

October 2012 ONAGAILEBEN
(Listed on the 1st Section of the Tokyo Stock Exchange; Code 7447)
<Contact for information on this material: Mr. Ohno, Administration Headquarters (03-3863-0371)>

## Overview FY2012

Business environment
-Revised medical treatment fees and nursing care fees.(April, 2012)
-Escalating of material prices and sewing costs.

Revised FY2012 forecast (August 22, 2012 announcement)

- Good sales situation was considered.
- Impairment loss on fixed assets was occurred. (owning building)

Achieved the highest sales and operating profit.

- Sales: $¥ 15,175 \mathrm{~m}$
- Operating profit: $¥ 4,642 \mathrm{~m}$

4th consecutive year of growth in sales and profit

## Outline

I Financial Review FY2012

II Market Environment

III Forecast for FY2013

IV Management Goals

V Rewarding shareholder-focused policies

## Outline

## Establish competitive position in medical clothing market

-Approximately 60\% market share in domestic medical clothing
-Wide field, planning, manufacturing and marketing
-Competitive product such as extensive products, custom-made program

| Strong growing market |  |  |
| :---: | :---: | :---: |
| Doctor, Dentist, <br> Pharmacist*1 | Nursing Staff*1 | Care workers*2 |
| 670,000 <br> people | $1,470,000$ <br> people | $1,330,000$ <br> people |
| compare with 2008 <br> $+19,000$ people | compare with 2008 <br> $+73,000$ people | compare with 2008 <br> $+50,000$ people |

*1 Annual Report on Health,Labour and Welfere 2010, MHLW
*2 Survey of care service facilities and business 2010, MHLW
MHLW: Ministry of Health, Labour and Welfare of Japan

## Rewarding shareholder-focused policies

-Continue stable dividend payment with payout ratio of $50 \%$
-Acquisition of treasury stock


## Financial Review FY2012

## Financial Highlights <Statements of Income>

| (millions of yen,\%) | FY2012 | \% Change | To Forecast \% * | Composition \% | Composition \% Change |
| :---: | ---: | ---: | ---: | ---: | ---: |
| Net sales | $\mathbf{1 5 , 1 7 5}$ | +4.1 | +2.5 | 100.0 | - |
| Gross profit | $\mathbf{7 , 1 0 3}$ | +4.6 | +3.2 | 46.8 | +0.2 |
| Sales, general, and | $\mathbf{2 , 4 6 1}$ | +1.1 | +1.7 | 16.2 | -0.5 |
| administrative expenses |  | +6.5 | +6.0 | 30.6 | +0.7 |
| Operating income | $\mathbf{4 , 6 4 2}$ | +6.5 | +8.2 | 31.5 | +2.2 |
| Recurring income | $\mathbf{4 , 7 8 7}$ | +11.9 | -9.0 | 15.6 | -1.5 |
| Net income | $\mathbf{2 , 3 7 1}$ | -4.9 | -9 |  |  |

[^0]
## Financial Highlights <Balance Sheet>

| Major assets |  |  | ( $¥$ million \%) |
| :---: | :---: | :---: | :---: |
| Title | Result | Change Result | Change \% |
| Cash on hand at banks | 16,627 | +1,042 | +6.7 |
| Notes and accounts receivable | 4,219 | -52 | -1.2 |
| Inventories | 3,396 | +381 | +12.7 |
| Current assets | 25,195 | +1,846 | +7.9 |
| Tangible and intangible fixed assets | 1,793 | -229 | -11.4 |
| Land | 4,962 | -363 | -6.8 |
| Investment other | 2,390 | +171 | +7.7 |
| Fixed assets | 9,793 | -395 | -3.9 |
| Total assets | 34,988 | +1,450 | +4.3 |

Major liabilities and
shareholders' equity

| Title | Result | Change Result | Change\% |
| :--- | ---: | ---: | ---: |
| Notes and accounts payable | 1,362 | -85 | -5.9 |
| Accrued income taxes | 1,353 | +198 | +17.2 |
| Current liabilities | 3,908 | +204 | +5.5 |
| Capital reserves | 29,972 | $+1,166$ | +4.0 |
| $\quad$ Treasury stock | $-3,172$ | -0 | +0.0 |
| Net assets | 31,080 | $+1,245$ | +4.2 |
| Total liabilities and net assets | 34,988 | $+1,450$ | +4.3 |


| [Major changes from the previous fiscal year] |  |
| :---: | :---: |
| Cash and cash equivalents | $¥ 1,042$ million |
| -Cash flows from operating activities | $¥ 2,917$ million |
| -Dividend payout | down $¥ 1,204$ million |
| -Acquisition tangible and intangible fixed assets | down¥216million |
| -Negotiable deposit | down¥500million |
| Inventories | ¥381million |
| -Increased inventories to prepare for sales growth |  |
| Fixed assets | down $¥ 395$ million |
| Impairment loss | down $¥ 555$ million |
| Depreciation | down $¥ 233$ million |
| Logistics center renewal | $¥ 127$ million |
| Deferred tax asset | $¥ 135$ million |
| Net assets $\quad ¥ 1,245 \mathrm{million}$ |  |
| -Net profit | $¥ 2,371$ million |
| - Dividend payout | down $¥ 1$,205million |

## Segments by item



## Sales by Item

| Doctors' 16.4\% |  |  |  |
| :---: | :---: | :---: | :---: |
|  | $\begin{array}{r} \text { Util } \\ 5.7 \end{array}$ |  | [Healthcare wear] <br> -Spreading new concept products for the past several years in stable market, sales became as the budget mostly and reached the highest ever sales in two consecutive terms. |
|  |  | ry | [Doctors' wear] |
| Healthcare $57.8 \%$ |  | Shoes <br> Others | -As sales of new products continued to increase steadily, doctor's wear sales far exceeded the budget. As a result, the highest ever sales were updated for the first time in seven terms. |
| Year-on-year change | FY2011 | FY2012 | [Utility wear] |
| Overall | +3.6 | +4.1 | -Sales stopped to fall because institutions changed unit of supply from individual to section and tighten the |
| Healthcare wear | +4.2 | +1.1 | allocation standard. |
| Doctors' wear | +3.6 | +7.7 |  |
| Utility wear | -7.5 | -0.1 | [Patient wear] |
| Patient wear | +6.6 | +19.3 | catching new big contracts of patient's wear on admission, sales was steadily increasing. |
| Surgery wear | +7.4 | +9.2 |  |
| Shoes | -5.4 | -1.0 | [Surgery wear] |
| Others | +6.3 | +8.3 | -As contributed by the sales of COMPELPAK, sales was increasing steadily in consecutive terms. |

## Sales by Region

|  |  |  | Sales grew steady nationwide and each area except overseas achieved the highest ever sales. <br> [East Japan] <br> -Catching renewal orders, which postponed renewal orders last second-half year due to the impact of the Tohoku-Pacific Ocean Earthquake, the sales attained big growth for the past several years. <br> [Central Japan] <br> -Since market size was not large and there was the influence by the size of contracts, the growth of this term was a slight increase. |
| :---: | :---: | :---: | :---: |
| Year-on-year change | FY2011 | FY2012 | [West Japan] |
| Total sales | +3.6 | +4.1 | increase of income continued. |
| East Japan | -0.5 | +4.7 |  |
| Central Japan | +7.1 | +0.9 | [Overseas] |
| West Japan | +9.2 | +4.2 | -Due to the impact of appreciating yen and rising price by cost up, the sales was lower than the previous. |
| Overseas | +1.7 | -1.3 |  |

## II Market Environment

## Market Environment Topics

Medical treatment fees and Nursing care fees revised.(effective Apr. 2012)
-Medical treatment fees revise every 2 years, Nursing care fees revise every 3 years.
Both fees will revise at the same time.
-Medical treatment fees revised:+0.004\%(Previous $+0.19 \%$ ), Nursing care fees revised:+1.2\%(Previous $+3.0 \%$ ).
Forcast of the number of nursing and care staff in 2015
-Nursing staff 1.65 m people Increased by $2.57 \%$ annually
-Care staff 1.73 m people Increased by $5.10 \%$ annually
Concerning about escalating material prices, rising sewing costs
-The productization with high price of cotton progressed.
-The price of polyester increased because of increasing oil price.
-The cost of labor charge around China and Southeast Asia raised due to price escalation.

## Effect to the cost of overseas production

 due to appreciation of the yen against the dollar-monthly average exchange rate in NY market(as of August)
2006:¥115/dollar, 2007:¥116/dollar, 2008:¥109/dollar, 2009:¥94/dollar, 2010:¥85/dollar, 2011:¥77/dollar, 2012:¥77/dollar

## Market Environment

## Changes and prospects for medical and care service systems

## Medical Svstem

|  | Medical Svstem |  | CaneService System |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Medical Service Law, Health and Medical Service Law for the Aged, Medical Insurance, etc | Medical treatment fees | Care Service Law, Nursing Care Insurance, etc. | Nursing care fees |
| '02 | Amendment to the Health and Medical <br> Service Law for the Aged <br> Change of qualified age from 70 to 75 (burden: 10\%) | Total market: -2.7\% Service: -1.3\%, Drug price: $-1.4 \%$ | Entry into special nursing home business defined under the Structural Reform Region Law (by PFI method and Public-fund Private-run method) |  |
| '03 | Amendment to Medical Insurance (burden: 30\%) Introduction of DPC to Special Function Hospital |  | $2^{\text {nd }}$ plan of care insurance system (2003-2007) | Total market: -2.3\% <br> Home: +0.1\% <br> Facilities: -4.0\% |
| '04 | Legal transformation of national hospitals into independent administrative corporations | Total market: -1.0\% Service: 0.0\% Drug price: -1.0\% |  |  |
| '05 | Enforcement of Amended Pharmaceutical Affairs Law Release of the 6th prospect for supply and demand of nursing staff |  |  |  |
| '06 | Proposed draft of reform of medical insurance system submitted. <br> Expansion of DPC to general hospitals. | Total market: -3.16\% <br> Service: -1.3\% <br> Drug price: -1.8\% | Enforcement of Amended Nursing Care Insurance Law $3^{\text {rd }}$ plan of care insurance system (2006-2008) | Total market: -2.4\% <br> Home: -1.0\% <br> Facilities: -4.0\% |
| '07 | New Health Frontier Strategy announced Social medical corporations instituted by law |  | Ban lifted on medical corporations from operating private commercial nursing homes. Nursing care type medical facilities to be abolished in 2012 |  |
| '08 | Medical program for very elderly instituted by law "Metabolic" diagnosis and health guidance specified as mandatory | Total market: -0.83\% Service: $+0.38 \%$ Drug price: $-1.2 \%$ | Nursing care type elderly health facilities instituted |  |
| '09 | Enforcement of Amended Pharmaceutical Affairs Law Local healthcare revival plan |  | $4^{\text {th }}$ plan of care insurance system (2009-2011) | Total market: +3.0\% <br> Home: +1.7\% <br> Facilities: $+1.3 \%$ |
| '10 | Release of the 7th prospect for supply and demand of nursing staff. Legal transformation of national medical highly-advanced center into independent administrative corporations | Total market: +0.19\% <br> Service: $+1.55 \%$ <br> Drug price: -1.36\% |  |  |
| '11 | Postponed time limit of abolishing nursing care type medical facilities for 6 year. <br> The interim appraisal of the medical expenses |  | Disapproval of setting up specialty nursing homes for social medical organization. |  |
| '12 | Postponed abolishing of Medical Care System for People Aged 75 and over | Total market: +0.004\% <br> Service: +1.38\% <br> Drug price: -1.38\% | Enforcement of Amended Nursing Care Insurance Law <br> 5th plan of care insurance system (2012-2014) | Total market: $+1.2 \%$ <br> Home: +1.0\% <br> Facilities: $+0.2 \%$ |

## Market Environment

Revisions to medical treatment fees


## Market Environment

## Supply and Demand of Nursing Staff

(Source: the Ministry of Health, Labor and Welfare (December 2010))
(10,000 persons)


Decreased number of nursing staff on both supply and demand sides for technical reasons due to the shift to a fulltime-worker-based counting system as from the 6th Outlook.

Change to actual number as from the 7th Outlook.


- The 7th outlook for nursing staff demand and supply (five-year plan from 2011 through 2015)
- Change to actual number as from the 7th Outlook.(The 6th is fulltime-worker-based counting system.)
- Outlook for nursing staff supply and demand for all medical and nursing fields

Market Environment


Since the number of track records are subject to the influence of change of an examination method, it cannot carry out annual comparison simply after 2010.
"Maximun" was estimated on the basis of at-home care and In-Home Long-Term Care improvement.

Actual record :survey of care service facilities and business, Ministry of Health, Labor and Welfare
Forecast: Long-term estimation concerning medical treatment and care , cabinet

## III Forecast for FY2013

## Management Tasks for This Term and Status

Marketing strategy to boost sales

Production strategy to ensure a steady supply
-Strengthen ties with material makers and trade firms.
-Improve Quick Response production system.
-Develop new production overseas base.

## Forecast Statements of Income

| (millions of yen,\%) | FY2013E | \% Change (FY2012) | Composition \% Change |
| :---: | :---: | :---: | :---: |
| Net sales | 15,450 | +1.8 | - |
| Gross profit | 7,322 | +3.1 | +0.6 |
| Sales, general, and administrative <br> expenses <br> Operating income | 2,488 | +1.1 | -0.1 |
| Recurring income | 4,834 | 4,886 | +4.1 |
| Net income | 2,993 | +26.2 | +0.7 |
|  |  |  |  |

## [Overview]

-Net sales and income are expected record-setting and consecutive performance by growing sales steadily in healthcare wear and doctor wear, expanding sales healthy in patient/surgery wear and gaining share in Central and West Japan.
[Gross profit] $y / y+¥ 220 \mathrm{~m}$ (Factor of increase of Net sales $+¥ 130 \mathrm{~m}$, Factor of increase of profit ratio $+¥ 90 \mathrm{~m}$ )

| Gross profit to sales | FY2012 46.8\% | $\rightarrow$ FY2013E | $47.4 \%$ |  |
| :--- | :--- | :--- | :--- | :--- |
| Foreign Exchange rate: | FY2012 $¥ 83.6 /$ dollar | $\rightarrow$ FY2013E | $¥ 79.2 /$ dollar $(+¥ 57 \mathrm{~m})$ |  |
| Overseas production ratio | FY2012 $39.4 \%$ | $\rightarrow$ FY2013E | $39.6 \%$ | $(+¥ 8 \mathrm{~m})$ |

[Sales, general, and administrative expenses]
-Though SG\&A cost increases with sales flowing, composition will decrease.
[Extraordinary loss]
-FY2012 Impairment loss $¥ 555 \mathrm{~m} \quad$ Losses on disposal of fixed asset $¥ 37 \mathrm{~m}$ Losses on appraisal of securities $¥ 42 \mathrm{~m}$ [Capital Expenditure]
-Capital Expenditure: $¥ 1,213 \mathrm{~m}$ (New HQ Building $¥ 1,037 \mathrm{~m}$ Renewal of manufacturing equipment:¥89m Software $¥ 44 \mathrm{~m}$ )
-Depreciation: $¥ 265 \mathrm{~m}$

## Forecast of Sales by Item

## Sales by Item



| Year-on-year change | FY2012 | FY2013E |
| :--- | ---: | ---: |
| Sales | +4.1 | +1.8 |
| Healthcare wear | +1.1 | +1.1 |
| Doctors' wear | +7.7 | +1.1 |
| Utility wear | -0.1 | -2.8 |
| Patient wear | +19.3 | +4.6 |
| Surgery wear | +9.2 | +9.2 |
| Shoes/Others | +2.7 | -1.2 |

[Healthcare wear] As renewal demand is stabilized, sales of healthcare wear is expected to increase as the previous year.
[Utility wear]As the demand being down, the decline in sales of utility wear is expected to continue.
[Patient wear] Though patient wear became a steep rise. The increase in sales of patient wear is expected to continue with demand in the health check market.
[Surgery wear] As COMPELPACK and surgical underwear(scrub) being steadily permeated, the increase in sales of surgery wear is expected to continue.

## Forecast of Sales by Region

## Sales by Region



## Product Strategy

## Sales by Product


[DC brands ] Reversing downward trend over several years, sales of DC brands is expected to increase.
[High functional products ] As these products being received well from the market, the increase in sales of high functional products is expected to continue by driving the strategy of higher quality and value-added products.
[Mass products] As being on downward trend, the shift from mass products, include other company products, to functional products is expected to continue.

## Production Strategy


-To prepare for escalating of material prices and sewing costs, developing new production infrastructure in overseas will be planed.

## IV Management Goals

## Sales Strategy


FY2012
(Previous term)

| FY2015E |
| :---: |
| (3 terms later) |



## Net Sales and Gross Profit to Sales Ratio


(¥ million)


FY2015E
Net Sales
16,200
Operating
Income

# V Rewarding shareholder-focused policies 

## Profit Reimbursement to Shareholders

## Shareholder-focused policies <br> - Improvement of transparency by proactive disclosure <br> - Interactive communication with investors <br> - Profit reimbursement by high dividends

## Dividend policy

- Basic policy is to continue stable dividend payment with payout ratio of $50 \%$


## Share buyback

- Acquire expeditiously when our share is undervalued


## Actual Dividends Paid

|  | $\begin{gathered} \text { DPS } \\ (\text { yen }) \end{gathered}$ | $\begin{aligned} & \text { Adjusted } \\ & \text { DPS } \\ & (\mathrm{yen})^{*} \end{aligned}$ | Total dividend (Millio yen) | Share (Million yen) | Payout ratio <br> (non-c, \%) | $\begin{aligned} & \text { Total payout } \\ & \text { ratio } \\ & \text { (non-c, \%) } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| FY2001 | 25 | 12.5 | 475 | 0 | 27.6 | 27.6 |
| FY2002 | 25 | 12.5 | 475 | 0 | 29.3 | 29.3 |
| FY2003 | 30 | 15.0 | 530 | 1,697 | 29.7 | 124.6 |
| FY2004 | 40 | 20.0 | 744 | 0 | 36.5 | 36.5 |
| FY2005 | 60 | 30.0 | 1,117 | 0 | 56.9 | 56.9 |
| FY2006 | 60 | 30.0 | 1,117 | 0 | 53.4 | 53.4 |
| FY2007 | 60 | 30.0 | 1,117 | 0 | 53.1 | 53.1 |
| FY2008 | 60 | 30.0 | 1,083 | 1,077 | 56.6 | 111.2 |
| FY2009 | 60 | 30.0 | 1,040 | 1,220 | 57.3 | 122.2 |
| FY2010 | $\begin{array}{r} 65 \\ \text { (commemoratie 5) } \end{array}$ | 32.5 | 1,127 | 0 | 51.4 | 51.4 |
| FY2011 | 70 | 35.0 | 1,205 | 226 | 51.9 | 61.7 |
| FY2012 | 35 | 35.0 | 1,205 | 0 | 55.1 | 55.1 |

## Management Philosophy

We will provide medical products and services of the highest quality, as the leading company to link "medical services" and "clothing."

- Consistently challenging spirit to lead the industry
- Achievement of contribution to society
- "Respect for Harmony among People" people are our asset


## Notes on this material

This material includes forecasts for the future.
These forecasts are based on the judgment of the Company's management concerning currently available information.

These future projections include assumptions or views based on assumptions, and therefore may be different from the actual outcome, depending upon future circumstances.

The expectations for future results stated by the Company or its management in this material do not represent any warranty that these expectations or particular results will be realized.

The Company is not liable to update any of its forecasts, or projections, unless otherwise provided for by law or under the relevant regulations.

## Data File

FY2012

## NAGAILEBEN

(Listed on the 1st Section of the Tokyo Stock Exchange;Code 7447)
<Contact for information on this material: Mr. Ohno, Administration Headquarters (03-3863-0371)>

## Index

| 1 | $\ldots$ | Sales by Item |
| ---: | :--- | :--- |
| 2 | $\ldots$ | Sales by Product |
| 3 | $\ldots$ | Sales by Region |
| 4 | $\ldots$ | Rationalization of the Production System |
|  |  | and Our Purchasing Strategy (Non-Consolidated) |
| 5 | $\ldots$ | Statements of Income (Consolidated) |
| 6 | $\ldots$ | Statements of Income (Non-Consolidated) |
| 7 | $\ldots$ | Indices (Consolidated) |
| 8 | $\ldots$ | Indices (Non-Consolidated) |
| $9 \cdot 10$ | $\ldots$ | Statements of Income (Consolidated• Non-Consolidated) |
| $11 \cdot 12$ | $\ldots$ | Balance Sheet (Consolidated• Non-Consolidated) |

1. Sales by Item

| FY | $09 / 8$ | $10 / 8$ | $11 / 8$ | $12 / 8$ | $13 / 8 \mathrm{E}$ |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sales | 13,669 | 14,076 | 14,578 | 15,175 | 15,450 |
| Healthcare wear | 8,002 | 8,328 | 8,675 | 8,769 | 8,865 |
| Doctors' wear | 2,280 | 2,226 | 2,306 | 2,483 | 2,510 |
| Utility wear | 987 | 935 | 865 | 864 | 840 |
| Patient wear | 859 | 961 | 1,025 | 1,223 | 1,280 |
| Surgery wear | 1,082 | 1,171 | 1,258 | 1,374 | 1,500 |
| Shoes | 324 | 286 | 271 | 268 | 260 |
| Others | 131 | 166 | 176 | 191 | 195 |


| Change over previous year |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sales | 0.3 | 3.0 | 3.6 | 4.1 | 1.8 |
| Healthcare wear | 0.5 | 4.1 | 4.2 | 1.1 | 1.1 |
| Doctors' wear | -1.9 | -2.4 | 3.6 | 7.7 | 1.1 |
| Utility wear | -6.6 | -5.3 | -7.5 | -0.1 | -2.8 |
| Patient wear | 9.6 | 11.8 | 6.6 | 19.3 | 4.6 |
| Surgery wear | 7.7 | 8.3 | 7.4 | 9.2 | 9.2 |
| Shoes | -9.2 | -11.8 | -5.4 | -1.0 | -3.3 |
| Others | -4.0 | 26.8 | 6.3 | 8.3 | 1.7 |

## Composition

| Sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Healthcare wear | 58.5 | 59.2 | 59.5 | 57.8 | 57.4 |
| Doctors' wear | 16.7 | 15.8 | 15.8 | 16.4 | 16.2 |
| Utility wear | 7.2 | 6.6 | 5.9 | 5.7 | 5.4 |
| Patient wear | 6.3 | 6.8 | 7.0 | 8.1 | 8.3 |
| Surgery wear | 7.9 | 8.3 | 8.6 | 9.0 | 9.7 |
| Shoes | 2.4 | 2.0 | 1.9 | 1.8 | 1.7 |
| Others | 1.0 | 1.2 | 1.2 | 1.2 | 1.3 |


| ( $¥$ million) |  |
| :---: | :---: |
| First-half 11/8 | First-half 12/8 |
| 5,779 | 6,186 |
| 3,434 | 3,552 |
| 838 | 919 |
| 364 | 368 |
| 447 | 574 |
| 501 | 574 |
| 108 | 107 |
| 85 | 89 |


|  | $(\%)$ |
| ---: | ---: |
| 6.3 | 7.0 |
| 9.4 | 3.4 |
| 4.5 | 9.6 |
| -5.1 | 1.3 |
| 2.3 | 28.4 |
| 3.3 | 14.4 |
| -2.3 | -0.8 |
| 4.5 | 5.2 |


|  | $(\%)$ |
| ---: | ---: |
| 100.0 | 100.0 |
| 59.4 | 57.4 |
| 14.5 | 14.9 |
| 6.3 | 6.0 |
| 7.7 | 9.3 |
| 8.7 | 9.3 |
| 1.9 | 1.7 |
| 1.5 | 1.4 |


2. Sales by Product

| FY | $09 / 8$ | $10 / 8$ | $11 / 8$ | $12 / 8$ | $13 / 8 \mathrm{E}$ |
| :--- | ---: | ---: | :---: | :---: | :---: |
| Sales | 13,669 | 14,076 | 14,578 | 15,175 | 15,450 |
| DC brand products | 1,086 | 974 | 998 | 1,024 | 1,050 |
| High Functional products | 5,273 | 5,612 | 6,216 | 6,547 | 6,750 |
| Standard Functional products | 6,097 | 6,260 | 6,232 | 6,501 | 6,600 |
| Mass products | 1,211 | 1,229 | 1,130 | 1,100 | 1,050 |


| ( $¥$ million) |  |
| ---: | ---: |
| First-half <br> $11 / 8$ | First-half <br> $12 / 8$ |
| 5,779 | 6,186 |
| 400 | 426 |
| 2,514 | 2,620 |
| 2,405 | 2,700 |
| 458 | 440 |

## Change over previous year

| Sales | 0.3 | 3.0 | 3.6 | 4.1 | 1.8 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| DC brand products | 2.5 | -10.4 | 2.5 | 2.6 | 2.5 |
| High Functional products | -1.0 | 6.4 | 10.8 | 5.3 | 3.1 |
| Standard Functional products | 2.5 | 2.7 | -0.4 | 4.3 | 1.5 |
| Mass products | -6.5 | 1.5 | -8.0 | -2.6 | -4.6 |


|  | (\%) |
| ---: | ---: |
| 6.3 | 7.0 |
| 9.2 | 6.3 |
| 20.0 | 4.2 |
| -4.1 | 12.2 |
| -2.1 | -4.0 |

Composition

| Sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| DC brand products | 7.9 | 6.9 | 6.8 | 6.8 | 6.8 |
| High Functional products | 38.6 | 39.9 | 42.6 | 43.1 | 43.7 |
| Standard Functional products | 44.6 | 44.5 | 42.7 | 42.8 | 42.7 |
| Mass products | 8.9 | 8.7 | 7.8 | 7.3 | 6.8 |


|  | $(\%)$ |
| ---: | ---: |
| 100.0 | 100.0 |
| 6.9 | 6.9 |
| 43.5 | 42.4 |
| 41.6 | 43.6 |
| 7.9 | 7.1 |



## 3. Sales by Region

| FY | $09 / 8$ | $10 / 8$ | $11 / 8$ | $12 / 8$ | $13 / 8 \mathrm{E}$ |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sales | 13,669 | 14,076 | 14,578 | 15,175 | 15,450 |
| East Japan | 7,602 | 7,776 | 7,739 | 8,106 | 8,200 |
| Central J apan | 1,437 | 1,447 | 1,550 | 1,564 | 1,630 |
| West J apan | 4,519 | 4,735 | 5,168 | 5,386 | 5,500 |
| Overseas | 111 | 117 | 119 | 118 | 120 |


| $\begin{array}{\|c\|}\hline\end{array} \neq$ million $)$ |  |
| :---: | :---: |
| First-half <br> $11 / 8$ | First-half <br> $12 / 8$ |
| 5,779 | 6,186 |
| 3,107 | 3,198 |
| 627 | 638 |
| 1,992 | 2,301 |
| 51 | 47 |


| Change over previous year |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sales | 0.3 | 3.0 | 3.6 | 4.1 | 1.8 |
| East J apan | 2.4 | 2.3 | -0.5 | 4.7 | 1.2 |
| Central Japan | -3.2 | 0.7 | 7.1 | 0.9 | 4.2 |
| West J apan | -2.1 | 4.8 | 9.2 | 4.2 | 2.1 |
| Overseas | -1.5 | 6.1 | 1.7 | -1.3 | 1.5 |


|  | (\%) |
| ---: | ---: |
| 6.3 | 7.0 |
| 4.9 | 2.9 |
| 8.1 | 1.7 |
| 8.0 | 15.5 |
| 0.7 | -6.7 |


| Composition |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| East J apan | 55.6 | 55.2 | 53.1 | 53.4 | 53.1 |
| Central J apan | 10.5 | 10.3 | 10.6 | 10.3 | 10.5 |
| West J apan | 33.1 | 33.6 | 35.5 | 35.5 | 35.6 |
| Overseas | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 |


|  | (\%) |
| ---: | ---: |
| 100.0 | 100.0 |
| 53.8 | 51.7 |
| 10.8 | 10.3 |
| 34.5 | 37.2 |
| 0.9 | 0.8 |



## 4. Rationalization of the Production System and Our Purchasing Strategy(Non-Consolidated)

|  |  |  |  |  |  | ( $¥$ million) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| FY | 09/8 | 10/8 | 11/8 | 12/8 | 13/8E | $\begin{gathered} \hline \text { First-half } \\ 11 / 8 \\ \hline \end{gathered}$ | First-half 12/8 |
| Domestic production | 4,248 | 4,561 | 4,921 | 5,056 | 5,015 | 2,418 | 2,527 |
| Overseas production | 2,921 | 2,698 | 3,174 | 3,441 | 3,445 | 1,475 | 1,740 |
| Purchased products | 300 | 282 | 274 | 240 | 240 | 154 | 129 |
| Total | 7,469 | 7,541 | 8,369 | 8,737 | 8,700 | 4,047 | 4,396 |


| $l$ |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Change over previous year |  |  |  |  |  |
| Domestic production | -11.9 | 7.4 | 7.9 | 2.8 | -0.8 |
| Overseas production | -13.0 | -7.6 | 17.6 | 8.4 | 0.1 |
| Purchased products | -12.1 | -6.0 | -2.8 | -12.6 | 0.0 |
| Total | -12.3 | 1.0 | 11.0 | 4.4 | -0.4 |


|  | $(\%)$ |
| ---: | ---: |
| 9.4 | 4.5 |
| 14.0 | 18.0 |
| 14.1 | -16.2 |
| 11.2 | 8.6 |


| Composition |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | :---: |
| Domestic production | 56.9 | 60.5 | 58.8 | 57.9 | 57.6 |  |
| Overseas production | 39.1 | 35.8 | 37.9 | 39.4 | 39.6 |  |
| Purchased products | 4.0 | 3.7 | 3.3 | 2.7 | 2.8 |  |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 101.0 |  |


|  | $(\%)$ |
| ---: | ---: |
| 59.7 | 57.5 |
| 36.4 | 39.6 |
| 3.8 | 2.9 |
| 100.0 | 100.0 |

## 5. Statements of I ncome (Consolidated)

| FY | $09 / 8$ | $10 / 8$ | $11 / 8$ | $12 / 8$ | $13 / 8 \mathrm{E}$ |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Net Sales | 13,669 | 14,076 | 14,578 | 15,175 | 15,450 |
| Gross profit | 6,029 | 6,388 | 6,793 | 7,103 | 7,323 |
| Sales, general, and administrative expense | 2,391 | 2,383 | 2,434 | 2,461 | 2,488 |
| Operating income | 3,638 | 4,005 | 4,358 | 4,642 | 4,834 |
| Recurring income | 3,653 | 3,983 | 4,277 | 4,787 | 4,887 |
| Net income | 1,516 | 2,344 | 2,493 | 2,371 | 2,993 |


|  | ( $¥$ million) |
| ---: | ---: |
| First-half <br> $11 / 8$ | First-half <br> $12 / 8$ |
| 5,779 | 6,186 |
| 2,677 | 2,902 |
| 1,270 | 1,332 |
| 1,406 | 1,569 |
| 1,399 | 1,696 |
| 826 | 954 |

## Change over previous year

| Net Sales | 0.3 | 3.0 | 3.6 | 4.1 | 1.8 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Gross profit | 1.2 | 6.0 | 6.3 | 4.6 | 3.1 |
| Sales, general, and administrative expense | -2.9 | -0.4 | 2.2 | 1.1 | 1.1 |
| Operating income | 4.0 | 10.1 | 8.8 | 6.5 | 4.1 |
| Recurring income | -0.2 | 9.0 | 7.4 | 11.9 | 2.1 |
| Net income | -27.6 | 54.6 | 6.4 | -4.9 | 26.2 |


|  | $(\%)$ |
| ---: | ---: |
| 6.3 | 7.0 |
| 9.0 | 8.4 |
| 4.1 | 4.9 |
| 13.7 | 11.5 |
| 7.4 | 21.2 |
| 9.0 | 15.5 |

Composition

| Net Sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Gross profit | 44.1 | 45.4 | 46.6 | 46.8 | 47.4 |
| Sales, general, and administrative expense | 17.5 | 16.9 | 16.7 | 16.2 | 16.1 |
| Operating income | 26.6 | 28.5 | 29.9 | 30.6 | 31.3 |
| Recurring income | 26.7 | 28.3 | 29.3 | 31.5 | 31.6 |
| Net income | 11.1 | 16.7 | 17.1 | 15.6 | 19.4 |


|  | (\%) |
| ---: | ---: |
| 100.0 | 100.0 |
| 46.3 | 46.9 |
| 22.0 | 21.5 |
| 24.3 | 25.4 |
| 24.2 | 27.4 |
| 14.3 | 15.4 |

6. Statements of I ncome (Non-Consolidated)

| FY | $09 / 8$ | $10 / 8$ | $11 / 8$ | $12 / 8$ | $13 / 8 \mathrm{E}$ |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Net Sales | 13,668 | 14,072 | 14,574 | 14,800 | 14,800 |
| Gross profit | 5,789 | 6,134 | 6,464 | 6,553 | 6,553 |
| Sales, general, and administrative expenses | 2,375 | 2,369 | 2,413 | 2,492 | 2,492 |
| Operating income | 3,414 | 3,764 | 4,051 | 4,061 | 4,061 |
| Recurring income | 3,503 | 3,721 | 3,987 | 4,125 | 4,125 |
| Net income | 1,849 | 2,193 | 2,322 | 2,433 | 2,433 |


| First-half <br> $11 / 8$ | First-half <br> $12 / 8$ |
| :---: | :---: |
| 5,777 | 6,183 |
| 2,557 | 2,750 |
| 1,245 | 1,319 |
| 1,311 | 1,431 |
| 1,314 | 1,564 |
| 773 | 884 |

## Change over previous year

| Net Sales | 0.3 | 3.0 | 3.6 | 1.6 | 1.6 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Gross profit | 2.9 | 6.0 | 5.4 | 1.4 | 1.4 |
| Sales, general, and administrative expensed | -4.7 | -0.2 | 1.8 | 3.3 | 3.3 |
| Operating income | 9.0 | 10.3 | 7.6 | 0.3 | 0.3 |
| Recurring income | 4.0 | 6.2 | 7.2 | 3.5 | 3.5 |
| Net income | -4.8 | 18.6 | 5.9 | 4.8 | 4.8 |


|  | $(\%)$ |
| ---: | ---: |
| 6.2 | 7.0 |
| 8.2 | 7.6 |
| 3.1 | 5.9 |
| 13.4 | 9.1 |
| 9.2 | 19.0 |
| 10.3 | 14.3 |

Composition

| Net Sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Gross profit | 42.4 | 43.6 | 44.4 | 44.3 | 44.3 |
| Sales, general, and administrative expenses | 17.4 | 16.8 | 16.6 | 16.8 | 16.8 |
| Operating income | 25.0 | 26.8 | 27.8 | 27.4 | 27.4 |
| Recurring income | 25.6 | 26.4 | 27.4 | 27.9 | 27.9 |
| Net income | 13.5 | 15.6 | 15.9 | 16.4 | 16.4 |


|  | (\%) |
| ---: | ---: |
| 100.0 | 100.0 |
| 44.3 | 44.5 |
| 21.6 | 21.3 |
| 22.7 | 23.2 |
| 22.8 | 25.3 |
| 13.4 | 14.3 |

## 7. Indices (Consolidated)

|  |  | (Unit) | 08/8 | 09/8 | 10/8 | 11/8 | 12/8 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Profitability | ROE | (\%) | 7.4 | 5.4 | 8.4 | 8.5 | 7.8 |
|  | ROA | (\%) | 11.4 | 11.5 | 12.5 | 13.0 | 14.3 |
| ROE resolution | Return on sales Net income | (\%) | 15.4 | 11.1 | 16.7 | 17.1 | 15.6 |
|  | Total Assets Turnover | (Times) | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 |
|  | Leverage | (Times) | 1.1 | 1.1 | 1.1 | 1.1 | 1.1 |
| Financial stability | Current Ratio | (\%) | 740.6 | 691.7 | 743.3 | 799.9 | 749.1 |
|  | Fixed Assets Ratio | (\%) | 24.2 | 27.2 | 27.1 | 30.4 | 32.8 |
|  | Fixed Assets Ratio to Total of Shareholders' Equity and Long-term Liabilities | (\%) | 23.8 | 26.7 | 26.6 | 29.8 | 32.2 |
|  | Account Receivable Turnover | (Times) | 3.0 | 3.1 | 3.3 | 3.4 | 3.6 |
|  | Inventory Turnover | (Times) | 3.9 | 3.9 | 4.7 | 5.0 | 4.7 |
| Per share data | BPS | ( $\ddagger$ ) | 1,567.7 | 1,582.1 | 1,653.9 | 1,732.2 | 902.3 |
|  | EPS | (\#) | 114.3 | 85.8 | 135.2 | 144.6 | 68.9 |
|  | DPS | ( $¥$ ) | - | - | - | - | - |
|  | Payout ratio | (\%) | 52.5 | 69.9 | 48.1 | 48.4 | 50.8 |
| Adjusted <br> Per share data | Free issue/Stock split |  |  |  |  |  | $\begin{gathered} \hline 2011 / 9 / 1 \\ 2 \text {-for-1 } \end{gathered}$ |
|  | Adjusted BPS | ( $\ddagger$ ) | 783.9 | 791.0 | 827.0 | 866.1 | - |
|  | Adjusted EPS | (\#) | 57.1 | 42.9 | 67.6 | 72.3 | - |
|  | Adjusted DPS | ( $¥$ ) | - | - | - | - | - |
| Others | Capital expenditure | ( $¥$ million) | 206 | 437 | 209 | 2,949 | 285 |
|  | Depreciation | ( $¥$ million) | 258 | 266 | 278 | 280 | 270 |
|  | Number of employees | (Persons) | 484 | 486 | 488 | 490 | 501 |
|  | Personnel expense | ( $¥$ million) | 2,299 | 2,173 | 2,147 | 2,190 | 2,235 |


| First-half <br> $11 / 8$ | First-half <br> $12 / 8$ |
| :---: | :---: |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| $1,636.6$ | 861.4 |
| 47.9 | 27.7 |
| - | - |
| - | - |
|  | $2011 / 9 / 1$ |
| 2 -for-1 |  |
| 818.3 | 861.4 |
| 23.9 | 27.7 |
| - | - |
| 2,879 | 176 |
| 137 | 136 |
| 478 | 492 |
| 1,089 | 1,124 |

(Note1) Ratio of Fixed Assets to Total of Shareholders' Equity and Lonq-term Liabilities = Fixed Assets/ (Total shareholders' equity + Long-term Liabilities)
(Note2) Each of the balance sheet items used in the turnover figures is the average of the balances at the beginning and the end of the financial year.
8. Indices (Non-Consolidated)

|  |  | (Unit) | 08/8 | 09/8 | 10/8 | 11/8 | 12/8 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Profitability | ROE | (\%) | 7.4 | 7.2 | 8.4 | 8.6 | 7.8 |
|  | ROA | (\%) | 11.3 | 12.0 | 12.7 | 13.1 | 14.1 |
| ROE resolution | Return on sales Net income | (\%) | 14.2 | 13.5 | 15.6 | 15.9 | 14.4 |
|  | Total AssetsTurnover | (Times) | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
|  | Leverage | (Times) | 1.1 | 1.1 | 1.1 | 1.1 | 1.1 |
| Financial stability | Current Ratio | (\%) | 670.6 | 677.1 | 743.5 | 716.3 | 671.0 |
|  | Fixed Assets Ratio | (\%) | 25.7 | 28.9 | 28.7 | 32.4 | 35.2 |
|  | Fixed Assets Ratio to Total of Shareholders' Equity and Long-term Liabilities | (\%) | 25.4 | 28.6 | 28.3 | 31.9 | 34.8 |
|  | Account Receivable Turnover | (Times) | 3.0 | 3.1 | 3.3 | 3.4 | 3.6 |
|  | Inventory Turnover | (Times) | 4.5 | 4.6 | 5.6 | 6.1 | 5.8 |
| Per share data | BPS | $(\ngtr)$ | 1,436.0 | 1,464.9 | 1,528.7 | 1,597.0 | 828.6 |
|  | EPS | $(¥)$ | 106.0 | 104.7 | 126.5 | 134.6 | 63.6 |
|  | DPS | (¥) | 60.0 | 60.0 | 65.0 | 70.0 | 35.0 |
|  | Payout ratio | (\%) | 56.6 | 57.3 | 51.4 | 52.0 | 55.1 |
| Adjusted Per share data | Free issue/Stock split |  |  |  |  |  | $\begin{gathered} \hline \text { 2011/9/1 } \\ \text { 2-for-1 } \end{gathered}$ |
|  | Adjusted BPS | ( $¥$ ) | 718.0 | 732.4 | 764.3 | 798.5 | - |
|  | Adjusted EPS | (\#) | 53.0 | 52.4 | 63.2 | 67.3 | - |
|  | Adjusted DPS | ( $¥$ ) | 30.0 | 30.0 | 32.5 | 35.0 | - |
| Others | Capital expenditure | ( $¥$ million) | 164 | 399 | 175 | 2,913 | 261 |
|  | Depreciation | ( $¥$ million) | 210 | 217 | 234 | 233 | 233 |
|  | Number of employees | (Persons) | 107 | 107 | 109 | 108 | 106 |
|  | Personnel expense | ( $¥$ million) | 988 | 985 | 980 | 996 | 999 |


| First-half <br> 11/8 | First-half 12/8 |
| :---: | :---: |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| 1,506.9 | 790.6 |
| 44.8 | 25.7 |
| - | - |
| - | - |
|  | $\begin{gathered} \text { 2011/9/1 } \\ \text { 2-for-1 } \end{gathered}$ |
| 753.4 | 790.6 |
| 22.4 | 25.7 |
| - | - |
| 2,844 | 160 |
| 113 | 118 |
| 107 | 108 |
| 504 | 509 |

(Note1) Ratio of Fixed Assets to Total of Shareholders' Equity and Lonq-term Liabilities = Fixed Assets/ (Total shareholders' equity + Long-term Liabilities) (Note2) Each of the balance sheet items used in the turnover figures is the average of the balances at the beginning and the end of the financial year.
9. Statements of I ncome (Consolidated)

|  |  |  | ( $¥$ million, \%) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\overline{\mathrm{FY}}$ | 11/8 |  | 12/8 |  | Change(the previous year) |  |
|  | Result | Composition | Result | Composition | Result | Change \% |
| Net Sales | 14,578 | 100.0 | 15,175 | 100.0 | 597 | 4.1 |
| Cost of sales | 7,785 | 53.4 | 8,071 | 53.2 | 286 | 3.7 |
| Gross profit | 6,793 | 46.6 | 7,103 | 46.8 | 310 | 4.6 |
| Sales, general, and administrative expens | 2,434 | 16.7 | 2,461 | 16.2 | 27 | 1.1 |
| Packing and freight expenses | 234 |  | 226 |  |  |  |
| Advertising expenses | 246 |  | 245 |  |  |  |
| Personnel expenses | 1,176 |  | 1,171 |  |  |  |
| Management commission expense | 116 |  | 111 |  |  |  |
| Depreciation expenses | 158 |  | 163 |  |  |  |
| Operating income | 4,358 | 29.9 | 4,642 | 30.6 | 283 | 6.5 |
| Non-operating income | 101 | 0.7 | 202 | 1.3 | 100 | 98.9 |
| I nterest income | 28 |  | 18 |  |  |  |
| Rent income | 57 |  | 70 |  |  |  |
| Others | 16 |  | 113 |  |  |  |
| Non-operating expense | 183 | 1.3 | 57 | 0.4 | -126 | -68.9 |
| Fixed assets rent expense | 56 |  | 52 |  |  |  |
| Others | 126 |  | 4 |  |  |  |
| Recurring income | 4,277 | 29.3 | 4,787 | 31.5 | 510 | 11.9 |
| Extraordinary profit | 3 | 0.0 | 0 | 0.0 | -3 | -96.7 |
| Extraordinary loss | 63 | 0.4 | 635 | 4.1 | 572 | 905.8 |
| I ncome before income taxes | 4,217 | 28.9 | 4,151 | 27.4 | -65 | -1.6 |
| Income, inhabitant and enterprise taxes | 1,635 |  | 1,940 |  |  |  |
| Tax adjustments | 88 |  | -160 |  |  |  |
| Net income | 2,493 | 17.1 | 2,371 | 15.6 | -121 | -4.9 |


| First-half 11/8 |  | First-half 12/8 |  | Change(the previous year) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Result | Composition | Result | Composition | Result | Change \% |
| 5,779 | 100.0 | 6,186 | 100.0 | 406 | 7.0 |
| 3,101 | 53.7 | 3,284 | 53.1 | 182 | 5.9 |
| 2,677 | 46.3 | 2,902 | 46.9 | 224 | 8.4 |
| 1,270 | 22.0 | 1,332 | 21.5 | 62 | 4.9 |
| 95 |  | 124 |  |  |  |
| 195 |  | 193 |  |  |  |
| 592 |  | 597 |  |  |  |
| 61 |  | 57 |  |  |  |
| 76 |  | 82 |  |  |  |
| 1,406 | 24.3 | 1,569 | 25.4 | 162 | 11.5 |
| 49 | 0.9 | 153 | 2.4 | 104 | 212.1 |
| 16 |  | 8 |  |  |  |
| 23 |  | 33 |  |  |  |
| 8 |  | 110 |  |  |  |
| 56 | 1.0 | 26 | 0.4 | -30 | -53.8 |
| 28 |  | 26 |  |  |  |
| 28 |  | 0 |  |  |  |
| 1,399 | 24.2 | 1,696 | 27.4 | 297 | 21.2 |
| 2 | 0.0 | 9 | 0.1 | 7 | 348.9 |
| 1,396 | 24.2 | 1,686 | 27.3 | 289 | 20.7 |
| 491 |  | 659 |  |  |  |
| 78 |  | 72 |  |  |  |
| 826 | 14.3 | 954 | 15.4 | 127 | 15.5 |

10. Statements of I ncome (Non-Consolidated)

|  |  |  | ( $¥$ million, \%) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| FY | 11/8 |  | 12/8 |  | Change(the previous year) |  |
|  | Result | Composition | Result | Composition | Result | Change \% |
| Net Sales | 14,574 | 100.0 | 15,166 | 100.0 | 591 | 4.1 |
| Cost of sales | 8,109 | 55.6 | 8,371 | 55.2 | 262 | 3.2 |
| Gross profit | 6,464 | 44.4 | 6,794 | 44.8 | 329 | 5.1 |
| Sales, general, and administrative expenses | 2,413 | 16.6 | 2,493 | 16.4 | 79 | 3.3 |
| Packing and freight expenses | 431 |  | 460 |  |  |  |
| Advertising expenses | 246 |  | 245 |  |  |  |
| Personnel expenses | 996 |  | 999 |  |  |  |
| Management commission expenses | 117 |  | 113 |  |  |  |
| Depreciation expenses | 155 |  | 161 |  |  |  |
| Operating income | 4,051 | 27.8 | 4,301 | 28.4 | 249 | 6.2 |
| Non-operating income | 160 | 1.1 | 258 | 1.7 | 97 | 60.9 |
| Interest income | 25 |  | 16 |  |  |  |
| Dividend income | 7 |  | 7 |  |  |  |
| Rent income | 125 |  | 139 |  |  |  |
| Others | 2 |  | 95 |  |  |  |
| Non-operating expense | 224 | 1.5 | 101 | 0.7 | -122 | -54.8 |
| Fixed assets rent expense | 96 |  | 89 |  |  |  |
| Others | 127 |  | 11 |  |  |  |
| Recurring income | 3,987 | 27.4 | 4,458 | 29.4 | 470 | 11.8 |
| Extraordinary profit | 3 | 0.0 | 0 | 0.0 | -3 | -96.7 |
| Extraordinary loss | 62 | 0.4 | 634 | 4.2 | 572 | 918.7 |
| Income before income taxes | 3,928 | 27.0 | 3,823 | 25.2 | -105 | -2.7 |
| Income, inhabitant and enterprise taxes | 1,634 |  | 1,797 |  |  |  |
| Tax adjustments | -28 |  | -163 |  |  |  |
| Net income | 2,322 | 15.9 | 2,189 | 14.4 | -132 | -5.7 |


| First-half 11/8 |  | First-half 12/8 |  | Change(the previous year) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Result | Composition | Result | Composition | Result | Change \% |
| 5,777 | 100.0 | 6,183 | 100.0 | 405 | 7.0 |
| 3,219 | 55.7 | 3,432 | 55.5 | 212 | 6.6 |
| 2,557 | 44.3 | 2,750 | 44.5 | 193 | 7.6 |
| 1,245 | 21.6 | 1,319 | 21.3 | 73 | 5.9 |
| 183 |  | 216 |  |  |  |
| 194 |  | 193 |  |  |  |
| 504 |  | 509 |  |  |  |
| 62 |  | 58 |  |  |  |
| 75 |  | 81 |  |  |  |
| 1,311 | 22.7 | 1,431 | 23.2 | 119 | 9.1 |
| 78 | 1.4 | 182 | 2.9 | 104 | 133.7 |
| 15 |  | 7 |  |  |  |
| 3 |  | 3 |  |  |  |
| 58 |  | 68 |  |  |  |
| 1 |  | 103 |  |  |  |
| 75 | 1.3 | 49 | 0.8 | -26 | -34.5 |
| 48 |  | 45 |  |  |  |
| 27 |  | 3 |  |  |  |
| 1,314 | 22.8 | 1,564 | 25.3 | 250 | 19.0 |
| - | - | - | - | - | - |
| 1 | 0.1 | 9 | 0.1 | 8 | 628.6 |
| 1,313 | 22.7 | 1,555 | 25.2 | 242 | 18.4 |
| 491 |  | 600 |  |  |  |
| 48 |  | 70 |  |  |  |
| 773 | 13.4 | 884 | 14.3 | 110 | 14.3 |

## 11. Balance Sheet (Consolidated)

( $¥$ million, $\%$ )

| FY | 11/8 |  | 12/8 |  | Change(the previous year) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Result | Composition | Result | Composition | Result | Change \% |
| Current assets | 23,349 | 69.6 | 25,195 | 72.0 | 1,846 | 7.9 |
| Cash on hand and at banks | 15,584 |  | 16,627 |  |  |  |
| Trade notes and accounts receivable | 4,272 |  | 4,219 |  |  |  |
| Securities | 216 |  | 716 |  |  |  |
| Inventories | 3,014 |  | 3,396 |  |  |  |
| Others | 264 |  | 237 |  |  |  |
| Reserve bad debt | -2 |  | -2 |  |  |  |
| Fixed assets | 10,188 | 30.4 | 9,793 | 28.0 | -395 | -3.9 |
| Tangible fixed assets | 7,875 | 23.5 | 7,316 | 20.9 | -558 | -7.1 |
| Buildings and structures | 2,023 |  | 1,793 |  |  |  |
| Machinery and equipment | 476 |  | 501 |  |  |  |
| Land | 5,325 |  | 4,962 |  |  |  |
| Construction in progress | 7 |  | 24 |  |  |  |
| Others | 42 |  | 34 |  |  |  |
| Intangible fixed asset | 94 | 0.3 | 86 | 0.3 | -7 | -8.3 |
| Investments and other assets | 2,218 | 6.6 | 2,390 | 6.8 | 171 | 7.7 |
| Investment securities | 1,619 |  | 1,665 |  |  |  |
| Others | 599 |  | 726 |  |  |  |
| Reserve bad debt | -0 |  | -1 |  |  |  |
| Total assets | 33,538 | 100.0 | 34,988 | 100.0 | 1,450 | 4.3 |


| Current liabilities | 3,139 | 9.3 | 3,340 | 9.6 | 200 | 6.4 |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Trade notes and accounts payable | 1,448 |  | 1,362 |  |  |  |
| Accrued income taxes | 1,154 |  | 1,353 |  |  |  |
| Accrued bonus | 79 |  | 81 |  |  |  |
| Others | 457 |  | 542 |  |  |  |
| Long-term liabilities | 563 | 1.7 | 567 | 1.6 | 4 | 0.8 |
| Accrued pension and severance costs | 289 |  | 321 |  |  |  |
| Directors' retirement allowances | 141 |  | 153 |  |  |  |
| Others | 132 |  | 92 |  |  |  |
| Total liabilities | 3,703 | 11.0 | 3,908 | 11.2 | 204 | 6.5 |
| Total shareholders' equity | 29,917 | 89.2 | 31,084 | 88.8 | 1,166 | 3.9 |
| Capital stock | 1,925 |  | 1,925 |  |  |  |
| Capital reserves | 2,358 |  | 2,358 |  |  |  |
| Retained earnings | 28,806 |  | 29,972 |  |  |  |
| Treasury stock | $-3,172$ |  | $-3,172$ |  |  |  |
| Valuation and translation adjustments | -82 | -0.2 | -3 | 0.0 |  | 79 |
| Net unrealized gains on investment securitie | -24 |  | 0 |  |  | -96.2 |
| Deferred hedging gains and losses | -58 |  | -3 |  |  |  |
| Total net assets | 29,835 | 89.0 | 31,080 | 88.8 | 1,245 |  |
| Total liabilities and total net assets | 33,538 | 100.0 | 34,988 | 100.0 | 1,450 | 4.2 |


| First-half 11/8 |  | First-half 12/8 |  | Change(the previous year) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Result | Composition | Result | Composition | Result | Change \% |
| 20,778 | 66.8 | 22,747 | 69.0 | 1,968 | 9.5 |
| 13,039 |  | 14,523 |  |  |  |
| 3,677 |  | 3,780 |  |  |  |
| 216 |  | 216 |  |  |  |
| 3,574 |  | 4,023 |  |  |  |
| 276 |  | 205 |  |  |  |
| -5 |  | -2 |  |  |  |
| 10,331 | 33.2 | 10,210 | 31.0 | -121 | -1.2 |
| 7,985 | 25.7 | 7,912 | 24.0 | -72 | -0.9 |
| 2,085 |  | 2,039 |  |  |  |
| 524 |  | 487 |  |  |  |
| 5,325 |  | 5,325 |  |  |  |
|  |  | 20 |  |  |  |
| 49 |  | 40 |  |  |  |
| 57 | 0.2 | 91 | 0.3 | 34 | 59.1 |
| 2,287 | 7.3 | 2,205 | 6.7 | -82 | -3.6 |
| 1,693 |  | 1,646 |  |  |  |
| 594 |  | 559 |  |  |  |
| 0 |  | 0 |  |  |  |
| 31,110 | 100.0 | 32,957 | 100.0 | 1,847 | 5.9 |


| 2,390 | 7.7 | 2,735 | 8.3 | 344 | 14.4 |
| ---: | ---: | ---: | ---: | ---: | ---: |
| 1,563 |  | 1,651 |  |  |  |
| 498 |  | 669 |  |  |  |
| 74 |  | 76 |  |  |  |
| 254 |  | 337 |  |  |  |
| 532 | 1.7 | 550 | 1.7 | 18 | 3.6 |
| 270 |  | 311 |  |  |  |
| 133 |  | 147 |  |  |  |
| 127 |  | 91 |  |  |  |
| 2,922 | 9.4 | 3,285 | 10.0 | 363 | 12.4 |
| 28,250 | 90.8 | 29,666 | 90.0 | 1,415 | 5.0 |
| 1,925 |  | 1,925 |  |  |  |
| 2,358 |  | 2,358 |  |  |  |
| 27,139 |  | 28,555 |  |  |  |
| $-3,172$ |  | $-3,172$ |  |  |  |
| -63 | -0.2 | 4 | 0.0 |  | 67 |
| -26 |  | -9 |  |  | -107.8 |
| -36 |  | 14 |  |  |  |
| 28,187 | 90.6 | 29,671 | 90.0 | 1,483 | 5.3 |
| 31,110 | 100.0 | 32,957 | 100.0 | 1,847 | 5.9 |

12. Balance Sheet(Non-Consolidated)

|  |  |  |  |  |  | million,\%) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| FY | 11/8 |  | 12/8 |  | Change(the previous year) |  |
|  | Result | Composition | Result | Composition | Result | Change \% |
| Current assets | 21,030 | 67.6 | 22,444 | 69.8 | 1,413 | 6.7 |
| Cash on hand and at banks | 13,890 |  | 14,573 |  |  |  |
| Trade notes | 2,566 |  | 2,506 |  |  |  |
| Accounts receivable | 1,705 |  | 1,712 |  |  |  |
| Securities | 216 |  | 716 |  |  |  |
| Inventories | 2,443 |  | 2,741 |  |  |  |
| Others | 211 |  | 195 |  |  |  |
| Reserve bad debt | -2 |  | -2 |  |  |  |
| Fixed assets | 10,061 | 32.4 | 9,691 | 30.2 | -370 | -3.7 |
| Tangible fixed assets | 7,789 | 25.1 | 7,242 | 22.5 | -546 | -7.0 |
| Buildings and structures | 1,973 |  | 1,749 |  |  |  |
| Machinery and equipment | 382 |  | 426 |  |  |  |
| Land | 5,325 |  | 4,962 |  |  |  |
| Construction in progress | 7 |  | 20 |  |  |  |
| Others | 99 |  | 82 |  |  |  |
| Intangible fixed asset | 88 | 0.3 | 81 | 0.3 | -7 | -8.1 |
| Investments and other assets | 2,183 | 7.0 | 2,366 | 7.4 | 183 | 8.4 |
| Investment securities | 1,619 |  | 1,665 |  |  |  |
| Others | 564 |  | 703 |  |  |  |
| Reserve bad debt | -0 |  | -1 |  |  |  |
| Total assets | 31,092 | 100.0 | 32,135 | 100.0 | 1,043 | 3.4 |


| First-half 11/8 |  | First-half 12/8 |  | Change(the previous year) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Result | Composition | Result | Composition | Result | Change \% |
| 18,637 | 64.7 | 20,308 | 66.8 | 1,670 | 9.0 |
| 11,520 |  | 12,762 |  |  |  |
| 1,721 |  | 1,672 |  |  |  |
| 1,954 |  | 2,107 |  |  |  |
| 216 |  | 216 |  |  |  |
| 3,050 |  | 3,376 |  |  |  |
| 178 |  | 175 |  |  |  |
| -5 |  | -2 |  |  |  |
| 10,173 | 35.3 | 10,089 | 33.2 | -83 | -0.8 |
| 7,877 | 27.3 | 7,829 | 25.8 | -48 | -0.6 |
| 2,030 |  | 1,990 |  |  |  |
| 411 |  | 396 |  |  |  |
| 5,325 |  | 5,325 |  |  |  |
| - |  | 20 |  |  |  |
| 110 |  | 95 |  |  |  |
| 51 | 0.2 | 86 | 0.3 | 34 | 67.2 |
| 2,243 | 7.8 | 2,174 | 7.1 | -69 | -3.1 |
| 1,693 |  | 1,645 |  |  |  |
| 550 |  | 528 |  |  |  |
| 0 |  | 0 |  |  |  |
| 28,810 | 100.0 | 30,398 | 100.0 | 1,587 | 5.5 |


| Current liabilities | 3,241 | 10.4 | 3,237 | 10.1 | -4 | -0.1 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Trade notes | 900 |  | 857 |  |  |  |
| Accounts payable | 784 |  | 690 |  |  |  |
| Accrued income taxes | 1,154 |  | 1,210 |  |  |  |
| Others | 402 |  | 478 |  |  |  |
| Long-term liabilities | 343 | 1.1 | 355 | 1.1 | 11 | 3.3 |
| Accrued pension and severance costs | 126 |  | 131 |  |  |  |
| Directors' retirement allowances | 122 |  | 131 |  |  |  |
| Others | 95 |  | 92 |  |  |  |
| Total liabilities | 3,585 | 11.5 | 3,592 | 11.2 | 6 | 0.2 |
| Total shareholders' equity | 27,557 | 88.6 | 28,541 | 88.8 | 983 | 3.6 |
| Capital stock | 1,925 |  | 1,925 |  |  |  |
| Capital reserves | 2,637 |  | 2,637 |  |  |  |
| Retained earnings | 26,167 |  | 27,150 |  |  |  |
| Treasury stock | -3,172 |  | -3,172 |  |  |  |
| Valuation and translation adjustments | -51 | -0.1 | 1 | 0.0 | 52 | -103.2 |
| Net unrealized gains on investment securití Deferred hedging gains and losses | $\begin{aligned} & -24 \\ & -26 \end{aligned}$ |  | 0 |  |  |  |
| Total net assets | 27,506 | 88.5 | 28,543 | 88.8 | 1,036 | 3.8 |
| Total liabilities and total net assets | 31,092 | 100.0 | 32,135 | 100.0 | 1,043 | 3.4 |


| 2,489 | 8.6 | 2,818 | 9.3 | 329 | 13.2 |
| ---: | ---: | ---: | ---: | ---: | ---: |
| 1,002 |  | 1,024 |  |  |  |
| 775 |  | 892 |  |  |  |
| 498 |  | 610 |  |  |  |
| 213 |  | 292 |  |  |  |
| 367 | 1.3 | 347 | 1.1 | -20 | -5.5 |
| 123 |  | 128 |  |  |  |
| 116 | 126 |  |  |  |  |
| 127 |  | 91 |  |  |  |
| 2,857 | 9.9 | 3,166 | 10.4 | 308 | 10.8 |
| 26,009 | 90.3 | 27,236 | 89.6 | 1,226 | 4.7 |
| 1,925 |  | 1,925 |  |  |  |
| 2,637 |  | 2,637 |  |  |  |
| 24,618 |  | 25,845 |  |  |  |
| $-3,172$ |  | $-3,172$ |  |  |  |
| -56 | -0.2 | -4 | 0.0 |  | 52 |
| -26 |  | -9 |  |  | -92.5 |
| -29 |  | 5 |  |  |  |
| 25,953 | 90.1 | 27,231 | 89.6 | 1,278 | 4.9 |
| 28,810 | 100.0 | 30,398 | 100.0 | 1,587 | 5.5 |


[^0]:    [Overview]
    -Sales in healthcare wear grew strongly in East Japan and West Japan, in addition, sales in doctor wear, patient wear and surgery wear increased favorably. Net sales reached record continuing from the previous term.
    [Gross profit] $y / y+¥ 310 \mathrm{~m}$ (Factor of increase of Net sales: $+¥ 278 \mathrm{~m}$, Factor of increase of profit ratio:- $+¥ 32 \mathrm{~m}$ )

    | Gross profit to sales | FY2011 46.6\% | $\rightarrow$ | FY2012 | 46.8\% |  |
    | :---: | :---: | :---: | :---: | :---: | :---: |
    | Boost of material cost and sewing cost |  |  |  |  | (-¥168m) |
    | Foreign Exchange rate: | FY2011 ¥91.3/dollar | $\rightarrow$ | FY2012 | ¥83.6/dollar | (+¥100m) |
    | Overseas production ratio | FY2011 37.9\% | $\rightarrow$ | FY2012 | 39.4\% | ( $+¥ 57 \mathrm{~m}$ ) |

    [Sales, general, and administrative expenses]
    -Though SG\&A cost increased with sales flowing, composition decreased.
    [Extraordinary earning and expense]

    - Exchange-rate profit:¥46m Anonymous association dividend:¥46m FY2011 Exchange-rate loss:¥101m
    [Extraordinary loss]
    -Impairment loss(owning buildings):¥555m Losses on disposal of fixed assets (logistic equipment etc.): $¥ 37 \mathrm{~m}$
    Losses on appraisal of securities $¥ 42 \mathrm{~m}$
    [Capital Expenditure]
    -Capital Expenditure: ¥285m (logistic system renewal: $¥ 127 \mathrm{~m}$ Renovation of buildings:¥79m Software: $¥ 19 \mathrm{~m}$ )
    -Depreciation: ¥270m

