## ANALYST GUIDE FY2013

## October 2013 - NAGAILEBEN

(Listed on the 1st Section of the Tokyo Stock Exchange; Code 7447)
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## Overview FY2013

## Achieved the Highest Sales and Operating Profit.

-5th consecutive years of growth in sales and profit

- Sales:
$¥ 15,625 \mathrm{~m}$
- Operating profit: $\quad ¥ 4,873 \mathrm{~m}$


## The Change of Business Environment

-The recent sharp depreciation of the yen
-Escalating material prices, rising sewing costs

## Temporary influence related with New HQ Building

[Sales, general, and administrative expenses]
-Offense of equipment-duty : $¥ 52 \mathrm{~m}$
[Extraordinary loss]
-Impairment loss:¥332m

## Outline

I Financial Review FY2013

II Market Environment

III Forecast for FY2014

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> $+50,000 p e o p l e$ |

*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
-FY2013: Increased dividend (DPS: ¥35 $\rightarrow ¥ 45$ )


## \| Financial Review FY2013

## Financial Highlights <Statements of Income>

| (millions of yen,\%) | FY2013 | \% Change | To Forecast \% * | Composition \% | Composition \% Change |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Net sales | 15,625 | +3.0 | +1.1 | +100.0 | - |
| Gross profit | 7,346 | +3.4 | +0.3 | +47.0 | +0.2 |
| Sales, general, and administrative expenses | 2,473 | +0.5 | -0.6 | +15.8 | -0.4 |
| Operating income | 4,873 | +5.0 | +0.8 | +31.2 | +0.6 |
| Recurring income | 5,418 | +13.2 | +10.9 | +34.7 | +3.2 |
| Net income | 3,119 | +31.5 | +4.2 | +20.0 | +4.4 |

*First forecast plan

```
[Overview]
-Sales in healthcare wear and doctor wear grew strongly, sales in patient and surgery wear increased favorably.
    Net sales and operating income reached 5th consecutive years of growth and recorded the highest for 3rd consecutive years.
    [Gross profit] y/y +¥242 m(Factor of increase of Net sales: +¥211m, Factor of increase of profit ratio: +¥31m)
        Gross profit to sales FY2012 46.8 % 隹 FY2013 47.0%
    Boost of material cost and sewing cost (-¥43m)
    Foreign Exchange rate: FY2012 83.6/dollar }\quad->\mathrm{ FY2013 82.5/dollar (+¥15m)
    Overseas production ratio FY2012 39.4% 隹 % FY2013 40.7% (+¥52m)
```

[Sales, general, and administrative expenses]

- Offense of equipment-duty $¥ 52 \mathrm{~m}$, related with New HQ Building.
[Non-operating income]
- Exchange-rate profit: $¥ 500 \mathrm{~m}$
[Extraordinary loss]
-Impairment loss(Present HQ Building): $¥ 332 \mathrm{~m}$
[Capital Expenditure]
-Capital Expenditure: $¥ 925$ m (New HQ Building: $¥ 728 \mathrm{~m}$, Renewal of manufacturing equipment: $¥ 84 \mathrm{~m}$ )
-Depreciation: $¥ 256$ m


## Financial Highlights <Balance Sheet>

|  |  |  | (¥ million \%) |  |  |
| :--- | ---: | ---: | ---: | :---: | :---: |
| Title | Result | Change Result | Change $\%$ |  |  |
| Cash on hand at banks | 17,456 | +828 | +5.0 |  |  |
| Notes and accounts receivable | 4,622 | +402 | +9.5 |  |  |
| Inventories | 3,524 | +127 | +3.8 |  |  |
| Current assets | 26,247 | $+1,051$ | +4.2 |  |  |
| Buildings and structures | 1,645 | -147 | -8.2 |  |  |
| Construction in progress | 768 | +743 | $+3,045.2$ |  |  |
| Investments and other assets | 3,079 | +689 | +28.9 |  |  |
| Fixed assets | 10,807 | $+1,014$ | +10.4 |  |  |
| Total assets | 37,054 | $+2,065$ | +5.9 |  |  |


| Major liabilities and <br> shareholders' equity |  | ( $¥$ million \%) |  |  |
| :--- | ---: | ---: | ---: | :---: |
| Title | Result | Change Result | Change\% |  |
| Notes and accounts payable | 1,385 | +22 | +1.7 |  |
| Accrued income taxes | 1,344 | -9 | -0.7 |  |
| Current liabilities | 3,966 | +58 | +1.5 |  |
| Capital reserves | 31,866 | $+1,913$ | +6.4 |  |
| $\quad$ Treasury stock | $-3,401$ | -229 | +7.2 |  |
| Net assets | 33,088 | $+2,007$ | +6.5 |  |
| Total liabilities and net assets | 37,054 | $+2,065$ | +5.9 |  |


| [Major changes from the previous fiscal year] |  |
| :--- | ---: |
|  |  |
| Cash and cash equivalents | $¥ 828$ million |
| -Cash flows from operating activities | $¥ 2,736$ million |
| -Acquisition tangible and intangible | down $¥ 1,005$ million |
| fixed assets |  |
| -Dividend payout | down $¥ 1,205$ million |
| -Acquisition of treasury stock | down $¥ 229$ million |
| -Negotiable deposit | $¥ 500$ million |
|  |  |
|  |  |
|  |  |
| Fixed assets | down $¥ 3332$ million |
| -Impairment loss | $¥ 743$ million |
| Construction in progress | $¥ 368$ million |
| -Long-term loan | $¥ 239$ million |
| -Exchange reservation |  |
|  |  |
| Net assets | $¥ 2,007$ million |
| -Net profit | $¥ 3,119$ million |
| -Dividend payout | down $¥ 1,205$ million |
| -Acquisition of treasury stock | down $¥ 229$ million |
| -Net unrealized gains on investment securities | $¥ 78$ million |
| -Deferred gains or losses on hedges | $¥ 245$ million |
|  |  |

## Segments by item



## Sales by Item



## Sales by Region



## II Market Environment

## Market Environment Topics

Medical treatment fees will revise.(effective Apr. 2014)
-Fees will be revised upward as same as consumption tax raise.
-Being not obvious, fees will be stable level.

## Forcast of the number of nursing and care staff in 2015

-Nursing staff 1.65m people Increased by $2.57 \%$ annually
-Care staff 1.73 m people Increased by $5.10 \%$ annually

## Consumption tax will be raised to 8\%.(effective Apr. 2014)

-The impact to market is estimated less
-It is estimated that raise of tax has no effect on full year sales, though month-on-month sales volume will be impacted by last-minute demand.

## Concerning about escalating material prices, rising sewing costs

-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 dollar against the yen
-monthly average exchange rate in NY market(as of August)
2010:¥85/dollar, 2011:¥77/dollar, 2012:¥77/dollar, 2013:¥98/dollar

## Market Environment

## Changes and prospects for medical and care service systems

## Medical Svstem

|  | Medical Svstem |  | Cane Senvice 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 |
| '04 | Legal transformation of national hospitals into independent administrative corporations | Total market: -1.0\% <br> Service: 0.0\% <br> 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 <br> $3^{\text {rd }}$ 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\% <br> Service: $+0.38 \%$ <br> 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) | $\begin{aligned} & \text { Total market: +1.2\% } \\ & \text { Home: +1.0\% } \\ & \text { Facilities: }+0.2 \% \end{aligned}$ |
| -13 | 2nd plan of the medical expenses Plan of strategic market creation |  | Revising of measures against reduction of incidence for nursing care |  |
| -14 | Medical Service Act will be amended | Will be revised | Nursing Care Insurance Law will be amended |  |

## 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.

The 4th outlook for nursing staff demand and supply (1991-2000)
75

- 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.

Actual record :survey of care service facilities and business, Ministry of Health, Labor and Welfare
Forecast: general politics measurement for the aged society, cabinet

## III Forecast for FY2014

## Management Tasks 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,\%) | FY2014E | \% Change (FY2013) | Composition \% Change |
| :---: | ---: | ---: | ---: |
| Net sales | $\mathbf{1 6 , 0 0 0}$ | +2.4 | - |
| Gross profit | $\mathbf{7 , 5 2 0}$ | +2.4 | +0.0 |
| Sales, general, and administrative | $\mathbf{2 , 6 4 0}$ | +6.8 | +0.7 |
| expenses | $\mathbf{4 , 8 8 0}$ | +0.1 | -0.7 |
| Operating income | $\mathbf{4 , 9 2 3}$ | -9.1 | -3.9 |
| Recurring income | $\mathbf{3 , 0 3 0}$ | -2.8 | -1.1 |
| Net income |  |  |  |

## [Overview]

-Net sales and income are expected 6th consecutive years of growth and best record for 4th consecutive years, 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] $\mathrm{y} / \mathrm{y}+¥ 174 \mathrm{~m}$ (Factor of increase of Net sales $+¥ 176 \mathrm{~m}$, Factor of increase of profit ratio $-¥ 2 \mathrm{~m}$ )

| Gross profit to sales | FY2013 $47.0 \%$ | $\rightarrow$ FY2014E | $47.0 \%$ |
| :--- | :---: | :--- | :--- |
| Boost of material cost and sewing cost $(-¥ 29 \mathrm{~m})$ |  |  |  |
| Foreign Exchange rate: | FY2013 $¥ 82.5 /$ dollar | $\rightarrow$ FY2014E | $¥ 86.0 /$ dollar $(-¥ 55 \mathrm{~m})$ |
| Overseas production ratio | FY2013 $40.7 \%$ | $\rightarrow$ | FY2014E |

[Sales, general, and administrative expenses]

- Expenses related with New HQ ¥93m
(Depreciation: ¥73m, Jan.-Aug. 2014 Temporal expenses such consumable goods:¥20m)
[Non-operating income]
- FY2013 Exchange-rate profit:¥500m The impact on forecast is not considered.
[Extraordinary loss]
-FY2013 Impairment loss(Present HQ Building ) ¥332m
[Capital Expenditure]
-Capital Expenditure: $¥ 859 \mathrm{~m}$ (New HQ Building $¥ 577 \mathrm{~m}$ Logistic system renewal: $¥ 95 \mathrm{~m}$ Manufacturing equipment: $¥ 50 \mathrm{~m}$ )
-Depreciation: $¥ 344 \mathrm{~m}$


## Forecast of Sales by Item

## Sales by Item



| Year-on-year change | FY2013 | FY2014E |
| :--- | ---: | ---: |
| Sales | $+3.0 \%$ | $+2.4 \%$ |
| Healthcare wear | $+3.1 \%$ | $+2.1 \%$ |
| Doctors' wear | $+3.3 \%$ | $+3.2 \%$ |
| Utility wear | $-7.9 \%$ | $-7.1 \%$ |
| Patient wear | $+4.1 \%$ | $+4.4 \%$ |
| Surgery wear | $+7.7 \%$ | $+8.2 \%$ |
| Shoes/Others | $+2.0 \%$ | $-3.8 \%$ |

[Healthcare wear] As renewal demand is stabilized and new products were received well from the market, sales of healthcare wear is expected to increase steadily.
[Utility wear]As the demand being down, the decline in sales of utility wear is expected to continue.
[Patient wear] 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



Each area are expected to increase of sales and continue of the highest ever sales.
[East Japan] Catching renewal orders steadily, the sales in East Japan is expected to increase consistently. [Central and West Japan] As gaining share by sales promotion, the increase of sales is planned,
[Overseas] Sales is expected to increase as the impact of depreciation yen.

## Product Strategy

## Sales by Product


[DC brands ] Sales of DC brands is expected to remain same as the previous year. Though existing DC brand products are on the decrease, New brand "Miffy" will contribute to the sale.
[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, as developing new production infrastructure in overseas, new factory in Java, Indonesia will start to operate in November.

## IV Management Goals

## Strategy for Business Environment

## Business Environment

The number of Doctor, Dentist, Pharmacist is expected to grow steadily
-Nursing staff 1.65 m people increased by $2.57 \%$ annually
-Care staff 1.73 m people increased by $5.10 \%$ annually
*Forecast of the number of nursing and care staff in 2015

## Business Direction

-Increase peripheral business in products for patients and surgery.
-Gain share In West Japan.
-Develop and Sale of High Functional products.

## Sales Strategy



## Net Sales and Gross Profit to Sales Ratio



## 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

Share purchased amount paid in FY2013
200thousand shares, 229 million yen

## Actual Dividends Paid

|  | $\underset{\text { (yen) }}{\text { DPS }}$ | Adjusted DPS (yen)* | Total dividend (Million yen) | Share buyback (Million yen) | Payout ratio (non-c, \%) | Total return ratio (non-c, \%) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 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 | $\begin{array}{r} 65 \\ \text { (commemorative 5) } \end{array}$ | 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 |
| FY2013E | E45 | E45.0 | E1,541 | 229 | E51.1 | E58.7 |

*Two-for-one share split on September 1th, 2011.
*FY2013 is expected.

## 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 FY2013

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(Listed on the 1st Section of the Tokyo Stock Exchange;Code 7447)
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1. Sales by Item

| FY | $10 / 8$ | $11 / 8$ | $12 / 8$ | $13 / 8$ | $14 / 8 \mathrm{E}$ |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sales | 14,076 | 14,578 | 15,175 | 15,625 | 16,000 |
| Healthcare wear | 8,328 | 8,675 | 8,769 | 9,039 | 9,230 |
| Doctors' wear | 2,226 | 2,306 | 2,483 | 2,566 | 2,650 |
| Utility wear | 935 | 865 | 864 | 796 | 740 |
| Patient wear | 961 | 1,025 | 1,223 | 1,273 | 1,330 |
| Surgery wear | 1,171 | 1,258 | 1,374 | 1,479 | 1,600 |
| Shoes | 286 | 271 | 268 | 249 | 230 |
| Others | 166 | 176 | 191 | 219 | 220 |


| \begin{tabular}{\|c|}
\hline
\end{tabular}$\neq$ million) |  |
| :---: | ---: |
| First-half <br> $12 / 8$ | First-half <br> $13 / 8$ |
| 6,186 | 6,463 |
| 3,552 | 3,725 |
| 919 | 982 |
| 368 | 352 |
| 574 | 580 |
| 574 | 621 |
| 107 | 100 |
| 89 | 100 |

## Change over previous year

| Change over previous year | 3.0 | 3.6 | 4.1 | 3.0 | 2.4 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sales | 4.1 | 4.2 | 1.1 | 3.1 | 2.1 |
| Healthcare wear | -2.4 | 3.6 | 7.7 | 3.3 | 3.2 |
| Doctors' wear | -5.3 | -7.5 | -0.1 | -7.9 | -7.1 |
| Utility wear | 11.8 | 6.6 | 19.3 | 4.1 | 4.4 |
| Patient wear | 8.3 | 7.4 | 9.2 | 7.7 | 8.2 |
| Surgery wear | -11.8 | -5.4 | -1.0 | -7.0 | -8.0 |
| Shoes | 26.8 | 6.3 | 8.3 | 14.5 | 0.2 |
| Others |  |  |  |  |  |


| Composition | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sales | 59.2 | 59.5 | 57.8 | 57.9 | 57.7 |
| Healthcare wear | 15.8 | 15.8 | 16.4 | 16.4 | 16.6 |
| Doctors' wear | 6.6 | 5.9 | 5.7 | 5.1 | 4.6 |
| Utility wear | 6.8 | 7.0 | 8.1 | 8.2 | 8.3 |
| Patient wear | 8.3 | 8.6 | 9.0 | 9.5 | 10.0 |
| Surgery wear | 2.0 | 1.9 | 1.8 | 1.6 | 1.4 |
| Shoes | 1.2 | 1.2 | 1.2 | 1.4 | 1.4 |
| Others |  |  |  |  |  |


|  | $(\%)$ |
| ---: | ---: |
| 100.0 | 100.0 |
| 57.4 | 57.6 |
| 14.9 | 15.2 |
| 6.0 | 5.4 |
| 9.3 | 9.0 |
| 9.3 | 9.6 |
| 1.7 | 1.6 |
| 1.4 | 1.6 |



## 2. Sales by Product

| FY | $10 / 8$ | $11 / 8$ | $12 / 8$ | $13 / 8$ | $14 / 8 \mathrm{E}$ |
| :--- | ---: | :---: | :---: | :---: | :---: |
| Sales | 14,076 | 14,578 | 15,175 | 15,625 | 16,000 |
| DC brand products | 974 | 998 | 1,024 | 933 | 940 |
| High Functional products | 5,612 | 6,216 | 6,547 | 7,212 | 7,660 |
| Standard Functional products | 6,260 | 6,232 | 6,501 | 6,433 | 6,400 |
| Mass products | 1,229 | 1,130 | 1,100 | 1,045 | 1,000 |


| ( $¥$ million) |  |
| :---: | :---: |
| $\begin{array}{c\|} \hline \text { First-half } \\ 12 / 8 \end{array}$ | $\begin{gathered} \hline \text { First-half } \\ 13 / 8 \end{gathered}$ |
| 6,186 | 6,463 |
| 426 | 406 |
| 2,620 | 3,009 |
| 2,700 | 2,623 |
| 440 | 424 |

## Change over previous year

| Sales | 3.0 | 3.6 | 4.1 | 3.0 | 2.4 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| DC brand products | -10.4 | 2.5 | 2.6 | -8.9 | 0.7 |
| High Functional products | 6.4 | 10.8 | 5.3 | 10.1 | 6.2 |
| Standard Functional products | 2.7 | -0.4 | 4.3 | -1.0 | -0.5 |
| Mass products | 1.5 | -8.0 | -2.6 | -5.1 | -4.3 |


|  | $(\%)$ |
| ---: | ---: |
| 7.0 | 4.5 |
| 6.3 | -4.6 |
| 4.2 | 14.9 |
| 12.2 | -2.8 |
| -4.0 | -3.6 |

## Composition

| Sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| DC brand products | 6.9 | 6.8 | 6.8 | 6.0 | 5.9 |
| High Functional products | 39.9 | 42.6 | 43.1 | 46.2 | 47.9 |
| Standard Functional products | 44.5 | 42.7 | 42.8 | 41.2 | 40.0 |
| Mass products | 8.7 | 7.8 | 7.3 | 6.7 | 6.3 |


|  | (\%) |
| ---: | ---: |
| 100.0 | 100.0 |
| 6.9 | 6.3 |
| 42.4 | 46.5 |
| 43.6 | 40.6 |
| 7.1 | 6.6 |



## 3. Sales by Region

| FY | $10 / 8$ | $11 / 8$ | $12 / 8$ | $13 / 8$ | $14 / 8 \mathrm{E}$ |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sales | 14,076 | 14,578 | 15,175 | 15,625 | 16,000 |
| East Japan | 7,776 | 7,739 | 8,106 | 8,390 | 8,530 |
| Central J apan | 1,447 | 1,550 | 1,564 | 1,591 | 1,630 |
| West Japan | 4,735 | 5,168 | 5,386 | 5,508 | 5,700 |
| Overseas | 117 | 119 | 118 | 134 | 140 |


|  | $(¥$ million) |
| :---: | ---: |$)$

## Change over previous year

| Sales | 3.0 | 3.6 | 4.1 | 3.0 | 2.4 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| East Japan | 2.3 | -0.5 | 4.7 | 3.5 | 1.7 |
| Central J apan | 0.7 | 7.1 | 0.9 | 1.7 | 2.4 |
| West J apan | 4.8 | 9.2 | 4.2 | 2.3 | 3.5 |
| Overseas | 6.1 | 1.7 | -1.3 | 13.6 | 4.2 |


|  | (\%) |
| ---: | ---: |
| 7.0 | 4.5 |
| 2.9 | 7.0 |
| 1.7 | -2.4 |
| 15.5 | 2.5 |
| -6.7 | 21.2 |

Composition

| Sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| East J apan | 55.2 | 53.1 | 53.4 | 53.7 | 53.3 |
| Central J apan | 10.3 | 10.6 | 10.3 | 10.2 | 10.2 |
| West Japan | 33.6 | 35.5 | 35.5 | 35.3 | 35.6 |
| Overseas | 0.8 | 0.8 | 0.8 | 0.9 | 0.9 |

(\%)

| 100.0 | 100.0 |
| ---: | ---: |
| 51.7 | 53.0 |
| 10.3 | 9.6 |
| 37.2 | 36.5 |
| 0.8 | 0.9 |



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

| FY | 10/8 | 11/8 | 12/8 | 13/8 | 14/8E | $\begin{array}{\|c\|} \hline \text { First-half } \\ 12 / 8 \\ \hline \end{array}$ | First-half 13/8 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Domestic production | 4,561 | 4,921 | 5,056 | 4,951 | 4,739 | 2,527 | 2,494 |
| Overseas production | 2,698 | 3,174 | 3,441 | 3,550 | 3,686 | 1,740 | 1,805 |
| Purchased products | 282 | 274 | 240 | 224 | 225 | 129 | 89 |
| Total | 7,541 | 8,369 | 8,737 | 8,725 | 8,650 | 4,396 | 4,388 |

## Change over previous year

| Domestic production | 7.4 | 7.9 | 2.8 | -2.1 | -4.3 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Overseas production | -7.6 | 17.6 | 8.4 | 3.2 | 3.8 |
| Purchased products | -6.0 | -2.8 | -12.6 | -6.5 | 0.4 |
| Total | 1.0 | 11.0 | 4.4 | -0.1 | -0.9 |

## Composition

| Domestic production | 60.5 | 58.8 | 57.9 | 56.7 | 54.8 |
| :---: | ---: | ---: | ---: | ---: | ---: |
| Overseas production | 35.8 | 37.9 | 39.4 | 40.7 | 42.6 |
| Purchased products | 3.7 | 3.3 | 2.7 | 2.6 | 2.6 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |



## 5. Statements of I ncome (Consolidated)

| FY | 10/8 | 11/8 | 12/8 | 13/8 | 14/8E |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Net Sales | 14,076 | 14,578 | 15,175 | 15,625 | 16,000 |
| Gross profit | 6,388 | 6,793 | 7,103 | 7,346 | 7,520 |
| Sales, general, and administrative expense | 2,383 | 2,434 | 2,461 | 2,473 | 2,640 |
| Operating income | 4,005 | 4,358 | 4,642 | 4,873 | 4,880 |
| Recurring income | 3,983 | 4,277 | 4,787 | 5,418 | 4,923 |
| Net income | 2,344 | 2,493 | 2,371 | 3,119 | 3,030 |


| First-half <br> $12 / 8$ | First-half <br> $13 / 8$ |
| ---: | ---: |
| 6,186 | 6,463 |
| 2,902 | 3,034 |
| 1,332 | 1,262 |
| 1,569 | 1,771 |
| 1,696 | 2,157 |
| 954 | 1,321 |

Change over previous year

| Net Sales | 3.0 | 3.6 | 4.1 | 3.0 | 2.4 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Gross profit | 6.0 | 6.3 | 4.6 | 3.4 | 2.4 |
| Sales, general, and administrative expense | -0.4 | 2.2 | 1.1 | 0.5 | 6.8 |
| Operating income | 10.1 | 8.8 | 6.5 | 5.0 | 0.1 |
| Recurring income | 9.0 | 7.4 | 11.9 | 13.2 | -9.1 |
| Net income | 54.6 | 6.4 | -4.9 | 31.5 | -2.8 |


|  | $(\%)$ |
| ---: | ---: |
| 7.0 | 4.5 |
| 8.4 | 4.6 |
| 4.9 | -5.3 |
| 11.5 | 12.9 |
| 21.2 | 27.2 |
| 15.5 | 38.5 |


| Composition |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Net Sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Gross profit | 45.4 | 46.6 | 46.8 | 47.0 | 47.0 |
| Sales, general, and administrative expense | 16.9 | 16.7 | 16.2 | 15.8 | 16.5 |
| Operating income | 28.5 | 29.9 | 30.6 | 31.2 | 30.5 |
| Recurring income | 28.3 | 29.3 | 31.5 | 34.7 | 30.8 |
| Net income | 16.7 | 17.1 | 15.6 | 20.0 | 18.9 |


|  | (\%) |
| ---: | ---: |
| 100.0 | 100.0 |
| 46.9 | 46.9 |
| 21.5 | 19.5 |
| 25.4 | 27.4 |
| 27.4 | 33.4 |
| 15.4 | 20.5 |

6. Statements of I ncome (Non-Consolidated)

| FY | $10 / 8$ | $11 / 8$ | $12 / 8$ | $13 / 8$ | $14 / 8 \mathrm{E}$ |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Net Sales | 14,072 | 14,574 | 15,166 | 15,616 | 16,000 |
| Gross profit | 6,134 | 6,464 | 6,794 | 7,031 | 7,203 |
| Sales, general, and administrative expense, | 2,369 | 2,413 | 2,493 | 2,482 | 2,637 |
| Operating income | 3,764 | 4,051 | 4,301 | 4,549 | 4,565 |
| Recurring income | 3,721 | 3,987 | 4,458 | 5,177 | 4,722 |
| Net income | 2,193 | 2,322 | 2,189 | 3,014 | 2,947 |


| First-half <br> $12 / 8$ | First-half <br> $13 / 8$ |
| ---: | ---: |
| 6,183 | 6,458 |
| 2,750 | 2,899 |
| 1,319 | 1,255 |
| 1,431 | 1,644 |
| 1,564 | 2,130 |
| 884 | 1,345 |

Change over previous year

| Net Sales | 3.0 | 3.6 | 4.1 | 3.0 | 2.5 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Gross profit | 6.0 | 5.4 | 5.1 | 3.5 | 2.4 |
| Sales, general, and administrative expense, | -0.2 | 1.8 | 3.3 | -0.4 | 6.3 |
| Operating income | 10.3 | 7.6 | 6.2 | 5.8 | 0.3 |
| Recurring income | 6.2 | 7.2 | 11.8 | 16.1 | -8.8 |
| Net income | 18.6 | 5.9 | -5.7 | 37.7 | -2.2 |


|  | (\%) |
| ---: | ---: |
| 7.0 | 4.5 |
| 7.6 | 5.4 |
| 5.9 | -4.8 |
| 9.1 | 14.8 |
| 19.0 | 36.1 |
| 14.3 | 52.2 |


| Composition |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Net Sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Gross profit | 43.6 | 44.4 | 44.8 | 45.0 | 45.0 |
| Sales, general, and administrative expense | 16.8 | 16.6 | 16.4 | 15.9 | 16.5 |
| Operating income | 26.8 | 27.8 | 28.4 | 29.1 | 28.5 |
| Recurring income | 26.4 | 27.4 | 29.4 | 33.2 | 29.5 |
| Net income | 15.6 | 15.9 | 14.4 | 19.3 | 18.4 |


|  | (\%) |
| ---: | ---: |
| 100.0 | 100.0 |
| 44.5 | 44.9 |
| 21.3 | 19.4 |
| 23.2 | 25.5 |
| 25.3 | 33.0 |
| 14.3 | 20.8 |

## 7. Indices (Consolidated)

|  |  | (Unit) | 09/8 | 10/8 | 11/8 | 12/8 | 13/8 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Profitability | ROE | (\%) | 5.4 | 8.4 | 8.5 | 7.8 | 9.7 |
|  | ROA | (\%) | 11.5 | 12.5 | 13.0 | 14.3 | 15.0 |
| ROE resolution | Return on sales Net income | (\%) | 11.1 | 16.7 | 17.1 | 15.6 | 20.0 |
|  | 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 | (\%) | 691.7 | 743.3 | 799.9 | 749.1 | 768.1 |
|  | Fixed Assets Ratio | (\%) | 27.2 | 27.1 | 30.4 | 32.8 | 32.1 |
|  | Fixed Assets Ratio to Total of Shareholders' Equity and Long-term Liabilities | (\%) | 26.7 | 26.6 | 29.8 | 32.2 | 31.5 |
|  | Account Receivable Turnover | (Times) | 3.1 | 3.3 | 3.4 | 3.6 | 3.5 |
|  | Inventory Turnover | (Times) | 3.9 | 4.7 | 5.0 | 4.7 | 4.5 |
| Per share data | BPS | ( $\#$ ) | 1,582.1 | 1,653.9 | 1,732.2 | 902.3 | 966.2 |
|  | EPS | ( $¥$ ) | 85.8 | 135.2 | 144.6 | 68.9 | 90.8 |
|  | DPS | ( $¥$ ) | - | - | - | - | - |
|  | Payout ratio | (\%) | 69.9 | 48.1 | 48.4 | 50.8 | 49.5 |
| Adjusted <br> Per share data | Free issue/Stock split |  |  |  |  | $\begin{gathered} \text { 2011/9/1 } \\ 2 \text {-for-1 } \end{gathered}$ |  |
|  | Adjusted BPS | ( $\ddagger$ | 791.0 | 827.0 | 866.1 | - | - |
|  | Adjusted EPS | ( $\#$ ) | 42.9 | 67.6 | 72.3 | - | - |
|  | Adjusted DPS | ( $¥$ ) | - | - | - | - | - |
| Others | Capital expenditure | ( $¥$ million) | 437 | 209 | 2,949 | 285 | 925 |
|  | Depreciation | ( $¥$ million) | 266 | 278 | 280 | 270 | 256 |
|  | Number of employees | (Persons) | 486 | 488 | 490 | 501 | 499 |
|  | Personnel expense | ( $¥$ million) | 2,173 | 2,147 | 2,190 | 2,235 | 2,245 |


| First-half <br> $12 / 8$ | First-half <br> $13 / 8$ |
| :---: | :---: |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| 861.4 | 911.3 |
| 27.7 | 38.4 |
| - | - |
| - | - |
| $2011 / 9 / 1$ |  |
| $2-f o r-1$ |  |

(Note1) Ratio of Fixed Assets to Total of Shareholders' Equity and Lonq-term Liabilities = Fixed Assets/ (Total shareholders' eauity + Lona-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) | 09/8 | 10/8 | 11/8 | 12/8 | 13/8 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Profitability | ROE | (\%) | 7.2 | 8.4 | 8.6 | 7.8 | 10.3 |
|  | ROA | (\%) | 12.0 | 12.7 | 13.1 | 14.1 | 15.7 |
| ROE resolution | Return on sales Net income | (\%) | 13.5 | 15.6 | 15.9 | 14.4 | 19.3 |
|  | 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 | (\%) | 677.1 | 743.5 | 716.3 | 671.0 | 706.1 |
|  | Fixed Assets Ratio | (\%) | 28.9 | 28.7 | 32.4 | 35.2 | 34.4 |
|  | Fixed Assets Ratio to Total of Shareholders' Equity and Long-term Liabilities | (\%) | 28.6 | 28.3 | 31.9 | 34.8 | 34.0 |
|  | Account Receivable Turnover | (Times) | 3.1 | 3.3 | 3.4 | 3.6 | 3.5 |
|  | Inventory Turnover | (Times) | 4.6 | 5.6 | 6.1 | 5.8 | 5.6 |
| Per share data | BPS | $(\#)$ | 1,464.9 | 1,528.7 | 1,597.0 | 828.6 | 883.7 |
|  | EPS | (\#) | 104.7 | 126.5 | 134.6 | 63.6 | 87.8 |
|  | DPS | ( $\ddagger$ | 60.0 | 65.0 | 70.0 | 35.0 | 45.0 |
|  | Payout ratio | (\%) | 57.3 | 51.4 | 52.0 | 55.1 | 51.3 |
| Adjusted <br> Per share data | Free issue/Stock split |  |  |  |  | $\begin{gathered} \hline \text { 2011/9/1 } \\ \text { 2-for-1 } \end{gathered}$ |  |
|  | Adjusted BPS | (\#) | 732.4 | 764.3 | 798.5 | - | - |
|  | Adjusted EPS | (\#) | 52.4 | 63.2 | 67.3 | - | - |
|  | Adjusted DPS | ( $¥$ ) | 30.0 | 32.5 | 35.0 | - | - |
| Others | Capital expenditure | ( $¥$ million) | 399 | 175 | 2,913 | 261 | 846 |
|  | Depreciation | ( $¥$ million) | 217 | 234 | 233 | 233 | 214 |
|  | Number of employees | (Persons) | 107 | 109 | 108 | 106 | 110 |
|  | Personnel expense | ( $¥$ million) | 985 | 980 | 996 | 999 | 1,007 |


| $\begin{gathered} \hline \text { First-half } \\ 12 / 8 \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { First-half } \\ 13 / 8 \\ \hline \end{gathered}$ |
| :---: | :---: |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
| 790.6 | 833.8 |
| 25.7 | 39.1 |
| - | - |
| - | - |
| $\begin{gathered} \text { 2011/9/1 } \\ \text { 2-for-1 } \end{gathered}$ |  |
| - | - |
| - | - |
| - | - |
| 160 | 392 |
| 118 | 105 |
| 108 | 107 |
| 509 | 501 |

(Note1) Ratio of Fixed Assets to Total of Shareholders' Equitv and Lona-term Liabilities = Fixed Assets/ (Total shareholders' eauitv + Lona-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, \%) |  |  |  |  |  |  |  | ( $¥$ million,\%) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| FY | 12/8 |  | 13/8 |  | Change(the previous year) |  | First-half 12/8 |  | First-half 13/8 |  | Change(the previous year) |  |
|  | Result | Composition | Result | Composition | Result | Change \% | Result | Composition | Result | Composition | Result | Change \% |
| Net Sales | 15,175 | 100.0 | 15,625 | 100.0 | 449 | 3.0 | 6,186 | 100.0 | 6,463 | 100.0 | 277 | 4.5 |
| Cost of sales | 8,071 | 53.2 | 8,278 | 53.0 | 206 | 2.6 | 3,284 | 53.1 | 3,429 | 53.1 | 145 | 4.4 |
| Gross profit | 7,103 | 46.8 | 7,346 | 47.0 | 242 | 3.4 | 2,902 | 46.9 | 3,034 | 46.9 | 132 | 4.6 |
| Sales, general, and administrative expen | 2,461 | 16.2 | 2,473 | 15.8 | 11 | 0.5 | 1,332 | 21.5 | 1,262 | 19.5 | -70 | -5.3 |
| Packing and freight expenses | 226 |  | 222 |  |  |  | 124 |  | 100 |  |  |  |
| Advertising expenses | 245 |  | 235 |  |  |  | 193 |  | 187 |  |  |  |
| Personnel expenses | 1,171 |  | 1,178 |  |  |  | 597 |  | 588 |  |  |  |
| Management commission expense | 111 |  | 128 |  |  |  | 57 |  | 60 |  |  |  |
| Depreciation expenses | 163 |  | 156 |  |  |  | 82 |  | 76 |  |  |  |
| Operating income | 4,642 | 30.6 | 4,873 | 31.2 | 231 | 5.0 | 1,569 | 25.4 | 1,771 | 27.4 | 202 | 12.9 |
| Non-operating income | 202 | 1.3 | 621 | 4.0 | 419 | 206.8 | 153 | 2.4 | 405 | 6.3 | 252 | 164.1 |
| Interest income | 18 |  | 19 |  |  |  | 8 |  | 9 |  |  |  |
| Rent income | 70 |  | 59 |  |  |  | 33 |  | 30 |  |  |  |
| Others | 113 |  | 542 |  |  |  | 110 |  | 365 |  |  |  |
| Non-operating expense | 57 | 0.4 | 76 | 0.5 | 19 | 34.8 | 26 | 0.4 | 20 | 0.3 | -5 | -21.9 |
| Fixed assets rent expense | 52 |  | 40 |  |  |  | 26 |  | 20 |  |  |  |
| Others | 4 |  | 36 |  |  |  | 0 |  | 0 |  |  |  |
| Recurring income | 4,787 | 31.5 | 5,418 | 34.7 | 630 | 13.2 | 1,696 | 27.4 | 2,157 | 33.4 | 460 | 27.2 |
| Extraordinary profit | 0 | 0.0 |  | 0.0 | 0 | -100.0 |  |  |  |  |  |  |
| Extraordinary loss | 635 | 4.1 | 344 | 2.2 | -291 | -45.8 | 9 | 0.1 | 9 | 0.2 | 0 | 0.7 |
| Income before income taxes | 4,151 | 27.4 | 5,073 | 32.5 | 921 | 22.2 | 1,686 | 27.3 | 2,147 | 33.2 | 460 | 27.3 |
| Income, inhabitant and enterprise taxes | 1,940 |  | 2,074 |  |  |  | 659 |  | 794 |  |  |  |
| Tax adjustments | -160 |  | -120 |  |  |  | 72 |  | 30 |  |  |  |
| Net income | 2,371 | 15.6 | 3,119 | 20.0 | 747 | 31.5 | 954 | 15.4 | 1,321 | 20.5 | 367 | 38.5 |

10. Statements of I ncome (Non-Consolidated)

|  |  |  | ( $¥$ million, \%) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| FY | 12/8 |  | 13/8 |  | Change(the previous year) |  |
|  | Result | Composition | Result | Composition | Result | Change \% |
| Net Sales | 15,166 | 100.0 | 15,616 | 100.0 | 450 | 3.0 |
| Cost of sales | 8,371 | 55.2 | 8,584 | 55.0 | 212 | 2.5 |
| Gross profit | 6,794 | 44.8 | 7,031 | 45.0 | 237 | 3.5 |
| Sales, general, and administrative expenses | 2,493 | 16.4 | 2,482 | 15.9 | -11 | -0.4 |
| Packing and freight expenses | 460 |  | 433 |  |  |  |
| Advertising expenses | 245 |  | 234 |  |  |  |
| Personnel expenses | 999 |  | 1,007 |  |  |  |
| Management commission expenses | 113 |  | 130 |  |  |  |
| Depreciation expenses | 161 |  | 153 |  |  |  |
| Operating income | 4,301 | 28.4 | 4,549 | 29.1 | 248 | 5.8 |
| Non-operating income | 258 | 1.7 | 747 | 4.8 | 489 | 189.1 |
| Interest income | 16 |  | 17 |  |  |  |
| Dividend income | 7 |  | 99 |  |  |  |
| Rent income | 139 |  | 128 |  |  |  |
| Others | 95 |  | 502 |  |  |  |
| Non-operating expense | 101 | 0.7 | 119 | 0.7 | 18 | 18.2 |
| Fixed assets rent expense | 89 |  | 77 |  |  |  |
| Others | 11 |  | 42 |  |  |  |
| Recurring income | 4,458 | 29.4 | 5,177 | 33.2 | 719 | 16.1 |
| Extraordinary profit | 0 | 0.0 | - | 0.0 | 0 | -100.0 |
| Extraordinary loss | 634 | 4.2 | 343 | 2.2 | -291 | -46.0 |
| I ncome before income taxes | 3,823 | 25.2 | 4,834 | 31.0 | 1,011 | 26.4 |
| Income, inhabitant and enterprise taxes | 1,797 |  | 1,951 |  |  |  |
| Tax adjustments | -163 |  | -131 |  |  |  |
| Net income | 2,189 | 14.4 | 3,014 | 19.3 | 824 | 37.7 |

( $¥$ million, \%)

| First-half 12/8 |  | First-half 13/8 |  | Change(the previous year) |  |
| ---: | ---: | ---: | ---: | ---: | ---: |
| Result | Composition | Result | Composition | Result | Change \% |
| 6,183 | 100.0 | 6,458 | 100.0 | 275 | 4.5 |
| 3,432 | 55.5 | 3,558 | 55.1 | 126 | 3.7 |
| 2,750 | 44.5 | 2,899 | 44.9 | 149 | 5.4 |
| 1,319 | 21.3 | 1,255 | 19.4 | -63 | -4.8 |
| 216 |  | 199 |  |  |  |
| 193 |  | 187 |  |  |  |
| 509 |  | 501 |  |  |  |
| 58 |  | 62 |  |  |  |
| 81 |  | 75 |  |  |  |
| 1,431 | 23.2 | 1,644 | 25.5 | 212 | 14.8 |
| 182 | 2.9 | 524 | 8.1 | 342 | 187.5 |
| 7 |  | 8 |  |  |  |
| 3 |  | 95 |  |  |  |
| 68 |  | 64 |  |  |  |
| 103 |  | 356 |  |  |  |
| 49 | 0.8 | 38 | 0.6 | -10 | -21.6 |
| 45 |  | 38 |  |  |  |
| 3 |  | 0 |  |  |  |
| 1,564 | 25.3 | 2,130 | 33.0 |  | 565 |

## 11. Balance Sheet (Consolidated)

|  |  |  | ( $¥$ million, \%) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| FY | 12/8 |  | 13/8 |  | Change(the previous year) |  |
|  | Result | Composition | Result | Composition | Result | Change \% |
| Current assets | 25,195 | 72.0 | 26,247 | 70.8 | 1,051 | 4.2 |
| Cash on hand and at banks | 16,627 |  | 17,456 |  |  |  |
| Trade notes and accounts receivable | 4,219 |  | 4,622 |  |  |  |
| Securities | 716 |  | 216 |  |  |  |
| Inventories | 3,396 |  | 3,524 |  |  |  |
| Others | 237 |  | 428 |  |  |  |
| Reserve bad debt | -2 |  | 0 |  |  |  |
| Fixed assets | 9,793 | 28.0 | 10,807 | 29.2 | 1,014 | 10.4 |
| Tangible fixed assets | 7,316 | 20.9 | 7,639 | 20.6 | 323 | 4.4 |
| Buildings and structures | 1,793 |  | 1,645 |  |  |  |
| Machinery and equipment | 501 |  | 476 |  |  |  |
| Land | 4,962 |  | 4,692 |  |  |  |
| Construction in progress | 24 |  | 768 |  |  |  |
| Others | 34 |  | 57 |  |  |  |
| Intangible fixed asset | 86 | 0.3 | 88 | 0.3 | 1 | 1.9 |
| Investments and other assets | 2,390 | 6.8 | 3,079 | 8.3 | 689 | 28.9 |
| Investment securities | 1,665 |  | 1,753 |  |  |  |
| Others | 726 |  | 1,327 |  |  |  |
| Reserve bad debt | -1 |  | -1 |  |  |  |
| Total assets | 34,988 | 100.0 | 37,054 | 100.0 | 2,065 | 5.9 |


| Current liabilities | 3,340 | 9.6 | 3,356 | 9.1 | 15 | 0.5 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Trade notes and accounts payable | 1,362 |  | 1,385 |  |  |  |
| Accrued income taxes | 1,353 |  | 1,344 |  |  |  |
| Accrued bonus | 81 |  | 82 |  |  |  |
| Others | 542 |  | 544 |  |  |  |
| Long-term liabilities | 567 | 1.6 | 610 | 1.6 | 42 | 7.5 |
| Accrued pension and severance costs | 321 |  | 343 |  |  |  |
| Directors' retirement allowances | 153 |  | 168 |  |  |  |
| Others | 92 |  | 98 |  |  |  |
| Total liabilities | 3,908 | 11.2 | 3,966 | 10.7 | 58 | 1.5 |
| Total shareholders' equity | 31,084 | 88.8 | 32,768 | 88.4 | 1,683 | 5.4 |
| Capital stock | 1,925 |  | 1,925 |  |  |  |
| Capital reserves | 2,358 |  | 2,358 |  |  |  |
| Retained earnings | 29,972 |  | 31,886 |  |  |  |
| Treasury stock | -3,172 |  | -3,401 |  |  |  |
| Valuation and translation adjustments | -3 | 0.0 | 320 | 0.9 | 323 | -10,245.8 |
| Net unrealized gains on investment securiti Deferred hedging gains and losses | 0 -3 |  | 781 241 |  |  |  |
| Total net assets | 31,080 | 88.8 | 33,088 | 89.3 | 2,007 | 6.5 |
| Total liabilities and total net assets | 34,988 | 100.0 | 37,054 | 100.0 | 2,065 | 5.9 |


| First-half 12/8 |  | First-half 13/8 |  | Change(the previous year) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Result | Composition | Result | Composition | Result | Change \% |
| 22,747 | 69.0 | 24,108 | 69.8 | 1,360 | 6.0 |
| 14,523 |  | 15,134 |  |  |  |
| 3,780 |  | 4,095 |  |  |  |
| 216 |  | 216 |  |  |  |
| 4,023 |  | 4,278 |  |  |  |
| 205 |  | 385 |  |  |  |
| -2 |  | -2 |  |  |  |
| 10,210 | 31.0 | 10,438 | 30.2 | 228 | 2.2 |
| 7,912 | 24.0 | 7,651 | 22.2 | -261 | -3.3 |
| 2,039 |  | 1,743 |  |  |  |
| 487 |  | 523 |  |  |  |
| 5,325 |  | 4,962 |  |  |  |
| 20 |  | 389 |  |  |  |
| 40 |  | 32 |  |  |  |
| 91 | 0.3 | 85 | 0.2 | -6 | -7.2 |
| 2,205 | 6.7 | 2,701 | 7.8 | 496 | 22.5 |
| 1,646 |  | 1,742 |  |  |  |
| 559 |  | 960 |  |  |  |
| 0 |  | -1 |  |  |  |
| 32,957 | 100.0 | 34,546 | 100.0 | 1,588 | 4.8 |


| 2,735 | 8.3 | 2,749 | 8.0 | 14 | 0.5 |
| ---: | ---: | ---: | ---: | ---: | ---: |
| 1,651 |  | 1,598 |  |  |  |
| 669 |  | 785 |  |  |  |
| 76 |  | 77 |  |  |  |
| 337 |  | 288 |  |  |  |
| 550 | 1.7 | 586 | 1.7 | 35 | 6.5 |
| 311 |  | 336 |  |  |  |
| 147 |  | 159 |  |  |  |
| 91 |  | 91 |  |  |  |
| 3,285 | 10.0 | 3,336 | 9.7 | 50 | 1.5 |
| 29,666 | 90.0 | 30,970 | 89.6 | 1,303 | 4.4 |
| 1,925 |  | 1,925 |  |  |  |
| 2,358 |  | 2,358 |  |  |  |
| 28,555 |  | 30,089 |  |  |  |
| 3,172 |  | $-3,401$ |  |  |  |
| 4 | 0.0 | 239 | 0.7 | 234 | $4,743.6$ |
| -9 |  | 50 |  |  |  |
| 14 |  | 189 |  |  |  |
| 29,671 | 90.0 | 31,209 | 90.3 | 1,538 | 5.2 |
| 32,957 | 100.0 | 34,546 | 100.0 | 1,588 | 4.8 |

12. Balance Sheet(Non-Consolidated)

|  |  |  |  |  | ( $¥$ million, \%) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| FY | 12/8 |  | 13/8 |  | ange(the p | evious year) |
|  | Result | Composition | Result | Composition | Result | Change \% |
| Current assets | 22,444 | 69.8 | 23,325 | 68.8 | 881 | 3.9 |
| Cash on hand and at banks | 14,573 |  | 15,347 |  |  |  |
| Trade notes | 2,506 |  | 3,051 |  |  |  |
| Accounts receivable | 1,712 |  | 1,570 |  |  |  |
| Securities | 716 |  | 216 |  |  |  |
| Inventories | 2,741 |  | 2,812 |  |  |  |
| Others | 195 |  | 327 |  |  |  |
| Reserve bad debt | -2 |  | 0 |  |  |  |
| Fixed assets | 9,691 | 30.2 | 10,559 | 31.2 | 868 | 9.0 |
| Tangible fixed assets | 7,242 | 22.5 | 7,532 | 22.2 | 289 | 4.0 |
| Buildings and structures | 1,749 |  | 1,603 |  |  |  |
| Machinery and equipment | 426 |  | 362 |  |  |  |
| Land | 4,962 |  | 4,692 |  |  |  |
| Construction in progress | 20 |  | 768 |  |  |  |
| Others | 82 |  | 105 |  |  |  |
| Intangible fixed asset | 81 | 0.3 | 82 | 0.3 | 0 | 1.2 |
| Investments and other assets | 2,366 | 7.4 | 2,945 | 8.7 | 578 | 24.4 |
| Investment securities | 1,665 |  | 1,753 |  |  |  |
| Others | 703 |  | 1,193 |  |  |  |
| Reserve bad debt | -1 |  | -1 |  |  |  |
| Total assets | 32,135 | 100.0 | 33,885 | 100.0 | 1,750 | 5.4 |


| First-half 12/8 |  | First-half 13/8 |  | Change(the previous year) |  |
| ---: | ---: | ---: | ---: | ---: | ---: |
| Result | Composition | Result | Composition | Result | Change \% |
| 20,308 | 66.8 | 21,466 | 67.8 | 1,158 | 5.7 |
| 12,762 |  | 13,307 |  |  |  |
| 1,672 |  | 1,791 |  |  |  |
| 2,107 |  | 2,301 |  |  |  |
| 216 |  | 216 |  |  |  |
| 3,376 |  | 3,536 |  |  |  |
| 175 |  | 314 |  |  |  |
| -2 |  | -2 |  |  |  |
| 10,089 | 33.2 | 10,182 | 32.2 | 92 | 0.9 |
| 7,829 | 25.8 | 7,524 | 23.8 | -304 | -3.9 |
| 1,990 |  | 1,703 |  |  |  |
| 396 |  | 389 |  |  |  |
| 5,325 |  | 4,962 |  |  |  |
| 20 |  | 389 |  |  |  |
| 95 |  | 79 |  |  |  |
| 86 | 0.3 | 79 | 0.3 | -6 | -7.8 |
| 2,174 | 7.1 | 2,578 | 8.1 | 403 | 18.6 |
| 1,645 |  | 1,742 |  |  |  |
| 528 |  | 837 |  |  |  |
| 0 |  | -1 |  |  |  |
| 30,398 | 100.0 | 31,649 | 100.0 | 1,251 | 4.1 |


| Current liabilities | 3,237 | 10.1 | 3,245 | 9.6 | 8 | 0.3 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Trade notes | 857 |  | 822 |  |  |  |
| Accounts payable | 690 |  | 717 |  |  |  |
| Accrued income taxes | 1,210 |  | 1,273 |  |  |  |
| Others | 478 |  | 432 |  |  |  |
| Long-term liabilities | 355 | 1.1 | 377 | 1.1 | 21 | 6.2 |
| Accrued pension and severance costs | 131 |  | 134 |  |  |  |
| Directors' retirement allowances | 131 |  | 144 |  |  |  |
| Others | 92 |  | 98 |  |  |  |
| Total liabilities | 3,592 | 11.2 | 3,622 | 10.7 | 29 | 0.8 |
| Total shareholders' equity | 28,541 | 88.8 | 30,120 | 88.9 | 1,579 | 5.5 |
| Capital stock | 1,925 |  | 1,925 |  |  |  |
| Capital reserves | 2,637 |  | 2,637 |  |  |  |
| Retained earnings | 27,150 |  | 28,959 |  |  |  |
| Treasury stock | -3,172 |  | -3,401 |  |  |  |
| Valuation and translation adjustments | 1 | 0.0 | 142 | 0.4 | 141 | 8,635.8 |
| Net unrealized gains on investment securití Deferred hedging gains and losses | 0 1 |  | 78 |  |  |  |
| Total net assets | 28,543 | 88.8 | 30,263 | 89.3 | 1,720 | 6.0 |
| $\underline{\text { Total liabilities and total net assets }}$ | 32,135 | 100.0 | 33,885 | 100.0 | 1,750 | 5.4 |


| 2,818 | 9.3 | 2,734 | 8.6 | -84 | -3.0 |
| ---: | ---: | ---: | ---: | ---: | ---: |
| 1,024 |  | 994 |  |  |  |
| 892 |  | 777 |  |  |  |
| 610 |  | 729 |  |  |  |
| 292 |  | 232 |  |  |  |
| 347 | 1.1 | 360 | 1.2 | 13 | 3.8 |
| 128 |  | 132 |  |  |  |
| 126 |  | 137 |  |  |  |
| 91 |  | 91 |  |  |  |
| 3,166 | 10.4 | 3,094 | 9.8 | -71 | -2.3 |
| 27,236 | 89.6 | 28,451 | 89.9 | 1,215 | 4.5 |
| 1,925 |  | 1,925 |  |  |  |
| 2,637 |  | 2,637 |  |  |  |
| 2,845 |  | 27,290 |  |  |  |
| $-3,172$ |  | $-3,401$ | 102 | 0.3 | 107 |
| -4 | 0.0 | $10,516.2$ |  |  |  |
| -9 |  | 50 |  |  |  |
| 5 |  | 52 |  |  |  |
| 27,231 | 89.6 | 28,554 | 90.2 | 1,322 | 4.9 |
| 30,398 | 100.0 | 31,649 | 100.0 | 1,251 | 4.1 |

