

Eleven-Year Summary

	2011	2010	2009	2008
Statement of Income • Statement of Comprehensive Income Data:				
Net sales:	¥269,139	¥228,446	¥256,163	¥334,431
Machined components	107,841	99,291	—	—
Percentage of net sales	40%	44%	—	—
Rotary components	101,139	74,185	—	—
Percentage of net sales	38%	32%	—	—
Electronic devices and components	40,502	35,780	—	—
Percentage of net sales	15%	16%	—	—
Other	19,657	19,190	—	—
Percentage of net sales	7%	8%	—	—
Former segment				
Machined components	—	—	115,872	144,034
Percentage of net sales	—	—	45%	43%
Electronic devices and components	—	—	140,291	190,397
Percentage of net sales	—	—	55%	57%
Consumer business and others	—	—	—	—
Percentage of net sales	—	—	—	—
Gross profit	¥ 66,994	¥ 53,160	¥ 59,025	¥ 80,721
Percentage of net sales	24.9%	23.3%	23.0%	24.1%
Operating income	22,163	12,059	13,406	30,762
Percentage of net sales	8.2%	5.3%	5.2%	9.2%
Net income (loss)	12,465	6,662	2,441	16,303
Percentage of net sales	4.6%	2.9%	1.0%	4.9%
Comprehensive income	4,009	6,255	—	—
Percentage of net sales	1.5%	2.7%	—	—
Balance Sheet Data:				
Total assets	¥291,092	¥277,967	¥285,396	¥320,544
Total current assets	144,178	130,004	121,699	148,117
Total current liabilities	116,863	102,961	112,312	118,321
Short-term debt and current portion of long-term debt	76,370	64,755	80,990	65,352
Long-term debt	56,843	58,645	56,900	67,500
Working capital	27,315	27,043	9,387	29,796
Total net assets	109,967	108,381	106,762	131,730
Equity ratio	37.1%	38.5%	37.1%	40.7%
Per Share Data:				
Net income (loss):				
Basic	¥ 32.61	¥ 17.20	¥ 6.18	¥ 40.86
Diluted	—	—	—	—
Net assets	282.03	279.87	271.93	327.25
Cash dividends	7.00	7.00	7.00	10.00
Number of shares outstanding	399,167,695	399,167,695	399,167,695	399,167,695
Other Data:				
Return (net income) on equity	11.6%	6.3%	2.1%	11.9%
Return on total assets	4.4%	2.4%	0.8%	4.8%
Interest expense	¥ 1,833	¥ 1,898	¥ 2,646	¥ 4,402
Net cash provided by operating activities	24,439	30,408	37,064	46,893
Net cash used in investing activities	(28,631)	(12,733)	(24,554)	(23,461)
Free cash flow	(4,192)	17,675	12,510	23,432
Purchase of tangible fixed assets	26,517	10,495	18,429	24,888
Depreciation and amortization	22,127	22,492	25,027	27,502
Number of employees	53,827	49,091	48,443	50,549

Notes: 1. Effective from fiscal 2011, the Company has applied the “Accounting Standard for Disclosures about Segments of an Enterprise and Related Information” and the “Guidance on Accounting Standard for Disclosures about Segments of an Enterprise and Related Information.” Figures before fiscal 2009 are based on former segments.

2. Effective from fiscal 2011, the Company has applied the “Accounting Standard for Presentation of Comprehensive Income.”

3. Effective from fiscal 2007, the Company has applied the “Accounting Standard for Presentation of Net Assets in the Balance Sheet” and the “Guidance on Accounting Standard for Presentation of Net Assets in the Balance Sheet.” Accordingly, “shareholders’ equity” and “return on shareholders’ equity” have been restated as “net assets” and “return (net income) on equity,” respectively. Also, figures after fiscal 2006 include minority interests in net assets.

4. In fiscal 2006, the Company restructured its PC keyboard business. As a consequence, the Company posted a business restructuring loss of ¥3,475 million in other expenses. The Company also recorded an impairment loss of ¥967 million in other expenses resulting from the adoption of impairment accounting for fixed assets.

Millions of yen							Thousands of U.S. dollars (Note 8)
2007	2006	2005	2004	2003	2002	2001	2011
¥331,022	¥318,446	¥294,422	¥268,574	¥272,202	¥279,344	¥287,045	\$3,236,798
—	—	—	—	—	—	—	1,296,948
—	—	—	—	—	—	—	1,216,344
—	—	—	—	—	—	—	487,099
—	—	—	—	—	—	—	236,407
—	—	—	—	—	—	—	
137,662	129,595	116,105	111,693	118,118	122,025	124,461	—
42%	41%	39%	42%	43%	44%	43%	
193,360	188,851	178,317	156,881	154,084	156,303	151,910	—
58%	59%	61%	58%	57%	56%	53%	
—	—	—	—	—	1,016	10,674	—
—	—	—	—	—	0%	4%	
¥ 73,378	¥ 68,511	¥ 62,403	¥ 65,313	¥ 68,702	¥ 73,283	¥ 84,117	\$ 805,704
22.2%	21.5%	21.2%	24.3%	25.2%	26.2%	29.3%	
26,265	19,269	14,083	18,104	19,352	21,972	32,977	266,552
8.0%	6.0%	4.8%	6.7%	7.1%	7.9%	11.5%	
12,862	4,257	5,581	6,019	(2,434)	5,298	14,826	149,919
3.9%	1.3%	1.9%	2.2%	(0.9)%	1.9%	5.2%	
—	—	—	—	—	—	—	48,215
—	—	—	—	—	—	—	
¥354,784	¥349,862	¥332,217	¥314,915	¥320,069	¥350,037	¥346,965	\$3,500,815
156,059	153,564	147,295	138,953	127,447	131,548	137,106	1,733,949
131,155	150,886	141,449	167,626	134,459	156,908	127,290	1,405,446
71,761	91,772	87,112	119,643	81,262	103,461	66,531	918,458
78,500	79,500	85,341	51,842	85,862	79,212	118,629	683,621
24,905	2,678	5,846	(28,673)	(7,012)	(25,360)	9,816	328,503
142,558	118,209	102,088	93,866	98,213	112,732	100,574	1,322,523
40.1%	33.6%	30.7%	29.8%	30.7%	32.2%	29.0%	
							U.S. dollars (Note 8)
							Yen
¥ 32.23	¥ 10.67	¥ 13.93	¥ 15.08	¥ (6.10)	¥ 13.27	¥ 37.14	\$0.39
—	—	13.27	14.51	(4.85)	12.60	34.10	—
356.75	294.65	255.82	235.21	246.08	282.42	251.96	3.39
10.00	7.00	7.00	7.00	7.00	7.00	7.00	0.08
399,167,695	399,167,695	399,167,695	399,167,695	399,167,695	399,167,695	399,167,695	
							Thousands of U.S. dollars (Note 8)
							Millions of yen
9.9%	3.9%	5.7%	6.3%	(2.3)%	5.0%	11.6%	
3.7%	1.2%	1.7%	1.9%	(0.8)%	1.5%	4.0%	
¥ 5,224	¥ 4,771	¥ 3,361	¥ 3,213	¥ 4,765	¥ 5,673	¥ 7,553	\$ 22,040
37,902	28,237	27,586	21,714	32,279	34,017	38,332	293,917
(15,180)	(19,120)	(23,789)	(14,932)	(16,233)	(24,346)	(33,099)	(344,338)
22,722	9,117	3,797	6,782	16,046	9,671	5,233	(50,421)
16,969	21,897	23,060	18,825	16,382	26,245	39,877	318,907
25,727	25,045	23,545	22,728	24,015	25,577	23,682	266,105
49,563	47,526	48,473	43,839	43,002	43,729	45,193	

5. From fiscal 2005, the Company calculates free cash flow by subtracting net cash used in investing activities from net cash provided by operating activities. Figures for previous fiscal years have been restated using this calculation.

6. In fiscal 2003, significant declines in the prices of stocks listed on major markets resulted in the impairment of shares in financial institutions and losses on devaluation of investment securities amounted to ¥4,945 million. In line with projected losses resulting from its withdrawal from switching power supplies and related businesses, the Company posted losses on liquidation of switching power supplies and related businesses of ¥3,144 million. The Company also posted ¥1,206 million in environmental remediation expenses incurred by its U.S. subsidiaries.

7. In fiscal 2001, to concentrate resources and improve financial strength, the Company transferred its shares in subsidiary Actus Corporation, posting other income of ¥5,215 million in gains on sales of investment securities in affiliates. The Company also showed other expenses of ¥2,762 million for estimated loss on the withdrawal from the wheel business.

8. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥83.15=US\$1, the approximate rate of exchange on March 31, 2011.