

## Eleven-Year Summary

	2012	2011	2010	2009
<b>Statement of Income • Statement of Comprehensive Income Data:</b>				
Net sales:	¥251,358	¥269,139	¥228,446	¥256,163
Machined components	107,038	107,841	99,291	—
Percentage of net sales	43%	40%	44%	—
Rotary components	91,364	101,139	74,185	—
Percentage of net sales	36%	38%	32%	—
Electronic devices and components	37,887	40,502	35,780	—
Percentage of net sales	15%	15%	16%	—
Other	15,069	19,657	19,190	—
Percentage of net sales	6%	7%	8%	—
Former segment				
Machined components	—	—	—	115,872
Percentage of net sales	—	—	—	45%
Electronic devices and components	—	—	—	140,291
Percentage of net sales	—	—	—	55%
Consumer business and others	—	—	—	—
Percentage of net sales	—	—	—	—
Gross profit	¥52,852	¥ 66,994	¥ 53,160	¥ 59,025
Percentage of net sales	21.0%	24.9%	23.3%	23.0%
Operating income	8,599	22,163	12,059	13,406
Percentage of net sales	3.4%	8.2%	5.3%	5.2%
Net income (loss)	5,922	12,465	6,662	2,441
Percentage of net sales	2.4%	4.6%	2.9%	1.0%
Comprehensive income	4,046	4,009	6,255	—
Percentage of net sales	1.6%	1.5%	2.7%	—
<b>Balance Sheet Data:</b>				
Total assets	¥306,772	¥291,092	¥277,967	¥285,396
Total current assets	157,787	144,178	130,004	121,699
Total current liabilities	115,713	116,863	102,961	112,312
Short-term debt and current portion of long-term debt	68,607	76,370	64,755	80,990
Long-term debt	73,937	56,843	58,645	56,900
Working capital	42,074	27,315	27,043	9,387
Total net assets	109,777	109,967	108,381	106,762
Equity ratio	35.7%	37.1%	38.5%	37.1%
<b>Per Share Data:</b>				
Net income (loss):				
Basic	¥ 15.63	¥ 32.61	¥ 17.20	¥ 6.18
Diluted	15.54	—	—	—
Net assets	288.74	282.03	279.87	271.93
Cash dividends	7.00	7.00	7.00	7.00
Number of shares outstanding	399,167,695	399,167,695	399,167,695	399,167,695
<b>Other Data:</b>				
Return (net income) on equity	5.5%	11.6%	6.3%	2.1%
Return on total assets	2.0%	4.4%	2.4%	0.8%
Interest expense	¥ 2,321	¥ 1,833	¥ 1,898	¥ 2,646
Net cash provided by operating activities	20,233	24,439	30,408	37,064
Net cash used in investing activities	(29,018)	(28,631)	(12,733)	(24,554)
Free cash flow	(8,785)	(4,192)	17,675	12,510
Purchase of tangible fixed assets	25,961	26,517	10,495	18,429
Depreciation and amortization	20,920	22,127	22,492	25,027
Number of employees	51,406	53,827	49,091	48,443

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.

<i>Millions of yen</i>							<i>Thousands of U.S. dollars (Note 7)</i>
2008	2007	2006	2005	2004	2003	2002	2012
¥334,431	¥331,022	¥318,446	¥294,422	¥268,574	¥272,202	¥279,344	<b>\$3,058,256</b>
—	—	—	—	—	—	—	<b>1,302,322</b>
—	—	—	—	—	—	—	<b>1,111,616</b>
—	—	—	—	—	—	—	<b>460,975</b>
—	—	—	—	—	—	—	<b>183,343</b>
144,034	137,662	129,595	116,105	111,693	118,118	122,025	—
43%	42%	41%	39%	42%	43%	44%	—
190,397	193,360	188,851	178,317	156,881	154,084	156,303	—
57%	58%	59%	61%	58%	57%	56%	—
—	—	—	—	—	—	1,016	—
—	—	—	—	—	—	0%	—
¥ 80,721	¥ 73,378	¥ 68,511	¥ 62,403	¥ 65,313	¥ 68,702	¥ 73,283	<b>\$ 643,052</b>
24.1%	22.2%	21.5%	21.2%	24.3%	25.2%	26.2%	—
30,762	26,265	19,269	14,083	18,104	19,352	21,972	<b>104,624</b>
9.2%	8.0%	6.0%	4.8%	6.7%	7.1%	7.9%	—
16,303	12,862	4,257	5,581	6,019	(2,434)	5,298	<b>72,065</b>
4.9%	3.9%	1.3%	1.9%	2.2%	(0.9)%	1.9%	—
—	—	—	—	—	—	—	<b>49,238</b>
—	—	—	—	—	—	—	—
¥320,544	¥354,784	¥349,862	¥332,217	¥314,915	¥320,069	¥350,037	<b>\$3,732,484</b>
148,117	156,059	153,564	147,295	138,953	127,447	131,548	<b>1,919,784</b>
118,321	131,155	150,886	141,449	167,626	134,459	156,908	<b>1,407,881</b>
65,352	71,761	91,772	87,112	119,643	81,262	103,461	<b>834,732</b>
67,500	78,500	79,500	85,341	51,842	85,862	79,212	<b>899,586</b>
29,796	24,905	2,678	5,846	(28,673)	(7,012)	(25,360)	<b>511,903</b>
131,730	142,558	118,209	102,088	93,866	98,213	112,732	<b>1,335,655</b>
40.7%	40.1%	33.6%	30.7%	29.8%	30.7%	32.2%	—
						<i>Yen</i>	<i>U.S. dollars (Note 7)</i>
¥ 40.86	¥ 32.23	¥ 10.67	¥ 13.93	¥ 15.08	¥ (6.10)	¥ 13.27	<b>\$0.19</b>
—	—	—	13.27	14.51	(4.85)	12.60	<b>0.19</b>
327.25	356.75	294.65	255.82	235.21	246.08	282.42	<b>3.51</b>
10.00	10.00	7.00	7.00	7.00	7.00	7.00	<b>0.09</b>
399,167,695	399,167,695	399,167,695	399,167,695	399,167,695	399,167,695	399,167,695	—
						<i>Millions of yen</i>	<i>Thousands of U.S. dollars (Note 7)</i>
11.9%	9.9%	3.9%	5.7%	6.3%	(2.3)%	5.0%	—
4.8%	3.7%	1.2%	1.7%	1.9%	(0.8)%	1.5%	—
¥ 4,402	¥ 5,224	¥ 4,771	¥ 3,361	¥ 3,213	¥ 4,765	¥ 5,673	<b>\$ 28,238</b>
46,893	37,902	28,237	27,586	21,714	32,279	34,017	<b>246,177</b>
(23,461)	(15,180)	(19,120)	(23,789)	(14,932)	(16,233)	(24,346)	<b>(353,070)</b>
23,432	22,722	9,117	3,797	6,782	16,046	9,671	<b>(106,893)</b>
24,888	16,969	21,897	23,060	18,825	16,382	26,245	<b>315,870</b>
27,502	25,727	25,045	23,545	22,728	24,015	25,577	<b>254,546</b>
50,549	49,563	47,526	48,473	43,839	43,002	43,729	—

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. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥82.19=US\$1, the approximate rate of exchange on March 31, 2012.