

Eleven-Year Summary

	2014	2013	2012	2011
Statement of Income •				
Statement of Comprehensive Income Data:				
Net sales:	¥371,543	¥282,409	¥251,358	¥269,139
Machined components	140,033	113,573	—	—
Percentage of net sales	38%	40%	—	—
Electronic devices and components	230,514	167,911	—	—
Percentage of net sales	62%	60%	—	—
Other	996	925	—	—
Percentage of net sales	0%	0%	—	—
Former segment (from fiscal 2010 to fiscal 2012)				
Machined components	—	—	107,038	107,841
Percentage of net sales	—	—	43%	40%
Rotary components	—	—	91,364	101,139
Percentage of net sales	—	—	36%	38%
Electronic devices and components	—	—	37,887	40,502
Percentage of net sales	—	—	15%	15%
Other	—	—	15,069	19,657
Percentage of net sales	—	—	6%	7%
Former segment (before fiscal 2009)				
Machined components	—	—	—	—
Percentage of net sales	—	—	—	—
Electronic devices and components	—	—	—	—
Percentage of net sales	—	—	—	—
Gross profit	¥ 85,775	¥ 57,295	¥ 52,852	¥ 66,994
Percentage of net sales	23.1%	20.3%	21.0%	24.9%
Operating income	32,199	10,169	8,599	22,163
Percentage of net sales	8.7%	3.6%	3.4%	8.2%
Net income	20,878	1,804	5,922	12,465
Percentage of net sales	5.6%	0.6%	2.4%	4.6%
Comprehensive income	31,974	26,709	4,046	4,009
Percentage of net sales	8.6%	9.5%	1.6%	1.5%
Balance Sheet Data:				
Total assets	¥381,278	¥362,805	¥306,772	¥291,092
Total current assets	189,638	170,977	157,787	144,178
Total current liabilities	120,937	128,484	115,713	116,863
Short-term debt and current portion of long-term debt	64,044	85,203	68,607	76,370
Long-term debt	84,454	85,209	73,937	56,843
Working capital	68,701	42,493	42,074	27,315
Total net assets	163,463	137,858	109,777	109,967
Equity ratio	41.4%	36.2%	35.7%	37.1%
Per Share Data:				
Net income:				
Basic	¥ 55.94	¥ 4.83	¥ 15.63	¥ 32.61
Diluted	53.14	4.65	15.54	—
Net assets	422.62	351.65	288.74	282.03
Cash dividends	8.00	7.00	7.00	7.00
Number of shares outstanding	399,167,695	399,167,695	399,167,695	399,167,695
Other Data:				
Return (net income) on equity	14.4%	1.5%	5.5%	11.6%
Return on total assets	5.6%	0.5%	2.0%	4.4%
Interest expense	¥ 2,139	¥ 2,651	¥ 2,321	¥ 1,833
Net cash provided by operating activities	49,173	22,990	20,233	24,439
Net cash used in investing activities	(24,957)	(37,813)	(29,018)	(28,631)
Free cash flows	24,216	(14,823)	(8,785)	(4,192)
Purchase of tangible fixed assets	18,343	42,963	25,961	26,517
Depreciation and amortization	23,740	22,569	20,920	22,127
Number of employees	54,768	53,327	51,406	53,827

Notes: 1. Effective from fiscal 2014, due to organizational changes aimed at enhancing management efficiency and improving the speed of business judgment, the Company has changed its reportable segments to two segments including "Machined components business" and "Electronic devices and components business", in place of three segments consisting of "Machined components business", "Rotary components business" and "Electric devices and components business." Figures before fiscal 2012 are based on the former segments.

2. In fiscal 2013, the Company posted other expenses of ¥4,905 million for the restructuring and associated impairment charges of the rotary components segment, ¥1,642 million in expenses associated with the partial settlement of a defined benefit pension plan at U.S. subsidiaries, and ¥955 million for the restructuring and the associated provision for doubtful receivables of the speaker business.

3. Effective from fiscal 2011, the Company 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 the former segments.

Millions of yen

2010	2009	2008	2007	2006	2005	2004
¥228,446	¥256,163	¥334,431	¥331,022	¥318,446	¥294,422	¥268,574
—	—	—	—	—	—	—
—	—	—	—	—	—	—
—	—	—	—	—	—	—
—	—	—	—	—	—	—
—	—	—	—	—	—	—
99,291	—	—	—	—	—	—
44%	—	—	—	—	—	—
74,185	—	—	—	—	—	—
32%	—	—	—	—	—	—
35,780	—	—	—	—	—	—
16%	—	—	—	—	—	—
19,190	—	—	—	—	—	—
8%	—	—	—	—	—	—
—	115,872	144,034	137,662	129,595	116,105	111,693
—	45%	43%	42%	41%	39%	42%
—	140,291	190,397	193,360	188,851	178,317	156,881
—	55%	57%	58%	59%	61%	58%

¥ 53,160	¥ 59,025	¥ 80,721	¥ 73,378	¥ 68,511	¥ 62,403	¥ 65,313
23.3%	23.0%	24.1%	22.2%	21.5%	21.2%	24.3%
12,059	13,406	30,762	26,265	19,269	14,083	18,104
5.3%	5.2%	9.2%	8.0%	6.0%	4.8%	6.7%
6,662	2,441	16,303	12,862	4,257	5,581	6,019
2.9%	1.0%	4.9%	3.9%	1.3%	1.9%	2.2%
6,255	—	—	—	—	—	—
2.7%	—	—	—	—	—	—

¥277,967	¥285,396	¥320,544	¥354,784	¥349,862	¥332,217	¥314,915
130,004	121,699	148,117	156,059	153,564	147,295	138,953
102,961	112,312	118,321	131,155	150,886	141,449	167,626
64,755	80,990	65,352	71,761	91,772	87,112	119,643
58,645	56,900	67,500	78,500	79,500	85,341	51,842
27,043	9,387	29,796	24,905	2,678	5,846	(28,673)
108,381	106,762	131,730	142,558	118,209	102,088	93,866
38.5%	37.1%	40.7%	40.1%	33.6%	30.7%	29.8%

Yen

¥ 17.20	¥ 6.18	¥ 40.86	¥ 32.23	¥ 10.67	¥ 13.93	¥ 15.08
—	—	—	—	—	13.27	14.51
279.87	271.93	327.25	356.75	294.65	255.82	235.21
7.00	7.00	10.00	10.00	7.00	7.00	7.00
399,167,695	399,167,695	399,167,695	399,167,695	399,167,695	399,167,695	399,167,695

Millions of yen

6.3%	2.1%	11.9%	9.9%	3.9%	5.7%	6.3%
2.4%	0.8%	4.8%	3.7%	1.2%	1.7%	1.9%
¥ 1,898	¥ 2,646	¥ 4,402	¥ 5,224	¥ 4,771	¥ 3,361	¥ 3,213
30,408	37,064	46,893	37,902	28,237	27,586	21,714
(12,733)	(24,554)	(23,461)	(15,180)	(19,120)	(23,789)	(14,932)
17,675	12,510	23,432	22,722	9,117	3,797	6,782
10,495	18,429	24,888	16,969	21,897	23,060	18,825
22,492	25,027	27,502	25,727	25,045	23,545	22,728
49,091	48,443	50,549	49,563	47,526	48,473	43,839

4. Effective from fiscal 2011, the Company applied the "Accounting Standard for Presentation of Comprehensive Income."

5. Effective from fiscal 2007, the Company 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.

6. 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.

7. From fiscal 2005, the Company calculates free cash flows 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.