

Eleven-Year Summary

	2015	2014	2013	2012
Statement of Income •				
Statement of Comprehensive Income Data:				
Net sales:	¥500,676	¥371,543	¥282,409	¥251,358
Machined components	154,986	140,033	113,573	—
Percentage of net sales	31%	38%	40%	—
Electronic devices and components	343,842	230,514	167,911	—
Percentage of net sales	69%	62%	60%	—
Other	1,848	996	925	—
Percentage of net sales	0%	0%	0%	—
Former segment (from fiscal 2010 to fiscal 2012)				
Machined components	—	—	—	107,038
Percentage of net sales	—	—	—	43%
Rotary components	—	—	—	91,364
Percentage of net sales	—	—	—	36%
Electronic devices and components	—	—	—	37,887
Percentage of net sales	—	—	—	15%
Other	—	—	—	15,069
Percentage of net sales	—	—	—	6%
Former segment (before fiscal 2009)				
Machined components	—	—	—	—
Percentage of net sales	—	—	—	—
Electronic devices and components	—	—	—	—
Percentage of net sales	—	—	—	—
Gross profit	¥120,091	¥ 85,775	¥ 57,295	¥ 52,852
Percentage of net sales	24.0%	23.1%	20.3%	21.0%
Operating income	60,101	32,199	10,169	8,599
Percentage of net sales	12.0%	8.7%	3.6%	3.4%
Net income	39,887	20,878	1,804	5,922
Percentage of net sales	8.0%	5.6%	0.6%	2.4%
Comprehensive income	72,380	31,974	26,709	4,046
Percentage of net sales	14.5%	8.6%	9.5%	1.6%
Balance Sheet Data:				
Total assets	¥490,043	¥381,278	¥362,805	¥306,772
Total current assets	265,185	189,638	170,977	157,787
Total current liabilities	167,620	120,937	128,484	115,713
Short-term debt and current portion of long-term debt	66,757	64,044	85,203	68,607
Long-term debt	71,706	84,454	85,209	73,937
Working capital	97,565	68,701	42,493	42,074
Total net assets	233,679	163,463	137,858	109,777
Equity ratio	46.1%	41.4%	36.2%	35.7%
Per Share Data:				
Net income:				
Basic	¥106.73	¥ 55.94	¥ 4.83	¥ 15.63
Diluted	101.32	53.14	4.65	15.54
Net assets	604.83	422.62	351.65	288.74
Cash dividends	12.00	8.00	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	20.8%	14.4%	1.5%	5.5%
Return on total assets	9.2%	5.6%	0.5%	2.0%
Interest expense	¥ 1,504	¥ 2,139	¥ 2,651	¥ 2,321
Net cash provided by operating activities	59,863	49,173	22,990	20,233
Net cash used in investing activities	(35,326)	(24,957)	(37,813)	(29,018)
Free cash flows	24,537	24,216	(14,823)	(8,785)
Purchase of tangible fixed assets	34,979	18,343	42,963	25,961
Depreciation and amortization	28,776	23,740	22,569	20,920
Number of employees	63,967	54,768	53,327	51,406

- 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.

2011	2010	2009	2008	2007	2006	2005
¥269,139	¥228,446	¥256,163	¥334,431	¥331,022	¥318,446	¥294,422
—	—	—	—	—	—	—
—	—	—	—	—	—	—
—	—	—	—	—	—	—
—	—	—	—	—	—	—
—	—	—	—	—	—	—
107,841	99,291	—	—	—	—	—
40%	44%	—	—	—	—	—
101,139	74,185	—	—	—	—	—
38%	32%	—	—	—	—	—
40,502	35,780	—	—	—	—	—
15%	16%	—	—	—	—	—
19,657	19,190	—	—	—	—	—
7%	8%	—	—	—	—	—
—	—	115,872	144,034	137,662	129,595	116,105
—	—	45%	43%	42%	41%	39%
—	—	140,291	190,397	193,360	188,851	178,317
—	—	55%	57%	58%	59%	61%
¥ 66,994	¥ 53,160	¥ 59,025	¥ 80,721	¥ 73,378	¥ 68,511	¥ 62,403
24.9%	23.3%	23.0%	24.1%	22.2%	21.5%	21.2%
22,163	12,059	13,406	30,762	26,265	19,269	14,083
8.2%	5.3%	5.2%	9.2%	8.0%	6.0%	4.8%
12,465	6,662	2,441	16,303	12,862	4,257	5,581
4.6%	2.9%	1.0%	4.9%	3.9%	1.3%	1.9%
4,009	6,255	—	—	—	—	—
1.5%	2.7%	—	—	—	—	—
¥291,092	¥277,967	¥285,396	¥320,544	¥354,784	¥349,862	¥332,217
144,178	130,004	121,699	148,117	156,059	153,564	147,295
116,863	102,961	112,312	118,321	131,155	150,886	141,449
76,370	64,755	80,990	65,352	71,761	91,772	87,112
56,843	58,645	56,900	67,500	78,500	79,500	85,341
27,315	27,043	9,387	29,796	24,905	2,678	5,846
109,967	108,381	106,762	131,730	142,558	118,209	102,088
37.1%	38.5%	37.1%	40.7%	40.1%	33.6%	30.7%
Yen						
¥ 32.61	¥ 17.20	¥ 6.18	¥ 40.86	¥ 32.23	¥ 10.67	¥ 13.93
—	—	—	—	—	—	13.27
282.03	279.87	271.93	327.25	356.75	294.65	255.82
7.00	7.00	7.00	10.00	10.00	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						
11.6%	6.3%	2.1%	11.9%	9.9%	3.9%	5.7%
4.4%	2.4%	0.8%	4.8%	3.7%	1.2%	1.7%
¥ 1,833	¥ 1,898	¥ 2,646	¥ 4,402	¥ 5,224	¥ 4,771	¥ 3,361
24,439	30,408	37,064	46,893	37,902	28,237	27,586
(28,631)	(12,733)	(24,554)	(23,461)	(15,180)	(19,120)	(23,789)
(4,192)	17,675	12,510	23,432	22,722	9,117	3,797
26,517	10,495	18,429	24,888	16,969	21,897	23,060
22,127	22,492	25,027	27,502	25,727	25,045	23,545
53,827	49,091	48,443	50,549	49,563	47,526	48,473

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.