



Major Financial and Non-Financial Data

		FY2017	FY2018	FY2019	FY2020	FY2021
Net sales	Millions of yen	150,815	149,361	142,106	130,513	140,842
Operating income	Millions of yen	11,732	9,755	5,772	5,802	7,560
Ordinary income	Millions of yen	13,883	11,703	6,766	8,447	10,811
Profit attributable to owners of the parent	Millions of yen	10,401	7,032	2,907	4,010	5,713
Total net assets	Millions of yen	85,280	88,886	82,019	92,441	103,094
Total assets	Millions of yen	166,461	172,433	166,800	176,508	180,955
Net assets per share	Yen	1,602.88	1,665.52	1,524.62	1,719.40	1,920.35
Earnings per share	Yen	212.56	143.35	59.24	81.70	116.34
Equity ratio	%	47.2	47.4	44.9	47.8	52.1
Return on equity (ROE)	%	14.2	8.8	3.7	5.0	6.4
Net cash provided by operating activities	Millions of yen	11,814	14,614	16,043	17,849	12,238
Net cash used in investing activities	Millions of yen	(8,566)	(14,325)	(10,888)	(5,203)	(6,845)
Net cash used in financing activities	Millions of yen	(2,746)	(707)	(4,064)	(2,661)	(11,554)
Cash and cash equivalents at end of period	Millions of yen	20,422	19,733	20,089	31,545	27,001
Number of employees (consolidated)	Persons	6,400	6,482	6,594	6,507	6,393
Number of employees (non-consolidated)	Persons	1,063	1,076	1,097	1,109	1,183
Average age (non-consolidated)	Age	40.4	40.6	39.4	39.9	41.1
Average years of service (non-consolidated)	Years	15.1	15.6	14.8	15.4	16.5
Average salary (non-consolidated)	Thousands of yen	7,455	7,647	7,581	7,007	7,635

Consolidated Financial Statements (FY2020 and FY2021)

Consolidated Balance Sheets

(Millions of yen)

	FY2020	FY2021
Assets		
Current assets	93,110	98,323
Cash and deposits	32,662	28,806
Notes and accounts receivable—trade	28,253	30,207
Inventories	22,962	27,556
Other	9,232	11,752
Noncurrent assets	83,397	82,631
Property, plant and equipment	60,515	59,039
Buildings and structures	23,370	22,532
Machinery, equipment and vehicles	23,277	21,972
Other	13,867	14,534
Intangible assets	3,497	3,108
Investments and other assets	19,384	20,483
Investment securities	12,077	12,785
Other	7,307	7,698
Total assets	176,508	180,955
Liabilities		
Current liabilities	42,737	42,686
Accounts payable—trade	8,253	9,180
Electronically recorded obligations—operating	2,830	2,512
Short-term loans payable	14,754	13,022
Income taxes payable	1,431	1,534
Provision for bonuses	2,547	2,679
Other	12,920	13,756
Noncurrent liabilities	41,329	35,174
Long-term loans payable	23,447	17,732
Net defined benefit liability	16,052	15,412
Other	1,830	2,029
Total liabilities	84,067	77,860
Net assets		
Shareholders' equity	89,799	93,057
Capital stock	10,490	10,490
Capital surplus	11,310	11,296
Retained earnings	68,224	71,483
Treasury stock	(226)	(213)
Accumulated other comprehensive loss	(5,404)	1,275
Valuation difference on available-for-sale securities	402	458
Foreign currency translation adjustment	(2,690)	2,950
Remeasurements of defined benefit plans	(3,116)	(2,133)
Minority interests	8,046	8,761
Total net assets	92,441	103,094
Total liabilities and net assets	176,508	180,955

Consolidated Statements of Income

(Millions of yen)

	FY2020	FY2021
Net sales	130,513	140,842
Cost of sales	101,773	108,688
Gross profit	28,740	32,154
Selling, general and administrative expenses	22,938	24,593
Operating income	5,802	7,560
Non-operating income	3,503	3,741
Non-operating expenses	858	490
Ordinary income	8,447	10,811
Extraordinary income	10	23
Extraordinary loss	983	1,485
Income before income taxes	7,475	9,349
Income taxes	2,140	2,220
Profit	5,334	7,129
Profit attributable to non-controlling interests	1,324	1,415
Profit attributable to owners of the parent	4,010	5,713

Consolidated Statements of Cash Flows

(Millions of yen)

	FY2020	FY2021
Net cash provided by operating activities	17,849	12,238
Net cash used in investing activities	(5,203)	(6,845)
Net cash used in financing activities	(2,661)	(11,554)
Effect of exchange rate change on cash and cash equivalents	1,472	1,617
Net increase (decrease) in cash and cash equivalents	11,456	(4,543)
Cash and cash equivalents at beginning of period	20,089	31,545
Cash and cash equivalents at end of period	31,545	27,001

Note: The amounts shown have been rounded down to the nearest million yen.