

# FACT BOOK 2016

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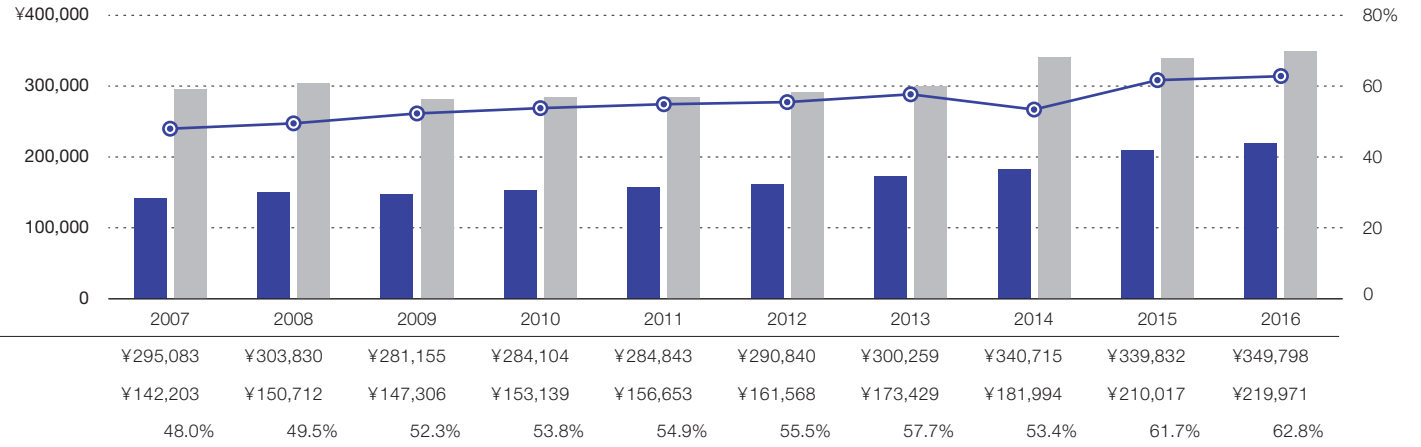
(注) 1. 本誌掲載の数値は、連結ベースで表示している。  
2. 百万円未満は切り捨てて表示している。

Notes: 1. Figures are on a consolidated basis.  
2. Figures are rounded down to nearest ¥1 million.

#### 自己資本比率

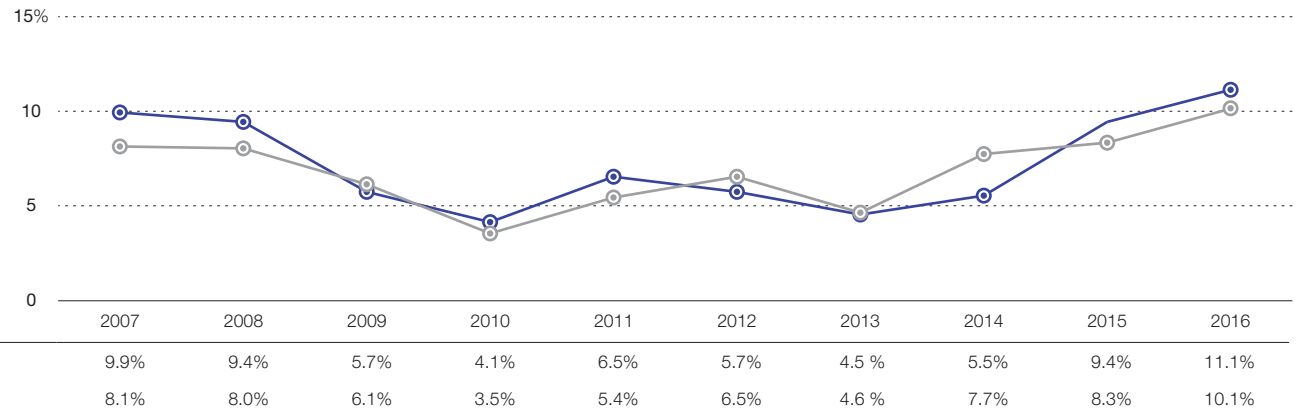
#### Equity ratio

(In millions)



#### 利益指標

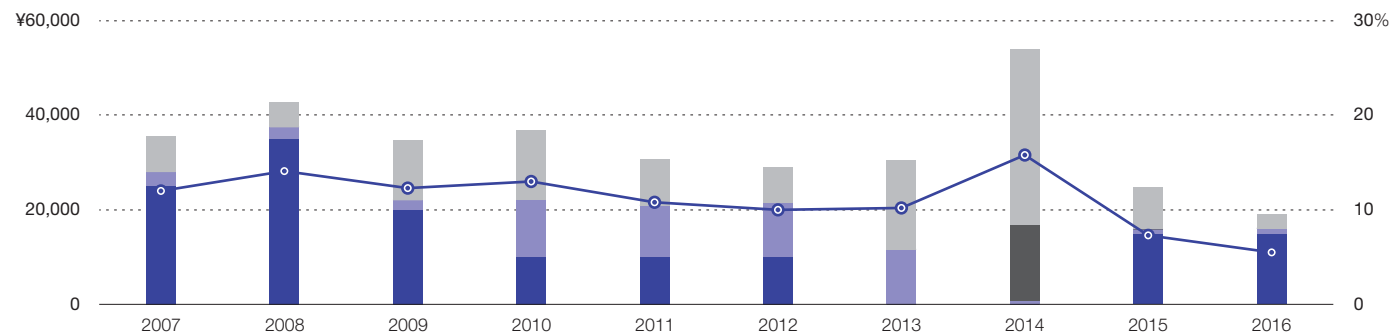
#### Profit Indicators



## 有利子負債

## Interest-Bearing Debt

(In millions)

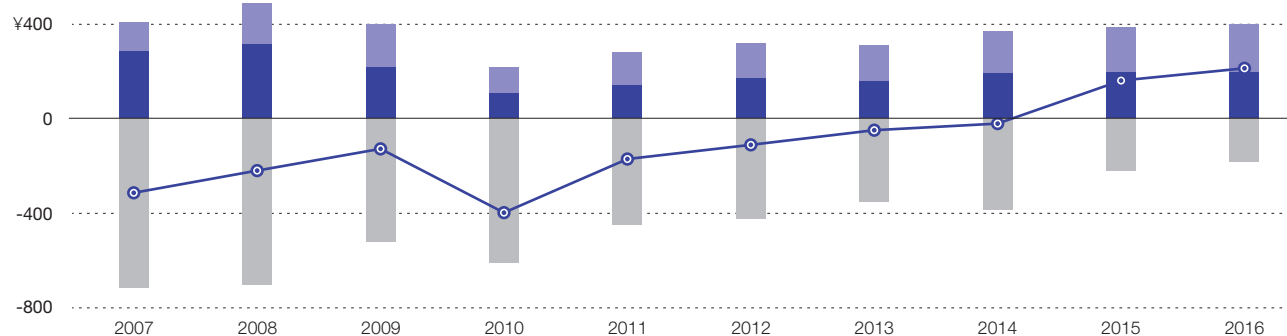


	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
短期借入金	7,460	5,246	12,520	14,650	9,754	7,519	18,876	37,055	8,738	3,056
コマーシャルペーパー	—	—	—	—	—	—	—	16,000	—	—
長期借入金	3,092	2,556	2,120	12,196	10,974	11,556	11,632	805	930	1,094
社債	25,000	35,000	20,000	10,000	10,000	10,000	—	—	15,000	15,000
合計	35,553	42,802	34,640	36,846	30,728	29,075	30,508	53,860	24,668	19,150
有利子負債依存度	12.0%	14.1%	12.3%	13.0%	10.8%	10.0%	10.2%	15.8%	7.3%	5.5%
Ratio of interest-bearing debt to total assets	12.0%	14.1%	12.3%	13.0%	10.8%	10.0%	10.2%	15.8%	7.3%	5.5%

## 金融収支

## Net Financial Revenue

(In millions)

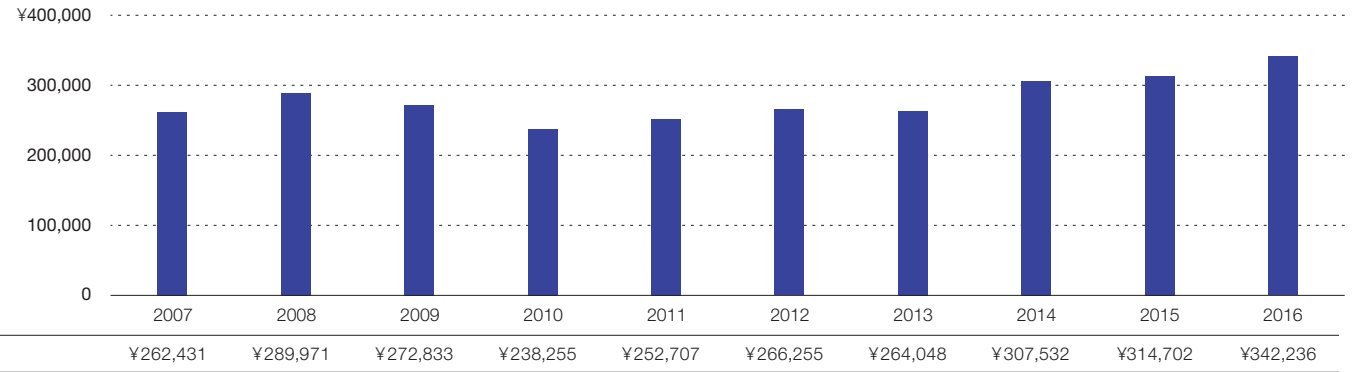


	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
受取利息	284	315	218	106	144	171	158	194	198	197
受取配当金	120	172	178	109	137	145	149	175	188	199
支払利息	(717)	(706)	(523)	(612)	(451)	(426)	(355)	(389)	(224)	(182)
金融収支	(313)	(219)	(127)	(397)	(170)	(110)	(48)	(20)	162	214
Net financial revenue (loss)	(313)	(219)	(127)	(397)	(170)	(110)	(48)	(20)	162	214

## 売上高

## Net Sales

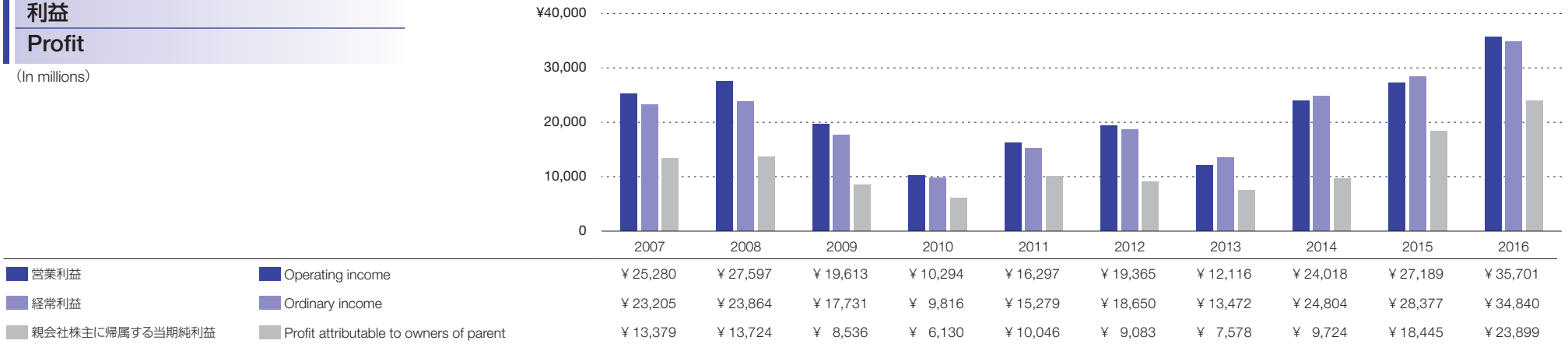
(In millions)



## 利益

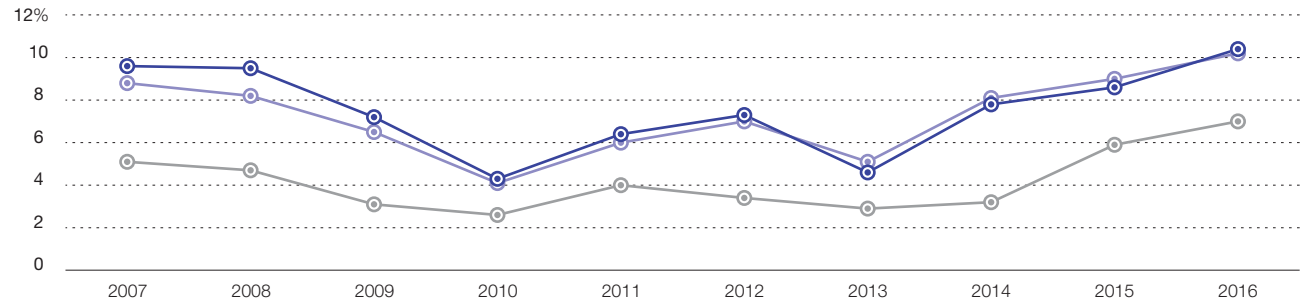
## Profit

(In millions)



### 売上高利益率

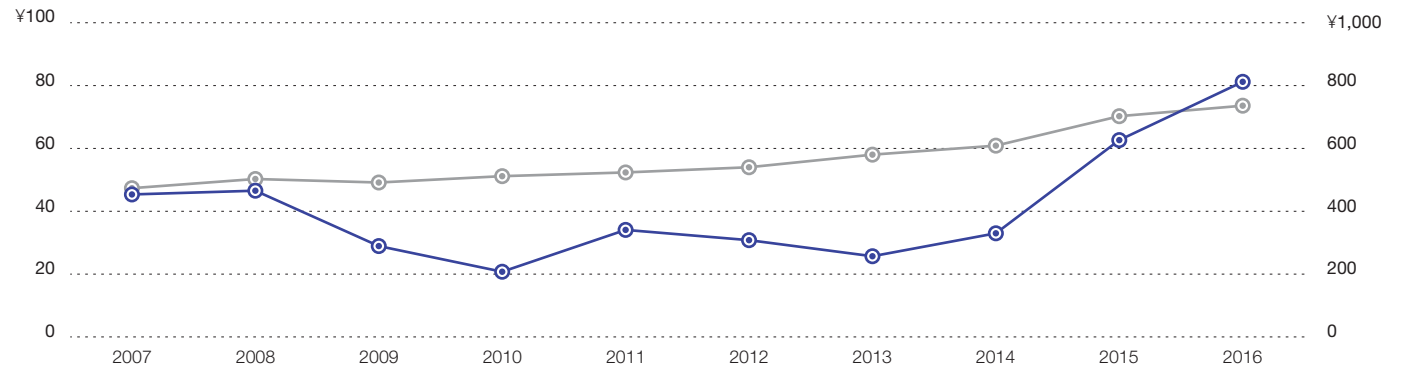
#### Ratios of Profits to Net Sales



● 営業利益率	● Ratio of operating income to net sales	9.6%	9.5%	7.2%	4.3%	6.4%	7.3%	4.6%	7.8%	8.6%	10.4%
● 経常利益率	● Ratio of ordinary income to net sales	8.8%	8.2%	6.5%	4.1%	6.0%	7.0%	5.1%	8.1%	9.0%	10.2%
● 純利益率	● Ratio of profit attributable to owners of parent to net sales	5.1%	4.7%	3.1%	2.6%	4.0%	3.4%	2.9%	3.2%	5.9%	7.0%

### 1株当たり情報

#### Per Share Information



● 1株当たり純利益(左軸)	● EPS (Left scale)	¥ 45.30	¥ 46.49	¥ 28.92	¥ 20.77	¥ 34.05	¥ 30.79	¥ 25.69	¥ 32.97	¥ 62.55	¥ 81.05
● 1株当たり純資産(右軸)	● Net assets per share (Right scale)	¥ 479.60	¥ 509.16	¥ 497.83	¥ 518.27	¥ 530.25	¥ 546.97	¥ 587.53	¥ 616.50	¥ 711.38	¥ 745.13

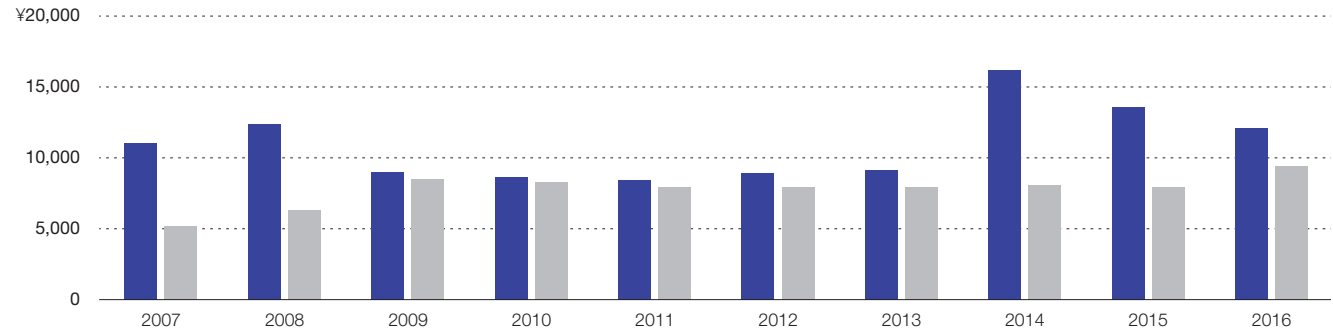
(In thousands)

期中平均株式数	Average number of shares during year	295,373	295,249	295,151	295,082	295,041	294,998	294,970	294,938	294,896	294,858
期末株式数(自己株式を除く)	Number of shares at year-end	295,305	295,204	295,099	295,064	295,012	294,984	294,957	294,913	294,875	294,839

### 設備投資額および減価償却費

### Capital Expenditures & Depreciation

(In millions)

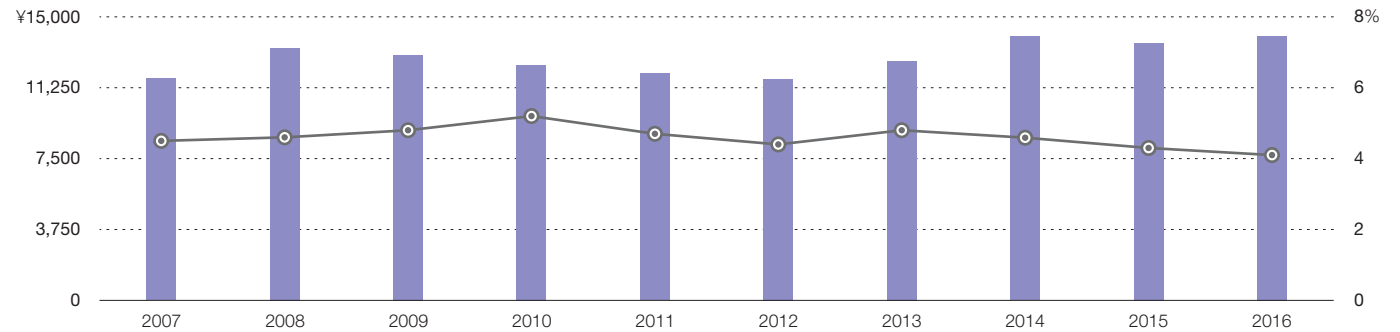


■ 設備投資額	■ Capital expenditures	¥ 11,049	¥ 12,385	¥ 8,989	¥ 8,608	¥ 8,463	¥ 8,911	¥ 9,147	¥ 16,163	¥ 13,571	¥ 12,098
■ 減価償却費	■ Depreciation	¥ 5,156	¥ 6,279	¥ 8,503	¥ 8,301	¥ 7,924	¥ 7,969	¥ 7,909	¥ 8,050	¥ 7,951	¥ 9,425

### 研究開発費

### R&D Expenses

(In millions)



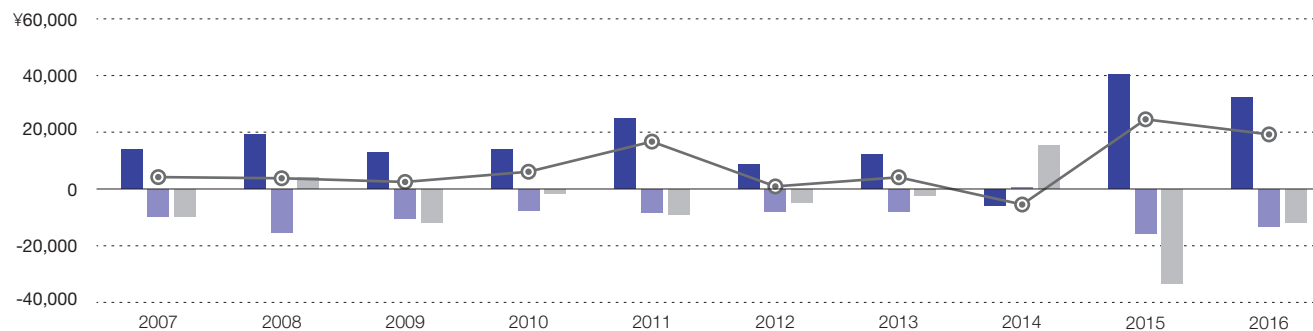
■ 研究開発費	■ R&D expenses	¥ 11,740	¥ 13,359	¥ 13,001	¥ 12,448	¥ 12,001	¥ 11,700	¥ 12,660	¥ 13,965	¥ 13,610	¥ 13,995
○ 対売上高比率	○ Ratio of R&D expenses to net sales	4.5%	4.6%	4.8%	5.2%	4.7%	4.4%	4.8%	4.5%	4.3%	4.1%

# 6

## キャッシュフロー (3月31日に終了する各年)

### Cash Flows (Years ended March 31)

(In millions)

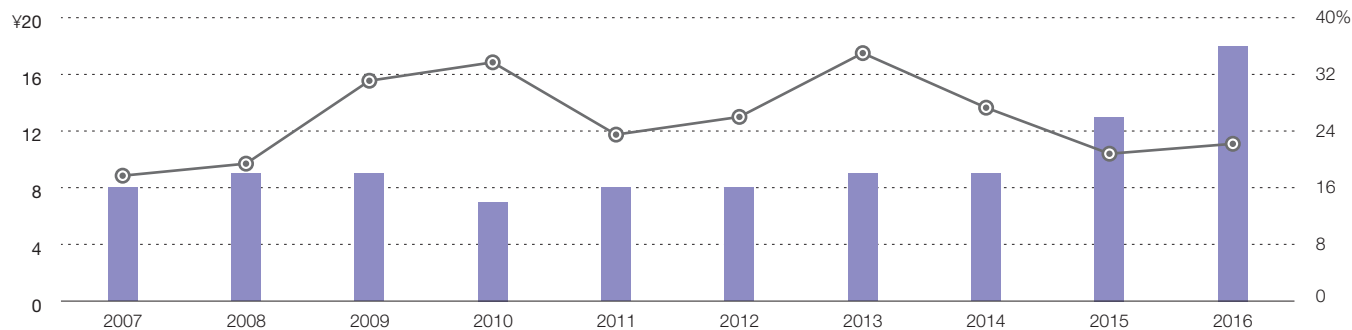


■ 営業キャッシュフロー	■ Cash flows from operating activities	¥ 13,990	¥ 19,202	¥ 12,923	¥ 13,756	¥ 24,992	¥ 8,805	¥ 12,028	¥ (5,870)	¥ 40,245	¥ 32,348
■ 投資キャッシュフロー	■ Cash flows from investing activities	¥ (9,797)	¥ (15,419)	¥ (10,441)	¥ (7,675)	¥ (8,281)	¥ (7,899)	¥ (7,899)	¥ 390	¥ (15,678)	¥ (13,101)
◎ フリー・キャッシュフロー	◎ Free cash flow	¥ 4,193	¥ 3,783	¥ 2,482	¥ 6,081	¥ 16,711	¥ 906	¥ 4,129	¥ (5,480)	¥ 24,567	¥ 19,247
■ 財務キャッシュフロー	■ Cash flows from financing activities	¥ (9,728)	¥ 4,083	¥ (11,757)	¥ (1,754)	¥ (9,044)	¥ (4,878)	¥ (2,401)	¥ 15,363	¥ (33,197)	¥ (11,689)

# 7

## 配当金・配当性向 (3月31日に終了する各年)

### Dividend & Payout Ratio (Years ended March 31)



■ 配当金	■ Dividend	¥8.00	¥9.00	¥9.00	¥7.00	¥8.00	¥8.00	¥9.00	¥9.00	¥13.00	¥18.00
◎ 配当性向	◎ Payout Ratio	17.7%	19.4%	31.1%	33.7%	23.5%	26.0%	35.0%	27.3%	20.8%	22.2%

## 事業セグメント収益

## Sales &amp; Operating Income by Business Segment

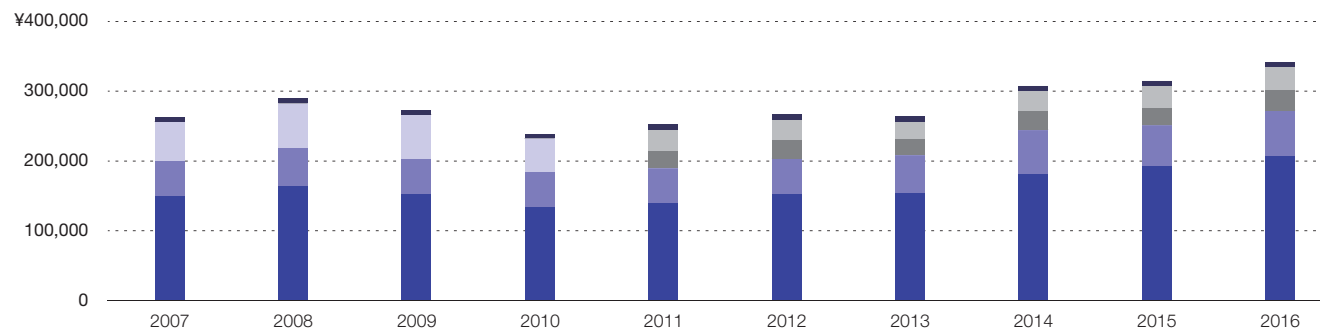
(In millions)

(注1) 2011年3月期よりセグメント情報の開示区分を変更した。

(注2) 2013年3月期よりセグメント情報の開示区分を再変更した。

Note 1: The categories used to report information by business segment change starting from the ending March 2011.

Note 2: The categories used to report information by business segment change starting from the ending March 2013 again.



売上高	Sales	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
計測機器	Analytical and measuring instruments	¥149,401	¥164,334	¥152,402	¥134,407	¥140,755	¥153,249	¥153,913	¥182,222	¥192,607	¥208,402
医用機器	Medical systems	50,112	54,423	51,050	50,483	49,551	50,600	55,122	62,760	59,411	64,597
航空・産業機器	Aircraft equipment and industrial machinery	57,041	64,161	63,122	47,795	—	—	—	—	—	—
航空機器	Aircraft equipment	—	—	—	—	24,994	26,458	23,124	26,580	24,848	28,848
産業機器	Industrial machinery	—	—	—	—	29,171	28,727	24,442	29,504	30,966	33,517
その他	Other	5,875	7,052	6,258	5,568	8,234	7,219	7,445	6,463	6,868	6,870
連結	Consolidated total	¥262,431	¥289,971	¥272,833	¥238,255	¥252,707	¥266,255	¥264,048	¥307,532	¥314,702	¥342,236

営業利益(損失)	Operating income (loss)	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
計測機器	Analytical and measuring instruments	¥ 26,119	¥ 26,197	¥ 21,171	¥ 17,022	¥ 14,186	¥ 16,606	¥ 12,638	¥ 23,246	¥ 26,795	¥ 32,959
医用機器	Medical systems	2,138	2,677	1,176	1,259	(83)	1,486	1,909	2,500	1,438	1,045
航空・産業機器	Aircraft equipment and industrial machinery	4,210	6,400	4,854	340	—	—	—	—	—	—
航空機器	Aircraft equipment	—	—	—	—	(569)	750	(1,409)	(2,388)	(2,289)	346
産業機器	Industrial machinery	—	—	—	—	999	1,548	179	2,036	1,966	2,206
その他	Other	1,827	1,824	1,754	1,451	1,759	1,452	1,488	1,805	1,316	1,265
消去又は全社	Eliminations/corporate	(9,014)	(9,502)	(9,344)	(9,779)	—	—	—	—	—	—
調整額	Adjustments	—	—	—	—	5	5	(2,688)	(3,181)	(2,037)	(2,122)
連結	Consolidated total	¥ 25,280	¥ 27,597	¥ 19,613	¥ 10,294	¥ 16,297	¥ 19,365	¥ 12,116	¥ 24,018	¥ 27,189	¥ 35,701

営業利益(損失)率	Operating income (loss) ratio	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
計測機器	Analytical and measuring instruments	17.4%	15.9%	13.9%	12.7%	10.1%	10.8%	8.2%	12.8%	13.9%	15.8%
医用機器	Medical systems	4.3%	4.9%	2.3%	2.5%	(0.2)%	2.9%	3.5%	4.0%	2.4%	1.6%
航空・産業機器	Aircraft equipment and industrial machinery	7.4%	10.0%	7.7%	0.7%	—	—	—	—	—	—
航空機器	Aircraft equipment	—	—	—	—	(2.3)%	2.8%	(6.1)%	(9.0)%	(9.2)%	1.2%
産業機器	Industrial machinery	—	—	—	—	3.4%	5.4%	0.7%	6.9%	6.3%	6.6%
その他	Other	26.5%	22.8%	24.3%	22.6%	18.9%	17.3%	17.4%	23.4%	16.0%	15.4%
連結	Consolidated total	9.6%	9.5%	7.2%	4.3%	6.4%	7.3%	4.6%	7.8%	8.6%	10.4%



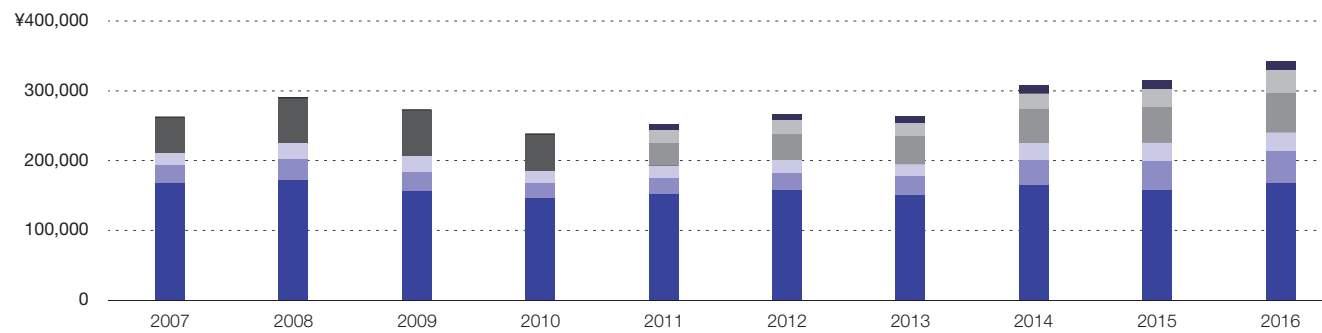
## 地域セグメント売上高

### Sales by Region

(In millions)

(注) 2011年3月期より地域情報の開示区分を変更した。

Note: The categories used to report information by geographical segment change starting from the ending March 2011.



売上高	Sales	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
日本	Japan	¥167,982	¥172,111	¥156,874	¥146,800	¥152,331	¥157,622	¥150,579	¥164,417	¥157,860	¥167,940
米州	North & South America	25,738	30,645	27,610	21,589	22,648	25,205	27,521	37,120	42,572	46,003
欧州	Europe	17,934	22,710	22,654	17,423	18,475	19,178	17,556	23,822	26,215	27,322
アジア・オセアニア	Asia-Oceania	50,776	64,503	65,693	52,441	—	—	—	—	—	—
中国	China	—	—	—	—	32,043	37,275	39,036	48,880	50,915	56,135
その他のアジア	Other Asian Countries	—	—	—	—	18,924	19,011	19,837	22,136	25,497	32,328
その他	Other	—	—	—	—	8,283	7,962	9,517	11,154	11,640	12,506
連結売上高	Consolidated total	¥262,431	¥289,971	¥272,833	¥238,255	¥252,707	¥266,255	¥264,048	¥307,532	¥314,702	¥342,236

売上高構成比	Sales share ratio	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
日本	Japan	64.0%	59.4%	57.5%	61.6%	60.3%	59.2%	57.0%	53.5%	50.2%	49.1%
米州	North & South America	9.8%	10.6%	10.1%	9.1%	9.0%	9.5%	10.4%	12.1%	13.5%	13.4%
欧州	Europe	6.8%	7.8%	8.3%	7.3%	7.3%	7.2%	6.7%	7.7%	8.3%	8.0%
アジア・オセアニア	Asia-Oceania	19.4%	22.2%	24.1%	22.0%	—	—	—	—	—	—
中国	China	—	—	—	—	12.7%	14.0%	14.8%	15.9%	16.2%	16.4%
その他のアジア	Other Asian Countries	—	—	—	—	7.5%	7.1%	7.5%	7.2%	8.1%	9.4%
その他	Other	—	—	—	—	3.2%	3.0%	3.6%	3.6%	3.7%	3.7%
海外売上高比率	Overseas sales ratio	36.0%	40.6%	42.5%	38.4%	39.7%	40.8%	43.0%	46.5%	49.8%	50.9%

		(In millions)									
資産の部	Assets	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>流動資産</b>	<b>Current assets:</b>										
現金及び預金	Cash and time deposits	¥ 27,626	¥ 35,766	¥ 24,494	¥ 29,367	¥ 35,455	¥ 31,218	¥ 35,140	¥ 46,028	¥ 41,360	¥ 46,907
受取手形及び売掛金	Trade notes and accounts receivable	89,151	87,238	79,250	83,051	79,669	85,435	88,781	112,193	103,205	105,430
有価証券	Marketable securities	109	142	—	—	—	—	—	20	—	—
たな卸資産合計	Inventories, total	64,017	66,000	—	—	—	—	—	—	—	—
商品及び製品	Merchandise and Products	—	—	33,744	29,441	31,032	33,348	35,201	36,273	41,535	40,497
仕掛品	Work in process	—	—	20,923	19,549	16,573	19,359	18,527	16,934	16,193	15,457
原材料及び貯蔵品	Raw materials and supplies	—	—	14,065	14,024	15,076	16,364	15,879	17,509	17,137	17,715
繰延税金資産	Deferred tax assets	7,020	6,122	6,555	6,138	7,335	6,701	6,535	7,973	9,492	9,729
その他	Other	4,238	4,987	3,196	3,309	3,749	4,804	4,997	5,624	6,998	7,086
貸倒引当金	Allowance for doubtful receivables	(881)	(879)	(1,007)	(1,103)	(982)	(987)	(986)	(1,218)	(1,106)	(1,157)
<b>流動資産合計</b>	<b>Total current assets</b>	<b>¥ 191,282</b>	<b>¥ 199,378</b>	<b>¥ 181,224</b>	<b>¥ 183,778</b>	<b>¥ 187,909</b>	<b>¥ 196,244</b>	<b>¥ 204,076</b>	<b>¥ 241,338</b>	<b>¥ 234,817</b>	<b>¥ 241,666</b>
<b>固定資産</b>	<b>Noncurrent assets:</b>										
有形固定資産	Property, plant and equipment:										
建物及び構築物	Buildings and structures	¥ 31,965	¥ 33,708	¥ 32,413	¥ 33,803	¥ 35,579	¥ 34,802	¥ 34,102	¥ 32,133	¥ 38,749	¥ 39,035
機械装置及び運搬具	Machinery, equipment and vehicles	5,569	6,418	5,917	5,157	3,680	3,569	4,305	4,470	5,344	5,912
土地	Land	18,907	18,849	18,808	18,824	18,749	18,730	18,532	18,195	18,243	18,602
リース資産	Leased assets	—	—	2,191	1,659	1,541	1,626	1,964	2,365	2,399	2,179
建設仮勘定	Construction in progress	115	81	1,321	1,881	15	713	789	4,817	1,558	728
その他	Other	7,111	7,730	6,955	6,287	6,078	5,770	6,471	7,423	9,134	9,699
有形固定資産合計	Net property, plant and equipment	¥ 63,669	¥ 66,788	¥ 67,608	¥ 67,614	¥ 65,644	¥ 65,213	¥ 66,166	¥ 69,405	¥ 75,430	¥ 76,158
無形固定資産	Intangible fixed assets	¥ 4,009	¥ 6,211	¥ 6,538	¥ 6,266	¥ 6,794	¥ 7,218	¥ 6,629	¥ 6,958	¥ 7,298	¥ 7,558
投資その他の資産	Investments and other assets:										
投資有価証券	Investment securities	¥ 15,535	¥ 12,352	¥ 7,776	¥ 9,975	¥ 9,489	¥ 9,292	¥ 11,948	¥ 10,345	¥ 13,761	¥ 14,654
長期貸付金	Long-term receivables	539	969	1,465	1,307	876	593	378	171	177	175
繰延税金資産	Deferred tax assets	13,598	12,584	11,598	10,531	9,738	8,776	7,776	9,462	5,195	6,388
その他	Other	6,709	5,718	5,135	4,904	4,571	4,104	3,650	3,482	3,606	3,565
貸倒引当金	Allowance for doubtful receivables	(260)	(171)	(190)	(275)	(180)	(602)	(366)	(449)	(454)	(368)
投資その他の資産合計	Total investments and other assets	¥ 36,121	¥ 31,453	¥ 25,784	¥ 26,444	¥ 24,494	¥ 22,164	¥ 23,387	¥ 23,012	¥ 22,286	¥ 24,415
<b>固定資産合計</b>	<b>Total noncurrent assets</b>	<b>¥ 103,801</b>	<b>¥ 104,452</b>	<b>¥ 99,931</b>	<b>¥ 100,325</b>	<b>¥ 96,933</b>	<b>¥ 94,596</b>	<b>¥ 96,183</b>	<b>¥ 99,376</b>	<b>¥ 105,015</b>	<b>¥ 108,131</b>
<b>資産合計</b>	<b>Total assets</b>	<b>¥ 295,083</b>	<b>¥ 303,830</b>	<b>¥ 281,155</b>	<b>¥ 284,104</b>	<b>¥ 284,843</b>	<b>¥ 290,840</b>	<b>¥ 300,259</b>	<b>¥ 340,715</b>	<b>¥ 339,832</b>	<b>¥ 349,798</b>

(In millions)

負債の部	Liabilities	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>流動負債</b>	<b>Current liabilities:</b>										
支払手形及び買掛金	Trade notes and accounts payable	¥ 55,726	¥ 52,611	¥ 45,754	¥ 44,820	¥ 48,278	¥ 50,045	¥ 48,651	¥ 51,662	¥ 51,596	¥ 52,422
短期借入金	Short-term loans	7,460	5,246	12,520	14,650	9,754	7,519	18,876	37,055	8,738	3,056
コマーシャルペーパー	Commercial papers	—	—	—	—	—	—	—	16,000	—	—
1年内償還社債	Current portion of unsecured bonds	—	15,000	10,000	—	—	10,000	—	—	—	—
リース債務	Lease obligations	—	—	1,039	793	637	619	712	842	897	940
未払金	Accounts payable	10,617	11,725	9,442	9,296	8,541	9,268	9,025	12,074	12,034	11,523
未払法人税等	Income taxes payable, other	5,183	2,670	2,239	1,405	2,990	2,917	1,524	1,715	5,056	4,997
賞与引当金	Allowance for employees' bonuses	5,871	5,933	5,186	5,451	5,884	5,980	5,531	6,770	7,268	8,093
役員賞与引当金	Allowance for director's bonuses	271	322	309	182	193	204	188	265	306	284
防衛装備品関連損失引当金	Provision for loss on defense equipment	—	—	—	—	—	—	—	—	—	374
その他	Other	11,349	10,401	9,939	8,796	8,453	9,449	9,614	12,272	14,737	15,893
<b>流動負債合計</b>	<b>Total current liabilities</b>	<b>¥ 96,480</b>	<b>¥ 103,911</b>	<b>¥ 96,429</b>	<b>¥ 85,397</b>	<b>¥ 84,733</b>	<b>¥ 96,004</b>	<b>¥ 94,124</b>	<b>¥ 138,659</b>	<b>¥ 100,635</b>	<b>¥ 97,587</b>
<b>固定負債</b>	<b>Long-term liabilities:</b>										
社債	Unsecured bonds	¥ 25,000	¥ 20,000	¥ 10,000	¥ 10,000	¥ 10,000	—	—	—	¥ 15,000	¥ 15,000
長期借入金	Long-term debt	3,092	2,556	2,120	12,196	10,974	¥ 11,556	¥ 11,632	¥ 805	930	1,094
リース債務	Lease obligations	—	—	1,328	984	1,017	1,127	1,392	1,688	1,698	1,451
役員退職慰労金引当金	Liability for directors' retirement benefits	687	237	264	287	302	259	277	174	187	182
退職給付に係る負債	Liabilities for retirement benefits	—	—	—	—	—	—	—	16,699	10,563	13,682
退職給付引当金	Liability for employees' retirement benefits	20,711	19,432	16,827	15,806	15,155	14,528	13,916	—	—	—
その他	Other	6,908	6,982	6,879	6,292	6,006	5,795	5,487	693	800	828
<b>固定負債合計</b>	<b>Total long-term liabilities</b>	<b>¥ 56,399</b>	<b>¥ 49,207</b>	<b>¥ 37,419</b>	<b>¥ 45,567</b>	<b>¥ 43,456</b>	<b>¥ 33,266</b>	<b>¥ 32,706</b>	<b>¥ 20,061</b>	<b>¥ 29,179</b>	<b>¥ 32,239</b>
<b>負債合計</b>	<b>Total liabilities</b>	<b>¥ 152,880</b>	<b>¥ 153,118</b>	<b>¥ 133,849</b>	<b>¥ 130,964</b>	<b>¥ 128,190</b>	<b>¥ 129,271</b>	<b>¥ 126,830</b>	<b>¥ 158,720</b>	<b>¥ 129,815</b>	<b>¥ 129,827</b>
<b>純資産の部</b>	<b>Net assets</b>										
<b>株主資本</b>	<b>Shareholders' capital</b>										
資本金	Common stock	¥ 26,648	¥ 26,648	¥ 26,648	¥ 26,648	¥ 26,648	¥ 26,648	¥ 26,648	¥ 26,648	¥ 26,648	¥ 26,648
資本剰余金	Additional paid-in capital	35,188	35,188	35,188	35,188	35,188	35,188	35,188	35,188	35,188	35,188
利益剰余金	Retained earnings	76,396	87,574	93,641	97,411	105,244	111,968	117,053	119,367	134,871	153,758
自己株式	Treasury stock	(419)	(536)	(623)	(646)	(680)	(699)	(715)	(755)	(796)	(861)
<b>株主資本合計</b>	<b>Total shareholders' capital</b>	<b>¥ 137,814</b>	<b>¥ 148,875</b>	<b>¥ 154,855</b>	<b>¥ 158,601</b>	<b>¥ 166,401</b>	<b>¥ 173,105</b>	<b>¥ 178,174</b>	<b>¥ 180,449</b>	<b>¥ 195,912</b>	<b>¥ 214,734</b>
<b>その他の包括利益累計額</b>	<b>Accumulated other comprehensive income</b>										
その他有価証券評価差額金	Net unrealized gain on available-for-sales securities	¥ 5,464	¥ 3,211	¥ 1,586	¥ 2,829	¥ 2,334	¥ 1,995	¥ 3,544	¥ 2,994	¥ 5,200	¥ 5,036
為替換算調整勘定	Foreign currency translation adjustments	(1,649)	(1,779)	(9,530)	(8,507)	(12,305)	(13,754)	(8,420)	85	6,816	1,293
退職給付に係る調整累計額	Cumulative adjustments to retirement benefits	—	—	—	—	—	—	—	(1,714)	1,839	(1,370)
<b>その他の包括利益累計額合計</b>	<b>Total accumulated other comprehensive income</b>	<b>¥ 3,815</b>	<b>¥ 1,432</b>	<b>¥ (7,944)</b>	<b>¥ (5,678)</b>	<b>¥ (9,970)</b>	<b>¥ (11,758)</b>	<b>¥ (4,876)</b>	<b>¥ 1,365</b>	<b>¥ 13,856</b>	<b>¥ 4,959</b>
<b>非支配株主持分</b>	<b>Non-controlling interests</b>	<b>¥ 573</b>	<b>¥ 404</b>	<b>¥ 395</b>	<b>¥ 215</b>	<b>¥ 222</b>	<b>¥ 221</b>	<b>¥ 131</b>	<b>¥ 180</b>	<b>¥ 248</b>	<b>¥ 277</b>
<b>純資産合計</b>	<b>Total net assets</b>	<b>¥ 142,203</b>	<b>¥ 150,712</b>	<b>¥ 147,306</b>	<b>¥ 153,139</b>	<b>¥ 156,653</b>	<b>¥ 161,568</b>	<b>¥ 173,429</b>	<b>¥ 181,994</b>	<b>¥ 210,017</b>	<b>¥ 219,971</b>
<b>負債及び純資産合計</b>	<b>Total liabilities and net assets</b>	<b>¥ 295,083</b>	<b>¥ 303,830</b>	<b>¥ 281,155</b>	<b>¥ 284,104</b>	<b>¥ 284,843</b>	<b>¥ 290,840</b>	<b>¥ 300,259</b>	<b>¥ 340,715</b>	<b>¥ 339,832</b>	<b>¥ 349,798</b>

		(In millions)									
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>売上高</b>	<b>Net sales</b>	¥ 262,431	¥ 289,971	¥ 272,833	¥ 238,255	¥ 252,707	¥ 266,255	¥ 264,048	¥ 307,532	¥ 314,702	¥ 342,236
売上原価	Cost of sales	159,107	177,378	167,861	151,204	157,187	165,380	168,018	189,572	187,674	201,850
売上総利益	Gross profit	103,323	112,593	104,971	87,050	95,520	100,875	96,030	117,959	127,028	140,385
販売費及び一般管理費	Selling, general and administrative expenses	78,042	84,995	85,358	76,756	79,222	81,509	83,913	93,940	99,838	104,683
<b>営業利益</b>	<b>Operating income</b>	¥ 25,280	¥ 27,597	¥ 19,613	¥ 10,294	¥ 16,297	¥ 19,365	¥ 12,116	¥ 24,018	¥ 27,189	¥ 35,701
営業外収益	Other income:										
受取利息	Interest income	284	315	218	106	144	171	158	194	198	197
受取配当金	Dividend income	120	172	178	109	137	145	149	175	188	199
受取保険金	Insurance payments received	—	—	295	365	328	352	422	239	304	242
受取賃貸料	Rent received	—	—	160	187	169	118	91	89	88	83
為替差益	Foreign exchange profit	—	—	—	—	—	—	567	552	673	—
助成金収入	Subsidy received	—	—	—	—	315	434	294	410	423	419
その他	Other	1,337	1,190	749	867	896	646	857	930	816	697
営業外収益合計	Total other income	1,742	1,678	1,601	1,636	1,992	1,869	2,541	2,592	2,692	1,839
営業外費用	Other expense:										
支払利息	Interest expense	717	706	523	612	451	426	355	389	224	182
為替差損	Foreign exchange loss	316	1,494	1,021	274	881	478	—	—	—	1,045
たな卸資産処分損	Loss on disposal of inventories	1,353	1,274	—	—	—	—	—	—	—	—
その他	Other	1,430	1,935	1,937	1,228	1,678	1,678	830	1,416	1,279	1,472
営業外費用合計	Total other expenses	3,817	5,411	3,482	2,115	3,011	2,583	1,186	1,806	1,504	2,700
<b>経常利益</b>	<b>Ordinary income</b>	¥ 23,205	¥ 23,864	¥ 17,731	¥ 9,816	¥ 15,279	¥ 18,650	¥ 13,472	¥ 24,804	¥ 28,377	¥ 34,840
特別利益	Extraordinary income:										
固定資産売却益	Gain on sale of property, plant and equipment	30	19	25	19	10	20	25	8,735	34	37
退職給付信託設定益	Gain on contribution of securities to retirement benefit trust	—	—	1,450	—	—	—	—	3,012	—	—
投資有価証券売却益	Gain on sales of investment securities	68	—	13	60	—	—	5	115	9	—
子会社清算益	Gain on liquidation of subsidiaries	—	246	—	—	—	—	—	—	—	—
貸倒引当金戻入益	Gain on reversal of allowance for doubtful receivables	206	—	—	—	—	—	—	—	—	—
特別利益合計	Total extraordinary income	305	266	1,489	79	10	20	31	11,862	44	37
特別損失	Extraordinary loss:										
防衛装備品関連損失引当金繰入額	Provision for loss on defense equipment	—	—	—	—	—	—	—	—	—	374
契約変更に伴う精算金	Settlement of contract amendment	—	—	—	—	—	—	—	—	1,444	—
防衛装備品関連損失	Loss on defense equipment	—	—	—	—	—	—	—	21,644	—	—
退職給付費用	Retirement benefit cost	—	—	—	—	—	—	—	343	—	—
減損損失	Impairment loss	—	—	—	—	—	—	1,009	263	—	—
固定資産処分損	Loss on disposal of property, plant and equipment	439	484	270	253	404	420	119	172	171	209
投資有価証券売却損	Loss on sales of investment securities	—	9	—	40	—	—	—	—	—	—
投資有価証券評価損	Loss on write-down of investment securities	120	7	1,320	12	92	158	156	118	1	273
資産除去債務会計基準の適用に伴う影響額	Effect of adoption of new accounting standards for asset reitement obligations	—	—	458	—	258	—	—	—	—	—
たな卸資産評価損	Loss on write-down of inventories	—	—	1,752	—	—	—	—	—	—	—
環境対策費	Environmental preservation expenses	—	—	196	—	—	—	—	—	—	—
過年度特許料	Patent fee for past year	534	—	—	—	—	—	—	—	—	—
その他	Other	—	—	—	—	—	—	—	439	—	—
特別損失合計	Total extraordinary losses	1,094	501	3,999	307	755	578	1,285	22,981	1,617	856
<b>税金等調整前当期純利益</b>	<b>Income before income taxes</b>	¥ 22,416	¥ 23,629	¥ 15,221	¥ 9,588	¥ 14,533	¥ 18,092	¥ 12,217	¥ 13,685	¥ 26,803	¥ 34,021
法人税、住民税及び事業税	Income taxes	8,684	5,753	4,913	3,128	4,624	5,271	4,133	5,026	8,076	9,618
過年度法人税等戻入額	Refund of income taxes for past fiscal years	—	—	—	(389)	—	1,709	—	(1,317)	—	—
法人税等調整額	Income taxes adjustments	297	4,125	1,746	705	(160)	2,008	487	209	209	436
法人税等合計	Total income taxes and income taxes adjustments	8,981	9,878	6,660	3,444	4,464	8,989	4,620	3,917	8,286	10,054
当期純利益	Profit	13,435	13,751	8,561	6,144	10,069	9,102	7,597	9,767	18,517	23,966
非支配株主に帰属する当期純利益	Profit attributable to non-controlling interests	55	25	24	13	22	19	18	43	72	66
<b>親会社株主に帰属する当期純利益</b>	<b>Profit attributable to owners of parent</b>	¥ 13,379	¥ 13,724	¥ 8,536	¥ 6,130	¥ 10,046	¥ 9,083	¥ 7,578	¥ 9,724	¥ 18,445	¥ 23,899

		(In millions)									
営業活動によるキャッシュフロー	Cash flows from operating activities	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
税金等調整前当期純利益	Income before income taxes	¥22,416	¥23,629	¥15,221	¥ 9,588	¥14,533	¥18,092	¥12,217	¥13,685	¥26,803	¥34,021
減価償却費	Depreciation and amortization	5,156	6,279	8,503	8,301	7,924	7,969	7,909	8,050	7,951	9,425
資産除去債務会計基準の適用に伴う影響額	Effect of adoption of new accounting standards for asset retirement obligations	—	—	—	—	258	—	—	—	—	—
減損損失	Impairment loss	—	—	—	—	—	—	1,009	263	—	—
貸倒引当金の増(減)額	Increase (decrease) in allowance for doubtful receivables	(346)	(96)	263	165	(140)	451	(312)	308	(217)	21
賞与引当金の増(減)額	Increase (decrease) in allowance for employees' bonuses	344	61	(747)	265	433	95	(449)	1,145	467	847
役員賞与引当金の増(減)額	Increase (decrease) in allowance for director's bonuses	271	51	(13)	(126)	11	10	(15)	74	44	(20)
退職給付引当金の増(減)額	Provision for (reversal of) accrued retirement benefits for employees	16	(1,279)	(570)	(1,059)	(583)	(559)	(789)	—	—	—
退職給付に係る負債の増(減)額	Increase (decrease) in liability for retirement benefits	—	—	—	—	—	—	—	(256)	(799)	(1,716)
退職給付信託設定損(益)	(Gain) loss on contribution of securities to employees' retirement benefit trust	—	—	(1,450)	—	—	—	—	(3,012)	—	—
受取利息及び受取配当金	Interest and dividends income	(404)	(488)	(396)	(216)	(282)	(316)	(307)	(370)	(386)	(396)
支払利息	Interest expense	717	706	523	612	451	426	355	389	224	182
社債発行費用	Bonds issue expenses	—	57	—	—	—	—	—	—	79	—
為替差損(益)	Foreign exchange loss (gain), net	(11)	73	8	15	42	3	(104)	(39)	(134)	29
投資有価証券の売却及び評価損(益)	Net (gain) loss on sale and valuation of investment securities	52	10	1,308	(6)	92	158	151	3	(8)	273
有形固定資産の売却及び除却損(益)	Net (gain) loss on sale and disposal of property, plant and equipment	408	464	244	234	394	400	93	(8,562)	137	172
売上債権の(増)減額	(Increase) decrease in trade receivables	(8,057)	1,966	3,730	(3,138)	1,167	(6,723)	(1,159)	(22,433)	12,130	(4,241)
たな卸資産の(増)減額	(Increase) decrease in inventories	(2,839)	(1,246)	(8,457)	6,493	(2,048)	(7,519)	2,427	5,040	(1,039)	(1,361)
仕入債務の増(減)額	Increase (decrease) in trade payables	3,984	(3,032)	(3,141)	(1,459)	5,075	2,402	(3,123)	1,085	(2,843)	2,305
その他	Other, net	152	1,486	2,465	(1,704)	364	1,137	(125)	2,502	2,295	2,087
小計	Subtotal	¥21,860	¥28,645	¥17,492	¥17,964	¥27,693	¥16,028	¥17,778	¥(2,124)	¥44,705	¥41,629
利息及び配当金の受取額	Interest and dividends received	409	486	398	218	281	314	309	363	387	398
利子の支払額	Interest paid	(704)	(707)	(618)	(577)	(370)	(516)	(361)	(384)	(281)	(182)
法人税等の支払額	Income taxes paid	(7,574)	(9,221)	(4,349)	(3,847)	(2,612)	(7,021)	(5,698)	(3,726)	(4,566)	(9,496)
<b>営業活動によるキャッシュフロー</b>	<b>Net cash provided by (used in) operating activities</b>	<b>¥13,990</b>	<b>¥19,202</b>	<b>¥12,923</b>	<b>¥13,756</b>	<b>¥24,992</b>	<b>¥ 8,805</b>	<b>¥12,028</b>	<b>¥(5,870)</b>	<b>¥40,245</b>	<b>¥32,348</b>

(In millions)

投資活動によるキャッシュフロー		Cash flows from investing activities									
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
有価証券の取得による支出	Purchase of marketable securities	—	¥ (255)	—	—	—	—	—	—	—	—
有価証券の償還による収入	Withdrawal of cash for redemption of marketable securities	¥ 91	277	¥ 129	—	—	—	—	—	¥ 20	—
固定資産の取得による支出	Purchase of property, plant and equipment	(9,342)	(11,304)	(9,890)	¥ (7,281)	¥ (8,341)	¥ (7,437)	¥ (7,739)	¥ (12,465)	(14,489)	¥ (11,333)
固定資産の売却による収入	Proceeds from sale of property, plant and equipment	319	390	196	197	787	131	88	13,693	400	413
投資有価証券の取得による支出	Purchase of investment securities	(1,290)	(788)	(153)	(206)	(438)	(751)	(503)	(793)	(1,223)	(1,575)
投資有価証券の売却による収入	Proceeds from sale of investment securities	133	1	26	76	—	—	8	122	13	—
少数株主持分の買取による支出	Acquisition of minority's shares	—	(186)	—	—	—	—	—	—	—	—
子会社出資金の取得による支出	Investments in subsidiaries	—	—	—	(193)	—	—	(195)	—	—	—
貸付けによる支出	Increase in long-term receivables	(29)	(526)	(599)	(19)	(39)	(10)	(21)	(23)	(32)	(45)
貸付金の回収による収入	Decrease in long-term receivables	145	87	87	82	175	471	242	243	185	82
営業譲受けによる支出	Payment for acquisition of business rights	—	(3,023)	—	—	—	—	—	—	—	—
営業譲受けによる収入	Proceeds from acquisition of business rights	508	—	—	—	—	—	—	—	—	—
その他	Other, net	(332)	(89)	(237)	(332)	(425)	(302)	221	(387)	(552)	(642)
<b>投資活動によるキャッシュフロー</b>	<b>Net cash (used in) / provided by investing activities</b>	<b>¥ (9,797)</b>	<b>¥ (15,419)</b>	<b>¥ (10,441)</b>	<b>¥ (7,675)</b>	<b>¥ (8,281)</b>	<b>¥ (7,899)</b>	<b>¥ (7,899)</b>	<b>¥ 390</b>	<b>¥ (15,678)</b>	<b>¥ (13,101)</b>
<b>財務活動によるキャッシュフロー</b>		<b>Cash flows from financing activities</b>									
短期借入れによる収入	Borrowing of short-term loans	¥ 1,301	¥ 100	¥ 9,785	¥ 4,867	¥ 453	¥ 628	¥ 11,644	¥ 8,410	¥ 993	¥ 310
短期借入金の返済による支出	Repayment of short-term loans	(4,737)	(3,022)	(1,475)	(2,472)	(5,879)	(1,928)	(672)	(535)	(18,595)	(6,031)
長期借入れによる収入	Borrowing of long-term debt	1,901	1,070	1,000	10,787	430	1,243	900	474	650	880
長期借入金の返済による支出	Repayment of long-term debt	(5,894)	(933)	(1,540)	(1,089)	(642)	(1,493)	(637)	(887)	(11,323)	(666)
コマーシャルペーパーの発行による収入	Issuance of commercial paper	7,000	10,500	4,000	11,000	11,000	7,000	11,000	24,000	11,000	—
コマーシャルペーパーの償還による支出	Redemption of commercial paper	(7,000)	(10,500)	(4,000)	(11,000)	(11,000)	(7,000)	(11,000)	(8,000)	(27,000)	—
社債の発行による収入	Issuance of unsecured bonds	—	9,942	—	—	—	—	—	—	14,920	—
社債の償還による支出	Redemption of unsecured bonds	—	—	(15,000)	(10,000)	—	—	(10,000)	—	—	—
配当金の支払額	Cash dividends paid	(2,069)	(2,508)	(2,805)	(2,360)	(2,206)	(2,365)	(2,508)	(2,654)	(2,802)	(5,088)
非支配株主への配当金の支払額	Dividends payments to non-controlling interests	(16)	(15)	(7)	(11)	(9)	(5)	(5)	(5)	(13)	(25)
預り保証金の返還による支出	Repayment of guarantee deposits received	(98)	(431)	(431)	(333)	(333)	(335)	(354)	(4,560)	(21)	(21)
ファイナンス・リース債務の返済による支出	Payment of finance lease obligations	—	—	(1,195)	(1,120)	(868)	(740)	(767)	(836)	(964)	(1,061)
その他	Other, net	(114)	(116)	(87)	(22)	11	118	—	(39)	(41)	(64)
<b>財務活動によるキャッシュフロー</b>	<b>Net cash (used in) / provided by financing activities</b>	<b>¥ (9,728)</b>	<b>¥ 4,083</b>	<b>¥ (11,757)</b>	<b>¥ (1,754)</b>	<b>¥ (9,044)</b>	<b>¥ (4,878)</b>	<b>¥ (2,401)</b>	<b>¥ 15,363</b>	<b>¥ (33,197)</b>	<b>¥ (11,689)</b>

科目	Subjects	(In millions)									
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
営業活動によるキャッシュフロー	Net cash provided by (used in) operating activities	¥13,990	¥19,202	¥12,923	¥13,756	¥24,992	¥8,805	¥12,028	¥(5,870)	¥40,245	¥32,348
投資活動によるキャッシュフロー	Net cash (used in) / provided by investing activities	(9,797)	(15,419)	(10,441)	(7,675)	(8,281)	(7,899)	(7,899)	390	(15,678)	(13,101)
財務活動によるキャッシュフロー	Net cash (used in) / provided by financing activities	(9,728)	4,083	(11,757)	(1,754)	(9,044)	(4,878)	(2,401)	15,363	(33,197)	(11,689)
現金及び現金同等物に係る換算差額	Foreign currency translation adjustments on cash and cash equivalents	403	198	(2,631)	243	(1,687)	(494)	2,142	1,504	2,431	(2,471)
<b>現金及び現金同等物の増(減)額</b>	<b>Net increase / (decrease) in cash and cash equivalents</b>	(5,130)	8,064	(11,907)	4,569	5,979	(4,465)	3,869	11,387	(6,199)	5,086
現金及び現金同等物の期首残高	Cash and cash equivalents, beginning of year	31,926	26,906	35,077	23,673	28,242	34,221	29,756	33,842	43,929	38,422
新規連結に伴う現金及び現金同等物の増加額	Increase in cash and cash equivalents due to inclusion of subsidiaries in consolidation	110	106	503	—	—	—	47	—	692	—
連結子会社の決算期変更に伴う現金及び現金同等物の増(減)額	Net increase / (decrease) in cash and cash equivalents due to unify subsidiaries' fiscal term with parent company	—	—	—	—	—	—	169	(1,300)	—	—
<b>現金及び現金同等物の期末残高</b>	<b>Cash and cash equivalents, end of year</b>	<b>¥26,906</b>	<b>¥35,077</b>	<b>¥23,673</b>	<b>¥28,242</b>	<b>¥34,221</b>	<b>¥29,756</b>	<b>¥33,842</b>	<b>¥43,929</b>	<b>¥38,422</b>	<b>¥43,508</b>

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