

Financial Section

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Management's Discussion and Analysis

Operating Results

Business Environment

Japan's economy showed some positive signs during the current fiscal year, including growth in consumer spending and improvement in corporate earnings, aided by a series of government economic policies. However, higher energy prices and slower economic growth in emerging countries helped keep the economy from entering a full-fledged recovery. The printing industry faced a continued tough business environment as a result of sluggish demand, higher raw material costs, and decline in order prices from stiffer competition. A discussion of the business environment affecting each of DNP's business segments during the current fiscal year is provided below.

Information Communication

- In the Books and Magazines business and the Education and Publications Distribution business, publication industry sales fell 3.4% year on year to ¥1,658.9 billion during the fiscal year ended March 2014, continuing a downward trend from a peak of ¥2,656.3 billion in 1996. Book sales slowed overall, declining by 2.7% to ¥775.6 billion. Magazine sales also fell by 4.1% to ¥883.3 billion as circulation decreased and the number of discontinued publications continued to far outpace the number of new publications. However, the e-book market grew by a robust 28.3% to ¥93.6 billion, and adding e-magazines, the overall electronic publishing market totaled ¥101.3 billion, surpassing ¥100 billion for the first time in Japan (according to Impress Research Institute, Ltd.). A growing number of new books are being simultaneously released in both paper and electronic formats, and a variety of genres of e-books and e-magazines have emerged. We expect the market to expand further as use of smartphones and tablet PCs spreads.
- Corporate advertising expenditures have a large impact on the Commercial Printing business, and they grew by 4% year on year during the fiscal year ended March 2014 (according to the Ministry of Economy, Trade and Industry). Internet advertising rose by 8.9% and campaign and event spending increased by 6.6%, but expenditures for sales promotions, which consist mainly of flyers, direct mail, and other printed paper materials, decreased by 1.1%. Moreover, more companies are switching from printed materials to the Internet as the main method of providing product catalogs and instruction manuals, and demand for printed materials continues to decline.
- In the Business Forms business, corporate streamlining and cost cutting are contributing to the discontinuation of printed material publication and a decline in circulation, and to the simplification and website viewing of invoices and notifications. Order prices have also fallen as a result of stiffer competition, resulting in a continued difficult business environment. However, the market for Business Process Outsourcing (BPO; e.g. handling account opening procedures for securities companies and banks, and policyholder notification printing services for insurance companies) has grown favorably, especially for financial institutions.

Lifestyle and Industrial Supplies

- In the Packaging business, consumer spending was relatively firm as a result of bulk buying demand ahead of the consumption tax hike in April 2014 and a recovery in business confidence. Domestic supermarket sales rose 0.8% year on year, rising above prior-year levels for the first time in the 17 years since the fiscal year ended March 1997. Moreover, the market continued to expand for private brand products that are independently planned, developed, and sold by supermarkets, convenience stores, and other retailers, and demand increased for high-value-added private brand products.
- In the Lifestyle Materials business (including decorative materials), domestic housing starts grew 10.6% year on year to around 980,000 units during the fiscal year ended March 2014, rising for a fourth consecutive year due to front-loaded demand ahead of the consumption tax hike, improvement in business confidence, low-interest mortgage loans, and an expected rise in construction material costs.
- For optical films in the Industrial Supplies business, the LCD panel market had favorable growth in demand for small- and medium-sized panels in January–December 2013, with tablet panel shipment volume up 60% year on year and smartphone panels up 30%. In contrast, large TV panel shipments were sluggish worldwide, rising just 1%. Additionally, although large production cutbacks at panel makers were a source of concern throughout the fiscal year ended March 2014, capacity utilization was relatively high despite future uncertainty, due partly to prospects for higher demand in emerging countries in Africa and elsewhere, where sales conditions are hard to gauge. TV panel prices trended downward throughout the fiscal year as a result of continued surplus supply, but there were signs of prices bottoming out for 30-inch models, which are a main source of demand.
- In the Imaging Communication business (including thermal transfer printing media for photo printing), there was a shift from conventional silver halide methods that use a developing solution to dry methods that do not use a developing solution.

Electronics

- In the Display Components business and Electronic Devices business, global smartphone shipments grew by 38% year on year in January–December 2013 and surpassed 1 billion units for the first time. Tablet PCs shipments also grew by 51% to around 220 million units, as the mobile device market continued to expand. However, PCs fell 10% to around 320 million units, as shipments slumped under pressure from the spread of tablet PCs. LCD TVs broke free from negative growth in the previous year, but rose by just 2% to around 208 million units on sluggish demand amid slower economic growth in emerging countries.
- The global semiconductor market grew by 4.8% on rising demand for memory installed in smartphones and tablet PCs and high demand for automotive semiconductors, which are essential for enhancing safety and reducing fuel consumption.

Overview

DNP aggressively pursued business activities with the concept “Today's Innovation is Tomorrow's Basic,” based on its business vision “P&I Solution.” It also worked to quickly identify problems confronting consumers and society, to create new value by solving these problems, and to deliver products, services, and various solutions tailored to the needs of companies and consumers. As a result, DNP's consolidated net sales grew by 0.1% year on year to ¥1,448,550 million in the fiscal year ended March 2014.

Operating income grew by 40.0% year on year. Despite the impact of higher raw material costs, price declines and sluggish performance in the Information Communication segment, DNP achieved growth thanks to cost structure reforms in the Electronics segment and business growth for lifestyle materials, thermal transfer printing media for photo printing, and optical films in the Lifestyle and Industrial Supplies segment. The operating income margin rose by 1.0 percentage points to 3.5%.

The operating income margin decreased by 0.6 percentage points to 1.7% in the Information Communication segment, but increased by 1.0 percentage points to 6.4% in the Lifestyle and Industrial Supplies segment. The Electronics segment had an operating income margin of 7.5%, improving by 7.7 percentage points from a negative margin of 0.2% in the previous year. The Beverages segment also rose by 0.4 percentage point to 1.2%.

	2014.3	2013.3	2012.3
Net sales (¥ million)	¥ 1,448,550	¥ 1,446,607	¥ 1,507,228
Gross profit margin (%)	18.8%	18.0%	17.3%
Operating income margin (%)	3.5%	2.5%	2.3%
Ordinary income margin (%)	3.7%	2.8%	2.4%
Net income margin (%)	1.8%	1.3%	–
Net income (loss) per share (¥)	¥ 39.82	¥ 29.84	¥ (25.39)

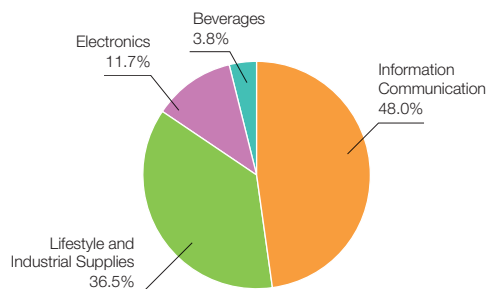
Net Sales

Net sales totaled ¥1,448,550 million in the current fiscal year, up 0.1%, or ¥1,943 million, from the previous year.

Information Communication

In the Books and Magazines business, book sales increased thanks in part to hit titles, but magazines declined and overall sales decreased. In the Commercial Printing business, despite growth for BPO services (e.g. operation of campaign offices and customer centers) and front-loaded demand ahead of the consumption tax hike, overall sales decreased on weak sales of catalogs, pamphlets, and other printed materials. In the Business Forms business, sales increased on a strong performance by smart cards and growth in Information Processing Services (IPS, ranging from data entry to printing and shipment of personalized mail and other items) with the start of account opening services for the Nippon Individual Savings Account (NISA)

Net Sales by Segment
(year ended March 2014)



program. In the Education and Publications Distribution business, sales decreased on a decline in bookstore sales. As a result, overall segment sales declined by 0.6%.

Lifestyle and Industrial Supplies

In the Packaging business, sales of PET bottle preforms and flexible packaging increased, but overall sales were down on declines in PET bottle aseptic filling systems and other products. The Lifestyle Materials business performed well due to increased domestic housing starts and greater demand for products that use Electron Beam technology. In the Industrial Supplies business, sales of soft packs for lithium-ion batteries decreased, but overall sales rose above prior-year levels thanks to growth in optical films for flat-panel displays, thermal resin-type transfer printing media for barcodes, and dye-sublimation thermal transfer printing media for photo printing. As a result, overall segment sales grew by 2.3%.

Electronics

In the Display Components business, sales of small- and medium-sized LCD color filters for smartphones and tablet PCs were firm, but overall sales decreased due to lower demand for laptop PC and monitor filters and the transfer of the Sakai plant color filter business to Sakai Display Products Corporation in August 2012. Semiconductor photomask sales rose above prior-year levels on strong sales to overseas companies, but overall segment sales (including Display Components) decreased by 5.1%.

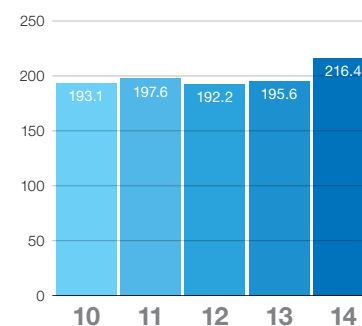
Beverages

Amid a weak soft drink market and stiffer sales competition, DNP worked to expand sales by conducting major sales promotions, including the Zero Limit Promotion and the Coca-Cola Music Promotion. As a result, despite growth for I LOHAS, a brand of mineral water that uses a lightweight eco-friendly PET plastic bottle, overall segment sales fell by 2.6% on declines in sales of coffees and other products.

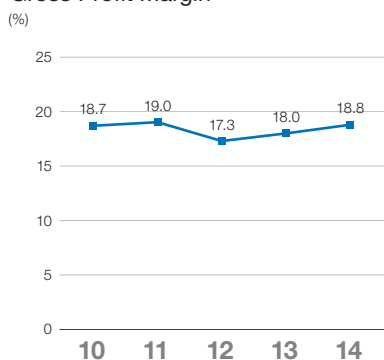
Overseas sales totaled ¥216,457 million in the current fiscal year, up 10.6%, or ¥20,837 million, from the previous year. As a result, the ratio to overall sales was 14.9%, up 1.4 percentage points from 13.5%. By region, sales in Asia (including Indonesia and Taiwan) were up 10.9% from the previous term at ¥152,501 million, and other regions (including the US and France) were up 10.1% at ¥63,956 million.

DNP's Overseas Sales

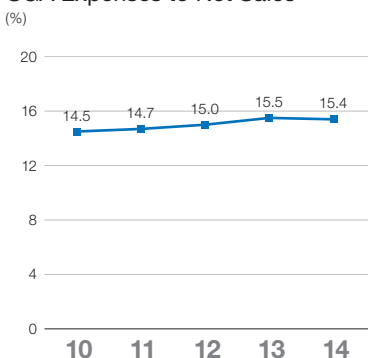
(¥ billion)



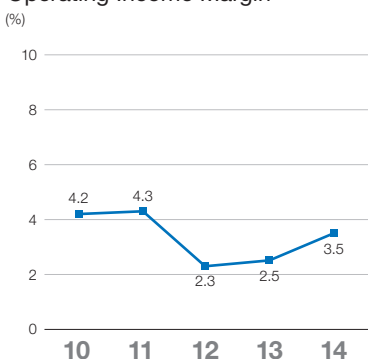
Gross Profit Margin



SGA Expenses to Net Sales



Operating Income Margin



Cost of Sales

The cost of sales totaled ¥1,176,077 million, down 0.9%, or ¥10,480 million, from the previous year. The gross margin was 18.8%, up 0.8 percentage points from 18.0%.

Naphtha prices rose during the current fiscal year due to the weaker yen, and prices for resins, films, and other petrochemical products increased. Printing paper prices were also higher as the supply and demand balance tightened on a decline in imported paper due to the weaker yen and production cutbacks at domestic papermakers. As a result, higher raw material costs had a ¥6.3 billion impact in the current fiscal year, far greater than the ¥1.5 billion impact in the previous year. Additionally, while DNP was able to negotiate with customers to pass nearly the full amount of cost increases through to product prices in the previous fiscal year, the pass-through rate was just around 40% during the current year, partly because raw material costs increased several times.

DNP pursued several cost-cutting initiatives including improving production efficiency based on integrated production control centers in the Information Communication segment and Packaging Operations, significantly curbing production costs through efforts to improve yields and reduce variable costs (including material losses), cutting personnel costs mainly by restraining overtime, and lowering equipment costs through the consolidation of production plants. As a result, DNP cut costs by ¥32.3 billion during the current fiscal year.

Selling, General and Administrative Expenses

Selling, general and administrative expenses totaled ¥222,374 million, down by 0.8%, or ¥1,895 million, from the previous year. Selling, general and administrative expenses equated to 15.4% of net sales, down 0.1 percentage points from the previous year.

Operating Income

Operating income totaled ¥50,099 million, up 40.0%, or ¥14,319 million, from the previous year. The operating income margin was 3.5%, up 1.0 percentage points from 2.5% in the previous year.

Information Communication

In the Information Communication segment, DNP worked to expand businesses with relatively high profitability such as smart cards and BPO services (e.g., print processing for financial institutions), and to reduce segment-wide costs by raising the ratio of internal production based on integrated production control centers. Despite these efforts, segment operating income totaled ¥11,901 million, down 25.4%, or ¥4,043 million, from the previous year, as a result of price declines caused by stiffer competition, higher raw material costs, and increased outlays for developing e-books and other new businesses.

Lifestyle and Industrial Supplies

DNP was affected by higher costs for films, resins, and other raw materials and by price reductions caused by stiffer competition. Nevertheless, segment operating income totaled ¥33,910 million, up 21.0%, or ¥5,881 million, from the previous year, due to higher sales of strong-performing products and overseas business expansion driven by the weaker yen. The operating income margin was 6.4%, up 1.0 percentage points from 5.4% in the previous year.

Electronics

Segment operating income totaled ¥12,931 million, up ¥13,235 million from a loss of ¥304 million in the previous year, aided by cost structure reforms, including the transfer of operations at the Sakai plant after a downturn in profitability in 2012 and the subsequent sale of surplus equipment, and by a contribution from new products, including touch panel sensors for which mass production has recently commenced.

Beverages

Segment operating income totaled ¥652 million, up 38.5%, or ¥181 million, from the previous year, due to reductions in production and distribution costs from increasing the ratio of internal production and to a review of advertising and sales promotion costs.

Nonoperating Income (Expenses) and Extraordinary Income (Losses)

Nonoperating income totaled ¥10,507 million, down 29.2%, or ¥4,326 million, from the previous year; and nonoperating expenses totaled ¥7,320 million, down 28.9%, or ¥2,975 million. As a result, net nonoperating income was ¥3,187 million.

Ordinary income totaled ¥53,285 million, up 32.2%, or ¥12,967 million, from the previous year.

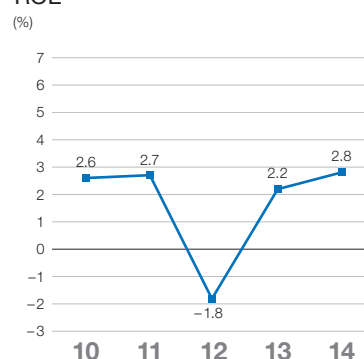
Extraordinary income totaled ¥2,318 million, down ¥7,869 million from the previous year, reflecting a large decline in gains on the sale of property, plant and equipment relative to large sales or disposals of property, plant and equipment in the previous fiscal year. Extraordinary losses totaled ¥6,995 million, down ¥8,358 million from the previous year, due to lower losses on the sale or disposal of property, plant and equipment and lower impairment losses. As a result, net extraordinary losses totaled ¥4,677 million, down from ¥5,166 million in the previous year.

As a result of the above, income before income taxes and minority interests totaled ¥48,608 million, up ¥13,456 million from the previous year.

Net Income

Net income totaled ¥25,642 million, up 33.4%, or ¥6,424 million, from the previous year. Net income per share was ¥39.82, up ¥9.98.

ROE



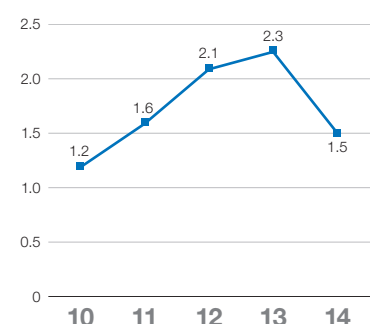
Liquidity and Capital Resources

Cash Flow

	2014.3	2013.3	2012.3
Cash flow from operating activities	¥ 120,109	¥ 100,498	¥ 108,603
Cash flow from investing activities	(58,371)	(72,588)	(80,126)
Free cash flow	61,738	27,910	28,477

(¥ million)

Interest-bearing Debt to Cash Flow Ratio
(times)



Net cash provided by operating activities totaled ¥120,109 million, up 19.5% from the previous year.

Net cash used in investing activities totaled ¥58,371 million, down 19.6%, or ¥14,217 million, from ¥72,588 million in the previous year.

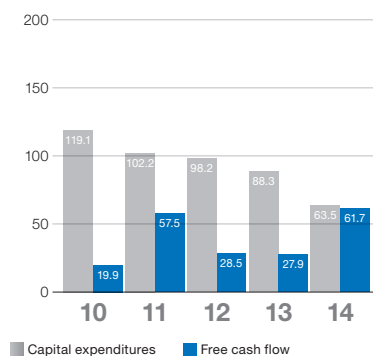
Net cash used in financing activities totaled ¥80,038 million, up ¥43,802 million, from ¥36,236 million in the previous year.

As a result of these activities, cash and cash equivalents at the end of the fiscal year totaled ¥199,813 million, down 5.7%, or ¥12,249 million, from the previous year.

Free cash flow—i.e. net cash provided by operating activities minus net cash used in investing activities—was ¥61,738 million, up ¥33,828 million from ¥27,910 million in the previous year.

Capital Expenditures; Depreciation; Research and Development Expenditures, etc.

Capital Expenditures and Free Cash Flow
(¥ billion)



Capital expenditures this fiscal year were mainly invested in streamlining, and totaled ¥63.5 billion, down 28.1%, or ¥24.9 billion, from the previous year. By segment, capital expenditures in Information Communication were ¥23.7 billion, down ¥3.6 billion from the previous year, and accounted for 37% of total capital expenditures. Investment in Lifestyle and Industrial Supplies was ¥26.3 billion, down ¥6.3 billion, and 42% of the total, while investment in Electronics was ¥9.0 billion, down ¥11.1 billion and accounting for 14%. Capital expenditures on other businesses totaled ¥4.5 billion, down ¥3.8 billion and accounting for 7%.

Depreciation totaled ¥73.5 billion, down 8.4%, or ¥6.7 billion from the previous year. By segment, depreciation in the Information Communication segment was ¥22.0 billion, down ¥0.3 billion from the previous year and accounting for 30% of total depreciation. The Lifestyle and Industrial Supplies segment was ¥25.5 billion, down ¥0.9 billion and accounting for 35%. The Electronics segment was ¥20.6 billion, down ¥5.3 billion and accounting for 28%. Other businesses were ¥5.3 billion, down ¥0.2 billion and accounting for 7%.

Research and development expenditures totaled ¥30.8 billion, unchanged from the previous year.

The Balance Sheet

	2014.3	2013.3	2012.3
Total assets (¥ million)	¥ 1,574,754	¥ 1,578,976	¥ 1,608,806
Current ratio (%)	175%	164%	177%
Working capital/net sales (%)	22%	20%	23%
Debt-to-equity ratio (%)	20%	25%	26%
Net assets per share (¥)	¥ 1,447.96	¥ 1,386.86	¥ 1,352.71

DNP's total assets at the end of this fiscal year amounted to ¥1,574,754 million, down 0.3%, or ¥4,222 million from the previous year.

Among current assets, cash and cash equivalents, and time deposits totaled ¥203,212 million, down 4.9%, or ¥10,418 million from the previous year. Trade receivables totaled ¥356,981 million, down 2.9%, or ¥10,784 million. Inventories of merchandise and finished products, work in process, raw materials and supplies totaled ¥139,656 million, up 0.4%, or ¥601 million. As a result, current assets totaled ¥733,054 million, down 2.4%, or ¥18,097 million.

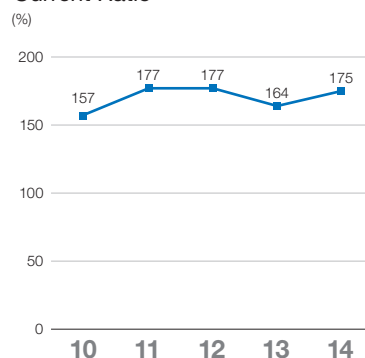
Among long-term assets, property, plant and equipment totaled ¥528,538 million, down 1.8%, or ¥9,917 million from the previous year. Intangible assets totaled ¥31,751 million, down 10.5%, or ¥3,729 million. Investments and other assets totaled ¥281,409 million, up 10.8%, or ¥27,519 million. As a result, long-term assets totaled ¥841,700 million, up 1.7%, or ¥13,875 million.

Current liabilities totaled ¥418,423 million, down 8.6%, or ¥39,362 million, from the previous year. Long-term liabilities totaled ¥179,946 million, down 2.3%, or ¥4,190 million. As a result, total liabilities amounted to ¥598,369 million, down 6.8%, or ¥43,552 million.

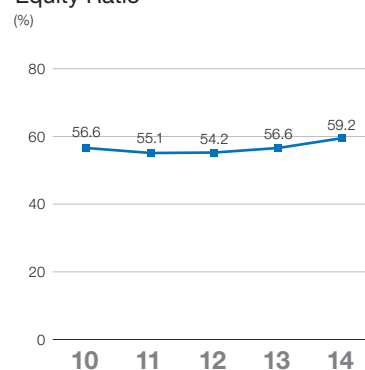
Additionally, net assets totaled ¥976,385 million, up 4.2%, or ¥39,330 million.

DNP repurchased a total of about 112.86 million of its shares through 2008 and retired 59 million treasury shares during this time. As of March 31, 2014, the number of treasury shares totaled 56,586,830, or 8.08% of total shares outstanding of 700,480,693 shares. The number of treasury shares increased by 96,501 shares from the previous year due to the purchase and sale of odd-lot shares.

Current Ratio



Equity Ratio



Business Risks

The performance and the results of DNP could be significantly affected by a variety of factors and circumstances that might arise in the future. Because DNP is aware of these risk factors, its policy is to strive to minimize their potential effects.

The Company considers the following factors to be key risks, as of the publication date of this annual report.

The Japanese and overseas economies and consumption trends

DNP engages in a wide range of businesses with an extremely large number of corporate customers, and conducts its business stably, so as not to overly depend on specific customers. DNP does most of its business in the Japanese market, but if consumer spending and other components of domestic demand slump, owing to domestic economic weakness in sympathy with global economic trends, declines in order volume and unit prices may affect its corporate performance.

Additionally, DNP could be directly or indirectly affected by market trends in various industries in Japan or overseas. In particular, electronics-related industries are susceptible to global declines in unit prices caused by expansion of production in emerging countries and changes in demand, and DNP's performance could be affected by major changes in market trends.

Overseas business activities

DNP conducts overseas business activities in the Americas, Europe, Southeast Asia, and elsewhere, and these activities face risks including social and political turmoil caused not only by economic factors, such as unexpected changes in laws and regulations, fragility of industrial infrastructure, and difficulty of hiring and securing personnel, but also by terrorism, war, and other factors. DNP's performance could be affected if its overseas business activities are obstructed as a result of these risks materializing.

Development of new products and services

DNP uses its printing and information technologies to develop and provide to a broad range of industries products and services that solve problems facing companies, consumers, and society. The pace of technological innovation in these areas has been accelerating, and customers' needs have been rapidly diversifying. We believe that in the future, competition

in the area of product development will become more intense than ever before in Japan and overseas, and it is possible that DNP's performance could fluctuate significantly due to unforeseeable changes in market trends or a shortening of product life cycles.

Strategic business and capital alliances and corporate acquisitions

DNP engages in strategic business and capital alliances and corporate acquisitions, and its performance could be affected if it is unable to achieve initially expected results and synergies as a result of deterioration in the business environment affecting the companies and businesses involved in these alliances and acquisitions.

Fluctuations in raw material procurement

We work hard to secure stable supplies and maintain optimal price by procuring raw materials such as printing paper and film from multiple suppliers in Japan and overseas. However, there is some potential for temporary imbalances between supply and demand due to sharp fluctuations in petroleum prices, sudden surges in demand from emerging markets, and the impact of major disasters. DNP will respond during such times by negotiating with client companies and business partners, but its performance could be affected if raw materials procurement becomes extremely difficult or if purchasing prices rise sharply.

Currency fluctuations

Particularly in fields such as Lifestyle and Industrial Supplies, and Electronics, we are expanding our dealings in products and services with overseas customers. Because we expect the effects of currency rates to gradually become more important, we use such means as foreign exchange forward contracts to hedge the risks of currency fluctuations. Nevertheless, it is possible that radical swings in currency values could have a more serious effect on DNP's performance.

Environmental protection and stricter environmental regulations

DNP is affected by legal regulations in Japan and other countries related to energy conservation, climate change prevention (e.g. reduction of greenhouse gas emissions), reduction of the use of harmful substances, air pollution prevention, water quality protection, waste treatment, and product recycling. These regulations could possibly be strengthened or changed in the future. In addition, DNP's business could be substantially affected if faced with a situation in which soil is contaminated by harmful substances and it is held responsible for assessment and cleanup.

Information security and personal information protection

Computer networks and information systems have become essential tools for conducting business, and there are now greater risks of software and hardware defects, computer virus infections, and personal data leaks. DNP regards the protection of data and personal information as a top priority. It is doing all it can to protect and maintain systems and data by strengthening its organization and training employees, but if problems arise in these areas, then its business activity could be affected.

Response to changes in legal regulations, etc.

We conduct our business based on strict compliance with the law and social ethics. Wherever we operate, in Japan or overseas, we are subject to a wide variety of legal regulations and restrictions, including laws related to product liability, monopoly prohibitions, the protection of personal information, patents, taxes, imports and exports, etc. We can imagine that in the future such regulations could become even more restrictive. On the other hand, market and industry trends may change substantially as a result of deregulation. If that should occur, it is possible that DNP's business performance could be affected by limitations on its business activities, the burden of responding to regulatory changes, or increased costs.

Disasters

DNP takes steps to protect production equipment and other major facilities from fires and earthquakes, seeks to disperse production facilities, and works to minimize production shutdowns and product supply disruptions caused by disasters. We also use various types of insurance to transfer risk. Nevertheless, DNP's performance could be substantially affected in the event of major earthquakes, natural disasters such as heavy rainfall or flooding caused by climate change, disease outbreaks, or other unexpected events that cause production shutdowns or significantly damage or impair social infrastructure.

Lawsuits and fines

DNP works to establish corporate ethics throughout the group and earn the trust of society by having each and every employee comply with laws and regulations in conducting business activities, maintaining higher ethical standards than required by society, and contributing to maintaining and advancing orderly and freely competitive markets with a consistently fair attitude. Nevertheless, DNP's performance could be affected in the event of being subject to lawsuits and resulting fines in Japan or overseas.

Selected Financial Data (unaudited)

Dai Nippon Printing Co., Ltd. and Consolidated Subsidiaries
Years ended March 31

	2014	2013	2012	2011
Statements of Operations Data (¥ million)				
Net sales	¥ 1,448,550	¥ 1,446,607	¥ 1,507,228	¥ 1,589,373
Cost of sales	1,176,077	1,186,558	1,246,878	1,287,581
Gross profit	272,473	260,049	260,350	301,792
Selling, general and administrative expenses	222,374	224,269	226,335	233,973
Operating income	50,099	35,780	34,015	67,819
Ordinary income	53,285	40,318	36,843	62,786
Income (loss) before income taxes and minority interests	48,608	35,152	2,673	52,696
Net income (loss)	25,642	19,218	(16,356)	25,033
Balance Sheet Data (¥ million)				
Total assets	¥ 1,574,754	¥ 1,578,976	¥ 1,608,806	¥ 1,649,784
Property, plant and equipment—net	528,538	538,455	579,567	614,827
Long-term liabilities	179,946	184,136	251,414	249,575
Total liabilities	598,369	641,921	694,593	697,343
Total stockholders' equity	—	—	—	—
Stockholders' equity	892,110	887,194	888,650	925,702
Total net assets	976,385	937,055	914,213	952,441
Other Selected Data (¥ million)				
Capital expenditures	¥ 63,465	¥ 88,315	¥ 98,189	¥ 102,173
Depreciation expenses	73,459	80,200	95,829	97,977
R&D expenditures	30,820	30,820	31,690	33,147
Common Share Data (¥, shares)				
Earnings (loss) per share—primary	¥ 39.82	¥ 29.84	¥ (25.39)	¥ 38.86
Earnings (loss) per share—fully diluted	39.65	29.79	—	—
Dividends paid per share	32.00	32.00	32.00	32.00
Book value per share	1,447.96	1,386.86	1,352.71	1,410.44
No. of common shares outstanding (exc. treasury shares)	643,893,863	643,990,364	644,062,928	644,142,530
Financial Ratios (% , times)				
As a percent of net sales:				
Gross profit	18.81%	17.98%	17.27%	18.99%
Selling, general and administrative expenses	15.35	15.50	15.02	14.72
Operating income	3.46	2.47	2.26	4.27
Income (loss) before income taxes and minority interests	3.36	2.43	0.18	3.32
Net income (loss)	1.77	1.33	-1.09	1.57
Return on equity	2.81	2.18	-1.84	2.74
Current ratio	175	164	177	177
D/E ratio	20	25	26	25

2010	2009	2008	2007	2006	2005
¥ 1,583,383	¥ 1,584,844	¥ 1,616,053	¥ 1,557,802	¥ 1,507,506	¥ 1,424,943
1,286,682	1,324,522	1,327,872	1,268,072	1,202,160	1,121,374
296,701	260,322	288,181	289,730	305,346	303,569
230,187	214,145	201,077	193,585	184,676	183,041
66,514	46,177	87,104	96,145	120,670	120,528
68,841	47,390	86,502	101,348	124,715	120,485
49,496	(27,842)	88,469	98,950	114,640	107,686
23,278	(20,933)	45,172	54,842	65,188	59,937
¥ 1,618,854	¥ 1,536,557	¥ 1,601,193	¥ 1,700,250	¥ 1,662,377	¥ 1,600,129
616,848	604,904	639,343	635,784	568,966	528,009
190,045	126,671	106,691	118,437	118,287	115,801
661,990	596,471	561,058	600,811	571,170	566,796
–	–	–	–	1,063,309	1,007,944
921,775	917,348	990,122	1,027,475	–	–
956,864	940,086	1,040,135	1,099,439	–	–
¥ 119,063	¥ 96,156	¥ 116,139	¥ 162,886	¥ 136,059	¥ 86,057
91,695	106,883	109,902	100,161	87,264	80,440
33,850	34,112	35,556	30,113	28,692	26,386
¥ 36.13	¥ (32.35)	¥ 67.08	¥ 78.10	¥ 91.23	¥ 82.56
–	–	–	–	–	–
32.00	32.00	36.00	32.00	26.00	24.00
1,422.34	1,393.91	1,516.35	1,544.02	1,507.90	1,409.18
644,238,930	644,357,076	661,366,377	694,226,171	704,972,101	715,076,830
18.74%	16.43%	17.83%	18.60%	20.26%	21.30%
14.54	13.51	12.44	12.43	12.25	12.85
4.20	2.91	5.39	6.17	8.00	8.46
3.13	-1.76	5.47	6.35	7.60	7.56
1.47	-1.32	2.80	3.52	4.32	4.21
2.57	-2.20	4.35	5.14	6.29	6.03
157	144	157	166	178	186
18	14	8	6	6	7