

## Consolidated Balance Sheets

(million yen)

	IFRS		
	2018	2019	2020
Assets			
Current assets			
Cash and cash equivalents	29,408	27,260	56,768
Trade and other receivables	41,329	40,011	40,104
Inventories	42,007	42,960	42,304
Income taxes receivable	572	0	180
Other financial assets	674	665	407
Other current assets	2,339	1,748	1,800
Subtotal	116,331	112,647	141,567
Assets held for sale	1,266	-	-
Total current assets	117,598	112,647	141,567
Non-current assets			
Property, plant and equipment	53,541	53,634	52,571
Intangible assets	2,597	3,379	3,546
Other financial assets	13,291	14,445	14,795
Investments accounted for using the equity method	4,142	8,238	7,176
Other non-current assets	6,422	6,476	3,325
Deferred tax assets	2,232	2,357	1,930
Total non-current assets	82,227	88,531	83,345
Total assets	199,826	201,179	224,913
Liabilities and net assets			
Liabilities			
Current liabilities			
Trade and other payables	31,725	29,594	33,681
Borrowings	24,026	29,155	47,465
Income taxes payable	3,616	1,770	2,851
Other financial liabilities	91	975	810
Provisions	-	353	-
Other current liabilities	7,114	6,555	7,429
Subtotal	66,573	68,404	92,238
Liabilities related to assets held for sale	1,617	-	-
Total current liabilities	68,191	68,404	92,238
Non-current liabilities			
Long-term debt	12,910	6,197	5,459
Other financial liabilities	4,315	4,246	3,655

Retirement benefit liability	5,291	5,650	5,755
Provisions	1,340	1,061	1,088
Other non-current liabilities	1,051	1,046	872
Deferred tax liabilities	3,360	3,186	3,190
Total non-current liabilities	28,271	21,388	20,023
Total liabilities	96,462	89,793	112,261
Net Assets			
Share capital	19,985	19,985	19,985
Capital surplus	22,564	22,669	22,723
Treasury shares	(26,739)	(13,529)	(12,351)
Other components of equity	2,693	3,589	2,888
Retained earnings	81,757	75,629	77,730
Equity attributable to owners of parent	100,261	108,344	110,976
Non-controlling interests	3,102	3,041	1,674
Total net assets	103,363	111,386	112,651
Total liabilities and net assets	199,826	201,179	224,913

## Consolidated Statements of Income and Comprehensive Income

(million yen)

	IFRS		
	2018	2019	2020
Revenue	184,595	180,849	183,041
Cost of sales	118,296	115,667	115,469
Gross profit	66,298	65,181	67,572
Selling, general and administrative expenses	53,901	52,986	53,059
Equity gains of affiliated companies	3	108	(914)
Core Operating income	12,400	12,304	13,599
Other income	1,897	2,733	1,377
Other expenses	2,069	958	4,293
Operating income	12,228	14,079	10,682
Finance income	630	451	523
Finance costs	646	642	581
Profit before income taxes	12,213	13,888	10,624
Income taxes	3,657	3,574	4,522
Net income	8,555	10,314	6,102
Net income attributable to			
Owners of parent	8,998	10,198	7,425
Non-controlling interests	(442)	115	(1,323)
Total	8,555	10,314	6,102
Amounts per share of common stock			
Net income	101.50	114.89	83.73
Diluted net income	101.40	114.73	83.59
Net income	8,555	10,314	6,102
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Remeasurements of defined benefit plans	(232)	(163)	65
Financial assets measured at fair value through other comprehensive income	(2,985)	1,262	244
Share of other comprehensive income of investments accounted for using equity method, net of tax	-	-	22
Total	(3,218)	1,099	332
Items that may be reclassified subsequently to profit or loss			
Effective portion of cash flow hedges	(132)	(690)	482
Cash flow hedges costs	(265)	1,018	(288)
Exchange differences on translation of foreign operations	(1,435)	(464)	(923)
Share of other comprehensive income of investments accounted for using equity method, net of tax	0	(0)	(2)
Total	(1,833)	(136)	(732)
Other comprehensive income	(5,052)	963	(400)

Comprehensive income	3,503	11,277	5,701
Comprehensive income attributable to			
Owners of parent	4,252	11,260	7,000
Non-controlling interests	(749)	17	(1,298)
Total	3,503	11,277	5,701

## Consolidated Statements of Cash Flows

(million yen)

	IFRS		
	2018	2019	2020
Cash flows from operating activities			
Profit before income taxes	12,213	13,888	10,624
Depreciation and amortization	5,769	6,395	6,895
Impairment Losses	754	223	3,028
Gain on business transfer	-	(1,692)	-
Interest and dividend income	(619)	(450)	(397)
Interest expenses	410	435	480
Share of (profit) loss of investments accounted for using the equity method	(3)	(108)	914
(Gains) losses on sale and retirement of property, plant and equipment, and intangible assets	(1,242)	(46)	(189)
(Increase) decrease in trade and other receivables	(542)	823	(270)
(Increase) decrease in inventories	(767)	(1,421)	746
Increase (decrease) in trade and other payables	(253)	(643)	2,006
Other	(754)	23	(0)
Subtotal	14,963	17,427	23,838
Interest and dividends received	555	513	400
Interest paid	(404)	(442)	(327)
Income taxes paid	(4,392)	(5,274)	(3,469)
Cash flows from operating activities	10,722	12,224	20,442
Cash flows from investing activities			
Purchase of property, plant and equipment, and intangible assets, including investment property	(10,718)	(10,444)	(6,107)
Proceeds from sales of property, plant and equipment, including investment property	2,331	198	3,346
Payments for acquisition of businesses	-	-	(499)
Purchase of investments in subsidiaries	(121)	-	(10)
Purchase of other financial assets	(821)	(47)	(398)
Gain on available-for-sale financial assets	8,961	1,069	260
Other	69	(43)	10
Cash flows from investing activities	(299)	(9,267)	(3,398)
Cash flows from financing activities			
Net increase (decrease) in short-term borrowings	2,301	430	23,927
Proceeds from long-term borrowings	7,726	1,076	1,036
Repayments of long-term borrowings	(8,497)	(2,539)	(7,888)

Repayments of lease obligations	(711)	(774)	(662)
Dividends paid	(2,668)	(3,553)	(3,112)
Net decrease (increase) in treasury shares	248	369	(1,127)
Dividends paid to non-controlling interests	(74)	(77)	(68)
Cash flows from financing activities	(1,675)	(5,068)	12,104
Net increase (decrease) in cash and cash equivalents	8,748	(2,112)	29,148
Cash and cash equivalents at beginning of period	21,550	29,408	27,260
Foreign translation adjustment on cash and cash equivalents	(185)	(35)	359
Net increase (decrease) in cash and cash equivalents due to transfer to assets held for sale	(704)	-	-
Cash and cash equivalents at end of period	29,408	27,260	56,768

## Consolidated Balance Sheets

(million yen)

	JGAAP									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Assets										
Current assets										
Cash and deposits	7,738	9,417	15,588	18,498	15,313	11,458	8,413	38,918	22,150	30,591
Notes and accounts receivable	24,302	23,209	25,952	27,175	30,616	33,202	32,088	33,617	36,042	35,893
Marketable securities	9,561	18,216	18,960	14,817	9,810	12,625	13,115	-	-	-
Merchandise and finished goods	7,607	7,188	8,704	15,031	19,781	18,693	20,874	19,648	21,143	19,705
Work in process	30	530	516	590	592	927	1,041	932	919	896
Raw material and supplies	17,284	13,827	11,572	14,515	20,092	25,383	23,698	19,985	19,636	20,674
Deferred tax assets	1,570	2,593	1,899	700	340	600	634	660	506	1,014
Derivatives	-	-	-	2,634	6,229	14,473	10,297	5,675	2,568	195
Other current assets	5,064	4,512	4,512	4,981	4,984	5,650	6,044	6,325	7,051	8,631
Allowance for doubtful accounts	(120)	(85)	(88)	(111)	(377)	(171)	(305)	(264)	(351)	(281)
Total current assets	73,039	79,412	87,619	98,835	107,385	122,843	115,903	125,498	109,667	117,321
Fixed assets										
Property, plant and equipment										
Buildings and structures	35,106	36,159	34,627	38,059	39,646	38,988	41,135	41,609	43,867	44,482
Accumulated depreciation	(21,842)	(22,528)	(22,117)	(23,448)	(24,321)	(23,670)	(24,046)	(24,642)	(25,042)	(24,984)
Buildings and structures, net	13,264	13,630	12,509	14,611	15,324	15,317	17,089	16,966	18,824	19,497
Machinery, equipment and vehicles	57,940	60,124	56,467	62,356	66,926	69,535	73,705	72,286	70,864	73,364
Accumulated depreciation	(45,996)	(48,105)	(46,771)	(48,547)	(51,027)	(52,276)	(54,031)	(53,751)	(53,042)	(53,627)
Machinery, equipment and vehicles, net	11,943	12,018	9,695	13,809	15,899	17,259	19,674	18,535	17,821	19,736
Tools and furniture	5,198	5,256	5,382	5,788	6,263	6,417	6,579	6,408	6,276	6,190
Accumulated depreciation	(4,483)	(4,659)	(4,610)	(4,918)	(5,189)	(5,323)	(5,440)	(5,307)	(5,334)	(5,109)
Tools and furniture, net	715	597	771	869	1,073	1,094	1,138	1,101	942	1,081
Land	11,808	11,648	11,505	12,814	13,752	13,578	13,684	13,241	12,874	11,532
Lease assets	4,579	4,442	4,192	3,806	2,649	3,013	2,886	3,054	3,369	3,384
Accumulated depreciation	(2,042)	(2,361)	(2,467)	(2,433)	(1,995)	(2,437)	(2,456)	(2,403)	(2,518)	(2,567)
Lease assets, net	2,537	2,080	1,725	1,373	654	575	430	650	851	817
Construction in progress	280	579	791	787	2,008	3,783	1,605	3,138	1,935	3,937
Property, plant and equipment net	40,549	40,555	36,999	44,265	48,712	51,609	53,622	53,634	53,250	56,602
Intangible assets										
Goodwill	-	3,395	2,441	1,996	3,978	2,904	7,616	6,515	503	55
Trademark right	118	78	36	11	3	0	2,392	2,192	0	-
Customer relationship	-	-	-	-	-	-	2,777	2,496	-	-
Software	1,710	1,511	2,258	2,802	2,212	1,903	1,522	1,442	1,426	1,872
Other intangible assets	249	534	422	370	379	358	365	321	266	264
Total intangible assets	2,078	5,519	5,158	5,182	6,574	5,166	14,675	12,968	2,196	2,192
Investments and other assets										
Investment securities	13,933	13,518	13,366	14,421	14,885	17,630	19,764	19,532	22,364	10,413
Long-term loans receivable	1,651	-	-	-	1,293	2,280	2,010	1,691	1,581	1,238
Net defined benefit asset	-	-	-	-	6	-	-	-	-	-
Deferred tax assets	638	996	2,579	2,247	1,709	1,798	994	93	95	132
Other assets	2,261	2,733	2,567	4,104	3,139	2,159	1,987	6,460	6,663	5,783
Allowance for doubtful accounts	(147)	(74)	(82)	(90)	(84)	(74)	(72)	(75)	(82)	(71)
Total investments and other assets	18,338	17,174	18,430	20,683	20,948	23,794	24,684	27,702	30,621	17,496
Total fixed assets	60,965	63,249	60,588	70,130	76,235	80,570	92,982	94,305	86,069	76,291
Total assets	134,005	142,661	148,207	168,965	183,621	203,413	208,885	219,804	195,737	193,612
Liabilities										
Current liabilities										
Notes and accounts payable	10,614	11,967	13,387	14,803	14,453	14,150	15,204	13,729	16,554	16,472
Short-term borrowings	3,526	2,846	2,904	7,010	4,801	6,477	10,780	38,232	21,218	22,306
Current portion of long-term borrowings	2,941	2,102	1,092	1,006	3,425	2,160	834	8,285	1,447	1,719
Other payable	7,787	8,879	11,001	11,594	9,333	10,233	9,438	12,096	12,039	13,166
Income taxes payable	2,636	1,193	3,215	2,283	1,076	262	2,206	704	3,918	3,620
Deferred tax liabilities	-	-	-	-	1,071	4,879	2,788	1,104	14	13

Accrued bonuses for employees	1,851	1,943	2,257	2,386	1,959	395	572	1,241	1,251	1,316
Accrued bonuses for directors	45	52	66	76	65	34	56	101	105	79
Provision for loss on disaster	-	2,443	-	-	-	-	-	-	-	-
Provision for loss on business liquidation	-	139	-	-	-	-	-	-	-	-
Derivatives liabilities	839	2,872	1,426	0	21	41	13	12	2	4
Other current liabilities	1,891	1,967	2,151	2,686	3,481	3,742	3,827	3,050	3,158	3,862
Total current liabilities	32,134	36,409	37,503	41,848	39,689	42,380	45,722	78,558	59,710	62,563
Long-term liabilities										
Long-term borrowings	5,179	10,394	11,166	15,522	22,638	27,119	25,701	27,952	14,154	12,910
Deferred tax liabilities	953	987	1,001	1,211	602	1,086	2,792	3,704	3,882	1,079
Liabilities for employees' retirement benefits	2,356	2,369	2,543	2,839	-	-	-	-	-	-
Net defined benefit liability	-	-	-	-	4,041	4,746	4,915	5,427	5,045	5,454
Provision for loss on guarantees	-	-	-	-	-	-	-	172	190	185
Other	3,962	3,558	3,177	3,111	3,625	3,514	3,409	5,996	6,900	6,576
Total long-term liabilities	12,452	17,310	17,889	22,684	30,908	36,466	36,818	43,253	30,173	26,206
Total liabilities	44,586	53,719	55,392	64,533	70,598	78,846	82,541	121,812	89,883	88,769
Net Assets										
Shareholder's equity										
Common stock	19,985	19,985	19,985	19,985	19,985	19,985	19,985	19,985	19,985	19,985
Capital surplus	23,733	23,733	23,733	23,733	23,733	23,733	23,733	22,362	22,362	22,362
Retained earnings	45,986	47,184	49,910	54,599	58,013	60,116	61,916	66,492	74,303	83,162
Treasury stock	(205)	(209)	(210)	(212)	(703)	(517)	(314)	(27,163)	(26,985)	(26,739)
Total shareholder's equity	89,499	90,693	93,418	98,106	101,028	103,317	105,320	81,677	89,665	98,771
Accumulated other comprehensive income										
Unrealized gain on available-for-sale securities	512	(108)	927	2,254	2,775	4,790	6,444	6,487	8,971	2,892
Deferred gains or losses on derivatives under hedge accounting	(501)	(1,715)	(884)	1,664	4,027	9,321	6,952	4,287	2,420	457
Foreign currency translation adjustments	(1,465)	(1,326)	(1,872)	(485)	1,417	3,178	1,787	1,276	1,754	606
Remeasurements of defined benefit plans	-	-	-	-	(744)	(992)	(1,024)	(1,296)	(864)	(995)
Total accumulated other comprehensive income	(1,453)	(3,150)	(1,829)	3,433	7,476	16,297	14,160	10,754	12,283	2,961
Subscription rights to shares	-	-	-	-	-	12	19	44	106	202
Non-controlling interests	1,372	1,398	1,226	2,892	4,518	4,939	6,844	5,514	3,798	2,908
Total net assets	89,418	88,941	92,815	104,432	113,023	124,566	126,344	97,991	105,853	104,843
Total liabilities and net assets	134,005	142,661	148,207	168,965	183,621	203,413	208,885	219,804	195,737	193,612





Expense for voluntary recall of goods	-	-	-	-	-	-	-	414	-	-
Business structure improvement expenses	-	-	-	-	-	-	548	631	-	471
Write-down of golf club memberships	14	16	16	5	0	0	-	-	-	-
Loss on business liquidation	-	429	-	179	-	-	-	-	-	-
Loss on liquidation of an subsidiary	-	-	36	-	-	-	-	-	-	-
Loss on liquidation of subsidiaries and associates	-	-	-	-	-	15	-	-	-	-
Loss on reorganization	-	-	-	-	261	191	-	-	-	-
Provision for loss on guarantees	-	-	-	-	-	-	-	172	-	-
Other	-	-	-	-	-	-	-	-	64	71
Total extraordinary loss	1,491	4,177	3,234	565	592	1,238	806	2,279	1,598	2,179
Profit before income taxes	5,948	5,092	6,505	10,539	8,329	6,175	6,808	11,269	15,610	15,928
Income taxes - current	2,927	2,870	4,540	4,671	3,112	1,567	3,706	2,208	4,688	4,990
Income taxes - deferred	167	(118)	(2,168)	(551)	163	238	(197)	1,917	544	(69)
Total income taxes	3,094	2,752	2,371	4,120	3,276	1,806	3,509	4,125	5,232	4,921
Net income	-	2,339	4,133	6,419	5,053	4,368	3,299	7,144	10,377	11,006
(breakdown)										
Profit attributable to Shareholders of parent	2,981	2,473	4,217	6,480	5,105	4,366	3,441	6,764	10,100	11,527
Profit attributable to non-controlling interests	(126)	(133)	(84)	(60)	(52)	1	(141)	379	276	(521)
Other comprehensive income										
Unrealized gain on available- for-sale securities	-	(621)	1,036	1,326	520	2,014	1,653	43	2,484	(6,079)
Deferred gains or losses on derivatives under hedge accounting	-	(1,213)	830	2,571	2,333	5,304	(2,367)	(2,667)	(1,850)	(1,975)
Foreign currency translation adjustments	-	240	(563)	1,317	2,556	2,069	(1,849)	(1,014)	656	(1,430)
Remeasurements of defined benefit plans	-	-	-	-	-	(252)	(33)	(275)	435	(131)
Share of other comprehensive income of an affiliate by the equity method	-	49	(82)	346	1	(5)	2	4	(2)	0
Total other comprehensive income	-	(1,545)	1,220	5,562	5,411	9,130	(2,593)	(3,910)	1,723	(9,617)
Comprehensive income	-	794	5,353	11,981	10,464	13,498	706	3,233	12,100	1,389
(breakdown)										
Comprehensive income attributable to Shareholders of parent	-	994	5,537	11,742	9,893	13,187	1,303	3,359	11,621	2,206
Comprehensive income attributable to non-controlling interests	-	(199)	(184)	238	570	311	(597)	(125)	479	(817)



Subtotal	14,886	22,661	14,109	12,132	2,979	4,282	13,204	22,591	17,738	15,479
Cash received from interest and dividend income	481	450	541	632	533	440	534	541	772	555
Cash paid for interest expense	(364)	(238)	(197)	(278)	(203)	(301)	(181)	(196)	(449)	(404)
Proceeds from compensation	-	-	-	494	-	-	-	-	-	-
Cash paid for special payments for disaster victims	-	(345)	(67)	-	-	-	-	-	-	-
Income taxes paid	(450)	(4,289)	(2,629)	(5,573)	(4,383)	(2,668)	(1,517)	(4,264)	(1,474)	(5,500)
Cash received from income tax refund	677	1	1	-	-	-	-	-	-	-
Proceeds from compensation for expropriation	-	-	-	-	-	-	-	153	11	-
Net cash provided by (used in) operating activities	15,230	18,241	11,757	7,407	(1,073)	1,753	12,039	18,824	16,598	10,130
Cash flows from investing activities										
Disbursement for time deposits	(12,000)	(11,100)	(21,000)	(20,000)	(13,773)	(7,097)	(443)	(10,676)	(96)	(20)
Proceeds from withdrawal of time deposits	7,000	15,000	12,100	25,051	15,000	9,823	1,110	546	10,122	115
Purchases of marketable and investment securities	(31,630)	(35,305)	(39,982)	(5,314)	(1,121)	(4,037)	(59)	(64)	(682)	(801)
Proceeds from sales and redemption of securities	31,500	21,796	47,788	7,306	7,540	224	4,420	-	2,938	8,962
Acquisition of fixed assets	(3,096)	(2,161)	(3,984)	(8,746)	(8,764)	(8,411)	(6,974)	(6,836)	(9,202)	(10,718)
Disbursement for disposal of fixed assets	(1)	(135)	(364)	(40)	(30)	(39)	-	-	-	-
Proceeds from sales of fixed assets	198	348	413	388	377	3,393	221	2,210	1,830	2,331
Disbursement for loans	(255)	-	-	(450)	-	(873)	(0)	(0)	-	-
Collection of loans receivable	2,171	-	-	-	-	37	292	58	263	65
Proceeds from transfer of business	-	-	-	-	-	-	-	-	868	-
Disbursement for transfer of business	-	(7,524)	-	-	-	-	-	-	-	-
Proceeds from purchase of investments in subsidiaries resulting in change in scope of consolidation	-	-	-	36	-	-	-	-	-	-
Purchase of shares and capital of subsidiaries resulting in change in scope of consolidation	-	-	-	-	(2,840)	-	(9,612)	-	(90)	-
Purchase of shares of subsidiaries and associates	-	-	-	-	(301)	(139)	(1)	(3,741)	(48)	(121)
Payments for investments in capital of non-consolidated subsidiary	-	-	-	(46)	(13)	(50)	-	-	-	-
Proceeds from sales of shares of subsidiaries resulting in change in scope of consolidation	-	-	-	-	-	-	-	-	11,246	-
Other- Increase (decrease)- net	-	-	-	-	(15)	21	23	(74)	122	(112)
Other increase	187	160	164	104	-	-	-	-	-	-
Other decrease	(531)	(172)	(119)	(69)	-	-	-	-	-	-
Net cash provided by (used in) investing activities	(6,458)	(19,093)	(4,985)	(1,781)	(3,941)	(7,110)	(11,023)	(18,576)	17,271	(299)
Cash flows from financing activities										
(Decrease) increase in short-term bonds	(8,000)	-	-	-	-	-	-	-	-	-
Increase (decrease) in short- term borrowings	273	(242)	216	(729)	(3,852)	1,010	4,018	28,160	(17,918)	2,301
Proceeds from long- term borrowings	1,730	6,600	1,940	13,279	9,398	5,328	688	11,333	8,634	7,726

Repayments of long- term borrowings	(2,722)	(3,078)	(2,107)	(9,568)	(1,149)	(2,580)	(2,259)	(904)	(29,277)	(8,497)
Repayments of finance lease obligations	(2,283)	(441)	(376)	(395)	(175)	(91)	(85)	(57)	(123)	(117)
Dividends paid	(1,485)	(1,491)	(1,500)	(1,789)	(1,989)	(2,181)	(1,646)	(2,187)	(2,180)	(2,668)
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	-	-	-	-	-	-	-	(2,715)	-	-
Proceeds from share issuance to non-controlling shareholders	-	116	11	296	627	187	722	195	0	0
Dividends paid to non-controlling interests	(50)	(44)	(43)	(40)	(45)	(66)	(86)	(72)	(69)	(74)
Decrease (increase) in treasury shares	-	-	-	(1)	(491)	186	203	(26,848)	173	246
Repurchase of treasury stock	(4)	(4)	(1)	(1)	-	-	-	-	-	-
Other- Increase (decrease)- net	-	-	-	-	-	-	-	-	0	-
Net cash provided by (used in) financing activities	(12,544)	1,414	(1,861)	1,050	2,322	1,793	1,555	6,904	(40,761)	(1,083)
Foreign translation adjustment on cash and cash equivalents	29	(108)	(106)	90	672	246	(456)	86	377	(185)
Net increase (decrease) in cash and cash equivalents	(3,742)	453	4,804	6,766	(2,021)	(3,316)	2,114	7,238	(6,513)	8,562
Cash and cash equivalents of newly consolidated subsidiaries	-	20	-	-	-	-	-	-	-	-
Cash and cash equivalents at beginning of period	16,013	12,270	12,744	17,549	24,316	22,295	18,960	21,075	28,313	21,550
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	-	-	-	-	-	(17)	-	-	(249)	-
Cash and cash equivalents at end of period	12,270	12,744	17,549	24,316	22,295	18,960	21,075	28,313	21,550	30,112