



# *Fact Book* 2007

Year ended March 31, 2007



日本電波工業株式会社  
Nihon Dempa Kogyo Co.,Ltd.

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(Note) Figures used in this fact book are on consolidated basis. Fiscal year indicates the period starting on April 1 of the previous year and ending on March 31 of the year stated.

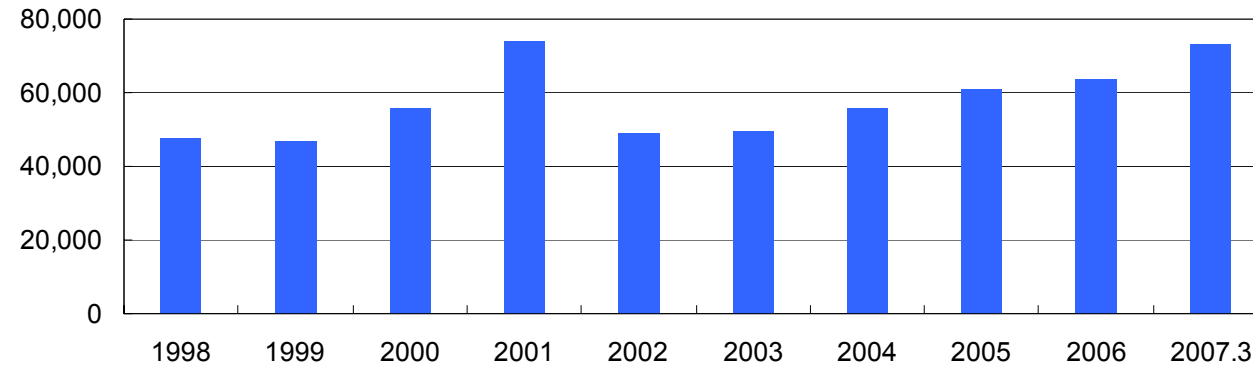
(注)本誌掲載の数値は、連結ベースです。会計年度の表示は、前年の4月1日に始まり、表示された年の3月31日に終了する会計期間を意味しております。

# 1- Financial Highlights

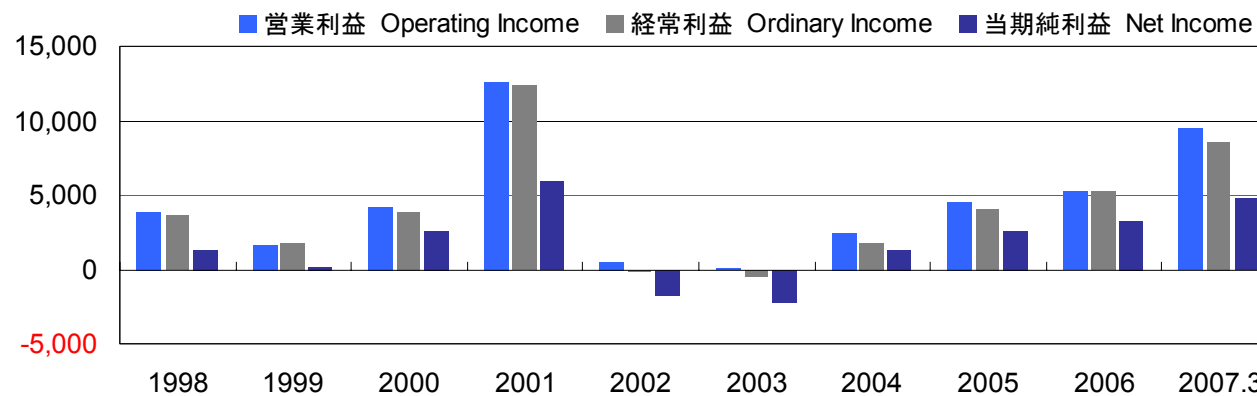
経営成績

( ¥Million / 百万円 )

Net Sales  
売上高



Profits  
利益



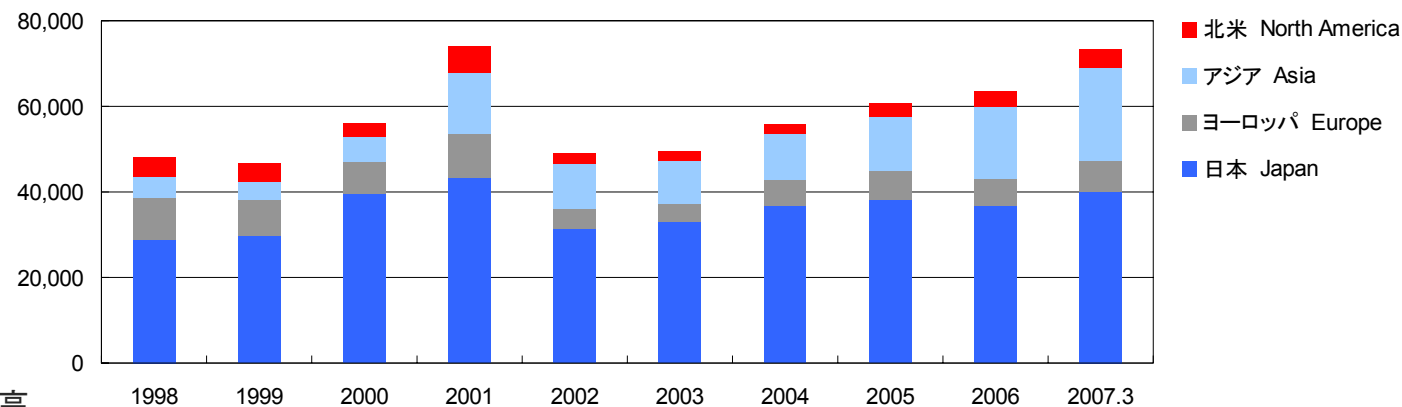
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
Net Sales	47,896	46,618	56,080	74,056	49,269	49,620	55,899	60,696	63,642	73,307	売上高
Operating Income	3,809	1,693	4,207	12,602	506	57	2,474	4,504	5,271	9,427	営業利益
Ordinary Income	3,593	1,736	3,902	12,328	-119	-571	1,765	4,108	5,184	8,552	經常利益
Net Income	1,314	174	2,553	5,968	-1,813	-2,218	1,307	2,615	3,258	4,716	当期純利益

## 2- Regional Segment Information

## 地域別セグメント情報

( ¥Million / 百万円 )

Net Sales  
売上高



Net Sales / 売上高

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
Japan	28,939	29,993	39,694	43,204	31,401	32,899	36,780	38,314	36,800	40,114	日本
Overseas	18,957	16,624	16,386	30,852	17,868	16,721	19,120	22,381	26,843	33,193	海外
Europe	9,786	8,100	7,339	10,528	4,828	4,370	6,149	6,677	6,263	7,356	ヨーロッパ
Asia	4,886	4,460	6,009	13,947	10,592	10,184	10,612	12,666	16,828	21,558	アジア
North America	4,285	4,064	3,038	6,377	2,447	2,167	2,359	3,039	3,752	4,278	北米
Net Sales	47,896	46,618	56,080	74,056	49,269	49,620	55,899	60,696	63,642	73,307	売上高

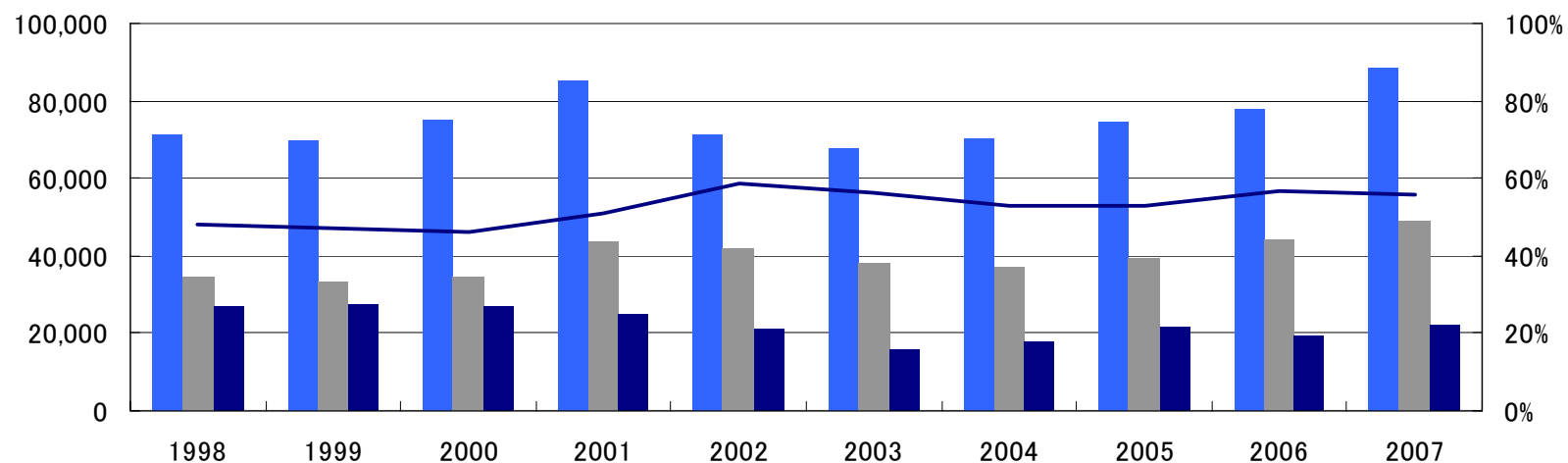
Operating Income / 営業利益

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
Japan	1,516	1,262	2,728	9,771	130	-1	2,115	3,352	4,219	7,724	日本
Overseas	2,309	510	1,582	1,834	-407	-53	635	1,255	955	1,583	海外
Europe	1,939	481	412	664	3	-231	125	100	129	322	ヨーロッパ
Asia	-207	-213	1,175	1,154	111	530	851	1,265	922	1,262	アジア
North America	577	242	-5	17	-521	-352	-341	-109	-95	-1	北米
Intersegment Income	-16	-78	-103	996	783	112	-277	-104	96	121	セグメント間取引
Operating Income	3,809	1,693	4,207	12,602	506	57	2,474	4,504	5,271	9,427	営業利益

### 3- Total Assets & Net Assets

### 総資産及び純資産

- Total assets
- Net assets
- Liabilities with interest
- Equity ratio(%)



( ¥Million / 百万円 )

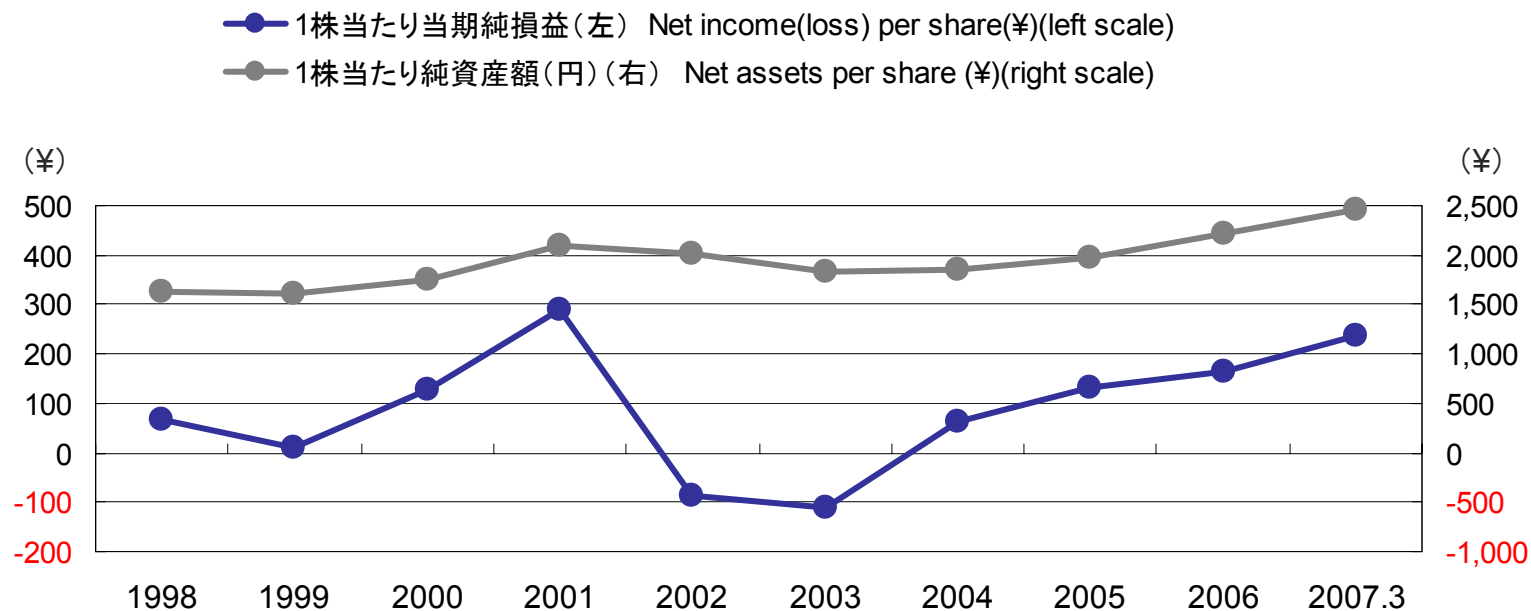
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
Total assets	70,949	69,674	74,883	84,983	71,180	67,611	70,090	74,523	78,055	88,449	総資産
Net assets	34,438	33,014	34,812	43,537	41,847	38,131	37,025	39,596	44,337	49,259	純資産
Equity ratio(%)	48.3%	47.2%	46.2%	51.0%	58.6%	56.3%	52.7%	53.0%	56.7%	55.6%	自己資本比率(%)
Liabilities with interest	26,995	27,545	26,812	25,183	21,155	15,787	17,865	21,783	19,353	22,059	有利子負債

## 4- Per Share Data

## 1株当たり指標

Net income per share / Net Assets per share

1株当たり当期純損益 / 1株当たり純資産額

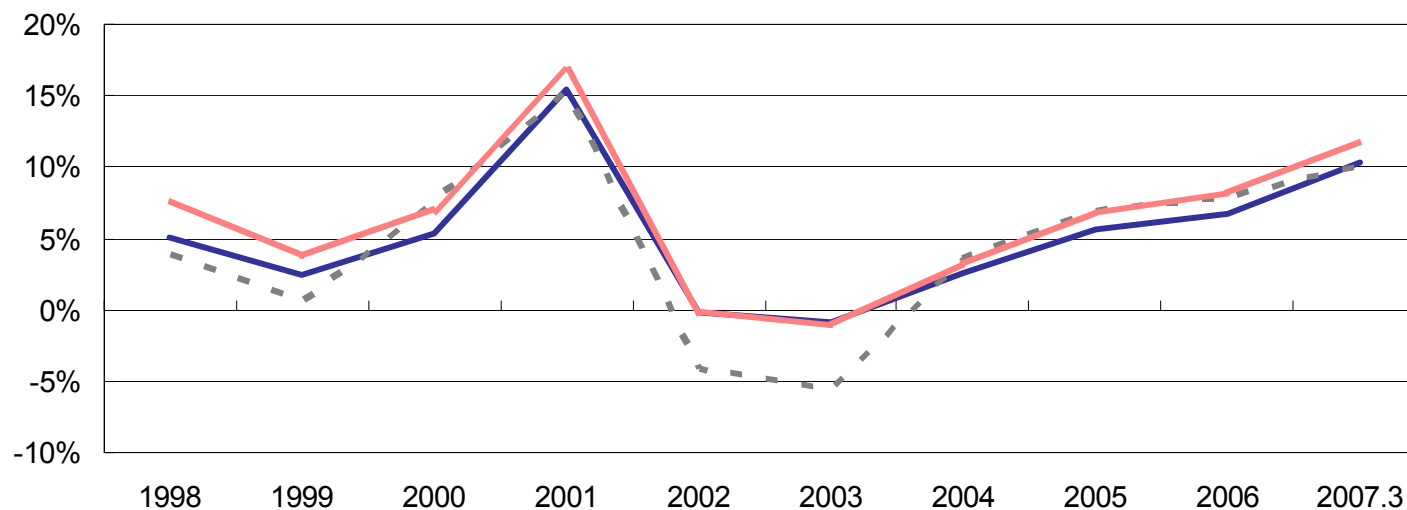


	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
Net income(loss) per share(¥)	65.2	8.6	126.6	289.6	-87.4	-110.1	61.5	131.2	163.5	236.8	1株当たり純利益(円)
Net assets per share(¥)	1,629.0	1,614.6	1,745.3	2,088.3	2,010.9	1,834.5	1,850.5	1,983.6	2,221.4	2,468.0	1株当たり純資産(円)
Cash dividends per share(¥)	19.0	12.0	14.0	25.0	12.0	12.0	12.0	16.0	16.0	40.0	1株当たり配当金(円)

# 5- Profitability

## 収益性指標

- 総資本経常利益率 Return on total assets (%)
- - - 自己資本利益率 Return on equity (%)
- 売上高経常利益率 Ratio of Ordinary Income (%)

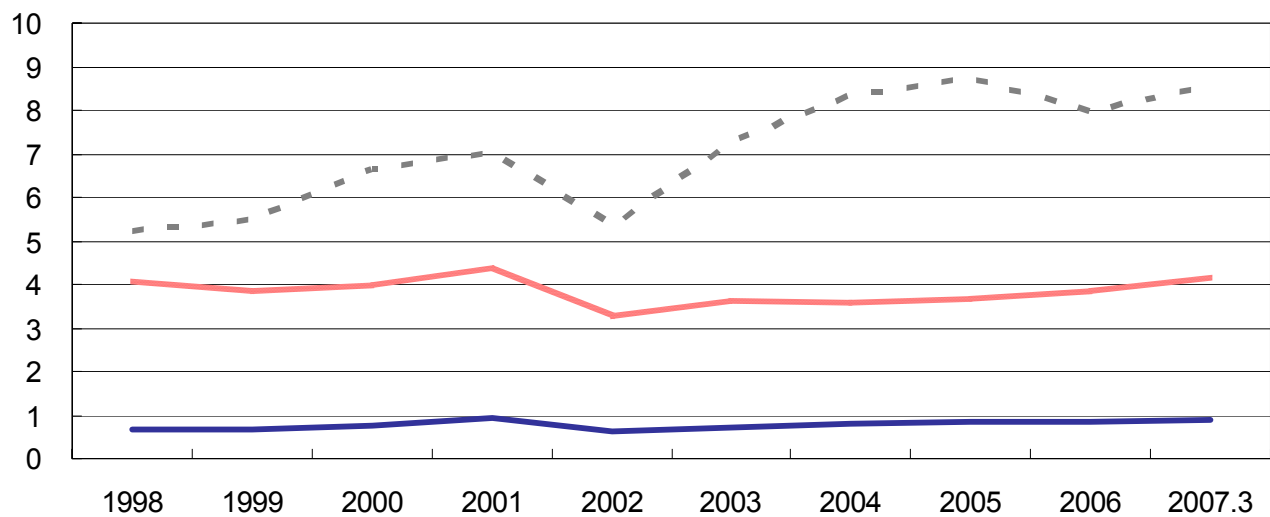


	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
Return on total assets	5.1%	2.5%	5.4%	15.4%	-0.2%	-0.8%	2.6%	5.7%	6.8%	10.3%	総資産経常利益率
Return on equity	3.9%	0.5%	7.6%	15.3%	-4.3%	-5.6%	3.5%	6.8%	7.8%	10.1%	自己資本当期純利益率
Ratio of operating income to net sales	8.0%	3.6%	7.5%	17.0%	1.0%	0.1%	4.4%	7.4%	8.3%	12.9%	売上高営業利益率
Ratio of ordinary income to net sales	7.5%	3.7%	7.0%	16.6%	-0.2%	-1.2%	3.2%	6.8%	8.1%	11.7%	売上高経常利益率
Ratio of net income to net sales	2.7%	0.4%	4.6%	8.1%	-3.7%	-4.5%	2.3%	4.3%	5.1%	6.4%	売上高当期純利益率

# 6- Efficiency

## 効率性指標

- 総資本回転率(回) Total assets turnover(times)
- - - たな卸資産回転率(回) Inventory turnover(times)
- 売上債権回転率(回) Receivables turnover(times)

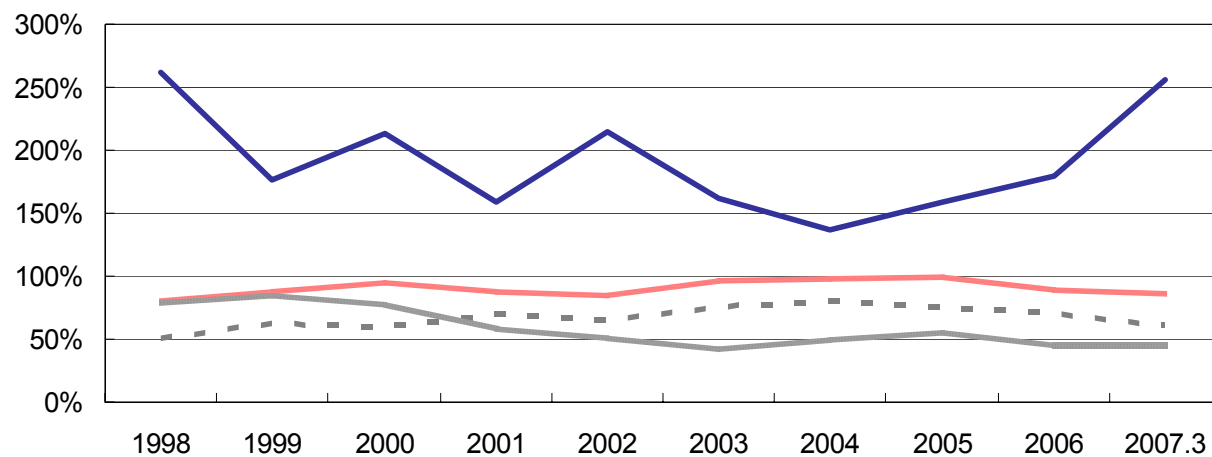


	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
Total assets turnover (times)	0.67	0.66	0.78	0.93	0.63	0.72	0.81	0.84	0.83	0.88	総資産回転率(回)
Inventory turnover (times)	5.2	5.5	6.6	7.0	5.4	7.2	8.3	8.7	8.0	8.5	たな卸資産回転率(回)
Receivables turnover (times)	4.0	3.8	4.0	4.4	3.2	3.6	3.5	3.6	3.8	4.1	売上債権回転率(回)

# 7- Safety

## 安定性指標

- 流動比率 Current Ratio (%)
- - - 固定長期適合率 Fixed assets/capitalization (%)
- 固定比率 Fixed Ratio (%)
- デット・エクイティ・レシオ Debt-to-equity Ratio (%)

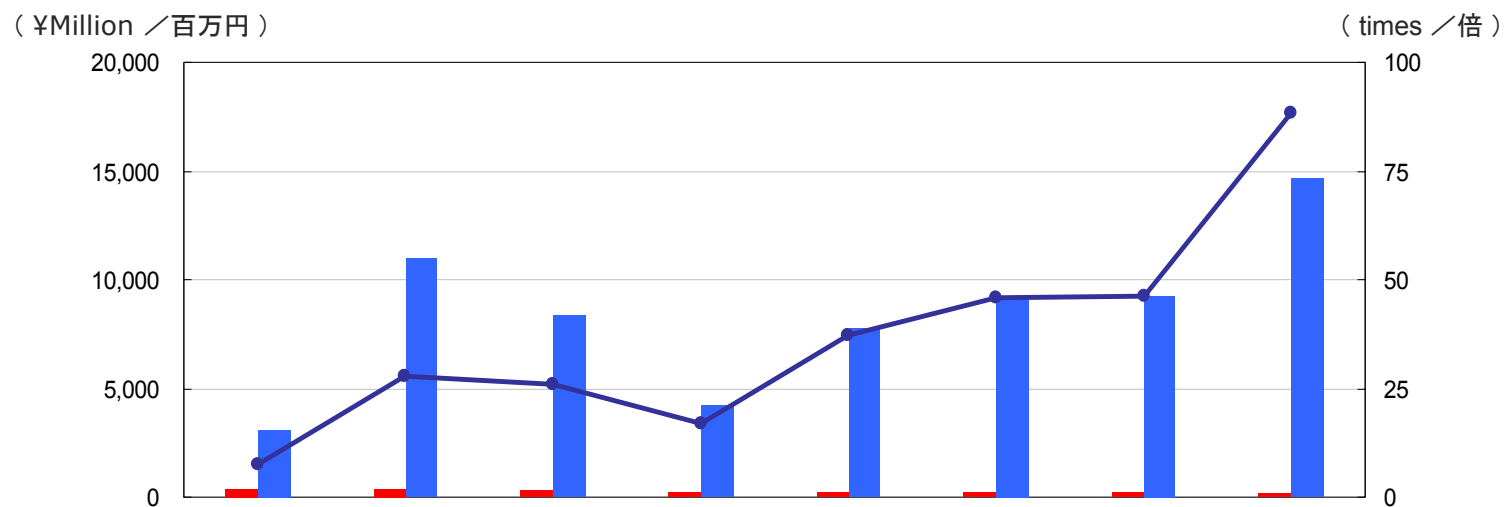


	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
Current ratio	262.3%	175.8%	212.6%	158.9%	215.2%	161.8%	136.8%	159.1%	179.3%	255.6%	流動比率
Fixed assets / capitalization	50.6%	61.9%	59.2%	68.4%	64.2%	75.4%	79.8%	74.6%	69.7%	59.9%	固定長期適合比率
Fixed ratio	80.0%	87.0%	93.5%	86.9%	83.4%	95.7%	97.6%	98.3%	88.8%	85.5%	固定比率
Debt-to-equity ratio	78.4%	83.4%	77.0%	57.8%	50.6%	41.4%	48.3%	55.0%	43.7%	44.8%	デット・エクイティ・レシオ

# 8- Interest Coverage Ratio

# インタレスト・カバレッジ・レシオ

- 利息の支払額 Interest paid
- 営業キャッシュ・フロー Cash flow from operating activities
- インタレスト・カバレッジ・レシオ(倍)(右) Interest coverage ratio(times)(right scale)



	2000	2001	2002	2003	2004	2005	2006	2007.3	
Cash flow from operating activities	3,084	10,986	8,322	4,186	7,769	9,232	9,285	14,677	営業キャッシュ・フロー
Interest paid	403	394	323	250	210	202	200	166	利息の支払額
Interest Coverage Ratio(times)	7.7	27.9	25.8	16.8	37.1	45.8	46.3	88.4	インタレスト・カバレッジ・レシオ(倍)

Note;

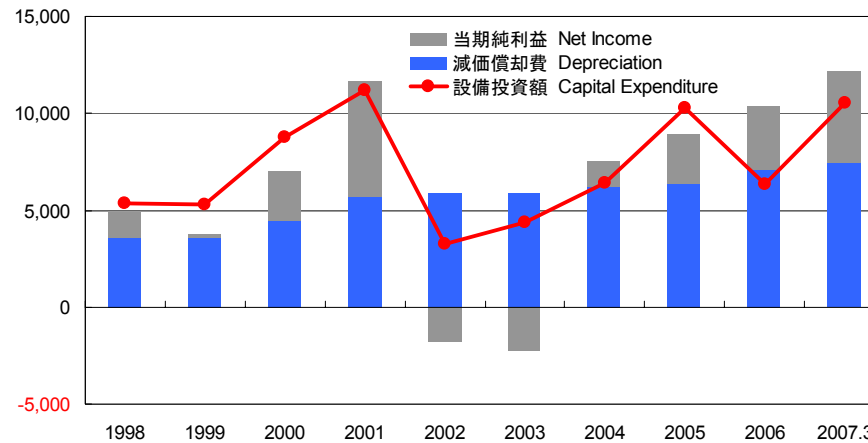
$$\text{Interest coverage ratio} = \frac{\text{Cash flow from operating activities}}{\text{Interest paid}} \quad \text{インタレスト・カバレッジ・レシオ} = \frac{\text{営業キャッシュ・フロー (CF)}}{\text{利息の支払額}}$$

# 9- Capital Expenditures & R&D Expenses

## 設備投資額／研究開発費

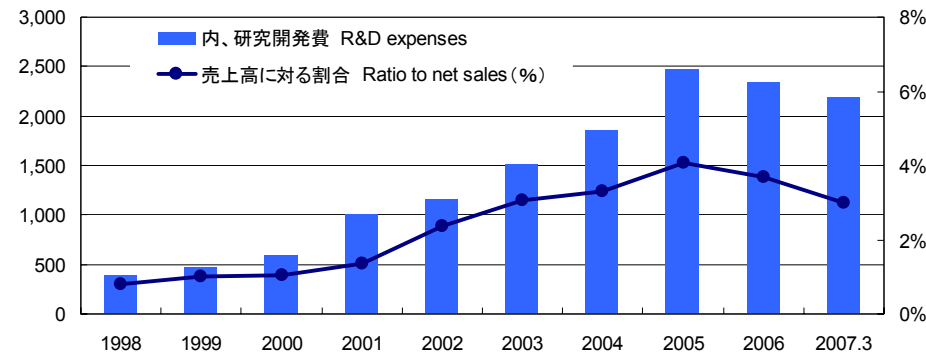
### Capital Expenditures & Depreciation

設備投資額／減価償却費



### R&D Expenses

研究開発費



( ¥Million / 百万円 )

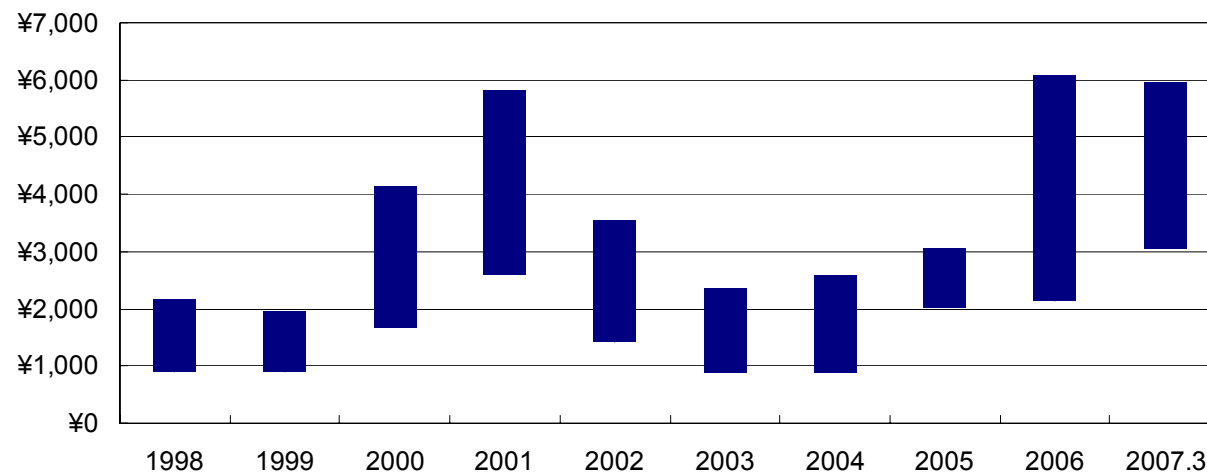
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
Capital expenditures	5,358	5,299	8,790	11,194	3,294	4,355	6,431	10,306	6,346	10,530	設備投資額
Depreciation	3,587	3,615	4,443	5,690	5,873	5,874	6,237	6,318	7,054	7,462	減価償却費
Net income	1,314	174	2,553	5,968	-1,813	-2,218	1,307	2,615	3,258	4,716	当期純利益
R&D expenses	390	469	592	1,007	1,163	1,512	1,850	2,464	2,336	2,189	研究開発費
Ratio of R&D expenses to net sales(%)	0.8%	1.0%	1.1%	1.4%	2.4%	3.0%	3.3%	4.1%	3.7%	3.0%	売上高に対する研究開発費の割合(%)

# 10- Stock Information

株式情報

Common stock price range

株価推移



Common stock price range / 株価推移

( ¥ / 円 )

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3	
High	2,160	1,960	4,140	5,830	3,530	2,350	2,590	3,040	6,070	5,960	最高値
Low	880	885	1,670	2,580	1,400	900	899	2,030	2,130	3,060	最安値
Closing price	970	1,886	4,130	3,000	1,987	910	2,160	2,270	5,350	5,800	終値

Others / その他

Volume range (million shares)	7	12	40	33	11	5	11	12	19	32	出来高(年間:百万株)
Number of shares issued (thousand shares)	20,161	20,161	20,161	20,758	20,758	20,696	19,927	19,925	19,921	19,919	発行済株式数(千株)
Market capitalization range (100 millions)	196	380	833	623	412	188	430	452	1,066	1,155	時価総額(億円)

# 11- Consolidated Balance Sheets

## 連結貸借対照表

( ¥Million / 百万円 )

Year ended March 31	決算期(各年3月期)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3
<b>Assets</b>	<b>&lt;資産の部&gt;</b>										
<b>Current assets</b>	<b>流動資産</b>										
Cash and bank deposits	現金及び預金	6,425	7,703	8,457	9,013	13,280	6,750	7,921	9,271	10,079	15,226
Trade notes and accounts receivables	受取手形及び売掛金	12,377	12,116	16,258	17,679	12,786	14,683	16,891	16,455	16,823	18,695
Marketable securities	有価証券	13,789	12,586	5,770	5,578	1,634	332	190	0	0	301
Inventories	たな卸資産	9,712	7,393	9,547	11,595	6,816	6,892	6,572	7,347	8,624	8,528
Deferred tax assets	繰延税金資産	0	0	539	1,173	433	557	803	915	1,262	1,283
Short-term loan receivables	短期貸付金	0	0	0	0	0	0	1	0	0	0
Others	その他	1,194	1,211	1,833	2,380	1,392	1,947	1,622	1,650	1,998	2,360
Allowance for doubtful accounts	貸倒引当金	-86	-68	-80	-264	-56	-51	-52	-22	-111	-77
<b>Total current assets</b>	<b>流動資産合計</b>	<b>43,412</b>	<b>40,941</b>	<b>42,326</b>	<b>47,154</b>	<b>36,286</b>	<b>31,109</b>	<b>33,949</b>	<b>35,617</b>	<b>38,675</b>	<b>46,317</b>
<b>Fixed assets</b>	<b>固定資産</b>										
Property, plant and equipment	有形固定資産										
Buildings	建物及び構築物	7,688	7,758	8,099	8,516	8,303	7,481	7,791	8,455	8,528	8,994
Machinery, equipment and vehicles	機械装置及び運搬具	10,748	11,248	14,110	18,354	16,287	14,074	13,785	18,644	18,005	19,695
Land	土地	3,198	3,149	3,113	3,164	3,231	3,334	3,092	3,156	3,165	2,925
Construction in progress	建設仮勘定	833	447	885	1,058	590	2,176	2,790	407	871	1,539
Others	その他	1,225	1,250	1,258	1,402	1,228	1,124	1,106	1,194	1,142	1,118
<b>Total property, plant and equipment</b>	<b>有形固定資産合計</b>	<b>23,692</b>	<b>23,852</b>	<b>27,464</b>	<b>32,494</b>	<b>29,639</b>	<b>28,190</b>	<b>28,563</b>	<b>31,857</b>	<b>31,711</b>	<b>34,271</b>
Intangible assets	無形固定資産										
Goodwill	営業権	49	162	120	78	52	1,814	1,341	894	447	0
Others	その他	311	280	363	471	457	1,886	2,098	2,216	2,023	1,135
<b>Total intangible assets</b>	<b>無形固定資産合計</b>	<b>361</b>	<b>443</b>	<b>483</b>	<b>548</b>	<b>508</b>	<b>3,700</b>	<b>3,439</b>	<b>3,110</b>	<b>2,470</b>	<b>1,135</b>
Investments, other assets	投資その他の資産										
Investment securities	投資有価証券・出資金	1,776	2,689	2,995	2,078	1,211	1,326	1,438	1,655	2,337	2,677
Long-term loan	長期貸付金	36	31	23	20	89	67	51	34	7	5
Deferred tax assets	繰延税金資産	0	0	241	1,284	1,672	2,003	1,338	1,283	1,718	2,681
Others	その他	1,673	1,721	1,352	1,404	1,814	1,272	1,352	991	1,221	1,365
Allowance for doubtful accounts	貸倒引当金	-0	-3	-1	0	-38	-56	-39	-24	-84	-2
<b>Total investments, other assets</b>	<b>投資その他の資産合計</b>	<b>3,484</b>	<b>4,438</b>	<b>4,610</b>	<b>4,787</b>	<b>4,747</b>	<b>4,612</b>	<b>4,139</b>	<b>3,939</b>	<b>5,198</b>	<b>6,726</b>
<b>Total fixed assets</b>	<b>固定資産合計</b>	<b>27,537</b>	<b>28,733</b>	<b>32,557</b>	<b>37,829</b>	<b>34,894</b>	<b>36,502</b>	<b>36,142</b>	<b>38,906</b>	<b>39,380</b>	<b>42,132</b>
<b>Total assets</b>	<b>資産合計</b>	<b>70,949</b>	<b>69,674</b>	<b>74,883</b>	<b>84,983</b>	<b>71,180</b>	<b>67,611</b>	<b>70,090</b>	<b>74,523</b>	<b>78,055</b>	<b>88,449</b>

( ¥Million / 百万円)

Year ended March 31	決算期(各年3月期)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3
<b>Liabilities</b>	<b>&lt;負債の部&gt;</b>										
<b>Current liabilities</b>	<b>流動負債</b>										
Trade notes and accounts payable	支払手形及び買掛金	3,969	4,074	7,024	5,353	3,002	4,973	6,033	5,340	5,928	6,534
Short-term loans	短期借入金	6,914	7,502	6,305	6,731	5,649	5,075	8,298	7,975	6,705	600
Current portion of long-term debt	一年以内返済長期借入金	1,108	526	1,329	2,726	4,976	3,994	3,571	3,742	3,231	3,175
Current portion of convertible bonds	一年以内償還転換社債	0	7,000	0	6,189	0	0	0	0	0	0
Accrued amount payable	未払金	1,391	1,210	1,458	1,381	601	2,428	3,314	620	903	1,223
Others	その他	3,168	2,971	3,793	7,298	2,635	2,750	3,594	4,711	4,802	6,589
<b>Total current liabilities</b>	<b>流動負債合計</b>	<b>16,551</b>	<b>23,284</b>	<b>19,909</b>	<b>29,677</b>	<b>16,863</b>	<b>19,221</b>	<b>24,810</b>	<b>22,387</b>	<b>21,569</b>	<b>18,121</b>
<b>Long-term liabilities</b>	<b>固定負債</b>										
Convertible bonds	転換社債	16,462	8,287	8,286	0	0	0	0	0	0	11,292
Long-term debt	長期借入金	2,510	4,229	10,892	9,537	10,529	6,717	5,997	10,066	9,417	6,992
Long-term accrued amount payable	長期未払金	0	0	0	0	0	1,460	0	0	0	0
Employee benefits obligations	退職給付引当金	483	504	577	1,672	1,470	1,579	1,809	2,013	2,144	2,189
Consolidation adjustments account	連結調整勘定	0	0	0	0	0	0	0	0	0	0
Others	その他	504	355	407	560	471	502	450	460	588	597
<b>Total long-term liabilities</b>	<b>固定負債合計</b>	<b>19,960</b>	<b>13,375</b>	<b>20,162</b>	<b>11,769</b>	<b>12,470</b>	<b>10,259</b>	<b>8,256</b>	<b>12,539</b>	<b>12,149</b>	<b>21,069</b>
<b>Total liabilities</b>	<b>負債合計</b>	<b>36,511</b>	<b>36,660</b>	<b>40,072</b>	<b>41,446</b>	<b>29,333</b>	<b>29,480</b>	<b>33,066</b>	<b>34,926</b>	<b>33,718</b>	<b>39,190</b>
<b>Net assets</b>	<b>&lt;純資産の部&gt;</b>										
<b>Shareholders' equity</b>	<b>株主資本</b>										
Share capital	資本金	9,600	9,600	9,601	10,649	10,649	10,649	10,649	10,649	10,649	10,649
Capital surplus	資本剰余金	9,585	9,585	9,585	10,634	10,634	10,634	10,634	10,634	10,634	10,635
Retained earnings	利益剰余金	13,656	13,366	16,003	21,525	19,138	16,583	17,579	19,831	22,770	27,028
Common stock held in treasury	自己株式	-0	-0	-1	-0	-1	-110	-1,269	-1,274	-1,288	-1,298
<b>Total shareholders' equity</b>	<b>株主資本合計</b>	<b>32,842</b>	<b>32,552</b>	<b>35,188</b>	<b>42,808</b>	<b>40,421</b>	<b>37,757</b>	<b>37,594</b>	<b>39,840</b>	<b>42,765</b>	<b>47,014</b>
<b>Unrealized gains(losses) and conversion adjustments</b>	<b>評価・換算差額等</b>										
Net unrealized gains(losses) on securities	その他有価証券評価差額金	0	0	0	31	-1	-1	276	393	855	758
Exchange conversion adjustments	為替換算調整勘定	1,417	325	-566	510	1,320	275	-930	-711	633	1,390
<b>Total unrealized gains(losses) and adjustments</b>	<b>評価・換算差額等合計</b>	<b>1,417</b>	<b>325</b>	<b>-566</b>	<b>541</b>	<b>1,319</b>	<b>274</b>	<b>-654</b>	<b>-318</b>	<b>1,488</b>	<b>2,148</b>
<b>Minority interests</b>	<b>少数株主持分</b>	<b>179</b>	<b>138</b>	<b>190</b>	<b>188</b>	<b>106</b>	<b>100</b>	<b>85</b>	<b>74</b>	<b>83</b>	<b>98</b>
<b>Total net assets</b>	<b>純資産合計</b>	<b>34,438</b>	<b>33,014</b>	<b>34,812</b>	<b>43,537</b>	<b>41,847</b>	<b>38,131</b>	<b>37,025</b>	<b>39,596</b>	<b>44,337</b>	<b>49,259</b>
<b>Total liabilities t and net assets</b>	<b>負債純資産合計</b>	<b>70,949</b>	<b>69,674</b>	<b>74,883</b>	<b>84,983</b>	<b>71,180</b>	<b>67,611</b>	<b>70,090</b>	<b>74,523</b>	<b>78,055</b>	<b>88,449</b>

# 12- Consolidated Statement of Income

# 連結損益計算書

( ¥Million / 百万円 )

Year ended March 31	決算期(各年3月期)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3
<b>Net sales</b>	<b>売上高</b>	<b>47,896</b>	<b>46,618</b>	<b>56,080</b>	<b>74,056</b>	<b>49,269</b>	<b>49,620</b>	<b>55,899</b>	<b>60,696</b>	<b>63,642</b>	<b>73,307</b>
Cost of sales	売上原価	36,753	38,026	44,806	52,946	40,517	40,352	43,630	45,659	47,448	52,487
<b>Gross profit</b>	<b>売上総利益</b>	<b>11,143</b>	<b>8,591</b>	<b>11,273</b>	<b>21,110</b>	<b>8,753</b>	<b>9,269</b>	<b>12,269</b>	<b>15,037</b>	<b>16,194</b>	<b>20,820</b>
Selling, general & administrative expenses (Research and development expenses)	販売費及び一般管理費 内 研究開発費	7,334 390	6,898 469	7,066 592	8,508 1,007	8,247 1,163	9,211 1,512	9,795 1,850	10,533 2,464	10,923 2,336	11,393 2,189
<b>Operating income</b>	<b>営業利益</b>	<b>3,809</b>	<b>1,693</b>	<b>4,207</b>	<b>12,602</b>	<b>506</b>	<b>57</b>	<b>2,474</b>	<b>4,504</b>	<b>5,271</b>	<b>9,427</b>
Other income	営業外収益										
Interest and dividend income	受取利息及び受取配当金	253	261	193	236	82	24	18	28	84	165
Others	その他	469	366	206	146	189	151	183	141	247	148
Non-operating expenses	営業外費用										
Interest expense	支払利息及び割引料	427	380	397	396	325	256	226	203	205	147
Others	その他	511	204	307	260	570	547	684	362	213	1,042
<b>Ordinary income</b>	<b>経常利益</b>	<b>3,593</b>	<b>1,736</b>	<b>3,902</b>	<b>12,328</b>	<b>-119</b>	<b>-571</b>	<b>1,765</b>	<b>4,108</b>	<b>5,184</b>	<b>8,552</b>
Extraordinary income	特別利益	39	18	177	11	166	13	654	307	234	147
Extraordinary loss	特別損失	932	732	397	2,990	1,537	2,370	271	433	2,096	1,830
<b>Income before income taxes and minority interest</b>	<b>税引前当期純利益</b>	<b>2,700</b>	<b>1,022</b>	<b>3,682</b>	<b>9,349</b>	<b>-1,489</b>	<b>-2,928</b>	<b>2,148</b>	<b>3,982</b>	<b>3,322</b>	<b>6,869</b>
Income taxes	法人税等	1,444	889	1,444	5,014	67	-167	664	1,515	1,089	3,068
Current income taxes adjustments	法人税等調整額	0	0	-257	-1,659	300	-532	180	-135	-1,025	-923
Minority interest in income(loss)	少数株主利益	-58	-42	-57	26	-44	-11	-3	-13	0	8
<b>Net income</b>	<b>当期純利益</b>	<b>1,314</b>	<b>174</b>	<b>2,553</b>	<b>5,968</b>	<b>-1,813</b>	<b>-2,218</b>	<b>1,307</b>	<b>2,615</b>	<b>3,258</b>	<b>4,716</b>

# 13- Consolidated Statement of Cash Flow

## 連結キャッシュ・フロー計算書

( ¥Million / 百万円 )

Year ended March 31	決算期(各年3月期)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007.3
<b>Cash folw from operating activities</b>	<b>営業活動によるキャッシュ・フロー</b>	<b>3,685</b>	<b>5,209</b>	<b>3,084</b>	<b>10,986</b>	<b>8,322</b>	<b>4,186</b>	<b>7,769</b>	<b>9,232</b>	<b>9,285</b>	<b>14,677</b>
Income before income taxes (Net Income until FY1999)	税金等調整前当期純利益 (1999年度まで当期利益)	1,314	174	3,682	9,349	-1,489	-2,928	2,148	3,982	3,322	6,869
Depreciation and amortization	減価償却費	3,587	3,615	4,443	5,690	5,873	5,874	6,237	6,318	7,054	7,462
Decrease/(increase) in trade receivable	売上債権の増減(増加: △)	-1,017	262	-4,472	-840	4,795	-2,057	-2,647	578	-248	-1,358
Decrease/(increase) in inventories	棚卸資産の増減(増加: △)	-965	2,319	-2,268	-1,693	4,853	-333	110	-723	-997	248
Increase/(decrease) in trade payable	仕入債務の増減(減少: △)	-220	105	3,113	-2,326	-2,345	2,044	1,504	-834	8	277
Bonuses paid to directors	役員賞与	-60	-81	-79	-83	-100	-80	-64	-64	0	0
Others	その他	1,046	-1,185	-1,335	890	-3,265	1,666	481	-24	145	1,179
<b>Cash flow from investing activities</b>	<b>投資活動によるキャッシュ・フロー</b>	<b>-4,808</b>	<b>-5,935</b>	<b>-6,825</b>	<b>-10,997</b>	<b>-3,836</b>	<b>-6,049</b>	<b>-7,398</b>	<b>-11,749</b>	<b>-6,178</b>	<b>-11,501</b>
Capital expenditures	設備投資	-5,358	-5,299	-8,790	-11,194	-3,294	-4,355	-6,431	-10,306	-6,346	-10,530
Investments and other assets	投融資	-65	-1,114	-512	-45	-311	-514	911	496	92	-497
Others	その他	615	478	2,477	242	-231	-1,179	-1,878	-1,939	76	-474
<b>Cash flow from financing activities</b>	<b>財務活動によるキャッシュ・フロー</b>	<b>-1,391</b>	<b>71</b>	<b>-979</b>	<b>146</b>	<b>-4,132</b>	<b>-5,586</b>	<b>912</b>	<b>3,607</b>	<b>-2,613</b>	<b>1,991</b>
Proceeds from long-term debt	長期借入金	5,172	3,272	9,739	1,691	7,597	170	3,400	8,300	3,600	1,000
Repayments of long-term debt	長期借入金返済	-7,626	-2,120	-2,312	-1,476	-4,317	-4,980	-4,519	-4,059	-4,760	-3,481
Increase/(decrease) in short-term loan, net	短期借入金増減(減少: △)	2,228	653	-1,197	267	-786	-433	3,469	-347	-1,120	-6,072
Proceeds from convertible bonds	転換社債	0	0	0	0	0	0	0	0	0	11,012
Repayments of convertible bonds	転換社債償還	-537	-1,175	-7,000	0	-6,189	0	0	0	0	0
Cash dividend paid	支払配当金	-363	-383	-202	-368	-434	-248	-247	-281	-320	-457
Others	その他	-265	-176	-8	31	-3	-94	-1,191	-6	-14	-11
Effect of currency translation on cash and cash equivalents	現金・現金同等物に係る換算差額	352	-493	-366	557	268	-262	-221	69	313	279
Increase(decrease) in cash and cash equivalents	現金・現金同等物の増減額	-2,162	-1,148	-5,086	692	623	-7,711	1,062	1,160	808	5,447
Increase in cash and cash equivalents by newly consolidated subsidiary	連結追加に伴う現金及び現金同等物の増加額	0	0	112	0	0	0	0	0	0	0
Decrease in cash and cash equivalents due to change in scope of consolidation	連結除外に伴う現金及び現金同等物の減少額	0	0	0	0	0	-3	-29	0	0	0
<b>Cash and cash equivalents at end of year</b>	<b>現金及び現金同等物の期末残高</b>	<b>19,599</b>	<b>18,451</b>	<b>13,477</b>	<b>14,169</b>	<b>14,792</b>	<b>7,078</b>	<b>8,111</b>	<b>9,271</b>	<b>10,079</b>	<b>15,526</b>