

# *Fact Book* Half Year Results 2010

From April 1 to September 30, 2009



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. And figures of September 2009 indicate the results achieved during the period from April 1, 2009 to September 30, 2009.

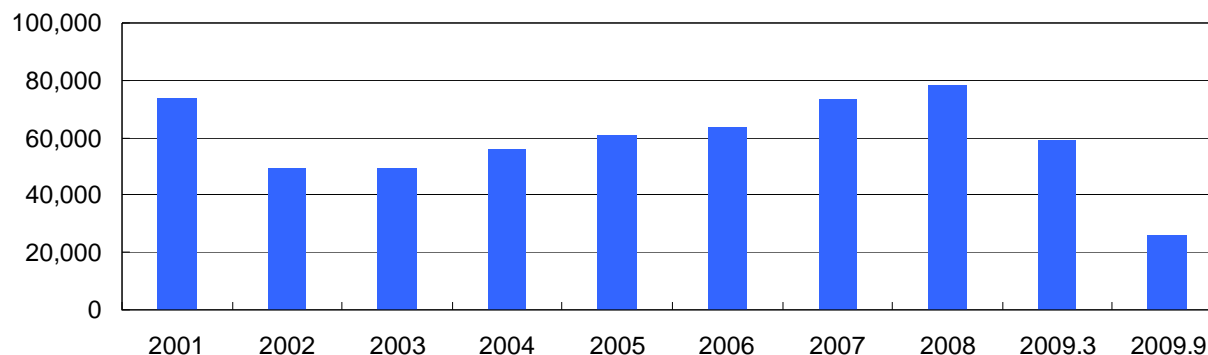
(注) 本誌掲載の数値は、連結ベースです。会計年度の表示は、前年の4月1日に始まり、表示された年の3月31日に終了する会計期間を意味しております。また、2009年9月期は、本年4月1日に始まり9月30日に終了する会計期間を意味しております。

# 1- Financial Highlights

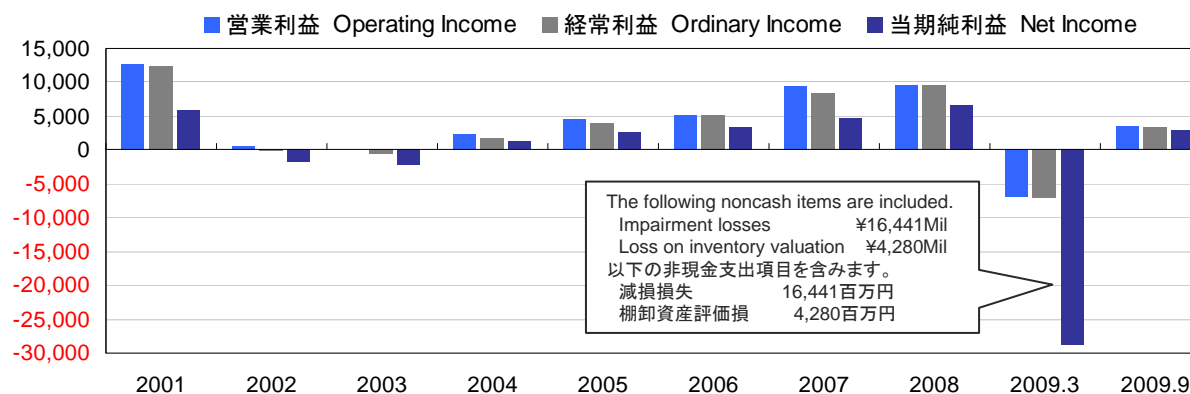
## 経営成績

( ¥Million / 百万円 )

Net Sales  
売上高



Profits  
利益

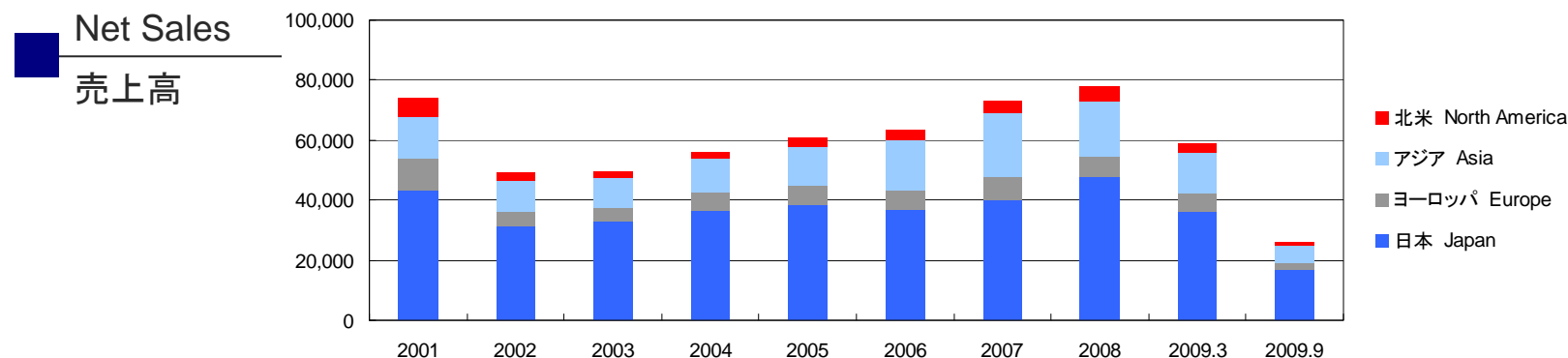


	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Net Sales	74,056	49,269	49,620	55,899	60,696	63,642	73,307	78,098	59,171	25,926	売上高
Operating Income	12,602	506	57	2,474	4,504	5,271	9,427	9,644	-6,909	3,489	営業利益
Ordinary Income	12,328	-119	-571	1,765	4,108	5,184	8,552	9,734	-7,144	3,308	経常利益
Net Income	5,968	-1,813	-2,218	1,307	2,615	3,258	4,716	6,505	-28,873	2,912	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

	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Japan	43,204	31,401	32,899	36,780	38,314	36,800	40,114	47,563	36,190	16,885	日本
Overseas	30,852	17,868	16,721	19,120	22,381	26,843	33,193	30,532	22,979	9,040	海外
Europe	10,528	4,828	4,370	6,149	6,677	6,263	7,356	7,053	5,941	1,915	ヨーロッパ
Asia	13,947	10,592	10,184	10,612	12,666	16,828	21,558	18,488	13,704	5,992	アジア
North America	6,377	2,447	2,167	2,359	3,039	3,752	4,278	4,991	3,334	1,133	北米
Net Sales	74,056	49,269	49,620	55,899	60,696	63,642	73,307	78,098	59,170	25,926	売上高

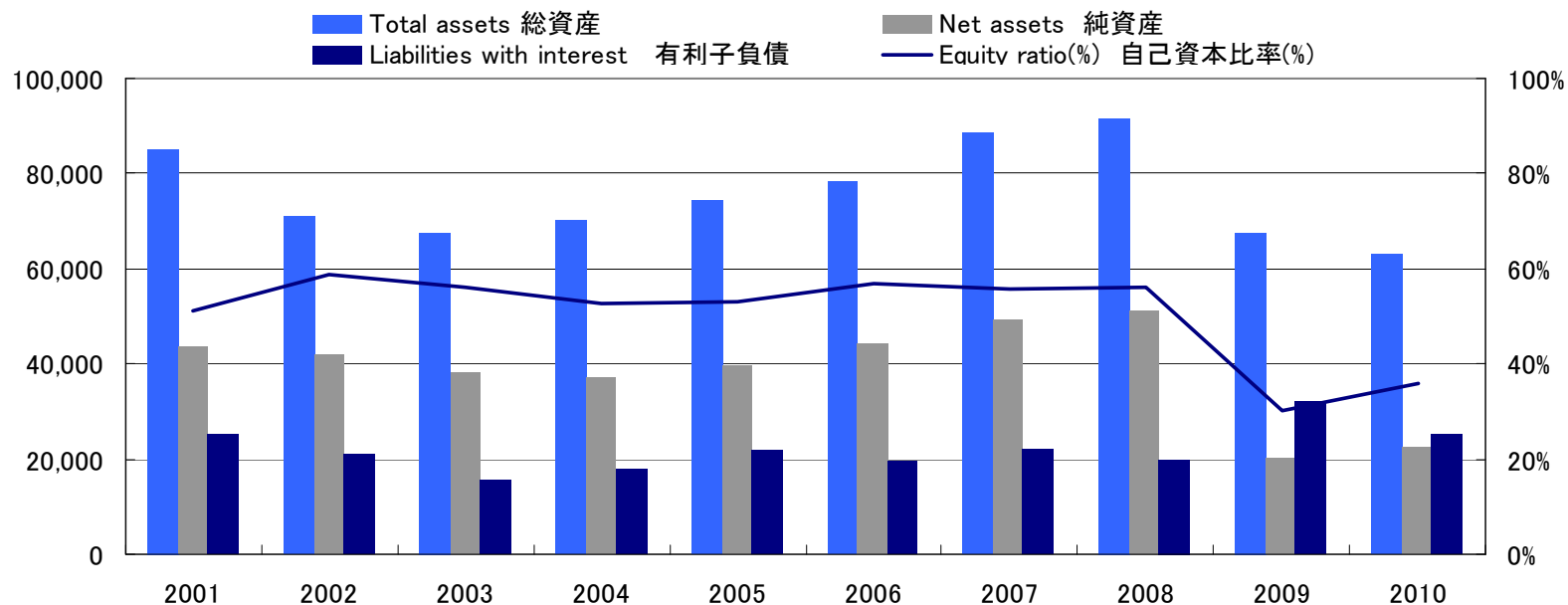
Operating Income / 営業利益

	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Japan	9,771	130	-1	2,115	3,352	4,219	7,724	7,953	-5,806	2,923	日本
Overseas	1,834	-407	-53	635	1,255	955	1,583	1,714	-1,502	777	海外
Europe	664	3	-231	125	100	129	322	81	199	68	ヨーロッパ
Asia	1,154	111	530	851	1,265	922	1,262	1,561	-1,280	775	アジア
North America	17	-521	-352	-341	-109	-95	-1	72	-421	-66	北米
Intersegment Income	996	783	112	-277	-104	96	121	-25	399	-210	セグメント間取引
Operating Income	12,602	506	57	2,474	4,504	5,271	9,427	9,644	-6,908	3,489	営業利益

### 3- Total Assets & Net Assets

### 総資産及び純資産

( ¥Million / 百万円 )



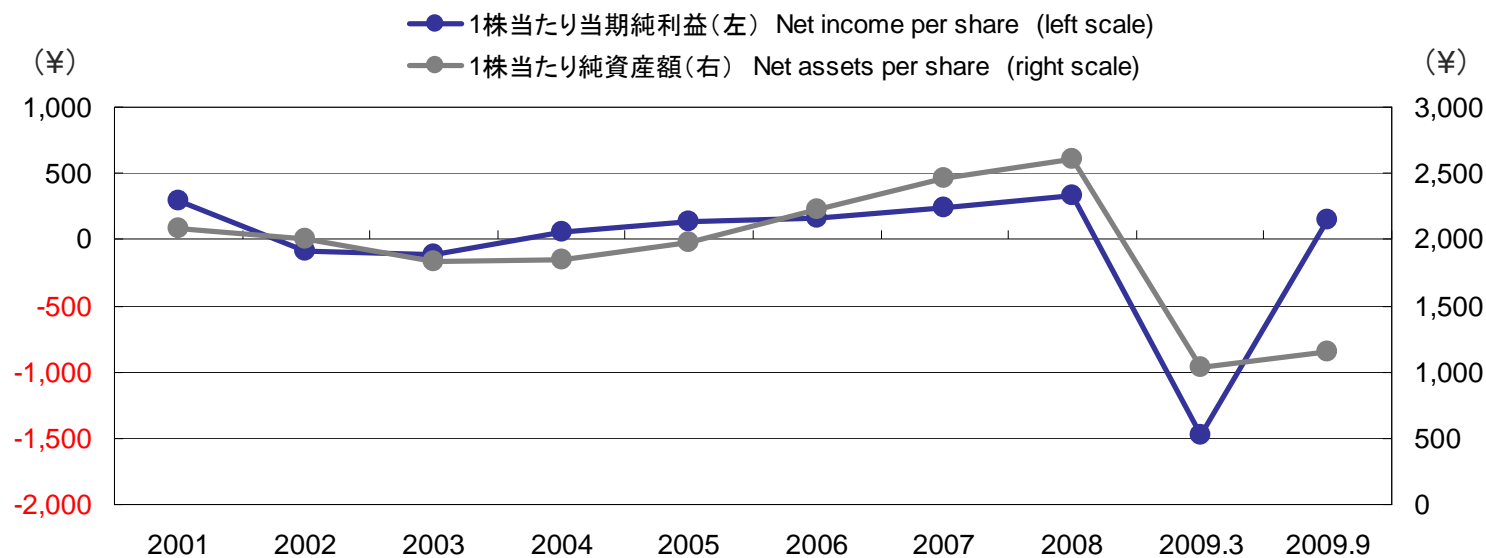
	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Total assets	84,983	71,180	67,611	70,090	74,523	78,055	88,449	91,414	67,632	63,129	総資産
Net assets	43,537	41,847	38,131	37,025	39,596	44,337	49,259	51,317	20,399	22,669	純資産
Equity ratio(%)	51.0%	58.6%	56.3%	52.7%	53.0%	56.7%	55.6%	56.0%	30.2%	35.9%	自己資本比率(%)
Liabilities with interest	25,183	21,155	15,787	17,865	21,783	19,353	22,059	19,718	32,185	25,333	有利子負債

## 4- Per Share Data

1株当たり指標

Net income per share / Net assets per share

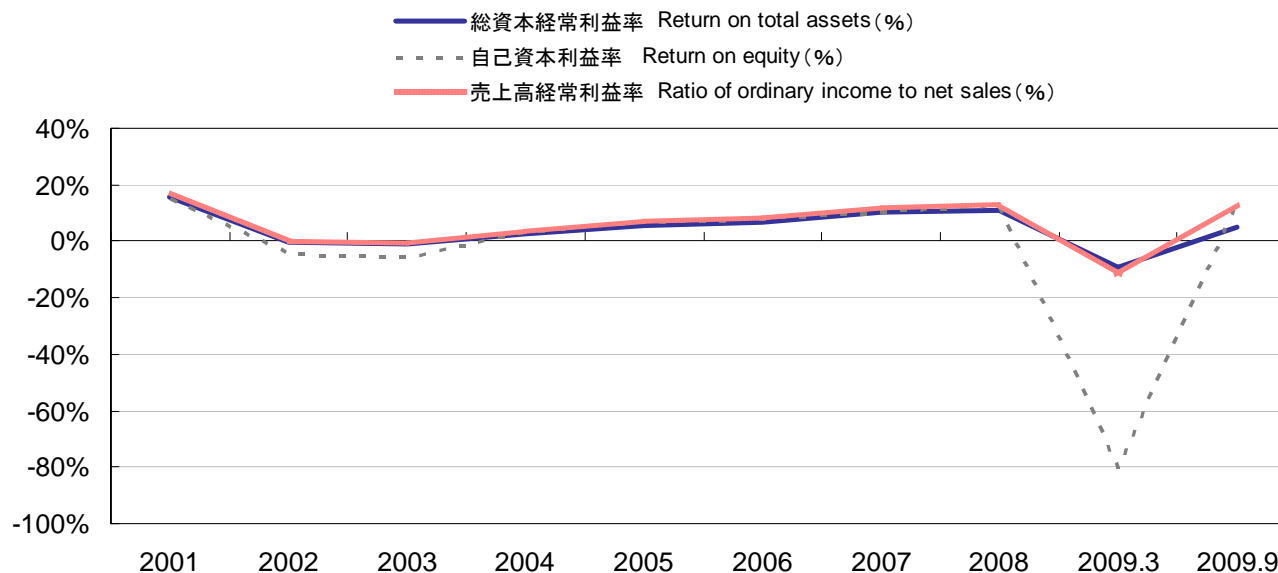
1株当たり当期純損益 / 1株当たり純資産額



	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Net income per share (¥)	289.57	-87.35	-110.14	61.54	131.23	163.52	236.76	326.24	-1,470.82	148.35	1株当たり純利益(円)
Net assets per share (¥)	2,088	2,011	1,834	1,851	1,984	2,221	2,468	2,608	1,039	1,155	1株当たり純資産(円)
Cash dividends per share (¥)	25.0	12.0	12.0	12.0	16.0	16.0	40.0	50.0	25.0	10.0	1株当たり配当金(円)

# 5- Profitability

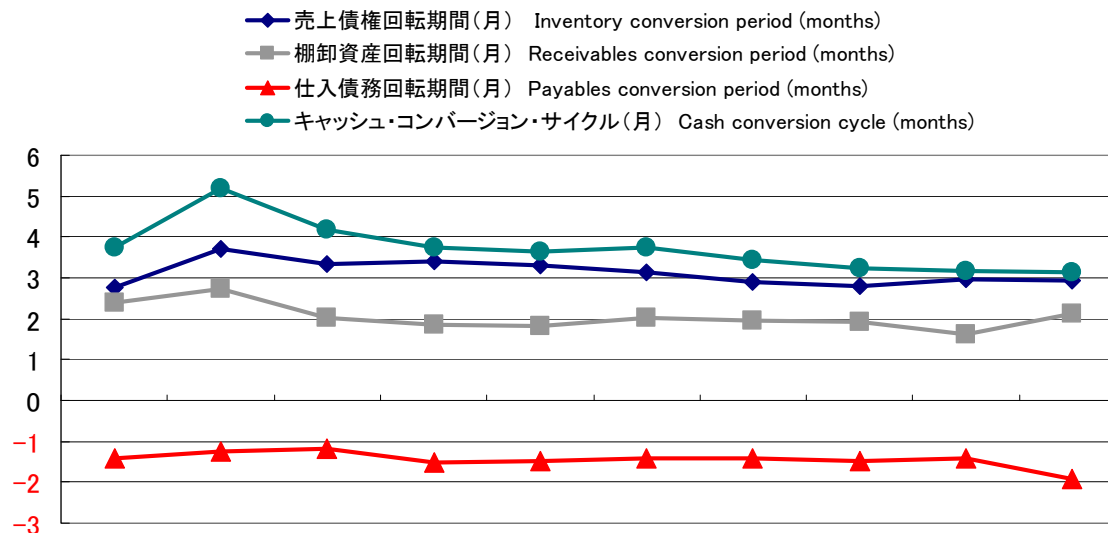
## 収益性指標



	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Return on total assets	15.4%	-0.2%	-0.8%	2.6%	5.7%	6.8%	10.3%	10.8%	-9.0%	5.1%	総資産経常利益率
Return on equity	15.3%	-4.3%	-5.6%	3.5%	6.8%	7.8%	10.1%	13.0%	-80.6%	13.5%	自己資本当期純利益率
Ratio of operating income to net sales	17.0%	1.0%	0.1%	4.4%	7.4%	8.3%	12.9%	12.3%	-11.7%	13.5%	売上高営業利益率
Ratio of ordinary income to net sales	16.6%	-0.2%	-1.2%	3.2%	6.8%	8.1%	11.7%	12.5%	-12.1%	12.8%	売上高経常利益率
Ratio of net income to net sales	8.1%	-3.7%	-4.5%	2.3%	4.3%	5.1%	6.4%	8.3%	-48.8%	11.2%	売上高当期純利益率

# 6- Efficiency

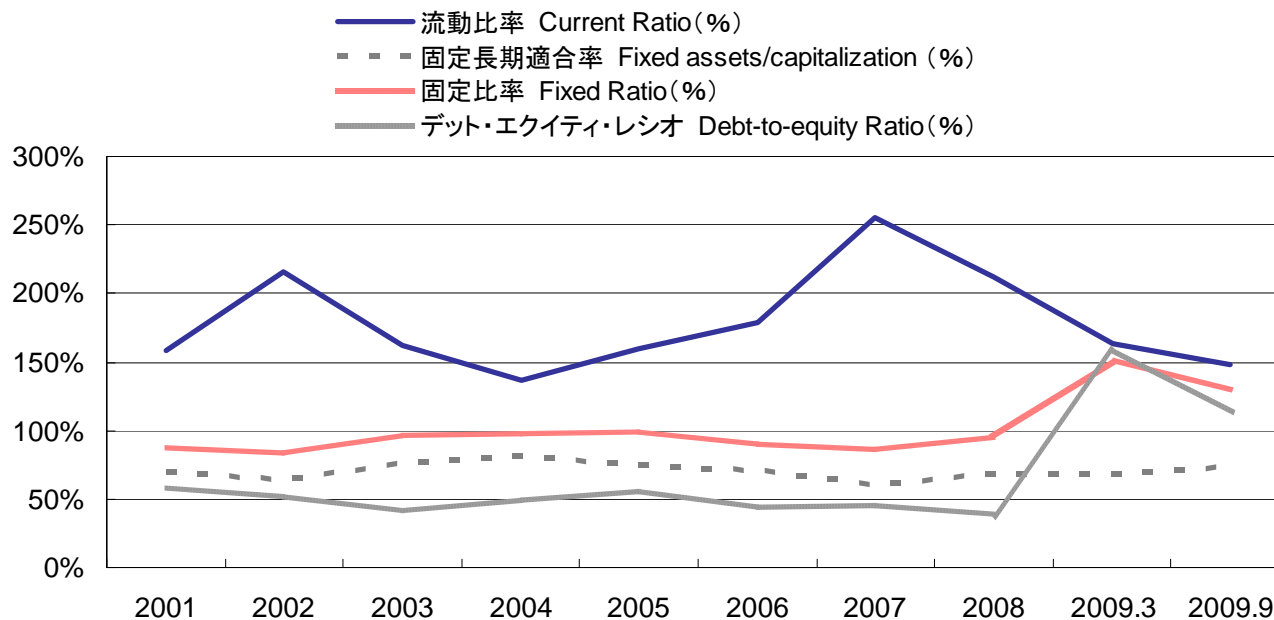
## 効率性指標



	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Inventory conversion period (months)	2.75	3.71	3.32	3.39	3.30	3.14	2.91	2.80	2.97	2.93	売上債権回転期間(月)
Receivables conversion period (months)	2.40	2.73	2.04	1.85	1.83	2.02	1.96	1.94	1.62	2.13	棚卸資産回転期間(月)
Payables conversion period (months)	-1.40	-1.24	-1.19	-1.51	-1.49	-1.42	-1.42	-1.50	-1.40	-1.92	仕入債務回転期間(月)
Cash conversion cycle (months)	3.74	5.20	4.17	3.73	3.63	3.73	3.44	3.23	3.18	3.14	キャッシュ・コンバージョン・サイクル(月)

(Note) Cash conversion cycle = Inventory conversion period + Receivables conversion period + Payables conversion period (▲)

(注) キャッシュ・コンバージョン・サイクル = 売上債権回転期間 + 棚卸資産回転期間 + 仕入債務回転期間(▲)



	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Current ratio	158.9%	215.2%	161.8%	136.8%	159.1%	179.3%	255.6%	212.1%	163.1%	148.0%	流動比率
Fixed assets / capitalization	68.4%	64.2%	75.4%	79.8%	74.6%	69.7%	59.9%	67.9%	68.2%	72.8%	固定長期適合比率
Fixed ratio	86.9%	83.4%	95.7%	97.6%	98.3%	88.8%	85.5%	93.9%	150.5%	129.4%	固定比率
Debt-to-equity ratio	57.8%	50.6%	41.4%	48.3%	55.0%	43.7%	44.8%	38.4%	157.8%	111.8%	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

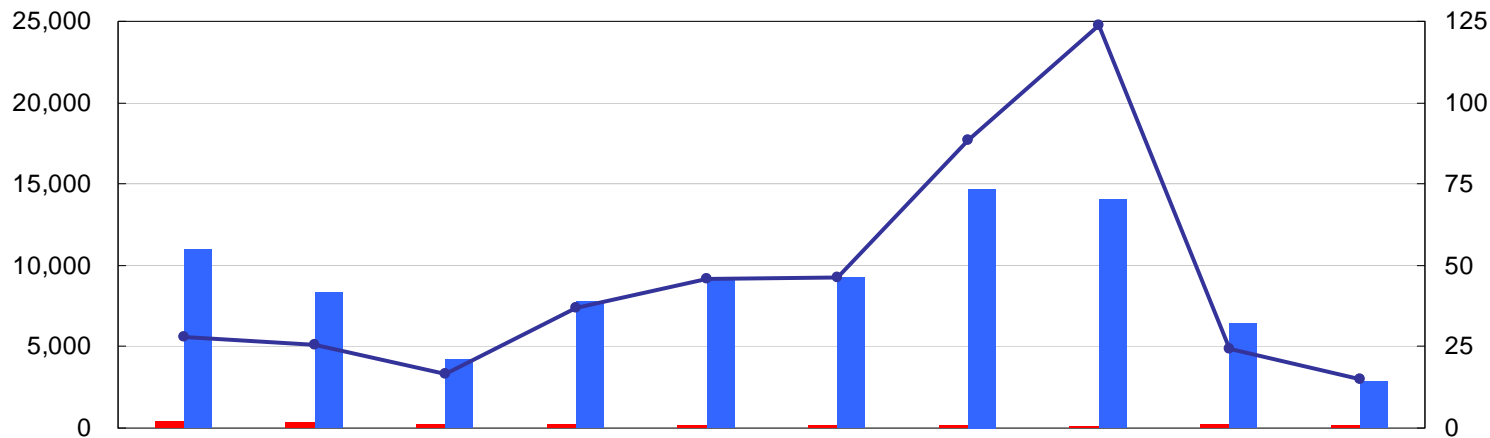
( ¥Million / 百万円 )

■ 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)

( times / 倍 )



	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Cash flow from operating activities	10,986	8,322	4,186	7,769	9,232	9,285	14,677	14,042	6,379	2,880	営業キャッシュ・フロー
Interest paid	394	323	250	210	202	200	166	114	260	190	利息の支払額
Interest Coverage Ratio(times)	27.9	25.8	16.8	37.1	45.8	46.3	88.4	123.7	24.5	15.2	インタレスト・カバレッジ・レシオ(倍)

Note:

$$\text{Interest coverage ratio} = \frac{\text{Cash flow from operating activities}}{\text{Interest paid}}$$

(注)

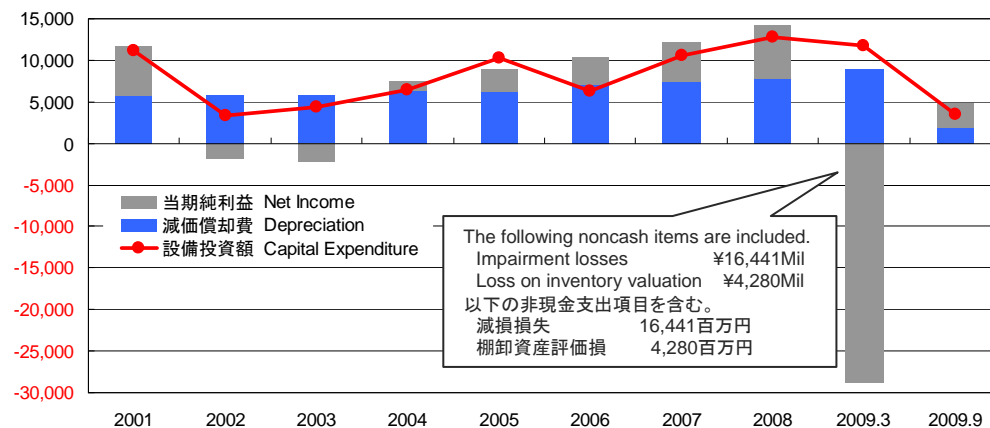
$$\text{インタレスト・カバレッジ・レシオ} = \frac{\text{営業キャッシュ・フロー}}{\text{(CF)利息の支払額}}$$

# 9- Capital Expenditures & R&D Expenses

## 設備投資額／研究開発費

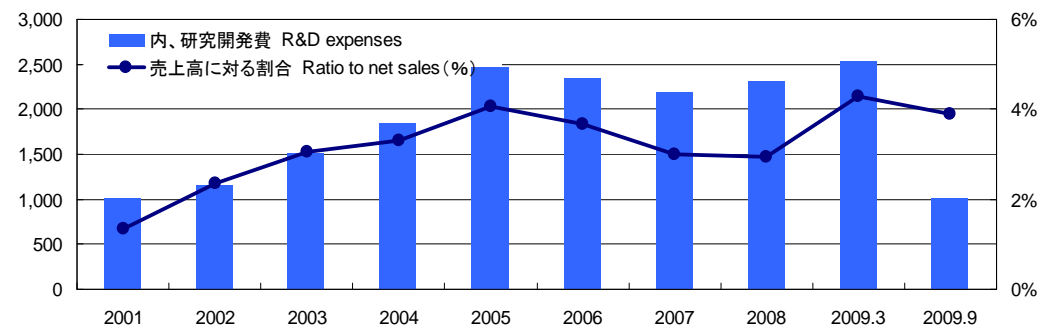
### Capital Expenditures & Depreciation

#### 設備投資額／減価償却費



### R&D Expenses

#### 研究開発費



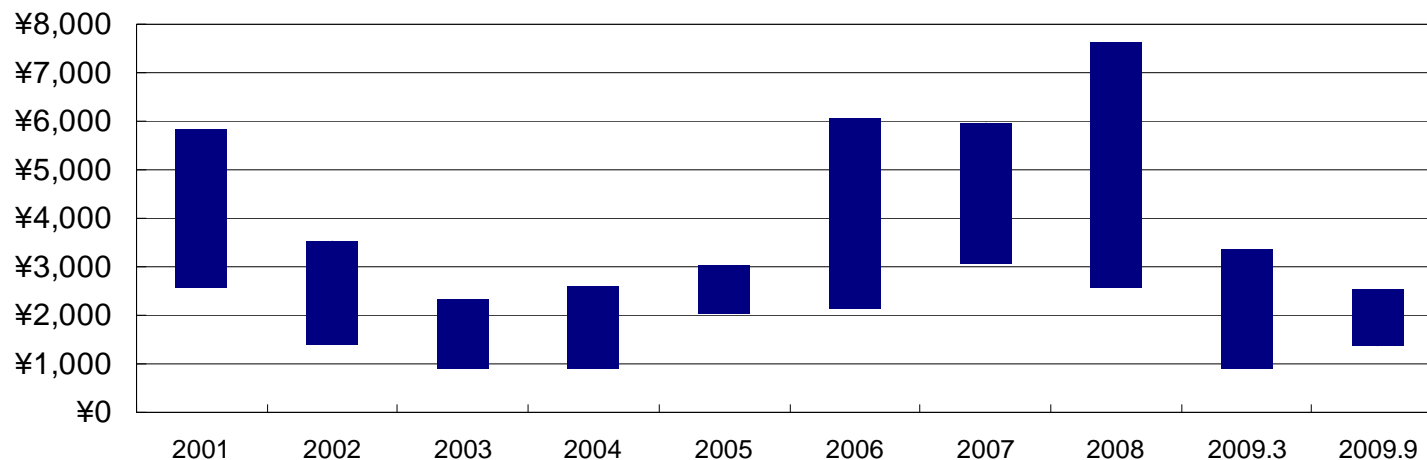
( ¥Million / 百万円 )

	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
Capital expenditures	11,194	3,294	4,355	6,431	10,306	6,346	10,530	12,755	11,735	3,497	設備投資額
Depreciation	5,690	5,873	5,874	6,237	6,318	7,054	7,462	7,787	9,015	1,900	減価償却費
Net income	5,968	-1,813	-2,218	1,307	2,615	3,258	4,716	6,505	-28,873	2,912	当期純利益
R&D expenses	1,007	1,163	1,512	1,850	2,464	2,336	2,189	2,310	2,531	1,011	研究開発費
Ratio of R&D expenses to net sales(%)	1.4%	2.4%	3.0%	3.3%	4.1%	3.7%	3.0%	3.0%	4.3%	3.9%	売上高に対する研究開発費の割合(%)

# 10- Stock Information

Common stock price range

株価推移



Common stock price range / 株価推移

( ¥ / 円 )

	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9	
High	5,830	3,530	2,350	2,590	3,040	6,070	5,960	7,650	3,370	2,525	最高値
Low	2,580	1,400	900	899	2,030	2,130	3,060	2,565	911	1,381	最安値
Closing price	3,000	1,987	910	2,160	2,270	5,350	5,800	2,765	1,472	1,742	終値

## Others / その他

Volume range (million shares)	33	11	5	11	12	19	32	43	51	24	出来高(年間:百万株)
Number of shares issued (thousand shares)	20,758	20,758	20,696	19,927	19,925	19,921	19,919	19,631	19,630	19,630	発行済株式数(千株)
Market capitalization range (100 millions)	623	412	188	430	452	1,066	1,155	543	289	342	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)	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9
<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	9,013	13,279	6,749	7,921	9,270	10,079	15,226	11,333	11,117	9,658
Trade notes and accounts receivables	受取手形及び売掛金	17,679	12,786	14,683	16,890	16,454	16,822	18,694	17,713	11,548	13,770
Marketable securities	有価証券	5,577	1,633	331	189	0	0	300	0	4,500	1,000
Inventories	たな卸資産	11,594	6,816	6,891	6,572	7,347	8,623	8,528	9,808	4,819	7,768
Deferred tax assets	繰延税金資産	1,172	433	557	803	915	1,261	1,283	1,408	218	266
Short-term loan receivables	短期貸付金	0	0	0	1	0	0	0	0	0	0
Others	その他	2,380	1,392	1,946	1,621	1,649	1,997	2,360	3,024	4,935	1,440
Allowance for doubtful accounts	貸倒引当金	-264	-56	-52	-52	-22	-111	-77	-84	-199	-105
<b>Total current assets</b>	<b>流動資産合計</b>	<b>47,154</b>	<b>36,285</b>	<b>31,108</b>	<b>33,948</b>	<b>35,616</b>	<b>38,674</b>	<b>46,317</b>	<b>43,205</b>	<b>36,939</b>	<b>33,799</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	8,516	8,303	7,481	7,791	8,455	8,528	8,993	10,581	10,596	10,924
Machinery, equipment and vehicles	機械装置及び運搬具	18,354	16,287	14,073	13,784	18,644	18,004	19,695	22,170	6,373	6,265
Land	土地	3,164	3,230	3,334	3,091	3,156	3,164	2,925	3,425	3,543	3,521
Construction in progress	建設仮勘定	1,057	589	2,176	2,790	406	871	1,538	3,650	4,783	3,510
Others	その他	1,401	1,227	1,124	1,105	1,194	1,142	1,118	1,125	819	687
Total property, plant and equipment	有形固定資産合計	32,493	29,639	28,189	28,563	31,857	31,711	34,271	40,953	26,115	24,910
Intangible assets	無形固定資産										
Goodwill	のれん	77	51	1,814	1,341	894	447	0	0	12	10
Others	その他	470	456	1,885	2,098	2,215	2,022	1,134	1,126	645	524
Total intangible assets	無形固定資産合計	548	508	3,699	3,439	3,109	2,470	1,134	1,126	657	535
Investments, other assets	投資その他の資産										
Investment securities	投資有価証券・出資金	2,078	1,210	1,326	1,437	1,654	2,336	2,676	1,475	1,104	1,202
Long-term loan	長期貸付金	19	88	67	50	34	6	5	3	1	0
Deferred tax assets	繰延税金資産	1,284	1,671	2,002	1,338	1,283	1,717	2,681	3,227	1,201	1,203
Others	その他	1,403	1,813	1,272	1,352	991	1,221	1,365	1,421	1,611	1,477
Allowance for doubtful accounts	貸倒引当金	0	-39	-57	-40	-25	-85	-3	0	0	0
Total investments, other assets	投資その他の資産合計	4,786	4,746	4,612	4,139	3,939	5,198	6,726	6,128	3,919	3,884
<b>Total fixed assets</b>	<b>固定資産合計</b>	<b>37,828</b>	<b>34,894</b>	<b>36,501</b>	<b>36,141</b>	<b>38,906</b>	<b>39,379</b>	<b>42,132</b>	<b>48,208</b>	<b>30,692</b>	<b>29,330</b>
<b>Total assets</b>	<b>資産合計</b>	<b>84,983</b>	<b>71,179</b>	<b>67,610</b>	<b>70,090</b>	<b>74,522</b>	<b>78,054</b>	<b>88,449</b>	<b>91,413</b>	<b>67,632</b>	<b>63,129</b>

( ¥Million / 百万円)

Year ended March 31	決算期(各年3月期)	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9
<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	5,353	3,002	4,973	6,033	5,339	5,928	6,534	7,671	5,022	6,349
Short-term loans	短期借入金	6,730	5,649	5,074	8,298	7,975	6,704	600	1,501	6,233	7,773
Current portion of long-term debt	一年以内返済長期借入金	2,725	4,976	3,994	3,570	3,741	3,231	3,175	1,264	4,579	4,179
Current portion of convertible bonds	一年以内償還転換社債	6,189	0	0	0	0	0	0	0	0	0
Accrued amount payable	未払金	1,380	600	2,427	3,314	619	902	1,222	4,150	3,034	733
Others	その他	7,297	2,634	2,750	3,593	4,710	4,801	6,588	5,785	3,775	3,793
<b>Total current liabilities</b>	<b>流動負債合計</b>	<b>29,677</b>	<b>16,863</b>	<b>19,221</b>	<b>24,809</b>	<b>22,387</b>	<b>21,569</b>	<b>18,121</b>	<b>20,372</b>	<b>22,646</b>	<b>22,829</b>
<b>Long-term liabilities</b>	<b>固定負債</b>										
Convertible bonds	転換社債	0	0	0	0	0	0	11,291	11,225	5,224	252
Long-term debt	長期借入金	9,537	10,529	6,717	5,996	10,066	9,417	6,991	5,727	16,147	13,127
Long-term accrued amount payable	長期未払金	0	0	1,460	0	0	0	0	0	0	0
Employee benefits obligations	退職給付引当金	1,671	1,469	1,579	1,808	2,013	2,144	2,188	2,169	2,320	2,505
Others	その他	559	470	501	450	459	587	597	601	893	1,744
<b>Total long-term liabilities</b>	<b>固定負債合計</b>	<b>11,768</b>	<b>12,469</b>	<b>10,258</b>	<b>8,255</b>	<b>12,539</b>	<b>12,149</b>	<b>21,069</b>	<b>19,723</b>	<b>24,586</b>	<b>17,629</b>
<b>Total liabilities</b>	<b>負債合計</b>	<b>41,446</b>	<b>29,333</b>	<b>29,479</b>	<b>33,065</b>	<b>34,926</b>	<b>33,718</b>	<b>39,190</b>	<b>40,096</b>	<b>47,232</b>	<b>40,459</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	10,649	10,649	10,649	10,649	10,649	10,649	10,649	10,649	10,649	10,649
Capital surplus	資本剰余金	10,633	10,633	10,633	10,633	10,634	10,634	10,634	10,829	10,828	10,828
Retained earnings	利益剰余金	21,524	19,138	16,583	17,579	19,830	22,769	27,028	32,533	2,678	5,590
Common stock held in treasury	自己株式	-1	-1	-111	-1,269	-1,275	-1,289	-1,299	-2,785	-2,785	-2,785
<b>Total shareholders' equity</b>	<b>株主資本合計</b>	<b>42,808</b>	<b>40,421</b>	<b>37,756</b>	<b>37,594</b>	<b>39,840</b>	<b>42,765</b>	<b>47,013</b>	<b>51,228</b>	<b>21,372</b>	<b>24,284</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	30	-1	-1	275	393	855	757	246	137	195
Exchange conversion adjustments	為替換算調整勘定	509	1,320	275	-931	-711	632	1,389	-271	-1,112	-1,811
<b>Total unrealized gains(losses) and adjustments</b>	<b>評価・換算差額等合計</b>	<b>540</b>	<b>1,319</b>	<b>274</b>	<b>-655</b>	<b>-318</b>	<b>1,488</b>	<b>2,147</b>	<b>-25</b>	<b>-974</b>	<b>-1,616</b>
<b>Minority interests</b>	<b>少数株主持分</b>	<b>188</b>	<b>106</b>	<b>99</b>	<b>85</b>	<b>73</b>	<b>83</b>	<b>97</b>	<b>113</b>	<b>0</b>	<b>0</b>
<b>Total net assets</b>	<b>純資産合計</b>	<b>43,537</b>	<b>41,846</b>	<b>38,131</b>	<b>37,024</b>	<b>39,596</b>	<b>44,336</b>	<b>49,259</b>	<b>51,317</b>	<b>20,399</b>	<b>22,669</b>
<b>Total liabilities and net assets</b>	<b>負債純資産合計</b>	<b>84,983</b>	<b>71,179</b>	<b>67,610</b>	<b>70,090</b>	<b>74,522</b>	<b>78,054</b>	<b>88,449</b>	<b>91,413</b>	<b>67,632</b>	<b>63,129</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)	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9
<b>Net sales</b>	<b>売上高</b>	<b>74,056</b>	<b>49,269</b>	<b>49,620</b>	<b>55,899</b>	<b>60,695</b>	<b>63,642</b>	<b>73,307</b>	<b>78,098</b>	<b>59,170</b>	<b>25,926</b>
Cost of sales	売上原価	52,945	40,516	40,351	43,630	45,658	47,448	52,487	56,854	54,309	17,722
Gross profit	売上総利益	21,110	8,752	9,268	12,269	15,036	16,194	20,819	21,243	4,861	8,203
Selling, general & administrative expenses	販売費及び一般管理費	8,508	8,247	9,211	9,795	10,533	10,923	11,392	11,599	11,770	4,713
(Research and development expenses)	内 研究開発費	1,006	1,163	1,511	1,849	2,463	2,336	2,189	2,309	2,530	1,011
<b>Operating income</b>	<b>営業利益</b>	<b>12,601</b>	<b>505</b>	<b>57</b>	<b>2,473</b>	<b>4,503</b>	<b>5,270</b>	<b>9,427</b>	<b>9,644</b>	<b>-6,909</b>	<b>3,490</b>
Other income	営業外収益										
Interest and dividend income	受取利息及び受取配当金	236	81	23	18	27	83	165	263	175	37
Others	その他	146	188	150	183	141	246	148	174	839	236
Non-operating expenses	営業外費用										
Interest expense	支払利息及び割引料	396	324	255	225	203	204	157	116	273	177
Others	その他	259	570	546	683	361	212	1,032	231	976	277
<b>Ordinary income</b>	<b>経常利益</b>	<b>12,328</b>	<b>-119</b>	<b>-571</b>	<b>1,765</b>	<b>4,107</b>	<b>5,183</b>	<b>8,551</b>	<b>9,734</b>	<b>-7,145</b>	<b>3,309</b>
Extraordinary income	特別利益	10	166	13	653	307	234	146	122	51	407
Extraordinary loss	特別損失	2,989	1,536	2,370	271	433	2,095	1,829	738	18,330	984
(Impairment losses)	内、減損損失	0	0	0	65	49	966	1,662	178	16,441	10
<b>Income before income taxes and minority interest</b>	<b>税引前当期純利益</b>	<b>9,349</b>	<b>-1,490</b>	<b>-2,928</b>	<b>2,147</b>	<b>3,981</b>	<b>3,322</b>	<b>6,869</b>	<b>9,117</b>	<b>-25,424</b>	<b>2,732</b>
Income taxes	法人税等	5,014	67	-167	663	1,514	1,089	3,067	3,057	-3	17
Current income taxes adjustments	法人税等調整額	-1,660	300	-532	179	-135	-1,026	-923	-471	3,452	-199
Minority interest in income(loss)	少数株主利益	26	-44	-11	-3	-13	0	7	26	0	0
<b>Net income</b>	<b>当期純利益</b>	<b>5,968</b>	<b>-1,814</b>	<b>-2,219</b>	<b>1,307</b>	<b>2,614</b>	<b>3,257</b>	<b>4,716</b>	<b>6,504</b>	<b>-28,874</b>	<b>2,913</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)	2001	2002	2003	2004	2005	2006	2007	2008	2009.3	2009.9
<b>Cash flow from operating activities</b>	<b>営業活動によるキャッシュ・フロー</b>	<b>10,986</b>	<b>8,322</b>	<b>4,185</b>	<b>7,769</b>	<b>9,232</b>	<b>9,285</b>	<b>14,677</b>	<b>14,042</b>	<b>6,379</b>	<b>2,880</b>
Income before income taxes	税金等調整前当期純利益	9,349	-1,490	-2,928	2,147	3,981	3,322	6,869	9,117	-25,424	2,731
Depreciation and amortization	減価償却費	5,689	5,873	5,873	6,237	6,318	7,054	7,462	7,786	9,015	1,900
Impairment losses	減損損失	0	0	0	65	49	966	1,662	178	16,441	10
Decrease/(increase) in trade receivable	売上債権の増減(増加:△)	-840	4,794	-2,058	-2,647	578	-249	-1,358	565	5,852	-2,596
Decrease/(increase) in inventories	棚卸資産の増減(増加:△)	-1,694	4,852	-334	109	-724	-997	248	-1,709	4,826	-3,088
Increase/(decrease) in trade payable	仕入債務の増減(減少:△)	-2,327	-2,346	2,044	1,504	-835	8	277	2,224	-2,256	1,787
Bonuses paid to directors	役員賞与	-83	-100	-80	-64	-64	0	0	0	0	0
Others	その他	889	-3,265	1,665	416	-74	-821	-483	-4,122	-2,076	2,135
<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>-10,998</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>	<b>-12,436</b>	<b>-11,802</b>	<b>-3,067</b>
Capital expenditures	設備投資	-11,194	-3,294	-4,356	-6,432	-10,306	-6,346	-10,530	-12,756	-11,735	-3,497
Investments and other assets	投融資	-46	-311	-514	910	496	91	-497	261	-153	264
Others	その他	241	-232	-1,180	-1,878	-1,940	76	-474	58	86	166
<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>146</b>	<b>-4,133</b>	<b>-5,586</b>	<b>912</b>	<b>3,607</b>	<b>-2,614</b>	<b>1,991</b>	<b>-5,065</b>	<b>10,063</b>	<b>-4,592</b>
Proceeds from long-term debt	長期借入金	1,691	7,596	170	3,400	8,300	3,600	1,000	0	15,200	0
Repayments of long-term debt	長期借入金返済	-1,476	-4,318	-4,981	-4,520	-4,060	-4,760	-3,481	-3,176	-1,464	-3,420
Increase/(decrease) in short-term loan, net	短期借入金増減(減少:△)	267	-787	-433	3,469	-348	-1,120	-6,072	400	4,790	1,886
Proceeds from convertible bonds	転換社債	0	0	0	0	0	0	11,012	0	0	0
Repayments of convertible bonds	転換社債償還	0	-6,189	0	0	0	0	0	0	-7,482	-3,050
Cash dividend paid	支払配当金	-368	-434	-249	-248	-281	-320	-457	-999	-978	-1
Others	その他	31	-3	-95	-1,191	-6	-14	-11	-1,291	-3	-7
Effect of currency translation on cash and cash equivalents	現金・現金同等物に係る換算差額	556	268	-262	-222	68	313	279	-737	-356	-179
Increase(decrease) in cash and cash equivalents	現金・現金同等物の増減額	692	622	-7,711	1,062	1,159	808	5,446	-4,194	4,284	-4,958
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	0	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	-3	-30	0	0	0	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>14,168</b>	<b>14,791</b>	<b>7,078</b>	<b>8,111</b>	<b>9,270</b>	<b>10,079</b>	<b>15,526</b>	<b>11,333</b>	<b>15,617</b>	<b>10,659</b>