

Company Profile

■Name

Sharp Corporation

■Head Office

22-22 Nagaïke-cho, Abeno-ku,
Osaka 545-8522, Japan
Tel: +81-6-6621-1221

■Representatives

Mikio Katayama, Chairman
Takashi Okuda, President

■Operations

Consumer/Information Products

• **Audio-Visual and Communication Equipment**
LCD color TVs, color TVs, projectors, DVD recorders, Blu-ray Disc recorders, Blu-ray Disc players, mobile phones, mobile communications handsets, electronic dictionaries, calculators, facsimiles, telephones

• **Health and Environmental Equipment**

Refrigerators, superheated steam ovens, microwave ovens, air conditioners, washing machines, vacuum cleaners, air purifiers, dehumidifiers, humidifiers, electric heaters, small cooking appliances, Plasmacluster Ion generators, LED lights, solar-powered LED lights, network control units

• **Information Equipment**

POS systems, handy data terminals, electronic cash registers, information displays, digital MFPs (multifunction printers), options and consumables, software, FA equipment, ultrasonic cleaners

Electronic Components

• **LCDs**
TFT LCD modules, Duty LCD modules, System LCD modules

• **Solar Cells**
Crystalline solar cells, thin-film solar cells

• **Other Electronic Devices**
CCD/C-MOS imagers, LSIs for LCDs, microprocessors, flash memory, analog ICs, components for satellite broadcasting, terrestrial digital tuners, RF modules, network components, laser diodes, LEDs, optical pickups, optical sensors, components for optical communications, regulators, switching power supplies

■Founded

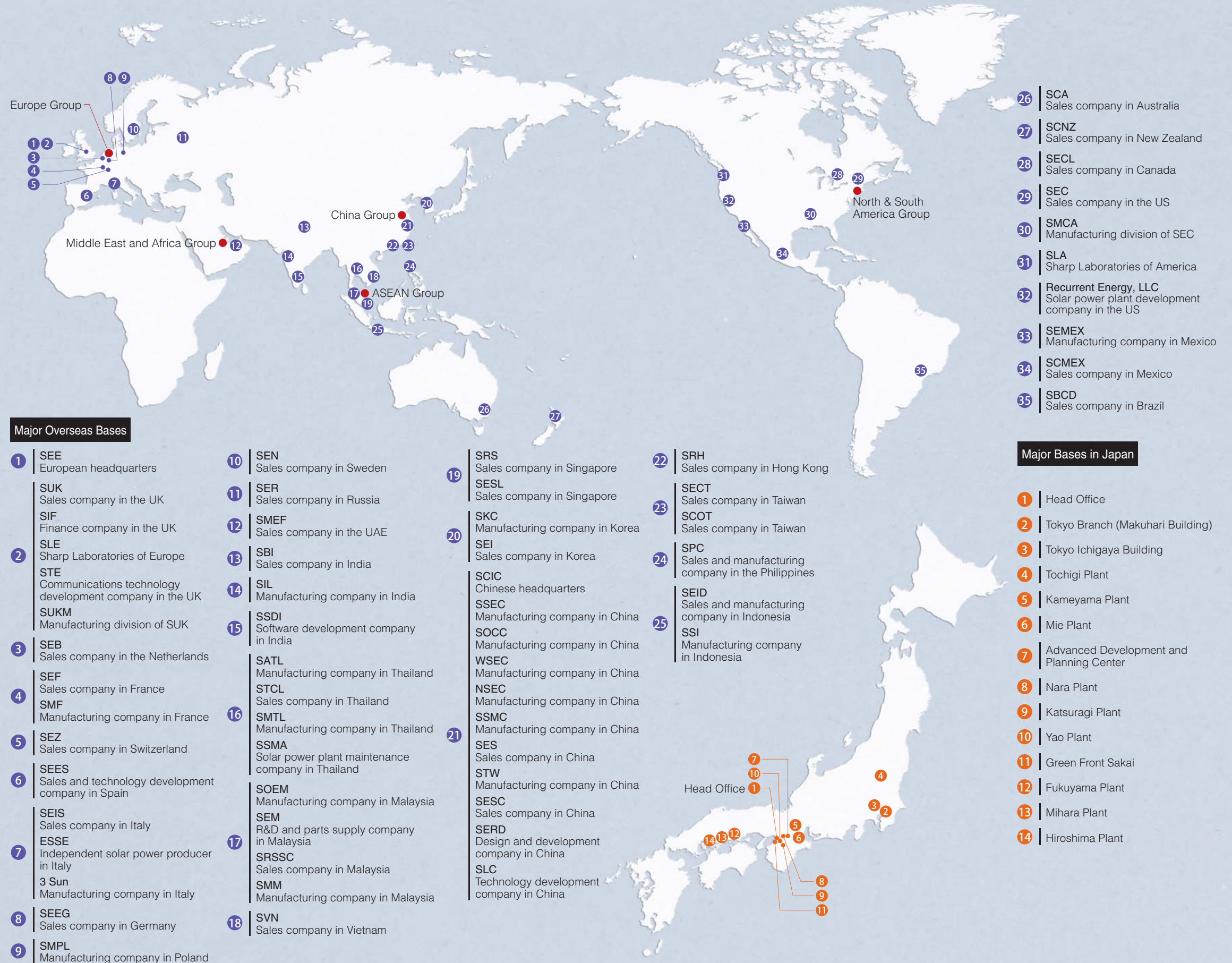
September 15, 1912

■Capital Stock

204,676 million yen
(rounded down to the nearest million)
(As of March 31, 2012)

■Website

<http://sharp-world.com/>



Major Overseas Bases

1 SEE
European headquarters

2 SUK
Sales company in the UK

3 SIF
Finance company in the UK

4 SLE
Sharp Laboratories of Europe

5 STE
Communications technology development company in the UK

6 SUKM
Manufacturing division of SUK

7 SEB
Sales company in the Netherlands

8 SEF
Sales company in France

9 SMF
Manufacturing company in France

10 SEZ
Sales company in Switzerland

11 SEES
Sales and technology development company in Spain

12 SEIS
Sales company in Italy

13 ESSE
Independent solar power producer in Italy

14 3 Sun
Manufacturing company in Italy

15 SEEG
Sales company in Germany

16 SMPL
Manufacturing company in Poland

17 SEN
Sales company in Sweden

18 SER
Sales company in Russia

19 SMEF
Sales company in the UAE

20 SBI
Sales company in India

21 SIL
Manufacturing company in India

22 SSDI
Software development company in India

23 SATL
Manufacturing company in Thailand

24 STCL
Sales company in Thailand

25 SMTL
Manufacturing company in Thailand

26 SSMA
Solar power plant maintenance company in Thailand

27 SOEM
Manufacturing company in Malaysia

28 SEM
R&D and parts supply company in Malaysia

29 SRSSC
Sales company in Malaysia

30 SMM
Manufacturing company in Malaysia

31 SVN
Sales company in Vietnam

32 SRS
Sales company in Singapore

33 SESL
Sales company in Singapore

34 SKC
Manufacturing company in Korea

35 SEI
Sales company in Korea

36 SCIC
Chinese headquarters

37 SSEC
Manufacturing company in China

38 SOCC
Manufacturing company in China

39 WSEC
Manufacturing company in China

40 NSEC
Manufacturing company in China

41 SSMC
Manufacturing company in China

42 SES
Sales company in China

43 STW
Manufacturing company in China

44 SESC
Sales company in China

45 SERD
Design and development company in China

46 SLC
Technology development company in China

47 SRH
Sales company in Hong Kong

48 SECT
Sales company in Taiwan

49 SCOT
Sales company in Taiwan

50 SPC
Sales and manufacturing company in the Philippines

51 SEID
Sales and manufacturing company in Indonesia

52 SSI
Manufacturing company in Indonesia

Major Bases in Japan

1 Head Office

2 Tokyo Branch (Makuhari Building)

3 Tokyo Ichigaya Building

4 Tochigi Plant

5 Kameyama Plant

6 Mie Plant

7 Advanced Development and Planning Center

8 Nara Plant

9 Katsuragi Plant

10 Yao Plant

11 Green Front Sakai

12 Fukuyama Plant

13 Mihara Plant

14 Hiroshima Plant

Major Overseas Bases



Sales company SEC in the US



Sales company SEEG in Germany



SMCA, manufacturing division of SEC



Sales company SECL in Canada



Manufacturing company SEMEX in Mexico



Manufacturing company SMPL in Poland



Sales company SUK in the UK



Sales company SESC in China



Sales and manufacturing company SEID in Indonesia



Manufacturing company SATL in Thailand



Sales company SMEF in the UAE



Manufacturing company SSEC in China



Sales company SCA in Australia



Manufacturing company SMM in Malaysia



Manufacturing company SOCC in China

Country or Region	Company Name	Year Established (registered)	Business Activities
1 UK	SEE Sharp Electronics (Europe) Limited	2012	European headquarters
	SUK Sharp Electronics (U.K.) Ltd.	1969	Sales
	SIF Sharp International Finance (U.K.) PLC	1990	Financing
	SLE Sharp Laboratories of Europe, Ltd.	1990	R&D
	STE Sharp Telecommunications of Europe Ltd.	2001	Technology development
	SUKM Sharp Manufacturing Company of U.K.	1985*1	Manufacturing*2
2 Netherlands	SEB Sharp Electronics Benelux B.V.	1991	Sales
3 France	SEF Sharp Electronics France S.A.	1971*3	Sales
	SMF Sharp Manufacturing France S.A.	1989	Manufacturing
4 Switzerland	SEZ Sharp Electronics (Schweiz) AG	1986	Sales
5 Spain	SEES Sharp Electrónica España S.A.	1986	Sales, technology development
6 Italy	SEIS Sharp Electronics (Italia) S.p.A.	1990	Sales
	ESSE Enel Green Power & Sharp Solar Energy S.r.l.	2010	Independent solar power producer
	3Sun 3Sun S.r.l.	2010	Manufacturing
7 Germany	SEEG Sharp Electronics (Europe) GmbH	1968	Sales
8 Poland	SMPL Sharp Manufacturing Poland sp. z o.o.	2006	Manufacturing
9 Sweden	SEN Sharp Electronics (Nordic) AB (SEN)	1979	Sales
10 Russia	SER Sharp Electronics Russia LLC	2007	Sales
11 UAE	SMEF Sharp Middle East Free Zone Establishment	1997	Sales
12 India	SBI Sharp Business Systems (India) Ltd.	2000	Sales
	SIL Sharp India Limited	1989	Manufacturing
	SSDI Sharp Software Development India Pvt. Ltd.	1999	Software development
13 Thailand	SATL Sharp Appliances (Thailand) Ltd.	1987	Manufacturing
	STCL Sharp Thai Co., Ltd.	1989	Sales
	SMTL Sharp Manufacturing (Thailand) Co., Ltd.	2005	Manufacturing
	SSMA Sharp Solar Maintenance Asia Co., Ltd.	2011	Solar maintenance
14 Malaysia	SOEM S & O Electronics (Malaysia) Sdn. Bhd.	1974	Manufacturing
	SEM Sharp Electronics (Malaysia) Sdn. Bhd.	1995	R&D, parts supply
	SRSSC Sharp-Roxy Sales & Service Company (Malaysia) Sdn. Bhd.	1985	Sales
	SMM Sharp Manufacturing Corporation (M) Sdn. Bhd.	1989	Manufacturing
	SVN Sharp Electronics (Vietnam) Company Limited	2009	Sales

Country or Region	Company Name	Year Established (registered)	Business Activities
15 Singapore	SRS Sharp-Roxy Sales (Singapore) Pte., Ltd.	1986	Sales
	SESL Sharp Electronics (Singapore) Pte., Ltd.	1987	Sales
16 Korea	SKC Sharp Korea Corporation	1973	Manufacturing
	SEI Sharp Electronics Incorporated of Korea	1999	Sales
17 China	SCIC Sharp (China) Investment Co., Ltd.	2011	Chinese headquarters
	SSEC Shanghai Sharp Electronics Co., Ltd.	1992	Manufacturing
	SOCC Sharp Office Equipments (Changshu) Co., Ltd.	1993	Manufacturing
	WSEC Wuxi Sharp Electronic Components Co., Ltd.	1994	Manufacturing
	NSEC Nanjing Sharp Electronics Co., Ltd.	1996	Manufacturing
	SSMC Shanghai Sharp Mold and Manufacturing Systems Co., Ltd.	1997	Manufacturing
	SES Sharp Electronics (Shanghai) Co., Ltd.	2000	Sales
	STW Sharp Technical Components (Wuxi) Co., Ltd.	2004	Manufacturing
	SESC Sharp Electronics Sales (China) Co., Ltd.	2005	Sales
	SERD Sharp Electronics Research & Development (Nanjing) Co., Ltd.	2010	Design, development
SLC Sharp Laboratories of China Co., Ltd.	2011	Technology development	
18 Hong Kong	SRH Sharp-Roxy (Hong Kong) Ltd.	1987	Sales
19 Taiwan	SCOT Sharp Corporation Taiwan	1990	Sales
	SECT Sharp Electronic Components (Taiwan) Corporation	1992	Sales
20 Philippines	SPC Sharp (Phils.) Corporation	1982	Manufacturing, sales
21 Indonesia	SEID P.T. Sharp Electronics Indonesia	1994	Manufacturing, sales
	SSI P.T. Sharp Semiconductor Indonesia	1995	Manufacturing
22 Australia	SCA Sharp Corporation of Australia Pty. Ltd.	1971	Sales
23 New Zealand	SCNZ Sharp Corporation of New Zealand Ltd.	1988	Sales
24 Canada	SECL Sharp Electronics of Canada Ltd.	1974	Sales
25 US	SEC Sharp Electronics Corporation	1962	Sales
	SMCA Sharp Manufacturing Company of America	1979*1	Manufacturing*4
	SLA Sharp Laboratories of America, Inc.	1995	R&D
	Recurrent Energy Recurrent Energy, LLC	2006*5	Plant development
	26 Mexico	SEMEX Sharp Electrónica Mexico S.A. de C.V.	1997
27 Mexico	SCMEX Sharp Corporation Mexico, S.A. de C.V.	2009	Sales
28 Brazil	SBCD Sharp Brasil Comércio e Distribuição de Artigos Eletrônicos Ltda.	2011	Sales

*1 Start of operations *2 Manufacturing division of SUK *3 Acquired a local dealer and made it a sales subsidiary in 1990 *4 Manufacturing division of SEC *5 Acquired 100% ownership in 2010
As of May 31, 2012

Major Bases in Japan



Head Office (Abeno-ku, Osaka)



Advanced Development and Planning Center (Tenri, Nara)



Green Front Sakai (Sakai, Osaka)

The area within the dashed lines and the rooftop solar panels are conceptual renderings showing the appearance when finally completed.



Tokyo Branch (Makuhari Building)
(Mihama-ku, Chiba)



Tokyo Ichigaya Building
(Shinjuku-ku, Tokyo)



Tochigi Plant (Yaita, Tochigi)



Kameyama Plant (Kameyama, Mie)



Mie Plant (Taki, Mie)



Nara Plant (Yamato-koriyama, Nara)



Katsuragi Plant (Katsuragi, Nara)



Yao Plant (Yao, Osaka)



Fukuyama Plant (Fukuyama, Hiroshima)



Mihara Plant (Mihara, Hiroshima)



Hiroshima Plant (Higashi-hiroshima, Hiroshima)

	Site Name	Start of Operations	Address	Main Products
1	Head Office	1924	22-22 Nagaike-cho, Abeno-ku, Osaka 545-8522	-
2	Tokyo Branch (Makuhari Building)	1992	1-9-2 Nakase, Mihama-ku, Chiba-shi, Chiba Prefecture 261-8520	-
3	Tokyo Ichigaya Building	1974	8 Ichigaya-Hachiman-cho, Shinjuku-ku, Tokyo 162-8408	-
4	Tochigi Plant	1968	174 Hayakawa-cho, Yaita-shi, Tochigi Prefecture 329-2193	AV equipment
5	Kameyama Plant	2004	464 Kohgawa, Shiraki-cho, Kameyama-shi, Mie Prefecture 519-0198	LCDs, others
6	Mie Plant	1995	1177-1 Gosana, Taki-cho, Taki-gun, Mie Prefecture 519-2192	LCDs
7	Advanced Development and Planning Center	1970	2613-1 Ichinomoto-cho, Tenri-shi, Nara Prefecture 632-8567	LCDs, others
8	Nara Plant	1959	492 Minosho-cho, Yamato-koriyama-shi, Nara Prefecture 639-1186	Information equipment, others
9	Katsuragi Plant	1981	282-1 Hajikami, Katsuragi-shi, Nara Prefecture 639-2198	Solar cells, others
10	Yao Plant	1958	3-1-72 Kitakamei-cho, Yao-shi, Osaka Prefecture 581-8585	Health and environmental equipment, others
11	Green Front Sakai	2009	1 Takumi-cho, Sakai-ku, Sakai-shi, Osaka Prefecture 590-8522	LCDs and solar cells
12	Fukuyama Plant	1985	1 Asahi, Daimon-cho, Fukuyama-shi, Hiroshima Prefecture 721-8522	Electronic devices
13	Mihara Plant	2002	247 Sojo, Nutanishi-cho, Mihara-shi, Hiroshima Prefecture 729-0474	Electronic devices
14	Hiroshima Plant	1967	2-13-1 Hachihonmatsu-lida, Higashi-hiroshima-shi, Hiroshima Prefecture 739-0192	Communication equipment

Major Affiliated Companies	Year Established (registered)	Location	Main Business Activities
Sharp Electronics Marketing Corporation	1948	Abeno-ku, Osaka	Sales of consumer electronics and office equipment
Sharp System Products Co., Ltd.	1969	Mihama-ku, Chiba	Sales of system products, development and sales of software
Sharp Manufacturing Systems Corporation	1970	Yao, Osaka	Manufacture and sales of molds and manufacturing equipment
Sharp Amenity Systems Corporation	1968	Hirano-ku, Osaka	Sales of solar power systems, air conditioning/electrical installation
Sharp-Engineering Corporation	1962	Hirano-ku, Osaka	After-sales service of consumer electronics
Sharp Document Systems Corporation	1977	Mihama-ku, Chiba	After-sales service and sales of office equipment, sales of supplies
Sharp Niigata Electronics Corporation	1970	Minami-ku, Niigata	Manufacture and sales of electronic components
Sharp Trading Corporation	1985	Abeno-ku, Osaka	Sales and import of consumer electronics, office equipment, and electronic components
Sharp Business Computer Software Inc.	1979	Sumida-ku, Tokyo	Development of software
Sharp Yonago Corporation	2005	Yonago, Tottori	Manufacture and sales of electronic components
SD Future Technology Co., Ltd.	2006	Kameyama, Mie	R&D and design of parts for electronic components
Sharp Mie Corporation	1991	Tsu, Mie	Manufacture and sales of electronic components
Sharp Display Products Corporation	2009	Sakai, Osaka	Development, manufacture, and sales of LCDs
iDeep Solutions Corporation	2010	Minato-ku, Tokyo	Sales and lease of video conferencing systems
iDeep Global Labs Corporation	2010	Shinagawa-ku, Tokyo	Development and sales of video conferencing systems and video conferencing software
Sharp Support & Service Corporation	2010	Mihama-ku, Chiba	After-sales service of office equipment
Galapagos Networks Co., Ltd.	2010	Minato-ku, Tokyo	Operation of e-bookstore service
Sharp Tokusen Industry Co.	1982	Abeno-ku, Osaka	Assembly of electrical equipment, others
SI Solutions Co., Ltd.	2001	Abeno-ku, Osaka	Consultation and contract work on design, development, implementation, operation, and maintenance of information systems
Sharp Finance Corporation	1982	Abeno-ku, Osaka	Credit sales and lease of consumer electronics, real estate rental, insurance agency
Sharp Electronics Sales Okinawa Corporation	1967	Naha, Okinawa	Sales of consumer electronics, office equipment, and solar power systems

As of May 31, 2012

Changes in Capital, Business Performance, and Number of Employees (1)

Fiscal Term	Fiscal Year	Accounting Period (year/month)	Capital (thousand yen)	Gross Profit (thousand yen)	Operating Income (thousand yen)	Profit Ratio (%)	Profit before Tax (thousand yen)	Profit Ratio (%)	Net Income (thousand yen)	Profit Ratio (%)	No. of Employees (persons)
1	1935	35/ 5 - 35/ 5	500	168	—	—	—	—	2	1.2	—
2	1935	35/ 6 - 35/11	500	699	—	—	—	—	14	2.0	—
3	1936	35/12 - 36/ 5	500	1,653	—	—	—	—	14	0.8	—
4	1936	36/ 6 - 36/11	500	1,429	—	—	—	—	1	0.1	—
5	1937	36/12 - 37/ 5	700	1,812	—	—	—	—	20	1.1	—
6	1937	37/ 6 - 37/11	700	2,133	—	—	—	—	35	1.6	—
7	1938	37/12 - 38/ 5	700	2,191	—	—	—	—	25	1.1	—
8	1938	38/ 6 - 38/11	700	2,449	—	—	—	—	36	1.5	—
9	1939	38/12 - 39/ 5	700	3,593	—	—	—	—	40	1.1	—
10	1939	39/ 6 - 39/11	700	4,779	—	—	—	—	51	1.1	—
11	1940	39/12 - 40/ 5	700	4,776	—	—	—	—	55	1.2	—
12	1940	40/ 6 - 40/11	1,000	5,535	—	—	—	—	57	1.0	—
13	1941	40/12 - 41/ 5	1,000	6,049	—	—	—	—	75	1.2	—
14	1941	41/ 6 - 41/11	1,000	6,220	—	—	—	—	136	2.2	—
15	1942	41/12 - 42/ 5	1,000	6,886	—	—	—	—	100	1.5	—
16	1942	42/ 6 - 42/11	1,000	6,948	—	—	—	—	100	1.4	—
17	1943	42/12 - 43/ 5	1,000	6,978	—	—	—	—	82	1.2	—
18	1943	43/ 6 - 43/10	3,000	3,983	—	—	—	—	246	6.2	—
19	1943	43/11 - 44/ 3	3,000	5,406	—	—	—	—	611	11.3	—
20	1944	44/ 4 - 44/ 9	7,500	11,013	—	—	—	—	1,225	11.1	—
21	1944	44/10 - 45/ 3	7,500	13,877	—	—	—	—	2,087	15.0	—
22-23	1945	45/ 4 - 46/ 3	8,300	35,754	—	—	—	—	830	2.3	—
24	1946	46/ 4 - 46/ 8	8,300	23,149	—	—	—	—	687	3.0	—
Fiscal Term	Fiscal Year	Accounting Period (year/month)	Capital (million yen)	Gross Profit (million yen)	Operating Income (million yen)	Profit Ratio (%)	Profit before Tax (million yen)	Profit Ratio (%)	Net Income (million yen)	Profit Ratio (%)	No. of Employees (persons)
25-28	1946-48	46/ 8 - 48/12	30	782	—	—	—	—	15	1.9	—
29	1948	48/12 - 49/ 3	30	252	—	—	—	—	3	1.2	—
30	1949	49/ 4 - 49/ 9	30	390	—	—	—	—	7	1.8	678
31	1949	49/10 - 50/ 3	30	279	—	—	—	—	-4	-1.4	—
32	1950	50/ 4 - 50/ 9	30	219	—	—	—	—	-29	-13.2	355
33	1950	50/10 - 51/ 3	30	327	—	—	—	—	3	0.9	348
34	1951	51/ 4 - 51/ 9	30	522	—	—	—	—	13	2.5	482
35	1951	51/10 - 52/ 3	30	739	—	—	—	—	54	7.3	689
36	1952	52/ 4 - 52/ 9	30	1,004	—	—	—	—	90	9.0	722
37	1952	52/10 - 53/ 3	30	1,206	—	—	—	—	93	7.7	878
38	1953	53/ 4 - 53/ 9	30	1,493	—	—	—	—	83	5.6	853

Fiscal Term	Fiscal Year	Accounting Period (year/month)	Capital (million yen)	Net Sales (million yen)	Export Rate (%)	Operating Income (million yen)	Profit Ratio (%)	Profit before Tax (million yen)	Profit Ratio (%)	Net Income (million yen)	Profit Ratio (%)	No. of Employees (persons)
39	1953	53/10 - 54/ 3	120	897	—	156	17.4	—	—	147	16.4	929
40	1954	54/ 4 - 54/ 9	120	839	0.9	127	15.1	—	—	123	14.7	864
41	1954	54/10 - 55/ 3	120	1,134	1.3	185	16.3	—	—	168	14.8	1,346
42	1955	55/ 4 - 55/ 9	250	1,609	2.9	293	18.2	—	—	280	17.4	1,392
43	1955	55/10 - 56/ 3	250	2,185	1.4	349	16.0	—	—	330	15.1	1,681
44	1956	56/ 4 - 56/ 9	250	2,160	2.2	315	14.6	—	—	310	14.4	1,958
45	1956	56/10 - 57/ 3	500	2,699	3.3	331	12.3	—	—	317	11.7	2,503
46	1957	57/ 4 - 57/ 9	500	3,288	2.9	361	11.0	—	—	355	10.8	2,312
47	1957	57/10 - 58/ 3	1,000	3,415	7.7	381	11.2	—	—	360	10.5	2,613
48	1958	58/ 4 - 58/ 9	1,000	4,438	13.6	565	12.7	—	—	557	12.6	2,973
49	1958	58/10 - 59/ 3	1,000	8,286	10.3	1,417	17.1	—	—	1,399	16.9	3,947
50	1959	59/ 4 - 59/ 9	2,000	9,772	14.3	1,506	15.4	—	—	1,433	14.7	5,165
51	1959	59/10 - 60/ 3	2,000	10,150	12.8	1,274	12.6	—	—	1,268	12.5	4,457
52	1960	60/ 4 - 60/ 9	2,000	10,273	15.8	1,180	11.5	—	—	1,212	11.8	5,276
53	1960	60/10 - 61/ 3	2,000	10,824	15.2	1,315	12.1	—	—	1,239	11.4	6,111
54	1961	61/ 4 - 61/ 9	4,000	12,000	14.7	1,363	11.4	—	—	1,327	11.1	6,092
55	1961	61/10 - 62/ 3	4,000	13,333	14.6	1,429	10.7	—	—	1,403	10.5	7,005
56	1962	62/ 4 - 62/ 9	4,000	15,214	16.3	1,455	9.6	—	—	1,402	9.2	6,932
57	1962	62/10 - 63/ 3	6,000	16,253	18.8	1,507	9.3	—	—	1,420	8.7	7,505
58	1963	63/ 4 - 63/ 9	6,000	16,908	18.6	1,600	9.5	—	—	1,473	8.7	7,167
59	1963	63/10 - 64/ 3	6,000	17,341	17.4	1,088	6.3	930	5.4	600	3.5	8,097
60	1964	64/ 4 - 64/ 9	6,000	15,039	19.7	698	4.6	526	3.5	401	2.7	7,136
61	1964	64/10 - 65/ 3	6,000	15,171	22.4	795	5.2	543	3.6	403	2.7	6,591
62	1965	65/ 4 - 65/ 9	6,000	14,238	24.1	812	5.7	550	3.9	405	2.8	6,062
63	1965	65/10 - 66/ 3	6,000	15,013	26.9	1,145	7.6	781	5.2	501	3.3	6,593
64	1966	66/ 4 - 66/ 9	6,000	19,156	38.9	1,426	7.4	1,088	5.7	668	3.5	6,922
65	1966	66/10 - 67/ 3	6,000	22,928	35.1	1,945	8.5	1,716	7.5	1,066	4.6	8,213
66	1967	67/ 4 - 67/ 9	6,000	26,596	28.9	2,681	10.1	2,472	9.3	1,517	5.7	8,325
67	1967	67/10 - 68/ 3	10,000	30,268	27.3	3,268	10.8	2,728	9.0	1,708	5.6	10,724
68	1968	68/ 4 - 68/ 9	10,000	41,617	36.6	4,521	10.9	3,409	8.2	2,189	5.3	11,653
69	1968	68/10 - 69/ 3	10,000	46,753	39.2	4,726	10.1	3,752	8.0	2,352	5.0	13,923
70	1969	69/ 4 - 69/ 9	10,500	57,197	41.3	5,537	9.7	3,915	6.8	2,550	4.5	13,907
71	1969	69/10 - 70/ 3	10,500	63,624	34.2	6,091	9.6	4,311	6.8	2,721	4.3	15,442
72	1970	70/ 4 - 70/ 9	10,500	75,924	42.9	7,166	9.4	5,269	6.9	3,169	4.2	14,931
73	1970	70/10 - 71/ 3	10,500	73,170	42.6	6,815	9.3	4,861	6.6	2,961	4.0	13,623
74	1971	71/ 4 - 71/ 9	11,552	70,151	50.8	4,304	6.1	2,621	3.7	1,826	2.6	13,834
75	1971	71/10 - 72/ 3	11,552	63,923	39.6	2,580	4.0	1,424	2.2	1,054	1.6	12,744
76	1972	72/ 4 - 72/ 9	11,552	70,948	42.5	2,550	3.6	1,802	2.5	1,272	1.8	12,096
77	1972	72/10 - 73/ 3	11,552	72,856	41.8	2,459	3.4	1,902	2.6	1,307	1.8	11,604
78	1973	73/ 4 - 73/ 9	11,552	76,847	39.9	2,876	3.7	2,427	3.2	1,652	2.1	11,285
79	1973	73/10 - 74/ 3	11,767	87,519	38.7	3,417	3.9	2,600	3.0	1,660	1.9	11,307

Changes in Capital, Business Performance, and Number of Employees (2)

Consolidated												
Fiscal Term	Fiscal Year	Accounting Period (year/month)	Capital (million yen)	Net Sales (million yen)	Non-consolidated: Export Rate (%) Consolidated: Overseas Rate (%)	Operating Income (million yen)	Profit Ratio (%)	Recurring Profit (million yen)	Profit Ratio (%)	Net Income (million yen)	Profit Ratio (%)	No. of Employees (persons)
80	1974	74/ 4 - 74/ 9	11,806	100,635	40.1	2,950	2.9	2,671	2.7	1,581	1.6	11,070
81	1974	74/10 - 75/ 3	11,806	89,529	35.9	1,816	2.0	1,752	2.0	1,035	1.2	9,804
82	1975	75/ 4 - 76/ 3	12,145	201,790	41.8	4,569	2.3	3,681	1.8	2,725	1.4	10,111
83	1976	76/ 4 - 77/ 3	14,767	285,046	53.7	9,986	3.5	10,643	3.7	5,763	2.0	11,061
84	1977	77/ 4 - 78/ 3	16,375	300,779	54.8	10,810	3.6	13,058	4.3	7,448	2.5	11,038
				347,883	51.9	17,814	5.1	16,293	4.7	8,273	2.4	—
85	1978	78/ 4 - 79/ 3	20,054	339,634	50.6	12,203	3.6	16,534	4.9	8,647	2.5	11,403
				409,417	50.0	18,403	4.5	19,473	4.8	10,621	2.6	—
86	1979	79/ 4 - 80/ 3	26,766	395,246	48.2	17,199	4.4	23,574	6.0	12,525	3.2	12,092
				514,884	53.7	29,469	5.7	32,821	6.4	16,747	3.3	—
87	1980	80/ 4 - 81/ 3	31,714	501,402	56.2	19,250	3.8	29,243	5.8	16,288	3.2	13,327
				623,866	58.4	36,727	5.9	38,722	6.2	24,204	3.9	—
88	1981	81/ 4 - 82/ 3	34,065	580,087	57.2	24,295	4.2	38,887	6.7	20,383	3.5	14,153
				732,332	57.3	53,176	7.3	60,008	8.2	29,160	4.0	23,295
89	1982	82/ 4 - 83/ 3	35,454	649,332	54.7	27,927	4.3	45,513	7.0	26,350	4.1	15,216
				898,041	54.5	53,548	6.0	62,188	6.9	29,896	3.3	—
90	1983	83/ 4 - 84/ 3	39,448	756,559	56.9	29,947	4.0	52,173	6.9	29,137	3.9	16,889
				1,017,292	55.5	59,950	5.9	72,781	7.2	38,069	3.7	27,029
91	1984	84/ 4 - 85/ 3	50,341	909,581	61.7	37,043	4.1	63,384	7.0	33,853	3.7	17,927
				1,166,651	59.2	65,444	5.6	82,420	7.1	39,903	3.4	28,634
92	1985	85/ 4 - 86/ 3	50,584	955,253	60.4	27,476	2.9	64,370	6.7	34,735	3.6	18,046
				1,216,048	58.5	43,416	3.6	69,044	5.7	35,935	3.0	29,320
93	1986	86/ 4 - 87/ 3	51,648	868,587	53.0	6,904	0.8	37,821	4.4	20,104	2.3	17,379
				1,148,681	49.5	16,446	1.4	41,236	3.6	20,775	1.8	29,879
94	1987	87/ 4 - 88/ 3	90,677	872,707	47.4	10,254	1.2	38,276	4.4	18,857	2.2	17,470
				1,225,186	44.7	20,668	1.7	44,044	3.6	20,341	1.7	29,209
95	1988	88/ 4 - 89/ 3	109,328	992,665	47.7	27,777	2.8	55,234	5.6	26,232	2.6	18,282
				1,258,898	48.7	47,546	3.8	64,606	5.1	29,103	2.3	32,345
96	1989	89/ 4 - 90/ 3	166,110	1,057,282	46.3	48,787	4.6	72,403	6.8	37,536	3.6	19,549
				1,367,916	49.0	79,670	5.8	91,052	6.7	41,720	3.0	33,858
97	1990	90/ 4 - 91/ 3	170,877	1,152,678	44.8	50,157	4.4	80,225	7.0	44,340	3.8	20,894
				1,532,571	48.7	76,041	5.0	91,141	5.9	46,918	3.1	36,532
98	1991	91/ 4 - 92/ 3	172,351	1,202,014	45.1	43,275	3.6	70,647	5.9	36,063	3.0	21,521
				1,554,920	47.8	61,640	4.0	73,572	4.7	39,057	2.5	40,910
99	1992	92/ 4 - 93/ 3	173,088	1,152,887	48.9	24,812	2.2	44,538	3.9	25,021	2.2	22,252
				1,508,326	50.6	48,728	3.2	51,589	3.4	29,612	2.0	41,863

Consolidated												
Fiscal Term	Fiscal Year	Accounting Period (year/month)	Capital (million yen)	Net Sales (million yen)	Non-consolidated: Export Rate (%) Consolidated: Overseas Rate (%)	Operating Income (million yen)	Profit Ratio (%)	Recurring Profit (million yen)	Profit Ratio (%)	Net Income (million yen)	Profit Ratio (%)	No. of Employees (persons)
100	1993	93/ 4 - 94/ 3	191,718	1,170,221	48.6	31,196	2.7	45,321	3.9	25,529	2.2	22,615
				1,518,088	49.2	48,614	3.2	49,421	3.3	31,792	2.1	42,896
101	1994	94/ 4 - 95/ 3	195,378	1,261,562	48.2	56,062	4.4	67,073	5.3	34,631	2.7	23,005
				1,617,620	48.8	80,311	5.0	77,223	4.8	44,508	2.8	43,895
102	1995	95/ 4 - 96/ 3	198,325	1,281,752	44.0	57,919	4.5	70,530	5.5	39,372	3.1	23,416
				1,650,708	47.2	87,797	5.3	86,915	5.3	45,294	2.7	44,789
103	1996	96/ 4 - 97/ 3	204,021	1,375,634	43.9	58,712	4.3	71,400	5.2	39,844	2.9	23,456
				1,790,580	48.0	91,262	5.1	88,631	4.9	48,546	2.7	45,091
104	1997	97/ 4 - 98/ 3	204,035	1,332,152	47.0	22,382	1.7	33,338	2.5	18,330	1.4	23,474
				1,790,542	52.2	55,034	3.1	50,601	2.8	24,788	1.4	48,001
105	1998	98/ 4 - 99/ 3	204,045	1,306,157	45.9	7,593	0.6	15,661	1.2	2,918	0.2	23,661
				1,745,537	50.9	38,127	2.2	26,102	1.5	4,631	0.3	48,820
106	1999	99/ 4 - 00/ 3	204,066	1,419,522	41.3	43,619	3.1	45,021	3.2	24,142	1.7	23,740
				1,854,774	47.5	74,460	4.0	58,745	3.2	28,130	1.5	49,748
107	2000	00/ 4 - 01/ 3	204,095	1,602,974	37.2	72,405	4.5	67,283	4.2	34,902	2.2	23,229
				2,012,858	42.9	105,913	5.3	80,728	4.0	38,527	1.9	49,101
108	2001	01 / 4 - 02/ 3	204,675	1,372,309	38.4	48,333	3.5	43,298	3.2	10,235	0.7	22,710
				1,803,798	45.5	73,585	4.1	48,889	2.7	11,311	0.6	46,518
109	2002	02/ 4 - 03/ 3	204,675	1,552,211	41.8	76,772	4.9	72,801	4.7	28,409	1.8	22,718
				2,003,210	47.2	99,466	5.0	81,920	4.1	32,594	1.6	46,633
110	2003	03/ 4 - 04/ 3	204,675	1,804,907	45.8	97,947	5.4	99,750	5.5	54,641	3.0	22,724
				2,257,273	49.3	121,670	5.4	111,601	4.9	60,715	2.7	46,164
111	2004	04/ 4 - 05/ 3	204,675	2,084,928	44.2	124,891	6.0	125,687	6.0	69,680	3.3	22,838
				2,539,859	47.6	151,020	5.9	140,511	5.5	76,845	3.0	46,751
112	2005	05/ 4 - 06/ 3	204,675	2,283,109	46.0	132,474	5.8	137,114	6.0	83,954	3.7	22,949
				2,797,109	50.1	163,710	5.9	150,852	5.4	88,671	3.2	46,864
113	2006	06/ 4 - 07/ 3	204,675	2,595,470	47.7	143,708	5.5	147,144	5.7	92,808	3.6	22,793
				3,127,771	51.2	186,531	6.0	170,584	5.5	101,717	3.3	48,927
114	2007	07/ 4 - 08/ 3	204,675	2,768,797	48.5	120,947	4.4	116,262	4.2	80,737	2.9	22,674
				3,417,736	53.5	183,692	5.4	168,399	4.9	101,922	3.0	53,708
115	2008	08/ 4 - 09/ 3	204,675	2,254,395	49.4	-87,739	-3.9	-109,008	-4.8	-131,524	-5.8	22,825
				2,847,227	54.3	-55,481	-1.9	-82,431	-2.9	-125,815	-4.4	54,144
116	2009	09/ 4 - 10/ 3	204,675	2,147,682	41.6	-16,977	-0.8	-15,707	-0.7	-17,449	-0.8	22,331
				2,755,948	48.1	51,903	1.9	30,995	1.1	4,397	0.2	53,999
117	2010	10/ 4 - 11/ 3	204,675	2,431,217	40.7	10,014	0.4	26,445	1.1	12,458	0.5	21,844
				3,021,973	47.3	78,896	2.6	59,124	2.0	19,401	0.6	55,580
118	2011	11/ 4 - 12/ 3	204,675	1,873,629	45.9	-114,927	-6.1	-91,774	-4.9	-359,846	-19.2	21,538
				2,455,850	51.9	-37,552	-1.5	-65,437	-2.7	-376,076	-15.3	56,756

Note: 1. As of fiscal 1988 (the 95th term), the method of processing net sales pertaining to credit sales by domestic consolidated subsidiaries has been changed according to a notice on accounting standards in the credit industry issued by the Ministry of International Trade and Industry (now Ministry of Economy, Trade and Industry). 2. For capital and non-consolidated performance, figures less than one million are discarded. Consolidated performance figures are rounded off to the nearest million. 3. The numbers of employees denote the numbers at the end of each fiscal term.