

Overview of Account Settlement for Fiscal Year ended March 2012  
(Based on the Japanese Accounting Standard) (Consolidated)

April 27, 2012  
Tokyo Stock Exchange

Listed company name: TOSHIBA TEC CORPORATION  
Company code: 6588 URL <http://www.toshibatec.co.jp/>  
Representative: (Title) President and CEO  
(Name) Mamoru Suzuki  
Contact person: (Title) Senior Manager of Corporate Communications and Business Planning Division,  
Corporate Strategic Planning Group  
(Name) Nobuo Fukazawa Phone: +81-3-6422-7009  
Scheduled date of annual meeting of shareholders: June 26, 2012  
Scheduled date of dividend payment start: June 1, 2012  
Scheduled submission date of financial statements: June 26, 2012  
Whether or not settlement supplement is prepared: Yes  
Whether or not settlement briefing is held: Yes

(Rounded down to the nearest millions of yen)

1. Summary of Business Results for FY2011 ended March 2012 (April 1, 2011 – March 31, 2012)

(1) Consolidated business results (% of change from previous year)

	Net sales		Operating income		Ordinary income		Net income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
FY2011 ended Mar. 2012	350,604	(3.2)	10,830	(22.6)	8,931	(15.8)	2,566	(60.6)
FY2010 ended Mar. 2011	362,302	(0.6)	13,996	43.9	10,605	46.6	6,510	57.1

Note: Comprehensive income  
FY2011 ended March 2012 1,389 millions of yen (---%) FY2010 ended March 2011 (288) millions of yen (---%)

	Net income per share	Diluted net income per share	Return on equity	Ordinary income ratio to total assets	Operating income ratio to net sales
	Yen	Yen	%	%	%
FY2011 ended Mar. 2012	9.35	9.34	2.0	3.2	3.1
FY2010 ended Mar. 2011	23.71	23.68	5.0	3.7	3.9

Note: Equity in earnings (losses) of affiliates  
FY2011 ended March 2012 --- millions of yen FY2010 ended March 2011 --- millions of yen

(2) Consolidated financial position

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share (yen)
	Millions of yen	Millions of yen	%	Yen
FY2011 ended Mar. 2012	276,435	139,732	46.9	472.36
FY2010 ended Mar. 2011	288,592	140,518	45.0	473.44

Note: Shareholders' equity (Minority interests are excluded)  
FY2011 ended March 2012 129,573 millions of yen FY2010 ended March 2011 129,798 millions of yen

(3) Consolidated cash flow

	C/F from operating activities	C/F from investing activities	C/F from financing activities	Balance of cash and cash equivalents at year-end
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
FY2011 ended Mar. 2012	16,167	(9,508)	(13,399)	85,958
FY2010 ended Mar. 2011	23,263	(7,931)	(8,553)	92,927

2. Dividends

	Annual dividends					Dividends paid (Annual)	Dividend payout ratio (Consolidated)	Dividends on equity (Consolidated)
	1st quarter	2nd quarter	3rd quarter	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
FY2010 ended Mar. 2011	-	2.00	-	5.00	7.00	1,919	29.5	1.5
FY2011 ended Mar. 2012	-	3.00	-	4.00	7.00	1,920	74.9	1.5
FY2012 ending Mar. 2013 (Forecast)	-	3.00	-	4.00	7.00		39.2	

3. Business Forecast for FY2012 ending March 2013 (April 1, 2012 – March 31, 2013) (% of change from previous year,)

	Net sales		Operating income		Ordinary income		Net income		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending Sept. 30	190,000	8.2	6,000	17.8	5,000	69.6	1,700	45.2	6.19
Annual	420,000	19.8	15,000	38.5	13,000	45.6	4,900	90.9	17.86

The aforementioned consolidated forecasts include the effect when Toshiba TEC Corporation completes acquisition of retail store solution business from International Business Machines Corporation (IBM), announced as of April 17, 2012.

## **Operating Results**

### (1) Analysis of Operating Results

(Operating Results in the Consolidated Fiscal Year 2011)

As for the global economy in the consolidated fiscal year 2011, a full-scale economic recovery continued to elude the US, the economy slumped in Europe, and overall economic expansion in Asia slowed down due to the influence of the financial crisis caused by Europe's debt problems. The Japan's economy continued to face a severe situation due to the Great East Japan Earthquake and flooding in Thailand as well as the downturn in the global economy and appreciation of the yen.

Under such circumstances, by making full use of its power, the Toshiba Tec Group was committed to providing total solutions, developing and releasing differentiated products such as Environmentally Conscious Products (ECPs) and integrated products, and expanding its business scale by focusing on emerging countries and areas expected to grow, along with increasing earning power by streamlining resources and assets together.

On April 1, 2011, we established new global solutions business by merging the document solutions business and international POS, AI & printer business, with the aim of further streamlining and expanding international operations. We devoted ourselves to further developing business operations in markets centering on the system solutions business in Japan and the global solutions business outside Japan.

The consolidated business operations were influenced by fluctuations in exchange rates and the downturn in the global economy. As a result, net sales amounted to 350,604 millions of yen, a 3% decrease, operating income amounted to 10,830 millions of yen, a 23% decrease, ordinary income amounted to 8,931 millions of yen, a 16% decrease, and net income amounted to 2,566 millions of yen, a 61% decrease from the previous consolidated fiscal year respectively.

The business highlights for each report segment in the consolidated fiscal year 2011 are described below.

#### System Solutions Business

The system solutions business that deals with POS systems for the Japanese market, MFPs, automatic identification systems and related products, was committed to developing new products appropriate to market needs, expanding sales of core products, and promoting area marketing, along with streamlining sales and service systems at home to improve profit structure, in a severe business environment where intense competition with rivals still continued while the retail industry as a major market tends to pick up.

The retail solutions business that developed business for the store automation and factory automation markets reduced sales of automatic identification systems for manufacturing due to postponement of equipment investment, however, steady growth in sales of POS systems for mass-sales shops and acquisition of Kokusai Chart Corporation increased sales.

The office solutions business that developed business for the office automation market gained sales as sales volume of color MFPs increased despite a drop in sales prices and decrease in print volume.

As a result, net sales of the system solutions business increased 1% over the previous consolidated fiscal year to 169,684 millions of yen, while operating income increased 2% over the previous consolidated fiscal year to 5,865 millions of yen.

#### Global Solutions Business

The global solutions business that deals with MFPs, POS systems, automatic identification systems, printers and related products and inkjet heads for markets outside Japan, focused efforts on releasing and expanding sales of strategic products, while expanding sales by pioneering new business fields, new sales channels and new customers and promoting an alliance strategy, in a severe business environment where intense competition with rivals still continued, in response to deteriorating market conditions due to the appreciation of the yen and slumping global economy.

Despite steady growth of MFPs, sales in the US market decreased due to fluctuations in exchange rates.

A drop in sales of all MFPs, POS systems and automatic identification systems due to the slumping economy and fluctuations in exchange rates caused sales in the European markets to decrease.

A decline in sales of MFPs due to the downturn in each country's economy and fluctuations in exchange rates caused sales in the emerging markets to decrease.

Sales in the Chinese and East Asia markets remained the same as the previous consolidated fiscal year since A3 MFPs witnessed an increase in sales.

Sales of the ODM business decreased due to a decline in sales of MFPs and printers.

Expansion of the sales to major customers and acquisition of new customers increased sales of the inkjet head business.

As a result, net sales of the global solutions business decreased 7% over the previous consolidated fiscal year to 192,763 millions of yen, and operating income decreased 40% yen over the previous consolidated fiscal year to 4,964 millions of yen.

- Notes: (1) Automatic Identification (AI) Systems refer to systems, which contain hardware and software to automatically retrieve, identify and manage data, from bar codes and IC tags.  
(2) ODM refers to designing and manufacturing products with customer brand.

(Forecast for Fiscal Year 2012)

As for the future global economy, the European economy is expected to slump due to budget austerity, and the US economy is expected to continue a gradual recovery. The Asian economy is expected to remain on a downturn trend due to weak exports to Europe. An increase in domestic demand in accordance with reconstruction of the Great East Japan Earthquake may contribute to moderate economic expansion in Japan.

Under such circumstances, the Toshiba Tec Group is committed to expanding its business scale and further increasing earning power by streamlining resources and assets together in and outside Japan, with the aim of achieving growth through solutions services.

Major measures on a segment basis for fiscal year 2012 ending March are as follows:

- System Solutions Business

The system solutions business strives to promote area marketing, develop new products appropriate to market needs, and enhance service and supply business, toward expanding sales of POS systems, MFPs, automatic identification systems and related products into the Japanese market as well as providing total solutions. The system solutions business is also committed to further streamlining sales and service systems at home to improve profit structure.

- Global Solutions Business

The global solutions business strives to develop and release strategic products such as KIOSK terminals, as well as expand sales and marketing in response to the region, optimize sales and service channels, toward expanding sales of MFPs, POS systems, automatic identification systems, related products and inkjet heads into markets outside Japan as well as providing total solutions, which capitalize on a wide range of products and markets. The global solutions business is also committed to expanding business by enhancing operations in emerging countries and areas.

The consolidated forecasts for fiscal year 2012 are expected as follows based on the aforementioned measures:

<Forecasts for fiscal year 2012>

[Consolidated]	Net sales	420,000 millions of yen
	Operating income	15,000 millions of yen
	Ordinary income	13,000 millions of yen
	Net income for the fiscal year	4,900 millions of yen

The aforementioned consolidated forecasts include the effect when Toshiba Tec Corporation completes acquisition of retail store solution business from IBM, announced as of April 17, 2012.

The exchange rates for fiscal year 2012 are 80 yen per dollar and 105 yen per euro.

\* Forecasts are based on the Toshiba Tec Group's currently available data and certain assumptions considered rational, and are not intended to encourage the realization. Actual results are subject to change due to various factors.

## (2) Analysis of Financial Position

### (Situations of Assets, Liabilities and Net Sales)

Assets at the end of the consolidated fiscal year 2011 decreased by 12,157 millions of yen over the previous consolidated fiscal year to 276,435 millions of yen. This is mainly because a total of "Cash and cash equivalents" and "Group finance deposits" decreased by 6,969 millions of yen, deferred income taxes (current) decreased by 805 millions of yen and deferred income taxes (fixed) decreased by 1,933 millions of yen due to changes in corporate tax rates, and goodwill decreased by 2,553 millions of yen due to its amortization.

Liabilities decreased by 11,370 millions of yen over the previous consolidated fiscal year to 136,703 millions of yen. This is mainly because while "Short-term loans" decreased by 8,939 millions of yen and "Income taxes payable" decreased by 1,758 millions of yen, "Allowance for employment retirement" increased by 2,101 millions of yen.

Net assets decreased by 786 millions of yen over the previous consolidated fiscal year to 139,732 millions of yen. This is mainly because although "Net income for the fiscal year" increased by 2,566 millions of yen, "Payment of dividend" decreased by 2,193 millions of yen, "Foreign currency translation adjustments" decreased by 804 millions of yen and also "Minority Interests in consolidated subsidiaries" decreased by 538 millions of yen due to the appreciation of the yen.

### (Cash Flow Situations)

Cash and cash equivalents (hereinafter referred to as "Net cash") in the consolidated fiscal year 2011 decreased by 6,969 millions of yen over the previous consolidated fiscal year to 85,958 millions of yen (93% of the previous consolidated fiscal year's net cash).

The situations and causes of each cash flow in the consolidated fiscal year 2011 are described below.

#### (Cash flow from operating activities)

Proceeds from operating activities resulted in 16,167 millions of yen (23,263 millions of yen in the previous consolidated fiscal year). As a main cause of the decrease by 7,096 millions of yen over the previous consolidated fiscal year, net income before taxes and minority interests decreased by 2,258 millions of yen, while income taxes payments increased to 2,328 millions of yen.

#### (Cash flow from investing activities)

Payments for investing activities resulted in 9,508 millions of yen (7,931 millions of yen in the previous consolidated fiscal year). As a main cause of the increase by 1,577 millions of yen over the previous consolidated fiscal year, acquisition of tangible fixed assets resulted in an increase by 1,652 millions of yen. Proceeds from free cash flow reached 6,658 millions of yen (15,332 millions of yen in the previous consolidated fiscal year).

#### (Cash flow from financing activities)

Payments for financing activities resulted in 13,399 millions of yen (8,553 millions of yen in the previous consolidated fiscal year). As a main cause of the increase by 4,846 millions of yen over the previous consolidated fiscal year, proceeds (repayment) decreased by 4,743 millions of yen.

#### (Forecast Cash Flow for fiscal year 2012)

In operating and investing activities, we are committed to increasing earnings, improving our CCC (cash conversion cycle) efficiency and investment efficiency to generate free cash flow. However, "Cash and cash equivalents" balance is expected to decrease due to acquisition of retail store solution business from IBM.

(Cash Flow Indicator Trends)

	FY2007 ended Mar. 2008	FY2008ended Mar. 2009	FY2009 ended Mar. 2010	FY2010 ended Mar. 2011	FY2011ended Mar. 2012
Shareholders' equity ratio	44.6%	45.5%	45.1%	45.0%	46.9%
Shareholders' equity ratio based on market value	53.5%	24.5%	35.1%	35.1%	32.5%
Debt redemption	1.6 years	0.6 years	0.8 years	0.7 years	0.4 years
Interest coverage ratio	10.8	43.6	34.2	26.1	25.9

Note: Shareholders' equity ratio = Shareholders' equity / Total assets

Shareholders' equity ratio based on market value = Market capitalization / Total assets

Market capitalization = Stock unit value x (Number of shares issued - Number of treasury stock)

Debt redemption = Interest-bearing debt / Operating cash flow

Interest coverage ratio = Operating cash flow / Interest payments

\* All indicators are calculated on a consolidated basis of financial values.

\* Interest-bearing debt refers to all liabilities on the consolidated balance sheet on which interest is paid.  
 For interest payments, "Interest expense payment" in the consolidated cash flow statement is used.

(3) Basic Dividend Policy and Dividends in Consolidated Fiscal Years 2011 and 2012

• Dividends from surplus

By taking into account strategic investments for the mid- and long-term growth, we strive to continuously increase dividends with the aim of achieving a consolidated dividend payout ratio of 30%.

We declared an interim dividend of 3 yen per share and a year-end dividend of 4 yen per share regarding surplus in this fiscal year, totaling an annual dividend of 7 yen per share equivalent to the previous fiscal year, based on the aforementioned basic policy, allowing for strategic investments for the mid- and long-term growth, trends in business operations, balance sheet and shareholders' expectations for dividends in a comprehensive manner. We plan to pay the year-end dividend starting June 1, 2012.

As for forecast surplus in the fiscal year 2012, we intend to declare an interim dividend of 3 yen per share and a year-end dividend of 4 yen per share, totaling an annual dividend of 7 yen.

• Purchase of treasury stock

We strive to properly purchase treasury stock, to implement asset plans in a flexible manner in response to changes in business environment.

## **Management Policy**

### (1) Basic Policy for Corporate Management

The Toshiba Tec's Group management is based on the ideal of "Our Five Commitments." As we continue to challenge the essence of value-added production, we are operating through the basic policy of providing our customers with the products and services they want and keeping our five commitments with stakeholders. We are working to improve our corporate value by building a global corporation with a balanced outlook and a strong sense of corporate social responsibility.

### (2) Mid- and Long-term Corporate Management Strategies

Toshiba Tec Corporation has been making efforts to achieve "acceleration of structural transformation and expansion of business fields" under a new business management system started on April 1, 2011. However, we strive to improve profit structure through active structural reform as well as conventional growth strategies, in response to significant changes in business environment due to the Great East Japan Earthquake, appreciation of the yen, Europe's debt problems and flooding in Thailand.

As for conventional growth strategies, we are committed to strengthening the response to Cloud and Internet, as well as expanding sales by mutually exchanging business channels of POS systems, MFPs and automatic identification systems, developing solutions, releasing integrated products to expand new fields and sales in emerging countries. As for improvement in profit structure, we are committed to promoting structural reform by maximizing total Group power including further acceleration of streamlining of sales and service systems at home, as well as streamlining sales and service bases and optimizing global manufacturing systems outside Japan.

Since our mid-term management plan is currently being formulated, we will disclose our concrete measures and numerical targets at a later date.

### (3) Issues to Address

In the business environment surrounding the Toshiba Tec Group, market competition is intensifying in accordance with the progress of globalization, borderlessness and technology innovation.

Under such circumstances, the Toshiba TEC group continuously focuses efforts on releasing new products satisfying customers' needs, improving marketing ability, proactively expanding our business to emerging countries, improving business efficiency, innovating the cooperative process between development and manufacturing, reducing costs, strengthening the Group's management power and improving asset efficiency, in order to establish a high-profit structure.

## Consolidated Balance Sheet

(1) Consolidated Balance Sheet

(Millions of yen)

	Previous consolidated fiscal year (March 31, 2011)	Current consolidated fiscal year (March 31, 2012)
<b>Assets</b>		
Current assets		
Cash and cash equivalents	18,407	20,007
Group finance deposits	74,520	65,951
Trade notes and accounts receivable	54,527	56,816
Commodities and products	25,047	22,380
Goods in process	2,910	3,467
Raw materials and supplies	6,319	5,909
Deferred income taxes	7,115	6,310
Others	13,101	12,760
Allowance for doubtful accounts	(1,329)	(1,253)
Total current assets	200,619	192,352
Fixed assets		
Property, Plant and Equipment		
Buildings and structures	29,292	28,623
Accumulated depreciation	(20,337)	(20,521)
Net buildings and construction	8,954	8,101
Machinery and equipment	30,485	33,984
Accumulated depreciation	(22,488)	(23,336)
Net machinery and vehicles	7,996	10,648
Tools and furniture and fixtures	51,577	50,466
Accumulated depreciation	(47,675)	(46,789)
Net tools and implements	3,901	3,676
Land	2,759	2,568
Lease assets	8,264	7,946
Accumulated depreciation	(3,614)	(3,773)
Net lease assets	4,650	4,172
Construction in progress	1,264	1,360
Total property, Plant and Equipment	29,527	30,527
Intangible assets		
Goodwill	19,405	16,852
Others	5,594	5,745
Total intangible assets	24,999	22,598
Investments and other assets		
Investment securities	3,439	3,459
Deferred income taxes	21,442	19,509
Other investments and other assets	8,624	8,231
Allowance for doubtful accounts	(61)	(242)
Total investments and other assets	33,445	30,957
Total fixed assets	87,972	84,083
Total assets	288,592	276,435

(Millions of yen)

	Previous consolidated fiscal year (March 31, 2011)	Current consolidated fiscal year (March 31, 2012)
<b>Liabilities</b>		
Current liabilities		
Trade notes and accounts payable	43,002	46,995
Short-term loans	10,868	1,929
Lease liabilities	2,897	2,752
Income taxes payable	3,392	1,634
Accrued bonuses to directors and corporate auditors	66	48
Other current liabilities	48,427	43,814
Total current liabilities	108,654	97,174
Long-term liabilities		
Long-term debt	1	0
Lease liabilities	2,689	2,105
Allowance for employment retirement	34,303	36,404
Allowance for retirement benefits for directors and corporate auditors	192	137
Other long-term liabilities	2,232	880
Total long-term liabilities	39,419	39,529
<b>Total liabilities</b>	<b>148,073</b>	<b>136,703</b>
<b>Net assets</b>		
Shareholders' equity		
Capital stock	39,970	39,970
Capital surplus	52,987	52,985
Retained earnings	56,012	56,466
Less Treasury stock, at cost	(5,691)	(5,629)
Total shareholders' equity	143,280	143,793
Other accumulated comprehensive income		
Unrealized holding gains on securities	224	341
Net deferred profit on hedges	(11)	-
Foreign currency translation adjustments	(13,693)	(14,498)
Minimum pension liability adjustment	-	(62)
Total other accumulated comprehensive income	(13,481)	(14,219)
Share subscription rights	135	112
Minority interest in consolidated subsidiaries	10,584	10,045
<b>Total net assets</b>	<b>140,518</b>	<b>139,732</b>
<b>Total liabilities and net assets</b>	<b>288,592</b>	<b>276,435</b>

(2) Consolidated Profit and Loss Statement and Consolidated Comprehensive Income Statement  
(Consolidated Profit and Loss Statement)

(Millions of yen)

	Previous consolidated fiscal year (From April 1, 2010 To March 31, 2011)	Current consolidated fiscal year (From April 1, 2011 To March 31, 2012)
Net Sales	362,302	350,604
Cost of sales	192,322	185,918
Gross profit	169,980	164,685
Selling, general and administrative expenses	155,983	153,855
Operating income	13,996	10,830
Non-operating income		
Interest income	480	386
Dividends income	32	32
Gain on sale of investment securities	4	10
Gain on sale of fixed assets	-	132
Others	381	246
Total non-operating income	899	808
Non-operating expenses		
Interest expense	805	614
Loss on valuation of derivative	51	321
Loss on sale/disposal of fixed assets	242	-
Foreign exchange losses	1,361	608
Others	1,828	1,162
Total non-operating expenses	4,289	2,706
Ordinary income	10,605	8,931
Extraordinary income		
Reversal of allowance for transfer expenses	-	588
Compensation	-	100
Gain on revision of retirement benefit plan	155	-
Total extraordinary income	155	688
Extraordinary losses		
Business restructuring cost	590	824
Retirement benefit expenses	-	308
Loss on withdrawal from pension fund	-	575
Total extraordinary losses	590	1,707
Net income before taxes and minority interests	10,170	7,912
Income taxes	4,549	3,307
Income taxes-deferred	(375)	2,413
Total income taxes	4,174	5,720
Net income before minority interests in income of consolidated subsidiaries	5,996	2,191
Minority interest in net income	(514)	(374)
Net income for the fiscal year	6,510	2,566

(Consolidated Comprehensive Income Statement)

(Millions of yen)

	Previous consolidated fiscal year (From April 1, 2010 To March 31, 2011)	Current consolidated fiscal year (From April 1, 2011 To March 31, 2012)
Net income before minority interests in income of consolidated subsidiaries	5,996	2,191
Total comprehensive income		
Unrealized holding gains on securities	(125)	118
Net deferred profit on hedges	(12)	11
Foreign currency translation adjustments	(6,212)	(967)
Minimum pension liability adjustment	65	35
Total other comprehensive income	(6,284)	(802)
Comprehensive income	(288)	1,389
(Breakdown)		
Total comprehensive income attributable to owners of the parent	1,385	1,908
Total comprehensive income attributable to minority interests	(1,673)	(519)

(3) Consolidated Statements of Changes in Net Assets

(Millions of yen)

	Previous consolidated fiscal year (From April 1, 2010 To March 31, 2011)	Current consolidated fiscal year (From April 1, 2011 To March 31, 2012)
<b>Shareholders' equity</b>		
Capital stock		
Balance at beginning of year	39,970	39,970
Changes of items during year		
Total changes of items during year	-	-
Balance at end of year	39,970	39,970
Capital surplus		
Balance at beginning of year	52,987	52,987
Changes of items during year		
Retirement of treasury stock	0	(1)
Total changes of items during year	0	(1)
Balance at end of year	52,987	52,985
Retained earnings		
Balance at beginning of year	51,392	56,012
Changes of items during year		
Dividends from surplus	(1,923)	(2,193)
Net income for the fiscal year	6,510	2,566
Pension liability adjustment of foreign consolidated subsidiaries	32	80
Total changes of items during year	4,620	453
Balance at end of year	56,012	56,466
Treasury stock		
Balance at beginning of year	(5,423)	(5,691)
Changes of items during year		
Purchase of treasury stock	(277)	(3)
Retirement of treasury stock	9	65
Total changes of items during year	(267)	61
Balance at end of year	(5,691)	(5,629)
Total shareholders' equity		
Balance at beginning of year	138,927	143,280
Changes of items during year		
Dividends from surplus	(1,923)	(2,193)
Net income for the fiscal year	6,510	2,566
Pension liability adjustment of foreign consolidated subsidiaries	32	80
Purchase of treasury stock	(277)	(3)
Retirement of treasury stock	9	63
Total changes of items during year	4,352	513
Balance at end of year	143,280	143,793

(Millions of yen)

	Previous consolidated fiscal year (From April 1, 2010 To March 31, 2011)	Current consolidated fiscal year (From April 1, 2011 To March 31, 2012)
Other accumulated comprehensive income		
Unrealized holding gains on securities		
Balance at beginning of year	348	224
Changes of items during year		
Net changes of items other than shareholders' equity	(124)	117
Total changes of items during year	(124)	117
Balance at end of year	224	341
Net deferred profit on hedges		
Balance at beginning of year	0	(11)
Changes of items during year		
Net changes of items other than shareholders' equity	(12)	11
Total changes of items during year	(12)	11
Balance at end of year	(11)	-
Foreign currency translation adjustments		
Balance at beginning of year	(8,672)	(13,693)
Changes of items during year		
Net changes of items other than shareholders' equity	(5,021)	(804)
Total changes of items during year	(5,021)	(804)
Balance at end of year	(13,693)	(14,498)
Minimum pension liability adjustment		
Balance at beginning of year	-	-
Changes of items during year		
Pension liability adjustment of foreign consolidated subsidiaries	-	(80)
Net changes of items other than shareholders' equity	-	17
Total changes of items during year	-	(62)
Balance at end of year	-	(62)
Total other accumulated comprehensive income		
Balance at beginning of year	(8,323)	(13,481)
Changes of items during year		
Pension liability adjustment of foreign consolidated subsidiaries	-	(80)
Net changes of items other than shareholders' equity	(5,158)	(657)
Total changes of items during year	(5,158)	(738)
Balance at end of year	(13,481)	(14,219)
Share subscription rights		
Balance at beginning of year	103	135
Changes of items during year		
Net changes of items other than shareholders' equity	31	(22)
Total changes of items during year	31	(22)
Balance at end of year	135	112
Minority interest in consolidated subsidiaries		
Balance at beginning of year	11,984	10,584
Changes of items during year		
Net changes of items other than shareholders' equity	(1,399)	(538)
Total changes of items during year	(1,399)	(538)
Balance at end of year	10,584	10,045

	Previous consolidated fiscal year (From April 1, 2010 To March 31, 2011)	Current consolidated fiscal year (From April 1, 2011 To March 31, 2012)
<b>Total net assets</b>		
Balance at beginning of year	142,692	140,518
<b>Changes of items during year</b>		
Dividends from surplus	(1,923)	(2,193)
Net income for the fiscal year	6,510	2,566
Pension liability adjustment of foreign consolidated subsidiaries	32	-
Purchase of treasury stock	(277)	(3)
Retirement of treasury stock	9	63
Net changes of items other than shareholders' equity	(6,526)	(1,219)
Total changes of items during year	(2,173)	(786)
Balance at end of year	140,518	139,732

(4) Consolidated Cash Flow Statement

(Millions of yen)

	Previous consolidated fiscal year (From April 1, 2010 To March 31, 2011)	Current consolidated fiscal year (From April 1, 2011 To March 31, 2012)
<b>Cash flow from operating activities</b>		
Net income before taxes and minority interests	10,170	7,912
Depreciation and amortization	13,517	13,570
Allowance for doubtful accounts	(116)	157
Accrual for retirement benefits, Less payment	1,759	2,124
Interest received and dividends income	(513)	(419)
Interest expense	805	614
Loss on sales/disposal of tangible fixed assets	242	(132)
Gain/loss on sale of investment securities	(4)	(10)
Gain/loss on valuation of investment securities	40	73
Retirement benefit expenses	-	308
Gain/loss on revision of retirement benefit plan	(155)	-
Reversal of allowance for transfer expenses	-	(588)
Compensation	-	(100)
Loss on withdrawal from pension fund	-	575
Business restructuring cost	590	824
Increase/decrease in accounts receivable	(1,734)	(3,724)
Increase/decrease in inventories	(4,844)	1,849
Increase/decrease in accounts payable	2,978	5,083
Others	3,031	(6,644)
<b>Subtotal</b>	<b>25,769</b>	<b>21,474</b>
Interests and dividends income received	513	410
Interest expense payment	(806)	(623)
Payment of extra pension for early retirement	(109)	(25)
Income taxes refund	635	-
Income taxes payments	(2,739)	(5,067)
<b>Net cash provided by operating activities</b>	<b>23,263</b>	<b>16,167</b>
<b>Cash flow from investing activities</b>		
Acquisition of tangible fixed assets	(5,578)	(7,230)
Proceeds from sales of tangible fixed assets	1,160	749
Acquisition of intangible fixed assets	(2,370)	(2,280)
Acquisition of investment securities	(189)	(59)
Acquisition of subsidiaries' stock accompanied by changes in scope of consolidation	(978)	-
Proceeds from sales of investment securities	18	43
Payments for loans receivable	(32)	(17)
Proceeds from loans receivable	47	17
Payments for business acquisition	-	(523)
Others	(8)	(207)
<b>Net cash used in investing activities</b>	<b>(7,931)</b>	<b>(9,508)</b>

(Millions of yen)

	Previous consolidated fiscal year (From April 1, 2010 To March 31, 2011)	Current consolidated fiscal year (From April 1, 2011 To March 31, 2012)
Cash flow from financing activities		
Proceeds (Repayment) of short-term loans, net	(4,053)	(8,791)
Repayment of long-term debt	(0)	(5)
Repayment of finance lease liabilities	(2,238)	(2,454)
Purchase of treasury stock	(277)	(5)
Payment of dividend	(1,923)	(2,193)
Payment of dividend to minority shareholders of subsidiaries	(69)	(14)
Others	9	65
Net cash from financing activities	(8,553)	(13,399)
Effect of exchange rate change on cash and cash equivalents	(2,519)	(228)
Net increase in cash and cash equivalents	4,258	(6,969)
Cash and cash equivalents at beginning of year	88,668	92,927
Cash and cash equivalents at end of year	92,927	85,958