

## FINANCIAL SUMMARY

### 1. Summary

(Consolidated)

(Millions of Yen)

	2006 (actual)	2007 (actual)	2008 (actual)	2009 (actual)	2010 (actual)	2011 (forecast)
Order obtained	707,374	716,382	600,658	403,437	534,897	620,000
Net sales	600,256	660,769	642,918	516,165	548,015	630,000
Operating income	64,224	77,790	56,940	28,254	45,803	54,000
Ordinary income	65,341	75,469	50,275	26,333	44,253	50,500
Net income	37,352	42,974	13,649	13,280	27,926	30,000
Total assets	600,890	678,634	657,436	610,087	626,829	—
Net assets	206,010	246,371	238,697	254,153	269,380	—
Debt	88,045	89,567	110,339	87,660	67,833	—
Stockholder's equity ratio (%)	34.1%	34.9%	34.8%	40.0%	42.6%	—
Interest-bearing debt ratio (%)	14.7%	13.2%	16.8%	14.4%	10.8%	—
Net assets per share (Yen)	338.95	392.80	378.78	404.73	435.10	—
Net income per share (Yen)	61.99	71.19	22.62	22.01	45.87	48.83
Number of consolidated companies	90	92	86	87	98	—
Number of affiliated companies	8	5	4	4	3	—
Number of employees	12,561	14,408	14,984	15,463	17,025	—

(Return on invested capital)

	2006 (actual)	2007 (actual)	2008 (actual)	2009 (actual)	2010 (actual)	2011 (forecast)
Consolidated	12.2%	14.0%	9.6%	4.8%	7.8%	8.7%

## FINANCIAL SUMMARY

### 2. New Segment information (Order)

(Consolidated)

(Millions of Yen)

	2006		2007		2008		2009		2010		2011	
	(actual)	%	(actual)	%	(actual)	%	(actual)	%	(actual)	%	(forecast)	%
Machinery Components	96,167	13.6%	105,839	14.8%	82,943	13.8%	61,421	15.2%	75,839	14.2%	94,000	15.2%
Precision Machinery	138,567	19.6%	141,517	19.8%	117,860	19.6%	106,085	26.3%	150,547	28.1%	157,000	25.3%
Construction Machinery	168,089	23.8%	187,701	26.2%	138,783	23.1%	100,531	24.9%	141,250	26.4%	171,000	27.6%
Industrial Machinery	93,615	13.2%	98,848	13.8%	98,752	16.4%	59,834	14.8%	73,228	13.7%	80,000	12.9%
Ships	95,663	13.5%	67,973	9.5%	64,284	10.7%	4,290	1.1%	14,581	2.7%	22,000	3.5%
Environmental Facilities & Plants	100,538	14.2%	102,344	14.3%	88,347	14.7%	62,550	15.5%	70,572	13.2%	87,000	14.0%
Others	14,734	2.1%	12,159	1.7%	9,688	1.6%	8,726	2.2%	8,881	1.7%	9,000	1.5%
<b>Total</b>	<b>707,374</b>	<b>100.0%</b>	<b>716,382</b>	<b>100.0%</b>	<b>600,658</b>	<b>100.0%</b>	<b>403,437</b>	<b>100.0%</b>	<b>534,897</b>	<b>100.0%</b>	<b>620,000</b>	<b>100.0%</b>

### 3. New Segment information (Sales)

(Consolidated)

(Millions of Yen)

	2006		2007		2008		2009		2010		2011	
	(actual)	%	(actual)	%	(actual)	%	(actual)	%	(actual)	%	(forecast)	%
Machinery Components	91,116	15.2%	96,522	14.6%	91,876	14.3%	69,040	13.4%	74,591	13.6%	92,000	14.6%
Precision Machinery	131,789	22.0%	136,071	20.6%	135,351	21.1%	105,191	20.4%	131,944	24.1%	153,000	24.3%
Construction Machinery	160,177	26.7%	179,370	27.2%	159,154	24.8%	102,650	19.9%	130,811	23.9%	160,000	25.4%
Industrial Machinery	68,286	11.4%	81,163	12.3%	84,310	13.1%	85,637	16.6%	66,544	12.1%	80,000	12.7%
Ships	45,175	7.5%	53,781	8.1%	56,028	8.7%	62,927	12.2%	59,496	10.9%	56,000	8.9%
Environmental Facilities & Plants	88,738	14.8%	100,682	15.2%	106,479	16.6%	81,884	15.9%	76,070	13.9%	81,000	12.9%
Others	14,974	2.5%	13,181	2.0%	9,720	1.5%	8,835	1.7%	8,558	1.6%	8,000	1.3%
<b>Total</b>	<b>600,256</b>	<b>100.0%</b>	<b>660,769</b>	<b>100.0%</b>	<b>642,918</b>	<b>100.0%</b>	<b>516,165</b>	<b>100.0%</b>	<b>548,015</b>	<b>100.0%</b>	<b>630,000</b>	<b>100.0%</b>

### 4. New Segment information (Operating income)

(Consolidated)

(Millions of Yen)

	2006		2007		2008		2009		2010		2011	
	(actual)	%	(actual)	%	(actual)	%	(actual)	%	(actual)	%	(forecast)	%
Machinery Components	13,433	14.7%	12,579	13.0%	7,033	7.7%	861	1.2%	4,874	6.5%	7,000	7.6%
Precision Machinery	15,186	11.5%	15,647	11.5%	5,307	3.9%	△ 2,603	△ 2.5%	8,340	6.3%	12,500	8.2%
Construction Machinery	14,396	9.0%	16,286	9.1%	7,543	4.7%	571	0.6%	5,290	4.0%	9,000	5.6%
Industrial Machinery	10,302	15.1%	13,930	17.2%	13,585	16.1%	14,167	16.5%	10,252	15.4%	9,000	11.3%
Ships	3,349	7.4%	9,969	18.5%	9,098	16.2%	6,664	10.6%	9,897	16.6%	9,500	17.0%
Environmental Facilities & Plants	4,750	5.4%	7,526	7.5%	13,040	12.2%	7,101	8.7%	5,566	7.3%	6,000	7.4%
Others	2,568	17.1%	1,710	13.0%	1,131	11.6%	1,376	15.6%	1,518	17.7%	1,000	12.5%
<b>Total</b>	<b>64,224</b>	<b>10.7%</b>	<b>77,790</b>	<b>11.8%</b>	<b>56,940</b>	<b>8.9%</b>	<b>28,254</b>	<b>5.5%</b>	<b>45,803</b>	<b>8.4%</b>	<b>54,000</b>	<b>8.6%</b>

### 5. Reserch & development, Plant & equipment investment

(Consolidated)

(Millions of Yen)

	2006		2007		2008		2009		2010		2011	
	(actual)	%	(actual)	%	(actual)	%	(actual)	%	(actual)	%	(forecast)	%
Capital expenditures	17,257	2.9%	28,180	4.3%	31,753	4.9%	24,465	4.7%	14,292	2.6%	15,000	2.4%
Depreciation and amortization	10,649	1.8%	13,788	2.1%	18,320	2.8%	19,725	3.8%	17,941	3.3%	18,500	2.9%
Reserch & development expenses	8,599	1.4%	9,908	1.5%	10,047	1.6%	8,187	1.6%	8,228	1.5%	12,500	2.0%