



FACT BOOK
2009

MUSASHI

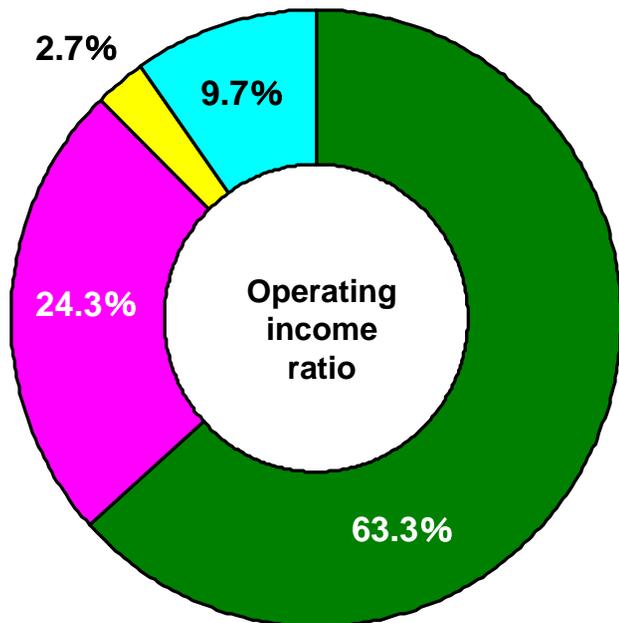
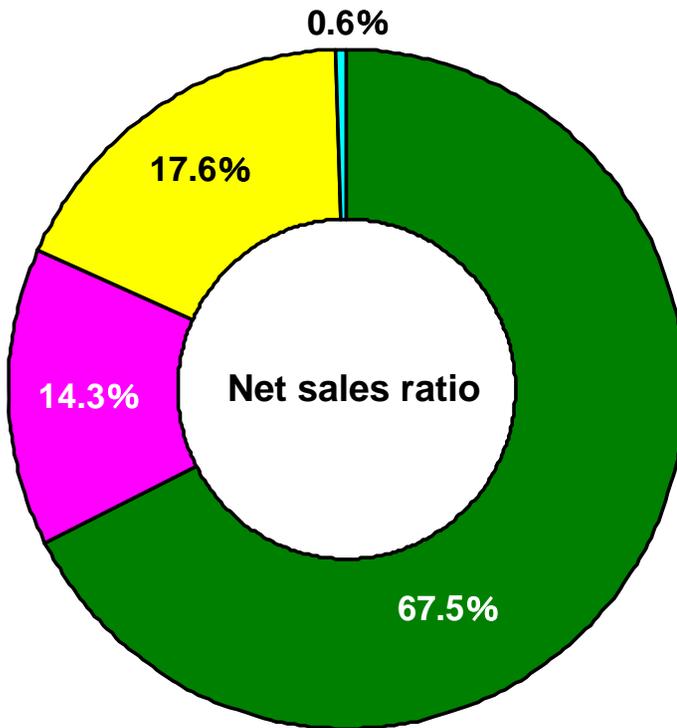
MUSASHI CO.,LTD.

[Business Overview]

Average ratio per 5 years (05/3 - 09/3)



President and Representative Director
Hirokazu Kobayashi



- Information System, Digital Printing System and Industrial System Equipments
- Cash handling Equipments, Election System Equipments
- Paper and Processed Paper Products
- Others

Information System, Digital Printing System and Industrial System Equipments

[Information/Industrial Systems Equipment]

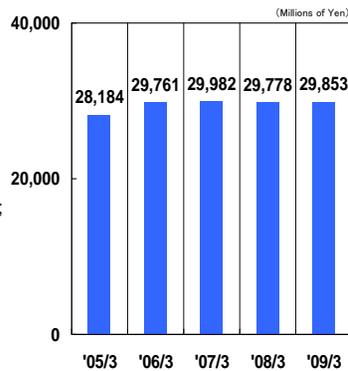
- Media conversion services to digitalize documents and microfilms; data entry services; information processing services including producing microfilm images.
- Consultation and sales of scanners, electronic archive systems and other information products as FUJIFILM Corporation's sole distributor in the Japanese market;
- Development and sales of image processing software;
- Consultation and sales of industrial non-destructive inspection systems for buildings and manufactured products.
- Maintenance services for equipment.

[Printing Systems Equipment]

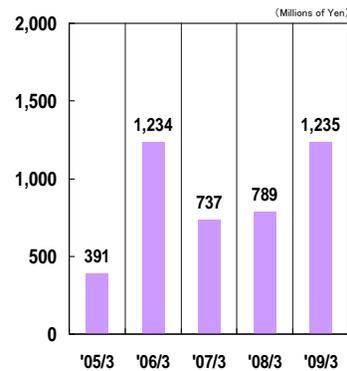
- Consultation and sales of printing equipment, materials and software for digital pre-press systems and print-on-demand systems as FUJIFILM Corporation's distributor;
- Development and sales of a compact print-on-demand system for fine-printed business cards and post cards;
- Maintenance services for equipment.



Segment Net Sales



Segment Operating Income



Cash Handling Equipment, Election System Equipments

(Original products developed and manufactured by the MUSASHI Group)

[Cash Handling Systems Equipment]

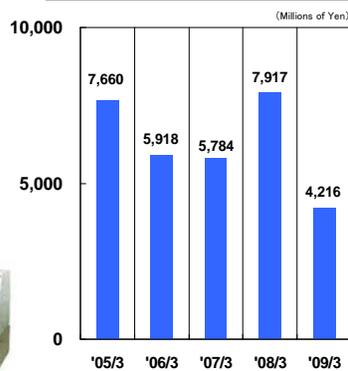
- Cash handling machines that improve operational efficiency across various industries including finance, retail, courier, transport, and amusement;
- Administrative products for personal seals, keys, ID cards;
- Security products including digital surveillance cameras;
- Maintenance services for the above products.
- Export of cash handling machines including bill counters and bill binding machines to Europe and other overseas markets.

[Election Systems Equipment]

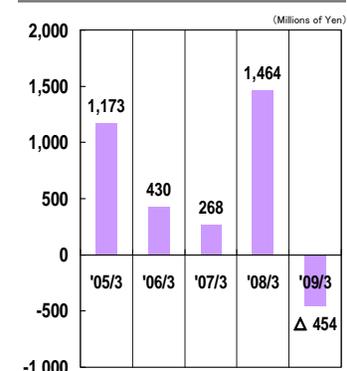
- Consultation and sales of support products for elections including ballot paper dispensers, counters, reader sorters, self-opening ballot papers, administrative software, promotional items and other tools;
- Maintenance services for equipment.



Segment Net Sales



Segment Operating Income

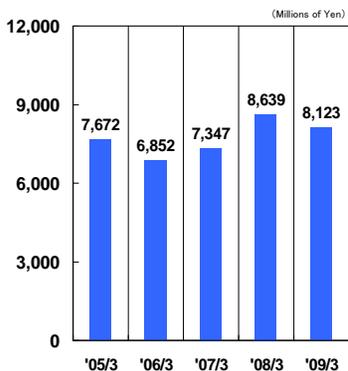


Paper and Processed Paper Products

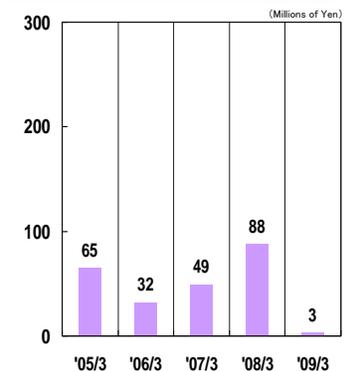
- Various types of paper and paperboards for printing, publishing, information, administration and other special applications; processed paper products.



Segment Net Sales



Segment Operating Income

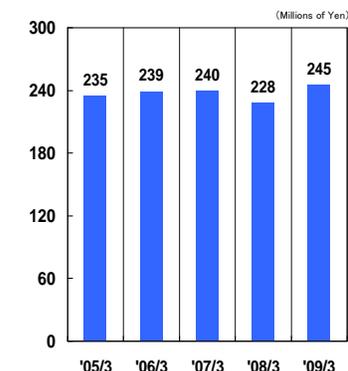


Others

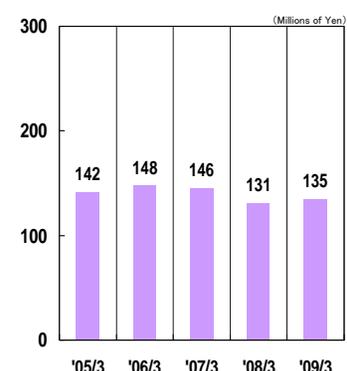
- Real-estate leasing
- Auto leasing
- Insurance brokerage
- Staffing



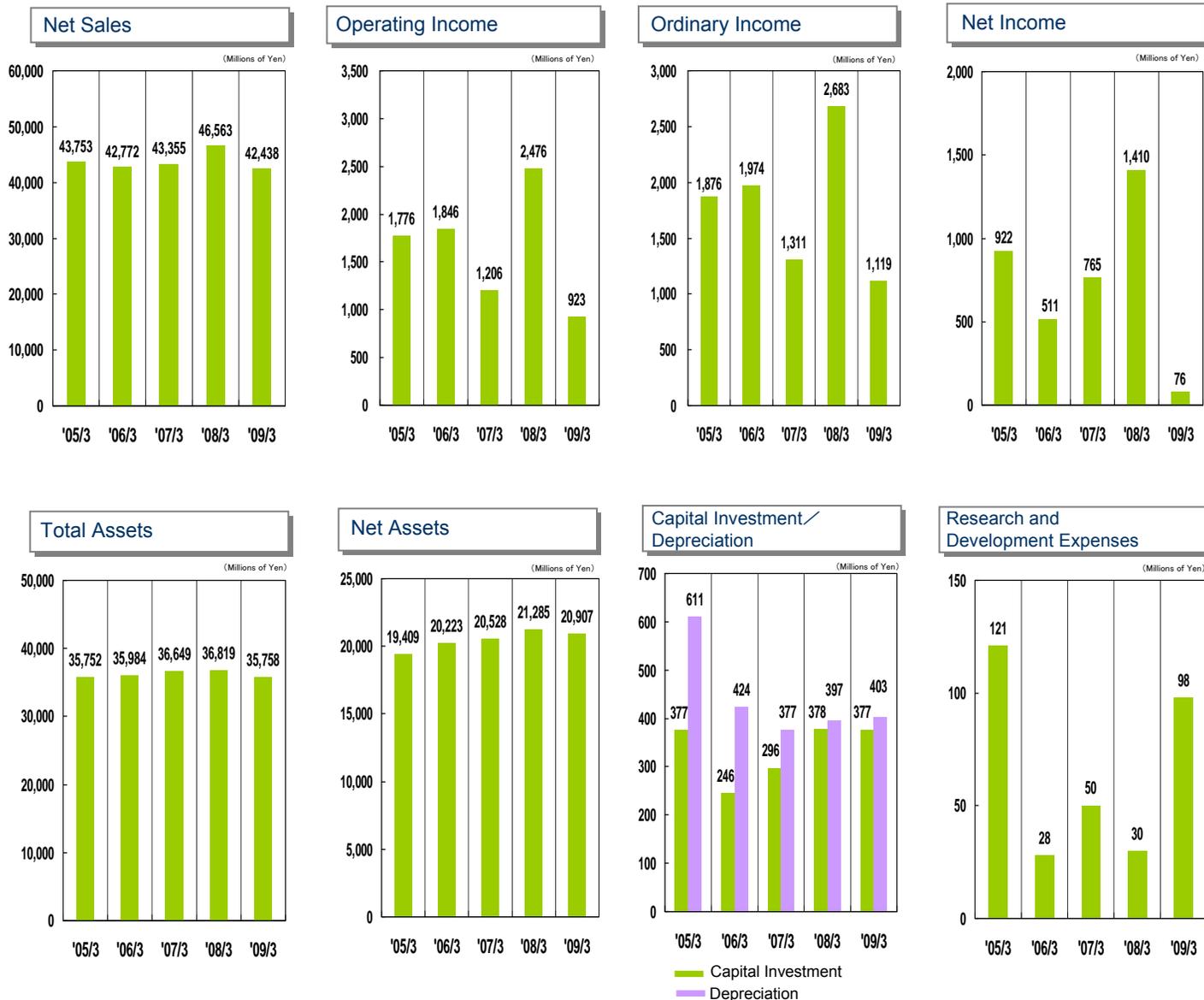
Segment Net Sales



Segment Operating Income



[Consolidated Financial Highlights]

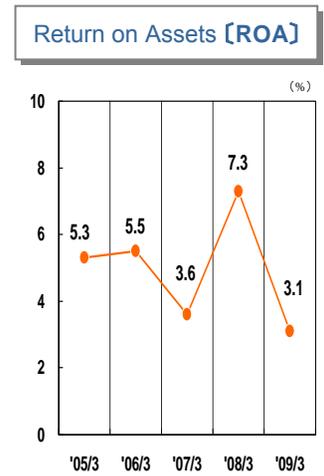
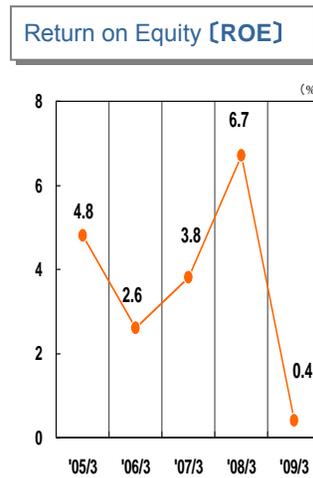
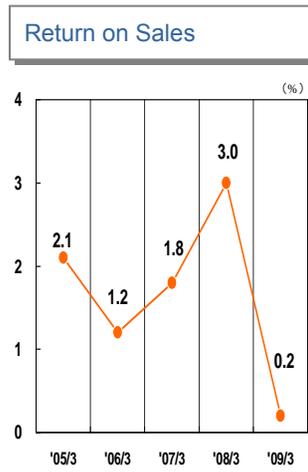


(Millions of Yen)

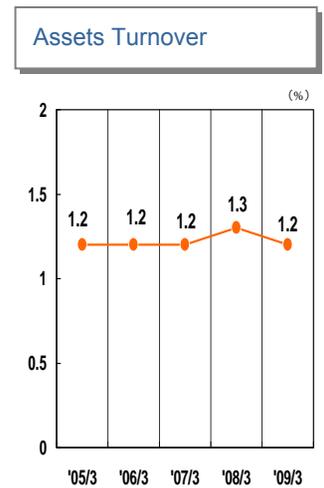
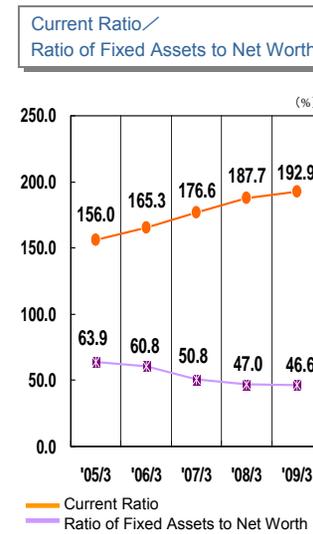
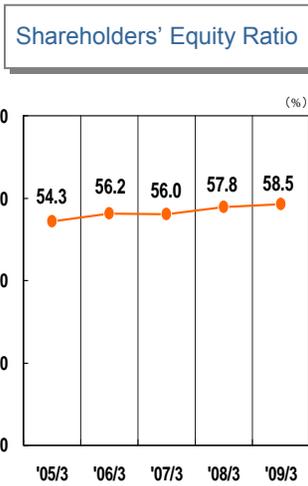
Fiscal Year Ended:	2005/3	2006/3	2007/3	2008/3	2009/3
Net Sales	43,753	42,772	43,355	46,563	42,438
Operating Income	1,776	1,846	1,206	2,476	923
Ordinary Income	1,876	1,974	1,311	2,683	1,119
Net Income	922	511	765	1,410	76
Total Assets	35,752	35,984	36,649	36,819	35,758
Net Assets	19,409	20,223	20,528	21,285	20,907
Capital Investment	377	246	296	378	377
Depreciation	611	424	377	397	403
Research and Development Expenses	121	28	50	30	98

[Consolidated Financial Data]

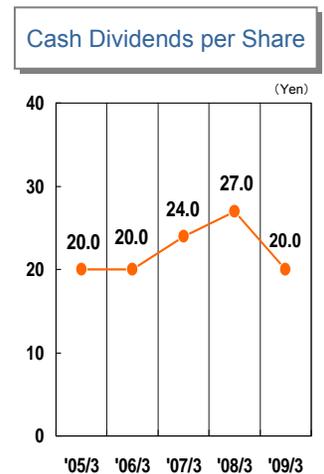
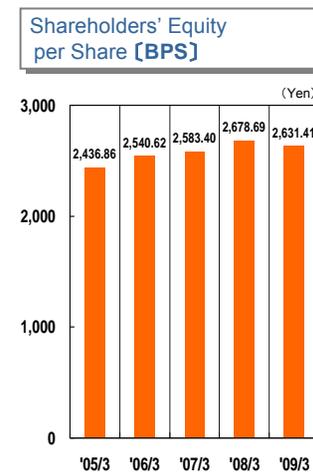
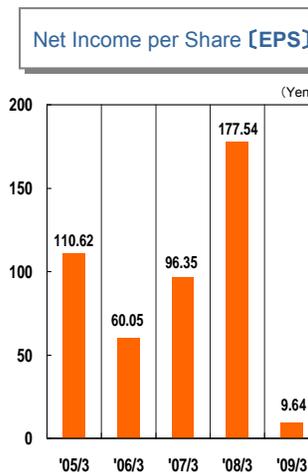
Profitability



Stability



Investment Data



• Return on Assets = Ordinary Income / Total Assets (Yearly Average) × 100

• Assets Turnover = Net Sales / Total Assets (Yearly Average)

[Consolidated Balance Sheets]

(Thousands of Yen)

Fiscal Year Ended:	2005/3	2006/3	2007/3	2008/3	2009/3
Assets					
Current Assets:	23,355,514	23,693,391	26,220,634	26,808,811	26,012,172
Cash and Deposits	10,763,125	11,968,717	11,276,698	14,004,765	11,588,288
Notes and Accounts Receivable - Trade	9,635,185	9,132,035	12,160,402	10,374,001	11,419,247
Inventories	2,441,374	2,097,358	2,210,647	1,868,780	—
Merchandise and finished goods	—	—	—	—	2,094,074
Work in process	—	—	—	—	52,427
Raw materials and supplies	—	—	—	—	249,872
Deferred Tax Assets	324,836	208,797	280,538	340,368	249,084
Other Current Assets	224,140	316,702	322,796	241,166	378,453
Allowance for Doubtful Accounts	△33,148	△30,219	△30,448	△20,271	△19,275
Fixed Assets:	12,397,030	12,290,884	10,429,010	10,010,812	9,746,633
Property, Plant and Equipment	4,947,597	3,998,013	3,941,872	3,933,172	3,858,511
Buildings and Structures	1,621,602	1,275,165	1,208,619	1,164,727	1,153,094
Machinery, Equipment and Vehicles	126,225	104,460	154,348	139,719	96,050
Land	2,689,580	2,182,685	2,182,685	2,182,685	2,182,685
Other Property, Plant and Equipment	510,189	435,702	396,219	446,038	426,680
Intangible Fixed Assets	532,131	349,069	239,578	184,980	211,536
Consolidation Good Will	168,918	80,914	—	—	—
Good Will	—	—	11,245	—	—
Software	321,735	228,092	188,218	144,866	172,078
Other Intangible Fixed Assets	41,477	40,062	40,113	40,113	39,458
Investments and Other Assets	6,917,301	7,943,802	6,247,559	5,892,659	5,676,585
Investment Securities	2,157,841	3,013,423	2,642,312	1,934,780	1,707,724
Stocks of Affiliates	391,144	425,270	430,798	431,038	427,154
Deferred Tax Assets	165,083	101,313	102,306	150,769	53,882
Guarantee Deposits	3,841,936	4,024,267	2,525,796	2,538,481	2,553,399
Other Investments	434,593	448,653	617,987	931,753	1,044,850
Allowance for Doubtful Accounts	△73,297	△69,126	△71,641	△94,163	△110,425
Total Assets:	35,752,544	35,984,276	36,649,644	36,819,623	35,758,805
Liabilities					
Current Liabilities:	14,969,877	14,334,686	14,851,004	14,284,648	13,484,320
Notes and Accounts Payable - Trade	10,475,632	10,089,413	10,142,192	9,357,144	8,698,322
Short - term Loans Payable	2,607,000	2,826,280	3,250,280	2,649,280	3,723,000
Accrued Income Taxes	500,934	222,105	271,217	872,836	79,777
Defferd Tax Liabilities	1,115	461	714	689	458
Reserve for Bonuses	455,835	438,177	443,600	441,330	432,262
Other Current Liabilities	929,359	758,248	742,998	963,367	550,499
Non - current Liabilities:	1,372,755	1,425,738	1,270,157	1,249,338	1,366,699
Long - term Loans Payable	179,000	12,480	6,240	—	—
Defferd Tax Liabilities	2,894	304,241	163,761	35,347	39,684
Reserve for Retirement Benefits	326,028	222,445	176,273	180,380	181,537
Reserve for Retirement Benefits for Directors and Corporate Auditors	537,207	551,995	596,571	622,991	718,289
Other Liabilities - Not Current Liabilities	327,625	334,575	327,311	410,619	427,188
Total Liabilities:	16,342,632	15,760,425	16,121,161	15,533,987	14,851,020
Minority Interests					
Minority Interests:	—	—	—	—	—
Shareholders' Equity					
Capital Stock	1,208,500	1,208,500	—	—	—
Legal Capital Surplus/Capital Surplus	2,005,254	2,005,254	—	—	—
Retained Earnings	15,795,487	16,104,578	—	—	—
Valuation Difference on Available - for sale Securities	403,539	909,458	—	—	—
Treasury Stock	△2,868	△3,940	—	—	—
Total Shareholders' Equity:	19,409,912	20,223,850	—	—	—
Total Liabilities, Minority Interests and Shareholders' Equity:	35,752,544	35,984,276	—	—	—
Net Assets					
Owners' Equity:	—	—	19,901,985	21,090,286	20,967,004
Capital Stock	—	—	1,208,500	1,208,500	1,208,500
Capital Surplus	—	—	2,005,254	2,005,254	2,005,254
Retained Earnings	—	—	16,693,390	17,881,691	17,759,627
Treasury Stock	—	—	△5,158	△5,158	△6,376
Valuation and Translation Adjustments:	—	—	626,497	195,350	△59,218
Valuation Difference on Available - for - sale Securities	—	—	626,497	195,350	△59,218
Total Net Assets:	—	—	20,528,483	21,285,636	20,907,785
Total Liabilities and Net Assets:	—	—	36,649,644	36,819,623	35,758,805

[Consolidated Statements of Income]

(Thousands of Yen)

Fiscal Year Ended:	2005/3	2006/3	2007/3	2008/3	2009/3
Net Sales:	43,753,485	42,772,209	43,355,156	46,563,995	42,438,659
Cost of Sales	34,400,286	33,689,041	34,865,356	36,830,872	34,467,716
Gross Profit	9,353,199	9,083,168	8,489,799	9,733,122	7,970,943
Selling, General and Administrative Expenses	7,577,040	7,236,326	7,283,383	7,256,856	7,047,812
Operating Income:	1,776,159	1,846,841	1,206,416	2,476,266	923,130
Non - operating Income	182,531	200,628	172,980	281,907	271,890
Interest Income	68,982	62,585	63,865	117,882	116,736
Dividends Income	25,619	28,683	30,541	43,110	48,252
Tenant Rent Income	32,007	19,219	—	—	—
Equity in Earnings of Affiliates	16,886	39,326	10,195	6,175	888
Miscellaneous Income	39,034	50,813	68,378	114,739	106,013
Non - operating Expenses	82,682	72,876	67,695	74,346	75,615
Interest Expenses	37,125	36,520	44,565	49,118	56,800
Loss on Sales of Notes Payable	29,287	27,056	21,902	22,349	7,905
Miscellaneous Losses	16,269	9,299	1,228	2,879	10,909
Ordinary Income:	1,876,007	1,974,593	1,311,700	2,683,828	1,119,405
Extraordinary Income	6,187	10,632	13,748	—	15,590
Gain on Sales of Fixed Assets	—	5,162	—	—	—
Gain on Prior Period Adjustment	—	1,330	—	—	—
Gain on Bad Debts Recovered	—	467	372	—	—
Gain on Sales of Investment Securities	6,187	3,672	13,376	—	15,590
Extraordinary Losses	68,474	731,548	9,247	91,716	169,854
Loss on Prior Period Adjustment	—	—	529	—	—
Loss on Disposal of Goods	17,481	—	5,844	—	—
Loss on Retirement of Property, Plant and Equipment	37,856	44,202	2,873	22,228	13,230
Loss on Sales of Property, Plant and Equipment	—	6,268	—	—	1,597
Loss on Sales of Investment Securities	—	—	—	53	—
Loss on Valuation of Investment Securities	6,198	—	—	4,623	99,016
Loss on Valuation of Membership	—	—	—	6,500	26,420
Loss on Sales of Membership	6,938	—	—	—	—
Impairment Loss	—	632,861	—	—	—
Loss from Compensation for Damages	—	41,215	—	—	—
Provision of Reserve for Retirement Benefits for Directors and Corporate Auditors	—	—	—	28,695	29,590
Retirement Benefits for Directors and Corporate Auditors	—	7,000	—	29,615	—
Income before Income Taxes	1,813,720	1,253,676	1,316,200	2,592,111	965,140
Income Taxes - Current	853,696	608,214	569,058	1,122,635	522,306
Income Taxes - Deferred	37,787	134,422	△ 18,509	58,678	366,248
Net Income:	922,236	511,039	765,651	1,410,797	76,585

[Consolidated Statements of Changes in Shareholders' Equity]

(April 1, 2008 - March 31, 2009)

(Thousands of Yen)

	Owners' Equity					Valuation and Translation Adjustments	Total Net Assets
	Capital Stock	Capital Surplus	Retained Earnings	Treasury Stock	Total Owners' Equity	Valuation Difference on Available - for - sale Securities	
Balance at March 31, 2008	1,208,500	2,005,254	17,881,691	△ 5,158	21,090,286	195,350	21,285,636
Changes of Items during the period							
Dividends from Surplus			△ 198,649		△ 198,649		△ 198,649
Net Income			76,585		76,585		76,585
Purchase of treasury stock				△ 1,217	△ 1,217		△ 1,217
Net Changes of Items other than Owners' Equity						△ 254,568	△ 254,568
Total Changes of Items during the period	—	—	△ 122,063	△ 1,217	△ 123,281	△ 254,568	△ 377,850
Balance at March 31, 2009	1,208,500	2,005,254	17,759,627	△ 6,376	20,967,004	△ 59,218	20,907,785

[Consolidated Statements of Cash Flows]

(Thousands of Yen)

Fiscal Year Ended:	2007/3	2008/3	2009/3
Net Cash Provided by Operating Activities	△ 2,092,268	4,057,214	△ 2,499,186
Net Cash Used in Investment Activities	1,126,647	△ 999,008	△ 790,200
Net Cash Used in Financing Activities	273,373	△ 829,668	873,847
Effect of Exchange Rate Change on Cash and Cash Equivalents	229	△ 470	△ 936
Increase (Decrease) in Cash and Cash Equivalents	△ 692,019	2,228,066	△ 2,416,477
Cash and Cash Equivalents at Beginning of Year	11,968,717	11,276,698	13,504,765
Cash and Cash Equivalents at End of Year	11,276,698	13,504,765	11,088,288

[Non - Consolidated Balance Sheets]

(Thousands of Yen)

Fiscal Year Ended:	2005/3	2006/3	2007/3	2008/3	2009/3
Assets					
Current Assets:	21,073,371	21,077,825	23,505,307	24,156,381	24,258,254
Cash and Deposits	8,902,464	9,863,040	9,123,259	11,553,632	9,743,054
Notes and Accounts Receivable - Trade	9,040,736	8,719,188	11,798,968	9,989,864	11,136,165
Merchandise	2,241,207	1,692,300	1,640,403	1,523,236	2,253,038
Other Current Assets	917,587	830,652	969,821	1,106,735	1,142,566
Allowance for Doubtful Accounts	△28,624	△27,357	△27,145	△17,087	△16,570
Fixed Assets:	10,810,867	11,188,226	9,294,208	8,304,866	8,134,397
Property, Plant and Equipment	2,636,791	2,087,513	2,058,372	2,099,122	2,104,763
Buildings	784,939	566,754	541,339	508,970	527,135
Land	1,616,283	1,388,688	1,388,688	1,388,688	1,388,688
Other Property, Plant and Equipment	235,568	132,069	128,344	201,463	188,939
Intangible Fixed Assets	344,520	223,331	127,981	63,346	113,194
Investments and Other Assets	7,829,555	8,877,381	7,107,853	6,142,398	5,916,439
Total Assets:	31,884,239	32,266,051	32,799,515	32,461,247	32,392,651
Liabilities					
Current Liabilities:	13,219,493	12,422,570	13,061,904	12,858,061	12,904,011
Notes and Accounts Payable - Trade	10,356,025	9,853,704	9,993,409	9,072,829	8,861,369
Short - term Loans Payable	1,508,000	1,658,000	2,268,000	2,268,000	3,488,000
Other Current Liabilities	1,355,468	910,866	800,495	1,517,232	554,641
Non - Current Liabilities	685,856	872,347	741,464	666,118	736,831
Deferred Tax Liabilities	—	297,798	147,640	—	—
Reserve for Retirement Benefits	175,090	35,627	—	—	—
Reserve for Retirement Benefits for Directors and Corporate Auditors	474,620	476,450	511,200	508,670	553,380
Other Liabilities - Not Current Liabilities	36,145	62,471	82,623	157,448	183,451
Total Liabilities:	13,905,350	13,294,918	13,803,368	13,524,180	13,640,842
Shareholders' Equity					
Capital Stock	1,208,500	1,208,500	—	—	—
Legal Capital Surplus/Capital Surplus	2,005,254	2,005,254	—	—	—
Retained Earnings	14,370,060	14,864,040	—	—	—
Valuation Difference on Available - for - sale Securities	397,942	897,279	—	—	—
Treasury Stock	△2,868	△3,940	—	—	—
Total Shareholders' Equity:	17,978,888	18,971,133	—	—	—
Total Liabilities and Shareholders' Equity	31,884,239	32,266,051	—	—	—
Net Assets					
Owners' Equity	—	—	18,381,663	18,748,423	18,812,563
Capital Stock	—	—	1,208,500	1,208,500	1,208,500
Capital Surplus	—	—	2,005,254	2,005,254	2,005,254
Retained Earnings	—	—	15,173,068	15,539,828	15,605,186
Treasury Stock	—	—	△5,158	△5,158	△6,376
Valuation and Translation Adjustments:	—	—	614,483	188,643	△60,754
Valuation Difference on Available - for - sale Securities	—	—	614,483	188,643	△60,754
Total Net Assets:	—	—	18,996,146	18,937,067	18,751,809
Total Liabilities and Net Assets:	—	—	32,799,515	32,461,247	32,392,651

[Non - Consolidated Statements of Income]

(Thousands of Yen)

Fiscal Year Ended:	2005/3	2006/3	2007/3	2008/3	2009/3
Net Sales	41,306,805	40,411,465	40,927,316	44,178,659	40,145,603
Operating Income	1,442,377	1,455,109	677,757	1,754,184	758,662
Non - operating Income	219,494	228,849	246,683	339,445	348,746
Non - operating Expenses	48,989	52,447	50,190	62,494	61,234
Ordinary Income	1,612,882	1,631,511	874,250	2,031,135	1,046,174
Extraordinary Income	11,226	8,686	14,949	—	15,590
Extraordinary Losses	51,924	356,224	760	552,056	110,895
Income before Income Taxes	1,572,185	1,283,973	888,439	1,479,078	950,869
Income Taxes - Current	668,128	487,731	351,614	840,073	432,354
Income Taxes - Deferred	42,468	114,314	59,757	49,748	254,506
Net Income	861,588	681,927	477,067	589,256	264,007
Retained Earnings brought forward	1,390,692	1,064,330	—	—	—
Interim Dividends	79,475	79,473	—	—	—
Unappropriated Retained Earnings	2,172,805	1,666,785	—	—	—

[Non - Consolidated Statements of Changes in Shareholders' Equity]

(April 1, 2008 - March 31, 2009)

(Thousands of Yen)

	Owners' Equity								Valuation and Translation Adjustments	Total Net Assets
	Capital Stock	Capital Surplus	Retained Earnings				Treasury Stock	Owners' Equity	Valuation Difference on Available - for - sale Securities	
		Legal Capital Surplus	Legal Retained Earnings	Other Retained Earnings		Total Retained Earnings				
				General Reserve	Retained Earnings brought forward					
Balance at March 31, 2008	1,208,500	2,005,254	194,254	13,700,700	1,642,573	15,539,828	△5,158	18,748,423	188,643	18,937,067
Changes of Items during the period										
Dividends from Surplus					△198,649	△198,649		△198,649		△198,649
Provision of General Reserve				300,000	△300,000	—		—		—
Net Income					264,007	264,007		264,007		264,007
Purchase of treasury stock							△1,217	△1,217		△1,217
Net Changes of Items other than Owners' Equity									△249,398	△249,398
Total Changes of Items during the period	—	—	—	300,000	△234,641	65,358	△1,217	64,140	△249,398	△185,257
Balance at March 31, 2009	1,208,500	2,005,254	197,254	14,000,000	1,407,931	15,605,931	△6,376	18,812,563	△60,754	18,751,809

[Stock Information] (As of March 31, 2009)

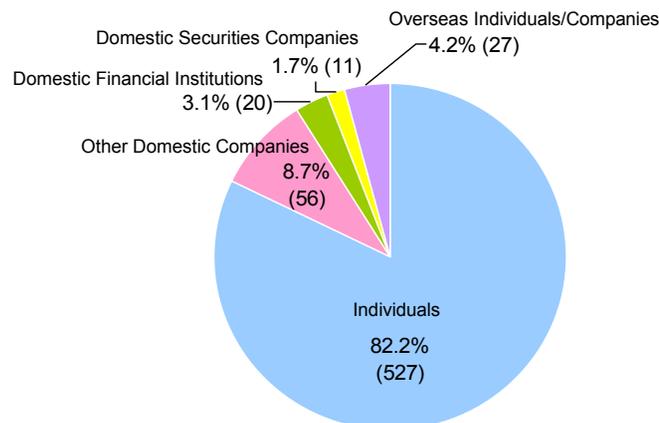
Stock Exchange Listing	Jasdaq Securities Exchange (Code: 7521)
Transfer Agent of the Shares	Mizuho Trust & Banking Co., Ltd.
Fiscal Year-end	March 31
General Meeting of Shareholders	Convened in June Each Year
Dividends	
Record Date for Payment of Final Dividend	March 31
Record Date for Payment of Interim Dividend	September 30
Number of Common Stock Issued	7,950,000
Number of Shareholders	641

【Major Shareholders】

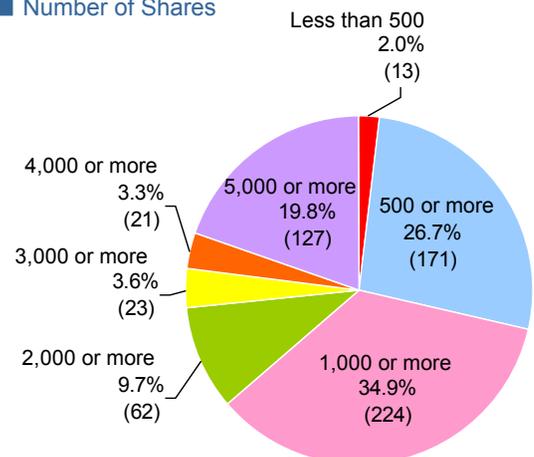
Name	Number of Stock Held	Stock Holding Ratio
Jyoumou Jitsugyou Co., Ltd.	1,365,600	17.2%
Shourin Shouji Co., Ltd.	1,150,400	14.5%
Employees' Stockholding	517,700	6.5%
Masataka Hatori	360,200	4.5%
Mizuho Bank, Ltd.	360,000	4.5%
Company's Gojokai Association	299,100	3.8%
Hirokazu Kobayashi	284,700	3.6%
Sumitomo Mitsui Banking Corporation	190,000	2.4%
The Master Trust Bank of Japan, Ltd. (Trust account)	171,500	2.2%
Japan Trustee Services Bank, Ltd. (Trust account)	138,000	1.7%

【Breakdown of Shareholders】

■ Type of Shareholders



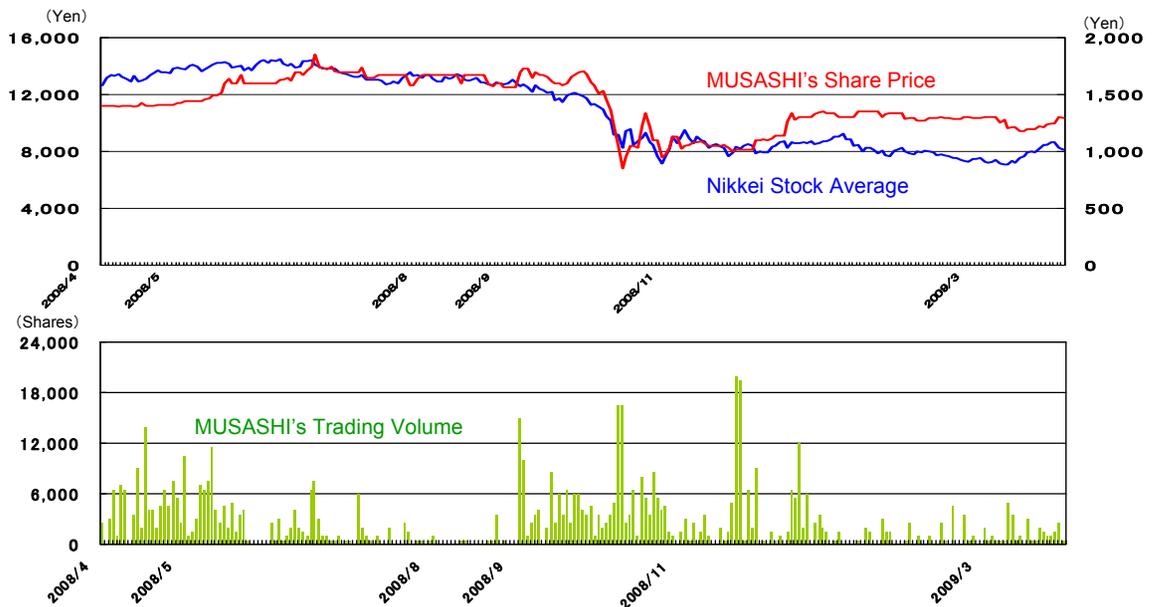
■ Number of Shares



% (Number of Shareholders)

[Share Price]

(April 1, 2008 – March 31, 2009)



[Company Profile]

Company Name	MUSASHI CO., LTD.	Branch	Tokyo Sapporo Sendai Saitama Chiba Yokohama Nagoya Osaka Hiroshima Fukuoka and other 6 sales offices
Established	December, 1946		
Head Office	8-20-36 Ginza Chuo-ku Tokyo, Japan		
Paid-in Capital	¥ 1,208,500,000		
Employees	581 (Group) 285 (Musashi) (As of March 31, 2009)		
Banks	The Mizuho Bank, Limited. The Mitsui Sumitomo Bank, Limited.		



[Musashi Group]

- **MUSASHI FIELD SUPPORT CO.,LTD.**
8-20-36 Ginza Chuo-ku Tokyo
TEL.03-3546-7779
Technical Support
- **MUSASHI-IMAGE JOHO CO.,LTD.**
4-3-4 Shibaura Minato-ku Tokyo
TEL.03-5730-6034
Microfilming, Digitalizing Image
Information, Data-Entry Services
- **MUSASHI KOUSAN CO.,LTD.**
7-2-4 Ginza Chuo-ku Tokyo
TEL.03-3572-8461
Real Estate Rental
- **Musashi Engineering CO.,LTD.**
3-11-7 Nishishimbashi Minato-ku Tokyo
TEL.03-3437-2911
Development and Production of Cash
Handling Equipments, Election System
Equipments
- **MUSASHI I TECHNO CO.,LTD.**
3-6-1 Nagatanaka Higashiosaka-shi
Osaka
TEL.06-6744-6311
Microfilming, Digitalizing Image
Information, Data-Entry Services
- **MUSASHI ENTERPRISE CO.,LTD.**
3-11-7 Nishishimbashi Minato-ku Tokyo
TEL.03-3437-2925
Automobile Leasing and Insurance Agency
- **MUSASHI ABC CO.,LTD.**
2-11-26 Tsukiji Chuo-ku Tokyo
TEL.03-5565-8301
Microfilming, Digitalizing Image
Information, Data-Entry Services
- **FBM CO.,LTD.**
4-7 Shinogawa-machi Shinjuku-ku Tokyo
TEL.03-3269-5821
Sales of Digital Printing System Equipment
- **JIM CORPORATION**
3-1-1 Iidabashi Chiyoda-ku Tokyo
TEL.03-5212-6001
Microfilming, Digitalizing Image
Information, Data-Entry Services

■ Subsidiaries
□ Equity-method affiliate