



FACTBOOK

2012



System Creation Company



President
Representative Director
Hirokazu Kobayashi

[Business Overview]

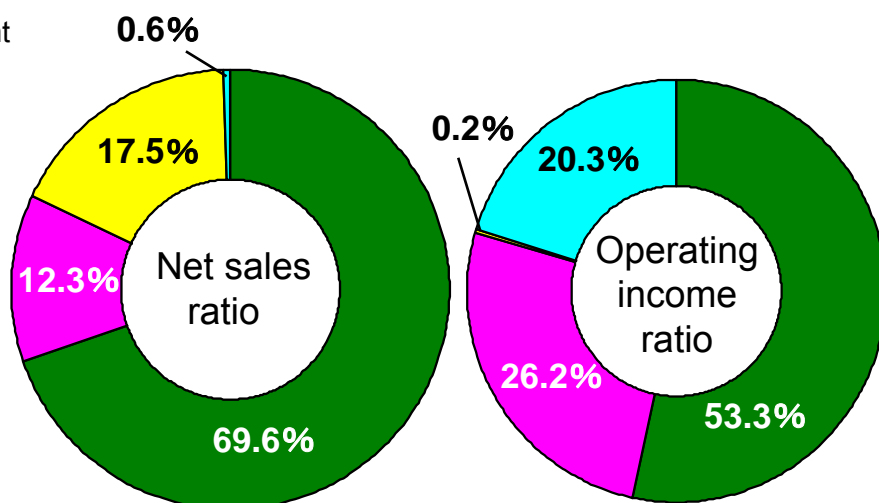
(Millions of Yen)

Fiscal Year Ended:	2008/3	2009/3	2010/3	2011/3	2012/3
Net Sales	46,563	42,438	46,669	43,604	38,126
Operating Income	2,476	923	3,557	1,870	795

Business Segment

- Information Systems, Printing Systems and Industrial X-ray Systems Equipment
- Cash handling Equipment, Election Systems Equipment
- Paper and Processed Paper Products
- Others

Net Sales Ratio / Operating Income Ratio by Business Segment (2012/3)



Information Systems, Printing Systems and Industrial X-ray Systems Equipment

[Information/Industrial Systems Equipment]

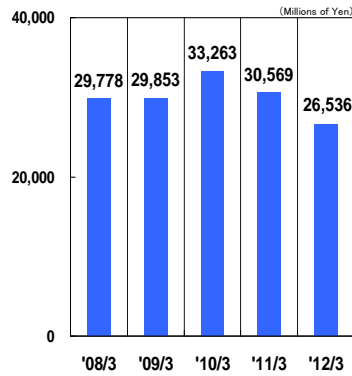
- Media conversion services to digitalize documents/microfilms, and to microfilm; data entry services;
- Consultation and sales of scanners, electronic archive systems as FUJIFILM Corporation's sole distributor in the Japanese market;
- Development and sales of image processing software;
- Consultation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

[Printing Systems Equipment]

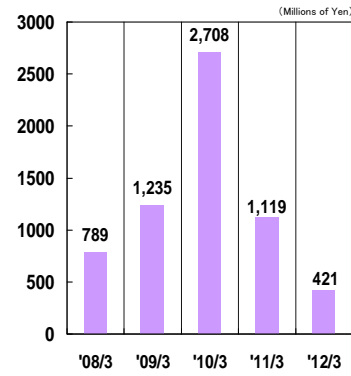
- Consultation and sales of printing equipment, materials and software for digital pre-press systems and print-on-demand systems as FUJIFILM Corporation's distributor in the Japanese market;
- Development and sales of a compact print-on-demand system for fine-printed business cards and post cards;
-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



Segment Net Sales



Segment Operating Income



Cash Handling Equipment, Election Systems Equipment

(Original products developed and manufactured by the MUSASHI Group)

[Cash Handling Equipment]

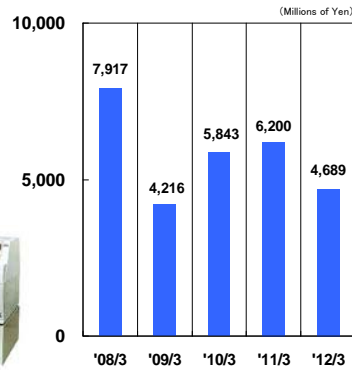
- Cash handling machines that improve operational efficiency across various industries including finance, retail, courier, transport, and amusement;
- Administrative products for keys;
- Security products including digital surveillance cameras;
- Maintenance services for the above products.
- Export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

[Election Systems Equipment]

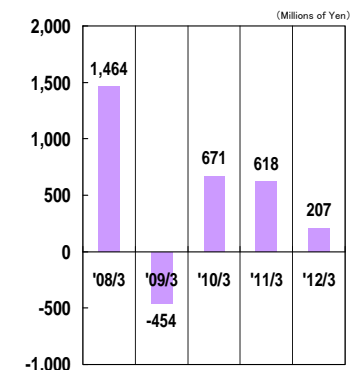
- Consultation and sales of support products for elections including ballot paper dispensers, counters, reader sorters, self-opening ballot papers, administrative software, promotional items and other tools;
- Maintenance services for equipment.



Segment Net Sales

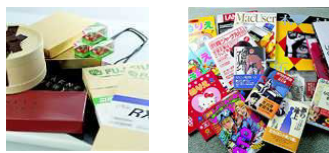


Segment Operating Income

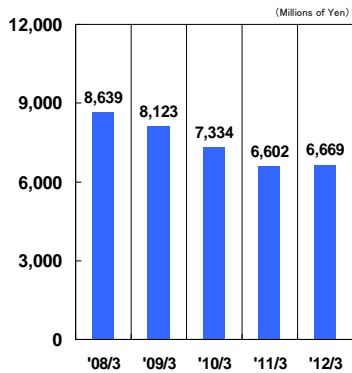


Paper and Processed Paper Products

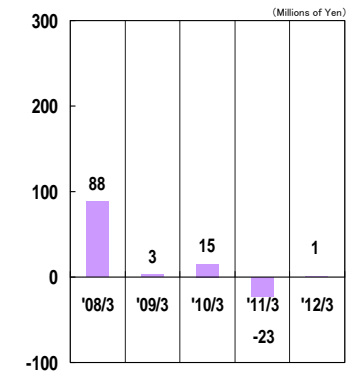
- Various types of paper and paperboards for printing, publishing, information, administration and other special applications; processed paper products.



Segment Net Sales



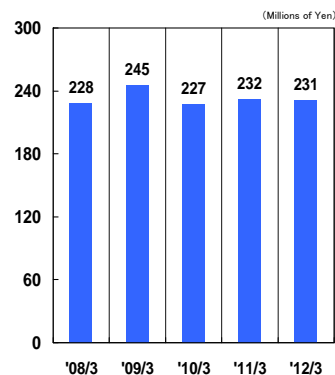
Segment Operating Income



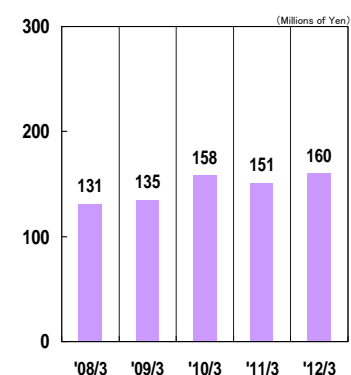
Others

- Real-estate leasing
- Auto leasing
- Insurance brokerage

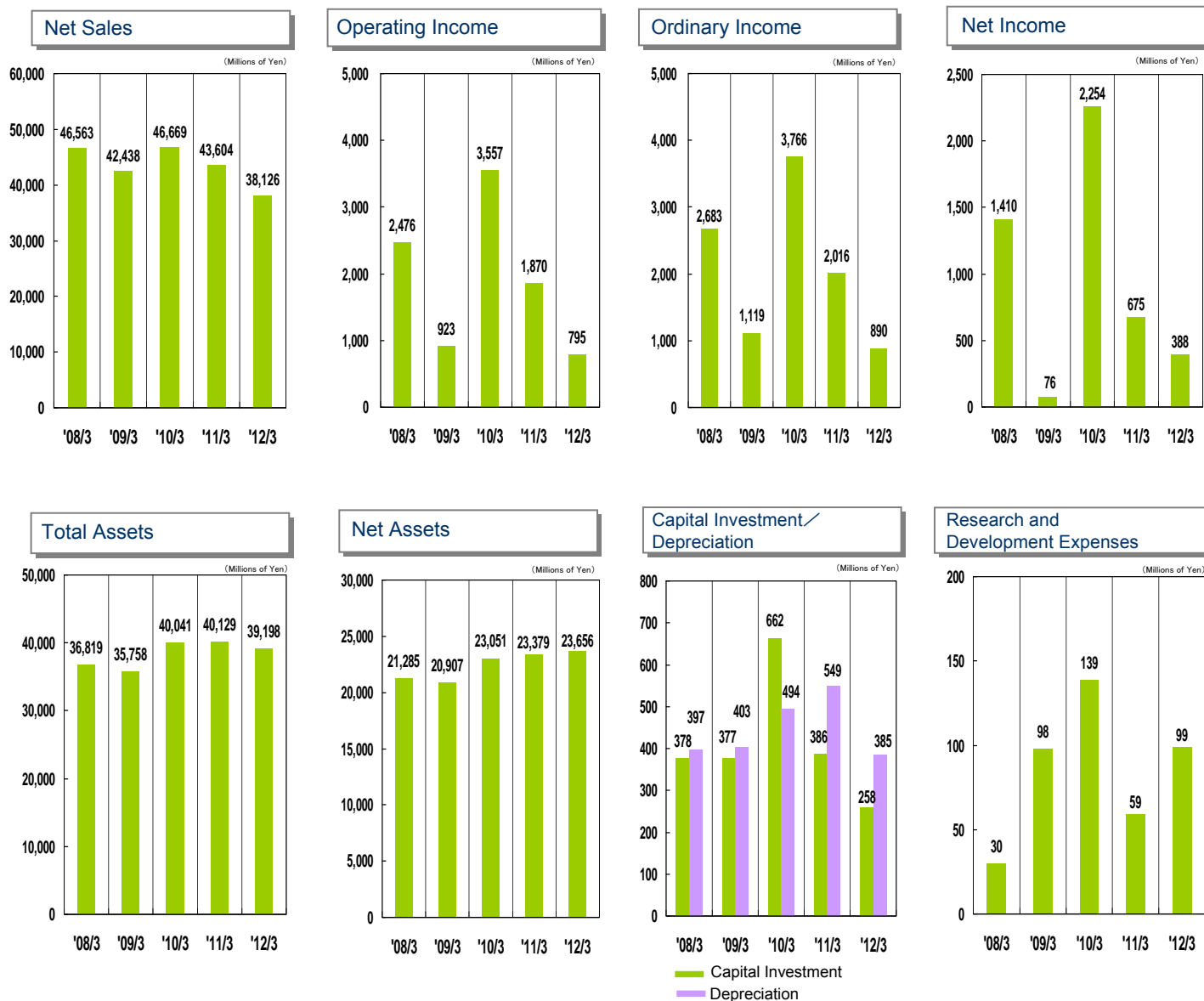
Segment Net Sales



Segment Operating Income



[Consolidated Financial Highlights]

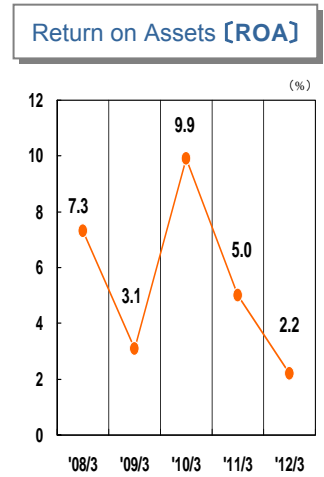
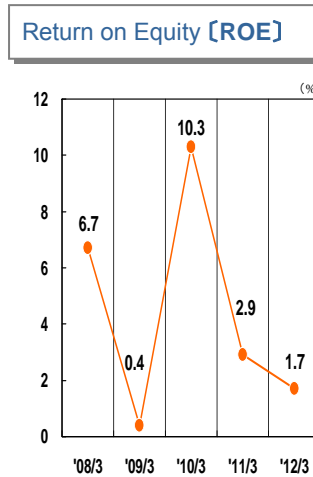
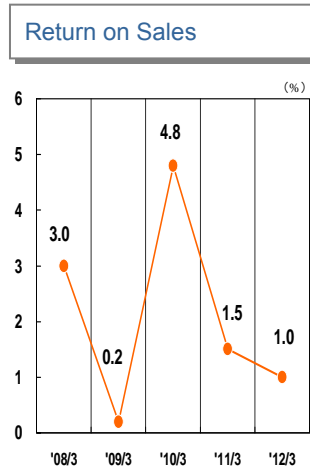


(Millions of Yen)

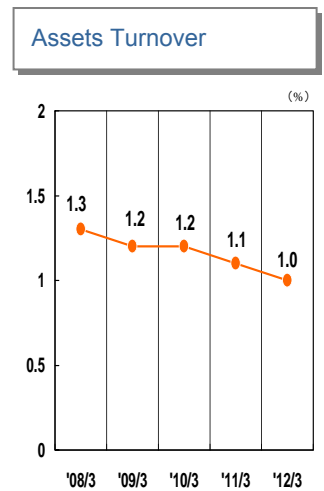
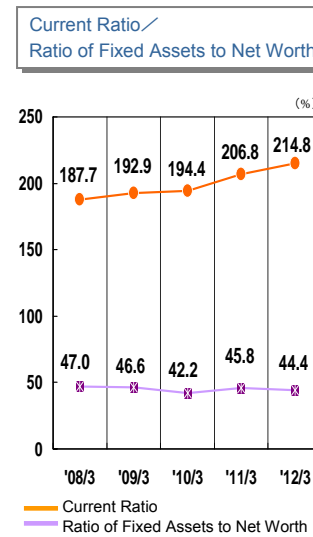
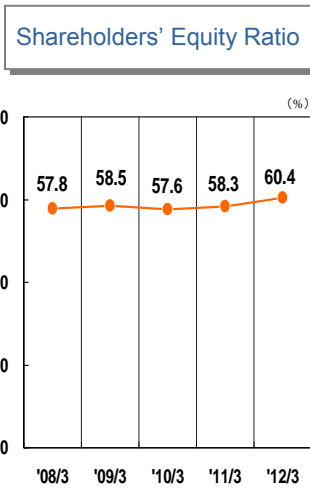
Fiscal Year Ended:	2008/3	2009/3	2010/3	2011/3	2012/3
Net Sales	46,563	42,438	46,669	43,604	38,126
Operating Income	2,476	923	3,557	1,870	795
Ordinary Income	2,683	1,119	3,766	2,016	890
Net Income	1,410	76	2,254	675	388
Total Assets	36,819	35,758	40,041	40,129	39,198
Net Assets	21,285	20,907	23,051	23,379	23,656
Capital Investment	378	377	662	386	258
Depreciation	397	403	494	549	385
Research and Development Expenses	30	98	139	59	99

[Consolidated Financial Data]

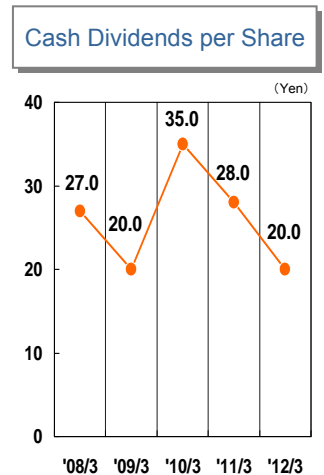
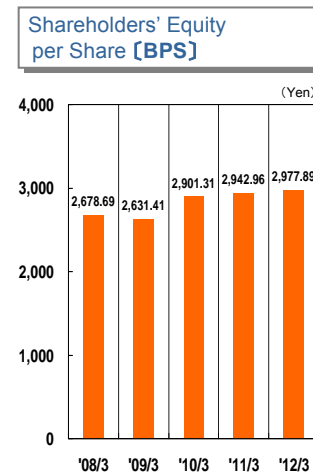
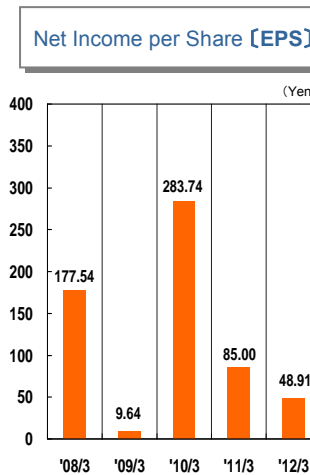
Profitability



Stability



Investment Data



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

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

[Consolidated Balance Sheets]

(Millions of Yen)

Fiscal Year Ended:	2008/3	2009/3	2010/3	2011/3	2012/3
Assets					
Current Assets:	26,808	26,012	30,319	29,412	28,683
Cash and Deposits	14,004	11,588	11,044	13,961	14,343
Notes and Accounts Receivable - Trade	10,374	11,419	16,594	12,240	11,388
Inventories	1,868	—	—	—	—
Short-term Investment Securities	—	—	—	—	299
Merchandise and Finished Goods	—	2,094	1,726	1,719	1,509
Work in Process	—	52	130	113	79
Raw Materials and Supplies	—	249	237	288	288
Deferred Tax Assets	340	249	425	475	367
Others	241	378	217	656	456
Allowance for Doubtful Accounts	-20	-19	-58	-42	-48
Fixed Assets:	10,010	9,746	9,722	10,717	10,514
Property, Plant and Equipment	3,933	3,858	4,000	3,822	3,782
Buildings and Structures	1,164	1,153	1,304	1,218	1,115
Machinery, Equipment and Vehicles	139	96	127	114	108
Land	2,182	2,182	2,159	2,131	2,238
Others	446	426	408	358	320
Intangible Assets	184	211	191	168	136
Software	144	172	151	129	116
Others	40	39	39	39	20
Investments and Other Assets	5,892	5,676	5,531	6,725	6,595
Investment Securities	1,934	1,707	1,662	1,379	1,361
Stocks of Subsidiaries and Affiliates	431	427	446	459	428
Deferred Tax Assets	150	53	83	187	120
Guarantee Deposits	2,538	2,553	2,561	2,564	2,566
Others	931	1,044	887	2,235	2,184
Allowance for Doubtful Accounts	-94	-110	-109	-102	-66
Total Assets:	36,819	35,758	40,041	40,129	39,198
Liabilities					
Current Liabilities:	14,284	13,484	15,593	14,221	13,352
Notes and Accounts Payable - Trade	9,357	8,698	9,019	8,903	8,359
Short - term Loans Payable	2,649	3,723	3,622	3,537	3,532
Income Taxes Payable	872	79	1,426	150	47
Defferd Tax Liabilities	0	0	0	—	—
Provision for Bonuses	441	432	439	437	406
Provision for Product Warranties	—	—	150	150	150
Others	963	550	934	1,042	857
Non - current Liabilities:	1,249	1,366	1,396	2,529	2,189
Defferd Tax Liabilities	35	39	28	9	34
Provision for Retirement Benefits	180	181	188	199	211
Provision for Retirement Benefits for Directors and Corporate Auditors	622	718	735	887	863
Asset Retirement Obligations	—	—	—	30	—
Others	410	427	443	1,403	1,079
Total Liabilities:	15,533	14,851	16,990	16,750	15,542
Net Assets					
Shareholders' Equity:	21,090	20,967	23,062	23,418	23,624
Capital Stock	1,208	1,208	1,208	1,208	1,208
Capital Surplus	2,005	2,005	2,005	2,005	2,005
Retained Earnings	17,881	17,759	19,855	20,212	20,418
Treasury Stock	-5	-6	-6	-7	-8
Valuation and Translation Adjustments:	195	-59	-10	-39	32
Valuation Difference on Available - for - sale Securities	195	-59	-10	-39	32
Total Net Assets:	21,285	20,907	23,051	23,379	23,656
Total Liabilities and Net Assets:	36,819	35,758	40,041	40,129	39,198

[Consolidated Statements of Income]

(Millions of Yen)

Fiscal Year Ended:	2008/3	2009/3	2010/3	2011/3	2012/3
Net Sales:	46,563	42,438	46,669	43,604	38,126
Cost of Sales	36,830	34,467	35,950	34,858	30,675
Gross Profit	9,733	7,970	10,718	8,746	7,450
Selling, General and Administrative Expenses	7,256	7,047	7,160	6,875	6,655
Operating Income:	2,476	923	3,557	1,870	795
Non - operating Income	281	271	261	195	165
Interest Income	117	116	69	60	56
Dividends Income	43	48	35	39	44
Equity in Earnings of Affiliates	6	0	22	19	—
Miscellaneous Income	114	106	133	77	64
Non - operating Expenses	74	75	52	50	69
Interest Expenses	49	56	49	42	40
Loss on Sales of Notes Payable	22	7	—	—	—
Equity in Losses of Affiliates	—	—	—	—	26
Miscellaneous Loss	2	10	3	7	2
Ordinary Income:	2,683	1,119	3,766	2,016	890
Extraordinary Income	—	15	4	3	22
Gain on Bad Debts Recovered	—	—	—	2	—
Gain on Sales of Land	—	—	4	1	—
Gain on Sales of Investment Securities	—	15	—	—	—
Gain on Extinguishment of Asset Retirement Obligations	—	—	—	—	22
Extraordinary Loss	91	169	97	707	45
Loss on Sales of Property, Plant and Equipment	—	1	—	0	—
Loss on Retirement of Property, Plant and Equipment	22	13	15	6	2
Loss on Sales of Investment Securities	0	—	3	—	—
Loss on Valuation of Investment Securities	4	99	19	182	36
Loss on Sale of Membership	—	—	—	1	1
Loss on Valuation of Membership	6	26	20	—	5
Provision for Retirement Benefits for Directors and Corporate Auditors	28	29	0	9	—
Retirement Benefits for Directors and Coporate Auditors	29	—	38	—	—
Loss on Revision of Retirement Benefit Plan	—	—	—	480	—
Loss on Adjustment for Changes of Accounting Standard for Asset Retirement Obligations	—	—	—	27	—
Income before Income Taxes	2,592	965	3,673	1,311	867
Income Taxes - Current	1,122	522	1,645	808	315
Income Taxes - Deferred	58	366	-226	-171	162
Total Income Taxes	1,181	888	1,418	636	478
Income before Minority interests	—	—	2,254	675	388
Net Income:	1,410	76	2,254	675	388

[Consolidated Statements of Comprehensive Income]

Fiscal Year Ended	2008/3	2009/3	2010/3	2011/3	2012/3
Income before Minority Interests	—	—	—	675	388
Other Comprehensive Income	—	—	—	-28	71
Valuation Difference on Available-for-sale Securities	—	—	—	-27	71
Share of Other Comprehensive Income of Associates Accounted for Using Equity Method	—	—	—	-0	0
Comprehensive Income	—	—	—	646	459

[Consolidated Statements of Changes in Net Assets]

(April 1, 2011 - March 31, 2012)

(Millions of Yen)

	Shareholders' Equity					Total Valuation and translation adjustments	Total Net Assets
	Capital Stock	Capital Surplus	Retained Earnings	Treasury Stock	Total Shareholders' Equity	Valuation Difference on Available - for - sale Securities	
Balance at March 31, 2011	1,208	2,005	20,212	-7	23,418	-39	23,379
Changes of Items during the period							
Dividends from Surplus			-182		-182		-182
Net Income			388		388		388
Purchase of treasury stock				-0	-0		-0
Net Changes of Items other than Shareholders' Equity						71	71
Total Changes of Items during the period	—	—	205	-0	205	71	276
Balance at March 31, 2012	1,208	2,005	20,418	-8	23,624	32	23,656

[Consolidated Statements of Cash Flows]

(Millions of Yen)

Fiscal Year Ended:	2008/3	2009/3	2010/3	2011/3	2012/3
Net Cash Provided by Operating Activities	4,057	-2,499	253	4,478	1,052
Net Cash Used in Investment Activities	-999	-790	-533	-650	-337
Net Cash Used in Financing Activities	-829	873	-263	-408	-192
Effect of Exchange Rate Change on Cash and Cash Equivalents	-0	-0	-1	-1	-1
Increase (Decrease) in Cash and Cash Equivalents	2,228	-2,416	-543	3,417	521
Cash and Cash Equivalents at Beginning of Period	11,276	13,504	11,088	10,544	13,961
Cash and Cash Equivalents at End of Period	13,504	11,088	10,544	13,961	14,483

[Non - Consolidated Balance Sheets]

(Millions of Yen)

Fiscal Year Ended:	2008/3	2009/3	2010/3	2011/3	2012/3
Assets					
Current Assets:	24,156	24,258	27,567	26,781	26,135
Cash and Deposits	11,553	9,743	8,528	11,700	12,150
Notes and Accounts Receivable - Trade	9,989	11,136	16,222	11,925	11,023
Merchandise and Finished Goods	1,523	2,253	1,830	1,848	1,581
Others	1,106	1,142	1,041	1,350	1,428
Allowance for Doubtful Accounts	-17	-16	-55	-42	-49
Fixed Assets:	8,304	8,134	8,083	8,527	8,348
Property, Plant and Equipment	2,099	2,104	2,211	2,127	2,131
Buildings	508	527	707	654	590
Land	1,388	1,388	1,365	1,337	1,444
Others	201	188	138	136	96
Intangible Assets	63	113	110	104	96
Investments and Other Assets	6,142	5,916	5,761	6,294	6,120
Total Assets:	32,461	32,392	35,650	35,309	34,484
Liabilities					
Current Liabilities:	12,858	12,904	14,779	13,706	12,888
Notes and Accounts Payable - Trade	9,072	8,861	9,391	9,228	8,506
Short - term Loans Payable	2,268	3,488	3,487	3,487	3,482
Others	1,517	554	1,901	991	899
Non - current Liabilities	666	736	780	1,663	1,403
Provision for Retirement Benefits for Directors and Corporate Auditors	508	553	589	712	702
Long Term Accounts Payable-other	—	—	—	705	461
Asset Retirement Obligations	—	—	—	30	—
Others	157	183	190	214	240
Total Liabilities:	13,524	13,640	15,559	15,370	14,291
Net Assets					
Shareholders' Equity	18,748	18,812	20,098	19,970	20,153
Capital Stock	1,208	1,208	1,208	1,208	1,208
Capital Surplus	2,005	2,005	2,005	2,005	2,005
Retained Earnings	15,539	15,605	16,891	16,764	16,947
Treasury Stock	-5	-6	-6	-7	-8
Valuation and Translation Adjustments:	188	-60	-7	-31	39
Valuation Difference on Available - for - sale Securities	188	-60	-7	-31	39
Total Net Assets:	18,937	18,751	20,090	19,939	20,192
Total Liabilities and Net Assets:	32,461	32,392	35,650	35,309	34,484

[Non - Consolidated Statements of Income]

(Millions of Yen)

Fiscal Year Ended:	2008/3	2009/3	2010/3	2011/3	2012/3
Net Sales	44,178	40,145	44,637	41,242	35,909
Operating Income	1,754	758	2,281	931	503
Non - operating Income	339	348	293	239	241
Non - operating Expenses	62	61	47	42	41
Ordinary Income	2,031	1,046	2,528	1,128	703
Extraordinary Income	—	15	4	3	22
Extraordinary Loss	552	110	55	574	43
Income before Income Taxes	1,479	950	2,477	557	682
Income Taxes - Current	840	432	1,229	463	224
Income Taxes - Deferred	49	254	-197	-97	92
Total Income Taxes	889	686	1,032	366	317
Net Income	589	264	1,445	190	365

[Non - Consolidated Statements of Changes in Net Assets]

(April 1, 2011 - March 31, 2012)

(Millions of Yen)

	Shareholders' Equity							Valuation and Translation Adjustments	Total Net Assets	
	Capital Stock	Capital Surplus	Retained Earnings			Treasury Stock	Total Shareholders' Equity	Valuation Difference on Available - for - sale Securities		
		Legal Capital Surplus	Legal Retained Earnings	General Reserve	Other Retained Earnings Retained Earnings Brought Forward					Total Retained Earnings
Balance at March 31, 2011	1,208	2,005	197	15,000	1,567	16,764	-7	19,970	-31	19,939
Changes of Items during the period										
Dividends from Surplus					-182	-182		-182		-182
Provision of General Reserve				—	—	—				
Net Income					365	365		365		365
Purchase of Treasury Stock							-0	-0		-0
Net Changes of Items other than Shareholders' Equity									70	70
Total Changes of Items during the period	—	—	—	—	183	183	-0	182	70	253
Balance at March 31, 2012	1,208	2,005	197	15,000	1,750	16,947	-8	20,153	39	20,192

[Stock Information] (As of March 31, 2012)

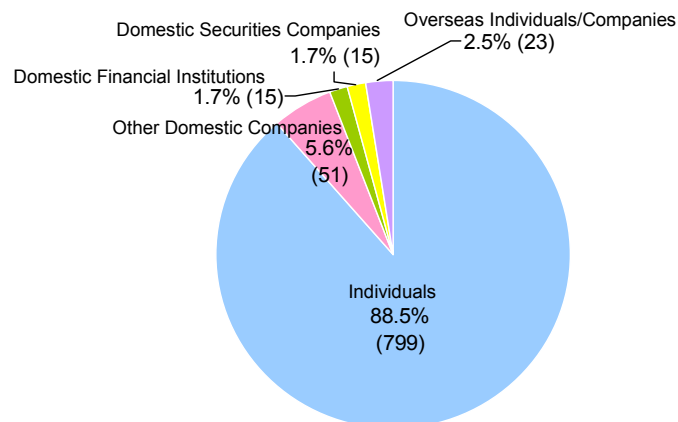
Stock Exchange Listing	Jasdaq Securities Exchange (Code: 7521)
Transfer Agent of the Shares	Mizuho Trust & Banking Co., Ltd.
Fiscal Year-end	March 31
General Meeting of Shareholders	Convened in June Each Year
Dividends	
Record Date for Payment of Final Dividend	March 31
Record Date for Payment of Interim Dividend	September 30
Number of Common Stock Issued	7,950,000
Number of Shareholders	903

【Major Shareholders】

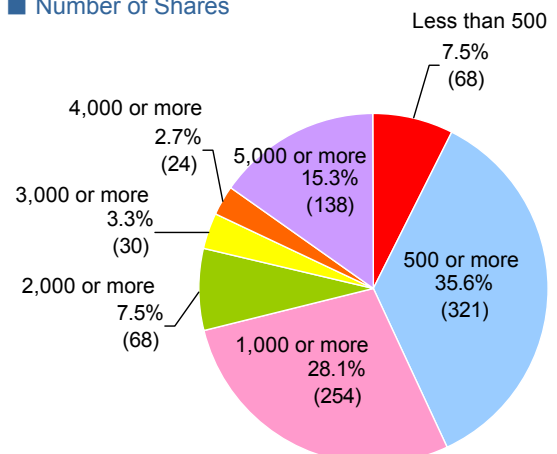
Name	Number of Stock Held	Stock Holding Ratio
Jyoumou Jitsugyou Co., Ltd.	1,488,600	18.7%
Shourin Shouji Co., Ltd.	1,197,400	15.1%
Employees' Stockholding	548,700	6.9%
Mizuho Bank, Ltd.	360,000	4.5%
Company's Gojokai Association	299,100	3.8%
Hirokazu Kobayashi	237,700	3.0%
Masataka Hatori	237,200	3.0%
UBS FINANCIAL SERVICES INC-SPECIAL CUSTODY ACCOUNT FOR THE EXCLUSIVE BENEFIT OF CUSTOMERS	205,580	2.6%
Sumitomo Mitsui Banking Corporation	190,000	2.4%

【Breakdown of Shareholders】

■ Type of Shareholders

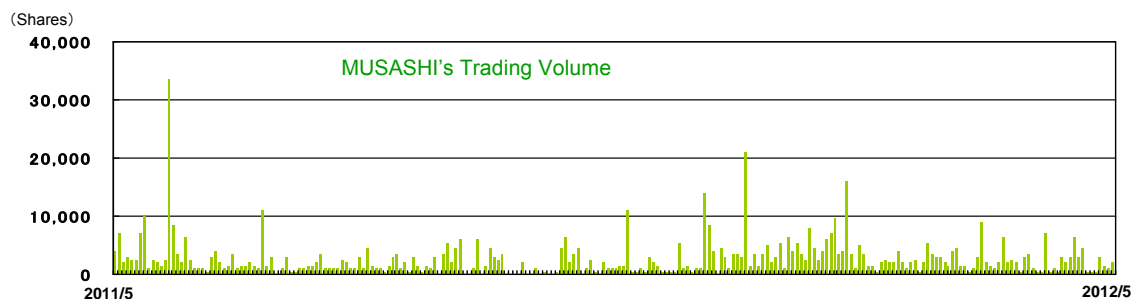
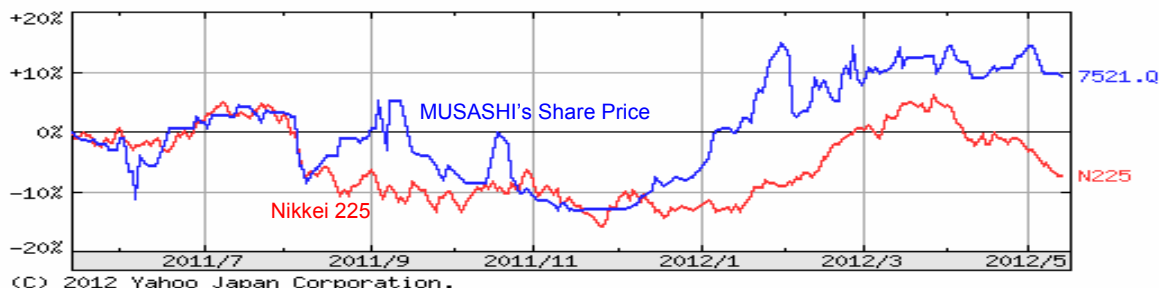


■ Number of Shares



% (Number of Shareholders)

[Share Price] (May, 2011 – May, 2012)



[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	562 (Group) 273 (Musashi) (As of March 31, 2012)		
Banks	The Mizuho Bank, Limited. The Mitsui Sumitomo Bank, Limited. The Bank of Tokyo-Mitsubishi UFJ, Ltd.		

[Musashi Group]

■ MUSASHI FIELD SUPPORT CO.,LTD.

8-20-36 Ginza Chuo-ku Tokyo
TEL.03-3546-7779
Technical Support

■ Musashi Engineering CO.,LTD.

3-11-7 Nishishimbashi Minato-ku Tokyo
TEL.03-3437-2911
Development and Production of Cash
Handling Equipment, Election Systems
Equipment

■ MUSASHI ABC CO.,LTD.

2-11-26 Tsukiji Chuo-ku Tokyo
TEL.03-5565-8301
Microfilming, Digitalizing Image
Information, Data-Entry Services

■ MUSASHI-IMAGE JOHO CO.,LTD.

1-7-12 Shinonome Koto-ku Tokyo
TEL.03-6228-4056
Microfilming, Digitalizing Image
Information, Data-Entry Services

■ MUSASHI I TECHNO CO.,LTD.

3-6-1 Nagatanaka Higashiosaka-shi
Osaka
TEL.06-6744-6311
Microfilming, Digitalizing Image
Information, Data-Entry Services

■ FBM CO.,LTD.

4-7 Shinogawa-machi Shinjuku-ku Tokyo
TEL.03-3269-5821
Sales of Printing Systems Equipment

■ MUSASHI KOUSAN CO.,LTD.

7-2-4 Ginza Chuo-ku Tokyo
TEL.03-3572-8461
Real Estate Rental

■ MUSASHI ENTERPRISE CO.,LTD.

3-11-7 Nishishimbashi Minato-ku Tokyo
TEL.03-3437-2925
Automobile Leasing and Insurance Agency

□ JIM CORPORATION

3-1-1 Iidabashi Chiyoda-ku Tokyo
TEL.03-5212-6001
Microfilming, Digitalizing Image
Information, Data-Entry Services

■ Subsidiaries
□ Equity-method affiliate