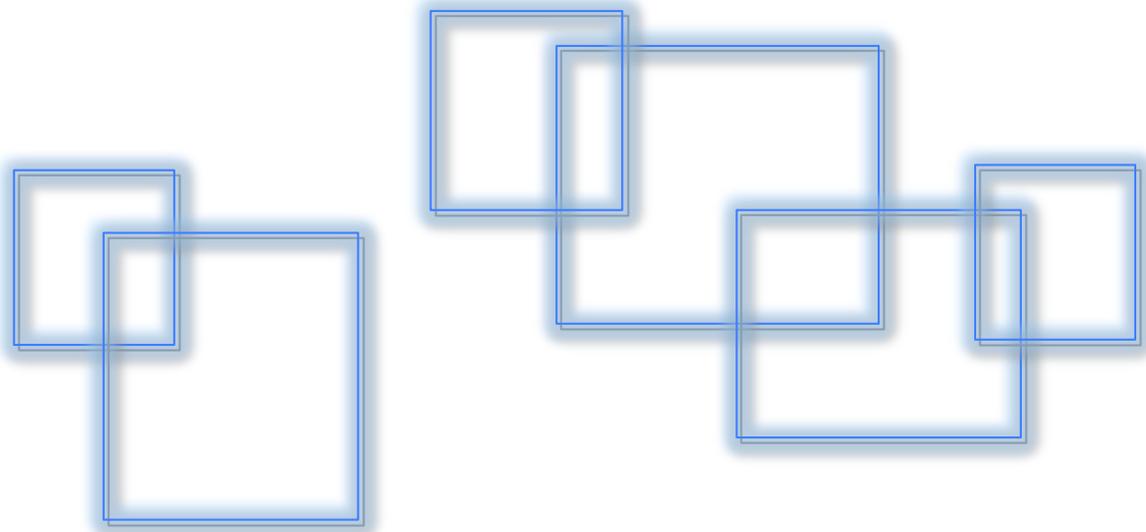


FACTBOOK 2019



MUSASHI CO., LTD.

System Creation Company



President
Representative Director
Masataka Hatori

[Business Overview]

(Millions of Yen)

Fiscal Year Ended:	2015/3	2016/3	2017/3	2018/3	2019/3
Net Sales	37,252	35,709	35,268	37,298	37,135
Operating Income	1,420	925	1,107	960	306

Business Segment

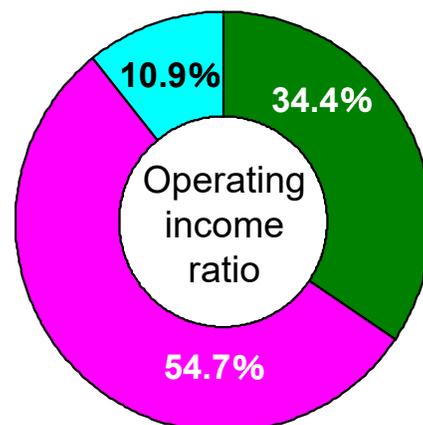
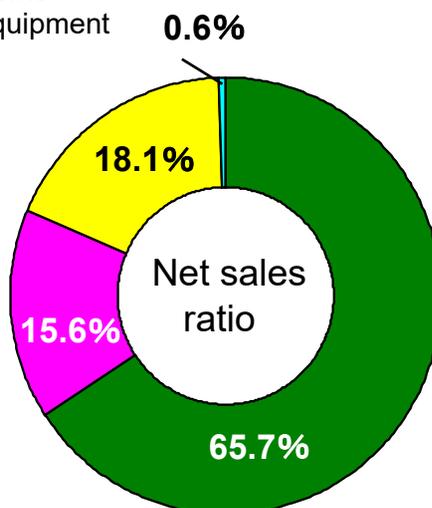
Average ratio per 10 years
by Business Segment (2010/3-2019/3)

■ Imaging Systems, Printing Systems
and Industrial X-ray Systems Equipment

■ Cash handling Equipment,
Election Systems Equipment

■ Paper and
Processed Paper Products

■ Leasing and others



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

[Imaging/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;
- Manufacture and sales of Thermal Enlarger Printer and Thermal Paper.
- 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.

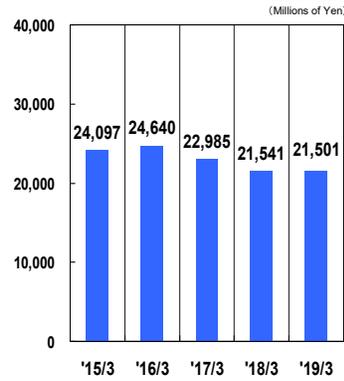


[Printing Systems Equipment]

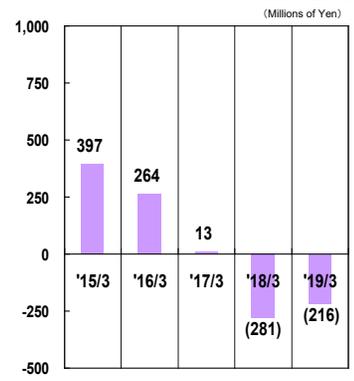
- Consultation and sales of printing equipment, materials and software for digital pre-press systems and print-on-demand systems as FUJIFILM Corporation's distributor in the Japanese market;
- Consultation and sales of Galvo Laser Systems
- Development and sales of a compact print-on-demand system for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

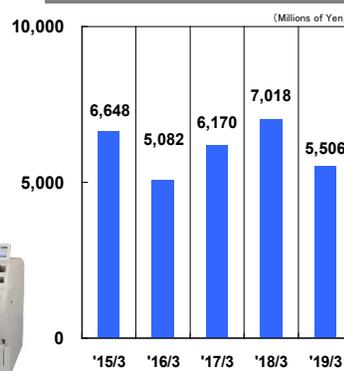
- Cash handling machines that improve operational efficiency across various industries including finance, retail, courier, transport, and amusement;
- Security products including Administrative products for keys;
- Maintenance services for the above products.
- Export of cash handling machines including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

[Election Systems Equipment]

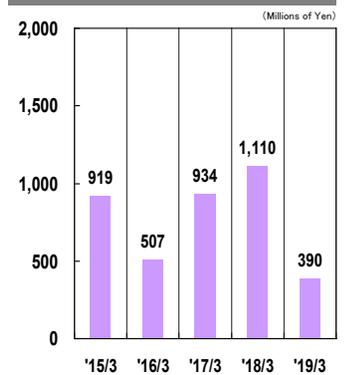
- Ballot paper dispensers, counters, reader sorters, self-opening ballot paper, administrative software, promotional items and other tools;
- Maintenance services for equipment.



Segment Net Sales



Segment Operating Income

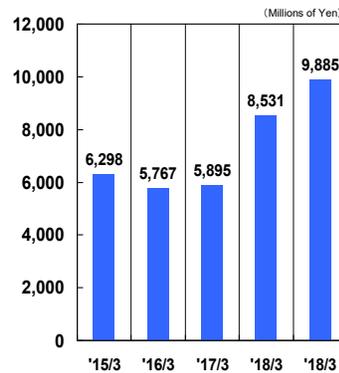


Paper and Processed Paper Products

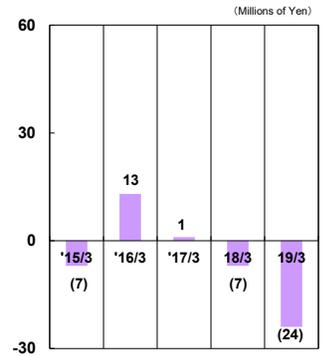
- Various types of paper and paperboards for printing, publishing, information, administration and other special applications; processed paper products.
- Carbonless Duplicating Paper (manufactured)



Segment Net Sales



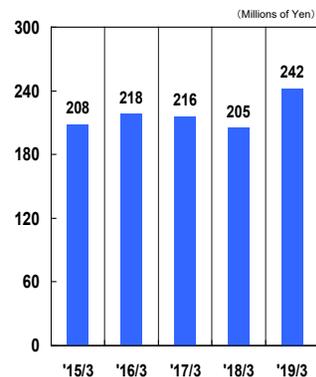
Segment Operating Income



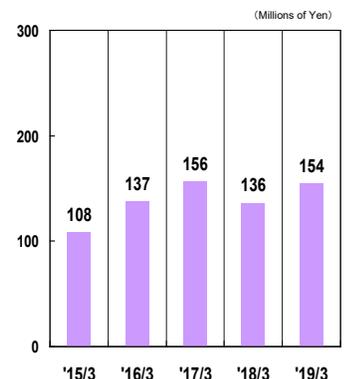
Leasing and Others

- Real-estate leasing
- Auto leasing
- Insurance brokerage

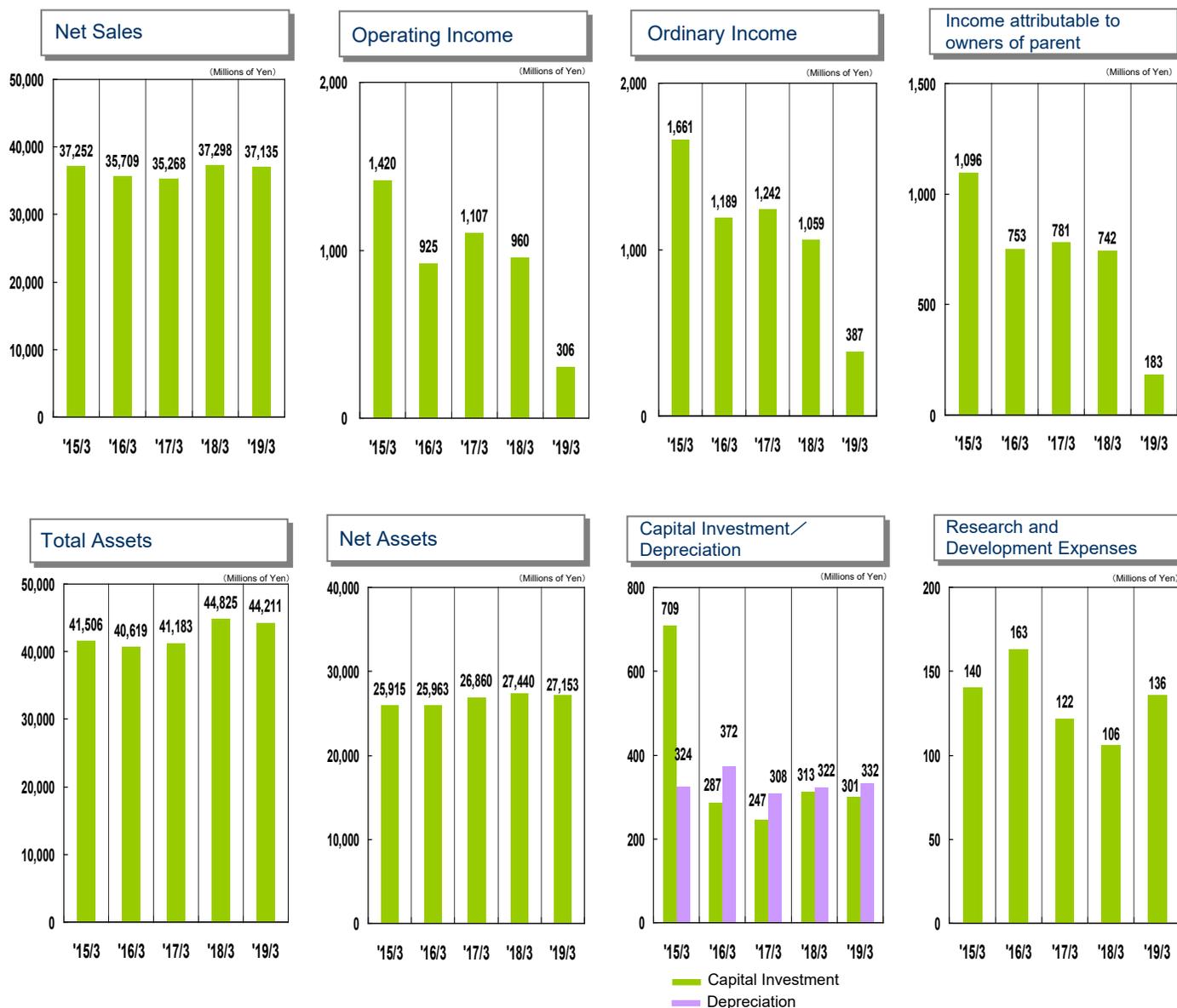
Segment Net Sales



Segment Operating Income



[Consolidated Financial Highlights]



(Millions of Yen)

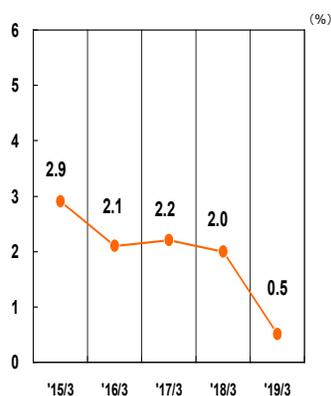
Fiscal Year Ended:	2015/3	2016/3	2017/3	2018/3	2019/3
Net Sales	37,252	35,709	35,268	37,298	37,135
Operating Income	1,420	925	1,107	960	306
Ordinary Income	1,661	1,189	1,242	1,059	387
Income attributable to owners of parent	1,096	753	781	742	183
Total Assets	41,506	40,619	41,183	44,825	44,211
Net Assets	25,915	25,963	26,860	27,440	27,153
Capital Investment	709	287	247	313	301
Depreciation	324	372	308	322	332
Research and Development Expenses	140	163	122	106	136

*"Partial Amendments to Accounting Standard for Tax Effect Accounting" are applied in FY2018/3 and FY2019/3, according to the update of Japanese GAAP.

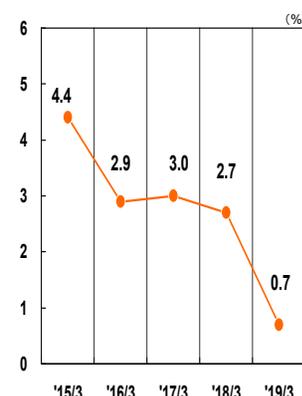
[Consolidated Financial Data]

Profitability

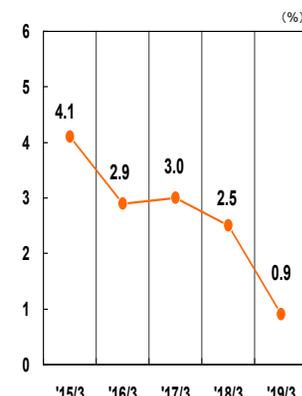
Return on Sales



Return on Equity [ROE]

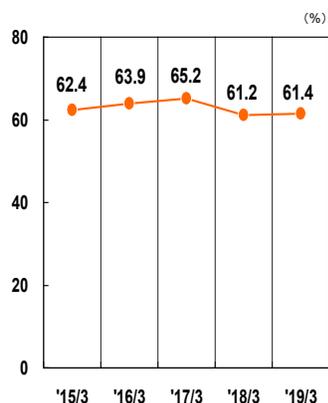


Return on Assets [ROA]

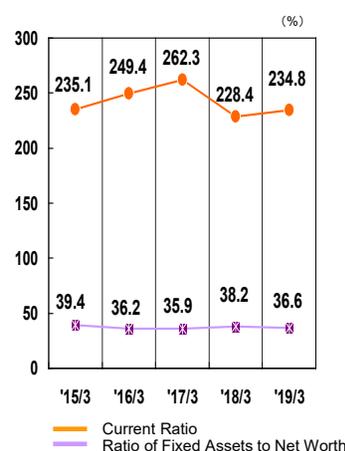


Stability

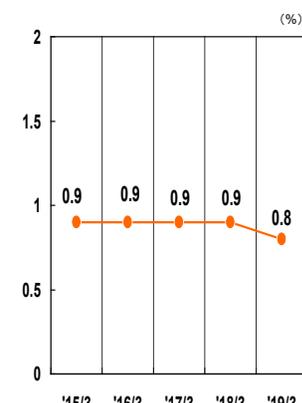
Shareholders' Equity Ratio



Current Ratio / Ratio of Fixed Assets to Net Worth

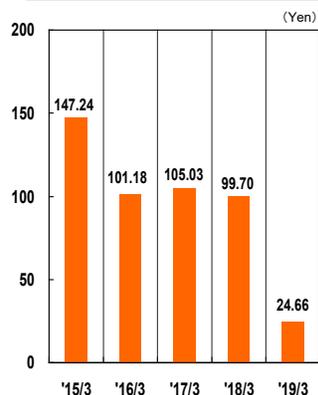


Assets Turnover

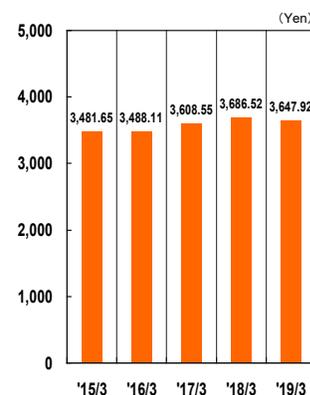


Investment Data

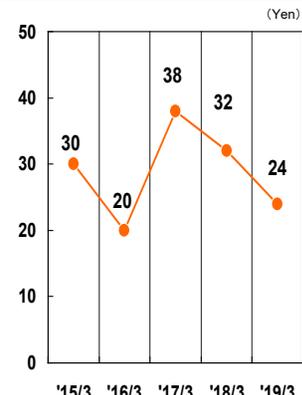
Net Income per Share [EPS]



Shareholders' Equity per Share [BPS]



Cash Dividends per Share



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

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

*"Partial Amendments to Accounting Standard for Tax Effect Accounting" are applied in FY2018/3 and FY2019/3, according to the update of Japanese GAAP.

[Consolidated Balance Sheets]

(Millions of Yen)

Fiscal Year Ended:	2015/3	2016/3	2017/3	2018/3	2019/3
Assets					
Current Assets:	31,302	31,229	31,541	34,354	34,279
Cash and Deposits	17,795	17,553	19,615	19,665	18,747
Notes and Accounts Receivable - Trade	10,528	10,351	9,020	11,013	11,754
Merchandise and Finished Goods	1,653	1,624	1,555	2,515	2,739
Work in Process	62	81	77	70	78
Raw Materials and Supplies	664	959	759	611	470
Deferred Tax Assets	239	237	256	—	—
Others	383	442	262	487	495
Allowance for Doubtful Accounts	(24)	(20)	(5)	(8)	(6)
Fixed Assets:	10,203	9,389	9,641	10,470	9,931
Property, Plant and Equipment	3,404	3,339	3,290	3,263	3,216
Buildings and Structures	1,192	1,125	1,070	1,047	993
Machinery, Equipment and Vehicles	72	66	52	35	50
Land	1,800	1,800	1,796	1,811	1,811
Construction in Progress	33	33	33	—	—
Others	304	313	337	369	361
Intangible Assets	198	165	137	477	408
Goodwill	—	—	—	352	272
Software	178	145	117	104	115
Others	20	20	20	20	20
Investments and Other Assets	6,600	5,884	6,213	6,728	6,307
Investment Securities	1,962	1,659	1,910	1,857	1,424
Stocks of Subsidiaries and Affiliates	419	418	423	439	431
Deferred Tax Assets	52	54	61	361	301
Net defined benefit asset	1,299	902	990	1,121	1,133
Guarantee Deposits	2,545	2,546	2,547	2,548	2,548
Others	377	366	335	448	512
Allowance for Doubtful Accounts	(56)	(64)	(55)	(46)	(45)
Total Assets:	41,506	40,619	41,183	44,825	44,211
Liabilities					
Current Liabilities:	13,316	12,522	12,023	15,041	14,600
Notes and Accounts Payable - Trade	8,265	7,868	4,365	6,566	6,122
Electronically recorded obligations - operating	—	—	2,697	3,301	3,698
Short - term Loans Payable	3,521	3,521	3,516	3,516	3,516
Income Taxes Payable	299	254	312	277	68
Provision for Bonuses	369	368	379	433	425
Others	860	509	753	946	769
Non - current Liabilities:	2,274	2,132	2,298	2,343	2,457
Deferred Tax Liabilities	527	277	347	207	181
Net defined benefit liability	187	189	206	189	214
Provision for Directors' and Corporate Auditors' Retirement Benefit	1,025	1,094	1,188	1,276	1,386
Others	533	571	556	670	674
Total Liabilities:	15,590	14,655	14,322	17,384	17,058
Net Assets					
Shareholders' Equity:	25,275	25,805	26,378	26,882	26,827
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	22,638	23,168	23,741	24,245	24,190
Treasury Stock	(576)	(576)	(576)	(576)	(576)
Valuation and Translation Adjustments:	640	158	481	558	325
Valuation Difference on Available - for - sale Securities	494	295	494	435	214
Remeasurements of defined benefit plans	145	(136)	(12)	122	110
Total Net Assets:	25,915	25,963	26,860	27,440	27,153
Total Liabilities and Net Assets:	41,506	40,619	41,183	44,825	44,211

*"Partial Amendments to Accounting Standard for Tax Effect Accounting" are applied in FY2018/3 and FY2019/3, according to the update of Japanese GAAP.

[Consolidated Statements of Income]

(Millions of Yen)

Fiscal Year Ended:	2015/3	2016/3	2017/3	2018/3	2019/3
Net Sales:	37,252	35,709	35,268	37,298	37,135
Cost of Sales	29,474	28,562	27,867	29,132	29,309
Gross Profit	7,778	7,146	7,400	8,165	7,826
Selling, General and Administrative Expenses	6,357	6,220	6,293	7,205	7,519
Operating Income:	1,420	925	1,107	960	306
Non - operating Income	281	304	173	146	116
Interest Income	37	36	29	20	2
Dividends Income	49	55	59	59	49
Equity in Earnings of Affiliates	11	4	8	17	1
Reversal of allowance for doubtful accounts	1	-	15	-	1
Surrender value of insurance	33	5	-	-	-
Compensation Income	83	155	-	-	-
Miscellaneous Income	64	46	61	48	61
Non - operating Expenses	40	39	39	46	36
Interest Expenses	37	37	34	34	34
Shares of subsidiaries acquisition related cost	-	-	-	8	-
Miscellaneous Loss	2	2	5	3	1
Ordinary Income:	1,661	1,189	1,242	1,059	387
Extraordinary Income	122	-	-	180	111
Gain on Sales of Land	121	-	-	-	-
Gain on Sales of Investment Securities	1	-	-	180	111
Extraordinary Loss	14	5	17	-	16
Loss on Valuation of Investment Securities	9	5	-	-	16
Loss on Sale of Membership	-	-	10	-	-
Loss on Valuation of Membership	4	-	3	-	-
Impairment loss	-	-	4	-	-
Income before Income Taxes	1,770	1,184	1,224	1,240	482
Income Taxes - Current	474	444	505	497	216
Income Taxes - Deferred	199	(12)	(63)	1	83
Total Income Taxes	674	431	442	498	299
Net Income	1,096	753	781	742	183
Income attributable to non-controlling interests	-	-	-	-	-
Income attributable to owners of parent	1,096	753	781	742	183

[Consolidated Statements of Comprehensive Income]

(Millions of Yen)

Fiscal Year Ended	2015/3	2016/3	2017/3	2018/3	2019/3
Net Income	1,096	753	781	742	183
Other Comprehensive Income	406	(481)	323	76	(232)
Valuation Difference on Available-for-sale Securities, net of tax	137	(199)	198	(62)	(217)
Remeasurements of defined benefit plans, net of tax	264	(282)	123	135	(11)
Share of Other Comprehensive Income of Associates Accounted for Using Equity Method	4	(0)	1	3	(3)
Comprehensive Income	1,502	271	1,104	818	(49)

[Consolidated Statements of Changes in Net Assets]

(April 1, 2018 - March 31, 2019)

(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	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at March 31, 2018	1,208	2,005	24,245	(576)	26,882	435	122	558	27,440
Changes of Items during the period									
Dividends from Surplus			(238)		(238)				(238)
Income attributable to owners of parent			183		183				183
Net Changes of Items other than Shareholders' Equity						(220)	(11)	(232)	(232)
Total Changes of Items during the period	-	-	(54)	-	(54)	(220)	(11)	(232)	(287)
Balance at March 31, 2019	1,208	2,005	24,190	(576)	26,827	214	110	325	27,153

[Consolidated Statements of Cash Flows]

(Millions of Yen)

Fiscal Year Ended:	2015/3	2016/3	2017/3	2018/3	2019/3
Net Cash Provided by Operating Activities	1,238	256	2,500	2,367	(585)
Net Cash Used in Investment Activities	666	(171)	(325)	(2,078)	(93)
Net Cash Used in Financing Activities	(149)	(225)	(213)	(239)	(238)
Effect of Exchange Rate Change on Cash and Cash Equivalents	0	(1)	(0)	0	(0)
Increase (Decrease) in Cash and Cash Equivalents	1,756	(141)	1,961	50	(917)
Cash and Cash Equivalents at Beginning of Period	15,149	16,905	16,763	18,725	18,775
Cash and Cash Equivalents at End of Period	16,905	16,763	18,725	18,775	17,857

[Non - Consolidated Balance Sheets]

(Millions of Yen)

Fiscal Year Ended:	2015/3	2016/3	2017/3	2018/3	2019/3
Assets					
Current Assets:	26,954	26,346	26,109	25,199	25,829
Cash and Deposits	14,061	13,508	14,942	13,980	13,340
Notes and Accounts Receivable - Trade	10,304	10,163	8,694	8,512	9,426
Merchandise and Finished Goods	1,674	1,678	1,623	1,800	2,199
Others	940	1,017	855	911	869
Allowance for Doubtful Accounts	(26)	(22)	(5)	(5)	(5)
Fixed Assets:	8,344	8,000	8,151	9,975	9,529
Property, Plant and Equipment	1,999	1,953	1,960	1,933	1,894
Buildings	474	440	424	407	378
Land	1,444	1,444	1,440	1,440	1,440
Others	80	68	95	85	75
Intangible Assets	140	119	103	72	44
Investments and Other Assets	6,204	5,927	6,088	7,969	7,591
Total Assets:	35,298	34,346	34,261	35,174	35,359
Liabilities					
Current Liabilities:	12,755	11,822	11,272	12,105	12,516
Notes and Accounts Payable - Trade	8,419	7,775	4,238	4,139	4,384
Electronically recorded obligations - operating	-	-	2,913	3,690	4,188
Short - term Loans Payable	3,471	3,471	3,466	3,466	3,466
Others	865	576	653	809	476
Non - current Liabilities	1,594	1,563	1,642	1,542	1,596
Provision for Directors' and Corporate Auditors' Retirement Benefit	880	927	991	1,049	1,125
Deferred tax liabilities	341	227	254	84	58
Others	372	408	396	408	412
Total Liabilities:	14,350	13,386	12,914	13,647	14,112
Net Assets					
Shareholders' Equity	20,468	20,673	20,866	21,126	21,047
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	17,831	18,036	18,229	18,489	18,410
Treasury Stock	(576)	(576)	(576)	(576)	(576)
Valuation and Translation Adjustments:	479	285	480	400	198
Valuation Difference on Available - for - sale Securities	479	285	480	400	198
Total Net Assets:	20,947	20,959	21,346	21,527	21,246
Total Liabilities and Net Assets:	35,298	34,346	34,261	35,174	35,359

*"Partial Amendments to Accounting Standard for Tax Effect Accounting" are applied in FY2018/3 and FY2019/3, according to the update of Japanese GAAP.

[Non - Consolidated Statements of Income]

(Millions of Yen)

Fiscal Year Ended:	2015/3	2016/3	2017/3	2018/3	2019/3
Net Sales	35,224	33,715	32,941	31,104	28,902
Operating Income	678	370	462	405	59
Non - operating Income	268	350	237	214	177
Non - operating Expenses	39	37	35	36	84
Ordinary Income	907	683	664	583	152
Extraordinary Income	1	-	-	180	111
Extraordinary Loss	14	5	7	-	16
Income before Income Taxes	894	678	656	764	247
Income Taxes - Current	301	245	272	290	78
Income Taxes - Deferred	48	3	(16)	(24)	10
Total Income Taxes	349	249	255	265	88
Net Income	544	428	401	498	159

[Non - Consolidated Statements of Changes in Net Assets]

(April 1, 2018 - March 31, 2019)

(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	Other Retained Earnings						Total Retained Earnings
				General Reserve	Retained Earnings Brought Forward					
Balance at March 31, 2018	1,208	2,005	197	15,000	3,292	18,489	(576)	21,126	400	21,527
Changes of Items during the period										
Dividends from Surplus					(238)	(238)		(238)		(238)
Net Income					159	159		159		159
Net Changes of Items other than Shareholders' Equity						-		-	(201)	(201)
Total Changes of Items during the period	-	-	-	-	(78)	(78)	-	(78)	(201)	(280)
Balance at March 31, 2019	1,208	2,005	197	15,000	3,213	18,410	(576)	21,047	198	21,246

[Stock Information] (As of March 31,2019)

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	729

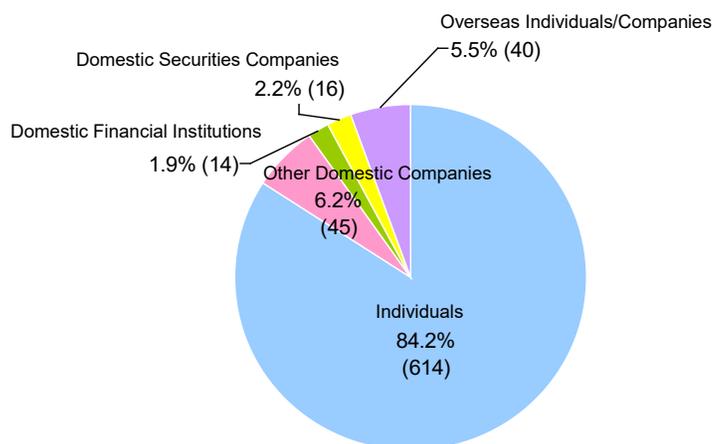
【Major Shareholders】

Name	Number of Stock Held	Stock Holding Ratio
Jyoumou Jitsugyou Co., Ltd.	1,388,600	18.7%
Shourin Shouji Co., Ltd.	897,400	12.1%
HIKARI TSUSHIN, INC.	583,400	7.8%
Employees' Stockholding	436,200	5.9%
Mizuho Bank, Ltd.	360,000	4.8%
MSCO CUSTOMER SECURITIES	307,100	4.1%
Company's Gojokai Association	299,100	4.0%
Japan Trustee Services Bank, Ltd.(trust account)	278,600	3.7%
Hirokazu Kobayashi	237,700	3.2%
Sumitomo Mitsui Banking Corporation	190,000	2.6%
Masataka Hatori	137,200	1.8%

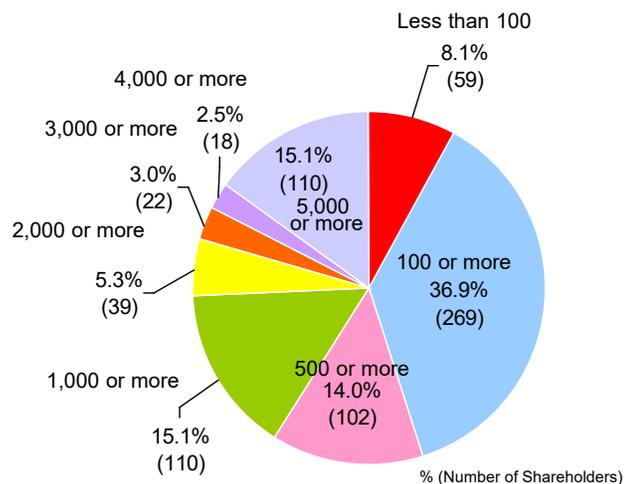
※excluding treasury shares(506,537)

【Breakdown of Shareholders】

■ Type of Shareholders



■ Number of Shares



[Company Profile]

Company Name	MUSASHI CO., LTD.
Established	December, 1946
Head Office	8-20-36 Ginza Chuo-ku Tokyo, Japan
Paid-in Capital	¥ 1,208,500,000
Employees	567(Group) 217 (Musashi) (As of March 31, 2019)
Banks	The Mizuho Bank, Limited. The Mitsui Sumitomo Bank, Limited. MUFG Bank, Ltd.
Branch	Tokyo Sapporo Sendai Saitama Chiba Yokohama Nagoya Osaka Hiroshima Fukuoka and other 7 sales offices



[Musashi Group]

- **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 I TECHNO CO.,LTD.**
3-6-1 Nagatanaka Higashiosaka-shi Osaka
TEL.06-6744-6311
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 FIELD SUPPORT CO.,LTD.**
8-20-36 Ginza Chuo-ku Tokyo
TEL.03-3546-7779
Technical Support
- **MBS CO.,LTD.**
1-24-1 Shinkawa Chuo-ku Tokyo
TEL.03-5244-9590
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