

An abstract graphic consisting of several overlapping squares of various sizes, all outlined in a light blue color. The squares are arranged in a way that creates a sense of depth and movement, with some squares appearing to be in front of others. The overall composition is balanced and modern.

FACTBOOK 2024

MUSASHI CO., LTD.

System Creation Company



President
Representative director
Masataka Hatori

[Business overview]

(Millions of yen)

Fiscal year ended:	2020/3	2021/3	2022/3	2023/3	2024/3
Net sales	37,589	30,261	36,213	37,072	33,140
Operating income	1,025	(97)	1,746	2,619	1,077

Business segment

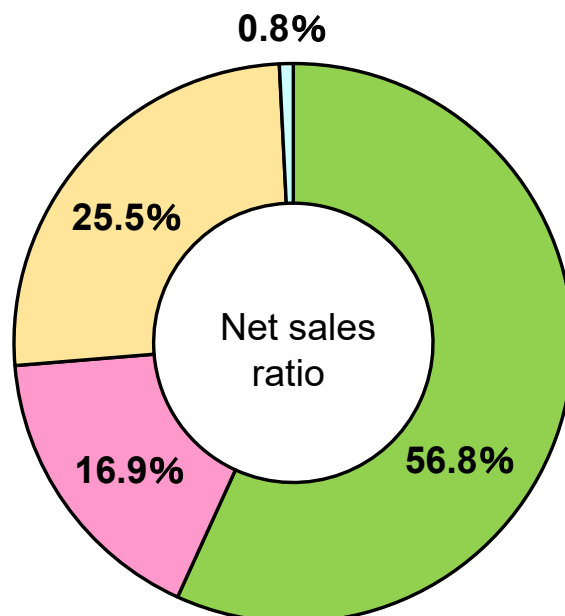
Imaging systems, Printing systems
and Industrial X-ray systems equipment

Cash handling equipment,
Election systems equipment

Paper and
processed paper products

Leasing and others

Average ratio per 5 years by business segment (2020/3-2024/3)



Imaging systems, Printing systems and Industrial X-ray systems equipment

[Imaging/Industrial systems equipment]

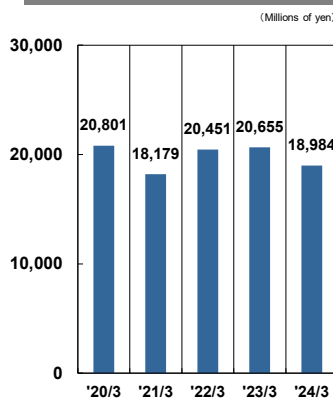
- Media conversion services to digitalize documents/microfilms, and to microfilm; data entry services;
- Consultation and sales of scanners, electronic archive;
- Manufacture and sales of Thermal Enlarger Printer and Thermal Paper.
- Consultation and sales of industrial non-destructive inspection systems by X-ray for buildings and manufactured products.
- Micro Filter provides reliable precision-filtering microorganisms and fine particles with its outstanding microporous structure
- Maintenance services for equipment.

[Printing systems equipment]

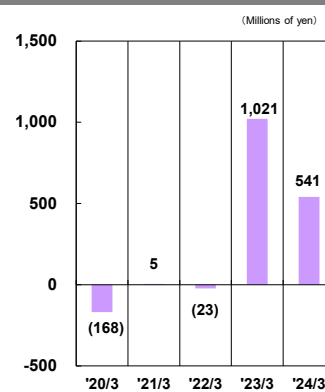
- Consultation and sales of printing equipment, materials and software for digital pre-press systems and print-on-demand systems ;
- Consultation and sales of Galvo Laser Systems
- Development and sales of a compact print-on-demand system for fine-printed business cards and cards;
- Maintenance services 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]

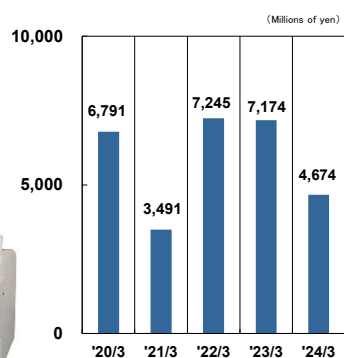
- Cash handling machines that improve operational efficiency across various industries including finance, retail, courier, transport, and amusement;
- Security products including Administrative products for keys;
- Maintenance services for the above products.
- Export of cash handling machines including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

[Election systems equipment]

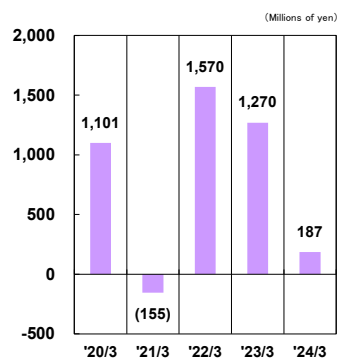
- Ballot paper dispensers, counters, reader sorters, self-opening ballot paper, administrative software, promotional items and other tools;
- Maintenance services for equipment.



Segment net sales



Segment operating income

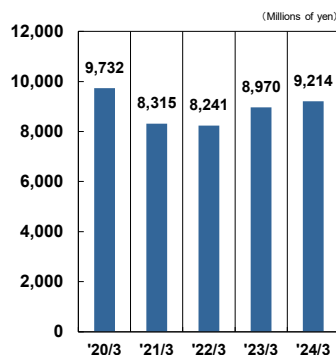


Paper and processed paper products

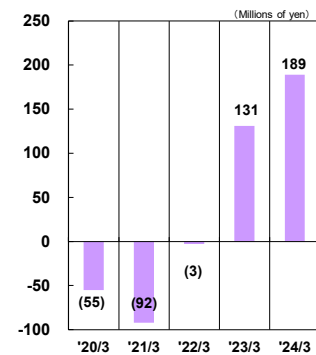
- Various types of paper and paperboards for printing, publishing, information, administration and other special applications; processed paper products.
- Carbonless Duplicating Paper (manufactured)



Segment net sales



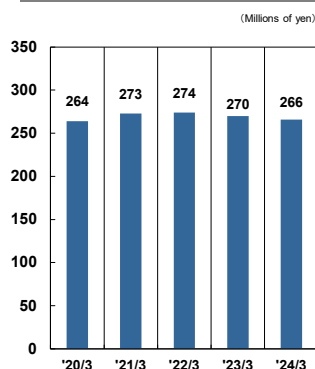
Segment operating income



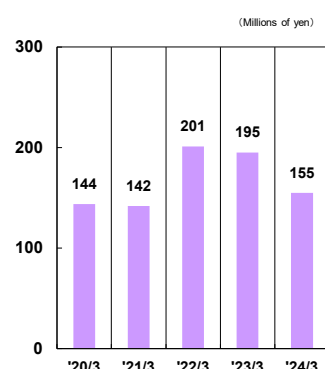
Leasing and others

- Real-estate leasing
- Auto leasing
- Insurance brokerage

Segment net sales

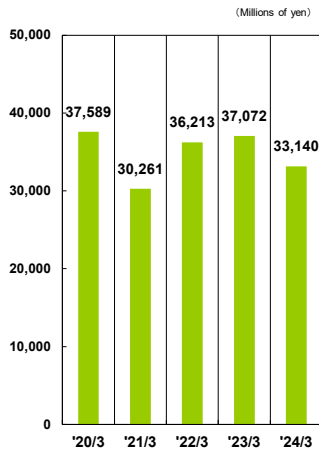


Segment operating income

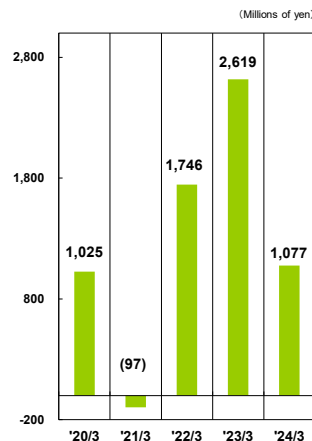


[Consolidated financial highlights]

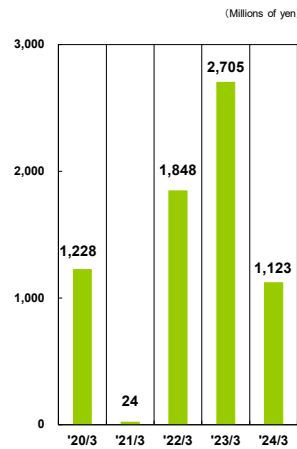
Net sales



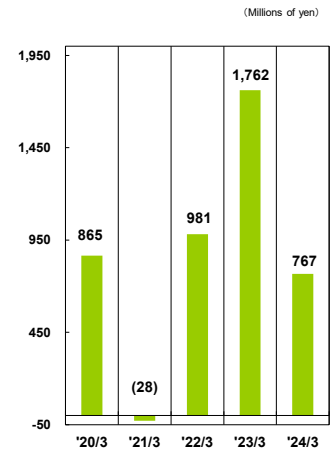
Operating income



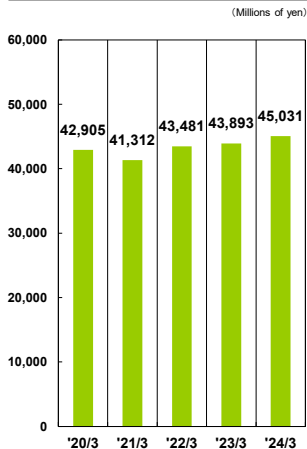
Ordinary income



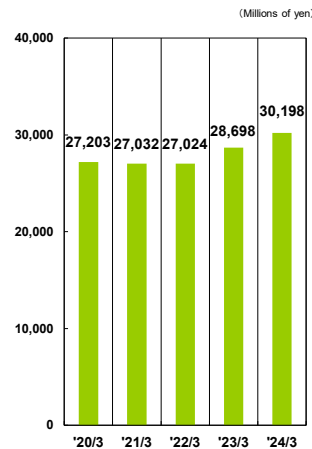
Income attributable to owners of parent



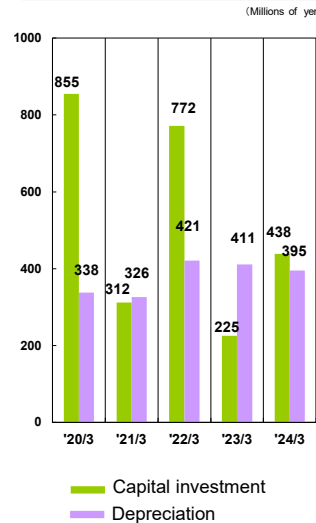
Total assets



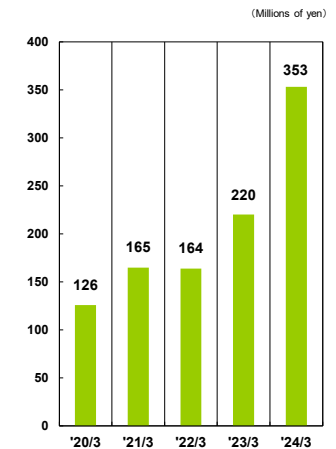
Net assets



Capital investment/ Depreciation



Research and development expenses



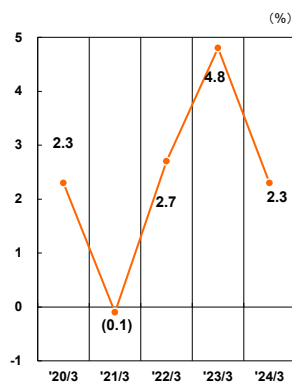
(Millions of yen)

Fiscal year ended:	2020/3	2021/3	2022/3	2023/3	2024/3
Net sales	37,589	30,261	36,213	37,072	33,140
Operating income	1,025	(97)	1,746	2,619	1,077
Ordinary income	1,228	24	1,848	2,705	1,123
Income attributable to owners of parent	865	(28)	981	1,762	767
Total assets	42,905	41,312	43,481	43,893	45,031
Net assets	27,203	27,032	27,024	28,698	30,198
Capital investment	855	312	772	225	438
Depreciation	338	326	421	411	395
Research and development expenses	126	165	164	220	353

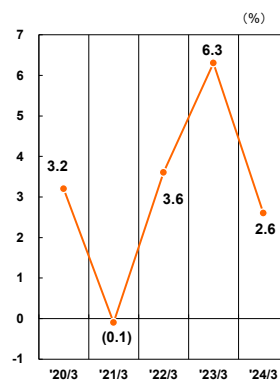
[Consolidated financial data]

Profitability

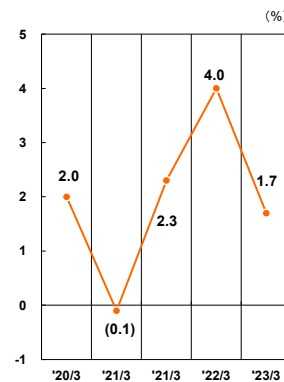
Return on sales



Return on equity [ROE]

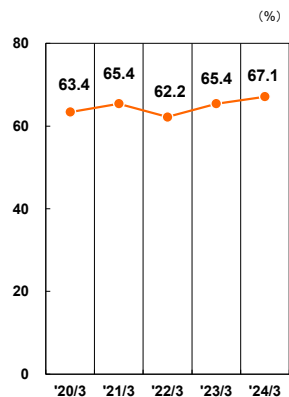


Return on assets [ROA]

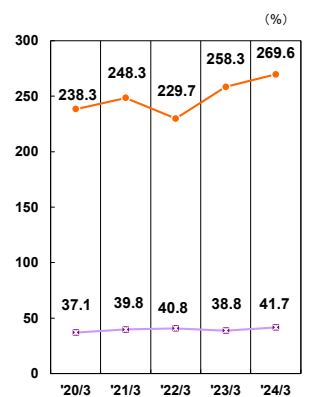


Stability

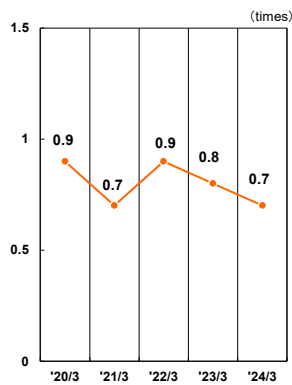
Shareholders' equity ratio



Current ratio/
Ratio of fixed assets to net worth

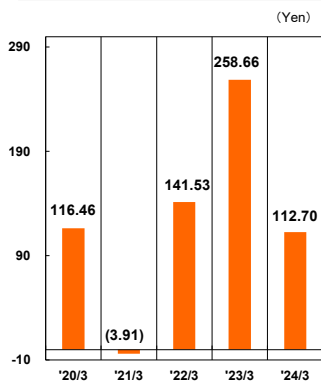


Assets turnover

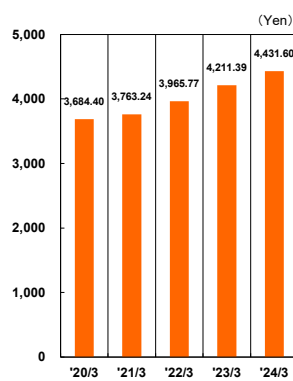


Investment data

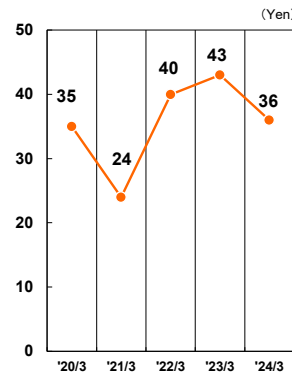
Net income per share [EPS]



Shareholders' equity
per share [BPS]



Cash dividends per share



•Return on assets=Net income/Total assets(Yearly average)×100

•Assets turnover=Net sales/Total assets(Yearly average)

[Consolidated balance sheets]

(Millions of yen)

Fiscal year ended:	2020/3	2021/3	2022/3	2023/3	2024/3
Assets					
Current assets:	32,809	30,568	32,459	32,751	32,436
Cash and deposits	20,180	18,481	19,485	20,676	16,660
Notes and accounts receivable - trade	9,319	8,518	-	-	-
Notes receivable - trade	-	-	2,801	1,300	1,334
Accounts receivable - trade	-	-	6,727	5,931	5,904
Electronically recorded monetary claims-operating	-	-	-	1,587	1,552
Merchandise and finished goods	2,442	2,411	2,189	2,226	2,418
Work in process	69	68	155	99	85
Raw materials and supplies	429	473	545	618	977
Short-term loans receivable from subsidiaries and associates	-	-	-	-	3,000
Others	404	645	592	325	520
Allowance for doubtful accounts	(36)	(30)	(37)	(14)	(17)
Fixed assets:	10,095	10,744	11,022	11,141	12,594
Property, plant and equipment	3,647	3,552	3,954	3,816	3,887
Buildings and structures, net	1,269	1,208	1,197	1,144	1,286
Machinery, equipment and vehicles, net	40	50	48	51	74
Land	1,969	1,969	1,969	1,969	1,969
Others, net	368	323	738	650	557
Intangible assets	409	400	238	168	111
Goodwill	205	133	39	20	1
Software	183	246	178	127	90
Others	20	20	20	20	19
Investments and other assets	6,038	6,791	6,829	7,157	8,595
Investment securities	1,020	1,271	1,428	1,804	2,538
Stocks of subsidiaries and affiliates	473	492	518	567	553
Deferred tax assets	418	382	234	196	205
Net defined benefit asset	940	1,392	1,421	1,361	2,073
Guarantee deposits	2,549	2,549	2,549	2,550	2,550
Others	813	766	718	716	716
Allowance for doubtful accounts	(176)	(62)	(41)	(41)	(42)
Total assets:	42,905	41,312	43,481	43,893	45,031
Liabilities					
Current liabilities:	13,768	12,310	14,133	12,677	12,033
Notes and accounts payable - trade	5,073	4,904	5,167	4,724	4,452
Electronically recorded obligations – operating	3,397	2,766	2,879	2,468	2,528
Short - term loans payable	3,516	3,516	3,516	3,516	3,516
Income taxes payable	291	29	703	477	67
Provision for bonuses	413	388	387	386	388
Provision for product warranties	-	-	108	-	-
Others	1,076	704	1,370	1,105	1,079
Non - current liabilities:	1,932	1,969	2,323	2,516	2,799
Deferred tax liabilities	67	176	167	355	769
Net defined benefit liability	224	223	230	246	215
Provision for directors' and corporate auditors' retirement benefit	971	889	910	989	989
Others	668	679	1,015	924	824
Total liabilities:	15,701	14,279	16,457	15,194	14,832
Net assets					
Shareholders' equity:	27,335	26,714	26,722	28,178	28,707
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	24,818	24,590	25,363	26,819	27,348
Treasury stock	(696)	(1,089)	(1,854)	(1,854)	(1,854)
Valuation and translation adjustments:	(132)	318	301	519	1,490
Valuation difference on available - for sale securities	(32)	153	171	493	1,016
Remeasurements of defined benefit plans	(99)	164	130	26	473
Total net assets:	27,203	27,032	27,024	28,698	30,198
Total liabilities and net assets:	42,905	41,312	43,481	43,893	45,031

[Consolidated statements of income]

(Millions of yen)

Fiscal year ended:	2020/3	2021/3	2022/3	2023/3	2024/3
Net sales:	37,589	30,261	36,213	37,072	33,140
Cost of sales	28,920	23,492	27,449	27,628	25,052
Gross profit	8,669	6,768	8,763	9,444	8,087
Selling, general and administrative expenses	7,644	6,865	7,017	6,824	7,010
Operating income:	1,025	(97)	1,746	2,619	1,077
Non - operating income	255	158	144	134	117
Interest income	3	1	1	2	1
Dividends income	47	43	47	55	62
Equity in earnings of affiliates	43	23	33	26	-
Reversal of allowance for doubtful accounts	-	0	0	0	0
Subsidy income	-	20	-	-	-
Miscellaneous income	161	69	62	49	53
Non - operating expenses	52	37	43	48	71
Interest expenses	34	34	40	41	39
Provision of allowance for doubtful accounts	2	-	-	-	-
Share of loss of entities accounted for using equity method	-	-	-	-	7
Retirement benefit expenses	11	-	-	-	-
Loss on investments in investment partnership	-	-	1	2	6
Loss on abandonment of non-current assets	-	-	-	-	15
Miscellaneous loss	3	2	0	4	2
Ordinary income:	1,228	24	1,848	2,705	1,123
Extraordinary income	24	-	1	-	27
Gain on sale of investment securities	24	-	-	-	27
Gain on sale of membership	-	-	1	-	-
Extraordinary loss	73	1	28	15	-
Loss on valuation of investment securities	6	-	-	2	-
Loss on sale of investment securities	-	-	-	12	-
Loss on retirement of non-current assets	-	-	5	-	-
Loss on sale of membership	-	1	-	-	-
Loss on valuation of membership	2	-	-	-	-
Impairment loss	64	-	22	-	-
Income before income taxes	1,179	22	1,821	2,690	1,150
Income taxes - current	362	86	695	797	392
Income taxes – deferred	(48)	(35)	143	130	(9)
Total income taxes	313	50	839	927	382
Net income	865	(28)	981	1,762	767
Income attributable to non-controlling interests	-	-	-	-	-
Income attributable to owners of parent	865	(28)	981	1,762	767

[Consolidated statements of comprehensive income]

(Millions of yen)

Fiscal year ended	2020/3	2021/3	2022/3	2023/3	2024/3
Net income	865	(28)	981	1,762	767
Other comprehensive income	(457)	450	(16)	217	970
Valuation difference on available-for-sale securities, net of tax	(245)	185	18	321	522
Remeasurements of defined benefit plans, net of tax	(210)	264	(34)	(103)	447
Share of other comprehensive income of associates accounted for using equity method	(1)	(0)	(0)	0	0
Comprehensive income	407	422	965	1,980	1,738

[Consolidated statements of changes in net assets]

(April 1, 2023 - March 31, 2024)

(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, 2023	1,208	2,005	26,819	(1,854)	28,178	493	26	519	28,698
Changes of items during the period									
Dividends from surplus			(238)		(238)				(238)
Income attributable to owners of parent			767		767				767
Purchase of treasury shares				(0)	(0)				(0)
Net changes of items other than shareholders' equity						523	447	970	970
Total changes of items during the period	-	-	529	(0)	529	523	447	970	1,500
Balance at March 31, 2024	1,208	2,005	27,348	(1,854)	28,707	1,016	473	1,490	30,198

[Consolidated statements of cash flows]

(Millions of yen)

Fiscal year ended:	2020/3	2021/3	2022/3	2023/3	2024/3
Net cash provided by operating activities	2,765	(689)	2,601	1,590	(322)
Net cash used in investment activities	(979)	(612)	(904)	(10)	(3,372)
Net cash used in financing activities	(357)	(591)	(594)	(390)	(324)
Effect of exchange rate change on cash and cash equivalents	(1)	0	1	1	4
Increase(Decrease)in cash and cash equivalents	1,427	(1,893)	1,104	1,190	(4,015)
Cash and cash equivalents at beginning of period	17,857	19,285	17,391	18,495	19,686
Cash and cash equivalents at end of period	19,285	17,391	18,495	19,686	15,670

[Non - consolidated balance sheets]

(Millions of yen)

Fiscal year ended:	2020/3	2021/3	2022/3	2023/3	2024/3
Assets					
Current assets:	24,381	22,948	24,085	23,659	23,587
Cash and deposits	14,595	13,705	13,499	14,035	10,472
Notes and accounts receivable - trade	7,233	6,448	-	-	-
Notes receivable - trade	-	-	2,430	1,029	1,060
Accounts receivable - trade	-	-	5,298	4,455	4,532
Electronically recorded monetary claims - operating	-	-	-	1,535	1,556
Merchandise and finished goods	1,776	1,866	1,692	1,770	2,138
Short-term loans receivable from subsidiaries and associates	-	-	-	600	3,500
Others	805	952	1,197	238	341
Allowance for doubtful accounts	(28)	(24)	(33)	(6)	(14)
Fixed assets:	9,601	9,864	9,942	10,288	10,882
Property, plant and equipment	1,939	1,897	1,906	1,894	1,816
Buildings	398	372	377	355	334
Land	1,440	1,440	1,440	1,440	1,403
Others	101	84	88	99	78
Intangible assets	90	105	75	59	53
Investments and other assets	7,571	7,861	7,960	8,333	9,013
Total assets:	33,983	32,813	34,027	33,947	34,470
Liabilities					
Current liabilities:	11,550	10,571	11,924	10,528	10,007
Accounts payable - trade	3,511	3,692	3,986	3,748	3,064
Electronically recorded obligations - operating	3,701	2,950	3,081	2,480	2,719
Short - term loans payable	3,466	3,466	3,466	3,466	3,466
Others	871	462	1,390	833	758
Non - current liabilities	1,146	1,213	1,169	1,438	1,716
Provision for directors' and corporate auditors' retirement benefit	741	738	744	791	831
Deferred tax liabilities	-	59	10	221	483
Others	405	415	414	425	401
Total liabilities:	12,697	11,785	13,093	11,967	11,724
Net assets					
Shareholders' equity	21,296	20,881	20,771	21,533	21,818
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	18,779	18,757	19,411	20,174	20,459
Treasury stock	(696)	(1,089)	(1,854)	(1,854)	(1,854)
Valuation and translation adjustments:	(11)	146	162	446	927
Valuation difference on available - for - sale securities	(11)	146	162	446	927
Total net assets:	21,285	21,027	20,933	21,980	22,746
Total liabilities and net assets:	33,983	32,813	34,027	33,947	34,470

[Non - consolidated statements of income]

(Millions of yen)

Fiscal year ended:	2020/3	2021/3	2022/3	2023/3	2024/3
Net sales	29,554	23,122	29,824	30,131	26,296
Operating income	423	51	1,137	1,468	490
Non - operating income	313	247	174	176	183
Non - operating expenses	34	44	34	37	67
Ordinary income	702	254	1,277	1,607	606
Extraordinary income	24	-	1	-	192
Extraordinary loss	8	-	3	15	-
Income before income taxes	718	254	1,275	1,592	799
Income taxes - current	126	31	470	435	207
Income taxes - deferred	(15)	45	(58)	88	67
Total income taxes	111	77	411	523	275
Net income	606	177	863	1,069	523

[Non - consolidated statements of changes in net assets]

(April 1, 2023 - March 31, 2024)

(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, 2023	1,208	2,005	197	15,000	4,977	20,174	(1,854)	21,533	446	21,980
Changes of items during the period										
Dividends from surplus					(238)	(238)		(238)		(238)
Net income					523	523		523		523
Purchase of treasury shares							(0)	(0)		(0)
Net changes of items other than shareholders' equity									481	481
Total changes of items during the period	-	-	-	-	285	285	(0)	284	481	765
Balance at March 31, 2024	1,208	2,005	197	15,000	5,262	20,459	(1,854)	21,818	927	22,746

[Stock information] (As of March 31,2024)

Stock exchange listing	Standard Market (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	1,366

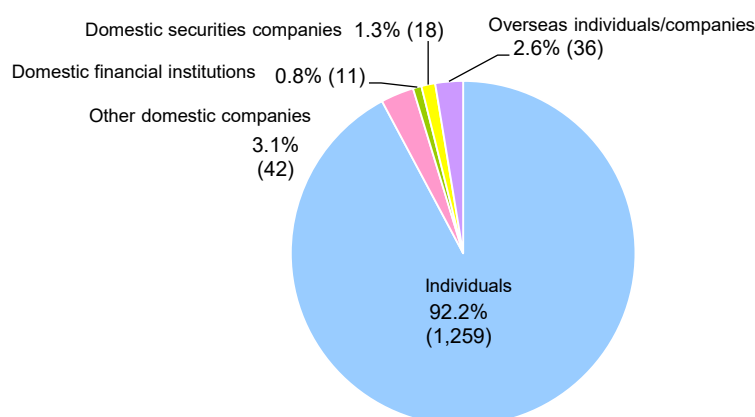
【Major shareholders】

Name	Number of stock held	Stock holding ratio
Jyomou Jitsugyou Co., Ltd.	1,388,600	20.4%
Shourin Shouji Co., Ltd.	897,400	13.2%
Hikari Tsushin K.K.	332,700	4.9%
Employees' Stockholding	322,400	4.7%
Company's Gokokai Association	299,100	4.4%
Custody Bank of Japan, Ltd. (trust account)	276,400	4.1%
Hirokazu Kobayashi	237,700	3.5%
Sumitomo Mitsui Banking Corporation	173,900	2.6%
Mizuho Bank, Ltd.	160,000	2.3%
EUROPEAN DEPOSITARY BANK SA-DUBLIN-BUTTERMERE DEEP VALUE FUND LIMITED	151,574	2.2%
Masataka Hatori	137,200	2.0%

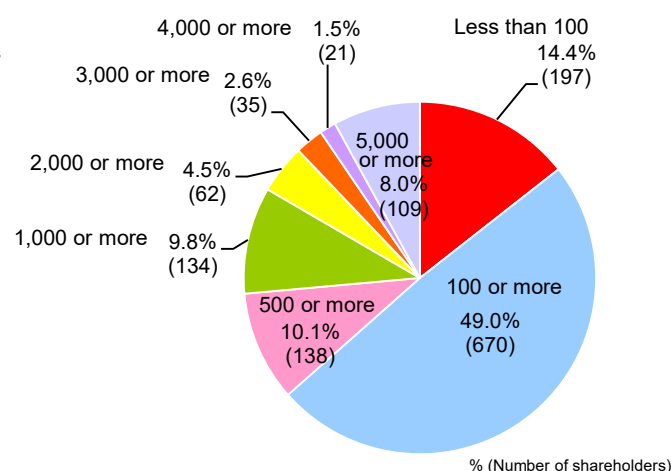
※excluding treasury shares(1,135,648)

【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	528 (Group) 193 (Musashi) (As of March 31, 2024)
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
Manufactures and sales of carbonless duplicating paper, thermal enlarger printer
- **MUSASHI ENTERPRISE CO.,LTD.**
8-20-36 Ginza Chuo-ku Tokyo
TEL.03-3437-2925
Automobile leasing and insurance agency
- **MUSASHI ABC CO.,LTD.**
2-10-6 Tsukiji Chuo-ku Tokyo
TEL.03-5801-5994
Microfilming, digitalizing image information, data-entry services
- **FBM CO.,LTD.**
2-13-7 Iidabashi Chiyoda-ku Tokyo
TEL.03-6272-3453
Sales of printing systems equipment
- **JIM CORPORATION**
3-1-1 Iidabashi Chiyoda-ku Tokyo
TEL.03-5212-6001
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

■ Subsidiaries
□ Equity-method affiliate