

		2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 (fiscal year)
Key results	Net sales (million yen)	27,087	32,073	30,707	34,110	32,717	35,114	31,780	35,151	37,866	38,846
	Cost of sales (million yen)	20,175	23,736	22,683	25,825	24,131	26,301	23,485	25,512	27,675	28,346
	Gross profit (million yen)	6,911	8,337	8,024	8,285	8,586	8,812	8,295	9,639	10,191	10,500
	Selling, general and administrative expenses (million yen)	5,725	6,087	6,192	6,655	6,641	6,708	6,868	7,585	7,889	8,447
	Operating income (million yen)	1,186	2,249	1,832	1,629	1,944	2,103	1,427	2,053	2,302	2,053
	Ordinary income (million yen)	1,108	1,982	1,582	1,648	1,993	2,239	1,576	2,142	2,973	2,274
	Net income before income taxes (million yen)	1,228	1,987	1,800	2,940	1,878	2,299	1,933	2,440	3,045	2,599
	Net income attributable to owners of parent (million yen)	881	888	1,348	1,896	1,340	1,490	1,345	1,588	2,082	1,649
	Net income per share (yen)	21.0	21.1	32.1	45.2	34.3	38.7	35.1	41.2	54.3	43.1
	Number of consolidated subsidiaries (number)	8	8	8	8	8	8	8	9	10	10
	Number of affiliates accounted for using equity method (number)	2	2	1	—	—	—	—	—	—	—
Profitability	Operating margin (%)	4.4	7.0	6.0	4.8	5.9	6.0	4.5	5.8	6.1	5.3
	ROA (%)	2.4	2.2	3.2	4.4	3.0	3.3	3.1	3.5	4.3	3.2
	ROE (%)	3.6	3.4	4.8	6.6	4.6	4.9	4.4	5.2	6.8	5.2
Segment results	Japan (million yen)	24,823	29,403	27,881	31,130	29,761	31,148	27,941	30,761	34,130	34,099
	Overseas (million yen)	2,263	2,669	2,825	2,980	2,956	3,965	3,838	4,390	3,735	4,746
	China (million yen)	1,752	1,684	2,072	2,220	2,026	3,389	3,357	3,637	3,509	3,670
	Other business (million yen)	510	984	753	760	930	576	481	1,083	226	1,076
	Ratio of net sales outside Japan (%)	8.4	8.3	9.2	8.7	9.0	11.3	12.1	12.5	10.9	13.9
Net sales by business	Asphalt Plant-Related Business (million yen)	15,054	17,258	15,071	17,252	16,580	17,179	16,434	17,518	19,467	18,328
	Concrete Plant-Related Business (million yen)	5,889	8,577	8,287	10,267	9,356	9,521	7,893	9,158	9,212	10,839
	Environment- and Conveyor-Related Business (million yen)	2,085	1,944	2,853	2,289	2,647	3,931	2,775	2,634	2,390	3,018
	Other Business (million yen)	4,058	4,292	4,495	4,301	4,133	4,480	4,677	5,840	6,796	6,660
Operating income (loss)	Asphalt Plant-Related Business (million yen)	1,492	2,125	1,214	1,234	1,253	1,348	963	1,118	1,239	562
	Concrete Plant-Related Business (million yen)	317	678	712	878	1,006	1,015	666	761	879	1,123
	Environment- and Conveyor-Related Business (million yen)	250	166	527	337	369	308	417	562	482	588
	Other Business (million yen)	59	388	451	277	417	462	502	1,020	1,170	1,073
	Amount after elimination of transactions between segments (million yen)	—	—	—	—	—	—	—	—	—	—
	Corporate expenses (million yen)	(933)	(1,109)	(1,074)	(1,097)	(1,102)	(1,031)	(1,122)	(1,409)	(1,469)	(1,293)
Orders	Total new orders received (million yen)	26,564	33,915	34,500	33,284	34,134	33,616	35,103	33,915	40,009	39,852
	Total order backlog (million yen)	5,410	7,246	11,039	10,212	11,629	10,132	13,454	12,219	14,361	16,490
Financial position	Total assets (million yen)	37,278	40,348	41,964	43,189	44,976	44,876	43,969	45,677	48,697	52,079
	Net assets (million yen)	24,353	26,167	27,845	28,528	29,089	30,286	30,414	30,293	31,451	32,050
	Interest-bearing debts (million yen)	2,849	2,212	2,206	2,362	1,987	1,799	1,718	1,787	2,492	3,812
	Equity ratio (%)	65.3	64.9	66.4	66.1	64.7	67.5	69.2	66.3	64.5	61.5
	Net assets per share (yen)	580.8	624.2	664.3	680.7	749.2	791.1	793.7	780.6	823.0	837.2
Dividends	Dividend per share (yen)	7.0	7.0	9.0	10.0	11.0	12.0	12.0	40.0	33.0	30.0
	Total dividend (million yen)	293	293	376	418	426	458	459	1,550	1,260	1,146
	Dividend payout ratio (%)	33.3	33.1	27.9	22.0	31.9	30.8	34.2	97.6	60.5	69.5
	Dividend on equity (%)	1.2	1.1	1.4	1.5	1.5	1.5	1.5	5.1	4.0	3.6
Capital investment, etc.	Capital investment (million yen)	335	844	815	877	1,261	550	1,889	1,483	2,748	1,907
	Depreciation and amortization (million yen)	389	392	419	483	478	468	508	611	677	745
	R&D expenses (million yen)	256	295	276	227	271	291	211	379	392	449
	R&D expenses to net sales (%)	0.95	0.92	0.90	0.67	0.83	0.83	0.66	1.08	1.04	1.16
Cash flows	Cash flow from operating activities (million yen)	2,457	2,641	1,001	(1,040)	5,064	274	(218)	3,839	2,784	2,224
	Cash flow from investing activities (million yen)	(954)	(936)	(305)	2,142	(316)	41	(1,021)	(639)	(1,867)	(2,165)
	Free cash flow (million yen)	1,503	1,705	696	1,102	4,748	315	(1,239)	3,200	917	59
	Term-end balance of cash and cash equivalents (million yen)	7,839	8,506	8,796	9,630	12,622	12,110	10,300	12,575	12,444	12,389