Greetings from the President

Nippon Steel & Sumikin TEXENG stands on three substantial abilities.

Comprehensive Engineering
Planning, designing, construction, operation and maintenance

Multifaceted Business
Combination of machinery, electrical instrumentation, system solution and construction

Real On-site Experience
Over 70 years of experience

[Basic Principle]
Nippon Steel & Sumikin TEXENG will contribute to the development of society through excellent technology and services as a multifaceted engineering company.

Sinji Fujino
Representative Director & President
## Company Profile

<table>
<thead>
<tr>
<th>Company name</th>
<th>NIPPON STEEL &amp; SUMIKIN TEXENG. CO., LTD.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established</td>
<td>September 7, 1946</td>
</tr>
<tr>
<td>Capital</td>
<td>5.47 billion yen as of March 31, 2018</td>
</tr>
<tr>
<td>Sales</td>
<td>305.7 billion yen March 2018 term (consolidated)</td>
</tr>
<tr>
<td>Employees</td>
<td>11,399 as of March 31, 2018(consolidated)</td>
</tr>
</tbody>
</table>
We create synergy through three strengths.

- **On-site Competence**
  The basis of all abilities

- **Comprehensive Business**
  Comprehensive engineering company

- **Cooperative Business**
  The ability to respond in all fields
We promote a higher level of quality control.
A foundation that leverages field expertise in manufacturing

[Operation] Versatile adaptation to the customer’s style of operation

[Maintenance] Workers with experience and track record

These two high-quality skills allow us to better understand the manufacturing floor.
We are a comprehensive engineering company with a history of over 60 years.
We create new value by combining technologies in multiple fields.

Cooperative Business

The ability to respond in all fields

Machinery

Production and sales

Electrical instrumentation and systems solution

Plant operation

Construction
For Customer Satisfaction

Comprehensive + Cooperative = Synergy effect

Customers
Satisfactory workmanship
Load reduction
Safety and Security

Planning & Consulting
Designing
Procurement & Manufacturing
Construction
Maintenance (Operation)
Diagnosis and Maintenance

Machinery
Functional design
Basic & detailed design
Basic & power generation maintenance
Equipment diagnosis

Electrical instrumentation and Systems
Control function
Sequence software
Motor and instrumentation maintenance
Equipment diagnosis

Construction
Basic design & layout
Foundation & architectural design
Structural frames & block construction
Civil engineering & construction work
Roof, wall, rail maintenance

Optimum work allocation (Fully leveraging the company’s comprehensive range)

Synergy effect
Concept standardization (production line)
Pursuit of function and precision (mechatronics)
Quality assurance (large-scale steel structures)
Streamlining and safety assurance
Centralization of planning and management

Seismic diagnoses
Measure planning or Counter planning
Introduction to Fields and Businesses

Overview and features of our manufacturing engineering and products
We fully realize our competence through comprehensive and cooperative business based on a solid understanding of the field.

<table>
<thead>
<tr>
<th>Plant operation</th>
<th>Operation of steelworks, operation and maintenance of own plants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machinery</td>
<td>Mechanical work, industrial plants, maintenance</td>
</tr>
<tr>
<td>Electrical Instrumentation and System Solutions</td>
<td>Electrical implementation, EI control, system solution, diagnostics, maintenance</td>
</tr>
<tr>
<td>Construction</td>
<td>Civil engineering, construction(seismic diagnosis, including measures), maintenance</td>
</tr>
<tr>
<td>Production and Sales</td>
<td>Particle boards, activated charcoal</td>
</tr>
</tbody>
</table>

**Branch offices**

<table>
<thead>
<tr>
<th>Branch offices</th>
<th>Yahata</th>
<th>Oita</th>
<th>Hikari</th>
<th>Hirohata</th>
<th>Kansai</th>
<th>Nagoya</th>
<th>Kimitsu</th>
<th>Kashima</th>
<th>Kamaishi</th>
<th>Muroran</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

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Operation

On-site competence, the keystone to our company, comes from our Operation business.

Operation and Maintenance of Steelworks and Our Plants

Keystone: On-site

Types

- Reconditioning and processing of steel slabs and materials
- Inspection and reconditioning of steel materials and sheets
- Product inspection and shipping

Features and strengths

- Work by skilled or qualified workers (Various skilled workers, handling operators, etc.)
- Workers with years of experience in equivalent work
- Cooperation with other fields such as planning and designing

A worker operating a slab yard at NSSMC Nagoya Works

Comprehensive Planning, designing, construction, etc.

Cooperative Machinery, electrical instrumentation, building construction (material knowledge, problem-solving skills)

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Maintenance example of hot-rolling rolls

Operation

Steel rolling mill

Rolled rolls

Finished rolls

Change of mill rolls

Chock disassembly and reassembly

Roll maintenance

Surface machining

Temporary storage

Inspection and recording of roll surface and flaws

Roll grinding

Inspection and recording of surface roughness
Maintenance

Maintenance is another on-site competence that is a keystone for our company.

Machinery, Electrical Instrumentation and Construction

Keystone: On-site

Content
- Disassembly and maintenance of machine bodies such as continuous casters and rolling mills
- Maintenance of prime movers including hydraulic and motor operated
- Maintenance of reducers, bearings, etc.
- Maintenance of cranes and conveyors (including legal maintenance)
- Inspection and maintenance of structures and safety & low pollution equipment

Features and strengths
- Work by qualified and experienced workers
- Troubleshooting and problem-solving through cooperation with our designing and construction departments
- Utilization of equipment and operation-based expertise into maintenance
- Diagnosis and analysis technologies for various equipment
Machinery

We respond to diverse needs in the field of equipment construction.

<Machinery>

Target fields

- Installation of large-scale steelmaking machinery
- Installation of environmental plant machinery
- Design and manufacturing of various industrial machinery
- Responding to large-scale construction projects with ample manpower (installation of large-scale machinery, etc.)
  - [Plant equipment planning] <Cooperative>
  - [Raw material stacker] <Cooperative>
  - [Constructions while still in operation] <Cooperative>
- Full use of cutting-edge design technology including 3D-CAD
- Manufacturing of large-scale machinery in our plants (Oita, Himeji)
  - [Welding]
- Repair constructions
  - [Smokestack deterioration repair, seismic strengthening] <Cooperative>
- Installation of heavy equipment including steelmaking equipment

On-site
Cooperation with operation and maintenance

Integration of planning and designing

Cooperation with building and electrical constructions
We respond to diverse industries, not just steelmaking.

**<Industrial Plants>**

**Target fields**
- Steelmaking machining and processing equipment
- Nonferrous metal machining and processing equipment
- Automobile-related machining equipment
- Operational and environmental improvement equipment
- Diagnosis of various inspection equipment

- Manufacturing of customized equipment, rather than standardized equipment. Manufacturing of equipment with a full understanding of the conditions and elements of each operational site.
  - [Tailored blank production equipment (laser welded)]
  - [Steel sheet roll coater]
  - [Automatic blade change for slitter lines]
  - [Rubber and plastic calender lines]
- Diagnosis and analysis technologies for various equipment
Electrical Instrumentation and System Solutions

We deliver control system equipment and software.

<Control System Engineering>

Target fields

- Control system for process equipment
- Control system for automation of lines and equipment
- Control system for labor saving and energy conservation
- Control system for driving equipment
- Control system for testing and inspection equipment

- Optimum control system design backed by ample on-site experience
- Reasonable control systems using standardized equipment
- Ample experience in dealing with overseas machinery manufacturers
  - [Upgrading non-Japanese PLCs]
- Maintenance and upgrading by ample manpower
- High credibility with solid quality control
- Control systems for various driving systems and process equipment
- Designing and creation of automated or labor saving sequences

Example of new installation of a line

(1) Scope: Full service from designing to production
  • Design, production and delivery of main control equipment for inspection line
  • Design and creation of the application software, trial run and adjustments

(2) Conception of the line

(3) Control system configuration
We build information and data processing systems.

**<System Solutions>**

**Target fields**
- Process control systems in the fields of steelmaking, power, traffic, etc.
- Information management for production and operation
- Inventory and storage yard management of materials and products
- Management of map information, mobile units, etc.
- System configuration with a solid on-site understanding and customer-oriented perspective, development in collaboration with control system engineers
  - [Diagnostic and maintenance system for production floor]
- Full use of years of experience in steelmaking equipment in system solutions
  - [Quality control system for production floor (steelmaking)]
  - [Energy conservation and alternative energy for the production floor]
  - [Three-dimensional yard operations management system]
- Technologies related to various operating systems, databases and programming languages

**On-site**
Software creation based on solid on-site understanding

**Comprehensive**
Planning, designing, production

**Cooperative**
Close cooperation with machinery and control systems

**Enterprise Resource Planning (ERP)**
* Improves quality, production volume, delivery period and costs in production
* Is positioned between the main business system and the production control system, and optimizes production resources such as manpower, operations, articles and equipment.

**Manufacturing Execution System (MES)**

**Programmable Logic Controller (PLC)**

**Production machinery equipment**
We deliver stable, high-quality measurements and Diagnostics even on harsh production floors.

< Product Solutions >

Target fields

- Field of quality monitoring and measurement
- Field of process measurement
- Field of logistics monitoring
- Field of equipment diagnostics

Characteristics and specialized technology  []: Refer to individual leaflets

- Robust design capability derived from extensive production floor experience
- Instrumentation system design capability to deliver superior stability, operability, and maintainability from the perspective of the user
  [Velocity, length measurement]
- Optimal sensing technology for the floor where it will be applied
  [Moisture measurement]
- Equipment diagnostics technology required for stable equipment maintenance control
  [Production floor equipment diagnostics and maintenance systems]

On-site  Resistance to environmental conditions (heat, water, scale)

Comprehensive  From design and manufacture of equipment to preparation for startup

Cooperative  Cooperation with top level equipment, conveyance equipment, and control systems
We offer electrical instrumentation for new installations, expansion of facilities, and maintenance work.

**<Electrical Instrumentation and Maintenance>**

**Target fields**
- Electrical instrumentation in steelmaking plants
- Power receiving and substation construction
- Driving system equipment including driving motors
- Other electrical and instrumentation construction
- Experience and expertise in steelmaking equipment including steelworks
  - [Maintenance of electric motor]
- Solid designing skills backed by past data
- Installation of large electrical equipment
- Instrumentation control of plants, etc.
- Instrumentation piping work
- Upgrading and remodeling construction during normal operation (shutdown work)

On-site Wealth of experience
Comprehensive Support with equipment planning and designing
Cooperative Integration of electrical, mechanical and construction engineering
Construction
Foundation construction, general civil engineering and rail construction.

<Civil Engineering>
Target fields

- **Plants** (plant facility foundations)
- **Underground** (tunnels, channels, etc.)
- **Roads and tracks**
- **General civil engineering** (buildings, rivers, bridges, etc.)
- **Water treatment, supply and waste**
- **Years of experience and expertise in plant and factory construction**
- **Solid understanding of existing equipment in order to sufficiently consider interference sections**
- **Full use of organizational strength and manpower with project manager management**
- **Shorter construction terms and quality assurance through cooperation with other departments**
- **Foundation work for large-scale heavy structures, including large-scale plants and equipment**
  - [Plant foundation]
- **Rail laying and maintenance technology**
  - [Steel railroad ties]
- **Drilling and pipe jacking technology**

**On-site** Foundation laying with a solid understanding of the construction site

**Comprehensive** Optimum foundation design for optimum equipment

**Cooperative** Cooperation with equipment and machinery departments for optimal construction term and costs
Our construction projects cover plants and factories, new buildings, expansions, seismic diagnoses and more.

**<Building Construction>**

**Target fields**

- Construction of factory and plant buildings
- Yards, logistics centers, warehouses (including crane girders, etc.)
- Factory offices and dormitories
- Plant steel structures, frames, etc.
- Seismic design constructions
- High-quality constructions backed by years of experience and solid track record in the field of steelmaking
- Reliable, detail-oriented constructions with a solid understanding of the site and collaboration with other departments
  - [Overhead crane rail, runway girder maintenance technology]
- Design and construction of plant buildings in iron and steelmaking fields
- Design and construction of steel structures in steelmaking plants
  - [Factory offices, sub-centers]
- Roof and wall deterioration diagnostic and repair technologies
  - [Comprehensive seismic support]
  - [Roof and wall inspection, repair and upgrading technologies]
- Construction of steel houses
  - [Nittetsu-Super-Frame® —Light-gauge steel-framed house (steel house)]
  - [Employee housing and dorms]
- Design that optimizes natural lighting and structural space (energy conservation and comfortable space)
  - [Natural lighting system]

**On-site**

Construction with a solid understanding of the construction site

**Comprehensive**

Most convenient planning, designing and construction

**Cooperative**

Optimum construction integrated with machinery and equipment
Production and Sales
We turn byproducts into new resources.

Activated charcoal

**Features of our activated charcoal**

Our charcoal lasts longer than competitor products, and because we produce it at our own plants we can guarantee steady supply.

Activated charcoal is used to desulfurize and deodorize exhaust gases in the steelmaking process.

On-site Products born from experience

Comprehensive Plants designed and constructed ourselves

Cooperative Plant machinery, control, operation

Our activated charcoal production plant
We reuse construction waste in consideration of the environment.

Nippon Steel & Sumikan TEXENG Fine Board contributes to a sustainable society.

— Our particle board is a model of recycling

<Why?>

■ It is made by hot-pressing crushed materials from disassembled buildings and adhesives, therefore 100% recycled.
■ Because it significantly contributes to reduction of CO2, the cause of global warming, it is designated by the Act on Promoting Green Purchasing.

Our particle board business (production, sales) fully utilizes the high-quality technologies available as a comprehensive engineering company, including equipment maintenance, machinery and electrical instrumentation, and control system production.

100%Recycling

*Student desk made using particle board
We can take on a variety of customer requests.

New plant constructions and expansions  ...  Equipment remodeling  ...  Various plant-related measures  ...  Seismic design  ...  Operation and maintenance

Customer requests

We want to invest in new facilities for a new business, including new plants and expansion of existing plants.

Our response

We can offer support from the planning phase. We will hear your requests and propose a comprehensive plan.
Leave it to Nippon Steel & Sumikin TEXENG!

Customer requests

We want to remodel our existing facilities to improve competitiveness, including increase of production capacity, product quality improvement and labor saving in operation and maintenance.

Our response

We will thoroughly investigate and analyze the existing facilities, consider applicability of the latest technologies, and propose the optimum facility remodeling plan.
Leave it to Nippon Steel & Sumikin TEXENG!

New plant constructions and expansions … Equipment remodeling … Various plant-related measures … Seismic design … Operation and maintenance

**Customer requests**

We want to have some work done to maintain the integrity of our plants, including deterioration measures, measures to reduce dirty, dangerous and demanding work, and environmental measures.

**Our response**

We will conduct on-site analysis to understand the operational and equipment conditions, consider applicability of the latest technologies and refer to legal matters, etc., then propose the optimum plan.
Leave it to Nippon Steel & Sumikin TEXENG!

Customer requests

We want to apply seismic design to our plants and offices.

Our response

We will conduct seismic analysis on the structure and propose a repair plan with the least impact on operations, etc.

New plant constructions and expansions  ⋅ Equipment remodeling  ⋅ Various plant-related measures  ⋅ Seismic design  ⋅ Operation and maintenance
Leave it to Nippon Steel & Sumikin TEXENG!

Customer requests

We want to outsource operation support and maintenance of equipment.

Our response

We will conduct on-site analysis to understand the operational and equipment conditions, then propose the optimum operation support and equipment maintenance plan.
### Balance Sheets

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
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</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Cash and deposits</td>
<td>2,536</td>
<td>1,362</td>
<td>862</td>
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<tr>
<td>Notes payable, accounts payable for construction contracts and other</td>
<td>142,681</td>
<td>144,844</td>
<td>155,996</td>
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<tr>
<td>Costs on uncompleted construction contracts</td>
<td>6,116</td>
<td>6,162</td>
<td>6,474</td>
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<tr>
<td>Other inventories</td>
<td>6,394</td>
<td>6,217</td>
<td>6,465</td>
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<tr>
<td>Deferred tax assets</td>
<td>3,865</td>
<td>3,661</td>
<td>3,594</td>
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<td>Other</td>
<td>1,040</td>
<td>1,198</td>
<td>1,275</td>
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<tr>
<td>Allowance for doubtful accounts</td>
<td>(14)</td>
<td>(14)</td>
<td>(15)</td>
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<tr>
<td>Total current assets</td>
<td>165,734</td>
<td>168,537</td>
<td>177,816</td>
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<tr>
<td><strong>Noncurrent assets</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Property, plant and equipment</td>
<td>35,247</td>
<td>35,634</td>
<td>35,546</td>
</tr>
<tr>
<td>Machinery, vehicles, tools, furniture and fixtures</td>
<td>43,232</td>
<td>44,150</td>
<td>45,011</td>
</tr>
<tr>
<td>Land</td>
<td>16,664</td>
<td>17,899</td>
<td>17,505</td>
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<tr>
<td>Lease assets</td>
<td>251</td>
<td>205</td>
<td>158</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>1,167</td>
<td>387</td>
<td>655</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>(62,949)</td>
<td>(63,256)</td>
<td>(63,590)</td>
</tr>
<tr>
<td>Total property, plant and equipment</td>
<td>35,614</td>
<td>35,120</td>
<td>35,286</td>
</tr>
<tr>
<td><strong>Deferred tax assets</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>209,025</td>
<td>212,206</td>
<td>221,560</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notes payable, accounts payable for construction contracts and other</td>
<td>63,473</td>
<td>59,795</td>
<td>60,080</td>
</tr>
<tr>
<td>Short-term bank payable</td>
<td>6,800</td>
<td>6,800</td>
<td>6,800</td>
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<tr>
<td>Income taxes payable</td>
<td>3,768</td>
<td>2,295</td>
<td>3,263</td>
</tr>
<tr>
<td>Provision for bonuses</td>
<td>8,365</td>
<td>9,059</td>
<td>8,922</td>
</tr>
<tr>
<td>Provision for warranties for completed construction</td>
<td>415</td>
<td>415</td>
<td>405</td>
</tr>
<tr>
<td>Provision for loss on construction contracts</td>
<td>1,194</td>
<td>120</td>
<td>61</td>
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<tr>
<td>Other</td>
<td>7,287</td>
<td>7,428</td>
<td>7,352</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>92,333</td>
<td>87,338</td>
<td>88,297</td>
</tr>
<tr>
<td><strong>Noncurrent liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>2,486</td>
<td>2,318</td>
<td>2,255</td>
</tr>
<tr>
<td>Net defined benefit liability</td>
<td>15,889</td>
<td>14,617</td>
<td>13,402</td>
</tr>
<tr>
<td>Provisions for directors' retirement benefits</td>
<td>37</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>86</td>
<td>44</td>
<td>52</td>
</tr>
<tr>
<td>Total noncurrent liabilities</td>
<td>18,462</td>
<td>17,017</td>
<td>15,779</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>110,795</td>
<td>104,356</td>
<td>104,077</td>
</tr>
<tr>
<td><strong>Shareholders' equity</strong></td>
<td>93,619</td>
<td>102,784</td>
<td>111,188</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>209,025</td>
<td>212,206</td>
<td>221,560</td>
</tr>
</tbody>
</table>

The accompanying consolidated financial statements have been prepared in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Law and its related accounting regulations, and in conformity with accounting principles generally accepted in Japan (“Japanese GAAP”), which are different in certain respects as to application and disclosure requirements of International Financial Reporting Standards.
**Statements of Income**

(Millions of yen)

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<tr>
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</thead>
<tbody>
<tr>
<td><strong>売上高</strong> (Net sales)</td>
<td>293,832</td>
<td>298,693</td>
<td>305,714</td>
</tr>
<tr>
<td><strong>売上原価</strong> (Cost of sales)</td>
<td>262,465</td>
<td>265,453</td>
<td>272,604</td>
</tr>
<tr>
<td><strong>売上総利益</strong> (Gross profit)</td>
<td>31,367</td>
<td>33,240</td>
<td>33,110</td>
</tr>
<tr>
<td><strong>営業外収益</strong> (Selling, general and administrative expenses)</td>
<td>14,001</td>
<td>15,299</td>
<td>15,638</td>
</tr>
<tr>
<td><strong>営業外費用</strong> (Operating income)</td>
<td>17,366</td>
<td>17,941</td>
<td>17,471</td>
</tr>
<tr>
<td><strong>営業外収益合計</strong> (Total non-operating income)</td>
<td>247</td>
<td>208</td>
<td>252</td>
</tr>
<tr>
<td><strong>営業外費用合計</strong> (Total non-operating expenses)</td>
<td>131</td>
<td>141</td>
<td>138</td>
</tr>
<tr>
<td><strong>経常利益</strong> (Ordinary income)</td>
<td>17,481</td>
<td>18,008</td>
<td>17,356</td>
</tr>
<tr>
<td><strong>特別利益合計</strong> (Total extraordinary income)</td>
<td>325</td>
<td>2</td>
<td>74</td>
</tr>
<tr>
<td><strong>特別損失合計</strong> (Total extraordinary losses)</td>
<td>435</td>
<td>909</td>
<td>510</td>
</tr>
</tbody>
</table>

**特別利益** (Extraordinary income)
- **固定的資産売却益** (Gain on sales of noncurrent assets) 1, 2, 74
- **投資有価証券売却益** (Gain on sales of investment securities) 323
- **その他** (Other) 0, 0, 0

**特別損失** (Extraordinary loss)
- **固定的資産売却損** (Loss on sales of noncurrent assets) 5, 10, 50
- **固定的資産除却損** (Loss on retirement of noncurrent assets) 59, 119, 200
- **減損損失** (Impairment loss) 247, 764, 229
- **組織再編費用** (Business restructuring costs) 117, 10, 3

**税金等調整前当期純利益** (Income before income taxes) 17,371, 17,101, 17,150
- **法人税、住民税及び事業税** (Income taxes--current) 5,672, 4,486, 5,001
- **法人税等調整額** (Income taxes--deferred) 450, 430, 204
- **法人税等合計** (Total Income taxes) 6,123, 4,916, 5,205

**当期純利益** (Net income) 11,248, 12,184, 11,944

**親会社株主に帰属する当期純利益** (Net income attributable to owners of parent) 11,248, 12,184, 11,944