



# FACT BOOK

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# 1. 連結業績ハイライト(1)

# Consolidated performance highlights

■3月31日に終了した各事業年度/For the year ended March 31

(百万円/Millions of yen)

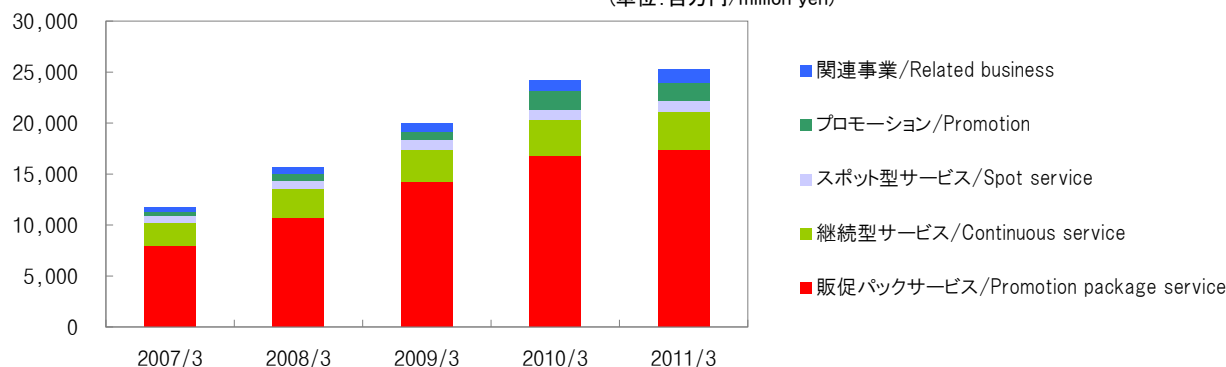
		2007/3	2008/3	2009/3	2010/3	2011/3
売上高	Net sales	11,746	15,602	20,011	24,175	25,238
基盤事業	Core business total	11,258	15,013	19,180	23,142	23,940
販促パックサービス	Promotion package service	7,988	10,733	14,265	16,767	17,420
継続型サービス	Continuous service	2,289	2,772	3,081	3,545	3,670
スポット型サービス	Spot service	599	839	1,006	1,008	1,076
プロモーション	Promotion	382	668	827	1,820	1,772
関連事業	Related business	487	589	831	1,033	1,298
売上総利益	Gross profit	9,520	12,940	16,468	18,777	20,047
販売費及び一般管理費	Selling, general and administrative expenses	8,277	10,219	12,555	14,232	16,677
営業利益	Operating income	1,243	2,720	3,913	4,545	3,369
経常利益	Ordinary income	1,240	2,742	3,984	4,578	3,406
当期純利益	Net income	565	1,505	2,259	2,323	1,813
EBITDA	EBITDA	1,753	3,480	4,996	5,973	4,986
EBITDA = 営業利益+減価償却費	EBITDA = operating income + depreciation and amortization					

		2007/3	2008/3	2009/3	2010/3	2011/3
流動資産	Current assets	5,292	7,379	8,709	11,048	15,076
固定資産	Noncurrent assets	2,744	3,329	4,219	4,260	4,576
流動負債	Current liabilities	1,473	2,761	2,968	3,560	8,133
固定負債	Noncurrent liabilities	9	144	222	335	385
純資産合計	Total net assets	6,553	7,802	9,738	11,413	11,133
負債純資産合計	Total liabilities and net assets	8,037	10,709	12,929	15,309	19,653

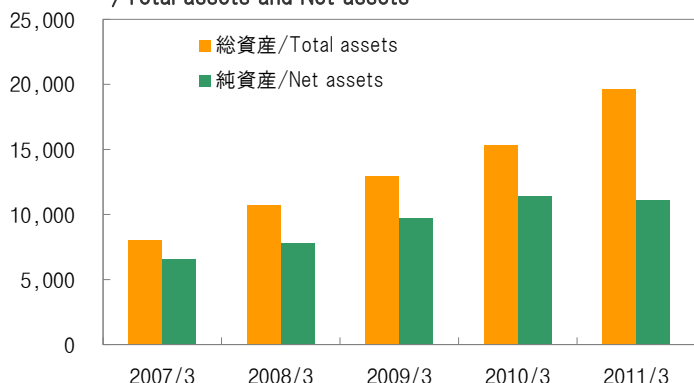
		2007/3	2008/3	2009/3	2010/3	2011/3
営業活動によるキャッシュ・フロー	Net cash provided by (used in) operating activities	507	2,827	2,503	2,872	4,484
投資活動によるキャッシュ・フロー	Net cash provided by (used in) investing activities	-1,413	-1,406	-1,852	-1,349	-1,872
財務活動によるキャッシュ・フロー	Net cash provided by (used in) financing activities	-325	-171	-299	-701	2,315
現金及び現金同等物の期末残高	Cash and cash equivalents at end of period	2,960	4,321	4,661	5,481	10,398

■カテゴリー別売上推移/Sales by category

(単位:百万円/million yen)

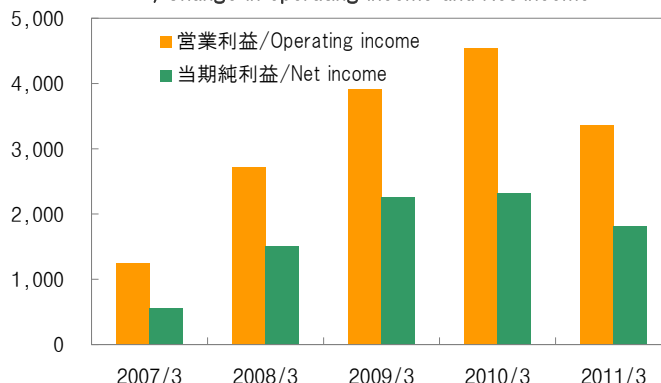


■総資産・純資産の推移  
/Total assets and Net assets



(単位:百万円/million yen)

■営業利益・当期純利益の推移  
/Change in operating income and Net income



(単位:百万円/million yen)

# 1. 連結業績ハイライト(2)

# Consolidated performance highlights

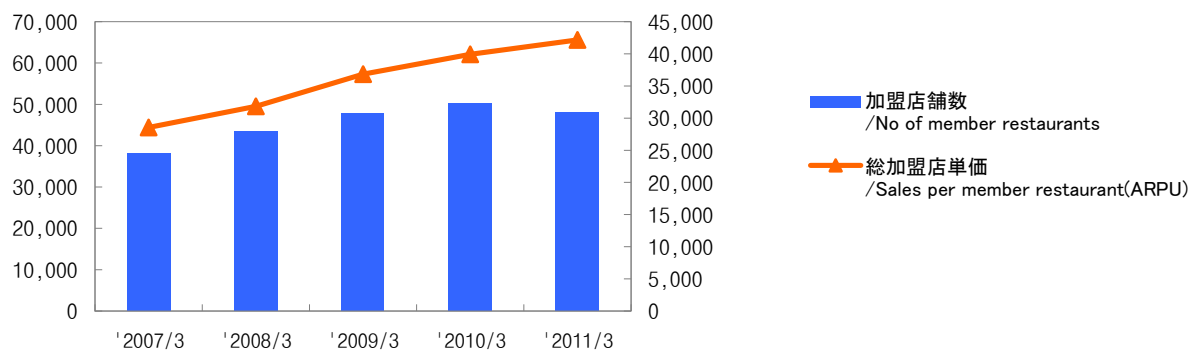
■3月31日に終了した各事業年度/For the year ended March 31

(百万円/Millions of yen)

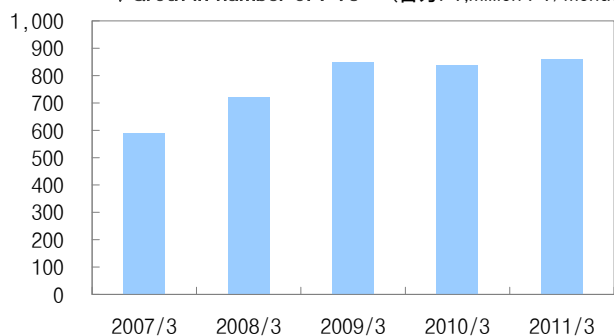
		2007/3	2008/3	2009/3	2010/3	2011/3
加盟店舗数(店)	Number of member restaurants(restaurants)	38,168	43,374	47,893	50,227	48,129
販促正会員店舗数(店)	Number of regular sales promotion members(restaurants)	9,345	11,729	14,256	15,396	14,338
総加盟店単価(円/月)	Sales per member restaurant(¥/month)	28,551	31,825	36,829	39,933	42,164
販促正会員単価(円/月)	Sales per regular sales promotion member(¥/month)	80,210	85,636	91,116	92,189	95,706
ページビュー数(百万PV/月)	Number of PVs(million PV/month)	590	720	850	840	860
ユニークユーザー数(百万人/月)	Number of unique users(million /month)	12	14	18	20	23
ぐるなび会員数(百万人)	Number of Gurunavi Members(million)	5.15	5.88	6.41	6.96	8.02
連結従業員数(人)	Number of employees *Consolidated	675	897	1,141	1,297	1,361
個別従業員数(人)	Number of employees *Non-consolidated	604	798	1,015	1,187	1,283
従業員1人当たり売上高(千円)	Sales per employee(¥thousand)	17,402	17,394	17,539	18,639	18,544
従業員1人当たり当期純利益(千円)	Operating income per employee(¥thousand)	837	1,679	1,980	1,792	1,332

## ■加盟店数の伸びと加盟店単価の伸び /Growth in Member restaurants and ARPU

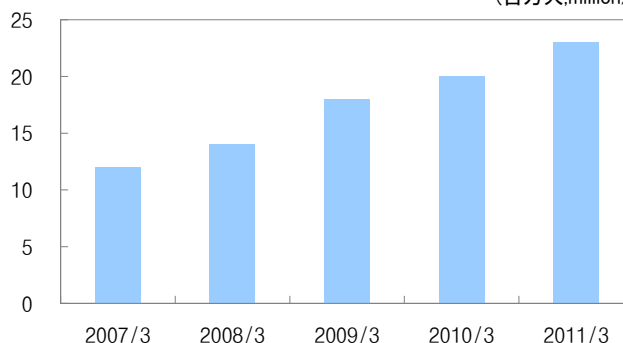
(加盟店数、Number of member: 店 :restaurants) (加盟店単価、Sales per member restaurants : 円,yen/month)



## ■ページビュー数の推移 /Groth in number of PVs (百万PV,million PV/month)



## ■ユニークユーザー数の推移 /Growth in number of Unique Users (百万人,million/month)



## ■ぐるなび会員数の推移 /Growth in number of Gurunavi Members (百万人/million)



## 2. 主な連結財務指標の推移

## Main consolidated financial indicators

■3月31日に終了した各事業年度/For the year ended March 31

(%)

財務指標/ Statements of income	2007/3	2008/3	2009/3	2010/3	2011/3
売上総利益率 Gross profit ratio	81.1	82.9	82.3	77.7	79.4
売上高営業利益率 Operating income ratio	10.6	17.4	19.6	18.9	13.4
売上高当期純利益率 Return on sales	4.8	9.7	11.3	9.6	7.2
自己資本比率 Shareholders' equity ratio	80.6	72.8	75.2	74.6	56.7
株主資本当期純利益率(ROE) Return on equity	8.8	21.1	25.8	22.0	16.2
総資産利益率(ROA) Operating income to total assets	7.0	14.1	17.5	15.2	9.2

$$\begin{aligned} \text{売上総利益率} &= \frac{\text{売上総利益}}{\text{売上高}} & \text{売上高営業利益率} &= \frac{\text{営業利益}}{\text{売上高}} & \text{売上高当期純利益率} &= \frac{\text{当期純利益}}{\text{売上高}} \\ \text{自己資本比率} &= \frac{\text{自己資本}}{\text{総資産}} & \text{株主資本当期純利益率} &= \frac{\text{当期純利益}}{\text{期中平均株主資本}} & \text{総資産利益率} &= \frac{\text{当期純利益}}{\text{総資産}} \end{aligned}$$

(¥)

1株当たり指標/Performance Indicators	2007/3	2008/3	2009/3	2010/3	2011/3
1株当たり当期純利益(EPS) Earnings per share	2,196.85	5,873.29	8,806.84	9,041.17	7,152.08
1株当たり純資産(BPS) Book value per share	25,273.98	30,384.67	37,912.37	44,400.07	45,632.69

$$\begin{aligned} \text{1株当たり当期純利益} &= \frac{\text{当期純利益}}{\text{期中平均株式総数}} & \text{1株当たり純資産} &= \frac{\text{純資産}}{\text{期中平均株式総数}} \end{aligned}$$

投資の指標/Return Indicators	2007/3	2008/3	2009/3	2010/3	2011/3
株価収益率(PER) Price-to-earnings ratio (倍/times)	58.3	51.6	22.4	20.0	15.02
株価純資産倍率(PBR) Price-to-book value ratio (倍/times)	5.1	10.0	5.2	4.1	2.4
1株当たり配当金 Dividends per share (¥)	700	1,100	1,700	2,000	2,000
配当性向 Payout ratio (%)	31.9	18.7	19.3	22.1	28.0
純資産配当率(DOE) Dividend on equity (%)	2.7	3.6	4.5	4.5	4.4

$$\begin{aligned} \text{株価収益率} &= \frac{\text{期末株価}}{\text{1株当たり当期純利益}} & \text{株価純資産倍率} &= \frac{\text{期末株価}}{\text{1株当たり純資産}} \\ \text{配当性向} &= \frac{\text{1株当たり配当金}}{\text{1株当たり当期純利益}} & \text{純資産配当率} &= \frac{\text{1株当たり配当金額}}{\text{1株当たり純資産}} \end{aligned}$$

### 3. 連結貸借対照表

### Consolidated balance sheets

■各事業年度3月31日現在/At March 31  
(百万円/Millions of yen)

	2007/3	2008/3	2009/3	2010/3	2011/3
<b>資産の部 /Assets</b>					
<b>流動資産 /Current assets</b>	<b>5,292</b>	<b>7,379</b>	<b>8,709</b>	<b>11,048</b>	<b>15,076</b>
現金及び預金 / Cash and deposits	3,010	4,371	4,711	5,531	10,398
受取手形及び売掛金 / Notes and accounts receivable-trade	1,849	2,325	3,131	4,299	3,520
たな卸資産 / Inventories	11	16	-	-	-
仕掛品 / Work in process	-	-	15	11	10
繰延税金資産 / Deferred tax assets	96	224	257	437	508
未収入金 / Accounts receivable-other	463	619	805	932	933
その他 / Other	104	134	208	237	197
貸倒引当金 / Allowance for doubtful accounts	-243	-312	-420	-401	-492
<b>固定資産 /Noncurrent assets</b>	<b>2,744</b>	<b>3,329</b>	<b>4,219</b>	<b>4,260</b>	<b>4,576</b>
<b>有形固定資産 / Property,plant and equipment</b>	<b>511</b>	<b>458</b>	<b>653</b>	<b>795</b>	<b>1,109</b>
建物及び構築物 / Buildings and structures,net	143	177	278	279	543
リース資産 / Lease assets,net	-	-	116	295	247
その他 / Other,net	367	280	258	220	318
<b>無形固定資産 / Intangible assets</b>	<b>1,697</b>	<b>1,994</b>	<b>2,411</b>	<b>2,205</b>	<b>2,142</b>
のれん / Goodwill	67	53	89	81	3
リース資産 / Lease assets	-	-	31	31	20
ソフトウェア / Software	1,528	1,905	2,195	2,055	1,890
その他 / Other	101	36	94	36	228
<b>投資その他の資産 / Investments and other assets</b>	<b>535</b>	<b>876</b>	<b>1,154</b>	<b>1,259</b>	<b>1,324</b>
投資有価証券 / Investment securities	-	79	73	50	43
繰延税金資産 / Deferred tax assets	24	47	90	203	284
敷金及び保証金 / Lease and guarantee deposits	468	707	943	951	931
その他 / Other	42	40	46	54	64
<b>資産合計 /Total assets</b>	<b>8,037</b>	<b>10,709</b>	<b>12,929</b>	<b>15,309</b>	<b>19,653</b>

### 3. 連結貸借対照表

### Consolidated balance sheets

■各事業年度3月31日現在/At March 31  
(百万円/Millions of yen)

	2007/3	2008/3	2009/3	2010/3	2011/3
<b>負債の部 /Liabilities</b>					
<b>流動負債 /Current liabilities</b>	<b>1,473</b>	<b>2,761</b>	<b>2,968</b>	<b>3,560</b>	<b>8,133</b>
支払手形及び買掛金 / Notes and accounts payable-trade	70	83	118	242	127
短期借入金 / Short term loans payable	-	-	-	-	4,500
リース債務 / Lease obligations	-	-	42	93	97
未払い法人税等 / Income taxes payable	334	941	1,130	1,137	519
賞与引当金 / Provision for bonuses	-	-	-	70	481
ポイント引当金 / Provision for point card certificates	16	17	23	25	103
事務所移転費用引当金 / Provision for office transfer expenses	-	-	-	423	72
未払金 / Accounts payable-other	675	1,231	1,128	1,038	1,739
前受金 / Advances received	254	269	271	259	204
資産除去債務 / Asset retirement obligations	-	-	-	-	26
その他 / Other	121	219	254	268	260
<b>固定負債 /Noncurrent liabilities</b>	<b>9</b>	<b>144</b>	<b>222</b>	<b>335</b>	<b>385</b>
リース債務 / Lease obligations	-	-	114	251	187
資産除去債務 / Asset retirement obligations	-	-	-	-	148
負ののれん / Negative goodwill	-	137	107	76	45
その他 / Other	9	7	1	7	3
<b>負債合計 /Total liabilities</b>	<b>1,483</b>	<b>2,906</b>	<b>3,191</b>	<b>3,895</b>	<b>8,519</b>
<b>純資産の部 /Net assets</b>					
<b>株主資本 /Shareholders' equity</b>	<b>6,480</b>	<b>7,790</b>	<b>9,771</b>	<b>11,450</b>	<b>11,184</b>
資本金 / Capital stock	2,324	2,327	2,329	2,334	2,334
資本剰余金 / Capital surplus	2,874	2,877	2,879	2,884	2,884
利益剰余金 / Retained earnings	1,781	2,900	4,877	6,546	7,807
自己株式 / Treasury stock	-499	-315	-315	-315	-1,841
<b>評価・換算差額等 /Valuation and translation adjustments</b>	<b>-1</b>	<b>1</b>	<b>-42</b>	<b>-37</b>	<b>-</b>
為替換算調整勘定 / Foreign currency translation adjustment	-1	1	-42	-37	-
<b>その他包括利益累計額 /Total accumulated other comprehensive income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-50</b>
為替換算調整勘定 / Foreign currency translation adjustment	-	-	-	-	-50
少数株主持分/Minority interests	74	11	9	-	-
<b>純資産合計 /Total net assets</b>	<b>6,553</b>	<b>7,802</b>	<b>9,738</b>	<b>11,413</b>	<b>11,133</b>
<b>負債・純資産合計 /Total liabilities and net assets</b>	<b>8,037</b>	<b>10,709</b>	<b>12,929</b>	<b>15,309</b>	<b>19,653</b>

## 4. 連結損益計算書

## Consolidated statements of income

■各事業年度3月31日に終了した各事業年度/For the year ended March 31  
(百万円/Millions of yen)

		2007/3	2008/3	2009/3	2010/3	2011/3
売上高	/ Net sales	11,746	15,602	20,011	24,175	25,238
売上原価	/ Cost of sales	2,225	2,662	3,542	5,398	5,191
売上総利益	/ Gross profit	9,520	12,940	16,468	18,777	20,047
販売費及び一般管理費	/ Selling,general and administrative expenses	8,277	10,219	12,555	14,232	16,677
営業利益	/ Operating income	1,243	2,720	3,913	4,545	3,369
営業外収益	/ Non-operating income	2	26	75	43	48
受取利息	/ Interest income	2	9	10	4	4
負ののれん償却額	/ Amortization of negative goodwill	-	15	30	30	30
為替差益	/ Foreign exchange gains	-	-	31	-	2
その他	/ Other	0	1	2	8	11
営業外費用	/ Non-operating expenses	5	4	4	10	10
支払利息	/ Interest expense	-	-	4	2	4
自己株式取得費用	/ Commission for purchase of treasury stock	2	0	-	-	6
為替差損	/ Foreign exchange losses	2	4	-	7	-
経常利益	/ Ordinary income	1,240	2,742	3,984	4,578	3,406
特別利益	/ Extraordinary income	24	-	-	10	-
持分変動益	/ Gain on changes in equity	24	-	-	-	-
過年度損益修正益	/ Gain on prior periods adjustment	-	-	-	10	-
特別損失	/ Extraordinary loss	106	205	101	596	281
固定資産除去損	/ Loss on retirement of noncurrent assets	75	151	73	30	126
固定資産売却損	/ Loss on sales of noncurrent assets	-	-	-	-	0
固定資産臨時償却費	/ Non-recurring depreciation on noncurrent assets	-	-	-	-	4
リース資産処分損	/ Loss on disposal of lease contracts	31	6	2	13	41
投資有価証券評価損	/ Loss on valuation of investment securities	-	-	26	23	16
データセンター移設費用	/ Data center moving costs	-	-	-	105	-
事務所移転費用引当金繰入額	/ Provision for office transfer expenses	-	-	-	423	72
資産除去債務会計基準の適用に伴う影響額	/ Loss on adjustment for changes of accounting standard for asset retirement obligation	-	-	-	-	18
事務所移転費用	/ Office transfer expenses	-	-	-	-	0
過年度時間外手当	/ Employees' overtime pay on prior periods	-	47	-	-	-
税金等調整前当期純利益	/ Income before taxes and minority interests	1,157	2,537	3,882	3,992	3,125
法人税、住民税及び事業税	/ Income taxes-current	654	1,231	1,713	1,965	1,462
法人税等調整額	/ Income taxes-deferred	-1	-133	-75	-293	-150
少数株主損失	/ Minority Interests in loss	59	-67	-14	-2	-
当期純利益	/ Net income	565	1,505	2,259	2,323	1,813

## 連結包括利益計算書/Consolidated statements of comprehensive income

少数株主損益調整前当期純利益	/ Income before minority interests	-	-	-	-	1,813
その他の包括利益合計	/ Total other comprehensive income	-	-	-	-	-13
為替換算調整勘定	/ Foreign currency translation adjustment	-	-	-	-	-13
包括利益	/ Comprehensive income	-	-	-	-	1,799
(内訳)	/ Comprehensive income attributable to	-	-	-	-	-
親会社株主に係る包括利益	/ Comprehensive income attributable to owners of the parent	-	-	-	-	1,799
少数株主に係る包括利益	/ Comprehensive income attributable to minority interests	-	-	-	-	-

販売費及び一般管理費	/ Selling,general administrative expenses	8,277	10,219	12,555	14,232	16,677
(販管費率)	/ (ratio of SG&A to sales)	(70.5%)	(65.5%)	(62.7%)	(58.9%)	(66.1%)
人件費	/ Personnel expenses	3,143	4,025	5,109	6,279	7,357
賃借料	/ Rent expenses	621	779	1,097	1,227	1,252
業務委託費	/ Outsourcing expenses	883	1,058	1,283	1,326	1,471
販促・宣伝費	/ Sales promotion/advertising expenses	1,001	1,218	1,295	1,393	2,272
その他	/ Others	2,627	3,137	3,769	4,004	4,323

## 5. 連結株主資本等変動計算書

## Consolidated statements of changes in net assets

■各事業年度3月31日に終了した各事業年度/For the year ended March 31  
(百万円/Millions of yen)

株主資本 / Shareholders' equity		2010/3	2011/3
資本金 / Capital stock			
前期末残高 / Balance at the end of previous period		2,329	2,334
当期変動額 / Changes of items during the period		4	-
新株の発行 / Issuance of new shares		4	-
当期末残高 / Balance at the end of current period		2,334	2,334
資本剰余金 / Capital surplus			
前期末残高 / Balance at the end of previous period		2,879	2,884
当期変動額 / Changes of items during the period		4	-
新株の発行 / Issuance of new shares		4	-
当期末残高 / Balance at the end of current period		2,884	2,884
利益剰余金 / Retained earnings			
前期末残高 / Balance at the end of previous period		4,877	6,546
当期変動額 / Changes of items during the period		1,669	1,260
剰余金の配当 / Dividends from surplus		-654	-552
当期純利益 / Net income		2,323	1,813
当期末残高 / Balance at the end of current period		6,546	7,807
自己株式 / Treasury stock			
前期末残高 / Balance at the end of previous period		-315	-315
当期変動額 / Changes of items during the period		-	-1,526
自己株式の取得 / Purchase of treasury stock		-	-1,526
当期末残高 / Balance at the end of current period		-315	-1,841
株主資本合計 / Total shareholders' equity			
前期末残高 / Balance at the end of previous period		9,771	11,450
当期変動額 / Changes of items during the period		1,678	-226
新株の発行 / Issuance of new shares		9	-
剰余金の配当 / Dividends from surplus		-654	-552
当期純利益 / Net income		2,323	1,813
自己株式の取得 / Purchase of treasury stock		-	-1,526
当期末残高 / Balance at the end of current period		11,450	11,184
その他の包括利益累計額 / Accumulated other comprehensive income			
為替換算調整勘定 / Foreign currency translation adjustment			
前期末残高 / Balance at the end of previous period		-42	-37
当期変動額 / Changes of items during the period		5	-13
株主資本以外の項目の当期変動額(純額) / Net changes of items other than shareholders' equity		5	-13
当期末残高 / Balance at the end of current period		-37	-50
その他の包括利益累計額合計 / Total accumulated other comprehensive income		-37	-50
前期末残高 / Balance at the end of previous period		-42	-37
当期変動額 / Changes of items during the period		5	-13
株主資本以外の項目の当期変動額(純額) / Net changes of items other than shareholders' equity		5	-13
当期末残高 / Balance at the end of current period		-37	-50
少数株主持分 / Minority interests			
前期末残高 / Balance at the end of previous period		9	-
当期変動額 / Changes of items during the period		-9	-
株主資本以外の項目の当期変動額(純額) / Net changes of items other than shareholders' equity		-9	-
当期末残高 / Balance at the end of current period		-	-
純資産合計 / Total net assets			
前期末残高 / Balance at the end of previous period		9,738	11,413
当期変動額 / Changes of items during the period		1,675	-279
新株の発行 / Issuance of new shares		9	-
剰余金の配当 / Dividends from surplus		-654	-552
当期純利益 / Net income		2,323	1,813
自己株式の取得 / Purchase of treasury stock		-	-1,526
株主資本以外の項目の当期変動額(純額) / Net changes of items other than shareholders' equity		-3	-13
当期末残高 / Balance at the end of current period		11,413	11,133

## 6. 連結キャッシュフロー計算書

## Consolidated statements of cash flows

■各事業年度3月31日に終了した各事業年度/For the year ended March 31

(百万円/Millions of yen)

		2007/3	2008/3	2009/3	2010/3	2011/3
<b>営業活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) operating activities</b>					
税金等調整前当期純利益	/ Income before income taxes and minority interests	1,157	2,537	3,882	3,992	3,125
減価償却費	/ Depreciation and amortization	509	759	1,082	1,428	1,616
貸倒引当金の増減額	/ Increase (decrease) in allowance for doubtful accounts	57	68	108	-19	90
固定資産除却損	/ Loss on retirement of noncurrent assets	-	-	-	-	126
売上債権の増減額	/ Decrease (increase) in notes and accounts receivable-trade	-488	-419	-807	-1,167	777
たな卸資産の増減額	/ Decrease (increase) in inventories	-0	-4	1	3	-
未収入金の増減額	/ Decrease (increase) in accounts receivable-other	-114	-154	-188	-127	-0
仕入債務の増減額	/ Increase (decrease) in notes and accounts payable-trade	7	10	35	124	-115
未払金の増減額	/ Increase (decrease) in accounts payable-other	147	434	-130	32	464
前受金の増減額	/ Increase (decrease) in advances received	-16	-4	3	-11	-53
資産除去債務の増減額	/ Increase (decrease) in asset retirement obligations	-	-	-	-	198
賞与引当金の増減額	/ Increase (decrease) in provision for bonuses	-	-	-	70	411
ポイント引当金の増減額	/ Change in provision for points	-	-	-	-	78
事務所移転費用引当金の増減額	/ Increase(decrease) in provision for office transfer expenses	-	-	-	423	-198
その他	/ Other, net	76	218	44	93	54
小計	/ Subtotal	1,337	3,446	4,030	4,842	6,574
利息及び配当金の受取額	/ Interest and dividends income received	2	9	10	4	4
利息の支払額	/ Interest expenses paid	-	-	-4	-2	-4
法人税等の支払額	/ Income taxes paid	-832	-628	-1,533	-1,971	-2,090
<b>営業活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) operating activities</b>	<b>507</b>	<b>2,827</b>	<b>2,503</b>	<b>2,872</b>	<b>4,484</b>
<b>投資活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) investing activities</b>					
定期預金の払戻による収入	/ Proceeds from refunds of fixed deposits	-	-	-	-	50
有形固定資産の取得による支出	/ Purchase of property, plant and equipment	-369	-117	-261	-194	-592
ソフトウェアの取得による支出	/ Purchase of software	-1,062	-953	-1,259	-1,106	-1,176
敷金及び保証金の差入による支出	/ Payments for lease and guarantee deposits	-133	-245	-262	-17	-696
敷金及び保証金の回収による収入	/ Proceeds from collection of lease and guarantee deposits	2	2	25	5	584
子会社出資金の取得による支出	/ Purchase of investments in capital of subsidiaries	-	-	-67	-30	-
投資有価証券の取得による支出	/ Purchase of investment securities	-	-79	-20	-	-
連結子会社株式の追加取得による支出	/ Payments for the purchases of consolidated subsidiaries' stock	-	-12	-	-	-
その他	/ Other, net	150	-	-7	-6	-41
<b>投資活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) investing activities</b>	<b>-1,413</b>	<b>-1,406</b>	<b>-1,852</b>	<b>-1,349</b>	<b>-1,872</b>
<b>財務活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) financing activities</b>					
短期借入による収入	/ Increase in short-term loans payable	-	-	103	-	4,500
株式の発行による収入	/ Proceeds from stock issuance of common stock	17	5	4	9	-
自己株式の取得による支出	/ Purchase of treasury stock	-502	-	-	-	-1,533
配当金の支払額	/ Cash dividends paid	-	-177	-279	-649	-548
短期借入金の返済による支出	/ Decrease in short-term loans payable	-	-	-103	-	-
少数株主からの払込による収入	/ Proceeds from stock issuance to minority shareholders	160	-	-	-	-
その他	/ Other, net	-	-	-24	-61	-101
<b>財務活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) financing activities</b>	<b>-325</b>	<b>-171</b>	<b>-299</b>	<b>-701</b>	<b>2,315</b>
現金及び現金同等物に係る換算差額	/ Effect of exchange rate on cash and cash equivalents	-5	2	-11	-1	-10
現金及び現金同等物の増減額	/ Net increase (decrease) in cash and cash equivalents	-1,236	1,251	339	819	4,917
現金及び現金同等物の増減額期首残高	/ Cash and cash equivalents at beginning of period	4,197	2,960	4,321	4,661	5,481
合併に伴う現金及び現金同等物の増加額	/ Net increase in cash and cash equivalents through merger	-	110	-	-	-
現金及び現金同等物の期末残高	/ Cash and cash equivalents at end of period	2,960	4,321	4,661	5,481	10,398