

TOSHIBA MACHINE

Annual Report **2019**

BASIC COMMITMENT OF THE TOSHIBA MACHINE GROUP

We, the Toshiba Machine Group of Companies, based on respect for human values, are determined to help create higher quality and continued progress in the lives and cultures of the world.

Commitment to People

We endeavor to serve the needs of all people, especially our customers, shareholders and employees, by carrying out fair and robust business activities

Commitment to the Future

By continually developing innovative technologies centering on the field of mechanics, electronics and systems, we contribute to create foundations of industries, strive to create a highly quality society.

Commitment to the Society

As good corporate citizens, we actively contribute to further the goals of society, including ways to improve the environment and resources.

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An Outline of the Toshiba Machine Group

A highly respected integrated machine building group, internationally respected for its total capability in the production of quality plastic processing machinery, die-casting machines, machine tools, precision machinery, industrial robot, and electronic controls.

Based on their highly innovative technology, expertise, and experience nurtured over decades as one of the world's leading machine builders, the Toshiba Machine Group's global-type solution business provides customers, in such various industries as nano-technology, optics, electronics and automotives with total satisfaction by careful analysis and the recommendation of optimum-type solutions to their requirements.

Corporate Information (as of March 31, 2019)

Company Name:	TOSHIBA MACHINE CO., LTD.
Headquarters:	2068-3, Ooka, Numazu-shi, Shizuoka-ken 410-8510, Japan
Established:	1949
Capital:	¥12,484 million (US\$112,486 thousand)
Shares of Common Stock	
Issued and Outstanding:	29,977,106 shares
Number of Shareholders:	10,016
Number of Employees:	1,772 (Consolidated: 3,346)

Foreword 2019

Although the domestic economy continued to gradually recover in the fiscal year ended March 2019, as demonstrated by the improved corporate revenues and employment situation due to government policies and improved incomes, there was some weakness in certain exports and production in the second half of the year. Foreign economies were also showing a gradual trend towards recovery, but because of trends in foreign trade policies, the effects on the global economy caused by the deceleration of the Chinese economy, global geopolitical risks, and concerns about the future economies of emerging countries, the future continued to be uncertain.

With respect to the machinery industry of which our Group is a part, domestic capital investment is recovering, albeit gradually, but overseas markets varied in their conditions depending on the market and products.

Under such economic conditions, our Group initiated our mid-term management plan, the “TM-PΣ Plan” (Toshiba Machine Profit Sigma Plan), on April 1, 2016. This plan carried on our concepts of “cutting-edge and augmentation” and added the basic policies of “implementing reforms to create a high-profit system” and “focusing resources on carefully selected areas”. We have been doing our best by implementing measures to assure the steady growth of our Group in global markets which are expected to grow in the future. These measures include reducing our overall costs, implementing production innovation activities to improve our profitability, creating an optimal global procurement network, developing new markets, developing new products for domestic and foreign markets we are focusing on, and increasing the orders we receive.

Because capital investment became more cautious in the second half of the fiscal year, the orders for the fiscal year ended March 2019 were 134,501 million yen (up 5.0 percent from our previous consolidated fiscal year) and sales were limited to 117,405 million yen (up 0.5 percent from our previous consolidated fiscal year). Income and loss were affected by adjustments to sales dates for some large products, worsening cost rates because of higher prices for some parts and materials and our continued delays in procuring parts and materials, and initial lower efficiency due to our moving some production facilities. Due to these factors, operating income was 3,834 million yen (down 17.4 percent from our previous consolidated fiscal year), net income before income taxes was 5,742 million yen (down 20.2 percent from our previous consolidated fiscal

year) because we had non-sales revenues in the form of cancellation monies the previous fiscal year, and the net income attributable to owners of parent was 4,079 million yen (down 18.7 percent from our previous consolidated fiscal year).

In fiscal 2018, we had dividends of 7.5 yen at the end of the second quarter. We executed the consolidation of shares at the ratio of 5 shares into 1 share effective from October 1, 2018, so our year-end dividend was 37.5 yen per share.

The global economy in the future is expected to continue to be uncertain because of trends in foreign trade policies, the continued deceleration of the Chinese economy, and increased global geopolitical risks. The Japanese economy will be affected by the slowing global economy and exports and production are increasingly cautious, mainly in the manufacturing sector.

Under these economic conditions, our Group initiated the mid-term management plan Revolution E10 Plan on April 1, 2019. Its basic policy is, “Maximize the use of our strength as a general machinery manufacturer to continue to grow”, and it aims to transform our company to improve profitability by winning in an age in which things change quickly and radically and by making major transformations in our thinking and how we work in order to grow.

After that, we will make efforts to improve the nature of the company, share and strengthen product appeal, and improve our corporate value by investing in growth. By doing all of these things, we will evolve into a “manufacturer which co-creates value” together with its customers with “the ability to create new industries”.

Furthermore, we will focus on thorough quality and environmental management based on ISO 9001 and 14001, develop the human resources which will lead our Group into the future, and proactively participate in activities to fulfill our social responsibilities as a company, such as ensuring compliance with all laws and contributing to society.

A handwritten signature in black ink, reading "T. Mikami". The signature is written in a cursive style with a large, stylized initial "T".

FINANCIAL HIGHLIGHTS (consolidated)

	2019	2018	2017	2016	2015
Net sales	¥117,405 \$1,057,802	¥116,862	¥111,327	¥117,259	¥124,373
Cost of sales	¥84,493 \$761,270	¥83,712	¥79,350	¥85,004	¥90,733
Selling, general and administrative expenses	¥29,078 \$261,988	¥28,509	¥27,503	¥28,448	¥28,851
Operating income	¥3,834 \$34,544	¥4,640	¥4,473	¥3,806	¥4,788
Net income before income taxes	¥5,742 \$51,736	¥6,860	¥3,523	¥7,608	¥6,522
Income taxes	¥1,662 \$14,980	¥1,844	¥1,747	¥2,802	¥2,210
Net income	¥4,079 \$36,756	¥5,016	¥1,776	¥4,806	¥4,312
Comprehensive income	¥3,475 \$31,317	¥5,789	¥2,268	¥1,197	¥8,748
Per common share:					
Net income	¥169.03 \$1.52	¥207.83	¥59.37	¥158.07	¥141.82
Cash dividends	¥45.00 \$0.41	¥14.00	¥12.00	¥12.00	¥8.00
Total assets	¥150,724 \$1,357,999	¥148,763	¥138,373	¥156,346	¥159,549
Net assets	¥83,197 \$749,596	¥81,334	¥77,120	¥93,345	¥93,669
Capital expenditures (property, plant and equipment)	¥1,195 \$10,767	¥4,687	¥1,335	¥1,547	¥2,193
Depreciation	¥1,868 \$16,837	¥2,049	¥1,730	¥1,756	¥1,965
R & D costs	¥1,835 \$16,533	¥1,899	¥1,648	¥1,668	¥1,663
Number of employees	3,346	3,273	3,236	3,286	3,466

Note 1: In millions of yen (thousands of U.S. dollars), except for per-share data and number of employees.

Note 2: Yen amounts have been translated into U.S. dollars, for convenience only, at the exchange rate of ¥110.99=U.S.\$1. See Note 3 of the Notes to the Consolidated Financial Statements.

Note 3: TOSHIBA MACHINE CO., LTD. executed the consolidation of shares at the ratio of 5 shares into 1 share effective from October 1, 2018. Net income per share is recalculated on the assumption that the consolidation of shares was executed at the beginning of the year ended March 31, 2015. In addition, the cash dividend per share at the end of March 31, 2019 is the sum of the interim dividend ¥7.50 (\$0.07) and the year-end dividend ¥37.50 (\$0.34). Since the interim dividend amount is ¥37.50 (\$0.34) when converted based on the consolidation of shares, the annual dividend amount including the ¥37.50 (\$0.34) year-end dividend amount is ¥75.00 (\$0.68) per share.

Note 4: The Companies have adopted the "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No.28, February 16, 2018). This accounting standard has been retrospectively applied to figures for the beginning of the year ended March 31, 2015.

Overseas Operations for Fiscal Year Ended March 31, 2019

Overseas sales in the fiscal year ended March 2019 were 68,106 million yen, which was 2,398 million yen less than the previous year.

In North America, although demand for machine tools decreased, sales increased by 508 million yen from the previous year. This increase was attributable to continued demand for die casting machines and greater demand for injection molding machines.

In Southeast Asia, sales increased by 2,577 million yen from the previous year because of increased demand for injection molding machines, die casting machines, extrusion machines, and machine tools.

In India, although demand for die casting machines decreased, sales increased by 649 million yen from the previous year due to greater demand for injection molding machines.

In Europe, although demand for machine tools decreased, sales increased by 70 million yen from the previous year due to greater demand for die casting machines.

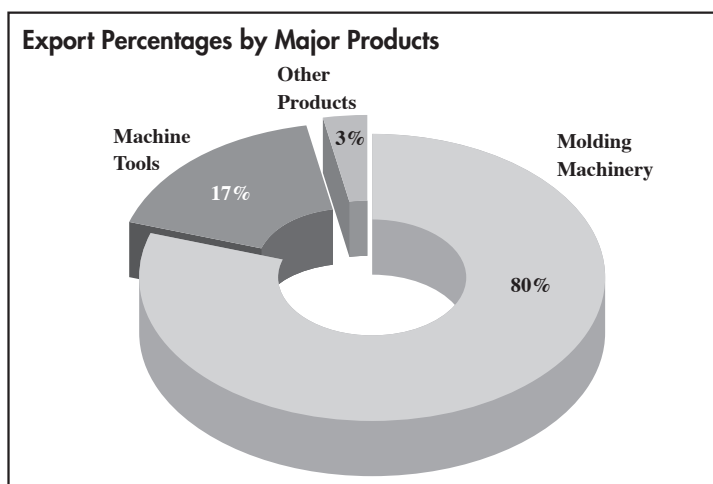
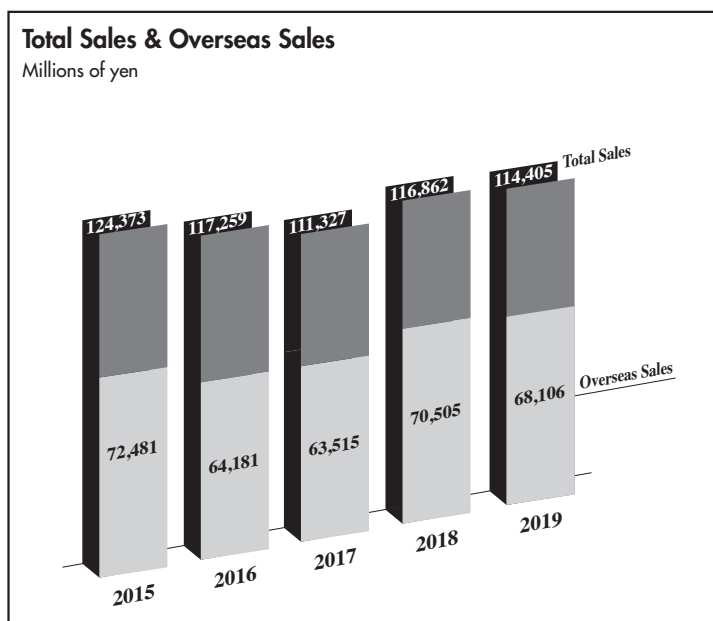
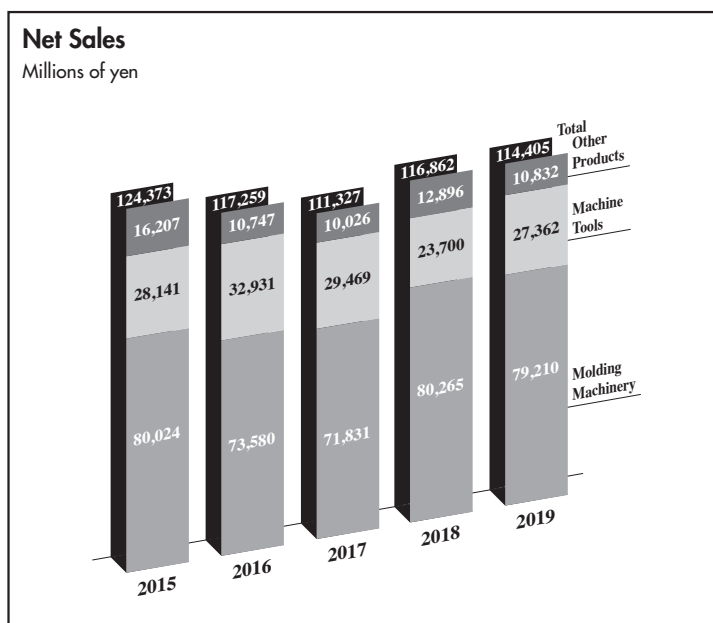
Meanwhile, in Korea, sales decreased by 566 million yen from the previous year since there was only demand for extrusion machines.

In Taiwan, sales decreased by 1,244 million yen from the previous year since there was only demand for injection molding machines.

In China, although demand for die casting machines and machine tools increased, sales decreased by 5,763 million yen from the previous year due to lower demand for injection molding and extrusion machines.

As a result, the percentage of overseas sales relative to overall sales decreased from 60.3% of the previous year to 58.0%.

The percentage of overseas sales by business segment was: 80% for the molding machinery business, which remained unchanged from the previous year, 17% for the machine tools business (3% increase from the previous year), and 3% for other products business (3% decrease from the previous year).



Overseas Offices

■ East Asia ■

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■ South East Asia ■

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PRIVATE LIMITED**

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**Other Sales & Service Offices:
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**TOSHIBA MACHINE COMPANY,
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Fax : [44]-(0)1908-562348

Financial Review

CONSOLIDATED BALANCE SHEET

TOSHIBA MACHINE CO., LTD. AND CONSOLIDATED SUBSIDIARIES

March 31, 2019

ASSETS	Millions of yen		Thousands of U.S. dollars (Note 3)
	2019	2018	2019
Current assets:			
Cash and deposits (Notes 16 and 18)	¥25,592	¥30,394	\$230,582
Marketable securities (Notes 16, 18 and 19)	—	404	—
Notes and accounts receivable, trade (Notes 10 and 18)	37,405	38,531	337,021
Allowance for doubtful receivables	(89)	(67)	(811)
Net receivables	37,315	38,463	336,210
Inventories:			
Finished products	12,153	8,811	109,505
Work in process	29,793	24,765	268,432
Raw materials and supplies	73	78	663
Total inventories	42,020	33,655	378,599
Other current assets (Notes 18 and 20)	3,909	4,290	35,222
Total current assets	108,838	107,207	980,614
Property, plant and equipment, net (Note 6)	20,765	21,305	187,094
Intangible assets (Note 7)	641	740	5,776
Investments and other assets:			
Investments in:			
Unconsolidated subsidiaries and affiliates (Note 18)	11,539	10,246	103,969
Other securities (Notes 18 and 19)	6,839	8,008	61,625
Long-term loans	16	19	146
Deferred tax assets (Note 22)	703	544	6,336
Other investments	1,380	691	12,439
Total investments and other assets	20,479	19,510	184,514
Total assets	¥150,724	¥148,763	\$1,357,999

See accompanying notes to financial statements.

LIABILITIES AND NET ASSETS	Millions of yen		Thousands of U.S. dollars (Note 3)
	2019	2018	2019
Current liabilities:			
Short-term bank loans (Notes 18 and 29)	¥10,090	¥10,090	\$90,909
Current portion of long-term debt (Notes 18 and 29)	—	4,300	—
Notes and accounts payable, trade (Notes 10 and 18)	28,207	29,835	254,144
Income taxes payable (Note 22)	466	865	4,200
Accrued expenses	4,854	5,247	43,740
Warranty reserve	604	597	5,448
Advances received	7,842	5,117	70,656
Other current liabilities (Notes 18, 20 and 29)	1,423	1,773	12,828
Total current liabilities	53,488	57,827	481,925
Long-term liabilities:			
Long-term debt (Notes 18 and 29)	4,300	—	38,742
Long-term accounts payable, other	5	5	52
Accrued directors' retirement benefits	32	30	296
Net retirement benefit liability (Note 21)	9,475	9,312	85,370
Asset retirement obligations	51	50	464
Deferred tax liabilities (Note 22)	66	113	598
Other long-term liabilities (Note 29)	105	89	954
Total long-term liabilities	14,037	9,601	126,477
Total liabilities	67,526	67,428	608,402
Contingent liabilities (Note 8)			
Net assets:			
Shareholders' equity: (Note 14)			
Common stock			
Authorized - 72,000,000 shares			
Issued - 29,977,106 shares	12,484	12,484	112,486
Additional paid-in capital	11,538	11,538	103,957
Retained earnings	71,983	69,514	648,554
Treasury stock, at cost (5,841,537 shares in 2019, 5,840,715 shares in 2018)	(16,375)	(16,373)	(147,538)
Total shareholders' equity	79,630	77,164	717,459
Accumulated other comprehensive income			
Unrealized holding gain on securities, net of tax	2,844	3,684	25,628
Deferred gains or losses on hedges	0	2	0
Foreign currency translation adjustments	1,711	1,606	15,419
Remeasurements of defined benefit plans	(988)	(1,123)	(8,909)
Total accumulated other comprehensive income	3,566	4,170	32,138
Total net assets (Note 28)	83,197	81,334	749,596
Total liabilities and net assets	¥150,724	¥148,763	\$1,357,999

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF INCOME

TOSHIBA MACHINE CO., LTD. AND CONSOLIDATED SUBSIDIARIES

Year ended March 31, 2019

	Millions of yen		Thousands of U.S. dollars (Note 3)
	2019	2018	2019
Net sales	¥117,405	¥116,862	\$1,057,802
Cost of sales (Note 12)	84,493	83,712	761,270
Gross profit	32,912	33,150	296,532
Selling, general and administrative expenses (Notes 11 and 12)	29,078	28,509	261,988
Operating income	3,834	4,640	34,544
Other income:			
Interest and dividend income	383	453	3,452
Rent income	51	42	464
Foreign exchange income	335	52	3,025
Equity in earnings of affiliates	1,241	1,031	11,186
Cancellation fee income	—	1,309	—
Gain on sales of property, plant and equipment	4	14	44
Gain on sales of investment securities (Note 18)	186	16	1,676
Others	210	92	1,895
	2,413	3,013	21,742
Other expenses and losses:			
Interest expense	81	100	737
Brand fee expense	113	125	1,020
Loss on disposal of property, plant and equipment and intangible assets	21	107	198
Loss on valuation of shares of subsidiaries and associates	—	44	—
Loss on impairment of fixed assets (Note 13)	—	1	—
Others	288	414	2,596
	505	792	4,550
Net income before income taxes	5,742	6,860	51,736
Income taxes (Note 22)			
Current	1,507	1,903	13,581
Deferred	155	(59)	1,398
	1,662	1,844	14,980
Net income	4,079	5,016	36,756
Net income attributable to owners of parent	¥4,079	¥5,016	\$36,756
		Yen	U.S. dollars (Note 3)
	2019	2018	2019
Net income per share of common stock (Note 28)	¥169.03	¥207.83	\$1.52

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

TOSHIBA MACHINE CO., LTD. AND CONSOLIDATED SUBSIDIARIES

Year ended March 31, 2019

	Millions of yen		Thousands of U.S. dollars (Note 3)
	2019	2018	2019
Net income	¥4,079	¥5,016	\$36,756
Other comprehensive income (loss): (Note 15)			
Unrealized holding gain (loss) on securities, net of tax	(804)	464	(7,246)
Deferred gains or losses on hedges	(2)	0	(25)
Foreign currency translation adjustments	104	6	943
Remeasurements of defined benefit plans	128	288	1,156
Share of other comprehensive income of affiliates accounted for using equity method	(29)	12	(267)
Total other comprehensive income (loss)	(603)	772	(5,440)
Comprehensive income	¥3,475	¥5,789	\$31,317
Comprehensive income attributable to:			
Owners of parent	3,475	5,789	31,317
Non-controlling interests	—	—	—

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

TOSHIBA MACHINE CO., LTD. AND CONSOLIDATED SUBSIDIARIES

Year ended March 31, 2019

	Millions of yen									
	Number of Shares	Common stock	Additional paid in capital	Retained earnings	Treasury stock	Unrealized gain on securities, net of tax	Deferred gains or losses on hedges	Translation adjustments	Remeasurements of defined benefit plans	Total net assets
Balance at April 1, 2017	166,885,530	¥12,484	¥19,600	¥67,534	¥(25,898)	¥3,210	¥1	¥1,600	¥(1,415)	¥77,120
Profit attributable to owners of parent				5,016						5,016
Purchases of treasury stock					(5)					(5)
Cancellation of treasury stock	(17,000,000)		(8,062)	(1,467)	9,530					—
Cash dividends				(1,568)						(1,568)
Net changes in items other than shareholders' equity						473	0	6	292	772
Balance at March 31, 2018	149,885,530	12,484	11,538	69,514	(16,373)	3,684	2	1,606	(1,123)	81,334
Decrease in number of shares due to consolidation	(119,908,424)									—
Profit attributable to owners of parent				4,079						4,079
Purchases of treasury stock					(2)					(2)
Cash dividends				(1,749)						(1,749)
Increase by merger				138						138
Net changes in items other than shareholders' equity						(839)	(2)	104	134	(603)
Balance at March 31, 2019	29,977,106	¥12,484	¥11,538	¥71,983	¥(16,375)	¥2,844	¥0	¥1,711	¥(988)	¥83,197

	Thousands of U.S. dollars (Note 3)									
	Common stock	Additional paid in capital	Retained earnings	Treasury stock	Unrealized gain on securities, net of tax	Deferred gains or losses on hedges	Translation adjustments	Remeasurements of defined benefit plans	Total net assets	
Balance at April 1, 2018	\$112,486	\$103,957	\$626,313	\$(147,520)	\$33,196	\$25	\$14,476	\$(10,120)	\$732,813	
Profit attributable to owners of parent			36,756						36,756	
Purchases of treasury stock				(18)					(18)	
Cash dividends			(15,766)						(15,766)	
Increase by merger			1,251						1,251	
Net changes in items other than shareholders' equity					(7,568)	(25)	943	1,210	(5,440)	
Balance at March 31, 2019	\$112,486	\$103,957	\$648,554	\$(147,538)	\$25,628	\$0	\$15,419	\$(8,909)	\$749,596	

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

TOSHIBA MACHINE CO., LTD. AND CONSOLIDATED SUBSIDIARIES

Year ended March 31, 2019

	Millions of yen		Thousands of U.S. dollars (Note 3)
	2019	2018	2019
Operating activities:			
Net income before income taxes	¥5,742	¥6,860	\$51,736
Adjustments to reconcile net income before income taxes to net cash provided by operating activities:			
Depreciation	¥1,868	2,049	16,837
Loss on impairment of fixed assets	—	1	—
Allowance for doubtful receivables	289	(156)	(2,610)
Warranty reserve	7	67	67
Directors' retirement benefit	2	1	20
Net defined benefit liability	291	356	2,624
Interest and dividend income	(383)	(453)	(3,452)
Interest expense	81	100	737
Cancellation fee income	—	(1,309)	—
Loss on valuation of shares of subsidiaries and associates	—	44	—
Gain or loss on sales of investment securities	(186)	(16)	(1,676)
Gain or loss on sales and disposal of property, plant and equipment and intangible assets	17	92	154
Equity in earnings of affiliates	(1,241)	(1,031)	(11,186)
Changes in operating assets and liabilities:			
Notes and accounts receivable, trade	1,128	912	10,169
Inventories	(8,332)	(6,942)	(75,071)
Notes and accounts payable, trade	(1,652)	4,985	(14,885)
Advances received	2,719	1,785	24,505
Accrued expenses	(385)	464	(3,475)
Others	(803)	(1,263)	(7,236)
Sub total	(835)	6,550	(7,523)
Interest and dividend income received	654	679	5,897
Interest paid	(89)	(102)	(805)
Cancellation fee income received	—	1,309	—
Income taxes paid	(1,906)	(1,622)	(17,180)
Net cash provided by (used in) operating activities	(2,176)	6,813	(19,612)
Investing activities:			
Purchases of property, plant and equipment	(1,101)	(3,221)	(9,924)
Proceeds from sales of property, plant and equipment	7	20	65
Purchases of intangible assets	(74)	(214)	(675)
Purchases of investment securities	(99)	(499)	(901)
Proceeds from sales of investment securities	167	0	1,505
Increase (decrease) in short-term loans receivable	0	0	4
Collection of long-term loans receivable	3	3	31
Others	(394)	(10)	(3,559)
Net cash provided by (used in) investing activities	(1,493)	(3,921)	(13,454)
Financing activities:			
Increase (decrease) in short-term bank loans	4,300	—	38,742
Repayment of long-term loans payable	(4,300)	(500)	(38,742)
Purchases of treasury stock	(2)	(5)	(18)
Cash dividends paid	(1,749)	(1,568)	(15,766)
Others	(33)	(28)	(301)
Net cash used in financing activities	(1,785)	(2,102)	(16,086)
Effect of exchange rate changes on cash and cash equivalents	111	(51)	1,001
Net increase (decrease) in cash and cash equivalents	(5,344)	738	(48,150)
Cash and cash equivalents at beginning of year	30,798	30,060	277,488
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	138	—	1,244
Cash and cash equivalents at end of year (Note 16)	¥25,592	¥30,798	\$230,582

See accompanying notes to financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

TOSHIBA MACHINE CO., LTD. AND CONSOLIDATED SUBSIDIARIES

1. Basis of Presenting Consolidated Financial Statements

The accompanying consolidated financial statements of TOSHIBA MACHINE CO., LTD. (the “Company”) and its consolidated subsidiaries (collectively, the “Companies”) are prepared on the basis of accounting principles generally accepted in Japan, which are different in certain respects as to the application and disclosure requirements of International Financial Reporting Standards, and are compiled from the consolidated financial statements prepared by the Company as required by the Financial Instruments and Exchange Law of Japan. The preparation of these consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the fiscal year end and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates.

Certain reclassifications and rearrangements have been made to the consolidated financial statements issued domestically in order to present them in a form that is more familiar to readers outside of Japan. In addition, the notes to the consolidated financial statements include information which is not required under accounting principles generally accepted in Japan but is presented herein as additional information.

2. Summary of Significant Accounting Policies

(a) Basis of consolidation and accounting for investments in unconsolidated subsidiaries and affiliates

The consolidated financial statements include the accounts of the Companies.

All significant intercompany transactions and accounts and unrealized intercompany profits among consolidated entities are eliminated in consolidation.

Investments in affiliates (15 to 50 percent-owned companies) in which the Company has the ability to exercise significant influence, except immaterial investments, are accounted for using the equity method.

Unconsolidated subsidiaries and affiliates not accounted for by the equity method are stated at cost.

(b) Translation of foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into Japanese yen at the exchange rate prevailing at the balance sheet date, except for those perfectly hedged by forward contracts, which are translated using the contracted rate.

The foreign exchange gains and losses from translation are recognized in the consolidated statement of income to the extent that they are not hedged by foreign exchange derivatives.

All assets and liabilities of foreign consolidated subsidiaries are translated at the current rates at the respective balance sheet dates, except for components of shareholders’ equity which are translated at their historical rates. The revenue and expense accounts of foreign consolidated subsidiaries are translated at the current rates at the respective balance sheet dates. Differences arising from translation are recognized directly in foreign currency translation adjustments in net assets.

(c) Securities

Marketable securities classified as other securities are carried at fair value with any changes in unrealized holding gain or loss, net of income taxes, directly included in net assets.

Non-marketable securities classified as other securities are carried at cost. Cost of securities sold is determined by the moving average method.

(d) Inventories

Finished products and work in process are stated at the lower of cost, determined by the individual identification method, or their net realizable value. Raw materials and supplies are stated at the lower of cost, determined by the moving average method, or their net realizable value.

(e) Allowance for doubtful receivables

The allowance for doubtful receivables is stated at the amount determined based on the default ratio sustained over a specific period in the past and the estimated uncollectible amount determined based on the analysis of certain individual accounts, including probable bad debt and claims in bankruptcy.

(f) Warranty reserve

Warranty reserve is provided for warranty costs to be incurred during the warranty period based

on historical experience.

(g) Employee bonuses

The bonuses to the employees are paid twice a year and accrued based on the estimated amounts incurred and to be paid in the subsequent period.

(h) Depreciation of property, plant and equipment (excluding leased assets)

Depreciation of buildings is principally computed by the straight-line method, facilities attached to buildings and other non-building structures acquired on or after April 1, 2016 is computed by the straight-line method and depreciation of other property, plant and equipment is computed by the declining balance method over the estimated useful lives of respective assets, principally ranging from 3 to 60 years for buildings and structures, and from 3 to 22 years for machinery, equipment and vehicles.

(i) Amortization of intangible assets

Computer software held for internal use is amortized by the straight-line method over the corresponding economic useful life (5 years). Other intangible assets, including patent rights, are amortized by the straight-line method over the estimated useful lives of respective assets.

(j) Leased assets

Leased assets under finance lease transactions that do not transfer ownership to the lessee are depreciated by the straight-line method over the lease term with no residual value.

(k) Derivative financial instruments

All derivatives are stated at fair value. Gains or losses arising from changes in fair value are charged or credited to income for the period in which they arise, except for derivatives that are designated as hedging instruments. Gains or losses arising from changes in fair value of the derivatives designated as cash flow hedging instruments, net of the applicable income taxes, are reported as a component of net assets.

(l) Income taxes

The Companies accrue current income taxes based on taxable income.

The Companies recognize a number of temporary differences for financial reporting purposes, which, in the case of expenses, are not currently deductible and in the case of income, are not currently taxable.

Income tax effects on such temporary differences between tax and financial reporting

purposes are reflected as deferred income taxes in the consolidated financial statements using the asset and liability method.

(m) Employees' retirement benefits

Accrued employees' retirement benefits are provided based on the projected retirement benefit obligation and the fair value of plan assets at fiscal year-end.

The retirement benefit obligation for employees is attributed to each period by the benefit formula method.

Actuarial gain or loss is amortized in the following year in which the gain or loss is recognized primarily by the straight-line method over a period (10 years), which is shorter than the average remaining years of service of the employees.

(n) Directors' retirement benefits

Domestic consolidated subsidiaries accrue an estimated amount calculated in accordance with internal rules for retirement benefits for directors and corporate auditors.

(o) Amounts per share of common stock

Net income per share is computed based on the weighted-average number of shares of common stock outstanding during a year.

Diluted net income per share is not presented since the Company has never issued any securities with dilutive effect, such as bonds with warrants and convertible bonds. Cash dividends per share represent the actual amount declared as applicable to the respective years.

(p) Cash equivalents

In preparing the consolidated statement of cash flows, cash on hand, readily available deposits and short-term highly liquid investments with maturities of not exceeding three months at the time of purchase are considered to be cash and cash equivalents.

3. U.S. Dollar Amounts

U.S. dollar amounts are included solely for the convenience of the readers and have been translated at the rate of ¥110.99=U.S.\$1, the approximate exchange rate prevailing in the Japanese foreign exchange market on March 31, 2019. This translation should not be construed as a representation that the yen amounts actually represent, have been, or could be converted into U.S. dollars.

4. Accounting Standards Issued but Not yet Effective

Accounting Standard for Revenue Recognition (ASBJ Statement No.29 on March 30, 2018) Implementation Guidance on Accounting Standard for Revenue Recognition (ASBJ Guidance No.30 on March 30, 2018)

(a) Outline

This is a comprehensive accounting standard for revenue recognition. Specifically, the accounting standard establishes the following five-step model that will apply to revenue from contracts with customers:

- ① : Identify the contract(s) with a customer
- ② : Identify the performance obligations in the contract
- ③ : Determine the transaction price
- ④ : Allocate the transaction price to the performance obligations in the contract
- ⑤ : Recognize revenue when (or as) the entity satisfies a performance obligation

(b) Scheduled date of adoption

This accounting standard and implementation guidance will be applied from April 1, 2021.

(c) Impacts of the adoption of accounting standard and implementation guidance

The impacts on the Company's consolidated financial statements from the adoption of this accounting standard and implementation guidance are being evaluated at the time of the preparation of consolidated financial statements.

5. Changes in Presentation

Partial Amendments to Accounting Standard for Tax Effect Accounting

The Companies have adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No.28, February 16, 2018) (hereinafter, the "Partial Amendments") from the beginning of the fiscal year ended March 31, 2019. As such, deferred tax assets and deferred tax liabilities are included within investments and other assets and non-current liabilities, respectively, and related income tax disclosures have been expanded.

As a result, deferred tax assets under current assets have decreased by ¥2,922 million and deferred tax assets under investments and other assets have increased by ¥453 million in the consolidated balance sheet as of March 31, 2018.

In addition, due to the effect of offsetting deferred tax assets and deferred tax liabilities by the same taxable entity, total assets decreased by ¥2,469 million.

Also, "Note 22 Income Taxes" in the Notes to the consolidated financial statements has been expanded in accordance with Note 8 and Note 9 of Interpretive Notes to Accounting for Tax Effect Accounting. However, comparative information for the year ended March 31, 2018 has not been disclosed in Note 22 in accordance with the transitional provisions set forth in Article 7 of the Partial Amendments.

Consolidated Balance Sheet

Advance received, included within other current liabilities of the current liabilities until the previous consolidated fiscal year, is separately stated from the fiscal year ended March 31, 2018, as it has exceeded 5% of the total liabilities and net assets. As a result of that, other current liabilities under Current liabilities in the consolidated balance sheet for the previous fiscal year, ¥6,890 million, is replaced by advance received of ¥5,117 million and other current liabilities of ¥1,773 million.

6. Property, Plant and Equipment

Property, plant and equipment at March 31, 2019 and 2018 consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Land	¥6,460	¥6,450	\$58,212
Buildings and structures	39,350	39,227	354,544
Machinery and equipment	23,883	24,024	215,184
Vehicles	302	314	2,726
Tools, furniture and fixtures	7,428	7,321	66,931
Lease assets	264	209	2,387
Construction in progress	130	105	1,179
Sub total	77,821	77,652	701,162
Less accumulated depreciation	(57,056)	(56,347)	(514,068)
Property, plant and equipment, net	¥20,765	¥21,305	\$187,094

Depreciation expenses for the years ended March 31, 2019 and 2018 were ¥1,868 million (\$16,837 thousand) and ¥2,049 million, respectively.

7. Intangible Assets

Intangible assets at March 31, 2019 and 2018 consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Others	¥641	¥740	\$5,776
Total	¥641	¥740	\$5,776

8. Contingent Liabilities

As of March 31, 2019, contingent liabilities for loans guaranteed by the Company, principally on behalf of non-consolidated subsidiaries and affiliated companies, amounted to ¥1,111 million (\$10,017 thousand).

9. Commitment Line

The Company has concluded commitment line contracts with three financial institutions in order to ensure that it can safely and flexibly meet any demand for funds. The balance of unused committed lines under these contracts at the end of the fiscal year was as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Total amount of commitment line	¥10,000	¥10,000	\$90,098
Funds borrowed	—	—	—
Unused amount	¥10,000	¥10,000	\$90,098

10. Treatment of notes matured at the end of the fiscal year

Since the final day of the fiscal year falls on a holiday of financial institutions, the method is applied where settlement of notes matured at the end of the fiscal year are accounted for on their clearing day.

Accordingly, the following notes matured at the end of the fiscal year are included in the consolidated

balance sheet at the end of the fiscal year:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Notes and accounts receivable, trade	¥1,476	¥858	\$13,300
Notes and accounts payable, trade	14	31	129

11. Selling, General and Administrative Expenses

Major components of selling, general and administrative expenses for the years ended March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Sales commission	¥1,579	¥2,448	\$14,234
Shipping expenses	3,839	3,814	34,589
Provision for warranty reserve	495	507	4,468
Personnel-expenses	11,883	11,456	107,069
Retirement benefit expenses	669	672	6,031
Depreciation	730	718	6,579
Rent expenses	805	755	7,261
Travel expenses	1,408	1,272	12,692
Research and development expenses	1,246	1,258	11,233
Subcontract expenses	495	612	4,465
Others	5,923	4,994	53,367
Total	¥29,078	¥28,509	\$261,988

12. Research and Development Costs

Research and development costs charged to income were ¥1,835 million (\$16,533 thousand) and ¥1,899 million for the years ended March 31, 2019 and 2018, respectively.

13. Loss on Impairment of Fixed Assets

Grouping of assets is based on the business units, except for idle assets, which are grouped individually.

The Company wrote down the carrying amount of idle assets to the recoverable amount and recognized loss on impairment of fixed assets ¥1 million in the consolidated statement of income for the year ended March 31, 2018.

The recoverable amount of the assets is measured at the net selling value, which is calculated based on the land tax assessments.

The loss on impairment of fixed assets for the year ended March 31, 2018 consisted of the following:

	Millions of yen
	2018
Ishioka, Ibaraki, Japan:	
Idle property	
Land	¥ 1
Total	¥ 1

There was no applicable matter for the years ended March 31, 2019.

14. Shareholders' Equity

The Corporation Law of Japan (the "Law"), which went into effect on May 1, 2006, provides that an amount equal to 10% of the amount to be distributed as distribution of additional paid in capital (other than the capital reserve) and retained earnings (other than the legal reserve) be transferred to the capital reserve and legal reserve, respectively, until the sum of the capital reserve and legal reserve equals 25% of the common stock account. Such distributions can be made at any time by resolution of the shareholders or by the Board of Directors if certain conditions are met, but neither the capital reserve nor the legal reserve is available for distributions.

15. Other Comprehensive Income

The components of other comprehensive income (loss) for the years ended March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Unrealized holding gain (loss) on securities:			
Current period changes in unrealized gain (loss)	¥(962)	¥675	\$(8,675)
Reclassification adjustment	(186)	(16)	(1,676)
Total unrealized holding gain (loss) on securities before tax effects	(1,148)	659	(10,352)
Tax effects	344	(194)	3,106
Unrealized holding gain (loss) on securities, net of tax effects	(804)	464	(7,246)
Deferred gains or losses on hedges			
Current period changes	(3)	1	(35)
Total deferred gains or losses on hedges before tax effects	(3)	1	(35)
Tax effects	1	(0)	11
Deferred gains or losses on hedges, net of tax effects	(2)	0	(25)
Foreign currency translation adjustments:			
Current period changes	104	6	943
Remeasurements of defined benefit plans			
Current period changes in remeasurements of defined benefit plans	(33)	97	(304)
Reclassification adjustment	162	191	1,460
Total remeasurements of defined benefit plans before tax effect	128	288	1,156
Tax effects	—	—	—
Remeasurements of defined benefit plans, net of tax effects	128	288	1,156
Share of other comprehensive income of affiliates accounted for using equity method			
Current period changes	(29)	12	(267)
Total other comprehensive income (loss)	¥(603)	¥772	\$(5,440)

16. Cash Flow Information

(a) Cash and Cash Equivalents

The reconciliation between cash and time deposits in the accompanying consolidated balance sheet and cash and cash equivalents in the accompanying consolidated statement of cash flows at March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Cash and time deposits	¥25,592	¥30,394	\$230,582
Marketable securities	—	404	—
Cash and cash equivalents	¥25,592	¥30,798	\$230,582

(b) Significant non-cash transactions

Significant non-cash transactions for the years ended March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Cancellation of treasury stocks	¥—	¥9,530	\$—

17. Leases

This disclosure has been omitted for the year ended March 31, 2019 based on materiality.

18. Financial Instruments

Overview

(a) Policy for financial instruments

The Companies invest in short-term deposits for fund management, where temporary cash surplus is invested in low-risk financial instruments. The Companies raise funds through bank borrowings. The Companies use derivatives only to reduce risk, and do not enter into derivative transactions for speculative trading purposes.

(b) Financial instruments, related risk and risk management system

Operating receivables, such as notes and accounts receivable, trade are exposed to customer credit risk. The Companies try to reduce this risk by adhering to their sales management rules. Investments, consisting of marketable securities of corporations, are exposed to stock price fluctuation risk in the market. To address this risk, the Companies review stock prices in every quarter. Operating payables, such as notes and accounts payable, trade are mainly due within six months. Borrowings are mainly used in for normal operations and capital investments. The maturity of borrowings is up to two years from the balance sheet date at the maximum. Certain borrowings are exposed to interest rate fluctuation risks, but these risks are hedged by interest rate swaps.

Derivative transactions consist of foreign exchange forward contracts, etc. used for the purpose of hedging foreign exchange risk associated with certain assets and liabilities denominated in foreign currencies. These derivative transactions are managed under the internal management policies, to the extent deemed necessary. Note 20, "Derivative Financial Instruments," provides more information on hedge accounting, hedging instruments and methods, hedging policy, hedged items and assessments of hedge effectiveness.

The Finance Department of the Companies prepares and updates its cash flow plan to manage liquidity risk. A part of bank borrowings are subject to terms of financial covenants. If the Companies violate the terms of the financial covenants, the terms of the borrowings may be possibly revised.

The terms of the financial covenants related to a syndicated loan contract (¥4,000 million (\$36,039 thousand) at March 31, 2019) are as follows:

- ① At March 31 and September 30 every year, the Company must maintain net assets in the consolidated

balance sheet over ¥57,840 million (\$521,128 thousand).

- ② In the consolidated statement of income for the fiscal year ending March 31, the Company must not record operating loss for two consecutive years.

(c) Supplemental information on the fair value of financial instruments

Fair value of financial instruments is calculated based on market prices, or by using reasonable estimates when market prices are not available. These estimates include variable factors, and are subject to fluctuation due to a change in underlying assumptions. The contract amounts of derivatives presented in Note 20, "Derivative Financial Instruments," below do not represent the actual market risk associated with derivative transactions.

Fair value of financial instruments

Carrying value of financial instruments as of March 31, 2019 and 2018, and their fair value were as follows: (Financial instruments whose fair value was extremely difficult to determine were not included.)

	Millions of yen					
	2019			2018		
	Carrying value	Fair value	Difference	Carrying value	Fair value	Difference
Cash and deposits	¥25,592	¥25,592	¥—	¥30,394	¥30,394	¥—
Notes and accounts receivable, trade	37,405	37,406	0	38,531	38,531	0
Marketable securities and investment securities	17,606	17,857	251	18,206	20,501	2,295
Total assets	¥80,604	¥80,857	¥252	¥87,132	¥89,428	¥2,295
Short-term bank loans	¥10,090	¥10,090	¥—	¥14,390	¥14,390	¥—
Notes and accounts payable, trade	28,207	28,207	—	29,835	29,835	—
Long-term debt	4,300	4,309	9	—	—	—
Total liabilities	¥42,597	¥42,606	¥9	¥44,225	¥44,225	¥—
Derivatives	¥(19)	¥(19)	¥—	¥(16)	¥(16)	¥—

	Thousands of U.S. dollars		
	2019		
	Carrying value	Fair value	Difference
Cash and deposits	\$230,582	\$230,582	\$—
Notes and accounts receivable, trade	337,021	337,029	8
Marketable securities and investment securities	158,633	160,896	2,263
Total assets	\$726,236	\$728,507	\$2,271
Short-term bank loans	\$90,909	\$90,909	\$—
Notes and accounts payable, trade	254,144	254,144	—
Long-term debt	38,742	38,826	84
Total liabilities	\$383,796	\$383,880	\$84
Derivatives	\$(174)	\$(174)	\$—

Note : Derivatives are presented as net amounts receivable or payable with net amounts payable in parentheses.

(a) Method for calculating fair value of financial instruments, short-term investments and derivative transactions

- ① Cash and deposits

The carrying value approximates fair value because these are due within the short-term.

- ② Notes and accounts receivable, trade

The fair value of notes and accounts receivable, trade is classified based on certain terms and discounted using interest rate which reflects credit risk.

- ③ Marketable securities and investment securities

For negotiable certificates of deposit, the carrying value approximates fair value because these are

due within the short-term.

Investment securities are based on quoted market prices.

- ④ Short-term bank loans; ⑤ Notes and accounts payable, trade

The carrying value approximates fair value because these are due within the short-term.

- ⑥ Long-term debt

The fair value of long-term debt is determined based on the present value of the principal and interest, discounted by the interest rate that would be applied if similar new borrowings were entered into.

- ⑦ Derivatives

Please refer to Note 20, "Derivative Financial Instruments"

(b) Financial instruments whose fair value was extremely difficult to determine at March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Investment securities for which the market prices are not available	¥772	¥452	\$6,961

Market prices are not available for these items, or the cost of estimating future cash flow is considered prohibitive. As a result, these items are not included in ③ Marketable securities and investment securities in the above table, because their fair value is not readily determinable.

(c) The aggregate annual maturities of financial assets at March 31, 2019 and 2018 were as follows:

	Millions of yen							
	2019				2018			
	Due within one year	Due after one year through five years	Due after five years through ten years	Due after ten years	Due within one year	Due after one year through five years	Due after five years through ten years	Due after ten years
Cash and deposits	¥25,586	¥—	¥—	¥—	¥30,387	¥—	¥—	¥—
Notes and accounts receivable, trade	37,253	152	—	—	38,508	22	—	—
Marketable securities and investment securities:								
Negotiable certificates of deposit	—	—	—	—	404	—	—	—
Total	¥62,839	¥152	¥—	¥—	¥69,300	¥22	¥—	¥—

	Thousands of U.S. dollars			
	2019			
	Due within one year	Due after one year through five years	Due after five years through ten years	Due after ten years
Cash and deposits	\$230,529	\$—	\$—	\$—
Notes and accounts receivable, trade	335,643	1,377	—	—
Marketable securities and investment securities:				
Negotiable certificates of deposit	—	—	—	—
Total	\$566,172	\$1,377	\$—	\$—

(d) Annual maturities of short-term bank loans and long-term debt

Year ended March 31, 2019

	Millions of yen					
	Due within one year	Due after one year through two years	Due after two years through three years	Due after three years through four years	Due after four years through five years	Due after five years
Short-term bank loans	¥10,090	¥—	¥—	¥—	¥—	¥—
Long-term debt	—	—	500	500	3,300	—
Total	¥10,090	¥—	¥500	¥500	¥3,300	¥—

Year ended March 31, 2018

	Millions of yen					
	Due within one year	Due after one year through two years	Due after two years through three years	Due after three years through four years	Due after four years through five years	Due after five years
Short-term bank loans	¥14,390	¥—	¥—	¥—	¥—	¥—
Long-term debt	—	—	—	—	—	—
Total	¥14,390	¥—	¥—	¥—	¥—	¥—

Year ended March 31, 2019

	Thousands of U.S. dollars					
	Due within one year	Due after one year through two years	Due after two years through three years	Due after three years through four years	Due after four years through five years	Due after five years
Short-term bank loans	\$90,909	\$—	\$—	\$—	\$—	\$—
Long-term debt	—	—	4,505	4,505	29,732	—
Total	\$90,909	\$—	\$4,505	\$4,505	\$29,732	\$—

19. Securities

Information regarding marketable securities classified as other securities included in investment securities were as follows:

	Millions of yen					
	2019			2018		
	Acquisition cost	Carrying value	Unrealized gains	Acquisition cost	Carrying value	Unrealized gains
Equity securities	¥2,709	¥6,751	¥4,041	¥2,696	¥7,887	¥5,190
	¥2,709	¥6,751	¥4,041	¥2,696	¥7,887	¥5,190

	Thousands of U.S. dollars		
	2019		
	Acquisition cost	Carrying value	Unrealized gains
Equity securities	\$24,410	\$60,828	\$36,417
	\$24,410	\$60,828	\$36,417

Proceeds from sales and gain on sales of marketable equity securities classified as other securities were ¥190 million (\$1,718 thousand) and ¥102 million (\$927 thousand) for the year ended March 31, 2019, and ¥25 million and ¥16 million for the year ended March 31, 2018, respectively. Proceeds from sales and gain on sales of non-marketable equity securities classified as other securities were ¥115 million (\$1,039 thousand) and ¥83 million (\$749 thousand) for the year ended March 31, 2019.

Negotiable certificates of deposit classified as non-marketable securities totaled ¥404 million as of March 31, 2018. Non-marketable equity securities classified as other securities primarily consist of ¥88 million (\$798 thousand) and ¥120 million as of March 31, 2019 and 2018, respectively.

20. Derivative Financial Instruments

The Companies have entered into derivative transactions (foreign exchange contracts) in order to manage certain risks arising from adverse fluctuations in foreign currency exchange rates and. The Company does not hold or issue derivative financial instruments for the purpose of speculative trading. Derivative transactions are entered into by the Finance Department under the rules approved by the Board of Directors. Derivative transactions are evaluated by the Corporate Auditing Office.

Derivatives not designated as hedging instruments at March 31, 2019 and 2018 were as follows:

Foreign exchange contracts

		Millions of yen							
		2019				2018			
Hedged item	Contract amount	Contract amount due after one year	Fair value	Unrealized gain (loss)	Contract amount	Contract amount due after one year	Fair value	Unrealized gain (loss)	
Appropriated accounting for foreign currency									
Foreign exchange contracts:									
Sell:									
U.S. dollars	Accounts receivable	¥6	¥—	¥(0)	¥(0)	¥22	¥—	¥0	¥0
Buy:									
Japanese yen	Accounts payable	826	—	(19)	(19)	1,153	—	(21)	(21)
Total		¥833	¥—	¥(19)	¥(19)	¥1,175	¥—	¥(20)	¥(20)

		Thousands of U.S. dollars			
		2019			
Hedged item	Contract amount	Contract amount due after one year	Fair value	Unrealized gain (loss)	
Appropriated accounting for foreign currency					
Foreign exchange contracts:					
Sell:					
U.S. dollars	Accounts receivable	\$58	\$—	\$(1)	\$(1)
Buy:					
Japanese yen	Accounts payable	7,450	—	(173)	(173)
Total		\$7,508	\$—	\$(174)	\$(174)

Derivatives designated as hedging instruments at March 31, 2019 and 2018 were as follows:

① Foreign exchange contract, etc.

		Millions of yen						
		2019			2018			
	Hedged item	Contract amount	Contract amount due after one year	Fair value	Contract amount	Contract amount due after one year	Fair value	
Accounting in principle								
Foreign exchange contracts:								
Sell:								
	U.S. dollars	Accounts receivable	¥—	¥—	¥—	¥193	¥—	¥3
Buy:								
	U.S. dollars	Accounts payable	194	—	0	—	—	—
Appropriated accounting for foreign currency								
Foreign exchange contracts:								
Sell:								
	U.S. dollars	Accounts receivable	4,903	—	*	2,830	—	*
Buy:								
	U.S. dollars	Accounts payable	27	—	*	—	—	—
Total			¥5,125	¥—	¥0	¥3,024	¥—	¥3

		Thousands of U.S. dollars			
		2019			
	Hedged item	Contract amount	Contract amount due after one year	Fair value	
Accounting in principle					
Foreign exchange contracts:					
Buy:					
	U.S. dollars	Accounts payable	\$1,751	\$—	\$0
Appropriated accounting for foreign currency					
Foreign exchange contracts:					
Sell:					
	U.S. dollars	Accounts receivable	\$44,184	—	*
Buy:					
	U.S. dollars	Accounts payable	244	—	*
Total			\$46,179	\$—	\$0

Note : Foreign exchange contracts are accounted for using the appropriation method as part of the accounts receivable and accounts payable. Therefore the fair value of foreign exchange contracts is included in the fair value of the underlying accounts receivable.

② Interest rate swaps

		Millions of yen						
		2019			2018			
	Hedged item	Contract amount	Contract amount due after one year	Fair value	Contract amount	Contract amount due after one year	Fair value	
Special treatment								
Interest rate swap:								
	Floating rate receipt, fixed rate payment	Short—term debt	¥—	¥—	¥—	¥4,000	¥—	¥—
		Long—term debt	¥—	¥—	¥—	¥—	¥—	¥—

Hedged item	Thousands of U.S. dollars		
	2019		
	Contract amount	Contract amount due after one year	Fair value
Special treatment			
Interest rate swap:			
Floating rate receipt, fixed rate payment			
Short-term debt	\$—	\$—	\$—
Long-term debt	\$—	\$—	\$—

Interest rate swaps are accounted for as part of the short-term debt or long-term debt. Therefore the fair value of the swaps is included in the fair value of the underlying short-term debt or long-term debt.

21. Employees' Retirement Benefits

(a) Overview

The Company and certain subsidiaries have funded defined benefit plans, i.e, lump-sum payment plans and defined benefit pension plans, and defined contribution plans for employees. Certain overseas subsidiaries have unfunded defined benefit plans for benefit payments to their employees.

Certain domestic subsidiaries participate in multiemployer pension plans. Multiemployer pension plans, in which pension assets belonging to the Companies are not reasonably determinable, are accounted for as if those are defined contribution plans.

Certain domestic consolidated subsidiaries have adopted the simplified method in calculating their projected benefit obligation.

(b) Defined benefit plans

- ① The changes in the retirement benefit obligation during the years ended March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Retirement benefit obligation at beginning of year	¥14,141	¥13,878	\$127,414
Service cost	929	921	8,373
Interest cost	0	0	7
Actuarial gain or loss	(2)	(5)	(20)
Retirement benefit paid	(709)	(654)	(6,389)
Retirement benefit obligation at end of year	¥14,360	¥14,141	\$129,385

- ② The changes in pension plan assets during the year ended March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Pension plan assets at beginning of year	¥4,829	¥4,634	\$43,512
Expected return on pension plan assets	84	92	766
Actuarial gain or loss	(35)	92	(324)
Contribution by the Companies	197	198	1,779
Retirement benefit paid	(190)	(187)	(1,717)
Pension plan assets at end of year	¥4,885	¥4,829	\$44,015

- ③ The following table sets forth the funded status of the plans and the amounts recognized in the consolidated balance sheet as of March 31, 2019 and 2018 for the defined benefit plans

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Funded retirement benefit obligation	¥4,721	¥4,639	\$42,539
Pension plan assets at fair value	(4,885)	(4,829)	(44,015)
	(163)	(189)	(1,476)
Unfunded retirement benefit obligation	9,639	9,501	86,846
Net retirement benefit liability recognized in the consolidated balance sheet	9,475	9,312	85,370
Retirement benefit liability	9,475	9,312	85,370
Net retirement benefit liability recognized in the consolidated balance sheet	¥9,475	¥9,312	\$85,370

- ④ The components of retirement benefit expense for the years ended March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Service cost	¥929	¥921	\$8,373
Interest assets	0	0	7
Expected return on pension assets	(84)	(92)	(766)
Actuarial gain or loss	162	191	1,460
Retirement benefit expense	¥1,007	¥1,021	\$9,074

- ⑤ Remeasurements of defined benefit plans included in other comprehensive income (before tax effect) for the years ended March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Actuarial gain or loss	¥128	¥288	\$1,156
Total	¥128	¥288	\$1,156

- ⑥ Remeasurements of defined benefit plans included in accumulated other comprehensive income (before tax effect) as of March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Unrecognized actuarial loss	¥937	¥1,065	\$8,448
Total	¥937	¥1,065	\$8,448

- ⑦ The fair value of pension plan assets, by major category, as a percentage of total plan assets as of March 31, 2019 and 2018 were as follows:

	2019	2018
Domestic bonds	51%	52%
Domestic equity securities	13	13
Foreign bonds	12	11
Foreign equity securities	14	14
Insurance assets (General accounts)	8	8
Other	2	2
Total	<u>100%</u>	<u>100%</u>

The expected return on pension plan assets has been estimated based on the anticipated allocation to each asset class and the expected long-term returns on assets held in each category.

- ⑧ The assumptions used in accounting for the above plans were as follows:

	2019	2018
Discount rate	0.0%	0.0%
Expected rate of return on pension plan assets	1.5	1.8
Expected rate of salary increase	9.4	9.4

The expected rate of salary increase was the rate of increase points calculated using the age specific index of the expected rate of salary increase under the retirement benefits point system.

(c) Defined contribution plans

The required contributions to defined contribution plans of the Company and certain domestic consolidated subsidiaries for the years ended March 31, 2019 and 2018 were ¥170 million (\$1,539 thousand) and ¥170 million, respectively.

(d) Multiemployer pension plans

The required contributions to the multiemployer pension plans for the years ended March 31, 2019 and 2018 were ¥31 million (\$281 thousand) and ¥32 million, respectively.

- ① Funded status of the multiemployer pension plans as of the most recent calculation dates

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Amount of pension assets	¥130,908	¥127,443	\$1,179,466
Total amount of actuarial obligations and minimum reserve in the pension financial calculation (Note)	146,380	149,315	1,318,861
Difference	<u>¥(15,471)</u>	<u>¥(21,871)</u>	<u>\$(139,395)</u>

Note : This item was presented as “Amount of obligations” in the previous fiscal year.

- ② The Companies’ portion of contributions in multiemployer pension plans

	2019	2018
The Companies’ portion in the total contributions of the multiemployer plans	0.606%	0.623%

The difference above was principally attributable to the differences in retained earnings of ¥4,850 million (\$43,700 thousand) and ¥6,159 million in the pension financial calculation, at March 31, 2019 and 2018, respectively special reserve of ¥(1,486) million (\$13,397 thousand) and ¥(7,646) million at March 31, 2019 and 2018 and unrecognized prior service cost of ¥18,834 million (\$169,698 thousand) and ¥20,384 million at March 31, 2019 and 2018, respectively.

Prior service cost of the plans is amortized by the straight-line method over 20 years. The Companies paid and recognized premium contributions of ¥30 million (\$277 thousand) and ¥31 million for amortization of prior service cost in the consolidated financial statements for the years ended March 31, 2019 and 2018, respectively.

The Companies’ portion of contributions described above was not equal to the actual share to be allocated to the Companies.

22. Income Taxes

Income taxes in Japan applicable to the Company and its domestic consolidated subsidiaries generally comprise corporation, enterprise and prefectural and municipal inhabitants taxes. The statutory tax rates for the years ended March 31, 2019 and 2018 were approximately 30.0% and 30.2%, respectively.

The reconciliation between the statutory tax rate and effective tax rate for the year ended March 31, 2019 was omitted because such difference is less than 5% of the statutory tax rate.

The reconciliation between the statutory tax rate and effective tax rate for the years ended March 31, 2018 was as follows:

	2018
Statutory tax rate	30.2%
Per-capita portion of inhabitant tax	0.5
Permanently non-deductible expenses	0.7
Permanently non-taxable revenue such as dividends income	(0.9)
Change in valuation allowance	0.2
Effects of elimination in consolidation	(1.6)
Difference in statutory tax rates for foreign subsidiaries	(0.2)
Others	(2.0)
Effective tax rate	<u>26.9%</u>

The significant components of deferred tax assets and liabilities at March 31, 2019 and 2018 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Deferred tax assets:			
Tax loss carry forwards (Note)	¥328	¥322	\$2,963
Allowance for doubtful receivables	123	37	1,114
Net defined benefit liability	2,568	2,492	23,146
Devaluation of inventories	721	755	6,499
Unrealized intercompany profit on inventories	641	551	5,777
Accrued employee's bonuses	609	612	5,492
Devaluation of securities	327	330	2,955
Enterprise taxes payable	79	105	720
Other	1,665	1,647	15,004
Total deferred tax assets	¥7,066	¥6,854	\$63,670
Valuation allowance of tax loss carry forwards (Note)	(328)	—	(2,963)
Valuation allowance of deductible temporary difference	(2,589)	—	(23,331)
Subtotal Valuation allowance	(2,918)	(2,783)	(26,294)
Net deferred tax assets	¥4,148	¥4,071	\$37,376
Deferred tax liabilities:			
Deferral of gain on sale of fixed assets	(91)	(98)	(828)
Unrealized holding gain on securities	(1,171)	(1,515)	(10,551)
Asset retirement obligations	(5)	(6)	(51)
Foreign consolidated subsidiaries' retained earnings	(763)	(688)	(6,875)
Affiliates' retained earnings accounted for using equity method	(1,441)	(1,302)	(12,989)
Enterprise taxes receivable	(5)	—	(45)
Others	(33)	(28)	(299)
Total deferred tax liabilities	¥(3,511)	¥(3,639)	\$(31,639)
Net deferred tax assets	¥636	¥431	\$5,738

Note : A breakdown of Tax loss carryforwards and valuation allowance by expiry date as of March 31, 2019 was as follows:

Millions of yen							
2019							
	Due in one year or less	Due after one year through two years	Due after two year through three years	Due after three year through four years	Due after four year through five years	After five years	Total
Tax loss carryforwards	¥23	¥17	¥64	¥115	¥108	¥—	¥328
Valuation allowance	(23)	(17)	(64)	(115)	(108)	—	(328)
Deferred tax assets	¥—	¥—	¥—	¥—	¥—	¥—	¥—

Thousands of U.S. dollars							
2019							
	Due in one year or less	Due after one year through two years	Due after two year through three years	Due after three year through four years	Due after four year through five years	After five years	Total
Tax loss carryforwards	\$212	\$159	\$578	\$1,037	\$976	\$—	\$2,963
Valuation allowance	(212)	(159)	(578)	(1,037)	(976)	—	(2,963)
Deferred tax assets	\$—	\$—	\$—	\$—	\$—	\$—	\$—

The amount is determined by multiplying the corresponding tax loss carryforwards by the effective statutory tax rate.

23. Business Combinations

This disclosure has been omitted for the year ended March 31, 2019 based on immateriality.

24. Asset Retirement Obligations

This disclosure has been omitted for the year ended March 31, 2019 based on immateriality.

25. Rental Property

This disclosure has been omitted for the year ended March 31, 2019 based on immateriality.

26. Segment Information

(a) General information about reportable segments

The reportable segments of the Companies are the business units for which the Company is able to obtain respective financial information separately in order for Board of Directors to conduct periodic assessments to determine distribution of management resources and evaluate their business results.

The Companies' business is classified into certain segments based on the types of products and services. The Companies' segments are categorized into the following two reportable segments: "Molding Machinery" and "Machine Tools" based on the similarities of the economic nature, type of business and manufacturing method:

Molding Machinery : Injection molding machines, Die casting machines, Plastic extrusion

Machine Tools : Large size machine tools, Portal type machine tools, Machining centers, Horizontal boring machines, High-precision machines

(b) Basis of measurement for reportable segment profit or loss, segment assets and other material items

The accounting treatment for the reportable business segments is generally the same as described in Note 2, "Summary of Significant Accounting Policies." Reportable segment income is calculated on the basis of operating income. The prices of intersegment transactions and transfers are calculated based on the market prices.

(c) Reportable segment information

Reportable segment information of the Companies for the years ended March 31, 2019 and 2018 was as follows:

Year ended March 31, 2019	Millions of yen						
	Reportable segments			Other Products	Total	Adjustments	Consolidated
	Molding Machinery	Machine Tools	Sub total				
Net sales:							
External customers	¥79,210	¥27,362	¥106,573	¥10,832	¥117,405	¥—	¥117,405
Inter-segment	—	2	2	3,114	3,116	(3,116)	—
Total	79,210	27,365	106,575	13,946	120,522	(3,116)	117,405
Segment income	¥3,510	¥(129)	¥3,380	¥436	¥3,817	¥16	¥3,834
Segment assets	¥85,863	¥36,168	¥122,032	¥19,029	¥141,061	¥9,662	¥150,724
Others							
Depreciation	¥1,102	¥533	¥1,635	¥232	¥1,868	¥—	¥1,868
Capital expenditures	804	212	1,016	178	1,195	—	1,195

Year ended March 31, 2018	Millions of yen						
	Reportable segments			Other Products	Total	Adjustments	Consolidated
	Molding Machinery	Machine Tools	Sub total				
Net sales:							
External customers	¥80,265	¥23,700	¥103,965	¥12,896	¥116,862	¥—	¥116,862
Inter-segment	—	7	7	2,937	2,944	(2,944)	—
Total	80,265	23,708	103,973	15,833	119,807	(2,944)	116,862
Segment income	¥4,659	¥(1,130)	¥3,529	¥1,005	¥4,534	¥106	¥4,640
Segment assets	¥80,026	¥34,705	¥114,732	¥21,321	¥136,054	¥12,709	¥148,763
Others							
Depreciation	¥1,062	¥714	¥1,777	¥272	¥2,049	¥—	¥2,049
Capital expenditures	781	3,606	4,388	299	4,687	—	4,687

Year ended March 31, 2019	Thousands of U.S. dollars						
	Reportable segments			Other Products	Total	Adjustments	Consolidated
	Molding Machinery	Machine Tools	Sub total				
Net sales:							
External customers	\$713,674	\$246,533	\$960,207	\$97,596	\$1,057,802	\$—	\$1,057,802
Inter-segment	—	23	23	28,060	28,083	(28,083)	—
Total	713,674	246,556	960,230	125,656	1,085,885	(28,083)	1,057,802
Segment income	\$31,625	\$(1,168)	\$30,457	\$3,935	\$34,392	\$152	\$34,544
Segment assets	\$773,614	\$325,873	\$1,099,487	\$171,451	\$1,270,938	\$87,061	\$1,357,999
Others							
Depreciation	\$9,932	\$4,808	\$14,740	\$2,098	\$16,837	\$—	\$16,837
Capital expenditures	7,247	1,912	9,159	1,608	10,767	—	10,767

Note 1 : “Other products” is a business segment that is not included in the reportable segments. It included business activities related to industrial robots and electronic controls, etc.

Note 2 : The Companies have adopted the “Partial Amendments to Accounting Standard for Tax Effect Accounting” (ASBJ Statement No.28, February 16, 2018). This accounting standard has been retrospectively applied to figures for the fiscal year ended March 31, 2018.

(d) Difference between total reportable segments and consolidated financial statements

The main differences between total reportable segments and consolidated financial statements for the years ended March 31, 2019 and 2018 were as follows:

Sales	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Total reportable segments	¥106,575	¥103,973	\$960,230
Other products	13,946	15,833	125,656
Eliminations	(3,116)	(2,944)	(28,083)
Net sales in the consolidated financial statements	¥117,405	¥116,862	\$1,057,802

Income	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Total reportable segments	¥3,380	¥3,529	\$30,457
Other products	436	1,005	3,935
Eliminations	16	106	152
Operating income in the consolidated financial statements	¥3,834	¥4,640	\$34,544

Assets	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Total reportable segments	¥122,032	¥114,732	\$1,099,487
Other products	19,029	21,321	171,451
Company-wide assets	10,046	13,097	90,516
Eliminations	(383)	(387)	(3,456)
Net assets in the consolidated financial statements	¥150,724	¥148,763	\$1,357,999

Note 1 : Company-wide assets are mainly cash and cash equivalents, securities and investment securities that are not allocated to the reportable segments.

Note 2 : The Companies have adopted the “Partial Amendments to Accounting Standard for Tax Effect Accounting” (ASBJ Statement No.28, February 16, 2018). This accounting standard has been retrospectively applied to figures for the fiscal year ended March 31, 2018.

(e) Other information

① Information about products and services

Information about products and services is not disclosed because reportable segment information is based on products and services.

② Information about geographical areas

Sales information by country or geographical areas for the years ended March 31, 2019 and 2018 was as follows:

Millions of yen					
2019					
Japan	United States	China	Other Asia	Other	Total
¥49,298	¥14,198	¥22,432	¥23,710	¥7,765	¥117,405

Millions of yen					
2018					
Japan	United States	China	Other Asia	Other	Total
¥46,356	¥13,521	¥28,099	¥22,396	¥6,487	¥116,862

Thousands of U.S. dollars					
2019					
Japan	United States	China	Other Asia	Other	Total
\$444,175	\$127,922	\$202,110	\$213,627	\$69,968	\$1,057,802

Note : Sales figures are classified based on customer locations.

Property, plant and equipment information by country or geographical areas as of March 31, 2019 and 2018 was as follows:

Millions of yen			
2019			
Japan	North America	Asia	Total
¥18,178	¥205	¥2,381	¥20,765

Millions of yen			
2018			
Japan	North America	Asia	Total
¥18,672	¥198	¥2,433	¥21,305

Thousands of U.S. dollars			
2019			
Japan	North America	Asia	Total
\$163,784	\$1,852	\$21,458	\$187,094

③ Information about major customers

Information about major customers is not disclosed, because net sales to any customer did not exceed 10% of the consolidated net sales for the years ended March 31, 2019 and 2018.

(f) Information about impairment loss on fixed assets for each reportable segment

Information about impairment loss on long-lived assets for the years ended March 31, 2018 was as follows:

Millions of yen				
2018				
Molding Machinery	Machine Tools	Other products	Adjustments	Total
¥—	¥—	¥1	¥—	¥1

There was no applicable matter for the years ended March 31, 2019.

(g) Information about amortization of goodwill and unamortized balance for each reportable segment

There was no amortization of goodwill for the year ended March 31, 2019 and 2018.

(h) Information about gain on negative goodwill for each reportable segment

There was no applicable matter for the years ended March 31, 2019 and 2018.

27. Related Party Transactions

(a) Transactions with related parties

This disclosure has been omitted for the year ended March 31, 2019 and 2018 based on immateriality.

(b) Summary of financial information for significant affiliate company

During the years ended March 31, 2019 and 2018, the Company's significant affiliate is NuFlare Technology, Inc.

A summary of financial information with NuFlare Technology, Inc. for the years ended March 31, 2019 and 2018 was as follows:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Total current assets	¥85,936	¥81,235	\$774,268
Total non-current assets	14,171	13,156	127,687
Total current liabilities	26,643	25,292	240,049
Total non-current liabilities	1,113	2,946	10,032
Total net assets	72,351	66,152	651,874
Net sales	57,320	41,163	516,451
Net income before income taxes	11,983	9,226	107,965
Net income	8,236	6,845	74,207

28. Net Income and Net Assets per Share

Net income and net assets per share as of and for the years ended March 31, 2019 and 2018 were as follows:

	Yen		U.S. dollars
	2019	2018	2019
Net income per share	¥169.03	¥207.83	\$1.52
Net assets per share	3,447.10	3,369.80	31.06

The Company executed the consolidation of shares at the ratio of 5 shares into 1 share effective from October 1, 2018. Net assets per share and income per share are recalculated on the assumption that the consolidation of shares was executed at the beginning of the year ended March 31, 2018.

Basic information for the calculation of net income per share was as follows:

	Thousands of shares		Thousands of U.S. dollars
	2019	2018	
Weighted-average number of shares of common stock	24,135	24,137	

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Net income	¥4,079	¥5,016	\$36,756
Net income not applicable to shareholders of common stock	—	—	—
Net income applicable to shareholders of common stock	¥4,079	¥5,016	\$36,756

Basic information for the calculation of net assets per share was as follows:

	Thousands of shares		
	2019	2018	
Number of shares at year-end	24,135	24,136	

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Net assets	¥83,197	¥81,334	\$749,596
Non-controlling interests in consolidated subsidiaries	—	—	—
Net assets applicable to shareholders of common stock	¥83,197	¥81,334	\$749,596

29. Short-term Bank Loans and Long-term Debt

The annual interest rates applicable to the short-term bank loans outstanding as of March 31, 2019 and 2018 ranged principally from 0.49% to 0.56% and 0.48% to 0.56%, respectively. Long-term debt as of March 31, 2019 and 2018 consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2019	2018	2019
Loans, principally from Japanese banks and insurance companies: maturing 2019, interest 0.53% - 0.85%	¥4,300	¥4,300	\$38,742
	4,300	4,300	38,742
Less current portion	—	4,300	—
	¥—	¥—	\$38,742

The aggregate annual maturities of long-term debt at March 31, 2019 were as follows:

Year ending March 31	Millions of yen	Thousands of U.S. dollars
	2020	¥—
2021	—	—
2022	500	4,505
2023	500	4,505
2024 and later	3,300	29,732
Total	¥4,300	\$38,742

The aggregate annual maturities of finance lease obligations at March 31, 2019 were as follows:

Year ending March 31	Millions of yen	Thousands of U.S. dollars
	2020	¥31
2021	26	243
2022	24	224
2023	18	163
2024 and later	4	41
Total	¥106	\$959

30. Subsequent Event

Cash dividends

The following appropriation of retained earnings, which has not been reflected in the accompanying consolidated financial statements for the year ended March 31, 2019, was approved at the meeting of the Board of Directors held on May 9, 2019:

Cash dividends of ¥37.50 (\$0.34) per share amounting to ¥905 million (\$8,155 thousand)

Independent Auditor's Report



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Independent Auditor's Report

The Board of Directors
TOSHIBA MACHINE Co., Ltd.

We have audited the accompanying consolidated financial statements of TOSHIBA MACHINE Co., Ltd. and its consolidated subsidiaries, which comprise the consolidated balance sheet as at March 31, 2019, and the consolidated statements of income, comprehensive income, changes in net assets, and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information, all expressed in Japanese yen.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in Japan. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. The purpose of an audit of the consolidated financial statements is not to express an opinion on the effectiveness of the entity's internal control, but in making these risk assessments the auditor considers internal controls relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of TOSHIBA MACHINE Co., Ltd. and its consolidated subsidiaries as at March 31, 2019, and their consolidated financial performance and cash flows for the year then ended in conformity with accounting principles generally accepted in Japan.

Convenience Translation

We have reviewed the translation of these consolidated financial statements into U.S. dollars, presented for the convenience of readers, and, in our opinion, the accompanying consolidated financial statements have been properly translated on the basis described in Note 3.

Ernst & Young ShinNihon LLC

June 21, 2019
Tokyo, Japan

Board Members

Directors **Chairman and Chief Executive Officer**

Yukio Imura

President and Chief Operating Officer

Takahiro Mikami

Representative Director and Executive Vice President

Shigetomo Sakamoto

Director and Executive Operating Officer

Akiyoshi Kobayashi

Outside Directors

Kiyoshi Sato

Seigo Iwasaki

Hiroshi Inoue

Kazumine Terawaki

Director / Audit and Supervisory Committee Members

Hiroshi Takahashi

Outside Directors / Audit and Supervisory Committee Members

Yoshihiro Ogura

Yutaka Usami



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