

cresco



## FACT BOOK 2007

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## Consolidated

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## Non-Consolidated

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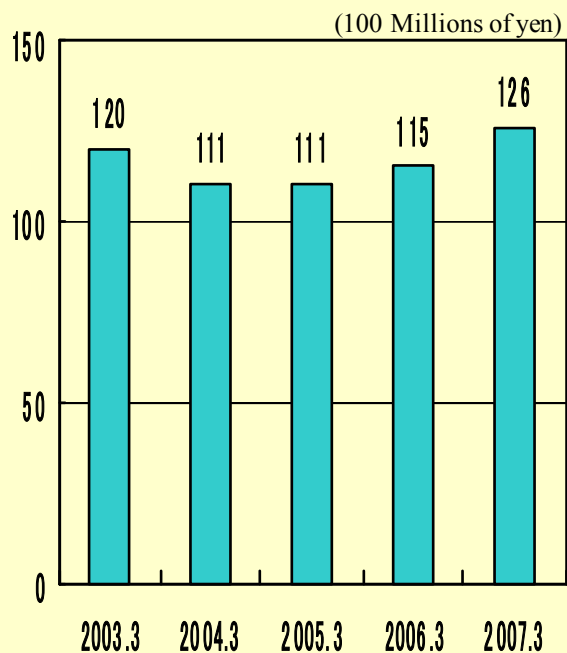
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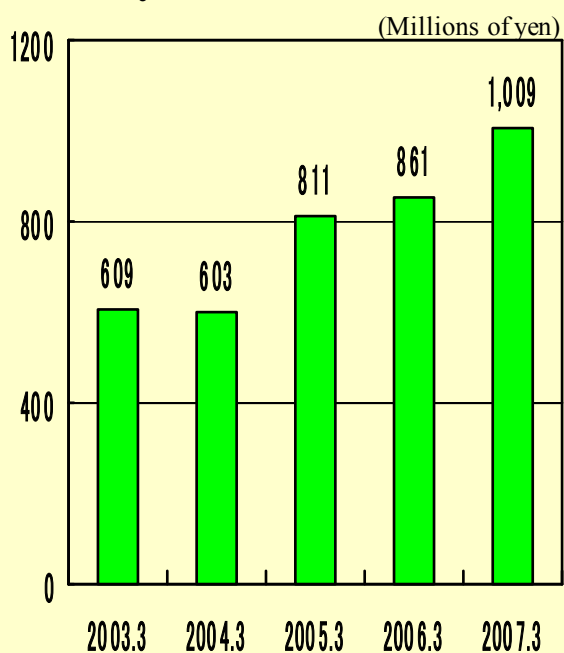
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# Operating Performance (Consolidated)

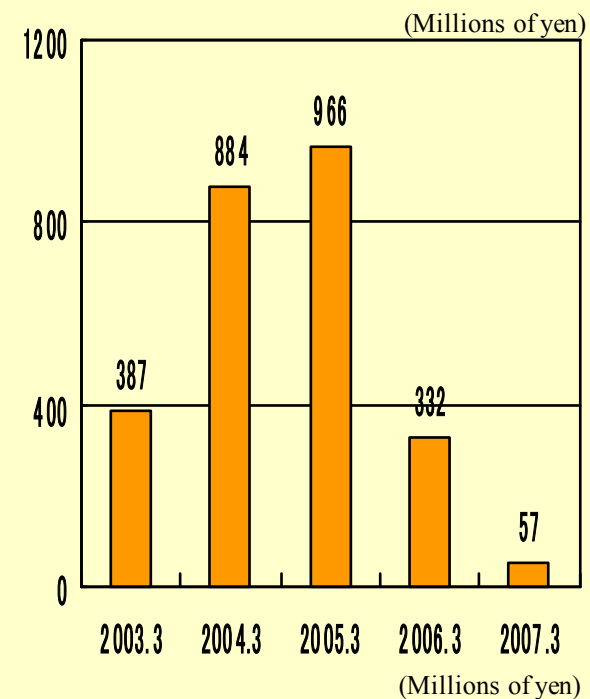
## Net sales



## Ordinary income



## Net income



Years ended March 31	2003	2004	2005	2006	2007
<b>Net sales</b>	12,035	11,171	11,116	11,527	12,638
<b>Operating income</b>	473	441	584	564	581
<b>Ordinary income</b>	609	603	811	861	1,009
<b>Net income</b>	387	884	966	332	57

# Segment Information (Consolidated)

## Net sales

(Millions of yen)

Years ended March 31	2003	2004	2005	2006	2007
Software development	9,000	8,808	8,851	9,197	9,754
Embedded software development	2,892	2,349	2,265	2,330	2,884
Other	143	14	-	-	-
<b>Total</b>	<b>12,035</b>	<b>11,171</b>	<b>11,116</b>	<b>11,527</b>	<b>12,638</b>

## Operating income

(Millions of yen)

Years ended March 31	2003	2004	2005	2006	2007
Software development	915	1,009	922	988	983
Embedded software development	283	98	316	190	350
Other	(42)	(9)	-	-	-
Elimination or Corporate	(683)	(656)	(654)	(614)	(752)
<b>Total</b>	<b>473</b>	<b>441</b>	<b>584</b>	<b>564</b>	<b>581</b>

## New orders received

(Millions of yen)

Years ended March 31	2003	2004	2005	2006	2006
Software development	10,027	8,673	8,914	9,272	9,983
Embedded software development	3,117	2,338	2,164	2,410	3,034
Other	31	-	-	-	-
<b>Total</b>	<b>13,176</b>	<b>11,012</b>	<b>11,078</b>	<b>11,683</b>	<b>13,018</b>

## Key Management Indicators (Consolidated)

As of March 31	2003	2004	2005	2006	2007
Ratio of ordinary income to net sales (%)	5.1	5.4	7.3	7.5	8.0
ROA(Return On Asset) (%)	5.9	4.3	5.2	5.9	7.9
Ratio of cost of sales (%)	87.0	86.2	84.7	85.0	84.8
Ratio of net income to shareholders' equity (%)	5.4	9.4	9.1	3.2	0.6
Net income per share (Yen)	53.06	127.28	140.83	47.53	8.93
Net assets per share (yen)	1,137.60	1,601.35	1,593.69	1,547.41	1,301.85
Shareholders' equity ratio (%)	67.9	67.1	69.7	71.9	72.1
Shareholders' equity ratio (%)	67.9	67.1	69.7	71.9	72.1
Cash dividends applicable to the year (Yen)	10.00	20.00	28.00	29.00	30.00
Dividend Payout Ratio (%)	18.8	15.7	19.9	61.0	335.9
DOE ( Dividend on equity ratio) (%)	1.0	1.5	1.8	1.8	2.1

# Consolidated Financial Statements

## Consolidated balance sheet

(Millions of yen)

As of March 31	2003	2004	2005	2006	2007
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>	5,881	6,311	5,733	4,928	5,592
Cash and deposits	1,592	3,069	2,686	1,825	2,066
Notes and accounts receivable	3,504	2,299	2,414	2,423	2,814
Inventories	432	119	198	141	80
Deferred tax assets	203	353	231	186	242
Less: allowance for bad debts	(5)	(5)	(7)	-	-
Other assets	154	476	210	351	388
<b>FIXED ASSETS</b>	5,708	9,928	9,157	9,151	5,810
Tangible fixed assets	1,813	1,682	1,725	1,792	1,733
Intangible fixed assets	334	639	713	564	432
Investment and other assets	3,561	7,606	6,719	6,795	3,644
Investments in securities	2,873	7,113	6,110	6,116	2,921
Fixed leasehold deposits	431	172	252	257	334
Deferred tax assets	24	1	2	25	5
Other assets	231	318	354	395	383
<b>TOTAL ASSETS</b>	11,590	16,240	14,890	14,080	11,402

(continued)

(Millions of yen)

As of March 31	2003	2004	2005	2006	2007
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>	2,457	2,389	1,975	1,713	2,134
Accounts payable	1,119	826	852	820	889
Short-term borrowing	130	-	-	-	-
Accounts payable	172	194	165	167	235
Other	1,035	1,368	957	726	1,009
<b>LONG-TERM LIABILITIES</b>	1,236	2,925	2,534	2,221	1,027
Reserve for retirement benefit for employees	243	335	427	487	594
Reserve for retirement benefit for directors	136	147	140	150	162
Deferred tax liability	589	2,125	1,432	1,118	38
Other	267	317	533	464	231
<b>TOTAL LIABILITIES</b>	3,693	5,314	4,510	3,935	3,161
<b>Shareholders' Equity</b>					
Common stock	2,514	2,514	2,514	2,514	2,514
Additional paid-in capital	2,998	2,998	2,998	2,998	2,998
Retained earnings	1,861	2,644	3,426	3,544	3,396
Net unrealized gains on securities	1,085	3,444	2,505	2,101	590
Treasury stock	(588)	(709)	(1,070)	(1,030)	(1,282)
<b>MINORITY INTERESTS</b>	23	32	5	15	22
<b>TOTAL SHAREHOLDERS' EQUITY</b>	7,896	10,925	10,380	10,144	8,241
<b>TOTAL LIABILITIES, MINORITY INTERESTS AND SHAREHOLDERS' EQUITY</b>	<b>11,590</b>	<b>16,240</b>	<b>14,890</b>	<b>14,080</b>	<b>11,402</b>

# Consolidated statement of operations

(Millions of yen)

Years ended March 31	2003	2004	2005	2006	2007
<b>NET SALES</b>	12,035	11,171	11,116	11,527	12,638
Cost of sales	10,475	9,630	9,411	9,796	10,719
<b>GROSS PROFIT</b>	1,560	1,540	1,705	1,731	1,918
Selling, general and administrative expenses	1,087	1,099	1,120	1,167	1,337
<b>OPERATING INCOME (LOSS)</b>	473	441	584	564	581
Non-operating income	249	261	330	436	550
Non-operating expenses	113	99	103	138	121
<b>ORDINARY INCOME (LOSS)</b>	609	603	811	861	1,009
Special profit	366	1,429	1,347	21	34
Special losses	251	570	484	327	922
<b>Income (loss) before income taxes</b>	724	1,461	1,674	555	122
Income, residential and enterprise taxes	323	790	631	234	129
Adjustments to income taxes	8	(222)	75	(11)	(66)
Minority interest in consolidated subsidiaries	4	8	1	0	1
<b>NET INCOME (LOSS)</b>	387	884	966	332	57

# Consolidated statement of cash flows

(Millions of yen)

Years ended March 31	2003	2004	2005	2006	2007
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Income before income taxes	724	1,461	1,674	555	122
Depreciation and amortization	182	155	224	298	257
Increase in allowance for employees' bonuses	57	(9)	(48)	(12)	42
Increase in accrued retirement benefit cost	72	92	92	59	106
Increase in reserve for retirement benefit for directors	(6)	11	(6)	10	11
Increase in allowance for bad debts	(26)	0	2	(16)	(1)
Interest received and dividend received	(18)	(29)	(60)	(121)	(126)
gain on sale of investments in securities	(363)	(1,429)	(1,340)	(4)	(30)
Loss from investment in securities revaluation	143	122	33	-	276
Interest expenses	3	2	1	1	2
Loss of evaluation of golf course membership	27	-	-	-	-
Directors' bonuses payable	(1)	(16)	(14)	(16)	(23)
Increase in accounts receivable	(524)	1,173	(148)	(9)	(391)
Increase in inventories	4	308	(82)	56	61
Increase in accounts payable	130	(199)	(32)	(32)	69
Others, net	119	167	296	(148)	61
<b>Subtotal</b>	<b>525</b>	<b>1,810</b>	<b>590</b>	<b>621</b>	<b>437</b>
Interest and dividend received	20	29	59	115	134
Interest paid	(3)	(1)	(1)	(1)	(2)
Income taxes paid	(26)	(476)	(1,016)	(433)	(125)
<b>Net cash provided by (used in) operating activities</b>	<b>515</b>	<b>1,361</b>	<b>( 367)</b>	<b>301</b>	<b>444</b>

(continued)

(Millions of yen)

Years ended March 31	2003	2004	2005	2006	2007
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Acquisition of securities	-	(313)	(1,193)	(2,865)	(3,932)
Proceeds from sales of securities	-	43	1,055	2,385	3,746
Proceeds from redemption of marketable securities	265	260	200	583	250
Acquisition of property and equipment	(94)	(67)	(203)	(175)	(27)
Proceeds from sales of property and equipment	10	-	-	-	-
Acquisition of intangible assets	(145)	(484)	(256)	(130)	(42)
Acquisition of investments in securities	(79)	(503)	(1,187)	(1,582)	(1,027)
Proceeds from sales of investments in securities	369	1,540	1,681	63	692
Proceeds from redemption of investment in securities	-	-	-	816	703
Others, net	135	(66)	194	(39)	(54)
<b>Net cash used in investing activities</b>	<b>460</b>	<b>408</b>	<b>290</b>	<b>(945)</b>	<b>308</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Net increase in short-term loans	290	90	-	-	600
Repayments of short-term loans	(460)	(220)	-	-	(600)
Proceeds from long-term loans payable	-	-	150	-	-
Repayments of long-term loans	-	-	(7)	(30)	(30)
Acquisition of treasury stock	(85)	(120)	(361)	(1)	(257)
Proceeds from sales of treasury stock	-	-	-	34	5
Cash dividends	(35)	(84)	(179)	(191)	(180)
Others, net	89	66	101	(28)	(48)
<b>Net cash provided by (used in) financing activities</b>	<b>(200)</b>	<b>(269)</b>	<b>(297)</b>	<b>(217)</b>	<b>(511)</b>

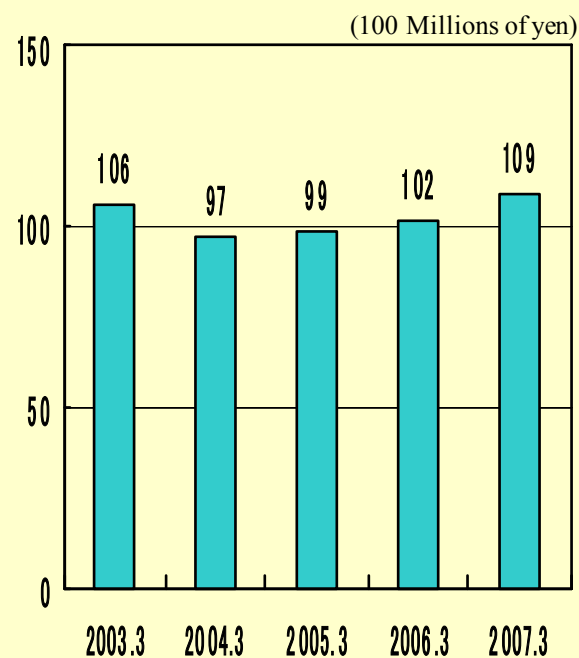
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(Millions of yen)

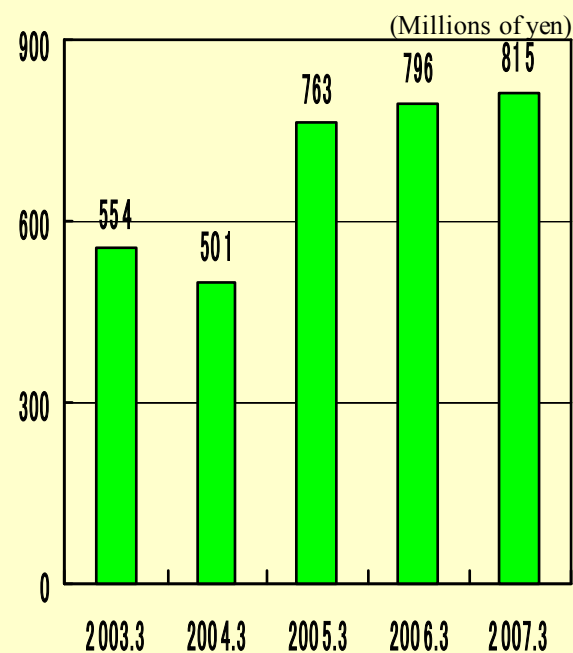
Years ended March 31	2003	2004	2005	2006	2007
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	776	1,501	(374)	(861)	(240)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	816	1,592	3,069	2,686	1,825
Decrease in cash and cash equivalents resulting from exclusion of consolidated subsidiaries.	-	-	(24)	-	-
Decrease in cash and cash equivalents to accompany the transfer from consolidated subsidiaries to affiliates.	-	-	(8)	-	-
<b>CAHS AND CASH EQUIVALENTS AT END OF YEAR</b>	1,592	3,069	2,686	1,825	2,066

# Non-Consolidated Operating Performance

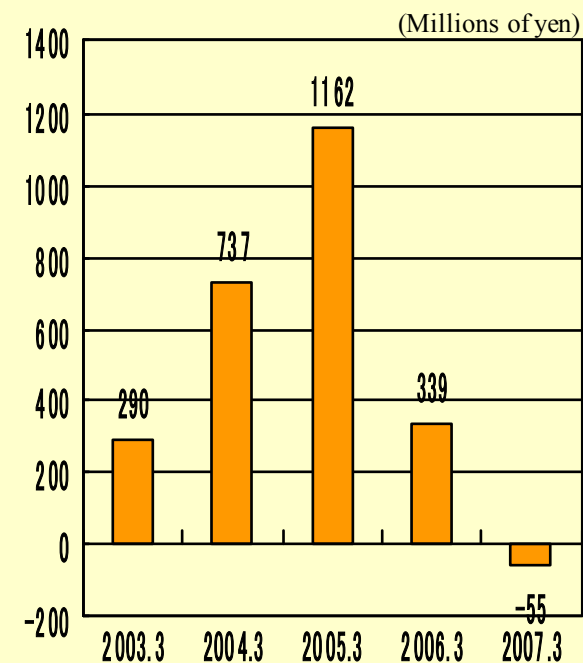
## Net sales



## Ordinary income



## Net income



(Millions of yen)

Years ended March 31	2003	2004	2005	2006	2007
Net sales	10,621	9,749	9,965	10,207	10,975
Operating income	411	340	507	481	401
Ordinary income	554	501	763	796	815
Net income(loss)	290	737	1,162	339	(55)

## Non-Consolidated Key Management Indicators

As of March 31	2003	2004	2005	2006	2007
<b>Ratio of ordinary income to net sales (%)</b>	5.2	5.1	7.7	7.8	7.4
<b>ROA(Return On Asset) (%)</b>	5.1	3.5	5.0	5.6	6.6
<b>Ratio of cost of sales (%)</b>	88.0	87.1	85.4	85.7	87.2
<b>Ratio of net income to shareholders' equity (%)</b>	4.0	7.8	10.9	3.3	-
<b>Net income per share (Yen)</b>	39.37	105.89	169.95	49.85	(8.68)
<b>Net assets per share (yen)</b>	1,156.14	1,596.87	1,619.23	1,575.14	1,312.62
<b>Shareholders' equity ratio (%)</b>	66.7	66.7	72.4	74.7	76.4
<b>Shareholders' equity ratio (%)</b>	10.00	20.00	28.00	29.00	30.00
<b>Cash dividends applicable to the year (%)</b>	24.0	18.9	16.5	58.2	-
<b>Dividend Payout Ratio (%)</b>	1.0	1.5	1.7	1.8	2.1

# Financial Statements

## Balance sheet

(Millions of yen)

As of March 31	2003	2004	2005	2006	2007
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>	6,152	6,383	5,239	4,277	4,626
Cash and deposits	1,502	2,981	2,519	1,423	1,415
Accounts receivable	3,146	2,083	2,152	2,217	2,587
Inventories	422	119	193	138	54
Deferred tax assets	182	313	201	153	200
Other current assets	902	891	179	344	368
Less: allowance for bad debts	(5)	(5)	(7)	-	-
<b>FIXED ASSETS</b>	<b>5,839</b>	<b>9,908</b>	<b>9,320</b>	<b>9,507</b>	<b>6,220</b>
Tangible fixed assets	1,797	1,648	1,699	1,769	1,710
Intangible fixed assets	168	493	531	513	399
Investments and other assets	3,873	7,765	7,088	7,224	4,111
Investment in securities	2,865	7,110	5,870	5,884	2,656
Fixed leasehold deposits	422	145	233	235	311
Other assets	585	509	985	1,104	1,143
<b>TOTAL ASSETS</b>	<b>11,992</b>	<b>16,291</b>	<b>14,559</b>	<b>13,784</b>	<b>10,847</b>

(continued)

(Millions of yen)

As of March 31	2003	2004	2005	2006	2007
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>	2,193	2,118	1,765	1,507	1,594
Accounts payable	1,018	693	776	789	766
Short-term bank loans	130	-	-	-	-
Accounts payable	139	184	168	165	206
Other current liabilities	905	1,241	820	552	621
<b>NON-CURRENT LIABILITIES</b>	1,799	3,310	2,253	1,976	965
Bonds payable	708	525	100	60	20
Reserve for retirement benefits for employees	243	335	427	487	594
Reserve for retirement benefits for directors	136	147	140	150	162
deferred tax liability	524	2,125	1,413	1,105	28
Other non-current liabilities	187	177	170	172	159
<b>TOTAL LIABILITIES</b>	3,992	5,429	4,018	3,483	2,560
<b>SHAREHOLDERS' EQUITY</b>					
Common stock	2,514	2,514	2,514	2,514	2,514
Additional paid-in capital	2,998	2,998	2,998	2,998	2,998
Legal reserve	1,976	2,613	3,592	3,717	3,464
Net unrealized gains on securities	(588)	(709)	(1,070)	(1,030)	(1,282)
Treasury stock	1,098	3,444	2,505	2,101	590
<b>TOTAL SHAREHOLDERS' EQUITY</b>	7,999	10,862	10,541	10,301	8,286
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	11,992	16,291	14,559	13,784	10,847

# Statement of operations

(Millions of yen)

Years ended March 31	2003	2004	2005	2006	2007
<b>SALES</b>	10,621	9,749	9,965	10,207	10,975
<b>Cost of sales</b>	9,343	8,494	8,514	8,752	9,570
<b>GORSS PROFIT</b>	1,278	1,255	1,450	1,454	1,405
<b>Selling, general and administrative expenses</b>	866	915	942	973	1,003
<b>OPERATING INCOME(LOSS)</b>	411	340	507	481	401
<b>Non-operating income</b>	263	273	364	437	532
<b>Non-operating expenses</b>	120	111	108	121	118
<b>ORDINARY INCOME(LOSS)</b>	554	501	763	796	815
<b>Special profit</b>	364	1,429	1,340	20	32
<b>Special losses</b>	402	612	267	266	919
<b>Income(loss) before income taxes</b>	516	1,317	1,837	550	(72)
<b>Income, residential and enterprise taxes</b>	314	740	621	190	57
<b>Adjustments to income taxes</b>	(89)	(160)	52	20	(73)
<b>NET INCOME(LOSS)</b>	290	737	1,162	339	(55)

# Notice

- Regarding the details of the published materials, we have taken every precaution, but concerning any damages and so forth that might occur because of the apology on the information published, please be aware that our company accepts absolutely no responsibility.
- Additionally, these materials were offered with the goal of serving as a reference for decisions on investments; they were not intended to be an encouragement to invest.
- We ask that decisions regarding investment be made by the user him/herself.
- In addition, note that the numerical figures in these materials are a description that is based on judgments made through the use of information that was both reasonable and available at that point in time.