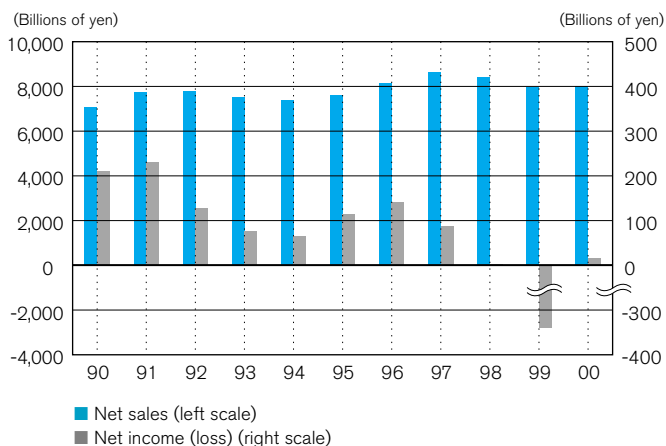


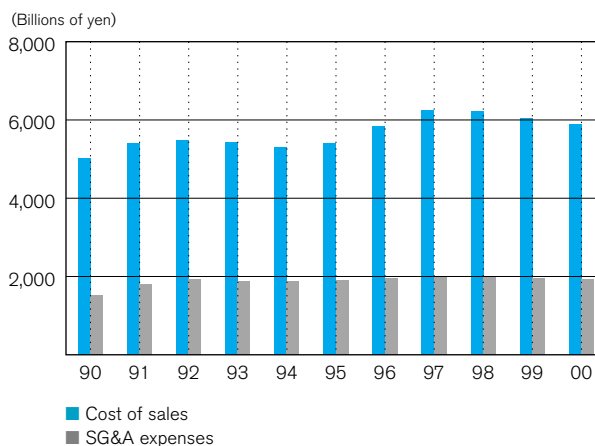
# Analysis of Operating Results

Years ended March 31

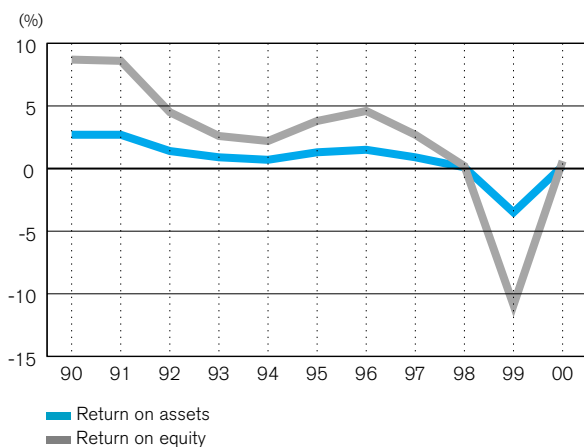
## Net sales and Net income (loss)



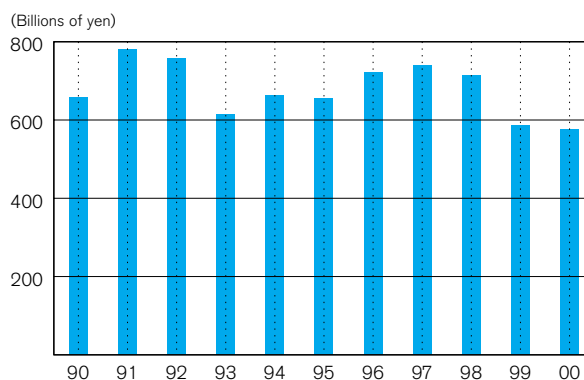
## Cost of sales and SG&A expenses



## Return on assets and Return on equity



## Capital investment (Property, plant and equipment)



Net sales	¥7,078	¥7,737	¥7,766
Operating income (loss)	501	506	352
Net income (loss)	211	230	128
Cost of sales	5,024	5,417	5,489
Ratio to net sales (%)	71.0%	70.0%	70.7%
Selling, general and administrative expenses	1,553	1,813	1,925
Ratio to net sales (%)	21.9%	23.4%	24.8%
Operating income (loss) to net sales (%)	7.1%	6.5%	4.5%
Return on sales (%)	3.0%	3.0%	1.6%
Return on equity (%)	8.7%	8.6%	4.5%
Return on assets (%)	2.7%	2.7%	1.4%
Capital investment (Property, plant and equipment)	658	781	757
Depreciation (Property, plant and equipment)	407	448	504
Free cash flows	(154)	(374)	(353)
R&D expenditure	429	491	520
Ratio to net sales (%)	6.1%	6.3%	6.7%

	1990	1991	1992
Net sales	¥7,078	¥7,737	¥7,766
Operating income (loss)	501	506	352
Net income (loss)	211	230	128
Cost of sales	5,024	5,417	5,489
Ratio to net sales (%)	71.0%	70.0%	70.7%
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Notes: 1. Figures may not agree due to rounding.

2. Return on sales = Net income (loss) / Net sales.

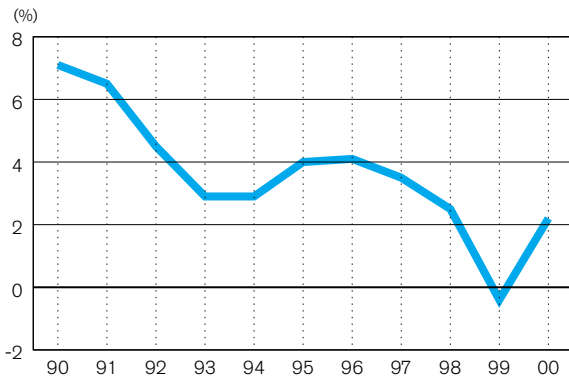
3. Return on equity = Net income (loss) / Average shareholder's equity.

4. Return on assets = Net income (loss) / Total assets as of March 31.

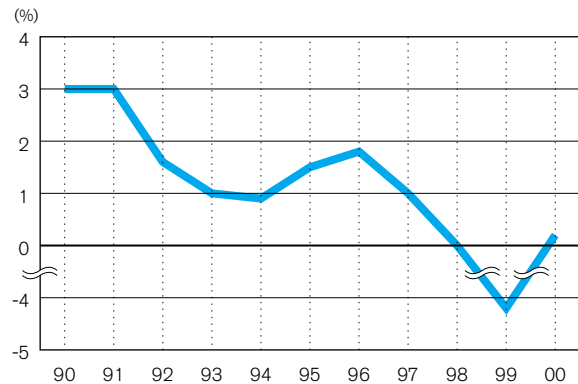
5. Free cash flows = Cash flows from operating activities + Cash flows from investing activities.

6. The Company changed the method of carrying the investment in its certain affiliated company from cost to equity in 2000. Figures for 1996 to 1999 have also been restated using the same method.

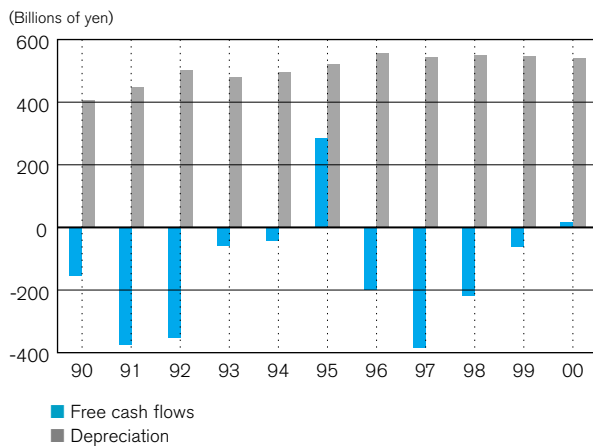
### Operating income (loss) to net sales



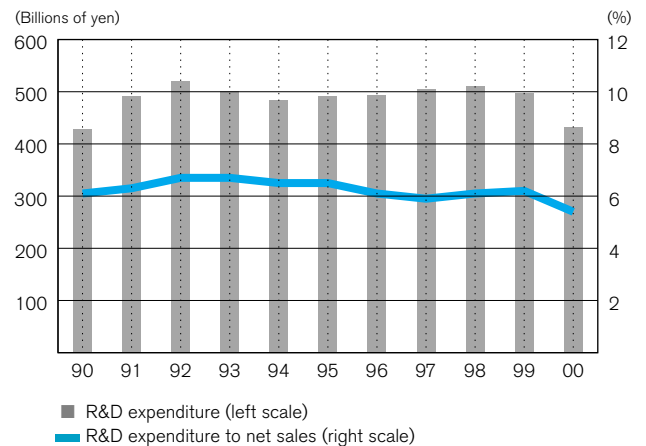
### Return on sales



### Free cash flows and Depreciation (Property, plant and equipment)

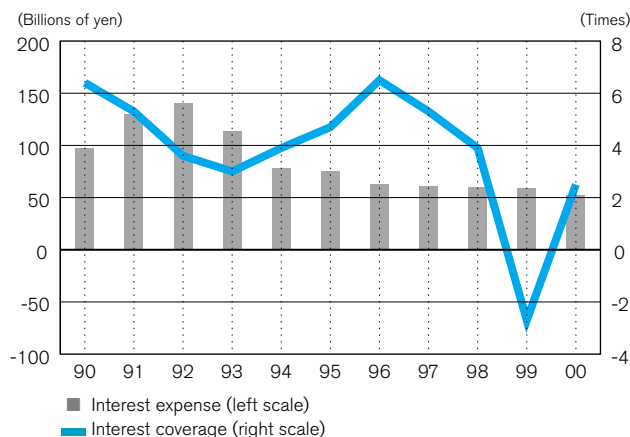


### R&D expenditure and R&D expenditure to net sales

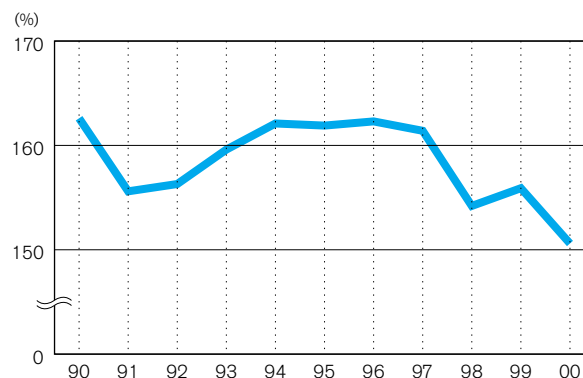


	Billions of yen							2000
	1993	1994	1995	1996	1997	1998	1999	2000
Operating income	¥7,536	¥7,400	¥7,592	¥8,124	¥8,523	¥8,417	¥7,977	¥8,001
Operating expenses	222	213	305	333	297	209	(34)	174
Operating income (loss)	77	65	114	143	90	5	(337)	17
Net sales	5,438	5,312	5,394	5,829	6,251	6,230	6,052	5,899
Operating income (loss) to net sales	72.2%	71.8%	71.0%	71.8%	73.3%	74.0%	75.9%	73.7%
Operating expenses to net sales	1,876	1,875	1,894	1,962	1,975	1,978	1,959	1,928
Operating expenses to net sales	24.9%	25.3%	25.0%	24.2%	23.2%	23.5%	24.6%	24.1%
Operating income (loss) to net sales	2.9%	2.9%	4.0%	4.1%	3.5%	2.5%	(0.4)%	2.2%
Operating expenses to net sales	1.0%	0.9%	1.5%	1.8%	1.0%	0.0%	(4.2)%	0.2%
Operating income (loss) to net sales	2.6%	2.2%	3.8%	4.5%	2.7%	0.2%	(10.9)%	0.6%
Operating expenses to net sales	0.9%	0.7%	1.2%	1.5%	0.9%	0.0%	(3.5)%	0.2%
Free cash flows	615	662	655	723	740	713	586	575
Depreciation	480	496	521	557	544	550	547	541
Free cash flows to net sales	(60)	(44)	285	(199)	(384)	(218)	(62)	16
Free cash flows to net sales	501	484	491	494	504	511	497	432
Free cash flows to net sales	6.7%	6.5%	6.5%	6.1%	5.9%	6.1%	6.2%	5.4%

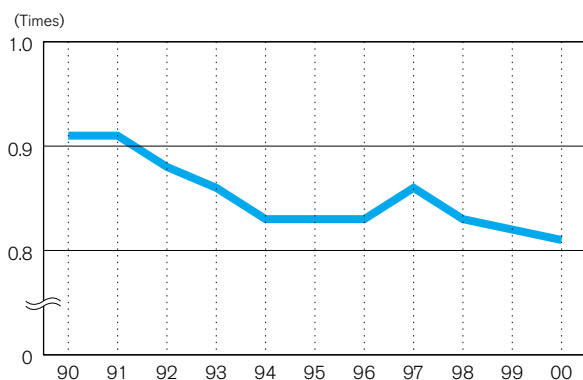
### Interest expense and Interest coverage



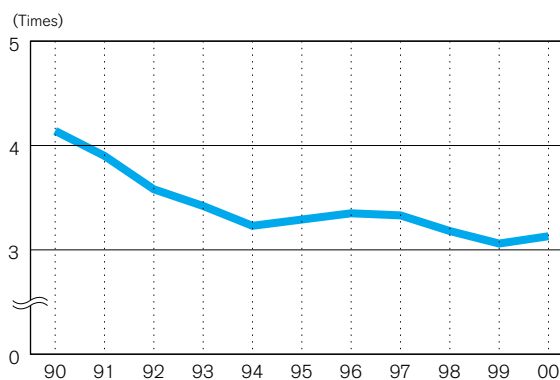
### Current ratio



### Asset turnover



### Fixed assets turnover



Interest expense .....	¥ 97	¥ 130	¥ 140
Interest coverage (Times) .....	6.46	5.33	3.67
Current assets .....	5,391	5,751	5,850
Current liabilities .....	3,315	3,694	3,742
Current ratio (%) .....	162.63%	155.67%	156.34%
Short-term debt .....	828	915	1,020
Long-term debt .....	887	891	976
Total debt .....	1,715	1,806	1,996
Stockholders' equity .....	2,561	2,811	2,918
Total assets .....	7,805	8,526	8,858
Debt / equity ratio (Times) .....	0.67	0.64	0.68
Stockholders' equity ratio (%) .....	32.81%	32.97%	32.94%
Asset turnover (Times) .....	0.91	0.91	0.88
Fixed assets .....	1,709	1,986	2,169
Fixed assets turnover (Times) .....	4.14	3.90	3.58

Notes: 1. Interest coverage =  $\frac{\text{Income (loss) before income taxes and minority interests} + \text{Interest expense}}{\text{Interest expense}}$

2. "Fixed assets" represents the net carrying amounts of property, plant and equipment.

3. Current ratio = Current assets / Current liabilities as of March 31.

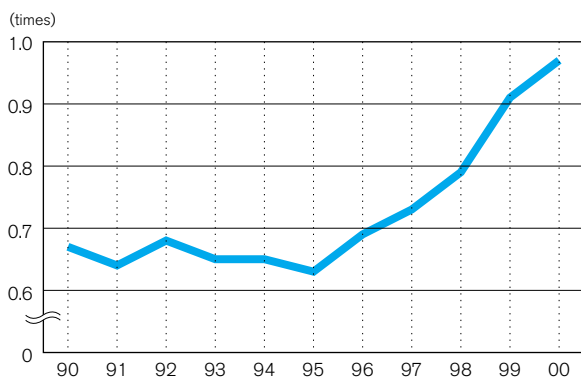
4. Stockholders' equity ratio = Stockholders' equity / Total assets as of March 31.

5. Asset turnover = Net sales / Total assets as of March 31.

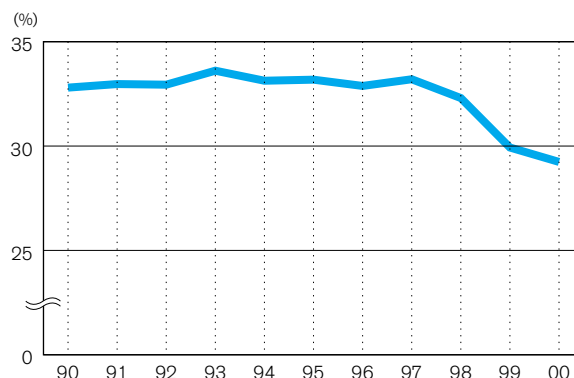
6. Fixed assets turnover = Net sales / Fixed assets as of March 31.

7. The Company changed the method of carrying the investment in its certain affiliated company from cost to equity in 2000. Figures for 1996 to 1999 have also been restated using the same method.

### Debt / equity ratio



### Shareholders' equity ratio



	1993	1994	1995	1996	1997	1998	1999	2000
	¥ 114	¥ 78	¥ 75	¥ 63	¥ 61	¥ 60	¥ 59	¥ 52
	3.06	3.92	4.78	6.52	5.36	3.91	(2.75)	2.52
	5,675	5,796	5,976	6,437	6,342	6,231	5,862	5,913
	3,555	3,576	3,690	3,965	3,936	4,040	3,763	3,926
	159.63%	162.10%	161.95%	162.34%	161.14%	154.21%	155.78%	150.64%
	928	902	907	1,033	1,181	1,317	1,160	1,306
	990	1,025	1,012	1,203	1,245	1,288	1,478	1,482
	1,918	1,927	1,919	2,237	2,426	2,605	2,638	2,788
	2,940	2,959	3,033	3,235	3,320	3,278	2,908	2,876
	8,748	8,931	9,142	9,838	10,001	10,151	9,716	9,837
	0.65	0.65	0.63	0.69	0.73	0.79	0.91	0.97
	33.61%	33.13%	33.18%	32.88%	33.20%	32.30%	29.93%	29.24%
	0.86	0.83	0.83	0.83	0.85	0.83	0.82	0.81
	2,204	2,293	2,311	2,422	2,559	2,646	2,608	2,555
	3.42	3.23	3.29	3.35	3.33	3.18	3.06	3.13