

# Eleven-Year Summary

Years ended March 31

	1993	1994	1995
<b>For the year:</b>			
Net sales	¥7,536,166	¥7,400,205	¥7,592,266
Japan	5,736,540	5,699,533	5,768,963
Other areas	1,799,626	1,700,672	1,823,303
Cost of sales	5,438,158	5,311,992	5,393,757
Selling, general and administrative expenses	1,875,847	1,874,824	1,893,919
Operating income (loss) (note 2)	222,161	213,389	304,590
Income (loss) before income taxes, minority interests and cumulative effect of accounting change	234,744	228,363	283,643
Net income (loss)	77,289	65,279	113,912
Capital investment (Property, plant and equipment)	615,345	662,248	655,410
Depreciation (Property, plant and equipment)	479,943	496,132	521,435
R&D expenditure	501,191	484,237	491,481
<b>Per share data:</b>			
Net income (loss) Basic	¥ 23.59	¥ 19.92	¥ 34.66
Diluted	22.68	19.27	33.02
Cash dividends declared	11.00	11.00	11.00
Stockholders' equity	897.42	901.71	922.73

Notes: 1. See notes on inside cover.

2. In order to be consistent with financial reporting principles and practices generally accepted in Japan, operating income (loss) is presented as net sales less cost of sales and selling, general and administrative expenses. The Company believes that this is useful to investors in comparing the company's financial results with those of other Japanese companies. Under accounting principles generally accepted in the United States of America, restructuring charges, net gain or loss on sale and disposal of rental assets and other property, impairment losses, special termination benefits and the losses resulting from the adoption of EITF Issue No. 03-2 "Accounting for the Transfer to the Japanese Government of the Substitutional Portion of Employee Pension Fund Liabilities" are included as part of operating income (loss). The restructuring charges mainly represent impairment losses incurred with the reorganization of the business structures, and as the result of the Company and its subsidiaries reviewing and reshaping the business portfolio. The reconciliation figures are as follows.

	1993	1994	1995
Restructuring charges, impairment losses and special termination benefits	¥ —	¥ —	¥(31,989)
Net gain or loss on sale and disposal of rental assets and other property	(2,392)	(5,506)	5,347
The losses resulting from the adoption of EITF Issue No. 03-2 "Accounting for the Transfer to the Japanese Government of the Substitutional Portion of Employee Pension Fund Liabilities"	—	—	—

							Millions of yen
1996	1997	1998	1999	2000	2001	2002	2003
¥8,123,810	¥8,523,100	¥8,416,834	¥7,977,374	¥8,001,203	¥8,416,982	¥7,993,784	<b>¥8,191,752</b>
6,020,922	6,070,552	5,805,111	5,533,554	5,657,571	5,791,300	5,444,662	<b>5,546,543</b>
2,102,888	2,452,548	2,611,723	2,443,820	2,343,632	2,625,682	2,549,122	<b>2,645,209</b>
5,828,887	6,250,895	6,230,044	6,052,345	5,898,756	6,155,023	6,184,396	<b>6,240,493</b>
1,962,341	1,975,039	1,977,783	1,959,103	1,928,083	1,919,647	1,926,803	<b>1,798,292</b>
332,582	297,166	209,007	(34,074)	174,364	342,312	(117,415)	<b>152,967</b>
349,992	264,795	173,458	(221,174)	79,235	323,655	(586,072)	<b>96,828</b>
143,135	89,802	12,163	(327,611)	16,922	104,380	(483,837)	<b>27,867</b>
723,477	740,135	712,672	585,718	574,642	971,095	856,279	<b>787,496</b>
556,671	543,560	550,393	547,022	541,253	505,507	529,418	<b>480,274</b>
493,788	503,508	510,878	496,728	432,342	435,579	415,448	<b>377,154</b>

Yen

¥ 43.00	¥ 26.95	¥ 3.64	¥ (98.15)	¥ 5.07	¥ 31.27	¥(144.95)	<b>¥ 8.31</b>
40.48	25.97	3.58	(98.15)	4.99	30.32	(144.95)	<b>8.19</b>
11.00	11.00	11.00	5.50	6.00	11.00	3.00	<b>6.00</b>
1,068.00	1,054.26	1,012.77	900.57	895.08	857.27	690.28	<b>550.76</b>

							Millions of yen
1996	1997	1998	1999	2000	2001	2002	2003
¥(13,456)	¥(44,289)	¥(90,791)	¥(132,505)	¥(65,977)	¥(8,814)	¥(334,211)	<b>¥(8,474)</b>
(9,671)	(15,620)	(10,514)	(12,656)	(6,842)	(7,776)	(6,477)	<b>23,658</b>
—	—	—	—	—	—	—	<b>(24,857)</b>