

# Eleven-Year Summary

Years ended March 31

	1996	1997	1998
<b>For the year:</b>			
Revenues	¥8,123,810	¥8,523,100	¥8,416,834
Japan	6,020,922	6,070,552	5,805,111
Outside Japan	2,102,888	2,452,548	2,611,723
Cost of sales	5,828,887	6,250,895	6,230,044
Selling, general and administrative expenses	1,962,341	1,975,039	1,977,783
Operating income (loss) (note 2)	332,582	297,166	209,007
Income (loss) before income taxes and minority interests	349,992	264,795	173,458
Net income (loss)	143,135	89,802	12,163
Capital investment (Property, plant and equipment)	723,477	740,135	712,672
Depreciation (Property, plant and equipment)	556,671	543,560	550,393
R&D expenditure	493,788	503,508	510,878
<b>Per share data:</b>			
Net income (loss) Basic	¥ 43.00	¥ 26.95	¥ 3.64
Diluted	40.48	25.97	3.58
Cash dividends declared	11.00	11.00	11.00
Stockholders' equity	1,068.00	1,054.26	1,012.77

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 total revenues 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 special termination benefits 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:

	1996	1997	1998
Restructuring charges, impairment losses and special termination benefits . . .	¥(13,456)	¥(44,289)	¥(90,791)
Net gain or loss on sale and disposal of rental assets and other property . . . .	(9,671)	(15,620)	(10,514)
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
1999	2000	2001	2002	2003	2004	2005	2006
¥7,977,374	¥8,001,203	¥8,416,982	¥7,993,784	¥8,191,752	¥8,632,450	¥9,027,043	<b>¥9,464,801</b>
5,533,554	5,657,571	5,791,300	5,444,662	5,546,543	5,654,856	5,749,603	<b>5,825,156</b>
2,443,820	2,343,632	2,625,682	2,549,122	2,645,209	2,977,594	3,277,440	<b>3,639,645</b>
6,052,345	5,898,756	6,155,023	6,184,396	6,240,493	6,710,154	6,961,270	<b>7,387,744</b>
1,959,103	1,928,083	1,919,647	1,926,803	1,798,292	1,737,433	1,786,718	<b>1,821,045</b>
(34,074)	174,364	342,312	(117,415)	152,967	184,863	279,055	<b>256,012</b>
(221,174)	79,235	323,655	(586,072)	96,828	237,149	264,506	<b>274,864</b>
(327,611)	16,922	104,380	(483,837)	27,867	15,876	51,496	<b>37,320</b>
585,718	574,642	971,095	856,279	787,496	816,547	959,593	<b>954,706</b>
547,022	541,253	505,507	529,418	480,274	436,053	425,080	<b>451,170</b>
496,728	432,342	435,579	415,448	377,154	371,825	388,634	<b>405,079</b>

Yen

¥ (98.15)	¥ 5.07	¥ 31.27	¥(144.95)	¥ 8.31	¥ 4.81	¥ 15.53	<b>¥ 11.20</b>
(98.15)	4.99	30.32	(144.95)	8.19	4.75	15.15	<b>10.84</b>
5.50	6.00	11.00	3.00	6.00	8.00	11.00	<b>11.00</b>
900.57	895.08	857.27	690.28	550.76	657.42	692.73	<b>752.91</b>

							Millions of yen
1999	2000	2001	2002	2003	2004	2005	2006
¥(132,505)	¥(65,977)	¥(8,814)	¥(334,211)	¥ (8,474)	¥(54,698)	¥(60,104)	<b>¥(31,837)</b>
(12,656)	(6,842)	(7,776)	(15,150)	23,658	1,715	(9,545)	<b>(3,107)</b>
—	—	—	—	(24,857)	—	—	—