

Consolidated Statements of Operations

Years ended March 31

| | 1996 | 1997 | 1998 |
|--|------------|------------|------------|
| Revenues: | | | |
| Revenues | ¥8,123,810 | ¥8,523,100 | ¥8,416,834 |
| Interest income | 51,126 | 37,632 | 41,084 |
| Dividends received | 7,482 | 8,113 | 8,881 |
| Other income | 53,720 | 43,557 | 112,255 |
| Total revenues | 8,236,138 | 8,612,402 | 8,579,054 |
| Costs and expenses: | | | |
| 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 |
| Interest charges | 63,375 | 60,669 | 59,635 |
| Other deductions | 31,543 | 61,004 | 138,134 |
| Total costs and expenses | 7,886,146 | 8,347,607 | 8,405,596 |
| Income (loss) before income taxes and minority interests | 349,992 | 264,795 | 173,458 |
| Income taxes | 165,764 | 138,495 | 134,409 |
| Income (loss) before minority interests | 184,228 | 126,300 | 39,049 |
| Minority interests | 41,093 | 36,498 | 26,886 |
| Net income (loss) | ¥ 143,135 | ¥ 89,802 | ¥ 12,163 |

See notes on inside cover.

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 | ¥9,464,801 |
| 40,178 | 35,380 | 32,428 | 22,481 | 14,158 | 12,808 | 13,413 | 18,170 |
| 7,060 | 6,662 | 9,641 | 6,134 | 8,921 | 6,352 | 5,971 | 6,421 |
| 1,144 | 30,059 | 27,544 | 7,424 | 23,658 | 142,010 | 67,024 | 63,002 |
| 8,025,756 | 8,073,304 | 8,486,595 | 8,029,823 | 8,238,489 | 8,793,620 | 9,113,451 | 9,552,394 |
| 6,052,345 | 5,898,756 | 6,155,023 | 6,184,396 | 6,240,493 | 6,710,154 | 6,961,270 | 7,387,744 |
| 1,959,103 | 1,928,083 | 1,919,647 | 1,926,803 | 1,798,292 | 1,737,433 | 1,786,718 | 1,821,045 |
| 59,028 | 52,015 | 58,759 | 45,830 | 34,338 | 30,855 | 29,057 | 33,265 |
| 176,454 | 115,215 | 29,511 | 458,866 | 68,538 | 78,029 | 71,900 | 35,476 |
| 8,246,930 | 7,994,069 | 8,162,940 | 8,615,895 | 8,141,661 | 8,556,471 | 8,848,945 | 9,277,530 |
| (221,174) | 79,235 | 323,655 | (586,072) | 96,828 | 237,149 | 264,506 | 274,864 |
| 97,660 | 47,502 | 164,861 | (71,114) | 52,662 | 198,655 | 149,990 | 154,348 |
| (318,834) | 31,733 | 158,794 | (514,958) | 44,166 | 38,494 | 114,516 | 120,516 |
| 8,777 | 14,811 | 54,414 | (31,121) | 16,299 | 22,618 | 63,020 | 83,196 |
| ¥ (327,611) | ¥ 16,922 | ¥ 104,380 | ¥ (483,837) | ¥ 27,867 | ¥ 15,876 | ¥ 51,496 | ¥ 37,320 |