

Eleven-Year Summary

Years ended March 31

	1997	1998	1999
For the year:			
Revenues	¥8,523,100	¥8,416,834	¥7,977,374
Japan	6,070,552	5,805,111	5,533,554
Outside Japan	2,452,548	2,611,723	2,443,820
Cost of sales	6,250,895	6,230,044	6,052,345
Selling, general and administrative expenses	1,975,039	1,977,783	1,959,103
Operating income (loss) (note 2)	297,166	209,007	(34,074)
Income (loss) before income taxes and minority interests	264,795	173,458	(221,174)
Net income (loss)	89,802	12,163	(327,611)
Capital investment (Property, plant and equipment)	740,135	712,672	585,718
Depreciation (Property, plant and equipment)	543,560	550,393	547,022
R&D expenditure	503,508	510,878	496,728
Per share data:			
Net income (loss) Basic	¥ 26.95	¥ 3.64	¥ (98.15)
Diluted	25.97	3.58	(98.15)
Cash dividends declared	11.00	11.00	5.50
Stockholders' equity	1,054.26	1,012.77	900.57

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:

	1997	1998	1999
Restructuring charges, impairment losses and special termination benefits . . .	¥(44,289)	¥(90,791)	¥(132,505)
Net gain or loss on sale and disposal of rental assets and other property . . .	(15,620)	(10,514)	(12,656)
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
2000	2001	2002	2003	2004	2005	2006	2007
¥8,001,203	¥8,416,982	¥7,993,784	¥8,191,752	¥8,632,450	¥9,027,043	¥9,464,801	¥10,247,903
5,657,571	5,791,300	5,444,662	5,546,543	5,654,856	5,749,603	5,825,156	6,093,627
2,343,632	2,625,682	2,549,122	2,645,209	2,977,594	3,277,440	3,639,645	4,154,276
5,898,756	6,155,023	6,184,396	6,240,493	6,710,154	6,961,270	7,387,744	8,088,371
1,928,083	1,919,647	1,926,803	1,798,292	1,737,433	1,786,718	1,821,045	1,977,020
174,364	342,312	(117,415)	152,967	184,863	279,055	256,012	182,512
79,235	323,655	(586,072)	96,828	237,149	264,506	274,864	202,338
16,922	104,380	(483,837)	27,867	15,876	51,496	37,320	(32,799)
574,642	971,095	856,279	787,496	816,547	959,593	954,706	1,048,572
541,253	505,507	529,418	480,274	436,053	425,080	451,170	472,175
432,342	435,579	415,448	377,154	371,825	388,634	405,079	412,534

Yen

¥ 5.07	¥ 31.27	¥(144.95)	¥ 8.31	¥ 4.81	¥ 15.53	¥ 11.20	¥ (9.84)
4.99	30.32	(144.95)	8.19	4.75	15.15	10.84	(9.87)
6.00	11.00	3.00	6.00	8.00	11.00	11.00	6.00
895.08	857.27	690.28	550.76	657.42	692.73	752.91	734.66

							Millions of yen
2000	2001	2002	2003	2004	2005	2006	2007
¥(65,977)	¥(8,814)	¥(334,211)	¥ (8,474)	¥(54,698)	¥(60,104)	¥(31,837)	¥(13,901)
(6,842)	(7,776)	(15,150)	23,658	1,715	(9,545)	(3,107)	(24,611)
—	—	—	(24,857)	—	—	—	—