

Overview of 2009 FY Financial Statements

CHALLENGE 30+

Creation, Passion, Challenge

May 13th, 2010

Managing Director

Finance, Accounting & Administration

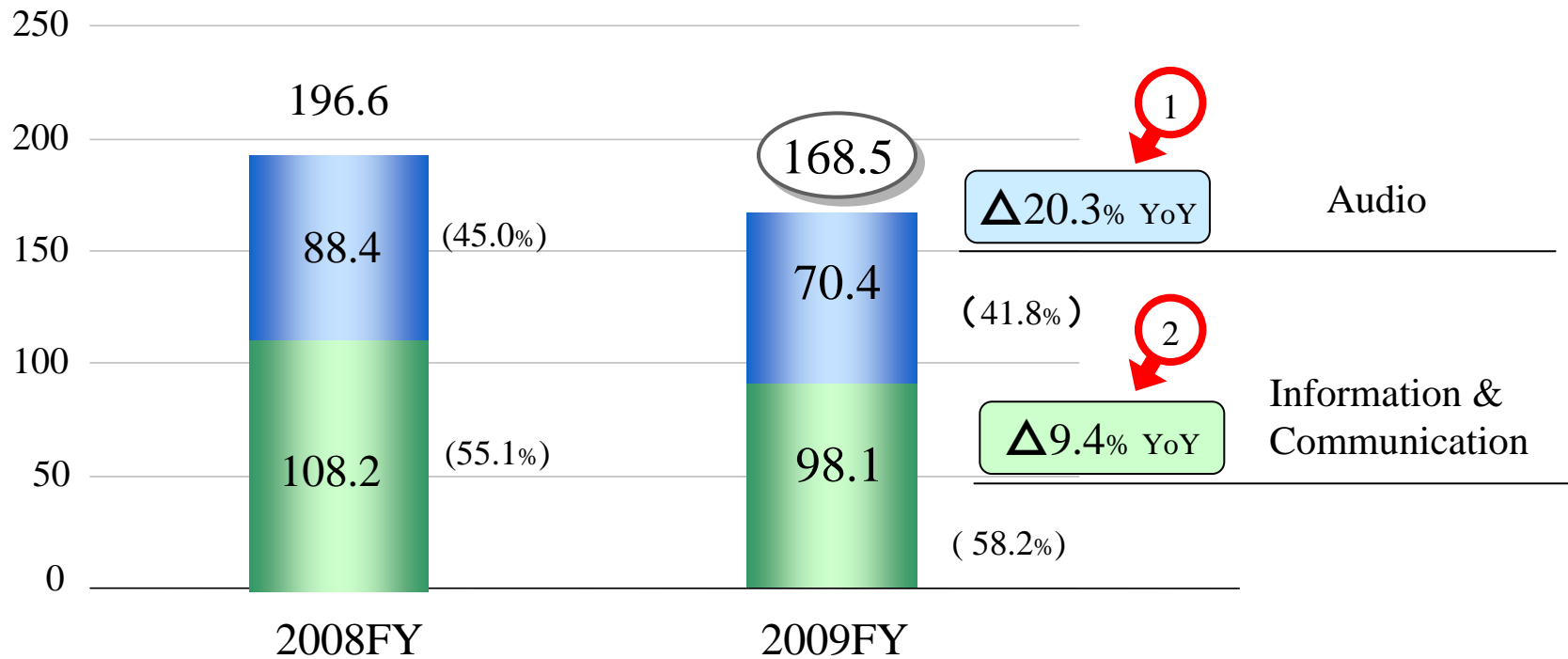
Toji Tanaka

Consolidated Financial Results Overview

	2008FY (ended March 2009)	2009FY (ended March 2010)	% vs.08FY
Net Sales	¥196.6 bln	¥ 168.5 bln	△14.3%
Operating Income/Loss	△ ¥ 10.6 bln	¥ 0.2 bln	—
Ordinary Income/Loss	△ ¥ 5.0 bln	¥ 0.8 bln	—
Net Income/Loss	△ ¥ 9.2 bln	△ ¥ 1.2 bln	—
E.P.S	△ ¥ 133.17	△ ¥ 17.92	—
Dividend	¥ 10	¥ 0	—

Net sales per segment

unit : ¥ bln

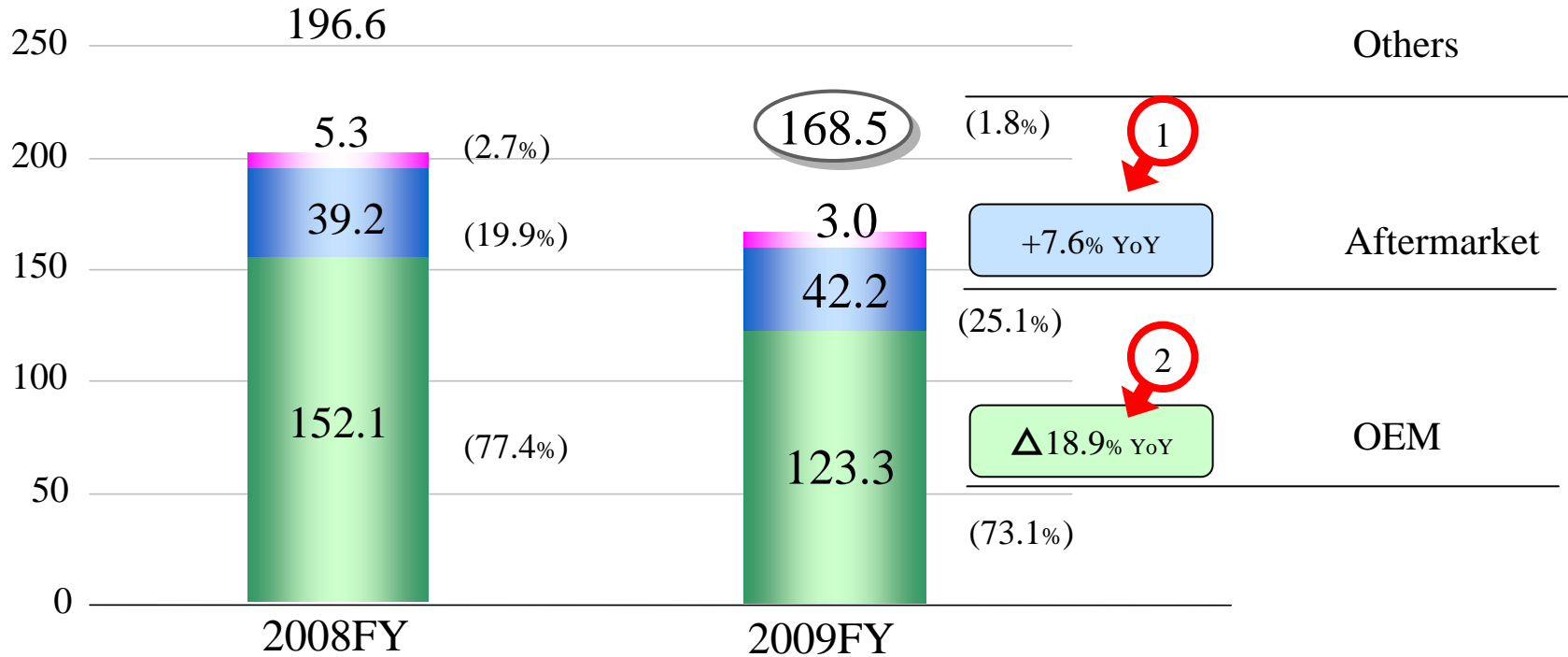


¥ 101/\$
¥ 143/€

¥ 93/\$
¥ 131/€

Net sales per OEM & Aftermarket

unit : ¥ bln

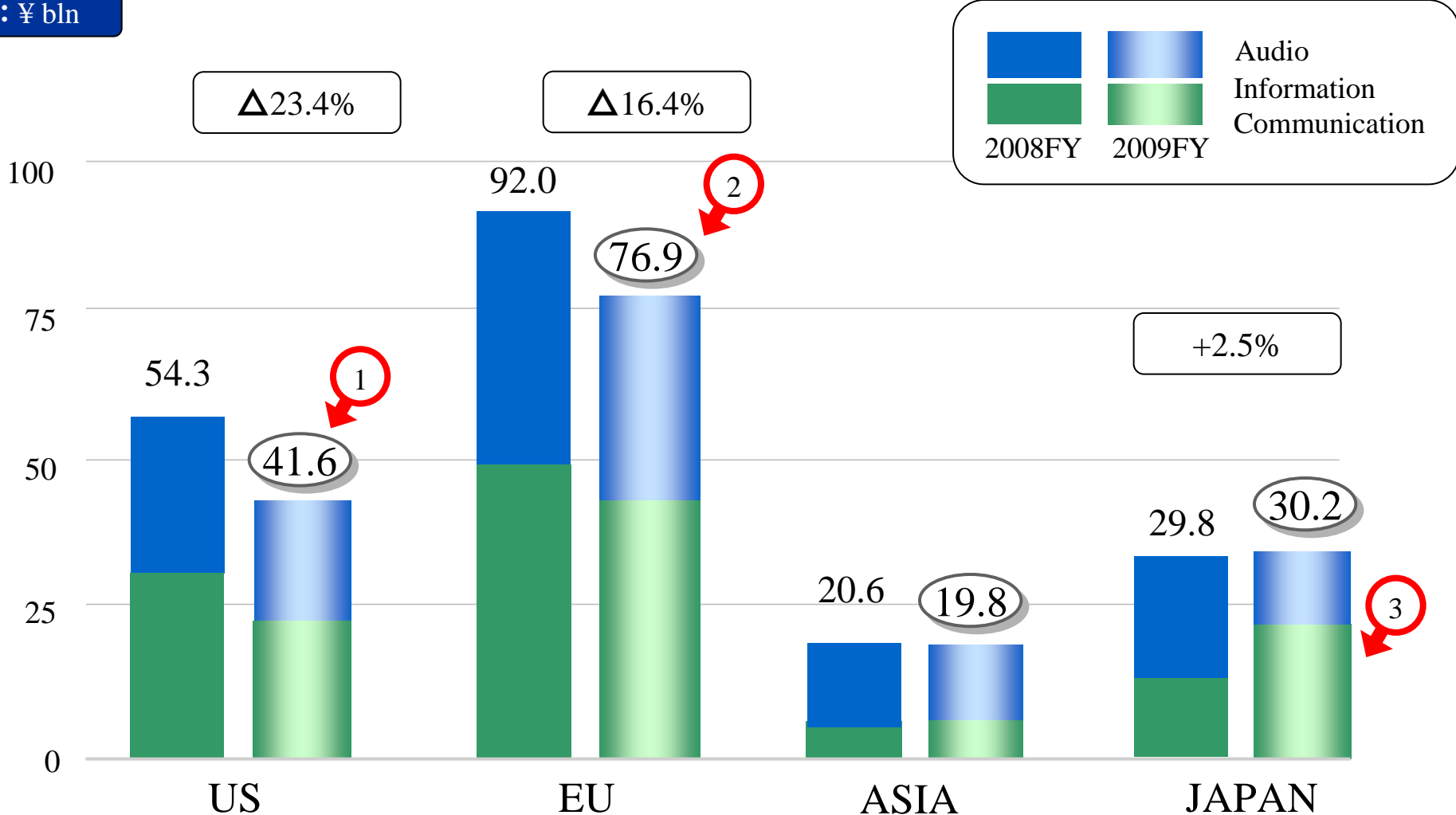


¥ 101/\$
¥ 143/€

¥ 93/\$
¥ 131/€

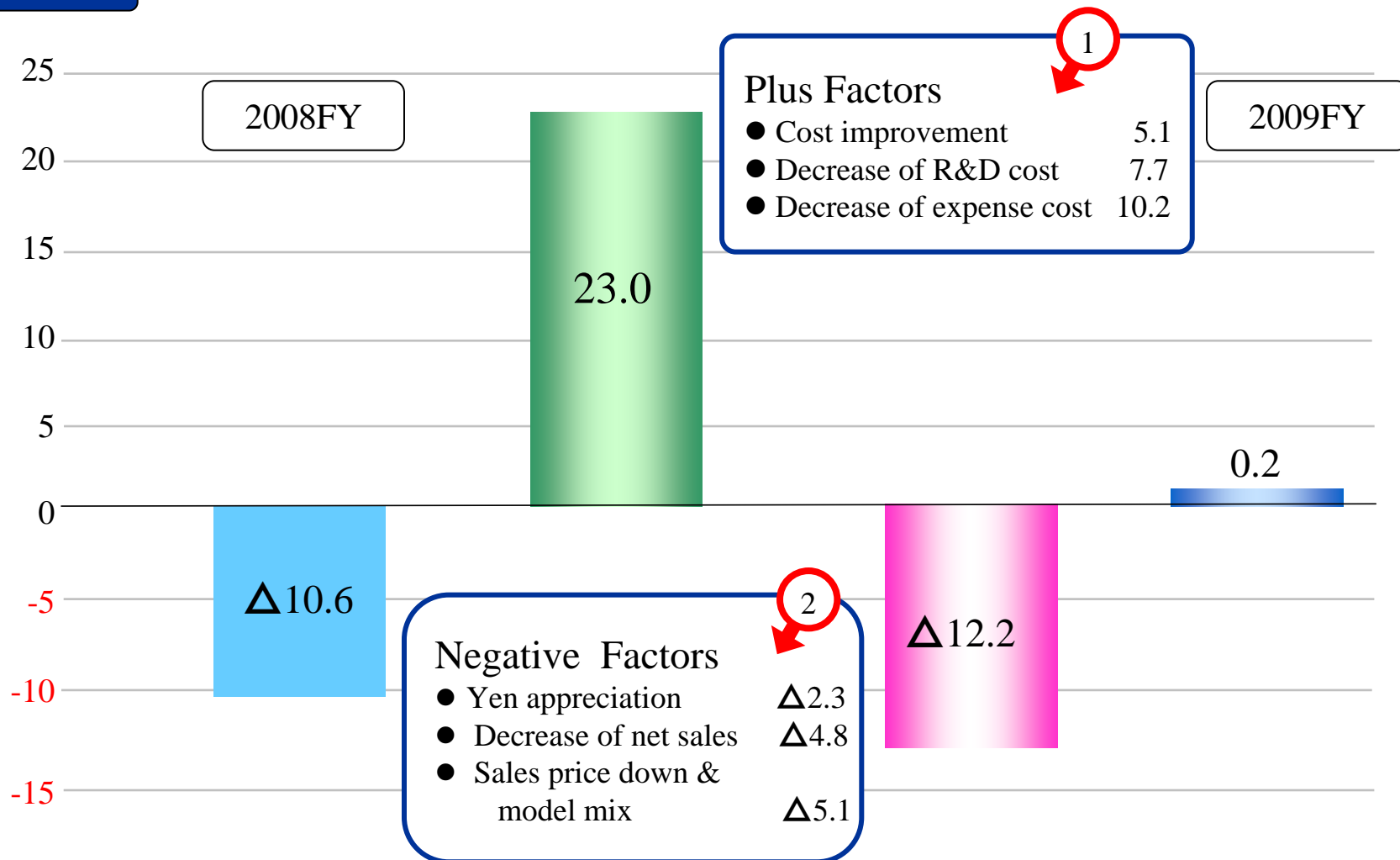
Net sales per area

unit : ¥ bln



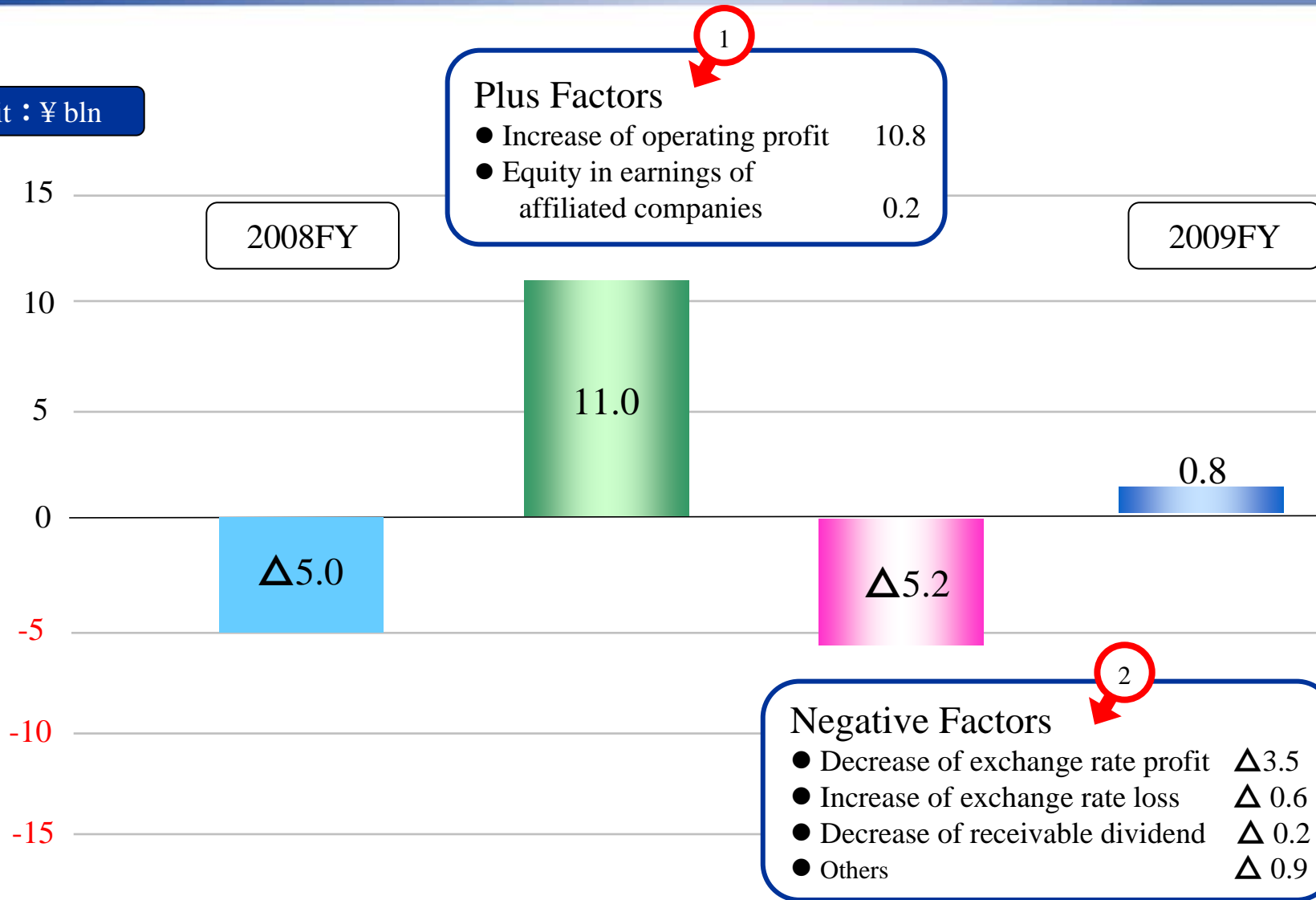
Operating income/loss

unit : ¥ bln



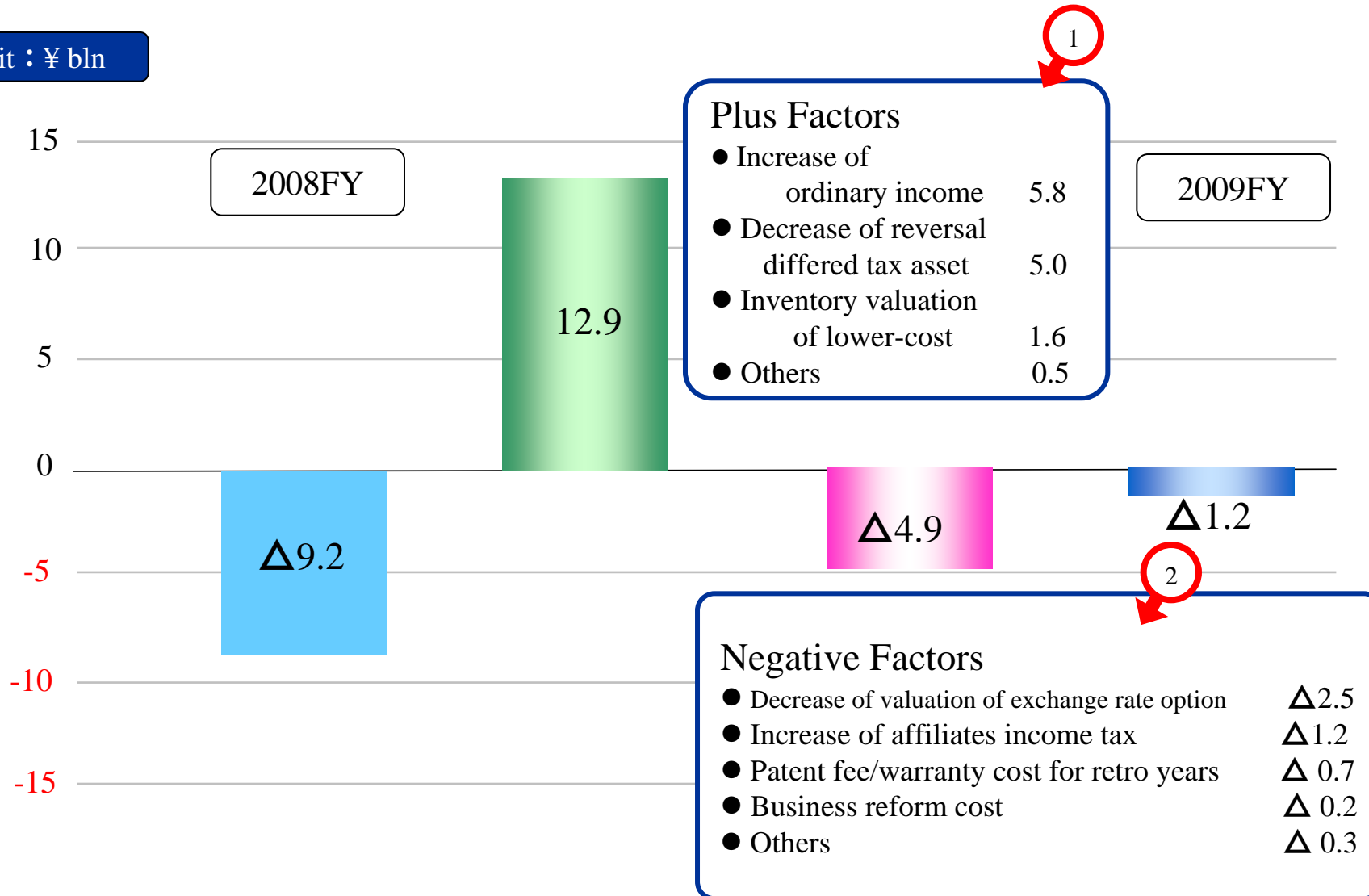
Ordinary income/loss

unit : ¥ bln



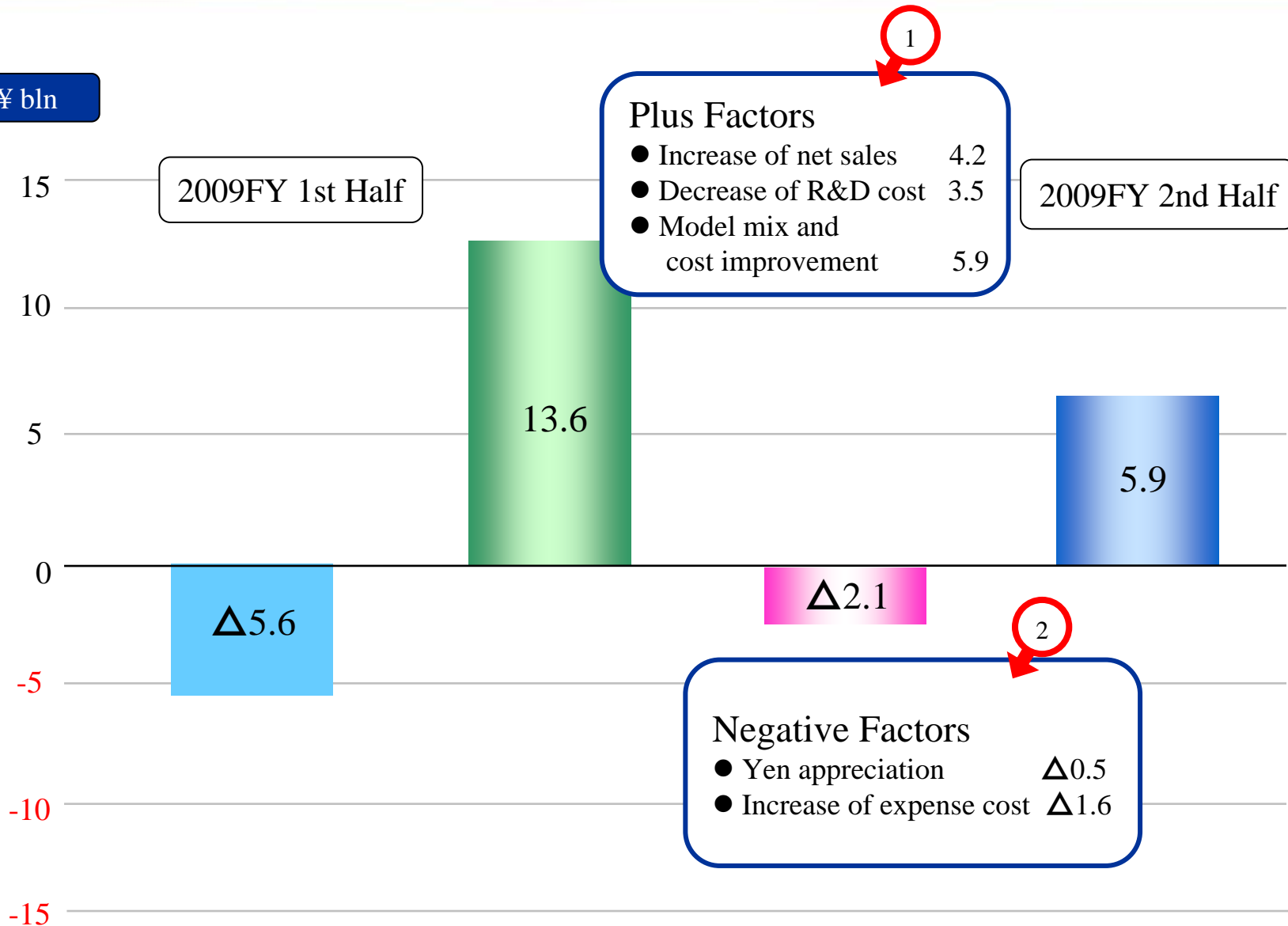
Net income/loss

unit : ¥ bln



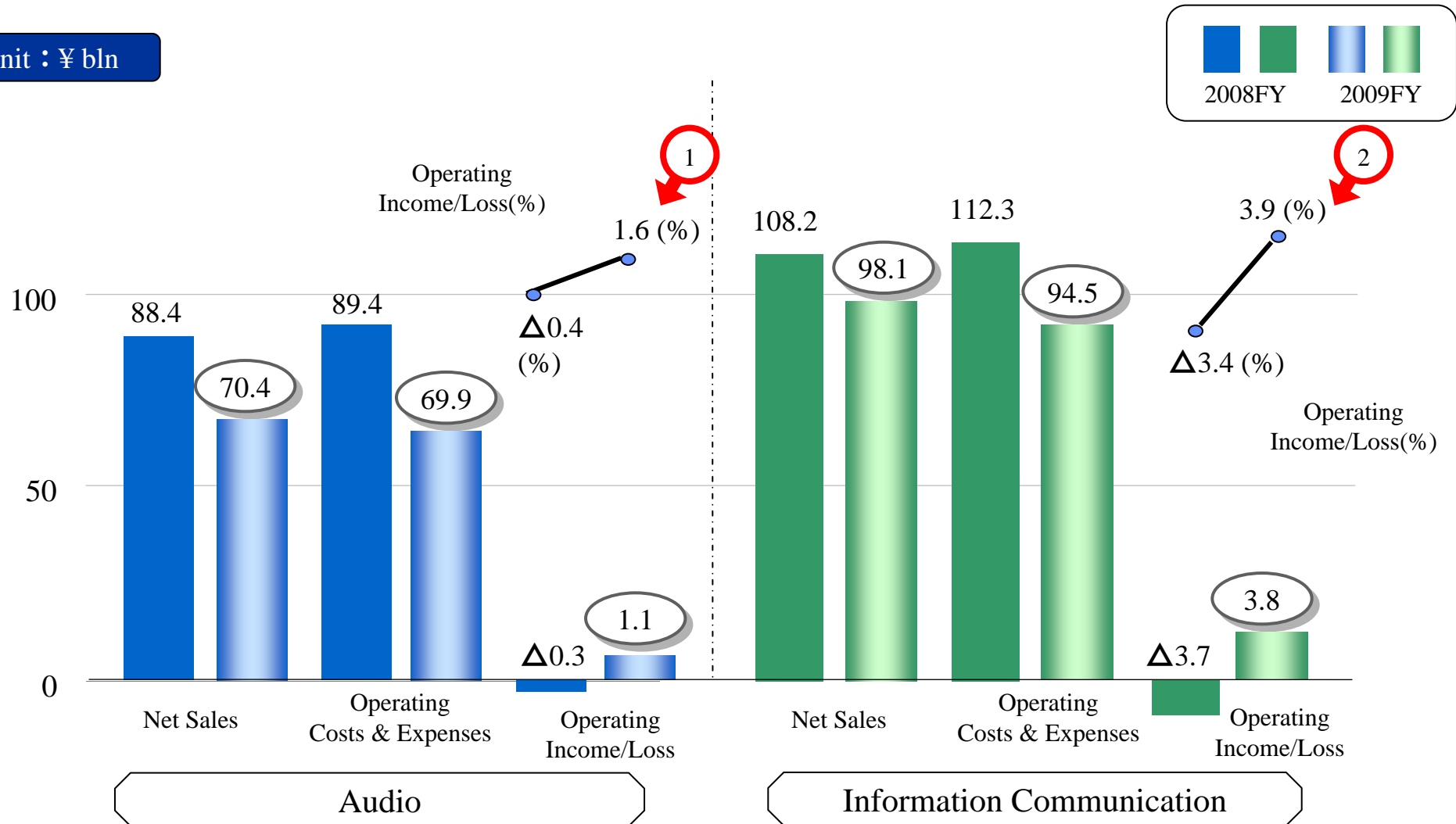
2009FY 1st half vs. 2nd half operating income/loss

unit : ¥ bln



Operating income/loss per segment

unit : ¥ bln



※ Operating Costs & Expenses exclude unallocated operating costs & expenses. (08FY ¥6.6bln · 09FY ¥4.7bln)

2009FY quarterly revenue per segment

unit : ¥ bln

		1Q	2Q	3Q	4Q	Total
Audio	Net Sales	16.0	17.5	17.9	19.0	70.4
	Operating income/loss	△1.4	0.2	1.1	1.2	1.1
Information Communication	Net Sales	20.0	22.9	26.1	29.1	98.1
	Operating income/loss	△2.0	0.2	2.4	3.2	3.8
Elimination and/or Corporate		△1.4	△1.2	△1.1	△1.0	△4.7
Total	Net Sales	36.0	40.4	44.0	48.1	168.5
	Operating income/loss	△4.8	△0.8	2.4	3.4	0.2

2010FY consolidated business plan

unit : ¥ bln

	2009FY (ending March 2010)	2010FY (ending March 2011)		
		1st Half	2nd Half	Total
Net Sales	168.5	92.0	88.0	180.0
Operating Income/Loss	0.2	3.5	2.5	6.0
Ordinary Income/Loss	0.8	3.5	2.5	6.0
Net Income/Loss	△1.2	2.5	2.0	4.5
	¥ 93/\$ ¥ 131/€	¥ 90/\$ ¥ 120/€		

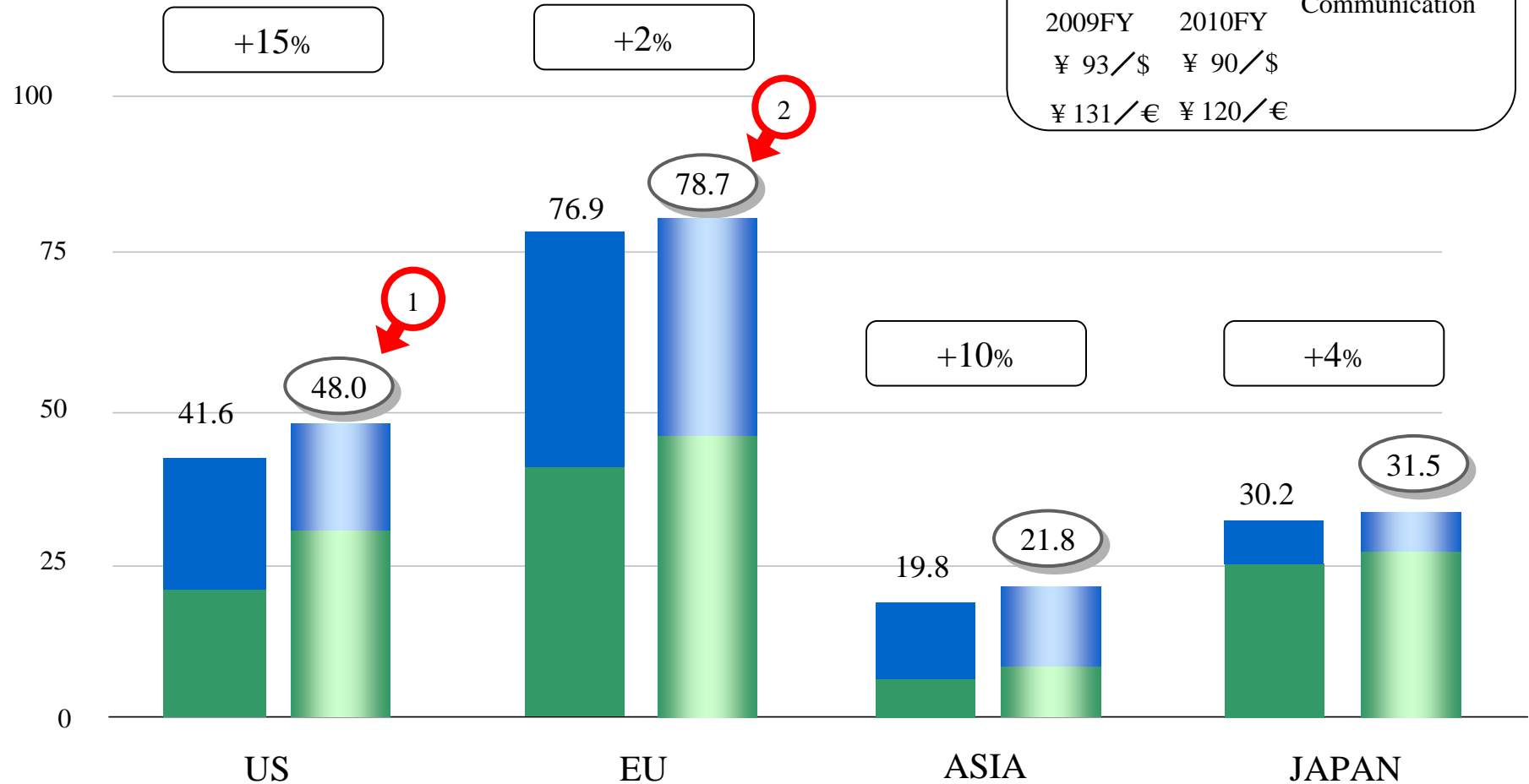
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2010FY sales forecast per area

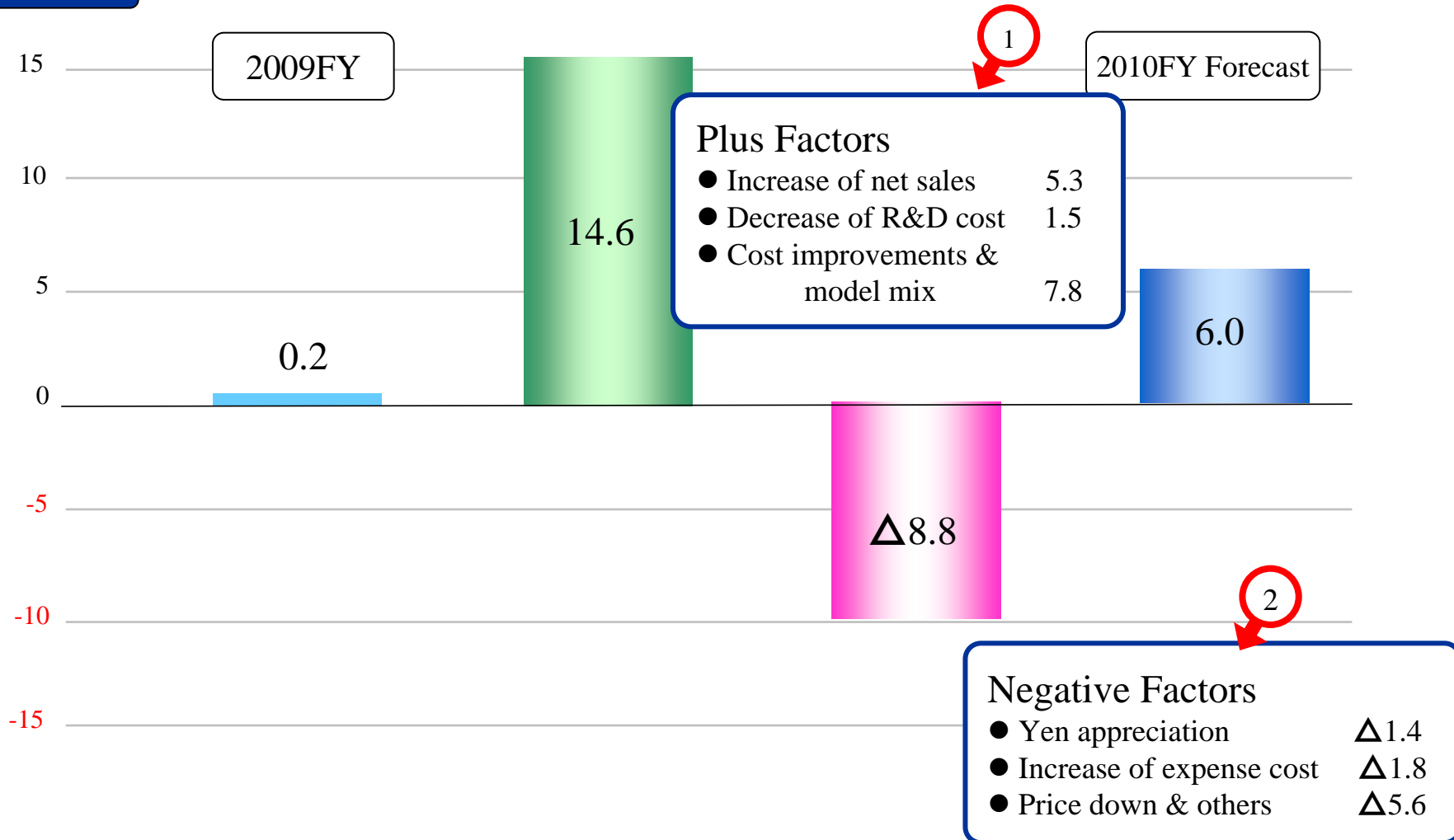
unit : ¥ bln

		AUDIO
		Information & Communication
2009FY	2010FY	
¥ 93/\$	¥ 90/\$	
¥ 131/€	¥ 120/€	



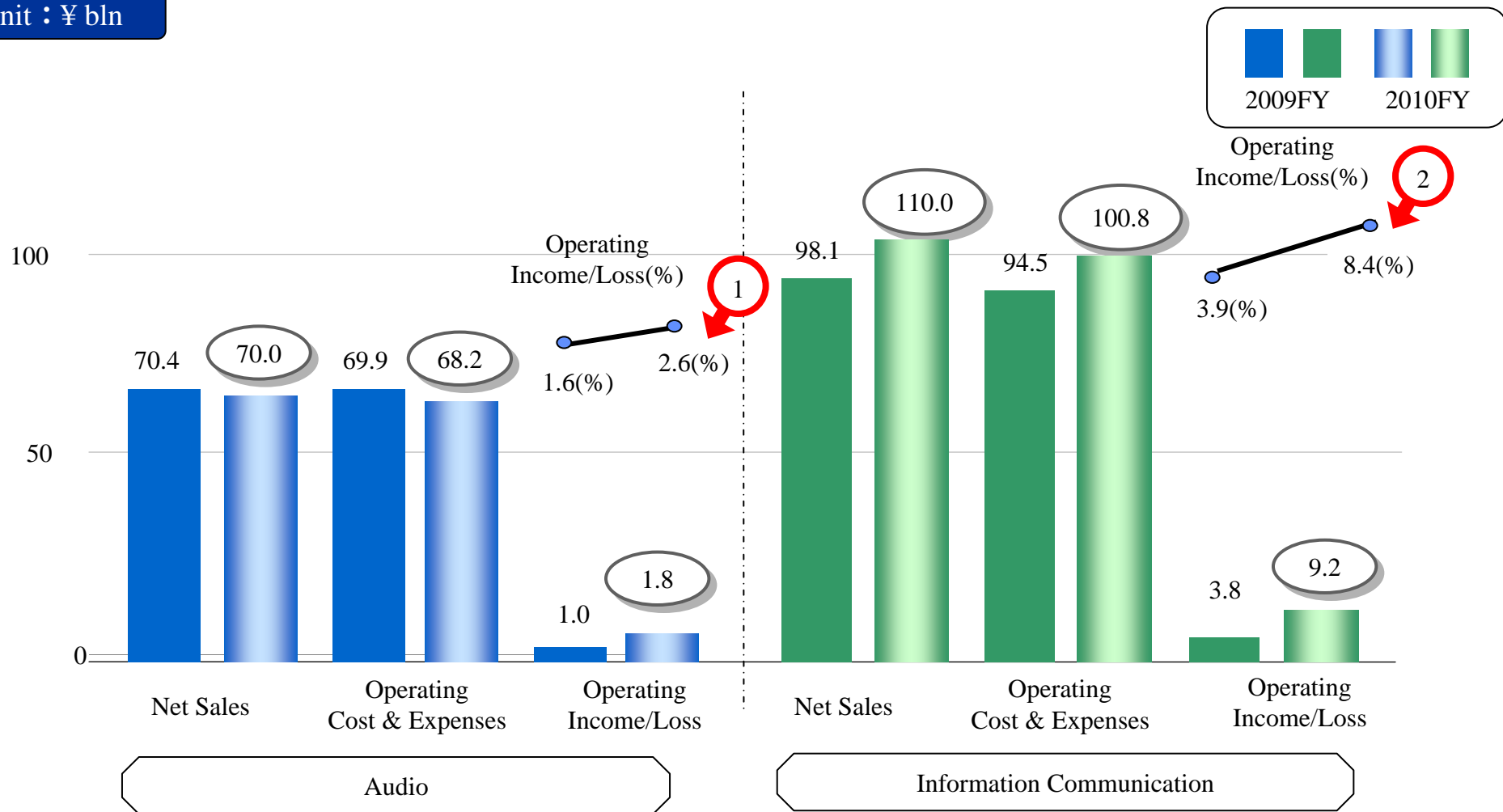
2010FY Operating Income/Loss Forecast

unit : ¥ bln



2010FY operating income/loss per segment

unit : ¥ bln



※Operating Costs & Expenses exclude unallocated operating costs & expenses (2009FY ¥4.7bln • 2010FY ¥5.0bln)

CHALLENGE30+

unit : ¥ bln

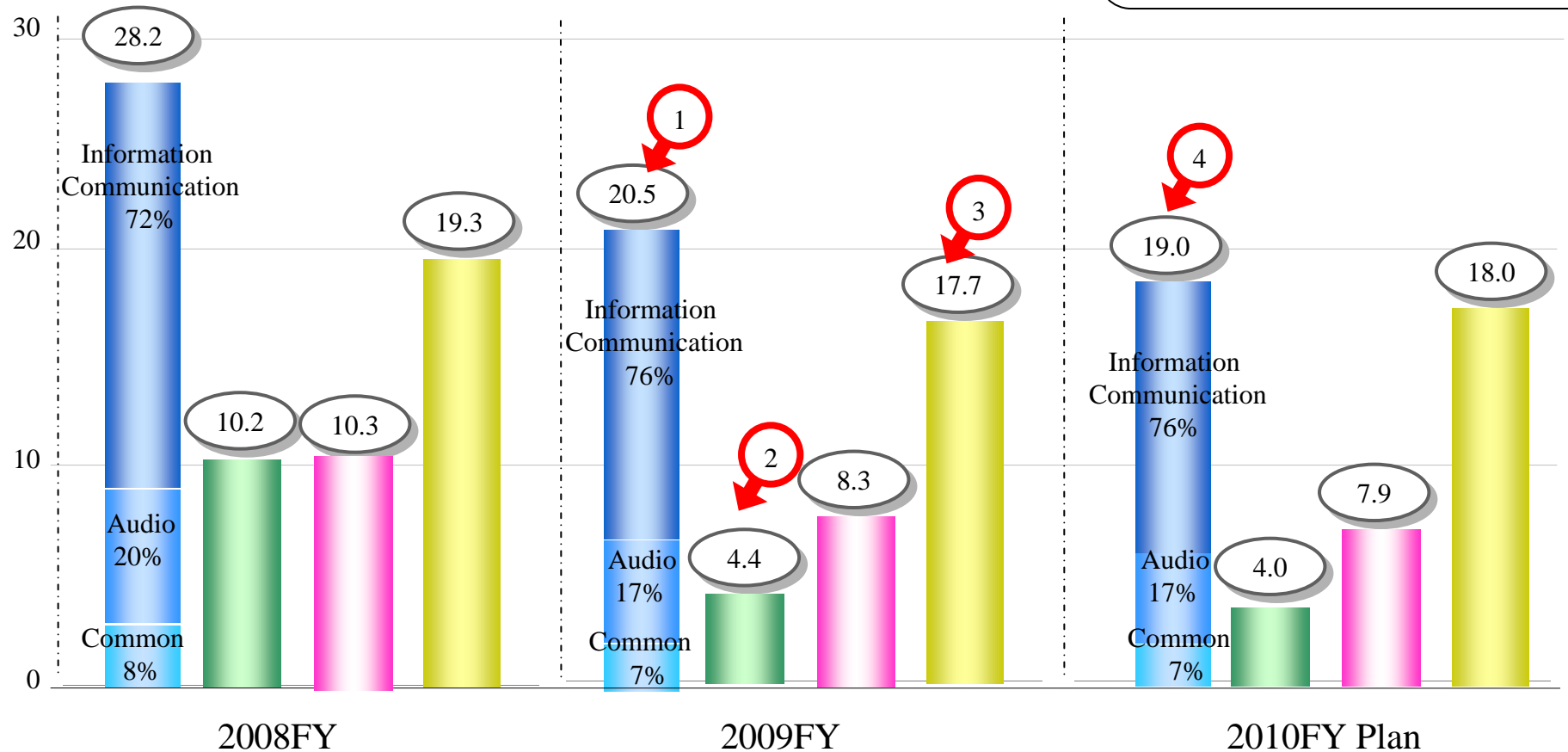
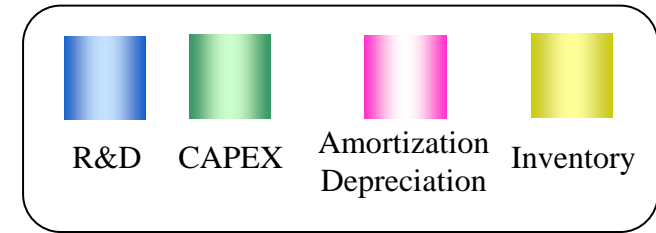
	2009FY		2010FYTarget	
	Target	Result	1st Half	Total
Product Cost Structure Reform	9.5	10.1	3.1	8.3
Development Structure Reform	6.0	7.7	0.1	1.3
Indirect Structure Reform	14.5	15.0	0.4	2.2
Total	30.0	32.8	3.6	11.8

Achievement

109%

Investment & inventory plan

unit : ¥ bln



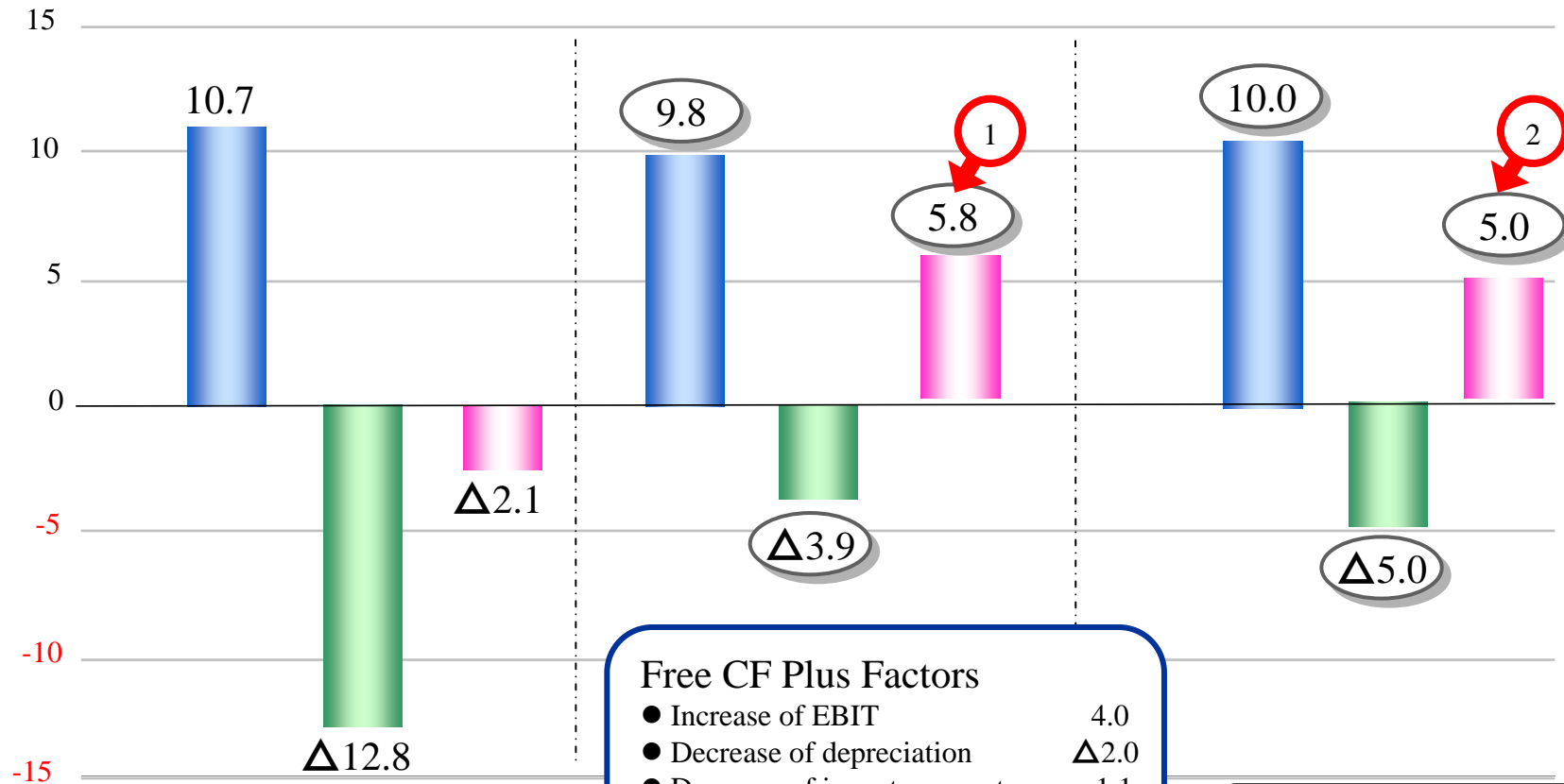
Cash Flow

unit : ¥ bln

2008FY

2009FY

2010FY Plan



Free CF Plus Factors

● Increase of EBIT	4.0
● Decrease of depreciation	Δ2.0
● Decrease of inventory asset	1.1
● Decrease of caital expenditure	6.0
● Others	Δ1.2

