

Financial Result Overview

Ended March 31, 2011

NEXT 30
~ Connect, Change, Cost ~
Creation, Passion, Challenge

May 17, 2011

General Manager

Finance and Accounting Dept.

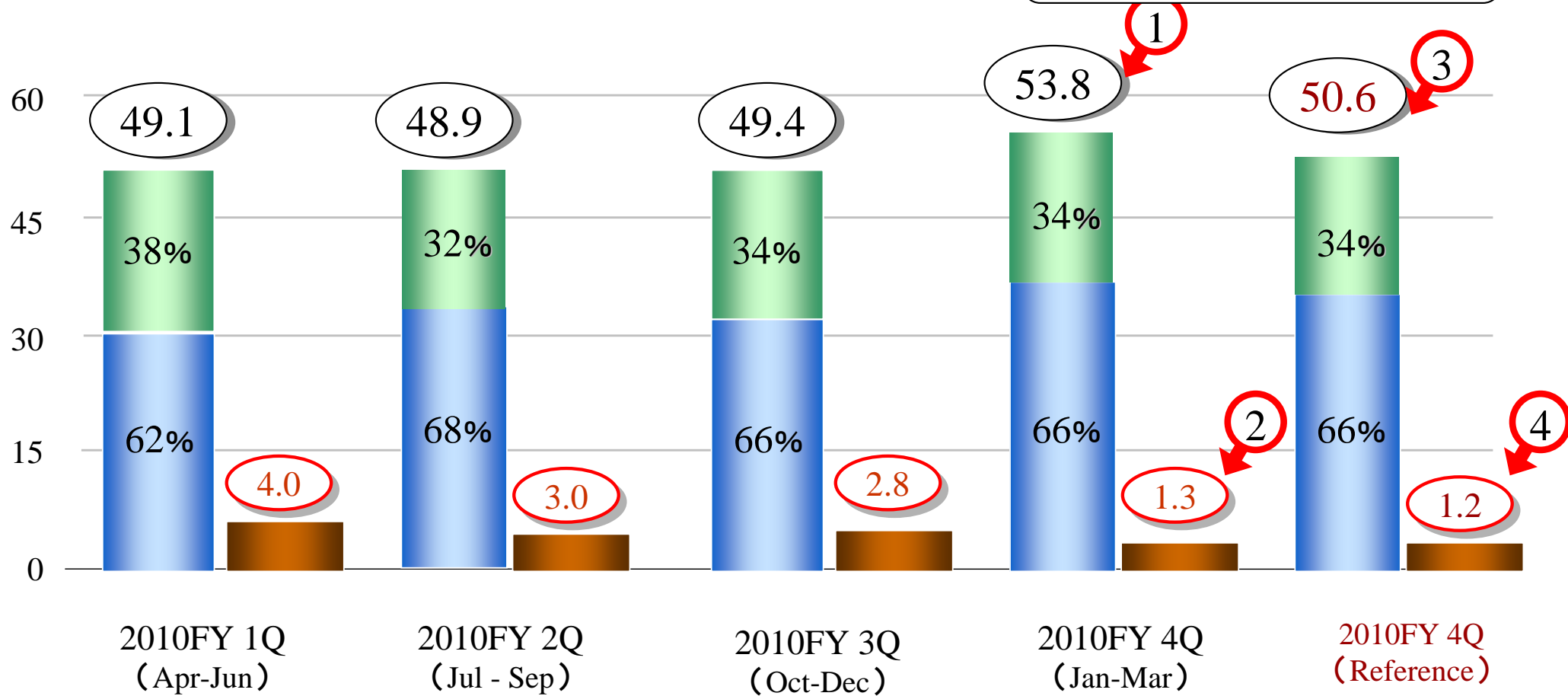
Hiroshi Nakano

Consolidated Financial Result Overview

	2009FY Ended Mar 2010	2010FY Ended Mar 2011	% vs. 09FY
Net Sales	¥168.5bln	¥201.2 bln	+19.4%
Operating Income	¥0.2 bln	¥11.1 bln	—
Ordinary Income	¥0.8 bln	¥10.7 bln	—
Net Income	Δ¥1.2 bln	¥6.0 bln	—
E.P.S	Δ¥17.92	¥86.43	
Dividend	¥0	(full year forecast) ¥20	
R.O.A.	Δ0.9%	3.9%	

Quarterly Result

Unit : ¥ billion

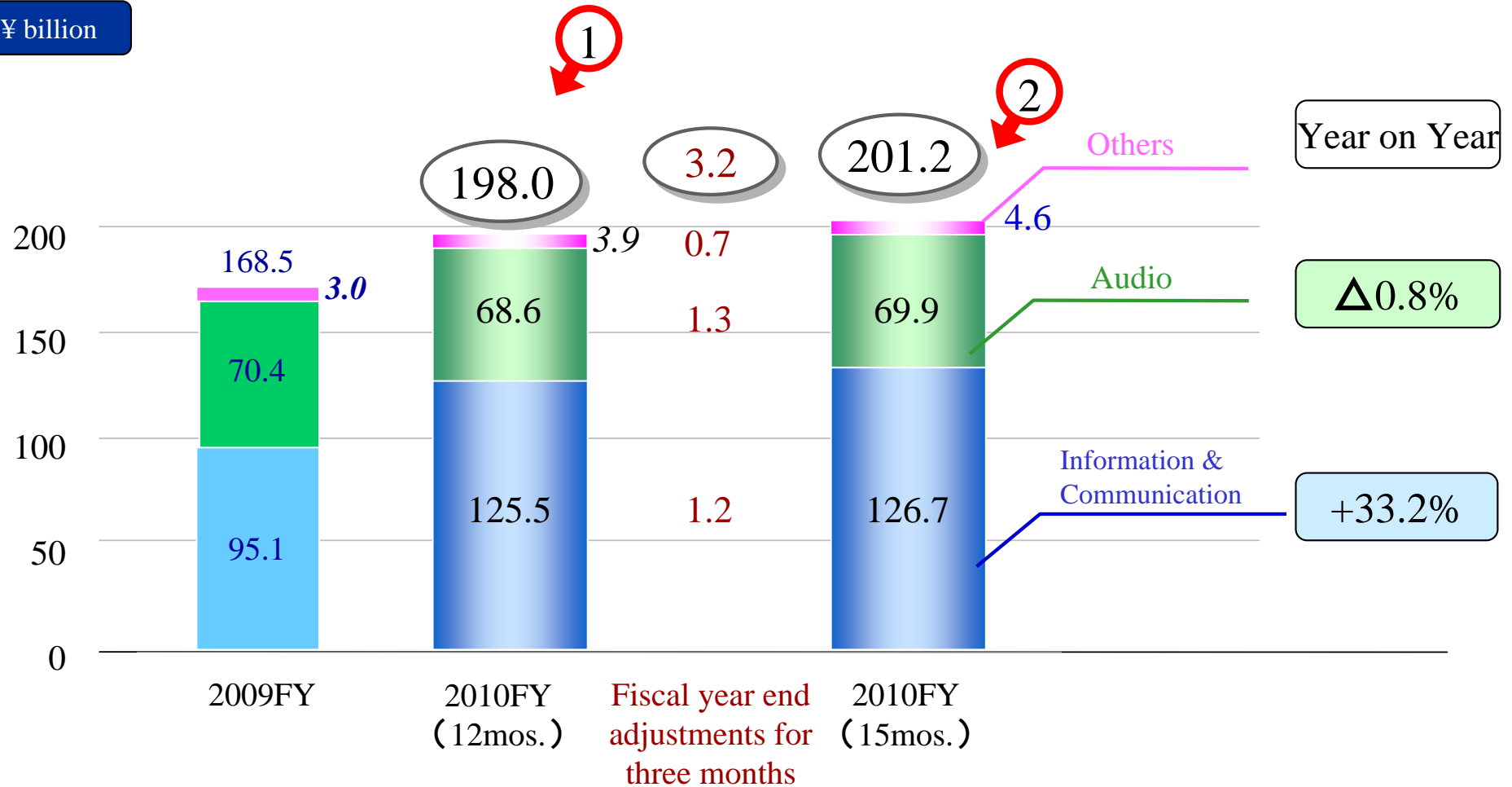


Exclude Fiscal year end adjustments

Net sales ¥3.2 bln
OP ¥0.1 bln

Net Sales per Segment

Unit : ¥ billion

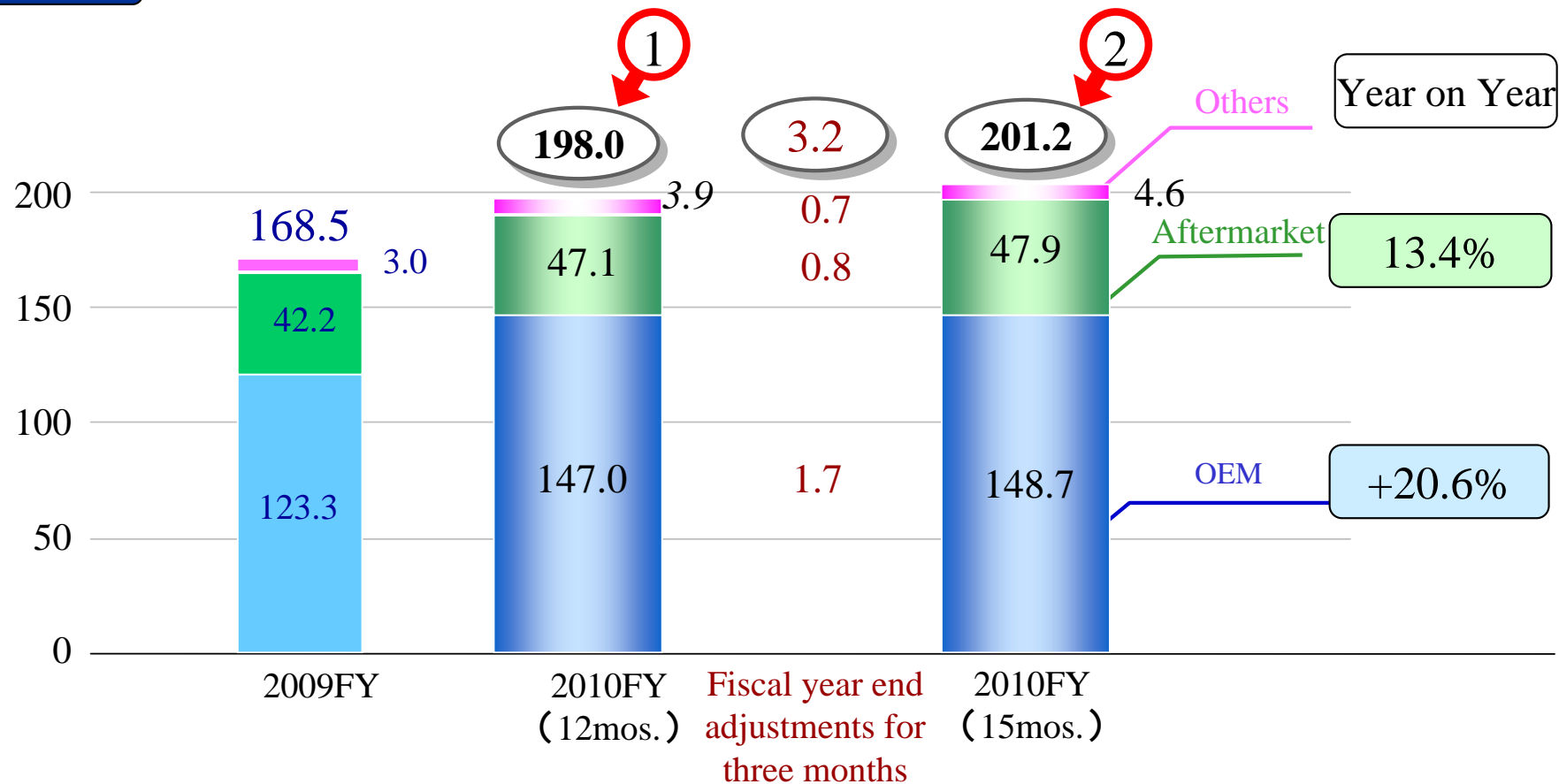


¥ 93/\$
¥ 131/€

¥ 86/\$
¥ 113/€

Net Sales per Aftermarket and OEM

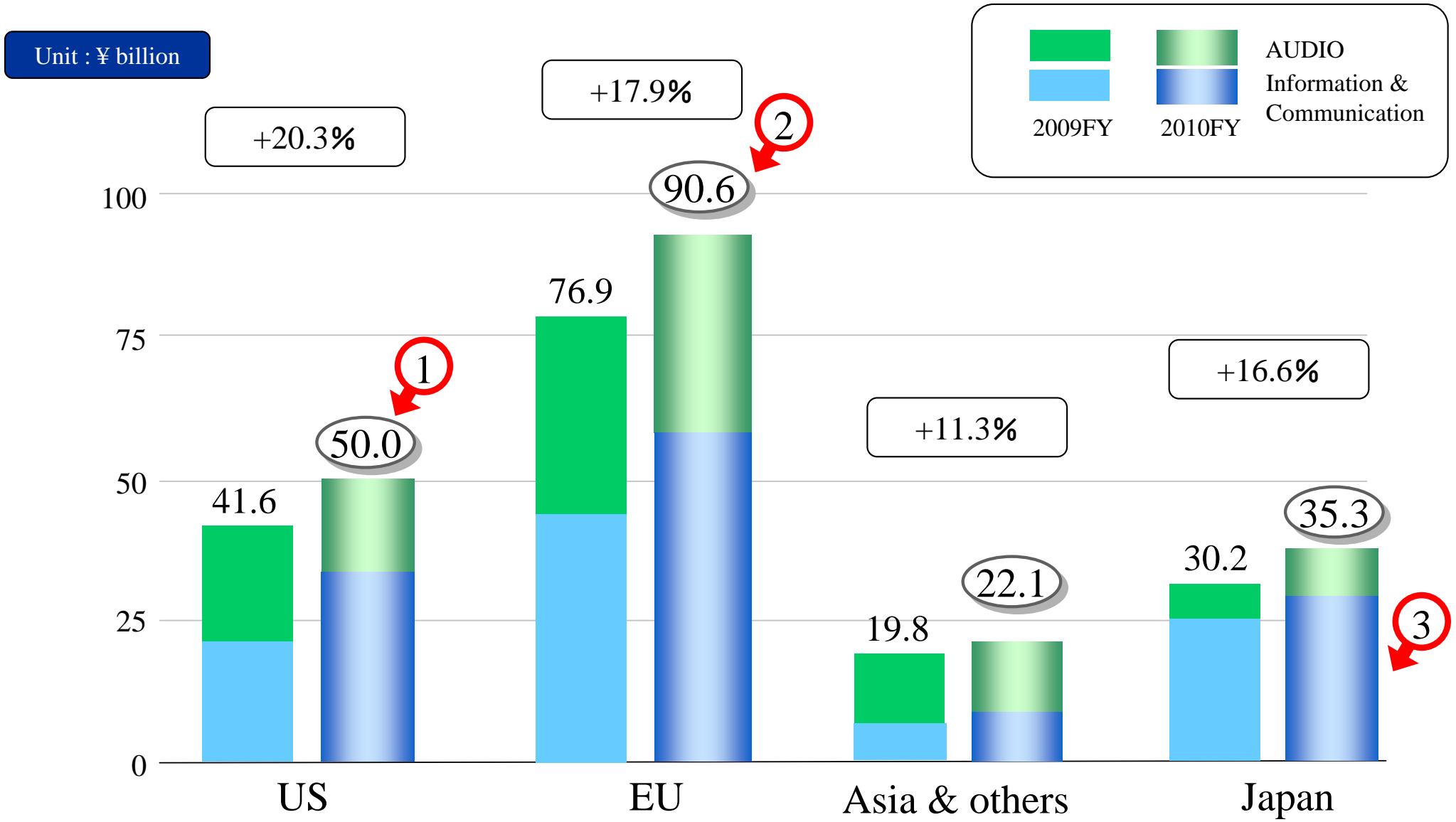
Unit : ¥ billion



¥ 93/\$
¥ 131/€

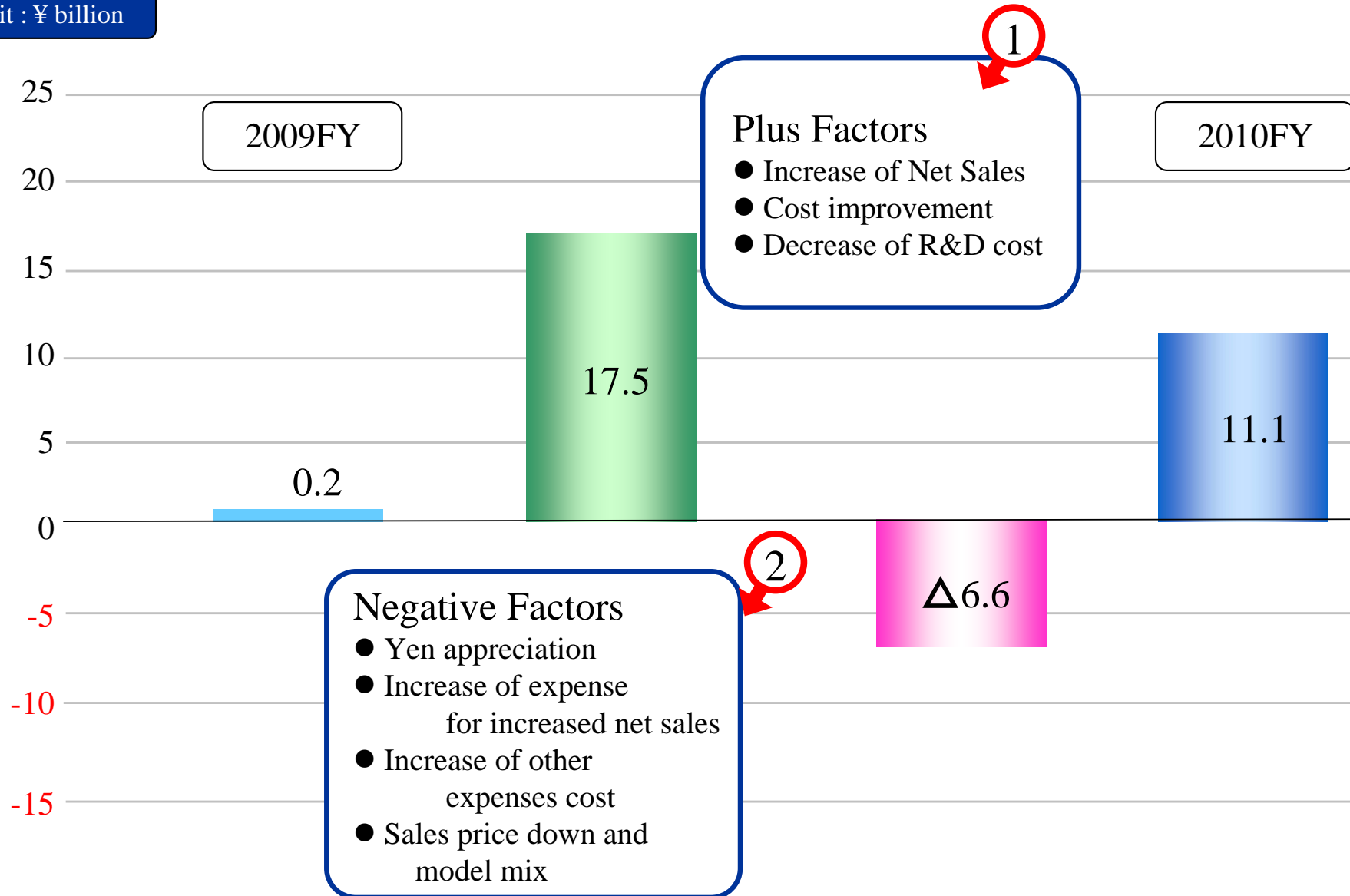
¥ 86/\$
¥ 113/€

Net Sales per Area

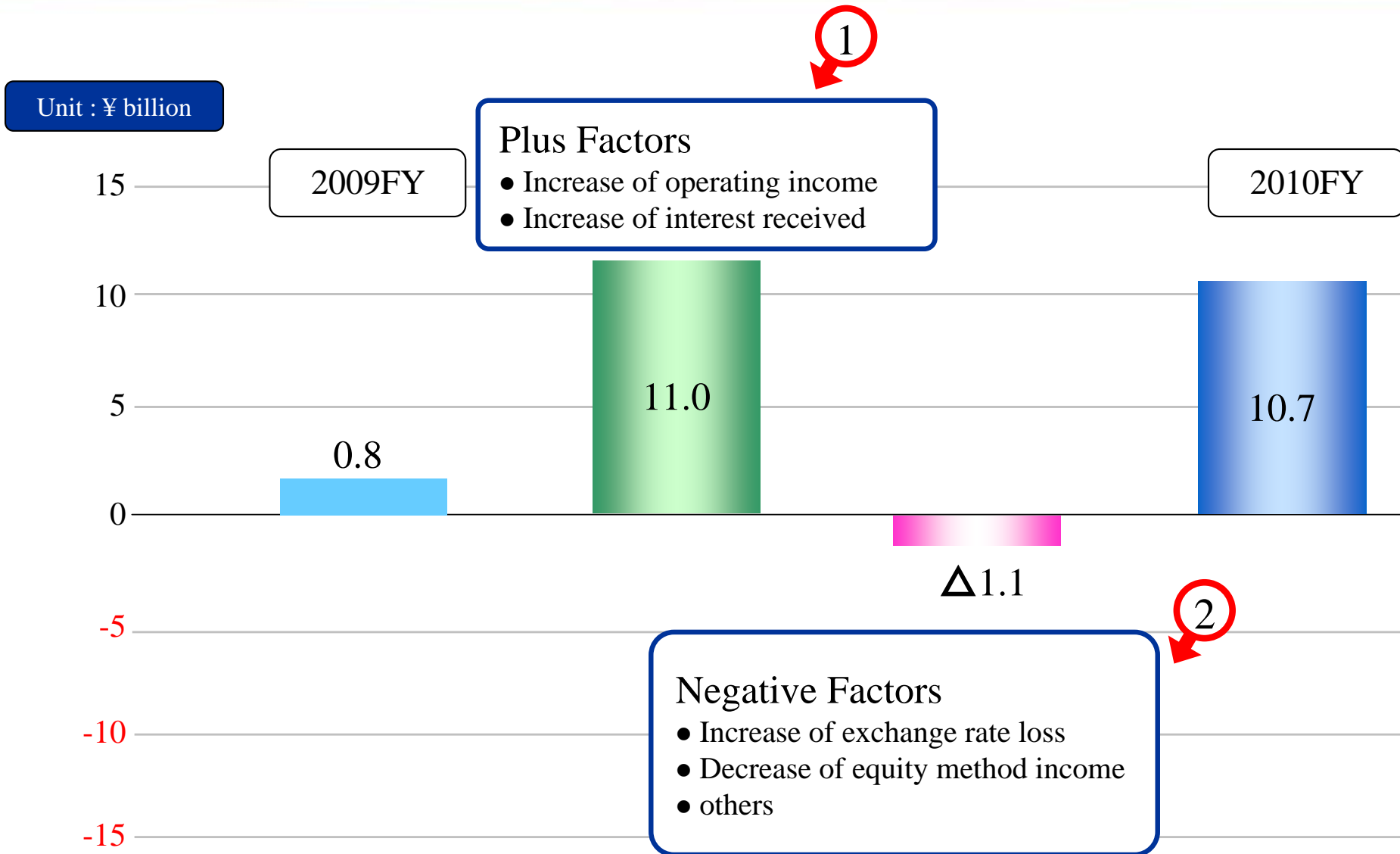


Operating Income

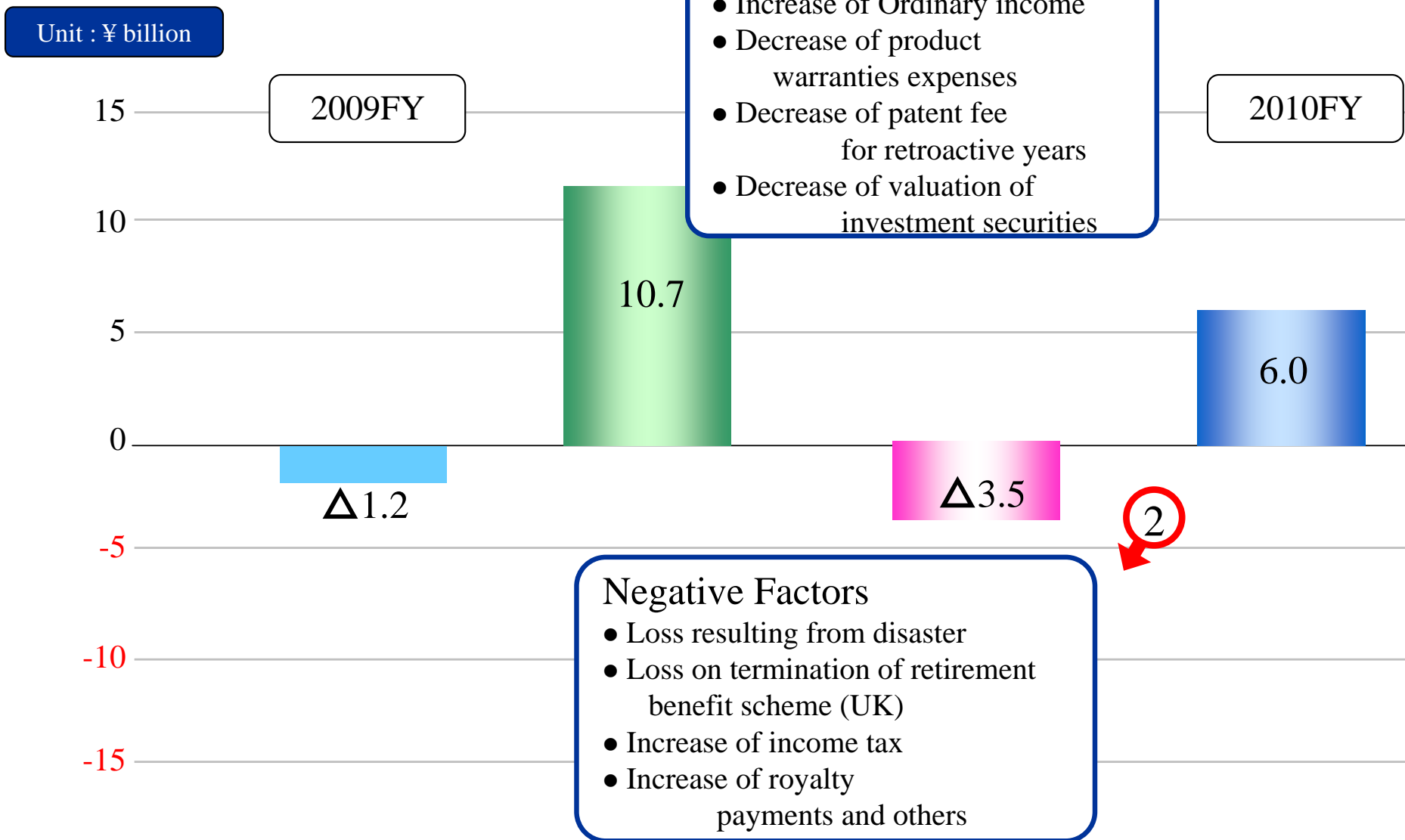
Unit : ¥ billion



Ordinary Income

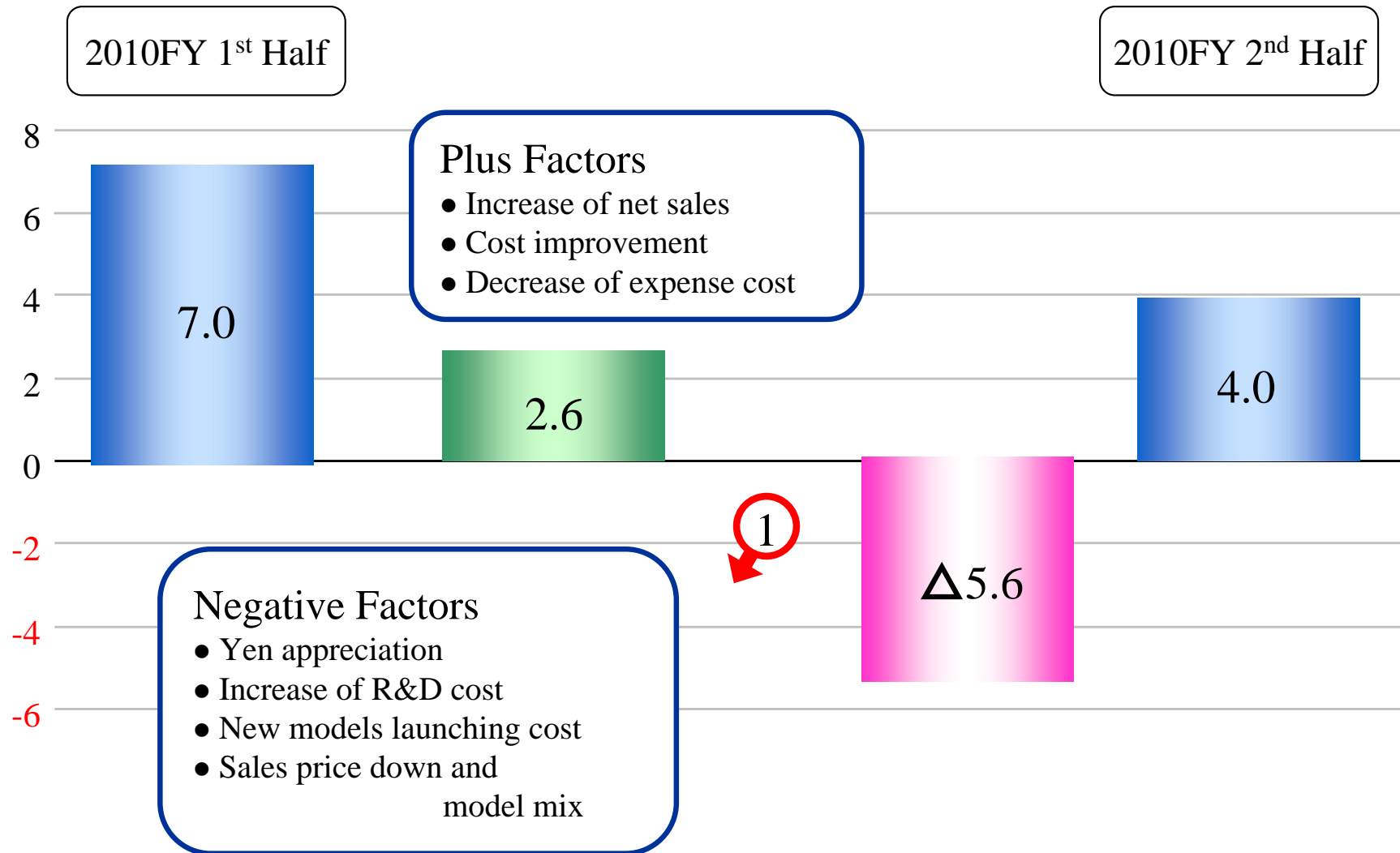


Net Income and Loss

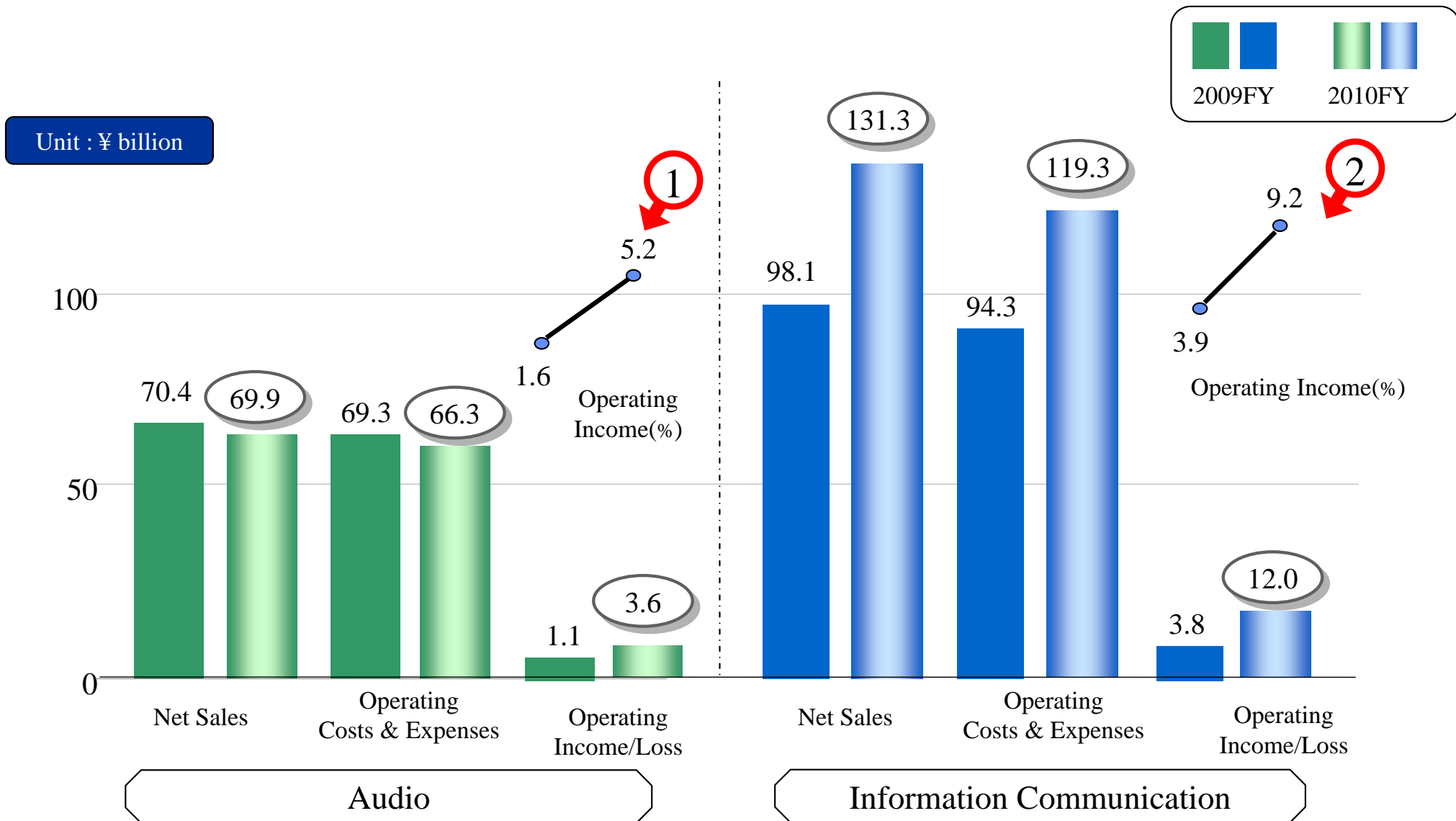


Operating Income : 2010FY 1st half vs. 2nd half

Unit : ¥ billion



Operating Income per segment

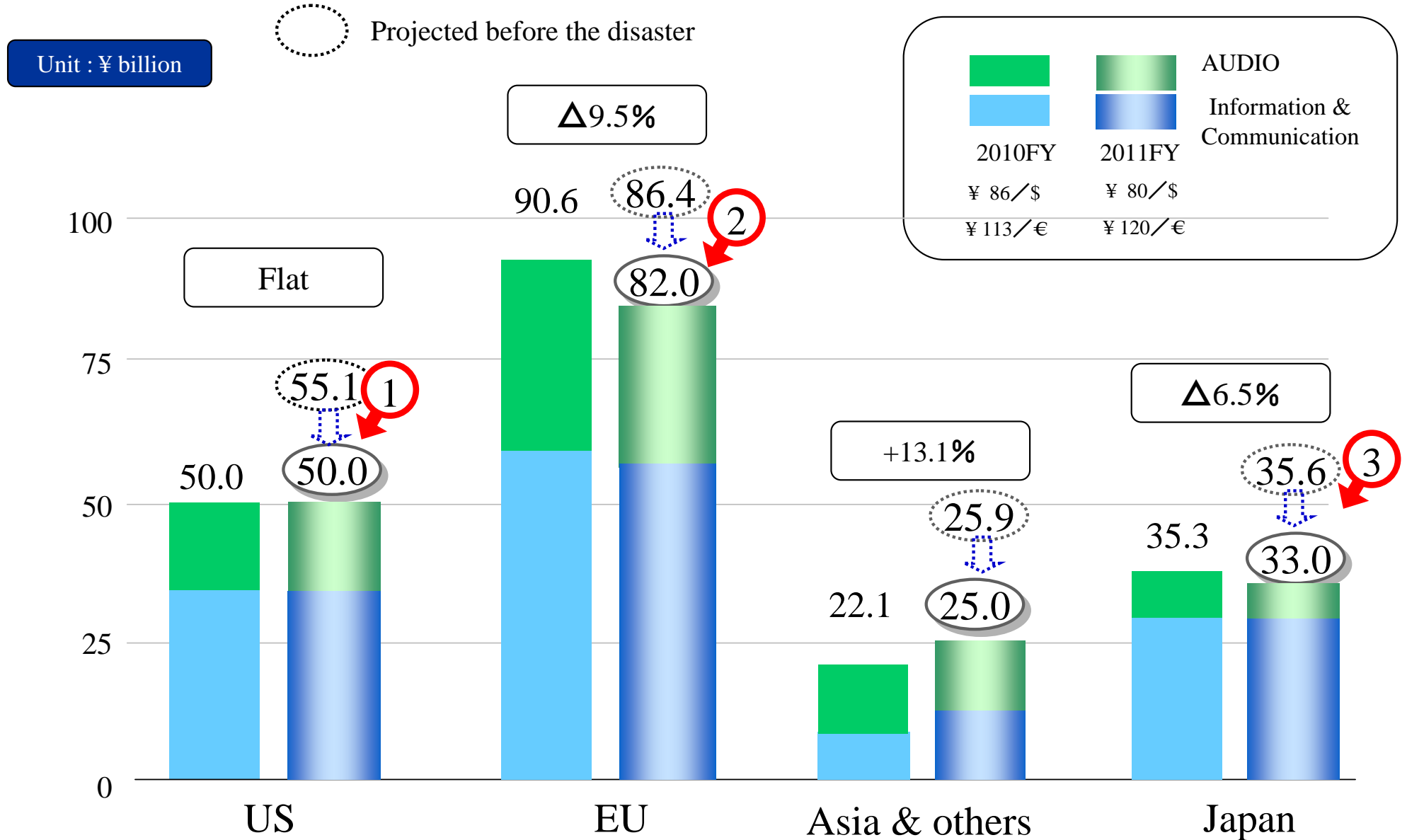


※ Operating Costs & Expenses exclude unallocated operating costs & expenses. (09FY ¥4.7bln • 10FY ¥4.5bln)

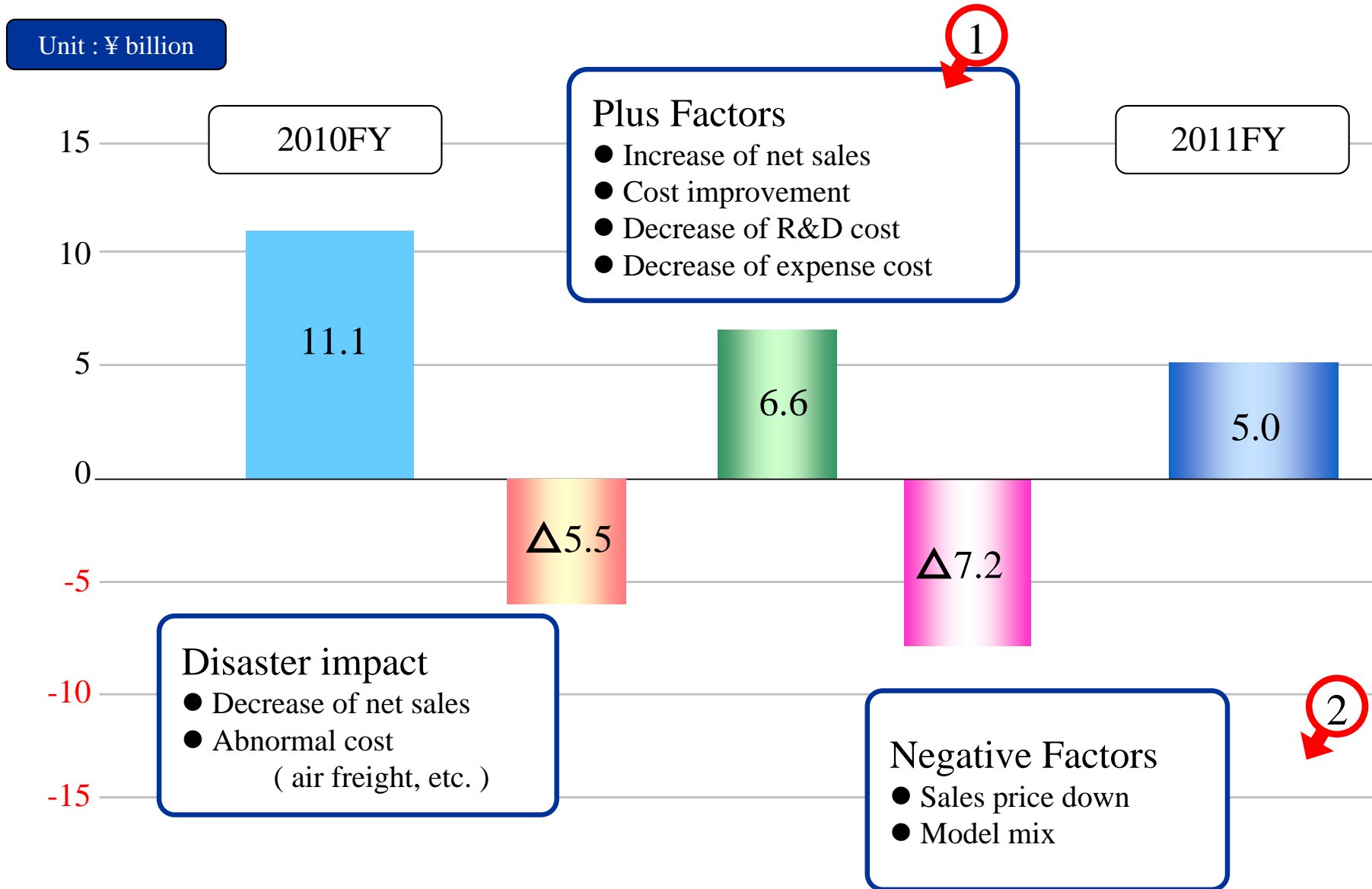
2011FY consolidated business plan

	2010FY (Ended March 2011)	2011FY (Ending March, 2012)		
		1 st half	2 nd half	Total
Net Sales	¥201.2 bln	¥ 90.0 bln	¥100.0 bln	¥ 190.0 bln 1
Operating Income	¥ 11.1 bln	¥ 0	¥ 5.0 bln	¥ 5.0 bln
Ordinary Income	¥ 10.7 bln	¥ 0	¥ 5.0 bln	¥ 5.0 bln
Net Income	¥ 6.0 bln	¥ 0	¥ 3.5 bln	¥ 3.5 bln 2
	¥ 86/\$ ¥ 113/€	¥ 80/\$ ¥ 120/€		

2011FY sales forecast per area

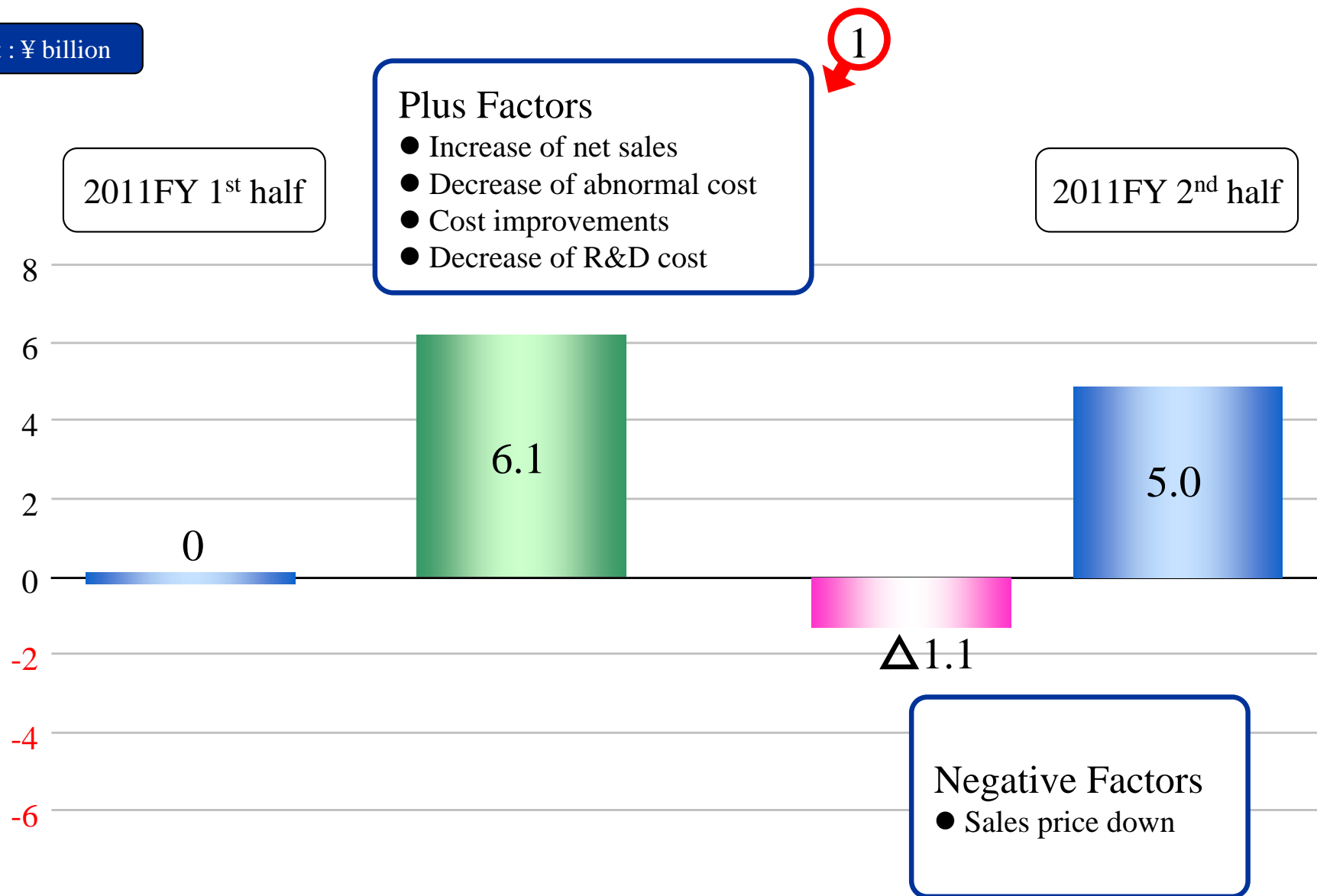


2011FY Operating Income/Loss Forecast



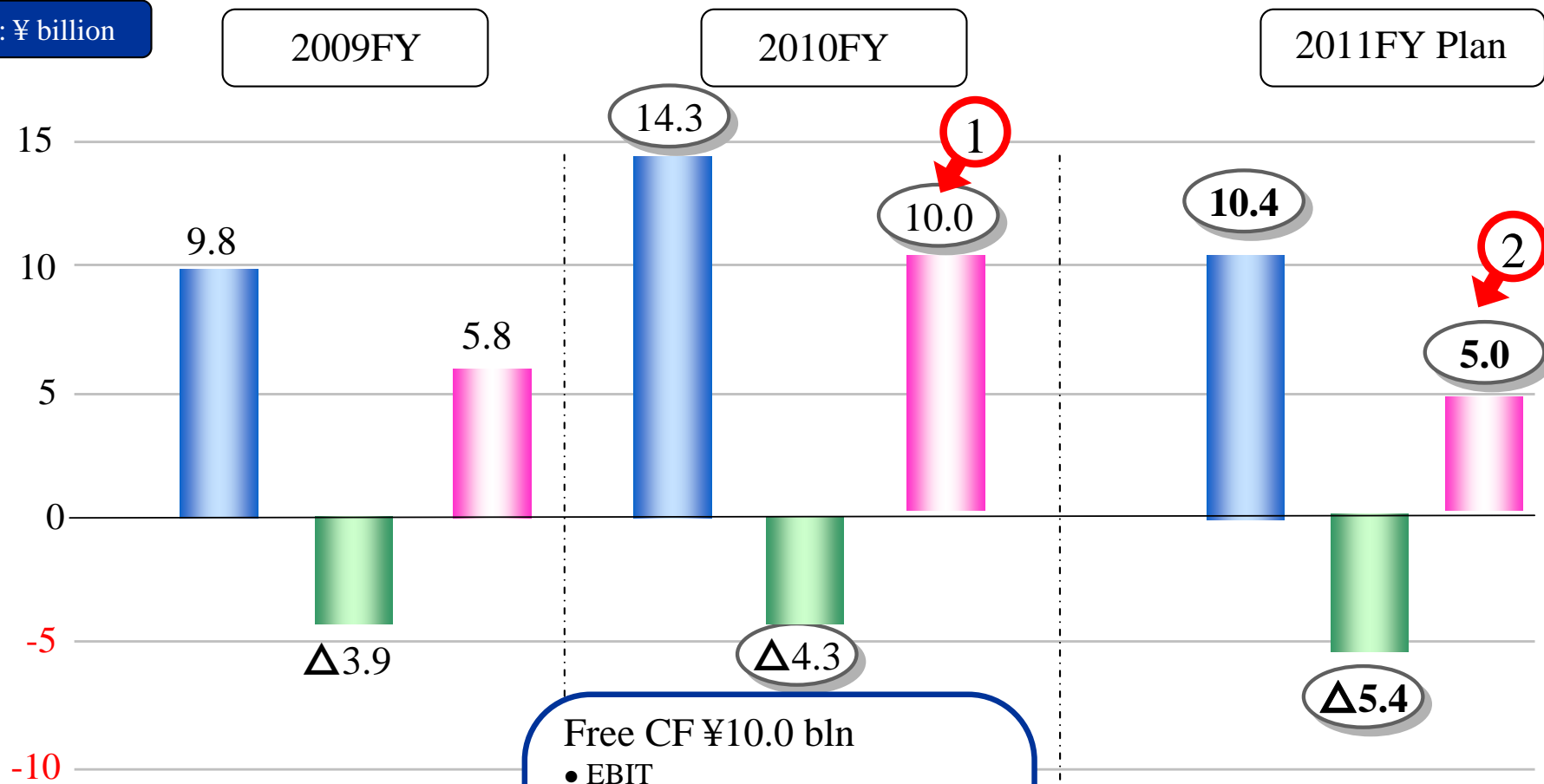
Operating Income/Loss : 2011FY 1st half vs. 2nd half

Unit : ¥ billion



Cash Flow

Unit : ¥ billion



Free CF ¥10.0 bln

- EBIT
- Tax
- Depreciation
- Decrease of AR
- Increase of AP
- Increase of inventory asset
- Increase of product warranties
- Others
- Investment CF

