

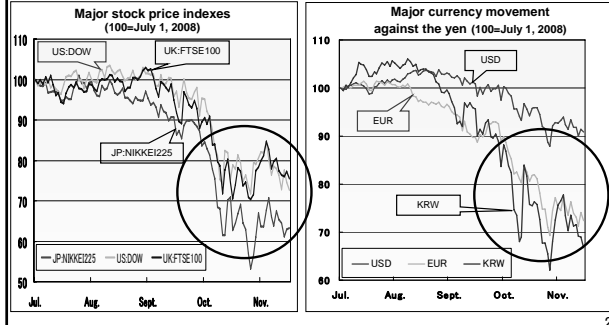
# Fiscal 2009 Consolidated Results Forecast Revision

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Notes: 1. This is an English translation from the original presentation in Japanese.  
2. In this presentation, "fiscal 2009" or "FY 2009" refers to the year ending March 31, 2009.

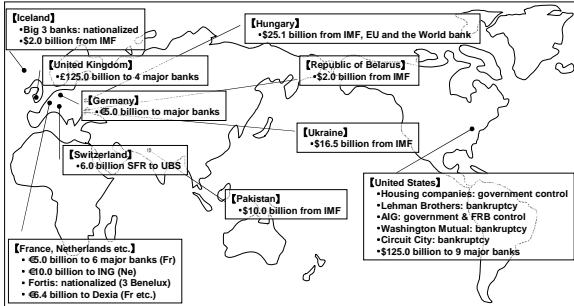
## Share Price & Currency Movements

Lehman shock lead sharp declines in stock prices and a surge in the yen



## World Financial Crisis

The crisis originated in the financial markets spreads to real economy



## FY2009 Revised Forecast

(yen: billions)	Revised forecast	April forecast	Change	FY2008 results	Change
Sales	8,500.0	9,200.0	-700.0	9,068.9	-568.9
Operating profit	340.0 (4.0%)	560.0 (6.1%)	-220.0	519.5 (5.7%)	-179.5
Pre-tax income	100.0 (1.2%)	500.0 (5.4%)	-400.0	435.0 (4.8%)	-335.0
Net income	30.0 (0.4%)	310.0 (3.4%)	-280.0	281.9 (3.1%)	-251.9

【Foreign exchange rates】

	FY09 2H	FY09	April forecast
1US dollar	100 yen	103 yen	100 yen
1Euro	125 yen	145 yen	155 yen

## FY2009 Operating Profit Revision (changes vs. April forecast)

		(yen: billions)
Contents		Amounts
Operating profit (April forecast)		560.0
Major reasons	Economic downturn & price competition	-300.0
	Foreign exchange rates impact	-22.0
	Raw material price increase	-38.0
	Streamlining, fixed cost reduction & others	+140.0
	<b>Total</b>	<b>-220.0</b>
Revised operating profit		340.0

## FY2009 Pre-tax Income Revision (change vs. April forecast)

		(yen: billions)
Contents		Amounts
Pre-tax income (April forecast)		500.0
Major reasons	Operating profit (change from April)	-220.0
	Business restructuring expenses	-130.0
	Write-down of investment securities	-60.0
	Expenses related to name change & brand unification, and others	+10.0
	<b>Total</b>	<b>-400.0</b>
Revised pre-tax income		100.0

## FY2009 Changes from April Forecast

(yen: billions)

	FY09 1H	Change	FY09 2H	Change
Sales	4,343.7	-46.3 -1%	4,156.3	-653.7 -14%
Operating profit	228.2 (5.3%)	+28.2 +14%	111.8 (2.7%)	-248.2 -69%

### [FY09 2H Sales; changes from April forecast]

Digital AVC Networks Solution	-430.0
Solutions for the Environment and Comfortable Living	-70.0
Devices & Industry Solution	-150.0

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## Initiatives for Achieving Growth and Strengthening Management Structure

### Global growth

- Expanding global sales through company name change & unified brand
- Strengthening marketing in BRICs and Vietnam
- Sales activities by top management for B to B businesses
- Increasing market share by strengthening product competitiveness

### Increase profitability

- Accelerating structural reforms – reviewing global manufacturing sites, etc.
- Closure or sell-out of unprofitable businesses
- Further strengthening cost competitiveness – expanding “Itakona” activities
- Reducing fixed costs \*\*\* “Cost-busters” activities etc.

### Reduce total assets by cash flow management

- Reducing inventories
- Curbing capital expenditures

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## FY2009 Year-end Dividend

Year-end dividend: 22.5 yen  
(No change)  
Annual dividends: 45 yen

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