

# AT A GLANCE

## CORPORATE DATA

As of March 31, 2008

### NET SALES BREAKDOWN BY BUSINESS SEGMENT

**NET SALES**  
 Tokyo Building,  
 2-7-3, Marunouchi,  
 Chiyoda-ku, Tokyo 100-8310,  
 Japan  
 Phone: +81 (3) 3218-2111

**ESTABLISHED:**  
 January 15, 1921

**PAID-IN CAPITAL:**  
 ¥175,820 million

**SHARES ISSUED:**  
 2,147,201,551 shares

**CONSOLIDATED NET SALES:**  
 ¥4,049,818 million

**CONSOLIDATED TOTAL ASSETS:**  
 ¥3,485,080 million

**EMPLOYEES:**  
 105,651

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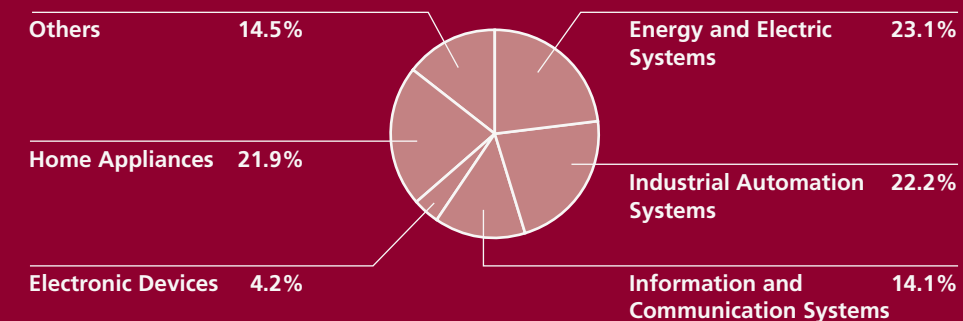
## FINANCIAL HIGHLIGHTS

Years ended March 31

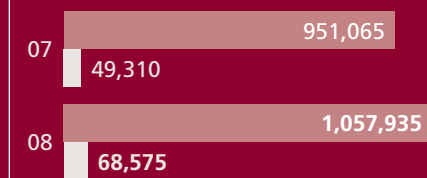
	Yen (millions)			U.S. dollars (thousands)
	2008	2007	2006	2008
Net sales	¥4,049,818	¥3,855,745	¥3,604,185	\$40,498,180
Operating income	267,205	233,002	157,718	2,672,050
Net income	157,977	123,080	95,692	1,579,770
Total assets	3,485,080	3,452,231	3,313,742	34,850,800
Shareholders' equity	1,031,438	1,059,209	942,202	10,314,380
Capital expenditure	144,623	140,557	134,413	1,446,230
R&D expenditure	148,790	132,722	130,639	1,487,900
			Yen	U.S. dollars
<b>Per-Share Amounts</b>				
Net income				
Basic	¥73.60	¥57.34	¥44.64	\$0.736
Diluted	73.59	57.34	44.63	0.736
Cash dividends declared	13	10	8	0.13

See accompanying notes to consolidated financial statements.

## NET SALES BREAKDOWN BY BUSINESS SEGMENT



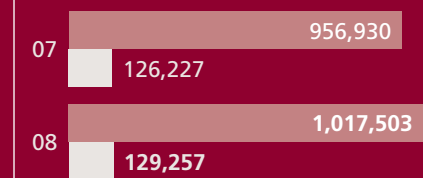
## Energy and Electric Systems



### MAIN PRODUCTS AND BUSINESS LINES

Turbine generators, hydraulic turbine generators, nuclear power plant equipment, motors, transformers, power electronics equipment, circuit breakers, gas insulated switches, switch control devices, surveillance-system control and security systems, large display devices, electrical equipment for locomotives and rolling stock, elevators, escalators, building security systems, particle beam treatment systems, and others

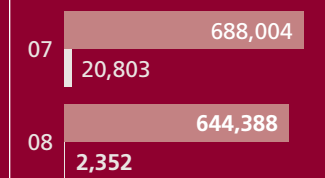
## Industrial Automation Systems



### MAIN PRODUCTS AND BUSINESS LINES

Programmable logic controllers, inverters, servomotors, human-machine interface, motors, hoists, magnetic switches, no-fuse circuit breakers, short-circuit breakers, transformers for electricity distribution, time and power meters, uninterruptible power supply, industrial sewing machines, computerized numerical controllers, electrical-discharge machines, laser processing machines, industrial robots, clutches, automotive electrical equipment, car electronics and car mechatronics, car multimedia, and others

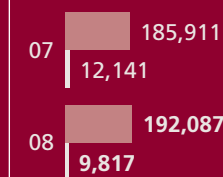
## Information and Communication Systems



### MAIN PRODUCTS AND BUSINESS LINES

Wireless communications equipment, mobile handsets, cable communications systems, surveillance cameras, satellite communications equipment, satellites, radar equipment, antennas, missile systems, fire control systems, broadcasting equipment, data transmission devices, network security systems, information systems equipment, systems integration, and others

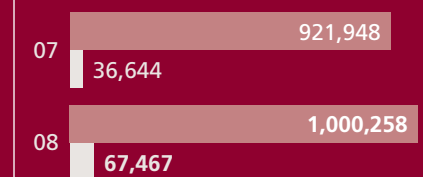
## Electronic Devices



### MAIN PRODUCTS AND BUSINESS LINES

Power modules, high-frequency devices, optical devices, LCD devices, printed circuit boards, microcomputers, system LSIs, and others

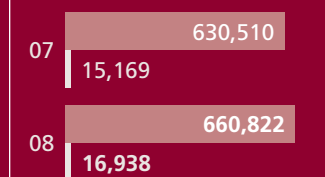
## Home Appliances



### MAIN PRODUCTS AND BUSINESS LINES

Color televisions, projection TVs, display monitors, projectors, DVD players and recorders, room air conditioners, package air conditioners, refrigerators, electric fans, washing machines, ventilators, solar power generation systems, hot water supply systems, fluorescent lamps, indoor lighting, compressors, chillers, humidifiers, dehumidifiers, air purifiers, showcases, cleaners, microwave ovens, IH cooking heaters, and others

## Others



### MAIN PRODUCTS AND BUSINESS LINES

Procurement, logistics, real estate, advertising, finance and other services

■ NET SALES  
 ■ OPERATING INCOME  
 (Yen in millions)