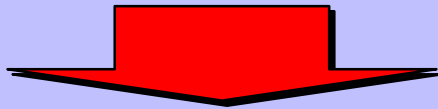


Outline of 13th Medium Term Management Plan

Our corporate ideal

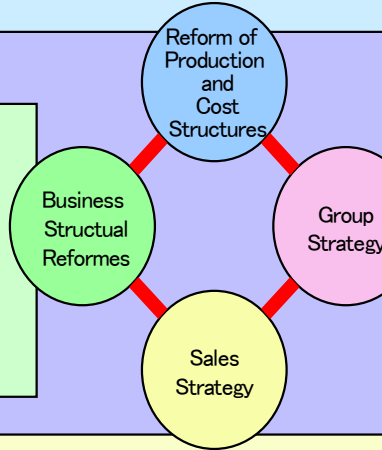
A highly profitable company specializing in its fields of expertise.
We will try to be the most competitive player in each of our business domain by enhancing developmental abilities (sales, products, technologies, systems, and othes).

A company that provides the highest level of customer satisfaction.
We will constantly try to provide product quality, delivery, and cost that will satisfy our customers, i.e. we will enhance the overall quality of our business.



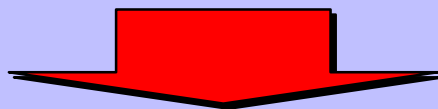
- ① High value-added strategy (specialization in fields of expertise).
- ② Strengthening our ability to conduct customer-focused product development and marketing.
- ③ Revision and strengthening of our distribution systems.
- ④ Shorter deliveries through full-fledged application of information technologies.

- ① Organizational reform based on a business division model (implemented starting June 1, 2001) and adoption of new human resource systems.
- ② Promotion of various alliances for strengthened international competitiveness.
- ③ Reconfiguration of educational systems and strengthening career development.
- ④ Reconfiguration of educational systems and strengthening career development.



- ① Strengthening competitiveness for each Group company.
- ② Improving the efficiency of Group managerial resources.

- ① High value-added strategy (specialization in fields of expertise).
- ② Strengthening our ability to conduct customer-focused product development and marketing.
- ③ Revision and strengthening of our distribution systems.
- ④ Shorter deliveries through full-fledged application of information technologies.



Numerical Target
(Non-consolidated base)

Income before special items: min. ¥20 billion/year
ROA: min. 5%