

For companies operating in this period of prolonged economic recession, the pursuit of immediate profits and growth is similar to competing in a sporting event. My idea about the most important duty for a business person is, however, a company must not aim at short-term performance or swing between elation and desperation over stock price movement to achieve high scores; more importantly, it must deliver consistent profits to shareholders over the long-run and enhance real corporate value.

We create an operating framework geared to winning against global competition by executing tasks and making swift decisions in a manner that reflects the needs of the times. And we approach our day-to-day operations with a long-term perspective and constantly strive to improve corporate value. We aggressively embrace the challenges of new product development to maximize our core strengths, developed over the years as a company focused on creation and development. At the same time, we recognize the importance of coexisting harmoniously within society. Committed to fulfilling our responsibilities as a corporate citizen, we demonstrate care for the environment and are establishing close ties with local communities.

We truly appreciate the understanding and unwavering support we continue to receive from our shareholders. Reflecting on our performance in the year under review, we have declared total annual cash dividends of 15.00 yen per share. Into the future, we will continue to work to provide stable dividends while distributing earnings as appropriate considering our financial results.

Having entered the third year of the 21st century, we remain confronted by challenging business conditions, with the domestic economy mired in recession and the global economy gripped with uncertainty. United with our employees, we are tackling this difficult situation head-on by maintaining flexible responses to the challenging operating environment. We ask you to remain by our side watching over us as we aim at sustained growth into the future.

Akihiro Teramachi

Akihiro Teramachi
President and CEO

