Overcoming worldwide economic turmoil and achieving growth

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Overcoming worldwide economic turmoil and achieving growth

1. Worldwide economy at a turning point

2. Use recession as springboard to enhance profit structure
   Reduce break-even point

3. Maintain high level of investment for growth
   Optimize allocation of R&D spending
   Positive stance towards M&A

4. Overcome economic turmoil by maintaining strong financial base
   In the immediate future, strive to maintain our cash position in order to prepare for unforeseen events and future investment opportunities
Revision of Dividend Forecast

Revised year-end dividend forecast downward due to net loss expected in second half

<table>
<thead>
<tr>
<th>Dividend per share</th>
<th>2Q-end</th>
<th>Year-end</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous forecast announced on Aug. 8th</td>
<td>19 yen</td>
<td>21 yen</td>
<td>40 yen</td>
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<tr>
<td>Revision</td>
<td>20 yen (decided)</td>
<td>4 yen</td>
<td>24 yen</td>
</tr>
<tr>
<td>Net income and payout ratio</td>
<td>17.3 bil. yen</td>
<td>-9.3 bil. Yen</td>
<td>8.0 bil. yen</td>
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<tr>
<td></td>
<td>20.6%</td>
<td>53.7%</td>
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Due to the huge turmoil in financial markets since September, we have decided that we need to monitor developments very carefully. In principle, we are maintaining our basic policy on shareholder returns of a 20% payout ratio. We, however, plan to pay ¥4 per share at year-end in order to meet shareholders’ expectations, despite estimated second half loss.