

## 2 | Business Overview <1999~2001>

### Business Results

Item		For the years ended		
		1999 March 31, 2000	2000 March 31, 2001	2001 March 31, 2002
Consolidated	Net Sales (millions of yen)	5,977,075	6,089,620	<b>6,196,241</b>
	Japan	2,626,866	2,536,750	<b>2,370,162</b>
	North America	2,217,775	2,469,918	<b>2,649,212</b>
	Europe	876,931	822,756	<b>818,555</b>
	General Overseas Market	255,503	260,196	<b>358,312</b>
	Operating Income (millions of yen)	82,565	290,314	<b>489,215</b>
	Japan	19,430	174,329	<b>289,696</b>
	North America	87,340	150,462	<b>209,625</b>
	Europe	▲38,112	▲27,286	<b>3,228</b>
	General Overseas Market	▲3,086	3,989	<b>6,227</b>
	Eliminations	16,993	▲11,180	▲19,561
	Operating Margin	1.4%	4.75%	<b>7.9%</b>
	Ordinary Income (millions of yen)	▲1,642	282,309	<b>414,744</b>
	Net Income (millions of yen)	▲684,363	331,075	<b>372,262</b>
	Net Debt (Automotive Business) (billions of yen)	1,348.7	952.7	<b>431.7</b>
Capital Expenditure (billions of yen)	244.2	205.6	<b>293.8</b>	
R&D Investments (billions of yen)	238.6	231.7	<b>262.1</b>	
Non-Consolidated	Net Sales (millions of yen)	2,997,020	2,980,130	<b>3,019,860</b>
	Domestic	1,546,744	1,457,938	<b>1,389,217</b>
	Export	1,450,275	1,522,192	<b>1,630,643</b>
	Operating Income (millions of yen)	▲15,674	127,762	<b>242,279</b>
	Operating Margin	▲0.5%	4.3%	<b>8.0%</b>
	Ordinary Income (millions of yen)	▲35,850	135,693	<b>197,932</b>
	Net Income (millions of yen)	▲790,064	187,485	<b>183,449</b>
	Paid in Capital (millions of yen)	496,605	496,606	<b>604,556</b>
Capital Expenditure (billions of yen)	80.9	86.3	<b>85.7</b>	