

1. ANALYSIS of BUSINESS PERFORMANCE and FINANCIAL POSITION

(1) Business Performance Analysis

1. Overview of Performance

| | Fiscal year ended March 31 | | | (Billions of yen) | |
|---|----------------------------|--------|---------------------|-------------------|--|
| | 2013 | 2012 | Increase (Decrease) | | |
| Net sales | 813.0 | 767.8 | 45.1 | 5.9% | |
| Gross profit | 375.5 | 355.3 | 20.2 | 5.7% | |
| Operating income | 40.6 | 40.3 | 0.3 | 0.8% | |
| Ordinary income | 38.9 | 34.7 | 4.1 | 11.9% | |
| Income before income taxes and minority interests | 33.8 | 32.8 | 1.0 | 3.1% | |
| Net income | 15.1 | 20.4 | (5.2) | -25.9% | |
| Net income per share: [yen] | 28.52 | 38.52 | (10.00) | -26.0% | |
| Capital expenditure | 38.4 | 34.0 | 4.4 | 13.0% | |
| Depreciation | 45.9 | 49.2 | (3.2) | -6.6% | |
| R & D expenses | 71.5 | 72.5 | (0.9) | -1.4% | |
| Free cash flow | 3.0 | 29.6 | (26.5) | -89.8% | |
| Number of employees [persons] | 41,844 | 38,206 | 3,638 | 9.5% | |
| Exchange rates [yen] | | | | | |
| US dollar | 83.10 | 79.07 | 4.03 | 5.1% | |
| Euro | 107.14 | 108.96 | (1.82) | -1.7% | |

Looking back on the business environment in the consolidated fiscal year under review, the Euro zone economy saw negative growth due to the impact of the European debt crisis, and further to this, economies in emerging countries stagnated despite having led growth in the global economy. In the U.S. economy, improvement in the employment environment and an increase in asset value pushed up consumption, driving a recovery trend. In the Japanese economy, post-earthquake demand returned to normal in the first half of the fiscal year while a multitude of factors such as the yen's appreciation put downward pressure on business activity. Although difficult conditions persisted in the manufacturing industry, corrections continued to be made to the strong yen from the end of 2012 along with a change of government which is heightening expectations for the future business environment.

Looking at the main businesses in the consolidated fiscal year under review, in the Business Technologies Business, sales were strong for the new series of A3 color MFPs (Multi-functional peripherals) for the office under the "bizhub" brand, and sales volumes of color MFPs for the fiscal year increased compared with the previous fiscal year in all regions worldwide, including Japan, the U.S., and Europe, and Other regions. In the production print field, sales volumes exceeded the previous fiscal year due in part to an increase in sales of color units in the key areas of Japan, the U.S. and Europe, and to the introduction of new products in the monochrome range. In the Industrial Business, while sales were soft for glass substrates for HDDs and pickup lenses for optical disks due to deterioration in market conditions and the impact of inventory adjustments, sales of thin plain TAC films for LCD polarizers ("TAC films for LCD polarizers" hereinafter referred to as "TAC films") and VA-TAC films for increasing the viewing angles (hereinafter referred to as "VA-TAC films") were strong, and sales volumes were up year on year for replacement lenses for DSLR cameras and light meters. In the Healthcare Business, sales were strong for digital radiography systems such as the "AeroDR".

Financial Performance Analysis Project Report

A. D. Jankowicz



Financial Performance Analysis Project Report:

Unveiling the Energy of Verbal Artistry: An Emotional Sojourn through **Financial Performance Analysis Project Report**

In some sort of inundated with monitors and the cacophony of immediate connection, the profound power and mental resonance of verbal art usually diminish in to obscurity, eclipsed by the continuous onslaught of noise and distractions. Yet, situated within the musical pages of **Financial Performance Analysis Project Report**, a interesting perform of literary beauty that impulses with natural feelings, lies an unique trip waiting to be embarked upon. Written with a virtuoso wordsmith, that interesting opus books visitors on a psychological odyssey, lightly revealing the latent possible and profound affect embedded within the delicate internet of language. Within the heart-wrenching expanse of the evocative evaluation, we shall embark upon an introspective exploration of the book is main styles, dissect their charming publishing style, and immerse ourselves in the indelible impact it leaves upon the depths of readers souls.

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