

# 2012 MEDIUM-TERM BUSINESS PLAN (2012–2014)

## Strategies to Achieve Targets



## Financial Targets

(Billion yen)

	FY2011 Actual	2012 Business Plan	
		FY2012 Forecast	FY2014 Target
Orders received (Shares of overseas orders)	3,188.8 (43%)	3,400.0 (58%)	<b>4,000.0</b> <b>(64%)</b>
Net sales	2,820.9	3,000.0	<b>3,700.0</b>
Operating income (Ordinary income)	111.9 (86.1)	120.0 (80.0)	<b>250.0</b> <b>(210.0)</b>
Net income	24.5	40.0	<b>130.0</b>
ROE	1.9%	3.1%	<b>8.9%</b>
ROIC	1.5%	2.1%	<b>6.5%</b>
D/E Ratio	0.9	0.8	<b>0.7</b>
Interest-bearing debts	1,157.1	1,100.0	<b>1,000.0</b>
Dividend per share	6 JPY	6 JPY	<b>10 JPY</b>

## Vision

	FY2010 Business Plan FY2011	FY2012 Business Plan FY2014	After FY2014 Business Plan After FY2015
Free Cash Flows	153.3 Billion Yen	<b>200.0 Billion Yen</b>	<b>200.0 Billion Yen</b>
D/E Ratio (Reserve fund raising potential)	0.9	<b>0.7</b> <b>(500.0 Billion Yen)</b>	<b>0.7</b> <b>(700.0 Billion Yen)</b>
ROE	1.9%	<b>8.9%</b>	<b>12.0%</b>
Net Worth	1.3 Trillion Yen	<b>1.5 Trillion Yen</b>	<b>2.2 Trillion Yen</b>

