

# NSK

## FACT BOOK

November 01, 2005

**NSK Ltd.**

# Business Segment Data

**NSK**

&lt;Consolidated&gt;

| Segments<br>(¥ million)         | FY 2003  |           | FY 2004  |           | FY 2005  |
|---------------------------------|----------|-----------|----------|-----------|----------|
|                                 | 1st half | Full year | 1st half | Full year | 1st half |
| Net sales                       | 253,813  | 522,217   | 287,287  | 580,989   | 302,903  |
| Operating income                | 9,462    | 25,972    | 19,456   | 38,283    | 18,414   |
| <%>                             | <3.7%>   | <5.0%>    | <6.8%>   | <6.6%>    | <6.1%>   |
| Industrial machinery bearings   | 87,157   | 176,299   | 91,880   | 185,473   | 94,840   |
| Operating income                | 4,873    | 12,157    | 9,363    | 19,949    | 10,093   |
| <%>                             | <5.6%>   | <6.9%>    | <10.2%>  | <10.8%>   | <10.6%>  |
| Automotive products             | 139,955  | 285,830   | 155,523  | 316,169   | 168,797  |
| Operating income                | 7,010    | 15,713    | 8,971    | 15,748    | 7,472    |
| <%>                             | <5.0%>   | <5.5%>    | <5.8%>   | <5.0%>    | <4.4%>   |
| Precision machinery and parts   | 19,681   | 47,072    | 32,411   | 64,186    | 32,242   |
| Operating income                | -1,479   | -39       | 2,605    | 4,765     | 1,878    |
| <%>                             | <-7.5%>  | <-0.1%>   | <8.0%>   | <7.4%>    | <5.8%>   |
| Others                          | 10,224   | 19,479    | 10,808   | 23,239    | 11,741   |
| Operating income                | 627      | 1,178     | 558      | 1,844     | 827      |
| <%>                             | <6.1%>   | <6.0%>    | <5.2%>   | <7.9%>    | <7.0%>   |
| Eliminations (Net sales)        | -3,204   | -6,463    | -3,335   | -8,078    | -4,717   |
| Eliminations (Operating income) | -1,569   | -3,037    | -2,041   | -4,023    | -1,856   |

NSK Group business segmentation was revised beginning FY 2004.  
For your reference, segment results for FY2003 have been provided.

# Sales by Customer Location

**NSK**

&lt;Consolidated&gt;

| (¥ million)  | FY 2000  |           | FY 2001  |           | FY 2002  |           | FY 2003  |           | FY 2004  |           | FY 2005  |
|--------------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
|              | 1st half | Full year | 1st half | Full year | 1st half | Full year | 1st half | Full year | 1st half | Full year | 1st half |
| Net sales    | 268,494  | 533,144   | 252,419  | 480,902   | 260,694  | 522,820   | 253,813  | 522,217   | 287,287  | 580,989   | 302,903  |
| Japan        | 153,429  | 305,964   | 131,835  | 257,624   | 136,564  | 279,260   | 132,428  | 278,645   | 150,680  | 310,246   | 156,347  |
| Overseas     | 115,065  | 227,180   | 120,584  | 223,278   | 124,130  | 243,560   | 121,385  | 243,572   | 136,607  | 270,743   | 146,556  |
| The Americas | 42,789   | 81,448    | 40,272   | 76,495    | 43,085   | 81,785    | 38,567   | 74,885    | 41,107   | 82,279    | 44,561   |
| Europe       | 36,581   | 72,004    | 42,959   | 76,964    | 41,793   | 81,418    | 44,058   | 85,391    | 48,590   | 93,625    | 49,682   |
| Asia         | 35,695   | 73,727    | 37,352   | 69,818    | 39,251   | 80,356    | 38,759   | 83,295    | 46,910   | 94,838    | 52,313   |

"FY 2005" refers to the fiscal year ending March 31, 2006.

# Geographical Segment Data (IR data)



<Consolidated>

| ¥ million)                     | FY 2000  |           | FY 2001  |           | FY 2002  |           | FY 2003  |           | FY 2004  |           | FY 2005  |
|--------------------------------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
|                                | 1st half | Full year | 1st half | Full year | 1st half | Full year | 1st half | Full year | 1st half | Full year | 1st half |
| Net Sales                      | 2,685    | 5,331     | 2,524    | 4,809     | 2,607    | 5,228     | 2,538    | 5,222     | 2,873    | 5,810     | 3,029    |
| Operating income               | 122      | 258       | 49       | 39        | 65       | 178       | 95       | 260       | 195      | 383       | 184      |
| <%>                            | <4.5%>   | <4.8%>    | <2.0%>   | <0.8%>    | <2.5%>   | <3.4%>    | <3.7%>   | <5.0%>    | <6.8%>   | <6.6%>    | <6.1%>   |
| Japan                          | 2,155    | 4,381     | 1,908    | 3,667     | 1,920    | 3,955     | 1,868    | 3,918     | 2,133    | 4,395     | 2,274    |
| Operating income               | 81       | 185       | 25       | 31        | 42       | 129       | 68       | 192       | 134      | 273       | 156      |
| <%>                            | <3.8%>   | <4.2%>    | <1.3%>   | <0.8%>    | <2.2%>   | <3.3%>    | <3.6%>   | <4.9%>    | <6.3%>   | <6.2%>    | <6.9%>   |
| The Americas                   | 403      | 770       | 386      | 733       | 411      | 774       | 379      | 738       | 403      | 805       | 435      |
| Operating income               | 29       | 47        | 17       | 19        | 10       | 20        | 8        | 6         | 12       | 25        | 13       |
| <%>                            | <7.2%>   | <6.1%>    | <4.4%>   | <2.6%>    | <2.4%>   | <2.6%>    | <2.1%>   | <0.8%>    | <3.0%>   | <3.2%>    | <3.1%>   |
| Europe                         | 376      | 737       | 440      | 798       | 438      | 850       | 460      | 898       | 515      | 1,002     | 534      |
| Operating income               | -14      | -34       | -18      | -63       | -10      | -19       | 3        | 26        | 27       | 48        | 16       |
| <%>                            | <-3.7%>  | <-4.6%>   | <-4.1%>  | <-7.9%>   | <-2.3%>  | <-2.2%>   | <0.7%>   | <2.9%>    | <5.3%>   | <4.8%>    | <3.0%>   |
| Asia                           | 260      | 534       | 282      | 538       | 291      | 575       | 280      | 576       | 311      | 642       | 350      |
| Operating income               | 21       | 44        | 23       | 35        | 22       | 46        | 22       | 38        | 17       | 33        | 22       |
| <%>                            | <8.1%>   | <8.2%>    | <8.2%>   | <6.5%>    | <7.6%>   | <8.0%>    | <7.9%>   | <6.6%>    | <5.4%>   | <5.1%>    | <6.4%>   |
| Eliminations: Sales            | -509     | -1,091    | -492     | -927      | -453     | -926      | -449     | -908      | -489     | -1,034    | -563     |
| Eliminations: Operating income | 5        | 16        | 2        | 17        | 1        | 2         | -6       | -2        | 5        | 4         | -23      |

"Eliminations" includes minor adjustments to match the total.

Data differs from that announced in the "Immediate Release" filed on October 27, 2005. (The apportionment of "Eliminations: Operating income" is different.)

"FY 2005" refers to the fiscal year ending March 31, 2006.

# Capital Expenditures, Depreciation and R&D Expenses <Consolidated>



| ¥ million)           | FY 2000  |           | FY 2001  |           | FY 2002  |           | FY 2003  |           | FY 2004  |           | FY 2005  |
|----------------------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
|                      | 1st half | Full year | 1st half | Full year | 1st half | Full year | 1st half | Full year | 1st half | Full year | 1st half |
| Capital expenditures | 16,234   | 38,488    | 20,851   | 36,183    | 13,191   | 23,010    | 10,808   | 25,502    | 15,143   | 36,912    | 24,371   |
| Japan                | 9,426    | 24,670    | 12,177   | 18,470    | 6,120    | 11,974    | 5,467    | 14,799    | 11,430   | 25,553    | 15,222   |
| The Americas         | 1,327    | 3,368     | 2,482    | 6,583     | 2,489    | 3,672     | 1,740    | 2,847     | 737      | 1,564     | 1,943    |
| Europe               | 1,926    | 5,191     | 3,333    | 5,480     | 2,149    | 3,727     | 1,482    | 2,758     | 791      | 3,668     | 1,761    |
| Asia                 | 3,555    | 5,259     | 2,859    | 5,650     | 2,433    | 3,637     | 2,119    | 5,098     | 2,185    | 6,127     | 5,445    |
| Depreciation         | 12,479   | 25,745    | 13,148   | 28,196    | 13,965   | 28,813    | 13,336   | 26,598    | 12,961   | 27,010    | 13,403   |
| R&D expenses         | 4,422    | 9,268     | 4,122    | 8,036     | 4,337    | 8,307     | 4,174    | 8,722     | 4,736    | 9,806     | 4,841    |

"Capital expenditures " and "Depreciation " do not include intangible assets.

"Capital expenditures: Japan " includes minor adjustments to match the total.

"FY 2005" refers to the fiscal year ending March 31, 2006.

# Inventories

**NSK**

&lt;Consolidated&gt;

| ¥ million)                 | FY 2000 |          | FY 2001 |          | FY 2002 |          | FY 2003 |          | FY 2004 |          | FY 2005 |
|----------------------------|---------|----------|---------|----------|---------|----------|---------|----------|---------|----------|---------|
|                            | Interim | Year-end | Interim | Year-end | Interim | Year-end | Interim | Year-end | Interim | Year-end | Interim |
| Inventories                | 97,062  | 102,324  | 104,607 | 97,459   | 84,135  | 83,487   | 82,637  | 75,905   | 76,736  | 81,730   | 90,231  |
| Japan                      | 55,305  | 52,306   | 49,911  | 45,392   | 40,952  | 37,972   | 36,171  | 33,770   | 36,471  | 37,829   | 42,157  |
| The Americas               | 15,025  | 18,377   | 21,354  | 19,264   | 14,995  | 15,180   | 16,639  | 14,122   | 13,167  | 14,028   | 16,298  |
| Europe                     | 17,007  | 19,580   | 21,259  | 21,477   | 17,872  | 19,548   | 18,999  | 18,430   | 16,922  | 18,601   | 17,943  |
| Asia                       | 9,725   | 12,061   | 12,083  | 11,326   | 10,316  | 10,787   | 10,828  | 9,583    | 10,176  | 11,272   | 13,833  |
| Inventory turnover (times) | 5.5     | 5.2      | 4.8     | 4.9      | 6.2     | 6.3      | 6.2     | 6.9      | 7.5     | 7.4      | 7.0     |

"Japan" includes minor adjustments to match the total.

"FY 2005" refers to the fiscal year ending March 31, 2006.

# Interest-bearing Debts



<Consolidated>

| (¥ million)            | FY 2000 |          | FY 2001 |          | FY 2002 |          | FY 2003 |          | FY 2004 |          | FY 2005 |
|------------------------|---------|----------|---------|----------|---------|----------|---------|----------|---------|----------|---------|
|                        | Interim | Year-end | Interim | Year-end | Interim | Year-end | Interim | Year-end | Interim | Year-end | Interim |
| Interest-bearing debts | 263,250 | 245,757  | 249,911 | 272,358  | 255,866 | 267,779  | 262,857 | 246,548  | 227,398 | 207,184  | 207,085 |
| Short-term loans       | 89,757  | 95,210   | 108,732 | 98,452   | 91,114  | 93,102   | 87,492  | 77,418   | 71,096  | 75,655   | 86,690  |
| Long-term loans        | 26,221  | 23,285   | 23,920  | 56,917   | 57,763  | 57,688   | 58,376  | 62,141   | 59,313  | 51,529   | 40,395  |
| Commercial paper       |         | 10,000   |         |          |         |          |         |          |         |          |         |
| Corporate bonds        | 147,272 | 117,262  | 117,259 | 116,989  | 106,989 | 116,989  | 116,989 | 106,989  | 96,989  | 80,000   | 80,000  |
| DE ratio               | 1.15    | 1.08     | 1.15    | 1.31     | 1.43    | 1.57     | 1.43    | 1.31     | 1.27    | 1.10     | 0.99    |

"FY 2005" refers to the fiscal year ending March 31, 2006.

# Consolidated Balance Sheets



| (¥ million)                                       | FY 2001<br>Interim | FY 2001<br>Year-end | FY 2002<br>Interim | FY 2002<br>Year-end | FY 2003<br>Interim | FY 2003<br>Year-end | FY 2004<br>Interim | FY 2004<br>Year-end | FY 2005<br>Interim |
|---|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|
| <b>Total assets</b>                               | <b>646,784</b>     | <b>642,823</b>      | <b>599,820</b>     | <b>593,098</b>      | <b>615,962</b>     | <b>621,877</b>      | <b>622,206</b>     | <b>628,583</b>      | <b>659,259</b>     |
| Current assets                                    | 305,825            | 291,490             | 275,759            | 285,749             | 282,879            | 295,491             | 284,438            | 278,678             | 286,501            |
| Cash and deposits                                 | 21,367             | 24,465              | 29,845             | 37,271              | 29,326             | 43,533              | 33,736             | 25,935              | 31,861             |
| Notes and accounts receivable                     | 136,226            | 112,655             | 119,161            | 113,513             | 114,448            | 121,208             | 127,557            | 111,821             | 115,840            |
| Marketable securities                             | 22,220             | 30,737              | 12,391             | 17,565              | 15,743             | 9,385               | 9,425              | 8,596               | 8,498              |
| Inventories                                       | 104,607            | 97,459              | 84,135             | 83,487              | 82,637             | 75,905              | 76,736             | 81,730              | 90,231             |
| Other current assets                              | 21,405             | 26,174              | 30,227             | 33,913              | 40,725             | 45,460              | 36,984             | 50,596              | 40,071             |
| Non-current assets                                | 340,958            | 351,332             | 324,061            | 307,349             | 333,082            | 326,386             | 337,767            | 349,905             | 372,758            |
| Property, plant and equipment                     | 211,216            | 217,565             | 205,100            | 198,635             | 205,321            | 196,810             | 198,662            | 204,604             | 216,561            |
| Intangible fixed assets                           | 2,429              | 2,614               | 2,625              | 2,732               | 8,542              | 8,368               | 8,395              | 8,385               | 8,793              |
| Investments and other assets                      | 127,313            | 131,153             | 116,336            | 105,982             | 119,219            | 121,208             | 130,710            | 136,916             | 147,404            |
| <b>Total liabilities</b>                          | <b>417,788</b>     | <b>421,833</b>      | <b>409,162</b>     | <b>410,795</b>      | <b>420,309</b>     | <b>421,137</b>      | <b>430,051</b>     | <b>428,721</b>      | <b>438,621</b>     |
| Current liabilities                               | 259,052            | 239,378             | 231,341            | 227,314             | 225,953            | 245,588             | 237,307            | 234,300             | 261,695            |
| Notes and accounts payable                        | 91,574             | 86,346              | 85,390             | 87,382              | 75,996             | 83,713              | 92,169             | 97,623              | 102,832            |
| Short-term loans, CP, current portion of bonds    | 119,002            | 118,452             | 101,114            | 103,102             | 107,492            | 114,407             | 98,085             | 85,655              | 106,690            |
| Other current liabilities                         | 48,476             | 34,580              | 44,837             | 36,830              | 42,465             | 47,468              | 47,053             | 51,022              | 52,173             |
| Long-term liabilities                             | 158,736            | 182,455             | 177,821            | 183,481             | 194,356            | 175,548             | 192,744            | 194,420             | 176,925            |
| Corporate bonds                                   | 106,989            | 96,989              | 96,989             | 106,989             | 96,989             | 70,000              | 70,000             | 70,000              | 60,000             |
| Long-term loans                                   | 23,920             | 56,917              | 57,763             | 57,688              | 58,376             | 62,141              | 59,313             | 51,529              | 40,395             |
| Other long-term liabilities                       | 27,827             | 28,549              | 23,069             | 18,804              | 38,991             | 43,407              | 63,431             | 72,891              | 76,530             |
| Minority interests                                | 12,528             | 12,810              | 12,137             | 11,736              | 12,421             | 12,077              | 12,625             | 11,596              | 12,261             |
| <b>Shareholders' equity</b>                       | <b>216,466</b>     | <b>208,179</b>      | <b>178,520</b>     | <b>170,566</b>      | <b>183,230</b>     | <b>188,662</b>      | <b>179,529</b>     | <b>188,265</b>      | <b>208,376</b>     |
| Common stock                                      | 67,176             | 67,176              | 67,176             | 67,176              | 67,176             | 67,176              | 67,176             | 67,176              | 67,176             |
| Capital surplus                                   | 82,360             | 77,923              | 77,923             | 77,923              | 77,924             | 77,923              | 77,924             | 77,925              | 77,948             |
| Retained earnings                                 | 76,705             | 53,921              | 53,405             | 48,366              | 50,858             | 58,856              | 50,631             | 55,783              | 62,767             |
| Unrealized holding gains on securities            | 10,155             | 24,316              | 5,192              | 5,133               | 14,696             | 19,127              | 17,502             | 21,244              | 29,329             |
| Translation adjustments                           | -19,535            | -14,749             | -22,752            | -23,670             | -23,053            | -30,061             | -29,322            | -29,447             | -24,460            |
| NSK treasury stock, etc.                          | -395               | -408                | -2,424             | -4,362              | -4,371             | -4,359              | -4,382             | -4,416              | -4,384             |
| <b>Total liabilities and shareholders' equity</b> | <b>646,784</b>     | <b>642,823</b>      | <b>599,820</b>     | <b>593,098</b>      | <b>615,962</b>     | <b>621,877</b>      | <b>622,206</b>     | <b>628,583</b>      | <b>659,259</b>     |

"FY 2005" refers to the fiscal year ending March 31, 2006.



# Consolidated Statements of Operations



| (¥ million)   | FY 2001<br>1st half | FY 2001<br>Full year | FY 2002<br>1st half | FY 2002<br>Full year | FY 2003<br>1st half | FY 2003<br>Full year | FY 2004<br>1st half | FY 2004<br>Full year | FY 2005<br>1st half |
|---|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|---------------------|
| Net sales   | 252,419             | 480,902              | 260,694             | 522,820              | 253,813             | 522,217              | 287,287             | 580,989              | 302,903             |
| Domestic sales  | 131,835             | 257,624              | 136,564             | 279,260              | 132,428             | 278,645              | 150,680             | 310,246              | 156,348             |
| Overseas sales  | 120,584             | 223,278              | 124,130             | 243,560              | 121,385             | 243,572              | 136,607             | 270,743              | 146,555             |
| Cost of sales   | 206,476             | 393,636              | 211,699             | 420,104              | 200,666             | 409,900              | 222,979             | 450,305              | 235,641             |
|   | (81.8%)             | (81.9%)              | (81.2%)             | (80.4%)              | (79.1%)             | (78.5%)              | (77.6%)             | (77.5%)              | (77.8%)             |
| Selling, general and administrative expenses                      | 41,016              | 83,318               | 42,506              | 84,867               | 43,684              | 86,345               | 44,851              | 92,400               | 48,846              |
| Operating income  | 4,926               | 3,947                | 6,488               | 17,847               | 9,462               | 25,972               | 19,456              | 38,283               | 18,414              |
|   | (2.0%)              | (0.8%)               | (2.5%)              | (3.4%)               | (3.7%)              | (5.0%)               | (6.8%)              | (6.6%)               | (6.1%)              |
| Non-operating income  | 3,707               | 7,585                | 4,032               | 8,100                | 3,526               | 7,673                | 3,788               | 7,046                | 3,890               |
| Interest and dividend income                                      | 1,433               | 2,126                | 989                 | 1,815                | 717                 | 1,424                | 916                 | 1,406                | 930                 |
| Equity in earnings of affiliated companies                        | 1,089               | 2,564                | 1,546               | 3,378                | 1,209               | 2,943                | 1,283               | 3,078                | 1,635               |
| Others  | 1,185               | 2,895                | 1,497               | 2,907                | 1,600               | 3,306                | 1,589               | 2,562                | 1,325               |
| Non-operating expenses  | 6,650               | 14,698               | 7,315               | 15,126               | 6,906               | 14,526               | 5,489               | 12,229               | 5,405               |
| Interest expenses   | 3,953               | 7,757                | 3,365               | 6,567                | 3,169               | 6,058                | 2,520               | 5,005                | 2,241               |
| Others  | 2,697               | 6,941                | 3,950               | 8,559                | 3,737               | 8,468                | 2,969               | 7,224                | 3,164               |
| Ordinary income   | 1,984               | 3,164                | 3,206               | 10,821               | 6,083               | 19,119               | 17,755              | 33,100               | 16,899              |
|   | (0.8%)              | ( 0.7%)              | (1.2%)              | (2.1%)               | (2.4%)              | (3.7%)               | (6.2%)              | (5.7%)               | (5.6%)              |
| Extraordinary income  | 9,508               | 9,589                | 14,979              | 15,977               | 2,721               | 8,504                | 1,840               | 2,363                | 3,960               |
| Extraordinary losses  | 1,753               | 16,749               | 10,658              | 28,925               | 769                 | 1,172                | 90                  | 432                  | 1,811               |
| Income before income taxes and minority interests                 | 9,739               | 10,324               | 7,526               | -2,127               | 8,034               | 26,451               | 19,505              | 35,031               | 19,048              |
| Income taxes: Current   | 5,177               | 3,481                | 1,814               | 5,380                | 6,176               | 9,461                | 4,612               | 8,890                | 3,371               |
| Income taxes: Tax refunds   | -                   | -                    | -                   | 216                  | -                   | 194                  | -                   | -                    | -                   |
| Income taxes: Deferred  | 692                 | 3,699                | 5,051               | -4,193               | -2,195              | 2,206                | 2,472               | 2,711                | 5,102               |
| Minority interests in earnings of consolidated subsidiaries, etc. | 215                 | 190                  | -188                | -426                 | 211                 | 684                  | 604                 | 1,080                | 621                 |
| Net income  | 3,653               | -17,696              | 848                 | -2,670               | 3,842               | 14,293               | 11,816              | 22,349               | 9,953               |
|   | (1.4%)              | (-3.7%)              | (0.3%)              | (-0.5%)              | (1.5%)              | (2.7%)               | (4.1%)              | (3.8%)               | (3.3%)              |
| (Ref) Non-consolidated net income                                 | 1,601               | -8,351               | 3,735               | 3,290                | 3,072               | 3,167                | 3,243               | 6,933                | 7,318               |
| (Ratio of consolidated to non-consolidated net income)            | (2.28)              | ( - )                | (0.23)              | ( - )                | ( - )               | (4.51)               | (3.64)              | (3.22)               | (1.36)              |
| (Consolidated ROE)  | Annual(3.4%)        | ( - )                | Annual(1.0%)        | ( - )                | ( - )               | Annual(8.0%)         | (13.2%)             | (11.9%)              | (10.0%)             |
| Net income per share  | ¥6.51               | ¥-31.79              | ¥1.54               | ¥-5.22               | ¥7.12               | ¥26.12               | ¥21.91              | ¥41.35               | ¥18.46              |

\*FY 2005 refers to the fiscal year ending March 31, 2006.

# Number of Employees



<Consolidated>

| (Persons)                            | FY 2000 |          | FY 2001 |          | FY 2002 |          | FY 2003 |          | FY 2004 |          | FY 2005 |
|--------------------------------------|---------|----------|---------|----------|---------|----------|---------|----------|---------|----------|---------|
|                                      | Interim | Year-end | Interim | Year-end | Interim | Year-end | Interim | Year-end | Interim | Year-end | Interim |
| Consolidated                         | 23,280  | 23,283   | 22,861  | 22,337   | 20,624  | 20,351   | 20,052  | 19,772   | 20,310  | 20,737   | 21,601  |
| Japan                                | 9,858   | 9,765    | 9,761   | 9,494    | 8,520   | 8,336    | 8,975   | 8,819    | 8,850   | 8,843    | 9,083   |
| Parent company<br>(Non-consolidated) | 7,096   | 7,038    | 6,079   | 5,970    | 5,375   | 3,619    | 3,697   | 3,680    | 3,661   | 3,664    | 4,247   |
| The Americas                         | 2,924   | 3,010    | 2,934   | 2,876    | 2,992   | 2,996    | 3,039   | 3,058    | 3,036   | 3,122    | 3,149   |
| Europe                               | 7,189   | 6,874    | 6,672   | 6,392    | 5,562   | 4,970    | 4,559   | 4,254    | 4,448   | 4,321    | 4,176   |
| Asia                                 | 3,309   | 3,634    | 3,494   | 3,575    | 3,550   | 4,049    | 3,479   | 3,641    | 3,976   | 4,451    | 5,193   |

"Parent company (Non-consolidated)" does not include the number of employees assigned to consolidated subsidiaries, etc.

"FY 2005" refers to the fiscal year ending March 31, 2006.