

# Medium-term Management Plan (from the year ended March 2013 to the year ending March 2015)

## Management Targets

Year ending March 2015 Net sales ¥250 billion  
Operating income ¥20 billion ROE 8%  
Year ending March 2016 Positive net cash position

## Our Vision

Transformation to a well-balanced business structure  
Break free of dependence on existing markets

## Growth Strategy

Develop super high-end products for growth equipment (Smartphones and tablet devices, etc.)

Expand sales in our key target market (Automobiles, industrial equipment, health care and the environmental and energy industries, etc.)

## Strengthen Our Earnings Structure

Improve our break-even point

- Improve limited profitability by increasing the ratio of super-high-end products
- Curb fixed expenses and reduce costs

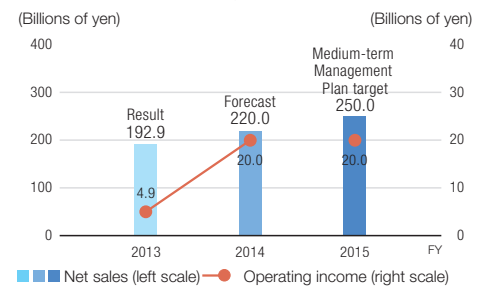
## Targets by Product

Capacitors Achieve a 10% or higher operating margin

Ferrite and Applied Products Achieve a 10% or higher operating margin

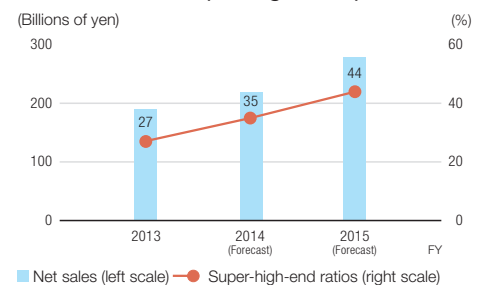
Integrated Modules & Devices Achieve a 5% or higher operating margin

## Net sales/Operating income



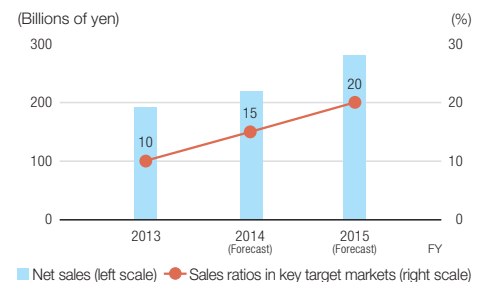
The Medium-term Management Plan target assumes a foreign currency exchange rate of U.S.\$1 = ¥80.

## Sales ratios of super high-end products



Net sales for the year ending March 2015 assume a foreign currency exchange rate of U.S.\$1 = ¥95, amended from the Medium-term Management Plan assumption of U.S.\$1 = ¥80 based on the forecast rate for the year ending March 2014.

## Sales ratios in key target markets



Net sales for the year ending March 2015 assume a foreign currency exchange rate of U.S.\$1 = ¥95, amended from the Medium-term Management Plan assumption of U.S.\$1 = ¥80 based on the forecast rate for the year ending March 2014.

## Quantitative targets after achieving the targets of the Medium-term Management Plan

Net sales ¥300 billion Operating income at record high\* ROE 10% or higher

\*Record high operating income was ¥35.3 billion (year ended March 2001)

## Sales composition of 30% in key target markets

- Realize creation of new markets → Expanding sales of "Next high-end products"
- Develop the high functionality, state-of-the-art Integrated Modules & Devices product segment
- Develop new business models