### **DENSO CORPORATION and Consolidated Subsidiaries** Consolidated Financial Results of the Fiscal Year Ended March 31, 2001

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### Results of the fiscal year ended March 31, 2001 (From April 1, 2000 to March 31, 2001)

#### (1) Operating Results

Operating Results	(Millions of yer	n, except per share figur
	Year ended	Year ended
	March 31, 2001	March 31, 2000
Net sales	2,014,978	1,883,407
% change from the previous corresponding period	7.0%	7.1%
Operating income	123,526	116,682
% change from the previous corresponding period	5.9%	14.8%
Income before income taxes	107,299	108,908
% change from the previous corresponding period	(1.5%)	2.0%
Net income	60,799	61,913
% change from the previous corresponding period	(1.8%)	5.0%
Earnings per share	66.51 yen	68.15 yen
Fully diluted earnings per share	65.51 yen	66.73 yen
Return on shareholders' equity	4.4 %	4.9 %

Notes: 1. Equity in earnings of affiliates Year ended March 31, 2001 : 1,858 millions of yen Year ended March 31, 2000 : 3,221 millions of yen

2. "Earnings per share" is based upon the average number of shares outstanding.

(2) Financial Position	(Millions of yer	, except per share figures)
	As of	As of
	March 31, 2001	March 31, 2000
Total assets	2,343,328	2,154,251
Shareholders' equity	1,451,211	1,304,400
Equity-to-asset ratio	61.9 %	60.6 %
Shareholders' equity per share	1,587.77 yen	1,426.70 yen

Note: "Shareholders' equity per share" is based upon the number of shares outstanding as of the respective balance sheet dates.

### (3) Cash Flows

Cash Flows		(Millions of yen)
	Year ended	Year ended
	March 31, 2001	March 31, 2000
Net cash provided by operating activities	202,127	196,020
Net cash used in investing activities	(158,656)	(182,116)
Net cash used in financing activities	(28,024)	(21,674)
Cash and Cash Equivalents at End of Year	303,493	283,925

#### (4) Consolidation Scope

Number of consolidated subsidiaries : 131 Number of non-consolidated subsidiaries : 11 Number of affiliates : 22 (Affiliates accounted for under the equity method : 22)

### (5) Changes in Consolidation Scope and Application of the Equity Method

Consolidated subsidiaries Added : 9 Excluded : Nil Companies accounted for under the equity method Added : 1 Excluded : 3

			Millions of yen
	Year ended March 31, 2001	Year ended March 31, 2000	Increase (Decrease)
Net Sales	2,014,978	1,883,407	131,571
Cost of Sales	1,695,344	1,581,856	
Gross profit	319,634	301,551	18,083
Selling, General and Administrative Expenses	196,108	184,869	
Operating income	123,526	116,682	6,844
Other Income (Expenses):			
Interest and dividend income	12,102	13,455	
Interest expense	(4,561)	(6,194)	
Equity in earnings of affiliates	1,858	3,221	
Gain on establishment of trust			
for retirement benefits	70,615	_	
Charge for full amount of			
transitional obligations			
for retirement benefits	(97,623)	_	
Other, net	1,382	(18,256)	
Income before income taxes	107,299	108,908	(1,609)
Income Taxes			
Current	69,724	59,175	
Deferred	(24,954)	(12,595)	
Minority Interests in Income	1,730	415	
Net income	60,799	61,913	(1,114)

# **Consolidated Statements of Income**

# **Consolidated Balance Sheets**

	<b>A C</b>	Δ	Millions of yen
Assets	As of March 31, 2001	As of March 31, 2000	Increase (Decrease)
Current Assets:			
Cash and cash equivalents	303,493	283,925	
Short term investments	62,132	205,771	
Notes and accounts receivable,	,	=00,001	
less allowance for doubtful accounts	387,201	353,024	
Inventories	186,878	155,309	
Deferred tax assets	36,277	25,721	
Other current assets	41,665	39,666	,
Total current assets	1,017,646	1,063,416	(45,770)
Investments and Advances	626,605	328,550	298,055
Property, Plant and Equipment:			
Buildings and structures	502,886	463,093	
Machinery and equipment	1,556,955	1,479,677	
	2,059,841	1,942,770	
Less: Accumulated depreciation	(1,528,040)	(1,437,075)	
	531,801	505,695	
Construction in progress	52,146	63,142	
Land	115,130	108,547	01 000
Net property, plant and equipment	699,077	677,384	21,693
Foreign Currency Translation Adjustments	-	84,901	(84,901)
Total Assets	2,343,328	2,154,251	189,077
Liabilities and Shareholders' Equity	As of March 31, 2001	As of March 31, 2000	Increase (Decrease)
Current Liabilities			
Current Liabilities: Short-term borrowings	18,322	23,687	
	18,322 288,252	23,687 259,255	
Short-term borrowings	288,252 30,695	259,255 25,754	
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses	288,252 30,695 83,794	259,255 25,754 72,978	
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees	288,252 30,695 83,794 42,578	259,25525,75472,97840,752	
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities	288,252 30,695 83,794 42,578 47,786	259,255 25,754 72,978 40,752 45,783	
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees	288,252 30,695 83,794 42,578	259,25525,75472,97840,752	43,218
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities	288,252 30,695 83,794 42,578 47,786 511,427	259,255 25,754 72,978 40,752 45,783 468,209	43,218
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Total current liabilities</b>	288,252 30,695 83,794 42,578 47,786	259,255 25,754 72,978 40,752 45,783	43,218
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities Total current liabilities Long-term Liabilities:	288,252 30,695 83,794 42,578 47,786 511,427	259,255 25,754 72,978 40,752 45,783 468,209	43,218
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Total current liabilities</b> Long-term Liabilities: Long-term debt	288,252 30,695 83,794 42,578 47,786 511,427 11,897	259,255 25,754 72,978 40,752 45,783 468,209 12,145	43,218
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities Total current liabilities Long-term Liabilities: Long-term debt Straight bonds and convertible bonds	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318	$\begin{array}{r} 259,255\\ 25,754\\ 72,978\\ 40,752\\ 45,783\\ \hline 468,209\\ \hline 12,145\\ 129,318\\ \end{array}$	43,218
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Total current liabilities</b> <b>Long-term Liabilities:</b> Long-term debt Straight bonds and convertible bonds Accrued retirement benefits	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678	$\begin{array}{r} 259,255\\ 25,754\\ 72,978\\ 40,752\\ 45,783\\ \hline 468,209\\ \hline 12,145\\ 129,318\\ 166,329\\ \end{array}$	43,218
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities Total current liabilities Long-term Liabilities: Long-term debt Straight bonds and convertible bonds Accrued retirement benefits Other long-term liabilities	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678 7,542	$\begin{array}{r} 259,255\\ 25,754\\ 72,978\\ 40,752\\ 45,783\\ \hline 468,209\\ \hline 12,145\\ 129,318\\ 166,329\\ 5,875\\ \hline \end{array}$	
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities Total current liabilities Long-term Liabilities: Long-term debt Straight bonds and convertible bonds Accrued retirement benefits Other long-term liabilities Total long-term liabilities	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678 7,542 322,435	259,255 25,754 72,978 40,752 45,783 468,209 12,145 129,318 166,329 5,875 313,667 67,975	8,768
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Total current liabilities</b> Long-term Liabilities: Long-term debt Straight bonds and convertible bonds Accrued retirement benefits Other long-term liabilities Total long-term liabilities Minority Interests Shareholders' Equity: Common stock, par value ¥50 per share	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678 7,542 322,435 58,255 173,098	259,255 25,754 72,978 40,752 45,783 468,209 12,145 129,318 166,329 5,875 . 313,667 . 67,975 173,098	8,768
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Total current liabilities</b> Long-term Liabilities: Long-term debt Straight bonds and convertible bonds Accrued retirement benefits Other long-term liabilities Total long-term liabilities Minority Interests Shareholders' Equity: Common stock, par value ¥50 per share Additional paid-in capital	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678 7,542 322,435 58,255 173,098 251,643	$\begin{array}{c} 259,255\\ 25,754\\ 72,978\\ 40,752\\ 45,783\\ \hline \\ 468,209\\ \hline \\ 12,145\\ 129,318\\ 166,329\\ \hline \\ 5,875\\ \hline \\ 313,667\\ \hline \\ 67,975\\ \hline \\ 173,098\\ 251,643\\ \hline \end{array}$	8,768
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Total current liabilities</b> Long-term Liabilities: Long-term debt Straight bonds and convertible bonds Accrued retirement benefits Other long-term liabilities Total long-term liabilities Minority Interests Shareholders' Equity: Common stock, par value ¥50 per share Additional paid-in capital Retained earnings	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678 7,542 322,435 58,255 173,098 251,643 924,467	259,255 25,754 72,978 40,752 45,783 468,209 12,145 129,318 166,329 5,875 . 313,667 . 67,975 173,098	8,768
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Long-term Liabilities</b> Long-term debt Straight bonds and convertible bonds Accrued retirement benefits Other long-term liabilities <b>Total long-term liabilities</b> <b>Minority Interests</b> Shareholders' Equity: Common stock, par value ¥50 per share Additional paid-in capital Retained earnings Net unrealized gain on securities available for sale	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678 7,542 322,435 58,255 173,098 251,643 924,467 e 154,236	$\begin{array}{c} 259,255\\ 25,754\\ 72,978\\ 40,752\\ 45,783\\ \hline \\ 468,209\\ \hline \\ 12,145\\ 129,318\\ 166,329\\ \hline \\ 5,875\\ \hline \\ 313,667\\ \hline \\ 67,975\\ \hline \\ 173,098\\ 251,643\\ \hline \end{array}$	8,768
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Long-term Liabilities</b> Long-term debt Straight bonds and convertible bonds Accrued retirement benefits Other long-term liabilities <b>Total long-term liabilities</b> <b>Minority Interests</b> <b>Shareholders' Equity:</b> Common stock, par value ¥50 per share Additional paid-in capital Retained earnings Net unrealized gain on securities available for sale Foreign currency translation adjustments	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678 7,542 322,435 58,255 173,098 251,643 924,467 e 154,236 (51,485)	$\begin{array}{c} 259,255\\ 25,754\\ 72,978\\ 40,752\\ 45,783\\ \hline \\ 468,209\\ \hline \\ 12,145\\ 129,318\\ 166,329\\ \hline \\ 5,875\\ \hline \\ 313,667\\ \hline \\ 67,975\\ \hline \\ 173,098\\ 251,643\\ 879,659\\ \hline \\ \hline \\ \hline \\ \end{array}$	8,768
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Total current liabilities</b> Long-term Liabilities: Long-term debt Straight bonds and convertible bonds Accrued retirement benefits Other long-term liabilities Total long-term liabilities Minority Interests Shareholders' Equity: Common stock, par value ¥50 per share Additional paid-in capital Retained earnings Net unrealized gain on securities available for sale Foreign currency translation adjustments Less: Treasury stock	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678 7,542 322,435 58,255 173,098 251,643 924,467 154,236 (51,485) (748)	$\begin{array}{c} 259,255\\ 25,754\\ 72,978\\ 40,752\\ 45,783\\ \hline \\ 468,209\\ \hline \\ 12,145\\ 129,318\\ 166,329\\ \hline \\ 5,875\\ \hline \\ 313,667\\ \hline \\ 67,975\\ \hline \\ 173,098\\ 251,643\\ 879,659\\ \hline \\ \\ \hline \\ \\ \end{array}$	8,768 (9,720)
Short-term borrowings Notes and accounts payable Income taxes payable Accrued expenses Accrued bonuses to employees Other current liabilities <b>Long-term Liabilities</b> Long-term debt Straight bonds and convertible bonds Accrued retirement benefits Other long-term liabilities <b>Total long-term liabilities</b> <b>Minority Interests</b> <b>Shareholders' Equity:</b> Common stock, par value ¥50 per share Additional paid-in capital Retained earnings Net unrealized gain on securities available for sale Foreign currency translation adjustments	288,252 30,695 83,794 42,578 47,786 511,427 11,897 129,318 173,678 7,542 322,435 58,255 173,098 251,643 924,467 e 154,236 (51,485)	$\begin{array}{c} 259,255\\ 25,754\\ 72,978\\ 40,752\\ 45,783\\ \hline \\ 468,209\\ \hline \\ 12,145\\ 129,318\\ 166,329\\ \hline \\ 5,875\\ \hline \\ 313,667\\ \hline \\ 67,975\\ \hline \\ 173,098\\ 251,643\\ 879,659\\ \hline \\ \hline \\ \hline \\ \end{array}$	8,768

<b>Consolidated Statements of Shareholders' Equity</b>
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		Millions of yen
	Year ended March 31, 2001	Year ended March 31, 2000
Common Stock:		
Balance at beginning of period	173,098	165,926
Conversion of convertible bonds	_	7,172
Balance at end of period	173,098	173,098
Additional Paid-in Capital:		
Balance at beginning of period	251,643	244,480
Conversion of convertible bonds		7,163
Balance at end of period	251,643	251,643
Retained Earnings:		
Balance at beginning of period	879,659	710,766
Net income	60,799	61,913
Cash dividends	(15,540)	(13,590)
Bonuses to directors and corporate auditors	(435)	(449)
Adjustment of retained earnings for		
the adoption of deferred tax accounting method	-	121,469
Decrease in retained earnings	(13)	(455)
due to change of consolidation scope	(13)	(400)
Other Balance at end of period	924,467	879,659
Net Unrealized Gain on Securities Available for Sale	,	,
at End of Period	154,236	_
Foreign Currency Translation Adjustments		
at End of Period	(51,485)	-
Treasury Stock at End of Period	(748)	(0)
Total Shareholders' Equity at End of Period	1,451,211	1,304,400

# **Consolidated Statements of Cash Flows**

March 31, 2001     March 31, 2000     (Decrease)       Operating Activities:     Income before income taxes and minority interests     107,299     108,908       Adjustments for:     Payment of income taxes     (64,868)     (52,609)       Depreciation     134,416     134,706       Provision for accrued retirement benefits     4,339     10,487       Foreign exchange (gain)/ loss     (1438)     4,126       Equity in earnings of affiliates     (1,858)     (3,221)       Loss on sale or disposal of     property, plant and equipment, net     6,033     4,482       Book value of marketable securities     19,780     -     -       functees in investion retriement benefits     19,780     -     -       Changes in notes and accounts receivable     (12,612)     (58,430)     -       Increase in inventories     (20,753)     (12,806)     -       Increase in inventories     202,127     196,020     6,107       Investing Activities:     -     24,340     10,898       Total adjustments     758     25,057       Purchase of investment securities     (40,631) <th></th> <th>Year ended</th> <th>Year ended</th> <th>Millions of ye Increase</th>		Year ended	Year ended	Millions of ye Increase
Income before income taxes and minority interests     107,299     108,908       Adjustments for:				
Adjustments for:   Payment of income taxes   (64,868)   (52,609)     Depreciation   134,416   134,706     Provision for accrued retirement benefits   4,339   10,187     Foreign exchange (gain)/ loss   (438)   4,126     Equity in earnings of affiliates   (1,858)   (3,221)     Loss on sale or disposal of   property, plant and equipment, net   6.033   4,482     Book value of marketable securities   19,780   -   -     funded to trust for retirement benefits   19,780   -   -     Changes in assets and liabilities:   1   112,859   -   -     Increase in inventories   (20,753)   (12,806)   -   -     Increase in notes and accounts receivable   5,359   49,479   -   -     Other, net   25,430   10,898   -   -   -     Net cash provided by operating activities   202,127   196,020   6,107     nvesting Activities:   758   25,057   -   -     Acquisition of property, plant and equipment   (144,274)   (184,090)   Net decrease in short-term investments   758   25,0	Operating Activities:			
Payment of income taxes     (64,868)     (52,609)       Depreciation     134,416     134,706       Provision for accrude retirement benefits     4,339     10,487       Foreign exchange (gain)/ loss     (438)     4,126       Equity in earnings of affiliates     (1,858)     (3,221)       Loss on sale or disposal of     property, plant and equipment, net     6,033     4,482       Book value of marketable securities     19,780     -     Changes in assets and liabilities:       Increase in notes and accounts receivable     (12,612)     (58,430)     Increase in notes and accounts payable     5,359     49,479       Other, net     25,430     10,888     Total adjustments     94,828     87,112       Net cash provided by operating activities     202,127     196,020     6,107       Investing Activities:     758     25,057     Purchase of investment securities     144,274)     (184,090)       Net decrease in short-term investments     758     25,057     Purchase of investing activities     (40,631)     (14,662)       Other, net     25,491     (8,421)     Net decrease in short-term borrowings     (6,8	Income before income taxes and minority interests	107,299	108,908	
Depreciation     134,416     134,706       Provision for accrued retirement benefits     4,339     10,487       Foreign exchange (gain)/ loss     (438)     4,126       Equity in earnings of affiliates     (1,858)     (3,221)       Loss on sale or disposal of     property, plant and equipment, net     6,033     4,482       Book value of marketable securities     funded to trust for retirement benefits     19,780     -       Changes in assets and liabilities:     11     12,612     (58,430)     Increase in notes and accounts receivable     (12,612)     (58,430)       Increase in notes and accounts receivable     5,359     49,479     Other, net     25,430     10,898       Total adjustments     94,828     87,112     Net cash provided by operating activities     202,127     196,020     6,107       Investing Activities:     758     25,057     Purchase of investment securities     (40,631)     (14,462)       Other, net     25,491     (8,421)     Net decrease in short-term borrowings     (6,850)     (10,556)       Increase of investment securities     (158,656)     (12,574)     (6,350)	Adjustments for:			
Provision for accrued retirement benefits   4,339   10,487     Foreign exchange (gain)/ loss   (438)   4,126     Equity in earnings of affiliates   (1,850)   (3,221)     Loss on sale or disposal of   property, plant and equipment, net   6,033   4,482     Book value of marketable securities   11,850   -     funded to trust for retirement benefits   19,780   -     Changes in assets and liabilities:   11,0763   (12,612)   (58,430)     Increase in notes and accounts preceivable   (12,612)   (58,430)   10,898     Other, net   25,439   10,898   10,898     Total adjustments   94,828   87,112   10,898     Net cash provided by operating activities   202,127   196,020   6,107     Investing Activities:   758   25,057   14,662)   00     Other, net   25,491   (8,421)   14,662)   00     Other, net   25,491   (8,421)   14,662)   00     Other, net   1,852   6,017   6,017     Repayments of long-term debt   1,852   6,017   6,950)     Increas	Payment of income taxes	(64,868)	(52,609)	
Foreign exchange (gain)/ loss   (438)   4,126     Equity in earnings of affiliates   (1,858)   (3,221)     Loss on sale or disposal of   property, plant and equipment, net   6,033   4,482     Book value of marketable securities   19,780   -     finded to trust for retirement benefits   19,780   -     Changes in assets and liabilities:   1   -     Increase in notes and accounts receivable   (12,612)   (58,430)     Increase in notes and accounts receivable   (20,753)   (12,806)     Increase in notes and accounts payable   5,359   49,479     Other, net   25,430   10,898     Total adjustments   94,828   87,112     Net cash provided by operating activities   202,127   196,020   6,107     Investing Activities:   758   25,057   Purchase of investment securities   (40,631)   (14,662)     Other, net   25,491   (8,421)   10   Net decrease in short-term investments   758   25,057     Purchase of investing activities   (158,656)   (182,116)   23,460     Financing Activities:   1,852   6,017   Repayments	Depreciation	134,416	134,706	
Equity in earnings of affiliates   (1,858)   (3,221)     Loss on sale or disposal of   property, plant and equipment, net   6,033   4,482     Book value of marketable securities   funded to trust for retirement benefits   19,780   -     Changes in assets and liabilities:   19,780   -   Changes in inventories   (20,753)   (12,806)     Increase in inventories   (20,753)   (12,806)   Increase in adjustments   94,828   87,112     Other, net   25,430   0,698   Other, net   0,698   0,698     Other, net   25,430   10,898   0,6020   6,107     Investing Activities:   202,127   196,020   6,107     Investing Activities:   758   25,057   Purchase of investment securities   (144,274)   (184,090)     Net decrease in short-term investments   758   25,057   Purchase of investment securities   (40,631)   (14,1662)     Other, net   158,656)   (18,116)   23,460   18,421)   Enancing Activities:     Net decrease in short-term borrowings   (6,850)   (10,556)   Increase in long-term debt   1,852   6,017     Repay	Provision for accrued retirement benefits	4,339	10,487	
Loss on sale or disposal of property, plant and equipment, net 6.033 4,482 Book value of marketable securities funded to trust for retirement benefits 19,780 - Changes in assets and liabilities: Increase in notes and accounts receivable (12,612) (58,430) Increase in notes and accounts payable 5,359 49,479 Other, net 753 (12,806) Increase in notes and accounts payable 70,4828 87,112 Net cash provided by operating activities 202,127 196,020 6,107 Investing Activities: Acquisition of property, plant and equipment Acquisition of property, plant and equipment (144,274) (184,090) Net decrease in short-term investments 758 25,057 Purchase of investment securities (40,631) (14,662) Other, net 25,491 (8,421) Net cash used in investing activities (158,656) (182,116) 23,460 Financing Activities: Net decrease in short-term borrowings (6,850) (10,556) Increase in short-term borrowings (6,850) (10,556) Increase in long-term debt (5,906) (4,335) Dividends paid (15,540) (13,590) Other, net (1,580) 790 Net cash used in financing activities (28,024) (21,674) (6,350) Foreign Currency Translation Adjustments on Cash and Cash Equivalents 19,161 (19,181) 38,342 Cash and Cash Equivalents of Newly Consolidated Subsidiaries 407 4,668 (4,261)	Foreign exchange (gain)/ loss			
property, plant and equipment, net     6,033     4,482       Book value of marketable securities     19,780     -       funded to trust for retirement benefits     19,780     -       Changes in assets and liabilities:     -     -       Increase in notes and accounts receivable     (12,612)     (58,430)       Increase in notes and accounts payable     5,359     49,479       Other, net     25,430     10,898       Total adjustments     94,828     87,112       Net cash provided by operating activities     202,127     196,020     6,107       Investing Activities:     758     25,057     -       Acquisition of property, plant and equipment     (144,274)     (184,090)     Net decrease in short-term investments     758     25,057       Purchase of investing activities     (40,631)     (14,662)     Other, net     23,460       Financing Activities:     758     25,057     -     -       Net cash used in investing activities     (158,656)     (182,116)     23,460       Financing Activities:     -     (5,906)     (4,335)     -		(1,858)	(3,221)	
Book value of marketable securities funded to trust for retirement benefits19,780-Changes in assets and liabilities: Increase in notes and accounts receivable $(12.612)$ $(58,430)$ Increase in notes and accounts payable $5.359$ $49,479$ Other, net $25,430$ $10,898$ Total adjustments $94,828$ $87,112$ Net cash provided by operating activities $202.127$ $196,020$ $6,107$ Increase in short-term investments $758$ $25,057$ Purchase of investing activities $(40,631)$ $(14,662)$ Other, net $25,491$ $(8,421)$ Net cash used in investing activities $(158,656)$ $(182,116)$ Value of investing activities $(158,656)$ $(10,556)$ Increase in short-term investments $758$ $25,057$ Purchase of investing activities $(158,656)$ $(182,116)$ Value of investing activities $(158,656)$ $(182,116)$ Value of investing activities $(158,656)$ $(10,556)$ Increase in short-term borrowings $(6,850)$ $(10,556)$ Increase in long-term debt $(5,906)$ $(4,335)$ Dividends paid $(15540)$ $(13,590)$ Other, net $(1,580)$ $790$ Net cash used in financing activities $(28,024)$ $(21,674)$ Foreign Currency Translation Adjustments $3,714$ $(11,411)$ on Cash and Cash Equivalents $19,161$ $(19,181)$ on Cash and Cash Equivalents of $9,161$ $(19,181)$ Net Increase/(Decrease) in Cash and Cash Eq	Loss on sale or disposal of			
funded to trust for retirement benefits   19,780   -     Changes in assets and liabilities:   Increase in notes and accounts receivable   (12,612)   (58,430)     Increase in notes and accounts receivable   (20,753)   (12,806)   Increase in notes and accounts payable     Other, net   25,359   49,479     Other, net   25,430   10,898     Total adjustments   94,828   87,112     Net cash provided by operating activities   202,127   196,020   6,107     Investing Activities:   202,127   196,020   6,107     Investing Activities:   758   25,057     Purchase of investment securities   (40,631)   (14,662)     Other, net   25,491   (8,421)     Net cash used in investing activities   (158,656)   (10,556)     Increase in long-term debt   1,852   6,017     Repayments of long-term debt   (5,906)   (4,335)     Dividends paid   (15,540)   (13,590)     Other, net   (1,560)   790     Net decrease in short-term borrowings   (6,850)   (10,556)     Increase in long-term debt   (5,906)   (4,335		6,033	4,482	
Changes in assets and liabilities:Increase in notes and accounts receivable $(12,612)$ $(58,430)$ Increase in inventories $(20,753)$ $(12,806)$ Increase in notes and accounts payable $5,359$ $49,479$ Other, net $25,430$ $10,898$ Total adjustments $94,828$ $87,112$ Net cash provided by operating activities $202,127$ $196,020$ Investing Activities: $202,127$ $196,020$ $6,107$ Investing Activities: $40,631$ $(14,662)$ Acquisition of property, plant and equipment $(144,274)$ $(184,090)$ Net cash short-term investments $758$ $25,057$ Purchase of investimet securities $(40,631)$ $(14,662)$ Other, net $25,491$ $(8,421)$ Net cash used in investing activities $(158,656)$ $(182,116)$ Financing Activities: $(5,906)$ $(4,335)$ Dividends paid $(15,540)$ $(10,556)$ Increase in long-term debt $(5,906)$ $(4,335)$ Dividends paid $(15,540)$ $(13,590)$ Other, net $(1,580)$ $790$ Net cash used in financing activities $(28,024)$ $(21,674)$ Foreign Currency Translation Adjustments $0$ $3,714$ $(11,411)$ on Cash and Cash Equivalents $19,161$ $(19,181)$ $38,342$ Cash and Cash Equivalents at Beginning of Year $283,925$ $298,438$ $(14,513)$ Cash and Cash Equivalents of $407$ $4,668$ $(4,261)$				
Increase in notes and accounts receivable     (12,612)     (58,430)       Increase in inventories     (20,753)     (12,806)       Increase in notes and accounts payable     5,359     49,479       Other, net     25,430     10,898       Total adjustments     94,828     87,112       Net cash provided by operating activities     202,127     196,020     6,107       Investing Activities:     24,828     87,112     106,020     6,107       Investing Activities:     202,127     196,020     6,107       Investing Activities:     758     25,057     57       Purchase of investment securities     (40,631)     (14,662)     0       Other, net     25,491     (8,421)     23,460       Financing Activities:     (158,656)     (182,116)     23,460       Increase in short-term borrowings     (6,850)     (10,556)     10,556)       Increase in long-term debt     1,852     6,017     13,590)     0       Other, net     (1,580)     790     0     14,550)     790     0       Foreign Currency Translation A		19,780	-	
Increase in inventories     (20,753)     (12,806)       Increase in notes and accounts payable     5,359     49,479       Other, net     25,430     10,898       Total adjustments     94,828     87,112       Net cash provided by operating activities     202,127     196,020     6,107       Investing Activities:     202,127     196,020     6,107       Investing Activities:     758     25,057       Purchase of investment securities     (40,631)     (14,662)       Other, net     25,491     (8,421)       Net cash used in investing activities     (158,656)     (182,116)     23,460       Financing Activities:     1.852     6,017     6,017       Repayments of long-term debt     (1,580)     (10,556)     10,556)       Increase in long-term debt     (15,540)     (13,590)     0       Other, net     (1,580)     790     10     14,6350     790       Net cash used in financing activities     (28,024)     (21,674)     (6,350)       Other, net     (1,580)     790     11,5120     790 <tr< td=""><td>-</td><td></td><td></td><td></td></tr<>	-			
Increase in notes and accounts payable     5,359     40,479       Other, net     25,430     10,898       Total adjustments     94,828     87,112       Net cash provided by operating activities     202,127     196,020     6,107       Investing Activities:     202,127     196,020     6,107       Investing Activities:     202,127     196,020     6,107       Investing Activities:     758     25,057       Purchase of investment securities     (40,631)     (14,662)       Other, net     25,491     (8,421)       Net cash used in investing activities     (158,656)     (182,116)     23,460       Financing Activities:     (168,850)     (10,556)     (10,556)       Increase in short-term borrowings     (6,850)     (10,556)     (10,556)       Increase in long-term debt     (5,906)     (4,335)     (4,335)       Dividends paid     (15,540)     (13,590)     (21,674)     (6,350)       Other, net     (1,580)     790     (21,674)     (6,350)       Foreign Currency Translation Adjustments     (28,024)     (21,674)				
Other, net     25,430     10,898       Total adjustments     94,828     87,112       Net cash provided by operating activities     202,127     196,020     6,107       Investing Activities:     202,127     196,020     6,107       Investing Activities:     202,127     196,020     6,107       Investing Activities:     (144,274)     (184,090)     Net decrease in short-term investments     758     25,057       Purchase of investment securities     (40,631)     (14,662)     0     0     0.14,662)     0     0     0.14,662)     0     0     0.14,662)     0     0.16,556)     1.82,249     0.14,662)     0.16,556)     1.82,116)     23,460     0     0.16,556)     1.82,116)     23,460     0     0.16,556)     1.852     6,017     Repayments of long-term debt     1.852     6,017     Repayments of long-term debt     1.852     6,017     Repayments of long-term debt     (15,540)     (13,590)     0     0     0.16,550)     10,556)     10,556)     10,556)     10,556)     10,556)     10,556)     10,556)     10,556)				
Total adjustments     94,828     87,112       Net cash provided by operating activities     202,127     196,020     6,107       Investing Activities:     202,127     196,020     6,107       Investing Activities:     Acquisition of property, plant and equipment     (144,274)     (184,090)       Net decrease in short-term investments     758     25,057       Purchase of investment securities     (40,631)     (14,662)       Other, net     25,491     (8,421)       Net cash used in investing activities     (158,656)     (182,116)     23,460       Financing Activities:     Net decrease in short-term borrowings     (6,850)     (10,556)       Increase in long-term debt     1,852     6,017     Repayments of long-term debt     (5,906)     (4,335)       Dividends paid     (15,540)     (13,590)     Other, net     (1,580)     790       Net cash used in financing activities     (28,024)     (21,674)     (6,350)       Foreign Currency Translation Adjustments     0n Cash and Cash Equivalents     3,714     (11,411)     15,125       Net Increase/(Decrease) in Cash and Cash Equivalents     19,161				
Net cash provided by operating activities202,127196,0206,107Investing Activities:Acquisition of property, plant and equipment(144,274)(184,090)Net decrease in short-term investments75825,057Purchase of investment securities(40,631)(14,662)Other, net25,491(8,421)Net cash used in investing activities(158,656)(182,116)Financing Activities:(158,656)(10,556)Increase in short-term borrowings(6,850)(10,556)Increase in long-term debt1,8526,017Repayments of long-term debt(5,906)(4,335)Dividends paid(15,540)(13,590)Other, net(1,580)790Net cash used in financing activities(28,024)(21,674)Foreign Currency Translation Adjustments3,714(11,411)on Cash and Cash Equivalents19,161(19,181)Sas,342Cash and Cash Equivalents19,161(19,181)Cash and Cash Equivalents of283,925298,438(14,513)Cash and Cash Equivalents ofNewly Consolidated Subsidiaries4074,668(4,261)				
Investing Activities: Acquisition of property, plant and equipment Net decrease in short-term investments 758 25,057 Purchase of investment securities (40,631) (14,662) Other, net 25,491 (8,421) Net cash used in investing activities (158,656) (182,116) 23,460 Financing Activities: Net decrease in short-term borrowings (6,850) (10,556) Increase in short-term borrowings (6,850) (10,556) Increase in short-term debt (5,906) (4,335) Dividends paid (15,540) (13,590) Other, net (1,580) 790 Net cash used in financing activities (28,024) (21,674) (6,350) Foreign Currency Translation Adjustments on Cash and Cash Equivalents 19,161 (19,181) 38,342 Cash and Cash Equivalents at Beginning of Year 283,925 298,438 (14,513) Cash and Cash Equivalents of Newly Consolidated Subsidiaries 407 4,668 (4,261)	·			0.105
Acquisition of property, plant and equipment   (144,274)   (184,090)     Net decrease in short-term investments   758   25,057     Purchase of investment securities   (40,631)   (14,662)     Other, net   25,491   (8,421)     Net cash used in investing activities   (158,656)   (182,116)   23,460     Financing Activities:   (158,656)   (10,556)   (10,556)     Increase in long-term debt   1,852   6,017     Repayments of long-term debt   (15,540)   (13,590)     Dividends paid   (15,540)   (13,590)     Other, net   (1,580)   790     Net cash used in financing activities   (28,024)   (21,674)   (6,350)     Foreign Currency Translation Adjustments   0n Cash and Cash Equivalents   19,161   (19,181)   38,342     Cash and Cash Equivalents at Beginning of Year   283,925   298,438   (14,513)     Cash and Cash Equivalents of   Newly Consolidated Subsidiaries   407   4,668   (4,261)			100,000	0,101
Net decrease in short-term investments     758     25,057       Purchase of investment securities     (40,631)     (14,662)       Other, net     25,491     (8,421)       Net cash used in investing activities     (158,656)     (182,116)     23,460       Financing Activities:     (158,656)     (10,556)     23,460       Financing Activities:     (158,656)     (10,556)     23,460       Financing Activities:     (158,656)     (10,556)     23,460       Financing Activities:     (10,556)     (10,556)     23,460       Financing Activities:     (10,556)     (10,556)     23,460       Financing Activities:     (1,520)     (10,556)     23,460       Financing activities     (15,540)     (13,590)     0       Other, net     (1,580)     790     790       Net cash used in financing activities     (28,024)     (21,674)     (6,350)       Foreign Currency Translation Adjustments     0n Cash and Cash Equivalents     19,161     (19,181)     38,342       Cash and Cash Equivalents at Beginning of Year     283,925     298,438     (14,513)	Investing Activities:	(		
Purchase of investment securities   (40,631)   (14,662)     Other, net   25,491   (8,421)     Net cash used in investing activities   (158,656)   (182,116)   23,460     Financing Activities:   (6,850)   (10,556)   (10,556)     Net decrease in short-term borrowings   (6,850)   (10,556)   (10,556)     Increase in long-term debt   (5,906)   (4,335)   (4,335)     Dividends paid   (15,540)   (13,590)   (6,350)     Other, net   (1,580)   790   (6,350)     Foreign Currency Translation Adjustments   (28,024)   (21,674)   (6,350)     Foreign Currency Translation Adjustments   3,714   (11,411)   15,125     Net Increase/(Decrease) in Cash and Cash Equivalents   19,161   (19,181)   38,342     Cash and Cash Equivalents at Beginning of Year   283,925   298,438   (14,513)     Cash and Cash Equivalents of   407   4,668   (4,261)				
Other, net     25,491     (8,421)       Net cash used in investing activities     (158,656)     (182,116)     23,460       Financing Activities:     (158,656)     (10,556)     (10,556)       Increase in short-term borrowings     (6,850)     (10,556)     (10,556)       Increase in long-term debt     1,852     6,017       Repayments of long-term debt     (5,906)     (4,335)       Dividends paid     (15,540)     (13,590)       Other, net     (1,580)     790       Net cash used in financing activities     (28,024)     (21,674)     (6,350)       Foreign Currency Translation Adjustments     3,714     (11,411)     15,125       Net Increase/(Decrease) in Cash and Cash Equivalents     19,161     (19,181)     38,342       Cash and Cash Equivalents at Beginning of Year     283,925     298,438     (14,513)       Cash and Cash Equivalents of     Xuivalents of     Xuivalents of     Xuivalents of     Xuivalents of       Newly Consolidated Subsidiaries     407     4,668     (4,261)			,	
Net cash used in investing activities(158,656)(182,116)23,460Financing Activities: Net decrease in short-term borrowings(6,850)(10,556)Increase in long-term debt1,8526,017Repayments of long-term debt(5,906)(4,335)Dividends paid(15,540)(13,590)Other, net(1,580)790Net cash used in financing activities(28,024)(21,674)Foreign Currency Translation Adjustments on Cash and Cash Equivalents3,714(11,411)Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)Cash and Cash Equivalents of Newly Consolidated Subsidiaries4074,668(4,261)				
Financing Activities:Net decrease in short-term borrowings(6,850)(10,556)Increase in long-term debt1,8526,017Repayments of long-term debt(5,906)(4,335)Dividends paid(15,540)(13,590)Other, net(1,580)790Net cash used in financing activities(28,024)(21,674)Foreign Currency Translation Adjustments3,714(11,411)on Cash and Cash Equivalents19,161(19,181)Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents of4074,668(4,261)				00.400
Net decrease in short-term borrowings   (6,850)   (10,556)     Increase in long-term debt   1,852   6,017     Repayments of long-term debt   (5,906)   (4,335)     Dividends paid   (15,540)   (13,590)     Other, net   (1,580)   790     Net cash used in financing activities   (28,024)   (21,674)   (6,350)     Foreign Currency Translation Adjustments   3,714   (11,411)   15,125     Net Increase/(Decrease) in Cash and Cash Equivalents   19,161   (19,181)   38,342     Cash and Cash Equivalents at Beginning of Year   283,925   298,438   (14,513)     Cash and Cash Equivalents of   407   4,668   (4,261)	Net cash used in investing activities	(158,656)	(182,116)	23,460
Increase in long-term debt1,8526,017Repayments of long-term debt(5,906)(4,335)Dividends paid(15,540)(13,590)Other, net(1,580)790Net cash used in financing activities(28,024)(21,674)Foreign Currency Translation Adjustments3,714(11,411)on Cash and Cash Equivalents3,714(11,411)Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents of4074,668(4,261)	Financing Activities:		<i>.</i>	
Repayments of long-term debt(5,906)(4,335)Dividends paid(15,540)(13,590)Other, net(1,580)790Net cash used in financing activities(28,024)(21,674)Foreign Currency Translation Adjustments(11,411)15,125on Cash and Cash Equivalents3,714(11,411)15,125Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)38,342Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents of Newly Consolidated Subsidiaries4074,668(4,261)				
Dividends paid(15,540)(13,590)Other, net(1,580)790Net cash used in financing activities(28,024)(21,674)Foreign Currency Translation Adjustments(11,411)15,125on Cash and Cash Equivalents3,714(11,411)15,125Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)38,342Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents of4074,668(4,261)	5			
Other, net(1,580)790Net cash used in financing activities(28,024)(21,674)(6,350)Foreign Currency Translation Adjustments3,714(11,411)15,125on Cash and Cash Equivalents3,714(11,411)15,125Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)38,342Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents of4074,668(4,261)				
Net cash used in financing activities(28,024)(21,674)(6,350)Foreign Currency Translation Adjustmentson Cash and Cash Equivalents3,714(11,411)15,125Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)38,342Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents of4074,668(4,261)	-			
Foreign Currency Translation Adjustmentson Cash and Cash Equivalents3,714(11,411)15,125Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)38,342Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents ofNewly Consolidated Subsidiaries4074,668(4,261)				(2, 2, - 2)
on Cash and Cash Equivalents3,714(11,411)15,125Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)38,342Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents of4074,668(4,261)	Net cash used in financing activities	(28,024)	(21,674)	(6,350)
Net Increase/(Decrease) in Cash and Cash Equivalents19,161(19,181)38,342Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents of4074,668(4,261)	Foreign Currency Translation Adjustments			
Cash and Cash Equivalents at Beginning of Year283,925298,438(14,513)Cash and Cash Equivalents of Newly Consolidated Subsidiaries4074,668(4,261)	on Cash and Cash Equivalents	3,714	(11,411)	15,125
Cash and Cash Equivalents of Newly Consolidated Subsidiaries4074,668(4,261)	Net Increase/(Decrease) in Cash and Cash Equivalents	19,161	(19,181)	38,342
Newly Consolidated Subsidiaries 407 4,668 (4,261)	Cash and Cash Equivalents at Beginning of Year	283,925	298,438	(14,513)
	Cash and Cash Equivalents of			
Cash and Cash Equivalents at End of Year303.493283.92519.568	Newly Consolidated Subsidiaries	407	4,668	(4,261)
	Cash and Cash Equivalents at End of Year	303,493	283,925	19,568

# **Segment Information**

. Industry Segments			Millions of yen
		Year ended March 31, 2001	Year ended March 31, 2000
Sales:	Automotive	1,870,506	1,740,445
	New businesses and others	144,472	142,962
	Consolidated	2,014,978	1,883,407
Operating income:	Automotive	130,857	123,214
	New businesses and others	(7,331)	(6, 532)
	Consolidated	123,526	116,682
Assets:	Automotive	1,809,333	1,574,640
	New businesses and others	100,874	102,772
	Corporate	433,121	476,839
	Consolidated	2,343,328	2,154,251
Depreciation:	Automotive	130,207	130,495
-	New businesses and others	4,209	4,211
	Consolidated	134,416	134,706
Capital expenditures:	Automotive	134,957	163,696
-	New businesses and others	5,490	6,257
	Consolidated	140,447	169,953

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Geographical Segr	nents (by company	y location)		Millions of y
			Year ended March 31, 2001	Year ended March 31, 2000
Sales:	Japan	Sales to customers	1,277,731	1,192,778
		Intersegment sales	301,300	276,075
		Total sales	1,579,031	1,468,853
	The Americas	Sales to customers	457,627	432,111
		Intersegment sales	9,802	7,304
		Total sales	467,429	439,415
	Europe	Sales to customers	158,205	167,913
		Intersegment sales	1,708	572
		Total sales	159,913	168,485
	Asia & Oceania	Sales to customers	121,415	90,605
		Intersegment sales	6,878	7,501
		Total sales	128,293	98,106
	Eliminations		(319,688)	(291,452)
	Consolidated		2,014,978	1,883,407
Operating income:	Japan		98,795	84,796
	The Americas		27,133	26,734
	Europe		(6,264)	2,299
	Asia & Oceania		4,253	3,325
	Eliminations		(391)	(472)
	Consolidated		123,526	116,682
Assets:	Japan		1,453,322	1,334,005
	The Americas		261,566	230,146
	Europe		193,955	130,641
	Asia & Oceania		103,747	86,378
	Corporate & elim	inations	330,738	373,081
	Consolidated		2,343,328	2,154,251

## 3. Sales by Customer Location

. Sales by Customer Location		Millions of ye
	Year ended March 31, 2001	Year ended March 31, 2000
Japan	1,245,830	1,161,016
	61.9%	61.6%
The Americas	461,725	436,710
	22.9%	23.2%
Europe	167,252	178,774
-	8.3%	9.5%
Asia & Oceania	137,585	104,384
	6.8%	5.6%
Other Areas	2,586	2,523
	0.1%	0.1%
Net Sales	2,014,978	1,883,407