

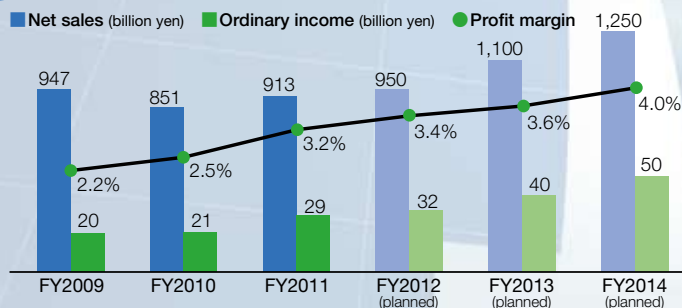
Three-Year Plan

On June 15, 2011, we announced a three-year plan.

Our Group's three-year plans are based on the rolling approach. The recently announced three-year plan is the result of an update made after reviews of the plan announced last year.



Trends in financial results and the three-year plan



Electronic Components Business

Stable growth drivers

Sales strategy

- Step up community-based sales operations
- Bolster sales activities targeted at customers of industrial devices

Frontier business drivers

Product strategy

- Introduce and launch new products
- Step up efforts to develop and sell products with our own brand of inrevium

Global business expansion

- Increase sales efforts targeted at local businesses outside Japan
- Expand sales of our own brand products from overseas customers

Computer Networks Business

Profit drivers

Sales strategy

- Strengthen direct sales to major end users
- Move forward with the business for embedded devices

Product strategy

- Discover and introduce new value-added products compatible with demand growth for cloud computing and data centers

Frontier Business

Frontier business drivers

Promotion of frontier businesses

- Increase marketing efforts
- Enrich the lineup of environmental and energy-saving products
- Use the e-trade system as a sales promotion tool for new products

Dividend Policy

To mark of the listing of our shares on the First Section of the Tokyo Stock Exchange on December 24, 2010, we have decided to pay a year-end dividend of 3,600 yen per share, inclusive of a commemorative dividend of 600 yen. This means that our annual dividend for the fiscal year ended March 2011, including the interim dividend of 3,000 yen per share, totals 6,600 yen per share.

We define our focus on shareholders as one of our priority managerial issues. Our principle is to make an appropriate distribution of profits that reflects our financial results, on the basis of continuity and stability in dividend payment.

We have set the payout level for the foreseeable future at about 35% of consolidated net income.

Under this basic policy, we are planning to pay an annual dividend of 6,600 yen per share for the fiscal year ending March 2012, comprising an interim dividend of 3,300 yen and a year-end dividend of 3,300 yen.

Dividend per share (yen)

