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**IW**

LEADERSHIP IN MANUFACTURING

FIFTH ANNUAL  
LIST OF

**THE  
WORLD'S  
TOP  
100  
BEST-  
MANAGED  
COMPANIES**

**How the Best Out-Market, Out-Innovate, and Out-Manage  
Their Competitors—and What You Can Learn**

**100** BEST-MANAGED COMPANIES

# THE WORLD'S 100 BEST

INDUSTRYWEEK'S FIFTH  
ANNUAL LIST OF THE  
WORLD'S ELITE  
MANUFACTURERS.

BY GLENN HASEK

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Volumes could be written about the accomplishments of our 100 companies. Each company is a leader in its industry and demonstrates superior management skills in areas such as financial performance, innovation, leadership, globalization, alliances and partnerships, employee benefits and education, and community involvement.



## IndustryWeek Best-Managed Company Profile

### Kyocera Corp.

Kyoto, Japan

Chairman: Kensuke Itoh

Semiconductors/related devices, electronic components

1999	Company Data	IW 1000 Industry Median	IW 1000 Median
Revenues (US\$ millions)	\$7,103		
Revenue growth (98-99)	0.0	3.3	3.2
Net income (US\$ millions)	\$277		
Profit margin (%)	3.9	2.3	3.2
Profit growth (98-99)	-40.0	-14.4	2.0
R.O.E. (%)	3.7	6.7	10.6
Debt to equity ratio	0.05	0.39	0.56
R.O.A. (%)	2.8	2.4	3.4
E.P.S. (\$)	\$1.45	.50	0.71
E.P.S. growth (98-99)	-40.2	-21.4	-3.6
R&D as % of sales	4.5	5.0	1.8

- Developed world's lightest 35 mm camera with a zoom lens.
- Supporter of Las Campanas Observatory to promote space exploration.
- Headquarters incorporates solar technologies.
- 95% of facilities are ISO 14001 registered.

Kyocera Corp. is a five-time winner (1996, 1997, 1998, 1999, 2000).

[www.kyocera.com](http://www.kyocera.com)

