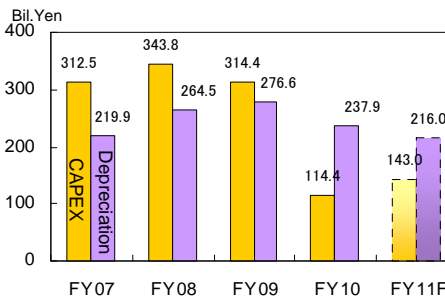


**Sales decreased, Income increased from previous year**  
Year-end dividend per share increased by 1yen to 14yen against previous year. (Annual dividend: 27 yen)

## Capital Expenditures and Depreciation



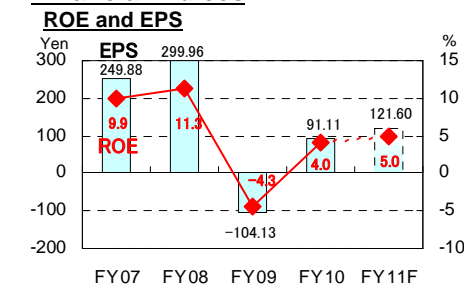
## Capital Expenditures, Depreciation and R&D Expenditures

Account	(Unit: Billions of Yen, %)				
	FY07	FY08	FY09	FY10	FY11F
Japan	210.7	234.5	221.6	75.0	92.0
The Americas	40.4	40.0	31.0	10.2	13.0
Europe	24.8	31.7	26.4	13.0	13.0
Asia & Oceania	36.6	37.6	35.4	16.3	25.0
Capital Expenditures	312.5	343.8	314.4	114.4	143.0
Japan	153.3	188.1	209.5	178.4	157.0
The Americas	24.4	27.5	25.6	22.2	22.0
Europe	21.4	24.4	18.5	16.1	16.0
Asia & Oceania	20.7	24.6	23.0	21.2	21.0
Depreciation	219.9	264.5	276.6	237.9	216.0
R&D Expenditures	279.9	311.5	297.1	270.1	285.0
(Ratio to Sales)	(7.8)	(7.7)	(9.5)	(9.1)	(9.3)

## 1. Consolidated Financial Results Income Statements

Account	(Ratio to Sales)				(Unit: Billions of Yen, %)					
	FY2010		FY2009		Change		FY2011 Forecast		Change from FY10	
	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent
<b>Net Sales</b>	( 100.0 )	2,976.7	( 100.0 )	3,142.7	-166.0	-5.3	( 100.0 )	3,060.0	83.3	2.8
Cost of Sales	( 86.0 )	2,560.0	( 90.7 )	2,851.0	-291.0	-	-	-	-	-
SGA Expenses	( 9.4 )	280.1	( 10.5 )	329.0	-48.9	-	-	-	-	-
<b>Operating Income</b>	( 4.6 )	136.6	( -1.2 )	-37.3	173.9	-	( 4.5 )	138.0	1.4	1.0
Non-Operating Income		16.0		2.0	14.1	-		12.0	-4.0	-
Extraordinary Income (Loss)		-5.8		-64.0	58.2	-		-	5.8	-
<b>Income Before Income Taxes</b>	( 4.9 )	146.9	( -3.2 )	-99.3	246.2	-	( 4.9 )	150.0	3.1	2.1
<b>Net Income</b>	( 2.5 )	73.4	( -2.7 )	-84.1	157.5	-	( 3.2 )	98.0	24.6	33.5
Foreign Exchange Rate (US\$)		91 Yen		101 Yen				90 Yen		
Foreign Exchange Rate (Euro)		129 Yen		146 Yen				130 Yen		
Consolidated Subsidiaries		184		187				-		
Affiliates under Equity Method		30		32				-		

## Financial Indices



## Other Financial Indices

Account	(Unit: Yen, %)				
	FY07	FY08	FY09	FY10	FY11 Forecast
EPS	249.88	299.96	-104.13	91.11	121.60
Dividends per Share	45.00	54.00	40.00	27.00	32.00
ROE	9.9	11.3	-4.3	4.0	5.0
Return on Sales	5.7	6.1	-2.7	2.5	3.2
Return on total Assets	5.7	6.6	-2.5	2.3	-
PER (times)	17.5	10.7	-	15.3	-
Payout Ratio (Consolidated)	18.0	18.0	-	29.6	26.3
Payout Ratio (Parent Only)	26.8	33.5	-	41.0	41.6

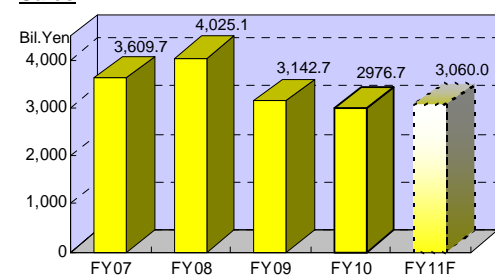
## Changes in Income Before Income Taxes (FY09 → FY10)

Positive Factors		Negative Factors	
Fixed cost reduction	159.5	Currency exchange loss	-43.8
(Expense decrease)	103.0	Production volume decrease	-12.1
(Labor cost decrease)	17.8		
(Depreciation decrease)	38.7		
Variable cost reduction	48.3		
Raw material cost	17.3		
Others	4.7		
Non-Operating Income increase	14.1		
Extraordinary loss decrease	58.2		
Sub Total	302.1	Sub Total	-55.9
Total Decrease			246.2

## 2. Non-Consolidated Financial Results Income Statements

Account	(Ratio to Sales)				(Unit: Billions of Yen, %)					
	FY2010		FY2009		Change		FY2011 Forecast		Change from FY10	
	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent
<b>Net Sales</b>	( 100.0 )	1,885.3	( 100.0 )	1,939.8	-54.6	-2.8	( 100.0 )	1,930.0	44.7	2.4
Cost of Sales	( 91.4 )	1,723.8	( 97.3 )	1,887.4	-163.6	-	-	-	-	-
SGA Expenses	( 6.5 )	123.5	( 8.3 )	161.3	-37.8	-	-	-	-	-
<b>Operating Income</b>	( 2.0 )	38.0	( -5.6 )	-108.9	146.8	-	( 2.1 )	40.0	2.0	5.3
Non-Operating Income		44.6		43.8	0.8	-		47.0	2.4	-
Extraordinary Income (Loss)		-5.7		-66.1	60.4	-		-	5.7	-
<b>Income Before Income Taxes</b>	( 4.1 )	76.9	( -6.8 )	-131.2	208.1	-	( 4.5 )	87.0	10.1	13.2
<b>Net Income</b>	( 2.8 )	53.1	( -4.8 )	-92.7	145.8	-	( 3.2 )	62.0	8.9	16.7
Domestic Car Production (Mil. unit)		8.87		9.99				8.86		
Foreign Exchange Rate (US\$)		91 Yen		101 Yen				90 Yen		
Foreign Exchange Rate (Euro)		129 Yen		146 Yen				130 Yen		

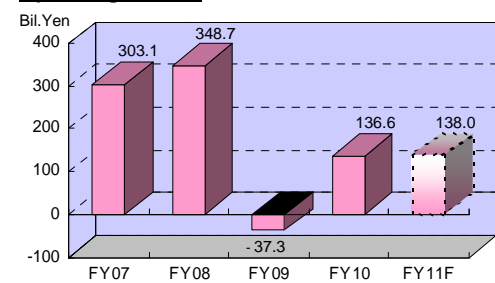
## Sales



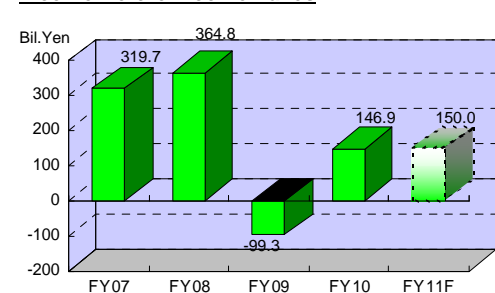
## Geographic Segments By Company Location

Account	FY2010		FY2009		Change	Local Currency	FY2011 Forecast
	Margin	Margin	Margin	Margin			
Japan	2,041.3		2,145.6		-4.9%	-4.9%	2,075.0
The Americas	532.2		559.8		-4.9%	2.7%	544.0
Europe	411.1		462.5		-11.1%	-0.0%	404.0
Asia & Oceania	534.1		507.7		5.2%	13.3%	562.0
Eliminations	-542.0		-532.9		-	-	-525.0
Sales	2,976.7		3,142.7		-5.3%	-1.0%	3,060.0
Japan	40.9	2.0%	-114.7	-5.3%	-	-	54.0
The Americas	12.9	2.4%	5.1	0.9%	154.3%	174.5%	16.0
Europe	10.7	2.6%	3.6	0.8%	195.9%	227.6%	7.5
Asia & Oceania	75.4	14.1%	60.5	11.9%	24.6%	34.6%	64.0
Eliminations	-3.2	-	8.2	-	-	-	-3.5
Operating Income	136.6	4.6%	-37.3	-1.2%	-	-	138.0

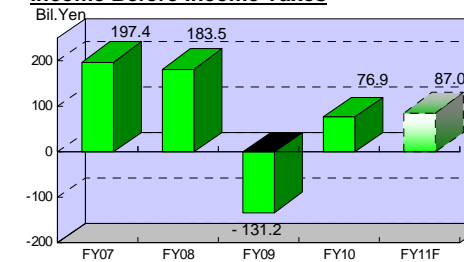
## Operating Income



## Income Before Income Taxes



## Income Before Income Taxes



## Changes in Income Before Income Taxes (FY09 → FY10)

Positive Factors		Negative Factors	
Fixed cost reduction	132.7	Currency exchange loss	-35.6
(Expense decrease)	88.0	Production volume decrease	-20.7
(Labor cost decrease)	16.6		
(Depreciation decrease)	28.1		
Variable cost reduction	41.2		
Raw material cost	11.8		
Others	17.5		
Non-operating income increase	0.8		
Extraordinary loss decrease	60.4		
Sub Total	264.4	Sub Total	-56.3
Total Decrease			208.1