

- Sales and Income increased from previous year
- Annual dividend per share increased by 19yen to 46yen against previous year.

1. Consolidated Financial Results

Income Statements

(Ratio to Sales)

(Unit:Billions of Yen,%)

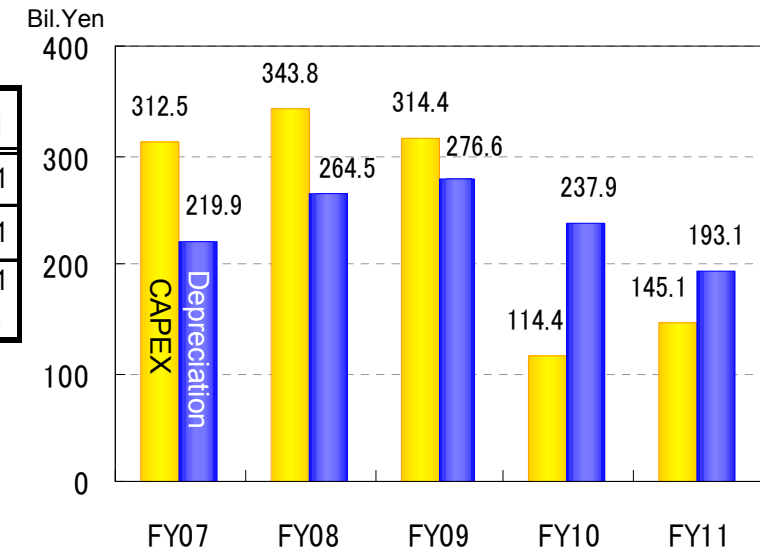
Account	FY2011		FY2010		Change		FY2012 Forecast
	(Ratio to Sales)	(Unit:Billions of Yen,%)	(Ratio to Sales)	(Unit:Billions of Yen,%)	Amount	Percent	
Net Sales	(100.0)	3,131.5	(100.0)	2,976.7	154.8	5.2	(TBD)
Cost of Sales	(85.0)	2,662.0	(86.0)	2,560.0	102.0		
SGA Expenses	(9.0)	281.2	(9.4)	280.1	1.1		
Operating Income	(6.0)	188.3	(4.6)	136.6	51.7	37.8	
Non-Operating Income		18.9		16.0	2.9		
Extraordinary Income (Loss)		4.4		-5.8	10.2		
Income Before Income Taxes	(6.8)	211.7	(4.9)	146.9	64.8	44.1	
Net Income	(4.6)	143.0	(2.5)	73.4	69.6	94.8	
Foreign Exchange Rate (US\$)		86 Yen		91 Yen			
Foreign Exchange Rate (Euro)		113 Yen		129 Yen			
Domestic Car Production		899 Mil units		887 Mil units			
Overseas Car Production of Japanese Manufacturers		1,345 Mil units		1,197 Mil units			
Consolidated Subsidiaries		187		184			
Affiliates under Equity Method		31		30			

Capital Expenditures, Depreciation and R&D Expenditures

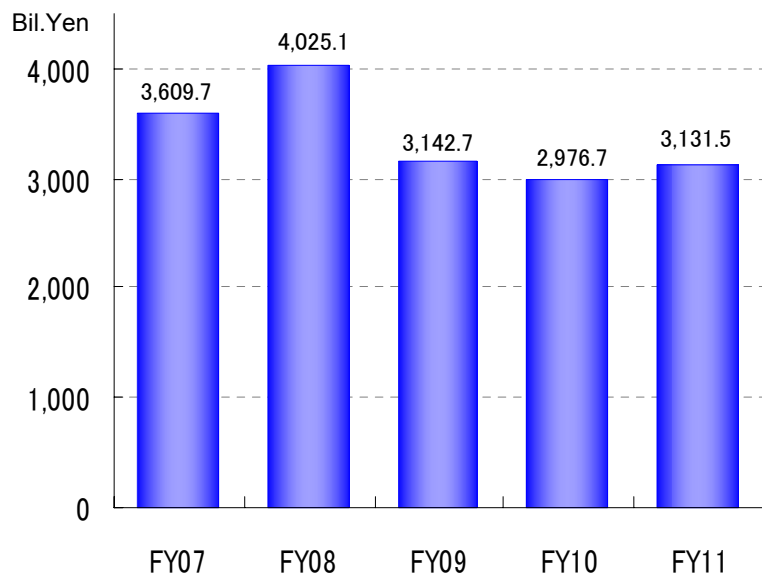
(Unit:Billions of Yen,%)

	FY07	FY08	FY09	FY10	FY11
Capital Expenditures	312.5	343.8	314.4	114.4	145.1
Depreciation	219.9	264.5	276.6	237.9	193.1
R&D Expenditures	279.9	311.5	297.1	270.1	290.1
(Ratio to Sales)	(7.8)	(7.7)	(9.5)	(9.1)	(9.3)

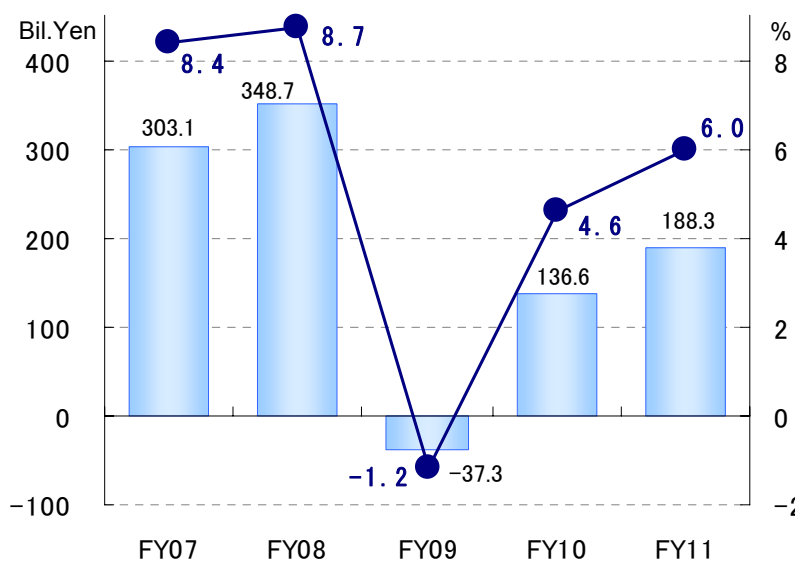
Capital Expenditures and Depreciation



Sales



Operating Income



2. Non-Consolidated Financial Results

Income Statements

(Ratio to Sales)

(Unit:Billions of Yen,%)

Account	FY2011		FY2010		Change		FY2012 Forecast
	(Ratio to Sales)	(Unit:Billions of Yen,%)	(Ratio to Sales)	(Unit:Billions of Yen,%)	Amount	Percent	
Net Sales	(100.0)	1,945.7	(100.0)	1,885.3	60.4	3.2	(TBD)
Cost of Sales	(91.0)	1,770.0	(91.4)	1,723.8	46.2		
SGA Expenses	(7.2)	139.9	(6.5)	123.5	16.4		
Operating Income	(1.8)	35.8	(2.0)	38.0	-2.2	-5.7	
Non-Operating Income		56.5		44.6	11.9		
Extraordinary Income (Loss)		-0.0		-5.7	5.7		
Income Before Income Taxes	(4.7)	92.3	(4.1)	76.9	15.4	20.1	
Net Income	(3.7)	72.8	(2.8)	53.1	19.7	37.0	

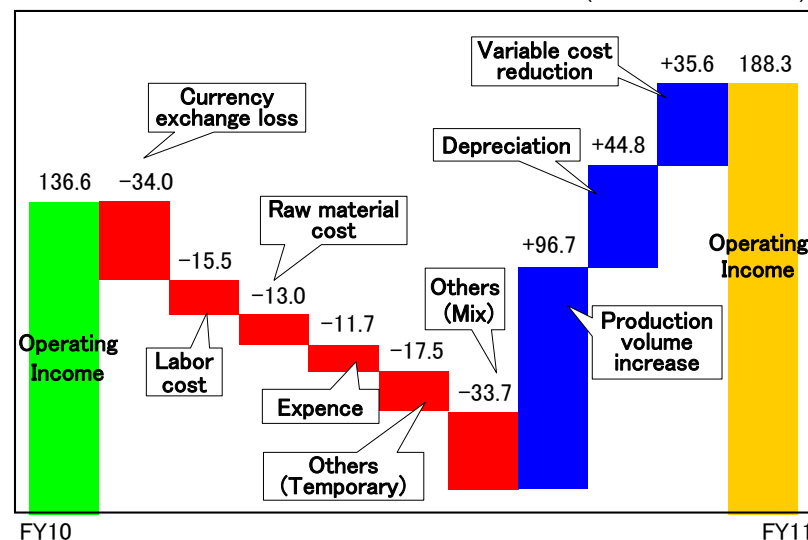
Geographic Segments By Company Location

(Unit:Billions of Yen)

	FY2011		FY2010		Change	Local Currency
	Margin	(Unit:Billions of Yen)	Margin	(Unit:Billions of Yen)		
Japan		2,112.9		2,041.3	3.5%	3.5%
North America		536.0		474.4	13.0%	21.1%
Europe		401.3		411.1	-2.4%	11.3%
Asia & Oceania		652.5		534.1	22.2%	25.1%
Others		60.3		57.8	4.3%	5.9%
Eliminations		-631.6		-542.0		
Sales		3,131.5		2,976.7	5.2%	8.9%
Japan	3.0%	63.4	2.0%	40.9	55.0%	55.0%
North America	4.7%	25.4	1.3%	6.2	309.8%	343.0%
Europe	2.7%	10.9	2.6%	10.7	2.3%	17.6%
Asia & Oceania	12.7%	83.0	14.1%	75.4	10.2%	12.9%
Others	10.7%	6.5	11.6%	6.7	-3.6%	-2.5%
Eliminations		-0.8		-3.2		
Operating Income	6.0%	188.3	4.6%	136.6	37.8%	42.1%

Changes in Income Before Income Taxes (FY10 → FY11)

(Unit:Billions of Yen)



3. Financial Indices

(Unit:Yen,%)

	FY07	FY08	FY09	FY10	FY11
ROE	9.9	11.3	-4.3	4.0	7.4
EPS	249.88	299.96	-104.13	91.11	177.49
Dividends per Share	45.00	54.00	40.00	27.00	46.00
Pay-out Ratio (Consolidated)	18.0	18.0	-	29.6	25.9

ROE and EPS

