

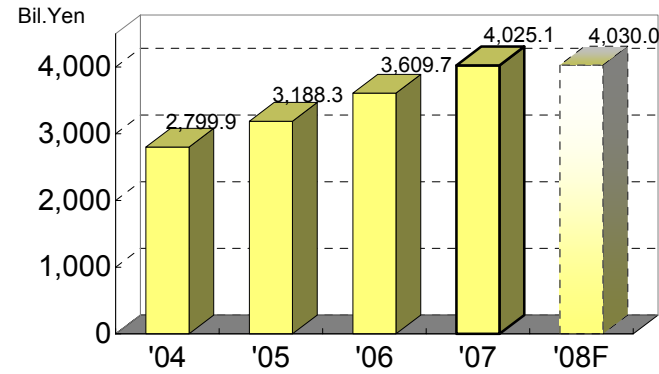
1. Consolidated Financial Results

-FY2007: Sales and Income increase from the previous year
-FY2008: Sales increase and Income decrease from the previous year

Income Statements

Account	(Ratio to Sales)		(Unit: Billions of Yen, %)		Change		FY2008 Forecast	Change from FY07		
	FY2007		FY2006		Amount	Percent		Amount	Percent	
Net Sales	(100.0)	4,025.1	(100.0)	3,609.7	415.4	11.5	(100.0)	4,030.0	4.9	0.1
Cost of Sales	(82.4)	3,314.9	(82.8)	2,990.4	324.5					
SGA Expenses	(8.9)	361.5	(8.8)	316.3	45.3					
Operating Income	(8.7)	348.7	(8.4)	303.1	45.6	15.0	(7.2)	289.0	-59.7	-17.1
Non-Operating Income		19.7		19.1	0.6			19.0	-0.7	
Extraordinary Income (Loss)		-3.5		-2.4	-1.1			-	3.5	
Income Before Income Taxes	(9.1)	364.8	(8.9)	319.7	45.1	14.1	(7.6)	308.0	-56.8	-15.6
Net Income	(6.1)	244.4	(5.7)	205.2	39.2	19.1	(5.0)	200.0	-44.4	-18.2
Foreign Exchange Rate(US\$)		113 Yen		116 Yen				100 Yen		
Foreign Exchange Rate(Euro)		160 Yen		149 Yen				155 Yen		
Consolidated Subsidiaries		186		188				-		
Affiliates under Equity Method		32		32				-		

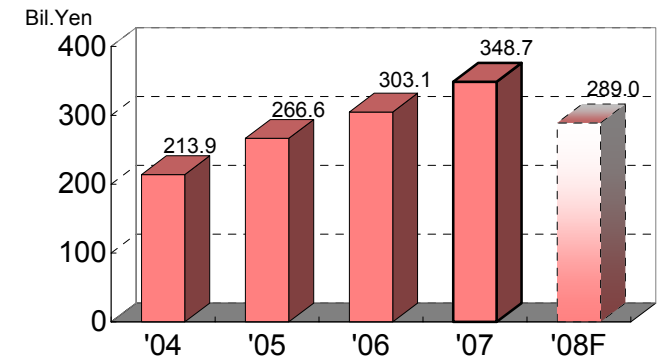
Sales



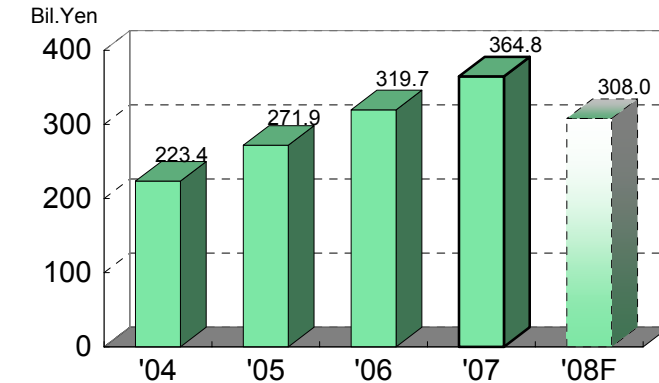
Changes in Income before Income Taxes (FY06 => FY07)

Positive Factors		Negative Factors	
Production volume increase	108.9	Depreciation increase	-44.6
Cost reduction	50.0	(Tax amendment -16.2 is included)	
Currency exchange gain	14.9	Labor cost increase	-32.0
Non-operating income increase	0.6	Product mix	-17.9
		Raw material cost increase	-11.0
		Expense increase and others	-22.7
		Extraordinary loss increase	-1.1
Sub Total	174.4	Sub Total	-129.3
Total Increase	45.1		

Operating Income



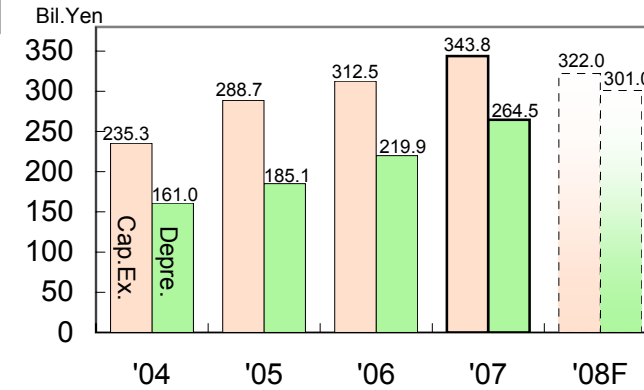
Income before Income Taxes



Geographical Segments By Company Location

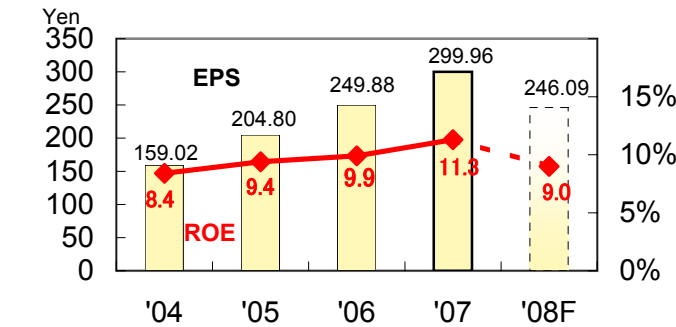
	FY2007		FY2006		Change	Local Currency	FY2008 Forecast
	Margin	Margin	Margin	Margin			
Japan	2,725.9		2,541.3		7.3%	7.3%	2,784.0
The Americas	832.3		769.1		8.2%	8.7%	754.0
Europe	620.3		519.3		19.4%	11.5%	625.0
Asia & Oceania	616.2		480.2		28.3%	21.2%	637.0
Eliminations	-769.5		-700.1		-	-	-770.0
Sales	4,025.1		3,609.7		11.5%	9.5%	4,030.0
Japan	197.5	7.2%	215.3	8.5%	-8.3%	-8.3%	142.5
The Americas	41.5	5.0%	29.2	3.8%	42.3%	39.5%	35.0
Europe	26.5	4.3%	12.2	2.3%	118.3%	102.2%	28.0
Asia & Oceania	80.4	13.1%	45.9	9.6%	75.1%	62.9%	82.0
Eliminations	2.6	-	0.5	-	-	-	1.5
Operating Income	348.7	8.7%	303.1	8.4%	15.0%	12.3%	289.0

Capital Expenditures and Depreciation



Financial Indices

ROE and EPS



Capital Expenditures, Depreciation and R&D Expenditures

	FY04	FY05	FY06	FY07	FY08F
Japan	145.1	202.0	210.7	234.5	232.0
The Americas	34.6	31.6	40.4	40.0	39.0
Europe	30.6	23.6	24.8	31.7	22.0
Asia & Oceania	25.0	31.5	36.6	37.6	29.0
Capital Expenditures	235.3	288.7	312.5	343.8	322.0
Japan	111.7	128.6	153.3	188.1	222.0
The Americas	19.8	22.2	24.4	27.5	28.0
Europe	17.6	18.3	21.4	24.4	25.0
Asia & Oceania	11.8	16.1	20.7	24.6	26.0
Depreciation	161.0	185.1	219.9	264.5	301.0
R&D Expenditures	238.2	256.3	279.9	311.5	311.0
(Ratio to Sales)	(8.5)	(8.0)	(7.8)	(7.7)	(7.7)

Other Financial Indices

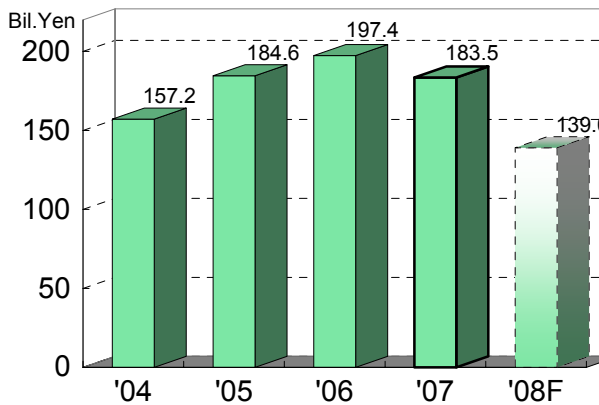
	FY04	FY05	FY06	FY07	FY08 Forecast
EPS	159.02	204.80	249.88	299.96	246.09
Dividends per Share	32.00	38.00	45.00	54.00	54.00
ROE	8.4	9.4	9.9	11.3	9.0
Return on Sales	4.7	5.3	5.7	6.1	5.0
Return on total Assets	5.0	5.5	5.7	6.6	-
PER (times)	16.8	22.7	17.5	10.7	-
Pay-out Ratio (Consolidated)	20.1	18.6	18.0	18.0	21.9
Pay-out Ratio (Parent Only)	24.7	24.1	26.8	33.5	44.8

2. Non-Consolidated Financial Results

Income Statements

Account	(Ratio to Sales)		(Unit: Billions of Yen, %)		Change		FY2008 Forecast	Change from FY07		
	FY2007		FY2006		Amount	Percent		Amount	Percent	
Net Sales	(100.0)	2,478.0	(100.0)	2,292.9	185.1	8.1	(100)	2,500.0	22.0	0.9
Cost of Sales	(87.7)	2,172.7	(86.1)	1,974.5	198.2					
SGA Expenses	(6.1)	151.8	(6.6)	152.2	-0.4					
Operating Income	(6.2)	153.6	(7.3)	166.3	-12.7	-7.6	(4.1)	102.0	-51.6	-33.6
Non-Operating Income		32.6		35.9	-3.3			37.0	4.4	
Extraordinary Income (Loss)		-2.7		-4.8	2.1			-	2.7	
Income Before Income Taxes	(7.4)	183.5	(8.6)	197.4	-13.8	-7.0	(5.6)	139.0	-44.5	-24.3
Net Income	(5.3)	131.2	(6.0)	137.9	-6.7	-4.9	(3.9)	98.0	-33.2	-25.3
Domestic Car Production (Mil.unit)		11.8		11.5				12.1		
Foreign Exchange Rate(US\$)		113 Yen		116 Yen				100 Yen		
Foreign Exchange Rate(Euro)		160 Yen		149 Yen				155 Yen		

Income before Income Taxes



Changes in Income before Income Taxes (FY06 => FY07)

Positive Factors		Negative Factors	
Production volume increase	55.0	Product mix	-28.8
Cost reduction	27.0	Depreciation increase	-25.2
Currency exchange gain	7.7	(Tax amendment -11.8 is included)	
Extraordinary loss decrease	2.1	Labor cost increase	-17.5
		Raw material cost increase	-6.0
		Non-operating income decrease	-3.3
		Expense increase and others	-24.8
Sub Total	91.8	Sub Total	-105.6
Total Decrease	-13.8		