

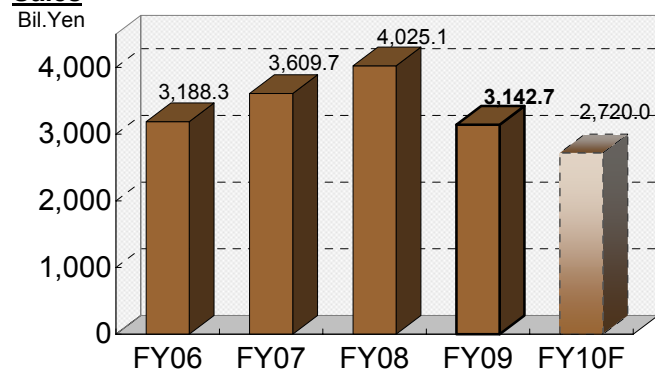
**1. Consolidated Financial Results**

-Sales and Income decreased from previous year  
-Annual dividend per share decreased by 14 yen to 40 yen

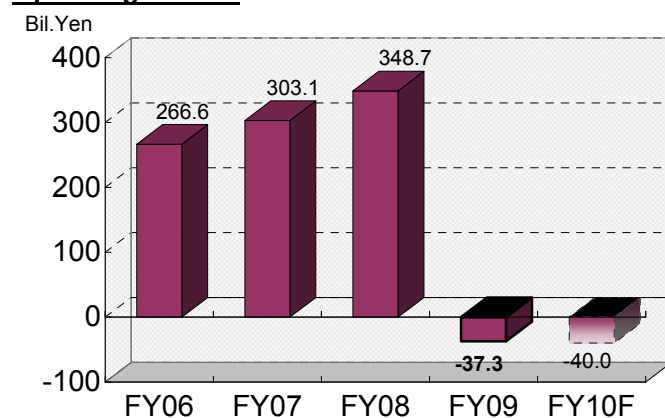
**Income Statements**

Account	( Ratio to Sales )		Change		(Unit: Billions of Yen, %)		Change from FY09	
	FY2009	FY2008	Amount	Percent	FY2010 Forecast	Amount	Percent	
<b>Net Sales</b>	( 100.0 ) 3,142.7	( 100.0 ) 4,025.1	-882.4	-21.9	( 100.0 ) 2,720.0	-422.7	-13.4	
Cost of Sales	( 90.7 ) 2,851.0	( 82.4 ) 3,314.9	-463.9					
SGA Expenses	( 10.5 ) 329.0	( 8.9 ) 361.5	-32.6					
<b>Operating Income</b>	( -1.2 ) -37.3	( 8.7 ) 348.7	-386.0	-	( -1.5 ) -40.0	-2.7	-	
Non-Operating Income	2.0	19.7	-17.7		2.0	0.0		
Extraordinary Income (Loss)	-64.0	-3.5	-60.5		-	64.0		
<b>Income Before Income Taxes</b>	( -3.2 ) -99.3	( 9.1 ) 364.8	-464.1	-	( -1.4 ) -38.0	61.3	-	
<b>Net Income</b>	( -2.7 ) -84.1	( 6.1 ) 244.4	-328.5	-	( -0.7 ) -19.0	65.1	-	
Foreign Exchange Rate (US\$)	101 Yen	113 Yen			95 Yen			
Foreign Exchange Rate (Euro)	146 Yen	160 Yen			125 Yen			
Consolidated Subsidiaries	187	186			-			
Affiliates under Equity Method	32	32			-			

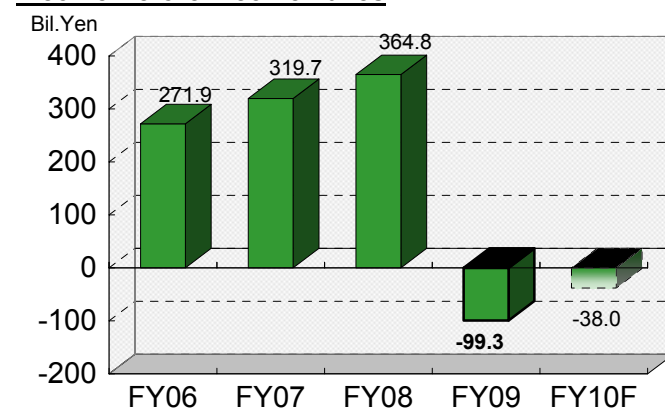
**Sales**



**Operating Income**



**Income Before Income Taxes**



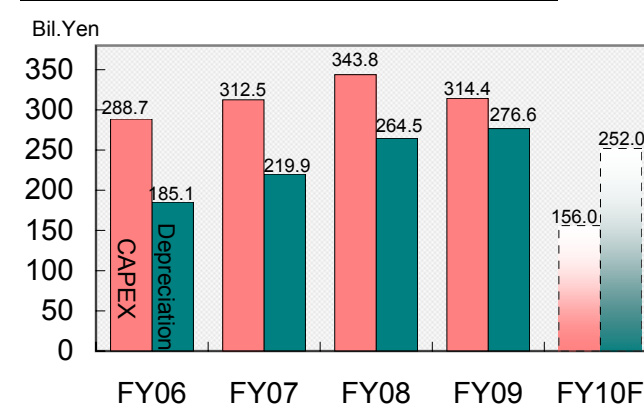
**Changes in Income Before Income Taxes (FY08 => FY09)**

Positive Factors		Negative Factors	
Cost reduction	40.0	Production volume decrease	-273.6
Expense decrease and others	1.9	Currency exchange loss	-56.6
		Product mix	-43.2
		Labor cost increase	-31.3
		Non-operating income decrease	-17.7
		Depreciation increase	-12.1
		(Tax amendment -5.9 is included)	
		Raw material cost increase	-11.0
		Extraordinary loss increase	-60.5
<b>Sub Total</b>	<b>41.9</b>	<b>Sub Total</b>	<b>-506.0</b>
<b>Total Decrease</b>			<b>-464.1</b>

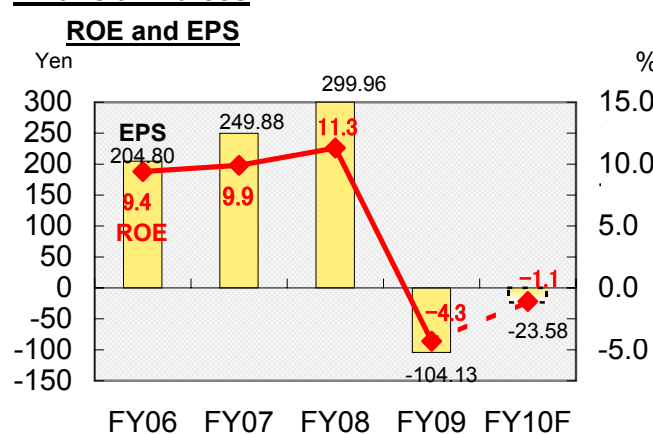
**Geographical Segments By Company Location**

	FY2009		FY2008		Change	Local Currency	FY2010 Forecast
	Margin	Margin	Margin	Margin			
Japan	2,145.6		2,725.9		-21.3%	-21.3%	1,850.0
The Americas	559.8		832.3		-32.7%	-22.9%	500.0
Europe	462.5		620.3		-25.4%	-13.8%	372.0
Asia & Oceania	507.7		616.2		-17.6%	-4.2%	463.0
Eliminations	-532.9		-769.5		-	-	-465.0
<b>Sales</b>	<b>3,142.7</b>		<b>4,025.1</b>		<b>-21.9%</b>	<b>-16.0%</b>	<b>2,720.0</b>
Japan	-114.7	-5.3%	197.5	7.2%	-	-	-93.0
The Americas	5.1	0.9%	41.5	5.0%	-87.8%	-86.1%	5.0
Europe	3.6	0.8%	26.5	4.3%	-86.4%	-84.5%	6.0
Asia & Oceania	60.5	11.9%	80.4	13.1%	-24.8%	-15.0%	44.0
Eliminations	8.2	-	2.6	-	-	-	-2.0
<b>Operating Income</b>	<b>-37.3</b>	<b>-1.2%</b>	<b>348.7</b>	<b>8.7%</b>	<b>-</b>	<b>-</b>	<b>-40.0</b>

**Capital Expenditures and Depreciation**



**Financial Indices**

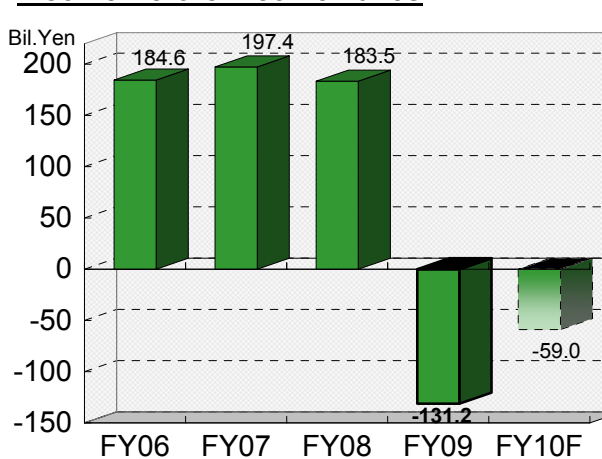


**2. Non-Consolidated Financial Results**

**Income Statements**

Account	(Ratio to Sales)		Change		(Unit: Billions of Yen, %)		Change from FY09	
	FY2009	FY2008	Amount	Percent	FY2010 Forecast	Amount	Percent	
<b>Net Sales</b>	( 100.0 ) 1,939.8	( 100.0 ) 2,478.0	-538.2	-21.7	( 100.0 ) 1,640.0	-299.8	-15.5	
Cost of Sales	( 97.3 ) 1,887.4	( 87.7 ) 2,172.7	-285.3					
SGA Expenses	( 8.3 ) 161.3	( 6.1 ) 151.8	9.5					
<b>Operating Income</b>	( -5.6 ) -108.9	( 6.2 ) 153.6	-262.5	-	( -5.5 ) -90.0	18.9	-	
Non-Operating Income	43.8	32.6	11.2		31.0	-12.8		
Extraordinary Income (Loss)	-66.1	-2.7	-63.4		-	66.1		
<b>Income Before Income Taxes</b>	( -6.8 ) -131.2	( 7.4 ) 183.5	-314.7	-	( -3.6 ) -59.0	72.2	-	
<b>Net Income</b>	( -4.8 ) -92.7	( 5.3 ) 131.2	-223.9	-	( -1.6 ) -26.0	66.7	-	
Domestic Car Production (Mil.unit)	10.00	11.79			8.13			
Foreign Exchange Rate (US\$)	101 Yen	113 Yen			95 Yen			
Foreign Exchange Rate (Euro)	146 Yen	160 Yen			125 Yen			

**Income Before Income Taxes**



**Capital Expenditures, Depreciation and R&D Expenditures**

	FY06	FY07	FY08	FY09	FY10F
Japan	202.0	210.7	234.5	221.6	102.0
The Americas	31.6	40.4	40.0	31.0	14.0
Europe	23.6	24.8	31.7	26.4	16.0
Asia & Oceania	31.5	36.6	37.6	35.4	24.0
<b>Capital Expenditures</b>	<b>288.7</b>	<b>312.5</b>	<b>343.8</b>	<b>314.4</b>	<b>156.0</b>
Japan	128.6	153.3	188.1	209.5	187.0
The Americas	22.2	24.4	27.5	25.6	23.0
Europe	18.3	21.4	24.4	18.5	19.0
Asia & Oceania	16.1	20.7	24.6	23.0	23.0
<b>Depreciation</b>	<b>185.1</b>	<b>219.9</b>	<b>264.5</b>	<b>276.6</b>	<b>252.0</b>
<b>R&amp;D Expenditures</b>	<b>256.3</b>	<b>279.9</b>	<b>311.5</b>	<b>297.1</b>	<b>260.0</b>
(Ratio to Sales)	(8.0)	(7.8)	(7.7)	(9.5)	(9.6)

**Other Financial Indices**

	FY06	FY07	FY08	FY09	FY10 Forecast
EPS	204.80	249.88	299.96	-104.13	-23.58
Dividends per Share	38.00	45.00	54.00	40.00	TBD
ROE	9.4	9.9	11.3	-4.3	-1.1
Return on Sales	5.3	5.7	6.1	-2.7	-0.7
Return on total Assets	5.5	5.7	6.6	-2.5	-
PER (times)	22.7	17.5	10.7	-	-
Pay-out Ratio (Consolidated)	18.6	18.0	18.0	-	-
Pay-out Ratio (Parent Only)	24.1	26.8	33.5	-	-

**Changes in Income Before Income Taxes (FY08 => FY09)**

Positive Factors		Negative Factors	
Cost reduction	18.5	Production volume decrease	-177.5
Non-operating income increase	11.2	Currency exchange loss	-40.9
Expense decrease and others	8.0	Product mix	-38.0
		Labor cost increase	-12.4
		Depreciation increase	-16.8
		(Tax amendment -5.1 is included)	
		Raw material cost increase	-3.4
		Extraordinary loss increase	-63.4
<b>Sub Total</b>	<b>37.7</b>	<b>Sub Total</b>	<b>-352.4</b>
<b>Total Decrease</b>			<b>-314.7</b>