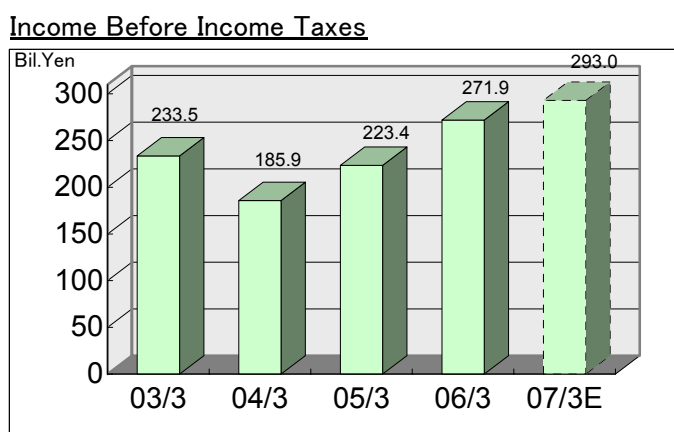
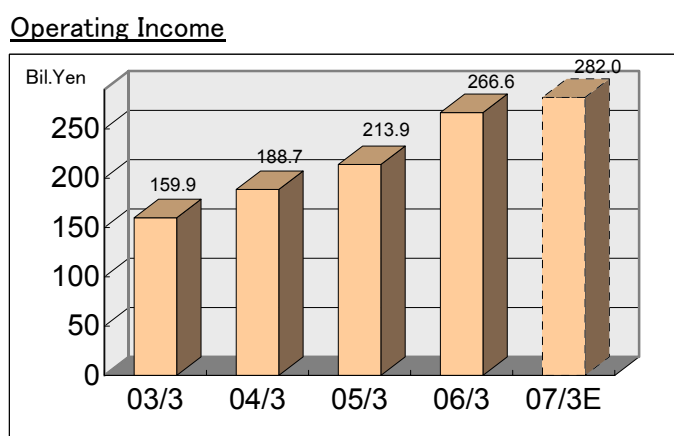
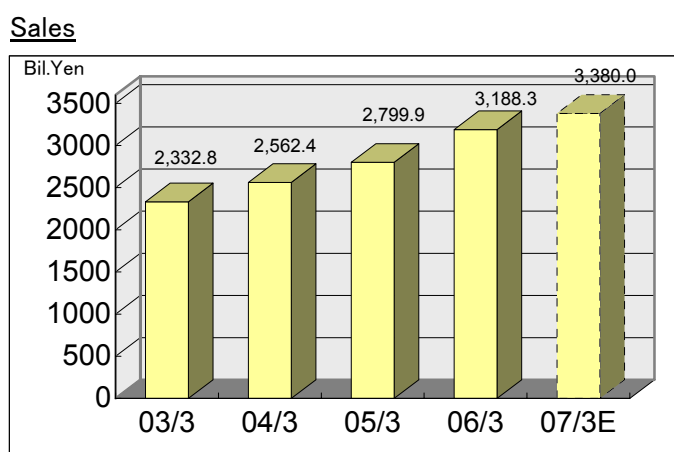


**1. Consolidated Financial Results**

- Sales and income increased from the previous year.
- Dividend per share increased by 6 yen to 38 yen per year.

Account	(Ratio to Sales)		(Unit:Billions of Yen, %)					
	06/3	05/3	Change	Change (%)	07/3 Estimate	Change	Change (%)	
<b>Net Sales</b>	( 100.0 ) 3,188.3	( 100.0 ) 2,799.9	388.4	13.9	( 100.0 ) 3,380.0	191.7	6.0	
Cost of Sales	( 82.3 ) 2,623.0	( 82.5 ) 2,309.7	313.3					
SGA Expenses	( 9.4 ) 298.8	( 9.9 ) 276.3	22.4					
<b>Operating Income</b>	( 8.4 ) 266.6	( 7.6 ) 213.9	52.7	24.6	( 8.3 ) 282.0	15.4	5.8	
Non-Operating Income	16.5	10.9	5.6		11.0	-5.5		
Extraordinary Income (Loss)	-11.2	-1.3	-9.9		-	-		
<b>Income Before Income Taxes</b>	( 8.5 ) 271.9	( 8.0 ) 223.4	48.4	21.7	( 8.7 ) 293.0	21.1	7.8	
<b>Net Income</b>	( 5.3 ) 169.6	( 4.7 ) 132.6	37.0	27.9	( 5.1 ) 173.0	3.4	2.0	
Foreign Exchange Rate(US\$)	113 Yen	107 Yen			110 Yen			
Foreign Exchange Rate(Euro)	137 Yen	134 Yen			135 Yen			
Consolidated Subsidiaries	179	171			-			
Affiliates under Equity Method	31	29			-			



**Items included in Extraordinary Income(Loss) [-11.2 bil.] for 06/3**

-Charge for full amount of transitional obligation for retirement bene (due to the change of UK Generally Accepted Accounting Principles)	-10.9
-Factory removal expenses in subsidiary	-1.0
-Others	0.7

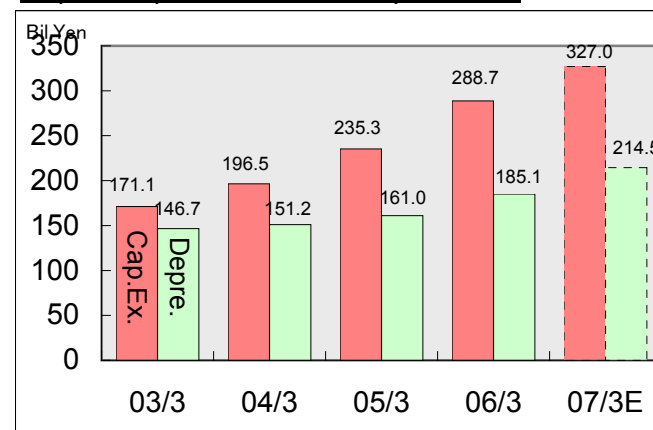
**Geographical Segments By Company Location (Unit:Billions of Yen,%)**

Location	06/3		05/3		Change (%)	Local Currency	07/3 Estimate
	Sales	Margin	Sales	Margin			
Japan	2,289.0		2,060.6		11.1%	11.1%	2,431.0
The Americas	690.4		580.2		19.0%	11.0%	696.0
Europe	423.0		374.1		13.1%	9.7%	447.0
Asia & Oceania	395.1		290.9		35.8%	25.0%	451.0
Eliminations	-609.2		-505.8		-	-	-645.0
<b>Sales</b>	<b>3,188.3</b>		<b>2,799.9</b>		<b>13.9%</b>	<b>11.1%</b>	<b>3,380.0</b>
Japan	207.7	9.1%	180.0	8.7%	15.4%	15.4%	214.0
The Americas	21.9	3.2%	23.6	4.1%	-7.5%	-17.6%	25.5
Europe	1.6	0.4%	-8.8	-2.3%	-	-	9.0
Asia & Oceania	36.7	9.3%	20.1	6.9%	82.9%	75.0%	34.5
Eliminations	-1.2	-	-1.0	-	-	-	-1.0
<b>Operating Income</b>	<b>266.6</b>	<b>8.4%</b>	<b>213.9</b>	<b>7.6%</b>	<b>24.5%</b>	<b>22.7%</b>	<b>282.0</b>

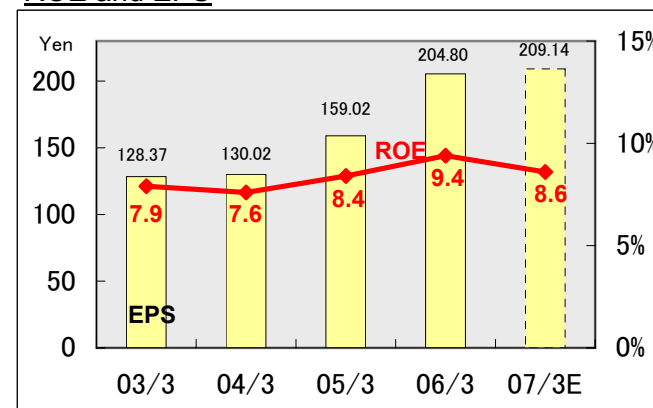
**Changes in Income Before Income Taxes (05/3=>06/3)**

Positive Factors		Negative Factors	
Production Volume Increase	106.5	Labor Cost Increase	-38.6
Cost Reduction	47.7	Product Mix	-27.4
Currency Exchange Gain	21.1	Depreciation Increase	-24.1
Non-Operating Income Increase	5.6	Raw Material Cost Increase	-14.9
		Expense Increase, Others	-17.6
		Extraordinary Loss Increase	-9.9
<b>Sub Total</b>	<b>180.9</b>	<b>Sub Total</b>	<b>-132.5</b>
<b>Total Increase</b>	<b>48.4</b>		

**Capital Expenditures and Depreciation**



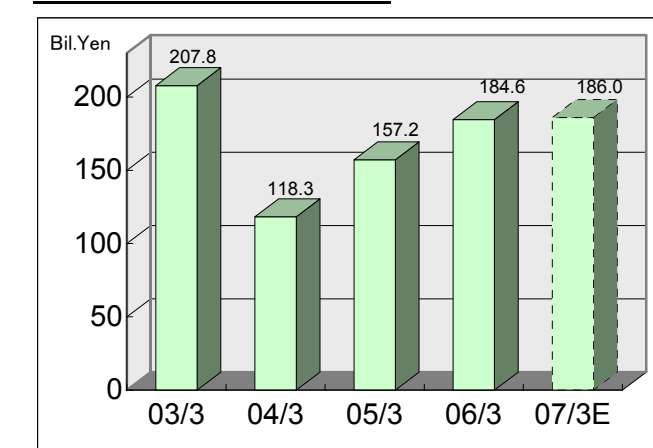
**ROE and EPS**



**2. Non-Consolidated Financial Results**

Account	(Ratio to Sales)		(Unit:Billions of Yen, %, Thousand Cars)					
	06/3	05/3	Change	Change (%)	07/3 Estimate	Change	Change (%)	
<b>Net Sales</b>	( 100.0 ) 2,057.0	( 100.0 ) 1,862.1	195.0	10.5	( 100.0 ) 2,182.0	125.0	6.1	
Cost of Sales	( 85.3 ) 1,755.5	( 85.4 ) 1,590.9	164.5		-			
SGA Expenses	( 7.2 ) 147.2	( 7.4 ) 137.8	9.4		-			
<b>Operating Income</b>	( 7.5 ) 154.4	( 7.2 ) 133.4	21.1	15.8	( 7.3 ) 159.0	4.6	3.0	
Non-Operating Income	30.5	25.6	4.8		27.0	-3.5		
Extraordinary Income (Loss)	-0.3	-1.8	1.5		-			
<b>Income Before Income Taxes</b>	( 9.0 ) 184.6	( 8.4 ) 157.2	27.4	17.4	( 8.5 ) 186.0	1.4	0.8	
<b>Net Income</b>	( 6.4 ) 130.7	( 5.8 ) 108.0	22.7	21.1	( 6.0 ) 132.0	1.3	1.0	
Domestic Car Production	10,870	10,620			11,330			
Foreign Exchange Rate(US\$)	113 Yen	107 Yen			110 Yen			
Foreign Exchange Rate(Euro)	137 Yen	134 Yen			135 Yen			

**Income Before Income Taxes**



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

Location	(Unit:Billions of Yen, %)				
	03/3	04/3	05/3	06/3	07/3E
Japan	110.1	121.4	145.1	202.0	226.5
The Americas	25.1	27.0	34.6	31.6	42.0
Europe	24.5	21.7	30.6	23.6	21.5
Asia & Oceania	11.4	26.4	25.0	31.5	37.0
<b>Capital Expenditures</b>	<b>171.1</b>	<b>196.5</b>	<b>235.3</b>	<b>288.7</b>	<b>327.0</b>
Japan	106.4	108.1	111.7	128.6	151.5
The Americas	20.8	19.2	19.8	22.2	24.0
Europe	11.4	15.1	17.6	18.3	19.5
Asia & Oceania	8.1	8.8	11.8	16.1	19.5
<b>Depreciation</b>	<b>146.7</b>	<b>151.2</b>	<b>161.0</b>	<b>185.1</b>	<b>214.5</b>
<b>R&amp;D Expenditures (Ratio to Sales)</b>	<b>(8.1)</b>	<b>(8.4)</b>	<b>(8.5)</b>	<b>(8.0)</b>	<b>(8.0)</b>

**Other Financial Indices (Slant letter) excludes extraordinary income (Unit:Yen, %)**

	03/3	04/3	05/3	06/3	07/3E
EPS	128.37 (102.60)	130.02	159.02	204.80	209.14
Dividends per Share	20.00	24.00	32.00	38.00	42.00
ROE	7.9 (6.3)	7.6	8.4	9.4	8.6
Return on Sales	4.8 (3.8)	4.3	4.7	5.3	5.1
Return on total Assets	4.7 (3.8)	4.5	5.0	5.5	5.0
PER (times)	13.5 (16.9)	18.2	16.8	22.7	-
Pay-out Ratio <Parent Only>	14.8 (29.3)	25.1	24.7	24.1	26.4

**Changes in Income Before Income Taxes (05/3=>06/3)**

Positive Factors		Negative Factors	
Production Volume Increase	59.5	Labor Cost Increase	-23.0
Cost Reduction	27.0	Product Mix	-16.0
Currency Exchange Gain	15.8	Depreciation Increase	-11.6
Non-Operating Income Increase	4.8	Raw Material Cost Increase	-11.2
Extraordinary Loss Decrease	1.5	Expense Increase, Others	-19.4
<b>Sub Total</b>	<b>108.6</b>	<b>Sub Total</b>	<b>-81.2</b>
<b>Total Increase</b>	<b>27.4</b>		