

Financial Highlights

		2008 Mar. 31, 2009	2007 Mar. 31, 2008	2006 Mar. 31, 2007	2005 Mar. 31, 2006	2004 Mar. 31, 2005
Net sales	Millions of yen	¥8,436,974	¥10,824,238	¥10,468,583	¥9,428,292	¥8,576,277
Operating profit (loss)	Millions of yen	(137,921)	790,830	776,939	871,841	861,160
Ordinary income (loss)	Millions of yen	(172,740)	766,400	761,051	845,872	855,700
Net income (loss)	Millions of yen	(233,709)	482,261	460,796	518,050	512,281
Net assets	Millions of yen	2,926,053	3,849,443	3,876,994	3,087,983	2,465,750
Total assets	Millions of yen	10,239,540	11,939,482	12,402,208	11,481,426	9,848,523
Net assets per share	Yen	644.60	860.17	862.29	753.40	604.49
Basic net income (loss) per share	Yen	(57.38)	117.76	112.33	126.94	125.16
Diluted net income per share	Yen	—	117.56	111.71	125.96	124.01
Net assets as a percentage of total assets	%	25.6	29.4	28.6	26.9	25.0
Return on equity	%	(7.62)	13.68	13.89	18.66	22.82
Price earnings ratio	Times	—	7.00	11.24	11.01	8.78
Cash flows from operating activities	Millions of yen	890,726	1,342,284	1,042,827	757,869	369,415
Cash flows from investing activities	Millions of yen	(573,584)	(867,623)	(1,114,587)	(1,112,755)	(865,035)
Cash flows from financing activities	Millions of yen	(135,013)	(307,002)	106,912	457,919	521,046
Cash and cash equivalents at end of year	Millions of yen	746,912	584,102	469,388	404,212	289,784
Net automotive interest-bearing debt	Millions of yen	387,882	(180,232)	(254,638)	(372,893)	(205,791)
Employees	Number	155,659	159,227	165,729	162,099	169,644
() represents the number of part-time employees not included in the above numbers as of the fiscal year end		(20,107)	(21,308)	(20,607)	(21,257)	(13,963)
		160,422	163,099	169,299	165,397	174,647
		(20,649)	(21,686)	(21,177)	(21,564)	(14,802)

Notes: 1. Net sales are presented exclusive of consumption tax.

2. Effective April 1, 2006, the Company adopted the Accounting Standard for Presentation of Net Assets in the Balance Sheet (ASBJ Statement No. 5) and the Implementation Guidance on Accounting Standard for Presentation of Net Assets in the Balance Sheet (ASBJ Guidance No. 8) in the calculation of net assets.

3. Net income per share amounts are based on the weighted average number of shares of common stock outstanding during each year. Figures for net income per share are in exact yen.

Number of shares outstanding as of March 31, 2009: 4,520,715,112.

4. Diluted net income per share for the fiscal 2008 is not stated because a net loss per share is recorded although dilutive securities exist.

5. Price earnings ratio for the fiscal 2008 is not stated because a net loss per share is recorded.

6. Net automotive interest-bearing debt is calculated by subtracting cash and cash equivalents from interest-bearing debt in the automobile and eliminations segment. A negative figure represents that the ending balance of cash and cash equivalents exceeds that of interest-bearing debt.

7. The number of part-time employees has been changed to present the average number of part-time employees for the fiscal 2008 compared with the year-end part-time employees for the previous fiscal years.

8. Staff numbers, which are presented as the lower numbers in the "Employees" line, include those of unconsolidated subsidiaries accounted for by the equity method.