

# Financial Highlights

		2011 Mar. 31, 2012	2010 Mar. 31, 2011	2009 Mar. 31, 2010	2008 Mar. 31, 2009	2007 Mar. 31, 2008
	<i>For the years ended</i>					
Net sales <sup>1</sup>	<i>Millions of yen</i>	<b>¥9,409,026</b>	¥8,773,093	¥7,517,277	¥8,436,974	¥10,824,238
Operating income (loss)	<i>Millions of yen</i>	<b>545,839</b>	537,467	311,609	(137,921)	790,830
Ordinary income (loss)	<i>Millions of yen</i>	<b>535,090</b>	537,814	207,747	(172,740)	766,400
Net income (loss)	<i>Millions of yen</i>	<b>341,433</b>	319,221	42,390	(233,709)	482,261
Comprehensive income	<i>Millions of yen</i>	<b>290,600</b>	189,198	—	—	—
Net assets	<i>Millions of yen</i>	<b>3,449,997</b>	3,273,783	3,015,105	2,926,053	3,849,443
Total assets	<i>Millions of yen</i>	<b>11,072,053</b>	10,736,693	10,214,820	10,239,540	11,939,482
Net assets per share	<i>Yen</i>	<b>750.77</b>	703.16	663.90	644.60	860.17
Basic net income (loss) per share	<i>Yen</i>	<b>81.67</b>	76.44	10.40	(57.38)	117.76
Diluted net income per share <sup>2</sup>	<i>Yen</i>	<b>—</b>	—	—	—	117.56
Net assets as a percentage of total assets	<i>%</i>	<b>28.4</b>	27.4	26.5	25.6	29.4
Return on equity	<i>%</i>	<b>11.22</b>	11.30	1.59	(7.62)	13.68
Price earnings ratio <sup>3</sup>	<i>Times</i>	<b>10.79</b>	9.65	77.02	—	7.00
Cash flows from operating activities	<i>Millions of yen</i>	<b>696,297</b>	667,502	1,177,226	890,726	1,342,284
Cash flows from investing activities	<i>Millions of yen</i>	<b>(685,053)</b>	(331,118)	(496,532)	(573,584)	(867,623)
Cash flows from financing activities	<i>Millions of yen</i>	<b>(308,457)</b>	110,575	(663,989)	(135,013)	(307,002)
Cash and cash equivalents at end of year	<i>Millions of yen</i>	<b>840,871</b>	1,153,453	761,495	746,912	584,102
Net automotive interest-bearing debt	<i>Millions of yen</i>	<b>(619,863)</b>	(293,254)	29,658	387,882	(180,232)
Employees <sup>4, 5</sup>	<i>Number</i>	<b>157,365</b>	155,099	151,698	155,659	159,227
( ) represents the number of part-time employees not included in the above numbers		<b>(34,775)</b>	(27,816)	(17,600)	(20,107)	(21,308)
		<b>161,513</b>	159,398	157,624	160,422	163,099
		<b>(35,099)</b>	(28,089)	(17,908)	(20,649)	(21,686)

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

2. Diluted net income per share for the fiscal 2008 is not presented because a net loss per share was recorded although dilutive securities existed. Diluted net income per share for fiscal 2009, fiscal 2010 and fiscal 2011 is not presented because the Company had no securities with dilutive effects.

3. Price earnings ratio for fiscal 2008 is not presented because a net loss per share is recorded.

4. 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.

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