

## FINANCIAL HIGHLIGHTS

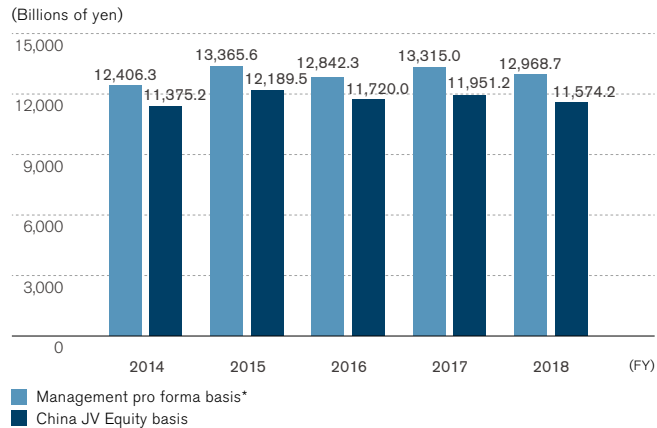
		2018	2017	2016	2015	2014
	For the years ended	Mar. 31, 2019	Mar. 31, 2018	Mar. 31, 2017	Mar. 31, 2016	Mar. 31, 2015
Net sales	Millions of yen	<b>11,574,247</b>	11,951,169	11,720,041	12,189,519	11,375,207
Ordinary income	Millions of yen	<b>546,498</b>	750,302	864,733	862,272	694,232
Net income attributable to owners of parent	Millions of yen	<b>319,138</b>	746,892	663,499	523,841	457,574
Comprehensive income	Millions of yen	<b>195,999</b>	740,338	615,950	75,107	719,903
Net assets	Millions of yen	<b>5,623,510</b>	5,701,710	5,167,136	5,140,745	5,247,262
Total assets	Millions of yen	<b>18,952,345</b>	18,739,935	18,421,008	17,373,643	17,045,659
Net assets per share	Yen	<b>1,355.18</b>	1,380.36	1,242.90	1,132.61	1,152.83
Basic earnings per share	Yen	<b>81.59</b>	190.96	165.94	125.00	109.15
Diluted earnings per share	Yen	<b>81.59</b>	190.96	165.94	124.99	109.14
Net assets as a percentage of total assets	%	<b>28.0</b>	28.8	26.4	27.2	28.4
Rate of return on equity	%	<b>6.0</b>	14.6	13.8	11.0	10.0
Price earnings ratio	Times	<b>11.13</b>	5.78	6.47	8.33	11.21
Cash flows from operating activities	Millions of yen	<b>1,450,888</b>	1,071,250	1,335,473	927,013	692,747
Cash flows from investing activities	Millions of yen	<b>(1,133,547)</b>	(1,147,719)	(1,377,626)	(1,229,280)	(1,022,025)
Cash flows from financing activities	Millions of yen	<b>(127,140)</b>	36,810	320,610	530,606	245,896
Cash and cash equivalents at end of the period	Millions of yen	<b>1,359,058</b>	1,206,000	1,241,124	992,095	802,612
Employees	Number	<b>138,893</b>	138,910	137,250	152,421	149,388
		<b>(19,240)</b>	(19,924)	(19,366)	(19,007)	(20,381)
( ) represents the average number of part-time employees not included in the above numbers		<b>140,564</b>	140,603	138,917	154,700	151,710
		<b>(19,619)</b>	(20,290)	(19,716)	(19,343)	(20,748)

Notes:  
 Net sales are presented exclusive of consumption tax.  
 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.  
 "Partial Amendments to Accounting Standard for Tax Effect Accounting, etc." (Accounting Standards Board of Japan (ASBJ) Statement No. 28, February 16, 2018) and other standards have been applied from the beginning of the fiscal year ended March 31, 2019. Key financial data, etc., concerning the previous fiscal year is presented as figures after the retrospective adoption of these accounting standards, etc.

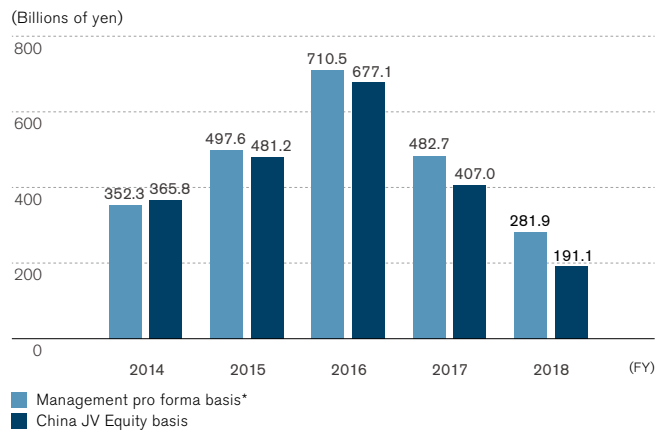
### Key figures for fiscal 2018 (China JV Equity Basis)

Net sales in fiscal year 2018 decreased by 377.0 billion yen to 11.57 trillion yen.  
Operating profit was 318.2 billion yen, for a profit margin of 2.7%.

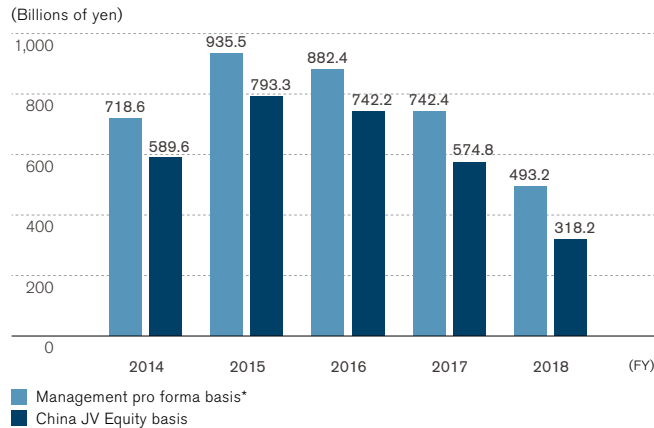
#### Net Sales



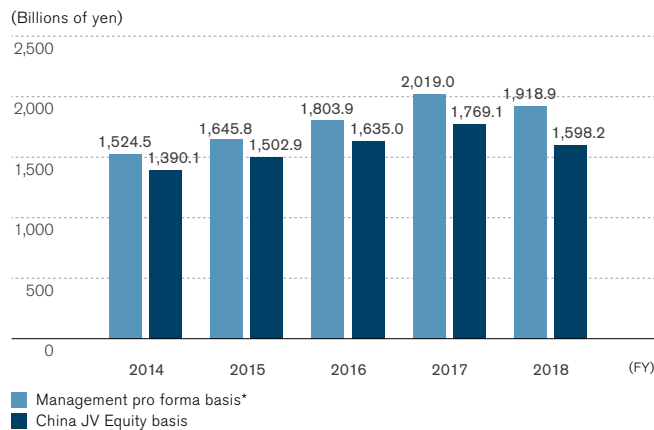
#### Free Cash Flow (Auto Business)



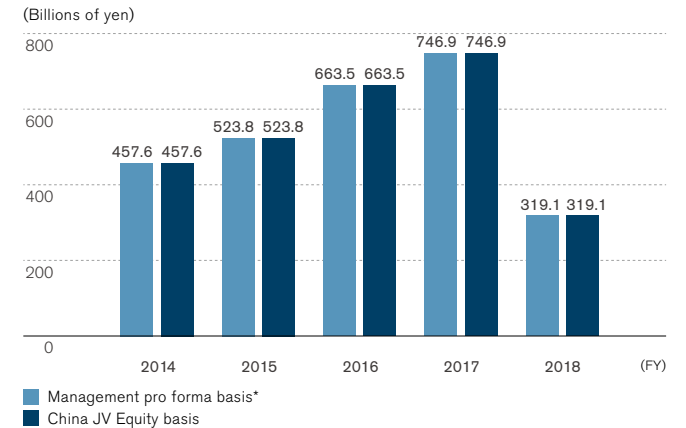
#### Operating Profit



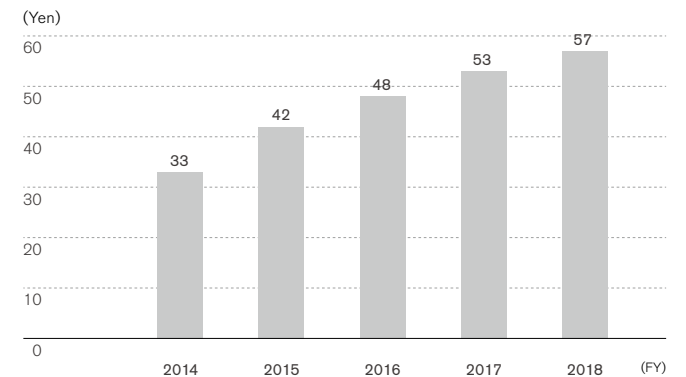
#### Net Cash (Auto Business)



#### Net income attributable to owners of parent



#### Dividend per Share



\* Based on continuation of proportionate consolidation of China JV

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