

FINANCIAL SUMMARY for FY2006

Consolidated Financial Highlights

1. Consolidated financial results

(Unit: Billion yen,%)

	FY2006		FY2005		Change		Forecasts FY2007		Change
	April 05 - March 06		April 04 - March 05		Amount	%	April 06 - March 07		%
Net sales	100.0%	1,505.9	100.0%	1,241.5	264.4	21.3	100.0%	1,670.0	10.9
Operating income	4.3%	64.0	4.3%	53.1	10.9	20.6	4.1%	68.0	6.2
Ordinary income	5.4%	80.6	5.7%	70.9	9.7	13.7	5.1%	85.0	5.4
Net income	3.1%	47.0	3.5%	43.3	3.7	8.6	2.9%	49.0	4.1
Dividends per share <Annual/Year end>	¥ 38 / ¥ 20		¥ 32 / ¥ 19		¥ 6 / ¥ 1		¥ 40 / ¥ 20		
Payout ratio <Consolidated>	26.0%		23.7%				26.1%		
<Non-consolidated>	40.3%		39.1%				38.7%		
Exchange rate ¥/US\$	113		108		5		115		
¥/Euro	138		135		3		140		
Total assets	3,245.3		2,326.8		918.5		—		
Shareholders' equity	1,611.2		1,115.7		495.5		—		
Ratio of shareholders' equity	49.6%		48.0%				—		
Investments in tangible assets	130.1		111.3		18.8		120.0		(7.8)
Investments in overseas	25.8		16.0		9.8		26.0		0.6
Depreciation	64.4		51.2		13.2		74.0		14.9
Consolidated subsidiaries	153 companies		146 companies		7 companies		—		
Affiliates applied the equity method	22 companies		20 companies		2 companies		—		

2. Breakdown of consolidated net sales

	FY2006		FY2005		Change	%	Forecasts FY2007		%
Vehicle	24.7%	372.0	22.5%	278.8	93.2	33.4	23.9%	400.0	7.5
Engine	8.8%	132.3	9.1%	113.2	19.1	16.8	8.8%	147.0	11.0
Car air-conditioning compressor	14.3%	215.9	15.9%	197.9	18.0	9.1	13.5%	225.0	4.2
Foundry, electronics and other	1.8%	26.3	2.1%	26.0	0.3	1.0	2.0%	33.0	25.3
Automobile total	49.6%	746.7	49.6%	616.2	130.5	21.2	48.2%	805.0	7.8
Materials handling equipment	39.5%	595.2	40.6%	503.9	91.3	18.1	41.0%	685.0	15.1
Logistics ※1	4.3%	65.1	2.7%	33.3	31.8	95.6	4.8%	80.0	22.8
Textile machinery	3.3%	49.7	3.5%	43.9	5.8	13.4	3.0%	50.0	0.4
Others ※2	3.3%	48.9	3.6%	44.1	4.8	11.0	3.0%	50.0	2.1
Total	100.0%	1,505.9	100.0%	1,241.5	264.4	21.3	100.0%	1,670.0	10.9

※1 The logistics-related business, which was included in the Others Segment until the previous fiscal year, has been separated and declared independently as the Logistics Segment.

※2 Ball grid array-type plastic package substrates for IC chipsets and others

3. Unit sales

(Thousand Units)

	FY2006	FY2005	Change	FY2007	Change
Vitz (Yaris)	189	140	49	171	(18)
RAV4	108	69	39	139	31
Corolla	-	19	(19)	-	-
Vehicle	297	228	69	310	13
Engine	362	319	43	473	111
CKD	166	98	68	101	(65)
Car air-conditioning compressor	19,112	18,210	902	20,000	888
Materials handling equipment	106	98	8	111	5

4. Changes in ordinary income

(Unit: Billion yen)

Sales volume increase	23.5
Cost reduction	21.0
Exchange gain	4.6
Increase total	49.1
Depreciation	13.2
Raw material cost	12.0
Labor cost	6.6
Expenses and others	6.4
Non-operating income and expenses	1.2
Decrease total	39.4
Total increase in ordinary income	9.7

Non-consolidated Financial Highlights

1. Non-consolidated financial results

(Unit: Billion yen,%)

	FY2006		FY2005		Change		Forecasts FY2007		Change
	April 05 - March 06		April 04 - March 05		Amount	%	April 06 - March 07		%
Net sales	100.0%	950.7	100.0%	784.3	166.4	21.2	100.0%	1,020.0	7.3
Operating income	3.5%	32.8	3.8%	30.0	2.8	9.3	3.2%	33.0	0.4
Ordinary income	4.5%	43.0	5.1%	39.7	3.3	8.2	4.6%	47.0	9.2
Net income	3.2%	30.4	3.4%	26.3	4.1	15.6	3.2%	33.0	8.5
Investments in tangible assets		81.8		78.3	3.5	4.5		72.0	(12.0)
Depreciation		41.4		31.9	9.5	30.0		47.0	13.3
Unrealized gain on other securities		1,739.7		982.4	757.3	77.1		—	

2. Non-consolidated balance sheets

(Unit: Billion yen)

Assets				Liabilities and shareholders' equity			
	FY2006	FY2005	Change		FY2006	FY2005	Change
Current assets	268.9	255.5	13.4	Current liabilities	238.2	238.5	(0.3)
Cash and deposits	33.6	28.7	4.9	Accounts payable	128.9	113.4	15.5
Accounts receivable	104.8	94.7	10.1	Others	109.2	125.0	(15.8)
Marketable securities	45.0	40.0	5.0	Long-term liabilities	1,058.2	684.8	373.4
Inventories	34.3	28.2	6.1	Bonds	265.0	230.0	35.0
Others	51.0	63.7	(12.7)	Deferred tax liabilities	793.2	454.8	338.4
Fixed assets	2,560.3	1,724.6	835.7	Total liabilities	1,296.5	923.3	373.2
Tangible assets	313.1	277.9	35.2	Common stock	80.4	80.4	-
Intangible assets	8.9	9.4	(0.5)	Capital surplus	105.6	105.5	0.1
Investments and others	2,238.2	1,437.3	800.9	Retained earnings	315.4	297.0	18.4
				Net unrealized gain on other securities	1,045.5	590.4	455.1
				Treasury stock at cost	(14.3)	(16.7)	2.4
				Total shareholders' equity	1,532.7	1,056.8	475.9
Total	2,829.2	1,980.2	849.0	Total	2,829.2	1,980.2	849.0

3. Appropriation of Non-consolidated Retained Earnings

(Unit: Million yen)

	FY2006	FY2005	Change
Unappropriated retained earnings at end of year	97,494	99,238	(1,744)
Reversal of reserve for special depreciation	141	128	13
Reversal of reserve for reduction of acquisition cost of fixed assets	7	7	(0)
Total	97,643	99,374	(1,731)
Cash dividends	6,386 (¥20/share)	6,046 (¥19/share)	340
Bonuses to directors	270	250	20
Bonuses to corporate auditors	31	29	2
Reserve for special depreciation	430	96	334
Reserve for reduction of acquisition cost of fixed assets	-	137	(137)
General reserves	20,000	20,000	-
Unappropriated retained earnings to be carried forward	70,525	72,814	(2,289)

Four-Year Summary and Forecast

(Unit: Billion yen)

	FY2003	FY2004	FY2005	FY2006	FY2007
<Consolidated>					
Net sales	1,069.2	1,164.3	1,241.5	1,505.9	1,670.0
Operating income	52.4	52.6	53.1	64.0	68.0
Ordinary income	51.3	58.9	70.9	80.6	85.0
Net income	21.9	33.6	43.3	47.0	49.0
<Non-consolidated>					
Net sales	747.6	749.6	784.3	950.7	1,020.0
Operating income	39.4	31.3	30.0	32.8	33.0
Ordinary income	42.3	34.7	39.7	43.0	47.0
Net income	20.1	21.1	26.3	30.4	33.0
<Cash dividends>					
Dividends per share	¥ 22	¥ 24	¥ 32	¥ 38	¥ 40
Payout ratio					
Consolidated	31.3%	22.2%	23.7%	26.0%	26.1%
Non-consolidated	34.0%	35.5%	39.1%	40.3%	38.7%