

## FY March 2017 Highlights

Number of sales countries/regions

More than **130** countries

Number of primary-tier suppliers

**1,071**

Global sales volume

**1,559** thousand units Up 1.6% YoY

Global sales share

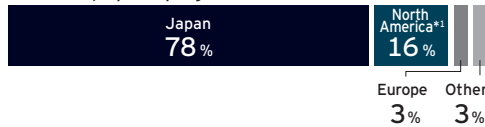


Number of employees

**48,849**

Overseas local employment rate for management **70%**

Rate of employees by region (consolidated)



Net sales

**3,214.4** billion yen Down 5.6% YoY

Operating income

**125.7** billion yen Down 44.6% YoY

Domestic production volume

**965** thousand units

Overseas production volume

**627** thousand units

CO<sub>2</sub> emissions per unit of sales revenue from production (Four principal domestic sites\*2)

**20.1** t-CO<sub>2</sub>/100 million yen Reduced by 47% compared with FY March 1991 levels

Total amount of landfill waste (Four principal domestic sites\*2)

**0** Maintained since FY March 2009

Global Employee Engagement survey

Striving to improve one's own skills and expertise as a professional in one's own work

**79%**

Rate of reinstatement after childrearing leave (Non-consolidated)

**98%**

Percentage of employees with special needs (Non-consolidated)

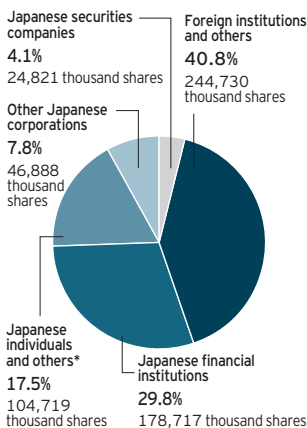
**2.03%**

\*1 Including Mexico.

\*2 Head Office (Hiroshima); Miyoshi Plant; Hofu Plant, Nishinoura District; and Hofu Plant, Nakanoseki District (including R&D and other indirect areas)

## Financial Information

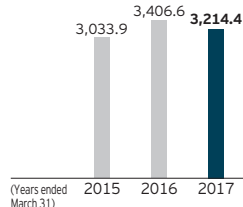
Breakdown of Shareholders by Type (as of March 31, 2017)



\* Treasury stock is included in "Japanese individuals and others"

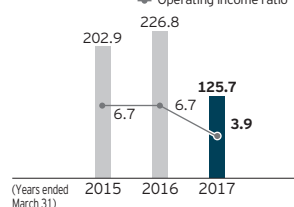
Net Sales

(Billions of yen) ■ Net sales



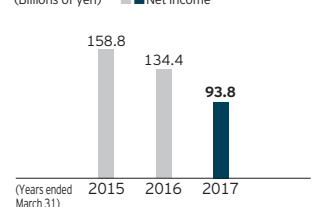
Operating Income / Operating Income Ratio

(Billions of yen / %) ■ Operating income ◆ Operating income ratio



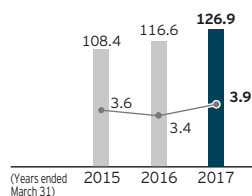
Net Income Attributable to Owners of the Parent Company

(Billions of yen) ■ Net income



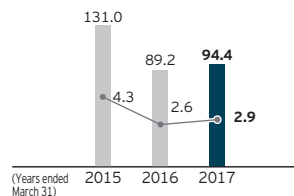
R & D Costs / Ratio of Net Sales

(Billions of yen / %) ■ R & D Costs ◆ Ratio of net Sales



Capital Expenditures / Ratio of Net Sales

(Billions of yen / %) ■ Capital expenditures ◆ Ratio of net sales



Equity / Equity Ratio

(Billions of yen / %) ■ Equity ◆ Equity ratio

