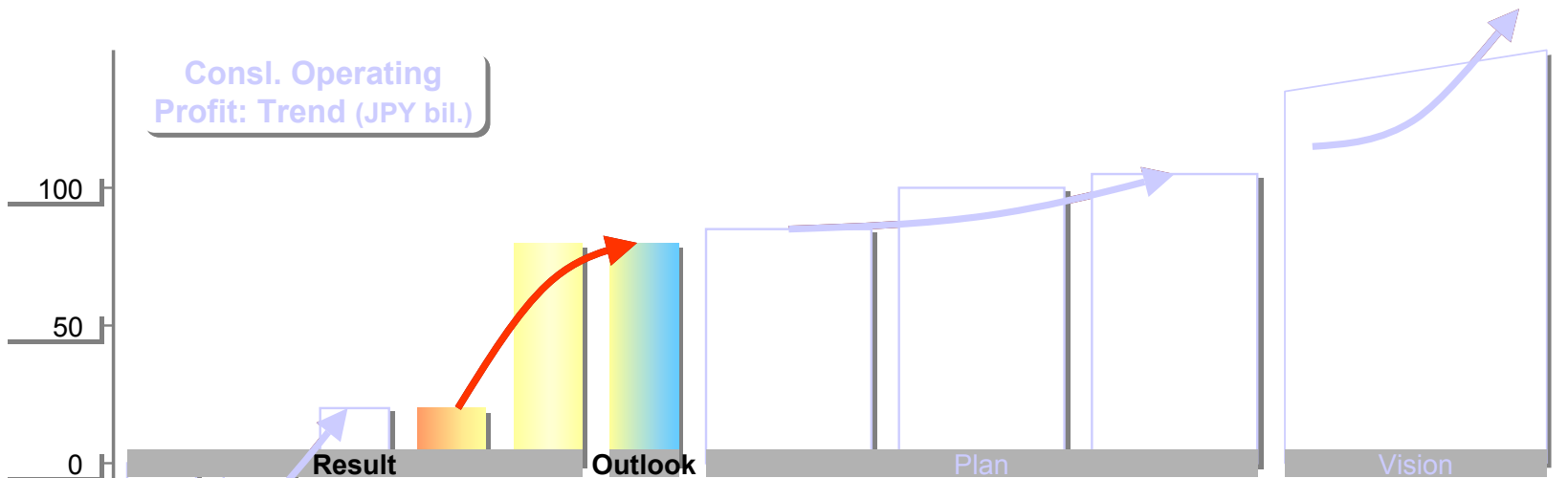


Assessment of N3BP Progress



Restructuring
“Downsizing” · “Right-sizing/optimization”

Assessment of N3BP Progress (1)

- Key initiatives -

Elimination of uncertainties

- ◆ Restructure SUV business in North America
- ◆ Establish PT JV with GM
- ◆ Right-size man-power structure (VER)
- ◆ Consolidate manufacturing infrastructure

- ◆ SIA JV resolved in Jan. '03, production terminated in Jul. '04
- ◆ OEM supply from GM
- ◆ Achieved streamlining of local operations through creation of JV

- ◆ Received GM's equity participation in engine manufacturing subsidiaries

- ◆ 4,200 persons delisted from payroll through VER
- ◆ Achieved JPY20.0B labor cost reduction

- ◆ Consolidated vehicle production at Fujisawa in May '04.
- ◆ Sold Kawasaki Plant property.

Recapitalization

- ◆ Debt-for-equity conversion
- ◆ Reduction, and increase of equity capital (Cancellation of shares owned by GM without consideration)

- ◆ Converted JPY100.0B debt into equity

- ◆ Redemption of then-existing shares without consideration
- ◆ New issuance of shares in JPY10.0B

Assessment of N3BP Progress (2)

- Financial Targets (Consolidated) -

(JPY bil.)	Mar.'03	Mar.'04	Mar.'05
Revenue	Actual 1,349.4	Actual 1,430.3	Incl. actual 1,450.0
<i>Plan</i>	1,270.0	1,250.0	1,270.0
OP	15.5	84.5	86.0
<i>Plan</i>	5.0	50.0	over 60
NI	(144.3)	54.7	56.0
<i>Plan</i>	(170.0)	35.0	over 50
Interest - bearing debt	517.9	452.7	400.0*1
<i>Plan</i>	560.0	510.0	450.0

*1 not Incl. CB

Key management indices/ratio in percent (Incl. actual)

Operating profit to sales	1.1%	5.9%	5.9%
Fixed cost to sales(Parent)	22.4%	18.3%	18.9%
Net worth ratio	2.6%	10.2%	14.3%