

# FY2008 Financial Results

**May 19, 2009**

**Calsonic Kansei Corporation**

**President & CEO      Bunsei Kure**



# FY2008 Financial Results

(Unit: 100 millions of yen)

	FY07 Actual (A) (07/04-08/03)	FY08 Actual (B) (08/04-09/03)	Variance (B)-(A)
<b>Net sales</b>	<b>8,335</b>	<b>6,694</b>	-1,641 -19.7%
<b>Operating income / loss</b>	<b>142</b>	<b>-168</b>	-310
※(Operating income rate:%)	<b>(2.5%)</b>	<b>(-)</b>	-
<b>Ordinary income / loss</b>	<b>102</b>	<b>-260</b>	-362
※(Ordinary income rate:%)	<b>(1.8%)</b>	<b>(-)</b>	-
<b>Net income / loss</b>	<b>28</b>	<b>-553</b>	-581
※(Net income rate:%)	<b>(0.5%)</b>	<b>(-)</b>	-

※Income rates are calculated based on value-added sales

(Currency:yen)

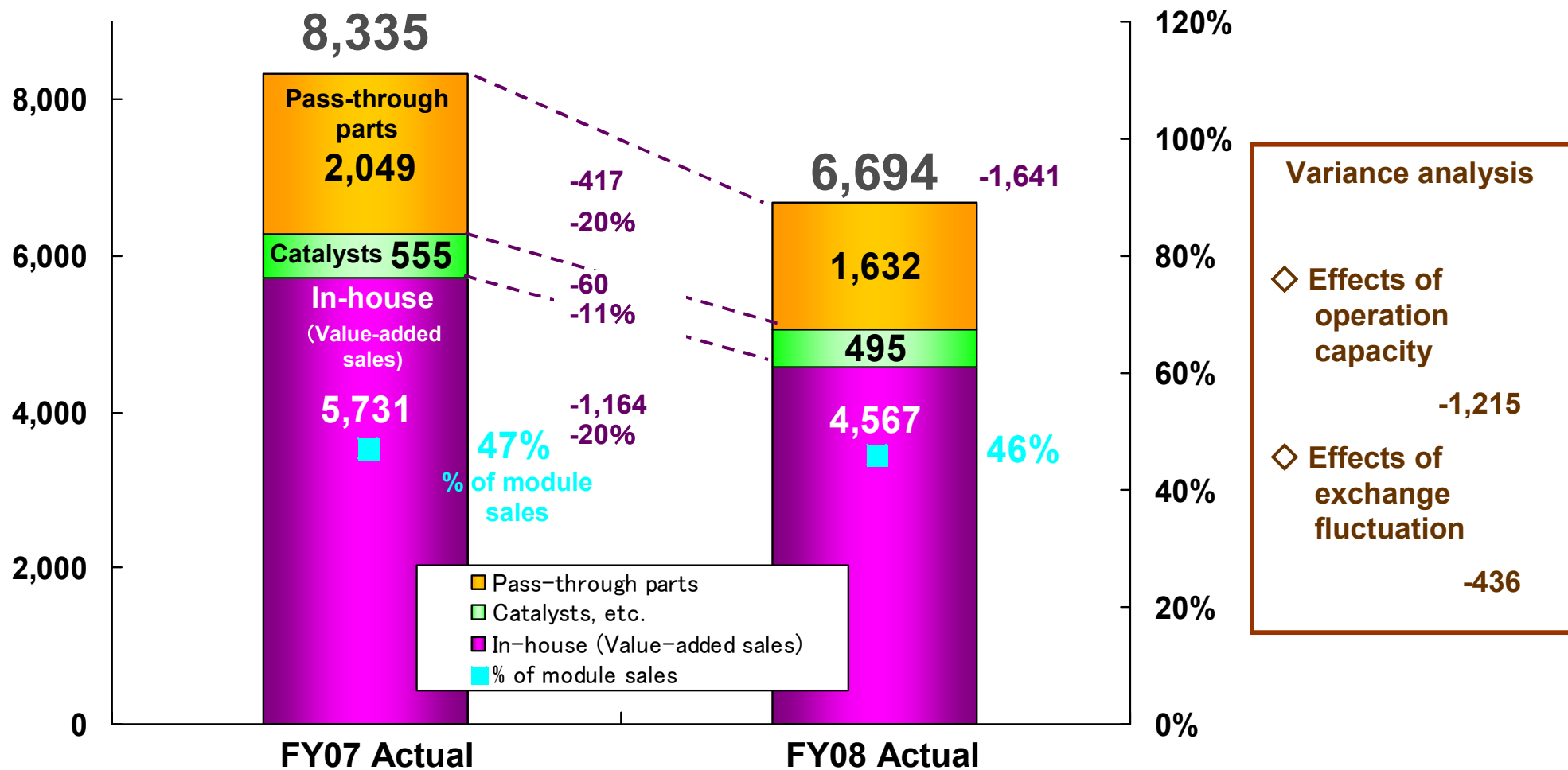
<b>Exchange rate</b>	\$	<b>114.4</b>	<b>100.7</b>	<b>-13.7</b>
	€	<b>161.6</b>	<b>144.1</b>	<b>-17.5</b>



# Net Sales History

(\*)Internal management figures are used for pass-through parts

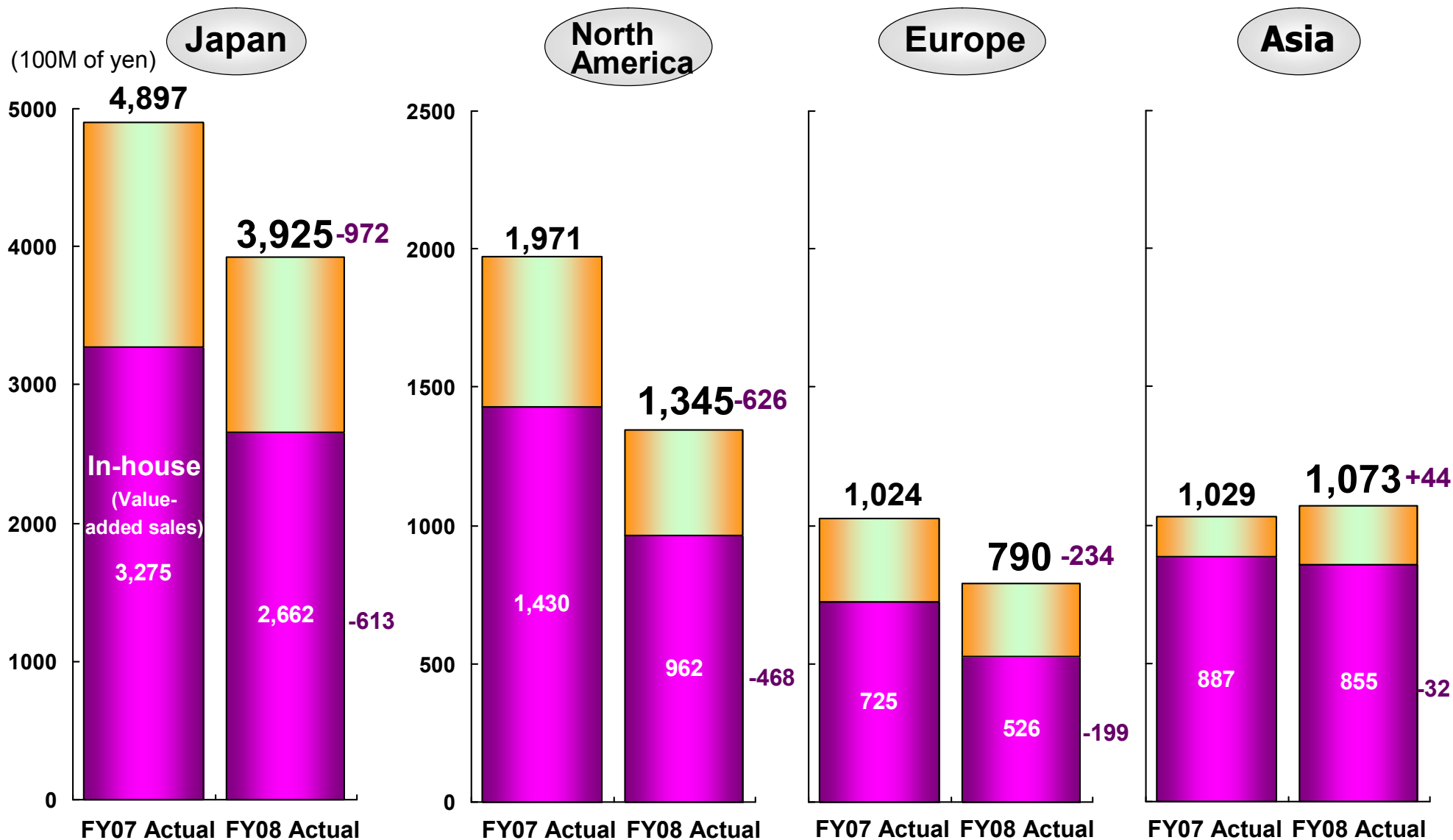
(Unit: 100 millions of yen)



% of module sales = module sales/overall sales amount x 100

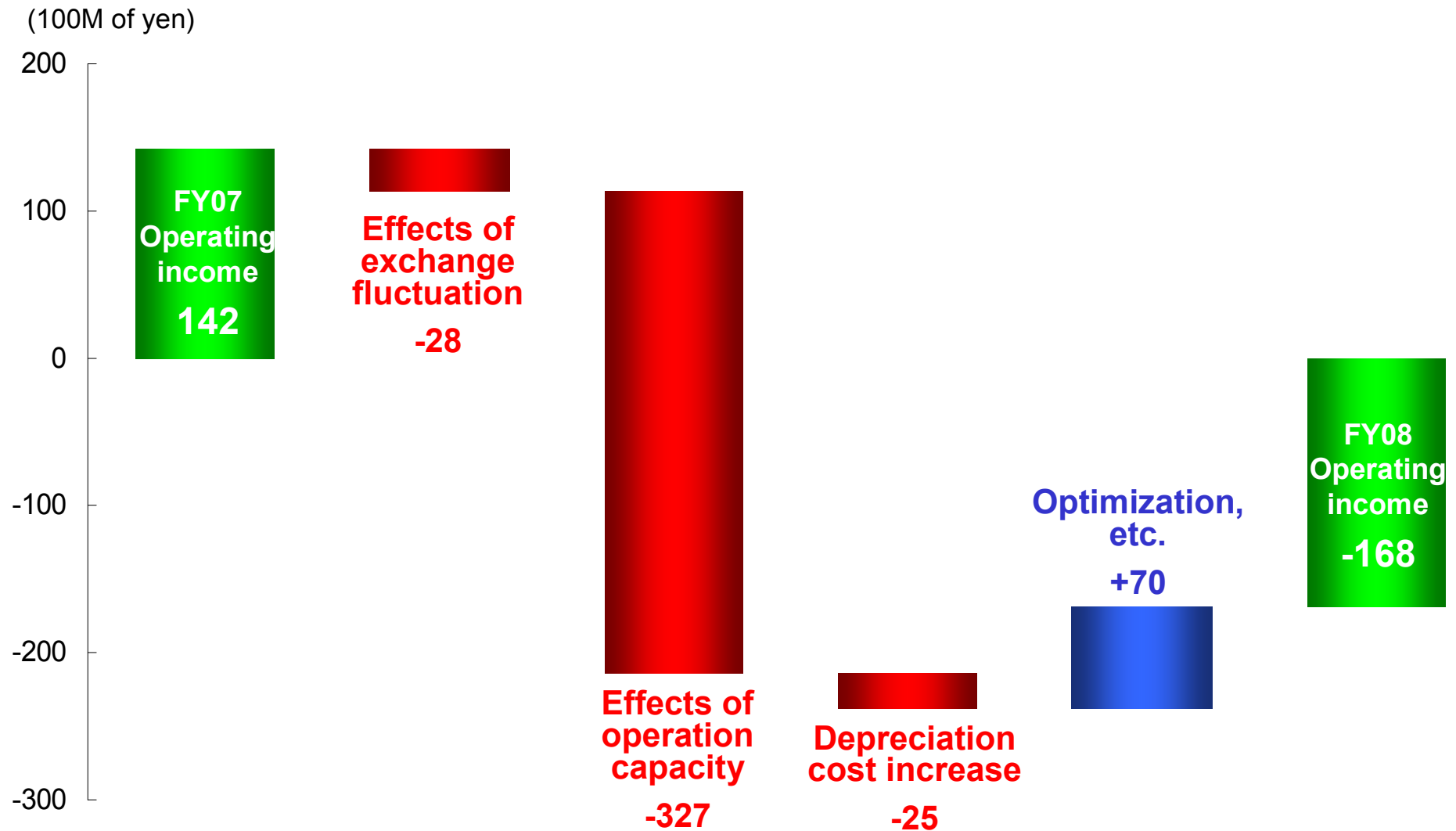


# Net Sales History by Region



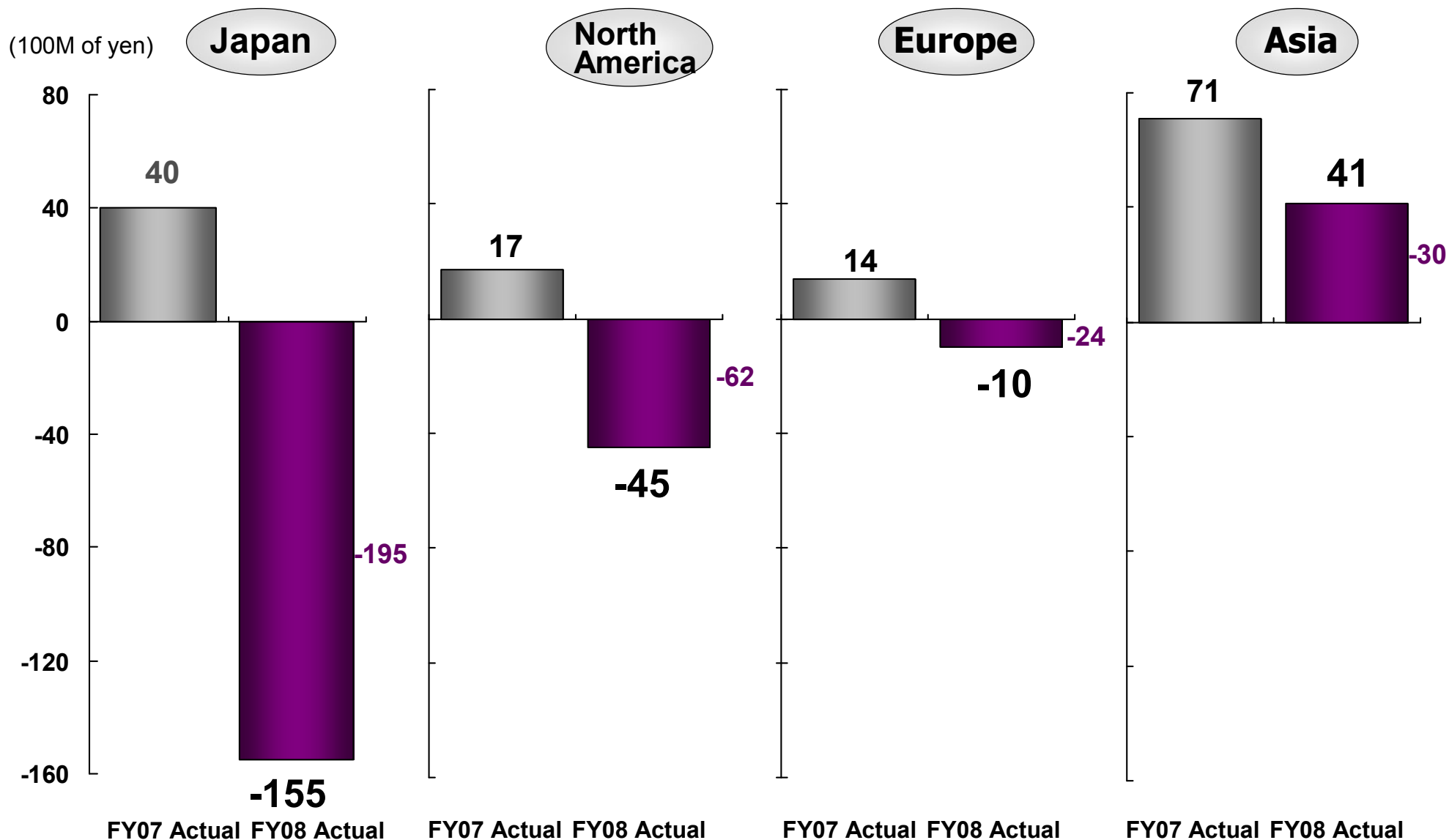


# Operating Income Variance Analysis (FY07 / 08)





# Operating Income History by Region





# Ordinary Income, Net Income

(Unit: 100 millions of yen)

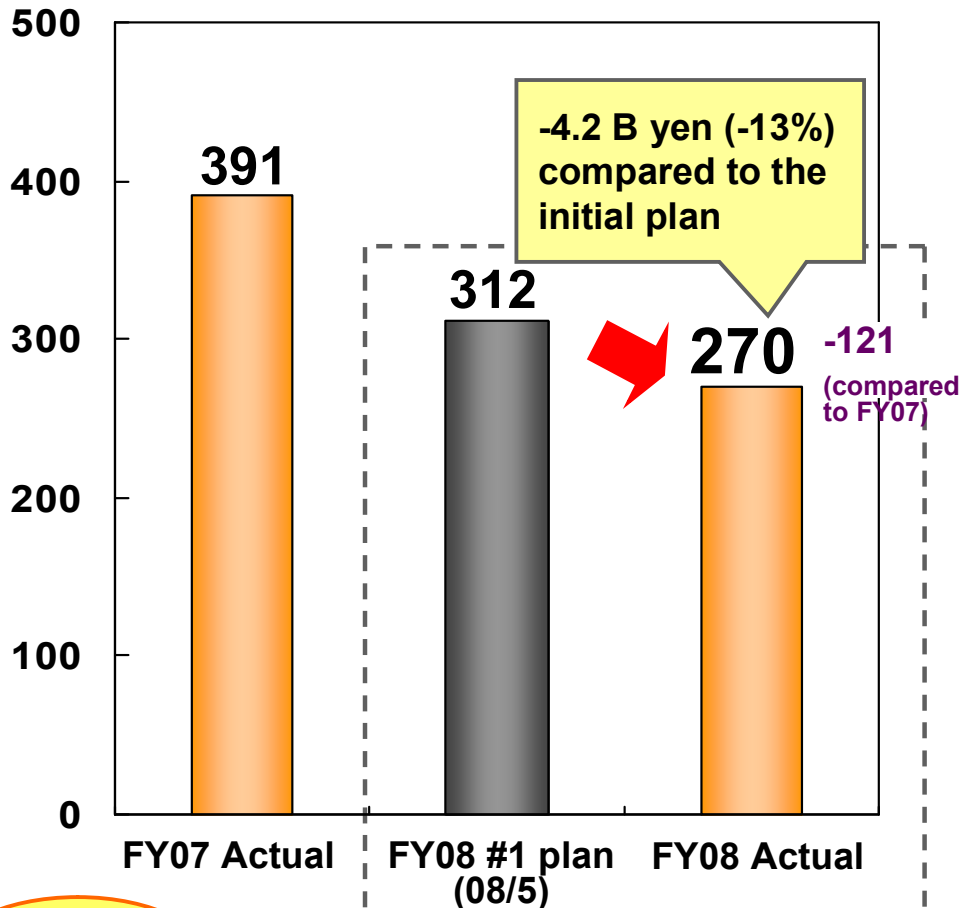
	FY07 Actual	FY08 Actual	Contents (FY08 Actual)
Operating Income (Loss)	<b>142</b>	<b>-168</b>	
Non-operating Loss	<b>-40</b>	<b>-93</b>	Exchange loss: -73, etc.
Ordinary Income (Loss)	<b>102</b>	<b>-260</b>	
Extraordinary Loss	<b>-2</b>	<b>-33</b>	Loss from AFL realignment : -28, etc. (Feb. 09 California Plant closure)
Income before Tax (Loss)	<b>100</b>	<b>-293</b>	
Taxes	<b>-72</b>	<b>-260</b>	Reversal of deferred tax assets in 3Q etc. Income tax adjustment: -231
Net Income (Loss)	<b>28</b>	<b>-553</b>	



# Capital Expenditure / R&D Expenditure

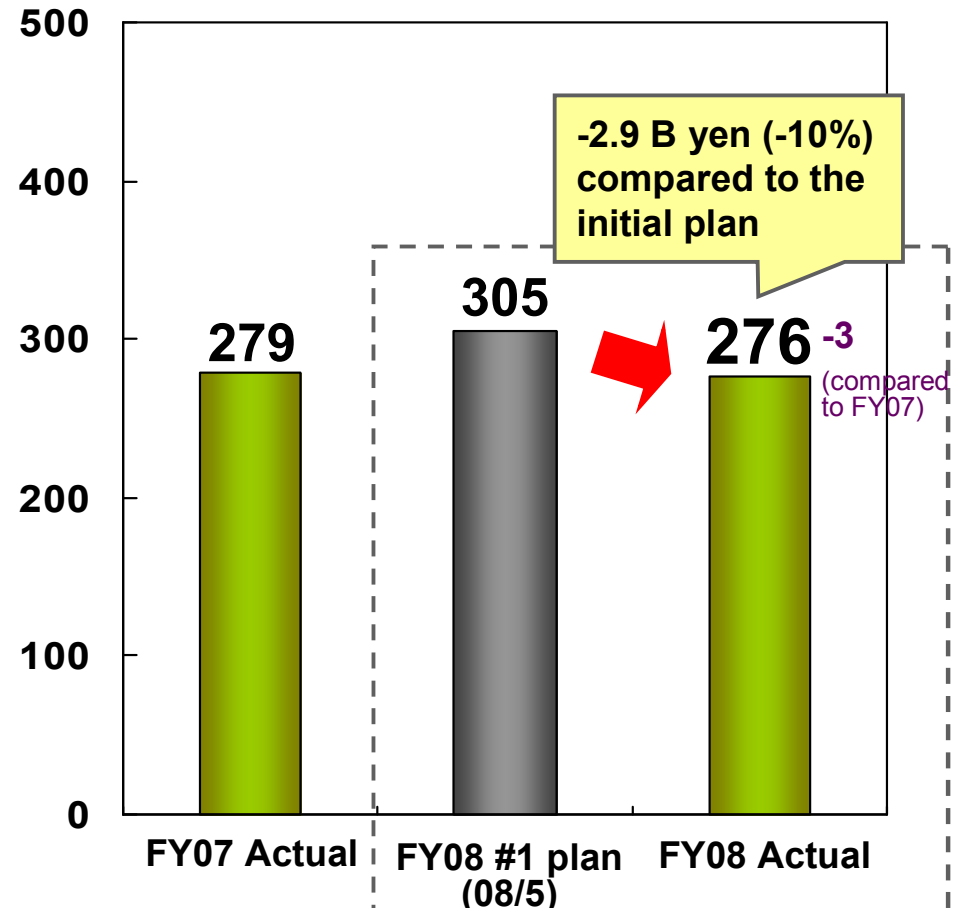
(100M of yen)

CAPEX



(100M of yen)

R&D



CAPEX on sales  
(value-added sales)

6.8%

5.9%

R&D on sales  
(value-added sales)

4.9%

6.0%

# FY2009 Outlook



# FY2009 Outlook

Situation is expected to remain severe for FY09

➔ Actions against sales decline

## Measure Company-wide Emergency Cost-reduction Actions

- Labor cost reduction
- Reduce CAPEX/R&D costs
- Reduce G&A expense, etc.

➤ Dec. 08 – Mar. 09 (4 months) Activity results

**P/L improvement: approx. 3 billion yen,**

**CF improvement: approx. 12 billion yen**

Continue to take the actions for FY09



# Cost-reduction Actions

## Labor Cost Reduction

- **Reduce annual raise & bonus payment**
  - **Temporary shutdown (Indirect departments)**
    - Compensates 80% of daily wage for each shutdown day (The above percentage is applied for the first 2 shutdown days / a month)
  - **No-overtime work/Business trip restriction**
  - **Global headcount reduction**
    - Sep. 08 / Approx. 21,000 HC → Jun. 09 / Approx. 16,000 HC (estimation)
- ..... and such other CR activities are now in practice**



# Cost-reduction Actions

## Measure

**Monotsukuri (manufacturing) cost reduction activities (MTCR)** ※ Monotsukuri Total Cost Reduction

- **Reduce parts variation / Improve purchasing & logistics management, etc.**

**Fixed cost reduction + MTCR ... P/L improvement (FY09)**

**Approx. 20 billion yen (estimation)**

## Measure

**CR actions in new-model development**  
〈Joint actions with auto manufacturers〉

- **Work on technology innovation, existing-parts utilization / commonization, LCC utilization from the upstream process of development**

**➔ Parts-variation reduction, production volume increase, cost reduction**

**Enhance product competitiveness to prepare for market recovery!**



# FY2009 Financial Outlook

(Unit: 100 millions of yen)

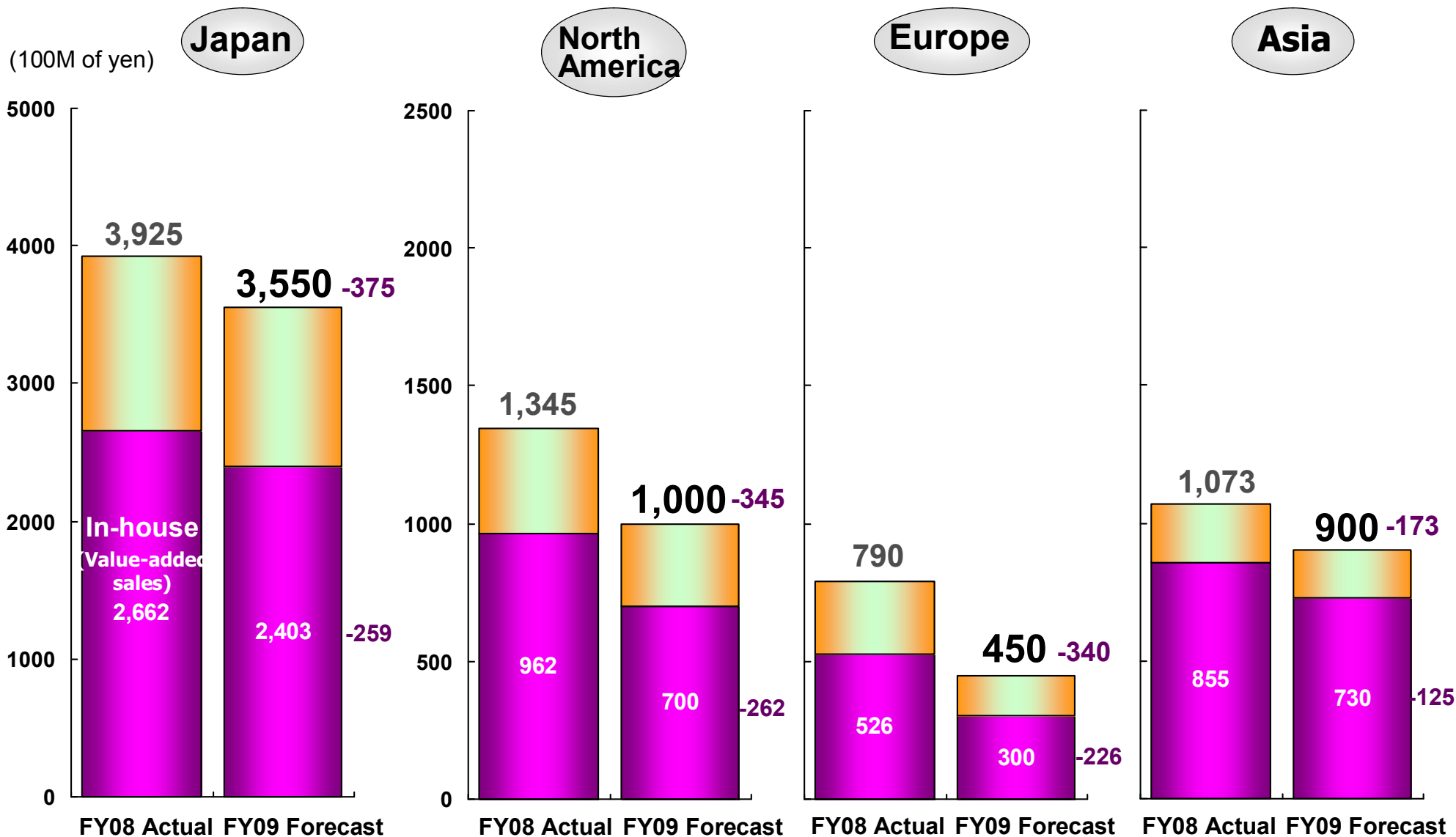
	<b>FY08 Actual (B) (08/04-09/03)</b>	<b>FY09 Forecast (C) (09/04-10/03)</b>	<b>Variance (C)-(B)</b>
<b>Net sales</b>	<b>6,694</b>	<b>5,500</b>	<b>-1,194</b> <b>-17.8%</b>
<b>Operating income / loss</b> <b>(Operating income rate:%)</b>	<b>-168</b> <b>(-)</b>	<b>-120</b> <b>(-)</b>	<b>+48</b> <b>-</b>
<b>Ordinary income / loss</b> <b>(Ordinary income rate:%)</b>	<b>-260</b> <b>(-)</b>	<b>-150</b> <b>(-)</b>	<b>+110</b> <b>-</b>
<b>Net income / loss</b> <b>(Net income rate:%)</b>	<b>-553</b> <b>(-)</b>	<b>-210</b> <b>(-)</b>	<b>+343</b> <b>-</b>

(Currency: yen)

<b>Exchange rate</b>	<b>\$</b>	<b>100.7</b>	<b>95.0</b>	<b>-5.7</b>
	<b>€</b>	<b>144.1</b>	<b>125.0</b>	<b>-19.1</b>

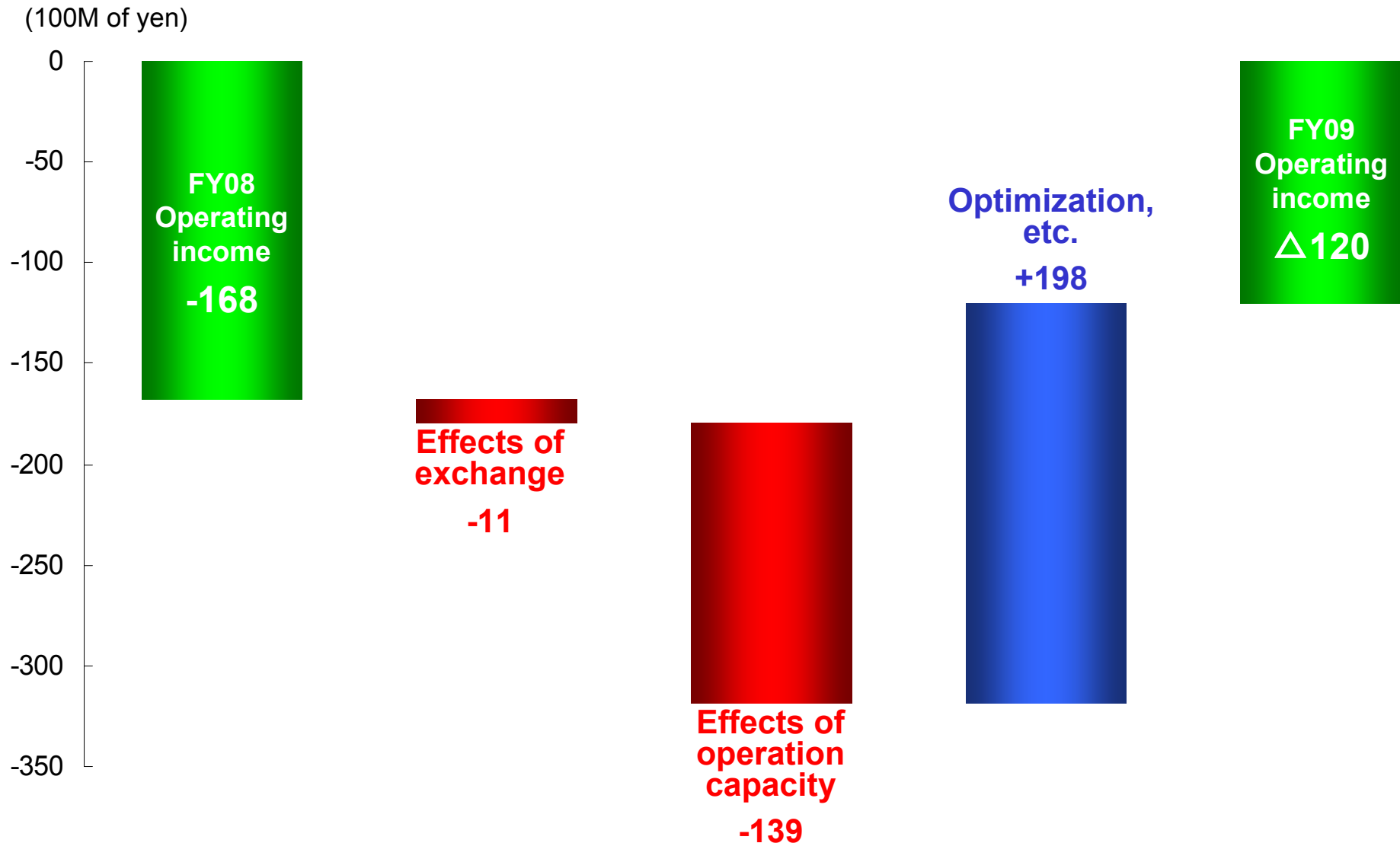


# Net Sales Forecast by Region



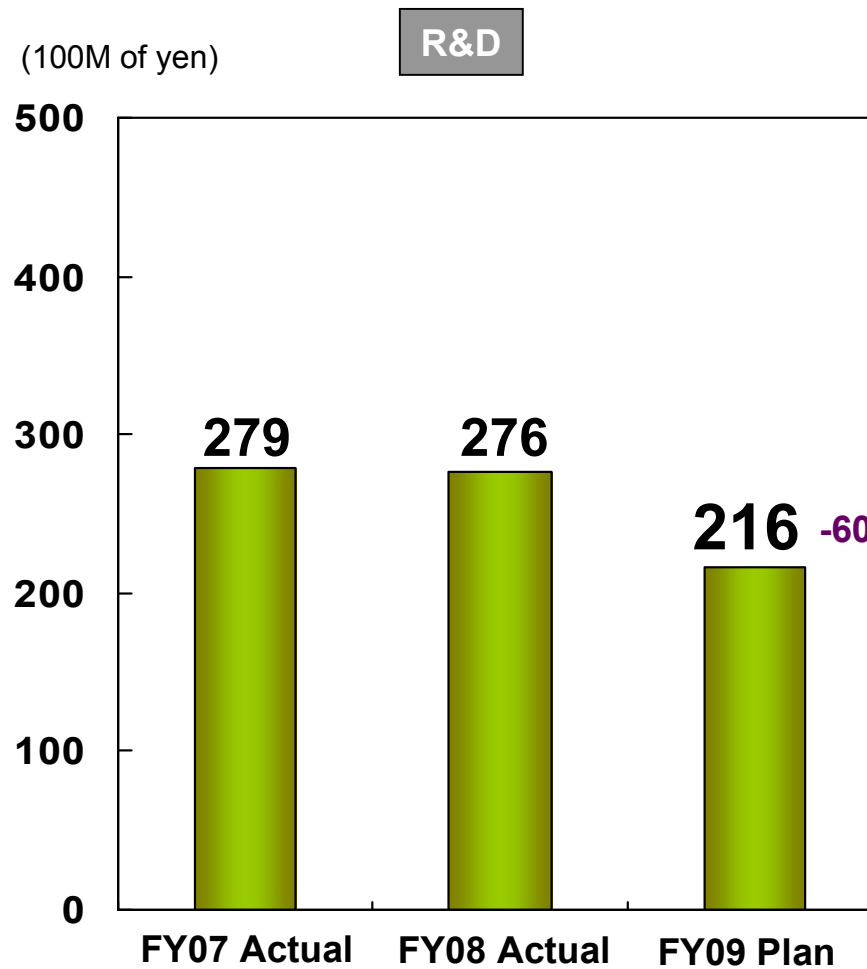
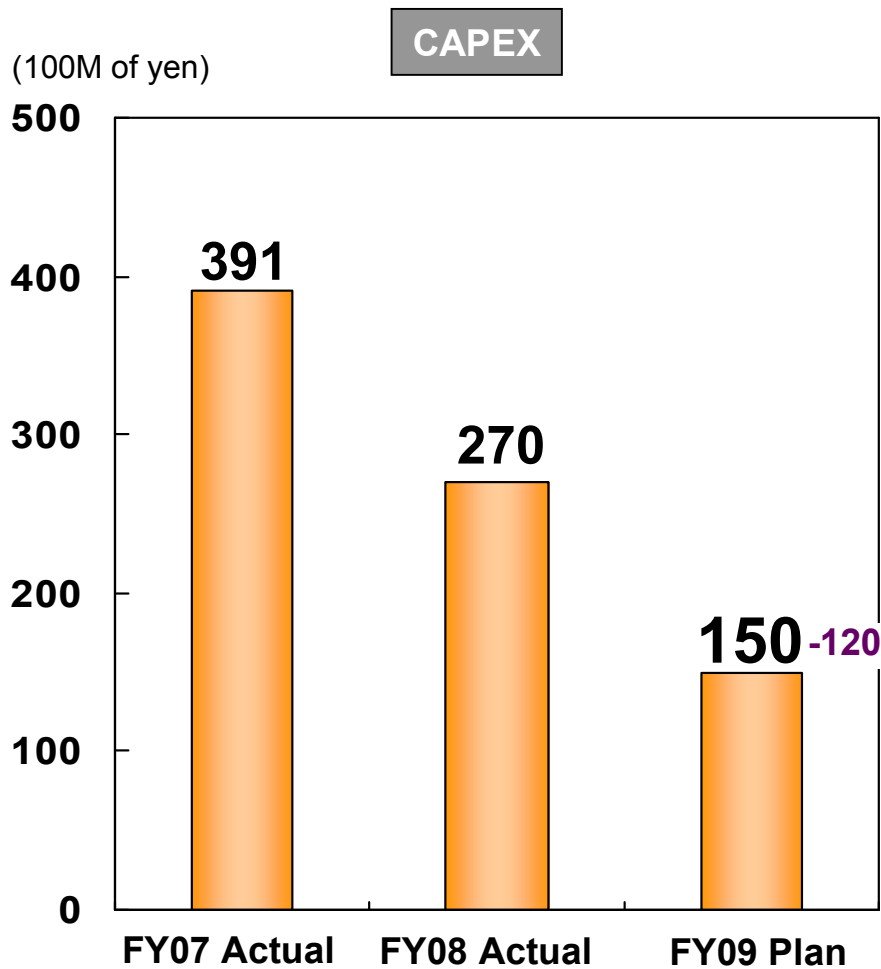


# Operating Income Variance Analysis (FY08 / 09 Outlook)





# Capital Expenditure / R&D Expenditure Plan



**CAPEX on sales**  
(Value-added sales)

**6.8%**

**5.9%**

**4.0%**

**R&D on sales**  
(Value-added sales)

**4.9%**

**6.0%**

**5.8%**



# FY2009 Financial Outlook

	<b>FY08 Actual (B) (08/04-09/03)</b>	<b>FY09 Forecast (C) (09/04-10/03)</b>	<b>Variance (C) - (B)</b>
<b>Net sales</b>	6,694	5,500	-1,194 -17.8%
<b>Operating income / loss</b>	-168	-120	+48
<b>Ordinary income / loss</b>	-260	-150	+110
<b>Net income / loss</b>	-553	-210	+343
<b>Capital expenditure</b>	270	150	-120
※(% on sales)	(5.9%)	(4.0%)	
<b>R&amp;D expenditure</b>	276	216	-60
※(% on sales)	(6.0%)	(5.8%)	
<b>Depreciation cost</b>	287	260	-27
※(% on sales)	(6.3%)	(7.0%)	

※Percentages are calculated based on value-added sales



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