



## I. Performance Target

March 2011

Sales Revenue	JPY 2,000 billion
Operating Profit	JPY 150 billion
OP % to Sales	Over 7.5%
ROE	Over 17%
Dividend payout ratio	Over 20%

## II. Mid/Long-term Strategy

### 1. CV/LCV (Pickup trucks and derivatives) Product Market Strategies

#### [Product Deployment]

- We have already completed strategic, global product development by integrating MD and LD (New models of N-series and F-series). We will enter the next step of global sales expansion.
- Introduce next-generation HD and Pickup trucks.
- Develop a new lightweight LD whose segment is currently enjoying a strong global demand.

#### [Market Strategy]

- Introduce full lineup and enhance production and sales functions in large, growth markets (China, Russia and India) and resource-rich countries (Middle and South America, Africa, Middle and Near East, and ASEAN)

### 2. DE (Diesel Engine) Business Strategy

- Promote smaller displacement and higher output to correspond to environmental needs.
- Expand product lineup in the volume segment of small diesel engines, and increase small DE sales for industrial as well as passenger car applications.

### 3. Alliance Strategy

- Make the performance of our strategies for CV, LCV and DE more efficient and effective through business partnerships with other cf I1 0 0 1 36.024 225.17 Tm0 g0 G[(3)7(. A)-43(an)10(ic)I1 0 0 1 3(h )-43(bu)5(s)5(in)28(ess)7(-)46(pa)4(r)8(t)

### III. Mid-term Action Plan (Product/Market Plan)

Under a 3-core business organization (CV, LCV, and DE), we will realize dramatic growth by positioning international CV sales as the primary driver, while reinforcing the DE business as future strategic business segment.

#### 1. CV Business in Japan

[Target]

- Market share: 35% in the HD and MD truck segments. 43% in the LD truck segment
- Sales revenue from peripheral businesses: 15 % increase from the level of FY2008

[Action plan]

- Introduce next-generation HD, and reinforce operational foundations for the vehicle life-cycle business

#### 2. International CV Business

[Target]

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