

Summary of FY2019 Results <Consolidated>

(in billion yen)

| | FY2018 Results (Apr.2018-Mar.2019) (A) | FY2019 Results (Apr.2019-Mar.2020) (B) |
|----------------------------------------|-------------------------------------------------|-------------------------------------------------|
| Net Sales | 2,514.6 | 2,270.3 |
| Operating Profit <Margin> | 111.8 < 4.4% > | 12.8 < 0.6% > |
| Ordinary Profit <Margin> | 119.9 < 4.8% > | -3.8 < -0.2% > |
| Net Income* <Margin> | 132.9 < 5.3% > | -25.8 < -1.1% > |
| Foreign Exchange | 111 Yen/USD 128 Yen/EUR | 109 Yen/USD 121 Yen/EUR |
| Capital Expenditure (Accrual basis) | 137.7 | 103.9 |
| Depreciation | 61.6 | 74.8 |
| R&D Expenses | 124.3 | 130.9 |
| Balance of Interest Bearing Debt | 231.0 | 299.4 |
| Automotive | 34.2 | 60.4 |
| Financial | 196.8 | 239.0 |
| Total Assets | 2,010.3 | 1,938.1 |
| (in 000 units) | | |
| Wholesale Volume | 1,480 | 1,343 |
| Domestic | 251 | 264 |
| Overseas | 1,229 | 1,079 |
| (in 000 units) | | |
| Production Volume (JAMA Base) | 1,441 | 1,337 |

*Net income attributable to owners of the Parent

| Analysis of Operating Profit (YoY) | FY2019 Results (Apr.2019-Mar.2020) |
|-----------------------------------------|------------------------------------------|
| Volume/Mix change | -50.5 |
| Sales expenses | +12.8 |
| FX movement | -45.1 |
| Material / Manufacturing cost reduction | +16.0 |
| Others | -32.2 |
| (Total Change of YoY) | -99.0 |