

Summary of FY2020 Results <Consolidated>

(in billion yen)

	FY2019 Results (Apr. 2019-Mar. 2020) (A)	FY2020 Results (Apr. 2020-Mar. 2021) (B)	FY2021 Forecast (Apr. 2021-Mar. 2022) (C)
Net Sales	2,270.3	1,455.5	2,060.0
Operating Profit <Margin>	12.8 < 0.6% >	-95.3 < -6.5% >	30.0 < 1.5% >
Ordinary Profit <Margin>	-3.8 < -0.2% >	-105.2 < -7.2% >	26.0 < 1.3% >
Net Income* <Margin>	-25.8 < -1.1% >	-312.3 < -21.5% >	10.0 < 0.5% >
Foreign Exchange	109 Yen/USD 121 Yen/EUR	105 Yen/USD 124 Yen/EUR	106 Yen/USD 131 Yen/EUR
Capital Expenditure (Accrual basis)	103.9	76.4	90.0
Depreciation	74.8	65.9	58.0
R&D Expenses	130.9	101.4	99.0
Balance of Interest Bearing Debt**	299.4	483.3	
Automotive	60.4	244.9	
Financial	239.0	238.4	
Total Assets	1,938.1	1,856.3	
Wholesale Volume (in 000 units)	1,343	824	1,106
Domestic	264	232	244
Overseas	1,079	592	862
Production Volume (JAMA Base) (in 000 units)	1,337	814	

*Net income attributable to owners of the Parent

**Including lease obligations

Analysis of Operating Profit (YoY)	FY2020 Results (Apr. 2020-Mar. 2021)
Volume/Mix change	-127.6
Sales expenses	+8.1
Material / Manufacturing cost reduction	-22.2
Structural Reforms	+35.6
Research & Development	+18.9
Others	-24.6
FX movement	+3.7
(Total Change of YoY)	-108.1