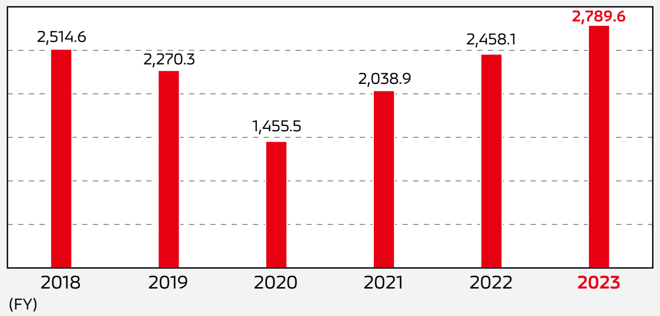
Consolidated Financial Summary

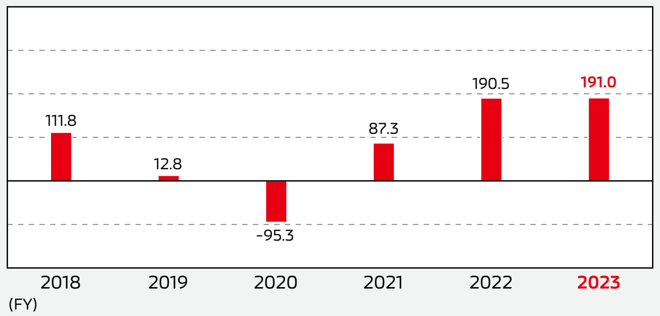
	FY2019	FY2020	FY2021	FY2022	FY2023
For the year:					(In billions of yen)
Net sales	2,270.3	1,455.5	2,038.9	2,458.1	2,789.6
Operating profit (loss)	12.8	(95.3)	87.3	190.5	191.0
Ordinary profit (loss)	(3.8)	(105.2)	101.0	182.0	209.0
Profit (loss) attributable to owners of the parent	(25.8)	(312.3)	74.0	168.7	154.7
Sales volume (retail) (Thousands of units)	1,127	801	937	834	815
R&D expenses	130.9	101.4	90.7	107.2	114.6
Capital expenditures	103.9	76.4	62.7	78.6	93.6
Depreciation	74.8	65.9	53.6	60.1	67.7
Return on equity (ROE) (%)	(3.1)	(48.8)	13.3	24.0	17.1
Per share data:					(In yen)
Earnings per share	(17.32)	(209.88)	49.76	113.38	103.97
Diluted earnings per share*1	–	–	49.74	113.36	103.96
Dividends per share	10.00	0.00	0.00	5.00	10.00
At year-end:					(In billions of yen)
Total assets	1,938.1	1,856.3	1,928.4	2,201.5	2,454.5
Net assets	788.4	525.3	630.3	830.4	1,044.5
Cash and deposits	399.6	455.7	511.5	596.0	674.2
Interest-bearing debt	299.4	483.3	480.5	428.3	492.4
Equity ratio (%)	39.9	27.4	31.5	36.4	41.2
Number of shares outstanding (Thousands)	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282
CO_2 Emissions*2					
Scope 1 (direct emissions)*3 (x10³t-CO_2)	110	80	92	95	96
Scope 2 (indirect emissions)*3 (x10³t-CO_2)	416	285	319	271	264
Scope 3 (x10³t-CO_2 eq)	35,429	20,286	28,294	28,710	31,743
Energy input*2 (Primary and secondary energy) (PJ)	9.5	7.0	8.2	8.2	7.5
Generated waste*2 (x10³t)	202	109	143	141	167
Withdrawn water volume*2 (x10³m³)	5,915	4,420	4,640	4,659	4,268
Number of female managers (Persons)*4	4.5	4.3	5.1	6.1	6.3
Ratio of annual paid leave taken (%)*5	100.6	99.2	89.5	94.8	93.4
Accident rate*6	0.42	0.30	0.20	0.31	0.33
Number of reports to or consultations with the internal employee consultation office (Instances)	166	112	109	74	74

(Note) Changes in accounting methods have not been retroactively applied to previous fiscal years.
*1 Diluted earnings per share for FY2019 and FY2020 are not shown even though there are potential shares, because basic loss per share is reported for each of the fiscal years.
*2 Target sites: Environmental management target companies for each fiscal year (including the Company)
*3 CO_2 emission factors are based on "Greenhouse Gas Emissions Conversion, Reporting, and Announcement System based on the Act on Promotion of Global Warming.
Countermeasures." Overseas electric power conversion factors are provided by individual utilities. The IEA's "CO_2 Emissions from Fuel Combustion" of each year or "Emission Factors" are used for some locations.
*4 Figures are as of end-March. Ratio is calculated based on the number of all managerial employees including Corporate Officers in the non-consolidated.
*5 $\frac{\text{Days of annual paid leave taken during the year (days carried forward from the previous year + days granted for the current year)}}{\text{Days of annual paid leave available for the year}} \times 100$
*6 Number of accidents with or without loss of workdays per 1 million working hours

Net Sales
(Billions of yen)



Operating Profit
(Billions of yen)



Operational Review

Overview of Financial Results

In the 2H/FY23, inventory shortages caused by semiconductor and shipping constrains were almost resolved, and the competitive environment began to normalize. Overall, the business environment surrounding us has been challenging due to a sharp decline in the total demand for automobiles in some ASEAN countries.

Considering this situation, we reviewed all costs and focused on improving the quality of sales or "net revenue strategy." However, results fell slightly short of the revised full-year operating profit forecast.

As a result, the number of vehicles sold for the full fiscal year was 815,000 units globally, down 2% from the previous fiscal year, and consolidated net sales for the full fiscal year rose 13% year on year to 2,789.6 billion yen. Weak overall demand in some countries in ASEAN, intensified competition due to relaxed restrictions on vehicle supply, and worsening material and transportation costs were counteracted by improved selling prices accompanying improved sales quality and favorable exchange rates and this helped to increase consolidated operating profit to 191.0 billion yen for the full fiscal year (an increase of 0.5 billion yen year on year). Consolidated ordinary profit was 209.0 billion yen (an increase of 27.0 billion yen year on year) and net income attributable to the owners of the parent company was 154.7 billion yen (a decrease of 14.0 billion yen year on year).

Overview of Financial Position

Total assets at the end of fiscal year 2023 amounted to 2,454.5 billion yen (an increase of 253.0 billion yen from the end of fiscal year 2022). Cash and deposits amounted to 674.2 billion yen (an increase of 78.2 billion yen from the end of fiscal year 2022). Total liabilities amounted to 1,410.0 billion yen (an increase of 38.9 billion yen from the end of fiscal year 2022). Of total liabilities, the interest-bearing debt balance was 492.4 billion yen (an increase of 64.1 billion yen from the end of fiscal year 2022). Net assets amounted to 1,044.5 billion yen (an increase of 214.1 billion yen from the end of fiscal year 2022).

Cash flow status

The balance of cash and cash equivalents at the end of the fiscal year 2023 increased by 78.2 billion yen from 596.0 billion yen at the end of the previous fiscal year to 674.2 billion yen. Net cash provided by operating activities was 140.8billion yen, a decrease of 32.8 billion yen from 173.6 billion yen provided in the previous fiscal year. This was primarily due to decreases in trade payables. Net cash used in investing activities was 138.9 billion yen, an increase of 85.8 billion yen from 53.1 billion yen used in the previous fiscal year. This was primarily due to a decrease in proceeds from sales of property, plant and equipment and an increase in purchases of property, plant and equipment compared with the previous year. Net cash provided by financing activities was 37.7 billion yen, an increase of 99.6 billion yen from 61.9 billion yen used in the previous fiscal year. This was primarily due to an increase in long-term debt.

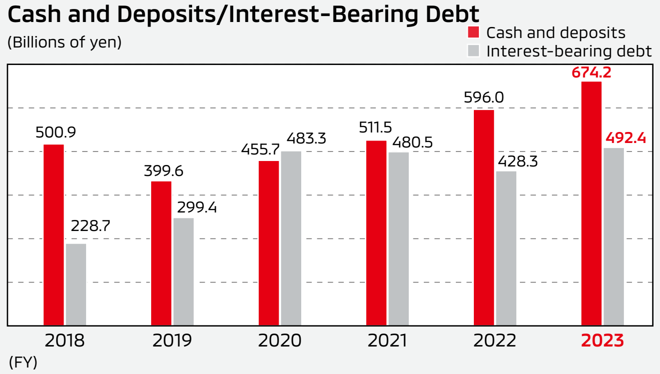
Trends in Key Cash Flow Ratios

(FY)	2019	2020	2021	2022	2023
Ratio of shareholders' equity (%)*1	39.9	27.4	31.5	36.4	41.2
Ratio of market value to assets (%)*2	23.5	25.2	25.5	35.3	30.6
Debt repayment coverage (years) *3	15.9	(11.6)	4.1	2.5	3.5
Interest coverage ratio (%)*4	4.8	(8.0)	23.2	47.9	24.0

*1 The shareholders' equity ratio is shareholders' equity divided by total assets.
*2 The shareholders' equity ratio (fair value basis) is market capitalization divided by total assets.
*3 The cash flows/interest-bearing debt ratio is interest-bearing debt divided by cash flow.
*4 The interest coverage ratio is cash flow divided by interest paid.

Notes:
1. Each indicator is calculated from consolidated financial figures.
2. Market capitalization is calculated based on the number of issued shares excluding treasury stock.
3. Cash flow refers to operating cash flow.
4. Interest-bearing debt includes all liabilities recorded on the consolidated balance sheet for which interest is paid.

Cash and Deposits/Interest-Bearing Debt
(Billions of yen)



Cash Flows
(Billions of yen)