

## Summary of FY2025 Results <Consolidated>

(Billion yen, 000 units)

	FY2024 Result (Apr. 2024–Mar. 2025) (A)	FY2025 Result (Apr. 2025–Mar. 2026) (B)	FY2026 Forecast (Apr. 2026–Mar. 2027) (C)
Net Sales	2,788.2	2,896.5	3,260.0
Operating Profit	138.8	75.5	90.0
<Margin>	< 5.0% >	< 2.6% >	< 2.8% >
Ordinary Profit	98.6	78.9	80.0
<Margin>	< 3.5% >	< 2.7% >	< 2.5% >
Net Income*	41.0	10.0	25.0
<Margin>	< 1.5% >	< 0.3% >	< 0.8% >
Foreign Exchange	153 Yen/USD 163 Yen/EUR	151 Yen/USD 176 Yen/EUR	154 Yen/USD 183 Yen/EUR
Capital Expenditure (Accrual basis)	100.6	85.3	140.0
Depreciation	74.0	82.6	88.0
R&D Expenses	126.7	116.8	117.0
Balance of Interest Bearing Debt	314.8	395.4	
Automotive	60.2	31.0	
Financial	254.6	364.4	
Total Assets	2,245.9	2,418.1	
Wholesale Volume	961	960	1,012
Domestic	259	265	304
Overseas	702	695	708
Production Volume (JAMA Base)	910	913	

\*Net income attributable to owners of the Parent

Analysis of Operating Profit (YoY)	FY2025 Result (Apr. 2025–Mar. 2026)
Volume/Mix change	+37.6
Sales expenses	-29.7
Procurement cost/ Shipping cost	-5.3
Research & Development	+9.9
Others	-38.4
FX movement	-37.4
(Total Change of YoY)	-63.3