

Consolidated Financial Summary for FY2022 (April 1, 2022 – March 31, 2023)

[Japanese GAAP]

May 15, 2023

Company Name : SUZUKI MOTOR CORPORATION Listings : Tokyo Stock Exchange
 Code No. : 7269 URL : <https://www.globalsuzuki.com>
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Date of the Ordinary General Meeting of Shareholders : June 23, 2023
 Start of Payment of Cash Dividends : June 26, 2023
 Date of Filing Annual Securities Report : June 23, 2023
 Preparation of Supplementary Explanatory Materials : Yes
 Holding of Presentation Meeting on Financial Results : Yes

(Amounts less than one million yen are rounded down)

1. Consolidated Operating Results for FY2022 (April 1, 2022 – March 31, 2023)

(1) Consolidated Management Results

(Percentage indicates change from the previous fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%
FY 2022	4,641,644	30.1	350,551	83.1	382,807	45.6	221,107	37.9
FY 2021	3,568,380	12.3	191,460	-1.5	262,917	5.9	160,345	9.5

[Note] Comprehensive income: FY2022 309,945 Million Yen (7.2%) FY2021 289,176 Million Yen (-2.1%)

	Profit per share, Basic	Profit per share, Diluted	Return on shareholders' equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
FY 2022	455.21	455.19	11.2	8.8	7.6
FY 2021	330.20	330.18	9.0	6.4	5.4

[Reference] Share of profit (loss) of entities accounted for using equity method: FY2022 11,607 Million Yen FY2021 9,244 Million Yen

(2) Consolidated Financial Position

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share
	Millions of Yen	Millions of Yen	%	Yen
FY 2022	4,577,713	2,508,620	45.4	4,275.47
FY 2021	4,155,153	2,263,672	45.2	3,867.67

[Reference] Shareholders' equity (Net assets excluding non-controlling interests and share acquisition rights):

FY2022 2,078,017 Million Yen FY2021 1,878,227 Million Yen

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of period
	Millions of Yen	Millions of Yen	Millions of Yen	Millions of Yen
FY 2022	286,626	-302,674	31,568	882,146
FY 2021	221,259	-153,515	-154,624	857,996

2. Cash Dividends

	Cash dividends per share					Total amount (Annual)	Payout ratio (Consolidated)	Ratio of total amount of cash dividends to shareholders' equity (Consolidated)
	1st quarter	2nd quarter	3rd quarter	Year-end	Annual			
	Yen	Yen	Yen	Yen	Yen	Millions of Yen	%	%
FY2021	-	45.00	-	46.00	91.00	44,199	27.6	2.5
FY2022	-	50.00	-	50.00	100.00	48,592	22.0	2.5
FY2023(Forecast)	-	50.00	-	50.00	100.00		25.4	

[Note] Regarding the annual dividend forecast for FY2023, we have indicated the same 100 yen as the current fiscal year. However, we aim for an annual dividend of at least 100 yen.

3. Forecasts for Consolidated Operating Results of FY2023 (April 1, 2023 – March 31, 2024)

(Percentage indicates change from the previous fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Profit per share
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Yen
Full Year	4,900,000	5.6	330,000	-5.9	340,000	-11.2	190,000	-14.1	393.16

*Notes

(1) Changes in significant subsidiaries during the period
(Changes in specified subsidiaries that accompany with a change in the scope of consolidation): Yes
New 1 (Name) Suzuki Global Ventures, L.P. Exclusion - (Name)

(2) Changes in Accounting Principles, Changes in Accounting Estimates, and Retrospective Restatements

- 1) Changes in accounting principles due to the revision of the accounting standards : Yes
2) Changes in accounting principles other than 1) : None
3) Changes in accounting estimates : None
4) Retrospective restatement : None

(3) Number of outstanding shares (common stock) (Shares)

1) Number of outstanding shares at the end of period (including treasury shares)	FY2022	491,146,600	FY2021	491,122,300
2) Number of treasury shares at the end of period	FY2022	5,114,334	FY2021	5,500,056
3) Average number of outstanding shares during period	FY2022	485,730,532	FY2021	485,604,323

[Reference] Summary of Non-consolidated Results

Non-consolidated Operating Results for FY2022 (April 1, 2022 – March 31, 2023)

(1) Non-consolidated Management Results

(Percentage indicates change from the previous fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%
FY 2022	2,217,163	31.1	127,712	63.8	169,821	82.5	145,307	75.2
FY 2021	1,690,761	-1.0	77,976	19.9	93,071	5.4	82,953	3.1

	Profit per share, Basic	Profit per share, Diluted
	Yen	Yen
FY 2022	299.10	299.09
FY 2021	170.80	170.79

(2) Non-consolidated Financial Position

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share
	Millions of Yen	Millions of Yen	%	Yen
FY 2022	2,392,415	932,882	39.0	1,918.97
FY 2021	2,222,479	834,410	37.5	1,717.86

[Reference] Shareholders' equity (Net assets excluding share acquisition rights):

FY2022 932,840 Million Yen FY2021 834,368 Million Yen

*** This financial result is not required to be audited by certified public accountants or audit firm.**

* Explanation regarding the appropriate use of forecasts for operating results, other information

(Cautions For Forward-looking Statement)

The forward-looking statements are based on currently available information and assumptions, contain risks and uncertainty, and do not constitute guarantees of future achievement. Please note that the future results may greatly vary by the changes of various factors.

Those factors, which may influence the future results, include economic conditions and the trend of demand in major markets and the fluctuations of foreign exchange rates (mainly US dollar/Yen rate, Euro/Yen rate and Indian Rupee/Yen rate).

(Financial Results Supplementary Explanatory Materials)

Financial Results Supplementary Explanatory Materials will be available on our website

(<https://www.globalsuzuki.com>) on May 15, 2023.

[Attachment]

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1. Summary of Management Results, etc.

(1) Summary of Management Results and Financial Positions

(Management results of FY2022)

Regarding the business environment surrounding our group during this fiscal year, impact of the exchange rates provided a tailwind for our performance, which was caused by widening interest rate gaps between Japan and the United States. However, soaring raw material prices, as well as the inability to produce and sell as planned due to the semiconductor shortage, have continued to be problems throughout this fiscal year, following the previous year. In response to the semiconductor shortage, we have strengthened our procurement capabilities through cooperation with our trading partners and enhanced our adaptability, including design changes, leading to higher production and sales of both automobile and motorcycle compared to the previous year. Furthermore, regarding the increase in raw material prices, we have implemented price increases in overseas to ensure profitability.

For FY2022, net sales and profits increased. Net sales increased by ¥1073.3 billion (30.1%) year-on-year (YoY) to ¥4,641.6 billion. Operating profit increased by ¥159.1 billion (83.1%) to ¥350.6 billion YoY. Of the increase in profit, the impact of the exchange rates contributed ¥100.6 billion to profit. Ordinary profit increased by ¥119.9 billion (45.6%) to ¥382.8 billion. Profit attributable to owners of parent increased by ¥60.8 billion (37.9%) to ¥221.1 billion.

- Operating results by Segment

1) Automobile Business

Net sales increased by ¥957.3 billion (29.9%) to ¥4,162.2 billion. Operating profit increased by ¥126.3 billion (82.6%) to ¥279.1 billion. This was mainly owing to improvement in sales mix/price due to price hikes in overseas, increase in volume in Japan and overseas, and the impact of the exchange rates.

2) Motorcycle Business

Net sales increased by ¥79.7 billion (31.4%) to ¥333.2 billion. Operating profit increased by ¥18.5 billion (170.2%) to ¥29.3 billion and the operating margin was a record 8.8%.

3) Marine Business

Net sales increased by ¥36.6 billion (37.3%) to ¥134.6 billion and operating profit increased by ¥15.4 billion (64.2%) to ¥39.4 billion, marking record highs for both net sales and profit. This was mainly owing to steady sales of large outboard motors in North America and the impact of the exchange rates.

4) Other Business

Net sales was ¥11.8 billion, almost the same as FY 2021, and operating profit decreased by ¥1.1 billion (28.3%) to ¥2.7 billion.

- Operating results by Geographical Region

Net sales and profit both increased in all regions, mainly owing to improvement in sales mix/price and the impact of the exchange rates.

(Financial Positions of FY2022)

- Assets, liabilities and net assets

With respect to the financial positions at the end of FY2022, total assets were ¥4,577.7 billion (increased by ¥422.6 billion from the end of the previous consolidated fiscal year). Total liabilities were ¥2,069.1 billion (increased by ¥177.6 billion from the end of the previous consolidated fiscal year). Total net assets were ¥2,508.6 billion (increased by ¥244.9 billion from the end of the previous consolidated fiscal year).

As for the borrowings, the Company will intend to maintain the current borrowing level for the time being owing to the impact of parts shortage including semiconductors and the increasing risk of global recession.

- Cash flows

The balance of cash and cash equivalents at the end of FY2022 amounted to ¥882.1 billion (¥24.1 billion of positive from the end of the previous consolidated fiscal year). Cash flows for FY2022 are as follows.

1) Cash flows from operating activities

Net cash provided by (used in) operating activities for FY2022 amounted to ¥286.6 billion of positive. Owing to increase of profit before income taxes, net cash was ¥65.4 billion of positive compared to ¥221.3 billion of positive in the same period of the previous fiscal year.

2) Cash flows from investing activities

Net cash provided by (used in) investing activities for FY2022 amounted to ¥302.7 billion of negative. It was ¥149.2 billion of negative compared to ¥153.5 billion of negative in the same period of the previous fiscal year, due to increasing purchase of property, plant and equipment.

As a result, free cash flow amounted to ¥16.0 billion of negative (¥83.8 billion of negative compared to 67.7 billion of positive in the same period of the previous fiscal year.)

3) Cash flows from financing activities

Net cash provided by (used in) financing activities for FY2022 amounted to ¥31.6 billion of positive. It was ¥186.2 billion of positive compared to ¥154.6 billion of negative. It was mainly caused by timing differences between repayments and proceeds of borrowings, resulting in increase of borrowings from the end of the previous consolidated fiscal year.

(2) Forecasts for the next fiscal year

In the next fiscal year, the Company forecasts net sales of ¥4.9 trillion (up 5.6% from FY2022), mainly owing to increase in volume. Operating profit is expected to be 330 billion yen (down 5.9% from FY2022) due to factors such as increased growth investment to realize our growth strategy, as well as the strong yen and increase in raw material prices.

(Forecasts of full-year financial results for FY2023)

Net sales	¥4,900.0 billion	(up 5.6 % YoY)
Operating profit	¥330.0 billion	(down 5.9 % YoY)
Ordinary profit	¥340.0 billion	(down 11.2 % YoY)
Profit attributable to owners of parent	¥190.0 billion	(down 14.1 % YoY)
(Foreign Exchange Rate)	¥130/US\$, ¥142/Euro, ¥1.60/Indian Rupee	

* The forward-looking statements are based on currently available information and assumptions, contain risks and uncertainty, and do not constitute guarantees of future achievement. Please note that the future results may greatly vary by the changes of various factors.

Those factors, which may influence the future results, include economic conditions and the trend of demand in major markets and the fluctuations of foreign exchange rates (mainly US dollar/Yen rate, Euro/Yen rate and Indian Rupee/Yen rate).

(3) Basic Dividend Policy and Dividends for Current and Next Fiscal Year

The Company recognizes shareholder returns as an important management issue, and the Company will improve shareholder returns as follows.

Regarding a dividend policy, the Company emphasizes a progressive dividend policy that delivers consistent and stable dividends. The Company plans to pay an annual dividend for FY2022 of 100 yen per share, an increase of 9 yen from FY2021. In addition, although the Company forecasts decrease in profits in the next fiscal year, the Company aims for a dividend of at least 100 yen per share per year.

In addition, the Company announced the repurchase of our own stock (up to 6 million shares, up to ¥20 billion).

2. Basic Policy on the Selection of Accounting Standard

The Group plans to voluntarily adopt International Financial Reporting Standards (IFRS) from the fiscal year ending March 31, 2025 in place of Japanese GAAP.

3.Consolidated Financial Statements and Significant Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	FY2021 (As of March 31, 2022)	FY2022 (As of March 31, 2023)
Assets		
Current assets		
Cash and deposits	964,315	958,452
Notes receivable-trade	783	772
Accounts receivable-trade	433,222	490,513
Securities	122,314	45,397
Merchandise and finished goods	214,471	313,896
Work in process	66,619	61,290
Raw materials and supplies	88,358	110,127
Other	167,924	215,443
Allowance for doubtful accounts	(6,790)	(7,377)
Total current assets	2,051,219	2,188,517
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	219,897	232,118
Machinery, equipment and vehicles, net	317,333	312,988
Tools, furniture and fixtures, net	78,427	95,694
Land	337,326	386,314
Construction in progress	84,989	107,400
Total property, plant and equipment	1,037,975	1,134,516
Intangible assets	3,396	3,839
Investments and other assets		
Investment securities	852,269	1,045,337
Long-term loans receivable	1,245	1,352
Retirement benefit asset	8,366	7,570
Deferred tax assets	143,346	132,605
Other	57,808	64,357
Allowance for doubtful accounts	(301)	(314)
Allowance for investment loss	(174)	(68)
Total investments and other assets	1,062,563	1,250,840
Total non-current assets	2,103,934	2,389,195
Total assets	4,155,153	4,577,713

	FY2021 (As of March 31, 2022)	FY2022 (As of March 31, 2023)
Liabilities		
Current liabilities		
Accounts payable-trade	287,724	362,913
Electronically recorded obligations-operating	14,911	20,242
Short-term borrowings	95,246	173,730
Current portion of long-term borrowings	87,019	173,319
Current portion of bonds with share acquisition rights	8,560	—
Accrued expenses	201,841	232,026
Income taxes payable	55,155	44,242
Provision for product warranties	227,559	208,282
Provision for bonuses for directors	138	131
Other	278,360	272,547
Total current liabilities	<u>1,256,517</u>	<u>1,487,436</u>
Non-current liabilities		
Long-term borrowings	483,333	416,787
Deferred tax liabilities	6,602	7,170
Provision for retirement benefits for directors	17	16
Provision for disaster	336	265
Provision for product liabilities	3,192	3,888
Provision for recycling expenses	13,144	14,322
Retirement benefit liability	64,449	66,531
Other	63,888	72,673
Total non-current liabilities	<u>634,963</u>	<u>581,656</u>
Total liabilities	<u>1,891,481</u>	<u>2,069,092</u>
Net assets		
Shareholders' equity		
Share capital	138,318	138,370
Capital surplus	143,369	138,180
Retained earnings	1,638,726	1,813,209
Treasury shares	(20,877)	(19,396)
Total shareholders' equity	<u>1,899,536</u>	<u>2,070,363</u>
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	111,078	117,885
Deferred gains or losses on hedges	88	(167)
Foreign currency translation adjustment	(112,138)	(86,742)
Remeasurements of defined benefit plans	(20,337)	(23,321)
Total accumulated other comprehensive income	<u>(21,309)</u>	<u>7,653</u>
Share acquisition rights	41	41
Non-controlling interests	385,403	430,561
Total net assets	<u>2,263,672</u>	<u>2,508,620</u>
Total liabilities and net assets	<u>4,155,153</u>	<u>4,577,713</u>

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income (Consolidated Statement of Income)

(Millions of yen)

	FY2021 (April 1, 2021 – March 31, 2022)	FY2022 (April 1, 2022 – March 31, 2023)
Net sales	* 3,568,380	* 4,641,644
Cost of sales	2,711,947	3,491,713
Gross profit	856,433	1,149,930
Selling, general and administrative expenses	664,972	799,379
Operating profit	191,460	350,551
Non-operating income		
Interest income	66,872	37,908
Dividend income	4,285	4,706
Foreign exchange gains	1,693	—
Share of profit of entities accounted for using equity method	9,244	11,607
Other	12,267	12,296
Total non-operating income	94,364	66,518
Non-operating expenses		
Interest expenses	5,954	6,741
Foreign exchange losses	—	16,922
Expenses related to discontinuation of development	9,670	—
Other	7,282	10,599
Total non-operating expenses	22,907	34,263
Ordinary profit	262,917	382,807
Extraordinary income		
Gain on sale of non-current assets	19,507	1,654
Gain on sale of investment securities	1,521	40
Total extraordinary income	21,028	1,695
Extraordinary losses		
Loss on sale of non-current assets	1,067	911
Loss on sale of investment securities	913	—
Impairment losses	7,686	2,554
Total extraordinary losses	9,668	3,465
Profit before income taxes	274,278	381,036
Income taxes-current	78,949	95,198
Income taxes-deferred	(4,428)	11,560
Income taxes	74,520	106,758
Profit	199,757	274,278
Profit attributable to non-controlling interests	39,411	53,170
Profit attributable to owners of parent	160,345	221,107

(Consolidated Statement of Comprehensive Income)

(Millions of yen)

	FY2021 (April 1, 2021 – March 31, 2022)	FY2022 (April 1, 2022 – March 31, 2023)
Profit	199,757	274,278
Other comprehensive income		
Valuation difference on available-for-sale securities	(22,644)	12,683
Deferred gains or losses on hedges	637	(304)
Foreign currency translation adjustment	109,090	25,502
Remeasurements of defined benefit plans, net of tax	(169)	(3,202)
Share of other comprehensive income of entities accounted for using equity method	2,505	988
Total other comprehensive income	89,419	35,667
Comprehensive income	289,176	309,945
Comprehensive income attributable to:		
owners of parent	232,881	250,070
non-controlling interests	56,294	59,874

(3) Consolidated Statement of Changes in Net Assets

FY2021 (April 1, 2021 – March 31, 2022)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at the beginning of current fiscal year	138,262	143,400	1,519,826	(21,027)	1,780,462
Cumulative effects of changes in accounting policies			6,150		6,150
Restated balance	138,262	143,400	1,525,976	(21,027)	1,786,612
Changes during period					
Issuance of new shares	55	55			110
Dividends of surplus			(47,595)		(47,595)
Profit attributable to owners of parent			160,345		160,345
Purchase of shares of consolidated subsidiaries					—
Purchase of treasury shares				(13)	(13)
Disposal of treasury shares		(86)		162	76
Change in scope of consolidation					—
Change in scope of equity method					—
Net changes in items other than shareholders' equity					
Total changes during period	55	(30)	112,749	149	112,923
Balance at the end of current fiscal year	138,318	143,369	1,638,726	(20,877)	1,899,536

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at the beginning of current fiscal year	121,133	(484)	(193,295)	(20,337)	(92,984)	115	344,371	2,031,964
Cumulative effects of changes in accounting policies			861		861			7,011
Restated balance	121,133	(484)	(192,434)	(20,337)	(92,123)	115	344,371	2,038,975
Changes during period								
Issuance of new shares								110
Dividends of surplus								(47,595)
Profit attributable to owners of parent								160,345
Purchase of shares of consolidated subsidiaries								—
Purchase of treasury shares								(13)
Disposal of treasury shares								76
Change in scope of consolidation								—
Change in scope of equity method								—
Net changes in items other than shareholders' equity	(10,055)	572	80,296	0	70,813	(73)	41,032	111,772
Total changes during period	(10,055)	572	80,296	0	70,813	(73)	41,032	224,696
Balance at the end of current fiscal year	111,078	88	(112,138)	(20,337)	(21,309)	41	385,403	2,263,672

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at the beginning of current fiscal year	138,318	143,369	1,638,726	(20,877)	1,899,536
Cumulative effects of changes in accounting policies					—
Restated balance	138,318	143,369	1,638,726	(20,877)	1,899,536
Changes during period					
Issuance of new shares	52	52			104
Dividends of surplus			(46,628)		(46,628)
Profit attributable to owners of parent			221,107		221,107
Purchase of shares of consolidated subsidiaries		(3,750)			(3,750)
Purchase of treasury shares				(7)	(7)
Disposal of treasury shares		(1,490)		1,488	(2)
Change in scope of Consolidation			(0)		(0)
Change in scope of equity Method			4		4
Net changes in items other than shareholders' equity					
Total changes during period	52	(5,188)	174,482	1,480	170,826
Balance at the end of current fiscal year	138,370	138,180	1,813,209	(19,396)	2,070,363

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net Assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at the beginning of current fiscal year	111,078	88	(112,138)	(20,337)	(21,309)	41	385,403	2,263,672
Cumulative effects of changes in accounting policies								—
Restated balance	111,078	88	(112,138)	(20,337)	(21,309)	41	385,403	2,263,672
Changes during period								
Issuance of new shares								104
Dividends of surplus								(46,628)
Profit attributable to owners of parent								221,107
Purchase of shares of consolidated subsidiaries								(3,750)
Purchase of treasury shares								(7)
Disposal of treasury shares								(2)
Change in scope of consolidation								(0)
Change in scope of equity method								4
Net changes in items other than shareholders' equity	6,806	(255)	25,396	(2,984)	28,963	—	45,157	74,120
Total changes during period	6,806	(255)	25,396	(2,984)	28,963	—	45,157	244,947
Balance at the end of current fiscal year	117,885	(167)	(86,742)	(23,321)	7,653	41	430,561	2,508,620

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	FY2021 (April 1, 2021 – March 31, 2022)	FY2022 (April 1, 2022 – March 31, 2023)
Cash flows from operating activities		
Profit before income taxes	274,278	381,036
Depreciation and amortization	161,505	177,282
Impairment losses	7,686	2,554
Increase (decrease) in allowance for doubtful accounts	2,264	511
Increase (decrease) in retirement benefit liability	1,997	2,001
Increase (decrease) in provision for product warranties	(19,255)	(19,567)
Interest and dividend income	(71,158)	(42,614)
Interest expenses	5,954	6,741
Foreign exchange losses (gains)	(1,801)	10,374
Share of loss (profit) of entities accounted for using equity method	(9,244)	(11,607)
Loss (gain) on sale of property, plant and equipment	(18,439)	(743)
Loss (gain) on sale of investment securities	(607)	(40)
Decrease (increase) in trade receivables	66,893	(53,625)
Decrease (increase) in inventories	9,521	(114,755)
Increase (decrease) in trade payables	(124,132)	85,187
Increase (decrease) in accrued expenses	(33,042)	30,082
Other, net	(36,964)	(96,563)
Subtotal	215,454	356,253
Interest and dividends received	71,223	42,186
Interest paid	(6,172)	(5,817)
Income taxes paid	(59,245)	(105,995)
Net cash provided by operating activities	221,259	286,626
Cash flows from investing activities		
Payments into time deposits	(179,709)	(153,301)
Proceeds from withdrawal of time deposits	181,099	186,884
Purchase of securities	(814,655)	(1,001,195)
Proceeds from sale and redemption of securities	906,824	1,073,630
Purchase of property, plant and equipment	(190,472)	(258,280)
Proceeds from sales of property, plant and equipment	22,475	2,732
Other, net	(79,078)	(153,146)
Net cash provided by investing activities	(153,515)	(302,674)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(193,996)	87,193
Proceeds from long-term borrowings	379,001	110,006
Repayments of long-term borrowings	(282,992)	(92,010)
Redemption of convertible bonds with share acquisition rights	—	(8,560)
Dividends paid	(47,589)	(46,626)
Dividends paid to non-controlling interests	(9,045)	(13,554)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	—	(4,875)
Other, net	(1)	(3)
Net cash provided by financing activities	(154,624)	31,568
Effect of exchange rate changes on cash and cash equivalents	20,483	8,630
Net increase (decrease) in cash and cash equivalents	(66,396)	24,151
Cash and cash equivalents at the beginning of period	924,392	857,996
Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	—	(1)
Cash and cash equivalents at the end of period	857,996	882,146

(5) Notes to Consolidated Financial Statements

(Assumption for Going Concern)

None

(Changes in Accounting Principles)

[Application of Guidance on Accounting Standard for Calculation of Market Value]

The Company has applied the “Guidance on Accounting Standard for Calculation of Market Value” (ASBJ Guidance No. 31, June 17, 2021) from the beginning of FY2022. In accordance with the transitional treatment set forth in article 27-2 of the Guidance on Accounting Standard for Calculation of Market Value, the Company has applied the new accounting policies set forth in the Guidance on Accounting Standard for Calculation of Market Value into the future. It has no impact on the consolidated financial statements.

(Additional Information)

[Application of Treatment of Accounting and Disclosure under the Group Tax Sharing System]

From FY2022, the Company and certain of its domestic consolidated subsidiaries have switched from the Consolidated Taxation System to the Group Tax Sharing System. As a result, accounting and disclosure for income taxes, local income taxes, and tax effect accounting are in accordance with the “Treatment of Accounting and Disclosure under the Group Tax Sharing System” (Practical Solution Report No. 42, August 12, 2021.). In accordance with Practical Solution Report No. 42, Article 32 (1), there will be no impact from the change in accounting policies in accordance with the application of Practical Solution Report No. 42.

(Notes to Consolidated Statement of Income)

* Revenue from Contracts with Customers

Revenue from contracts with customers and other revenue is not stated separately. The amount of revenue from contracts with customers is presented in "3. (5) Notes to Consolidated Financial Statements (Revenue Recognition) [Breakdown of Revenue from Contracts with Customers]".

(Segment Information and Others)

[Segment Information]

1. Outline of Reportable Segments

The Way to Decide Reportable Segments

The reportable segments of the Company are the components of the Company business for which discrete financial information is available, and whose operating results are regularly reviewed by our decision-making body such as Board of Directors to make decisions about resources to be allocated to the segment and to assess its performance.

The Company has four reportable segments of “Automobile business”, “Motorcycle business”, “Marine business” and “Other business” based on the form of management organization and nature of products and services.

Main products and services of each segment are as follows:

Segment	Main products and services
Automobile business	Mini vehicles, Sub-compact vehicles, Standard-sized vehicles
Motorcycle business	Motorcycles, All terrain vehicles
Marine business	Outboard motors
Other business	Motorized wheelchairs, Solar power generation, Real estate

2. Information about Net Sales, Profit or Loss, Assets, Liabilities and Other Items by Reportable Segment

FY2021 (April 1, 2021 – March 31, 2022)

(Millions of yen)

	Reportable Segments					Adjustment*2	Total
	Automobile business	Motorcycle business	Marine business	Other business	Total		
Net sales	3,204,877	253,458	97,981	12,064	3,568,380	—	3,568,380
Segment profit *1	152,832	10,859	24,017	3,750	191,460	—	191,460
Segment assets	2,970,346	257,509	70,278	15,763	3,313,896	841,255	4,155,153
Other items							
Depreciation and amortization	147,910	10,235	2,258	1,100	161,505	—	161,505
Impairment losses	7,587	98	0	0	7,686	—	7,686
The amount of investment in entities accounted for using equity method	45,239	14,956	333	12	60,541	—	60,541
Increase in property, plant and equipment	179,675	6,947	2,398	367	189,389	—	189,389

FY2022 (April 1, 2022 – March 31, 2023)

(Millions of yen)

	Reportable Segments					Adjustment* ²	Total
	Automobile business	Motorcycle business	Marine business	Other business	Total		
Net sales	4,162,163	333,151	134,569	11,759	4,641,644	—	4,641,644
Segment profit * ¹	279,084	29,340	39,435	2,690	350,551	—	350,551
Segment assets	3,300,319	281,167	83,366	17,309	3,682,163	895,549	4,577,713
Other items							
Depreciation and amortization	163,563	9,989	2,663	1,066	177,282	—	177,282
Impairment losses	2,554	0	0	0	2,554	—	2,554
The amount of investment in entities accounted for using equity method	50,970	19,911	376	13	71,272	—	71,272
Increase in property, plant and equipment	253,271	11,541	4,088	961	269,863	—	269,863

[Notes] *1. Segment profit means operating profit in the consolidated statements of income.

*2. For segment assets, unallocated company assets (¥841,255 million in FY2021 and ¥895,549 million in FY2022) included in “Adjustment” are mainly funds for management of surplus funds by the Company (Cash and deposits, Securities) and long-term investment funds (Investment securities).

3. Information about Geographical Region

FY2021 (April 1, 2021 – March 31, 2022)

(1) Net sales (Millions of yen)

Japan	India	Other	Total
1,073,703	1,174,430	1,320,247	3,568,380

[Note] Net sales are counted based on the country location of external customers and divided by countries.

(2) Property, plant and equipment (Millions of yen)

Japan	India	Other	Total
505,401	422,780	109,792	1,037,975

FY2022 (April 1, 2022 – March 31, 2023)

(1) Net sales (Millions of yen)

Japan	India	Other	Total
1,212,011	1,788,209	1,641,423	4,641,644

[Note] Net sales are counted based on the country location of external customers and divided by countries.

(2) Property, plant and equipment (Millions of yen)

Japan	India	Other	Total
546,694	480,972	106,849	1,134,516

(Reference information)

As reference information, operating results by geographical region are as follows:

[Operating Results by Geographical Region]

FY2021 (April 1, 2021 – March 31, 2022)

(Millions of yen)

	Japan	Europe	Asia	Other	Total	Eliminations	Consolidated
Net Sales							
1) Net sales to external customers	1,305,150	352,831	1,658,301	252,096	3,568,380	—	3,568,380
2) Internal net sales or transfer among geographical regions	623,090	133,892	145,210	1,105	903,299	(903,299)	—
Total	1,928,240	486,724	1,803,511	253,202	4,471,679	(903,299)	3,568,380
Operating profit	121,018	12,561	43,765	14,361	191,706	(246)	191,460

FY2022 (April 1, 2022 – March 31, 2023)

(Millions of yen)

	Japan	Europe	Asia	Other	Total	Eliminations	Consolidated
Net Sales							
1) Net sales to external customers	1,527,010	389,593	2,331,747	393,292	4,641,644	—	4,641,644
2) Internal net sales or transfer among geographical regions	934,028	243,934	213,789	637	1,392,390	(1,392,390)	—
Total	2,461,038	633,528	2,545,537	393,930	6,034,034	(1,392,390)	4,641,644
Operating profit	182,979	16,756	153,454	19,009	372,200	(21,649)	350,551

- [Notes]
1. Classification of countries or regions is based on a geographical adjacency.
 2. The major countries or regions belonging to classifications other than Japan:
 - (1) Europe Hungary, Germany, United Kingdom and France
 - (2) Asia India, Pakistan, Indonesia and Thailand
 - (3) Other United States, Australia, Mexico, Colombia and South Africa
 3. Classification is counted based on the location of the Company and its consolidated subsidiaries.

(Revenue Recognition)

[Breakdown of Revenue from Contracts with Customers]

FY2021 (April 1, 2021 – March 31, 2022)

(Millions of yen)

	Reportable Segments				Total
	Automobile business	Motorcycle business	Marine business	Other business	
Japan	1,010,726	22,460	3,241	12,064	1,048,492
Europe	366,704	29,442	21,932	—	418,079
Asia	1,446,613	125,346	10,486	—	1,582,445
Other	349,425	74,789	62,313	—	486,528
Revenue from contracts with customers	3,173,469	252,039	97,973	12,064	3,535,546
Other revenue*2	31,407	1,419	7	—	32,834
Net sales to external customers	3,204,877	253,458	97,981	12,064	3,568,380

FY2022 (April 1, 2022 – March 31, 2023)

(Millions of yen)

	Reportable Segments				Total
	Automobile business	Motorcycle business	Marine business	Other business	
Japan	1,149,335	22,326	3,547	11,759	1,186,968
Europe	414,906	39,195	25,130	—	479,232
Asia	2,044,292	165,169	10,467	—	2,219,929
Other	521,960	105,617	95,424	—	723,002
Revenue from contracts with customers	4,130,494	332,309	134,569	11,759	4,609,132
Other revenue*2	31,668	841	0	—	32,511
Net sales to external customers	4,162,163	333,151	134,569	11,759	4,641,644

[Notes] *1. Revenue is classified by region based on the location of the customers.

2. Other revenue include lease revenue of the lessor, etc.

(Information about Per Share Amount)

(Yen)

	FY2021 (April 1, 2021 - March 31, 2022)	FY2022 (April 1, 2022 - March 31, 2023)
Net assets per share	3,867.67	4,275.47
Profit per share, Basic	330.20	455.21
Profit per share, Diluted	330.18	455.19

[Note] Basis of calculation

1. Net assets per share

	FY2021 (As of March 31, 2022)	FY2022 (As of March 31, 2023)
Total net assets (Millions of Yen)	2,263,672	2,508,620
Amount deducted from total net assets (Millions of Yen)	385,445	430,602
[of which share acquisition rights]	[41]	[41]
[of which non-controlling interests]	[385,403]	[430,561]
Net assets attributable to common stock at the end of period (Millions of Yen)	1,878,227	2,078,017
Number of outstanding shares of common stock (Shares)	491,122,300	491,146,600
Number of treasury shares of common stock (Shares)	5,500,056	5,114,334
Number of common stocks used to calculate net assets per share (Shares)	485,622,244	486,032,266

2. Profit per share, Basic and Profit per share, Diluted

	FY2021 (April 1, 2021 - March 31, 2022)	FY2022 (April 1, 2022 - March 31, 2023)
Profit per share, Basic		
Profit attributable to owners of parent (Millions of Yen)	160,345	221,107
Amount not attributable to common stock shareholders (Millions of Yen)	—	—
Profit attributable to owners of parent attributable to common stock (Millions of Yen)	160,345	221,107
Average number of outstanding shares of common stock during the period (Shares)	485,604,323	485,730,532
Profit per share, Diluted		
Amount of Profit attributable to owners of parent adjustment (Millions of Yen)	—	—
Increase in number of common stocks (Shares)	29,228	21,296
[of which share acquisition rights]	[29,228]	[21,296]
Outline of potential common stock not used to calculate Profit per share, Diluted because they do not have dilution effect	—	—

(Significant Subsequent Event)

[Repurchase of Shares]

At a meeting of the Board of Directors held on May 15, 2023, the Company resolved to repurchase shares of its common stock pursuant to Article 156 of the Companies Act of Japan (the "Companies Act") as applied pursuant to Article 165, Paragraph 3 of the Companies Act.

1. Reason for repurchasing shares
To enhance shareholder returns and improve capital efficiency, and to enable flexible capital policies in response to changes in the business environment

2. Details of matters relating to repurchase
 - (1) Class of shares to be repurchased : Shares of common stock of the Company
 - (2) Total number of shares to be repurchased : 6,000,000 shares (maximum)
(1.2% of total shares outstanding, excluding treasury shares)
 - (3) Total value of shares repurchased : 20,000 million yen (maximum)
 - (4) Period of repurchase (schedule) : From May 16, 2023 to September 30, 2023
 - (5) Method of repurchase : Market purchase on the Tokyo Stock Exchange