

Summary of Performance/Financial Data

	Years Ended March 31	2021	2022	2023	2024	2025
(Thousand units)						
Global sales volume	1,287	1,251	1,110	1,241	1,303	
Japan	176	149	165	160	152	
United States	295	332	301	375	435	
North America (Excl. US)	109	108	106	139	182	
Europe	178	190	160	180	174	
China	228	170	84	97	74	
Other	301	303	294	289	285	
Consolidated Wholesales	990	991	1,059	1,202	1,219	
Japan	166	152	161	156	136	
United States	272	298	315	410	447	
North America (Excl. US)	102	88	107	150	196	
Europe	172	169	161	202	153	
Other	278	284	314	284	287	
(Billion yen)						
For the year:						
Net sales	2,882.1	3,120.3	3,826.8	4,827.7	5,018.9	
Cost of sales	2,268.4	2,432.6	3,025.2	3,789.0	3,940.7	
Selling, general and administrative expenses	604.8	583.5	659.6	788.2	892.1	
Operating income	8.8	104.2	142.0	250.5	186.1	
Ordinary income	28.3	123.5	185.9	320.1	189.0	
Income before income taxes	2.2	112.4	170.0	298.3	155.8	
Net income/(loss) attributable to owners of the parent	(31.7)	81.6	142.8	207.7	114.1	
Capital expenditures	93.0	144.3	94.1	121.3	148.4	
Depreciation and amortization	89.8	90.3	106.0	113.3	117.6	
R&D cost	127.4	134.6	128.0	146.3	168.0	
Cash flows from operating activities	120.1	189.2	137.4	418.9	305.6	
Cash flows from investing activities	(78.9)	(136.2)	(99.4)	(179.9)	(200.0)	
Cash flows from financing activities	99.3	(86.4)	(89.9)	(84.7)	90.1	
At the year-end:						
Total assets	2,917.4	2,968.1	3,259.3	3,791.8	4,090.1	
Net assets	1,195.8	1,316.7	1,456.8	1,757.4	1,810.0	
Financial debt	755.9	680.8	615.5	567.8	705.2	
Net cash	(17.1)	59.6	101.6	351.5	400.3	
(Yen)						
Amounts per share of common stock:						
Net income/(loss)	(50)	129	227	330	181	
Cash dividends applicable to the year	-	20	45	60	55	
Net assets	1,876	2,066	2,285	2,758	2,843	
(%)						
Operating income to sales	0.3	3.3	3.7	5.2	3.7	
Return on equity	(2.7)	6.6	10.4	13.1	6.5	
Equity ratio	40.5	43.8	44.2	45.8	43.8	

*1 Some data may be without continuity due to changes in accounting standards, etc. For the contents of changes in accounting standards, etc., please see our consolidated financial results posted on IR Library page.

*2 The amounts of net assets used in the calculation of net assets per share exclude non-controlling interests and stock acquisition rights.