

FY2021 1H Financial Results

November 6, 2020
ISUZU MOTORS LIMITED

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Masanori Katayama

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Group Chief Financial Officer:

Naoto Nakamata

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Statements contained in this presentation, except for historical or current facts, are based on certain assumptions and our management's judgment in light of currently available information. Therefore, these statements may be susceptible to various factors, such as uncertainty contained in the assumptions and management's judgment and economic changes in the future, which may cause to bring about different results in Isuzu's future earnings and operating results.

Moreover, this presentation is not intended to solicit investment in Isuzu. Isuzu assumes no responsibility for any losses and liabilities that may be incurred because of the information in this presentation.

President and
Representative Director

Masanori Katayama

Overview: FY2021 1H Consolidated Results

- Sales Units: Sales units decreased in all segments, while strong sales continues for LCV-Thailand after 2Q and onwards.
- Financial Results: In light of severe market conditions, continued constrained efforts to reduce costs.

Global Sales Units (K-units)		FY2021 1H	FY2020 1H	Changes	
	CV-Japan	33	45	- 12	-27%
	CV-Overseas	77	106	- 29	-27%
CV Total		110	151	- 41	-27%
	LCV-Thailand	55	70	- 15	-21%
	LCV-Export	50	76	- 26	-34%
LCV Total		105	146	- 41	-28%
Total		215	297	- 82	-28%

Financial Results (Bil. Yen)

Sales	792.9	1,020.1	-227.2	-22%
Operating Income	16.8	71.4	-54.6	-76%
Ordinary Income	17.0	73.5	-56.5	-77%
Net Income	-1.7	39.8	-41.5	-

Overview: FY2021 Full-year Outlook



- Sales Units: Revised upward all segments, sales units of LCV-Thailand in particular.
- Financial Forecast: Raised forecast of sales and incomes in accordance with changes in the sales units.

		FY2021 Forecast	FY2020	Changes		FY2021 Previous Plan
Global Sales Units (K-units)						
	CV-Japan	70	81	-11	-14%	69
	CV-Overseas	178	208	-30	-14%	170
CV Total		248	289	-41	-14%	239
	LCV-Thailand	150	163	-13	-8%	125
	LCV-Export	124	148	-24	-16%	120
LCV Total		274	311	-37	-12%	245
Total		522	600	-78	-13%	484

Financial Forecast (Bil. Yen)

Sales	1,800.0	2,079.9	-279.9	-13%	1,700.0
Operating Income	70.0	140.6	-70.6	-50%	50.0
Ordinary Income	70.0	150.9	-80.9	-54%	48.0
Net Income	19.0	81.2	-62.2	-77%	12.0
Dividends	20 Yen	38 Yen	-18 Yen	-	16 Yen

Executive Officer,
Deputy Division Executive,
Corporate Planning &
Finance Division
Group Chief Financial Officer

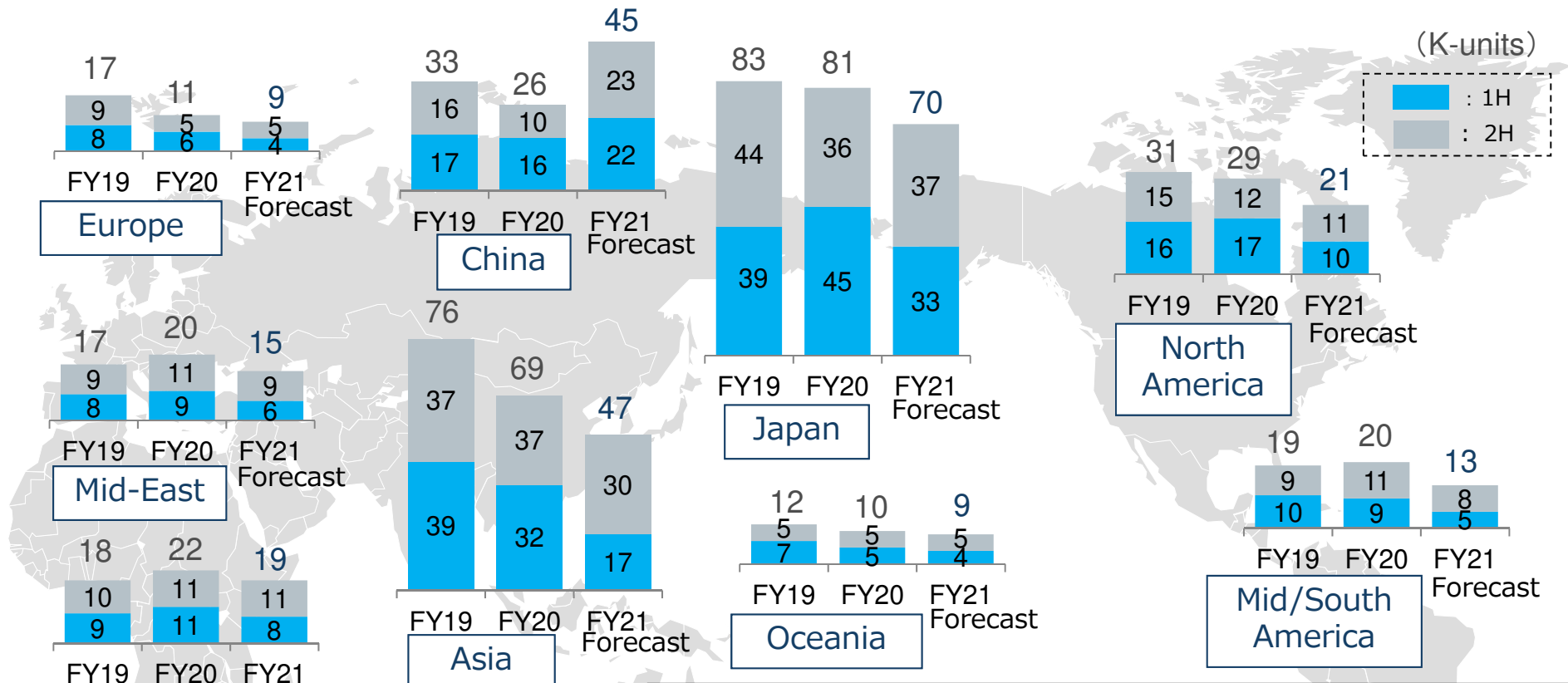
Naoto Nakamata

II -1. Business Status

Global Sales Units-CV



- 1H : Approximately 30% decline in line with our forecast.
- 2H : No changes to our recovery assumptions, though the level of recovery differs according to regions.



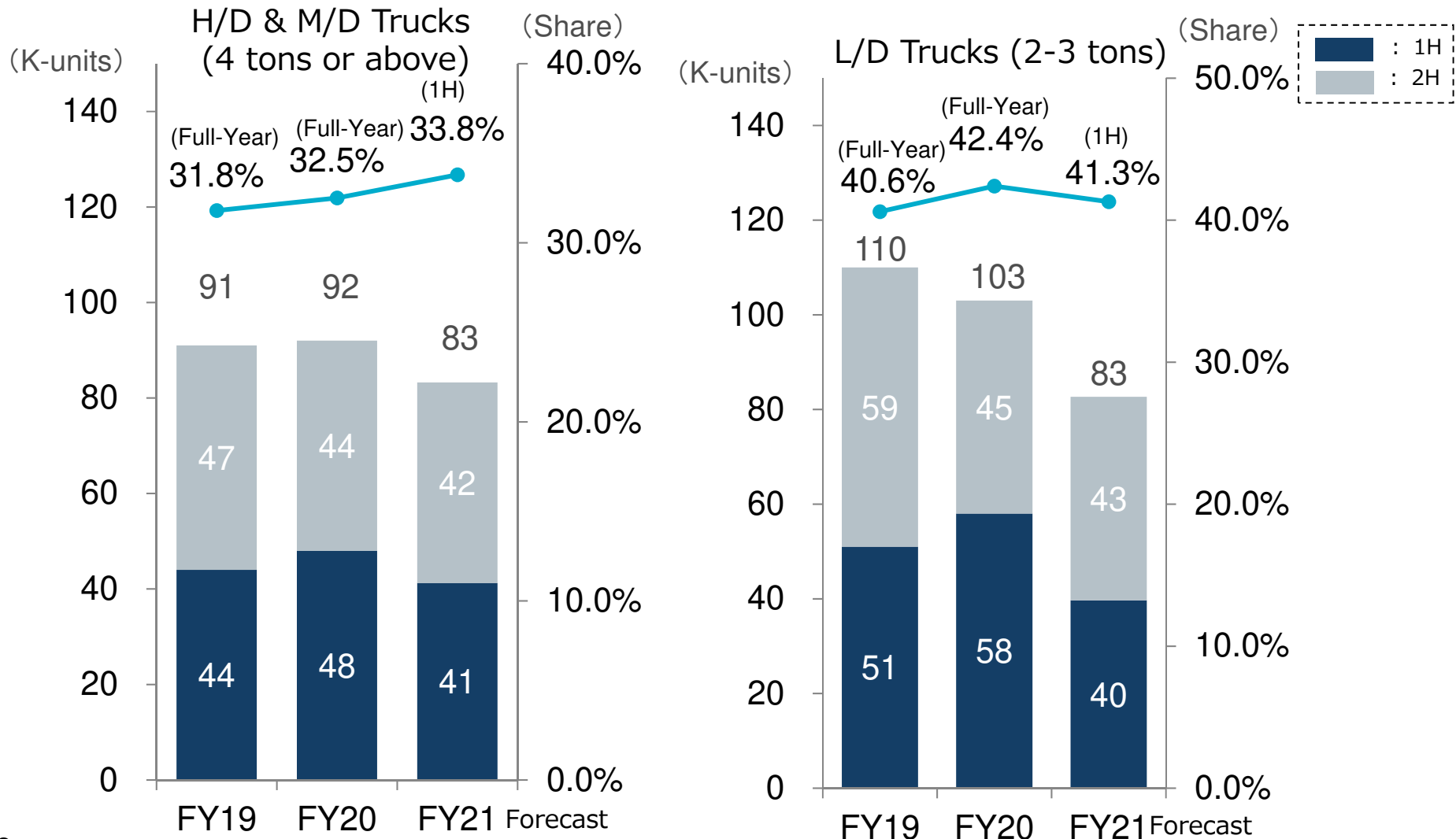
*Details of Global Sales Units-CV
 Japan: Wholesale & Direct Sales to Customers
 North America / Australia: Wholesale of Local Distributors
 Other Regions: Shipment from Japan

Sales Units (K-units)	FY2019		FY2020		FY2021	
	1H	Full-year	1H	Full-year	1H	Full-year
Japan	40	83	45	81	33	70
Overseas	112	223	106	208	77	178
CV Total	152	306	151	289	110	248

Japan Industry Sales and Isuzu Share



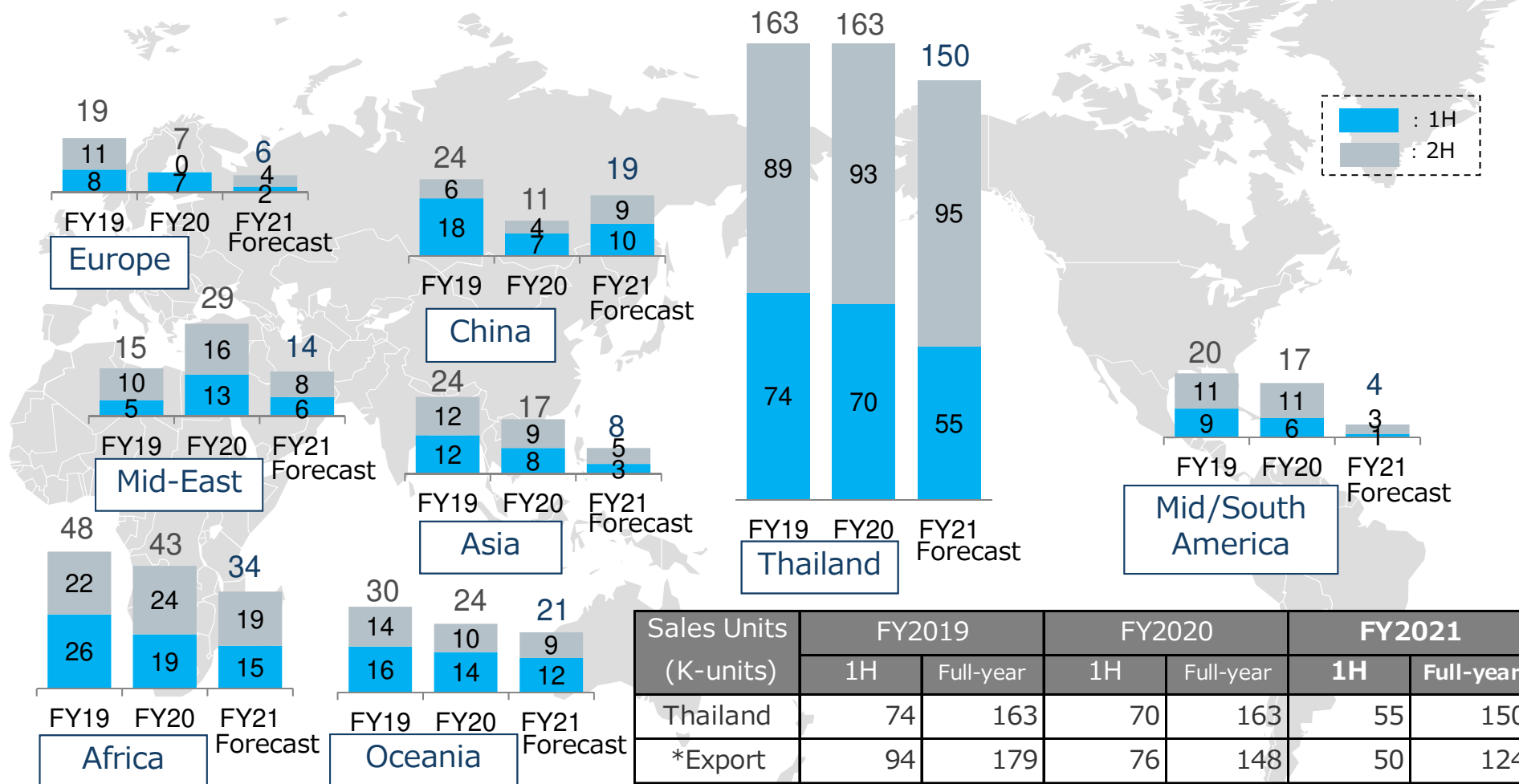
- H/D & M/D: Shares rose in 1H in the midst of decline in industry sales. Industry sales will recover to the same level as the previous year in 2H.
- L/D: While suffering from the backdrop from the last-minute surge in demand, maintained 40% share. Industry sales in 2H will recover to the same level as previous year.



Global Sales Units-LCV



- 1H: Units dropped in both Thailand and export markets, but recovery is seen in Thailand from 2Q onwards.
- 2H: While recovery remains sluggish for LCV-export, sales units in Thailand shall exceed previous year's units.



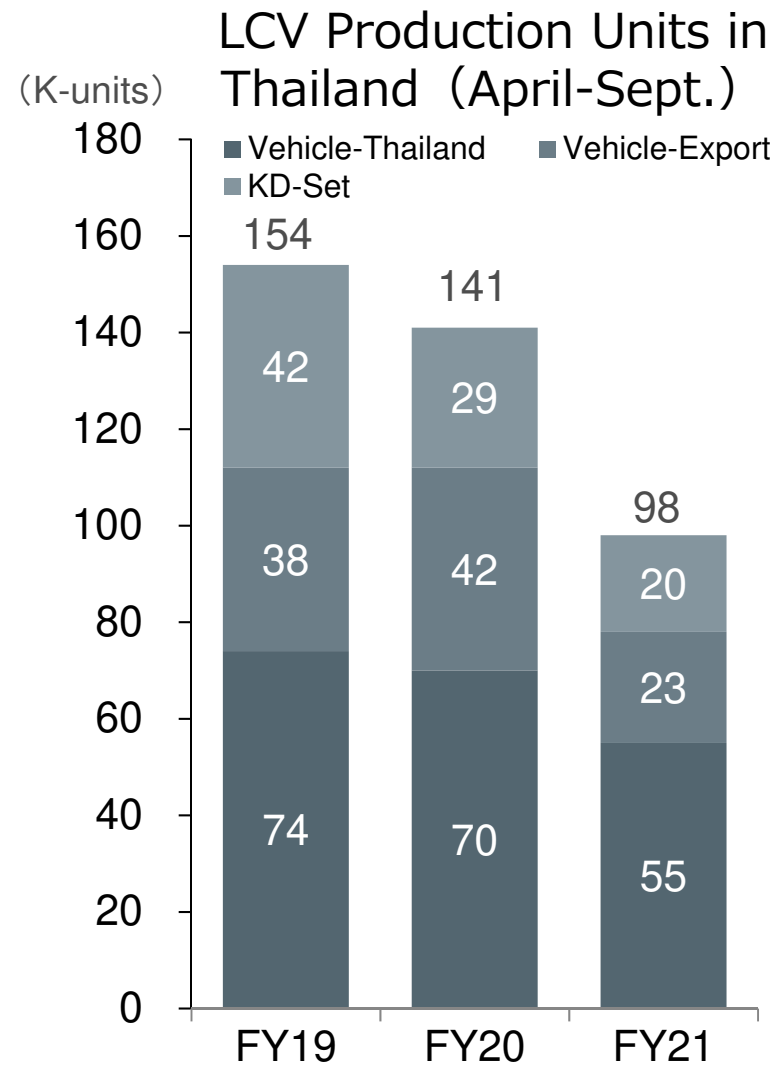
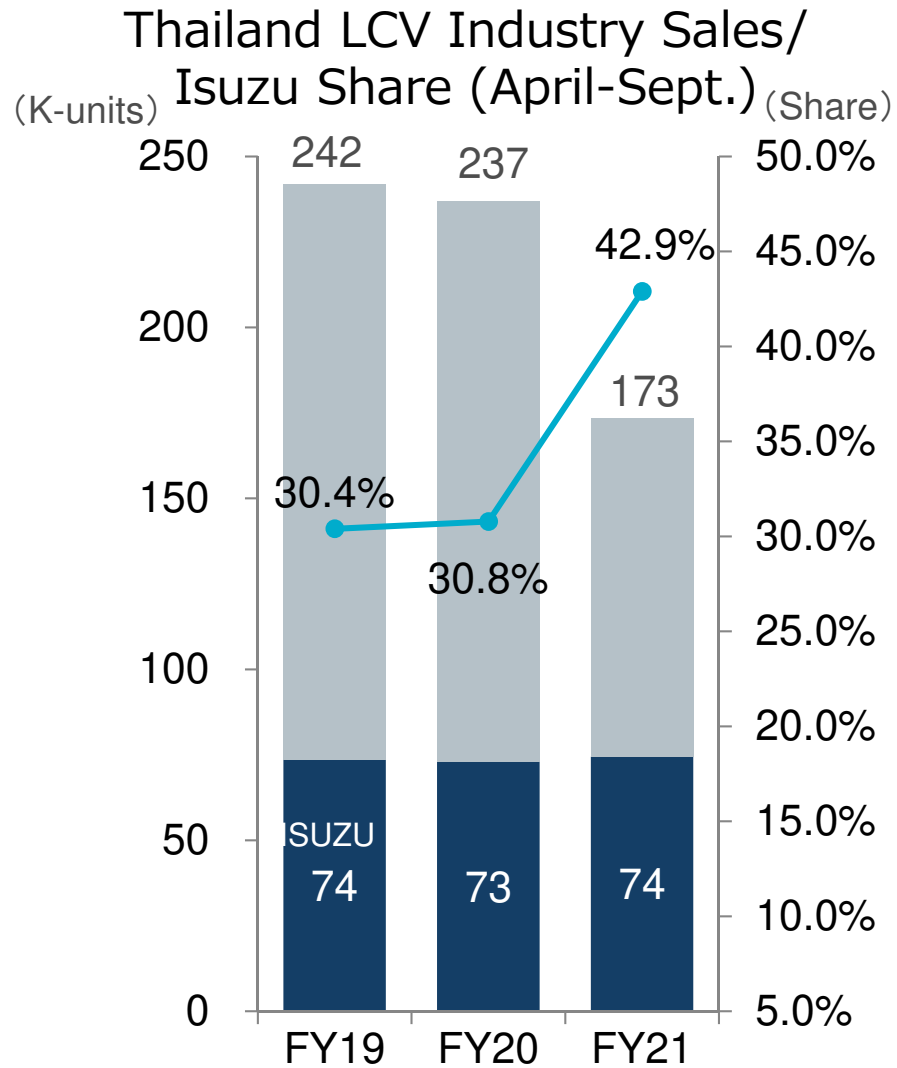
Sales Units (K-units)	FY2019		FY2020		FY2021	
	1H	Full-year	1H	Full-year	1H	Full-year
Thailand	74	163	70	163	55	150
*Export	94	179	76	148	50	124
LCV Total	168	342	146	311	105	274

*Details of Global Sales Units-LCV
 China: Shipment from Thailand and Japan
 9 Other Regions: Shipment from Thailand only

*Includes OEM shipments

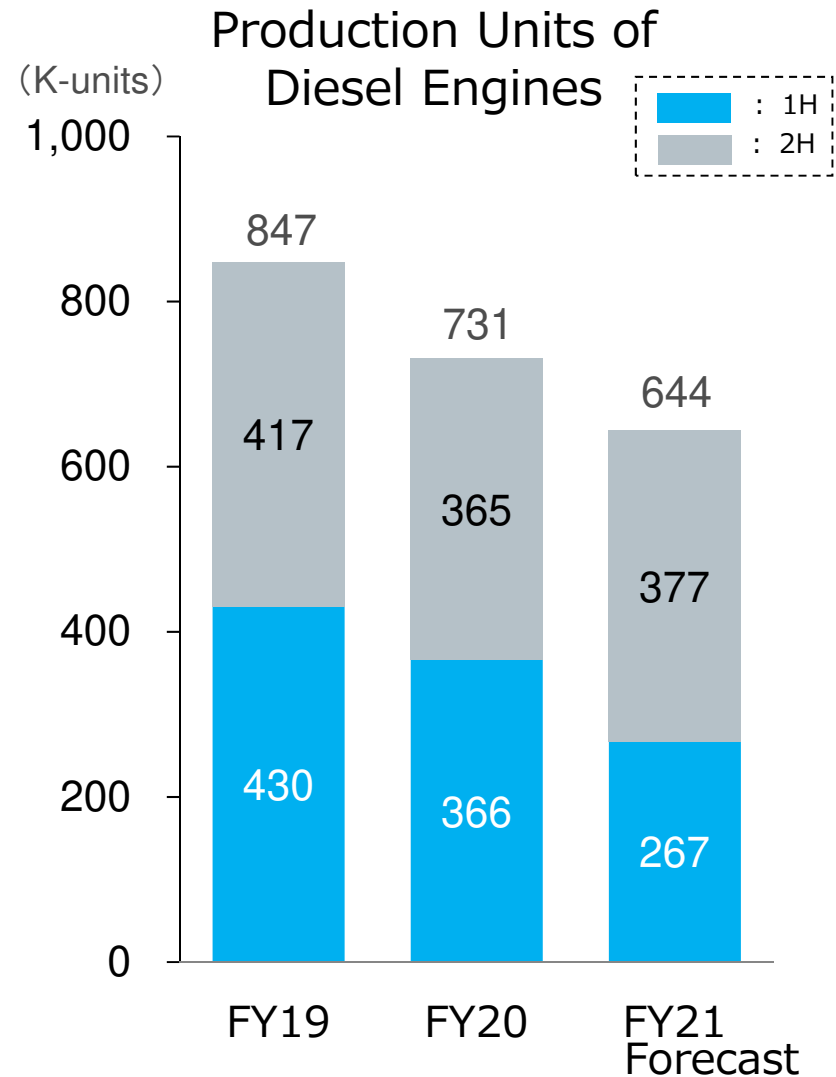
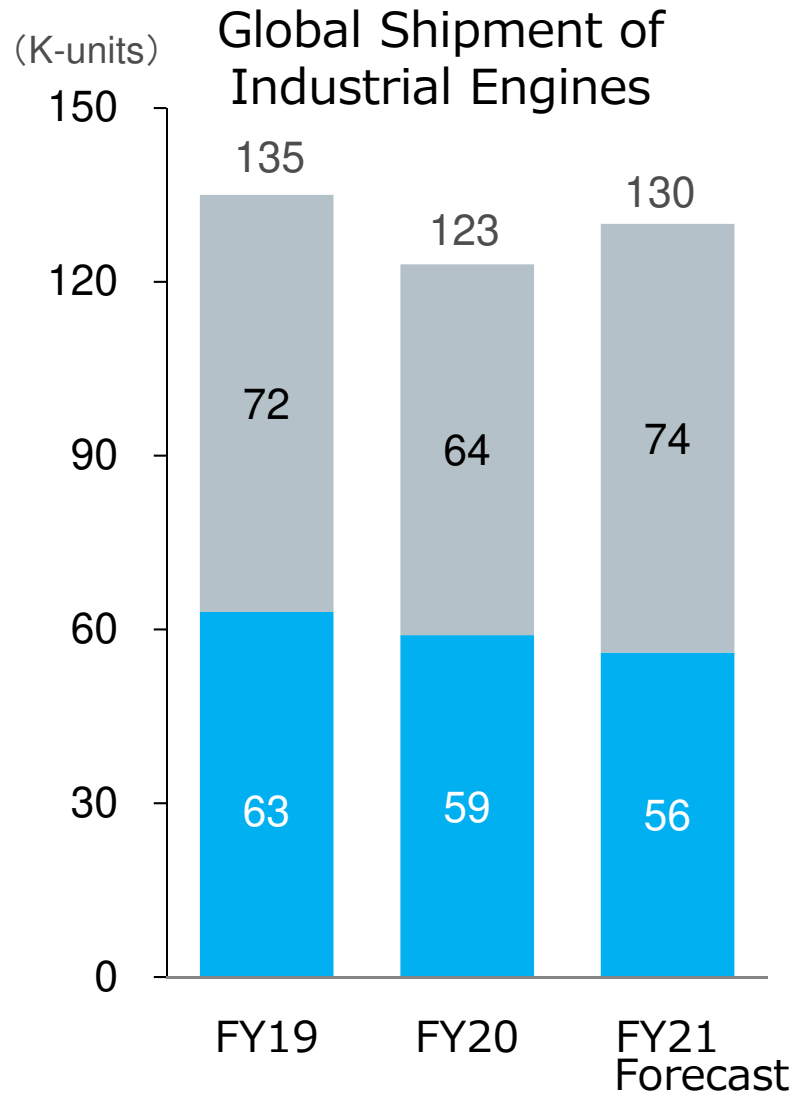
Thailand LCV Industry Sales & Share /LCV Production Units **ISUZU**

■ Despite the slowdown in industry sales, full-model changed pickup trucks shows strong sales. Both sales units and share surpassed the previous year.



Industrial Engine Global Shipment/Diesel Engine Production ISUZU

Industrial Engines: Increased forecast of shipment volume in accordance with the booming Chinese construction machine market. Shipment in latter half shall go beyond previous year.



II -2. FY2021 1H Financial Summary

April 2020 – September 2020

FY2021 1H Consolidated Results



- Year-on-year Comparison -

(JPY Bil.)	FY2021 1H	FY2020 1H	Changes	
Sales	792.9	1,020.1	-227.2	-22%
Operating Income	16.8	71.4	-54.6	-76%
Ordinary Income	17.0	73.5	-56.5	-77%
*Net Income	-1.7	39.8	-41.5	-

FX

* Net income attributable to owners of the parent

USD/JPY	107	109
THB/JPY	3.38	3.49
AUD/JPY	73	75

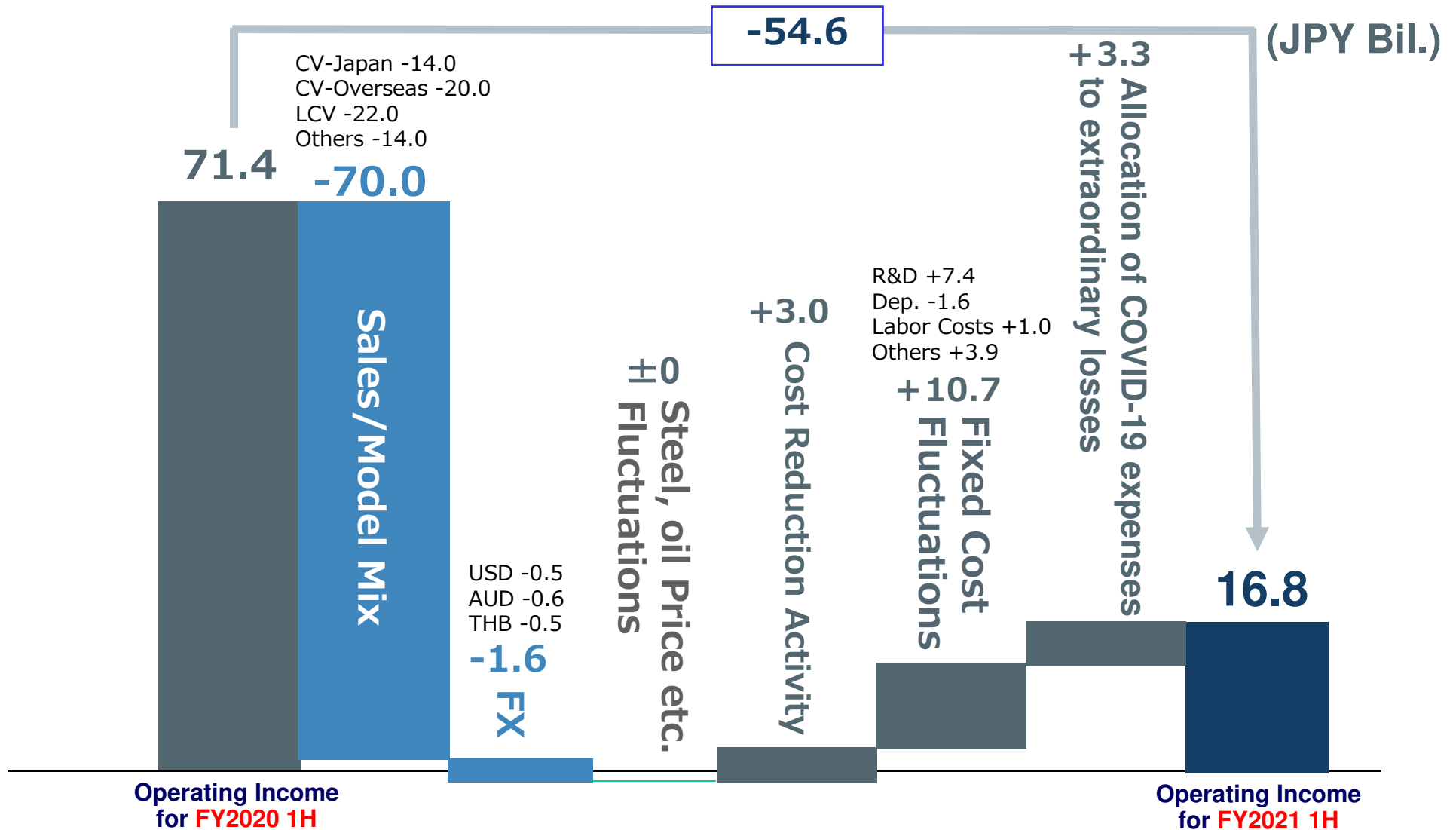
NOTE: Please note that the FX rates for USD/JPY and AUD/JPY shown above has been changed to the average rate of each period.

FY2020 1H vs. FY2021 1H Fluctuations



- Consolidated operating income : analysis of change -

- Cost reduction activity and reduction of fixed costs makes up for the deteriorating sales and profit.



II -3. FY2021 Full-year Outlook

FY2021 Full-year Outlook

- Year-on-year Comparison -

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(JPY Bil.)	FY2021 Forecast	FY2020	Changes		FY2021 Previous Plan
Net Sales	1,800.0	2,079.9	- 279.9	-13%	1,700.0
Operating Income	70.0	140.6	- 70.6	-50%	50.0
Ordinary Income	70.0	150.9	- 80.9	-54%	48.0
*Net Income	19.0	81.2	- 62.2	-77%	12.0

FX

* Net income attributable to owners of the parent

USD/JPY	106	109
THB/JPY	3.39	3.51
AUD/JPY	74	74

108
3.30
68

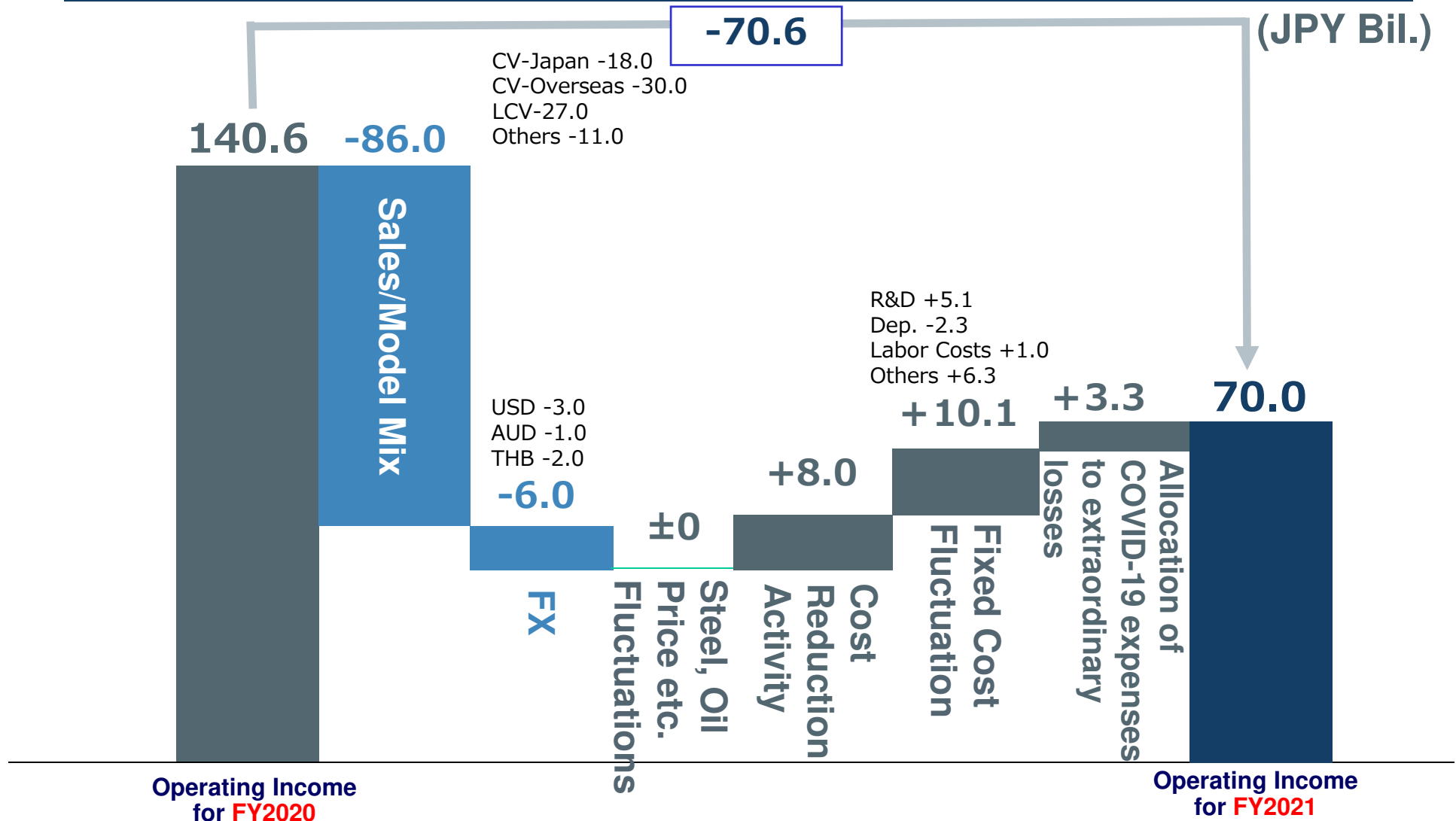
NOTE: Please note that the FX rates for USD/JPY and AUD/JPY shown above has been changed to the average rate of each period.

FY2020 vs. FY2021 Fluctuations



- Consolidated operating income : analysis of change -

- Raised the forecast for operating income. Reflected recent trend of FX and improving profitability of LCV-Thailand and industrial engines in light of rise in sales units.



FY2021 Full-year Outlook

- Year-on-year Comparison -

(JPY Bil.)	FY2021 Forecast	FY2020	Changes		FY2021 Previous Plan
Net Sales	1,800.0	2,079.9	-279.9	-13%	1,700.0
Operating Income	70.0	140.6	-70.6	-50%	50.0
Ordinary Income	70.0	150.9	-80.9	-54%	48.0
*Net Income	19.0	81.2	-62.2	-77%	12.0

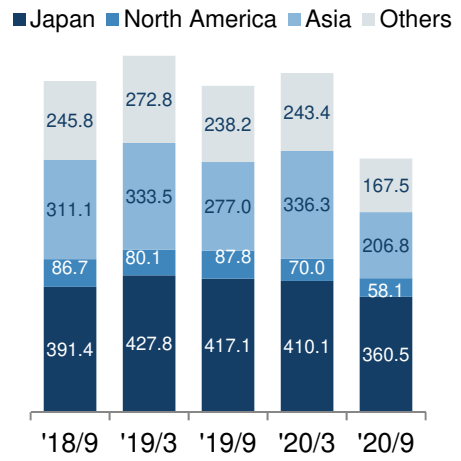
*Net Income	Ordinary Income	70.0
	Loss on disposal of non-current assets, etc.	-1.7
	Loss on COVID-19	-3.3
	Impairment Loss (excluding loss attributable to non-controlling interests)	-8.0
	Income taxes	-29.0
	Profit attributable to non-controlling interests	-9.0
*Net Income	* Net income attributable to owners of the parent	19.0

Trucks for life
ISUZU

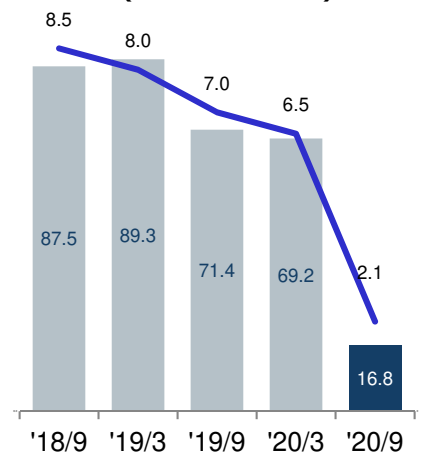
(Appendix) Main Financial Index (6 months)



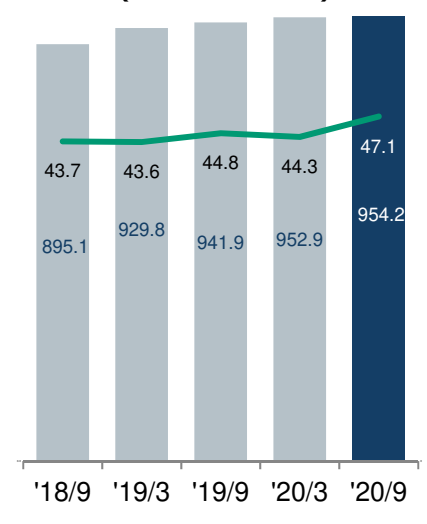
Consolidated Sales by Regions (JPY Bil.)



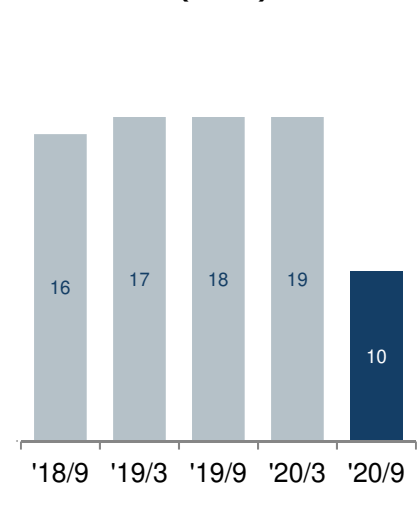
Operating Income (JPY Bil./%)



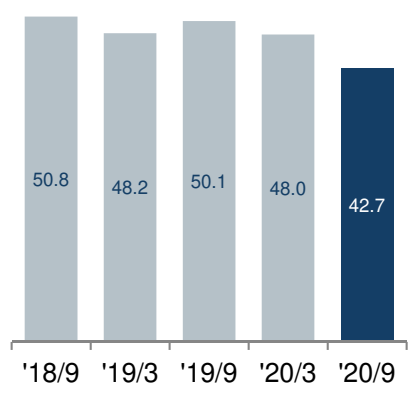
Shareholders' Equity (JPY Bil./%)



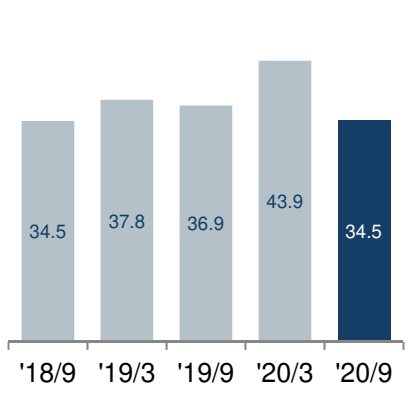
Dividends per Share (Yen)



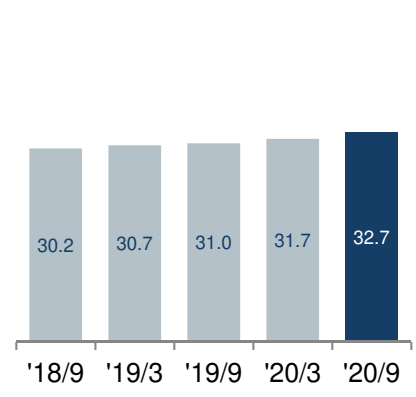
R&D Costs (JPY Bil.)



CAPEX (JPY Bil.)



Depreciation Costs (JPY Bil.)



Production Units in Japan (K-units)

