

FY2021 1Q Financial Results

August 5, 2020
ISUZU MOTORS LIMITED

Contents

I . Director of the Board, Senior Executive Officer Corporate Strategy Division Executive Corporate Planning & Finance Division Executive : Shinsuke Minami

1. FY2021 1Q Outline

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

Naoto Nakamata

1. Business Status
2. FY2021 1Q Financial Results

III. Q&A Session

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.

Director of the Board,
Senior Executive Officer
Corporate Strategy
Division Executive
Corporate Planning & Finance
Division Executive

Shinsuke Minami

Overview: FY2021 1Q Consolidated Results



- Sales Units : Units slid to about a half of the previous year, the level assumed in our forecast announced in May.
- Financial Results : Operating income dropped due to low sales units, as per our outlook.

Global Sales Units (K-units)		FY2021 1Q	FY2020 1Q	Changes	
	CV-Japan	14	19	-5	-25%
	CV-Overseas	33	49	-16	-33%
CV Total		47	68	-21	-31%
	LCV-Thailand	12	41	-29	-71%
	LCV-Export	18	40	-22	-53%
LCV Total		30	81	-51	-63%
Total		77	149	-72	-48%

Financial Results (Bil. Yen)

Sales	327.4	509.1	-181.7	-36%
Operating Income	2.2	46.0	-43.8	-95%
Ordinary Income	0.5	44.0	-43.5	-99%
Net Income	-9.8	27.4	-37.2	-

Overview: FY2021 Financial Forecast



- Revised mainly our forecast for LCVs in consideration of the 1Q results and the most recent market information.
- Announced forecast for ordinary income and net income. No changes to our forecast of sales amount and operating income.

		FY2021 Forecast	FY2021 Previous Plan	Changes	
Global Sales Units (K-units)					
	CV-Japan	69	68	1	±0%
	CV-Overseas	170	167	3	2%
CV Total		239	235	4	2%
	LCV-Thailand	125	108	17	16%
	LCV-Export	120	133	-13	-10%
LCV Total		245	241	4	2%
Total		484	476	8	2%

Financial Forecast (Bil. Yen)

Sales	1,700.0	1,700.0	±0.0	±0%
Operating Income	50.0	50.0	±0.0	±0%
Ordinary Income	48.0	-	-	-
Net Income	12.0	-	-	-
Dividends	16 Yen	-	-	-

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

Naoto Nakamata

II -1. Business Status

Outlook of Sales Units for FY2021



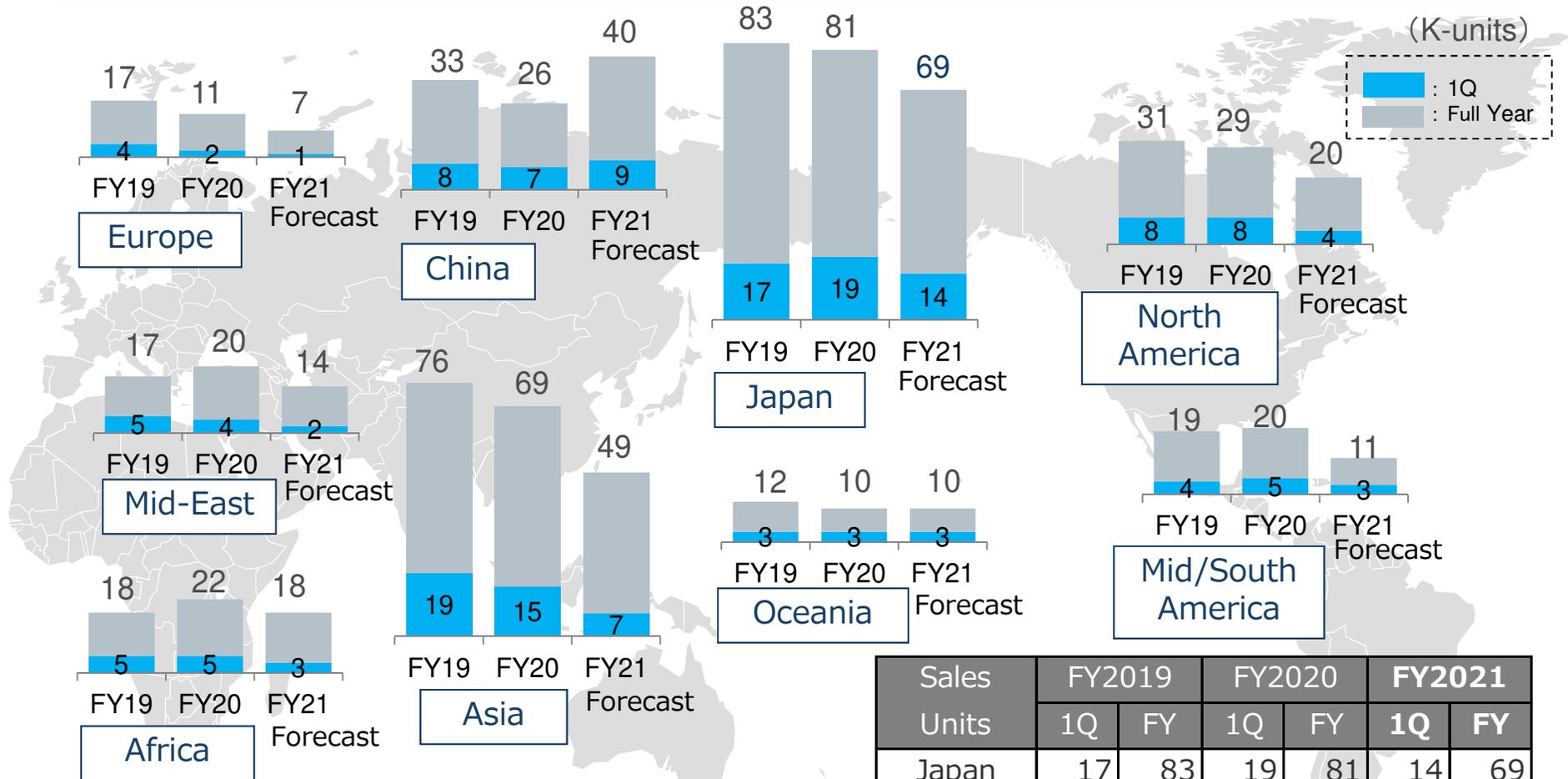
- Though slowdown in Thai LCV market was somewhat smaller than our assumptions, 1Q ended in line with the outlook. While LCV-Thailand is forecasted to show recovery in 2Q and onwards, we are beginning to see delay in recovery in some regions for CV-Overseas and LCV-Export.

Outlook of Market/Sales Units	
CV- Japan	Newly registered vehicles are in line with the outlook (2Q-YoY 75%, 3Q-80%, 4Q-90%), new orders has restored to YoY 80% for both H/D & M/D trucks and L/D trucks.
CV- Overseas	Assumptions of bottom of demand in 1Q and recovery in latter half of FY2021 to YoY 90% remain unchanged. We are seeing differences in the pace of recovery. (Recovery:China, Australia Low demand: Indonesia, Philippines, Mid/South America)
LCV- Thailand	While recorded higher demand than our assumptions in 1Q and 2Q, recovery from 3Q and onwards remain uncertain.
LCV- Export	Slow recovery is apparent in the Philippiines, Mid/South America, Mid-East etc. Our assumptions of 90% recovery in FY2021 is awkward.

Global Sales Units-CV



- Japan suffers from the backdrop of the last-minute surge in demand of changes in emissions regulations for L/D trucks.
- As to markets outside Japan, severe slowdown is seen in markets where COVID-19 continues to spread.



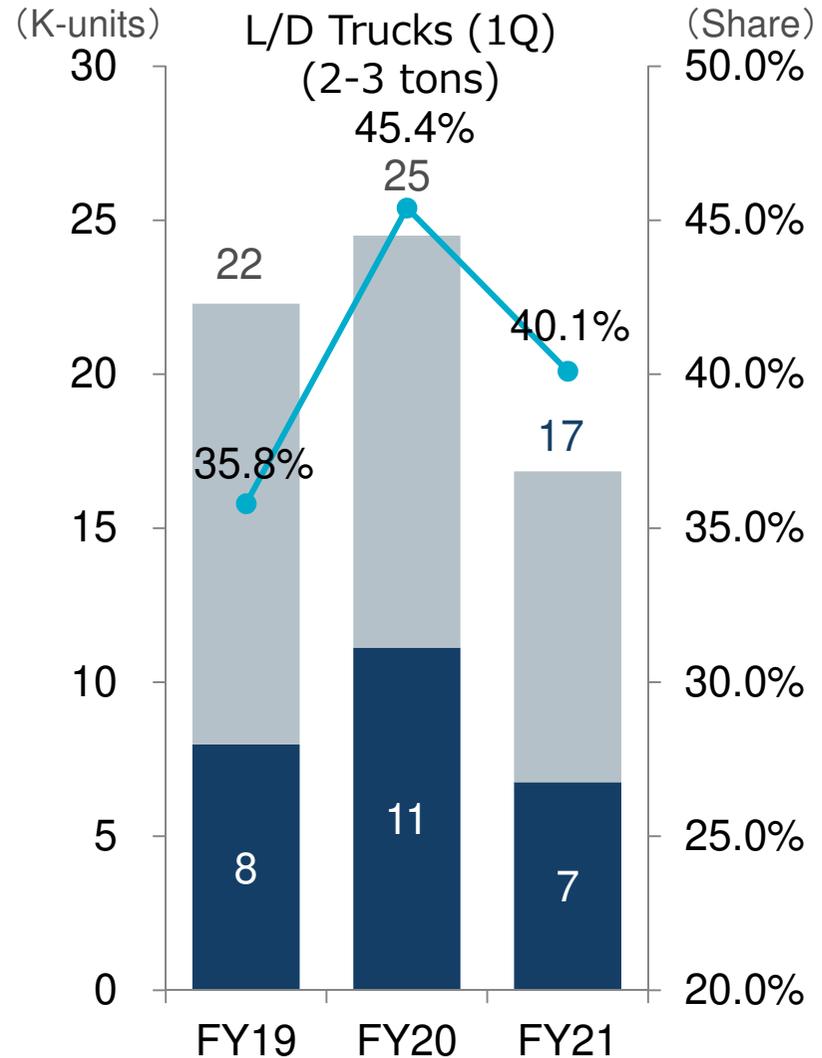
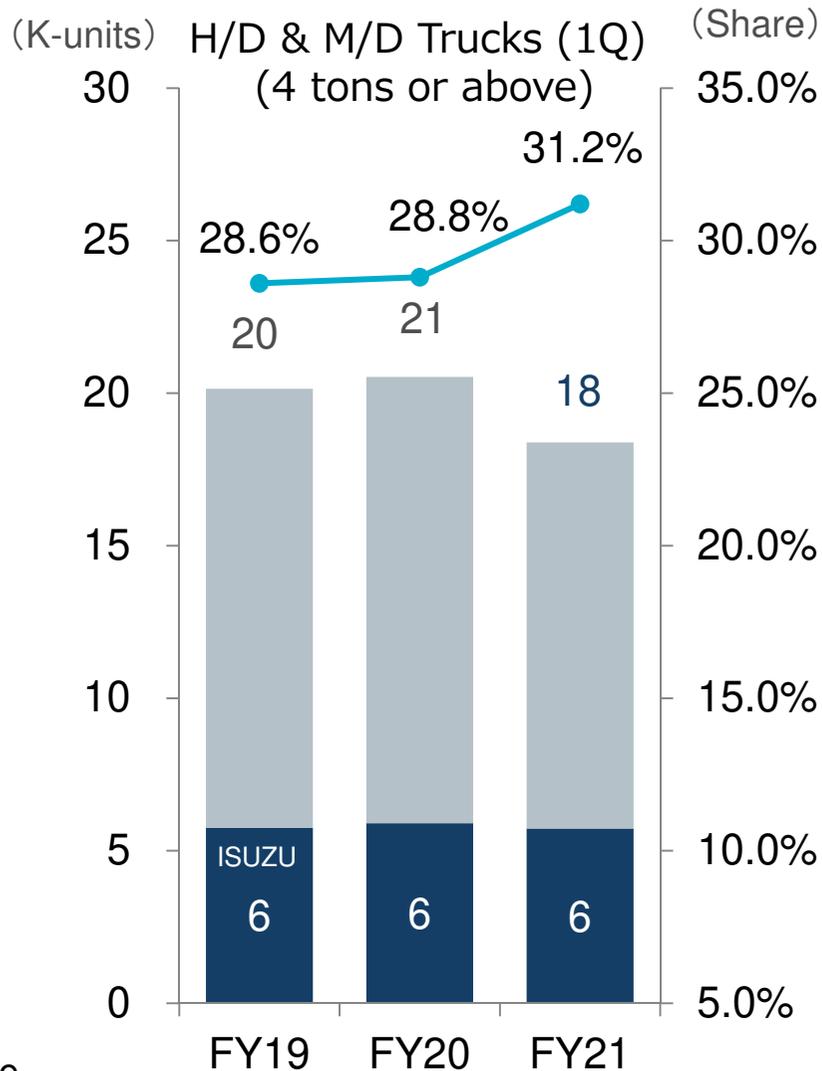
Sales Units	FY2019		FY2020		FY2021	
	1Q	FY	1Q	FY	1Q	FY
Japan	17	83	19	81	14	69
Overseas	56	223	49	208	33	170
Total	73	306	68	289	47	239

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

Japan Industry Sales and Isuzu Share



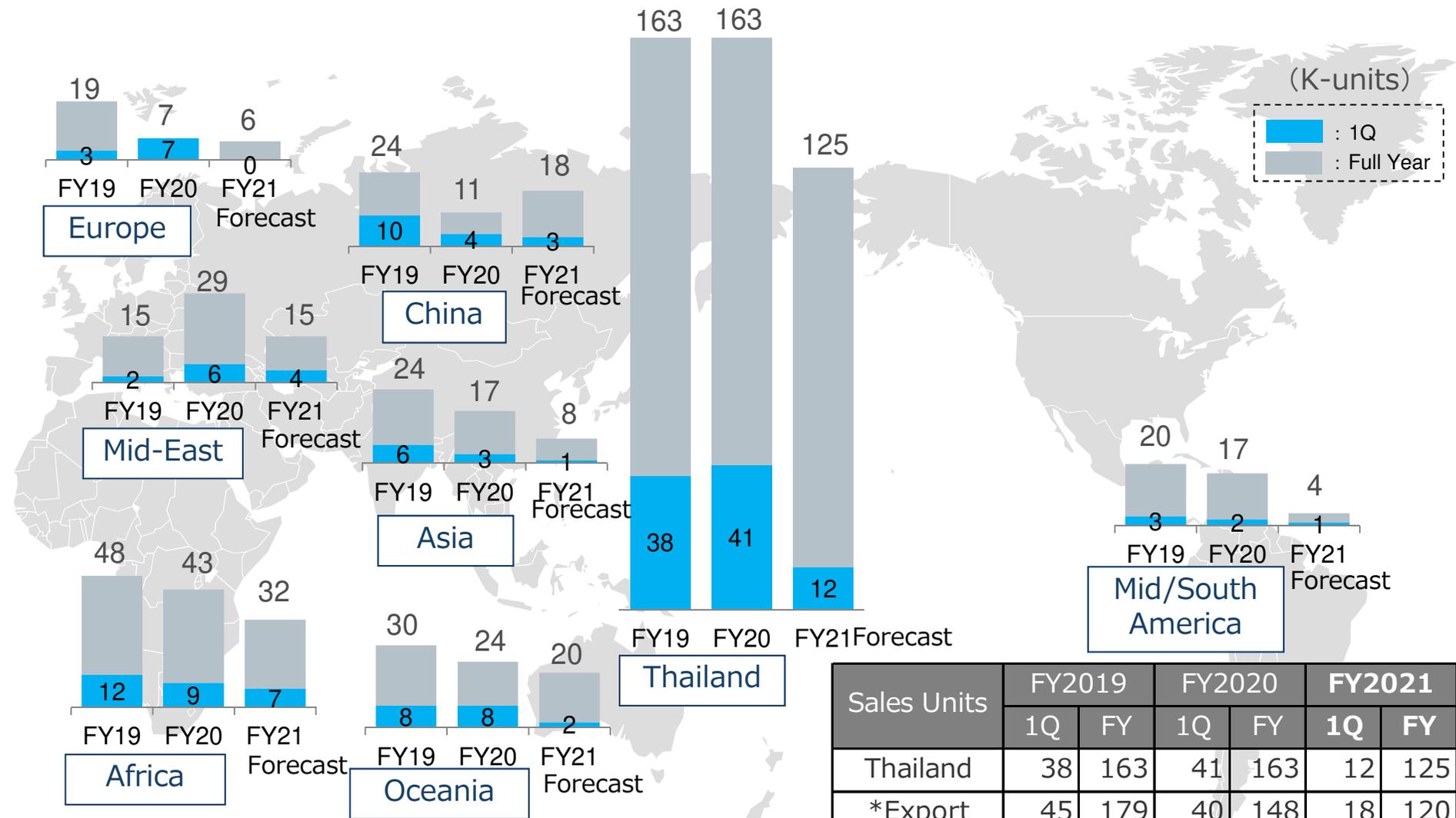
- H/D & M/D: Although industry sales dropped due to reaction in last-minute demand in changes in regulations, shares restored 30%.
- L/D : Backdrop of last-minute surge demand in changes in emissions regulations caused industry sales to decline. Maintained 40% share.



Global Sales Units-LCV



- Units in Thailand declined due to market slowdown and inventory adjustment.
- Not only worldwide COVID-19 pandemics, but also model-change in Europe and Australia caused units for LCV-Export to fall.



Sales Units	FY2019		FY2020		FY2021	
	1Q	FY	1Q	FY	1Q	FY
Thailand	38	163	41	163	12	125
*Export	45	179	40	148	18	120
Total	83	342	81	311	30	245

*Details of Global Sales Units-LCV

China: Shipment from Thailand and Japan

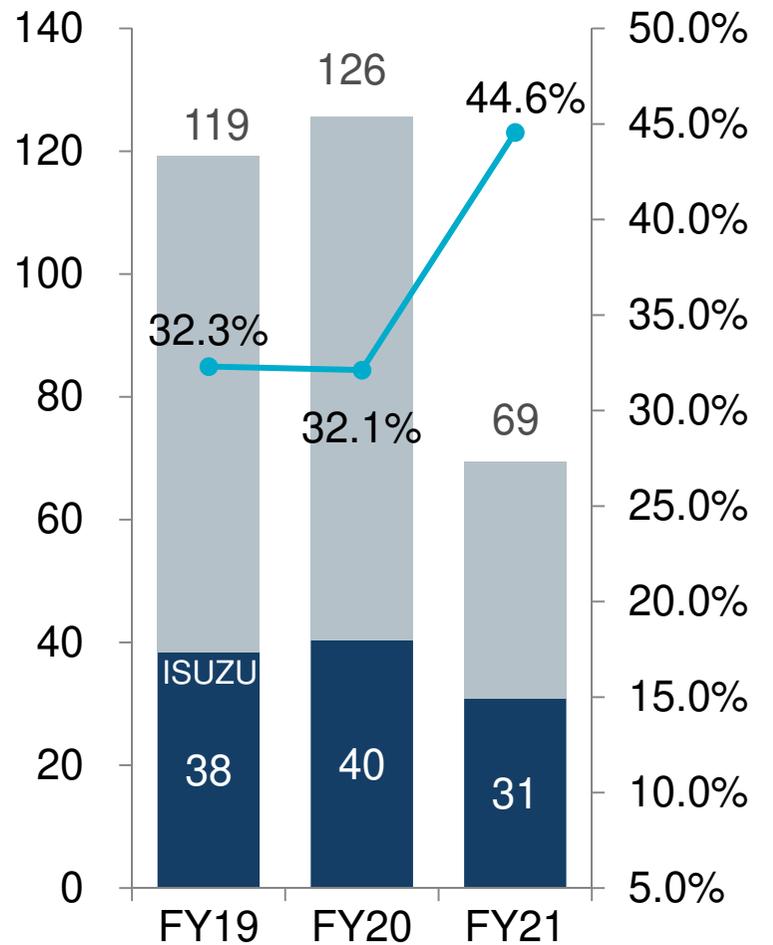
10 Other Regions: Shipment from Thailand only

*Includes OEM shipments

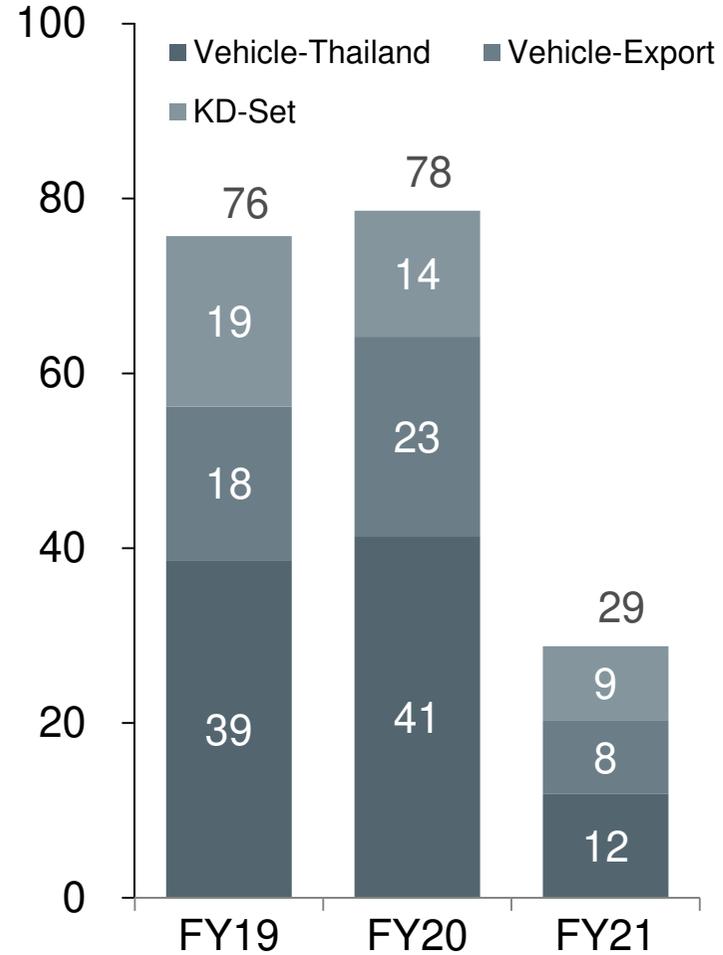
Thailand LCV Industry Sales & Share /LCV Production Units **ISUZU**

- In spite of sharp drop of industry sales, shares rose due to last year's full-model change of pickup trucks.

Thailand LCV Industry Sales/
(K-units) Isuzu Share (1Q) (Share)

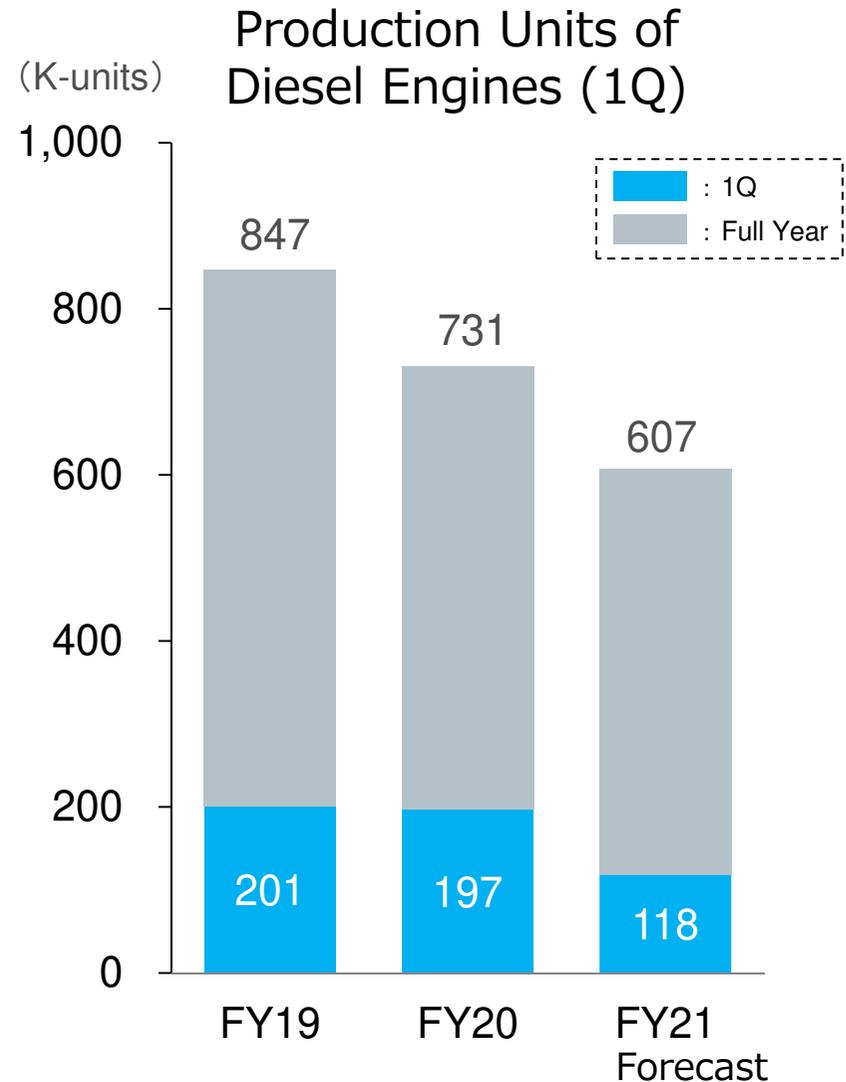
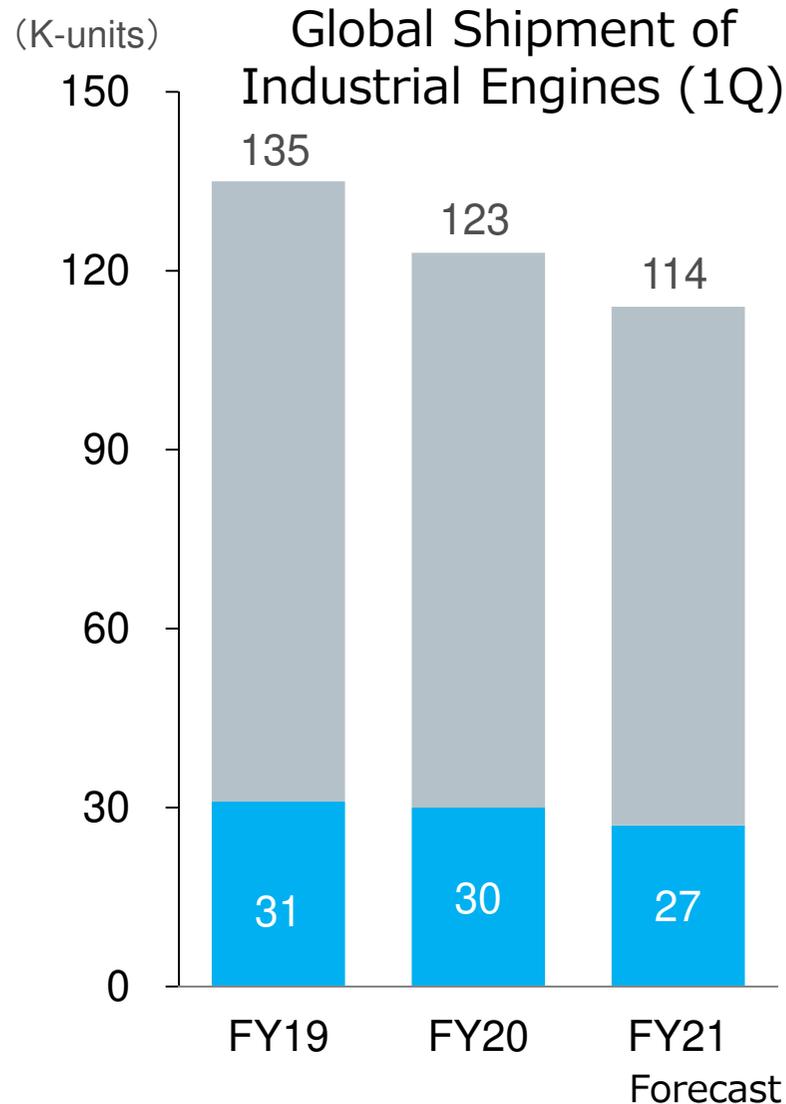


LCV Production Units
(K-units) in Thailand (1Q)



Industrial Engine Global Shipment/Diesel Engine Production ISUZU

■ While shipment volume of industrial engines dropped in 1Q, favorable demand continues in the Chinese construction machinery market.



II -2. FY2021 1Q Financial Results

FY2021 1Q Consolidated Results



- Year-on-year Comparison -

(JPY Bil.)	FY2021 1Q	FY2020 1Q	Changes	
Sales	327.4	509.1	-181.7	-36%
Operating Income	2.2	46.0	-43.8	-95%
Ordinary Income	0.5	44.0	-43.5	-99%
*Net Income	-9.8	27.4	-37.2	-

FX

* Net income attributable to owners of parent

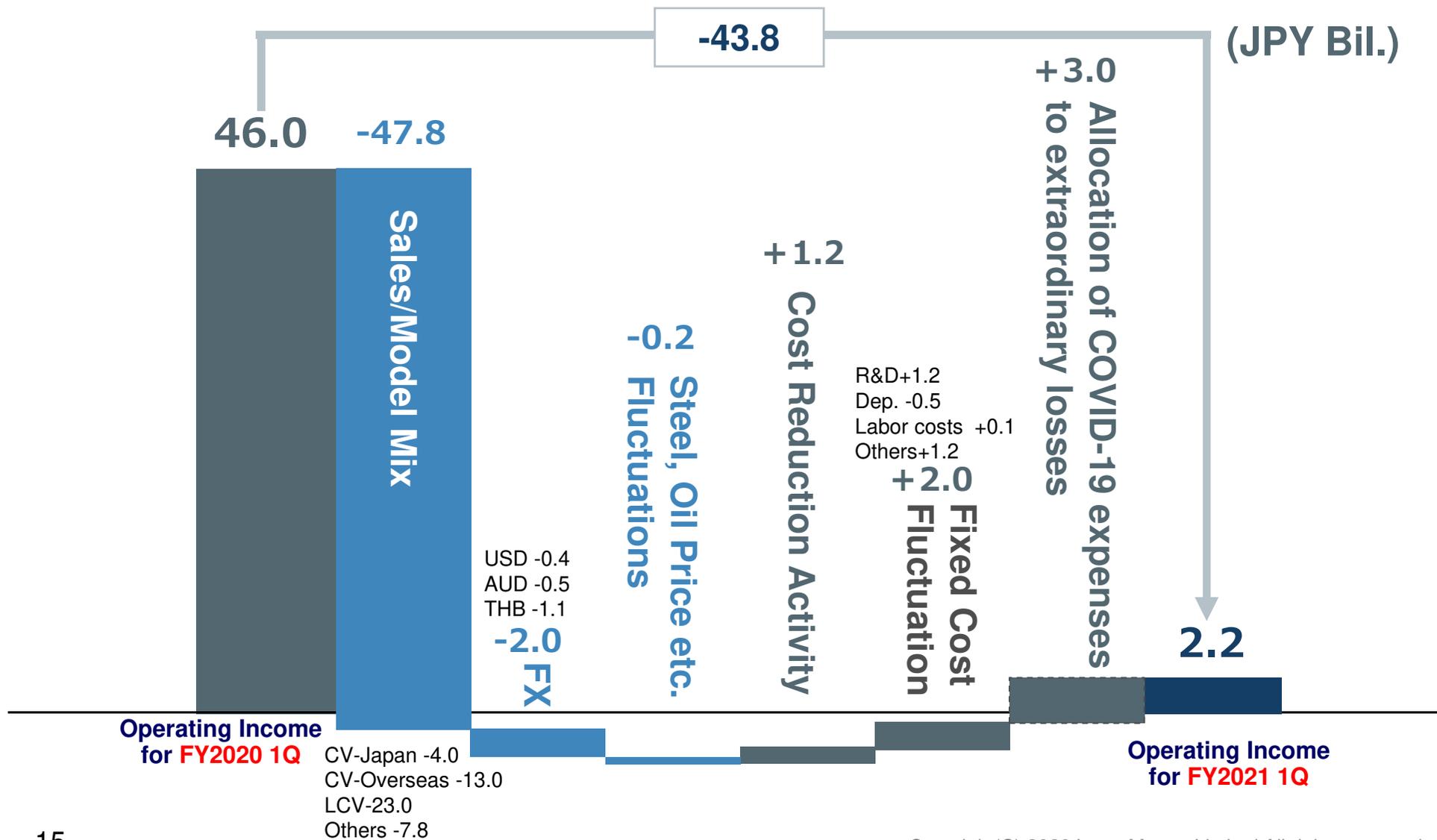
USD/JPY	108	111
THB/JPY	3.37	3.48
AUD/JPY	71	78

FY2020 1Q vs. FY2021 1Q Fluctuations

- Consolidated operating income : analysis of change -



■ Decreased sales resulted in substantial fall of operating income. Accelerated cost reduction activities and reduction of fixed costs to secure profit.



Trucks for life
ISUZU