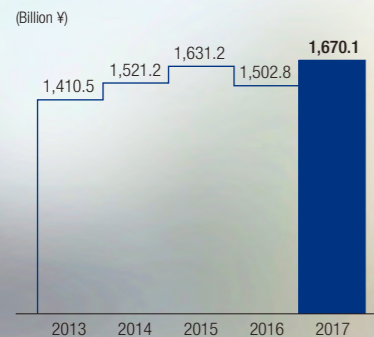


Financial and Non-Financial Highlights

Net sales

¥1,670.1 bil.

Rose 11.1% from the previous year due to strong sales of motorcycles in ASEAN and outboard motors in North America, combined with the yen depreciation.



Operating income and operating income margin

¥149.8 bil. / **9.0** %

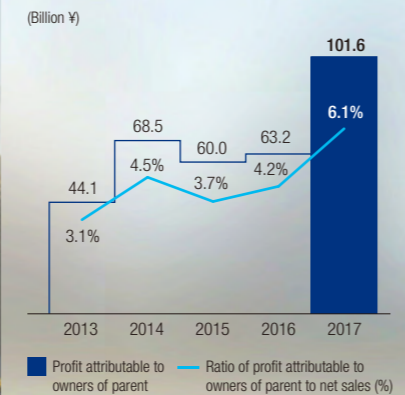
In addition to sales growth, improved profitability from cost reductions absorbed expense increases for a 37.9% increase from the previous year.



Profit attributable to owners of parent and ratio of profit attributable to owners of parent to net sales

¥101.6 bil. / **6.1** %

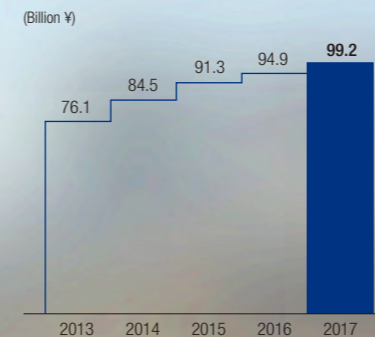
A 60.9% increase from the previous year to a record high.



R&D expenses

¥99.2 bil.

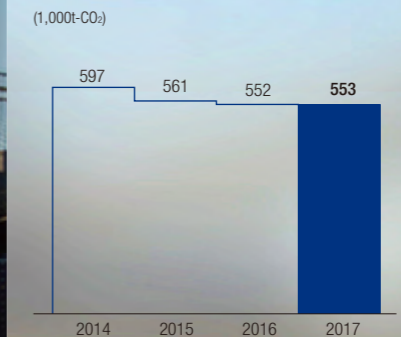
Increased 4.5% from the previous year for 30.4% growth over past five years.



CO₂ emissions

553 thousand t-CO₂

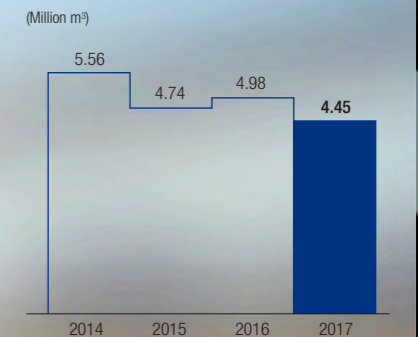
We are targeting an annual 1% reduction in CO₂ emissions per unit of sales as a common goal for the entire Group, and are working to reduce emissions in all of our business activities including product development and manufacturing.



Water intake

4.45 million m³

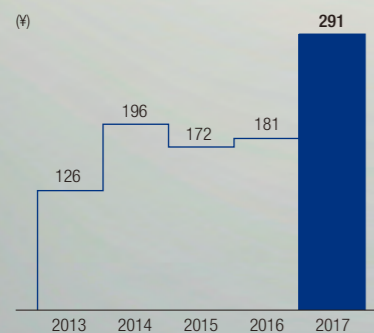
We will continue to strive to measure our global use of water resources and reduce the amount of water intake through promoting the reuse of coolant water and water collection (rainwater and other sources) at factories.



Net income per share

¥290.93

Rose from the previous year due to the increase in profit attributable to owners of parent.



Total assets and return on assets

¥1,415.8 bil. / **7.4** %

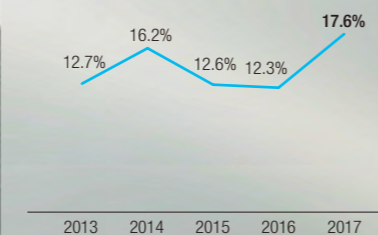
Increased ¥97.1 billion from the previous year due to an increase in cash and deposits.



Return on equity (ROE)

17.6 %

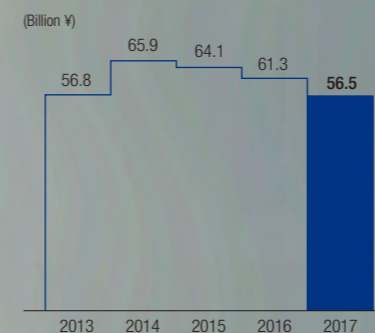
ROE rose 5.3 percentage points from previous year-end due to higher profit attributable to owners of parent and higher equity ratio, with asset turnover emphasizing asset efficiency.



Capital expenditures

¥56.5 bil.

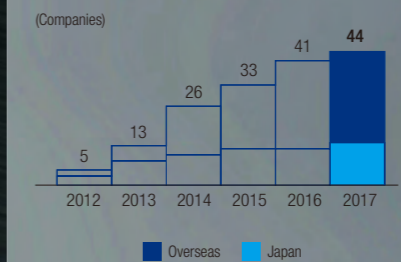
Sowing seeds for next stage of growth through efficient development of existing businesses.



Achievement of unified certification

100 %

We have been working toward global environmental ISO 14001 unified certification at Group companies in Japan and overseas since 2012. The program has been expanded to 44 companies, mainly manufacturing companies in Japan, Asia, Europe, the United States, and South America, and as of the end of 2017, unified certification had been obtained by all companies.



Local managers at overseas locations

2018 target **60** %

We will recruit superior management personnel regardless of their nationality or place of birth, and aim to have local managers fill 60% of management positions at overseas subsidiaries by 2018. Surpassed 50% in 2017.

