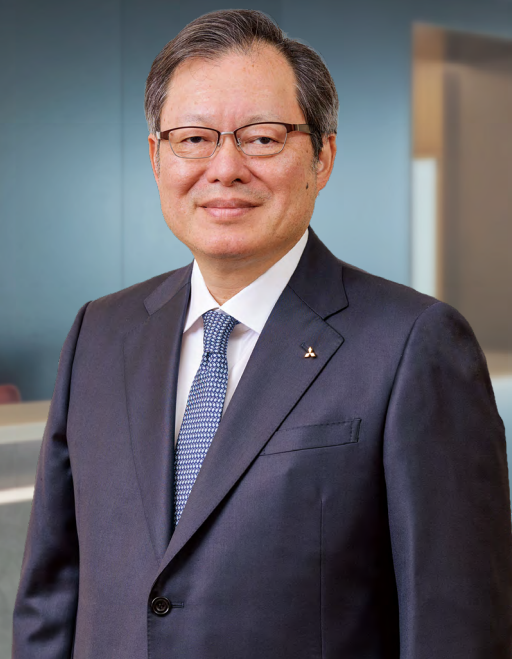


Message from the CFO

We will ensure the profit recovery trend and further strengthen the management base.



Koji Ikeya
Representative Executive Officer,
Executive Vice President
(CFO)

Fiscal 2021 in Review

In fiscal 2021, Mitsubishi Motors' business environment remained challenging. COVID-19 led to supply chain disruptions and delayed recovery in demand for automobiles in some regions. We were also affected by soaring prices on raw materials and logistics, as well as the emergence of geopolitical risks stemming from Russia's invasion of the Ukraine.

Against this backdrop, sales of the all-new *Outlander*, which we launched in fiscal 2021, remained favorable, and exchange rates provided a tailwind. We also continued making progress on initiatives begun

in fiscal 2020 to enhance the quality of sales. As a result, in fiscal 2021 global sales volume amounted to 937,000 units (up 136,000 units year on year). Net sales amounted to ¥2,038.9 billion (up ¥583.4 billion), and we moved into the black at the operating level, recording an operating profit of ¥87.3 billion (an improvement of ¥182.6 billion).

Initiatives in Fiscal 2022

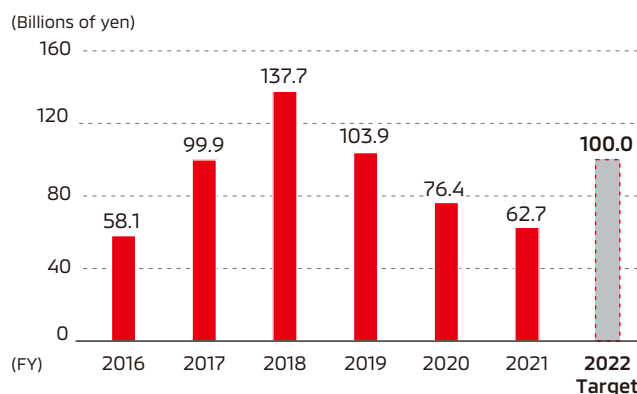
To date, Mitsubishi Motors has tried to cover a wide range of regions and vehicle segments with limited management resources. This situation resulted in

Operating Performance and Forecast

(Billions of yen, thousands of units)

	FY2021 (Actual)	FY2022 (Forecast)
Sales volume (retail)	937	938
Net sales	2,038.9	2,350.0
Operating profit	87.3	110.0
Ordinary profit	101.0	120.0
Profit attributable to owners of the parent	74.0	90.0

Capital Expenditures



insufficient development resources devoted to individual models, which has led to a decline in product capabilities and a lengthening of the product life cycle. As part of this trend, the Company had fallen into the vicious circle of being compelled to offer its products at appealing prices in order to secure sales volume and maintain factory utilization rates. However, our current mid-term business plan, "Small but Beautiful," is based on the concept of "selection and concentration." We are shifting toward the sale of Mitsubishi Motors vehicles at prices commensurate with their value by introducing products that are attractive and unmistakably Mitsubishi Motors. We aim to accelerate this momentum in fiscal 2022.

Fiscal 2022 will be an important year for us. In addition to concluding the current mid-term business plan, this is the year to formulate our next mid-term business plan. It is essential for us to flexibly adapt our business model to the changing times, by promoting electrification in order to realize a carbon-neutral society and move forward with digitalization to analyze diverse customer trends. We will continue working to further entrench the uptrend following our profit recov-

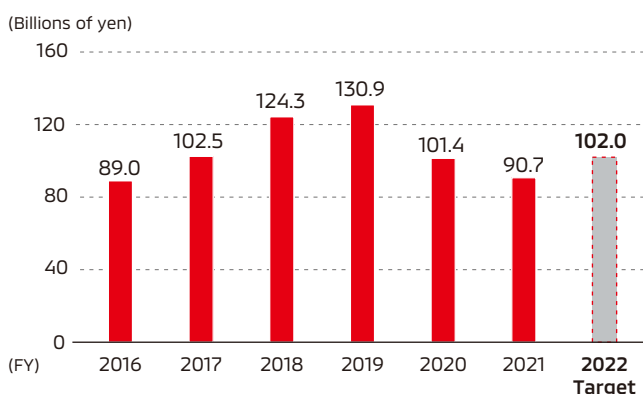
ery and strive to further strengthen the management base in order to meet the expectations of stakeholders.

Outlook for Fiscal 2022

The Company's business environment is expected to remain uncertain due to disruptions in the supply chain, including semiconductor shortages, and logistics crises caused by geopolitical risks. However, we plan to further refine our uniqueness by offering an attractive and carefully tailored lineup that includes the *eK X EV*, a Kei-class EV we launched in June 2022, as well as the *Eclipse Cross*, the all-new *Outlander* and the all-new *XPANDER*. As a result, we forecast a global sales volume of 938,000 units.

We will respond flexibly to changes in the external environment and resolve our internal issues one by one to achieve our full-year forecasts, which we revised upward in the first quarter of fiscal 2022 to ¥2,350.0 billion in net sales and ¥110.0 billion in operating profit. We will connect these results to our next mid-term business plan.

R&D Expenses



Cash and Deposits/Interest-Bearing Debt

