

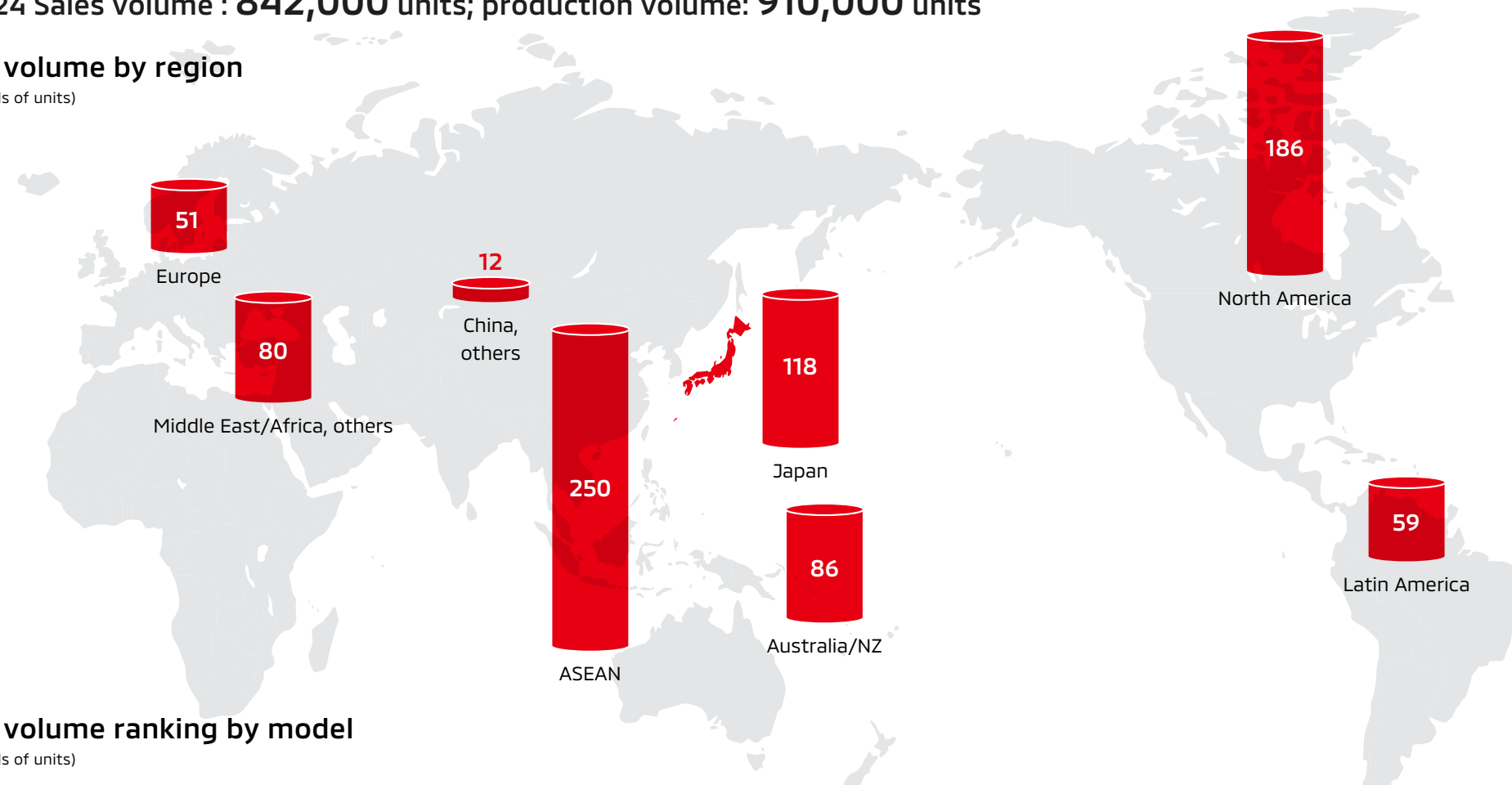
Business and Financial Condition

Sales and Production Data

FY2024 Sales volume : **842,000** units; production volume: **910,000** units

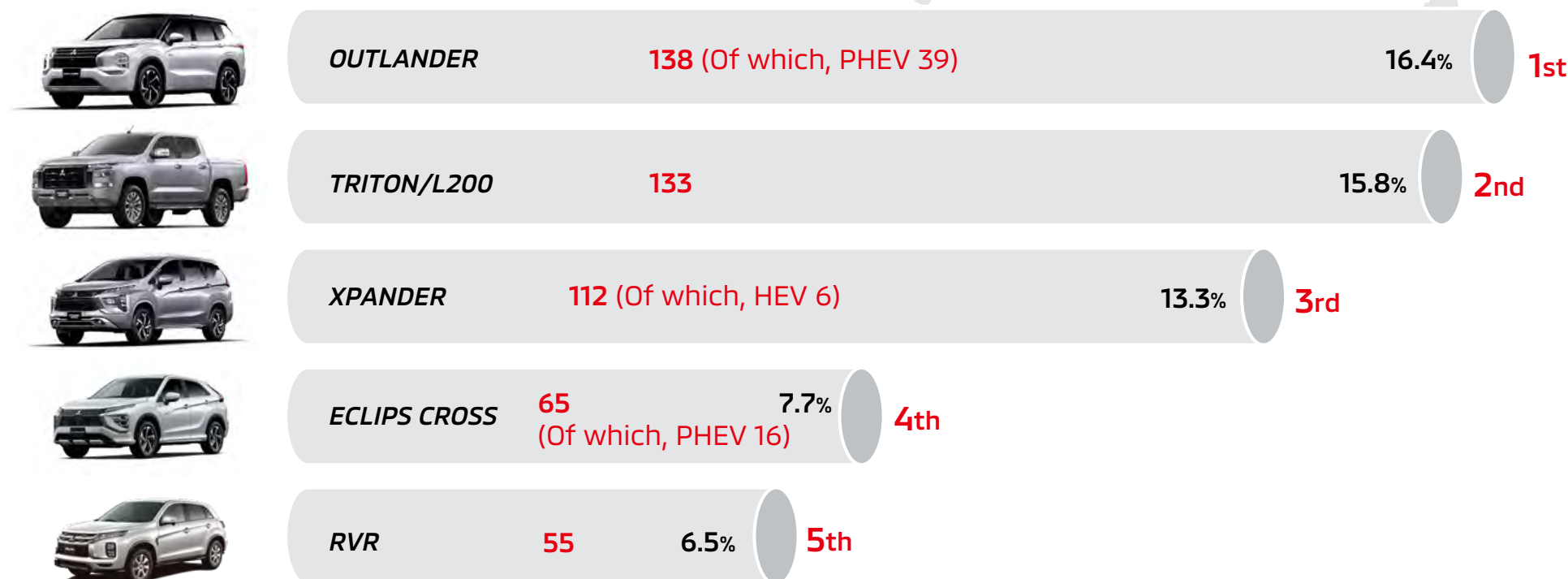
Sales volume by region

(Thousands of units)



Sales volume ranking by model

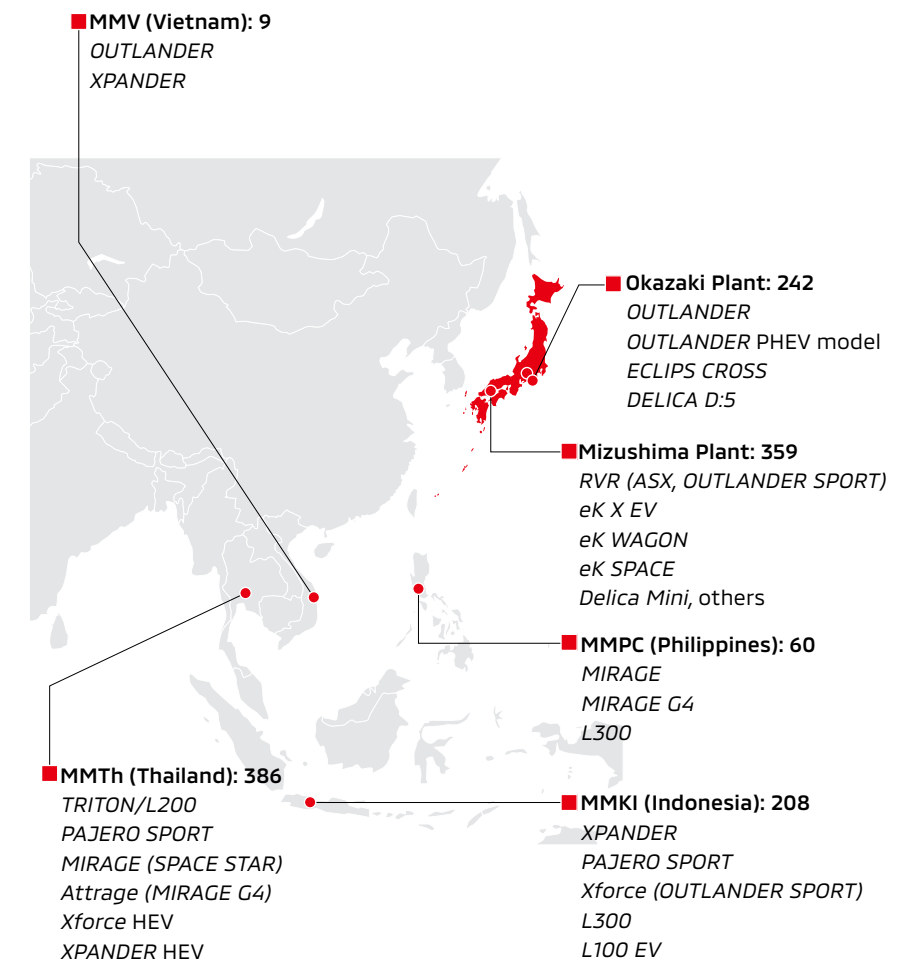
(Thousands of units)



Production capacity

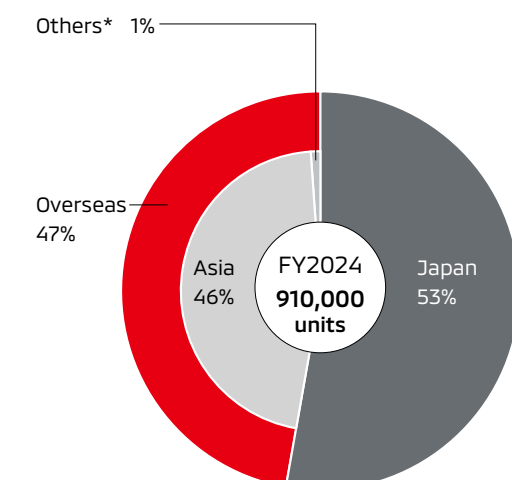
(Thousands of units)

For FY2024, based on standard operation



Production results

(Thousands of units)



* Other includes production capacity of MMV (Vietnam)

Business and Financial Condition

Overview of Operations by Region

Sales Volume (Thousands of units)				After changes in regional classifications*		
	FY2021	FY2022	FY2023	FY2023	FY2024	FY2025 (Forecast)
ASEAN	250	262	239	239	250	285
Oceania	97	88	84	84	86	79
Latin America/Middle East/Africa, others	159	150	136	138	139	151
Japan	75	92	111	111	118	130
North America	156	133	163	163	186	162
Europe	119	61	59	57	51	49
China, others	81	48	23	23	12	13
Total	937	834	815	815	842	869

Net Sales (Billions of yen)				After changes in regional classifications*		
	FY2021	FY2022	FY2023	FY2023	FY2024	FY2025 (Forecast)
ASEAN	466.1	584.6	531.0	531.0	566.4	640.0
Oceania	254.7	281.9	319.0	319.0	321.1	300.0
Latin America/Middle East/Africa, others	275.2	334.3	394.0	401.6	404.3	415.0
Japan	393.9	552.7	609.1	609.1	631.6	660.0
North America	397.2	538.0	711.1	711.1	734.2	645.0
Europe	235.1	154.2	219.4	211.8	127.1	195.0
China, others	16.7	12.4	6.0	6.0	3.5	5.0
Total	2,038.9	2,458.1	2,789.6	2,789.6	2,788.2	2,860.0

Operating Profit (Billions of yen)				After changes in regional classifications*	
	FY2021	FY2022	FY2023	FY2023	FY2024
ASEAN	32.1	46.6	20.3	20.3	19.8
Oceania	28.6	37.2	24.0	24.0	25.2
Latin America/Middle East/Africa, others	11.3	21.7	38.2	38.4	17.2
Japan	(10.2)	(6.1)	(13.1)	(13.1)	(7.4)
North America	24.1	81.9	111.9	111.9	76.9
Europe	(1.3)	6.8	8.4	8.2	6.5
China, others	2.7	2.4	1.3	1.3	0.6
Total	87.3	190.5	191.0	191.0	138.8

* Beginning in fiscal 2024, certain European countries were regionally reclassified under Middle East/Africa, others. (Figures for fiscal 2023 have been revised to fit this classification.)

Initiatives in Fiscal 2025

ASEAN (Indonesia, Thailand, the Philippines, Vietnam, others)

Leveraging the launch of new models, we aim to expand sales volume through measures such as improving our network and establishing sales finance companies in collaboration with local financial institutions, while thoroughly cutting costs to increase profits.

Oceania (Australia, New Zealand)

In a challenging market environment, we will reinforce sales of the full-grade lineup of the *Triton* and the renewed *Outlander* series to steadily advance our growth strategy, building on a foundation of stable profitability.

Latin America/Middle East/Africa, others

In Latin America, while continuing to introduce new models, we will work to strengthen fleet sales through new customer acquisition for the *L200/Triton* and to expand sales of SUV models.

Japan

With the launch of the fully redesigned new *Delica Mini* and *eK Space*, we will pursue further sales expansion while accelerating digitalization to improve sales efficiency. We will also expand our network and enhance our service structure in preparation for the continued rollout of new models.

North America (The United States, Canada, Mexico, others)

Under a severe and rapidly changing operating environment, we will prioritize securing profitability by maintaining sales momentum and responding quickly to market changes, centering on the *Outlander* series whose product strength has been significantly enhanced.

Europe (Germany, the Netherlands, Spain, France, others)

Amid increasingly fierce competition, we will promote expanded sales of the *Outlander* PHEV launched at the end of fiscal 2024 and reliably introduce upcoming new models such as the all-new *Eclipse Cross* electric vehicle to meet customer needs.



Destinator



OUTLANDER PHEV model



Xforce HEV Model



TRITON