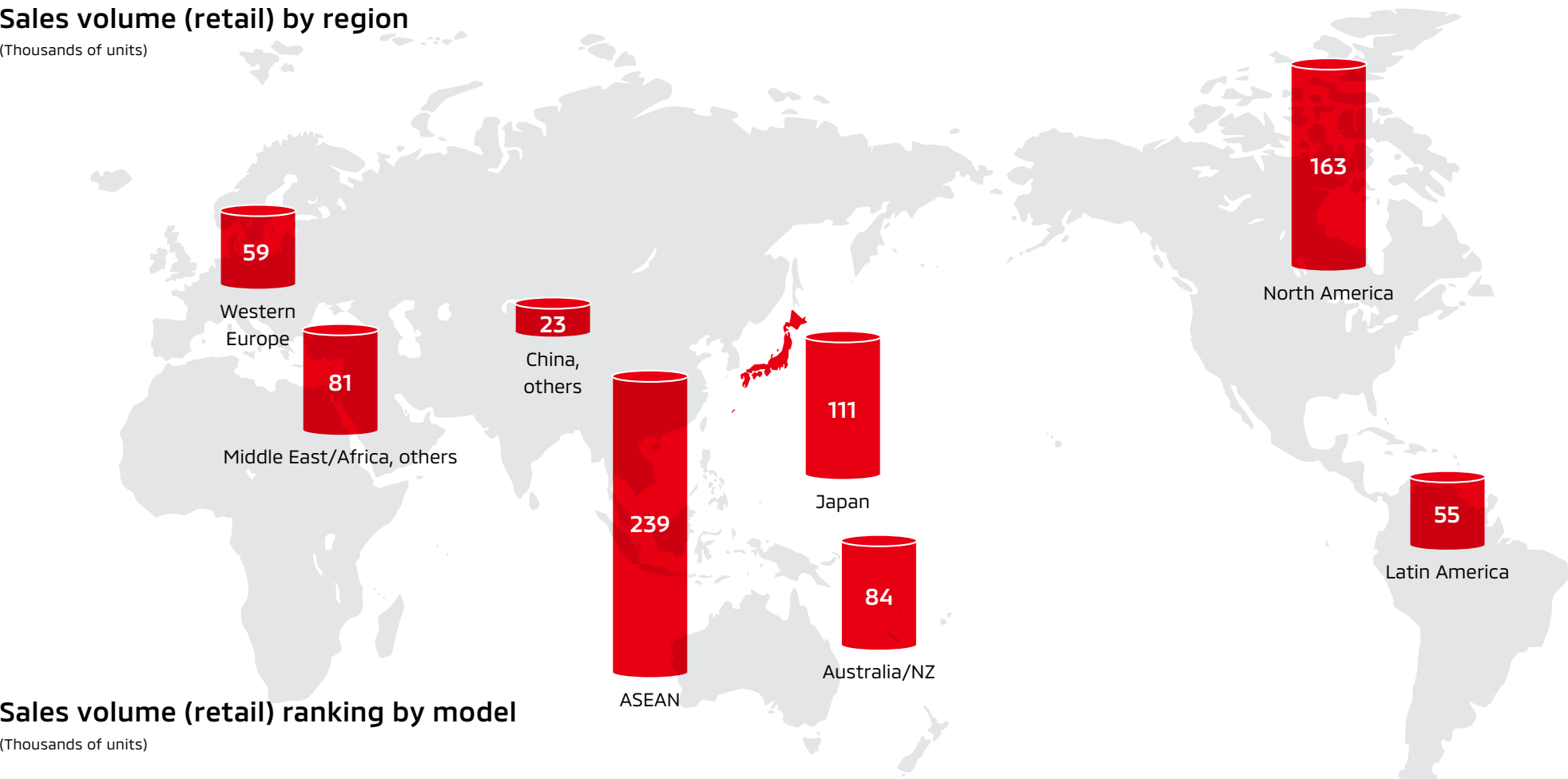


Sales and Production Data

Fiscal 2023 Sales volume (retail): 815,000 units; production volume: 1,011,000 units

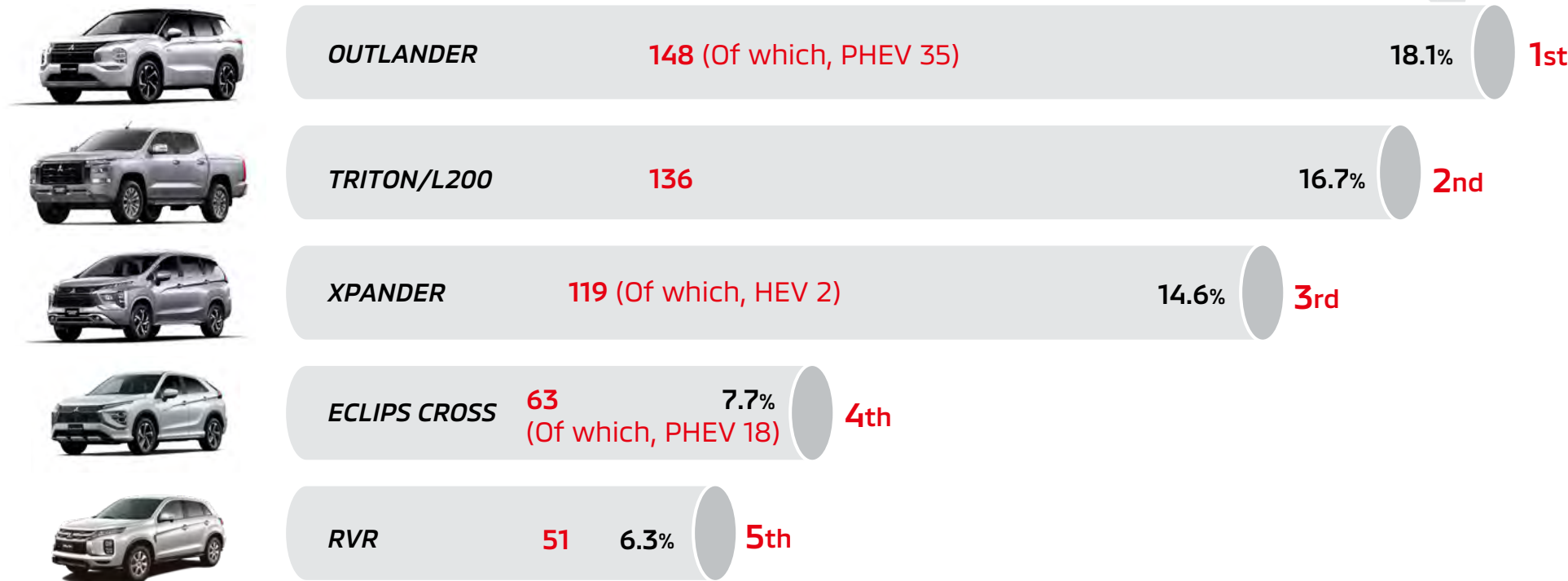
Sales volume (retail) by region

(Thousands of units)



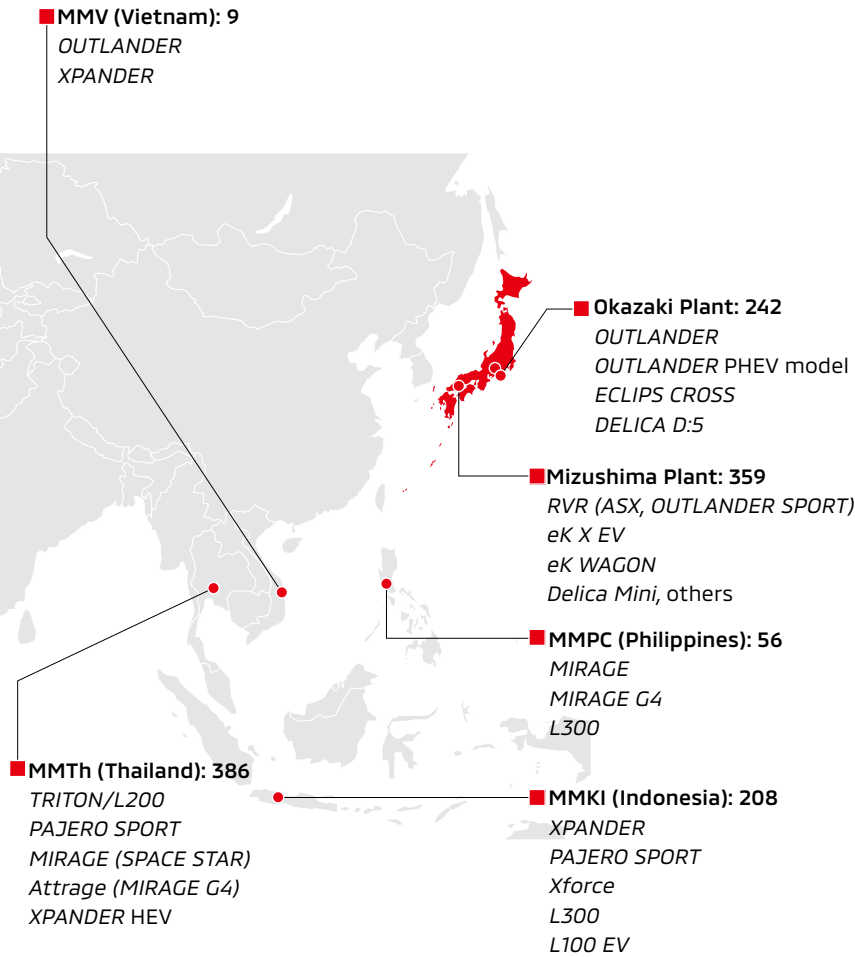
Sales volume (retail) ranking by model

(Thousands of units)



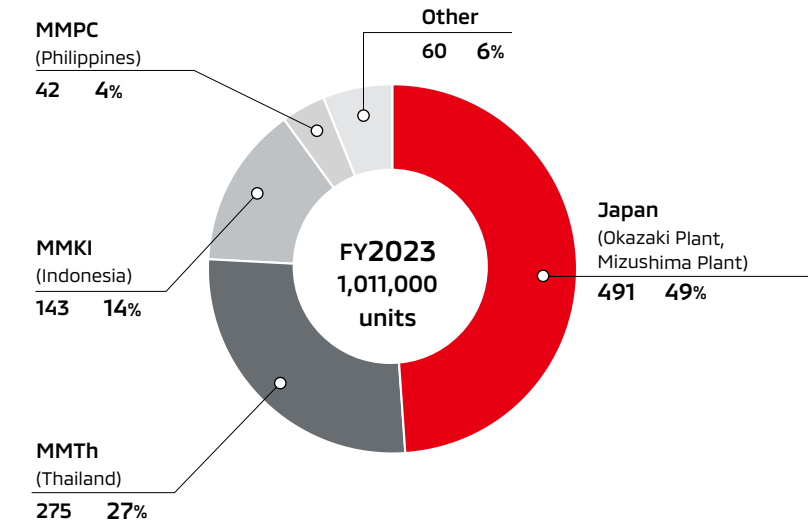
Production capacity

(Thousands of units)
For 2023, based on standard operation



Production results

(Thousands of units)



The count of the number of vehicles produced by plant is based on their site of final assembly, so statistical data may vary from that of the Japan Automobile Manufacturers Association.

Overview of Operations by Region

Sales Volume

(Thousands of units)

| | FY2021 | FY2022 | FY2023 | After changes in regional classifications* | |
|--|------------|------------|------------|--|-------------------|
| | | | | FY2023 | FY2024 (Forecast) |
| ASEAN | 250 | 262 | 239 | 239 | 277 |
| Oceania | 97 | 88 | 84 | 84 | 86 |
| Latin America/Middle East/Africa, others | 159 | 150 | 136 | 138 | 154 |
| Japan | 75 | 92 | 111 | 111 | 112 |
| North America | 156 | 133 | 163 | 163 | 185 |
| Europe | 119 | 61 | 59 | 57 | 68 |
| China, others | 81 | 48 | 23 | 23 | 13 |
| Total | 937 | 834 | 815 | 815 | 895 |

Net Sales

(Billions of yen)

| | FY2021 | FY2022 | FY2023 | After changes in regional classifications* | |
|--|----------------|----------------|----------------|--|-------------------|
| | | | | FY2023 | FY2024 (Forecast) |
| ASEAN | 466.1 | 584.6 | 531.0 | 531.0 | 600.0 |
| Oceania | 254.7 | 281.9 | 319.0 | 319.0 | 330.0 |
| Latin America/Middle East/Africa, others | 275.2 | 334.3 | 394.0 | 401.6 | 407.0 |
| Japan | 393.9 | 552.7 | 609.1 | 609.1 | 615.0 |
| North America | 397.2 | 538.0 | 711.1 | 711.1 | 750.0 |
| Europe | 235.1 | 154.2 | 219.4 | 211.8 | 175.0 |
| China, others | 16.7 | 12.4 | 6.0 | 6.0 | 3.0 |
| Total | 2,038.9 | 2,458.1 | 2,789.6 | 2,789.6 | 2,880.0 |

Operating Profit

(Billions of yen)

| | FY2021 | FY2022 | FY2023 | After changes in regional classifications* | |
|--|-------------|--------------|--------------|--|-------------------|
| | | | | FY2023 | FY2024 (Forecast) |
| ASEAN | 32.1 | 46.6 | 20.3 | 20.3 | 24.0 |
| Oceania | 28.6 | 37.2 | 24.0 | 24.0 | 24.0 |
| Latin America/Middle East/Africa, others | 11.3 | 21.7 | 38.2 | 38.2 | 38.2 |
| Japan | (10.2) | (6.1) | (13.1) | (13.1) | (13.1) |
| North America | 24.1 | 81.9 | 111.9 | 111.9 | 111.9 |
| Europe | (1.3) | 6.8 | 8.4 | 8.4 | 8.4 |
| China, others | 2.7 | 2.4 | 1.3 | 1.3 | 1.3 |
| Total | 87.3 | 190.5 | 191.0 | 191.0 | 191.0 |

* From fiscal 2024 some countries in Europe were regional reclassified to Middle East/Africa, others. Figures for fiscal 2023 have been revised to fit this classification.

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

Performance in the year ended March 31, 2024

In fiscal 2023, we launched the *TRITON* and *Xforce*, starting with Thailand and Indonesia, but sales volume decreased in the region by 23,000 units, to 239,000 units, due to significant declines in total automobile demand in both countries.

Net sales fell ¥53.6 billion year on year, to ¥531.0 billion, and operating profit was down ¥26.3 billion, to ¥20.3 billion.

Outlook for the year ending March 31, 2025

We believe it will take time for demand in Thailand and Indonesia to recover. However, we are gradually rolling out models such as the *TRITON* and *Xforce* in the Philippines, where the economy is strong. Furthermore, in Thailand we have launched the *XPANDER* HEV model, which is experiencing robust sales. For these reasons, in fiscal 2024 we anticipate sales volume of 277,000 units, up 38,000 units from fiscal 2023, and net sales of ¥600.0 billion, up ¥69.0 billion year on year.



TRITON



XPANDER HEV model

Oceania (Australia, New Zealand)

Performance in the year ended March 31, 2024

In fiscal 2023, sales volume fell 4,000 units year on year, to 84,000 units. Congestion at ports, which led to stagnant inland transport, was a major reason.

Net sales grew ¥37.1 billion year on year, to ¥319.0 billion. However, operating profit decreased ¥13.2 billion, to ¥24.0 billion, due to higher costs for materials and transportation.

Outlook for the year ending March 31, 2025

In fiscal 2024, Oceania's is expected to slow due to inflation and high interest rates, but we plan to leverage the *TRITON*, which underwent a full-scale launch in March 2024, to increase sales volume. We expect sales volume to grow 2,000 units from fiscal 2023 levels, to 86,000 units, and anticipate net sales of ¥330.0 billion, up ¥11.0 billion year on year.



TRITON



OUTLANDER PHEV model

Latin America/Middle East/Africa, others

Performance in the year ended March 31, 2024

In fiscal 2023, sales volume decreased by 14,000 units year on year, to 136,000 units, due to intensified competition following the recovery of vehicle supply and the timing of model changeovers for key models.

Net sales expanded ¥59.7 million year on year, to ¥394.0 billion, and operating profit rose ¥16.5 billion, to ¥38.2 billion.

Outlook for the year ending March 31, 2025

In Latin America, we have launched the *L200/TRITON* and the new *OUTLANDER SPORT/Xforce*, and we will gradually roll out the *OUTLANDER PHEV* model, as well. In the Middle East, although the conflict in Israel is a major concern, demand from neighboring countries is generally close to fiscal 2023 levels. We are launching the new *L200/TRITON* and, in some countries, the *Xforce/OUTLANDER SPORT*. In Africa, we are launching the *OUTLANDER SPORT/Xforce* and the *L200/TRITON*. For these reasons, we anticipate sales volume for the region (after taking into account reclassifications in fiscal 2024) of 154,000 units, up 16,000 units from fiscal 2023. We forecast net sales of ¥407.0 billion, up ¥5.4 billion.



L200/TRITON



OUTLANDER SPORT/Xforce

Japan

Performance in the year ended March 31, 2024

In fiscal 2023, favorable sales of the *Delica Mini*, a new super-height kei wagon, pushed up sales volume by 19,000 units year on year, to 111,000 units.

Net sales rose ¥56.4 billion year on year, to ¥609.1 billion, but the operating loss widened by ¥7.0 billion, from ¥6.1 billion to ¥13.1 billion. Major factors included yen depreciation against the U.S. dollar, which pushed up purchasing costs, and a rise in quality-related expenses.

Outlook for the year ending March 31, 2025

In addition to the *OUTLANDER PHEV* model, the *ECLIPSE CROSS*, and the *DELICA D:5*, which enjoys strong popularity, we will leverage the *Delica Mini* and *TRITON*, which have sustained strong orders since their launch, to further expand sales. Accordingly, we anticipate sales volume of 112,000 units, up 1,000 units from fiscal 2023. We expect net sales to grow ¥5.9 billion from fiscal 2023 levels, to ¥615.0 billion.



Delica Mini



TRITON

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

Performance in the year ended March 31, 2024

In fiscal 2023, favorable sales of the *OUTLANDER* series pushed up sales volume 30,000 units year on year, to 163,000 units.

Net sales increased ¥173.1 billion year on year, to ¥711.1 billion, and operating profit rose ¥30.0 billion, to ¥111.9 billion.

Outlook for the year ending March 31, 2025

We believe overall demand growth in the North American market will lift sales volume and new sales, to some extent. For fiscal 2024, we forecast sales volume of 185,000 units, up 22,000 units from the fiscal 2023 level. We expect net sales of ¥750.0 billion, up ¥38.9 billion from fiscal 2023.



OUTLANDER PHEV model

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

Performance in the year ended March 31, 2024

In fiscal 2023, our sales volume in Europe was down by 2,000 units from fiscal 2022 levels, to 59,000, owing to our withdrawal from production in Russia.

Net sales, on the other hand, grew ¥65.2 billion year on year, to ¥219.4 billion, bolstered by existing *ECLIPSE CROSS* PHEV and *Space Star* models and the launch of two new models (Renault OEM). Operating profit increased ¥1.6 billion year on year, to ¥8.4 billion.

Outlook for the year ending March 31, 2025

In fiscal 2024, we expect automobile demand in Europe to remain at fiscal 2023 levels. Following a change in classifications in fiscal 2024, we anticipate sales volume of 68,000 units, up 11,000 units from fiscal 2023. On the other hand, we expect net sales to fall ¥36.8 billion year on year, to ¥175.0 billion. In addition to discontinuing production and shipments of the *ECLIPSE CROSS* PHEV and *Space Star* models, no models produced and shipped by MMC will be in the market until the launch of the *OUTLANDER* in the second half of fiscal 2024.



ASX

China, others

Performance in the year ended March 31, 2024

Owing to structural reforms, in fiscal 2023 sales volume was down 25,000 units year on year, to 23,000 units.

In line with the drop in sales volume, net sales decreased ¥6.4 billion year on year, to ¥6.0 billion, and operating profit fell ¥1.1 billion, to ¥1.3 billion.

Outlook for the year ending March 31, 2025

Owing to structural reforms, in fiscal 2024 we expect sales volume to drop 10,000 units below fiscal 2023 levels, mainly in the Taiwan market, to 13,000 units. We forecast net sales of ¥3.0 billion, down ¥3.0 billion from fiscal 2023.



OUTLANDER