MITSUBISHI
MOTORS

FY2025 First-Quarter Financial Results

July 24, 2025

1. FY2025 First-Quarter Financial Results

2. FY2025 Financial Forecast

3. Business Highlights

1Q/FY2025 Financial Results Summary (vs. 1Q/FY2024)

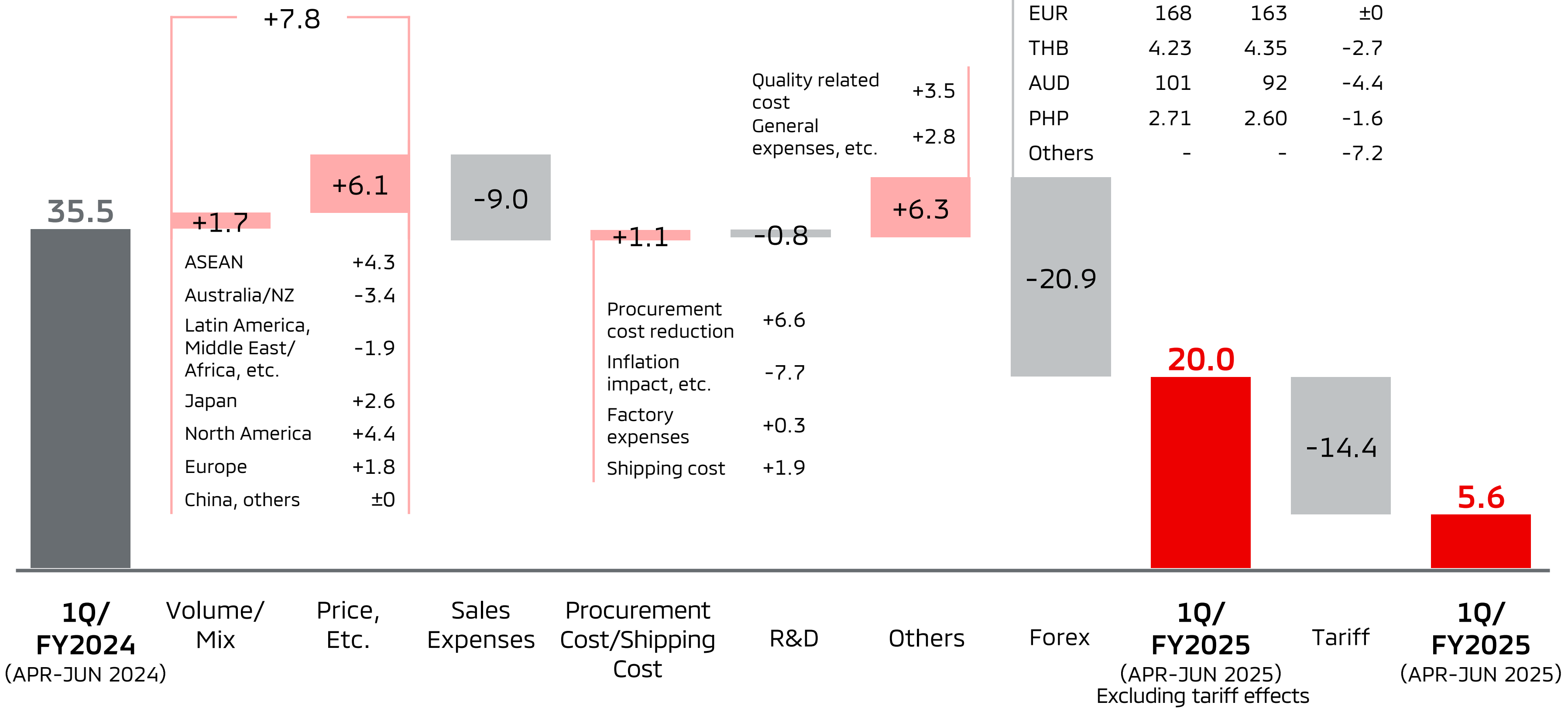
(Billion yen, k units)	1Q/FY2024 (APR-JUN 2024)	1Q/FY2025 (APR-JUN 2025)	Variance	
			Amount	Ratio
Net Sales	627.5	609.1	-18.4	-3%
Operating Profit (OP Margin)	35.5 (5.7%)	5.6 (0.9%)	-29.9 (-4.8pp)	-84%
Ordinary Profit	42.4	4.8	-37.6	-89%
Net Income*	29.5	0.7	-28.8	-98%
Retail Sales Volume	194	194	±0	±0%

* Net income attributable to owners of the parent

1Q/FY2025 Operating Profit Variance (vs. 1Q/FY2024)

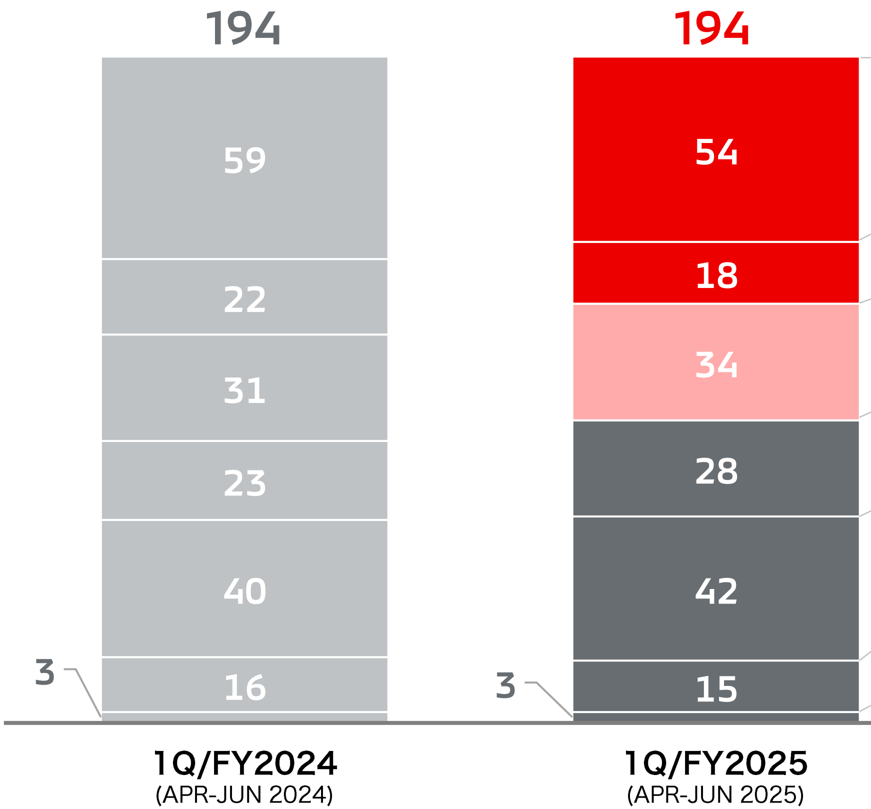
(Billion yen)

	FX rate(Yen) 1Q/FY24	FX rate(Yen) 1Q/FY25	Effect (bill yen)
USD	155	145	-5.0
EUR	168	163	±0
THB	4.23	4.35	-2.7
AUD	101	92	-4.4
PHP	2.71	2.60	-1.6
Others	-	-	-7.2



1Q/FY2025 Retail Sales Volume Results (vs. 1Q/FY2024)

Retail sales
(000 units)



GLOBAL	**±0**	**(±0%)**
ASEAN	-5	(-8%)
Australia/NZ	-4	(-18%)
Latin America, Middle East/Africa, etc.	+3	(+10%)
Japan	+5	(+22%)
North America	+2	(+5%)
Europe	-1	(-6%)
China, others	±0	(±0%)

Regional Status in 1Q/FY2025

ASEAN and Oceania

Retail Sales Volume / Market Share
According to research

	1Q/FY2024		1Q/FY2025
ASEAN	59k units	➡	54k units
Thailand	7k units (4.8%)	➡	7k units (4.4%)
Indonesia	17k units (8.6%)	➡	15k units (8.5%)
Philippines	22k units (18.8%)	➡	21k units (18.3%)
Vietnam	9k units (12.8%)	➡	8k units (11.4%)
Malaysia	4k units	➡	3k units
Oceania	22k units	➡	18k units

- ASEAN: Focus on boosting sales through the launch of the new "Destinator"
- Oceania: Strengthen sales capabilities based on brand trust and experiential value

➡ Although the market remains challenging, we will continue to focus on expanding our sales.

Regional Status in 1Q/FY2025

Latin America and Middle East/Africa

Retail Sales Volume

	1Q/FY2024		1Q/FY2025
Latin America, Middle East/ Africa, etc.	31k units	➡	34k units
Latin America	13k units	➡	17k units
Middle East/ Africa, etc.	18k units	➡	17k units

- Latin America: Establish the brand by strengthening the product lineup and building a competitive market position
- Middle East: Promote flexible pricing strategies and marketing activities to ensure penetration after the launch of new models

➡ Focus on SUVs and LCVs, and strengthen brand awareness with our unique advertising and promotional activities

Regional Status in 1Q/FY2025

Japan, North America and Europe

Retail Sales Volume

	1Q/FY2024		1Q/FY2025
Japan	23k units	➜	28k units
North America	40k units	➜	42k units
Europe	16k units	➜	15k units

- Japan: Begin expanding the sales network and improving the service system with a medium- to long-term perspective to increase sales volume
- North America: Implement flexible pricing and incentive strategies in response to Automobile tariffs and intense sales competition
- Europe: Promote the expansion of sales of the new "Outlander" PHEV and ensure the successful launch of upcoming new models

➜ In an environment of increasing uncertainty, realize a business operation resilient to change with flexible strategies and agility

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FY2025 Financial Forecast (vs. FY2024)

(Billion yen, 000 units)	FY2024 (APR 2024 - MAR 2025)	FY2025 Forecast (APR 2025 - MAR 2026)	Variance Amount	Variance Ratio
Net Sales	2,788.2	2,950.0	+161.8	+6%
Operating Profit (OP Margin)	138.8 (5.0%)	100.0 (3.4%)	-38.8 (-1.6pp)	-28%
Ordinary Profit	98.6	90.0	-8.6	-9%
Net Income*	41.0	40.0	-1.0	-2%
Dividend per share(¥)	¥15	¥10		
Retail Sales Volume	842	878	+36	+4%

* Net income attributable to owners of the parent

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All-New Mid-Size SUV "Destinator"

July 2025 : Indonesia
Early winter of 2025 :Philippines and Vietnam

HEV Model of Compact SUV “Xforce”


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APPENDIX

1Q/FY2025 Balance Sheet (vs. FY2024)

(Billion yen)	FY2024 (As end of MAR 2025)	1Q/FY2025 (As end of JUN 2025)	Variance
Total Assets	2,245.9	2,149.0	-96.9
Cash & Deposits	452.5	329.4	-123.1
Total Liabilities	1,272.3	1,233.2	-39.1
Interest-bearing Debt	314.8	326.9	+12.1
Total Net Assets	973.6	915.8	-57.8
Shareholders' Equity (Equity Ratio)	934.4 (41.6%)	871.9 (40.6%)	-62.5
Net Cash 【Automobiles & Eliminations】	394.5	298.8	-95.7

1Q/FY2025 Capital Expenditure, R&D Expense and Depreciation

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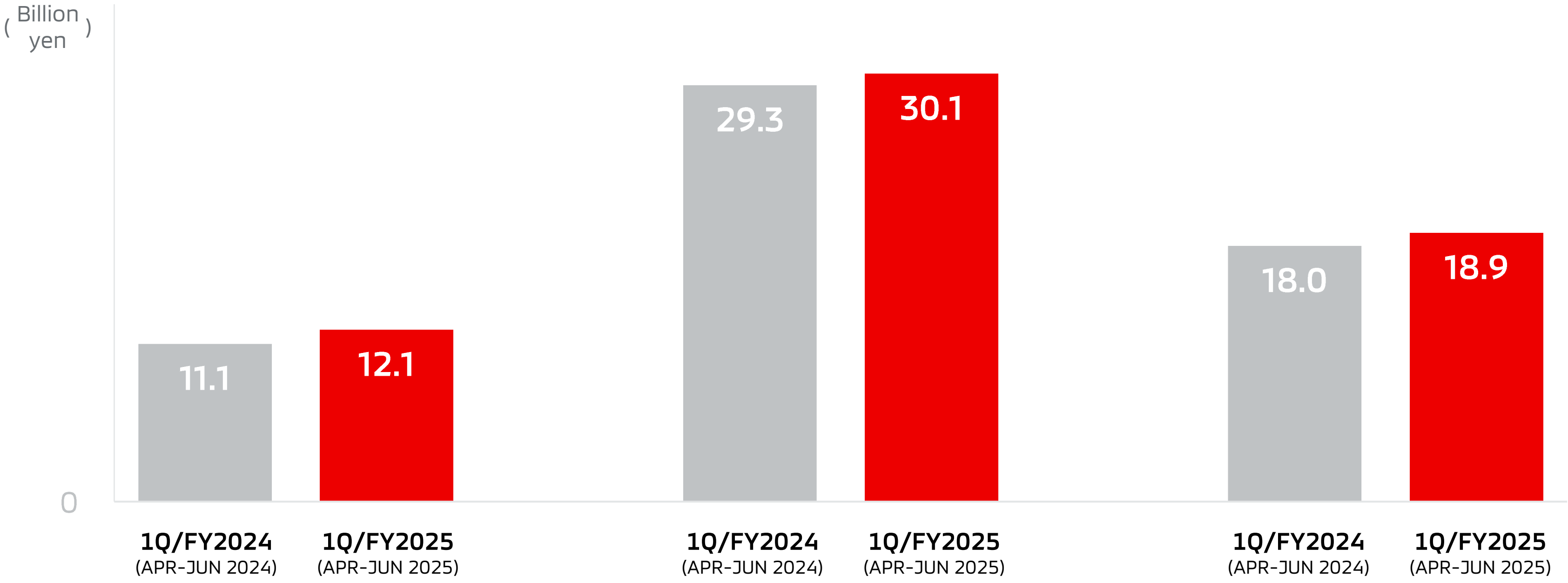
CAPEX	R&D Expense	Depreciation
¥12.1bn	¥30.1bn	¥18.9bn
+9% (YoY)	+3% (YoY)	+5% (YoY)



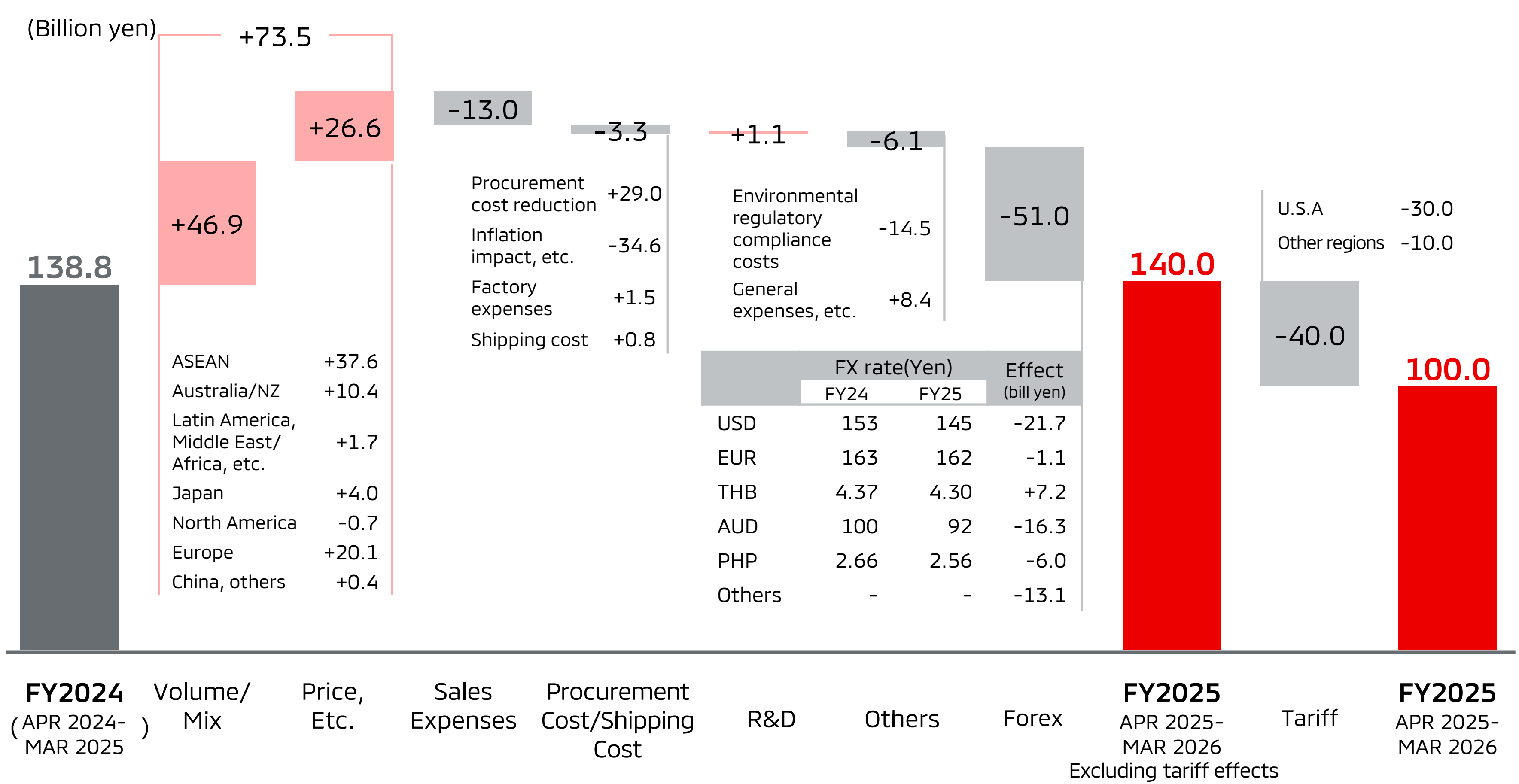
1Q/FY2025 Regional Performance (vs. 1Q/FY2024)

(Billion yen)	Net Sales			Operating Profit		
	1Q/FY2024 (APR-JUN 2024)	1Q/FY2025 (APR-JUN 2025)	Variance	1Q/FY2024 (APR-JUN 2024)	1Q/FY2025 (APR-JUN 2025)	Variance
GLOBAL	**627.5**	**609.1**	**-18.4**	**35.5**	**5.6**	**-29.9**
- ASEAN	115.3	127.0	+11.7	4.1	5.5	+1.4
- Australia /NZ	90.3	61.2	-29.1	8.2	-3.1	-11.3
- Latin America, Middle East /Africa, etc.	86.4	91.6	+5.2	5.3	1.7	-3.6
- Japan	124.6	149.2	+24.6	-3.4	2.2	+5.6
- North America	179.4	148.6	-30.8	20.7	-3.0	-23.7
- Europe	30.7	30.8	+0.1	0.6	2.2	+1.6
- China, others	0.8	0.7	-0.1	0.0	0.1	+0.1

FY2025 Regional Sales Forecast (vs. FY2024)

(Billion yen)	FY2024 (APR 2024 - MAR 2025)	FY2025 Forecast (APR 2025 - MAR 2026)	Variance
GLOBAL	**2,788.2**	**2,950.0**	**+161.8**
- ASEAN	566.4	665.0	+98.6
- Australia/NZ	321.1	330.0	+8.9
- Latin America, Middle East /Africa, etc.	404.3	420.0	+15.7
- Japan	631.6	660.0	+28.4
- North America	734.2	645.0	-89.2
- Europe	127.1	225.0	+97.9
- China, others	3.5	5.0	+1.5

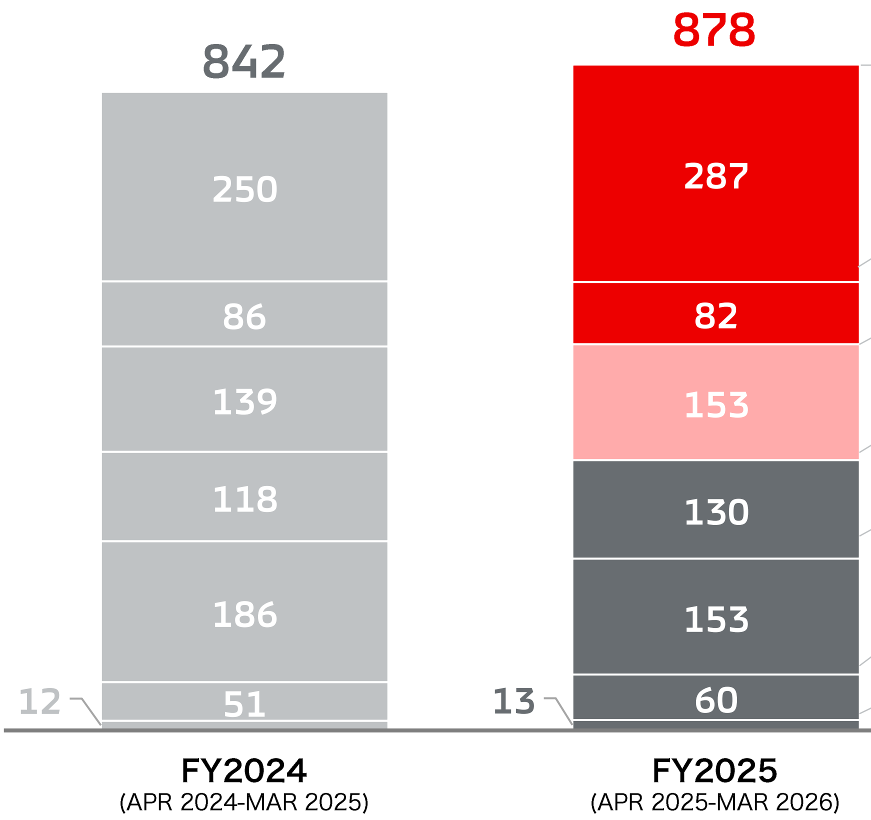
FY2025 Operating Profit Variance Forecast (vs. FY2024)



	FX rate(Yen)		Effect
	FY24	FY25	(bill yen)
USD	153	145	-21.7
EUR	163	162	-1.1
THB	4.37	4.30	+7.2
AUD	100	92	-16.3
PHP	2.66	2.56	-6.0
Others	-	-	-13.1

FY2025 Sales Volume Forecast (vs. FY2024)

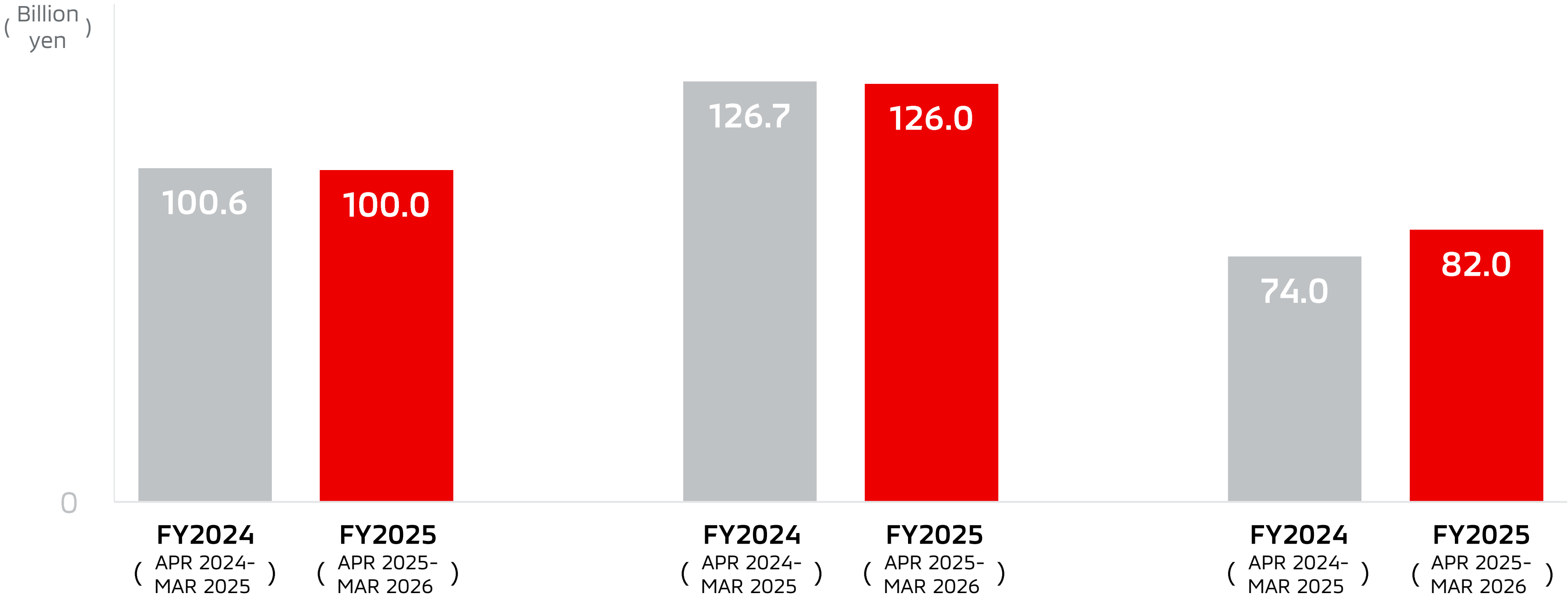
Retail sales
(000 units)



GLOBAL	**+36**	**(+4%)**
ASEAN	+37	(+15%)
Australia/NZ	-4	(-5%)
Latin America, Middle East/Africa, etc.	+14	(+10%)
Japan	+12	(+10%)
North America	-33	(-18%)
Europe	+9	(+18%)
China, others	+1	(+8%)

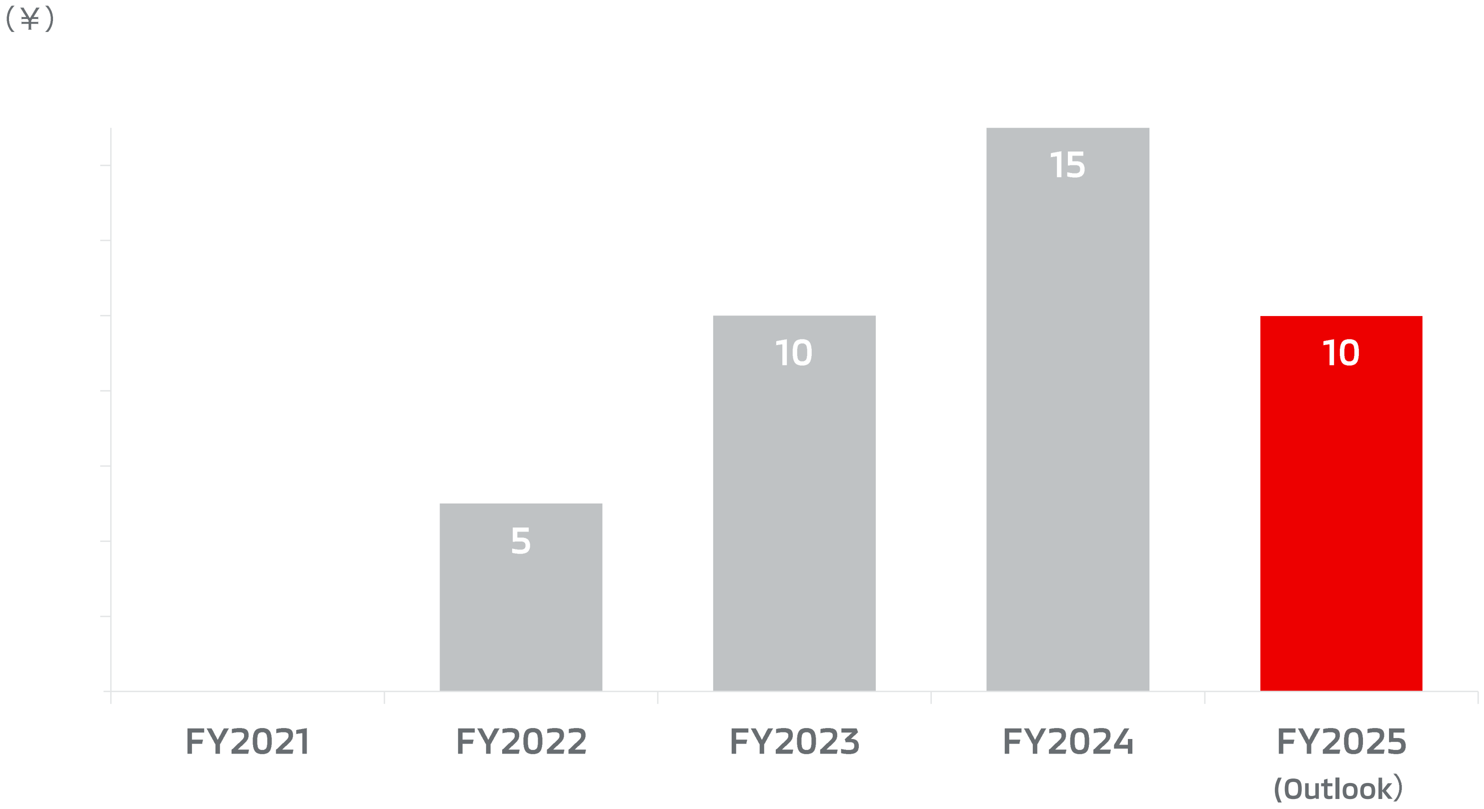
FY2025 Capital Expenditure, R&D Expense and Depreciation Forecast

CAPEX	R&D Expense	Depreciation
¥100.0bn	**¥126.0bn**	**¥82.0bn**
-1% (YoY)	-1% (YoY)	+11% (YoY)



FY2025 Shareholder Returns Forecast

Dividend per Share: 10 Yen Forecast



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