

May 8, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 [Under Japanese GAAP]

Company name: **Mitsubishi Motors Corporation**

Listing: Prime Market, the Tokyo Stock Exchange

Stock code: 7211

URL: <https://www.mitsubishi-motors.co.jp/>

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Scheduled date of annual general meeting of shareholders: June 18, 2026

Scheduled date to commence dividend payments: June 19, 2026

Scheduled date to file annual securities report: June 16, 2026

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes

1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Figures less than one million yen are rounded down)

(1) Consolidated operating results

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
FY2025	2,896,536	3.9	75,517	(45.6)	78,908	(20.0)	10,015	(75.6)
FY2024	2,788,232	(0.0)	138,826	(27.3)	98,602	(52.8)	40,987	(73.5)

Note: Comprehensive income FY2025: ¥64,047 million (236.9%) FY2024: ¥19,012 million ((91.8)%)

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
FY2025	7.48	7.48	1.1	3.4	2.6
FY2024	28.70	28.70	4.2	4.2	5.0

Reference: Share of profit (loss) of entities accounted for using equity method

FY2025: ¥1,351 million FY2024: ¥(6,489) million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	2,418,145	963,318	38.0	687.01
March 31, 2025	2,245,920	973,565	41.6	698.28

Reference: Net assets excluding share acquisition rights and non-controlling interests

As of March 31, 2026: ¥919,462 million As of March 31, 2025: ¥934,402 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from Investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of Yen	Millions of Yen	Millions of Yen	Millions of Yen
FY2025	35,755	(122,444)	46,900	438,860
FY2024	174,734	(114,752)	(274,765)	450,111

2. Cash dividends

Record Date	Cash dividend per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter end	Second quarter end	Third quarter end	Fiscal year end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
FY2024	-	7.50	-	7.50	15.00	21,224	52.3	2.2
FY2025	-	5.00	-	5.00	10.00	13,404	133.7	1.4
FY2026 (Forecast)	-	5.00	-	5.00	10.00		53.5	

3. Consolidated earnings forecasts for fiscal year 2026 (from April 1, 2026 to March 31, 2027)

(Percentages indicate changes from the previous fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	3,260,000	12.5	90,000	19.2	80,000	1.4	25,000	149.6	18.68

Notes

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 1 company (Mitsubishi Motors Finance Philippines Inc.)

Excluded: 2 companies

(JATCO Ltd., Shenyang Aerospace Mitsubishi Motors Engine Manufacturing Co., Ltd.)

Note: Please refer to "3. Consolidated Financial Statements (5) Notes on consolidated financial statements -Notes on changes in the scope of consolidation or application of the equity method" in page 13 for details.

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations
: None

(ii) Changes in accounting policies other than (i): None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(3) Number of shares issued and outstanding (common shares)

(i) Total number of shares issued and outstanding at the end of the period (including treasury shares)

As of March 31, 2026: 1,460,476,846 shares

As of March 31, 2025: 1,460,476,846 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2026: 122,124,170 shares

As of March 31, 2025: 122,320,463 shares

(iii) Average number of shares during the period

Fiscal year ended March 31, 2026: 1,338,299,651 shares

Fiscal year ended March 31, 2025: 1,428,275,764 shares

Note: The number of treasury shares at the end of each period includes shares of the Company held by the BIP Trust Account (2,128,940 shares as of March 31, 2026 and 2,325,526 shares as of March 31, 2025). The shares of the Company held by the BIP Trust Account is included in the number of treasury shares deducted in the calculation of average number of shares during each period (2,182,153 shares for the fiscal year ended March 31, 2026 and 2,420,200 shares for the fiscal year ended March 31, 2025).

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
FY2025	2,320,961	1.5	(67,115)	-	51,665	41.9	45,509	157.7
FY2024	2,286,877	(2.6)	(1,154)	-	36,413	(80.9)	17,659	(89.4)

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
FY2025	34.01	34.00
FY2024	12.36	12.36

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	1,248,502	615,881	49.3	460.17
March 31, 2025	1,162,582	586,718	50.5	438.45

Reference: Net assets excluding share acquisition rights

As of March 31, 2026: ¥615,875 million As of March 31, 2025: ¥586,712 million

* Financial Results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters:

(Note for the description about financial forecasts)

This material contains forward-looking statements, based on judgments and estimates that have been made on the basis of currently available information. By nature, such statements are subject to uncertainty and risk. Therefore, you are advised that the final results might be significantly different from the aforementioned statements due to changes in economic environments related to our business, market trends, fluctuations in interest rates and exchange rates, changes in laws, regulations and government policies, etc.

Potential risks and uncertainties are not limited to the above and Mitsubishi Motors Corporation (MMC) is not under any obligation to update the information in this material to reflect any developments or events in the future.

If you are interested in investing in MMC, you are requested to make a final investment decision at your own risk, taking the foregoing into consideration. Please note that neither MMC nor any third party providing information shall be responsible for any damage you may suffer due to investment in MMC based on the information shown in this material.

(How to obtain supplementary material on financial results / details of the financial results briefing)

Supplementary material on financial results are disclosed on the MMC web site on the same day as publication of the results. In addition, an audio recording of the financial results briefing held on the same day will, together with the material used for the briefing, be posted on the MMC website promptly following the briefing.

Table of Contents of Attachments

1. Overview of Financial Results, etc.	2
(1) Overview of financial results	2
(2) Overview of financial position	2
(3) Overview of cash flow	2
(4) Financial forecast	3
2. Basic Policy on Selection of Accounting Standards	4
3. Consolidated Financial Statements	5
(1) Consolidated balance sheet	5
(2) Consolidated statement of income and consolidated statement of comprehensive income	7
Consolidated statement of income	7
Consolidated statement of comprehensive income	8
(3) Consolidated statement of changes in net assets	9
(4) Consolidated statement of cash flows	11
(5) Notes on consolidated financial statements	13
Notes on the going concern assumption	13
Notes on changes in the scope of consolidation or application of the equity method	13
Notes on additional information	13
Notes on segment information	14
Notes on per share information	18
Notes on significant subsequent event	18

1. Overview of Financial Results, etc.

(1) Overview of financial results

In the fiscal year 2025, we faced a challenging business environment characterized by a series of significant changes, including the impact of U.S. tariffs, the rise of Chinese manufacturers, and evolving environmental regulations in various countries. Furthermore, since the beginning of 2026, geopolitical risks have materialized—such as the invasion of Venezuela and the deteriorating situation in the Middle East—further heightening uncertainty.

Amid this environment, although profit decreased year-on-year, sales of new models, including the new Destinator, have steadily ramped up, putting our underlying profitability on an improving trend. As a result, we exceeded the revised full-year operating profit forecast.

As a result, the number of vehicles sold for the full fiscal year was 797,000 units globally, down 5% from the previous fiscal year, and consolidated net sales for the full fiscal year increased by 4% year on year to 2,896.5 billion yen.

Consolidated operating profit was 75.5 billion yen (a decrease of 63.3 billion yen year on year) and consolidated ordinary profit was 78.9 billion yen (a decrease of 19.7 billion yen year on year), net income attributable to the owners of the parent company was 10.0 billion yen (a decrease of 31.0 billion yen year on year).

The operating status by business segment is as shown below.

(i) Automobile business

Net sales for the fiscal year 2025 were 2,862.2 billion yen (an increase of 104.4 billion yen year on year), and operating profit was 72.5 billion yen (a decrease of 61.6 billion yen year on year).

(ii) Financial service business

Net sales for the fiscal year 2025 were 51.5 billion yen (an increase of 4.9 billion yen year on year), and operating profit was 2.8 billion yen (a decrease of 1.4 billion yen year on year).

(2) Overview of financial position

Total assets at the end of the fiscal year 2025 amounted to 2,418.1 billion yen (an increase of 172.2 billion yen from the end of the fiscal year 2024). Cash and deposits amounted to 438.9 billion yen (a decrease of 13.6 billion yen from the end of the fiscal year 2024). Total liabilities amounted to 1,454.8 billion yen (an increase of 182.4 billion yen from the end of the fiscal year 2024). Of total liabilities, the interest-bearing debt balance was 395.4 billion yen (an increase of 80.6 billion yen from the end of the fiscal year 2024). Net assets amounted to 963.3 billion yen (a decrease of 10.3 billion yen from the end of the fiscal year 2024). As a result, the equity ratio was 38.0% (41.6% at the end of the previous fiscal year 2024).

(3) Overview of cash flow

The balance of cash and cash equivalents at the end of the fiscal year 2025 decreased by 11.2 billion yen from 450.1 billion yen at the end of the previous fiscal year to 438.9 billion yen. The status of each cash flow for the fiscal year 2025 and their factors are as follows:

(Cash flows from operating activities)

Net cash provided by operating activities was 35.8 billion yen. This was primarily due to profit before income taxes and depreciation. Compared to the previous fiscal year, there was a decrease of 138.9 billion yen. This was primarily due to a decrease in profit before income taxes, an increase in trade receivables, and an increase in sales finance receivables.

(Cash flows from investing activities)

Net cash used in investing activities was 122.4 billion yen. This was primarily due to purchase of property, plant and equipment. Compared to the previous fiscal year, there was an increase of 7.6 billion yen. This was primarily due to an increase in purchase of property, plant and equipment.

(Cash flows from financing activities)

Net cash provided by financing activities was 46.9 billion yen. This was primarily due to an increase in borrowings for the sales finance business. Compared to the previous fiscal year, there was an increase of 321.7 billion yen. This was primarily due to a decrease in expenditures from the repayment of long-term borrowings.

Trends in key cash flow ratios

	FY2021	FY2022	FY2023	FY2024	FY2025
Ratio of shareholders' equity (%)	31.5	36.4	41.2	41.6	38.0
Ratio of market value to assets (%)	25.5	35.3	30.6	24.4	17.0
Debt repayment coverage (years)	4.1	2.5	3.5	1.8	11.1
Interest coverage ratio (%)	23.2	47.9	24.0	25.7	6.6

Definitions: Ratio of shareholders' equity: Shareholders' equity / total assets

Ratio of market value to assets: Total market value of shares / total assets

Debt repayment coverage: Interest bearing liabilities / cash flows from operating activities

Interest coverage ratio: Cash flows from operating activities / interest expenses paid

(Note 1) All figures are calculated based on consolidated financial data.

(Note 2) Total market value of shares is the closing market share price at the end of the period multiplied by the number of outstanding shares (excluding treasury shares) at the end of the period.

(Note 3) Cash flows from operating activities are used.

(4) Financial forecast

Forecast for the fiscal year 2026

The business environment is expected to remain challenging, with strong headwinds anticipated. These include the uncertain outlook for the Middle East, risks in material procurement, rising raw material and logistics costs, and the impact of prolonged inflation on demand.

Despite these conditions, we will aim to steadily increase sales volume by capturing the full-year contribution of new models successively launched in the second half of fiscal year 2025, and further expanding our destination markets.

In parallel, by continuing to implement agile cost reductions and improve our profit structure, we aim to achieve increased revenue and profit even amidst these external headwinds.

Furthermore, we plan to launch a new cross-country SUV, which will be key to our next phase of growth, as we work to further strengthen our product competitiveness.

The outlook for the fiscal year 2026 (ending March 31, 2027) is as follows:

	FY 2026 Full year
Net sales	3,260 billion yen
Operating profit	90 billion yen
Ordinary profit	80 billion yen
Profit attributable to owners of parent	25 billion yen

The forecast for consolidated retail sales volume is as follows: (1,000 units)

Region	FY 2026 Forecast	FY 2025 Results
Japan	140	122
North America	157	165
Europe	55	42
Asia	281	256
Others	224	212
Total	857	797

* This material contains forward-looking statements, based on judgments and estimates that have been made on the basis of currently available information. By nature, such statements are subject to uncertainty and risk. Therefore, you are advised that the final results might be significantly different from the aforementioned statements due to changes in economic environments related to our business, market trends, fluctuations in interest rates and exchange rates, changes in laws, regulations, and government policies, etc.

Potential risks and uncertainties are not limited to the above and Mitsubishi Motors is not under any obligation to update the information in this presentation to reflect any developments or events in the future. If you are interested in investing in Mitsubishi Motors, you are requested to make a final investment decision at your own risk, taking the foregoing into consideration. Please note that neither Mitsubishi Motors nor any third party providing information shall be responsible for any damage you may suffer due to investment in Mitsubishi Motors based on the information shown in this presentation.

2. Basic Policy on Selection of Accounting Standards

In consideration of possibilities that these consolidated financial statements may be subject to trend analysis and/or comparison with other companies' financial statements, the MMC Group's policy is to produce its consolidated financial statements according to Japanese accounting standards.

The MMC Group's policy regarding harmonization with IFRS is to apply appropriate measures based on consideration of domestic and overseas economic situation(s).

3. Consolidated Financial Statements

(1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	452,510	438,891
Notes and accounts receivable - trade, and contract assets	154,199	248,614
Finance receivables	267,041	328,967
Merchandise and finished goods	266,209	285,237
Work in process	26,504	27,862
Raw materials and supplies	70,492	75,293
Other	155,671	208,155
Allowance for doubtful accounts	(1,498)	(3,153)
Total current assets	1,391,131	1,609,869
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	96,521	105,216
Machinery, equipment and vehicles, net	188,780	207,490
Tools, furniture and fixtures, net	65,803	76,868
Land	122,179	123,180
Construction in progress	51,085	38,427
Total property, plant and equipment	524,369	551,183
Intangible assets	51,168	49,415
Investments and other assets		
Investment securities	102,736	52,235
Retirement benefit asset	9,290	12,406
Deferred tax assets	78,821	74,507
Other	93,017	73,402
Allowance for doubtful accounts	(4,614)	(4,874)
Total investments and other assets	279,251	207,676
Total non-current assets	854,789	808,275
Total assets	2,245,920	2,418,145

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	350,954	447,143
Electronically recorded obligations - operating	106,039	114,286
Short-term borrowings	22,651	69,901
Commercial papers	47,500	30,000
Current portion of long-term borrowings	83,427	117,538
Lease liabilities	3,867	5,385
Accounts payable - other, and accrued expenses	216,737	219,977
Income taxes payable	12,178	8,253
Provision for product warranties	70,062	65,482
Other	90,517	88,545
Total current liabilities	1,003,936	1,166,513
Non-current liabilities		
Long-term borrowings	130,460	140,749
Lease liabilities	26,884	31,846
Retirement benefit liability	40,576	37,746
Other	70,496	77,971
Total non-current liabilities	268,418	288,313
Total liabilities	1,272,355	1,454,827
Net assets		
Shareholders' equity		
Share capital	284,382	284,382
Capital surplus	185,780	185,780
Retained earnings	500,609	451,014
Treasury shares	(56,383)	(56,310)
Total shareholders' equity	914,388	864,866
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	(400)	1,160
Deferred gains or losses on hedges	(25)	(1,404)
Foreign currency translation adjustment	33,331	56,183
Remeasurements of defined benefit plans	(12,892)	(1,343)
Total accumulated other comprehensive income	20,013	54,596
Share acquisition rights	6	6
Non-controlling interests	39,157	43,849
Total net assets	973,565	963,318
Total liabilities and net assets	2,245,920	2,418,145

(2) Consolidated statement of income and consolidated statement of comprehensive income

Consolidated statement of income (Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	2,788,232	2,896,536
Cost of sales	2,251,528	2,447,418
Gross profit	536,703	449,117
Selling, general and administrative expenses		
Advertising expenses	60,044	46,340
Freight costs	95,613	92,632
Provision of allowance for doubtful accounts	348	2,209
Remuneration, salaries and allowances for directors (and other officers)	87,479	85,671
Retirement benefit expenses	4,064	4,607
Depreciation	18,887	21,798
Research and development expenses	67,889	64,865
Other	63,548	55,473
Total selling, general and administrative expenses	397,876	373,600
Operating profit (loss)	138,826	75,517
Non-operating income		
Interest income	11,954	8,673
Dividend income	665	1,851
Foreign exchange gains	-	2,943
Share of profit of entities accounted for using equity method	-	1,351
Gain on reversal of accounts payable for overseas customs duties and others	2,641	-
Other	3,529	3,774
Total non-operating income	18,791	18,594
Non-operating expenses		
Interest expenses	6,732	6,100
Foreign exchange losses	31,541	-
Litigation expenses	5,262	2,219
Share of loss of entities accounted for using equity method	6,489	-
Other	8,988	6,883
Total non-operating expenses	59,015	15,203
Ordinary profit (loss)	98,602	78,908
Extraordinary income		
Gain on sale of non-current assets	853	996
Gain on sale of investment securities	-	2,500
Gain on sale of shares of subsidiaries and associates	-	1,650
Other	228	43
Total extraordinary income	1,082	5,190

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Extraordinary losses		
Loss on retirement of non-current assets	4,175	2,924
Impairment losses	5,870	151
Extra retirement payments	1,870	130
Loss on sale of investments in capital of subsidiaries and associates	-	6,313
Loss on valuation of U.S. environmental credits	-	16,112
Other	503	1,134
Total extraordinary losses	12,419	26,767
Profit (loss) before income taxes	87,265	57,331
Income taxes - current	29,665	26,016
Income taxes - deferred	6,950	10,156
Total income taxes	36,616	36,173
Profit (loss)	50,649	21,157
Profit (loss) attributable to non-controlling interests	9,661	11,142
Profit (loss) attributable to owners of parent	40,987	10,015

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit (loss)	50,649	21,157
Other comprehensive income		
Valuation difference on available-for-sale securities	(2,444)	1,559
Deferred gains or losses on hedges	683	(1,559)
Foreign currency translation adjustment	(5,984)	33,413
Remeasurements of defined benefit plans, net of tax	(25,811)	11,577
Share of other comprehensive income of entities accounted for using equity method	1,919	(2,102)
Total other comprehensive income	(31,636)	42,889
Comprehensive income	19,012	64,047
Comprehensive income attributable to:		
Comprehensive income attributable to owners of parent	11,306	51,580
Comprehensive income attributable to non-controlling interests	7,706	12,466

(3) Consolidated statement of changes in net assets

(Millions of yen)

For the fiscal year ended March 31, 2025	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	284,382	199,585	478,239	(1,688)	960,518
Changes during period					
Dividends of surplus			(18,618)		(18,618)
Profit (loss) attributable to owners of parent			40,987		40,987
Purchase of treasury shares				(68,642)	(68,642)
Disposal of treasury shares				126	126
Cancellation of treasury shares		(13,792)		13,792	—
Exercise of share acquisition rights		(12)		29	17
Net changes in items other than shareholders' equity					
Total changes during period	—	(13,804)	22,369	(54,694)	(46,129)
Balance at end of period	284,382	185,780	500,609	(56,383)	914,388

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	2,045	(739)	35,454	12,933	49,694	23	34,219	1,044,456
Changes during period								
Dividends of surplus								(18,618)
Profit (loss) attributable to owners of parent								40,987
Purchase of treasury shares								(68,642)
Disposal of treasury shares								126
Cancellation of treasury shares								—
Exercise of share acquisition rights								17
Net changes in items other than shareholders' equity	(2,445)	713	(2,123)	(25,826)	(29,681)	(17)	4,937	(24,760)
Total changes during period	(2,445)	713	(2,123)	(25,826)	(29,681)	(17)	4,937	(70,890)
Balance at end of period	(400)	(25)	33,331	(12,892)	20,013	6	39,157	973,565

(Millions of yen)

For the fiscal year ended March 31, 2026	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	284,382	185,780	500,609	(56,383)	914,388
Changes during period					
Dividends of surplus			(16,756)		(16,756)
Profit (loss) attributable to owners of parent			10,015		10,015
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares				72	72
Change in scope of consolidation			(189)		(189)
Change in scope of equity method			(42,664)		(42,664)
Net changes in items other than shareholders' equity					
Total changes during period	—	—	(49,595)	72	(49,522)
Balance at end of period	284,382	185,780	451,014	(56,310)	864,866

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	(400)	(25)	33,331	(12,892)	20,013	6	39,157	973,565
Changes during period								
Dividends of surplus								(16,756)
Profit (loss) attributable to owners of parent								10,015
Purchase of treasury shares								(0)
Disposal of treasury shares								72
Change in scope of consolidation								(189)
Change in scope of equity method								(42,664)
Net changes in items other than shareholders' equity	1,560	(1,378)	22,852	11,548	34,582	—	4,692	39,275
Total changes during period	1,560	(1,378)	22,852	11,548	34,582	—	4,692	(10,247)
Balance at end of period	1,160	(1,404)	56,183	(1,343)	54,596	6	43,849	963,318

(4) Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit (loss) before income taxes	87,265	57,331
Depreciation	73,992	82,631
Impairment losses	5,870	151
Loss on valuation of U.S. environmental credits	-	16,112
Increase (decrease) in allowance for doubtful accounts	(46)	1,945
Increase (decrease) in retirement benefit liability	343	5,595
Interest and dividend income	(12,620)	(10,525)
Interest expenses	6,732	6,100
Foreign exchange losses (gains)	6,023	(4,953)
Share of loss (profit) of entities accounted for using equity method	6,489	(1,351)
Loss (gain) on sales and retirement of non-current assets	3,336	2,037
Decrease (increase) in trade receivables	(3,493)	(80,901)
Decrease (increase) in financial receivables	(26,369)	(62,204)
Decrease (increase) in inventories	43,455	13,490
Increase (decrease) in trade payables	21,787	76,296
Increase (decrease) in accounts payable - other, and accrued expenses	(15,051)	2,749
Decrease (increase) in accounts receivable - other	10,909	(20,289)
Other, net	(17,321)	(22,015)
Subtotal	191,303	62,201
Interest and dividends received	14,318	13,657
Interest paid	(6,792)	(5,450)
Income taxes paid	(24,096)	(34,652)
Net cash provided by (used in) operating activities	174,734	35,755
Cash flows from investing activities		
Purchase of property, plant and equipment	(95,080)	(112,640)
Proceeds from sales of property, plant and equipment	645	1,967
Purchase of intangible assets	(16,095)	(10,257)
Other, net	(4,221)	(1,513)
Net cash provided by (used in) investing activities	(114,752)	(122,444)

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from financing activities		
Increase (decrease) in short-term borrowings	(44,706)	47,047
Increase (decrease) in commercial papers	4,000	(17,500)
Proceeds from long-term borrowings	214,976	135,521
Repayments of long-term borrowings	(353,132)	(91,923)
Purchase of treasury shares	(68,642)	(0)
Dividends paid	(18,583)	(16,728)
Dividends paid to non-controlling interests	(2,670)	(4,782)
Other, net	(6,007)	(4,733)
Net cash provided by (used in) financing activities	(274,765)	46,900
Effect of exchange rate change on cash and cash equivalents	(9,309)	21,823
Net increase (decrease) in cash and cash equivalents	(224,093)	(17,964)
Cash and cash equivalents at beginning of period	674,204	450,111
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	-	6,713
Cash and cash equivalents at end of period	450,111	438,860

(5) Notes on consolidated financial statements

Notes on the going concern assumption

There is no item to be reported.

Notes on changes in the scope of consolidation or application of the equity method

Mitsubishi Motors Finance Philippines Inc., which was an unconsolidated subsidiary in the previous fiscal year, has been included in the scope of consolidation from the current fiscal year due to increased materiality.

In the current fiscal year, JATCO Ltd., an equity-method associate, was excluded from the scope of application of the equity method due to reduced influence. In addition, Shenyang Aerospace Mitsubishi Motors Engine Manufacturing Co., Ltd., an equity-method associate, was excluded from the scope of application of the equity method due to the sale of equity interest.

Notes on additional information

(Stock compensation plan)

Based on the resolution of the Compensation Committee meeting held on December 15, 2020, MMC has introduced a stock compensation plan (hereinafter the "Plan") that utilizes trusts as an incentive plan for its Executive Officers and Corporate Officers, etc. (hereinafter referred to as "Executive Officers, etc.")

(1) Outline of the transaction

The Plan adopts a structure called the Board Incentive Plan Trust (hereinafter the "Trust"). Through the Trust, MMC will deliver MMC shares or pay money equivalent to the converted value of such shares to Executive Officers, etc., according to their position and degree of achievement of performance targets.

(2) Treasury shares remaining in the Trust

The MMC's shares remaining in the Trust are recorded as treasury shares in the net assets section at the book value of the trust (excluding the amount of incidental expenses). The book value of the treasury shares as of March 31, 2026, is 783 million yen, and the number of shares is 2,128 thousand shares.

Notes on segment information

[Segment Information]

1. Overview of reportable segments

The reportable segments of the Group are components for which discrete financial information is available, and for which operating results are regularly reviewed by MMC's decision making bodies including the Board of Directors to determine resource allocation to the segments and to assess their performance.

The main business of the Group is automobile business, involving design, manufacturing and sales of automobiles and component parts. In addition, in the financial service business, we engage in sales finance and leasing services (including property sales, etc., associated with expiration or cancellation of lease transactions) for the MMC group's products. Accordingly, based on the types of products and services offered, the Group determined "automobile business" and "financial service business" as two reportable segments.

2. Calculation method of the amounts of net sales, profit or loss, assets and other items by reportable segment

The accounting method for the reportable segments is the same as "Material basis of the preparation of consolidated financial statements." Intersegment sales and transfers are based on the price in the arms-lengths transaction.

3. Information on sales, profit or loss, assets and other items by reportable segment

For the previous fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Automobiles	Financial services	Total	Adjustment (Note 1)	Grand total (Note 2)
Net sales					
(1) External customers					
Revenue from contracts with customers	2,749,426	19,186	2,768,612	-	2,768,612
Other revenue	566	19,053	19,619	-	19,619
Subtotal	2,749,992	38,239	2,788,232	-	2,788,232
(2) Intersegment sales	7,857	8,407	16,265	(16,265)	-
Total	2,757,849	46,647	2,804,497	(16,265)	2,788,232
Segment profit (loss)	134,060	4,222	138,283	543	138,826
Segment assets	1,927,798	335,338	2,263,137	(17,216)	2,245,920
Other items					
Depreciation (Note 3)	68,131	5,861	73,992	-	73,992
Investment in equity method associates	107,144	-	107,144	-	107,144
Increase in property, plant and equipment and intangible assets (Note 3)	110,163	12,772	122,935	-	122,935

(Notes) 1. Adjustment represents the elimination of intersegment transactions.

2. Segment profit (loss) agrees to the amount of operating profit (loss) presented in the consolidated statement of income.

3. Depreciation, increase in property, plant and equipment and intangible assets, include long-term prepaid expenses and amortization thereof.

For the fiscal year under review (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Automobiles	Financial services	Total	Adjustment (Note 1)	Grand total (Note 2)
Net sales					
(1) External customers					
Revenue from contracts with customers	2,854,018	20,699	2,874,718	-	2,874,718
Other revenue	529	21,288	21,818	-	21,818
Subtotal	2,854,548	41,988	2,896,536	-	2,896,536
(2) Intersegment sales	7,700	9,502	17,202	(17,202)	-
Total	2,862,248	51,491	2,913,739	(17,202)	2,896,536
Segment profit (loss)	72,492	2,820	75,312	205	75,517
Segment assets	2,013,074	462,339	2,475,413	(57,268)	2,418,145
Other items					
Depreciation (Note 3)	76,686	5,944	82,631	-	82,631
Investment in equity method associates	41,832	-	41,832	-	41,832
Increase in property, plant and equipment and intangible assets (Note 3)	104,402	16,866	121,269	-	121,269

(Notes) 1. Adjustment represents the elimination of intersegment transactions.

2. Segment profit (loss) agrees to the amount of operating profit (loss) presented in the consolidated statement of income.

3. Depreciation, increase in property, plant and equipment and intangible assets, include long-term prepaid expenses and amortization thereof.

[Related Information]

For the previous fiscal year (from April 1, 2024 to March 31, 2025)

1. Information by products and services

The information is omitted here, as the classifications are the same as reportable segments.

2. Information by geographic region

(1) Net sales

Net sales to external customers classified by locations of external customers

(Millions of yen)

	Japan	North America	Europe	Asia	Oceania	Other	Total
Net sales							
External customers							
Revenue from contracts with customers	612,409	733,791	127,066	569,950	321,095	404,299	2,768,612
Other revenue	19,158	434	-	-	26	-	19,619
Total	631,567	734,225	127,066	569,950	321,122	404,299	2,788,232

(Note) Main countries and regions outside Japan are grouped as follows:

- (1) North America..... The United States, Canada, Mexico
- (2) Europe..... Germany, France, Spain, the Netherlands
- (3) Asia..... The Philippines, Indonesia, Thailand, Vietnam
- (4) Oceania..... Australia, New Zealand
- (5) Other..... U.A.E., Brazil

(Supplementary information)

Net sales and operating profit (loss) based on the geographic locations of MMC and its consolidated subsidiaries

(Millions of yen)

	Japan	North America	Europe	Asia	Oceania	Other	Total	Adjustment	Grand total
Net sales									
(1) External customers									
Revenue from contracts with customers	1,063,870	733,607	126,552	502,497	321,080	21,004	2,768,612	-	2,768,612
Other revenue	19,158	434	-	-	26	-	19,619	-	19,619
Subtotal	1,083,028	734,041	126,552	502,497	321,107	21,004	2,788,232	-	2,788,232
(2) intersegment sales	1,304,314	1,848	1,238	784,429	45	-	2,091,876	(2,091,876)	-
Total	2,387,343	735,890	127,790	1,286,927	321,152	21,004	4,880,108	(2,091,876)	2,788,232
Operating profit (loss)	14,757	33,412	1,659	69,500	11,002	814	131,147	7,678	138,826

(Note) Main countries and regions outside Japan are grouped as follows:

- (1) North America..... The United States, Canada, Mexico, Puerto Rico
- (2) Europe..... The Netherlands
- (3) Asia..... Thailand, Indonesia, the Philippines, Vietnam
- (4) Oceania..... Australia, New Zealand
- (5) Other..... U.A.E.

For the fiscal year under review (from April 1, 2025 to March 31, 2026)

1. Information by products and services

The information is omitted here, as the classifications are the same as reportable segments.

2. Information by geographic region

(1) Net sales

Net sales to external customers classified by locations of external customers

(Millions of yen)

	Japan	North America	Europe	Asia	Oceania	Other	Total
Net sales							
External customers							
Revenue from contracts with customers	638,986	661,310	211,992	623,566	286,015	452,846	2,874,718
Other revenue	20,414	405	-	978	19	-	21,818
Total	659,400	661,715	211,992	624,545	286,035	452,846	2,896,536

(Note) Main countries and regions outside Japan are grouped as follows:

- (1) North America..... The United States, Canada, Mexico
- (2) Europe..... Germany
- (3) Asia..... The Philippines, Indonesia, Vietnam Thailand
- (4) Oceania..... Australia, New Zealand
- (5) Other..... Brazil, U.A.E.

(Supplementary information)

Net sales and operating profit (loss) based on the geographic locations of MMC and its consolidated subsidiaries

(Millions of yen)

	Japan	North America	Europe	Asia	Oceania	Other	Total	Adjustment	Grand total
Net sales									
(1) External customers									
Revenue from contracts with customers	1,166,580	649,818	199,992	566,211	270,764	21,351	2,874,718	-	2,874,718
Other revenue	20,414	405	-	978	19	-	21,818	-	21,818
Subtotal	1,186,994	650,223	199,992	567,190	270,783	21,351	2,896,536	-	2,896,536
(2) intersegment sales	1,238,565	1,604	1,468	795,977	58	0	2,037,674	(2,037,674)	-
Total	2,425,560	651,827	201,461	1,363,168	270,841	21,351	4,934,211	(2,037,674)	2,896,536
Operating profit (loss)	(45,130)	21,654	2,585	78,105	6,016	568	63,800	11,716	75,517

(Note) Main countries and regions outside Japan are grouped as follows:

- (1) North America..... The United States, Canada, Mexico, Puerto Rico
- (2) Europe..... The Netherlands
- (3) Asia..... Thailand, Indonesia, the Philippines, Vietnam
- (4) Oceania..... Australia, New Zealand
- (5) Other..... U.A.E.

Notes on per share information

(Yen)

	For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)
Net assets per share	698.28	687.01
Basic earnings (loss) per share	28.70	7.48
Diluted earnings per share	28.70	7.48

(Notes) 1. The shares of MMC held by the "Board Incentive Plan (BIP) Trust" are included in treasury shares that are deducted from the total number of shares outstanding at the end of the period in the calculation of "Net assets per share." (2,325 thousand shares for the fiscal year ended March 31, 2025, and 2,128 thousand shares for the fiscal year ended March 31, 2026.)

In addition, for the purpose of calculating "Basic earnings (loss) per share" and "Diluted earnings per share", the shares of MMC held by the "Board Incentive Plan (BIP) Trust" are included in treasury shares that are deducted in the calculation of the average number of shares during the period. (2,420 thousand shares for the fiscal year ended March 31, 2025 and 2,182 thousand shares for the fiscal year ended March 31, 2026.)

2. Basis for calculation for basic earnings (loss) per share and diluted earnings per share are as follows:

	For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)
Basic earnings (loss) per share		
Profit (loss) attributable to owners of parent (Millions of yen)	40,987	10,015
Amounts not attributable to shareholders of common stock (Millions of yen)	-	-
Profit (loss) attributable to owners of parent pertaining to common stock (Millions of yen)	40,987	10,015
Average number of shares of common stock outstanding during the period (Thousands of shares)	1,428,275	1,338,299
Diluted earnings per share		
Adjustment to profit attributable to owners of parent (Millions of yen)	-	-
Increase in number of shares of common stock (Thousands of shares)	66	47
(Of which, share acquisition rights (Thousands of shares))	(66)	(47)
Overview of residual shares not included in calculation of diluted earnings per share due to lack of dilutive effect	-	-

Notes on significant subsequent event

There is no item to be reported.