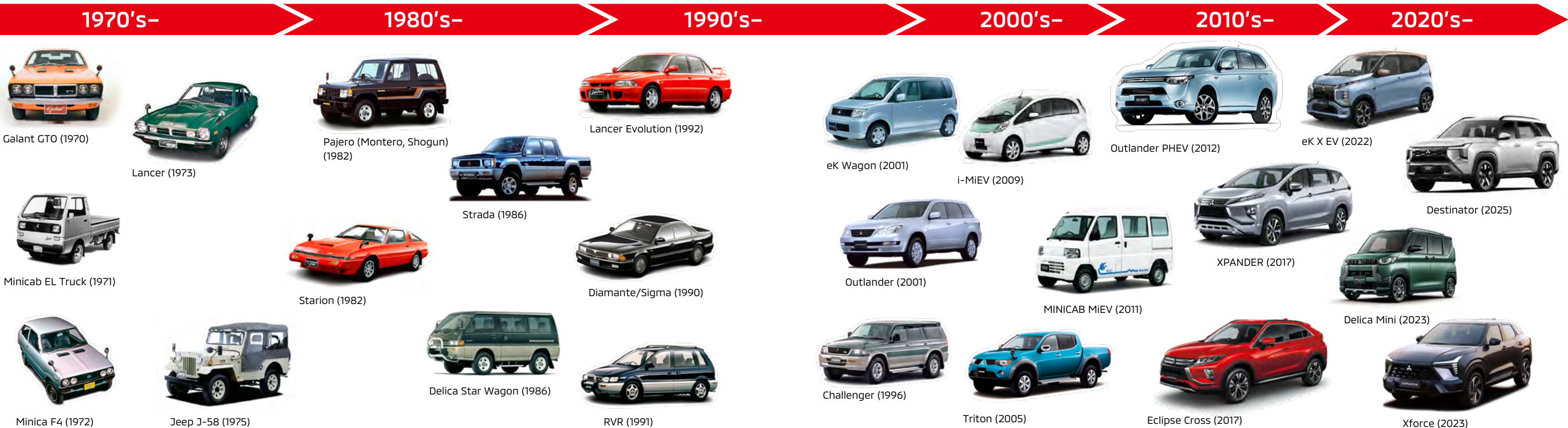


Mitsubishi Motors' History

Date	Outline
April 1970	Mitsubishi Motors Corporation (MMC) incorporated as a wholly-owned subsidiary of Mitsubishi Heavy Industries, Ltd. (MHI)
June 1970	MMC started business taking over MHI motor vehicle division's operations MHI's certain facilities of Kyoto Works (presently Kyoto Works Kyoto Plant), Nagoya Motor Vehicle Works (presently Okazaki Plant; the same shall apply hereinafter), Mizushima Motor Vehicle Works (presently Mizushima Plant) and one other Vehicle Works transferred operational authority from MHI to MMC
August 1977	MMC constructed Nagoya Motor Vehicle Works Okazaki Plant
December 1979	MMC constructed Kyoto Works - Shiga Plant
October 1980	MMC and Mitsubishi Corporation jointly established Mitsubishi Motors Australia, Ltd. (MMAL) (MMC subsequently acquired all MMAL shares in December 2001)
October 1984	MMC took over management of Mitsubishi Motor Sales Co., Ltd. (established in October 1964)
October 1985	MMC established Diamond-Star Motors Corporation (DSM) as a joint venture company with Chrysler Corporation (MMC acquired all DSM shares in October 1991 and renamed "Mitsubishi Motor Manufacturing of America, Inc." (MMMA) in July 1995)
December 1988	MMC shares listed on First Section of Tokyo, Osaka and Nagoya Stock Exchanges (MMC shares delisted from Nagoya Stock Exchange in November 2003 and delisted from Osaka Stock Exchange in November 2009)
March 1995	MMC acquired a majority stake in Toyo Koki Co., Ltd. (renamed Pajero Manufacturing Co., Ltd. in July 1995, acquired all shares of the company in March 2003)
November 1996	MMC commissioned Tokachi Proving Ground in Hokkaido.
March 2000	MMC signed Memorandum of Understanding on business alliance for overall passenger vehicle operations including capital participation with DaimlerChrysler AG (DaimlerChrysler AG acquired 34% of shares in MMC in October 2000 and sold all shares in November 2005)

Date	Outline
January 2003	MMC spun off truck and bus operations into a separate company, incorporating them as Mitsubishi Fuso Truck and Bus Corporation (MFTBC)
March 2003	MMC transferred a 43% stake in MFTBC to DaimlerChrysler AG and a collective 15% stake to 10 Mitsubishi group firms, leaving it with a shareholding of 42% in MFTBC (MMC transferred all remaining MFTBC shares to DaimlerChrysler AG in March 2005)
March 2008	Discontinued production of vehicles at MMAL
April 2010	Peugeot Citroën Automobiles S.A. of France established joint venture PCMA Rus in Russia
September 2012	Jointly established GAC Mitsubishi Motors Co., Ltd. with Mitsubishi Corporation
December 2012	MMC and Mitsubishi Motors Europe B.V. transferred all shares in Netherlands Car B.V. to VD Leegte Beheer B.V. in the Netherlands
March 2015	MMC and Mitsubishi Corporation jointly established PT Mitsubishi Motors Krama Yudha Indonesia (MMKI)
November 2015	Discontinued production of vehicles at Mitsubishi Motors North America, Inc.
May 2016	MMC concluded a Strategic Alliance Agreement with Nissan Motor Co., Ltd. concerning a capital and business alliance (in October 2016, Nissan acquired 34% of MMC shares through a third-party allocation and in November 2024, it sold a portion of its shares back to MMC)
June 2019	MMC transitioned to a company with a Nomination Committee, and others
August 2021	MMC ended manufacturing operations and closed factory of Pajero Manufacturing Co., Ltd
April 2022	MMC shares that had been listed on the First Section were transferred to the Prime Market due to a restructuring of the market segments implemented by Tokyo Stock Exchange
December 2023	Discontinued production of vehicles at PCMA Rus
February 2024	Discontinued production of vehicles at GAC Mitsubishi Motors Co., Ltd.

Major Successive Models



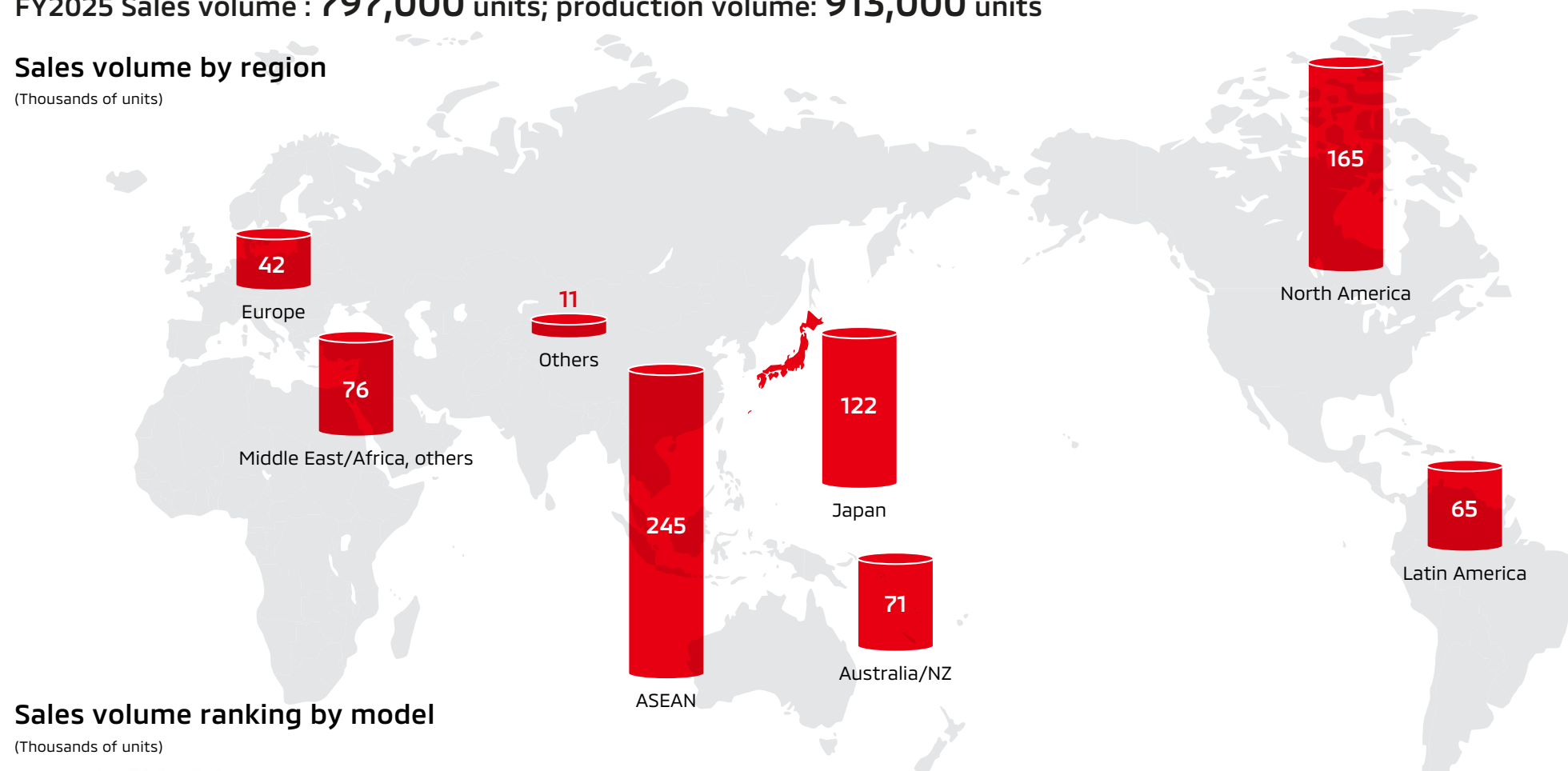
Business Operations and Performance

Sales and Production Data

FY2025 Sales volume : **797,000** units; production volume: **913,000** units

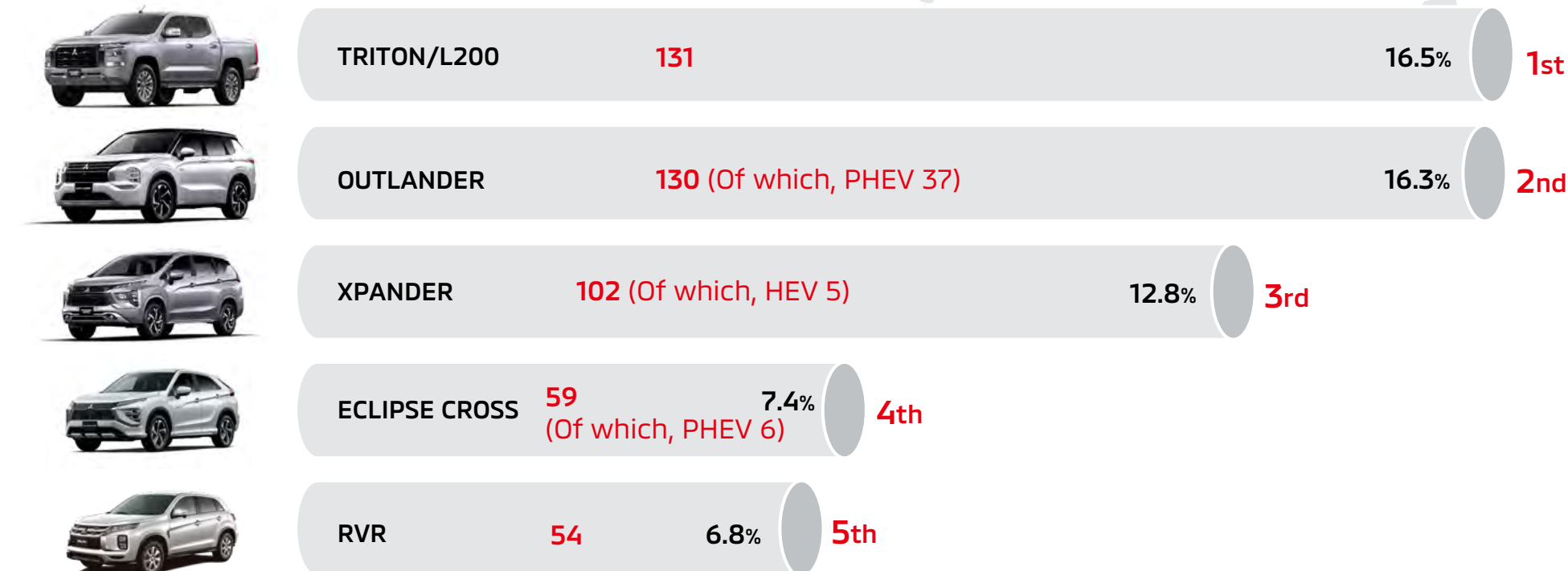
Sales volume by region

(Thousands of units)



Sales volume ranking by model

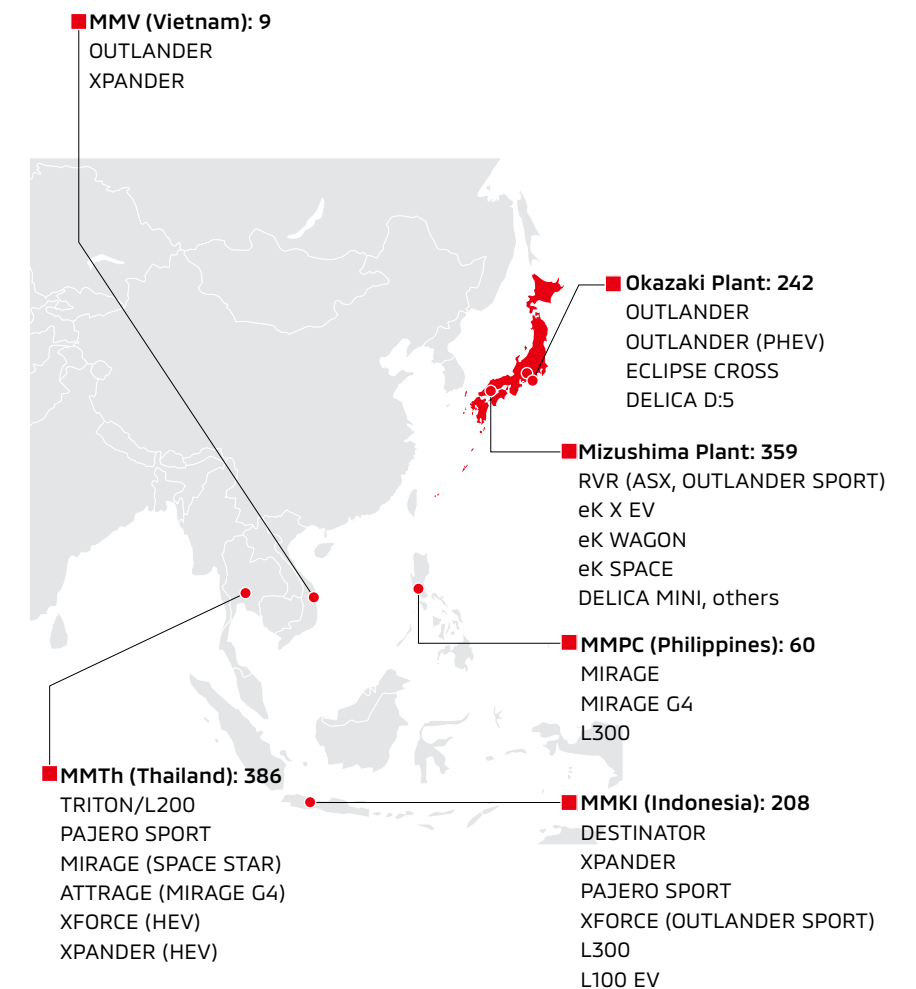
(Thousands of units)



Production capacity

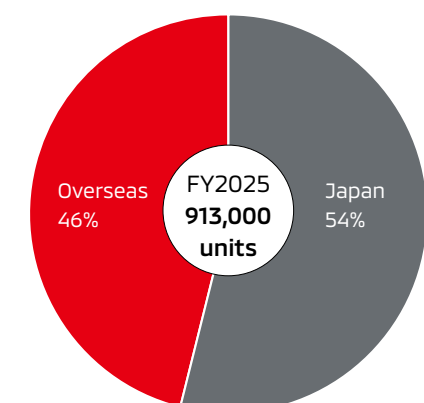
(Thousands of units)

For FY2025, based on standard operation



Production results

(Thousands of units)



Business Operations and Performance

Overview of Operations by Region

Sales Volume

(Thousands of units)

	FY2022	FY2023	After changes in regional classifications*			
			FY2023	FY2024	FY2025	FY2026 (Forecast)
ASEAN	262	239	239	250	245	266
Oceania	88	84	84	86	71	69
Latin America/Middle East/Africa, others	150	136	138	139	141	155
Japan	92	111	111	118	122	140
North America	133	163	163	186	165	157
Europe	61	59	57	51	42	55
Others	48	23	23	12	11	15
Total	834	815	815	842	797	857

Net Sales

(Billions of yen)

	FY2022	FY2023	FY2023	FY2024	FY2025	FY2026 (Forecast)
ASEAN	584.6	531.0	531.0	566.4	613.5	710.0
Oceania	281.9	319.0	319.0	321.1	286.0	335.0
Latin America/Middle East/Africa, others	334.3	394.0	401.6	404.3	452.8	460.0
Japan	552.7	609.1	609.1	631.6	659.4	765.0
North America	538.0	711.1	711.1	734.2	661.7	710.0
Europe	154.2	219.4	211.8	127.1	212.0	270.0
Others	12.4	6.0	6.0	3.5	11.1	10.0
Total	2,458.1	2,789.6	2,789.6	2,788.2	2,896.5	3,260.0

Operating Profit

(Billions of yen)

	FY2022	FY2023	FY2023	FY2024	FY2025
ASEAN	46.6	20.3	20.3	19.8	22.9
Oceania	37.2	24.0	24.0	25.2	(7.5)
Latin America/Middle East/Africa, others	21.7	38.2	38.4	17.2	14.3
Japan	(6.1)	(13.1)	(13.1)	(7.4)	17.8
North America	81.9	111.9	111.9	76.9	19.1
Europe	6.8	8.4	8.2	6.5	7.1
Others	2.4	1.3	1.3	0.6	1.8
Total	190.5	191.0	191.0	138.8	75.5

* 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 2026

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

In addition to the full-year contribution of the new "DESTINATOR," launched in fiscal 2025, we will strengthen our presence by expanding the "XFORCE" (HEV) to markets outside Thailand and introducing the all-new "PAJERO."

Oceania (Australia and New Zealand)

We will strengthen our product lineup and enhance brand value through the introduction of the all-new "PAJERO" and the new BEV "ASX VR-e," among other models. By further strengthening product competitiveness and brand power, we aim to establish a foundation for medium- to long-term growth.

Latin America/Middle East/Africa, others

In Latin America, in addition to expanding sales centered on "TRITON/L200," we will move into full-scale sales of the new "DESTINATOR." In the Middle East and Africa, we will promote the establishment of an SUV-centered brand and the sequential rollout of "DESTINATOR."

Japan

We will maintain and further build sales momentum for the strong-selling DELICA series, centered on "DELICA MINI" and "DELICA D:5," while making thorough preparations to ensure the successful launch of upcoming new models.

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

Against a backdrop of resilient demand, we aim to increase sales of core models, including "OUTLANDER," as well as "OUTLANDER SPORT." We will also strengthen retail sales at dealerships by introducing variants tailored to customer needs.

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

We will strengthen sales by enhancing communication of product value centered on our core models, the "OUTLANDER" (PHEV), "ECLIPSE CROSS," and "GRANDIS."



"DESTINATOR"



"OUTLANDER" (PHEV)



"XFORCE" (HEV)



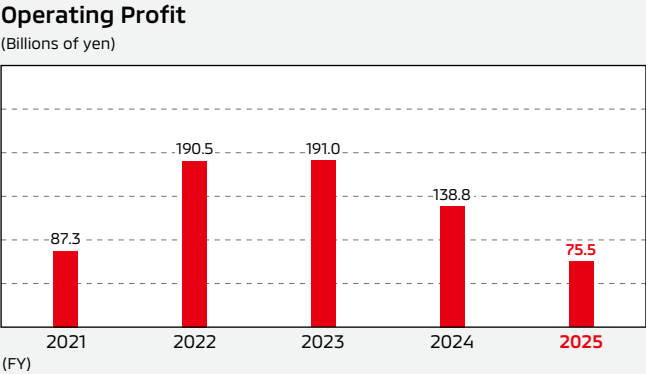
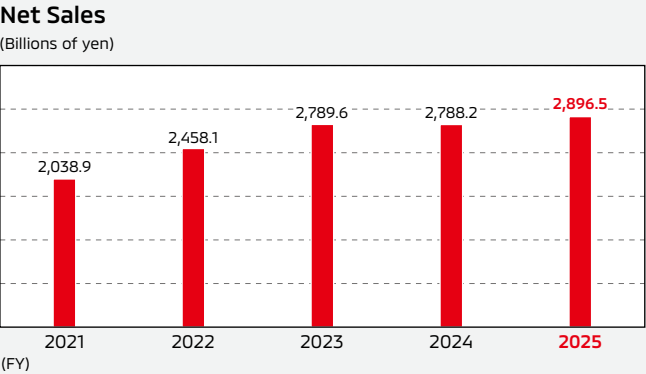
"TRITON"

Financial and Data Section

Summary of Financial and Non-Financial Information

	FY2021	FY2022	FY2023	FY2024	FY2025
For the year:					(In billions of yen)
Net sales	2,038.9	2,458.1	2,789.6	2,788.2	2,896.5
Operating profit	87.3	190.5	191.0	138.8	75.5
Ordinary profit	101.0	182.0	209.0	98.6	78.9
Profit attributable to owners of the parent	74.0	168.7	154.7	41.0	10.0
Sales volume (retail) (Thousands of units)	937	834	815	842	797
R&D expenses	90.7	107.2	114.6	126.7	116.8
Capital expenditures	62.7	78.6	93.6	100.6	85.3
Depreciation	53.6	60.1	67.7	74.0	82.6
Return on equity (ROE) (%)	13.3	24.0	17.1	4.2	1.1
Per share data:					(In yen)
Earnings per share	49.76	113.38	103.97	28.70	7.48
Diluted earnings per share	49.74	113.36	103.96	28.70	7.48
Dividends per share	0.00	5.00	10.00	15.00	10.00
At year-end:					(In billions of yen)
Total assets	1,928.4	2,201.5	2,454.5	2,245.9	2,418.1
Net assets	630.3	830.4	1,044.5	973.6	963.3
Cash and deposits	511.5	596.0	674.2	452.5	438.9
Interest-bearing debt	480.5	428.3	492.4	314.8	395.4
Equity ratio (%)	31.5	36.4	41.2	41.6	38.0
Number of shares outstanding (Thousands)	1,490,282	1,490,282	1,490,282	1,460,477	1,460,477
CO ₂ Emissions* ¹					
Scope 1 (direct emissions)* ² (x10 ³ t-CO ₂)	92	95	90	85	84
Scope 2 (indirect emissions)* ² (x10 ³ t-CO ₂)	319	271	264	243	226
Scope 3 (x10 ³ t-CO ₂ eq)	28,294	28,710	31,743	29,713	29,461
Energy input* ¹					
(PPrimary and secondary energy) (PJ)	8.2	8.2	7.5	7.1	6.9
Generated waste* ¹ (x10 ³ t)	143	141	167	142	153
Withdrawn water volume* ¹ (x10 ³ m ³)	4,640	4,659	4,268	4,155	4,288
Ratio of female managers* ³ (%)	5.1	6.1	6.3	6.4	6.8
Ratio of annual paid leave taken* ⁴ (%)	89.5	94.8	93.4	91.2	91.1
Accident rate* ⁵	0.20	0.31	0.33	0.16	0.17
Number of reports to or consultations with the internal employee consultation office (Instances)	109	74	74	104	88

(Note) Changes in accounting methods have not been retroactively applied to previous fiscal years.
*1 Target sites: Environmental management target companies for each fiscal year (including the Company)
*2 CO₂ emission factors are based on "Greenhouse Gas Emissions Conversion, Reporting, and Announcement System based on the Act on Promotion of Global Warming Countermeasures."
Overseas electric power conversion factors are provided by individual utilities. The IEA's "CO₂ Emissions from Fuel Combustion" or "Emission Factors" are used for some locations.
*3 Ratios are as of the end of March, calculated based on all managerial positions of the Company on a non-consolidated basis, including Corporate Officers.
*4 Days of annual paid leave taken during the year (days carried forward from the previous year + days granted for the current year) / Days of annual paid leave available for the year ×100
*5 Number of accidents with or without loss of workdays per 1 million working hours



Operational Review

Overview of Financial Results

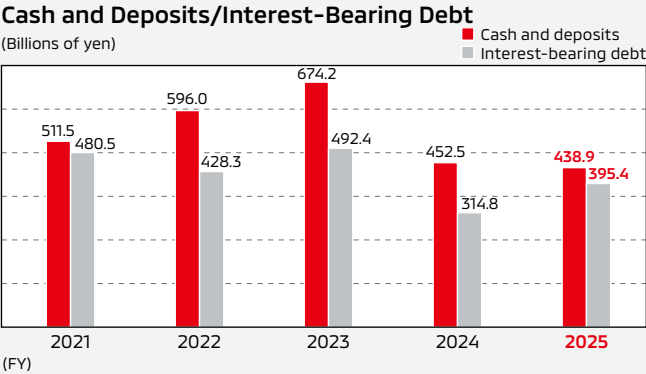
In the fiscal year 2025, we faced a challenging business environment characterized by a series of significant changes, including the impact of U.S. tariffs, the rise of Chinese manufacturers, and evolving environmental regulations in various countries. Furthermore, since the beginning of 2026, geopolitical 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).

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).



Overview of Cash Flow

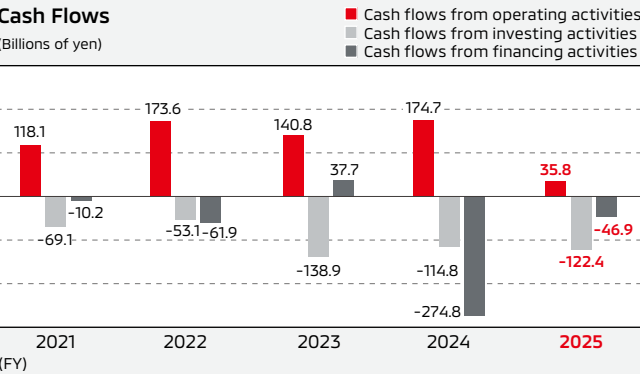
The balance of cash and cash equivalents at the end of the fiscal year 2025 decreased by 11.2 billion yen from 450.1 billion yen at the end of the previous fiscal year to 438.9 billion yen. Net cash provided by operating activities was 35.8 billion yen. This was primarily due to profit before income 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. 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. 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

(FY)	2021	2022	2023	2024	2025
Ratio of shareholders' equity (%)* ¹	31.5	36.4	41.2	41.6	38.0
Ratio of market value to assets (%)* ²	25.5	35.3	30.6	24.4	17.0
Debt repayment coverage (years)* ³	4.1	2.5	3.5	1.8	11.1
Interest coverage ratio (%)* ⁴	23.2	47.9	24.0	25.7	6.6

*1 Shareholders' equity / total assets
*2 Total market value of shares / total assets
*3 Interest bearing liabilities / cash flows
*4 Cash flows / interest expenses paid

- Notes:
- All figures are calculated based on consolidated financial data.
 - Total market value of shares is calculated based on the number of outstanding shares excluding treasury shares.
 - Cash flows from operating activities are used.



Consolidated Subsidiaries and Affiliates

(As of March 31, 2026)

Company Name	Location	Capital Stock (In millions)	Business Lines	Percentage of Voting Stock Holding (%) *1
Consolidated subsidiaries				
Higashi Nihon Mitsubishi Motor Sales Co., Ltd.	Japan	JPY 100	Automobile sales	100.0
Nishi Nihon Mitsubishi Motor Sales Co., Ltd.	Japan	JPY 100	Automobile sales	100.0
Mitsubishi Automotive Logistics Technology Co., Ltd.	Japan	JPY 436	Automobile transport and maintenance, sales of automobile parts	100.0
Mitsubishi Automotive Engineering Co., Ltd.	Japan	JPY 350	Automobile development	100.0
Suiryo Plastics Co., Ltd.	Japan	JPY 100	Manufacture of automobile parts	100.0
Mitsubishi Motors Finance Co., Ltd.	Japan	JPY 3,000	Auto sales financing, leasing, rentals and sales, etc.	100.0
Mitsubishi Motors North America, Inc.*2	U.S.A	USD 398.8	Automobile sales	100.0
Mitsubishi Motors R&D of America, Inc.	U.S.A	USD 2.0	Investigation, testing and research related to automobiles	100.0 (100.0)
Mitsubishi Motor Sales of Canada, Inc.	Canada	CAD 2.0	Automobile sales	100.0
Mitsubishi Motor Sales of Caribbean, Inc.	Puerto Rico	USD 47.5	Automobile sales	100.0
Mitsubishi Motors de Mexico, S.A. de C.V.	Mexico	MXN 92.0	Automobile sales	100.0
Mitsubishi Motors Europe B.V.*2	Netherlands	EUR 237.2	Automobile sales	100.0
Mitsubishi Motor R&D Europe GmbH	Germany	EUR 0.8	Investigation, testing and research related to automobiles	100.0
Mitsubishi Motor Sales Nederland B.V.	Netherlands	EUR 6.8	Automobile sales	100.0
Mitsubishi Motors Australia Ltd.*2	Australia	AUD 1,789.9	Automobile sales	100.0
Mitsubishi Motors New Zealand Ltd.	New Zealand	NZD 48.0	Automobile sales	100.0
Mitsubishi Motors (Thailand) Co., Ltd.*2	Thailand	THB 7,000.0	Automobile assembly, sales	100.0
MMTh Engine Co., Ltd.	Thailand	THB 20.0	Manufacturing of automobile engines and pressed parts	100.0 (100.0)
Mitsubishi Motors Philippines Corporation	Philippines	PHP 1,640.0	Automobile assembly, sales	100.0
Asian Transmission Corporation	Philippines	PHP 770.0	Manufacturing of automobile transmissions	100.0
Mitsubishi Motors Middle East And Africa FZE	U.A.E.	UAD 10.0	Automobile parts sales	100.0
MMC Manufacturing Malaysia Sdn. Bhd.	Malaysia	MYR 20.0	Manufacturing of automobile parts	60.0
PT Mitsubishi Motors Krama Yudha Indonesia*2	Indonesia	IDR 2,200,000	Automobile assembly	60.0
Mitsubishi Motors Vietnam Co., Ltd.	Vietnam	VND 410,812	Automobile assembly, sales	41.2
Mitsubishi Motors Finance Philippines Inc.	Philippines	PHP 2,550	Auto sales financing	51.0
10 other subsidiaries in addition to the above				
Equity-method associates				
Tokachi Mitsubishi Motor Sales Co., Ltd.	Japan	JPY 60	Automobile sales	46.67
Nagano Mitsubishi Motor Sales Co., Ltd.	Japan	JPY 40	Automobile sales	49.86
Mie Mitsubishi Motor Sales Co., Ltd.	Japan	JPY 58	Automobile sales	37.11
Kagawa Mitsubishi Motor Sales Co., Ltd.	Japan	JPY 50	Automobile sales	23.0
Miyazaki Mitsubishi Motor Sales Co., Ltd.	Japan	JPY 60	Automobile sales	38.8
Higashi Kanto MMC Parts Sales Co., Ltd.	Japan	JPY 100	Automobile parts sales	33.0 (10.0)
NMKV Co., Ltd	Japan	JPY 10	Automobile planning and development	50.0
MMD Automobile GmbH	Germany	EUR 30	Automobile sales	24.99
PT Mitsubishi Motors Krama Yudha Sales Indonesia	Indonesia	IDR 1,300,000	Automobile sales	19.00
FleetPartners Group Ltd.	Australia	AUD 389.8	Auto sales financing, leasing, and rentals	20.04
6 other associates in addition to the above				
Other related companies				
Company Name	Location	Capital Stock (In millions)	Business Lines	Percentage of Voting Stock Held (%)
Nissan Motor Co., Ltd.*3	Japan	JPY 605,814	Automobile assembly, sales and related business	26.68
Mitsubishi Corporation*3	Japan	JPY 213,825	Wholesale trade	22.23

*1 Figures in parentheses represent indirect shares.

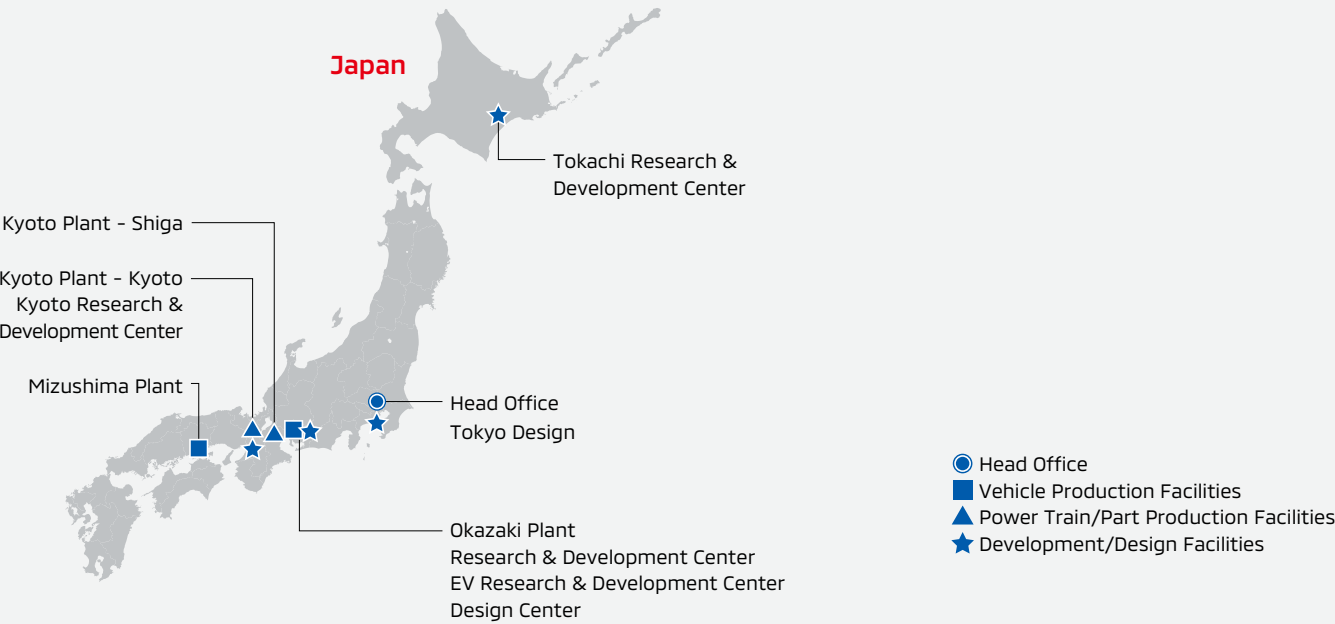
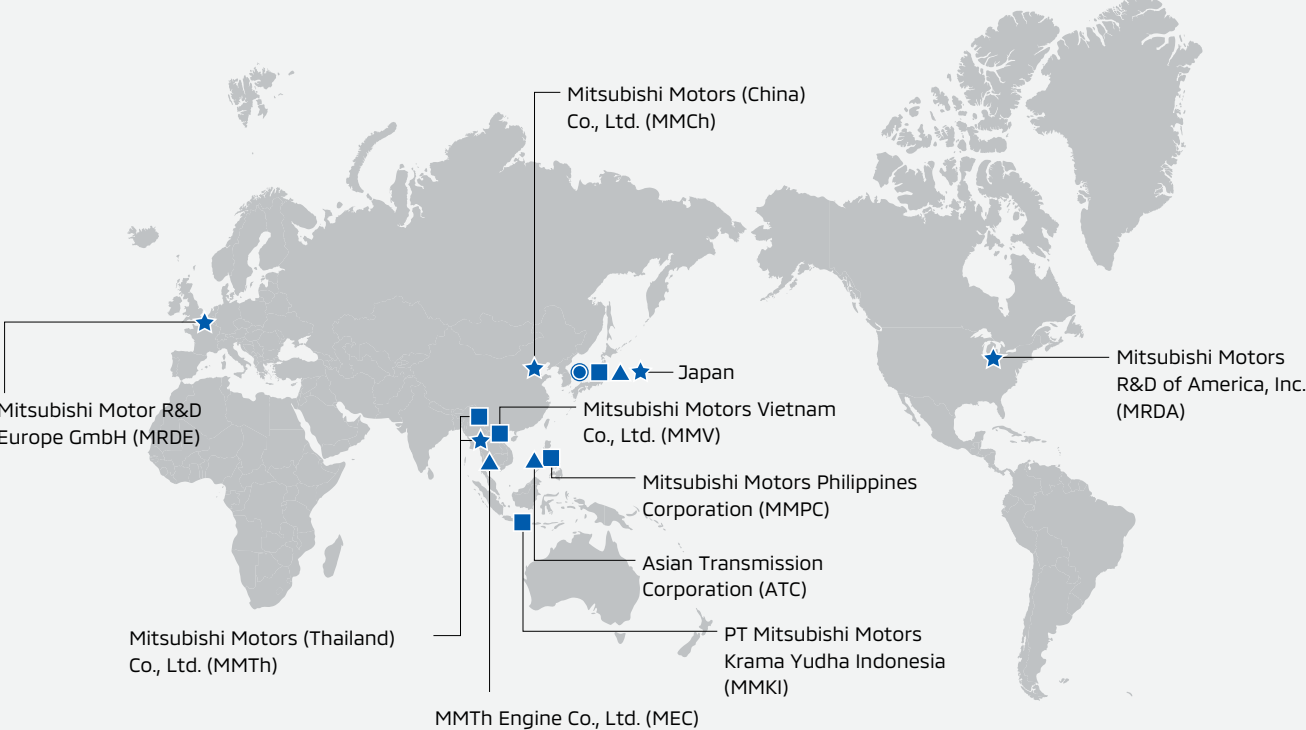
*2 Specified subsidiaries. (Mitsubishi Motors North America, Inc. (MMNA), Mitsubishi Motors Europe B.V. (MME), Mitsubishi Motors Australia, Ltd. (MMAL), Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), PT Mitsubishi Motors Krama Yudha Sales Indonesia)

*3 A company submitting an annual securities report.

Principal Facilities

(As of June 30, 2026)

Worldwide



Investor Information

(As of March 31, 2026)

Company Name	MITSUBISHI MOTORS CORPORATION																																			
Head Office	3-1-21, Shibaura, Minato-ku, Tokyo 108-8410, Telephone: +81-3-3456-1111																																			
Established	April 22, 1970																																			
Capital	¥284,382 million																																			
Number of Employees	Consolidated: 27,695 Non-consolidated: 13,498																																			
Stock Listing	Tokyo Stock Exchange Prime Market																																			
Securities Code	7211																																			
Number of Shares per Unit	100 shares																																			
Number of Issued Shares	1,460,476,846																																			
Number of Shareholders	223,919																																			
Major Shareholders	<table><tr><th>Name</th><th>Number of shares held (Share)</th><th>Ratio of shareholding (%)</th></tr><tr><td>Nissan Motor Co., Ltd.</td><td>357,592,277</td><td>26.67</td></tr><tr><td>Mitsubishi Corporation</td><td>298,012,214</td><td>22.23</td></tr><tr><td>The Master Trust Bank of Japan, Ltd. (Trust account)</td><td>84,342,300</td><td>6.29</td></tr><tr><td>STATE STREET BANK AND TRUST COMPANY 505001</td><td>36,630,481</td><td>2.73</td></tr><tr><td>Mitsubishi Heavy Industries, Ltd.</td><td>21,572,455</td><td>1.60</td></tr><tr><td>BROWN BROTHERS HARRIMAN (LUXEMBOURG) SCA CUSTODIAN FOR ARCUS FUND SICAV – ARCUS JAPAN FUND</td><td>18,770,200</td><td>1.40</td></tr><tr><td>THE BANK OF NEW YORK, TREATY JASDEC ACCOUNT</td><td>18,135,962</td><td>1.35</td></tr><tr><td>MUFG Bank, Ltd.</td><td>14,877,512</td><td>1.10</td></tr><tr><td>Custody Bank of Japan, Ltd. (Trust account)</td><td>12,692,050</td><td>0.94</td></tr><tr><td>MAN INTERNATIONAL ICVC – MAN JAPAN COREALPHA FUND</td><td>12,064,500</td><td>0.90</td></tr></table>			Name	Number of shares held (Share)	Ratio of shareholding (%)	Nissan Motor Co., Ltd.	357,592,277	26.67	Mitsubishi Corporation	298,012,214	22.23	The Master Trust Bank of Japan, Ltd. (Trust account)	84,342,300	6.29	STATE STREET BANK AND TRUST COMPANY 505001	36,630,481	2.73	Mitsubishi Heavy Industries, Ltd.	21,572,455	1.60	BROWN BROTHERS HARRIMAN (LUXEMBOURG) SCA CUSTODIAN FOR ARCUS FUND SICAV – ARCUS JAPAN FUND	18,770,200	1.40	THE BANK OF NEW YORK, TREATY JASDEC ACCOUNT	18,135,962	1.35	MUFG Bank, Ltd.	14,877,512	1.10	Custody Bank of Japan, Ltd. (Trust account)	12,692,050	0.94	MAN INTERNATIONAL ICVC – MAN JAPAN COREALPHA FUND	12,064,500	0.90
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Notes: 1. In addition to the above, MMC holds 119,995,031 treasury shares. 2. The above ratios of shareholding have been calculated excluding treasury shares.																																				
Administrator of Shareholders Register	Mitsubishi UFJ Trust and Banking Corporation																																			
Address of Handling Office	1-4-5, Marunouchi, Chiyoda-ku, Tokyo Mitsubishi UFJ Trust and Banking Corporation, Corporate Agency Division Toll-free telephone (Japan only) 0120-232-711																																			