

FINANCIAL HIGHLIGHTS FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2025
(Based on IFRS) (Consolidated)

1. Consolidated operating results for the six months ended September 30, 2025

(1) Revenues and income

Note:
Figures less than one million yen are rounded.
%: change from the same period of the previous year

	Revenues		Profit before tax		Profit for the period		Profit for the period attributable to owners of the Parent		Comprehensive income	
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%
For the six months ended September 30, 2025	8,637,843	(7.7)	458,472	(49.3)	391,566	(43.7)	355,796	(42.4)	361,288	(56.9)
September 30, 2024	9,354,751	(2.2)	903,514	34.0	696,012	33.9	618,055	32.6	838,799	(28.0)

	Profit for the period attributable to owners of the Parent per share (basic)	Profit for the period attributable to owners of the Parent per share (diluted)
For the six months ended September 30, 2025	Yen 91.87	Yen 91.38
September 30, 2024	152.73	152.00

Note: "Profit for the period attributable to owners of the Parent per share (basic)" and "Profit for the period attributable to owners of the Parent per share (diluted)" are calculated based on "Profit for the period attributable to owners of the Parent."

(2) Financial position

	Total assets	Total equity	Equity attributable to owners of the Parent	Ratio of equity attributable to owners of the Parent to total assets
	Millions of Yen	Millions of Yen	Millions of Yen	%
As of September 30, 2025	21,500,273	9,600,379	8,891,457	41.4
March 31, 2025	21,496,104	10,154,322	9,368,714	43.6

2. Dividends

	Cash dividend per share (Yen)				
(Record date)	1Q end	2Q end	3Q end	4Q end	Annual
Fiscal Year ended March 31, 2025	—	50.00	—	50.00	100.00
Fiscal Year ending March 31, 2026	—	55.00			
Fiscal Year ending March 31, 2026 (Forecast)			—	55.00	110.00

Note: Change from the latest released dividend forecasts: No

3. Consolidated forecasts for the fiscal year ending March 31, 2026 (April 1, 2025 to March 31, 2026)

Note:
%: change from the previous year.

	Profit attributable to owners of the Parent		Profit attributable to owners of the Parent per share
	Millions of Yen	%	Yen
For the year ending March 31, 2026	700,000	(26.4)	186.74

Note: Change from the latest released earnings forecasts: No

4. Notes

(1) Significant changes in the scope of consolidation during the period: None

New companies: —
Excluded companies: —

(2) Changes in accounting policies and accounting estimates

-1- Changes in accounting policies required by IFRS: None
-2- Changes in accounting policies other than -1-: None
-3- Changes in accounting estimates: None
Please refer to page 14, "2.(6) Changes in Accounting Policies and Accounting Estimates."

(3) Number of shares issued (Common stock)

-1- Number of shares issued at quarter-end (including treasury stock)	(September 30, 2025)	4,028,926,353	(March 31, 2025)	4,022,391,153
-2- Number of treasury stock at quarter-end	(September 30, 2025)	263,913,812	(March 31, 2025)	44,547,170
-3- Average number of shares during each of the six months ended September 30, 2025 and 2024	(September 30, 2025)	3,872,931,470	(September 30, 2024)	4,046,684,818

Disclosure Regarding Quarterly Review Procedures

This earnings release is not subject to independent Auditor's review procedures.

Forward-looking Statements

Earnings forecasts and other forward-looking statements in this release are based on data currently available to management and certain assumptions that management believes are reasonable. The achievement of said forecasts cannot be promised. Actual results may therefore differ materially from these statements for various reasons. For cautionary Notes concerning assumptions for earnings forecasts, please refer to "1. (4) Forecasts for the Year Ending March 2026" on page 6.

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*Presentation materials and IR meetings on financial results:

Presentation materials on financial results can be found on our web site. Mitsubishi Corporation will hold an IR meeting on financial results for analysts and institutional investors on November 6, 2025. Contents of the meeting (English and Japanese) will be posted on our web site immediately after the meeting.

1. Qualitative Information

(1) Results of Operations

(Billions of Yen)	Six months ended September 30, 2024	Six months ended September 30, 2025	Change	Remarks
Revenues	9,354.8	8,637.8	(716.9)	Decrease following Lawson becoming an equity method affiliate
Gross profit	1,058.6	706.5	(352.1)	Decrease following Lawson becoming an equity method affiliate
Selling, general and administrative expenses	(863.3)	(583.8)	+279.5	Decrease following Lawson becoming an equity method affiliate
Gains (losses) on investments	223.0	39.8	(183.1)	Absence of previous year revaluation gain following Lawson becoming an equity method affiliate
Gains (losses) on disposal and sale of property, plant and equipment and others	134.5	(9.0)	(143.5)	Absence of previous year gain on the sale of property, plant and equipment in the Australian steelmaking coal business
Impairment losses and reversals on property, plant and equipment, intangible assets, goodwill and others	1.7	(1.2)	(2.9)	Absence of previous year reversal of impairment losses on property, plant and equipment
Other income (expenses) -net	50.3	(8.4)	(58.7)	Absence of previous year reversal of provisions related to Chiyoda Corporation
Finance income	156.9	159.5	+2.6	Increase in dividend income, despite decrease in interest income due to a decline in loan receivables
Finance costs	(88.6)	(81.8)	+6.8	Decrease following Lawson becoming an equity method affiliate
Share of profit (loss) of investments accounted for using the equity method	230.4	236.9	+6.4	—
Profit (loss) before tax	903.5	458.5	(445.0)	—
Income taxes	(207.5)	(66.9)	+140.6	—
Profit (loss) for the period	696.0	391.6	(304.4)	—
Profit (loss) for the period attributable to Owners of the Parent	618.1	355.8	(262.3)	—

* May not match with the total of items due to rounding off. The same shall apply hereafter.

(2) Financial Position

(Billions of Yen)	March 31, 2025	September 30, 2025	Change	Remarks
Total assets	21,496.1	21,500.3	+4.2	—
Current assets	8,752.4	8,644.0	(108.3)	Decrease in cash and cash equivalents due to the acquisition of treasury stock
Non-current assets	12,743.7	12,856.2	+112.5	Acquisition of new LNG related investments
Total liabilities	11,341.8	11,899.9	+558.1	—
Current liabilities	5,883.0	6,019.2	+136.2	Increase in bonds and borrowings
Non-current liabilities	5,458.8	5,880.7	+421.9	Increase in bonds and borrowings
Total equity	10,154.3	9,600.4	(553.9)	—
Equity attributable to owners of the Parent	9,368.7	8,891.5	(477.3)	Decrease due to the acquisition of treasury stock
Non-controlling interests	785.6	708.9	(76.7)	—
Net interest-bearing liabilities (excluding lease liabilities)	3,047.2	3,812.4	+765.2	—

(3) Cash Flows

Cash and cash equivalents at September 30, 2025 was ¥1,343.8 billion, a decrease of ¥192.8 billion from March 31, 2025. The breakdown of cash flows were as follows:

(Billions of Yen)	Six months ended September 30, 2024	Six months ended September 30, 2025	Change	Remarks
Cash flows from operating activities	951.5	428.0	(523.5)	<u>Breakdown</u> Cash flows from operating transactions and dividend income, despite the payments of income taxes <u>Year-over-year changes</u> Decrease in cash flows from operating transactions and dividend income
Cash flows from investing activities	(392.5)	(198.8)	+193.7	<u>Breakdown</u> Acquisition of other investments and additional capital expenditures, despite cash flows from the sale of other investments <u>Year-over-year changes</u> Absence of previous year decrease of cash and cash equivalents following Lawson becoming an equity method affiliate
Free cash flows	559.0	229.2	(329.8)	—
Cash flows from financing activities	(980.4)	(421.8)	+558.6	<u>Breakdown</u> Acquisition of treasury stock, payments of dividends, and additional acquisition of shares in subsidiaries, despite increase in bond and debt financing <u>Year-over-year changes</u> Increase in bond and debt financing
Effect of exchange rate changes on cash and cash equivalents	5.1	(0.3)	(5.5)	—
Net increase (decrease) in cash and cash equivalents included in assets classified as held for sale	408.8	—	(408.8)	Absence of previous year increase due to reclassification of cash and cash equivalents previously held by Lawson to held for sale
Net increase (decrease) in cash and cash equivalents	(7.5)	(192.8)	(185.3)	—
Underlying operating cash flows	527.3	446.3	(81.0)	<u>Breakdown</u> Cash flows from profit for the period and dividend income, despite repayments of lease liabilities <u>Year-over-year changes</u> Decrease in profit for the period, excluding depreciation and amortization and gains (losses) on investments, property, plant and equipment, intangible assets, goodwill and others

In addition to the aforementioned operating cash flows for financial accounting purposes, the Company defined "Underlying operating cash flows" as operating cash flows excluding changes in working capital, but including repayments of lease liabilities that are necessary in the ordinary course of business. This metric is used to assess the Company's sustainable earning power and growth potential.

Main items (Segments) included in investing cash flows were as follows:

New/Sustaining Investments	Sales and Collection
- Natural gas / LNG related business (Environmental Energy) - U.S. power business (Power Solution) - Philippine digital financial business (Smart-Life Creation) - European integrated energy business (Power Solution) - Singapore healthcare business (Smart-Life Creation) - Australian steelmaking coal business (Mineral Resources) - Salmon farming business (Food Industry)	- Australian steelmaking coal business (Mineral Resources) - Copper business (Mineral Resources) - Overseas food business (Food Industry) - North American shale gas business (Environmental Energy) - North American real estate business (Urban Development & Infrastructure) - Overseas water business (Urban Development & Infrastructure) - Domestic real estate business (Urban Development & Infrastructure) - Data center business (Urban Development & Infrastructure)

The shareholder returns policy is to implement progressive dividends in line with sustained profit growth. In addition, the Company will conduct share buybacks as a flexible means of providing additional shareholder returns. Regarding financing through debt, the policy is to maintain debts at an appropriate level in light of liquidity and financial soundness.

(4) Forecasts for the Year Ending March 2026

There has been no change to the forecasts for the year ending March 2026 announced on May 2, 2025.

Note:

Earnings forecast and other forward-looking statements in this release are based on data currently available to management and certain assumptions that management believes are reasonable. Therefore, they do not constitute a guarantee that they will be achieved. Actual results may differ materially from these statements for various reasons.

2. Condensed Consolidated Financial Statements

(1) Condensed Consolidated Statement of Financial Position March 31, 2025 and September 30, 2025

ASSETS	Millions of Yen	
	March 31, 2025	September 30, 2025
Current assets		
Cash and cash equivalents	1,536,624	1,343,778
Time deposits	33,227	33,451
Short-term investments	75,337	10,386
Trade and other receivables	4,167,850	4,162,186
Other financial assets	227,454	293,428
Inventories	1,763,496	1,730,550
Biological assets	119,399	128,378
Advance payments to suppliers	135,662	151,730
Assets classified as held for sale	48,733	2,588
Other current assets	644,588	787,568
Total current assets	8,752,370	8,644,043
Non-current assets		
Investments accounted for using the equity method	5,142,978	5,106,614
Other investments	1,984,157	2,067,436
Trade and other receivables	866,267	826,280
Other financial assets	67,725	66,028
Property, plant and equipment	2,873,011	2,920,359
Investment property	34,391	63,783
Intangible assets and goodwill	758,905	789,019
Right-of-use assets	688,967	686,137
Deferred tax assets	39,117	42,667
Other non-current assets	288,216	287,907
Total non-current assets	12,743,734	12,856,230
Total	21,496,104	21,500,273

LIABILITIES AND EQUITY	Millions of Yen	
	March 31, 2025	September 30, 2025
Current liabilities		
Bonds and borrowings	1,338,274	1,532,587
Trade and other payables	2,879,696	2,704,557
Lease liabilities	116,937	118,512
Other financial liabilities	260,231	345,284
Advances from customers	350,316	333,068
Income tax payables	103,130	64,208
Provisions	116,994	107,753
Other current liabilities	717,442	813,231
Total current liabilities	5,883,020	6,019,200
Non-current liabilities		
Bonds and borrowings	3,278,748	3,657,004
Trade and other payables	42,704	33,428
Lease liabilities	605,343	613,913
Other financial liabilities	107,576	119,592
Retirement benefit obligation	120,475	121,930
Provisions	333,997	347,492
Deferred tax liabilities	899,608	905,277
Other non-current liabilities	70,311	82,058
Total non-current liabilities	5,458,762	5,880,694
Total liabilities	11,341,782	11,899,894
Equity		
Common stock	204,447	213,825
Additional paid-in capital	228,013	213,777
Treasury stock	(99,055)	(694,492)
Other components of equity		
Other investments designated as FVTOCI	457,688	636,473
Cash flow hedges	70,240	51,205
Exchange differences on translating foreign operations	1,869,853	1,816,183
Total other components of equity	2,397,781	2,503,861
Retained earnings	6,637,528	6,654,486
Equity attributable to owners of the Parent	9,368,714	8,891,457
Non-controlling interests	785,608	708,922
Total equity	10,154,322	9,600,379
Total	21,496,104	21,500,273

(2) Condensed Consolidated Statement of Income for the six months ended September 30, 2024 and 2025

	Millions of Yen	
	Six months ended September 30, 2024	Six months ended September 30, 2025
Revenues	9,354,751	8,637,843
Cost of revenues	(8,296,151)	(7,931,388)
Gross profit	1,058,600	706,455
Selling, general and administrative expenses	(863,327)	(583,802)
Gains (losses) on investments	222,961	39,820
Gains (losses) on disposal and sale of property, plant and equipment and others	134,541	(8,998)
Impairment losses and reversals on property, plant and equipment, intangible assets, goodwill and others	1,693	(1,241)
Other income (expense)-net	50,292	(8,374)
Finance income	156,938	159,512
Finance costs	(88,598)	(81,751)
Share of profit (loss) of investments accounted for using the equity method	230,414	236,851
Profit (loss) before tax	903,514	458,472
Income taxes	(207,502)	(66,906)
Profit (loss) for the period	696,012	391,566
Profit (loss) for the period attributable to:		
Owners of the Parent	618,055	355,796
Non-controlling interests	77,957	35,770
	696,012	391,566
Profit (loss) for the period attributable to Owners of the Parent per share (in Yen)		
Basic	152.73	91.87
Diluted	152.00	91.38

(3) Condensed Consolidated Statement of Comprehensive Income for the six months ended September 30, 2024 and 2025

	Millions of Yen	
	Six months ended September 30, 2024	Six months ended September 30, 2025
Profit (loss) for the period	696,012	391,566
Other comprehensive income (loss), net of tax		
Items that will not be reclassified to profit or loss for the period:		
Gains (losses) on other investments designated as FVTOCI	18,701	34,423
Remeasurement of defined benefit pension plans	129	347
Share of other comprehensive income (loss) of investments accounted for using the equity method	10,461	637
Total	29,291	35,407
Items that may be reclassified to profit or loss for the period:		
Cash flow hedges	(16,454)	8,164
Exchange differences on translating foreign operations	43,838	22,069
Share of other comprehensive income (loss) of investments accounted for using the equity method	86,112	(95,918)
Total	113,496	(65,685)
Total other comprehensive income (loss)	142,787	(30,278)
Total comprehensive income (loss)	838,799	361,288
Comprehensive income (loss) attributable to:		
Owners of the Parent	775,434	324,716
Non-controlling interests	63,365	36,572
	838,799	361,288

(4) Condensed Consolidated Statement of Changes in Equity for the six months ended September 30, 2024 and 2025

	Millions of Yen	
	Six months ended September 30, 2024	Six months ended September 30, 2025
Common stock:		
Balance at the beginning of the period	204,447	204,447
Issuance of new shares related to stock-based payment	—	9,378
Balance at the end of the period	204,447	213,825
Additional paid-in capital:		
Balance at the beginning of the period	226,781	228,013
Compensation costs related to share-based payment	1,041	3,251
Sales of treasury stock upon exercise of share-based payment	(711)	(683)
Issuance of new shares related to stock-based payment	—	9,378
Equity transactions with non-controlling interests and others	385	(26,182)
Balance at the end of the period	227,496	213,777
Treasury stock:		
Balance at the beginning of the period	(187,011)	(99,055)
Sales of treasury stock upon exercise of share-based payment	4,506	4,188
Purchases and sales-net	(395,000)	(599,625)
Balance at the end of the period	(577,505)	(694,492)
Other components of equity:		
Balance at the beginning of the period	2,347,595	2,397,781
Other comprehensive income (loss) attributable to owners of the Parent	157,379	(31,080)
Transfer to retained earnings	2,487	137,160
Balance at the end of the period	2,507,461	2,503,861
Retained earnings:		
Balance at the beginning of the period	6,452,055	6,637,528
Profit (loss) for the period attributable to owners of the Parent	618,055	355,796
Cash dividends paid to owners of the Parent	(143,428)	(198,894)
Sales of treasury stock upon exercise of share-based payment	(3,281)	(2,784)
Transfer from other components of equity	(2,487)	(137,160)
Balance at the end of the period	6,920,914	6,654,486
Equity attributable to owners of the Parent	9,282,813	8,891,457
Non-controlling interests:		
Balance at the beginning of the period	1,050,962	785,608
Cash dividends paid to non-controlling interests	(44,240)	(37,185)
Equity transactions with non-controlling interests and others	(327,491)	(76,073)
Profit (loss) for the period attributable to non-controlling interests	77,957	35,770
Other comprehensive income (loss) attributable to non-controlling interests	(14,592)	802
Balance at the end of the period	742,596	708,922
Total equity	10,025,409	9,600,379
Comprehensive income (loss) attributable to:		
Owners of the Parent	775,434	324,716
Non-controlling interests	63,365	36,572
Total comprehensive income (loss)	838,799	361,288

(5) Condensed Consolidated Statement of Cash Flows for the six months ended September 30, 2024 and 2025

	Millions of Yen	
	Six months ended September 30, 2024	Six months ended September 30, 2025
Operating activities:		
Profit (loss) for the period	696,012	391,566
Adjustments to reconcile profit (loss) for the period to net cash provided by (used in) operating activities:		
Depreciation and amortization	296,387	185,367
(Gains) losses on investments	(222,961)	(39,820)
(Gains) losses on property, plant and equipment, intangible assets, goodwill and others	(136,234)	10,239
Finance (income) -net of finance costs	(68,340)	(77,761)
Share of (profit) loss of investments accounted for using the equity method	(230,414)	(236,851)
Income taxes	207,502	66,906
Changes in trade receivables	306,132	255,613
Changes in inventories	(59,675)	15,102
Changes in trade payables	(200,648)	(239,237)
Changes in derivative related assets and liabilities	(32,956)	(63,268)
Other-net	79,325	7,597
Dividends received	360,450	245,187
Interest received	105,188	91,568
Interest paid	(89,240)	(77,640)
Income taxes paid	(58,996)	(106,543)
Net cash provided by (used in) operating activities	951,532	428,025

	Millions of Yen	
	Six months ended September 30, 2024	Six months ended September 30, 2025
Investing activities:		
Payments for property, plant and equipment and others	(221,764)	(162,448)
Proceeds from disposal of property, plant and equipment and others	185,436	43,856
Payments for investment property	(706)	(2,374)
Proceeds from disposal of investment property	208	180
Purchases of investments accounted for using the equity method	(107,184)	(156,928)
Proceeds from disposal of investments accounted for using the equity method	87,467	119,115
Acquisitions of businesses-net of cash acquired	(12,113)	(902)
Proceeds from disposal of businesses-net of cash divested	(386,486)	2,351
Purchases of other investments	(74,243)	(199,806)
Proceeds from disposal of other investments	40,636	176,998
Increase in loans receivable	(173,863)	(71,666)
Collection of loans receivable	218,602	52,660
Net (increase) decrease in time deposits	51,517	190
Net cash provided by (used in) investing activities	(392,493)	(198,774)
Financing activities:		
Net increase (decrease) in short-term debts	(304,086)	109,747
Proceeds from long-term debts	339,932	781,100
Repayments of long-term debts	(282,043)	(340,718)
Repayments of lease liabilities	(150,763)	(53,733)
Dividends paid to owners of the Parent	(143,428)	(198,894)
Dividends paid to non-controlling interests	(44,240)	(37,185)
Payments for acquisition of subsidiary's interests from the non-controlling interests	(9,658)	(108,989)
Proceeds from disposal of subsidiary's interests to the non-controlling interests	8,894	7,751
Net (increase) decrease in treasury stock	(395,008)	(580,868)
Net cash provided by (used in) financing activities	(980,400)	(421,789)
Effect of exchange rate changes on cash and cash equivalents	5,146	(308)
Net increase (decrease) in cash and cash equivalents included in assets classified as held for sale	408,756	—
Net increase (decrease) in cash and cash equivalents	(7,459)	(192,846)
Cash and cash equivalents at the beginning of the period	1,251,550	1,536,624
Cash and cash equivalents at the end of the period	1,244,091	1,343,778

(6) Changes in Accounting Policies and Accounting Estimates

The material accounting policies applied to the condensed consolidated financial statements for the six months ended September 2025 are identical to those for the previous fiscal year.

(7) Segment Information

The Company's segment information for the six months ended September 30, 2024 and 2025 was as follows:

	Millions of Yen					
2024	Environmental Energy	Materials Solution	Mineral Resources	Urban Development & Infrastructure	Mobility	Food Industry
Revenue	1,418,304	2,059,358	1,636,972	416,398	391,020	1,099,810
Gross profit	54,194	113,275	137,678	55,113	81,457	145,834
Share of profit of investments accounted for using the equity method	77,057	21,636	34,929	12,659	37,444	8,231
Profit (loss) for the period attributable to owners of the Parent	94,635	36,929	195,666	145	54,971	60,435
Total assets (at March 31, 2025)	3,246,869	2,021,362	4,538,086	2,159,524	1,848,058	1,952,102

	Millions of Yen				
	Smart-Life Creation	Power Solution	Total	Other, Adjustments and Eliminations	Consolidated
Revenue	1,799,824	530,328	9,352,014	2,737	9,354,751
Gross profit	422,626	44,501	1,054,678	3,922	1,058,600
Share of profit of investments accounted for using the equity method	25,556	12,846	230,358	56	230,414
Profit (loss) for the period attributable to owners of the Parent	156,275	(6,555)	592,501	25,554	618,055
Total assets (at March 31, 2025)	2,587,267	2,512,091	20,865,359	630,745	21,496,104

	Millions of Yen					
2025	Environmental Energy	Materials Solution	Mineral Resources	Urban Development & Infrastructure	Mobility	Food Industry
Revenue	1,544,914	1,775,412	1,706,337	407,798	348,280	1,100,819
Gross profit	40,650	102,692	73,351	87,339	78,040	139,298
Share of profit of investments accounted for using the equity method	65,403	13,611	22,522	39,380	18,558	13,197
Profit (loss) for the period attributable to owners of the Parent	85,822	20,096	41,576	42,897	38,723	34,087
Total assets (at September 30, 2025)	3,021,585	1,985,504	4,890,228	2,076,867	1,765,933	1,943,952

	Millions of Yen				
	Smart-Life Creation	Power Solution	Total	Other, Adjustments and Eliminations	Consolidated
Revenue	1,244,755	503,296	8,631,611	6,232	8,637,843
Gross profit	113,395	68,027	702,792	3,663	706,455
Share of profit of investments accounted for using the equity method	54,175	10,009	236,855	(4)	236,851
Profit (loss) for the period attributable to owners of the Parent	49,222	16,821	329,244	26,552	355,796
Total assets (at September 30, 2025)	2,706,001	2,517,134	20,907,204	593,069	21,500,273

Note:

"Other" in "Other, Adjustments and Eliminations" represents the corporate departments which primarily provide services and operational support to the Company and affiliated companies. "Other" also includes certain revenues and expenses from business activities related to financing and human resource services that are not allocated to reportable operating segments. Unallocated corporate assets categorized in "Other" consist primarily of cash,

time deposits and securities for financial and investment activities. "Profit (loss) for the period attributable to owners of the Parent" under "Other" for the six months ended September 30, 2024 and 2025 were ¥33,345 million and ¥26,632 million, respectively.

The Company recorded provision for loss related to the estimated construction costs required to complete Chiyoda Corporation's Golden Pass LNG project as "Gross profit" under "Urban Development & Infrastructure" for the six months ended September 30, 2024. As a result, "Profit (loss) for the period attributable to owners of the Parent" under "Other" for the same period includes the reversal of the provision that had been recorded under "Other" for the fiscal year ended March 31, 2024.

"Adjustments and Eliminations" in "Other, Adjustments and Eliminations" includes certain income and expense items that are not allocated to reportable operating segments and intersegment eliminations.

(8) Notes Concerning Going Concern Assumption

None