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November 7, 2025

Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)

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 Listing: Tokyo Stock Exchange
 Securities code: 7105
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 Scheduled date to file semi-annual securities report: November 14, 2025
 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on financial results: None
 Holding of financial results briefing: Yes (for analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the six months ended September 30, 2025 (April 1, 2025 to September 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit (loss) attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Six months ended September 30, 2025	317,740	(3.3)	8,038	(48.0)	4,995	(59.5)	(710)	—
September 30, 2024	328,549	(4.4)	15,446	(32.1)	12,332	(41.4)	9,973	(39.8)

Note: Comprehensive income For the six months ended September 30, 2025: ¥27 million [(99.3)%]
 For the six months ended September 30, 2024: ¥4,047 million [(85.8)%]

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Six months ended September 30, 2025	(6.66)	—
September 30, 2024	93.54	93.28

Reference: Operating profit before amortization of goodwill

For the six months ended September 30, 2025: ¥12,264 million [(40.9)%]
 For the six months ended September 30, 2024: ¥20,741 million [(25.4)%]

Mitsubishi Logisnext Co., Ltd. (the “Company”) uses operating profit before amortization of goodwill as a key management indicator.

Note: Diluted earnings per share for the six months ended September 30, 2025 is shown as “—” because, although there are potential shares, basic loss per share was recorded.

(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
September 30, 2025	505,996	121,868	24.0	1,136.37
March 31, 2025	512,144	124,309	24.2	1,160.02

Reference: Equity As of September 30, 2025: ¥121,297 million
As of March 31, 2025: ¥123,733 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	—	—	24.00	24.00
Fiscal year ending March 31, 2026	—	—			
Fiscal year ending March 31, 2026 (Forecast)			—	0.00	0.00

Note: Revisions to the forecast of cash dividends most recently announced: None
Regarding the revision to the forecast of cash dividends, please refer to the “Notice Regarding Revision of Dividend Forecast for the Fiscal Year Ending March 2026 (No Dividend) and Termination of Shareholder Benefit Program” announced on September 30, 2025.

3. Forecasts of consolidated financial results for the fiscal year ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	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
Fiscal year ending March 31, 2026	635,000	(4.6)	14,000	(32.6)	8,500	(42.8)	1,000	(88.5)	9.37

Note: Revisions to the financial results forecasts most recently announced: Yes
Regarding the revision to the forecasts of consolidated financial results, please refer to the “Notice Concerning Revisions to Full-Year Consolidated Financial Earnings Forecasts for the Fiscal Year Ending March 31, 2026” (in Japanese only) announced today (November 7, 2025).

Reference: Operating profit before amortization of goodwill ¥22,500 million [(27.6)%]

*** Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: None
- (3) 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 due to other reasons: None
 - (iii) Changes in accounting estimates: None
 - (iv) Restatement: None
- (4) Number of issued shares (common stock)

- (i) Total number of issued shares at the end of the period (including treasury stock)

As of September 30, 2025	106,810,013 shares
As of March 31, 2025	106,780,013 shares

- (ii) Number of treasury stock at the end of the period

As of September 30, 2025	68,764 shares
As of March 31, 2025	115,612 shares

- (iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended September 30, 2025	106,703,193 shares
Six months ended September 30, 2024	106,618,964 shares

- * Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit corporation.

- * Proper use of financial results forecasts, and other special matters

Caution regarding forward-looking statements

The forward-looking statements, including the financial forecasts shown in this document are based on information currently available to the Company and on certain assumptions deemed to be reasonable. As such, they do not constitute guarantees by the Company of future performance. Actual performance and other results may differ materially from these forecasts due to various factors. For matters related to the financial results forecasts, please see “1. Overview of operating results and others, (3) Explanation of consolidated financial results forecasts and other forward-looking statements” on page 4 of the attached material.

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1. Overview of operating results and others

(1) Overview of operating results during the period under review

The fiscal year under review is the second year of the Medium-Term Plan “Logisnext Transform 2026” (fiscal year ended March 31, 2025 - fiscal year ending March 31, 2027), which we have positioned as a year for giving shape to the actions we have started under the key concepts of “safety and security,” “automated and autonomous services,” and “decarbonization,” and we are continuing our activities with the aim of achieving net sales of ¥700 billion and an operating profit margin of 8% before amortization of goodwill in the final year of the plan.

In the market for forklifts and other material handling equipment, which is our core business, the market environment in Japan remains firm. In the Americas, although the technology sector, such as information equipment and electronics, has been performing well, demand for material handling equipment has been declining since April due to decreased activity in the manufacturing industry, possibly due to economic uncertainty caused by tariff policies. On the other hand, demand in Europe has shown a gradual recovery after a temporary downward trend, while demand in Asia has remained firm, and in China, the demand for material handling equipment is strong even amid the economic slowdown.

During the period under review, the market in Japan, Asia, and China remained firm. In China, the reorganization of the sales business, which was implemented to select and concentrate management resources, is showing positive effects. In Europe, our business is reaping the benefits of production consolidation accompanying the shutdown of Sweden plant functions and experiencing moderate growth in line with recovery of market demand. On the other hand, in the Americas, our main market, demand has been slowing further due to the expanded scope of U.S. Section 232 Tariffs, postponement of orders by major customers, and intensified sales competition with South Korean firms driven by increasing price pressure. Consequently, we are finding it increasingly difficult to pass on the cost increases from U.S. tariffs and other factors to our sales prices. As a result, the number of vehicles sold declined compared to the same period of the previous year, in which shipments were temporarily suspended due to delays in the process of obtaining U.S. emissions certifications. The business environment in the Americas market has become extremely severe. Furthermore, a series of U.S. tariff policies are expected to cause economic slowdown in various global regions, in addition to increasing costs in the U.S., thereby making the future outlook for the Company’s business difficult and challenging.

Under these circumstances, net sales for the period under review totaled ¥317,740 million (down 3.3% year on year), primarily due to the lower sales in the Americas, followed by the impact of the strong yen against the dollar.

Operating profit was ¥8,038 million (down 48.0% year on year) and ordinary profit was ¥4,995 million (down 59.5% year on year), partly due to lower sales and increased selling costs in the Americas. In addition, loss attributable to owners of parent was ¥710 million (profit attributable to owners of parent of ¥9,973 million in the same period of the previous fiscal year), with such factors as the recording of a gain on the sale of non-current assets in the previous year, and the recording of additional provisions for contingent losses related to delays in the process of obtaining U.S. emissions certifications at an engine manufacturing subsidiary in Japan in the fiscal year under review.

Operating profit before amortization of goodwill was ¥12,264 million (down 40.9% year on year), and the operating profit margin was 3.9% (down 2.5 percentage points year on year).

(Billions of yen)	Six months ended September 30, 2024	Six months ended September 30, 2025	Change	
			(Billions of yen)	(%)
Net sales	328.54	317.74	(10.80)	(3.3)
Operating profit before amortization of goodwill	20.74	12.26	(8.47)	(40.9)
(%)	6.3	3.9		
Operating profit	15.44	8.03	(7.40)	(48.0)
(%)	4.7	2.5		
Ordinary profit	12.33	4.99	(7.33)	(59.5)
(%)	3.8	1.6		
Profit (loss) attributable to owners of parent	9.97	(0.71)	(10.68)	–
(%)	3.0	–		

Operating results by segment are as follows.

Japan

Net sales in Japan were ¥92,812 million (down 1.9% year on year) as some products were transferred to the Overseas segment due to a change in commercial distribution, despite orders remaining steady and the contribution of the effects of price optimization. Segment profit was ¥1,033 million (down 38.6% year on year), despite solid performance in domestic sales, partly due to a decrease in the supply of knock-down kit for North America.

Segment profit before amortization of goodwill was ¥3,035 million (down 26.3% year on year).

Japan (Billions of yen)	Six months ended September 30, 2024	Six months ended September 30, 2025	Change	
			(Billions of yen)	(%)
Net sales	94.59	92.81	(1.77)	(1.9)
Operating profit before amortization of goodwill	4.11	3.03	(1.08)	(26.3)
(%)	4.4	3.3		
Operating profit	1.68	1.03	(0.65)	(38.6)
(%)	1.8	1.1		

Overseas

Net sales in Overseas were ¥224,928 million (down 3.9% year on year) partly due to the impact of foreign exchange rates and lower sales in the Americas, despite higher sales in Europe and Asia. Segment profit was ¥7,004 million (down 49.1% year on year) due to the significant impact of lower profit in the Americas, despite higher profits in Europe, Asia and China.

Particularly in the Americas, both net sales and segment profit decreased partly due to a slowdown in demand and postponement of orders by major customers resulting from economic uncertainty caused by tariff policies, as well as increased selling costs to secure orders amid intensified competition.

Segment profit before amortization of goodwill was ¥9,228 million (down 44.5% year on year).

Overseas (Billions of yen)	Six months ended September 30, 2024	Six months ended September 30, 2025	Change	
			(Billions of yen)	(%)
Net sales	233.95	224.92	(9.02)	(3.9)
Operating profit before amortization of goodwill	16.62	9.22	(7.39)	(44.5)
(%)	7.1	4.1		
Operating profit	13.76	7.00	(6.75)	(49.1)
(%)	5.9	3.1		

(2) Overview of financial position during the period under review

As of September 30, 2025, total assets were ¥505,996 million, a decrease of ¥6,147 million from the end of the previous fiscal year. Current assets decreased by ¥2,364 million due to a reduction in accounts receivables, etc. and non-current assets decreased by ¥3,783 million due to amortization of goodwill, etc.

Total liabilities were ¥384,127 million, a decrease of ¥3,706 million from the end of the previous fiscal year, due to decreases in accounts payable - trade, etc.

Net assets, excluding share acquisition rights and non-controlling interests, were ¥121,297 million, a decrease of ¥2,435 million from the end of the previous fiscal year. The main factor was a decrease in retained earnings due to dividend payments.

(3) Explanation of consolidated financial results forecasts and other forward-looking statements

Regarding our consolidated earnings forecasts, based on our performance through the six months ended September 30, 2025, we have revised our full-year earnings forecasts. For details, please refer to the “Notice Concerning Revisions to Full-Year Consolidated Financial Earnings Forecasts for the Fiscal Year Ending March 31, 2026” (in Japanese only) announced today (November 7, 2025).

2. Semi-annual consolidated financial statements and significant notes thereto

(1) Semi-annual consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	16,602	19,143
Notes and accounts receivable - trade, and contract assets	96,386	93,451
Electronically recorded monetary claims - operating	2,305	2,599
Merchandise and finished goods	80,602	78,325
Work in process	11,699	13,061
Raw materials and supplies	31,682	31,949
Other	47,504	46,129
Allowance for doubtful accounts	(1,865)	(2,105)
Total current assets	284,919	282,555
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	23,567	23,455
Machinery, equipment and vehicles, net	96,529	99,221
Land	21,050	21,120
Leased assets, net	26,797	25,540
Other, net	8,963	7,304
Total property, plant and equipment	176,908	176,641
Intangible assets		
Goodwill	11,500	7,605
Other	11,770	11,782
Total intangible assets	23,270	19,388
Investments and other assets		
Investment securities	7,491	8,012
Other	19,604	19,459
Allowance for doubtful accounts	(51)	(61)
Total investments and other assets	27,044	27,411
Total non-current assets	227,224	223,441
Total assets	512,144	505,996

(Millions of yen)

	As of March 31, 2025	As of September 30, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	66,056	61,344
Short-term borrowings	41,779	41,944
Lease liabilities	7,553	7,692
Income taxes payable	1,475	1,620
Provision for bonuses	5,306	5,277
Provision for bonuses for directors (and other officers)	82	38
Provision for product warranties	3,360	3,265
Provision for contingent loss	2,294	5,544
Other interest-bearing liabilities	8,685	9,277
Other	57,026	52,435
Total current liabilities	193,619	188,440
Non-current liabilities		
Long-term borrowings	107,553	108,314
Lease liabilities	19,686	18,452
Provision for product warranties	276	360
Provision for retirement benefits for directors (and other officers)	8	4
Retirement benefit liability	14,428	14,622
Other interest-bearing liabilities	44,833	45,590
Other	7,426	8,341
Total non-current liabilities	194,214	195,687
Total liabilities	387,834	384,127
Net assets		
Shareholders' equity		
Share capital	4,962	4,976
Capital surplus	34,811	34,850
Retained earnings	49,796	46,526
Treasury shares	(162)	(95)
Total shareholders' equity	89,408	86,257
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2,290	2,656
Foreign currency translation adjustment	30,372	30,852
Remeasurements of defined benefit plans	1,662	1,531
Total accumulated other comprehensive income	34,325	35,039
Share acquisition rights	229	201
Non-controlling interests	346	369
Total net assets	124,309	121,868
Total liabilities and net assets	512,144	505,996

(2) Semi-annual consolidated statement of income and semi-annual consolidated statement of comprehensive income**Semi-annual consolidated statement of income**

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Net sales	328,549	317,740
Cost of sales	243,693	241,523
Gross profit	84,856	76,216
Selling, general and administrative expenses	69,409	68,177
Operating profit	15,446	8,038
Non-operating income		
Interest income	875	702
Dividend income	63	57
Share of profit of entities accounted for using equity method	19	52
Other	264	247
Total non-operating income	1,223	1,059
Non-operating expenses		
Interest expenses	3,714	3,847
Foreign exchange losses	485	142
Other	137	113
Total non-operating expenses	4,337	4,103
Ordinary profit	12,332	4,995
Extraordinary income		
Gain on sale of non-current assets	5,827	53
Gain on sale of investment securities	116	57
Total extraordinary income	5,944	110
Extraordinary losses		
Loss on disposal of non-current assets	95	65
Impairment losses	—	14
Loss on sale of investment securities	—	3
Loss on liquidation of subsidiaries and associates	2,323	—
Provision for contingent loss	—	3,250
Total extraordinary losses	2,418	3,332
Profit before income taxes	15,857	1,773
Income taxes - current	6,683	2,185
Income taxes - deferred	(811)	283
Total income taxes	5,871	2,469
Profit (loss)	9,985	(696)
Profit attributable to non-controlling interests	12	13
Profit (loss) attributable to owners of parent	9,973	(710)

Semi-annual consolidated statement of comprehensive income

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Profit (loss)	9,985	(696)
Other comprehensive income		
Valuation difference on available-for-sale securities	285	364
Foreign currency translation adjustment	(6,164)	491
Remeasurements of defined benefit plans, net of tax	(35)	(131)
Share of other comprehensive income of entities accounted for using equity method	(24)	(0)
Total other comprehensive income	(5,938)	723
Comprehensive income	4,047	27
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,028	4
Comprehensive income attributable to non-controlling interests	18	22

(3) Notes to semi-annual consolidated financial statements

Notes on premise of going concern

Not applicable.

Notes on significant changes in the amount of shareholders' equity

Not applicable.

Notes on segment information, etc.**I Six months ended September 30, 2024****1. Information on the amounts of net sales and profit or loss by reportable segment**

(Millions of yen)

	Reportable segment			Adjustments (Note 1)	Amount reported on the semi- annual consolidated statement of income (Note 2)
	Japan	Overseas	Total		
Net sales					
Sales to external customers	94,591	233,957	328,549	—	328,549
Intersegment sales or transfers	24,056	800	24,857	(24,857)	—
Total	118,648	234,757	353,406	(24,857)	328,549
Segment profit	1,684	13,762	15,446	—	15,446

- Notes: 1. Adjustments to segment net sales represent elimination of intersegment sales.
2. Total segment profit is consistent with operating profit on the semi-annual consolidated statement of income.
3. The difference between segment profit and operating profit before amortization of goodwill, which the Company uses as a key management indicator, is depreciation and amortization of identifiable assets (valuation difference) and amortization of goodwill acquired on the date of business combination.

	Japan	Overseas	Total
Segment profit	1,684	13,762	15,446
Amortization of goodwill	2,000	1,926	3,926
Depreciation and amortization of valuation difference	435	932	1,367
Operating profit before amortization of goodwill	4,119	16,621	20,741

2. Information on impairment losses of non-current assets or goodwill, etc. by reportable segment

There are no material matters to report.

II Six months ended September 30, 2025**1. Information on the amounts of net sales and profit or loss by reportable segment**

(Millions of yen)

	Reportable segment			Adjustments (Note 1)	Amount reported on the semi- annual consolidated statement of income (Note 2)
	Japan	Overseas	Total		
Net sales					
Sales to external customers	92,812	224,928	317,740	—	317,740
Intersegment sales or transfers	18,967	332	19,300	(19,300)	—
Total	111,779	225,260	337,040	(19,300)	317,740
Segment profit	1,033	7,004	8,038	—	8,038

- Notes: 1. Adjustments to segment net sales represent elimination of intersegment sales.

2. Total segment profit is consistent with operating profit on the semi-annual consolidated statement of income.
3. The difference between segment profit and operating profit before amortization of goodwill, which the Company uses as a key management indicator, is depreciation and amortization of identifiable assets (valuation difference) and amortization of goodwill acquired on the date of business combination.

	Japan	Overseas	Total
Segment profit	1,033	7,004	8,038
Amortization of goodwill	2,000	1,842	3,842
Depreciation and amortization of valuation difference	1	381	383
Operating profit before amortization of goodwill	3,035	9,228	12,264

2. Information on impairment losses of non-current assets or goodwill, etc. by reportable segment

There are no material matters to report.

3. Other

Supplementary Information

Consolidated financial results for the six months ended September 30, 2025

1. Financial highlights

(Billions of yen)

	Fiscal year ended March 31, 2025					Fiscal year ending March 31, 2026				
	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total
Net sales	165.88	162.66	172.24	164.80	665.59	159.67	158.06			317.74
Operating profit before amortization of goodwill	9.67	11.06	5.41	4.92	31.08	8.25	4.00			12.26
(Operating profit margin) (%)	5.8	6.8	3.1	3.0	4.7	5.2	2.5			3.9
Amortization of goodwill	(2.67)	(2.62)	(2.64)	(2.37)	(10.31)	(2.10)	(2.12)			(4.22)
Operating profit	7.00	8.43	2.77	2.54	20.76	6.15	1.88			8.03
(Operating profit margin) (%)	4.2	5.2	1.6	1.5	3.1	3.9	1.2			2.5
Ordinary profit	5.80	6.52	1.26	1.25	14.86	4.78	0.21			4.99
(Ordinary profit margin) (%)	3.5	4.0	0.7	0.8	2.2	3.0	0.1			1.6
Profit attributable to owners of parent	7.78	2.19	(0.23)	(1.07)	8.66	1.76	(2.47)			0.71
(Net profit margin) (%)	4.7	1.3	(0.1)	(0.6)	1.3	1.1	(1.6)			(0.2)

Exchange rates

(Yen)

USD	155.83	152.61	152.53	152.54		144.64	146.06			
EUR	167.83	165.92	164.79	163.72		163.77	168.04			

2. Segment information

(Billions of yen)

		Fiscal year ended March 31, 2025					Fiscal year ending March 31, 2026				
		Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total
Net sales	Japan	46.44	48.14	51.64	49.95	196.18	45.25	47.56			92.81
	Overseas	119.43	114.51	120.59	114.85	469.40	114.42	110.50			224.92
Operating profit	Japan	1.49	2.62	2.61	3.58	10.31	1.70	1.32			3.03
	Overseas	8.18	8.43	2.80	1.34	20.76	6.55	2.67			9.22

* Operating profit represents operating profit before amortization of goodwill

Net sales by region

(Billions of yen)

Region	Fiscal year ended March 31, 2025					Fiscal year ending March 31, 2026				
	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total
Japan	46.44	48.14	51.64	49.95	196.18	45.25	47.56			92.81
Americas	85.81	84.23	86.33	82.44	338.82	78.91	75.77			154.69
Europe	26.18	23.09	26.43	24.87	100.58	27.85	26.84			54.69
China & Asia	7.43	7.19	7.83	7.52	29.99	7.65	7.88			15.53
Total	165.88	162.66	172.24	164.80	665.59	159.67	158.06			317.74

3. Units sold of forklifts

(Thousands of units)

	Fiscal year ended March 31, 2025					Fiscal year ending March 31, 2026				
	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total
Japan	6	7	7	6	27	6	6			13
Overseas	16	15	17	18	66	17	15			33
Total	22	22	24	24	92	24	22			45