

Message from the CFO



We are responding to the expectations of a wide range of stakeholders by ensuring a balance between growth and profits.

Koji Ikeya
Executive Vice President CFO

Performance in the Year Ended March 31, 2018

In fiscal 2017, we kicked off the three-year mid-term business plan, Drive for Growth, to build a foundation for profitable and sustainable growth. During the year, we focused on the three main goals of the plan, namely: "rebuilding trust that was tarnished following the incident of fuel economy misrepresentation," "putting the Company's performance on track to a V-shaped recovery" and "launching new models successfully."

Our sales volume for the year amounted to 1,101 thousand units, up 175 thousand units year on year. Due to this increase, net sales expanded ¥285.8 billion, to ¥2,192.4 billion. Operating profit grew ¥93.1 billion year on year, to ¥98.2 billion, due to higher unit sales and cost-lowering efforts, plus a decrease in costs on quality measures in the market. Profit attributable to owners of the parent moved back into the black, improving ¥306.1 billion, to ¥107.6 billion.

Outlook for the Year Ending March 31, 2019

In fiscal 2018, we aim to increase sales volume by 149 thousand units year on year, to 1,250 thousand units, by introducing new models and expanding sales in the ASEAN region and China. As a result, we anticipate a ¥207.6 billion rise in net sales, to ¥2.4 trillion. We expect operating profit to increase ¥11.8 billion, to ¥110.0 billion. We forecast that sales-related factors will deliver a ¥41.0 billion positive impact, and cost reductions and other measures will account for ¥26.0 billion, with the overall figure taking into account higher R&D and other expenses, as well as the impact of yen appreciation. We forecast ¥110.0 billion in profit attributable to owners of the parent, up ¥2.4 billion year on year. For fiscal 2018, we plan to pay dividends of ¥20 per share, up ¥3 from the fiscal 2017 figure, taking a balance with investment in growth into consideration.

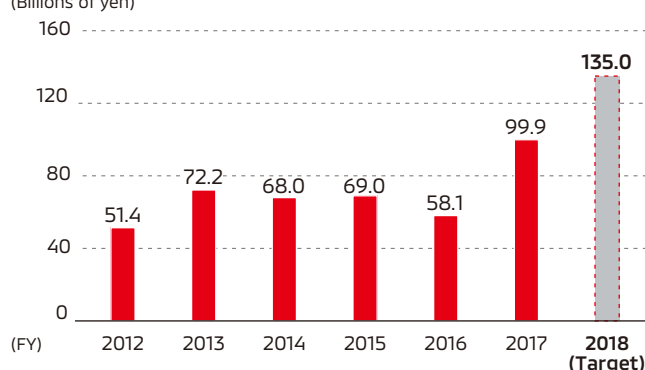
Operating Performance and Forecast

(Billions of yen, thousands of units)

	FY2017 (Actual)	FY2018 (Forecast)
Sales volume (retail)	1,101	1,250
Net sales	2,192.4	2,400.0
Operating profit	98.2	110.0
Net income attributable to owners of the parent	107.6	110.0

Capital Expenditures

(Billions of yen)



Initiatives in Fiscal 2018

In fiscal 2017, we launched new models according to plan, and performance outpaced our forecasts, putting us firmly on a V-shaped recovery path. Fiscal 2018, the second year of our mid-term business plan, will be an important year to ensure that Mitsubishi Motors remains firmly on this path.

To establish the foundations for profitable and sustainable growth, in fiscal 2018 we will continue to invest proactively. At the same time, we will work toward our goals of expanding scale and increasing profitability.

First, while increasing sales we will invest proactively in future growth—an area where we fell short in the past. We also plan to maintain healthy cash flow and return profit to shareholders, after making the necessary investments.

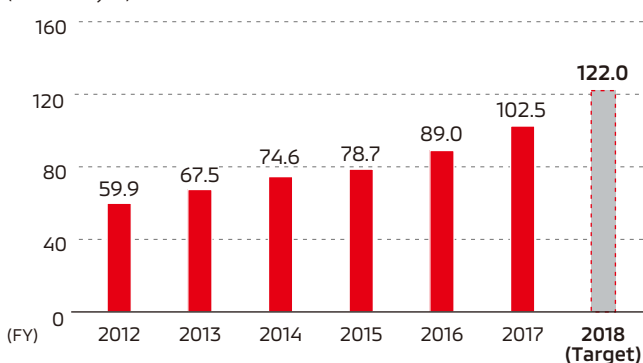
Regarding capital investment, we will continue to step up investment in new products, manufacturing and IT.

In R&D, we will reinforce the development of new models for future launches. We will continue to augment development resources to hone our SUV and electrification technologies.

Meanwhile, we will support purchases by customers in Japan by providing a wide range of attractive financial services and enhance after-sales services. To this end, in April 2018 we converted MMC Diamond Finance Corporation, a sales financing company, into a wholly owned subsidiary. In this manner, we will work to strengthen our domestic sales structure by promoting sales measures along with financial services.

R&D Expenses

(Billions of yen)



Cash and Deposits/Interest-Bearing Debt

(Billions of yen)

