



FY 2005 First Half
Results Presentation

Mitsubishi Motors Corporation

November 10, 2005



Summary of FY 2005 First Half Results & FY 2005 Full Year Forecasts

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in Charge of Finance Group Headquarters**

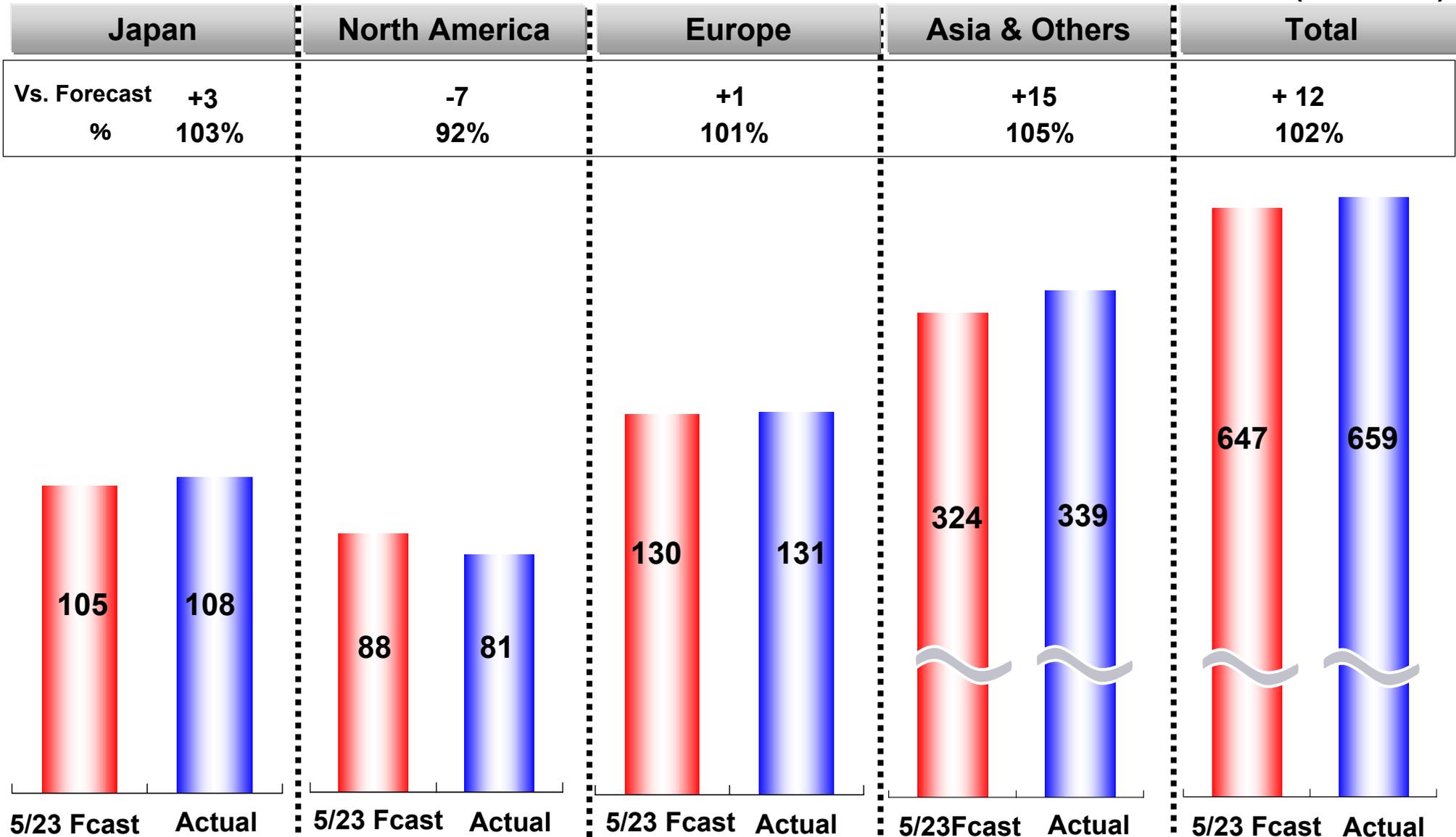
FY2005 First Half Summary (vs. forecast announced May 23)

(000 units/ 100 million yen)

	FY05/1H May 23 Forecast	FY05/1H Actual	Change	【Reference】 FY04/1H Actual
Unit Volume (Retail)	647	659	+12	646
Sales	9,800	9,913	+113	10,708
Operating Income	-380	-198	+182	- 764
Ordinary Income	-510	-336	+174	- 1,106
Net Income	-730	-638	+92	- 1,788

FY2005 1H Regional Unit Volume (Retail)

(000 units)



FY2005 1H: Operating Income

(100 million yen)

	FY05/1H May 23 Forecast	FY05/1H Actual	Change	
Sales	9,800	9,913	+113	
Operating Income	-380	-198	+182	<ul style="list-style-type: none"> ▶ Volume/MIX -17 ▶ Forex +40 ▶ Selling Exp. +98 ▶ Other Cost +61 ▶ Reductions
Ordinary Income	-510	-336	+174	
Net Income	-730	-638	+92	

FY2005 1H: Non-operating & Extraordinary Losses

(100 million yen)

FY05/1H
May 23 Forecast

FY05/1H
Actual

Change

Sales 9,800 9,913 113

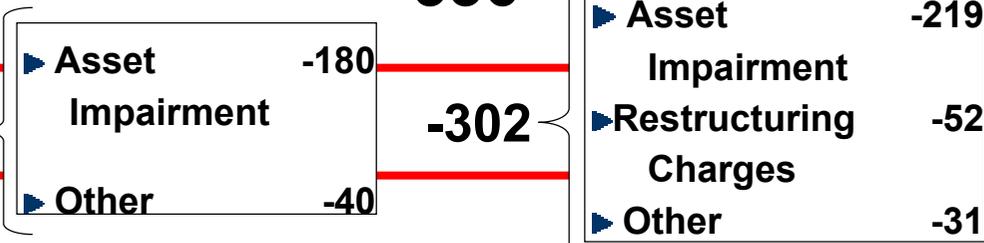
Operating Income -380 -198 182

Non-Operating Losses -130 -138 -8

Ordinary Income -510 -336 174

Extraordinary Losses & Taxes -220 -302 -82

Net Income -730 -638 92



FY2005 1H: Balance Sheet

(100 million yen)

	<u>Mar 31, 2005</u>	<u>Sept 30, 2005</u>	<u>Change</u>
Assets	15,893	15,141	-752
Interest Bearing Liabilities	4,760	4,408	-352
Shareholders' Equity	3,248	2,590	-658

Forecast Unchanged

(000 units/ 100 million yen)

FY05

Nov 10 Forecast

Unit Volume (Retail)

1,370

Sales

22,200

Operating Income

-140

Ordinary Income

-400

Net Income

-640

FY2005 Business Plan

Second Half

Osamu Masuko

President

FY2005 Regional Unit Volume Forecast (Retail)

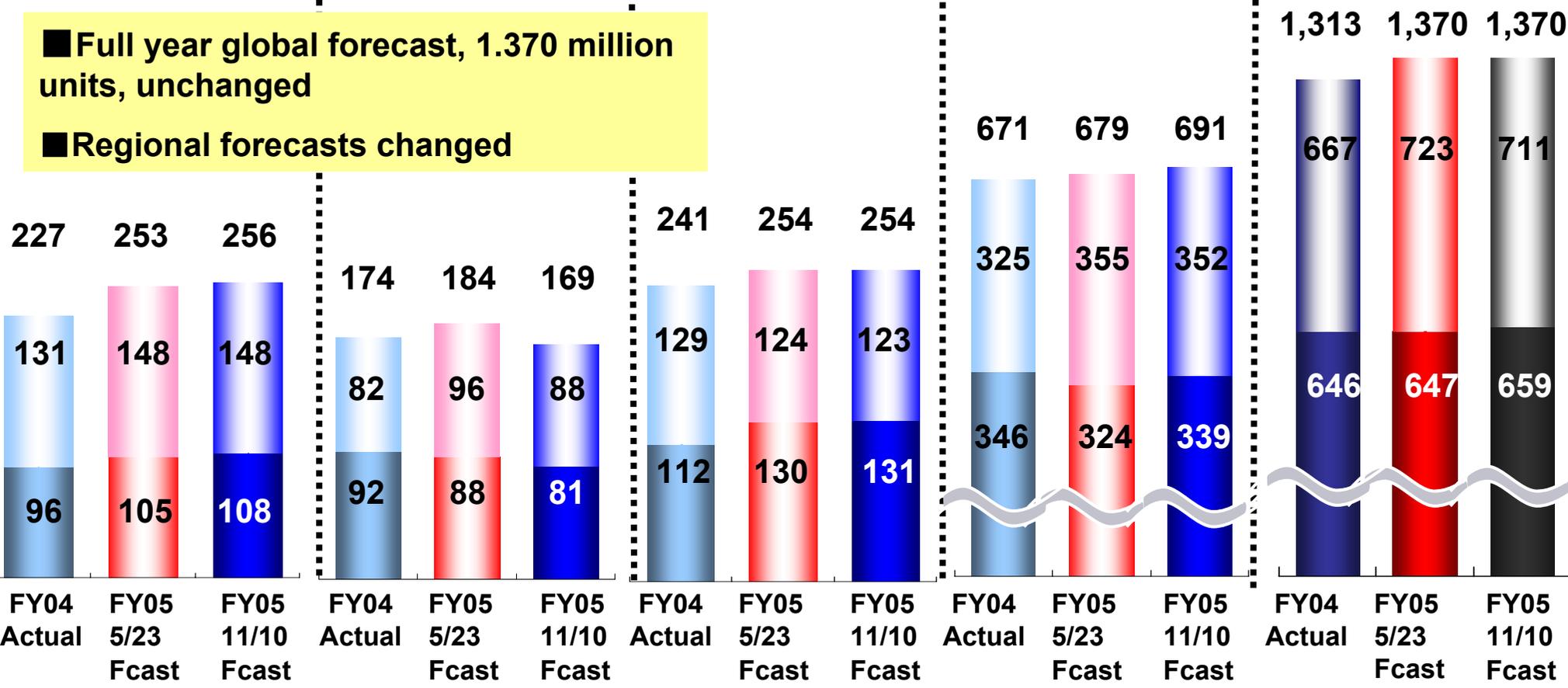
Upper Portion: 2H Lower Portion: 1H (000 units)

Japan	North America	Europe	Asia & Others	Total
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Nov 10 forecast vs. May 23 forecast

FY	+3	-15	±0	+12	±0
2H	±0	-8	-1	-3	-12

■ Full year global forecast, 1,370 million units, unchanged
 ■ Regional forecasts changed



(000 Units)

Upper Portion: 2H

Lower Portion: 1H

**2H Unit Volume Target Unchanged
148,000 Units due to Launch of New Models**

227 253 256

131

148

148

96

105

108

FY04
Actual

FY05
5/23
Fcast

FY05
11/10
Fcast

New Products

- ✧ 2 New Models
Outlander (Oct~), New concept minicar (*i*) (Jan 06~)
- ✧ Vehicle special editions (*Colt*, *Grandis*, etc.)

Raising Quality of Sales & Service

- ✧ Continuance of assurance programs (Assurance Support, Assurance Insurance, Certified Used Vehicles)
- ✧ Acceleration of showroom renovations (road signs, showroom signs, showroom interiors)
- ✧ MMC and sales companies working together to improve customer satisfaction (adoption of MMC's original reception style)

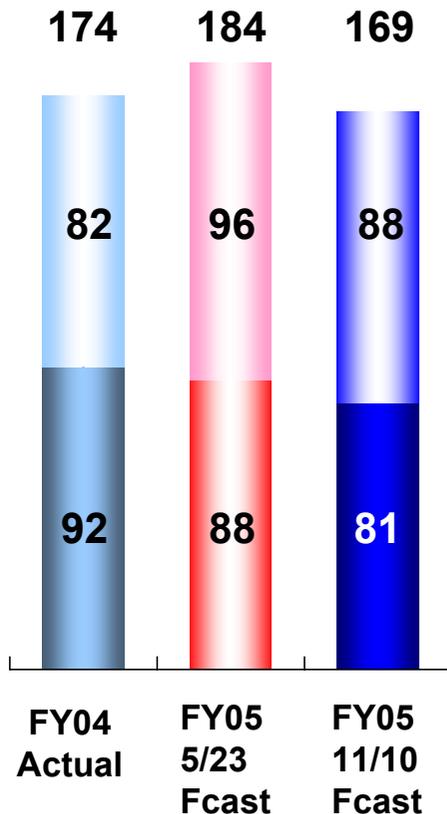
Building a Base for Profitability

- ✧ Consolidation of sales and parts sales companies
- ✧ Expanding after-sales service revenue (car inspections, sales of after-market components, etc.)

(000 Units)

Upper Portion: 2H

Lower Portion: 1H



Continuing Efforts to Reduce Losses

Revision of 2H Unit Volume Targets In Line with Current Conditions

■ Stop Sales Decline by Strengthening Products

- ✧ Sport Coupe (*Eclipse*) (May~)
- ✧ Pick-up Truck (*Raider*) (Oct~)

■ Normalize Sales to Improve Profitability

- ✧ Reduce fleet sales to increase used vehicle residual values
- ✧ Lower incentives due to inventory reductions

■ Improve Factory Utilization in the US

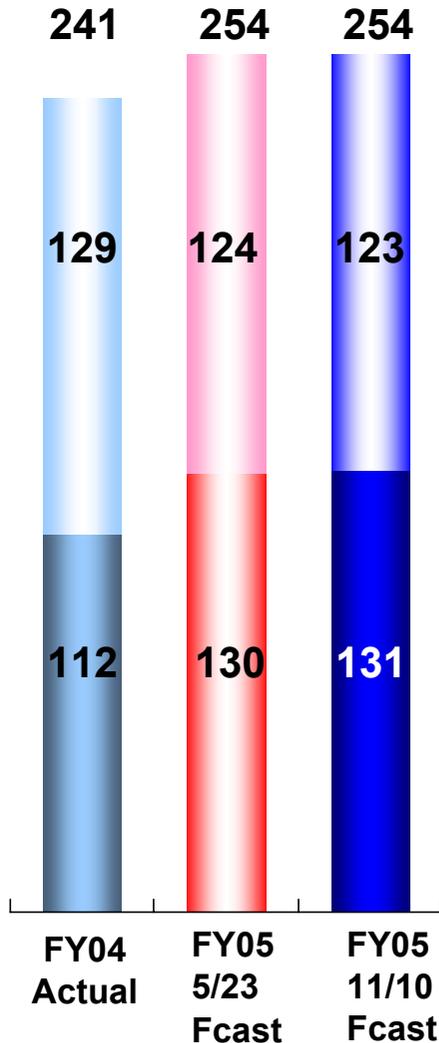
- ✧ Begin exports to the Middle East & Russia (2006~)

■ New Sales-Finance System

- ✧ Increase the rate of penetration in new vehicle transactions (20% of units → 30%)

(000 Units) Upper Portion: 2H

Lower Portion: 1H



Strengthening Products & Regional Policies

New Products

- ✧ *Lancer Evolution IX* (Oct~)
- ✧ New 1 Ton Pick-up Truck (Feb 06~)

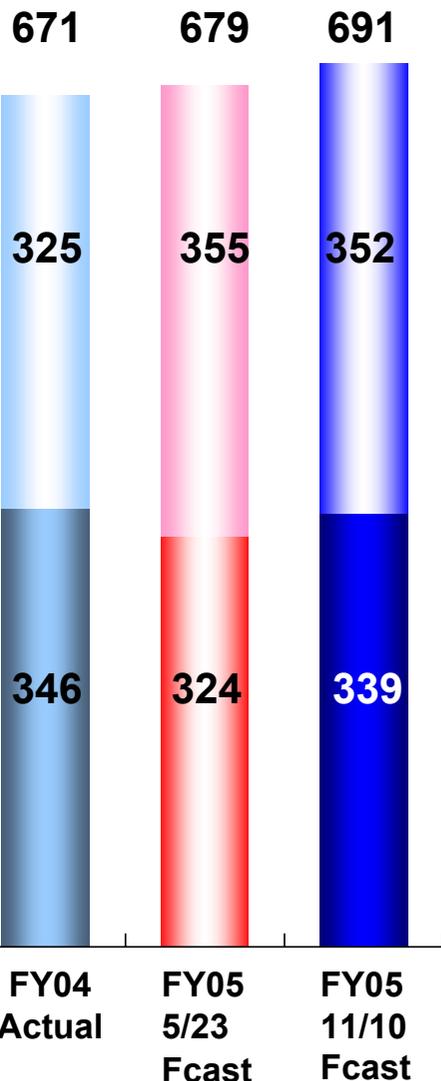
Expanding Existing Products

- ✧ Expand sales of the *Colt* 3-door/5-door in Southern European markets
- ✧ Make the *Lancer* the backbone product in the Russian market
- ✧ Reposition the *Pajero* in leading markets via a new pricing system and changing vehicle features and equipment

Maintain Strong Sales in Large Markets: Germany, UK

Expand in Growth Markets: Mainly Russia, the Ukraine

(000 Units) Upper Portion: 2H
Lower Portion: 1H



Steady Growth in Sales

Strong Brand Image in Asia & the ASEAN Region
Strength in Other Areas (the Middle East, Africa, Latin America)

China

- ✧ Establishment of dealer network for expansion of Mitsubishi brand vehicles is underway

Thailand

- ✧ Strengthening the position of a core production base
- ✧ New 1 ton Pick-up Truck (*Triton*) domestic sales (Aug~)
- ✧ New 1 ton Pick-up Truck (*Triton*) export (Dec~)

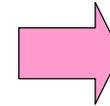
Australia

- ✧ New locally produced model (380) (Oct~)

Other Areas

- ✧ Maintain Strength in the Middle East, Africa, Latin America

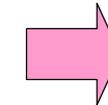
■ FY2005 First Half Results



Solid Start

- Sales and unit volume met announced targets
- Losses were less than announced forecasts

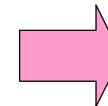
■ FY2005 Global Unit Volume & Income Targets



Unchanged

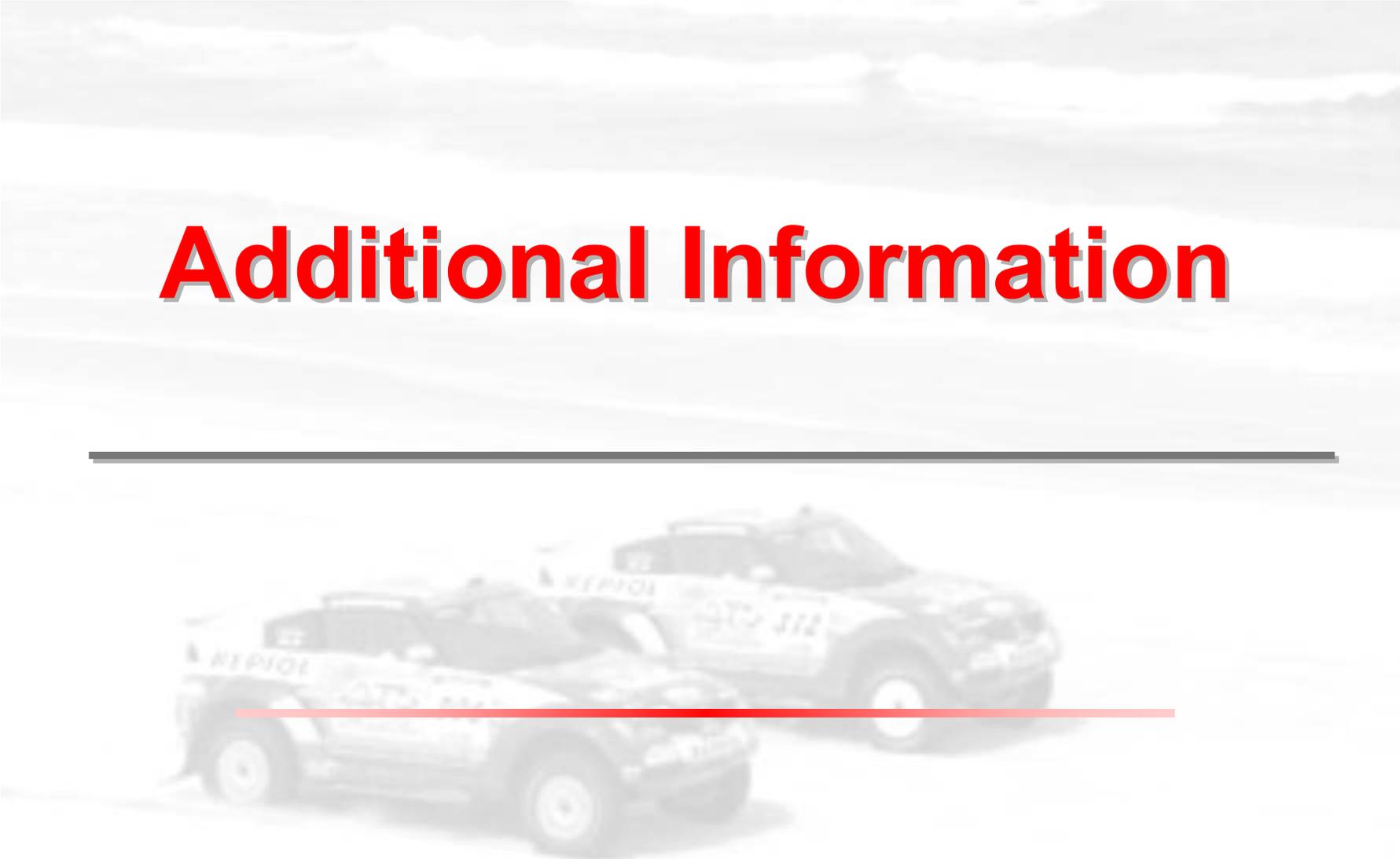
- In the second half, aggressive sales targets in each market reflect new model introductions
- The direction markets such as North America will take is uncertain, but strength in other markets will offset shortfalls
- The effects of high oil prices on all economies globally is a concern

■ Steady Implementation of Each New Policy



**Now is the
Crucial Point**

Additional Information



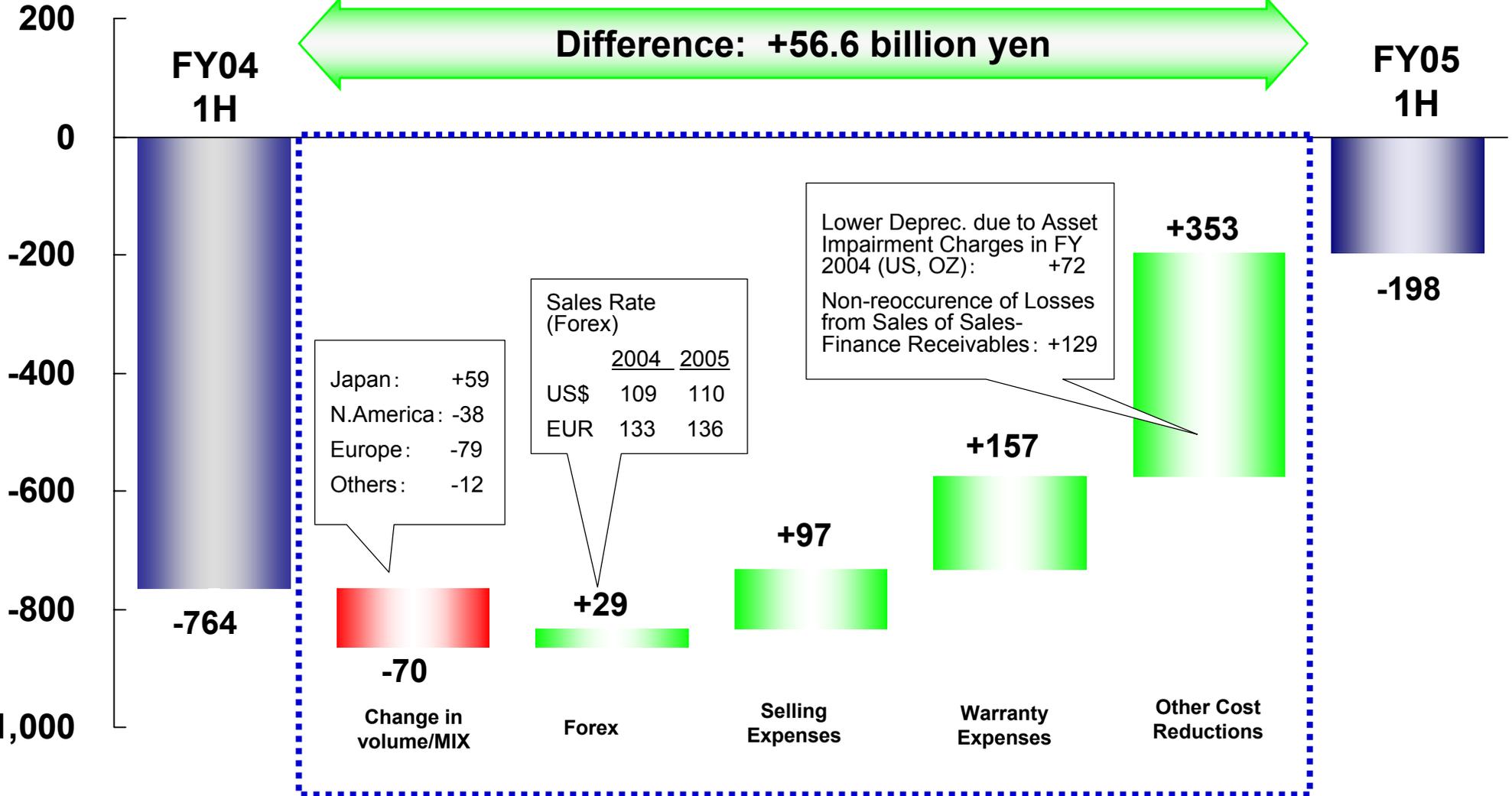
FY2005 First Half: Regional Results

(100 million yen)

	FY04/1H Actual	FY05/1H Actual	Change
Sales	10,708	9,913	-795
- Japan	1,828	2,088	+260
- North America	2,373	1,961	-412
- Europe	3,480	2,834	-646
- Asia & Others	3,027	3,030	+3
Operating Income	-764	-198	+566
- Japan	-517	-381	+136
- North America	-605	-152	+453
- Europe	34	84	+50
- Asia & Others	324	251	-73

FY2005 First Half: Analysis of Operating Income (vs. previous period)

(100 million yen)



FY2005 Full Year: Forecast of Regional Results

(100 million yen)

	FY04 Actual (1)	FY05 5/23 Fcast (2)	FY05 11/10 Fcast (3)	Change (3) - (1)	Change (3) - (2)
Sales	21,226	22,200	22,200	+974	±0
- Japan	4,129	5,300	5,300	+1,171	±0
- North America	4,414	4,500	4,300	-114	-200
- Europe	6,678	6,200	6,200	-478	±0
- Asia & Others	6,005	6,200	6,400	+395	+200
Operating Income	-1,285	-140	-140	+1,145	±0
- Japan	-970	-650	-620	+350	+30
- North America	-1,038	-210	-220	+818	-10
- Europe	72	60	100	+28	+40
- Asia & Others	651	660	600	-51	-60

All statements herein, other than historical facts, contain forward-looking statements and are based on our current forecasts, expectations, targets assumptions, plans, and evaluations. Any forecasted value is calculated or obtained based on certain assumptions. Forward-looking statements involve inherent risks and uncertainties. A number of significant factors could therefore cause actual results to differ from those contained in any forward-looking statement. Significant risk factors include:

- feasibility of each target and initiative as laid out in this presentation;
- fluctuations in interest rates, exchange rates and oil prices;
- changes in laws, regulations and government policies;
- regional and/or global socioeconomic changes

Potential risks and uncertainties are not limited to the above and MMC is not under any obligation to update the information in this presentation to reflect any developments or events in the future.