

# FY2018 First-Quarter Financial Results

July 24, 2018



## 1. FY2018 First-Quarter Financial Results Summary

2. FY2018 First-Quarter Financial Results Details

3. FY2018 Financial Forecast

4. Business Highlights

## FY2018 First-Quarter Financial Results Summary (vs. 1Q/FY2017)



(Billion yen, 000 units)	1Q/FY17 (Apr-Jun 2017)	1Q/FY18 (Apr-Jun 2018)	Variance	
			Amount	Ratio
<b>Net Sales</b>	440.9	<b>560.0</b>	+119.1	+27%
<b>Operating Profit</b> (OP Margin)	20.6 (4.7%)	<b>28.1</b> <b>(5.0%)</b>	+7.5 (+0.3 P.P.)	+36%
<b>Ordinary Profit</b>	29.0	<b>33.4</b>	+4.4	+15%
<b>Net Income*</b>	23.0	<b>28.2</b>	+5.2	+23%
<b>Sales Volume</b> (Retail)	241	<b>292</b>	+51	+21%

\* Net income attributable to owners of the parent

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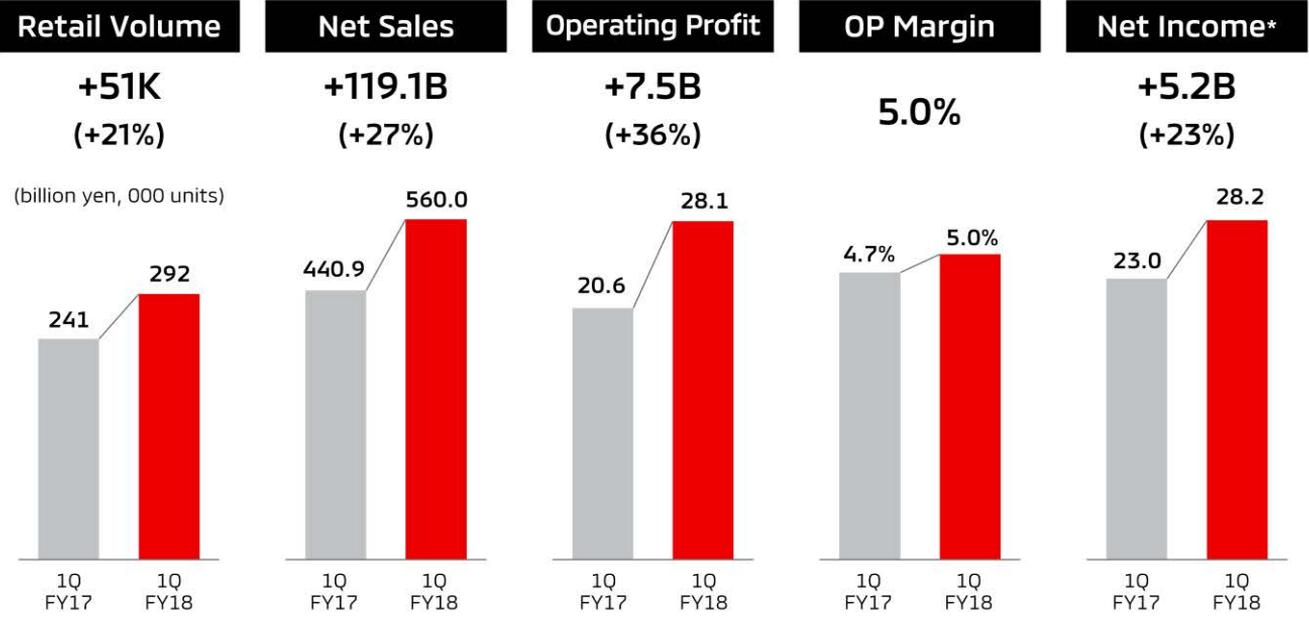
This page shows summary of our First-Quarter Financial results. Net sales increased 27% from the same period of the previous year to 560.0 billion yen.

Operating profit grew from 20.6 billion yen to 28.1 billion yen in the previous year. And I would like to highlight that our Operating Profit margin now reached 5.0%.

Net income was 28.2 billion yen, which increased 23% from the same period of the previous year.

Our unit sales increased 21% from previous fiscal year to 292,000 units.

# FY2018 First-Quarter Financial Results Summary (vs. 1Q/FY2017)

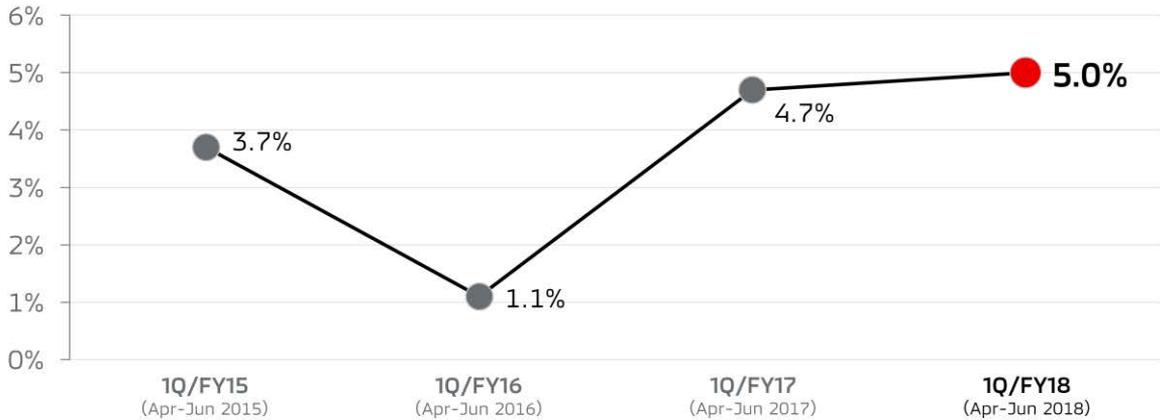


As you can see, sales volume, net sales and revenue, all increased by more than 20% year on year.

## Transition of 1Q OP Margin

### Steadily Improve Profitability

- The PDCA cycle thorough monthly management has been in place
- OP margin improved to 5.0%



This progress reflects the impact of the improving performance since we focused on clearer accountability and faster decision-making of each management team member.

This has been supported by the adoption of the PDCA (plan-do-check-act) model, which has become a key tool of the company's management month to month.

On top of that, new models launching is an important reason why our COP margin has improved to 5.0% in the first quarter of the current fiscal year.

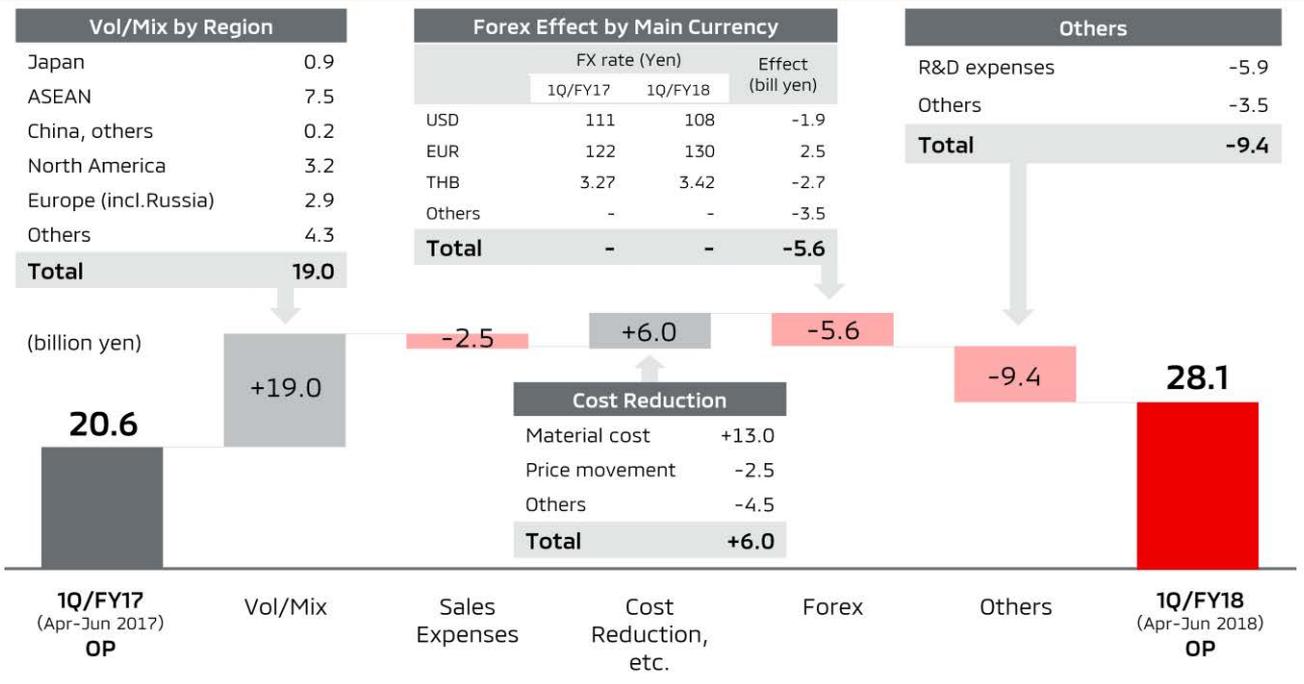
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# 1Q/FY2018 Operating Profit Variance (vs. 1Q/FY2017)



This page provides analysis of our First-Quarter operating profits.

Volume and model mix produced positive impact of 19.0 billion yen as a result of solid sales growth of *ECLIPSE CROSS* and *XPANDER*.

Sales expenses had a negative impact of 2.5 billion yen due to increase in North America and ASEAN, nevertheless significantly improved in Japan. It was mainly due to the increased incentives, and advertisement for brand rebuilding particularly in these regions.

Cost reductions produced a positive impact of 6.0 billion yen. Despite increased costs due to market condition fluctuations and increased costs due to investment in growth, synergies are being generated and material costs are progressing smoothly.

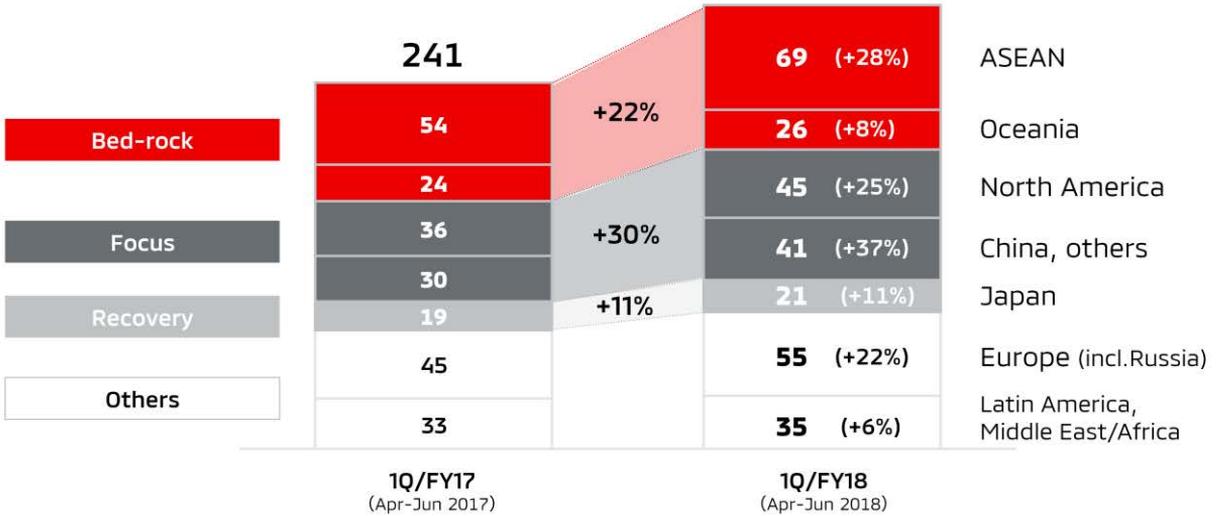
In FX, we saw negative impact of 5.6 billion yen due to negative movements in the USD, THB and other currencies.

# 1Q/FY2018 Sales Volume Results (vs. 1Q/FY2017)



**Sales Volume: 292K, +21%**

Retail sales (000 units) **292 (+21%)**



\* From FY2018, the regional classification of some countries in ASEAN and Europe was changed to "Other Regions." FY2017 actual numbers above were changed accordingly. 8

This page shows details of our global sales volume results by region.

With strong momentum from our new car launches, our global sales volumes grew. This was mainly due to the contribution of *ECLIPSE CROSS* and *XPANDER*, which were launched last year, to sales growth in each region, and an increase in pickup trucks in Thailand.

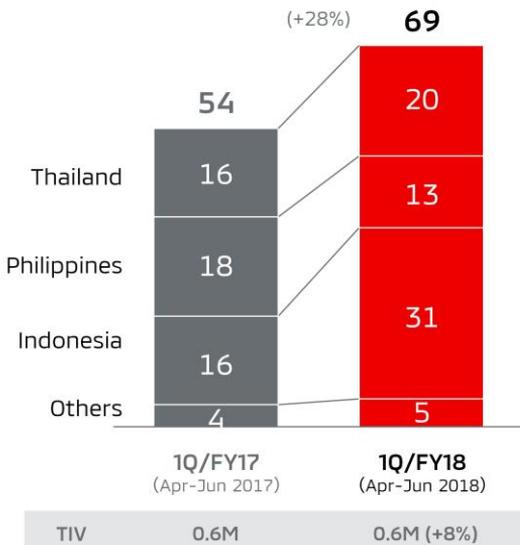
In ASEAN and Oceania regions, which are the Bed-rock region in the 'DRIVE FOR GROWTH' mid-term plan, sales increased 22% year on year.

And Focus region of North America, China and others grew steadily, increased by 30% year on year.

In Japan, which we defined as a recovery market, sales volumes increased by 11% to 21,000 units from the previous year.

# 1Q/FY2018 Results by Region: ASEAN

Retail sales (000 units)



XPANDER

**Sales Volume: 69K, +28%**

- *XPANDER*
- Strong sales on Indonesia: 17K (as of June)
- Sales start in Philippines: 1.6K (as of June)

TIV: according to research (Thailand + Philippines + Indonesia). \* From FY2018, the regional classification of some countries in ASEAN was changed to "Other Regions." FY2017 actual numbers above were changed accordingly.

ASEAN sales increased by 28% to 69,000 units due to the strong performance of the new *XPANDER* MPV, which was launched in Indonesia last year.

In the first-quarter, strong sales of *XPANDER* totaled over 18,000 units, mainly Indonesia. We also launched this model in the Philippines during the first-quarter. This MPV has driven our strong sales in ASEAN.

In the demand recovering market in Thailand, our volumes increased by 4,000 units, supported by a customer service campaign and good sales of *TRITON* with a special edition.

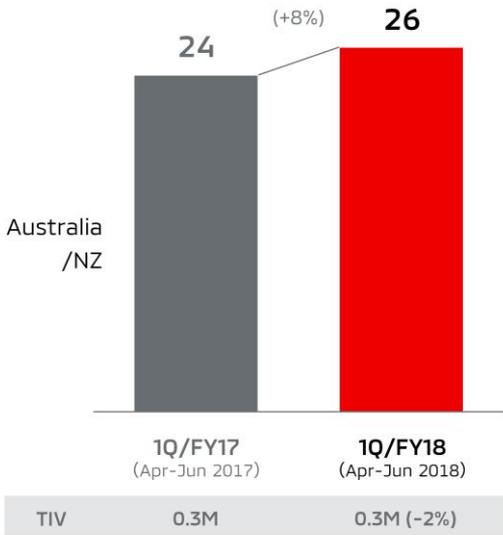
The *XPANDER* was the main reason for the strong performance from Indonesia. We have increased production capacity at our Bekasi plant to meet the demand for *XPANDER*.

In the Philippines, sales volumes were impacted by the introduction of an excise tax last year, leading to 5,000 units decrease in sales volumes. However, we anticipate this impact is only temporary and that we will see some recovery soon. We will establish a sales structure and steadily increase unit sales.

# 1Q/FY2018 Results by Region: Oceania



Retail sales (000 units)



PAJERO SPORT

**Sales Volume: 26K, +8%**

- *ECLIPSE CROSS* contributing to increase sales volume: 2K (as of June)
- Sales remain strong

TIV: according to research.

In Australia and New Zealand, sales increased by 8% to 26,000 units in this quarter, maintaining our high market share in Oceania.

The launch of *ECLIPSE CROSS* last year made a substantial contribution to this solid performance.

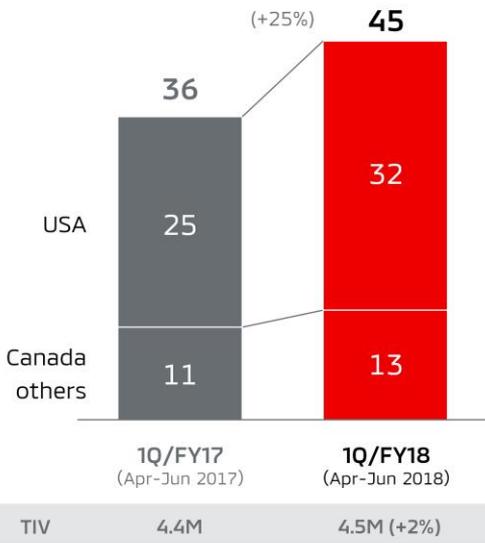
In addition, we increased our share of the Australian market in terms of cumulative sales in the April to June Quarter and ranked 4<sup>th</sup>.

We continue to focus on our strengths in SUV and LCV models, which is in tune with the trends in the Australian and New Zealand markets.

# 1Q/FY2018 Results by Region: North America



Retail sales (000 units)



OUTLADNER PHEV

**Sales Volume: 45K, +25%**

- Strong start-up sales of *OUTLANDER PHEV* and *ECLIPSE CROSS*
- Steadily increase sales of *OUTLANDER*

TIV: according to research (USA only).

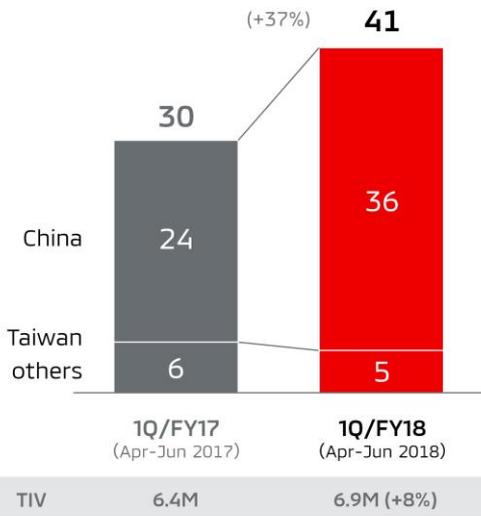
Sales in North America rose by 25% to 45,000 units from last year.

While the US remains intensely competitive, we were able to increase sales volumes thanks to the launches of the new *OUTLANDER PHEV* and *ECLIPSE CROSS*.

Sales of *OUTLANDER*, a key model in the US, continued to show growth over the same period in last year.

# 1Q/FY2018 Results by Region: China, others

Retail sales (000 units)



OUTLANDER

**Sales Volume: 41K, +37%**

- Sales of *OUTLANDER* remain strong
- Strengthen our sales network: 314 shops, up from 302 (from March to June, 2018)

TIV: according to research (China only).

In China, the sales increased by 50% to 36,000 units due to the solid demand for the localized *OUTLANDER*.

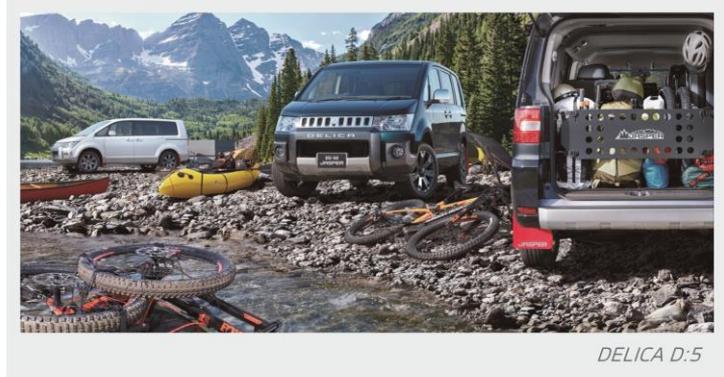
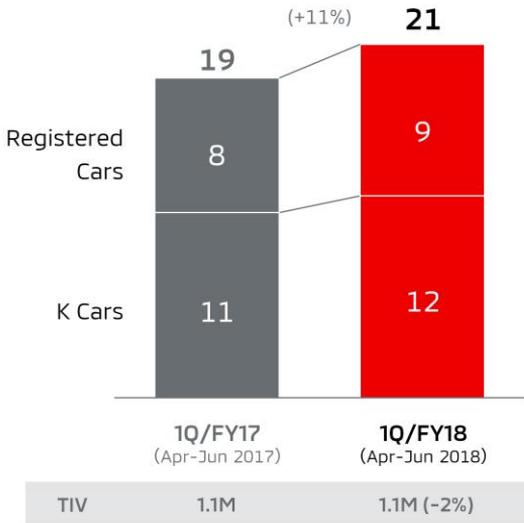
Total sales in the region of China and others, rose by 37% year on year to 41,000 units.

We are now preparing to launch the locally produced *ECLIPSE CROSS*, which will go on sale in this fiscal year. We expect demand for the *ECLIPSE CROSS* to contribute to our growing sales volumes in the China region.

We are expanding our sales network in China, which now consists of 314 dealerships as of June, up from 302 last fiscal year.

# 1Q/FY2018 Results by Region: Japan

Retail sales (000 units)



DELICA D-5

**Sales Volume: 21K, +11%**

- Growing sales volume of *ECLIPSE CROSS*
- Steady increase of registered cars

TIV: according to research.

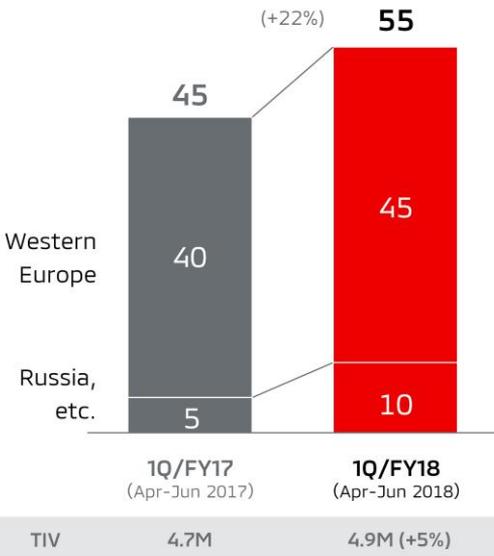
In our home market of Japan sales volume increased by 11% to 21,000 units compared with last year.

Again, *ECLIPSE CROSS* introduced at the end of FY2017 greatly contributed to this performance, with sales of 2,800 units. Our Japanese business also benefited from the stable growth of the *eK* series and other K-car models.

# 1Q/FY2018 Results by Region: Europe (incl. Russia)



Retail sales (000 units)



ECLIPSE CROSS

**Sales Volume: 55K, +22%**

- Western Europe: *ECLIPSE CROSS* contributing to increase of sales volume: +7.9K (as of June)
- Russia: steadily increase *PAJERO SPORT*

TIV: according to research (EU28+EFTA). \* From FY2018, the regional classification of some countries in Europe was changed to "Other Regions." FY2017 actual numbers above were changed accordingly.

In Europe, solid demand for *ECLIPSE CROSS*, which began shipment last fiscal year, helped us deliver a 22% improvement in sales volumes, to 55,000 units for the quarter.

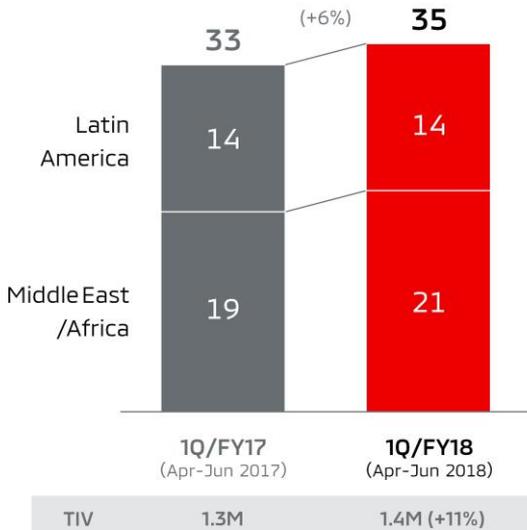
In Western Europe, unit sales rose in the UK (UK: +11% YoY).

Demand is finally recovering in Russia, allowing MITSUBISHI MOTORS to resume local production of *PAJERO SPORT*. Sales of *OUTLANDER* are also steadily increasing.

# 1Q/FY2018 Results by Region: Latin America, Middle East/Africa



Retail sales (000 units)



Triton/L200

**Sales Volume: 35K, +6%**

- The acquisition of fleet business
- *ECLIPSE CROSS* contributed to sales increase

TIV: according to research (Latin America + GCC). \* From FY2018, the regional classification of some countries in ASEAN and Europe was changed to "Other Regions." FY2017 actual numbers above were changed accordingly.

To complete the picture, here are our results from Middle East and Africa and from Latin America. Together, these two regions contributed sales of 35,000 units in the quarter, a 6% increase on last year.

Highlights included our successful fleet business in the Middle East and the increased sales of pick-ups in Latin America, where *ECLIPSE CROSS* was also launched.

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## FY2018 Full-Year Forecast (vs. FY2017 Actual)



(billion yen, 000 units)	FY17 Actual (Apr 2017 – Mar 2018)	FY18 Forecast (Apr 2018 – Mar 2019)	Variance	
			Amount	Ratio
<b>Net Sales</b>	2,192.4	<b>2,400.0</b>	+207.6	+9%
<b>Operating Profit</b> (OP Margin)	98.2 (4.5%)	<b>110.0</b> <b>(4.6%)</b>	+11.8 (+0.1 P.P.)	+12%
<b>Ordinary Profit</b>	110.1	<b>125.0</b>	+14.9	+14%
<b>Net Income*</b>	107.6	<b>110.0</b>	+2.4	+2%
<b>Sales Volume</b> (Retail)	1,101	<b>1,250</b>	+149	+14%

\* Net income attributable to owners of the parent

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This slide provides a reminder of our financial forecast for the full fiscal year 2018, announced in May, 2018.

We are forecasting a 9% increase in net sales to 2.4 trillion yen.

Operating profit is projected up 12% year on year to reach 110 billion yen.

Net income is forecast to be increased 2% year from previous year to 110 billion yen. Sales volume is expected to rise 14% year on year to 1,250,000 units.

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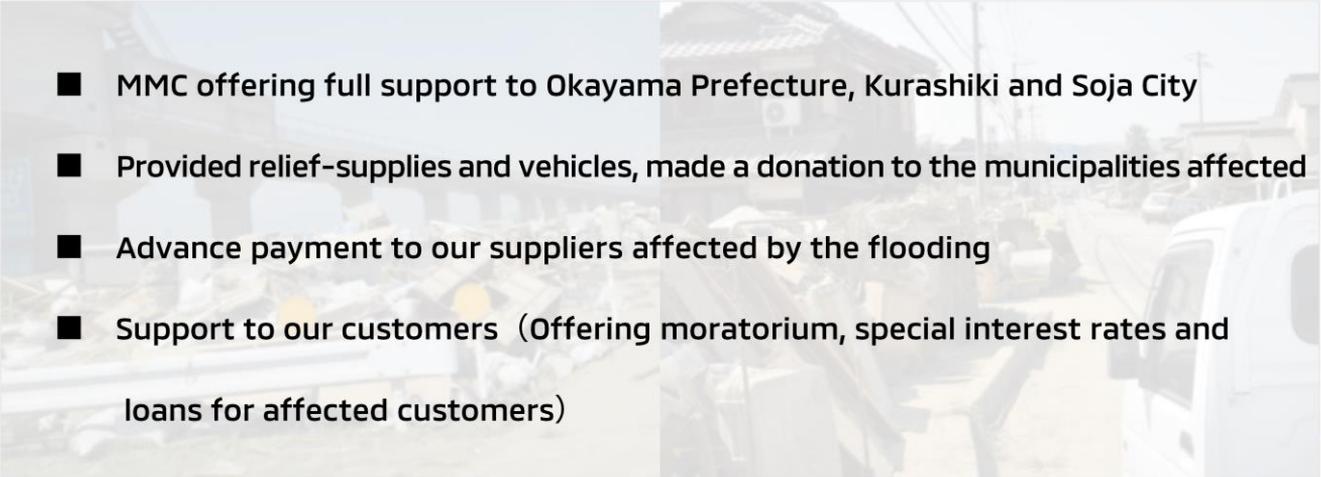
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## Torrential Rain in Western Japan: Impact and Response



- Mizushima Plant had no significant impact and resumed production on July 16
- However, the surrounding area and our business partners were seriously damaged

- 
- MMC offering full support to Okayama Prefecture, Kurashiki and Soja City
  - Provided relief-supplies and vehicles, made a donation to the municipalities affected
  - Advance payment to our suppliers affected by the flooding
  - Support to our customers (Offering moratorium, special interest rates and loans for affected customers)

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We would like to express my heartfelt sympathy to individuals who affected by the flood disaster caused by the torrential rain in western Japan that occurred earlier this month.

Fortunately, our Mizushima Plant suffered no major damage. Although we temporarily suspended operations due to a disruption in the distribution system, we have been operating normally since 16<sup>th</sup> this month.

However, the people and business partners in the vicinity of the Mizushima Plant are suffering significant damage, and we are providing our assistance.

To assist in the recovery of the disaster stricken areas, we have offered to provide 16 vehicles including *OUTLANDER PHEV*, dispatched our employees to provide relief goods and cooperate in the recovery of the areas. In addition, we decided to donate 20 million yen to local governments.

As part of our immediate support for affected suppliers, we have decided to pay our account payable-trade ahead of schedule. As of last week, we had paid a total of 10.9 billion yen to 258 companies.

In addition, MMC DIAMOND FINANCE provides support to customers by extending payment due dates for individuals in the affected regions and providing loans at special interest rates and payment terms to customers who need to purchase new products.

I hope that these activities will help corporations and individuals struggling with disaster-stricken regions as much as possible.

## Sales of New Models



### **XPANDER: Strong Sales & Start of Shipping**

- Started shipment to Philippines in April
- Aggregate Sales volume: 52K (as of June)



### **ECLIPSE CROSS: Global Sales**

- Launching over 60 countries (as of June)
- Aggregate Sales volume: 36K (as of June)



### **Improved OUTLANDER PHEV: Launching from August**

- Expanding sales by improving its attractive
- Updating the PHEV system, and improving driving performance and quietness

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As you've heard, the continuing success of *XPANDER* is one of the notable features in these first-quarter results.

Since we began selling *XPANDER* in last fiscal year, we have had to expand the production capacity at our Indonesian plant in Bekasi to meet the demand.

As of June, we have received 81,000 orders in total. We sold a total of 52,000 *XPANDER* compact SUVs. Of this total, 18,000 units were sold in the first-quarter of 2018.

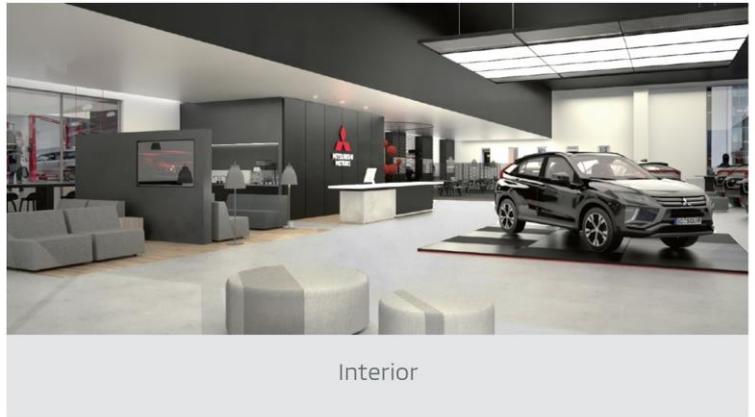
We began shipping *XPANDER* to the Philippines in April, and plan to roll it out to other ASEAN markets over the course of the coming months.

*ECLIPSE CROSS*, which was launched last fiscal year, has been sold in more than 60 countries, bringing the total sales volume to 36,000 units as of the end of June. In the second half of this fiscal year, we will also introduce this product to China to further expand sales.

In addition, we plan to significantly improve the *OUTLANDER PHEV* and begin global sales in August. As an EV leading company, we are aiming to further expand sales by improving product capabilities, such as the upgraded PHEV system and improved driving performance and quietness.

## New Design for Dealers Worldwide

- Developing a new Corporate Identity / Visual Identity
- 5,000 dealerships worldwide renovating interior and exterior
- Aiming to improve customer satisfaction through brand image experience



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MITSUBISHI MOTORS is also investing in its brand, and we announced in this month that we will introduce new designs to dealerships globally.

In keeping with that, we have this month announced a new design concept, which reflects the new Corporate and Visual Identity, for our 5,000 dealerships worldwide.

We intend to create a high-quality retail environment with a consistent look and feel – call it Mitsubishi-ness. We are confident this will enhance our brand image as well as making it easier to deliver better service quality.

### Progress in Joint Operations

- Joint Training Center in Philippines: enhance customer service quality
- National Distribution Centre in Australia: strengthen distribution network for parts and accessories



Joint Training Center (Philippines)



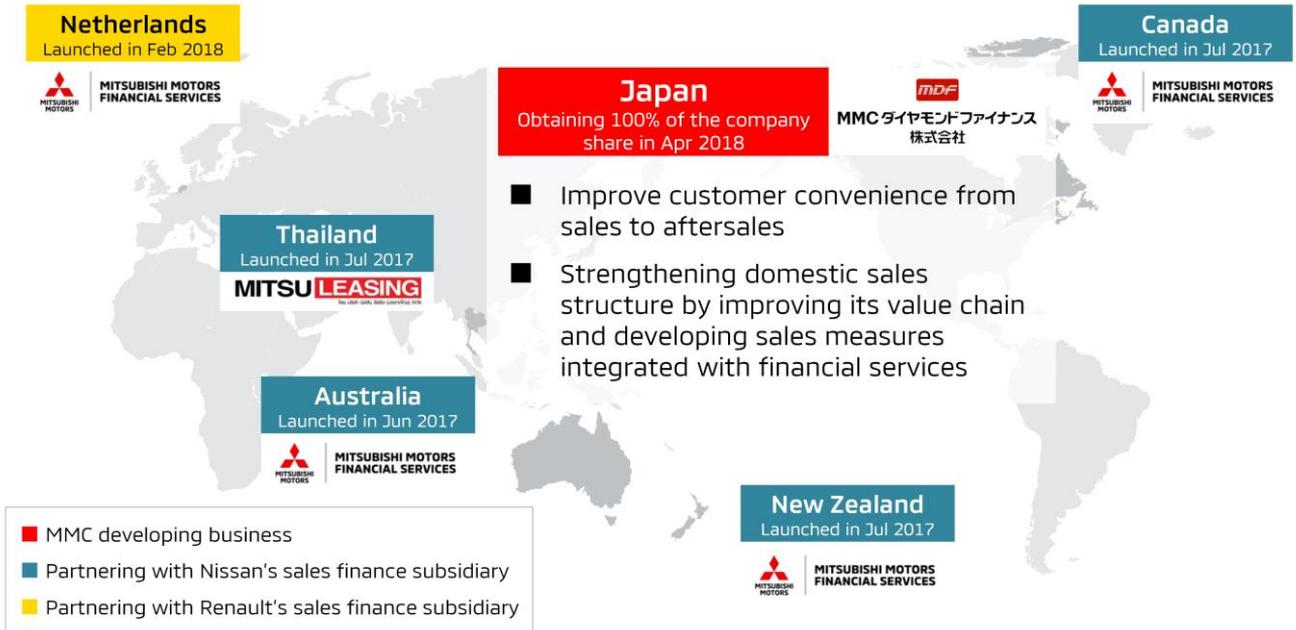
National Distribution Centre (Australia)

In our Alliance, we are making steady progress in joint operations. Here are a couple of examples.

This month, July 2018, we have opened a Joint Training Centre in the Philippines. This is a center where each day up to 200 trainees from MITSUBISHI MOTORS and NISSAN will be taught how to provide a better and more efficient service to customers, whether in showrooms or repair centers, and to provide a cost reduction thanks to the synergy of converging our function with that of NISSAN.

The Alliance has also opened a shared parts and accessories warehouse, 'National Distribution Centre,' handling 90,000 parts in Australia, and it represents the first Alliance among the three companies. It uses industry-leading technologies and processes for the fast and efficient movement of automotive parts and accessories as a center of distribution networks in the alliance.

# Enhance Customer Service: Sales Finance



As you can see, We have partnered with NISSAN's sales finance subsidiary to launch sales finance services in Australia, Thailand, New Zealand and Canada in the previous fiscal year. In addition to these, we have started to collaborate with RCI Bank & Services, RENAULT's sales finance subsidiary, to launch financial services in the Netherlands. This is how we improve customer loyalty and reinforce sales support for dealers.

In Japan, MMC Diamond Finance Co., Ltd. became a wholly owned subsidiary in April 2018, positioning the sales finance business as an important and strategic area for domestic sales. Through these measures, we will strengthen the value chain by providing attractive financial products in line with new vehicle sales, enhancing after-sales sales after purchase, and promoting replacement sales. We will also strengthen our domestic sales structure by implementing sales measures that are integrated with financial services.



In the second year of the current Mid-Term Plan, we have made a good start in line with our goals for both volume and profitability. We will be relentless in achieving our target while making necessary investments for the future growth.

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## APPENDIX

## 1Q/FY2018 Balance Sheet (vs. FY2017)



(billion yen)	FY17 (As end of Mar 2018)	1Q/FY18 (As end of Jun 2018)	Variance
Total Asset	<b>*1,646.2</b>	<b>1,808.5</b>	<b>*+162.3</b>
Cash & Deposits	571.9	<b>444.3</b>	-127.6
Total Liabilities	<b>*849.7</b>	<b>1,018.3</b>	<b>*+168.6</b>
Interest-bearing Debt	26.6	<b>219.1</b>	+192.5
Total Net Assets	796.6	<b>790.2</b>	-6.4
Shareholders Equity (Equity Ratio)	781.0 (*47.4%)	<b>782.7</b> <b>(43.3%)</b>	+1.7
Net Cash 【Automotive】	545.3	<b>404.8</b>	-140.5

\*Figures have been revised since July 24, 2018 posted.

## 1Q/FY2018 Regional Performance (vs. 1Q/FY2017)



(billion yen)	Net Sales			Operating Profit		
	1Q/FY17 (Apr-Jun 2017)	1Q/FY18 (Apr-Jun 2018)	Variance	1Q/FY17 (Apr-Jun 2017)	1Q/FY18 (Apr-Jun 2018)	Variance
<b>Total</b>	440.9	<b>560.0</b>	+119.1	20.6	<b>28.1</b>	+7.5
- Japan	75.4	<b>90.2</b>	+14.8	-7.5	<b>-0.1</b>	+7.4
- ASEAN	105.5	<b>125.7</b>	+20.2	10.6	<b>14.3</b>	+3.7
- China, others	27.4	<b>27.6</b>	+0.2	4.6	<b>4.8</b>	+0.2
- North America	69.8	<b>94.3</b>	+24.5	3.3	<b>-2.7</b>	-6.0
- Europe	73.3	<b>104.7</b>	+31.4	0.2	<b>2.5</b>	+2.3
- Others	89.5	<b>117.5</b>	+28.0	9.4	<b>9.3</b>	-0.1

\* From FY2018, the regional classification of some countries in ASEAN and Europe was changed to "Other Regions." FY2017 actual numbers above were changed accordingly.

## 1Q/FY2018 Capital Expenditure, Depreciation and R&D Expense



(billion yen)	1Q/FY17 (Apr-Jun 2017)	1Q/FY18 (Apr-Jun 2018)	FY18 Forecast (Apr 2018 - Mar 2019)
<b>CAPEX</b> (variance YoY)	<b>12.9</b> (+47%)	<b>34.2*</b> (+165%)	<b>135.0*</b> (+35%)
<b>Depreciation</b> (variance YoY)	<b>11.1</b> (-6%)	<b>13.0</b> (+17%)	<b>60.0</b> (+15%)
<b>R&amp;D Expense</b> (variance YoY)	<b>20.7</b> (+4%)	<b>26.6</b> (+29%)	<b>122.0</b> (+19%)

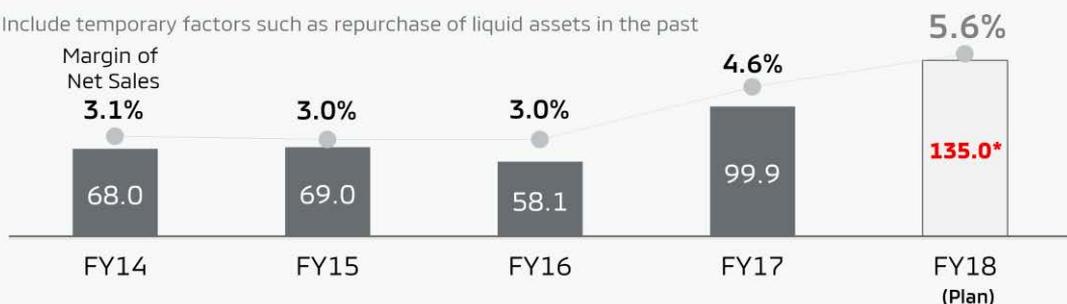
\*Include one-time factors such as repurchase of SLB assets

# Capital Expenditure / Depreciation Forecast (announced in May 2018)

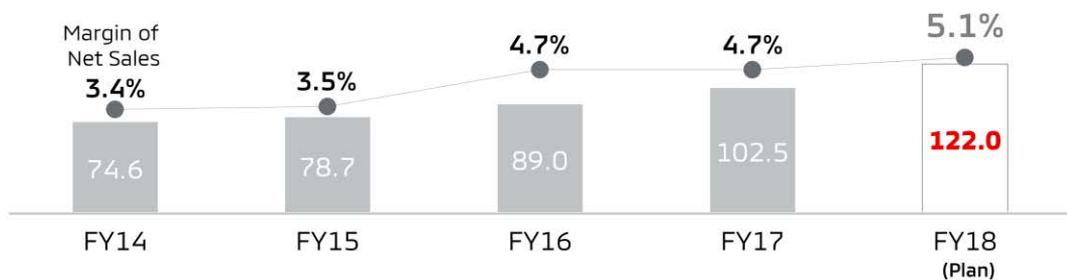


\* Include temporary factors such as repurchase of liquid assets in the past

**CAPEX**  
(billion yen)



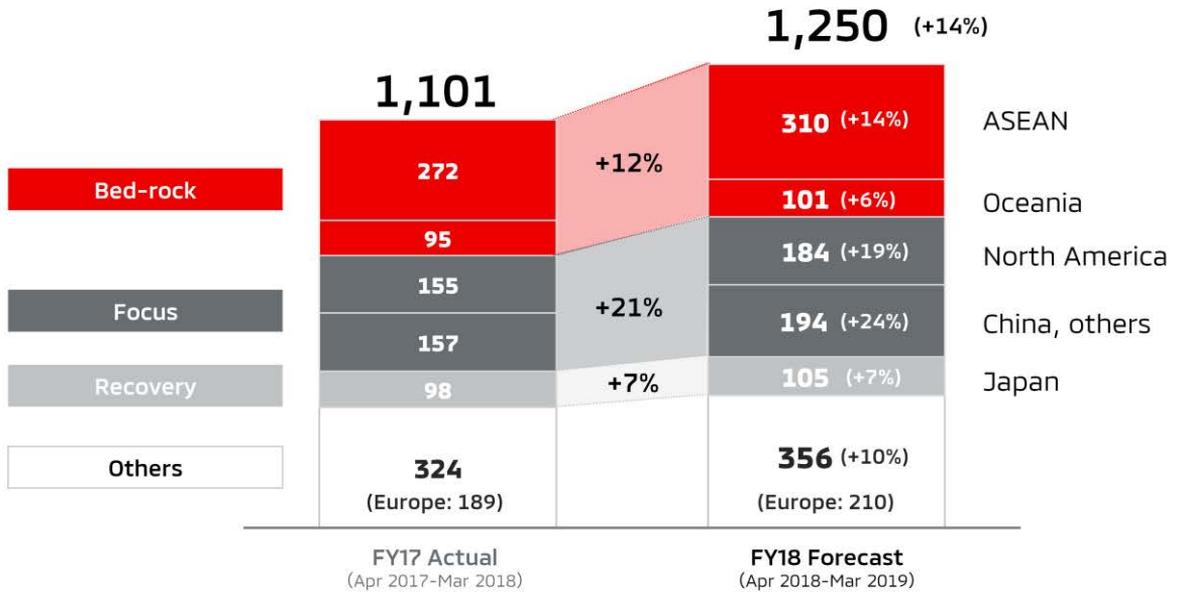
**R&D**  
(billion yen)



# FY2018 Retail Sales Forecast (vs. FY2017 Actual, announced in May 2018)



Retail sales (000 units)

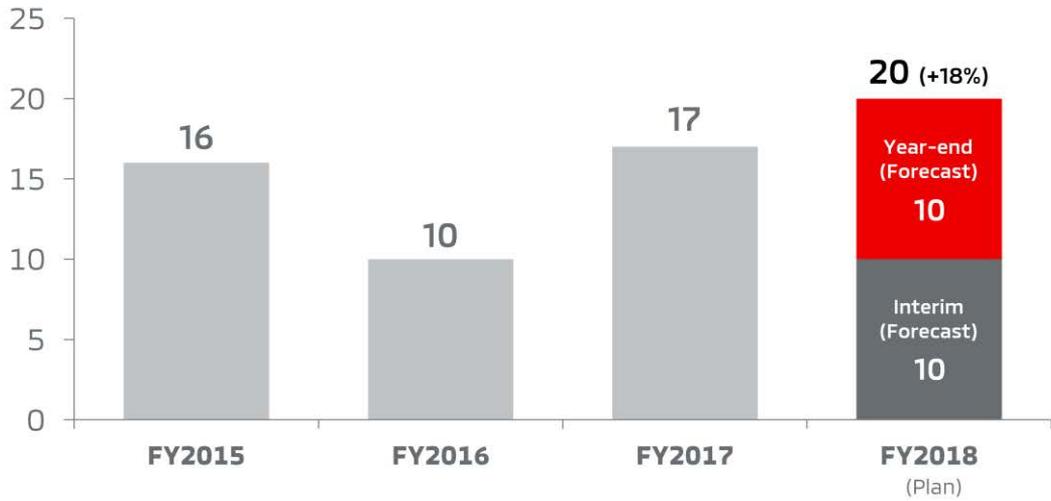


\* From FY2018, the regional classification of some countries in ASEAN and Europe was changed to "Other Regions." FY2017 actual numbers above were changed accordingly. 30

## Shareholder Returns Forecast (announced in May 2018)



Dividend per Share (yen)

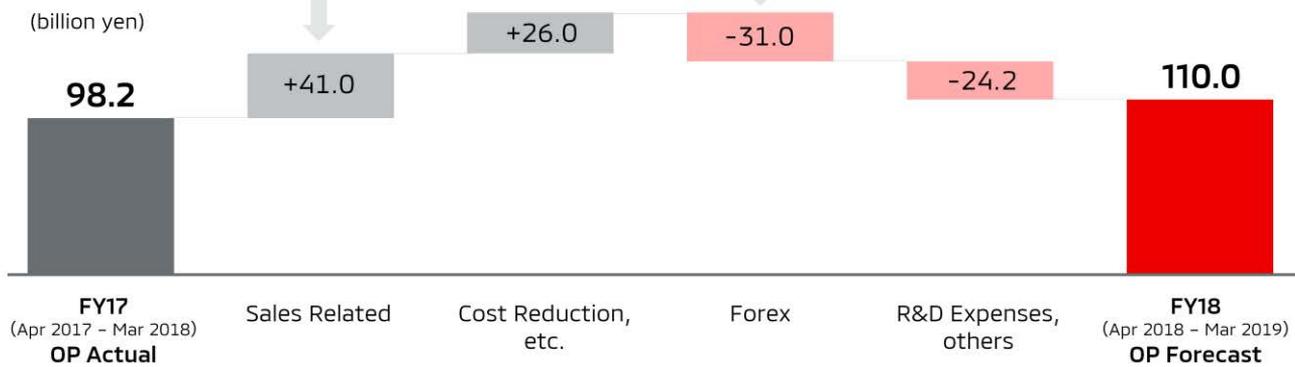


# FY2018 Full-Year Forecast: OP Variance Forecast (vs. FY2017 Actual, announced in May 2018)

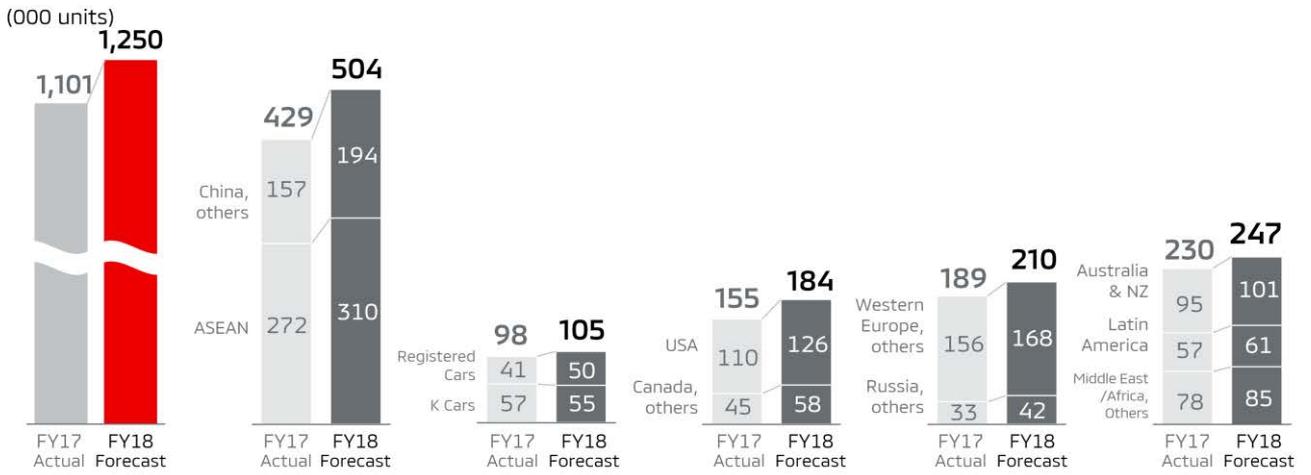


Sales	
Vol/Mix	+55.0
Sales expenses	-14.0
<b>Total</b>	<b>+41.0</b>

	FX rate (yen)		Effect (bill yen)
	FY17	FY18	
USD	111	105	-15.0
EUR	130	130	±0
THB	3.38	3.40	-2.0
Others	-	-	-14.0
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-31.0</b>



# FY2018 Retail Sales Forecast (vs. FY2017 Actual, announced in May 2018)



Total	Asia	Japan	North America	Europe	Others
<b>+149</b>	<b>+75</b>	<b>+7</b>	<b>+29</b>	<b>+21</b>	<b>+17</b>
<b>(+14%)</b>	<b>(+17%)</b>	<b>(+7%)</b>	<b>(+19%)</b>	<b>(+11%)</b>	<b>(+7%)</b>

\* From FY2018, the regional classification of some countries in ASEAN and Europe was changed to "Other Regions." FY2017 actual numbers above were changed accordingly.  
 \*\* Correction of errors in September 13, 2018

## FY2018 Regional Sales Forecast (vs. FY2017 Actual, announced in May 2018)



(billion yen)	FY17 Actual (Apr 2017 - Mar 2018)	FY18 Forecast (Apr 2018 - Mar 2019)	Variance
<b>Total</b>	<b>2,192.4</b>	<b>2,400.0</b>	<b>+207.6</b>
- Japan	349.4	<b>400.0</b>	+50.6
- North America	352.5	<b>390.0</b>	+37.5
- Europe	444.7	<b>460.0</b>	+15.3
- Asia	586.2	<b>645.0</b>	+58.8
- Others	459.6	<b>505.0</b>	+45.4

\* From FY2018, the regional classification of some countries in ASEAN and Europe was changed to "Other Regions." FY2017 actual numbers above were changed accordingly.

# DRIVE FOR GROWTH (announced in October 2017)



## DRIVE FOR GROWTH (FY17 - FY19)

<b>KPI</b>	<b>FY19</b> Retail sales: 1.3m (+40% vs. FY16)	<b>FY19</b> Net revenue: 2.5Trn JPY (+30% vs. FY16)	<b>FY19</b> COP: 6% or more	<b>FY17-19</b> Positive free cash flow
<b>Strategic Levers</b>	<b>Product renewal</b>	<b>Revenue growth through focus on core markets</b>	<b>Cost optimization</b>	
<b>Foundations</b>	<b>Organizational enablers for sustainability</b>			
	<b>Alliance leverage for long-term growth</b>			

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All statements herein, other than historical facts, contain forward-looking statements and are based on MMC's current forecasts, expectations, targets, 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; and
- 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.

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