

**MITSUBISHI MOTORS CORPORATION**

Securities Code: 7211

# **BUSINESS REPORT**

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**Report on the Year Ended  
March 31, 2019**

(April 1, 2018 to March 31, 2019)



**MITSUBISHI  
MOTORS**

Drive your Ambition

# Top Message



**In addition to strengthening governance, we will undertake initiatives to build a foundation for profitable, stable, and sustainable growth.**

**Osamu Masuko**

Chairman of the Board,  
Representative  
Executive Officer

**Takao Kato**

Member of the Board,  
Representative  
Executive Officer, CEO

Despite the impact of natural disasters in Japan and currency depreciation in emerging and resource-rich countries, sales volume expanded in all regions with business performance generally progressing according to plan for FY2018 and we were able to achieve higher sales and earnings continuing on from the previous fiscal year.

For FY2019, we expect higher sales on lower profits as the situations surrounding global politics, economic conditions, and exchange rates remain unclear. However, we plan for an annual dividend of 20 yen per share continuing on from FY2018 and consisting of interim and year-end dividends of 10 yen per share.

Mitsubishi Motors decided to transition to a company with three committees at the Ordinary General Meeting of Shareholders held in June this year. In addition to accelerating initiatives to strengthen governance as the cornerstone of trust in management, we reviewed the path to expand our scale in all directions while considering an increasingly harsh business environment. Going forward under newly - appointed CEO Kato's system, we will pursue a healthy growth trajectory balanced with investment, devote our limited management resources toward regions and model developments where we have an advantage, and steadily progress with revisions to strategies that pivot towards improving profitability.

# Financial Overview

## Review of FY2018 (Ended March 31, 2019)

In FY2018, net sales increased by 14.7% year-on-year to ¥2,514.6 billion, and operating profit increased to ¥111.8 billion from ¥98.2 billion in the previous fiscal year, representing an operating margin of 4.4%. Net income attributable to owners of the parent (hereafter "net income") was ¥132.9 billion.

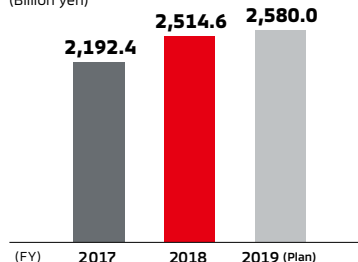
Global sales volume for FY2018 totaled 1,244,000 units, an increase of 13% from the prior fiscal year. In the ASEAN region, sales of *XPANDER* MPV increased 17% to 318,000 units from the previous fiscal year, with sales expanding from the launch market of Indonesia to the Philippines,

Thailand, and Vietnam. In Japan, sales of *Eclipse Cross*, *Outlander PHEV* and *Delica D:5* helped lift sales volumes by 7% to 105,000 units, maintaining a recovery trend in demand for Mitsubishi models. In addition, at the end of FY2018, we launched new Keicars, *eK Wagon* and *eK X*.

Sales volumes increased year-on-year in all regions, including our bedrock market, Oceania, and our focus markets, North America and China, as well as other territories. Thus, we have largely achieved the full-year forecast for unit sales announced at the beginning of FY2018.

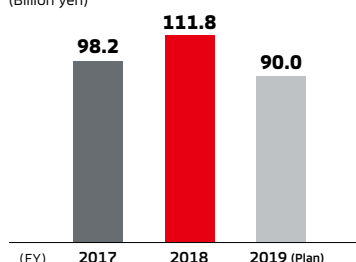
### ◆ Net Sales

(Billion yen)



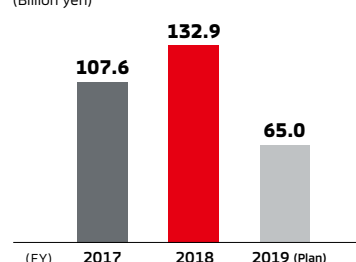
### ◆ Operating Profit

(Billion yen)



### ◆ Net Income

(Billion yen)



## Outlook for FY2019 (Ending March 31, 2020)

Our financial forecast for FY2019 is as follows:

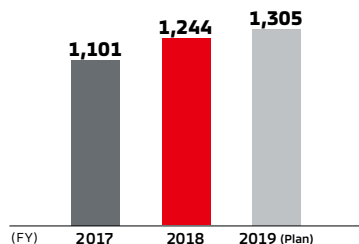
Net sales are projected to rise 3% year-on-year to ¥2,580.0 billion. The company continues to focus on securing sustainable earnings in an increasingly uncertain market environment, and aims to achieve operating profit of ¥90.0 billion and net income of ¥65.0 billion.

We forecast that global sales volume in FY2019 is expected to increase by 5% year-on-year to

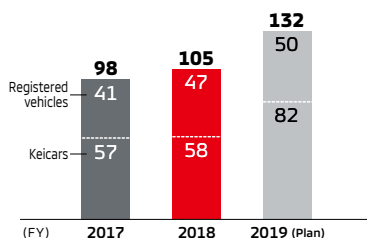
1,305,000 units. The company aims to achieve sustainable growth by optimizing sales efficiency through enhanced brand value and strengthening of its sales networks. MMC also intends to further expand sales of *XPANDER*, which has won favorable recognition, and to increase the sales volume of *Outlander PHEV* and *Eclipse Cross*, reflecting the company's strengths.

### Sales Volume (Retail) (Thousand units)

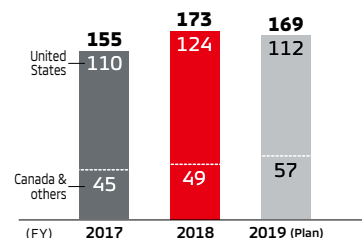
#### ◆ Total



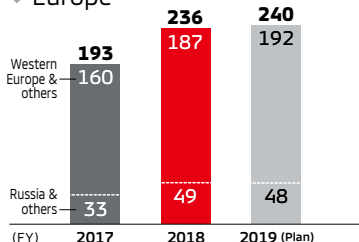
#### ◆ Japan



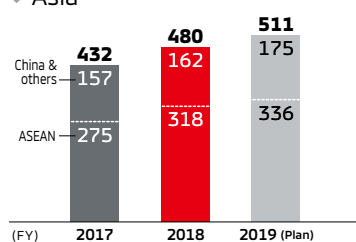
#### ◆ North America



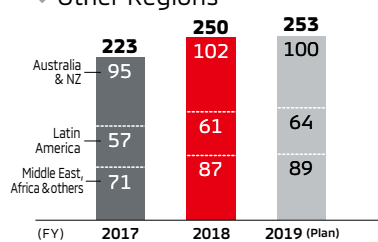
#### ◆ Europe\*



#### ◆ Asia\*



#### ◆ Other Regions\*



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

Note: Information included in these materials is based on a variety of assumptions, and offers no promise or warranty of the achievability of future planned figures or measures included herein.

# Information

2019

1

## New *Delica D:5* All-Round Minivan Goes on Sale

The new model inherits the *Delica* series product concept of "a car that reliably carries passengers and cargo to their destination under various road conditions." With a significantly improved clean diesel engine that demonstrates powerful torque from low speeds, a newly developed 8-speed sports mode A/T, and improvements to 4WD performance, *Delica's* reputable durability and driving performance has further evolved while incorporating the latest safety technologies.



2

## World Premiere at the 89th Geneva International Motor Show\* for the *MITSUBISHI ENGELBERG TOURER* and the 2020 *ASX* compact SUV

The *MITSUBISHI ENGELBERG TOURER* is a new-generation crossover SUV concept car that embodies the corporate global tagline of "Drive your Ambition," and uses MMC's own advanced electrification and all-wheel control technologies to raise SUV appeal to a new level. Furthermore, Mitsubishi Motors' third-highest-selling vehicle and global strategic model *ASX* has undergone a major overhaul in its exterior design, in line with the design philosophy of "Robust & Ingenious" that embodies Mitsubishi Motors' global tagline.



\*The formal name of the event is "Le 89e Salon international de l'automobile Genève 2019."

3

## New *eK Wagon* and *eK X* Keicars Go on Sale

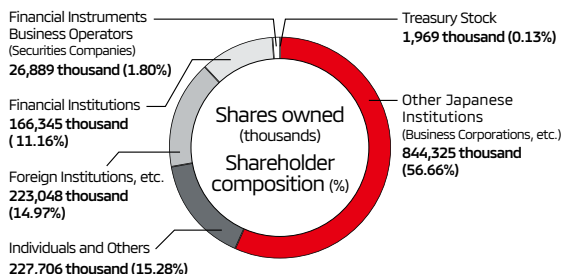


Planning and development management of the new *eK Wagon* and *eK X* models have been the responsibility of Mitsubishi Motors and Nissan Motor joint venture NMMKV. With all-new platforms, engines, CVTs and other major components developed and produced through new processes, the models offer a new kind of height-wagon keicar. They bring together Mitsubishi Motors' 60 years of knowledge of keicars and Nissan Motor's advanced technology.

## Investor Information (as of March 31, 2019)

Total Number of Issuable Shares 1,575,000,000 shares  
 Total Number of Issued Shares 1,490,282,496 shares  
 Number of Shareholders 257,179

### Distribution of Shares by Shareholder (as of March 31, 2019)



### Stock Procedure Information

Fiscal Year	From April 1 to March 31 of the following year
Ordinary General Meeting of Shareholders	June of each year
Record Date Determining Voting Rights at Ordinary General Meeting of Shareholders	March 31
Record Date Determining Shareholders to Receive Year-End Dividend	March 31
Record Date Determining Shareholders to Receive Interim Dividend	September 30
Other Record Date	If other record date is required to be set, it will be decided by resolution of the Board of Directors and informed in advance through a public notice.

### Major Shareholders (as of March 31, 2019)

Name of shareholder	Number of shares (Thousands of shares)	Ratio of shareholding (%)
NISSAN MOTOR CO., LTD.	506,620	34.03
MAI Corporation	160,329	10.77
Mitsubishi Corporation	137,682	9.25
The Master Trust Bank of Japan, Ltd. (Trust account)	34,258	2.30
Japan Trustee Services Bank, Ltd. (Trust account)	31,879	2.14
Mitsubishi Heavy Industries, Ltd.	21,572	1.44
BNYMSANV AS AGENT / CLIENTS LUX UCITS NON TREATY 1	16,439	1.10
Japan Trustee Services Bank, Ltd. (Trust account 9)	14,916	1.00
MUFG Bank, Ltd.	14,877	0.99
Japan Trustee Services Bank, Ltd. (Trust account 5)	14,520	0.97

(Note) The above ratios of shareholding have been calculated excluding treasury stock (1,969,401 shares).

Method of Public Notice	Public notices are published electronically. In case the method of electronic public notice is not available due to any troubles or unavoidable circumstances, such a notice will be given by Nihon Keizai Shimbun published in Tokyo. [MMC's Website Address for Public Notices] (Japanese only) <a href="https://www.mitsubishi-motors.com/jp/investors/stockinfo/koukoku.html">https://www.mitsubishi-motors.com/jp/investors/stockinfo/koukoku.html</a>
Number of Shares per Unit	100 shares
Securities Code	7211
Administrator of Shareholder Registry Managing Agency for Special Accounts	Mitsubishi UFJ Trust and Banking Corporation
Handling Office	Mitsubishi UFJ Trust and Banking Corporation, Corporate Agency Division 1-4-5, Marunouchi, Chiyoda-ku, Tokyo, Japan Mitsubishi UFJ Trust and Banking Corporation, Corporate Agency Division Shin-TOKYO Post Office post office box No.29 Phone: 0120-232-711 (toll-free in Japan)
Postal Address	
Telephone Contact	

### Direct Dividend Payment System

Completing procedures to deposit dividends into a savings account at a financial institution, such as a bank, will enable safe and assured receipt of dividends deposited in an account designated by the shareholder on the day that dividend payments commence. Shareholders receiving their dividends through a dividend voucher should consider this opportunity.

### Shares and the Social Security and Tax Number System

The social security and tax number assigned by the Japanese government is required in stock procedures for tax-related purposes. Please inform your brokerage of your number as soon as possible.

#### For inquiries about the above procedures or other stock-related procedures

- If you have an account in a securities company or other institution:  
Please contact that securities company or institution you deal with.
- If your shares are registered in "special accounts":  
Please contact Mitsubishi UFJ Trust and Banking Corporation (Phone: 0120-232-711 (toll-free in Japan)).

# Corporate Profile (as of March 31, 2019)

Company Name	MITSUBISHI MOTORS CORPORATION
Head Office	1-21, Shibaura 3-chome, Minato-ku, Tokyo 108-8410, Japan Phone: +81-3-3456-1111
Established	April 22, 1970
Number of Employees	Consolidated: 31,314 Non-consolidated: 14,171
Capital	¥284,382 million

## Directors (as of June 21, 2019)

Chairman of the Board	Osamu Masuko
Member of the Board	Takao Kato
Member of the Board	Kozo Shiraji
Outside Director	Shunichi Miyanaga
Outside Director	Ken Kobayashi
Outside Director	Hitoshi Kawaguchi
Outside Director	Hiroshi Karube
Outside Director	Setsuko Egami
Outside Director	Main Kohda
Outside Director	Yaeko Takeoka
Outside Director	Yoshitsugu Oba
Outside Director	Kenichiro Sasae
Outside Director	Kiyoshi Sono
Outside Director	Hideyuki Sakamoto
Outside Director	Mitsuko Miyagawa

## Executive Officers (as of June 21, 2019)

Representative Executive Officer	Osamu Masuko
Representative Executive Officer, CEO	Takao Kato
Representative Executive Officer, COO	Ashwani Gupta
Representative Executive Officer, Executive Vice President, CFO	Koji Ikeya
Representative Executive Officer, Executive Vice President	Takeshi Ando
Executive Officer, Senior Vice President	Hitoshi Inada
Executive Officer, Senior Vice President	Noboru Tsuji
Executive Officer, Senior Vice President	Hiroshi Nagaoka
Executive Officer, Senior Vice President	Yukihiro Hattori
Executive Officer, Senior Vice President	Guillaume Cartier
Executive Officer, Senior Vice President	Yoichiro Yatabe
Executive Officer, Corporate Vice President	Kazuaki Iwamoto

## Three Committees' Composition (as of June 21, 2019)

《Nomination Committee》	Chairperson	Main Kohda
	Member	Ken Kobayashi
	Member	Hitoshi Kawaguchi
	Member	Kenichiro Sasae
《Compensation Committee》	Member	Osamu Masuko
	Chairperson	Shunichi Miyanaga
	Member	Hiroshi Karube
	Member	Setsuko Egami
	Member	Main Kohda
	Member	Takao Kato

《Auditor Committee》	Chairperson	Yaeko Takeoka
	Member	Yoshitsugu Oba
	Member	Kiyoshi Sono
	Member	Mitsuko Miyagawa
	Member	Kozo Shiraji



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Published in June 2019

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