

Mitsubishi Motors (Thailand) Co., Ltd. Thailand Business

Mar. 6, 2015

Contents

1. Company Overview
2. Car Industries in Thailand
3. Domestic Market and Our Operation
4. Export Business
5. Production
6. Development

1. Company Overview

History

- May, 1961** **Established Wholesale Company Sittipol Motor Co (SMC)**
- Oct, 1964** **Established United Development Motor Industry (UDMI)**
- Oct, 1965** **Mitsubishi Heavy Industries, Ltd. (MHI) Took over 60% of UDMI Share**
- Apr, 1970** **Mitsubishi Motors Corporation (MMC) was Separated from MHI**
- Dec, 1973** **MMC Took over 40% of SMC**
- Jan, 1987** **SMC and UDMI Integrated and Established MMC Sittipol Co.,Ltd. (MSC)**
(Local Capital 52% MMC 48%)
- Jan, 1988** **Exported *Lancer* to Canada (The First shipment of Vehicle from Thailand)**
- Feb, 1989** **Exported Pick Up Truck, *L200***
- Mar, 1992** **Starting Production Laemchabang #1 Factory**
- Mar, 1996** **Starting Production Laemchabang #2 Factory**
- Aug, 1997** **MMC took over the Majority of MSC from Local Capital**
- Nov, 2003** **Changing Company Name to Mitsubishi Motors (Thailand) Co., Ltd (MMTh)**
from MSC
- Jan, 2004** **Fuso Dept. in MMTh was Separated as Mitsubishi Fuso Truck (Thailand)**
- Aug, 2005** **Starting Sales of Pick Up Truck, *Triton***
- Sep, 2007** **Achieved 1 Million Pick Up Truck to Export**

History

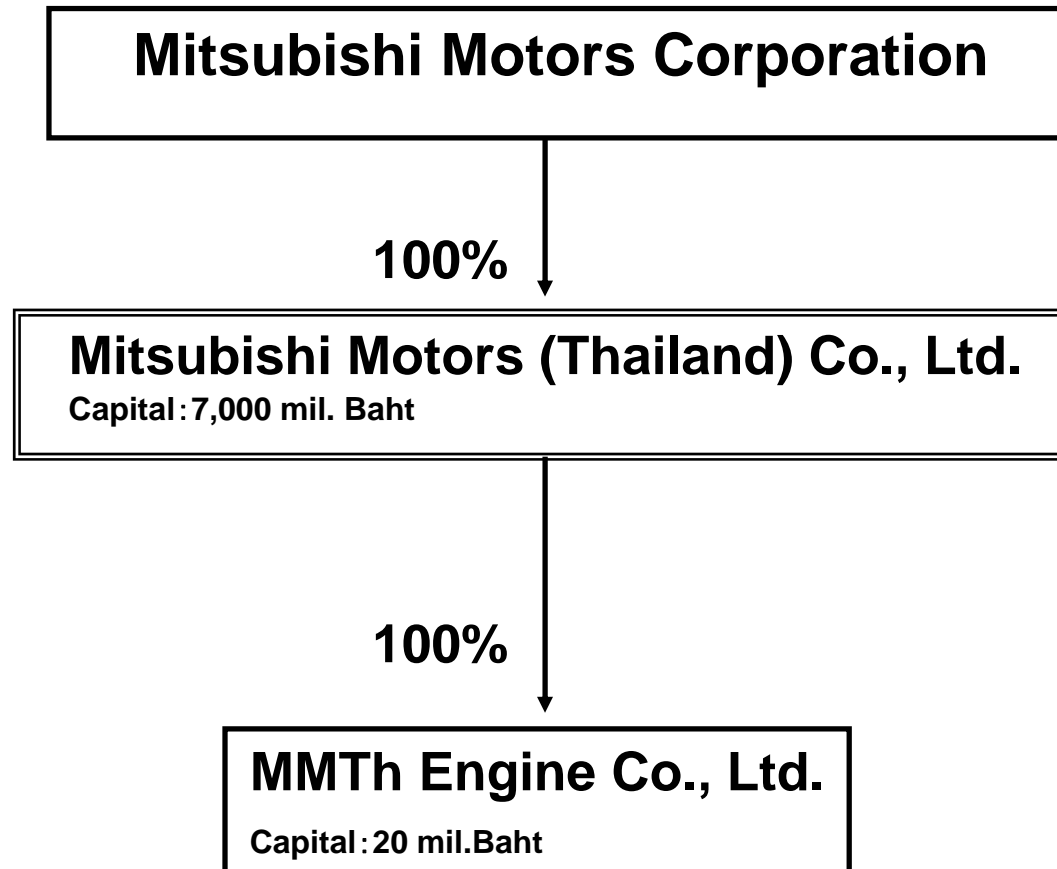
- Apr, 2008** **New Construction of Engine Plant for Enhanced Engine Capacity**
- Aug, 2008** **Launched New *Pajero Sport***
- Sep, 2009** **Launched New *Lancer EX* (the first mass production homologized E85)**
- Jul, 2010** **Achieved 2 Million Vehicles to Produce**
- Dec, 2010** **Foundation Stone Laying Ceremony for a New #3 Factory,
Planning produce for Eco-Car**
- Sep, 2011** **Starting Press Shop**
- Mar, 2012** **Starting Production in #3 Factory
Starting *Mirage* Sales in Thailand**
- Jul, 2012** **Starting *Mirage* Export to Japan**
- Feb, 2013** **Achieved 2 Million Vehicles to Export
Achieved 3 Million Vehicles to Produce
Starting *Attrage* Production**
- Aug, 2013** **Exported *Attrage***
- Feb, 2014** **Achieved 200 Thousand *Mirage* to Produce**
- May, 2014** **Achieved 1.1 Million *Triton* Sales**
- Nov, 2014** **Launched All New *Triton***
- Feb, 2015** **Starting All New *Triton* Export**

Board Members

As of Feb, 2015

| | |
|-------------------------------------|---------------------|
| President&CEO | Morikazu Chokki |
| EVP (LCB Factory)&COO&CQO | Mitsunori Kitao |
| EVP (Finance& Accounting, GA&HR) | Hiroyuki Hayashi |
| EVP (Domestic Sales) | Koji Nakahara |
| EVP (Corporate & Global) | Takeshi Hara |
| EVP (After Sales) | Atsushi Hattori |
| EVP (Procurement) | Masaki Tsugeno |
| EVP (R&D) | Kazuhiro Notani |
| EVP (Quality Affairs) | Tadataka Matsuda |
| VP (Production Engineering & IT) | Asanee Kulakowit |
| [Part Time] MMC CGM (PE) | Toshinori Nakahara |
| [Part Time] MMC CGM (Accounting) | Hiroshi Noda |
| [Part Time] MMC CGM (Finance) | Nobuaki Yonezawa |
| [Part Time] MMC CGM (Corporate) | Yoshihiro Kuroi |
| [Part Time] MMC CGM (Thai Business) | Kazuyuki Kambayashi |

Shareholding Structure



Engine Producing / Press Shop / Plastic Parts Producing



Car Factories in Thailand

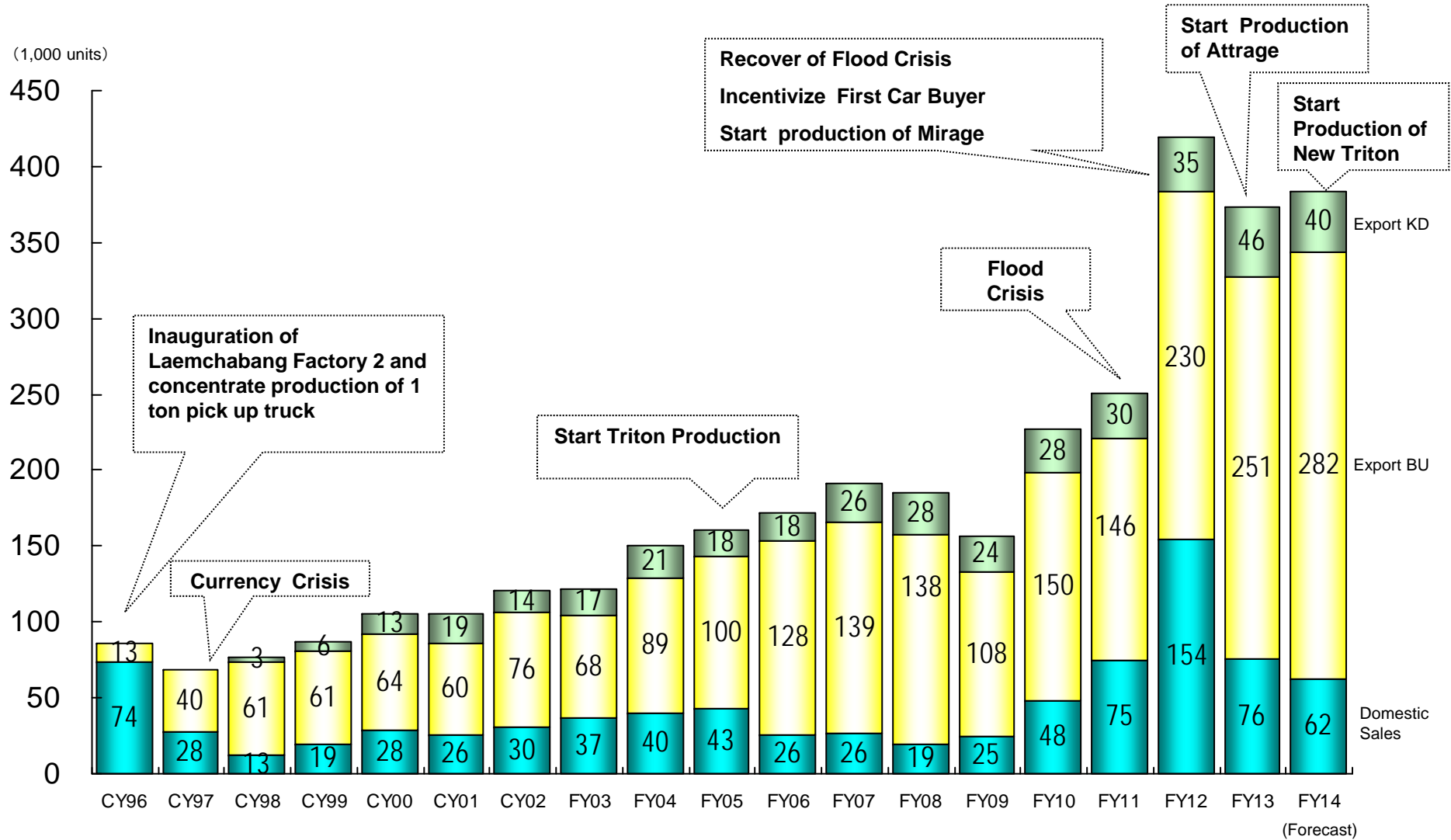


Location





MMTh Wholesales

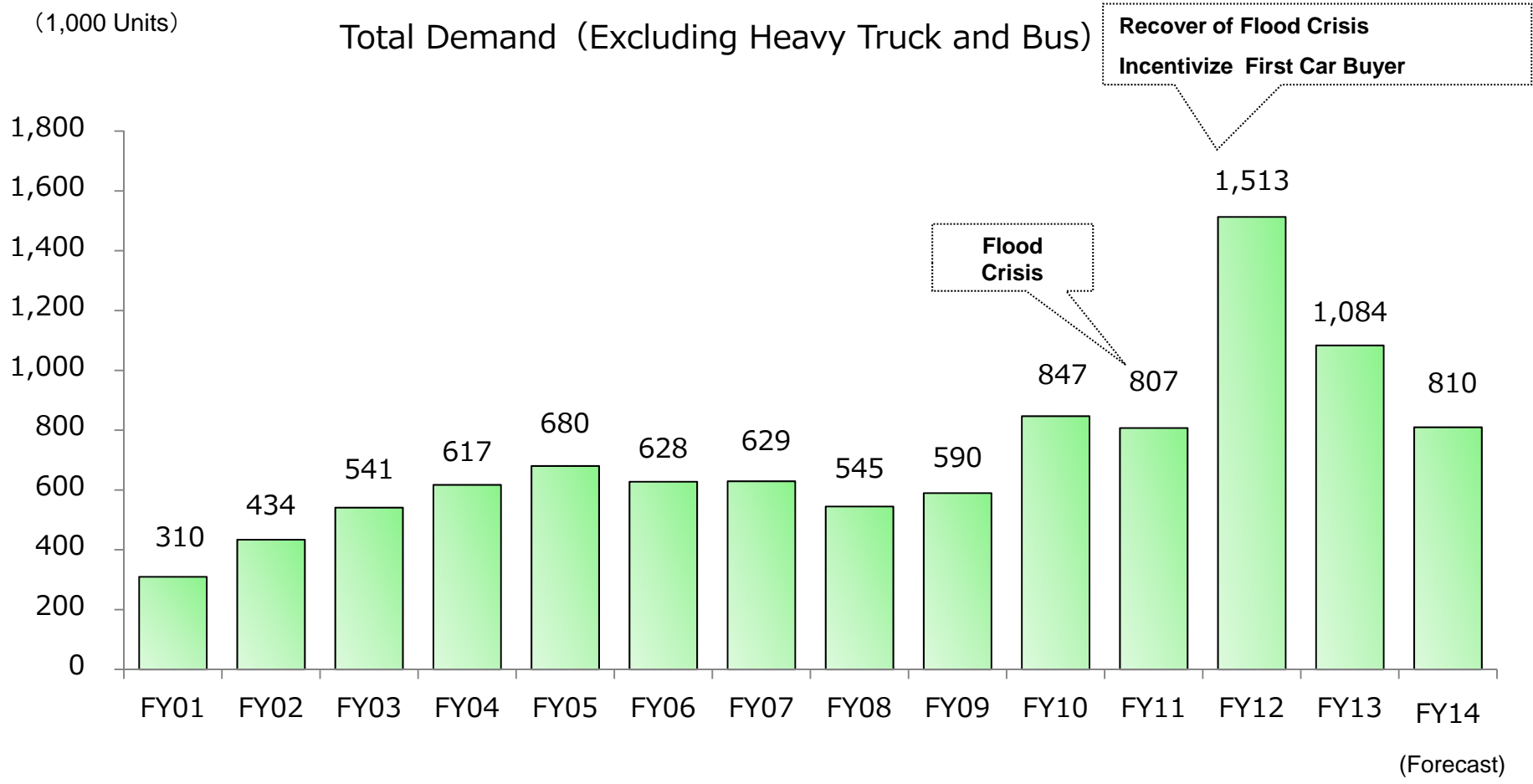


Domestic Sale: - Wholesales Volume

3. Domestic Market and Our Operation

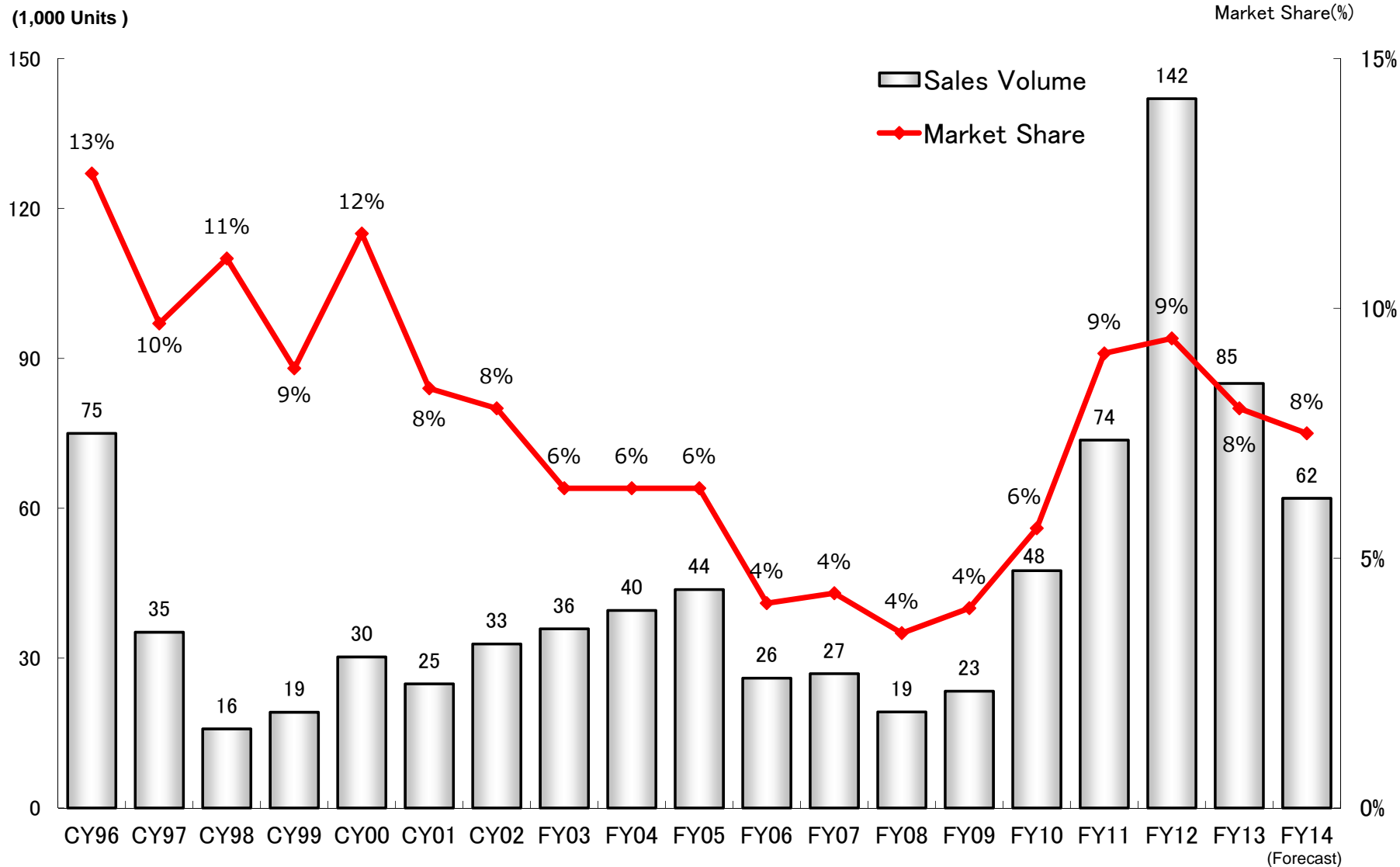


Total Demand





MMTh Sales & Market Share



(Remark) 1993 – 2003 Volume included Truck and Bus. In 2004 separation of Fuso Truck and Bus, 2004 onwards excluded Truck and Bus.

Products

Pick Up/ SUV



Triton



Pajero Sport

Passenger



Lancer EX














Mirage



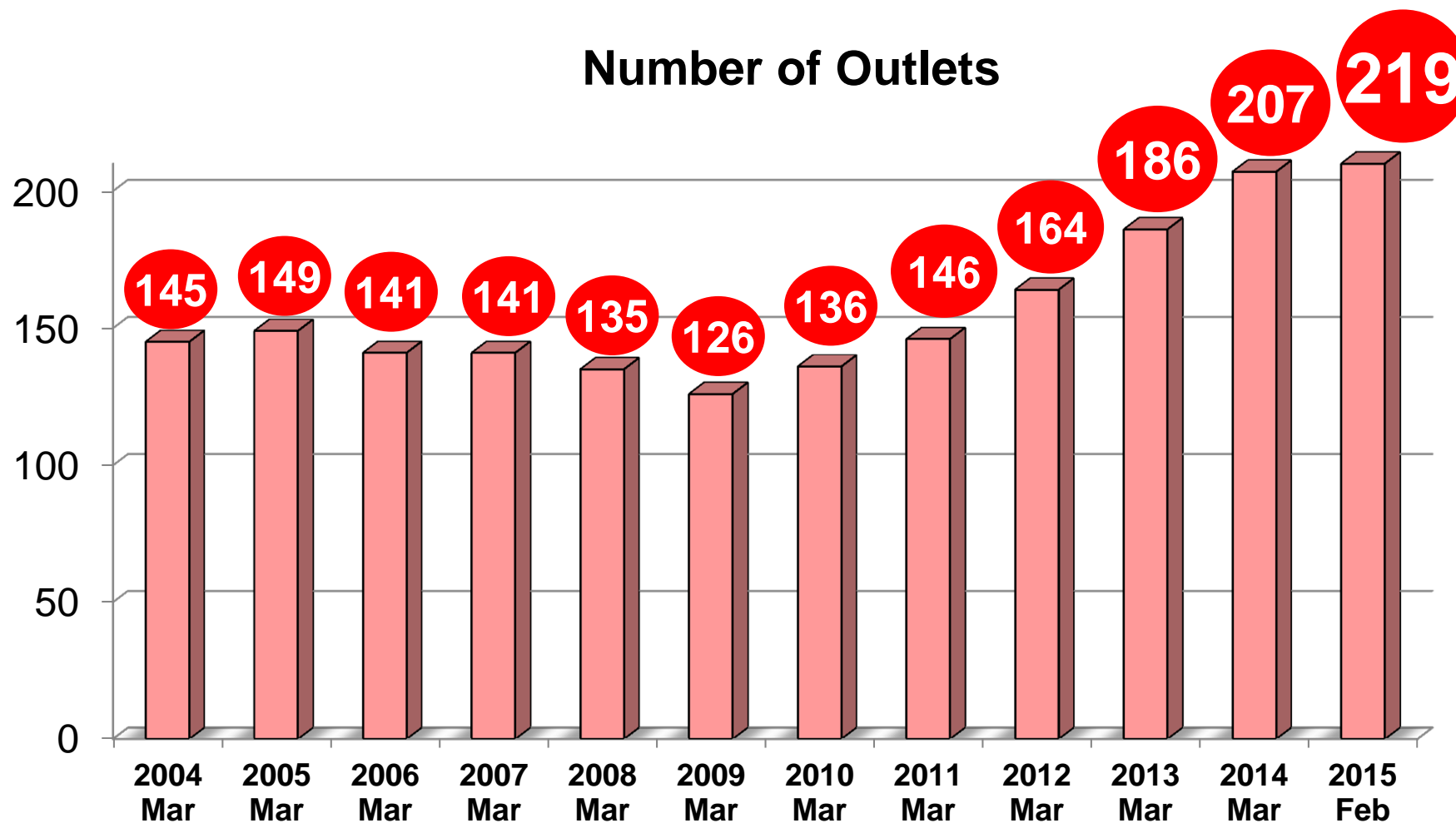
Attrage



Product Line Up

| | | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 |
|-----------|--------------------------------------|--|---|---|--|---|---|
| Passenger | Mirage | |  (Mar) | | | | 16MY |
| | Attrage |  | |  (Jun) | | | 16MY |
| | Lancer EX | | | | |  13MY (Jul) | |
| Pick UP | |  | | |  13MY (Jul) |  Full Model Change (Dec) | |
| PPV | Pajero Sport |  | | | | |  Successor |
| MPV | (Japanese Name) Delica D:5 | | | | |  |  |

Number of Outlets(FY04~FY14)



All-New *Triton* – Sales in Thailand

The all-new *Triton* started its sales domestically from Thailand.

- Media briefing for its launch was held on November 18, 2014 at IMPACT Exhibition and Convention Centre near Bangkok.



- Dec 11, 2014 – Commenced shipment of Double Cab
- Feb 6, 2015 – Commenced shipment of Single Cab and Mega Cab

All-New *Triton* – Sales in Thailand

From Dec 2014, exhibition and test driving events held over 50 locations nationwide.



In south region



In central region



In central region

Test drive event "All New *Triton* Day" held simultaneously nationwide on Feb 14 2015 – 1,000 units of pre-orders



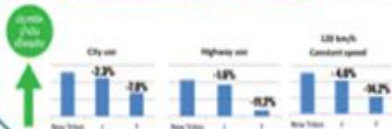
Feature of All-New Triton

ALL NEW TRITON A best pick-up truck for yourself to drive

Why "BEST CHOICE"? Because...

1. High Performance and Economy

New MIVEC Clean Diesel Engine accomplished both **High performance "181ps"** and **Fuel Saving "20%"** improved from previous model



✓ Better than competitors as well

* For Double Cab 4X4, Double Cab PLUS, Mega Cab Plus

2. Driving Comfort

- 1) A good reliable **suspension**
- 2) Improved **Quietness & Roominess** interior
- 3) Good drivability with minimum turning radius 5.7m / 5.9m



3. Safety

- 1) **Mega Cab Super frame**
Open cab with high safety
- 2) RISE BODY structure for crash safety
- 3) Dual Airbag for all grade
- 4) Safety mechanisms like ASTC etc...



4. Many other fascinating features

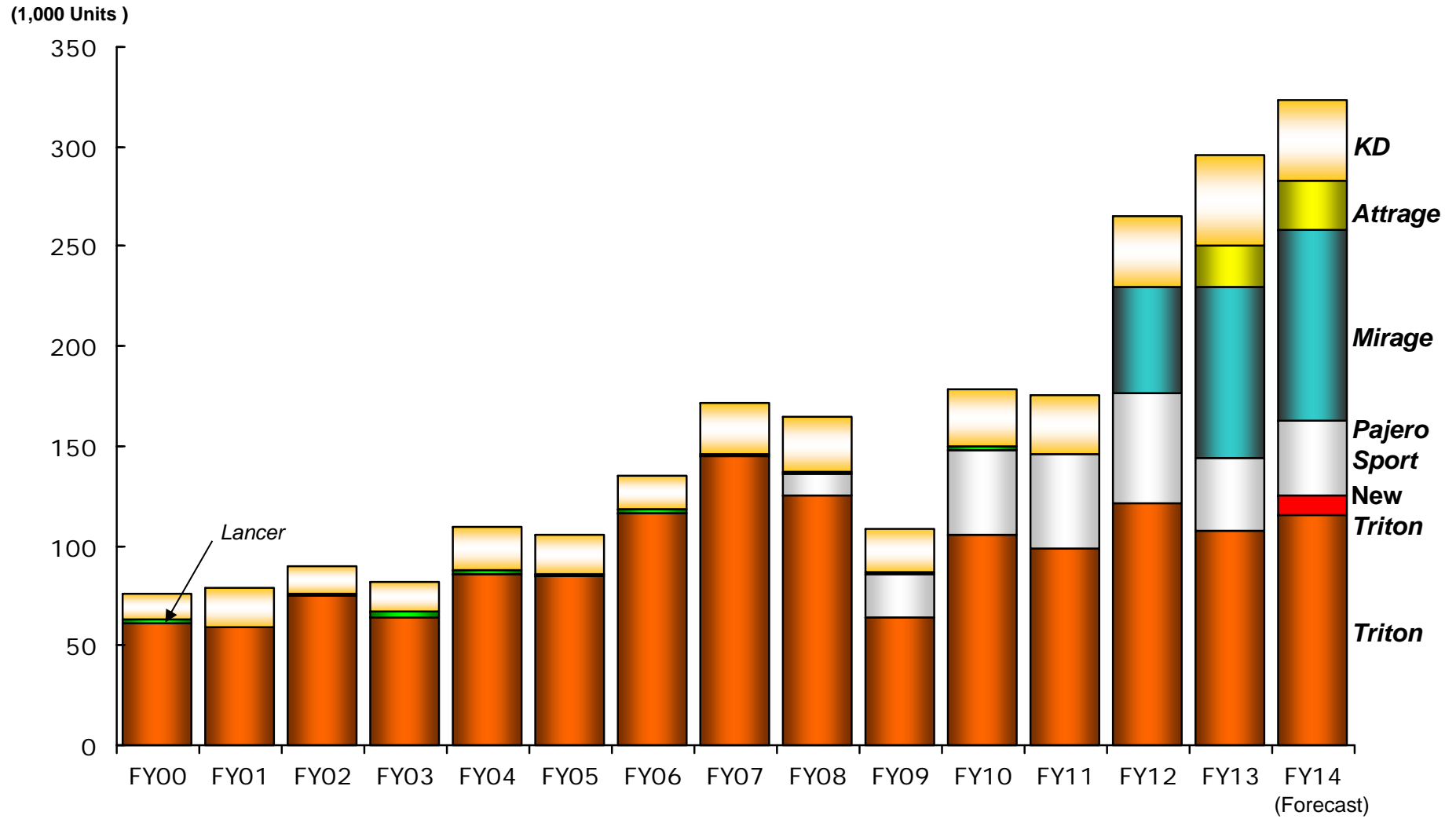
- 1) Distinctive Exterior Design
- 2) HID headlamp & DRL
- 3) NAVI with Rearview Camera
- 4) Dual Zone Auto A/C
- 5) KOS + Push Engine Switch Button etc...



4. Export Business

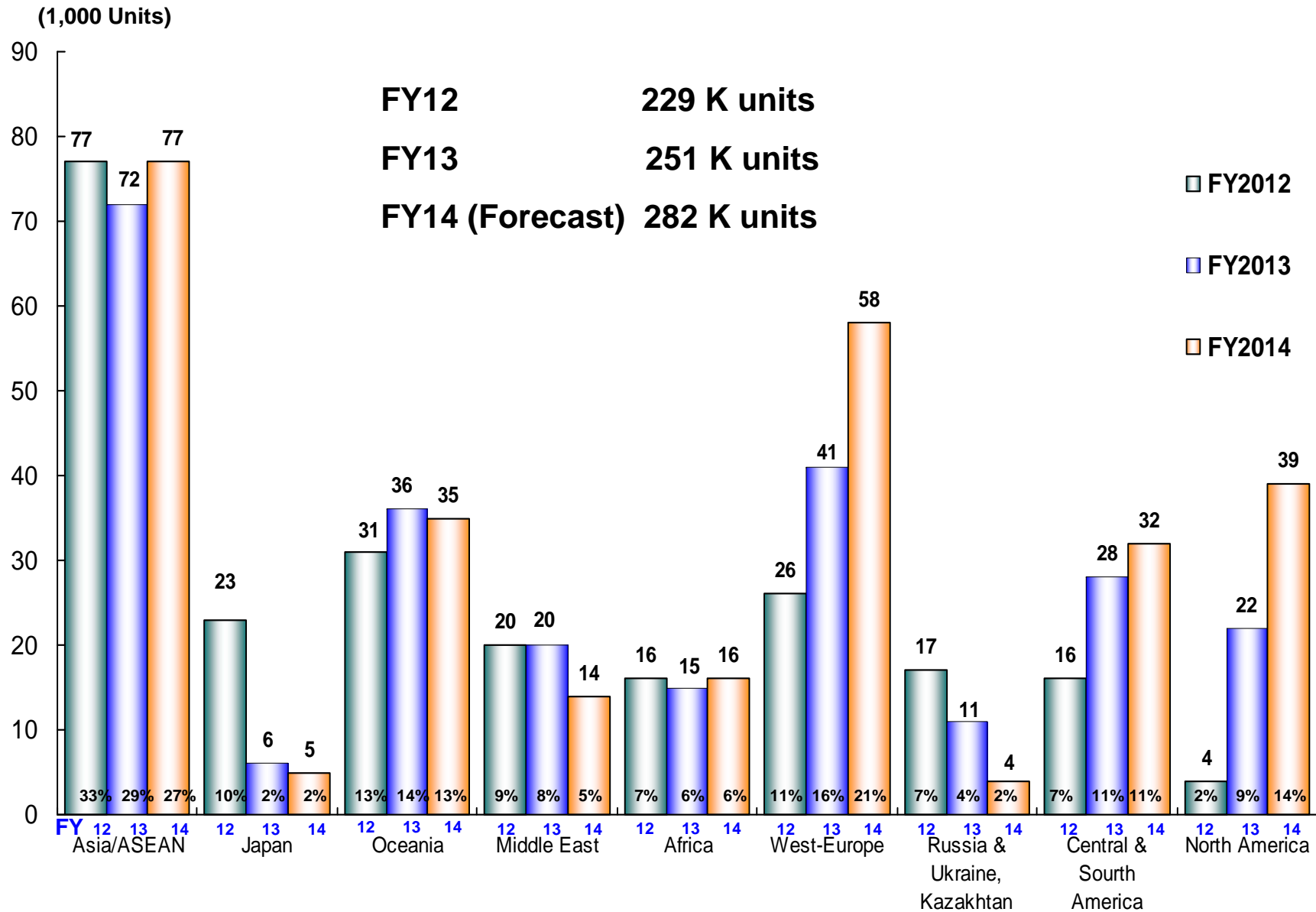


MMTh Export Volume





BU Export by Destination



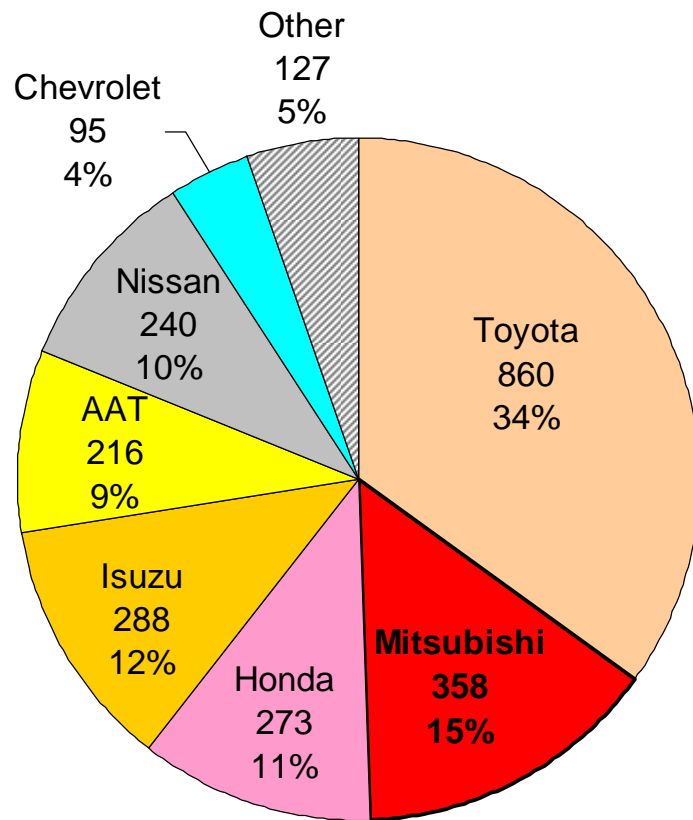
5. Production



CY13 VS 14 Production Volume

Jan – Dec 2013

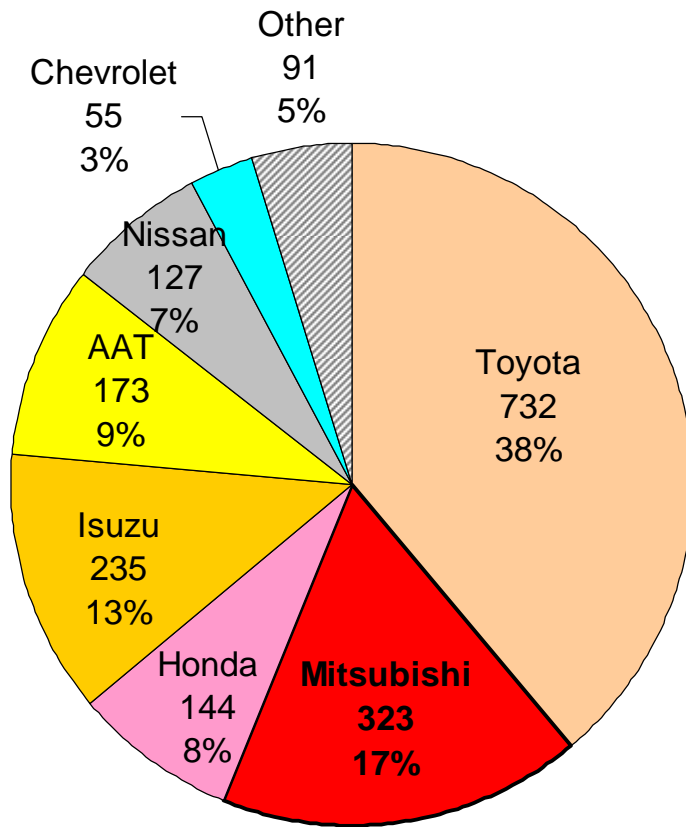
Total 2,457 K Units



-23.5 %

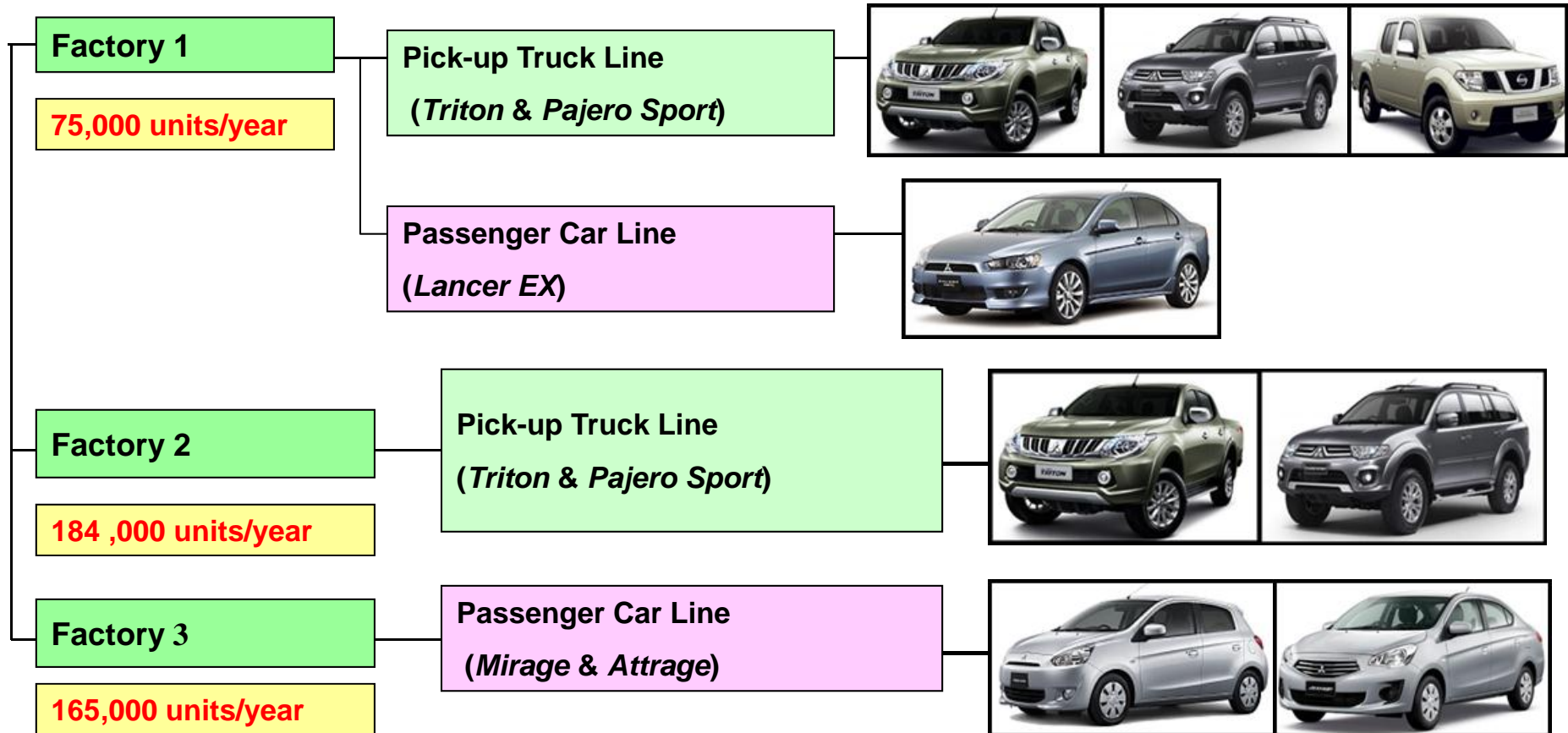
Jan – Dec 2014

Total 1,880 K Units



(1,000 Units)

Production Capacity



(Total: 424,000 units/year)

* On a standard utilization basis (4,846h/year, 1.5h overtime/day)

Quality Improvement and Structure/ Competitiveness Enhancement at Leam Chabang Plant



~MMC's largest production hub in the world and plant producing ASEAN model~

1. Improvements in Quality

- 1) Quality in the Plant Implemented 5 quality improvement plans at the new *Triton* and *Mirage* production line.

(Set-parts supply, traceability, error-proofing, clamping torque management, E-check sheet)



- 2) Supplier Quality ... SIP(Supplier Improvement Promotion) established (Aug 2012)
- 3) Root Cause Investigation ... Vehicle Quality Engineering Dept. (R&D) established (Feb 2013)
- 4) Field Quality Control ... Quality Affairs Group Headquarters established (Jan 2014)

2. Enhancements on structure and competitiveness

- 1) Expansion of In-house Production Parts... 2nd press C line (Apr 2014), blanking line operation (Jun 2014), plastic factory operation (Feb 2015)
- 2) Enhancement on R&D Structure Building test course and enhance human resources
- 3) Enhancement of KD Structure Increase capacity of KD plant and enhance human resources



Local Parts

| | <i>All New Triton</i> | <i>Mirage, Attrage</i> | <i>Pajero Sport (Former) Triton</i> |
|--------------------------------|--|--|---|
| Ratio of Procured Parts | <p>MMC KD 15% Procured in Thai 85%</p> | <p>6% 94%</p> | <p>21% 79%</p> |
| Main KD Parts from MMC | Transmission (AT) and ECU, cylinder head, block, crank shaft, etc. | ECU (engine, transmission, airbag,) crank shaft (some parts), etc. | Transmission (AT) and ECU, V6 engine, transfer, rear differential, etc. |

6. Development



R&D structure

Current activities, future tasks, and targets

1. Current R&D activities

MMTh R&D is working on building a foundation for local development of models in order to strengthen reflecting into developed vehicles, through improving quality of MMTh products, gathering local market information quickly and implement appropriate minor changes.

Details

- 1) Nurture local engineers
OJT on R&D tasks for limited parts, long-term training at MMC, and prepare development and drawing infrastructure.
- 2) Testing and evaluation equipment development
- 3) Human resources enhancement for building the future organization

2. Future Tasks

- To nurture leaders for local engineers
- R&D structure operated by local engineers and follow-up / support development at local suppliers

3. Targets

- Building R&D structure based on Thai local engineers by Thai local management
- R&D hub location in ASEAN region for the future

Test Course Location



The map displays a red route starting from the Mitsubishi Motors Thailand office in Bangkok, heading north to the test course location in Nong Chiam, Nakhon Phanom province. A red pin and callout box mark the test course location. The map includes various geographical features and road networks.



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.

If you are interested in investing in Mitsubishi Motors, you are requested to make a final investment decision at your own risk, taking the foregoing into consideration. Please note that neither Mitsubishi Motors nor any third party providing information shall be responsible for any damage you may suffer due to investment in Mitsubishi Motors based on the information shown in this presentation.

Drive@earth



MITSUBISHI MOTORS