



FACTS & FIGURES 2009

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MITSUBISHI MOTORS

Mitsubishi Motors Corporation Facts & Figures is published annually to help the media, researchers and analysts concerned with the auto industry better understand its activities.

All of us at Mitsubishi Motors hope that this publication will give all readers an even better understanding of the company and its products.

October 2009

Public Relations Department
Mitsubishi Motors Corporation

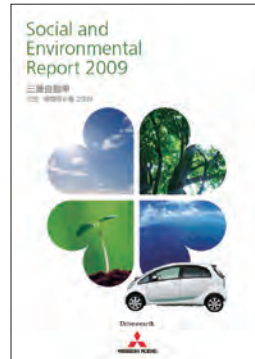
MMC is on the World Wide Web at the following URL

<http://www.mitsubishi-motors.com/corporate/e/>

Other information disclosure



Annual Report 2009



Social and Environmental Report 2009

<http://www.mitsubishi-motors.com/corporate/ir/irlibrary/e/index.html>

Mitsubishi Motors Corporate Philosophy

"We are committed to providing the utmost driving pleasure and safety for our valued customers and our community.

On these commitments we will never compromise.

This is the Mitsubishi Motors way."

While, as a member of Mitsubishi Group, we carefully follow the Group's "The Three Principles," we also maintain our own corporate philosophy defining our own fundamental purposes and directions that include maintaining our "Corporate Responsibility to society," practicing "Integrity and Fairness" and promoting "International Understanding through Trade."

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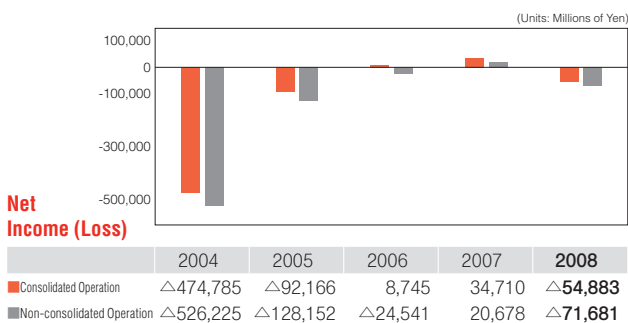
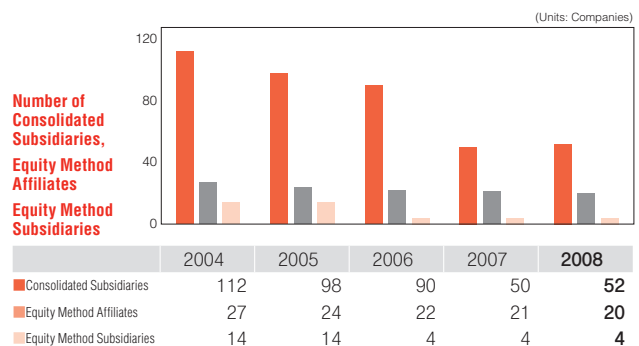
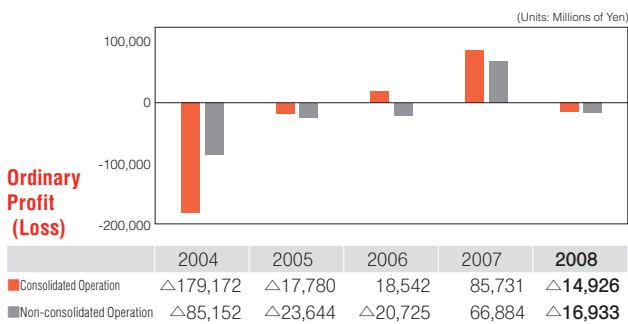
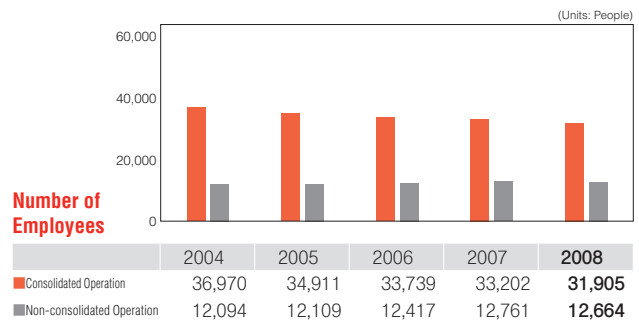
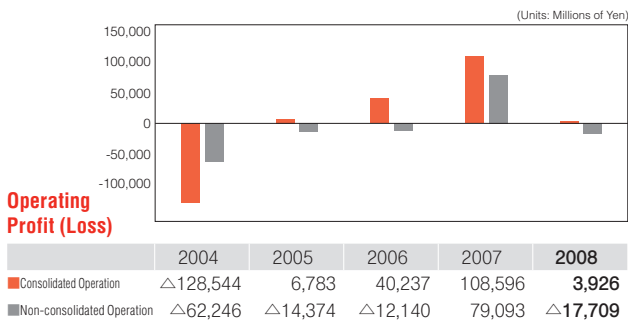
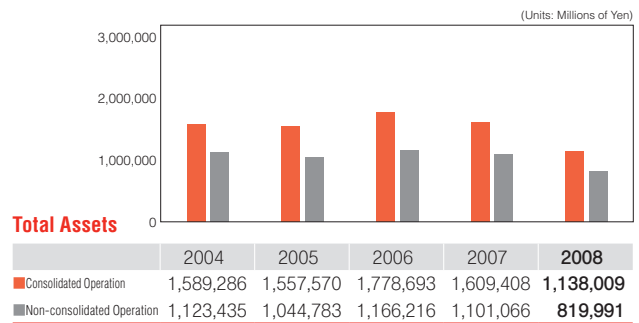
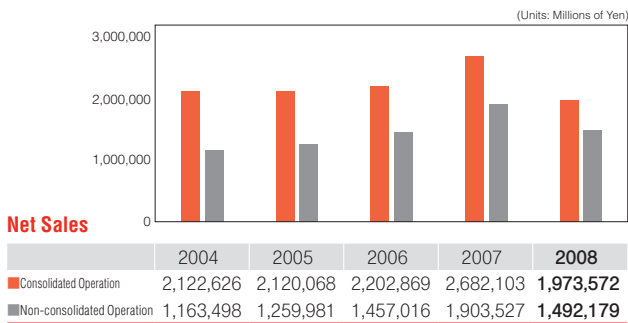
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Company Overview / Investor Information

Company Overview		(As of March 31, 2009, unless specified otherwise)
Name	Mitsubishi Motors Corporation	
Established	April 22, 1970	
Head office	33-8, Shiba 5-chome, Minato-ku, Tokyo 108-8410 Japan	
Number of employees	Consolidated 31,905 ; Non-consolidated 12,664	
Capitalization	JPY 657,349 million	
Purposes of incorporation	<ol style="list-style-type: none"> 1. Development, design, manufacture, assembly, sales and purchase, importing and other transactions relating to automobiles and to component parts and replacement parts of said automobiles. 2. Development, design, manufacture, assembly, sales and purchase, importing and other transactions relating to agricultural machinery and industrial engines and to component parts and replacement parts of said agricultural machinery and industrial engines. 3. Sales and purchase of used automobiles as well as component parts, replacement parts and accessories of said used automobiles. 4. Sales of measuring equipment. 5. Acting as insurance agents in accordance with laws relating to property damage insurance and to automobile damage indemnity insurance. 6. Financing business. 7. Any other business related to the purposes set out above. 	
	Note: MMC is not currently engaged in agricultural machinery related business	
Chairman of the Board	[Representative Director] Takashi Nishioka (As of June 22, 2009)	
President	[Representative Director] Osamu Masuko (As of June 22, 2009)	
Board of Management	Consists of 14 members (As of June 22, 2009)	
Net Sales	JPY 1973.6 billion (in FY2008, consolidated)	
Automotive Sales	1,066 thousands units	
Products Sold in	More than 160 countries	
Car Manufacturing Facilities	6 facilities in 4 countries (Plus more than 12 business partner's facilities in about 11 countries)	
Engine / Transmission / Parts Manufacturing Facilities	7 facilities in 4 countries	
Research & Development / Design	5 facilities in 3 countries	
Subsidiaries and affiliates	52 consolidated subsidiaries (Plus 4 equity method subsidiaries and 20 equity method affiliates)	
Global Brand	Mitsubishi Motors	
Investor Information		(As of March 31, 2009)
Total number of authorized shares	9,961,597,000	
	Type / Number of shares	
	Common Shares	9,958,285,000
	Class A	438,000
	Class B	374,000
	Class C	500,000
	Class D	500,000
	Class E	500,000
	Class F	500,000
	Class G	500,000
Number of Issued Shares	5,538,336,433 shares (incl. preferred Shares)	
	Type / Number of shares	
	Common Shares	5,537,898,840
	Preferred Shares	
	Class A	99,000
	Class G	338,593
Number of Shareholders		
	Type / Number of shares	
	Common Shares	418,409
	Preferred Shares	
	Class A	12
	Class G	7

Principal Management Indices

As of March 31, 2009



Management Indices 2008

(Units: Millions of Yen)

Consolidated Operations	
Net Sales	1,973,572
Operating Profit	3,926
Ordinary Profit (Loss)	△14,926
Net Income (Loss)	△54,883
Total Assets	1,138,009
Number of Consolidated Subsidiaries	52
Number of Equity Method Affiliates	20
Number of Equity Method Subsidiaries	4
Number of Employees	31,905

(Units: Millions of Yen; Companies; People)

Non-consolidated Operations	
Net Sales	1,492,179
Operating Profit (Loss)	△17,709
Ordinary Profit (Loss)	△16,933
Net Income (Loss)	△71,681
Total Assets	819,991
Number of Employees	12,664

Subsidiaries and Affiliates

As of March 31, 2009

Affiliates (52)

Consolidated Subsidiaries in Japan

Company	Location	Business Lines	Capitalization (Millions of Yen)	MMC Share of Voting Rights (%)
Hokkaido Mitsubishi Motors Sales Co., Ltd.	Hokkaido	Automobile sales	100	100.0
Higashi Nihon Mitsubishi Motors Sales Co., Ltd.	Fukushima	Automobile sales	100	100.0
Kanto Mitsubishi Motors Sales Co., Ltd.	Tokyo	Automobile sales	100	100.0
Niigata Mitsubishi Motors Sales Co., Ltd.	Niigata	Automobile sales	100	100.0
Chubu Mitsubishi Motors Sales Co., Ltd.	Aichi	Automobile sales	100	100.0
Nishi Nihon Mitsubishi Motors Sales Co., Ltd.	Osaka	Automobile sales	100	100.0
Mitsubishi Motors Parts Sales Co., Ltd.	Kanagawa	Automobile parts sales	100	100.0 (31.5)
Higashi Kanto MMC Parts Sales Co., Ltd.	Chiba	Automobile parts sales	100	56.0 (10.5)
Shikoku MMC Parts Sales Co., Ltd.*	Kagawa	Automobile parts sales	100	50.0 (8.0)
Pajero Manufacturing Co., Ltd.	Gifu	Automobile and parts manufacturing and sales	610	100.0
Mitsubishi Automotive Accessories & Products Co., Ltd.	Tokyo	Sales of automobile accessories, air conditioners	300	100.0
Mitsubishi Automotive Logistics Co., Ltd.	Tokyo	Automobile servicing Vehicle transportation contractor	436	82.8
Mitsubishi Automotive Engineering Co., Ltd.	Aichi	Design and testing of automobiles and parts	350	100.0
Suiryo Plastics Co., Ltd.	Okayama	Manufacturing and sales of automobile parts	100	100.0

Note: Figures in parentheses in the "MMC Share of Voting Rights" column represent indirect shares.

* The affiliate is listed as a subsidiary although MMC's equity holding is less than 50% because it exercises effective control over the company.

Major Consolidated Subsidiaries Outside Japan

Company	Location	Business Lines	Capitalization (Millions)	MMC Share of Voting Rights (%)
Mitsubishi Motors North America, Inc. (MMNA)	U.S.A.	Automobile importing, manufacturing and sales	USD 398.8	100.0
Mitsubishi Motors R&D of America, Inc. (MRDA)	U.S.A.	Product development, design, testing and certification	USD 2.0	100.0 (100.0)
Mitsubishi Motor Sales of Canada, Inc.	Canada	Automobile importing and sales	USD 1.3	100.0 (100.0)
Mitsubishi Motors Credit of America, Inc. (MMCA)	U.S.A.	Automobile financing and leasing	USD 260.0	100.0 (100.0)
Mitsubishi Motor Sales of Caribbean, Inc. (MMSC)	Puerto Rico	Automobile importing and sales	USD 47.5	100.0
Mitsubishi Motors Europe B.V. (MME)	The Netherlands	Holding company Imports and sales of automobiles and parts	EUR 1,282.9	100.0
Mitsubishi Motor R&D of Europe GmbH (MRDE)	Germany	Product development, design, testing and certification	EUR 0.8	100.0 (100.0)
Mitsubishi Motor Sales Netherlands B.V.	The Netherlands	Automobile importing and sales	EUR 6.8	100.0 (100.0)
Mitsubishi Motors Deutschland GmbH	Germany	Automobile importing and sales	EUR 30.0	100.0 (100.0)
Mitsubishi Motors France S.A.S	France	Automobile importing and sales	EUR 10.0	100.0 (100.0)
Mitsubishi Motors Belgium NV	Belgium	Automobile importing and sales	EUR 3.0	100.0 (100.0)
MMC International Finance (Netherlands) B.V.	The Netherlands	Procurement of funds, group company's financing	EUR 0.1	100.0
Netherlands Car B.V. (NedCar)	The Netherlands	Manufacturing and sales of automobiles and parts	EUR 250.0	100.0 (15.0)
Mitsubishi Motors Australia, Ltd. (MMAL)	Australia	Automobile importing and sales	AUD 1,789.9	100.0
Mitsubishi Motors New Zealand Ltd. (MMNZ)	The Netherlands	Automobile importing and sales	NZD 48.0	100.0
Mitsubishi Motors (Thailand) Co., Ltd. (MMTh)	Thailand	Automobile importing, assembly and sales	THB 7,000.0	100.0
MMTh Engine Co., Ltd.	Thailand	Manufacturing of automobile engines	THB 20.0	100.0 (100.0)
Mitsubishi Motors Philippines Corp. (MMPC)	The Philippines	Automobile importing, assembly and sales	PHP 1,640.0	51.0
Asian Transmission Corp. (ATC)	The Philippines	Manufacturing of transmissions	PHP 420.0	94.7 (89.4)
Mitsubishi Motor Parts Sales of Gulf FZE	U.A.E.	Importing and sales of automobile parts	UAD 10.0	100.0

MMC has 18 other affiliates outside Japan in addition to the above.

Note: Figures in parentheses in the "MMC Share of Voting Rights" column represent indirect shares.

Equity Method Affiliates (20)

Equity Method Affiliates in Japan

Company	Location	Business Lines	Capitalization (Millions)	MMC Share of Voting Rights (%)
Muroran Mitsubishi Motors Sales Co., Ltd.	Hokkaido	Automobile sales	100	29.0 (29.0)
Tokachi Mitsubishi Motors Sales Co., Ltd.	Hokkaido	Automobile sales	60	35.0
Ibaraki Mitsubishi Motors Sales Co., Ltd.	Ibaraki	Automobile sales	30	40.0
Meihoku Mitsubishi Motors Sales Co., Ltd.	Aichi	Automobile sales	70	28.6
Mie Mitsubishi Motors Sales Co., Ltd.	Mie	Automobile sales	58	24.8
Kagawa Mitsubishi Motors Sales Co., Ltd.	Kagawa	Automobile sales	50	23.0
Miyazaki Mitsubishi Motors Sales Co., Ltd.	Miyazaki	Automobile sales	60	38.8
MMC Diamond Finance Corp.	Tokyo	Auto sales financing, leasing and rentals	3,000	47.0

Note: Figures in parentheses in the "MMC Share of Voting Rights" column represent indirect shares.

Major Equity Method Affiliates Outside Japan

Company	Incorporated in	Business Lines	Capitalization (Millions)	MMC Share of Voting Rights (%)
Mitsubishi Motors do Portugal S.A.	Portugal	Importing and sales of automobiles	EUR 16.5	50.0 (50.0)
Vina Star Motors Corp.	Vietnam	Manufacturing and marketing of automobiles and parts	USD 16.0	25.0

MMC has 10 other affiliates outside Japan in addition to the above.

Note: Figures in parentheses in the "MMC Share of Voting Rights" column represent indirect shares.

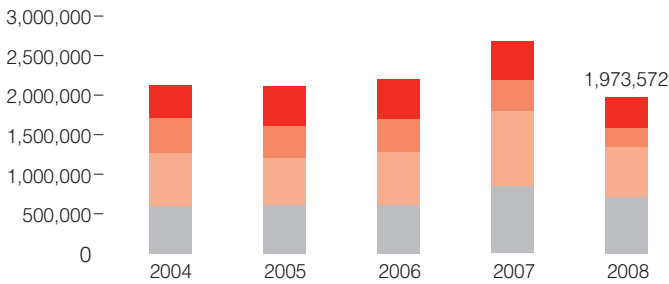
Net Sales, Production and Sales Volume by Region

Note: Fiscal years: April to March. Sales volume normally reflect retail sales.

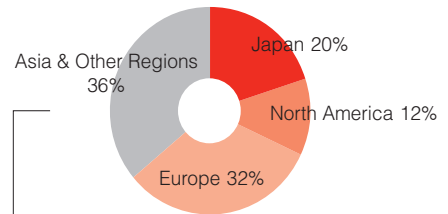


Net Sales, Production and Sales Volume by Region

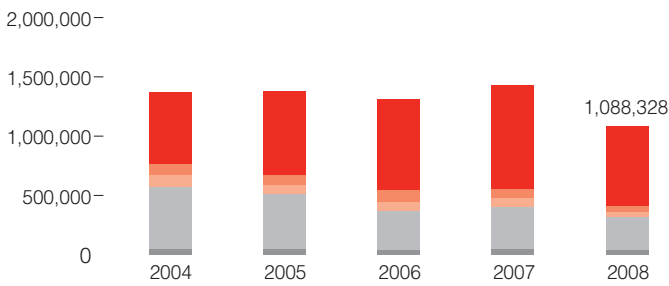
Net Sales (Unit: Millions of Yen)



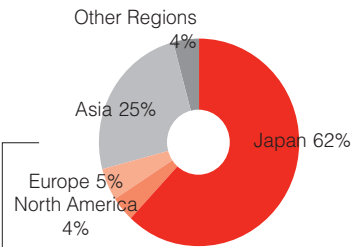
Breakdown of Net Sales (2008)



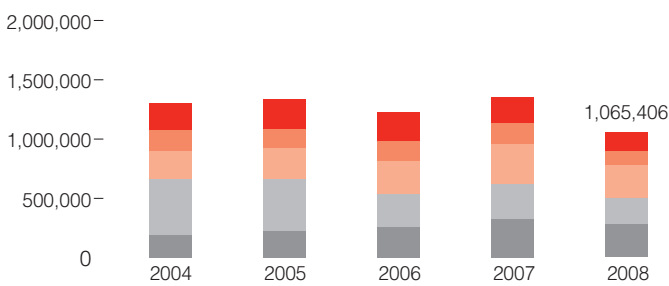
Production Volume (Unit: Vehicles)



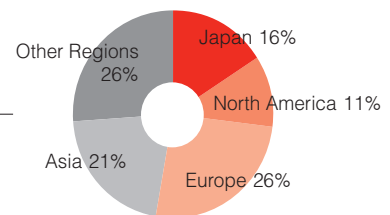
Breakdown of Production Volume (2008)



Sales Volume (Unit: Vehicles)



Breakdown of Sales Volume (2008)



Net Sales, Production and Sales Volume by Region (MMC In-house Classification)

(Units: Net Sales = Millions of Yen; Volume = Vehicles)

MMC In-house Classification	Model	2004	2005	2006	2007	2008
Japan	Net Sales.....	412,889	504,153	505,964	488,542	398,381
	Production Volume.....	599,219	706,048	775,648	875,698	681,688
	Sales Volume.....	226,702	256,220	246,435	218,632	168,046
North America	Net Sales.....	441,441	415,614	423,611	402,650	232,202
	Production Volume.....	98,642	89,139	93,240	75,527	43,877
	Sales Volume.....	174,311	155,952	164,223	171,892	118,984
Europe	Net Sales.....	667,778	586,167	662,815	931,618	631,658
	Production Volume.....	103,101	68,551	80,315	68,434	47,320
	Sales Volume.....	241,758	267,220	282,333	340,490	272,208
Asia & Other Regions	Net Sales.....	600,516	614,134	610,478	859,290	711,332
	Production Volume.....	518,888	470,244	324,974	358,154	275,867
	Sales Volume.....	468,203	433,999	271,790	298,891	223,264
Asia	Production Volume.....	8,424	9,289	10,082	9,963	4,115
Middle East & Africa	Sales Volume.....	83,949	108,935	134,094	171,064	136,962
Central & South America	Production Volume.....	21,000	19,500	20,970	33,210	35,370
	Sales Volume.....	51,672	57,847	65,685	83,950	83,959
Oceania	Production Volume.....	17,245	18,657	10,560	10,230	91
	Sales Volume.....	63,875	62,405	63,548	73,189	61,983
Total	Net Sales	2,122,626	2,120,068	2,202,869	2,682,103	1,973,572
	Production Volume	1,366,519	1,381,428	1,315,789	1,431,216	1,088,328
	Sales Volume	1,311,763	1,343,825	1,230,033	1,358,438	1,065,406

Note: 1. Overseas production volume indicates the number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas. (knockdown [KD] kit production excluded).
 2. Puerto Rico included in North America up until FY2007 and classified into Central and South America, effective from FY2008.
 3. Figures in Oceania refer to the sum of those in Australia and New Zealand.

Global Production and Sales Volume

(Unit: Vehicles)

MMC In-house Classification		2004	2005	2006	2007	2008
Production Volume	Japan.....	599,219	706,048	775,648	875,698	681,688
	Other Regions.....	767,300	675,380	540,141	555,518	406,640
	Total	1,366,519	1,381,428	1,315,789	1,431,216	1,088,328
Sales Volume	Japan Domestic.....	226,456	255,984	245,878	218,357	167,869
	Import.....	246	236	557	275	177
	Total.....	226,702	256,220	246,435	218,632	168,046
	Other Regions.....	1,085,061	1,087,605	983,598	1,139,806	897,360
Total		1,311,763	1,343,825	1,230,033	1,358,438	1,065,406

(Unit: Vehicles)

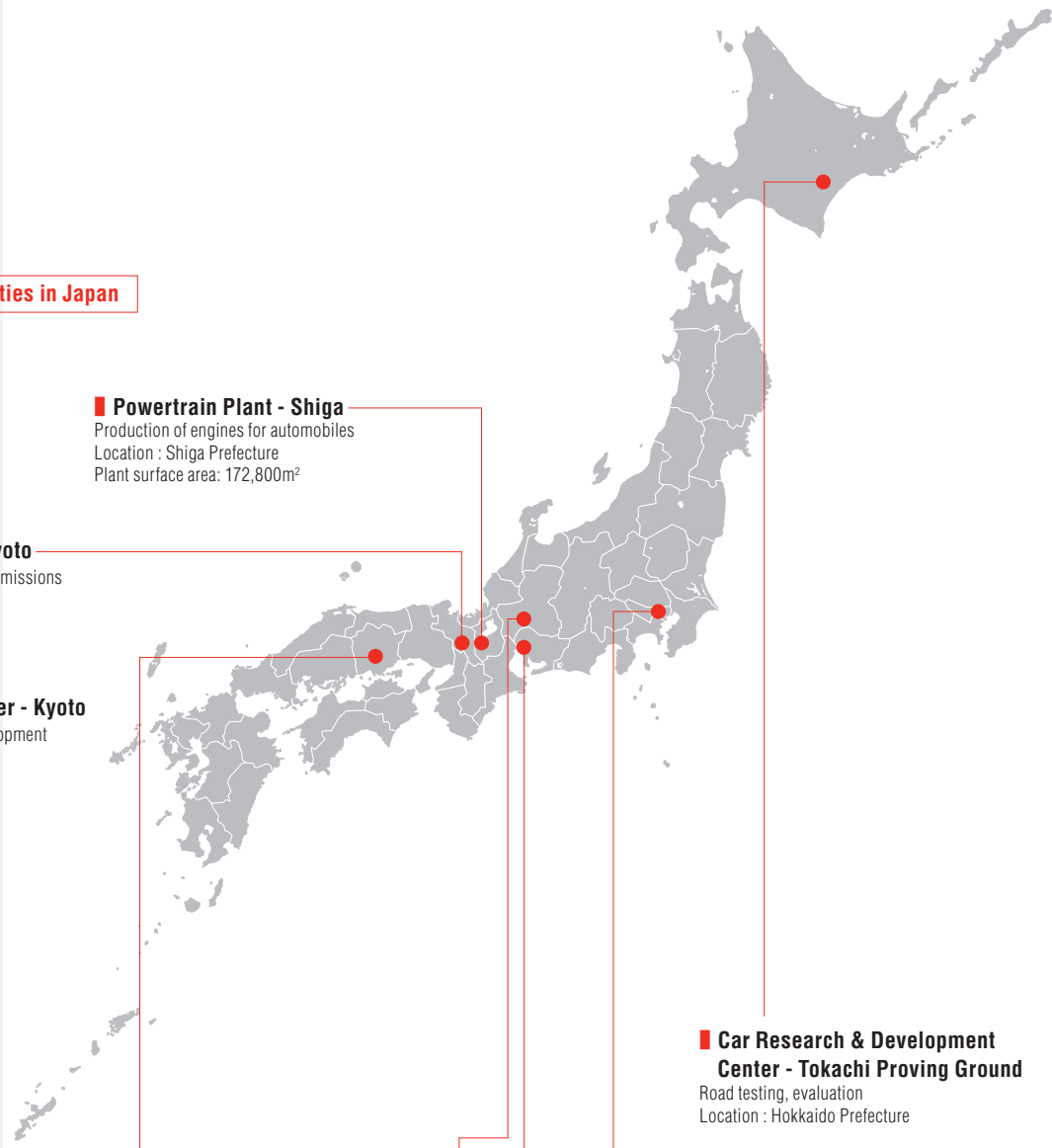
Japan Automobile Manufacturers Association, Inc. (JAMA) Classification		2004	2005	2006	2007	2008
Production Volume	Japan Passenger Cars.....	495,331	583,145	657,277	787,759	608,996
	Commercial Vehicles.....	103,888	122,903	118,371	87,939	72,692
	Total.....	599,219	706,048	775,648	875,698	681,688
	Other Regions.....	767,300	675,380	540,141	555,518	406,640
Global		1,366,519	1,381,428	1,315,789	1,431,216	1,088,328
Sales Volume	Japan Passenger Cars.....	147,442	177,777	179,702	164,044	126,053
	Commercial Vehicles.....	79,260	78,443	66,733	54,588	41,993
	Total.....	226,702	256,220	246,435	218,632	168,046
	Other Regions.....	1,085,061	1,087,605	983,598	1,139,806	897,360
Global		1,311,763	1,343,825	1,230,033	1,358,438	1,065,406

Note: The JAMA classification includes imports in sales volume.

Activities by Region

Japan

Principal Operational Facilities in Japan



- **Powertrain Plant - Kyoto**
Production of engines and transmissions for automobiles
Location : Kyoto Prefecture
Plant surface area: 299,000m²
- **Car Research & Development Center - Kyoto**
Power plant research and development
Location : Kyoto Prefecture

- **Powertrain Plant - Shiga**
Production of engines for automobiles
Location : Shiga Prefecture
Plant surface area: 172,800m²

- **Car Research & Development Center - Tokachi Proving Ground**
Road testing, evaluation
Location : Hokkaido Prefecture

- **Mizushima Plant**
Production of vehicles, engines and transmissions for automobiles
Location : Okayama Prefecture
Plant surface area: 1,245,700m²

- **MMC Head Office**
Tokyo

- **Tokyo Design Studio**
Advanced design study
Location : Tokyo

- **Powertrain Plant - Mizushima**
Production of engines and transmissions for automobiles
Location : Okayama Prefecture

- **Nagoya Plant**
Vehicle production
Location : Aichi Prefecture
Plant surface area: 425,000m²
- **Car Research & Development Center - Okazaki**
Fundamental research, product development
Location : Aichi Prefecture

- **Pajero Manufacturing Co., Ltd.**
Vehicle production
Location : Gifu Prefecture
Plant surface area: 189,183m²

Production Facilities

- Nagoya Plant
- Mizushima Plant
- Pajero Manufacturing Co., Ltd. (PMC)

Engine Production

- Powertrain Plant Kyoto, Shiga

Transmission Production

- Powertrain Plant Kyoto

R&D Facilities

R&D

- Research & Development Center Okazaki, Kyoto, Tokachi Proving Ground
- Tokyo Design Studio

Sales Organization

Sales Companies: 115

Consolidated Subsidiaries 6, Equity Method Affiliates 7, Independent Dealerships 102

New Car Sales Outlets: 728

(As of April 1, 2009)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ Nagoya Plant	Diamante.....	990	696	—	—	—
	Galant.....	4,559	5,648	—	—	—
	Colt.....	24,281	20,939	18,042	11,543	12,899
	Colt Plus.....	12,300	11,129	7,672	5,020	5,690
	Grandis.....	19,173	29,466	17,928	15,549	8,583
	Chariot Grandis.....	138	—	—	—	—
	Pajero iO.....	8,136	3,592	2,564	505	—
	Perdana*.....	4,620	3,660	4,770	780	—
	L200 Strada**.....	630	1,840	1,610	—	—
■ Mizushima Plant	Outlander.....	—	21,173	81,883	170,084	129,383
	Delica.....	16,432	16,644	16,041	14,824	11,573
	Mirage.....	—	—	—	1,020	1,470
	Dion.....	2,697	1,797	—	—	—
	Lancer (Cedia, Cargo and Galant Fortis included).....	155,556	202,893	235,931	307,984	251,923
	i.....	—	19,705	31,725	12,163	8,501
	Airtrek.....	60,817	49,596	31,326	10,857	5,714
	Minica.....	25,065	23,527	21,064	12,928	9,256
	Pajero Mini.....	10,307	10,445	9,436	9,279	17,033
	eK Wagon***.....	70,826	118,480	122,294	77,875	63,943
	minicab***.....	68,197	67,179	65,251	57,318	52,106
	Town Box (OEM included).....	4,262	4,143	3,357	10,105	8,241
	Toppo.....	—	—	—	—	14,116
■ PMC	Pajero.....	79,152	69,142	75,933	112,103	57,903
	Delica D:5.....	—	—	10,931	25,992	13,709
	Challenger.....	30,515	23,773	17,455	19,349	9,210
	Jeep (military use).....	566	581	435	420	435
Registered Vehicle Total		420,562	462,569	538,871	696,030	512,641
Minicar Total		178,657	243,479	236,777	179,668	169,047
Total		599,219	706,048	775,648	875,698	681,688

■ MMC and Consolidated Subsidiaries

Note: 1. Figures in the table are totals of built-up and knockdown production

2. *export to Malaysia

3. **export only

4. ***Including commissioned OEM production at Nissan Motor

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ Nagoya Plant	Diamante.....	994	709	14	2	1
	Galant.....	811	531	5	—	—
	Colt.....	21,074	16,886	13,198	10,949	9,358
	Colt Plus.....	9,946	10,698	6,648	6,090	5,177
	Grandis.....	5,247	4,490	1,756	674	281
	Chariot Grandis.....	—	1	—	—	—
	Pajero iO.....	3,568	3,395	2,915	597	—
■ Mizushima Plant	Outlander.....	—	18,919	16,734	11,194	6,531
	Galant Fortis.....	—	—	—	10,013	5,203
	Galant Fortis Sportback.....	—	—	—	—	1,678
	Libero Cargo (Libero included).....	1	—	—	—	—
	Delica Space Gear.....	3,142	3,428	1,451	4	—
	Dion.....	2,382	2,149	33	—	—
	Mirage / Lancer / Cedia.....	8,772	8,649	7,866	3,983	2,397
	Lancer Evolution X.....	—	—	—	4,108	2,074
	Lancer Wagon / Cedia Wagon.....	1,865	4,461	2,877	468	—
	Lancer Cargo.....	3,937	3,538	3,780	3,296	1,643
	Airtrek.....	3,198	1,030	10	—	—
	i.....	—	16,105	29,498	15,540	8,793
	Minica.....	25,108	22,782	21,795	14,141	9,955
	Pajero Mini.....	10,371	10,611	9,367	9,195	11,456
	eK Wagon.....	71,062	73,277	67,052	56,686	39,972
	minicab.....	43,868	43,895	39,158	35,823	28,095
	Town Box.....	4,201	4,171	3,649	3,696	3,162
Toppo.....	—	—	—	—	12,472	
■ PMC	Pajero.....	4,196	2,781	6,025	3,818	2,738
	Delica D:5.....	—	—	9,187	25,765	14,706
OEM Supplied by Mazda	Delica.....	2,711	3,477	2,860	2,313	1,822
OEM Supplied by Nissan	Lancer Cargo.....	—	—	—	—	355
	Others.....	2	1	—	1	—
Registered Vehicle Total		71,846	85,142	75,359	83,276	53,964
Minicar Total		154,610	170,842	170,519	135,081	113,905
Domestically Produced Model Total		226,456	255,984	245,878	218,357	167,869
Imports Total		246	236	557	275	177
Total		226,702	256,220	246,435	218,632	168,046
Total Japanese Market Volume		5,286,402	5,312,146	5,361,987	5,055,667	4,514,310

■ MMC and Consolidated Subsidiaries

Export Shipments [Export Shipments by Region]

(Unit: Vehicles)

	2004	2005	2006	2007	2008
North America.....	43,872	36,484	69,065	59,924	48,349
Europe.....	72,210	77,214	88,670	152,551	112,469
Asia and Other Regions.....	199,189	206,707	224,736	293,972	218,278
Asia	55,559	37,640	33,074	42,980	33,421
Middle East & Africa.....	56,978	85,644	97,428	138,332	98,719
Central & South America.....	45,589	53,710	51,256	66,158	47,047
Oceania.....	41,063	29,713	42,978	46,502	39,091
Other (United Nations, etc.)	34,687	58,173	59,817	108,001	83,992
Total	349,958	378,578	442,288	614,448	463,088

Note: Export shipments are the total of built-up vehicles and knockdown kits.

Export Shipments by Model

(単位:台)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ Nagoya Plant	Galant.....	3,891	5,170	36	—	—
	Grandis.....	14,352	24,507	16,870	15,161	8,283
	Chariot Grandis.....	208	—	—	—	—
	Colt.....	4,235	3,126	4,641	3,228	3,853
	Colt Plus.....	359	833	903	575	645
	Pajero iO.....	4,704	240	—	—	—
	Perdana*.....	4,650	3,540	4,800	990	—
	L200 Strada*.....	630	1,470	2,010	—	—
■ Mizushima Plant	i.....	—	3	454	892	267
	Outlander.....	—	273	61,661	157,292	115,849
	Dion.....	7	—	—	—	—
	New Model Lancer.....	—	—	14,817	159,317	144,941
	Lancer Evolution.....	—	—	—	5,229	5,645
	Lancer Sportback.....	—	—	—	—	32,077
	Lancer / Cedia.....	129,245	171,999	190,567	105,300	61,384
	Lancer Wagon.....	8,838	11,090	10,888	8,792	2,756
	Airtrek.....	320	302	248	—	—
	Airtrek Sport Gear (Outlander).....	56,997	48,549	30,032	11,306	5,967
	Delica Space Gear.....	552	352	—	117	193
	L300 Delica*.....	12,787	12,597	14,634	14,919	11,713
Lancer / Mirage*.....	3,270	4,350	3,690	3,360	1,260	
■ PMC	Pajero.....	74,447	66,773	68,563	108,982	58,000
	Challenger*.....	30,466	23,404	17,473	18,883	10,225
	Delica D:5.....	—	—	—	105	30
	Others.....	—	—	1	—	—
Total	349,958	378,578	442,288	614,448	463,088	

■ MMC and Consolidated Subsidiaries

Note: 1. * export only

2. () in the model column indicates the local name of each model.

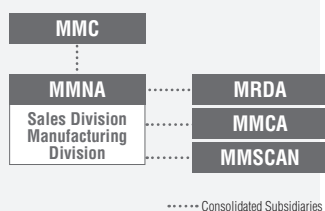
3. "Others" refers to models produced in Japan which are not listed in the above table.

4. Export shipments are the total of built-up vehicles and knockdown kits.

Activities by Region

North America

Principal Operational Facilities in North America



Supervision of Operations

■ Mitsubishi Motors North America, Inc. (MMNA)

Location: Cypress, California
 Capitalization: USD 398.8 million
 Activities: Automobile importing, sales and manufacturing
 Production Facility Location: Normal, Illinois
 Models Produced: See table on page 13
 Models Sold: See table on page 13
 MMC Voting Rights: 100.0%

R&D Facility

■ Mitsubishi Motors R&D of America, Inc. (MRDA)

Location: Ann Arbor, Michigan
 Capitalization: USD 2.0 million
 Activities: Market research, product development, design, testing and certification
 MMC Voting Rights: 100.0%

Sales Organization

United States

Sales Outlets 475
 Sales Financing

■ Mitsubishi Motors Credit of America, Inc. (MMCA)

Location: Cypress, California
 Capitalization: USD 260.0 million
 Activities: Automobile financing and leasing
 MMC Voting Rights: 100.0%

Canada

Sales Outlets 68
 Distributor

■ Mitsubishi Motor Sales of Canada, Inc. (MMSCAN)

Location: Mississauga, Ontario
 Capitalization: USD 1.3 million
 Activities: Automobile importing and sales
 MMC Voting Rights: 100.0%

■ MMSCAN

Automobile imports and sales
 Mississauga, Ontario, Canada

■ MRDA

Product development, design, testing and certification
 Ann Arbor, Michigan, U.S.A.

■ MMNA (Manufacturing)

Normal, Illinois, U.S.A.

■ MMNA (Head Office)

Automobile imports, manufacturing and sales
 Cypress, California, U.S.A.

■ MMCA

Automobile financing and leasing
 Cypress, California U.S.A.

(As of March 31, 2009)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ MMNA (Illinois, U.S.A)	Galant	39,841	29,337	35,541	37,729	27,747
	Eclipse / Eclipse Spyder	10,433	37,399	39,602	24,333	13,814
	Endeavor	19,448	22,403	18,097	13,465	2,316
	★ Chrysler Sebring / Stratus	28,920	—	—	—	—
Total		98,642	89,139	93,240	75,527	43,877

■ MMC and Consolidated Subsidiaries

★ Non-Mitsubishi brand vehicles

Sales Volume by Model

(Unit: Vehicles)

U.S.A		2004	2005	2006	2007	2008
Production Facility / Assembler	Model					
■ MMNA (Illinois, U.S.A.)	Galant	40,662	28,283	27,517	27,885	22,010
	Eclipse / Eclipse Spyder	15,417	26,554	35,763	25,569	15,338
	Endeavor	20,920	18,568	14,043	10,669	4,342
■ Mizushima Plant (Japan)	Lancer	33,449	24,100	23,650	32,132	26,341
	Lancer Wagon	2,327	483	—	—	—
	Airtrek Sport Gear (Outlander)	15,076	11,733	14,988	20,531	12,624
■ PMC (Japan)	Pajero (Montero)	3,943	2,354	1,390	164	6
	Challenger (Montero Sport)	5,062	358	1	—	—
■ MMAL (Australia)	Diamante	2,414	20	—	—	—
OEM Supplied by Chrysler Raider		—	2,715	7,156	7,479	3,349
Total		139,270	115,168	124,508	124,429	84,010
Total Market Volume		16,846,135	16,991,179	16,509,052	15,837,708	11,869,839

■ MMC and Consolidated Subsidiaries

MMAL: Mitsubishi Motors Australia, Ltd.

Note: () in the model column indicates the local name of each model.

Canada

	2004	2005	2006	2007	2008
Total	10,900	10,293	11,801	17,790	18,874
Total Market Volume	1,529,862	1,588,691	1,618,806	1,678,207	1,556,747

Mexico

	2004	2005	2006	2007	2008
Total	11,911	15,568	16,868	17,710	16,100
Total Market Volume	1,095,363	1,136,169	1,137,756	1,083,608	957,047

	2004	2005	2006	2007	2008
Total	174,311	155,952	164,223	171,892	118,984
Total Market Volume	19,607,423	19,853,419	19,377,322	18,701,102	14,383,633

Note: Figures in FY2007 and preceding years include those of Puerto Rico, which is currently included in Central and South America, effective from FY2008.

Activities by Region

Europe

Principal Operational Facilities in Europe



Supervision of Operations

■ Mitsubishi Motors Europe B.V. (MME)

Location : Schiphol-Rijk, The Netherlands
 Capitalization : EUR 1,282.9 million
 Activities : Holding company, imports and sales of automobiles and parts
 MMC Voting Rights : 100.0%

R&D Facility

■ Mitsubishi Motor R&D Europe GmbH (MRDE)

Location : Trebur, Germany
 Capitalization : EUR 0.8 million
 Activities : Research, testing and investigation about automobiles
 MMC Voting Rights : 100.0%

Production Facility

■ Netherlands Car B.V. (NedCar)

Location : Born, The Netherlands
 Capitalization : EUR 250.0 million
 Activities : Manufacturing and sales of automobiles and parts
 MMC Voting Rights : 100.0%
 Production Models: Please refer to the following tables

Sales Organization

Distributors 33
 Sales Outlets 2,500 sales outlets approx.

■ MRDE

Research, testing and investigation about automobiles
 Trebur (Germany)

■ NedCar

Manufacturing and sales of automobiles and parts
 Born (The Netherlands)

■ MME

Holding Company
 Imports and sales of automobiles and parts
 Schiphol-Rijk (The Netherlands)

(As of March 31, 2009)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ NedCar (The Netherlands)	Space Star	24,315	—	—	—	—
	Colt	70,207	68,551	70,194	63,637	45,538
	Pajero Pinin	8,579	—	—	—	—
PF (Italy)	Colt CZC Cabriolet.....	—	—	10,121	4,797	1,782
Total		103,101	68,551	80,315	68,434	47,320

■ MMC and Consolidated Subsidiaries

Note: NedCar also produced Volvo V40/S40 models until 2004 and the smart forfour from 2004.
 PF: Pininfarina S.p.A.

Sales Volume by Country

(Unit: Vehicles)

Country	2004	2005	2006	2007	2008
Germany	39,763	41,077	37,258	31,786	28,913
Austria.....	4,464	3,555	3,744	4,294	3,836
United Kingdom.....	37,545	37,812	34,467	30,953	16,745
Ireland.....	3,674	3,735	3,596	3,534	1,246
The Netherlands.....	9,009	9,011	9,007	8,870	7,104
Belgium.....	4,793	5,050	5,343	5,100	3,518
France.....	11,390	8,548	6,787	7,301	4,047
Italy	15,889	17,807	19,033	19,012	6,832
Portugal	6,777	5,289	6,046	5,230	3,891
Spain.....	17,659	17,507	16,877	15,818	7,948
Greece	5,735	7,232	7,016	6,539	4,938
Denmark	3,030	2,730	3,541	4,651	3,630
Finland.....	1,360	1,422	1,667	1,492	1,440
Sweden.....	5,792	5,535	4,992	3,809	3,027
Switzerland.....	4,869	5,127	3,707	5,019	3,706
Norway.....	4,254	3,561	4,447	6,191	4,585
Iceland.....	666	745	515	481	141
Russia.....	37,342	57,160	69,731	107,160	96,313
Ukraine.....	5,520	8,183	16,023	31,855	33,785
Others	22,227	26,134	28,536	41,395	36,563
Total	241,758	267,220	282,333	340,490	272,208
Total Market Volume	16,360,956	16,654,336	16,675,229	16,708,836	12,910,987

Note: The total market volume represents the sum of the sales volumes of 18 EU and EFTA countries based on ACEA statistical figures up until FY2007 and represents the sum of those of 25 EU countries and 3 EFTA countries, effective from FY2008 and onwards. (Passenger Cars + Light Commercial Vehicles).

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ NedCar (The Netherlands)	Carisma.....	9,875	426	72	1	—
	Space Star.....	30,584	10,193	612	32	3
	Colt	39,257	79,108	71,348	67,550	48,308
PF (Italy)	Pajero iO (Pajero Pinin).....	7,643	4,456	575	2	—
	Colt CZC Cabridet.....	—	—	6,080	5,275	3,260
■ MMNA (Illinois, U.S.A)	Galant.....	—	—	1,755	3,935	3,320
■ Nagoya Plant (Japan)	Galant.....	219	94	—	—	—
	Legnum.....	229	122	—	—	—
	Chariot Grandis (Space Wagon).....	1,105	110	2	1	—
	Grandis.....	7,625	12,670	12,953	10,237	6,212
■ Mizushima Plant (Japan)	RVR (Space Runner).....	8	9	2	—	—
	i.....	—	—	—	382	145
	L300 Delica (L300).....	1,613	2,191	1,932	2,141	1,924
	Mirage (Colt).....	699	135	3	—	—
■ PMC (Japan)	Lancer.....	36,700	57,278	67,397	88,969	90,191
	Lancer Wagon.....	8,882	10,126	9,383	7,647	3,636
	Outlander	15,683	16,025	23,116	69,493	57,083
	Pajero.....	30,283	24,590	23,801	29,932	19,504
■ MMTh (Thailand)	Challenger (Pajero Sport).....	13,940	13,145	12,858	9,132	7,253
	L200 Strada.....	37,413	36,542	50,444	45,761	31,369
Total	241,758	267,220	282,333	340,490	272,208	
Total Market Volume	16,360,956	16,654,336	16,675,229	16,708,836	12,910,987	

■ MMC and Consolidated Subsidiaries

Note: 1. () in the model column indicates the local name of each model.

2. The total market volume represents the sum of the sales volumes of 18 EU and EFTA countries based on ACEA statistical figures up until FY2007 and represents the sum of those of 25 EU countries and 3 EFTA countries, effective from FY2008 and onwards. (Passenger Cars + Light Commercial Vehicles).

Russian Federation

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ NedCar (The Netherlands)	Carisma.....	300	—	—	—	—
	Space Star.....	2,211	1	—	—	—
	Colt.....	1,811	4,015	3,691	4,647	2,110
PF (Italy)	Pajero iO (Pajero Pinin)	1,793	153	—	—	—
■ MMNA (Illinois, U.S.A)	Galant.....	—	—	1,516	3,386	2,042
■ MMTh (Thailand)	L200.....	906	1,741	1,824	7,201	6,630
■ Nagoya Plant (Japan)	Grandis.....	627	665	1,054	1,197	710
	Pajero Sport.....	2,049	2,620	4,268	5,687	5,499
	Outlander.....	—	—	757	15,420	19,692
■ Mizushima Plant (Japan)	Lancer.....	19,784	38,601	45,249	53,055	48,779
	Lancer Wagon.....	2,186	2,757	2,992	3,488	2,208
	Outlander.....	3,654	4,060	5,163	4,861	1,023
■ PMC (Japan)	Pajero.....	2,021	2,547	3,217	8,218	7,620
Total		37,342	57,160	69,731	107,160	96,313

■ MMC and Consolidated Subsidiaries

Note: () in the model column indicates the local name of each model.

Ukraine

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ NedCar (The Netherlands)	Carisma.....	4	—	—	—	—
	Space Star.....	1,677	176	—	—	—
	Colt.....	163	920	1,615	2,347	2,564
PF (Italy)	Pajero iO (Pajero Pinin)	51	5	—	—	—
■ MMNA (Illinois, U.S.A)	Galant.....	—	—	211	443	1,235
■ MMTh (Thailand)	L200.....	—	—	75	490	1,552
■ Nagoya Plant (Japan)	Grandis.....	339	759	1,500	1,456	1,490
	Pajero Sport.....	620	1,000	1,498	1,965	1,592
	Outlander.....	—	—	169	4,823	3,633
■ Mizushima Plant (Japan)	Lancer.....	1,459	2,998	7,429	16,336	13,644
	Lancer Wagon.....	114	153	264	87	40
	Outlander.....	857	1,825	2,629	2,805	5,553
■ PMC (Japan)	Pajero.....	236	347	633	1,103	2,482
Total		5,520	8,183	16,023	31,855	33,785

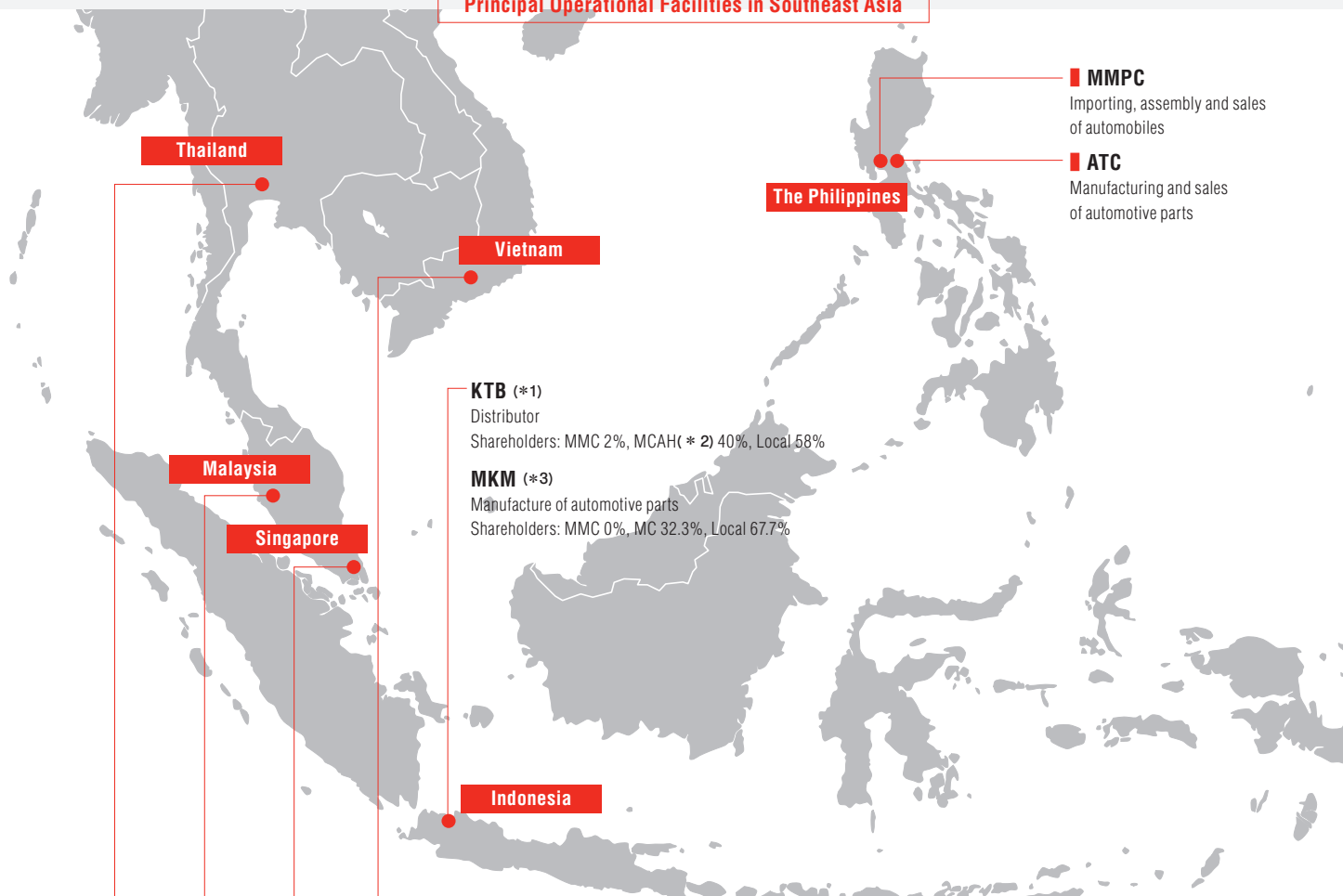
■ MMC and Consolidated Subsidiaries

Note: () in the model column indicates the local name of each model.

Activities by Region

Asia

Principal Operational Facilities in Southeast Asia



Thailand

Vietnam

Malaysia

Singapore

Indonesia

MMPC

Importing, assembly and sales of automobiles

ATC

Manufacturing and sales of automotive parts

KTB (*1)

Distributor

Shareholders: MMC 2%, MCAH (* 2) 40%, Local 58%

MKM (*3)

Manufacture of automotive parts

Shareholders: MMC 0%, MC 32.3%, Local 67.7%

VSM (*4)

Automobile assembly from knockdown kits

Shareholders: MMC 25.0%, PROTON 25.0%, MCAH 25.0%, Local 25.0%

CCA (*5)

Distributor

Shareholders: MMC 0.0%

MMM (*6)

Vehicle sales

Shareholders: MMC 0.0%, MC 52%, Local 48%

PROTON (*7)

Vehicle production

Shareholders: MMC 0.0%

MMTh

Importing, assembly and sales of automobiles

MEC

Manufacture of automobile engines

Production Facilities (only consolidated subsidiaries listed)

Thailand

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

Location: Phatumthani

Capitalization: THB 7,000.0 million

Activities: Importing, assembly and sales of automobiles and parts

MMC Voting Rights: 100%

Models Produced: See table on page 19

MMTh Engine Co., Ltd. (MEC)

Location: Laemchabang

Capitalization: THB 20.0 million

Activities: Manufacture of automobile engines

MMC Voting Rights: 100.0%

The Philippines

Mitsubishi Motors Philippines Corp. (MMPC)

Location: Cainta Rizal

Capitalization: PHP 1,640.0 million

Activities: Importing, assembly and sales of automobiles

MMC Voting Rights: 51.0%

Models Produced: See table on page 19

Asian Transmission Corp. (ATC)

Location: Calamba Laguna

Capitalization: PHP 420.0 million

Activities: Manufacturing of transmissions and engines

MMC Voting Rights: 84.7%

*1 **KTB:** P.T. Krama Yudha Tiga Berlian Motors.

*2 **MCAH:** MC Automobile Holding Asia B.V.

*3 **MKM:** P.T. Mitsubishi Krama Yudha Motors and Manufacturing.

*4 **VSM:** Vina Star Motors Corporation.

*5 **CCA:** Cycle & Carriage Automotive Pte Ltd.

*6 **MMM:** Mitsubishi Motors Malaysia Sdn. Bhd.

*7 **PROTON:** Perusahaan Otomobil Nasional Bhd.

(As of March 31, 2009)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	2004	2005	2006	2007	2008
MMTh (Thailand).....	130,188	143,924	152,842	165,853	156,647
MMPC (The Philippines).....	9,055	9,566	8,552	10,613	8,687
KKM/KRM (Indonesia).....	47,784	36,057	15,572	25,299	28,693
PROTON (Malaysia).....	153,593	119,714	39,809	48,362	2,666
USF (Malaysia).....	1,980	—	—	—	—
CMC (Taiwan).....	84,190	72,138	36,802	45,031	27,620
SEM (China).....	64,094	59,153	52,858	51,423	41,773
CFA (China).....	—	—	—	520	3,044
LMC (China).....	16,074	5,960	—	—	—
HHMC (China).....	9,870	15,410	10,220	6,849	5,302
BBDC (China).....	—	5,878	5,882	1,588	—
HML (India).....	2,060	2,444	2,437	2,616	1,435
Total	518,888	470,244	324,974	358,154	275,867

■ MMC and Consolidated Subsidiaries

KKM: P. T. Krama Yudha Kesuma Motors

KRM: P. T. Krama Yudha Ratu Motors

USF: USF-HICOM (Malaysia) Sdn. Bhd.

CMC: China Motor Corp.

SEM: South East (Fujian) Motor Corporation, Ltd.

CFA: Hunan Changfeng Motor Co., Ltd.

LMC: Dongfeng Liuzhou Motor Co., Ltd.

HHMC: Harbin Hafei Motor Co., Ltd.

BBDC: Beijing Benz-DaimlerChrysler Automotive Co., Ltd

HML: Hindustan Motors Limited

Note: Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes knockdown production).

Sales Volume by Country

(Unit: Vehicles)

Country/Area	2004	2005	2006	2007	2008
Thailand.....	39,564	43,722	26,003	26,887	19,231
The Philippines.....	12,483	11,845	12,485	14,878	18,018
Indonesia.....	50,654	42,776	23,007	33,826	38,870
Malaysia.....	148,607	120,667	59,999	67,689	13,051
Pakistan.....	—	—	2,148	4,204	337
Taiwan.....	77,988	70,884	40,194	39,380	31,350
China.....	123,295	128,373	89,501	93,700	87,150
Hong Kong.....	345	401	536	627	535
Korea.....	—	—	—	—	146
India.....	2,142	2,640	3,479	4,139	3,768
Sri Lanka.....	442	577	734	2,056	712
Bangladesh.....	477	337	624	1,015	784
Vietnam.....	4,815	2,593	2,410	1,130	2,534
Singapore.....	6,317	8,195	9,716	8,215	5,426
Brunei.....	1,074	989	954	920	985
Kingdom of Cambodia.....	—	—	—	125	206
Lao People's Democratic Republic.....	—	—	—	100	161
Total	468,203	433,999	271,790	298,891	223,264

Thailand

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ MMTh (Thailand)	L200 Strada.....	120,572	90,080	26,901	6,257	—
	Triton.....	—	43,769	121,687	155,027	135,443
	Lancer.....	6,310	6,725	3,165	2,693	4,055
	Grandis (Space Wagon).....	3,306	3,350	1,089	1,865	2,084
	Others	—	—	—	11	15,065
Total		130,188	143,924	152,842	165,853	156,647

■ MMC and Consolidated Subsidiaries

Note: 1. () in the model column indicates the local name of each model.

2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes knockdown production).

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ MMTh (Thailand)	L200 Strada.....	32,780	14,072	14	—	—
	Triton.....	—	22,685	22,289	23,721	12,507
	Lancer.....	4,478	4,917	2,415	1,776	2,242
	Grandis (Space Wagon).....	2,226	2,015	1,282	1,386	1,413
	Pajero Sport.....	—	—	—	—	3,045
■ Mizushima Plant (Japan)	i.....	—	—	—	4	—
	Lancer.....	5	—	—	—	—
■ PMC (Japan)	Airtrek Sport Gear (Outlander).....	28	18	—	—	—
	Pajero.....	39	15	3	—	24
	Others.....	8	—	—	—	—
Total		39,564	43,722	26,003	26,887	19,231
Total Market Volume		617,340	680,426	627,903	628,564	543,321

■ MMC and Consolidated Subsidiaries

Note: 1. () in the model column indicates the local name of each model.

2. "Others" refers to models produced in Japan which are not listed in the above table.

The Philippines

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ MMPC (The Philippines)	Adventure.....	5,868	5,876	4,560	6,033	4,570
	L300 Delica.....	2,826	3,685	3,992	4,580	4,117
	L200 Strada.....	361	5	—	—	—
Total		9,055	9,566	8,552	10,613	8,687

■ MMC and Consolidated Subsidiaries

Note: Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes knockdown production).

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ MMPC (The Philippines)	Adventure.....	5,605	5,539	5,183	5,328	5,083
	L300 Delica.....	3,123	3,460	4,065	4,297	4,244
■ Nagoya Plant (Japan)	Galant.....	30	1	—	—	—
	Outlander.....	—	—	—	359	448
■ Mizushima Plant (Japan)	L300 Delica.....	1	—	—	—	—
	Airtrek Sport Gear (Outlander).....	239	49	5	3	—
■ PMC (Japan)	Lancer.....	—	—	—	—	557
	Pajero.....	1,028	714	411	535	410
■ MMNA (Illinois, U.S.A)	Challenger (Montero Sport).....	135	352	91	14	—
	Eclipse.....	—	—	7	13	4
■ MMTh (Thailand)	Endeavor.....	—	—	—	33	19
	Lancer.....	1,588	1,194	959	1,006	1,094
■ MMTh (Thailand)	Grandis.....	67	174	89	70	136
	L200 Strada.....	318*	290*	330	28	—
	Strada.....	—	—	1,246	2,395	2,545
	Pajero Sport.....	—	—	—	—	2,795
CMC (Taiwan)	Delica Space Gear.....	349	27	47	19	—
	Galant.....	—	45	52	65	9
	Fuzion.....	—	—	—	713	674
Total		12,483	11,845	12,485	14,878	18,018
Total Market Volume		86,935	94,929	101,093	118,032	121,444

■ MMC and Consolidated Subsidiaries

Note: 1. () in the model column indicates the local name of each model.

2. * The figure includes the number of vehicles produced in the Philippines.

Indonesia

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
KKM (Indonesia)	Galant	90	60	—	—	—
	Kuda	5,670	825	—	—	—
KRM (Indonesia)	Colt T120SS.....	22,704	18,192	5,372	10,944	12,201
	Colt L300	19,320	16,980	10,200	14,355	16,492
Total		47,784	36,057	15,572	25,299	28,693

Note: Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes knockdown production).

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
KKM (Indonesia)	Galant	117	59	—	—	—
	Kuda	4,888	1,398	—	—	—
KRM (Indonesia)	Colt T120SS.....	22,424	17,485	6,320	11,009	12,271
	Colt L300	19,228	16,529	10,477	14,460	16,814
MMTh (Thailand)	L200 Strada.....	3,274	4,980	4,557	5,573	296
	Lancer.....	391	269	353	106	58
	Grandis (Space Wagon)	321	881	665	351	728
Mizushima Plant (Japan)	Triton.....	—	—	1	1,504	7,964
	Lancer.....	—	—	—	—	41
PMC (Japan)	Pajero.....	—	—	—	—	37
OEM Supplied by SUZUKI	Maven.....	11	1,175	632	821	514
	Others	—	—	2	2	—
Total		50,654	42,776	23,007	33,826	38,870
Total Market Volume		445,436	414,950	283,260	420,901	489,191

■ MMC and Consolidated Subsidiaries

Note: 1. () in the model column indicates the local name of each model.

2. "Others" refers to models produced in Japan which are not listed in the above table.

Malaysia

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
PROTON (Malaysia)	★ Iswara / Satria / Putra / Arena / Wira / Waja / Juara.....	153,593	119,714	39,809	48,362	2,666
USF (Malaysia)	L200 Strada	1,980	—	—	—	—
Total		155,573	119,714	39,809	48,362	2,666

★ Non-Mitsubishi brand vehicles

Note: Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes knockdown production).

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
PROTON (Malaysia)	★ Iswara	50,342	34,758	27,115	45,470	2,050
	★ Satria / Putra / Arena.....	51,419	45,994	24,771	14,303	2,093
	★ Wira	*	*	*	*	*
	★ Waja.....	37,363	34,923	2,442	557	10
	★ Juara.....	985	188	9	3	2
MMTh (Thailand)	Grandis (Space Wagon)	—	—	—	—	660
	L200 Strada.....	—	—	—	—	5,284
Nagoya Plant (Japan)	★ Perdana	5,046	3,075	2,729	2,666	1,640
Mizushima Plant (Japan)	Lancer.....	—	—	—	—	1,312
	Others	3,452	1,729	2,933	4,690	7,256
Total		148,607	120,667	59,999	67,689	13,051
Total Market Volume		486,407	529,072	454,734	495,846	517,421

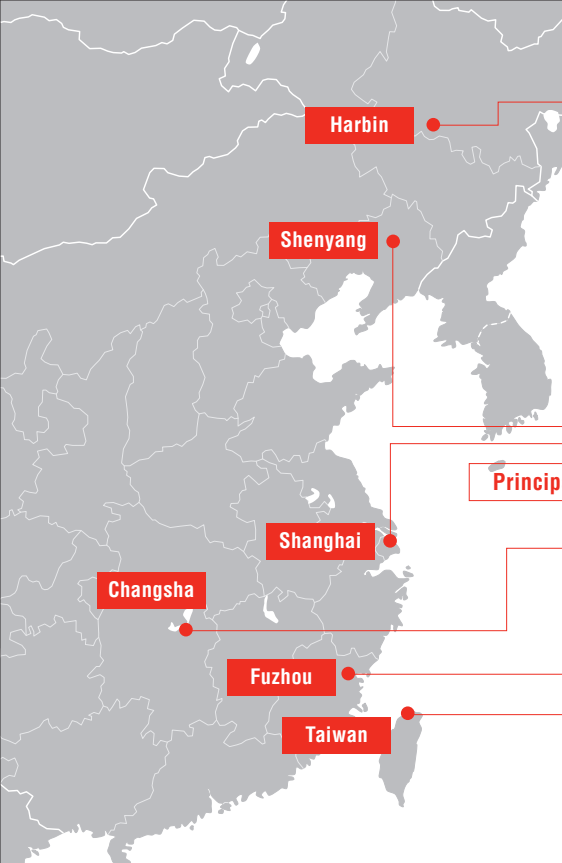
■ MMC and Consolidated Subsidiaries

★ Non-Mitsubishi brand vehicles

Note: 1. () in the model column indicates the local name of each model.

2. "Others" refers to models produced in Japan which are not listed in the above table.

3. *Included in figures for Satria / Putra / Arena.



Principal Operational Facilities in China

DAE (*1)
 Capitalization: CNY 500 million
 Shareholders: Harbin Dongan Auto Engine Co.,Ltd. 36.0%, Harbin Dongan Engine (Group) Co., Ltd. 19.0%, MMC 15.3%, MC 5.7%, others 24.0%
 Activities: Manufacturing and sales of engines (1300 — 2000cc) and transmissions

HHMC (*2)
 Capitalization: CNY 410 million
 Shareholder: Harbin Air-Craft Industry 100% (MMC holds no equity stake)
 Activities: Production and sales of Mirage Dingo (Saima)

SAME (*3)
 Capitalization: CNY 738 million
 Shareholders: China Aerospace Automotive 30.0%, Shenyang Jianhua Motors Engine 21.0%, MMC 25.0%, MC 9.3%, others 14.7%
 Activities: Manufacturing and sales of engines (2000cc — 2400cc)

Mitsubishi Motor Sales (China) Co., Ltd.
 Shareholders: MMC 50%, MC 50%
 Activities: Distribution

Lingfa Car Technical Consulting (Shanghai) Ltd.
 Business started in April 2006.
 Capitalization: JPY 30 million
 Shareholders: MMC 100%
 Activities: Automobile research

CFA (*5)
 Capitalization: CNY 401 million
 Shareholders: Changfeng Group 50.61%, MMC 14.59%, others 34.80%
 Activities: Production and sales of Pajero

SEM (*4)
 Capitalization: USD 138 million
 Shareholders: Local 50%, MMC 25.0%, Taiwan China Motors 25%
 Activities: Production and sales of Galant, Lancer, etc.

CMC (*6)
 Capitalization: TWD 13.9 billion
 Shareholders: Tai Yuen Textile 25.05%, MMC 13.93%, Yulon Motor 8.01%, MC 4.77%, others 48.24%
 Activities: Production and sales of Colt Plus, Galant Fortis, Galant Grunder, Zinger, etc.

*1 DAE: Harbin Dongan Automotive Engine Manufacturing Co., Ltd.
 *2 HHMC: Harbin Hafei Motor Co., Ltd.
 *3 SAME: Shenyang Aerospace Mitsubishi Motors Engine Manufacturing CO., Ltd.
 *4 SEM: South East (Fujian) Motor Corporation, Ltd.
 *5 CFA: Hunan Changfeng Motor Co., Ltd.
 *6 CMC: China Motor Co., Ltd

Taiwan

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
CMC (Taiwan)	Freeca / Zinger	11,359	12,479	4,791	6,682	2,133
	Galant	7,503	3,830	2,234	1,610	767
	★ Veryca	16,225	16,080	11,954	10,015	7,577
	Lancer	22,255	18,458	6,257	3,846	632
	Delica Space Gear	3,862	2,315	1,160	1,115	—
	Delica Truck	3,107	2,995	2,312	1,902	1,778
	Delica	2,303	2,470	1,858	4,438	1,286
	Chariot Grandis (Savrin)	17,576	13,507	5,660	3,663	519
	Colt Plus	—	4	576	11,072	4,385
	Outlander	—	—	—	688	1,165
Total		84,190	72,138	36,802	45,031	27,620

★ Non-Mitsubishi brand vehicles

Note: 1. () in the model column indicates the local name of each model.

2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes knockdown production).

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2006	2008
CMC (Taiwan)	Lancer / Lancer Fortis	21,727	18,023	8,195	3,093	4,587
	Galant	4,318	6,415	2,211	1,681	939
	Chariot Grandis (Savrin)	16,325	13,018	6,677	3,870	1,014
	Freeca	11,060	7,223	3,315	4,405	51
	Zinger	—	3,176	2,758	1,828	2,153
	Delica Space Gear	3,672	2,325	1,282	1,045	240
	Delica / Delica Truck	5,116	5,423	4,083	3,749	3,307
	★ Veryca	15,073	14,375	11,103	9,510	7,479
	Colt Plus	—	—	161	9,813	5,806
	■ Mizushima Plant (Japan)	Lancer Evolution	53	19	8	—
Outlander		257	725	350	339	5,735
■ PMC (Japan)	Pajero	218	137	48	46	36
	Challenger	165	19	—	—	—
	Others	4	6	3	1	3
Total		77,988	70,884	40,194	39,380	31,350
Total Market Volume		471,160	451,821	318,650	293,222	201,229

■ MMC and Consolidated Subsidiaries

★ Non-Mitsubishi brand vehicles

Note: 1. () in the model column indicates the local name of each model.

2. "Others" refers to models produced in Japan which are not listed in the above table.

China

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
SEM (China)	★ Freeca.....	7,458	4,163	1,911	1,650	721
	★ L300 Delica	13,192	11,035	8,619	13,068	4,474
	Lancer (Lioncel*)	27,121	36,504	29,486	27,281	32,491
	Chariot Grandis (Soveran*)	15,093	4,665	959	2,885	—
	Galant.....	—	—	9,180	5,281	2,705
	★ Veryca	1,230	2,786	2,703	1,258	—
CFA (China)	Pajero iO Feiton.....	—	—	—	520	3,044
LMC (China)**	★ Delica Space Gear	16,074	5,960	—	—	—
HHMC (China)	★ Mirage Dingo (Saima).....	9,870	15,410	10,220	6,849	5,302
BBDC (China)**	Airtrek Sport Gear (Outlander)	—	5,878	5,882	1,588	—
Total		90,038	86,401	68,960	60,380	50,119

★ Non-Mitsubishi brand vehicles

Note: 1. () in the model column indicates the local name of each model.

2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes knockdown production).

3. * Switched to the Mitsubishi brand from September 2006

4. ** Partnerships with LMC (China) and with BBDC (China) were terminated in 2005 and 2007, respectively

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
CFA (China)	★ Pajero (Liebao).....	20,860	22,114	13,754	15,891	10,809
	Pajero.....	1,419	6,279	3,937	7,138	8,515
	★ Pajero iO Feiton	1,003	2,107	1,598	1,533	2,965
SEM (China)	★ Freeca.....	7,393	4,980	2,500	1,701	1,128
	★ Delica	16,492	10,976	7,088	5,645	4,155
	Lancer (Lioncel*)	25,960	35,823	30,702	27,710	34,605
	★ Veryca	101	1,836	3,096	1,348	816
	Chariot Grandis (Soveran*)	3,598	5,126	797	2,773	1,187
	Galant.....	—	—	5,683	8,690	3,962
HHMC (China)	★ Mirage Dingo (Saima)	8,710	13,177	11,175	7,304	5,473
BBDC (China)	Airtrek Sport Gear (Outlander)	13,429	11,290	5,047	2,427	—
	Challenger (Pajero Sport)	3,604	3,009	—	3	—
■ Nagoya Plant (Japan)	Grandis	421	1,716	2,945	2,923	1,326
■ Mizushima Plant (Japan)	Lancer EX	—	—	—	—	111
	Lancer Evolution.....	—	—	143	173	148
	Outlander EX	—	—	1,036	8,198	9,893
■ PMC (Japan)	Pajero.....	3,362	202	—	243	1,453
	Others.....	16,943	9,738	—	—	604
Total		123,295	128,373	89,501	93,700	87,150
Total Market Volume		4,857,388	5,858,149	5,436,323	6,612,059	6,886,401

■ MMC and Consolidated Subsidiaries

★ Non-Mitsubishi brand vehicles

Note: 1. () in the model column indicates the local name of each model.

2. * Switched to the Mitsubishi brand from September 2006

3. "Others" refers to models produced in Japan which are not listed in the above table and produced by LMC.

4. MMC only supplies components for some car models, and does not provide technology for some models.

5. The total market volume shown above only reflects the market demand for passenger cars (the figures of 2006 are lower than 2005 due to changes in the categories of passenger cars)

Activities by Region

Other Regions

Oceania

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ MMAL (Australia)	Magna / Verada	17,245	7,580	—	—	—
	380	—	11,077	10,560	10,230	91
Total		17,245	18,657	10,560	10,230	91

■ MMC and Consolidated Subsidiaries

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ MMAL (Australia)	380	—	7,143	13,243	10,099	1,520
	Diamante (Magna / Verada)	18,137	9,230	359	1	—
■ Nagoya Plant (Japan)	Galant	249	645	268	2	—
	Chariot Grandis (Nimbus)	7	—	—	—	—
	Grandis	675	545	609	686	471
	Colt	2,612	3,029	3,609	4,317	4,468
■ Mizushima Plant (Japan) i	Delica Space Gear (Star Wagon)	541	463	55	—	—
	L300 Delica (Express)	3,297	2,921	3,499	4,413	3,223
	Lancer / Mirage / Libero	16,564	15,019	18,000	19,436	20,045
	Outlander	4,525	4,809	6,806	9,254	8,793
■ PMC (Japan)	Pajero	7,536	6,231	5,503	6,928	5,255
	Challenger (Montero Sport)	1,411	752	372	10	—
■ MMTh (Thailand)	L200 (Triton)	8,282	11,451	11,010	17,320	18,065
	Others	39	39	110	582	24
Total		63,875	62,405	63,548	73,189	61,983
Total Market Volume		936,339	953,693	951,365	1,020,120	1,012,796

■ MMC and Consolidated Subsidiaries

Note: 1. Figures in Oceania refer to the sum of those in Australia and New Zealand.

2. () in the model column indicates the local name of each model.

3. "Others" refers to models produced in Japan which are not listed in the above table.

Middle East & Africa

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
MBSA (South Africa)	L200 Strada	8,424	8,857	8,594	7,799	2,172
SLM (Tunisia)	L200	0	432	1,488	2,164	1,943
Total		8,424	9,289	10,082	9,963	4,115

MBSA: Mercedes-Benz South Africa (Pty) Ltd.

SLM: Societe Le Moteur S.A.

Note: Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes knockdown production).

The sales volume by model in the Middle East and African regions is shown on the following page.

Middle East & Africa

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ Nagoya Plant (Japan)	Galant / Legnum.....	3,394	3,060	1,313	80	32
	Chariot Grandis.....	1,182	74	—	—	—
	Pajero iO.....	310	16	—	—	—
	L200 Strada.....	*	*	*	*	*
	Grandis.....	435	1,237	1,406	1,154	760
■ Mizushima Plant (Japan)	Delica Space Gear.....	1	1	—	—	—
	Lancer Cedia.....	22,504	42,984	61,880	60,095	40,123
	L300 Delica.....	3,017	2,533	3,105	3,757	3,642
	Lancer / Mirage.....	81	63	13	9,599	10,285
	Airtrek Sport Gear (Outlander).....	2,445	2,347	2,400	4,617	3,567
■ PMC (Japan)	Pajero.....	11,633	16,067	17,954	33,043	25,844
	Challenger.....	2,133	2,597	3,482	4,396	3,894
■ MMNA (Illinois, U.S.A.)	Galant.....	—	—	1,638	4,539	4,345
■ MMTh (Thailand)	L200.....	34,250	36,530	40,516	49,763	44,270
■ MMAL (Australia)	Magna / Verada.....	2,557	1,426	387	21	—
■ NedCar (The Netherlands)	Space Star.....	7	—	—	—	—
Total		83,949	108,935	108,935	171,064	136,962

■ MMC and Consolidated Subsidiaries

Note: 1. () in the model column indicates the local name of each model.

2. * Included in figures for MMTh L200 Strada.

Central & South America

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
MMCB (Brazil)	L200 Strada.....	14,910	13,080	9,540	13,290	13,200
	Pajero iO.....	6,090	5,820	6,060	9,300	8,280
	Challenger (Pajero Sport).....	—	600	5,370	6,120	4,470
	L200.....	—	—	—	4,500	9,420
Total		21,000	19,500	20,970	33,210	35,370

MMCB: MMC Automotores do Brasil Ltda.

Note: () in the model column indicates the local name of each model.

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2004	2005	2006	2007	2008
■ Nagoya Plant (Japan)	Galant.....	438	405	73	—	8
	Chariot Grandis.....	33	91	13	7	7
	L200 Strada.....	*1	*1	*1	*1	*1
	Pajero iO.....	6,041	6,243	5,928	8,025	9,316
	Grandis.....	277	553	410	354	185
■ Mizushima Plant (Japan)	Delica Space Gear.....	15	12	2	1	—
	Delica (L300).....	2,136	3,257	4,345	3,964	3,136
	Lancer / Mirage.....	9,243	11,801	12,807	13,816	14,341
	Airtrek Sport Gear (Outlander).....	1,827	2,072	2,699	5,266	8,280
■ PMC (Japan)	Pajero (Montero).....	6,237	6,493	8,320	11,865	6,501
	Challenger (Montero Sport).....	4,904	5,260	8,932	10,782	7,741
■ MMTh (Thailand)	L200.....	20,351	21,348	21,993	29,621	33,779
■ MMNA (Illinois, U.S.A.)	Galant.....	—	—	—	—	108
	Eclipse / Eclipse Spyder.....	—	—	—	—	131
	Endeavor.....	—	—	—	—	286
MMCB (Brazil)	L200 Strada.....	*1	*1	*1	*1	*1
	Pajero iO.....	*2	*2	*2	*2	*2
	Others.....	170	312	163	249	140
Total		51,672	57,847	65,685	83,950	83,959

■ MMC and Consolidated Subsidiaries

Note: 1. () in the model column indicates the local name of each model.

2. *1 Included in figures for MMTh L200 Strada.

3. *2 Included in the Pajero iO model manufactured at the Nagoya Plant.

4. "Others" refers to models produced in Japan which are not listed in the above table.

5. Puerto Rico included in the category of Central and South America, effective from FY2008.

Members of the Board and Executive Officers

As of August 20, 2009

■ Members of the Board				
 Takashi Nishioka * Chairman of the Board	 Osamu Masuko * President	 Makoto Maeda * Executive Vice President Corporate General Manager of Step up 2010 Office, In Charge of Russian Project	 Hiizu Ichikawa * Managing Director In Charge of CSR, Corporate Affairs & Finance Group Headquarters, Chief Business Ethics Officer	 Hiroshi Harunari Managing Director In Charge of Overseas Operations Group Headquarters A, Corporate General Manager of Europe & Middle East/Africa Office
 Tetsuro Aikawa Managing Director In Charge of Domestic Sales Group Headquarters	 Kazuyuki Kikuchi Managing Director In Charge of Overseas Operations Group Headquarters B	 Shuichi Aoto Director In Charge of Corporate Planning, Controlling & Accounting Group Headquarters	 Osamu Matsumoto Director In Charge of Production Group Headquarters	 Seiichi Ohta Director In Charge of Quality Affairs Group Headquarters
 Hiroshi Kuroda Director In Charge of Procurement Group Headquarters	 Gayu Uesugi Director In Charge of Product Strategy & Development Group Headquarters	 Mikio Sasaki Director (Non-Executive Director)	 Hidetoshi Yajima Director (Non-Executive Director)	* Representative Director
■ Statutory Auditors				
Norihide Ujita Statutory Auditor (Full-time)	Shuzo Muramoto Statutory Auditor (Full-time)	Shigemitsu Miki Statutory Auditor [Outside Statutory Auditor]	Yukio Okamoto Statutory Auditor [Outside Statutory Auditor]	Yujiro Kawamoto Statutory Auditor [Outside Statutory Auditor]
■ Executive Officers				
Shuma Uchino Senior Executive Officer Corporate General Manager of Corporate Planning Office and Vice Corporate General Manager of Step up 2010 Office	Yoshikazu Nakamura Senior Executive Officer Corporate General Manager of EV Business Office	Shinichi Kurihara Senior Executive Officer President & Chief Executive Officer- Mitsubishi Motors North America Inc.	Masahide Konishi Senior Executive Officer Chairman-Mitsubishi Motor Sales (CHINA) Co., Ltd.	Shiro Futaki Senior Executive Officer President & Chief Executive Officer, Manufacturing - Mitsubishi Motors North America, Inc.
Masao Ohmichi Executive Officer Chief Environmental Strategy Officer, Corporate General Manager of CSR Promotion Office and Assistant to President	Hiroshi Noda Executive Officer Corporate General Manager of Controlling & Accounting Office	Kazuya Matsushita Executive Officer Corporate General Manager of Finance Office and General Manager of Financial Planning Department	Ryugo Nakao Executive Officer Corporate General Manager of Product Strategy Office	Takitaro Fukuda Executive Officer Corporate General Manager of Development Engineering Office and General Manager of Cost Reduction Activity Promoting Office and General Manager of Fuel economy Improvement activity promoting Office
Yasuo Ohyama Executive Officer Plant General Manager of Nagoya Plant	Eiji Kato Executive Officer Plant General Manager of Mizushima Plant	Hideo Kimura Executive Officer Corporate General Manager of Domestic Sales and After sales Service Office	Yoichi Yokozawa Executive Officer Corporate General Manager of Overseas Business Management Office, Assistant to Managing Director and Assistant to Executive Vice President [Step up 2010 Office]	Michiro Imai Executive Officer Corporate General Manager of North Asia Office
Akinori Nakanishi Executive Officer Corporate General Manager of Asia & ASEAN Office	Keizo Fuchita Executive Officer Vice President-Mitsubishi Motors North America, Inc.			

Company History

Mitsubishi Motors Corporation (MMC) was established as a wholly-owned subsidiary of Mitsubishi Heavy Industries, Ltd. (MHI) on April 22, 1970. MMC began operating on June 1, 1970 when MHI's automotive division was formally transferred to it.

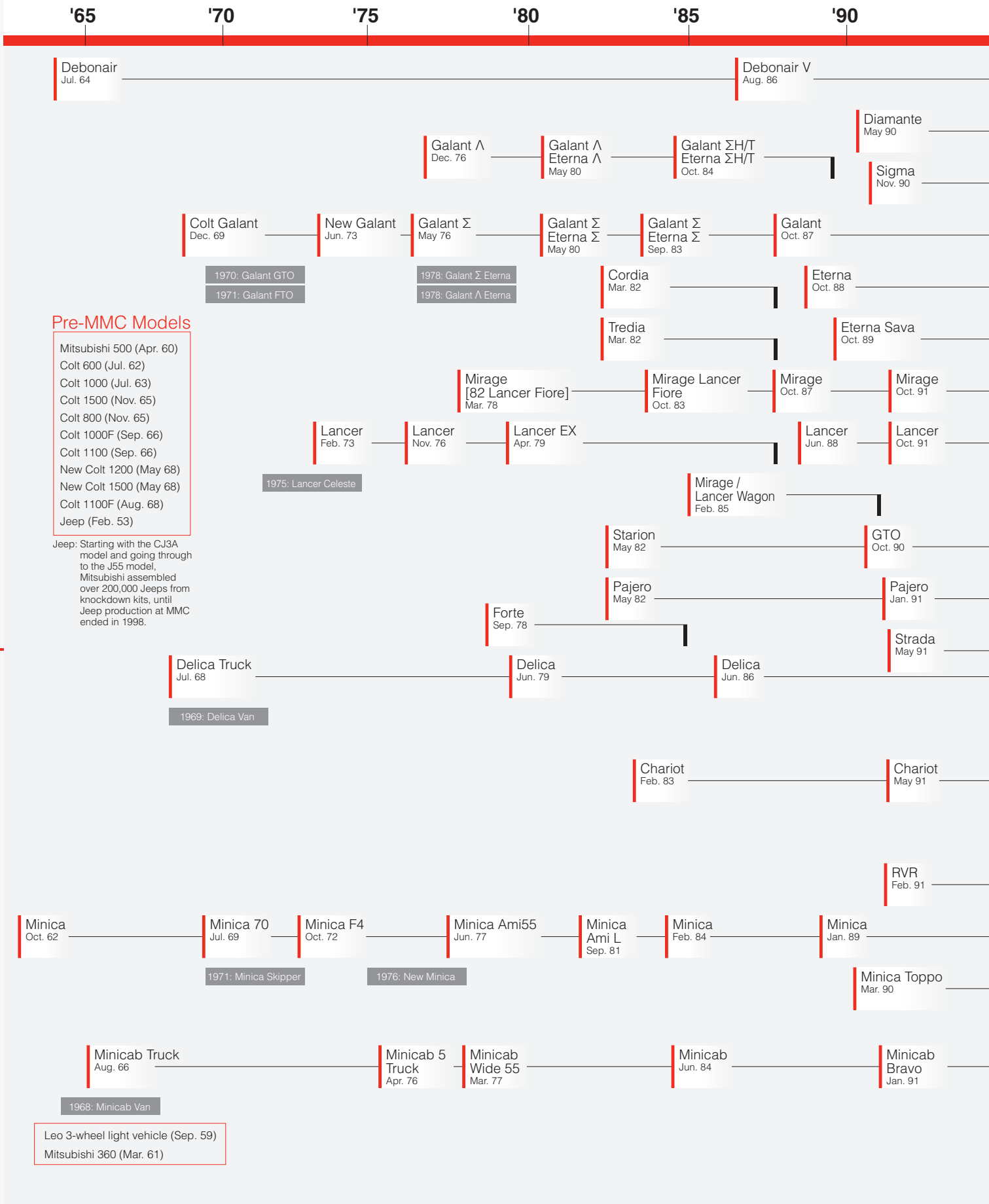
Year	Chairmen & Presidents	Major Milestones
1970	Jan. 31 Yuji Sato [P:MMSC]	Apr. Mitsubishi Motors Corporation incorporated as wholly-owned subsidiary of MHI.
	Apr. 22 Yuji Sato [P:MMC]	Jun. MMC starts business taking over MHI motor vehicle division operations. MHI's Kyoto Works (certain facilities), Nagoya Motor Vehicle Works, Kawasaki Motor Vehicle Works (renamed "Tokyo Motor Vehicle Works" in the same month) and Mizushima Motor Vehicle Works transferred from MHI to MMC.
1972		Jan. Mitsubishi Rented Car, Inc. established in joint-venture between Mitsubishi Corporation, Mitsubishi Motor Sales Co. (MMSC, established through merger of Mitsubishi Fuso Motors and Shin Mitsubishi Motor Sales Co. in October 1964) and Avis Rentacar System, Inc. (Renamed "Mitsubishi Auto Lease Co.,Ltd." in October 1984 and "Mitsubishi Auto Credit-Lease Corporation" in July 1988).
1973	May 30 Tomio Kubo [P:MMC]	
1974	Nov. 29 Tomio Kubo [P:MMSC]	
1976	Jan. 15 Tomio Kubo [C:MMSC]	
	Jan. 15 Eiji Yokoyama [P:MMSC]	
1977		Aug. MMC commissions Nagoya Motor Vehicle Works—Okazaki Plant.
1979	Jun. 29 Tomio Kubo [C:MMC]	Dec. MMC commissions Kyoto Works—Shiga Plant.
	Jun. 29 Yoshitoshi Sone [P:MMC]	
1980		Oct. MMC and Mitsubishi Corporation jointly establish Mitsubishi Motors Australia Ltd. (MMC subsequently acquired all MMAL shares in December 2001, MMAL is currently a consolidated subsidiary of MMC).
1981	Jun. 29 Eiji Yokoyama [C:MMSC]	Dec. MMC and Mitsubishi Corporation jointly establish Mitsubishi Motors Sales of America, Inc.
	Jun. 29 Masao Suzuki [P:MMSC]	
	Jun. 30 Teruo Tojo [P:MMC]	
1983	Jun. 29 Masao Suzuki [C:MMSC]	
	Jun. 29 Toshiharu Tanaka [P:MMSC]	
	Jun. 30 Teruo Tojo [C:MMC]	
	Jun. 30 Toyoo Tate [P:MMC]	
1984	Oct. 1 Toshiharu Tanaka [C:MMC]	Oct. MMC takes over management of Mitsubishi Motor Sales Co., Ltd. and renames it "Ryoji Corporation."
1985	Jun. 27 Yoshisada Okano [C:MMC]	Oct. MMC establishes Diamond-Star Motors Corporation (DSM) in a joint-venture agreement with Chrysler Corporation.
1988		Dec. MMC shares listed on First Section of Tokyo, Osaka and Nagoya stock exchanges.
1989	Jun. 29 Toyoo Tate [C:MMC]	Mar. MMC shares listed on Kyoto, Hiroshima, Niigata, Fukuoka and Sapporo stock exchanges.
	Jun. 29 Hirokazu Nakamura [P:MMC]	
1991		Oct. MMC purchases all Chrysler-owned shares in Diamond-Star Motors (DSM).
		Nov. MMC acquires 33.3% stock (15% stake held by MMC affiliates included) of Volvo Car B.V. (renamed "Netherlands Car B.V." in January 1992) under terms of shareholders' agreement (signed in August 1991) with the Netherlands Government and Volvo Car Corp. relating to joint-venture production of passenger cars in the Netherlands.
1993		Mar. MMC establishes Mitsubishi Motor Sales Europe B.V.
1995	Jun. 29 Hirokazu Nakamura [C:MMC]	Jul. DSM renamed "Mitsubishi Motor Manufacturing of America, Inc."
	Jun. 29 Nobuhisa Tsukahara [P:MMC]	
1996	Jun. 27 Takemune Kimura [P:MMC]	Nov. MMC commissions Tokachi Proving Ground in Hokkaido.
1997	Nov. 27 Takemune Kimura [C:MMC]	
	Nov. 27 Katsuhiko Kawasoe [P:MMC]	
1999		Feb. MMC acquires half of the Dutch government's 16.7% holding in Netherlands Car B.V., bringing its equity interest up to 50% (15% stake held by MMC affiliates included).
		Jun. Nagoya Motor Vehicle Works, Mizushima Motor Vehicle Works and Tokyo Motor Vehicle Works renamed "Nagoya Plant," "Mizushima Plant" and "Tokyo Plant," respectively.
		Dec. MMC and AB Volvo sign strategic operational alliance covering trucks and buses.

Year	Chairmen & Presidents	Major Milestones
2000	Nov. 1 Takashi Sonobe [P:MMC]	Jul. MMC signs Master Alliance Agreement with DaimlerChrysler AG covering passenger car operations.
2001		Mar. MMC acquires AB Volvo's 50% stake in Netherlands Car B.V., thereby increasing its equity interest to 100% (15% stake held by MMC affiliates included. Netherlands Car B.V. is currently an MMC subsidiary). Apr. MMC replaces AB Volvo with DaimlerChrysler as its strategic alliance partner in truck & bus sector.
2002	Jun. 25 Takashi Sonobe [C:MMC] Jun. 25 Rolf Eckrodt [P:MMC]	Mar. MMC enters agreement with Nissan Motors and JATCO TransTechnology Ltd. (JTT, renamed "JATCO Ltd." in April 2002) to integrate MMC and JTT automatic and CV transmission operations. Apr. MMC spins off AT and CVT operations into a separate company, incorporating them as Diamondmatic Co., Ltd. Following this, MMC transfers its Kyoto Plant-Yagi facilities to Diamondmatic Co., Ltd. Jul. MMC exchanges all shares held in Diamondmatic Co., Ltd. with JATCO Ltd., giving MMC an 18% share in JATCO. Sep. MMC agrees to spin off its truck and bus operations and subsequently sells shares in the new company to DaimlerChrysler AG. Oct. MMC signs agreement with 10 Mitsubishi group firms concerning the spin-off of truck and bus operations and sale of shares in the new company. Dec. Mitsubishi Motors Sales Europe B.V. is merged with Mitsubishi Motors Europe B.V. (presently a consolidated subsidiary).
2003		Jan. Mitsubishi Motor Sales of America, Inc., Mitsubishi Motor Manufacturing of America, Inc. and one other company are merged to form Mitsubishi Motors North America, Inc. (presently a consolidated subsidiary). Jan. MMC truck and bus operations are spun off under Japan's corporate separation law and established as Mitsubishi Fuso Truck and Bus Corporation (MFTBC). Accompanying this move, the Truck & Bus Production Office (Kawasaki Plant) is transferred to MFTBC and all shares of Mitsubishi Fuso Truck of America, Inc. are succeeded to by MFTBC. Mar. MMC sells a 43% stake in MFTBC to DaimlerChrysler AG and a collective 15% stake to 10 Mitsubishi group firms, leaving it with a shareholding of 42% in MFTBC. May MMC moves its head office to 16-4, Konan 2-chome, Minato-ku, Tokyo. Jun. MMC renames Kyoto Plant "Powertrain Plant."
2004	Apr. 30 Yoichiro Okazaki [C,P:MMC]	Mar. MMC sells 22% stake in MFTBC to DaimlerChrysler AG, leaving it with a shareholding of 20% in MFTBC.
	Jun. 29 Hideyasu Tagaya [P:MMC]	
2005	Jan. 28 Takashi Nishioka [C:MMC]	Mar. MMC transferred a 20% stake in MFTBC to DaimlerChrysler AG in Germany, leaving no shareholding in MFTBC.
	Jan. 28 Osamu Masuko [P:MMC]	
2006		Mar. Mitsubishi Corporation and Diamond Lease Co., Ltd. sign a basic agreement to reorganize Mitsubishi Auto Credit-Lease Corporation and Diamond Auto Lease Co., Ltd.
2007		Jan. MMC moves its head office to 33-8, Shiba 5-chome, Minato-ku, Tokyo.
2008		Mar. Mitsubishi Motors Australia Limited, MMC's manufacturing and marketing subsidiary in Australia, discontinued local production.

C..... Chairman
P..... President

Products Over the Years (Japan)

Passenger Cars



Pre-MMC Models

- Mitsubishi 500 (Apr. 60)
- Colt 600 (Jul. 62)
- Colt 1000 (Jul. 63)
- Colt 1500 (Nov. 65)
- Colt 800 (Nov. 65)
- Colt 1000F (Sep. 66)
- Colt 1100 (Sep. 66)
- New Colt 1200 (May 68)
- New Colt 1500 (May 68)
- Colt 1100F (Aug. 68)
- Jeep (Feb. 53)

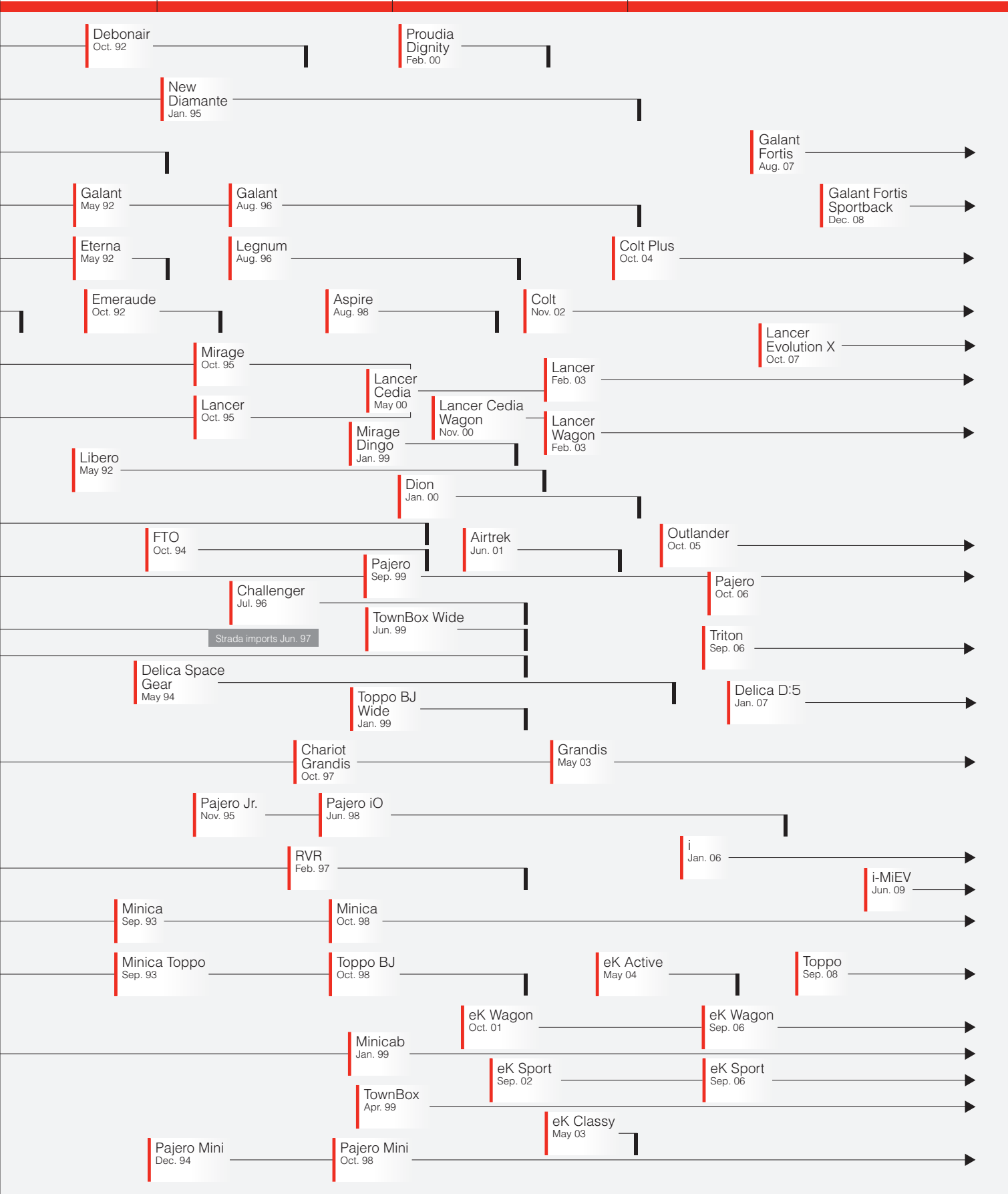
Jeep: Starting with the CJ3A model and going through to the J55 model, Mitsubishi assembled over 200,000 Jeeps from knockdown kits, until Jeep production at MMC ended in 1998.

'95

'00

'05

As of September 17, 2009
Note: Dates Refer to Launch Date



Products Over the Years (Japan)

Mitsubishi 500

The first compact four-wheel passenger car made by Mitsubishi designed for affordable family use. To make driving this car comfortable even on less-than-perfect Japanese roads, the model used a 4-wheel independent suspension and a rigid monocoque body. The model took part in motor sports and won the 1st to 3rd places in the A-Class (750cc or smaller) races at the 9th Macao Grand Prix in 1962.



1960

Mitsubishi begins serious auto manufacturing with the Mitsubishi 500, the first postwar popular car made by Mitsubishi.

1st-Generation Lancer

Under the basic concept of "respecting human nature" Lancer was developed as a popular car in the class between the larger Galant and smaller Minica. Safety was the key feature in the body construction and other areas. Other features included such anti-pollution technologies as Mitsubishi's proprietary MCA system, fuel evaporation control system and a blow-by-gas reduction device.



1973

The automotive division of Mitsubishi Heavy Industries spins off as Mitsubishi Motors Corporation in 1970.

Galant Sigma

The model boasted a highly aerodynamic, low and wide body featuring an airdam skirt, sharply raked windshield and uniquely Mitsubishi semifast, cutoff tail. It made good use of the ASTRON 80 engine, a fully adjustable seating system including adjustable rear seats and a new suspension system—all of which were innovative at the time.



1976

The origin of MMC vehicles was the Mitsubishi Model A, Japan's first mass-production passenger car developed by Mitsubishi Heavy Industries in 1917 (then Mitsubishi Shipbuilding).

1962



Minica

A subcompact equipped with a high-performance engine and a 4-speed transmission, the model offered a maximum speed of 86km/hr with 26km/liter fuel efficiency. It also had such easy-driving features as self-canceling blinkers and autostop windshield wipers.



Colt 600

This first Colt model; Colt 600 launched in 1962 and was followed by models 1000, 1500, 800, 1100 and 1000F, keeping pace with the progress of motorization in Japan. The Colt 1000, in particular, was famous for its 21.5km/liter fuel economy and high-output engine that provided excellent acceleration and a maximum speed of 125km/hr.

1978



Mirage 1400GLX

A hatchback developed under the concept of meeting the day's energy-conservation needs and ensuring genuine luxury within a limited space, this model featured the MCA-JET engine that complied with emissions regulations and was Mitsubishi's first front-wheel drive model, Mitsubishi's unique "Supershift" transmission and a newly developed U-shape rear independent suspension. It became a ground-breaking model in terms of performance and one of Mitsubishi's two key products along with Galant.

Pajero

A serious off-road 4WD vehicle with the feel of a passenger car, this model used a 2300cc turbo-diesel engine that offered both high 17.0km/liter fuel-efficiency and a high-power maximum output of 95ps/4200rpm. With the independent front suspension, suspension seat, silent shaft and direct-coupled chain-drive transfer, it brought together Mitsubishi's advanced technologies.



Starion

The model used a high-performance, fuel-efficient Sirius 80-2000ECl turbo engine that incorporated the MCA-JET, spiral-injection and acceleration increase system. It also featured exceptional aerodynamic characteristics including a slanted nose to reduce lift, a wedge shape to reduce air resistance and a tumble form for yaw - moment control.



RVR

An RV model inspired by a completely new concept and equipped with a rear sliding door, RVR was full of ground breaking ideas. The short nose and tall cabin effectively optimized interior space, and the flexible design could be freely changed according to the number of passengers and size of luggage.



Pajero Mini

With an innovative 4-cylinder DOHC 20-valve engine using 5 valves per cylinder, the Pajero Mini was equipped with a highly efficient supercharging twin-scroll turbo. It featured the Easy-Select 2/4WD allowing a choice of 2WD and high- and low-speed 4WD. Adopting MacPherson struts in the front and 5-link 4-coil suspension in the rear, it achieved a solid balance of superior maneuverability and excellent riding comfort.



1982

MMC's reputation as the technological leader in the auto industry became even stronger as its cars won leading rallies, among other accomplishments.

1991

1994

Revisiting the Origins of Mitsubishi's Automaking and Looking Ahead into the Future

1986



Delica Star Wagon

The first 4WD minivan in Japan, the model was called the "soft cube" style car for its unique form with soft curves and superior space efficiency.

MMC's ability to create new value makes it a leader in the era of 4WD.

1990

Minica Toppo

Minica Toppo was developed under the new concept that a minicar could also be fun to drive. It featured quick, easy handling and superior riding comfort with a tall boxy cabin and the luggage space of a standard minivan model. The spacious interior, thanks to the high ceiling, accommodated a wide range of optional features and equipment that customers could freely choose from.



Diamante

A wide body offered a cabin whose spaciousness exceeded conventional expectations for a compact sedan. It also featured many safety features including an advanced traction control system. This was the model that created the 2.5-liter car market in Japan in response to the new tax legislation.

2000

Major Production and Sales Models

Models produced in Japan

Standard Cars

Pajero



Seating Capacity : 7 persons / 3.0, 3.2, 3.8 Liter Engine

Outlander



Seating Capacity : 5, 7 persons / 2.4 Liter Engine

Lancer Evolution X



Seating Capacity : 5 persons / 2.0 Liter Engine

Galant Fortis



Seating Capacity : 5 persons / 2.0 Liter Engine

Galant Fortis Sportback



Seating Capacity : 5 persons / 2.0 Liter Engine

Delica D:5



Seating Capacity : 8 persons / 2.4 Liter Engine

Colt



Seating Capacity : 5 persons / 1.3, 1.5 Liter Engine

Colt Plus



Seating Capacity : 5 persons / 1.5 Liter Engine

Mini Cars



Seating Capacity : 4 persons / 0.66 Liter Engine

eK Wagon



Seating Capacity : 4 persons / 0.66 Liter Engine

eK Sport



Seating Capacity : 4 persons / 0.66 Liter Engine

Pajero Mini



Seating Capacity : 4 persons / 0.66 Liter Engine

Town box



Seating Capacity : 4 persons / 0.66 Liter Engine

Toppo



Seating Capacity : 4 persons / 0.66 Liter Engine

i-MiEV (Electric Vehicle)



Seating Capacity : 4 persons



Models produced overseas

U.S.A.

Eclipse / Eclipse Spyder



Seating Capacity : 4 persons / 2.4, 3.8 Liter Engine

Endeavor



Seating Capacity : 5 persons / 3.8 Liter Engine

Galant



Seating Capacity : 5 persons / 2.4, 3.8 Liter Engine

Europe

Colt



Seating Capacity : 5 persons / 1.1, 1.3, 1.5 Liter Engine

Outlander



Seating Capacity : 5-7 persons / 2.0, 2.2, 2.4 Liter Engine

Colt CZC Cabriolet



Seating Capacity : 5 persons / 1.5 Liter Engine

Thailand

Triton / L200



Seating Capacity : 2, 3, 5, 6 persons / 2.5, 3.2 Liter Engine

Pajero Sport



Seating Capacity : 5, 7persons / 2.5, 3.2 Liter Engine

Derivation of MMC Major Models Name

Name	Derivation and Meaning
Colt	From the English for young horse
Colt Plus	Giving a "plus" to luggage space and overall appeal
Delica D:5	From "delivery car"; D:5 meaning "5th-generation Delica"
Diamante	From the Spanish; reflecting the company's Three-Diamond logo
Eclipse	Undeclared 18th-century English racehorse which won 26 races
eK Wagon	Coined from the Japanese "ii-kei", for Excellent K-car (minicar)
Endeavor	Evoking the concepts of "challenge," "adventure," "travel" and an image of futuristic innovation
Galant Fortis	Galant, French for "gallant" combined with Fortis, Latin for "brave"
Grandis	A derivative of the French "grandiose"
i	From the Japanese "ai" meaning love, and representing intelligence, innovation, and imagination
i-MiEV	It represents Mitsubishi Motors' electric vehicle derived from the "i (ai)." The name "MiEV" stands for "Mitsubishi Innovative Electric Vehicle."
Lancer	A cavalry soldier armed with a lance
Lancer Evolution	Evolving the idea of progression to a higher state of being
Minica	A derivative of "Minicar"
minicab	Light cab-over vehicle with a cargo bed
Outlander	From the English "outland", evoking the feeling of journeying to distant, unexplored lands in search of adventure
Pajero	Named after a mountain cat that inhabits the Patagonia plateau region in southern Argentina
Pajero iO	Italian for "I", one's very own Pajero
Pajero Mini	All the features of its big brother Pajero in an easy-to-handle, highly maneuverable, compact and highly economic package
Space Gear	Reflects the generous "space" available for transporting large quantities of leisure and sports "gear"
Town box	A vehicle with ample load space but which is designed for city use
Triton	Tri, English meaning "3" (from Mitsubishi = three diamonds), combined with "ton" of "1-ton pickup"
Zinger	Referring to the concept of "inspiring the spirit" and to a person with vitality

Drive@earth



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