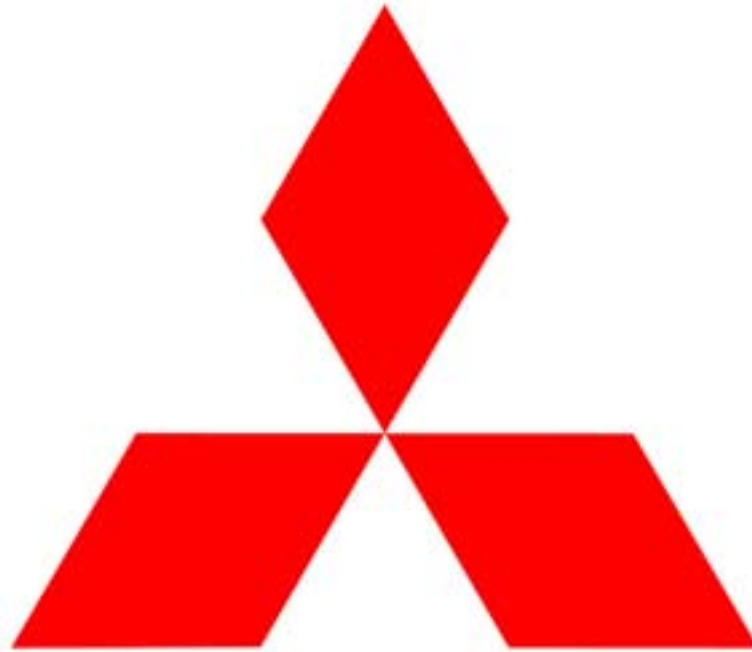




Mitsubishi Motors Turnaround Plan

Takashi Sonobe, CEO
Rolf Eckrodt, COO

Press Conference Feb. 26th, 2001



**MITSUBISHI
MOTORS**

MMC – A Company with World-class Know-How



**Excellent
Engineering**

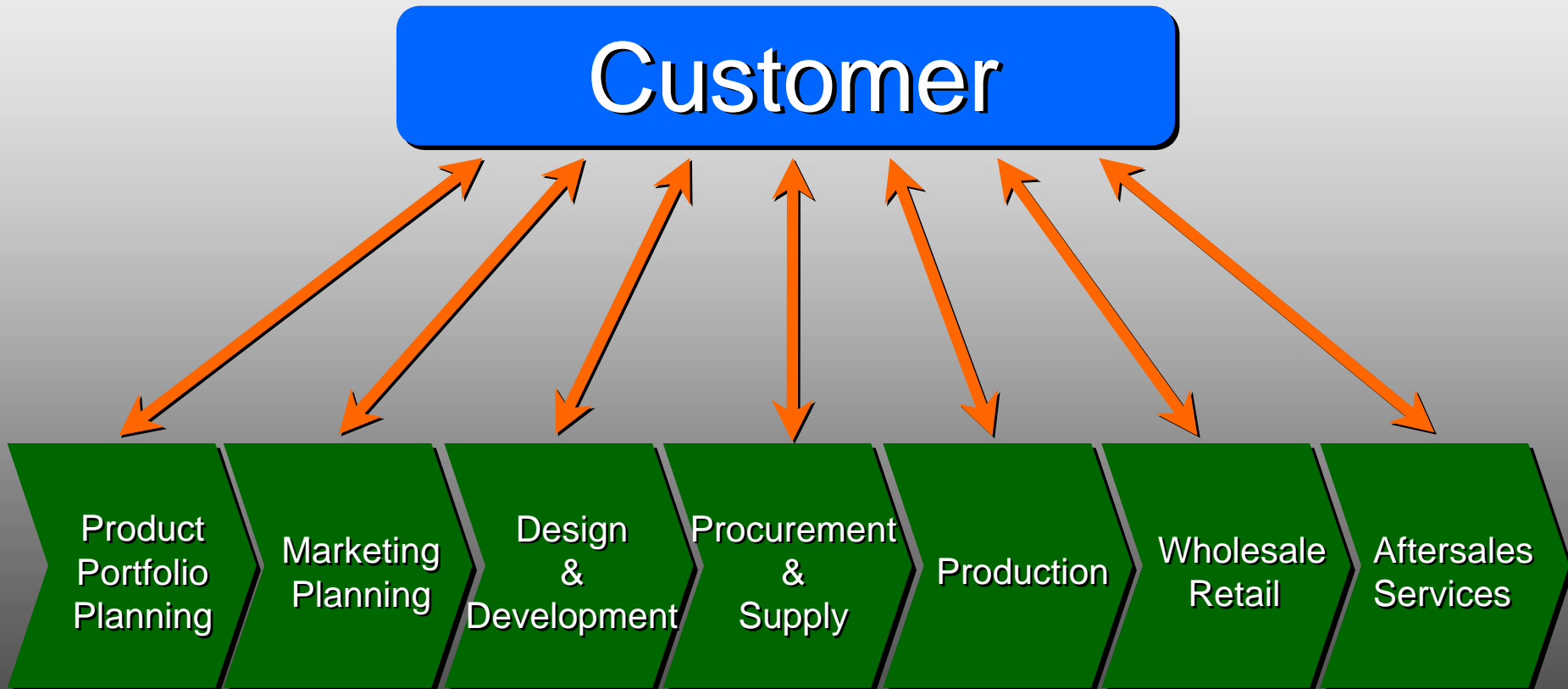
**Exciting
Products**

**Global
Market
Coverage**

Dedicated Workforce

MMC - turning potential into profit

Re-engineering the Value Chain



Fair and results-based
partnerships

**Process engineering
of whole value chain**

Strategic investments
for the future

- Production capacity reduction by at least 20%
- Material cost savings of 15% by 2003
- New quality management system
- Attractive product portfolio
- Clear and exciting brand identity
- New organization by 1 April 2001

Synergies from projects within DaimlerChrysler alliance



Paris Dakar
TOTAL

France Télévisions
sport
3

TOTAL

23ème 2001
DAKAR
Paris - Dakar
TOTAL

GG-RA 71

MICHELIN

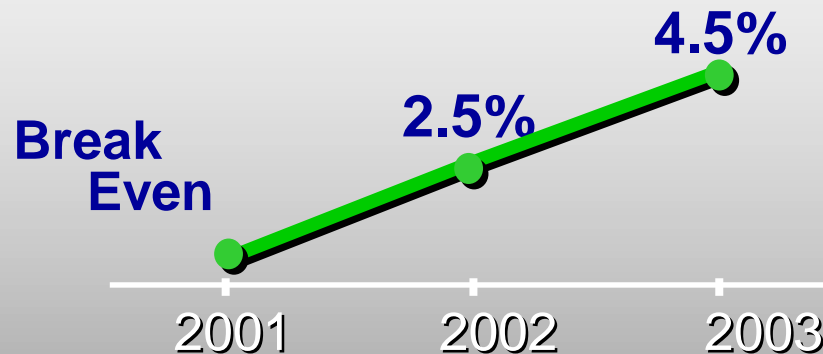
LUK

EUROPE

www

DAKAR

Operating Profit Margin

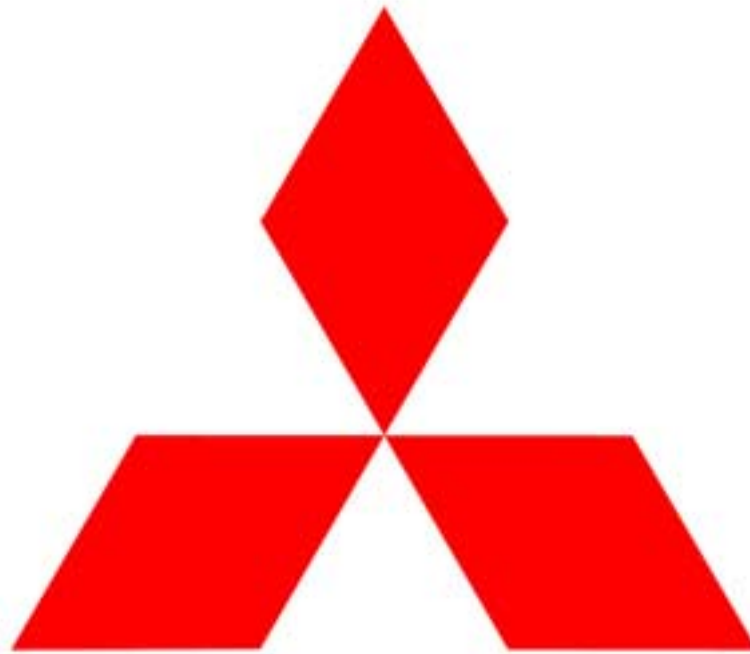


Creating Winners

- Our Customers
 - Our Shareholders
 - Our Suppliers and Dealers
 - Our Business Partners
- and the thousands of talented, dedicated MMC people who will make the turnaround a success

The New Mitsubishi Motors

Exciting—Dynamic—Profitable



**MITSUBISHI
MOTORS**