



***FACTS & FIGURES 2003***



**MITSUBISHI MOTORS**

*Mitsubishi Motors Corporation publishes FACTS & FIGURES annually for those in the press and media, and those engaged in research into and the analysis of the automobile industry, to enable a better understanding of our operations.*

*This document offers a large amount of useful and easily accessible data about many areas of Mitsubishi Motors' operations, with a primary focus on data related to regional operations and model types for the past five years.*

*On January 6, 2003, Mitsubishi Motors demerged its Truck & Bus operations. This move was taken to concentrate management resources in Car operations to accelerate the turnaround management plan at Mitsubishi Motors and build a more robust financial base. As a result, except for principal management indices shown on page three, only information related to Car operations has been shown for fiscal 2002.*

*Readers wishing to learn more about Truck & Bus operations should refer to a separate document published by Mitsubishi Fuso Truck & Bus Corporation.*

September 2003  
Public Relations Department  
Mitsubishi Motors Corporation

***MMC is on the World Wide Web at the following URL***

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



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# MMC at a glance

## Corporate profile

(As at 31 March, 2003)

Name:	Mitsubishi Motors Corporation
Established:	22 April 1970
Head office:	16-4 Konan 2-chome, Minato-ku, Tokyo Japan 108-8410
Number of employees:	Consolidated, 45,275; Non-consolidated, 13,258
Capitalization:	JPY 252,201 million
Purposes of incorporation:	<ol style="list-style-type: none"> <li>1. Development, design, manufacture, assembly, sales and purchase, importing and other transactions relating to automobiles and to component parts, replacement parts and accessories of said automobiles.</li> <li>2. Development, design, manufacture, assembly, sales and purchase, importing and other transactions relating to agricultural machinery and industrial engines and to component parts, replacement parts and accessories of said agricultural machinery and industrial engines.</li> <li>3. Sales and purchase of used automobiles as well as component parts, replacement parts and accessories of said used automobiles.</li> <li>4. Sales of measuring equipment.</li> <li>5. Acting as insurance agents in accordance with laws relating to property damage insurance and to automobile damage indemnity insurance.</li> <li>6. Financing business.</li> <li>7. Any other business related to the purposes set out above.</li> </ol>

*Note: MMC is not currently engaged in agricultural machinery related business.*

## Major shareholders

(As at 31 March, 2003)

Shareholder	Address	Shares held (× 1,000)	Holding as percentage of all issued stock
DaimlerChrysler AG	Epplestrasse 225, 70546 Stuttgart, Germany	499,856	33.70*
Mitsubishi Heavy Industries, Ltd.	5-1 Marunouchi 2-chome, Chiyoda-ku, Tokyo	219,871	14.82
Mitsubishi Corporation	6-3 Marunouchi 2-chome, Chiyoda-ku, Tokyo	77,354	5.21
Capital Guardian Trust Company	15F 11100 Santa Monica Avenue, Los Angeles, California 90025 U.S.A.	65,573	4.42
The Mitsubishi Trust and Banking Corporation	11-1 Nagatacho 2-chome, Chiyoda-ku, Tokyo	48,717	3.28
DaimlerChrysler MMC Beteiligungsgesellschaft mbH	Epplestrasse 225, D-70567, Stuttgart, Germany	48,516	3.27*
The Bank of Tokyo-Mitsubishi, Ltd.	7-1 Marunouchi 2-chome, Chiyoda-ku, Tokyo	43,026	2.90
Japan Trustee Services Bank, Ltd. (Trust account)	8-1 Harumi 1-chome, Chuo-ku, Tokyo	32,053	2.16
The Master Trust Bank of Japan, Ltd. (Trust account)	11-3 Hamamatsucho 2-chome, Minato-ku, Tokyo	27,622	1.86
Meiji Life Insurance Company	1-1 Marunouchi 2-chome, Chiyoda-ku, Tokyo	18,995	1.29
Total		1,081,583	72.91

\*DaimlerChrysler Group has a total holding of 36.97%

### Notes relating to Principal management indices:

#### 1. Change to fiscal year-ends

In order to enhance the transparency and quality of disclosure of consolidated financial data, MMC has changed the fiscal year-ends of consolidated overseas subsidiaries from December 31 to March 31, effective from fiscal 2002, to coincide with the fiscal year-ends of MMC and its consolidated domestic subsidiaries. Consequently, financial data for consolidated overseas subsidiaries for fiscal 2002 reflects 15 months of business activity to March 31, 2003. (Previous fiscal years: April to March in Japan; January to December in other regions, with certain exceptions)

#### 2. Consolidated operations data

On January 6, 2003, MMC demerged its Truck & Bus operations to form a new company, Mitsubishi Fuso Truck & Bus Corporation (MFTBC). On March 14, 2003, MMC sold a 58% equity interest in MFTBC, making the company an equity-method affiliate.

Accordingly, full-year financial data for Truck & Bus operations for fiscal 2002 is only included in net sales, operating profit, ordinary profit and net income.

(\*Items that include data for Truck & Bus operations in fiscal 2002.)

#### 3. Non-consolidated operations data

Net sales, operating profit, ordinary profit and net income for fiscal 2002 include financial data for Truck & Bus operations for the period April 1, 2002 to January 5, 2003.

(\*Items that include data for Truck & Bus operations for the period April 1, 2002 to January 5, 2003.)

## Principal management indices

Consolidated operations		(Units: JPY million; companies; people)				
		1998	1999	2000	2001	2002
Net sales		3,512,606	3,334,974	3,276,716	3,200,699	3,884,874*
Operating profit		55,944	22,473	(73,865)	40,227	82,761*
Ordinary profit		(4,176)	(3,758)	(94,057)	11,863	54,344*
Net income		5,668	(23,331)	(278,139)	11,256	37,361*
Total assets		3,060,385	2,784,119	2,981,668	2,894,560	2,425,352
Number of consolidated companies		165	189	184	182	124
Number of equity method subsidiaries		54	38	34	32	25
Number of employees		—	65,485	62,887	63,143	45,275

Non-consolidated operations		(Units: JPY million; companies; people)				
		1998	1999	2000	2001	2002
Net sales		2,333,971	2,106,552	2,012,690	1,848,684	1,877,276*
Operating profit		21,750	13,435	(85,266)	16,701	50,123*
Ordinary profit		5,231	6,336	(82,350)	4,725	47,756*
Net income		22,138	515	(356,897)	(70,509)	(2,649)*
Total assets		1,637,233	1,599,373	1,797,265	1,599,566	1,344,817
Number of employees		26,749	22,666	21,076	18,498	13,258

## Global production and sales volumes

MMC in-house classification			(Unit: vehicles)				
			1998	1999	2000	2001	2002
Production volume	Japan		982,449	903,865	857,102	729,167	766,389
	Other regions		561,050	684,221	781,343	798,820	888,473
	Total		1,543,499	1,588,086	1,638,445	1,527,987	1,654,862
Sales volume	Japan	Domestic	525,536	509,115	449,372	403,994	354,269
		Import	3,120	977	589	176	0
		Total	528,656	509,492	449,961	403,994	354,269
	Other regions		971,628	1,044,519	1,165,680	1,152,695	1,216,377
	Total		1,500,284	1,554,611	1,615,641	1,556,689	1,570,646

Notes: 1. Fiscal years: April to March in Japan; January to December in other regions (operations in Malaysia have an April to March fiscal year)

2. Excluding Mitsubishi Fuso

3. While sales volumes normally reflect retail sales, wholesale sales or shipments are used for certain countries

Japan Automobile Manufacturers Association, Inc. (JAMA) classification			(Unit: vehicles)				
			1998	1999	2000	2001	2002
Production volume	Japan	Passenger cars	785,494	743,244	695,916	624,404	679,592
		Trucks and buses	307,118	258,498	264,098	190,211	86,797
		Total	1,092,612	1,001,742	960,014	814,615	766,389
Other regions		582,741	711,039	824,892	845,004	930,248	
Global		1,675,353	1,712,781	1,784,906	1,659,619	1,696,637	
Sales volume	Japan	Passenger cars	334,170	316,659	287,367	282,729	261,281
		Trucks and buses	269,472	260,753	232,219	185,242	92,988
		Total	603,642	577,412	519,586	467,971	354,269
	Other regions		—	—	—	1,230,380	1,216,377
	Global		—	—	—	1,698,351	1,570,646

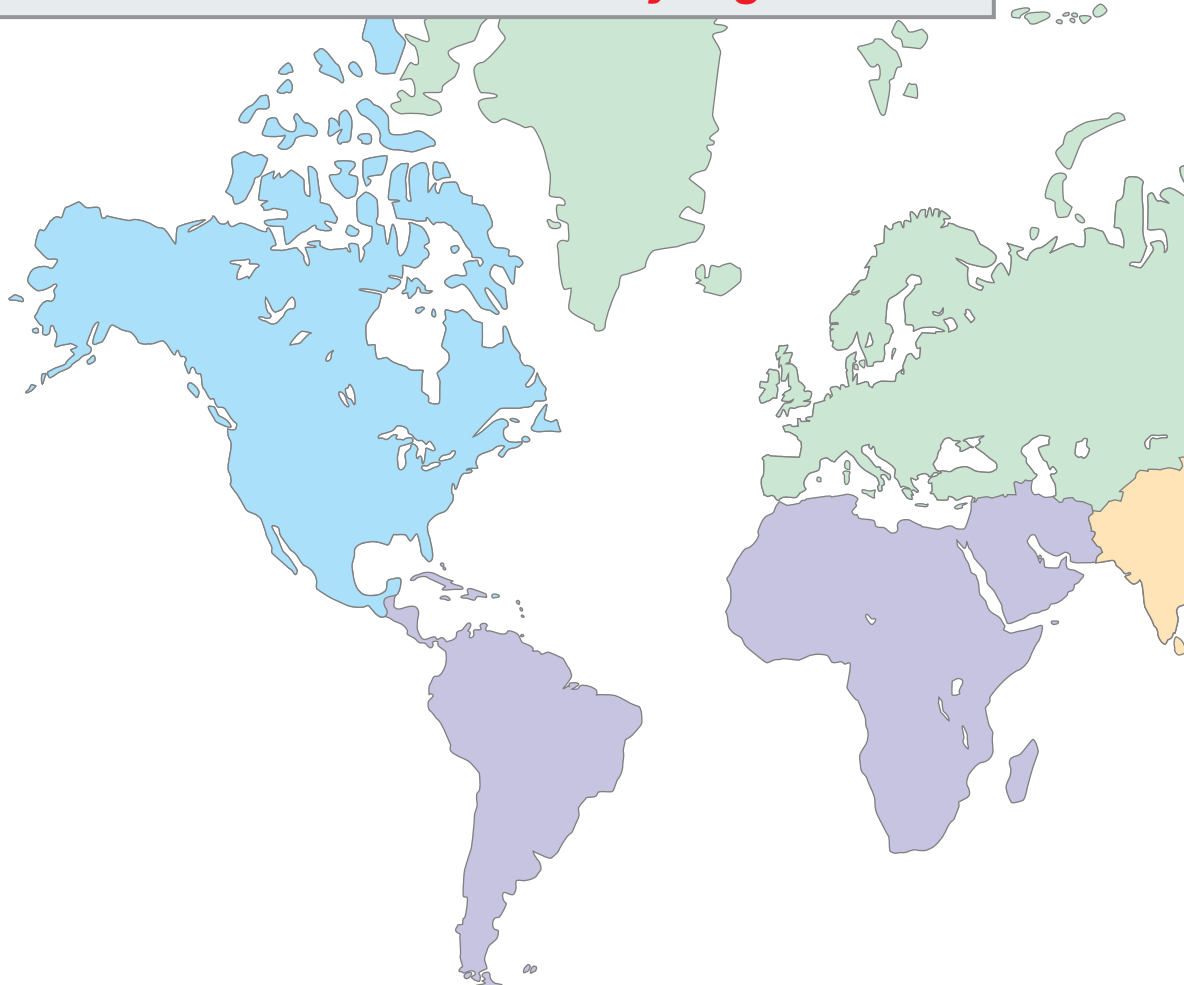
Notes: 1. Fiscal years: April to March in Japan; January to December in other regions (operations in Malaysia have an April to March fiscal year). From fiscal 2002, all regions began operating with an April to March fiscal year

2. While sales volumes normally reflect retail sales, wholesale sales or shipments are used for certain countries

3. The JAMA classification includes imports in sales volumes

4. Figures for fiscal 2002 exclude Mitsubishi Fuso

## Net sales, production and sales volume by region



### Net sales, production and sales volume by region (MMC in-house classification)

(Units: Net sales = JPY million; Volumes = vehicles)

		1998	1999	2000	2001	2002
Japan	Net sales	—	—	719,358	621,793	547,714*
	Production volume	982,449	903,865	857,102	729,167	766,389
	Sales volume	525,536	509,115	449,372	403,994	354,269
North America	Net sales	—	—	887,396	869,305	987,545*
	Production volume	157,043	159,853	222,390	193,744	204,233
	Sales volume	190,515	261,254	314,417	322,393	357,041
Europe	Net sales	—	—	375,277	524,991	584,042*
	Production volume	90,678	121,849	78,542	79,261	86,900
	Sales volume	277,206	282,794	258,256	212,983	202,993
Asia & other regions	Net sales	—	—	576,182	503,917	616,940*
Asia	Production volume	265,195	364,529	435,125	473,194	531,628
	Sales volume	243,654	302,718	394,979	441,892	479,283
Near & Middle East, Africa	Production volume	0	0	0	0	8,541
	Sales volume	83,506	53,666	50,531	51,329	70,780
Central & South America	Production volume	1,560	3,420	6,720	8,820	10,980
	Sales volume	89,944	69,217	70,380	52,435	41,226
Oceania	Production volume	46,574	34,570	38,566	43,801	46,191
	Sales volume	89,923	75,847	77,706	71,663	65,054
Total	Net sales	—	—	2,558,213	2,520,006	2,736,241*
	Production volume	1,543,499	1,588,086	1,638,445	1,527,987	1,654,862
	Sales volume	1,500,284	1,554,611	1,615,641	1,556,689	1,570,646

Notes: 1. Following a change to fiscal year-ends at overseas subsidiaries, net sales for fiscal 2002 reflect 15 months of business activity (figures for production volume and sales volume are shown on a 12-month basis)

2. Fiscal years excluding fiscal 2002: April to March in Japan; January to December in other regions (operations in Malaysia have an April to March fiscal year)

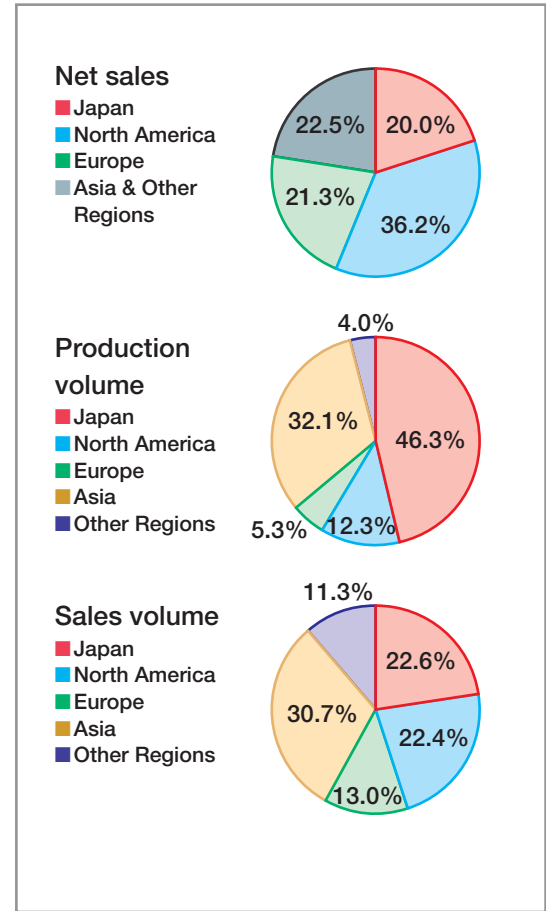
3. Production volume indicates the number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock-down (KD) kit production excluded)

4. Export shipments from Japan are the total of built-up (BU) vehicles and KD kits

5. Sales volume in Japan does not include imported vehicles



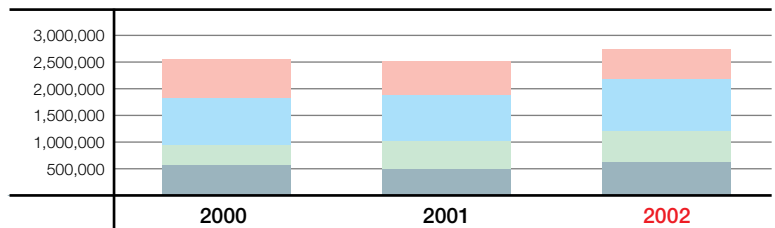
## Breakdown of net sales, production volume and sales volume by region



Net sales, production and sales volume by region

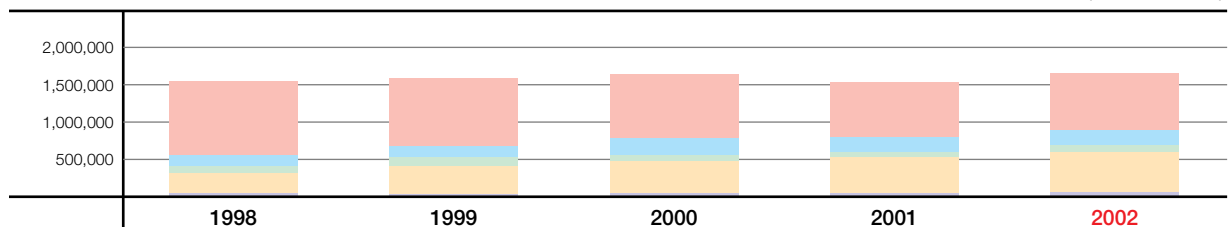
### Net sales

(Unit: JPY million)



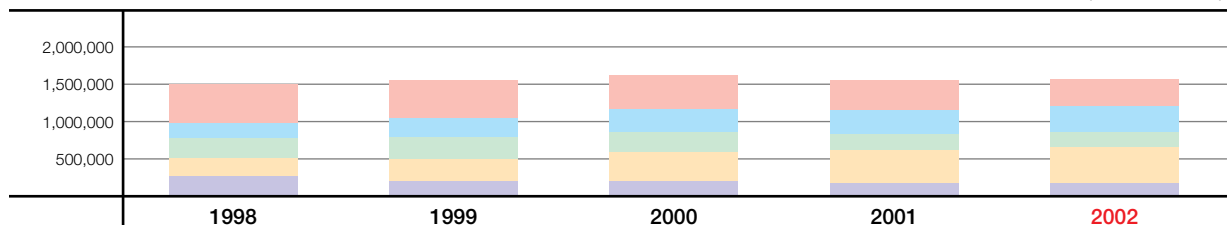
### Production volume

(Unit: vehicles)



### Sales volume

(Unit: vehicles)



# Activities by region

## Japan

### Highlights

- Domestic sales target for fiscal 2003 set at 400,000 units
- New corporate identity incorporated into affiliated dealerships
- Investment of ¥35 billion by 2005 to reform sales network
- Galant and Car Plaza sales channels integrated in January 2003
- PAJERO MANUFACTURING CO., LTD. becomes a wholly owned subsidiary in March 2003

### Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ Nagoya Plant	1 ▲ Diamante	4,246	8,279	4,406	2,745	1,892
	2 ▲ Galant	38,746	28,076	18,514	11,494	11,091
	3 ▲ Aspire	1,706	1,302	55	0	0
	4 ▲ Legnum	26,302	16,809	8,276	3,814	2,633
	5 ▲ Colt	0	0	0	0	42,763
	6 ▲ Chariot Grandis	88,251	63,010	26,734	15,907	10,595
	7 ▲ RVR / RVR Sports Gear	13,976	20,333	4,028	1,416	241
	8 ▲ Pajero iO	54,262	51,516	24,783	13,799	8,959
	9 ▲ Perdana (export only)	870	5,880	15,630	5,250	4,410
	10 ▲ Dignity	0	15	42	2	0
	11 ▲ Proudia (Debonair)	463	613	759	85	0
	12 ▲ L200 Strada (export only)	24,879	11,759	16,143	1,051	350
	13 ▲ GTO	2,207	2,355	114	0	0
■ Mizushima Plant	14 ▲ Libero Cargo (Libero included)	18,934	19,796	12,898	8,041	4,287
	15 ▲ Delica [Space Gear and L300 (export only)]	56,904	31,646	28,242	12,965	17,456
	16 ▲ Mirage	95,661	77,800	57,937	45,703	24,574
	17 ▲ Dion	0	15,282	30,977	9,699	5,696
	18 ▲ Lancer (Cedia and Cargo included)	120,758	86,319	120,875	142,683	165,749
	19 ▲ Airtrek	0	0	0	21,245	68,431
	20 ▲ Minica / Toppo BJ	138,661	149,903	156,580	82,551	36,340
	21 ▲ Pajero Mini	48,791	36,580	24,895	16,590	12,672
	22 ▲ eK Wagon	0	0	0	97,390	115,918
	23 ▲ Minicab	71,839	70,367	62,770	56,245	45,899
	24 ▲ TownBox	2,261	14,421	8,953	6,662	4,949
	25 ▲ Pajero Junior	149	0	0	0	0
	26 ▲ FTO	1,033	616	160	0	0
	27 ▲ TownBox Wide	0	3,616	1,441	2,939	0
28 ▲ Toppo BJ Wide	3,596	721	478	34	0	
■ PMC	29 ▲ Pajero	95,675	90,524	138,315	91,700	112,161
	30 ▲ Montero Sport (export only)	71,562	95,914	92,475	78,337	69,001
	31 ▲ Jeep (military use)	717	413	622	820	322
Registered vehicle total		720,897	632,594	603,904	469,729	550,611
Minicar total		261,552	271,271	253,198	259,438	215,778
Total		982,449	903,865	857,102	729,167	766,389

Notes: 1. Fiscal year: April to March

2. Figures in table are totals of built up and knock down production at MMC and its consolidated subsidiaries

■ MMC and consolidated subsidiaries

▲ Mitsubishi badged vehicle



## Production facilities (As at 31 March, 2003)

Vehicle production	■ Nagoya Plant	Okazaki Oye
	■ Mizushima Plant	
	■ Pajero Manufacturing Co., Ltd.	
Engine production	■ Kyoto Plant	Kyoto Shiga
	■ Mizushima Plant	
Transmission production	■ Kyoto Plant	
	■ Mizushima Plant	

Notes: 1. AT and CVT components are purchased from JATCO Ltd.

2. In June 2003, the Kyoto Plant, involved in engine and transmission production, was integrated with the Powertrain Division at the Mizushima Plant to the Powertrain Plant

## R&D facilities (As at 31 March, 2003)

R&D	■ Car Research & Development Center	Okazaki Oye Plant Tokachi Proving Ground
	■ Tama Design Center	

## Sales organization

Sales companies (As at 31 March, 2003)	
207 dealerships	Consolidated subsidiaries 36 Equity method subsidiaries 11 Independent dealerships 160
New car sales outlets	1,001

Note: Galant and Car Plaza sales channels were reviewed and integrated as the MITSUBISHI MOTORS sales channel in January 2003

## Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ Nagoya Plant	1 ▲ Diamante	6,456	7,061	5,474	3,022	1,916
	2 ▲ Galant	14,930	10,319	6,648	3,213	1,566
	3 ▲ Aspire	1,600	1,367	840	516	149
	4 ▲ Legnum	20,530	10,791	5,524	1,550	248
	5 ▲ Chariot Grandis	62,997	39,451	22,821	10,472	3,724
	6 ▲ RVR / RVR Sports Gear	14,880	10,956	6,165	1,599	268
	7 ▲ Colt	—	—	—	—	39,627
	8 ▲ Pajero iO	48,117	40,278	25,095	10,980	6,182
	9 ▲ Dignity	—	11	45	3	0
	10 ▲ Proudia (Debonair)	474	521	852	97	0
	11 ▲ GTO	467	267	117	2	0
■ Mizushima Plant	12 ▲ Libero Cargo (Libero included)	12,054	11,725	9,189	7,003	3,062
	13 ▲ Delica Space Gear	12,023	8,057	5,886	4,707	4,559
	14 ▲ Mirage Dingo	11,871	23,381	16,696	15,143	4,076
	15 ▲ Dion	0	13,360	30,225	10,601	5,925
	16 ▲ Mirage / Lancer / Cedia	34,196	25,001	29,061	19,403	16,800
	17 ▲ Lancer Cedia Wagon	—	—	16,695	25,512	13,451
	18 ▲ Lancer Cargo	—	—	—	—	1,152
	19 ▲ Airtrek	—	—	—	19,160	13,302
	20 ▲ Airtrek Sports Gear	—	—	—	—	830
	21 ▲ Minica	133,192	142,372	141,843	86,639	37,417
	22 ▲ Toppo BJ	9,263	11,444	8,654	4,657	800
	23 ▲ Pajero Mini	47,592	35,673	27,011	17,458	13,720
	24 ▲ eK Wagon	—	—	—	86,465	122,857
	25 ▲ Minicab	70,981	70,622	62,797	57,880	48,794
	26 ▲ TownBox	679	14,948	8,772	7,357	5,170
	27 ▲ L300 Delica (Star Wagon)	6,329	1,973	21	2	1
	28 ▲ Pajero Junior	1,717	19	1	0	0
	29 ▲ FTO	1,085	578	149	3	0
	30 ▲ TownBox Wide	0	3,386	809	79	0
	31 ▲ Toppo BJ Wide	1,653	2,496	631	50	0
■ PMC	32 ▲ Pajero	9,412	20,189	12,701	6,725	5,681
	33 ▲ Challenger (Montero Sport)	2,592	910	369	76	0
	34 ▲ Jeep (military use)	446	1	0	1	1
OEM supplied by Mazda	35 ▲ Delica	0	1,958	4,281	3,619	2,991
Registered vehicle total		263,829	234,056	200,295	143,538	125,511
Minicar total		261,707	275,059	249,077	260,456	228,758
Domestically produced model total		525,536	509,115	449,372	403,994	354,269
Imports		3,120	977	589	176	0
Total		528,656	510,092	449,961	404,170	354,269
Total Japanese market volume		5,351,964	5,386,500	5,465,238	5,331,174	5,364,662

Note: Fiscal year: April to March

■ MMC and consolidated subsidiaries  
▲ Mitsubishi badged vehicle

## Export shipments

### Export shipments by region

(Unit: vehicles)

Region	1998	1999	2000	2001	2002
North America	83,443	119,519	147,333	146,869	187,579
Europe	161,552	112,821	99,687	52,363	68,273
Asia and other regions	219,777	151,162	176,706	131,770	167,994
Asia	30,091	29,592	48,586	30,578	38,678
Near & Middle East, Africa	65,731	37,099	36,618	31,059	52,982
Central & South America	80,501	48,854	46,078	34,627	29,280
Oceania	43,454	35,617	45,424	35,506	47,054
Other (United Nations, etc.)	2,834	3,502	2,959	2,851	3,389
<b>Total</b>	<b>467,606</b>	<b>387,004</b>	<b>426,685</b>	<b>333,853</b>	<b>427,235</b>

Note: Fiscal year: April to March

### Export shipments by model

(Unit: vehicles)

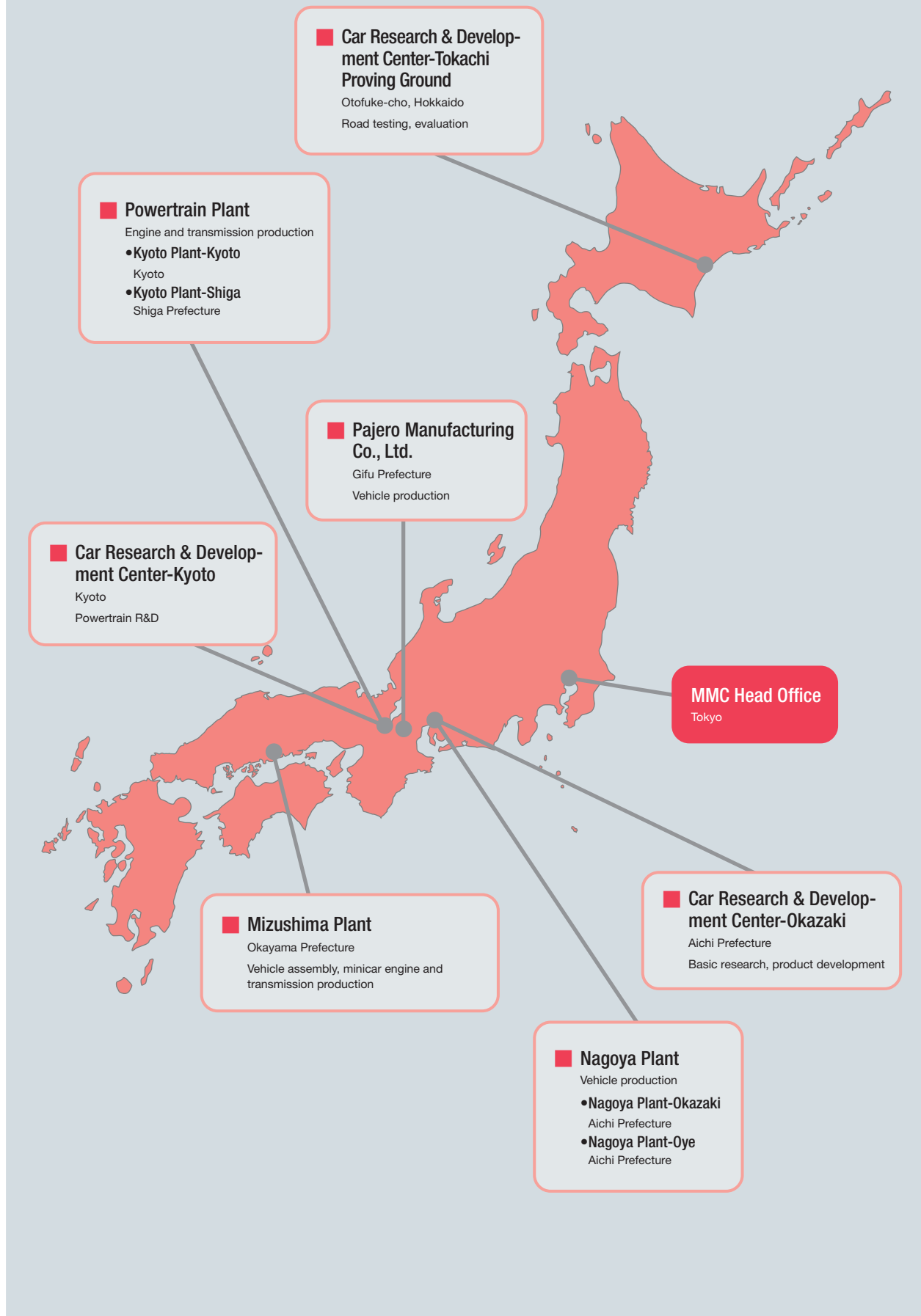
Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ Nagoya Plant	1 ▲ Diamante	6	15	2	0	0
	2 ▲ Galant	25,579	17,272	12,051	8,061	9,363
	3 ▲ Legnum	7,765	6,217	4,135	2,682	2,415
	4 ▲ Colt	—	—	—	—	503
	5 ▲ Chariot Grandis	24,166	18,443	10,092	7,018	7,310
	6 ▲ RVR	1,081	7,070	168	365	0
	7 ▲ Pajero iO	2,899	8,177	4,347	3,525	3,307
	8 ▲ Verdana (Former model exported only to Malaysia)	780	5,670	15,450	5,640	4,410
	9 ▲ Proudia (Debonair)	0	2	0	1	0
	10 ▲ L200 Strada (Former model exported only)	25,867	11,661	15,895	1,776	350
	11 ▲ GTO	1,759	2,165	0	0	0
■ Mizushima Plant	12 ▲ Mirage Dingo	2	400	1	0	0
	13 ▲ Dion	0	0	778	193	177
	14 ▲ Lancer Cedia	0	0	5,897	81,515	124,522
	15 ▲ Lancer Cedia Wagon	0	0	0	103	267
	16 ▲ Airtrek	0	0	0	601	45,845
	17 ▲ Airtrek Sports Gear	—	—	—	—	7,060
	18 ▲ Libero Cargo (Libero included)	0	0	16	160	115
	19 ▲ Delica Space Gear	11,661	8,648	6,943	763	4,672
	20 ▲ Minica	49	19	0	0	0
	21 ▲ Toppo BJ	47	15	0	0	0
	22 ▲ Pajero Mini	32	3	2	0	0
	23 ▲ eK Wagon	0	0	0	0	0
	24 ▲ Minicab	0	0	100	0	0
	25 ▲ TownBox	0	2	0	420	0
	26 ▲ L300 Delica (Former model exported only)	29,110	13,353	16,072	7,654	8,207
	27 ▲ Lancer / Mirage (Former model exported only)	176,134	127,136	112,970	47,655	33,076
	28 ▲ Pajero Junior	3	0	0	0	0
29 ▲ FTO	49	42	25	0	0	
30 ▲ TownBox Wide	0	1	664	2,640	0	
■ PMC	31 ▲ Pajero	90,416	65,212	129,198	85,324	106,381
	32 ▲ Montero Sports (export only)	70,201	95,481	91,929	77,757	69,255
	33 ▲ Jeep (military use)	0	0	0	0	0
<b>Total</b>	<b>467,606</b>	<b>387,004</b>	<b>426,735</b>	<b>333,853</b>	<b>427,235</b>	

Notes: 1. Fiscal year: April to March

2. Export shipments are the total of built up vehicles and knock down kits

■ MMC and consolidated subsidiaries  
▲ Mitsubishi badged vehicle

## Principal operational facilities in Japan



# North America

## Highlights

- North American operations post their fourth consecutive year of higher sales since 1999; Record sales of 360,000 units in 2002
- Mitsubishi Motors North America Inc. (MMNA), a new company to oversee MMC's sales, manufacturing, finance and R&D operations in North America, established in January 2003
- MMC moves into the Canadian market in September 2002 and Mexico in January 2003
- New Endeavor launched in March 2003
- Launch of new Galant scheduled for November 2003

## Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
MMNA (Illinois U.S.A.)	1 ▲ Galant	45,915	64,786	104,313	94,820	100,760
	2 ▲ Eclipse	50,966	54,340	77,795	70,565	75,323
	3 Chrysler Sebring / Stratus	60,162	40,727	40,282	28,359	28,140
	4 ▲ Endeavor	—	—	—	—	10
<b>Total</b>		157,043	159,853	222,390	193,744	204,233

Note: Calendar year: January to December

■ MMC and consolidated subsidiaries  
▲ Mitsubishi badged vehicle

## Supervision of operations (As at 31 March, 2003)

■ Mitsubishi Motors North America, Inc. (MMNA)	
Location:	Cypress, California
Capitalization:	USD 398.8 million
Activities:	Automobile importing, sales and manufacturing
Plant Location:	Normal, Illinois
Models produced:	See table on page 10
Models sold:	See table on page 11
MMC voting rights:	100.0%

## R&D facilities (As at 31 March, 2003)

■ Mitsubishi Motor R&D of America, Inc. (MRDA)	
Location:	Ann Arbor, Michigan
Capitalization:	USD 2.0 million
Activities:	Market research, product development, design, testing, certification
MMC voting rights:	100.0%

## Sales organization

United States	
Sales outlets	(As at 31 March, 2003)
	637











Sales financing (As at 31 March, 2003)	
■ Mitsubishi Motors Credit of America, Inc. (MMCA)	
Location:	Cypress, California
Capitalization:	USD 260.0 million
Activities:	Automobile financing, leasing
MMC voting rights:	100.0%

Canada	
Distributor	(As at 31 March, 2003)
■ Mitsubishi Motor Sales of Canada, Inc. (MMSCAN)	
Location:	Mississauga, Ontario
Capitalization:	CAD 2.0 million
Activities:	Automobile importing, sales
MMC voting rights:	100.0%







Puerto Rico	
Distributor	(As at 31 March, 2003)
■ Mitsubishi Motors Sales of Caribbean, Inc. (MMSC)	
Location:	Toa Baja
Capitalization:	USD 13.5 million
Activities:	Automobile importing, sales
MMC voting rights:	100.0%

## Sales volume by model






(Unit: vehicles)









Production facility / Assembler	Sales Country	Model	1998	1999	2000	2001	2002
MMNA (Illinois U.S.A.)	U.S.A.	1  Galant	44,202	74,782	96,452	93,878	97,343
		2  Eclipse / Eclipse Spyder	57,955	61,874	71,307	70,351	72,040
		3  Endeavor	—	—	—	—	—
Nagoya Plant (Japan)		4  GTO	4,164	3,419	117	1	0
Mizushima Plant (Japan)		5  Lancer Cedia (Lancer)	0	0	0	25,084	69,007
		6  Lancer / Mirage (Lancer)	33,072	47,136	49,369	29,957	6,830
		7  Airtrek (Outlander)	—	—	—	—	11,346
PMC (Japan)		8  Pajero (Montero)	4,120	5,115	21,578	24,802	19,181
		9  Challenger (Montero Sport)	38,439	59,007	66,375	61,093	54,922
MMAL (Australia)		10  Diamante	8,563	9,921	9,219	17,227	14,352
<b>Total</b>			<b>190,515</b>	<b>261,254</b>	<b>314,417</b>	<b>322,393</b>	<b>345,111</b>

**Total market volume** 15,542,983 16,891,338 17,347,676 17,120,787 **16,815,923**

MMNA (Illinois U.S.A.)	Canada	1  Galant	—	—	—	—	475
		2  Eclipse / Eclipse Spyder	—	—	—	—	410
Nagoya Plant (Japan)		3  Lancer Cedia (Lancer)	—	—	—	—	1,805
		4  Airtrek (Outlander)	—	—	—	—	258
PMC (Japan)		5  Pajero (Montero)	—	—	—	—	94
		6  Challenger (Montero Sport)	—	—	—	—	181
<b>Total</b>			<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,223</b>



**Total market volume** — — — — **539,902**

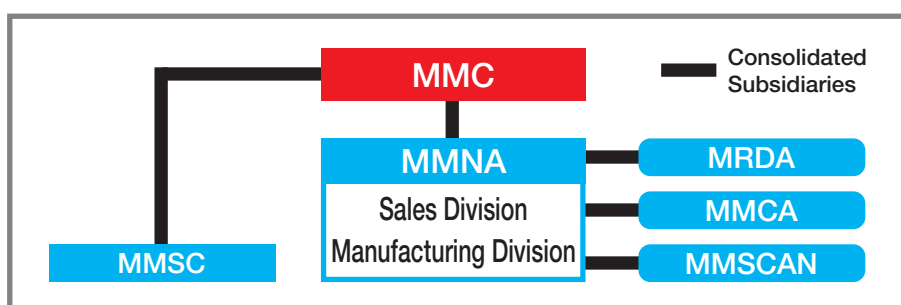
MMNA (Illinois U.S.A.)	Mexico	1  Galant	—	—	—	—	16
		2  Eclipse / Eclipse Spyder	—	—	—	—	26
PMC (Japan)		3  Pajero (Montero)	—	—	—	—	57
		4  Challenger (Montero Sport)	—	—	—	—	93
NedCar (The Netherlands)		5  Space Star	—	—	—	—	31
<b>Total</b>			<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>223*</b>

MMNA (Illinois U.S.A.)	Puerto Rico	1  Galant	—	—	—	—	150
		2  Eclipse / Eclipse Spyder	—	—	—	—	134
Mizushima Plant (Japan)		3  Airtrek (Outlander)	—	—	—	—	1,370
		4  Lancer Cedia (Lancer)	—	—	—	—	3,143
		5  Lancer / Mirage (Lancer)	—	—	—	—	1,516
PMC (Japan)		6  Pajero	—	—	—	—	1,298
		7  Challenger (Montero Sport)	—	—	—	—	915
MMAL (Australia)		8  Diamante	—	—	—	—	181
<b>Total</b>			<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>8,707</b>

**Total** — — — — **357,041**

Notes: 1. Calendar year: January to December (figures for Mexico are not included in the total)  
 2. Model names in parentheses indicate local market name  
 3. Unit sales for Mexico are for the first three calendar months of 2003  
 4. From fiscal 2002, Puerto Rico has been included in figures for North America

 MMC and consolidated subsidiaries  
 Mitsubishi badged vehicle



## Highlights

- Production of new compact car that shares the same platform as the Colt model to begin early fiscal 2004 at NedCar in the Netherlands
- European general sales company Mitsubishi Motor Sales Europe B.V. (MMSE) merged with Mitsubishi Motors Europe B.V. (MME), the company overseeing MMC's European operations

## Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ NedCar (The Netherlands)	1 ▲ Carisma	77,373	53,871	29,800	22,203	28,776
	2 ▲ Space Star	13,305	58,383	30,116	44,908	46,824
IPF (Italy)	3 ▲ Pajero Pinin	0	9,595	18,626	12,150	11,300
<b>Total</b>		<b>90,678</b>	<b>121,849</b>	<b>78,542</b>	<b>79,261</b>	<b>86,900</b>

Notes: 1. Calendar year: January to December

2. NedCar will also continue to produce Volvo S40/Y40 models until 2004

IPF: Industrie Pininfarina S.p.A.

■ MMC and consolidated subsidiaries

▲ Mitsubishi badged vehicle

## Sales volume by country

(Unit: vehicles)

Country	1998	1999	2000	2001	2002
Germany	64,403	67,028	51,560	39,146	39,345
Austria	9,665	8,574	7,285	5,666	5,625
U.K.	22,865	19,541	18,087	22,133	26,419
Irish Republic	6,215	6,667	7,821	5,074	4,230
The Netherlands	19,232	20,770	16,232	11,898	8,282
Belgium	14,816	16,235	14,499	8,137	6,927
France	6,951	8,949	6,894	10,062	10,314
Italy	16,009	24,760	26,304	24,379	21,554
Portugal	14,837	17,307	17,368	10,326	7,331
Spain	15,523	19,483	20,511	22,355	19,435
Greece	3,909	5,089	5,409	4,407	5,617
Denmark	5,386	4,454	3,149	2,310	2,725
Finland	3,422	3,314	2,784	1,511	815
Sweden	8,035	11,053	10,390	7,375	7,396
Switzerland	9,889	9,335	9,998	8,221	7,506
Norway	8,021	6,857	5,611	4,075	3,238
Iceland	882	1,027	890	378	313
Other	47,146	32,351	33,464	25,530	25,921
<b>Total</b>	<b>277,206</b>	<b>282,794</b>	<b>258,256</b>	<b>212,983</b>	<b>202,993</b>
<b>Total market volume</b>	<b>16,041,509</b>	<b>16,871,151</b>	<b>16,654,751</b>	<b>16,680,641</b>	<b>16,178,105</b>

Notes: 1. Calendar year: January to December

2. Total market volume represents sum of EU and EFTA sales

## Supervision of operations (As at 31 March, 2003)

■ Mitsubishi Motors Europe B.V. (MME)	
Location:	Schipol-Rijk, The Netherlands
Capitalization:	EUR 53 million
Activities:	Holding company, exports, sales of automobiles and parts
MMC voting rights:	100.0%
Models sold:	See table below

## R&D facilities (As at 31 March, 2003)

■ Mitsubishi Motors R&D of Europe GmbH (MRDE)	
Location:	Trebur, Germany
Capitalization:	EUR 767,000
Activities:	Product development, testing, certification
MMC voting rights:	100.0%

## Production facilities (As at 31 March, 2003)

■ Netherlands Car B.V. (NedCar)	
Location:	Born, The Netherlands
Capitalization:	EUR 250 million
Activities:	Manufacture and sales of automobile and parts
MMC voting rights:	100.0%
Models produced:	See table on page 12

## Sales organization

Distributors	(As at 31 December, 2002)
	32

Sales outlets	(As at 31 December, 2002)
	2,400 sales outlets approx.

## Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ NedCar (The Netherlands)	1 ▲ Carisma	74,175	57,209	38,548	28,647	30,429
	2 ▲ Space Star	4,788	42,781	38,164	42,987	44,945
IPF (Italy)	3 ▲ Pajero iO (Pajero Pinin)	0	0	14,010	15,907	13,076
■ Nagoya Plant (Japan)	4 ▲ Galant	14,099	12,702	9,558	5,851	4,301
	5 ▲ Legnum (Galant)	9,050	7,683	5,253	3,359	2,719
	6 ▲ Chariot Grandis (Space Wagon)	11,937	17,809	10,828	6,316	4,991
	7 ▲ RVR (Space Runner)	5,249	2,831	3,539	1,671	454
	8 ▲ L200 Strada (L200)	8,024	1,002	0	0	0
■ Mizushima Plant (Japan)	9 ▲ GTO (3000GT)	197	174	224	0	0
	10 ▲ Libero (Lancer Wagon)	6,819	4,841	5,157	1,940	98
	11 ▲ Delica Space Gear (Space Gear)	8,226	8,814	7,360	3,499	1,009
	12 ▲ L300 Delica (L300)	18,655	8,989	7,440	2,736	1,451
■ PMC (Japan)	13 ▲ Mirage (Colt)	41,860	33,207	25,089	10,243	9,034
	14 ▲ Lancer	0	0	0	1,516	89
	15 ▲ Pajero	38,498	26,040	32,306	36,638	36,314
■ MMNA (U.S.A.)	16 ▲ Challenger (Montero sport)	991	16,159	15,001	10,973	12,626
	17 ▲ Other	210	2,164	411	121	127
■ MMNA (U.S.A.)	18 ▲ Eclipse / Eclipse Spyder	1,111	551	0	0	0
■ MSC (Thailand)	19 ▲ L200 Strada (L200)	33,317	39,838	45,368	40,579	41,330
	20 ▲ Lancer	0	0	0	*	*
<b>Total</b>		<b>277,206</b>	<b>282,794</b>	<b>258,256</b>	<b>212,983</b>	<b>202,993</b>

### Total market volume

16,041,509	16,871,151	16,654,751	16,680,641	<b>16,178,105</b>
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Notes: 1. Calendar year: January to December

2. Total market volume represents sum of EU and EFTA sales

3. Model names in parentheses indicate local market name

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

5. \*Including the Lancer model manufactured at the Mizushima Plant

■ MMC and consolidated subsidiaries

▲ Mitsubishi badged vehicle

## Highlights

## China

- Plans on the table to lift sales in China to 300,000 units by 2007, or 400,000 units including the Taiwanese market
- March 2003, Beijing Jeep Corporation (BJC) begins production of the Pajero Sports, the first Mitsubishi-badged vehicle to be manufactured and sold locally
- BJC scheduled to begin production and launch the Outlander model (Airtrek in Japan) in the first quarter of fiscal 2004
- Launch of the Grandis to be launched during fiscal 2004

## Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ MSC (Thailand)	1 ▲ L200 Strada	61,434	70,703	84,813	78,845	92,756
	2 ▲ Lancer	298	6,408	5,401	5,302	12,076
■ MMPC (Philippines)	3 ▲ Lancer	3,411	2,140	1,880	2,574	1,294
	4 ▲ Adventure	6,258	4,775	6,729	7,714	7,742
	5 ▲ L300 Delica	3,698	3,707	2,918	2,079	2,925
	6 ▲ L200 Strada	0	950	1,577	1,253	1,166
KKM (Indonesia)	7 ▲ Galant	360	550	1,530	540	210
	8 ▲ Kuda	50	6,847	20,916	4,776	9,669
	9 ▲ Lancer	560	450	1,710	690	577
KRM (Indonesia)	10 ▲ Colt T120SS	1,913	3,433	6,768	10,416	15,268
	11 ▲ Colt L300	2,175	2,055	13,485	16,320	14,700
PROTON (Malaysia)	12 Saga Iswara	49,145	65,256	52,811	51,306	46,534
	13 Satria / Putra	7,129	6,475	5,423	4,694	17,771
	14 Wira	37,227	93,862	93,860	112,878	88,478
	15 Waja	0	0	25,382	61,715	63,726
USF (Malaysia)	16 ▲ L200 Strada	0	0	0	4,470	5,370
CMC (Taiwan)	17 ▲ Freeca	16,008	14,653	17,044	13,531	12,537
	18 ▲ Galant	24,170	4,764	10,157	2,698	2,461
	19 Varica / Berica	0	20,645	21,290	17,141	17,818
	20 ▲ Lancer	28,063	26,463	21,756	19,054	25,575
	21 ▲ Delica Space Gear	5,750	7,423	8,125	5,133	4,192
	22 ▲ Delica Truck	4,986	4,342	3,835	2,686	3,025
	23 ▲ L300 Delica	5,385	4,821	3,637	2,536	1,981
	24 ▲ Chariot Grandis	0	0	0	3,191	17,267
SEMC (China)	25 Freeca	0	0	1,050	7,350	8,970
	26 L300 Delica	0	0	3,600	13,440	37,230
	27 Lancer	—	—	—	—	30
LMC (China)	28 Delica Space Gear	0	0	0	690	600
HHMC (China)	29 Mirage Dingo	—	—	—	—	13,920
HML (India)	30 ▲ Lancer	2,110	7,427	8,032	6,528	5,760
M&M (India)	31 L300 Delica	2,400	0	0	0	0
<b>Total</b>		<b>262,530</b>	<b>358,149</b>	<b>423,729</b>	<b>459,550</b>	<b>531,628</b>

Notes: 1. Calendar year: January to December (operations in Malaysia have an April to March fiscal year)

2. Harbin Hafei Motor Co., Ltd. (China) started production of the Mirage Dingo in February 2002.

■ MMC and consolidated subsidiaries

▲ Mitsubishi badged vehicle

MSC: MMC Sittipol Co., Ltd.

MMPC: Mitsubishi Motors Philippines Corp.

KKM: P.T. Krama Yudha Kesuma Motors

KRM: P.T. Krama Yudha Ratu Motors

PROTON: Perusahaan Otomobil Nasional Bhd.

USF: United Straits Fuso Sdn. Bhd.

CMC: China Motor Corp.

SEMC: South East (Fujian) Motor Corporation Ltd.

LMC: Dongfeng Liuzhou Motor Co., Ltd.

HML: Hindustan Motors Ltd.

M&amp;M: Mahindra &amp; Mahindra Ltd.



## R&D facilities

(As at 31 March, 2003)

None

## Production facilities (consolidated subsidiaries only listed)

**Thailand** (As at 31 March, 2003)

■ MMC Sittipol Co. Ltd. (MSC)	
Location:	Phatumthane
Capitalization:	THB 16.1 million
Activities:	Importing, assembly, sales of automobiles
MMC voting rights:	99.9%
Models produced:	See table on page 15

(As at 31 March, 2003)

■ MSC Engineering Co., Ltd.	
Location:	Laemchabang
Capitalization:	THB 20.0 million
Activities:	Manufacture of automobile engines
MMC voting rights:	99.0%

**Philippines** (As at 31 March, 2003)

■ Mitsubishi Motors Philippines Corp. (MMPC)	
Location:	Cainta Rizal
Capitalization:	PHP 1,640 million
Activities:	Importing, assembly, sales of automobiles
MMC voting rights:	51.0%
Models produced:	See table on page 16

(As at 31 March, 2003)

■ Asian Transmission Corp. (ATC)	
Location:	Calamba Laguna
Capitalization:	PHP 350 million
Activities:	Manufacture, sales of automobile parts
MMC voting rights:	84.7%

## Sales volume by country/area

(Unit: vehicles)

Country / Area	1998	1999	2000	2001	2002
Thailand	14,765	17,354	28,266	23,665	32,010
Philippines	18,355	14,805	15,285	16,367	15,770
Indonesia	4,438	16,407	42,481	34,156	41,510
Malaysia	86,458	150,622	177,384	239,432	212,342
Taiwan	89,000	75,200	77,500	70,500	91,454
China	22,500	13,700	37,600	42,400	70,461
Hong Kong	*	*	*	*	689
India	*	*	*	*	6,202
Sri Lanka	*	*	*	*	586
Bangladesh	*	*	*	*	316
Vietnam	*	*	*	*	2,369
Singapore	*	*	*	*	4,461
Brunei	*	*	*	*	1,113
Other	8,138	14,630	16,463	15,372	0
<b>Total</b>	<b>243,654</b>	<b>302,718</b>	<b>394,979</b>	<b>441,892</b>	<b>479,283</b>

Notes: 1. Calendar year: January to December (operations in Malaysia have an April to March fiscal year)

2. "Other" refers to Country/Area produced in Asia which are not listed in the above table

3. \* Included in "Other"

## Thailand Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ MSC	1 ▲ L200 Strada	61,434	70,703	84,813	78,845	92,756
	2 ▲ Lancer	298	6,408	5,401	5,302	12,076
<b>Total</b>		<b>61,732</b>	<b>77,111</b>	<b>90,214</b>	<b>84,147</b>	<b>104,832</b>

Notes: 1. Calendar year: January to December

2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock down kit production excluded)

## Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ MSC (Thailand)	1 ▲ L200 Strada	11,286	13,125	24,418	18,759	24,207
	2 ▲ Lancer	3,152	4,034	3,696	4,773	703
■ Nagoya Plant (Japan)	3 ▲ Galant	147	26	7	4	0
	4 ▲ Chariot Grandis	4	0	0	0	0
■ Mizushima Plant (Japan)	5 ▲ L300 Delica	0	48	0	0	0
	6 ▲ Lancer Wagon	—	—	—	—	7,010
■ PMC (Japan)	7 ▲ Pajero	176	121	145	129	89
	8 ▲ Other	—	—	—	—	1
<b>Total</b>		<b>14,765</b>	<b>17,354</b>	<b>28,266</b>	<b>23,665</b>	<b>32,010</b>

Total market volume

137,477      211,146      252,729      288,783      399,204

Note: Calendar year: January to December

■ MMC and consolidated subsidiaries  
▲ Mitsubishi badged vehicle

## The Philippines

### Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ MMPC	1 ▲ Lancer	3,411	2,140	1,880	2,574	1,294
	2 ▲ Adventure	6,258	4,775	6,729	7,714	7,742
	3 ▲ L300 Delica	3,698	3,707	2,918	2,079	2,925
	4 ▲ L200 Strada	0	950	1,577	1,253	1,166
<b>Total</b>		<b>13,367</b>	<b>11,572</b>	<b>13,104</b>	<b>13,620</b>	<b>13,127</b>

Notes: 1. Calendar year: January to December

2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock down kit production excluded)

### Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ MMPC (Philippines)	1 ▲ Lancer	4,456	2,228	1,886	2,595	1,528
	2 ▲ Adventure	6,319	4,709	6,824	7,711	7,778
	3 ▲ L300 Delica	3,965	3,556	3,115	2,076	2,933
	4 ▲ L200 Strada	975	1,375	1,614	1,188	1,197
■ Nagoya Plant (Japan)	5 ▲ Galant	561	491	73	58	0
■ Mizushima Plant (Japan)	6 ▲ Delica Space Gear	647	41	277	59	48
	7 ▲ L300 Delica	714	63	240	572	334
■ PMC (Japan)	8 ▲ Pajero	532	2,264	1,256	2,108	1,913
	9 ▲ Other	186	78	0	0	39
<b>Total</b>		<b>18,355</b>	<b>14,805</b>	<b>15,285</b>	<b>16,367</b>	<b>15,770</b>
<b>Total market volume</b>		<b>77,623</b>	<b>71,943</b>	<b>81,397</b>	<b>74,780</b>	<b>83,531</b>

Notes: 1. Calendar year: January to December

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

## Indonesia

### Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
KKM	1 ▲ Galant	360	550	1,530	540	210
	2 ▲ Kuda	50	6,847	20,916	4,776	9,669
	3 ▲ Lancer	560	450	1,710	690	577
KRM	4 ▲ Colt T120SS	1,913	3,433	6,768	10,416	15,268
	5 ▲ Colt L300	2,175	2,055	13,485	16,320	14,700
<b>Total</b>		<b>5,058</b>	<b>13,335</b>	<b>44,409</b>	<b>32,742</b>	<b>40,424</b>

Notes: 1. Calendar year: January to December

2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock down kit production excluded)

### Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
KKM (Indonesia)	1 ▲ Galant	362	673	1,487	487	223
	2 ▲ Kuda	91	6,438	18,505	6,019	10,240
	3 ▲ Lancer	405	601	1,620	851	774
KRM (Indonesia)	4 ▲ Colt T120SS	1,710	3,950	6,915	10,417	15,168
	5 ▲ Colt L300	1,792	4,745	13,732	16,381	14,558
■ PMC (Japan)	6 ▲ Pajero	78	0	222	0	0
■ MMAL (Australia)	7 ▲ Magna / Verda	0	0	0	1	0
<b>Total</b>		<b>4,438</b>	<b>16,407</b>	<b>42,481</b>	<b>34,156</b>	<b>40,963</b>
<b>Total market volume</b>		<b>51,189</b>	<b>80,375</b>	<b>264,357</b>	<b>251,561</b>	<b>264,777</b>

Note: Calendar year: January to December

■ MMC and consolidated subsidiaries  
▲ Mitsubishi badged vehicle

## Malaysia

### Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
PROTON	1 Saga Iswara	49,145	65,256	52,811	51,306	46,534
	2 Satria / Putra	7,129	6,475	5,423	4,694	17,771
	3 Wira	37,227	93,862	93,860	112,878	88,478
	4 Waja	0	0	25,382	61,715	63,726
USF	5 ▲ L200 Strada (export only)	0	0	0	4,470	5,370
<b>Total</b>		<b>93,501</b>	<b>165,593</b>	<b>177,476</b>	<b>235,063</b>	<b>221,879</b>

Notes: 1. Fiscal year: April to March

2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock down kit production excluded)

### Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
PROTON (Malaysia)	1 Saga Iswara	50,038	65,708	57,773	51,696	45,993
	2 Satria / Putra	5,671	9,562	9,073	99,613	96,409
	3 Wira	29,522	71,239	87,938	*	*
	4 Waja	0	0	11,622	69,956	57,774
	5 Juara	0	0	0	1,103	275
Nagoya Plant (Japan)	6 Perdana	1,227	4,113	10,978	8,646	4,554
	7 Other	0	0	0	8,418	7,337
<b>Total</b>		<b>86,458</b>	<b>150,622</b>	<b>177,384</b>	<b>239,432</b>	<b>212,342</b>
<b>Total market volume</b>		<b>157,516</b>	<b>279,079</b>	<b>332,172</b>	<b>384,731</b>	<b>414,761</b>

Notes: 1. Fiscal year: April to March

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

3. \* Included in figure for Satria / Putra

## Taiwan

### Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
CMC	1 ▲ Freeca	16,008	14,653	17,044	13,531	12,537
	2 ▲ Galant	24,170	4,764	10,157	2,698	2,461
	3 Varica / Berica	—	20,645	21,290	17,141	17,818
	4 ▲ Lancer	28,063	26,463	21,756	19,054	25,575
	6 ▲ L400	5,750	7,423	8,125	5,133	4,192
	7 ▲ Delica Truck	4,986	4,342	3,835	2,686	3,025
	8 ▲ L300 Delica	5,385	4,821	3,637	2,536	1,981
	9 ▲ Space Wagon	—	—	—	3,191	17,267
	<b>Total</b>		<b>84,362</b>	<b>83,111</b>	<b>85,844</b>	<b>65,970</b>

Notes: 1. Calendar year: January to December

2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock down kit production excluded)

### Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
CMC (Taiwan)	1 ▲ Lancer	27,755	26,391	24,601	21,415	27,023
	2 ▲ Galant	12,322	8,968	7,661	4,806	2,927
	3 ▲ Space Wagon	0	0	0	1,574	18,395
	4 ▲ Freeca	15,157	15,097	16,302	14,250	13,426
	5 ▲ L400	5,921	7,478	7,553	5,860	4,434
	6 ▲ Delica / Delica Truck	10,942	8,704	7,155	5,530	5,359
	7 Varica / Berica	23,869	21,127	19,793	18,300	18,944
	8 ▲ Pajero iO	—	—	—	—	277
PMC (Japan)	9 ▲ Pajero	609	224	277	287	370
	10 ▲ Pajero Sport	0	404	344	250	250
	11 ▲ Other	692	65	0	95	1
MMNA (U.S.A.)	12 ▲ Eclipse	85	54	71	32	21
MMAL (Australia)	13 ▲ Diamante	451	301	137	64	27
<b>Total</b>		<b>97,803</b>	<b>88,813</b>	<b>83,894</b>	<b>72,463</b>	<b>91,454</b>
<b>Total market volume</b>		<b>357,322</b>	<b>314,676</b>	<b>287,163</b>	<b>331,042</b>	<b>380,235</b>

Notes: 1. Calendar year: January to December

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

■ MMC and consolidated subsidiaries  
▲ Mitsubishi badged vehicle

# China

## Production volume by model








(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
SEMC	1 Freeca	0	0	1,050	7,350	8,970
	2 L300 Delica	0	0	3,600	13,440	37,230
	3 Lancer	—	—	—	—	30
LMC	4 Delica Space Gear	0	0	0	690	600
HHMC	5 Mirage Dingo	—	—	—	—	13,920
<b>Total</b>		0	0	4,650	21,480	60,750

Note: Calendar year: January to December

## Sales volume by model


(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
CFA (China)	1 Pajero	1,300	3,961	9,040	9,814	15,617
SEMC (China)	2 Freeca	0	0	10,313	15,932	17,827
	3 L300 Delica	5,011	7,705	14,230	14,079	29,633
HHMC (China)	4 Mirage Dingo	—	—	—	—	7,139
Nagoya Plant (Japan)	5  Space Wagon	1,338	341	675	223	9
	6  Galant	233	229	145	32	14
	7  Pajero iO	29	210	227	173	7
Mizushima Plant (Japan)	8  Lancer	232	46	20	125	8
	9  L400	250	107	181	29	11
PMC (Japan)	10  Pajero	14,072	1,148	2,797	1,599	16
	11  Pajero Sport	—	—	—	—	180
<b>Total</b>		22,465	13,747	37,628	42,006	70,461

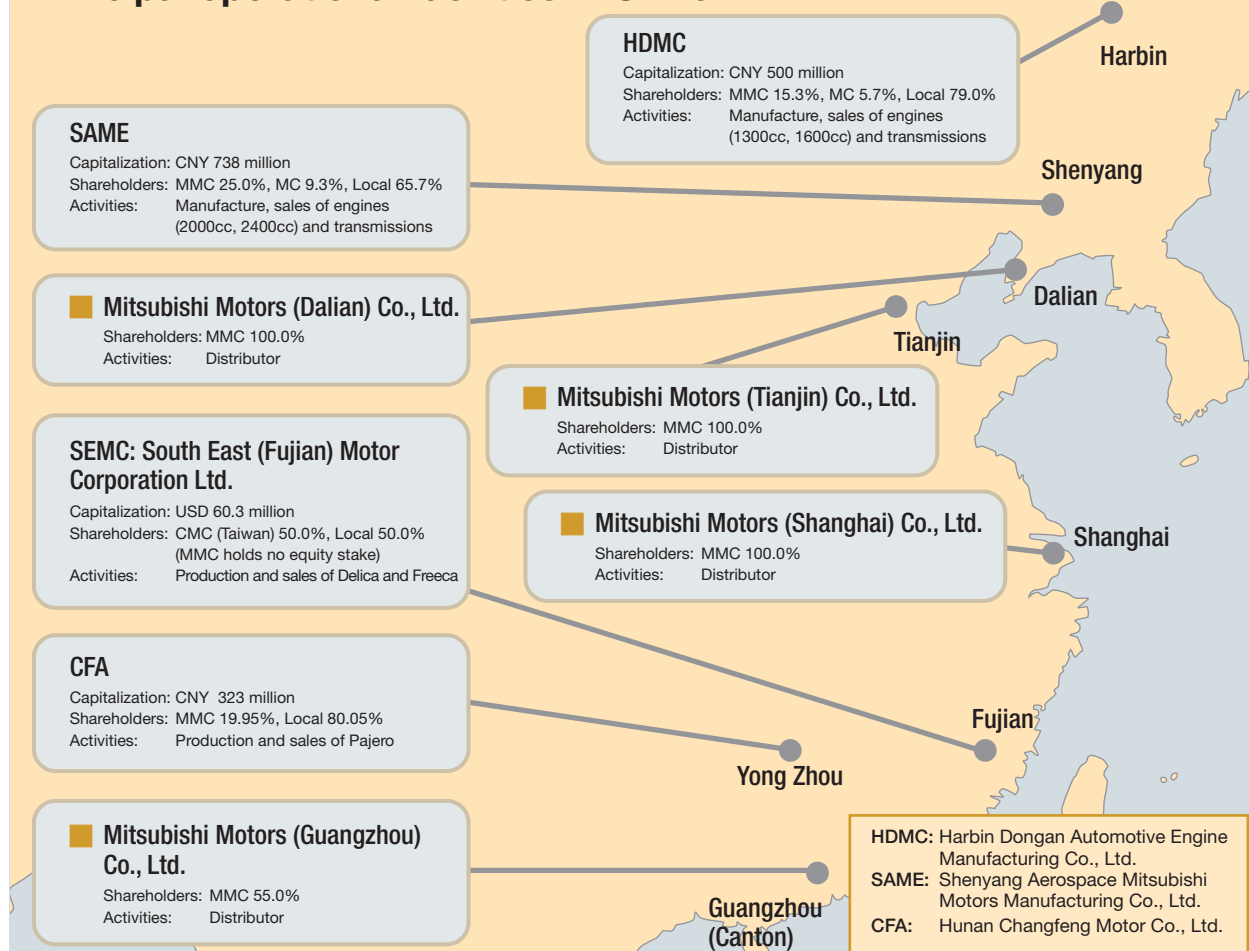
Total market volume 1,648,600 1,882,300 1,882,300 2,039,600 3,256,048

Notes: 1. Calendar year: January to December

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

■ MMC and consolidated subsidiaries  
 Mitsubishi badged vehicle

## Principal operational facilities in China



## Principal operational facilities in Southeast Asia



<b>VSM:</b>	Vina Star Motors Corporation
<b>USF:</b>	United Straits Fuso Sdn. Bhd.
<b>PROTON:</b>	Perusahaan Otomobil Nasional Berhad
<b>CCA:</b>	Cycle & Carriage Automotive Pte Ltd.
<b>KTB:</b>	P.T. Krama Yudha Tiga Berlian Motors
<b>MKM:</b>	P.T. Mitsubishi Krama Yudha Motors and Manufacturing

## Other regions

### Highlights

- MMC manufacturing subsidiary in Australia, Mitsubishi Motors Australia, Ltd. (MMAL), establishes research and development center Mitsubishi Motors R&D Australia (MRDAus)

## Oceania

### Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ MMAL	1 ▲ Magna / Verda	46,574	34,570	38,566	43,801	46,191
<b>Total</b>		46,574	34,570	38,566	43,801	46,191

Note: Calendar year: January to December

### Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ MMAL (Australia)	1 ▲ Diamante (Magna / Verda)	35,844	28,239	26,271	24,381	23,405
■ Nagoya Plant (Japan)	2 ▲ Chariot Grandis (Nimbus)	575	570	473	389	306
	3 ▲ Pajero iO	0	902	705	422	509
■ Mizushima Plant (Japan)	4 ▲ Delica Space Gear (Star Wagon)	799	652	627	417	611
	5 ▲ L300 Delica (Express)	3,020	3,133	2,117	1,625	1,379
	6 ▲ Lancer / Mirage / Libero (Lancer Wagon)	26,715	19,676	25,283	22,331	22,279
■ PMC (Japan)	7 ▲ Pajero	4,761	5,724	7,539	7,491	8,490
	8 ▲ Challenger	1,929	2,085	2,267	2,261	2,032
■ MSC (Thailand)	9 ▲ Triton (L200 Strada)	8,007	6,160	5,317	6,195	6,043
<b>Total</b>		81,650	67,141	70,599	65,512	65,054
<b>Total market volume</b>		788,301	766,423	767,244	753,722	800,697

Notes: 1. Calendar year: January to December

2. Names in parentheses are local market model names

MMAL: Mitsubishi Motors Australia, Ltd.

## Near & Middle East, Africa

### Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
FMCSA (South Africa)	1 L300 Delica	1,137	928	930	150	0
DCSA (South Africa)	2 ▲ L200 Strada	1,528	5,452	10,466	13,494	8,541
<b>Total</b>		2,665	6,380	11,396	13,644	8,541

Notes: 1. Calendar year: January to December

2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock down kit production excluded)

3. Production at FMCSA ceased in February 2001

■ MMC and consolidated subsidiaries

▲ Mitsubishi badged vehicle

FMCSA: Ford Motor Company of Southern Africa

DCSA: DaimlerChrysler South Africa

## Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ Nagoya Plant (Japan)	1 ▲ Galant / Legnum	8,810	4,547	2,582	2,668	4,185
	2 ▲ Chariot Grandis	846	1,004	1,320	934	1,805
	3 ▲ Pajero iO	18	2,953	1,098	976	1,367
	4 ▲ L200 Strada	*	*	*	*	*
	5 ▲ GT0	8	0	0	0	0
■ Mizushima Plant (Japan)	6 ▲ Libero	0	0	7	99	0
	7 ▲ Delica Space Gear	66	38	18	6	19
	8 ▲ Lancer Cedia	0	0	1,847	10,116	27,079
	9 ▲ Lancer Cedia Wagon	0	0	0	4	0
	10 ▲ L300 Delica	4,400	2,744	2,695	2,264	1,783
	11 ▲ Lancer / Mirage	32,555	12,920	3,950	246	470
■ Pajero Manufacturing (Japan)	12 ▲ Pajero	11,897	9,567	8,935	9,140	10,931
	13 ▲ Challenger	0	191	143	126	216
■ MSC (Thailand)	14 ▲ L200 Strada	24,721	19,552	27,830	24,092	19,301
■ MMAL (Australia)	15 ▲ Magna / Verda	185	150	106	658	3,185
■ NedCar (The Netherlands)	16 ▲ Carisma	—	—	—	—	19
	17 ▲ Space Star	—	—	—	—	11
	18 ▲ Other	—	—	—	—	409
<b>Total</b>		83,506	53,666	50,531	51,329	70,780

Notes: 1. Calendar year: January to December  
2. \* Included in data for MSC L200 Strada

MSC: MMC Sittipol Co., Ltd.  
MMAL: Mitsubishi Motors Australia, Ltd.

## Central & South America

### Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ MMCB (Brazil)	1 ▲ L200 Strada	1,560	3,420	6,720	8,820	9,600
<b>Total</b>		1,560	3,420	6,720	8,820	9,600

Notes: 1. Calendar year: January to December  
2. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock down kit production excluded)

MMCB: MMC Automotores do Brasil S.A.

### Sales volume by model (on shipments basis)

(Unit: vehicles)

Production facility / Assembler	Model	1998	1999	2000	2001	2002
■ Nagoya Plant (Japan)	1 ▲ Galant	5,005	3,569	3,193	1,257	746
	2 ▲ Chariot Grandis	1,350	1,104	1,004	660	472
	3 ▲ L200 Strada	*1	*1	9,941	10,980	17,398
	4 ▲ Pajero iO	*2	*2	3,481	2,205	2,482
■ Mizushima Plant (Japan)	5 ▲ Delica Space Gear	67	54	42	24	19
	6 ▲ L300 Delica	4,670	3,082	2,829	1,894	1,590
	7 ▲ Lancer / Mirage	35,729	25,287	18,782	12,537	5,496
■ Pajero Manufacturing (Japan)	8 ▲ Pajero (Montero)	18,871	13,860	10,692	7,998	6,263
	9 ▲ Challenger (Montero Sport)	0	0	11,691	8,296	6,077
	10 ▲ Other	730	833	2,410	328	101
■ MSC (Thailand)	11 ▲ L200 Strada	23,522	21,428	6,315	6,256	582
<b>Total</b>		89,944	69,217	70,380	52,435	41,226

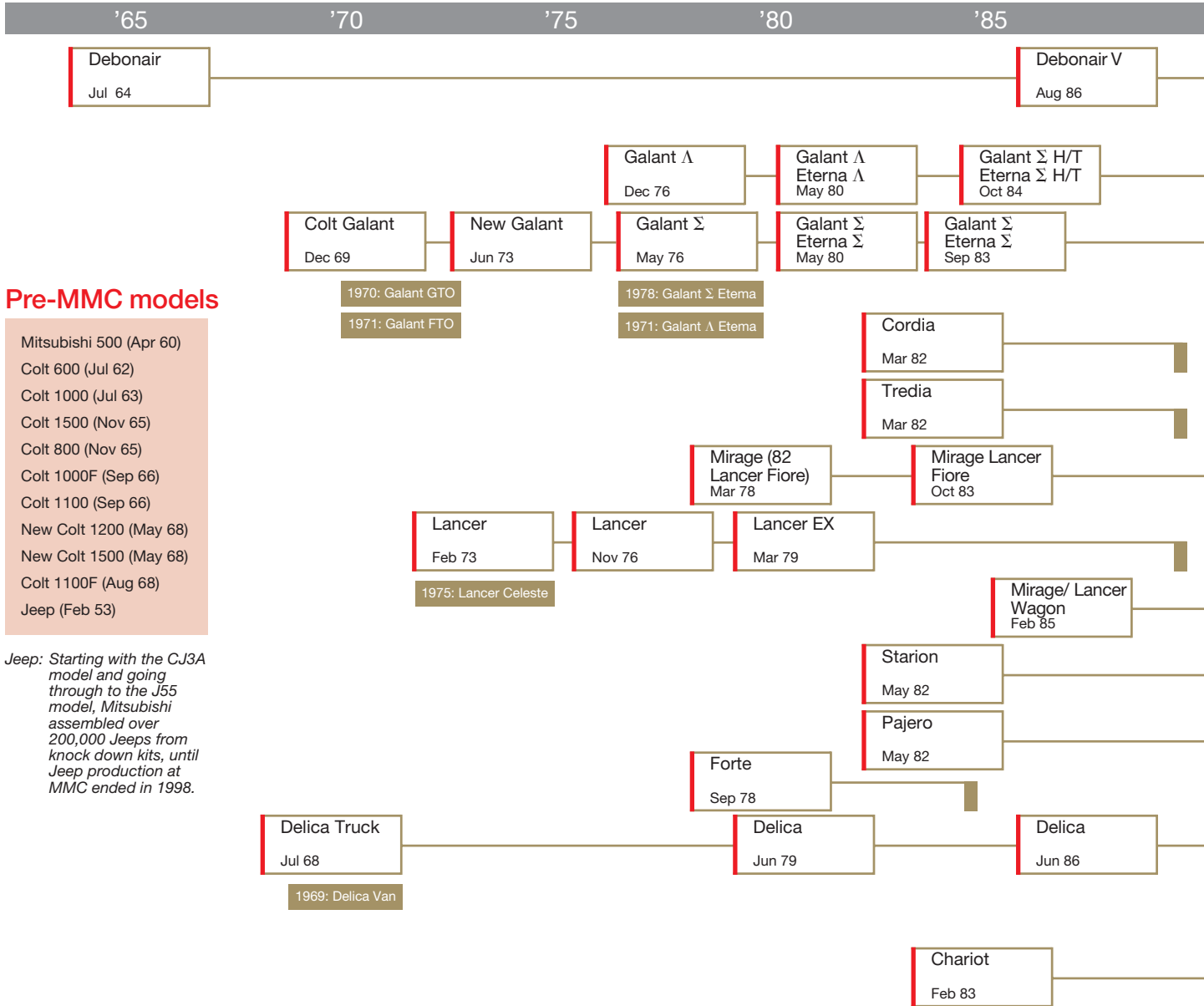
Notes: 1. Calendar year: January to December  
2. "Other" refers to models produced in Japan that are not listed in the above table  
3. \*1 Included in data for L200 Strada  
4. \*2 Included in MSC Lancer / Mirage figures

■ MMC and consolidated subsidiaries  
▲ Mitsubishi badged vehicle

MSC: MMC Sittipol Co., Ltd.

# Products over the years

## Passenger cars

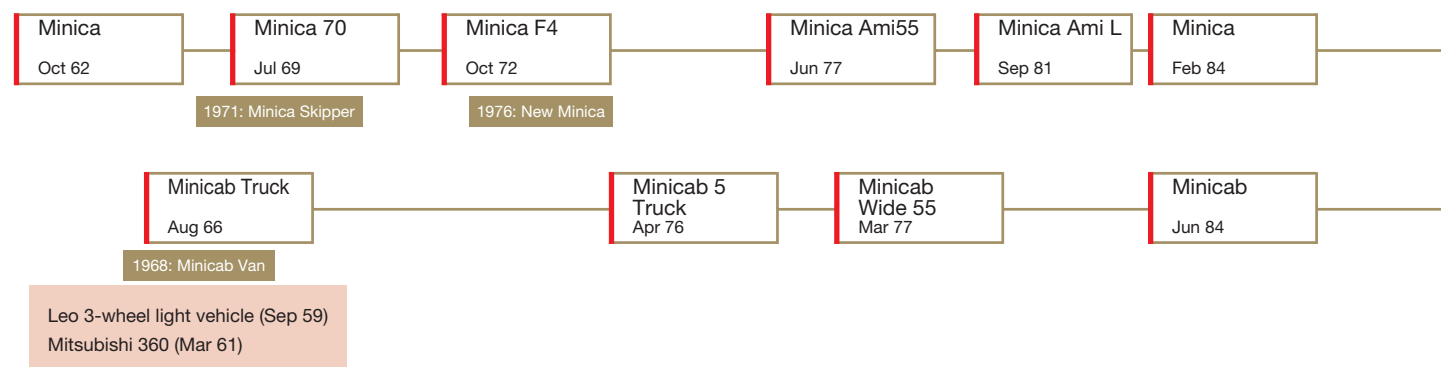


## Pre-MMC models

- 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)

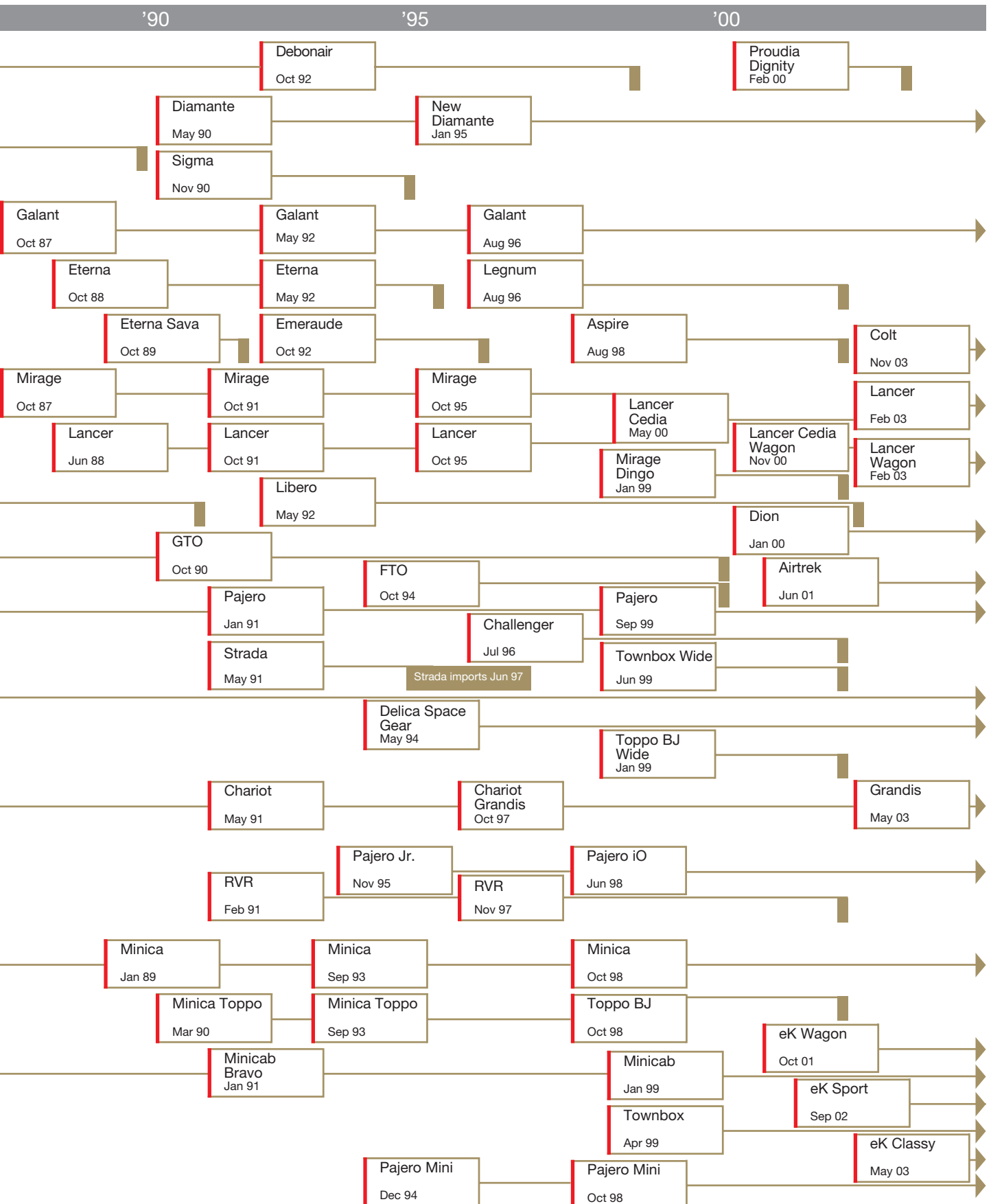
Jeep: Starting with the CJ3A model and going through to the J55 model, Mitsubishi assembled over 200,000 Jeeps from knock down kits, until Jeep production at MMC ended in 1998.

## Minicars (up to 660cc engine size)





As at 30 September, 2003  
 Note: Dates refer to launch date



# Environmental stewardship

## Environmental Sustainability Plan —Targets and performances in Fiscal 2002—

### Environmental management

Category	Item	Target in FY 2002	Performance in FY 2002
DfE (Design for Environment)	Establishment of arrangements for DfE	Establishment of development process to effectively reduce the environmental impact throughout the lifecycle of products	Completed
Relationship with suppliers (Green procurement)	Promotion of acquisition of ISO14001 certification	Promotion of acquisition of ISO14001 certification by all suppliers	59% acquisition rate achieved (304 of 512 suppliers)
Cooperation with dealers	Support for introduction of environmental management systems by dealers	Establishment and operation of environmental management systems by dealers	MMC: revised the promotion plan, and incorporated the construction of environmental management systems with "Dealer Standards" MFTBC: promoting establishment of environmental management systems
Collaboration with domestic and overseas production affiliates	(1) Promotion of acquisition of ISO14001 certification	Expansion of ISO14001 certified operations	Acquired by Mitsubishi Automotive Techno-Metal in March 2003 Acquired by MMAL in March 2003
	(2) Cooperation with domestic production affiliates	Enhancement of "Environmental Sustainability Plan" and promotion of the certain action	Publicizing and implementation through "Group Plant Environmental Liaison Council" (twice a year) and "Plant Environment Topics"
	(3) Cooperation with overseas production affiliates	Strengthening of collaboration with main overseas plants	Strengthening of collaboration through follow-up surveys of state of measures, etc.
Disclosure	Disclosure of environmental information	Regular publication and improvement of environmental reports Improved disclosure of information via the Internet	Simultaneous release in English and Japanese in October 2002 Public announcement of "Environmental Sustainability Plan"

### Recycling

Category	Item	Target in FY 2002	Performance in FY 2002
Promotion of vehicle recycling	Compliance with Japanese and EU legislation on vehicle recycling/improvement of recyclability/reduction of use of hazardous substances	Promotion of collaboration with DaimlerChrysler for development of network for collection of End-of-life vehicles (ELVs) in the EU	Entered into contract in December 2002
		Achievement of the target of recyclability rates (achieve at least 90% since FY 2000)	Achieved by new models (Colt, Lancer Cargo, Canter)
		Prior assessment of recyclability	Prior assessment of recyclability of models developed in FY2002 in accordance with recycling design guidelines
		Promotion of recycling waste materials produced in other industries	Use of recycled materials for Air-cleaner case made from recycled PP and waste paper etc.
		Increase in collection number of replaced bumpers for recycling	A total of 73,520 replaced bumpers collected from dealers around the country (130 bumpers per a month increase from FY2001)
Reduction of waste emissions and improved resource conservation at production stage	(1) Zero emissions of landfill waste	Maintenance of zero emissions of landfill waste at all plants (achieved in FY 2001)	Maintenance of zero landfill waste emissions
	(2) Promotion of recycling	Improvement of waste resource recovery rate (achieve 98% or more by end of FY2005)	7.5% volume per sales amount reduction from FY2001
	(3) Reduction of emissions of byproducts	Reduction of metal scrap and waste casting sand	14% water use reduction from FY2001
	(4) Effective use of water resources	Reduction of water use through greater recycling, etc.	99.4% waste resource recovery rate

## Prevention of global warming

Category	Item	Target in FY 2002	Performance in FY 2002
Improvement of vehicle fuel efficiency	(1) Compliance with new domestic fuel efficiency standards	Pursuit of measures to enable early achievement of 2010 standard by 2005	Increase of achieved vehicles by new models (Colt, Lancer Cargo)
	(2) Attainment of self-targets for EU fuel efficiency	Steady action to achieve self-targets for EU fuel efficiency in 2009	Development of high fuel efficiency technologies (improvement of engines and drive systems, reduction of weight, etc.)
	(3) Truck and bus measures	Development of high fuel efficiency components	Development of aluminum frames Promotion of expansion of lineup of vehicles fitted with idling prevention systems as standard and INOMAT vehicles
Reduction of use of air conditioner refrigerant	(1) Reduction of use of HFC134a	Use of air conditioners using less refrigerant in new models	Use in new models (Colt, Lancer Cargo, Canter)
	(2) Promotion of development HFC 134a-free air conditioners	Promotion of development of CO <sub>2</sub> refrigerant air conditioners	Under joint development with airconditioning equipment manufacturers
Production and logistics	(1) Reduction of emissions of CO <sub>2</sub> (energy conservation at plants)	CO <sub>2</sub> emissions: 543,000t-CO <sub>2</sub>	506,000t-CO <sub>2</sub>
	(2) Reduction of CO <sub>2</sub> emissions at logistics stage	Reduction of CO <sub>2</sub> emissions per unit shipped by improving transportation efficiency (at least 10% compared with FY2000 by end of FY2005)	Passenger cars: 1.4% reduction from previous fiscal year (44.4kg-CO <sub>2</sub> /vehicle) Trucks: 3.0% reduction from previous fiscal year (45.3kg-CO <sub>2</sub> /vehicle)
	(3) Reduction of packaging and packing materials	Reduction in use of wooden cases per knockdown unit sold (at least 15% compared with FY2000 by end of FY2005)	Introduction of returnable racks/boxes for replacement parts on U.K., Swiss and Austrian routes
Improvement of traffic flow	Improvement of transport environment through use of ITS technology	Promotion of R&D and diffusion of ITS in-car equipment	Increase in vehicles with ETC and car navigation systems and development of commercial ITS additional functions

## Prevention of environmental pollution

Category	Item	Target in FY 2002	Performance in FY 2002
Development and propagation of low emission vehicles, etc.	(1) Promotion of R&D on fuel cell vehicles (FCVs)	Continuation of research with DaimlerChrysler	Establishment of cooperation system with DaimlerChrysler and promotion of research
	(2) Market launch of clean energy vehicles	Promotion of development of EVs, hybrid vehicles and CNG vehicles, etc.	Continuation of development of EV component technologies and entry of EV in Shikoku EV Week 2002 Development of small HEV truck and exhibition at Tokyo Motor Show Entry into market for medium truck and small bus CNG vehicles
	(3) Expansion of use of high fuel efficiency low emission vehicles (LEVs)	Increase in proportion of registered vehicles sold domestically approved as LEVs for government use (high fuel efficiency + U-LEVs) Increase in proportion of registered vehicles sold domestically covered by Green Purchasing Law Increase in proportion of mini-cars sold domestically covered by Green Purchasing Law	33.5% proportion of LEVs approved for government use  53% proportion of vehicles covered by Green Purchasing Law  24% proportion of mini-cars covered by Green Purchasing Law
	(4) Compliance with Japanese and overseas exhaust emission regulations	Increase in proportion of U-LEVs in registered vehicle sales of domestic gasoline passenger cars Timely introduction of vehicles compliant with standards	33.5% proportion of U-LEVs Market launch of vehicles with Canter small engines and Aero Star large engines complied with the 8LG LEV Introduction of small, medium and large trucks for Australian market
Reduction of use of hazardous substances at production stage	(1) Use of lead-free paint for electrodeposition coating	Elimination of lead use on domestic passenger car electrodeposition paint lines	Implemented on all passenger car lines
	(2) Reduction of VOC emissions	Preparation of introducing water-based paints	Promoting construction of new paint factory using water-based paints at Mizushima Plant
	(3) Reduction of dioxin emissions	Dioxin emission concentration target of no more than 1ng-T EQ/m <sup>3</sup> N (10% of limit)	Target attained through appropriate management of incinerators (0.4ng-TEQ/m <sup>3</sup> N)

## Dakar Rally results 1998 – 2003

### 2003 Telefónica-Dakar

Position	Driver	Manufacturer / model	Overall time*
1	H. Masuoka	Mitsubishi Pajero Evolution/Montero Evolution	49:08:52
2	J-P. Fontenay	Mitsubishi Pajero/Montero	+01:52:12
3	S. Peterhansel	Mitsubishi Pajero Evolution/Montero Evolution	+02:16:28
4	C. Sousa	Mitsubishi L200 Strakar	+02:27:47
5	G. De Villiers	Nissan Pick Up	+02:45:55
6	S. Henrard	Volkswagen Tarek	+03:42:15
7	A. Vatanen	Nissan Pick Up	+04:25:59
8	J. Kleinschmidt	Volkswagen Tarek	+08:16:56
9	L. Alphand	BMW X5	+08:56:06
10	J-L. Monterde	Mitsubishi Pajero/Montero	+09:08:19

### 2002 Arras-Madrid-Dakar

Position	Driver	Manufacturer / model	Overall time*
1	H. Masuoka	Mitsubishi Pajero/Montero	46:11:30
2	J. Kleinschmidt	Mitsubishi Pajero/Montero	+00:22:01
3	K. Shinozuka	Mitsubishi Pajero/Montero	+00:35:15
4	J-P. Fontenay	Mitsubishi Pajero/Montero	+01:37:30
5	C. Sousa	Mitsubishi L200	+05:20:57
6	S. Al-Hajri	Mitsubishi L200	+08:24:51
7	L. Alphand	Mitsubishi Pajero/Montero	+10:40:02
8	K. Kolberg	Mitsubishi Pajero/Montero	+12:21:09
9	J-J. Ratet	Toyota	+15:48:03
10	N. Misslin	Mitsubishi Pajero/Montero	+18:04:22

### 2001 Paris-Dakar

Position	Driver	Manufacturer / model	Overall time*
1	J. Kleinschmidt	Mitsubishi Pajero/Montero	70:42:06
2	H. Masuoka	Mitsubishi Pajero/Montero	+00:02:39
3	J-L. Schlesser	Schlesser Buggy Renault	+00:23:29
4	J-M. Servia	Schlesser Buggy Renault	+02:06:24
5	C. Sousa	Mitsubishi L200	+02:08:30
6	J-P. Fontenay	Mitsubishi Pajero/Montero	+03:54:05
7	S. Henrard	Nissan Patrol	+05:05:19
8	G. De Mevius	Nissan Terrano	+06:29:59
9	T. Delavergne	Nissan Terrano	+09:06:26
10	L. Bourgnon	Nissan Terrano	+13:58:08

### 2000 Paris-Dakar-Cairo

Position	Driver	Manufacturer / model	Overall time*
1	J-L. Schlesser	Schlesser Buggy	45:06:03
2	S. Peterhansel	Mega Desert	+00:12:33
3	P. Fontenay	Mitsubishi Pajero/Montero	+00:27:33
4	J-M. Servia	Schlesser Buggy	+00:38:50
5	J. Kleinschmidt	Mitsubishi Pajero/Montero	+01:09:00
6	H. Masuoka	Mitsubishi Pajero/Montero	+01:41:12
7	B. Saby	Protruck	+02:43:15
8	T. De Lavergne	Nissan Terrano	+03:39:28
9	H. Pescarolo	Nissan Patrol	+05:03:10
10	R. Vila Altimir	Nissan Patrol	+06:46:26

### 1999 Granada-Dakar

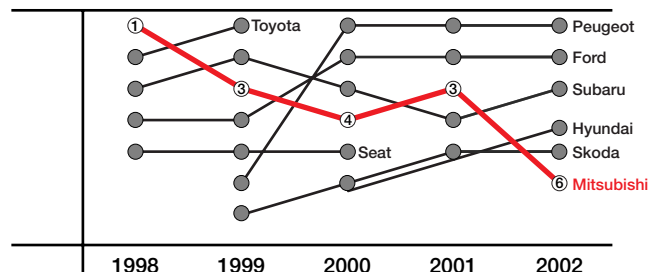
Position	Driver	Manufacturer / model	Overall time*
1	J-L. Schlesser	Schlesser Buggy	70:26:35
2	M. Prieto	Mitsubishi Pajero/Montero	+00:33:38
3	J. Kleinschmidt	Mitsubishi Pajero/Montero	+01:42:02
4	K. Shinozuka	Mitsubishi Pajero/Montero	+02:25:34
5	J-M. Servia	Schlesser Buggy	+03:39:28
6	H. Masuoka	Mitsubishi Challenger/Montero Sport	+05:16:28
7	S. Peterhansel	Nissan Patrol	+06:11:21
8	T. De Lavergne	Nissan Patrol	+06:26:22
9	P. Fontenay	Mitsubishi Pajero/Montero	+08:32:39
10	A. Servia	Nissan Patrol	+12:15:40

Note: \* For second place and after, time behind winner

## World Rally Championship (WRC) results 1998 – 2002

### Over the years

Manufacturer	1998	1999	2000	2001	2002
<b>Mitsubishi</b>	①	③	④	③	⑥
Peugeot	–	⑥	①	①	①
Ford	④	④	②	②	②
Subaru	③	②	③	④	③
Skoda	–	⑦	⑥	⑤	⑤
Hyundai	–	–	⑥	⑤	④
Toyota	②	①	–	–	–
Seat	⑤	⑤	⑤	–	–



### Manufacturer's championship points by year

#### WRC 2002

Mitsubishi drivers: Francois Delecour/Alister McRae

	TOTAL	MC	S	F	E	CY	RA	GR	EAK	FIN	D	I	NZ	AUS	GB
Peugeot	165	4	16	16	16	16	0	9	6	16	16	1	16	16	2
Ford	104	10	6	4	5	2	14	14	14	5	16	5	3	5	10
Subaru	67	12	0	4	4	7	6	2	0	5	2	4	4	4	13
Hyundai	10	0	1	0	0	1	1	1	2	0	0	0	3	0	1
Skoda	9	0	0	0	0	0	5	0	3	0	0	0	0	1	0
<b>Mitsubishi</b>	<b>9</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### WRC 2001

Mitsubishi drivers: Tommi Makinen, Freddy Loix

	TOTAL	MC	S	P	E	RA	CY	GR	EAK	FIN	NZ	I	F	AUS	GB
Peugeot	106	0	0	4	16	0	0	0	6	13	5	16	16	14	16
Ford	86	6	8	6	2	14	14	10	0	6	10	7	0	3	0
<b>Mitsubishi</b>	<b>69</b>	<b>13</b>	<b>10</b>	<b>10</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>
Subaru	66	0	4	3	1	8	6	6	0	7	11	2	7	7	4
Skoda	17	5	1	0	0	0	1	4	4	0	0	0	0	0	2
Hyundai	17	2	3	3	0	0	2	0	0	0	0	0	3	0	4

#### WRC 2000

Mitsubishi drivers: Tommi Makinen, Freddy Loix

	TOTAL	MC	S	EAK	P	E	RA	GR	NZ	FIN	CY	F	I	AUS	GB
Peugeot	111	0	11	0	9	3	6	2	10	13	4	16	16	14	7
Ford	91	6	4	3	4	14	0	16	10	6	16	4	5	0	3
Subaru	88	4	5	16	10	6	13	4	0	2	4	5	1	6	12
<b>Mitsubishi</b>	<b>43</b>	<b>12</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>
Seat	11	3	0	4	0	0	0	0	0	0	0	1	0	3	0
Hyundai	8	0	0	0	0	0	1	0	3	1	0	0	0	3	0
Skoda	8	1	0	3	1	0	0	3	0	0	0	0	0	0	0

#### WRC 1999

Mitsubishi drivers: Tommi Makinen, Freddy Loix

	TOTAL	MC	S	EAK	P	E	F	RA	GR	NZ	FIN	CN	I	AUS	GB
Toyota	109	4	9	10	10	10	18	6	6	5	7	14	4	6	0
Subaru	105	7	3	0	3	5	2	16	10	6	16	9	2	10	16
<b>Mitsubishi</b>	<b>83</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>3</b>	<b>10</b>	<b>6</b>	<b>3</b>	<b>7</b>	<b>11</b>	<b>2</b>	<b>0</b>	<b>13</b>	<b>7</b>	<b>2</b>
Ford	37	0	4	13	11	0	6	1	0	0	0	0	1	0	1
Seat	23	5	0	2	0	1	0	0	0	4	4	2	0	1	4
Peugeot	11	0	0	0	0	0	0	0	0	0	3	0	6	2	0
Skoda	6	0	0	0	0	0	0	0	3	0	0	0	0	0	3

#### WRC 1998

Mitsubishi drivers: Tommi Makinen, Richard Burns

	TOTAL	MC	S	EAK	P	E	F	RA	GR	NZ	FIN	I	AUS	GB
<b>Mitsubishi</b>	<b>91</b>	<b>2</b>	<b>10</b>	<b>10</b>	<b>3</b>	<b>7</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>4</b>	<b>12</b>	<b>10</b>	<b>10</b>	<b>10</b>
Toyota	85	10	6	3	6	6	1	6	9	16	9	3	10	0
Subaru	65	7	3	0	11	0	14	3	11	3	0	10	3	0
Ford	53	7	4	10	2	0	2	4	4	3	4	1	2	10
Seat	1	0	0	0	0	0	0	0	0	0	0	0	0	1

MC....Rallye Monte Carlo S....Swedish Rally F....Tour de Corse E....Rallye Catalunya P....Rallye de Portugal CY....Cyprus Rally  
 RA....Rally Argentina GR....Acropolis Rally EAK....Safari Rally FIN....Rally Finland D....Rallye Deutschland I....Rallye Sanremo  
 NZ....Rally New Zealand AUS....Rally Australia GB....Rally of Great Britain CN....China Rally RI....Rally of Indonesia

## Major alliances and contracts

### Equity alliance and reorganization agreements

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	DaimlerChrysler AG Mitsubishi Corporation Mitsubishi Heavy Industries, Ltd. The Bank of Tokyo-Mitsubishi, Ltd.	Germany Japan Japan Japan	Memorandum of understanding with respect to investment in Mitsubishi Fuso Truck and Bus Corporation (MFTBC), established as described in (Corporate Separation) below.	Signed 20 Sep., 2002
Mitsubishi Motors Corporation	Mitsubishi Corporation Mitsubishi Heavy Industries, Ltd. The Bank of Tokyo-Mitsubishi, Ltd. 7 other companies	Japan Japan Japan Japan	Sale and purchase agreement for shares Agreement concerning the sale by MMC of shares in MFTBC, established as described in (Corporate Separation) below, to Mitsubishi Corporation, Mitsubishi Heavy Industries, Ltd., The Bank of Tokyo-Mitsubishi, Ltd. and seven other companies.	Signed 30 Oct., 2002
Mitsubishi Motors Corporation	DaimlerChrysler AG	Germany	Sale and purchase agreement for shares Agreement concerning the sale by MMC of shares in MFTBC, established as described in (Corporate Separation) below, to DaimlerChrysler AG.	Signed 20 Sep., 2002 Amended 10 Mar., 2003
Mitsubishi Motors Corporation	DaimlerChrysler AG	Germany	Securities subscription agreement (1) MMC to make a new issue of shares, giving DaimlerChrysler AG a 34% equity stake in MMC after issue (share price JPY 405; total JPY 202.4 billion.	Signed 28 Jul., 2000 Amended 8 Sep., 2000 Amended 28 Sep., 2000
	DaimlerChrysler Japan Holding Co., Ltd.	Japan	(2) MMC to issue convertible bonds in a principal amount of JPY 21.3 billion to DaimlerChrysler Japan Holding Co., Ltd.	
Mitsubishi Motors Corporation	DaimlerChrysler AG	Germany	Master alliance agreement Parties agree to form an international alliance covering the design, development, production, assembly, sales, purchasing and import-export of passenger cars and light commercial vehicles.  Note: Due to the December 17, 2002 amendment to the master alliance agreement, the December 13, 1999 and July 27, 2000 amended operational alliance agreements between MMC and DaimlerChrysler MMC Beteiligungsgesellschaft mbH ceased.	Signed 28 Jul., 2000 Amended 8 Sep., 2000 Amended 17 Dec., 2002
Mitsubishi Motors Corporation	DaimlerChrysler AG	Germany	Standstill agreement DaimlerChrysler AG agrees not to increase its holding of Mitsubishi Motors stock beyond 34 percent over the next three years without the approval of the Mitsubishi Motors board.	Signed 28 Jul., 2000 Amended 8 Sep., 2000
Mitsubishi Motors Corporation	Nissan Motor Co., Ltd. JATCO Ltd.	Japan Japan	Reorganization agreement Agreements relating to spinning off the operations of MMC AT and CTV operations into new company, and this company's subsequent merger with JTT: (1) MMC to spin off AT and CVT operations under law governing "Divisions for formation of new small-scale companies." New company to be named Diamondmatic Co., Ltd. (2) Diamondmatic and JATCO to exchange shares. (Note 1)	Signed 25 Mar., 2002
			Shareholders' agreement Agreement relating to rights and obligations between shareholders in respect of the operations of JATCO, in which MMC has an 18% equity interest, and Diamondmatic.  Notes: 1 Due to the signing of the above reorganization and shareholders' agreements, the memorandum of 2001 by MMC, agreement signed on October 3, Nissan Motor and JATCO ceases. 2 Diamondmatic and JATCO signed a contract on May 9, 2002 agreeing to effect an exchange of shares, which took place on July 1, 2002 at an ratio of 1.31423 JATCO shares to one Diamondmatic share. Under the share	Signed 1 Jul., 2002

swap, Diamondmatic became a wholly owned subsidiary of JATCO.

Mitsubishi Motors Corporation	IBM Japan, Ltd.	Japan	IT service agreement MMC agrees to consign to IBM Japan mainframe operation, client server operation, business application development and operation, and other information technology operations.  Note: Due to this agreement, the memorandum of agreement signed on December 7, 2001 by MMC and IBM Japan ceases.	Signed 19 Sep., 2002
Mitsubishi Motors Corporation	Suiryo Plastics Co., Ltd.	Japan	Share swap agreement (1) Details of share swap Under the agreement, Suiryo Plastics becomes a wholly owned subsidiary of MMC. (2) Share swap date On 19 Nov., 2002 (3) Share swap ratio Shareholders of Suiryo Plastics, with the exception of MMC, receive 135.8 MMC shares for every Suiryo Plastics share held. (4) Suiryo Plastics' assets and liabilities Assets: JPY 14,105 million Liabilities: JPY 11,693 million Net assets: JPY 2,412 million	Signed 1 Oct., 2002
Mitsubishi Motors Corporation	Mizushima Industries Co., Ltd.	Japan	Share swap agreement (1) Details of share swap Under the agreement, Mizushima Industries becomes a wholly owned subsidiary of MMC. (2) Share swap date On 19 Nov., 2002 (3) Share swap ratio Shareholders of Mizushima Industries, with the exception of MMC, receive 36.2 MMC shares for every Mizushima Industries share held. (4) Mizushima Industries' assets and liabilities Assets: JPY 3,687 million Liabilities: JPY 2,376 million Net assets: JPY 1,311 million	Signed 1 Oct., 2002
Mitsubishi Motors Corporation	Shigezo Namba	Japan	Share sale agreement Agreement for MMC to sell shares held in Namba Press Industries Co., Ltd. to Shigezo Namba.	Signed 1 Oct., 2002
Mitsubishi Motors Corporation	Shigezo Namba	Japan	Share sale agreement Agreement for MMC to sell shares held in Shankei Industries Co., Ltd. to Shigezo Namba.	Signed 1 Oct., 2002
Mitsubishi Motors Corporation	Hyundai Mobis	South Korea	Share sale agreement Agreement for MMC to sell shares held in Hyundai Motor Company to Hyundai Mobis.  Note: As a result of this agreement, MMC's capital participation agreement with Hyundai Motor Company that has been in effect since April 1982 ceases.	Signed 1 Nov., 2002
Mitsubishi Motors Corporation	Pajero Manufacturing Co., Ltd.	Japan	Share swap agreement (1) Details of share swap Under the agreement, Pajero Manufacturing becomes a wholly owned subsidiary of MMC. (2) Share swap date On 20 Mar., 2003 (3) Share swap ratio Shareholders of Pajero Manufacturing, with the exception of MMC, receive 1.05 MMC shares for every Pajero Manufacturing share held. (4) Pajero Manufacturing's assets and liabilities Assets: JPY 28,452 million Liabilities: JPY 18,016 million Net assets: JPY 10,436 million	Signed 31 Jan., 2003

## Project collaboration agreement

Contracting company	Contracting partner		Contract details	Contract date
	Company	Incorporated in		
Mitsubishi Motors Corporation Mitsubishi Motor Sales Europe B.V. (consolidated subsidiary)	DaimlerChrysler AG Micro Compact Car Smart GmbH	Germany Germany	Master collaboration agreement governing the running and management of a new compact model project.	Signed 13 Oct., 2001

## Supply contract

Contracting company	Contracting partner		Contract details	Contract date
	Company	Incorporated in		
Mitsubishi Motors Corporation	Mazda Motor Corporation	Japan	OEM supply of light commercial vehicles for Japanese market for four years commencing October 1999.	Signed 18 Jun., 1999

## Technical assistance, capital participation, supply contracts

Contracting company	Contracting partner		Contract details	Contract date
	Company	Incorporated in		
Mitsubishi Motors Corporation	Hyundai Motor Company	South Korea	Technical assistance agreement TA relating to engines and transmissions for passenger cars and light commercial vehicles.	Signed Mar., 1987
			Component and parts supply agreement Supply of components and parts for passenger cars.	Signed Aug., 1997

## Technical assistance and supply contracts

Contracting company	Contracting partner		Contract details	Contract date
	Company	Incorporated in		
Mitsubishi Motors Corporation	Perusahaan Otomobil Nasional Bhd. (Proton)	Malaysia	Agreements relating to the Malaysian National Car Project:	
			- TA relating to vehicle development	Signed Nov., 1989
			- TA relating to engine manufacture	Signed Mar., 1989
			- TA relating to transmission manufacture	Signed Mar., 1991
			- TA relating to casting	Signed Dec., 1992
- Parts supply contract	Signed Nov., 1997			

## Technical assistance contract

Contracting company	Contracting partner		Contract details	Contract date
	Company	Incorporated in		
Mitsubishi Motors Corporation	PSA Peugeot Citroen	France	TA relating to engines	Signed Jan., 1999



## Joint venture contracts

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	Harbin Dongan Automotive Engine Manufacturing Co., Ltd.	China	Establishment of Harbin Dongan Automotive Engine Manufacturing Co., Ltd. in connection with automobile engine business in China. MMC has a 15.3% equity holding in this company.	30 years from Sep 1998
	Harbin Aircraft Manufacturing Corporation	China		
	Harbin Dongan Auto-Engine Joint-Stock CO., Ltd.	China		
	Mitsubishi Corporation MCIC Holdings Sdn.	Japan Malaysia		
Mitsubishi Motors Corporation	China Aerospace Automotive Industry Group Corporation	China	Establishment of Shenyang Aerospace Mitsubishi Motors Manufacturing Co., Ltd. in connection with automobile engine business in China. MMC has a 25.0% equity holding in this company.	30 years from Aug 1997
	Shenyang Construction Investment Company	China		
	Mitsubishi Corporation MCIC Holdings Sdn.	Japan Malaysia		
Mitsubishi Motors Corporation	Volvo Car Corporation	Sweden	Contract relating to running and management of Netherlands Car B.V. after the purchase by MMC of Volvo Car Corporation's shareholding in Netherlands Car B.V.	Signed 30 Mar., 2001
Mitsubishi Motors Corporation	DaimlerChrysler Corporation	USA	Global Engine Alliance LLC in the United States to jointly develop in-line 4-cylinder gasoline engines. MMC has a 33.3% equity holding in this company.	Signed 5 May., 2002
	Hyundai Motor Company	South Korea		
Mitsubishi Motors Corporation	DaimlerChrysler AG	Germany	Established MDC Power GmbH to manufacture gasoline engines in Germany. MMC has a 50% equity interest in this company.	Signed 11 Jul., 2002

## Lease contracts

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	Mitsubishi Heavy Industries, Ltd.	Japan	Land leased and lease amount (1) Location 10-5 Oye machi, Minato-ku, Nagoya (2) Area: 87,760.87 m <sup>2</sup> (3) Lease amount: JPY 21.3 million (annually)	27 Mar 2000 to 30 Jun 2002
Mitsubishi Motors Corporation	Mitsubishi Corporation	Japan	Land leased and lease amount (1) Location 16-4 Konan 2-chome, Minato-ku, Tokyo (2) Area: 81,702.85 m <sup>2</sup> (3) Lease amount: JPY 5,403 million (annually)	1 Apr 2003 to 31 Mar 2013
Mitsubishi Motors Corporation	Mitsubishi Corporation	Japan	Land leased and lease amount (1) Location 16-4 Konan 2-chome, Minato-ku, Tokyo (2) Area: 7,340.70 m <sup>2</sup> (3) Lease amount: JPY 1,800 million (annually)	1 Mar., 2002 to end of building's life

## Corporate Separation

At an extraordinary meeting of shareholders held on November 26, 2002, a corporate separation plan was approved by shareholders to spin off MMC's truck and bus operations as a subsidiary. The purpose of the spin-off is to accelerate MMC's Turnaround by giving the truck and bus business an operating base that can prevail amid increasingly difficult economic conditions and by reinforcing MMC's financial position. A concurrent goal is to pave the way for building profitable passenger car operations over the long term.

Details of the corporate separation plan are as follows:

- 1) MMC will separate operations related to trucks and buses and organize these operations as a new company, Mitsubishi Fuso Truck & Bus Corporation (MFTBC) (hereinafter "the new company").
- 2) The new company, upon separation, shall issue 4,000,000 shares of common stock, all of which are to be allotted to MMC.
- 3) The new company's capital and paid-in capital will be as follows:
  1. Capital: ¥15,000,000,000
  2. Paid-in capital: The excess amount as defined in Article 288-2, Clause 1-3-2 of the Commercial Code of Japan.
- 4) The new company will assume the following rights and obligations upon separation:

1. Assets

The new company will receive the following assets related to truck and bus operations from MMC:

- (a) All land and buildings owned by MMC belonging to the Kawasaki Plant, Nakatsu motor pool, Kitsuregawa Proving Ground, Higashiogijima motor pool, Atsugi motor pool and Atsugi Center.
- (b) Property, including machinery and equipment and products.
- (c) Cash
- (d) Receivables, marketable securities, intellectual property rights, other rights

2. Liabilities and Obligations

The new company will assume only the liabilities and obligations associated with truck and bus operations listed from (a) to (f) below from MMC. No other liabilities or obligations, including contingent liabilities and tax liabilities, are to be assumed whatsoever. The succession of liabilities and obligations by the new company exempts MMC from same.

- (a) Accrued expenses incurred in the normal course of conducting truck and bus operations.
- (b) Notes payable, accounts payable, deposits received, advances received, suspense receipts and obligations based on derivative instruments related to foreign currency contracts on revenues and expenses to the extent incurred in the normal course of business, which were incurred prior to the separation date based on a succession agreement that the new company effectively succeeds to upon separation.
- (c) Employees' company savings incurred before the separation date based on an effective continuing employment agreement at the new company following separation.
- (d) Obligations relating to employee retirement allowances that are assumed by the new company following separation to the extent that they are incurred in the normal course of business.
- (e) All guarantees by MMC, which cover aggregate personal loans by employees of approximately ¥10 million for purposes approved by the company, including housing loans, or loans for education, nursing care and sickness, applicable to employees transferred to the new company upon separation.
- (f) All guarantees arising in relation to products of the truck and bus operations.

3. Contracts (excluding 4. below and employment contracts)

The new company shall assume responsibility for the following contracts entered into by MMC.

Lease agreements for land and buildings; basic trade agreements; joint development agreements; special dealership agreements; agreements relating to guarantee obligations for products; debt guarantee agreements whereby MMC guarantees obligations of subsidiaries related to the truck and bus operations; agreements guaranteeing the personal loans of employees that are to be transferred to the new company pursuant to this separation agreement; loan agreements related to advances extended to employees; software licensing agreements; licensing agreements, other agreements such as transportation agreements. Collectively, the above agreements are referred to as "continuous agreements."

However, obligations, excluding obligations specified in 2. above, that have already arisen prior to the separation date based on the continuous agreements or related to same, and obligations that arose before the separation date or thereafter based on the continuous agreements or related to same due to reasons existing prior to the separation date shall not be assumed by the new company.

4. Employment agreements

The new company shall assume responsibility for all employment agreements entered into by MMC relating to employees of the truck and bus operations (hereinafter "continuing employment agreements"). However, obligations, excluding obligations specified in 2. above, that have already arisen prior to the separation date based on continuing employment agreements or related to same, and obligations that arose before the separation date or thereafter based on continuing employment agreements or related to same due to reasons prior to the separation date shall not be assumed by the new company.

Employment agreements that cease to be effective due to mandatory retirement, maturity or other reason up to the separation date are excluded from the definition of continuing employment agreements.

- 5) Company separation date

The date of company separation shall be January 6, 2003.

- 6) Obligation to avoid competition

- (1) MMC shall enter into a non-competition agreement with the new company on the date of the company separation, after which the separation becomes effective, said agreement imposing an obligation for both contracting parties to avoid competition for a period of three years. The details of the non-competition agreement will be decided separately.
- (2) Excluding the obligation to avoid competition to be specified in the non-competition agreement provided for in the previous clause, MMC shall in no way be under any obligation whatsoever to refrain from competition, as specified in Article 25-1 of the Commercial Code of Japan, with the new company.

- 7) Revisions of terms

MMC may revise this company separation plan, where necessary, in the event that there is a material change in the assets of the truck and bus operations as a result of a force majeure or other event.

## Subsidiaries and affiliates

### Affiliates in Japan

Company	Capitalization (JPY million)	Business lines	MMC share of voting rights (%)
Hokkaido Mitsubishi Motors Sales Co., Ltd.	1,750	Automobile sales	100.0
Sapporo Mitsubishi Motors Sales Co., Ltd.	830	Automobile sales	100.0
Iwamizawa Mitsubishi Motors Sales Co., Ltd.	60	Automobile sales	100.0
Sorachi Mitsubishi Motors Sales Co., Ltd.	150	Automobile sales	100.0
Asahikawa Mitsubishi Motors Sales Co., Ltd.	250	Automobile sales	100.0
Iwate Mitsubishi Motors Sales Co., Ltd.	300	Automobile sales	100.0
Sendai Mitsubishi Motors Sales Co., Ltd.	370	Automobile sales	100.0
Fukushima Mitsubishi Motors Sales Co., Ltd.	168	Automobile sales	100.0
Gunma Chuo Mitsubishi Motors Sales Co., Ltd.	200	Automobile sales	100.0
Tochigi Mitsubishi Motors Sales Co., Ltd.	400	Automobile sales	100.0
Tochigi Chuo Mitsubishi Motors Sales Co., Ltd.	505	Automobile sales	100.0
Minami Ibaraki Mitsubishi Motors Sales Co., Ltd.	450	Automobile sales	100.0
Saitama Mitsubishi Motors Sales Co., Ltd.	500	Automobile sales	100.0
Tokyo Mitsubishi Motors Sales Co., Ltd.	2,800	Automobile sales	100.0
Kanagawa Mitsubishi Motors Sales Co., Ltd.	900	Automobile sales	100.0
Kawasaki Mitsubishi Motors Sales Co., Ltd.	870	Automobile sales	100.0
Yokohama Chuo Mitsubishi Motors Sales Co., Ltd.	85	Automobile sales	100.0
Kanagawa Chuo Mitsubishi Motors Sales Co., Ltd.	480	Automobile sales	100.0
Yamanashi Mitsubishi Motors Sales Co., Ltd.	460	Automobile sales	100.0
Matsumoto Mitsubishi Motors Sales Co., Ltd.	440	Automobile sales	100.0
Gifu Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	81.9
Ishikawa Mitsubishi Motors Sales Co., Ltd.	330	Automobile sales	100.0
Mikawa Mitsubishi Motors Sales Co., Ltd.	50	Automobile sales	98.6
Aichi Chuo Mitsubishi Motors Sales Co., Ltd.	630	Automobile sales	100.0
Kinki Mitsubishi Motors Sales Co., Ltd.	1,010	Automobile sales	100.0
Konan Mitsubishi Motors Sales Co., Ltd.	180	Automobile sales	100.0
Nishi Tottori Mitsubishi Motors Sales Co., Ltd.	40	Automobile sales	84.6 (15.4)
Okayama Mitsubishi Motors Sales Co., Ltd.	203	Automobile sales	64.5
Hiroshima Chuo Mitsubishi Motors Sales Co., Ltd.	450	Automobile sales	97.8
Shimane Mitsubishi Motors Sales Co., Ltd.	200	Automobile sales	97.2
Shin Yamaguchi Mitsubishi Motors Sales Co., Ltd.	220	Automobile sales	100.0
Matsuyama Mitsubishi Motors Sales Co., Ltd.	390	Automobile sales	100.0
Oita Mitsubishi Motors Sales Co., Ltd.	230	Automobile sales	100.0
Miyazaki Chuo Mitsubishi Motors Sales Co., Ltd.	260	Automobile sales	90.4
Nagasaki Mitsubishi Motors Sales Co., Ltd.	300	Automobile sales	100.0
Kagoshima Chuo Mitsubishi Motors Sales Co., Ltd.	223	Automobile sales	99.1
Hokkaido Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts	90.0 (45.0)
Tohoku Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	62.0 (15.0)
Michinoku Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	61.0 (11.0)
Kita Kanto Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	75.0 (25.0)
Saitama Mitsubishi Motors Parts Sales Co., Ltd.	60	Automobile parts	90.4 (32.7)
Tokyo Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	100.0 (30.0)
Higashi Kanto Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	56.0 (10.0)
Kanagawa Mitsubishi Motors Parts Sales Co., Ltd.	100	Automobile parts	100.0 (44.4)
Shinetsu Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	50.0 (15.0)
Hokuriku Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts	52.0 (17.0)
Higashi Chugoku Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts	83.0 (43.0)
Nishi Chugoku Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts	55.0 (5.0)
Shikoku Mitsubishi Motors Parts Sales Co., Ltd.*2	100	Automobile parts	50.0
Pajero Manufacturing Co., Ltd.	610	Automobile and parts manufacture, sales	100.0
Ryowa Sheet Metal Processing Co., Ltd.	150	Manufacture, sales of automobile parts	100.0
Ryoji Yohin Sales Co., Ltd.	20	Sales of automobile accessories, air conditioners	100.0
Mitsubishi Automotive Techno-Service Co., Ltd.	400	Automobile servicing	100.0
Mitsubishi Motors Training Center Co., Ltd.	750	Vehicle mechanic school; training for service mechanics	100.0

Company	Capitalization (JPY million)	Business lines	MMC share of voting rights (%)
Mitsubishi Automotive Logistics Co., Ltd.	300	Vehicle transportation contractor	75.0
Mitsubishi Automotive Engineering Co., Ltd.	450	Design and testing of automobiles and parts	100.0
MMC Computer Research, Ltd.	30	Development, design and management of computer software	100.0
MMC Test & Drive Corporation	50	Durability road testing, vehicle servicing	100.0
AVA Design Co., Ltd.	100	Automobile design	100.0
MMC Estec Co., Ltd.	100	Facility construction and management, travel agency	100.0
Kyoryosangyou Corporation	20	Transportation of auto parts	100.0
Mizushima Kokusai Kaikan Co., Ltd.	135	Hotel operations and office leasing	57.7 (9.6)
Ralliart Inc.	54	Motorsport planning and organization	100.0
MMC International Corporation	40	Imports of automobiles and parts	100.0
Mizushima Industries, Ltd.	64	Manufacture, sales of automobile parts	100.0
Suiryo Plastics Co., Ltd.	100	Manufacture, sales of automobile parts	100.0

### Major consolidated subsidiaries outside Japan

Company	Incorporated in	Capitalization (million)	Business lines	MMC share of voting rights (%)
Netherlands Car B.V. (NedCar)* <sup>3</sup>	The Netherlands	EUR 250.0	Manufacture, sales of automobiles and parts	100.0 (15.0)
Mitsubishi Motors Europe B.V. (MME)* <sup>4</sup>	The Netherlands	EUR 1,283.0	Holding company Exports, sales of automobiles and parts	100.0
Mitsubishi Motor Marketing Research Europe GmbH (MMRE)	Germany	DEM 0.4	Market research, information gathering	100.0 (100.0)
Mitsubishi Motor R&D of Europe GmbH (MRDE)	Germany	EUR 0.8	Product development, design, testing, certification	100.0 (100.0)
Mitsubishi Motor Sales Netherlands B.V.	The Netherlands	EUR 6.8	Automobile sales	100.0 (100.0)
Mitsubishi Motors Deutschland GmbH	Germany	EUR 30.0	Automobile sales	100.0 (100.0)
Mitsubishi Motor Sales Sweden AB	Sweden	SNK 51.6	Automobile importing, sales	100.0 (100.0)
Mitsubishi Motor Sales Denmark AS (MMSD)	Denmark	DKK 66.0	Automobile importing, sales	100.0 (100.0)
Mitsubishi Motors R&D of America, Inc. (MRDA)	USA	USD 2.0	Product development, design, testing, certification	100.0 (100.0)
Mitsubishi Motors North America, Inc.* <sup>3, 4</sup>	USA	USD 398.8	Automobile importing, manufacture, sales	100.0
Mitsubishi Motors Credit of America, Inc. (MMCA)	USA	USD 260.0	Automobile financing, leasing	100.0 (100.0)
Mitsubishi Motor Sales of Canada, Inc.	Canada	CAD 2.0	Automobile importing, sales	100.0 (100.0)
Mitsubishi Motor Sales of Caribbean, Inc. (MMSC)	Puerto Rico	USD 13.5	Automobile importing, sales	100.0
MMC Holding New Zealand Ltd.	New Zealand	NZD 48.0	Holding company	100.0
Mitsubishi Motors New Zealand Ltd. (MMNZ)	New Zealand	NZD 27.5	Automobile importing, sales	100.0 (100.0)
Mitsubishi Motors Australia, Ltd. (MMAL)* <sup>2</sup>	Australia	AUD 279.3	Automobile importing, assembly, sales	100.0
MMC International Finance (Netherlands) B.V.	The Netherlands	EUR 0.1	Procurement of funds, group company financing	100.0
Mitsubishi Motors Philippines Corp. (MMPC)	Philippines	PHP 1,640.0	Automobile importing, assembly, sales	51.0
Asian Transmission Corp. (ATC)	Philippines	PHP 350.0	Manufacture, sales of automobile parts	84.7 (79.4)
MMC Sittipol Co., Ltd. (MSC)* <sup>3</sup>	Thailand	THB 16,145.0	Automobile importing, assembly, sales	99.9
MMC Engine Co., Ltd.	Thailand	THB 20.0	Manufacture of automobile engines	99.0 (99.0)
Mitsubishi Motor Parts Sales of Gulf F2E	UAE	UAD 10.0	Importing, sales of automobile panels	100.0

Note: MMC has 32 other affiliates outside Japan in addition to the above.

## Equity method affiliates in Japan

Company	Capitalization (JPY million)	Business lines	MMC share of voting rights (%)
Mitsubishi Fuso Truck & Bus Corporation	20,000	Development, design, manufacture, assembly and sales of trucks, buses and related components	42.0
Hakodate Mitsubishi Motors Sales Co., Ltd.	280	Automobile sales	29.0
Muroran Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	29.0 (29.0)
Tokachi Mitsubishi Motors Sales Co., Ltd.	60	Automobile sales	35.0
Morioka Mitsubishi Motors Sales Co., Ltd.	248	Automobile sales	21.5
Ibaraki Mitsubishi Motors Sales Co., Ltd.	30	Automobile sales	40.0
Meihoku Mitsubishi Motors Sales Co., Ltd.	70	Automobile sales	28.6
Mie Mitsubishi Motors Sales Co., Ltd.	58	Automobile sales	24.8
Kagawa Mitsubishi Motors Sales Co., Ltd.	50	Automobile sales	23.0
Iyo Mitsubishi Motors Sales Co., Ltd.	30	Automobile sales	22.2
Uwajima Mitsubishi Motors Sales Co., Ltd.	30	Automobile sales	26.7
Miyazaki Mitsubishi Motors Sales Co., Ltd.	60	Automobile sales	38.8
Heian Manufacturing Co., Ltd.	60	Manufacture, sales of automobile parts	33.3
Mitsubishi Automobile Credit-Lease Corporation	960	Auto sales financing, leasing, rentals	43.3
Rakusaikamotujidousha Corporation	30	Transportation and warehousing	40.0
Nimura Design Co., Ltd.	48	Automobile design	48.7
Ryoin Co., Ltd.	1,000	Printing and other media services	20.0

## Major equity method affiliates outside Japan

Company	Incorporated in	Capitalization (million)	Business lines	MMC share of voting rights (%)
Mitsubishi Motors do Portugal S.A.	Portugal	EUR 16.5	Importing, sales of automobiles	50.0 (50.0)
MMC Automoviles Espana S.A.	Spain	EUR 1.2	Importing, sales of automobiles	50.0 (50.0)
P.T. Mitsubishi Krama Yudha Motors & Manufacturing	Indonesia	IDR 11,451.0	Manufacture, sales of automobile parts	32.3
Vina Star Motors Corp.	Vietnam	USD 16.0	Manufacture and marketing of automobiles and parts	25.0
Kuala Lumpa (Malaysia) Sendrian Bhd	Malaysia	MYR 2.0	Holding company	25.0

Note: MMC has 4 other affiliates outside Japan in addition to the above.

## Other major related companies

Company	Incorporated in	Capitalization	Business lines	Share of voting rights in MMC (%)
DaimlerChrysler AG	Germany	EUR 2,609 m	Manufacture, sales of automobiles and other transportation equipment	36.9 (3.2)

<sup>1</sup> Figures in parentheses in the "Share of voting rights in MMC" column represent indirect shares.

<sup>2</sup> The affiliate is listed as a subsidiary although MMC's equity holding is less than 50% because it exercises effective control over the company.

<sup>3</sup> Corresponds to a "Special subsidiary" under Japanese tax law.

<sup>4</sup> Net sales at Mitsubishi Motors Europe B.V. and Mitsubishi Motors North America, Inc. exceed 10% of MMC consolidated net sales (intra-company sales between consolidated companies excluded)

### Mitsubishi Motors Europe B.V. (Consolidated)

(1) Net sales:	¥532,934 million
(2) Ordinary loss:	¥20,626 million
(3) Net income:	¥23,574 million
(4) Net assets:	¥6,226 million
(5) Total assets:	¥234,262 million

### Mitsubishi Motors North America, Inc. (Consolidated)

(1) Net sales:	¥1,175,179 million
(2) Ordinary profit:	¥27,238 million
(3) Net income:	¥9,431 million
(4) Net assets:	¥151,134 million
(5) Total assets:	¥931,985 million

# Milestones

## Company history

Mitsubishi Motors Corporation (MMC) was established as a fully 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.

Date	Major milestones
1970 April:	Mitsubishi Motors Corporation incorporated as wholly owned subsidiary of MHI.
June:	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 January	Mitsubishi Rented Car, Inc. established in joint-venture between Mitsubishi Corporation, Mitsubishi Motor Sales Co. (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.)
1975 February:	MMC commissions Tokyo Motor Vehicle Works—Nakatsu Plant.
1977 August:	MMC commissions Nagoya Motor Vehicle Works—Okazaki Plant.
1979 December:	MMC commissions Kyoto Works—Shiga Plant.
1980 June:	MMC commissions Kitsuregawa Proving Ground.
October:	MMC and Mitsubishi Corporation jointly establish Mitsubishi Motors Australia Ltd. (MMAL is currently a consolidated subsidiary of MMC.)
1981 December:	MMC and Mitsubishi Corporation jointly establish Mitsubishi Motors Sales of America, Inc. (MMSA is currently a consolidated subsidiary of MMC.)
1984 October:	MMC takes over management of Mitsubishi Motor Sales Co., Ltd. and renames it Ryoji Corporation.
1985 April:	MMC and Mitsubishi Corporation jointly establish Mitsubishi Fuso Truck of America, Inc. (MFTA. MMC subsequently acquired all MFTA shares in December 1990; MFTA is currently a consolidated subsidiary of MMC.)
October:	MMC establishes Diamond-Star Motors Corporation (DSM). in a joint-venture agreement with Chrysler Corporation (Renamed MMSA in 1995; currently a consolidated subsidiary of MMC.)
1988 December:	MMC shares listed on First Section of Tokyo, Osaka and Nagoya stock exchanges.
1989 March:	MMC shares listed on Kyoto, Hiroshima, Niigata, Fukuoka and Sapporo stock exchanges.
1991 October:	MMC purchases all Chrysler-owned shares in Diamond-Star Motors. (DSM)
November:	MMC acquires 33.3% stock (15% stake held by MMC affiliates included) of Volvo Car B.V. (renamed Netherlands Car B.V. in August 1991) under terms of shareholders' agreement (signed in August 1991) with the Dutch State and Volvo Car Corp. relating to joint-venture production of passenger cars in the Netherlands.
1993 March:	MMC establishes Mitsubishi Motor Sales Europe B.V. (MMSE is currently a consolidated subsidiary of MMC.)
1995 July:	DSM renamed Mitsubishi Motor Manufacturing of America, Inc.
1996 November:	MMC commissions Tokachi Proving Ground in Hokkaido.
1999 February:	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.)
June:	Nagoya Motor Vehicle Works, Mizushima Motor Vehicle Works and Tokyo Motor Vehicle Works renamed Nagoya Plant, Mizushima Plant and Tokyo Plant respectively.
October:	MMC and AB Volvo enter equity and operational alliance.
December:	MMC and AB Volvo sign strategic operational alliance covering trucks and buses.
2000 March:	MMC and DaimlerChrysler AG sign letter of intent to form an equity and operational alliance covering all aspects of passenger car business.
April:	Kyoto Plant-Yagi CVT production facility commissioned.
July:	MMC signs Master Alliance Agreement with DaimlerChrysler AG covering passenger car operations.

Date	Major milestones
2001 March:	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.)
April:	MMC replaces AB Volvo with DaimlerChrysler as its strategic alliance partner in truck & bus sector.
May:	MMC renames Tokyo Plant the Truck & Bus Production Office (Kawasaki Plant for external purposes.)
2002 March:	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.
April:	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.
July:	MMC exchanges all shares held in Diamondmatic Co., Ltd. with JATCO Ltd., giving MMC an 18% share in JATCO.
September:	MMC agrees to spin off its truck and bus operations and subsequently sell shares in the new company to DaimlerChrysler AG.
October:	MMC signs agreement with 10 Mitsubishi group firms concerning the spin-off of truck and bus operations and sale of sales in the new company.
December:	Mitsubishi Motors Sales Europe B.V. is merged with Mitsubishi Motors Europe B.V. (Presently a consolidated subsidiary)
2003 January:	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)
January:	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.
March:	MMC sells a 43% stake in MFTBC to DaimlerChrysler and a collective 15% stake to 10 Mitsubishi group firms, leaving it with a shareholding of 42% in MFTBC.

Note: In May 2003, MMC moved its head office from 33-8, Shiba 5-chome, Minato-ku, Tokyo, to 16-4, Konan 2-chome, Minato-ku, Tokyo.

## MMC chairmen and presidents over the years

Mitsubishi Motors Corporation		Mitsubishi Motor Sales Co., Ltd.	
Chairman	President	Chairman	President
	22 Apr 1970 Yuji Sato 30 May 1973 Tomio Kubo		31 Jan 1970 Yuji Sato 29 Nov 1974 Tomio Kubo
		15 Jan 1976 Tomio Kubo	15 Jan 1976 Eiji Yokoyama
29 Jun 1979 Tomio Kubo	29 Jun 1979 Yoshitoshi Sone 30 Jun 1981 Teruo Tojo	29 Jun 1981 Eiji Yokoyama	29 Jun 1981 Masao Suzuki
30 Jun 1983 Teruo Tojo	30 Jun 1983 Toyoo Tate	29 Jun 1983 Masao Suzuki	29 Jun 1983 Toshiharu Tanaka

Mitsubishi Motors Corporation	
Chairman	President
1 Oct 1984 Toshiharu Tanaka	1 Oct 1984 Toyoo Tate
27 Jun 1985 Yoshisada Okano	
29 Jun 1989 Toyoo Tate	29 Jun 1989 Hirokazu Nakamura
29 Jun 1995 Hirokazu Nakamura	29 Jun 1995 Nobuhisa Tsukahara
	27 Jun 1996 Takemune Kimura
27 Nov 1997 Takemune Kimura	27 Nov 1997 Katsuhiko Kawasoe
	1 Nov 2000 Takashi Sonobe
25 Jun 2002 Takashi Sonobe	25 Jun 2002 Rolf Eckrodt

## Derivation of MMC model names




### Major models

Name	Derivation and meaning
Adventure	From the English.
Airtrek	Coined from Air and Trek to describe its ability to transport its passengers on adventure-packed journeys in a free-as-a-bird manner.
Colt	From the English for young horse.
Diamante	From the Spanish; reflecting the company's Three-Diamond logo, gives expression to "brilliant" and sparkling expectations.
Delica	Coined from English DELlvery CAR.
Dion	Derived from Dionysus, the Greek god of wine and joy.
Eclipse	Undeclared 18th century English racehorse that won 26 races.
eK Wagon	Coined from Japanese "ii-kei" for fine K-car (mini car).
Endeavor	Evoking the concepts of "challenge," "adventure," "travel" and an image of futuristic innovation.
Freeca	From the English "free car."
Galant	From the French "gallan, valiant."
Grandis	A derivative of the French "grandiose."
Carisma	A combination of the English "car" and the Greek for divine gift "kharisma."
Kuda	From the Indonesian for "deer."
Lancer	A soldier of cavalry regiment armed with lance.
Minica	Literally, minicar.
Minicab	Light cab-over vehicle with 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, me. Generates image of being easy to get to know, easy to drive; one's very own Pajero.
Pajero Mini	All the features of its big brother Pajero in an easy-to-handle, highly maneuverable, compact and high economy package.
Space Gear	Reflects the generous "space" available for transporting large quantities of leisure and sports "gear."
Strada	Italian for road.
Toppo BJ	Coined from English "top" (roof) and Japanese "noppo" (lanky). Big Joy.
Townbox	Evoking the concept of a vehicle with ample load space but nimble around town.





## Members of the Board (As of June 30, 2003)



Title & Position	Name	Career in Brief
<p>Member of the Board (Representative Director)</p> <p><b>Chairman of the Board &amp; Chief Business Ethics Officer</b></p>	 <p><b>Takashi Sonobe</b> 11/21/1940</p>	<p>Apr. 1964 • Joined Mitsubishi Heavy Industries, Ltd.  Jun. 1970 • Joined MMC  Jun. 1998 • Chairman of the Board of MMMA and MMSA  Jun. 1999 • Managing Director - MMC  Jun. 2000 • Board Member, Representative Director, SVP, SEO and Team Leader of International Alliance Promotion Team - MMC  Nov. 2000 • President, CEO and Chief Business Ethics Officer (CBEO) - MMC  Jun. 2002 • Board Member, Chairman of the Board and CBEO - MMC</p>
<p>Member of the Board (Representative Director)</p> <p><b>President &amp; Chief Executive Officer</b></p>	 <p><b>Rolf Eckrodt</b> 6/25/1942</p>	<p>Apr. 1966 • Joined Daimler-Benz AG  Jan. 1990 • Director of Sales and Marketing, Passenger Cars - Mercedes-Benz AG  May. 1992 • President - Mercedes-Benz do Brazil, S.A.  Aug. 1996 • Deputy CEO and Chairman of the Board of Management - Adtranz (ABB Daimler-Benz Transportation GmbH)  Dec. 1998 • President and CEO - DaimlerChrysler Rail Systems GmbH (Adtranz)  Jan. 2001 • Board Member, EVP and COO - MMC  Jun. 2002 • Board Member, President and CEO - MMC</p> <p>Other assignments:  1999-2000 • Honorary Consul of Brazil in Potsdam/Germany  1999-2000 • Chairman of UNIFE (Union of European Railway Industries)  1993-1996 • Honorary Degree as Consulate of the Federal Republic of Germany in Brazil  1993-1996 • Vice President German/Brazil Chamber of Commerce, Sao Paulo, Brazil</p>
<p>Member of the Board (Representative Director)</p> <p><b>Executive Vice President</b></p> <p>( Executive Corporate General  Manager of International Sales &amp;  Marketing Group Headquarters )</p>	 <p><b>Steven A. Torok</b> 7/20/1951</p>	<p>Jun. 1973 • Joined Chrysler Corporation  May. 2000 • SVP - DaimlerChrysler Corporation  Oct. 2000 • Board Member, SVP and SEO of International Car Operations - MMC  Apr. 2001 • Board Member, SVP and SEO of International Car Operations - MMC  Jun. 2001 • Board Member, SVP, Executive GM of International Car Operations and Corporate GM European Car Operations Office - MMC  Jun. 2002 • Board Member, EVP and Executive CGM of International Car Operations Group Headquarters - MMC</p>
<p>Member of the Board (Representative Director)</p> <p><b>Executive Vice President</b></p> <p>( Executive Corporate General  Manager of Car Product  Operations Group Headquarters )</p>	 <p><b>Ulrich W. Walker</b> 8/20/1951</p>	<p>Apr. 1978 • Joined Daimler-Benz AG  Jul. 2000 • SVP - DaimlerChrysler AG  Oct. 2000 • Board Member, SVP, SEO and CGM of Car Marketing Strategy Office - MMC  Dec. 2000 • Large Project Leader of Marketing Strategy Office, and CGM of Car Product Strategy Office - MMC  Apr. 2001 • Board Member, SVP, SEO and Car R&amp;D / Marketing - MMC  Jun. 2001 • Board Member, SVP, SEO and Executive GM of Car R&amp;D / Marketing - MMC  Jun. 2002 • Board Member, EVP and Executive Corporate GM of Car Product Operations Group Headquarters - MMC</p>
<p>Member of the Board (Representative Director)</p> <p><b>Executive Vice President</b></p> <p>( Executive Corporate General  Manager of Domestic Sales &amp;  Marketing Headquarters )</p>	 <p><b>Eiji Iwakuni</b> 4/28/1942</p>	<p>Apr. 1966 • Joined Honda Motor Co., Ltd.  Sep. 1990 • General Manager, Automobile Sales - Head Office  Feb. 1993 • President - Honda Clio Saitama  Dec. 1995 • Large Project Leader of Production Sales and Physical Distribution Project - Head Office  Apr. 1998 • President - Ford Motor Company (Japan) Ltd.  May. 2002 • Chairman - Ford Motor Company (Japan) Ltd.  Jun. 2002 • Board Member, SVP and Executive Corporate GM of Domestic Car Sales &amp; Marketing Headquarters - MMC</p>
<p>Member of the Board (Representative Director)</p> <p><b>Executive Vice President</b></p> <p>( Chief Financial Officer )</p>	 <p><b>Keiichiro Hashimoto</b> 10/20/1951</p>	<p>Apr. 1974 • Joined The Mitsubishi Bank Ltd.  Jun. 1997 • General Manager, Akabane Branch, The Bank of Tokyo - Mitsubishi, Ltd.  Dec. 1998 • General Manager, Frankfurt Branch  Jun. 2001 • General Manager, International Business Division  Jun. 2003 • Joined Mitsubishi Motors Corporation,  Executive Vice President, Chief Financial Officer</p>
<p>Member of the Board</p>	 <p><b>Manfred Bischoff</b> 4/22/1942</p>	<p>1976 • Joined Daimler-Benz AG (today: DaimlerChrysler AG)  1988 • Board Member and CFO - Mercedes-Benz do Brasil (Sao Paulo)  1989 • Board Member and CFO - Deutsche Aerospace AG, Dasa (today: EADS)  1995 • Board Member - Daimler-Benz AG (today: DaimlerChrysler AG) / President - Dasa (today: EADS)  1995 • Chairman of the Supervisory Board - MTU Aero Engines  2000 • Chairman of the Board - European Aeronautic Defence and Space Company (EADS)  2000 • Non-Executive Member of the Board - MMC  (Serving concurrently as Chairman of the Supervisory Board - European Aeronautic Defence and Space Company AG)</p>

Title & Position	Name	Career in Brief
Member of the Board	 <b>Rüdiger Grube</b> 8/2/1951	Apr. 1988 • Joined Messerschmitt-Bölkow-Blohm GmbH Jan. 1998 • Vice President-DaimlerChrysler AG Sep. 2000 • Senior Vice President- DaimlerChrysler AG Oct. 2001 • Deputy member of the Board of Management, Senior Vice President-DaimlerChrysler AG Sep. 2002 • Member of the Board of Management, Senior Vice President-DaimlerChrysler AG
Member of the Board	 <b>Takashi Nishioka</b> 5/3/1936	Apr. 1959 • Joined Shin Mitsubishi Heavy Industries, Ltd. Jun. 1992 • Board Member - Mitsubishi Heavy Industries, Ltd. Jun. 1995 • Managing Director - Mitsubishi Heavy Industries, Ltd. Jun. 1998 • EVP - Mitsubishi Heavy Industries, Ltd. Jun. 1999 • President - Mitsubishi Heavy Industries, Ltd. (continues to hold post today) Jun. 2000 • Board Member - MMC (Serving concurrently as President of Mitsubishi Heavy Industries, Ltd.)
Member of the Board	 <b>Mikio Sasaki</b> 10/8/1937	Apr. 1960 • Joined Mitsubishi Corporation Jun. 1992 • Board Member - Mitsubishi Corporation Jun. 1994 • Managing Director - Mitsubishi Corporation Apr. 1998 • President - Mitsubishi Corporation (continues to hold post today) Jun. 2000 • Board Member - MMC (Serving concurrently as President of Mitsubishi Corporation)

EVP: Executive Vice President  
 SVP: Senior Vice President  
 SEO: Senior Executive Officer  
 EO: Executive Officer  
 CGM: Corporate General Manager  
 GM: General Manager

MMMA: Mitsubishi Motor Manufacturing of America, Inc.  
 MMSA: Mitsubishi Motor Sales of America, Inc.  
 MFTB: Mitsubishi FUSO Truck & Bus Company

Title & Position	Name
Auditor	 <b>Mitsugu Nakabayashi</b> 7/15/1942
Auditor	 <b>Hirao Iijima</b> 10/14/1943

Title & Position	Name
Auditor  ( Managing Director Mitsubishi Heavy Industries, Ltd. )	 <b>Motoo Makita</b> 2/19/1945
Auditor  ( The Bank of Tokyo-Mitsubishi, Ltd., Deputy President )	 <b>Nobuo Kuroyanagi</b> 12/18/1941

Title & Position	Name
Senior Executive Officer  ( In Charge of External Affairs )	 <b>Tadashi Ohmiya</b> 9/29/1943
Senior Executive Officer  ( Corporate General Manager of Corporate Controlling )	 <b>Joachim Coers</b> 12/23/1965
Senior Executive Officer  ( Corporate General Manager of Corporate Finance and General Manager of IR Office, Corporate Finance )	 <b>Yoichi Yokozawa</b> 4/24/1964
Senior Executive Officer  ( Corporate General Manager of Business Development Office )	 <b>Christian Cahn v. Seelen</b> 5/15/1965
Senior Executive Officer  ( Corporate General Manager of Corporate Affairs Office )	 <b>Atsushi Ueba</b> 9/14/1941
Senior Executive Officer  ( Corporate General Manager of Human Resources Office )	 <b>Makoto Ariga</b> 9/21/1958
Senior Executive Officer  ( Corporate General Manager of Product Design Office )	 <b>Olivier Boulay</b> 8/9/1957
Senior Executive Officer  ( Corporate General Manager of Product Planning & Program Management Office )	 <b>Kai-Uwe Seidenfuss</b> 7/23/1965
Senior Executive Officer  ( Corporate General Manager of Research & Development Office )	 <b>Akira Kijima</b> 12/2/1943
Senior Executive Officer  ( Corporate General Manager of Global Procurement & Supply Office )	 <b>Stefan Buchner</b> 1/18/1960

Title & Position	Name
Senior Executive Officer  ( Executive Corporate General Manager of Global Production Office )	 <b>Seihachi Futase</b> 8/16/1947
Executive Officer  ( Executive General Manager of Corporate Controlling and General Manager of Domestic Sales Controlling Team, Corporate Controlling )	 <b>Yoshihiro Murakami</b> 11/1/1963
Executive Officer  ( Executive General Manager of Business Development Office and General Manager of Corporate Strategy/Alliance Dept., Business Development Office )	 <b>Hiroshi Harunari</b> 6/18/1948
Executive Officer  ( In Charge of Environment & Recycling Affairs, Business Development Office )	 <b>Tadayoshi Juge</b> 11/9/1943
Executive Officer  ( Corporate General Manager of Corporate Communications Office, General Manager of Internal & Net Communications Dept., Corporate Communications Office )	 <b>Jochen Legewie</b> 1/16/1965
Executive Officer  ( Executive General Manager of Corporate Audit Office, Corporate Affairs Office )	 <b>Shuichi Tsukada</b> 8/10/1946
Executive Officer  ( Chief Information Officer, Corporate General Manager of Global IT Office )	 <b>Aleksey V. Beylin</b> 4/19/1962
Executive Officer  ( In Charge of Corporate Marketing & Motorsports and General Manager of Events & Marketing Monitoring Dept., Product Planning & Program Management Office )	 <b>Colin Smith</b> 6/30/1955
Executive Officer  ( Head of A&B Segment Competence Center, Car Research & Development Office )	 <b>Tetsuro Aikawa</b> 4/17/1954
Executive Officer  ( Head of C&D Segment Competence Center, Car Research & Development Office )	 <b>Hiroshi Kuroda</b> 2/21/1953

Title & Position	Name
Executive Officer  〔 Head of RV Segment Competence Center, Car Research & Development Office 〕	 <b>Jiro Imura</b> 3/31/1944
Executive Officer  〔 Senior Expert of Car Research & Development Office 〕	 <b>Hiromitsu Ando</b> 10/28/1947
Executive Officer  〔 Executive General Manager of Research & Development Office 〕	 <b>Hans-Jürgen Storck</b> 2/22/1962
Executive Officer  〔 General Manager of Purchasing Planning Dept., Global Procurement & Supply Office 〕	 <b>Yasuo Nakagawa</b> 11/27/1945
Executive Officer  〔 In Charge of Engineering Support for Oversea & Quality Conference, Global Production Headquarters 〕	 <b>Akira Okamoto</b> 2/24/1944
Executive Officer  〔 Plant General Manager of Nagoya Plant, Global Production Office 〕	 <b>Masayuki Tanji</b> 1/18/1944
Executive Officer  〔 Plant General Manager of Mizushima Plant, Global Production Office 〕	 <b>Makoto Maeda</b> 2/25/1945
Executive Officer  〔 Plant General Manager of Powertrain Plant, Global Production Office 〕	 <b>Makoto Ochi</b> 8/24/1948
Executive Officer  〔 Corporate General Manager of Production Planning & Engineering Office, Global Production Office 〕	 <b>Akihiko Ishikawa</b> 2/4/1947
Executive Officer  〔 Corporate General Manager of Market Management Office 〕	 <b>Kazuo Yoshida</b> 10/17/1947

Title & Position	Name
Executive Officer  〔 In Charge of International Services, International Sales & Marketing Group Headquarters and Corporate General Manager of Global Aftersales Office 〕	 <b>Susumu Yashima</b> 1/3/1945
Executive Officer  〔 Corporate General Manager of Asia, Latin America, Middle East & Africa Office 〕	 <b>Hideyasu Tagaya</b> 11/7/1947
Executive Officer  〔 Executive General Manager of Domestic Car Sales & Marketing Headquarters 〕	 <b>Tohru Adachihara</b> 3/12/1953
Executive Officer  〔 Executive General Manager of Domestic Car Sales & Marketing Headquarters 〕	 <b>Hideo Kimura</b> 1/1/1949
Executive Officer  〔 Corporate General Manager of Quality Management Office and General Manager of Quality Planning & Support Dept., Quality Management Office, Safety Quality Auditor 〕	 <b>Michihiro Honda</b> 1/27/1947
Executive Officer  〔 Executive Vice President Mitsubishi Motors Europe B.V., Executive Vice President Netherlands Car B.V. and Chairman MME Turin s.r.l. 〕	 <b>Koji Fujino</b> 5/8/1942





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