



FACTS & FIGURES 2007



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

While Facts & Figures 2007 still contains extensive figures to help explain our regional activities during the past five years, this year we also profile our latest technologies and quality and environmental initiatives in the first few pages.

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

September 2007

Public Relations Department
Mitsubishi Motors Corporation

In accordance with demerger of the Truck & Bus operations on January 6, 2003, except for a few figures, only information related to Car operations has been shown for fiscal 2002 and beyond.

MMC is on the World Wide Web at the Following URL

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

Other information disclosure



Annual Report 2007



Social and Environmental Report 2007

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

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Mitsubishi Motors Corporate Philosophy

“We are committed to providing the utmost driving pleasure and safety for our valued customers and our community. On these commitments we will never compromise. This is the Mitsubishi Motors way.”

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

Mitsubishi Motors builds vehicles based on its commitment to providing our customers with the utmost driving pleasure and safety as outlined in our corporate philosophy. To maximize drivability and solid performance, the core elements of any vehicle's appeal, we maintain an industry-leading research-and-development effort as part of our uncompromising pursuit of the best in engine, control, transmission and other vehicle technologies that continue to rapidly evolve.

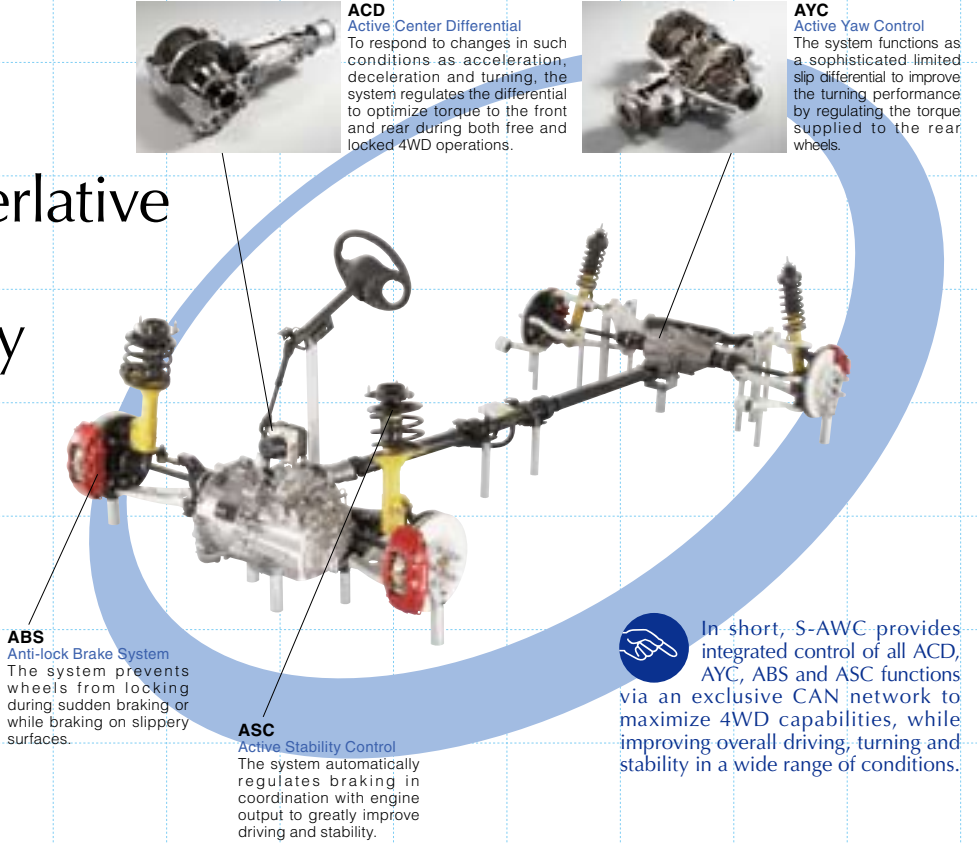
Introduction

S-AWC

Super All Wheel Control

Achieving Superlative Levels of Both Maneuverability and Stability

A sophisticated vehicle dynamics control system, S-AWC integrates the functioning of the electronic devices that control braking, steering, suspension, and engine and transmission operation. The system epitomizes Mitsubishi's superior automotive technologies as one of the world's most advanced 4WD control systems. It allows the driver to maneuver the vehicle exactly as desired in any driving conditions and brings safe, sporty driving to any driver regardless of his or her skill.



Twin Clutch SST

Twin Clutch Sport Shift Transmission

Achieving Excellent Fuel Efficiency and Easy Driving through Highly Responsive Transmission

Twin Clutch SST is a clutchless automatic transmission with the sort of more responsive shifting normally only associated with manual shifting. It comes with three different shifting programs for different sorts of driving, making it wonderfully adaptable for driving on everything from urban streets to winding rural roads.

Twin Clutch SST features a durable, 6-speed, twin wet-clutch for responsive yet smooth automatic shifting, while maintaining optimum power efficiency for around 15% better fuel economy than earlier 5-speed automatic transmissions. The latest models from Mitsubishi with their S-AWC and Twin Clutch SST are also safer, thanks to these systems' coordinated control capabilities.



MIVEC

Mitsubishi Innovative Valve timing Electronic Control system

For Higher Output, Better Fuel Efficiency, and Cleaner Performance

MIVEC gives engines continuous variable valve timing for higher performance and better fuel efficiency by constantly optimizing intake and emission valve cycles according to exact driving conditions. Since it was introduced on the Mirage 1992, this system has undergone many improvements resulting in even better performance and fuel efficiency and is now used on the Outlander and Delica D:5.



MIVEC also employs the latest weight-reduction technologies. It makes engines 16kg lighter than normal in terms of dry weight for improved acceleration and handling, in addition to the obvious advantages in terms of fuel efficiency.

To help ensure that customers can drive our cars and trucks with a full sense of security over extended periods of time, we have exhaustively reexamined various safety features and established a new, cutting-edge system for even more rigorous quality management. To become the sort of automaker that can take full pride in the safety, durability and reliability of its vehicles, we are fully committed to building safety into them at all stages from the product planning process to mass production on the line, while paying careful attention to even the smallest details.

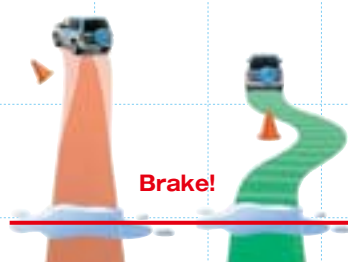


Introduction

Building the Safest Possible Vehicles

Preventive Safety Performance

To prevent accidents, it is most important for vehicles to behave exactly as desired by the driver in terms of driving, turning and stopping. All Mitsubishi compact sedans now come with ABS and other vehicle stability systems as standard equipment. By developing Active Stability Control (ASC), our proprietary electronic control system, we continue to work toward even greater preventive safety.



Collision Safety

A vehicle body must be built to restrict damage during an accident. This includes damage to occupants, as well as to those in any other vehicle or any pedestrians involved. Mitsubishi Motors has further improved RISE, its specially strengthened collision-safety body, for greater protection against frontal, side and rear impacts. The company continues to improve and advance its products' safety features in all regards, including the provision of pre-tensioned and force-limited seatbelts, airbags, anti-whiplash seats and head protection trim. We are also applying our collision-safety technologies to give added protection for all vehicles and persons who may become involved in an accident.

Building Exhaustive Quality into Vehicles

SQM-BC

Strategic Quality Management-Backward Chain

Introduced at all Japanese dealers in 2006, SQM-BC is a new quality information system that allows early defect detection and a clearer, speedier defining of improvement measures, as well as the securing and improvement of design and manufacturing quality. Its adoption has led to higher customer satisfaction. The system is being introduced to facilities outside Japan beginning in 2007.

Securing and improving design/manufacturing quality

Product/service quality improvement
Customer satisfaction improvement

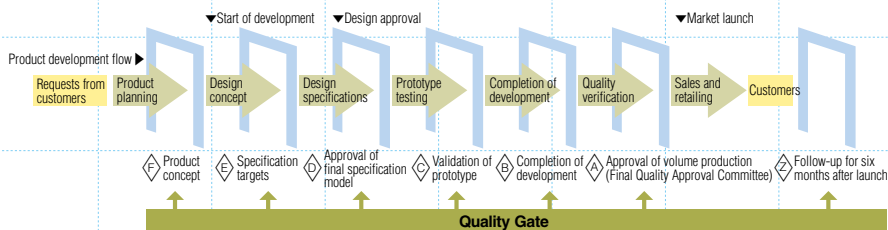
Early defect detection and prompt response

Clearly defining appropriate maintenance and customer treatment

MMDS

Mitsubishi Motors Development System

A quality management system for ensuring and improving quality at all product development processes, MMDS involves quality "check gates" at seven key development stages, where quality is examined by experienced engineers. This system is applied from the product planning stage onward for the Outlander and i models for more stringent quality control.



Benchmark standards are set for each check gate. A verification meeting comprehensively checks that all requirements are met before development proceeds to the next stage.

ISQC

In Stage Quality Creation

A quality management system for manufacturing, ISQC involves ISQC staff being assigned to every key process on the welding, painting and assembly lines of body plants. Without their clearance, manufacturing cannot proceed to the next process. Moreover, each Mitsubishi production facility adopts the "unit leader system," where units of about ten employees are formed under an experienced leader and made responsible for ensuring maximum manufacturing quality to help further eliminate potential defects.



ISQC staff are experienced, knowledgeable employees. They engage in rigorously checking the quality of not just finished products but of each key manufacturing process, thereby ensuring the overall quality of Mitsubishi vehicles.

In addition to providing the best in terms of safety and driving pleasure, we are also committed to contributing to the environment. To help deal with global warming and reduce oil dependency, we continue working to develop clean-energy vehicles, improve fuel efficiency, reduce emissions and increase recycling. We are also making an earnest effort to develop and commercialize environmental technologies with the goal of remaining a worthy corporate member of the Earth in this "century of environmental worries."

i MiEV

Mitsubishi Innovative Electric Vehicle

Performance Evaluation Begins for Commercialization

Based on the popular and unique subcompact i models, the i MiEV is a next-generation, research EV vehicle equipped with high-performance lithium batteries, a small, lightweight motor and other state-of-the-art technologies. Joint research and verification tests with Japanese electric power companies are currently underway to gather and analyze necessary data and knowhow for its commercialization.



All i MiEV models make full use of Mitsubishi Motors' innovative technologies. In 2007, Tokyo, Chugoku and Kyushu Electric Power Companies began evaluating the performance of i MiEV vehicles for eventual adoption.



FFV

Flexible Fuel Vehicle

Flexible-Fuel 4WD Launched

In July 2007, Mitsubishi Motors launched its first full-fledged 4WD FFV developed jointly with MMCB, its production and sales subsidiary in Brazil. The Pajero TR4 Flex runs on gasoline, ethanol or their combination in a mixture of anywhere from 0 to 100%. Its power and performance are equal to that of gasoline vehicles. Mitsubishi is developing a FFV for commercialization in the U.S. by 2009.

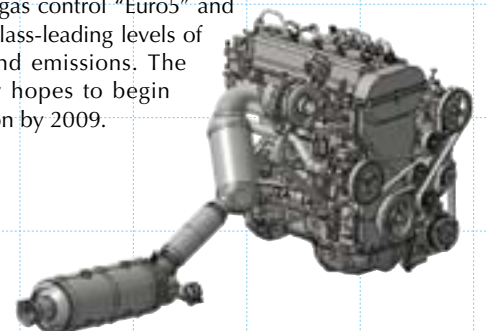


FFV is also being developed as a part of global measures toward diversification of energy source.

Next-Generation Clean Diesel Engine

Slated for Start of Production in 2009 on Exports to Europe, North America

For 2-liter midsize and compact cars for Europe and the United States, where demand for diesel-engine vehicles continues to grow because of their reduced carbon dioxide emissions, Mitsubishi Motors has joined with Mitsubishi Heavy Industries to develop a next-generation, clean diesel engine. The goal is to satisfy Europe's next emission gas control "Euro5" and achieve class-leading levels of output and emissions. The company hopes to begin production by 2009.



Green Plastic

Proprietary Vegetable-based Plastic for Interior Components

To reduce the use of petroleum-based plastics in vehicle interiors, Mitsubishi Motors is developing "Green Plastic," a proprietary vegetable-based plastic. Vegetable-based plastics can reduce a vehicle's total CO₂ emission and creation of volatile organic compounds over its life cycle. Mitsubishi intends to use this new material for floor mats and other plastic interior components of its new models.



GREEN PLASTIC

Based on its "Environment Initiative Program 2010", Mitsubishi Motors engages in activities to help protect the environment in the four key areas of "Environmental Management", "Prevention of Global Warming", "Prevention of Environmental Pollution" and "Recycling and Resource Conservation".

Besides helping enrich lifestyles by giving consumers the vehicles they want and need, Mitsubishi Motors' employees take the initiative in participating in corporate citizenship activities and interactions with the local communities in which the company operates. The goal is to make Mitsubishi Motors trusted by society by creating empathy with individual consumers. We will continue to do our best to serve our local and larger communities and contribute to the realization of sustainable society around the globe.

"Pajero Forest and Local Mountain Restoration" Initiative

Forest Protection in Yamanashi

Mitsubishi Motors is engaged in an initiative to protect and restore the forests of the Town of Hayakawa in the foothills of the Southern Japanese Alps in Yamanashi Prefecture. Mitsubishi employees are volunteering to clear undergrowth, thin out trees and otherwise help conserve the forests, which have been in decline. This is but one example of our volunteer activities involving local interaction and our contributions to public education concerning the protection of nature.



"Pajero Forest" conservation project kickoff, June 2007



Driving Clinic

Building Drivers' Skills and Knowledge

For over a decade, Mitsubishi Motors has been hosting Driving Clinic sessions at Japanese dealerships nationwide, where experienced instructors provide drivers with practical knowledge ranging from how to put the car in the garage, how to parallel park and more advanced driving skills to how to deal with accidents. Mitsubishi's Driving Clinic has been well accepted throughout the nation as an excellent way to teach drivers about both the fun and safety involved in driving.



Driving Clinic sessions are popular among women drivers, too, as they can learn about such seemingly minor tasks as regular self-checks and tire changes.

Mitsubishi Motors School Outreach Program

Teaching Children about the Auto Industry, Environment and Future Occupations

Mitsubishi Motors began its School Outreach Program in Japan in 2005. It calls for employees to visit their local elementary schools and give auto-related classes that fall within the scope of their plants' capabilities. Our engineers, for instance, teach pupils about the environment and future automobiles by using an actual EV, while our designers give vehicle design classes. The goal of this program is to provide children with opportunities to learn about the environment and future job opportunities, as well as gaining a better general understanding of the auto industry.



Mitsubishi Motors Pavilion at Kidzania Tokyo

Offering Kids Dreams and Joy of Working

Mitsubishi Motors opened its pavilion in October 2006 at the Kidzania Tokyo, Japan's first children's park providing information on vocations and social responsibilities in the Toyosu area of Tokyo's Koto Ward. The pavilion provides opportunities for kids to learn about automotive jobs in an enjoyable way.



Mitsubishi Motors Pavilion at the Kidzania Tokyo allows children to "experience" working for an auto dealership, driving school and rent-a-car outlet.



Company Overview / Investor Information

Company Overview (As of 31 March, 2007, unless specified otherwise)

Name	Mitsubishi Motors Corporation
Established	April 22,1970
Head office	33-8, Shiba 5-chome, Minato-ku, Tokyo 108-8410 Japan
Number of employees	Consolidated 33,739 ; Non-consolidated 12,417
Capitalization	JPY 657,342 million
Purposes of incorporation	<ol style="list-style-type: none"> 1. Development, design, manufacture, assembly, sales and purchase, importing and other transactions relating to automobiles and to component parts and replacement parts of said automobiles. 2. Development, design, manufacture, assembly, sales and purchase, importing and other transactions relating to agricultural machinery and industrial engines and to component parts and replacement parts of said agricultural machinery and industrial engines 3. Sales and purchase of used automobiles as well as component parts, replacement parts and accessories of said used automobiles 4. Sales of measuring equipment 5. Acting as insurance agents in accordance with laws relating to property damage insurance and to automobile damage indemnity insurance. 6. Financing business 7. Any other business related to the purposes set out above <p>Note: MMC is not currently engaged in agricultural machinery related business</p>
Chairman of the Board	Takashi Nishioka (As of 22 June, 2007)
[Representative Director]	
President	Osamu Masuko (As of 22 June, 2007)
[Representative Director]	
Board of Management	Consists of 13 members (As of 22 June, 2007)
Net Sales	JPY 2202.9 billion (in FY2006, consolidated)
Automotive Sales	1,232 thousands units
Products Sold in	More than 170 countries
Car Manufacturing Facilities	8 facilities in 6 countries (Plus more than 15 business partner's facilities in about 10 countries)
Engine / Transmission /	3 facilities in 3 countries
Parts Manufacturing Facilities	
Research & Development / Design	3 facilities in 5 countries
Subsidiaries and affiliates	90 consolidated subsidiaries (Plus 4 equity method subsidiaries and 22 equity method affiliates)
Global Brand	Mitsubishi Motors

Investor Information (As of 31 March, 2007)

Total number of authorized shares 9,961,597,000

Type / Number of shares	
Common Shares	9,958,285,000
Class A	438,000
Class B	374,000
Class C	500,000
Class D	500,000
Class E	500,000
Class F	500,000
Class G	500,000

Number of Issued Shares 5,491,959,137 shares (incl. preferred Shares)

Type / Number of shares	
Common Shares	
Preferred Shares	5,491,516,544
Class A	104,000
Class G	338,593

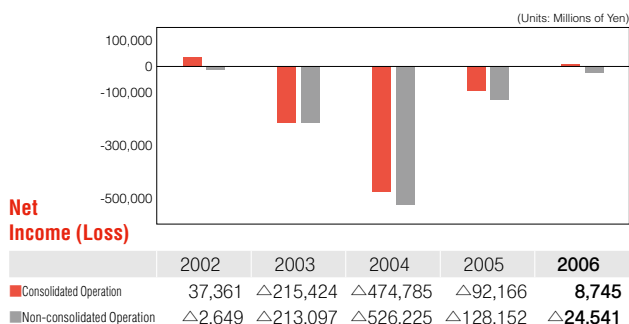
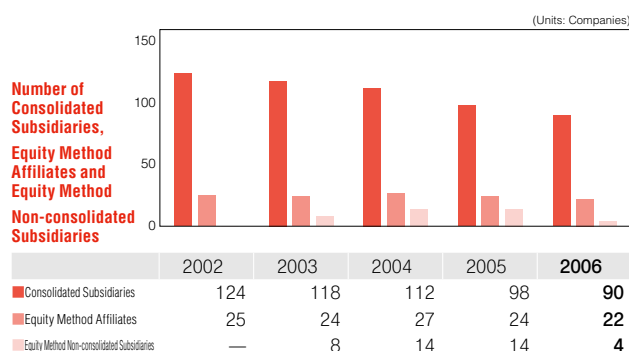
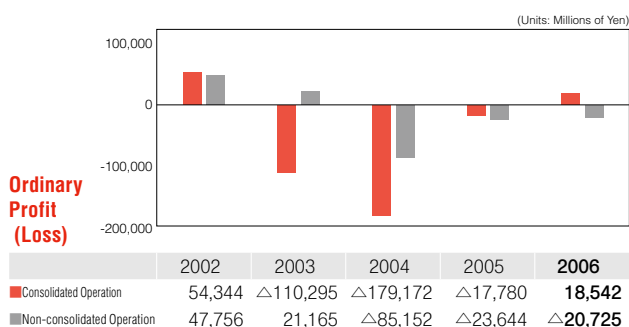
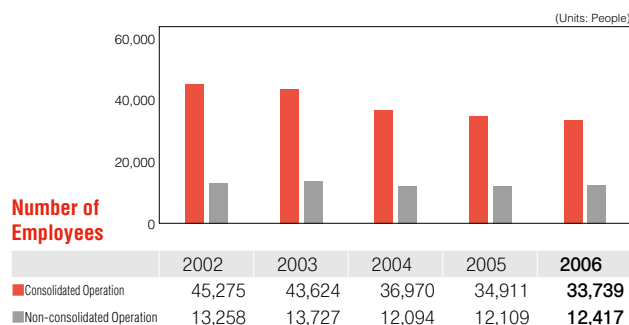
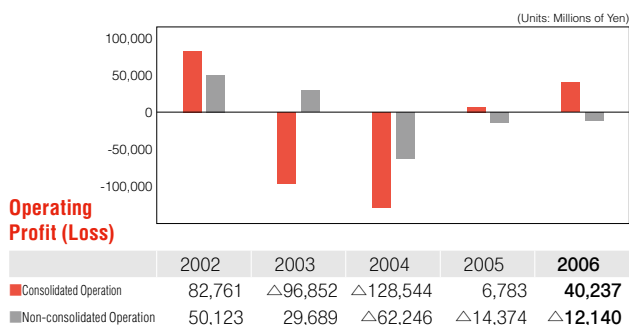
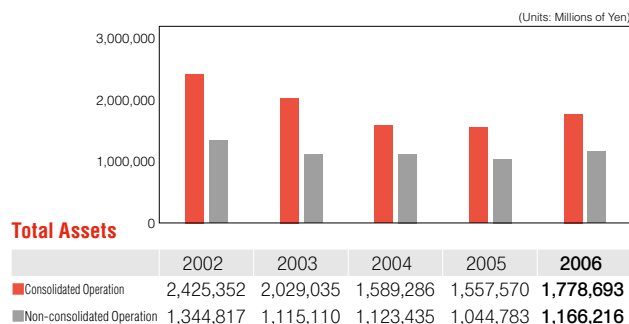
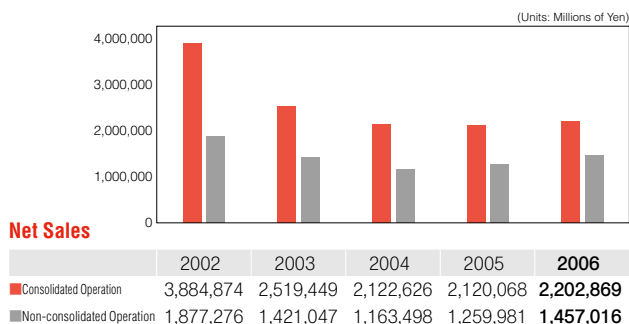
Number of Shareholders 446,000

Type / Number of shares	
Preferred Shares	445,997
Class A	13
Class G	4

Principal Management Indices

As of 31 March, 2007

Principal Management Indices



Management Indices 2006

Consolidated Operations		Non-consolidated Operations	
Net Sales	2,202,869	Net Sales	1,457,016
Operating Profit	40,237	Operating Profit (Loss)	△12,140
Ordinary Profit (Loss)	18,542	Ordinary Profit (Loss)	△20,725
Net Income (Loss)	8,745	Net Income (Loss)	△24,541
Total Assets	1,778,693	Total Assets	1,166,216
Number of Consolidated Subsidiaries	90	Number of Employees	12,417
Number of Equity Method Affiliates	22		
Number of Equity Method Non-consolidated Subsidiaries	4		
Number of Employees	33,739		

Notes:

Change to fiscal year-ends
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.

Consolidated Financial Statements

Consolidated Balance Sheet

(Unit: Millions of yen)

(Unit: Millions of yen)

Assets		
Item	3/31/2006	3/31/2007
(Assets)	1,557,570	1,778,693
Current assets	842,306	1,059,633
Cash and cash deposits.....	259,045	358,058
Trade notes and accounts receivable.....	179,101	195,021
Finance receivables.....	39,278	40,480
Marketable securities.....	5,365	12,225
Inventories.....	257,946	351,991
Short-term loans receivable.....	2,047	3,277
Deferred tax assets.....	1,206	846
Other current assets.....	124,120	124,825
Allowance for doubtful accounts.....	△25,805	△27,092
Non-current assets	715,263	719,060
Property, plant and equipment.....	506,007	517,464
Intangible fixed assets.....	25,836	38,530
Long-term finance receivables.....	8,365	18,872
Investment securities.....	74,126	71,460
Long-term loans receivable.....	12,900	13,262
Residual interest in securitized assets.....	69,751	9,358
Deferred tax assets.....	7,413	8,468
Other non-current assets.....	65,841	59,545
Allowance for doubtful accounts.....	△54,979	△17,903
Total assets	1,557,570	1,778,693

Liabilities, minority interest & stockholders' equity		
Item	3/31/2006	3/31/2007
(Total liabilities)	1,276,311	1,470,389
Current liabilities	867,160	1,110,874
Trade notes and accounts payable.....	333,842	451,053
Short-term loan payable.....	244,362	352,044
Other current liabilities.....	288,955	307,776
Non-current liabilities	409,150	359,514
Bonds, Long-term loan payable.....	203,389	151,806
Others.....	205,760	207,708
(Minority interest)	12,580	—
(Total stockholders' equity)	268,678	—
Common & preferred stock.....	657,336	—
Capital surplus.....	432,648	—
Retained earnings.....	△749,198	—
Unrealized gains/losses on securities.....	9,046	—
Translation adjustments.....	△81,142	—
Treasury stock.....	△12	—
Total liabilities, minority interest and stockholders' equity	1,557,570	—
(Total net assets)	—	308,304
Total stockholders' equity	—	349,528
Common & preferred stock.....	—	657,342
Capital surplus.....	—	432,654
Retained earnings.....	—	△740,454
Treasury stock.....	—	△13
Total valuation and translation adjustments	—	△53,746
Unrealized gains/losses on securities.....	—	10,132
Deferred gains/losses on hedge activities.....	—	1,393
Translation adjustments.....	—	△65,272
Minority interest	—	12,522
Total liabilities and net assets	—	1,778,693

Total Assets: An increase of ¥221.1 billion from as of March 31, 2006

The increase mainly reflected an increase of ¥99.0 billion in cash and cash equivalents, from ¥259.0 billion to ¥358.1 billion, partly due to a significant increase in trade notes and accounts payable as the closing date fell on a bank holiday, and an increase of ¥94.0 billion in inventories as the period for new model launches in Japan and North America coincided with the busy season at the end of the fiscal year.

Total Liabilities: An increase of ¥194.1 billion from as of March 31, 2006

The increase mainly reflected an increase in trade notes and accounts payable, as well as an increase in borrowing to procure funds necessary for executing revitalization programs.

Net Assets: An increase of ¥27.0 billion from as of March 31, 2006

The increase mainly reflected profit recorded for the accounting term.

Note:

The Company Law, effective from May 1, 2006 in Japan, eliminates the "stockholders' equity" section from the balance sheet and now uses "net assets" instead to more clearly represent the financial position of a business, including the ability to make payments. This change is designed to require the business to report items attributable to assets in the "assets" section of the balance sheet, to report items attributable to liabilities in the "liabilities" section and to report items attributable to neither assets nor liabilities in the "net assets" section, showing the balance between assets and liabilities.

MMC reported "net assets" at ¥281,259 million as of March 31, 2006.

Consolidated statements of income / loss

(Unit: Millions of yen)

Item	4/1/'05-3/31/'06	4/1/'06-3/31/'07
Net sales	2,120,068	2,202,869
Cost of sales.....	1,700,524	1,788,897
Reversal of deferred profit on installment, sales.....	0	0
Gross profit	419,544	413,972
Selling, general and administrative expenses.....	412,760	373,735
Operating income/loss	6,783	40,237
Non-operating income.....	9,689	11,351
Non-operating expenses.....	34,253	33,046
Ordinary income/loss	△17,780	18,542
Extraordinary gains.....	9,153	23,401
Extraordinary losses.....	74,119	18,839
Net income/loss before income taxes	△82,745	23,104
Income taxes.....	7,909	12,303
Minority interest.....	△1,511	△2,055
Net income / loss	△92,166	8,745

Net sales increased by ¥82.8 billion from FY2005

(Key negative factors) Nearly 10% decrease in the sales volume from FY2005 and a decrease in the OEM production volume due to the termination of the Smart model production

Operating income increased by ¥33.4 billion from FY2005

(Key positive factors) Effect from the yen's depreciation against the US dollar and changes in the vehicle model portfolio
(Key negative factors) An increase in sales costs and a substantial increase in raw material costs

Ordinary income increased by ¥36.3 billion from FY2005, restoring profitability

(Key positive factors) Improvement in operating income and improved balance between interest receivable and payable
(Key negative factors) Cost for reorganizing sales companies in Japan and early retirement allowance payments outside Japan

Net income increased by ¥100.9 billion from FY2005, marking a return to profitability

(Key positive factors) Improvement in ordinary income, elimination of a large amount of impairment losses and restructuring charges recorded in FY2005, the settlement money received upon termination of a real-estate trust, and gains from sales of securities

Consolidated statements of capital surplus and retained earnings

(Unit: Millions of yen)

Item	4/1/'05-3/31/'06
Capital surplus	
Capital surplus at beginning of term.....	417,612
Increase in capital surplus.....	15,035
Capital surplus at end of term.....	432,648
Retained earnings	
Retained earnings at beginning of term.....	△656,068
Decrease in retained earnings.....	93,129
Retained earnings at end of term.....	△749,198

Consolidated statements of changes in net assets

FY2006 full year 4/1/'06-3/31/'07

(Unit: Millions of yen)

Item	Stockholders' equity				
	Common and preferred stock	Capital surplus	Retained earnings	Treasury stock	Total stockholders' equity
Balance as of March 31, 2006.....	657,336	432,648	△749,198	△12	340,774
Total changes in items during the period.....	5	5	8,743	△0	8,753
Issuance of stock.....	5	5			11
Net income.....			8,745		8,745
Acquisition of treasury stock.....				△0	△0
Decrease due to new consolidation.....			△1		△1
Net changes in items other than stockholders' equity.....					
Balance as of March 31, 2007.....	657,342	432,654	△740,454	△13	349,528

(Unit: Millions of yen)

Item	Valuation and translation adjustments				Minority interest	Total net assets
	Unrealized gains/ losses on securities	Deferred gains/ losses on hedge activities	Foreign currency translation adjustments	Total Valuation and translation adjustments		
Balance as of March 31, 2006.....	9,046	—	△81,142	△72,095	12,580	281,259
Total changes in items during the period.....	1,085	1,393	15,869	18,349	△58	27,045
Issuance of stock.....						11
Net income.....						8,745
Acquisition of treasury stock.....						△0
Decrease due to new consolidation.....						△1
Net changes in items other than stockholders' equity.....	1,085	1,393	15,869	18,349	△58	18,291
Balance as of March 31, 2007.....	10,132	1,393	△65,272	△53,746	12,522	308,304

Consolidated Statements of Cash Flows

(Unit: Millions of yen)

Item	4/1/'05-3/31/'06	4/1/'06-3/31/'07
Cash flows from operating activities.....	54,430	162,345
Cash flows from investing activities.....	△84,811	△46,017
Cash flows from financing activities.....	△18,955	△11,287
Effect of exchange rate changes on cash and cash equivalents.....	2,557	11,326
Net change in cash and cash equivalents.....	△46,779	116,367
Cash and cash equivalents at beginning of year.....	294,903	248,069
Change in cash and cash equivalents due to inclusion and exclusion of subsidiaries in consolidation....	△54	△167
Cash and cash equivalents at end of year.....	248,069	364,268

Environment Initiative Program 2010

In July 2006, MMC announced the Mitsubishi Motors Environment Initiative Program 2010 (EIP 2010) to guide its environmental initiatives until fiscal 2010. This program succeeds the fiscal 2002-2005 Environmental Sustainability Plan (ESP), from which it was developed. EIP 2010 is designed to achieve harmonious co-existence with the environment in conjunction with corporate rejuvenation and growth, ultimately contributing to the establishment of a sustainable society. During fiscal 2006, the first year of this plan, we addressed a number of new issues. Progress was largely in line with the plan and we achieved the results we had set for ourselves.

	Category	Activities and Goals (Target deadline is 2010 unless otherwise specified)	Fiscal 2006 Results
Environmental Management	Building global environmental management organization	<ul style="list-style-type: none"> Expand environmental management system to cover non-production companies, including overseas companies Target introduction of EA21*1 environmental management certification for domestic sales companies 	Established environmental management guidelines Two sales companies obtained EA21*1 certification on a trial basis
	Collaboration with suppliers	<ul style="list-style-type: none"> Promote acquisition of ISO 14001 and other environmental management certification by suppliers 	Certification acquired by 97% of suppliers
	Establishing DfE*2 promotional organization	<ul style="list-style-type: none"> Establish LCA*3 data collection system at domestic production bases Establish system to collect LCA*3 data from suppliers 	Data collection methods investigated —
	Expanding and improving training/increasing awareness and information disclosure	<ul style="list-style-type: none"> Raise environmental awareness throughout MMC Group Continuously expand and improve information disclosure through social and environmental reports, website, etc. 	Employees enrolled in "Team Minus 6%" program Environment-related web site revamped
	Expanding and improving social contribution activities and environmental activities	<ul style="list-style-type: none"> Expansion of lessons at elementary schools 	Hands-on lessons offered at 24 schools
Prevention of Global Warming	Improve automobile fuel economy	<ul style="list-style-type: none"> Progressively enhance fuel economy by incorporating low-fuel consumption technology into new vehicles (Worldwide) Japan: Achieve domestic fuel economy standard targets for 2010 in all vehicle categories ahead of schedule by 2007 (Gasoline passenger cars) 	Roll out more new generation gasoline engines Met target in 2,000kg vehicle category for the first time
	Development of next generation of lowfuel consumption core technologies	<ul style="list-style-type: none"> Develop and commercialize next-generation clean diesel engines Develop and commercialize next-generation high-efficiency transmissions 	Developing for commercialization Developing for commercialization
	Compatibility with diverse energy sources	<ul style="list-style-type: none"> Develop and launch bio-fuel compatible vehicles 	Launched in Brazil
	Development and practical application of plant-based resin	<ul style="list-style-type: none"> Develop and practically apply "Green plastic" derived from proprietary vegetable-oil based resin 	Mass production technology due to be developed
	Development of air conditioners using refrigerants with low global-warming factors	<ul style="list-style-type: none"> Develop and practically apply air conditioners using substitute refrigerants instead of HFC-134a*4 	In-vehicle assessment of CO ₂ air conditioners completed
	Reduction in CO ₂ emissions from production and logistics	<ul style="list-style-type: none"> Total CO₂ emissions from production: At least 20% lower than fiscal 1990 CO₂ emissions per unit shipped from logistics: Annual reduction of at least 1% 	Progressing toward achievement of 2010 targets Establish a system to assess results and pursue further reductions
Prevention of Environmental Pollution	Development of next-generation EV	<ul style="list-style-type: none"> Pursue R&D aimed at achieving market launch of a next-generation EV based on a minicar platform by 2010 	Commenced joint research with electric power utilities
	Promote use of low-emission vehicles	<ul style="list-style-type: none"> Raise most registered vehicles to the "four-star*5" low-emission class by fiscal 2010 	Launched new "four-star*5" vehicles in line with plan
	Reduce cabin VOC*6 emissions	<ul style="list-style-type: none"> Step-by-step achievement of the JAMA voluntary cabin VOC*6 emission standards ahead of target deadline of April 2007, starting with the introduction of new fiscal 2006 models 	All vehicles launched in fiscal 2006 met targets
	Strengthen management and reduce use of hazardous substances in products	<ul style="list-style-type: none"> Strengthen information management of hazardous substances used in parts and materials Achieve early elimination of use of restricted hazardous substances, such as hexavalent chromium Convert to lead-free solder 	Compiled additional hazardous substance data for new models Completed elimination of hexavalent chromium in vehicles for European market —
	Reduce use of environmentally impacting substances in production (VOCs*6, PRTR*7)	<ul style="list-style-type: none"> Reduce per-unit VOC*6 emissions by at least 30% compared with fiscal 2000 Reduce emissions and transfers of PRTR*7-listed substances Promote proper disposal of waste containing PCBs*8 Prevent asbestos-caused damage to people's health 	Achieved 12% year-on-year reduction; progress in line with plan Limited emissions in order of priority Drew up a long-term disposal plan Measures progressed in line with plan
Recycling and Resource Conservation	Automobile recycling	<ul style="list-style-type: none"> Japan: Early achievement of fiscal 2015 statutory minimum ASR*9 recycling rate of 70% Promote total recycling (End of fiscal 2009: total recycling rate of at least 20%) Europe: Build ELV recovery systems; respond to recyclability directives 	Achieved 70% recycling rate for ASR*9 Almost completed building systems tailored to the needs of each country
	Development and increased application of 3R technology	<ul style="list-style-type: none"> Increase ease of removal for wiring harnesses and motors Use more parts made from recycled materials 	Drew up guidelines on methods for assessing ease of removal Increased from 23 recycled parts in fiscal 2005 to 40 in fiscal 2006
	3R in context of production process	<ul style="list-style-type: none"> Maintain zero emissions of landfill waste at all manufacturing sites Maintain a waste recycling rate of at least 98% Reduce emissions of such by-products as metal scrap and waste casting sand (reduce ratio of emissions to net sales by 1.7% in fiscal 2006 compared with fiscal 2001) Reduction of water use through efficient recycling (5% reduction compared with fiscal 2000) 	Maintained zero landfill waste since fiscal 2002 Maintained since fiscal 2001 Achieved ratio of 11.2 tons/¥ billion (18% reduction since fiscal 2001) Achieved since fiscal 2001

*1 EA21 : Eco Action 21

*2 DfE : Design for Environment

*3 LCA : Life Cycle Assessment

*4 HFC134a : Hydro Fluoro Carbon 134a

*5 four-star : four star/4☆

An Environmental Management System established by the Ministry of Environment

Product design friendly to the environment and energy

The method of evaluating impact on environment from raw materials extraction to vehicle scrapping and recycling.

Gas alternative to CFC deemed as contributing to global warming

A category of vehicles with exhaust emission levels 75% lower than the 2005 emission standards in the low-emission vehicle certification program established by the Ministry of Land, Infrastructure and Transport

Environmental Activities		
Planning & Development	Procurement, Production & Logistics	Sales & After-sales Services
<p>Global Environmental Management Meetings of the Plant Environment Liaison Council are held twice a year to encourage production-related companies in Japan to share information. Production-related companies outside Japan decide on priority initiatives and targets during Overseas Environmental Production Committee meetings.</p>		
<p>Green Procurement Promoted acquisition of ISO 14001 by suppliers, 97% of whom have now acquired certification.</p>		<p>Collaboration With Sales Companies Promoted introduction of EA21*1 certification.</p>
<p>Design for Environment</p> <ul style="list-style-type: none"> •Shared Life Cycle Assessment data in response to the spread of LCA*3. •Assessed lifecycle CO₂ emissions during development of certain automotive parts. 		<p>Environmental Audit Conducted periodical auditing of certified ASR*9 facilities and complete resource recovery operators.</p>
<p>Improving Fuel Economy</p> <ul style="list-style-type: none"> •Developed the Twin Clutch SST, a highly efficient next-generation transmission. •Power-saving Automotive Air Conditioning Unit won the U.S. EPA Climate Protection Award. 	<p>Energy Conservation in Plants Introduced highly efficient equipment including welding machines featuring electric pressurization.</p>	<p>Greater Awareness of Eco Driving Conducted initiative aimed at increasing awareness by printing such comments as "Slow down. Go easy on the environment through Eco Driving." on catalogs and other publications sent to customers.</p>
<p>Diverse Energy Sources</p> <ul style="list-style-type: none"> •Commenced sales in Brazil of a flexible fuel vehicle that can run on bioethanol. •Pursued further practical applications for Green plastic. 	<p>Energy Conservation in Logistics</p> <ul style="list-style-type: none"> •Developed systems to assess and compile data relating to the transport of vehicles and parts. •Promoted employee awareness of energy conservation. 	<p>Information Disclosure of Environmental Features Disclosed information about environmental features of our products by including environmental information in our catalogs and on our web site, etc.</p>
<p>Low-emission Vehicles</p> <ul style="list-style-type: none"> •Pursued development of the i-MiEV nextgeneration electric vehicle with the goal of finding practical applications, and started tests to assess its performance under real-life conditions. •Expanded ratio of "four-star" LEVs sold within gasoline-fueled passenger cars. 	<p>Appropriate Management and Reduction of Chemical Substances</p> <ul style="list-style-type: none"> •Controlled emissions of substances designated under PRTR*7 legislation. •Promoted reductions in VOCs*6 through initiatives including the introduction of water-based paint. •Ensured that PCBs*8 and asbestos are managed properly and disposed of. 	
<p>3R Technology</p> <ul style="list-style-type: none"> •Pursued 3R-oriented design in new models such as the Delica D:5. •Set assessment standards regarding ease of removal for wiring harnesses. •Increased the range of parts made by recycling collected bumpers. 	<p>Reduction of Substances With Environmental Impact</p> <ul style="list-style-type: none"> •Used the IMDS*10 to compile information on hazardous substances. •Pursued elimination of hexavalent chromium in nuts and bolts. 	<p>Promote Recycling Recovered ASR*9, air bags and fluorocarbons from ELVs for recycling.</p>
	<p>Curtail Generation of Waste</p> <ul style="list-style-type: none"> •Limited emissions of metal scrap and waste casting sand, which account for 90% of waste generated. •Reduced amount of adhesive residues left in drums. 	

*6 VOC : Volatile Organic Compounds

*7 PRTR : Pollutant Release and Transfer Register A reporting system for use and transfer of specified chemical substances

*8 PCB : Poly Chlorinated biphenyls

*9 ASR : Automobile Shredder Residue

The waste residue remaining after the vehicle has been broken down by the shredder, and metals and other useable materials have been separated out

*10 IMDS : International Material Data System

An international system for gathering information about materials for parts and components used to assemble vehicles and substances contained in the materials

Members of the Board and Executive Officers

As of 1st October, 2007



Member of the Board
(Representative Director)
Chairman
Takashi Nishioka

Apr. 1959 Joined Shin Mitsubishi Heavy-Industries, Ltd.
June 1991 GM, Nagoya Aerospace Systems Works of Aircraft & Special Vehicle Headquarters — MHI
June 1992 Director, GM, Nagoya Aerospace Systems Works of Aircraft & Special Vehicle Headquarters — MHI
Apr. 1993 Director, GM, Nagoya Aerospace Systems Works — MHI
Apr. 1995 Director, Deputy GM, Aircraft & Special Vehicle Headquarters — MHI
June 1995 Managing Director, GM, Aircraft & Special Vehicle Headquarters — MHI
June 1998 EVP, GM, Aircraft & Special Vehicle Headquarters — MHI
June 1999 President — MHI
June 2000 Held also the post of Director — MMC
June 2000 Chairman — MHI
June 2003 Held also the post of Director — MC
June 2004 Held also the post of Auditor — The Tokyo Electric Power Company, Incorporated
Jan. 2005 Held also the post of Chairman, CEO — MMC
Apr. 2005 Chairman — MMC (Concurrent post)



Member of the Board
(Representative Director)
President
Osamu Masuko

Apr. 1972 Joined Mitsubishi Corporation
Apr. 1990 Manager, Korea Team, Motor Vehicle Department A — MC
Apr. 1991 Manager, Indonesia Team, Motor Vehicle Department C — MC
Oct. 1995 Assistant GM, Motor Vehicle Department E — MC
June 1997 Chief Advisor, P.T. Krama Yudha Tiga Berlian Motors, Jakarta, Indonesia
Apr. 2002 GM, Motor Vehicle Unit A — MC
Apr. 2003 SVP, Division COO, Motor Vehicle Business Division, Machinery Group — GM
June 2004 Managing Director, Head of Overseas Operations — MMC
Jan. 2005 President and COO, Chief Business Ethics Officer, Head of Overseas Operations — MMC
Apr. 2005 President, Chief Business Ethics Officer — MMC
Jan. 2006 President, Chief Business Ethics Officer, In Charge of Overseas Operations Group Headquarters — MMC
Apr. 2007 President, Chief Business Ethics Officer — MMC
Oct. 2007 President — MMC



Member of the Board
(Representative Director)
Executive Vice President
Heki Kasugai
In Charge of Revitalization Promotion,
In Charge of Corporate Planning, Product Strategy, Environment Affairs & Corporate Affairs Group Headquarters

Apr. 1971 Joined Mitsubishi Heavy Industries, Ltd.
Oct. 1999 Deputy GM, Kobe Shipyard & Machinery Works — MHI
Oct. 2001 GM, Culture and Urban Facilities, Steel Structures & Construction Headquarters — MHI
May 2002 GM, Machine Tools Division — MHI
June 2003 MoB, GM, Machine Tools Division — MHI
Mar. 2005 CEO, Head of Revitalization Promotion Department — MHI
Apr. 2005 VP, SEO, In Charge of Revitalization Promotion, In Charge of Corporate Planning, Corporate Affairs & Quality Affairs Group Headquarters — MMC
June 2005 EVP, In Charge of Revitalization Promotion, In Charge of Corporate Planning, Corporate Affairs & Quality Affairs Group Headquarters — MMC
June 2006 EVP, In Charge of Revitalization Promotion, In Charge of Corporate Planning, Product Strategy, Environment Affairs & Corporate Affairs Group Headquarters



Member of the Board
(Representative Director)
Managing Director
Hiizu Ichikawa
In Charge of Finance Group Headquarters,
Chief Business Ethics Office

Apr. 1970 Joined Mitsubishi Bank (later Bank of Tokyo-Mitsubishi)
Jan. 1991 GM, Aoyama Branch — BTM
May 1993 GM, Singapore Branch — BTM
June 1996 GM, Industrial Research Division — BTM
Jan. 1997 General Manager, Credit Supervision Division — BTM
June 1999 Senior Managing Director — The Resolution and Collection Corporation
June 2001 Senior Managing Director — Chiyoda Corporation
June 2004 Managing Director, CFO — MMC
Apr. 2005 Managing Director, In Charge of Finance Group Headquarters — MMC
Oct. 2007 Managing Director, In Charge of Finance Group Headquarters, Chief Business Ethics Office — MMC



Member of the Board
Managing Director
Fujio Cho
In Charge of Domestic Sales Promotion Group Headquarters

Apr. 1969 Joined Mitsubishi Motors Sales Co., Ltd.
Apr. 1984 Transferred to Mitsubishi Motors Corporation
July 1997 GM, Chubu Sales Department, Passenger Car Sales Office — MMC
Apr. 2000 GM, Passenger Car Sales Department, Passenger Car Sales Office — MMC
June 2002 President — Kinki Mitsubishi Motors Sales Co., Ltd.
June 2004 Managing Director, Head of Domestic Operations — MMC
Apr. 2005 Managing Director, In Charge of Domestic Sales Promotion Group Headquarters — MMC



Member of the Board
Managing Director
Makoto Maeda
In Charge of Production Group Headquarters

Apr. 1969 Joined Mitsubishi Heavy Industries, Ltd.
June 1970 Transferred to Mitsubishi Motors Corporation
Mar. 2001 Plant GM of Mizushima Plant — MMC
June 2001 EO, Plant GM of Mizushima Plant, Car Production Headquarters — MMC
June 2004 SEO, CGM of Production and Logistics Office — MMC
Apr. 2005 SEO, In Charge of Production Group Headquarters — MMC
June 2005 Managing Director, In Charge of Production Group Headquarters — MMC



Member of the Board
Managing Director
Norio Aoki
In Charge of Procurement Group Headquarters

Apr. 1972 Joined Mitsubishi Heavy Industries
Apr. 2000 Manager, Materials Department, Nagoya Guidance & Propulsion Systems Works — MHI
Apr. 2002 Director, Business Department, Nagoya Aerospace Systems Works — MHI
Jan. 2003 Acting GM, Management Operations, Air-Conditioning & Refrigeration Systems Headquarters — MHI
Apr. 2003 Deputy GM, Air-Conditioning & Refrigeration Systems Headquarters — MHI
Apr. 2005 SEO, In Charge of Global Procurement Group Headquarters and CGM of Global Procurement Office — MMC
June 2005 Managing Director, In Charge of Global Procurement Group Headquarters and CGM of Procurement Office — MMC
Apr. 2007 Managing Director, In Charge of Global Procurement Group Headquarters — MMC



Member of the Board
Managing Director
Hiroshi Harunari
President & CEO — Mitsubishi Motors North America, Inc.

Apr. 1973 Joined Mitsubishi Corporation
Nov. 1997 GM, Motor Vehicle Equipment and Component Business Department — MC
Apr. 1998 GM, Motor Vehicle Department C — MC
Oct. 1999 GM, Motor Vehicle Department B — MC
July 2000 Project Leader, International Alliance Team — MMC
June 2002 GM, Corporate Strategy/Alliance Department — MMC
June 2003 EO, EGM, Business Development Office and GM, Corporate Strategy/Alliance Department — MMC
June 2004 EO, CGM, Group Corporate Strategy Office — MMC
Apr. 2005 SEO, In Charge of Overseas Operations Group Headquarters — MMC
June 2005 Managing Director, In Charge of Overseas Operations Group Headquarters — MMC
Jan. 2006 Managing Director, President & CEO — Mitsubishi Motors North America, Inc.



Member of the Board
Managing Director
Tetsuro Aikawa
In Charge of Product Development Group Headquarters

Apr. 1978 Joined Mitsubishi Motors Corporation
Apr. 2000 Project Manager, Headquarters of Minicar Operations — MMC
June 2001 PM, [Product Development Project], Car R&D Office, Car R&D, Marketing Headquarters, and SPL, [New Product Project], Car R&D, Marketing Headquarters — MMC
June 2002 EO, Head of A&B Segment Competence Center, Car Research & Development Office — MMC
Feb. 2004 EO, Head of C&D Segment Competence Center, Car Research & Development Office — MMC
June 2004 SEO, CGM of Product Development Office — MMC
Apr. 2005 SEO, In Charge of Product Development Group Headquarters — MMC
May 2005 SEO, In Charge of Product Development and Environment Affairs Group Headquarters — MMC
June 2005 Managing Director, In Charge of Product Development Group Headquarters — MMC



Member of the Board
Managing Director
Mitsuo Hashimoto
In Charge of Quality Affairs & Technical After-sales Service Group Headquarters

Mar. 1968 Kyoto Plant, Mitsubishi Heavy Industries, Ltd.
June 1970 Transferred to Mitsubishi Motors Corporation
Apr. 2000 General Manager of Engine Proving Department, Car Research & Development Center — MMC
June 2001 General Manager of Quality Promotion Department, Car Research & Development Office — MMC
Nov. 2001 General Manager of CS Engineering Department, Car Research & Development Office and Project Leader of Quality Management Office — MMC
Apr. 2002 Executive General Manager, Car Research & Development Office — MMC
June 2004 Executive Officer, Corporate General Manager of Quality Affairs Office - MMC
Apr. 2005 Senior Executive Officer, Corporate General Manager of Quality Affairs Office - MMC
June 2006 Managing Director, In Charge of Quality Affairs & Technical After-sales Service Group Headquarters, Corporate General Manager of Quality Affairs Office — MMC
Apr. 2007 Managing Director, In charge of Quality Affairs & Technical After-sales Service Group Headquarters — MMC



Member of the Board
Managing Director
Kazuyuki Kikuchi
In Charge of Overseas Operations Group Headquarters
Corporate General Manager of Oceania, Latin America, Middle East and Africa Office

Apr. 1971 Joined Mitsubishi Corporation
Apr. 1996 General Manager, Motor Vehicle Planning & Development Dept., Mitsubishi Corporation — MC
Oct. 1999 Deputy Division COO, Motor Vehicle Division — MC
June 2004 Executive Officer, Corporate General Manager, North America Office — MMC
Apr. 2006 Executive Officer, Corporate General Manager, Oceania, Latin America, Middle East and Africa Office — MMC
Apr. 2007 Senior Executive Officer, In Charge of Overseas Operations Group Headquarters, Corporate General Manager, Oceania, Latin America, Middle East and Africa Office — MMC
June 2007 Managing Director, In Charge of Overseas Operations Group Headquarters, Corporate General Manager, Oceania, Latin America, Middle East and Africa Office — MMC



Member of the Board
(Non-Executive Director)
Mikio Sasaki



Statutory Auditor
(Outside Statutory Auditor)
Shigemitsu Miki



Member of the Board
(Non-Executive Director)
Hidetoshi Yajima



Statutory Auditor
(Outside Statutory Auditor)
Hiroshi Kan



Statutory Auditor
(Full-Time)
Norihide Ujita



Statutory Auditor
(Outside Statutory Auditor)
Yukio Okamoto



Statutory Auditor
(Full-Time)
Kenji Egawa



Senior Executive Officer
Shuichi Aoto
Corporate General Manager
of Controlling & Accounting
Office



Executive Officer
Keizo Fuchita
Corporate General Manager
of Corporate Affairs Office
and General Manager of Risk
Management Promotion
Team and Chief Information
Security Officer



Executive Officer
Yoichi Yokozawa
Corporate General Manager
of Overseas Business
Management Office



Senior Executive Officer
Katsuo Terao
Corporate General Manager
of Domestic Sales Office and
Corporate General Manager
of Domestic Sales Innovation
Office



Executive Officer
Seiichi Ohta
Corporate General Manager
of Development Engineering
Office and General Manager
of Cost Reduction Activity
Promoting Office



Executive Officer
Toshifumi Sudo
Corporate General Manager
of Europe Office



Executive Officer
Yoshikazu Nakamura
Corporate General
Manager of CSR Promotion
Office



Executive Officer
Akinori Nakanishi
Corporate General
Manager of Design Office



Executive Officer
Michiro Imai
President — Mitsubishi
Motors Thailand Co., Ltd.



Executive Officer
Masao Ohmichi
Assistant to President and
Vice Corporate General
Manager of CSR Promotion
Office



Executive Officer
Hiroshi Kuroda
Corporate General Manager
of Production Engineering
Office



Executive Officer
Makoto Ochi
Chairman and CEO —
Netherlands Car B.V



Executive Officer
Kazuya Matsushita
Corporate General Manager
of Finance Office and General
Manager of Financial
Planning Department



Executive Officer
Osamu Matsumoto
Plant General Manager
of Mizushima Plant



Executive Officer
Shiro Futaki
President & CEO,
Manufacturing — Mitsubishi
Motors North America, Inc.



Executive Officer
Shuma Uchino
Corporate General Manager
of Corporate Planning Office



Executive Officer
Shuzo Muramoto
Plant General Manager
of Powertrain Plant



Executive Officer
Shinichi Kurihara
Corporate General Manager
of Product Strategy Office



Executive Officer
Hisayoshi Kumai
Corporate General
Manager of Domestic
Sales Promotion Planning
Office

Subsidiaries and Affiliates

As of March 31, 2007

Affiliates (90)

Consolidated Subsidiaries in Japan

Company	Capitalization (Millions of Yen)	MMC Share of Voting Rights (%)	Business Lines	Capitalization (Millions of Yen)	MMC Share of Voting Rights (%)		
Hokkaido Mitsubishi Motors Sales Co., Ltd.	100	100.0	Automobile sales	consolidated to Hokkaido Mitsubishi Motors Sales Co., Ltd. as of April 1, 2007	100 100.0		
Sapporo Mitsubishi Motors Sales Co., Ltd.	470	100.0	Automobile sales				
Iwamizawa Mitsubishi Motors Sales Co., Ltd.	80	100.0	Automobile sales				
Sorachi Mitsubishi Motors Sales Co., Ltd.	150	100.0	Automobile sales				
Asahikawa Mitsubishi Motors Sales Co., Ltd.	240	100.0	Automobile sales				
Iwate Mitsubishi Motors Sales Co., Ltd.	100	100.0	Automobile sales	consolidated to Higashi Nihon Mitsubishi Motors Sales Co., Ltd. as of July 1, 2007	100 100.0		
Fukushima Mitsubishi Motors Sales Co., Ltd.	280	100.0	Automobile sales				
Gunma Chuo Mitsubishi Motors Sales Co., Ltd.	100	100.0	Automobile sales				
Tochigi Mitsubishi Motors Sales Co., Ltd.	150	100.0	Automobile sales				
Minami Ibaraki Mitsubishi Motors Sales Co., Ltd.	290	100.0	Automobile sales				
Saitama Mitsubishi Motors Sales Co., Ltd.	316	100.0	Automobile sales	consolidated to Kanto Mitsubishi Motors Sales Co., Ltd. as of July 1, 2007	100 100.0		
Tokyo Mitsubishi Motors Sales Co., Ltd.	3,673	100.0	Automobile sales				
Kanagawa Mitsubishi Motors Sales Co., Ltd.	1,025	100.0	Automobile sales				
Kawasaki Mitsubishi Motors Sales Co., Ltd.	1,070	100.0	Automobile sales				
Yamanashi Mitsubishi Motors Sales Co., Ltd.	130	100.0	Automobile sales				
Matsumoto Mitsubishi Motors Sales Co., Ltd.	310	100.0	Automobile sales				
Aichi Chuo Mitsubishi Motors Sales Co., Ltd.	650	99.9	Automobile sales				
Nagoya Mitsubishi Motors Sales Co., Ltd.	1,200	100.0	Automobile sales	consolidated to Chubu Mitsubishi Motors Sales Co., Ltd. as of July 1, 2007	100 100.0		
Gifu Mitsubishi Motors Sales Co., Ltd.	100	100.0(17.5)	Automobile sales				
Ishikawa Mitsubishi Motors Sales Co., Ltd.	150	100.0	Automobile sales				
Kinki Mitsubishi Motors Sales Co., Ltd.	1,203	100.0	Automobile sales				
Okayama Mitsubishi Motors Sales Co., Ltd.	100	76.9	Automobile sales	consolidated to Nishi Nihon Mitsubishi Motors Sales Co., Ltd. as of July 1, 2007	100 100.0		
Hiroshima Chuo Mitsubishi Motors Sales Co., Ltd.	100	97.8	Automobile sales				
Sanin Mitsubishi Motors Sales Co., Ltd.	100	100.0	Automobile sales				
Shin Yamaguchi Mitsubishi Motors Sales Co., Ltd.	180	100.0	Automobile sales				
Ehime Mitsubishi Motors Sales Co., Ltd.	354	99.9	Automobile sales				
Miyazaki Chuo Mitsubishi Motors Sales Co., Ltd.	40	100.0	Automobile sales				
Nagasaki Mitsubishi Motors Sales Co., Ltd.	120	100.0	Automobile sales				
Kagoshima Chuo Mitsubishi Motors Sales Co., Ltd.	140	99.5	Automobile sales				
Hokkaido Mitsubishi Motors Parts Sales Co., Ltd.	100	90.0(45.0)	Automobile parts sales			consolidated to Mitsubishi Motors Parts Sales Co., Ltd. as of July 1, 2007	100 100.0
Tohoku Mitsubishi Motors Parts Sales Co., Ltd.	100	64.3(15.9)	Automobile parts sales				
Kita Kanto Mitsubishi Motors Parts Sales Co., Ltd.	100	75.0(25.0)	Automobile parts sales				
Kanto Mitsubishi Motors Parts Sales Co., Ltd.	100	100.0(36.2)	Automobile parts sales				
Shinetsu Mitsubishi Motors Parts Sales Co., Ltd. *1	100	50.0(15.0)	Automobile parts sales				
Hokuriku Mitsubishi Motors Parts Sales Co., Ltd.	100	65.8(21.5)	Automobile parts sales				
Chugoku Mitsubishi Motors Parts Sales Co., Ltd.	100	73.1(29.6)	Automobile parts sales				
Higashi Kanto Mitsubishi Motors Parts Sales Co., Ltd.	100	56.0(10.0)	Automobile parts sales				
Shikoku Mitsubishi Motors Parts Sales Co., Ltd. *1	100	50.0(8.0)	Automobile parts sales	consolidated to Shikoku MMC Parts Sales Co., Ltd. as of July 1, 2007	100 50.0		
Pajero Manufacturing Co., Ltd.	610	100.0	Automobile and parts manufacturing and sales				
Ryoji Yohin Sales Co., Ltd.	300	100.0	Sales of automobile accessories, air conditioners	consolidated to Mitsubishi Automotive Accessories & Products Co., Ltd. as of July 1, 2006	300 100.0		
Mitsubishi Automotive Techno-Service Co., Ltd.	400	100.0	Automobile servicing				
Mitsubishi Automotive Logistics Co., Ltd.	300	75.0	Vehicle transportation contractor	consolidated to Mitsubishi Automotive Logistics Technology Co., Ltd. as of July 1, 2007	4.36 100.0		
Mitsubishi Automotive Engineering Co., Ltd.	350	100.0	Design and testing of automobiles and parts				
Suiryo Plastics Co., Ltd.	100	100.0	Manufacturing and sales of automobile parts	100	100.0		

Major Consolidated Subsidiaries Outside Japan

Company	Incorporated in	Capitalization (Millions)	Business Lines	MMC Share of Voting Rights (%)
Mitsubishi Motors North America, Inc. (MMNA)	U.S.A.	USD 398.8	Automobile importing, manufacturing and sales	100.0
Mitsubishi Motors R&D of America, Inc. (MRDA)	U.S.A.	USD 2.0	Product development, design, testing and certification	100.0 (100.0)
Mitsubishi Motor Sales of Canada, Inc.	Canada	USD 1.3	Automobile importing and sales	100.0 (100.0)
Mitsubishi Motors Credit of America, Inc. (MMCA)	U.S.A.	USD 260.0	Automobile financing and leasing	100.0 (100.0)
Mitsubishi Motor Sales of Caribbean, Inc. (MMSC)	Puerto Rico	USD 47.5	Automobile importing and sales	100.0
Mitsubishi Motors Europe B.V. (MME)	The Netherlands	EUR 1,282.9	Holding company Imports and sales of automobiles and parts	100.0
Mitsubishi Motor R&D of Europe GmbH (MRDE)	Germany	EUR 0.8	Product development, design, testing and certification	100.0 (100.0)
Mitsubishi Motor Sales Netherlands B.V.	The Netherlands	EUR 6.8	Automobile importing and sales	100.0 (100.0)
Mitsubishi Motors Deutschland GmbH	Germany	EUR 30.0	Automobile importing and sales	100.0 (100.0)
Mitsubishi Motors France S.A.S	France	EUR 10.0	Automobile importing and sales	100.0 (100.0)
Mitsubishi Motors Belgium nv	Belgium	EUR 3.0	Automobile importing and sales	100.0 (100.0)
MMC International Finance (Netherlands) B.V.	The Netherlands	EUR 0.1	Procurement of funds, group companys financing	100.0
Netherlands Car B.V. (NedCar)	The Netherlands	EUR 250.0	Manufacturing and sales of automobiles and parts	100.0 (15.0)
Mitsubishi Motors Australia, Ltd. (MMAL)	Australia	AUD 1,359.9	Automobile importing, assembly and sales	100.0
Mitsubishi Motors New Zealand Ltd. (MMNZ)	New Zealand	NZD 48.0	Automobile importing and sales	100.0
Mitsubishi Motors (Thailand) Co.,Ltd. (MMTh)	Thailand	THB 7,000.0	Automobile importing, assembly and sales	99.8
MMTh Engine Co., Ltd.	Thailand	THB 20.0	Manufacturing of automobile engines	100.0 (100.0)
Mitsubishi Motors Philippines Corp. (MMP)	The Philippines	PHP 1,640.0	Automobile importing, assembly and sales	51.0
Asian Transmission Corp. (ATC)	The Philippines	PHP 350.0	Manufacturing of transmissions	94.7 (89.4)
Mitsubishi Motor Parts Sales of Gulf FZE	U.A.E.	UAD 10.0	Importing and sales of automobile parts	100.0

Note: MMC has 26 other affiliates outside Japan in addition to the above.

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

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

Equity Method Affiliates (22)

Equity Method Affiliates in Japan

Company	Capitalization (Millions)	Business Lines	MMC Share of Voting Rights (%)
Hakodate Mitsubishi Motors Sales Co., Ltd. *2	240	Automobile sales	16.9
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.	48	Automobile sales	23.5
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
Miyazaki Mitsubishi Motors Sales Co., Ltd.	60	Automobile sales	38.8
MMC Diamond Finance Corp.	3,000	Auto sales financing, leasing and rentals	50.0

Major Equity Method Affiliates Outside Japan

Company	Incorporated in	Capitalization (Millions)	Business Lines	MMC Share of Voting Rights (%)
Mitsubishi Motors do Portugal S.A.	Portugal	EUR 16.5	Importing and sales of automobiles	50.0 (50.0)
P.T. Mitsubishi Krama Yudha Motors & Manufacturing	Indonesia	IDR 11,451.0	Manufacturing and sales of automobile parts	32.3
Vina Star Motors Corp.	Vietnam	USD 16.0	Manufacturing and marketing of automobiles and parts	25.0

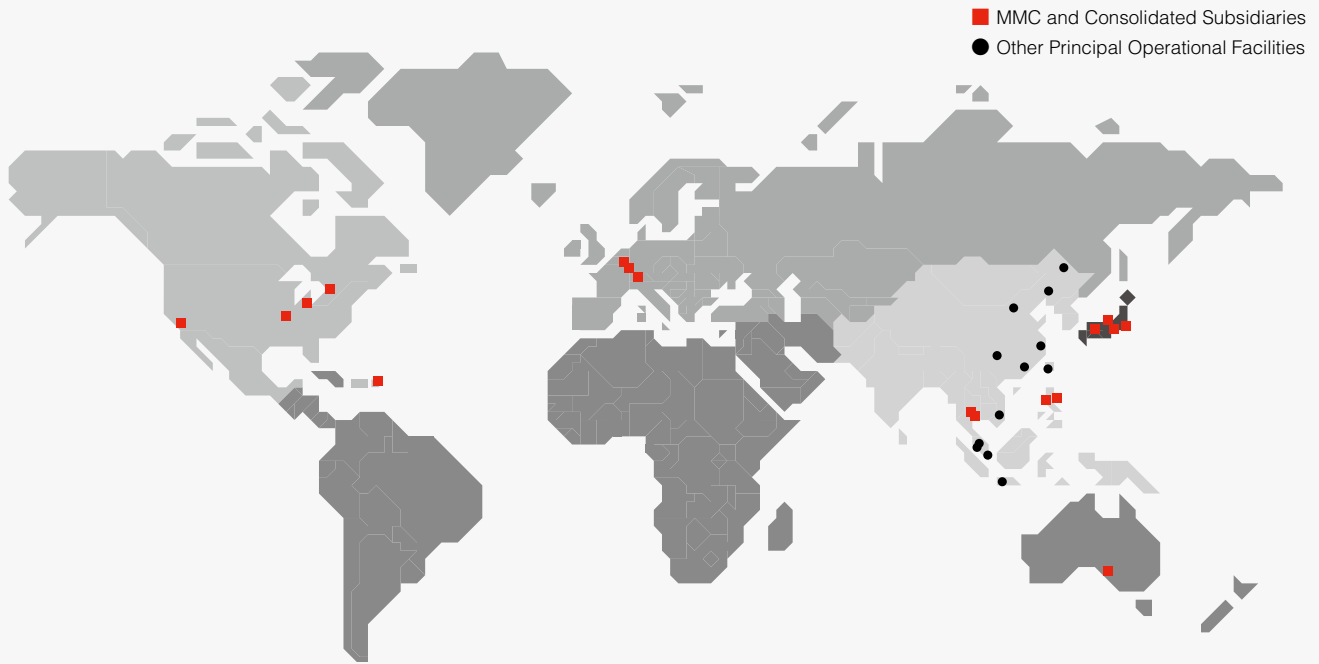
Note: MMC has 9 other affiliates outside Japan in addition to the above.

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

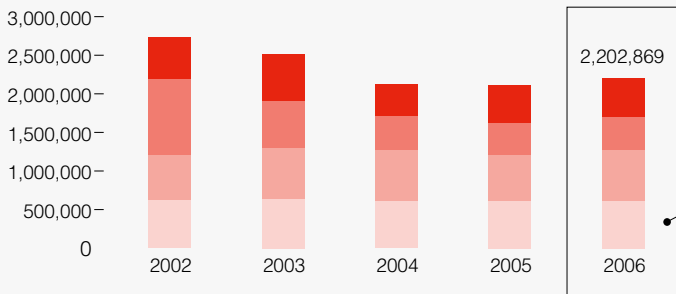
* 2 The affiliate is listed as a subsidiary although MMC's equity holding is less than 20%, because it exercises effective influence on the company.

Net Sales, Production and Sales Volume by Region

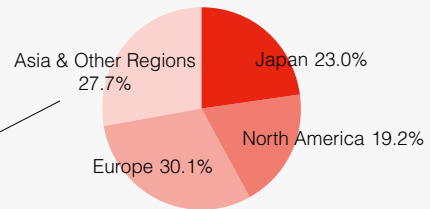
OVERSEAS OPERATIONS



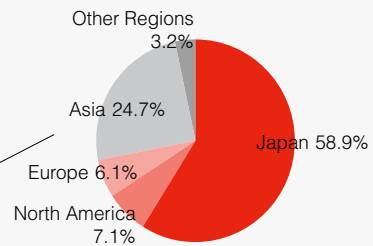
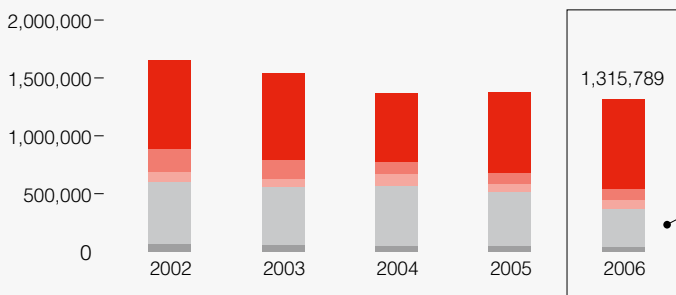
Net Sales (Unit: Millions of Yen)



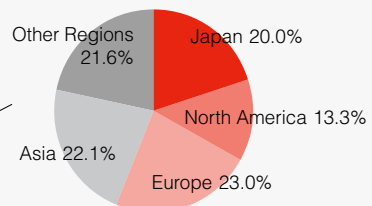
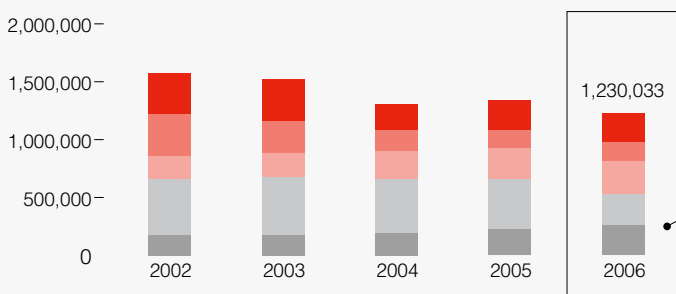
Breakdown of Net Sales, Production and Sales Volume by Region (2006)



Production Volume (Unit: Vehicles)



Sales Volume (Unit: Vehicles)



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

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

MMC In-house Classification		2002	2002 (15months)	2003	2004	2005	2006
Japan	Net Sales.....	547,714	—	621,308	412,889	504,153	505,964
	Production Volume.....	766,389	—	751,843	599,219	706,048	775,648
	Sales Volume.....	354,269	—	358,253	226,702	256,220	246,435
North America	Net Sales.....	987,545	1,190,975	600,770	441,441	415,614	423,611
	Production Volume.....	204,233	256,490	156,859	98,642	89,139	93,240
	Sales Volume.....	357,041	436,537	272,912	174,311	155,952	164,223
Europe	Net Sales.....	584,042	730,832	661,968	667,778	586,167	662,815
	Production Volume.....	86,900	106,789	75,276	103,101	68,551	80,315
	Sales Volume.....	202,993	251,971	213,567	241,758	267,220	282,333
Asia & Other Regions	Net Sales.....	616,940	691,128	635,404	600,516	614,134	610,478
Asia	Production Volume.....	531,628	—	501,337	518,888	470,244	324,974
	Sales Volume.....	479,283	—	495,938	468,203	433,999	271,790
East & Africa	Production Volume.....	8,541	10,334	7,094	8,424	9,289	10,082
	Sales Volume.....	70,780	86,370	67,871	83,949	108,935	134,094
Central & South America	Production Volume.....	10,980	13,680	13,590	21,000	19,500	20,970
	Sales Volume.....	41,226	50,653	41,766	51,672	57,847	65,685
Oceania (Australia)	Production Volume.....	46,191	55,545	31,470	17,245	18,657	10,560
	Sales Volume.....	65,054	81,175	66,979	56,260	55,307	57,288
Total	Net Sales	2,736,241	3,160,649	2,519,449	2,122,626	2,120,068	2,202,869
	Production Volume	1,654,862	—	1,537,469	1,366,519	1,381,428	1,315,789
	Sales Volume	1,570,646	—	1,527,156	1,311,763	1,343,825	1,230,033

- Notes: 1. In line with a change in accounting periods, fiscal 2002 contains data for 12 months and 15 months.
2. Fiscal years 2003 to 2006: April to March; 2002: April to March in Japan and Malaysia, January to December in other regions.
3. Production volume indicates the number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knockdown [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 through fiscal 2002.
6. MMC only supplies components for some car models, and does not provide technology.

Global Production and Sales Volume

(Unit: Vehicles)

MMC In-house Classification		2002	2003	2004	2005	2006
Production Volume	Japan	766,389	751,843	599,219	706,048	775,648
	Other Regions.....	888,473	785,626	767,300	675,380	540,141
Total		1,654,862	1,537,469	1,366,519	1,381,428	1,315,789
Sales Volume	Japan Domestic.....	354,269	358,252	226,456	255,984	245,878
	Import	—	1	246	236	557
	Total	354,269	358,253	226,702	256,220	246,435
	Other Regions.....	1,216,377	1,168,903	1,085,061	1,087,605	983,598
Total		1,570,646	1,527,156	1,311,763	1,343,825	1,230,033

- Notes: 1. Fiscal years 2003 to 2006: April to March; 2002: April to March in Japan and Malaysia, January to December in other regions.
2. Excluding MFTBC.
3. Sales volume normally reflect retail sales.
4. MMC only supplies components for some car models, and does not provide technology.

(Unit: Vehicles)

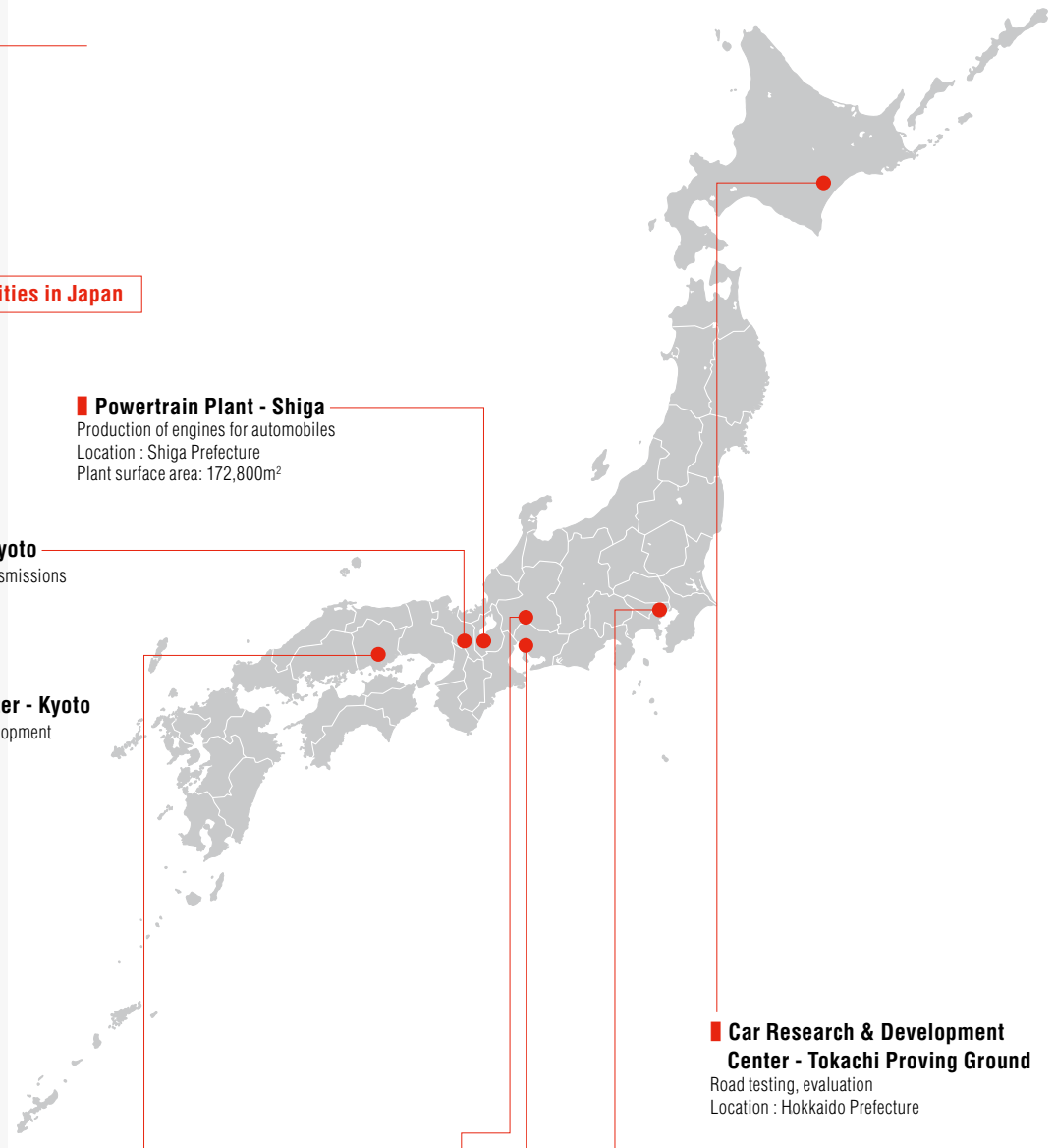
Japan Automobile Manufacturers Association, Inc. (JAMA) Classification		2002	2003	2004	2005	2006
Production Volume	Japan Passenger Cars.....	679,592	638,919	495,331	602,850	657,277
	Commercial Vehicles.....	86,797	112,924	103,888	103,198	118,371
	Total	766,389	751,843	599,219	706,048	775,648
	Other Regions.....	930,248	785,626	767,300	675,380	540,141
Global		1,696,637	1,537,469	1,366,519	1,381,428	1,315,789
Sales Volume	Japan Passenger Cars.....	261,281	259,354	147,442	177,777	179,702
	Commercial Vehicles.....	92,988	98,899	79,260	78,443	66,733
	Total	354,269	358,253	226,702	256,220	246,435
	Other Regions.....	1,216,377	1,168,903	1,085,061	1,087,605	983,598
Global		1,570,646	1,527,156	1,311,763	1,343,825	1,230,033

- Notes: 1. Fiscal years: April to March.
2. Sales volume normally reflect retail sales.
3. The JAMA classification includes imports in sales volume.
4. Excludes portions for MFTBC after 2002.
5. MMC only supplies components for some car models, and does not provide technology.

Activities by Region

Japan

Principal Operational Facilities in Japan



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

■ **Powertrain Plant - Kyoto**
Production of engines and transmissions for automobiles
Location : Kyoto Prefecture
Plant surface area: 299,000m²

■ **Car Research & Development Center - Kyoto**
Power plant research and development
Location : Kyoto Prefecture

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

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

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

■ **MMC Head Office**
Tokyo

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

■ **Nagoya Plant**

Vehicle production
Location : Aichi Prefecture
Plant surface area: 425,000m²

■ **Car Research & Development Center - Okazaki**

Fundamental research, product development
Location : Aichi Prefecture

■ **Pajero Manufacturing Co., Ltd.**

Vehicle production
Location : Gifu Prefecture
Plant surface area: 189,183m²

Production Facilities

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

Engine Production

■ **Powertrain Plant** Kyoto, Shiga, Mizushima

Transmission Production

■ **Powertrain Plant** Kyoto, Mizushima

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

R&D Facilities

R&D

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

Sales Organization

Sales Companies

Dealerships 153

Consolidated Subsidiaries 29, Equity Method Affiliates 9, Independent Dealerships 115

New Car Sales Outlets 831

(As of March 31, 2006)

■ 三菱自動車及び連結子会社

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2003	2004	2005	2006
■ Nagoya Plant	Diamante.....	1,892	1,347	990	696	—
	Galant.....	11,091	6,606	4,559	5,648	—
	Legnum.....	2,633	—	—	—	—
	Colt.....	42,763	54,414	24,281	20,939	18,042
	Colt Plus.....	—	—	12,300	11,129	7,672
	Grandis.....	—	28,821	19,173	29,466	17,928
	Chariot Grandis.....	10,595	4,043	138	—	—
	RVR / RVR Sport Gear.....	241	—	—	—	—
	Pajero iO.....	8,959	9,016	8,136	3,592	2,564
	Perdana* ¹	4,410	7,680	4,620	3,660	4,770
	L200 Strada* ¹	350	520	630	1,840	1,610
	■ Mizushima Plant	Outlander.....	—	—	—	21,173
Libero Cargo (Libero included).....		4,287	—	—	—	—
Delica.....		17,456	13,011	16,432	16,644	16,041
Mirage.....		24,574	11,442	—	—	—
Dion.....		5,696	1,881	2,697	1,797	—
Lancer (Cedia and Cargo included).....		165,749	161,921	155,556	202,893	235,931
i.....		—	—	—	19,705	31,725
Airtrek.....		68,431	77,331	60,817	49,596	31,326
Minica / Toppo BJ.....		36,340	33,553	25,065	23,527	21,064
Pajero Mini.....		12,672	17,141	10,307	10,445	9,436
eK Wagon*.....		115,918	119,652	70,826	118,480	122,294
minicab*.....		45,899	72,125	68,197	67,179	65,251
Town Box (OEM included).....		4,949	5,561	4,262	4,143	3,357
■ PMC		Pajero.....	112,161	90,929	79,152	69,142
	Delica D:5.....	—	—	—	—	10,931
	Challenger.....	69,001	34,258	30,515	23,773	17,455
	Jeep (military use).....	322	591	566	581	435
Registered Vehicle Total		550,611	503,811	420,562	462,569	538,871
Minicar Total		215,778	248,032	178,657	243,479	236,777
Total		766,389	751,843	599,219	706,048	775,648

■ MMC and Consolidated Subsidiaries

Note: 1. Figures in the table are totals of built-up and knockdown production at MMC and its consolidated subsidiaries.

2. *1 export only

3. *2 Including commissioned OEM production at Nissan Motor

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2003	2004	2005	2006
■ Nagoya Plant	Diamante.....	1,916	1,381	994	709	14
	Galant.....	1,566	1,246	811	531	5
	Aspire.....	149	1	—	—	—
	Legnum.....	248	5	—	—	—
	Colt.....	39,627	50,868	21,074	16,886	13,198
	Colt Plus.....	—	—	9,946	10,698	6,648
	Grandis.....	—	23,834	5,247	4,490	1,756
	Chariot Grandis.....	3,724	49	—	1	—
	RVR / RVR Sport Gear.....	268	—	1	—	—
	Pajero iO.....	6,182	5,954	3,568	3,395	2,915
	■ Mizushima Plant	Outlander.....	—	—	—	18,919
Libero Cargo (Libero included).....		3,062	71	1	—	—
Delica Space Gear.....		4,559	3,227	3,142	3,428	1,451
Mirage Dingo.....		4,076	24	—	—	—
Dion.....		5,925	2,131	2,382	2,149	33
Mirage / Lancer / Cedia.....		16,800	13,185	8,772	8,649	7,866
Lancer Wagon / Cedia Wagon.....		13,451	4,377	1,865	4,461	2,877
Lancer Cargo.....		1,152	4,194	3,937	3,538	3,780
Airtrek.....		14,132	7,427	3,198	1,030	10
i.....		—	—	—	16,105	29,498
Minica.....		37,417	34,615	25,108	22,782	21,795
Toppo BJ.....		800	—	—	1	—
Pajero Mini.....		13,720	17,237	10,371	10,611	9,367
eK Wagon.....		122,857	118,567	71,062	73,277	67,052
minicab.....		48,794	55,070	43,868	43,895	39,158
Town Box.....		5,170	5,430	4,201	4,171	3,649
■ PMC		Delica Star Wagon (L300).....	1	—	1	—
	Pajero.....	5,681	6,035	4,196	2,781	6,025
	Delica D:5.....	—	—	—	—	9,187
OEM Supplied by Mazda	Jeep (military use).....	1	—	—	—	—
	Delica.....	2,991	3,324	2,711	3,477	2,860
Registered Vehicle Total		125,511	127,333	71,846	85,142	75,359
Minicar Total		228,758	230,919	154,610	170,842	170,519
Domestically Produced Model Total		354,269	358,252	226,456	255,984	245,878
Imports Total		—	1	246	236	557
Total		354,269	358,253	226,702	256,220	246,435
Total Japanese Market Volume		5,364,662	5,275,159	5,286,402	5,312,146	5,361,987

■ MMC and Consolidated Subsidiaries

() indicates local names

Export Shipments [Export Shipments by Region]

(Unit: Vehicles)

Region	2002	2003	2004	2005	2006
North America.....	187,579	86,629	43,872	36,484	69,065
Europe.....	68,273	93,435	72,210	77,214	88,670
Asia and Other Regions.....	167,989	181,356	199,189	206,707	224,736
Asia	38,673	56,624	55,559	37,640	33,074
Middle East & Africa.....	52,982	49,584	56,978	85,644	97,428
Central & South America.....	29,280	34,703	45,589	53,710	51,256
Oceania.....	47,054	40,445	41,063	29,713	42,978
Other (United Nations, etc.)	3,389	13,722	34,687	58,173	59,817
Total	427,230	375,142	349,958	378,578	442,288

Export Shipments by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2003	2004	2005	2006
■ Nagoya Plant	Galant.....	9,363	5,283	3,891	5,170	36
	Legnum.....	2,415	—	—	—	—
	Grandis.....	—	3,574	14,352	24,507	16,870
	Chariot Grandis.....	7,310	4,096	208	—	—
	Colt.....	503	2,419	4,235	3,126	4,641
	Colt Plus.....	—	—	359	833	903
	Pajero iO.....	3,307	2,756	4,704	240	—
	Perdana*.....	4,410	7,620	4,650	3,540	4,800
	L200 Strada*.....	350	520	630	1,470	2,010
■ Mizushima Plant	i.....	—	—	—	1	454
	Outlander.....	—	—	—	273	61,661
	Dion.....	177	18	7	—	—
	Lancer (New Model).....	—	—	—	—	14,817
	Lancer / Cedia.....	126,830	118,506	129,245	171,999	190,567
	Lancer Wagon / Cedia.....	42	16,857	8,838	11,090	10,888
	Airtrek.....	45,845	7,917	320	302	248
	Airtrek Sport Gear (Outlander).....	7,060	60,512	56,997	48,549	30,032
	Libero.....	1,487	150	—	—	—
	Delica Space Gear.....	4,672	690	552	352	—
	L300 Delica*.....	8,207	9,062	12,787	12,597	14,634
	Lancer / Mirage*.....	29,621	14,853	3,270	4,350	3,690
■ PMC	Pajero.....	106,376	85,863	74,447	66,773	68,563
	Challenger*.....	69,255	34,446	30,466	23,404	17,473
	Others.....	—	—	—	3	1
Total	427,230	375,142	349,958	378,576	442,288	

■ MMC and Consolidated Subsidiaries

Note: 1. Export shipments are the total of built-up vehicles and knockdown kits.

2. *export only

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

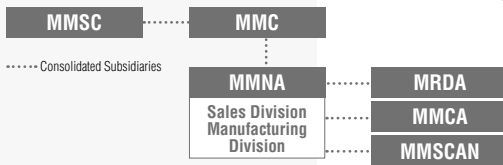
Note on Activities by Region:

Covers activities from April to March. However, in 2002, countries other than Japan and Malaysia cover activities from January to December. For 2002, these other countries contain data for the 12-month period (January 2002 to December 2002) and data for 15 months (January 2002 to March 2003). Thereafter, the fiscal year for all companies in all countries is April to March.

Activities by Region

North America

Principal Operational Facilities in North America



Supervision of Operations

■ Mitsubishi Motors North America, Inc. (MMNA)

Location: Cypress, California
 Capitalization: USD 398.8 million
 Activities: Automobile importing, sales and manufacturing
 Production Facility Location: Normal, Illinois
 Models Produced: See table on page 23
 Models Sold: See table on page 23
 MMC Voting Rights: 100.0%

R&D Facility

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

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

Sales Organization

United States

Sales Outlets 501
 Sales Financing

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

Location: Cypress, California
 Capitalization: USD 1,220.0 million
 Activities: Automobile financing and leasing
 MMC Voting Rights: 100.0%

Canada

Sales Outlets 61
 Distributor

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

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

Puerto Rico

Sales Outlets 24
 Distributor

■ Mitsubishi Motor Sales of Caribbean, Inc. (MMSC)

Location: Toa Baja
 Capitalization: USD 47.5 million
 Activities: Automobile importing and sales
 MMC Voting Rights: 100.0%

■ MMSC

Automobile imports and sales
 Toa Baja, Puerto Rico

■ MMSCAN

Automobile imports and sales
 Mississauga, Ontario, Canada

■ MRDA

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

■ MMNA (Manufacturing)

Normal, Illinois, U.S.A.

■ MMNA (Head Office)

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

■ MMCA

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

(As of March 31, 2007)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ MMNA (Illinois, U.S.A)	Galant	100,760	125,535	53,455	39,841	29,337	35,541
	Eclipse / Eclipse Spyder	75,323	90,267	25,974	10,433	37,399	39,602
	Endeavor	10	5,629	48,987	19,448	22,403	18,097
	★ Chrysler Sebring / Stratus.....	28,140	35,059	28,443	28,920	—	—
Total		204,233	256,490	156,859	98,642	89,139	93,240

■ MMC and Consolidated Subsidiaries

★ Non-Mitsubishi Brand Vehicles

Sales Volume by Model

(Unit: Vehicles)

U.S.A	Production Facility/ Assemble	Model	2002	2002 (15months)	2003	2004	2005	2006
■ MMNA (Illinois, U.S.A.)		Galant	97,343	116,695	60,317	40,662	28,283	27,517
		Eclipse / Eclipse Spyder	72,040	81,099	37,919	15,417	26,554	35,763
		Endeavor.....	—	235	39,181	20,920	18,568	14,043
■ Mizushima Plant(Japan)		Lancer Cedia (Lancer).....	69,008	84,187	46,992	33,449	24,100	23,650
		Lancer Wagon	—	—	455	2,327	483	—
		Lancer / Mirage (Lancer)	6,919	7,088	5	—	—	—
		Airtrek Sport Gear (Outlander).....	11,346	22,384	28,936	15,076	11,733	14,988
■ PMC (Japan)		Pajero (Montero).....	19,181	22,031	8,107	3,943	2,354	1,390
		Challenger (Montero Sport)	54,922	63,467	14,053	5,062	358	1
■ MMAL(Australia)		Diamante.....	14,352	18,004	7,627	2,414	20	—
OEM Supplied by Chrysler		Raider	—	—	—	—	2,715	7,156
Total			345,111	415,190	243,592	139,270	115,168	124,508
Total Market Volume			16,815,923	20,574,131	16,784,691	16,846,135	16,991,179	16,509,508

■ MMC and Consolidated Subsidiaries

MMAL: Mitsubishi Motors Australia, Ltd.

() indicates local names

Canada	2002	2002 (15months)	2003	2004	2005	2006
	3,223	6,961	12,786	10,900	10,293	11,801
Total Market Volume	—	—	1,568,781	1,529,862	1,588,691	1,615,203

Mexico	2002	2002 (15months)	2003	2004	2005	2006
	—	223	6,044	11,911	15,568	16,868
Total Market Volume	—	—	995,714	1,095,363	1,136,169	1,152,753

Puerto Rico	2002	2002 (15months)	2003	2004	2005	2006
	11,815	14,163	10,490	12,230	14,923	11,046
Total Market Volume	123,054	150,798	126,705	136,063	137,380	111,708

	2002	2002 (15months)	2003	2004	2005	2006
Total	360,149	436,537	272,912	174,311	155,952	164,223
Total Market Volume	—	—	19,475,891	19,607,423	19,853,419	19,388,716

Note: From 2002, Puerto Rico has been included in figures for North America.

Activities by Region

Europe

Principal Operational Facilities in Europe

Supervision of Operations

■ Mitsubishi Motors Europe B.V. (MME)

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

R&D Facility

■ Mitsubishi Motor R&D Europe GmbH (MRDE)

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

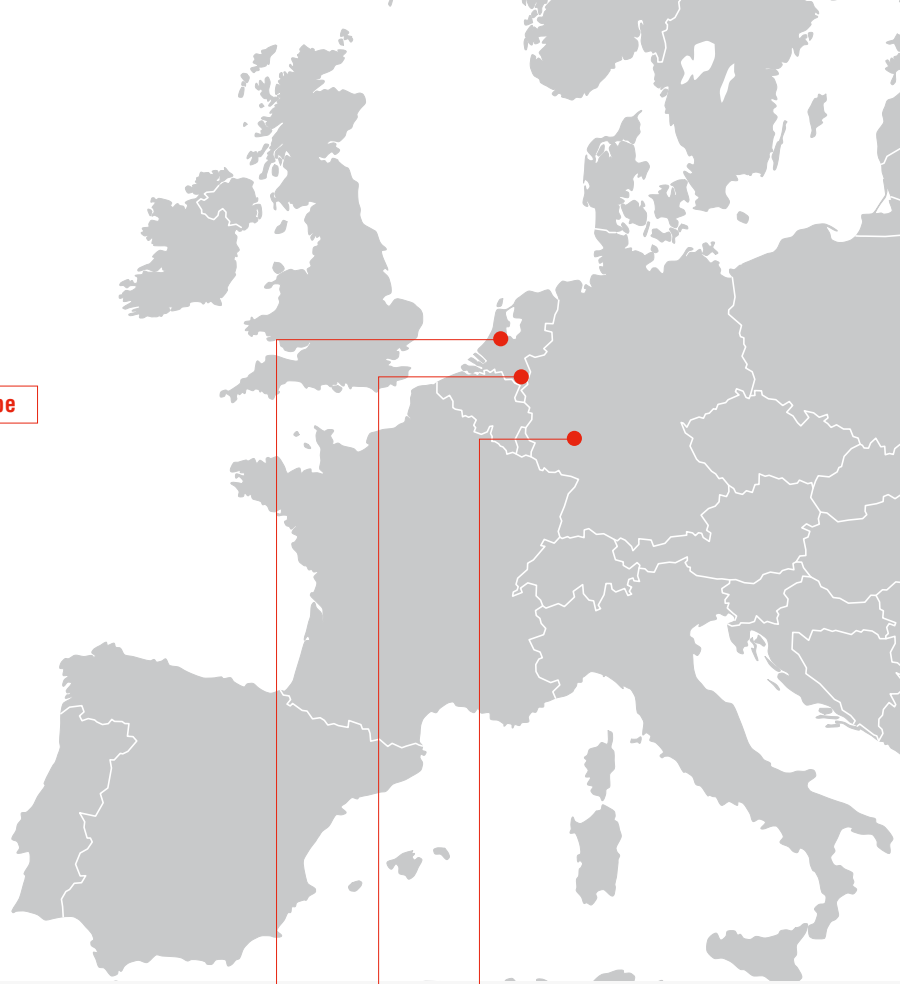
Production Facility

■ Netherlands Car B.V. (NedCar)

Location : Born, The Netherlands
 Capitalization : EUR 250.0 million
 Activities : Manufacturing and sales of automobiles and parts
 MMC Voting Rights : 100.0%

Sales Organization

Distributors 33
 Sales Outlets 2,500 sales outlets approx.



■ MRDE

Research, testing and investigation about automobiles
 Trebur (Germany)

■ NedCar

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

■ MME

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

(As of March 31, 2007)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ NedCar (The Netherlands)	Carisma.....	28,776	36,267	26,074	—	—	—
	Space Star.....	46,824	57,090	40,807	24,315	—	—
	Colt.....	—	—	82	70,207	68,551	70,194
PF (Italy)	Pajero Pinin.....	11,300	13,432	8,313	8,579	—	—
	Colt CZC Cabriolet.....	—	—	—	—	—	10,121
Total		86,900	106,789	75,276	103,101	68,551	80,315

■ MMC and Consolidated Subsidiaries

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

Sales Volume by Country

(Unit: Vehicles)

Country	2002	2002 (15months)	2003	2004	2005	2006
Germany	39,345	47,638	38,369	39,763	41,077	37,258
Austria.....	5,625	7,161	5,282	4,464	3,555	3,744
United Kingdom.....	26,419	34,731	32,882	37,545	37,812	34,467
Ireland.....	4,230	6,053	3,870	3,674	3,735	3,596
The Netherlands.....	8,282	9,585	8,560	9,009	9,011	9,007
Belgium.....	6,927	8,560	4,201	4,793	5,050	5,343
France.....	10,314	12,741	11,375	11,390	8,548	6,787
Italy	21,554	26,002	16,605	15,889	17,807	19,033
Portugal	7,331	8,928	6,164	6,777	5,289	6,046
Spain.....	19,435	24,101	19,155	17,659	17,507	16,877
Greece	5,617	6,756	5,541	5,735	7,232	7,016
Denmark	2,725	3,347	2,590	3,030	2,730	3,541
Finland.....	815	1,035	1,130	1,360	1,422	1,667
Sweden.....	7,396	9,255	6,669	5,792	5,535	4,992
Switzerland.....	7,506	8,746	5,167	4,869	5,127	3,707
Norway.....	3,238	3,885	3,943	4,254	3,561	4,447
Iceland.....	313	383	479	666	745	515
Russia.....	*	*	19,324	37,342	57,160	69,731
Ukraine.....	*	*	4,369	5,520	8,183	16,023
Others	25,921	33,064	17,892	22,227	26,134	28,536
Total	202,993	251,971	213,567	241,758	267,220	282,333
Total Market Volume	16,187,459	20,433,728	16,103,873	16,360,956	16,654,336	16,675,229

Notes: 1. Total market volume represents sum of EU and EFTA (18 countries) sales of the ACEA assessment (Passenger Cars+Light Commercial Vehicles).
2. * Included in figures for "Others"

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ NedCar (The Netherlands)	Carisma.....	30,429	38,981	28,123	9,875	426	72
	Space Star.....	44,957	55,686	42,392	30,584	10,193	612
	Colt	—	—	—	39,257	79,108	71,348
PF (Italy)	Pajero iO (Pajero Pinin).....	13,078	15,849	10,425	7,643	4,456	575
	Colt CZC Cabridet.....	—	—	—	—	—	6,080
■ MMNA(Illinois, U.S.A)	Galant.....	—	—	—	—	—	1,755
■ Nagoya Plant(Japan)	Galant.....	4,297	5,507	2,200	219	94	—
	Legnum	2,720	3,005	870	229	122	—
	Chariot Grandis (Space Wagon).....	4,990	6,027	3,074	1,105	110	2
	Grandis.....	—	—	—	7,625	12,670	12,953
■ Mizushima Plant(Japan)	RVR (Space Runner).....	502	603	163	8	9	2
	Libero Cargo (Libero included).....	97	99	3	—	—	—
	Delica Space Gear (Space Gear)	1,090	1,143	30	—	—	—
	L300 Delica (L300)	1,451	1,678	1,299	1,613	2,191	1,932
	Mirage (Colt)	9,033	11,413	5,529	699	135	3
■ PMC (Japan)	Lancer.....	83	109	10,189	36,700	57,278	67,397
	Lancer Wagon.....	—	—	5,795	8,882	10,126	9,383
	Airtrek Sport Gear (Outlander).....	—	—	15,085	15,683	16,025	23,116
	Pajero.....	36,309	44,841	35,221	30,283	24,590	23,801
■ MMTh (Thailand)	Challenger (Pajero Sport).....	12,627	15,502	12,630	13,940	13,145	12,858
	Others	—	—	160	—	—	—
■ MMTh (Thailand)	L200 Strada.....	41,330	51,528	40,379	37,413	36,542	50,444
Total		202,993	251,971	213,567	241,758	267,220	282,333
Total Market Volume		16,187,459	20,433,728	16,103,873	16,360,956	16,654,336	16,675,229

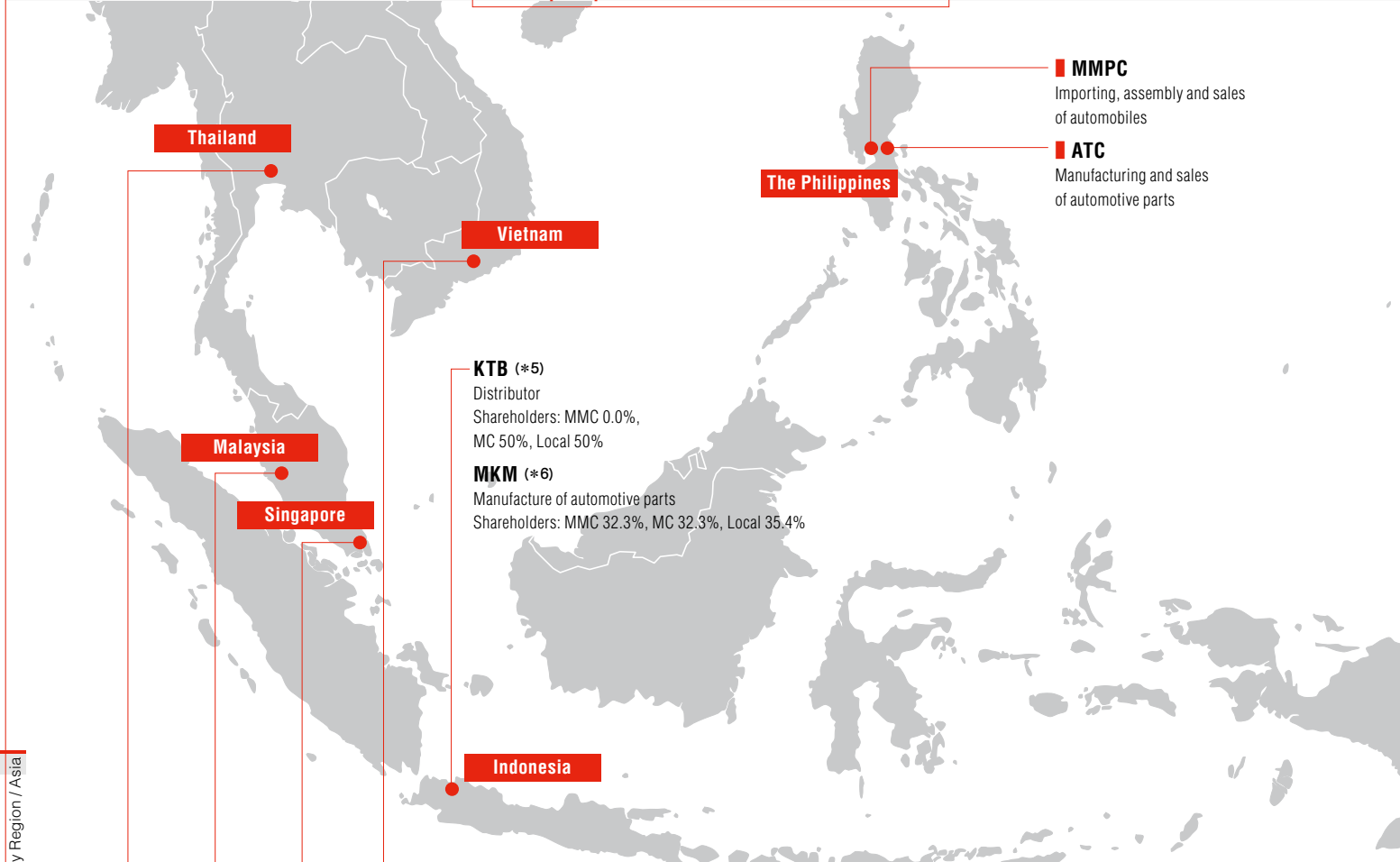
■ MMC and Consolidated Subsidiaries
() indicates local names

Notes: 1. Total market volume represents sum of EU and EFTA (18 countries) sales of the ACEA assessment (Passenger Cars+Light Commercial Vehicles).
2. "Others" refers to models produced in Japan which are not listed in the above table.

Activities by Region

Asia

Principal Operational Facilities in Southeast Asia



MMPC
Importing, assembly and sales of automobiles

ATC
Manufacturing and sales of automotive parts

Thailand

Vietnam

The Philippines

Malaysia

Singapore

KTB (*5)
Distributor
Shareholders: MMC 0.0%, MC 50%, Local 50%

MKM (*6)
Manufacture of automotive parts
Shareholders: MMC 32.3%, MC 32.3%, Local 35.4%

Indonesia

VSM (*1)
Automobile assembly from knockdown kits
Shareholders: MMC 25.0%, PROTON 25.0%, MCAH 25.0%, Local 25.0%

CCA (*4)
Distributor
Shareholders: MMC 0.0%

MMM (*2)
Vehicle sales
Shareholders: MMC 0.0%, MC 52%, Local 48%

PROTON (*3)
Vehicle production
Shareholders: MMC 0.0%

MMTh
Importing, assembly and sales of automobiles

MEC
Manufacturing of engines for automobiles

Production Facilities (only consolidated subsidiaries listed)

Thailand

Mitsubishi Motors (Thailand) Co., Ltd. (MMTh)
Location: Phatumthanee
Capitalization: THB 7,000.0 million
Activities: Importing, assembly and sales of automobiles and parts
MMC Voting Rights: 99.8%
Models Produced: See table on page 28

MMTh Engine Co., Ltd. (MEC)
Location: Laemchabang
Capitalization: THB 20.0 million
Activities: Manufacture of automobile engines
MMC Voting Rights: 100.0%

The Philippines

Mitsubishi Motors Philippines Corp. (MMPC)
Location: Cainta Rizal
Capitalization: PHP 1,640.0 million
Activities: Importing, assembly and sales of automobiles
MMC Voting Rights: 51.0%
Models Produced: See table on page 28

Asian Transmission Corp. (ATC)
Location: Calamba Laguna
Capitalization: PHP 350.0 million
Activities: Manufacturing of transmissions
MMC Voting Rights: 84.7%

*1 **VSM:** Vina Star Motors Corporation
*2 **MMM:** Mitsubishi Motors Malaysia Sdn. Bhd.
*3 **PROTON:** Perusahaan Otomobil Nasional Bhd.
*4 **CCA:** Cycle & Carriage Automotive Pte Ltd.
*5 **KTB:** P.T. Krama Yudha Tiga Berlian Motors
*6 **MKM:** P.T. Mitsubishi Krama Yudha Motors and Manufacturing

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	2002	2002 (15months)	2003	2004	2005	2006
■ MMTh (Thailand).....	109,665	129,184	103,511	130,188	143,924	152,842
■ MMPC (The Philippines).....	13,127	16,265	8,142	9,055	9,566	8,552
KKM/KRM (Indonesia).....	40,424	49,934	39,378	47,784	36,057	15,572
PROTON (Malaysia).....	216,509	—	138,584	153,593	119,714	39,809
USF (Malaysia).....	5,370	—	3,300	1,980	—	—
CMC (Taiwan).....	84,856	105,686	84,310	84,190	72,138	36,802
SEM (China).....	46,230	71,040	91,440	64,094	59,153	52,858
LMC (China).....	600	1,560	13,710	16,074	5,960	—
HHMC (China).....	13,920	21,840	16,320	9,870	15,410	10,220
BBDC (China).....	—	—	—	—	5,878	5,882
HML (India).....	5,760	7,011	2,642	2,060	2,444	2,437
Total	536,461	—	501,337	518,888	470,244	324,974

■ MMC and Consolidated Subsidiaries

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: USF-HICOM (Malaysia) Sdn. Bhd.

CMC: China Motor Corp.

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

LMC: Dongfeng Liuzhou Motor Co., Ltd.

HHMC: Harbin Hafei Motor Co., Ltd.

BBDC: Beijing Benz-DaimlerChrysler Automotive Co., Ltd

HML: Hindustan Motors Limited

Notes: 1. MMC only supplies components for some car models, and does not provide technology.

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

Sales Volume by Country / Area

(Unit: Vehicles)

Country/Area	2002	2002 (15months)	2003	2004	2005	2006
Thailand.....	32,010	37,723	33,799	39,564	43,722	26,003
The Philippines.....	15,231	19,193	13,912	12,483	11,845	12,485
Indonesia.....	41,510	51,268	41,982	50,654	42,776	23,007
Malaysia.....	205,521	—	152,166	148,607	120,667	59,999
Pakistan.....	—	—	—	—	—	2,148
Taiwan.....	91,454	105,363	86,445	77,988	70,884	40,194
China.....	70,461	100,355	151,008	123,295	128,373	89,501
Hong Kong.....	689	956	609	345	401	536
India.....	6,202	7,314	3,095	2,142	2,640	3,479
Sri Lanka.....	586	791	838	442	577	734
Bangladesh.....	316	383	476	477	337	624
Vietnam.....	2,369	3,054	4,197	4,815	2,593	2,410
Singapore.....	4,461	5,673	6,255	6,317	8,195	9,716
Brunei.....	1,113	1,364	1,156	1,074	989	954
Total	471,923	—	495,938	468,203	433,999	271,790

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

Thailand

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ MMTh(Thailand)	L200 Strada.....	97,589	119,480	95,680	120,572	90,080	26,901
	Toriton.....	—	—	—	—	43,769	121,687
	Lancer.....	12,076	9,704	7,831	6,310	6,725	3,165
	Grandis (Space Wagon).....	—	—	—	3,306	3,350	1,089
Total		109,665	129,184	103,511	130,188	143,924	152,842

■ MMC and Consolidated Subsidiaries

() indicates local names

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

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ MMTh(Thailand)	L200 Strada.....	24,207	28,770	27,817	32,780	14,072	14
	Toriton.....	—	—	—	—	22,685	22,289
	Lancer.....	7,010	8,140	5,936	4,478	4,917	2,415
	Grandis (Space Wagon).....	—	—	—	2,226	2,015	1,282
■ Nagoya Plant (Japan)	Galant.....	—	—	—	5	—	—
	Diamante.....	—	—	—	2	—	—
■ Mizushima Plant (Japan)	Lancer.....	703	718	3	5	—	—
	Airtrek Sport Gear (Outlander).....	—	—	4	28	18	—
■ PMC (Japan)	Pajero.....	90	95	39	39	15	3
Total		32,010	37,723	33,799	39,564	43,722	26,003
Total Market Volume		399,204	515,222	541,174	617,340	680,426	627,903

■ MMC and Consolidated Subsidiaries

() indicates local names

The Philippines

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ MMPC(The Philippines)	Lancer.....	1,294	1,294	—	—	—	—
	Adventure.....	7,742	10,043	3,921	5,868	5,876	4,560
	L300 Delica.....	2,925	3,507	3,529	2,826	3,685	3,992
	L200 Strada.....	1,166	1,421	692	361	5	—
Total		13,127	16,265	8,142	9,055	9,566	8,552

■ MMC and Consolidated Subsidiaries

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

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ MMPC(The Philippines)	Lancer.....	1,669	1,711	—	—	—	—
	Adventure.....	7,489	9,293	5,500	5,605	5,539	5,183
	L300 Delica.....	2,615	3,350	3,056	3,123	3,460	4,065
■ Nagoya Plant (Japan)	Galant.....	44	59	50	30	1	—
■ Mizushima Plant(Japan)	L300 Delica.....	343	403	174	1	—	—
■ Airtrek Sport Gear (Outlander).....		—	—	265	239	49	5
		1,876	2,381	1,589	1,028	714	411
■ PMC (Japan)	Challenger (Montero Sport).....	—	—	—	135	352	91
		—	—	—	—	—	7
■ MMNA (Illinois, U.S.A)	Eclipse.....	—	—	—	—	—	7
■ MMTh (Thailand)	Lancer.....	—	531	1,789	1,588	1,194	959
	Grandis.....	—	—	—	67	174	89
	L200 Strada.....	1,146	1,399	835	318	290	330
	Strada.....	—	—	—	—	—	1,246
CMC (Taiwan)	Delica Space Gear.....	49	66	654	349	27	47
	Galant.....	—	—	—	—	45	52
Total		15,231	19,193	13,912	12,483	11,845	12,485
Total Market Volume		83,531	107,237	87,570	86,935	94,929	101,093

■ MMC and Consolidated Subsidiaries

() indicates local names

Indonesia

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
KKM (Indonesia)	Galant	210	270	120	90	60	—
	Kuda	9,669	11,319	7,350	5,670	825	—
	Lancer	577	577	—	—	—	—
KRM (Indonesia)	Colt T120SS.....	15,268	19,588	17,568	22,704	18,192	5,372
	Colt L300	14,700	18,180	14,340	19,320	16,980	10,200
Total		40,424	49,934	39,378	47,784	36,057	15,572

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

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
KKM (Indonesia)	Galan	223	274	119	117	59	—
	Kuda	10,240	11,938	7,945	4,888	1,398	—
KRM (Indonesia)	Colt T120SS.....	15,168	19,405	17,587	22,424	17,485	6,320
	Colt L300	14,558	17,952	14,497	19,228	16,529	10,477
■ MMTh (Thailand)	L200 Strada.....	547	756	1,384	3,274	4,980	4,557
	Lancer	774	943	450	391	269	353
	Grandis (Space Wagon)	—	—	—	321	881	665
OEM Supplied by SUZUKI	Maven.....	—	—	—	11	1,175	632
	Others	—	—	—	—	—	3
Total		41,510	51,268	41,982	50,654	42,776	23,007
Total Market Volume		264,507	331,524	316,724	445,436	414,950	283,260

■ MMC and Consolidated Subsidiaries

() indicates local names

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

Malaysia

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2003	2004	2005	2006
PROTON (Malaysia)	★ Saga Iswara.....	216,509	138,584	153,593	119,714	39,809
USF (Malaysia)	L200 Strada.....	5,370	3,300	1,980	—	—
Total		221,879	141,884	155,573	119,714	39,809

★ Non-Mitsubishi Brand Vehicles

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

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2003	2004	2005	2006
PROTON (Malaysia)	★ Saga Iswara.....	46,602	44,309	50,342	34,758	27,115
	★ Satria / Putra / Arena.....	103,739	60,524	51,419	45,994	24,771
	★ Wira	*	*	*	*	*
	★ Waja.....	57,394	35,898	37,363	34,923	2,442
	★ Juara	539	463	985	188	9
■ Nagoya Plant (Japan)	★ Perdana	6,711	5,990	5,046	3,075	2,729
	Others	7,030	4,982	3,452	1,729	2,933
Total		222,015	152,166	148,607	120,667	59,999
Total Market Volume		414,761	385,983	486,407	529,072	454,734

■ MMC and Consolidated Subsidiaries

★ Non-Mitsubishi Brand Vehicles

Notes: 1. "Others" refers to models produced in Japan which are not listed in the above table.

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

Taiwan

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
CMC (Taiwan)	Freeca / Zinger.....	12,537	15,327	11,800	11,359	12,479	4,791
	Galant.....	2,461	3,387	1,775	7,503	3,830	2,234
	★ Veryca.....	17,818	21,332	14,416	16,225	16,080	11,954
	Lancer.....	25,575	31,444	29,846	22,255	18,458	6,257
	Delica Space Gear.....	4,192	5,413	5,166	3,862	2,315	1,160
	Delica Truck.....	3,025	3,680	3,068	3,107	2,995	2,312
	Delica.....	1,981	2,466	2,747	2,303	2,470	1,858
	Chariot Grandis (Savrin).....	17,267	22,637	15,492	17,576	13,507	5,660
	Colt Plus.....	—	—	—	—	4	576
Total		84,856	105,686	84,310	84,190	72,138	36,802

★ Non-Mitsubishi Brand Vehicles

() indicates local names

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

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
CMC (Taiwan)	Lancer.....	27,023	31,610	29,686	21,727	18,023	8,195
	Galant.....	2,927	3,415	2,039	4,318	6,415	2,211
	Chariot Grandis (Savrin).....	18,395	21,506	17,414	16,325	13,018	6,677
	Freeca.....	13,426	15,059	12,238	11,060	7,223	3,315
	Zinger.....	—	—	—	—	3,176	2,758
	Delica Space Gear.....	4,434	5,268	4,301	3,672	2,325	1,282
	Delica / Delica Truck.....	5,359	6,322	5,568	5,116	5,423	4,083
	★ Veryca.....	18,944	21,076	14,651	15,073	14,375	11,103
	■ Mizushima Plant (Japan)	Lancer Evolution.....	—	—	—	53	19
Outlander.....		—	—	—	257	725	350
■ PMC (Japan)	Pajero.....	370	455	335	218	137	48
	Challenger.....	250	309	212	165	19	—
■ MMNA (Illinois, U.S.A.)	Eclipse.....	21	23	—	—	—	—
■ MMAL (Australia)	Diamante.....	27	27	—	—	—	—
IPF (Italy)	Pajero iO.....	277	290	—	—	—	—
	Others.....	1	3	1	4	6	3
Total		91,454	105,363	86,445	77,988	70,884	40,033
Total Market Volume		380,235	471,294	431,170	471,160	451,821	318,650

■ MMC and Consolidated Subsidiaries

★ Non-Mitsubishi Brand Vehicles

() indicates local names

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

DAE (*1)

Capitalization: CNY 500 million

Shareholders: Harbin Dongan 55.0%, Harbin Hafei

15.0%, MMC 15.3%, MC 5.7%, others 9.0%

Activities: Manufacturing and sales of engines
(1300 — 2000cc) and transmissions

HHMC (*2)

Capitalization: CNY 410 million

Shareholder: Harbin Air-Craft Industry 100%

(MMC holds no equity stake)

Activities: Production and sales of Mirage Dingo (Saima)

BBDC (*3)

Capitalization: CNY 1,730 million

Shareholders: Beijing Automobile Industry Corporation 50%,

DaimlerChrysler 50%(MMC holds no equity stake)

Activities: Production and sales of Airtrek Sport Gear (Outlander)

Mitsubishi Corporation (Shanghai) Ltd.

Shareholders: Mitsubishi Corporation (China)

Investment Co., Ltd. 100.0%

Activities: Distribution

Lingfa Car Technical Consulting (Shanghai) Ltd.

Business started in April 2006.

Capitalization: JPY 30 million

Shareholders: MMC 100%

Activities: Research about automobiles

*1 DAE: Harbin Dongan Automotive Engine Manufacturing Co., Ltd.

*2 HHMC: Harbin Hafei Motor Co., Ltd.

*3 BBDC: Beijing Benz - DaimlerChrysler Automotive Co., Ltd

*4 SAME: Shenyang Aerospace Mitsubishi Motors Engine

Manufacturing CO., Ltd

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

*6 CFA: Hunan Changfeng Motor Co., Ltd.

*7 CMC: China Motor Co., Ltd

China

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
SEM(China)	★ Freeca.....	8,970	12,630	13,800	7,458	4,163	1,911
	★ L300 Delica	37,230	44,940	24,960	13,192	11,035	8,619
	Lancer (Lioncel*)	30	13,470	48,720	27,121	36,504	29,486
	Chariot Grandis (Soveran*)	—	—	3,960	15,093	4,665	959
	Galant.....	—	—	—	—	—	9,180
	★ Veryca	—	—	—	1,230	2,786	2,703
LMC(China)	★ Delica Space Gear	600	1,560	13,710	16,074	5,960	—
HHMC(China)	★ Mirage Dingo(Saima)	13,920	21,840	16,320	9,870	15,410	10,220
BBDC(China)	Airtrek Sport Gear(Outlander).....	—	—	—	—	5,878	5,882
Total		60,750	94,440	121,470	90,038	86,401	68,960

★ Non-Mitsubishi Brand Vehicles

() indicates local names

Notes: 1. Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes knockdown production).

2. * Switched to the Mitsubishi brand from September 2006

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
CFA (China)	★ Pajero (Liebao).....	15,617	21,338	29,915	20,860	22,114	13,754
	Pajero.....	—	—	—	1,419	6,279	3,937
	★ Pajero iO.....	—	—	125	1,003	2,107	1,598
SEM (China)	★ Freeca.....	17,827	23,147	17,734	7,393	4,980	2,500
	★ L300 Delica	29,633	39,001	27,154	16,492	10,976	7,088
	Lancer (Lioncel).....	—	528	43,684	25,960	35,823	30,702
	★ Veryca	—	—	—	101	1,836	3,096
	Chariot Grandis (Soveran*)	—	—	—	3,598	5,126	797
	Galant.....	—	—	—	—	—	5,683
HHMC (China)	★ Mirage Dingo.....	7,139	12,625	18,285	8,710	13,177	11,175
BBDC (China)	Airtrek Sport Gear (Outlander)	—	—	4,246	13,429	11,290	5,047
	Challenger (Pajero Sport)	—	524	6,522	3,604	3,009	—
■ Mizushima Plant (Japan)	Lancer Evolution.....	—	—	—	—	—	143
■ Nagoya Plant (Japan)	Outlander	—	—	—	—	—	1,036
■ Nagoya Plant (Japan)	Grandis	—	—	—	421	1,716	2,945
■ PMC (Japan)	Pajero.....	16	2,888	3,329	3,362	202	—
	Others.....	229	277	14	16,943	9,738	—
Total		70,461	100,355	151,008	123,295	128,373	89,501
Total Market Volume		3,256,048	4,230,776	4,640,059	4,857,388	5,858,149	5,336,528

■ MMC and Consolidated Subsidiaries

★ Non-Mitsubishi Brand Vehicles

() indicates local names

Notes: 1. * Switched to the Mitsubishi brand from September 2006

2. MMC only supplies components for some car model, and does not provide technology.

Principal Operational Facilities in China

SAME (*4)

Capitalization: CNY 738 million

Shareholders: China Aerospace Automotive 30.0%, Shenyang Jianhua Motors Engine 21.0%,

MMC 25.0%, MC 9.3%, others 14.7%

Activities: Manufacturing and sales of engines (2000cc — 2400cc)

SEM (*5)

Capitalization: USD 138 million

Shareholders: Local 50%, MMC 25.0%, Taiwan China Motors 25%,

Activities: Production and sales of Galant, Lancer, etc.

CFA (*6)

Capitalization: CNY 401 million

Shareholders: Changfeng Group 50.14%, MMC 14.54%, others 35.27%

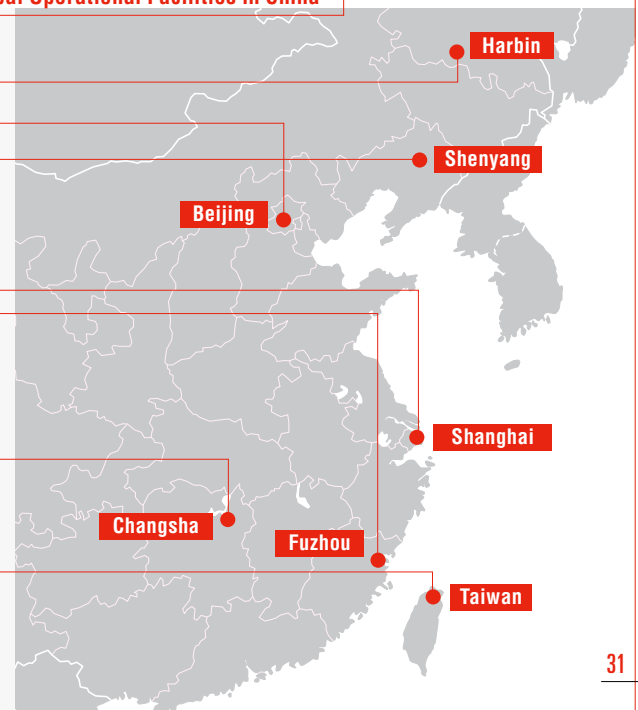
Activities: Production and sales of Pajero

CMC (*7)

Capitalization: TWD 13.8 billion

Shareholders: Tai Yuen Textile 25.13%, MMC 13.96%, Yulon Motor 8.03%, MC 4.78%, others 48.1%

Activities: Production and sales of Colt Plus, Galant Fortis, Galant Grunder, Zinger, etc.



Activities by Region

Other Regions

Oceania (Australia)

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ MMAL(Australia)	Magna / Verada.....	46,191	55,454	31,470	17,245	7,580	—
	380.....	—	—	—	—	11,077	10,560
Total		46,191	55,454	31,470	17,245	18,657	10,560

■ MMC and Consolidated Subsidiaries

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ MMAL (Australia)	380.....	—	—	—	—	6,502	12,617
	Diamante (Magna / Verada).....	23,405	28,037	22,690	16,707	8,438	309
■ Nagoya Plant (Japan)	Chariot Grandis (Nimbus).....	306	372	189	7	—	—
	Pajero iO.....	509	582	104	—	—	—
	Grandis.....	—	—	—	568	486	573
	Colt.....	—	—	—	1,819	2,458	2,957
■ Mizushima Plant (Japan)	Delica Space Gear (Star Wagon).....	611	754	559	541	463	55
	L300 Delica (Express).....	1,379	1,841	1,864	2,097	1,829	2,568
	Lancer / Mirage / Libero.....	22,279	28,562	22,526	14,908	13,673	17,046
	Airtrek Sport Gear (Outlander).....	—	531	3,154	4,132	4,175	5,331
■ PMC (Japan)	Pajero.....	8,490	10,411	7,463	7,099	5,862	5,294
	Challenger (Montero Sport).....	2,032	2,444	1,566	1,092	585	311
■ MMTh(Thailand)	L200 Strada (Triton).....	6,043	7,641	6,864	7,290	10,836	10,118
	Others.....	—	—	—	—	—	109
Total		65,054	81,175	66,979	56,260	55,307	57,288
Total Market Volume		800,697	999,849	907,431	936,339	952,732	952,732

■ MMC and Consolidated Subsidiaries

() indicates local names

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

Middle East & Africa

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
DCSA (South Africa)	L200 Strada.....	8,541	10,334	7,094	8,424	8,857	8,594
Total		8,541	10,334	7,094	8,424	8,857	8,594

DCSA: DaimlerChrysler South Africa

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

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ Nagoya Plant(Japan)	Galant / Legnum.....	4,185	5,018	3,686	3,394	3,060	1,313
	Chariot Grandis.....	1,805	2,189	1,868	1,182	74	—
	Pajero iO.....	1,367	1,613	778	310	16	—
	L200 Strada.....	*	*	*	*	*	*
	Grandis.....	—	—	—	435	1,237	1,406
■ Mizushima Plant(Japan)	Delica Space Gear.....	15	19	6	1	1	—
	Lancer Cedia.....	27,079	31,256	17,660	22,504	42,984	61,880
	L300 Delica.....	1,787	2,242	2,267	3,017	2,533	3,105
	Lancer / Mirage.....	470	547	238	81	63	13
	Airtrek Sport Gear (Outlander).....	—	231	2,239	2,445	2,347	2,400
■ PMC (Japan)	Pajero.....	10,931	13,810	11,828	11,633	16,067	17,954
	Challenger.....	216	277	1,447	2,133	2,597	3,482
■ MMNA (Illinois, U.S.A.)	Galant.....	—	—	—	—	—	1,638
■ MMTh (Thailand)	L200 Strada.....	19,301	24,683	21,988	34,250	36,530	40,516
■ MMAL (Australia)	Magna / Verada.....	3,185	3,884	3,850	2,557	1,426	387
■ NedCar(The Netherlands)	Carisma.....	19	22	5	—	—	—
	Space Star.....	11	15	11	7	—	—
	Others.....	409	564	—	—	—	—
Total		70,780	86,370	67,871	83,949	108,935	134,094

■ MMC and Consolidated Subsidiaries

() indicates local names

Notes: 1. * Included in figures for MMTh L200 Strada.

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

Central & South America

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
MMCB (Brazil)	L200 Strada.....	9,600	11,640	10,410	14,910	13,080	9,540
	Pajero iO.....	1,380	2,040	3,180	6,090	5,820	6,060
	Challenger (Pajero Sport).....	—	—	—	—	600	5,370
Total		10,980	13,680	13,590	21,000	19,500	20,970

MMCB: MMC Automotores do Brasil Ltda.

Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2002	2002 (15months)	2003	2004	2005	2006
■ Nagoya Plant(Japan)	Galant.....	746	868	568	438	405	73
	Chariot Grandis.....	472	543	225	33	91	13
	L200 Strada.....	17,398	*1	*1	*1	*1	*1
	Pajero iO.....	2,482	3,315	4,074	6,041	6,243	5,928
	Grandis.....	—	—	—	277	553	410
■ Mizushima Plant(Japan)	Delica Space Gear.....	19	50	17	15	12	2
	Delica (L300).....	1,590	1,990	1,531	2,136	3,257	4,345
	Lancer / Mirage.....	5,496	6,518	7,089	9,243	11,801	12,807
	Airtrek Sport Gear (Outlander).....	—	279	2,107	1,827	2,072	2,699
■ PMC (Japan)	Pajero (Montero).....	6,263	7,623	5,101	6,237	6,493	8,320
	Challenger (Montero Sport).....	6,077	7,238	4,329	4,904	5,260	8,932
■ MMTh (Thailand)	L200 Strada.....	582	22,119	16,688	20,351	21,348	21,993
MMCB (Brazil)	L200 Strada.....	*1	*1	*1	*1	*1	*1
	Pajero iO.....	—	*2	*2	*2	*2	*2
	Others.....	101	110	37	170	312	163
Total		41,226	50,653	41,766	51,672	57,847	65,685

■ MMC and Consolidated Subsidiaries

() indicates local names

Notes: 1. *1 Included in figures for MMTh L200 Strada.

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

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

4. Puerto Rico is included in North America from the 2002 data

Milestones

Company History

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

	Chairmen & Presidents		Major Milestones
1970	Jan. 31	Yuji Sato [P:MMSC]	Apr. Mitsubishi Motors Corporation incorporated as wholly-owned subsidiary of MHI.
	Apr. 22	Yuji Sato [P:MMC]	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			Jan. Mitsubishi Rented Car, Inc. established in joint-venture between Mitsubishi Corporation, Mitsubishi Motor Sales Co. (MMSC, established through merger of Mitsubishi Fuso Motors and Shin Mitsubishi Motor Sales Co. in October 1964) and Avis Rentacar System, Inc. (Renamed "Mitsubishi Auto Lease Co.,Ltd." in October 1984 and "Mitsubishi Auto Credit-Lease Corporation" in July 1988).
1973	May 30	Tomio Kubo [P:MMC]	
1974	Nov. 29	Tomio Kubo [P:MMSC]	
1975			Feb. MMC commissions Tokyo Motor Vehicle Works-Nakatsu Plant.
1976	Jan. 15	Tomio Kubo [C:MMSC]	
	Jan. 15	Eiji Yokoyama [P:MMSC]	
1977			Aug. MMC commissions Nagoya Motor Vehicle Works—Okazaki Plant.
1979	June 29	Tomio Kubo [C:MMC]	Dec. MMC commissions Kyoto Works—Shiga Plant.
	June 29	Yoshitoshi Sone [P:MMC]	
1980			June MMC commissions Kitsuregawa Proving Ground.
			Oct. MMC and Mitsubishi Corporation jointly establish Mitsubishi Motors Australia Ltd. (MMC subsequently acquired all MMAL shares in December 2001, MMAL is currently a consolidated subsidiary of MMC).
1981	June 29	Eiji Yokoyama [C:MMSC]	Dec. MMC and Mitsubishi Corporation jointly establish Mitsubishi Motors Sales of America, Inc.
	June 29	Masao Suzuki [P:MMSC]	
	June 30	Teruo Tojo [P:MMC]	
1983	June 29	Masao Suzuki [C:MMSC]	
	June 29	Toshiharu Tanaka [P:MMSC]	
	June 30	Teruo Tojo [C:MMC]	
	June 30	Toyoo Tate [P:MMC]	
1984	Oct. 1	Toshiharu Tanaka [C:MMC]	Oct. MMC takes over management of Mitsubishi Motor Sales Co., Ltd. and renames it "Ryoji Corporation."
	Oct. 1	Toyoo Tate [P:MMC]	
1985	June 27	Yoshisada Okano [C:MMC]	Oct. MMC establishes Diamond-Star Motors Corporation (DSM) in a joint-venture agreement with Chrysler Corporation.
1988			Dec. MMC shares listed on First Section of Tokyo, Osaka and Nagoya stock exchanges.
1989	June 29	Toyoo Tate [C:MMC]	Mar. MMC shares listed on Kyoto, Hiroshima, Niigata, Fukuoka and Sapporo stock exchanges.
	June 29	Hirokazu Nakamura [P:MMC]	
1991			Oct. MMC purchases all Chrysler-owned shares in Diamond-Star Motors (DSM).
			Nov. MMC acquires 33.3% stock (15% stake held by MMC affiliates included) of Volvo Car B.V. (renamed "Netherlands Car B.V." in January 1992) under terms of shareholders' agreement (signed in August 1991) with the Dutch State and Volvo Car Corp. relating to joint-venture production of passenger cars in the Netherlands.
1993			Mar. MMC establishes Mitsubishi Motor Sales Europe B.V.
1995	June 29	Hirokazu Nakamura [C:MMC]	July DSM renamed "Mitsubishi Motor Manufacturing of America, Inc."
	June 29	Nobuhisa Tsukahara [P:MMC]	
1996	June 27	Takemune Kimura [P:MMC]	
1997	Nov. 27	Takemune Kimura [C:MMC]	Nov. MMC commissions Tokachi Proving Ground in Hokkaido.
	Nov. 27	Katsuhiko Kawasoe [P:MMC]	

			Chairmen & Presidents	Major Milestones
1999				<p>Feb. MMC acquires half of the Dutch government's 16.7% holding in Netherlands Car B.V., bringing its equity interest up to 50% (15% stake held by MMC affiliates included).</p> <p>June Nagoya Motor Vehicle Works, Mizushima Motor Vehicle Works and Tokyo Motor Vehicle Works renamed "Nagoya Plant," "Mizushima Plant" and "Tokyo Plant," respectively.</p> <p>Oct. MMC and AB Volvo enter equity and operational alliance.</p> <p>Dec. MMC and AB Volvo sign strategic operational alliance covering trucks and buses.</p>
2000	Nov. 1	Takashi Sonobe [P:MMC]		<p>Mar. MMC and DaimlerChrysler AG sign letter of intent to form an equity and operational alliance covering all aspects of passenger car business.</p> <p>Apr. Kyoto Plant-Yagi CVT production facility commissioned.</p> <p>July MMC signs Master Alliance Agreement with DaimlerChrysler AG covering passenger car operations.</p>
2001				<p>Mar. MMC acquires AB Volvo's 50% stake in Netherlands Car B.V., thereby increasing its equity interest to 100% (15% stake held by MMC affiliates included. Netherlands Car B.V. is currently an MMC subsidiary).</p> <p>Apr. MMC replaces AB Volvo with DaimlerChrysler as its strategic alliance partner in truck & bus sector.</p>
2002	June 25 June 25	Takashi Sonobe [C:MMC] Rolf Eckrodt [P:MMC]		<p>Mar. MMC enters agreement with Nissan Motors and JATCO TransTechnology Ltd. (JTT, renamed "JATCO Ltd." in April 2002) to integrate MMC and JTT automatic and CV transmission operations.</p> <p>Apr. MMC spins off AT and CVT operations into a separate company, incorporating them as Diamondmatic Co., Ltd. Following this, MMC transfers its Kyoto Plant-Yagi facilities to Diamondmatic Co., Ltd.</p> <p>July MMC exchanges all shares held in Diamondmatic Co., Ltd. with JATCO Ltd., giving MMC an 18% share in JATCO.</p> <p>Sept. MMC agrees to spin off its truck and bus operations and subsequently sells shares in the new company to DaimlerChrysler AG.</p> <p>Oct. MMC signs agreement with 10 Mitsubishi group firms concerning the spin-off of truck and bus operations and sale of shares in the new company.</p> <p>Dec. Mitsubishi Motors Sales Europe B.V. is merged with Mitsubishi Motors Europe B.V. (presently a consolidated subsidiary).</p>
2003				<p>Jan. Mitsubishi Motor Sales of America, Inc., Mitsubishi Motor Manufacturing of America, Inc. and one other company are merged to form Mitsubishi Motors North America, Inc. (presently a consolidated subsidiary).</p> <p>Jan. MMC truck and bus operations are spun off under Japan's corporate separation law and established as Mitsubishi Fuso Truck and Bus Corporation (MFTBC). Accompanying this move, the Truck & Bus Production Office (Kawasaki Plant) is transferred to MFTBC and all shares of Mitsubishi Fuso Truck of America, Inc. are succeeded to by MFTBC.</p> <p>Mar. MMC sells a 43% stake in MFTBC to DaimlerChrysler AG and a collective 15% stake to 10 Mitsubishi group firms, leaving it with a shareholding of 42% in MFTBC.</p> <p>May MMC moves its head office to 16-4, Konan 2-chome, Minato-ku, Tokyo.</p> <p>June MMC renames Kyoto Plant "Powertrain Plant."</p>
2004	Apr. 30	Yoichiro Okazaki [C,P:MMC]		<p>Mar. MMC sells 22% stake in MFTBC to DaimlerChrysler AG, leaving it with a shareholding of 20% in MFTBC.</p>
	June 29	Hideyasu Tagaya [P:MMC]		
2005	Jan. 28	Takashi Nishioka [C:MMC]		<p>Mar. MMC transferred a 20% stake in MFTBC to DaimlerChrysler AG in Germany, leaving no shareholding in MFTBC.</p>
	Jan. 28	Osamu Masuko [P:MMC]		
2006				<p>Mar. Mitsubishi Corporation and Diamond Lease Co., Ltd. sign a basic agreement to reorganize Mitsubishi Auto Credit-Lease Corporation and Diamond Auto Lease Co., Ltd.</p>
2007				<p>Jan. MMC moves its head office to 33-8, Shiba 5-chome, Minato-ku, Tokyo</p>

C: Chairman
P: President

Products Over the Years (Japan)

Passenger Cars

'65

'70

'75

'80

'85

'90

Debonair
July 64

Debonair V
Aug. 86

Galant Λ
Dec. 76

Galant Λ
Eterna Λ
May 80

Galant Σ H/T
Eterna Σ H/T
Oct. 84

Diamante
May 90

Sigma
Nov. 90

Colt Galant
Dec. 69

New Galant
June 73

Galant Σ
May 76

Galant Σ
Eterna Σ
May 80

Galant Σ
Eterna Σ
Sept. 83

Galant
Oct. 87

1970: Galant GTO

1971: Galant FTO

1978: Galant Σ Eterna

1978: Galant Λ Eterna

Cordia
Mar. 82

Eterna
Oct. 88

Tredia
Mar. 82

Eterna Sava
Oct. 89

Pre-MMC Models

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

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

Mirage '82
Lancer Fiore
Mar. 78

Mirage Lancer
Fiore
Oct. 83

Mirage
Oct. 87

Mirage
Oct. 91

Lancer
Feb. 73

Lancer
Nov. 76

Lancer EX
Apr. 79

Lancer
June 88

Lancer
Oct. 91

1975: Lancer Celeste

Mirage / Lancer
Wagon
Feb. 85

Starion
May 82

GTO
Oct. 90

Pajero
May 82

Pajero
Jan. 91

Forte
Sept. 78

Strada
May 91

Delica Truck
July 68

Delica
June 79

Delica
June 86

1969: Delica Van

Chariot
Feb. 83

Chariot
May 91

RVR
'91 2/16

Minica
Oct. 62

Minica 70
July 69

Minica F4
Oct. 72

Minica Ami55
June 77

Minica Ami L
Sept. 81

Minica
Feb. 84

Minica
Jan. 89

1971: Minica Skipper

1976: New Minica

Minica Toppo
Mar. 90

Minicab Truck
Aug. 66

Minicab 5
Truck
Apr. 76

Minicab
Wide 55
Mar. 77

Minicab
June 84

Minicab
Bravo
Jan. 91

1968: Minicab Van

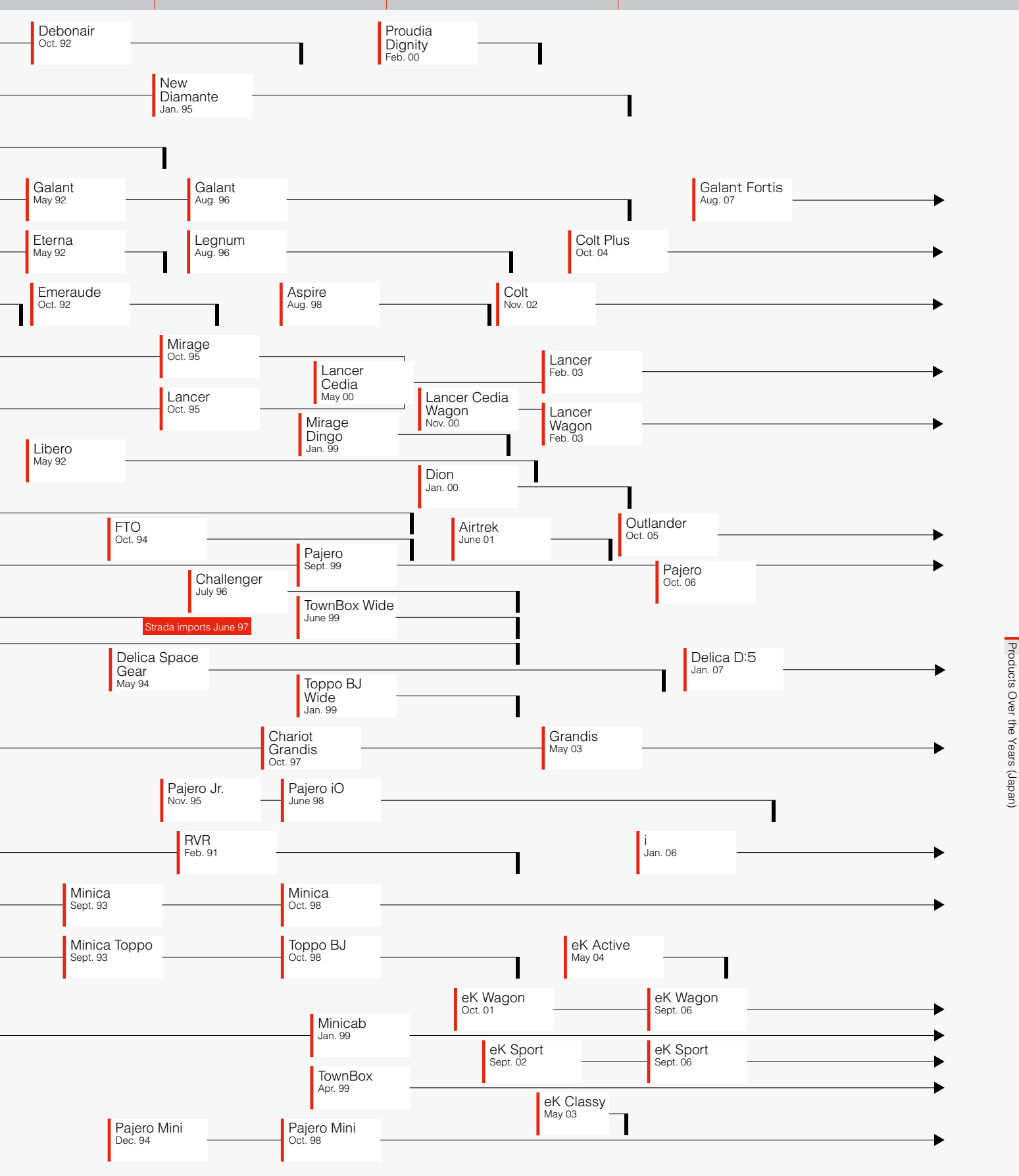
- Leo 3-wheel light vehicle (Sept. 59)
- Mitsubishi 360 (Mar. 61)

'95

'00

'05

As of Aug. 10, 2007
Note: Dates Refer to Launch Date



Products Over the Years (Japan)

Main Record of Motor Sports

Year	Event	Model	Position
1971	6th Southern Cross Rally	Galant GS	1st overall
1973-76	8-11th Southern Cross Rally	Lancer 1600GSR	1st overall (First overall for fourth consecutive year)
1974	22th Safari Rally	Lancer 1600GSR	1st overall
1976	24th Safari Rally	Lancer 1600GSR	1st overall
1983	5th Paris-Algiers-Dakar Rally	Pajero	1st Unmodified 4WD Production Class
1984	6th Paris-Algiers-Dakar Rally	Pajero	3rd overall / 1st Wins Unmodified 4WD Production Class
1985	7th Paris-Algiers-Dakar Rally	Pajero	1st and 2nd overall
1986	8th Paris-Algiers-Dakar Rally	Pajero	3rd overall / 1st Wins Unmodified 4WD Production Class
1987	9th Paris-Algiers-Dakar Rally	Pajero	3rd overall (Kenjiro Shinozuka, the first Japanese to reach top three)
1988	10th Paris-Algiers-Dakar Rally	Pajero	2nd overall
1989	39th 1000 Lakes Rally	Galant VR-4	1st overall
	11th Paris-Tunis-Dakar Rally	Pajero	3rd overall
1990	22nd Ivory Coast Rally	Galant VR-4	1st overall
1991	23rd Ivory Coast Rally	Galant VR-4	1st overall (Kenjiro Shinozuka, the first Japanese to become WRC champion)
	13th Paris-Tripoli-Dakar Rally	Pajero	2nd and 3rd overall
1992	24nd Ivory Coast Rally	Galant VR-4	1st overall
	14th Paris-Sirte-Cape Town	Pajero	1st, 2nd and 3rd overall
1993	15th Paris-Tanger-Dakar	Pajero	1st, 4th and 5th overall
	10th Atlas Rally	Pajero	1st overall
	12th Tunisia Rally	Pajero	1st and 2nd overall
1994	19th Indonesia Rally	Lancer Evolution	1st and 3rd overall
	6th Rally of Thailand	Lancer Evolution	1st and 3rd overall
1995	17th Granada-Dakar Rally	Pajero	2nd and 3rd overall
	44th Swedish Rally	Lancer Evolution II	1st and 2nd overall
	19th Rally of Malaysia	Lancer Evolution III	1st and 2nd overall
	6th Hong Kong-Beijing Rally	Lancer Evolution III	1st and 2nd overall
1996	Swedish / Safari / Argentina / Australia / New Zealand Rally	Lancer Evolution III	1st overall
	7th Hong Kong-Beijing Rally	Lancer Evolution III	1st, 2nd and 3rd overall
1997	19th Dakar-Agadez-Dakar Rally	Pajero	1st, 2nd and 3rd overall (Kenjiro Shinozuka, the first Japanese to rank first overall in Dakar Rally)
		Challenger	4th
	Portugal / Catalunya / Argentina / Finland Rally	Lancer Evolution IV	1st overall
1998	20th Paris-Granada-Dakar Rally	Pajero	1st, 2nd and 3rd overall
		Challenger	4th
	Swedish / Safari / Argentina / Finland / Sanremo / Australia / RAC Rally	Lancer Evolution V	1st overall (1998 WRC Manufacturer's Title)
1999	21th Total-Granada-Dakar Rally	Pajero	2nd, 3rd and 4th overall
		Challenger	6th
	Monte-Carlo / Swedish / New Zealand Rally	Lancer Evolution VI	1st overall
2000	Monte-Carlo / 2000 WRC Rally	Lancer Evolution VI	1st overall
2001	23th Paris-Dakar Rally	Pajero	1st, 2nd and 6th overall
		Strada	5th
2002	24th Arras-Madrid-Dakar Rall	Pajero	1st, 2nd, 3rd, 4th, 7th and 8th overall (Hiroshi Masuoka, wins Dakar Rally championship for the first time)
		L200 Strada	5th and 6th
2003	25th Marseille-Sharm el Sheikh Rally	Pajero Evolution	1st and 3rd overall (Hiroshi Masuoka, wins Dakar Rally championships back to back)
		Pajero	2nd
		Strada	4th
2004	26th Region d'Auvergne-Dakar Rally	Pajero Evolution	1st and 2nd overall
		Pajero	5th
2005	27th Barcelona-Dakar Rally	Pajero Evolution	1st, 2nd and 6th overall
2006	28th Lisboa-Dakar Rally	Pajero Evolution	1st, 3rd, and 4th overall
2007	29th Lisboa-Dakar Rally	Pajero Evolution	1st, 2nd, and 5th overall

Awards 2006—2007

Nation	Model	Title	Category	Organizer
CANADA	Eclipse	2006 Chinese-Canadian Consumers Car Choice Awards	Best Performance	AutoNerve
UK	Pajero 3dr	Best 4 x 4 Van	Van	4 x 4 Magazine
	L200	Pick-up of the Year	Pick-up	Commercial Fleet World 2006
	L200	Pick-up of the Year	Pick-up	Professional Van & Light Truck 2006
	Pajero 3dr	Utility Van of the Year	Van	Professional Van & Light Truck 2006
	L200	Pick-up of the Year	Pick-up	What Van Awards 2006
Russia	Pajero	4 x 4 Van of the Year	Van	What Van Awards 2006
	L200	Best Pick-up in International Moscow Motor show	Pick-up Truck	ITE Motor Division
	Mitsubishi Motors	"Loved Brand" nomination	N/A	Special nomination under "Car of the year competition"
	Mitsubishi Motors	"Super brand 2006 in B2C category" nomination	N/A	Superbrands' independent Expert Council
Croatia	Pajero	Best buy authentic off road	Off road vehicles	Zagreb auto show and Vidi auto leading auto motto portal in Croatia
Czech Republic	L200	Pick-up of the Year 2006	Pick-up	4x4 automagazine
THAILAND	Mitsubishi Space Wagon	BEST MPV	MPVs	Grand Prix International Organizer of Bangkok International Motor Show
	Mitsubishi TRITON 2.5GLX	Best Pick-up 2WD 2.500cc	Pick-up Truck	Grand Prix International Organizer of Bangkok International Motor Show
	Mitsubishi TRITON	Best Design Pick-up	Pick-up Truck	Grand Prix International Organizer of Bangkok International Motor Show
	Mitsubishi TRITON	TAQA (Thailand Automotive Quality Award)	1ton Pick-up 2door 2WD category	"Thailand Productivity Institute and supported by Custom ASIA" Formula magazine
MALAYSIA	L200 (P-car 2.8L IC/TC 4WD AT)	Pick-up category	Pick-up	The Autocar ASEAN car of the Year Awards 2006 Organizer of Autocar
PHILIPPINES	Mitsubishi Strada GLS	Best Pick-up	Pick-up	The 3rd Philippine Car of the year Organizer of The Car Awards Group Inc. (CAGI)
	Mitsubishi Grandis	Best luxury MPV	MPV	The 3rd Philippine Car of the year Organizer of The Car Awards Group Inc. (CAGI)
INDONESIA	Grandis	Best MPV	MPV	Indonesia International Motor Show
Australia	Pajero (Diesel models)	4 x 4 of the Year 2007		"4x4 Australia" Magazine
	Colt Ralliart	Automobile of the Year	Sports Car (Under \$40,000)	"The World on Wheels" Radio Programme
	Lancer Evo IX	Automobile of the Year	Sports Car (Over \$40,000)	"The World on Wheels" Radio Programme
	Pajero 380	Automobile of the Year Best Fleet Car	Four Wheel Drive	"The World on Wheels" Radio Programme "Delivery Magazine"
	New Zealand	Outlander	Surprise of the year	SUV
Outlander		Small SUV of the year	SUV	Company Vehicle Magazine
Triton		Utility 4WD of the year	Pick-up	4WD Magazine
Triton		Website of the year	Pick-up	Autotrader

" i " Awards (Japan)

	Title	Organizer
Aug. 2006	JAPAN Mycar Best Choice Award GRAND CHAMPION	APOLLO Communication Inc.
Oct. 2006	GOOD DESIGN AWARD 2006-2007	Japan Industrial Design Promotion Organization
	Good Design Grand Prize	
Oct. 2006	Ranks Highest in a Tie in 2006 Japan Mini-Car Initial Quality Study	J.D. Power Asia Pacific, Inc.
Oct. 2006	Ranks Highest in 2006 Japan Mini-Car Automotive Performance, Execution and Layout Study	J.D. Power Asia Pacific, Inc.
Nov. 2006	2006 ~ 2007 JAHFA CAR DESIGN OF THE YEAR	Committee of Japan Automotive Hall of Fame
Nov. 2006	POPEYE Car Design Award Grand Prize	"POPEYE" MAGAZINE HOUSE
Nov. 2006	Carview Car of The Year 2006-2007, Japanese Car	Carview Corporation
Nov. 2006	RJC Car of The Year 2007	Automotive Researchers' & Journalists' Conference of Japan
Nov. 2006	Car of the Year Japan 2006-2007 Special Achievement Award (Most Advanced Technology)	The Japan Car of the Year Executive Committee
Nov. 2006	Consumer's Choice Award Car of the Year	The Consumer's Choice Award-Car of the Year Executive Committee
Nov. 2006	Japan Car Design Award 2006-2007	CAR STYLING Publishing
	Golden Marker Trophy (Production Car)	
Dec. 2006	mono SUPER GOODS OF THE YEAR	"mono Magazine" WORLD PHOTO PRESS
Jan. 2007	2006 Nikkei Superior Products and Services Awards Nikkei Business Daily Awards for Excellence	Nikkei Inc.

Major Production and Sales Models

Models produced in Japan

Standard Cars

Pajero



Seating Capacity : 7 persons / 3.0, 3.8 Litter Engine

Outlander



Seating Capacity : 5, 7 persons / 2.4 Litter Engine

Lancer



Seating Capacity : 5 persons / 1.5 Litter Engine

Lancer Evolution X



Seating Capacity : 5 persons / 2.0 Litter Engine

Galant Fortis



Seating Capacity : 5 persons / 2.0 Litter Engine

Grandis



Seating Capacity : 6, 7 persons / 2.4 Litter Engine

Delica D:5



Seating Capacity : 6, 7 persons / 2.4 Litter Engine

Delica D:5 ROADEST



Seating Capacity : 8 persons / 2.4 Litter Engine

Colt



Seating Capacity : 5 persons / 1.3, 1.5 Litter Engine

Colt Plas



Seating Capacity : 5 persons / 1.3, 1.5 Litter Engine

Mini Cars

i



Seating Capacity : 4 persons / 0.66 Litter Engine

eK Wagon



Seating Capacity : 4 persons / 0.66 Litter Engine

Pajero Mini



Seating Capacity : 4 persons / 0.66 Litter Engine

Town box



Seating Capacity : 4 persons / 0.66 Litter Engine

Models produced overseas

U.S.A.

Eclipse / Eclipse Spyder



Seating Capacity : 4 persons / 2.4, 3.8 Litter Engine

Endeavor



Seating Capacity : 5 persons / 3.8 Litter Engine

Galant



Seating Capacity : 5 persons / 2.4, 3.8 Litter Engine

Europe

Colt



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

Colt CZC Cabriolet



Seating Capacity : 5 persons / 1.5 Litter Engine

Thailand

Triton / L200



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

Australia

380 (Three-eighty)



Seating Capacity : 5 persons / 3.8 Litter Engine

Taiwan

Zinger



Seating Capacity : 5 persons / 2.4 Litter Engine

Colt Plus



Seating Capacity : 5 persons / 1.6 Litter Engine

Derivation of MMC Major Models Name

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



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