

FACTS & FIGURES 2005



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

Based on MMC's performance over the last five years, this document provides a systematic overview of regional operations, our efforts in connection with environmental protection, product development, motor sports, and other useful data.

September 2005
Public Relations and Investor 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>

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Principal Management Indices

Consolidated Operations

(Units: Millions of Yen; Companies; People)

	2000	2001	2002	2003	2004
Net Sales	3,276,716	3,200,699	3,884,874*	2,519,449	2,122,626
Operating Profit (Loss)	(73,865)	40,227	82,761*	(96,852)	(128,544)
Ordinary Profit (Loss)	(94,057)	11,863	54,344*	(110,295)	(179,172)
Net Income (Loss)	(278,139)	11,256	37,361*	(215,424)	(474,785)
Total Assets	2,981,668	2,894,560	2,425,352	2,029,035	1,589,286
Number of Consolidated Subsidiaries	184	182	124	118	112
Number of Equity Method Affiliates	34	32	25	24	27
Number of Equity Method Non-consolidated Subsidiaries	—	—	—	8	14
Number of Employees	62,887	63,143	45,275	43,624	36,970

Non-consolidated Operations

(Units: Millions of Yen; People)

	2000	2001	2002	2003	2004
Net Sales	2,012,690	1,848,684	1,877,276*	1,421,047	1,163,498
Operating Profit (Loss)	(85,266)	16,701	50,123*	29,689	(62,246)
Ordinary Profit (Loss)	(82,350)	4,725	47,756*	21,165	(85,152)
Net Income (Loss)	(356,897)	(70,509)	(2,649)*	(213,097)	(526,225)
Total Assets	1,797,265	1,599,566	1,344,817	1,115,110	1,123,435
Number of Employees	21,076	18,498	13,258	13,727	12,094

Notes:

1. 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. (Previous fiscal years: April to March in Japan; January to December in other regions, with certain exceptions)

2. Consolidated operations data

In January 2003, MMC demerged its Truck & Bus operations as a new company, Mitsubishi Fuso Truck & Bus Corporation (MFTBC) (share ownership: 100%). In March 2003, MMC sold an equity interest in MFTBC, making the company an equity method affiliate (share ownership: 42%). Accordingly, full-year financial data for Truck & Bus operations for fiscal 2002 is only included in items identified with an asterisk.

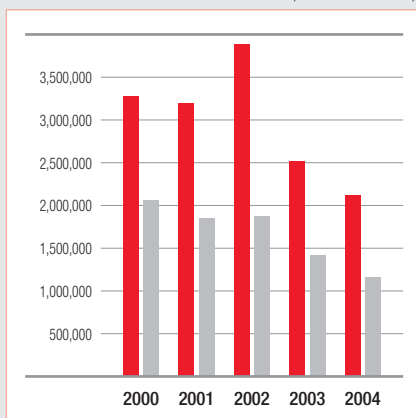
All share ownership has been transferred by March 2005.

3. Non-consolidated operations data

Items identified with an asterisk for fiscal 2002 include financial data for Truck & Bus operations for the period April 1, 2002 to January 5, 2003.

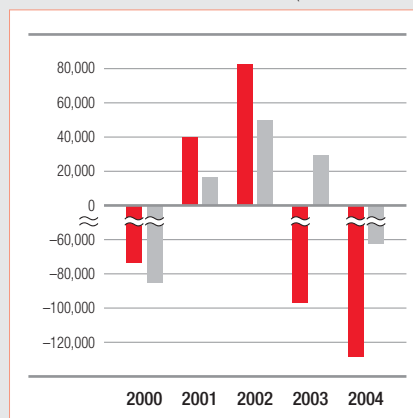
Net Sales

(Millions of Yen)



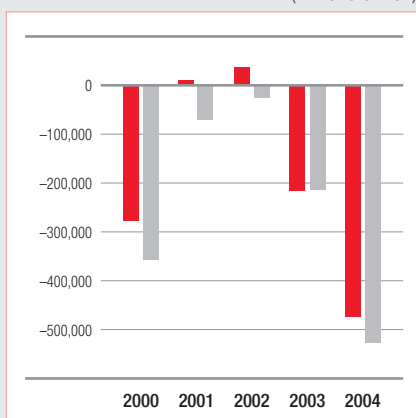
Operating Profit (Loss)

(Millions of Yen)



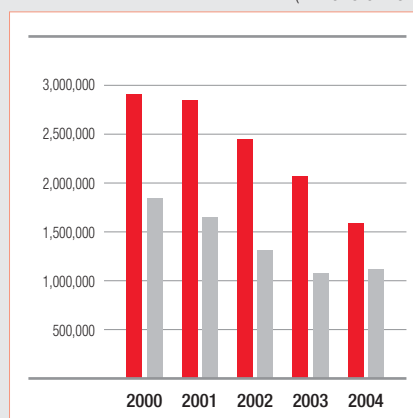
Net Income (Loss)

(Millions of Yen)



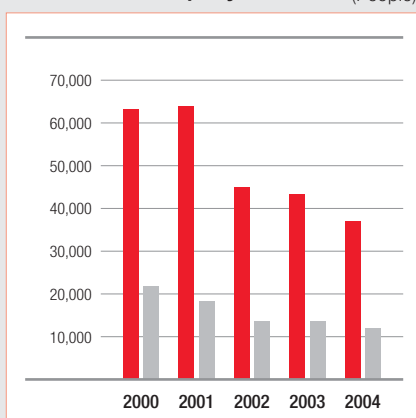
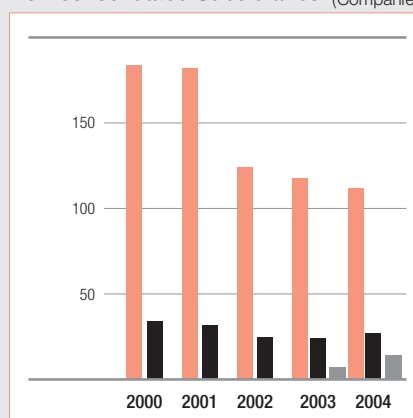
Total Assets

(Millions of Yen)



Number of Employees

(People)

Number of Consolidated Subsidiaries,
Equity Method Affiliates and Equity Method
Non-consolidated Subsidiaries (Companies)

■ Consolidated Operations
■ Non-consolidated Operations

■ Consolidated Subsidiaries
■ Equity Method Affiliates
■ Equity Method Non-consolidated Subsidiaries

Net Sales, Production and Sales Volume by Region

Global Production and Sales Volume

MMC In-house Classification

(Unit: Vehicles)

		2000	2001	2002	2003	2004	
Production Volume	Japan	857,102	729,167	766,389	751,843	599,219	
	Other Regions	782,003	798,820	888,473	785,626	767,300	
	Total	1,639,105	1,527,987	1,654,862	1,537,469	1,366,519	
Sales Volume	Japan	Domestic	449,372	403,994	354,269	358,252	226,456
		Import	589	—	—	1	246
	Total	449,961	403,994	354,269	358,253	226,702	
	Other Regions	1,165,680	1,152,695	1,216,377	1,168,903	1,085,061	
Total	1,615,641	1,556,689	1,570,646	1,527,156	1,311,763		

Notes: 1. Fiscal years 2003: April to March; 1999 to 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.

Japan Automobile Manufacturers Association, Inc. (JAMA) Classification

(Unit: Vehicles)

		2000	2001	2002	2003	2004	
Production Volume	Japan	Passenger Cars	695,916	624,404	679,592	638,919	495,331
		Commercial Vehicles	264,098	190,211	86,797	112,924	103,888
		Total	960,014	814,615	766,389	751,843	599,219
	Other Regions	824,892	845,004	930,248	785,626	767,300	
Global	1,784,906	1,659,619	1,696,637	1,537,469	1,366,519		
Sales Volume	Japan	Passenger Cars	287,367	282,729	261,281	259,354	147,442
		Commercial Vehicles	232,219	185,242	92,988	98,899	79,260
		Total	519,586	467,971	354,269	358,253	226,702
	Other Regions	—	1,230,380	1,216,377	1,168,903	1,085,061	
Global	—	1,698,351	1,570,646	1,527,156	1,311,763		

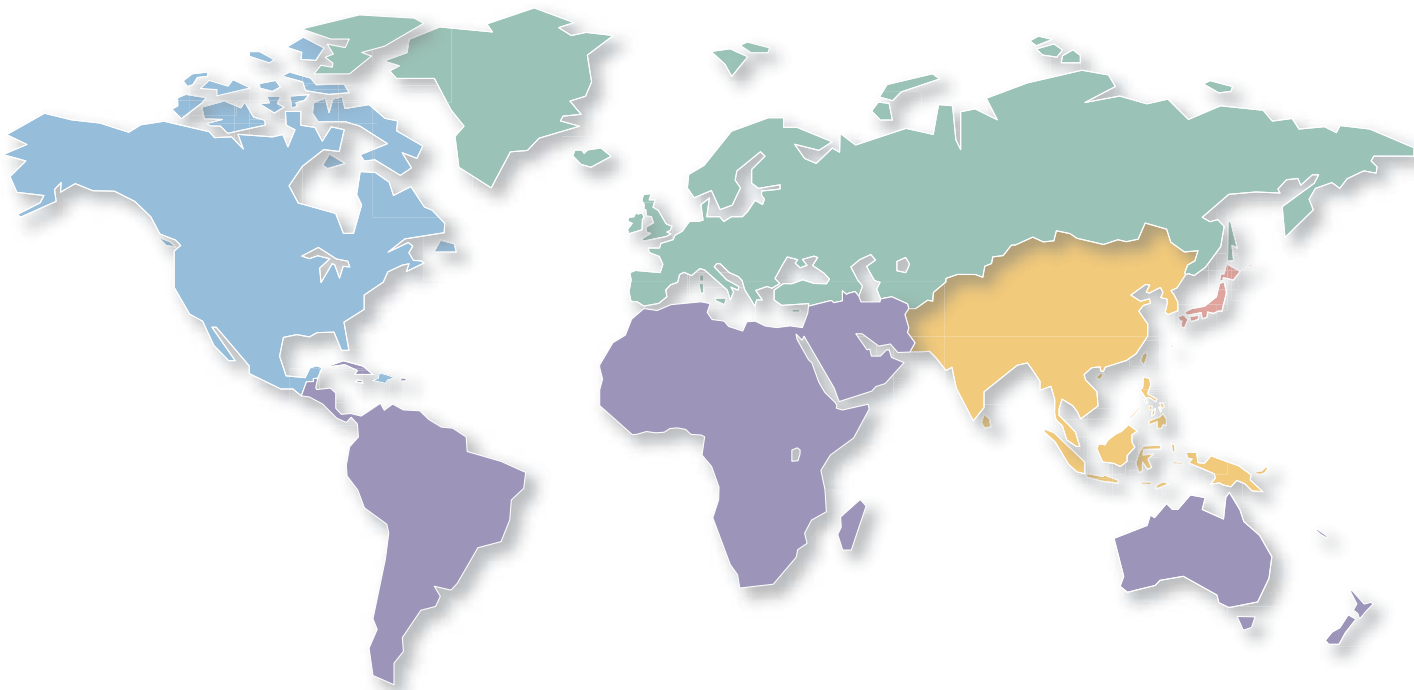
Notes: 1. Fiscal years 2002 to 2004: April to March; 2000 and 2001: April to March in Japan and Malaysia, January to December in other regions.
 2. Sales volume normally reflect retail sales.
 3. The JAMA classification includes imports in sales volume.
 4. Excludes portions for MFTBC after 2002.
 5. MMC only supplies components for some car models, and does not provide technology.

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

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

		2000	2001	2002	2002 (15 Months)	2003	2004	
Japan	Net Sales	719,358	621,793	547,714	—	621,308	412,889	
	Production Volume	857,102	729,167	766,389	—	751,843	599,219	
	Sales Volume	449,372	403,994	354,269	—	358,253	226,702	
North America	Net Sales	887,396	869,305	987,545	1,190,975	600,770	441,441	
	Production Volume	222,390	193,744	204,233	256,490	156,859	98,642	
	Sales Volume	314,417	322,393	357,041	436,537	272,912	174,311	
Europe	Net Sales	375,277	524,991	584,042	730,832	661,968	667,778	
	Production Volume	78,542	79,261	86,900	106,789	75,276	103,101	
	Sales Volume	258,256	212,983	202,993	251,971	213,567	241,758	
Asia & Other Regions	Net Sales	576,182	503,917	616,940	691,128	635,404	600,516	
	Asia	Production Volume	424,389	459,550	531,628	—	501,337	518,888
		Sales Volume	394,979	441,892	479,283	—	495,938	468,203
	Middle East & Africa	Production Volume	11,396	13,644	8,541	10,334	7,094	8,424
		Sales Volume	50,531	51,329	70,780	86,370	67,871	83,949
	Central & South America	Production Volume	6,720	8,820	10,980	13,680	13,590	21,000
		Sales Volume	70,380	52,435	41,226	50,653	41,766	51,672
	Oceania (Australia)	Production Volume	38,566	43,801	46,191	55,545	31,470	17,245
		Sales Volume	77,706	71,663	65,054	81,175	66,979	56,260
	Total	Net Sales	2,558,213	2,520,006	2,736,241	3,160,649	2,519,449	2,122,626
Production Volume		1,639,105	1,527,987	1,654,862	—	1,537,469	1,366,519	
Sales Volume		1,615,641	1,556,689	1,570,646	—	1,527,156	1,311,763	

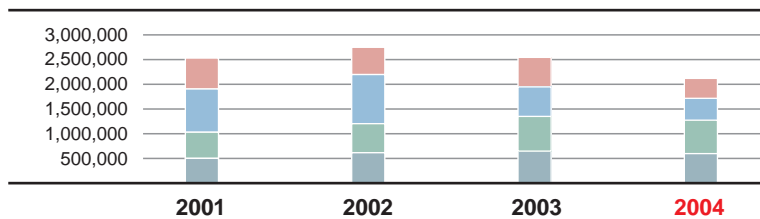
Notes: 1. In line with a change in accounting periods, fiscal 2002 contains data for 12 months and 15 months.
 2. Fiscal years 2003 and 2004: April to March; 2000 to 2002: April to March in Japan and Malaysia, January to December in other regions.
 3. Production volume indicates the number of vehicles 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.



Breakdown of Net Sales, Production and Sales Volume by Region

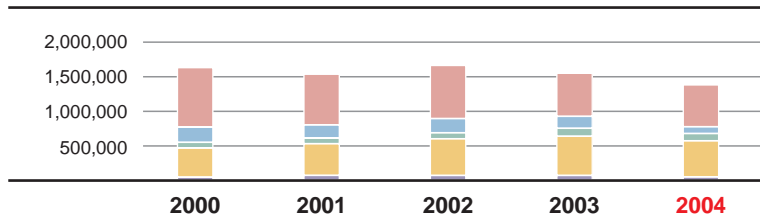
Net Sales

(Unit: Millions of Yen)



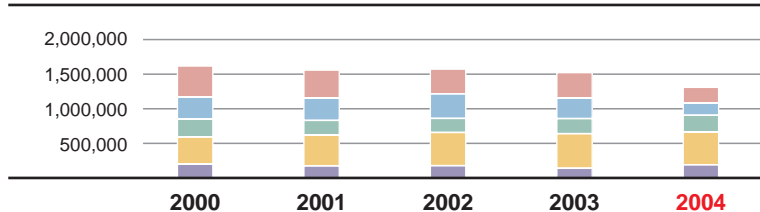
Production Volume

(Unit: Vehicles)



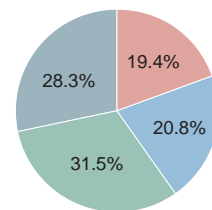
Sales Volume

(Unit: Vehicles)



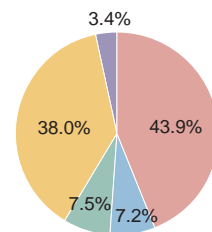
Net Sales

- Japan
- North America
- Europe
- Asia & Other Regions



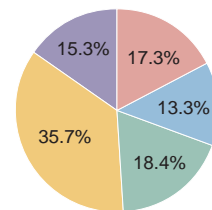
Production Volume

- Japan
- North America
- Europe
- Asia
- Other Regions



Sales Volume

- Japan
- North America
- Europe
- Asia
- Other Regions



Activities by Region

Japan

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2003	2004
■ Nagoya Plant	1 Diamante	4,406	2,745	1,892	1,347	990
	2 Galant	18,514	11,494	11,091	6,606	4,559
	3 Aspire	55	—	—	—	—
	4 Legnum	8,276	3,814	2,633	—	—
	5 Colt	—	—	42,763	54,414	24,281
	6 Colt Plus	—	—	—	—	12,300
	7 Grandis	—	—	—	28,821	19,173
	8 Chariot Grandis	26,734	15,907	10,595	4,043	138
	9 RVR / RVR Sport Gear	4,028	1,416	241	—	—
	10 Pajero iO	24,783	13,799	8,959	9,016	8,136
	11 Perdana (export only)	15,630	5,250	4,410	7,680	4,620
	12 Dignity	42	2	—	—	—
	13 Proudia (Debonair)	759	85	—	—	—
	14 L200 Strada (export only)	16,143	1,051	350	520	630
	15 GTO	114	—	—	—	—
■ Mizushima Plant	16 Libero Cargo (Libero included)	12,898	8,041	4,287	—	—
	17 Delica	28,242	12,965	17,456	13,011	16,432
	18 Mirage	57,937	45,703	24,574	11,442	—
	19 Dion	30,977	9,699	5,696	1,881	2,697
	20 Lancer (Cedia and Cargo included)	120,875	142,683	165,749	161,921	155,556
	21 Airtrek (Outlander)	—	21,245	68,431	77,331	60,817
	22 Minica / Toppo BJ	156,580	82,551	36,340	33,553	25,065
	23 Pajero Mini	24,895	16,590	12,672	17,141	10,307
	24 eK Wagon	—	97,390	115,918	119,652	70,826
	25 Minicab	62,770	56,245	45,899	72,125	68,197
	26 TownBox	8,953	6,662	4,949	5,561	4,262
	27 FTO	160	—	—	—	—
	28 TownBox Wide	1,441	2,939	—	—	—
	29 Toppo BJ Wide	478	34	—	—	—
■ PMC	30 Pajero	138,315	91,700	112,161	90,929	79,152
	31 Challenger (export only)	92,475	78,337	69,001	34,258	30,515
	32 Jeep (military use)	622	820	322	591	566
Registered Vehicle Total		603,904	469,729	550,611	503,811	420,562
Minicar Total		253,198	259,438	215,778	248,032	178,657
Total		857,102	729,167	766,389	751,843	599,219

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

■ MMC and Consolidated Subsidiaries

Production Facilities

(As of March 31, 2005)

Vehicle Production	■ Nagoya Plant	Okazaki
	■ 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

(As of March 31, 2005)

R&D	■ Research & Development Center	Okazaki
		Kyoto
		Tokachi Proving Ground
	■ Tama Design Center	

In May 2005, the Tama Design Center changed its name to the Tokyo Design Studio.

Sales Organization

Sales Companies

(As of March 31, 2005)

Dealerships 165	Consolidated Subsidiaries	34
	Equity Method Affiliates	11
	Independent Dealerships	120
New Car Sales Outlets		865

Sales Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2003	2004
■ Nagoya Plant	1 Diamante	5,474	3,022	1,916	1,381	994
	2 Galant	6,648	3,213	1,566	1,246	811
	3 Aspire	840	516	149	1	—
	4 Legnum	5,524	1,550	248	5	—
	5 Colt	—	—	39,627	50,868	21,074
	6 Colt Plus	—	—	—	—	9,946
	7 Grandis	—	—	—	23,834	5,247
	8 Chariot Grandis	22,821	10,472	3,724	49	—
	9 RVR / RVR Sports Gear	6,165	1,599	268	—	1
	10 Pajero iO	25,095	10,980	6,182	5,954	3,568
	11 Dignity	45	3	—	—	—
	12 Proudia (Debonair)	852	97	—	—	—
	13 GTO	117	2	—	—	—
■ Mizushima Plant	14 Libero Cargo (Libero included)	9,189	7,003	3,062	71	1
	15 Delica Space Gear	5,886	4,707	4,559	3,227	3,142
	16 Mirage Dingo	16,696	15,143	4,076	24	—
	17 Dion	30,225	10,601	5,925	2,131	2,382
	18 Mirage / Lancer / Cedia	29,061	19,403	16,800	13,185	8,772
	19 Lancer Wagon / Cedia Wagon	16,695	25,512	13,451	4,377	1,865
	20 Lancer Cargo	—	—	1,152	4,194	3,937
	21 Airtrek	—	19,160	14,132	7,427	3,198
	22 Minica	141,843	86,639	37,417	34,615	25,108
	23 Toppo BJ	8,654	4,657	800	—	—
	24 Pajero Mini	27,011	17,458	13,720	17,237	10,371
	25 eK Wagon	—	86,465	122,857	118,567	71,062
	26 Minicab	62,797	57,880	48,794	55,070	43,868
	27 TownBox	8,772	7,357	5,170	5,430	4,201
	28 Delica Star Wagon (L300)	21	2	1	—	1
	29 Pajero Jr.	1	—	—	—	—
30 FTO	149	3	—	—	—	
31 TownBox Wide	809	79	—	—	—	
32 Toppo BJ Wide	631	50	—	—	—	
■ PMC	33 Pajero	12,701	6,725	5,681	6,035	4,196
	34 Challenger	369	76	—	—	—
	35 Jeep (military use)	—	1	1	—	—
OEM Supplied by Mazda	36 Delica	4,281	3,619	2,991	3,324	2,711
Registered Vehicle Total		200,295	143,538	125,511	127,333	71,846
Minicar Total		249,077	260,456	228,758	230,919	154,610
Domestically Produced Model Total		449,372	403,994	354,269	358,252	226,456
Imports Total		589	—	—	1	246
Total		449,961	403,994	354,269	358,253	226,702
Total Japanese Market Volume		5,465,238	5,331,174	5,364,662	5,275,159	5,286,402

■ MMC and Consolidated Subsidiaries

Export Shipments

Export Shipments by Region

(Unit: Vehicles)

Region	2000	2001	2002	2003	2004
North America	147,333	146,869	187,579	86,803	44,388
Europe	99,687	52,363	68,273	94,153	72,649
Asia and Other Regions	176,706	131,770	167,989	181,390	199,189
Asia	48,586	30,578	38,673	56,624	55,559
Middle East & Africa	36,618	31,059	52,982	49,584	56,978
Central & South America	46,078	34,627	29,280	34,703	45,589
Oceania	45,424	35,506	47,054	40,445	41,063
Other (United Nations, etc.)	2,959	2,851	3,389	13,755	34,691
Total	426,685	333,853	427,230	376,067	350,917

Export Shipments by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2003	2004
■ Nagoya Plant	1 Diamante	2	—	—	—	—
	2 Galant	12,051	8,061	9,363	5,283	3,891
	3 Legnum	4,135	2,682	2,415	—	—
	4 Colt	—	—	503	5,553	18,687
	5 Colt Plus	—	—	—	—	359
	6 Chariot Grandis	10,092	7,018	7,310	4,536	208
	7 RVR	168	365	—	—	—
	8 Pajero iO	4,347	3,525	3,307	2,756	4,704
	9 Perdana (export only)	15,450	5,640	4,410	7,620	4,650
	10 Proudia (Debonair)	—	1	—	—	—
	11 L200 Strada (export only)	15,895	1,776	350	550	2,970
■ Mizushima Plant	12 Mirage Dingo	1	—	—	143	127
	13 Dion	778	193	177	18	7
	14 Lancer / Cedia	5,897	81,515	124,522	126,662	130,786
	15 Lancer Wagon / Cedia Wagon	—	103	267	5,159	2,579
	16 Airtrek	—	601	45,845	7,917	320
	17 Airtrek Sport Gear (Outlander)	—	—	7,060	64,694	57,010
	18 Libero / Libero Cargo	16	160	115	—	—
	19 Delica Space Gear	6,943	763	4,672	747	559
	20 Pajero Mini	2	—	—	—	—
	21 Minicab	50	—	—	—	—
	22 TownBox	—	420	—	—	—
	23 L300 Delica (export only)	6,072	7,654	8,207	7,411	9,847
	24 Lancer / Mirage (export only)	112,970	47,655	33,076	19,352	8,820
	25 FTO	25	—	—	—	—
	26 TownBox Wide	664	2,640	—	—	—
■ PMC	27 Pajero	129,198	85,324	106,376	85,863	74,347
	28 Challenger (export only)	91,929	77,757	69,255	30,238	28,113
OEM Supplied by Mazda	29 Delica	—	—	—	856	2,213
	30 Others	—	—	—	738	720
Total	426,685	333,853	427,230	376,067	350,917	

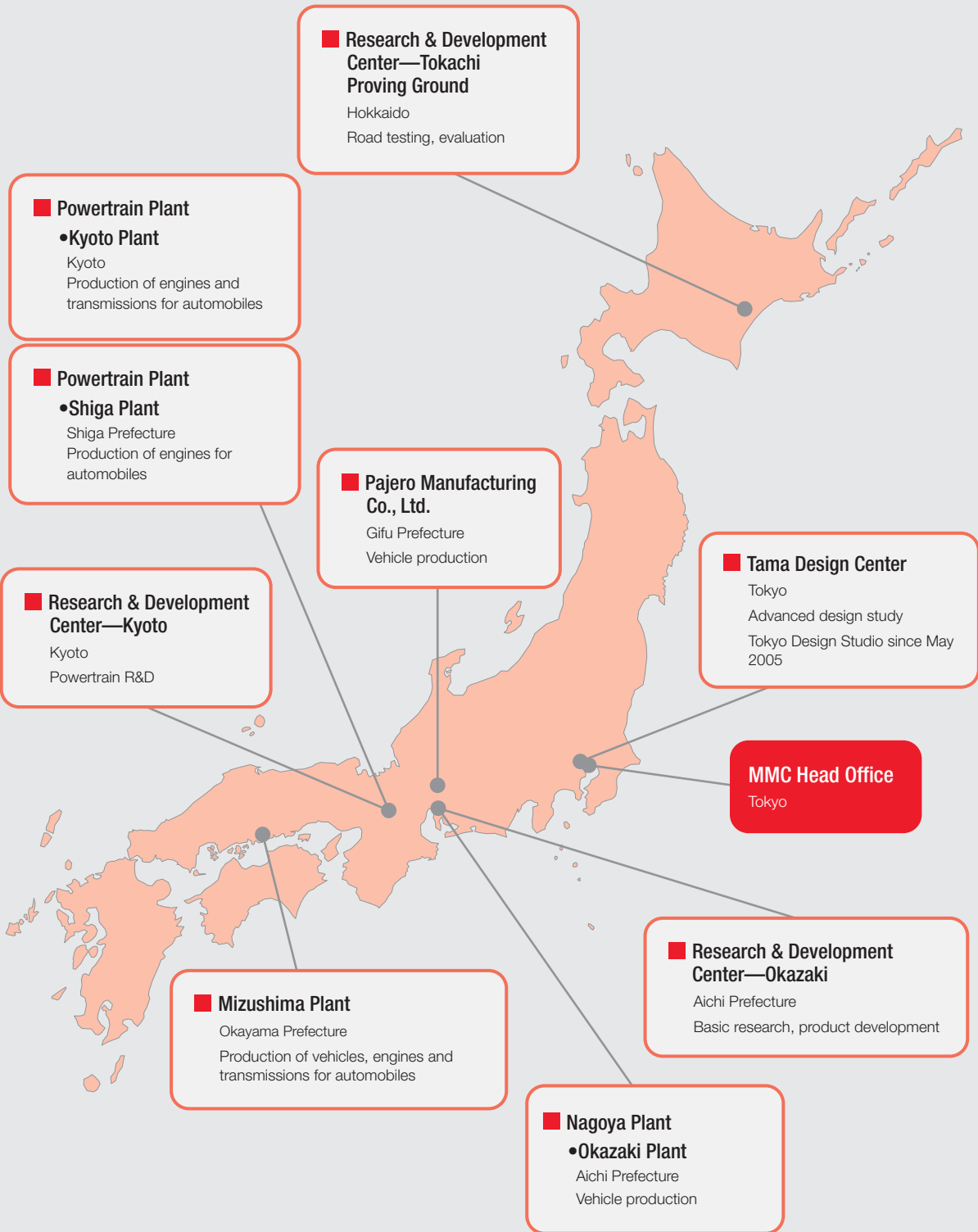
Note: Export shipments are the total of built-up vehicles and knockdown kits.

■ MMC and Consolidated Subsidiaries

Note on Activities by Region:

Covers activities from April to March. However, until 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.

Principal Operational Facilities in Japan



North America

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
■ MMNA (Illinois, U.S.A.)	1 Galant	104,313	94,820	100,760	125,535	53,455	39,841
	2 Eclipse / Eclipse Spyder	77,795	70,565	75,323	90,267	25,974	10,433
	3 Endeavor	—	—	10	5,629	48,987	19,448
	4 ★ Chrysler Sebring / Stratus	40,282	28,359	28,140	35,059	28,443	28,920
Total		222,390	193,744	204,233	256,490	156,859	98,642

■ MMC and Consolidated Subsidiaries
★ Non-Mitsubishi Brand Vehicles

Supervision of Operations

(As of March 31, 2005)

■ 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 above
Models Sold:	See table on page 11
MMC Voting Rights:	100.0%

R&D Facility

(As of March 31, 2005)

■ 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

(As of March 31, 2005)

United States

Sales Outlets	574
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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

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%

Sales Outlets

51

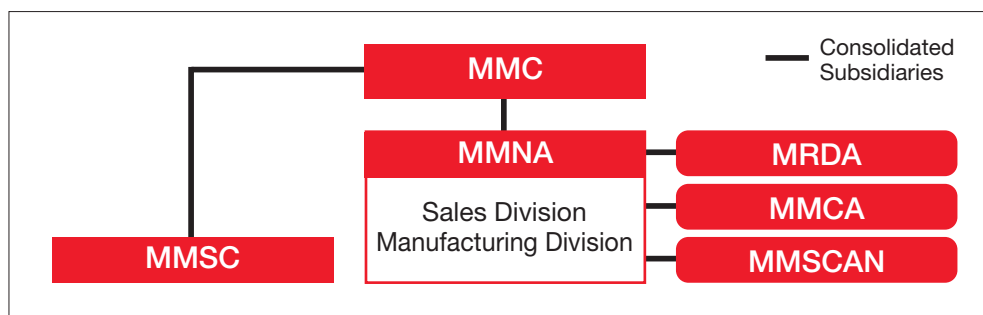
Puerto Rico

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%

Sales Outlets

23



Sales Volume by Model

(Unit: Vehicles)

Country/ Area	Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
U.S.A.	■ MMNA (Illinois, U.S.A.)	1 Galant	96,452	93,878	97,343	116,695	60,317	40,662
		2 Eclipse / Eclipse Spyder	71,307	70,351	72,040	81,099	37,919	15,417
		3 Endeavor	—	—	—	235	39,181	20,920
	■ Nagoya Plant (Japan)	4 GTO	117	1	—	—	—	—
	■ Mizushima Plant (Japan)	5 Lancer Cedia (Lancer)	—	25,084	69,097	84,276	46,992	33,449
		6 Lancer Wagon	—	—	—	—	455	2,327
		7 Lancer / Mirage (Lancer)	49,369	29,957	6,830	6,999	5	—
	8 Airtrek Sport Gear (Outlander)	—	—	11,346	22,384	28,936	15,076	
	■ PMC (Japan)	9 Pajero (Montero)	21,578	24,802	19,181	22,031	8,107	3,943
		10 Challenger (Montero Sport)	66,375	61,093	54,922	63,467	14,053	5,062
	■ MMAL (Australia)	11 Diamante	9,219	17,227	14,352	18,004	7,627	2,414
Total			314,417	322,393	345,111	415,190	243,592	139,270
Total Market Volume			17,347,676	17,120,787	16,815,923	20,574,131	16,784,691	16,846,135

Country/ Area	2000	2001	2002	2002 (15 Months)	2003	2004
Canada Total	—	—	3,223	6,961	12,786	10,900
Total Market Volume	—	—	—	—	1,568,781	1,529,862

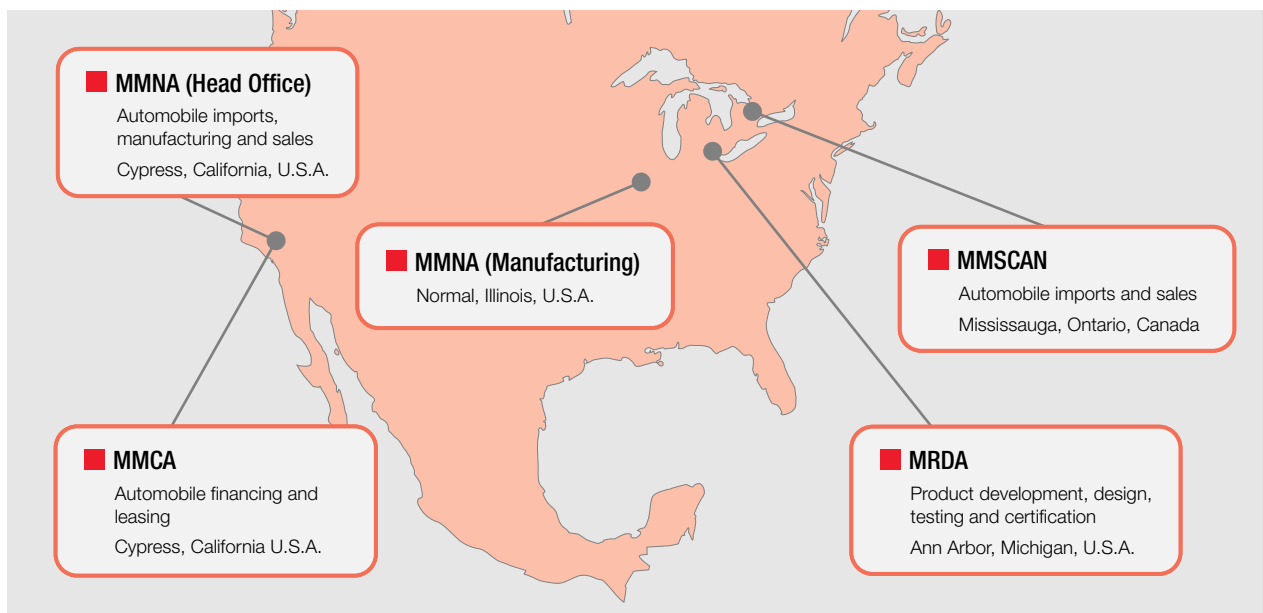
Country/ Area	2000	2001	2002	2002 (15 Months)	2003	2004
Mexico Total	—	—	—	223	6,044	11,911
Total Market Volume	—	—	—	—	995,714	1,095,363

Country/ Area	2000	2001	2002	2002 (15 Months)	2003	2004
Puerto Rico Total	—	—	11,815	14,163	10,490	12,230
Total Market Volume	—	—	123,054	150,798	126,705	136,063

Total	—	—	360,149	436,537	272,912	174,311
Total Market Volume	—	—	—	—	19,475,891	19,607,423

Note: From 2002, Puerto Rico has been included in figures for North America.
MMAL: Mitsubishi Motors Australia, Ltd.

■ MMC and Consolidated Subsidiaries



Europe

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
■ NedCar (The Netherlands)	1 Carisma	29,800	22,203	28,776	36,267	26,074	—
	2 Space Star	30,116	44,908	46,824	57,090	40,807	24,315
	3 Colt	—	—	—	—	82	70,207
IPF (Italy)	4 Pajero Pinin	18,626	12,150	11,300	13,432	8,313	8,579
Total		78,542	79,261	86,900	106,789	75,276	103,101

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

■ MMC and Consolidated Subsidiaries

Sales Volume by Country

(Unit: Vehicles)

Country	2000	2001	2002	2002 (15 Months)	2003	2004
Germany	51,560	39,146	39,345	47,638	38,369	39,763
Austria	7,285	5,666	5,625	7,161	5,282	4,464
United Kingdom	18,087	22,133	26,419	34,731	32,882	37,545
Ireland	7,821	5,074	4,230	6,053	3,870	3,674
The Netherlands	16,232	11,898	8,282	9,585	8,560	9,009
Belgium	14,499	8,137	6,927	8,560	4,201	4,793
France	6,894	10,062	10,314	12,741	11,375	11,390
Italy	26,304	24,379	21,554	26,002	16,605	15,889
Portugal	17,368	10,326	7,331	8,928	6,164	6,777
Spain	20,511	22,355	19,435	24,101	19,155	17,659
Greece	5,409	4,407	5,617	6,756	5,541	5,735
Denmark	3,149	2,310	2,725	3,347	2,590	3,030
Finland	2,784	1,511	815	1,035	1,130	1,360
Sweden	10,390	7,375	7,396	9,255	6,669	5,792
Switzerland	9,998	8,221	7,506	8,746	5,167	4,869
Norway	5,611	4,075	3,238	3,885	3,943	4,254
Iceland	890	378	313	383	479	666
Russia	*	*	*	*	19,324	37,342
Others	33,464	25,530	25,921	33,064	22,261	27,747
Total	258,256	212,983	202,993	251,971	213,567	241,758

Total Market Volume 16,654,751 16,662,424 16,187,459 20,433,728 16,103,873 **16,360,956**

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".

Supervision of Operations

(As of March 31, 2005)

■ 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%
Models Sold:	See table on page 13

R&D Facility

(As of March 31, 2005)

■ Mitsubishi Motor R&D of 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

(As of March 31, 2005)

■ 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%
Models Produced:	See table on page 12

Sales Organization

Distributors	(As of March 31, 2005)
	33

Sales Outlets	(As of March 31, 2005)
	2,500 sales outlets approx.

Sales Volume by Model

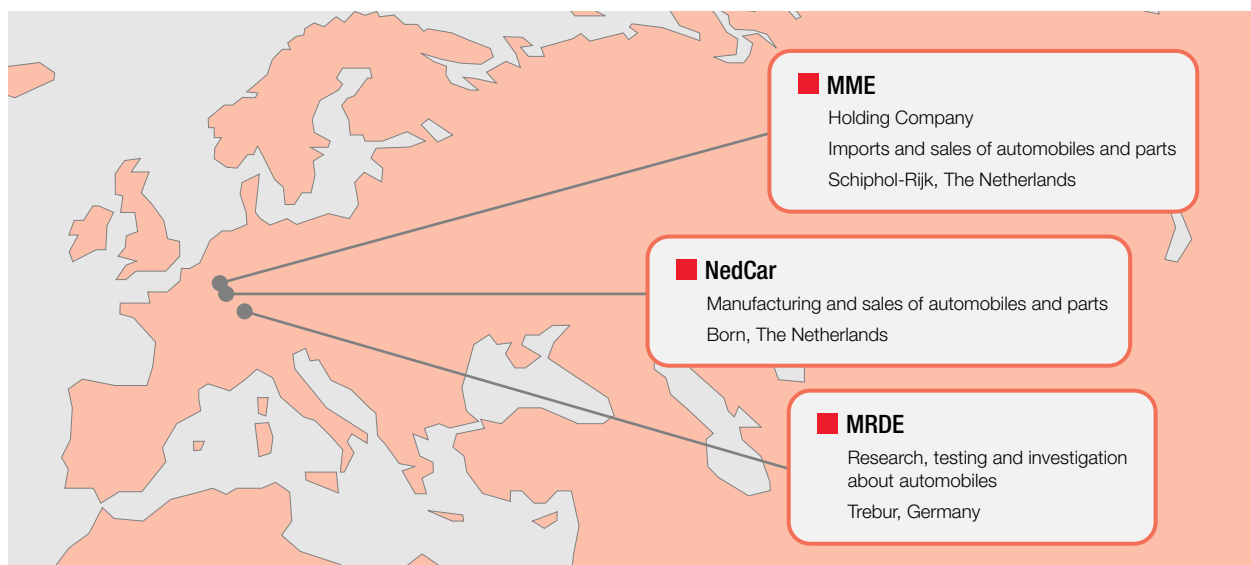
(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
■ NedCar (The Netherlands)	1 Carisma	38,548	28,647	30,429	38,981	28,123	9,875
	2 Space Star	38,164	42,987	44,957	55,686	42,392	30,584
	3 Colt	—	—	—	—	—	39,257
IPF (Italy)	4 Pajero iO (Pajero Pinin)	14,010	15,907	13,078	15,849	10,425	7,643
■ Nagoya Plant (Japan)	5 Galant	9,558	5,851	4,297	5,507	2,200	219
	6 Legnum	5,253	3,359	2,720	3,005	870	229
	7 Chariot Grandis (Space Wagon)	10,828	6,316	4,990	6,027	3,074	1,105
	8 Grandis	—	—	—	—	—	7,625
	9 RVR (Space Runner)	3,539	1,671	502	603	163	8
	10 GTO / FTO	224	—	—	—	—	—
■ Mizushima Plant (Japan)	11 Libero (Lancer Wagon)	5,157	1,940	97	99	3	—
	12 Delica Space Gear (Space Gear)	7,360	3,499	1,090	1,143	30	—
	13 L300 Delica (L300)	7,440	2,736	1,451	1,678	1,299	1,613
	14 Mirage (Colt)	25,089	10,243	9,033	11,413	5,529	699
	15 Lancer	—	1,516	83	109	10,189	36,700
	16 Lancer Wagon	—	—	—	—	5,795	8,882
	17 Airtrek Sport Gear (Outlander)	—	—	—	—	15,085	15,683
■ PMC (Japan)	18 Pajero	32,306	36,638	36,309	44,841	35,221	30,283
	19 Challenger (Pajero Sport)	15,001	10,973	12,627	15,502	12,630	13,940
	20 Others	411	121	—	—	160	—
■ MMTh (Thailand)	21 L200 Strada	45,368	40,579	41,330	51,528	40,379	37,413
Total		258,256	212,983	202,993	251,971	213,567	241,758
Total Market Volume		16,654,751	16,662,424	16,187,459	20,433,728	16,103,873	16,360,956

Notes: 1. Total market volume represents sum of EU and EFTA (18 countries) sales of the ACEA assessment (Passenger Cars+Light Commercial Vehicles).

■ MMC and Consolidated Subsidiaries

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



Asia

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
MMTh (Thailand)		90,214	84,147	109,665	129,184	103,511	130,188
MMPC (The Philippines)		13,104	13,620	13,127	16,265	8,142	9,055
KKM/KRM (Indonesia)		42,879	32,742	40,424	49,934	39,378	47,784
PROTON (Malaysia)		177,476	230,593	216,509	—	138,584	153,593
USF (Malaysia)		660	4,470	5,370	—	3,300	1,980
CMC (Taiwan)		85,844	65,970	84,856	105,686	84,310	84,190
SEM (China)		4,650	20,790	46,230	71,040	91,440	64,094
LMC (China)		—	690	600	1,560	13,710	16,074
HHMC (China)		—	—	13,920	21,840	16,320	9,870
HML (India)		8,032	6,528	5,760	7,011	2,642	2,060
Total		424,389	459,550	536,461	—	501,337	518,888

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

■ MMC and Consolidated Subsidiaries

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

MMPC: Mitsubishi Motors Philippines Corp.

CMC: China Motor Corp.

KKM: P.T. Krama Yudha Kesuma Motors

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

KRM: P.T. Krama Yudha Ratu Motors

LMC: Dongfeng Liuzhou Motor Co., Ltd.

PROTON: Perusahaan Otomobil Nasional Bhd.

HHMC: Harbin Hafei Motor Co., Ltd.

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

HML: Hindustan Motors Limited

Sales Volume by Country/Area

(Unit: Vehicles)

Country/Area	2000	2001	2002	2002 (15 Months)	2003	2004
Thailand	28,266	23,665	32,010	37,723	33,799	39,564
The Philippines	15,285	16,367	15,231	19,193	13,912	12,483
Indonesia	42,481	34,156	41,510	51,268	41,982	50,654
Malaysia	177,384	239,432	205,521	—	152,166	148,607
Taiwan	77,500	70,500	91,454	105,363	86,445	77,988
China	37,600	42,400	70,461	100,355	151,008	123,295
Hong Kong	*	*	689	956	609	345
India	*	*	6,202	7,314	3,095	2,142
Sri Lanka	*	*	586	791	838	442
Bangladesh	*	*	316	383	476	477
Vietnam	*	*	2,369	3,054	4,197	4,815
Singapore	*	*	4,461	5,673	6,255	6,317
Brunei	*	*	1,113	1,364	1,156	1,074
Others	16,463	15,372	—	—	—	—
Total	394,979	441,892	471,923	—	495,938	468,203

Notes: 1. *Included in "Others".

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

Production Facilities (only consolidated subsidiaries listed)

Thailand (As of March 31, 2005)

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

The Philippines (As of March 31, 2005)

■ 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 16

(As of March 31, 2005)

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

(As of March 31, 2005)

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

Thailand

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
■ MMTh	1 L200 Strada	84,813	78,845	97,589	119,480	95,680	120,572
	2 Lancer	5,401	5,302	12,076	9,704	7,381	6,310
	3 Grandis (Space Wagon)	—	—	—	—	—	3,306
Total		90,214	84,147	109,665	129,184	103,511	130,188

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	2000	2001	2002	2002 (15 Months)	2003	2004
■ MMTh (Thailand)	1 L200 Strada	24,418	18,759	24,207	28,770	27,817	32,780
	2 Lancer	3,696	4,773	7,010	8,140	5,936	4,478
	3 Grandis (Space Wagon)	—	—	—	—	—	2,226
■ Nagoya Plant (Japan)	4 Galant	7	4	—	—	—	5
	5 Diamante	—	—	—	—	—	2
■ Mizushima Plant (Japan)	6 L300 Delica	—	—	—	—	—	—
	7 Lancer	—	—	703	718	3	6
	8 Airtrek Sport Gear (Outlander)	—	—	—	—	4	28
■ PMC (Japan)	9 Pajero	145	129	90	95	39	39
Total		28,266	23,665	32,010	37,723	33,799	39,564
Total Market Volume		252,729	288,783	399,204	515,222	541,174	617,340

■ MMC and Consolidated Subsidiaries
() indicates local names.

The Philippines

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
■ MMPC	1 Lancer	1,880	2,574	1,294	1,294	—	—
	2 Adventure	6,729	7,714	7,742	10,043	3,921	5,868
	3 L300 Delica	2,918	2,079	2,925	3,507	3,529	2,826
	4 L200 Strada	1,577	1,253	1,166	1,421	692	361
Total		13,104	13,620	13,127	16,265	8,142	9,055

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	2000	2001	2002	2002 (15 Months)	2003	2004
■ MMPC (The Philippines)	1 Lancer	1,886	2,595	1,669	1,711	—	—
	2 Adventure	6,824	7,711	7,489	9,293	5,500	5,605
	3 L300 Delica	3,115	2,076	2,615	3,350	3,056	3,123
	4 L200 Strada	1,614	1,188	1,146	1,399	835	318
■ Nagoya Plant (Japan)	5 Galant	73	58	44	59	50	30
■ Mizushima Plant (Japan)	6 Delica Space Gear	277	59	49	66	654	349
	7 L300 Delica	240	572	343	403	174	1
	8 Airtrek Sport Gear (Outlander)	—	—	—	—	265	239
■ PMC (Japan)	9 Pajero	1,256	2,108	1,876	2,381	1,589	1,028
	10 Challenger (Montero Sports)	—	—	—	—	—	135
■ MMTh (Thailand)	11 Lancer	—	—	—	531	1,789	1,588
	12 Grandis	—	—	—	—	—	67
Total		15,285	16,367	15,231	19,193	13,912	12,483
Total Market Volume		81,397	74,780	83,531	107,237	87,570	86,935

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

Indonesia

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
KKM	1 Galant	1,530	540	210	270	120	90
	2 Kuda	20,916	4,776	9,669	11,319	7,350	5,670
	3 Lancer	1,710	690	577	577	—	—
KRM	4 Colt T120SS	6,768	10,416	15,268	19,588	17,568	22,704
	5 Colt L300	13,485	16,320	14,700	18,180	14,340	19,320
Total		44,409	32,742	40,424	49,934	39,378	47,784

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	2000	2001	2002	2002 (15 Months)	2003	2004
KKM (Indonesia)	1 Galant	1,487	487	223	274	119	117
	2 Kuda	18,505	6,019	10,240	11,938	7,945	4,888
	3 Lancer	1,620	851	—	—	—	—
KRM (Indonesia)	4 Colt T120SS	6,915	10,417	15,168	19,405	17,587	22,424
	5 Colt L300	13,732	16,381	14,558	17,952	14,497	19,228
■ PMC (Japan)	6 Pajero	222	—	—	—	—	—
■ MMAL (Australia)	7 Magna / Verada	—	1	—	—	—	—
■ MMTh (Thailand)	8 L200 Strada	—	—	547	756	1,384	3,274
	9 Lancer	—	—	774	943	450	391
	10 Grandis (Space Wagon)	—	—	—	—	—	321
	11 Others	—	—	—	—	—	11
Total		42,481	34,156	41,510	51,268	41,982	50,654
Total Market Volume		264,357	251,561	264,507	331,524	316,724	445,436

■ MMC and Consolidated Subsidiaries
() indicates local names.

Malaysia

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2003	2004
PROTON	1 ★	177,476	230,593	216,509	138,584	153,593
USF	2 L200 Strada	—	4,470	5,370	3,300	1,980
Total		177,476	235,063	221,879	141,884	155,573

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	2000	2001	2002	2003	2004
PROTON (Malaysia)	1 ★ Saga Iswara	57,773	51,696	46,602	44,309	50,342
	2 ★ Satria / Putra / Arena	9,073	99,613	103,739	60,524	51,419
	3 ★ Wira	87,938	*	*	*	*
	4 ★ Waja	11,622	69,956	57,394	35,898	37,363
	5 ★ Juara	—	1,103	539	463	985
■ Nagoya Plant (Japan)	6 ★ Perdana	10,978	8,646	6,711	5,990	5,046
	7 Others	—	8,418	7,030	4,982	3,452
Total		177,384	239,432	222,015	152,166	148,607

Total Market Volume		332,172	384,731	414,761	385,983	486,407
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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	2000	2001	2002	2002 (15 Months)	2003	2004
CMC	1 Freeca	17,044	13,531	12,537	15,327	11,800	11,359
	2 Galant	10,157	2,698	2,461	3,387	1,775	7,503
	3 ★ Veryca*	21,290	17,141	17,818	21,332	14,416	16,225
	4 Lancer	21,756	19,054	25,575	31,444	29,846	22,255
	5 Delica Space Gear	8,125	5,133	4,192	5,413	5,166	3,862
	6 Delica Truck	3,835	2,686	3,025	3,680	3,068	3,107
	7 Delica	3,637	2,536	1,981	2,466	2,747	2,303
	8 Chariot Grandis (Savrin)	—	3,191	17,267	22,637	15,492	17,576
Total		85,844	65,970	84,856	105,686	84,310	84,190

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

2. *MMC only supplies components, and does not provide technology.

Sales Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
CMC (Taiwan)	1 Lancer	24,601	21,415	27,023	31,610	29,686	21,727
	2 Galant	7,661	4,806	2,927	3,415	2,039	4,318
	3 Chariot Grandis (Savrin)	—	1,574	18,395	21,506	17,414	16,325
	4 Freeca	16,302	14,250	13,426	15,059	12,238	11,060
	5 Delica Space Gear	7,553	5,860	4,434	5,268	4,301	3,672
	6 Delica / Delica Truck	7,155	5,530	5,359	6,322	5,568	5,116
	7 ★ Veryca*	19,793	18,300	18,944	21,076	14,651	15,073
■ Mizushima Plant (Japan)	8 Lancer	—	—	—	—	—	53
	9 Outlander	—	—	—	—	—	257
■ PMC (Japan)	10 Pajero	277	287	370	455	335	218
	11 Challenger	344	250	250	309	212	165
	12 Others	—	95	1	3	1	4
■ MMNA (Illinois, U.S.A.)	13 Eclipse	71	32	21	23	—	—
■ MMAL (Australia)	14 Diamante	137	64	27	27	—	—
IPF (Italy)	15 Pajero iO	—	—	277	290	—	—
Total		83,894	72,463	91,454	105,363	86,445	77,988

Total Market Volume		287,163	331,042	380,235	471,294	431,170	471,160
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Notes: 1. "Others" refers to models produced in Japan which are not listed in the above table.

2. *MMC only supplies components, and does not provide technology.

■ MMC and Consolidated Subsidiaries
★ Non-Mitsubishi Brand Vehicles
() indicates local names.

China

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
SEM	1 Freeca	1,050	7,350	8,970	12,630	13,800	7,458
	2 L300 Delica	3,600	13,440	37,230	44,940	24,960	13,192
	3 Lancer (Lioncel)	—	—	30	13,470	48,720	27,121
	4 Chariot Grandis (Soveran)	—	—	—	—	3,960	15,093
	5 Veryca*	—	—	—	—	—	1,230
LMC	6 Delica Space Gear*	—	690	600	1,560	13,710	16,074
HHMC	7 Mirage Dingo	—	—	13,920	21,840	16,320	9,870
Total		4,650	21,480	60,750	94,440	121,470	90,038

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

2. *MMC only supplies components, and does not provide technology.

Sales Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
CFA (China)	1 Pajero (Liebao)	9,040	9,814	15,617	21,338	29,915	20,860
	2 Pajero	—	—	—	—	—	1,419
	3 Pajero iO	—	—	—	—	125	1,003
SEM (China)	4 Freeca	10,313	15,932	17,827	23,147	17,734	7,393
	5 L300 Delica	14,230	14,079	29,633	39,001	27,154	16,492
	6 Lancer (Lioncel)	—	—	—	528	43,684	25,960
	7 Veryca	—	—	—	—	—	101
	8 Space Wagon	—	—	—	—	—	3,598
HHMC (China)	9 Mirage Dingo	—	—	7,139	12,652	18,285	8,710
BJC (China)	10 Airtrek Sport Gear (Outlander)	—	—	—	—	4,246	13,429
	11 Challenger (Pajero Sport)	—	—	—	524	6,522	3,604
Nagoya Plant (Japan)	12 Grandis	—	—	—	—	—	421
PMC (Japan)	13 Pajero	2,797	1,599	16	2,888	3,329	3,362
	14 Others*	1,248	582	229	277	14	16,943
Total		37,628	42,006	70,461	100,355	151,008	123,295

Total Market Volume 1,882,300 2,039,600 3,256,048 4,230,776 4,640,059 4,857,388

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

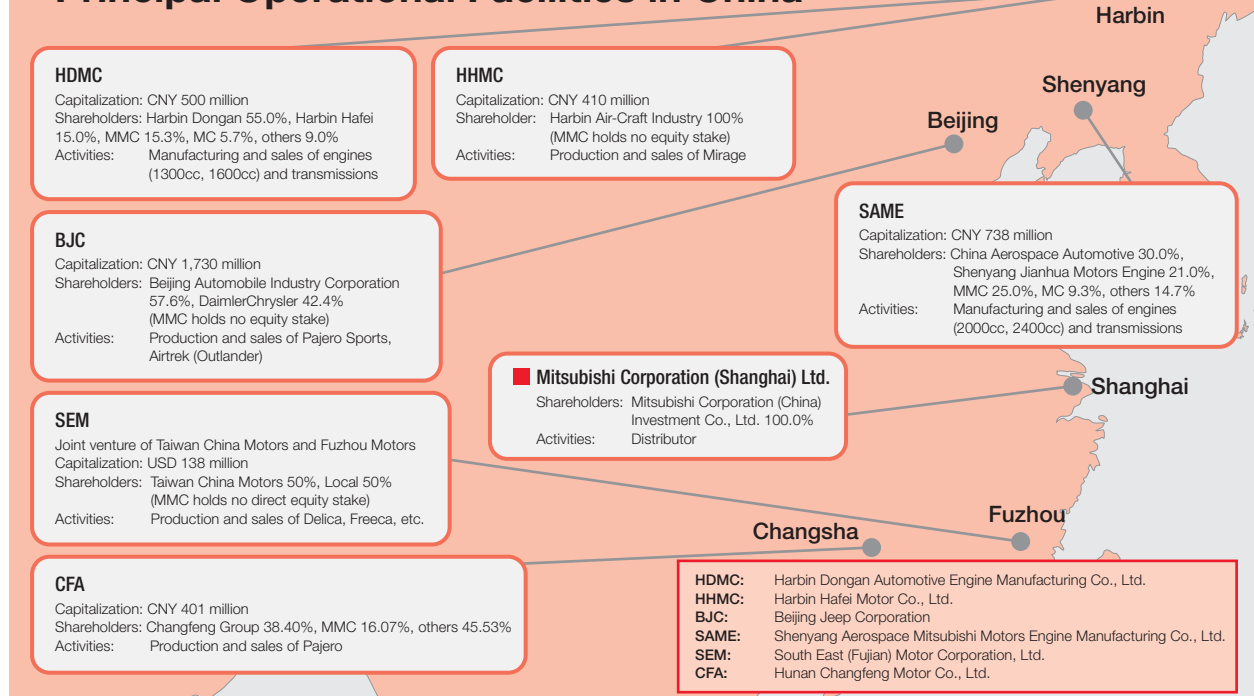
Non-Mitsubishi brand vehicles are included in the above table.

■ MMC and Consolidated Subsidiaries

★ Non-Mitsubishi Brand Vehicles

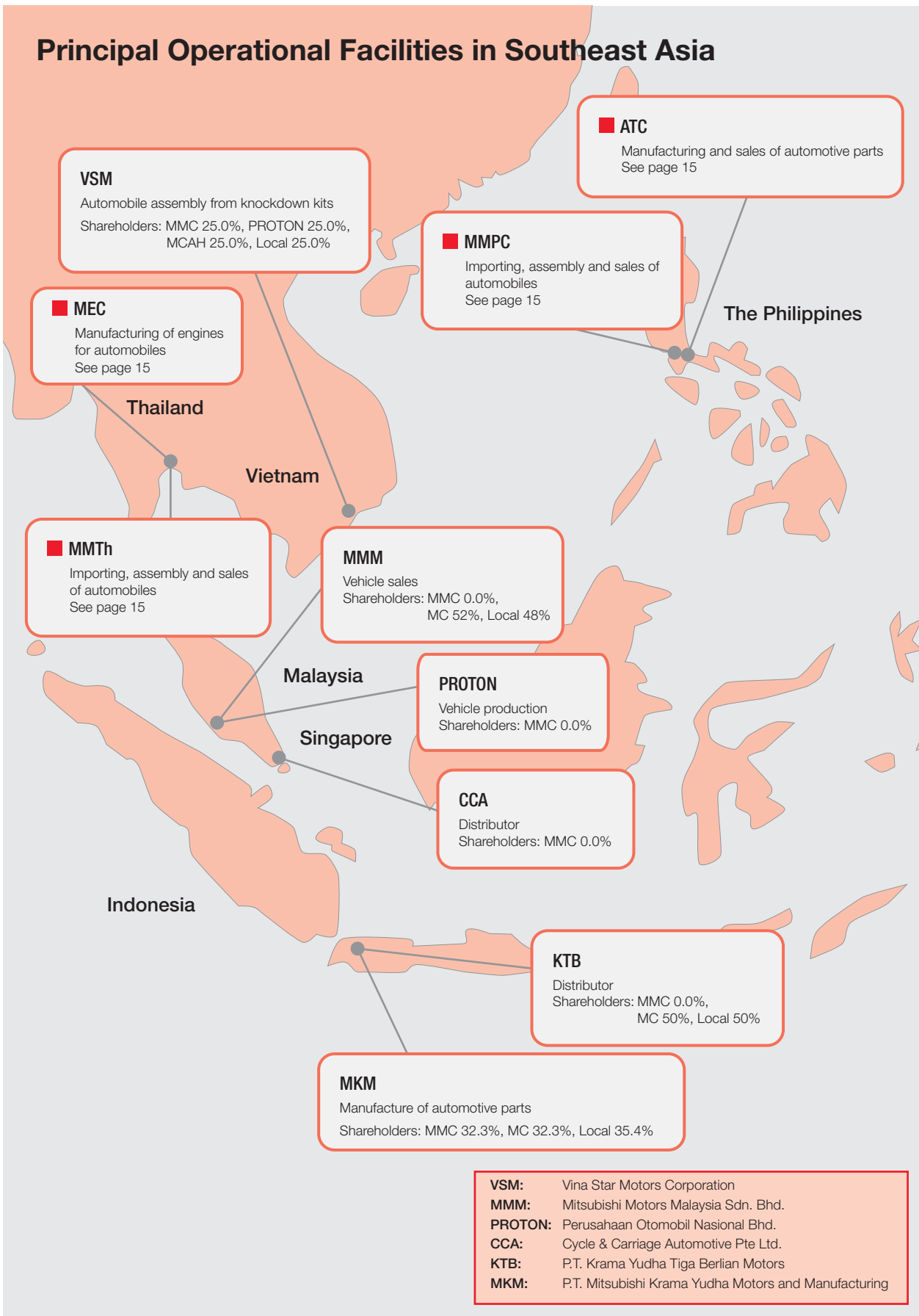
() indicates local names.

Principal Operational Facilities in China



MC: Mitsubishi Corporation

Principal Operational Facilities in Southeast Asia



MCAH: MC Automobile Holding Asia B.V.

Other Regions

Oceania (Australia)

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
■ MMAL	1 Magna / Verada	38,566	43,801	46,191	55,545	31,470	17,245
Total		38,566	43,801	46,191	55,545	31,470	17,245

Sales Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
■ MMAL (Australia)	1 Diamante (Magna / Verada)	26,271	24,381	23,405	28,037	22,690	16,707
■ Nagoya Plant (Japan)	2 Chariot Grandis (Nimbus)	473	389	306	372	189	7
	3 Pajero iO	705	422	509	582	104	—
	4 Grandis	—	—	—	—	—	568
	5 Colt	—	—	—	—	—	1,819
■ Mizushima Plant (Japan)	6 Delica Space Gear (Star Wagon)	627	417	611	754	559	541
	7 L300 Delica (Express)	2,117	1,625	1,379	1,841	1,864	2,097
	8 Lancer / Mirage / Libero	25,283	22,331	22,279	28,562	22,526	14,908
	9 Airtrek Sports Gear (Outlander)	—	—	—	531	3,154	4,132
■ PMC (Japan)	10 Pajero	7,539	7,491	8,490	10,411	7,463	7,099
	11 Challenger	2,267	2,261	2,032	2,444	1,566	1,092
■ MMTh (Thailand)	12 L200 Strada (Triton)	5,317	6,195	6,043	7,641	6,864	7,290
Total		70,599	65,512	65,054	81,175	66,979	56,260
Total Market Volume		767,244	753,722	800,697	999,849	907,431	936,339

Middle East & Africa

Production Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
FMCSA (South Africa)	1 ★ L300 Delica	930	150	—	—	—	—
DCSA (South Africa)	2 L200 Strada	10,466	13,494	8,541	10,334	7,094	8,424
Total		11,396	13,644	8,541	10,334	7,094	8,424

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

2. Production at FMCSA ceased in February 2001.

FMCSA: Ford Motor Company of Southern Africa

DCSA: DaimlerChrysler South Africa

■ MMC and Consolidated Subsidiaries
★ Non-Mitsubishi Brand Vehicles

Sales Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
■ Nagoya Plant (Japan)	1 Galant / Legnum	2,582	2,668	4,185	5,018	3,686	3,394
	2 Chariot Grandis	1,320	934	1,805	2,189	1,868	1,182
	3 Pajero iO	1,098	976	1,367	1,613	778	310
	4 L200 Strada	*	*	*	*	*	*
	5 GTO	—	—	—	—	—	—
	6 Grandis	—	—	—	—	—	435
■ Mizushima Plant (Japan)	7 Libero	7	99	—	—	—	—
	8 Delica Space Gear	18	6	15	19	6	1
	9 Lancer Cedia	1,847	10,116	27,079	31,256	17,660	22,504
	10 Lancer Cedia Wagon	—	4	—	—	—	—
	11 L300 Delica	2,695	2,264	1,787	2,242	2,267	3,017
	12 Lancer / Mirage	3,950	246	470	547	238	81
	13 Airtrek Sports Gear (Outlander)	—	—	—	231	2,239	2,445
■ PMC (Japan)	14 Pajero	8,935	9,140	10,931	13,810	11,828	11,633
	15 Challenger	143	126	216	277	1,447	2,133
■ MMTh (Thailand)	16 L200 Strada	27,830	24,092	19,301	24,683	21,988	34,250
■ MMAL (Australia)	17 Magna / Verada	106	658	3,185	3,884	3,850	2,557
■ NedCar (The Netherlands)	18 Carisma	—	—	19	22	5	—
	19 Space Star	—	—	11	15	11	7
	20 Others	—	—	409	564	—	—
Total		50,531	51,329	70,780	86,370	67,871	83,949

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	2000	2001	2002	2002 (15 Months)	2003	2004
MMCB (Brazil)	1 L200 Strada	6,720	8,820	9,600	11,640	10,410	14,910
	2 Pajero iO	—	—	1,380	2,040	3,180	6,090
Total		6,720	8,820	10,980	13,680	13,590	21,000

MMCB: MMC Automotores do Brasil Ltda.

Sales Volume by Model

(Unit: Vehicles)

Production Facility/ Assembler	Model	2000	2001	2002	2002 (15 Months)	2003	2004
■ Nagoya Plant (Japan)	1 Galant	3,193	1,257	746	868	568	438
	2 Chariot Grandis	1,004	660	472	543	225	33
	3 L200 Strada	9,941	10,980	17,398	*1	*1	*1
	4 Pajero iO	3,481	2,205	2,482	3,315	4,074	6,041
	5 Grandis	—	—	—	—	—	277
■ Mizushima Plant (Japan)	6 Delica Space Gear	42	24	19	50	17	15
	7 L300 Delica	2,829	1,894	1,590	1,990	1,531	2,136
	8 Lancer / Mirage	18,782	12,537	5,496	6,518	7,089	9,243
	9 Airtrek Sports Gear (Outlander)	—	—	—	279	2,107	1,827
■ PMC (Japan)	10 Pajero (Montero)	10,692	7,998	6,263	7,623	5,101	6,237
	11 Challenger (Montero Sport)	11,691	8,296	6,077	7,238	4,329	4,904
	12 Others	2,410	328	101	110	37	170
■ MMTh (Thailand)	13 L200 Strada	6,315	6,256	582	22,119	16,688	20,351
MMCB (Brazil)	14 L200 Strada	*1	*1	*1	*1	*1	*1
	15 Pajero iO	—	—	—	*2	*2	*2
Total		70,380	52,435	41,226	50,653	41,766	51,672

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.

■ MMC and Consolidated Subsidiaries

Environmental Management

Mitsubishi Motors formulated a specific environmental policy in 1999 to clarify the aims of environmental protection activities. To ensure that the environmental policy would not be a mere verbal philosophy, the Company developed a medium-term program of action for environmental protection activities. Covering the five years from fiscal 2002, the published plan sets out specific actions and targets for the efforts of Mitsubishi Motors as an automobile manufacturer to improve the environment. Programs are grouped under four main headings.

Environmental management

Promotion of the DfE project, establishment of environmental management systems (notably progress in ISO 14001* certification) and disclosure of related information; upgrading of environmental protection systems in collaboration with affiliates, suppliers and dealers both in Japan and abroad.

*ISO 14001 is a standard for environmental management systems that is administered by the International Organization for Standardization.

Recycling

Promotion of recycling for automobiles and related manufacturing activities to make efficient use of resources and to reduce waste.

Prevention of global warming

Measures to improve vehicle fuel economy and also reduce emissions of greenhouse gases such as CO₂ and fluorocarbons, including those emissions caused by production and distribution progress.

Prevention of environmental pollution

Measures to make the environment cleaner, such as the development and promotion of low-emission vehicles, the reduction of exhaust emissions and the restriction of emissions of substances with an adverse environmental impact.

Environmental management

Category	Item		Medium-term Target	FY2004 Result
Design for environment	Application of DfE (Design for Environment)		Completion of DfE system, application to product development (*1-year deadline extension)	Revisions required to promotional framework due to more detailed study of environmental factors
Environmental management systems (EMS)	ISO 14001 certification	Company sites/ affiliates	Expand number of ISO 14001-certified sites	Systems revised (all company plants and plants of affiliates worldwide already certified)
		Suppliers	Promote certification of all existing and new suppliers (*ongoing goal without specific deadline)	Certification ratio: 93.6% (379/405 firms)
	Dealer systems		Establishment/operation of EMS by all dealers (*1-year deadline extension)	Industrial waste processing guidance given at meetings; systems revised
Collaboration with production affiliates	Japan		Promote environmental plans through regular MMC Group meetings and internal publications	Environmental plans promoted through regular MMC Group meetings and internal publications
	Overseas		Strengthen environmental collaboration with major overseas sites through mutual exchanges and assessment of regulatory trends	Status of major overseas sites assessed; support given for establishment of energy-saving targets
Disclosure	Disclosure		Ongoing disclosure of environmental information, including publication of annual environmental sustainability report	English/Japanese versions of annual environmental sustainability report published (August 2004); pamphlets published; web site updated (June 2004)

Recycling

Category	Item	Medium-term Target	FY2004 Result
Automobile recycling	Japan	Comply with vehicle recycling law and promote smooth processes (system development/operation, management of hazardous substances, proper processing, disclosure, etc.)	Legal compliance achieved (system development, dissemination of recycling fees, development of processing systems for received items, etc.)
	Europe	Achieve effective recycling rate of 95%; build mandatory collection network for end-of-life vehicles (ELV); disclose information, etc.	<ul style="list-style-type: none"> Mandatory collection network constructed Followed revised directives for ELVs; disassembly data provided; recycling information disclosed
	Hazardous substances	Comply with restrictions on use of lead, mercury, hexavalent chromium and cadmium (Japan/Europe)	<ul style="list-style-type: none"> Survey of hazardous substance usage in new models for domestic market initiated (completion postponed due to delays in data collection) Conformity with EU regulations achieved; internal management systems operational
Recycling within production processes	Landfill disposal of waste	Maintain zero emissions of landfill waste at all manufacturing sites (internal limit of less than 0.1% of waste by weight)	Zero emissions of landfill waste maintained at all sites
	Recycling	Achieve waste recycling rate of at least 98% (by end of FY2005)	Maintained waste recycling rate of at least 98%
	Byproduct emissions	Reduce emissions of metal scraps and waste casting sand per unit sales (by 1.7% relative to FY2001 by end of FY2006)	Emissions per unit sales increased 0.7% relative to FY2001
	Water resources	Rationalize use to achieve reductions in total consumption (by 5% relative to FY2000 by end of FY2005)	Maintained reduction of more than 5% relative to FY2000

Prevention of global warming

Category	Item		Medium-term Target	FY2004 Result
Improvements in vehicle fuel economy	Japan		Early achievement of 2010 domestic fuel economy standards (*by end of FY2007)	<ul style="list-style-type: none"> Gasoline passenger cars: compliant in 4/7 categories Gasoline commercial vehicles: compliant in 10/15 categories Fuel economy targets revised in line with Business Revitalization Plan; deadlines pushed back by two years
	Europe		Improve fuel economy to achieve 2009 voluntary targets for Europe	Plans revised in line with Business Revitalization Plan
Air-conditioner refrigerants	Reductions in usage of substitute freons (HFC134a)		Expand installation of low-refrigerant air-conditioning systems in new models (reduction of at least 20% relative to 1995 levels)	Launched Colt model with low-refrigerant air-conditioning system
	Adoption of air-conditioning systems free of substitute freons		<ul style="list-style-type: none"> Promote development of CO₂-based air-conditioning system Achieve compliance with EU standard (complete elimination of HFC134a) [new item added in FY2005] 	<ul style="list-style-type: none"> Plans delayed due to temporary stoppage of basic research program N/A: target only adopted in FY2005
Production and logistics	Reductions in CO ₂ emissions	Manufacturing sites	Achieve at least 20% reduction in emissions relative to FY1990 levels by means of site-based energy-saving measures (by FY2010)	Maintained reduction of at least 20% relative to FY1990 levels
		Finished-vehicle logistics	Achieve at least 6% reduction in emissions relative to FY2000 levels through more efficient vehicle transportation (by FY2005)	Emissions reduction of at least 6% relative to FY2000 levels achieved
	Packing/packaging materials		Reduce usage of wooden packing cases per knockdown unit of sales relative to FY2000 levels by at least 15% (by FY2005)	Usage per unit sales still on par with FY2000 levels due to lower number of returnable rack shipments caused by reduced production volumes

Prevention of environmental pollution

Category	Item		Medium-term Target	FY2004 Result
Low-emission vehicles (LEVs)	Original technology vehicles (MIEV technology)	MIEV-related R&D	Conduct R&D into application of in-wheel motors to electric vehicles [new item added in FY2005]	N/A: goal introduced in FY2005
		Electric vehicles (EVs)	Undertake R&D on EVs and hybrid EVs (HEVs); conduct road trials (*plans revised in part)	EV/HEV strategy revised in line with Business Revitalization Plan
		Fuel-cell vehicles (FCVs)	Introduce next-generation FCVs (*plans revised in part)	Development plans for next-generation FCVs revised
	Other clean-energy vehicles		Pursue further research into commercial application of idling stop technologies	Development plans for idling stop technology revised
	Fuel-efficient LEVs		<ul style="list-style-type: none"> Boost ratio of vehicles sales in Japan qualifying for tax incentives Registered vehicles: at least 75% minicars: at least 55% (by FY2005) Achieve ratio of registered vehicles (non-minicar) sold in Japan with certified LEV status (new ULEV*¹ or SULEV*²) of 85% (by FY2005) 	<ul style="list-style-type: none"> Ratio of vehicles sold qualifying for tax incentives Registered vehicles: 49.5% (FY2004 target: 65%) Minicars: 30.7% (FY2004 target: 20%) Ratio of vehicles sold with certified LEV status New vehicle registrations: 58.3% (FY2004 target: 75%)
Cabin environment	Emissions of VOCs (volatile organic compounds)		Reduce cabin VOC emissions	Low-VOC materials developed and applied to new models
Reduction of use of hazardous substances during production	VOC emissions		Restrict average emissions across company to maximum of 42g/m ² (by end of FY2009) [*performance criterion changed to company-wide average]	Year-on-year reduction of 11% achieved due to partial introduction of water-based paint production lines
	Dioxin emissions		Item removed from Environmental Sustainability Plan following successive years of regulatory compliance; now subject to normal management controls	See left

An asterisk (*) signifies revision of the medium-term target in FY2004.

*¹: New ULEV: vehicle with exhaust emissions at least 50% less than 2005 Japanese standards

*²: New SULEV: vehicle with exhaust emissions at least 75% less than 2005 Japanese standards

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. 22 Yuji Sato [P:MMC]	Apr.	Mitsubishi Motors Corporation incorporated as wholly-owned subsidiary of MHI.
		June	MMC starts business taking over MHI motor vehicle division operations. MHI's Kyoto Works (certain facilities), Nagoya Motor Vehicle Works, Kawasaki Motor Vehicle Works (renamed "Tokyo Motor Vehicle Works" in the same month) and Mizushima Motor Vehicle Works transferred from MHI to MMC.
1972		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] June 29 Yoshitoshi Sone [P:MMC]	Dec.	MMC commissions Kyoto Works—Shiga Plant.
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] June 29 Masao Suzuki [P:MMSC] June 30 Teruo Tojo [P:MMC]	Dec.	MMC and Mitsubishi Corporation jointly establish Mitsubishi Motors Sales of America, Inc.
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. 1 Toyoo Tate [P:MMC]	Oct.	MMC takes over management of Mitsubishi Motor Sales Co., Ltd. and renames it "Ryoji Corporation."
1985	June 27 Yoshisada Okano [C:MMC]	Apr.	MMC and Mitsubishi Corporation jointly establish Mitsubishi Fuso Truck of America, Inc. (MFTA. MMC subsequently acquired all MFTA shares in December 1990; Mitsubishi Fuso Truck & Bus Corporation received all shares from the spin-off of truck and bus operations in January 2003).
		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] June 29 Hirokazu Nakamura [P:MMC]	Mar.	MMC shares listed on Kyoto, Hiroshima, Niigata, Fukuoka and Sapporo stock exchanges.
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] June 29 Nobuhisa Tsukahara [P:MMC]	July	DSM renamed "Mitsubishi Motor Manufacturing of America, Inc."

Chairmen & Presidents		Major Milestones	
1996	June 27 Takemune Kimura [P:MMC]	Nov.	MMC commissions Tokachi Proving Ground in Hokkaido.
1997	Nov. 27 Takemune Kimura [C:MMC] Nov. 27 Katsuhiko Kawasoe [P:MMC]		
1999		Feb.	MMC acquires half of the Dutch government's 16.7% holding in Netherlands Car B.V., bringing its equity interest up to 50% (15% stake held by MMC affiliates included).
		June	Nagoya Motor Vehicle Works, Mizushima Motor Vehicle Works and Tokyo Motor Vehicle Works renamed "Nagoya Plant," "Mizushima Plant" and "Tokyo Plant," respectively.
		Oct.	MMC and AB Volvo enter equity and operational alliance.
		Dec.	MMC and AB Volvo sign strategic operational alliance covering trucks and buses.
2000	Nov. 1 Takashi Sonobe [P:MMC]	Mar.	MMC and DaimlerChrysler AG sign letter of intent to form an equity and operational alliance covering all aspects of passenger car business.
		Apr.	Kyoto Plant-Yagi CVT production facility commissioned.
		July	MMC signs Master Alliance Agreement with DaimlerChrysler AG covering passenger car operations.
2001		Mar.	MMC acquires AB Volvo's 50% stake in Netherlands Car B.V., thereby increasing its equity interest to 100% (15% stake held by MMC affiliates included. Netherlands Car B.V. is currently an MMC subsidiary).
		Apr.	MMC replaces AB Volvo with DaimlerChrysler as its strategic alliance partner in truck & bus sector.
		May	MMC renames Tokyo Plant the "Truck & Bus Production Office" (Kawasaki Plant for external purposes).
2002	June 25 Takashi Sonobe [C:MMC] June 25 Rolf Eckrodt [P:MMC]	Mar.	MMC enters agreement with Nissan Motors and JATCO TransTechnology Ltd. (JTT, renamed "JATCO Ltd." in April 2002) to integrate MMC and JTT automatic and CV transmission operations.
		Apr.	MMC spins off AT and CVT operations into a separate company, incorporating them as Diamondmatic Co., Ltd. Following this, MMC transfers its Kyoto Plant-Yagi facilities to Diamondmatic Co., Ltd.
		July	MMC exchanges all shares held in Diamondmatic Co., Ltd. with JATCO Ltd., giving MMC an 18% share in JATCO.
		Sept.	MMC agrees to spin off its truck and bus operations and subsequently sells shares in the new company to DaimlerChrysler AG.
		Oct.	MMC signs agreement with 10 Mitsubishi group firms concerning the spin-off of truck and bus operations and sale of shares in the new company.
		Dec.	Mitsubishi Motors Sales Europe B.V. is merged with Mitsubishi Motors Europe B.V. (presently a consolidated subsidiary).
2003		Jan.	Mitsubishi Motor Sales of America, Inc., Mitsubishi Motor Manufacturing of America, Inc. and one other company are merged to form Mitsubishi Motors North America, Inc. (presently a consolidated subsidiary).
		Jan.	MMC truck and bus operations are spun off under Japan's corporate separation law and established as Mitsubishi Fuso Truck and Bus Corporation (MFTBC). Accompanying this move, the Truck & Bus Production Office (Kawasaki Plant) is transferred to MFTBC and all shares of Mitsubishi Fuso Truck of America, Inc. are succeeded to by MFTBC.
		Mar.	MMC sells a 43% stake in MFTBC to DaimlerChrysler AG and a collective 15% stake to 10 Mitsubishi group firms, leaving it with a shareholding of 42% in MFTBC.
		May	MMC moves its head office to 16-4, Konan 2-chome, Minato-ku, Tokyo.
		June	MMC renames Kyoto Plant "Powertrain Plant."
2004	Apr. 30 Yoichiro Okazaki [C:P:MMC] June 29 Hideyasu Tagaya [P:MMC]	Mar.	MMC sells 22% stake in MFTBC to DaimlerChrysler AG, leaving it with a shareholding of 20% in MFTBC.
	Jan. 28 Takashi Nishioka [C:MMC] Jan. 28 Osamu Masuko [P:MMC]	Mar.	MMC transferred a 20% stake in MFTBC to DaimlerChrysler AG in Germany, leaving no shareholding in MFTBC.

Products Over the Years (Japan)

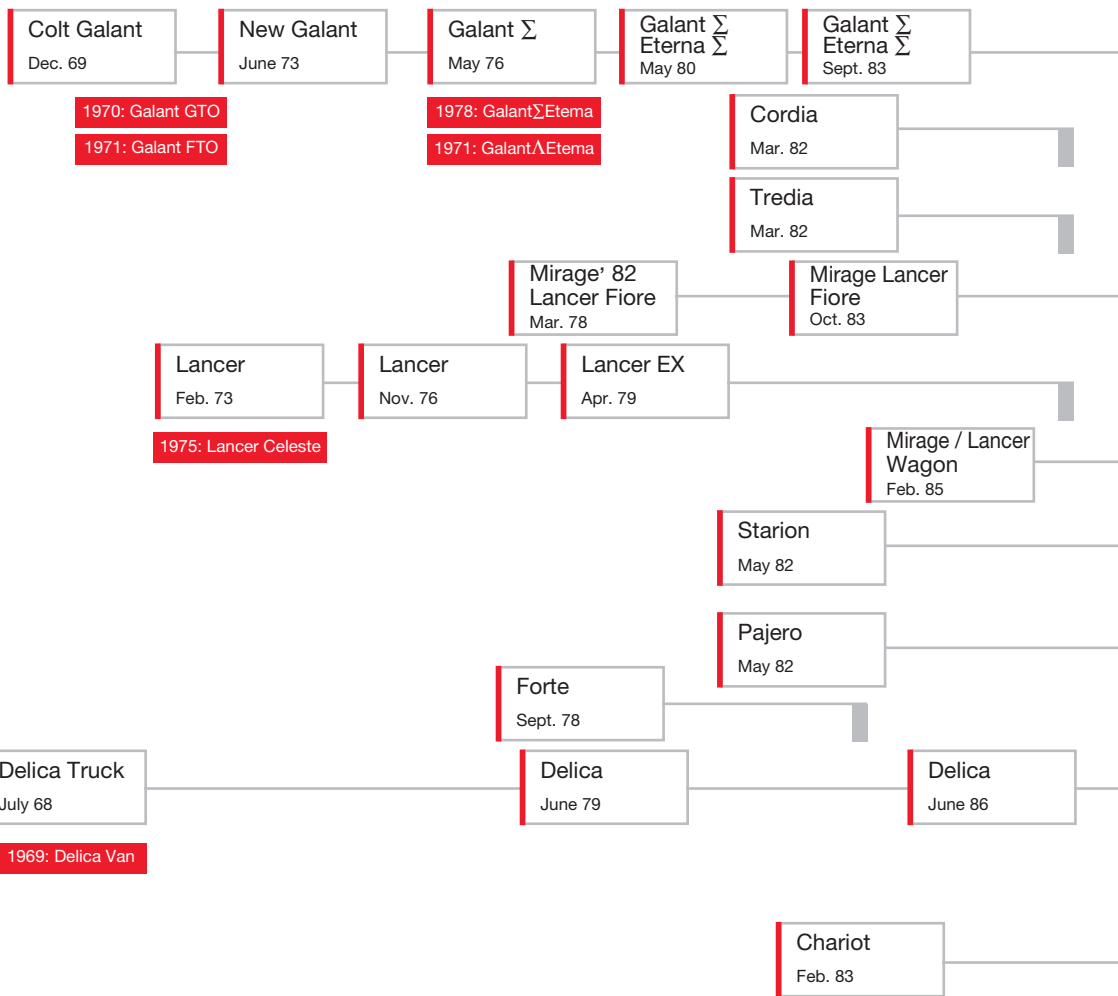
Passenger Cars



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.

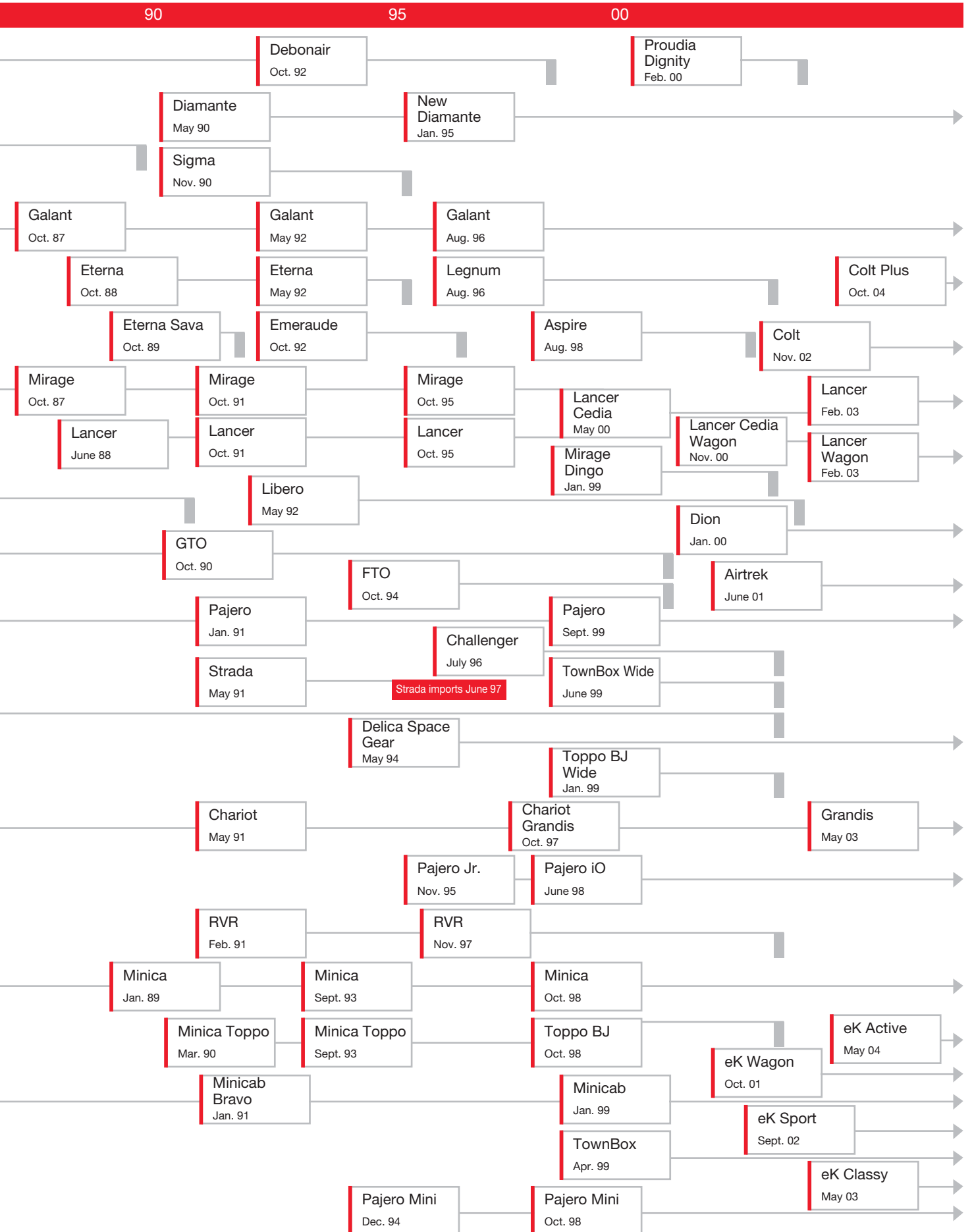


1971: Minica Skipper
1976: New Minica



1968: Minicab Van

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



Subsidiaries and Affiliates

(As of March 31, 2005)

Consolidated Subsidiaries in Japan

Company	Capitalization (Millions of Yen)	Business Lines	MMC Share of Voting Rights (%)
Hokkaido Mitsubishi Motors Sales Co., Ltd.	1,750	Automobile sales	100.0
Sapporo Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Iwamizawa Mitsubishi Motors Sales Co., Ltd.	60	Automobile sales	100.0
Sorachi Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Asahikawa Mitsubishi Motors Sales Co., Ltd.	90	Automobile sales	100.0
Iwate Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Sendai Mitsubishi Motors Sales Co., Ltd.	120	Automobile sales	100.0
Fukushima Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Koriyama Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Gunma Chuo Mitsubishi Motors Sales Co., Ltd.	80	Automobile sales	100.0
Tochigi Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Minami Ibaraki Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Saitama Mitsubishi Motors Sales Co., Ltd.	500	Automobile sales	100.0
Saitama Chuo Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Tokyo Mitsubishi Motors Sales Co., Ltd.	3,263	Automobile sales	100.0
Kanagawa Mitsubishi Motors Sales Co., Ltd.	1,025	Automobile sales	100.0
Kawasaki Mitsubishi Motors Sales Co., Ltd.	882	Automobile sales	100.0
Yamanashi Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Matsumoto Mitsubishi Motors Sales Co., Ltd.	160	Automobile sales	100.0
Aichi Chuo Mitsubishi Motors Sales Co., Ltd.	50	Automobile sales	99.1
Gifu Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	82.5
Ishikawa Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Kinki Mitsubishi Motors Sales Co., Ltd.	1,083	Automobile sales	100.0
Konan Mitsubishi Motors Sales Co., Ltd.	180	Automobile sales	100.0
Nishi Tottori Mitsubishi Motors Sales Co., Ltd.	40	Automobile sales	100.0 (15.4)
Okayama Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	65.0
Hiroshima Chuo Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	97.8
Shimane Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	97.2
Shin Yamaguchi Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Matsuyama Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Oita Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Miyazaki Chuo Mitsubishi Motors Sales Co., Ltd.	40	Automobile sales	90.7
Nagasaki Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	100.0
Kagoshima Chuo Mitsubishi Motors Sales Co., Ltd.	90	Automobile sales	99.3
Hokkaido Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts sales	90.0 (45.0)
Tohoku Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts sales	62.0 (15.0)
Michinoku Mitsubishi Motors Parts Sales Co., Ltd.	100	Automobile parts sales	71.0 (21.0)
Kita Kanto Mitsubishi Motors Parts Sales Co., Ltd.	100	Automobile parts sales	75.0 (25.0)
Saitama Mitsubishi Motors Parts Sales Co., Ltd.	60	Automobile parts sales	90.4 (32.7)
Tokyo Mitsubishi Motors Parts Sales Co., Ltd.	100	Automobile parts sales	100.0 (30.0)
Higashi Kanto Mitsubishi Motors Parts Sales Co., Ltd.	100	Automobile parts sales	56.0 (10.0)
Kanagawa Mitsubishi Motors Parts Sales Co., Ltd.	100	Automobile parts sales	100.0 (44.4)
Shinetsu Mitsubishi Motors Parts Sales Co., Ltd.*2	200	Automobile parts sales	50.0 (15.0)
Hokuriku Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts sales	65.8 (21.5)
Higashi Chugoku Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts sales	83.0 (43.0)
Nishi Chugoku Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts sales	55.0 (5.0)
Shikoku Mitsubishi Motors Parts Sales Co., Ltd.*2	100	Automobile parts sales	50.0
Pajero Manufacturing Co., Ltd.	610	Automobile and parts manufacturing and sales	100.0
Ryoji Yohin Sales Co., Ltd.	20	Sales of automobile accessories, air conditioners	100.0
Mitsubishi Automotive Techno-Service Co., Ltd.	400	Automobile servicing	100.0
Mitsubishi Automotive Logistics Co., Ltd.	300	Vehicle transportation contractor	75.0
Mitsubishi Automotive Engineering Co., Ltd.	350	Design and testing of automobiles and parts	100.0
Suiryo Plastics Co., Ltd.	100	Manufacturing and sales of automobile parts	100.0

Major Consolidated Subsidiaries Outside Japan

Company	Incorporated in	Capitalization (Millions)	Business Lines	MMC Share of Voting Rights (%)
Netherlands Car B.V. (NedCar)	The Netherlands	EUR 250.0	Manufacturing and sales of automobiles and parts	100.0 (15.0)
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 Motor Sales Sweden AB (MMSS)	Sweden	EUR 5.6	Automobile importing and sales	100.0 (100.0)
Mitsubishi Motor Sales Denmark AS (MMSD)	Denmark	EUR 33.1	Automobile importing and sales	100.0 (100.0)
MMC Automoviles Espana S.A.	Spain	EUR 1.2	Automobile importing and sales	75.0 (75.0)
Mitsubishi Motors France S.A.S	France	EUR 22.7	Automobile importing and sales	100.0 (100.0)
Mitsubishi Motors Belgium nv	Belgium	EUR 3.0	Automobile importing and sales	100.0 (100.0)
MME Vertriebsgesellschaft Schweiz AG	Switzerland	EUR 0.1	Automobile importing and sales	100.0 (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 Motors North America, Inc. (MMNA)	U.S.A.	USD 398.8	Automobile importing, manufacturing and sales	100.0
Mitsubishi Motors Credit of America, Inc. (MMCA)	U.S.A.	USD 1,220.0	Automobile financing and leasing	100.0 (100.0)
Mitsubishi Motor Sales of Canada, Inc. (MMSCAN)	Canada	CAD 1.3	Automobile importing and sales	100.0 (100.0)
Mitsubishi Motor Sales of Caribbean, Inc. (MMSC)	Puerto Rico	USD 47.5	Automobile importing and sales	100.0
MMC Holding New Zealand Ltd.	New Zealand	NZD 48.0	Holding company	100.0
Mitsubishi Motors New Zealand Ltd. (MMNZ)	New Zealand	NZD 38.2	Automobile importing and sales	100.0 (100.0)
Mitsubishi Motors Australia, Ltd. (MMAL)	Australia	AUD 1,039.9	Automobile importing, assembly and sales	100.0
MMC International Finance (Netherlands) B.V.	The Netherlands	EUR 0.1	Procurement of funds, group company financing	100.0
Mitsubishi Motors Philippines Corp. (MMPC)	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	84.7 (79.4)
Mitsubishi Motors (Thailand) Co., Ltd. (MMTh)	Thailand	THB 7,000.0	Automobile importing, assembly and sales	99.8
MMTh Engine Co., Ltd. (MEC)	Thailand	THB 20.0	Manufacturing of automobile engines	100.0 (100.0)
Mitsubishi Motor Parts Sales of Gulf FZE	U.A.E.	UAD 10.0	Importing and sales of automobile parts	100.0

Note: MMC has 33 other subsidiaries outside Japan in addition to the above.

Equity Method Affiliates in Japan

Company	Capitalization (Millions of Yen)	Business Lines	MMC Share of Voting Rights (%)
Hakodate Mitsubishi Motors Sales Co., Ltd.* ³	480	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	21.5
Ibaraki Mitsubishi Motors Sales Co., Ltd.	30	Automobile sales	40.0
Meihoku Mitsubishi Motors Sales Co., Ltd.	70	Automobile sales	28.6
Mie Mitsubishi Motors Sales Co., Ltd.	58	Automobile sales	24.8
Kagawa Mitsubishi Motors Sales Co., Ltd.	50	Automobile sales	23.0
Iyo Mitsubishi Motors Sales Co., Ltd.	30	Automobile sales	22.2
Uwajima Mitsubishi Motors Sales Co., Ltd.	30	Automobile sales	26.7
Miyazaki Mitsubishi Motors Sales Co., Ltd.	60	Automobile sales	38.8
Mitsubishi Automobile Credit-Lease Corporation	960	Auto sales financing, leasing and rentals	43.3

Major Equity Method Affiliates Outside Japan

Company	Incorporated in	Capitalization (Millions)	Business Lines	MMC Share of Voting Rights (%)
MDC Power GmbH	Germany	EUR 0.5	Manufacturing of automobile engines	50.0
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
Kuala Lumpa (Malaysia) Sendrian Bhd	Malaysia	MYR 2.0	Holding company	25.0
Nationwide Distribution Service (Thailand) Co., Ltd.	Thailand	THB 20.0	Transporting of automobiles in Thailand	49.0 (49.0)

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

Other Major Related Companies

Company	Incorporated in	Capitalization (Millions)	Business Lines	Share of Voting Rights in MMC (%)
DaimlerChrysler AG	Germany	EUR 2,633	Manufacturing and sales of automobiles and other transportation equipment	36.9 (3.2)

1. Figures in parentheses in the "MMC Share of Voting Rights" column represent indirect shares.
2. *2The affiliate is listed as a subsidiary although MMC's equity holding is less than 50% because it exercises effective control over the company.
3. *3The affiliate is listed as a subsidiary although MMC's equity holding is less than 20%, because it exercises effective influence on the company.

Corporate Data/Awards

Corporate Profile

(As of March 31, 2005)

Name:	Mitsubishi Motors Corporation
Established:	April 22, 1970
Head Office:	16-4 Konan 2-chome, Minato-ku, Tokyo Japan 108-8410
Number of Employees:	Consolidated: 36,970, Non-consolidated: 12,094
Capitalization:	JPY 642,300 million

Major Shareholders

(As of March 31, 2005)

Shareholder	Address	Shares Held (Thousands)	Holding as Percentage of All Issued Stock
Mitsubishi Heavy Industries, Ltd.	16-5 Konan 2-chome, Minato-ku, Tokyo	580,683	13.65
Mitsubishi Corporation	6-3 Marunouchi 2-chome, Chiyoda-ku, Tokyo	571,065	13.42
DaimlerChrysler AG	Epplestrasse 225, 70546 Stuttgart, Germany	548,372	12.89
Phoenix Capital Partners One, Ltd.	2-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo	300,000	7.05
Phoenix Capital Partners Four, Ltd.	2-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo	240,000	5.64
The Bank of Tokyo-Mitsubishi, Ltd.	7-1 Marunouchi 2-chome, Chiyoda-ku, Tokyo	203,949	4.79
Phoenix Capital Partners Two, Ltd.	2-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo	150,000	3.52
J.P. Morgan Securities, Ltd.	125 London Wall, LONDON, EC2Y 5AJ	59,995	1.40
Phoenix Capital Partners Three, Ltd.	2-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo	50,000	1.17
The Master Trust Bank of Japan, Ltd. (Trust account)	11-3 Hamamatsucho 2-chome, Minato-ku, Tokyo	43,966	1.03
Total		2,747,985	64.59

Awards 2004–2005

Nation	Model	Title	Category	Organizer
Russia	Lancer	Car of the Year in Russia 2005	C segment	Five major Russian magazines
Germany	Colt	Das Goldene Lenkrad (Golden Steering Wheel Awards)	Compact car	Sunday paper "Bild am Sonntag"
United Kingdom	Grandis	Scottish MPV of the Year	MPV	Association of Scottish Motoring Writers
	Lancer Evolution	Scottish Sports Car of the Year	Sports car	Association of Scottish Motoring Writers
France	Lancer Evolution	Sportive de l'annee (Sports Car of the Year)	Sports car	Car magazine "Echappement"
Denmark	Colt	Car of the Year in Denmark 2005	All categories	Motoring Journalists Club in Denmark
The Netherlands	Colt	Compact Car of the Year 2004	Compact car	ANWB/Kampioen Magazine
		The 2004–2005 Right Size Award	—	Magazine "OpMaat" ("The Right Size")
Romania	Colt	Car of the Year in Romania 2005	All categories	Major automotive journalists
	Airtrek (Outlander)	Best SUV in Romania 2004	SUV	APAR
Poland	Colt	Best Cars 2005	Compact car	Car magazine "auto motor i sport"
	Lancer Evolution	Playboy Sports Car 2004	Sports car	Lifestyle magazine "Playboy" (Poland edition)
	Lancer Wagon	SUPERPRODUKT 2004	All categories	Monthly magazine "Mam Dziecko"
Greece	Lancer Evolution	"Best New Production Car Under Eur60,000"	—	Car magazine "Power Techniques"
U.S.A.	Lancer Evolution	Sport Compact Car of the Year 2005	Compact sports car	Car magazine "Sport Compact Car"
		2005 All-Star	Sports saloon	Car magazine "Automobile"
Thailand	Grandis	Best MPV	MPV	Grand Prix International (Organizer of Bangkok International Motor Show)
	Strada	Best Export Pick-Up Truck	Pick-up truck	Grand Prix International (Organizer of Bangkok International Motor Show)
Australia	Lancer Evolution	Bang for Your Bucks	All categories	Car magazine "Motor"
	Pajero	Best Medium 4WD Diesel	SUV	Car magazine "Overlander"

Motor Sports

Dakar Rally Results 2001—2005

2005 Telefónica-Dakar

Position	Driver	Manufacturer / Model	Overall Time
1	S. Peterhansel	Mitsubishi Pajero/Montero Evolution	52.31.39
2	L. Alphand	Mitsubishi Pajero/Montero Evolution	52.58.53
3	J. Kleinschmidt	Volkswagen Touareg	55.53.39
4	G. De Villiers	Nissan Pick Up	56.34.15
5	B. Saby	Volkswagen Touareg	61.15.53
6	J-N. Roma	Mitsubishi Pajero/Montero Evolution	61.51.16
7	C. Sousa	Nissan Pick Up	62.34.08
8	T. Magnaldi	Honda Evo3	63.35.23
9	J-L. Monterde	BMW X5	65.59.10
10	R. Dalmau	Tot Curses JLA2	71.48.32

2004 Telefónica-Dakar

Position	Driver	Manufacturer / Model
1	S. Peterhansel	Mitsubishi Pajero/Montero Evolution
2	H. Masuoka	Mitsubishi Pajero/Montero Evolution
3	J-L. Schlessler	Schlessler-Ford Raid
4	L. Alphand	BMW X5
5	A. Mayer	Mitsubishi Pajero/Montero
6	B. Saby	Volkswagen Touareg
7	G. De Villiers	Nissan Pick Up
8	G. De Mevius	BMW X5
9	T. Magnaldi	Buggy Honda
10	N-S. Al-Attiyan	Mitsubishi Pajero/Montero

2003 Telefónica-Dakar

Position	Driver	Manufacturer / Model
1	H. Masuoka	Mitsubishi Pajero/Montero Evolution
2	J-P. Fontenay	Mitsubishi Pajero/Montero
3	S. Peterhansel	Mitsubishi Pajero/Montero Evolution
4	C. Sousa	Mitsubishi L200 Strakar
5	G. De Villiers	Nissan Pick Up
6	S. Henrard	Volkswagen Tarek
7	A. Vatanen	Nissan Pick Up
8	J. Kleinschmidt	Volkswagen Tarek
9	L. Alphand	BMW X5
10	J-L. Monterde	Mitsubishi Pajero/Montero

2002 Arras-Madrid-Dakar

Position	Driver	Manufacturer / Model
1	H. Masuoka	Mitsubishi Pajero/Montero
2	J. Kleinschmidt	Mitsubishi Pajero/Montero
3	K. Shinozuka	Mitsubishi Pajero/Montero
4	J-P. Fontenay	Mitsubishi Pajero/Montero
5	C. Sousa	Mitsubishi L200
6	S. Al-Hajri	Mitsubishi L200
7	L. Alphand	Mitsubishi Pajero/Montero
8	K. Kolberg	Mitsubishi Pajero/Montero
9	J-J. Ratet	Toyota
10	N. Misslin	Mitsubishi Pajero/Montero

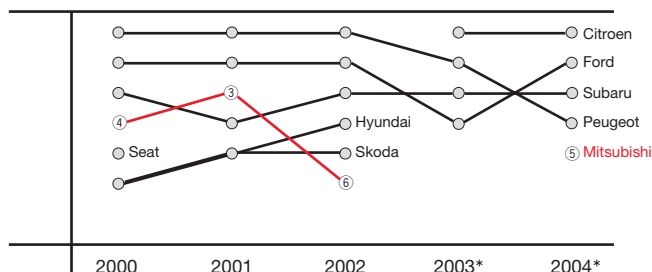
2001 Paris-Dakar

Position	Driver	Manufacturer / Model
1	J. Kleinschmidt	Mitsubishi Pajero/Montero
2	H. Masuoka	Mitsubishi Pajero/Montero
3	J-L. Schlessler	Schlessler Buggy Renault
4	J-M. Servia	Schlessler Buggy Renault
5	C. Sousa	Mitsubishi L200
6	J-P. Fontenay	Mitsubishi Pajero/Montero
7	S. Henrard	Nissan Patrol
8	G. De Mevius	Nissan Terrano
9	T. Delavergne	Nissan Terrano
10	L. Bourgnon	Nissan Terrano

World Rally Championship (WRC) Results

Over the Years

Manufacturer	2000	2001	2002	2003*	2004*
Mitsubishi	④	③	⑥	—	⑤
Peugeot	①	①	①	②	④
Ford	②	②	②	④	②
Subaru	③	④	③	③	③
Skoda	⑥	⑤	⑤	⑤	—
Hyundai	⑥	⑤	④	⑥	—
Citroen	—	—	—	①	①
Seat	⑤	—	—	—	—



Manufacturers' Championship Points by Year

2004*

Manufacturer	Total
Citroen	194
Ford	143
Subaru	122
Peugeot	101
Mitsubishi	17

2003*

Manufacturer	Total
Citroen	160
Peugeot	145
Subaru	109
Ford	93
Skoda	23
Hyundai	12

2002

Manufacturer	Total
Peugeot	165
Ford	104
Subaru	67
Hyundai	10
Skoda	9
Mitsubishi	9

2001

Manufacturer	Total
Peugeot	106
Ford	86
Mitsubishi	69
Subaru	66
Skoda	17
Hyundai	17

2000

Manufacturer	Total
Peugeot	111
Ford	91
Subaru	88
Mitsubishi	43
Seat	11
Hyundai	8
Skoda	8

*Did not participate in 2003








Participated through 10th of 16 rounds in 2004

Derivation of MMC Model Names

Major Models

Name	Derivation and Meaning
Adventure	From the English
Airtrek	Coined from Air and Trek to describe the vehicle's ability to transport its passengers on adventure-packed journeys in a "free-as-a-bird" manner
Carisma	A combination of the English "car" and the Greek for divine gift "kharisma"
Colt	From the English for young horse
Delica	Coined from English DELlvery CAR
Diamante	From the Spanish; reflecting the company's Three-Diamond logo
Dion	Derived from Dionysus, the Greek god of wine and joy
Eclipse	Undefeated 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
Freeca	From the English "free car"
Galant	From the French "gallan, valiant"
Grandis	A derivative of the French "grandiose"
Kuda	From the Indonesian for "horse"
Lancer	A cavalry soldier armed with a lance
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"
Strada	Italian for road
Townbox	A vehicle with ample load space but which is designed for city use



Members of the Board and Executive Officers (As of September 1, 2005)




Title & Position	Name	Career in Brief
<p>Member of the Board (Representative Director)</p> <p>Chairman</p>	 Takashi Nishioka	<p>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 2003 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)</p>
<p>Member of the Board (Representative Director)</p> <p>President</p> <p>Chief Business Ethics Officer</p>	 Osamu Masuko	<p>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</p>
<p>Member of the Board (Representative Director)</p> <p>Executive Vice President</p> <p>In Charge of Revitalization Promotion, In Charge of Corporate Planning, Corporate Affairs & Quality Affairs Group Headquarters</p>	 Heki Kasugai	<p>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 SEO, 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 VP, SEO, In Charge of Revitalization Promotion, In Charge of Corporate Planning, Corporate Affairs & Quality Affairs Group Headquarters — MMC</p>
<p>Member of the Board (Representative Director)</p> <p>Managing Director</p> <p>In Charge of Finance Group Headquarters</p>	 Hiizu Ichikawa	<p>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 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</p>
<p>Member of the Board</p> <p>Managing Director</p> <p>In Charge of Domestic Operations Group Headquarters</p>	 Fujio Cho	<p>Apr. 1969 Joined Mitsubishi Motors Sales Co., Ltd. Apr. 1976 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 EVP, In Charge of Domestic Operations — MMC Apr. 2005 Managing Director, In Charge of Domestic Operations Group Headquarters — MMC</p>
<p>Member of the Board</p> <p>Managing Director</p> <p>In Charge of Production Group Headquarters</p>	 Makoto Maeda	<p>Apr. 1969 Joined 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</p>
<p>Member of the Board</p> <p>Managing Director</p> <p>In Charge of Global Procurement Group Headquarters and Corporate General Manager of Global Procurement Office</p>	 Norio Aoki	<p>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 Global Procurement Office — MMC</p>





BTM: Bank of Tokyo-Mitsubishi
 CEO: Chief Executive Officer
 CFO: Chief Financial Officer
 CGM: Corporate General Manager
 COO: Chief Operating Officer
 EGM: Executive General Manager

EO: Executive Officer
 EVP: Executive Vice President
 GM: General Manager
 MC: Mitsubishi Corporation
 MHI: Mitsubishi Heavy Industries, Ltd.
 MMC: Mitsubishi Motors Corporation

MoB: Member of the Board
 PM: Project Manager
 SEO: Senior Executive Officer
 SPL: Strategic Project Leader
 VP: Vice President

Title & Position	Name	Career in Brief
<p>Member of the Board</p> <p>Managing Director</p> <p>In Charge of Overseas Operations Group Headquarters</p>	 Hiroshi Harunari	<p>Apr. 1973 Joined Mitsubishi Corporation</p> <p>Nov. 1997 GM, Motor Vehicle Equipment and Component Business Department — MC</p> <p>Apr. 1998 GM, Motor Vehicle Department C — MC</p> <p>Oct. 1999 GM, Motor Vehicle Department B — MC</p> <p>July 2000 Project Leader, International Alliance Team — MMC</p> <p>June 2002 GM, Corporate Strategy/Alliance Department — MMC</p> <p>June 2003 EO, EGM, Business Development Office and GM, Corporate Strategy/Alliance Department — MMC</p> <p>June 2004 EO, CGM, Group Corporate Strategy Office — MMC</p> <p>Apr. 2005 SEO, In Charge of Overseas Operations Group Headquarters — MMC</p> <p>June 2005 Managing Director, In Charge of Overseas Operations Group Headquarters — MMC</p>
<p>Member of the Board</p> <p>Managing Director</p> <p>In Charge of Product Development and Environment Affairs Group Headquarters</p>	 Tetsuro Aikawa	<p>Apr. 1978 Joined Mitsubishi Motors Corporation</p> <p>Apr. 2000 Project Manager, Headquarters of Minicar Operations — MMC</p> <p>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</p> <p>June 2002 EO, Head of A&B Segment Competence Center, Car Research & Development Office — MMC</p> <p>Feb. 2004 EO, Head of C&D Segment Competence Center, Car Research & Development Office — MMC</p> <p>June 2004 SEO, CGM of Product Development Office — MMC</p> <p>Apr. 2005 SEO, In Charge of Product Development Group Headquarters — MMC</p> <p>May 2005 SEO, In Charge of Product Development and Environment Affairs Group Headquarters — MMC</p> <p>June 2005 Managing Director, In Charge of Product Development and Environment Affairs Group Headquarters — MMC</p>

Title & Position	Name
<p>Member of the Board (non-executive)</p>	 Rüdiger Grube
<p>Member of the Board (non-executive)</p>	 Mikio Sasaki
<p>Member of the Board (non-executive)</p>	 Hidetoshi Yajima

Title & Position	Name
<p>Statutory Auditor (full-time)</p>	 Hidenori Ujita
<p>Statutory Auditor (full-time)</p>	 Kenji Egawa
<p>Statutory Auditor (outside statutory auditor)</p>	 Shigemitsu Miki
<p>Statutory Auditor (outside statutory auditor)</p>	 Hiroshi Kan

Title & Position	Name
<p>Senior Executive Officer</p> <p>(Corporate General Manager of Controlling & Accounting Office)</p>	 Shuichi Aoto
<p>Senior Executive Officer</p> <p>(Corporate General Manager of Quality Affairs Office)</p>	 Mitsuo Hashimoto
<p>Executive Officer</p> <p>(Corporate General Manager of CSR Promotion Office and General Manager of Public Relations & Investor Relations Department, CSR Promotion Office)</p>	 Yoshikazu Nakamura
<p>Executive Officer</p> <p>(Corporate General Manager of Finance Office and General Manager of Financial Planning Department, Finance Office)</p>	 Akira Kameo
<p>Executive Officer</p> <p>(Corporate General Manager of Corporate Planning Office and General Manager of Revitalization Promotion Department, Corporate Planning Office)</p>	 Shuma Uchino
<p>Executive Officer</p> <p>(Vice Corporate General Manager of Corporate Planning Office and Vice Corporate General Manager of Controlling & Accounting Office)</p>	 Yoichi Yokozawa
<p>Executive Officer</p> <p>(Corporate General Manager of Corporate Affairs Office and Chief Information Security Officer)</p>	 Keizo Fuchita
<p>Executive Officer</p> <p>(Corporate General Manager of Development Engineering Office)</p>	 Seiichi Ota
<p>Executive Officer</p> <p>(Plant General Manager of Nagoya Plant)</p>	 Masaru Masuda
<p>Executive Officer</p> <p>(Plant General Manager of Mizushima Plant)</p>	 Osamu Matsumoto

Title & Position	Name
<p>Executive Officer</p> <p>(Corporate General Manager of Domestic Sales Office)</p>	 Michio Mori
<p>Executive Officer</p> <p>(Assistant to Senior Executive Officer In Charge of assigned themes about Overseas Operations)</p>	 Jiro Imura
<p>Executive Officer</p> <p>(Corporate General Manager of North America Office)</p>	 Kazuyuki Kikuchi
<p>Executive Officer</p> <p>(Corporate General Manager of Europe Office)</p>	 Toshifumi Sudo
<p>Executive Officer</p> <p>(Corporate General Manager of Domestic Operations Office)</p>	 Kenichi Miki
<p>Executive Officer</p> <p>(Chairman and CEO, NedCar)</p>	 Makoto Ochi



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