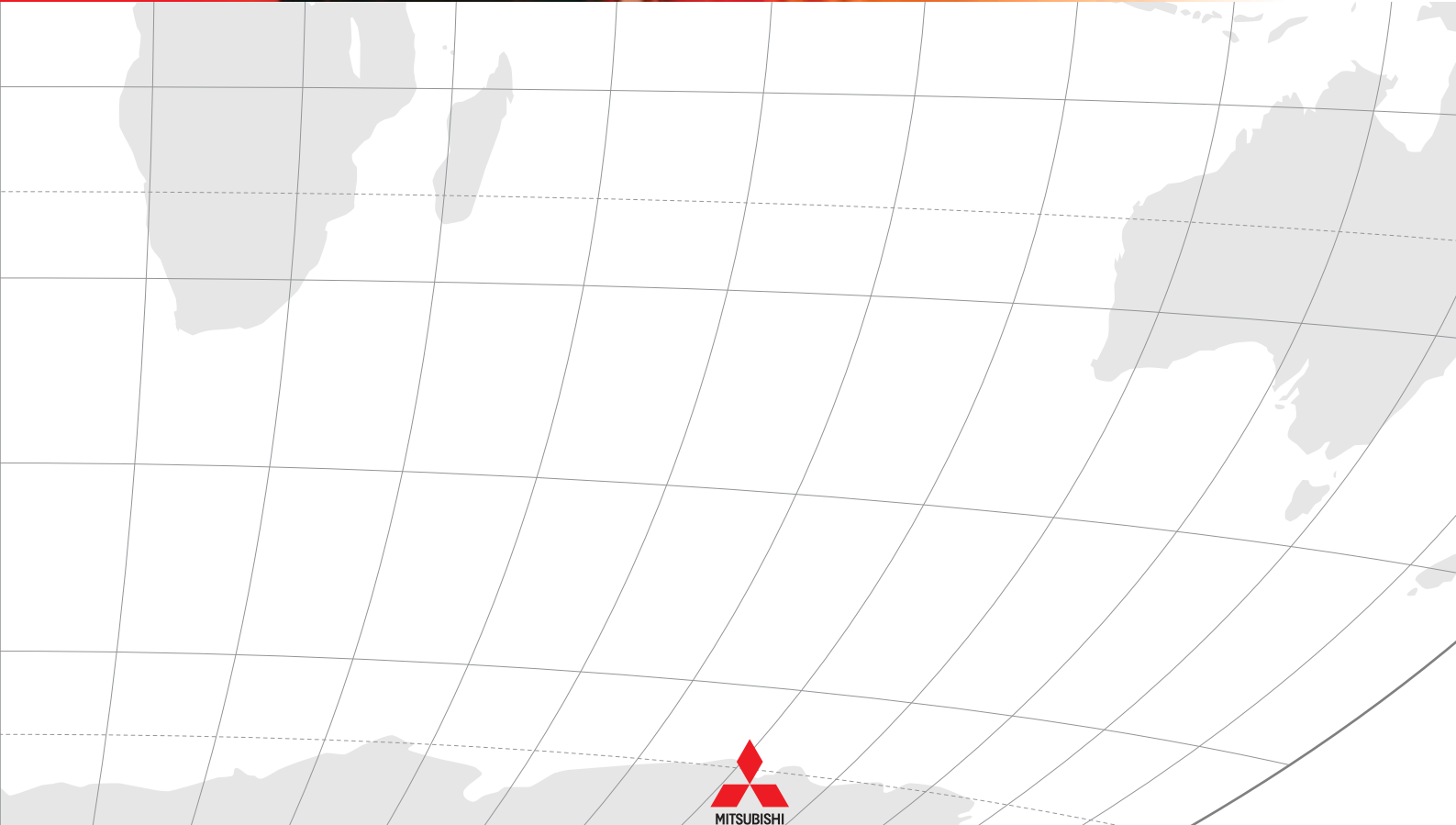




FACTS & FIGURES 2002



Mitsubishi Motors Corporation produces FACTS & FIGURES annually to assist those in the press and media covering, and those engaged in research into and analysis of, the automobile industry.

In response to suggestions and requests over the past year, FACTS & FIGURES 2002 has been revamped to provide additional numerical data and to make data easier to find. With the emphasis on providing relevant numerical information, FACTS & FIGURES 2002 presents data classified by region and by model separately for MMC Car and for Truck & Bus operations over the last five years.

MMC hopes that FACTS & FIGURES 2002 will be of assistance and value. Any suggestions as to how it may be improved will be welcomed.

October 2002
Public Relations Dept.

MMC is on the World Wide Web at the following URL

<http://www.mitsubishi-motors.co.jp/>



Contents

MMC at a glance _____	2
Corporate profile, major shareholders, principal management indices, global production and sales figures	
Car operations _____	4
Net sales, production and sales volume by region	4
Production models by region	6
Activities by region	8
Japan	8
North America	12
Europe	14
Asia	16
Other	22
Products over the years	24
(See page 48 for derivation of model names)	
Truck & bus operations _____	26
Net sales, production and sales volume (exports) by region ...	26
Production models by region	26
Activities by region	28
Japan	28
North America	29
Europe	29
Asia	30
Other regions	30
Products over the years	32
(See page 48 for derivation of model names)	
Environmental stewardship _____	34
Motorsport _____	36
Major alliances and contracts _____	38
Subsidiaries and affiliates _____	42
Milestones _____	46
Executive officer career summaries _____	Provided separately

MMC at a glance

Corporate profile

(As at 31 March 2002)

Name:	Mitsubishi Motors Corporation
Established:	22 April 1970
Head office:	33-8 Shiba 5-chome, Minato-ku, Tokyo Japan 108-8410
Number of employees:	Consolidated, 63,143; Non-consolidated, 18,498
Capitalization:	JPY 252,201,223,926
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><i>Note: MMC is not currently engaged in agricultural machinery related business.</i></p>

Major shareholders

(As at 31 March 2002)

Shareholder	Address	Shares held (× 1,000)	Holding as percentage of all issued stock
DaimlerChrysler AG	Epplestrasse 225, 70546 Stuttgart, Germany	499,856	34.00*
Mitsubishi Heavy Industries, Ltd.	5-1Marunouchi 2-chome, Chiyoda-ku, Tokyo	219,871	14.96
Mitsubishi Corporation	6-31Marunouchi 2-chome, Chiyoda-ku, Tokyo	77,354	5.26
Capital Guardian Trust Company	15F 11100 Santa Monica Avenue, Los Angeles, California 90025 U.S.A.	67,920	4.62
DaimlerChrysler MMC Beteiligungsgesellschaft mbH	Epplestrasse 225, D-70567, Stuttgart, Germany	48,516	3.30*
The Bank of Tokyo-Mitsubishi, Ltd.	7-1Marunouchi 2-chome, Chiyoda-ku, Tokyo	43,026	2.93
The Mitsubishi Trust & Banking Corporation	11-1Nagatacho 2-chome, Chiyoda-ku, Tokyo	37,713	2.57
NIHON Trustee Service Trust & Banking Corporation Trust Account	8-1 Harumi 1-chome, Chuo-ku, Tokyo	19,245	1.31
Meiji Life Insurance Company	1-1Marunouchi 2-chome, Chiyoda-ku, Tokyo	18,995	1.29
The Chase Manhattan Bank N.A. London S.L. Omnibus Account	Woolgate House, Coleman Street, London EC2- 2HD, UK	18,329	1.25
Total		1,050,825	71.48

*DaimlerChrysler Group has a total holding of 37.3%

Principal management indices

Consolidated operations		(Units: JPY million; companies; people)				
		1997	1998	1999	2000	2001
Net sales		3,735,228	3,512,606	3,334,974	3,276,716	3,200,699
Operating profit		3,197	55,944	22,473	(73,865)	40,227
Ordinary profit		(54,520)	(4,176)	(3,758)	(94,057)	11,863
Net income		(101,846)	5,668	(23,331)	(278,139)	11,256
Total assets		3,370,526	3,060,385	2,784,119	2,981,668	2,894,560
Number of consolidated companies		163	165	189	184	182
Number of equity method subsidiaries		54	54	38	34	32
Number of employees		—	—	65,485	62,887	63,143

Non-consolidated operations		(Units: JPY million; companies; people)				
		1997	1998	1999	2000	2001
Net sales		2,500,614	2,333,971	2,106,552	2,012,690	1,848,684
Operating profit		(15,512)	21,750	13,435	(85,266)	16,701
Ordinary profit		(22,157)	5,231	6,336	(82,350)	4,725
Net income		(25,656)	22,138	515	(356,897)	(70,509)
Total assets		1,724,254	1,637,233	1,599,373	1,797,265	1,599,566
Number of employees		27,324	26,749	22,666	21,076	18,498

Global production and sales volumes

MMC in-house classification				(Unit: vehicles)				
				1997	1998	1999	2000	2001
Production Japan volume		Passenger cars		1,023,050	982,449	903,865	857,102	729,167
		Trucks & buses		152,232	110,163	97,877	102,912	85,448
		Total		1,175,282	1,092,612	1,001,742	960,014	814,615
Other regions		Passenger cars		743,340	561,050	684,221	781,343	798,820
		Trucks & buses		52,501	21,691	26,818	43,549	46,184
		Total		795,841	582,741	711,039	824,892	845,004
Global		Passenger cars		1,766,390	1,543,499	1,588,086	1,638,445	1,527,987
		Trucks & buses		204,733	131,854	124,695	146,461	131,632
		Total		1,971,123	1,675,353	1,712,781	1,784,906	1,659,619
Sales volume	Japan	Passenger cars	Domestic	527,506	525,536	509,115	449,372	403,994
			Import	6,540	3,120	977	589	0
		Trucks & buses	95,766	74,986	67,320	69,625	63,997	
		Total	629,812	603,642	577,412	519,586	467,971	
	Other regions	Passenger cars	1,080,597	971,628	1,044,519	1,165,680	1,152,695	
		Trucks & buses	—	—	—	—	77,685	
		Total	—	—	—	—	1,230,380	
	Global	Passenger cars	1,614,643	1,500,284	1,554,611	1,615,641	1,556,689	
		Trucks & buses	—	—	—	—	141,682	
Total		—	—	—	—	1,698,371		

JAMA classification				(Unit: vehicles)				
				1997	1998	1999	2000	2001
Production Japan volume		Passenger cars		774,091	785,494	743,244	695,916	624,404
		Trucks & buses		401,191	307,118	258,498	264,098	190,211
		Total		1,175,282	1,092,612	1,001,742	960,014	814,615
Other regions	Total		795,841	582,741	711,039	824,892	845,004	
Global	Total		1,971,123	1,675,353	1,712,781	1,784,906	1,659,619	
Sales volume	Japan	Passenger cars		329,814	334,170	316,659	287,367	282,729
		Trucks & buses		299,998	269,472	260,753	232,219	185,242
		Total		629,812	603,642	577,412	519,586	467,971
	Other regions	Total		—	—	—	—	1,230,380
	Global	Total		—	—	—	—	1,698,351

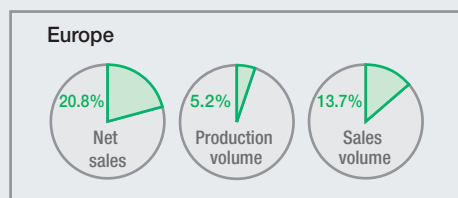
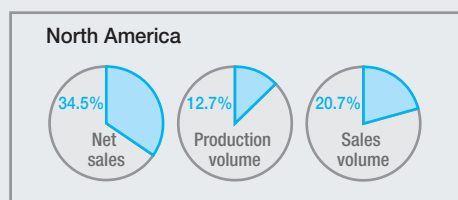
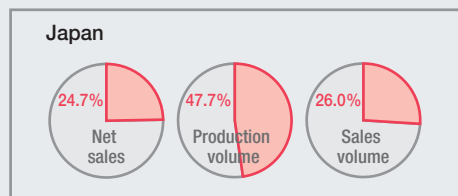
Note (1): While figures given are for the fiscal year as it applies to a particular country — April to March in Japan; January to December in U.S.A. — there are exceptions to this rule.

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

Note (3): The JAMA classification includes imports in sales volume

Car operations

Net sales, production and sales volume by region

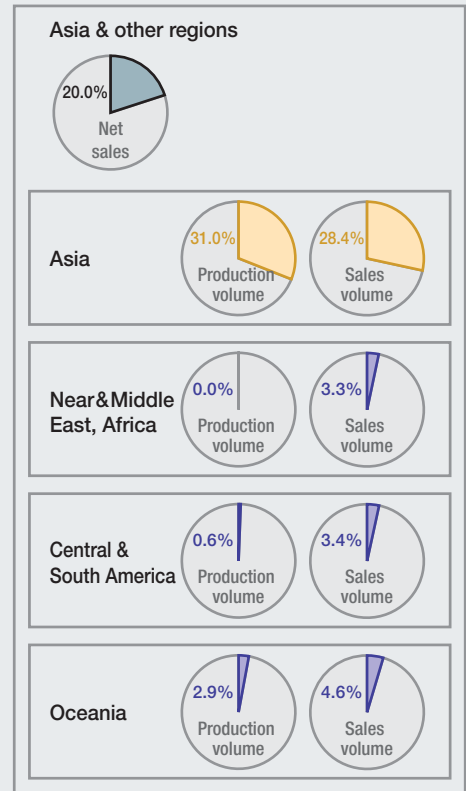
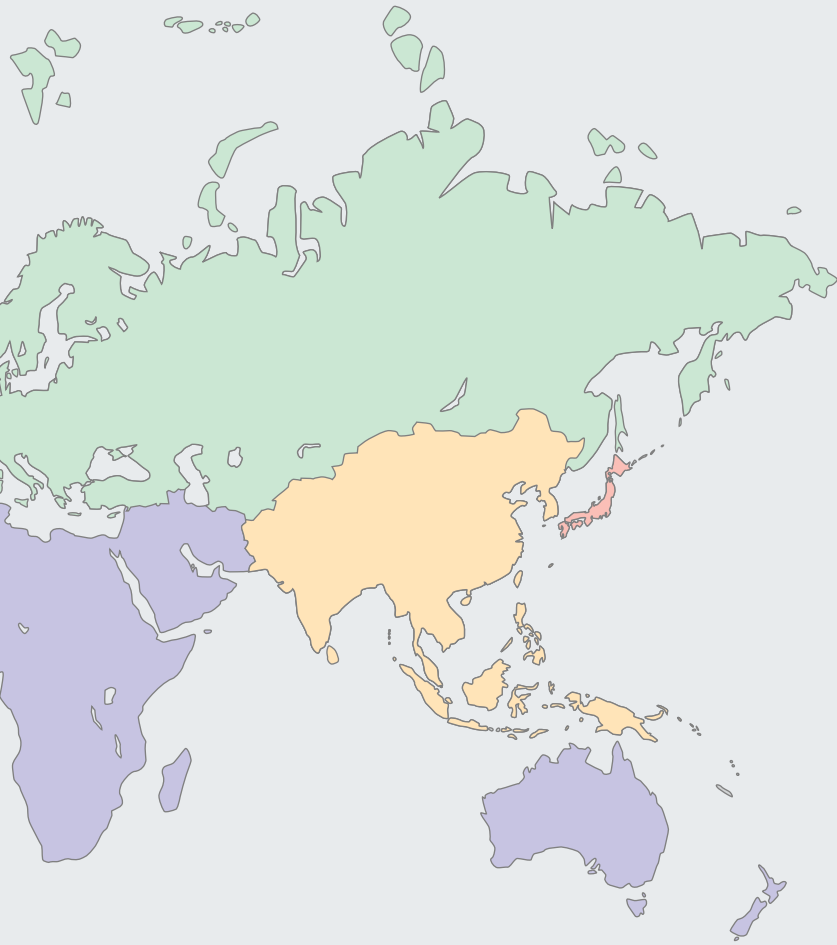


Net sales, production and sales volume by region

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

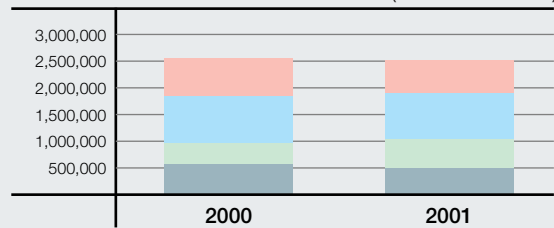
		1997	1998	1999	2000	2001
Japan	Net sales	—	—	—	719,358	621,793
	Production volume	1,023,050	982,449	903,865	857,102	729,167
	Sales volume	527,506	525,536	509,115	449,372	403,994
North America	Net sales	—	—	—	887,396	869,305
	Production volume	189,081	157,043	159,853	222,390	193,744
	Sales volume	189,163	190,515	261,254	314,417	322,393
Europe	Net sales	—	—	—	375,277	524,991
	Production volume	82,544	90,678	121,849	78,542	79,261
	Sales volume	251,220	277,206	282,794	258,256	212,983
Asia & other regions	Net sales	—	—	—	576,182	503,917
	Production volume	412,628	265,195	364,529	435,125	473,194
Asia	Sales volume	409,396	243,654	302,718	394,979	441,892
	Production volume	0	0	0	0	0
Near & Middle East, Africa	Sales volume	70,174	83,506	53,666	50,531	51,329
	Production volume	0	1,560	3,420	6,720	8,820
Central & South America	Sales volume	73,591	89,944	69,217	70,380	52,435
	Production volume	59,087	46,574	34,570	38,566	43,801
Oceania	Sales volume	93,593	89,923	75,847	77,706	71,663
	Net sales	—	—	—	2,558,213	2,520,006
Total	Production volume	1,766,390	1,543,499	1,588,086	1,638,445	1,527,987
	Sales volume	1,614,643	1,500,284	1,554,611	1,615,641	1,556,689

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



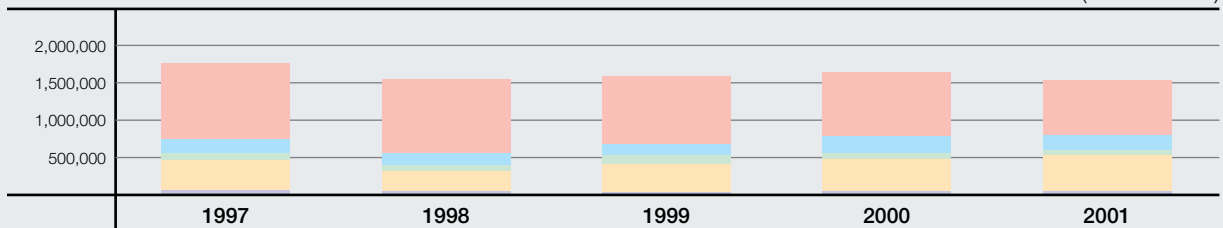
Net sales

(Unit: JPY million)



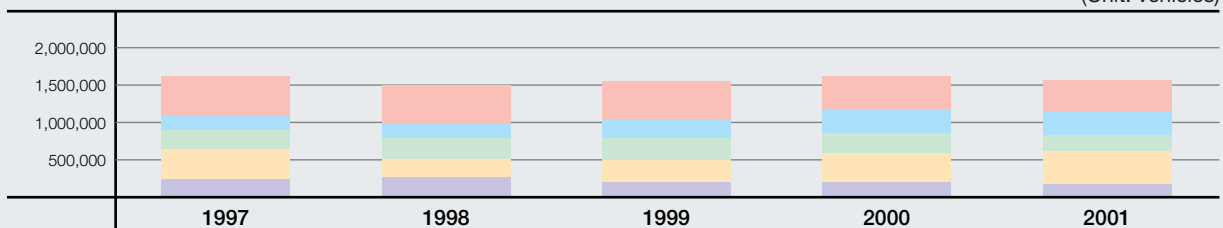
Production volume

(Unit: vehicles)



Sales volume

(Unit: vehicles)



Production models by region

Production models by region

Region & country	Facility / Assembler	Model	Drive				Transmission			Engine Gasoline						
			FF 4WD	FR 4WD	FF 2WD	FR 2WD	AT	MT	CVT	6G7	3.5	3.0	2.5	6A1	2.5	2.0
Japan	Nagoya Plant	1 Diamante	○		○		○ II					●	●			
		2 Galant	○		○		○ II	○						○		
		3 Aspire	○		○		○ II									
		4 Legnum	○		○		○ II	○							○	
		5 Chariot Grandis	○		○		○ II	○					●			
		6 RVR	○		○		○ II									
		7 RVR Sports Gear	○		○		○ II									
		8 Pajero iO		○		○	○ II	○								
		9 Verdana (export only)			○		○	○								○
		10 L200 Strada (export only)		○		○		○								
	Mizushima Plant	11 Libero Cargo (Libero included)	○		○		○	○								
		12 Delica Space Gear		○		○	○ II	○				○				
		13 Mirage Dingo	○		○		○ II	○	○ III							
		14 Dion	○		○		○ II									
		15 Lancer Cedia	○		○		○ II	○	○ III							
		16 Lancer Cedia Wagon	○		○		○ II		○ III							
		17 Airtrek	○		○		○ II									
		18 Minica	○		○		○	○								
		19 Toppo BJ	○		○		○	○								
		20 Pajero Mini		○		○	○	○								
		21 eK Wagon	○		○		○									
		22 Minicab		○		○	○	○								
		23 TownBox		○		○	○	○								
		24 L300 Delica (export only)		○		○	○	○								
		25 Lancer / Mirage (export only)			○		○	○								
	PMC	26 Pajero		○			○ II	○		○ ●	○					
		27 Challenger (export only)		○		○	○	○		○	○					
		28 Jeep		○			○									
North America U.S.A.	MMMA	29 Galant			○	○						○				
		30 Eclipse / Eclipse Spyder			○		○	○				○				
		31 Sebring / Dodge Stratus			○		○	○				○				
Europe	Netherlands	NedCar	32 Carisma			○		○	○							
	33 Space Star				○		○	○								
	Italy	IPF	34 Pajero Pinin		○			○	○							
Asia	Taiwan	CMC	35 Freeca				○	○	○							
			36 Galant			○	○								○	
			37 Varica			○	○									
			38 Berica		○		○	○	○							
			39 Lancer			○				○ III						
			40 Delica Space Gear		○		○	○	○							
			41 Delica Truck				○		○							
			42 L300 Delica				○		○							
			43 Chariot Grandis			○		○								
			China	SEMC	44 Freeca				○	○	○					
	45 L300 Delica						○	○								
	46 Delica Space Gear						○	○	○							
			HHMC	47 Mirage Dingo			○		○							
	India	HML	48 Lancer			○	○	○								
			49 L300 Delica				○	○								
	Malaysia	Proton	50 Saga Iswara			○	○	○								
			51 Satria / Putra			○	○	○								
			52 Wira			○	○	○								
			53 Waja			○	○	○								
			54 Juara				○	○								
55 L200 Strada				○		○	○	○								
Thailand	MSC	56 L200 Strada		○		○	○	○			○					
		57 Lancer			○		○	○	○ III							
Philippines	MMPC	58 Lancer			○		○	○								
		59 Adventure				○	○	○								
		60 L300 Delica				○	○	○								
		61 L200 Strada		○		○	○	○								
Indonesia	MKM	62 Galant			○	○	○						○			
		63 Kuda				○	○	○								
		64 Lancer			○		○	○								
		65 Colt T120SS				○	○	○								
		66 Colt T120SS				○	○	○								
		67 Colt L300				○	○	○								
Central & South America	Brazil	MMCB	68 L200 Strada		○			○								
Africa	South Africa	DCSA	69 L200 Strada		○		○	○	○		○					
Oceania	Australia	MMAL	70 Magna / Verda			○		○	○		○	○				

Key

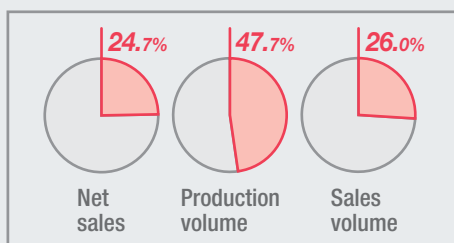
- indicates model / engine available
In Transmissions column, II or III indicates INVECS II or III
- indicates GDI engine
- Note: Berica (38) and L300 Delica (49) use non-MMC engines
- ■ ■ ■ ■ MMC and consolidated subsidiaries
- ▲ Mitsubishi badged vehicle

(As at 31 March 2002)

	4G6		4G9			4G1				Diesel							
	2.4	2.0	2.0	1.8	1.6	1.6	1.5	1.35	1.3	4G8 0.8	3G8 0.66	4A3 1.1	0.66	4M4 3.2	2.8	4D5 2.5	4D6 2.0
1																	
2	●	○	●														○
3			●														
4	●	○	●														
5	○●	○															
6				●													
7	●	○															
8			○●	○●													
9		○															
10																○	
11				○	○				○								○
12	○	○													○	○	
13				●					○●								
14		●	●						○●								
15		○	○	○●					○●								
16				●													
17	●	○															
18											○						
19											○			○			
20													○				
21											○						
22											○						
23											○			○			
24	○	○			○											○	
25				○	○				○								○
26														○	○	○	
27	○														○	○	
28															○		
29	○																
30	○																
31	○																
32				○	○					○							
33				○						○							
34			●	○													
35		○															
36																	
37										○		○					
38																	
39				○	○												
40		○															
41		○															
42		○															
43		○															
44		○															
45		○															
46	○	○															
47										○							
48																	○
49																	
50										○							
51				○	○					○							
52				○	○					○							
53						○											○
54												○					
55																	○
56	○	○													○	○	
57				○	○												
58					○				○								
59		○															○
60																	○
61																	○
62																	
63		○				○											○
64					○												
65									○								
66									○								
67																	○
68																	○
69	○	○													○		
70																	

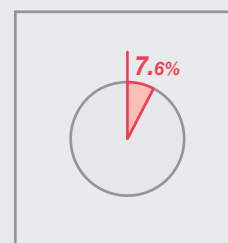
Formal corporate name of facility/ assembler
PMC <i>Pajero Manufacturing Co., Ltd.</i>
MMMA <i>Mitsubishi Motor Manufacturing of America, Inc.</i>
NedCar <i>Netherlands Car B.V.</i>
IPF <i>Industrie Pininfarina S.p.A.</i>
CMC <i>China Motor Corp.</i>
SEMC <i>South East (Fujian) Motor Corporation Ltd.</i>
LMC <i>Dongfeng Liuzhou Motor Co., Ltd.</i>
HHMC <i>Harbin Hafei Motor Co., Ltd.</i>
HML <i>Hindustan Motors Limited</i>
M&M <i>Mahindra & Mahindra Ltd.</i>
PROTON <i>Perusahaan Otomobil Nasional Bhd.</i>
USF <i>United Straits Fuso SDN. BHD</i>
MSC <i>MMC Sittipol Co., Ltd.</i>
MMPC <i>Mitsubishi Motors Philippines Corp.</i>
MKM <i>P.T. Mitsubishi Krama Yudha Kesuma Motors</i>
KRM <i>P.T.Krama Yudha Ratu Motors</i>
MMCB <i>MMC Automotores do Brasil S.A.</i>
DCSA <i>DaimlerChrysler South Africa</i>
MMAL <i>Mitsubishi Motors Australia, Ltd.</i>

Net sales, production and sales volumes in Japanese market as percentages of MMC global totals



MMC sales volume share of Japanese market

(Unit: vehicles)	
MMC	403,994
Total market volume	5,331,174



Production volume by model

(Unit: vehicles)

Plant / Company	Model	1997	1998	1999	2000	2001
■ Nagoya Plant	1 ▲ Diamante	13,088	4,246	8,279	4,406	2,745
	2 ▲ Galant	77,314	38,746	28,076	18,514	11,494
	3 ▲ Aspire	0	1,706	1,302	55	0
	4 ▲ Legnum	62,543	26,302	16,809	8,276	3,814
	5 ▲ Chariot Grandis	59,448	88,251	63,010	26,734	15,907
	6 ▲ RVR / RVR Sports Gear	22,861	13,976	20,333	4,028	1,416
	7 ▲ Pajero iO	0	54,262	51,516	24,783	13,799
	8 Perdana (export only)	5,340	870	5,880	15,630	5,250
	9 ▲ Dignity	0	0	15	42	2
	10 ▲ Proudia (Debonair)	797	463	613	759	85
	11 ▲ L200 Strada (export only)	43,432	24,879	11,759	16,143	1,051
	12 ▲ GTO	5,496	2,207	2,355	114	0
■ Mizushima Plant	13 ▲ Libero	24,814	18,934	19,796	12,898	8,041
	14 ▲ Delica [Space Gear and L300 (export only)]	69,495	56,904	31,646	28,242	12,965
	15 ▲ Mirage / Mirage Dingo	93,848	95,661	77,800	57,937	45,703
	16 ▲ Dion	0	0	15,282	30,977	9,699
	17 ▲ Lancer Cedia / Lancer Cedia Wagon	100,868	120,758	86,319	120,875	142,683
	18 ▲ Airtrek	0	0	0	0	21,245
	19 ▲ Minica / Toppo BJ	115,483	138,661	149,903	156,580	82,551
	20 ▲ Pajero Mini	43,302	48,791	36,580	24,895	16,590
	21 ▲ eK Wagon	0	0	0	0	97,390
	22 ▲ Minicab	79,325	71,839	70,367	62,770	56,245
	23 ▲ TownBox	0	2,261	14,421	8,953	6,662
	24 ▲ Pajero Junior	13,934	149	0	0	0
	25 ▲ FTO	1,960	1,033	616	160	0
	26 ▲ TownBox Wide	0	0	3,616	1,441	2,939
27 ▲ Toppo BJ Wide	0	3,596	721	478	34	
■ PMC	28 ▲ Pajero	136,941	95,675	90,524	138,315	91,700
	29 ▲ Challenger (export only)	51,594	71,562	95,914	92,475	78,337
	30 ▲ Jeep	1,167	717	413	622	820
Total		1,023,050	982,449	903,865	857,102	729,167

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

- MMC and consolidated subsidiaries
- ▲ Mitsubishi badged vehicle

R&D facilities

(As at 31 March 2002)

Car Research & Development Center	Okazaki
	Kyoto
	Tokachi Proving Ground
Styling design	Tama Design Center

Production facilities

(As at 1 April 2002)

Vehicle production	Nagoya Plant
	Mizushima Plant
	Pajero Manufacturing Co. Ltd.
Engine production	Kyoto Plant
	Mizushima Plant (minicar engines)
Transmission production	Kyoto Plant (manual transmissions)
	Mizushima Plant (manual transmissions)

Note: Automatic and continuously variable transmissions are purchased from Diamondmatic Co., Ltd., a wholly-owned subsidiary of Jatco Co., Ltd. in which MMC has an 18% equity share.

Sales organization**Sales companies**

(As at 31 March 2002)

Galant dealerships		
116 dealerships	Consolidated subsidiaries	28
	Equity method subsidiaries	9
	Independent dealerships	79
New car sales outlets		710

Car Plaza dealerships (As at 31 March 2002)

113 dealerships	Consolidated subsidiaries	25
	Equity method subsidiaries	2
	Independent dealerships	86
New car sales outlets		348

Sales volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ Nagoya Plant	1 ▲ Diamante	13,981	6,456	7,061	5,474	3,022
	2 ▲ Galant	29,869	14,930	10,319	6,648	3,213
	3 ▲ Aspire	0	1,600	1,367	840	516
	4 ▲ Legnum	49,516	20,530	10,791	5,524	1,550
	5 ▲ Chariot Grandis	42,580	62,997	39,451	22,821	10,472
	6 ▲ RVR / RVR Sports Gear	16,810	14,880	10,956	6,165	1,599
	7 ▲ Pajero iO	0	48,117	40,278	25,095	10,980
	8 ▲ Dignity	0	0	11	45	3
	9 ▲ Proudia (Debonaire)	799	474	521	852	97
	10 ▲ L200 Strada (export only)	11	0	0	0	0
	11 ▲ GTO	574	467	267	117	2
■ Mizushima Plant	12 ▲ Libero cargo (Libero included)	16,414	12,054	11,725	9,189	7,003
	13 ▲ Delica Space Gear	19,938	12,023	8,057	5,886	4,707
	14 ▲ Mirage Dingo	0	11,871	23,381	16,696	15,143
	15 ▲ Dion	0	0	13,360	30,225	10,601
	16 ▲ Mirage / Lancer / Cedia	47,141	34,196	25,001	29,061	19,403
	17 ▲ Lancer Cedia Wagon	0	0	0	16,695	25,512
	18 ▲ Airtrek	0	0	0	0	19,160
	19 ▲ Minica	110,153	133,192	142,372	141,843	86,639
	20 ▲ Toppo BJ	-	9,263	11,444	8,654	4,657
	21 ▲ Pajero Mini	44,224	47,592	35,673	27,011	17,458
	22 ▲ eK Wagon	0	0	0	0	86,465
	23 ▲ Minicab	76,625	70,981	70,622	62,797	57,880
	24 ▲ TownBox	0	679	14,948	8,772	7,357
	25 ▲ L300 Delica (Star Wagon)	9,394	6,329	1,973	21	2
	26 ▲ Pajero Junior	13,320	1,717	19	1	0
	27 ▲ FTO	2,142	1,085	578	149	3
	28 ▲ TownBox Wide	0	0	3,386	809	79
	29 ▲ Toppo BJ Wide	0	1,653	2,496	631	50
■ PMC	30 ▲ Pajero	26,181	9,412	20,189	12,701	6,725
	31 ▲ Challenger (export only)	7,423	2,592	910	369	76
	32 ▲ Jeep	411	446	1	0	1
OEM supplied by Mazda 33 Delica		0	0	1,958	4,281	3,619
Domestically produced model total		527,506	525,536	509,115	449,372	403,994
Imports		6,540	3,120	977	589	0
Total		534,046	528,656	510,092	449,961	403,994
Total Japanese market volume		5,637,793	5,351,964	5,386,500	5,465,238	5,331,174

■ MMC and consolidated subsidiaries

▲ Mitsubishi badged vehicle

Export shipments

Export shipments by region

(Unit: vehicles)

Region	1997	1998	1999	2000	2001
North America	74,702	83,443	119,519	147,333	146,869
Europe	172,331	161,552	112,821	99,687	52,363
Asia	61,430	30,091	29,592	48,586	30,578
Near & Middle East, Africa	69,359	65,731	37,099	36,618	31,059
Central & South America	78,456	80,501	48,854	46,078	34,627
Oceania	43,710	43,454	35,617	45,424	35,506
Other (United Nations, etc.)	3,867	2,834	3,502	2,959	2,851
Total	503,855	467,606	387,004	426,685	333,853

Export shipments by model

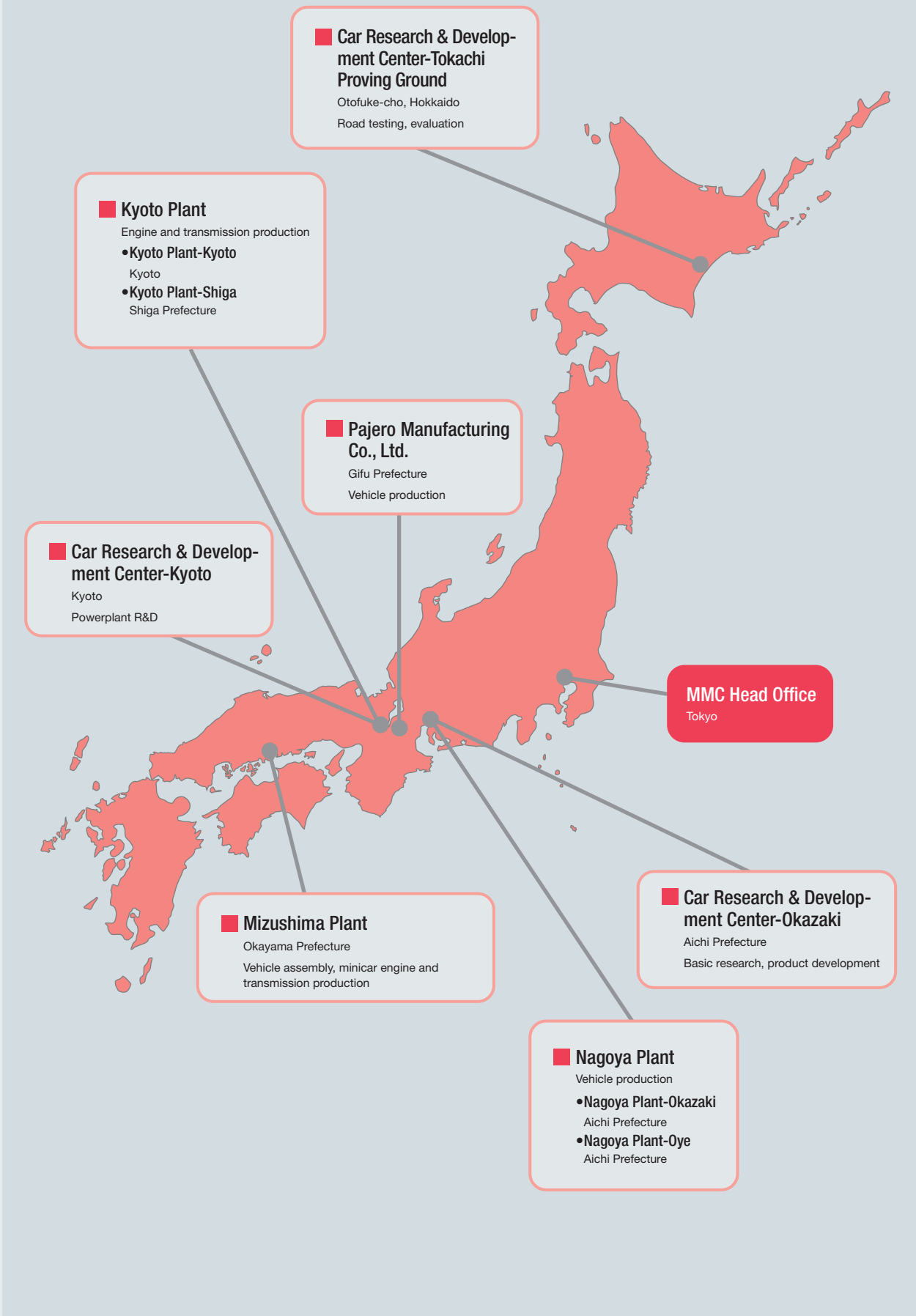
(Unit: vehicles)

Plant / Assembler	Model	1997	1998	1999	2000	2001
■ Nagoya Plant	1 ▲ Diamante	2	6	15	2	0
	2 ▲ Galant	46,194	25,579	17,272	12,051	8,061
	3 ▲ Legnum	12,880	7,765	6,217	4,135	2,682
	4 ▲ Chariot Grandis	16,565	24,166	18,443	10,092	7,018
	5 ▲ RVR	6,740	1,081	7,070	168	365
	6 ▲ Pajero iO	0	2,899	8,177	4,347	3,525
	7 Verdana	5,400	780	5,670	15,450	5,640
	8 ▲ Proudia (Debonaire)	0	0	2	0	1
	9 ▲ Libero	0	0	0	16	160
	10 ▲ Delica Space Gear	9,837	11,661	8,648	6,943	763
	11 ▲ L200 Strada	43,821	25,867	11,661	15,895	1,776
	12 ▲ GTO	4,909	1,759	2,165	0	0
■ Mizushima Plant	13 ▲ Mirage Dingo	0	2	400	1	0
	14 ▲ Dion	0	0	0	778	193
	15 ▲ Lancer Cedia	0	0	0	5,897	81,515
	16 ▲ Lancer Cedia Wagon	0	0	0	0	103
	17 ▲ Airtrek	0	0	0	0	601
	18 ▲ Minica	161	49	19	0	0
	19 ▲ Toppo BJ	64	47	15	0	0
	20 ▲ Pajero Mini	358	32	3	2	0
	21 ▲ eK Wagon	0	0	0	0	0
	22 ▲ Minicab	0	0	0	50	0
	23 ▲ TownBox	0	0	2	0	420
	24 ▲ L300 Delica	35,534	29,110	13,353	16,072	7,654
	25 ▲ Lancer / Mirage	165,817	176,134	127,136	112,970	47,655
	26 ▲ Pajero Junior	99	3	0	0	0
	27 ▲ FTO	73	49	42	25	0
	28 ▲ TownBox Wide	0	0	1	664	2,640
■ PMC	29 ▲ Pajero	111,144	90,416	65,212	129,198	85,324
	30 ▲ Challenger	44,256	70,201	95,481	91,929	77,757
	31 ▲ Jeep	1	0	0	0	0
Total	503,855	467,606	387,004	426,685	333,853	

Note: Export shipments are the total of built up vehicles and knock-down kits

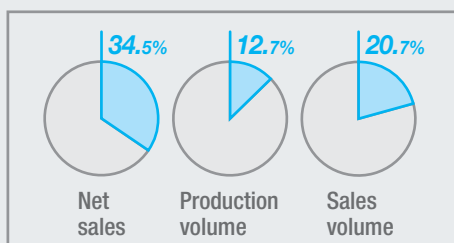
- MMC and consolidated subsidiaries
- ▲ Mitsubishi badged vehicle

Principal operational facilities in Japan



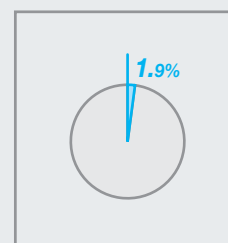
North America

Net sales, production and sales volumes in North American market as percentages of MMC global totals



MMC sales volume share of North American market

(Unit: vehicles)	
MMC	322,393
Total market volume	17,120,787



Highlights

1999-2001: MMC rewrites sales volume record three years in a row

2001: MMC sets all-time sales volume record

2002: MMC enters Canadian market; Due to enter Mexican market in 2003

2003: MMC to establish new company that will coordinate sales, production, financing and R&D activities in North America

Production volume by model

(Unit: vehicle)

Plant / Company	Model	1997	1998	1999	2000	2001
■ MMMA	1 ▲ Galant	40,848	45,915	64,786	104,313	94,820
	2 ▲ Eclipse	76,958	50,966	54,340	77,795	70,565
	3 Sebring / Stratus	71,275	60,162	40,727	40,282	28,359
Total		189,081	157,043	159,853	222,390	193,744

▲ Mitsubishi badged vehicle

R&D facilities

(As at 31 March 2002)

■ Mitsubishi Motors R&D of America, Inc. (MRDA)	
Location:	Ann Arbor, Michigan
Capitalization:	USD 2.0m
Activities:	Market research, product development, design, testing, certification
MMC voting rights:	100.00%

Production facilities

(As at 31 March 2002)

■ Mitsubishi Motor Manufacturing of America, Inc. (MMMA)	
Location:	Normal, Illinois
Capitalization:	USD 6,935
Activities:	Automobile manufacture and sales
MMC voting rights:	99.00%
Models produced:	See table on page 12

Management & administration

(As at 31 March 2002)

■ Mitsubishi Motors America, Inc. (MMA)	
Location:	Cypress, California
Capitalization:	USD 5.7m
Activities:	Market research and other information gathering
MMC voting rights:	100.00%

Sales organization

United States

Distributor (As at 31 March 2002)

■ Mitsubishi Motor Sales of America, Inc. (MMSA)	
Location:	Cypress, California
Capitalization:	USD 261m
Activities:	Importing, marketing of automobiles
MMC voting rights:	100.00%
Models sold:	See table on page 13

Sales outlets (As at 31 December 2001)

589

Sales financing (As at 31 December 2001)

■ Mitsubishi Motors Credit of America, Inc. (MMCA)	
Location:	Cypress, California
Capitalization:	USD 260m
Activities:	Automobile financing, leasing
MMC voting rights:	100.00%

Canada

Distributor (As at 31 December 2001)

■ Mitsubishi Motor Sales of Canada, Inc. (MMSCAN)	
Location:	Mississauga, Ontario
Capitalization:	CAD 2.0 m
Activities:	Importing, marketing of automobiles
MMC voting rights:	100.00%

Sales volume by model

(Unit: vehicles)

Production plant / company	Model	1997	1998	1999	2000	2001
■ MMMA	1 ▲ Galant	42,607	44,202	74,782	96,452	93,878
	2 ▲ Eclipse / Eclipse Spyder	58,569	57,955	61,874	71,307	70,351
■ Nagoya Plant (Japan)	3 ▲ Diamante	18	0	0	0	0
	4 ▲ Chariot (Expo)	1	0	0	0	0
	5 ▲ L200 Strada (Mighty Max)	207	0	0	0	0
	6 ▲ GTO (3000GT)	6,086	4,164	3,419	117	1
■ Mizushima Plant (Japan)	7 ▲ Lancer Cedia (Lancer)	0	0	0	0	25,084
	8 ▲ Lancer / Mirage (Lancer)	31,717	33,072	47,136	49,369	29,957
■ PMC (Japan)	9 ▲ Pajero (Montero)	6,915	4,120	5,115	21,578	24,802
	10 ▲ Challenger (Montero Sports)	31,659	38,439	59,007	66,375	61,093
■ MMAL (Australia)	11 ▲ Diamante	11,384	8,563	9,921	9,219	17,227
Total		189,163	190,515	261,254	314,417	322,393
Total market volume		15,121,503	15,542,983	16,891,338	17,347,676	17,120,787

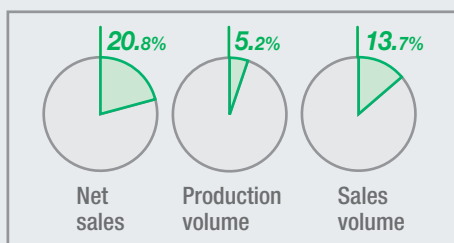
Note: Names in parentheses indicate local market name

- MMC and consolidated subsidiaries
- ▲ Mitsubishi badged vehicle



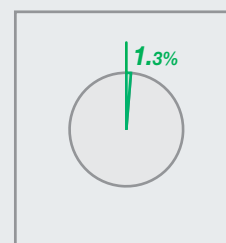
Europe

Net sales, production and sales volumes in European market as percentages of MMC global totals



MMC sales volume share of European market

(Unit: vehicles)	
MMC	212,983
Total market volume	16,680,641



Highlights

2003 December: MMC on track to commission engine plant being built jointly with DaimlerChrysler in Thuringia Germany (MMC is funding 50% of cost)

2004: MMC plans to start production of new compact model at NedCar

Production volume by model

(Unit: vehicles)

Production facility	Model	1997	1998	1999	2000	2001
■ NedCar (Netherlands)	1 ▲ Carisma	82,544	77,373	53,871	29,800	22,203
	2 ▲ Space Star	0	13,305	58,383	30,116	44,908
IPF (Italy)	3 ▲ Pajero Pinin	0	0	9,595	18,626	12,150
Total		82,544	90,678	112,254	59,916	67,111

Note: NedCar will also continue to produce Volvo S40/Y40 models until 2004

IPF: Industrie Pininfarina S.p.A.

- MMC and consolidated subsidiaries
- ▲ Mitsubishi badged vehicle

Sales volume by country

(Unit: vehicles)

Country	1997	1998	1999	2000	2001
Germany	71,787	64,403	67,028	51,560	39,146
Austria	11,412	9,665	8,574	7,285	5,666
U.K.	23,805	22,865	19,541	18,087	22,133
Irish Republic	4,957	6,215	6,667	7,821	5,074
Netherlands	17,830	19,232	20,770	16,232	11,898
Belgium	11,098	14,816	16,235	14,499	8,137
France	5,864	6,951	8,949	6,894	10,062
Italy	14,864	16,009	24,760	26,304	24,379
Portugal	11,833	14,837	17,307	17,368	10,326
Spain	11,028	15,523	19,483	20,511	22,355
Greece	3,742	3,909	5,089	5,409	4,407
Denmark	5,344	5,386	4,454	3,149	2,310
Finland	2,646	3,422	3,314	2,784	1,511
Sweden	7,109	8,035	11,053	10,390	7,375
Switzerland	10,797	9,889	9,335	9,998	8,221
Norway	8,981	8,021	6,857	5,611	4,075
Iceland	932	882	1,027	890	378
Other	27,191	47,146	32,351	33,464	25,530
Total	251,220	277,206	282,794	258,256	212,983

Total market volume	14,912,212	16,041,509	16,871,151	16,654,751	16,680,641
---------------------	------------	------------	------------	------------	------------

Note: Total market volume represents sum of EU and EFTA sales

Supervision of operations (As at 31 March 2002)

■ Mitsubishi Motors Europe B.V. (MME)	
Location:	Schipol-Rijk, Netherlands
Capitalization:	EUR 53 million
Activities:	Holding company
MMC voting rights:	100.00%

R&D facilities (As at 31 March 2002)

■ Mitsubishi Motors R&D of Europe GmbH (MRDE)	
Location:	Trebur, Germany
Capitalization:	EUR 767,000
Activities:	Product development, design, testing, certification
MMC voting rights:	100.00%

Production facilities

(consolidated subsidiaries only listed) (As at 31 March 2002)

■ Netherlands Car B.V. (NedCar)	
Location:	Born, Netherlands
Capitalization:	EUR 250 million
Activities:	Manufacture and sales of automobiles and parts
MMC voting rights:	100.00%
Models produced:	See table on page 14

Sales organization (As at 31 March 2002)

■ Mitsubishi Motors Sales Europe B.V. (MMSE)	
Location:	Schipol-Rijk, Netherlands
Capitalization:	EUR 1.5million
Activities:	Import, export and sales of automobiles
MMC voting rights:	100.00%
Models produced:	See table below

Distributors	<small>(As at 31 December 2001)</small>
	25

Sales outlets	<small>(As at 31 December 2001)</small>
	2,396

Sales volume by model

(Unit: vehicles)

Plant / Assembler	Model	1997	1998	1999	2000	2001
■ NedCar (Netherlands)	1 ▲ Carisma	67,572	74,175	57,209	38,548	28,647
	2 ▲ Space Star	0	4,788	42,781	38,164	42,987
IPF (Italy)	3 ▲ Pajero iO (Pajero Pinin)	0	0	0	14,010	15,907
■ Nagoya Plant (Japan)	4 ▲ Galant	13,779	14,099	12,702	9,558	5,851
	5 ▲ Legnum (Galant)	8,534	9,050	7,683	5,253	3,359
	6 ▲ Chariot Grandis (Space Wagon)	12,110	11,937	17,809	10,828	6,316
	7 ▲ RVR (Space Runner)	7,677	5,249	2,831	3,539	1,671
	8 ▲ L200 Strada (L200)	2,037	8,024	1,002	0	0
	9 ▲ GTO (3000GT)	260	197	174	224	0
■ Mizushima Plant (Japan)	10 ▲ Libero (Lancer Wagon)	0	6,819	4,841	5,157	1,940
	11 ▲ Delica Space Gear (Space Gear)	6,826	8,226	8,814	7,360	3,499
	12 ▲ L300 Delica (L300)	8,788	18,655	8,989	7,440	2,736
	13 ▲ Mirage (Colt)	58,983	41,860	33,207	25,089	10,243
■ PMC (Japan)	14 ▲ Pajero	36,624	38,498	26,040	32,306	36,638
	15 ▲ Challenger (Pajero Sport)	0	991	16,159	15,001	10,973
	16 ▲ Other	654	210	2,164	411	121
■ MMMA (U.S.A.)	17 ▲ Eclipse	2,368	1,111	551	0	0
■ MSC (Thailand)	18 ▲ L200 Strada (L200)	25,008	33,317	39,838	45,368	40,579
	19 ▲ Lancer	0	0	0	0	1,516
Total		251,220	277,206	282,794	258,256	212,983
Total market volume		14,912,212	16,041,509	16,871,151	16,654,751	16,680,641

Note: (1) Total market volume represents sum of EU and EFTA sales

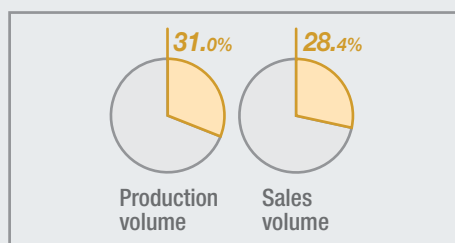
(2) Model names in parentheses indicate local market name

■ MMC and consolidated subsidiaries

▲ Mitsubishi badged vehicle

Asia

Production and sales volumes in Asian market as percentages of MMC global totals



Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ MSC (Thailand)	1 ▲ L200 Strada	61,421	61,434	70,703	84,813	78,845
	2 ▲ Lancer	13,273	298	6,408	5,401	5,302
■ MMPC (Philippines)	3 ▲ Lancer	11,446	3,411	2,140	1,880	2,574
	4 ▲ Adventure	0	6,258	4,775	6,729	7,714
	5 ▲ L300 Delica	9,566	3,698	3,707	2,918	2,079
	6 ▲ L200 Strada	0	0	950	1,577	1,253
KKM (Indonesia)	7 ▲ Galant	714	360	550	1,530	540
	8 ▲ Kuda	0	50	6,847	20,916	4,776
	9 ▲ Lancer	1,830	560	450	1,710	690
KRM (Indonesia)	10 ▲ Colt T120SS	18,291	0	0	0	0
	11 ▲ Colt T120SS	378	1,913	3,433	6,768	10,416
PROTON (Malaysia)	12 ▲ Colt L300	15,470	2,175	2,055	13,485	16,320
	13 Saga Iswara	57,151	49,145	65,256	52,811	51,306
USF (Malaysia)	14 Satria / Putra	16,655	7,129	6,475	5,423	4,694
	15 Wira	124,841	37,227	93,862	93,860	112,878
	16 Waja	0	0	0	25,382	61,715
	17 Juara	0	0	0	0	0
CMC (Taiwan)	18 ▲ L200 Strada	0	0	0	0	4,470
	19 ▲ Freeca	4,914	16,008	14,653	17,044	13,531
	20 ▲ Galant	0	24,170	4,764	10,157	2,698
	21 Varica	21,937	0	20,645	21,290	17,141
	22 ▲ Lancer	39,411	28,063	26,463	21,756	19,054
	23 ▲ Delica Space Gear	0	5,750	7,423	8,125	5,133
	24 ▲ Delica Truck	0	4,986	4,342	3,835	2,686
	25 ▲ L300 Delica	13,718	5,385	4,821	3,637	2,536
SEMC (China)	26 ▲ Chariot Grandis	0	0	0	0	3,191
	27 Freeca	0	0	0	1,050	7,350
LMC (China)	28 L300 Delica	0	0	0	3,600	13,440
HML (India)	29 Delica Space Gear	0	0	0	0	690
M&M (India)	31 ▲ Lancer	0	2,110	7,427	8,032	6,528
	32 L300 Delica	0	2,400	0	0	0
Total		411,016	262,530	358,149	423,729	459,550

MSC: MMC Sittipol Co., Ltd.

MMPC: Mitsubishi Motors Philippines Corp.

KKM: P.T. Krama Yudha Kesuma Motors

KRM: P.T. Krama Yudha Ratu Motors

PROTON: Perusahaan Otomobil Nasional Bhd.

USF: United Straits Fuso Sdn. Bhd.

CMC: China Motor Corp.

SEMC: South East (Fujian) Motor Corporation Ltd.

LMC: Dongfeng Liuzhou Motor Co., Ltd.

HML: Hindustan Motors Ltd.

M&M: Mahindra & Mahindra Ltd.

■ MMC and consolidated subsidiaries

▲ Mitsubishi badged vehicle

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

R&D facilities

(As at 31 March 2002)

None

Production facilities (consolidated subsidiaries only listed)

Thailand (As at 31 March 2002)

■ MMC Sittipol Co. Ltd. (MSC)	
Location:	Phatumthanee
Capitalization:	THB 16.1 million
Activities:	Importing, assembly, sales of automobiles
MMC voting rights:	99.9%
Models produced:	See table on page 16

(As at 31 March 2002)

■ MSC Engineering Co., Ltd.	
Location:	Laemchabang
Capitalization:	THB 20.0 million
Activities:	Manufacture of automobile engines
MMC voting rights:	99.9%

Philippines (As at 31 March 2002)

■ Mitsubishi Motors Philippines Corp. (MMPC)	
Location:	Cainta Rizal
Capitalization:	PHP 350 million
Activities:	Importing, assembly, sales of automobiles
MMC voting rights:	51.0%
Models produced:	See table on page 16

(As at 31 March 2002)

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

Sales volume by country/area



(Unit: vehicles)

Country / Area	1997	1998	1999	2000	2001
Thailand	32,637	14,765	17,354	28,266	23,665
Philippines	27,302	18,355	14,805	15,285	16,367
Indonesia	36,171	4,438	16,407	42,481	34,156
Malaysia	185,104	86,458	150,622	177,384	239,432
Taiwan	88,000	89,000	75,200	77,500	70,500
China	32,800	22,500	13,700	37,600	42,400
Other	7,382	8,138	14,630	16,463	15,372
Total	409,396	243,654	302,718	394,979	441,892

Thailand

Production volume by model







(Unit: vehicles)


Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ MSC	1  L200 Strada	61,421	61,434	70,703	84,813	78,845
	2  Lancer	13,273	298	6,408	5,401	5,302
Total		74,694	61,732	77,111	90,214	84,147

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

Sales volume

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ MSC	1  L200 Strada	23,000	11,286	13,125	24,418	18,759
	2  Lancer	8,867	3,152	4,034	3,696	4,773
■ Nagoya Plant (Japan)	3  Galant	437	147	26	7	4
	4  Chariot Grandis	5	4	0	0	0
■ Mizushima Plant (Japan)	5  L300 Delica	0	0	48	0	0
■ PMC (Japan)	6  Pajero	328	176	121	145	129
Total		32,637	14,765	17,354	28,266	23,665
Total market volume		342,828	137,477	211,146	252,729	288,783

■ MMC and consolidated subsidiaries
 Mitsubishi badged vehicle

Philippines

Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ MMPC	1 ▲ Lancer	11,446	3,411	2,140	1,880	2,574
	2 ▲ Adventure	0	6,258	4,775	6,729	7,714
	3 ▲ L300 Delica	9,566	3,698	3,707	2,918	2,079
	4 ▲ L200 Strada	0	0	950	1,577	1,253
Total		21,012	13,367	11,572	13,104	13,620

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

Sales volume

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ MMPC	1 ▲ Lancer	11,273	4,456	2,228	1,886	2,595
	2 ▲ Adventure	0	6,319	4,709	6,824	7,711
	3 ▲ L300 Delica	9,575	3,965	3,556	3,115	2,076
	4 ▲ L200 Strada	2,534	975	1,375	1,614	1,188
■ Nagoya Plant (Japan)	5 ▲ Galant	1,442	561	491	73	58
■ Mizushima Plant (Japan)	6 ▲ Delica Space Gear	320	647	41	277	59
	7 ▲ L300 Delica	598	714	63	240	572
■ PMC (Japan)	8 ▲ Pajero	1,013	532	2,264	1,256	2,108
	9 ▲ Other	547	186	78	0	0
Total		27,302	18,355	14,805	15,285	16,367
Total market volume		138,999	77,623	71,943	81,397	74,780

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

Indonesia

Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
KKM	1 ▲ Galant	714	360	550	1,530	540
	2 ▲ Kuda	0	50	6,847	20,916	4,776
	3 ▲ Lancer	1,830	560	450	1,710	690
	4 ▲ Colt T120SS	18,291	0	0	0	0
KRM	5 ▲ Colt T120SS	378	1,913	3,433	6,768	10,416
	6 ▲ Colt L300	15,470	2,175	2,055	13,485	16,320
Total		36,683	5,058	13,335	44,409	32,742

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

Sales volume

(Unit: vehicles)


Production facility / Assembler	Model	1997	1998	1999	2000	2001
MKM	1 ▲ Galant	783	362	673	1,487	487
	2 ▲ Kuda	0	91	6,438	18,505	6,019
	3 ▲ Lancer	1,846	405	601	1,620	851
KRM	4 ▲ Colt T120SS	18,353	1,710	3,950	6,915	10,417
	5 ▲ Colt L300	15,062	1,792	4,745	13,732	16,381
■ PMC (Japan)	6 ▲ Pajero	127	78	0	222	0
■ MMAL (Australia)	7 ▲ Magna / Verda	0	0	0	0	1
Total		36,171	4,438	16,407	42,481	34,156
Total market volume		327,544	51,189	80,375	264,357	251,561

■ MMC and consolidated subsidiaries
▲ Mitsubishi badged vehicle

Malaysia

Production volume by model


(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
PROTON	1 Saga Iswara	51,306	49,145	65,256	52,811	51,306
	2 Satria / Putra	4,694	7,129	6,475	5,423	4,694
	3 Wira	112,878	37,227	93,862	93,860	112,878
	4 Waja	61,715	0	0	25,382	61,715
	5 Juara	0	0	0	0	0
USF	6  L200 Strada	4,470	0	0	0	4,470
Total		235,063	93,501	165,593	177,476	235,063

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

Sales volume

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
PROTON	1 Saga Iswara	57,852	50,038	65,708	57,773	51,696
	2 Satria / Putra	22,194	5,671	9,562	9,073	99,613
	3 Wira	98,605	29,522	71,239	87,938	*
	4 Waja	0	0	0	11,622	69,956
	5 Juara	0	0	0	0	1,103
 Nagoya Plant (Japan)	6 Perdana	6,453	1,227	4,113	10,978	8,646
	7 Other	0	0	0	0	8,418
Total		185,104	86,458	150,622	177,384	239,432
Total market volume		404,869	157,516	279,079	332,172	384,731








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

* Included in figure for Satria / Putra

Taiwan

Production volume by model















(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
CMC	1  Freeca	4,914	16,008	14,653	17,044	13,531
	2  Galant	0	24,170	4,764	10,157	2,698
	3 Chariot Grandis	21,937	0	20,645	21,290	17,141
	4  Lancer	39,411	28,063	26,463	21,756	19,054
	6  Delica Space Gear	0	5,750	7,423	8,125	5,133
	7  Delica / Delica Truck	0	4,986	4,342	3,835	2,686
	8  L300Delica	13,718	5,385	4,821	3,637	2,536
	9  Varica	0	0	0	0	3,191
	Total		79,980	84,362	83,111	85,844



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

Sales volume

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
CMC	1  Lancer	39,687	27,755	26,391	24,601	21,415
	2  Galant	0	12,322	8,968	7,661	4,806
	3  Chariot Grandis	0	0	0	0	1,574
	4  Freeca	3,827	15,157	15,097	16,302	14,250
	5  Delica Space Gear	2,085	5,921	7,478	7,553	5,860
	6  Delica / Delica Truck	14,144	10,942	8,704	7,155	5,530
	7 Varica	26,695	23,869	21,127	19,793	18,300
 PMC (Japan)	8  Pajero	509	609	224	277	287
	9  Challenger	0	0	404	344	250
	10  Other	632	692	65	0	95
 MMMA (United States)	11  Eclipse	411	85	54	71	32
 MMAL (Australia)	12  Diamante	0	451	301	137	64
Total		87,990	97,803	88,813	83,894	72,463
Total market volume		368,312	357,322	314,676	287,163	331,042

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

 MMC and consolidated subsidiaries
 Mitsubishi badged vehicle

China

Production volume by model

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
SEMC	1 Freeca	0	0	0	1,050	7,350
	2 L300 Delica	0	0	0	3,600	13,440
LMC	3 Delica Space Gear	0	0	0	0	690
Total		0	0	0	4,650	21,480

Note: (1) Harbin Hafei Motor Co., Ltd. started production of Mirage Dingo in February 2002.

(2) Beijing Jeep Corporation (BJC) is due to start production of Challenger (Pajero Sport) at its Beijing plant in first quarter 2003.

Sales volume

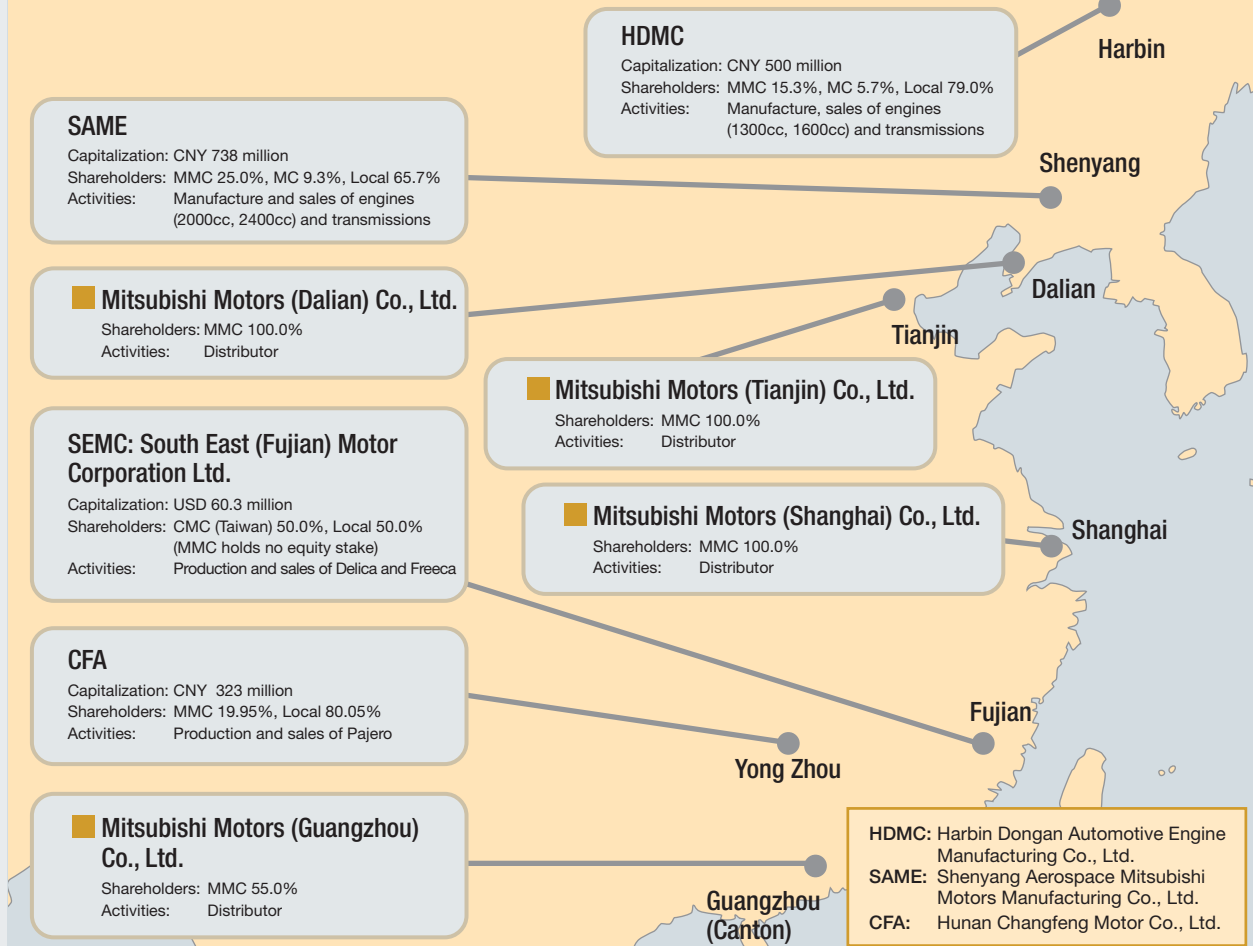
(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
CFA	1 Pajero	2,039	1,300	3,961	9,040	9,814
SEMC	2 Freeca	0	0	0	10,313	15,932
	3 Delica	2,785	5,011	7,705	14,230	14,079
■ Nagoya Plant (Japan)	4 ▲ Chariot Grandis	1,796	1,338	341	675	223
	5 ▲ Galant	357	233	229	145	32
	6 ▲ Pajero iO	0	29	210	227	173
■ Mizushima Plant (Japan)	7 ▲ Lancer	356	232	46	20	125
■ PMC (Japan)	8 ▲ Pajero	24,886	14,072	1,148	2,797	1,599
	9 ▲ Other	583	250	107	181	29
Total		32,802	22,465	13,747	37,628	42,006
Total market volume		1,465,900	1,648,600	1,882,300	1,882,300	2,039,600

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

■ MMC and consolidated subsidiaries
▲ Mitsubishi badged vehicle

Principal operational facilities in China



Principal operational facilities in Southeast Asia

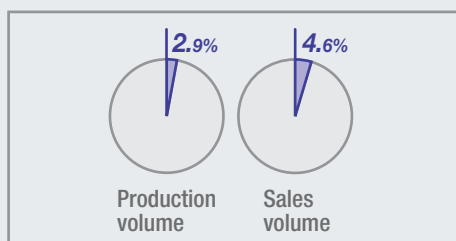


VSM: Vina Star Motors Corporation
USF: United Straits Fuso Sdn. Bhd.
PROTON: Perusahaan Otomobil Nasional Berhad
CCA: Cycle & Carriage Automotive Pte Ltd.
KTB: P.T. Krama Yudha Tiga Berlian Motors
MKM: P.T. Mitsubishi Krama Yudha Motors and Manufacturing

Other regions

Oceania

Production and sales volumes in Oceania market as percentages of MMC global totals



Production volume (Australia)

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ MMAL	1 ▲ Magna / Verda	59,087	46,574	34,570	38,566	43,801
Total		59,087	46,574	34,570	38,566	43,801

Sales volume (Australia)

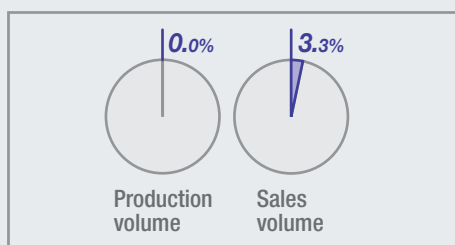
(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ MMAL	1 ▲ Diamante (Magna / Verda)	41,008	35,844	28,239	26,271	24,381
■ Nagoya Plant (Japan)	2 ▲ Chariot Grandis (Nimbus)	681	575	570	473	389
	3 ▲ Pajero iO	0	0	902	705	422
■ Mizushima Plant (Japan)	4 ▲ Delica Space Gear (Space Wagon)	946	799	652	627	417
	5 ▲ L300 Delica (Express)	3,075	3,020	3,133	2,117	1,625
	6 ▲ Lancer / Mirage / Libero (Lancer Wagon)	21,669	26,715	19,676	25,283	22,331
■ PMC (Japan)	7 ▲ Pajero	6,117	4,761	5,724	7,539	7,491
	8 ▲ Challenger	0	1,929	2,085	2,267	2,261
■ MSC (Thailand)	9 ▲ Triton (L200 Strada)	6,628	8,007	6,160	5,317	6,195
Total		80,124	81,650	67,141	70,599	65,512
Total market volume		706,064	788,301	766,423	767,244	753,722

Note: Names in parentheses are local market model names MMAL: Mitsubishi Motors Australia, Ltd.

Near & Middle East and Africa

Production and sales volumes in Near & Middle East and African market as percentages of MMC global totals



Production volume

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
FMCSA (South Africa)	1 L300 Delica	1,612	1,137	928	930	150
DCSA (South Africa)	2 ▲ L200 Strada	0	1,528	5,452	10,466	13,494
Total		1,612	2,665	6,380	11,396	13,644

Note: (1) Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock down kit production excluded)
 (2) Production at FMCSA ceased in February 2001
















■ MMC and consolidated subsidiaries
 ▲ Mitsubishi badged vehicle

FMCSA: Ford Motor Company of Southern Africa

DSCA: DaimlerChrysler South Africa

Sales volume

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ Nagoya Plant (Japan)	1  Galant / Legnum	17,396	8,810	4,547	2,582	2,668
	2  Chariot Grandis	307	846	1,004	1,320	934
	3  Pajero iO	19	18	2,953	1,098	976
	4  L200 Strada	*	*	*	*	*
	5  GTO	4	8	0	0	0
■ Mizushima Plant (Japan)	6  Libero	0	0	0	7	99
	7  Delica Space Gear	159	66	38	18	6
	8  Lancer Cedia	0	0	0	1,847	10,116
	9  Lancer Cedia Wagon	0	0	0	0	4
	10  L300 Delica	3,393	4,400	2,744	2,695	2,264
	11  Lancer / Mirage	14,632	32,555	12,920	3,950	246
■ Pajero Manufacturing (Japan)	12  Pajero	9,395	11,897	9,567	8,935	9,140
	13  Challenger	0	0	191	143	126
■ MSC (Thailand)	14  L200 Strada	24,799	24,721	19,552	27,830	24,092
■ MMAL (Australia)	15  Magna / Verda	70	185	150	106	658
Total		70,174	83,506	53,666	50,531	51,329

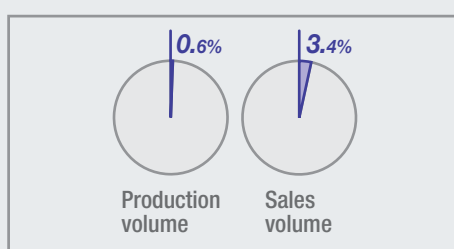
Note: *Included in data for MSC L200 Strada

MSC: MMC Sittipol Co., Ltd.

MMAL: Mitsubishi Motors Australia, Ltd.


Central & South America

Production and sales volumes in Central & South America market as percentages of MMC global totals



Production volume

(Unit: vehicles)












Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ MMCB (Brazil)	1  L200 Strada	0	1,560	3,420	6,720	8,820
Total		0	1,560	3,420	6,720	8,820

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

MMCB: MMC Automotores do Brasil S.A.

Sales volume (on shipments basis)

(Unit: vehicles)

Production facility / Assembler	Model	1997	1998	1999	2000	2001
■ Nagoya Plant (Japan)	1  Galant	3,589	5,005	3,569	3,193	1,257
	2  Chariot Grandis	1,321	1,350	1,104	1,004	660
	3  L200 Strada	*	*	*	9,941	10,980
	4  Pajero iO	†	†	†	3,481	2,205
■ Mizushima Plant (Japan)	5  Delica Space Gear	138	67	54	42	24
	6  L300 Delica	4,588	4,670	3,082	2,829	1,894
	7  Lancer / Mirage	31,843	35,729	25,287	18,782	12,537
■ Pajero Manufacturing (Japan)	8  Pajero (Montero)	17,254	18,871	13,860	10,692	7,998
	9  Challenger (Montero Sports)	0	0	0	11,691	8,296
	10  Other	698	730	833	2,410	328
■ MSC (Thailand)	11  L200 Strada	14,160	23,522	21,428	6,315	6,256
Total		73,591	89,944	62,217	70,380	52,435


Note: "Other" refers to models produced in Japan that are not listed in the above table

*Included in data for L200 Strada

†Included in MSC Lancer / Mirage figures

MSC: MMC Sittipol Co., Ltd.

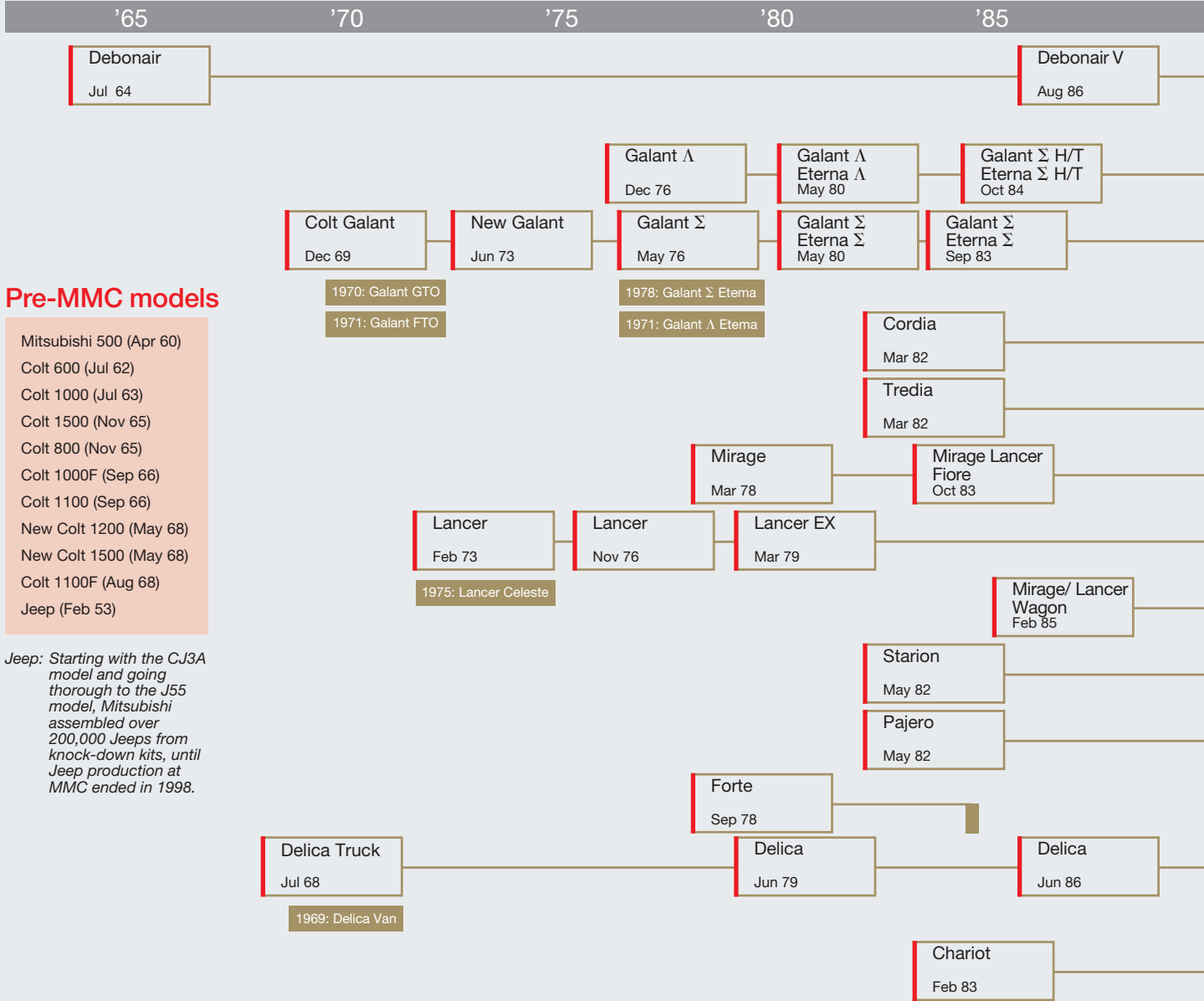
■ MMC and consolidated subsidiaries

 Mitsubishi badged vehicle

Products over the years

Car operations

Passenger cars



Pre-MMC models

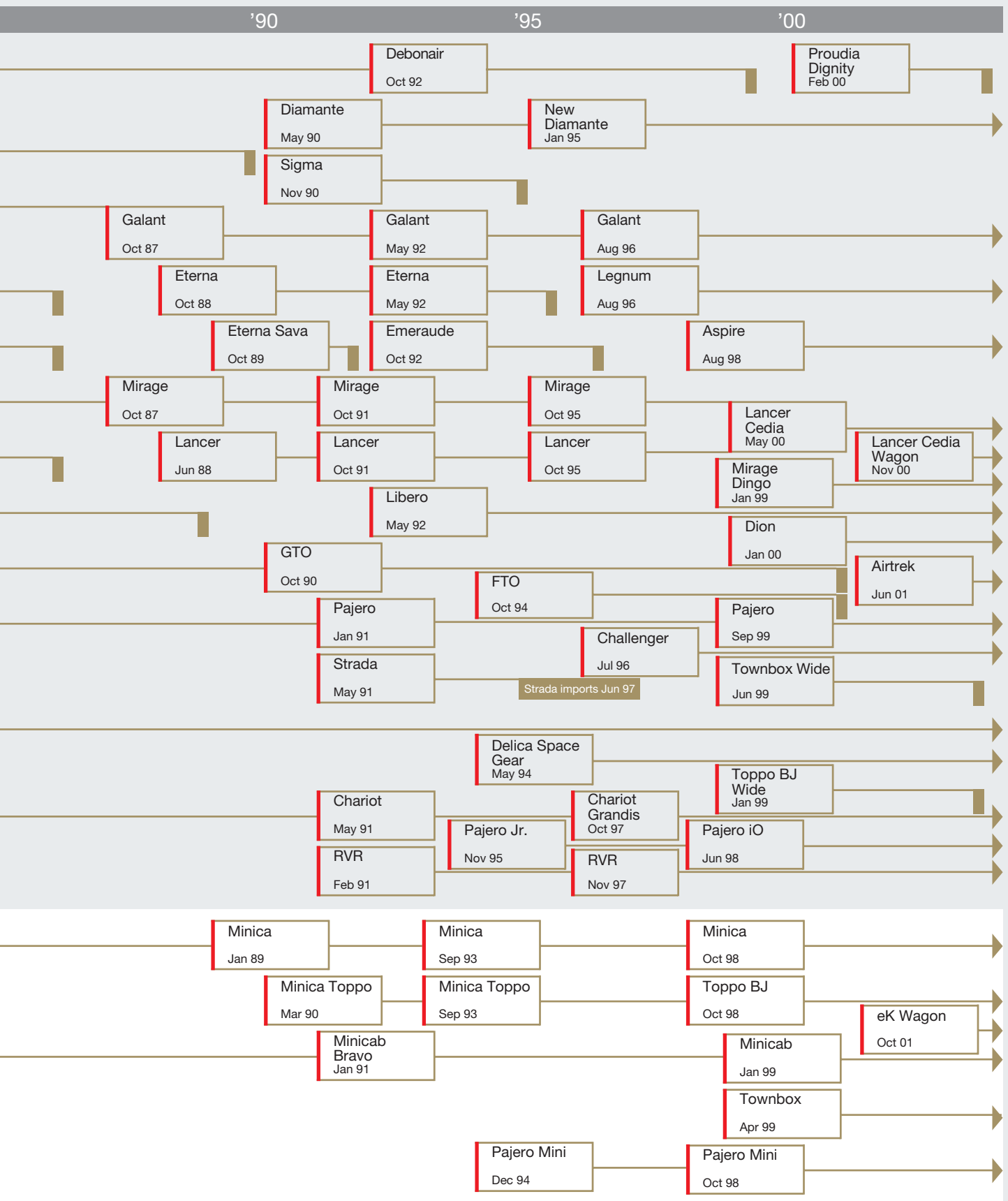
- Mitsubishi 500 (Apr 60)
- Colt 600 (Jul 62)
- Colt 1000 (Jul 63)
- Colt 1500 (Nov 65)
- Colt 800 (Nov 65)
- Colt 1000F (Sep 66)
- Colt 1100 (Sep 66)
- New Colt 1200 (May 68)
- New Colt 1500 (May 68)
- Colt 1100F (Aug 68)
- Jeep (Feb 53)

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

Minicars (up to 660cc engine size)



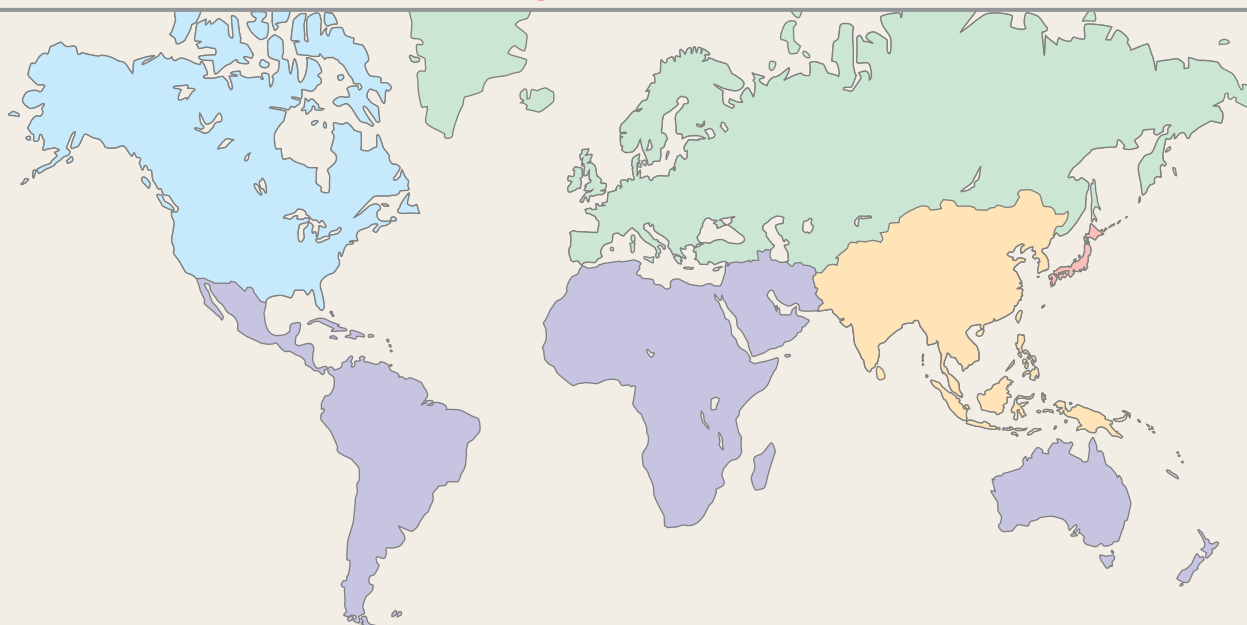
As at 31 March 2002
 Note: Dates refer to launch date



Truck & bus operations

Net sales, production & sales volume (exports) by region

Production models by region



Net sales, production & sales volume (exports) by region

(Unit: JPY million; vehicles)

		1997	1998	1999	2000	2001
Japan	Net sales	—	—	—	574,072	554,719
	Production volume	152,232	110,163	97,877	102,912	85,448
	Sales volume	95,766	74,986	67,320	69,625	63,997
North America	Net sales	—	—	—	24,085	22,390
	Production volume	0	0	0	0	0
	Exports from Japan	5,210	6,820	6,098	5,148	3,128
Europe	Net sales	—	—	—	29,643	15,700
	Production volume	7,743	9,763	10,782	12,314	8,179
	Exports from Japan	17,984	19,109	13,282	16,889	7,209
Asia & other regions	Net sales	—	—	—	90,703	87,884
	Production volume	44,758	11,928	16,036	31,235	38,005
Asia	Exports from Japan	61,721	17,842	19,558	47,220	45,421
	Production volume	0	0	0	0	0
Near & Middle East, Africa	Exports from Japan	10,630	10,462	10,462	9,582	11,739
	Production volume	0	0	0	0	0
Central & South America	Exports from Japan	5,827	5,203	2,417	2,572	3,793
	Production volume	0	0	0	0	0
Oceania	Exports from Japan	3,104	3,601	3,527	3,175	3,190
	Production volume	0	0	0	0	0
Total	Net sales	—	—	—	718,503	680,693
	Production volume	204,733	131,854	124,695	146,461	131,632
	Japan sales volume + exports	200,242	138,023	122,664	154,211	138,477

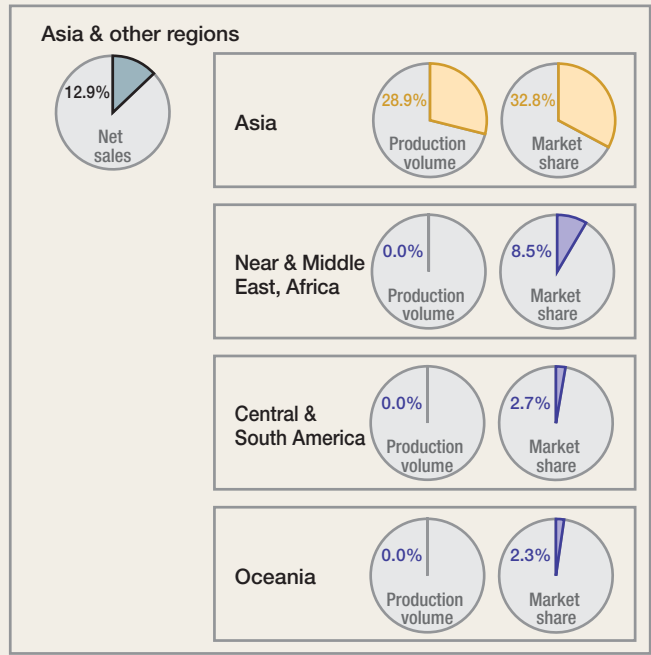
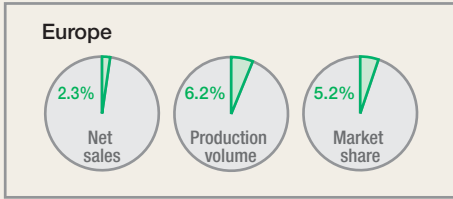
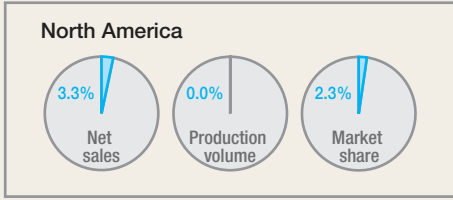
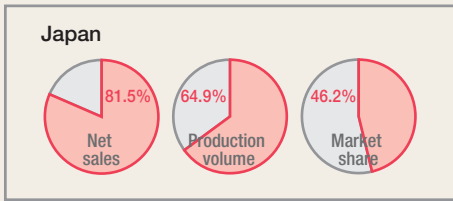
Note: (1) Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (knock down kit production excluded)

(2) Exports from Japan are the total of built up vehicles, knock down kits and parts used in production outside Japan

Production models by region

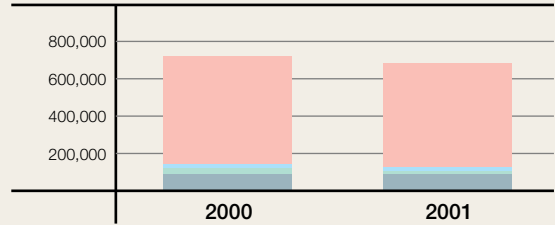
Key: ○ Sold in Japan and other markets ○ Sold in Japan ● Sold in overseas markets
■ MMC and consolidated subsidiaries

Region / country	Production facility / Assembler	Model	Drive							Transmission			
			4×2	4×4	6×2 2FA	6×2 2RA	6×4	6×6	8×4	AT	MT	INOMAT	
Japan	Tokyo Plant-Kawasaki	1 Heavy trucks	○	○	○	○	○	○	○	○	○	○	○
		2 Medium trucks	○	○						○	○	○	
		3 Light trucks	○	○		○				○	○		
	Oye Bus Plant	4 Small buses	○	○						○	○		
		5 Large buses	○			○				○	○	○	
		6 Medium buses	○								○		
Europe	Portugal	MTE	7 Light trucks	●							●		
	Turkey	TEMSA	8 Medium, large buses	●							●		
Asia	Taiwan	CMC	9 Light trucks	●							●		
	Indonesia	KRM	10 Light trucks	●							●		
		KRM	11 Medium, heavy trucks	●			●	●			●		



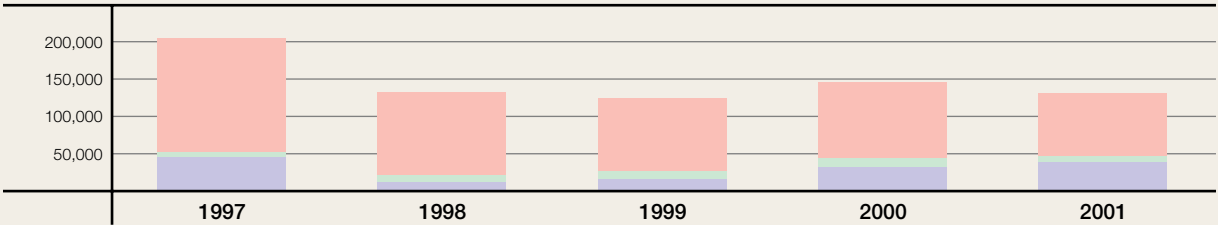
Net sales

(Unit: JPY million)



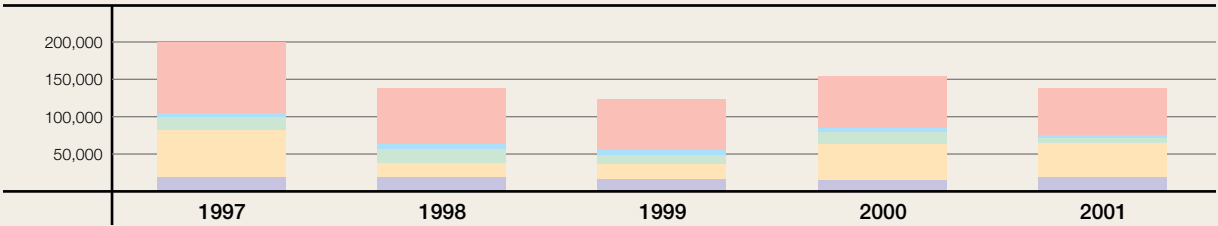
Production volume

(Unit: vehicles)



Sales volume (exports)

(Unit: vehicles)



(As at 31 March 2002)

	Engine												LPG	CNG
	Gasoline						Diesel							
	4G6	4D3	4M4	4M5	6D3	6D1	6M6	6D2	6M7	8DC	8M2			
1						●	○	●	○	●	○			
2				○	●	●	○						○	
3	○	○	○	○								○	○	
4	●	○		○									○	
5							○		○	●	○		○	
6						●	○							
7		●	●											
8							●		●					
9		●	●											
10		●												
11						●								

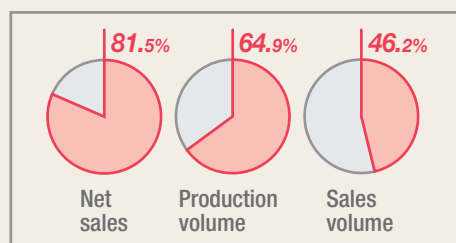
Formal corporate names of production facilities and assemblers

- MBM**
Mitsubishi Automotive Bus Manufacturing
- MTE**
Mitsubishi Trucks Europe-Sociedade Europeia de Automoveis, S.A.
- TEMSA**
Termo Mekanik Sanayi ve Ticaret A.S.
- CMC**
China Motor Co., Ltd.
- KRM**
P.T. Krama Yudha Ratu Motors

Truck & bus operations

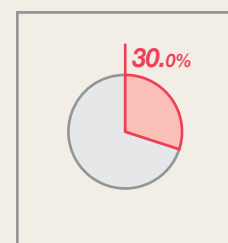
Japan

Net sales, production and sales volumes in Japanese market as percentages of MMC global totals



MMC sales volume share of Japanese market

(Unit: vehicles)	
MMC	63,997
Total market volume	213,391



R&D facilities

(As at 31 March 2002)

Truck & Bus Research & Development Center	Kawasaki Kitsuregawa Proving Ground
---	--

Production facilities

(As at 31 March 2002)

Vehicle production	Tokyo Plant - Kawasaki Oye Bus Plant Mitsubishi Automotive Bus Manufacturing Co., Ltd.
Engine production	Tokyo Plant - Kawasaki
Transmission production	Tokyo Plant - Kawasaki
Cogwheel-related parts	Tokyo Plant - Nakatsu Mitsubishi Automotive Techno-Metal Co., Ltd.

Sales organization

(As at 31 March 2002)

Truck and bus dealerships	36
(Consolidated subsidiaries)	(27)
(Equity method subsidiaries)	(2)
(Independent dealerships)	(7)
New truck and bus sales outlets	296

Production volume

(Unit: vehicles)

Plant / Company	Type	1997	1998	1999	2000	2001
■ Tokyo Plant - Kawasaki	1 Light trucks	100,208	73,687	61,090	67,465	52,136
	2 Medium trucks	22,169	15,424	16,146	15,020	14,208
	3 Heavy trucks	22,155	13,034	14,140	14,160	12,281
■ Oye Bus Plant	4 Small buses	5,134	5,636	4,660	4,377	4,582
■ MBM	5 Medium buses	557	440	387	377	444
	6 Large buses	2,009	1,942	1,454	1,513	1,797
Total		152,232	110,163	97,877	102,912	85,448

Sales volume

(Unit: vehicles)

Plant / Company	Type	1997	1998	1999	2000	2001
■ Tokyo Plant - Kawasaki	1 Light trucks	60,961	48,359	42,182	44,282	38,659
	2 Medium trucks	16,468	12,907	11,276	11,855	11,892
	3 Heavy trucks	13,422	9,131	9,515	9,606	9,597
■ Oye Bus Plant	4 Small buses	2,917	2,794	2,747	2,346	2,168
■ MBM	5 Medium buses	408	503	441	433	446
	6 Large buses	1,590	1,292	1,159	1,103	1,235
Total		95,766	74,986	67,320	69,625	63,997
Total market volume		315,690	239,275	220,754	231,205	213,391

■ MMC and consolidated subsidiaries

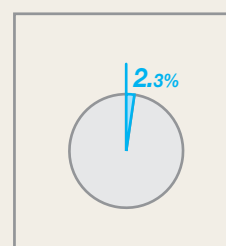
Truck & bus operations

North America

Major operational facilities (As at 31 March 2002)

■ Mitsubishi Fuso Truck of America, Inc. (MFTA)	
Location:	Logan, New Jersey
Capitalization:	USD 10 million
Activities:	Importing, sales of automobiles
MMC voting rights:	100.0%

North American market as percentage of MMC global total



Exports from Japan to North America

(Unit: vehicles)

Plant / Company	Type	1997	1998	1999	2000	2001
■ Tokyo Plant - Kawasaki	1 Light trucks	3,299	4,148	3,583	3,061	2,050
	2 Medium trucks	969	1,560	1,461	1,161	611
	3 Heavy trucks	942	1,112	1,054	926	467
Total		5,210	6,820	6,098	5,148	3,128

■ MMC and consolidated subsidiaries

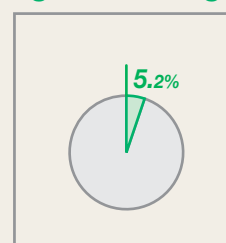
Truck & bus operations

Europe

Major operational facilities (As at 31 March 2002)

■ Mitsubishi Trucks Europe-Sociedade Europeia de Automoveis, S.A. (MTE)	
Location:	Tramagal, Portugal
Capitalization:	EURO 7.485 million
Activities:	Manufacture and sales of automobiles and parts
MMC voting rights:	99.7%

European market as percentage of MMC global total



Production volume

(Unit: vehicles)

Plant / Company	Type	1997	1998	1999	2000	2001
■ MTE	1 Light trucks	7,297	9,455	10,588	11,796	8,058
	2 Large buses	446	308	194	518	121
Total		7,743	9,763	10,782	12,314	8,179

MTE: Mitsubishi Trucks Europe-Sociedade Europeia de Automoveis, S.A.
TEMSA: Termo Mekanik Sanayi ve Ticaret A.S.

Exports from Japan to Europe

(Unit: vehicles)

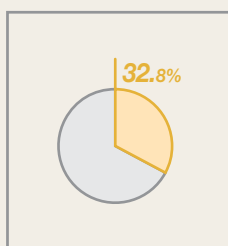
Plant / Company	Type	1997	1998	1999	2000	2001
■ Tokyo Plant - Kawasaki	1 Light trucks	17,503	18,681	13,033	16,320	7,206
	2 Medium trucks	0	171	0	0	2
	3 Heavy trucks	0	0	0	0	1
■ Oye Bus Plant	4 Small buses	1	1	1	5	0
■ MBM	5 Medium & large buses	480	256	248	564	0
Total		17,984	19,109	13,282	16,889	7,209

■ MMC and consolidated subsidiaries

Truck & bus operations

Asia

Asian market as percentage of MMC global totals



Production volume

(Unit: vehicles)

Production facility / Company	Type	1997	1998	1999	2000	2001
CMC	1 Light trucks	8,912	9,515	8,363	8,882	6,210
KRM	2 Light trucks	32,186	2,275	6,755	20,313	29,725
	3 Medium and heavy trucks	3,660	138	918	2,040	2,070
Total		44,758	11,928	16,036	31,235	38,005

CMC: China Motor Co., Ltd.

KRM: P. T. Krama Yudha Ratu Motors

Exports from Japan to other Asian markets

(Unit: vehicles)

Production facility / Company	Type	1997	1998	1999	2000	2001
Tokyo Plant - Kawasaki	1 Light trucks	50,161	13,056	14,763	40,030	40,869
	2 Medium trucks	1,241	614	855	491	127
	3 Heavy trucks	9,205	3,105	3,242	5,874	3,570
Oye Bus Plant	4 Small buses	324	491	474	440	336
MBM	5 Medium & large buses	790	576	224	385	519
Total		61,721	17,842	19,558	47,220	45,421

■ MMC and consolidated subsidiaries

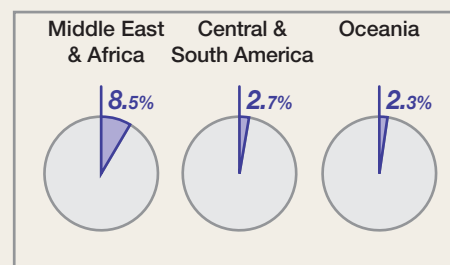
Truck & bus operations

Other regions

Major operational facilities (As at 31 March 2002)

Mitsubishi Trucks Australia Pty. Ltd. (MTA)	
Location:	Sydney
Capitalization:	AUD 7 million
Activities:	Importing, sales of automobiles
MMC voting rights:	100.0%

Middle East & Africa, Central & South America, Oceania markets as percentage of MMC global total



Exports from Japan to Middle East & Africa

(Unit: vehicles)

Production facility / Company	Type	1997	1998	1999	2000	2001
Tokyo Plant - Kawasaki	1 Light trucks	7,680	7,935	7,935	6,550	8,069
	2 Medium trucks	1,276	1,157	1,157	1,424	1,632
	3 Heavy trucks	718	355	355	543	608
Oye Bus Plant	4 Small buses	950	915	915	1,061	1,330
MBM	5 Medium & large buses	6	100	100	4	100
Total		10,630	10,462	10,462	9,582	11,739

■ MMC and consolidated subsidiaries

Exports from Japan to Central & South America

Production facility / Company	Type	1997	1998	1999	2000	2001
Tokyo Plant - Kawasaki	1 Light trucks	4,294	3,777	1,620	2,196	3,178
	2 Medium trucks	685	477	116	147	140
	3 Heavy trucks	197	168	95	67	99
Oye Bus Plant	4 Small buses	646	776	586	162	376
MBM	5 Medium & large buses	5	5	0	0	0
Total		5,827	5,203	2,417	2,572	3,793

Exports from Japan to Oceania

Production facility / Company	Type	1997	1998	1999	2000	2001
Tokyo Plant - Kawasaki	1 Light trucks	1,825	2,228	2,212	1,869	1,760
	2 Medium trucks	532	497	402	492	631
	3 Heavy trucks	624	803	904	603	586
Oye Bus Plant	4 Small buses	123	71	9	211	213
MBM	5 Medium & large buses	0	2	0	0	0
Total		3,104	3,601	3,527	3,175	3,190

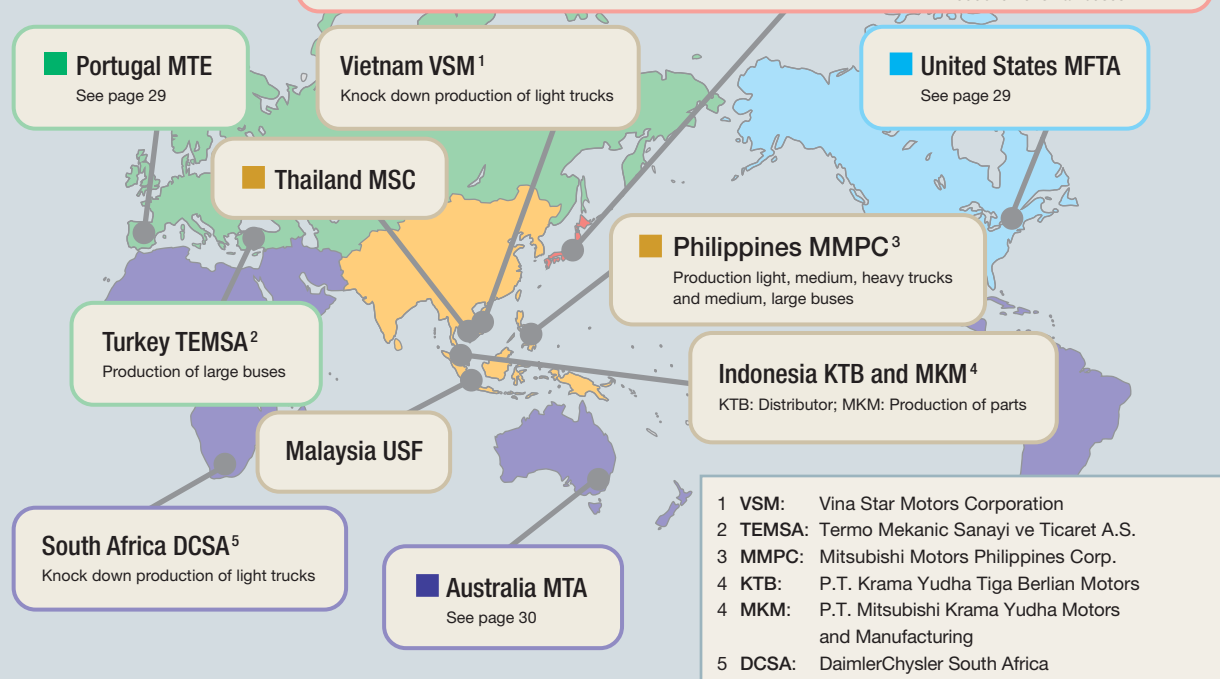
Other

Production facility / Company	Type	1997	1998	1999	2000	2001
Tokyo Plant - Kawasaki	1 Light trucks	0	6	1	0	0
	2 Medium trucks	0	1	0	1	0
	3 Heavy trucks	197	159	81	17	25
Total		197	166	82	18	25

■ MMC and consolidated subsidiaries

Major operational facilities worldwide

- **Head office**
Minato-ku, Tokyo
- **Kitsuregawa Proving Ground**
Kitsuregawa, Tochigi Prefecture
Road testing, evaluation
- **Mitsubishi Automotive Techno-Metal Co., Ltd.**
Nihonmatsu, Fukushima Prefecture
Production of parts
- **Truck & Bus Research & Development Center - Kawasaki**
Kawasaki, Kanagawa Prefecture
Basic research, parts and transmissions development
- **Tokyo Plant - Kawasaki**
Kawasaki, Kanagawa Prefecture
Production of vehicles, engines, transmissions, industrial engines
- **Mitsubishi Automotive Bus Manufacturing Co., Ltd.**
Funaka-machi, Toyama Prefecture
Production of medium and large buses
- **Tokyo Plant - Nakatsu**
Aikawa-machi, Kanagawa Prefecture
Production of parts
- **Oye Bus Plant**
Nagoya, Aichi Prefecture
Production of small buses

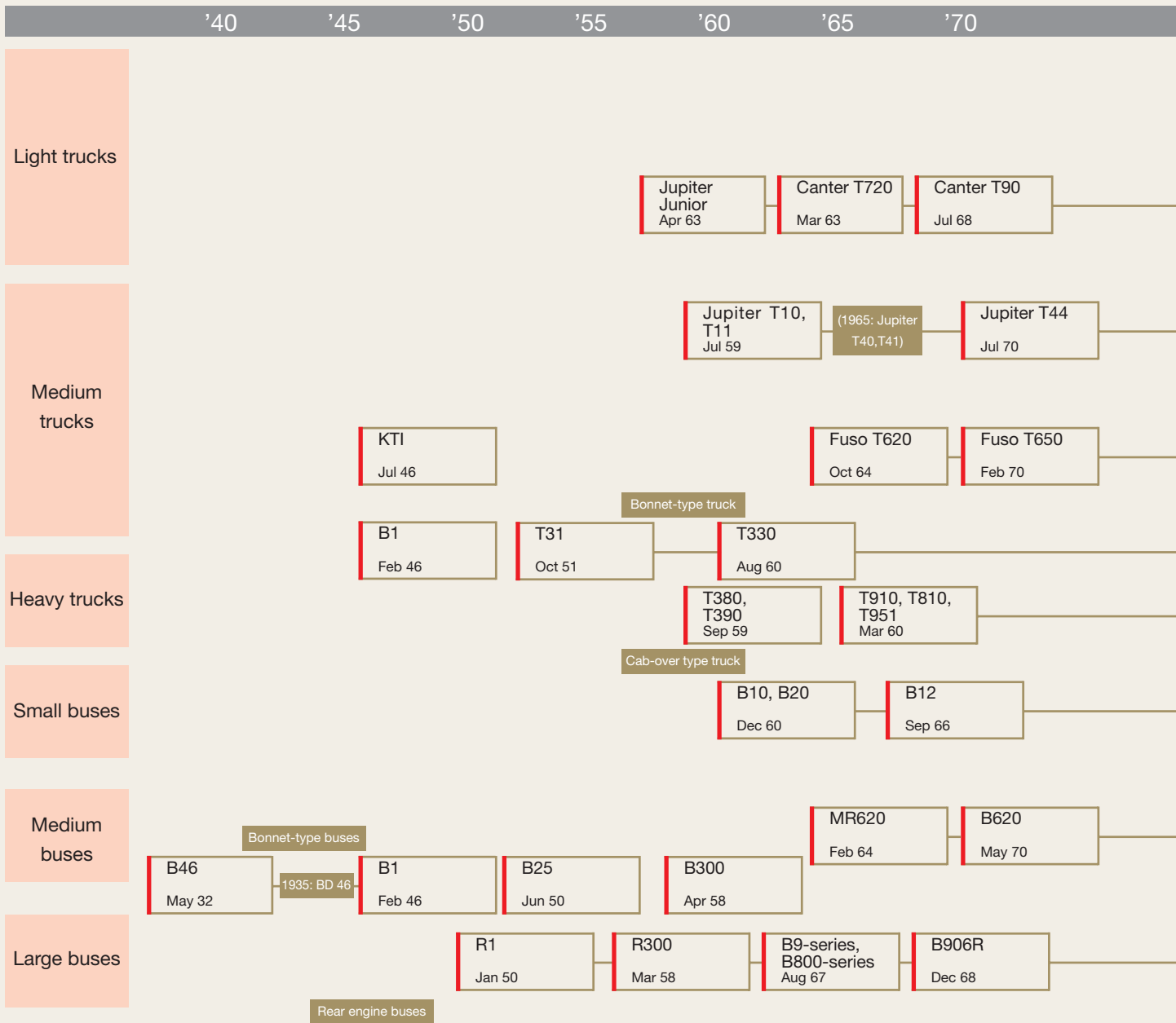


- 1 VSM: Vina Star Motors Corporation
- 2 TEMSA: Termo Mekanik Sanayi ve Ticaret A.S.
- 3 MMPC: Mitsubishi Motors Philippines Corp.
- 4 KTB: P.T. Krama Yudha Tiga Berlian Motors
- 4 MKM: P.T. Mitsubishi Krama Yudha Motors and Manufacturing
- 5 DCSA: DaimlerChrysler South Africa

Note: MMC also has knock down production facilities in, among others, Egypt, Morocco, Kenya, Malaysia, Costa Rica. ■ ■ ■ ■ ■ MMC and consolidated subsidiaries

Products over the years

Mitsubishi trucks and buses

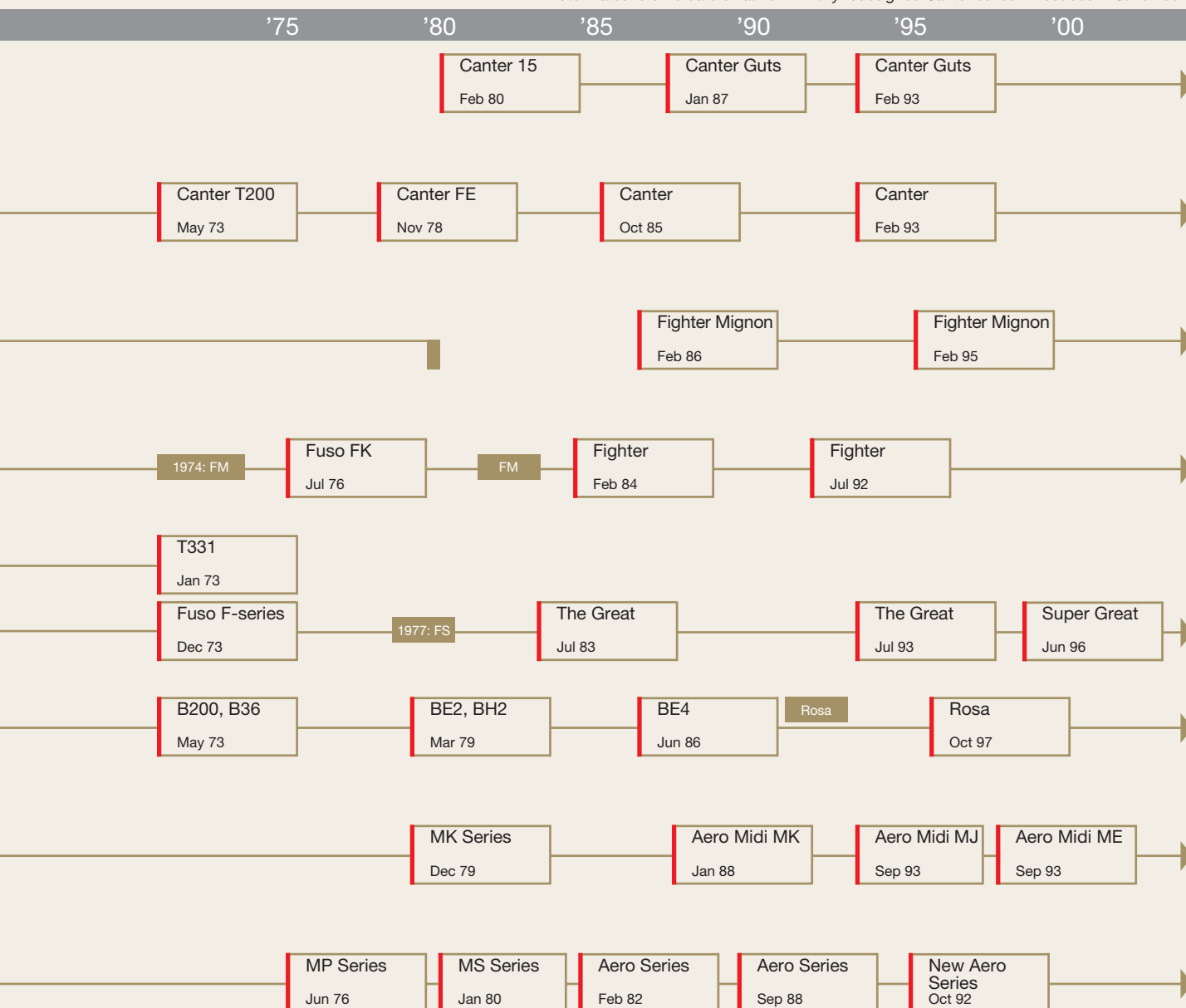


The dawning of truck and bus production at Mitsubishi

- 1932 First B46 gasoline bus "Fuso" built at Mitsubishi Shipbuilding Co., Ltd.'s shipyard in Kobe
- 1935 BD46, Japan's first diesel bus built at Mitsubishi Shipbuilding Co., Ltd.'s shipyard in Kobe
- 1936 Large vehicle production transferred from Kobe Shipbuilding Yard to Tokyo Equipment Manufacturing Works
- 1946 KT1 4-ton truck developed. B1 gasoline bus and truck production starts.
- 1952 Fuso Motor Sales Co., Ltd. renamed Mitsubishi Fuso Motor Sales Co., Ltd.

As at 31 March 2002

Note: Dates refer to date of launch. * Fully redesigned Canter series introduced in June 2002.



Current truck models

Category	Type	Payload (ton)	Models
Light truck	Canter Guts	1.25 - 1.75	FB, FD, FA
	Canter	2.0 - 4.95	FE, FG, FC
Medium truck	Fighter Minion	3.2 - 4.8	FH
	Fighter	2.95 - 11.7	FK, FL, FM, FN
Heavy truck	Super Great	8.1 - 16.7	FP, FY, FS, FT, FU, FV

Current bus models

Category	Type
Small bus	Rosa
	Aero Midi
Medium bus	Aero Midi
Large bus	New Aero Star
	Aero Bus
	Aero Queen
	Aero King

Environmental stewardship

MMC environment sustainability plan

1. Environmental management

Focus	Initiatives	Targets
1-1 Design for Environment (DfE)	Establishing DfE framework	Establish developmental processes using Design for the Environment (DfE) principles which effectively minimize the environmental loads of MMC automobile products throughout their full life cycle (by end fiscal 2002.)
1-2 Relationship with suppliers (Open and transparent procurement practices)	Encouraging suppliers to acquire ISO14001 certification	ISO14001 certification acquisition by all suppliers (By end fiscal 2004.)
1-3 Relationship with sales companies	Providing logistic support for sales companies to establish environmental management systems	Establishment and execution of environmental management systems at all sales companies.
1-4 Relationship with vehicle and parts manufacturers in Japan and overseas	(1) Encouraging assemblers to acquire ISO14001 certification	Increase ISO14001 certification acquisition at production facilities both in Japan and overseas and encourage practice of environmental management activities similar to those at MMC (all production facilities in Japan now have ISO14001 certification.)
	(2) Cooperative relationship with vehicle and parts manufacturers in Japan	Use biannual MMC Group Production Facility Environment Conference to encourage introduction and full implementation of MMC Environment Sustainability Plan.
	(3) Cooperative relationship with overseas vehicle and parts manufacturers in Japan	<ul style="list-style-type: none"> - Regular (biannual) checks on assembler's compliance with, and changes in, public regulations. - Implementation of environmental measures when demanded by local communities. - Strengthen teamwork with major affiliates on environmental and recycling issues through medium of International Production Meetings.
1-5 Disclosure of information	Disclose information relating to MMC's environmental stewardship performance	Continue to publish and improve content of MMC Environmental Report. Upgrade information provided over the Internet.

2. Recycling

Focus	Initiatives	Targets
2-1 Promotion of automobile recycling	<ul style="list-style-type: none"> - Complying with automobile recycling legislation in Japan and the E.U. - Improving recyclability of products - Reducing quantities of environmental-load substances 	Achieve actual recycling rate of 95%. (1) In Japan, active participation in establishment of recycling systems working with national government, local authorities and other related bodies. In the EU, working with DaimlerChrysler and others to establish recovery network for end-of-life vehicles. (2) Promotion of product recyclability Development of more readily recyclable materials, vehicle structures; increase use of recycled materials. (3) Promote elimination of high environmental-load substances (lead, mercury, hexa-chrome, cadmium, etc.)
2-2 Reduction of factory waste and energy use in production process	(1) Achieving zero landfill waste	Continue zero landfill waste policy. (Target achieved at end of fiscal 2001.)
	(2) Promoting recycling	Increase waste re-use rate to 98% and over by end of fiscal 2005.
	(3) Reducing generation of by-products	Reduce metal turning waste and waste foundry sand.
	(4) Making more effective use of water supplies	Reduce total quantity used by increasing use of recirculated water.

3. Prevention of global warming

Focus	Initiatives	Targets
3-1 Automobile fuel consumption	(1) Complying with Japanese mileage standards	Meet Japanese 2010 mileage standards by end of fiscal 2005.
	(2) Complying with European voluntary mileage targets	Honor commitment to European 2009 voluntary mileage agreement.
	(3) Trucks and buses	Achieve further reductions in actual fuel consumption.
3-2 Air conditioner refrigerants	(1) Reducing quantity of alternative-CFC HFC 134a used in MMC products	Increase percentage of model lineup using low-CFC refrigerant air conditioners.
	(2) Developing non-CFC air conditioners	Work jointly with air conditioner manufactures to develop CO ₂ -based air conditioners.
3-3 Production, vehicle transportation	(1) Reducing CO ₂ emissions by reducing energy consumption at production facilities	Reduce total CO ₂ emissions to 20% less than fiscal 1990 figure by end of fiscal 2010.
	(2) Reducing CO ₂ emissions in distribution logistic system	Increase vehicle transportation efficiencies to reduce CO ₂ emissions per vehicle shipped to 10% less than fiscal 2000 figure by end of fiscal 2005.
	(3) Reducing quantities of crating, packing materials	Reduce quantity of wooden crating used per unit knock-down sales to 15% less than fiscal 2000 figure by end of fiscal 2005.
3-4 Traffic flow	Reducing of traffic congestion using ITS technology	Development and widespread application of on-board ITS instruments and equipment.

4. Prevention of environmental pollution

Focus	Initiatives	Targets
4-1 Development and promotion of low-pollution vehicles	(1) Fuel-cell vehicle related R&D	Continue working with DaimlerChrysler on research into and practical application of FCV technology.
	(2) Market introduction of clean-energy vehicles	Continue development and market introduction of compressed natural gas (CNG) and hybrid electric vehicles (HEV).
	(3) Addition of more low-consumption low-emission models in product lineup	<ul style="list-style-type: none"> - Increase proportion of low-emission vehicles (low fuel consumption and low-to-ultra-low emissions) supplied for official government use to over 70% of total from 2003 onwards. - Increase proportion of vehicles qualifying for Vehicle Green Tax exemption to over 80% of domestic regular (engine size larger than 660cc) car sales from 2003 onwards. - Increase proportion of vehicles qualifying for Vehicle Green Tax exemption to over 45% of domestic minicar sales from 2003 onwards.
	(4) Reduction of exhaust emissions in Japan and overseas markets	Well-timed introduction of models conforming to regulations.
4-2 Reduction in use of environmental-load substances in production process	(1) Elimination of lead from end of fiscal 2002	Eliminate lead from electrostatic painting process for all Japan market cars by end of fiscal 2002.
	(2) Reduction of volatile organic compound (VOC) emissions	Reduce VOC emissions in car paint shop to under 35g/m ² by end fiscal 2002 by switching to water-based paints.
	(3) Reduction of dioxin emissions	Reduce dioxin emissions from waste incinerators to under 1/10th of regulated levels by end of fiscal 2002.

Dakar Rally results 1998 – 2002

2002 Arras-Madrid-Dakar

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

2001 Paris-Dakar

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

2000 Paris-Dakar-Cairo

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

1999 Granada-Dakar

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

1998 Paris-Granada-Dakar

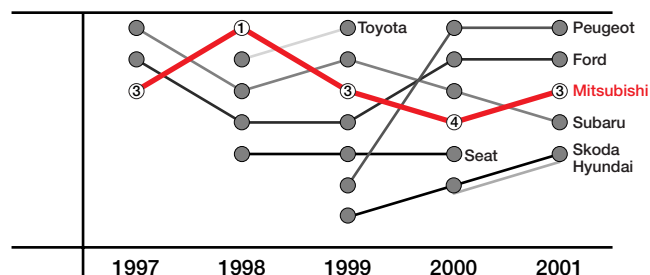
Position	Driver	Manufacturer / model	Overall time*
1	J-P. Fontenay	Mitsubishi Pajero/Montero	65:25:58
2	K. Shinozuka	Mitsubishi Pajero/Montero	+01:45:44
3	B. Saby	Mitsubishi Pajero/Montero	+01:59:01
4	H. Masuoka	Mitsubishi Pajero Sport/Montero Sport	+05:55:27
5	J-L. Schlesser	Buggy Original	+08:10:39
6	P. Alliot	Nissan Patrol	+11:39:43
7	D Housieaux	Nissan Patrol	+13:20:24
8	T. De Lavergn	Nissan Patrol	+13:52:15
9	M. Prieto	Mitsubishi Pajero/Montero	+17:42:50
10	B. Ten Harkel	Mitsubishi Pajero/Montero	+23:28:05

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

World Rally Championship (WRC) results 1997 – 2001

Over the years

Manufacturer	1997	1998	1999	2000	2001
Mitsubishi	③	①	③	④	③
Peugeot	–	–	⑥	①	①
Ford	②	④	④	②	②
Subaru	①	③	②	③	④
Skoda	–	–	⑦	⑥	⑤
Hyundai	–	–	–	⑥	⑤
Toyota	–	②	①	–	–
Seat	–	⑤	⑤	⑤	–



Manufacturer's championship points by year

WRC 2001

Mitsubishi drivers: Tommi Makinen, Freddy Lioux

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

WRC 2000

Mitsubishi drivers: Tommi Makinen, Freddy Lioux

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

WRC 1999

Mitsubishi drivers: Tommi Makinen, Freddy Lioux

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

WRC 1998

Mitsubishi drivers: Tommi Makinen, Richard Burns

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

WRC 1997

Mitsubishi drivers: Tommi Makinen, Richard Burns

	TOTAL	MC	S	EAK	P	E	F	RA	GR	NZ	FIN	RI	I	AUS	GB
Subaru	114	10	13	10	0	9	12	10	0	10	0	4	16	10	10
Ford	91	9	7	3	4	0	6	0	16	10	6	16	4	0	10
Mitsubishi	86	6	4	6	10	10	0	10	7	3	10	3	4	9	4

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

Major alliances and contracts

Truck & bus equity alliance agreement

DaimlerChrysler MMC Beteiligungsgesellschaft mbH has replaced AB Volvo as the party to the contract outlined below. (DaimlerChrysler MMC Beteiligungsgesellschaft mbH changed its corporate name from Hercules Inc. on 11 December 2001). For AB Volvo to transfer all operational collaborative arrangements and its 3.3% shareholding in MMC to DaimlerChrysler AG, AB Volvo: (1) on 9 April 2001 transferred all agreements with MMC including those outlined below to Hercules, a subsidiary of DaimlerChrysler AG; (2) on 29 June 2001 transferred its holding of Hercules shares to DaimlerChrysler AG.

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	AB Volvo	Sweden	<ul style="list-style-type: none"> • Agreement to underwrite issue of MMC shares Parties sign agreement under which AB Volvo to underwrite new issue of MMC shares 	Signed 8 Oct 1999
			<ul style="list-style-type: none"> • Operational alliance agreement MMC and AB Volvo sign a strategic alliance agreement relating to truck and bus operations under which: <ol style="list-style-type: none"> (1) MMC to establish a new subsidiary by the end of 2001 and transfer to that subsidiary its truck and bus development, production and sales operations; AB Volvo to acquire up to 19.9% of the shares in the new subsidiary. (2) MMC to appoint two non-management board members to AB Volvo's truck and bus subsidiaries and AB Volvo to appoint two non-management board members to MMC's new truck and bus subsidiary. (3) The parties to collaborate in a broad range of truck and bus-related projects. 	Signed 13 Dec 1999
			<ul style="list-style-type: none"> • Operational alliance agreement amended as follows: <ol style="list-style-type: none"> (1) MMC agrees that DaimlerChrysler AG will not become involved in truck and bus side of business even in the event that DaimlerChrysler AG acquires an equity stake in MMC. (2) MMC to make every effort to establish the new truck and bus subsidiary by 31 July 2001. (3) AB Volvo to make a capital contribution to Mitsubishi Fuso Truck & Bus Company corresponding to 19.9 percent of the new company's capital and voting rights. (4) MMC and AB Volvo to work towards signing of shareholder contract relating to the new truck and bus company by 31 October 2000. (5) Contract term extended to 10 years. 	Signed 27 Dec 2000

Equity alliance and reorganization of operations agreements

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	DaimlerChrysler AG	Germany	<ul style="list-style-type: none"> • Master alliance agreement Parties agree to form an international alliance covering the design, development, production and distribution of passenger cars and light commercial vehicles. The alliance does not cover the two parties' commercial vehicle operations or the new truck and bus company MMC is to establish. • Standstill agreement DaimlerChrysler agrees not to increase its holding of Mitsubishi Motors stock beyond 34 percent over the next three years without the approval of the Mitsubishi Motors board. 	Signed 28 Jul 2000 Amended 8 Sep 2000
Mitsubishi Motors Corporation	DaimlerChrysler AG	Germany	<ul style="list-style-type: none"> • Securities subscription agreement (1) MMC to make a new issue of shares giving DaimlerChrysler AG a 34% equity stake in MMC after issue (share price JPY 405; total JPY 202.4 billion) 	Signed 28 Jul 2000 Amended 8 Sep 2000 Amended 28 Sep 2000
	DaimlerChrysler Holding Co., Ltd.	Japan	<ul style="list-style-type: none"> (2) MMC to issue convertible bonds in a principal amount of JPY 21.3 billion to DaimlerChrysler Japan Holding, Ltd. 	
Mitsubishi Motors Corporation	Nissan Motor Co.	Japan	<ul style="list-style-type: none"> • Memorandum of agreement In connection with MMC spinning off its automatic and continuously variable transmission operations into a new company, and merger of new company with JTT: 	Signed 3 Oct 2001
	JATCO Trans-Technology (JTT) ¹	Japan	<ul style="list-style-type: none"> (1) Integration aimed at creating highly competitive and independent AT/CTV manufacturer supplying broad customer base in global market. (2) After spinning off AT and CVT operations, new company to become a fully-owned subsidiary of JTT. MMC to become shareholder in JTT. New subsidiary and JTT to merge eventually. • Reorganization agreement Agreements relating to spinning MMC AT and CTV operations off into new company, and its subsequent merger with JTT: (1) MMC to spin off AT and CVT operations under law governing "Divisions for formation of new small-scale companies". New company to be named Diamondmatic Co., Ltd. (2) Diamondmatic and JTT to exchange shares.² 	Signed 25 Mar 2002
Mitsubishi Motors Corporation	IBM Japan, Ltd.	Japan	<ul style="list-style-type: none"> • Memorandum of agreement In connection with outsourcing of MMC information technology operations to IBM Japan: (1) The purpose of the alliance is to: raise the quality of IT operations in the MMC group as a whole, MMC and its IT subsidiaries included; raise the motivation level of employees engaged in IT work; and reduce costs. (2) The outsourcing alliance is premised on the transfer to IBM Japan of those assets, employees and rights possessed by MMC and by its subsidiaries MMC IT Solutions, MMC System Service and MMC Computer Research and that fall under the scope of the alliance agreement. (3) Before the execution of the outsourcing agreement, MMC and IBM Japan will conduct a detailed examination of all technologies, financial matters, personnel, contracts and other matters relating to the assets possessed by MMC's subsidiaries and to the IT work they conduct. 	Signed 7 Dec 2001

Note : ¹ JATCO TransTechnology Ltd. renamed JATCO Ltd. on 1 April 2002

² Diamondmatic Co., Ltd. (DMC) and JATCO signed a contract on 9 May 2002 agreeing to effect an exchange of shares which would make DMC a fully-owned subsidiary of JATCO. The exchange of shares was implemented on 1 July 2002 at a ratio of 1.31423 JATCO shares to one DMC share.

Project collaboration agreement

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	DaimlerChrysler AG	Germany	<ul style="list-style-type: none"> Master collaboration agreement governing the running and management of a new compact model project. 	Signed 13 Oct 2001
Mitsubishi Motor Sales Europe B.V. (consolidated subsidiary)	Micro Compact Car smart GmbH	Germany		

Supply contract

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	Mazda	Japan	<ul style="list-style-type: none"> OEM supply of light commercial vehicles for Japanese market for four years commencing October 1999. 	Signed 18 Jun 1999

Technical assistance, capital participation, supply contracts

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	Hyundai Motor Co.	South Korea	<ul style="list-style-type: none"> Technical assistance agreement TA relating to engines and transmissions for passenger car and light commercial vehicles. 	Signed Mar 1987
			<ul style="list-style-type: none"> Capital participation agreement MMC currently holds a 1.8% equity stake in Hyundai Motor Co. 	Signed Apr 1982
			<ul style="list-style-type: none"> Component and parts supply agreement Supply of components and parts for passenger cars. 	Signed Apr 1984

Technical assistance and supply contracts

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	Perusahaan Otomobil Nasional Bhd. (Proton)	Malaysia	<ul style="list-style-type: none"> Agreements relating to the Malaysian National Car Project: <ul style="list-style-type: none"> TA relating to vehicle development TA relating to engine manufacture TA relating to transmission manufacture TA relating to casting Parts supply contract 	Signed Nov 1999 Signed Mar 1989 Signed Mar 1991 Signed Dec 1992 Signed Nov 1997

Technical assistance contract

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	PSA Peugeot Citroen	France	<ul style="list-style-type: none"> TA relating to engines 	Signed Jan 1999

Joint venture contracts

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	Harbin Dong-an Engine Manufacturing Co.	China	<ul style="list-style-type: none"> Establishment of Harbin Dong-An Mitsubishi Motors Engine Manufacturing Co., Ltd. in connection with automobile engine business in China. MMC has a 15.3% equity holding in this company. 	30 years from Sep 1998
	Harbin Aircraft Manufacturing Co.	China		
	Harbin Dong-an Auto Engine Joint-Stock Ltd.	China		
	Mitsubishi Corporation MCIC Holdings Sdn.	Japan Malaysia		
Mitsubishi Motors Corporation	China Aerospace Automotive Ind. Grp. Co.*	China	<ul style="list-style-type: none"> Establishment of Shenyang Aerospace Mitsubishi Motors Engine Manufacturing Co., Ltd. in connection with automobile engine business in China. MMC has a 25.0% equity holding in this company. 	30 years from Aug 1997
	Shenyang Construction Investment Co.	China		
	Mitsubishi Corporation	Japan		
	MCIC Holdings Sdn.	Malaysia		
Mitsubishi Motors Corporation	Volvo Car Corporation	Sweden	<ul style="list-style-type: none"> Contract relating to running and management of Netherlands Car B.V. after the purchase by MMC of Volvo Car Corporation's shareholding in Netherlands Car B.V. 	Signed 30 Mar 2001
Mitsubishi Motors Corporation	DaimlerChrysler Corporation	USA	<ul style="list-style-type: none"> Established Global Engine Alliance LLC in the United States to jointly develop in-line 4-cylinder gasoline engines. MMC has a 33.3% equity holding in this company 	Signed 5 May 2002
	Hyundai Motor Co.	South Korea		

Note: *China Aerospace Brilliance Automotive Co., Ltd. has replaced China Aerospace Automotive Ind. Grp. Co. as the contracting partner

Lease contracts

Contracting company	Contracting partner		Contract details	Contract dates
	Company	Incorporated in		
Mitsubishi Motors Corporation	Mitsubishi Corporation	Japan	<ul style="list-style-type: none"> Land leased and lease amount (1) Location 21-1 Shimo Maruko 4-chome, Ota-ku, Tokyo (2) Area: 78,034.81m² (3) Lease amount: JPY 187.9 million (for 3 year lease) 	Mar 1999 to 29 Mar 2002
Mitsubishi Motors Corporation	Canon Inc.	Japan	<ul style="list-style-type: none"> Land leased and lease amount (1) Location 21-1 Shimo Maruko 4-chome, Ota-ku, Tokyo (2) Area: 21,311.52m² (3) Lease amount: JPY 41.9 million (for 3 year lease) 	Mar 1999 to 30 Nov 2001
Mitsubishi Motors Corporation	Mitsubishi Heavy Industries, Ltd.	Japan	<ul style="list-style-type: none"> Land leased and lease amount (1) Location 10-5 Oye machi, Minato-ku, Nagoya (2) Area: 87,760.87 m² (3) Lease amount: JPY 21.3 million (annually) 	27 Mar 2000 to 30 Jun 2002
Mitsubishi Motors Corporation	Mitsubishi Corporation	Japan	<ul style="list-style-type: none"> MMC new office building (1) Location 10-5 Oye machi, Minato-ku, Nagoya (2) Term 10 years from completion of building, scheduled for March 2003. 	Signed Feb 2000

Subsidiaries and affiliates

MMC affiliates in Japan

Company	Capitalization (JPY million)	Business lines	MMC share of voting rights
Hokkaido Mitsubishi Motors Sales Co., Ltd.	1,750	Automobile sales	100.0
Sapporo Mitsubishi Motors Sales Co., Ltd.	830	Automobile sales	100.0
Iwamizawa Mitsubishi Motors Sales Co., Ltd.	60	Automobile sales	100.0
Kuchi Mitsubishi Motors Sales Co., Ltd.	150	Automobile sales	100.0
Asahikawa Mitsubishi Motors Sales Co.,	250	Automobile sales	100.0
Dohoku Mitsubishi Motors Sales Co., Ltd.	310	Automobile sales	100.0
Iwate Mitsubishi Motors Sales Co., Ltd.	300	Automobile sales	100.0
Sendai Mitsubishi Motors Sales Co., Ltd.	330	Automobile sales	100.0
Fukushima Mitsubishi Motors Sales Co., Ltd.	168	Automobile sales	100.0
Fukuyo Mitsubishi Motors Sales Co., Ltd.	120	Automobile sales	100.0
Gunma Chuo Mitsubishi Motors Sales Co., Ltd.	200	Automobile sales	100.0
Tochigi Mitsubishi Motors Sales Co., Ltd.	400	Automobile sales	100.0
Tochigi Chuo Mitsubishi Motors Sales Co., Ltd.	370	Automobile sales	100.0
Minami Tochigi Mitsubishi Motors Sales Co., Ltd.	450	Automobile sales	100.0
Tsuchiura Mitsubishi Motors Sales Co., Ltd.	460	Automobile sales	100.0
Saitama Mitsubishi Motors Sales Co., Ltd.	500	Automobile sales	100.0
Chuo Mitsubishi Motors Sales Co., Ltd.	734	Automobile sales	100.0
Nishi Tokyo Mitsubishi Motors Sales Co., Ltd.	1,940	Automobile sales	100.0 (100.0)
Tokyo Mitsubishi Motors Sales Co., Ltd.	2,800	Automobile sales	100.0 (100.0)
Tokyo Kita Mitsubishi Motors Sales Co., Ltd.	1,800	Automobile sales	100.0 (100.0)
Tokyo Higashi Mitsubishi Motors Sales Co., Ltd.	800	Automobile sales	100.0 (100.0)
Kanagawa Mitsubishi Motors Sales Co., Ltd.	900	Automobile sales	100.0
Kawasaki Mitsubishi Motors Sales Co., Ltd.	870	Automobile sales	100.0
Higashi Kanagawa Mitsubishi Motors Sales Co., Ltd.	400	Automobile sales	100.0 (60.0)
Yokohama Chuo Mitsubishi Motors Sales Co., Ltd.	85	Automobile sales	100.0
Kanagawa Chuo Mitsubishi Motors Sales Co., Ltd.	240	Automobile sales	100.0
Tokyo Chuo Mitsubishi Motors Sales Co., Ltd.	1,330	Automobile sales	100.0
Yamanashi Mitsubishi Motors Sales Co., Ltd.	460	Automobile sales	100.0
Kofu Mitsubishi Motors Sales Co., Ltd.	350	Automobile sales	100.0
Matsumoto Mitsubishi Motors Sales Co., Ltd.	440	Automobile sales	100.0
Kita Shin Mitsubishi Motors Sales Co., Ltd.	300	Automobile sales	99.5
Matsumoto Chuo Mitsubishi Motors Sales Co., Ltd.	120	Automobile sales	100.0 (40.0)
Gifu Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	81.9
Shin Kayo Mitsubishi Motors Sales Co., Ltd.	180	Automobile sales	100.0
Ishikawa Mitsubishi Motors Sales Co., Ltd.	330	Automobile sales	100.0
Mikawa Mitsubishi Motors Sales Co., Ltd. ¹	50	Automobile sales	50.0
Aichi Mitsubishi Motors Sales Co., Ltd.	630	Automobile sales	100.0
Kinki Mitsubishi Motors Sales Co., Ltd.	1,010	Automobile sales	100.0
Konan Mitsubishi Motors Sales Co., Ltd.	180	Automobile sales	100.0
Osaka Kita Mitsubishi Motors Sales Co., Ltd.	50	Automobile sales	100.0
Nishi Tottori Mitsubishi Motors Sales Co., Ltd.	90	Automobile sales	100.0
Yoneko Mitsubishi Motors Sales Co., Ltd.	40	Automobile sales	100.0 (50.0)
Okayama Mitsubishi Motors Sales Co., Ltd.	28	Automobile sales	50.7
Shin Okayama Mitsubishi Motors Sales Co., Ltd.	621	Automobile sales	96.7 (15.4)
Hiroshima Chuo Mitsubishi Motors Sales Co., Ltd.	250	Automobile sales	96.0
Shimane Mitsubishi Motors Sales Co., Ltd.	200	Automobile sales	97.2
Matsue Mitsubishi Motors Sales Co., Ltd.	70	Automobile sales	100.0 (42.9)
Shin Yamaguchi Mitsubishi Motors Sales Co., Ltd.	220	Automobile sales	100.0
Matsuyama Mitsubishi Motors Sales Co., Ltd.	330	Automobile sales	100.0
Oita Mitsubishi Motors Sales Co., Ltd.	170	Automobile sales	100.0
Miyazaki Chuo Mitsubishi Motors Sales Co., Ltd.	220	Automobile sales	88.6
Nagasaki Mitsubishi Motors Sales Co., Ltd.	300	Automobile sales	100.0
Kagoshima Chuo Mitsubishi Motors Sales Co., Ltd.	183	Automobile sales	98.9

Company	Capitalization (JPY million)	Business lines	MMC share of voting rights
Hokkaido Mitsubishi Fuso Motors Sales Co., Ltd.	1,410	Automobile sales	100.0
Miyagi Mitsubishi Fuso Motors Sales Co., Ltd.	500	Automobile sales	100.0
Fukushima Mitsubishi Fuso Motors Sales Co., Ltd.	790	Automobile sales	90.0
Gunma Mitsubishi Fuso Motors Sales Co., Ltd.	900	Automobile sales	86.9
Tochigi Mitsubishi Fuso Motors Sales Co., Ltd.	900	Automobile sales	100.0
Ibaragi Mitsubishi Fuso Motors Sales Co., Ltd.	500	Automobile sales	100.0
Saitama Mitsubishi Fuso Motors Sales Co., Ltd.	570	Automobile sales	95.3
Tokyo Mitsubishi Fuso Motors Sales Co., Ltd.	3,450	Automobile sales	100.0
Chiba Mitsubishi Fuso Motors Sales Co., Ltd.	900	Automobile sales	100.0
Yamanashi Mitsubishi Fuso Motors Sales Co., Ltd.	350	Automobile sales	100.0
Nagano Mitsubishi Fuso Motors Sales Co., Ltd.	650	Automobile sales	100.0
Shizuoka Mitsubishi Fuso Motors Sales Co., Ltd.	750	Automobile sales	86.7
Nagoya Mitsubishi Fuso Motors Sales Co., Ltd.	350	Automobile sales	80.0
Mie Mitsubishi Fuso Motors Sales Co., Ltd.	800	Automobile sales	100.0
Hokuriku Mitsubishi Fuso Motors Sales Co., Ltd.	650	Automobile sales	100.0
Kyoshi Mitsubishi Fuso Motors Sales Co., Ltd.	900	Automobile sales	100.0
Osaka Mitsubishi Fuso Motors Sales Co., Ltd.	1,460	Automobile sales	100.0
Hyogo Mitsubishi Fuso Motors Sales Co., Ltd.	1,000	Automobile sales	100.0
Okayama Mitsubishi Fuso Motors Sales Co., Ltd. ¹	100	Automobile sales	50.0
Hiroshima Mitsubishi Fuso Motors Sales Co., Ltd.	1,350	Automobile sales	100.0
Sanin Mitsubishi Fuso Motors Sales Co., Ltd.	550	Automobile sales	100.0
Yamaguchi Mitsubishi Fuso Motors Sales Co., Ltd.	240	Automobile sales	95.8
Nishi Shikoku Mitsubishi Fuso Motors Sales Co., Ltd.	620	Automobile sales	100.0
Kyushu Mitsubishi Fuso Motors Sales Co., Ltd.	1,620	Automobile sales	100.0
Nagasaki Mitsubishi Fuso Motors Sales Co., Ltd.	126	Automobile sales	95.2
Kumamoto Mitsubishi Fuso Motors Sales Co., Ltd.	300	Automobile sales	100.0
Minami Kyushu Mitsubishi Fuso Motors Sales Co., Ltd.	700	Automobile sales	100.0
Hokkaido Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts	90.0 (45.0)
Tohoku Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	62.0 (15.0)
Michinoku Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	61.0 (11.0)
Kita Kanto Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	75.0 (25.0)
Saitama Mitsubishi Motors Parts Sales Co., Ltd.	60	Automobile parts	90.4 (32.7)
Tokyo Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	100.0 (30.0)
Higashi Kanto Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	66.0 (20.0)
Kanagawa Mitsubishi Motors Parts Sales Co., Ltd.	100	Automobile parts	100.0 (44.4)
Shinetsu Mitsubishi Motors Parts Sales Co., Ltd.	200	Automobile parts	51.0 (16.0)
Hokuriku Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts	52.0 (17.0)
Higashi Chugoku Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts	83.0 (43.0)
Nishi Chugoku Mitsubishi Motors Parts Sales Co., Ltd.	150	Automobile parts	55.0 (5.0)
Shikoku Mitsubishi Motors Parts Sales Co., Ltd. ¹	100	Automobile parts	50.0
Pajero Manufacturing Co., Ltd.	610	Automobile and parts manufacture, sales	66.6
Pabco Co., Ltd.	600	Manufacture, sales of automobile bodies	100.0
Kinki Pabco Co., Ltd.	40	Manufacture, sales of automobile bodies	90.0 (90.0)
Mitsubishi Automotive Techno-Metal Co., Ltd.	1,940	Manufacture, sales of cast and forged parts	100.0
Mitsubishi Automotive Bus Manufacturing Co., Ltd.	6,400	Manufacture, sales of automobiles and parts	100.0
Ryowa Sheet Metal Processing Co., Ltd.	150	Manufacture, sales of auto parts	100.0
Ryowa Syatai-Kogyo Co., Ltd.	148	Manufacture, sales of automobile bodies	100.0 (0.8)
Ryoji Yohin Sales Co., Ltd.	20	Sales of automobile accessories, air conditioners	100.0
Mitsubishi Motors Used Car Sales Co., Ltd.	300	Auction sales of used automobile	100.0
Mitsubishi Automotive Techno-Service Co., Ltd.	400	Automobile servicing	100.0
Mitsubishi Motors Training Center Co., Ltd.	750	Vehicle mechanic school; training for service mechanics	100.0
Mitsubishi Automotive Logistics Co., Ltd.	300	Vehicle transportation contractor	75.0
Mitsubishi Automotive Engineering Co., Ltd.	450	Design and testing of automobiles and parts	100.0

Company	Capitalization (JPY million)	Business lines	MMC share of voting rights
MMC Computer Research, Ltd.	30	Development, design, management of computer software	100.0
MMC Test & Drive Corporation	50	Durability road testing, vehicle servicing	100.0
AVA Design Co., Ltd.	100	Automobile design	100.0
MMC IT Solution Co., Ltd.	100	Planning and development of information systems	100.0
MMC System Service Co., Ltd.	50	Planning and development of information systems	85.0
Ryomei Estec Co., Ltd.	46	Facility construction and management; travel agency	100.0
Ryokei Estec Co., Ltd.	138	Facility construction and management; travel agency	100.0
Ryosui Estec Co., Ltd.	168	Facility construction and management; travel agency	100.0
Ryoto Estec Co., Ltd.	70	Facility construction and management; travel agency	100.0
Meiryō Securities Co., Ltd.	10	In-plant security, safety and fire-fighting	100.0
Ryomei Catering Co., Ltd.	10	Meal catering	100.0
Kyoryosangyou Corporation	20	Transportation of auto parts	100.0
Suiryo Service Co., Ltd.	12	Assembly and transport of auto parts	100.0
Mizushima Kokusai Kaikan Co., Ltd.	135	Hotel operations and office leasing	57.7 (9.6)
Ralliart Inc.	54	Motorsport planning and organization	100.0
MMC International Corporation	40	Imports of automobiles and parts	100.0

Major consolidated subsidiaries outside Japan

Company	Incorporated in	Capitalization	Business lines	MMC share of voting rights
Netherlands Car B.V. (NedCar) ²	Netherlands	EUR 250 m	Manufacture, sales of automobiles and parts	100.0 (15.0)
Mitsubishi Motors Europe B.V. (MME) ^{3,4}	Netherlands	EUR 53 m	Holding company	100.0
Mitsubishi Motor Sales Europe B.V. (MMSE)	Netherlands	EUR 1.6 m	Importing, exporting, sales of automobiles	100.0 (100.0)
Mitsubishi Motor Marketing Research Europe GmbH (MMRE)	Germany	DEM 700,000	Market research, information gathering	100.0 (100.0)
Mitsubishi Motor R&D of Europe GmbH (MRDE)	Germany	EUR 767,000	Product development, design, testing, certification	100.0 (100.0)
Mitsubishi Motor Sales Netherlands B.V.	Netherlands	EUR 6.8 m	Automobile sales	100.0 (100.0)
Mitsubishi Motor Sales Sweden AB	Sweden	SNK 52 m	Automobile importing, sales	100.0 (100.0)
Mitsubishi Motor Sales Denmark AS (MMSD)	Denmark	DKK 66 m	Automobile importing, sales	100.0 (100.0)
Mitsubishi Motor Sales France	France	EUR 310,000	Automobile importing, sales	100.0 (100.0)
Mitsubishi Trucks Europe-Sociedade Europeia de Automóveis, S.A. (MTE)	Portugal	EUR 7.5 m	Manufacture, sales of automobiles	99.7
Mitsubishi Motors America Inc. (MMA) ^{2,4}	USA	USD 5.7 m	Market research, logistic support	100.0
Mitsubishi Motors R&D of America, Inc. (MRDA)	USA	USD 2 m	Product development, design, testing, certification	100.0 (100.0)
Mitsubishi Motor Sales of America, Inc. (MMSA) ²	USA	USD 261 m	Importing, sales of automobiles	100.0
Mitsubishi Motors Credit of America, Inc. (MMCA)	USA	USD 260 m	Automobile financing, leasing	100.0 (100.0)
Mitsubishi Motor Sales of Canada, Inc.	Canada	CAD 2 m	Automobile importing, sales	100.0 (100.0)
Mitsubishi Motor Manufacturing of America, Inc. (MMMA)	USA	USD 88.75 m	Manufacture, sales of automobiles	99.0
Mitsubishi Fuso Truck of America, Inc. (MFTA)	USA	USD 10 m	Automobile importing, sales	100.0
Mitsubishi Motor Sales of Caribbean, Inc. (MMSC)	Puerto Rico	USD 13.5 m	Automobile importing, sales	100.0
MMC Holding New Zealand Ltd.	New Zealand	NZD 48 m	Holding company	100.0
Mitsubishi Motors New Zealand Ltd. (MMNZ)	New Zealand	NZD 38.2 m	Automobile importing, sales	100.0 (100.0)
Mitsubishi Motors Australia, Ltd. (MMAL) ²	Australia	AUD 279 m	Automobile importing, assembly, sales	100.0
Mitsubishi Trucks Australia Pty., Ltd. (MMAL)	Australia	AUD 7 m	Automobile importing, sales	100.0
MMC International Finance (Netherlands) B.V.	Netherlands	EUR 136,000	Procurement of funds, group company financing	100.0
Mitsubishi Motors Philippines Corp. (MMPC)	Philippines	PHP 1,640 m	Automobile importing, assembly, sales	51.0
Asian Transmission Corp. (ATC)	Philippines	PHP 350 m	Manufacture, sales of automobile parts	84.7 (79.4)
MMC Sittipol Co., Ltd. (MSC) ²	Thailand	THB 16,145 m	Automobile importing, assembly sales	99.9
MMC Engine Co., Ltd.	Thailand	THB 20 m	Manufacture of automobile engines	99.0 (99.0)
Mitsubishi Motor Parts Sales of Gulf F2E	U.A.E.	UAD 10 m	Importing, sales of automobile panels	100.0

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

Equity method affiliates in Japan

Company	Capitalization	Business lines	MMC share of voting rights
Hokkaido Mitsubishi Motors Sales Co., Ltd.	280	Automobile sales	29.0
Muran Mitsubishi Motors Sales Co., Ltd.	100	Automobile sales	29.0 (29.0)
Tokachi Mitsubishi Motors Sales Co., Ltd.	60	Automobile sales	35.0
Morioka Mitsubishi Motors Sales Co., Ltd.	248	Automobile sales	21.5
Ibaragi 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
Hakodate Mitsubishi Motors Sales Co., Ltd.	146	Automobile sales	28.0 (14.0)
Kanagawa Mitsubishi Fuso Motors Sales Co., Ltd.	60	Automobile sales	43.8
Mizushima Industries Co., Ltd.	64	Manufacture, sales of automobile parts	43.8
Suiryo Plastics Co., Ltd.	100	Manufacture, sales of automobile parts	50.0
Nanba Press Industries Co., Ltd.	150	Manufacture, sales of automobile parts	20.0
Heian Manufacturing Co., Ltd.	60	Manufacture, sales of automobile parts	33.3
Wako Industries Co., Ltd.	312	Manufacture, sales of automobile parts	21.3
Mitsubishi Automobile Credit-Lease Corporation	960	Auto sales financing, leasing, rentals	43.3
Rakusaikamotujidousha Corporation	30	Transportation and warehousing	40.0
Fuso Transport Co., Ltd.	18	Forwarding and transportation of automobiles	21.7
Nimura Design Co., Ltd.	48	Automobile styling and design	48.7
Ryoin Co., Ltd.	1,000	Printing, video and other media and data services	20.0

Major equity method affiliates outside Japan

Company	Incorporated in	Capitalization	Business lines	MMC share of voting rights
Mitsubishi Motors do Portugal S.A.	Portugal	PTE 3,313 m	Importing, sales of automobiles	50.0 (50.0)
MMC Automoviles Espana S.A.	Spain	ESP 200 m	Importing, sales of automobiles	50.0 (50.0)
P.T. Mitsubishi Krama Yudha Motors & Manufacturing	Indonesia	IDR 11,451 m	Manufacture, sales of automobile parts	32.3
Vina Star Motors Corp.	Vietnam	VND 16 m	Manufacture and marketing of automobiles	25.0
Kuala Lumpa (Malaysia) Sendrian Bnd	Malaysia	MYD 2 m	Holding company	25.0

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

Other major related companies

Company	Incorporated in	Capitalization	Business lines	Share of voting rights in MMC
Mitsubishi Heavy Industries, Ltd.	Japan	JPY 265,608 m	Manufacture, sales of ships, motors, machinery, steel, airplanes	16.9
DaimlerChrysler AG.	Germany	EUR 2,609 m	Manufacture, sales of automobiles and other transportation equipment	37.3

¹ While equity holding is less than 50/100, affiliate is listed as a subsidiary because MMC controls the company.

² Corresponds to a "Special subsidiary" under Japanese tax law.

³ MMC affiliate with serious excess liabilities, amount is as follows:

Mitsubishi Motors Europe B.V. (consolidated subsidiary) JPY 158,838 m

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

Note: Figures in parentheses in the MMC share of voting rights column indicate indirect shares.

Milestones

Company history

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

Date	Major milestones
1884 July:	Mitsubishi founder Yataro Iwasaki enters shipbuilding business, leasing Nagasaki Shipbuilding Docks from the Ministry of Works and naming it The Nagasaki Shipyard.
1893 December:	Iwasaki establishes the Mitsubishi Goshi Kaisha (The Mitsubishi Company.)
1917 October:	Shipbuilding division split off from Mitsubishi Goshi Kaisha to form Mitsubishi Shipbuilding Co. Ltd.
1934 April:	Mitsubishi Shipbuilding renamed Mitsubishi Heavy Industries Co., Ltd.
1949 December:	Fuso Auto Sales Co. established. (Renamed Mitsubishi Fuso Motors in June 1952.)
1950 January	Mitsubishi Heavy Industries dissolved into three separate companies under the Elimination of Excessive Concentration of Economic Power Act (1947): East Japan Heavy Industries, Ltd., Central Japan Heavy Industries, Ltd. and West Japan Heavy Industries, Ltd.
1952 May:	Central Japan Heavy Industries and West Japan Heavy Industries renamed Shin Mitsubishi Heavy Industries, Ltd., and Mitsubishi Shipbuilding and Engineering Co., Ltd. respectively
June:	East Japan Heavy Industries renamed Mitsubishi Nippon Heavy Industries, Ltd.
1954 May:	Ryowa Auto Sales Co. established. (Renamed Shin Mitsubishi Motor Sales Co. in May 1963.)
1964 June:	Mitsubishi Nippon Heavy Industries, Shin Mitsubishi Heavy Industries and Mitsubishi Shipbuilding and Engineering merged into Mitsubishi Heavy Industries, Ltd.
1970 February:	MHI signs joint-venture agreement with Chrysler Corporation.
1970 April:	Mitsubishi Motors Corporation incorporated as wholly-owned subsidiary of MHI.
June:	MMC starts business taking over MHI motor vehicle division operations. MHI's Kyoto Works (certain facilities), Kawasaki Motor Vehicle Works (renamed Tokyo Motor Vehicle Works in the same month) and Mizushima Motor Vehicle Works transferred from MHI to MMC.
1972 January	Mitsubishi Rented Car, Inc. established in joint-venture between Mitsubishi Corporation, Mitsubishi Motor Sales Co. (established through merger of Mitsubishi Fuso Motors and Shin Mitsubishi Motor Sales Co. in October 1964) and Avis Rentacar System, Inc. (Renamed Mitsubishi Auto Lease Co., Ltd. in October 1984 and Mitsubishi Auto Credit-Lease Corporation in July 1988.)
1975 February:	MMC commissions Tokyo Motor Vehicle Works-Nakatsu Plant.
1977 August:	MMC commissions Nagoya Motor Vehicle Works-Okazaki Plant.
1979 December:	MMC commissions Kyoto Works-Shiga Plant.
1980 June:	MMC commissions Kitsuregawa Proving Ground.
October:	MMC and Mitsubishi Corporation jointly establish Mitsubishi Motors Australia Ltd. (MMAL is currently a consolidated subsidiary of MMC.)
1981 December:	MMC and Mitsubishi Corporation jointly establish Mitsubishi Motors Sales of America, Inc. (MMSA is currently a consolidated subsidiary of MMC.)
1984 October:	MMC takes over management of Mitsubishi Motor Sales Co., Ltd. and renames it Ryoji Corporation.
1985 April:	MMC and Mitsubishi Corporation jointly establish Mitsubishi Fuso Truck of America, Inc. (MFTA. MMC subsequently acquired all MFTA shares in December 1990; MFTA is currently a consolidated subsidiary of MMC.)
October:	MMC establishes Diamond-Star Motors Corporation (DSM). in a joint-venture agreement with Chrysler Corporation, (Renamed MMSA in 1995; currently a consolidated subsidiary of MMC.)
1988 December:	MMC shares listed on First Section of Tokyo, Osaka and Nagoya stock exchanges.
1989 March:	Company shares listed on Kyoto, Hiroshima, Niigata, Fukuoka and Sapporo stock exchanges.
1991 October:	MMC purchases all Chrysler-owned shares in Diamond-Star Motors.
November:	MMC acquires 33.3% stock (15% stake held by MMC affiliates included) of Volvo Car B.V. (renamed Netherlands Car B.V. in August 1991) under terms of shareholders' agreement (signed in August 1991) with the Dutch State and Volvo Car Corp. relating to joint-venture production of passenger cars in the Netherlands.
1993 March:	MMC establishes Mitsubishi Motor Sales Europe B.V. (MMSE is currently a consolidated subsidiary of MMC.)

Mitsubishi Heavy Industries, Ltd.

Date	Major milestones
1995 July:	DSM renamed Mitsubishi Motor Manufacturing of America, Inc.
1996 November:	MMC commissions Tokachi Proving Ground in Hokkaido.
1999 February:	MMC acquires half of the Dutch government's 16.7% holding in Netherlands Car B.V, bringing its equity interest up to 50% (15% stake held by MMC affiliates included.)
June:	Nagoya Motor Vehicle Works, Mizushima Motor Vehicle Works and Tokyo Motor Vehicle Works renamed Nagoya Plant, Mizushima Plant and Tokyo Plant respectively.
October:	MMC and AB Volvo enter equity and operational alliance.
December:	MMC and AB Volvo sign strategic operational alliance covering trucks and buses.
2000 March:	MMC and DaimlerChrysler AG sign letter of intent to form an equity and operational alliance covering all aspects of passenger car business.
April:	Kyoto Plant-Yagi CVT production facility commissioned.
July:	MMC signs Master Alliance Agreement with DaimlerChrysler AG covering passenger car operations.
2001 March:	MMC acquires AB Volvo's 50% stake in Netherlands Car B.V., thereby increasing its equity interest to 100% (15% stake held by MMC affiliates included. Netherlands Car B.V. is currently an MMC subsidiary.)
April:	MMC replaces AB Volvo with DaimlerChrysler as its strategic alliance partner in truck & bus sector.
May:	MMC renames Tokyo Plant the Truck & Bus Production Office (Kawasaki Plant for external purposes.)
2002 March:	MMC enters agreement with Nissan Motors and JATCO TransTechnology Ltd. (JTT; renamed JATCO Ltd. in April 2002) to integrate MMC and JTT automatic and CV transmission operations.
April:	MMC spins off AT and CVT operations into a separate company, incorporating them as Diamondmatic Co., Ltd. Following this, MMC transfers its Kyoto Plant-Yagi facilities to Diamondmatic Co., Ltd.

MMC chairmen and presidents over the years

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








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





Derivation of MMC model names

Major models

Name	Derivation and meaning
Airtrek	Coined from Air and Trek to describe its ability to transport its passengers on adventure-packed journeys in a free-as-a-bird manner.
Aspire	From the English.
Bravo	Originally from Italian, an expression of admiration, congratulations.
Canter	From the English word describing the gait of a horse; a collected gallop which the horse is able to sustain over long distances. Just right for Mitsubishi's range of thoroughbred small trucks.
Carisma	Coined from the Greek "kharisma" and English "charisma": describing the god-given attribute of an almost magical power that attracts many followers.
Chariot	French for the battle chariot used in ancient Greece and the Roman empire.
Grandis	From the Latin for large or grand.
Colt	Young horse.
Delica	Coined from English DELicately and CArry; to transport with care.
Space Gear	Reflects the generous "space" available for transporting large quantities of leisure and sports "gear".
Diamante	From the Spanish; reflecting the company's Three-Diamond logo, gives expression to "brilliant" and sparkling expectations.
Dion	Derived from Dionysus, the Greek god of wine and joy.
Eclipse	Undeclared 18th century English racehorse that won 26 races.
Spyder	Convertible.
eK Wagon	Coined from Japanese "e" (excellent) and "keiken" (experience).
Fuso	Used to refer to Japan in ancient Chinese texts: "The place where the sun rises in the Eastern Sea"
Galant	From the French "gallan, valiant".
Lancer	A soldier of cavalry regiment armed with lance.
Cedia	Coined from the English CEntury and DIAMond.
Legnum	From the Latin "regnum" or kingdom: reflecting regal power and rank.
Magna	From Latin magnus: great, magnificent, superior.
Minica	Literally, minicar.
Toppo	Coined from English "top" (roof) and Japanese "noppo" (lanky).
BJ	Big Joy.
Minicab	Light cab-over vehicle with cargo bed.
Mirage	From the English (originally French) "mirage"
Dingo	From Bingo, with its "strike lucky" connotation; the B being replaced by the D in the Mitsubishi "Diamond" logo.
Pajero	Named after a mountain cat that inhabits the Patagonia plateau region in southern Argentina.
iO	Italian for I, me. Generates image of being easy to get to know, easy to drive; one's very own Pajero.
Mini	All the features of its big brother Pajero in an easy-to-handle, highly maneuverable, compact and high economy package.
RVR	Recreational Vehicle Runner
Sports Gear	Ideal for transporting large items of leisure and sports equipment to beach, camp site or ski slope.
Strada	Italian for road.





Members of the Board (As of September 1, 2002)

Title & Position	Name	Career in Brief
<p>Member of the Board (Representative Director)</p> <p>Chairman of the Board & Chief Business Ethics Officer</p>	 <p>Takashi Sonobe 11/21/1940</p>	<p>Apr. 1964 • Joined Mitsubishi Heavy Industries, Ltd. Jun. 1970 • Joined MMC Jun. 1998 • Chairman of the Board of MMMA and MMSA Jun. 1999 • Managing Director - MMC Jun. 2000 • Board Member, Representative Director, SVP, SEO and Team Leader of International Alliance Promotion Team - MMC Nov. 2000 • President, CEO and Chief Business Ethics Officer (CBEO) - MMC Jun. 2002 • Board Member, Chairman of the Board and CBEO - MMC</p>
<p>Member of the Board (Representative Director)</p> <p>President & Chief Executive Officer</p>	 <p>Rolf Eckrodt 6/25/1942</p>	<p>Apr. 1966 • Joined Daimler-Benz AG Jan. 1990 • Director of Sales and Marketing, Passenger Cars - Mercedes-Benz AG May. 1992 • President - Mercedes-Benz do Brazil, S.A. Aug. 1996 • Deputy CEO and Chairman of the Board of Management - Adtranz (ABB Daimler-Benz Transportation GmbH) Dec. 1998 • President and CEO - DaimlerChrysler Rail Systems GmbH (Adtranz) Jan. 2001 • Board Member, EVP and COO - MMC Jun. 2002 • Board Member, President and CEO - MMC</p> <p>Other assignments: 1999-2000 • Honorary Consul of Brazil in Potsdam/Germany 1999-2000 • Chairman of UNIFE (Union of European Railway Industries) 1993-1996 • Honorary Degree as Consulate of the Federal Republic of Germany in Brazil 1993-1996 • Vice President German/Brazil Chamber of Commerce, Sao Paulo, Brazil</p>
<p>Member of the Board (Representative Director)</p> <p>Executive Vice President & Chief Operating Officer</p> <p>President - Mitsubishi FUSO Truck & Bus Company</p>	 <p>Takashi Usami 7/20/1940</p>	<p>Apr. 1963 • Joined Mitsubishi Heavy Industries, Ltd. Jun. 1970 • Joined MMC Jun. 1995 • Board Member and Deputy CGM of Truck & Bus Development & Engineering Office - MMC Jun. 1998 • Managing Director - MMC Jun. 2000 • SVP and SEO - MMC / EVP and CGM of Planning & Administration Office - MFTB Apr. 2001 • SVP, SEO and COO - MMC / President - MFTB Jun. 2001 • Board Member, EVP and COO - MMC / President - MFTB</p>
<p>Member of the Board (Representative Director)</p> <p>Executive Vice President</p> <p>(Executive Corporate General Manager of International Car Operations Group Headquarters)</p>	 <p>Steven A. Torok 7/20/1951</p>	<p>Jun. 1973 • Joined Chrysler Corporation May. 2000 • SVP - DaimlerChrysler Corporation Oct. 2000 • Board Member, SVP and SEO of International Car Operations - MMC Apr. 2001 • Board Member, SVP and SEO of International Car Operations - MMC Jun. 2001 • Board Member, SVP, Executive GM of International Car Operations and Corporate GM European Car Operations Office - MMC Jun. 2002 • Board Member, EVP and Executive CGM of International Car Operations Group Headquarters - MMC</p>
<p>Member of the Board (Representative Director)</p> <p>Executive Vice President</p> <p>(Executive Corporate General Manager of Car Product Operations Group Headquarters)</p>	 <p>Ulrich W. Walker 8/20/1951</p>	<p>Apr. 1978 • Joined Daimler-Benz AG Jul. 2000 • SVP - DaimlerChrysler AG Oct. 2000 • Board Member, SVP, SEO and CGM of Car Marketing Strategy Office - MMC Dec. 2000 • Board Member, SVP, SEO, CGM of Marketing Strategy Office, and CGM of Car Product Strategy Office - MMC Apr. 2001 • Board Member, SVP, SEO and Car R&D / Marketing - MMC Jun. 2001 • Board Member, SVP, SEO and Executive GM of Car R&D / Marketing - MMC Jun. 2002 • Board Member, EVP and Executive Corporate GM of Car Product Operations Group Headquarters - MMC</p>
<p>Member of the Board (Representative Director)</p> <p>Executive Vice President</p> <p>(Chief Financial Officer)</p>	 <p>Junji Midorikawa 12/12/1940</p>	<p>Apr. 1965 • Joined Mitsubishi Heavy Industries, Ltd. Jun. 1970 • Joined MMC Jun. 1995 • Deputy Executive GM of China Project Development Office and Assistant to CGM of Corporate Planning & Strategy Office - MMC Nov. 1996 • Assistant to CGM of Corporate Planning & Strategy Office and Assistant to CGM of China Business Office - MMC Jun. 1997 • Deputy CGM of Corporate Planning & Strategy Office and Assistant to CGM of China Business Office - MMC Jun. 1998 • Board Member and Assistant to EVP - MMC Jun. 2000 • SEO and CGM of Finance and Public Relations Offices - MMC Apr. 2001 • SEO and Chief Financial Officer - MMC Jun. 2001 • Board Member, SVP and CFO - MMC Jun. 2002 • Board Member, EVP and CFO - MMC</p>
<p>Member of the Board (Representative Director)</p> <p>Senior Vice President</p> <p>(Executive Corporate General Manager of Global Production Headquarters)</p>	 <p>Masanori Tani 10/29/1942</p>	<p>Apr. 1966 • Joined Mitsubishi Heavy Industries, Ltd. Jun. 1970 • Joined MMC Apr. 2001 • EO and in charge of Car Production Headquarters - MMC Jun. 2001 • Board Member, SVP and Executive GM of Car Production Headquarters Jun. 2002 • Board Member, SVP and Executive CGM of Global Car Production Headquarters - MMC</p>

Title & Position	Name	Career in Brief
<p>Member of the Board (Representative Director)</p> <p>Senior Vice President</p> <p>(Executive Corporate General Manager of Domestic Car Sales & Marketing Headquarters)</p>	 <p>Eiji Iwakuni 4/28/1942</p>	<p>Apr. 1966 • Joined Honda Motor Co., Ltd. Sep. 1990 • General Manager, Automobile Sales - Head Office Feb. 1993 • President - Honda Clio Saitama Dec. 1995 • Large Project Leader of Production Sales and Physical Distribution Project - Head Office Apr. 1998 • President - Ford Motor Company (Japan) Ltd. May.2002 • Chairman - Ford Motor Company (Japan) Ltd. Jun. 2002 • Board Member, SVP and Executive Corporate GM of Domestic Car Sales & Marketing Headquarters - MMC</p>
<p>Member of the Board</p>	 <p>Manfred Bischoff 4/22/1942</p>	<p>1976 • Joined Daimler-Benz AG (today: DaimlerChrysler AG) 1988 • Board Member and CFO - Mercedes-Benz do Brasil (Sao Paolo) 1989 • Board Member and CFO - Deutsche Aerospace AG, Dasa (today: EADS) 1995 • Board Member - Daimler-Benz AG (today: DaimlerChrysler AG) / President - Dasa (today: EADS) 1995 • Chairman of the Supervisory Board - MTU Aero Engines 2000 • Chairman of the Board - European Aeronautic Defence and Space Company (EADS) 2000 • Non-Executive Member of the Board - MMC (Serving concurrently as Chairman of the Supervisory Board - European Aeronautic Defence and Space Company AG)</p>
<p>Member of the Board</p>	 <p>Takashi Nishioka 5/3/1936</p>	<p>Apr. 1959 • Joined Shin Mitsubishi Heavy Industries, Ltd. Jun. 1992 • Board Member - Mitsubishi Heavy Industries, Ltd. Jun. 1995 • Managing Director - Mitsubishi Heavy Industries, Ltd. Jun. 1998 • EVP - Mitsubishi Heavy Industries, Ltd. Jun. 1999 • President - Mitsubishi Heavy Industries, Ltd. (continues to hold post today) Jun. 2000 • Board Member - MMC (Serving concurrently as President of Mitsubishi Heavy Industries, Ltd.)</p>
<p>Member of the Board</p>	 <p>Mikio Sasaki 10/8/1937</p>	<p>Apr. 1960 • Joined Mitsubishi Corporation Jun. 1992 • Board Member - Mitsubishi Corporation Jun. 1994 • Managing Director - Mitsubishi Corporation Apr. 1998 • President - Mitsubishi Corporation (continues to hold post today) Jun. 2000 • Board Member - MMC (Serving concurrently as President of Mitsubishi Corporation)</p>

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

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

Title & Position	Name	Title & Position	Name
<p>Auditor</p>	 <p>Mitsugu Nakabayashi 7/15/1942</p>	<p>Auditor</p> <p>(President Bank of Tokyo-Mitsubishi)</p>	 <p>Shigemitsu Miki 4/4/1935</p>
<p>Auditor</p>	 <p>Hirao Iijima 10/14/1943</p>	<p>Auditor</p> <p>(Managing Director Mitsubishi Heavy Industries, Ltd.)</p>	 <p>Motoo Makita 2/19/1945</p>

Title & Position	Name
Senior Executive Officer (In Charge of External Affairs)	 Tadashi Ohmiya 9/29/1943
Senior Executive Officer (Corporate General Manager of Corporate Controlling)	 Joachim Coers 12/23/1965
Senior Executive Officer (Corporate General Manager of Corporate Finance)	 Alexander Paufler 1/4/1953
Senior Executive Officer (Corporate General Manager of Business Development Office)	 Christian Cahn v. Seelen 5/15/1965
Senior Executive Officer (Corporate General Manager of Mergers & Acquisition Office General Manager of TMB Preparation Office, Mergers & Acquisition Office)	 Yoichi Yokozawa 4/24/1964
Senior Executive Officer (Corporate General Manager of Human Resources & Organization Office)	 Atsushi Ueba 9/14/1941
Senior Executive Officer (Corporate General Manager of Car Product Planning & Program Management Office)	 Kai-Uwe Seidenfuss 7/23/1965
Senior Executive Officer (Corporate General Manager of Car Research & Development Office)	 Akira Kijima 12/2/1943
Senior Executive Officer (Corporate General Manager of Global Procurement & Supply Office)	 Stefan Buchner 1/18/1960
Senior Executive Officer (Senior Vice President - Mitsubishi FUSO Truck & Bus Company Corporate General Manager of Truck & Bus Research & Development Office - Mitsubishi FUSO Truck & Bus Company)	 Akio Hanawa 1/27/1941

Title & Position	Name
Senior Executive Officer (Vice President - Mitsubishi FUSO Truck & Bus Company Corporate General Manager of Truck & Bus Production Office - Mitsubishi FUSO Truck & Bus Company)	 Hisashi Watanabe 1/1/1943
Executive Officer (Executive General Manager of Corporate Controlling)	 Yoshihiro Murakami 11/1/1963
Executive Officer (In Charge of Environment & Recycle Affairs, Business Development Office)	 Tadayoshi Juge 11/9/1943
Executive Officer (Corporate General Manager of Corporate Communications Office General Manager of Internal & Net Communications Dept., Corporate Communications Office)	 Jochen Legewie 1/16/1965
Executive Officer (Senior Expert of Human Resources & Organization Office)	 Shuichi Tsukada 8/10/1946
Executive Officer (Chief Information Officer Corporate General Manager of Global IT Office)	 Bernd Staudinger 3/21/1963
Executive Officer (Corporate General Manager of Car Product Design Office)	 Olivier Boulay 8/9/1957
Executive Officer (In Charge of Corporate Marketing & Motor Sports Car Product Planning & Program Management Office)	 Colin Smith 6/30/1955
Executive Officer (Head of A&B Segment Competence Center, Car Research & Development Office)	 Tetsuro Aikawa 4/17/1954
Executive Officer (Head of C&D Segment Competence Center, Car Research & Development Office)	 Hiroshi Kuroda 2/21/1953

Title & Position	Name
Executive Officer (Head of RV Segment Competence Center, Car Research & Development Office)	 Jiro Imura 3/31/1944
Executive Officer (Senior Expert of Car Research & Development Office)	 Hiromitsu Ando 10/28/1947
Executive Officer (General Manager of Purchasing Planning Dept., Global Procurement & Supply Office)	 Yasuo Nakagawa 11/27/1945
Executive Officer (In Charge of Engineering Support for Oversea & Quality Conference, Global Production Headquarters)	 Akira Okamoto 2/24/1944
Executive Officer (Plant General Manager of Nagoya Plant, Global Production Headquarters)	 Masayuki Tanji 1/18/1944
Executive Officer (Plant General Manager of Kyoto Plant, Global Production Headquarters)	 Seihachi Futase 8/16/1947
Executive Officer (Plant General Manager of Mizushima Plant, Global Production Headquarters)	 Makoto Maeda 2/25/1945
Executive Officer (Corporate General Manager of Car Production Planning & Engineering Office, Global Production Headquarters)	 Akihiko Ishikawa 2/4/1947
Executive Officer (Corporate General Manager of Market Management Office)	 Kazuo Yoshida 10/17/1947
Executive Officer (Corporate General Manager of International Services Office)	 Susumu Yashima 1/3/1945

Title & Position	Name
Executive Officer (Corporate General Manager of Asia, Latin America, Middle East & Africa Office)	 Hideyasu Tagaya 11/7/1947
Executive Officer (Executive General Manager of Domestic Car Sales & Marketing Headquarters)	 Toru Adachihara 3/12/1953
Executive Officer (Executive General Manager of Domestic Car Sales & Marketing Headquarters)	 Hideo Kimura 1/1/1949
Executive Officer (Corporate General Manager of Quality Management Office and Safety Quality Auditor)	 Michihiro Honda 1/27/1947
Executive Officer (Corporate General Manager of Planning & Administration Office - Mitsubishi FUSO Truck & Bus Company)	 Michio Hori 3/10/1943
Executive Officer (In charge of Quality Administration & Purchasing - Mitsubishi FUSO Truck & Bus Company)	 Tadashi Koshikawa 12/1/1942
Executive Officer (Corporate General Manager of Domestic Truck & Bus Sales Office - Mitsubishi FUSO Truck & Bus Company)	 Masayuki Nagano 3/7/1945
Executive Officer (Executive Vice President - Mitsubishi Motors Europe B.V., Executive Vice President - Mitsubishi Motor Sales Europe B.V. and Executive Vice President - Netherlands Car B.V.)	 Koji Fujino 5/8/1942
Executive Officer (Member of the Board - SHENYANG AEROSPACE MITSUBISHI MOTORS ENGINE MANUFACTURING CO., LTD)	 Yoshinobu Tadai 12/13/1940



**MITSUBISHI
MOTORS**

Copyright © 2002
All rights reserved by Mitsubishi Motors Corporation

Head Office
33-8, Shiba 5-chome,
Minato-ku, Tokyo,
Japan 108-8410
Tel: 81-3-5232-7165
Fax: 81-3-5232-7747
www.mitsubishi-motors.co.jp

Printed in Japan using recycled paper