

# FACTS & FIGURES 2013

English version

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mitsubishi motors

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

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

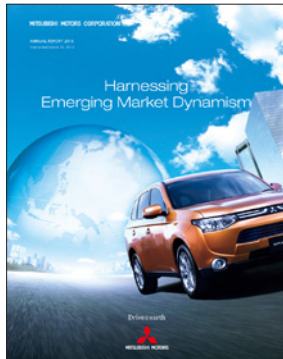
September 2013

Public Relations Department  
Mitsubishi Motors Corporation

MMC is on the World Wide Web at the following URL

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

#### Other information disclosure



Annual Report 2013



Social and Environmental Report 2013

The above publications can be also read on the MMC website as follows:

[http://www.mitsubishi-motors.com/publish/ir\\_en/library/annual.html](http://www.mitsubishi-motors.com/publish/ir_en/library/annual.html)

<http://www.mitsubishi-motors.com/en/social/report/index.html>

#### Mitsubishi Motors Corporate Philosophy

"We are committed to providing the utmost driving pleasure and safety for our valued customers and our community.

On these commitments we will never compromise.

This is the Mitsubishi Motors way."

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

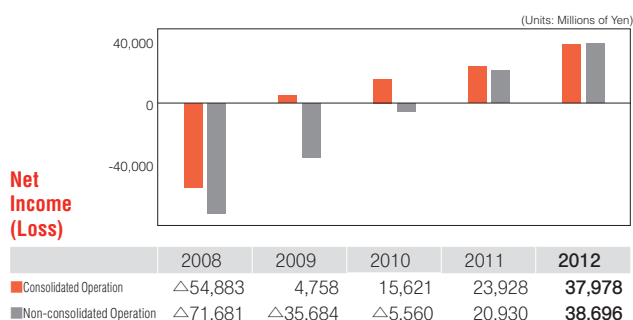
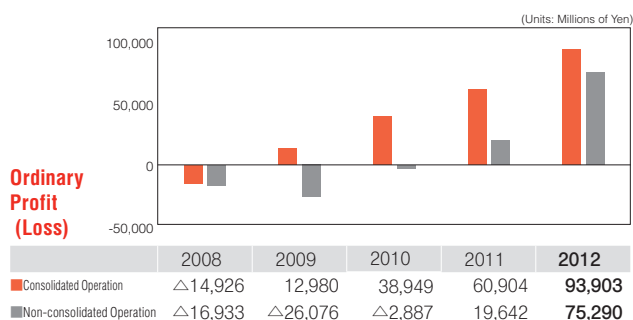
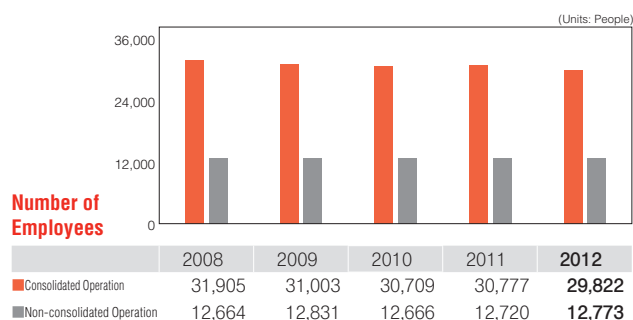
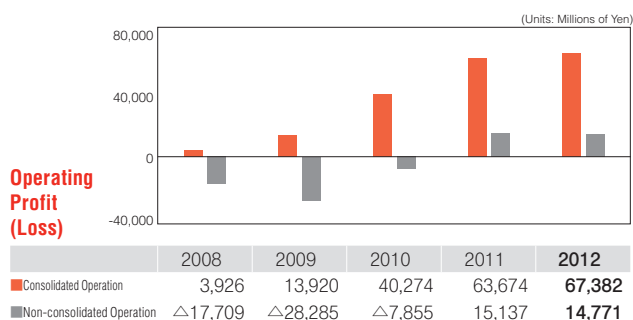
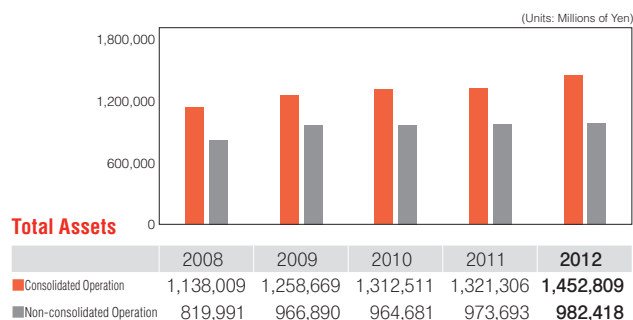
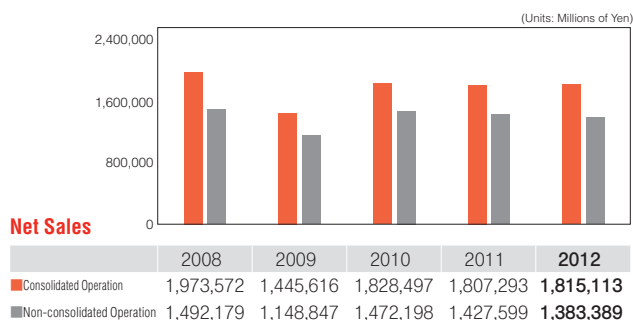
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Company Overview		(As of March 31, 2013, unless specified otherwise)	
Name	Mitsubishi Motors Corporation		
Established	April 22,1970		
Head office	33-8, Shiba 5-chome, Minato-ku, Tokyo 108-8410 Japan		
Number of employees	Consolidated 29,822 ; Non-consolidated 12,773		
Capitalization	JPY 165,701 million (As of August 1, 2013)		
Purposes of incorporation	<div>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.</div> <div>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.</div> <div>3. Sales and purchase of used automobiles as well as component parts, replacement parts and accessories of said used automobiles.</div> <div>4. Sales of measuring equipment.</div> <div>5. Acting as insurance agents in accordance with laws relating to property damage insurance and to automobile damage indemnity insurance.</div> <div>6. Financing business.</div> <div>7. Any other business related to the purposes set out above.</div> <div>Note: MMC is not currently engaged in agricultural machinery related business</div>		
Chairman of the Board	[Representative Director] Takashi Nishioka (As of June 25, 2013)		
President	[Representative Director] Osamu Masuko (As of June 25, 2013)		
Board of Management	Consists of 13 members (As of June 25, 2013)		
Net Sales	JPY 1815.1 billion (in FY2012, consolidated)		
Automotive Sales	987 thousands units		
Products Sold in	More than 160 countries		
Car Manufacturing Facilities	6 facilities in 4 countries (Plus 11 business partners' car manufacturing facilities in 10 countries and regions)		
Engine / Transmission / Parts Manufacturing Facilities	8 facilities in 5 countries		
Research & Development / Design	7 facilities in 4 countries		
Subsidiaries and affiliates	51 consolidated subsidiaries (Plus 2 equity method subsidiaries and 24 equity method affiliates)		
Global Brand	Mitsubishi Motors		
Investor Information			
	(As of March 31, 2013)	(As of August 1, 2013)*	
Total number of authorized shares	9,961,597,000	1,250,000,000	
	Type / Number of shares		
	Common Shares	9,958,285,000	1,250,000,000
	Preferred Shares		
	Class A	438,000	381,600
	Class B	374,000	374,000
	Class C	500,000	500,000
	Class D	500,000	500,000
	Class E	500,000	500,000
	Class F	500,000	500,000
	Class G	500,000	500,000
Number of Issued Shares	6,081,296,723 shares (incl. preferred Shares)	623,280,167 shares (incl. preferred Shares)	
	Type / Number of shares		
	Common Shares	6,080,900,530	622,893,974
	Preferred Shares		
	Class A	57,600	47,600
	Class G	338,593	338,593
Number of Shareholders			
	Type / Number of shares		
	Common Shares	356,343	356,343
	Preferred Shares		
	Class A	4	4
	Class G	4	4
* Regarding numbers of common shares as of August 1, 2013, amounts and numbers of shares were determined in accordance with proposals approved at the 44th Ordinary General Meeting of Shareholders on June 25, 2013.			

# Principal Management Indices

As of March 31, 2013



## Management Indices 2012

Consolidated Operations	
Net Sales.....	1,815,113
Operating Profit.....	67,382
Ordinary Profit.....	93,903
Net Income.....	37,978
Total Assets.....	1,452,809
Number of Employees.....	29,822
Number of Consolidated Subsidiaries.....	51
Number of Equity Method Affiliates.....	24
Number of Equity Method Subsidiaries.....	2

(Units: Millions of Yen; Companies; People)

Non-consolidated Operations	
Net Sales.....	1,383,389
Operating Profit.....	14,771
Ordinary Profit.....	75,290
Net Income.....	38,696
Total Assets.....	982,418
Number of Employees.....	12,773

## Subsidiaries and Affiliates

As of March 31, 2013

### Affiliates (51)

#### Consolidated Subsidiaries in Japan

Company	Location	Business Lines	Capitalization (Millions of Yen)	MMC Share of Voting Rights (%)
Hokkaido Mitsubishi Motors Sales Co., Ltd.	Hokkaido	Automobile sales	100	100.0
Higashi Nihon Mitsubishi Motors Sales Co., Ltd.	Fukushima	Automobile sales	100	100.0
Kanto Mitsubishi Motors Sales Co., Ltd.	Tokyo	Automobile sales	100	100.0
Chubu Mitsubishi Motors Sales Co., Ltd.	Aichi	Automobile sales	100	100.0
Nishi Nihon Mitsubishi Motors Sales Co., Ltd.	Osaka	Automobile sales	100	100.0
Pajero Manufacturing Co., Ltd.	Gifu	Automobile and parts manufacturing, sales	610	100.0
Mitsubishi Automotive Logistics Technology Co., Ltd.	Kanagawa	Automobile inspection, maintenance, transport, storage and packaging	436	83.2
Mitsubishi Automotive Engineering Co., Ltd.	Aichi	Design and testing of automobiles and parts	350	100.0
Suiryo Plastics Co., Ltd.	Okayama	Manufacture, sales of automobile parts	100	100.0

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

#### Major Consolidated Subsidiaries Outside Japan

Company	Location	Business Lines	Capitalization (Millions)	MMC Share of Voting Rights (%)
Mitsubishi Motors North America, Inc. (MMNA)	U.S.A.	Automobile importing, manufacturing and sales	USD 398.8	100.0
Mitsubishi Motors R&D of America, Inc. (MRDA)	U.S.A.	Product development, design, testing and certification	USD 2.0	100.0 (100.0)
Mitsubishi Motor Sales of Canada, Inc. (MMSCAN)	Canada	Automobile importing and sales	USD 1.3	100.0 (100.0)
Mitsubishi Motors Credit of America, Inc. (MMCA)	U.S.A.	Automobile financing and leasing	USD 260.0	100.0 (100.0)
Mitsubishi Motor Sales of Caribbean, Inc. (MMSC)	Puerto Rico	Automobile importing and sales	USD 47.5	100.0
Mitsubishi Motors Europe B.V. (MME)	Netherlands	Automobile parts importing and sales	EUR 1,282.9	100.0
Mitsubishi Motor R&D Europe GmbH (MRDE)	Germany	Product development, design, testing and certification	EUR 0.8	100.0 (100.0)
Mitsubishi Motor Sales Netherlands B.V.	Netherlands	Automobile importing and sales	EUR 6.8	100.0 (100.0)
Mitsubishi Motors Deutschland GmbH	Germany	Automobile importing and sales	EUR 30.0	100.0 (100.0)
MMC International Finance (Netherlands) B.V.	Netherlands	Procurement of funds, group company financing	EUR 0.1	100.0
Mitsubishi Motors Australia, Ltd. (MMAL)	Australia	Automobile importing and sales	AUD 1,789.9	100.0
Mitsubishi Motors New Zealand Ltd. (MMNZ)	New Zealand	Automobile importing and sales	NZD 48.0	100.0
Mitsubishi Motors (Thailand) Co., Ltd. (MMTh)	Thailand	Automobile importing, assembly and sales	THB 7,000.0	100.0
MMTh Engine Co., Ltd.	Thailand	Manufacturing of automobile engine and pressed parts	THB 20.0	100.0 (100.0)
Mitsubishi Motors Philippines Corp. (MMP)	Philippines	Automobile importing, assembly and sales	PHP 1,640.0	51.0
Asian Transmission Corp. (ATC)	Philippines	Manufacturing of automobile transmissions	PHP 770.0	94.7 (89.4)
Mitsubishi Motors Middle East and Africa FZE	U.A.E.	Importing and sales of automobile parts	UAD 10.0	100.0

MMC has 25 other subsidiaries outside Japan in addition to the above.

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

## Equity Method Affiliates (24)

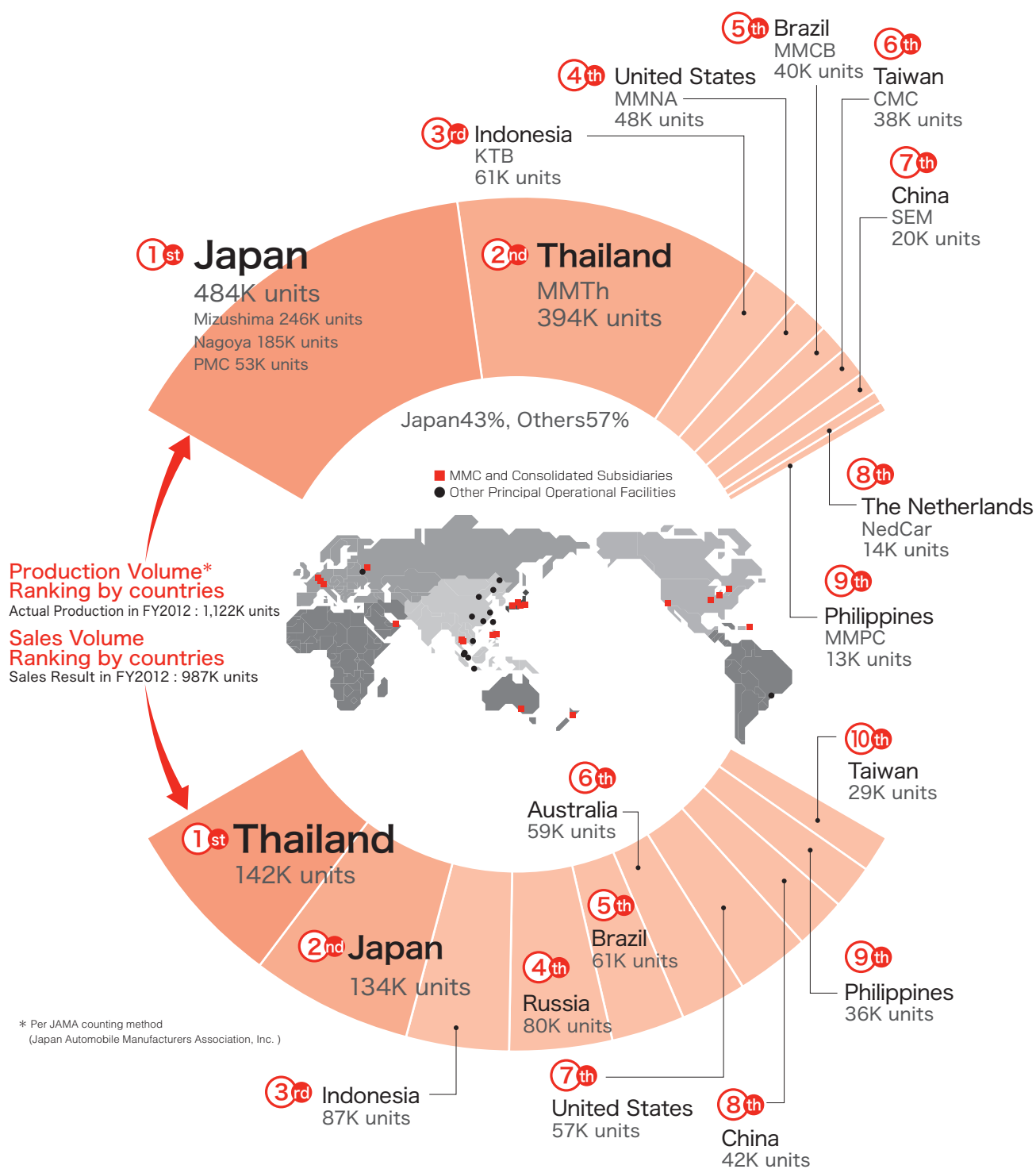
Company	Location	Business Lines	Capitalization (Millions of Yen)	MMC Share of Voting Rights (%)
Muroran Mitsubishi Motors Sales Co., Ltd.	Hokkaido	Automobile sales	100	29.0 (29.0)
Tokachi Mitsubishi Motors Sales Co., Ltd.	Hokkaido	Automobile sales	60	35.0
Ibaraki Mitsubishi Motors Sales Co., Ltd.	Ibaraki	Automobile sales	30	40.0
Meihoku Mitsubishi Motors Sales Co., Ltd.	Aichi	Automobile sales	70	28.6
Mie Mitsubishi Motors Sales Co., Ltd.	Mie	Automobile sales	58	24.8
Kagawa Mitsubishi Motors Sales Co., Ltd.	Kagawa	Automobile sales	50	23.0
Miyazaki Mitsubishi Motors Sales Co., Ltd.	Miyazaki	Automobile sales	60	38.8
Higashi Kanto MMC Parts Sales Co., Ltd.	Chiba	Automobile parts sales	100	33.0 (10.0)
NMKV Co., Ltd.	Tokyo	Product planning and engineering of minicars	10	50
MMC Diamond Finance Corp.	Tokyo	Auto sales financing, leasing and rentals	3,000	47.0
Mitsubishi Motors do Portugal S.A.	Portugal	Importing and sales of automobiles	EUR 16.5	50.0 (50.0)
Vina Star Motors Corp.	Vietnam	Manufacturing and marketing of automobiles and parts	USD 16.0	25.0

MMC has 12 other affiliates in addition to the above.

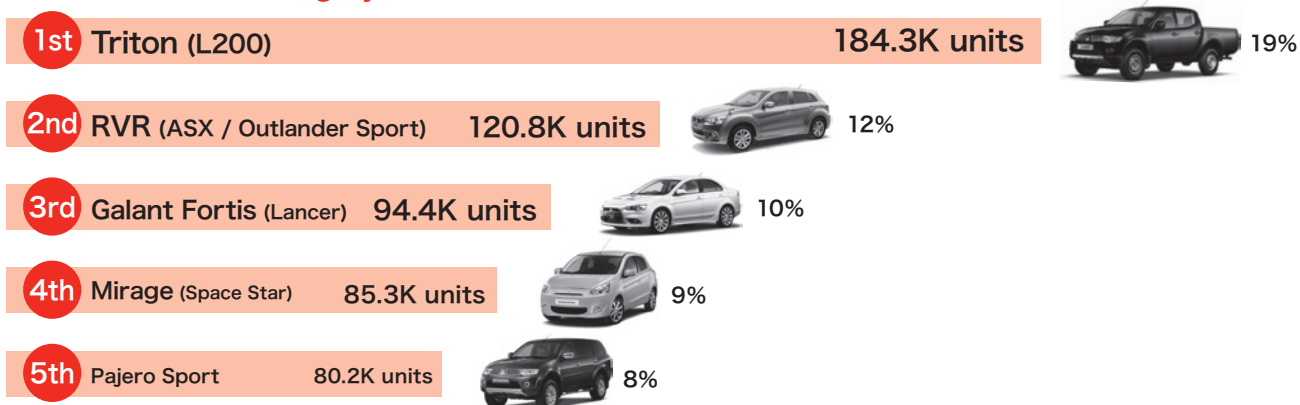
Note: Figures in parentheses in the "MMC Share of Voting Rights" column represent indirect shares.

# Production and Sales Volume Ranking by Countries

## Sales Volume Ranking by Model



### Sales Volume Ranking by Model FY2012 result : 987K units





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

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

MMC In-house Classification		2008	2009	2010	2011	2012
Japan	Net Sales.....	398,381	368,481	363,270	357,136	329,473
	Production Volume .....	681,688	513,585	663,320	585,860	484,428
	Sales Volume .....	168,046	170,692	163,470	151,323	134,021
North America	Net Sales.....	232,202	175,391	189,846	195,164	157,639
	Production Volume .....	43,877	22,696	32,846	31,114	47,837
	Sales Volume .....	118,984	87,642	93,950	106,337	84,718
Europe	Net Sales.....	631,658	269,221	490,030	474,783	400,707
	Production Volume .....	47,320	38,960	27,149	21,842	13,522
	Sales Volume .....	272,208	169,700	218,312	218,202	180,901
Asia & ASEAN & Other Regions		711,332	632,521	785,349	780,207	927,292
Asia & ASEAN	Production Volume* <sup>1</sup> .....	275,867	328,127	422,211	447,433	535,568
	Sales Volume (Conventional counting) .....	223,264	291,894	382,324	—	—
	Sales Volume (New counting)* <sup>2</sup> .....	—	—	263,907	299,589	357,438
Middle East & Africa	Production Volume .....	4,115	3,898	4,227	2,011	—
	Sales Volume .....	136,962	108,706	94,081	65,877	70,862
Central & South America	Production Volume .....	35,370	35,430	35,970	40,290	40,260
	Sales Volume .....	83,959	69,470	85,148	93,328	95,397
Oceania	Production Volume .....	91	—	—	—	—
	Sales Volume .....	61,983	61,970	67,703	66,474	64,027
Total	Net Sales	1,973,572	1,445,614	1,828,497	1,807,293	1,815,113
	Production Volume	1,088,328	942,696	1,185,723	1,128,550	1,121,615
	Sales Volume (Conventional counting)	1,065,406	960,074	1,104,988	—	—
	Sales Volume (New counting)* <sup>2</sup>	—	—	986,571	1,001,130	987,364

Note: 1. Overseas production volume indicates the number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes Knocked Down production).

2. Puerto Rico included in North America up until FY2007 and classified into Central and South America, effective from FY2008.

3. Figures in Oceania refer to the sum of those in Australia and New Zealand.

4. \* 1 Overseas production volume: Locally branded models produced in China, which had been included in the output figures for China, have been excluded from the statistic since April 2012.

5. \* 2 The new method of counting the number of units sold (the retail sales volume) was adopted, effective FY2011: Conventionally, the sales volume included products designed by MMC which were sold under other companies' brands and MMC earned royalty income on, but under the new counting method, only MMC branded products are counted in the sales volume.

## Global Production and Sales Volume

(Unit: Vehicles)

MMC In-house Classification		2008	2009	2010	2011	2012
Production Volume	Japan.....	681,688	513,585	663,320	585,860	484,428
	Other Regions* <sup>1</sup> .....	406,640	429,111	522,403	542,690	637,187
Total		1,088,328	942,696	1,185,723	1,128,550	1,121,615
Sales Volume	Japan Domestic.....	167,869	170,515	163,320	151,258	116,031
	Import.....	177	177	150	65	17,990
	Total .....	168,046	170,692	163,470	151,323	134,021
	Other Regions (Conventional counting) .....	897,360	789,382	941,518	—	—
	Other Regions (New counting)* <sup>2</sup> .....	—	—	823,101	849,807	853,343
Total (Conventional counting)		1,065,406	960,074	1,104,988	—	—
Total (New counting)* <sup>2</sup>		—	—	986,571	1,001,130	987,364

(Unit: Vehicles)

Japan Automobile Manufacturers Association, Inc. (JAMA) Classification		2008	2009	2010	2011	2012
Production Volume	Japan Passenger Vehicles.....	608,996	438,162	590,083	517,302	417,364
	Commercial Vehicles.....	72,692	75,423	73,237	68,558	67,064
	Total .....	681,688	513,585	663,320	585,860	484,428
	Other Regions* <sup>1</sup> .....	406,640	429,111	522,403	542,690	637,187
Global		1,088,328	942,696	1,185,723	1,128,550	1,121,615
Sales Volume	Japan Passenger Vehicles.....	126,053	128,130	120,124	113,757	101,293
	Commercial Vehicles.....	41,993	42,562	43,346	37,566	32,728
	Total .....	168,046	170,692	163,470	151,323	134,021
	Other Regions (Conventional counting) .....	897,360	789,382	941,518	—	—
	Other Regions (New counting)* <sup>2</sup> .....	—	—	823,101	849,807	853,343
Total (Conventional counting)		1,065,406	960,074	1,104,988	—	—
Total (New counting)* <sup>2</sup>		—	—	986,571	1,001,130	987,364

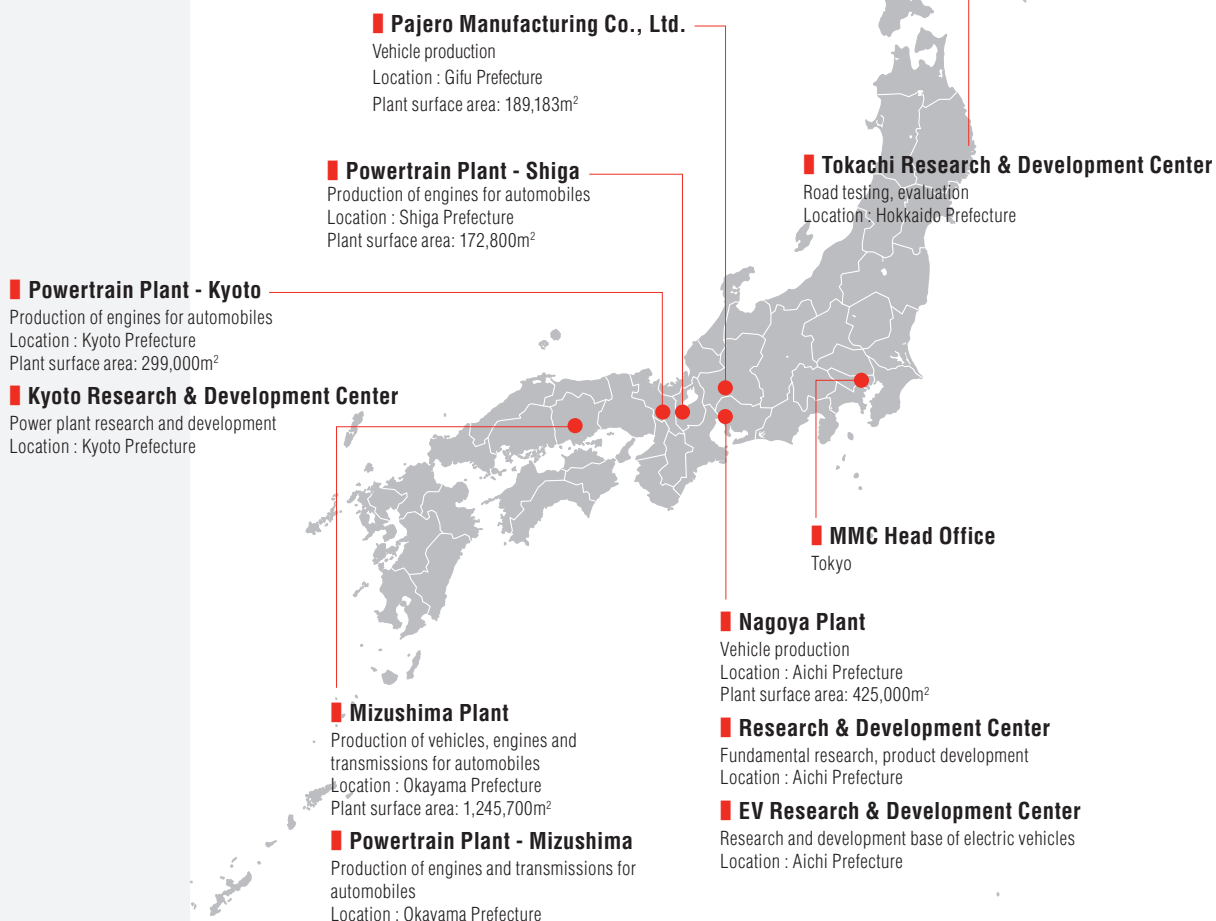
\* 1 Overseas production volume: Locally branded models produced in China, which had been included in the output figures for China, have been excluded from the statistic since April 2012.

\* 2 The new method of counting the number of units sold (the retail sales volume) was adopted, effective FY2011: Conventionally, the sales volume included products designed by MMC which were sold under other companies' brands and MMC earned royalty income on, but under the new counting method, only MMC branded products are counted in the sales volume.

## Activities by Region

### Japan

#### Principal Operational Facilities in Japan



#### Production Facilities

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

##### Engine Production

- Powertrain Plant Kyoto, Shiga, Mizushima

##### Transmission Production

- Powertrain Plant Mizushima

#### R&D Facilities

##### R&D

- Research & Development Center
- Kyoto Research & Development Center
- Tokachi Research & Development Center

#### Sales Organization

Sales Companies: 107

Consolidated Subsidiaries 5, Independent Dealerships 102

New Car Sales Outlets: 679

(As of April 1, 2013)

■ MMC and Consolidated Subsidiaries

## Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ Nagoya Plant	Grandis.....	8,583	6,802	4,377	—	—
	New Model Outlander.....	—	—	—	—	75,665
	New Model Outlander PHEV.....	—	—	—	—	4,621
	RVR* <sup>1</sup> .....	—	6,915	134,004	145,608	103,603
	Colt.....	12,899	17,831	10,651	7,699	1,187
■ Mizushima Plant	Colt Plus.....	5,690	8,207	5,088	3,105	469
	Outlander* <sup>1</sup> , * <sup>2</sup> .....	129,383	98,692	124,345	96,261	25,709
	Galant Fortis (Lancer)* <sup>3</sup> .....	185,516	112,184	120,064	93,647	76,598
	Lancer* <sup>4</sup> .....	66,347	38,513	27,512	16,841	23,983
	Old Model Mirage.....	1,530	960	—	—	—
	Airtrek.....	5,714	—	—	—	—
	Delica* <sup>4</sup> .....	11,573	8,153	7,830	6,947	7,158
	i.....	8,501	6,344	4,655	3,651	2,340
	i-MiEV* <sup>1</sup> .....	—	1,710	8,496	14,795	4,064
	Minica.....	9,256	11,111	12,057	1,138	—
	Pajero Mini* <sup>1</sup> .....	17,033	11,195	9,165	9,681	5,862
	eK Wagon* <sup>1</sup> .....	63,943	50,914	43,073	38,439	33,920
	Toppo.....	14,116	12,969	10,825	7,410	5,155
	Town Box* <sup>1</sup> .....	8,241	3,892	3,086	2,542	—
	minicab* <sup>1</sup> .....	52,106	48,206	52,134	56,814	59,862
	MINICAB-MiEV* <sup>1</sup> .....	—	—	—	4,112	828
	MINICAB-MiEV Truck.....	—	—	—	—	660
■ PMC	Pajero.....	57,903	48,055	66,569	61,603	39,759
	Delica D:5.....	13,709	18,008	16,674	14,760	12,451
	Challenger.....	9,210	2,364	2,154	42	—
	Jeep.....	435	534	562	765	534
Registered Vehicle Total		508,492	367,218	519,830	447,278	371,737
Minicar Total		173,196	146,341	143,491	138,582	112,691
Total		681,688	513,559	663,321	585,860	484,428

■ MMC and Consolidated Subsidiaries

Note: Figures in the table are totals of built-up and knockdown production

\*1 Including commissioned OEM production

\*2 Including production at the Nagoya Plant

\*3 Including Lancer Evolution and Sportback

\*4 Including Lancer Evolution, Wagon and Cargo

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ Nagoya Plant	New Model Outlander .....	—	—	—	—	3,096
	New Model Outlander PHEV .....	—	—	—	—	4,304
	RVR .....	—	5,505	10,159	5,405	4,350
	Colt .....	9,358	15,546	10,660	6,704	1,429
	Colt Plus .....	5,177	7,116	5,435	2,926	552
	Grandis .....	281	5	—	—	—
	Others .....	1	1	—	2	—
■ Mizushima Plant	Outlander *1 .....	6,531	7,638	6,852	4,249	1,039
	Galant Fortis .....	5,203	2,460	1,763	1,580	1,309
	Galant Fortis Sportback .....	1,678	1,769	994	878	537
	Lancer Evolution X .....	2,074	1,109	873	892	667
	Lancer Cedia .....	2,397	1,227	116	—	1
	Lancer Cargo .....	1,643	10	—	—	1
	i .....	8,793	6,439	4,685	3,828	2,328
	i-MiEV .....	—	1,426	2,541	2,552	2,205
	Minica .....	9,955	10,656	10,761	3,293	46
	Pajero Mini .....	11,456	8,646	8,056	8,281	6,081
	eK Wagon .....	39,972	33,735	35,063	30,985	26,077
	Toppo .....	12,472	13,469	10,949	8,110	4,873
	Town Box .....	3,162	2,171	2,125	1,636	16
	minicab .....	28,095	28,909	29,992	30,173	28,463
	MINICAB-MiEV .....	—	—	—	2,026	2,026
	MINICAB-MiEV Truck .....	—	—	—	—	486
	Others .....	—	4	3	32	5
■ PMC	Pajero .....	2,738	2,198	2,948	3,209	2,029
	Delica D:5 .....	14,706	17,664	15,231	15,354	12,592
■ MMTh	Triton .....	177	176	150	65	—
	Mirage .....	—	—	—	—	17,990
OEM Supplied by Nissan	Dignity .....	—	—	—	—	61
	Proudia .....	—	—	—	—	279
	Delica D:3 .....	—	—	—	546	443
	Delica .....	—	—	—	—	526
	Lancer Cargo .....	355	1,412	1,394	1,261	1,174
OEM Supplied by Suzuki	Delica D:2 .....	—	—	1,671	16,587	9,028
OEM Supplied by Mazda	Delica .....	1,822	1,399	1,048	749	8
Total Registered Vehicles		54,141	65,239	59,297	60,439	61,420
Total Minicars		113,905	105,451	104,172	90,884	72,601
Total Domestically Produced Vehicles		167,869	170,514	163,319	151,258	116,031
Total Imported Vehicles		177	176	150	65	17,990
Total		168,046	170,690	163,469	151,323	134,021
Total Japanese Market Volume		4,524,263	4,752,468	4,463,007	4,595,143	5,026,418

■ MMC and Consolidated Subsidiaries

\*1 Including production at the Nagoya Plant

## Export Shipments by Region (MMC In-house Classification)

(Unit: Vehicles)

	2008	2009	2010	2011	2012
North America.....	60,706	63,336	70,716	70,343	<b>46,698</b>
Europe.....	202,052	68,389	199,236	184,295	<b>150,303</b>
Asia, ASEAN & Other Regions.....	200,333	165,250	202,221	164,567	<b>148,098</b>
Asia & ASEAN .....	33,421	42,501	60,078	43,748	<b>31,716</b>
Middle East & Africa.....	93,131	55,108	54,189	30,426	<b>41,359</b>
Central & South America.....	34,971	21,997	38,916	46,295	<b>38,472</b>
Oceania.....	38,810	45,644	49,038	44,098	<b>36,551</b>
<b>Total</b>	<b>463,091</b>	<b>296,975</b>	<b>472,173</b>	<b>419,205</b>	<b>345,099</b>

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

## Export Shipments by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ Nagoya Plant	Grandis.....	8,283	6,653	4,548	—	—
	New Model Outlander .....	—	—	—	—	<b>69,628</b>
	RVR* <sup>1</sup> .....	—	6	121,374	140,679	<b>102,351</b>
	Colt .....	3,853	1,268	1,275	1,100	—
	Colt Plus .....	645	354	319	315	—
	Others .....	—	1,607	30	—	—
■ Mizushima Plant	Outlander* <sup>1</sup> .....	115,849	89,919	116,672	93,828	<b>25,677</b>
	Airtrek .....	5,967	—	—	—	—
	Galant Fortis* <sup>2</sup> .....	182,666	106,527	116,468	89,366	<b>75,610</b>
	Lancer* <sup>3</sup> .....	65,400	35,296	31,380	16,459	<b>24,143</b>
	Delica.....	11,906	7,999	8,035	6,810	<b>7,110</b>
	i.....	267	36	—	—	—
	i-MiEV* <sup>1</sup> .....	—	164	5,636	11,618	<b>2,104</b>
	MINICAB-MiEV .....	—	—	—	—	<b>20</b>
	Others .....	—	—	—	22	—
■ PMC	Pajero.....	58,000	44,896	64,207	58,842	<b>38,300</b>
	Challenger .....	10,225	2,245	2,205	110	—
	Delica D:5 .....	30	5	24	56	<b>156</b>
<b>Total</b>		<b>463,091</b>	<b>296,975</b>	<b>472,173</b>	<b>419,205</b>	<b>345,099</b>

■ MMC and Consolidated Subsidiaries

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

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

\*1 Including commissioned OEM production

\*2 Including Lancer Evolution and Sportback

\*3 Including Lancer Wagon

# Activities by Region

## North America

### Principal Operational Facilities in North America

#### Supervision of Operations

##### ■ MMNA (Head Office)

**Mitsubishi Motors North America, Inc.**

Location: Cypress, California

Capitalization: USD 398.8 million

Activities: Automobile importing, sales and manufacturing

MMC Voting Rights: 100.0%

#### Sales Organization (United States)

Sales Outlets: 379

Sales Financing

##### ■ MMCA

**Mitsubishi Motors Credit of America, Inc.**

Location: Cypress, California

Capitalization: USD 260.0 million

Activities: Automobile financing and leasing

MMC Voting Rights: 100.0%

#### Sales Organization (Canada)

Sales Outlets: 85

Distributor

##### ■ MMSCAN

**Mitsubishi Motor Sales of Canada, Inc.**

Location: Mississauga, Ontario

Capitalization: USD 1.3 million

Activities: Automobile importing and sales

MMC Voting Rights: 100.0%

#### R&D Facility

##### ■ MRDA

**Mitsubishi Motors R&D of America, Inc.**

Location: Ann Arbor, Michigan

Capitalization: USD 2.0 million

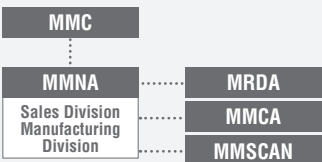
Activities: Market research, product development, design, testing and certification

MMC Voting Rights: 100.0%

#### ■ MMNA (Manufacturing)

**Mitsubishi Motors North America, Inc.**

Production Facility Location: Normal, Illinois



----- Consolidated Subsidiaries

(As of March 31, 2013)

■ MMC and Consolidated Subsidiaries

## North America

### Sales Volume by Country

(Unit: Vehicles)

Country	2008	2009	2010	2011	2012
U.S.A.....	84,010	53,775	62,227	75,460	57,179
Canada.....	18,874	20,062	19,558	20,695	19,385
Mexico.....	16,100	13,805	12,165	10,182	8,154
Total	118,984	87,642	93,950	106,337	84,718
Total Market Volume*1	14,383,633	13,022,431	14,508,954	15,725,894	17,382,763

\*1 Sales figures in U.S.A, Canada and Mexico. (Passenger Cars + Light Commercial Vehicles).

### Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ MMNA (Illinois, U.S.A.)	Endeavor.....	5,875	5,279	5,948	9,708	321
	Galant.....	23,259	13,978	15,300	13,530	8,525
	Eclipse / Eclipse Spyder.....	16,989	5,890	5,333	7,916	932
	RVR (Outlander Sport).....	—	—	—	—	11,728
■ Japan	Pajero (Montero).....	377	78	441	342	325
	Grandis.....	463	298	1	—	—
	Outlander.....	25,205	23,990	23,001	17,830	16,019
	Airtrek.....	10	1	—	—	—
	Galant Fortis (Lancer)*1.....	41,500	34,316	33,289	30,314	28,355
	Lancer.....	58	1	1	—	—
	RVR (Outlander Sport).....	—	—	8,127	23,763	14,130
	i-MiEV ( i ).....	—	—	—	285	1,262
	Others.....	7	—	—	—	—
■ MMTh (Thailand)	Triton (L200).....	1,836	2,081	2,089	2,231	2,747
	Pajero Sport.....	—	536	417	418	374
	Challenger.....	56	6	—	—	—
OEM Supplied by Chrysler	Raider.....	3,349	1,188	3	—	—
Total		118,984	87,642	93,950	106,337	84,718

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model.

\*1 Including Lancer Evolution and Sportback

## U.S.A

### Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ MMNA (Illinois, U.S.A)	Endeavor.....	2,316	5,401	6,444	8,607	—
	Galant.....	27,747	15,017	19,229	17,551	7,839
	Eclipse / Eclipse Spyder.....	13,814	2,278	7,173	4,956	—
	RVR (Outlander Sport).....	—	—	—	—	39,998
Total		43,877	22,696	32,846	31,114	47,837

■ MMC and Consolidated Subsidiaries

### Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ MMNA (Illinois, U.S.A)	Endeavor.....	4,342	4,057	4,433	8,324	255
	Galant.....	22,010	13,265	15,163	13,507	8,525
	Eclipse / Eclipse Spyder.....	15,338	4,955	4,277	7,236	753
	RVR (Outlander Sport).....	—	—	—	—	9,401
■ Japan	Galant Fortis (Lancer)*1.....	26,341	19,592	21,273	19,717	18,528
	Outlander.....	12,624	10,718	11,632	9,637	8,650
	RVR (Outlander Sport).....	—	—	5,446	16,823	9,990
	i-MiEV ( i ).....	—	—	—	216	1,077
	Others.....	6	—	—	—	—
OEM Supplied by Chrysler	Raider.....	3,349	1,188	3	—	—
Total		84,010	53,775	62,227	75,460	57,179
Total Market Volume		11,869,839	10,770,741	12,103,435	13,185,591	14,712,357

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model.

\*1 Including Lancer Evolution and Sportback

## Activities by Region

### Europe

#### Principal Operational Facilities in Europe

#### Supervision of Operations

##### ■ MME

##### Mitsubishi Motors Europe B.V.

Location: Born, Netherlands

Capitalization: EUR 1,282.9 million

Activities: After-sales services, imports and sales of automobile parts

MMC Voting Rights: 100.0%

#### Production Facility

##### ■ PCMA Rus

##### PCMA RUS Limited Company

Location: Kaluga, Russia

Capitalization: EUR 300.0 million (As of July 31, 2013)

Shareholders: PSA Peugeot Citroën 70.0%, MMC 30.0%

Activities: Manufacturing of automobiles

#### R&D Facility

##### ■ MRDE

##### Mitsubishi Motor R&D Europe GmbH (MRDE)

Location: Trebur, Germany

Capitalization: EUR 0.8 million

Activities: Research, testing and investigation about automobiles

MMC Voting Rights: 100.0%

#### Sales Organization

Distributors :36

Sales Outlets :2,000 sales outlets approx.

(As of March 31, 2013)

■ MMC and Consolidated Subsidiaries

## Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ NedCar (Netherlands)* <sup>1</sup>	Colt .....	45,538	38,960	27,149	21,842	13,522
PF (Italy)	Colt CZC Cabriolet.....	1,782	—	—	—	—
Total		47,320	38,960	27,149	21,842	13,522

■ MMC and Consolidated Subsidiaries

PF: Pininfarina S.p.A.

\* 1 SKD (Semi Knocked Down) production of Outlander is included as production in Japan according to the definition of SKD by Japan Automobile Manufacturers Association.  
Vehicle production at NedCar ended in December 2012.



## Sales Volume by Country

(Unit: Vehicles)

Country	2008	2009	2010	2011	2012
Germany .....	28,587	23,877	28,589	29,327	22,135
United Kingdom.....	16,745	18,176	19,891	14,915	12,349
Norway.....	4,585	3,802	7,049	8,409	5,697
France.....	4,047	3,897	6,444	6,012	5,260
Italy .....	6,832	5,152	8,525	7,716	4,532
Switzerland.....	3,706	3,910	5,113	5,206	4,391
Turkey.....	7,966	3,609	6,809	6,687	4,004
Spain.....	7,948	7,421	10,411	6,812	3,950
Austria.....	3,836	3,011	4,981	4,739	3,894
Sweden .....	3,027	3,732	6,172	6,301	3,819
Belgium.....	3,518	3,622	5,264	5,250	3,815
Poland .....	6,403	8,742	10,108	6,978	3,697
Netherlands.....	7,104	4,921	6,732	5,922	3,285
Israel.....	6,943	5,489	8,985	5,370	2,632
Portugal .....	3,891	3,832	4,960	2,325	1,428
Greece .....	4,938	4,061	1,801	1,304	655
Denmark .....	3,630	2,793	2,968	1,919	492
Russia.....	96,313	38,783	55,426	72,715	80,368
Ukraine.....	33,785	9,539	7,786	8,827	5,660
Kazakhstan.....	2,221	2,232	874	1,353	2,343
Others .....	16,183	9,099	9,424	10,115	6,495
<b>Total</b>	<b>272,208</b>	<b>169,700</b>	<b>218,312</b>	<b>218,202</b>	<b>180,901</b>
<b>Total Market Volume*1</b>	<b>13,975,278</b>	<b>16,259,790</b>	<b>15,277,103</b>	<b>14,931,608</b>	<b>13,596,183</b>

The top 20 countries in sales volume in FY2012 among the 40 countries where MMC operates its business in Europe.

\*1 The total market volume represents the sum of the sales volumes of 27 EU countries and 3 EFTA countries. (Passenger Cars + Light Commercial Vehicles).

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ NedCar (Netherlands)	Colt .....	48,308	40,058	29,869	23,211	16,731
PF (Italy)	Colt CZC Cabriolet.....	3,260	1,281	31	2	—
	Others.....	3	—	—	—	—
■ Japan	Pajero.....	19,504	11,234	14,111	19,271	14,826
	Challenger (Pajero Sport).....	6,166	848	2	—	—
	Delica (L300) .....	1,924	622	19	—	—
	Grandis.....	6,212	3,951	3,641	359	10
	New Model Outlander .....	—	—	—	—	26,402
	Outlander *1 .....	51,488	34,547	41,962	39,218	17,190
	Airtrek (Outlander).....	5,595	969	200	—	—
	Galant Fortis (Lancer)*2.....	80,817	43,196	44,004	28,347	18,432
	Lancer*3.....	13,010	6,920	446	3	—
	RVR (ASX) .....	—	—	47,315	67,115	52,633
	i.....	145	6	—	—	—
	i-MiEV .....	—	25	1,310	1,828	1,609
■ MMNA (U.S.A)	Galant.....	3,320	1,696	789	45	—
■ MMTh (Thailand)	Triton (L200).....	31,369	21,758	29,673	29,252	21,997
	Pajero Sport.....	1,087	2,589	4,940	9,551	8,787
	Mirage (Space Star) .....	—	—	—	—	2,284
<b>Total</b>		<b>272,208</b>	<b>169,700</b>	<b>218,312</b>	<b>218,202</b>	<b>180,901</b>

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model.

\*1 Figures include SKD (Semi Knocked Down) production at NedCar

\*2 Including Lancer Evolution and Sportback

\*3 Including Lancer Wagon

## Russian Federation

### Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
PCMA Rus	Outlander*1, *2.....	—	—	7,491	15,059	<b>4,982</b>
	New Model Outlander*1.....	—	—	—	—	<b>5,326</b>
Total		—	—	7,491	15,059	<b>10,308</b>

\*1 Included as the production in Japan according to the definition by Japan Automobile Manufacturers Association.

\*2 Including commissioned OEM production

### Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ NedCar (Netherlands)	Colt.....	2,110	307	267	5	—
■ Japan	Pajero.....	7,620	2,845	3,897	10,312	<b>8,745</b>
	Grandis.....	710	207	155	—	—
	Challenger (Pajero Sport).....	5,499	3,204	—	—	—
	New Model Outlander*1.....	—	—	—	—	<b>17,434</b>
	Outlander*1.....	19,692	9,963	16,349	18,746	<b>5,979</b>
	Airtrek (Outlander).....	1,023	3	—	—	—
	Galant Fortis (Lancer)*2.....	48,746	13,794	14,987	11,891	<b>12,335</b>
	Lancer*3.....	2,241	4,680	70	2	—
	RVR (ASX).....	—	—	10,426	16,993	<b>22,449</b>
	i-MiEV.....	—	—	—	61	<b>40</b>
■ MMNA (U.S.A)	Galant.....	2,042	836	277	4	—
■ MMTh (Thailand)	Triton (L200).....	6,630	2,944	4,841	6,847	<b>5,930</b>
	Pajero Sport.....	—	—	4,157	7,854	<b>7,456</b>
Total		96,313	38,783	55,426	72,715	<b>80,368</b>
Total Market Volume		1,863,358	898,623	1,356,335	1,955,802	<b>2,175,765</b>

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model.

\*1 Including production at PCMA Rus

\*2 Including Lancer Evolution and Sportback

\*3 Including Lancer Wagon

## Activities by Region

### Asia, ASEAN and Other Regions

#### Principal Operational Facilities in Southeast Asia



(As of March 31, 2013)

MC: Mitsubishi Corporation

■ MMC and Consolidated Subsidiaries

## Asia, ASEAN

## Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	2008	2009	2010	2011	2012
■ MMTh (Thailand) .....	156,647	129,463	199,760	221,450	<b>393,910</b>
■ MMPC (Philippines) .....	8,687	10,628	14,281	13,160	<b>12,529</b>
KRM (Indonesia) .....	28,693	24,744	43,992	55,774	<b>61,140</b>
PROTON (Malaysia) .....	2,666	1,562	393	—	—
CMC (Taiwan) .....	27,620	45,135	46,772	47,928	<b>37,666</b>
SEM (China) .....	41,773	108,168	113,372	105,558	<b>19,954</b>
GACCF (China) *1 .....	3,044	2,716	2,108	2,250	—
GMMC (China) *1 .....	—	—	—	—	<b>8,205</b>
HHMC (China) *2 .....	5,302	5,126	1,083	—	—
HML (India) .....	1,435	585	450	383	<b>1,500</b>
PIL (Bangladesh) .....	—	—	—	150	<b>120</b>
VSM (Vietnam) .....	—	—	—	780	<b>544</b>
<b>Total</b>	<b>275,867</b>	<b>328,127</b>	<b>422,211</b>	<b>447,433</b>	<b>535,568</b>

■ MMC and Consolidated Subsidiaries

KRM: P.T. Krama Yudha Ratu Motors

PROTON: PROTON Holdings Berhad

CMC: China Motor Co., Ltd.

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

GACCF: GAC Changfeng Motor Co., Ltd.

GMMC: GAC Mitsubishi Motors Co., Ltd.

HHMC: Harbin Hafei Motor Co., Ltd.

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

HML: Hindustan Motors Limited

PIL: Pragati Industries Limited

VSM: Vina Star Motors Corporation

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

\*1 GMMC (formerly GACCF) started operations in September, 2012.

\*2 Vehicle production contract with HHMC (China) was terminated in 2010.

## Sales Volume by Country

(Unit: Vehicles)

Country/Area	2008	2009	2010	2011	2012
Thailand.....	19,231	23,397	47,513	73,649	<b>141,923</b>
Philippines.....	18,018	24,973	32,922	32,185	<b>36,064</b>
Indonesia.....	38,870	36,127	59,081	73,254	<b>87,030</b>
Malaysia (Conventional counting) .....	13,051	11,326	17,336	—	—
Malaysia (New counting) *1 .....	—	—	12,204	11,408	<b>12,619</b>
Taiwan (Conventional counting) .....	31,350	42,515	46,566	—	—
Taiwan (New counting) *1 .....	—	—	36,269	36,271	<b>28,801</b>
China (Conventional counting) .....	87,150	143,030	167,989	—	—
China (New counting) *1 .....	—	—	65,001	62,541	<b>42,019</b>
Hong Kong.....	535	373	398	297	<b>292</b>
Republic of Korea.....	146	621	410	14	<b>122</b>
India .....	3,768	2,478	3,174	2,463	<b>2,086</b>
Sri Lanka .....	712	236	543	2,440	<b>2,410</b>
Bangladesh.....	784	1,170	1,800	1,826	<b>1,272</b>
Vietnam.....	2,534	2,202	2,333	1,471	<b>1,273</b>
Singapore.....	5,426	2,200	754	264	<b>98</b>
Brunei Darussalam.....	985	878	985	941	<b>1,021</b>
Cambodia.....	206	158	203	277	<b>227</b>
Laos.....	161	139	203	91	<b>133</b>
Pakistan.....	337	71	65	144	<b>1</b>
Bhutan.....	—	—	19	45	<b>16</b>
Nepal.....	—	—	30	6	<b>31</b>
Myanmar.....	—	—	—	2	<b>0</b>
<b>Total (Conventional counting)</b>	<b>223,264</b>	<b>291,894</b>	<b>382,324</b>	—	—
<b>Total (New counting) *1</b>	—	—	<b>263,907</b>	<b>299,589</b>	<b>357,438</b>

\*1 The new method of counting the number of units sold (the retail sales volume) was adopted, effective FY2011. Conventionally, the sales volume included products designed by MMC which were sold under other companies' brands and MMC earned royalty income on, but under the new counting method, only MMC branded products are counted in the sales volume.

## Thailand

## Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ MMTh (Thailand)	Triton .....	135,443	87,008	135,895	147,542	185,670
	Pajero Sport .....	15,065	37,179	55,289	67,966	82,712
	Grandis (Space Wagon) .....	2,084	1,880	1,774	179	—
	Galant Fortis (Lancer) .....	—	—	567	3,175	2,320
	Lancer .....	4,055	3,396	6,235	2,568	575
	Mirage .....	—	—	—	20	122,633
Total		156,647	129,463	199,760	221,450	393,910

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model.

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

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ MMTh (Thailand)	Triton .....	12,507	10,659	26,779	47,319	59,491
	Pajero Sport .....	3,045	7,280	12,462	20,008	25,315
	Grandis (Space Wagon) .....	1,413	1,306	1,247	513	1
	Galant Fortis (Lancer) .....	—	1,702	2,660	3,098	2,529
	Lancer .....	2,242	2,447	4,365	2,710	782
	Mirage .....	—	—	—	—	53,801
■ Japan	Pajero .....	24	3	—	1	—
	i-MiEV .....	—	—	—	—	4
Total		19,231	23,397	47,513	73,649	141,923
Total Market Volume		543,321	589,337	847,173	807,423	1,510,436

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model.

## Philippines

## Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ MMPC (Philippines)	Adventure .....	4,570	5,986	7,390	6,712	6,062
	Delica (L300) .....	4,117	4,642	6,891	6,448	6,467
Total		8,687	10,628	14,281	13,160	12,529

■ MMC and Consolidated Subsidiaries

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

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ MMPC (Philippines)	Adventure .....	5,083	5,738	7,039	6,680	6,341
	Delica (L300) .....	4,244	4,310	6,288	6,595	6,887
■ Japan	Pajero .....	410	75	259	464	504
	Outlander .....	448	95	2	—	—
	Galant Fortis (Lancer EX)*1 .....	557	6	—	1	1
	RVR (ASX) .....	—	—	421	400	168
■ MMNA (U.S.A)	Endeavor .....	19	4	—	—	—
	Others .....	4	6	3	—	—
■ MMTh (Thailand)	Triton (Strada) .....	2,545	2,986	3,963	4,688	3,969
	Pajero Sport .....	2,795	9,612	12,393	11,560	13,010
	Grandis .....	136	102	72	72	—
	Galant Fortis (Lancer EX) .....	—	411	1,013	686	1,332
	Lancer .....	1,094	1,200	1,183	811	196
	Mirage .....	—	—	—	—	3,538
CMC (Taiwan)	Galant .....	9	79	23	25	3
	Zinger (Fuzion) .....	674	349	263	203	115
Total		18,018	24,973	32,922	32,185	36,064
Total Market Volume		121,444	139,768	170,062	161,039	187,801

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model.

\*1 Including Lancer Evolution

## Indonesia

## Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
KRM (Indonesia)	Colt T120SS.....	12,201	9,744	19,392	26,225	31,473
	Colt L300 .....	16,492	15,000	24,600	29,549	29,667
Total		28,693	24,744	43,992	55,774	61,140

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

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
KRM (Indonesia)	Colt T120SS.....	12,271	9,720	18,568	23,698	28,979
	Colt L300 .....	16,814	14,884	22,658	27,881	29,395
	RVR (Outlander Sport).....	—	—	—	—	4,915
■ Japan	Galant Fortis (Lancer)*1 .....	188	95	72	52	13
	Pajero.....	37	10	8	5	3
■ MMTh (Thailand)	L200 Strada.....	296	—	—	—	—
	Lancer.....	58	21	56	39	54
	Grandis (Space Wagon) .....	728	214	245	301	59
	Triton.....	7,964	4,615	6,501	8,061	6,993
	Pajero Sport.....	—	6,299	10,780	13,197	13,322
	Mirage .....	—	—	—	—	3,297
	Others.....	—	—	2	2	—
OEM Supplied by Suzuki	Maven.....	514	269	191	18	—
Total		38,870	36,127	59,081	73,254	87,030
Total Market Volume		489,191	488,010	688,968	794,442	983,100

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model.

\*1 Including Lancer Evolution

## Malaysia

## Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
PROTON (Malaysia)	★ Inspira and others*1 .....	2,666	1,562	393	—	—
Total		2,666	1,562	393	—	—

★ Non-Mitsubishi brand vehicles

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

\*1 Inspira / Iswara / Satria / Putra / Arena / Wira / Waja / Juara / Perdana

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
PROTON (Malaysia)	★ Inspira and others*1 .....	5,795	2,893	5,132	—	—
■ Japan	RVR (ASX) .....	—	—	475	933	857
	Galant Fortis (Lancer)*2.....	1,312	1,279	1,349	786	581
	Pajero .....	—	—	39	46	25
	Others.....	—	—	—	2	1
	Grandis (Space Wagon).....	660	616	750	442	105
■ MMTh (Thailand)	Triton.....	5,284	5,844	8,027	7,754	8,207
	Pajero Sport.....	—	694	1,564	1,445	1,210
	Mirage.....	—	—	—	—	1,633
Total (Conventional counting)		13,051	11,326	17,336	—	—
Total (New counting)*3		—	—	12,204	11,408	12,619
Total Market Volume		517,421	547,785	598,776	562,468	627,187

■ MMC and Consolidated Subsidiaries

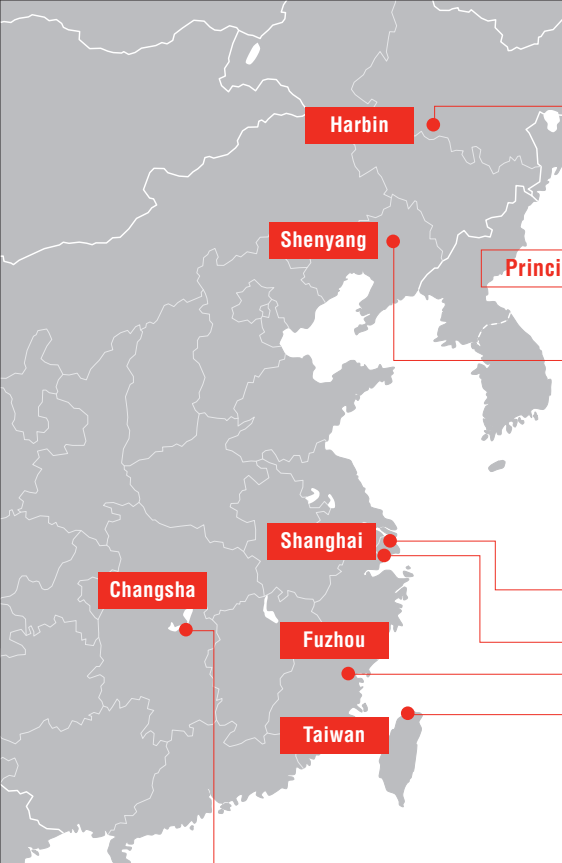
★ Non-Mitsubishi brand vehicles

Note: ( ) in the model column indicates the local name of each model.

\*1 Inspira / Iswara / Satria / Putra / Arena / Wira / Waja / Juara / Perdana

\*2 Including Lancer Evolution and Sportback

\*3 The new method of counting the number of units sold (the retail sales volume) was adopted, effective FY2011: Conventionally, the sales volume included products designed by MMC which were sold under other companies' brands and MMC earned royalty income on, but under the new counting method, only MMC branded products are counted in the sales volume.



### Principal Operational Facilities in China

#### DAE

**Harbin Dongan Automotive Engine Manufacturing Co., Ltd.**

Capitalization: CNY 500 million

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

Shareholders: MMC 15.3%, MCIC9.0%, MC 5.7%

#### SAME

**Shenyang Aerospace Mitsubishi Motors Engine Manufacturing Co., Ltd.**

Capitalization: CNY 740 million

Activities: Manufacturing and sales of engines (1300cc — 2400cc)

Shareholders: MMC 25.0%, MCIC14.7%, MC 9.3%

#### MMCh

**Mitsubishi Motors (China) Co., Ltd.**

Capitalization: 30 million RMB

Activities: Research and investigation and quality control about automobile Purchasing and procurement of automobile parts

MMC Voting Rights: 100.0%

#### MMSCN

**Mitsubishi Motor Sales (China) Co., Ltd.**

Activities: Automobile importing and sales

Capitalization: JPY 3 billion

Shareholders: MMC 50.0%, MC 50.0%

#### SEM

**South East (Fujian) Motor Co., Ltd.**

Capitalization: USD 138 million

Activities: Production and sales of Lancer, etc.

Shareholders: MMC 25.0%, CMC (Taiwan) 25.0%

#### CMC

**China Motor Co., Ltd.**

Capitalization: TWD 13.8 billion

Activities: Production and sales of Colt Plus, Lancer, Outlander, etc.

Shareholders: MMC 14.0%

#### GMMC

**GAC Mitsubishi Motors Co., Ltd**

Capitalization: CNY 1.7 billion

Activities: Production and sales of Pajero, ASX, etc.

Shareholders: MMC33%, MC17%

(As of March 31, 2013)

## China

### Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012*1
SEM (China)	★ Freeca .....	721	503	484	—	—
	★ Delica .....	4,474	3,824	5,367	4,040	—
	Galant Fortis (Lancer EX) .....	—	16,672	20,442	22,565	16,061
	Lancer .....	32,491	9,176	4,552	3,213	2,797
	★ Lioncel / V3 .....	—	71,387	70,625	71,762	—
	Galant .....	2,705	4,081	1,718	564	222
	★ Veryca .....	—	—	8,498	2,023	—
	Zinger .....	1,382	2,525	1,686	1,391	874
	★ Pajero iO (Liebao Feiteng) .....	3,044	2,716	2,108	2,250	—
	RVR (ASX) .....	—	—	—	—	8,205
GACCF (China)*2	★ Pajero iO (Liebao Feiteng) .....	3,044	2,716	2,108	2,250	—
GMMC (China)	RVR (ASX) .....	—	—	—	—	8,205
HHMC (China)*3	★ Mirage Dingo (Saima) .....	5,302	5,126	1,083	—	—
Total		50,119	116,010	116,563	107,808	28,159

★ Non-Mitsubishi brand vehicles

( ) in the model column indicates the local name of each model.

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

\*1 Locally branded models produced in China, which had been included in the output figures for China, have been excluded from the statistic since FY2012.

\*2 GMMC (formerly GACCF) started operations in September, 2012.

\*3 Vehicle production contract with HHMC (China) was terminated in 2010.

The sales volume by model in China is shown on the following page.

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
GACCF (China)*1	Pajero .....	8,515	8,381	9,259	6,972	2,797
	★ Pajero (Liebao) .....	10,809	16,332	20,232	—	—
	★ Pajero iO (Liebao Feiteng) .....	2,965	2,889	2,375	—	—
GMMC (China)	Pajero .....	—	—	—	—	2,237
	RVR (ASX) .....	—	—	—	—	4,607
SEM (China)	★ Freeca .....	1,128	652	490	—	—
	★ Delica .....	4,155	4,352	5,264	—	—
	Zinger .....	543	2,830	1,723	1,681	1,038
	★ Veryca .....	816	20	3,214	—	—
	Chariot Grandis (Soveran) .....	1,187	28	—	—	—
	Galant .....	3,962	3,747	1,878	935	365
	Galant Fortis (Lancer EX) .....	—	11,665	21,923	25,333	16,610
	Lancer .....	34,605	9,551	4,670	3,794	2,944
	★ Lioncel / V3 .....	—	62,797	70,121	—	—
	★ Mirage Dingo (Saima) .....	5,473	5,383	1,292	—	—
HHMC (China)	Pajero .....	1,453	2,366	5,461	4,514	2,064
	Grandis .....	1,326	1,295	905	403	37
	New Model Outlander .....	—	—	—	—	1,488
	Outlander (Outlander EX) .....	9,893	10,156	12,236	9,553	3,779
	Galant Fortis (Lancer EX)*2 .....	259	376	110	56	26
	RVR (ASX) .....	—	—	6,796	8,365	2,533
	Eclipse Spyder .....	61	210	40	14	—
	—	—	—	—	921	1,494
	—	—	—	—	—	—
	—	—	—	—	—	—
■ Japan	—	—	—	—	—	—
■ MMNA (U.S.)	—	—	—	—	—	—
	—	—	—	—	—	—
■ MMTh (Thailand)	—	—	—	—	—	—
	—	—	—	—	—	—
Total (Conventional counting)		87,150	143,030	167,989	—	—
Total (New counting)*3		—	—	65,001	62,541	42,019
Total Market Volume		6,886,401	11,849,005	14,068,770	14,427,923	16,142,816

■ MMC and Consolidated Subsidiaries / ★ Non-Mitsubishi brand vehicles / Note: ( ) in the model column indicates the local name of each model. / \*1 GMMC (formerly GACCF) started operations in September 2012. / \*2 Including Lancer Evolution / \*3 The new method of counting the number of units sold (the retail sales volume) was adopted, effective FY2011: Conventionally, the sales volume included products designed by MMC which were sold under other companies' brands and MMC earned royalty income on, but under the new counting method, only MMC branded products are counted in the sales volume.

## Taiwan

### Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
CMC (Taiwan)	Freeca / Zinger .....	2,133	4,049	4,902	4,140	4,508
	★ Veryca .....	7,577	11,866	10,259	10,937	8,416
	Delica .....	1,286	1,649	1,946	2,467	2,560
	Delica Truck .....	1,778	2,501	3,919	4,087	3,909
	Chariot Grandis (Savrin) .....	519	1,371	1,455	1,331	1,034
	Outlander .....	5,400	5,687	6,916	7,107	4,731
	Galant .....	767	844	615	610	454
	Galant Fortis (Lancer) .....	3,775	8,168	8,185	8,045	5,911
	Colt Plus .....	4,385	9,000	8,575	9,204	6,143
	—	—	—	—	—	—
Total		27,620	45,135	46,772	47,928	37,666

★ Non-Mitsubishi brand vehicles / Note: ( ) in the model column indicates the local name of each model. / Production volume indicates number of vehicles produced locally using parts shipped by MMC from Japan for assembly overseas (excludes Knocked Down production).

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
CMC (Taiwan)	Freeca .....	51	—	—	—	—
	Zinger .....	2,153	3,502	4,564	4,323	4,280
	★ Veryca .....	7,479	10,866	10,297	—	—
	Delica .....	1,452	1,485	2,097	2,450	2,447
	Delica Truck .....	1,855	2,497	3,819	3,961	3,883
	Delica Space Gear .....	240	—	—	—	—
	Chariot Grandis (Savrin) .....	1,014	1,373	1,505	1,310	968
	Outlander .....	5,735	5,541	6,989	6,861	4,566
	Galant .....	939	720	672	578	552
	Galant Fortis (Lancer) .....	4,587	7,942	8,057	7,945	5,649
■ Japan	Colt Plus .....	5,806	8,573	8,566	8,816	6,383
	Pajero .....	36	15	—	—	9
	RVR (ASX) .....	—	—	—	27	64
	Others .....	3	1	—	—	—
	—	—	—	—	—	—
Total (Conventional counting)		31,350	42,515	46,566	—	—
Total (New counting)*1		—	—	36,269	36,271	28,801
Total Market Volume		201,229	291,811	347,817	348,142	339,159

■ MMC and Consolidated Subsidiaries / ★ Non-Mitsubishi brand vehicles / Note: ( ) in the model column indicates the local name of each model. / \*1 The new method of counting the number of units sold (the retail sales volume) was adopted, effective FY2011: Conventionally, the sales volume included products designed by MMC which were sold under other companies' brands and MMC earned royalty income on, but under the new counting method, only MMC branded products are counted in the sales volume.



## Oceania

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ MMAL (Australia)	380*1.....	1,520	7	—	—	—
■ Japan	Grandis.....	471	221	137	—	—
	Colt.....	4,468	1,877	1,544	1,420	423
	RVR (ASX).....	—	—	4,253	7,787	6,755
	i.....	119	34	9	—	—
	i-MiEV.....	—	2	118	53	96
	L300 Delica (Express / L300).....	3,223	2,298	1,635	1,410	1,473
	Galant Fortis (Lancer)*2.....	18,563	23,013	22,811	19,156	13,973
	Lancer*3.....	1,482	244	—	—	—
	Outlander.....	8,793	8,827	9,538	8,760	5,446
	New Model Outlander.....	—	—	—	—	3,371
	Pajero.....	5,255	6,088	6,949	7,256	6,240
	Others.....	10	1	—	—	—
■ NedCar	Colt.....	14	—	—	—	—
■ MMTh (Thailand)	Triton.....	18,065	18,534	18,278	18,017	21,078
	Pajero Sport (Challenger).....	—	824	2,431	2,615	2,610
	Mirage.....	—	—	—	—	2,562
Total		61,983	61,970	67,703	66,474	64,027
Total Market Volume		1,012,796	1,016,747	1,085,049	1,074,782	1,193,400

■ MMC and Consolidated Subsidiaries / Figures in Oceania refer to the sum of those in Australia and New Zealand. / ( ) in the model column indicates the local name of each model. / \*1 Model produced at MMAL where production was terminated in 2008. Its production volume in 2008 is 91 units. / \*2 Including Lancer Evolution and Sportback / \*3 Including Lancer Wagon

## Middle East &amp; Africa

## Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
MBSA (South Africa)	L200 Strada / Triton.....	2,172	1,452	1,703	321	—
SLM (Tunisia)	L200 Strada (L200).....	1,943	2,446	2,524	1,690	—
Total		4,115	3,898	4,227	2,011	—

MBSA: Mercedes-Benz South Africa (Pty) Ltd. / SLM: Societe Le Moteur S.A.

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

## Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
■ Japan	Pajero*1.....	25,844	18,188	18,266	12,699	12,535
	Challenger.....	3,894	1,737	1,596	787	105
	L300 Delica.....	3,642	2,469	3,498	2,194	2,600
	Grandis.....	760	579	375	129	14
	Outlander.....	3,505	3,003	2,174	1,888	1,353
	RVR (ASX).....	—	—	505	1,672	3,457
	Galant / Legnum.....	32	6	5	12	—
	Galant Fortis (Lancer)*2.....	10,261	8,920	4,957	4,391	3,647
	Lancer.....	40,135	34,377	28,697	12,361	16,298
	Airtrek.....	62	19	—	—	—
	Others.....	12	—	10	4	3
■ MMNA (U.S.A.)	Galant.....	4,345	3,095	4,513	2,847	2,507
	Eclipse Spyder.....	71	247	255	139	12
■ NedCar (Netherlands)	Colt.....	34	16	47	67	1
■ MMTh (Thailand)	Triton (L200)*1.....	38,800	31,772	24,502	22,170	25,311
	Strada (L200)*1.....	5,470	2,719	2,220	2,067	627
	Pajero Sport.....	95	1,559	2,458	2,462	2,384
	Others.....	—	—	3	1	—
Total		136,962	108,706	94,081	65,890	70,854

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model. / \*1 Including production at African production base / \*2 Including Lancer Evolution and Sportback

## Central & South America

### Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
MMCB (Brazil)	Triton (L200 Triton).....	9,420	10,530	12,090	17,610	23,490
	L200 Strada (L200 Outdoor) .....	13,200	9,900	11,130	6,300	—
	Pajero Sport (Pajero Dakar) .....	—	—	1,260	6,000	6,240
	Challenger (Pajero Sport).....	4,470	4,560	1,380	—	—
	Pajero iO (Pajero TR4).....	8,280	10,440	10,110	10,380	10,530
Total		35,370	35,430	35,970	40,290	40,260

MMCB: MMC Automotores do Brasil Ltda.

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

( ) in the model column indicates the local name of each model.

### Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
MMCB (Brazil)	Triton (L200 Triton).....	20,546	16,437	21,368	24,722	33,057
	L200 Strada (L200 Outdoor) .....	13,233	11,316	10,533	9,669	230
	Pajero Sport (Pajero Dakar) .....	467	2,862	4,883	6,366	7,658
	Challenger (Pajero Sport).....	4,495	3,790	3,410	359	9
	Pajero iO (Pajero TR4).....	9,316	8,483	11,466	9,158	10,667
Japan	Pajero (Montero).....	6,501	3,855	3,747	3,638	2,703
	Challenger (Montero Sport / Nativia).....	2,779	1,207	794	143	1
	Delica (L300) .....	3,136	2,392	3,191	2,602	2,478
	Grandis.....	185	25	10	4	—
	Outlander .....	6,668	6,547	7,107	6,769	5,353
	Galant Fortis (Lancer)*1 .....	9,087	7,876	7,854	7,308	12,207
	Lancer*2.....	5,254	3,891	4,945	5,960	6,564
	Airtrek (Outlander).....	1,612	217	76	—	—
	RVR (ASX) .....	—	—	5,362	16,413	14,343
	i-MiEV .....	—	—	—	11	41
	Others .....	34	19	—	—	—
	MMNA (U.S.A.)	291	284	275	135	56
MMNA (U.S.A.)	Galant.....	128	95	24	17	—
	Eclipse / Eclipse Spyder.....	206	174	103	57	40
	Others .....	21	—	—	—	—
合計		83,959	69,470	85,148	93,328	95,407

■ MMC and Consolidated Subsidiaries

Note: ( ) in the model column indicates the local name of each model.

\*1 Including Lancer Evolution and Sportback

\*2 Including Lancer Evolution

## Brazil

### Sales Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2008	2009	2010	2011	2012
MMCB (Brazil)	Triton (L200 Triton).....	9,684	8,851	10,266	12,609	21,058
	L200 Strada (L200 Outdoor) .....	12,667	10,621	10,533	9,587	227
	Pajero Sport (Pajero Dakar) .....	—	1,659	2,954	4,442	5,910
	Challenger (Pajero Sport).....	4,495	3,790	3,410	359	9
	Pajero iO (Pajero TR4).....	9,316	8,483	11,466	9,158	10,667
Japan	Pajero (Pajero Full).....	3,218	2,033	2,105	2,149	1,688
	Grandis.....	67	4	5	—	—
	Outlander .....	2,068	2,480	3,218	4,860	3,917
	Galant Fortis (Lancer)*1 .....	—	5	58	1,754	7,365
	Airtrek (Outlander).....	1,240	31	1	—	—
	RVR (ASX) .....	—	—	2,360	11,150	10,279
	Others .....	—	—	—	—	4
	MMNA (U.S.A.)	75	33	6	—	—
Total		42,830	37,990	46,382	56,068	61,124
Total Market Volume		2,840,662	3,117,166	3,356,222	3,420,633	3,650,017

■ MMC and Consolidated Subsidiaries

( ) in the model column indicates the local name of each model.

\*1 Including Lancer Evolution and Sportback

# Members of the Board and Executive Officers

As of June 25, 2013

Members of the Board					* Representative Director				
 <p><b>Takashi Nishioka *</b> Chairman of the Board</p>	 <p><b>Osamu Masuko *</b> President</p>	 <p><b>Hiizu Ichikawa *</b> Executive Vice President Corporate Planning &amp; Finance</p>	 <p><b>Hiroshi Harunari *</b> Executive Vice President Head Officer of the Headquarters Overseas Operations Group Headquarters A In Charge of Overseas Operations Group Headquarters B In Charge of Global After Sales Group Headquarters</p>	 <p><b>Gayu Uesugi *</b> Executive Vice President Chairman of the Board - Mitsubishi Motors North America Inc.</p>					
 <p><b>Tetsuro Aikawa</b> Managing Director Head Officer of the Headquarters Production Group Headquarters</p>	 <p><b>Shuichi Aoto</b> Managing Director Chief Business Ethics Officer Head Officer of the Headquarters CSR,Corporate Affairs,Controlling &amp; Accounting Group Headquarters In Charge of Procurement</p>	 <p><b>Ryugo Nakao</b> Managing Director Head Officer of the Headquarters Product Projects &amp; Strategy Group Headquarters Head Officer of the Headquarters Development Group Headquarters</p>							
 <p><b>Toshihiko Hattori</b> Director Head Officer of the Headquarters Domestic Sales Group Headquarters</p>	 <p><b>Seiji Izumisawa</b> Director Head Officer of the Headquarters Quality Affairs Group Headquarters</p>	 <p><b>Mikio Sasaki</b> Director (Non-Executive Director)</p>	 <p><b>Hidetoshi Yajima</b> Director (Non-Executive Director)</p>	 <p><b>Harumi Sakamoto</b> Director (Non-Executive Director)</p>					
Statutory Auditors									
 <p><b>Hideo Kimura</b> Statutory Auditor (Full-time)</p>	 <p><b>Takitaro Fukuda</b> Statutory Auditor (Full-time)</p>	 <p><b>Shigemitsu Miki</b> Statutory Auditor (Outside Statutory Auditor)</p>	 <p><b>Yukio Okamoto</b> Statutory Auditor (Outside Statutory Auditor)</p>	 <p><b>Tatsuhiko Nojima</b> Statutory Auditor (Outside Statutory Auditor)</p>					
Senior Executive Officer									
 <p><b>Yoshihiro Kuroi</b> Corporate General Manager of Corporate Planning Office General Manager of Group Logistics Optimization Office</p>	 <p><b>Yutaka Tabata</b> Corporate General Manager of Finance Office General Manager of Financial Planning Department</p>	 <p><b>Masao Omichi</b> Chief Environmental Strategy Officer Corporate General Manager of CSR Promotion Office Assistant to President</p>	 <p><b>Hiroshi Noda</b> Corporate General Manager of Controlling &amp; Accounting Office</p>	 <p><b>Jo Tsuji</b> Head Officer of the Headquarters Procurement Group Headquarters</p>					
 <p><b>Takeshi Ando</b> Plant General Manager of Nagoya Plant</p>	 <p><b>Hideo Yokoi</b> Plant General Manager of Mizushima Plant</p>	 <p><b>Yoshikazu Nakamura</b> Head Officer of the Headquarters Global After Sales Group Headquarters</p>	 <p><b>Morikazu Chokki</b> Head Officer of the Headquarters Overseas Operations Group Headquarters B</p>	 <p><b>Shinichi Kurihara</b> Deputy President &amp; COO - NMKV Co., Ltd.</p>					
 <p><b>Nobuyuki Murahashi</b> President &amp; CEO - Mitsubishi Motors (Thailand) Co., Ltd.</p>									
Executive Officer									
 <p><b>Hitoshi Inada</b> Assistant to Head Officer of the Headquarters Corporate Planning &amp; Finance Group Headquarters Vice Corporate General Manager of Corporate Planning Office General Manager of Legal Department</p>	 <p><b>Tomoharu Ikeda</b> Corporate General Manager of Corporate Affairs Office</p>	 <p><b>Tetsuya Tamechika</b> Corporate General Manager of Product Strategy Office General Manager of Alliance Planning and Promotion Office</p>	 <p><b>Kanenori Okamoto</b> Product Executive (C&amp;D-Seg)</p>	 <p><b>Takashi Sato</b> Corporate General Manager of Global Small Project Office</p>					
 <p><b>Yukihiro Hattori</b> Corporate General Manager of Procurement Office</p>	 <p><b>Fumitaka Tomono</b> Plant General Manager of Powertrain Plant</p>	 <p><b>Koji Yokomaku</b> Corporate General Manager of Quality Affairs Office</p>	 <p><b>Ryuichi Hasuo</b> Corporate General Manager of Domestic Sales Office</p>	 <p><b>Eiichi Kataoka</b> Corporate General Manager of Overseas Business Management Office</p>					
 <p><b>Masahiko Ueki</b> Corporate General Manager of Asia &amp; ASEAN Office</p>	 <p><b>Kenichi Horinouchi</b> Vice Corporate General Manager of Asia &amp; ASEAN Office General Manager of Indonesia Project Team</p>	 <p><b>Yoichi Yokozawa</b> President &amp; CEO - Mitsubishi Motors North America Inc.</p>	 <p><b>Daisuke Tatsumi</b> President - GAC Mitsubishi Motors Co., Ltd.</p>						

## Company History

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

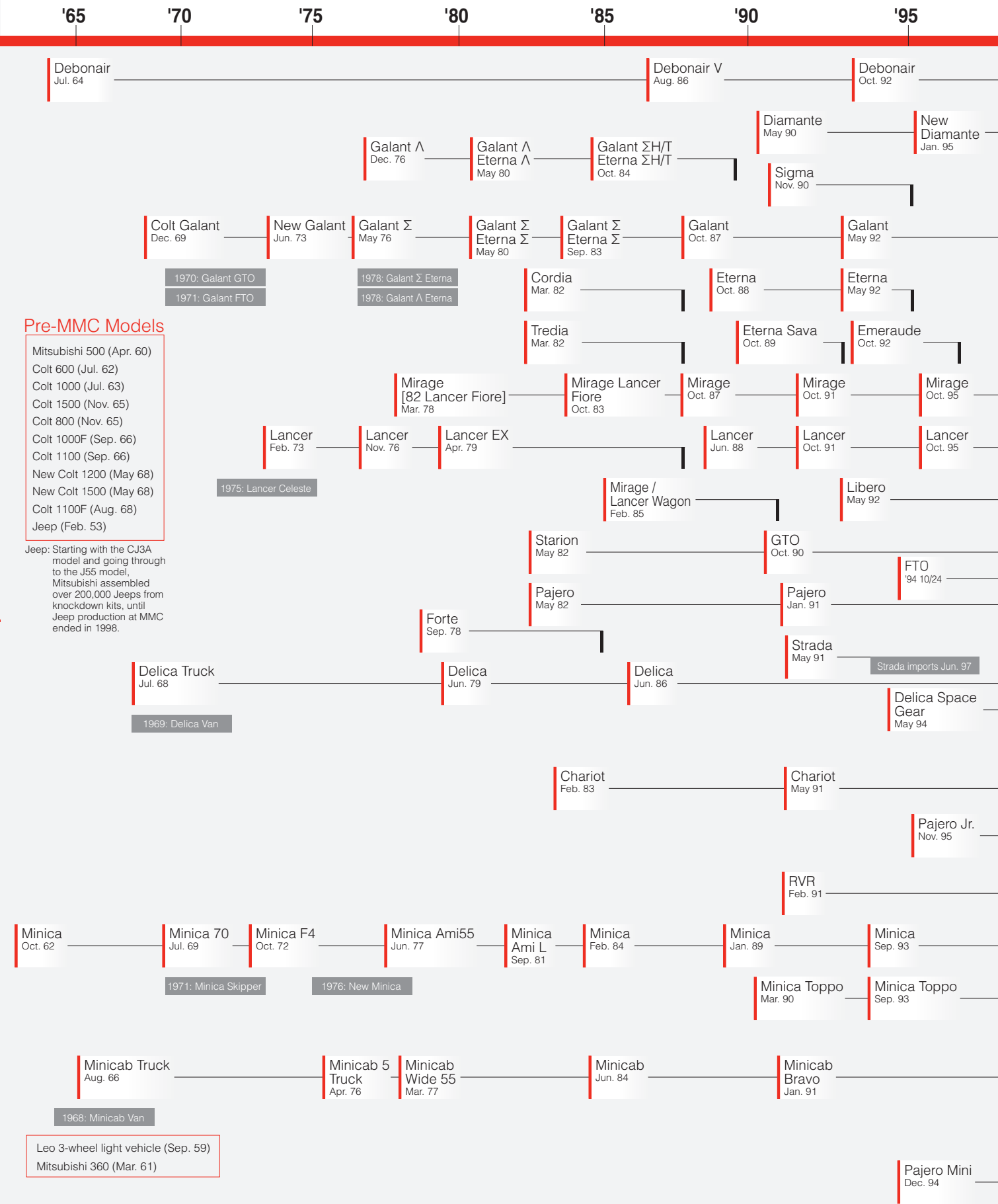
Year	Chairmen & Presidents	Major Milestones
1970	Jan. 31 Yuji Sato [P:MMSC] Apr. 22 Yuji Sato [P:MMC]	Apr. Mitsubishi Motors Corporation incorporated as wholly-owned subsidiary of MHI. Jun. MMC started business taking over MHI motor vehicle division operations. MHI's Kyoto Works (certain facilities), Nagoya Motor Vehicle Works, Kawasaki Motor Vehicle Works (renamed "Tokyo Motor Vehicle Works" in the same month) and Mizushima Motor Vehicle Works transferred from MHI to MMC.
1972		Jan. Mitsubishi Rented Car, Inc. established in joint-venture between Mitsubishi Corporation, Mitsubishi Motor Sales Co. (MMSC, established through merger of Mitsubishi Fuso Motors and Shin Mitsubishi Motor Sales Co. in October 1964) and Avis Rent A car System, Inc. (Renamed "Mitsubishi Auto Lease Co.,Ltd." in October 1984 and "Mitsubishi Auto Credit-Lease Corporation" in July 1988).
1973	May 30 Tomio Kubo [P:MMC]	
1974	Nov. 29 Tomio Kubo [P:MMSC]	
1976	Jan. 15 Tomio Kubo [C:MMSC] Jan. 15 Eiji Yokoyama [P:MMSC]	
1977		Aug. MMC commissioned Nagoya Motor Vehicle Works—Okazaki Plant.
1979	Jun. 29 Tomio Kubo [C:MMC] Jun. 29 Yoshitoshi Sone [P:MMC]	Dec. MMC commissioned Kyoto Works—Shiga Plant.
1980		Oct. MMC and Mitsubishi Corporation jointly established Mitsubishi Motors Australia Ltd. (MMC subsequently acquired all MMAL shares in December 2001, MMAL is currently a consolidated subsidiary of MMC).
1981	Jun. 29 Eiji Yokoyama [C:MMSC] Jun. 29 Masao Suzuki [P:MMSC] Jun. 30 Teruo Tojo [P:MMC]	Dec. MMC and Mitsubishi Corporation jointly established Mitsubishi Motors Sales of America, Inc.
1983	Jun. 29 Masao Suzuki [C:MMSC] Jun. 29 Toshiharu Tanaka [P:MMSC] Jun. 30 Teruo Tojo [C:MMC] Jun. 30 Toyoo Tate [P:MMC]	
1984	Oct. 1 Toshiharu Tanaka [C:MMC]	Oct. MMC took over management of Mitsubishi Motor Sales Co., Ltd. and renamed it "Ryoji Corporation."
1985	Jun. 27 Yoshisada Okano [C:MMC]	Oct. MMC established Diamond-Star Motors Corporation (DSM) in a joint-venture agreement with Chrysler Corporation.
1988		Dec. MMC shares listed on First Section of Tokyo, Osaka and Nagoya stock exchanges.
1989	Jun. 29 Toyoo Tate [C:MMC] Jun. 29 Hirokazu Nakamura [P:MMC]	Mar. MMC shares listed on Kyoto, Hiroshima, Niigata, Fukuoka and Sapporo stock exchanges.
1991		Oct. MMC purchased all Chrysler-owned shares in Diamond-Star Motors (DSM). Nov. MMC acquired 33.3% stock (15% stake held by MMC affiliates included) of Volvo Car B.V. (renamed "Netherlands Car B.V." in January 1992) under terms of shareholders' agreement (signed in August 1991) with the Netherlands Government and Volvo Car Corp. relating to joint-venture production of passenger cars in the Netherlands.
1993		Mar. MMC established Mitsubishi Motor Sales Europe B.V.
1995	Jun. 29 Hirokazu Nakamura [C:MMC] Jun. 29 Nobuhisa Tsukahara [P:MMC]	Jul. DSM renamed "Mitsubishi Motor Manufacturing of America, Inc."
1996	Jun. 27 Takemune Kimura [P:MMC]	Nov. MMC commissioned Tokachi Proving Ground in Hokkaido.
1997	Nov. 27 Takemune Kimura [C:MMC] Nov. 27 Katsuhiko Kawasoe [P:MMC]	
1999		Feb. MMC acquired 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). Jun. Nagoya Motor Vehicle Works, Mizushima Motor Vehicle Works and Tokyo Motor Vehicle Works renamed "Nagoya Plant," "Mizushima Plant" and "Tokyo Plant," respectively. Dec. MMC and AB Volvo signed strategic operational alliance covering trucks and buses.

Year		Chairmen & Presidents	Major Milestones
2000	Nov. 1	Takashi Sonobe [P:MMC]	Jul. MMC signed Master Alliance Agreement with DaimlerChrysler AG covering passenger car operations.
2001			Mar. MMC acquired AB Volvo's 50% stake in Netherlands Car B.V., thereby increasing its equity interest to 100% (15% stake held by MMC affiliates included. Netherlands Car B.V. is currently an MMC subsidiary).
			Apr. MMC replaced AB Volvo with DaimlerChrysler as its strategic alliance partner in truck & bus sector.
2002	Jun. 25	Takashi Sonobe [C:MMC]	Mar. MMC entered agreement with Nissan Motor Co.,Ltd. and JATCO TransTechnology Ltd. (JTT, renamed "JATCO Ltd." in April 2002) to integrate MMC and JTT automatic and CV transmission operations.
	Jun. 25	Rolf Eckrodt [P:MMC]	Apr. MMC spun 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.
			Jul. MMC exchanged all shares held in Diamondmatic Co., Ltd. with JATCO Ltd., giving MMC an 18% share in JATCO.
			Sep. MMC agreed to spin off its truck and bus operations and subsequently sold shares in the new company to DaimlerChrysler AG.
			Oct. MMC signed agreement with 10 Mitsubishi group firms concerning the spin-off of truck and bus operations and sale of shares in the new company.
			Dec. Mitsubishi Motors Sales Europe B.V. merged with Mitsubishi Motors Europe B.V. (presently a consolidated subsidiary).
2003			Jan. Mitsubishi Motor Sales of America, Inc., Mitsubishi Motor Manufacturing of America, Inc. and one other company merged to form Mitsubishi Motors North America, Inc. (presently a consolidated subsidiary).
			Jan. MMC truck and bus operations are spun off under Japan's corporate separation law and established as Mitsubishi Fuso Truck and Bus Corporation (MFTBC). Accompanying this move, the Truck & Bus Production Office (Kawasaki Plant) was transferred to MFTBC and all shares of Mitsubishi Fuso Truck of America, Inc. were succeeded to by MFTBC.
			Mar. MMC sold a 43% stake in MFTBC to DaimlerChrysler AG and a collective 15% stake to 10 Mitsubishi group firms, leaving it with a shareholding of 42% in MFTBC.
			May MMC moved its head office to 16-4, Konan 2-chome, Minato-ku, Tokyo.
			Jun. MMC renamed Kyoto Plant "Powertrain Plant."
2004	Apr. 30	Yoichiro Okazaki [C,P:MMC]	Mar. MMC sold 22% stake in MFTBC to DaimlerChrysler AG, leaving it with a shareholding of 20% in MFTBC.
	Jun. 29	Hideyasu Tagaya [P:MMC]	
2005	Jan. 28	Takashi Nishioka [C:MMC]	Mar. MMC transferred a 20% stake in MFTBC to DaimlerChrysler AG in Germany, leaving no shareholding in MFTBC.
	Jan. 28	Osamu Masuko [P:MMC]	
2006			Mar. Mitsubishi Corporation and Diamond Lease Co., Ltd. signed a basic agreement to reorganize Mitsubishi Auto Credit-Lease Corporation and Diamond Auto Lease Co., Ltd.
2007			Jan. MMC moved its head office to 33-8, Shiba 5-chome, Minato-ku, Tokyo.
2008			Mar. Car production terminated at Mitsubishi Motors Australia Limited, MMC's manufacturing and marketing subsidiary in Australia.
2010			Apr. The construction of a new plant in Russia was completed under the agreement between MMC and France's PSA Peugeot Citroen.
2011			Jun. Establishment of "NMKV" joint venture company with Nissan Motor Co.,Ltd. to develop new minicars.
2012			Dec. MMC transferred all its shares in Netherlands Car B.V. to VDL Groep B.V. in the Netherlands.

MMC ..... Mitsubishi Motors Corporation  
MMSC ..... Mitsubishi Motors Sales Co., Ltd.  
C ..... Chairman  
P ..... President

# Products Over the Years (Japan)

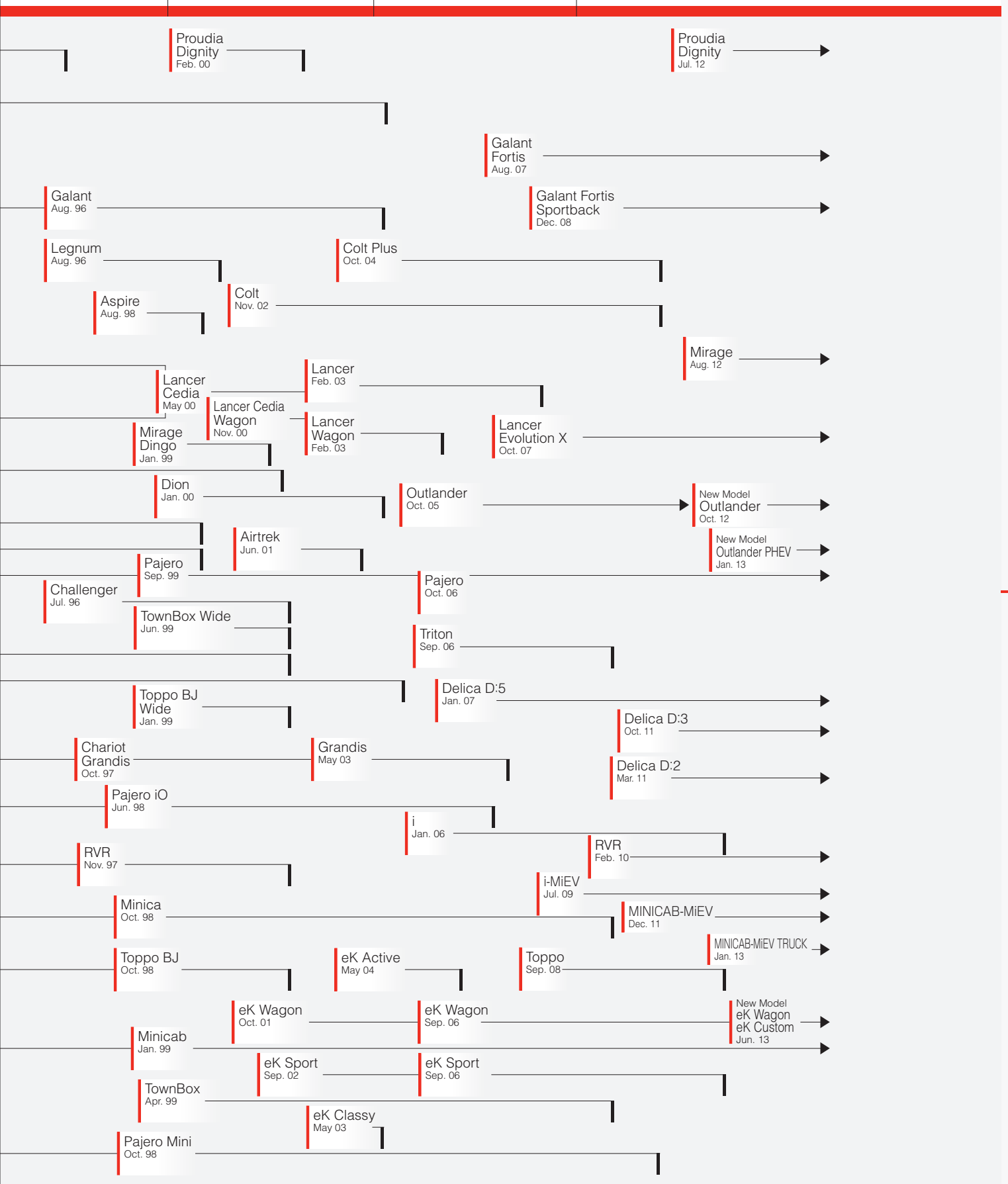
## Passenger Cars



'00

'05

'10

As of September 1, 2013  
Note: Dates Refer to Launch Date

Drive@earth



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