

FACTS & FIGURES 2017

English version



**MITSUBISHI
MOTORS**

Drive your Ambition

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.

December 2017

Public Relations Department
Mitsubishi Motors Corporation

MMC is on the World Wide Web at the following URL

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

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."

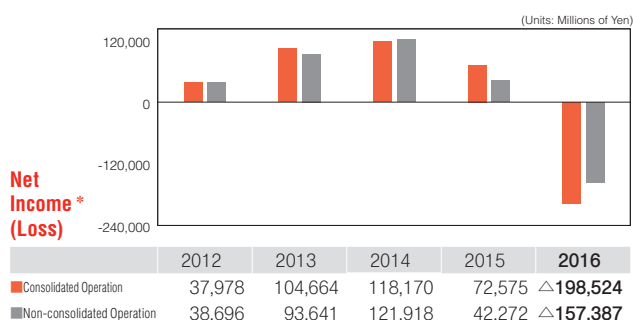
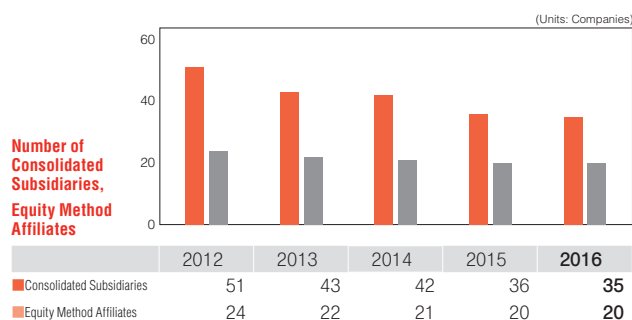
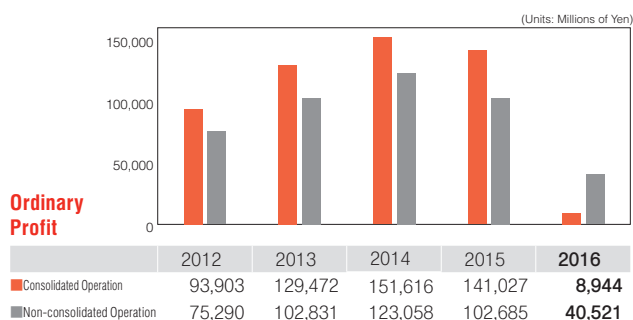
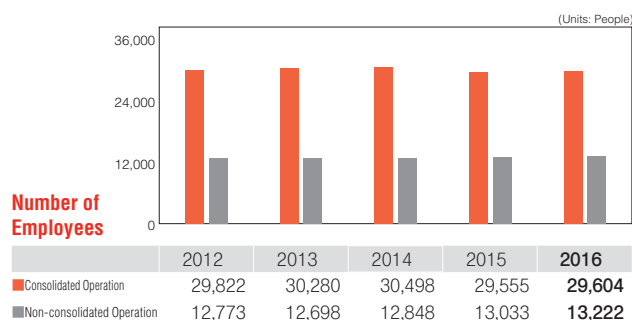
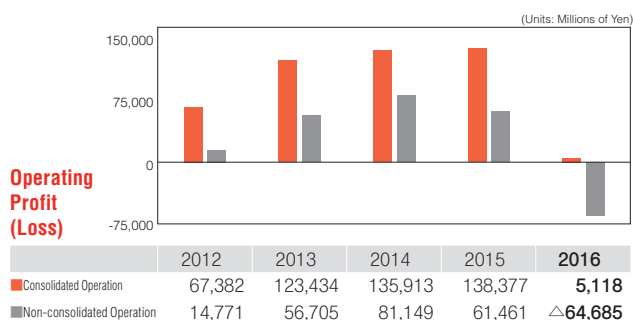
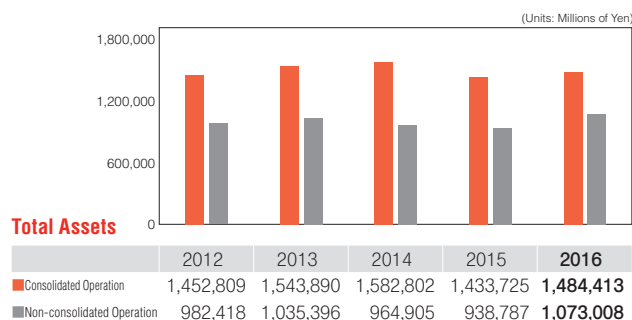
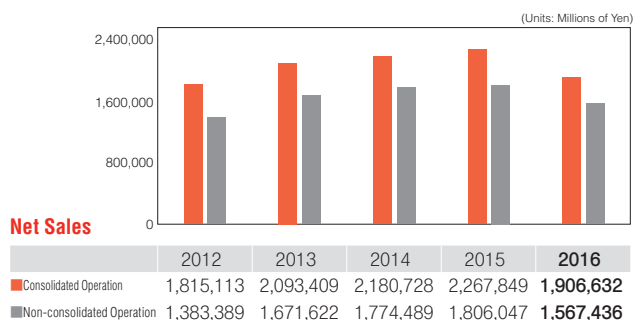
Contents

Company Overview / Investor Information	2
Principal Management Indices	3
Subsidiaries and Affiliates	4
Production and Sales Volume Ranking by Countries	6
Sales Volume Ranking by Model	
Net Sales, Production and Sales Volume by Region	
Activities by Region	
Japan	8
North America	12
Europe	14
Asia and Other Regions	16
Members of the Board and Executive Officers	25
Milestones	26
Products Over the Years (Japan)	28
Major Production and Sales Models	30

Company Overview		(As of March 31, 2017, 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 29,604 ; Non-consolidated 13,222	
Capitalization	JPY 284,382 million	
Purposes of incorporation	<ol style="list-style-type: none"> 1. Development, design, manufacture, assembly, sales and purchase, importing and other transactions relating to automobiles and to component parts and replacement parts of said automobiles. 2. Development, design, manufacture, assembly, sales and purchase, importing and other transactions relating to agricultural machinery and industrial engines and to component parts and replacement parts of said agricultural machinery and industrial engines. 3. Sales and purchase of used automobiles as well as component parts, replacement parts and accessories of said used automobiles. 4. Sales of measuring equipment. 5. Acting as insurance agents in accordance with laws relating to property damage insurance and to automobile damage indemnity insurance. 6. Financing business. 7. Any other business related to the purposes set out above. 	
Chairman of the Board [Representative Director]	Carlos Ghosn (As of October 1, 2017)	
CEO [Representative Director]	Osamu Masuko (As of October 1, 2017)	
Board of Management	Consists of 11 members (As of October 1, 2017)	
Net Sales	JPY 1,906.6 billion (in FY2016, consolidated)	
Automotive Sales	926 thousands units	
Products Sold in	More than 160 countries	
Car Manufacturing Facilities	5 car manufacturing facilities in 3 countries (including consolidated subsidiaries) - Plus 10 car manufacturing facilities of affiliated companies and business partners in 9 countries and regions	
Engine / Transmission / Parts Manufacturing Facilities	7 engine, transmission and parts manufacturing facilities in 5 countries (including consolidated subsidiaries, affiliated companies, and business partners)	
Research & Development / Design	9 facilities in 5 countries (including consolidated subsidiaries)	
Subsidiaries and affiliates	35 consolidated subsidiaries (Plus 20 equity method affiliates)	
Global Brand	Mitsubishi Motors	
Investor Information		(As of March 31, 2017)
Total number of authorized shares	1,575,000,000	
Number of Issued Shares	1,490,282,496	
Number of Shareholders	285,658	
	*The minimum unit of shares held by shareholders is 100 shares.	

Principal Management Indices

As of March 31, 2017



* Net income(loss) for the term attributable to the parent.

Management Indices 2016

Consolidated Operations		Non-consolidated Operations	
Net Sales	1,906,632	Net Sales	1,567,436
Operating Profit	5,118	Operating Profit (Loss)	△64,685
Ordinary Profit	8,944	Ordinary Profit	40,521
Net Income (Loss)	△198,524	Net Income (Loss)	△157,387
Total Assets	1,484,413	Total Assets	1,073,008
Number of Employees	29,604	Number of Employees	13,222
Number of Consolidated Subsidiaries	35		
Number of Equity Method Affiliates	20		

Subsidiaries and Affiliates

As of March 31, 2017

Affiliates (35)

Consolidated Subsidiaries in Japan

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

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 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 sales	CAD 2.0	100.0 (100.0)
Mitsubishi Motor Sales of Caribbean, Inc. (MMSC)	Puerto Rico	Automobile sales	USD 47.5	100.0
Mitsubishi Motors Europe B.V. (MME)	Netherlands	Automobile parts sales	EUR 107.2	100.0
Mitsubishi Motor R&D Europe GmbH (MRDE)	Germany	Product development, design, testing and certification	EUR 0.8	100.0
Mitsubishi Motor Sales Netherlands B.V.	Netherlands	Automobile sales	EUR 6.8	100.0
Mitsubishi Motors Australia, Ltd. (MMAL)	Australia	Automobile sales	AUD 1,789.9	100.0
Mitsubishi Motors New Zealand Ltd. (MMNZ)	New Zealand	Automobile sales	NZD 48.0	100.0
Mitsubishi Motors (Thailand) Co., Ltd. (MMTh)	Thailand	Automobile manufacturing 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. (MMPC)	Philippines	Automobile manufacturing and sales	PHP 1,640.0	51.0
Asian Transmission Corp. (ATC)	Philippines	Manufacturing of automobile transmissions	PHP 770.0	100.0 (10.0)
Mitsubishi Motors Middle East and Africa FZE	U.A.E.	Automobile parts sales	UAD 10.0	100.0

MMC has 12 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 (20)

Company	Location	Business Lines	Capitalization (Millions)	MMC Share of Voting Rights (%)
Muroran Mitsubishi Motors Sales Co., Ltd.	Hokkaido	Automobile sales	JPY 100	29.0 (29.0)
Tokachi Mitsubishi Motors Sales Co., Ltd.	Hokkaido	Automobile sales	JPY 60	35.0
Ibaraki Mitsubishi Motors Sales Co., Ltd.	Ibaraki	Automobile sales	JPY 30	40.0
Mie Mitsubishi Motors Sales Co., Ltd.	Mie	Automobile sales	JPY 58	24.8
Kagawa Mitsubishi Motors Sales Co., Ltd.	Kagawa	Automobile sales	JPY 50	23.0
Miyazaki Mitsubishi Motors Sales Co., Ltd.	Miyazaki	Automobile sales	JPY 60	38.8
Higashi Kanto MMC Parts Sales Co., Ltd.	Chiba	Automobile parts sales	JPY 100	33.0 (10.0)
NMKV Co., Ltd.	Tokyo	Product planning and engineering of minicars	JPY 10	50.0
MMC Diamond Finance Corp.	Tokyo	Auto sales financing, leasing and rentals	JPY 3,000	47.0
MMD Automobile GmbH	Germany	Automobile sales	EUR 30	24.99
Mitsubishi Motors Vietnam Co., Ltd.	Vietnam	Automobile manufacturing and sales	VND 410,812	41.2
GAC Mitsubishi Motors Co., Ltd.	China	Automobile manufacturing and sales	CNY 1,947	30.0

MMC has 8 other affiliates in addition to the above.

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

Other associated company

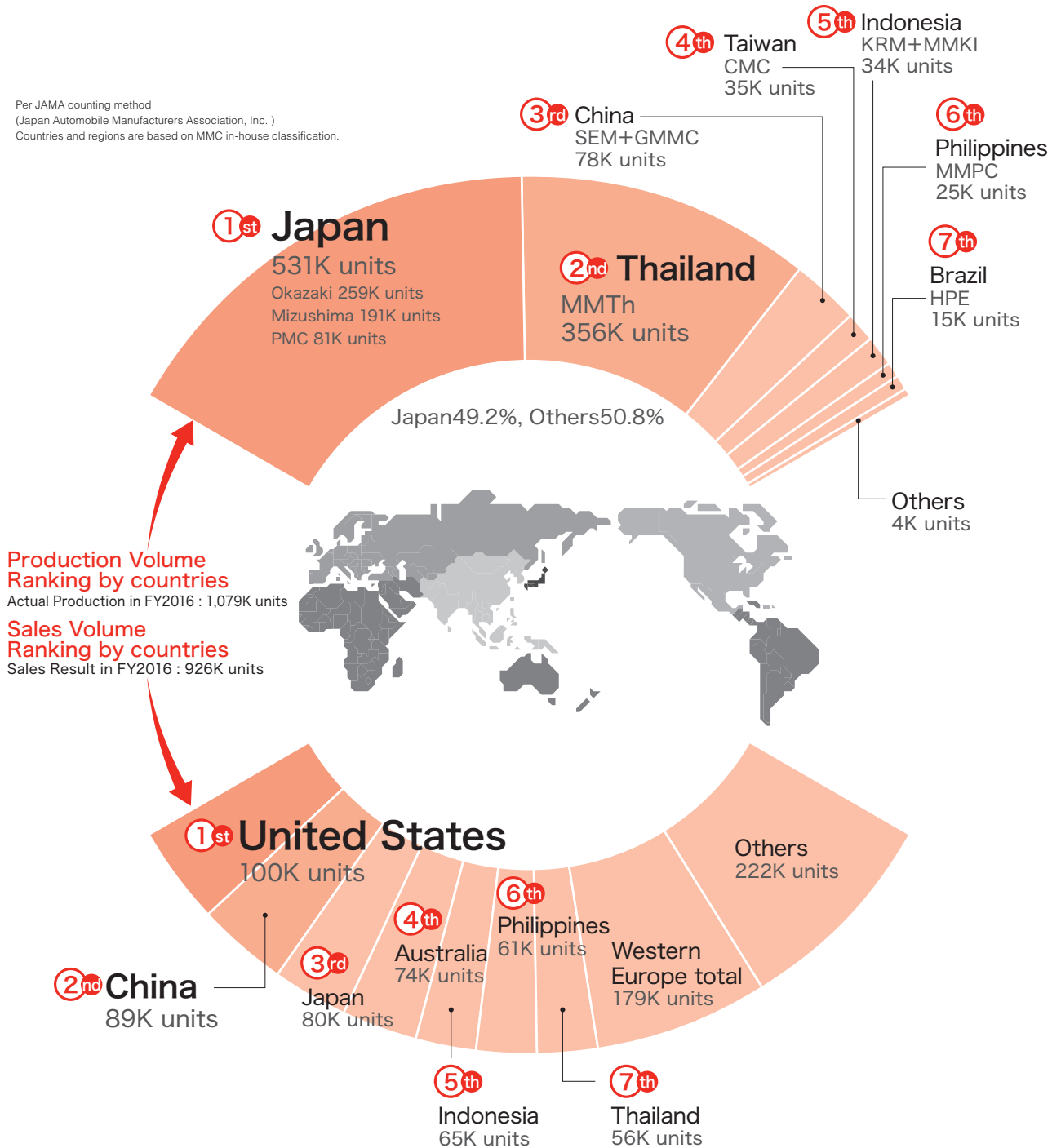
Company	Location	Business Lines	Capitalization (Millions)	Share of Voting Rights in MMC (%)
Nissan Motor Co., Ltd.	Kanagawa	Automobile manufacture, marketing and related businesses	JPY 605,814	34.0

Production and Sales Volume Ranking by Countries

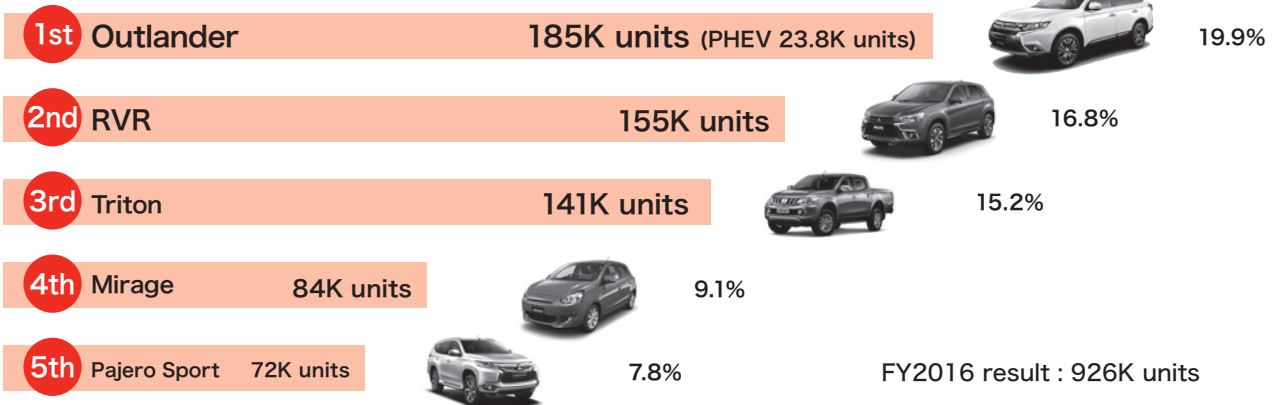
Sales Volume Ranking by Model

Net Sales, Production and Sales Volume by Region

Per JAMA counting method
(Japan Automobile Manufacturers Association, Inc.)
Countries and regions are based on MMC in-house classification.



Sales Volume Ranking by Model



Net Sales, Production and Sales Volume by Region

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

MMC In-house Classification		2012	2013	2014	2015	2016
Japan	Net Sales.....	329,473	474,088	445,255	412,914	297,313
	Production Volume	484,428	637,079	648,595	652,966	531,471
	Sales Volume	134,021	143,212	114,774	101,924	79,775
North America	Net Sales.....	157,639	229,382	275,837	324,867	297,139
	Production Volume	47,837	69,766	61,974	38,186	—
	Sales Volume	84,718	96,988	116,897	135,170	138,286
Europe	Net Sales.....	400,707	484,300	514,388	514,569	433,482
	Production Volume	13,522	6,366	8,230	3,049	—
	Sales Volume	180,901	201,579	227,289	206,142	179,319
Asia & Other Regions	Net Sales.....	927,292	905,636	945,245	1,015,497	878,695
ASEAN & North Asia	Production Volume	535,568	521,926	521,229	489,829	532,875
	Sales Volume	357,438	343,756	344,174	321,992	314,852
Oceania	Sales Volume	64,027	76,623	78,804	81,574	83,332
Middle East & Africa	Production Volume	—	1,920	180	—	—
	Sales Volume	70,854	81,432	106,841	126,648	70,900
Central & South America	Production Volume	40,260	31,916	34,532	23,898	15,000
	Sales Volume	95,407	103,420	101,061	74,878	59,926
Total	Net Sales	1,815,113	2,093,409	2,180,728	2,267,849	1,906,632
	Production Volume	1,121,615	1,268,973	1,274,740	1,207,928	1,079,346
	Sales Volume	987,366	1,047,010	1,089,840	1,048,328	926,390

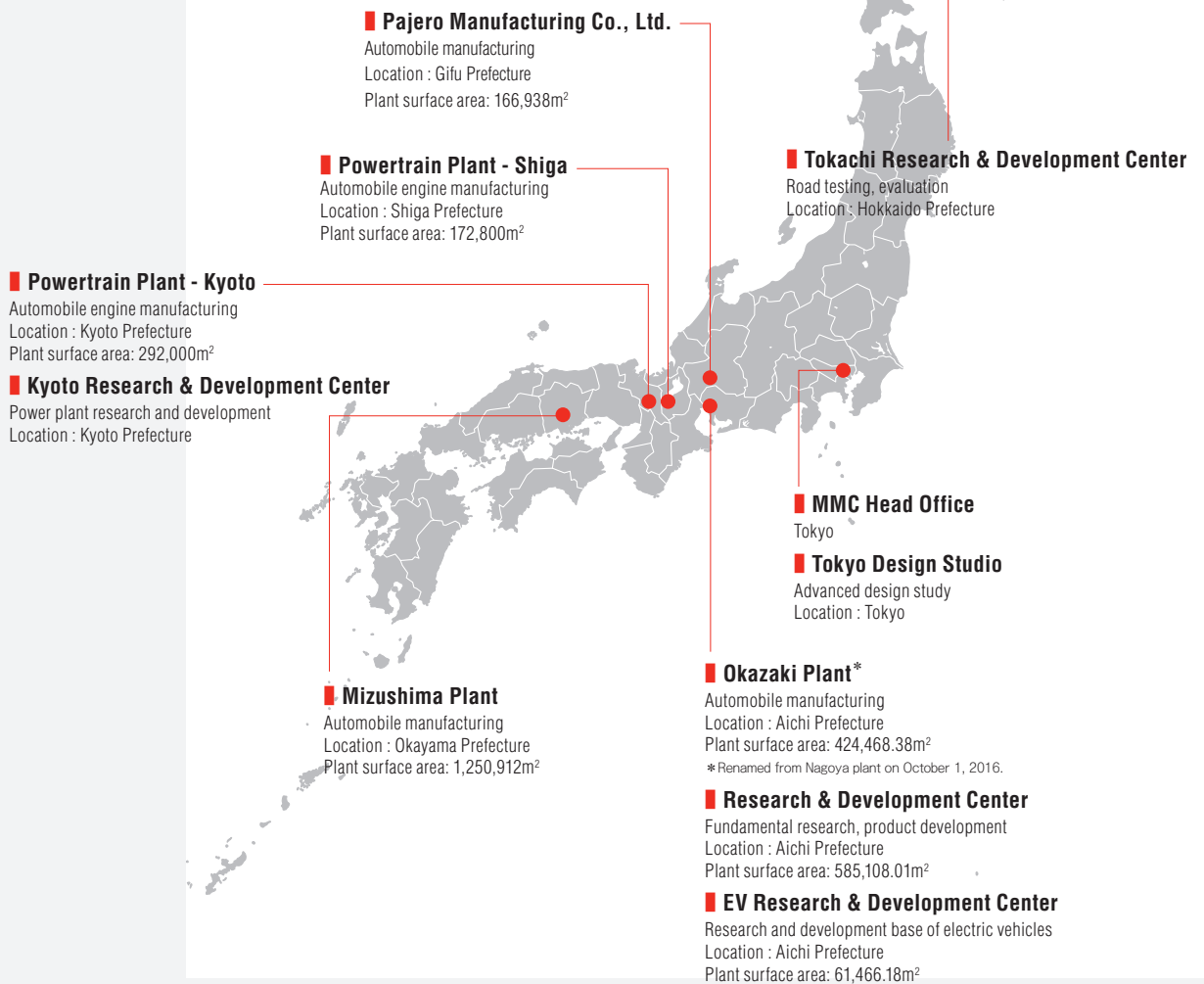
Notes:

1. Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)
2. Azerbaijan and Georgia are reclassified from the "Middle East & Africa" into "Europe"

Activities by Region

Japan

Principal Operational Facilities in Japan



Manufacturing Facilities

Automobile Manufacturing

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

Engine Manufacturing

- Powertrain Plant Kyoto, Shiga
- Mizushima Plant

R&D Facilities

R&D

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

Sales Organization

Sales Companies: 102

Consolidated Subsidiaries 5, Independent Dealerships 97

New Car Sales Outlets: 610

(As of March 31, 2017)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2012	2013	2014	2015	2016
■ Okazaki Plant	Outlander* ¹	1,311	—	—	—	—
	New Model Outlander	75,665	99,694	103,861	134,717	96,923
	New Model Outlander PHEV	4,621	30,123	36,910	41,218	24,259
	RVR* ¹	103,603	79,381	101,473	93,282	138,324
	Colt	1,187	—	—	—	—
■ Mizushima Plant	Colt Plus	469	—	—	—	—
	Outlander	24,398	475	—	—	—
	Galant Fortis* ²	76,598	73,565	99,704	118,612	50,281
	Lancer	23,983	16,237	780	—	—
	Delica	7,158	8,607	780	—	—
	i	2,340	212	—	—	—
	i-MiEV* ¹	4,064	2,423	3,461	4,743	4,254
	Pajero Mini* ¹	5,862	—	—	—	—
	eK Wagon* ¹	33,920	1,300	—	—	—
	New Model eK Wagon* ³	—	178,006	110,300	95,803	67,379
	Toppo	5,155	56	—	—	—
	eK Space* ³	—	29,229	124,748	89,868	68,722
	minicab* ¹	59,862	48,366	—	—	—
MINICAB-MiEV	828	220	882	333	203	
MINICAB-MiEV Truck	660	69	160	141	—	
■ PMC	Pajero	39,759	55,066	54,267	53,393	45,406
	Delica D:5	12,451	13,518	10,767	12,464	10,462
	New Model Outlander	—	—	—	7,920	24,656
	Others	534	532	502	472	602
Registered Vehicle Total		371,737	377,198	409,044	462,078	390,913
Minicar Total		112,691	259,881	239,551	190,888	140,558
Total		484,428	637,079	648,595	652,966	531,471

■ MMC and Consolidated Subsidiaries

Note: Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)

*1 Including commissioned OEM production

*2 Including Sportback and Lancer Evolution

*3 Including jointly-developed vehicle production

Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
Outlander	1,039	3	—	—	—
New Model Outlander	3,096	2,778	1,323	3,722	2,521
New Model Outlander PHEV	4,304	8,968	8,629	11,840	3,625
RVR	4,350	2,778	2,066	1,622	1,369
Colt	1,429	18	—	—	—
Colt Plus	552	—	—	—	—
Galant Fortis*1	2,513	2,245	2,318	1,393	8
i	2,328	472	3	1	—
i-MiEV	2,205	1,099	824	489	144
Minica Van	45	5	13	6	1
Pajero Mini	6,081	24	4	1	1
eK Wagon	26,077	2,925	20	5	—
New Model eK Wagon	—	50,847	30,867	26,513	22,061
eK Space	—	4,517	27,020	16,779	12,654
Toppo	4,873	637	2	—	—
Town Box	16	—	—	—	—
minicab	28,463	28,491	1,819	45	43
MINICAB-MiEV	2,026	1,006	781	423	205
MINICAB-MiEV Truck	486	181	181	126	43
Pajero	2,029	2,213	1,803	1,665	1,062
Delica D:5	12,592	13,856	11,025	11,597	10,294
Mirage	17,989	9,764	4,689	3,846	4,607
Others	17	2	3	11	1
Dignity*2	61	119	13	14	7
Proudia*2	279	26	77	48	36
Delica D:3*2	443	304	108	94	100
Delica Van*2	526	353	307	328	293
Lancer Cargo*2	1,174	1,144	1,151	1,067	770
Delica D:2*3	9,028	7,315	6,068	5,923	7,125
Town Box*3	—	168	982	923	719
minicab*3	—	954	12,678	13,443	12,086
Total Registered Vehicles	61,420	51,886	39,578	43,159	31,817
Total Minicars	72,601	91,326	75,196	58,765	47,958
Total Domestically Produced Vehicles	116,031	133,448	110,085	98,078	75,168
Total Imported Vehicles	17,989	9,764	4,689	3,846	4,607
Total	134,021	143,212	114,774	101,924	79,775

*1 Including Sportback and Lancer Evolution

*2 OEM supplied by NISSAN MOTOR

*3 OEM supplied by SUZUKI MOTOR

Export Shipments by Region

(Unit: Vehicles)

MMC In-house Classification	2012	2013	2014	2015	2016
North America.....	46,698	51,344	52,509	73,094	103,050
Europe.....	150,864	133,966	153,470	157,559	136,508
Asia & Other Regions.....	147,537	169,407	182,196	201,594	140,054
ASEAN & North Asia.....	31,716	43,558	39,505	30,719	17,057
Oceania.....	36,551	37,947	42,891	42,012	50,879
Middle East & Africa.....	40,798	48,881	71,870	105,502	56,337
Central & South America.....	38,472	39,021	27,930	23,361	15,781
Total	345,099	354,717	388,175	432,247	379,612

Export Shipments by Model

(Unit: Vehicles)

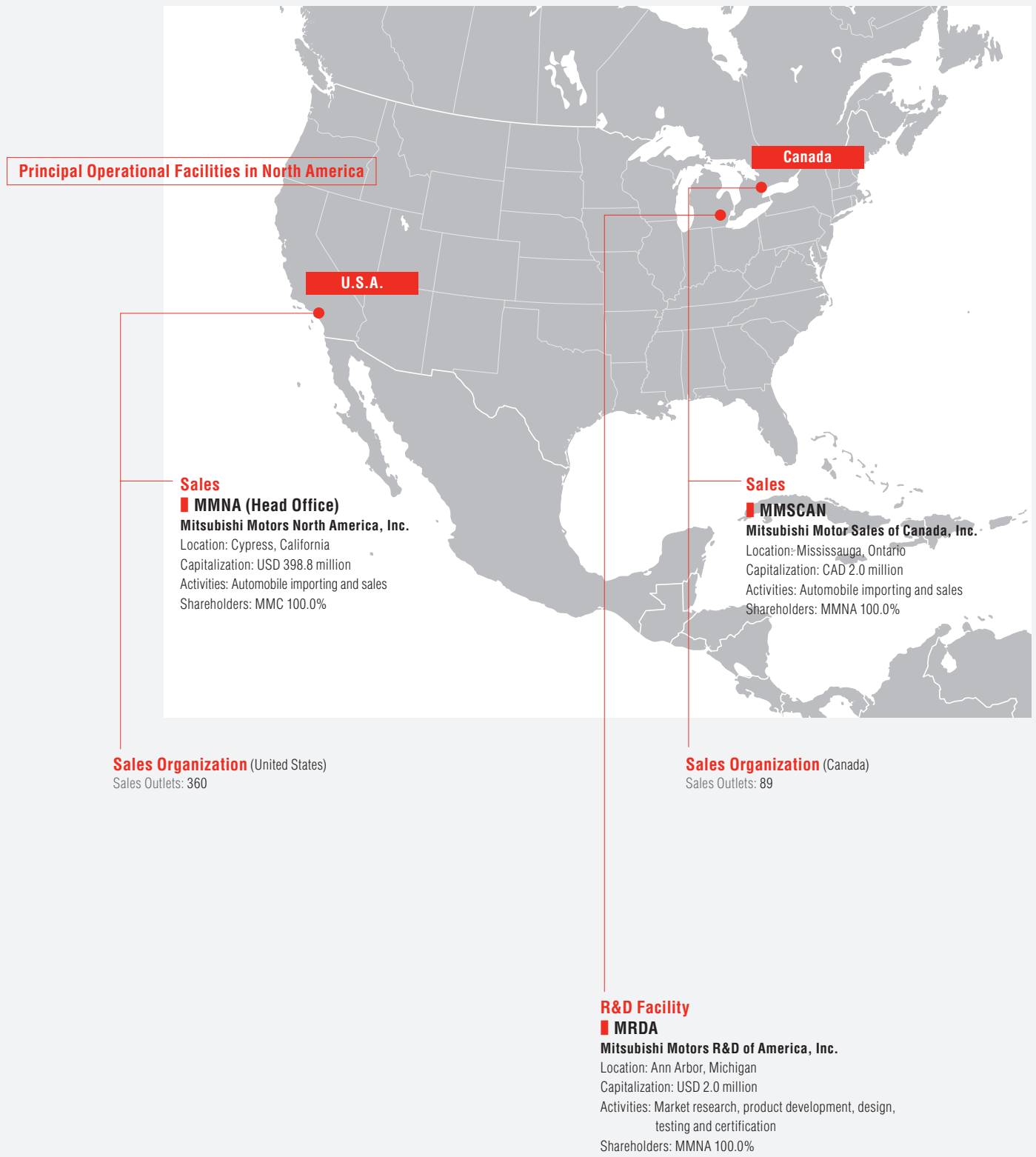
Model	2012	2013	2014	2015	2016
Outlander* ¹	25,677	1,010	—	—	—
New Model Outlander.....	69,628	98,123	101,452	138,213	119,754
New Model Outlander PHEV.....	—	19,628	28,495	29,887	21,191
RVR* ¹	102,351	85,643	103,711	91,496	136,506
Galant Fortis* ²	75,610	70,453	97,102	116,042	52,898
Lancer.....	24,143	16,908	780	—	—
Delica.....	7,110	8,611	780	—	—
i-MiEV* ¹	2,104	1,887	2,660	4,266	4,243
MINICAB-MiEV.....	20	—	—	—	—
Pajero.....	38,300	52,199	52,548	51,719	44,889
Delica D:5.....	156	255	647	624	131
Total	345,099	354,717	388,175	432,247	379,612

*1 Including commissioned OEM production

*2 Including Lancer Evolution and Sportback

Activities by Region

North America



(As of March 31, 2017)

■ MMC and Consolidated Subsidiaries

North America

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2012	2013	2014	2015	2016
■ MMNA (Illinois, U.S.A.)	Galant	7,839	—	—	—	—
	RVR (Outlander Sport).....	39,998	69,766	61,974	38,186	—
Total		47,837	69,766	61,974	38,186	—

■ MMC and Consolidated Subsidiaries

Notes:

1. Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)
2. () in the model column indicates the local name of each model.

Sales Volume by Country

(Unit: Vehicles)

Country	2012	2013	2014	2015	2016
U.S.A.	57,179	66,071	81,593	96,764	100,202
Canada	19,385	21,119	21,936	22,331	21,774
Mexico.....	8,154	9,798	13,368	16,075	16,310
Total	84,718	96,988	116,897	135,170	138,286

Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
Endeavor.....	321	—	—	—	—
Galant	8,525	914	—	—	—
Eclipse / Eclipse Spyder.....	932	67	—	—	—
RVR	25,858	35,521	40,665	44,654	38,428
Pajero	325	250	271	329	304
Outlander	16,019	6,007	7	—	—
New Model Outlander	—	14,977	19,732	29,527	39,385
Galant Fortis* ¹	28,355	27,400	26,899	25,873	20,674
i-MiEV	1,262	589	279	240	173
Triton	2,747	2,871	4,443	1,145	—
New Triton	—	—	—	2,778	5,949
Pajero Sport.....	374	259	253	168	33
Mirage	—	8,133	24,348	30,456	23,290
Attrage	—	—	—	—	10,050
Total	84,718	96,988	116,897	135,170	138,286

*1 Including Lancer Evolution and Sportback

U.S.A.

Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
Endeavor.....	255	—	—	—	—
Galant	8,525	914	—	—	—
Eclipse / Eclipse Spyder.....	753	67	—	—	—
RVR (Outlander Sport).....	19,391	26,965	31,491	36,777	32,233
Galant Fortis (Lancer)* ¹	18,528	18,026	17,692	17,106	14,071
Outlander	8,650	2,512	2	—	—
New Model Outlander	—	10,435	13,246	21,082	30,344
i-MiEV (i)	1,077	432	183	108	90
Mirage	—	6,720	18,979	21,691	13,889
Attrage (Mirage G4).....	—	—	—	—	9,575
Total	57,179	66,071	81,593	96,764	100,202

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 107.2 million
 Activities: After-sales services, imports and sales of automobile parts
 Shareholders: MMC 100.0%

Production Facility

■ **PCMA Rus**
PCMA RUS Limited Company
 Activities: Manufacturing of automobiles
 Shareholders: Groupe PSA 70.0%, MMC 30.0%

R&D Facility

■ **MRDE**
Mitsubishi Motor R&D Europe GmbH
 Location: Trebur, Germany
 Capitalization: EUR 0.8 million
 Activities: Research, testing and investigation about automobiles
 Shareholders: MME 100.0%

Sales Organization

Distributors :40
 Sales Outlets :2,000 sales outlets approx.

(As of March 31, 2017)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2012	2013	2014	2015	2016
■ NedCar (Netherlands)	Colt.....	13,522	—	—	—	—
PCMA Rus (Russia)	Pajero Sport.....	—	6,366	8,230	3,049	—
	New Model Outlander*1	(5,327)	(19,140)	(20,403)	(19,424)	(11,433)
Total		13,522	6,366	8,230	3,049	—

■ MMC and Consolidated Subsidiaries

Note: Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)

*1 Knocked down production of the new "Outlander" model is included in production in Japan, according to the definition adopted by the JAMA.

Sales Volume by Country

(Unit: Vehicles)

Country	2012	2013	2014	2015	2016
Germany	22,135	21,780	27,574	38,330	40,466
United Kingdom.....	12,349	14,816	28,274	30,595	26,286
Israel.....	2,632	9,186	14,644	15,329	17,530
Russia.....	80,368	81,449	68,085	31,157	15,981
Spain.....	3,950	4,027	7,461	9,841	10,173
Norway.....	5,697	6,085	5,756	7,066	6,988
Netherlands.....	3,285	13,682	12,624	12,405	5,938
Sweden.....	3,819	3,437	6,174	7,047	5,899
Italy.....	4,532	3,533	4,802	5,573	5,548
France.....	5,260	5,215	5,230	5,867	4,804
Austria.....	3,894	4,073	4,172	4,190	4,463
Poland.....	3,697	3,969	6,441	4,912	4,232
Switzerland.....	4,391	4,159	4,007	3,806	4,025
Turkey.....	4,004	4,962	6,023	4,773	3,944
Belgium.....	3,815	3,463	3,363	3,142	3,092
Portugal.....	1,428	1,643	2,237	2,563	3,007
Denmark.....	492	246	4,311	4,434	2,958
Czech Republic.....	1,072	1,134	2,171	2,685	2,794
Hungary.....	288	452	1,182	1,632	1,706
Finland.....	972	1,148	1,832	1,877	1,458
Others.....	12,821	13,120	10,926	8,918	8,027
Total	180,901	201,579	227,289	206,142	179,319

Note: The table shows the top 20 countries in sales volume in the "Europe" region according to MMC in-house classification.

Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
Colt.....	16,731	4,194	96	2	1
Pajero.....	14,826	12,657	14,331	11,279	8,384
Grandis.....	10	—	1	—	—
Outlander.....	17,190	1,067	32	6	—
New Model Outlander.....	26,402	49,901	43,606	41,294	44,031
New Model Outlander PHEV.....	—	10,624	25,354	29,551	19,825
Galant Fortis*1.....	18,432	11,378	8,857	6,170	2,670
RVR.....	52,633	56,735	62,040	50,570	40,446
i-MiEV.....	1,609	919	786	646	580
Triton.....	21,997	23,044	26,134	11,079	566
New Model Triton.....	—	—	—	15,468	26,524
Pajero Sport.....	8,787	10,285	9,657	3,929	1,010
New Model Pajero Sport.....	—	—	—	—	1,280
Mirage.....	2,284	19,794	30,375	31,440	29,253
Attrage.....	—	981	6,020	4,708	4,749
Total	180,901	201,579	227,289	206,142	179,319

*1 Including Lancer Evolution and Sportback

Activities by Region

Asia and Other Regions

ASEAN & North Asia

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	2012	2013	2014	2015	2016
■ MMTh (Thailand)	393,910	339,319	331,844	335,122	356,353
■ MMPC (Philippines)	12,529	14,484	14,721	17,177	25,398
MMKI (Indonesia)	—	—	—	—	107
KRM (Indonesia)	61,140	63,186	56,925	45,468	33,665
MMM (Malaysia)	—	—	—	2,310	2,168
CMC (Taiwan)	37,666	37,096	37,735	33,080	34,811
SEM (China)	19,954	18,119	10,413	3,422	1,744
GMMC (China)	8,205	47,267	66,191	50,309	76,592
HMFCL (India)	1,500	1,530	2,010	1,590	390
PIL (Bangladesh)	120	296	456	426	292
VSM (Vietnam)	544	629	934	925	1,355
Total	535,568	521,926	521,229	489,829	532,875

■ MMC and Consolidated Subsidiaries

HMFCL: Hindustan Motor Finance Corporation Limited

PIL: Pragoti Industries Limited

Note: Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)

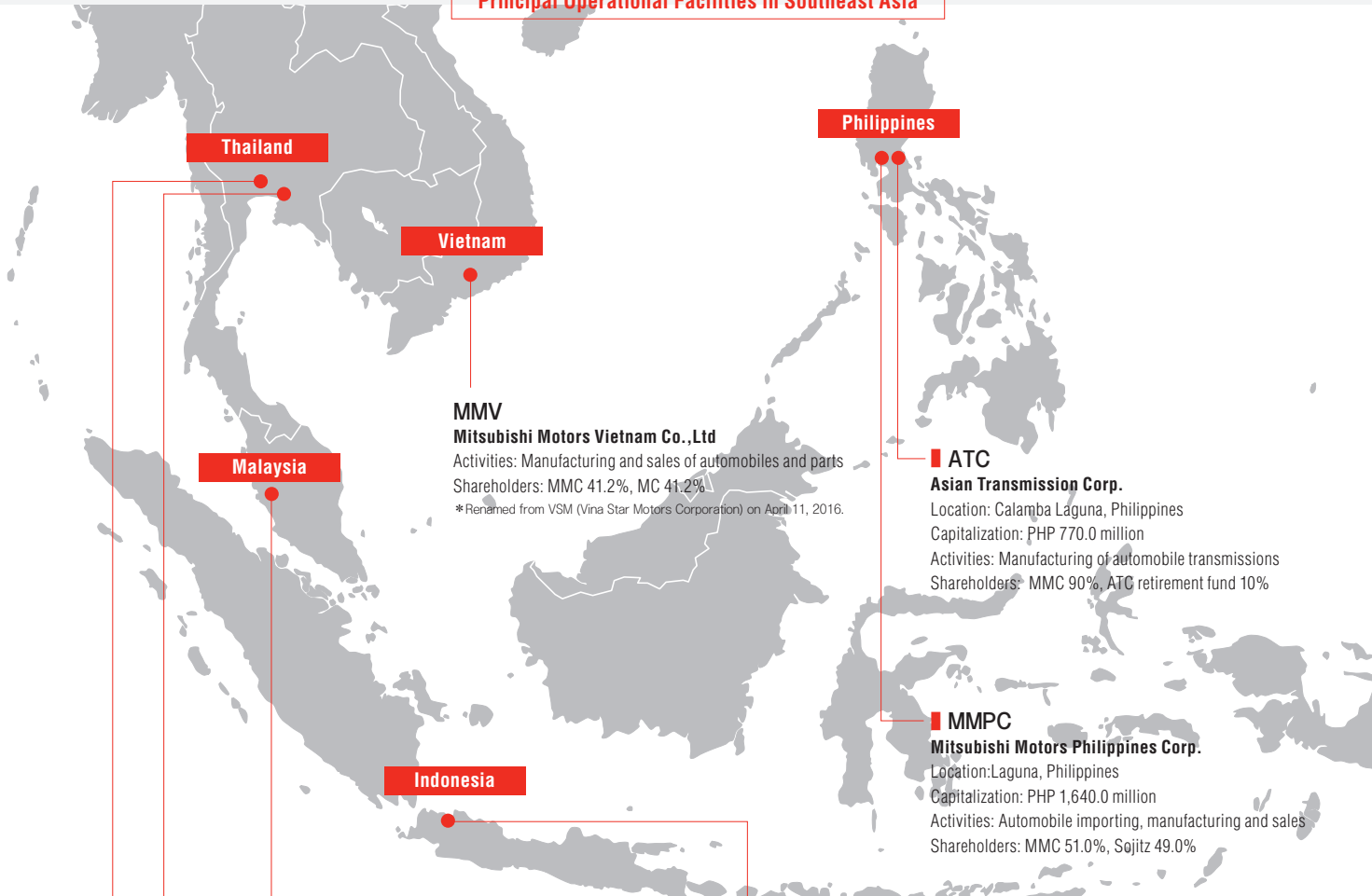
Sales Volume by Country / Region

(Unit: Vehicles)

Country / Region	2012	2013	2014	2015	2016
China	42,311	72,053	100,940	80,635	88,919
Indonesia	87,030	93,362	83,747	76,288	65,415
Philippines	36,064	44,272	48,569	55,426	61,158
Thailand	141,923	85,199	58,896	63,581	55,717
Taiwan	28,801	28,404	27,712	22,960	20,087
Malaysia	12,619	12,572	14,184	10,344	8,696
Vietnam	1,273	1,840	2,562	4,821	6,723
Singapore	98	72	506	1,737	4,255
Bangladesh	1,272	1,223	1,054	1,382	1,297
India	2,086	1,521	1,756	1,601	666
Others	3,961	3,238	4,248	3,217	1,919
Total	357,438	343,756	344,174	321,992	314,852

Note: The table shows the top 10 countries in sales volume in the "ASEAN & North Asia" region according to MMC in-house classification.

Principal Operational Facilities in Southeast Asia



Thailand

■ **MEC**

MMTh Engine Co., Ltd.

Location: Cholburi, Thailand
 Capitalization: THB 20.0 million
 Activities: Manufacturing of automobile engine and pressed parts
 Shareholders: MMTh 100.0%

■ **MMTh**

Mitsubishi Motors (Thailand) Co.,Ltd.

Location: Phatumthani, Thailand
 Capitalization: THB 7,000.0 million
 Activities: Automobile importing, manufacturing, sales and export
 Shareholders: MMC 100.0%

Malaysia

■ **MMM**

Mitsubishi Motors Malaysia Sdn. Bhd.

Activities: Automobile importing and sales
 Shareholders: MMC 0.0%, MC 52.0%

Vietnam

■ **MMV**

Mitsubishi Motors Vietnam Co.,Ltd

Activities: Manufacturing and sales of automobiles and parts
 Shareholders: MMC 41.2%, MC 41.2%
 *Renamed from VSM (Vina Star Motors Corporation) on April 11, 2016.

Indonesia

■ **MMKI**

P.T. Mitsubishi Motors Krama Yudha Indonesia

Activities: Automobile manufacturing
 Shareholders: MMC 51.0%, MC 40.0%, Krama Yudha 9.0%

■ **KTB**

P.T. Krama Yudha Tiga Berlian Motors

Activities: Automobile importing and sales
 Shareholders: MMC 2.0%, MC 40.0%, Krama Yudha 40.0%

■ **KRM**

P.T. Krama Yudha Ratu Motors

Activities: Automobile manufacturing
 Shareholders: MMC 0.0%, MC 31.0%, Krama Yudha 49.0%, KTB 20.0%

■ **MKM**

P.T. Mitsubishi Krama Yudha Motors and Manufacturing

Activities: Manufacture of automotive parts
 Shareholders: MMC 0.0%, MC 32.3%, Krama Yudha 18.2%, KTB 17.2%

Philippines

■ **ATC**

Asian Transmission Corp.

Location: Calamba Laguna, Philippines
 Capitalization: PHP 770.0 million
 Activities: Manufacturing of automobile transmissions
 Shareholders: MMC 90%, ATC retirement fund 10%

■ **MMPC**

Mitsubishi Motors Philippines Corp.

Location: Laguna, Philippines
 Capitalization: PHP 1,640.0 million
 Activities: Automobile importing, manufacturing and sales
 Shareholders: MMC 51.0%, Sojitz 49.0%

(As of March 31, 2017)

MC: Mitsubishi Corporation

■ MMC and Consolidated Subsidiaries

Thailand

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2012	2013	2014	2015	2016
MMTh (Thailand)	Triton.....	185,670	143,947	130,696	1,868	—
	New Model Triton.....	—	—	28,761	127,303	144,842
	Pajero Sport.....	82,712	49,438	42,207	15,819	—
	New Model Pajero Sport.....	—	—	—	52,542	59,993
	Galant Fortis (Lancer EX).....	2,320	990	90	—	—
	Lancer.....	575	—	—	—	—
	Mirage.....	122,633	97,938	100,240	83,857	86,189
Attrage.....	—	47,006	29,850	53,733	65,329	
Total		393,910	339,319	331,844	335,122	356,353

■ MMC and Consolidated Subsidiaries

Notes:

1. Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)
2. () in the model column indicates the local name of each model.

Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
Triton.....	59,491	35,749	27,211	1,719	15
New Model Triton.....	—	—	4,037	23,005	25,305
Pajero Sport.....	25,315	13,919	6,186	3,322	1
New Model Pajero Sport.....	—	—	—	20,536	13,165
Galant Fortis (Lancer EX).....	2,529	730	583	102	116
Lancer.....	782	37	4	2	1
Mirage.....	53,801	18,015	8,779	5,331	7,336
Attrage.....	—	16,744	12,096	9,388	9,774
Delica D:5 (Delica Space Wagon).....	—	—	—	176	4
Others.....	5	5	—	—	—
Total	141,923	85,199	58,896	63,581	55,717

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

Philippines

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2012	2013	2014	2015	2016
MMPC (Philippines)	Adventure.....	6,062	7,154	6,237	7,204	11,376
	Delica (L300).....	6,467	7,330	8,484	9,973	12,634
	Attrage (Mirage G4).....	—	—	—	—	1,388
Total		12,529	14,484	14,721	17,177	25,398

■ 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)

Model	2012	2013	2014	2015	2016
Adventure.....	6,341	6,599	6,250	7,786	10,329
Delica (L300).....	6,887	7,206	8,413	10,190	12,931
Pajero.....	504	433	498	467	377
Galant Fortis (Lancer EX)*1.....	1,333	1,368	897	397	218
RVR (ASX).....	168	113	329	414	249
Triton (Strada/L200).....	3,969	3,655	3,108	146	9
New Model Triton (Strada/L200).....	—	—	305	4,843	3,948
Pajero Sport (Montero Sport).....	13,010	15,671	15,592	10,524	244
New Model Pajero Sport (Montero Sport).....	—	—	—	2,249	12,879
Lancer.....	196	1	—	—	—
Mirage.....	3,538	5,595	5,010	6,006	7,881
Attrage (Mirage G4).....	—	3,556	8,128	12,403	12,091
Zinger (Fuzion).....	115	73	38	1	—
Others.....	3	2	1	—	2
Total	36,064	44,272	48,569	55,426	61,158

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	2012	2013	2014	2015	2016
KRM (Indonesia)	Colt T120SS.....	31,473	33,746	29,184	23,568	11,712
	Delica Truck (Colt L300).....	29,667	29,440	27,741	21,900	21,953
MMKI (Indonesia)	New Model Pajero Sport.....	—	—	—	—	107
Total		61,140	63,186	56,925	45,468	33,772

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)

Model	2012	2013	2014	2015	2016
Colt T120SS.....	28,979	29,374	29,597	23,598	13,319
Delica (Colt L300).....	29,395	29,353	25,557	22,734	21,585
RVR (Outlander Sport).....	4,915	5,127	3,774	2,460	1,416
Galant Fortis (Lancer)*1	13	183	250	220	2
Delica D:5 (Delica).....	—	—	238	365	290
Lancer	54	1	1	1	—
Grandis (Space Wagon)	59	4	1	—	—
Triton.....	6,993	8,913	6,957	4,253	174
New Model Triton.....	—	—	—	3,279	6,982
Pajero Sport.....	13,322	13,530	11,421	9,546	56
New Model Pajero Sport.....	—	—	—	4,146	19,082
Mirage	3,297	6,874	5,951	5,685	2,509
Others	3	3	—	1	—
Total	87,030	93,362	83,747	76,288	65,415

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	2012	2013	2014	2015	2016
MMM (Malaysia)	RVR (ASX)	—	—	—	2,310	2,168
Total		—	—	—	2,310	2,168

Note: Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)

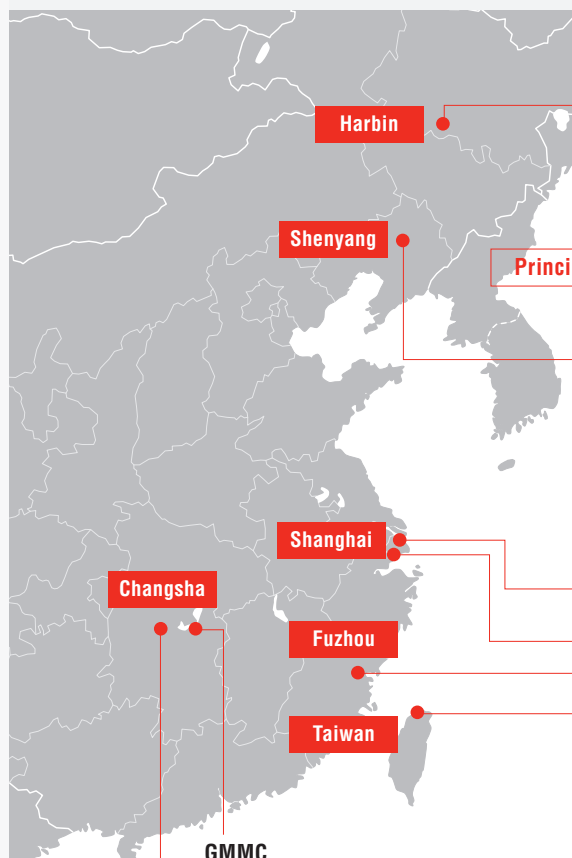
Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
RVR (ASX)	857	1,069	3,299	2,592	1,991
Galant Fortis (Lancer)*1	581	389	671	384	165
Pajero.....	25	14	3	1	—
New Model Outlander.....	—	—	—	57	782
i-MiEV	1	7	3	—	2
Triton.....	8,207	6,941	6,002	223	3
New Model Triton.....	—	—	14	5,405	5,123
Pajero Sport.....	1,210	899	612	263	155
Grandis (Space Wagon)	105	1	—	—	—
Mirage	1,633	2,052	1,284	842	22
Attrage.....	—	1,200	2,295	577	453
Others	—	—	1	—	—
Total	12,619	12,572	14,184	10,344	8,696

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

*1 Including Lancer Evolution and Lancer Sportback


Principal Operational Facilities in China
DAE
Harbin Dongan Automotive Engine Manufacturing Co., Ltd.

Activities: Manufacturing and sales of engines and transmissions
Shareholders: MMC 15.3%, MC 5.7%

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

Activities: Manufacturing and sales of engines
Shareholders: MMC 25.0%, MC 9.3%

MMCh
Mitsubishi Motors (China) Co., Ltd.

Activities: Research and investigation and quality control about automobile Purchasing and procurement of automobile parts
Shareholders: MMC 100.0%

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

Activities: Automobile importing and sales
Shareholders: GMMC 100.0%

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

Activities: Automobile manufacturing and sales
Shareholders: MMC 25.0%, CMC 25.0%

GMMC
GAC Mitsubishi Motors Co., Ltd.

Activities: Automobile manufacturing and sales
Shareholders: MMC 33.0%, MC 17.0%
GACCF was reestablished as GMMC, which started operations in September 2012.

GMMSC
GAC Mitsubishi Motors Sales Co., Ltd.

Activities: Automobile sales
Shareholders: GMMC 100.0%

CMC
China Motor Co., Ltd.

Activities: Automobile manufacturing and sales
Shareholders: MMC 14.0%, MC 4.8%

(As of March 31, 2017)

China
Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2012	2013	2014	2015	2016
SEM (China)	Galant Fortis (Lancer EX).....	16,061	12,609	5,932	1,345	1,611
	Lancer.....	2,797	4,497	4,063	1,139	133
	Galant.....	222	152	75	452	—
GMMC (China)	Zinger.....	874	861	343	486	—
	RVR (ASX).....	8,205	41,484	60,892	46,256	33,927
	Pajero Sport.....	—	5,783	5,299	4,053	4,963
	New Model Outlander.....	—	—	—	—	37,702
Total		28,159	65,386	76,604	53,731	78,336

Notes:

1. Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)
2. () in the model column indicates the local name of each model.

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

Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
Zinger	1,038	855	431	364	332
Galant	365	188	177	425	67
Galant Fortis (Lancer EX)* ¹	16,654	11,450	7,780	3,257	1,702
Lancer	2,944	3,904	4,087	1,869	461
Grandis	37	1	—	—	1
Outlander (Outlander EX)	3,807	89	1	—	11
New Model Outlander	1,488	11,527	16,781	19,057	36,708
New Model Outlander PHEV	—	—	1	—	4
Triton (L200)	19	31	19	17	6
RVR (ASX)	7,162	32,718	58,412	45,306	40,501
Delica	72	65	58	—	—
Delica D:5	58	37	16	26	20
i-MiEV	2	3	4	2	1
MINICAB-MiEV	3	3	6	7	3
Mirage	—	13	31	—	—
Pajero	7,163	8,074	6,405	5,144	4,485
Pajero Sport	1,494	3,095	6,731	5,161	4,617
Colt	5	—	—	—	—
Total	42,311	72,053	100,940	80,635	88,919

*1 Including Lancer Evolution

Taiwan

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2012	2013	2014	2015	2016
CMC (Taiwan)	Zinger	4,508	4,046	4,678	2,527	—
	Veryca	8,416	10,098	10,507	11,403	14,526
	Delica	2,560	2,470	2,348	2,454	2,559
	Delica Truck	3,909	4,884	5,796	6,165	7,545
	Chariot Grandis (Savrin)	1,034	475	—	—	—
	Outlander	4,731	3,570	2,099	—	—
	New Model Outlander	—	—	3,278	4,014	4,672
	Galant	454	202	—	—	—
	Galant Fortis (Lancer)	5,911	3,966	4,279	2,483	2,078
	Colt Plus	6,143	7,385	4,750	4,034	3,431
Total	37,666	37,096	37,735	33,080	34,811	

Notes:

1. Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)
2. () in the model column indicates the local name of each model.

Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
Zinger	4,280	4,375	4,479	2,639	—
Delica.....	2,568	2,370	2,361	2,467	2,490
Delica Truck.....	3,762	4,598	5,822	6,240	7,110
Chariot Grandis (Savrin)	968	659	—	—	—
Outlander.....	4,566	4,049	2,387	—	—
New Model Outlander	—	—	2,266	4,437	5,046
New Model Outlander PHEV	—	—	22	10	7
Galant.....	552	219	—	—	—
Colt Plus	6,383	7,096	5,130	4,087	3,457
Pajero.....	9	25	46	29	19
RVR (ASX)	64	6	—	—	—
Galant Fortis (Lancer)* ¹	5,649	5,002	5,199	3,051	1,958
Others	—	5	—	—	—
Total	28,801	28,404	27,712	22,960	20,087

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

*1 Including Sportback

Oceania

Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
Colt/Colt Plus	423	—	—	—	—
RVR	6,755	8,649	13,084	16,212	19,057
i-MiEV	96	—	—	—	—
Delica	1,473	894	515	6	—
Galant Fortis* ¹	13,973	12,777	11,171	9,668	7,939
Outlander	5,446	5	—	—	—
New Model Outlander	3,371	10,524	10,608	12,274	15,205
New Model Outlander PHEV	—	69	1,144	802	199
Pajero	6,240	6,382	6,214	5,085	4,082
Triton	21,078	24,462	27,876	10,749	—
New Model Triton	—	—	84	17,539	24,725
Pajero Sport	2,610	1,947	1,906	2,442	—
New Model Pajero Sport	—	—	—	1,786	7,988
Mirage	2,562	10,914	5,144	4,178	4,006
Attrage	—	—	1,058	833	131
Total	64,027	76,623	78,804	81,574	83,332

*1 Including Lancer Evolution and Sportback

Middle East & Africa

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2012	2013	2014	2015	2016
SLM (Tunisia)	L200 Strada (L200)	—	1,920	180	—	—
Total		—	1,920	180	—	—

SLM: Societe Le Moteur S.A.

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

Sales Volume by Model

(Unit: Vehicles)

Model	2012	2013	2014	2015	2016
Pajero	12,535	18,113	22,462	32,559	18,674
Challenger	105	18	—	—	—
Delica	2,600	2,983	1,277	186	22
Grandis	14	—	—	—	—
Outlander	1,353	1,103	93	4	—
New Model Outlander	—	886	3,212	5,078	5,275
New Model Outlander PHEV	—	—	2	—	3
RVR	3,457	5,131	5,020	3,491	4,159
Galant Fortis*1	3,647	10,707	34,260	56,965	24,119
Lancer	16,298	16,098	1,591	134	—
Galant	2,507	1,134	96	—	—
Eclipse Spyder	12	—	—	—	—
Triton	25,311	20,850	27,240	11,379	843
New Model Triton	—	—	—	9,502	12,488
Strada	627	—	—	—	—
Pajero Sport	2,384	2,596	2,707	1,978	557
New Model Pajero Sport	—	—	—	262	2,520
Mirage	—	1,215	4,095	3,343	1,383
Attrage	—	598	4,786	1,767	857
Others	4	—	—	—	—
Total	70,854	81,432	106,841	126,648	70,900

*1 Including Lancer Evolution and Sportback

Central & South America

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2012	2013	2014	2015	2016
HPE (Brazil)	Triton (L200 Triton)	23,490	18,660	19,740	10,290	6,180
	New Model Triton (L200 Triton)	—	—	—	—	6,060
	Pajero Sport (Pajero Dakar)	6,240	3,600	3,750	1,710	990
	Pajero iO (Pajero TR4)	10,530	9,060	4,500	—	—
	RVR (ASX)	—	—	3,870	7,560	1,740
	Galant Fortis (Lancer)	—	—	1,590	3,930	30
MAV (Venezuela)	Pajero Sport (Montero Sport)	—	596	1,082	408	—
Total		40,260	31,916	34,532	23,898	15,000

HPE: HPE Automotores do Brasil Ltda.

Notes:

1. Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)

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

Sales Volume by Model

(Unit: Vehicles)





Model	2012	2013	2014	2015	2016
Triton	33,057	36,623	38,560	21,929	8,624
New Model Triton	—	—	—	7,768	16,718
Strada	230	11	2	—	—
Pajero Sport	7,658	7,802	8,463	6,264	2,413
New Model Pajero Sport	—	—	—	259	3,083
Pajero iO	10,667	9,674	7,274	82	8
Pajero	2,703	2,808	2,864	2,546	1,770
Challenger	10	6	—	—	—
Delica	2,478	3,610	1,545	600	19
Outlander	5,353	2,410	617	—	—
New Model Outlander	—	5,327	9,411	13,326	10,332
New Model Outlander PHEV	—	—	28	96	160
Galant Fortis*1	12,207	8,372	7,433	6,115	4,895
Lancer*2	6,564	7,531	1,645	105	3
RVR	14,343	14,545	15,313	10,708	7,234
i-MiEV	41	9	6	5	5
Endeavor	56	1	—	—	—
Eclipse / Eclipse Spyder	40	3	—	—	—
Mirage	—	4,623	6,452	3,791	3,084
Attrage	—	65	1,448	1,284	1,578
Total	95,407	103,420	101,061	74,878	59,926

*1 Including Lancer Evolution and Sportback

*2 Including Lancer Evolution

Members of the Board and Executive Officers

As of October 1, 2017

Member of the Board					
					
Carlos Ghosn Chairman of the Board	Osamu Masuko Member of the Board CEO	Mitsuhiro Yamashita Member of the Board Executive Vice President (Development, Quality) CPLD	Kozo Shiraji Member of the Board Executive Vice President (Overseas Operations, Global After Sales) CPO And Division General Manager, America & Oceania Div.	Koji Ikeya Member of the Board Executive Vice President (Finance, Controlling & Accounting) CFO	
					
Harumi Sakamoto Member of the Board [Outside Director]	Shunichi Miyanaga Member of the Board [Outside Director]	Ken Kobayashi Member of the Board [Outside Director]	Takeshi Isayama Member of the Board [Outside Director]	Hitoshi Kawaguchi Member of the Board [Outside Director]	Hiroshi Karube Member of the Board [Outside Director]

Audit & Supervisory Board Members				
Yoshikazu Nakamura Audit & Supervisory Board Member (Full-time)	Katsunori Nagayasu Audit & Supervisory Board Member [Outside Audit & Supervisory Board Member]	Toshimitsu Iwanami Audit & Supervisory Board Member [Outside Audit & Supervisory Board Member]	Yaeko Takeoka Audit & Supervisory Board Member [Outside Audit & Supervisory Board Member]	Yoshitsugu Oba Audit & Supervisory Board Member [Outside Audit & Supervisory Board Member]

Executive Officers				
Osamu Masuko Member of the Board CEO	Trevor Mann COO	Mitsuhiro Yamashita Member of the Board Executive Vice President (Development, Quality) CPLD	Kozo Shiraji Member of the Board Executive Vice President (Overseas Operations, Global After Sales) CPO And Division General Manager, America & Oceania Div.	Koji Ikeya Member of the Board Executive Vice President (Finance, Controlling & Accounting) CFO
Takeshi Ando Senior Vice President CCO (Production)	Yukihiro Hattori Senior Vice President (Procurement)	Toshihiko Hattori Senior Vice President (Domestic Sales)	Hitoshi Inada Corporate Vice President (Corporate Governance) General Manager, CEO/COO Office	Yoichi Yokozawa Corporate Vice President Division General Manager, Strategic Management Div. And General Manager, Strategic Management Office
Masao Omichi Corporate Vice President Chief External and Government Relations Officer, Chief Environmental Strategy Officer Division General Manager, Corporate Affairs Div.	Vincent Cobee Corporate Vice President Division General Manager, Product Strategy Div. And Division General Manager, PD Office	Naoya Fujimoto Corporate Vice President Division General Manager, Project Management Div.	Tsunehiro Kunimoto Corporate Vice President Division General Manager, Design Div.	Guillaume Cartier Corporate Vice President Division General Manager, Global Marketing & Sales Div.
Hiroo Kurihara Corporate Vice President Division General Manager, Europe & Middle East / Africa Div.	Yoichiro Yatabe Corporate Vice President Division General Manager, ASEAN Div.	Hiroshi Noda Corporate Vice President Division General Manager, Controlling & Accounting Div.	Koichi Kitamura Corporate Vice President Division General Manager, Business Administration Div. And Assistant Division General Manager, Controlling & Accounting Div.	Tetsuya Hashimoto Corporate Vice President Division General Manager, Human Resources Div.
Kazuaki Iwamoto Corporate Vice President Global Risk Control Officer	Masao Kuruma Corporate Vice President CIO Division General Manager, Global IT Div.	Koji Yokomaku Corporate Vice President Division General Manager, Development Management Div.	Isao Torii Corporate Vice President Division General Manager, Vehicle Engineering Development Div.	Tetsuya Tamechika Corporate Vice President Division General Manager, EV · Powertrain Engineering Development Div.
Takahide Tsujitani Corporate Vice President (Alliance Procurement)	Satoru Nakayama Corporate Vice President General Manager, CFO Office			

Milestones

Company History

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

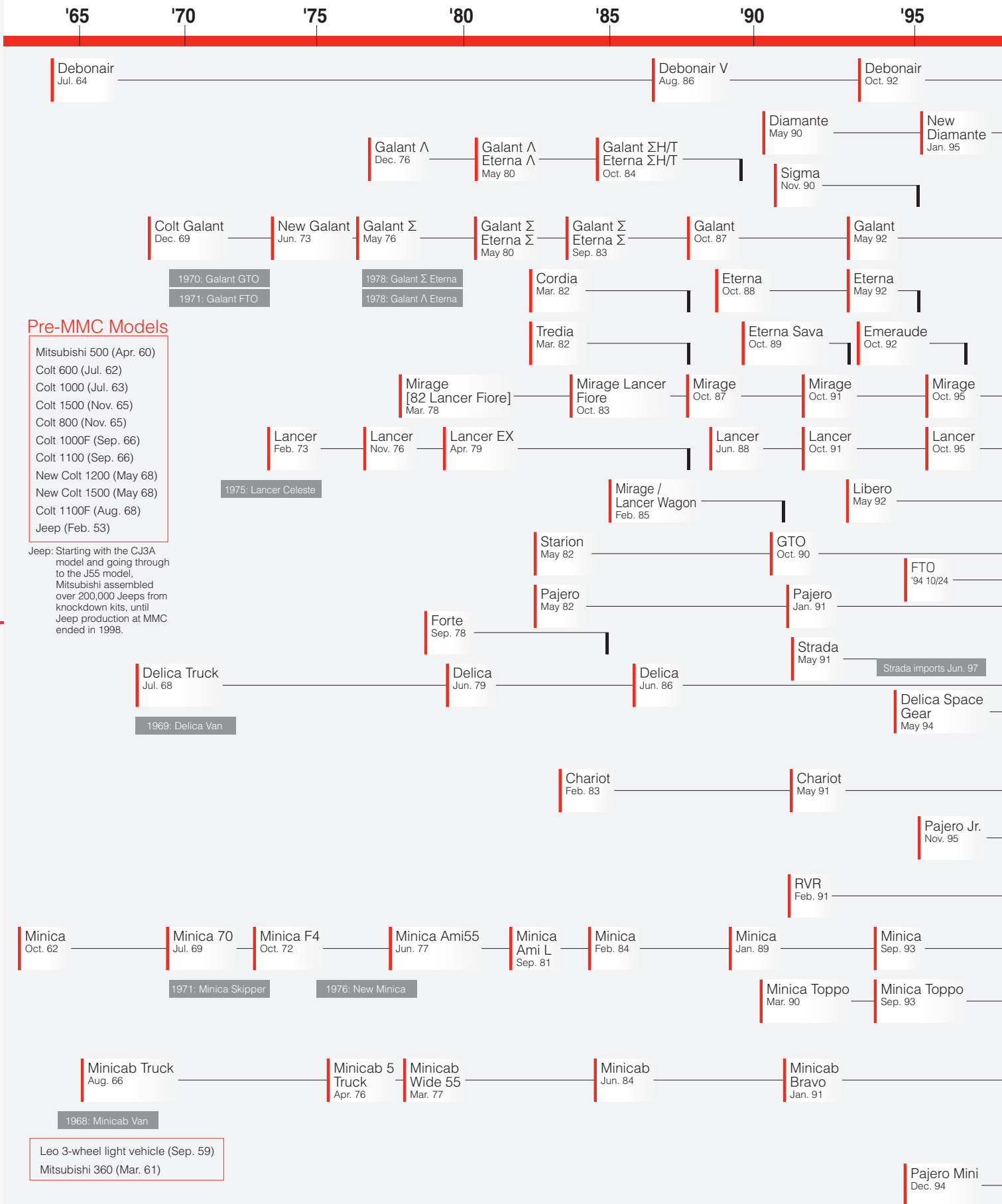
Year	Chairmen & Presidents	Major Milestones
1970	Jan. 31 Yuji Sato [P:MMSC]	Apr. Mitsubishi Motors Corporation incorporated as wholly-owned subsidiary of MHI.
	Apr. 22 Yuji Sato [P:MMC]	Jun. MMC started business taking over MHI motor vehicle division operations. MHI's Kyoto Works (certain facilities), 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]	Dec. MMC commissioned Kyoto Works—Shiga Plant.
	Jun. 29 Yoshitoshi Sone [P:MMC]	
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]	Dec. MMC and Mitsubishi Corporation jointly established Mitsubishi Motors Sales of America, Inc.
	Jun. 29 Masao Suzuki [P:MMSC]	
	Jun. 30 Teruo Tojo [P:MMC]	
1983	Jun. 29 Masao Suzuki [C:MMSC]	
	Jun. 29 Toshiharu Tanaka [P:MMSC]	
	Jun. 30 Teruo Tojo [C:MMC]	
1984	Jun. 30 Toyoo Tate [P:MMC]	Oct. MMC took over management of Mitsubishi Motor Sales Co., Ltd. and renamed it "Ryoji Corporation."
	Oct. 1 Toshiharu Tanaka [C:MMC]	
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]	Mar. MMC shares listed on Kyoto, Hiroshima, Niigata, Fukuoka and Sapporo stock exchanges.
	Jun. 29 Hirokazu Nakamura [P:MMC]	
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]	Jul. DSM renamed "Mitsubishi Motor Manufacturing of America, Inc."
	Jun. 29 Nobuhisa Tsukahara [P:MMC]	
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.
2000	Nov. 1 Takashi Sonobe [P:MMC]	Jul. MMC signed Master Alliance Agreement with DaimlerChrysler AG covering passenger car operations.

Year	Chairmen & Presidents	Major Milestones
2001		<p>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).</p> <p>Apr. MMC replaced AB Volvo with DaimlerChrysler as its strategic alliance partner in truck & bus sector.</p>
2002	<p>Jun. 25 Takashi Sonobe [C:MMC]</p> <p>Jun. 25 Rolf Eckrodt [P:MMC]</p>	<p>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.</p> <p>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.</p> <p>Jul. MMC exchanged all shares held in Diamondmatic Co., Ltd. with JATCO Ltd., giving MMC an 18% share in JATCO.</p> <p>Sep. MMC agreed to spin off its truck and bus operations and subsequently sold shares in the new company to DaimlerChrysler AG.</p> <p>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.</p> <p>Dec. Mitsubishi Motors Sales Europe B.V. merged with Mitsubishi Motors Europe B.V. (presently a consolidated subsidiary).</p>
2003		<p>Jan. Mitsubishi Motor Sales of America, Inc., Mitsubishi Motor Manufacturing of America, Inc. and one other company merged to form Mitsubishi Motors North America, Inc. (presently a consolidated subsidiary).</p> <p>Jan. MMC truck and bus operations are spun off under Japan's corporate separation law and established as Mitsubishi Fuso Truck and Bus Corporation (MFTBC). Accompanying this move, the Truck & Bus Production Office (Kawasaki Plant) was transferred to MFTBC and all shares of Mitsubishi Fuso Truck of America, Inc. were succeeded to by MFTBC.</p> <p>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.</p> <p>May MMC moved its head office to 16-4, Konan 2-chome, Minato-ku, Tokyo.</p> <p>Jun. MMC renamed Kyoto Plant "Powertrain Plant."</p>
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.
2013		Dec. Establishment of an African representative office in Nairobi, Kenya.
2014	Jun. 25 Osamu Masuko [C:MMC] Tetsuro Aikawa [P:MMC]	
2015		Nov. Car production terminated at Mitsubishi Motors North America inc.
2016		May MMC and Nissan Motor Co., Ltd. signed a basic agreement to form strategic alliance on Nissan's capital participation in MMC.
	Jun. 24 Osamu Masuko [C,P:MMC]	
	Dec. 14 Carlos Ghosn [C:MMC] Osamu Masuko [P:MMC]	

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

Products Over the Years (Japan)

Passenger Cars



Products Over the Years (Japan)

'00

'05

'10

As of March 31, 2017
Note: Dates Refer to Launch Date

Proudia
Dignity
Feb. 00

Proudia
Dignity
Jul. 12

Galant
Fortis
Aug. 07

Galant Fortis
Sportback
Dec. 08

Galant
Aug. 96

Legnum
Aug. 96

Colt Plus
Oct. 04

Aspire
Aug. 98

Colt
Nov. 02

Mirage
Aug. 12

Lancer
Cedia
May 00

Lancer
Feb. 03

Lancer Cedia
Wagon
Nov. 00

Lancer
Wagon
Feb. 03

Lancer
Evolution X
Oct. 07

Mirage
Dingo
Jan. 99

Dion
Jan. 00

Outlander
Oct. 05

Outlander
Oct. 12

Airtrek
Jun. 01

Outlander PHEV
Jan. 13

Pajero
Sep. 99

Pajero
Oct. 06

Challenger
Jul. 96

TownBox Wide
Jun. 99

Triton
Sep. 06

Toppo BJ
Wide
Jan. 99

Delica D:5
Jan. 07

Delica D:3
Oct. 11

Chariot
Grandis
Oct. 97

Grandis
May 03

Delica D:2
Mar. 11

Pajero iO
Jun. 98

i
Jan. 06

RVR
Feb. 10

RVR
Nov. 97

Minica
Oct. 98

i-MiEV
Jul. 09

MINICAB-MiEV
Dec. 11

Toppo BJ
Oct. 98

eK Active
May 04

Toppo
Sep. 08

MINICAB-MiEV TRUCK
Jan. 13

eK Wagon
Oct. 01

eK Wagon
Sep. 06

eK Wagon
eK Custom
Jun. 13

Minicab
Jan. 99

eK Sport
Sep. 02

eK Sport
Sep. 06

eK Space
Feb. 14

Town Box
Apr. 99

eK Classy
May 03

Town Box
Feb. 14

Pajero Mini
Oct. 98

Products Over the Years (Japan)

Major Production and Sales Models

Models produced in Japan

■ Plug-in Hybrid Electric Vehicle

Outlander PHEV



Seating Capacity : 5 persons / 2.0 Liter Engine / 12kWh

■ Electric Vehicles (MiEV)

i-MiEV



Seating Capacity : 4 persons / 10.5kWh, 16.0kWh

MINICAB-MiEV



Seating Capacity : 2, 4 persons / 10.5kWh, 16.0kWh

MINICAB-MiEV TRUCK



Seating Capacity : 2 persons / 10.5kWh

■ Standard Cars

Pajero



Seating Capacity : 5, 7 persons / 3.0, 3.2 Liter Engine

Outlander



Seating Capacity : 7 persons / 2.0, 2.4 Liter Engine

RVR



Seating Capacity : 5 persons / 1.8 Liter Engine

Delica D:5



Seating Capacity : 7, 8 persons / 2.0, 2.3, 2.4 Liter Engine

Delica D:3



Seating Capacity : 5, 7 persons / 1.6 Liter Engine

Dignity



Seating Capacity : 5 persons / 3.5 Liter Engine

Proudia



Seating Capacity : 5 persons / 2.5, 3.7 Liter Engine

Mirage



Seating Capacity : 5 persons / 1.2 Liter Engine

Delica D:2



Seating Capacity : 5 persons / 1.3 Liter Engine

■ Mini Cars

eK Wagon / eK Custom



Seating Capacity : 4 persons / 0.66 Liter Engine



Seating Capacity : 4 persons / 0.66 Liter Engine

eK Space / eK Space Custom



Seating Capacity : 4 persons / 0.66 Liter Engine



Seating Capacity : 4 persons / 0.66 Liter Engine

Models produced overseas

Thailand (MMTh)

Mirage



Seating Capacity : 5 persons / 1.2 Liter Engine

Attrage



Seating Capacity : 5 persons / 1.2 Liter Engine

Triton



Seating Capacity : 2, 5 persons / 2.4, 2.5 Liter Engine

Pajero Sport / Montero Sport



Seating Capacity : 7 persons / 2.4 Liter Engine

Philippines (MMPC)

L300



Seating Capacity : 3 persons / 2.5 Liter Engine

Mirage G4



Seating Capacity : 5 persons / 1.2 Liter Engine

Indonesia (MMKI)

Pajero Sport



Seating Capacity : 7 persons / 2.4, 2.5 Liter Engine

China (GMMC)

ASX



Seating Capacity : 5 persons / 1.6, 2.0 Liter Engine

Pajero Sport



Seating Capacity : 7 persons / 2.4, 3.0 Liter Engine

Outlander



Seating Capacity : 5, 7 persons / 2.0, 2.4 Liter Engine

China (SEM)

Lancer EX



Seating Capacity : 5 persons / 1.6, 1.8, 2.0 Liter Engine

Derivation of MMC Major Models Name

Name	Derivation and Meaning
Attrage	From the English word "attractive" and "mirage".
Delica D:5	From "delivery car"; D:5 meaning "5th-generation Delica"
eK Wagon	Coined from the Japanese "ii-kei", for excellent K-car (minicar)
i-MiEV	Mitsubishi Motors' electric vehicle. "From the Japanese "ai" meaning love, and representing intelligence, innovation, and imagination. The name "MiEV" stands for "Mitsubishi Innovative Electric Vehicle."
minicab	Light cab-over vehicle with a cargo bed
Mirage	From the English word (originally French) "mirage"
Outlander	From the English "outland", evoking the feeling of journeying to distant, unexplored lands in search of adventure
Pajero	Named after a mountain cat that inhabits the Patagonia plateau region in southern Argentina
Triton	Tri, English meaning "3" (from Mitsubishi = three diamonds), combined with "ton" of "1-ton pickup"



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