

FACTS & FIGURES 2018

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.

October 2018
Public Relations Department
Mitsubishi Motors Corporation

MMC is on the World Wide Web at the following URL

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

Vision & Mission

■ Vision

Create vibrant society by realizing the potential of mobility

■ Mission

1. Provide new experiences for our customers with creative products and service excellence.
2. Make positive contributions to the sustainable development of our society.
3. Act sincerely as a trusted company.
4. Enhance stakeholder value by leveraging the Alliance.

While, as a member of the Mitsubishi Group, we carefully follow the Group's "The Three Corporate Principles,"* we have also established our "Vision Mission" to define our fundamental purposes and directions. We will go forward all our corporate activities that live up to this "Vision Mission."

* Maintaining our "Corporate Responsibility to Society," practicing "Integrity and Fairness" and promoting "Global Understanding Through Business"

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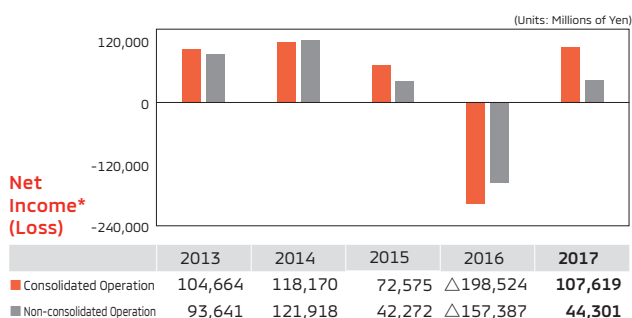
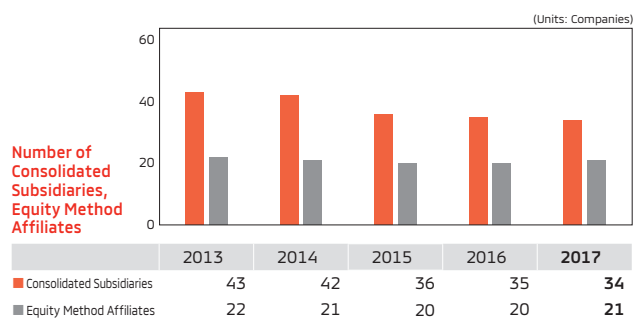
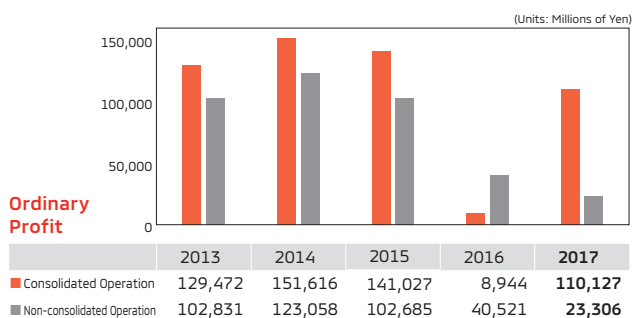
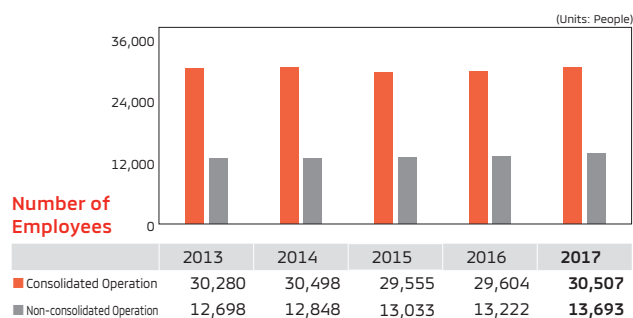
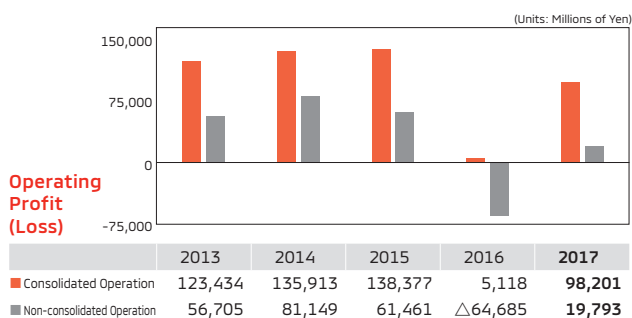
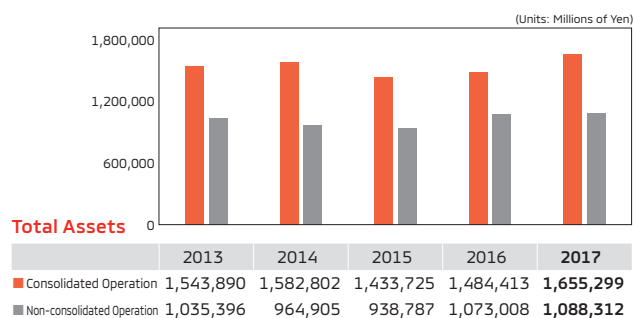
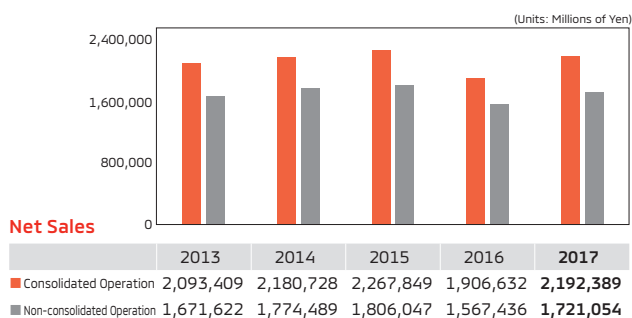
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Company Overview / Investor Information

Company Overview	(As of March 31, 2018, 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 30,507 ; Non-consolidated 13,693
Capitalization	JPY 284,382 million
Purposes of incorporation	<ol style="list-style-type: none"> 1. To develop, design, manufacture, assemble, sell and purchase, export and import and otherwise deal in motor vehicles and components thereof and replacement parts and accessories therefor. 2. To develop, design, manufacture, assemble, sell and purchase, export and import and otherwise deal in agricultural machinery and industrial engines, etc., and components thereof and replacement parts and accessories therefor. 3. To develop, design, manufacture, assemble, sell and purchase, export and import and otherwise deal in machine tools, press machinery, casting and forging machinery, machinery and equipment for assembly, metal mold jigs and tools, and measuring machinery. 4. To sell and purchase used motor vehicles and components thereof and replacement parts and accessories therefor. 5. To carry out the agency business of non-life insurance and of insurance under the Automobile Accident Compensation Security Act. 6. To carry out the construction business, the civil engineering business, the electrical engineering business, the telecommunication engineering business and the machinery and equipment installation business. 7. Information processing, information transmission, information providing, and development, sale and purchase, and lease of software. 8. Transport by land, sea or air, warehousing, and other transportation services related thereto. 9. Sale and purchase, lease, agency and management of real estate. 10. Acquisition, operation and management of facilities with regard to education, healthcare, sports, exhibitions, dining, and accommodation, etc., and stores, etc. attached thereto. 11. To carry out the general leasing business, the leasing agency business, the rental services and the financial business. 12. To carry out consulting, survey, research, technical development and technical guidance relating to any of the foregoing and development, licensing, and sale and purchase of inventions, devices, designs and know-how, etc. relating to any of the foregoing. 13. To carry out any business incidental or relating to any of the foregoing. <p style="text-align: right;">(As of June 22, 2018)</p>
Chairman of the Board [Representative Director]	Carlos Ghosn (As of June 22, 2018)
CEO	Osamu Masuko (As of June 22, 2018)
[Representative Director] Board of Management	Consists of 8 members (As of June 22, 2018)
Net Sales	Consolidated JPY 2,192.3 billion (in FY2017)
Automotive Sales	1,101 thousands units (in FY2017)
Products Sold in	More than 160 countries
Car Manufacturing Facilities	6 car manufacturing facilities in 4 countries (including consolidated subsidiaries) - Plus 11 car manufacturing facilities of affiliated companies and business partners in 9 countries and regions (affiliated companies and business partners)
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	34 consolidated subsidiaries- Plus 21 equity method companies
Global Brand	Mitsubishi Motors
Investor Information	(As of March 31, 2018)
Total number of authorized shares	1,575,000,000
Number of Issued Shares	1,490,282,496
Number of Shareholders	269,522
	*The minimum unit of shares held by shareholders is 100 shares.

Principal Management Indices

As of March 31, 2018



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

Management Indices 2017

Consolidated Operations

Net Sales	2,192,389
Operating Profit	98,201
Ordinary Profit	110,127
Net Income	107,619
Total Assets	1,655,299
Number of Employees	30,507
Number of Consolidated Subsidiaries	34
Number of Equity Method Affiliates	21

(Units: Millions of Yen; Companies; People)

Non-consolidated Operations

Net Sales	1,721,054
Operating Profit	19,793
Ordinary Profit	23,306
Net Income	44,301
Total Assets	1,088,312
Number of Employees	13,693

Subsidiaries and Affiliates

As of March 31, 2018

Affiliates (34)

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 ^{*1}
Asian Transmission Corp. (ATC)	Philippines	Manufacturing of automobile transmissions	PHP 770.0	100.0 (100.0)
Mitsubishi Motors Middle East and Africa FZE	U.A.E.	Automobile parts sales	UAD 10.0	100.0
PT Mitsubishi Motors Krama Yudha Indonesia	Indonesia	Automobile manufacturing	IDR 2,200,000.0	51.0

MMC has 10 other subsidiaries outside Japan in addition to the above.

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

*1 Investment ratio was changed to 100% on June 1st, 2018

Equity Method Affiliates (21)

Company	Location	Business Lines	Capitalization (Millions)	MMC Share of Voting Rights (%)
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
Nagano Mitsubishi Motors Sales Co., Ltd.	Nagano	Automobile sales	JPY 40	49.86
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 ^{*1}
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
PT Mitsubishi Motors Krama Yudha Sales Indonesia	Indonesia	Automobile sales	IDR 1,300,000.0	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.

*1 Investment ratio was changed to 100% on April 2nd, 2018, and MMC Diamond Finance Corp. became MMC's Consolidated Subsidiary.

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
Mitsubishi Corporation	Tokyo	Wholesale trade	204,447	20.0 (10.76)

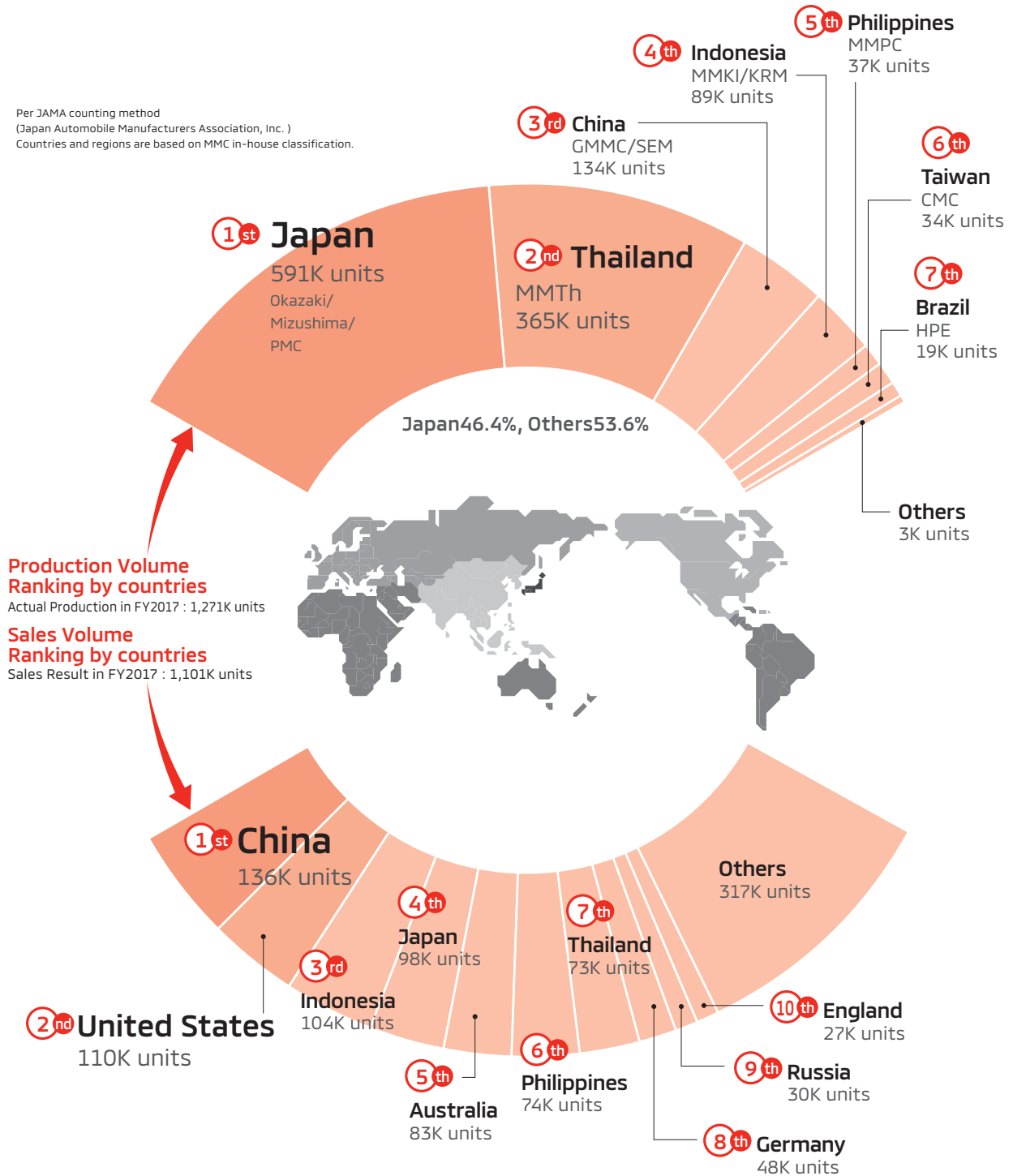
Figures in the parentheses in the column for the held ratio of voting rights represents percentage of indirectly held votes.

Production and Sales Volume Ranking by Countries

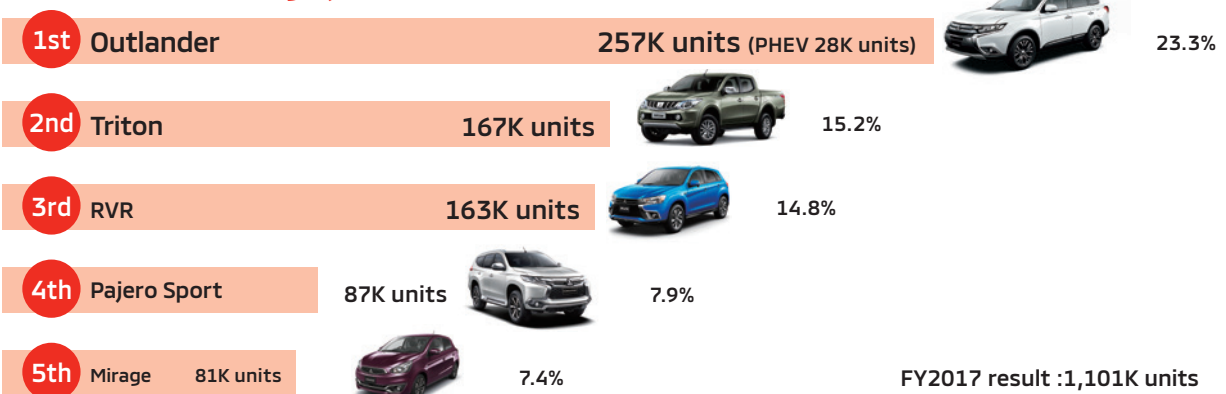
Sales Volume Ranking by Model

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		2013	2014	2015	2016	2017
Japan	Net Sales.....	474,088	445,255	412,914	297,313	349,406
	Production Volume.....	637,079	648,595	652,966	531,471	589,663
	Sales Volume	143,212	114,774	101,924	79,775	97,553
North America	Net Sales.....	229,382	275,837	324,867	297,139	352,529
	Production Volume.....	69,766	61,974	38,186	–	–
	Sales Volume	96,988	116,897	135,170	138,286	155,239
Europe	Net Sales.....	484,300	514,388	514,569	433,482	454,808
	Production Volume.....	6,366	8,230	3,049	–	957
	Sales Volume	201,579	227,289	206,142	179,319	192,733
Asia & Other Regions	Net Sales.....	905,636	945,245	1,015,497	878,695	1,035,643
Asia	Production Volume.....	521,926	521,229	489,829	532,875	661,402
	Sales Volume	343,756	344,174	321,992	314,852	431,880
Oceania	Sales Volume	76,623	78,804	81,574	83,332	95,052
Middle East & Africa	Production Volume.....	1,920	180	–	–	–
	Sales Volume	81,432	106,841	126,648	70,900	72,262
Central & South America	Production Volume.....	31,916	34,532	23,898	15,000	18,818
	Sales Volume	103,420	101,061	74,878	59,926	56,475
Total	Net Sales	2,093,409	2,180,728	2,267,849	1,906,632	2,192,389
	Production Volume	1,268,973	1,274,740	1,207,928	1,079,346	1,270,840
	Sales Volume	1,047,010	1,089,840	1,048,328	926,390	1,101,194

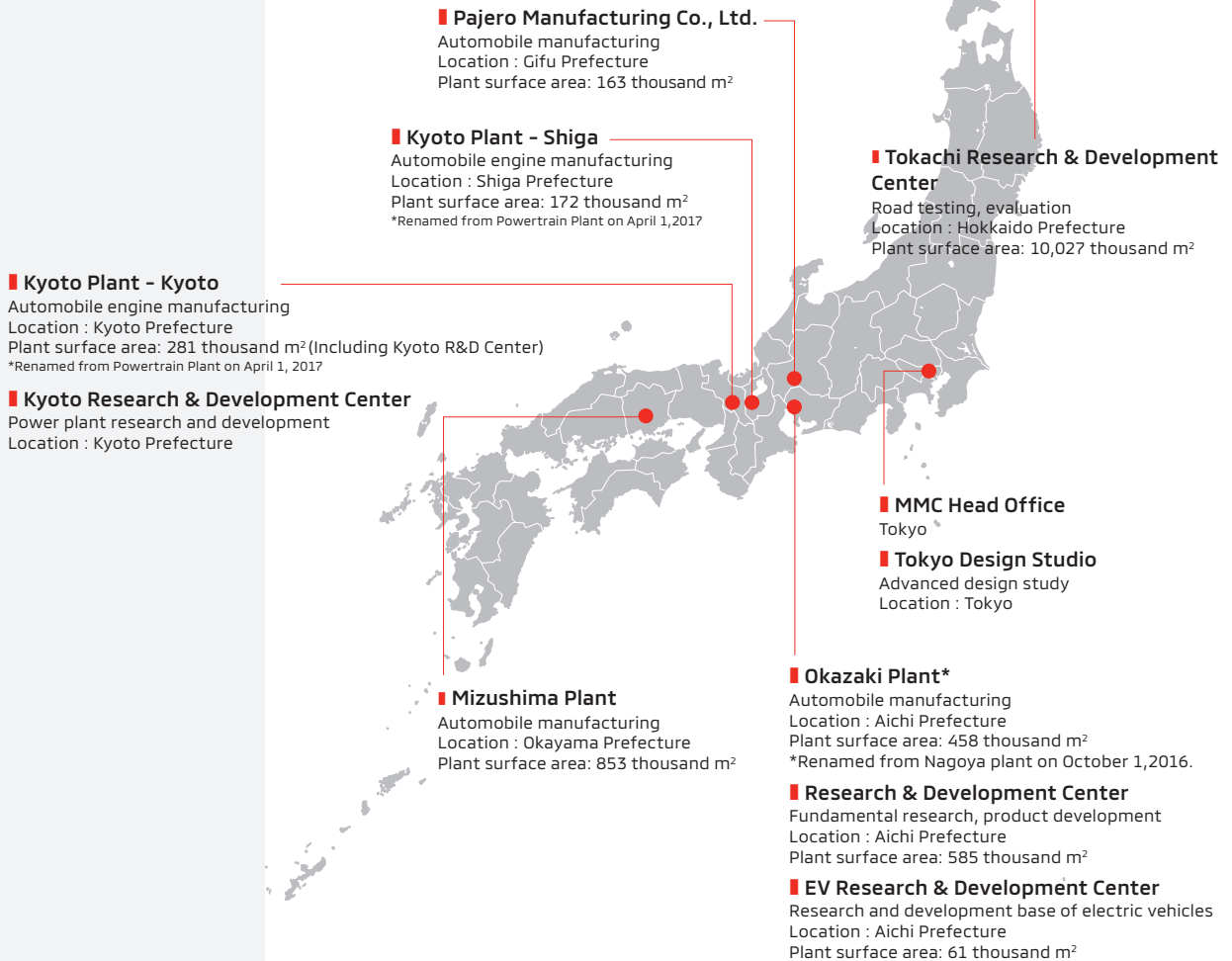
Notes:

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" since FY 2014
3. Puerto Rico are reclassified from the "Central & South America" into "North America" since FY 2017

Activities by Region

Japan

Principal Operational Facilities in Japan



Manufacturing Facilities

Automobile Manufacturing

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

Engine Manufacturing

- Kyoto 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: 104

Consolidated Subsidiaries 5, Independent Dealerships 99

New Car Sales Outlets: 599

(As of March 31, 2018)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2013	2014	2015	2016	2017
■ Okazaki Plant	New Model Outlander.....	99,694	103,861	134,717	96,923	107,419
	New Model Outlander PHEV	30,123	36,910	41,218	24,259	30,035
	RVR ^{*1}	79,381	101,473	93,282	138,324	85,493
	Eclipse Cross.....	—	—	—	—	48,526
■ Mizushima Plant	Outlander.....	475	—	—	—	—
	RVR	—	—	—	—	34,586
	Galant Fortis ^{*2}	73,565	99,704	118,612	50,281	34,749
	Lancer.....	16,237	780	—	—	—
	Delica	8,607	780	—	—	—
	i.....	212	—	—	—	—
	i-MiEV ^{*1}	2,423	3,461	4,743	4,254	3,195
	Toppo.....	56	—	—	—	—
	eK Wagon ^{*1}	1,300	—	—	—	—
	New Model eK Wagon ^{*3}	178,006	110,300	95,803	69,359	90,013
	eK Space ^{*3}	29,229	124,748	89,868	66,742	79,175
	Minicab ^{*1}	48,366	—	—	—	—
	MINICAB-MiEV	220	882	333	203	276
MINICAB-MiEV Truck.....	69	160	141	—	—	
■ PMC	Pajero	55,066	54,267	53,393	45,406	36,142
	Delica D:5.....	13,518	10,767	12,464	10,462	14,300
	New Model Outlander.....	—	—	7,920	24,656	25,433
	Others.....	532	502	472	602	321
Registered Vehicle Total		377,198	409,044	462,078	390,913	417,004
Minicar Total		259,881	239,551	190,888	140,558	172,659
Total		637,079	648,595	652,966	531,471	589,663

■ 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	2013	2014	2015	2016	2017
Outlander.....	3	1	–	–	–
New Model Outlander.....	2,778	1,323	3,722	2,521	2,935
New Model Outlander PHEV	8,968	8,629	11,840	3,625	4,951
RVR.....	2,778	2,066	1,622	1,369	1,900
Eclipse Cross.....	–	–	–	–	4,996
Colt.....	18	–	–	–	–
Galant Fortis ^{*1}	2,245	2,318	1,393	8	–
Pajero	2,213	1,803	1,665	1,062	1,000
Delica D:5.....	13,856	11,025	11,597	10,294	13,303
Mirage.....	9,764	4,689	3,846	4,607	3,650
Passenger cars - other.....	2	–	–	–	2
i.....	472	3	1	–	1
i-MiEV.....	1,099	824	489	144	167
Minica Van.....	5	13	6	1	1
Pajero Mini.....	24	4	1	1	2
Toppo.....	637	2	–	–	–
eK Wagon.....	2,925	20	5	–	–
New Model eK Wagon.....	50,847	30,867	26,513	22,061	31,225
eK Space.....	4,517	27,020	16,779	12,654	12,726
Minicab.....	28,491	1,819	45	43	30
MINICAB-MiEV.....	1,006	781	423	205	285
MINICAB-MiEV Truck.....	181	181	126	43	3
Minicars - other.....	–	2	11	1	–
Dignity ^{*1}	119	13	14	7	–
Proudia ^{*1}	26	77	48	36	–
Delica D:3 ^{*1}	304	108	94	100	105
Delica Van ^{*1}	353	307	328	293	260
Lancer Cargo ^{*1}	1,144	1,151	1,067	770	757
Delica D:2 ^{*3}	7,315	6,068	5,923	7,125	7,056
Town Box ^{*3}	168	982	923	719	782
Minicab ^{*3}	954	12,678	13,443	12,086	11,416
Registered Vehicles Total	51,886	39,578	43,159	31,817	40,915
Minicars Total	91,326	75,196	58,765	47,958	56,638
Domestically Produced Vehicles Total	133,448	110,085	98,078	75,168	93,903
Imported Vehicles Total	9,764	4,689	3,846	4,607	3,650
Total	143,212	114,774	101,924	79,775	97,553

*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	2013	2014	2015	2016	2017
North America	46,880	43,045	69,324	100,339	113,790
Europe	126,416	147,668	147,338	123,581	127,336
Asia & Other Regions	172,751	192,812	215,660	155,657	143,573
Asia	32,698	39,505	30,751	17,057	12,373
Oceania	38,283	43,368	42,801	52,033	65,450
Middle East & Africa	56,431	77,672	115,725	69,200	47,882
Central & South America	45,339	32,267	26,383	17,367	17,868
Total	346,047	383,525	432,322	379,577	384,699

Export Shipments by Model

(Unit: Vehicles)

Model	2013	2014	2015	2016	2017
Outlander ^{*1}	1,010	–	–	–	–
New Model Outlander	98,123	101,446	138,292	119,754	130,067
New Model Outlander PHEV	19,628	28,495	29,808	21,191	23,755
RVR ^{*1}	76,973	99,061	91,498	136,535	116,172
Galant Fortis ^{*2}	70,453	97,102	116,083	52,898	35,805
Lancer	16,908	780	–	–	–
Delica	6,921	780	–	–	–
Delica D:5	1,945	647	624	131	52
Eclipse Cross	–	–	–	–	41,371
i-MiEV ^{*1}	1,887	2,660	4,266	4,243	2,955
Pajero	52,199	52,554	51,751	44,825	34,138
Total	346,047	383,525	432,322	379,577	384,315

*1 Including commissioned OEM production

*2 Including Lancer Evolution and Sportback

Activities by Region

North America

Activities by Region / North America



(As of March 31, 2018)

■ MMC and Consolidated Subsidiaries

North America

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2013	2014	2015	2016	2017
MMNA (U.S.A.)	RVR (Outlander Sport)	69,766	61,974	38,186	–	–
Total		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	2013	2014	2015	2016	2017
U.S.A.	66,071	81,593	96,764	100,202	110,311
Canada	21,119	21,936	22,331	21,774	23,825
Mexico	9,798	13,368	16,075	16,310	14,800
Puerto Rico	–	–	–	–	6,303
Total	96,988	116,897	135,170	138,286	155,239

Note: Puerto Rico was reclassified from the "Central & South America" to "North America" in FY 2017, so the number of cars sold in the countries since that year has been added to "North America."

Sales Volume by Model

(Unit: Vehicles)

Model	2013	2014	2015	2016	2017
Galant	914	–	–	–	–
Eclipse / Eclipse Spyder	67	–	–	–	–
RVR	35,521	40,665	44,654	38,428	48,528
Pajero	250	271	329	304	166
Outlander	6,007	7	–	–	–
New Model Outlander	14,977	19,732	29,527	39,385	49,079
New Model Outlander PHEV	–	–	–	–	1,874
Galant Fortis ^{*1}	27,400	26,899	25,873	20,674	15,443
i-MiEV	589	279	240	173	50
Triton	2,871	4,443	1,145	–	–
New Model Triton	–	–	2,778	5,949	6,196
Pajero Sport	259	253	168	33	–
New Model Pajero Sport	–	–	–	–	170
Mirage	8,133	24,348	30,456	23,290	19,266
Attrage	–	–	–	10,050	13,331
Eclipse Cross	–	–	–	–	1,136
Total	96,988	116,897	135,170	138,286	155,239

Note: Puerto Rico was reclassified from the "Central & South America" to "North America" in FY 2017, so the number of cars sold in the countries since that year has been added to "North America."

*1 Including Lancer Evolution and Sportback

U.S.A.

Sales Volume by Model

(Unit: Vehicles)

Model	2013	2014	2015	2016	2017
Galant	914	–	–	–	–
Eclipse / Eclipse Spyder	67	–	–	–	–
RVR (Outlander Sport)	26,965	31,491	36,777	32,233	39,726
Galant Fortis (Lancer) ^{*1}	18,026	17,692	17,106	14,071	9,566
Outlander	2,512	2	–	–	–
New Model Outlander	10,435	13,246	21,082	30,344	38,821
Outlander PHEV	–	–	–	–	1,095
i-MiEV (i)	432	183	108	90	2
Mirage	6,720	18,979	21,691	13,889	9,971
Attrage (Mirage G4)	–	–	–	9,575	10,477
Eclipse Cross	–	–	–	–	653
Total	66,071	81,593	96,764	100,202	110,311

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, 2018)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2013	2014	2015	2016	2017
PCMA Rus (Russia)	Pajero Sport.....	6,366	8,230	3,049	—	—
	New Model Pajero Sport.....	—	—	—	—	957
	(New Model Outlander) ¹	(19,140)	(20,403)	(19,424)	(11,433)	(18,571)
Total		6,366	8,230	3,049	—	957

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	2013	2014	2015	2016	2017
Germany	21,780	27,574	38,330	40,466	47,532
Russia	81,449	68,085	31,157	15,981	30,304
United Kingdom.....	14,816	28,274	30,595	26,286	27,195
Spain.....	4,027	7,461	9,841	10,173	11,760
Israel.....	9,186	14,644	15,329	17,530	11,143
Netherlands.....	13,682	12,624	12,405	5,938	5,747
Norway	6,085	5,756	7,066	6,988	5,341
Italy.....	3,533	4,802	5,573	5,548	5,200
Austria	4,073	4,172	4,190	4,463	5,021
Sweden	3,437	6,174	7,047	5,899	4,976
France.....	5,215	5,230	5,867	4,804	4,651
Turkey.....	4,962	6,023	4,773	3,944	4,196
Poland.....	3,969	6,441	4,912	4,232	4,193
Switzerland.....	4,159	4,007	3,806	4,025	3,469
Portugal.....	1,643	2,237	2,563	3,007	2,951
Belgium	3,463	3,363	3,142	3,092	2,875
Czech	1,134	2,171	2,685	2,794	2,525
Ukraine	5,437	2,198	743	1,240	2,357
Denmark	246	4,311	4,434	2,958	2,117
Slovakia	622	1,036	1,269	1,397	1,327
Others.....	8,661	10,706	10,415	8,554	7,853
Total	201,579	227,289	206,142	179,319	192,733

Notes:

1. The table shows the top 20 countries in sales volume in the "Europe" region according to MMC in-house classification.
2. The Republic of Azerbaijan and Georgia were reclassified from the "Middle East and Africa" to "Europe" in FY 2014, so the number of cars sold in the two countries since that year has been added to "Europe."

Sales Volume by Model

(Unit: Vehicles)

Model	2013	2014	2015	2016	2017
Colt	4,194	96	2	1	–
Pajero	12,657	14,331	11,279	8,384	6,159
Grandis	–	1	–	–	–
New Model Outlander.....	49,901	43,606	41,294	44,031	43,616
New Model Outlander PHEV	10,624	25,354	29,551	19,825	20,459
Outlander.....	1,067	32	6	–	–
Galant Fortis ¹	11,378	8,857	6,170	2,670	1,657
RVR	56,735	62,040	50,570	40,446	41,278
i-MiEV	919	786	646	580	395
New Model Triton	–	–	15,468	26,524	29,592
Triton	23,044	26,134	11,079	566	8
New Model Pajero Sport.....	–	–	–	1,280	7,303
Pajero Sport.....	10,285	9,657	3,929	1,010	1
Mirage.....	19,489	30,375	31,440	29,253	33,311
Attrage	1,286	6,020	4,708	4,749	794
Eclipse Cross.....	–	–	–	–	8,160
Total	201,579	227,289	206,142	179,319	192,733

Note: The Republic of Azerbaijan and Georgia were reclassified from the "Middle East and Africa" to "Europe" in FY 2014, so the number of cars sold in the two countries since that year has been added to "Europe."

*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	2013	2014	2015	2016	2017
■ MMTh (Thailand)	339,319	331,844	335,122	356,353	365,212
■ MMPC (Philippines)	14,484	14,721	17,177	25,398	36,964
■ MMKI (Indonesia)	—	—	—	107	53,667
KRM (Indonesia)	63,186	56,925	45,468	33,665	35,183
MMM (Malaysia)	—	—	2,310	2,168	618
CMC (Taiwan)	37,096	37,735	33,080	34,811	34,379
SEM (China)	18,119	10,413	3,422	1,744	1,872
GMMC (China)	47,267	66,191	50,309	76,592	132,277
HMFCL (India)	1,530	2,010	1,590	390	480
PIL (Bangladesh)	296	456	426	292	382
MMV (Vietnam)	629	934	925	1,355	368
Total	521,926	521,229	489,829	532,875	661,402

■ 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)

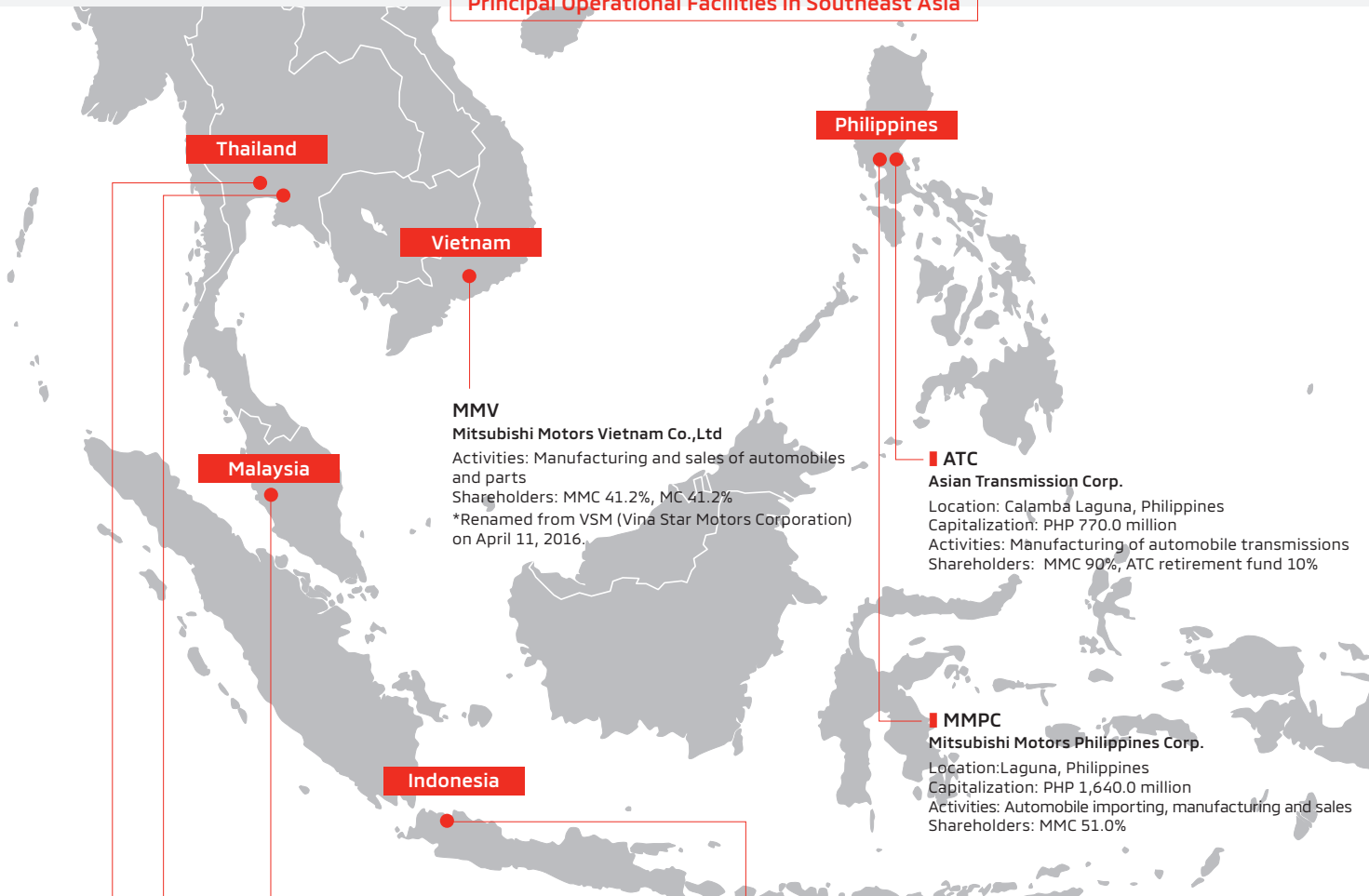
Sales Volume by Country / Region

(Unit: Vehicles)

Country / Region	2013	2014	2015	2016	2017
China	72,053	100,940	80,635	88,919	136,326
Indonesia	93,362	83,747	76,288	65,415	103,858
Philippines	44,272	48,569	55,426	61,158	74,306
Thailand	85,199	58,896	63,581	55,717	73,497
Taiwan	28,404	27,712	22,960	20,087	21,385
Vietnam	1,840	2,562	4,821	6,723	7,571
Malaysia	12,572	14,184	10,344	8,696	7,377
Singapore	72	506	1,737	4,255	3,557
Bangladesh	1,223	1,054	1,382	1,297	1,653
Laos	271	733	495	403	499
Others	4,488	5,271	4,323	2,182	1,851
Total	343,756	344,174	321,992	314,852	431,880

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%

MMKSI
P.T. Mitsubishi Motors Krama Yudha Sales Indonesia
 Activities: Automobile importing and sales
 Shareholders: MMC 30.0%, MC 40.0%, Krama Yudha 30.0%

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%

Thailand

Production Volume by Model

(Unit: Vehicles)

Production Facility /Assembler	Model	2013	2014	2015	2016	2017
MMTh (Thailand)	Triton	143,947	130,696	1,868	–	–
	New Model Triton	–	28,761	127,303	144,842	167,051
	Pajero Sport.....	49,438	42,207	15,819	–	–
	New Model Pajero Sport.....	–	–	52,542	59,993	62,201
	Galant Fortis (Lancer EX).....	990	90	–	–	–
	Mirage.....	97,938	100,240	83,857	86,189	71,927
	Attrage	47,006	29,850	53,733	65,329	64,033
Total		339,319	331,844	335,122	356,353	365,212

■ 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	2013	2014	2015	2016	2017
Triton	35,749	27,211	1,719	15	–
New Model Triton	–	4,037	23,005	25,305	35,074
Pajero Sport.....	13,919	6,186	3,322	1	–
New Model Pajero Sport	–	–	20,536	13,165	13,481
Galant Fortis (Lancer EX).....	730	583	102	116	–
Lancer.....	37	4	2	1	–
Mirage.....	18,015	8,779	5,331	7,336	10,353
Attrage	16,744	12,096	9,388	9,774	14,589
Delica D:5 (Delica Space Wagon).....	–	–	176	4	–
Others.....	5	–	–	–	–
Total	85,199	58,896	63,581	55,717	73,497

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

Philippines

Production Volume by Model

(Unit: Vehicles)

Production Facility /Assembler	Model	2013	2014	2015	2016	2017
MMPC (Philippines)	Adventure.....	7,154	6,237	7,204	11,376	8,128
	Delica (L300).....	7,330	8,484	9,973	12,634	13,728
	Mirage.....	–	–	–	–	4,633
	Attrage (Mirage G4).....	–	–	–	1,388	10,475
Total		14,484	14,721	17,177	25,398	36,964

■ 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	2013	2014	2015	2016	2017
Adventure	6,599	6,250	7,786	10,329	9,773
Delica (L300)	7,206	8,413	10,190	12,931	15,406
Pajero	433	498	467	377	597
Galant Fortis (Lancer EX) ¹	1,368	897	397	218	118
RVR (ASX)	113	329	414	249	217
Triton (Strada/L200)	3,655	3,108	146	9	–
New Model Triton (Strada/L200)	–	305	4,843	3,948	4,001
Pajero Sport (Montero Sport)	15,671	15,592	10,524	244	5
New Model Pajero Sport (Montero Sport)	–	–	2,249	12,879	22,406
Mirage	5,595	5,010	6,006	7,881	7,318
Attrage (Mirage G4)	3,556	8,128	12,403	12,091	14,449
Zinger (Fuzion)	73	38	1	–	–
Others	3	1	–	2	16
Total	44,272	48,569	55,426	61,158	74,306

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	2013	2014	2015	2016	2017
MMKI (Indonesia) New Model Pajero Sport.....	-	-	-	107	17,940
XPANDER.....	-	-	-	-	35,727
KRM (Indonesia) Colt T120SS	33,746	29,184	23,568	11,712	10,464
Delica Truck (Colt L300)	29,440	27,741	21,900	21,953	24,719
Total	63,186	56,925	45,468	33,772	88,850

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	2013	2014	2015	2016	2017
Colt T120SS	29,374	29,597	23,598	13,319	10,701
Delica Truck (Colt L300)	29,353	25,557	22,734	21,585	23,469
RVR (Outlander Sport)	5,127	3,774	2,460	1,416	1,109
Galant Fortis (Lancer) ^{*1}	183	250	220	2	217
Delica D:5 (Delica)	-	238	365	290	179
Grandis (Space Wagon).....	4	1	-	-	-
Triton	8,913	6,957	4,253	174	48
New Model Triton	-	-	3,279	6,982	11,372
Pajero Sport.....	13,530	11,421	9,546	56	1
New Model Pajero Sport	-	-	4,146	19,082	21,480
XPANDER.....	-	-	-	-	33,447
Mirage.....	6,874	5,951	5,685	2,509	1,834
Others.....	4	1	2	-	1
Total	93,362	83,747	76,288	65,415	103,858

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	2013	2014	2015	2016	2017
MMM (Malaysia) RVR (ASX).....	-	-	2,310	2,168	618
Total	-	-	2,310	2,168	618

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.

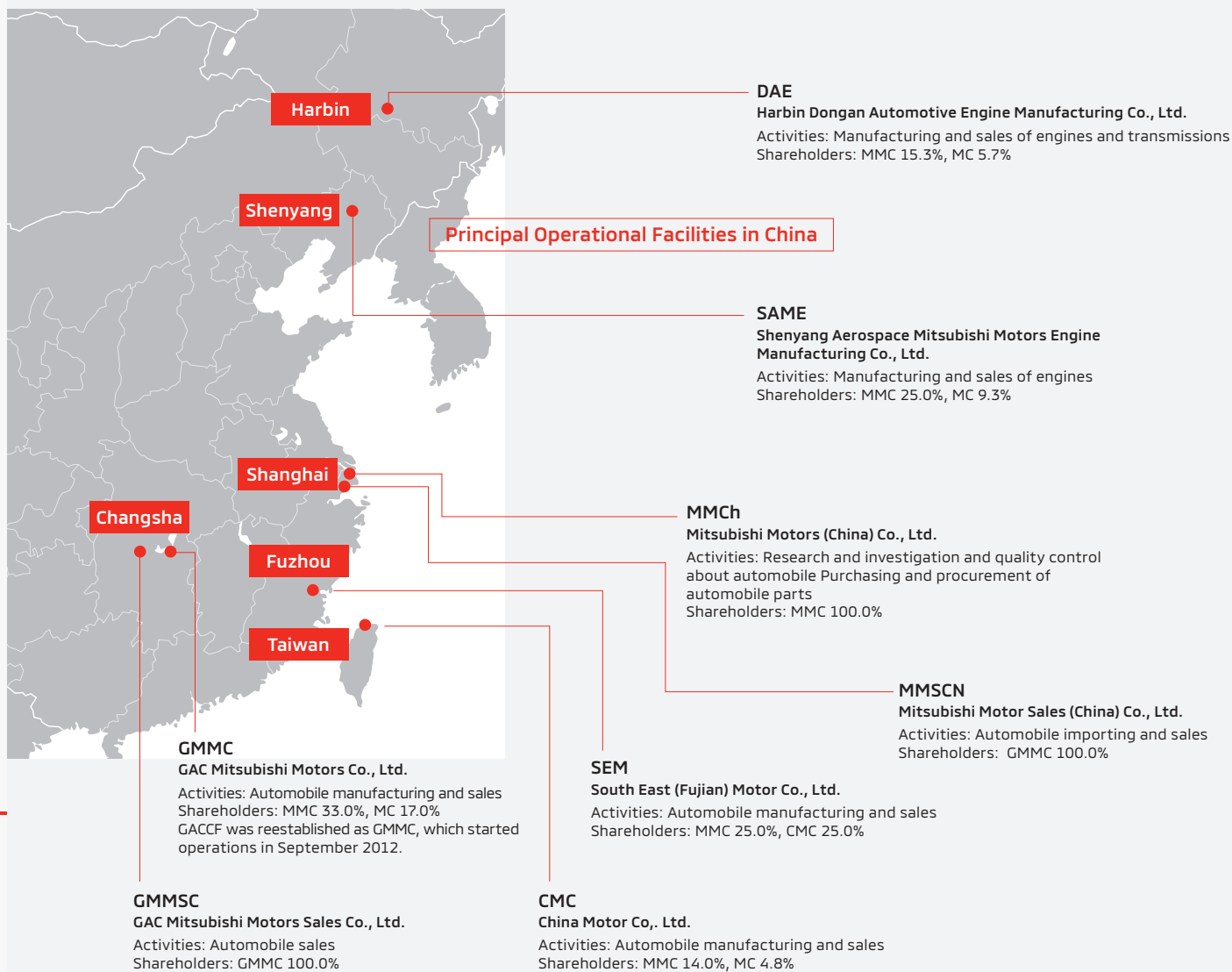
Sales Volume by Model

(Unit: Vehicles)

Model	2013	2014	2015	2016	2017
RVR (ASX)	1,069	3,299	2,592	1,991	1,296
Galant Fortis (Lancer) ^{*1}	389	671	384	165	28
Pajero	14	3	1	-	-
New Model Outlander.....	-	-	57	782	1,234
i-MiEV	7	3	-	2	-
Triton	6,941	6,002	223	3	-
New Model Triton	-	14	5,405	5,123	4,662
Pajero Sport.....	899	612	263	155	56
Mirage.....	2,052	1,284	842	22	-
Attrage	1,200	2,295	577	453	101
Others.....	1	1	-	-	-
Total	12,572	14,184	10,344	8,696	7,377

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

*1 Including Lancer Evolution and Lancer Sportback



(As of March 31, 2018)

China

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2013	2014	2015	2016	2017	
SEM (China)	Galant Fortis (Lancer EX).....	12,609	5,932	1,345	1,611	1,872
	Lancer.....	4,497	4,063	1,139	133	—
	Galant.....	152	75	452	—	—
	Zinger.....	861	343	486	—	—
GMMC (China) ¹	RVR (ASX).....	41,484	60,892	46,256	33,927	32,617
	Pajero Sport.....	5,783	5,299	4,053	4,963	1,377
	New Model Outlander.....	—	—	—	37,702	98,283
Total	65,386	76,604	53,731	78,336	134,149	

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.

*1 GACCF was reestablished as GMMC, which started operations in September 2012.

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

Sales Volume by Model

(Unit: Vehicles)

Model	2013	2014	2015	2016	2017
Zinger	855	431	364	332	—
Galant	188	177	425	67	—
Galant Fortis (Lancer EX) ^{*1}	11,450	7,780	3,257	1,702	2,655
Lancer	3,904	4,087	1,869	461	—
Grandis	1	—	—	1	—
Outlander (Outlander EX)	89	1	—	11	17
New Model Outlander	11,527	16,781	19,057	36,708	92,718
New Model Outlander PHEV	—	1	—	4	2
Triton (L200)	31	19	17	6	—
New Model Triton	—	—	—	—	6
RVR (ASX)	32,718	58,412	45,306	40,501	32,880
Delica	65	58	—	—	—
Delica D:5	37	16	26	20	19
i-MiEV	3	4	2	1	—
MINICAB-MiEV	3	6	7	3	—
Mirage	13	31	—	—	—
Pajero	8,074	6,405	5,144	4,485	5,028
Pajero Sport	3,095	6,731	5,161	4,617	3,000
Others.....	—	—	—	—	1
Total	72,053	100,940	80,635	88,919	136,326

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

*1 Including Lancer Evolution

Taiwan

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2013	2014	2015	2016	2017
CMC (Taiwan) Zinger	4,046	4,678	2,527	—	—
Veryca	10,098	10,507	11,403	14,526	14,084
Delica	2,470	2,348	2,454	2,559	2,250
Delica Truck	4,884	5,796	6,165	7,545	7,089
Chariot Grandis (Savrin)	475	—	—	—	—
Outlander	3,570	2,099	—	—	—
Galant	202	—	—	—	—
Galant Fortis (Lancer)	3,966	4,279	2,483	2,078	2,649
Colt Plus	7,385	4,750	4,034	3,431	3,779
New Model Outlander	—	3,278	4,014	4,672	4,528
Total	37,096	37,735	33,080	34,811	34,379

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	2013	2014	2015	2016	2017
Zinger	4,375	4,479	2,639	—	—
Delica	2,370	2,361	2,467	2,490	2,186
Delica Truck	4,598	5,822	6,240	7,110	7,023
Chariot Grandis (Savrin)	659	—	—	—	—
Galant	219	—	—	—	—
Colt Plus.....	7,096	5,130	4,087	3,457	3,869
Pajero	25	46	29	19	8
RVR (ASX).....	6	—	—	—	—
Outlander.....	4,049	2,387	—	—	—
New Model Outlander	—	2,266	4,437	5,046	4,542
New Model Outlander PHEV	—	22	10	7	1
Galant Fortis (Lancer) ^{*1}	5,002	5,199	3,051	1,958	3,011
Eclipse Cross.....	—	—	—	—	745
Others.....	5	—	—	—	—
Total	28,404	27,712	22,960	20,087	21,385

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

*1 Including Sportback

Oceania

Sales Volume by Model

(Unit: Vehicles)

Model	2013	2014	2015	2016	2017
RVR	8,649	13,084	16,212	19,057	22,231
Delica	894	515	6	–	–
Galant Fortis ^{*1}	12,777	11,171	9,668	7,939	8,342
Outlander	5	–	–	–	–
New Model Outlander	10,524	10,608	12,274	15,205	19,549
New Model Outlander PHEV	69	1,144	802	199	692
Pajero	6,382	6,214	5,085	4,082	3,982
Triton	24,462	27,876	10,749	–	–
New Model Triton	–	84	17,539	24,725	28,599
Pajero Sport	1,947	1,906	2,442	–	–
New Model Pajero Sport	–	–	1,786	7,988	7,928
Eclipse Cross	–	–	–	–	2,171
Mirage	10,914	5,144	4,178	4,006	1,558
Attrage	–	1,058	833	131	–
Total	76,623	78,804	81,574	83,332	95,052

*1 Including Lancer Evolution and Sportback

Middle East & Africa

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2013	2014	2015	2016	2017
SLM (Tunisia) Triton (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	2013	2014	2015	2016	2017
Pajero	18,113	22,462	32,559	18,674	18,013
Challenger	18	–	–	–	–
Delica	2,983	1,277	186	22	3
Outlander	1,103	93	4	–	13
New Model Outlander	886	3,212	5,078	5,275	3,697
New Model Outlander PHEV	–	2	–	3	65
RVR	5,131	5,020	3,491	4,159	4,796
Galant Fortis ^{*1}	10,707	34,260	56,965	24,119	22,783
Lancer	16,098	1,591	134	–	–
Galant	1,134	96	–	–	–
Triton	20,850	27,240	11,379	843	1,151
New Model Triton	–	–	9,502	12,488	14,318
Pajero Sport	2,596	2,707	1,978	557	56
New Model Pajero Sport	–	–	262	2,520	2,849
Eclipse Cross	–	–	–	–	302
Mirage	1,215	4,095	3,343	1,383	1,907
Attrage	598	4,786	1,767	857	2,309
Total	81,432	106,841	126,648	70,900	72,262

Note: The Republic of Azerbaijan and Georgia were reclassified from the "Middle East and Africa" to "Europe" in FY 2014, so the number of cars sold in the two countries since that year has been deleted from "Middle East and Africa"

*1 Including Lancer Evolution and Sportback

Central & South America

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2013	2014	2015	2016	2017	
HPE (Brazil)	Triton (L200 Triton)	18,660	19,740	10,290	6,180	2,430
	New Model Triton (L200 Triton)	–	–	–	6,060	6,330
	Pajero Sport (Pajero Dakar)	3,600	3,750	1,710	990	720
	Pajero iO (Pajero TR4)	9,060	4,500	–	–	–
	RVR (ASX).....	–	3,870	7,560	1,740	8,018
	Galant Fortis (Lancer).....	–	1,590	3,930	30	1,320
MAV (Venezuela)	Pajero Sport (Montero Sport).....	596	1,082	408	–	–
Total	31,916	34,532	23,898	15,000	18,818	

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	2013	2014	2015	2016	2017
New Model Triton	–	–	7,768	16,718	23,609
Triton	36,623	38,560	21,929	8,624	4,772
L200 Strada	11	2	–	–	–
Pajero Sport	7,802	8,463	6,264	2,413	1,163
New Model Pajero Sport	–	–	259	3,083	4,386
Pajero iO	9,674	7,274	82	8	8
Pajero	2,808	2,864	2,546	1,770	1,482
Challenger	6	–	–	–	2
Delica	3,610	1,545	600	19	–
Outlander	2,410	617	–	–	–
New Model Outlander	5,327	9,411	13,326	10,332	8,899
New Model Outlander PHEV	–	28	96	160	68
Galant Fortis ^{*1}	8,372	7,433	6,115	4,895	1,840
Lancer	7,531	1,645	105	3	9
RVR	14,545	15,313	10,708	7,234	8,608
i-MiEV	9	6	5	5	36
Endeavor	1	–	–	–	–
Eclipse / Eclipse Spyder	3	–	–	–	–
Mirage.....	4,623	6,452	3,791	3,084	916
Attrage	65	1,448	1,284	1,578	677
Total	103,420	101,061	74,878	59,926	56,475

Note: The Republic of Azerbaijan and Georgia were reclassified from the "Middle East and Africa" to "Europe" in FY 2014, so the number of cars sold in the two countries since that year has been deleted from "Middle East and Africa."

*1 Including Lancer Evolution and Sportback

Members of the Board and Executive Officers

As of September 18, 2018

Member of the Board



Carlos Ghosn
Chairman of the Board
*Representative Director



Osamu Masuko
Member of the Board
CEO
*Representative Director



Shunichi Miyanaga
Member of the Board
[Outside Director]



Ken Kobayashi
Member of the Board
[Outside Director]



Hitoshi Kawaguchi
Member of the Board
[Outside Director]



Hiroshi Karube
Member of the Board
[Outside Director]



Setsuko Egami
Member of the Board
[Outside Director]



Main Kohda
Member of the Board
[Outside Director]

Audit & Supervisory Board Members



Kozo Shiraji
Audit & Supervisory
Board Member
(Full-time)



Yoshikazu Nakamura
Audit & Supervisory
Board Member
(Full-time)



Katsunori Nagayasu
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
Executive Vice President
(Engineering)



Koji Ikeya
Executive Vice President
(Finance, Controlling &
Accounting)
CFO



Takeshi Ando
Executive Vice President
(Production)

Continued on the next page.

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Executive Officers



Noboru Tsuji
Senior Vice President
(Corporate Strategy)
Division General Manager,
Strategy Management Div.



Yukihiro Hattori
Senior Vice President
(Procurement)



Guillaume Cartier
Senior Vice President
(Global Marketing & Sales)
Division General Manager, Global
Marketing & Sales Div.



Hitoshi Inada
Corporate Vice President
(Corporate Governance)



Masao Omichi
Corporate Vice President
Chief External and Government
Relations Officer
Chief Environmental Strategy
Officer



Vincent Cobee
Corporate Vice President
(Product Strategy / PD)
Division General Manager,
Product Strategy Div. And
Division General Manager, PD Office



Naoya Fujimoto
Corporate Vice President
Division General Manager,
Product Development Div.



Tsunehiro Kunimoto
Corporate Vice President
Division General Manager,
Design 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)



Yosuke Wakabayashi
Corporate Vice President
Division General Manager,
Corporate Affairs Div.



Koji Yamada
Corporate Vice President
Division General Manager,
TCS Div.



Masao Kuruma
Corporate Vice President
CIO
Division General Manager,
Global IT Div.



Jun Miura
Corporate Vice President
Division General Manager,
Development Management Div.



Kiyoshi Fukasawa
Corporate Vice President
Division General Manager,
Domestic Sales Div.



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.

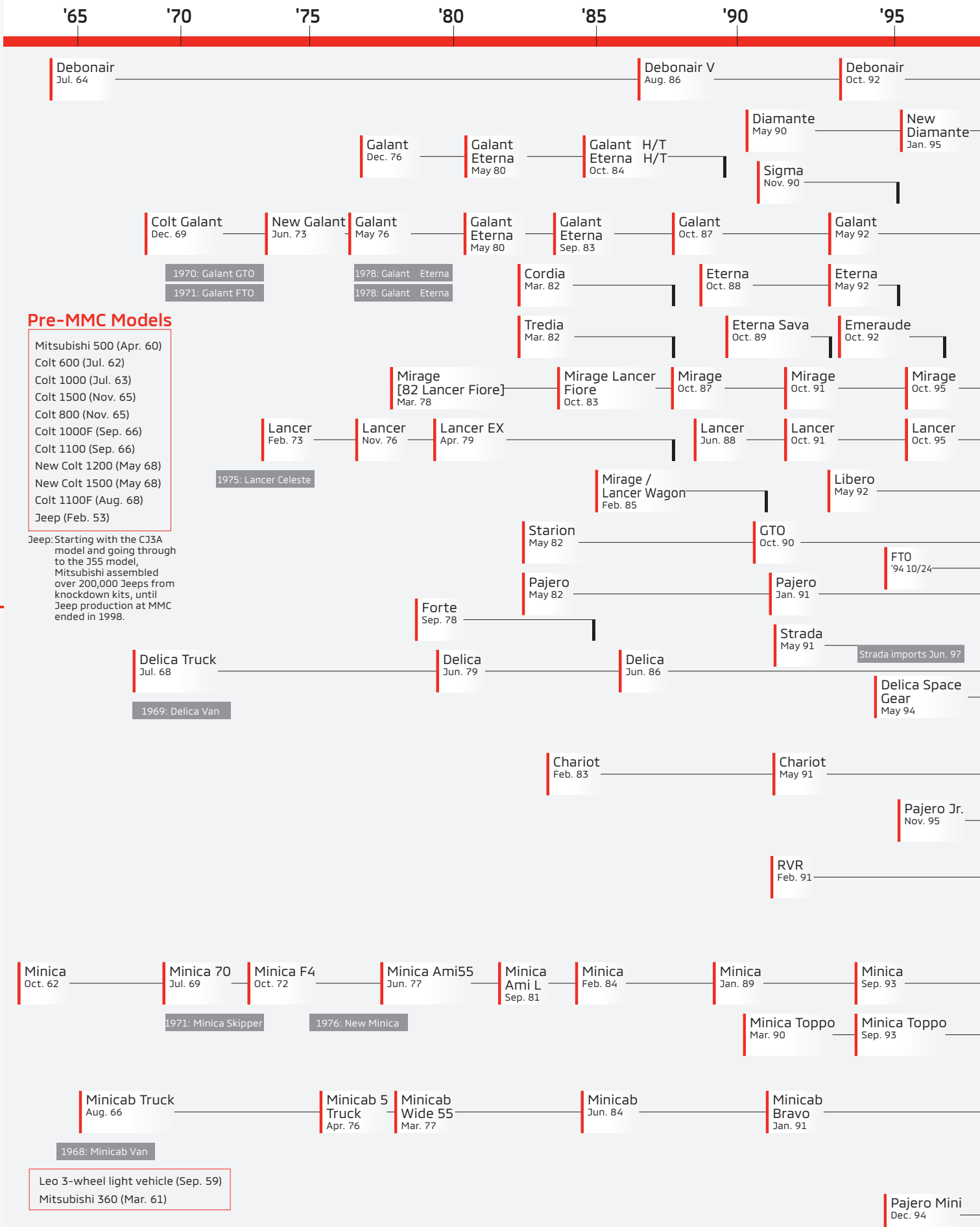
Year	Chairmen & Presidents	Major Milestones
1970	Jan. 31 Yuji Sato [P:MMSC]	Apr. Mitsubishi Motors Corporation incorporated as wholly-owned subsidiary of MHI.
	Apr. 22 Yuji Sato [P:MMC]	Jun. MMC started business taking over MHI motor vehicle division operations. MHI's Kyoto Works (certain facilities), 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. 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]
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		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
	Jun. 25 Rolf Eckrodt [P:MMC]	transmission operations. 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."
		Mar. MMC sold 22% stake in MFTBC to DaimlerChrysler AG, leaving it with a shareholding of 20% in MFTBC.
2004	Apr. 30 Yoichiro Okazaki [C,P:MMC]	
	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
	Jan. 28 Osamu Masuko [P:MMC]	shareholding in MFTBC.
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]	Aug. MMC renamed Nagoya plant "Okazaki Plant."
	Dec. 14 Carlos Ghosn [C:MMC]	
	Osamu Masuko [P:MMC]	
2017		Apr. MMC renamed Powertrain Plant "Kyoto Plant"

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

Products Over the Years (Japan)

Passenger Cars



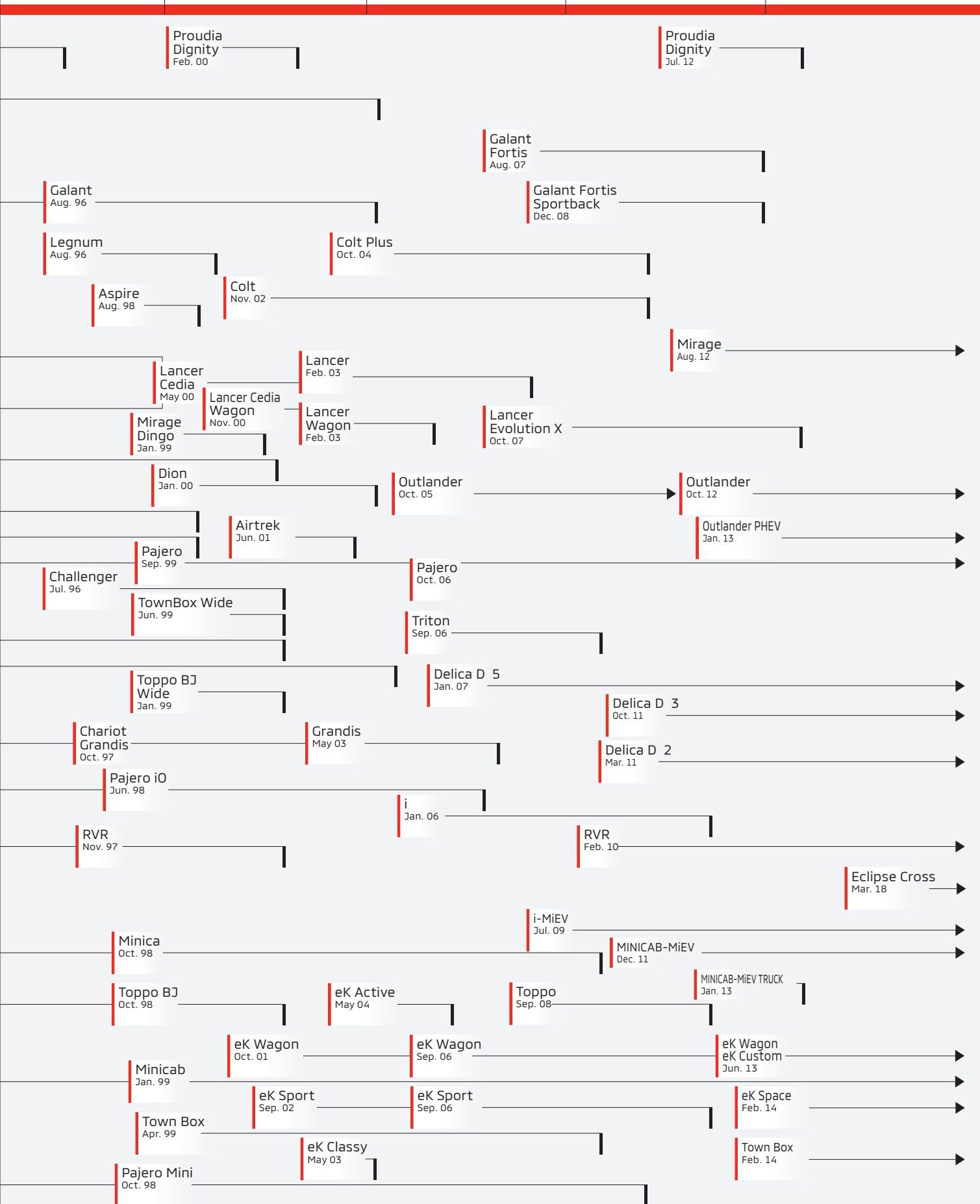
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As of March 31, 2018
Note: Dates Refer to Launch Date



Products Over the Years (Japan)

Major Production and Sales Models

Models produced in Japan

■ Plug-in Hybrid Electric Vehicle ■ Electric Vehicles(MiEV)

Outlander PHEV



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

i-MiEV



Seating Capacity : 4 persons / 10.5kWh, 16.0kWh

MINICAB-MiEV



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

■ 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

Eclipse Cross



Seating Capacity : 5 persons / 1.5 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

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)

Mirage



Seating Capacity : 5 persons / 1.2 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

XPANDER



Seating Capacity : 7 persons / 1.5 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"
ECLIPSE CROSS	Named by combining "eclipse" and "cross" from "crossover" together.
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"
XPANDER	From the English word "Expand" that means "grow" and "progress."



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