

FACTS & FIGURES 2019

English version



**MITSUBISHI
MOTORS**

Drive your Ambition

"FACTS & FIGURES" is published every year to help your understanding to the Company's activities during the past fiscal years. 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 2019
Public Relations Department
MITSUBISHI MOTORS CORPORATION

MMC is on the World Wide Web at the following URL

<https://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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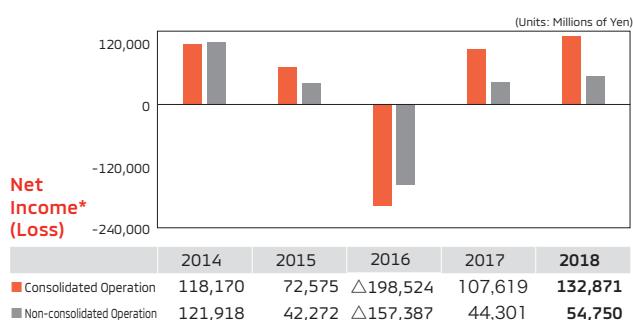
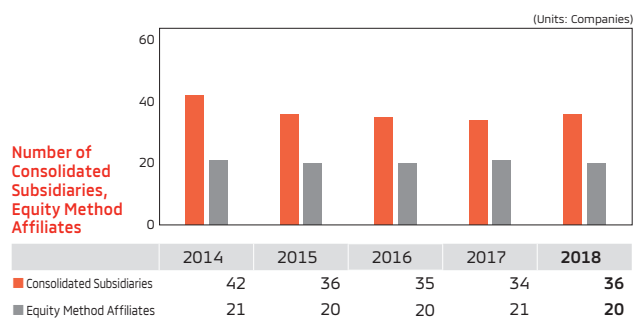
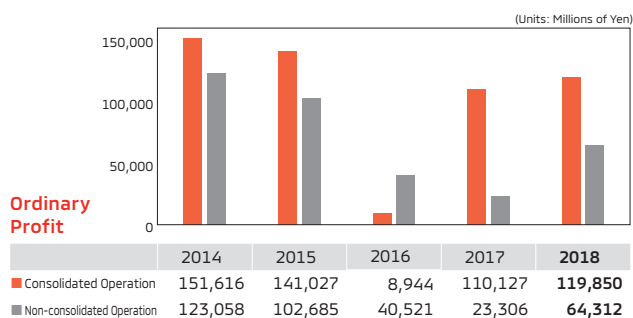
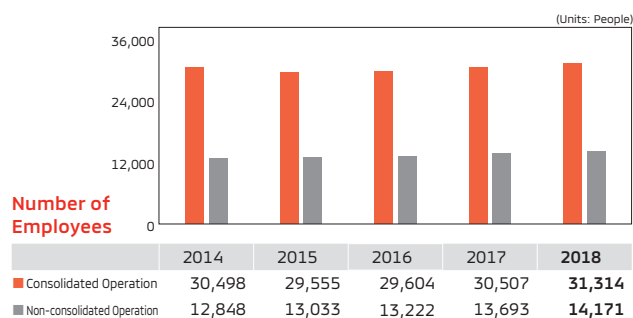
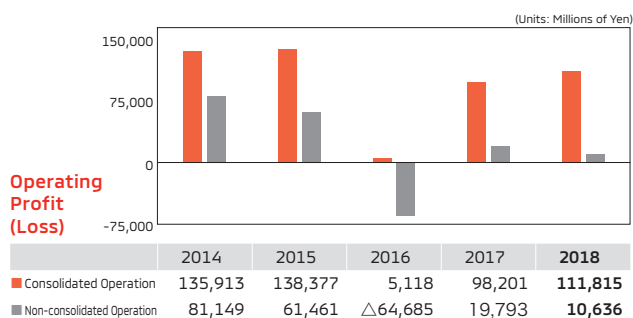
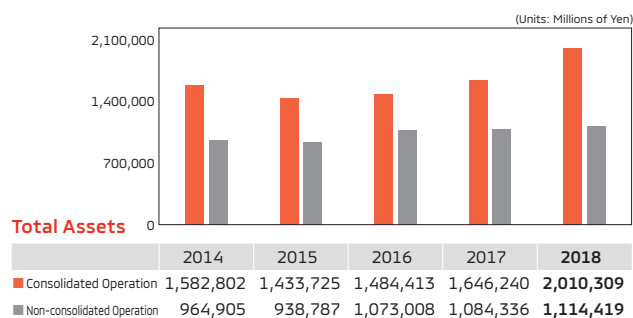
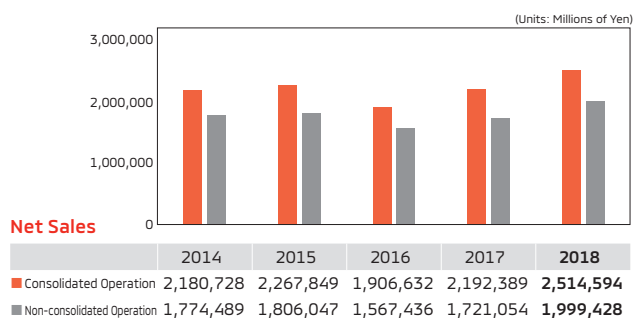
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Company Overview / Investor Information

Company Overview	(As of March 31, 2019, unless specified otherwise)
Name	mitsubishi motors corporation
Established	April 22, 1970
Head office	1-21, Shibaura 3chome, Minato-ku, Tokyo, 108-8410 Japan
Number of employees	Consolidated 31,314 ; Non-consolidated 14,171
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.
Chairman of the Board	Osamu Masuko
Representative Executive Officer	
Member of the Board	
Representative Executive Officer, CEO	Takao Kato
Member of the Board	Consists of 15 members (As of October 1, 2019)
Net Sales	Consolidated JPY 2,514.5 billion (in FY2018)
Automotive Sales	1,244 thousands units (in FY2018)
Products Sold in	More than 160 countries
Car Manufacturing Facilities	6 car manufacturing facilities in 4 countries (including consolidated subsidiaries) - Plus 10 car manufacturing facilities of affiliated companies and business partners in 8 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	10 facilities in 5 countries (including consolidated subsidiaries)
Subsidiaries and affiliates	36 consolidated subsidiaries- Plus 20 equity method companies
Global Brand	Mitsubishi Motors
Investor Information	(As of March 31, 2019)
Total number of authorized shares	1,575,000,000
Number of Issued Shares	1,490,282,496
Number of Shareholders	257,179
	*The minimum unit of shares held by shareholders is 100 shares.

Principal Management Indices

As of March 31, 2019



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

Management Indices 2018

Consolidated Operations

Net Sales	2,514,594
Operating Profit	111,815
Ordinary Profit	119,850
Net Income	132,871
Total Assets	2,010,309
Number of Employees	31,314
Number of Consolidated Subsidiaries	36
Number of Equity Method Affiliates	20

(Units: Millions of Yen; Companies; People)

Non-consolidated Operations

Net Sales	1,999,428
Operating Profit	10,636
Ordinary Profit	64,312
Net Income	54,750
Total Assets	1,114,419
Number of Employees	14,171

Subsidiaries and Affiliates

As of March 31, 2019

Affiliates (36)

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
MMC Diamond Finance Corp.	Tokyo	Auto sales financing, leasing and rentals	JPY 3,000	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 de Mexico, SA. de C.V. (MMDM)	Mexico	Automobile sales	MXN 92.001	100.0
Mitsubishi Motors Europe B.V. (MME)	Netherlands	Automobile 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	100.0
Asian Transmission Corp. (ATC)	Philippines	Manufacturing of automobile transmissions	PHP 770.0	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 (MMKI)	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.

Equity Method Affiliates (20)

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
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.

Other associated company

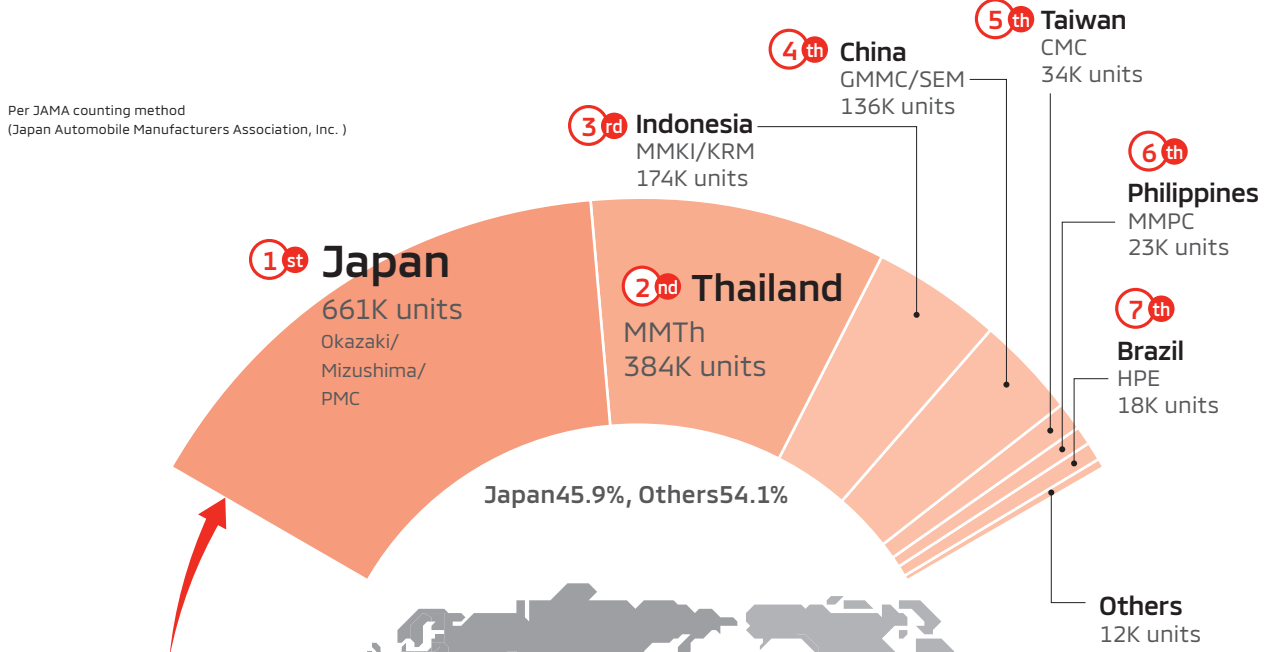
Company	Location	Business Lines	Capitalization (Millions)	Share of Voting Rights in MMC (%)
Nissan Motor Co., Ltd.	Kanagawa	Automobile manufacture, marketing and related businesses	JPY 605,814	34.0
Mitsubishi Corporation	Tokyo	Wholesale trade	204,447	20.0 (10.77)

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 Country / Region

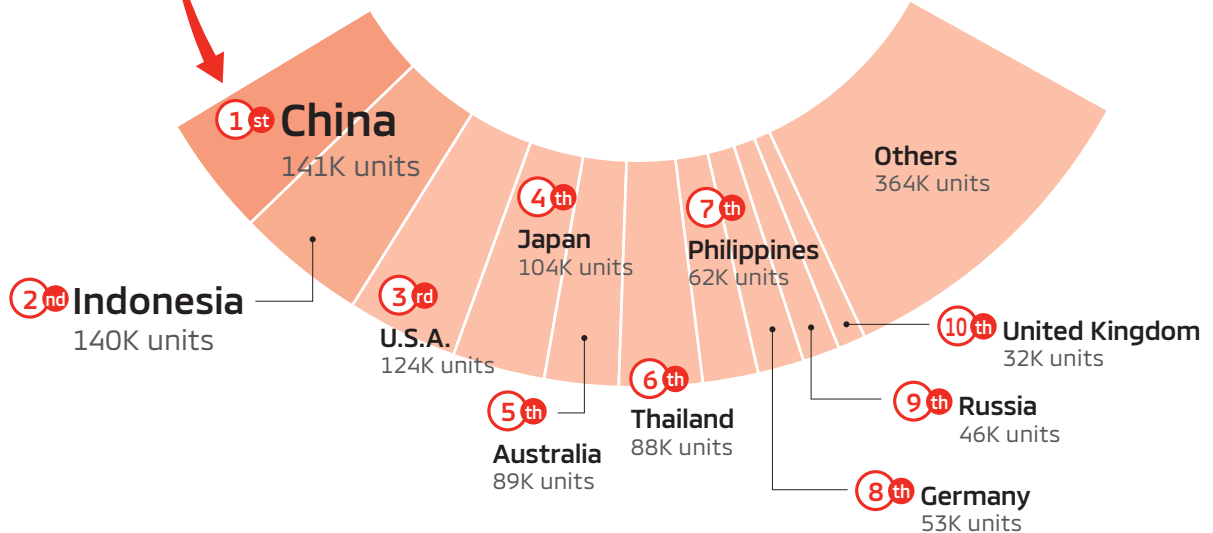
Sales Volume Ranking by Model

Net Sales, Production and Sales Volume by Business Segmentation

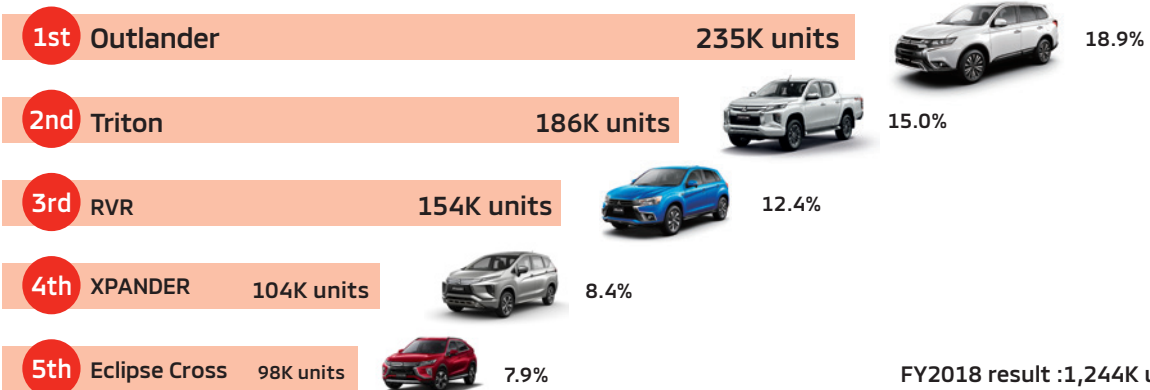


Production Volume Ranking by Country / Region
Actual Production in FY2018 : 1,441K units

Sales Volume Ranking by Country / Region
Sales Result in FY2018 : 1,244K units



Sales Volume Ranking by Model



Net Sales, Production and Sales Volume by Business Segmentation

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

Business Segmentation		2014	2015	2016	2017	2018
Japan	Net Sales.....	445,255	412,914	297,313	349,406	428,674
	Production Volume.....	648,595	652,966	531,471	589,663	660,880
	Sales Volume	114,774	101,924	79,775	97,553	104,496
North America	Net Sales.....	275,837	324,867	297,139	352,529	387,850
	Production Volume.....	61,974	38,186	—	—	—
	Sales Volume	116,897	135,170	138,286	155,239	173,023
Europe	Net Sales.....	514,388	514,569	433,482	454,808	514,070
	Production Volume.....	8,230	3,049	—	957	9,813
	Sales Volume	227,289	206,142	179,319	192,733	235,949
Asia	Net Sales.....	424,509	482,563	433,536	591,662	663,937
	Production Volume.....	521,229	489,829	532,875	661,402	752,316
	Sales Volume	344,174	321,992	314,852	431,880	480,624
Oceania	Net Sales.....	217,840	213,417	202,591	240,961	221,617
	Production Volume.....	—	—	—	—	—
	Sales Volume	78,804	81,574	83,332	95,052	101,934
Central & South America, Middle East, Africa and Other Regions	Net Sales.....	302,896	319,517	242,568	203,020	298,444
	Production Volume.....	34,712	23,898	15,000	18,818	18,218
	Sales Volume	207,902	201,526	130,826	128,737	147,888
Total	Net Sales.....	2,180,728	2,267,849	1,906,632	2,192,389	2,514,594
	Production Volume.....	1,274,740	1,207,928	1,079,346	1,270,840	1,441,227
	Sales Volume	1,089,840	1,048,328	926,390	1,101,194	1,243,914

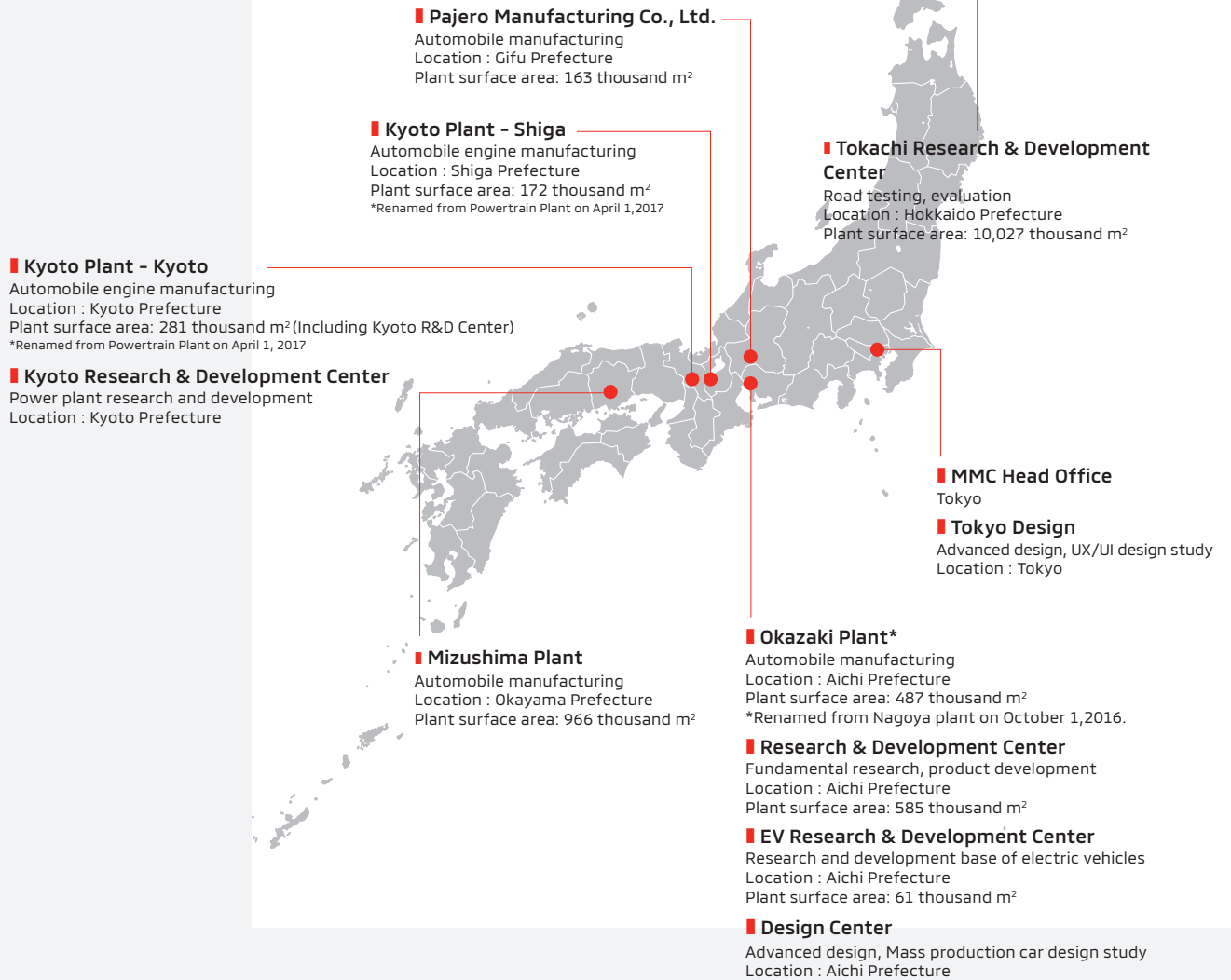
Notes:

1. Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)
2. From FY 2017, Puerto Rico was reclassified from "Central & South Americas" to "North America" in business segmentation.
3. From FY 2018, Turkey and two other countries was reclassified from "Europe" to "Middle East & Africa," and India and five other countries, from "Asia" to "Other" in business segmentation.

Information by Business Segmentation

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

Design Facilities

Design

- Design Center
- Tokyo Design

Sales Organization

Sales Companies: 104

Consolidated Subsidiaries 5, Independent Dealerships 99

New Car Sales Outlets: 594

(As of March 31, 2019)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2014	2015	2016	2017	2018
■ Okazaki Plant	Outlander.....	103,861	134,717	96,923	107,419	108,984
	Outlander PHEV.....	36,910	41,218	24,259	30,035	53,688
	RVR ^{*1}	101,473	93,282	138,324	85,493	8
	Eclipse Cross.....	—	—	—	48,526	102,690
■ Mizushima Plant	RVR.....	—	—	—	34,586	112,173
	Galant Fortis ^{*2}	99,704	118,612	50,281	34,749	—
	Lancer.....	780	—	—	—	—
	Delica.....	780	—	—	—	—
	i-MiEV ^{*1}	3,461	4,743	4,254	3,195	3,428
	eK Wagon / eK Custom [3rd] ^{*3}	110,300	95,803	69,359	90,013	89,073
	eK Wagon / eK X [4th] ^{*3}	—	—	—	—	10,522
	eK Space / eK Space Custom ^{*3}	124,748	89,868	66,742	79,175	93,451
	MINICAB-MiEV.....	882	333	203	276	291
MINICAB-MiEV Truck.....	160	141	—	—	—	
■ PMC	Pajero.....	54,267	53,393	45,406	36,142	46,637
	Delica D:5.....	10,767	12,464	10,462	14,300	16,748
	Outlander.....	—	7,920	24,656	25,433	22,748
	Others.....	502	472	602	321	439
Registered Vehicle Total		409,044	462,078	390,913	417,004	464,209
Minicar Total		239,551	190,888	140,558	172,659	196,671
Total		648,595	652,966	531,471	589,663	660,880

■ MMC and Consolidated Subsidiaries

Note:

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

2. Variants produced under the same model are identified by representing the number of generation.

*1 Including commissioned OEM production

*2 Including Sportback and Lancer Evolution

*3 Including jointly-developed vehicle production

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
Outlander [1st]	1	–	–	–	–
Outlander [2nd]	1,323	3,722	2,521	2,781	1,979
Outlander PHEV	8,629	11,840	3,625	5,105	6,780
RVR	2,066	1,622	1,369	1,900	1,185
Eclipse Cross	–	–	–	4,996	9,115
Galant Fortis ^{*1}	2,318	1,393	8	–	–
Pajero	1,803	1,665	1,062	1,000	621
Delica D:5	11,025	11,597	10,294	13,303	17,075
Mirage	4,689	3,846	4,607	3,650	3,044
i-MiEV (Registered Vehicles)	–	–	–	–	70
Passenger cars - other	–	–	–	2	4
i	3	1	–	1	–
i-MiEV	824	489	144	167	44
Minica Van	13	6	1	1	–
Pajero Mini	4	1	1	2	–
Toppo	2	–	–	–	–
eK Wagon [2nd]	20	5	–	–	–
eK Wagon / eK Custom [3rd]	30,867	26,513	22,061	31,225	31,628
eK Wagon / eK X [4th]	–	–	–	–	1,246
eK Space / eK Space Custom	27,020	16,779	12,654	12,726	12,472
Minicab	1,819	45	43	30	21
MINICAB-MiEV	781	423	205	285	296
MINICAB-MiEV Truck	181	126	43	3	3
Minicars - other	2	11	1	–	1
Dignity ^{*2}	13	14	7	–	–
Proudia ^{*2}	77	48	36	–	–
Delica D:3 ^{*2}	108	94	100	105	78
Delica Van ^{*2}	307	328	293	260	246
Lancer Cargo ^{*2}	1,151	1,067	770	757	681
Delica D:2 ^{*3}	6,068	5,923	7,125	7,056	5,796
Town Box ^{*3}	982	923	719	782	769
Minicab ^{*3}	12,678	13,443	12,086	11,416	11,342
Registered Vehicles Total	39,578	43,159	31,817	40,915	46,674
Minicars Total	75,196	58,765	47,958	56,638	57,822
Domestically Produced Vehicles Total	110,085	98,078	75,168	93,903	101,452
Imported Vehicles Total	4,689	3,846	4,607	3,650	3,044
Total	114,774	101,924	79,775	97,553	104,496

Notes: Variants produced under the same model are identified by representing the number of generation.

*1 Including Sportback and Lancer Evolution

*2 OEM supplied by Nissan Motor Co., Ltd.

*3 OEM supplied by SUZUKI MOTOR CORPORATION

Export Shipments

(Unit: Vehicles)

Business Segmentation	2014	2015	2016	2017	2018
North America	43,045	69,324	100,339	113,790	121,675
Europe	147,668	147,338	123,581	127,336	155,144
Asia	39,505	30,751	17,057	12,373	18,837
Oceania	43,368	42,801	52,033	65,450	53,822
Middle East & Africa	77,672	115,725	69,200	47,882	54,609
Central & South America	32,267	26,383	17,367	17,868	25,528
Total	383,525	432,322	379,577	384,699	429,615

Model	2014	2015	2016	2017	2018
Outlander.....	101,446	138,292	119,754	130,067	128,509
Outlander PHEV	28,495	29,808	21,191	23,755	46,396
RVR ¹	99,061	91,498	136,535	116,172	112,646
Galant Fortis ²	97,102	116,083	52,898	35,805	—
Lancer.....	780	—	—	—	—
Delica	780	—	—	—	—
Delica D:5	647	624	131	52	—
Eclipse Cross.....	—	—	—	41,371	92,478
i-MiEV ¹	2,660	4,266	4,243	2,955	3,415
Pajero	52,554	51,751	44,825	34,138	46,171
Total	383,525	432,322	379,577	384,315	429,615

Notes: Variants produced under the same model are identified by representing the number of generation.

*1 Including commissioned OEM production

*2 Including Lancer Evolution and Sportback

Information by Business Segmentation

North America



(As of March 31, 2019)

■ MMC and Consolidated Subsidiaries

North America

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2014	2015	2016	2017	2018
MMNA (U.S.A.)	RVR (Outlander Sport)	61,974	38,186	–	–	–
Total		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	2014	2015	2016	2017	2018
U.S.A.	81,593	96,764	100,202	110,311	124,369
Canada	21,936	22,331	21,774	23,825	26,624
Mexico	13,368	16,075	16,310	14,800	14,757
Puerto Rico	–	–	–	6,303	7,273
Total	116,897	135,170	138,286	155,239	173,023

Note: From FY 2017, Puerto Rico was reclassified from "Central & South Americas" to "North America" in business segmentation.

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
RVR	40,665	44,654	38,428	48,528	46,685
Pajero	271	329	304	166	112
Outlander [1st]	7	–	–	–	–
Outlander [2nd]	19,732	29,527	39,385	49,079	46,787
Outlander PHEV	–	–	–	1,874	9,127
Galant Fortis ^{*1}	26,899	25,873	20,674	15,443	2,591
i-MiEV	279	240	173	50	5
Triton [1st]	4,443	1,145	–	–	–
Triton [2nd]	–	2,778	5,949	6,196	6,327
Pajero Sport [2nd]	253	168	33	–	–
Pajero Sport [3rd]	–	–	–	170	389
Mirage	24,348	30,456	23,290	19,266	20,626
Attrage	–	–	10,050	13,331	16,673
Eclipse Cross	–	–	–	1,136	23,701
Total	116,897	135,170	138,286	155,239	173,023

Note:

1. From FY 2017, Puerto Rico was reclassified from "Central & South Americas" to "North America" in business segmentation.
2. Variants produced under the same model are identified by representing the number of generation.

*1 Including Lancer Evolution and Sportback

U.S.A.

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
RVR (Outlander Sport)	31,491	36,777	32,233	39,726	38,180
Galant Fortis (Lancer) ^{*1}	17,692	17,106	14,071	9,566	1,240
Outlander [1st]	2	–	–	–	–
Outlander [2nd]	13,246	21,082	30,344	38,821	38,293
Outlander PHEV	–	–	–	1,095	3,801
i-MiEV (i)	183	108	90	2	–
Mirage	18,979	21,691	13,889	9,971	11,919
Attrage (Mirage G4)	–	–	9,575	10,477	13,107
Eclipse Cross	–	–	–	653	17,829
Total	81,593	96,764	100,202	110,311	124,369

Note:

1. () in the model column indicates the local name of each model.
2. Variants produced under the same model are identified by representing the number of generation.

*1 Including Lancer Evolution and Sportback

Information by Business Segmentation

Europe

Principal Operational Facilities in Europe



Supervision of Operations

■ **MME**
Mitsubishi Motors Europe B.V.
 Location: Born, Netherlands
 Capitalization: EUR 107.2 million
 Activities: Automobile sales
 Shareholders: MMC 100.0%

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%

Production Facility

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

Sales Organization

Sales Outlets :1,900 sales outlets approx.

(As of March 31, 2019)

■ MMC and Consolidated Subsidiaries

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	Model	2014	2015	2016	2017	2018
PCMA Rus (Russia)	Pajero Sport [2nd]	8,230	3,049	—	—	—
	Pajero Sport [3rd].....	—	—	—	957	9,813
	(Outlander) ^{*1}	(20,403)	(19,424)	(11,433)	(17,638)	(26,267)
Total		8,230	3,049	—	957	9,813

Note: Variants produced under the same model are identified by representing the number of generation.

*1 Volume of the knocked-down production of the Outlander models is included in production volume in Japan based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)

Sales Volume by Country

(Unit: Vehicles)

Country	2014	2015	2016	2017	2018
Germany	27,574	38,330	40,466	47,532	52,720
Russia	68,085	31,157	15,981	30,304	45,812
United Kingdom.....	28,274	30,595	26,286	27,195	31,529
Spain.....	7,461	9,841	10,173	11,760	14,905
Israel.....	14,644	15,329	17,530	11,143	14,503
France.....	5,230	5,867	4,804	4,651	8,508
Italy.....	4,802	5,573	5,548	5,200	8,293
Netherlands.....	12,624	12,405	5,938	5,747	7,442
Norway	5,756	7,066	6,988	5,341	6,666
Poland.....	6,441	4,912	4,232	4,193	6,256
Sweden	6,174	7,047	5,899	4,976	6,111
Austria	4,172	4,190	4,463	5,021	5,037
Switzerland.....	4,007	3,806	4,025	3,469	4,802
Belgium	3,363	3,142	3,092	2,875	3,716
Portugal.....	2,237	2,563	3,007	2,951	3,600
Czech	2,171	2,685	2,794	2,525	2,617
Ukraine	2,198	743	1,240	2,357	2,183
Finland.....	1,832	1,877	1,458	1,196	1,700
Slovakia	1,036	1,269	1,397	1,327	1,313
Denmark.....	4,311	4,434	2,958	2,117	1,245
Others.....	14,897	13,311	11,040	10,853	6,991
Total	227,289	206,142	179,319	192,733	235,949

Notes:

1. The table above shows the top 20 countries in FY 2018 sales volume in the Business Segmentation of "Europe" within MMC.
2. From FY 2018, Turkey and two other countries was reclassified from "Europe" to "Middle East & Africa" in business segmentation.

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
Colt	96	2	1	-	-
Pajero	14,331	11,279	8,384	6,159	5,792
Grandis	1	-	-	-	-
Outlander [2nd].....	43,606	41,294	44,031	43,616	47,604
Outlander PHEV	25,354	29,551	19,825	20,459	29,966
Outlander [1st].....	32	6	-	-	-
Galant Fortis ^{*1}	8,857	6,170	2,670	1,657	242
RVR	62,040	50,570	40,446	41,278	41,442
i-MiEV	786	646	580	395	349
Triton [1st]	26,134	11,079	566	8	1
Triton [2nd]	-	15,468	26,524	29,592	25,378
Pajero Sport [2nd].....	9,657	3,929	1,010	1	-
Pajero Sport [3rd].....	-	-	1,280	7,303	10,679
Mirage.....	30,375	31,440	29,253	33,311	38,361
Attrage	6,020	4,708	4,749	794	410
Eclipse Cross.....	-	-	-	8,160	35,725
Total	227,289	206,142	179,319	192,733	235,949

Note:

From FY 2018, Turkey and two other countries was reclassified from "Europe" to "Middle East & Africa" in business segmentation.

*1 Including Lancer Evolution and Sportback

Information by Business Segmentation

Asia

Principal Operational Facilities in Southeast Asia



Asia (ASEAN & North Asia)

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler	2014	2015	2016	2017	2018
■ MMTh (Thailand)	331,844	335,122	356,353	365,212	384,181
■ MMPC (Philippines)	14,721	17,177	25,398	36,964	22,613
■ MMKI (Indonesia)	–	–	107	53,667	167,248
KRM (Indonesia)	56,925	45,468	33,665	35,183	7,008
MMM (Malaysia)	–	2,310	2,168	618	1,685
	(3,356)* ¹	(326)* ¹	(–)* ¹	(1,255)* ¹	(2,009)*¹
MMV (Vietnam)	934	925	1,355	368	–
	(–)* ¹	(–)* ¹	(–)* ¹	(494)* ¹	(4,209)*¹
GMMC (China)	66,191	50,309	76,592	132,277	135,683
SEM (China)	10,413	3,422	1,744	1,872	–
CMC (Taiwan)	37,735	33,080	34,811	34,379	33,898
HMFL (India)	2,010	1,590	390	480	–
PIL (Bangladesh)	456	426	292	382	–
Total	521,229	489,829	532,875	661,402	752,316

■ MMC and Consolidated Subsidiaries

HMFL: Hindustan Motor Finance Corporation Limited

PIL: Pragati Industries Limited

Note:

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

2. From FY 2018, India and Bangladesh was reclassified from "Asia" to "Other Regions" in business segmentation.

*1 The knocked-down production is included in production volume in Japan based on the definition adopted by JAMA

Sales Volume by Country / Region

(Unit: Vehicles)

Country / Region	2014	2015	2016	2017	2018
China	100,940	80,635	88,919	136,326	141,324
Indonesia	83,747	76,288	65,415	103,858	140,191
Thailand	58,896	63,581	55,717	73,497	87,855
Philippines	48,569	55,426	61,158	74,306	62,392
Taiwan	27,712	22,960	20,087	21,385	20,848
Vietnam	2,562	4,821	6,723	7,571	14,224
Malaysia	14,184	10,344	8,696	7,377	9,013
Singapore	506	1,737	4,255	3,557	3,525
Brunei	1,213	967	592	359	429
Cambodia	238	337	281	350	383
Others	5,607	4,896	3,009	3,294	440
Total	344,174	321,992	314,852	431,880	480,624

Note:

1. The table above shows the top 10 countries in sales volume in the Business Segmentation of "ASEAN & North Asia" within MMC.

2. From FY 2018, India and five other countries was reclassified from "Asia" to "Other Regions" in business segmentation.

Thailand

Production Volume by Model

(Unit: Vehicles)

Production Facility /Assembler	Model	2014	2015	2016	2017	2018
■ MMTh (Thailand)	Triton [1st]	130,696	1,868	—	—	—
	Triton [2nd]	28,761	127,303	144,842	167,051	194,314
	Pajero Sport [2nd]	42,207	15,819	—	—	—
	Pajero Sport [3rd]	—	52,542	59,993	62,201	51,411
	Galant Fortis (Lancer EX)	90	—	—	—	—
	Mirage	100,240	83,857	86,189	71,927	77,577
	Attrage	29,850	53,733	65,329	64,033	60,879
Total		331,844	335,122	356,353	365,212	384,181

■ MMC and Consolidated Subsidiaries

Notes:

- () in the model column indicates the local name of each model.
- Variants produced under the same model are identified by representing the number of generation.
- Production volume is based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
Triton [1st]	27,211	1,719	15	—	—
Triton [2nd]	4,037	23,005	25,305	35,074	39,779
Pajero Sport [2nd]	6,186	3,322	1	—	—
Pajero Sport [3rd]	—	20,536	13,165	13,481	13,657
XPANDER	—	—	—	—	9,927
Galant Fortis (Lancer EX)	583	102	116	—	—
Lancer	4	2	1	—	—
Mirage	8,779	5,331	7,336	10,353	9,686
Attrage	12,096	9,388	9,774	14,589	14,806
Delica D:5 (Delica Space Wagon)	—	176	4	—	—
Total	58,896	63,581	55,717	73,497	87,855

Note:

- () in the model column indicates the local name of each model.
- Variants produced under the same model are identified by representing the number of generation.

Philippines

Production Volume by Model

(Unit: Vehicles)

Production Facility /Assembler	Model	2014	2015	2016	2017	2018
■ MMPC (Philippines)	Adventure	6,237	7,204	11,376	8,128	—
	Delica (L300)	8,484	9,973	12,634	13,728	4,656
	Mirage	—	—	—	4,633	3,885
	Attrage (Mirage G4)	—	—	1,388	10,475	14,072
Total		14,721	17,177	25,398	36,964	22,613

■ MMC and Consolidated Subsidiaries

Notes:

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

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
Adventure	6,250	7,786	10,329	9,773	105
Delica (L300)	8,413	10,190	12,931	15,406	4,753
Pajero	498	467	377	597	423
Galant Fortis (Lancer EX) ^{*1}	897	397	218	118	20
RVR (ASX)	329	414	249	217	1
Triton (Strada/L200) [1st]	3,108	146	9	—	7
Triton (Strada/L200) [2nd]	305	4,843	3,948	4,001	6,526
Pajero Sport (Montero Sport) [2nd]	15,592	10,524	244	5	—
Pajero Sport (Montero Sport) [3rd]	—	2,249	12,879	22,406	13,304
XPANDER	—	—	—	—	17,126
Mirage	5,010	6,006	7,881	7,318	4,855
Attrage (Mirage G4)	8,128	12,403	12,091	14,449	15,272
Zinger (Fuzion)	38	1	—	—	—
Others	1	—	2	16	—
Total	48,569	55,426	61,158	74,306	62,392

Note:

- () in the model column indicates the local name of each model.
 - Variants produced under the same model are identified by representing the number of generation.
- *1 Including Lancer Evolution

Indonesia

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2014	2015	2016	2017	2018	
■ MMKI (Indonesia)	Pajero Sport.....	–	–	107	17,940	21,120
	XPANDER.....	–	–	–	35,727	122,348
	Delica Truck (Colt L300).....	–	–	–	–	23,780
KRM (Indonesia)	Colt T120SS.....	29,184	23,568	11,712	10,464	7,008
	Delica Truck (Colt L300).....	27,741	21,900	21,953	24,719	–
Total	56,925	45,468	33,772	88,850	174,256	

■ 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	2014	2015	2016	2017	2018
Colt T120SS.....	29,597	23,598	13,319	10,701	8,744
Delica Truck (Colt L300).....	25,557	22,734	21,585	23,469	25,338
RVR (Outlander Sport).....	3,774	2,460	1,416	1,109	687
Galant Fortis (Lancer) ^{*1}	250	220	2	217	–
Delica D:5 (Delica).....	238	365	290	179	9
Grandis (Space Wagon).....	1	–	–	–	–
Triton [1st].....	6,957	4,253	174	48	24
Triton [2nd].....	–	3,279	6,982	11,372	11,672
Pajero Sport [2nd].....	11,421	9,546	56	1	–
Pajero Sport [3rd].....	–	4,146	19,082	21,480	21,501
XPANDER.....	–	–	–	33,447	72,116
Mirage.....	5,951	5,685	2,509	1,834	100
Others.....	1	2	–	1	–
Total	83,747	76,288	65,415	103,858	140,191

Note:

1. () in the model column indicates the local name of each model.
 2. Variants produced under the same model are identified by representing the number of generation.
- *1 Including Lancer Evolution

Malaysia

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2014	2015	2016	2017	2018	
MMM (Malaysia)	RVR (ASX).....	–	2,310	2,168	618	416
	(RVR) ^{*1}	(–) ^{*1}	(326) ^{*1}	(–) ^{*1}	(–) ^{*1}	(–) ^{*1}
	Outlander.....	–	–	–	–	1,269
	(Outlander) ^{*1}	(–) ^{*1}	(–) ^{*1}	(–) ^{*1}	(1,255) ^{*1}	(2,009) ^{*1}
Total	–	2,310	2,168	618	1,685	

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 Volume of the knocked-down production of the RVR/Outlander models is included in production volume in Japan based on the definition adopted by the Japan Automobile Manufacturers Association Inc. (JAMA)

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
RVR (ASX).....	3,299	2,592	1,991	1,296	446
Galant Fortis (Lancer) ^{*1}	671	384	165	28	–
Pajero.....	3	1	–	–	–
Outlander.....	–	57	782	1,234	2,856
i-MiEV.....	3	–	2	–	–
Triton [1st].....	6,002	223	3	–	–
Triton [2nd].....	14	5,405	5,123	4,662	5,711
Pajero Sport.....	612	263	155	56	–
Mirage.....	1,284	842	22	–	–
Attrage.....	2,295	577	453	101	–
Others.....	1	–	–	–	–
Total	14,184	10,344	8,696	7,377	9,013

Note:

1. () in the model column indicates the local name of each model.
 2. Variants produced under the same model are identified by representing the number of generation.
- *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 sales
 Shareholders: GMMC 100.0%

SEM
South East (Fujian) Motor Co., Ltd.
 Activities: Automobile manufacturing and sales
 Shareholders: MMC 25.0%, CMC 25.0%

CMC
China Motor Co., Ltd.
 Activities: Automobile manufacturing and sales
 Shareholders: MMC 14.0%, MC 4.8%

GMMC
GAC Mitsubishi Motors Co., Ltd.
 Activities: Automobile manufacturing
 Shareholders: MMC 30.0%, MC 20.0%

GMMSC
GAC Mitsubishi Motors Sales Co., Ltd.
 Activities: Automobile sales
 Shareholders: GMMC 100.0%

Sales Organization (China)
 Sales Outlets: 357

Sales Organization (Taiwan)
 Sales Outlets: 110

(As of March 31, 2019)

China

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2014	2015	2016	2017	2018	
GMMC (China)	RVR (ASX).....	60,892	46,256	33,927	32,617	25,628
	Pajero Sport	5,299	4,053	4,963	1,377	—
	Outlander.....	—	—	37,702	98,283	94,496
	Eclipse Cross.....	—	—	—	—	15,559
SEM (China)	Galant Fortis (Lancer EX).....	5,932	1,345	1,611	1,872	—
	Lancer.....	4,063	1,139	133	—	—
	Galant	75	452	—	—	—
	Zinger	343	486	—	—	—
Total	76,604	53,731	78,336	134,149	135,683	

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	2014	2015	2016	2017	2018
Zinger	431	364	332	—	—
Galant	177	425	67	—	—
Galant Fortis (Lancer EX) ^{*1}	7,780	3,257	1,702	2,655	80
Lancer	4,087	1,869	461	—	—
Grandis	—	—	1	—	—
Outlander (Outlander EX) [1st]	1	—	11	17	—
Outlander [2nd]	16,781	19,057	36,708	92,718	98,700
Outlander PHEV	1	—	4	2	1
Eclipse Cross	—	—	—	—	9,002
Triton (L200) [1st]	19	17	6	—	—
Triton (L200) [2nd]	—	—	—	6	12
RVR (ASX)	58,412	45,306	40,501	32,880	28,299
Delica	58	—	—	—	—
Delica D:5	16	26	20	19	26
i-MiEV	4	2	1	—	—
MINICAB-MiEV	6	7	3	—	—
Mirage	31	—	—	—	—
Pajero	6,405	5,144	4,485	5,028	5,204
Pajero Sport	6,731	5,161	4,617	3,000	—
Others	—	—	—	1	—
Total	100,940	80,635	88,919	136,326	141,324

Note:

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

2. Variants produced under the same model are identified by representing the number of generation.

*1 Including Lancer Evolution

Taiwan

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2014	2015	2016	2017	2018
CMC (Taiwan)					
Zinger	4,678	2,527	—	—	—
Veryca	10,507	11,403	14,526	14,084	14,528
Delica	2,348	2,454	2,559	2,250	2,332
Delica Truck	5,796	6,165	7,545	7,089	6,404
Outlander [1st]	2,099	—	—	—	—
Outlander [2nd]	3,278	4,014	4,672	4,528	4,523
Galant Fortis (Lancer)	4,279	2,483	2,078	2,649	1,957
Colt Plus	4,750	4,034	3,431	3,779	4,154
Total	37,735	33,080	34,811	34,379	33,898

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.

3. Variants produced under the same model are identified by representing the number of generation.

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
Zinger	4,479	2,639	—	—	—
Delica	2,361	2,467	2,490	2,186	2,212
Delica Truck	5,822	6,240	7,110	7,023	5,911
Colt Plus	5,130	4,087	3,457	3,869	4,291
Pajero	46	29	19	8	3
Outlander [1st]	2,387	—	—	—	—
Outlander [2nd]	2,266	4,437	5,046	4,542	4,550
Outlander PHEV	22	10	7	1	2
Galant Fortis (Lancer) ^{*1}	5,199	3,051	1,958	3,011	1,889
Eclipse Cross	—	—	—	745	1,990
Total	27,712	22,960	20,087	21,385	20,848

Note:

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

2. Variants produced under the same model are identified by representing the number of generation.

*1 Including Sportback

Information by Business Segmentation

Oceania, Central & South America, Middle East, Africa and Other Regions

Oceania

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
RVR	13,084	16,212	19,057	22,231	23,850
Delica	515	6	—	—	—
Galant Fortis ^{*1}	11,171	9,668	7,939	8,342	6,513
Outlander.....	10,608	12,274	15,205	19,549	18,036
Outlander PHEV	1,144	802	199	692	1,020
Pajero	6,214	5,085	4,082	3,982	3,563
Triton [1st]	27,876	10,749	—	—	—
Triton [2nd]	84	17,539	24,725	28,599	31,065
Pajero Sport [2nd].....	1,906	2,442	—	—	—
Pajero Sport [3rd].....	—	1,786	7,988	7,928	7,140
Eclipse Cross	—	—	—	2,171	9,524
Mirage.....	5,144	4,178	4,006	1,558	1,223
Attrage	1,058	833	131	—	—
Total	78,804	81,574	83,332	95,052	101,934

Notes: Variants produced under the same model are identified by representing the number of generation.

*1 Including Lancer Evolution and Sportback

Central & South America

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2014	2015	2016	2017	2018
HPE (Brazil) Triton (L200 Triton) [1st].....	19,740	10,290	6,180	2,430	—
Triton (L200 Triton Sport) [2nd].....	—	—	6,060	6,330	12,180
Pajero Sport (Pajero Dakar)	3,750	1,710	990	720	—
Pajero iO (Pajero TR4)	4,500	—	—	—	—
RVR (ASX).....	3,870	7,560	1,740	8,018	3,964
Galant Fortis (Lancer).....	1,590	3,930	30	1,320	1,680
MAV (Venezuela) Pajero Sport (Montero Sport).....	1,082	408	—	—	—
Total	34,532	23,898	15,000	18,818	17,824

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.

3. Variants produced under the same model are identified by representing the number of generation.

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
Strada	2	—	—	—	—
Triton [1st]	—	7,768	16,718	23,609	523
Triton [2nd]	38,560	21,929	8,624	4,772	32,700
Challenger	—	—	—	2	—
Pajero Sport [2nd].....	—	259	3,083	4,386	244
Pajero Sport [3rd].....	8,463	6,264	2,413	1,163	3,983
Pajero iO	7,274	82	8	8	2
Pajero	2,864	2,546	1,770	1,482	1,466
Delica	1,545	600	19	—	—
XPANDER.....	—	—	—	—	56
Outlander [1st].....	617	—	—	—	—
Outlander [2nd]	9,411	13,326	10,332	8,899	6,585
Outlander PHEV	28	96	160	68	44
Galant Fortis ^{*1}	7,433	6,115	4,895	1,840	2,703
Lancer	1,645	105	3	9	—
Eclipse Cross	—	—	—	—	2,406
RVR	15,313	10,708	7,234	8,608	8,540
i-MiEV	6	5	5	36	1
Mirage.....	6,452	3,791	3,084	916	1,191
Attrage	1,448	1,284	1,578	677	542
Total	101,061	74,878	59,926	56,475	60,986

Note:

1. Variants produced under the same model are identified by representing the number of generation.

2. From FY 2017, Puerto Rico was reclassified from "Central & South Americas" to "North America" in business segmentation.

*1 Including Lancer Evolution and Sportback

Middle East, Africa and Other Regions

Production Volume by Model

(Unit: Vehicles)

Production Facility / Assembler Model	2014	2015	2016	2017	2018
SLM (Tunisia) Triton (L200)	180	–	–	–	–
PIL (Bangladesh) Pajero Sport.....	–	–	–	–	394
Total	180	–	–	–	394

Note:

- From FY 2018, Bangladesh was reclassified from "Asia" to "Other Regions" in business segmentation.
- () in the model column indicates the local name of each model.

Sales Volume by Model

(Unit: Vehicles)

Model	2014	2015	2016	2017	2018
Pajero	22,462	32,559	18,674	18,013	27,859
Delica	1,277	186	22	3	1
Delica D:5	–	–	–	–	2
XPANDER.....	–	–	–	–	616
Outlander [1st]	93	4	–	13	–
Outlander [2nd]	3,212	5,078	5,275	3,697	2,762
Outlander PHEV	2	–	3	65	298
RVR	5,020	3,491	4,159	4,796	2,692
Galant Fortis*1.....	34,260	56,965	24,119	22,783	9,924
Lancer	1,591	134	–	–	–
Galant	96	–	–	–	–
Triton [1st]	27,240	11,379	843	1,151	288
Triton [2nd]	–	9,502	12,488	14,318	23,530
Pajero Sport [2nd].....	2,707	1,978	557	56	236
Pajero Sport [3rd].....	–	262	2,520	2,849	5,368
Eclipse Cross	–	–	–	302	5,782
Mirage	4,095	3,343	1,383	1,907	1,302
Attrage	4,786	1,767	857	2,309	6,241
Others.....	–	–	–	–	1
Total	106,841	126,648	70,900	72,262	86,902

Note:

- From FY 2018, India and five other countries was reclassified from "Asia" to "Other," and Turkey and two other countries, from "Europe" to "Middle East" in business segmentation.
 - Variants produced under the same model are identified by representing the number of generation.
- *1 Including Lancer Evolution and Sportback

Members of the Board and Executive Officers

As of October 1, 2019

Member of the Board



Osamu Masuko
Chairman of the Board
Representative Executive Officer



Takao Kato
Member of the Board
Representative Executive Officer, CEO



Kozo Shiraji
Member of the Board



Shunichi Miyanaga
Outside Director



Ken Kobayashi
Outside Director



Hitoshi Kawaguchi
Outside Director



Hiroshi Karube
Outside Director



Setsuko Egami
Outside Director



Main Kohda
Outside Director



Yaeko Takeoka
Outside Director



Yoshitsugu Oba
Outside Director



Kenichiro Sasae
Outside Director



Kiyoshi Sono
Outside Director



Hideyuki Sakamoto
Outside Director



Mitsuko Miyagawa
Outside Director

Executive Officer



Osamu Masuko
Chairman of the Board
Representative Executive Officer



Takao Kato
Member of the Board
Representative Executive Officer,
CEO



Ashwani Gupta
Representative Executive Officer
COO











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



Takeshi Ando
Representative Executive Officer
Executive Vice President
(Production)

Continued on the next page.

 <p>Hitoshi Inada Executive Officer Senior Vice President (Corporate Governance)</p>	 <p>Noboru Tsuji Executive Officer Senior Vice President (Corporate Strategy, Sustainability)</p>	 <p>Hiroshi Nagaoka Executive Officer Senior Vice President (Engineering)</p>	 <p>Yukihiro Hattori Executive Officer Senior Vice President (Procurement)</p>	 <p>Guillaume Cartier Executive Officer Senior Vice President (Global Marketing & Sales) Division General Manager, Global Marketing & Sales Div.</p>
 <p>Yoichiro Yatabe Executive Officer Senior Vice President (ASEAN)</p>	 <p>Koji Yamada Executive Officer Division General Manager, TCS Div.</p>	 <p>Kazuaki Iwamoto Executive Officer Division General Manager, Product Strategy Div.</p>		

Corporate Vice President

 <p>Koichi Kitamura Corporate Vice President Division General Manager, Business Administration Div.</p>	 <p>Naoya Fujimoto Corporate Vice President Division General Manager, Product Development Div.</p>	 <p>Tsunehiro Kunimoto Corporate Vice President Division General Manager, Design Div.</p>	 <p>Yoichi Yokozawa Corporate Vice President Division General Manager, Europe Div.</p>	 <p>Tetsuya Hashimoto Corporate Vice President Division General Manager, Human Resources Div.</p>
 <p>Yasuko Takazawa Corporate Vice President General Manager, Legal Dept. And General Manager, Board of Directors Office</p>	 <p>Noriaki Hirakata Corporate Vice President Division General Manager, Strategy Management Div.</p>	 <p>Yosuke Wakabayashi Corporate Vice President Division General Manager, Corporate Affairs Div. Domestic Sales</p>	 <p>Satoru Nakayama Corporate Vice President Division General Manager, Financial Accounting Div. And General Manager, CFO Office</p>	 <p>Masao Kuruma Corporate Vice President CIO Division General Manager, Global IT Div.</p>
 <p>Jun Miura Corporate Vice President Division General Manager, Development Management Div.</p>	 <p>Takashi Shirakawa Corporate Vice President Division General Manager, EV Powertrain Engineering Development Div.</p>	 <p>Tomoo Yoshida Corporate Vice President Division General Manager, Procurement Management Div.</p>	 <p>Hirotaka Into Corporate Vice President Division General Manager, Domestic Sales Div.</p>	

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.

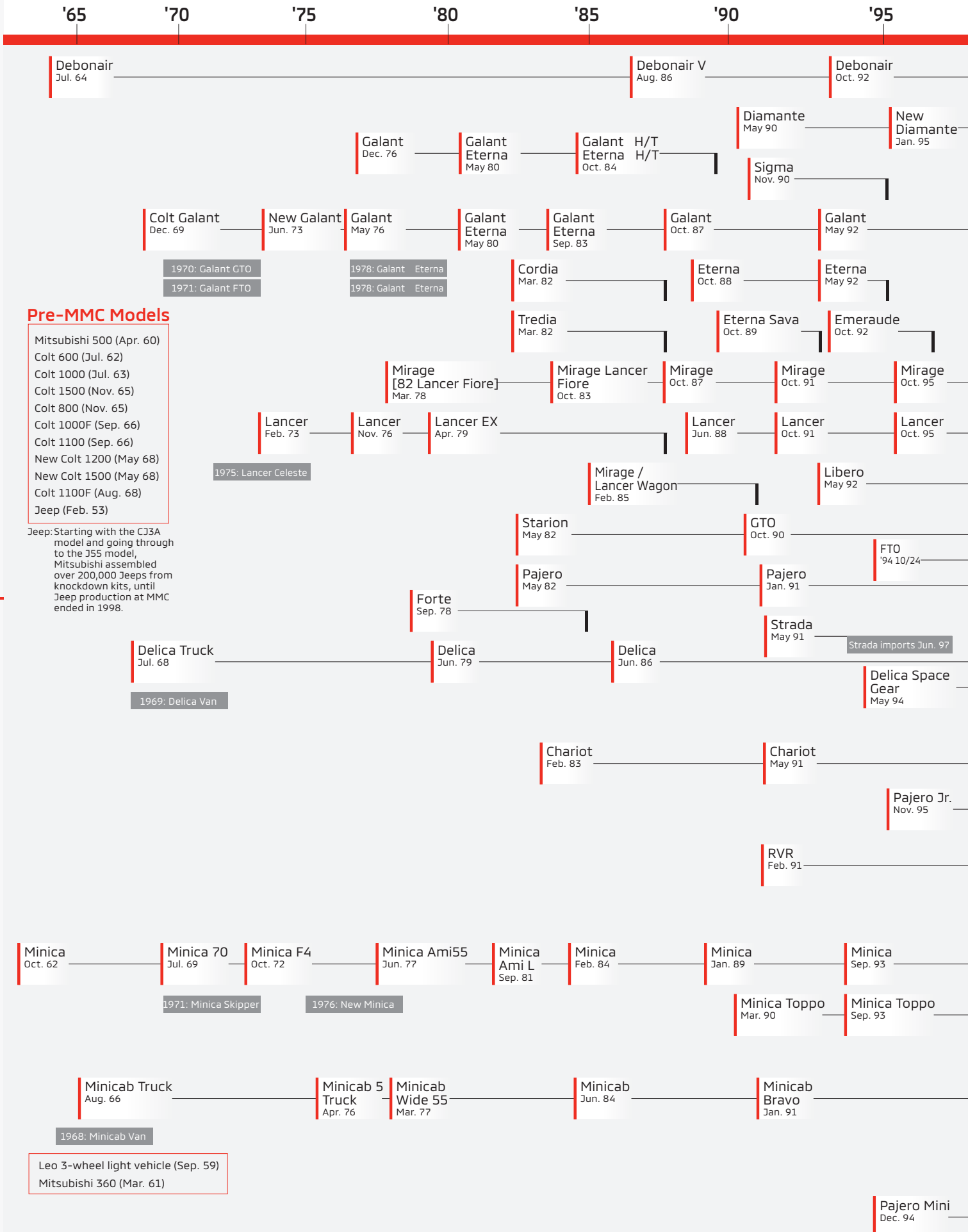
Year	Chairmen & Presidents	Major Milestones
1970	Jan. 31 Yuji Sato [President:MMSC]	Apr. Mitsubishi Motors Corporation incorporated as wholly-owned subsidiary of MHI.
	Apr. 22 Yuji Sato [President:MMC]	Jun. MMC started business taking over MHI motor vehicle division operations. MHI's Kyoto Works (certain 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 [President:MMC]	
1974	Nov. 29 Tomio Kubo [President:MMSC]	
1976	Jan. 15 Tomio Kubo [Chairman:MMSC]	
	Jan. 15 Eiji Yokoyama [President:MMSC]	
1977		Aug. MMC commissioned Nagoya Motor Vehicle Works—Okazaki Plant.
1979	Jun. 29 Tomio Kubo [Chairman:MMC]	Dec. MMC commissioned Kyoto Works—Shiga Plant.
	Jun. 29 Yoshitoshi Sone [President: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 [Chairman:MMSC]	Dec. MMC and Mitsubishi Corporation jointly established Mitsubishi Motors Sales of America, Inc.
	Jun. 29 Masao Suzuki [President:MMSC]	
	Jun. 30 Teruo Tojo [President:MMC]	
1983	Jun. 29 Masao Suzuki [Chairman:MMSC]	
	Jun. 29 Toshiharu Tanaka [President:MMSC]	
	Jun. 30 Teruo Tojo [Chairman:MMC]	
	Jun. 30 Toyoo Tate [President:MMC]	
1984	Oct. 1 Toshiharu Tanaka [Chairman:MMC]	Oct. MMC took over management of Mitsubishi Motor Sales Co., Ltd. and renamed it "Ryoji Corporation."
1985	Jun. 27 Yoshisada Okano [Chairman: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. (delisted from Nagoya in 2003 and from Osaka in 2009)
1989	Jun. 29 Toyoo Tate [Chairman:MMC]	
	Jun. 29 Hirokazu Nakamura [President: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 [Chairman:MMC]	Jul. DSM renamed "Mitsubishi Motor Manufacturing of America, Inc."
	Jun. 29 Nobuhisa Tsukahara [President:MMC]	
1996	Jun. 27 Takemune Kimura [President:MMC]	Nov. MMC commissioned Tokachi Proving Ground in Hokkaido.
1997	Nov. 27 Takemune Kimura [Chairman:MMC]	
	Nov. 27 Katsuhiko Kawasoe [President: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 [President: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.).
		Apr. MMC replaced AB Volvo with DaimlerChrysler as its strategic alliance partner in truck & bus sector.
2002	Jun. 25 Takashi Sonobe [Chairman: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 [President: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.
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. Jan. MMC truck and bus operations are spun off under Japan's corporate separation law and established as Mitsubishi Fuso Truck and Bus Corporation (MFTBC). Accompanying this move, the Truck & Bus Production Office (Kawasaki Plant) was transferred to MFTBC and all shares of Mitsubishi Fuso Truck of America, Inc. were succeeded to by MFTBC. Mar. MMC sold a 43% stake in MFTBC to DaimlerChrysler AG and a collective 15% stake to 10 Mitsubishi group firms, leaving it with a shareholding of 42% in MFTBC. May MMC moved its head office to 16-4, Konan 2-chome, Minato-ku, Tokyo. Jun. MMC renamed Kyoto Plant "Powertrain Plant."
	2004	Apr. 30 Yoichiro Okazaki [Chairman,President:MMC]
		Jun. 29 Hideyasu Tagaya [President:MMC]
	2005	Jan. 28 Takashi Nishioka [Chairman:MMC]
	Jan. 28 Osamu Masuko [President:MMC]	Mar. MMC transferred a 20% stake in MFTBC to DaimlerChrysler AG in Germany, leaving no 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 [Chairman,CEO:MMC] Tetsuro Aikawa [President: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 [Chairman,President,CEO:MMC]	Aug. MMC renamed Nagoya plant "Okazaki Plant."
	Dec. 14 Carlos Ghosn [Chairman:MMC] Osamu Masuko [President,CEO:MMC]	
2017	Dec. 23 Osamu Masuko [CEO:MMC]	Apr. MMC renamed Powertrain Plant "Kyoto Plant"
2018	Nov. 26 Osamu Masuko [Chairman,CEO:MMC]	
2019		Jan. MMC moved its head office to 1-21 Shibaura 3chome Minato-ku Tokyo.
	Jun. 21 Osamu Masuko [Chairman:MMC] Takao Kato [CEO:MMC]	Jun. Established Nomination and other committees

MMC..... Mitsubishi Motors Corporation
MMSC..... Mitsubishi Motors Sales Co., Ltd.

Products Over the Years (Japan)

History of Mitsubishi Motors major Vehicles



Products Over the Years (Japan)

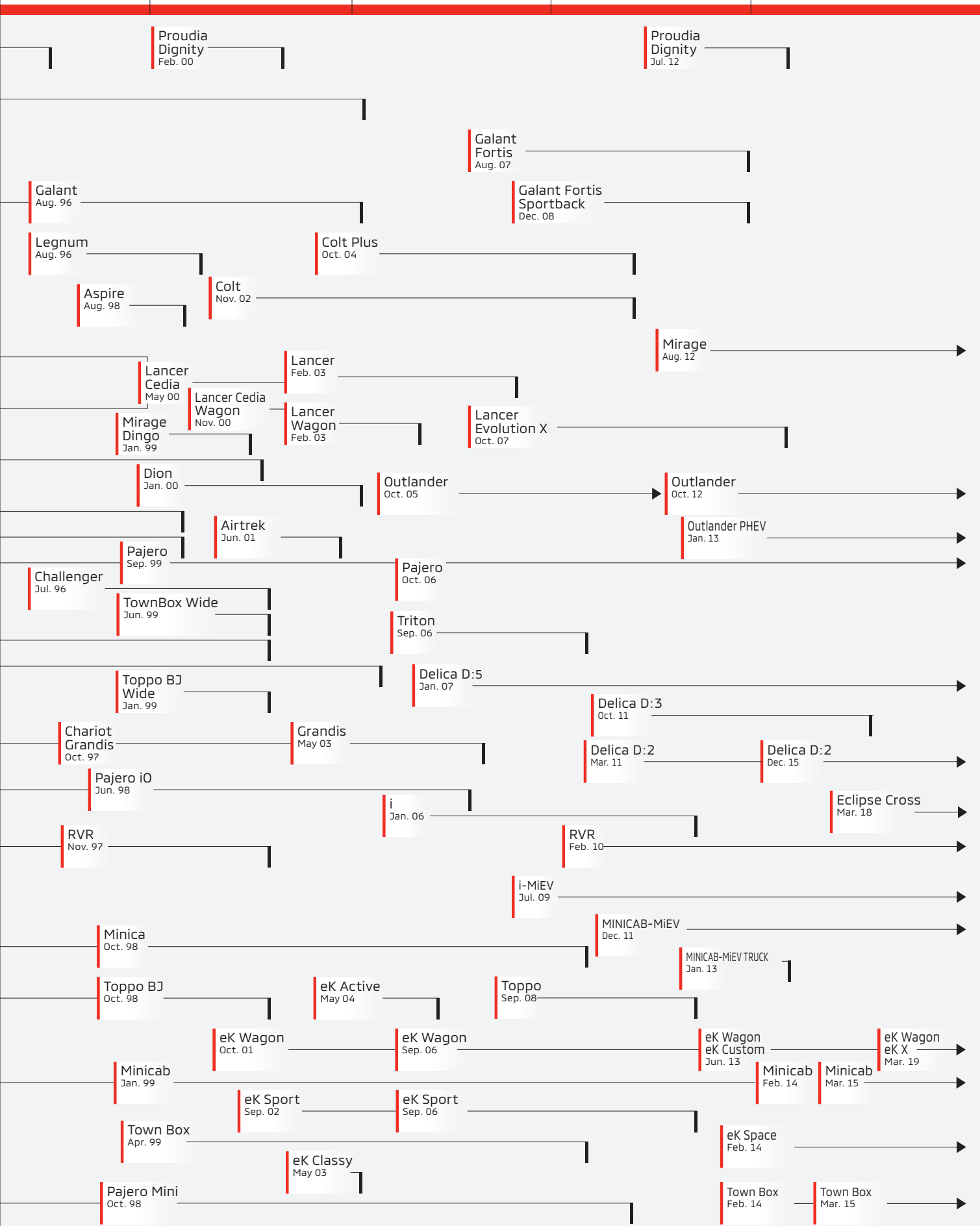
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As of March 31, 2019
Note: Dates Refer to Launch Date



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 / 2.4 Liter Engine / 13.8kWh

i-MiEV



Seating Capacity : 4 persons / 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, 2.2, 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 X



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

(As of March 31, 2019)

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)

Outlander



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

ASX



Seating Capacity : 5 persons / 1.6, 2.0 Liter Engine

Eclipse Cross



Seating Capacity : 5 persons / 1.5 Liter Engine

(As of March 31, 2019)

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."



**MITSUBISHI
MOTORS**

Drive your Ambition

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