FACTS & FIGURES
MITSUBISHI MOTORS CORPORATION
2000

Glossary of acronyms used in this publication

A	ABS	Anti-lock braking system
	ASC	Active stability control
	ATC	Asian Transmission Corp.
	AYC	Active yaw control
C	CCD	Charge coupled device
	CMC	China Motor Corp.
F	FUSO	Mitsubishi truck brand
G	GDI	Gasoline direct injection
H	HC	Hydrocarbons
	HMC	Hyundai Motor Co.
	HML	Hindustan Motors Ltd.
I	INVECS	Intelligent & innovative vehicle electronic control system
	ITS	Intelligent transport system
J	JAMA	Japan Automobile Manufacturing Association
M	MBECS	Motor vehicle brake energy conservation system
	MC	Mitsubishi Corporation
	MDAS	Mitsubishi driver's attention monitoring system
	MFTA	Mitsubishi Fuso Truck of America, Inc.
	MHI	Mitsubishi Heavy Industries, Ltd.
	MHTC	MMC Holding (Thailand) Co., Ltd.
	MIE	MMC Investment of Europe B.V.
	MILS	Mitsubishi intelligent load monitoring system
	MKM	P.T. Mitsubishi Krama Yudha Motors & Manufacturing
	MMA	Mitsubishi Motors America Inc.
	MMAL	Mitsubishi Motors Australia, Ltd.
	MMC	Mitsubishi Motors Corporation
	MMCA	Mitsubishi Motors Credit of America, Inc.
	MMCE	MMC Automoviles Espana SA.
	MME	Mitsubishi Motors Europe B.V.
	MMGF	Mitsubishi Motor Parts Sales of Gulf
	MMMA	Mitsubishi Motor Manufacturing of America, Inc.
	MMNZ	Mitsubishi Motors New Zealand Ltd.
	MMPC	Mitsubishi Motors Philippines Corp.
	MMRE	Mitsubishi Motor Marketing Research Europe GmbH
	MMSA	Mitsubishi Motor Sales of America, Inc.
	MMSC	Mitsubishi Motor Sales of Caribbean, Inc.
	MMSD	Mitsubishi Motor Sales Denmark AS
	MMSE	Mitsubishi Motor Sales Europe B.V.
	MPI	Multi-point injection
	MRDA	Mitsubishi Motors R&D of America, Inc.
	MRDE	Mitsubishi Motor R&D Europe GmbH
	MSC	MMC Sittipol Co., Ltd.
	MTE	Mitsubishi Trucks Europe-Sociedade Europeia de Automoveis, S.A.
	MVV	Mitsubishi Vertical Vortex
N	NedCar	Netherlands Car B.V.
	NOx	Oxides of nitrogen
P	PDC	Preview Distance Control
	PROTON	Perusahaan Otomobil Nasional Bhd.
R	RISE	Realized impact safety evolution
S	SRS	Supplemental restraint system
T	TCL	Traction ControL
V	VSM	VinaStar Motors Corp.

MITSUBISHI MOTORS CORPORATION is pleased to present FACTS & FIGURES 2000 for all those with an interest in the company. This booklet is intended to provide a general overview of the company's main products, as well as its research and development, production, sales, exports, and other operations. We hope that FACTS & FIGURES 2000 will be of assistance and value. Any suggestions as to how we may improve the booklet will be welcomed.

September 2000

Inquiries should be addressed to:

In Japan

Mr Fumio Nishizaki: International Public Relations
Public Relations Department
Mitsubishi Motors Corporation
33–8 Shiba 5–chome
Minato–ku, Tokyo
JAPAN 108–8410
Tel:+81–3–5232–7165 Fax:+81–3–5232–7747

Major affiliates

Mr Junzo Ishino: Media Relations & Public Affairs
Mitsubishi Motors America, Inc.
Tel: +1–714-372-6442 Fax:+1–714-934-7603

Ms Gale O'Brien: Corporate Communications
Mitsubishi Motor Sales of America, Inc.
Tel: +1–714–372–5528 Fax: +1–714–890-3458

Mr Kim Custer: Media Relations
Mitsubishi Motor Sales of America, Inc.
Tel: +1–714–372–6428 Fax: +1–714–934-7655

Mr T. Kawahata: PR Dept.
Mr T. Kishii Mitsubishi Motor Sales of Europe B.V.
Tel: +31-20-4468-355 Fax:+31-20-4468-143

Ms Corinne van Iersel: PR & Communications
Netherlands Car B.V.
Tel: +31–46–4894444 Fax: +31–46–4895488

Mr Kevin Taylor: Public Relations
Mitsubishi Motors Australia, Ltd.
Tel: +61–8–8275–7111 Fax: +61–8–8275–6841

I Corporate Outline

1. Introduction

As an independent public company, Mitsubishi Motors Corporation is Japan's newest automobile manufacturer. It is also one of the very few firms in the world that produces a full line of automotive products, ranging from 660-cc mini cars to passenger cars, light commercial vehicles and heavy-duty trucks and buses.

The company was established in 1970 when the automotive division of Mitsubishi Heavy Industries was spun off and formed into a separate entity. Although its history as an independent firm is relatively short, Mitsubishi Motors' automotive tradition goes back to 1917 when the Mitsubishi Model A, Japan's first series-production automobile, was introduced. Under the Mitsubishi name, the Fuso B46 bus went into production in 1932. Following the suspension of consumer vehicle production during World War II, Mitsubishi truck and passenger car production resumed in 1946 and 1960 respectively.

Mitsubishi Motors shares were offered to the public in 1988 when it became the first private company to be listed directly on the first section of the Tokyo, Osaka and Nagoya stock exchanges. Shares were listed on the rest of Japan's stock exchanges in 1989.

The 21st century will see competition on the world's markets continuing to grow in intensity. To strengthen its operational base on a global scale and boost its competitiveness in those markets, MMC has recently formed two major equity and operating alliances: with DaimlerChrysler in the passenger car sector, and with AB Volvo in the commercial vehicle sector.

Corporate profile

Head office:	33-8, Shiba 5-chome, Minato-ku, Tokyo, Japan 108-8410
Established:	April 22, 1970
Paid-in capital:	¥150,730,455,926 (March 31, 2000)
Common stock issued:	970,307,624 shares (March 31,2000)
Business activities:	Manufacture and sale of motor vehicles, associated components, industrial engines.
Major shareholders: (March 31, 2000)	Mitsubishi Heavy Industries, Ltd. . . . . 25.62% Capital Research and Management Company. . . . . 9.15% Mitsubishi Corporation . . . . . 7.99% AB Volvo . . . . . 5.00% The Mitsubishi Trust & Banking Corporation. . . . . 4.66% The Bank of Tokyo-Mitsubishi, Ltd. . . . . 4.43% The Sumitomo Trust & Banking Corporation . . . . . 3.73% The Chase Manhattan Bank, NA London . . . . . 2.31% Meiji Life Insurance Company . . . . . 2.06% Mitsubishi Jiko Employees Shareholding Association. . . . 2.01%
President & CEO:	Katsuhiko Kawasoe
Employees:	22,666 (non-consolidated; March 31, 2000) 65,485 (consolidated; March 31, 2000)

2. MMC mid-term management strategy

In fiscal 1999, the United States economy continued to expand and the economies of Europe and Southeast Asia to recover. In Japan, despite a gentle recovery in the overall tone of the economy, private sector demand remained weak with record levels of unemployment and personal consumption pegged at the basement level. Sales in the minicar segment remained firm, but those in the recreational vehicle (RV) and truck segments fell short of their levels in the previous fiscal year.

To enable the company to cope better with depressed demand in Japan and to the speed of change in the management environment, in fiscal 1998 MMC embarked on a restructuring of its operations charted by the 3-year RM 2001 (Renewal Mitsubishi) mid-term management plan. The principal goals under RM2001 were to achieve appropriate profit levels by fiscal 2000 without depending on further growth in the scale of its operations. The measures initiated under the plan have generally met their targets, and in some cases have exceeded expectations. Since the implementation of RM2001, however, there have been substantial changes in the environment under which the company operates. To enable it to better adapt to these changes, the company has drawn up and is currently implementing a new "Heart-Beat 21" mid-term management plan that revises management goals for fiscal 2000 and also lays out strategy for future growth.

Through a process of managerial reform and rapid transformation into a profitable and meaningful player in the 21st century, Heart-Beat 21 provides the blueprint for MMC to build up management foundations that will enable its passenger car and commercial vehicle operations to prosper as separate and self-supporting entities. At the same time, and taking the opportunities presented by recent strategic alliances with DaimlerChrysler and AB Volvo, Heart-Beat 21 maps out policy that will enable the company to switch to a truly international management style and to offer, in a timely manner, highly competitive products that are effectively tailored to their target markets. Included will be a world compact strategy passenger car that offers the highest levels of eco-compatibility by meeting mileage standards in developed countries.

3. Corporate performance summary

(1) Sales & income over the years: 1990 - 1999FY (¥million)

Fiscal Year		Net Sales	Operating Profit	Ordinary Income	Net Income
1990	Non-consolidated	2,313,636	65,822	50,214	25,208
	Consolidated	2,797,770	89,725	55,750	25,852
1991	Non-consolidated	2,554,055	56,186	50,540	27,023
	Consolidated	3,087,136	86,802	60,541	29,514
1992	Non-consolidated	2,615,959	57,493	46,567	20,232
	Consolidated	3,180,430	77,091	50,225	25,832
1993	Non-consolidated	2,455,928	40,085	35,354	15,952
	Consolidated	2,946,932	40,758	21,250	5,584
1994	Non-consolidated	2,652,517	67,745	48,046	18,826
	Consolidated	3,414,133	95,912	53,296	12,615
1995	Non-consolidated	2,522,559	62,359	55,393	20,468
	Consolidated	3,537,018	71,911	31,305	12,736
1996	Non-consolidated	2,585,940	57,148	58,035	15,067
	Consolidated	3,672,085	45,660	9,524	11,599
1997	Non-consolidated	2,500,614	– 15,512	– 22,157	– 25,656
	Consolidated	3,735,228	3,197	– 54,520	– 101,846
1998	Non-consolidated	2,333,971	21,750	5,231	22,138
	Consolidated	3,512,606	55,944	– 4,176	5,668
1999	Non-consolidated	2,106,552	13,435	6,336	515
	Consolidated	3,334,974	22,473	– 3,758	– 23,331
2000 (Plan)	Non-consolidated	2,250,000	30,000	20,000	– 55,000
	Consolidated	3,550,000	50,000	20,000	– 70,000

(2) Operating results 1994 - 1999FY

■ Domestic sales, exports and overseas production volumes (non-consolidated)

Fiscal Year	1994	1995	1996	1997	1998	1999	2000 (Plan)
Domestic sales	788,000	810,000	767,000	623,000	601,000	576,000	625,000
Exports	555,000	486,000	462,000	556,000	511,000	419,000	435,000
Total	1,343,000	1,296,000	1,229,000	1,179,000	1,112,000	995,000	1,060,000
Overseas production	643,000	671,000	763,000	752,000	593,000	726,000	960,000

■ Domestic sales volume by category: MMC & industry *(JAMA classification)*

Fiscal year	Cars		Trucks & buses		Total	
	MMC	Industry	MMC	Industry	MMC	Industry
1986	147,681	3,081,831	368,922	2,596,627	516,603	5,678,458
1987	168,854	3,298,396	406,159	2,809,762	575,013	6,108,158
1988	170,869	3,523,567	457,153	3,082,921	628,022	6,606,488
1989	263,592	4,588,808	397,259	2,658,892	660,851	7,247,700
1990	332,085	4,878,590	404,971	2,707,518	737,056	7,586,108
1991	335,811	4,611,427	420,598	2,625,107	756,409	7,236,534
1992	342,885	4,239,254	401,313	2,450,258	744,198	6,689,512
1993	373,954	3,947,078	347,667	2,224,444	721,621	6,171,522
1994	406,113	3,998,210	381,767	2,365,924	787,880	6,364,134
1995	425,038	4,086,881	384,634	2,406,191	809,672	6,493,072
1996	379,488	4,450,864	387,617	2,399,210	767,105	6,850,074
1997	323,794	3,886,028	299,480	2,067,456	623,274	5,953,484
1998	331,367	3,876,259	269,157	1,714,978	600,524	5,591,237
1999	315,748	3,917,563	260,710	1,687,720	576,458	5,607,283

II MMC Automotive Technology

1. Cutting-edge technology

GDI engine

Mitsubishi Motors is the first manufacturer to successfully develop and apply Gasoline Direct Injection (GDI) technology to realize ultra-efficient engine operation. In conventional engines, gasoline and air are mixed in the intake port before being fed into the cylinder. GDI technology enables gasoline to be injected directly into the cylinder, thereby enabling high-precision fuel control and leaner combustion. The result is diesel-beating mileage together with higher power outputs than multiport injection engines. Principal components in the GDI engine are the Upright Straight Intake Port, Curved Crown Piston, High-pressure Fuel Pump and High-pressure Swirl Injectors.

GDI Sigma powertrain series

The Sigma Series powertrain marries the eco-friendly high-output low-consumption GDI engine with transmission, electric motor and other peripheral technology to return mileage that is between 10 and 30 % better than current GDI engines, as well as realizing improved driveability and a reduction in cost. The GDI Sigma Series powertrain incorporates four major technology marriages: (1) GDI+CVT integrated engine and continuously variable transmission control; (2) GDI+ASG idling stop system; (3) GDI+HEV hybrid power system; (4) GDI+Turbocharger, high-response, low-consumption turbocharging. The company began introducing GDI Sigma Series powertrain configurations in 2000.

- **GDI+CVT:** Mating a CVT to a conventional multi-port injection engine results in reduced effectiveness as a result of transmission and engine incompatibility in the low-consumption operating zone, of energy losses due to friction in the belts, of energy losses in the torque converter. This arrangement also causes vibration in the car body. The superior torque management of the GDI engine enables a reduction in CVT operating pressure, realizing a significant improvement in fuel economy and smoother operation.

- **GDI+ASG:** Conventional multi-port injection engines with idling-stop systems can be unsettling for the driver because of the time taken to restart the engine. The GDI+ASG powertrain solves this problem using a high-precision ASG control system, a simple clutch pedal-operated engine restart mechanism and exploiting the superior starting characteristics of the GDI engine. To restart the engine after the ASG system has stopped it at idling (this only happens when the vehicle is at rest, the shift lever is in neutral and the clutch is engaged) all the driver has to do is press the clutch pedal to disengage the clutch. The lack of any complicated restarting procedure, and the very fast engine restart – a fraction of the time required with a conventional engine – eliminates worries about increases in emissions or about holding up other vehicles in traffic. The Pistachio, launched as a limited-edition model in December 1999, uses the GDI+ASG powertrain to achieve superior fuel economy, particularly in town driving.
- **GDI+HEV:** Hybrid propulsion systems are a low-consumption technology that offer high levels of efficiency. However, systems that use conventional engines are costly because they require complicated drivetrains, powerful motors and generators, as well as large capacity batteries.The superior torque and fuel efficiency at low loads of the GDI engine enable the use of smaller motor and batteries, to realize up to 50% better fuel economy over conventional engines.
- **GDI+Turbocharger:** The application of turbocharging to conventional multi-port injection engines results in poorer fuel economy because lower compression ratios must be used to prevent the knocking that limits torque at low and mid speed ranges, and in turbo lag in the initial stages of acceleration. The 2-stage mixture detonation control of the GDI engine enables use of a higher compression ratio and generation of more low-end torque, and thereby avoid the deterioration in fuel economy and lag normal with turbocharged engines. Some models in the Pajero iO series, launched in June 2000, use the GDI+Turbo powertrain.

MVV engine for minicars

With its ultra-low fuel consumption, the mini-car has always been environmentally friendly. In October 1998, the company introduced a fully-redesigned series of mini-cars powered, for the first time in the 660cc engine mini-car category, by the innovative Mitsubishi Vertical Vortex engine that realizes a 10% reduction in CO2 emissions over the previous series despite the larger body size. To maximize the environmental benefits, the MVV engine is used to power all the new models, with the exception of turbocharged versions. The new leanburn engine offers outstanding cost performance and represents the ideal power unit for next-generation mini-cars. Applying air-fuel mixture forming and combustion-control technologies developed and honed in the Mitsubishi GDI ecology engine, the new MVV power unit employs a very simple design to realize stable leanburn combustion without requiring any add-on devices or equipment. The MVV engine also enables the new models to meet the low-emission vehicle levels specified by several metropolitan and prefectural authorities in Japan. MVV technology was first applied to power certain Mirage and Lancer models in October 1991.

INOMAT & INOMAT II

Mitsubishi's Intelligent & Innovative Mechanical Automatic Transmission (INOMAT) employs sensor information from the engine, clutch, transmission, throttle and vehicle speed to integrate engine and transmission management control and to optimize manual shift management using Mitsubishi's own electro-pneumatic control system. Available on the Fuso Super Great heavy truck, with INOMAT the driver need only operate the clutch when approaching unloading platforms, garaging his vehicle or other times when delicate speed control is required. At other times, with the shift lever in D-range INOMAT changes gears automatically as well as eliminating the need for the driver to declutch when stopping his vehicle. INOMAT thus reduces fatigue and stress by freeing the driver from tiresome clutch and gear operations while on the move. Being a mechanical system, INOMAT does not suffer from the power losses normal with a torque converter-type automatic transmission. Because gears are selected with the optimal timing, even inexperienced drivers can keep fuel consumption down to veteran driver levels. Now available on the Aerostar bus, INOMAT-II eliminates clutch pedal operation entirely, even when moving off.

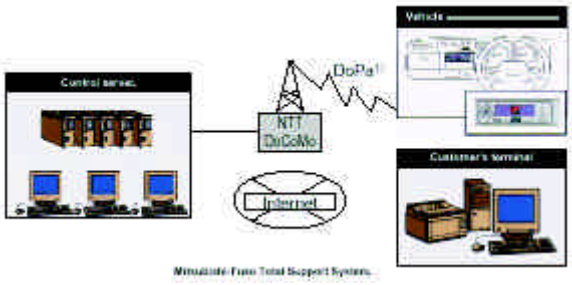
MDAS-II

The Mitsubishi Driver's Attention monitoring System (MDAS-II) is a computerized system that monitors the driver's level of alertness, using a CCD camera to detect lane markings as well as sensor-data on steering wheel movements and gear changing. MDAS-II starts operating when vehicle speed exceeds 60 km/h, and stays operative until speed drops below 40 km/h. This advanced system delivers visual and voice warnings to the driver when it detects alertness has dropped to a predetermined level. MDAS-II features a forward vehicle distance system, in which the timing of warnings is tailored to the degree to which driver alertness has decreased, and a lane departure warning system. The system also helps keep the driver alert by emitting a herbal fragrance into the cab. Available on the Super Great heavy truck, this reliable system really comes into its own on long-distance hauls.

Mitsubishi Fuso Total Support System

The Mitsubishi Fuso Total Support System (MFTSS) assists the management and operation of trucks and buses. It comprises Logistics, Cargo Quality and Vehicle Management systems. For the haulage operator, MFTSS contributes to improvements in real-time vehicle and shipment tracking and in operational efficiencies as well as to reduced operating expenses. The system accommodates time-designated deliveries and other advanced and diverse needs of shippers today and, as such, contributes to environmental conservation - an area of growing public concern.

- **Logistics management system:** Uses Global Positioning System technology to provide real-time data on vehicle location, speed and other information required by the haulage operator to track vehicle movements. Enabling quick and accurate answers to inquiries about shipment status and more effective response to sudden orders, the system allows the operator to offer improved levels of service. It also reduces man-power requirements by enabling the gathering and analysis of vehicle data and by facilitating daily log and report generation. Used with the special analytical software package, the system also enables the operator to keep track of operational safety and fuel economy for individual drivers and vehicles.



- **Cargo quality management system:** Keeping foodstuffs fresh during shipment requires careful that temperature and other factors inside refrigerated vans be carefully controlled. Enabling such information to be monitored on a real-time basis, this system allows the operator to deliver shipments to the customer more promptly and in better condition and to thereby offer improved quality and levels of service.
- **Vehicle management system:** Mitsubishi's own system enables the gathering and analysis of data from sensors installed throughout the vehicle. This increases the efficiency of preventive servicing and of vehicle management overall. Using data collected from the vehicle's operation the previous day, the system displays items that require servicing before the vehicle is operated that day. This brings greater certainty to vehicle servicing and maintenance as well as enables the operator to keep an accurate and detailed record of malfunctions.

Mitsubishi ASV-2

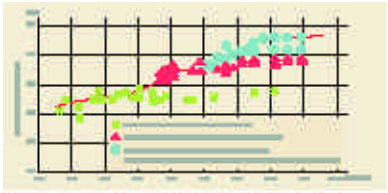
MMC has recently completed development of three Mitsubishi ASV-2 advanced safety vehicles that represent the crystallization of the company's vast accumulation of safety technology know-how and incorporate many applicable technologies for the 21st century. The Mitsubishi ASV-2s now add user-friendly – the more elderly driver included – ITS technology to the advanced Active and Passive Safety technologies already applied in MMC vehicles.

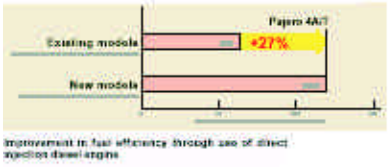
- **ITS-ASV:** Incorporates advanced ITS technology, using sensors and communication systems to monitor the road environment and provide the driver with voice and visual information. The ITS-ASV also features a system that assists the driver in taking avoidance action should he find himself in a potentially dangerous situation. Component systems include: *Multi-eye system* that uses millimeter-wave radar to monitor forward vehicle distance and relative vehicle speed, laser radar with high resolution capability, cameras that respond to significant changes in light intensity, and a variety of sensors that detect and monitor the road environment; *Friendly cockpit* that meets the requirements of the information society in the 21st century, providing all information necessary for safe operation of the vehicle and featuring a head-up display (HUD), voice-activation system and a hands-free car telephone; *Other equipment* includes steering and brake actuators and other components that support the driver in his operation of vehicle.

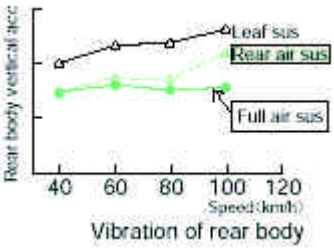
- **Hi-mobility ASV:** Using new-design driving controls and advanced vehicle management systems to which universal design concepts have been applied, the Hi-mobility ASV offers outstanding levels of operational ease and maneuverability that are independent of the driver's physical characteristics or driving skills. Component systems include: *Universal Design Cockpit*, which employs drive-by-wire (mechanical linkages are replaced by electronic systems) technology to enable vehicle operation and car dynamics to be controlled at will; and, *Integrated Vehicle Dynamics Management System*, which enables drivers of all abilities to extract the full dynamic performance potential of their vehicle.
- **Smart Cruise 21 ASV:** This special model has been developed for the "Smart Cruise 21" proving program being run jointly by the Japanese Transport and Construction ministries. Using information acquired from the communications infrastructure, on-board systems assist the driver in crash avoidance and in keeping to his lane. Smart Cruise 21 ASV is equipped for communications with the road infrastructure, and with a lane marker sensor that detects magnetic markers installed in the road surface. It is fitted with a Head-up Display and other means of delivering information to the driver, as well as steering and braking actuators that assist the driver in the operation of his vehicle.

4M41 3.2-liter DI diesel engine

Derived from Mitsubishi's current 4M40 2.8-liter indirect injection diesel, the new 4M41 3.2-liter direct injection (DI) diesel engine features a larger displacement, together with a fuel injection system that injects fuel directly into a combustion bowl on the top of the piston. The conversion to direct injection reduces the heat losses normal in an indirect injection diesel where fuel is ignited in a combustion chamber in the cylinder head. This, together with the improved breathing efficiency stemming from the new 4-valve DOHC configuration, realizes a 25% improvement in mileage in the Japanese 10-15 mode urban driving pattern, and a 25% increase in power output over the non-DI engine. These innovations enable the 4M41 in-line 3.2-liter DI diesel engine to meet the requirements of Japan's Long-term Emissions and Year 2005 Diesel Vehicle Fuel Consumption regulations. This engine powers some models in the new Pajero series.







All-wheel air suspension

MMC has developed a front-wheel parallel-link type air suspension system– a first in Japan – to upgrade the performance and functionality of trucks with rear-wheel air suspension. Benefits of the new suspension include the prevention of vibration-induced cargo shifting, and a significant improvement in ride comfort. The new system also realizes major improvements in functionality, including an increase in cargo bed capacity, and easier cargo handling thanks to the ability to adjust front and rear wheel vehicle height either independently or together.

Front suspension

Rear suspension

Full air wedge brakes

MMC's Full-air Wedge Braking system, in which all brake signals and service lines are pneumatically controlled, offers superior response and servicing characteristics over hydraulic systems. The new system also uses a wedge to move the shoe against the drum. This realizes faster initiation of braking than in S-cam systems where the compressed nature of the air resulted in a slight lag.

2. R&D centers

Location	Facility name		Address
Japan	Car Research & Development Center (Cars and light commercial vehicles)	Okazaki	1, Nakashinkiri, Hashime-cho, Okazaki Aichi 444-8501
		Kyoto	1, Uzumasa Tatsumi-cho, Ukyo-ku Kyoto 616-8501
		Tokachi Proving Ground	221-1 Osarushi, Otofuke-cho, Kato-gun Hokkaido 080-0271
	Truck & Bus Research & Development Center	Kawasaki	10-Okura-cho, Nakahara-ku, Kawasaki Kanagawa 211-8522
		Kitsuregawa Proving Ground	4300, Washijuku, Kitsuregawa-cho, Shioya-gun Tochigi 329-1411
Overseas	Mitsubishi Motors R&D of America	Ann Arbor Laboratory	3735 Varsity Drive, Ann Arbor MI 48108, U.S.A.
		Cypress Laboratory	6430 W. Katella Ave., Cypress CA 90630, U.S.A.
	Mitsubishi Motor R&D of Europe	Trebur R&D Center	Hessenauerstrasse 6, 65468 Trebur, Germany

Tokachi Proving Ground

3. Styling design centers

Location	Facility name		Address
Japan	Car Research & Development Center (Cars and light commercial vehicles)	Tama Design Center	1-16-1 Karakida, Tama Tokyo 206-0035
		Okazaki	1, Nakashinkiri, Hashime-cho, Okazaki Aichi 444-8501
	Truck & Bus Research & Development Center	Kawasaki	10-Okura-cho, Nakahara-ku, Kawasaki Kanagawa 211-8522
Overseas	Mitsubishi Motors R&D of America	Cypress Design Studio	6430 W. Katella Ave., Cypress CA 90630, U.S.A.
	Mitsubishi Motors R&D of Europe	Trebur Design Studio	Diamant Strasse 1, 65468 Trebur, Germany

Tama Design Center

III Production in Japan

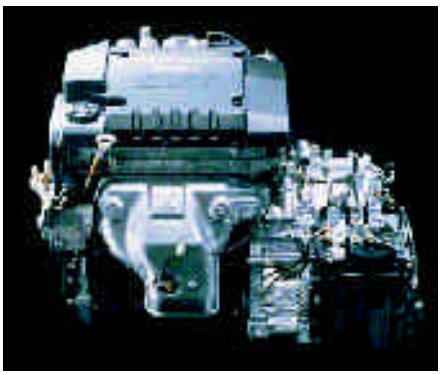
Mitsubishi Motors' philosophy of elimination of strain, waste and inconsistency permeates every level of the company's operations. Its policy of high quality and low cost vehicle production is amply demonstrated at each of its manufacturing plants, all of which employ the most advanced technology in the most modern facilities. Mitsubishi Motors is committed to environmental conservation, and each of its plants has comprehensive environmental protection facilities.

1. Production volume by model

Model	1995	1996	1997	1998	1999
Debonair	1,209	1,053	797	463	230
Proudia	—	—	—	—	383
Dignity	—	—	—	—	15
Diamante	35,338	20,202	13,088	4,246	8,279
Sigma	913	6	—	—	—
GTO	7,953	7,601	5,496	2,207	2,355
FTO	9,741	2,928	1,960	1,033	616
Galant	39,421	47,168	77,314	38,746	28,076
Legnum	—	44,614	62,543	26,302	16,809
Eterna	17,984	6,174	5,340	870	5,880
Aspire	—	—	—	1,706	1,302
Emeraude	1,262	142	—	—	—
Chariot & Chariot Grandis	41,943	33,648	59,448	88,251	63,010
RVR	45,787	30,137	22,861	13,976	20,333
Dion	—	—	—	—	15,282
Mirage & Mirage Dingo	86,767	101,391	93,848	95,661	77,800
Lancer & Lancer Cedia	140,261	117,394	100,868	120,758	86,319
Libero	22,775	18,298	14,516	10,786	10,796
Pajero Jr.	30,605	24,690	13,934	149	—
Pajero iO	—	—	—	54,262	51,516
Pistachio	—	—	—	—	50
Toppo BJ Wide	—	—	—	3,596	721
Libero Cargo	14,189	15,986	10,298	8,148	9,000
Pajero Mini	104,990	71,185	43,302	48,792	36,580
Minica / Toppo BJ	98,237	85,180	73,684	111,185	112,542
Townbox	—	—	—	2,261	14,421
Townbox Wide	—	—	—	—	3,616
Minica Van	35,263	35,331	41,799	27,475	37,311
Minicab	47,288	54,882	48,878	41,939	41,831
Minicab Van	35,806	37,326	30,447	29,900	28,536
Delica	109,930	88,978	69,495	34,614	17,758
Delica W	—	—	—	22,290	13,888
Pajero	152,102	128,593	136,941	29,274	14,013
Pajero W	—	—	—	66,401	76,511
Jeep	1,040	845	1,167	717	413
Strada	52,463	39,066	43,432	24,879	11,759
Challenger	—	35,561	51,594	71,562	95,914
Heavy-duty trucks	31,533	29,524	22,155	13,034	14,140
Medium-duty trucks	24,842	27,988	22,169	15,424	16,146
Canter	73,861	90,245	85,239	63,160	52,267
Canter 1.5t	14,193	17,586	14,969	10,527	8,823
Large buses	1,706	1,837	2,009	1,946	1,454
Medium buses	658	781	557	440	387
Small buses	4,283	4,831	5,134	5,632	4,660
TOTAL	1,284,343	1,221,171	1,175,282	1,092,612	1,001,742

2. Factory profiles

Facility name		Year built	Site area (sq.m.)	Floor area (sq.m.)	Employees	Main products (As at July 2000)
Nagoya Plant	Oye	1920	222,000	164,000	2,600	Proudia, Dignity, Diamante, GTO, Pajero, Strada (export model), Challenger, Pajero iO, small buses
	Okazaki	1977	425,000	140,000	1,700	Galant, Legnum, Aspire, Chariot Grandis, RVR
Mizushima Plant		1943	1,245,700	465,400	3,800	Mirage, Lancer, FTO, Mirage Dingo, Dion, Lancer Cedia, Libero, Libero Cargo, Toppo BJ Wide, Townbox Wide, Delica Star Wagon, Delica Space Gear, Minica, Toppo BJ, Townbox, Minicab, Pajero Mini Minicar engines and transmissions
Kyoto Plant	Kyoto	1944	299,000	208,000	3,200	Automotive engines and transmissions
	Shiga	1979	173,000	55,000	500	Automotive engines
	Yagi	2000	233,000	30,800	90	Continuously variable transmissions
Tokyo Plant	Kawasaki	1940	436,500	302,600	3,200	Fuso heavy, medium, light trucks Special application vehicles Truck and bus engines; axles for medium trucks
	Maruko	1937	99,400	81,400	670	Truck and bus transmissions
	Nakatsu	1975	35,700	15,100	10	Transmissions, gear wheels



IV Sales and Parts Operations in Japan

1. Sales channels (July 2000)

Channel	Galant	Car Plaza	Fuso	Total
No. dealerships	121	118	38	277
Passenger cars	Proudia, Dignity Diamante GTO, FTO Galant, Legnum Lancer Cedia Chariot Grandis Libero Toppo BJ Wide Townbox Wide Dion	Diamante GTO, FTO Legnum, Aspire Mirage Lancer Cedia Chariot Grandis RVR, Libero Mirage Dingo Dion Townbox Wide		
Imports	Eclipse Diamante Wagon	Eclipse Diamante Wagon		
Light commercial vehicles	Delica Libero Cargo Challenger Pajero, Pajero iO	Delica Libero Cargo Challenger Pajero iO		
Imports				
Minicars	Minica Toppo BJ Minicab (van, truck) Townbox Pajero Mini			
Trucks (over 1.5 ton payload)			Super Great heavy truck Fighter, Fighter Mignon medium trucks Canter, Canter Guts light trucks	
Buses			Fuso medium and large buses Rosa small bus	

2. Parts and service organization

Mitsubishi Motors is constantly exploring ways in which to improve its sales and after-sales service. Over 1,400 passenger car (Galant and Car Plaza dealerships) and commercial vehicle (Fuso dealerships) outlets are supported by ten directly-managed Technical Centers and 99 Technical Pits that offer diagnostic and metering services for the advanced electronic circuitry used in Mitsubishi vehicles today. This comprehensive network ensures that customer needs are met pertinently and speedily.

(1) Advanced servicing and repair network

	Technical Center (10)	Technical Pit (99)
Level of diagnostic service	・Problems that require advanced metering of electronic circuitry and parts ・Problems that require rolling-road diagnostic examination	・Problems that require more advanced diagnostic examination than possible with multi-use tester ・Problems relating to vehicle stability, vibration and others that are beyond capability of regular service shop
Management	・Mitsubishi Motors	・Technical Master (MMC-qualified mechanic employed by sales companies)

(2) Parts supply organization

Eight strategically located Parts Centers and Depots assure 'prompt delivery, anywhere, anytime' of parts and components. thereby contributing to high levels of customer satisfaction and enduring brand loyalty.

■ Parts centers and depots

- Mitsubishi Motors sales companies throughout Japan are supplied by four Parts Centers located in Atsugi, Nagoya, Takatsuki and Mizushima, and four Parts Depots located in Hokkaido, Tohoku, Nakatsu and Kyushu.

■ Next-day delivery

- A computerized on-line network and exclusive delivery service ensure that orders received by 4.30pm arrive at the sales company the following morning.

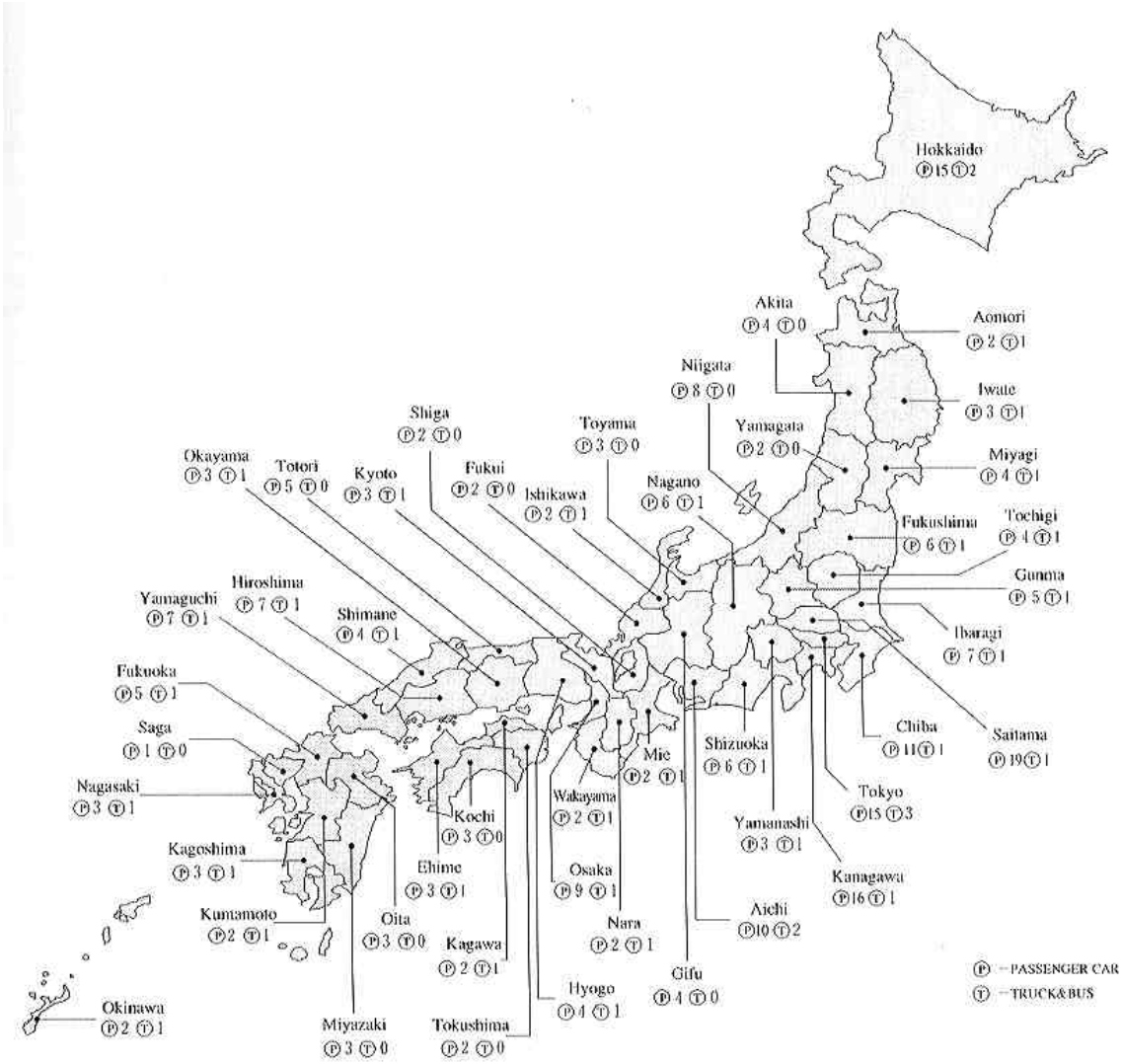
■ Just-in-time inventory management

- Mitsubishi Motors is focused on achieving industry-topping levels of service from ever-lower inventory levels.

3. Sales network throughout Japan

■ Sales companies throughout Japan

MMC sales companies		*(1 July 2000)*
Passenger cars	Galant dealerships	121
	Car Plaza dealerships	118
Trucks & buses	Fuso dealerships	38
Total		277



Passenger car dealership

FUSO truck & bus dealership

V Current model lineup

1. Japan market passenger cars

■ Passenger cars

PROUDIA
Sedan

Click model name to see details

DIAMANTE
Sedan

GALANT
Sedan

LANCER CEDIA
Sedan

MINICA
Mini hatchback

ASPIRE
Sedan

■ Recreation Vehicles

PAJERO
SUV

DELICA SPACE GEAR
Minivan

GRANDIS
Minivan

CHALLENGER
SUV

RVR
Minivan

MIRAGE DINGO
Minivan

LEGNUM
Station wagon

DIAMANTE WAGON
Station wagon

PAJERO iO
SUV

PAJERO MINI
Mini SUV

TOWN BOX
Minivan

TOPPO BJ
Minivan

TOWN BOX WIDE
Minivan

TOPPO BJ WIDE
Minivan

DION
Minivan

■ High performance cars

GALANT VR-4

LEGNUM VR-4

LANCER GSR EVOLUTION VI

2. Japan market: Mitsubishi Fuso trucks & buses

■ FUSO Super Great heavy trucks

SUPER GREAT

SUPER GREAT DUMP TRUCK

SUPER GREAT TRACTOR

■ FUSO Fighter medium trucks

FIGHTER

FIGHTER NX

FIGHTER MIGNON

■ FUSO Canter light trucks

CANTER

CANTER GUTS

CANTER GUTS 4WD

CANTER GUTS DOUBLE-CAB

■ FUSO buses

AERO KING

AERO QUEEN

AERO BUS

AERO STAR

AERO MIDI

ROSA

3. Vehicles manufactured outside Japan

ADVENTURE
[Philippines]
SUV

CARISMA
[Europe]
Sedan / hatchback

ECLIPSE
[USA]
Sports coupe

FREECA
[Taiwan]
SUV

KUDA
[Indonesia]
SUV

L200
[Worldwide]
Pickup truck

L200
[Europe]
Pickup truck

L200
[Brazil]
Pickup truck

LANCER
[India]
Sedan / hatchback

MAGNA / VERADA
[Australia]
Sedan / station wagon

PAJERO PININ
[Europe]
SUV

SPACE STAR
[Europe]
Space utility wagon

4. Current model features

Series name	Characteristics
Carisma	• Compact sedan with European-taste styling and packaging that realize roomy interior within sleek aerodynamic lines.
Challenger	• "Urban taste" styling lets this all-terrain SUV blend in perfectly around town or out in the wilds. Comfortable and functional cabin with Pajero levels of off-road and on-tarmac performance.
Chariot Grandis	• Powered by GDI engines mated to the INVECS-II smart automatic transmission, Chariot Grandis strikes an exquisite balance between performance, comfort, versatility safety, quality and environmental acceptability. Unprecedented space utility and versatility.
Delica Space Gear	• Full-feature "Super Leisure RV" combines sedan levels of ride comfort with outstanding versatility and vehicular performance.
Diamante	• 4-door sedan that sets a new medium-class benchmark. 2.5-l and 3.0-liter GDI engines deliver sporty performance with eco-friendly fuel economy.
Dignity	• Full-feature limousine. Offers most spacious and comfortable rear compartment of any car made in Japan; equipped with Super Executive Seat System and other luxury appointments; effortless performance from 4.5-l V8 GDI eco-engine.
Dion	• Compact station wagon. The second in the SUW series, this model brings stress-free travel to all occupants; class-topping space and roominess within user-friendly body dimensions. Features middle row of individual seats – a class first – and a third row of seats that can be folded down and stowed under the floor.
FTO	• Small brother of the GTO, this sports coupe gives full expression to MMC's fun-to-drive philosophy with well-balanced proportions wrapped in dynamic and aggressive styling and INVECS-II with Sport Mode automatic + manual override transmission.
Galant	• First production model anywhere to be powered using eco-friendly GDI (gasoline direct injection) technology. Sedan styling distinguished by dashing and powerful lines. RISE safety body adds to outstanding value-for-money offered by *the* MMC passenger model
GTO	• High-performance 4WD sports model. Muscular styling molds futuristic body shape. Engine delivers awesome power. Complemented by go-anywhere 4WD and outstanding safety levels.
Lancer Cedia	• Replaces Lancer and Mirage 4-door sedan models. New-age packaging provides spacious interior accommodation for four adults in an easy-to-handle body size. GDI+CVT powertrain returns ultra-low fuel consumption and delivers silky-smooth, sporty performance.
Legnum	• Wagon cousin of the Galant sedan offers prestigious levels of performance, comfort and luxury for its class.
Libero	• Compact bonnet-type station wagon. Developed to "Car for all seasons" theme, offers multi-purpose styling, performance and versatility.
Minica	• Outstanding economy and utility make this "easy-to-use" basic sedan the idle commuter or shopping model.
Minicab	• Cab-over van and truck models, developed to "the exemplary mini-size commercial vehicle" and "user-friendly" themes.
Mirage	• 2-door and 3-door bodies and 6 engines give wide choice of model variations in sedan series developed to "Simple & Rich" theme. Offering superior levels of easy-to-drive and sporty qualities, series ranges from new-generation basic car to sporty coupe models.
Mirage Dingo	• First in MMC's SUW series that is being developed around a *Smart Design* and *Ecology Conscious* philosophy. Powered by 1.5-l GDI engine, the smallest of its type anywhere
Pajero	• Full-feature 4-wheel drive SUV that is as happy off-road as on tarmac. Features include Super Select 4WD II, Multi-mode ABS, and direct-injection (DI) diesel and GDI engines.
Pajero iO	• Powered by 2.0-liter GDI and 1.8-liter GDI+Turbo engines, this just-the-right-size SUV features the go-anywhere off-road capability and the comfortable and civilized on-road performance of its Pajero big brother.
Pajero Mini	• Downsized Pajero inherits the off-road and on-tarmac performance of its full-feature 4WD big brother. New-taste styling makes it look bigger than its minicar classification, and leaves no doubt as to its lineage.
Pistachio	• Small sedan Spawned from the ideal that a town car should be as chic as it is economical. Uses advanced low-consumption GDI+ASG (Automatic Stop & Go) technology to return world-beating 30-km/liter mileage for a 1-liter gasoline car (as measured by MMC) in the Japanese 10-15 urban driving pattern
Proudia	• Luxury 4-door sedan. Body boasts imposing proportions; offers peerless levels of interior room and comfort; effortlessly powered by 3.5-l V6 and 4.5-l V8 GDI eco-friendly engines; RISE safety body.
RVR	• Compact RV combines performance and space utility with styling chic to make it equally suited for leisure trips or for use around town. Available in sportier and tougher RVR Sports version.
Toppo BJ	• A member of the "Big Small" minicar series. Airy, light and comfortable interior realized by high roof encourages communication between occupants. Outstanding maneuverability.
Townbox	• Boxy styling distinguishes this "multi-space mini-wagon" – Japan's first 5-number minicar. Interior provides comfortable accommodation for four adults and luggage compartment.

5. Series name derivations

Series name	Derivation
Canter	• From the English word describing the gait of a horse; a collected gallop which the horse is able to sustain over long distances. Just right for Mitsubishi's range of thoroughbred small trucks.
Carisma	• Coined from the Greek "kharisma" and English "charisma": describing the god-given attribute of an almost magical power that attracts many followers.
Chariot	• French for the battle chariot used in ancient Greece and the Roman empire.
Grandis	• From the Latin for large or grand.
Diamante	• From the Spanish word; reflecting the company's Three-Diamond logo, gives expression to "brilliant" and sparkling expectations.
Dignity	• From the English word; reflecting the peerless grandeur and majestic stateliness of this limousine model.
Dion	• Derived from Dionysus, the Greek god of wine and joy
Eclipse	• Undefeated 18th century English racehorse that won 26 races.
FTO	• Fresh Touring Origination: a touring model overflowing with freshness, youthfulness, originality.
Fuso	• Word used to refer to Japan in ancient Chinese texts: "the place where the sun rises in the Eastern Sea".
Galant	• From the French word meaning gallant, valiant.
GTO	• From the Italian Gran Turismo Omorogata.
Lancer	• A soldier of cavalry regiment armed with lance.
Cedia	• Coined from the English CEntury and DIAmond.
Legnum	• From the Latin regnum or "kingdom", reflecting regal power and rank.
Libero	• From the Italian word: expresses the versatile qualities of the model.
Magna	• From Latin "magnus": great, magnificent, superior.
Minica	• Literally, minicar.
Toppo	• Coined from English "top" (roof) and Japanese "noppo" (lanky).
BJ	• Big Joy.
Minicab	• Light cab-over vehicle with cargo bed.
Mirage	• From the English (originally French) "mirage".
Asti	• From the English "astir".
Dingo	• Derived from Bingo, with its "strike lucky" connotation; the B being replaced by the D in the Mitsubishi "Diamond" logo.
Pajero	• Named after a mountain cat that inhabits the Patagonia plateau region in southern Argentina.
iO	• Italian for I, me. Generates image of being easy to get to know, easy to drive; one's very own Pajero.
Proudia	• Coined from the English "proud" and the Mitsubishi "diamond" logo. Fitting epithet for MMC's ultimate luxury sedan.
RVR	• Recreational Vehicle Runner
Sports Gear	• Ideal for transporting large items of leisure and sports equipment to the beach, camp sites, ski slopes and other destinations.
Space Gear	• Reflects the generous "space" available for transporting large quantities of leisure and sports "gear".

6. Model naming in global markets

Japan market name	Global markets						
	U.S.A. (MMSA)	Europe	Australia	Taiwan	Puerto Rico	Indonesia	Others
Challenger	Montero Sport	Pajero Sport	Challenger	Challenger	Nativa	—	Nativa Montero Sport
Chariot	—	Space Wagon	Nimbus	—	—	—	Space Wagon
Delica	—	L300	Star Wagon(W) L300 Express(V)	Delica	—	Colt Solar(D)	L300
Delica Space Gear	—	Space Gear(W) L400 (V)	Star Wagon(W) L400 Express(V)	Space Gear	—	—	Space Gear(W) L400 (V)
Diamante	Diamante	—	Magna / Verda	Diamante	Diamante	—	Sigma
Eclipse	Eclipse	Eclipse	—	Eclipse	Eclipse	—	—
Galant	Galant	Galant	Galant	Galant	Galant	Galant	Galant
GTO	3000GT	3000GT	—	—	3000GT	—	3000GT
Lancer	—	Lancer	Lancer	Lancer Virage	—	Lancer	Lancer
Mirage 3 Door	Mirage Coupe	Colt	Mirage Lancer	—	Mirage Coupe	—	Colt Lancer Coupe
Mirage 4 Door	Mirage 4 Door	—	—	—	Mirage 4 Door	—	—
Pajero	Montero	Pajero (Shogun in UK) (Montero in Spain)	Pajero	Pajero	Montero	Pajero	Pajero or Montero
Pajero iO	—	Pajero Pinin	Pajero iO	—	—	—	Pajero iO Montero iO
RVR	—	Space Runner	—	—	—	—	—
Strada	—	L200	L200 Triton	—	—	—	L200 (Colt in S. Africa)

Dingo, Dion and Minica are exported in limited numbers to: Hong Kong and Singapore (Dingo); Hong Kong, Singapore and Caribbean markets (Minica Towny)

VI International Operations

1. Production facilities outside Japan

Facility name	Location	Established	Capitalization	Equity	Volume	Sales amount	Employees	Business lines
Mitsubishi Motor Manufacturing of America, Inc. (MMMA)	100 North Mitsubishi Motorway Normal, Illinois 61761 U.S.A.	October 1985	USD 23.42 m	MMC . . . . . 97.12% MC and others. 2.88%	189,000 (1997) 157,364 (1998) 162,199 (1999)	USD 2,890.4 m (1997) 2,433.8 m (1998) 2,480.7 m (1999)	3,100 (41)	Manufacture of automobiles Mitsubishi Eclipse, Galant, Dodge Stratus,Chrysler Sebring 240,000 units/year
Mitsubishi Trucks Europe-Sociedade Europeia de Automoveis, S.A. (MTE)	Apartado 7, 2200 Tramagal, Portugal	March 1996	PTE 1,500 m	MME. . . . . 99.00% Local 1.00%	7,130 (1997) 9,210 (1998) 11,405 (1999)	PTE 20,550 m (1997) 27,980 m (1998) 32,460 m (1999)	410 (15)	Manufacture of automobiles Canter 12,000 units/year
Netherlands Car B.V. (NedCar)	Dr. Hub van Doorneweg 1, 6121 RD Born, The Netherlands	December 1991	NLG 551 m	Mitsubishi gp . 50.00% Volvo Car Corp. 50.00%	197,200 (1997) 242,500 (1998) 262,400 (1999)	NLG 5,127.8 m (1997) 6,505.3 m (1998) 7,132.2 m (1999)	5,588 (29)	Manufacture of automobiles Mitsubishi Carisma, Space Star, Volvo S40 and V40
Mitsubishi Motors Philippines Corp. (MMPC)	Ortigas Avenue Extention, Cainta, Rizal, Philippines	February 1987	PHP 1,640 m	MMC . . . . . 51.00% Nissho Iwai . . 49.00%	29,600 (1997) 15,257 (1998) 15,502 (1999)	PHP 10,693 m (1997) 8,373 m (1998) 9,500 m (1999)	1,346 (10)	Importing, assembly, marketing of automobiles Galant, Lancer, Strada, Delica, Adventure, Pajero; Canter and Fuso trucks; buses 62,500 units/year
Asian Transmission Corp. (ATC)	Silangang Canlubang, Industrial Park, Calamba Laguna Philippines	January 1973	PHP 350 m	MMC . . . . . 5.30% Nissho Iwai . . . 5.30% Local. 89.40%	233,300 (1997) 213,171 (1998) 298,386 (1999)	PHP 3,051 m (1997) 2,754 m (1998) 3,200 m (1999)	487 (5)	Manufacture of transmissions Assembly of engines, transmissions and axles
Perusahaan Otomobil Nasional Bhd. (Proton)	HICOM Industrial Estate, Batu 3 P.O. Box 7100, 40198 Shah Alam Selangor Darul Ehsan Malaysia	May 1983	MYD 543 m	MMC . . . . . 8.00% MC . . . . . 8.00% Local. 84.00%	213,000 (1997) 92,000 (1998) 170,702 (1999)	MYD 6,053 m (1997) 3,039 m (1998)	5,662 (17)	Manufacture of automobiles, assembly of engines, processing of engine components Saga Isawara, Wira, Satria, Putra Perdana (assembly) 230,000 units/year
MMC Sittipol Co., Ltd. (MSC)	69-69/1-3 MU11 Phaholyothin Road, Tambol Klongneung Ampur Klongluang, Phathumthanee 12120 Thailand	January 1987	THB 834 m	MMC . . . . . 46.23% MHTC . . . . . 52.04% Local. 1.73%	78,400 (1997) 65,341 (1998) 77,857 (1999)	THB 30,200 m (1997) 32,000 m (1998) 39,000 m (1999)	2,760 (31)	Manufacture, importing, marketing of automobiles Lancer, Strada Canter, Fuso truck (assembly)
P.T. Mitsubishi Krama Yudha Motors & Manufacturing (MKM)	Petukangan 3, Jl. Raya Bekasi KM-21 Pulogadung, Jakarta Timur P.O. Box 3348/JKT 10033 & 1389/JKT 13013 Jakarta, Indonesia	August 1973	IDR 11,451 m	MMC. . . . . 32.30% MC . . . . . 32.30% Local 35.40%	73,100 (1997) 7,700 (1998) 23,200 (1999)	INR 674,600 m (1997) 184,400 m (1998) 572,300 m (1999)	853 (9)	Manufacture of stamped parts, engines
Mitsubishi Motors Australia, Ltd. (MMAL)	1284 South Road, Clovelly Park South Australia 5042 Australia (Box 1851, G, P, O. Adelaide, S.A. 5001)	October 1951 (May 1979)	AUD 107 m	MMC . . . . . 60.00% MC 40.00%	58,900 (1997) 47,296 (1998) 34,883 (1999)	AUD 2,475 m (1997) 2,438 m (1998) 2,203 m (1999)	4,055 (13)	Manufacture, importing, marketing of automobiles Magna, Magna Wagon, Verada, Verada Wagon 70,000 units/year
Hyundai Motor Co. (HMC)	140-2 kye-Dong, Chongro-ku Seoul, 110-793 Korea	December 1967 (April 1982)	KRW 1,373,350m	MMC . . . . . 1.80% MC . . . . . 2.99% Local. 92.51%	1,242,100 (1997) 812,078 (1998) 1,307,031 (1999)	KRW 11,662.0 b (1997) 8,698.0 b (1998) 14,244.5 b (1999)	50,984	Manufacturing, marketing of automobiles 1,500,000 units/year
China Motor Corp. (CMC)	Yang Mei Factory 49 Shio Tsai Rd. Yang Mei Taoyuan, TAIWAN	June 1969 (June 1986)	TWD 10,755 m	MMC . . . . . 14.61% MC . . . . . 5.01% Local. 80.38%	97,300 (1997) 111,164 (1998) 119,809 (1999)	TWD 46.7 b (1997) 52.9 b (1998) 48.9 b (1999)	2,700 (4)	Manufacturing of automobiles Delica, Varica, Minicab, Space Gear, Freeca, Galant, Lancer, Canter, Fuso truck 120,000 units/year
Hindustan Motors Ltd. (HML)	6-B, G.S.T. Road, Chennai-600016, India	1942	INR 1,078 m	—	26,684 (1997) 20,032 (1998)	INR 12,987 m (1997) 14,921 m (1998)	14,950 (0)	Manufacture of automobiles Lancer (from August 1998) 24,000 units/year
Vina Star Motors Corp. (VSM)	An Binh Village, Thuan An District, Binh-Duong Province, Vietnam (243 Truong Son Road, Thu Duc Dist,HCM City)	April 1994	VND 16 m	MMC . . . . . 25.00% MC . . . . . 25.00% Proton . . . . . 25.00% Local 25.00%	659 (1997) 684 (1998) 560 (1999)	VND 20 m (1997) 20 m (1998) 18 m (1999)	192 (6)	Manufacture and marketing of automobiles Delica Minibus, Canter, Pajero , Jolly, Wira 2,500 units/year
Hunan Changfeng Motor Co., Ltd (CFA)	Leng Shuitan, Yong Zhou, Hunan China	November 1996	RMB 223 m	MMC . . . . . 21.30% Local 78.70%	2,029 (1997) 1,300 (1998) 3,961 (1999)	RMB 423 m (1997) 259 m (1998) 844 m (1999)	1,300 (6)	Manurfacture of automobiles Liebao (Pajero)

Date in parentheses indicates year of equity participation

2. Major subsidiaries outside Japan (as at July 2000)

Company	Location	Established	Capitalization	MMC equity	Sales	Employees	Operations
Mitsubishi Motor Sales of America, Inc. (MMSA)	6400 West Katella Avenue Cypress CA 90630-0064 U.S.A.	December 1981	USD 73 m	MMC . . . . . 97.2% MC . . . . . 2.0% MIC 0.8%	USD 4,626 m (1997) 4,678 m (1998) 5,590 m (1999)	785 (12)	Importing, marketing of automobiles and related business (Diamante, GTO, Galant, Eclipse, Mirage, Pajero, Challenger)
Mitsubishi Fuso Truck of America, Inc. (MFTA)	100 Center Square Road Bridgeport, New Jersey 08014 U.S.A.	April 1985	USD 10 m	MMC 100.0%	USD 166.0 m (1997) 184.7 m (1998) 203.6 m (1999)	119 (9)	Importing, marketing of automobiles (Canter, Fuso trucks)
Mitsubishi Motors America Inc. (MMA)	6400 West Katella Avenue Cypress CA 90630-0064 U.S.A.	October 1973	USD 5.7 m	MMC 100.0%	USD 72.4 m (1997) 54.3 m (1998) 51.4 m (1999)	23 (14)	Information gathering
Mitsubishi Motors R&D of America, Inc. (MRDA)	100N. Mitsubishi Motorway Normal, IL 61761 U.S.A.	February 1996	USD 2 m	MMA 100.0%	USD 24.9 m (1997) 26.1 m (1998) 25.2 m (1999)	110 (47)	Product development, design, testing, certification
Mitsubishi Motors Credit of America, Inc. (MMCA)	6363 Katella Avenue, Cypress, CA 90630-5205 U.S.A.	April 1991	USD 260 m	MMSA 100.0%	USD 754.5 m (1997) 717.9 m (1998) 747.4 m (1999)	266 (2)	Auto financing
Mitsubishi Motor Sales of Caribbean, Inc. (MMSC)	Carr.2, Km20.1 Barrio, Candelaria Toa Baja, Puerto Rico 00759	April 1982	USD 13.5 m	MMC 100.0%	USD 534.1 m (1997) 546.5 m (1998) 514.1 m (1999)	105 (4)	Importing, marketing of automobiles (Diamante, Galant, Eclipse, Mirage, Pajero, Challenger, Strada)
Mitsubishi Motors Europe B.V. (MME)	Douglassingel 1 1119MB Schipol-Rijk THE NETHERLANDS	January 1977	NLG 67 m	MMC 100.0%	NGL 111.7 m (1997) 61.2 m (1998) 2.4 m (1999)	10 (9)	Supervising European affiliates Supporting NedCar operations
Mitsubishi Motor Sales Europe B.V. (MMSE)	Douglassingel 1 1119MB Schipol-Rijk THE NETHERLANDS	April 1993	NLG 3.5 m	MME . . . . . 82.0% MCAE 18.0%	NGL 3,155.8 m (1997) 5,113 m (1998) 8,636.7 m (1999)	295 (33)	Marketing, sales and servicing of vehicles and parts
Mitsubishi Motor Marketing Research Europe GmbH (MMRE)	Schieterstein 11A 65439 Florsheim FEDERAL REPUBLIC OF GERMANY	April 1993	DEM 1 m	MME 100.0%	DEM 9.8 m (1997) 9.0 m (1998) 10.0 m (1999)	27 (6)	Supporting MMSE operations Marketing research Information gathering
Mitsubishi Motor R&D of Europe GmbH (MRDE)	Diamanststrasse 1 65468 Trebur FEDERAL REPUBLIC OF GERMANY	April 1993	DEM 1.5 m	MME 100.0%	DEM 30.4 m (1997) 26.4 m (1998) 26.0 m (1999)	63 (27)	R&D, design, testing, certification
Mitsubishi Motor Sales Denmark AS (MMSD)	Provestensvej 50 DK-3000 Helsingor, DENMARK	April 1990	DKK 66 m	MME 100.0%	DKK 572.0 m (1997) 586.3 m (1998) 749.0 m (1999)	59 (1)	Importing, marketing of automobiles
MMC Automoviles Espana SA. (MMCE)	Mania Tubau, 7-Torre A, Planta 4a Ctra Fuencarral-Alcobendas, km 12220 28050 Madrid, SPAIN	July 1992	ESP 200 m	MME . . . . . 50.0% MCAE . . . . . 25.0% Local 25.0%	ESP 35,372 m (1997) 45,455 m (1998) 85,214 m (1999)	108 (1)	Importing, marketing of automobiles
Mitsubishi Motor Parts Sales of Gulf Fze (MMGF)	Jebel Ali Free Zone, Plot No. BO37R03 P.O. Box 17185 Dubai, U.A.E.	August 1995 (Started operations in Jan. 1997)	UAD 10m	MMC 100.0%	UAD 4,156 m (1997) 177.0 m (1998) JPY 6,844.3 m (1999)	52 (3)	Sales of spare parts
Mitsubishi Motors New Zealand Ltd. (MMNZ)	Todd Park, Heriot Drive Porirua, New Zealand	May 1987	NZD 38.2 m	MMC . . . . . 100.0% (MHNZ)	NZD 324.9 m (1997) 291.0 m (1998) 324.0 m (1999)	65 (2)	Importing, marketing of automobiles (Lancer, Galant, Chariot, Delica, Pajero; Canter and Fuso trucks)

Employee figures in parentheses indicate number of Japanese employees.

VII International Sales

1. Sales in United States

■ Vehicles manufactured by MMC

Sales channel	Model	Japan market name	1995	1996	1997	1998	1999
❍ Mitsubishi Motor Sales of America, Inc. (MMSA)	3000 GT	GTO	10,430	8,317	6,086	4,164	3,419
	Diamante	Diamante	9,061	1,597	18	—	—
	Galant	Galant	6,806	3,174	19	—	—
	EXPO	Chariot	9	2	1	—	—
	EXPO LRV	RVR	3,752	—	—	—	—
	Mirage	Mirage	42,902	31,337	31,717	33,072	47,136
	Montero	Pajero	17,747	12,083	6,915	4,120	5,115
	Montero Sport	Challenger	—	232	31,659	38,439	59,007
	Passenger car total		90,707	56,742	76,415	79,795	114,677
	Mighty Max	Strada	5,045	81	207	—	—
	Montero	Pajero	—	—	—	—	—
	Van	Delica	—	—	—	—	—
	Light commercial vehicle total		5,045	81	207	—	—
	MMSA channel total		95,752	56,823	76,622	79,795	114,677
❍ DaimlerChrysler (Chrysler Group)	Stealth	GTO	4,111	1,137	—	—	—
	Colt Vista	Chariot / RVR	4,550	1,335	—	—	—
	Colt / Summit	Mirage	6,291	1,773	—	—	—
	Passenger car total		14,952	4,245	—	—	—
	Ram 50	Strada	—	—	—	—	—
	Light commercial vehicle total		—	—	—	—	—
	Chrysler channel total		14,952	4,245	—	—	—
❍ Mitsubishi Fuso Truck of America, Inc.	Fuso	Canter / Fuso	4,537	4,346	4,917	5,764	6,010
Grand total			115,241	65,414	81,539	85,559	120,687

■ Vehicles manufactured by Mitsubishi Motor Manufacturing of America

	Model	1995	1996	1997	1998	1999
❍ For MMSA	Eclipse	52,555	53,807	48,503	45,619	53,123
	Eclipse Spyder	—	9,309	10,066	12,336	8,751
	Mirage	—	—	—	—	—
	Galant	48,478	65,692	42,588	44,202	74,782
	MMSA channel total	101,033	128,808	101,157	102,157	136,656
❍ For DaimlerChrysler (Chrysler Group)	Laser / Talon	20,986	13,799	10,206	2,957	—
	Summit	—	—	—	—	—
	Avenger / Sebring	59,068	67,513	67,308	57,668	43,239
	Chrysler channel total	80,054	81,312	77,514	60,625	43,239

■ Vehicles manufactured by Mitsubishi Motors Australia

	Model	1995	1996	1997	1998	1999
❍ For MMSA	Diamante (Magna / Verda in Australia)	1,274	1,121	11,384	8,563	9,921

2. Sales in other world markets (cars and trucks)

■ Europe

(1,000 units)

	1995	Change	1996	Change	1997	Change	1998	Change	1999	Change
Germany	61.8	6%	65.5	6%	73.1	12%	65.4	– 11%	68.1	4%
The Netherlands	10.9	– 6%	13.7	26%	18.3	34%	19.8	8%	20.8	5%
U.K.	12.0	17%	17.7	48%	23.8	35%	23.5	– 1%	20.6	– 12%
Switzerland	8.8	4%	9.1	3%	10.5	15%	10.0	– 5%	9.3	– 7%
Austria	10.4	– 31%	11.3	9%	11.7	4%	9.9	– 15%	8.6	– 13%
Sweden	3.8	26%	4.8	26%	7.1	48%	8.0	13%	11.1	39%
Europe total	194.3	3%	227.8	17%	257.4	13%	285.7	11%	293.7	3%

■ Asia, ASEAN, Oceania

(1,000 units)

	1995	Change	1996	Change	1997	Change	1998	Change	1999	Change
Thailand	71.4	2%	74.8	5%	35.2	– 53%	15.8	– 55%	19.2	22%
Philippines	31.7	9%	36.5	15%	29.6	– 19%	19.3	– 35%	15.7	– 19%
Indonesia	73.7	24%	76.3	4%	70.1	– 8%	9.0	– 87%	24.4	171%
Malaysia	140.6	26%	176.1	25%	185.2	5%	86.5	– 53%	153.8	78%
Taiwan	103.8	– 12%	77.8	– 25%	101.1	30%	111.3	10%	101.8	– 9%
Australia	65.0	– 13%	61.1	– 6%	82.3	35%	84.1	2%	69.9	– 17%
New Zealand	10.2	– 14%	9.1	– 11%	7.9	– 14%	7.2	– 8%	7.4	3%

3. Major production units outside Japan

Mitsubishi Motor Manufacturing of America, Inc. (MMMA)

Head office

100 N. Mitsubishi Motor Way, Normal, Illinois 61761, USA

Corporate history

1985 April:	MMC signs memorandum with Chrysler on joint production of passenger cars in the United States.
1985 October:	Diamond Star Motors (DSM) incorporated as joint venture between MMC and Chrysler.
1988 September:	Production starts at DSM
1991 October	MMC takes over remainder of Chrysler DSM stock
1995 July:	Renamed Mitsubishi Motor Manufacturing of America, Inc. (MMMA)
1995 October:	Cumulative production volume tops one million

Corporate profile

President & CEO:	Hirao Iijima
COO:	Richard Gilligan
Capitalization:	USD 23.42 million
Shareholders:	Mitsubishi group companies, 100%
Employees:	3,100 (April 30, 2000)

Production facilities

Site area:	2.57 million sq. m.
Floor area:	190,000 sq. m.
Capacity:	240,000 units/year (2 shifts)
Features:	The MMMA plant is one of the most technologically advanced automotive plants in the world. At full capacity it is capable of producing 240,000 units annually. With its flexible manufacturing system, MMMA can produce six models from a single line. Some 600 industrial robots to achieve 90% automation in the welding line and 20% automation in the final assembly line. The company reached the one million vehicle production milestone in October 1995, in its tenth year of operation, and started production of the Mitsubishi Eclipse Spyder in December of the same year. The all-new Galant sedan was introduced on the US market in July 1998, the new Eclipse in May 1999 and the new Eclipse Spyder in January 2000.

Models in production

- Mitsubishi Galant, Eclipse, Eclipse Spyder
- Dodge Avenger & Chrysler Sebring (After full model change in July 2000, Dodge Avenger renamed Dodge Stratus)

Production volume

Model	1991	1992	1993	1994	1995	1996	1997	1998	1999
Galant	—	—	42,522	65,426	55,539	56,976	42,850	45,863	64,794
Eclipse, Laser, Talon	120,341	126,206	93,088	90,195	80,994	62,117	67,233	40,346	50,965
Eclipse Spyder	—	—	—	—	—	13,518	11,401	10,813	5,713
Mirage, Summit	33,165	13,950	—	—	—	—	—	—	—
Avenger, Sebring	—	—	—	14,697	81,974	60,402	67,539	60,342	40,727
Total	153,506	140,156	135,610	170,318	218,507	193,013	189,023	157,364	162,199

Sales volume

Model	1991	1992	1993	1994	1995	1996	1997	1998	1999
Mitsubishi Galant	—	—	18,351	65,656	48,478	65,692	42,588	44,202	74,782
Mitsubishi Eclipse	49,278	53,712	57,083	51,826	52,555	53,807	48,503	45,619	53,123
Eclipse Spyder	—	—	—	—	—	9,309	10,066	12,336	8,751
Mitsubishi Mirage	20,218	11,233	434	7	—	—	—	—	—
Dodge Avenger	—	—	—	4,846	34,521	35,752	31,943	24,084	17,658
Chrysler Sebring	—	—	—	—	24,547	31,761	35,365	33,584	25,581
Eagle Talon	29,853	29,813	27,331	27,250	20,789	13,799	10,206	2,957	—
Plymouth Laser	28,201	24,463	15,992	4,566	197	—	—	—	—
Eagle Summit	8,280	6,826	1,004	—	—	—	—	—	—
Total	135,830	126,047	120,195	154,151	181,087	210,120	178,671	162,782	179,895

Local content

- MMMA imports engines and transmissions from Japan, but the majority of other components are sourced locally. Local content is currently around 70%.

Netherlands Car B.V. (NedCar)

Head office

Dr. Hub van Doorneweg 1, 6121 RD Born, The Netherlands
P.O. Box 150, 6130 AD Sittard, The Netherlands

Corporate history

1991 August:	Mitsubishi Motors, Volvo Car Corporation of Sweden and the Dutch government sign agreement relating to establishing a passenger car production joint venture in the Netherlands.
1991 November:	Mitsubishi Motors and Volvo each acquire 33.3% of Volvo Car B.V. stock from the Dutch government.
1991 December:	NedCar joint venture incorporated.
1998 December:	Under the terms of the NedCar Stockholder Agreement, the Dutch government decided to sell its NedCar holding to MMC and VCC.
2000 March:	MMC announces it will exercise its option to buy out VCC holding in NedCar.

Corporate profile

Supervisory board:	Chairman, T. Ohinouye (advisor, MMC) with two members each from MMC and VCC
President:	Chris Dewulf
Exec. vice president	Kuniaki Taira
Capitalization:	NLG 550,950,000
Shareholders:	Mitsubishi companies. . . . . 50% MMC . . . . . 35% MIE . . . . . 15% Volvo Car Corporation. 50%
Employees:	5,588

Production facilities

Site area:	910,000sq. m.
Floor area:	330,000 sq. m.
Capacity:	280,000 units/year
Features:	NedCar employs the Mitsubishi Motors production system, tailored to local conditions, and encourages a constructive input of ideas on improvement from both Dutch and Japanese management. Principal features include: Two state-of-the-art transfer presses in the stamping shop; Flexible manufacturing system assembly line in the welding shop; Use of water-based paints in the paint shop; An automated final assembly line.

European production base

Mitsubishi Motors chose the Netherlands as its European production hub because: It offers an excellent labor environment, well-developed financial markets, good access to automobile markets in Europe, the ready availability of competitive parts and components, excellent transport facilities, and the fact that English is widely understood; and, Mitsubishi Motors and Volvo share a similar philosophy regarding quality and automobile building, and Volvo already had a factory in the Netherlands.

Models in production

- Mitsubishi Carisma — 5-door hatchback and 4-door sedan, developed for the European market. Powered by 1.8-liter GDI and 1.6-liter gasoline, and 1.9-liter diesel engines, mated to either INVECS-II 4-speed automatic or 5-speed manual transmissions.
- Mitsubishi Spacestar — High space-utility in compact dimensions. Powered by Mitsubishi 1.8-liter GDI or 1.3-liter gasoline and 1.9-liter diesel (Renault) engines, mated to either INVECS -II 4-speed automatic or 5-speed manual transmission.
- Volvo S40, V40 — 4-door sedan and hatchback models for Volvo Car Corporation.

Mitsubishi and Volvo brand models are produced on the same assembly line using a common platform developed by Mitsubishi Motors. The two brands are given their individual identities principally by means of styling. Commonality of parts is practiced as far as possible to maximize production and cost efficiencies.

Production volume

Model	1994	1995	1996	1997	1998	1999
Mitsubishi Carisma	—	19,100	44,401	82,255	78,239	54,460
Mitsubishi Space Star	—	—	—	—	13,645	58,871
Volvo S40, V40	—	2,071	70,688	114,970	150,920	149,074
JV model sub-total	—	21,171	115,089	197,225	242,804	262,405
V400	92,059	99,037	30,001	—	—	—
Total	92,059	120,208	145,090	197,225	242,804	262,405

Local content

- Approximately 70%. In achieving this high local content, NedCar uses parts and components sourced from some 260 suppliers throughout Europe (80 in Germany, 50 in the Netherlands, 30 in France among others), including 1900cc diesel engines and 5-speed manual transmissions made by Renault.

Mitsubishi Trucks Europe(MTE)

- **Head office** Apartado 7, 2200 Tramagal, Portugal (150km north-east of Lisbon)
- **Corporate history**

1972:	Start of Canter and Fuso truck assembly and sales operations in Portugal.
1991:	Tramagauto assembly and manufacturing company established (100% owned by sales company, Mitsubishi Motors de Portugal).
1995:	Mitsubishi Motors Europe buys 96.5% of Tramagauto shares. Canter assembly and manufacturing operations consolidated at Tramagauto, which becomes the supply center for Europe.
1996:	Company renamed Mitsubishi Trucks Europe (MTE).

- **Corporate Profile**

Capitalization:	PTE 1.5 billion
Shareholders:	Mitsubishi Motors Europe B.V. . . . . 99% J. Rosa (Executive Vice President) 1%
Employees:	410

- **Production facilities**

Site area:	110,000 sq.m.
Floor area:	24,000 sq.m.

- **Models produced**
  - Canter light-duty truck (3.5 – 7.5 ton gvw)
- **Production volume**

1992	1993	1994	1995	1996	1997	1998	1999
9,074	8,577	6,920	7,176	5,597	7,256	9,210	11,405

- **Local content**
  - 50% for Canter

Perusahaan Otomobil Nasional Bhd. (PROTON)

- **Head office** HICOM Industrial Estate, Batu 3 P.O. Box 7100, 40198 Shah Alam, Selangor Darul Ehsan, Malaysia
- **Corporate history**

The automobile manufacturing company Proton and sales company Edaran Otomobil Nasional Berhad (EON) were incorporated when Prime Minister Dr Mahathir bin Mohamad launched the National Car Project as part of the Malaysian government's industrialization policy. Proton was inaugurated as a joint venture between the Heavy Industry Corporation of Malaysia (now HICOM Holdings Berhad), Mitsubishi Motors Corporation and Mitsubishi Corporation (MC). Proton shares were placed on the Malaysian stock exchange in March 1992. Beyond their equity participation in Proton, MMC and MC have provided wide-ranging support that extends to transfer of technology in the areas of development, design and production, factory construction, supply of parts and stationing of personnel.

1983	May:	HICOM, MMC and MC sign joint venture agreement
	August:	Construction work starts on factory
1985	July:	First Proton Saga passenger model rolls off assembly line
	September:	Saga launched on domestic market
1986	December:	Exports of Saga to Bangladesh start
1990	December:	New engine and transmission plant completed
1992	March:	Proton shares placed on Kuala Lumpur stock market
1994	April:	Casting foundry commissioned
1996	December:	Cumulative production tops one million vehicles

- **Corporate profile**

Capitalization:	MYD 543 million
Shareholders:	HICOM Holdings Bhd. . . . . 27.2% Khazanah Nasional Bhd* . . . . . 17.5% MMC . . . . . 8.0% MC . . . . . 8.0% Others (general public) . . . . . 39.3% (*Malaysian government investment company)
Employees:	5,662

❍ Production facilities

Site area: 942,000 sq.m. (incl. casting foundry 95,000 sq.m.)
Floor area: 435,000 sq.m. (incl. casting foundry 18,000 sq.m.)
Production capacity: 230,000 units/year (two shift)

❍ Local content

Local content: 85% (as at March 2000)
Locally-made parts: 4,556
Suppliers: 185

❍ Models in production

Model	Saga "Iswara""		Wira		Satrla	Putra	Perdana	Tiara (Citroën derivative)
Body type	4-door sedan	5-door hatchback	4-door sedan	5-door hatchback	3-door hatchback	2-door coupe	4-door sedan	5-door hatchback
Engine & transmission								1100cc, 5MT
	1300cc, 5MT	←	←	←	←			
	1500cc, 5MT	←	←	←	←			
	1500cc, 3AT	←	←	←	←			
			1600cc, 5MT	←	←			
			1600cc, 4AT	←	←			
			1800cc, 5MT	←		←		
			1800cc, 4AT	←				
							2000cc, 5MT	
							2000cc V6, 4AT 2000cc, 4AT	
			2000cc, 5MT (diesel)	←				
Built at	Proton	Proton	Proton	Proton	Proton & contract assemblers	Proton	Proton	Contract assemblers
Market	Domestic & export	Domestic & export	←	←	←	Domestic	←	←
Domestic distributor	EON	EON	EON	USPD	USPD	USPD	EON	USPD

❍ Production by Proton (Mitsubishi model derivatives)

	1993	1994	1995	1996	1997	1998	1999
Domestic	96,300	110,700	132,000	176,000	185,000	74,000	152,900
Export	21,800	16,500	23,000	22,000	28,000	18,000	17,800
Total	118,100	127,200	155,000	198,000	213,000	92,000	170,700

The above figures do not include 26,657 Tiara models produced 1996 thro' 1999

❍ Sales channels

	Edaran Otomobil Nasional Bhd. (EON)	Usahasama Proton-DRB Sdn. Bhd. (USPD)
Established	May 1984	November 1993
Capitalization	RM 226.8 million	RM 10 million
Shareholders	HICOM Holdings Bhd. . . . . 32.0% KPSB . . . . . 8.0% Jardine. . . . . 19.4% Khazanah Nasional Bhd . . . . . :7.0% Other 33.6%	DRB . . . . . 51.0% Proton . . . . . 30.0% Other 19.0%
Outlets	175	97
Models sold	Saga Iswara, Wira, Perdana,	Putra, Satria, Wira, Tiara

Sales volumes

Products, performance, quality, and prices that match market needs enable company to enjoy 60%-plus share of domestic passenger car market.

	1992	1993	1994	1995	1996	1997	1998	1999
Proton	81,677	94,722	111,292	140,647	176,100	185,220	86,476	150,622
Share	(66.5%)	(72.1%)	(71.0%)	(62.5%)	(63.9%)	(60.2%)	(62.8%)	(65.0%)
Total car demand	122,748	131,426	156,686	224,992	275,693	307,816	137,650	239,633

With the exception of the Tiara, Proton models have been developed from Mitsubishi base models.

Exports

Though exports were not a part of the National Car Project when originally conceived, Proton began exporting in small volumes to neighboring countries from the end of 1986. The company started to export to Britain in 1989, and began exports of left-hand drive models to continental Europe and other markets in 1994.

	1992	1993	1994	1995	1996	1997	1998	1999
Exports total	18,788	20,269	14,961	20,846	21,921	25,280	18,270	15,643
UK market (Incl)	(16,423)	(17,440)	(10,169)	(7,264)	(10,338)	(12,969)	(6,157)	(5,175)

Cumulative exports 1986 - 1992 were 60,212 (of which, 51,966 shipped to UK)

Mitsubishi Motors Australia, Ltd. (MMAL)

Head office

1284 South Road, Clovelly Park, Adelaide, South Australia, Australia

Corporate history

1916:	Started business as automobile manufacturer under the name of I.J. Richard & Sons Ltd.
1947:	Bought out by Chrysler Corp. of America. Name changed to Chrysler Dodge de Soto Distributors
1971:	Started assembly of Mitsubishi Galant model
1980 April:	Bought out by Mitsubishi Motors and Mitsubishi Corporation after acquiring all Chrysler shares. (Equity: MMC 49.8%, MC 49.8%, others 0.4%)
October:	Corporate name changed to Mitsubishi Motors Australia, Ltd.
1995:	MMC takes up whole of new share, bringing equity shares to MMC 60% and MC 40%
1996 September:	Start of exports of New Diamante to US
1997 April:	New Magna and Verda Wagon go on sale

Corporate profile

Capitalization:	AUD 106.92 million
Shareholders:	MMC . . . . . 60% MC 40%
Employees:	4,055

Production facilities

Plant	Tonsley	Lonsdale
Location	Adelaide	Adelaide
Site area (sq.m.)	701,600	297,000
Floor area (sq.m.)	174,000	53,600
Models / components produced	Magna, Magna Wagon Verada, Verada Wagon	Built-up engines (3.0 and 3.5-l V6) Engine components (cylinder blocks, heads, cam shafts)
Annual capacity	70,000 units	60,000 engines 440,000 cylinder blocks

Production overview

- Concern that the introduction of a new consumption tax in July 2000 would discourage consumer purchases from the middle of 1999 prompted car companies to launch aggressive sales campaigns. While failing to achieve the 808,000 unit record set in 1998, the campaigns did help the industry post total sales of 787,000 units, the second best year in Australian history.
- According to plan, MMAL switched over to imports of fully built-up Lancer, Mirage and Pajero models. The introduction of the Pajero special specification model into the lineup saw Pajero sales grow 20% over the previous year. However, impacted by sluggish sales of the built-in-Australia Magna and Verada models , MMAL posted overall volume of 69,900 units for 1999.

Sales of Magna and Verada models

	1995		1996		1997		1998		1999	
	Magna	Verada V6 Magna	Magna	Verada V6 Magna	Magna	Verada V6 Magna	Magna	Verada V6 Magna	Magna	Verada V6 Magna
Sedan	12,438	13,002	7,611	19,295	4,826	29,899	2,392	26,906	184	23,606
Wagon	4,181	3,594	2,598	2,883	1,090	5,193	707	5,839	123	4,326
Total	16,619	16,596	10,209	22,178	5,916	35,092	3,099	32,745	307	27,932
Share	25.8%	8.5%	19.7%	11.1%	12.0%	17.6%	6.0%	15.1%	0.7%	13.4%

Production of Magna and Verada sedans and station wagons

1991	1992	1993	1994	1995	1996	1997	1998	1999
29,074	36,714	52,521	47,859	39,728	43,235	58,920	47,296	34,883

Exports

- Mitsubishi Motors , used to ship the Diamante (Magna /Verada in Australia) model to most of its global markets from Japan. Today, the company produces this model at its Australian subsidiary MMAL, and ships to the United States and other world markets, with the exception of Japan.

Local content

- 75 – 80%

MMC Sittipol Co., Ltd. (MSC)

Head office

69-69 / 1-3 Mu11 Phaholyothin Road, Tambol Klongneung, Ampur Klongluang Phathumthanee 12120, Thailand

Corporate history

1961 May: Sittipol Motor Company (SMC) incorporated as sales company
1964 October: United Development Motor Industries Co., Ltd. (UDMI) assembly company incorporated
1965: MHI acquires 60% of UDMI stock
1973: MMC acquires 40% of SMC stock
1987 January: UDMI and SMC amalgamated into manufacturing and wholesale company. Local equity 52%, MMC 48%.
1997 July: MMC underwrites capital increase at holding company MHTC. Local equity 51%, MMC 49%.
1997 August: MMC acquires approximately 93% of stock held by the Lee Group

Corporate Profile

Capitalization: THB 834 million
Shareholders: MMC 46.23%
MHTC 52.04%
Lee Group. 1.73%
Employees 2,760

Production facilities:

	Lardkrabang Factory	Laemchabang Factory	
		No. 1 Plant	No. 2 Plant
Floor area (sq.m.)	10,800	27,000	42,000
Models in production	Heavy, medium, light trucks Large, medium and small buses	Lancer Galant	L200 (Strada)
Annual capacity	16,000	60,000	60,000
Address	No. 61 Moo 4 Lamplatiew District, Lardkrabang Industrial Estates, Bangkok, Thailand	199 Mu 3, Laemchabang Industrial Estates, Tambol Tongsukhla Amphor Sriracha, Cholburi, Thailand	

Sales & production volumes

	1994	1995	1996	1997	1998	1999
Sales						
Cars	25,315	18,006	20,918	9,309	3,303	4,049
Share (%)	16.3	11.0	12.1	7.0	7.1	6.1
Commercial vehicles	44,882	53,420	53,842	25,882	12,537	15,123
Share (%)	13.6	13.1	12.9	11.2	12.8	10.6
Total sales	70,197	71,426	74,760	35,191	15,840	19,172
Share (%)	14.4	12.5	12.7	9.7	11.0	8.8
Change (%)	0.1	21.8	4.7	– 53.0	– 55.0	21.0
Total demand	486,204	571,290	588,990	363,114	144,066	218,330
Production	76,557	78,151	87,672	78,413	65,341	77,857

Local content

Passenger cars	1-ton pickup truck		Trucks & buses
	Body	Engine	
54%	60%	52%	45%

Exports

- In June 1987, MSC and Chrysler of Canada entered a contract under which MSC began shipments of the Lancer sub-compact passenger car to Canada in January 1988. These ceased in 1994. MSC also started exports of 1-ton pickup trucks to Europe in 1992. Starting with the new model announced in November 1995, Mitsubishi pickup truck production for global markets has been concentrated at MSC. The Thai subsidiary began exporting pickup trucks to Europe and Australia in July 1996, and today supplies all world export markets, North America excluded.

	1988~93	1994	1995	1996	1997	1998	1999
Passenger cars	40,558	1,472	58	3	3	1,720	2,957
Commercial vehicles	8,807	5,910	6,031	12,555	40,069	59,023	57,682
Total	49,365	7,386	6,089	12,558	40,072	60,743	60,639

Lancer Evolution VI at 1999 Tokyo Motor Show

4. Global alliance partners

DaimlerChrysler

2000 March: MMC and DaimlerChrysler sign memorandum agreeing to form equity and operational alliance relating to passenger car operations. Main features include:

- Alliance to cover the design, development, production and distribution of passenger cars and light commercial vehicles;

DaimlerChrysler to acquire a 34% equity stake in MMC through purchase of new shares.

July: MMC and DaimlerChrysler sign formal alliance agreement.

Daimler Benz

1987 September: Mitsubishi Motors and Daimler Benz reach agreement over the following three areas:

- Mitsubishi Motors to sell Mercedes Benz passenger cars, commercial vehicles and certain bus models through its nationwide sales network in Japan;
- Two companies to embark on feasibility study regarding the production of Mitsubishi Motors commercial vehicles at Mercedes Benz production facilities in Europe;
- Two companies to consider the joint development of small commerical vehicles.

1989 January: Stern Chuo, first dealership handling MB passenger cars, opens for business in Tokyo.

April: Stuttgart Truck Bus Sales (STB) joint-venture sales company established by two companies.

1991 July: Fuso dealerships in Japan start selling MB commercial vehicles.

1993 November: Two companies reach agreement on venture to assemble and sell Mitsubishi 1-ton pickup truck in South Africa.

1994 April: Arrangement changed to allow Mitsubishi Motors to import, and to market, MB commercial vehicles directly from MBAG, in addition to STB.

November: Production of Colt 1-ton pickup truck starts at Mercedes Benz South Africa.

December: Colt 1-ton pickup goes on sale at Mercedes Benz South Africa dealerships.

1996 September: Mitsubishi Motors ceases sales of MB commercial vehicles in Japan. (Fuso takes over servicing and parts supply for MB commercial vehicles sold before September 1996).

Chrysler Corporation

1969 May: Mitsubishi Heavy Industries and Chrysler Corporation sign memorandum relating to an automobile joint venture.

1970 October: MMC and Chrysler sign United States Distribution Agreement.

1971 September: Chrysler completes first-stage capital payment of 15%.

1982 August: International Distribution Agreement with Chrysler comes to end.

1982 October: Mitsubishi Motor Sales of America, Inc. (MMSA) starts sales of STARION, CORDIA, TREDIA, 1-ton pickup truck and Montero.

1984 December: MMC signs agreement with Chrysler to supply V6 gasoline engines.

1985 October: MMC and Chrysler reach agreement on construction of passenger car factory in Bloomington Normal, Illinois and sign joint venture agreement establishing Diamond Star Motors Corporation (currently Mitsubishi Motor Manufacturing of America, MMMA).

1991 October: Mitsubishi group companies purchase all DSM shares held by Chrysler.

1993 July: Chrysler sells all remaining MMC shares.

1998 January: MMMA agrees with Chrysler to supply Chrysler with MMMA-built cars up to 2005 model year.

■ Chrysler shareholdings in MMC

	MMC paid-in capital (¥1,000)	MMC stock issued (shares)	Stock held by Chrysler & subsidiaries	% total	Remarks
1970 April	29,900,000	2,999,000	—	—	MMC established (MHI 100%)
1971 September	35,177,000	3,517,700	527,700	15.0	Chrysler invests through allocation to 3rd party
1985 June	35,177,000	703,540,000	140,708,000	20.0	MHI transfers 5% to Chrysler subsidiaries
1985 November	35,177,000	703,540,000	168,850,000	24.0	MHI transfers 5% to Chrysler
1988 December	65,077,450	773,894,000	168,850,000	21.82	MMC shares listed. 70,354,000 offered. Issue price ¥850, conversion value ¥425
1989 September	65,077,450	773,894,000	93,850,000	12.13	Chrysler & subsidiaries sell off 75m shares
1989 December	109,477,450	853,894,000	93,850,000	10.99	80m shares offered.Issue price ¥1,110 conversion value ¥555
1992 March – 1993 June	109,477,450	853,894,000	50,250,000 – 23,250,000	5.88 – 2.72	Chrysler sells shares
1993 July	109,477,450	853,894,000	—	—	Chrysler sells 23.25m shares on Japanese stock exchanges

Volvo

Passenger car operations

1991 May: The Dutch government, Mitsubishi Motors, Volvo Car Corporation of Sweden, Volvo Car B.V. sign a letter of intent regarding a joint venture, under which :

- VCC and MMC to produce a new passenger car model at a new joint venture in the Netherlands;
- The Dutch government to sell a portion of its shares in VCBV to MMC and to VCC, so that each party holds one third of the equity of the new joint venture;
- The new company to continue production of the Volvo passenger model currently produced at the factory, and to install a new assembly line for the production of a new model for Volvo and MMC. (Annual capacity of 200,000 units to be shared equally between the two brands.)

1991 August: Four parties sign official agreement, under which:

- New joint venture to be composed of a holding company, and a production and R&D company;
- New company to be called Netherlands Car B.V. (NedCar)

1991 December: NedCar incorporated. (See page 21)

1997 April: MMC and VCC reach agreement over MMC supplying VCC with the Mitsubishi GDI engine and manual transmission for the S40 and V40 Volvo passenger models produced at NedCar.

1998 December: Dutch government sells its NedCar holding to MMC and VCC

2000 March: MMC announces that it will exercise its option to buy out VCC holding in NedCar.

Commercial vehicle operations

1997 October: MMC and Volvo Truck Corporation reach agreement on three areas of cooperation:

- Light trucks: The Mitsubishi Canter light-duty truck (3.5 – 7.5 ton gvw), produced at Mitsubishi Trucks Europe in Portugal, to be sold bearing the Mitsubishi badge in Britain, France and Italy through the VTC sales network;
- Medium trucks: The two companies to embark on a feasibility study into the development and production of a medium-duty truck (7.5 – 18.0 ton gvw) for supply to both Mitsubishi Motors and VTC;
- Heavy trucks: The two companies to look at the possibility of using transmissions, rear axles and other VTC heavy-duty truck components in MMC trucks.

1999 October: MMC and AB Volvo exchange memorandum recording agreement on an equity and operational alliance in which:

- AB Volvo will acquire new shares to be issued by MMC and giving Volvo a five percent holding in MMC;
- MMC will set up a new company to which it will transfer its truck and bus development, production and sales operations, and in which AB Volvo will hold a 19.9% stake;
- MMC will purchase, from time to time, a maximum of five percent of outstanding AB Volvo shares from the market;
- The two companies will dispatch officers to the new company to be spun off by MMC and to AB Volvo's truck and bus subsidiary;
- MMC and AB Volvo will collaborate in a broad range of activities relating to commercial vehicles, and including development, production and sales.

1999 December: MMC and AB Volvo sign formal equity and operational alliance agreement.

2000 July: MMC sign Master Alliance Agreement on establishment of new Mitsubishi FUSO Truck & Bus Company

Hyundai Motor Co.

1973 September: MMC and Hyundai sign technical assistance agreement relating to 1200cc engine.

1981 October: Two companies sign technical assistance agreements covering: Engines and transaxles for front-drive cars, and know-how relating to construction of new passenger car factory

1982 April: MMC and Mitsubishi Corporation (MC) both make 5% capital investment in Hyundai.

May: MMC and MC increase equity stake to 7.5% each.

1988 August: Limited edition of Hyundai Excel passenger model goes on sale in Japan to mark the Seoul Olympic Games.

1989 December: Two companies sign agreement to jointly develop new Debonair model.

1990 March: MMC signs technical assistance agreement with Hyundai Precision relating to the Pajero.

1994 March: MMC signs technical assistance agreement with Hyundai Precision relating to the Chariot.

1999 April: MMC announces technical assistance agreement with Hyundai relating to V8 GDI engine.

1999 June: V8 GDI-powered Hyundai Equus model goes on sale in Korea.

Industrie Pininfarina SPA (IPF)

1997 January: MMC reaches following agreement with IPF regarding production of small SUV at IPF.

- IPF to start production of some 35,000 units a year in 1999
- New model to be launched in autumn of 1999 and sold through MMC sales channels in Europe

PSA Peugeot Citroën

1999 January: MMC and Peugeot sign agreement relating to supply of GDI engine technology.

China

1996 August: MMC, Mitsubishi Corporation and Malaysia China Investment Corporation (MCIC) Holdings Sdn. Bhd. sign agreement with Aviation Industries of China and China Aerospace Automotive Industry Group Corporation to establish joint venture enterprises for the development, production and sales of automotive engines. The agreement was signed in the presence of Chinese premiere Li Peng and Malaysian prime minister Dr Mahathir bin Mohamad in Beijing on 26 August.

■ Joint ventures established under Chinese government approvals

	Harbin Dong-An Mitsubishi Motors Engine Manufacturing Ltd. Co.	Shenyang Aerospace Mitsubishi Motors Engine Manufacturing Ltd.. Co.
Location	Harbin, Heilongjian province	Shenyang, Liaoning province
Established	4 September 1998	12 August 1997
Capitalization	Yuan 500 million (approx ¥8.0 billion)	Yuan 730 million (approx ¥10.3 billion)
Shareholders	Harbin Dong-an Engine Manufacturing Co.. . . . . 19.0% Harbin Aircraft Manufacturing Co. . . . . 15.0% MMC . . . . . 15.3% Mitsubishi Corporation . . . . . 5.7% MCIC Holdings Sdn. Bhd. . . . . 9.0% Harbin Dong-an Auto Engine Joint-Stock Ltd. 36.0%	China Aerospace Automotive Ind. Grp. Co. . . . . 30.0% Shenyang Construction Investment Co.. . . . . 21.0% MMC . . . . . 25.0% Mitsubishi Corporation . . . . . 9.3% MCIC Holdings Sdn. B7hd. 14.7%
Product lines	1300cc and 1500cc gasoline engines and transmissions	2000cc and 2400cc gasoline automobile engines and transmissions
Capacity	75,000 units / year	100,000 units / year

Montero Sports (US market model)

5. Expanding imports and local procurement

Mitsubishi Motors has always promoted its business in the spirit of international cooperation. As a member of the international community, and in view of the spate of alliances, mergers and other dramatic changes in the automobile industry, both in Japan and elsewhere, the company knows it must become even more international in its business practices. Mindful of these changes in its operating environment, the company is promoting teamwork with its alliance partners and at its production facilities outside Japan as it works to achieve yet higher levels of international cooperation and to coexist and prosper.

(1) Basic policy

- Company policy in this area is to further promote production and sales of automobiles in its local market countries, while maintaining exports of its products from Japan at a suitable level. At the same time as leveraging the advantages it enjoys in terms of procurement, cost and quality at its production centers outside Japan, the company exports from and imports to those countries in order to complement lineups and supplies of parts and components .
- In its local manufacturing operations, the company, as a rule, curbs to a minimum its exports of parts and components from Japan which distribution costs import duties make more costly, and gives priority to local procurement. Under its Best Global Sourcing policy, the company procures materials, parts and components – and transmissions included – from all over the world on the basis of a fair assessment of quality, price and delivery.
- At its affiliated companies overseas, the company encourages the employment and promotion of local personnel, works towards greater localization of the operation by promoting transfers of management, development, production and other technology and, at the same time, contributes to the development of the local industry.

(2) Promotion of local sourcing

- The company is committed to a further promotion of localization. In this it gives consideration to the conditions and national policy in individual countries and takes into account the competitiveness of suppliers outside Japan and the profitability of individual local operations.

(3) Expansion of imports

- Mitsubishi Motors Best Global Sourcing policy requires all purchasing activities to be conducted equitably and without discrimination as to country of origin. Directed by this policy, the company seeks from all parts of the world supplies of materials and parts that are competitive in terms of quality, price and delivery. The company encourages long-term business relationships with its component suppliers through the Design-In process, in which suppliers are invited to participate in the development of new parts and components from the earliest stage.

■ Mitsubishi Motors parts and materials imports *(¥billion)*

	1992FY	1993FY	1994FY	1995FY	1996FY	1997FY	1998FY	1999FY
Import amount	72.0	77.0	87.3	94.0	99.7	109.5	96.1	89.6

■ Local procurement and imports of U.S.-made parts *($million)*

	Local procurement	Imports	Total
1993FY	650	270	910
1994FY	1,400	380	1,780
1995FY	1,550	410	1,960
1996FY	1,570	370	1,940
1997FY	1,530	370	1,900
1998FY	1,460	330	1,790
1999FY	1,330	380	1,710

(4) Imported vehicle sales

■ Sales of imports in Japan

	1994FY	1995FY	1996FY	1997FY	1998FY	1999FY
Diamante Wagon	1,555	2,169	1,089	1,401	723	649
Eclipse	81	1,276	1,090	858	304	88
Carisma	—	—	2,597	3,763	1,775	195
Strada	—	—	—	498	318	44

- In Japan, Mitsubishi Motors also provides comprehensive and active support in building up sales networks and supplying sales know-how for imported vehicles made by Mercedes Benz and the company's other alliance partners outside Japan.

(5) Expansion of procurement from outside Japan

- In its procurement activities, both within and outside Japan, the company has clarified its policy of giving suppliers from all parts of the world equal opportunity. To promote this, the company has set up contact points in its purchasing departments to which proposals or applications to participate in Design-In may be addressed.
- In order to recruit more suppliers, the company regularly invites product presentations and is also sending out more fact-finding missions.
- The company has established a fair and competitive procurement environment, in which: the procedure for the selection of new suppliers is laid down; suppliers from both within and outside Japan are nominated as candidates in the

case of major components, this giving suppliers from outside Japan more opportunity to take part; and, which allows a comprehensive assessment of quality, price, stability of supply and other factors.

- To promote local procurement, the company has boosted the number of personnel stationed in the purchasing departments at its factories outside Japan, and sends out expert staff to assist and support local staff. Investigating on a regular basis the feasibility of using locally procured parts at its production facilities in Japan, the company is also working to increase its imports of parts and components.
- In the area of replacement parts and vehicle accessories, the company is boosting the procurement capabilities of its sales companies in the U.S, Europe and Australia, thereby expanding procurement of these items from local markets. It is also actively promoting imports of replacement parts and accessories into Japan.

(6) Development-related procurement and support

- In helping to expand procurement from outside Japan, the company goes further than inviting overseas suppliers to participate in Design-In activities in Japan. It has also set up a number of R&D companies outside Japan, including MRDA in the U.S., MRDE in Germany, and the R&D Department at NedCar in Holland, in order to promote development of new components overseas.

(7) Replacement parts and accessories

- The company has informed its dealers and service and repair companies that they are free to use parts other than original Mitsubishi parts.

Space Wagon (European market model)

VIII Safety

1. MMC and automotive safety

Mitsubishi Motors has, over the years, worked to achieve and maintain top-rated levels of vehicular safety performance in the industry to enable drivers of all abilities to enjoy the high performance of their vehicles safely and comfortably.

Mitsubishi vehicles incorporate a comprehensive array of advanced Active Safety systems that support the driver in unexpected situations or where the vehicle becomes difficult to control. These include: 4-wheel anti-lock braking, Fuzzy-shift 5-speed automatic transmission and Fuzzy Traction Control. Each system achieves dramatic improvements in vehicular performance, and under the central management of the INVECS-III intelligent control and the Active Stability Control management systems they combine to elevate driving fun and safety to new heights.

Mitsubishi vehicles also incorporate the latest in Passive Safety technology to mitigate and minimize damage and injury in the event of an accident. These include RISE crash energy-absorbing safety bodies, air bags, impact bars in the doors, and seatbelt pre-tensioners.

2. Safety-enhancing elements

The following table indicates Mitsubishi Motors' approach to improving vehicular safety. The company's R&D efforts in this field focus on the incorporation of individual safety elements in a well-balanced manner. MMC has also been an active participant in the Japanese Ministry of Transport's Advanced Safety Vehicle (ASV) project, the aim of which is to realize substantial improvements in safety by making vehicles smarter. The company will enter its latest ASV-2 models in the Smart Cruise 21 DEMO 2000 public testing session to be held towards the end of the year under the auspices of the Japanese Transport and Construction ministries.

MMC APPROACH TO VEHICULAR SAFETY

ACTIVE SAFETY	PASSIVE SAFETY
■ **Driving environment** • Optimum design of window surrounds to provide maximum visibility and of instruments for maximum readability • Optimum design of air conditioning, sound insulation and vibration proofing to ensure passenger comfort	■ **Occupant protection** • Energy-absorbing body structure and rigid survival cell • Passenger restraint systems
■ **Accident avoidance** • Good balance between speed, cornering, braking performance • Vehicle distance warning • ASV, VICS and other driver support systems	■ **Occupant rescue, escape** ■ **Pedestrian injury mitigation** • Minimizing number of, and use of collapsible, readily deformable, exterior projections ■ **Fire prevention** • Use of flame-retarding interior materials, prevention of fuel leaks and damage to fuel lines

3. Safety systems

(1) Principal safety systems common to Mitsubishi vehicles

■ Active safety

- Four wheel-drive
- Anti-lock braking
- Height-adjustable seats
- Rear-view camera
- Compound lens mirror
- Limited slip differential (LSD)
- Electronically controlled suspension (ECS)
- On-board navigation systems
- Non-fogging door mirror (heated)
- High-intensity discharge headlights
- Cornering lamps

■ Passive safety

- Belt-up warning device
- Impact bars in doors
- Enhanced impact-safety body (RISE)
- Energy-absorbing steering column
- Front seatbelt pre-tensioner
- SRS airbags
- Flame-retarding interior materials

(2) Mitsubishi passenger cars

■ Active safety

- Smart vehicle control system (INVECS)
- Traction control system (TCL)
- Four wheel-steering
- Automatic anti-dazzle rearview mirrors
- Smart cockpit system (MICS)
- Vehicle distance control (PDC)
- Lane departure warning
- Rearward distance monitor
- Fuzzy-control air conditioning
- Automatic headlight control
- Anti-trapping power windows and sunroof
- Low tire pressure warning system
- Active yaw control system (AYC)
- Active stability control system (ASC)
- Brake assist

■ Passive safety

- 3-point anchor rear seatbelts
- Roll-over fuel shutoff valve
- Crash door unlock

(3) Mitsubishi trucks & buses

- Large rear reflectors
- Fully adjustable seats
- Anti-spin regulator (ASR)
- Vehicle distance warning system
- Driver attention monitoring system (MDAS)
- Driver attention monitoring system with fragrance emission (MDAS-II)
- Multi-display and voice warning system (VOIS)
- Smart load monitoring System (MILS)
- Gradient easy start system (EZGO)
- Mechanical automatic transmission (INOMAT)
- Axle-load transfer system (MSD)
- linked to auxiliary braking
- Auto cruise control with vehicle distance control
- Left-turn audible warning system (dump trucks)
- Side guard bars
- Large reinforced rear bumper
- Elimination of seat back projections

IX The Environment

1. MMC and the environment

Mitsubishi Motors has always been active in addressing environmental issues. In August 1989, the company set up the internal Global Environmental Issues Project Team to heighten awareness among its employees about environmental issues and to promote a healthier and friendlier relationship between man, the automobile and our planet. In March 1993, the company set up the Mitsubishi Motors Environmental Council and formulated the Mitsubishi Motors Environmental Action Program in order to boost its efforts directed at addressing environmental issues.

In August 1999, the company made its pro-active policy towards the environment clearer when it replaced the Environmental Action Program with the Mitsubishi Motors Environmental Guidelines. Reflecting the spirit of the "Winning and retaining customer loyalty through excellence in product and service" corporate policy laid down in 1998, the Guidelines provide for a comprehensive response to the construction of a circulating-type economy and other new environmental aspects. In the Basic Policy section of the Guidelines, the company recognizes that the protection of the global environment is the most important issue facing mankind today and commits itself to on-going efforts to do so. In the Conduct Code section, the company sets the following as its environmental activity benchmarks: (1) Reduction of environmental loads; (2) On-going efforts to improve the environment; (3) Strict compliance with environmental regulations; (4) Encouraging the cooperation by all those connected with the company both in Japan and other countries; (5) Active disclosure of environment-related information.

To this end, the company is actively working to: reduce automotive fuel consumption and emissions; improve levels of recyclability; reduce energy use in its production activities; reduce in-plant waste to zero; rationalize its distribution activities; provide environmentally-related education to its employees and to inform consumers and others outside the company what it is doing to protect the environment.The Tokyo Plant gained ISO14001 certification in 1999, making all company plants compliant. The company will be extending this to related units both in and outside of Japan as it continues to promote conservation of the environment according to the philosophy outlined above.

2. MMC environmental guidelines

■ Basic Policy

MMC recognizes that protection and conservation of the global environment is the most important issue facing mankind today and as such makes the following undertakings:

(1) From a global viewpoint, the company is committed to reducing and minimizing any negative impact its corporate activities may have on the environment, these including: all development, procurement, production, sales, and after-sale servicing activities related to automobiles.

(2) As a good corporate citizen, the company is committed to acting to protect the environment of local communities.

■ Conduct code

(1) MMC will endeavor to protect the environment by forecasting and assessing the environmental impact of our products at all stages in their life cycle. Priority is given to the following areas:

- Prevention of global warming by reducing emissions of greenhouse gasses;
- Prevention of pollution by restricting emissions of substances harmful to the environment;
- Reduction of in-plant waste and maximizing efficient use of resources by promoting conservation of resources and recycling.

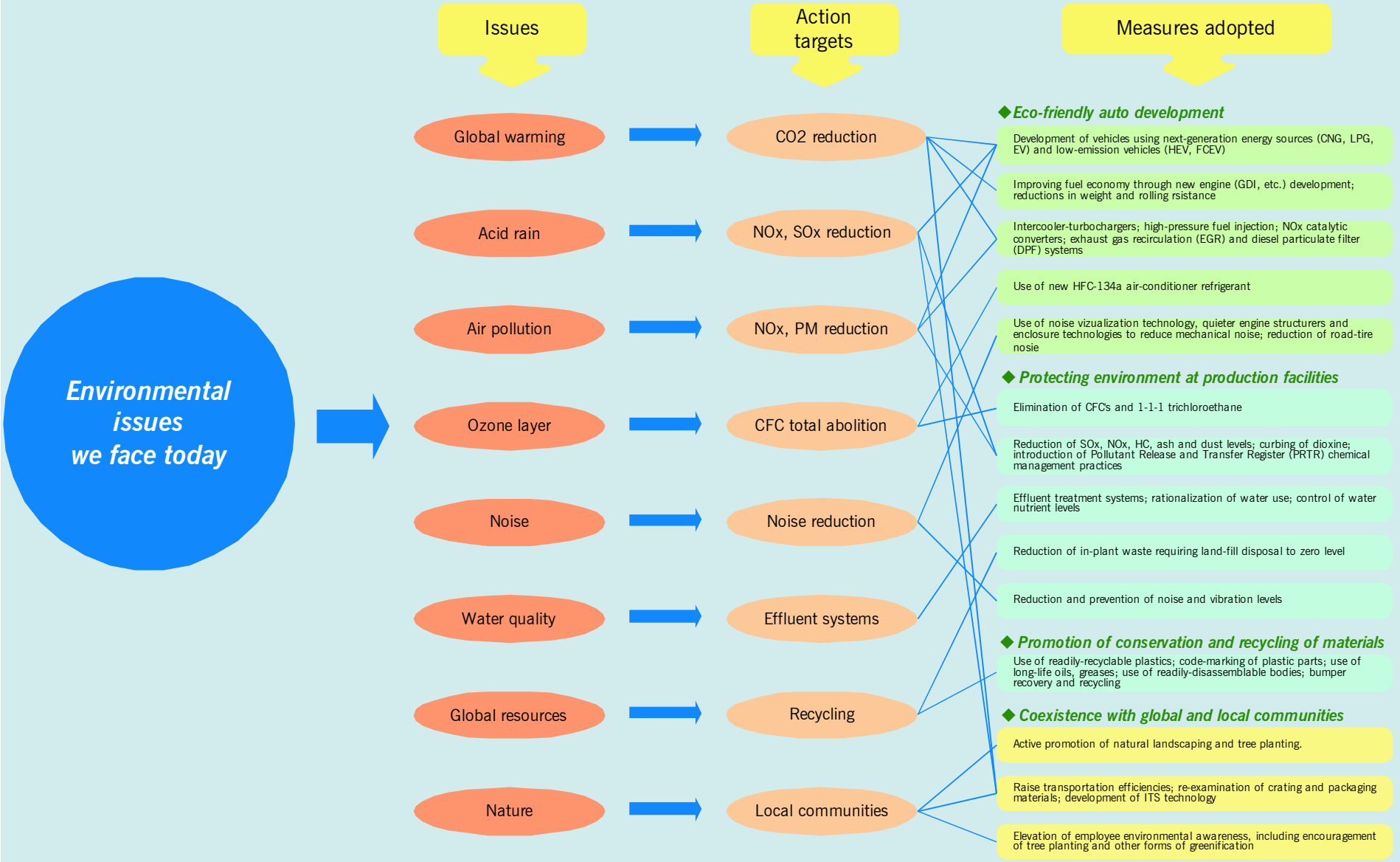
(2) MMC will endeavor to improve its environment management practices as part of ongoing efforts to ameliorate the environment.

(3) MMC will comply with environment regulations and agreements, and will work to protect the environment by establishing voluntary management targets.

(4) MMC will encourage its affiliates and clients both in Japan and other countries to cooperate in working to protect the environment.

(5) MMC will actively disclose environment-related information and will seek the understanding of local communities and of society at large.

3. MMC approach to environmental stewardship



4. MMC Environmental Council

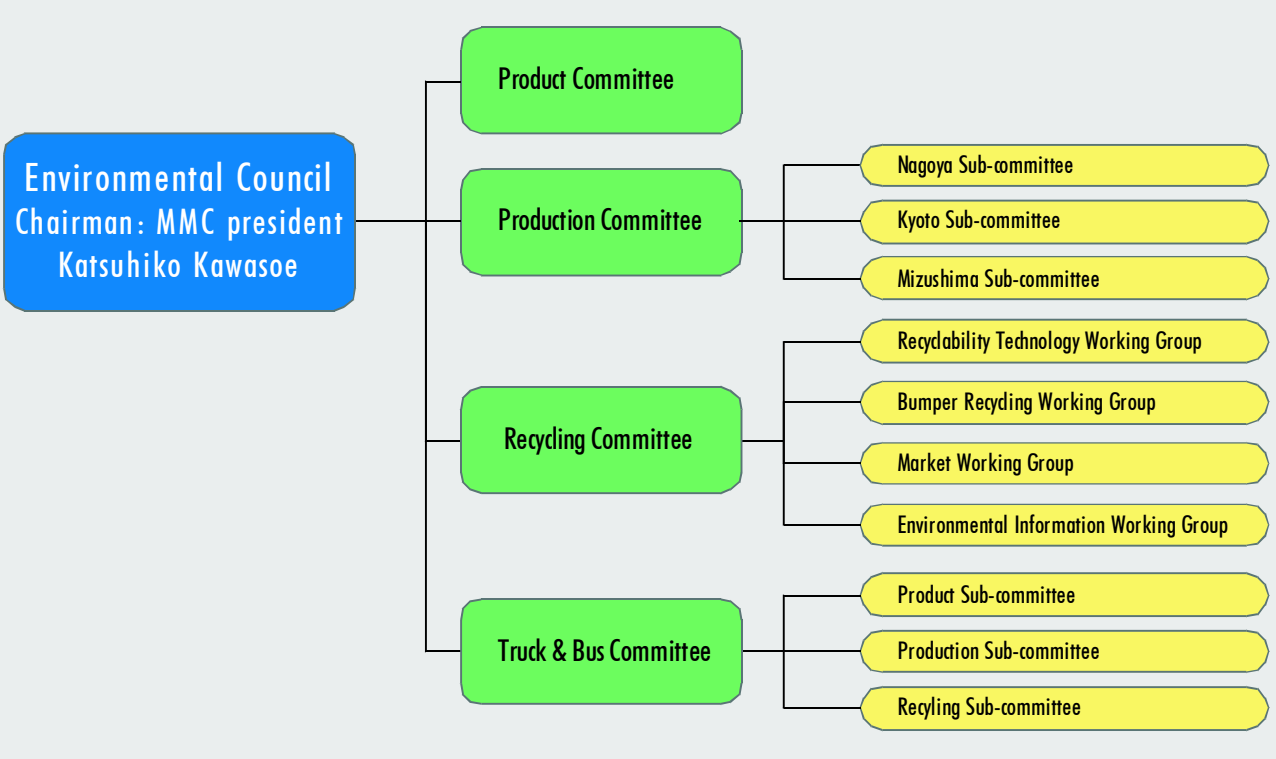
■ Organization and role

MMC established the Environmental Council in 1993. The Council's principal role is to establish corporate environmental policy, to deliberate and formulate individual programs in line with that policy and to oversee their implementation through its committees. In an on-going process, the Council monitors the implementation of the programs, evaluates the results achieved and, when it if deems necessary, requires the committees to correct or amend the programs.

With the conversion of the Truck & Bus division to "internal company" status in April 2000, a new Truck & Bus Committee was added to the Council to promote environmental activities in the company's commercial vehicle operations.

In June 2000, the Dismantling Technology Working Group that used to function under the Recycling Committee was upgraded to the Recyclability Improvement Working Group in order to boost the effectiveness of the company's recycling efforts.

In April 2000, the Environmental Affairs Department which was established as a full-time unit in May 1999 was replaced by the Environmental Technology Department, to which additional staff was allocated. The Department is responsible for setting the direction of corporate environmental activities and serves as secretariat to the Environmental Council and its committees.



5. Environmental measures adopted to date

Protection of ozone layer

❍ Recovery / recycling of fluron gas	• 1991: Start distribution of fluron gas recovery equipment to passenger car, truck and bus dealerships .
❍ Air conditioners	• 1992: Begin installation of air conditioners using fluron substitute, starting with revised GTO. Ceased use of designated CFC's during 1993 fiscal year. • 1995: Ceased use of 1.1.1-trichloroethylene. • 1998: Jointly develop with industries involved, and start nationwide introduction of system for recovering and destroying CFC's

Low-pollution vehicles

❍ Electric vehicles	• 1993: Develop Libero EV with Tokyo Electric Power Corp. and deliver to TEPCO and other companies. • Have supplied power companies and local authorities with some 160 EV minicars and public service buses • 1994: Launch Libero EV on Japanese market.
❍ Fuel cell electric vehicle (FCEV)	• 1998: Announce joint development of fuel cell with MHI with view to production in 2005.
❍ Natural gas vehicles	• 1994: Develop natural gas-fueled Canter. • Sales of CNG fueled light commercial minicars and compact cars, Canter trucks and large public service buses around 1,100 units. • Recognizing the promise CNG holds as an alternative fuel for the future as recoverable supplies increase and with its low CO_2 emissions, are pushing ahead with development of, and encouraging wide-spread use of, CNG engines
❍ Hybrid vehicles	• 1993: Develop ESR advance research vehicle. • 1994: Deliver 70 public service buses with regenerative braking to Public Transport Corp. • 1995: Supply CARB with hybrid production models using CNG as generator engine fuel for 3-year period. • 1995: Develop HEV model incorporating fruits of ESR research. • 1995: Develop hybrid Canter model. • Currently finalizing development of HEV model using GDI engine. • Exhibit Canter HEV overhead work truck at Low Pollution Vehicle Fair.

Low consumption vehicles

❍ MVV engine (Mitsubishi Vertical Vortex)	• 1991: MVV 1.5-liter 3-valve leanburn engine powers Mirage / Lancer series. • 1993: MVV 1.8-liter 4-valve leanburn engine powers Galant / Eterna series. • 1995: MVV 2.5-liter leanburn engine powers Diamante series. • 1998: Launch new-regulation minicars powered by MVV engine.
❍ GDI engine (Gasoline Direct Injection)	• 1995: Develop GDI engine in which gasoline is injected directly into cylinders to realize super-low consumption and higher power output. • 1999 - 2000: Launch models using GDI Sigma powertrain series (GDI+ASG, GDI+CVT, GDI+Turbo)

Recycling

❍ Marking	• 1991: Introduce code-marking of all plastic materials weighing over 100 grams to facilitate recycling.
❍ Bumpers	• All new models fitted with thermoplastic bumpers. • Developed technology enabling simple removal of paint from bumpers when recycling. • 1997: Started recovery of bumpers replaced on vehicles involved in accidents (Kanto, Chubu and Kansai regions) • Recovered 61,600 scrapped bumpers in 1999FY
❍ Paint	• Introduce powder-based paint for cylinder blocks (enabling recovery of paint that fails to adhere to block).

6. Significant achievements in environmental protection

1966	• Start development of electric vehicle with Tokyo Electric Power Company
1969	• Start development of gas turbine-powered vehicle
1979	• Start development of methanol-powered vehicle
1980	• MCA-JET engine receives Technology Award from The Japan Society of Mechanical Engineers
1981	• Effluent recycling facility installed at Maruko Plant
	• Oye Plant starts telemetering volume and COD of effluent discharged into Nagoya City system
1984	• 30-ton boiler converted to low-NOx specification (Kawasaki Plant)
1986	• Deodorization system installed in DISA line and casting shop at Mizushima Motor Vehicle Works
1987	• Shiga Plant receives Minister of Trade and Industry's Award for factory greenification
1989	• Diamond Star Motors (MMMA today) receives Environment Conservation Award from Industrial Development Society of America
1990	• Pre-stroke control fuel pump receives The Japan Society of Mechanical EngineersTechnology Award
1991	• Announce lean-burn MVV engine • Develop Lancer EV, precursor to Libero EV, with Tokyo Electric Power Company
1992	• Announce MIVEC modulated displacement engine
1993	• Formulate Mitsubishi Motors Environmental Action Program and set up Mitsubishi Motors Environmental Council • Develop Libero EV with Tokyo Electric Power Company, supply30 units to TEPCO and to Tokyo Metropolitan Government • Exhibit ESR hybrid-power system advance research passenger model at 30th Tokyo Motor Show
1994	• Develop system for removing paint from plastic parts • Launch city bus fitted with MBECS hybrid system • Launch Libero EV • Start test sales of methanol-fueled Canter light-duty truck • Start development of CNG-fueled Canter
1995	• Develop Gasoline Direct Injection (GDI) engine, which delivers ultra-fuel efficiency and more power than port-injection counterpart • Develop HEV hybrid sub-compact passenger car • Develop Canter HEV • Shiga Plant receives Prime Minister's Award for meritorious services in promoting greenification
1996	• Recycling Sub-committee added to Environmental Council • Launch first model powered by GDI engine
1997	• Company presented Directors Award, Prevention of Global Warming Division in the 1997 Environmental Agency Awards to Major Contributors to Environmental Preservation for the development and popularization of the GDI engine.
1999	• Company establishes Environment Department • Tokyo Plant gains ISO 14001 certification; all company production facilities now compliant • Company publishes its first Environmental Report
2000	• GDI engine production tops 800,000 units (June)

■ Full details of the MMC Environmental Report may be found at:

http://www.mitsubishi-motors.co.jp/ECO-E/

X MMC Group Companies

Company name	Paid-in capital (¥million)	MMC equity	Business lines
■ R&D			
Mitsubishi Automotive Engineering Co., Ltd.	450	100%	Engineering design, drafting and testing
MMC Computer Research, Ltd.	30	100%	Development work using computers
AVA Design Co., Ltd.	100	100%	Design and development of automobiles and accessories
MMC Test & Drive Corporation	50	100%	Durability road testing
■ Parts manufacture			
Mitsubishi Automotive Techno-Metal Co., Ltd.	1940	100%	Manufacture and machining of cast and forged parts
Ryowa Sheet Metal Processing Co., Ltd.	150	100%	Manufacture of sheet metal parts (doors, engine hoods, etc.)
Namba Press Works Co., Ltd.	150	20%	Manufacture of sheet metal
Suiryo Plastics Co., Ltd.	100	50%	Manufacture of plastic interior trim
Ryowa Syatai-Kogyo Co., Ltd.	149	99%	Manufacture of parts for large, small buses and commercial vehicles; customized buses
Heian Manufacturing Co., Ltd.	60	33%	Manufacture of oil pans and other sheet metal parts
Wako Industries Co., Ltd.	130	21%	Manufacture and sales of filters and filtering equipment
Fuso Tec Co., Ltd.	50	15%	Conversion, repair of automotive and industrial engines; manufacture, fitting of bodies
■ Assembly			
Mitsubishi Automotive Bus Manufacturing Co., Ltd.	6400	100%	Fitting of bus bodies
Pabco Co., Ltd.	600	100%	Fitting of cargo beds and van bodies
Pajero Manufacturing Co., Ltd.	610	66%	Assembly of Pajero vehicles; manufacture of molds and sheet metal parts
Mizushima Industries Co., Ltd.	64	44%	Automobile assembly; manufacture of customized vehicles; manufacture of auto parts
■ Sales support			
Mitsubishi Automotive Techno-Service Co., Ltd.	400	80%	Servicing of new models; rebuilding of diesel engines
Mitsubishi Auto Credit-Lease Corporation	960	43%	Auto sales financing; car rentals and leasing
Ralliart Inc.	54	100%	Auto sports
Ryoji Yohin Sales Co., Ltd.	20	100%	Sales of auto accessories and domestic electrical appliances
■ Education & training			
Jin Co., Ltd.	10	100%	Education / training consultancy for, gathering / supply of information on, human resources
Mitsubishi Motors Training Center Co., Ltd.	750	100%	Vehicle mechanic school; training for service mechanics in Japan and overseas

Company name	Paid-in capital (¥million)	MMC equity	Business lines
■ Transportation			
Rakusaikamotujidousha Corporation	30	40%	Transportation of engines, etc.
Fuso Transport Co., Ltd.	18	22%	Transportation of built-up vehicles and auto parts
Mitsubishi Automotive Logistics Co., Ltd.	300	75%	Transportation contractor for built-up vehicles in Japan and overseas shipments
■ Services, welfare facility management			
Ryoto Estec Co., Ltd.	70	100%	Welfare facility management; real estate transactions; civil engineering and construction; security services
Ryomei Estec Co., Ltd.	46	100%	Welfare facility management; real estate; civil engineering and construction; security services; gas stations
Ryokei Estec Co., Ltd.	138	100%	Welfare facility management; real estate; civil engineering and construction
Ryosui Estec Co., Ltd.	168	100%	Welfare facility management; real estate; civil engineering and construction; management of sports facilities
Leadtech Co., Ltd.	40	100%	Welfare facility management; real estate; civil engineering and construction; security services; travel agents
Kyoryosangyou Corporation	20	100%	In--plant transportation, crating, packaging
Suiryo Service Co., Ltd.	13	100%	Emergency and security services
Tomei Driving School Co., Ltd.	340	100%	Driving school
Meiryo Securities Co., Ltd.	10	100%	In-plant motor pool security
MMC International Corporation	40	100%	Imports and sales of parts; import and sales of general merchandise
Mizushima Kokusai Kaikan Co., Ltd.	135	47%	Hotel operations
MMC Insurance Service Co., Ltd.	10	100%	Life and non-life insurance agents
MMC IT Solution Co., Ltd.	100	100%	Computer system solutions; software design and development; computer processing outsourcing
MMC System Service Co., Ltd.	50	85%	Computer processing outsourcing; software design and development
Mitsubishi Motors Football Club Co., Ltd.	90	90%	Management and running of Urawa Reds soccer team
Ryomei Catering Co., Ltd.	10	100%	Factory and dormitory meal catering
Ryoin Co., Ltd.	1000	20%	Printing, production of video software, communication data processing

XI Milestones

- **1970**
  - Mitsubishi Motors Corporation incorporated; capitalized at ¥29,900 m, with 21,000 employees and Yuji Sato president.
  - US distribution agreement concluded with Chrysler.
  - Technical assistance agreement concluded with the China Motor of Taiwan.
  - Cumulative production of Minica series cars tops one million mark.
  - Galant GTO passenger car launched in Japan.
- **1971**
  - Distribution, trademark and technical assistance agreement concluded with Chrysler Australia Ltd. (CAL)
  - Chrysler acquires 15% equity interest in MMC. (Capital: ¥35,177 million)
  - Colt Galant passenger car launched through Chrysler dealers in North America.
- **1972**
  - Company acquires 15% equity interest in Chrysler Philippine.
- **1973**
  - Company establishes P.T.Mitsubishi Krama Yudha Motors and Manufacturing (MKM) of Indonesia with local Indonesian enterprise.
  - Tomio Kubo appointed company president.
  - Technical assistance agreement concluded with Hyundai Motor of Korea.
  - Lancer passenger model launched in Japan.
- **1974**
  - Mitsubishi vehicle sales start in Europe.
  - Cumulative production of Katsura-type industrial engines tops one million.
- **1975**
  - Technical assistance agreement concluded with United Development Motor Industries of Thailand (now called MMC Sittipol Co.).
  - Technical assistance agreement concluded with UNIVEX of Portugal (now called Mitsubishi Motors de Portugal).
- **1976**
  - Cumulative production of Galant passenger model tops one million.
  - Galant Σ and Galant Λ passenger models launched in Japan.
- **1977**
  - First Mitsubishi Galant Tournament (professional golf event) staged.
  - Construction of the Okazaki Plant of the Nagoya Motor Vehicle Works completed.
  - Liaison Office of Europe established in Rotterdam.
  - First Mirage Bowl (U.S. collegiate football game) staged in Tokyo.
  - Minica Ami 55 passenger model launched in Japan.
- **1978**
  - Car Plaza sales network commences operations in Japan with 109 dealers.
  - Mirage passenger model launched in Japan.
- **1979**
  - Tomio Kubo and Yoshitoshi Sone appointed chairman of the board and company president respectively.
  - Youth For Understanding Program (YFU) gets under way and the first party of American high school students visits Japan.
  - Cumulative exports of MMC vehicles exceed two million.
  - Cumulative sales of Fuso trucks and buses top one million.
  - Construction of the Shiga Plant of the Kyoto Works completed.
  - Lancer EX passenger model launched in Japan.
- **1980**
  - Construction of the Kitsuregawa Proving Ground completed.
  - Chrysler Australia renamed Mitsubishi Motors Australia Ltd. (MMAL)
  - Redesigned Galant Σ and Galant Λ passenger models launched in Japan.
- **1981**
  - New directors elected: chairman Tomio Kubo; president Teruo Tojo.
  - Cumulative production at the Tokyo Motor Vehicle Works tops one million.
  - United States Distribution Agreement revised.
  - Minica Aami L and Minica Econo passenger models launched in Japan.
  - Mitsubishi Motors Sales of America, Inc. (MMSA) established.
- **1982**
  - MMC and Mitsubishi Corporation make 10% equity participation in Hyundai Motor of Korea.
  - Test laboratory opened in Ann Arbor, Michigan, U.S.A.
  - New bus assembly plant commissioned at the Oye Plant of the Nagoya Motor Vehicle Works.
  - Cordia, Tredia, Starion and Pajero passenger models and Aero Bus large coach launched in Japan.

1983

- Malaysian national car project agreement formally concluded between HICOM (Malaysian Governmental Office), MMC and Mitsubishi Corporation.
- New board of directors elected: chairman Teruo Tojo; vice-chairman Toshihiro Tomabechi; president Toyoo Tateo.
- Chariot passenger model and The Great large truck launched in Japan.

1984

- Cypress Design Studio and Cypress Test Laboratory complex opened in Cypress, California.
- MMC merges with Mitsubishi Motor Sales Co., Ltd.
- New MMC officers elected: chairman Toshiharu Tanaka; president Toyoo Tate.

1985

- Mitsubishi Fuso truck of America, Inc.(MFTA) established.
- MMC and Mitsubishi Heavy Industries reach agreement with Chrysler over MMC ownership structure. MMC also reaches agreement with Chrysler on the establishment of a joint-venture automobile manufacturing company in the U.S.
- New company officers elected: chairman Yoshida Okano; president Toyoo Tate.
- Ceremonies held to mark line-off of the first Saga Malaysian national car, produced with MMC cooperation.
- Cumulative production of Galant passenger model tops three million.
- Diamond-Star Motors Corporation, a joint-venture with Chrysler Corporation, established.
- Pajero takes overall victory in the 7th Paris-Dakar Rally.

1986

- Debonair V luxury sedan launched in Japan.

1987

- Company purchases all shares in Todd Motors Corporation Ltd. and renames it Mitsubishi Motors New Zealand Ltd.
- Cumulative production of Fuso Canter light-duty trucks tops one million.
- New Galant and Mirage passenger models launched in Japan.
- New Galant named 1987-1988 Japan Car of the Year.

1988

- Company and Mercedes-Benz Japan jointly establish Stuttgart Auto Services, Inc. to sell Mercedes-Benz passenger cars in Japan.
- Mitsubishi Auto Credit-Lease Corporation incorporated.
- Company markets 150 Hyundai 1.5XL models, a special version of the Hyundai Excel, as a supporting program for the Seoul Olympics.
- Japan launch of the Magna Station Wagon 2600 built by Mitsubishi Motors Australia.
- Company signs letter of general understanding with Daimler-Benz on establishment of joint-venture company for importing and distributing Mercedes-Benz commercial vehicles in Japan.
- New Eterna 4-door sedan launched in Japan.
- Ceremonies held to celebrate start of operations at Diamond-Star Motors Corporation.
- Mirage 3-door hatchback and 4-door sedan presented 1988 Golden Steering Wheel award by West German motoring magazine.
- Company shares listed on first section of Tokyo, Osaka and Nagoya stock exchanges.
- New Lancer passenger model launched in Japan.

1989

- Mitsubishi Motors Truck Parts & Europe B.V. renamed Mitsubishi Motors Europe B.V.
- Mitsubishi Galant presented 1989 Import Car of the Year award by Motor Trend Magazine in the U.S.
- Cumulative automotive engine production at the Kyoto Works tops 15 million.
- Company shares listed on Sapporo, Niigata, Hiroshima and Fukuoka stock exchanges.
- Company announces incorporation of the Stuttgart Truck and Bus Sales Co., Ltd. to sell Mercedes-Benz commercial vehicles in Japan.
- Company announces it is to jointly develop with Suzuki Motors a small truck exclusively for the Indonesian market.
- New company officers elected: chairman T. Tate; vice-chairman K. Nakamura; president H. Nakamura.
- New Minica series launched in Japan.

1990

- Cumulative production of Mitsubishi 4-wheel vehicles reaches 20 million.
- Diamante, Galant and passenger models launched in Japan.
- Diamante/Galant presented 1990-91 Japan Car of the Year award.

1991

- Mitsubishi 3000GT (GTO in Japan) named 1991 Import Car of the Year by Motor Trend Magazine in the U.S.
- Colt T120SS model, jointly developed with Suzuki Motors, launched in Indonesia.
- Cumulative production of Mitsubishi mini-cars reaches five million.
- Company signs agreement with the Dutch State and Volvo Car Corp. to establish the Netherlands Car B.V. (NedCar) joint-venture company.
- Cumulative Japanese market sales of the Canter truck reach one million.
- Company purchases all Chrysler-owned shares in Diamond-Star Motors.
- Pajero presented with special award by the Japan Car of the Year Committee.

1992

- Cumulative sales of Proton Saga reach 300,000.
- INVECS fuzzy logic vehicle handling control system introduced in Japan.
- New Galant and passenger models launched in Japan.

- Libero and Libero Cargo models launched in Japan.
- New Fuso Fighter truck introduced in Japan (first model change in eight years).
- MIVEC (Mitsubishi Innovative Valve timing and lift Electronic Control System) engine introduced in Japan.
- Emeraude passenger model launched in Japan.
- DSM cumulative production reaches 500,000.
- Pajero presented Golden Steering Wheel award by German motoring magazine.
- Mitsubishi Motors Europe Design Studio inaugurated.

1993

- Company publishes Design-In and Creating Together guidelines for overseas parts suppliers.
- Libero EV electric vehicle developed.
- Mitsubishi Motors Europe B.V. restructured with establishment of Mitsubishi Motor Sales Europe (MMSE), Mitsubishi Motor Marketing Research Europe GmbH (MMRE) and Mitsubishi Motors R&D Europe GmbH (MRDE).
- New MMC officers elected: president Hirokazu Nakamura.
- Chrysler sells all its MMC shares.
- Company sets up Environmental Council.
- Inauguration of new plant at Mitsubishi Motors Bus Manufacturing.
- Cumulative production at Motor Vehicle Works tops 15 million.

1994

- Cumulative motor vehicle production since end of WWII tops 25 million.
- Cumulative engine production at Kyoto Works tops 25 million.
- Delica Space Gear launched in Japan.
- New Canter small truck launched in Japan.
- New Aero Queen II and Aero Queen III luxury coaches launched in Japan.
- Production of Mitsubishi Eclipse and Chrysler Talon sport specialty models starts at DSM.
- Vina Star Motors Corporation, a joint-venture between MMC, Mitsubishi Corporation, Proton and the Vietnamese state organization VIETRANSCIMEX, formed in Vietnam to assemble a Delica-based mini-bus.
- INVECS-II & Sport Mode Automatic Transmission developed.
- FTO sports model launched in Japan.
- FTO chosen 1994-95 Japan Car of the Year.
- FH, FK and FM truck models built by MMC and sold by Mitsubishi Fuso Truck of America, Inc. ranked the best cab-over trucks in the medium-duty category in the J.D. Powers and Associates 1994 Medium-Duty Customer Satisfaction Index (USA).
- Pajero Mini launched in Japan.
- The Great Z-Series large truck series – tailored to new gross vehicle weight regulations – launched in Japan.
- V6 2.5-liter MVV lean burn engine developed.

1995

- New Diamante passenger car series launched in Japan.
- Proton of Malaysia launched new Perdana passenger car model.
- The Great heavy truck added to 15 – 20 ton gvw truck series.
- Remodeled Fighter Mignon medium truck launched.
- Lancer Evolution II takes first and second places overall in 44th Swedish Rally.
- Company supplies two hybrid electric vehicles to the California Air Resource Board under a vehicle testing agreement.
- Ceremonies held to mark opening of Europe Parts Center.
- European-produced Mitsubishi Carisma passenger model launched in Europe.
- Ultra-efficient GDI (Gasoline Direct Injection) engine developed.
- New Mirage and Lancer passenger car series launched in Japan.
- Pajero Jr. sport utility launched in Japan.
- MSC launches new L200 Strada pickup truck in Thailand.
- NedCar Grand Opening Ceremony held.

1996

- Lancer Evolution III wins WRC Swedish Rally, WRC Safari Rally, WRC Rally Argentina, WRC Neste1000 Lakes Rally and WRC Rally Australia.
- MMAL launches new Magna passenger car series.
- Tama Design Center inaugurated.
- Mitsubishi Motors R&D of America, Inc. incorporated.
- Super Great heavy-duty truck series introduced.
- Challenger Sport utility series introduced in Japan.
- AYC and ASC all-wheel control system announced.
- Youth For Understanding (YFU) Dutch program inaugurated. First party of Dutch high school students visits Japan.
- Sign agreements with Chinese, Malaysian and Japanese partners to set up engine joint-venture in China.
- New Galant sports sedan and Legnum station wagon series powered by ultra-efficient GDI engine and featuring new AYC and AYS all-wheel control systems introduced.
- New Galant / Legnum series win 1996-97 Japanese Car of Year Award
- Carisma European-bred sedan launched in Japan.
- Stage 1 construction of Tokachi Proving Ground completed.

1997

- Pajero takes 1st, 2nd and 3rd, Challenger 4th place in Dakar-Agades-Dakar Rally.
- Sign small SUV production agreement with Industrie Pininfarina SpA (IPF) of Italy.
- Middle East Parts Center commissioned in Dubai.
- Engine and transmission cumulative production tops 50 million units at Kyoto Works
- V6 3.5-liter version of ultra-efficient GDI engine announced.
- Vina Star Motors commissions new factory in Vietnam.
- GDI-powered Pajero launched in Japan.
- Imports of New Strada produced by MSC in Thailand start.
- Pajero cumulative production tops 1.5 million units.
- GDI-powered Diamante series launched in Japan.
- GDI-powered Challenger series launched in Japan.
- GDI-powered Carisma launched in Europe.
- MMC and partners establish engine joint venture in China
- Freeca new concept multi-purpose model introduced in Taiwan
- GDI engine production tops 100,000 units
- MMC announces development of lithium ion battery for EVs
- New Rosa small bus introduced in Japan
- New Chariot Grandis series launched in Japan
- 32nd Tokyo Motor Show
- New RVR and RVR Sports Gear models introduced in Japan

1998

- New Lancer GSR Evolution V launched in Japan
- Mitsubishi SST concept model displayed at Detroit Motor Show
- GDI engine production tops 200,000 units
- Announces Global Standard Eco-engine
- Adventure new concept multi-purpose vehicle introduced in the Philippines
- Mitsubishi Space Star model unveiled at 67th Geneva Motor Show
- GDI engine receives "European Auto Innovation Award 98" sponsored by Auto Bild
- MMC develops small Direct Injection Diesel engine for SUVs
- GDI engine takes 1st place in German Auto Trophy 98 sponsored by Auto Zeitung
- MMC introduces new "Innovation in motion"corporate slogan
- Pajero iO model launched in Japan
- Pajero iO 5-door added to series in Japan
- New 2.4-liter GDI Galant and Legnum, 1.8-liter Aspire models introduced in Japan
- Toppo BJ, Minica and Pajero Mini new-regulation mini-cars introduced in Japan
- Lancer models assembled by Hindustan Motors Limited launched in India
- CNG-fueled New Aerostar public service bus series launched in Japan.
- MMC introduces revised codes of corporate conduct in Japan and at subsidiaries and affiliates outside Japan.
- MMC announces RM2001 mid-term management plan – blueprint for return to profitability by fiscal 2000.
- Nagoya Motor Vehicle Works gains ISO 14001 certification
- Production and sales of Canter truck and large bus models start in Egypt.
- GDI engine family grows to five with addition of new 1.5-liter unit.
- Mirage Dingo, first in brand-new Smart Utility Wagon series, launched in Japan.
- MMC announces development of Driver Support System, incorporating latest ITS features for safer operation.

1999

- Mitsubishi SSU concept model unveiled at North American International Auto Show held in Detroit.
- Minicab Van and Minicab Truck new-regulation light-commercial models launched in Japan.
- Lancer GSR Evolution VI launched in Japan.
- Toppo BJ Wide, Minica Townbee and Pajero Mini Duke models launched in Japan.
- MMC and Volvo Car Corporation each acquire half of Dutch government's holding in Netherlands Car B.V.
- Mitsubishi Pajero Pinin debuts at Geneva Motor Show.
- Kuda model launched in Indonesia, third Asian market to put the Dynamic Family Wagon strategic series on sale.
- MMC announces GDI Sigma Series powertrain.
- Townbox cab-over mini-wagon launched in Japan.
- 2000 Eclipse sports coupe unveiled at New York International Auto Show.
- GDI engine production tops 500,000 units (April).
- MMC spins off Business Information Systems Department as part of RM2001 organizational reforms.
- MMC announces Hyundai Motor Co. to use GDI technology in new V8 engine.
- MMC and AB Volvo enter equity and operational alliance

2000

- Cumulative production of GDI engines tops 800,000 units
- Dion, Proudia, Dignity and lancer Cedia models launched
- Kyoto Plant-Yagi CVT production facility commissioned
- MMC and DaimlerChrysler enter equity and operational alliance

Appendix

A: Production volume by Japanese automaker

Automaker	1992		1993		1994		1995		1996		1997		1998		1999	
	Volume	Share (%)	Volume	Share (%)	Volume	Share (%)	Volume	Share (%)	Volume	Share (%)	Volume	Share (%)	Volume	Share (%)	Volume	Share (%)
MMC	1,395,875	11.2	1,362,447	12.1	1,306,185	12.4	1,327,553	13.0	1,200,007	11.6	1,239,582	11.3	1,081,130	10.8	1,013,895	10.2
TOYOTA	3,931,341	31.5	3,561,750	31.7	3,508,456	33.2	3,171,277	31.1	3,410,060	33.0	3,502,046	31.9	3,165,805	31.5	3,118,226	31.5
NISSAN	2,117,664	16.9	1,811,591	16.1	1,558,121	14.8	1,713,982	16.8	1,610,542	15.6	1,725,631	15.7	1,551,813	15.4	1,385,142	14.0
MAZDA	1,281,050	10.2	1,029,128	9.2	985,821	9.3	771,450	7.6	773,567	7.5	869,009	7.9	838,179	8.3	781,491	7.9
ISUZU	473,278	3.8	397,793	3.6	376,788	3.6	346,723	3.4	331,248	3.2	359,700	3.3	309,946	3.1	260,956	2.6
HONDA	1,199,820	9.6	1,150,849	10.3	997,726	9.5	967,321	9.5	1,092,148	10.6	1,306,399	11.9	1,243,468	12.4	1,220,955	12.3
HINO	79,182	0.6	70,922	0.6	75,372	0.7	82,768	0.8	78,148	0.8	74,478	0.7	39,822	0.4	39,533	0.5
SUZUKI	844,411	6.8	796,661	7.1	777,643	7.4	862,290	8.5	847,702	8.2	866,330	7.9	807,452	8.0	909,340	9.2
DAIHATSU	610,342	4.9	560,320	5.0	482,242	4.6	477,323	4.7	535,673	5.2	552,947	5.0	556,100	5.5	661,596	6.7
FUJI	513,925	4.1	437,924	3.9	434,091	4.1	419,285	4.1	416,980	4.3	429,518	3.9	426,651	4.2	481,264	4.9
NISSAN DIESEL	51,946	0.4	47,765	0.4	51,280	0.5	55,226	0.5	49,231	0.5	48,989	0.4	29,034	0.3	22,622	0.2
OTHERS	450	0.0	395	0.0	295	0.0	338	0.0	388	0.0	458	0.0	392	0.0	456	0.0
TOTAL	12,499,284	100.0	11,227,545	100.0	10,554,119	100.0	10,195,536	100.0	10,345,786	100.0	10,975,087	100.0	10,049,792	100.0	9,895,476	100.0

Source: JAMA (Japanese Automobile Manufacturers Association)
Figures are on a calendar year basis

B: Production volume by vehicle type

Year	Vehicle Total			Passenger Cars			Trucks & Buses		
	MMC	Industry	Share (%)	MMC	Industry	Share (%)	MMC	Industry	Share (%)
1985	1,152,777	12,271,095	9.4	570,865	7,646,816	7.5	581,912	4,624,279	12.6
1986	1,177,975	12,259,817	9.6	578,642	7,809,809	7.4	599,333	4,450,008	13.5
1987	1,231,169	12,249,174	10.1	594,654	7,891,087	7.5	636,515	4,358,087	14.6
1988	1,261,409	12,699,807	9.9	639,890	8,198,400	7.8	621,519	4,501,407	13.8
1989	1,249,510	13,025,735	9.6	708,418	9,052,406	7.8	541,092	3,973,329	13.6
1990	1,332,938	13,486,796	9.9	833,265	9,947,972	8.4	499,673	3,538,824	14.1
1991	1,405,647	13,245,432	10.6	914,178	9,753,069	9.4	491,469	3,492,363	14.1
1992	1,395,875	12,499,284	11.2	939,590	9,378,694	10.0	456,285	3,120,590	14.6
1993	1,362,447	11,227,545	12.1	941,096	8,493,943	11.1	421,351	2,733,602	15.4
1994	1,306,185	10,554,119	12.4	891,274	7,801,317	11.4	414,911	2,752,802	15.1
1995	1,327,553	10,195,536	13.0	908,874	7,610,533	11.9	418,679	2,585,003	16.2
1996	1,200,007	10,346,699	11.6	782,588	7,864,676	10.0	417,419	2,482,023	16.8
1997	1,239,582	10,975,087	11.3	820,703	8,491,480	9.7	418,879	2,483,607	16.9
1998	1,081,130	10,049,447	10.8	747,937	8,055,763	9.3	333,193	1,993,684	16.7
1999	1,013,895	9,895,476	10.2	752,940	8,100,169	9.3	260,955	1,795,307	14.5

Source: JAMA

Figures are on a calendar year basis

C: Japan market sales by vehicle type

Year	Vehicle Total			Passenger Cars			Trucks & Buses		
	MMC	Industry	Share (%)	MMC	Industry	Share (%)	MMC	Industry	Share (%)
1985	520,819	5,556,834	9.4	168,292	3,104,083	5.4	352,527	2,452,751	14.4
1986	508,198	5,707,814	8.9	146,261	3,146,023	4.6	361,937	2,561,791	14.1
1987	551,027	6,018,399	9.2	158,330	3,274,800	4.8	392,697	2,743,599	14.3
1988	622,283	6,721,004	9.3	180,874	3,717,359	4.9	441,409	3,003,645	14.7
1989	665,191	7,256,673	9.2	232,978	4,403,749	5.3	432,213	2,852,924	15.1
1990	710,766	7,777,493	9.1	314,917	5,102,659	6.2	395,849	2,674,834	14.8
1991	754,706	7,524,759	10.0	336,705	4,868,233	6.9	418,001	2,656,526	15.7
1992	744,172	6,959,073	10.7	335,298	4,454,012	7.5	408,874	2,505,061	16.3
1993	717,732	6,467,279	11.1	357,596	4,199,451	8.5	360,136	2,267,828	15.9
1994	755,185	6,526,696	11.6	387,869	4,210,168	9.2	367,316	2,316,528	15.9
1995	819,952	6,865,034	11.9	453,584	4,443,906	10.2	366,368	2,421,128	15.1
1996	753,284	7,077,745	10.6	359,115	4,668,728	7.7	394,169	2,409,017	16.4
1997	678,882	6,725,026	10.1	344,928	4,492,006	7.7	333,954	2,233,020	15.0
1998	596,392	5,879,425	10.1	323,809	4,093,148	7.9	272,583	1,786,277	15.3
1999	584,169	5,861,216	10.0	324,603	4,154,084	7.8	259,566	1,707,132	15.2

Source: JAMA

Figures are on a calendar year basis

D: Exports by vehicle type

Year	Vehicle Total			Passenger Cars			Trucks & Buses		
	MMC	Industry	Share (%)	MMC	Industry	Share (%)	MMC	Industry	Share (%)
1985	635,258	6,730,472	9.4	376,719	4,426,762	8.5	258,539	2,303,710	11.2
1986	656,600	6,604,923	9.9	414,875	4,572,791	9.1	241,725	2,032,132	11.9
1987	664,638	6,304,925	10.5	395,380	4,507,714	8.8	269,258	1,797,211	15.0
1988	633,387	6,104,152	10.4	410,959	4,431,833	9.3	222,428	1,672,264	13.3
1989	585,034	5,883,903	10.0	407,325	4,403,060	9.3	177,709	1,480,843	12.0
1990	608,648	5,831,555	10.4	439,134	4,482,274	9.8	169,514	1,349,281	12.6
1991	627,669	5,753,387	10.9	457,232	4,452,233	10.3	170,437	1,301,154	13.1
1992	652,925	5,667,666	11.5	476,971	4,408,884	10.8	175,954	1,258,782	14.0
1993	637,242	5,017,761	12.7	473,466	3,910,674	12.1	163,776	1,107,072	14.8
1994	556,549	4,460,292	12.5	392,700	3,360,668	11.7	163,849	1,099,624	15.0
1995	506,155	3,790,778	11.3	347,728	2,896,217	12.0	158,427	894,561	17.7
1996	455,498	3,711,718	12.3	306,208	2,860,080	10.7	149,290	851,638	17.5
1997	551,626	4,553,204	12.1	390,881	3,578,699	10.9	160,745	974,505	16.5
1998	522,988	4,528,875	11.5	381,289	3,684,150	10.3	141,699	844,725	16.8
1999	430,998	4,408,953	9.8	348,627	3,757,460	9.3	82,371	651,493	12.6

Source: JAMA

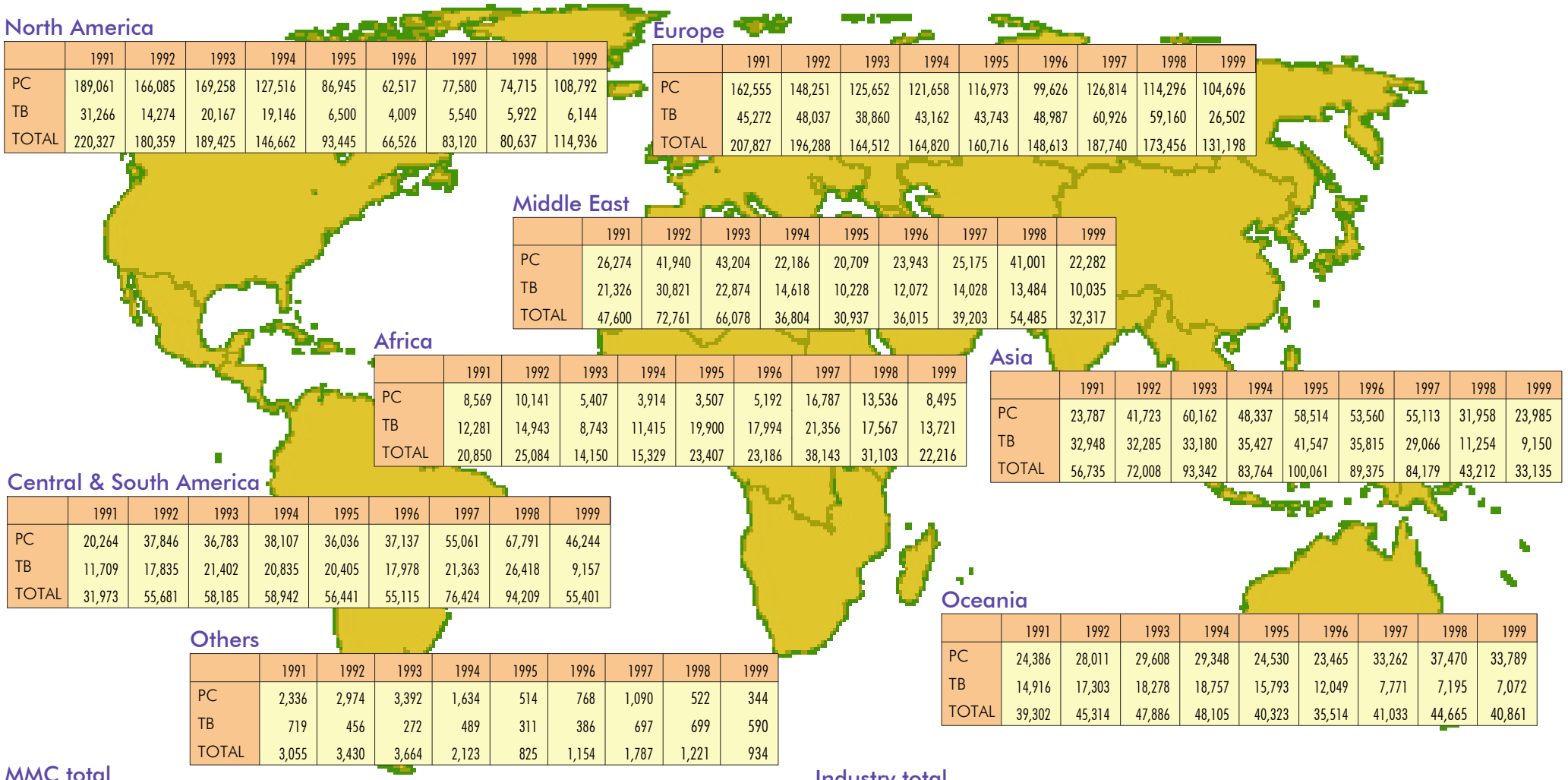
Figures are on a calendar year basis.

E: Export shipments by destination

Source: Figures are on a calendar year basis

PC=Passenger cars

TB=Trucks and buses



North America

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	189,061	166,085	169,258	127,516	86,945	62,517	77,580	74,715	108,792
TB	31,266	14,274	20,167	19,146	6,500	4,009	5,540	5,922	6,144
TOTAL	220,327	180,359	189,425	146,662	93,445	66,526	83,120	80,637	114,936

Europe

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	162,555	148,251	125,652	121,658	116,973	99,626	126,814	114,296	104,696
TB	45,272	48,037	38,860	43,162	43,743	48,987	60,926	59,160	26,502
TOTAL	207,827	196,288	164,512	164,820	160,716	148,613	187,740	173,456	131,198

Middle East

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	26,274	41,940	43,204	22,186	20,709	23,943	25,175	41,001	22,282
TB	21,326	30,821	22,874	14,618	10,228	12,072	14,028	13,484	10,035
TOTAL	47,600	72,761	66,078	36,804	30,937	36,015	39,203	54,485	32,317

Africa

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	8,569	10,141	5,407	3,914	3,507	5,192	16,787	13,536	8,495
TB	12,281	14,943	8,743	11,415	19,900	17,994	21,356	17,567	13,721
TOTAL	20,850	25,084	14,150	15,329	23,407	23,186	38,143	31,103	22,216

Asia

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	23,787	41,723	60,162	48,337	58,514	53,560	55,113	31,958	23,985
TB	32,948	32,285	33,180	35,427	41,547	35,815	29,066	11,254	9,150
TOTAL	56,735	72,008	93,342	83,764	100,061	89,375	84,179	43,212	33,135

Central & South America

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	20,264	37,846	36,783	38,107	36,036	37,137	55,061	67,791	46,244
TB	11,709	17,835	21,402	20,835	20,405	17,978	21,363	26,418	9,157
TOTAL	31,973	55,681	58,185	58,942	56,441	55,115	76,424	94,209	55,401

Oceania

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	24,386	28,011	29,608	29,348	24,530	23,465	33,262	37,470	33,789
TB	14,916	17,303	18,278	18,757	15,793	12,049	7,771	7,195	7,072
TOTAL	39,302	45,314	47,886	48,105	40,323	35,514	41,033	44,665	40,861

Others

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	2,336	2,974	3,392	1,634	514	768	1,090	522	344
TB	719	456	272	489	311	386	697	699	590
TOTAL	3,055	3,430	3,664	2,123	825	1,154	1,787	1,221	934

MMC total

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	457,232	476,971	473,466	392,700	347,728	306,208	390,882	381,289	348,627
TB	170,437	175,954	163,776	163,849	158,427	149,290	160,747	141,699	82,371
TOTAL	627,669	652,925	637,242	556,549	506,155	455,498	551,629	522,988	430,998

Industry total

	1991	1992	1993	1994	1995	1996	1997	1998	1999
PC	4,452,233	4,408,884	3,910,674	3,360,668	2,896,217	2,860,080	3,578,658	3,684,150	3,757,450
TB	1,301,154	1,258,782	1,107,087	1,099,624	894,561	851,374	974,510	844,725	651,493
TOTAL	5,753,387	5,667,666	5,017,761	4,460,292	3,790,778	3,711,454	4,553,168	4,528,875	4,408,943