

An Integral part of DaimlerChrysler

ダイムラー・クライスラーグループの一員として。

ダイムラー・クライスラー社のトラックグループには、3つの強力な車種ブランドがあり、グループの販売台数は、世界NO.1の約80万台に及びます。その中道を担うのが欧州市場を中心に活躍するメルセデス・ベンツ、北米市場を中心に活躍するフレイトライナー、そして日本・アジアを中心に活躍する三菱ふそうです。三菱ふそうはアジア地域を担う一員として、また高品質では小型トラックの開発・生産拠点として、さらに技術面ではハイブリット技術でプレゼンスを發揮し、ダイムラー・クライスラートラックグループの中でこれからも重要な役割を担っています。

MITSUBISHI FUSO is an integral part of DaimlerChrysler, the world's largest commercial vehicle manufacturer. As a member of the company's Truck Group, MITSUBISHI FUSO takes its place alongside Mercedes-Benz and Freightliner, two of the world's leading truck brands. MITSUBISHI FUSO plays a crucial role as the group's Asia pillar and center for light-duty trucks and hybrid technology, enabling a global leadership position in these areas.

Truck Group Division Day 2006

Harald Boelstler

President & CEO Mitsubishi Fuso Truck & Bus Corporation
- Mannheim, November 17, 2006 -

FUSO OWNS A COMPREHENSIVE TRUCK & BUS PRODUCT PORTFOLIO

Trucks

Canter (4x2,4x4,6x2)



Fighter (4x2,4x4,6x2,6x4)



Super Great (4x2,6x2,6x4,8x4)



Tractor



Buses

Rosa



Aero Midi



Aero Series



Aero Star



Specialty Vehicles



3.5

GVW (t)

7.5

18

26

40

FUSO HAS ESTABLISHED PRODUCTION AND R&D FACILITIES IN JAPAN...



Mitsubishi Fuso Bus Manufacturing Co. Ltd.

Production Facility: buses, aluminum truck bodies parts
Site Area: 176,857 m²
Floor Area: 51,929 m²
Employees: 700



Oye Bus Plant

Production Facility: light buses production
Site Area: 42,600 m²
Floor Area: 28,000 m²
Employees: 220



Nakatsu Plant

Production Facility: Cog wheel-related parts
Site Area: 35,700 m²
Floor Area: 17,400 m²
Employees: 180

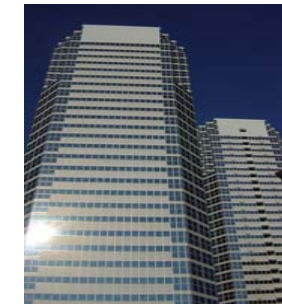
Kitsuregawa Proving Ground

R&D Facility: 14.4km test course
Site Area: 1,170,000 m²
Floor Area: 38,800 m²
Employees: 430



Shin-Kawasaki Head Office

Indirect Functions
Employees: 500
Officially from Jan 2007



Kawasaki Plant and R&D Center

Production Facility: Engine, transmission, heavy, medium and light-duty trucks
Site Area: 431,200 m²
Floor Area: 304,700 m²
Employees: 3,950



...WHICH ARE IN TURN SUPPORTED WORLDWIDE BY OPERATIONAL FACILITIES LOCATED GLOBALLY

United States MFTA

Import and sale of automobiles



Venezuela MAV

KD production of light trucks

Portugal MFTE

Manufacture and sale of automobiles and parts



Thailand MFTT

Import, manufacture and sale of automobiles and parts



Malaysia USF

KD production of heavy, medium and light trucks

Vietnam VSM

KD production of light trucks

Taiwan CMC

KD production of heavy, medium and light trucks

Taiwan MFT

KD production of heavy trucks

Philippines MMPC

KD production of heavy, medium and light trucks

Turkey TEMSA

Production of heavy buses
KD production of light trucks

Morocco AUTO HALL

KD production of heavy, medium and light trucks and heavy buses

Egypt GE

KD production of light trucks and heavy buses

Indonesia KRM

Production of heavy, medium and light trucks

Indonesia KTB and MKM

KTB: Distributor, MKM: Production of parts

Kenya SCM

KD production of heavy, medium and light trucks

South Africa DCSA

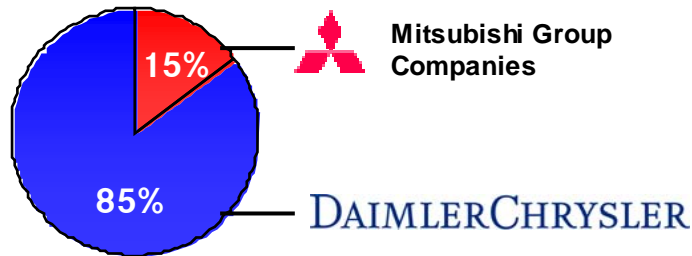
KD production of light trucks

1. **TEMSA**: Termomekanik Sanayi ve Ticaret A.S
2. **GE**: Ghabbour Egypt (Egyptian Motor Vehicles Manufacturing Company)
3. **SCM**: SIMBA COLT Motors Ltd
4. **DCSA**: DaimlerChrysler South Africa
5. **AUTO HALL**: AUTO HALL S.A
6. **CMC**: China Motor Corporation
7. **MFT**: 順益車輛股-有限公司
8. **VSM**: Vina Star Motors Corporation
9. **MMPC**: Mitsubishi Motors Philippines Corp.
10. **USF**: USF-HICOM (Malaysia) SDN. BHD
11. **KRM**: P.T. Krama Yudha Ratu Motor
12. **KTB**: P.T. Krama Yudha Tiga Berlian Motors
MKM: P.T. Mitsubishi Krama Yudha Motors and Manufacturing
13. **MAV**: MMC Automotriz, S.A

Note: KD: Knock-down (ie. Incomplete car kits to be assembled)

FUSO IS A DAIMLERCHRYSLER COMPANY WITH A HIGH SALES VOLUME IN INTERNATIONAL MARKETS

FUSO Ownership Structure

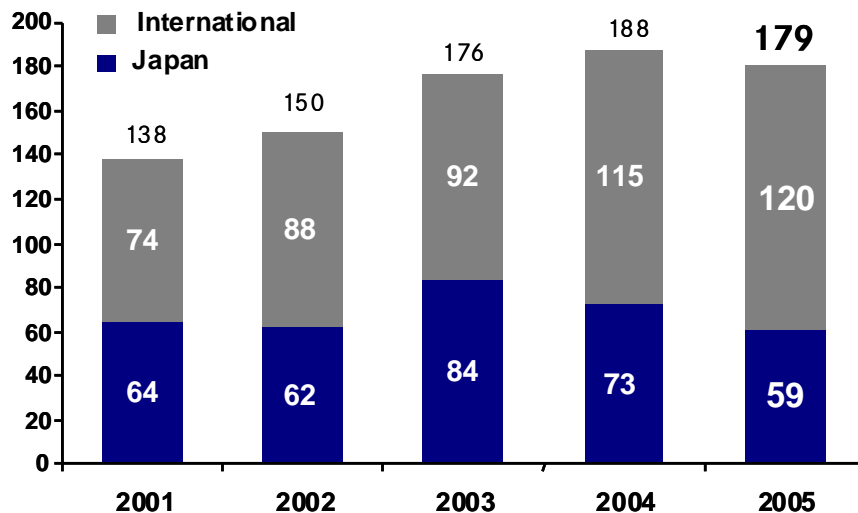


Basic Corporate Information

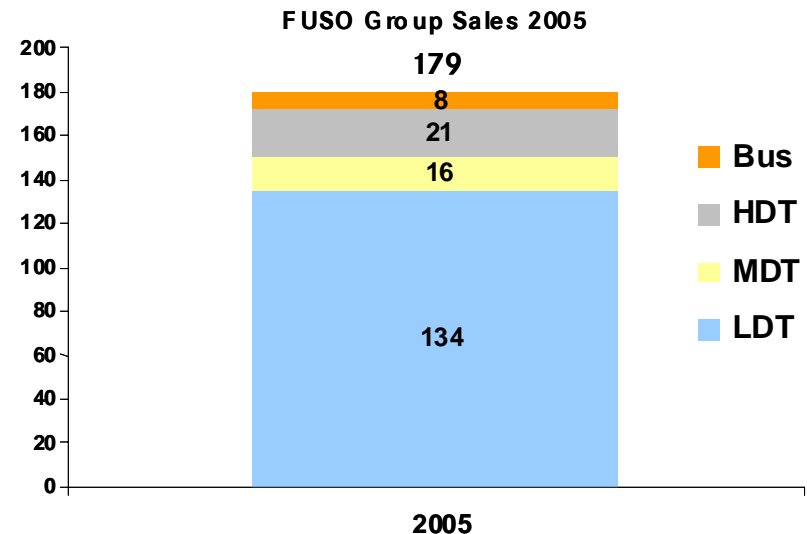
Capital: 20 billion yen

Employees: 15,200 (as of October 2006)

FUSO Group Sales Volume

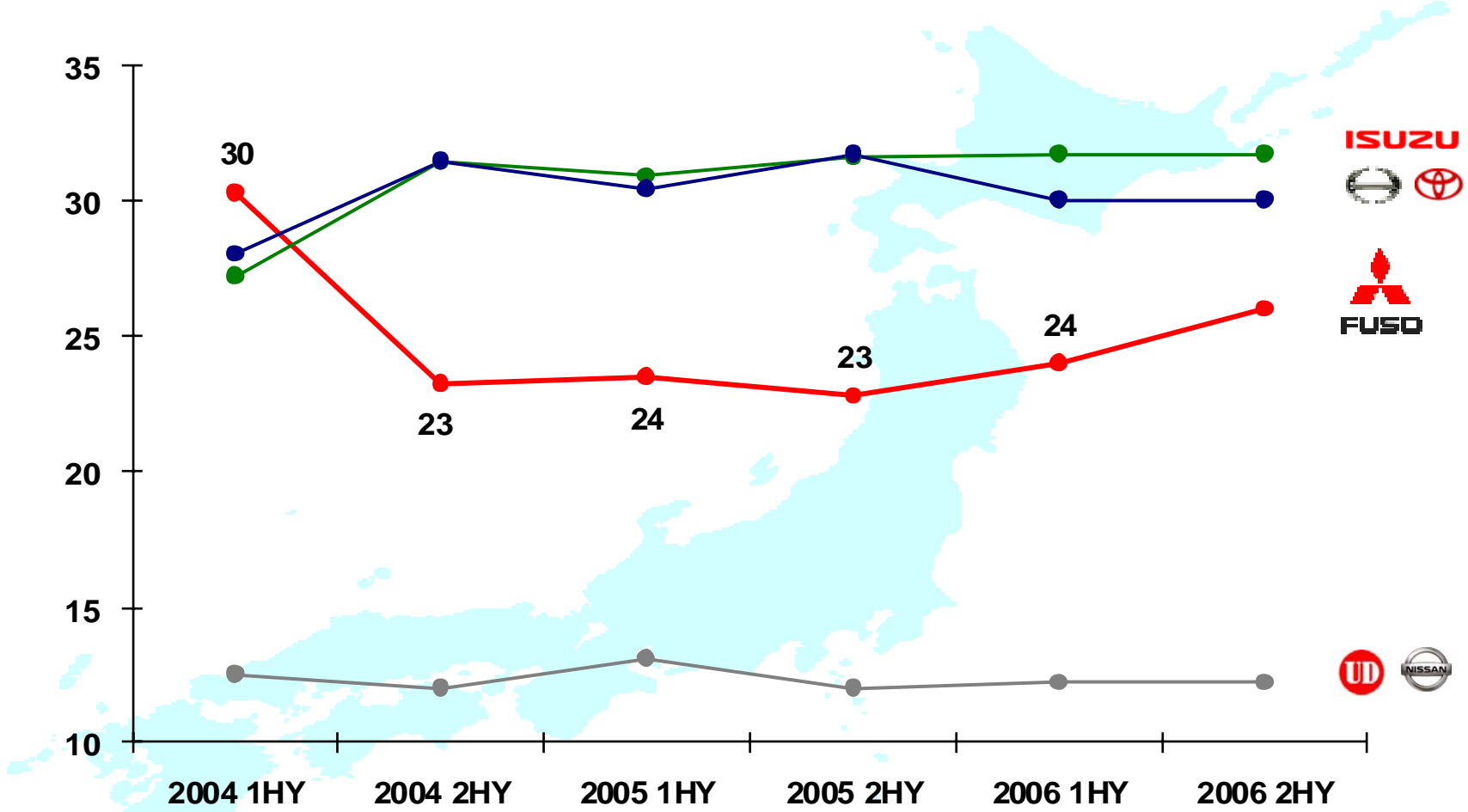


Group Sales Segment Distribution



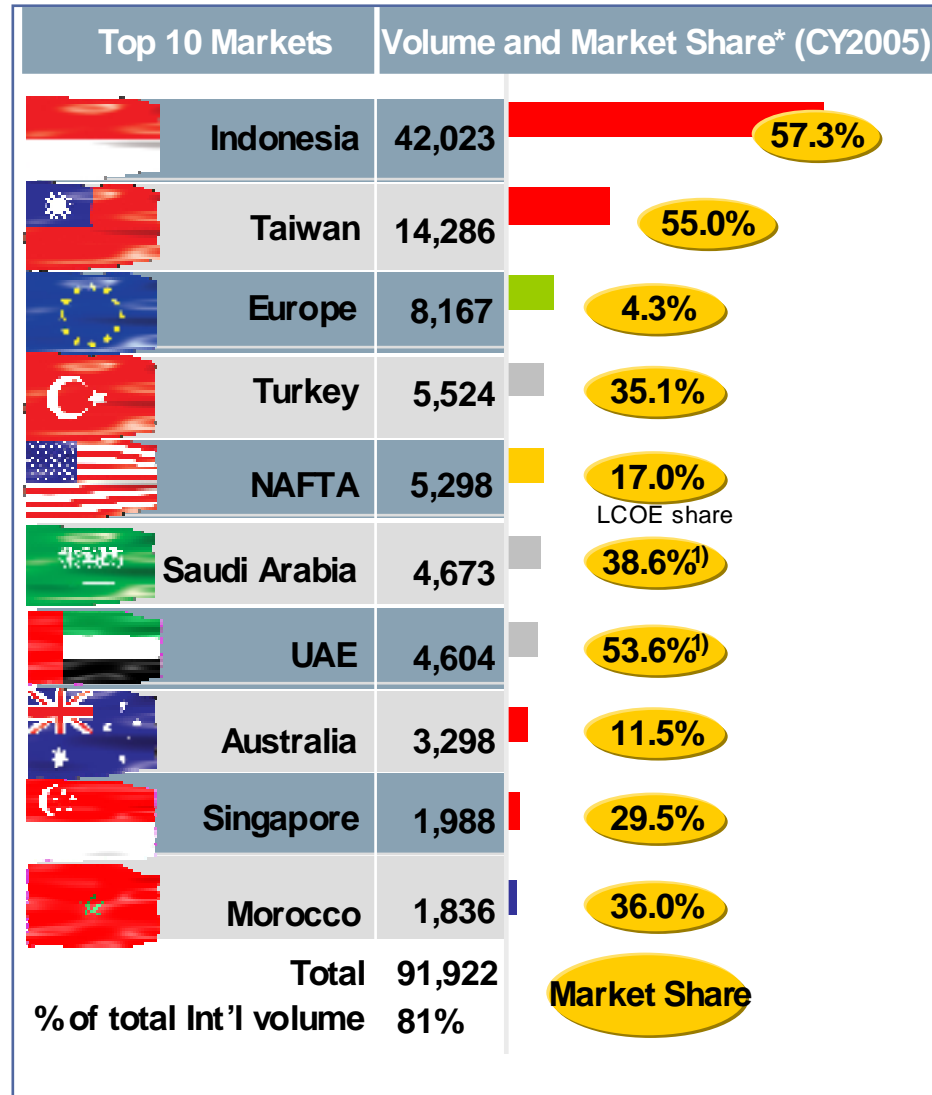
FUSO'S DOMESTIC MARKET SHARE IS RECOVERING FROM THE RAPID DECLINE DURING THE RECALL CRISIS

CY base



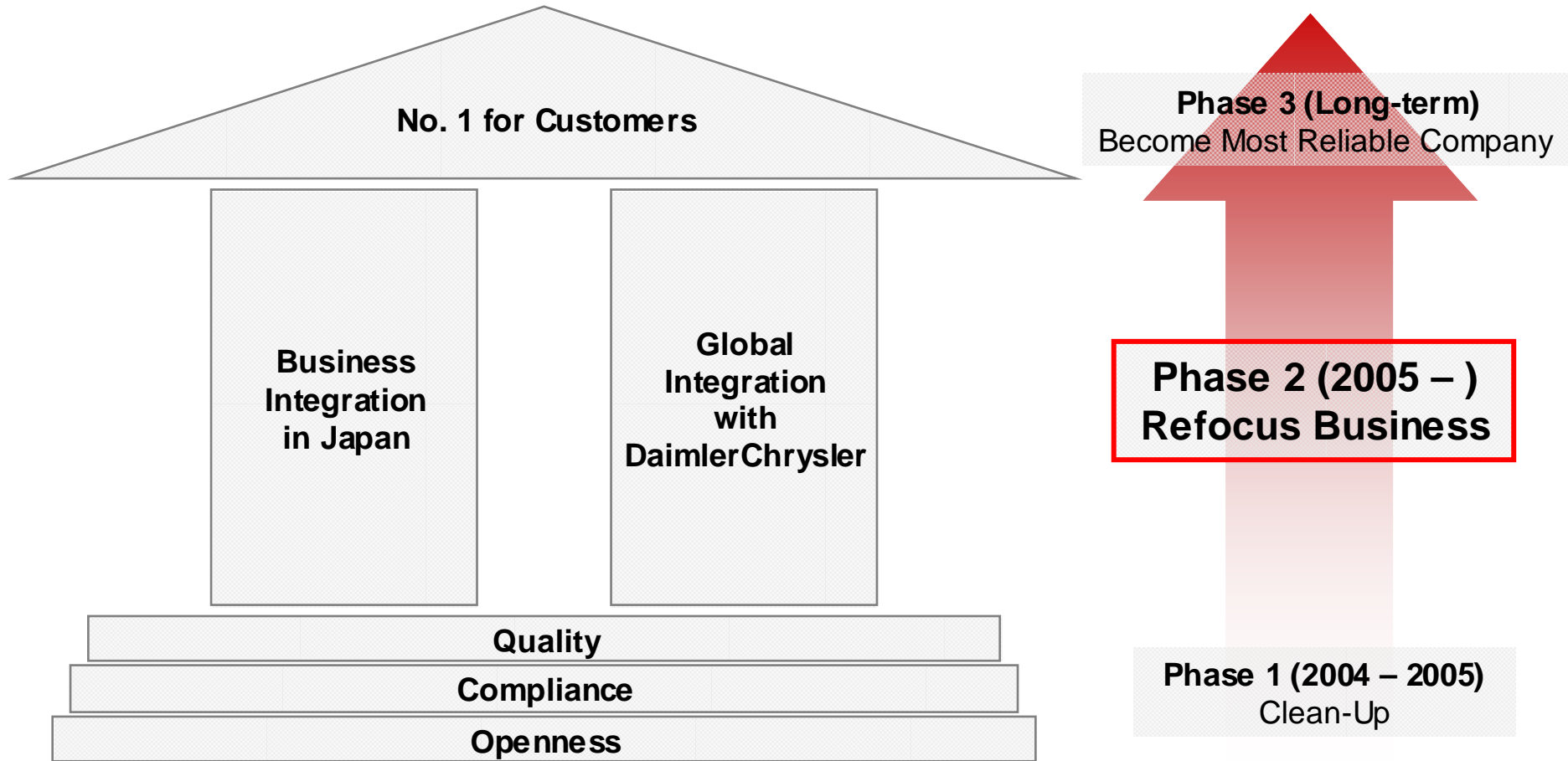
Note: Fuso market share 2006 2HY based on EA III and competitors based on Jul - Oct actual.

DESPITE INCREASING COMPETITION, FUSO KEEPS HIGH PRESENCE IN ITS KEY MARKET



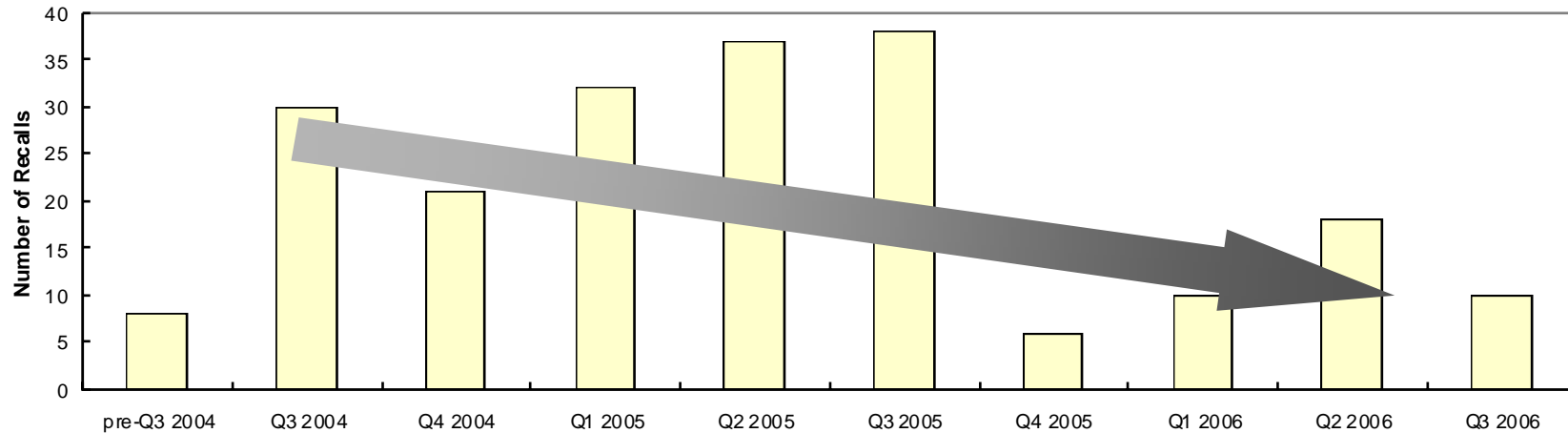
**FUSO IS CURRENTLY IN THE SECOND PHASE TO
“REFOCUS BUSINESS” AFTER RECALL CLEAN-UP**

GLOBAL EXCELLENCE



CLEAN-UP ACTIVITIES SETTLED BY 90% RECALL COMPLETION. NUMBER OF RECALLS DECREASING.

Number of Recalls Filed Per Quarter



October 2005

- ❑ Establishment of quality-dedicated functions
 - Supplier Quality Management
 - R&D Quality Management

March 2006

- ❑ Reacquisition of ISO9001

June 2006

- ❑ 90% Recall completion of old quality items

Ongoing...

- ❑ Technical solution of remaining quality items
- ❑ Improvement in line-, audit-quality

FUSO'S MAIN ACTIVITIES TO "REFOCUS BUSINESS" IN FRAMEWORK OF TRUCK GROUP GLOBAL EXCELLENCE



- Focus on Core Business
- Complexity Reduction

- Fuso Business Improvement Program

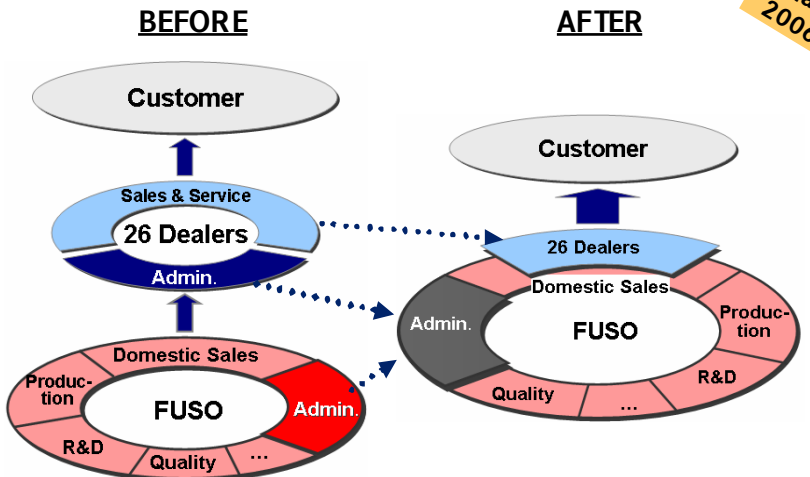
- Market Exploitation via DC Network

- Competence in Light-Duty Truck
- Lead in Truck Hybrid Technology

DOMESTIC BUSINESS FOCUS STRATEGY IMPLEMENTED

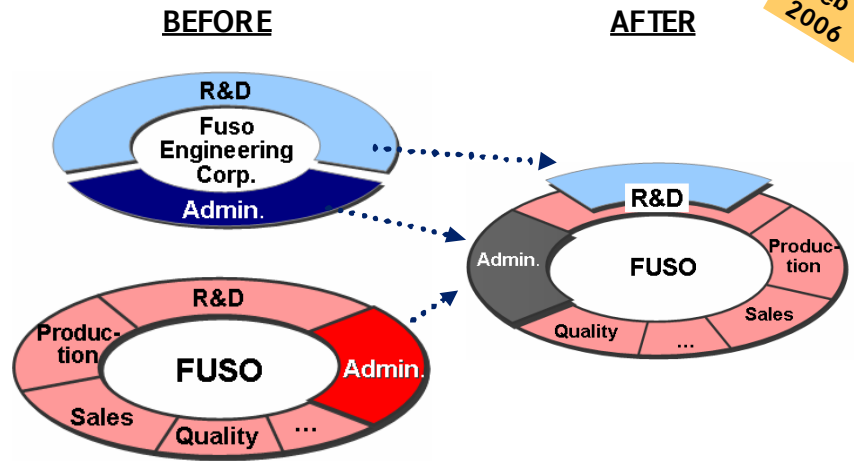
Domestic Dealer Integration

Mar 2006



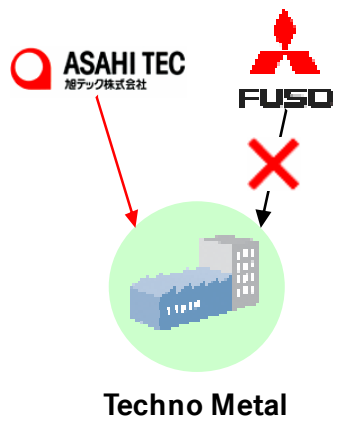
R&D Subsidiary Integration

Feb 2006



Foundry Subsidiary Divestment

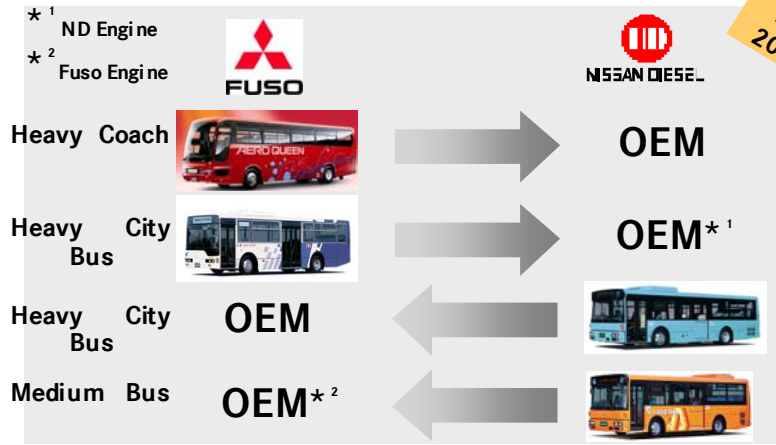
Feb 2006



- Mitsubishi Fuso Techno Metal - 790 employees
- Sale of MFTM share (66%) MFTM to Asahi Tech
- Remaining share (34%) to be sold in next 3 years

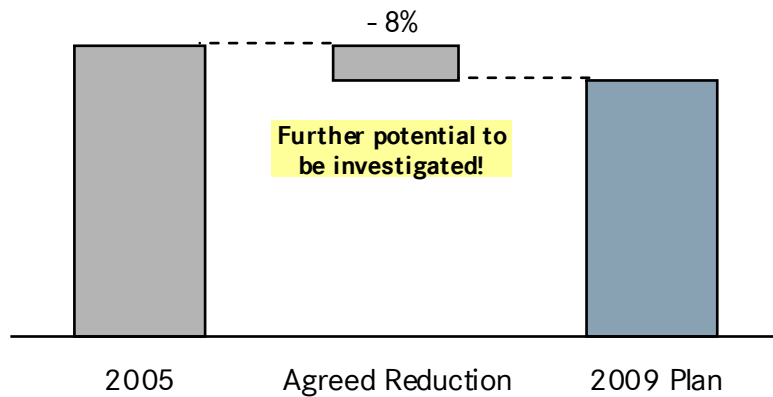
Bus OEM Alliance w/ Nissan Diesel

Mid 2007

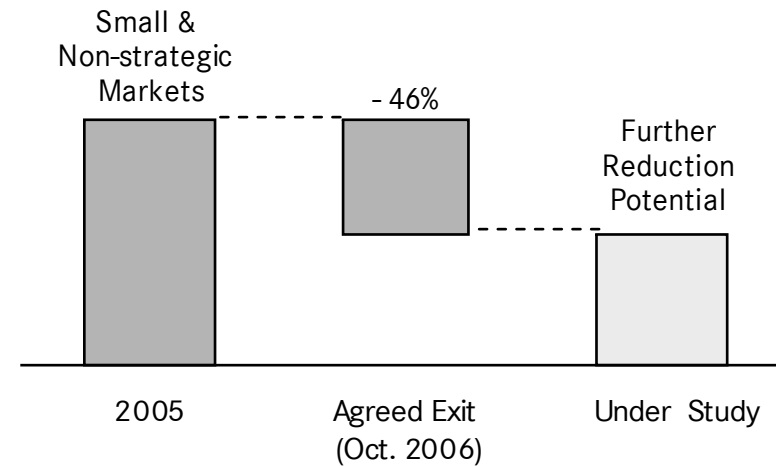


COMPLEXITY REDUCTION MAKES FUSO'S BUSINESS LEANER, MORE EFFICIENT AND PROFITABLE

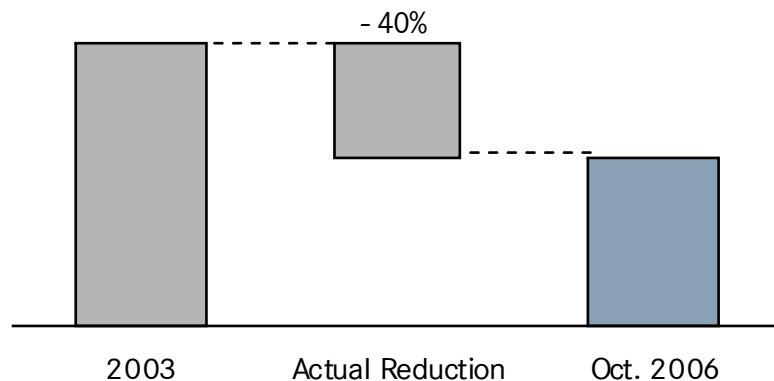
Product Variance (Truck Model) Reduction



Exit from Small & Non-strategic Markets



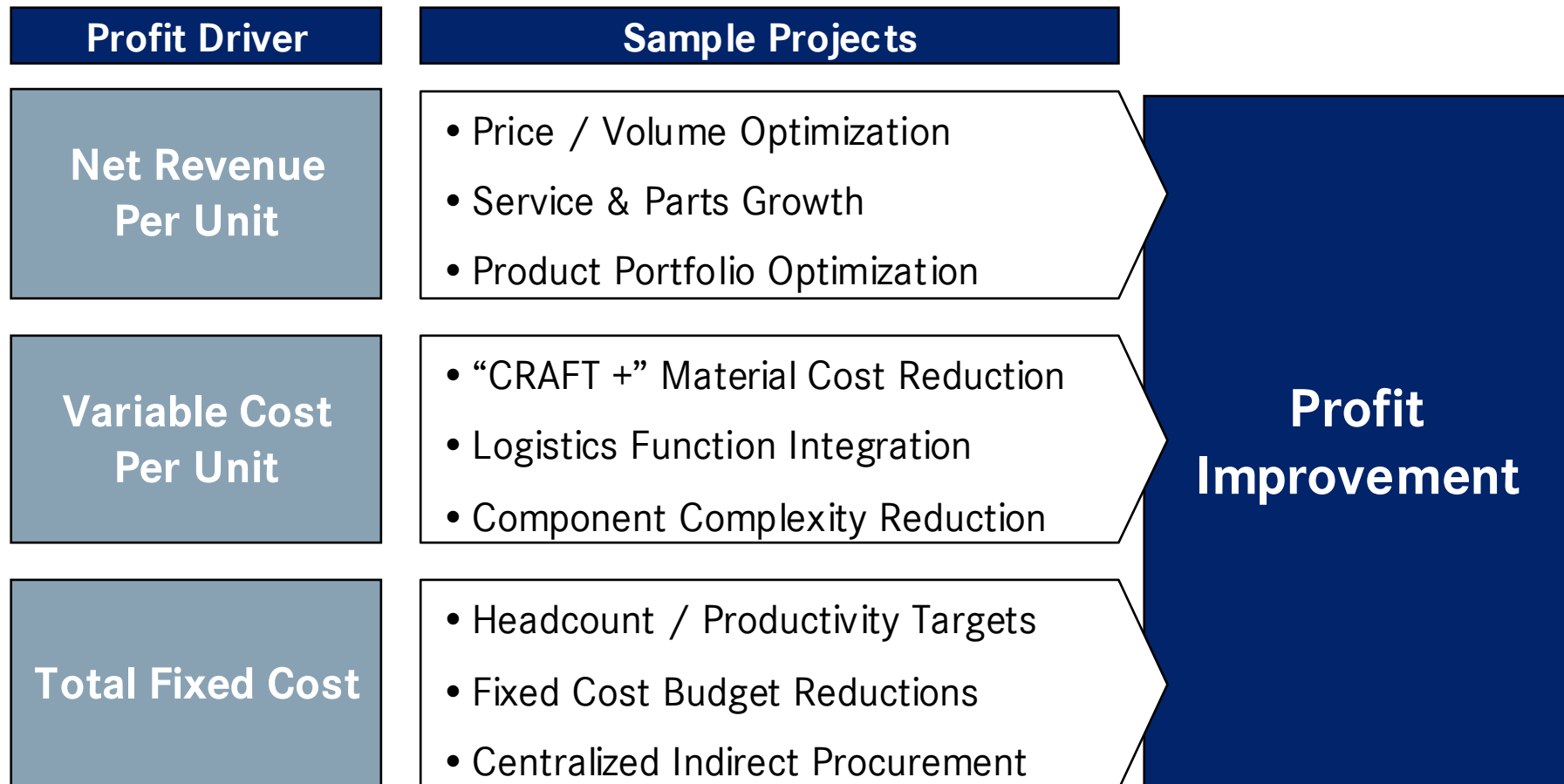
Group Restructuring (Subsidiaries & Affiliates)















Also ongoing are:

- **Component Complexity Reduction**
- **Option Variant Reduction**

FUSO'S BI PROGRAM AIMS TO IMPROVE THE FINANCIAL PERFORMANCE THROUGH REVENUE IMPROVEMENT AND VARIABLE / FIXED COST REDUCTION



COOPERATION WITHIN THE TRUCK GROUP ONGOING TO LEVERAGE ON MUTUAL STRENGTHS AND REALIZE GROWTH OPPORTUNITIES

		Production	Vehicle Sales	After Sales / Services	Financial Services
()	Implementation ongoing				
	Japan			(✓)	✓
	Australia		✓	✓	✓
	Europe		✓ Incl. Eastern Europe	✓ Incl Eastern Europe	
	Malaysia	✓	✓	✓	
	Middle East			✓ Service office	
	NAFTA		✓ Double badge Sterling	✓	
	South Africa	✓	✓	✓	✓
	Mexico		✓ Double badge Sterling	✓	
	Thailand		(✓)	(✓)	✓
	China	(✓)	(✓)	(✓)	
	Indonesia		(✓)	(✓)	
	South Korea		(✓)	(✓)	

FUSO WILL CONTRIBUTE TO FUTURE PRODUCT GENERATION BY LEVERAGING ITS CLEAR STRENGTH WITHIN THE TRUCK GROUP

Center of Competence for
Light-Duty Truck
Development



New Canter launched in August 2006

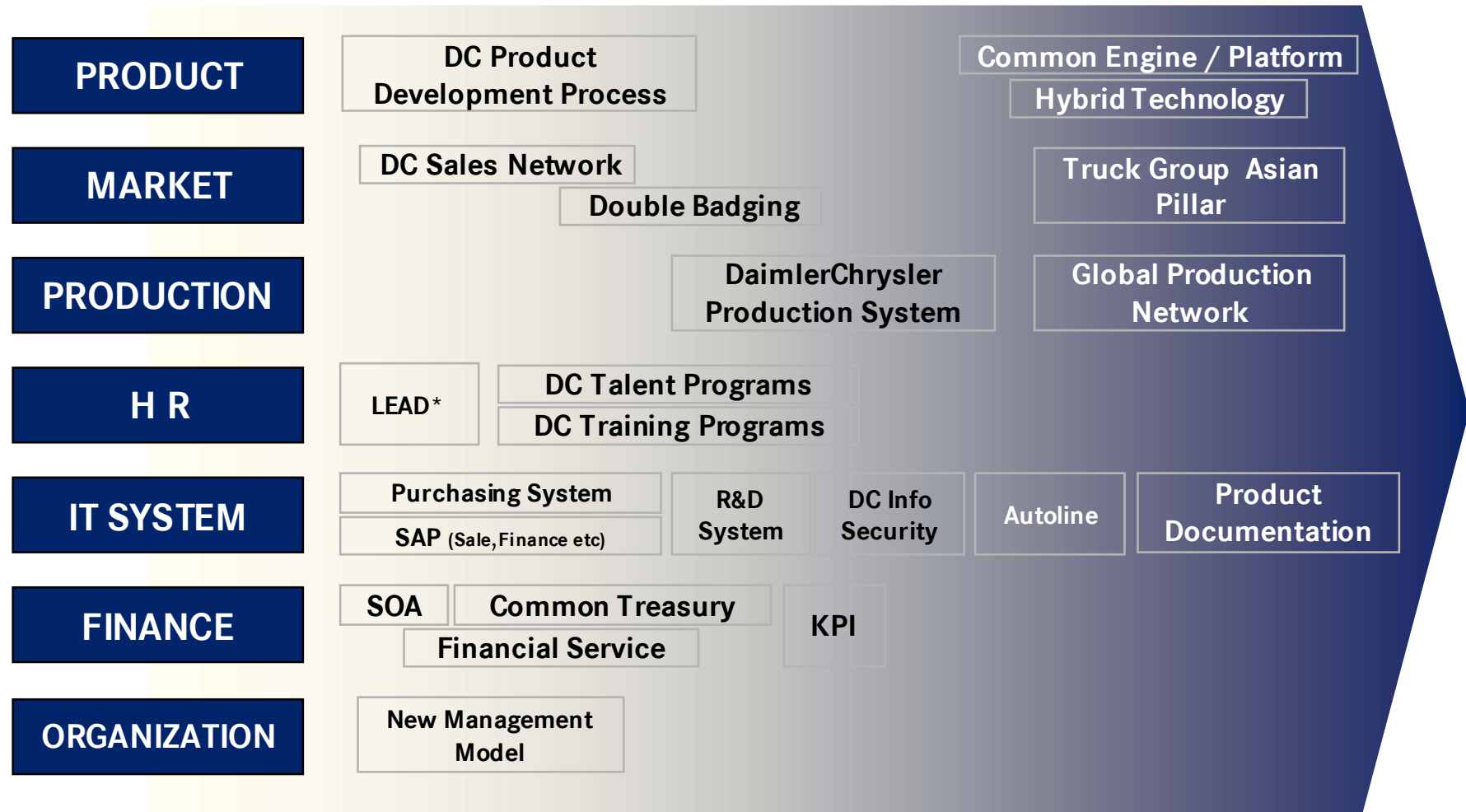
Lead in Truck HEV
Technology Development



Canter Eco Hybrid launched in July 2006

FURTHER INTEGRATION INTO THE TRUCK GROUP IS ONGOING IN ALL BUSINESS FIELDS

implemented *short-term* *mid-term*



* LEAD: DC Personnel Evaluation System

THANK YOU!



DISCLAIMER

This presentation contains forward-looking statements that reflect management's current views with respect to future events. The words "anticipate," "assume," "believe," "estimate," "expect," "intend," "may," "plan," "project" and "should" and similar expressions identify forward-looking statements. Such statements are subject to risks and uncertainties, including, but not limited to: an economic downturn in Europe or North America; changes in currency exchange rates, interest rates and in raw material prices; introduction of competing products; increased sales incentives; the effective implementation of our new management model, and the CORE program, including the new business model for smart, at the Mercedes Car Group; renewed pressure to reduce costs in light of restructuring plans announced by our major competitors in NAFTA; the ability of the Chrysler Group to reduce dealer inventories with current incentive programs and respond to a shift in market demand for smaller, more fuel efficient vehicles; lower profit contributions by EADS due to delays in deliveries of the Airbus A380; disruption of production or vehicle deliveries, resulting from shortages, labor strikes or supplier insolvencies; the resolution of pending governmental investigations; and decline in resale prices of used vehicles. If any of these or other risks and uncertainties occur (some of which are described under the heading "Risk Report" in DaimlerChrysler's most recent Annual Report and under the heading "Risk Factors" in DaimlerChrysler's most recent Annual Report on Form 20-F filed with the Securities and Exchange Commission), or if the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. We do not intend or assume any obligation to update any forward-looking statement, which speaks only as of the date on which it is made.