



# Social and Environmental Report 2011

## MITSUBISHI MOTORS CORPORATION



Mitsubishi Motors  
 Social and Environmental Report 2011  
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Drive@earth



# Note to Readers

Corporate Philosophy (formulated in January 2005)

**“We are committed to providing the utmost driving pleasure and safety for our valued customers and our community. On these commitments we will never compromise. This is the Mitsubishi Motors way.”**

**Customer-centric approach**

Mitsubishi Motors will give the highest priority to earning the satisfaction of its customers, and by doing so will become a company that enjoys the trust and confidence of the community at large. To this end, Mitsubishi Motors will do its utmost to tackle environmental issues, to raise the level of passenger and road safety and to address other issues of concern to car owners and the general public.

**A clear direction for the development and manufacturing of Mitsubishi Motors vehicles**

The cars that Mitsubishi Motors will manufacture will embody two major concepts: “driving pleasure” and “safety.” Mitsubishi Motors will manufacture cars that deliver superior driving performance and superior levels of safety and durability, and therefore those who use them will enjoy peace of mind.

**Going the extra mile**

Mitsubishi Motors will pay close attention to even the smallest details in the belief that this approach will lead customers to discover new value in their cars, giving them a richer and more rewarding driving experience.

**Importance of continuity**

Mitsubishi Motors will continue to manufacture distinctive cars with the passion and conviction to overcome all challenges.

Corporate Tagline (formulated in June 2008)

# Drive@earth

**Mitsubishi Motors’ corporate tagline “Drive@earth” holds two meanings**

First, Drive@earth means that automobiles connect us to the world. Mitsubishi Motors’ 4WD legacy has carried a generation of drivers to every corner of the earth, from desert dunes to city streets. Rally-tested toughness, performance and reliability make Mitsubishi Motors a trusted name on five continents.

Second, Drive@earth means that no enterprise — automotive or otherwise — makes sense without the context of a healthy planet, and that Mitsubishi Motors’ vehicles are designed to represent a synergy between dynamic and environmental performance.

Mitsubishi Motors’ vehicles forge a connection to customers, to communities, and ultimately to the natural world around us.

## MMC CSR Initiatives



A training session for people responsible for business ethics at domestic dealers and other Group companies.

## CSR Promotion

In addition to the continuation and strengthening of CSR programs, Mitsubishi Motors Corporation (MMC), as a company that prioritizes CSR, is actively engaged in activities aimed at building a prosperous and sustainable relationship with society.

**MMC’s Approach to CSR Activities**

At MMC, we work to ensure compliance with not only laws and ordinances, international rules and internal regulations, but also business ethics, acting in a manner that fully respects changing societal norms.

While winning trust in MMC by implementing our Corporate Philosophy based on compliance with corporate ethics, and fulfilling our stakeholders’ expectations and demands, we strive to build a prosperous and sustainable future for people, society and the environment through automobiles by continually contributing to society and the environment.

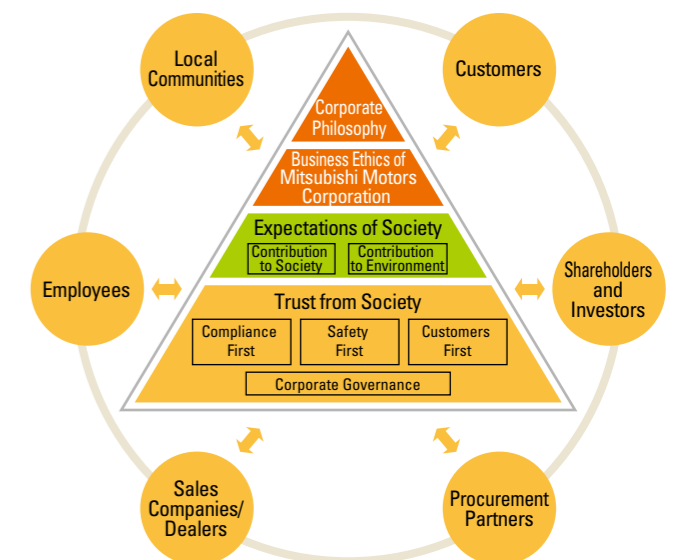
Fiscal 2010 was the final year of the “Step Up 2010” mid-term business plan begun in fiscal 2008. MMC’s activities were strongly focused on building a prosperous and sustainable relationship with society, such as by continuing conventional compliance and CSR activities, in addition to environmental measures, corporate governance, and social contribution activities.

In environmental measures in particular, MMC in January 2011 announced “Mitsubishi Motors Environment Initiative Program 2015” and interim targets as an action plan for realizing the “Mitsubishi Motors Group Environmental Vision 2020,” a medium- to long-term roadmap for environmental activities. MMC also contributed to society and the environment through its products. One manifestation of this contribution is the *i-MiEV*, the ultimate eco-car that produces no CO<sub>2</sub> emissions while driving.

**Mitsubishi Motors Corporation’s CSR Activities**

Continually contribute to both society and the environment by winning trust in MMC through the fulfillment of the expectations and demands of stakeholders through the implementation of our Corporate Philosophy

Activities aimed at building a sustainable future for people, society and the environment through automobiles.



## Message From President Masuko

# Focusing on the Future of Automobiles as Solutions for Society's Needs



The damage caused by the Great East Japan Earthquake was almost too great to comprehend. After the devastating earthquake and tsunami I visited Tōhoku (the northeastern region of Japan affected by the disaster) twice. Seeing with my own eyes the utter devastation in the disaster-stricken region, I realized it would take considerable time and effort to rebuild the region. There is a limit to what one company can do to help, but we made monetary donations, provided relief supplies to the victims and damaged areas, and our employees have taken part in volunteer activities. In particular, we provided the disaster-hit areas that ran out of gasoline (but had electricity restored), with *i-MiEV* electric vehicles (EV). This experience made me realize again the effectiveness of EVs in times of emergency. We will continue to offer our support according to the needs of the disaster-hit region going forward.

Initially after the disaster, it was assumed that Japanese automakers would have difficulty resuming production quickly because of disruptions to the Japanese supply chains of automobile parts manufacturers resulting from the disaster. For sure, MMC saw a period where production was far below plan. However, strenuous efforts by the entire Japanese automobile parts industry and our employees enabled us to overcome the effects of the disaster. The earthquake and tsunami also hampered sales and services at our distributors, causing inconveniences for customers. But with the tireless efforts of our employees, distributor operations have now returned to normal, with the exception of some outlets.

Meanwhile, electricity shortages stemming from the Fukushima nuclear power station incident presented another major challenge. We have complied with the policy of the Japan Automobile Manufacturers Association (JAMA) and switched our non-working days from the normal Saturday and Sunday, when electricity consumption is relatively low, to Thursday and Friday, where electricity usage is higher, as part of measures to control power consumption during the peak summer months of July, August and September. We also established the Energy Saving Response Office. This cross-company organizational body is promoting power saving initiatives in our offices and factories, including raising the temperature setting of air-conditioning systems. It is also promoting ways for our employees to take steps to cut their electricity use at their homes.

Looking back on the global economy during fiscal 2010, we saw the global economy trend toward a mild recovery; driven by

continuing growth in Asian countries and other emerging countries. In terms of our performance for the fiscal year, we posted higher year-on-year revenue and profitability for the second straight year, with sales volume up year on year. Fiscal 2010 was the final year of our previous "Step Up 2010" mid-term business plan. During the three years of the plan, we faced an unprecedentedly harsh operating environment that brought a decrease in global automobile demand brought on caused by the global financial crisis, changes in demand structure, rapid and drastic yen appreciation and other unexpected changes. For these reasons, we were forced to revise our initial sales volume and operating result targets downward. However, we still achieved a certain amount of success by putting in place various measures designed to strengthen key businesses toward achieving the "Step Up 2010" goal of "Building the foundations of growth".

Emerging from the aftermath of the global financial crisis triggered by the collapse of Lehman Brothers, we found ourselves in a completely different operating environment as a result of the changed demand structure. What is important now for business success in this new structure can be summed up in two "rises": "the rise of economic power in emerging countries" and "the rise in global environmental issue awareness". We formed our new mid-term business plan, called "Jump 2013", to respond to the new operating environment focusing on these two issues. "Jump 2013" kicked off amid the chaos ensuing from the Great East Japan Earthquake. How we respond to the two "rises" mentioned above will be key to our success. That is why the plan calls on MMC to go beyond responding to "the rise in global environmental issue awareness" by utilizing our world-leading EV technologies to provide products that serve this need, and to execute growth strategies focusing on emerging markets, as we aim to achieve the plan's overarching goal of a "Growth and Leap Forward". In particular, we plan to launch a total of eight types of EVs and plug-in hybrid vehicles by fiscal 2015. In fiscal 2011, we expect to encounter headwinds in the forms of further yen appreciation and much higher raw material costs, not to mention the lingering impact of the Great East Japan Earthquake. Nonetheless, we are determined to work toward the business targets set out in "Jump 2013" and carry out its key initiatives unchanged.

Regarding the EV, the pillar of our environmental solutions, MMC has racked up an impressive record in promoting their full-scale popularization. The *i-MiEV* has now been on the market for just over two years since its launch in Japan in July 2009. Since then we have been making steady progress in taking the *i-MiEV* to the world, following its introduction in European markets at the end of 2010 and with plans to launch it in North America at the end of 2011. As of March 2011, less than two years after the *i-MiEV* was first launched, we have already produced more than 10,000 units, including other versions sold to other manufacturers. Noticing the heightened demand for EVs, we moved ahead and completed work to boost our production capacity in June. We have formed alliances with more than 50 local partners in public and private sectors around the world for such measures as joint testing, educational activities regarding EVs and the infrastructure required, etc. However we are determined to continue ongoing efforts to further promote the popularization of EVs and enhance charging infrastructure.

As the first company in the world to launch a mass-produced EV, MMC has received many opinions and requests from customers regarding EVs, which have become an invaluable information source for us. We intend to make full use of this information to

supply vehicles that best reflect our customers' needs and wishes. Based on pricing needs information, we have made an entry-level *i-MiEV* for the Japanese market that will cost less than two million yen to consumers after applying incentives from the Ministry of Economy, Trade and Industry's eco-car subsidy program, mainly by reducing battery capacity. Furthermore, we will release a model with a cruising range of 180 kilometers (under JC08 mode) by employing a regenerative braking system that recovers kinetic energy when the driver applies the brakes by converting it back into electric energy. Before the end of 2011 we will bring to market the MINICAB-MiEV 100% electric light commercial vehicle.

The Great East Japan Earthquake also highlighted the potential for EVs to be used as an emergency power source. *i-MiEVs* store the equivalent of around a day and a half of the electricity used by a typical household. With our experience using our EVs in disaster areas, we learned that we can do more with EVs than just drive: they can be an important tool which can be used to help people in emergency situations when electricity is not available. That's why we are developing technology that will allow *i-MiEVs* to safely supply 1,500 watts of electricity to power electric jugs, rice cookers, hair dryers and other household appliances so they can be used even when electricity is not available in an emergency. Our goal is to bring a free-standing unit with this capacity to market by the end of March 2012 in Japan. In our focus on the future in electric vehicles we know that in the near future "smart grids", or next-generation electricity networks that will not only provide electricity but also be able to receive electricity and store electricity as necessary, will be constructed around the world. Knowing this, our EVs will also be compatible with these ultra-efficient "smart grids". In this way, EVs have the potential to evolve into a new mobile solution to energy issues.

While we at MMC are committed to finding solutions to environmental and energy issues that affect all of us through automobiles, we are not perfect. As a company that strives to be as transparent as possible, please let me report on the violation of Japan's Air Pollution Control Act and other regulations that came to light at several of our Japanese sites, including our Mizushima Plant. These sites were found to have not been following the obligation to measure smoke and soot and reporting the findings. After measuring the concentration of smoke and soot in exhaust gases at the sites in question, we have confirmed that smoke and soot levels were below levels mandated by the law. We take this matter very seriously and pledge to prevent a reoccurrence. We also apologize for the trouble caused to local communities and other stakeholders.

MMC remains committed to contributing to society and the environment through its business activities, guided by its Corporate Philosophy in order to meet the expectations of all stakeholders. I sincerely ask for your unwavering support as the whole company works toward this goal.

August 2011

Osamu Masuko  
President



# Overview of MMC's Business Development

## MMC aims for "Growth and Leap Forward," by speedily addressing market needs with regard to increasing environmental consciousness around the world and expansion in new demand for automobiles in emerging markets.

### Mid-Term Business Plan "Jump 2013" Announced

Fiscal 2010, the year ended March 2011, was the final year in our "Step Up 2010" mid-term business plan. It was a very challenging year as the finances of several European nations destabilized, economic stimulus measures introduced by various governments after the collapse of Lehman Brothers sputtered, geopolitics in North Africa and the Middle East grew tense and the Japanese yen appreciated sharply. Nevertheless, overall global demand for automobiles continued to trend toward recovery compared with the previous fiscal year, driven by emerging market demand from primarily China and other parts of Asia. This demand, centered on emerging markets, together with the effect of new car launches and efforts to cut costs, enabled the earnings performance of MMC to improve year on year.

In this business environment, on January 20, 2011, MMC announced a new mid-term business plan named "Jump 2013," spanning the three years from fiscal 2011 through fiscal 2013. MMC aims to achieve sustainable growth under this new plan by moving quickly to meet demand for automobiles among first-time buyers in emerging markets and staying abreast of increasing environmental consciousness around the world. Efforts to focus management resources in key areas and achieve sustainable reforms outlined in the previous "Step Up 2010" plan will be advanced a step further, with an eye to achieving "Growth and Leap Forward" under the new plan.



i-MiEV



RVR



Expansion of the alliance with NISSAN MOTOR CO., LTD.



The establishment of Mitsubishi Motor Sales (China) Co., Ltd.

### Review of "Step Up 2010"

Under the "Step Up 2010" plan spanning the three years from fiscal 2008 through fiscal 2010, MMC worked on building a foundation for growth. To this end, the plan called for a basic policy focused on bolstering our strengths and securing steady profits to improve the Company's financial position. Changes in the operating environment, however, compelled MMC to downwardly revise its targets for unit sales volume and earnings as the plan progressed. Those changes included a sharp decline in global demand for automobiles triggered by the global financial crisis, a shift in the structure of that demand, and a sharp appreciation of the yen. Even so, MMC succeeded to a certain extent in bolstering its strengths and building a foundation for growth.

#### ■ Introduction of Environmental Technologies (New-Generation Electric Vehicle i-MiEV)

MMC has taken steps to develop a product line of electric vehicles (EVs). We began mass production of our new-generation EV, i-MiEV, in fiscal 2009 and have moved ahead with the development of an electric version of a light commercial vehicle and of plug-in-hybrid electric vehicles (PHEVs).

#### ■ Launch of a Global Strategic Model (New Compact SUV)

As a global strategic models we launched an SUV based on a one-ton pickup truck and the all new RVR, a compact SUV (sports utility vehicle) compliant with environmental regulations from around the world.

#### ■ Expansion of Business Alliances with PSA Peugeot Citroën and NISSAN MOTOR Co., Ltd.

We expanded our alliance with PSA Peugeot Citroën, under which we supply them with EVs and a compact SUV, as well as technological assistance for developing EV versions of their light commercial vehicles. With NISSAN MOTOR Co., Ltd., our alliance expanded to include the supply of an OEM (NISSAN brand) SUV for the Middle Eastern market, as well as an agreement to establish a joint venture for product planning and development of minicars.

#### ■ Business Expansion in Emerging Markets (Joint Venture Agreement in China)

MMC enhanced its response to emerging markets. Activities included the start of joint automobile manufacture with PSA Peugeot Citroën in Russia, the establishment of Mitsubishi Motor Sales (China) Co., Ltd. with an eye to increasing sales of MMC imports in the Chinese market, and making an agreement with Guangzhou Automobile Group Co., Ltd. to establish a new joint venture in China.

### Overview of Strategies Under the "Jump 2013" Mid-Term Plan

Emerging markets are expected to drive growth in the global economy. However, instability is expected to persist due to the excessive fiscal deficit of the U.S. that emerged after the Lehman bankruptcy, financial problems various European nations are facing, and the side effects of easing of monetary policies on a global scale. While demand for automobiles in the mature markets is not projected to recover in 2013 to pre-Lehman bankruptcy levels, the global market for automobiles as a whole is expected to continue growing thanks to expansion in the emerging markets.

Most of the demand is expected to be for compact automobiles driven by environmentally conscious consumers downsizing their cars and by growth of the middle-income sector in the emerging markets. To capture this change in demand with the aim of "growing and leaping forward," MMC will focus on the following business strategies in "Jump 2013."

#### ■ Concentrate Business Resources in Emerging Markets and Environmental Initiatives

MMC will focus on developing various technological initiatives for improving fuel economy, including electric-powered vehicles (EVs and PHEVs), hybrid vehicles, and cars equipped with the next generation of engines featuring the Mitsubishi innovative valve timing electronic control system (MIVEC). In addition, MMC will increase manufacturing capacity in the emerging markets while simultaneously downsizing and optimizing capacity among the leading industrial nations, and fortifying its involvement in the sales business in emerging markets.

#### ■ Fundamental Reform of Cost Structure

To reform our cost structures, we will expand overseas procurement and enhance our cost reduction activities, as well as consolidate related business functions and strengthen the framework for promoting reforms.

#### ■ Pursuing Business Alliances Opportunities for Profit Increase

MMC will seek mutually beneficial business alliances to increase earnings opportunities and boost earnings potential.

#### ■ Reinforcing the Business Foundation (Financial Position, Human Resources, Product Quality, and CSR and Compliance Activities)

MMC will smoothly secure the funds it requires for capital expenditure and R&D needs, while conscientiously strengthening its business foundations including human resources, product quality, and CSR and compliance activities.



The MINICAB-MiEV in the field testing stage, scheduled for launch in 2011



MITSUBISHI Concept Global Small (Shown at the 2011 Geneva International Motor Show)



Mitsubishi Concept PX-MiEV (Concept car exhibited at the Tokyo Motor Show 2009)



## Feature 1: *i-MiEV*—Becoming Part of Daily Life, From Japan to the World



Group photo with the 10,000th *i-MiEV* Production Model at the Mizushima Plant

MMC is proud to announce that production of the *i-MiEV* reached 10,000 units in March 2011\*1.

In July 2009, MMC began commercial production of the *i-MiEV* new-generation electric vehicle. Today, the *i-MiEV* is sold in a host of countries around the world, including Japan and 19 European nations. In future, MMC plans to rollout the *i-MiEV* in various other regions and countries worldwide, including North America.

Moreover, MMC is carrying out joint trials and other collaborative initiatives with more than 50 partners around the world in an effort to promote and popularize electric vehicles (“EVs”) on the global stage.

\*1 Includes vehicles supplied to PSA Peugeot Citroën under their brand

### New Roles Required of EVs

In July 2009, MMC launched the *i-MiEV* as an EV that emits no CO<sub>2</sub> whatsoever while being driven. This is important considering that CO<sub>2</sub> emissions are widely believed to be a cause of global warming. Even when considering CO<sub>2</sub> emissions from the power generation process, EVs emit much less CO<sub>2</sub> than gasoline-powered vehicles. MMC believes that the popularization of EVs is one way the road transportation sector can help to achieve a low-carbon society, and has been working to promote electric vehicles on a wider scale in Japan and overseas.

Furthermore, since the Great East Japan Earthquake of March 2011, people have started to count on EVs to fulfill new roles and purposes, in addition to helping to achieve a low carbon society.

One example is the role that EVs will play in diversifying energy sources for driving automobiles.

Immediately after the March earthquake and tsunami, MMC provided around 90 *i-MiEV* vehicles to the disaster-stricken regions to assist with relief and restoration efforts. As the shortage of fuel for automobiles, such as gasoline, became increasingly acute, the *i-MiEVs* played a significant role in regions where the supply of the electricity was restored relatively quickly, being used to transport doctors and local government officials.

This example demonstrated that the road transportation system can be made more resilient to natural disasters by diversifying energy sources for automobiles to include electricity, not just gasoline, kerosene and other conventional fuels.

The energy storage function of EVs is also attracting a lot of attention. EVs store a large amount of electric power for driving. This power can also be utilized as an emergency source of electricity. EVs can be recharged at night and used as a power source during the day, helping to narrow the supply-demand gap between night and day. Additionally, the use of renewable energy such as solar and wind power is expected to increase going forward. But because these sources of power are dependent on weather conditions, the ability to store electricity will become crucial. EVs are expected to play one of the major roles in this respect.

There is growing expectation that by performing these new roles, EVs may play a part in solving energy issues. This is an exciting new addition to the previous focus of using EVs to help solve the world’s environmental problems by contributing to the realization of a low-carbon society.

To ensure that we fulfill these new expectations, we will work to enhance the functions and performance of EVs while expanding the range of models, as we strive together with all stakeholders to realize a clean, comfortable, safe and secure low-carbon society.

### The *i-MiEV*: Supporting the “Project of CO<sub>2</sub>-Free Island Development” on Yakushima Island, Home to a Natural World Heritage Site

Yakushima island contains a natural World Heritage Site that is famous for Yakusugi—Japanese cedar trees more than 1,000 years old. The “Project of CO<sub>2</sub>-Free Island Development” is under way on Yakushima to promote co-existence with nature while giving full consideration to the environment. Most of the island’s electricity comes from hydroelectric power. For this reason, Kagoshima Prefecture is actively working to promote the use of EVs on Yakushima as part of the Kagoshima Low Carbon Society Model Development Project. Kagoshima has matched subsidies offered by the national government for the introduction of EVs. 26 *i-MiEV* vehicles are already in service on Yakushima as rental cars and for other purposes. The *i-MiEV* is also used for environmental education programs at schools and communities.



An *i-MiEV* in service on Yakushima



Yakushima’s famous *Jomonsugi*, an ancient Jomon-era cedar tree

#### Initiatives by the Government

As an initiative to develop a low carbon society and community on Yakushima, Kagoshima Prefecture has adopted EVs as government vehicles and has provided full support for EV test ride events organized by various automakers on the island for the introduction of EVs. MMC and its dealers conducted a test ride event in July 2011.



Environmental education programs for junior high school students using EVs



Test ride event

#### Initiatives by Enterprises

EVs are also being brought into service on Yakushima as rental cars. ORIX Auto Corporation and other companies operate a total of four *i-MiEV* vehicles on the island. JTB Corporation offers the “Yakushima CO<sub>2</sub>-free Tour” using EVs.



Location of quick-charging stations installed on Yakushima

#### User’s Voice ①

**Mr. T. Yoneda**, Owner of “Hibiscus Yakushima Curry Tearoom”  
I decided to buy an *i-MiEV* because I wanted to help protect the environment here on Yakushima island. I drive around 25 kilometers from my home to the shop and back each day, and I was pleasantly surprised by the car’s driving performance. I have a 200V charging station installed at my shop, and I would like my customers to use it. I hope to promote the spread of EVs and help to preserve the island’s environment in this way.



Mr. Yoneda in front of his shop with his *i-MiEV*

#### Column A Natural Setting of Water and Greenery—the Perfect Place to Experience an EV

In Aomori Prefecture, an environmental event called “Eco Road Festa” is held each fall to help protect the environment of the Oirase River and its headwaters. At the latest event held in October 2010, several environmental protection measures were taken, including restricting use of private vehicles, and visitors also had a chance to try out the *i-MiEV* and other environmentally friendly EVs at a test drive event. These kind of arrangements for using EVs to protect nature and raising their profile among the wider public are also being implemented on the Goto Islands of Nagasaki Prefecture. In this way, efforts to promote the spread of EVs are taking off all over Japan.

# Feature 1: *i-MiEV*—Becoming Part of Daily Life, From Japan to the World

## Further to Go—the Global Spread of *i-MiEV*

2010 saw the full-fledged launch of *i-MiEV* sales overseas. EVs are drawing increasing attention as a means to counter global warming and as a solution for energy problems. MMC will continue to promote them throughout many countries around the world.

### Start of *i-MiEV* Sales in Europe

MMC commenced exports of *i-MiEV* to Europe from October 2010. By March 2011, we had shipped approximately 5,000 vehicles\*<sup>1</sup>.

### Countries where *i-MiEV* is popular

#### ★ Norway

Environmental awareness is something of a national trait in Norway, so it is no surprise the *i-MiEV* has won the hearts of consumers here. In fact, it is so popular that private owners of *i-MiEV* outweigh corporate customers, the reverse of the overall trend for MMC sales in other countries. Cumulative sales of *i-MiEV*s for January through May 2011 topped all other vehicles in the smallest vehicle class, including petrol vehicles.



Ceremony to mark the delivery of the 500th *i-MiEV*

The *i-MiEV* has been rated highly suitable for urban use in Norway, where the majority of people live in cities. Public car parking facilities here are equipped with power outlets that users connect to vehicle engine block heaters that help petrol engine vehicles to start during the cold winter months. These outlets have been adapted to enable their use for recharging electric vehicles too.

The Norwegian government also supports EV ownership with a host of benefits provided through promotion policies. For example, owners receive a range of tax exemptions, do not have to pay highway tolls, and are even allowed to use exclusive bus lanes during congested traffic.

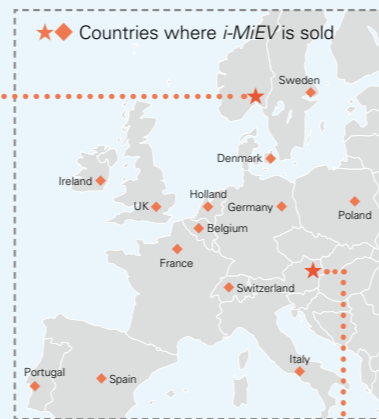
As well as not emitting CO<sub>2</sub> when driving, the *i-MiEV* in Norway is powered by the country's almost 100% hydro-electric-generated power supply, making it the ultimate zero-emission vehicle.

### 507 *i-MiEV*s to be Supplied to the Government of Estonia

In March 2011, the Estonian government decided to purchase 507 *i-MiEV*s. The vehicles are to be supplied as partial payment under an emission rights purchase agreement between Mitsubishi Corporation and the Estonian Government. This deal represents the first example of electric vehicles being provided under the Green Investment Scheme\*<sup>2</sup>. The vehicles are to be used at social welfare-related public facilities.

\*1 Includes vehicles supplied to PSA Peugeot Citroën under their brand

\*2 International emissions trading carried out under the condition in the Kyoto Protocol that funds investment following transfer of emissions quotas must be used for environmental measures such as reducing emissions of greenhouse gases, etc.



#### ★ Austria

Operating in a country dependent on tourism, Austrian companies have a strong interest in the environment, leading many to choose the *i-MiEV*. The Austrian government also supports their choice with exemptions from taxes and highway tolls.

### User's Voice ②

**Mr. Ing. Herbert Hämmerle**  
(Vorarlberg, Austria)

I take environmental issues very seriously, so I wanted to buy the *i-MiEV*, the first EV, as the start of a new era. As a pioneer of e-mobility, I am driving everyday without making any emissions.



Mr. Hämmerle (left)

### Even More Countries Selling *i-MiEV*

The *i-MiEV* is already being sold in Europe, Hong Kong, Australia, New Zealand, Chile, and other countries. In fall 2011, MMC plans to launch sales in the U.S. and Canada.



*i-MiEV* will also be launched in the U.S. and Canada

## Collaboration with Worldwide Partners

### Promoting the Popularization of EVs by Partnering with Governments, Municipalities and Corporations Worldwide

Promoting the uptake of EVs will take more than the work of automakers alone. It requires the combined efforts of governments, municipalities, electric power companies and other players, all around the world.

Governments and municipalities over the world are promoting all kinds of measures to help the spread of EVs. Often these take the form of purchasing support through tax relief, but other benefits are also given,

such as free parking for EVs, permission to travel on dedicated bus lanes, and more. At MMC, we are working to make EVs an attractive choice for customers by informing them not only of the EV's characteristics, but also of these other beneficial government and municipal policies.

Moreover, we are also working closely with local electric power companies to expand and build the charging infrastructure that is vital to popularizing EVs.

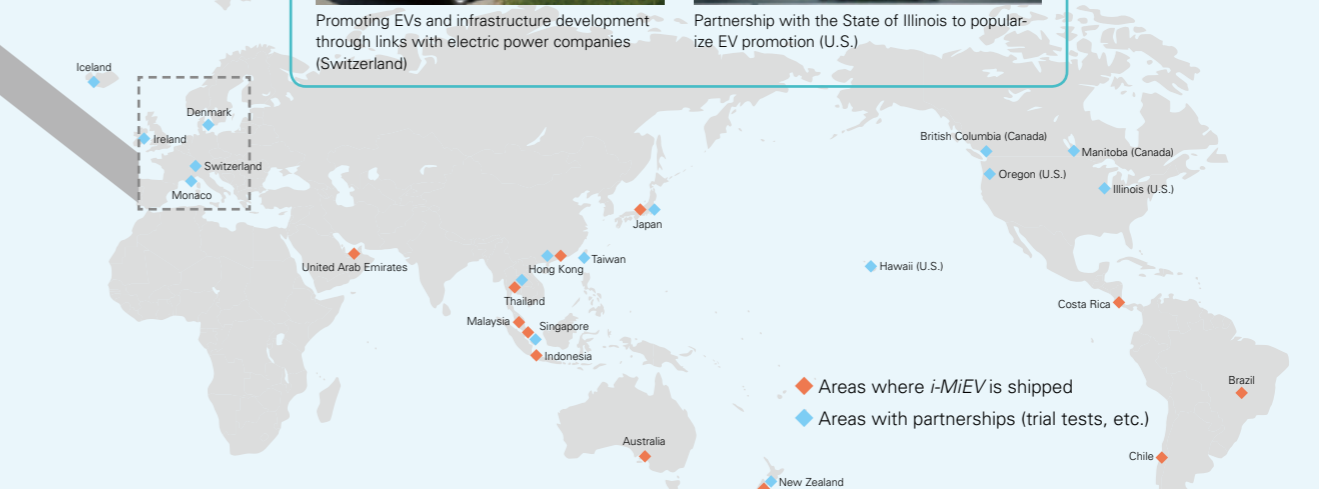
### Working with Partners



Promoting EVs and infrastructure development through links with electric power companies (Switzerland)



Partnership with the State of Illinois to popularize EV promotion (U.S.)



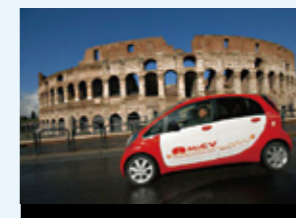
### *i-MiEV*s Around the World



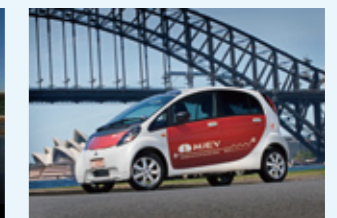
Austria



Portugal



Italy



Australia

### Column PSA Peugeot Citroën Highly Evaluates MMCs EV Technology

MMC currently supplies the Peugeot *iOn* and Citroën *C-ZERO* vehicles, both based on the *i-MiEV*, under the customers' own brands. MMC also has an agreement to supply technical assistance to PSA Peugeot Citroën in a project to develop EV technologies for the Peugeot *Partner* and Citroën *Berlingo*, light commercial vehicles produced in their factory in Vigo, Spain.



Citroën C-ZERO

# Feature 1: *i-MiEV*—Becoming Part of Daily Life, From Japan to the World

## Future Expansion of *i-MiEV*

### Measures to Enhance Charging Infrastructure for Greater EV Use

The development of charging infrastructure is essential to popularizing EVs. In March 2010, the CHAdeMO Association was established to promote the spread of quick-charge station infrastructure around the world. Initial CHAdeMO members were 158 corporations and organizations, including automakers and charger manufacturers. MMC is one of the executive members. As of June 2011, the association's membership had reached 370 corporations and organizations.

As of June 2011, 762 quick-charge stations based on the CHAdeMO system have been installed worldwide, consisting of

670 stations in Japan and 92 stations overseas.

We are currently working to make the CHAdeMO system an international standard so that we can promote increased use of EVs on a global scale. In addition, installation of quick-charge stations is under way at MMC's offices and dealers across Japan, with 89 stations installed as of March 2011. Going forward, we will continue to install these stations at more locations.



### NHK's Small Broadcasting EV: Zero Emissions and Reduced Noise at Broadcasting Sites

As a measure to reduce CO<sub>2</sub> emissions, Japan Broadcasting Corporation (NHK) jointly developed a small broadcasting vehicle based on the *i-MiEV* in 2010 with Keisei Motors Ltd., Fuji Electric Systems Co. Ltd. and MMC. The vehicle is fitted with a special battery for broadcasting relay use, in addition to the traction battery, and can provide continuous broadcasting for around two hours. The vehicle enables clean and quiet relay operations with no emissions or engine noise even in residential areas and shopping streets. This gives the vehicle a real advantage when broadcasting during the late-night or early morning hours.



Small broadcasting vehicle based on the *i-MiEV*

### User's Voice ③

**Mr. K. Osawa**, (Director, Yanagimachi Dermatology Clinic, Gunma Prefecture)

When considering the purchase of a business vehicle for the clinic, we test drove EVs and hybrid vehicles of various automakers because we thought that such vehicles would help to safeguard nature and the environment. Based on a comparison of cruising range, driving comfort, acceleration performance, and quietness, the entire staff of the clinic made a unanimous decision to purchase the *i-MiEV*. We also installed a quick-charge station in the parking lot of our clinic. We are sure that this will be useful to clinic visitors, because they will be able to recharge their vehicles, as long as they have 30 minutes for recharging while waiting or during checkups at the clinic. Our vehicle has a very distinctive paint scheme. We have adopted a giraffe motif based on the symbol of our clinic. Our *i-MiEV* is friendly to the environment, affordable, and drives just like a gasoline powered vehicle. We are very satisfied with it.



### Column Major Home Electronics Retailers Begin Carrying *i-MiEV*

Major home electronics retailers BIC CAMERA INC. and Yamada Denki Co., Ltd. have begun displaying, test driving and selling the *i-MiEV* at certain stores. Nojima Corporation and BEST DENKI CO., LTD. have also begun displaying and introducing the *i-MiEV* to customers at certain stores. These major home electronics retailers can be expected to provide a unique opportunity for customers to come into contact with EVs in a familiar setting, while promoting greater use of EVs in daily life and proposing other ideas. By fostering such collaboration across industry lines, MMC hopes that customers will develop a closer affinity to electric vehicles as a new type of automobile.

### Field Tests Now Under Way Ahead of the Launch of *MINICAB MiEV*, the Second *MiEV* Model

In fall 2010, YAMATO TRANSPORT CO., LTD. began field testing a commercial minivan-based EV called *MINICAB-MiEV*. The field tests involve using a test model *MINICAB-MiEV* in actual delivery operations. YAMATO TRANSPORT is working to reduce its environmental impact in all aspects of its parcel delivery business. The company has thus been phasing in the use of next-generation delivery vehicles.

MMC will put the results of these tests to good use in the future development of commercial minivan EVs. Commercial vehicles generally have a longer total lifetime driving distance than passenger vehicles. By adding commercial vehicles to the EV lineup, MMC aims to help rapidly realize a low carbon society.



Actual *MINICAB-MiEV* vehicle used in field tests (test vehicle)



### User's Voice ④

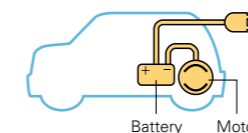
**Mr. F. Kurakata** (New Tokyo Branch, YAMATO TRANSPORT CO., LTD.)

EVs are well suited to delivery operations because they are quiet yet powerful. After delivering items to customers, EVs can be driven off quietly without turning on the engine. Even when fully loaded with freight, EVs can drive up steep slopes without any difficulty. Another benefit is that because EVs have very little vibration, freight is much less likely to be damaged inside the vehicle.

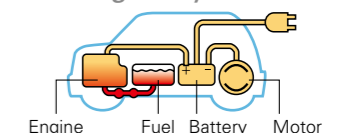
### Outlook

By fiscal 2015, MMC plans to launch eight electric-powered vehicle models, including plug-in hybrid vehicles (PHEV) as well as pure EVs.

### EV Electric vehicle



### PHEV Plug-in hybrid vehicle



**i MiEV**

**MINICAB MiEV**



**Concept PX-MiEV**  
Vehicle exhibited for reference at the 2009 Tokyo Motor Show



### An Expanding Range of *i-MiEV* Applications: Use as an Emergency Power Source

Many communities lost their power supply in the aftermath of the Great East Japan Earthquake. Through surveys of local government bodies in disaster-stricken areas where MMC supplied *i-MiEV* vehicles, MMC received numerous requests for a power outlet to be attached so the electricity stored in the vehicle could be used to power electronic appliances. With current models, an optional accessory can be plugged into the cigarette lighter to create a power source able to recharge mobile phones, power PCs and perform other tasks that involve low power consumption. Looking ahead, MMC plans to enable the *i-MiEV* to power electronic appliances with an even larger power consumption. To this end, we are developing a power supply unit that can provide up to 1,500 W (planned) of power, aiming to commercialize the unit within fiscal 2011.



Power supply unit under development (center)

## Feature 2: Human Resources Development in Support of Manufacturing



Through "dojos"\*1, trainees obtain technical expertise by manually performing tasks that are performed by industrial robots and other machinery on the actual production line.  
(Photo of a scene from technical skills training (beginning level): intermediate and top coat spraying using water at the painting "dojo")

Manufacturing is underpinned by the advanced technological expertise of each and every employee.

In order to develop high-quality automobiles that satisfy customers, MMC must develop talented human resources who possess basic to advanced levels of specialized knowledge, technological expertise and technical skills in all fields. MMC aims to ensure that it passes on the expert technical skills and knowledge of experienced engineers to younger employees, and to ensure that it provides customers with new products and services. To achieve these goals, the Company is concentrating on upgrading and expanding training programs for younger employees in various production and service fields.

### Production: Passing on Manufacturing Skills from the Production Floor to Younger Employees—Fostering Manufacturing Experts Through the "Manufacturing Skills Dojo"\*1" Program

MMC has developed "Manufacturing Skills Dojo," a standardized Company-wide technical training program, for ensuring that the technical skills of experienced engineers are passed on to younger employees. The program is conducted at the Mizushima Plant, Nagoya Plant, Powertrain Plant, and Pajero Manufacturing Co. Ltd. Through this program, technical skills that have been developed over many years on the production floor are taught to younger employees. Training is focused mainly on performing actual tasks. With this approach, MMC is cultivating highly skilled manufacturing professionals who are well versed in technical knowledge.

Every plant has set up a Dojo (training center) specialized in specific operations, such as welding, painting, and assembly\*2 depending on the nature of each plant's operations.

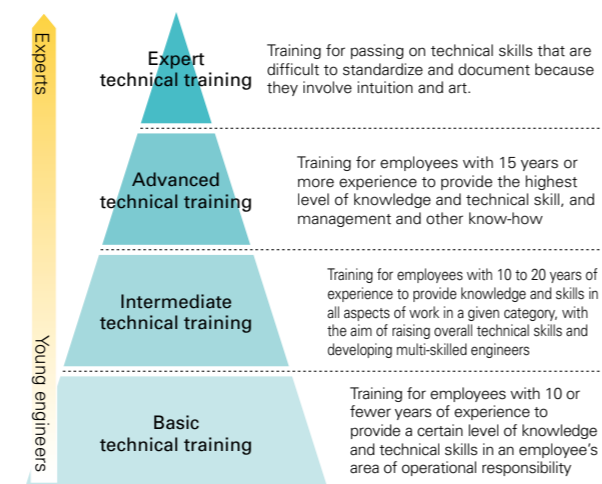
Every Dojo offers courses in four levels: Basic, Intermediate, Advanced, and Expert. The Dojos coordinate with one another to ensure that training is provided consistently and under the same conditions. In this manner, the program provides systematic training to all personnel, from new to experienced employees.

In addition to a full-time dojo manager, a chief instructor provides training designed to pass on a range of knowledge and skills, from basic technical skills to expert techniques involving intuition and art. In fiscal 2010, MMC held a total of 1,208 training sessions in 335 courses at all Dojos.

\*1 Specialized training centers.

\*2 Similarly, MMC has also established Dojos for machining, machine assembly, maintenance, production tools, body work, resins and casting.

### Hierarchical Training Through the "Manufacturing Skills Dojo" Program



### Scenes from the "Manufacturing Skills Dojo" Program

**Classroom Instruction**  
Trainees acquire theoretical knowledge and increase their understanding of routine operations and main points of tasks that will be performed as part of subsequent practical skills training (Welding Dojo)



**Practical Skills Training**  
Trainees learn the correct work procedures by watching a demonstration of a task, trying the task themselves, and receiving follow-up support until they can perform the task proficiently. (Assembly Dojo)



**Koji Nakatani**  
Painting Dojo Manager,  
Mizushima Plant

I am in charge of the Painting Dojo.

At this Dojo, we teach the basic principles of manufacturing as well as the main points of each task. Mistakes are not permitted on the production floor. However, mistakes in the Dojo can provide good learning experiences. For this reason, we show trainees examples of well performed and poorly performed tasks and allow them to gain first-hand experience.

We also make trainees aware of the importance of each individual obtaining first-hand experience and learning things by actually doing them in the Dojo. I believe that this experience will be useful when trainees return to work on the production floor and when advising younger employees. Besides acquiring technical skills, I want trainees to become the future leaders of production sites—people who can achieve self-improvement through creative initiatives and instruct their staff with consideration.

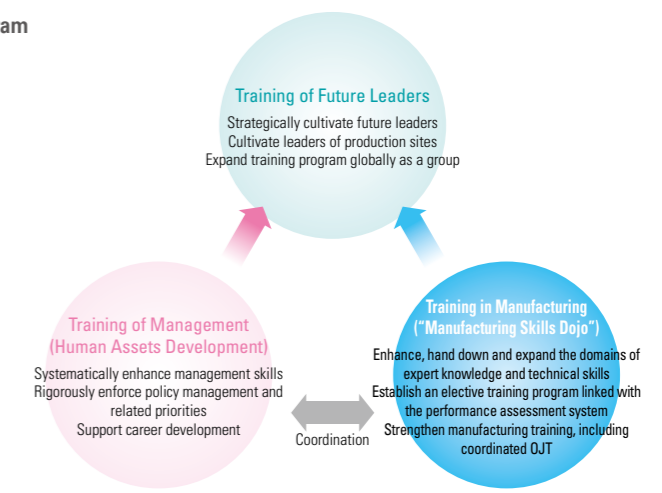
### Strategic Positioning of the "Manufacturing Skills Dojo" Program

The "Manufacturing Skills Dojo" program was established to pass on manufacturing knowledge and technical skills to younger employees. MMC positions the "Manufacturing Skills Dojo" program as the cornerstone of human assets development within the Mitsubishi Motors Production Way (MMPW) framework. MMPW systematically organizes MMC's manufacturing know-how, which had previously been passed on through on-the-job training (OJT) at every one of its plants.

In order to ensure that all employees receive the same training in every region, the training materials used at each Dojo are registered into a database as an official "manufacturing textbook" and managed all together.

After receiving classroom instruction and practical skills training, trainees take an exam to confirm how well they have picked up knowledge and skills, both in theory and in practice, and to cement their understanding of what has been taught through the training program.

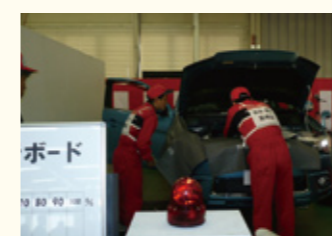
The Dojo Managers Meeting is held once a month, attended by the dojo managers of every plant. At these meetings, the dojo managers make sure that they are all on the same page with respect to training. The Dojo Managers strive each day to ensure that important MMC technologies are handed to future generations of employees.



### After-Sales Services Japan: Service Technology Contest

MMC holds a Service Technology Contest every other year (previously held in November 2010). The main purpose of the contest is to further enhance the advanced technical service capabilities of service engineers at sales companies and to improve customer service.

MMC is working to further enhance customer satisfaction by having sales companies and dealers make a concerted effort to improve customer service. Besides enhancing traditional maintenance skills in terms of



Maintenance and inspection work

the accuracy and speed of work, we strive to improve all aspects of customer service from customer reception to handover of vehicles, as well as providing information about subsequent service appointments at sales companies or dealers.

### After-Sales Services Overseas: Training Activities at Overseas Sales Companies and Dealers

MMC is strengthening its overseas production sites in response to growing automobile demand in emerging countries. As in Japan, MMC is enhancing training programs based on a technical certification system. The goal is to further sharpen the technological skills of service engineers so that customers can enjoy their vehicles with peace of mind.

Notably, Thailand will become an important production site for the MITSUBISHI Concept Global Small model, which is to enter production in the near future. Partly at the request of local sales companies and dealers, MMC has sent employees with training skills on long-term assignments to Thailand, in an effort to bolster its local training programs.



Training for overseas sales companies staff



## Feature 3: Employee Participation in Corporate Citizenship Activities



Students enjoy learning about an EV in the Hands-on Lesson Program

In April 2007 MMC established a Corporate Citizenship Promotion Office and formulated its Corporate Citizenship Activity Policy. The goal was to strengthen corporate citizenship activities by bringing together all the activities that had been conducted by each individual division and promoting them on an integrated, company-wide basis.

From fiscal 2010 we began promoting activities at group companies in Japan to engage in corporate citizenship as the Mitsubishi Motors Group. Officers from the corporate citizenship functions of the Group's business sites and affiliated companies hold liaison meetings twice a year to share information and enhance their activities.

Moreover, MMC's new mid-term business plan "Jump 2013" calls for "development of employee participation in social contributions." To this end we will seek to raise awareness among individual employees and increase our efforts to contribute to the development of a healthy, sustainable society.

### Corporate Citizenship Activity Policy

Four key themes based on MMC's corporate philosophy form the base of the company's corporate citizenship activities, abbreviated by the acronym STEP: Support for the next generation, Traffic safety, Environmental preservation, and Participation in local communities.

1. **S**upport for the next generation  
Supporting the education of the next generation to create a prosperous future
2. **T**raffic safety  
Contributing to traffic safety education and the spread of safe driving to realize a zero-accident society
3. **E**nvironmental preservation  
Contributing to preservation of our precious global environment
4. **P**articipation in local communities  
Contributing to the revitalization and development of regional communities

## "Better that 100 people each take one step than one person takes 100 alone"

### Mitsubishi Motors STEP Donation Program: Turning Individual Willingness Into Major Support

The Mitsubishi Motors STEP Donation program was started in April 2009 to provide employees with the opportunity to give back to society on an ongoing basis. Employees of the Mitsubishi Motors Group can choose to donate a fixed amount to the fund from their monthly paycheck and bonuses. The money raised is used to support corporate citizenship activities on a continuous basis.

With more employees now participating in the scheme, the number of projects supported by the STEP program has doubled from two to four.

#### Fiscal 2011 Recipients

##### Child Sponsorship (NPO World Vision Japan)

This project seeks to give children in developing countries a chance to grow and thrive by providing ongoing support for local environmental improvement and development assistance to help fight poverty as needed.

Photo: World Vision Japan



##### Traffic Safety Picture Book Project

This project gifted six Traffic Safety Picture Books to elementary schools and libraries in the neighborhood of MMC business sites in Japan. The books are designed to teach children about traffic safety rules and etiquette in a way that is easy to understand.



##### Children's Forest Project (OISCA)

The Children's Forest Project seeks to foster in children a love of nature and an appreciation for green space while promoting tree-planting by providing children with opportunities to plant and care for seedlings at their schools and in surrounding areas.



Children plant trees with OISCA

##### Forest Building Block Project

This project gifted wooden building blocks in a special case shaped like a Pajero SUV to kindergartens and childcare centers in the neighborhood of MMC business sites in Japan. The blocks are made from Japanese cypress collected during forest thinning activities in Yamanashi Prefecture, where MMC carries out forestry activities at the Pajero Forest



I'd heard about the MMC Forest Building Blocks project at the local kindergarten principals' meeting. We were really looking forward to receiving them. When I heard that we would be able to have some this year, I was very happy. The children at the kindergarten love playing with wooden blocks, and I am sure that the Forest Building Blocks will be very popular. Blocks are an excellent toy because they encourage children to combine different shapes and develop their powers of imagination. I'm interested to see what the children will create using the blocks we receive. I will see that they take good care of them. Thank you very much.



Ms. H. Kimura, Principal, Tokyo Minato Ward Takanawa Kindergarten



Kindergarten children receiving their building blocks

### Recycling Program—Turning Everyday Objects into Powerful Support

#### Eco-Minded Corporate Citizenship

In 2009 MMC began a campaign to collect everyday objects like pre-paid cards, postcards and stamps. MMC also holds an annual used book sale featuring low-priced books, CDs and DVDs collected from employees. In fiscal 2010, the third used book sale also included sales of Fairtrade products, generating a strong interest among MMC employees with shoppers and sales both increasing every year. Proceeds from the sale, along with postcards and other items collected from employees, are donated to the Sutenai Seikatsu and Child's Dream Fund programs organized by the NPO Shapla Neer ("Citizens' Committee in Japan for Overseas Support"). MMC's donations help improve the lives of people in Bangladesh and Nepal and provide support for children forced to work under harsh conditions.

#### Support Through the Bell Mark Foundation

Through the Bell Mark Foundation, MMC helps buy school supplies and items by collecting "Bell Marks," which are found on product packaging, labels and tags.

MMC offices have Bell Mark bins that are used to promote the campaign. In fiscal 2011, MMC is making a special effort in this project as a way of supporting schools and children in areas affected by the Great East Japan Earthquake.

Sales of Fairtrade products at the Used Book Sale



# Feature 3: Employee Participation in Corporate Citizenship Activities

## STEP Corporate Citizenship Activities

### Support for the Next Generation

#### Automobile Information Service for Children Answers Questions on Cars

Our automobile information service for elementary school children has been run every year since 1993. It provides a toll-free phone number for kids to use to ask questions about cars, and also answers children's questions using a special email contact point. MMC is the only auto company to provide this kind of service.

On a website specifically for children called Children's Car Museum, we have had positive feedback for our Virtual Factory Tour, where visitors can enjoy learning about a factory through video and images. Children can also play the EV Drive Simulator game to learn about how electronic vehicles work by "driving" around a town.



The home page of MMC's website for children

#### Hands-On Lesson Program Lets Kids Experience the "Real Thing"

The Hands-on Lesson Program began in fiscal 2005, and is based on the concept of enabling children to enjoy learning by experiencing the "real thing."

MMC employees visit children, mainly at elementary schools closest to MMC business sites, to give hands-on lessons on topics such as the environment, centered on test rides in the *i-MiEV* electric vehicle, and car design, with guidance from designers and modelers. A total of 54 classes were held in fiscal 2010, with 3,930 children attending. A cumulative total of around 13,000 children have participated in the program so far.

In a new initiative, MMC conducted EV Seminar Model Lessons at five elementary schools in Saitama City, Saitama Prefecture. This is part of the E-KIZUNA Project\*1 that MMC has started in cooperation with the city.

The EV Seminar Model Lessons aim to promote understanding of electric vehicles (EV) among school children, who are the drivers of the future. The lessons provide the students with an opportunity to familiarize themselves with electric vehicles (EV) and to understand their capabilities and social significance. MMC supported EV Seminar Model Lessons by conducting EV seminars and dispatching teachers.



Children line up in anticipation for a test ride in an *i-MiEV*

#### Company Learning Visits Get Students Thinking About Their Careers

Company learning visits provide junior high school students with the opportunity to learn about the corporate world. The students select the company they wish to visit, contact it, and then visit the offices on a field trip or during integrated study time. In fiscal 2010, 129 students from 23 junior high schools visited the MMC Head Office in Tokyo. They discussed product planning, design, the environment and other topics directly with MMC employees doing actual work in those areas.



Junior high school students listen attentively

#### Learning About Jobs at KidZania

MMC has exhibited at KidZania Tokyo since October 2006 and KidZania Koshien since March 2009. The MMC pavilions feature a drivers license testing site and rental cars.

The Koshien pavilion also has an automobile factory while the Tokyo pavilion has a car design studio. Through these activities children are able to experience the appeal and fun of cars and the joy of driving.



Car Design Studio

#### Accepting Teachers for Private Sector Training

At the request of the Keizai Koho Center and the Tokyo Metropolitan School Personnel in Training Service Center, MMC accepted school teachers for training at its Head Office and in the Okazaki District under a program for training school teachers in the private sector. The training covered areas that are useful for school operation and improving lessons, such as management strategy based on a corporate management philosophy and customer service.



School teachers in training

### Traffic Safety

#### Car School Teaches Driving Techniques

MMC has been running Car School since 1995 as a part of efforts to raise awareness of traffic safety. To help ease students concerns and answer their questions properly, the courses are held with a limited number of participants, and focus on communication. Participants think and learn together, studying driving techniques and learning about car safety while having fun.



A participant executes a smooth reverse into a parking space having mastered the difficult maneuver

### Environmental Preservation

#### Volunteer Employees Maintain the Pajero Forest

Volunteer employees and their families work to preserve and rejuvenate a three-hectare parcel of forest located in Hayakawa-cho, Yamanashi Prefecture. Through the "Pajero Forest" and other volunteer activities they also help to deepen ties with the local community.

In fiscal 2010, as well as clearing undergrowth and thinning trees, volunteers also interacted with the local community through activities such as making *soba* noodles and harvesting vegetables.



Volunteers having finished clearing the forest undergrowth

### Participation in Local Communities

#### Factory Tours

The Nagoya Plant, Powertrain Plant (Kyoto and Shiga factories), Mizushima Plant and Pajero Manufacturing Co. provide educational tours for local elementary schools and other community members by showcasing their production lines and other facilities. In fiscal 2010, some 40,000 people toured the plants.



Factory tours form a vital part of elementary school students' learning

### Overseas Activities

#### Traffic Safety Activities for Children —Kids Safety First

Employees at Mitsubishi Motors North America, Inc. founded Kids Safety First, a national, non-profit organization dedicated to promoting automotive child safety. Kids Safety First produces easy-to-understand educational materials in English, Spanish and Chinese regarding car safety, such as the correct way to fit a child safety seat. It has distributed more than 4 million sets (cumulative) of these materials free of charge to police stations, elementary schools and other places in all 50 U.S. states. In fiscal 2010 Kids Safety First held 13 events in 6 cities calling for the use of child safety seats.



Staff pose next to a car festooned with Child Safety First stickers

#### Activities at Mitsubishi Pró Brasil

Mitsubishi Pró Brasil has been active at rally events held over the last 16 years, collecting food donations from participants. Participants can donate 30 kg of food and 6 hygiene items (toilet paper, etc.) per vehicle in lieu of paying an entry fee. The collected items are distributed to over 40 orphanages and homes for the elderly throughout Brazil. In fiscal 2010, Mitsubishi Pró Brasil collected 84 tons of food, making a cumulative total of more than 1,000 tons over 16 years.



Rally entrants announce recipients of donated food and hygiene items

#### Activities at Mitsubishi Motors Thailand

Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) has been supporting the happiness and health of children in Thailand since 2000 by giving presents to elementary school children each year on "Children's Day," a Thai festival held on the second Saturday in January. In fiscal 2010, MMTh gifted 20 schools in its home province of Pathum Thani with stationery items and sports equipment, as well as donating 24 bicycles to the city of Laem Chabang in Chonburi Province where MMTh's factory is located.



Gifts for "Children's Day" in Thailand

\*1. The City of Saitama is pushing ahead with its E-KIZUNA Project, a collaborative effort between residents, businesses, and government to popularize electric vehicles as part of creating a sustainable low-carbon society. The goals are to promote (1) Security—by building an EV charging safety net, (2) Satisfaction—by creating demand and providing incentives, and (3) Familiarity—through awareness raising activities closely tied to local communities.

# Responding to the Great East Japan Earthquake

## Our Sympathies to the Earthquake and Tsunami Victims

We extend our heartfelt sympathies to the victims of the Great East Japan Earthquake.

We pray for their good health and for the earliest possible recovery of the affected areas.

The disaster interrupted operations at a number of car dealerships among our sales companies in the area. We apologize for the inconvenience this has caused our customers. The MMC Group will do all that it can to promptly restore normal production and services, as well as rebuild our operation to offer a full range of service to customers and their cars in the affected areas.

### ■ MMC Electric Vehicles Used for Providing Assistance

Many of the affected areas suffered a severe shortage of gasoline and diesel shortly after the disaster struck. This gave rise to a need for electric vehicles requiring no special facilities, only the supply of electricity. In response, MMC supplied 89 *i-MiEV* electric vehicles free of charge to the three hardest-hit prefectures of Iwate, Miyagi and Fukushima. The vehicles departed from MMC head office on March 22, 2011, and were delivered to the prefectural authorities on March 26, 2011. They have been used for relaying information to evacuation shelters and by doctors making rounds in the disaster-stricken areas.

Municipalities from all over Japan, including the city of Nagoya (Aichi Prefecture) and city of Soja (Okayama Prefecture), also loaned their own *i-MiEVs* to assist.

In addition, MMC loaned the city of Kesennuma 10 *minicab* commercial light vehicles free of charge. These gasoline-powered vans are highly maneuverable and can be loaded with goods, making them well suited for this city, which at the time was experiencing delays in attempts to restore power. They were delivered to the city on March 26.



*i-MiEVs* en route to the disaster-stricken prefectures



An *i-MiEV* owned by the city of Soja being used to provide assistance (town of Otsuchi, Iwate Prefecture)  
Photo by Masashi Kawata

### ■ Donations

Together with its Group companies in Japan, MMC donated ¥30 million to the Japanese Red Cross Society to help the recovery effort. Management and labor unions also joined hands in asking the directors, executive officers and employees of MMC for donations. Their contributions of about ¥11 million were also donated to the Japanese Red Cross Society and people affected by the disaster.



MMC presenting a catalog listing its donations to the Japanese Red Cross Society

### ■ Relief From Overseas

Affiliated companies and business partners from 40 countries around the world also contributed relief money through their respective Red Cross societies. Many of those affiliates and partners began sending us words of encouragement for the disaster victims, and for Japan, immediately after the earthquake and tsunami struck.

#### Words of Encouragement From Overseas



We extend our heartfelt sympathies and condolences to all those who suffered in the earthquake and tsunami that struck Japan. May our prayers find your families and loved ones safe.

We offer our heartfelt condolences to the victims of the recent earthquake and tsunami and express our sympathies and solidarity with our Japanese colleagues in this time of hardship. If there is anything we can do, please do not hesitate to contact us. Our thoughts are with you always.

### ■ Providing Use of a Company Dormitory Free of Charge

MMC provided 70 rooms in a company dormitory free of charge for use as housing for disaster victims. The rooms are located in the town of Otofuke, Hokkaido, at the MMC Car Research & Development Center Tokachi Proving Ground, and were offered to the disaster victims through the local government. The location is in a highly convenient part of town with access to public transportation such as buses, as well as schools and nurseries.



The dormitory at the Tokachi Proving Ground provided to disaster victims free of charge

### ■ Supplying Emergency Provisions

Since immediately after the disaster, MMC and its Group companies in Japan have called on employees to donate emergency provisions, compatible with what the affected areas need. The emergency provisions have amounted to 842 box loads thus far, and were supplied where needed through the NPO Second Harvest Japan.



Emergency provisions donated by employees



MMC employees volunteered to load the emergency provisions for shipment

### ■ Volunteer Activities by Employees

Employees from the MMC Group in Japan have participated in volunteer activities conducted by the Keidanren (Japan Business Federation)'s 1% Club and the Joint Committee for Coordinating and Supporting Voluntary Disaster Relief Activities.

### Volunteers Assemble Packages of Emergency Provisions

Twenty-two employees in Tokyo and Nagoya volunteered to assemble care packages of stationery and other provisions for children in the disaster-stricken areas.



Volunteers assembling packages of emergency provisions

### Volunteer Work in Disaster-struck Areas

Eighteen employees from the MMC Group in Japan worked for four to five days in the prefectures of Iwate, Miyagi and Fukushima clearing out mud and debris in response to requests from disaster-struck areas.



MMC employees participate in volunteer work in disaster-struck areas

#### Words of a Volunteer

I was dumbfounded by the devastation of peoples' lives that lay before my eyes and didn't have a clue at first where to begin work. But in the end, a group of people sharing ideas and cooperating for a common goal achieved an incredible amount of work to overcome the challenges. However, the best a team of 20 volunteers could do in one day was finish cleaning up one house. I was struck at once by the shortage of manpower and the need for continued assistance. I felt we could have done much more had we used our employee training program to raise the headcount. It was probably the MMC overalls I was wearing, but many



local people stopped by to chat, and I wound up offering a lot of advice on cars. As the sayings go: "talk is cheap," "seeing is believing," and "actions speak much louder than words."

(Masato Kuroyanagi, Domestic Sales Headquarters Division)

### Responding to the Power Shortage

In response to an anticipated power shortage this summer following the disaster, the Japan Automobile Manufacturers Association, Inc. announced a plan from July through September to switch the Thursday and Friday workdays to Saturday and Sunday. The aim of the proposal is to switch work to the weekend when electricity consumption is relatively low as part of summertime measures to save power. MMC complied with the plan and switched its weekend for the Head Office and all factories to Thursday and Friday, from July 1 through September 30, 2011. We decided that it would reduce the societal risk of rolling power outages and massive blackouts and spare the electricity for those who truly needed it, and thus contribute to society. In addition, especially after the earthquake, MMC called once again on employees to join in company-wide efforts to save power and conserve energy.