CORPORATE SOCIAL RESPONSIBILITY REPORT 2015

Drive@earth

MITSUBISHI MOTORS

Editorial Policy

Mitsubishi Motors Corp. (MMC) published environmental sustainability reports for six years from the inaugural publication in fiscal 1999 through fiscal 2004. In fiscal 2005, the title was changed to the Mitsubishi Motors Social and Environmental Report to reflect a broader focus on the social aspects of MMC's activities. In fiscal 2014, MMC changed once again the title to the Corporate Social Responsibility Report to express its enhanced global perspective and reflect its impact in areas extending beyond society and the environment.

As part of its information disclosure activities, this report is intended to provide readers with a full and honest account of MMC's environmental and social activities, and to deepen stakeholders' understanding of MMC's initiatives in these areas.

Scope of the Report

Focusing on MMC, the report describes the activities of Group companies in Japan and some overseas Group companies.

Corporate data: The report provides financial and accounting data for MMC, consolidated subsidiaries, and affiliates.

Reporting Period

Fiscal 2014 (April 1, 2014–March 31, 2015)
The report also includes some historical and recent information outside of the reporting period when appropriate.

Publication Period

September 2015 (last published September 2014; next publication scheduled for September 2016)

Mitsubishi Motors Corporate Social Responsibility Report 2015

Contents

Corporate Philosophy and Approach to CSR Activities

Three Principles

"Shoki Hoko"=Corporate Responsibility to Society

Strive to enrich society, both materially and spiritually, while contributing towards the preservation of the global environment.

"Shoji Komei"=Integrity and Fairness

Maintain principles of transparency and openness, conducting business with integrity and fairness.

"Ritsugyo Boeki"=Global Understanding through Business

Expand business, based on an all-encompassing global perspective.

The Three Principles, the spirit of Mitsubishi since its founding, embody the fundamental philosophy common to the Mitsubishi Group. Furthermore, Mitsubishi's Corporate Philosophy is derived from the principles.

Corporate Philosophy

**"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."**

MMC Corporate Philosophy clarifies the significance of MMC existence and MMC future direction. It constitutes the bedrock of why society needs MMC continued existence.
All MMC business operations are carried out based on the concepts of MMC corporate philosophy.

Approach to CSR

We will continually contribute to both society and the environment by winning trust in Mitsubishi Motors through the fulfillment of the expectations and demands of stakeholders through the implementation of our Corporate Philosophy.

Based on its corporate philosophy, Mitsubishi Motors helps solve social issues through its business activities. MMC works to deepen mutual understanding through dialog with its various stakeholders.

As a company that aims to make CSR its first priority, MMC is creating a framework for promoting CSR in order to advance activities that address the expectations of society across the Group and around the world, while establishing a deeper trust with communities.
MMC engages in CSR activities on an ongoing basis by setting medium and long-term targets and setting policies for CSR initiatives which are based on ISO 26000, an international standard.

Undertaking reform activities from the customer's perspective, MMC is evolving into a company that makes CSR its highest priority.

In fiscal 2014, we worked to change our way of thinking companywide by redoubling our efforts from the customers' perspective. Against this backdrop, we embarked upon the second year of the Customer First Program, various measures for which are starting to take shape.

Our corporate philosophy is embodied in the statement: "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." With this in mind, we think 2014 was a critical turning point for MMC to evolve into a company that is essential to society.

In an effort to reform our corporate culture, we took steps to spread the MMC corporate philosophy companywide by holding workplace discussions and continuing to conduct surveys to determine the level of improvement in employee attitudes. Aiming to accelerate these reforms, training sessions were undertaken for key manager-level employees from each workplace.

In terms of operational quality, we have begun to revamp employee work styles by updating in-house operational infrastructure systems.

Regarding product quality, said to be the "lifeline" of automakers, we have undertaken a variety of initiatives based on Quality Upgrade (Q-Up), which expresses its aim to reach the industry's top level of quality. In particular, MMC announced the Quality Targets that sought to reduce the following statistics by half compared to fiscal 2012:

- the number of new car defects
- the percentage of defective supplier parts
- and the time taken by us to devise countermeasures for defects.

To achieve these targets, we are conducting ongoing monthly follow-ups and have achieved major improvements in the all-new *eK Space* minicar.

Reflecting our corporate philosophy, we promise once more to be a company that has gained the trust of all stakeholders—including customers, shareholders, suppliers and employees—in all of our corporate activities.

Fiscal 2014 marked the start of our New Stage 2016 mid-term business plan which promotes the key policy of reaching a new stage of growth.

Turning to production, we commenced operations at our new plant in the Philippines in January 2015. In the following March, we held a groundbreaking ceremony for a new plant we are building in Indonesia.

Looking at products, we released the all-new *Triton* pickup truck in November 2014 in Thailand as the first of our strategic models. We plan to export the Triton to approximately 150 countries starting with the ASEAN region.

In development and technology, we are sequentially releasing worldwide the new *Outlander PHEV*, equipped with our proprietary Plug-in Hybrid EV System. By steadily pursuing these initiatives, we are working to improve corporate value through sustainable growth.

We have made steady progress in our initiative to be the electric vehicle (EV) and plug-in hybrid vehicle (PHEV) pioneer; aiming for a sustainable future, outlined in the Mitsubishi Motors Group Environmental Vision 2020.

In fiscal 2014, *Outlander PHEV* sales volume increased by 15,000 compared with the previous fiscal year to 35,000 units. Particularly in Europe—where environmental awareness is high and enhanced government incentives and other programs exist—sales of *Outlander PHEV* grew by around 2.5 times over fiscal 2013. In April 2015, we began upgrading infrastructure indispensable for expanding the use of EVs in Japan, namely the full-scale start of recharging services for owners of Mitsubishi Motors EVs. At the same time, we are supporting employees driving EVs to work by installing additional rechargers at employee parking lots located near company offices, dormitories and housing.

Through these activities, which reduce emissions of CO_2 and other greenhouse gases, we are helping to find solutions for global warming.

In closing, we are contributing to society by providing our ongoing support for the reconstruction of regions devastated by the Great East Japan Earthquake and encouraging employees to participate in volunteer work. After being temporarily suspended due to typhoon damage, we commenced in fiscal 2014 the second phase of activities involving the "Pajero Forest" located in Hayakawa-cho, Yamanashi Prefecture.

While there is a limit to what one company can accomplish, we will continue to actively support the voluntary activities of our employees as we consider the proactive volunteer work of employees in local communities to be of vital importance.

June 2015

Osamu Masuko,
Chairman of the Board and CEO (left)

Tetsuro Aikawa,
President and COO (right)

Feature

Connecting to Society Through Products

Enhancing Performance of Electric-powered Vehicles and Promoting Network of Chargers Expansion as a Pioneer

Chargers in use

The automotive industry is in the midst of major environmental changes. Automakers need to respond quickly to these various changes and challenges that include environmental and energy problems, and changes in lifestyles and preferences.

Strategy of Electric-powered Vehicle Development and Dissemination

～Response to Rising Global Environmental Awareness～

Due to the outlook for rising global environmental awareness and strict environmental regulations not only in Japan, Europe and the United States but also in emerging countries including China, electric-powered vehicles are expected to see increased demand in the future with their outstanding environmental performance.

In consideration of early contributions to the environment, MMC released the *i-MiEV* electric vehicle in 2009 and the electric-vehicle-based *Outlander PHEV* plug-in hybrid EV in 2013. In order to create products that take advantage of expected improvements in drive battery performance and motor efficiency, electric-powered vehicle development has been set as the highest priority in the New Stage 2016 mid-term business plan.

Because electric-powered vehicles must be charged, MMC has started a charging service company in Japan in partnership with other automakers and MMC is working to popularize charging facilities by installing chargers in the company parking lots and through other means. In preparation for the expected popularization of electric-powered vehicles in emerging countries, MMC is conducting a survey on each country's electric power infrastructure to ensure that charging can be performed safely overseas.

Environmental Performance Improvement

～Hybrid Fuel Efficiency of the New (2016) *Outlander PHEV* Improved by 8%～

In June 2015, MMC released the new (2016) *Outlander PHEV*, which is more environmentally friendly. Hybrid fuel consumption*1 (JC08 mode) has improved by 8% over the previous model thanks to optimized control of the drive battery charge/discharge and gasoline engine.

To meet consumers' preferences, MMC enhanced driving pleasure and quality of driving by improvement in the body and the suspension to upgrade driving stability and comfort as well as quietness.

New (2016) *Outlander PHEV* model

*1 Fuel consumption rate when driven without electricity charged from outside.

Activities to Expand the Charging Infrastructure

～Increase Convenience by Networking of Chargers in Japan～

In May 2014, MMC along with other companies including three automakers set up Nippon Charge Service LLC, a member-network charging service company, and is forming a network of new and existing chargers. This activity involves the networking of 4,700 quick chargers and 6,400 regular chargers in 2015. The plan is to create conditions where this convenient charge service can be accessed with one card.

Quick charging station installed in a roadside station in Yamagata Prefecture

In April 2015 MMC started the support plan in which various services related to electric-powered vehicle are readily available with a member card, and MMC is working to further develop the charging infrastructure in Japan.

Surveys of the Overoseas Electric Power Infrastructure

～Currently Surveying 42 Countries and Regions Around the World～

The charging of electric-powered vehicles is greatly affected by the electric power infrastructure voltage and other factors. In light of the popularization and development of electric-powered vehicles throughout the world including emerging countries, MMC has been conducting a surveys of overseas countries' electric power infrastructure.

MMC has conducted surveys in 42 countries and regions including Indonesia, Singapore, Sri Lanka, Thailand, Taiwan, Hong Kong, Macau, Ecuador, Chile, and Brazil. The surveys of voltage, current, power outlets, charging stations, and electrical standards are being conducted by taking raw data from measurements in cooperation with local sales staff and outside subcontractors.

Voltage measurement

In addition, due to different specifications for charging facilities in each country, MMC is focusing on creating charging facility guidelines tailored to the local charging environment in order to assure driver safety.

MMC Initiative ～MMC as a Model for Electric-powered Vehicle Life～

As part of efforts to popularize electric-powered vehicles, MMC improved and expanded the charging infrastructure for employee parking. MMC installed 1,200 chargers at its offices and facilities including company housing and dormitories for single employees and established an environment where employees can charge electric-powered vehicles at any time. MMC also began offering an allowance to encourage commuting by electric-powered vehicles. Some of the chargers MMC installed are available for use to everyone in the region, thus contributing to environmentally friendly urban development.

Regular charging station at the employee parking in Okazaki district

User Feedback

I drive about 40 kilometers per day commuting to and from work and picking up my child from prep school. It was what made me decide to buy the *Outlander PHEV* having charging stations available at employee parking lots for easy charging during work. As it is environmentally-friendly and budget-friendly, my family is totally satisfied!

Shoji Kanzaki
Design Strategy and Planning Department
Design Office

Since there is no charging facility at home, I had to charge the electric-powered vehicle while out shopping at the mall or some other place. Because I can charge it at work, it's hassle-free and a big help.

Hisashi Maeda
Production Control Department
Mizushima Plant

i-MiEV Serves as Police Vehicles in Various Countries

MMC has delivered the *i-MiEV* electric vehicles as a police vehicles to Hong Kong, Spain, and the U.K.

In September 2014, MMC delivered *i-MiEV* vehicles to the Carabinieri, Italy's military police force. These vehicles are being used in the zero-emission area of Expo Milano 2015 held from May to October 2015, and in cities and on islands that have high environmental awareness.

i-MiEV delivered to Italy's Carabinieri

Feature

Connecting to Society Through Products

Contributing to the Solution of Energy Problems through Electric-powered Vehicle's Battery Power

V2H based on the *Outlander PHEV*

Effective Use of the Battery Power of Electric-powered Vehicles

～Supplying Electricity to Homes and Serving as an Emergency Power Source During Disasters～

The V2H*1 System stores renewable energy and late night power in the drive battery mounted in the electric-powered vehicles and supplies electricity to the home when power demand is high to offset daytime electricity costs. It is expected to be fully commercialized beginning from fiscal 2015, when domestic standards are established.

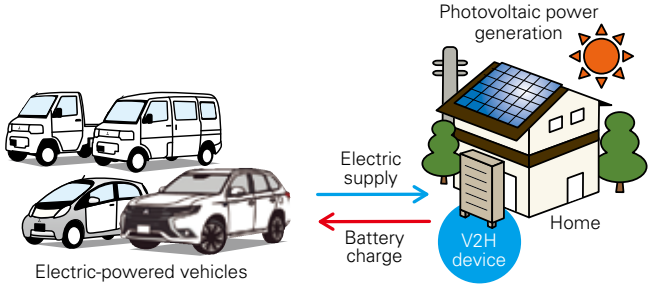


Diagram of V2H

The *Outlander PHEV*, like the electric vehicles *i-MiEV* and *MINICAB-MiEV*, is compatible with the V2H System and is able to effectively use renewable energy not only during driving, but also when parking.

Furthermore, the *Outlander PHEV* is equipped with an 100V AC power supply*2 capable of 1500W output. Moreover, the electric vehicle uses a *MiEV power BOX* to provide power. It does not only contribute to the environment but also help provide safe, comfortable, and valuable electric power supply such as in evacuation areas in times of disaster and as a handy electric appliance for leisure outdoor activities.

V2H System Installation Example ～Joint Project with Miyakojima City～

Miyakojima City in Japan's Okinawa Prefecture and MMC have been working together to popularize electric-powered vehicles after reaching an agreement on the "EV Island Miyakojima Project" in October 2012. As a further commitment to that city, which has been accredited as an "Island Environment Model City," MMC is introducing the V2H System to stores together with Towa Auto (MMC satellite shop in Miyakojima), an MMC sales affiliate on the island. In Miyakojima City, although they made efforts to expand photovoltaic power generation, the need to temporarily store power has increased because of power outages caused by the unstable power supply and typhoons. MMC is promoting stabilization of the electric power supply through the effective use of electric-powered vehicle drive batteries with the aim of building a society capable of fully utilizing renewable energy.

Feedback from Towa Auto

Miyakojima is often referred to as typhoon Ginza, the area of Japan where typhoons frequently pass. As a result, power outages caused by such natural disasters as typhoons are a major issue of life on the island. In order to address this issue, we will build models that are capable of overcoming the burdens imposed by a variety of disasters. In specific terms, we will fulfill a role as a disaster base within the region by effectively utilizing the high-performance electricity storage functions of the *MiEV* as a facility that is equipped with an emergency power source and supply during disasters.
In addition, we are promoting the widespread use of electric-powered vehicles as an important business priority in a bid to bring about an eco-island from the automobile maintenance industry.

Koji Shinjo
Towa Auto Co., Ltd.

*1 Vehicle to Home　*2 Standard features and manufacturer options (for Japanese models only)

Investigation of Battery Reuse

～Demonstration for the Japan-France Cross-industry Project～

Because the drive battery mounted in electric-powered vehicles maintains sufficient charge performance even after the vehicle's end-of-use, a battery reuse project is underway.

Electricité de France (EDF) Group, PSA Peugeot Citroën, Mitsubishi Corporation, and MMC have started a project to achieve the load shifting of electric power demand by storing power from renewable energy sources and power in reusable batteries at non-peak times such as late night. The demonstration will commence in France from September 2015 with a view to future commercialization. The aim of the project is further contribution to the environment through the reuse of batteries.

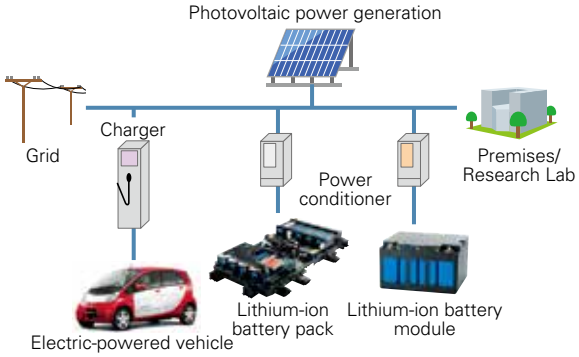


Diagram of system concept

Comments from an Employee in Charge of this Project

Lithium-ion batteries mounted in electric-powered vehicles hold a high capacity of power, and even if not used in vehicles, the batteries' sufficient available capacity remains for stationary use. Using these batteries in combination with photovoltaic power generation, power supply stabilizes. In addition, they can be used as an independent power source in times of disaster. Electric-powered vehicles are of course fun to use as vehicles, but when stationary they are still useful. We will continue working on the effective use of reused batteries, which will become more widespread.

Wataru Matsuoka
Assistant Manager
Engineering Strategy Department
E-Mobility Business Office

Customer Experiences with Alternative Power Supply

●Four-day Power Outage Caused by Heavy Snow... ～What a Relief with a Hot Bath!～

The Oshikiji family
Takayama City, Gifu Prefecture

In December 2014, a four-day power outage caused by heavy snow hit Takayama City. I never dreamed that I would use the power supply function of the *Outlander PHEV* in an emergency.

On the third day of the outage, when I was most tired, I realized that I could operate the kerosene boiler if power was supplied from the *Outlander PHEV*, so I connected the power source and got a supply of hot water! Thrilled, I took a hot bath and healed my weary body and mind.

Supplying electricity from the *Outlander PHEV*

●Power Outage Just Before a Sporting Event ～Dancing With an Electric Vehicle～

Fuminori Yokota (left)
Sakado Branch Manager
Kanto Mitsubishi Motor Sales Co., Ltd

Ryuichi Murata (right)
Assistant Manager,
General Administration & External Affairs Dept.
Corporate Affairs Office

Just before a children's nursery school sporting event started, a power outage occurred at the event's gymnasium. I remembered that power could be supplied from an electric vehicle, so I consulted with the nearest Mitsubishi Motors dealer. I rented a *MINICAB-MiEV* and using the *MiEV power BOX*, I powered up the audio equipment. The children, who had been practicing hard for this day, freely danced and competed to the music and made it a memorable event.

Though I am an MMC employee, I have experienced for myself that the electric-powered vehicle is very dependable in times of emergency.

Sporting event where power was supplied from a *MINICAB-MiEV*

Feature

Connecting to Society Through Products

Development of Advanced Technology Combined with Uniqueness of Mitsubishi Motors - Vehicle Manufacturing of the Future

MITSUBISHI Concept XR-PHEV II (car exhibited at the 2015 Geneva Motor Show and Auto Shanghai 2015)

Vehicle Manufacturing Approach of the Future

MMC regards product quality as the entire foundation of vehicle manufacturing and aims to be at the top level in the industry for all aspects of vehicle quality.

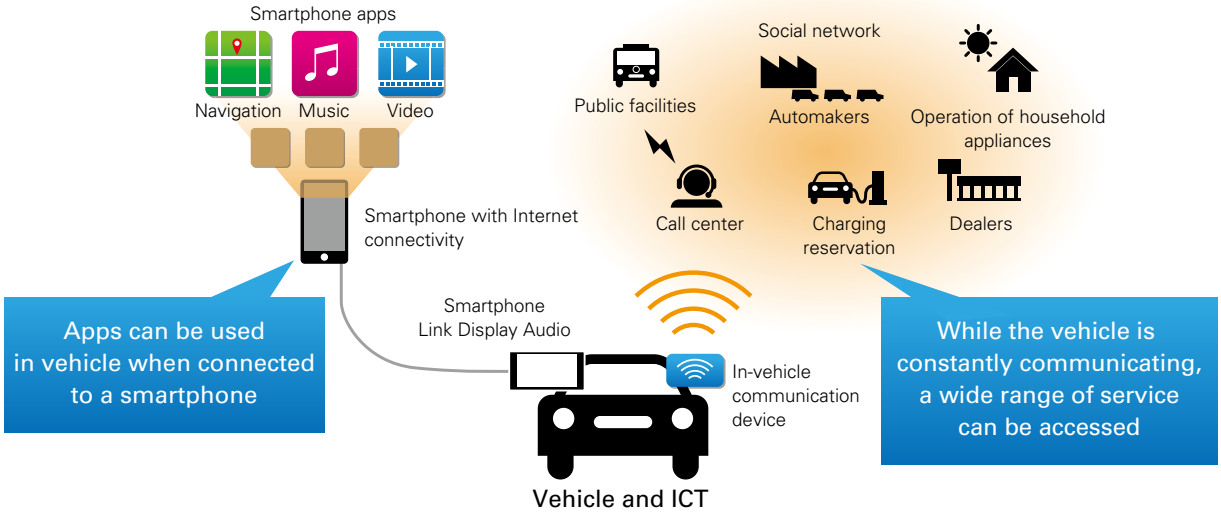
MMC introduced the world's first mass-produced electric vehicle and has a long history of SUV technology. Based on these strengths, MMC positions SUVs and electric-powered vehicles as its core products. MMC will continue to develop technology that responds to challenges being currently faced, social challenges expected in the future, and fully incorporates the values customers demand. MMC will continue to provide vehicles that deliver driving pleasure and reassuring safety while manufacturing vehicles that excite customers. MMC is also working to achieve an abundantly mobile society where everyone can live with peace of mind.

Leveraging Information and Communication Technology

～Driving Information Tool, with Improved Safety, Ecology, and Convenience～

MMC is working to achieve service that enhances customer convenience as well as safety and security by connecting the vehicle to Information and Communication Technology.

MMC seeks to provide ecological, convenient and safe products by offering more advanced safe driving support, such as providing optimal maintenance information by monitoring driving conditions and accident avoidance by utilizing traffic information.



Advanced Development through Motor Sports

～Demonstration of Electric-powered Vehicle Drivability and Durability in Grueling Races～

MMC's electric-powered vehicles participate in motor sports. Under unforgiving race conditions, race results are used to verify the reliability of electric components with the aim of further advancing electric-powered vehicle technology and four-wheel drive control technology.

In fiscal 2014, the *MiEV Evolution III* electric vehicle entered the Pikes Peak International Hill Climb held in the United States. In addition, the *Outlander PHEV* entered the Asia Cross Country Rally held in August in Thailand and Cambodia.

MMC will continue to gather data and know-how in a wide range of driving conditions, expand the potential of electric-powered vehicles so that MMC can meet diverse customer needs, and help develop the electric-powered vehicles of its dreams.

Pikes Peak International Hill Climb
Won electric vehicle division honors in a grueling race to the finish on the 4,300 meter summit

Asia Cross Country Rally
Finished a grueling 2,000 kilometer route through dirt, mud and across rivers

Presenting a New SUV Concept

～The Optimal Fusion of Electric-powered Vehicle and SUV～

MMC's direction in vehicle manufacturing has been presented at motor shows held worldwide.

Outlander PHEV Concept-S (right)
(Paris Motor Show 2014)
Presented as an *Outlander PHEV* special edition.
A sporty and sophisticated design.

MITSUBISHI Concept XR-PHEV II (left)
(2015 Geneva Motor Show and Auto Shanghai 2015)
An urban crossover vehicle that combines high-level environmental and driving performance utilizing a compact, lightweight, and highly efficient Plug-In Hybrid EV System.

MITSUBISHI Concept GC-PHEV (left)
(2014 Beijing International Automotive Exhibition and Tokyo Motor Show 2013)
The *MITSUBISHI Concept GC-PHEV* is a next-generation full-size SUV with full-time four-wheel drive. It is based on a front engine, rear-wheel drive layout with a plug-in hybrid EV system comprising a 3.0-liter V6 supercharged MIVEC*1 engine mated to an eight-speed automatic transmission, with a high-output electric motor and a high-capacity battery to deliver all-terrain performance truly worthy of an all-round SUV.

*1 Mitsubishi Innovative Valve timing Electronic Control system

Business Activities

To achieve sustainable growth and improve corporate value, the Mitsubishi Motors Group is undertaking six key initiatives as part of its basic policy for reaching a new stage of growth outlined in the New Stage 2016 mid-term business plan.

1	2	3	4	5	6
Revenue growth by launching strategic models	Development of next-generation technology	Strengthening of regional strategies	Restructuring of operating structure	Establishment of a stable business foundation	Actions for quality improvement

Fiscal 2014 Results

Global retail sales volume for the full 2014 fiscal year totaled 1,090,000 units, an increase of 4% or 43,000 units over the same period in FY2013. Sales volumes by region were as follows.

Japan: Sales volume decreased with both registered vehicles and minicars totaling 115,000 units, a year-on-year decrease of 20% or 28,000 units.

North America: Sales volume totaled 117,000 units, an increase of 21% or 20,000 units over the same period last year. The increase was driven by brisk sales of the *Outlander Sport* and *Mirage* as economic recovery in the United States moved onto a firmer pace.

Europe: Sales volume totaled 227,000 units, an increase of 13% or 25,000 units year-on-year. Despite the worsening economic situation in Russia that caused sales declines compared with the previous fiscal year, the sales increase of the *Outlander PHEV* in Western Europe contributed to the overall increase for the region.

Asia: Sales volume totaled 344,000 units, which was about the same level as the same period last year. Although recovery in total demand for Thailand remained sluggish, an increase in sales in China, mainly stemming from GAC Mitsubishi Motors Co., Ltd offset this.

Other Regions: Overall regional sales volume totaled 287,000 units, an increase of 10% or 26,000 units year-on-year, owing to strong sales in the Middle East.

In fiscal 2014 (April 1, 2014–March 31, 2015), net sales increased by 87.3 billion yen, or 4% year-on-year, to 2,180.7 billion yen.

Operating income rose by 12.5 billion yen, or a 10% increase year-on-year to a profit of 135.9 billion yen. Despite negative factors such as an increase in selling costs and R&D expenses along with a decrease in profits in volume and model mix, improvements from ongoing cost reduction efforts along with favorable exchange rates contributed to the overall increase.

Ordinary income rose by 22.1 billion yen, or 17% year-on-year, to a profit of 151.6 billion yen. Net income increased by 13.5 billion yen, or 13% year-on-year, to 118.2 billion yen. Operating income, ordinary income, and net income all reached record highs.

The all-new *Triton* was released in Thailand in November 2014 and and exports to other ASEAN countries has begun.

Forecasts for Fiscal 2015

MMC forecast overall sales volumes to rise by 10,000 units, or 1% year-on-year, to 1.1 million units. Based on this, MMC forecast net sales of 2,280 billion yen, operating income of 125 billion yen, ordinary income of 130 billion, and net income (net income attributable to owners of the parent) of 100 billion yen, for a rise in revenues and decline in profits compared with the previous fiscal year.

Environmental Initiatives

Environmental Policy

MMC formulated the "Environmental Policy" that clarifies its initiatives for environmental preservation in corporate management.

Basic Policy

Mitsubishi Motors recognizes that protection of the global environment is a priority for humankind and as such makes the following pledges:

1. Taking a global perspective, we are committed to harnessing all our resources to achieve continuous reductions in the environmental impact of all our corporate activities, spanning development, procurement, production, sales, and after-sales servicing of vehicles.
2. As a good corporate citizen, we are committed to take actions that protect the environment at the level of local communities and society as a whole.

Behavioral Standards

1. We will endeavor to protect the environment by forecasting and assessing the environmental impact of our products at all stages in their life cycle.

<Priority Initiatives>

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

2. We will endeavor to improve our environment management practices as part of ongoing efforts to ameliorate the impact on the environment.
3. We will comply with environmental regulations and agreements, and will work to protect the environment by establishing voluntary management targets.
4. We will encourage our affiliates and suppliers, both in Japan and overseas, to cooperate in working to protect the environment.
5. We will actively disclose environment-related information and will seek the understanding of local communities and of society at large.

Environmental Vision 2020

MMC formulated an "Environmental Vision 2020" based on its "Environmental Policy" in fiscal 2009. The "Environmental Vision 2020" stipulates the medium-to long-term policy for the environmental initiatives of the entire group toward early achievement of a low-carbon society. MMC aims to realize a sustainable future by pursuing its environmental initiatives in technical development with electric vehicles at the lead as well as business activities, and by realizing a clean low-carbon society with an infrastructure that supports the use of EVs.

Mitsubishi Motors Group Environmental Vision 2020 "Leading the EV*1 era, toward a sustainable future"

Products & Technology	● Promote development and application of EV technology 【2020 Target】 Achieve a production volume at least 20% of which is comprised of EVs.
	● Reduce environmental impact during vehicle life cycle 【2020 Target】 Cut global lineup CO_2 emissions by a weighted average of 50% over 2005.
Corporate Activities	● Step up corporate activities to promote widespread use of EVs ● Raise level of environmental protection activities by setting new standards for each field of corporate activity 【2020 Target】 Reduce per-vehicle CO_2 emissions during production by 20% over 2005 levels
Collaboration with Society	● Create a pleasing and low-carbon society by working together with customers and society at large ● Step up contribution to protecting the global environment by environmental conservation activities with local communities

*1 EV: Electric vehicles, plug-in hybrid vehicles, and other electric-powered vehicles

For detailed information on MMC environmental initiatives, please refer to "Environmental Initiatives" on MMC global website.

Website → http://www.mitsubishi-motors.com/en/social/environment/index.html

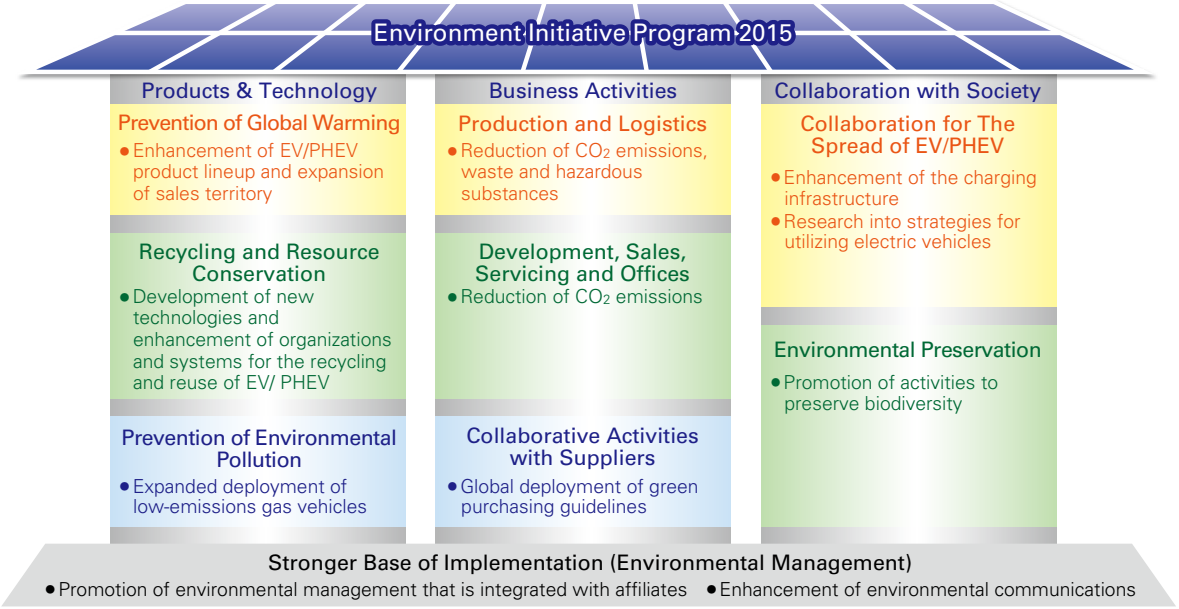
MMC's electric-powered vehicles

i-MiEV electric vehicle

Outlander PHEV plug-in hybrid EV

Environment Initiative Program 2015

"Environment Initiative Program 2015" is a mid-term plan for environmental initiatives covering FY2011 to FY2015. The program sets interim targets and a detailed plan of action toward achieving the objectives of its Environmental Vision 2020. From four perspectives of "Stronger Base of Implementation" in addition to "Products & Technology", "Business Activities", and "Collaboration with Society" in "Environmental Vision 2020", MMC set 28 items such as prevention of global warming, recycling and resource conservation, prevention of environmental pollution, and collaboration for the spread of EV/PHEV. MMC also lay out the goals for each fiscal year and is actively pursuing its environmental conservation initiatives.



Message from the Chief Environment Officer

Vehicles greatly contribute to society due to their convenience, yet on the other hand, vehicles are also products that have a negative impact on the environment. Therefore, we believe that minimizing the environmental impact through all our business activities is a social responsibility for MMC that owes its existence to vehicles.

To fulfill this responsibility, we are working on the development of electric vehicle technology and improvement of fuel economy of gasoline and diesel-powered vehicles which will contribute to lowering CO_2 emissions. In addition, in all our business activities including development, production, and services, we are addressing CO_2 emissions reduction, prevention of environmental pollution, promotion of recycling, and resource conservation.

Now, we are in the final year of activities for the "Environment Initiative Program 2015". Circumstances have greatly changed since our assumptions and forecast at the formulation of the program, however, we continue to contribute to society through enhancement of the environmental performance of the products we provide to customers with the focus on improving EV technology and promotion of initiatives toward achievement of the plan in all our business fields.

Hitoshi Iwada
Chief Environment Officer

Environmental Management

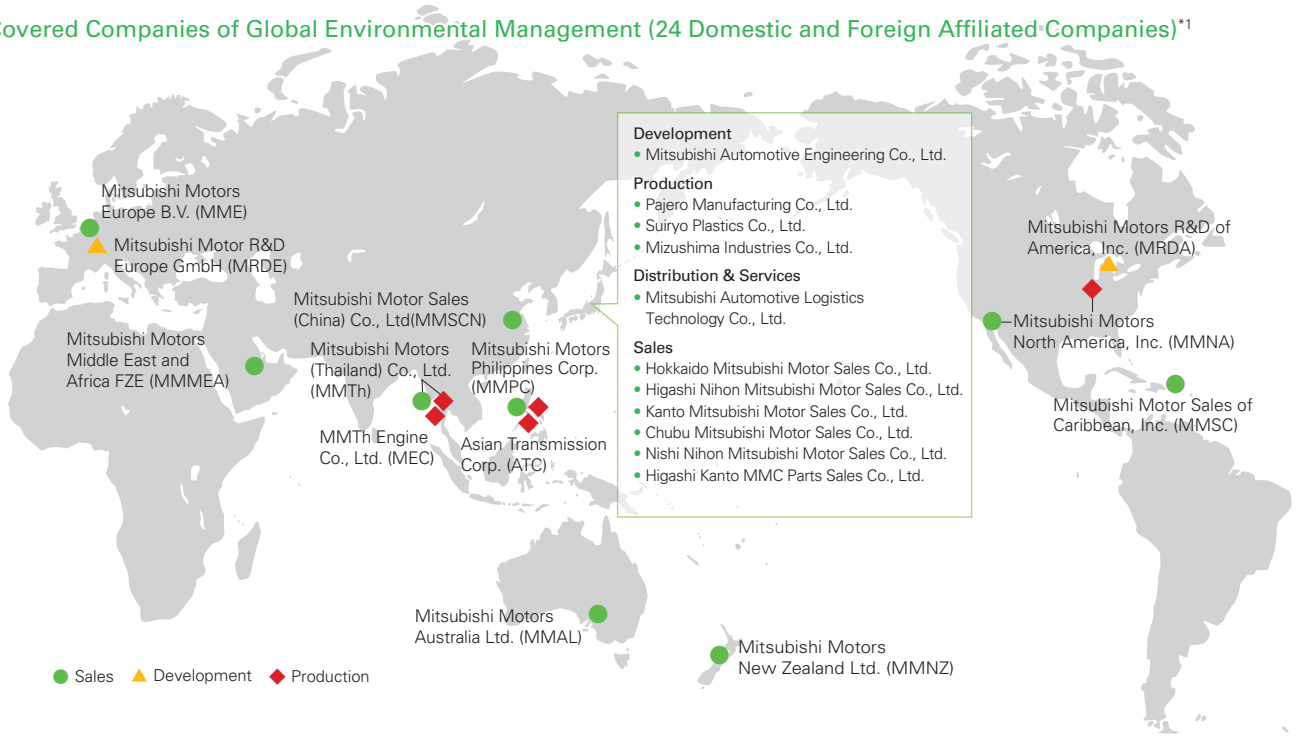
Environmental Organization

MMC has been holding the "Environmental Council" annually since 1993. In the Environmental Council, MMC's president is assigned as the top management. And medium- to- long term basic policy, targets, implementation plans, etc. regarding environmental initiatives are discussed and progress reports and activity results for the fiscal year are confirmed.

From FY2010, due to the improvement and enhancement of ISO14001 which MMC acquired due to an integrated system for the entire company, MMC has endeavored to revitalize its environmental initiatives for each department such as development, production, purchasing, and sales to reduce the environmental impact of its products at all stages in their life cycle.

In addition, MMC has built a framework to collect CO_2 emissions data in each domestic and overseas business site for production, development, and sales, etc. by regular reporting. MMC will continue to enhance its global environmental management systems by improving the efficiency and instantaneity of the data collection.

Covered Companies of Global Environmental Management (24 Domestic and Foreign Affiliated Companies)*1



Environmental Management System

MMC acquired ISO14001 integrated certification for the entire company, and MMC is promoting its environmental initiatives on a company-wide basis.

In addition, key domestic and overseas affiliated companies also acquired ISO14001 certification, and acquisition of Eco-Action 21*2 has been promoted in domestic sales companies.

Affiliated Companies That Acquired Environmental Management System Certification*1

ISO14001

Development	Production	Distribution & Services	Sales
Mitsubishi Automotive Engineering Co., Ltd.	Pajero Manufacturing Co., Ltd. Suiryo Plastics Co., Ltd. Mizushima Industries Co., Ltd. MMNA (North America) MMPC (Philippines) ATC (Philippines) MMTh (Thailand) MEC (Thailand)	Mitsubishi Automotive Logistics Technology Co., Ltd.	Mienan Mitsubishi Motors Sales Co., Ltd.

Eco-Action 21

Sales
Hokkaido Mitsubishi Motor Sales Co., Ltd.
Higashi Nihon Mitsubishi Motor Sales Co., Ltd.
Kanto Mitsubishi Motor Sales Co., Ltd.
Chubu Mitsubishi Motor Sales Co., Ltd.
Nishi Nihon Mitsubishi Motor Sales Co., Ltd.
Aomori Mitsubishi Motor Sales Co., Ltd.
Touou Mitsubishi Motor Sales Co., Ltd.
Iwate Mitsubishi Motor Sales Co., Ltd.
Sunen Mitsubishi Motor Sales Co., Ltd.
Kyoto Mitsubishi Motor Sales Co., Ltd.
Shiga Mitsubishi Motor Sales Co., Ltd.

*1 As of Sep.2015

*2 Eco-Action 21 is a certification and registration system based on the Environmental Management Systems guidelines formulated by Ministry of the the Environment for medium and small-sized companies.

Global Warming Prevention

MMC has taken initiatives regarding products, such as developing electric vehicle technology, which contributes to the reduction of CO_2 emissions, and improving fuel consumption of gasoline and diesel vehicles.

The all-new *Triton*, launched in Thailand during FY 2014, is equipped with the newly developed 4N15 2.4L MIVEC[*1] turbo diesel engine with greatly enhanced fuel economy due to improvements such as the low compression ratio. This engine employs an aluminum cylinder block - the first ever to be on a pickup truck - which along with the high tensile strength steel plates used for specific parts of the body, helped to reduce the weight of the vehicle. Furthermore, the all-new *Triton* achieved the best level[*2] of aerodynamic performance in its class thanks to an elaborate design of the car body, and air resistance during driving has been completely reduced. With these improvements, it achieved the best level[*2] of 169g/km in CO_2 emissions during driving in its class in NEDC[*3] mode, which means CO_2 emissions were reduced by approximately 17% compared to the previous model (4WD version for Europe).

4N15 2.4L MIVEC
Turbo Diesel Engine

Through manufacturing, MMC promotes energy saving to limit power demand and to reduce CO_2 emissions. The main initiatives are the modification of air conditioning temperature, the use of energy saving air conditioning units, integrating production lines, the use of LED lights etc.

Mitsubishi Motors Thailand (MMTh), which produces the all-new *Triton*, tackles thoroughly energy saving in its activities. In FY 2014, MMTh managed to reduce energy consumption by approximately 2%[*4] (equivalent to about 400 tons of CO_2 emissions), by installing photovoltaic power generation systems and introducing energy saving equipment (LED lighting). In addition, MMTh also carried out corporate-wide activities pursuing the understanding and cooperation of all of its employees in energy saving activities, through the presentation of cases of energy saving (methods and effects of energy saving, etc.), as well as in-house interviews and questionnaires.

Solar panels installed on the factory roof

Production line LED lightings have been introduced

Comments from an Employee in Charge of this Project

In MMTh's daily activities, apart from the maintenance operations including upkeeping and improving the equipment needed for production, we are also actively involved in energy saving activities. Therefore, we are working on improving and introducing equipment that saves energy whenever possible, by means of shutting down the installations (except for cases when they are particularly necessary), reviewing their control, regulating the air pressure in the plant and reducing energy loss of the electrical machineries through the employment of inverters. We are committed to further accelerate these efforts by enhancing our technological skills in energy saving, expanding the deployment of energy saving equipment and using renewable energy.

Apisit Kiewpong
MMTh Office of Manufacturing

*1 Mitsubishi Innovative Valve timing Electronic Control system *2 1ton pickup truck (as of Nov. 2014, internal investigation)
*3 New European Driving Cycle *4 Comparison of the achievements between April 2014 and January 2015 with those of the same period the previous year

Environmental Pollution Prevention

MMC endeavors to develop and promote low-emission vehicles to prevent environmental pollution caused by its products. In FY 2014, MMC has reduced exhaust gas emissions by releasing the vehicles which conform to European and North American regulation, especially the *Outlander PHEV*.

MMC also endeavors to reduce substances hazardous to the environment, to prevent environmental pollution during the disposal of its products. MMC does not allow environmentally hazardous substances (such as lead, mercury, cadmium, and hexavalent chromium) to be used and follows the exemption Annex Ⅱ of the EU ELV Directive (2000/53/EC) defined in several of Mitsubishi Motors Standards. MMC is collecting data on the use of substances of concern in components by using the industry's International Material Data System (IMDS) and the Global Automotive Declarable Substance List (GADSL), to track substances of very high concern (SVHCs) and ensure compliance with the SVHCs reporting requirements of REACH (1907/2006/EC).

Recycling & Resource Conservation

MMC promotes the active application of the 3R (Reuse, Reduce, Recycle) in the development of its vehicles. MMC has adopted the 3R policy for all the vehicles MMC has developed in FY 2014, based on the Company's "Recycle Plan Guidelines."

Besides, MMC promote car recycling initiatives world-wide. Based on legislation including the ELV Directive, MMC promotes end-of-life vehicles collection in EU member countries, the guarantee of at least a 95% recycling rate for vehicles sold in the EU and delivery of dismantling information.

Use of an easily recyclable thermoplastics resin for the all-new *Triton* vehicle, launched in 2014 (in green).

Collaboration with Society

MMC endeavors to disclose its initiatives regarding the preservation of the environment. In FY 2014, MMC has renamed the *Social and Environmental Report* (bearing this title until FY 2013), *CSR Report*, and MMC has released it both in Japanese and in English.

MMC is working on promoting the preservation of the environment in collaboration with society. MMC supports the OISCA Children's Forest Program, for which its employees have fund-raised. In this Program, active in 10 countries such as Indonesia and Thailand, children promote greening of the earth by planting and growing young trees in school yards, thus developing a kind feeling towards nature.

Children planting trees through the Children's Forest Program.

Environment Initiative Program 2015 Inventory

MMC has started its 5-year plan “Environment Initiative Program 2015” to make its “Environmental Vision 2020” a reality from FY2011, and the entire Group pushed ahead to achieve the program’s target, while MMC collaborated with each group company.

In FY2014, the fourth year of the program, MMC achieved most of its targets.

1. Products & Technology

Evaluation ○: Achieved ×: Unachieved

Category	Initiative	FY2015 target (Specific initiatives and targets*1)	FY2014 Objectives	FY2014 Achievements	Evaluation	FY2015 Plans
Prevention of global warming	(1) Reduction of vehicle-running CO_2 emissions	● 25% global average reduction of vehicle-running CO_2 emissions (against 2005)	● Monitor attainment of fuel consumption target for new vehicle models development Monitor compatibility with fuel consumption regulation countries for new vehicle models ● Confirm average fuel consumption for all vehicle models to achieve targets for FY2015	● Confirmed attainment of fuel consumption targets and compatibility with regulations for new vehicle models ● Confirmed progress of average fuel consumption for all the vehicles	○	● Monitor attainment of fuel consumption target for new vehicle models development Monitor compatibility with fuel consumption regulation countries for new vehicle models ● Confirm achievement of FY2015 objectives
	(2) Enhancement of electric powered vehicle (EV/PHEV)*2 Product lineup and expansion of sales territory	● Launch of commercial mini electric vehicle (EV) in the Japan market in 2011 ● Launch of plug-in hybrid vehicles in Japan, the United States and Europe from 2012 ● EV/PHEV production ratio of at least 5%	● Expand introduction of PHEVs overseas	● Expanded introduction of PHEVs overseas (such as in Australia)	○	● Expand introduction of PHEVs overseas
	(3) Development of new technologies to improve performance of EV/PHEV	● Improvement of battery energy density ● Development of smaller, lighter-weight parts and components for EV/PHEV, as well as integrating functions of those parts	● Reduce the size and weight of EV/PHEV batteries and components	● Promoted reduction of the size and weight of batteries and components of EV/PHEV	○	● Reduce the size and weight of EV/PHEV batteries and components
	(4) Development and deployment of “Green Technologies”	● New launch of hybrid vehicle ● Improvement of gasoline engines and clean diesel engines (expanded utilization of idling stop mechanism, next-generation MIVEC*3, etc.)	● Expand introduction of eco drive support system ● Weight saving in new vehicle models	● Expanded introduction as planned ● Promoted reduction of the size and weight as planned	○	● Expand introduction of eco drive support system ● Weight saving in new vehicle models
Recycling and resource conservation	(5) Development of new technologies and enhancement of organizations and systems for the recycling and reuse of EV/PHEV	● For used drive batteries: Development of recycling technology; Creation of recycling systems and organizations	● Research drive batteries recycling technologies ● Research overseas recycling technologies	● Progress as planned ● Continued research of recycling technologies	○	● Research drive batteries recycling technologies ● Research overseas recycling technologies
	(6) Development and commercialization of less resource-intensive materials	● Expanded application of “Green Plastic” (plant-based plastics)	● Expand the development of technology using plant-based materials	● Progress as planned	○	● Achieve the reduction of CO_2 emissions and of fossil energy consumption for the products developed
	(7) Improvement of recycling efficiency of used automobiles and their parts	● Used automobile recycling efficiency*4: at least 96% ● Dealer repair/replacement bumper recovery rate: at least 60%	● Bumper recovery rate: at least 37.0% (The objectives regarding the recycling rate of end-of-life vehicles are already achieved.)	● 33.6%	×	● Bumper recovery rate: at least 37.0%
Prevention of environmental pollution	(8) Expanded deployment of low-emissions gas vehicles	● Japan: Continue to expand deployment of 4 star-rated low-emission vehicles,Europe: Early adaptation to EURO6 ● USA: Adaptation to LEVIII*5, Emerging countries: Promotion of EURO3-5 vehicles	● Introduce EURO6 compatible vehicles to the European market ● Introduce ULEV70*6 compatible vehicles to the North American market	● Introduced as planned ● Introduced as planned	○	● Introduce EURO6 compatible vehicles to the European market ● Introduce ULEV70*6 compatible vehicles to the North American market
	(9) Reduction of hazardous substances in products	● Formulation and expansion of common global hazardous substance management standards	● Comply with EU regulations on four heavy metal substances for new vehicle models ● Research regulatory trends in the EU and South Korea	● Confirmed legal and regulatory compliance of one new vehicle model ● Conducted laws and regulations trends research	○	● Comply with EU regulations on four heavy metal substances for new vehicle models ● Research foreign regulatory plans

*1: All targets are for FY2015 unless specifically noted otherwise. *2: Electric-powered vehicles comprise electric vehicles (EV) and plug-in hybrid vehicles (PHEV).
*3: MIVEC stands for Mitsubishi Innovative Valve timing Electronic Control system
*4: Based on calculation methods used in the 3rd joint meeting of the Industrial Structure Council and Central Environmental Council on May 22, 2003
*5: Abbreviation for Low Emission Vehicle *6: Abbreviation for Ultra Low Emission Vehicle

2. Business Activities

Category	Initiative	FY2015 target (Specific initiatives and targets*1)	FY2014 Objectives	FY2014 Achievements	Evaluation	FY2015 Plans
Production and logistics	(10) Reduction of unit CO_2 emissions in production	● 15% reduction in CO_2 emissions per production vehicle at Japanese and international plants (compared to FY2005)	● 16% reduction in CO_2 emissions per production vehicle (compared to FY2005)	● 22% reduction	○	● 17% reduction in CO_2 emissions per production vehicle (compared to FY2005)
	(11) Reduction of unit CO_2 emissions in logistics	● Reduction in CO_2 emissions per unit of transportation (compared to FY2006) Procurement logistics: 36% reduction; transportation of completed vehicle, etc.: 9% reduction	● Reduction in CO_2 emissions per unit of transportation (compared to FY2006) Procurement logistics: 45% reduction, vehicle transportation, etc.: 7.1% reduction	● Procurement logistics: 53% reduction, Vehicle transportation, etc.: 6.4% reduction (overall objectives achieved)	○	● Reduction in CO2 emissions per unit of transportation (compared to FY2006) Procurement logistics: 53% reduction, vehicle transportation, etc.: 6% reduction
	(12) Resource conservation and recycling in production	● 45% reduction of externally disposed waste per production vehicle at Japanese plants (compared to FY2005)	● 45% reduction of externally-disposed waste per production vehicle (compared to FY2005)	● 60% reduction	○	● 45% reduction of externally-disposed waste per production vehicle (compared to FY2005)
	(13) Resource conservation and recycling in logistics	● 52% reduction in steel used per unit shipment volume at knock down (KD)*7 plants in Japan (compared to FY2006)	● 81% reduction in steel used per unit shipment volume (compared to FY2006)	● 84% reduction	○	● 82% reduction in steel used per unit shipment volume (compared to FY2006)
	(14) Reduction of hazardous substances generated in production	● Reduction of VOC*8 per unit painting area to less than 35 g/m² (body and bumper painting) in Japanese plants	● Limitation/Reduction of VOC per unit painting area to less than 35g/m² (body bumper painting)	● 32g/m²	○	● Limitation/Reduction of VOC per unit painting area to less than 35g/m² (body and bumper painting)
	(15) Establishment and enforcement of environmental standards in production	● Establishment of environmental guidelines for plants, evaluation and improvement of plant environmental performance	(Postponed)		—	(Postponed)
Development, sales, servicing and offices	(16) Reduction of unit CO_2 emissions in non-production facilities	● 5% reduction in unit CO_2 emissions at Japanese facilities (development facilities, parts centers etc.) (compared to FY2010)	● Limitation/Reduction of unit CO_2 emissions (compared to FY2010) Set target for each facility +39% ～ -37%	● Progress as planned except for one facility 0.3% increase to 52.4% reduction (overall objectives achieved)	○	● Reduction of CO_2 emissions per facility
	(17) Reduction of unit CO_2 emissions at non-production affiliates	● 5% reduction in unit CO_2 emissions at Japanese affiliates (7 companies) (compared to FY2010)	● In Japan, 5% reduction of CO_2 emissions per unit at sales companies (5 companies), and 18.5% reduction at parts dealerships*9 etc. (compared to FY2010)	● Domestic sales companies: 17.4% reduction ● Parts dealerships: 29.0% reduction	○	● Reduction of CO_2 emissions per company
		● 2-5% reduction in unit CO_2 emissions and international affiliates (9 companies) (compared to FY2010)	● Limitation/Reduction of unit CO_2 emissions (compared to FY2010) Set target for each facility +8.4% ～ -49%	● Progress as planned except for 4 companies 1.4% increase to 55.2% reduction (overall objectives achieved)	○	● Reduction of CO_2 emissions per company
	(18) Establishment and enforcement of environmental standards in sales and servicing	● Establishment of environmental guidelines for dealers, evaluation and improvement of dealership and service center environmental performance	● Expand the cumulative total sales companies with EA21*10 certification to 16 companies	● Total: 12 companies	×	● Expand the cumulative total sales companies with EA21 certification to 16 companies
Collaborative activities with suppliers	(19) Enhanced management of hazardous substances in the supply chain	● I mproved coordination of the supply chain to enhance management at the supplier level of hazardous substances in products and materials	● Auditing of the management system for hazardous substances at business partners (35 companies)	● Audited business partners as planned	○	● Auditing of management system for hazardous substances at business partners (all the companies left)
	(20) Promotion of energy and resource conservation at suppliers	● Creation of systems and organizations to improve collaborative activities with suppliers	● Monitor the environmental activities of business partners	● Operated as planned	○	● Monitor the environmental activities of business partners
	(21) Global deployment of green purchasing guidelines	● Deployment of green purchasing guidelines to the suppliers of international plants	● Conduct of audits of MMTh business partners (15 companies)	● Audited business partners of MMTh as planned	○	● Conduct audits of MMTh business partners (35 companies)

*7: Knockdown vehicles are those exported as parts for assembly at local plants. *8: VOC stands for Volatile Organic Compounds.
*9: Parts sales base of Mitsubishi Automotive Logistics Technology
*10: An acronym for the Eco Action 21 environmental management system instituted by Japan’s Ministry of the Environment

3. Collaboration With Society and Stronger Base of Implementation

Category	Initiative	FY2015 target (Specific initiatives and targets*1)	FY2014 Objectives	FY2014 Achievements	Evaluation	FY2015 Plans
Collaboration for the spread of EV/PHEV	(22) Collaboration with government and other industries for the enhancement of the charging infrastructure	● Collaboration with “EV/PHV Towns” for the enhancement of the charging infrastructure ● Collaboration with the CHAdeMO Association*11 for the enhancement of the recharging infrastructure and promotion of international standardization	● Launch a new company for providing a charging infrastructure network with support of the four automakers *12 ● Commence charging network service	● Established Nippon Charge Service LLC, and commenced its charging network service	○	● Promotion of chargers by participating in European projects (objective achieved in Japan in FY2014)
	(23) Research into Smart Grids and other strategies for utilizing electric vehicles	● Participation in field testing for the commercialization of Smart Grids	● Cooperate developing products with Japanese and overseas charge and discharge equipment makers	● Cooperated for the development of products in some company	○	● (Objective achieved in FY2014.)
Environmental preservation	(24) Promotion of activities to preserve biodiversity under MMC’s basic guideline	● Monitoring and analysis of the impact of business activities on biodiversity	● Implement ecosystem conservation activities at the Shiga Factory ● Build a framework for promoting ecosystem conservation activities at each business site	● Implemented conservation activities such as the planting of cogon grass, etc. ● Built promotion systems in every workplace	○	● Conduct an ecosystem survey in the Okazaki area ● Conduct enlightenment activities in relation with promotion systems in every workplace
Strengthening of environmental management	(25) Promotion of environmental management that is integrated with affiliates	● Creation of integrated environmental management systems in collaboration with Japanese and overseas affiliates	● Assist the acquisition of EA21 certification by sales companies in Japan ● Hold environmental activity liaison meetings with affiliated companies	● Conducted an EA21 certification support ● Held environmental activity liaison meetings with affiliated companies	○	● Enhance management of the environmental impact information of affiliated companies
	(26) Expanded application of LCA*13 in product development	● Strengthening of systems to evaluate lifecycle CO_2 emissions in new vehicle development	● Implement of a LCA for new vehicle models ● Review LCA data on production processes overseas and reflect results in assessment	● Conducted LCA for 2 new vehicle models produced in Thailand	○	● Conduct LCA for new vehicle models
	(27) Enhancement of environmental information disclosure and environmental communications	● Enhancement of information disclosure in environmental accounting, etc., presented in environmental reports and on the website ● Promotion of environmental communications with stakeholders	● Strengthen communication (especially transmission ability) through the CSR report by reforming articles in environmental fields ● Continue to expand environmental communication with external groups, etc. (conduct information exchanges at least three times by quarter of the year)	● Enhanced articles regarding environmental initiatives ● Exchanged information regarding the environment	○	● Enhance disclosure by the CSR report and the website ● Transmit and communicate with domestic and foreign business partners about MMC’s environmental initiative
	(28) Promotion of systematic environmental education	● Promotion of environmental education by job grade and business unit	● Conduct environmental education for all the employees, and by job grade and division	● Conducted the environmental education as planned	○	● Conduct environmental education for all the employees, and by job grade and division

*11: The CHAdeMO Association works to increase the locations where EVs can be quickly charged and promotes the standardization of charging methods, both of which are indispensable for the popularization of the EVs.
*12: Toyota Motor Corporation, Nissan Motor Co., Ltd., Honda Motor Co., Ltd., Mitsubishi Motors Corporation
*13: LCA stands for Life Cycle Assessment, which is a technique for calculating the environmental burden of a product from manufacturing to disposal.

Social Contributions

Policy on social contributions and activities: "Better that 100 people each take one step than one person takes 100 alone:"

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

■ Companies participating in Mitsubishi Motors STEP Donation Program

- Mitsubishi Motors Corporation
- Mitsubishi Automotive Engineering Co., Ltd.
- MMC Technical Service Co., Ltd. (MTECS)
- Mitsubishi Automotive Logistics Technology Co., Ltd. (MLT)
- Pajero Manufacturing Co., Ltd., (PMC)

Policy on social contribution activities

Support for the next generation
Supporting the education of the next generation to create a prosperous future

Traffic safety
Contributing to traffic safety education and the spread of safe driving to strive towards a zero-accident society

Environment preservation
Contributing to preservation of our precious global environment

Participation in local communities
Contributing to the revitalization and development of regional communities

◆ Support for the Next Generation

■Hands-on Lessons

Based on the concept of enabling children to enjoy learning by experiencing the "real thing," MMC's employees work with local boards of education to visit children at elementary schools.
As a part of social science studies for fifth graders, MMC offers hands-on lessons about the environment to learn about the relationship between cars and environmental problems, and lessons about car design with instruction by actual designers. The lessons on the environment include test rides in the *i-MiEV* electric vehicle. The children excitedly talked about how quiet the *i-MiEV* is and the lack of smelly exhaust gas emissions. In fiscal 2014, 3,674 students attended 51 schools. A cumulative total of 26,000 children have participated in the program so far.

Learning about the differences between gasoline cars and electric vehicles

Children answer questions in a quiz about the environment

Legend : Head Office Workplace taking these initiatives. Projects supported by the MMC STEP donation program.

Sports Classes in Baseball and Badminton

The Mitsubishi Motors Kurashiki Oceans baseball team (Mizushima district), in cooperation with the Okazaki Baseball Club and the Kyoto Baseball Club, offer baseball lessons to local elementary and junior high school students in youth baseball teams along with their parents. In fiscal 2014, 189 students participated in three sessions in the Okazaki district, 60 students participated in one session in the Kyoto district, and 160 students participated in three sessions in the Mizushima district. The elementary school students who took the lessons said that they learned a lot from the hands-on training and would like to participate again.

The Kyoto Badminton Club has since fiscal 2012 held yearly badminton classes for children from the higher grades of elementary schools in the area to popularize badminton and support development of the next generation of players. In fiscal 2014, 63 children took part, working up a sweat with players and with one saying, "I was really happy to be coached directly."
MMC will continue to offer sports classes for the purpose of fostering the next generation of players.

Throwing the ball during fielding practice (Kyoto)

Swinging the badminton racket in a lesson (Kyoto)

Okazaki Kyoto Mizushima

Used Book Sale

Used books supplied by employees are sold at a bazaar, and the proceeds are donated for disaster relief via the Michinoku Future Fund that helps students affected by the Great East Japan Earthquake, as well as to organizations that extend a helping hand to economically disadvantaged children overseas.

In addition to the Head Office in Tokyo, used book sales were held for the first time in the Okazaki district and Shiga district in fiscal 2014. Employees, local residents, and neighboring office workers stopped by the bazaar, with some saying that they would like the event to be held again next year.

Head Office Okazaki Shiga

Head Office showroom where the used book bazaar was held

Child Sponsorship

Through the NPO World Vision Japan, this project seeks to give children in developing countries a chance to grow and thrive by providing support for local environmental improvement and development to help fight poverty with a fixed amount of funds from employees. In fiscal 2014, ¥650,000 was raised. A total of ¥3.3 million has been donated so far.

Forest Building Block Project

A fixed amount of funds from employees are used to buy and donate wooden building blocks made from Japanese cypress forest thinnings, taken from the "Pajero Forest" in Hayakawa-cho, Yamanashi Prefecture, to childcare centers to have children exercise their creativity through play while at the same time feeling the warmth of the wood. In fiscal 2014, a total of 108 childcare centers have received the blocks so far.

Traffic safety

Car School

MMC operates a driving school for the general public as a part of our efforts to provide education on traffic safety, while letting people experience the convenience and enjoyment of cars. Instruction for the many license holders with little driving experience focuses on practical driving skills such as parking in garages and parallel parking. In fiscal 2014, 1,676 people participated in the course, including events held at our sales companies. In March 2015, MMC also offered classes about responsible drinking and driving with the aim of eliminating drunk driving in a collaborative effort with Kirin Brewery Co., Ltd. In Thailand, Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) held a smart driving class for customers to learn about checking their cars before driving, driving manners, and eco-driving.

Head Office | Sales companies | MMTh

Parallel parking is easy once you get the hang of it (Head Office)

Feedback from a participant

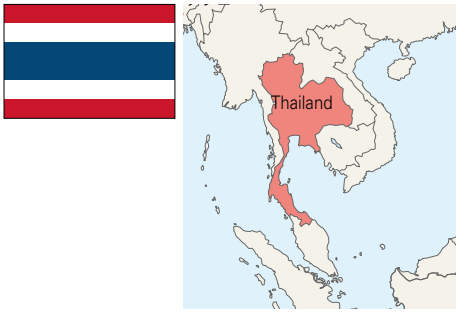
Kimiko Wada

I was scared to drive a car because I had not driven one for 28 years despite having a driver's license. I had to drive a car, though, so I came to this class on safe driving.

I wish I could say that I'm now confident in driving, but I have the desire to continue practicing until I am a good driver.

I am looking forward to the day that I can buy a car.

Smart Drive course participants (MMTh)



Traffic Safety Around Business Sites

Among employees at the Okazaki district, members of the Mitsubishi Motors Safety Drivers Club periodically work as traffic guards in the early morning around the Plants. In fiscal 2014, a total of 2,296 employees took part in the club's activities on 25 occasions.
A portion of the club's membership dues are donated to the "Tokai koutsu-iji wo hagemasu kai" to help children become independent and to spread the word about traffic safety. Instruction on traffic safety is also given to employees at Mitsubishi Automotive Engineering Co., Ltd. (MAE) and Pajero Manufacturing Co., Ltd. (PMC).

Okazaki | PMC | MAE

Traffic Safety Picture Books

Employee donations were used to make gifts of Traffic Safety Picture Books (a set of six books) to elementary schools to teach children about traffic safety rules and manners in a way that is easy to understand. In fiscal 2014, 486 books were donated. A total of 2,148 books have been donated so far.

Welcome to the world of picture books

Children looking at the donated picture books

Environment preservation

Pajero Forest

Since 2006, MMC has been working to preserve and cultivate a forest it named the "Pajero Forest" in an area near Hayakawa-cho, Yamanashi Prefecture, with the aim of spreading awareness of the environment among MMC's employees. In June 2012, the forest was damaged by Typhoon Guchol, which struck the area. In 2014, MMC embarked on a second phase for the "Pajero Forest" in the same town. While cooperating with the town and the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA), MMC has planted around 1,000 trees and thinned out the forest as a part of the forest stewardship activities. Employees also had an opportunity to get to know the local residents better.

Employee family members making a sign

Hayakawa-cho Mayor Tsuji (left) and President Aikawa (right)

All business sites

Children's Forest Program

Through the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA), employee donations help foster in children a love of nature through the greening of the earth by providing children with opportunities to plant and care for seedlings at their schools and in surrounding areas. Employee donations help The Children's Forest Program in 10 countries including Thailand and Indonesia. In fiscal 2014, about ¥220,000 was raised in donations, bringing the total to ¥1,150,000.

Report on activities in Indonesia

Phoenix
(10 years old)
Elementary school student in Indonesia

We gave a report on our activities in Indonesia at the Head Office of Mitsubishi Motors in October 2014.

Indonesia's environmental problems include flooding, landslides, volcanic eruptions, and drought. The excessive clearing out of forests has led to the decimation of rare species of animals.

Children's Forest Program has supported the planting of trees in areas around schools, allowing children to understand the importance of forests as they mature.

Phoenix reports on her activities (left)

Participation in local Communities

Support for Workers with Disabilities

In response to requests from local governments and through a social welfare organization, MMC has set up special days at it's business sites for employees to buy food (breads, cookies, etc.) made by people with disabilities who are training to acquire practical job skills. MMC has received words of thanks from the social welfare organization for giving people with disabilities an opportunity to achieve independence, and for encouraging them to keep up the good work. MMC will continue working to support activities in tune with local needs.

An employee buying bread during lunchtime (Shiga)

An employee who bought confectionaries and the member of health and welfare center (Head Office)

Head Office
Okazaki
Shiga

Introducing Japanese Culture to Dealers Across Russia

In May 2014, the local sales agency in Russia, MMC Rus, held a "Thank You" day for Mitsubishi Motors at every one of its 124 locations throughout the country. The event attracted around 7,700 people, who brought their families to try Japanese food, watch Japanese drummer shows, and experience the art of calligraphy and paper folding. Japanese culture is very popular among young people in Russia.

Families at the Mitsubishi "Thank You" event

Project to Find Beautiful Villages in Hunan Province, China

From June to September 2014, the production and sales company in China, GAC Mitsubishi Motors Co., Ltd., held an event based on the theme of "finding beautiful villages" in Hunan Province.

Twelve beautiful villages in Hunan Province were visited, and the participants gave school supplies such as books, teaching materials, schoolbags, electronic pianos, and balls to childcare centers and elementary schools. Donations of daily necessities such as clothing, bedding, and cookware were also made to impoverished areas in the villages. In all, 140,000 yuan (about ¥2.6 million) in goods were donated.

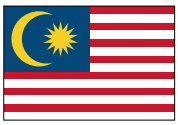
A village that was visited

Assistance for Areas Damaged by Flooding in Malaysia

To help people affected by large-scale flooding that occurred in Malaysia in December 2014, the local sales company, Mitsubishi Motors Malaysia Sdn Bhd (MMM), donated 100,000 ringgit (about ¥3 million) for the purchase of 1,000 sets of school supplies (bags, pens and pencils, and school uniforms) for students in the affected region.

MMM also provided repair parts for damaged vehicles at half the normal price. Around 30 local employees participated in cleanup activities in the affected areas.

Local employee preparing school supply donations



Continuous Support for Recovery from the Great East Japan Earthquake

MMC actively supports employees who participate in volunteer activities. This support is based on MMC hope that employees will not only contribute to the recovery but also find personal growth by taking it upon themselves to visit the affected areas, and come into contact and mix with the local people.

Supporting the Recovery by Bringing People Together

Supporting Employee Volunteer Activities

In fiscal 2014, the Project YUI Consortium[*1] in Japan (a general incorporated association) undertook a weeklong voluntary program in which a total of 61 employees—including new employees interested in participating—provided support for Ishinomaki City area elementary school arts festivals featuring scenery paintings. The volunteers also created places for children living in temporary housing to gather and play together. (A total of 270 employees have participated in this program as of March 31, 2014)

Feedback from an Employee Volunteer

Sanae Tanaka
Overseas Parts & Accessories Operation (A) Department

Ishinomaki's seemingly peaceful natural surroundings really brought home to me the threats posed to local residents by nature. Yet, many residents mentioned that they feel a strong sense of pride in the nature surrounding their community. I still wonder what they think about the dual nature of this. My hometown of Kobe was destroyed in 1995 by the Great Hanshin Earthquake, which claimed the lives of my grandparents. In the two decades since then, Kobe has been rebuilt into an attractive community. Wishing the same for Ishinomaki, I am doing what I can to return the favor for the assistance we received in Kobe.

New employees assisting children with paintings to be displayed at school arts festivals

Cooperating with International Exchange Lessons for Junior High School Students

Answering a request from Project YUI, MMC has been sending employees since fiscal 2011 to give talks about their occupations as part of career education aimed at junior high school students. In fiscal 2014, MMC dispatched foreign national employees to a junior high school in Ishinomaki to give lectures on international education to broaden possibilities for students while sparking their interest in the world at large. The students said they gained a better understanding of the differences among cultures and various ways of thinking throughout the world.

An employee gives a lesson on "harmony" to junior high school students

Actively Hiring Graduates from Disaster-Stricken Areas

As part of MMC's efforts to assist students from disaster-stricken areas, MMC's head of recruitment has been visiting mainly technical high school students in five prefectures (Aomori, Iwate, Miyagi, Fukushima, and Ibaraki) since fiscal 2011 to administer employment tests. In April 2015, MMC hired 13 graduates, bringing the total number to 83 since fiscal 2011. These activities are also aimed at encouraging student interest in automobile manufacturing. MMC plans to continue hiring graduates from disaster-stricken areas in fiscal 2016.

*1. The Project YUI Consortium in Japan, a General Incorporated Association
With the aim of making the children afflicted by the disaster once again cheerful and happy, Project YUI focuses on providing opportunities for children to learn and play as well as restoring the local community that has been hit hard. Activities are centered on Ishinomaki City.

MMC believes that all of the people of Japan must work together and continue to provide as much support as possible in order to restore the areas that were devastated by this unprecedented disaster. MMC supports Project YUI's aim to have individuals, NPOs, companies, and governments work together across private public sector and regional lines. These people work as a team, with each participant bringing various talents and resources, such as manpower, materials, funding, and knowledge, in order to support the creative reconstruction of the area affected by the earthquake. Together everyone works to support the rebuilding effort with Project YUI.

プロジェクト結
Project YUI

■Planting Abundant Forests That Offer Protection

MMC supports the Great Forest Wall Project, to create a "lifeguarding forest " to protect against damage from tsunami by using rubble generated in the Great East Japan Earthquake to create a huge wall.

In fiscal 2014, approximately 7,500 regular volunteers participated in tree planting events in Iwanuma City, Miyagi Prefecture. MMC also lent free of charge five electric *MINICAB-MiEV TRUCKs* (May 23–June 15, 2014) to the Great Forest Wall Project, which were used to transport saplings and tree-planting tools. Also 36 of MMC employees also volunteered to take part in these events.

In fiscal 2015, MMC once again lent free of charge *MINICAB-MiEV TRUCKs* and MiEV power BOX vehicles (March 25–July 6, 2015) to support tree planting events in Iwanuma City, Miyagi Prefecture and Minamisoma City, Fukushima Prefecture.

Employee volunteers planted about 600 saplings

A MINICAB-MiEV TRUCK used at the planting event at Minamisoma City, Fukushima Prefecture

Feedback on the Great Forest Wall Project

Preliminary planting operations for the Great Forest Wall Project, which makes use of rubble generated in the disaster, involved loading saplings and materials onto pallets. Mitsubishi Motors' *MINICAB-MiEV TRUCKs* played a vital role in these activities due to their maneuverability and excellent fuel economy.

Makoto Nikkawa
Director
Great Forest Wall Project

◆ Activities Employees can Take Part in without Leaving Home

■Beverage Support

To enable as many employees to easily offer support and to do so in a way that meets the needs of the disaster-stricken areas, MMC started Beverage Support in May 2013 to donate part of the proceeds from purchases made from 20 vending machines placed inside the Company headquarters to be useful for children in the disaster-stricken areas.*2

A mother and child making a Christmas cake together at an event sponsored by YUI no Ie

Since March 2014, MMC has been cooperating with Kirin Beverage Co., Ltd. to set up vending machines containing beverages decorated with images of Tohoku specialties at business sites in all regions. (Five vending machines)

Funding in fiscal 2014 amounted to about 2.38 million yen, with total funds standing at 4.5 million yen. MMC will continue asking a broad array of employees for their support.

■Tohoku Support Menu

MMC began Tohoku Support Menu in fiscal 2014 as a program to meet the needs of disaster-stricken regions by seeking out sales routes for food items produced there.

Gaining the cooperation of GD FOOD SERVICE CO., LTD. (which operates employee cafeterias at each of MMC's offices), MMC provided special menus at MMC cafeterias on 30 occasions between October 2014 and March 2015 using ingredients found in Iwate, Miyagi, and Fukushima prefectures, with approximately 10,000 of these meals served to employees.

■Giving Disaster Orphans the Dream of Higher Education

MMC continues to provide a fixed amount of employee donations to the Michinoku Future Fund so that children who were orphaned by the disaster will not have to give up their dreams of receiving higher education. As of March 31, 2015, around 400 students received funding through this program.(Approximately 1.2 million yen was donated in fiscal 2014, bringing the total amount to around 2.4 million yen)

*2. Donations are given to YUI no Ie daycare centers operated by the Project YUI Consortium in Japan and Michinoku Future Fund

Top Scores in Dealer Satisfaction Surveys among Foreign Brands for a Second Consecutive Year in Russia

MMC Rus, our local sales agency in Russia, came in first place for the second year in a row in the dealer satisfaction survey for foreign brands (second place in overall rankings) conducted in 2014 by a dealer association in Russia.

Of the six evaluation criteria, MMC Rus ranked first in two categories: ad marketing and dealer network. MMC Rus aims to strengthen its relationships based on trust through closer communications with dealers, while working to advance sales promotion measures, rebuild its dealer network and improve customer satisfaction.

(from left) MMC Rus Director Osamu Iwaba, CEO Andrey Pankov, Senior Manager Yuri Slovenski

Service Staff from a Sales Company in Africa Visit Japan for Training

With the aim of improving the level of service and automobile maintenance skills at a sales company in Africa, in 2014, MMC invited local service staff to Japan for a three-month training program. MMC plans to have 80 service staff participate in this training program over a two-year period.

Feedback from trainees

- I was moved by the warm welcome that I received in Japan, especially the efforts made to ensure Halal*1 food available to eat.
- The training I received in Japan deepened my understanding of automobiles, improving my car maintenance skills and the speed of diagnosing the cause of car problems.
- After returning to Africa, we continued to study the issues we found during the MMC training. We are now transferring our knowledge to our colleagues.

Training program participants

*1 Food ingredients processed and prepared in accordance with strict Islamic law, without using pork, which is prohibited without exception.

Initiatives of Mitsubishi Motors Thailand (MMTh)

At MMTh, production and sales company based in Thailand, MMTh has put into practice safety and health activities based on local labor laws and regulations. In 2012, work-related accidents increased compared with 2011, due to overload conditions following the recovery response when the production was interrupted (caused by floods and operations in new factories). MMTh has thus created the Safety Master Plan (annual activity plan), activities adopted by the entire company to prevent work-related accidents. This plan was made to reinforce the training of new employees and information sharing regarding accidents, as well as to eradicate accidents from the start by assessing the security level. As a result, accidents have decreased at a rate of 60% in 2014 compared with 2012.

During the morning assembly, all the MMTh employees are pointing and calling together.

Drive@earth

MITSUBISHI MOTORS

❶. Children's Forest Program (OISCA foundation) support through the MMC STEP donation program (P.22)
❷. The *Outlander PHEV* taking part in the Asia Cross Country Rally and making it to the finish line (P.10)
❸. A new era of Mitsubishi SUV cars with the first *Pajero*
❹. The origin of Mitsubishi vehicles with the *Mitsubishi Model A*

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