

# Promoting In-house Penetration of Corporate Social Responsibility and Striving for Harmony with Society and the Environment



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## Measures Based on the Mitsubishi Motors Revitalization Plan

The Mitsubishi Motors Revitalization Plan, which was announced on January 28, 2005, entered its second year in fiscal 2006. Fortunately, we were able to achieve profitability in terms of consolidated operating profit one year earlier than planned. This fiscal year, we aim to achieve profitability at the level of operating income, ordinary income, and net income, and we will endeavor to strengthen our competitiveness as we aim for higher sales targets.

If companies are to maintain their competitiveness, they naturally need to strengthen their earnings bases. However, it is also essential for them to fulfill their responsibilities to society and exist in harmony with society and the environment. In response to the recall problems that occurred in 2000 and 2004, Mitsubishi Motors has continually implemented initiatives aimed at restoring the trust of society. P.4

## Environmental Initiatives

As regards achieving harmonious co-existence with the environment, we recently formulated the Mitsubishi Motors Environment Initiative Program 2010 (EIP 2010) aimed at fiscal 2010. This program succeeds and was developed from the fiscal 2002-2005 Environment Sustainability Plan (ESP). EIP 2010 is designed to expand our global group management framework to include overseas factories and affiliated companies.

In addition, to prevent global warming, we aim to achieve the 2010 Japanese Fuel Consumption Standards in fiscal 2007, and we will push forward with the development of clean diesel engines and high-efficiency transmissions, which are core next-generation technologies. In order to reduce dependence on oil, we will also promote the commercialization of technologies compatible with ethanol and other bio-fuels as well as the development of next-generation electric cars, the ultimate environmentally friendly vehicle.

## Corporate Social Responsibility (CSR) Initiatives

In addition to promoting business revitalization, I am director in charge of corporate ethics. I have endeavored to ensure that the company thinks and acts in a manner consistent with CSR. If MMC is to continue to survive in the 21st century, I believe it is essential that we ensure thorough compliance, which we can also call the basis of CSR, and enhance management transparency through information disclosure to our stakeholders. We will therefore continue to exert our utmost efforts to this end.

I look forward to your continued support and would like to hear your unreserved opinions regarding the company's endeavors.

## Initiatives Aimed at Restoring Trust

During the past two years, we have taken the necessary steps regarding the recall problem that eroded trust in the company.

- On September 28, 2004, we completed the filing of necessary recall documentation for past Repair Directives.
- In March 2005, we announced the causes of recalls concealment and measures to improve the prevention of reoccurrence. This was a milestone for the company.
- We implemented a total of seven improvement measures through the key groupings of "Compliance First," "Safety First," and "Customers First." We reported the implementation status of these measures to the Ministry of Land, Infrastructure and Transport (MLIT) every three months.
- We reported the status of all measures aimed at restoring trust to the Business Ethics Committee, which is composed of external (non-MMC) experts, and received guidance and advice from that committee.

With regard to repair work in the 41 past Repair Directives for which we had filed the necessary recall documentation by September 28, 2004, there were many older vehicles and it was difficult to determine the locations of the vehicles concerned.

However, as of June 30, 2006, excluding vehicles

that have already been scrapped, we had completed repairs on the majority of vehicles that are currently on the road.

To ensure safety based on the Road Trucking Vehicle Law, we will continue to repair as many of the target vehicles as possible.

## Pursuing the Origins of Car Engineering

While it is important to follow up on each of these measures, if we are to succeed in restoring the genuine trust of society, it is most important to convince customers that we are a company with integrity. We can do this by producing safe and reliable cars and providing appropriate service. In September 2005, we therefore formulated "Pursuing the Origins of Car Engineering" as a new corporate slogan that expresses this concept. In addition to clarifying our promise to every stakeholder, we have made everyone within the company and its implications thoroughly aware of this slogan.

As an embodiment of the spirit and principles of this slogan, we launched the "Outlander" SUV in October 2005 and the "i" next-generation minicar in January 2006. However, we have not yet completed our endeavors to restore customer trust. We intend to continue to carefully evaluate the needs of society, which change with the times, and to fulfill the social responsibility that the times demand.

### Efforts to Regain Trust

