



**Mitsubishi Motors  
Corporate Social Responsibility Report  
2016**

Drive@earth



## » Editorial Policy

Mitsubishi Motors Corporation has published its Corporate Social Responsibility (CSR) Report 2016 in an effort to convey and provide stakeholders with a better understanding of the Group's role and wide-ranging efforts aimed at contributing to society. In addition to reinforcing and expanding interaction and communication with stakeholders, Mitsubishi Motors and its Group companies are committed to incorporating CSR concerns in every facet of its business activities. With this in mind, steps have been taken to expand the scope of the Group's information disclosure and to report broadly on its ongoing endeavors.

## » Scope of the Report

Mitsubishi Motors Corporation and its Group companies in Japan as well as certain overseas Group companies.

## » Period of the Report

**Fiscal 2015 (April 2015 to March 31, 2016)**

However, the Report also includes certain historical and recent data that falls outside the reporting period when considered appropriate.

## » Publication Date

**Japanese edition:** November 2, 2016 (last published in June 2015; next publication scheduled for summer 2017)

**English edition:** December 7, 2016 (last published in September 2015; next publication scheduled for autumn 2017)

## » Reference Guidelines

In preparing this Report, the Company referred to the following guidelines:

- Sustainability Reporting Guidelines (fourth edition) issued by the Global Reporting Initiative (GRI)
- ISO 26000 Guidance on social responsibility issued by the International Organization for Standardization (ISO)
- Environmental Reporting Guidelines (2012 edition) issued by the Ministry of the Environment of Japan

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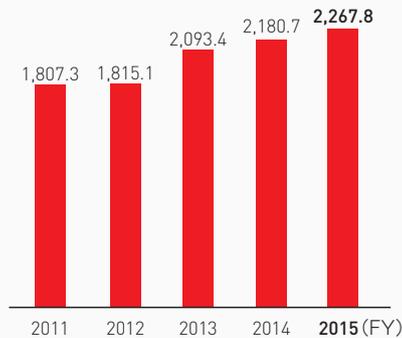
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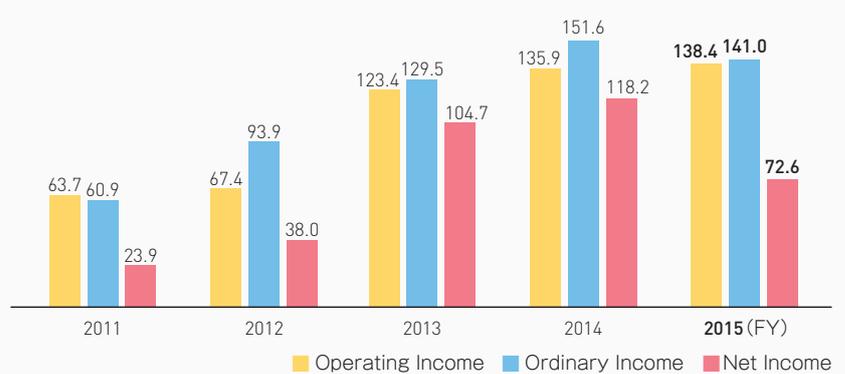
# Corporate Overview

<b>Company Name</b>	Mitsubishi Motors Corporation	<b>Capital</b>	¥165,701million
<b>Established</b>	April 22, 1970	<b>Number of Common Shares Outstanding</b>	983,661,919 (including treasury stock)
<b>Head Office</b>	5-33-8 Shiba, Minato-ku, Tokyo 108-8410, JAPAN	<b>Number of Employees</b>	Consolidated: 29,555 Non-consolidated: 13,033 (as of March 31, 2016)

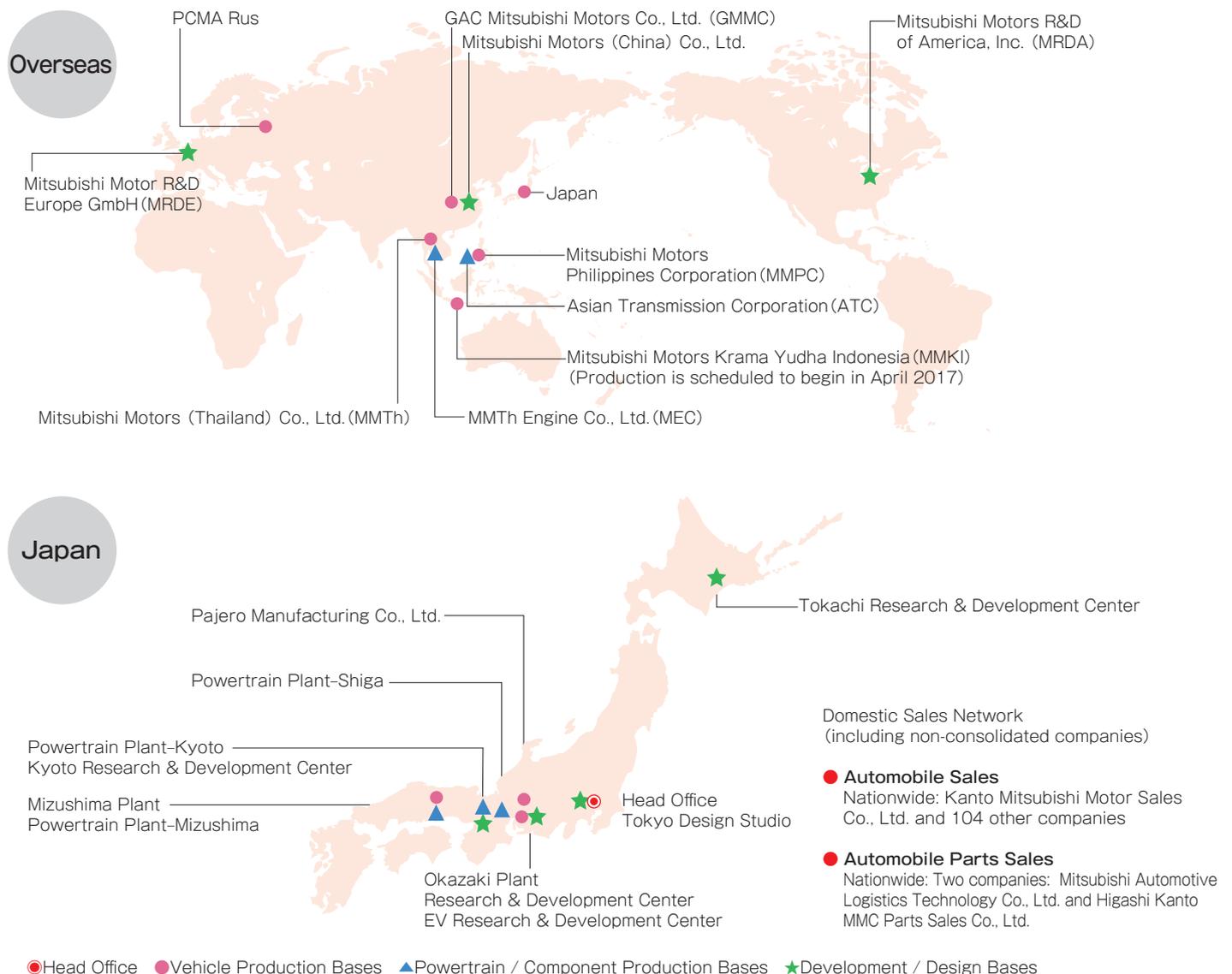
**Consolidated Net Sales**  
(Billions of yen)



**Consolidated Operating Income, Ordinary Income and Net Income** (Billions of yen)



## Principal Facilities



## Message from Top Management



### Improper Conduct relating to Fuel Consumption Testing

I would like to express my heartfelt apology to all stakeholders for the considerable inconvenience and anxiety caused by the improper fuel consumption testing of vehicles manufactured by Mitsubishi Motors.

Despite efforts to implement preventive measures in response to certain quality-related issues that have occurred since 2000, we deeply regret having again betrayed the trust of stakeholders.

Since the improper testing of fuel consumption conducted at our development division became evident, we recognized the urgent need to carry out a drastic reorganization of the division and its operations. In specific terms, and based on the results of an internal investigation, steps were taken to put in place preventive measures. Moreover, Mitsuhiro Yamashita – who recently joined Mitsubishi Motors from Nissan Motor Co., Ltd., as Executive Vice President and head of the Company's development division – took the initiative to spearhead the recently established Structure Reform Office and to implement measures aimed at preventing any recurrence of misconduct.

Complementing the Company's internal endeavors, steps were also taken to set up a Special Investigation Committee comprised entirely of outside experts. This Committee found that the problem extended beyond the development function and was endemic to the Company as a whole. In addition, certain external authorities concerned commented on a lack of top management control. Taking into account these comments from outside the Company, the management and employees of Mitsubishi Motors will work in unison to change the Company's mindset and will spare no effort to create a corporate culture that will never allow this misconduct to happen again. Together with various reforms to the Company's development operations, energies are being directed toward reforming and strengthening the Company's internal control and governance systems. At the same time, particular emphasis is being placed on promoting increased awareness toward compliance through employee education and training while reviewing Companywide organizational structures and operating processes.

### Prioritizing Corporate Social Responsibility

Having tarnished our reputation on more than one occasion, it is vital that we deliver genuine value while restoring our status as an integral member of society in order to regain the trust of stakeholders.

In addition to fulfilling our corporate social responsibility, it is therefore imperative that we help to resolve the wide-ranging challenges that society continues to face through our car manufacturing activities.

Our core business activity of the development and manufacture of vehicles is related to a wide and diverse range of social issues such as:

- human and worker rights centered mainly on emerging countries,
- the impact of burgeoning resource and energy demand on the environment,
- progression of global warming, as well as
- social issues stemming from population growth and the acceleration of urbanization.

Taking into consideration the universal and urgent nature of these issues that confront the global community, Mitsubishi Motors is increasingly being called on to contribute its fair share and to provide solutions that help realize a sustainable society.

For example, looking at the forecast growth in automobile use in emerging countries – an area in which the Company is especially strong – the need to reduce the impact that automobiles have on the environment is becoming increasingly evident. Recognizing the need to address this concern at an early stage, Mitsubishi Motors has continued to contribute to the global environment by developing a wide range of electric and plug-in hybrid vehicles (EV/PHEVs). Moving forward, the Company will work diligently to reduce the impact of automobiles on the environment by accelerating its research and development endeavors on eco-friendly EV/PHEVs and promoting fuel efficiency through improvements in engines, transmissions and other components.

At the same time, Mitsubishi Motors is fully cognizant of the need to maintain a heightened awareness toward societal concerns and reducing the impact of its business activities on the environment as a part of efforts to fulfill its corporate social responsibility. Rather than work on its own, the Company is actively seeking the support of business partners. Coordinating with suppliers, we are placing considerable weight on the “clean procurement” of components and raw materials based on proprietary supplier CSR guidelines as well as eco-friendly procurement guidelines.

As we continue to engage in CSR activities, we are becoming increasingly aware of the need to cooperate with business partners including suppliers and dealerships, as well as our employees. Accordingly, we are endeavoring to develop close-knit ties with business partners while positioning efforts aimed at contributing to society as a common goal. Through these means, we are focusing on measures that help realize mutual harmony and benefit. Also, we will work with our employees to promote diversity while improving our human resource programs. Our goal is to put in place a workplace environment that allows each and every employee to freely exhibit their individuality and that staff consistently find rewarding.

In October 2016, Nissan Motor Co., Ltd. completed the purchase of 34% of Mitsubishi Motors issued stock. Accordingly, Mitsubishi Motors became a full member of the Renault–Nissan Alliance. Through cooperation in areas that include products, technologies, and development, this strategic alliance is expected to contribute significantly in strengthening the Company’s operations as well as in speeding up the pace at which its business is conducted. Along with the strengthening of our business operations, we will bolster the global scope and speed of the Company’s CSR activities. As for taking the necessary preparatory steps, Mitsubishi Motors has upgraded and expanded the content of its Corporate Social Responsibility Report 2016. Particular emphasis was placed on incorporating the sustainability reporting guidelines prescribed under the Global Reporting Initiative. Looking ahead, Mitsubishi Motors will reinforce its interaction with stakeholders both in and outside the Company. Every effort will be made to ensure that feedback is properly reflected in our future CSR activities and strategies.

Mitsubishi Motors is committed to regaining the trust of its stakeholders while making CSR its highest priority. To this end, we will work to engage in business activities that meet the expectations of society. As we work toward achieving our established goals, we kindly request your continued support and understanding.

Chairman of the Board and President  
CEO  
Mitsubishi Motors Corporation



# CSR Special Feature 2016



## Connecting to Society Through Products



### The Social Issues that Mitsubishi Motors is Confronting

Mitsubishi Motors contributes to resolving social issues through its business and products and aims to be a “company that benefits the global community.” Of those social issues, our thinking is to continue focusing our efforts on resolving the four following automobile-related issues, as social issues for us to confront in particular.

#### (1) Climate change

An urgent issue that the entire world is currently needing to address, climate change was listed as the Paris Agreement at the COP21 talks held in December 2015 to hold the world's average rise in temperature in check at less than two degrees.

Automobiles are a major cause of CO<sub>2</sub> emissions. In Japan alone, CO<sub>2</sub> emitted from automobiles accounts for 14.7% of the total\*1, and improvements in fuel efficiency and promotion to make the use environment-friendly cars more widespread are being demanded.

\*1 Source: CO<sub>2</sub> Emissions in Transport Sector (Fiscal 2014), Japan's Ministry of Land, Infrastructure, Transport and Tourism

#### (2) Energy issue

The current focus of energy is on fossil fuels such as oil, and automobiles have been using gasoline as their main fuel for many years. Therefore, preparing for a future scarcity of oil resources is an important issue for the automotive industry as a whole.

Particularly in Japan, which relies on imports for most of its oil, diversification of energy sources and the promotion of energy-saving measures are being demanded. For those reasons, not only to improve fuel economy, there is a growing need for automobiles that do not rely on oil.

#### (3) Large-scale natural disasters

Large-scale natural disasters are occurring in countries that were not previously prone to them. Even in Japan alone, a series of large-scale natural disasters, such as the Great East Japan and Kumamoto earthquakes, have occurred.

In the event of large-scale natural disaster of this kind, social infrastructure such as the supply of electricity is brought to a standstill, and people are unable to lead their normal, everyday lives. The supply of fuels such as gasoline is hindered, and the use of automobiles with gasoline engines has become difficult. As an automaker, Mitsubishi Motors considers it its role to be a supplier of cars that will assist even under those kinds of conditions.

#### (4) No end to road traffic accidents

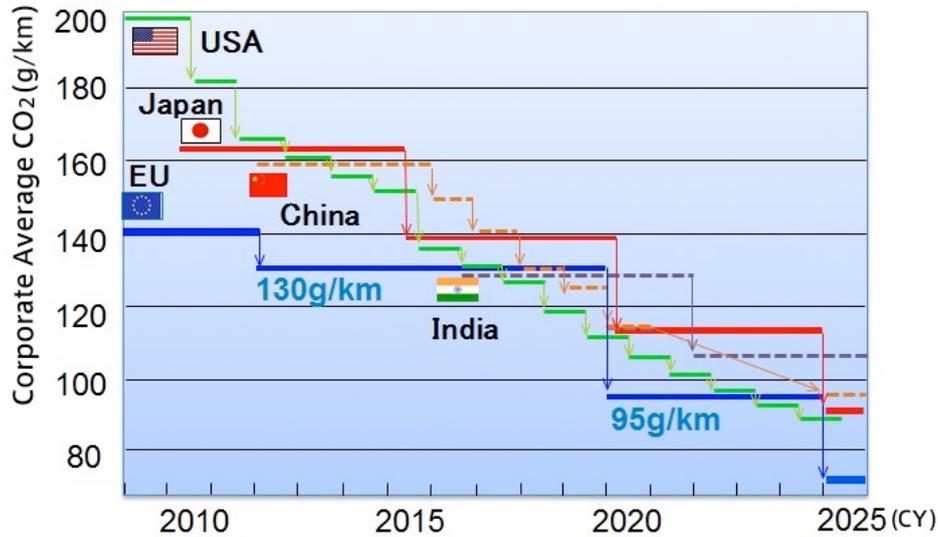
In September 2015, the Sustainable Development Goals (SDGs) for 2030 were adopted at a United Nations summit. Halving the number of casualties from road traffic accidents is cited as one of the SDG targets. Until that time, it will often be the case that many casualties will be as a result of road traffic accidents.

According to World Health Organization (WHO) statistics, the number of road traffic accident fatalities in 2013 was 1.25 million. There is an increasing trend particularly in emerging countries. Reducing the number of these traffic accidents is recognized as being an important social mission for automakers.

## The External Environment Surrounding Automobiles: Changes in Environmental Regulations and Market Trends

Based on social issues of the kind mentioned above, regulations governing the volume of CO<sub>2</sub> emissions relating to automobiles are being strengthened by governments across the world. Following the example of developed countries, the tightening of regulations is also being advanced in emerging countries. The supply of products that emit even less CO<sub>2</sub> is being demanded of automakers.

### National/Regional Automobile CO<sub>2</sub> Emission Regulations



Note: Data of countries except EU represent CO<sub>2</sub>-equivalent emissions calculated from fuel consumption

In the meantime, since Mitsubishi Motors launched the *i-MiEV*, the world's first mass produced electric vehicle (EV) in 2009, the global market for EV/PHEVs has been steadily growing and is said to be approximately 500,000 units (fiscal 2015). Following the tightening of regulations, however, we assume there is a possibility that the scale of the market will expand to beyond approximately three million in fiscal 2020.

Furthermore, as a global market trend, it is thought that demand in the SUV segment will increase and it will be necessary to decrease CO<sub>2</sub> emissions even in that segment, in which a high growth rate is expected, in the years to come.

## Solutions That Mitsubishi Motors Provides: EV/PHEVs and SUVs

On the basis of the social issues that are being faced and market trends, Mitsubishi Motors is aiming to “become a company that helps society with EV/PHEVs and SUVs.”

As their electrical motive power is generated from a variety of energy sources and they are thus not reliant on fossil fuels, EV/PHEVs are becoming the solution for climate change and energy issues. Furthermore, not only contributing to the leveling of the power peak by supplying power during the day, the storing of surplus late-night power in high-capacity traction batteries is expected to serve as an emergency power supply in the event of a large-scale earthquake.

SUVs will also contribute to society and to the global environment through expansion of plug-in hybrid electric vehicles (PHEVs) that combine enhanced fuel consumption, for example from engine improvements, and EV systems.

## Challenges Facing EV/PHEVs and Measures Mitsubishi Motors Is Taking

On the other hand, there are challenges unique to EV/PHEVs. By resolving these unique challenges, we believe it can come closer to solving social issues and thus advance measures.

Issue (1) Further improvements in continuous cruising range

Issue (2) Reuse of traction batteries

Issue (3) More widespread charging facilities

### (1) Further improvements in continuous cruising range

The *i-MiEV* has realized a continuous cruising range sufficient for daily use, but this situation is no match for the levels of gasoline-driven automobiles.

In such a situation, we exhibited the compact *MITSUBISHI eX Concept* SUV for which the next-generation EV system has been adopted, at the Tokyo Motor Show 2015.

By the adoption of a system designed to be lightweight and highly efficient and making other improvements, the aim is to realize a continuous cruising range of 400km.

### (2) Reuse of traction batteries

EVs are equipped with high-capacity traction batteries. As EVs gain in popularity, large numbers of vehicles will face being scrapped in the years to come, but it is envisaged that the low environmental impact cycle of stationary storage batteries and V2H\*2 will result in many batteries that are still sufficiently usable, and the promotion of battery reuse from the standpoint of reducing waste is essential.

In fiscal 2015, Mitsubishi Motors thus commenced a project in France, together with the Electricite de France (EDF) Group and Mitsubishi Corporation, to bring to fruition the harmonization of demand for electric power by storing reusable energy and late-night power on reused batteries. Furthermore, in fiscal 2016, the Company will participate in the Japan Ministry of the Environment's cascade recycling\*3 demonstration project that aims to maximize the recycling of EV lithium-ion batteries by the application of battery diagnosis technologies. This project will demonstrate the feasibility of cascade recycling through the accurate diagnosis of battery performance and error-free judgements of the next usage of batteries in used automobiles for CO2 reduction by maximizing battery performance utilization. Our collaboration includes the provision of the vehicles used in the demonstration experiments.

\*2 V2H: The abbreviation for Vehicle to Home, a system whereby electric power stored in an EV/PHEV is used in the home.

\*3 Cascade recycling: A system by which products with performance degraded through use are assessed and reused dependent upon that performance.

### (3) More widespread charging facilities

There are 32,333 gas stations in Japan\*4. In contrast, there are 6,592 quick charging points at 6,469 locations\*5. Although there has been expansion in recent years, the need to make charging facilities more widely available remains.

In 2014, Mitsubishi Motors along with three other automakers set up Nippon Charge Service LLC (NCS) and is proceeding to form a network of chargers. The chargers connected to the NCS network enable access with one common charge service card. In terms of performance in fiscal 2015, the 5,100 quick chargers and 7,700 regular chargers installed at sales companies as well as at commercial, accommodation and public facilities have been linked to the NCS network.

Addressing the charging infrastructure facilities for corporate workplaces, Mitsubishi Motors assisted with the installation costs at affiliate and business partner companies (10 companies, 12 locations), newly installing 60 chargers and thereby increasing the number of facilities.

Through the Mitsubishi Motors EV Support membership program started in April 2015, we devised ways to improve user convenience by means of secondary EV-related services, such as common payment systems and roadside services. As of the end of March 2016, membership had risen to approximately 16,000.

\*4 According to the study by Japan's Ministry of Economy, Trade and Industry, as of the end of March 2016.

\*5 According to the study by CHAdeMO Association, as of April 2016.

## Surveys of Electric Power Infrastructure in Other Countries

The charging of EV/PHEVs is greatly affected by the electric power infrastructure voltage and other factors. In light of the popularization and development of EV/PHEVs throughout the world, including in emerging countries, Mitsubishi Motors has been conducting surveys of the electric power infrastructure in other countries.

In cooperation with local distributors and outside subcontractors, Mitsubishi Motors conducted surveys of voltage, current, power outlets, charging stations, and electrical standards by taking raw data from measurements. On that basis, we conducted surveys primarily in Asia, South America, and Eastern Europe in fiscal 2015 and held surveys of a total of 52 countries and regions to the end of fiscal 2015.

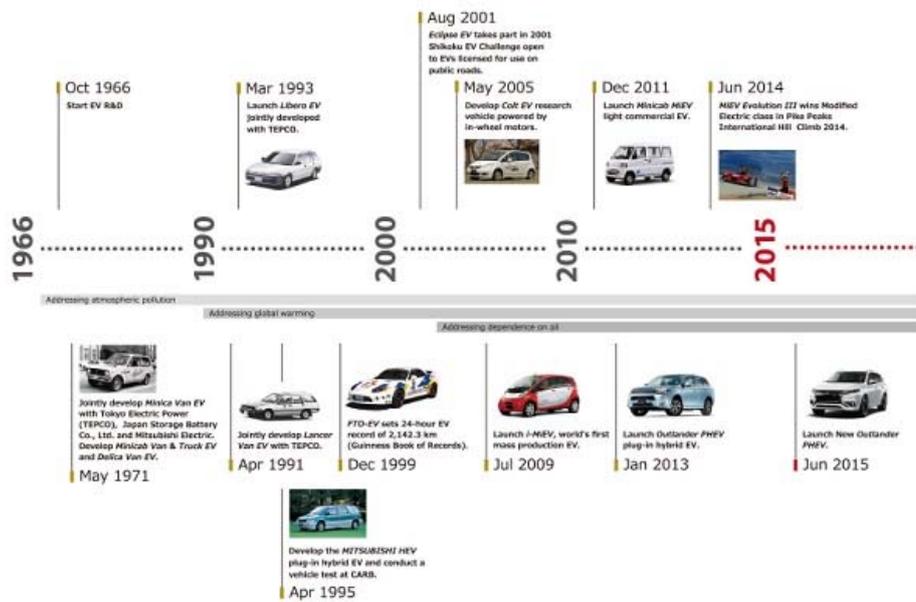
### TOPIC: 50th anniversary of start of EV development

Having started research into EVs in 1966 as one form of environmental and energy measure, 2016 marks the EV's 50th anniversary.

In the 1970s, atmospheric pollution from automobile exhaust gases became a social issue, and the EV attracted attention as one measure. Mitsubishi Motors developed a number of EVs based on gasoline-driven models and delivered them to the civil service and power utility companies.

Later, offering prospects for the commercialization of key technologies, we commenced sales of our *i-MiEV* model to companies in 2009 and to individuals in 2010. In 2013, Mitsubishi Motors launched its *Outlander PHEV*, which is normally powered by electricity. When the remaining battery level becomes low, the engine generates electricity to charge the battery, which then continues to power the motor.

Leveraging its many years of experience, Mitsubishi Motors will work to develop EVs and make them more popular.



The history of research into vehicles powered by next generation energy

## Improving Safety in Response to Customer Needs

Mitsubishi Motors is also addressing areas besides EVs in its responses to the social issues, such as climate change and never-ending road traffic accidents, which the Company is confronting. Here, we showcase some of the products, including an SUV and technologies geared toward improvements in safety.

### Market entry of new SUV products

In 2015, the *Pajero Sport* mid-size SUV produced in Thailand underwent a full model change, and was sold globally starting with Thailand, Australia, the ASEAN member states, the Middle East and Central South America. Improving fuel efficiency by approximately 17%, the new *Pajero Sport* achieves CO2 emissions of 200g/km, in compliance with the lowest category in the new tax system being implemented in Thailand from 2016.

In addition to the adoption of preventative safety equipment such as a forward collision mitigation system, the new *Pajero Sport* has been equipped with control systems tailored to the needs of the markets in which it is being introduced and features heightened off-road drivability.

Giving due consideration to market needs and environments in the years to come, we will launch products that have the optimal performance and equipment for each market.



*Pajero Sport*

**e-Assist preventative safety technologies**

Mitsubishi Motors is commercializing preventative safety technologies called e-Assist that support driver safety and comfortable driving by means of, for example, radar and cameras. In 2015, the *Mirage* underwent minor changes and was equipped with the FCM-City forward collision mitigation braking system for low speed ranges and a false start suppression function (when moving forward) as standard, thereby expanding the types of cars on which these systems have been adopted.



*Mirage*

**Autonomous drive technologies**

So that everyone can move around more safely and comfortably, Mitsubishi Motors is advancing R&D into autonomous drive technologies. At the Tokyo Motor Show 2015, we showcased the *Outlander PHEV* autonomous drive experimental vehicle in the autonomous driving demonstration of the “Smart Mobility City” exhibit sponsored by the Japan Automobile Manufacturers Association, Inc. The test ride program allows visitors to the show to experience the functions these cars are equipped with. These include driverless traffic jam navigation, which entails keeping space with slow moving vehicles in congested traffic using ultrasonic sensors to detect the vehicle ahead, as well as automated remote parking in a row of parked vehicles using ultrasonic sensors to detect the amount of parking space and obstacles.



The *Outlander PHEV* autonomous drive experimental vehicle

# CSR Management



## Policies

### The Three Principles of the Mitsubishi Group

#### **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 Motors Corporate Philosophy is derived from the principles.

[Click here for details.](#)

### 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.**

For Mitsubishi Motors to continue growing sustainably by realizing the values and the visions that are encapsulated in the Three Principles and its corporate philosophy, the Company formulated the "Mitsubishi Motors Conduct Guidelines" to serve as a guiding principle to promote the proactive behavior of its employees in their day-to-day business duties. (July 2015)

[Click here for details.](#)

### Approach to CSR

**By continually implementing contributions to society and the environment based on its corporate philosophy, Mitsubishi Motors will respond to the expectations of its stakeholders.**

Conducting its business activities on the basis of its corporate philosophy, Mitsubishi Motors helps solve social issues through its familiar products, automobiles. In addition, Mitsubishi Motors will work to bring about the development of initiatives that will deepen mutual understanding through dialog with its various stakeholders.

Framework

Framework for promoting CSR

Mitsubishi Motors appoints senior executive officers to be the directors responsible for business ethics and for the environment. Important matters, including compliance and the Environmental Initiative Program are discussed in Managing Directors' as well as Board of Directors' meetings. In this manner the Company is promoting CSR throughout the entire Mitsubishi Motors Group.

Mitsubishi Motors previously held meetings for the purpose of editing its CSR report. To work on the expansion of the activities demanded by society as a corporate entity that aims to make CSR a top priority, Mitsubishi Motors changed these meetings and their positioning to disseminate CSR policies within the Company and held the first meeting in January 2016. In addition, by combining that meeting and the Environment Meeting at which the president is the person with ultimate responsibility, Mitsubishi Motors will bring about developments toward an innovative CSR meeting body that can cover a broad range of CSR themes. From among the important issues for society, Mitsubishi Motors will identify the material issues to which the Company is to give precedence taking into consideration the degree of interest of stakeholders as well as issues that are critical to Mitsubishi Motors. Mitsubishi Motors is aiming for a system under which material issues are integrated into business activities and addressed under the leadership of the management team.

Targets and Methods

Methods for dialog with MMC stakeholders



Participation in External Organizations

**Main Organizations Joined**

Japan Business Federation (Keidanren), Japan Automobile Manufacturers Association, Inc., Society of Automotive Engineers of Japan, Inc.

CSR-Related Standards that the Company Adhered To or Used for Reference

**Main Standards**

Keidanren Charter of Corporate Behavior, Core Labor Standards of the International Labor Organization (ILO), Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, Sustainability Reporting Guidelines (Global Reporting Initiative (GRI) Guidelines) G4, ISO 26000 Guidance to Social Responsibility

# Corporate Governance

## Basic Policy and Framework

### Basic Policy and Framework for Corporate Governance

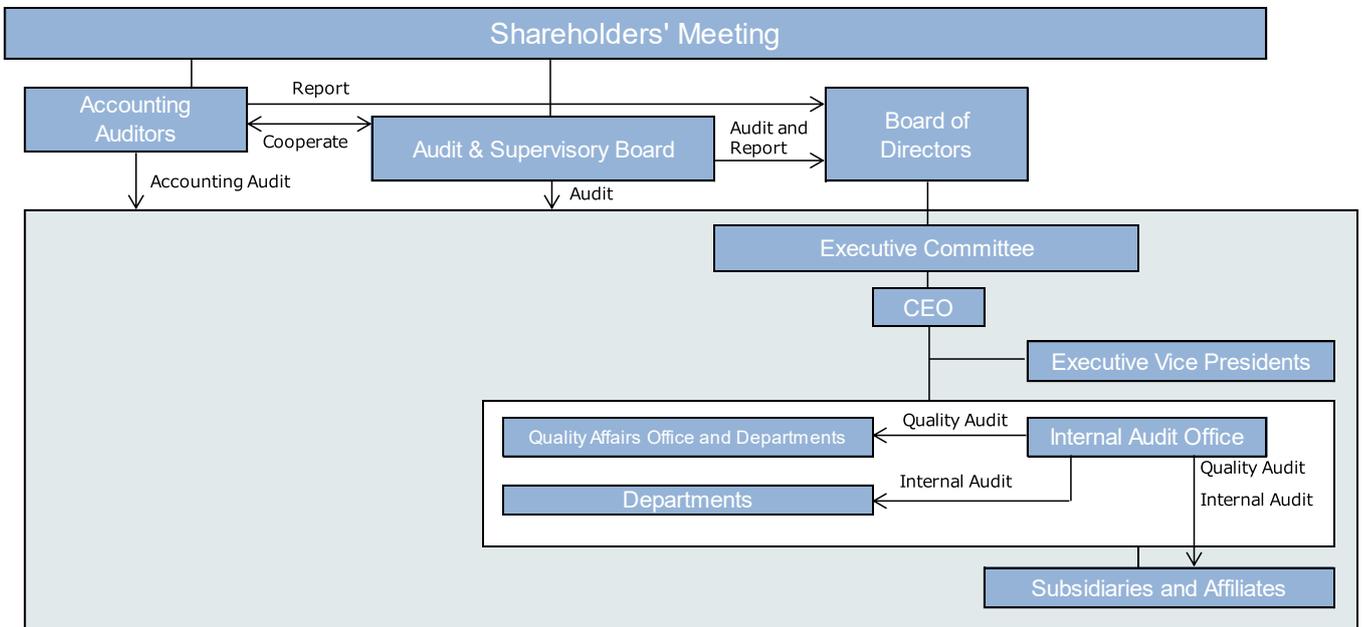
MMC has been working to strengthen corporate governance mainly by practicing compliance, enhancing transparency through the proactive disclosure of information to stakeholders and clarifying the management responsibility.

### Corporate Governance Framework

The Company's corporate governance framework employs the Audit & Supervisory Board system, and in addition to mandatory organizations and governance systems, the Company is further improving its corporate governance by adding an executive officer system and other measures.

As of the June 30, 2016, the Board of Directors consists of 10 directors (six Members of the Board and four Non-Executive Directors; nine males and one female), and it is responsible for making decisions concerning important management issues and overseeing execution. In addition, the executive officer system clarifies the roles and responsibilities of directors and executive officers. The Audit & Supervisory Board consists of five members (one full-time member and four outside members; four males and one female). Twice a month the Company holds Managing Directors' Meetings composed of 14 attendees (Directors, Executive Officers and Corporate General Managers of corporate department and Audit & Supervisory Board Members) as an internal decision-making body to accelerate decision-making.

**Diagram of Governance Framework Including Outline of Internal Control System (As of June 30, 2016)**



## Status of Statutory Audits and Internal Audits

The Audit & Supervisory Board Members carry out audits of the status of business execution of the MMC group by attending important Company meetings, such as Board of Directors meetings, and receiving reports on the status of business activities from directors and other corporate officers. They also review key internal documents and internal audit reports from internal audit divisions, the Accounting Auditors and affiliated companies.

In accordance with auditing policies established by the Audit & Supervisory Board, important auditing items for each fiscal year, allocation of duties and other matters, the Audit & Supervisory Board Members conduct interviews of the top executives of each internal department and hold visiting audits at each factory and affiliated companies in Japan and overseas, and, based on the results, hold discussions at Audit & Supervisory Board meetings and exchange opinions with the Chairman and President.

In addition, separately from the audits by the Audit & Supervisory Board Members, the Company has established the Quality Audit Department and the Internal Audit Department as internal audit departments. To ensure the independence of audit departments and to expand the scope of audits, including global coverage, in January 2016 the Company established the Audit Division as an independent organization and moved the two departments from the CSR Promotion Office.

The Quality Audit Department audits the appropriateness of quality-related activities by internal departments, centered on the Quality Affairs Office.

The Internal Audit Department conducts planned internal audits to determine whether operational management of the Company and affiliated companies in Japan and overseas is being conducted with transparency using appropriate processes. Audit results are reported directly to senior management of the Company.

The Audit & Supervisory Board regularly exchanges information and works to strengthen cooperation with the Quality Audit Department, the Internal Audit Department and the Accounting Auditors.

## Items relating to Takeover Defense

Not applicable.



# Corporate Governance

## Internal Control Systems

### Development of Internal Control Systems

Based on the “Basic Policy on the Establishment of Internal Control Systems” as passed by resolution of the Board of Directors, the Company works to further strengthen governance for ongoing improvements and enhancements to ensure compliance with laws and regulations and to promote proper, effective business execution in response to changes in the domestic and overseas environments.

The Company sincerely accepts the findings and measures to prevent recurrence will be announced from the special investigation committee which was established in response to the “Improper conduct in fuel consumption testing on products manufactured by Mitsubishi Motors Corporation (announced on April 20)”, make drastic reforms for the internal control system and its operation. The Company will continue working on the re-building and to its strengthening.

The “Basic Policy on the Establishment of Internal Control Systems (resolved in May 2015)” is as follows.

1. System to ensure that execution of duties of directors and employees of the Company conforms to laws and the Articles of Incorporation
  - (1) In addition to establishing standards of conduct, building an organizational framework and conducting education and training for the observance of business ethics, the Company has established an internal contact point to collect information related to business ethics, and uses such information for prevention, correction and prevention of recurrence.
  - (2) The Company appoints Non-Executive Directors to supervise management.
  - (3) The Company’s internal audit divisions strictly audit whether the operational performance of the Company is in violation of law, the Articles of Incorporation, company regulations or other rules. If such departments find a problem, they report it to the related director or other parties and thereafter regularly confirm the status of improvement.
  - (4) The Company has established the Business Ethics Committee, which is made up solely of external experts, as an advisory body to the Board of Directors and works for stricter observance of corporate ethics by receiving guidance and advice on the Company’s activities from an outside perspective.  
 ※The Business Ethics Committee ended June 2016.
2. Rules and other systems concerning management of risk of losses by the Company
  - (1) For risks in the course of the Company’s business, the Company has clearly established standards for resolutions and reports at the Board of Directors meeting and the Managing Directors’ Meetings in the regulations of the Board of Directors and the Managing Directors’ Meetings, respectively, and operates based on them.
  - (2) The Company appoints a person responsible for risk management at the organizational level in each department or other division, and works to establish and strengthen its risk management system centered on such person.
  - (3) The Company has established an organization responsible for risk management, and works to set up and strengthen a companywide risk management framework.
  - (4) To prepare in the case of the occurrence of an unforeseen incident, information is promptly conveyed to directors and others to set up a system that can respond promptly and accurately.

### 3. System to ensure that directors of the Company efficiently execute their duties

- (1) The Company works to maintain and improve management efficiency by establishing companywide management plans and clarifying specific business targets and execution methods for functional organization for the achievement of such plans. The Board of Directors regularly receives reports on the status of implementation.
- (2) The Company makes clear the responsibilities and authority of the directors, and promotes the efficient execution of the duties of the Board of Directors meeting and the Managing Directors' Meetings based on the regulations of the Board of Directors, the regulations of the Managing Directors' Meetings and other rules.
- (3) The Company integrates the instruction systems of its organizations to accelerate decision-making and improve communication, and sets up a system for efficient organizational operation and business execution to ensure that the directors' performance of duties is conducted efficiently.

### 4. System for preservation and management of information concerning the execution of duties of the directors of the Company

Based on internal regulations and other rules, the Company prepares information on the execution of the directors' duties as written documents and electronic data, and appropriately manages it by establishing a person in charge of management and stipulating preparation method, preservation method, preservation period, copying and disposal method, and other methods according to the importance of the information.

### 5. System to ensure the proper operation of business in the business group consisting of the Company, its parent company and its subsidiaries

- (1) The Company ensures the proper operation of the business of its business group by stipulating the supervisory organization of each of its subsidiaries, and the responsibilities and authority, management method and other matters related to management of its subsidiaries through its internal regulations and other rules.
- (2) The Company works to set up and enhance frameworks for proper business execution, observance of the code of conduct established by the Company and business audits by the officers and employees of its subsidiaries in conformance with laws and the Articles of Incorporation through guidance and management of its subsidiaries in accordance with the subsidiary's size, business conditions and other factors.
- (3) The Company strives to set up and strengthen risk management systems at its subsidiaries through guidance for the subsidiary on implementation of risk management and other means, in accordance with the subsidiary's size, business conditions and other factors.
- (4) The Company works to promote the strengthening, development and rationalization of its subsidiaries through guidance and management of the subsidiary and other means in line with its rules for managing the business of affiliated companies and other internal regulations and rules in accordance with the subsidiary's size, business conditions and other factors.
- (5) The Company establishes rules for managing the business of affiliated companies and other internal regulations and rules so that prior or subsequent explanations and reports are made to the Company concerning its subsidiaries' business, results, financial condition and other important information.
- (6) The Company and its subsidiaries ensure the adequacy of their respective financial information by setting up the necessary organizations, internal regulations and other rules for the preparation and disclosure of reliable financial reports.

### 6. Employees to be assigned if Audit & Supervisory Board Members of the Company request staff to assist in their duties

The Company has established an organization for assisting in the duties of Audit & Supervisory Board Members, and dispatches full-time staff.

7. Independence of employees in the preceding paragraph from directors of the Company and ensuring effectiveness of instruction by Audit & Supervisory Board Members to such employees
- (1) Employees who assist Audit & Supervisory Board Members in their duties are not concurrently employees of any other division, and carry out such duties by receiving instructions exclusively from the Audit & Supervisory Board Members.
  - (2) The Company seeks the prior opinion of Audit & Supervisory Board Members concerning transfers of dedicated personnel to assist in the Audit & Supervisory Board Members' duties. In addition, the Audit & Supervisory Board Members conduct an evaluation of such full-time staff.
8. System for directors and employees of the Company, and directors, Audit & Supervisory Board Members and other officers and employees of the Company's subsidiaries, or persons receiving reports from the foregoing parties, to report to Audit & Supervisory Board Members of the Company, and other systems for reporting to Audit & Supervisory Board Members of the Company
- (1) Audit & Supervisory Board Members of the Company attend meetings of the Board of Directors and other important meetings.
  - (2) The Company is thorough in setting up and operating a framework for reliably providing Audit & Supervisory Board Members with information from within the Company and its subsidiaries on management, compliance and other matters.
  - (3) Officers and employees of the Company and its subsidiaries promptly make appropriate reports on items related to the execution of duties of the Audit & Supervisory Board Members when required to do so.
9. System to ensure that persons who have made reports in paragraph 8 shall not receive any disadvantageous treatment due to submission of such reports

The Company prohibits disadvantageous treatment of officers and employees of the Company or its subsidiaries who have made reports directly or indirectly to the Audit & Supervisory Board Members for the reason of having given such report, and makes this prohibition generally known among officers and employees of the Company and its subsidiaries.

10. Procedure for advance payment or reimbursement of expenses incurred in the execution of duties by Audit & Supervisory Board Members of the Company, and other policies for processing expenses and debts incurred in the execution of such duties

When an Audit & Supervisory Board Member requests advance or other payment for expenses from the Company for the execution of duties pursuant to Article 388 of the Companies Act, the Company promptly processes such expenses or debt after deliberation by the department in charge, except in cases where it is proven that the expenses or debt in such request were not necessary for the execution of the duties of such Audit & Supervisory Board Member.

11. System to ensure that other audits by Audit & Supervisory Board Members are conducted effectively

Audit & Supervisory Board Members of the Company work for proper communication and effective performance of their auditing duties by engaging in regular exchanges of views with the President and by working to cooperate with the internal audit divisions and the Accounting Auditor.

12. System to exclude anti-social forces

The Company and its subsidiaries take a resolute stance and response as an organization in its entirety, against illegal demands from anti-social forces that threaten to disrupt the order and safety of our society and will take measures to reject any relationship with anti-social forces.



# Corporate Governance

## Risk Management

### Development of Risk Management Framework

The Company has put in place a group-wide risk management system, which it is improving. The Company has appointed risk management officers to each operational headquarters and office. These officers work to reduce risk in each division by conducting repeated cycles of risk identification, evaluation, devising and implementing countermeasures, and monitoring in each unit (risk management of each unit).

For risks that are identified as “priority risks”—particularly those that require a companywide response—risk management officers work with related departments to draft and implement countermeasures (management of “priority risk”).

In addition, the Company regularly confirms the situation at affiliated companies. Where necessary, the Company conducts hearings on the status of individual countermeasures and reinforces initiatives in other ways (risk management of affiliated companies).

To prepare for unforeseen contingencies, the Company has streamlined and enhanced emergency contact systems that enable the rapid communication of information to directors and other key personnel, as well as a swift and accurate response.

The Company’s basic policy in times of disaster—such as earthquake or other natural disaster or an outbreak of infectious disease—is to ensure the safety of customers and employees and their families, and to assist local communities. The Company prepares disaster countermeasures and business continuity plans (BCPs) to this end.

As disaster countermeasures, the Company conducts drills in communicating among various manufacturing facilities and Group companies on the basis of a presumed emergency. As preparations against the possibility that employees will be unable to return to their homes and to stay at the headquarters for a three-day period, the Company conducts initiatives for communicating with local municipal authorities in order to ensure means through which they can communicate with their families and emergency supplies.

As BCPs, the Company has formulated plans of operation that assume a large-scale earthquake or major outbreak of infectious disease. The Company works to improve these BCPs through regular drills and communication among individual regions.

# Corporate Governance

## Compliance



### Accepting the Detection of Improper Conduct in Fuel Consumption Testing

Although Mitsubishi Motors had been addressing the need to develop appropriate systems and changing its way of thinking to make compliance its first priority, serious misconduct was detected in the testing of fuel consumption in April 2016. We would like to apologize to all our stakeholders for any inconvenience arising from this incident and for having extended the impact of this loss of trust across the Japanese automotive industry as a whole. We deeply regret not having thoroughly prioritized compliance and will once again instill compliance in the minds of all directors and employees to restore trust.

A report on compliance activities in fiscal 2015 follows.

### Policies and Basic Approach

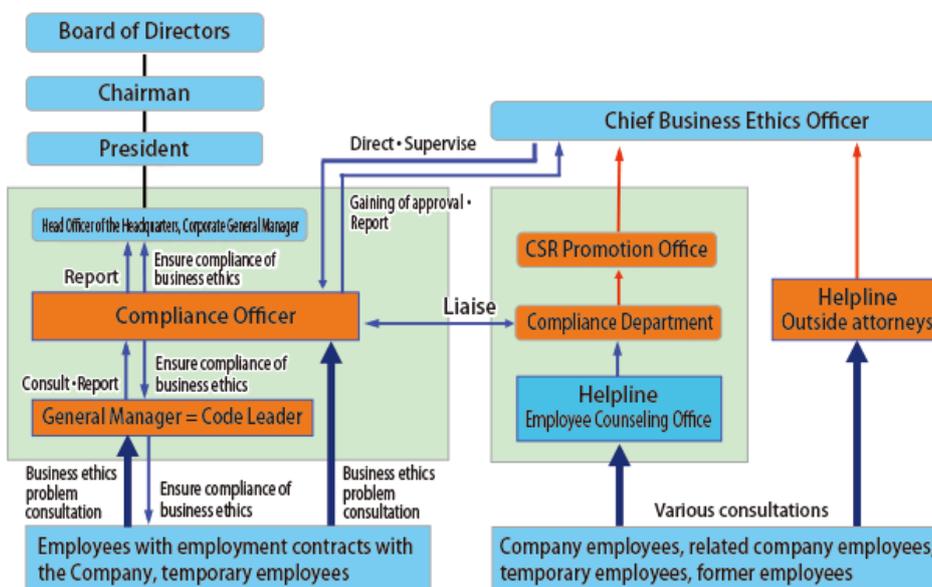
To be recognized by society as an honest company, Mitsubishi Motors has published the “Mitsubishi Motors Business Ethics” to serve as its corporate ethics standard and is also redoubling its efforts to enhance its business ethics promotion framework and employee training.

In order for each and every employee to adhere to standards of business ethics, Mitsubishi Motors has distributed the “Mitsubishi Motors Business Ethics” in the form of a reference booklet to each employee. The Company also has distributed and has made it mandatory for all employees to always carry with them the “Mitsubishi Motors Standards of Conduct”, which summarizes the principal Company policies in a card-sized booklet. When unsure as to what action to take, employees can make use of these tools.

### Framework for Promoting Business Ethics

In order to ensure that compliance with business ethics penetrates throughout the company, Mitsubishi Motors has adopted a framework by which a compliance officer under the supervision of the Chief Business Ethics Officer is appointed at each division, and the general manager of each department is regarded as the business ethics code leader.

#### Organizational Framework for Promoting Business Ethics



## Establishment of External and Internal Counseling Offices (Helplines)

To demonstrate its efforts in the prevention and early detection of fraud and any other improper behavior as well for use in self-correction, Mitsubishi Motors established an internal Employee Counseling Office, through which employees of Mitsubishi Motors and affiliated companies can receive counseling, and an External Counseling Office, established with the help of outside attorneys. In fiscal 2015, the Employee Counseling Office responded to 116 cases, and the External Counseling Office handled nine consultations.

With regard to the requests for consultation lodged with the counseling offices, upon examination of the facts surrounding a case, the Company endeavors to resolve any issue quickly by directing a response to the compliance officer of the relevant department. Consultations lodged via the Employee Counseling Office or External Counseling Office, such as whistleblowing involving compliance issues or issues in which business risk is of concern, are immediately reported to the Chief Business Ethics Officer. Upon receipt of instructions regarding a response, efforts are made to resolve the issue.

To facilitate the use of the internal whistleblowing system, the Company works to make the existence of the counseling offices well-known within the Company by taking advantage of employee training sessions and by allocating space in the in-house newsletter. In addition, in handling such information and in investigating the relevant facts, the Company pays particularly close attention to ensuring that the identity of any person who sought a consultation is not revealed.

### Numbers of Cases Reported to the Internal and External Counseling Offices by Content

Item	Number
Corporate/business proposals	13
Workplace environment	11
Labor relations	11
Human relations/harassment	31
Compliance, violations of operational rules, fraud	26
Others	33

## Business Ethics Implementation Program

With regard to tuition and training relating to compliance, Mitsubishi Motors formulates measures each fiscal year as a business ethics implementation program and conducts stratified tuition and training. Each division within the Company also draws up and conducts its own measures under the direction of the compliance officer. In fiscal 2015, external instructors conducted compliance training sessions for directors, compliance officers and code leaders. In the case of those responsible for business ethics at domestic sales companies and subsidiaries, the training undertaken covered themes that included the My Number national identification system and harassment. On Safety Pledge Days\*, events are held at each workplace to reconfirm the day's significance. On or around these days, discussions are held (three times a year) at all workplaces to talk about familiar business ethics issues and workplace culture.

\*Safety Pledge Days: To prevent past incidents such as the regrettable recall problems from being forgotten over time, in October 2004 we designated January 10 and October 19 "Safety Pledge Days," since two fatal accidents occurred on those days involving large trucks manufactured by Mitsubishi Fuso, a former Mitsubishi Motors division.

## The Business Ethics Committee

In May 2004, faced with business risk stemming from having recorded a significant loss due to sales financing issues in the United States and from having covered up facts about vehicle recalls, Mitsubishi Motors formulated and announced its Business Revitalization Plan, under which "restoring trust" was recognized as the most urgent issue. Under the Plan, a Business Ethics Committee was established in June of that year as the main measure in restoring trust. During the 12 intervening years, Mitsubishi Motors has undergone checks and received guidance and advice from the viewpoint of external oversight and common sense with regard to instilling a "compliance first," "safety first," and "customer first" mindset.

In 2016, Mitsubishi Motors carried out a fundamental review of its governance as well as of its internal control and compliance systems, as part of which the Company disbanded the Business Ethics Committee in June 2016. In these 12 years, the members of the Business Ethics Committee have gone to great lengths to instill awareness of placing utmost priority on compliance in the Company's directors and employees. Without forgetting the guidance and advice received from the Business Ethics Committee, Mitsubishi Motors will continue to work on reforming the corporate culture and awareness in the years ahead.

## Anti-corruption Initiatives

### Policies and approach

Having established the “Mitsubishi Motors Business Ethics,” the Company clearly stipulates that it shall “comply with the law,” “conduct business in a fair, reasonable, and equitable manner,” and will not “present gifts and entertain or conduct in-house business entertainment that would go beyond generally accepted social bounds or that could be suspected as being an improper collusive relationship.” Moreover, the Company has built and operates a system designed to prevent corruption.

### Management systems to prevent corruption and its risk assessment

With regard to the providing and receiving of gifts and business entertainment, Mitsubishi Motors stipulates both management and operational standards and expressly prohibits the providing of gifts and business entertainment that is illegal or goes beyond generally accepted bounds as well as the receiving of favors. In addition to this, as an exception the Company indicates the permitted scope as a guideline while conducting operations in a transparent manner, such as making application and reporting compulsory. In the event of circumstances that run contrary to the criteria, the compliance officer of the division at issue is to formulate internal reports and implement measures to prevent any recurrence. In addition, with regard to tuition and training, in fiscal 2015 e-learning seminars were targeted at directors and office personnel, and training sessions were held for employees in overseas sales divisions.

Since many employees in sales companies perform deliveries including of money directly with customers, there is a heightened risk that a dishonest act involving money, such as embezzlement, will arise. Accordingly, at domestic sales companies the Company works to prevent dishonest acts from arising by defining regulations relating to deliveries of cash, regularly making known the compliance policies, and thoroughly implementing tuition and training. In addition to establishing a CSR division at each subsidiary company and implementing regular site audits, the Company’s Audit Division conducts operational audits of sales companies on a regular basis, reports the results of those audits to the Head Officer of the Headquarters Domestic Sales Group, and follows up until the carrying out of any improvements with regard to the audit’s findings have been completed.

For employees who are appointed from the Company as executives at overseas affiliates, the Company provides tuition in compliance and internal controls, including the prohibition and prevention of bribery, prior to their appointment and works to thoroughly prevent corruption.

As a response to internal controls relating to financial reporting, the Company is verifying compliance systems, financial summary procedures, and other aspects. In the event of any shortcoming being found in the respective controls at a targeted company, the Company will demand a report on the nature of the shortcoming and the measures being taken to improve. In fiscal 2015, the status in this regard of 20 Mitsubishi Motors Group companies (the Company, 10 domestic affiliates and nine overseas affiliates) was confirmed. There were no cases subject to legal action due to corruption, anticompetitive behavior, antitrust or monopolistic practices reported in fiscal 2015.

## Information Management

Mitsubishi Motors recognizes as a social responsibility the importance of adequately protecting its important information assets (information and the IT systems, equipment, media, and facilities for handling that information) in the course of its business activities in gaining the trust of all its stakeholders.

With regard to information security, the Company works on the implementation and strengthening of physical, technological, personnel and organizational measures based on its information security policy and internal rules.

## Personal Information Protection

Based on its Personal Information Protection Policy, Mitsubishi Motors has built a management framework through establishing internal rules and assigning a person to manage personal information management at each division and department under the direction of the personal information officer.

The Company also consistently educates staff on the subject through e-learning seminars and other programs, and strives to adequately safeguard personal information.

## Security Trade Controls

From the viewpoint of maintaining international peace and security, Mitsubishi Motors sincerely believes in the importance of strict security trade controls to prevent the proliferation of weapons of mass destruction and the excessive accumulation of conventional weapons.

To conduct strict export controls, the Company has established a Security Trade Control Standard as an internal regulation. The Company ensures the legality of export transactions through its management system, for which a Supervisory Committee for Security Trade Control chaired by the president was established.

# Social Initiatives



## Customer Satisfaction Initiatives/ Product Quality Improvements



### Accepting the Detection of Improper Conduct in Fuel Consumption Testing

In response to past recall problems, Mitsubishi Motors has continually implemented initiatives aimed at improving development and quality assurance processes since 2000. However, we have subsequently found that there are some issues to be solved in the development process and structure due to the improper conduct in fuel consumption testing detected in April 2016.

In putting in place appropriate countermeasures, we set up a development process study committee. This committee will identify issues in the development process and review all operating procedures. In addition, the Company will implement measures aimed at reforming the organization of the development division and conduct the fundamental reeducation of engineers.

A report on product quality improvement activities in fiscal 2015 follows.

### Policies and Basic Approach

To improve product quality, Mitsubishi Motors operates its own development management system while globally undertaking cross-divisional and cross-functional quality improvement activities. The Company also implements various measures, such as sincerely accepting feedback received from customers in the market and enhancing systems linked to rapid improvements.

Product quality related aftersales market actions (hereinafter referred to as “market actions”), including the recall of products, are compiled by the quality division. The Company engages in rapid customer care by proactively involving the related divisions covering development, production as well as after-sales service and procurement.

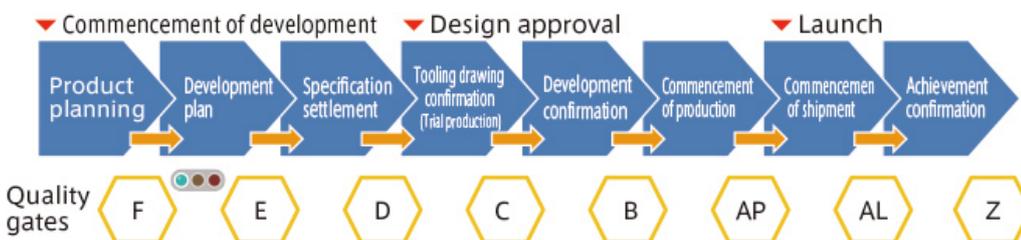
### Development Quality Improvement

To deliver safe, high-quality products to customers, Mitsubishi Motors sets quality targets for each of the functions to be achieved prior to shipment which are thoroughly checked and monitored at each of the stages of MMDS (after-mentioned) in meetings such as technical verification meetings and design quality confirmation meetings. In addition the Company is conducting tuition to raise the skill levels of those in charge of development and addressing activities to minimize the occurrence of defects.

#### Mitsubishi Motors development management system

Mitsubishi Motors adopts the Mitsubishi Motors Development System (MMDS), a development management system that examines and assesses products and ensures quality throughout all processes, from product planning to development, manufacture, shipment and sale. At “quality gates” set at each of the eight stages into which MMDS is divided, project teams made up primarily of product executives check pre-set items in need of verification, such as safety, quality and performance. Having confirmed that all items have been achieved, the gate pass system adopted for MMDS moves the product along to the next stage.

#### MMDS Flowchart



## Management of Technical Verification Meetings and Quality Confirmation Meetings, and the Promotion of Frontloading

Mitsubishi Motors holds “technical verification meetings” in the product developing process, from “development concept” to “the start of mass production.” At these meetings, the development division and quality division jointly verify the development quality of products. While the reliability of newly adopted technologies as well as parts and components are being enhanced during their development phase, these meetings also verify the possibility of defect occurrence stemming from such new applications. Furthermore, meetings verify the effectiveness of preventive measures applied on past defect cases using actual prototype vehicles.

Quality confirmation meetings are held at each gate from the confirmation of concept design (prototype) and beyond. As the final gate prior to the start of shipment, the final quality confirmation meeting verifies all the development stages, from the design concept to vehicle testing conditions, and determines the advisability of commencing volume production.

For reliable quality refinement in the case of new technologies, the Company is undertaking initiatives (frontloading) particularly with respect to the commencement of technical verification from the stage before design concept.

## Improvements in Manufacturing Quality

### Global deployment of “ohbeya activities”

With the aim of improving the initial quality of its vehicles, Mitsubishi Motors holds cross-functional “ohbeya activities,” for which employees from various divisions – including development, production, after-sales service, quality assurance and procurement – meet in one room from the stage preceding the commencement of volume production and swiftly decide on measures to address any problems that have arisen. Having started with the *eK Wagon* that was launched in fiscal 2013, these activities require the gathering of defect information, and the effect they have on improving initial product quality by swiftly deciding on measures has been verified.

These activities were implemented at our main overseas production base, Mitsubishi Motors Thailand (MMTh), for the new *Triton* that entered production in fiscal 2014. MMTh having also extended the activities to the new *Pajero Sport* in fiscal 2015, Mitsubishi Motors will deploy the activities at other overseas production sites on a global basis in the years to come.

## Improvement in Field Quality

### To listen to customer feedback and quickly respond

Mitsubishi Motors works to improve quality through the early identification and analysis of feedback from customers (field quality information). Steps are then taken to link this feedback to efforts aimed at speeding up “market actions” including product recalls.

For that reason, quality and defect information from customers is quickly processed, primarily by the quality assurance division, in a system that shares that information with relevant divisions and dealers. With regard to “market actions” including product recalls, the Company is simplifying the internal processes leading up to a response decision and making improvements to enable decisions to be made more quickly.

The Company is also making efforts in other areas, such as adopting new analysis systems for the gathering and analysis of data on claim repairs during the warranty period (warranty repairs). By analyzing the relationship between defect claims from customers (field quality information) and records of warranty repairs, the Company will link the results to wide-ranging quality improvements, such as the early recognition of defects and predicting conditions for any future incidences. With regard to the systems for linking this kind of quality information to “market actions,” a specialized team is identifying issues and constantly making improvements.

## Fiscal 2015 Achievements and Fiscal 2016 Initiatives

In aiming for the motor vehicle industry’s top level in terms of product quality, Mitsubishi Motors announced three “Quality Target”<sup>\*1</sup> achievement goals in July 2013. These goals were applied to the *Pajero Sport*, which was launched in fiscal 2015. The Company has also been engaged in the global deployment of “ohbeya activities” and quality audits of completed cars. As a result, the Company achieved all three targets.

To further ensure that recurrences of defects will be prevented, from fiscal 2016 the Company is reviewing all recurrence prevention measures for defects that have arisen in the past, regardless of the type of car, and strongly promoting activities that apply them to new models that are under development. The Company is considering the further improvement of its information analysis capabilities, such as the analysis of warranty repair data, and linking them to quality improvements in new models that will be launched from now on.

<sup>\*1</sup> The quality targets were decreases by half, in comparison with fiscal 2012, in each of the following three areas: (1) the number of defects in the three months after vehicle delivery; (2) the percentage of defective supplier parts; and (3) the time taken for the Company to decide countermeasures for when field quality issues arise.

## Human Resource Training

To improve the skill levels of each and every employee, Mitsubishi Motors is working to strengthen development capabilities by implementing an in-house quality training curriculum, including design review training sessions, and increasing the numbers studying quality engineering. In addition, an internal magazine “Hinshitsu Saizensen” (which means “Quality Forefront”) is published monthly to cultivate quality awareness. The magazine covers quality-related topics at Mitsubishi Motors and other companies as well as improvement and reform activities.

Furthermore the Company is steadily handing down the lessons learned from past recall scandals so that the memories do not fade and, with the aim of thoroughly preventing any recurrence, has organized a Quality Forum at all its workplaces since fiscal 2014.

Numbers of participants in the Quality Forum Fiscal 2014: 2,324; fiscal 2015: 3,590



At the customer feedback exhibition, Quality Forum

# Social Initiatives



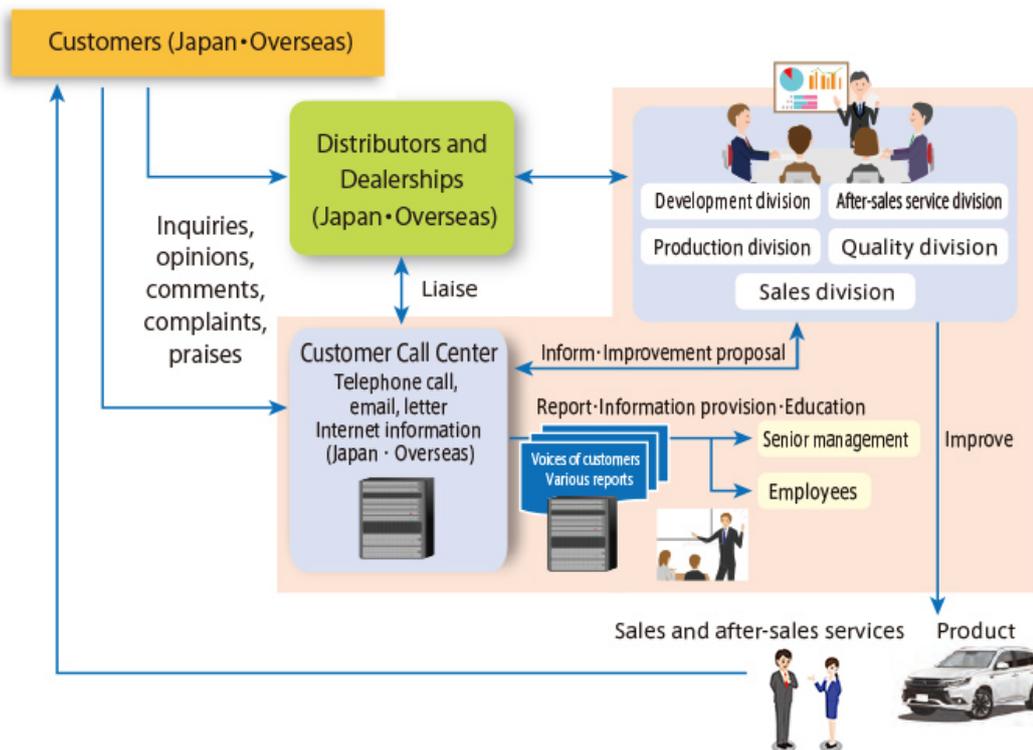
## Customer Satisfaction Initiatives/Communications with Customers



### Basic Approach

It is the mission of the Mitsubishi Motors Group to provide driving fun and assured peace of mind as well as customer satisfaction through its products and after-sales service. For that reason, the Company gathers and analyzes valuable customer feedback – received by its sales companies in Japan and overseas as well as our Customer Call Center (CCC) – while the development, production, sales, service and quality divisions act in an integrated manner to proactively address improvements in product quality and services.

### Utilization of the Voices of Customers (flow)



### Major Activities of Customer Call Center

Established as a customer's contact point by means of toll-free telephone, e-mail or letter, the CCC receives inquiries/consultations every day. In addition to responding quickly, accurately and sincerely to customers' inquiries and opinions, the CCC feeds back the voices of customers to the relevant divisions in the Company, domestic sales companies and overseas distributors in order to improve products and services.

Not only the telephone calls as well as e-mails from customers to the CCC, but also the information/news gathered through the Internet are analyzed in order to utilize them as important feedback from customers.

**Policy of the Customer Call Center**

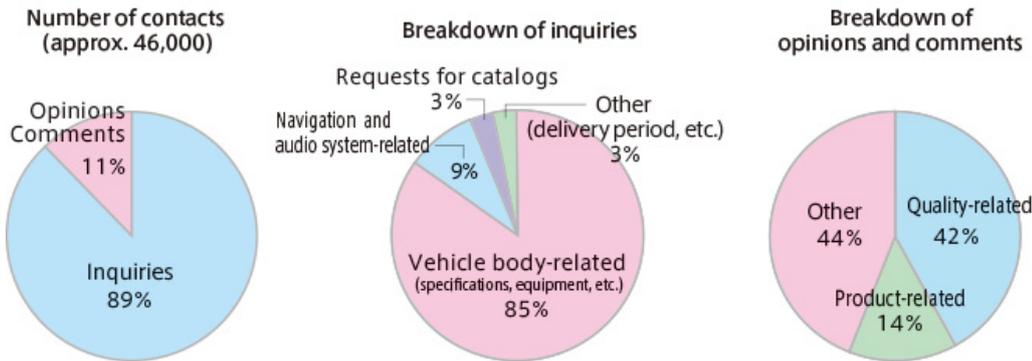
Recognizing customers' feedback as a top priority issue, the CCC makes every effort to provide a quick, accurate, sincere and faithful response while promoting a fair and equitable resolution for the customer.

Based on this valuable feedback from customers, the CCC shares information throughout the Company in order to improve products and services.

The CCC complies with laws, regulations and in-house standards in order to protect customers' rights.

So that all customers' concerns can be easily resolved, the CCC strives to enhance information dissemination utilizing FAQs on the Company's website and other methods.

**Contacts Received at the Customer Call Center in Fiscal 2015**



**Maintaining and improving the quality of responses to customers**

To achieve a higher level of customer satisfaction, the CCC periodically monitors the telephone skills of staff. Through this monitoring, the CCC can better assess whether staff respond properly to customers and have a clear understanding of customers' intentions from each customer's point of view.

Also the CCC adopts outside experts' assessments and other call center benchmarks.

In order to respond as quickly as possible, the CCC keeps sets of complete documents/catalogues in the office, while cooperating closely with relevant departments.

Among a number of key performance indicators to assess response speeds, the CCC monitors the time it takes for each customer call to reach Call Center staff, how long staff keep customers waiting, the percentage of requests that are resolved during the first call, and how many days it takes to get a final solution.

**Utilization of customer feedback**

By sharing the voices of customers internally, the CCC aims to improve products and services.

All voices of customers are registered in a database. Employees can browse this database and search for a variety of customer feedback. Information that is regarded as very important is regularly reported to management.

The voices of customers are also utilized to improve employees' awareness toward consumers' perspectives as well as customers' points of view. Having launched the

Voices of Customers Course within the Company in fiscal 2010, the CCC conducts enlightenment activities for employees. These activities are designed to help employees consider customers' needs first by listening to the actual voices of customers. The number of employees attending the Voices of Customers course has

significantly increased, from 130 in fiscal 2010 to 2,000 in fiscal 2015. The CCC will continue this activity in order to instill in employees the importance of each customer's perspective and will incorporate the Voices of Customers Course in all types of training.

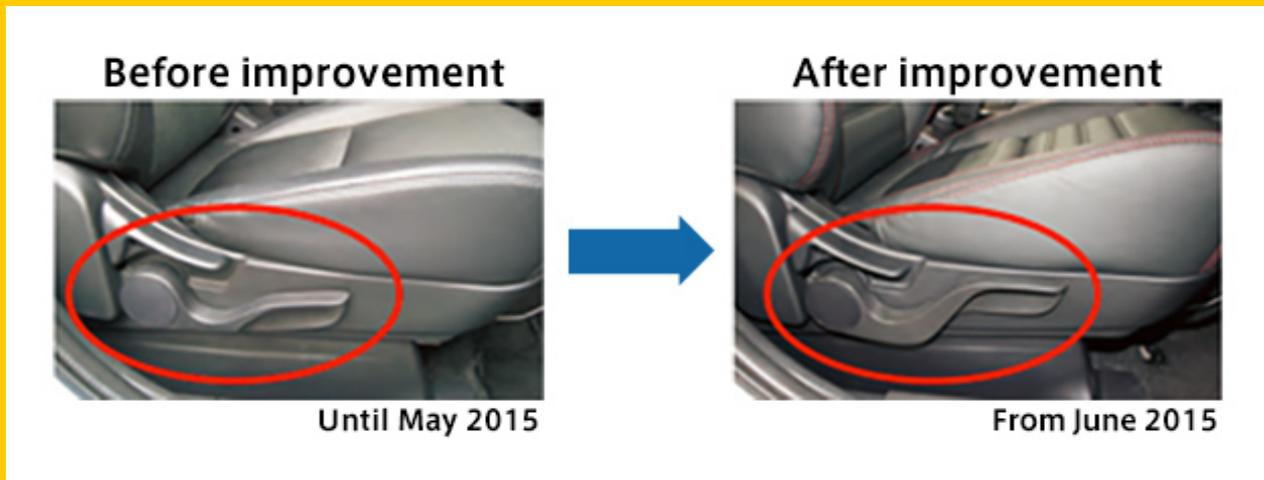


A session of the Voices of Customers Course

**An Example of Product Improvement: Improvement in usability by increasing the size of the operating lever that adjusts the height of seats.**

“Outlander PHEV” and “Outlander”

We received several customer complaints regarding the height adjuster lever of the driver’s seat. For example, some customer commented that “the operating lever was too small,” “difficult to pull up and too heavy.” Aligning our efforts to the model change in June 2015, we improved lever usability by increasing the lever’s size and changing its shape.



**Initiatives to Improve Customer Service Capabilities**

Mitsubishi Motors recognizes the importance of providing its customers with a good purchasing experience. To this end, the Company supports its domestic dealerships in improving their customer service capabilities with an extra focus on three sales perspectives — sales outlets, sales techniques, and sales personnel — all of which are aimed at improving customer satisfaction. For instance, in the case of “sales outlets,” we provide our dealerships with various plans including exhibitions aimed at enhancing customers’ understanding of product features. As for “sales techniques,” we have provided outlets with tablet computers in addition to the traditional catalogue to be utilized by salespersons to visually explain products to customers in an easily understood manner. Upskilling “sales personnel” themselves is also essential as they bear the key-role in facing directly with customers. As part of its endeavors, Mitsubishi Motors holds a sales negotiation role-playing contest once a year where sales personnel from dealerships throughout the country participate and compete against each other to showcase their customer service skills, product knowledge, and sales talk skills.

Mitsubishi Motors also conducts a unique monthly customer satisfaction survey to monitor the service levels of each dealership. The results of the survey are provided to dealerships allowing them to further improve their services. Moreover, with the hope of enhancing customer service, the Company is expanding personnel exchanges with dealerships to improve communication as well as deepen mutual understanding of operations.



A dealership sales staff member gives an explanation using a tablet computer



A scene from the national sales negotiation role-playing contest

**To support customers (passing on and improving service skills)**

The passing on and improvement of service staff skills and techniques are essential initiatives directly connected to customer satisfaction.

Mitsubishi Motors has its own maintenance skill qualification, and encourages service staff at domestic dealers to acquire this qualification. In addition, the Company holds the Service Skills Contest every year where dealer service staff can improve their technique by competing against one another.

Nine of our Technical Centers located all over Japan support dealers by dispatching technical staff, holding technical seminars and providing consultation.



A service staff member competing at the Service Skills Contest.

## Cooperation with Domestic Dealerships

Mitsubishi Motors believes that the popularization of electric vehicles (EV) and plug-in hybrid electric vehicles (PHEV), an area in which the Company has focused its R&D efforts for many years, is one solution to such social issues as energy affairs and disaster control. As the Company considers the social need for EV/PHEVs will grow even higher in the coming years, it is stepping up collaborative efforts with domestic dealerships in order to promote the further popularization of EV/PHEVs.

### Installation of quick chargers at sales outlets

As a part of efforts to consolidate its charging infrastructure, Mitsubishi Motors is promoting the installation of quick chargers at its sales outlets. As of March 31, 2016, the installation of quick chargers had been completed at 486 out of 633 outlets, with 348 outlets available for 24-hour use.

### Introducing next-generation sales outlets

In promoting the popularization of EV/PHEVs, Mitsubishi Motors considers it is important to increase general understanding toward energy self-sufficiency both for coping with environmental and energy issues, and preparing for times of natural disasters. In order to serve as a base of education and conveying the right information, the Company commenced the operation of next-generation sales outlets in October 2016. These outlets are equipped with such facilities as solar panels, Vehicle to Home (V2H) systems, and EV/PHEVs, with well-trained personnel. In addition, the Company plans to use these outlets as bases for disaster relief operations (e.g. power supply) in the event of a natural disaster as a part of efforts to contribute to local communities.

## Cooperation with Overseas Distributors

### Improving customer satisfaction overseas

Mitsubishi Motors cooperates closely with not only domestic dealers, but also distributors around the world in order to satisfy overseas customers. We provide our distributors with sufficient product information, and then collect local market information. Requests are then made for an improvement.

We put priority on face-to-face communication with our distributors around the world. We occasionally visit overseas markets to directly take in the opinions of distributors as well as their needs in a bid to quickly solve any problem. In addition, we hold an annual Global Distributor Meeting in Japan where we build up fellowship between our worldwide network of distributors, while sharing sales strategies, new product information, and positive examples of improvement in customer satisfaction. Regional meetings are also held regularly in Europe, ASEAN and Middle East etc.

Each distributor engages in sales activities that take into consideration the different cultures and customer values of each country and region. As a result, our distributor in Russia, MMC Rus, came in first in a national dealer satisfaction survey\*1 in fiscal 2015, and local Indonesian sales agency Krama Yudha Tiga Berlian Motors took the highest award in the mass market segment in a national sales satisfaction study\*2.

\*1 Fiscal 2015 Dealer Satisfaction Index (DSI) survey held by the Russian Automobile Dealers Association

\*2 2015 J.D. Power Indonesia Sales Satisfaction Index (SSI) study based on responses from 2,454 new-vehicle owners who purchased vehicles between September 2014 and June 2015. The study was fielded from May through October 2015.



Representatives from our Russian distributor, MMC Rus, at the awards ceremony



Representatives from our Indonesian distributor, Krama Yudha Tiga Berlian Motors, at the awards ceremony

**To support overseas customers (passing on and improving service skills)**

With the transfer of techniques as its primary objective, Mitsubishi Motors sends and stations Japanese technical high achievers in emerging countries and holds “caravan activities” that provide technical guidance. Training local service staff in the field, the Company is working to improve its technical capabilities on a global scale. In fiscal 2015, training was provided in 15 countries, including India, Myanmar and Peru.

The Company also held the first “Global Service Skills Contest” in March 2015. Service staff members from ten countries – including China, Thailand, Russia, Australia and Chile – who had won national or regional contests gathered and competed on the accuracy and speed of their work. The plan is for the contest to be held every other year, with the second fiscal 2016 event scheduled for November.

As a result of these initiatives, in customer service satisfaction studies conducted by an external marketing research company\*3, the local sales agencies ranked second in the national/regional mass market segment in Taiwan, Indonesia and Malaysia.

\*3 J.D. Power 2015 Customer Service Index(CSI) Study. Each country’s CSI studies are based on responses from vehicle owners who received delivery of their new vehicle during the following periods: Taiwan, March 2013 to June 2014; Indonesia, February 2013 to June 2014; Malaysia, February 2013 to May 2014; They took their vehicle for service to an authorized dealer or service center during the following periods: Taiwan, September 2014 to June 2015; Indonesia, August 2014 to June 2015; Malaysia, August 2014 to May 2015.

The number of car owners who responded to these studies were: Taiwan, 2,853; Indonesia, 3,625; Malaysia, 2,812.

The studies were fielded during the following periods: Taiwan, March to June 2015; Indonesia, February to June 2015; Malaysia, February to May 2015.



Caravan Activity



Staff members from the Philippines compete to diagnose the cause of a problem at the Global Service Skills Contest



The Global Service Skills Contest award ceremony

## Improvement of information dissemination via websites

Mitsubishi Motors utilizes its websites to engage in the dissemination of a range of information.

To enhance our capabilities in the dissemination of information to our investors across the world, we totally revised our website for shareholders and investors in January 2015, at which time enhancements were made to content geared toward the individual investor in particular.

In the case of the “Guide to Not Well-known Car Safety” safety awareness website, the Company laid out the pages in an easily understandable way for many website visitors, such as by adopting a large font size and a wide range of illustrations as well as by devising other ways to make the site easily viewable. Due to these efforts, the website was highly rated at the Third Web Grand Prix (sponsored by the Web Advertising Bureau of the Japan Advertisers Association Inc.) and received the Asakawa Award granted to websites that are easy to use even for the elderly and people with disabilities.

Mitsubishi Motors conveys information about its business activities, products as well as events to many people via social networks with the aim of giving people a deeper understanding of the Company. Our Japanese- and English-language Facebook pages were launched in September 2015.

These pages are attracting valuable opinions in the form of comments and responses from people all over the world, the content of which is analysed and used for improving the dissemination of information.



Website for shareholders and investors



“Guide to Not Well-known Car Safety”



MMC's Japanese-language Facebook page

## Social Initiatives



## Business Partner Initiatives



### Business Partner Initiatives

There are approximately 300 companies in Japan and overseas with which Mitsubishi Motors deals directly as parts suppliers and when factoring in tier2 and subsequent suppliers, we recognize the magnitude of our influence. To maintain and bring about improvements in sustainable competitiveness along the entire supply chain, we are working to further strengthen collaboration with business partners, including strengthening cost competitiveness, realizing industry-leading quality and promoting local procurement at our main production bases. Also, through the sharing of CSR guidelines, we and our suppliers are working as one to make contributions to society.

### Sharing of Supplier CSR Guidelines

Aiming for collaborative initiatives with suppliers, Mitsubishi Motors formulated its Supplier CSR Guidelines in 2010. Through the guidelines, we and our suppliers are promoting collaborative activities from the same point of view. The scope of these activities naturally covers all domestic suppliers and their quality, while also including fields such as labor practices, environment management and compliance. In addition, we are providing self-check sheets so that suppliers can carry out self-assessments and autonomous improvements.

Even in cases where Mitsubishi Motors commences business with a new supplier, we share the same guidelines and demand that self-checks be conducted on a regular basis.

In the current fiscal year, we will prepare an English-language edition of the guidelines for overseas suppliers and work on global activities.

#### Policies and initiatives with regard to conflict minerals

The so-called conflict minerals (tin, tantalum, tungsten and gold) produced in the Democratic Republic of the Congo and neighboring countries have become a source of funding for armed groups, and serious violations of human rights are occurring.

Mitsubishi Motors will not be complicit in human rights abuses through the procurement of these conflict minerals.

This statement of the policy of not using conflict minerals as raw materials and the promotion of responsible procurement have been specified in the latest Supplier CSR Guidelines.

#### Green Procurement

To realize procurement and manufacturing with minimal impact on the environment, Mitsubishi Motors formulated its Green Procurement Guidelines in 2012 and is promoting green procurement in partnership with its suppliers.

As matters requested of the suppliers under the guidelines, Mitsubishi Motors cites initiatives, such as the management of environmentally hazardous substances and the promotion of the 3 R's (reduce, reuse and recycle).

[Click here for details regarding the management of the Green Procurement Guidelines](#)

## Promotion of Supply Chain Management

In addition to putting into effect management based on the Supplier CSR Guidelines, Mitsubishi Motors holds explanatory meetings on its procurement policy for suppliers every year and works to share and spread information about CSR policy in conjunction with management policies. In addition to adhering to the guidelines covering proper trading in the automotive industry, we are taking action to ensure that appropriate transactions are observed for tier2 and subsequent suppliers through our request for adherence to the guidelines to tier1 suppliers.

### Communications with suppliers

Providing suppliers with appropriate information and two-way communication are essential in enhancing the supply chain. Every year, Mitsubishi Motors holds explanatory meetings on its procurement policy and works to make the policy well-known.

In Japan, the Mitsubishi Motors Cooperation Council, a voluntary organization of around 200 supplier companies, cooperates in lectures and research activities each year. Additionally, we regularly conduct quality audits, design review training\*1 and quality self-check guidance with our suppliers to improve quality along the entire supply chain. We will continue these activities to improve communication and quality across the supply chain.

\*1 DRBFM\*2 is one design review technique that Mitsubishi Motors has implemented since fiscal 2013. With the aim of getting our main suppliers to understand the technique and activity outline, we have conducted on-the-job training (design review crew training). (Training conducted three times, a total of 173 participants from 140 companies)

\*2 DRBFM: Design Review Based on Failure Mode is a quality control technique that extracts potential quality risk and implements measures to counter these risks by focusing on points of design change.



General view of the 2016 Mitsubishi Motors New Year Meeting

### Consideration for human rights along the supply chain

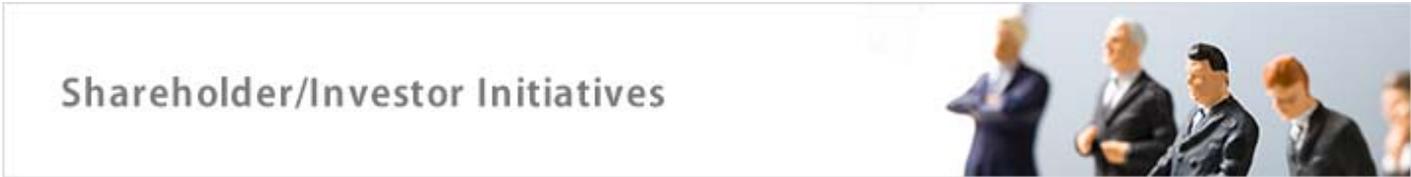
Not only engaged in consideration for human rights on its own, Mitsubishi Motors emphasizes consideration for human rights by suppliers. For that reason, there are clauses on human rights and labor in the Supplier CSR Guidelines, and we request our suppliers to carry out self-checks to find if the appropriate actions are being taken. In addition, we request new suppliers to state that they have no links to anti-social forces.

## Initiatives for Business Continuity Plans in the Supply Chain

To reduce the risk of a suspension of manufacturing operations due to a shortage of parts during a large-scale natural disaster etc., Mitsubishi Motors is engaging in the formulation of business continuity plans (BCPs) in the supply chain and taking measures that include finding alternative production for each supplier and part.

In addition, we ask that our suppliers be registered in the safety confirmation system. In the event of a natural disaster, it is expected that the damage status of a plant and others are reported immediately to us. We have also created a special supplier map that enables us to better understand the status of damage and risk with regard to tier1 and subsequent suppliers.

At the time of the Kumamoto Earthquakes that struck in April 2016, we confirmed the status of damage at each supplier and visited these damaged sites to offer support on the following day, April 15. Then we implemented our response such as finding alternative production and so on.



Mitsubishi Motors considers its responsibility to give full explanations important; so it provides the timely and appropriate disclosure of information for all its shareholders and investors.

To deepen understanding of the Company, efforts are made to enhance the IR website, to issue various types of publications as well as hold shareholders' meetings and other events.

### Dissemination of Continuous IR Information

For individual investors, Mitsubishi Motors publishes a booklet titled ROUTE (Investors' Note) twice a year (in 2015, in June and December) to present information on business results and strategies as well as on products. To deliver information such as financial statements and press releases in a timely manner, the Company operates a service that sends IR news e-mails. For all its institutional investors, in fiscal 2015 senior management conducted IR promotional activities in Tokyo, Singapore and the United States, explained the Company's results and provided a progress report on the mid-term business plan. The Company also expanded the IR website content compatible with IT devices such as smartphones to enable its shareholders and investors across the world to deepen their understanding of the Company.

Once a year, the Company publishes Japanese- and English-language editions of its annual report as well as of a fact book.

[▶ Click here for our IR website's Shareholders and Investors page](#)

[▶ Click here for our IR website's Library page](#)

### Shareholders' Meeting Opened

Mitsubishi Motors positions the Shareholders' Meeting as a forum at which all shareholders and investors can deepen their understanding of the Company. For that reason, shareholder meetings are scheduled outside of the peak days where other companies' shareholder meetings are held so that more and more shareholders can attend. Also, so that any shareholders and investors who find it difficult to attend in person on the day of the Shareholders' Meeting can watch the proceedings, part of the meeting is relayed live via the internet and a video recording released about a month after the Shareholders' Meeting.

Moreover, so that shareholders in and outside Japan can have sufficient time to examine items on the meeting's agenda, the Company discloses a convocation notice to the Tokyo Stock Exchange in both Japanese and English on the Company's website at least three weeks prior to the day on which a Shareholders' Meeting is to be held.

[▶ Click here for Shareholder Return \(Dividend Policy/Dividends Trend\) details](#)

### Holding of events for shareholders

#### "Saitama Stadium 2002" Tour

In September 2015, a shareholder tour of Saitama Stadium 2002, the home of the Company affiliate Urawa Red Diamonds football club, was organized. Over two days, 118 shareholders selected by lottery took part in four tours.

On those days, a Company director gave the attendees an explanation that included a Company outline at the end of the tour that included being shown around areas that are normally off limits, such as the players' waiting room and the side of the pitch.

To deepen understanding of CSR activities through the Company's businesses and through its involvement in sports, the Company plans to continue holding these kinds of events in the years to come.



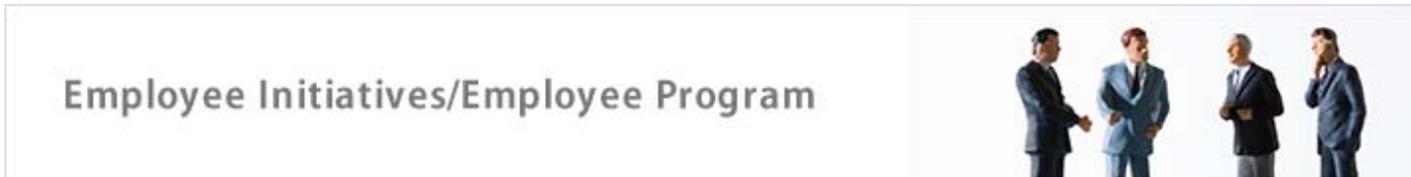
The side of the pitch, an area you cannot normally enter



Tour of the locker room actually used by the players



# Social Initiatives



## Employee Initiatives/Employee Program

To realize sustainable growth and an improvement in corporate value in an ever-changing operating environment, Mitsubishi Motors will promote car manufacturing that will be readily chosen by customers.

Mitsubishi Motors considers that the key to that success is its people, and the Company is working actively to create an environment in which each and every person works on rewarding tasks and can freely display and extend his or her abilities.

### Introduction of New Employee Program

Under the concepts of the “handing down and strengthening of manufacturing capabilities” and “growth and rewarding challenges,” Mitsubishi Motors revised its employee program. Partly commenced in advance from fiscal 2015, the new program has entered into full operation in fiscal 2016.

Composed of wide-ranging personnel themes, from personnel evaluations, such as assessments and treatments, to training systems and career diversifying, the Company is promoting the building of a foundation that enables employees to find their work more rewarding.

#### Overview of the new program

Program for administrative/engineering employees group: The following revisions have been made to enable each individual to systematically achieve capacity-building.

- Each job classification has been defined from two perspectives; 1) expected role, 2) required ability and experience.
- Promotions will be comprehensively determined by taking into account factors including developed abilities and skills as well as the degree of proactive contribution.
- Opportunities to acquire abilities and skills have been expanded through enhancements in education programs tailored for each job rank.
- A program to accelerate job transfers has been formulated to provide diverse experience.

Program for shop floor employees group: The following revisions have been made to continuously enhance the quality and productivity at manufacturing sites.

- A new position has been created where advanced technical skills or extensive field experience can be fully capitalized in management.
- A recognition system has been introduced for human resources possessing high proficiency skills.
- The salary system has been reformed to appropriately reward the role, level of contribution, and the weight of responsibility.

Group	Item	Objective/System Overview
Administrative/engineering employees	Promotion frameworks	Determine promotions based on ability/skill criteria (“quality gates*”) required for upper-level positions as well as “credits” that positively evaluate items such as voluntary contributions and the acquisition of additional skills (including certifications)
	Education program tailored for each job rank	Support the improvement of personnel skill levels both in terms of employee systems and training by linking promotion criteria with the education program
	Transfer promotion	Promote employee transfers among offices and departments by introducing systems such as job posting, designated transfer, and internal temporary transfer with the purpose of broadening employee perspectives by gaining experience via work transfers
Shop floor employees	Technical Expert	Promote the improvement of manufacturing workplace quality/productivity by incorporating personnel with advanced technical skills and abundant on-site experience into manufacturing workplace management positions through the new placement of “Technical Expert” to assist managers from a technical skill-based perspective
	Meister system	Develop forepersons able to promote manufacturing workplace improvement activities and employee training by certifying extremely high-skilled employees who are making a significant contribution in solving cross-sectional issues/improving product methods/training junior employees as “meisters.”
	Increase wages for supervisory positions	Raised wages of personnel in supervising positions to fairly reward the weight of duties and responsibilities they undertake

\* A mechanism to objectively determine the level of ability, knowledge and skills required for each individual to earn a promotion.

**New assessment criteria**

Mitsubishi Motors holds up as the ideal human resources it is seeking to be people with broad outlooks who are capable of collaborating with other divisions, people who set their own agenda and possess an ability to get things done that enables them to work through to a project’s final completion. The Company has set criteria for the assessment of human resources to facilitate the cultivation of such people.

<b>1. Pushing beyond set duties</b>	Extend duties on one’s own initiative, involve others
<b>2. Generate action</b>	Raise issues on one’s own initiative, move at double speed and motivate others to do the same
<b>3. Get attached to the results</b>	Act decisively and tenaciously, boost profitability
<b>4. Heighten yourself</b>	Display expertise, lead/support coworkers
<b>5. Conform to standards</b>	Focus on customers, make logically correct decisions

Together, the Company is aiming to make its employees more focused on the results by clarifying their responsibilities for achievements through deeper communications with superiors. As a step toward its realization, the Company has revised its employees’ target-setting cycle from the previous annual basis to a biannual basis. Under this new system, superiors will provide each and every one of their subordinates with a role to accomplish during a six-month period, and the person being assessed will accordingly draft his or her target within the scope of the given role.

In addition, Mitsubishi Motors newly established the Human Resource Committee in fiscal 2015 to increase the transparency of human resource affairs. The committee, composed of senior management members, will examine affairs pertaining to human resources on a Companywide basis.

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**Career Development Initiatives**

In developing its employees’ careers, Mitsubishi Motors has worked on setting up a system which enables each and every employee to proactively set their own goals based on their achievements, capabilities and life plans, and further elevate their capacity to achieve them.

Specifically, employees are given opportunities to have a face-to-face meeting with their superiors twice a year to talk about their career development based on a Career Development Plan — a device implemented for medium to long-term career planning through which each employee draws up his or her own career design by taking into account both past careers and intentions for the future. The aim of this process is to have employees build up objective pictures of their challenges and to proceed along a career path they have formed for themselves with a sense of conviction and a high degree of motivation.

As part of the initiative, Mitsubishi Motors is also making it possible for employees to expand their careers through a job posting system as well as designated transfer system.

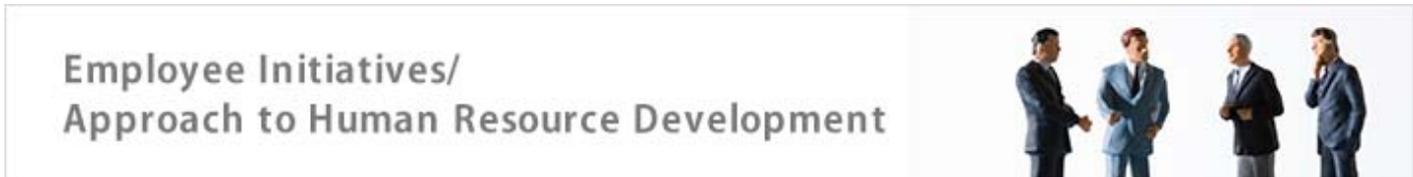
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**Introducing “Business Partner”**

In April 2015, Mitsubishi Motors commenced operation of a new system aimed at providing each division with support on human resource-related issues such as the rapid addressing of workplace concerns and problems. Under this system, staff members of human resource-related divisions are assigned as “business partners,” and they not only provide support to each department but also undertake the role of broadening and deepening their understanding of issues that workplaces actually face. 18 business partners were active in fiscal 2015, and the on-site opinions they have gathered will be utilized to further improve the Company’s human resource measures.



# Social Initiatives



## Employee Initiatives/ Approach to Human Resource Development

### System of Employee Education Based on the Human Resource Development Basic Philosophy



Mitsubishi Motors has reviewed its companywide system of employee education to achieve the systematic development of human resources, from entry-level employees to general managers. The Company commenced this system from fiscal 2016. When reviewing the system, the Three Principles shared by the Mitsubishi Group, Mitsubishi Motors Corporate Philosophy, and Mitsubishi Motors Conduct Guidelines that shape day-to-day business practice were regarded as its three pillars, and the capabilities and skills necessary to bring them to fruition were clarified. Together with steps to also clarify the ideal model for each job classification, we drew up specific individual training curriculums. In addition, the Company has also set up various types of training and testing requirements for promotion to be run in coordination with the aforementioned employee education system. The Company is planning to further enrich the content of its training courses based on the outcome of the current set program.

We consider dialogue on future career development between superiors and subordinates is also important in realizing effective human resource development. To this end, our employees are given the opportunity to discuss and share their future vision with their superiors every year.

<b>1. Future vision</b>	Established new education “pillars” and “objectives”
<b>2. Training (off-the-job training)</b>	Enhanced quality and quantity of training , introduced “quality gates*”
<b>3. Human Resource Development System</b>	Foster a culture that enables superiors and subordinates to develop together by increasing the involvement of workplace and superiors in human resource training
<b>4. On-the-job training</b>	Enhance the effectiveness of on-the-job training by focusing on raising the overall capability/skill levels of all the employees by facilitating the above schemes 1-3
<b>5. Conform to standards</b>	Focus on customers, make logically correct decisions

\* A mechanism to objectively determine the level of ability, knowledge and skills required for each individual to earn a promotion.

### Strengthening Outward-Oriented Viewpoints

The fruits of one’s task do not become valuable until provided beyond the boundaries of one’s organization. With this in mind, Mitsubishi Motors is endeavoring to foster personnel with an outward-oriented viewpoint, in other words, personnel who can always approach each task with the aims of creating value, and fulfilling the needs and expectations of people beyond the organization or those of customers.

#### Participation in cross-industrial training workshops

While enhancing its internal training program, Mitsubishi Motors is also actively utilizing external training opportunities such as cross-industrial training workshops that bring together participants from various companies and industries. A wide range of our employees, from younger staff to those at management level, are gaining new perspectives through interaction with participants from other companies.

### Feedback from participants

“I found it stimulating to encounter people with various thoughts and ideas about work, and people who have a clear vision of their futures.”

“It was a valuable opportunity to compare myself with participants from other industries and accordingly reconsider things about myself.”

“The experience of meeting people, who are focused on improving themselves, and from whom I could learn about the methods for approaching challenges helped me to recognize my narrow view of things.”

### Implementation of in-house cooperative training

Aiming for stronger inter-divisional cooperation as well as to foster personnel with strong leadership, Mitsubishi Motors is concentrating efforts on in-house cooperative training. As an example, the Company is conducting a voluntary participation training session intended for managers, where training on problem-solving is undertaken by members brought together from various divisions. In this session, an outstanding agenda at one of the divisions where participants belong is adopted as a theme to tackle. Solutions to the agenda are drawn up by all the participants. By facilitating repeated participation in this type of training, the Company is aiming to strengthen ties between fellow colleagues from beyond divisional boundaries, broaden perspectives, and raise workplace management capabilities as well as problem-solving skills.

## Fostering Global-minded Human Resources

In line with the increases in both overseas production and sales volumes, Mitsubishi Motors is placing considerable emphasis on developing human resources who are capable of adopting a global perspective and excelling on the world stage.

### Fostering human resources capable of playing an active role on a global basis

As English language skills are essential when working together with people outside Japan, Mitsubishi Motors offers its employees with a designed curriculum so that they can systematically improve their English skills. The Company provides a variety of programs, from courses for beginners so that they can improve their basic skills to courses for advanced level-speakers so that they can further improve their practical English communication skills for use in actual business scenes. The Company also offers local language courses for those who are to be stationed in non-English-speaking countries.

Besides language training, the Company is considering introducing a program that entails the dispatch of Japanese employees to overseas plants for a short period. Under this program, participants will have the opportunity to observe and learn local operations as well as local business habits through interaction with local staff.



English-language training course

### Cultivating bearers of the new plant

#### Accepting trainees from Indonesia

The Company's Okazaki plant is accepting 102 Indonesian trainees to prepare for the launch of its new Indonesian plant which is scheduled to commence production in April 2017. The trainees, who will be spending 1-2 years at the plant, have been divided into two teams — one at the assembly division and the other at the quality control division — in order to receive training of each operation.

At the assembly division, the trainees are assigned to work teams and are expected to master the entire operations of the team. Each of the trainees is assigned a mentor, with backup from the leaders of each assembly process. The trainees can be characterized as diligent, and are all highly motivated to learn as much as they can. It is expected that supervisors, key persons of the assembly lines, and people taking charge of local training will emerge from among the trainees.

At the quality control division, the Indonesian trainees are learning about sample inspections on site. By teaching them a wide range of technical and measurement methods, including up to data management, we expect trainees will become capable of applying what they have learned after they return to Indonesia even though the standards of operations might not be exactly the same as those of Okazaki plant.

Meanwhile, although the training is basically carried out by using manuals written in Japanese, important content such as topics relating to safety issues are translated into Indonesian to help trainees gain a deeper understanding. The Company is also paying attention to trainees' daily lives during their stay in Japan, recognizing that they have to spend a lengthy period in an unfamiliar environment. For example, should there be something they cannot eat at the factory canteen on religious grounds, this is shown on the menu in Indonesian.

Mitsubishi Motors accepts many overseas trainees at its Japanese plants, not only from Indonesia but also from other countries where the Company operates local production plants such as the Philippines and Thailand. By accelerating the exchange of global human resources within the Mitsubishi Motors Group, the Company aims to pass on its overseas production bases with the basic philosophy and know-how of its original methodology – the Mitsubishi Motors Production Way – which represents the spirit and principles of the Company's manufacturing, and strengthen its Group-wide technological competence accordingly.



Training at the quality control division



Training at the assembly division

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## Supporting Lifelong Education

In keeping with the Revised Act for Stabilization of Employment of Older Persons, Mitsubishi Motors is encouraging the reemployment of retirees aged 60 and over to steadily hand down the techniques and knowledge of skilled workers.

The Company is also working to support the lifelong career development of its employees. For instance, the Company is regularly holding “Good Life Seminars,” a joint undertaking with the labor union geared toward employees aged 50 and over, at which post-retirement life planning advice is given.



# Social Initiatives



## Employee Initiatives/Human Rights Initiatives

### Approach to Human Rights

Mitsubishi Motors' approach to human rights is clearly defined as respecting human rights and not engaging in or tolerating unjustifiable discrimination, bullying, or sexual harassment based on Mitsubishi Motors Business Ethics, which states that the Company will respect human rights along with overseas cultures and diverse values.

### Framework of Human Rights Enlightenment

Headed by the executive in charge of administration divisions, Mitsubishi Motors promotes human rights enlightenment education Companywide. Personnel in charge of employee education stationed at the Company's business sites are working to raise human rights awareness among employees by conducting lectures using shared educational materials.

### Conducting Human Rights Education Programs

In order to foster a corporate culture that ensures that all employees maintain a high respect for human rights, Mitsubishi Motors is incorporating courses that deepen understanding toward human rights within its various training programs tailored to each job rank, beginning with entry-level employee training.

#### Number of participants in human rights education programs which took place during fiscal 2015

Training programs by type	Number of participants
Training for newly promoted persons (non-management level)	Approx. 500
Entry-level employee training	Approx. 250
Training for newly promoted persons (management level)	Approx. 100

In addition to training programs tailored to each job rank, we provide regular training sessions for compliance officers and code leaders (general managers) in each department that involve sharing information about in-house compliance and training focusing on how to deal with and prevent workplace harassment. In fiscal 2015, a total of 660 persons participated in these training sessions.

### Prohibiting Discrimination

Based on Mitsubishi Motors Business Ethics, we not only expect employees to not engage in discrimination or other forms of harassment, but also to not turn a blind eye to others engaging in such behavior. To this end, in addition to the aforementioned training programs, the Company has established and is raising awareness of related consultation systems. We also emphasize the importance of diversity in our training programs and are encouraging our employees to collaborate with others by taking careful notes on the differences in value that form the basis of each person's actions.

# Social Initiatives



## Employee Initiatives/ Creating a Secured Working Environment



### Health and Safety Policy

Mitsubishi Motors continuously implements initiatives on a universal basis to ensure the health and safety of its employees as the foundation of the Company's business activities.

The Central Production Committee, consisting of the responsible officer, the heads of production sites, and labor union representatives, is held annually to assess the status of measures taken over the year. Issues such as occupational safety, traffic safety, natural disaster preparedness, and health management are assessed by the Committee, and the Health and Safety Management Policy for the next year is formulated based on the results of the assessment. Every effort is then made to achieve the numerical health and safety targets set under the Policy.

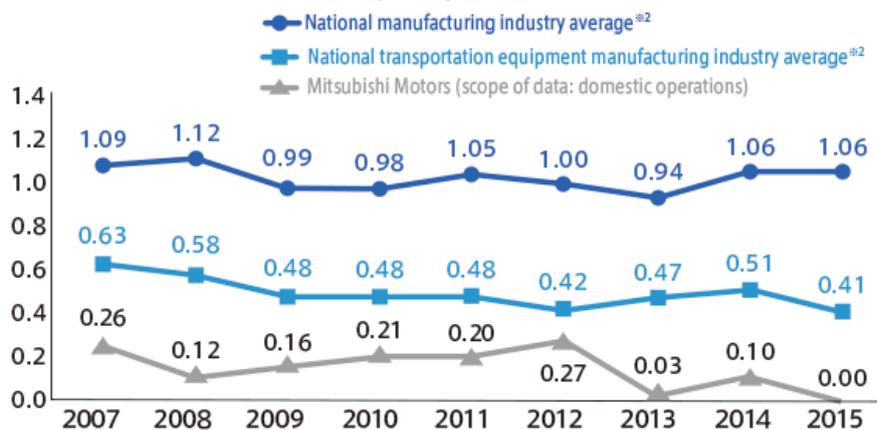
### Initiatives to Ensure Workplace Safety

In order to ensure that all employees can focus on their duties in safety, Mitsubishi Motors promotes activities that maintain safe and secure workplaces in accordance with the Health and Safety Management Policy, the basic philosophy of which is to ensure that safety is the top priority. To prevent workplace accidents, the Company works to improve safety by identifying unsafe conditions and behavior. For example, we take actions to maintain safe workplaces through measures such as mutual safety checks conducted by senior officials at production sites and workplace supervisors to identify potential hazards that tend to go unnoticed on a routine basis. Other measures include adopting actual improvement proposals and requests raised by employees.

As a result, Mitsubishi Motors significantly reduced the number of occupational accidents from 24 in 2014 to 11 in 2015. The Company also achieved its goal of less than 12 accidents in 2015 with no accidents that required any absence from work.

Meanwhile, Mitsubishi Motors subsidiary Pajero Manufacturing Co., Ltd. was certified as an Excellent Enterprise in Industrial Safety and Health by the Ministry of Health, Labour and Welfare of Japan in July 2015 in recognition of its proactive initiatives in a wide array of areas including worker safety management, health promotion, mental health-related measures as well as overwork prevention. This certification is based on the Disclosure System of Excellent Enterprises in Industrial Safety and Health introduced by the Ministry in fiscal 2015, with Pajero Manufacturing being the second company nationwide and the first in the manufacturing industry to be certified under this system.

Accident rate<sup>※1</sup> (accident frequency)



※1 Number of casualties caused by occupational accidents per 1 million gross actual working hours (for those requiring an absence from work of one day or more)

※2 Source: Ministry of Health, Labour and Welfare of Japan "Survey on Industrial Accidents"

## Mental and Physical Health Initiatives

In order to maintain and improve the mental and physical health of our employees, Mitsubishi Motors is placing particular priority on providing guidance on how to prevent lifestyle-related diseases as well as mental health maintenance measures.

In particular, with mental health issues accounting for over half of employee absences, the Company commenced mental health programs in 2015 as preventive measures that are a step beyond initiatives taken to date. Interview sessions with industrial doctors/counselors are arranged for employees who are deemed to be under a high degree of stress based on stress check evaluation results. In addition, by also evaluating the stress levels at each workplace, we are working to further improve mental healthcare measures and accordingly improve workplace environments. In May 2015, we established an additional counseling service by adopting an external employee assistance program in an effort to make it easier for employees to address their concerns.

As a result, the number of employees who undertook sick leave due to the onset of mental illness in 2015 declined 17% compared with the previous year.



# Social Initiatives



## Employee Initiatives/ Building an Environment in which Each and Every Employee is Able to Excel

Flexibly responding to the changing business and market environment resulting from progressive globalization and diversifying customer needs, Mitsubishi Motors' sustainable growth depends on employees who possess different values and ideas working together to create automobiles that customers will find attractive in new ways as well as generating new value. To this end, we are working to create environments that place value on employee diversity, are easy to work in, and foster employee enthusiasm.

### Diversity Promotion Initiatives

In July 2014, Mitsubishi Motors formulated its Diversity Promotion Policy and established the Diversity Promotion Department as a department that spearheads efforts to promote and achieve this policy.

#### Diversity Promotion Policy

We aim to utilize the different abilities and characteristics of each and every employee, incorporate diverse viewpoints and ways of thinking, respond to change and heighten organizational capability to create new levels of attractiveness and value with cars. To that end, we will create an environment where employees can maximize their individual abilities and each and every employee can play an active role by supporting them with the Di@MoND (Diversity @ Mitsubishi Motors New Drive) activities.



Each diamond possesses its own unique brilliance together with the strength to cut into bedrock. In similar fashion, the Company has named its diversity promoting activities as Di@MoND (Diversity @ Mitsubishi Motors New Drive) with the wish that each and every employee will harness their unique attributes and shine brightly while exhibiting the strength to overcome the stiffest challenge to achieve established goals, and thus they act as a new driving force to advance the Company forward.

### Issuance of Diversity Report

Mitsubishi Motors launched the Diversity Report, a diversity journal, to inform those both in and outside the Company about its diversity promotion activities.

This journal explains the Company's reasons for promoting diversity including basic information on diversity through a variety of messages and case studies of the role models.

The first issue, released in September 2015, was titled Special Issue on the Promotion of the Advancement of Women and introduced women with individuality and diamond-like brilliance including leaders, expatriate employees, production staff, and young engineers.

In addition, this issue described the work-life balance support system established to balance work, family life and childcare, and also presented the comments of employees who are taking advantage of this system. Future issues of the Diversity Report will focus on other elements of diversity (age, nationality, disability, nursing, etc.) and a wide-range themes.

### Initiatives for the Promotion of the Advancement of Women

Mitsubishi Motors is continually working to promote women's advancement in the workplace as a priority issue. In fiscal 2015, we conducted the "Women Leader Development and Support Program" for women at assistant manager level and "Career Training" for young women employees.

The percentage of women at the management level is roughly five-times higher than 10 years ago (2005), and as of March 2016, stood at 2.2%, or 41 women, of which three are general managers. Based on the Female Employees Promotion Law, the Company formulated the Action Plan to Promote Women's Advancement and set a goal of 100 women working at the management level by the end of fiscal 2020. We will continue this initiative to create an environment where more female employees can work in positions of greater responsibility.

## Work-Life Balance Initiatives

To meet the diverse work styles of employees, we are making various enhancements to our work-life balance support program. In fiscal 2015, we introduced a new “work-at-home program” and “accompanying leave” program in order to accommodate diverse work styles and life events and have promoted the creation of an environment where diverse employees can achieve their highest potential.

### Work-life balance promotion related major programs

Programs		Details	Program Users *1		
			Male	Female	Total
Childcare	Pregnancy leave	Can be taken once for a certain term during the period after becoming pregnant until entering into maternity leave	–	7	7
	Maternity leave	Six weeks prior to birth and eight weeks after	–	47	47
	Childcare leave	Can be taken up to the end of April of the following fiscal year after the child’s third birthday	3	108	111
	Child nursing leave	Can be taken until the end of the fiscal year of the child’s 12th birthday (one child: up to 5 days, two and over: up to 10 days, first five days are paid in both cases)	62	123	185
	Reduction in working hours for childcare	4-, 5-, 6-, 7-hour work shifts can be chosen until the end of the fiscal year of the child’s 12th birthday (combined use with the flextime system is also available)	3	136	139
Nursing care	Nursing care leave	Aggregate total of two years can be taken per person receiving nursing care	1	0	1
	Short-term nursing care leave	One receiver of nursing care: up to 5 days, two and over receivers of nursing care: up to 10 days (first five days are paid in both cases)	44	17	61
	Reduction in working hours for nursing care	Available for an aggregate total of two years (including the term of acquired nursing care leave) per person receiving nursing care, with the choice of 4-, 5-, 6-, 7-hour work shifts (combined use with the flextime system is also available)	0	3	3
Miscellaneous	Life plan leave	Can take up to 10 days leave per year for various predefined purposes such as to receive treatment for non-work related injury/illness, kindred nursing and care, childcare, infertility treatment, participation in volunteer activities, and language studies	40	17	57
	Accumulation of unused paid leave	Can accumulate unused annual paid leave up to four days per year to a maximum of 40 days which can be used for predefined purposes, in particular, to receive treatment for non-work related injury/illness, kindred nursing and care, childcare, participation in volunteer activities, and infertility treatment	322	18	340
	Flextime system	System that enables the setting of working hours with no core time under predefined conditions on prescribed work days	Approx.3,800 *2	Approx.850 *2	Approx.4,650 *2
	Telecommuting system	Able to carry out duties remotely by transporting and using one’s own work PC at home (limited to a maximum of 40 hours per month)	3	40	43
	Reemployment system	Eligible for employees who resigned due to pregnancy, the birth of a child, childcare, nursing care, marriage, moving due to spouse work transfer, or other reason recognized by the Company, with an applicable period within five years after resignation	0	0	0
	Temporary leave to accompany a spouse	Temporary leave system for employees to accompany spouses who have been transferred in Japan or overseas or are studying abroad, with an applicable period of from one month to five years	0	2	2

\*1 Program user results for fiscal 2015.

\*2 The figures indicate the number of people who are able to access the program.

Feedback from a program user

I took childcare leave of about one year each in 2009 and 2014 and am now in the sixth year of my childcare duties. The number of people performing childcare duties has increased in the last few years and the work-life balance support program has also been enhanced with work-at-home and other options. I feel it has rapidly become a comfortable working environment. I work in advertising in the Marketing Department of the Japan Sales Division. Managing work within a limited period of time is a matter of daily trial and error, but thanks to the understanding and support of supervisors and colleagues, the work is rewarding.



Naoko Takeuchi  
Marketing Promotion Department  
Domestic Sales Office

## Supporting both Work and Childcare

Mitsubishi Motors actively supports employees who seek to balance work and childcare. In fiscal 2015, at its headquarters the Company held a get-to-know-you lunch meeting between employees on childcare leave and those who are working to a reduced schedule for childcare that was attended by about 50 employees. The meeting was designed to relieve the anxieties of those returning to work from childcare leave, reduce the worries unique to those performing childcare duties, and to network with others. For those on childcare leave, it was an opportunity to meet with their boss while visiting the Company and promote communication.

In addition, we have continued to hold “childcare worker training” and “training for managers who have subordinates on childcare leave and performing childcare duties” conducted by outside instructors. In fiscal 2015, these trainings were held at four business sites (Company headquarters, Okazaki, Kyoto, and Mizushima) with about 120 participants. Outside instructors taught workers performing childcare duties how to achieve a long-term career after transitioning from reduced working hours to full-time, and bosses how to manage amid an increase in employees performing childcare duties and workers on childcare leave.



Get-to-know-you lunch meeting participants (Company headquarters)



Training for managers who have subordinates on childcare leave and performing childcare duties (Kyoto district)

## Support for a Balance between Work and Nursing Care

As low birth rates and the aging of society progresses, as a company, not only is it important to support childcare, but also “a balance between work and nursing care.” In fiscal 2015, we set up a “nursing care consulting counter” staffed by nursing professionals to help alleviate employee concerns about nursing. Regarding basic knowledge that needs to be known about the balance between work and nursing, such as the circumstances and preparation for nursing and the system of nursing insurance, we held a Nursing Seminar presented by outside instructors in four business sites (Company headquarters, Okazaki, Kyoto, Mizushima) attended by about 470 people.



Nursing Seminar participants (Mizushima district)



Practicing at the Nursing Seminar (Okazaki district)

## Promoting Reemployment of Elderly Persons

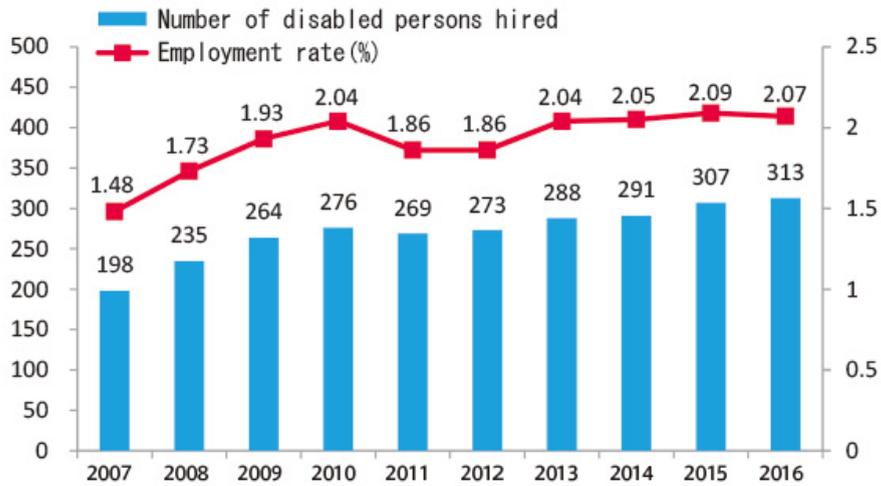
With the goal of handing down skills and technologies and securing a robust workforce, Mitsubishi Motors operates a program to reemploy elderly persons after retirement. As of April 2016, about 600 employees have enrolled, technology is being handed down, and the next generation is being trained. We will continue to create a work environment where senior employees can make a significant contribution.

## Promoting Employment of People with Disabilities

Aiming to achieve a workplace where everyone can work, we actively hire people with disabilities in a wide range of occupations.

We also promote employment at MMC WING, a special-purpose subsidiary established in April 2007. The percentage of employees with disabilities at Mitsubishi Motors as of April 2016 was 2.07% (the legally mandated employment ratio is 2.0%) and we will continue to promote additional employment and further improve the work environment.

Employment of People with Disabilities \*3



\*3 In accordance with the Act for Promotion of Employment of Persons with Disabilities, one severely disabled person is recognized as two people

From rooted to independent

Aiming for the next step of employment of people with disabilities

MMC WING employs 44 workers with mental disabilities at the Okazaki and Mizushima plants. Now entering its 10th year since establishment, it has received many inquiries about on-site training and employment from the prefectural employment and support center for disabled persons and special needs schools, and has established a high profile in the region.

In terms of work, these employees focus on cleanup including shredded document disposal, scrap component disassembly, and assembly of small components.

The employees get along well with each other and, honestly, we are happy that their sphere of activity has expanded in an atmosphere of harmony.

On the other hand, one of the major challenges for the lives of people with disabilities is self-reliance. There are few people with disabilities who are able to live alone. Concerning this challenge, we have not yet reached a level where we can help them to live independently in all respects.

In the 10 years since our founding, I feel we have come from merely "providing a place of employment" to a time of change. Our new role for employees is to develop their confidence through work and stepping into a new phase. To that end, it goes without saying that each employee needs to learn the importance of common sense in the area of life, and we intend to continue to provide them with a venue for learning by gradually entrusting them with roles of responsibility depending on their character. These efforts will not yield results in a short period of time, so we want to carefully monitor this together with our current 11 instructors.



MMC Wing President Shigeo Kamada



Component disassembly work

## Social Initiatives



## Employee Initiatives/ Dialogue between Labor and Management



### Approach to Labor-Management Relations

Mitsubishi Motors supports the basic principles of the Universal Declaration of Human Rights and the OECD Guidelines for Multinational Enterprises and guarantees basic labor rights to employees. Furthermore, in the labor agreement, the Company stipulates that the labor union possess the three rights of labor (the right to organize, the right to collective bargaining, and the right to collective action).

As of April 2016, the Company labor union had 12,316 members (excluding reemployed elderly persons), who account for 99% of general employees excluding officers and management.

### Relationship with Labor Union

The labor-management council and collective bargaining are routinely held as a forum for labor-management discussions with the aim of information sharing about issues such as working conditions and working environment, and labor and management work together to solve these issues. In fiscal 2015, a total of 60 rounds of discussions between the Company headquarters and union headquarters were held. Numerous discussions between offices and union branches in each business site were also held. For important themes such as major changes in working conditions, we organized a labor-management expert committee and made decisions after careful consideration and discussion.

# Social Initiatives



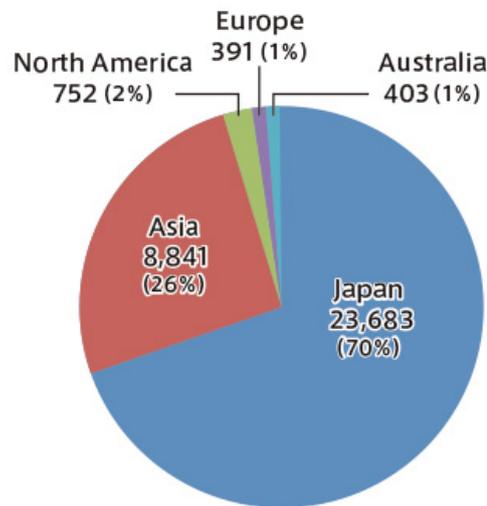
## Employee Initiatives/Human Resource-related Data



### Number of Employees

		Fiscal 2013	Fiscal 2014	Fiscal 2015
Number of employees on a non-consolidated basis	Total	12,698	12,848	13,033
	Male	11,570	11,663	11,806
	Female	1,128	1,185	1,227
Number of employees on a consolidated basis		30,280	30,498	29,555
Number of temporary workers on a consolidated basis		5,425	5,324	4,515

### Number of Employees by Region (total of 34,070 on a consolidated basis)



Figures for the number of employees are as of March 31, 2016

## Employee Makeup (non-consolidated)

		Fiscal 2013	Fiscal 2014	Fiscal 2015
Average age	Male	40.4	40.7	41.4
	Female	37.8	37.7	38.6
Average years of service	Male	17.0	17.1	16.9
	Female	13.0	12.6	12.5
Number of employees who have left the Company		240	204	235
Voluntary resignations		193	174	205
Involuntary resignations		0	0	3
Work transfer, other		47	30	27

## Number of new graduates hired and retention status of new graduates hired three years ago

		Fiscal 2013	Fiscal 2014	Fiscal 2015
New graduate hiring status	Total	327	337	338
	University graduates/masters degree or above	198	235	230
	Junior colleges/vocational schools graduates	17	0	0
	High school graduates/other	112	102	108
New graduates hired three years ago	Total	248	354	257
	Male	222	320	231
	Female	26	34	26
Those still on the job after three years	Total	225	330	238
	Male	204	298	215
	Female	21	32	23

## Working Hours and Ratio of Paid Leave Taken

	Fiscal 2013	Fiscal 2014	Fiscal 2015
Total working hours per person/per year	2,110hours	2,124hours	2,116hours
Overtime worked per person	311hours	350hours	330hours
Ratio of annual paid leave taken	80.9%	82.2%	79.9%

## Number of persons taking childcare leave and ratio of those still on the job after returning to work

		Fiscal 2013	Fiscal 2014	Fiscal 2015
Number of persons taking childcare leave	Total	44	53	111
	Male	2	1	3
	Female	42	52	108
Ratio of those still on the job after returning to work *1		91.6%	100.0%	86.3%

\*1 Ratio of employees remaining on the job after returning to work three or more years ago.

### Status of Female Management Promotions

		As of July 2016
Number of female managers*2	Persons	45
	Ratio	2.7%
	General manager or above	3
Number of female managers*3	Persons	2
	Ratio	4.3%

\*2 Excludes employees dispatched to other companies.

\*3 Number of female executives includes outside directors/auditors.

### Salaries

Salaries are determined by taking into account industry salary levels in compliance with local laws and regulations in both Japan and abroad. Within each corporation, disparities in salary do not occur for reasons such as race, nationality, or gender.

### Surveys on Employee Attitudes

In order to promote work improvement in the workplace in an environment where employees can work with peace of mind, a survey on employee attitudes is conducted once a year on roughly 7,000 net indirect employees (all employees except those working on the production line). The survey results are used as a reference indicator for improving awareness and work at each worksite.

	Fiscal 2013	Fiscal 2014	Fiscal 2015
Number of Respondents	6,000	6,780	7,417
Response Rate	95.2%	99.5%	99.9%



## Corporate Citizenship Activity Policy

Drive@earth



### Corporate Citizenship Activity Policy

Mitsubishi Motors pursues social contributions focusing on the four key themes based on its corporate philosophy: support for the next generation, traffic safety, environment preservation, and participation in local communities.

Our three-year mid-term business plan New Stage 2016 has summarized various corporate citizenship activities undertaken by domestic and overseas Group companies with the aim of promoting the Group's global presence. Building networks among domestic and overseas Group companies, we will pursue activities in consultation with local communities. In fiscal 2015, we put in place systems to gather information on corporate citizenship activities undertaken by domestic and overseas Group companies. In fiscal 2016, we posted on our website information gathered from domestic and overseas Group companies using these systems as part of our information disclosure efforts. From fiscal 2017, we will expand our Policy on corporate citizenship to Group companies worldwide.

We are also engaging in employee participation-oriented corporate citizenship activities to increase their interest in and sensitivity to social issues while actively taking part in corporate citizenship activities that foster employee development.

#### Corporate Citizenship Activity Policy

**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 the preservation of our precious global environment

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

Social Contribution Expenditure\*

	Fiscal 2014	Fiscal 2015
Expenditure	Approx. ¥370 million	Approx. ¥380 million
Social contribution expenditure as a ratio of ordinary income	0.30%	0.36%

\* Includes donations as well as in-kind benefits, employee activities, and free use of company facilities converted into monetary equivalents. However, it does not include fund-raising, volunteer and other activities individually conducted by an employee.

Breakdown of Social Expenditure Amount

	Fiscal 2014	Fiscal 2015
Various donations	¥292 million	¥288 million
Support for disaster-stricken areas	¥17 million	¥22 million
Other*	¥58 million	¥67 million
Total	¥367 million	¥377 million

\* Expenses for corporate citizenship activities planned and managed by the Company on its own or by the Company in cooperation with NPOs.

Mitsubishi Motors STEP Donation Program



STEP donation program

The Mitsubishi Motors STEP Donation Program, started in April 2009, is a mechanism that enables ongoing social contributions by raising a monthly fixed sum donated by Mitsubishi Motors Group employees at their own free will under the slogan of “Better that 100 people each take one step than one person takes 100 alone.” These funds are being used to support five activities in the four fields of “support for the next-generation,” “traffic safety,” “environmental preservation,” and “disaster assistance.” (As of March 31, 2016, 2,771 people have participated in these activities)

■ Companies participating in Mitsubishi Motors STEP Donation Program

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

Mitsubishi Motors' Corporate Citizenship Activities Blog



Corporate citizenship activities performed by the Mitsubishi Motors Group are told through the eyes of the people in charge. The blog can be easily read and enjoyed, including day-to-day activities and inside stories.



## Support for the next generation



### Supporting the education of the next generation to create a prosperous future

#### Automobile Information Service for Children



Every year since 1993, Mitsubishi Motors has continued to set up the Elementary School Automobile Consulting Room from summer until autumn when fifth grade students can learn about the automotive industry in social studies.

Students ask many questions such as “Why is a steering wheel round?” “How many hours does it take to make one car?” and “By what mechanism does an electric car move?”

In fiscal 2015, we answered 77 inquiries.

#### Kid’s Car Museum



Content such as a virtual tour of our plant and a quiz about electric cars that elementary school students can enjoy is posted on our Company website. This is an effective learning tool when used in conjunction with a special pamphlet prepared for elementary school students.

[Kid’s Car Museum](#)

#### Hands-on Lessons Program

Head Office Okazaki Kyoto Shiga Mizushima PMC



Based on the concept of enabling children to enjoy learning by experiencing the “real thing,” every year since 2005, Mitsubishi Motors has continued to work with local boards of education and dispatch employees to elementary schools. As a part of a social studies class for fifth graders, we conduct classes on the environment to learn about the relationship between cars and environmental problems, and classes on car design with instruction by designers. In fiscal 2015, 3,579 students attended these classes at 55 schools. A total of 30,000 children have participated in this program since 2005.

#### Feedback from a teacher



The children were able to experience something they normally cannot and each thing that they learn added up to a major learning experience. On the weekend after the lecture, some children noticed that an electric vehicle was parked in a nearby parking lot and immediately told me about it. All the children are able to think about their connection to the environment and that makes me excited about the future of learning.

(Ms. Amano, a teacher at the Yato Elementary School in Nakano Ward, Tokyo)

## Company Learning Visits

Head Office Okazaki Kyoto Shiga



In order to broaden people's view of the future, we have accepted company visits from junior high school students during school trips and for integrated studies, providing them the opportunity to deepen their understanding about work.

In fiscal 2015, about 60 junior high school students from 14 schools visited the Company, bringing the total to roughly 1,050 students since 2002.

### Feedback from a student



Through this company visit, I was able to learn in depth about the structure of electric vehicles and the manufacturing process of cars. In particular, I learned a lot that I didn't know about the structure of electric vehicles, so it was a really good learning experience.

When I had a test ride in the *i-MiEV* electric vehicle, I was surprised by the low level of vibration while driving and the quiet sound of the engine.

(Third grade student at the Sakuragoaka Junior High School in Sendai City, Miyagi Prefecture)

## KidZania



Mitsubishi Motors has been supporting KidZania Tokyo since October 2006 and KidZania Koshien (Osaka) since March 2009, and has exhibited a Driver's License Testing Office and a Car Rental Agency at the pavilions. By getting the children to think and take action by themselves, we help them to acquire a zest for living and interest in learning about the structure of society, while promoting a cooperative and positive attitude, and the ability to communicate.

## Sports Classes

Okazaki Kyoto Mizushima



We are promoting local sports by offering baseball lessons, badminton classes, and ice hockey classes to local elementary and junior high school students.

In fiscal 2015, 190 students participated in five sessions of baseball lessons at the Okazaki plant and 100 students participated in one session at the Mizushima plant. 12 students participated in one session of badminton classes at the Kyoto plant, while 39 students participated in ice hockey classes in Kushiro.

### Feedback from an employee volunteer



The men's badminton club was promoted to the Badminton S/J League (the top league in Japan) and the junior high school students looked on with longing eyes. Moreover, I was impressed by seeing the junior high school students chasing the shuttle with all of their might. There was only a small number of participants, but for that very reason I thought the training was intense. In order to contribute to the local community, we would like to hold this kind of workshop continuously.

(Harumi Tsukiyama, Intellectual Property Department)

## Child Sponsorship



©World Vision Japan

Through the NPO World Vision Japan, the STEP Donation Program 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 2015, ¥650,000 was raised, bringing the total to ¥4.0 million donated since fiscal 2009.



STEP donation program

### Feedback from a support recipient



Mitsubishi Motors has been supporting the healthy growth of children through Child Sponsorship in 12 countries in Asia, Africa, and Latin America. We thank you from the bottom of our hearts for your warm support including the letters of encouragement, and Christmas and birthday cards that your employees send to the local children.

(Kaori Horikiri, Manager Donor Engagement Unit, World Vision Japan)

## Forest Building Block Project



The project donates wooden building blocks made from Japanese cypress forest thinnings taken from the “Pajero Forest” in Hayakawa-cho, Yamanashi Prefecture to kindergartens and nursery schools. The goal of this project is to get children to exercise their creativity through play while at the same time feeling the warmth of the wood.

In fiscal 2015, a total of 20 kindergartens and nursery schools received the blocks, bringing the total to 143 childcare centers that have received the block donations since December 2010.



STEP donation program

### Feedback from a donation recipient



I am happy with these fine wooden building blocks because today’s children rarely play with toys made of natural materials. The children play with the blocks while enjoying the wonderful scent of cypress. I want the children to continue using the blocks with care while feeling the warmth of the wood.

(Sakahogi Kindergarten, Sakahogi Town, Gifu Prefecture)

## Kids Engineer

Okazaki



Mitsubishi Motors sponsors the “Kids Engineer” summer vacation event (organized by the Society of Automotive Engineers of Japan, Inc.) where children can enjoy science and technology and making things through hands-on learning in a wide range of fields, particularly the automotive field.

In Fiscal 2015, we conducted a program to learn about air resistance by building a model car and driving it. A total of 148 children participated over two days.

## Support for the Student Formula SAE Competition of Japan

Okazaki Mizushima



Mitsubishi Motors supports Student Formula Japan (organized by Society of Automotive Engineers of Japan, Inc.) in which students compete for overall strength in manufacturing using vehicles that they conceive, design and produce.

In fiscal 2015, we sent employees as competition staff and helped provide parts to participating teams.



## Traffic safety



### Contributing to traffic safety education and the spread of safe driving with the goal of a zero-accident society

#### Car School

Head Office Dealerships



Mitsubishi Motors offers a driving school to learn driving tips as well as important information about cars and safety. The concept of this driving school is for both participants and staff to think and learn together while having an enjoyable time .

In July 2015 and March 2016, we also offered classes featuring responsible drinking and driving with the aim of eliminating drunk driving in a collaborative effort with Kirin Brewery Co., Ltd.

In fiscal 2015, 1,217 people participated in the course, including events held at our dealerships.

#### Feedback from a participant



I held the steering wheel for the first time in three years. I was nervous driving in heavy traffic in the center of town, driving down narrow roads and parking. But the sense of driving soon returned to me thanks to the instructions. The enjoyment of traveling by car has increased and the car is enriching my life.

(Ms. Makiko Oya)

#### Traffic Safety Around Business Sites

Okazaki PMC MAE



We are working as traffic guards in the early morning at major traffic intersections around our plants. In fiscal 2015, a total of 1,007 employees belonging to the Mitsubishi Motors Safety Drivers Club took part in the activities on 32 occasions.

A portion of the club's membership dues are donated to the "Tokai koutsu-iji wo hagemasu kai", an organization to cheer up children who have become orphans as a result of an accident in the Tokai district, to help them become independent and to promote traffic safety.

## Traffic Safety Picture Book Project



We donate traffic safety picture books (a set of six books) to elementary schools, nursery schools and libraries neighboring our domestic workplaces to teach children about traffic safety rules and manners in a way that is easy to understand.

In fiscal 2015, 1,272 books were donated, bringing the total to 3,420 books since July 2010.



STEP donation program

### Feedback from a donation recipient



As nursery school pupils are going to encounter various situations in the future, it is essential that they be instructed so that they do not get injured in a traffic accident. The picture book includes situations that children will encounter in the future and is much appreciated as a tool for reading aloud to children. I hope to see it used so that children can spend each day smiling and happily playing.

(Nakajima Nursery School, Okazaki City, Aichi Prefecture)



## Environment preservation



Contributing to the preservation of our precious global environment

### Pajero Forest

All business sites



Mitsubishi Motors has been engaged in the preservation and cultivation of forests while interacting with the local community through volunteer employee activities in Hayakawa-cho, Yamanashi Prefecture. The aims of these activities are to protect metropolitan water sources and to spread awareness of the environment among our employees.

In fiscal 2015, under the direction of the Hayakawa-cho forest union, 87 employees and their families in total volunteered to plant saplings and trim undergrowth, while 107 new employees conducted forest conservation activities such as maintaining the sidewalks within the forest.

### Feedback from a partner



Pajero Forest activities have entered the second phase and we are using wood cut from this forest in the construction of new town hall facilities in Hayakawa-cho, thus developing a business that restores the cycle of the original forest. This is a cutting-edge example of a company forest and is a tremendous contribution to the regeneration not only of forests, but of the region. In the future, we would like to work together on activities that continue this cycle.

(Ms. Mizue Tanaka, Director for Environment Projects, Domestic Operations Division OISCA Japan, the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA))

### Children's Forest Program



©OISCA

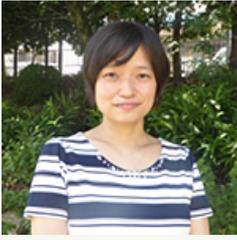
Through the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA), employee donations help foster in children a love of nature by providing them with opportunities to plant and care for seedlings at their schools and in surrounding areas. This greening activity (planting trees, shrubs, etc.) is currently conducted in 10 countries including Thailand and Indonesia.

In fiscal 2015, about ¥200,000 was raised in donations, bringing the total to ¥1,350,000 since fiscal 2009.



STEP donation program

## Feedback from a support recipient



We continue to undertake tree planting activities with children around the world to try and restore forests that once existed on land dried by the blazing sun that is whirling in dust. We are promoting this program because we want children to study the connection between humans and nature and between regions and the entire globe through the planting of trees. We are grateful for your continued support.

(Ms. Emi Takada, Manager for the Children's Forest Program, International Cooperation Division OISCA Japan)

## Eco-Products Exhibition

Head Office



Mitsubishi Motors exhibited at the Eco-Products (Eco-Pro) Exhibition (organized by Japan Environmental Management Association for Industry and the Nihon Keizai Shimbun, Inc.). In fiscal 2015, we exhibited the Vehicle to Home (V2H) system that supplies electric power stored in the *Outlander PHEV*'s drive battery. We also held the Eco-Car Quiz based on the subject of the importance of the environment for children visiting the exhibit. Approximately 150 children participated in the Eco-Car Quiz over a three-day period.

## Activities to Raise Indigenous Species of Plants

Kyoto Shiga



As part of our biodiversity conservation activities, we are raising indigenous species of plants within our plant premises. In November 2015, we planted *imperata cylindrica* at our Shiga Plant, and in December, we planted *asarum caulescens* (a species of wild ginger), blackberry lily, and thoroughwort at our Kyoto Plant. The *asarum caulescens* planted at our Kyoto Plant has been certified by the Miyako-no-ikimono-bunka Kyodo Saisei Project, which is promoted by the City of Kyoto, and will be used in the Aoi Matsuri Festival, one of Kyoto's three major festivals.



## Community activities



### Contributing to the revitalization and development of regional communities

#### Plant Tours

Okazaki Kyoto Shiga Mizushima PMC



At every plant in Japan, Mitsubishi Motors conducts plant tours so that people can experience a manufacturing plant where robots and people work. At the Okazaki Plant, we upgraded the tour facilities in fiscal 2015, offering a plant tour that utilizes large touch panels and voice-guided tablets to introduce the facilities. In addition, we set up PHEV\_World equipped with a planetarium and a theater that utilizes the wood from the “Pajero Forest” (Hayakawa-cho, Yamanashi Prefecture). In fiscal 2015, approximately 45,000 people toured all of our plants.

#### Communication with Employee Families and Local Communities

Head Office Okazaki Kyoto Mizushima PMC



We identified the first Sunday of October as Mitsubishi Motors Appreciation Day as an opportunity to renew our feelings of gratitude toward our coworkers, families, the community and society. In cooperation with the labor union, the health insurance union and sales companies, using our ingenuity, this initiative is an opportunity to interact with local residents at each of our workplaces.

#### Volunteer Cleanup Activities

Okazaki Kyoto Shiga Mizushima PMC MAE



We conduct volunteer cleanups, such as cleaning roads and pulling up weeds, around workplaces in certain areas. In January 2016, our cleanup activities at the Kyoto plant were commended in the 1st Kyoto Region Improvement Contribution Award System as a local revitalization activity for Kyoto.

## Triathlon Event Management Volunteers

Mizushima



At the Kurashiki International Triathlon held in June 2015 and hosted by Kurashiki City in Okayama Prefecture, 29 employees participated as management volunteers. In cooperation with local residents, volunteers cut weeds and trees along a bike course and loaded them on collection vehicles. On the day of the Triathlon, at the halfway point of the running course, employee volunteers helped by guiding the athletes along the course.

## “Kurumaza” Theater Group of Employee Volunteers

Mizushima



The “Kurumaza” theater group formed by volunteers who work at the Mizushima plant celebrated their 13th anniversary in July 2015. Under the motto of “we want to provide smiles and impressions,” the group gives theater performances mainly at healthcare facilities for the elderly. In fiscal 2015, the group gave five performances for a total of 86 performances thus far.

### Feedback from a theater group member



We launched the theater in order to give something back to the local community and when we performs we often get energized and motivated by the elderly people who enjoy our shows. We would like to continue this informal activity because we can contribute to the local community while enjoying ourselves.  
(Koichiro Uehara, Stamping and Plastic Engineering Department)

## Support for Workers with Disabilities

Head Office Shiga



In response to requests from local governments and through a social welfare organization, Mitsubishi Motors has set up special days at its business sites for employees to buy food (breads, cookies, etc.) made by people with disabilities who are training to acquire practical job skills.

### Feedback from a support recipient



Taking this opportunity, sweets produced by the users of our welfare program (primarily people with intellectual disabilities) are bought by many employees. There are various positive comments such as “delicious” and “cute” from employees which encourage users.  
(Yasuhiro Shibata, Career Consulting Manager, Minato City Health and Welfare Center for the Disabled, Minato Work Acty)

## “Participated in repair work of elementary schools” in Thailand

MMTh



Mitsubishi Motors Thailand (MMTh), our production and sales company in Thailand, is working on activities rooted in the regional community under the name “MMTh Power.” As a part of these activities, MMTh’s vice president and 38 local staff volunteers helped to repair the Wat Rat Thammaram Elementary School. They repaired the greenhouse for mushrooms, cleaned up the vegetable garden, made lunch with the children, and took part in a cultural exchange by playing Japanese cup-and-ball.

## Project to Find Beautiful Villages in Hunan Province, China

GMMC



From May to October 2015, our production company in China, GAC Mitsubishi Motors Co., Ltd. (GMMC), held an event under the theme of “finding beautiful villages” in Hunan Province.

Sixteen beautiful villages in Hunan Province were visited, and the participants gave school supplies to elementary schools. Donations of daily necessities such as clothing, books, and schoolbags were also made to the villages.



## Disaster assistance initiatives



Every effort is made to provide a wide range of support in response to large-scale disasters and emergency situations. This includes contributions through donations and volunteer work by employees.

### 2016 Kumamoto Earthquake Reconstruction Assistance

We respectfully extend our heartfelt sympathies to everyone affected by the earthquake disaster that struck Kumamoto in April 2016. We will continue to provide assistance to restore disaster-stricken areas.

[Description of Assistance]

<b>Donation contributions</b>	Mitsubishi Motors donated 5 million yen to the government of Kumamoto Prefecture
<b>Employee donations</b>	Donated 1,796,552 yen to the Central Community Chest of Japan
<b>Provision of vehicles</b>	Free loan of 20 <i>Outlander PHEV</i> to Kumamoto Prefecture Dispatch of employee volunteers
<b>Dispatch of employee volunteers</b>	In cooperation with Minamiaso Assistance Volunteer's Taketa Base Camp (Oita Prefecture), a total of 26 employee volunteers assisted with the removal of debris in Minamiaso-mura and helped at victim's homes from June to August 2016.



Mitsubishi Motors received a letter of appreciation from the Central Community Chest of Japan



Employees digging up sediment

### Assistance for Recovery from the Great East Japan Earthquake

We would like to express our sympathy for those who suffered from damage or injury caused by the Great East Japan Earthquake. Immediately after the disaster, we carefully listened to the needs of the disaster-stricken areas and carried out numerous support activities by creating a mechanism to support them through our business and in our employees' daily lives. We will continue to provide long-term support under the theme of "Don't Forget/Stay Connected."

## ~Assistance that leverages our core business~

### Donation of Five *MINICAB-MiEV TRUCKS*



In 2015, Mitsubishi Motors lent electric vehicles and power supply devices to the Morino Project free of charge during the activity period from March to July.

In March 2016, in conjunction with the fifth year milestone of the earthquake, we donated five *MINICAB-MiEV TRUCKS* and two *MiEV power BOXES*.

The donated vehicles will be used for transporting seedlings and water supply tanks. The *MiEV power BOXES* will be used to provide audio power for a tree-planting ceremony and to supply power for consumer electronic products during emergencies.

#### Feedback from a donation recipient



Every year Mitsubishi Motors lends us *MINICAB-MiEV TRUCK* electric vehicles free of charge. In March 2016, Mitsubishi Motors donated five vehicles for which we are deeply grateful. Five years after the earthquake, full-scale reconstruction has begun in disaster-stricken areas and our foundation will change its name to the Morino Project and undertake new activities.

I firmly believe that the *MINICAB-MiEV TRUCKS* will play a very successful role in the reconstruction.  
(Makoto Nikkawa, Director, Morino Project)

### Donation of *Delica D:5*



Mitsubishi Motors endorses The MICHINOKU Future Fund's support for earthquake orphans that gives them the dream of higher education. On March 11, 2016, the fifth year milestone of the Great East Japan Earthquake, we donated one *Delica D:5* (4WD) with clean diesel engine to the fund.

The donated vehicle will be used when the MICHINOKU Future Fund visits high schools in Iwate, Miyagi, and Fukushima prefectures and to transport students who receive assistance.

#### Feedback from a donation recipient



The donated *Delica D:5* is used to transport students during events and to visit high schools. Up to eight people can ride in it comfortably, it is also effective for transporting equipment, and its powerful drive has become essential to our activities.

(Mr. Takashi Sueda, Executive Director, The MICHINOKU Future Fund)

## ~Assisting by Bringing People Together~

### Supporting Employee Volunteer Activities



In fiscal 2015, the Project YUI Consortium (a general incorporated association) undertook a weeklong voluntary program in which five employee volunteers participated, bringing the total number of participants to 275 people since fiscal 2011. The volunteers provided support for Ishinomaki City area elementary schools, such as helping to organize their libraries. The volunteers also created places for children living in temporary housing to gather and play together. The program came to a close in August 2015, but we will continue to provide support as long as there are needs in disaster-stricken areas.

#### Feedback from an employee volunteer



By participating as a volunteer, an awareness awoke within me that I must never forget the disaster. The stairway that the people may desperately have run up to high ground to escape the tsunami, the building that was uprooted from its foundation and turned upside down, and the school building on fire, each of them has spoken to me. I want this experience to lead to my personal growth.

(Hidefumi Nakahara, Powertrain Production Department, Mizushima Plant )

### Talks about occupations



In cooperation with the Project YUI Consortium, Mitsubishi Motors has been sending employees to junior high schools in Ishinomaki City as part of career education aimed at getting junior high school students to understand the significance of having a job.

In fiscal 2015, we sent a car designer. He gave a talk about what he was thinking during his school days before starting work and about his current job, emphasizing his life experiences.

#### Feedback from an employee volunteer



The intense look of a student who loves cars is an impressive sight to behold and I was pleased to see students with an interest in coloring and design.

Being a teacher was a valuable experience and also an opportunity to reexamine myself. Although Ishinomaki's reconstruction seemed to have progressed from my last visit as a volunteer four years ago, long-term assistance is still needed. (Yusuke Matsushita, Interior & Color Design Department)

## Planting Abundant Forests as a “Lifeguard”



Mitsubishi Motors supports the Morino Project, to create a “lifeguarding forest tide embankment” to protect against damage from tsunami by using rubble generated in the Great East Japan Earthquake. Our 82 employees also volunteered to take part in tree planting activities in June 2016, bringing the total number of participants to 160 since 2014.

### Feedback from an employee volunteer



I visited disaster-stricken areas and saw that reconstruction had progressed little by little. But today, five years after the earthquake, when I look at the worksites where construction machinery is being used, I realize how big the earthquake disaster really was. Trees that I planted together with others in disaster-stricken areas will grow in the next 20 years and will become a forest that protects life from the disaster. It was a great experience to have been able to contribute even a little to the disaster-stricken areas.

(Naomi Mori, ASEAN Department)

## Actively Hiring Graduates from Disaster-Stricken Areas

As part of our efforts to assist students from disaster-stricken areas, we have administered employment tests mainly to technical high school students in five prefectures (Aomori, Iwate, Miyagi, Fukushima, and Ibaraki) since fiscal 2011.

In April 2016, we hired six graduates, bringing the total number to 89 since fiscal 2011. Now they are working hard with us in automobile manufacturing.

~Activities Employees Can Take Part in without Leaving Home~

“Drink and Donate”



In May 2013, Mitsubishi Motors implemented “Drink and Donate” that donates part of the proceeds from purchases made from 20 vending machines placed inside the Company headquarters. Since March 2014, we have been cooperating with Kirin Beverage Co., Ltd. to install a total of five beverage vending machines decorated with images of Tohoku specialties at all business sites. In fiscal 2015, we donated roughly 2.6 million yen, for a total of 7.32 million yen since 2013, to YUI no Ie(a childcare facility operated by the Project YUI Consortium) and to the MICHINOKU Future Fund.

Feedback from an employee volunteer

I went to buy water from the vending machine behind the showroom at the Company headquarters, when I found a Michinoku Future Fund Communication pamphlet and discovered that Mitsubishi Motors was one of its supporters. I am the father of two children and when I think about the unlikely event that something should happen to me, I wonder who will support my children. Therefore I endorse the activities of the Michinoku Future Fund.

(Shin Ito, Europe A Department)

Giving Disaster Orphans the Dream of Higher Education



Mitsubishi Motors continues to provide a portion 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, 2016, around 400 students received funding through this program. Approximately 1.2 million yen was donated in fiscal 2015, bringing the total amount to around 5.5 million yen since 2013.



STEP donation program

Disaster-Stricken Area Reconstruction Assistance Fair



In fiscal 2015, Mitsubishi Motors held a product exhibition to sell famous products of each prefecture, mainly from the Tohoku region. In addition, on the last Friday of every month, we conduct the Great East Japan Earthquake Reconstruction Assistance Charity Concert “Live@earth” and solicit donations for Great East Japan Earthquake assistance. A portion of the sales of famous products and about 350,000 yen collected at the charity concert were donated to the MICHINOKU Future Fund.

Sutenai Seikatsu



Since 2009, Mitsubishi Motors has undertaken “Sutenai Seikatsu” to collect those things lying around you like postcards, stamps and other items. Books, CDs, DVDs and other items provided by employees and local residents are sold once a year at a Used Book Sales held at the Company headquarters and the Okazaki and Shiga plants to support disaster-stricken areas from the Great East Japan Earthquake and activities to save overseas children who are economically disadvantaged. Roughly 580,000 yen was donated in fiscal 2015. In addition, bell mark points collected by employees through this activity can be changed for useful tools to support YUI no Ie(a childcare facility in Ishinomaki City, Miyagi Prefecture).

Major Support for Disaster-Stricken Areas in Fiscal 2015

Time	Disaster	Assistance	Support Recipient
September	Heavy rain and disaster caused by Typhoon No. 18 in Ibaraki, Tochigi, and Miyagi prefectures	Donated 3 million yen	Social welfare organization Central Community Chest of Japan
May	Disaster caused by a volcanic eruption on Kuchinoerabujima Island in Kagoshima Prefecture	Donated 1 million yen	Yakushima Town
April	Disaster caused by Nepal earthquake	Donated 3 million yen	NPO Japan Platform

# ENVIRONMENTAL REPORT 2016



## MITSUBISHI MOTORS ENVIRONMENTAL REPORT 2016

Drive@earth





Policies / Message from the Chief Environment Officer

Drive@earth



Automobiles contribute significantly to society through their convenience. However, on the other hand, automobiles are also products that have an impact on the environment. We, as an automobile maker, believe that it is a social responsibility for us making every efforts to minimize the impact on the environment through all business activities.

In order to fulfill this responsibility, we are working to develop electric vehicle technologies that contributes to the reduction of CO2 emissions and to improve the fuel economy of gasoline and diesel engine vehicles. In addition, we will work on decreasing our impact on the environment in all business activities including development, production, and service etc.

As promised in the "Mitsubishi Motors Group Environmental Vision 2020" made public in 2009, toward the realization of a low-carbon society, we would like to continue to contribute to society by raising the environmental performance of products provided to customers with improvements to the technology of electric vehicles and plug-in hybrid vehicles at the core.



*Atsuki Inada*  
The Chief Environment Officer



## Policies / Environmental Policy

Drive@earth



Mitsubishi Motors 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.



## Policies / Key Environmental Issues

Drive@earth



Vehicles are convenient for transportation and logistics. However, on the other hand, vehicles have a major impact on the environment. While driving, vehicles consume fossil fuels such as gasoline and light oil. In addition, they emit CO<sub>2</sub>, which is the cause of the global warming and the pollutants. During production, resources and fossil fuels are consumed, and chemical substances which are a pollution risk to the environment are used.

Mitsubishi Motors, as a corporation that produces and sells vehicles, has been promoting environmental initiatives while considering countermeasures against climate change caused by global warming, recycling, resource conservation, and environmental pollution prevention as a priority.

### Countermeasures against Climate Change

Climate change from global warming is thought to be behind the increase in natural disasters, rise in sea level, desertification, and the food crisis. It is believed that the destruction of the ecosystem and damage to the human body caused by these phenomena will eventually put the existence of humans in danger. The Fifth Assessment Report of "Intergovernmental Panel on Climate Change (IPCC)" concluded global warming from the 20th century is highly likely attributable to human activities.

Most of vehicles move by burning gasoline or light oil. In the production phase of vehicles, energy such as power and gas are consumed. In this way, vehicles consume fossil fuels and emit CO<sub>2</sub>, which is the cause of global warming, throughout their lifecycle. Most CO<sub>2</sub> emissions by vehicles occur during driving, therefore, we anticipate regulations on vehicle fuel economy and CO<sub>2</sub> emissions will be stricter in each country and region. At the same time, due to the increase in the trend of seeking environmentally friendly items, we believe performance in terms of fuel economy will become more important when people select cars. In addition, there is a possibility that fossil fuels will be unavailable for use due to the necessity of easing climate change, and in such case, there will be a risk in the procurement of fossil fuels.

Based on the above, the company considers effective energy use and the prevention of global warming which will lead to countermeasures against climate change as a priority. The company released the "Environmental Vision 2020" in 2009, and we have been working on decreasing energy consumption and reducing CO<sub>2</sub> emissions for a pleasing and low-carbon society. We have set a CO<sub>2</sub> emissions reduction target and are carrying out activities to reduce energy consumption by promoting the creation of electric-powered vehicles, improving fuel economy, increasing efficiency in business activities, and introducing energy efficient devices.

Furthermore, in response to increasing natural disasters due to climate change, we believe a power feeding function of electric-powered vehicles and plug-in hybrid vehicles such as V2X\*1 will be one of the adaptation strategies.

\*1 V2X stands for Vehicle to X.

Supplying power from the drive batteries of electric-powered vehicles to houses, buildings, communities, etc.

### Recycling and Resource Conservation

The consumption of resources around the world tends to increase due to the rise in the world population and economic growth in emerging countries. In the production of vehicles, many resources are used, and in next generation vehicles such as electric-powered vehicles, in particular, many scarce resources including rare earth materials are used. Therefore, there are risks from resource depletion and difficulty in procurement.

Based on the above, the company regards effective resource use as our task and promotes initiatives for recycling and resource conservation. More specifically, we design products with a consideration for recycling and carry out recycling of end-of-life vehicles. In production, we work on the reduction of externally disposed waste.

## Environment Pollution Prevention

Air pollution by NOx, SOx, and PM as well as soil and water pollution by heavy metals found in waste water has an impact on the health of humans and the ecosystem.

Furthermore, long-term risks from substances left behind in the environment without decomposing have become a concern.

Most of vehicles emit NOx and SOx due to engine combustion while driving. In production, in addition to emissions of NOx and SOx from combustion in boilers, volatile organic compounds (VOC) are emitted from the use of paint and solvents. Furthermore, since materials in vehicles contain environmentally hazardous substances, there is a risk of pollution throughout the entire lifecycle from production to disposal.

We believe regulations on the emission performance of vehicles and management of environmentally hazardous substances will be stricter in the future in each country and region. Moreover, we believe we need to consider the impact on the environment from waste water derived from business activities in the places with high water risks.

Based on the above, we have been promoting initiatives for the prevention of environmental pollution as a priority. For products, we are focusing on the development and diffusion of low-emission gas vehicles and the management and reduction of environmentally hazardous substances contained in materials. For production, we have been working on the reduction of emissions of VOC generated in the use of paint and solvent.



# Environmental Initiatives

## Policies / Environmental Vision 2020

Drive@earth



Mitsubishi Motors 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. We aim to realize a sustainable future by pursuing 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 & Technologies	<ul style="list-style-type: none"> <li>Promote development and application of EV technology</li> <li>Reduce environmental impact during vehicle life cycle</li> </ul>
Business Activities	<ul style="list-style-type: none"> <li>Step up corporate activities to promote widespread use of EVs</li> <li>Raise level of environmental protection activities by setting new standards for each field of corporate activity</li> </ul>
Collaboration with Society	<ul style="list-style-type: none"> <li>Create a pleasing and low-carbon society by working together with customers and society at large</li> <li>Step up contribution to protecting the global environment by environmental conservation activities with local communities</li> </ul>

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



# Environmental Initiatives

## Policies / Environment Initiative Program

Drive@earth



### Message from the Chief Environment Officer

#### –Looking Back at the “Environment Initiative Program 2015”–

In the Environment Initiative Program 2015, we successfully achieved the targets in 23 items including reduction of CO2 emissions per production vehicle, but we could not achieve the targets in 4 items including reduction of vehicle-running CO2 emissions in the global sense and EV/PHEV production ratio even though improvements were made. Based on the results, we will work harder to improve and enhance our activities.

On the other hand, the importance of work on the problem of climate change due to global warming is increasing more and more, and the “Paris Agreement” was adopted in COP21 (21st Conference of the Parties to the United Nations Framework Convention on Climate Change in December 2015).

In our environment initiative program for the next term, we will pursue a response to climate change as a top priority, and we will work on environmental tasks such as the reduction of energy use, recycling and resource conservation, and prevention of environmental pollution together with all our stakeholders starting with customers and suppliers.

*Atsushi Inada*  
The Chief Environment Officer

### Environment Initiative Program 2015

Mitsubishi Motors formulated the “Mitsubishi Motors Environment Initiative Program 2015,” a mid-term plan for the group’s environmental initiatives from FY 2011 to FY 2015. This program is an execution plan to realize “Environmental Vision 2020”, and the company has pursued environmental initiatives according to this program. This initiative program 2015 set annual targets for 28 items such as prevention of global warming, recycling and resource conservation, prevention of environmental pollution, spread of EV/PHEV in four perspectives, namely, “Products and Technologies”, “Business Activities” and “Collaboration with Society” in “Environmental Vision 2020”, and “Stronger Base of Implementation”.

The company set the following 3 items as medium-term targets in Environmental Vision 2020, and its achievements up to FY 2015 are as follows.

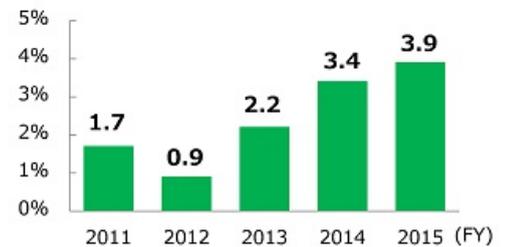
#### <5% or more EV/PHEV production ratio>

Since the number of launched models of electric-powered vehicles remained below than when the targets were set, we have not achieved the target. However, due to the improvement of merchantability and sales promotion of Outlander PHEV, the production ratio of electric-powered vehicles improved each fiscal year.

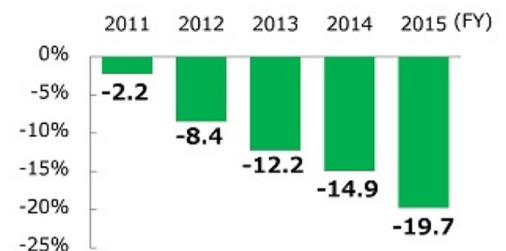
#### <25% reduction of vehicular running CO2 emissions>

Due to the increase in the ratio of sales in countries where the fuel economy is not regulated in addition to a review of the launch plan for electric-powered vehicles, we did not achieve the target. However, vehicular running CO2 emissions decreased each fiscal year owing to improvements in the internal combustion engine and the launch of new models.

EV/PHEV Production Ratio



Reduction of Vehicular Running CO2 Emissions (Global average per vehicle)

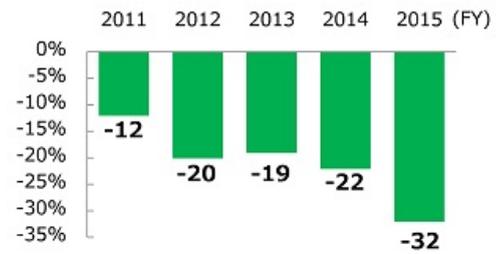


• Calculation based on reported fuel economy as of August 31, 2016 for Japan

<Reduction of 15% in CO2 emissions during production>

Due to the promotion of energy conservation measures such as the consolidation of production processes and introduction of highly efficient devices, since FY 2012, we have achieved the target. In FY 2015, we transferred production in MMNA (U.S.) to the Okazaki Plant and Pajero Manufacturing Co., Ltd. As a result, production efficiency improved, and we were able to achieve the target significantly.

Reduction of CO2 emissions in production (per production vehicle)



We finished FY 2015, which is the final year of the Environment Initiative Program 2015, and we achieved the target for 23 items. However, we were unable to achieve the target for 4 items, and for one item, we froze activity.

[Click here for results until FY 2015](#)

### Future Environment Initiative Program

We have been considering an environment initiative program for the next term that can be coordinated with the contents and period of the new Mid-term Business Plan starting from FY 2017 for easier realization. Therefore, we position FY 2016 as a transition period to the environment initiative program for the next term, and we formulated a one-year program to work on.

[Click here for FY 2016 Initiative targets](#)

Mitsubishi Motors Environment Initiative Program 2015 Results

Products and Technologies

Evaluation ○:Achieved △:Partially Achieved ×:Unachieved -:Out of target

Initiative	Final Targets	5-year Results	Evaluation
Prevention of global warming			
Reduction of vehicular running CO2 emissions	<ul style="list-style-type: none"> <li>25% global average reduction of running CO2 emissions (against 2005)</li> </ul>	<ul style="list-style-type: none"> <li>19.7% reduction*1</li> </ul>	×
Enhancement of EV/PHEV product lineup and expansion of sales territory	<ul style="list-style-type: none"> <li>Launch of commercial mini EV in the Japan market in 2011</li> <li>Launch of plug-in hybrid vehicles in Japan, the United States and Europe since 2012</li> <li>EV/PHEV production ratio of at least 5%</li> </ul>	<ul style="list-style-type: none"> <li>Launch of cab-over type electric vehicle MINICAB-MiEV</li> <li>Launch of plug-in hybrid vehicle Outlander PHEV in Japan, Europe etc.</li> <li>EV/PHEV production ratio:3.9%</li> </ul>	△
Development of new technologies to improve performance of EV/PHEV	<ul style="list-style-type: none"> <li>Improvement of battery energy density</li> <li>Development of smaller, lighter-weight parts and components for EV/PHEV, as well as integrating functions of those parts</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of development of smaller lighter-weight batteries and components for EV/PHEV</li> </ul>	○
Development and deployment of "Green Technologies"	<ul style="list-style-type: none"> <li>New launch of hybrid vehicle</li> <li>Improvement of gasoline engines and clean diesel engines</li> <li>Lighter-weight bodies and components</li> <li>Market launch of eco-driving support system</li> </ul>	<ul style="list-style-type: none"> <li>Market launch of hybrid vehicle <i>Dignity</i>, etc.</li> <li>Development of new gasoline engine models and new clean diesel engines that have adopted multi-stage power generation control and mounting these engines in new models</li> <li>Market launch of new lightweight model vehicles using high tensile strength steel plates</li> <li>Expansion of adoption of eco-driving support system in all passenger vehicles in Japan</li> </ul>	○
Recycling and resource conservation			
Development of new technologies and enhancement of organizations and systems for the recycling and reuse of EV/PHEV	<p>For used drive batteries</p> <ul style="list-style-type: none"> <li>Development of recycling technology</li> <li>Creation of recycling systems and organizations</li> <li>Development of secondary utilization technologies and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Development of technology that allows the appropriate treatment of end-of-life drive batteries</li> <li>Establishment and ongoing operation of recycling systems in Japan, the United States and Europe</li> <li>Completion of the development of decision logic to measure the capacity for deciding whether or not reuse is possible</li> </ul>	○
Development and commercialization of less resource-intensive materials	<ul style="list-style-type: none"> <li>Expanded application of "Green Plastic" (plant-based plastics)</li> </ul>	<ul style="list-style-type: none"> <li>Using plant-based plastic for parts and accessories such as floor mats in the <i>Mirage</i></li> </ul>	○
Improvement of recycling efficiency of used automobiles and its parts	<ul style="list-style-type: none"> <li>Used automobile recycling efficiency*2: at least 96%</li> <li>Dealer repair/replacement bumper recovery rate: at least 60%</li> </ul>	<ul style="list-style-type: none"> <li>Used automobile recycling efficiency : 99.5%</li> <li>Dealer repair/ replacement bumper recovery rate: 34.5% (Not achieved due to the impact from a review of the collection scheme)</li> </ul>	△
Prevention of environmental pollution			
Expanded deployment of low-emissions gas vehicles	<ul style="list-style-type: none"> <li>Japan: Continue to expand deployment of 4 star-rated low-emission vehicles,Europe: Early adaptation to EURO6</li> <li>USA: Adaptation to LEVIII*3 and ULEV70*4, Emerging countries: Promotion of EURO3-5 vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring the market launch of vehicles compatible with regulations in each country</li> </ul>	○
Reduction of hazardous substances in products	<ul style="list-style-type: none"> <li>Formulation and expansion of common global hazardous substance management standards</li> </ul>	<ul style="list-style-type: none"> <li>Formulation of the internal system to manage hazardous substance and expansion of common global standards</li> </ul>	○

\*1 Calculation based on reported fuel economy as of August 31, 2016 for Japan

\*2 Based on calculation methods used in the 3rd joint meeting of the Industrial Structure Council and Central Environmental Council on May 22, 2003

\*3 Abbreviation for Low Emission Vehicle

\*4 Abbreviation for Ultra Low Emission Vehicle

Business Activities

Initiative	Final Targets	5-year Results	Evaluation
Production and logistics			
Reduction of unit CO2 emissions in production	<ul style="list-style-type: none"> <li>15% reduction in CO2 emissions per production vehicle at Japanese and international plants (compared to FY2005)</li> </ul>	<ul style="list-style-type: none"> <li>32% reduction</li> </ul>	○
Reduction of unit CO2 emissions in logistics	<ul style="list-style-type: none"> <li>Reduction in CO2 emissions per unit of transportation (compared to FY2006) Procurement logistics: 36% reduction; transportation of completed vehicle, etc.: 9% reduction</li> </ul>	<ul style="list-style-type: none"> <li>Procurement logistics: 57% reduction</li> <li>Transportation of completed vehicle, etc.: 6.9% reduction</li> </ul>	△
Resource conservation and recycling in production	<ul style="list-style-type: none"> <li>45% reduction of externally disposed waste per production vehicle at Japanese plants (compared to FY2005)</li> </ul>	<ul style="list-style-type: none"> <li>57% reduction</li> </ul>	○
Resource conservation and recycling in logistics	<ul style="list-style-type: none"> <li>52% reduction in steel used per unit shipment volume at knock down (KD)*5 plants in Japan (compared to FY2006)</li> </ul>	<ul style="list-style-type: none"> <li>90% reduction</li> </ul>	○
Reduction of hazardous substances generated in production	<ul style="list-style-type: none"> <li>Reduction of VOC*6 per unit painting area to less than 35 g/m<sup>2</sup> (body and bumper painting) in Japanese plants</li> </ul>	<ul style="list-style-type: none"> <li>31.6g/m<sup>2</sup></li> </ul>	○
Establishment and enforcement of environmental standards in production	<ul style="list-style-type: none"> <li>Establishment of environmental guidelines for plants, evaluation and improvement of plant environmental performance</li> </ul>	<ul style="list-style-type: none"> <li>Activity frozen triggered by discovery of the failure to report and measure necessary items in accordance with the Air Pollution Control Act in March 2011. After the recovery, the promotion of building and enhancing the system to comply with environmental laws and regulations</li> </ul>	-
Development, sales, servicing and offices			
Reduction of unit CO2 emissions in non-production facilities	<ul style="list-style-type: none"> <li>5% reduction in unit CO2 emissions at Japanese facilities (development facilities, parts centers etc.) (compared to FY2010)</li> </ul>	<ul style="list-style-type: none"> <li>27.4% reduction</li> </ul>	○
Reduction of unit CO2 emissions at non-production affiliates	<ul style="list-style-type: none"> <li>5% reduction in unit CO2 emissions at Japanese affiliates (7 companies) (compared to FY2010)</li> <li>2-5% reduction in unit CO2 emissions and international affiliates (9 companies) (compared to FY2010)</li> </ul>	<ul style="list-style-type: none"> <li>Japanese affiliates: 28.6% reduction</li> <li>Overseas affiliates: 29.2% reduction</li> </ul>	○
Establishment and enforcement of environmental standards in sales and servicing	<ul style="list-style-type: none"> <li>Establishment of environmental guidelines for dealers, evaluation and improvement of dealership and service center environmental performance</li> </ul>	<ul style="list-style-type: none"> <li>Acquisition of certification of the environmental management system by 14 dealer companies in total in Japan</li> </ul>	○
Collaborative activities with suppliers			
Enhanced management of hazardous substances in the supply chain	<ul style="list-style-type: none"> <li>Improved coordination of the supply chain to enhance management at the supplier level of hazardous substances in products and materials</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of audits on business partners and making improvements to the management system based on the audit results</li> </ul>	○
Promotion of energy and resource conservation at suppliers	<ul style="list-style-type: none"> <li>Creation of systems and organizations to improve collaborative activities with suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Construction and operation of the system to collect and share environmental activity case examples of suppliers</li> </ul>	○
Global deployment of green purchasing guidelines	<ul style="list-style-type: none"> <li>Deployment of green purchasing guidelines to the suppliers of international plants</li> </ul>	<ul style="list-style-type: none"> <li>Deployment of Green Purchasing Guidelines to suppliers of MMTh (Thailand) and implementation of audits on their efforts according to the guidelines</li> </ul>	○

\*5 Knockdowns (vehicles exported as parts for assembly at local plants)

\*6 VOC stands for Volatile organic compounds

Collaboration With Society and Stronger Base of Implementation

Initiative	Final Targets	5-year Results	Evaluation
Collaboration for the spread of EV/PHEV			
Collaboration with government and other industries for the enhancement of the charging infrastructure	<ul style="list-style-type: none"> <li>• Collaboration with "EV/PHV Towns" for the enhancement of the charging infrastructure</li> <li>• Collaboration with the CHAdeMO Association*7 for the enhancement of the recharging infrastructure and promotion of international standardization</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of charging infrastructure in cooperation with the administration and other industries such as the launch of Nippon Charge Service, LLC</li> </ul>	○
Research into Smart Grids and other strategies for utilizing electric vehicles	<ul style="list-style-type: none"> <li>• Participation in field testing for the commercialization of Smart Grids</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in field testing and promotion of cooperation in product development by Japanese and overseas charge-discharge device related companies</li> </ul>	○
Environmental preservation			
Promotion of activities to preserve biodiversity under our basic guideline	<ul style="list-style-type: none"> <li>• Monitoring and analysis of the impact of business activities on biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Ecosystem Survey in 2013 in Shiga Plant, and promotion of conservation activities with participation by employees and educational activities to increase understanding</li> </ul>	○
Strengthening of environmental management			
Promotion of environmental management that is integrated with affiliates	<ul style="list-style-type: none"> <li>• Creation of integrated environmental management systems in collaboration with Japanese and overseas affiliates</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of integrated environmental management systems that is united with affiliated companies such as introduction of an environmental data management system and hosting environmental affairs communication meetings to promote a reduction of the environmental impact</li> </ul>	○
Expanded application of LCA *8 in product development	<ul style="list-style-type: none"> <li>• Strengthening of systems to evaluate lifecycle CO2 emissions in new vehicle development</li> </ul>	<ul style="list-style-type: none"> <li>• Compiling data necessary for LCA of electric-powered vehicles and implementation of LCA for 13 vehicles and 20 parts</li> </ul>	○
Enhancement of environmental information disclosure and environmental communications	<ul style="list-style-type: none"> <li>• Enhancement of information disclosure in environmental accounting, etc., presented in environmental reports and on the website</li> <li>• Promotion of environmental communications with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement of information disclosure in environmental websites</li> <li>• Promotion of environmental communication through participation in environmental activities in communities and visits to individual corporations and groups</li> <li>• Getting our environmental initiative program known to suppliers and requesting environmental activities through information exchange with suppliers</li> </ul>	○
Promotion of systematic environmental education	<ul style="list-style-type: none"> <li>• Promotion of environmental education by job grade and business unit</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of education systematically such as environmental education by job grade and business unit</li> </ul>	○

\*7 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.

\*8 LCA stands for Life Cycle Assessment, which is a technique for calculating the environmental impact of a product from manufacturing to disposal

## FY 2016 Targets List

### Products and Technologies

Initiative	FY2016 Targets
Prevention of global warming	
Reduction of vehicular running CO2 emissions	<ul style="list-style-type: none"> <li>• 19% global average reduction of running CO2 emissions (against FY 2005)</li> </ul>
Enhancement of EV/PHEV product lineup and expansion of sales territory	<ul style="list-style-type: none"> <li>• EV/PHEV production ratio :3%</li> </ul>
Development of EV/PHEV for CO2 emissions	<ul style="list-style-type: none"> <li>• Promotion of development of EV/PHEV</li> </ul>
Development of technology to improve fuel economy and deployment in products	<ul style="list-style-type: none"> <li>• Pursuit of lightweight vehicles</li> </ul>
Recycling and resource conservation	
Development of new technologies and enhancement of organizations and systems for the recycling and reuse of EV/PHEV	<ul style="list-style-type: none"> <li>• Implementation of research of recycling technology of drive batteries</li> <li>• Implementation of field testing of recycling technology overseas</li> </ul>
Improvement of recycling efficiency of used automobiles and their parts	<ul style="list-style-type: none"> <li>• Japanese dealer repair/replacement bumper recovery rate: at least 34%</li> </ul>
Prevention of environmental pollution	
Expanded deployment of low-emissions gas vehicles	<ul style="list-style-type: none"> <li>• Thorough compliance with emission gas regulations</li> </ul>
Enhancement of the management of hazardous substances in products	<ul style="list-style-type: none"> <li>• Promotion of reaction to environmentally hazardous substance regulations</li> </ul>

### Business Activities

Initiative	FY 2016 Target
Prevention of global warming	
Reduction of unit CO2 emissions in production	<ul style="list-style-type: none"> <li>• 30% reduction in CO2 emissions per production vehicle at Japanese and international plants (compared to FY2005)</li> </ul>
Reduction of unit CO2 emissions in non-production facilities	<ul style="list-style-type: none"> <li>• 20% reduction in unit CO2 emissions at non-production facilities (compared to FY2010)</li> </ul>
Reduction of unit CO2 emissions in logistics	<ul style="list-style-type: none"> <li>• 0.3% reduction in CO2 emissions per unit of transportation in Japan (compared to FY2006)</li> </ul>
Recycling and resource conservation	
Resource conservation and recycling in production	<ul style="list-style-type: none"> <li>• 46% reduction of externally disposed waste level at Japanese plants (compared to FY2005)</li> </ul>
Resource conservation and recycling in logistics	<ul style="list-style-type: none"> <li>• 83% reduction in steel used per unit shipment volume at KD plants in Japan (compared to FY2006)</li> </ul>
Prevention of environmental pollution	
Reduction of hazardous substances generated in production	<ul style="list-style-type: none"> <li>• Reduction of VOC per unit painting area to less than 35 g/m<sup>2</sup> (body and bumper painting)</li> </ul>

### Collaboration with Society

Initiative	FY2016 target
Spread of EV/PHEV	
Enhancement of the charging infrastructure	<ul style="list-style-type: none"> <li>Promotion of response to smart charging system</li> </ul>
Expansion of use of EV/PHEV	<ul style="list-style-type: none"> <li>Promotion of initiatives toward further increase of the value of EV/PHEV</li> </ul>
Environmental preservation	
Promotion of activities to preserve biodiversity under our basic guideline	<ul style="list-style-type: none"> <li>Implementation of an Ecosystem Survey in the Okazaki Plant</li> </ul>

### Stronger Base of Implementation

Initiative	FY2016 target
Environmental management	
Promotion of LCA (Life Cycle Assessment)	<ul style="list-style-type: none"> <li>Examination of disclosure of LCA results for models that were already assessed</li> </ul>
Promotion of consolidated environmental management	<ul style="list-style-type: none"> <li>Establishment of consolidated environmental management guidelines</li> </ul>
Enhancement of environment- friendliness in purchasing activities	<ul style="list-style-type: none"> <li>Promotion of improvement in the environmentally hazardous substance management system by business partners</li> </ul>
Enhancement of environmental information disclosure and environmental communications	<ul style="list-style-type: none"> <li>Enhancement of disclosure information according to GRI Sustainability Reporting Guidelines</li> <li>Setting materiality regarding the environment</li> </ul>



# Environmental Initiatives

## Environmental Management / Environmental Organization

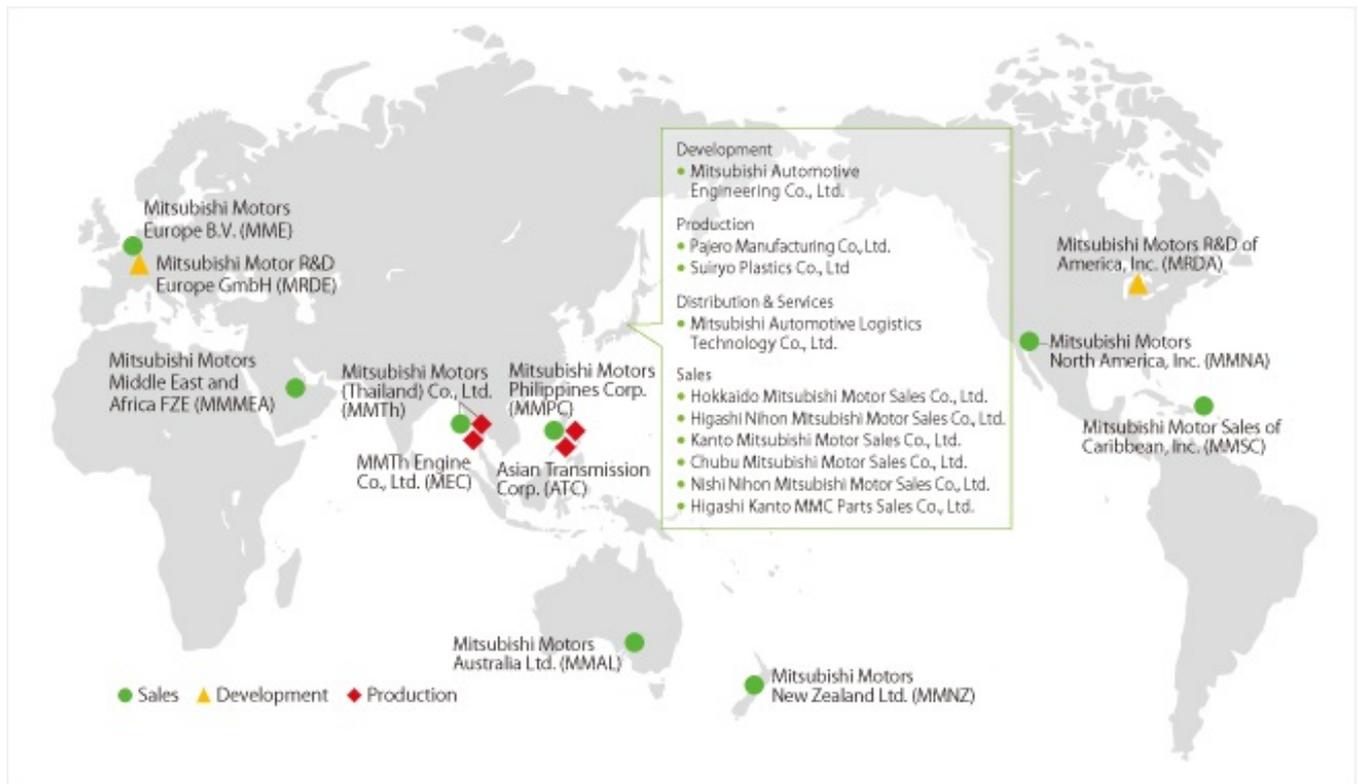


Mitsubishi Motors has been holding the “Environmental Council” annually since 1993. The executives including the president attend the “Environmental Council.” And medium- to- long term basic policy, targets, implementation plans, etc. regarding environmental initiatives are discussed and progress reports and activity results for the fiscal year are confirmed. The results of the environmental council and initiative achievements are reported to the board.

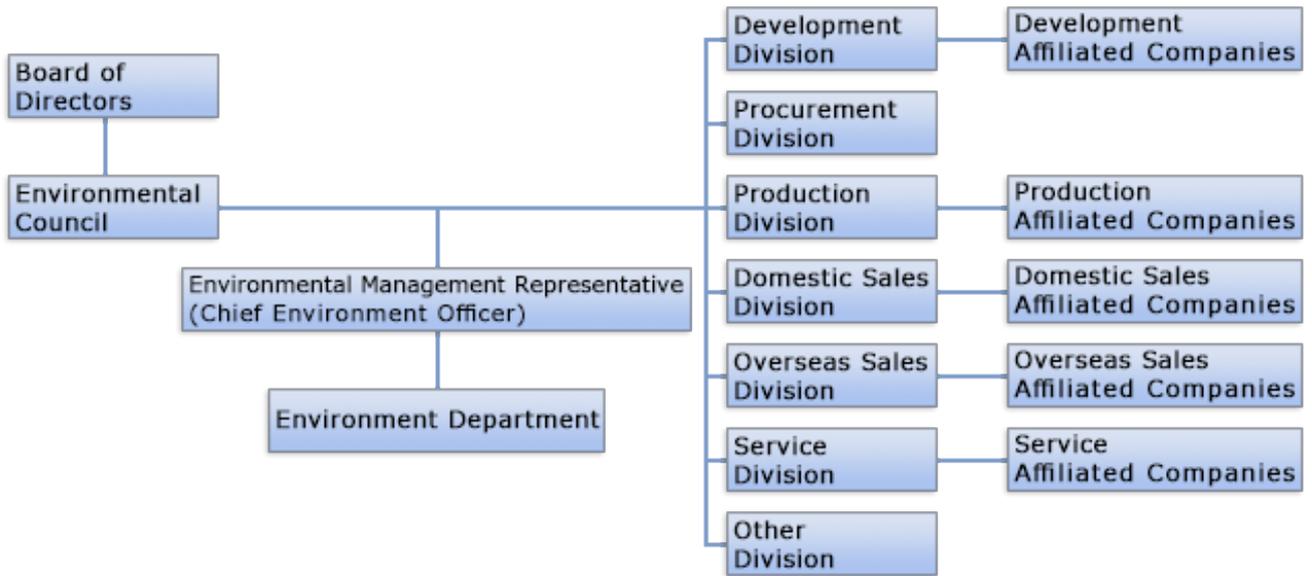
Since we acquired the ISO14001 integrated certification for the entire company in FY2010, we have endeavored to revitalize environmental initiatives for each department such as development, production, purchasing, and sales to reduce the environmental impact of its products at all stages in their life cycle.

In addition, we have built a framework to collect CO2 emissions data in each domestic and overseas business site for production, development, and sales, etc. by regular reporting. We 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 (22 Domestic and Foreign Affiliated Companies)



Company structure





## Environmental Management / Environmental Management System



Mitsubishi Motors acquired ISO14001 integrated certification for the entire company, and the company 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 \*1 has been promoted in domestic sales companies.

\*1 Eco-Action 21 is a certification and registration system based on the Environmental Management Systems guidelines formulated by Ministry of the Environment for medium and small-sized companies.

### Affiliated Companies That Acquired Environmental Management System Certification

#### ISO14001

Development	Production	Distribution & Services	Sales
Mitsubishi Automotive Engineering Co., Ltd.	Pajero Manufacturing Co., Ltd. Suiryo Plastics Co., Ltd. MMPC (Philippines) ATC (Philippines) MMTh (Thailand) MEC (Thailand)	Mitsubishi Automotive Logistics Technology Co., Ltd	Meinan Mitsubishi Motor 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. Tokai Mitsubishi Motor Sales Co., Ltd. Sobu Mitsubishi Motor Sales Co., Ltd.

# Environmental Initiatives

## Environmental Management / Environmental Education

Mitsubishi Motors provides a variety of environmental education on its policy and initiatives towards environmental problems as well as tasks so that employees may take the lead in promoting its environmental initiatives.

Environmental education is incorporated into training programs by job grades covering all staff from new employees to managerial employees, and the company is working to promote understanding centering on the relationship with environmental problems and business activities in addition to the social responsibility that the company should fulfill.



Trainings

### Fiscal 2015 Initiatives

#### Plan! Fiscal 2015 Targets

Execution of systematic environmental education for improving the environmental awareness of employees.

#### Do! Fiscal 2015 Achievements

In training by job grade such as new employee training and promotion training, etc., environmental education was executed.

In order to promote the acquisition of official qualifications for the environment, junior technical employees were sent to training sessions outside the company.

For all employees, environmental education on global warming was conducted using e-learning.

In addition, in the Environment Month of June in Japan, we transmitted the president's message on initiatives for the environment and displayed posters containing the environmental message.

To increase the environmental awareness of employees and their families, paintings submitted by the children of employees are used for the posters.

#### Check! Fiscal 2015 Self Evaluation

Environmental education was provided as planned.

#### Action! Future Issues and Plans

The company will continue to promote the strengthening of environmental education.



Fiscal 2015 Environmental education poster

# Environmental Initiatives

## Environmental Management / Environmental Risk Management



Mitsubishi Motors found that the company failed to report the installation of facilities and to measure certain items stipulated in pollution prevention related laws and regulations including the Air Pollution Control Act in March 2011. We regret our failure, and we now thoroughly making efforts to comply with environmental regulations. For grievances from neighboring residents as well, we sincerely respond after investigating the situation.

For these actions, the company clearly sets roles and procedures in its Environment Management System (ISO14001) and ensure compliance. In the event that the company violates environmental laws and regulations or receives complaints or environmental accidents occur, the corresponding division must submit an "Environment Non-conformity Report" which clarifies the contents, emergency measures, cause, and correction measures to the Head Officer of the Headquarters and the Chief Environmental Officer to take necessary measures against the cause. Furthermore, we have been working on the improvement of the environmental management system to prevent reoccurrence (improvement of work process, enhancement of the supervision system, and increase of awareness of employees).

### Fiscal 2015 Result

The situations of the company and Pajero Manufacturing Co., Ltd. in FY 2015 are as follows.

For environment related accidents, there were 5 cases \*1 related to leaks and the outflow of oil and dirty water including the outflow of oil to a nearby river from hydraulic piping in the Okazaki Plant. The company immediately took cleanup measures and simultaneously carried out inspections and repairs of aged/defective sections and enhanced daily management to prevent reoccurrence.

There were no cases where the company was charged fines or penalties due to environmental accidents and the violations of laws.

For grievances, the company received one complaint for odor in the Powertrain Plant. We have been making efforts to reduce the odor including the installation of a mist type odor eliminator, etc. in the corresponding facility.

\*1 : Figure includes cases where the impact was resolved within our premises.



## Environmental Management / Environmental Accounting



In order to quantitatively assess environmental conservation costs and benefits, Mitsubishi Motors has introduced environmental accounting since 1998. It is based on the guideline published by the Japanese Ministry of Environment and the company's unique standard.

### (1) Environmental conservation costs

Category		Main initiatives details	Fiscal 2015		Fiscal 2014	
			Investment (Million yen)	Cost (Million yen)	Investment (Million yen)	Cost (Million yen)
Business Area Cost	Pollution Prevention Cost	Preventing air pollution, water pollution and soil pollution	286	1,688	423	1,694
	Global Environmental Conservation Cost	Preventing global warming and the ozone depletion	883	6	789	18
	Resource Circulation Cost	Reduction, proper disposal and recycling of the waste	0	828	171	1,107
Upstream/Downstream Costs		Withdrawing used bumpers and corresponding automobile recycling law	0	1,928	0	2,150
Administration Activity Cost		Maintaining certification of ISO14001, educating employees, disclosing environmental information and monitoring	49	620	0	548
R&D Cost		Research and development about reductions in environmental impact of products such as improving fuel economy and exhaust gas measures	964	33,535	1,660	31,961
Social Activity Cost		Hands-on environmental lessons, supporting global environmental activity and donation to environmental groups	0	217	0	195
Environmental Remediation Cost		Compensation for environmental damage by business activities	0	23	0	8
Total			2,182	38,845	3,043	37,681

	Capital investment (100 Million yen)	R&D cost (100 Million yen)	Capital investment (100 Million yen)	R&D cost (100 Million yen)
<Reference>The group entire capital investment, R&D cost	690	787	680	746

## (2) Environmental conservation benefit

Category	Environmental performance indicators (Units)	Fiscal 2015	Fiscal 2014	Benefit (Reduced volume)
Environmental conservation benefit related to resources input into business activities	Total energy consumption (thousand GJ)	6,442	6,774	332
	Energy consumption by transportation (thousand GJ)	308	338	29
	Input of PRTR-listed substances (t)	1,628	1,760	132
	Input of water (thousand m <sup>3</sup> )	3,805	3,779	-26
Environmental conservation benefit related to waste or environmental impact originating from business activities	GHG(CO <sub>2</sub> ) emissions (thousand t-CO <sub>2</sub> )	369	372	3
	GHG(CO <sub>2</sub> ) emissions by transportation (thousand t-CO <sub>2</sub> )	21	23	2
	Transfer and release of PRTR-listed substances (t)	411	389	-22
	Total waste (thousand t)	127	140	13
	Waste landfilled directly (t)	31	24	-7
	Wastewater volume (thousand m <sup>3</sup> )	2,990	2,999	9
Other environmental conservation benefit	Transport volume (million t-km)	247	260	13

## (3) Economic Benefit Associated with Environmental Conservation Activities (Actual Benefits)

Category	Details of Benefit	Fiscal 2015	Fiscal 2014
		Benefit (Million yen)	Benefit (Million yen)
Revenue	Operating revenue from the sale of recycled waste products and used products produced through key business	1,808	2,422
Cost Reduction	Energy expense saving through energy conservation	1,647	-325
	Water expense saving through water conservation	-11	-7
	Disposal cost saving through lower resource input or recycling	178	5
	Packaging materials cost saving through recycling	322	336
Total		3,943	2,431

○Target sites : Mitsubishi Motors, Pajero Manufacturing Co., Ltd.  
 (Following amounts cover only Mitsubishi Motors.)  
 ・ Energy input and CO<sub>2</sub> emissions through the transportation  
 ・ Transportation volume)

○Period : April 2015–March 2016

○Including summary by dividing

○Excluding depreciation

○In Table (2), minus sign “-” shows amount increasing.

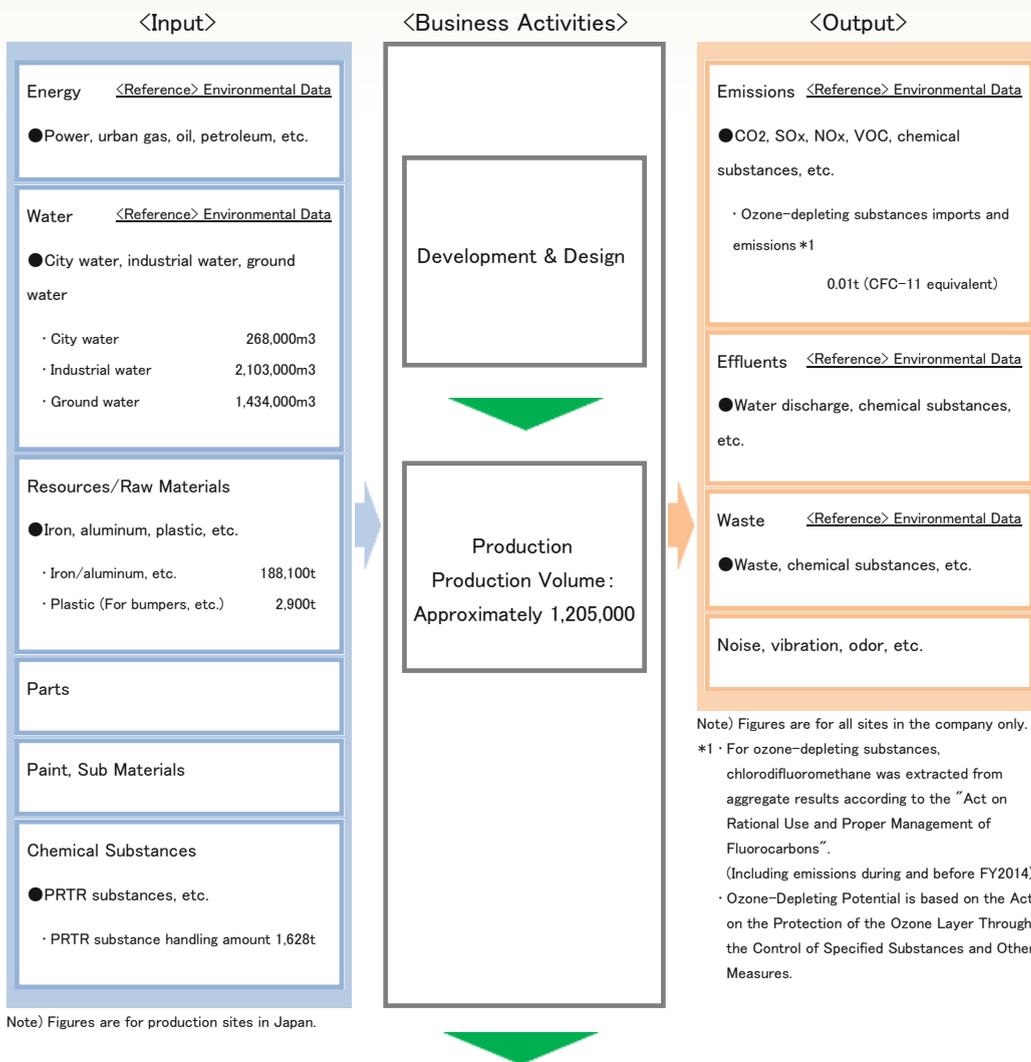
○In Table (3), “Benefit” is equal to the differences between fiscal 2014 and fiscal 2015.



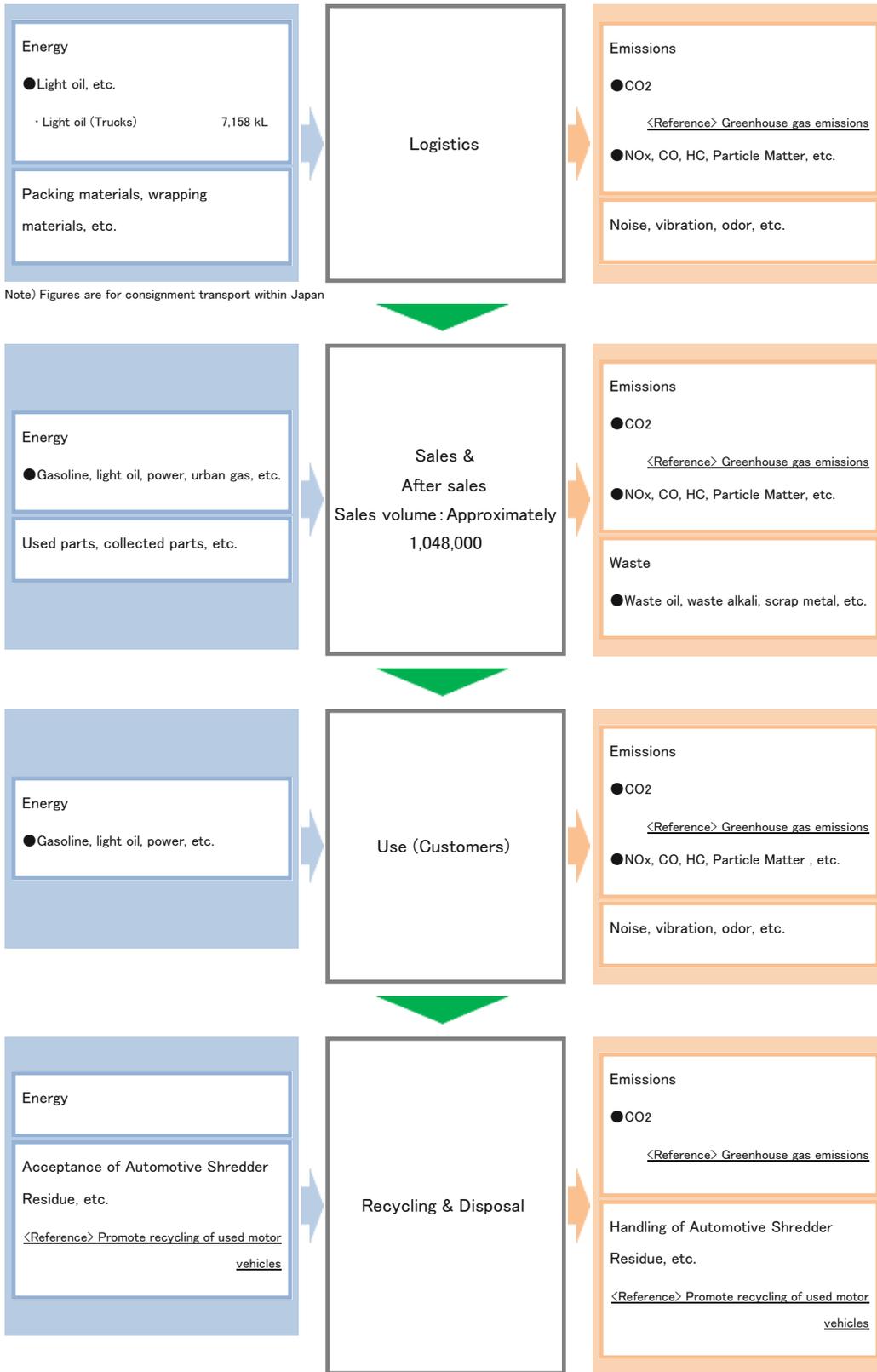
# Environmental Management / Monitoring Environmental Impact within Supply Chain / Environmental Impact of Business Activities

## FY 2015 Material Flow

Automobiles have impacts on the environment in all phases from development and design to disposal. Mitsubishi Motors makes efforts to understand the impacts on the environment in every single business activity as a corporation that produces and sells automobiles.



Note) Figures are for production sites in Japan.



Note) Figures are for consignment transport within Japan



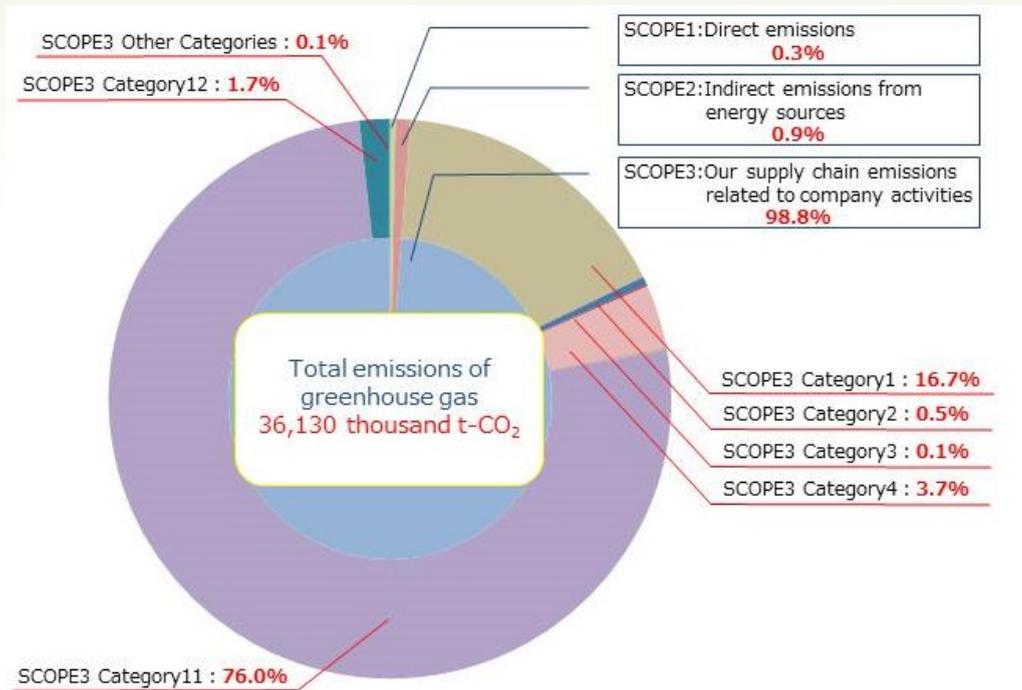
# Environmental Initiatives

## Environmental Management / Monitoring Environmental Impact within Supply Chain / Greenhouse Gas Emissions



Mitsubishi Motors calculated greenhouse gas emissions of entire supply chain related its activity in fiscal 2015.

Total emissions were 36,130 thousand t-CO<sub>2</sub>. Continuously, we will promote our monitoring of greenhouse gas emissions.



## Breakdown of greenhouse gas emissions

Category list		CO2 emissions (thousand t-CO2)	Coverage
SCOPE1	Direct emissions	116	consolidated
SCOPE2	Indirect emissions from energy sources	303	consolidated
SCOPE3	Category1	Purchased goods and services	6,026 consolidated (only production)
	Category2	Capital goods	164 non-consolidated
	Category3	Fuel-and energy-related activities (not included in scope 1 or scope 2)	44 consolidated
	Category4	Upstream transportation and distribution	1,343 consolidated
	Category5	Waste generated in operations	12 non-consolidated (only production)
	Category6	Business travel	4 consolidated
	Category7	Employee commuting	13 consolidated
	Category8	Upstream leased assets	- -
	Category9	Downstream transportation and distribution	- -
	Category10	Processing of sold products	- -
	Category11	Use of sold products	27,475 all destination
	Category12	End-of-life treatment of sold products	626 all destination
	Category13	Downstream leased assets	- -
	Category14	Franchises	4 some of dealers which are not affiliated
	Category15	Investments	- -
	Subtotal	35,711	
Total		36,130	

\*1 Including city water and industrial water

\*2 The summary is based on the fuel economy value as of August 31st 2016.

# Environmental Initiatives

## Environmental Management / Life Cycle Assessment (LCA)



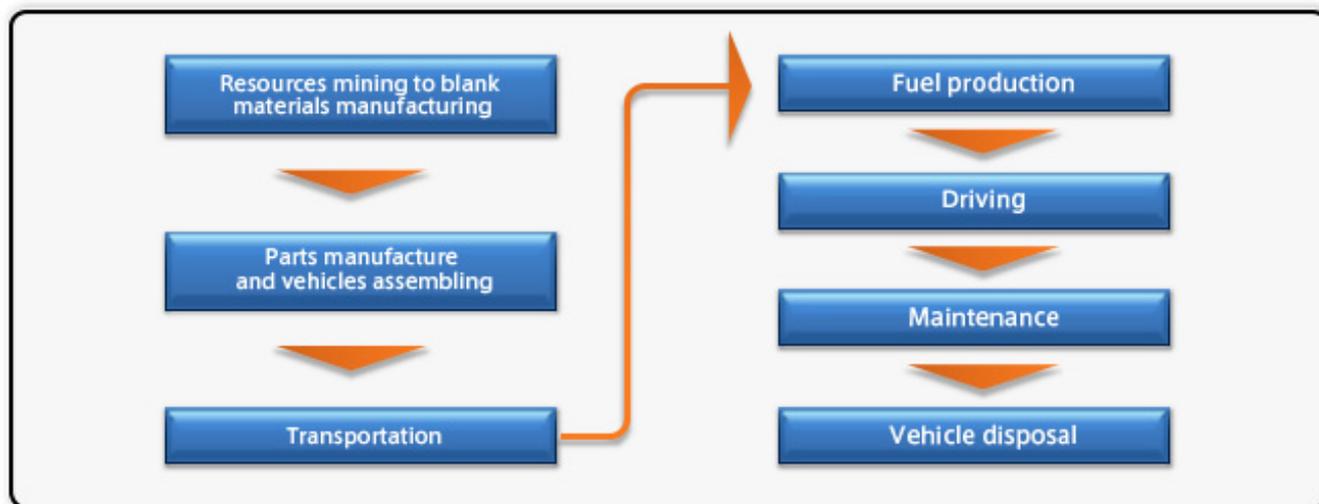
The LCA is an approach to quantify the environmental impact of a part or vehicle through all stages of its life cycle.

For automobiles, the LCA is used to examine the processes of mining natural resources for parts and materials, manufacturing materials and parts, assembling vehicles, driving vehicles, producing fuel, disposing the vehicle, and so on in order to quantify the carbon dioxide gas emitted from the respective processes as well as the physical quantities of other environmental items, which are then summed up and assessed.

With this method, Mitsubishi Motors gains a full picture of the CO<sub>2</sub> emissions of parts and vehicles throughout their life cycle.

Thus, we use the LCA method to develop products with lower life cycle CO<sub>2</sub> emissions.

### General automobile life-cycles in view of the LCA



### Effectively utilizing the results of the applied LCA

We use the LCA to develop environment-friendly parts, production technologies, electric-powered vehicles, and new model vehicles, and compares the life cycle CO<sub>2</sub> emissions with conventional parts and vehicles. The results are then used to determine whether further development is required, and to verify the effect of development.

### Subjects and Purposes of the LCA

	Typical subjects of the LCA (Example)	Major purposes
Components and technologies	Parts and accessories made of plant-derived materials and production engineering	Determining whether further development is required.
	Body parts employing plastics	Verifying the effect of weight reduction
Vehicle	<i>Outlander PHEV</i>	Assessing the effect of improvement from the gasoline-driven vehicle platform Assessing the impact of element parts
	<i>Triton</i>	Comparing the effect of improvement from conventional vehicles

**Fiscal 2015 Initiative**

In fiscal 2015, the company has developed neither new-type vehicle nor part.

We continuously make efforts to conduct the LCA for newly developed parts and vehicles.



# Environmental Initiatives

## Products and Technologies / Reduction of CO2 Emissions While Driving



Gasoline and diesel engines inevitably generate exhaust gases containing large quantities of CO2 that causes global warming.

For the sake of the environment, Mitsubishi Motors is striving to reduce the CO2 emissions caused by driving.

We focus on products and technology-related initiatives, recognizing that the development of technologies for improving fuel economy and Electric-powered systems, as well as spreading the use of vehicles equipped with these innovative systems, are important for reducing CO2.

### Development of electric vehicle technologies

We introduced our Electric Vehicle *i-MiEV* in 2009, and Plug-in Hybrid Electric Vehicle *Outlander PHEV* based on Electric Vehicles in 2013.

We are also developing electric-powered vehicles by improving drive batteries and enhancing motor efficiency toward the realization of the vehicles to be expected in the future.

➤ [Development of electric vehicle technologies](#)



*Outlander PHEV*

### Development of improving fuel economy technologies

Improving the fuel economy of gasoline and diesel engines greatly contributes to the reduction of CO2 worldwide. This is why we are committed to developing technologies for improving fuel economy.

➤ [Development of improving fuel economy technologies](#)



*Mirage*

## Fiscal 2015 Initiatives

### Plan! Fiscal 2015 Targets

- Market entry of the new *Pajero Sport* with improved fuel economy
- Market entry of the new *Outlander*

### Do! Fiscal 2015 Achievements

**Market entry of the new *Pajero Sport* mid-size SUV in Thailand. Sequential exports to overseas countries also to commence.**

The new *Pajero Sport* shares the same 4N15 2.4L MIVEC diesel turbocharged engine as the *Triton*. The engine in combination with the first newly developed 8-speed AT Transmission in the company enabled CO<sub>2</sub> emissions when driving to be improved by approximately 17% compared with conventional vehicles. This advancement achieves CO<sub>2</sub> emissions of 200g/km in compliance with the lowest category of the new tax system being implemented in Thailand from January 2016.



New *Pajero Sport*

#### **New *Outlander* Launched in June 2015 (Japan)**

Installed with a next generation CVT, the *Outlander* achieves class-leading\*<sup>1</sup> environmental performance by optimizing coordinated control between the engine and CVT for a 0.8km/L improvement in the fuel consumption rate (JC08 mode) to 16.0km/L in 2WD vehicles.



*Outlander*

\*1 Comparison with the same emission class (as of June 2015, internal investigation)

### Check! Fiscal 2015 Self Evaluation

As scheduled, the new *Pajero Sport* and *Outlander* were released in the market to promote the reduction of CO<sub>2</sub> emissions.

### Action! Future Issues and Plan

We will continue to expand the lineup of plug-in hybrid vehicles and promote deployment around the world. In addition, the company will carry out the development of engine and vehicle body improvement technology.



# Environmental Initiatives

## Products and Technologies / Development of Electric Vehicle Technologies

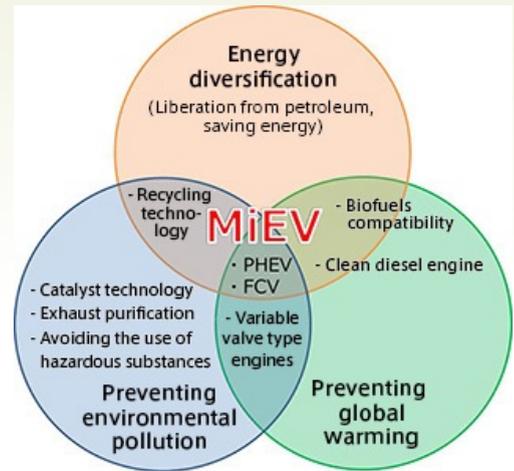


Environmental issues for vehicles include suppressing environmental pollution, preventing global warming, and in recent years, the diversification of energy sources to move away from petroleum. Mitsubishi Motors is striving to solve these problems by taking various initiatives such as improving the fuel economy of conventional engine-driven vehicles and developing clean diesel vehicles.

In particular, the electric vehicle technology incorporated in the MiEV\*1 series vehicles is a core technology for solving environmental issues, and we are committed to developing it further.

We would like to contribute global environmental conservation by developing and promoting Electric Vehicles and Plug-in Hybrid Electric Vehicles with our electric vehicle technologies.

- > [Electric Vehicles](#)
- > [Plug-in Hybrid Electric Vehicles](#)



### New values of a vehicle

We have successfully added new values to vehicles by developing electrical actuation technology.

For example, large-capacity batteries allow customers to use their home appliances for leisure while on trips, and can also serve as a useful emergency battery in the event of disaster\*2.

Energy management is now easier thanks to V2H\*3. Batteries can serve as a power supply during a power outage, by connecting the vehicle to distribution board of a home.

Electric Vehicles are finding new markets thanks to their value when stationary.

\*1) Abbreviation of Mitsubishi innovative Electric Vehicle  
 \*2) Observe the precautions for each vehicle when using it.  
 \*3) Abbreviation of "Vehicle to Home"



Products and Technologies /  
Development of Electric Vehicle Technologies /  
Electric Vehicles



**Electric Vehicle *i-MiEV***

The Electric Vehicle *i-MiEV* is powered not by a gasoline engine but by an electric motor, and so it emits no exhaust gases such as CO<sub>2</sub> while being driven. In 2009, Mitsubishi Motors released *i-MiEV* as the world's first mass-produced Electric Vehicle.

*i-MiEV* has built up a remarkable reputation among customers for its many advantages over conventional gasoline engine vehicles, including environmental performance, acceleration starting with maximum torque, reduced noise by the electric motor, and stability with the battery unit beneath the floor.



Electric Vehicle *i-MiEV*



Products and Technologies /  
Development of Electric Vehicle Technologies /  
Plug-in Hybrid Electric Vehicles



**Plug-in Hybrid Electric Vehicle *Outlander PHEV***

Our Plug-In Hybrid Electric Vehicle is powered by charged electricity, while the engine generates electric power that recharges when the battery level is low.

The PHEV system for the Electric Vehicle *Outlander PHEV* automatically shifts to the optimum driving mode according to each running condition. "EV Drive Mode", which uses electric power from the drive battery, is suitable for low to medium speeds in residential and urban areas. When the battery level is low, it shifts to "Series Hybrid Mode" with electric power generated by the engine. And during high-speed driving, the vehicle shifts to "Parallel Hybrid Mode" driven by the engine, simultaneously assisted by the battery-powered motor.

Based on electric vehicle technology, the system has inherently lower CO2 emissions than conventional gasoline engine vehicles, delivering outstanding environmental performance.

Concern over insufficient power is no longer an issue with the *Outlander PHEV*. It offers the advantages of EVs: powerful driving, superb quietness, and high stability.



Plug-in Hybrid Electric Vehicle  
*Outlander PHEV*



# Environmental Initiatives

## Products and Technologies / Development of Fuel Economy Improving Technologies



Concern over the environment is growing, and regulations on fuel economy and emissions are becoming stricter worldwide.

Mitsubishi Motors has worked hard to improve fuel economy by developing various technologies to increase engine efficiency, ensure precise control, improve the drive train, minimize aerodynamic drag, and reduce vehicle weight.

Major technologies for improving fuel economy:

### Improving the engine

### Improving the body

Variable valve timing mechanism

Reducing engine friction

Idle-stop



Aerodynamics

Eco-drive support

Weight-reducing technologies

CVT

# Environmental Initiatives

## Products and Technologies / Development of Fuel Economy Improving Technologies / Engine Improvement

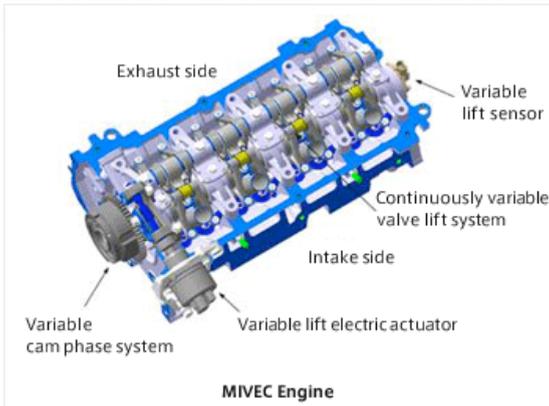


The key issues in developing technologies for improving fuel economy are how to minimize waste when burning fuel, and how to reduce the friction of sliding parts. Mitsubishi Motors is developing technologies to improve these performance aspects of new engines.

### Fuel economy improving technologies (Engines)

#### Variable valve timing mechanism "MIVEC"

Mitsubishi Innovative Valve timing Electronic Control System

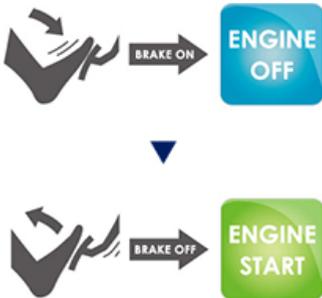


The "MIVEC" engine is equipped with continuously variable valve lifts for minimizing fuel economy.

To minimize air intake energy loss, the intake valve lift is continuously varied according to the operating condition, and thereby reducing intake resistance.

#### Idle-stop "AS&G"

Auto Stop & Go



This idle-stop system automatically starts and stops the engine in accordance with the vehicle to reduce fuel economy.

A coasting stop function for stopping the engine during deceleration is also equipped with regarding some models.

## Reducing engine friction

### Reduction of friction inside the engine to improve fuel economy

Engine losses that affect fuel economy include exhaust loss, cooling loss, mechanical friction loss, pump loss and drive loss of auxiliary units.

Among these losses, engine friction is a mechanical friction loss, caused by friction in sliding parts such as piston and crank shaft, resulting from combustion gas inside the cylinder.

To reduce engine friction, improvements are made to decrease the sliding resistance of such parts.

#### Examples of approaches to reducing engine friction:

- Improvement in contact surface of part ..... Optimizing the shape and surface treatment of the piston skirt and surface treatment of the cam
- Reducing the parts contact force ..... Improving the shape and reducing the tension of piston rings, optimizing the set load of valve springs, crank shaft layout, shape of timing chain, tension of timing belt, etc.
- Reducing friction by improving lubricants ..... Applying low-viscosity engine oils
- Reducing resistance when stirring the engine oil ..... Optimizing the oil level

# Environmental Initiatives

## Products and Technologies / Development of Fuel Economy Improving Technologies / Vehicle Body Improvement



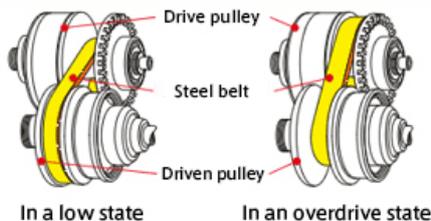
Components other than the engine also need to be examined to improve fuel economy.

Mitsubishi Motors is developing various technologies related to the vehicle body.

### Improving the body:

#### CVT

#### Continuously Variable Transmission



A CVT varies transmission ratio by continuously varying the belt running radius on the drive and the driven pulleys. The continuously ratio control capability can be best balanced among Fuel Consumption, Exhaust Emission and Driving Feeling.

#### Eco-drive support

We promote the equipment to support eco-drive.

Eco-drive support displays such as the eco-lamp and fuel economy meter in the combination meter and central information display help you to drive economically.

#### Example equipment for eco-drive support (for *Outlander*)

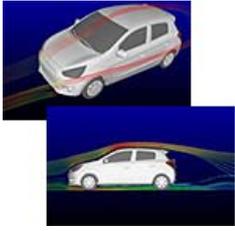
Displays in meters  
(Displays can be switched)

Eco-lamp      Average fuel consumption      Instantaneous fuel consumption

Idle-stop duration      Eco-drive assist      ECO Score

- Eco-lamp .....Lights while driving in a fuel-efficient manner.
- Fuel consumption meter .....Displays the average and instantaneous fuel economy.
- Idle-stop duration display ..... Displays the cumulative time of engine halts by the AS&G idle-stop mechanism.
- Eco-drive assist ..... Displays how fuel-efficient the current driving style is.
- ECO Score ..... Determines the driving status at predetermined intervals, and displays the eco-drive rate in a leaf-shaped gauge.

## Aerodynamics



Improving aerodynamic performance for better fuel economy.

We optimize the shape to deliver excellent aerodynamic characteristics through repeated aerodynamic analysis and wind tunnel tests utilizing Computational Fluid Dynamics (CFD) from the conceptual design stage.

## Weight reducing technologies



Reducing fuel economy by reducing weight.

The use of aluminum and high-tensile strength steel panels and rationalization of structures keep the weight down while ensuring safety and a large body, thus improving both fuel economy and safety.



# Environmental Initiatives

## Products and Technologies / Purifying Exhaust Gas while Driving



Vehicles powered by gasoline and diesel engines inevitably emit combustion gases from the engine while driving. Exhaust gases contain air-polluting substances. Mitsubishi Motors is constantly developing and promoting gasoline and diesel engine vehicles that emit lower concentrations of these noxious exhaust gases.

### Improving gasoline engine vehicles

Since the 1960s, emissions of carbon monoxide (CO), hydrocarbons (HC) and nitrogen oxide (NOx) have been steadily restricted by regulations.

We have taken various measures since such regulations were first introduced. We are currently addressing to comply with these regulations by applying electronically controlled fuel injectors and advanced catalyst technologies to the combustion control system.

### Improving diesel engine vehicles

For diesel engines vehicles, CO, HC, NOx and particulate matter (PM) have been regulated since the 1970s.

We have taken various measures since such regulations were first introduced, including improving the combustion technology. To comply with the Post-New Long-Term Regulations, we have developed and produced clean diesel engines by systemizing technology, such as VG turbocharger, combustion control with common rail fuel injection system, after-treatment using NOx trap catalyst, diesel particulate filter(DPF) etc.

#### VG turbocharger



The VG turbocharger helps to reduce fuel economy and suppress PM through optimum supercharging throughout the engine's operating range.

#### Common rail fuel injection system



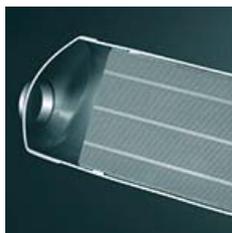
PM and NOx generation due to incomplete combustion is suppressed by using a high-pressure fuel pump, common rail accumulator that stores highly pressurized fuel, and electronically controlled fuel injectors, etc.

#### NOx trap catalyst



Converts noxious NOx into harmless nitrogen.

#### Diesel particulate filter (DPF)



Substantially reduces particulate matter.

## Fiscal 2015 Initiatives

### Plan! Fiscal 2015 Targets

- Expanded launch of Euro6\*<sup>2</sup> compatible vehicles for Europe
- Expanded launch of ULEV\*<sup>3</sup> 70 compatible vehicles for North America

\*2 Stricter exhaust gas regulations than past regulations (Euro5). Euro6 has been adopted in Europe since 2014.

\*3 ULEV stands for Ultra Low Emission Vehicle

### Do! Fiscal 2015 Achievements

- The company set Euro6 compatible models where the emissions of toxic substances were greatly reduced in the *Space star*, *ASX*, *Outlander*, and *Pajero* for Europe.
- In the *Outlander* and *Outlander Sports* for North America, the company established ULEV70 compatible models where the emissions of toxic substances were greatly reduced.
- We launched the new *Outlander PHEV* in various countries to make a substantial contribution to the reduction of exhaust gas.

### Check! Fiscal 2015 Self Evaluation

As scheduled, the launch of vehicles compatible with Euro6 for Europe and ULEV70 for North America was expanded.

### Action! Future Issues and Plans

The company will continue to take action in response to exhaust gas regulations in Europe/North America, etc.



*Pajero* for Europe



*Outlander Sport* for North America



New *Outlander PHEV* for Overseas



# Environmental Initiatives

## Products and Technologies / Reduction of In-cabin VOC



To provide customers with a healthy and safe cabin space, Mitsubishi Motors is working to reduce Volatile Organic Compounds (VOCs) to make the cabin more comfortable. VOCs are organic compounds such as formaldehyde and toluene that easily volatilize at room temperature. These compounds are thought to cause “sick house syndrome”, and may irritate the eyes, nose and throat. In an automobile cabin, they are mainly generated from the adhesives and painting used in interior parts.

### Setting objectives for reducing VOCs

We are taking measures to reduce in-cabin VOCs, for both improving the generation sources and reducing VOCs.

### Examples of reducing in-cabin VOCs\*

	Improved part	Details of improvement
VOC-reducing measures	Central panel	Reducing organic solvents in the surface painting
	Carpet	Reducing aldehydes in pile adhesives
	Seat	Reducing organic solvents in fabric adhesives
Measures for reducing generated VOCs	Ceiling	Adsorbing and decomposing formaldehyde by clean air filter deodorizing function
	Air-conditioner	Reducing VOCs with clean air filter with deodorizing function

\* The performance of reduction measures varies with the vehicle model.



## Products and Technologies / Recycling Initiatives



In the 1980s, large-scale illegal dumping of automotive shredder dust occurred due to a shortage of final disposal sites for such dust. In response, the Ministry of International Trade Industry (the present Ministry of Economy and Industry):METI drew up the Used Automobile Recycling Initiative in May 1997, to encourage proper recycling and disposal. Following METI's action, the Japan Automobile Manufacturers Association, Inc. (JAMA) established a voluntary action project called the "Automobile Recycling Initiative" in February 1998. Mitsubishi Motors introduced the "Mitsubishi Motors Recycling Initiative" in the same month.

In the Mitsubishi Motors Recycling Initiative, we set targets and continued improving the ease of recycling, reducing the use of lead (except for batteries), and introducing recycled parts (bumpers, interior substrate materials, floor mats, etc.) for new vehicles. In line with this unique guideline, we consider ease of recycling from the initial stage of designing and developing products, and have achieved our voluntary target values.

### Dealing with automobile recycling acts of other countries

Since the Automobile Recycling Law was enforced in Japan in 2005, automotive manufacturers have been properly recycling shredder dust of discarded automobiles, airbags and freons (3 items), thus helping to create a recycling-based society.

The ELV Directive (2003) was enacted in Europe as well, specifying ease of recycling as a certification requirement and promoting recyclable design.

We will comply step-by-step with automobile recycling regulations which are now being introduced in developing nations in Asia.

# Environmental Initiatives

## Products and Technologies / Recycling Initiatives / Recycling-based Design and Development



Under vehicle recycling legislation in Japan and Europe, automotive manufacturers are obligated to consider recycling when developing products. Mitsubishi Motors actively incorporates not only recycling, but also reduce and reuse, referred to as the 3R. Since 1999, our unique Recycle Plan Guideline has been observed throughout the processes, beginning with the conceptual design stage.

For wires, harnesses and motors, both detachability and ease of recycling have been improved based on the Harness Design Guideline.

As an example for parts made of recycled materials, recycled bumpers replaced during repairs by distributors are used in spare tire covers.

### Fiscal 2015 Initiatives

#### Plan! Fiscal 2015 Targets

- Promotion of 3R Design
- Adoption of parts using recycled materials

#### Do! Fiscal 2015 Achievements

We proactively adopted 3R Design based on "Recycling Plan Guideline" in all vehicles developed in FY2015.

For parts using recycled materials, recycled bumper materials which were replaced by sales companies are used for splash shields.

#### Check! Fiscal 2015 Self Evaluation

3R Design was incorporated according to "Recycling Plan Guidelines" during vehicle development, and development targets such as recyclability were achieved.

#### Action! Future Issues and Plans

We will continue to promote vehicle manufacturing in consideration of 3R from the initial stage of development and simplify recycling beginning with resource conservation.



Exterior



Interior

Main sections (green sections) with easily recyclable "thermoplastic resin" in the *Outlander PHEV* launched in FY2015

# Environmental Initiatives

## Products and Technologies / Recycling Initiatives / End-of-life Vehicle Recycling



Mitsubishi Motors is promoting the recycling of end-of-life vehicles to reduce the environmental impact of waste from end-of-life vehicles. In Japan, the EU, etc., we recycle materials in accordance with the automobile recycling laws of each country.

### Response to Automobile Recycling Laws in Japan

The company accepts automobile shredder residue(ASR), airbags, and fluorocarbons for recycling. For the recycling of ASR, we participate in ART (Automobile Shredder Residue Recycling Promotion Team: Team established by Nissan Motor Corporation, Mazda Motor Corporation, Mitsubishi Motors, etc.) to jointly process ASR. The company outsource the treatment of airbags and fluorocarbons to the Japan Auto Recycling Partnership (JARP).

In addition, for the effective use of recycling fees deposited from customers, we proactively works on increasing the recycling rate by conducting efficient recycling and proper processing of these three items.

### Recycling Promotion in the EU

#### Response to the EU's Directive on the Recycling of End-of-Life Vehicles

In the EU, automobile manufacturers or importers must accept and recycle end-of-life vehicles in accordance with the End-of-Life Vehicles Directive \*1. The company built a system of acceptance and recycling in line with the actual situation of EU member countries centering on our European subsidiary MME (Netherlands).

\*1 "Directive of the European Parliament and of the Council on End-of-Life Vehicles" effective from October 2000

#### Provision of Dismantling Information

In the EU, automobile manufacturers must provide dismantling information for new model vehicles to treatment operators. The company provides such information on a timely basis by using the International Dismantling Information System (IDIS) jointly developed by automobile manufacturers.

#### Response to the EU's Directives on Approval for Vehicle Models for Recyclability

In the EU, satisfying the minimum 95% recyclability rate is a requirement for type approval of vehicle models, and the company established a system that satisfies the requirements of this directive. Our vehicles sold to the EU meet the requirements of the directive under this system.

### Collection of traction batteries in electric-powered vehicles/Construction and operation of the recycling system

The company established and operates a traction battery collection system for the purpose of recycling technology development and proper treatment of end-of-life traction batteries in electric-powered vehicles and plug-in hybrid vehicles in Japan, Europe, and North America.

## Fiscal 2015 Initiatives

### Plan! Fiscal 2015 Targets

- Automobile shredder residue (ASR) recycling rate improvement by developing a new processing facility (Japan)
- Satisfying the requirement for the recyclability rate in approval for new model vehicles (EU)

### Do! Fiscal 2015 Achievements

Response to the Act on Recycling, etc. of End-of-Life Vehicles in Japan

The company accepted and recycled 3 items (shredder dust (ASR), airbags, fluorocarbons). As a result, the ASR recycling rate rose above the 70% statutory standard for fiscal 2015 and later to 97.5%.

Satisfying the requirement for the recyclability rate in approval for new model vehicles

Vehicles sold to the EU have met the requirements of this directive.

### Check! Fiscal 2015 Self Evaluation

For the recycling of ASR, partially due to the use of the new recycling facility, a high recycling rate was achieved.

### Action! Action! Future Issues and Plan

We will promote the development of new recycling facilities so we can continuously recycle ASR stably.

For new model vehicles sold in the EU, we will continue to satisfy the necessary recyclability rate sequentially for the approval of new model vehicles.

Summary of Results of Recycling in accordance with End-of-Life Vehicle Recycling Laws of Japan for Fiscal 2015

Article	Item	No. of accepted vehicles	Amount processed
Shredder dust (ASR)	Total vehicles accepted/Total weight accepted	248,386	38,477t
	Recycling in ASR recycling facilities	236,651	35,727t
	Recycling of the whole dismantled vehicles	11,735	1,778t
	<b>Recycling rate *2</b>		<b>97.5%</b>
Airbags	Total vehicles accepted/Total airbags accepted	158,831	449,380 bags
	Removal and collection	19,153	49,531 bags
	On-board deployment operation	138,395	399,849 bags
	Partial removal/Partial on-board deployment	1,283	
	Recycling facility accepted		32,102kg
	Recycling amount		29,941kg
	<b>Recycling rate *3</b>		<b>93.3%</b>
Fluorocarbons	No. of accepted vehicles/Amount accepted	214,638	54,961kg

Revenue and expenditure results of recycling fees

Reimbursed deposit total	2,263,599,071yen
Recycling, etc. cost	1,942,352,285yen
Revenue and expenditure	321,246,786yen

\*2 (Recycling weight in ASR recycling facilities + Weight of recycling of whole dismantled vehicles) / Total weight of accepted ASR  
 Statutory standards: Minimum 30% for 2005 and later, minimum 50% for FY 2010, minimum 70% for FY 2015

\*3 Recycling volume / Accepted volume by recycling facility



## Products and Technologies / Reduction of Hazardous Substances



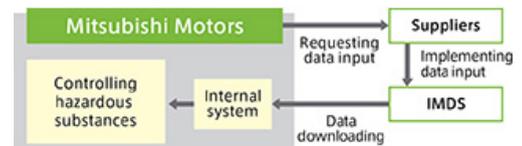
In accordance with the reduction targets of the Japan Automobile Manufacturers Association, Inc. and EU end-of-life vehicles directive, Mitsubishi Motors is working to reduce the use of four substances (lead, mercury, cadmium, and hexavalent chromium). We are also taking measures to comply with regulations on the use of hazardous substances in each country in compliance with the REACH regulation\*1 concerning substances. At present, in addition to lead, mercury, cadmium, hexavalent chromium and other heavy metals, the use of VOCs (volatile organic compounds), bromine-based flame retardants and various other substances is regulated. Regulations similar to European ones are being enforced in developing countries in Asia as well.

We have established internal technical standards to voluntarily reduce hazardous substances.

### Material data control by the International Material Data System (IMDS)

Data on the hazardous substances contained in vehicle parts delivered by suppliers are collected by the International Material Data System (IMDS), an international system for collecting such data. Together with overseas plants such as MMTh (Thailand), we utilize the collected data under a globally centralized internal system for reducing hazardous substances.

In cooperation with suppliers, we are complying with the REACH regulation, a general system for the registration, evaluation, authorisation and restriction of substances used in the EU.



Flow of data collection through IMDS

\*1 REACH stands for "Registration, Evaluation, Authorisation and Restriction of Chemicals". Enacted on June 1, 2007, the REACH regulation is a general system to register, evaluate, authorise and restrict the use of substances.

### Fiscal 2015 Initiatives

#### Plan! Fiscal 2015 Targets

Conformity with regulations for environmentally hazardous substances of continuously produced vehicles and reduction of use of environmentally hazardous substances

#### Do! Fiscal 2015 Achievement

Conformity with regulations for environmentally hazardous substances of continuously produced vehicles sold in FY 2015 and the reduction of use were confirmed by material data management with IMDS.

#### Check! Fiscal 2015 Self Evaluation

For continuously produced vehicles sold in FY 2015, the annual target was achieved.

#### Action! Future Tasks and Plan

The company will continue to comply with regulations for environmentally hazardous substances and reduce the use of environmentally hazardous substances.



## Business Activities / Efforts in Production



### Environmental impact-reducing activities in production

Mitsubishi Motors mainly manufactures and sells vehicles.

While vehicles are convenient for users, they affect the environment in various ways throughout their life cycle, from development and use to final disposal. As a manufacturer, we have a responsibility to minimize the impact of vehicles on the environment.

Automobile production is related to various environmental issues, ranging from the community level to the global scale. We are constantly striving to reduce environmental impacts, including reducing CO2 emissions from the production plants, and preventing air and water pollution.



Okazaki Plant



Mizushima Plant



Powertrain Plant - Kyoto



Mitsubishi Motors (Thailand) Co., Ltd. (MMTh)

# Environmental Initiatives

## Business Activities / Efforts in Production / Reducing CO<sub>2</sub> Emissions



### Energy saving and CO<sub>2</sub> reduction initiatives in production

Mitsubishi Motors produces automobiles with less energy from the viewpoint of preventing global warming along the theme of "Driving the earth; living with the earth".

Reducing the consumption of energy sources such as electricity and fossil fuels contributes to suppression of CO<sub>2</sub> emissions that cause global warming, and preservation of limited resources on the earth. We actively promote global warming prevention through energy saving.

### Equipment improvement for production

At the waterborne paint lines in Okazaki Plant and Mizushima Plant, the waterborne 3WET paint method is applied. CO<sub>2</sub> emissions are reduced by passing the painting workpieces through driving ovens only once compared to usual twice.



The waterborne paint Plant

### Promoting use of renewable energy and energy saving units

By installing photovoltaic power generation panels on the roof of plants, the renewable energy is used for office lighting and electric vehicles charging.

In addition, we have changed all the newly installed lighting devices to LEDs to reduce power consumption.



Photovoltaic power generation panels



In-plant LED lighting

## Fiscal 2015 Initiatives

### Plan! Fiscal 2015 Targets

17% reduction of CO2 emissions per production vehicle in plants in Japan and overseas (MMTh, MMNA) compared to FY2005

### Do! Fiscal 2015 Achievements

CO2 emissions per vehicle are reduced by 32% compared to FY 2005. (13% reduction compared to the previous year).

As main initiatives for the promotion of energy conservation, the company worked on the following measures.

1. Introduction of high efficient devices

- Installation of LED lighting

2. Energy saving by altering operating hours

3. Energy use reduction by consolidating production processes

4. Energy saving measures

- Energy efficient modifications to air conditioning systems
- Modification of paint drying ovens

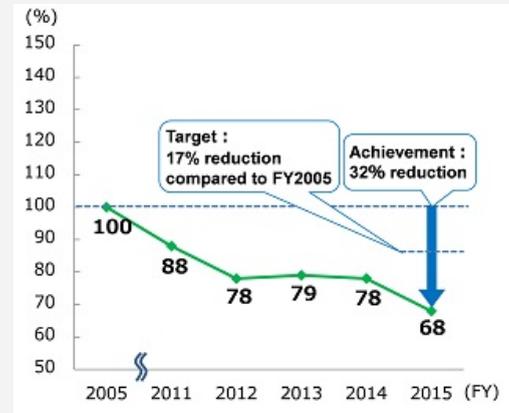
### Check! Fiscal 2015 Self Evaluation

CO2 emissions per production vehicle were reduced by 32% in plants in Japan and overseas (MMTh, MMNA) compared to the 17% reduction target for FY 2015.

### Action! Future Issues and Plans

We will continue to promote activity for lowering CO2 emissions to achieve the reduction target through the implementation of energy saving measures.

CO2 emissions index per production vehicle in plants in Japan and overseas



#### Target Sites

Mitsubishi Motors

Okazaki plant, Mizushima Plant, Powertrain Plant

Domestic affiliated companies

Pajero Manufacturing Co., Ltd., Suiryo Plastics Co., Ltd.,

Mizushima Industries Co., Ltd.

Overseas affiliated companies

MMTh, MMNA

CO2 emission factors,

Electricity power 0.381kg-CO2/kWh,

Urban gas 2.348kg-CO2/m<sup>3</sup>,

Kerosene 2.491kg-CO2/L, Bunker A 2.709kg-CO2/L.

# Environmental Initiatives

## Business Activities / Efforts in Production / Preventing Air Pollution

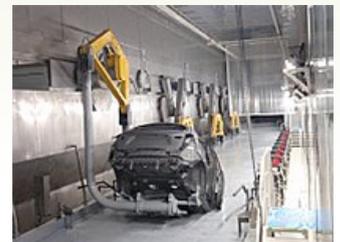


To prevent air pollution, Mitsubishi Motors takes a variety of measures to reduce contaminating substances in smoke exhausted from production plants which cause acid rain and photochemical smog.

### Suppressing emissions of VOCs<sup>\*1</sup>

We endeavor to suppress VOCs emissions rate in vehicle body production by reducing consumption of painting and improving recovery rate of used paint thinner, through updating painting robots and adjusting the painting production lot size.

\*1 Abbreviation of Volatile Organic Compounds.



Painting robots in Plant

### Reducing NOx and SOx<sup>\*2</sup> emissions

We introduced low NOx content boilers and burners as the heat source used for paint process in production, to reduce the emission rate of NOx. As for SOx emissions reduction, we changed the fuel for the boilers to kerosene or city gas that has less sulfur.

\*2 NOx: Nitrogen oxide, SOx: Sulfur oxide

### Reducing particulate matter

We abolished waste incinerators to suppress the generation of soot and dioxins.

## Fiscal 2015 Initiatives

### Plan! Fiscal 2015 Targets

35g/m<sup>2</sup> or less of VOC emissions per painting area in domestic plants (painting of vehicle body and bumpers)

### Do! Fiscal 2015 Achievements

By collecting waste paint during color changes, optimizing paint discharge, and using electrostatic air spray guns, etc., the amount of VOC emissions from body and bumper painting per painting area was reduced to 32g/m<sup>2</sup>.

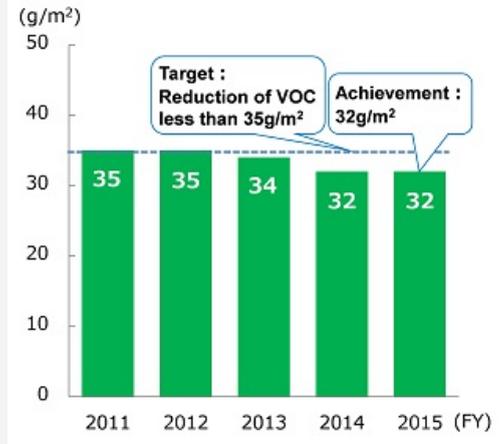
### Check! Fiscal 2015 Self Evaluation

Fiscal 2015 target was achieved.

### Action! Future Issues and Plans

We will continue to carry out emissions control activities.

VOC emissions per painting area in domestic plants



Target Sites :

Okazaki plant, Mizushima Plant,

Pajero Manufacturing Co., Ltd., Suiryo Plastics Co., Ltd.



## Business Activities / Efforts in Production / Preventing Soil and Water Pollution



Mitsubishi Motors has long since conducted surveys and examinations to ensure that underground water or soil are not contaminated, to prevent adverse influence on human health. If contamination is to be observed, we take immediate measures to prevent its dispersion, and report to authorities and communities for information disclosure.

### Environmental survey of soil and water pollution

We conduct regular monitoring of underground water quality at the wells along the border of the premises, and ensure that no hazardous substances are dispersing towards the outside.

### Prevention measures against soil and water pollution

To prevent soil and water pollution, we implement effluent purification through installing a waste water treatment system by activated carbon, and an emergency reservoir tank.

We have also established voluntary control standards that are stricter than law-regulated values, to tackle pollution prevention.



General effluent treatment facilities



# Environmental Initiatives

## Business Activities / Efforts in Production / Management of Chemical Substances



To minimize the impact on the environment of chemical substances, Mitsubishi Motors ensures management of the usage and discharge status of chemical substances used in production plants.

### Control of PRTR\*1 substances

We have long since examined the physical properties and details of usage plans of new chemical substances by using the “substances toxicity prior examination system”, to determine whether or not those new chemical substances may be introduced, in order to emphatically suppress the toxicity from highly risky chemical substances.

\*1 Abbreviation of “Pollutant Release and Transfer Register”. Report on the discharge removal quantities of substances

### Appropriate Management of Hazardous Waste

We manage hazardous waste so we do not import or export hazardous waste which is restricted by the Basel Convention on the Control of Transboundary Movements of Hazardous and Their Disposal. In addition, in case of domestic transportation and disposal of hazardous waste, we make efforts to appropriately transport and dispose hazardous waste to prevent the exposure of toxic materials.

### Appropriate Management of Waste Containing PCBs

PCBs are contained in transformers and condensers as insulation oil, and there were cases where we disposed polluted waste containing PCBs as regular waste by mistake.

To prevent incorrect disposal, we re-investigated the management situation of PCB waste in detail, and we are thoroughly implementing appropriate management in accordance with the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes.

In FY 2015, we appropriately disposed of 3 transformers used in a casting melting furnace in the Mizushima Plant and two large size transformers that were used in the Okazaki Plant.



## Business Activities / Efforts in Production / Promoting Effective Use of Resources



At production plants, industrial waste materials generated from production processes are converted to reusable resources, volumes of materials discharged out of the plants are reduced, and we also maintain zero land reclamation\*1 achieved at every plant.

\*1 This means land reclamation rate below 0.1 %

### Converting waste materials into reusable resources, and suppressing waste generation

We promote converting spent oil into usable oil, waste sand from foundry into base course material, and sludge into raw material for cement.

We also tackle reduction of the metal scraps generated from production processes and of generated amount of foundry waste sand.

### Knock-Down (KD)\*2 plants resources saving

To reduce cartons and pallets used for product transportation to knock-down plants, we are increasing use of returnable racks, and thus the consumption of steel and other materials has been reduced.

\*2 Refers to the exporting in the form of parts for assembling vehicles at the local plants.



Returnable racks

## Fiscal 2015 Initiatives

### Plan! Fiscal 2015 Targets

- 45% reduction of externally disposed waste per production vehicle at domestic plants compared to FY 2005 (120kg/vehicle)
- 82% reduction in steel used per unit shipment volume at domestic KD plants (14kg/case)
- 0.4% reduction of by-products (metal scrap and casting waste sand) per sales by the end of FY 2016 compared to FY 2011 (9.3t/hundred million yen)

### Do! Fiscal 2015 Achievements

Reduction of externally disposed waste, etc.

The company promoted the recycling of waste and valuables generated inside our companies as internal materials, and as a result, externally disposed waste (amount recycled externally as opposed to used within the company) per production vehicle for FY 2015 was reduced 57% to 93kg/vehicle from FY 2005. Direct landfill disposal rate of waste is maintained at a high level of 0.02%.

#### Resource Saving in KD Plants

Steel used per unit shipment volume was reduced 90% to 7.3kg/case compared to FY 2006 due to the expansion of returnable rack use.

#### Suppression of By-products

Metal scraps and casting waste sand per sales was reduced 44% to 5.2t/hundred million yen from FY 2011.

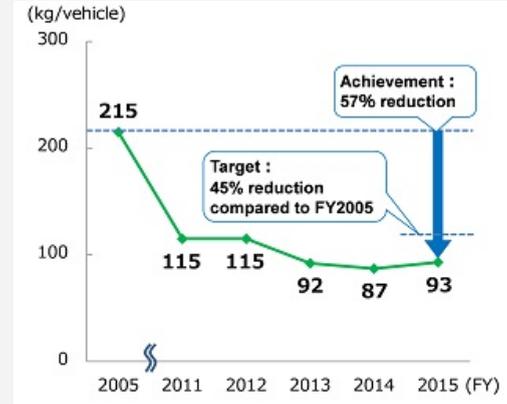
### Check! Fiscal 2015 Self Evaluation

The company achieved all targets for three items.

### Action! Future Issues and Plans

We will continue to carry out the appropriate disposal of waste and activities to recycle resources.

Externally disposed waste per production vehicle



Target Sites

Okazaki plant, Mizushima Plant, Powertrain Plant



# Environmental Initiatives

## Business Activities / Efforts in Production / Preserving Water Resources



Water resources are essential for creatures to live. The production activity of automobiles requires a large amount of industrial water, city water, and well water, etc. In recent years, due to the increase of droughts, flooding and water pollution, the stable use of the water resource is increasingly exposed to risk around the world.

Mitsubishi Motors sources its water from rivers and lakes in its production activities and discharges the used water in sewage lines and rivers, etc. We believe\*1 that none of our key production plants are exposed to a high water risk, however, we are considering preparation for a future water risk as a task, and we are working on water resource conservation mainly by reducing the amount of water withdrawal.

\*1 According to water risk map "Aqueduct" developed by Water Resources Institute.

Evaluation of the impact on business by regulatory risk and physical risk such as shortage of water resources, flooding, drought, significant seasonal changes, and water quality.

Water Withdrawal Source and Drainage Location in Main Production Plants

Plant	Water Withdrawal Source (Industrial water, City water)	Drainage
Okazaki Plant (Okazaki, Aichi Pref.)	Yahagi River	Tributary of Kanda River, etc.
Powertrain Plant -Kyoto (Kyoto, Kyoto Pref.)	Lake Biwa	Sewage line
Powertrain Plant -Shiga (Konan, Shiga Pref.)	Lake Biwa	Sewage line
Mizushima Plant (Kurashiki, Okayama Pref.)	Takahashi River	Hakken River → Mizushima Port
Pajero Manufacturing Co., Ltd. (Sakahogi-cho, Gifu Pref.)	Kiso River	Kiso River
MMTh (Thailand)	Nong Pla Lai Reservoir, etc.	Sewage line

## Initiatives in the Reduction of the Water Withdrawal Amount by Production Plants in Japan

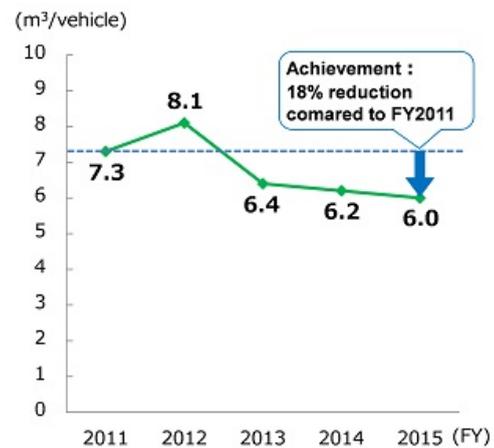
As a result of efforts to reduce the water withdrawal amount, in FY 2015, in production plants of the company and Pajero Manufacturing Co., Ltd., the water withdrawal amount per production vehicle was approximately 6.0m<sup>3</sup>/vehicle which is an 18% reduction compared to FY 2011.

We will continue to work on reducing the withdrawal amount to conserve water resources.

### Initiative Example

- Recycling of industrial water
  - Recycling of washing water to pre-washing
  - Recycling of purified discharged water for watering green spaces
- Reuse of industrial water by circulating
  - Recycling of cooling water/temperature control water by circulating in cooling towers
  - FY 2015 circulated water used amount:126 million m<sup>3</sup>
- Improvement of the efficiency of use by changing production techniques
- Use of rain water
  - Watering flower beds on the premises with rain water storage tanks and automatic watering systems
- Use of industrial water and well water that were treated with filters (Okazaki Plant)

Transition of Water Withdrawal per Production Vehicle



- Target Sites  
Okazaki Plant, Mizushima Plant, Powertrain Plants, Pajero Manufacturing Co., Ltd



## Business Activities / Efforts in Distribution



Automobiles are made of numerous parts and materials transported from different regions and are shipped around the world. The environmental impact derived from the logistics such as energy use and CO2 emissions, etc. is particularly significant.

Therefore, Mitsubishi Motors proactively works on the establishment of environmentally-friendly logistics systems such as the improvement of transport efficiency and reduction of packing materials.

### CO2 Emissions Reduction Initiatives

We set reduction targets for unit CO2 emissions (kg-CO2/1000t·km) during the transport of procured parts and products to promote initiatives for achieving these targets.

We strive to increase the load factor by improving the packing appearance and combination of parcels in procurement logistics.

For other transportation\*1, we work on modal shift rate improvement and ECO Drive in transport vehicles as well as consolidating the transportation route of parts and accessories.

\*1 Transportation pertaining to following:

- Finished vehicles in Japan
- Finished vehicles exported to overseas
- Knock Down
- Engines and Transmissions
- Spare parts

## Fiscal 2015 Initiatives

### Plan! Fiscal 2015 Targets

Reduction in CO2 emissions per unit of transportation (compared to FY 2006) Procurement logistics: 53% reduction; Other transportation: 6% reduction

### Do! Fiscal 2015 Achievements

The unit CO2 emissions were reduced by 57% in procurement logistics and by 6.9% in other transportation compared to FY 2006. In addition, CO2 emissions (gross weight) also decreased to 20,900 tons, which is approximately 2,000 tons less than the amount for the previous year.

### Check! Fiscal 2015 Self Evaluation

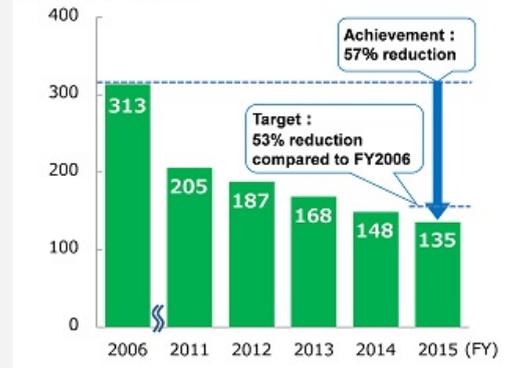
Reduction targets of CO2 unit emissions were achieved in procurement logistics and other transportation.

### Action! Future Issues and Plans

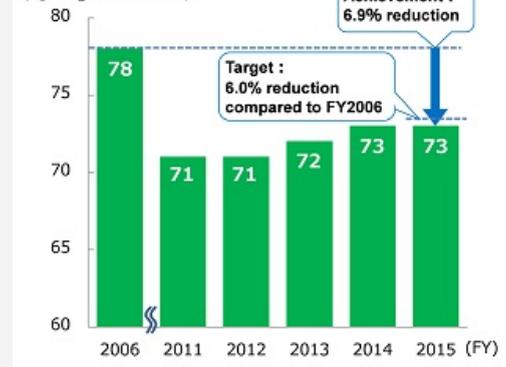
We will continue to promote the following activities for logistics route improvement, load factor increase, and fuel economy improvement to reduce unit CO2 emissions in FY 2016.

- Transportation distance reduction by increasing in the local procurement of parts used for production
- Change of transport method of finished vehicles from transport by trailers to transport by vessels and railways (Improvement of modal shift rate)
- Load factor increase of parts and accessories and engine transport
- Transport route consolidation of transport of parts and accessories and promotion of modal shift
- Improvement in packing of the combination of KD parts in containers
- Improvement in packaging appearance and combination of parcels of parts used for production during shipping
- Increase of transport efficiency by using low-floor vehicles in the shipment of engines
- Fuel economy improvement by encouraging the introduction of ECO Drive and eco-tires
- Promotion of fuel economy increase by adopting fuel efficient vehicles, etc.

Unit CO2 emissions in procurement logistics (kg-CO<sub>2</sub>/ ×10<sup>3</sup>t · km)



Unit CO2 emissions in other logistics (kg-CO<sub>2</sub>/ ×10<sup>3</sup>t · km)



Main Initiatives to Decrease CO2 Emissions in Fiscal 2015 (Cargo shipped by our company)

Measure	Details	Reduction Effect compared to Fiscal 2014 (t-CO <sub>2</sub> )
Load factor increase	Improving the packaging appearance and combination of parcels of parts for production during shipment	-645.0
Reduction of the No. of shipments	Route consolidation of parts transport and promotion of modal shift	-285.0
	Reduction of the No. of shipments by loading cargo for KD shipments and T/M shipments together	- 12.1



## Business Activities / Collaborative Efforts with Suppliers



Automobiles are composed of a wide variety of materials and parts which are developed and produced by our suppliers. Mitsubishi Motors believes that our impact on the environment can be reduced not only through our own business activities but also through initiatives taking into account all processes from manufacturing of materials and parts to the delivery of these materials and parts. Therefore, based on the basic concept of “purchasing materials and parts with less environmental impact from suppliers who continuously work on reducing the environmental impact,” the company requests compliance with environmental specifications, etc.\*1 (restrictions of use of hazardous substances) in production to suppliers, in addition, we formulated “Green Procurement Guidelines” to promote green procurement while establishing a management system of hazardous substances, and we have rolled out the guidelines to all our suppliers.

\*1 Environmental specifications of products, etc.

Environmental specifications include restrictions of use of certain substances by laws and regulations, prohibition of the use of materials that are restricted for use by voluntarily initiatives by Japan Automobile Manufacturers Association, Inc. as a general rule, and stipulations for substances whose use should be monitored. Some substances targeted by these specifications are designated by groups of manufacturers of automobiles, parts and materials from Japan, U.S., and Europe for the purpose of conservation of a sustainable global environment while other substances are stipulated by the company independently.

The company is promoting green procurement together with suppliers under its belief of spreading of its initiatives to reduce the environmental impact. We believe that these initiatives, implemented through Green Procurement Guidelines, will create a chain reaction that will spread to tier2 and subsequent suppliers and that this will lead to the realization of a clean and low-carbon society.

### Expansion of Green Procurement Guidelines

The company requests suppliers for the acquisition and renewal of external certifications of environment management systems, management of hazardous substances, promotion of 3R, submission of LCA data to allow us to understand the lifecycle environmental impact, initiatives for environmental impact reduction in business activities, and the reduction of the environmental impact related to logistics.

Green Procurement Guidelines is also supplied to suppliers of key overseas plants such as Thailand.

#### Fiscal 2015 Initiatives

##### Plan! Fiscal 2015 Targets

- Audit of the management system of environmentally hazardous substances in suppliers
- Monitoring of the environmental activities of suppliers
- Establishment of supplier audit systems in MMTh (Thailand)

##### Do! Fiscal 2015 Achievements

- Audit of the management system of environmentally hazardous substances in suppliers  
Audits on all suppliers of mass production parts were completed in FY 2015. The suppliers carried out improvement activities and all suppliers are sufficiently managing environmentally hazardous substances.
- Monitoring of the environmental activities of suppliers  
Case examples of suppliers that are implementing outstanding environmental activities were monitored in each quarter and the activities were introduced to all suppliers.
- Establishment of supplier audit systems in MMTh (Thailand)  
The same audit system as Japan was established.

##### Check! Fiscal 2015 Self Evaluation

All items were carried out as planned.

**Action! Issues and Plans**

We will enhance and revise the Green Procurement Guidelines as well as work on further enhancement of the management system of environmentally hazardous substances of suppliers.

# Environmental Initiatives

## Business Activities / Efforts in Offices and Dealers

Automobiles have an impact during all phases of the lifecycle from development, production, logistics, sales, and use to disposal. Therefore, Mitsubishi Motors believes that activity to reduce the environmental impact through all business activities including our offices and dealers must be promoted.

In dealers, in particular, to realize a clean low-carbon society together with customers, we promote activity to spread electric-powered vehicles with outstanding environmental performance in addition to energy conservation activities and recycling activities.

### Activities in Dealers in Accordance with Environmental Guidelines

Our dealers in Japan carry out environmental initiatives in accordance with our Environmental Guidelines. These initiatives include acquisition of the "Eco-Action 21" environmental management system certificate which was formulated based on ISO14001 by the Ministry of the Environment, promotion of the sales of environmentally friendly vehicles centered around EV and PHEV, and the installation of battery charging infrastructure necessary for environmentally friendly vehicles.

Dealers that acquired the Eco Action 21 Certificate formulate targets and action plans for the reduction of energy use, waste and water use, green purchasing and the promotion of sales of environmentally friendly vehicles, and carry out specific activities.

For the penetration and promotion of EV and PHEV, quick charging points are installed in each dealer and "EV QUICK" signboards are also displayed so everyone can immediately know about the quick charging point and local residents feel welcome regarding use of the quick charging points.



"EV QUICK" Signboard



Quick charger installed in a dealer

### Reduction of CO2 Emissions

Internal facilities other than plants such as offices and development facilities, development, sales, logistics, and after service affiliated companies in Japan and overseas set CO2 emissions reduction targets for each fiscal year and promote initiatives toward target achievement.

## Fiscal 2015 Initiatives

### Plan! Fiscal 2015 Targets

- Reduction of unit CO2 emissions in facilities in Japan (Compared to FY 2010)
- Reduction of unit CO2 emissions in 7 affiliated companies\*1 in Japan (Compared to FY 2010)
- Reduction of unit CO2 emissions in 9 international affiliated companies\*2 (Compared to FY 2010)

\*1 7 affiliated companies in Japan: Parts sales division of Mitsubishi Automotive Logistics Technology Co., Ltd., Higashi Kanto MMC Parts Sales Co., Ltd., Hokkaido Mitsubishi Motors Sales Co., Ltd., Higashi Nihon Mitsubishi Motors Sales Co., Ltd., Kanto Mitsubishi Motors Sales Co., Ltd., Chubu Mitsubishi Motors Sales Co., Ltd., Nishi Nihon Mitsubishi Motors Sales Co., Ltd.

\*2 9 international affiliated companies: MMNA, MRDA, MME, MRDE, MMSC, MMMEA, MMNZ, MMAL, MMSCN

### Do! Fiscal 2015 Achievement

Energy conservation activities focusing on the reduction of power use were carried out. As a result, for the unit CO2 emissions, a 27% reduction was made in internal facilities in Japan, and a 29% reduction was achieved even in affiliates in Japan compared to FY 2010. In addition, overseas affiliates reduced CO2 emissions by 29% compared to FY 2010.

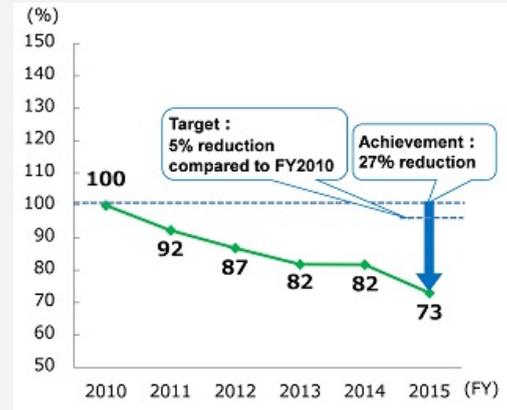
### Check! Fiscal 2015 Self Evaluation

All internal facilities and affiliates in Japan and overseas achieved the target for FY 2015 which was a 5% reduction.

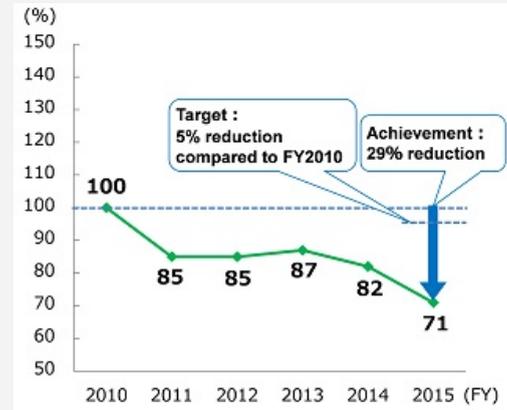
### Action! Future Issues and Plans

We will continue to promote thorough energy control and introduction of energy efficiency equipment for the reduction of CO2 emissions.

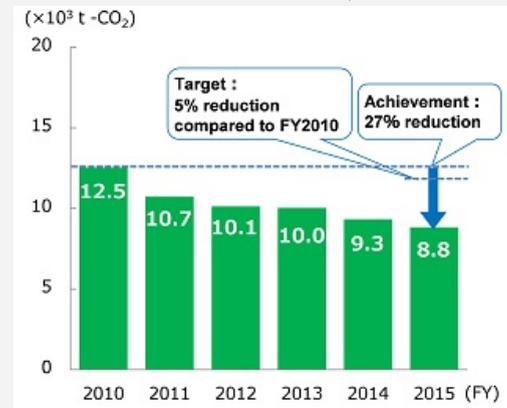
Unit CO2 emissions index in facilities in Japan



Unit CO2 emissions index in 7 affiliated companies in Japan



CO2 emissions in 9 international affiliated companies





## Collaboration with Society / Initiatives for Preserving Biodiversity



All living creatures are intricately related in various relationships and live in balance. We, human beings, live with the blessings of this biodiversity every day.

Mitsubishi Motors, an automobile manufacturer, has an impact on biodiversity directly or indirectly due to land use including the construction of plants, release of chemical substances from sites, and greenhouse gas emissions from the use of the company's products and business activities. For this reason, we believe it is a priority to protect biodiversity so that the next generation can continuously enjoy the blessings of biodiversity. The company formulated the "Mitsubishi Motors Group Guidelines for the Preservation of Biodiversity" in August 2010 and promotes conservation activities.

None of our business sites in Japan are located in protected areas or adjacent areas according to the Nature Conservation Act and prefectural codes. However, we conduct surveys on ecosystems in Powertrain Plant-Shiga which is surrounded by an abundance of greenery. As a result, we learned the plant has a high biodiversity value since the area around the plant is home to various rare species.

[Biodiversity related data](#)

### Mitsubishi Motors Group Guidelines for the Preservation of Biodiversity

The Mitsubishi Motors Group will continue to track and reduce its impact on biodiversity, recognizing that the activities of humankind can both benefit from and affect the diversity of living organisms. To this end, the entire Group will take on initiatives for preventing global warming and environmental contamination, and promote the recycling and efficient use of resources, while engaging in activities that pay consideration to biodiversity.

#### 1. Consideration to biodiversity in business activities

We will track and reduce the impact of its business activities on biodiversity by conserving energy, reducing the generation of waste, and curtailing the release of chemicals. At the same time, we will also pay consideration to neighboring communities when making use of land for factory construction and other purposes.

#### 2. Consideration to biodiversity in products

We will promote fuel efficiency, exhaust gas countermeasures and recycling-friendly design of our products, while striving to select and use materials that pay consideration to the environment.

#### 3. Education, understanding and self-awareness

We will continue to educate the entire Group from management to employees on the front lines to share a common understanding and develop a self-awareness of the relationship between business activity and biodiversity.

#### 4. Cooperation and collaboration with society

These activities will be promoted in cooperation with all stakeholders including the supply chain, stockholders, local governments, local communities, non-profit organizations (NPOs) and non-governmental organizations (NGOs).

#### 5. Information disclosure

We will strive to disclose and disseminate the content and results of these activities to customers and local communities.

Main Activities

Priority	Priority Activity Details
1.Consideration to biodiversity in business activities	<ul style="list-style-type: none"> <li>• Energy conservation/ CO2 emissions reduction (<u>Production offices/dealers logistics</u>)</li> <li>• <u>Reduction of waste generation (Production)</u></li> <li>• <u>Decrease in chemical substance release</u></li> </ul>
2.Consideration to biodiversity in products	<ul style="list-style-type: none"> <li>• <u>Fuel economy improvement/ CO2 emission reduction</u></li> <li>• <u>Exhaust gas countermeasures</u></li> <li>• <u>Recycling-based design</u></li> </ul>
3.Education, understanding and self-awareness	<ul style="list-style-type: none"> <li>• Ecosystem Survey at Powertrain Plant–Shiga (2013) —<u>Publication of “Mitsubishi Motors Wild Life of Powertrain Plant–Shiga” (2014) &lt;Japanese only&gt;</u></li> <li>• Powertrain Plant–Shiga Wild Life Study Meeting (2013)</li> <li>• Okazaki Plant Ecosystem Survey (Ongoing since 2015)</li> </ul>
4.Cooperation and collaboration with society	<ul style="list-style-type: none"> <li>• <u>Request for consideration of the environment to suppliers</u></li> <li>• <u>Collaborative environmental preservation with society</u></li> </ul>
5.Information disclosure	<ul style="list-style-type: none"> <li>• <u>Information disclosure through environment websites and environmental reports (CSR report, etc.)</u></li> </ul>

Fiscal 2015 Initiatives

Plan! FY 2015 Targets

- Conduct an ecosystem surveys in the Okazaki Plant
- Conduct enlightenment activities in relation with promotion systems in every workplace

Do! FY2015 Achievements

- An ecosystem surveys in the Okazaki plant  
In February 2016, the Okazaki Plant launched ecosystem surveys targeting higher plants, mammals, amphibians, reptiles, avian species and insects.  
In the winter survey in February, we investigated mammals and avian species and confirmed 2 mammal species and 12 avian species. In particular, for avian species, we discovered food marks by a raptor, and more specifically, the marks seemed to be made by goshawk.
- Enlightenment activities in relation with promotion systems in every workplace  
For our future activities, explanatory meetings on biodiversity were held in Mizushima Plant and Powertrain Plant–Kyoto. 138 employees in total participated in the meetings to learn the meaning of biodiversity and significance of the conservation of biodiversity.

Check! FY 2015 Self Evaluation

- The ecosystem surveys in Okazaki Plant  
Launched as planned.
- Enlightenment activities in relation with promotion systems in every workplace  
Carried out as planned. According to the survey results in the explanatory meetings, 97% of the participants answered, “The meeting deepens the understanding of the meaning of environmental conservation activities including the conservation of biodiversity” which allowed us to consider the meeting a success as an educational activity.

Action! Future Issues and Plan

The ecosystem surveys in Okazaki Plant are scheduled to continue until October 2016. We will continue to promote activities that educate employees and raise the awareness of biodiversity.



Survey



Food marks by raptors



Explanatory meeting



## Collaboration with Society / Environmental Communication



Mitsubishi Motors aims to be a corporation trusted by all of its stakeholders. For this goal, we release our environmental initiatives on our website, etc. In addition, we listen to opinions from various people through our participation in environmental exhibitions and events for utilization in our initiatives.

### Release of Environmental Information in Websites and Environmental Reports

The company releases the information on the concept and details of its initiatives in company websites and environmental reports to make our environmental initiatives known widely.

Environmental reports are included in the "Mitsubishi Motors Corporate Social Responsibility Report".

[Click here for downloading Environmental Report](#)

[Click here for downloading CSR Report](#)



Environmental Website



Environmental Reports

### Participation in Environmental Exhibitions and Events

Mitsubishi Motors proactively participates in environmental exhibitions and events to make our environmental initiatives that are built around electric-powered vehicle technology known widely as well as to listen to opinions from various people for use in our initiatives.

#### Main Participating Exhibitions and Events



#### Eco-Pro Exhibition (December)

EcoPro Exhibition is the largest environmental exhibition in Japan. We introduces our environmental initiatives including electric-powered vehicles. In addition, we have a quiz for children that can provide the children with an opportunity to think about the environment.



#### "Automotive Engineering Exposition" (May)

The Automotive Engineering Exposition is Japan's largest exhibition of automotive engineering. The company displays component technology that comprises electric-powered vehicles and new model engines with great environmental performance to introduce a variety of its environmentally friendly technology.

## FY 2015 Main Participating Exhibitions and Events

Time	Event	Venue	Exhibition Details
May	Eco Life Fair MINATO2015	Arisugawanomiya Memorial Park (Tokyo)	Introduction of V2H*1 system with <i>Outlander PHEV</i> , power feeding demonstration
	Global Environment Fair 2015	Adachi City Office (Tokyo)	Test drive of <i>Outlander PHEV</i>
	Automotive Engineering Exposition 2015	Pacifico Yokohama (Kanagawa)	Introduction of "Plug-in Hybrid EV System" and V2H devices, test drive of <i>Outlander PHEV</i>
	Japan EV Festival 2015	Tsukuba Circuit Course 1000 (Ibaraki)	Power feeding demonstration of <i>Outlander PHEV</i> , test drive of <i>Outlander PHEV</i> and i-MiEV
July	Environmental Forum in Funao	Funao Public Hall (Okayama)	Panel display of our environmental initiatives, display of slogan and posters related to energy conservation, display of <i>i-MiEV</i>
	Japan EV Rally Hakuba 2015	Hakuba47 (Nagano)	Power feeding demonstration with <i>Outlander PHEV</i> , test drive of <i>Outlander PHEV</i> and electric-powered vehicles
August	Star Camp in Asagiri Plateau	Asagiri Plateau (Shizuoka)	Power feeding demonstration and test drive of <i>Outlander PHEV</i>
December	Eco-Products (Eco-Pro) Exhibition 2015	Tokyo Big Sight (Tokyo)	V2H system demonstration by <i>Outlander PHEV</i> , introduction of power feeding function and test ride

\*1 V2H: Vehicle to Home

### Fiscal 2015 Initiatives

#### Plan! FY 2015 Targets

- Enhance disclosure by the CSR report and the website
- Transmit and communicate with domestic and foreign business partners about our environmental initiative

#### Do! FY 2015 Achievements

- Enhance disclosure by the CSR report and the website

In the CSR Report 2015, we assigned pages related to our environmental initiatives as the "Environmental Report" and strived for enhancement of information disclosure including newly publishing "Environmental Data" with reference to the "Environmental Reporting Guidelines (2012)" by the Ministry of the Environment. "Environmental Data" is compiled using environmental data for the last five years. For the website, the page for environmental initiatives was significantly renewed in September 2015. The website was designed so stakeholders can browse the website easily. A page for "Environmental Topics" where the latest efforts are published has also been added.

- Transmit and communicate with domestic and foreign business partners about our environmental initiative

Our environmental initiatives were explained to suppliers and action by suppliers was requested in the "Mitsubishi Motors suppliers' meeting" and "Purchasing policy explanatory meeting", etc.

#### Check! Fiscal 2015 Self Evaluation

Actions were taken as planned.

#### Action! Future Issues and Plan

We will continue activities to gain an understanding of our initiatives from stakeholders and to listen to their opinions.



Mitsubishi Motors suppliers' meeting



## Collaboration with Society / Collaborative Environmental Preservation with Society



Mitsubishi Motors believes initiatives in collaboration with society are important in environmental conservation. For this reason, we have been working on environmental conservation activities such as the forest preservation, cleaning, mowing, and termination of alien species in collaboration with stakeholders including communities, municipal governments, ministries and government agencies, and NPOs.

For collaboration with ministries and government agencies in particular, we support the national campaign "COOL CHOICE" for countermeasures against global warming and the climate change campaign "Fun to Share" by the Ministry of the Environment, and we participate in the "Light-Down Campaign".



### Pajero Forest (Forest conservation activity)

Since 2006, we have been working on protecting and cultivating a forest in Hayakawa-cho, Yamanashi Prefecture named "Pajero Forest" with the aim of protecting water sources and fostering the environmental awareness of the employees.

[Click here for details](#)



### Children's Forest Program (Forest Conservation Activity)

In this Program, active in 10 countries such as Thailand and Indonesia, children promote greening of the earth by planting and growing young trees in school yards, thus developing a love of nature.

[Click here for details](#)



### Light-Down Campaign (Global Warming Countermeasures)

This campaign is organized by the Ministry of the Environment on the day of the summer solstice and "Cool Earth Day" in July to turn off the lights at light-up facilities and houses. We participates in this campaign in key sites.



### Hands-on Lessons (Hands-on Environmental Lessons)

The company offers hands-on lessons to students on the environment to learn about the relationship between cars and environmental problems and quizzes using eco parts in coordination with education boards. Our employees visit elementary schools to provide the lessons.

[Click here for details](#)

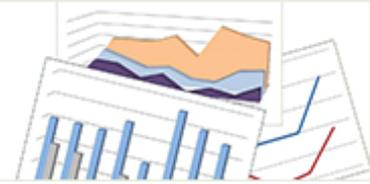
FY 2015 Environmental Conservation Activities

Initiatives		Venue	Collaboration Partner	Time
Forest preservation activity	“Pajero Forest”	Hayakawa-cho, Yamanashi-pref.	Hayakawa-cho, Yamanashi Prefecture OISKA	April, July, September
	Children’s Forest Program	10 countries including Thailand and Indonesia	OISKA	Throughout the year (10 times)
Energy conservation, educational activity	“Light-Down Campaign” by Ministry of the Environment	Each site	Ministry of the Environment	June, July
Raising plants activity	Raising Indigenous Species of Plants (asarum caulescens, etc.)	Powertrain Plant –Kyoto (Kyoto, Kyoto-pref.)	Kyoto City Kyoto City Greenery Association	December
Cleaning activity, mowing activity	Mowing and cleaning activity	Okazaki Plant (Okazaki, Aichi-pref.)	–	Throughout the year (80 times)
		Mizushima Plant (Kurashiki, Okayama-pref.)	–	Throughout the year (28 times)
		Powertrain Plant –Kyoto (Kyoto, Kyoto-pref.)	–	Throughout the year (13 times)
		Powertrain Plant –Shiga (Konan, Shiga-pref.)	–	Throughout the year (5 times)
		Pajero Manufacturing Co., Ltd. (Sakahogi-cho, Gifu)	–	Throughout the year (Once)
	“Lake Kojima Watershed Cleaning Campaign”	Kurashiki, Okayama-pref.	“Small Kindness Movement” Kurashiki, Okayama Branch Lake Kojima Watershed Environment Preservation Promotion Council	November
	“River Cleaning Campaign”	Pajero Manufacturing Co., Ltd. (Sakahogi-cho, Gifu-pref.)	Sakahogi-cho, Gifu	October
Alien species termination activity	“Lanceleaf tickseed Termination Campaign”	Pajero Manufacturing Co., Ltd. (Sakahogi-cho, Gifu-pref.)	Sakahogi-cho, Gifu	May
	Termination of Argentine Ants	Pajero Manufacturing Co., Ltd. (Sakahogi-cho, Gifu-pref.)	Sakahogi-cho, Gifu	Throughout the year (Based on necessity)



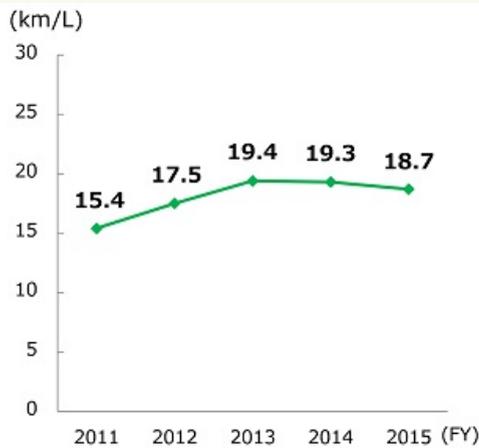
# Environmental Initiatives

## Environmental Data



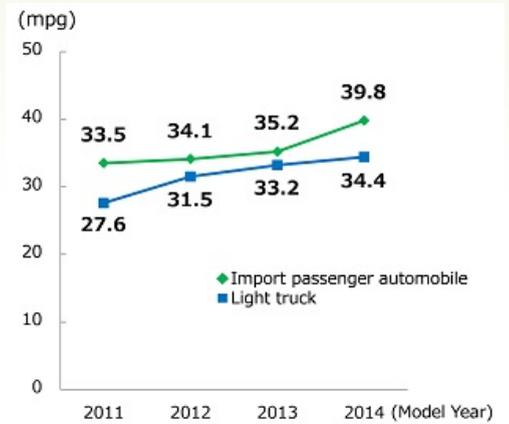
### ■ Product Indicators (Fuel Economy/CO2 Emissions)

Corporate Average Fuel Economy in Japan



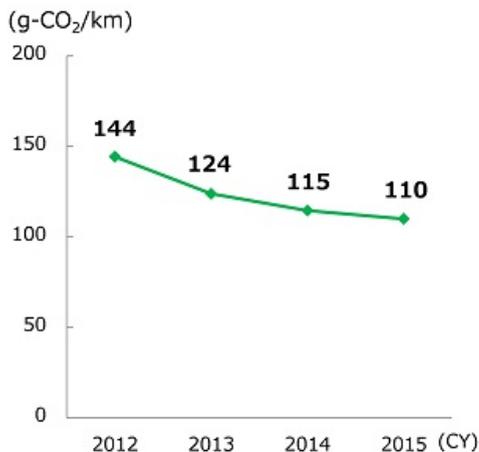
- Excluding electric vehicle and plug-in hybrid electric vehicle
- The summary is based on the fuel economy values as of July 31st 2016.

Corporate Average Fuel Economy in the United States



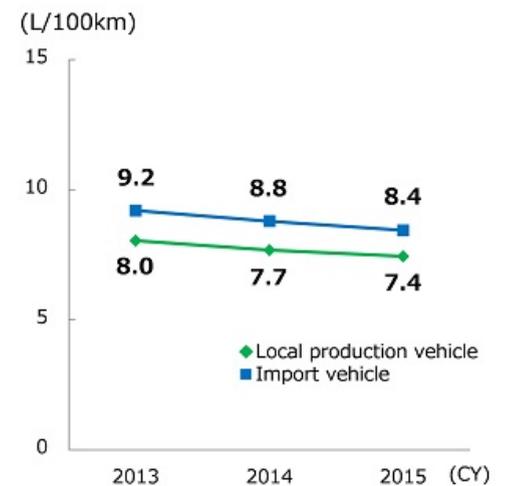
- Reported values to United States Environmental Protection Agency

Corporate Average CO2 Emissions in Europe (Passenger cars)



- Reported values to European Commission

Corporate Average Fuel Consumption in China

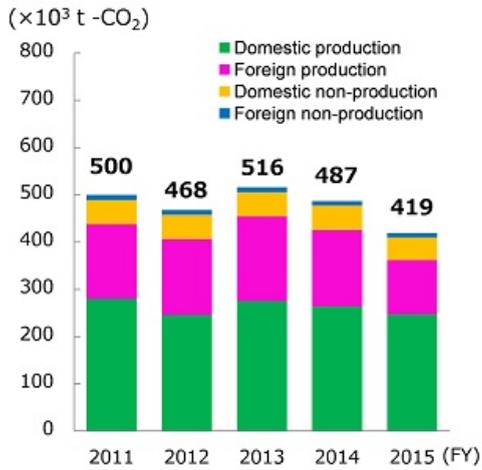


- Reported values to Chinese authorities
- Local production vehicle : values reported by GAC Mitsubishi Motors Co., Ltd.
- Import vehicle : values reported by Mitsubishi Motor Sales (China) Co., Ltd.

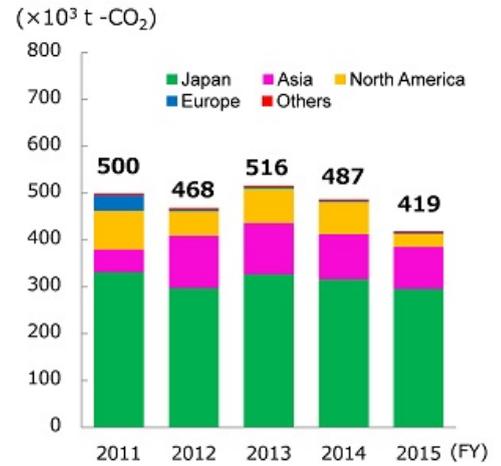
## ■ Business Activity Indicators

Target sites are 22 global environmental management target companies (excluding the data with annotation).

CO2 Emissions (individual production or non-production)



CO2 Emissions (individual region)



- CO2 Emission Factors

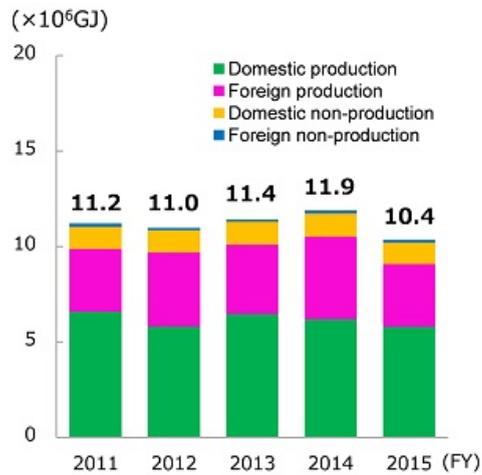
Electrical power used in Japan : 0.381 kg-CO<sub>2</sub>/kWh

Electrical power used in overseas : values for 2005 with reference to IEA "CO<sub>2</sub> Emissions from Fuel Combustion (2010) edition"

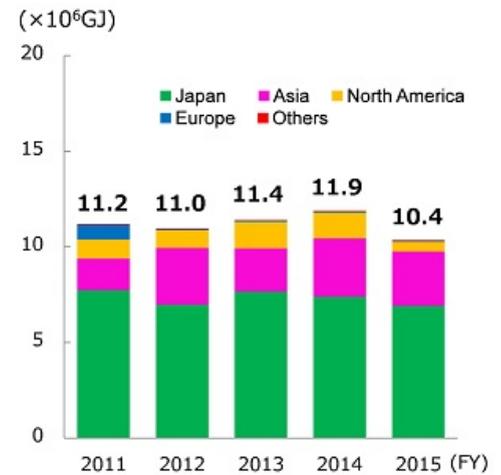
Other energy input : values of "Act on Promotion of Global Warming Countermeasures," etc.

- Data was recalculated by revising the calculation target in some years.

Energy Input (individual production or non-production)

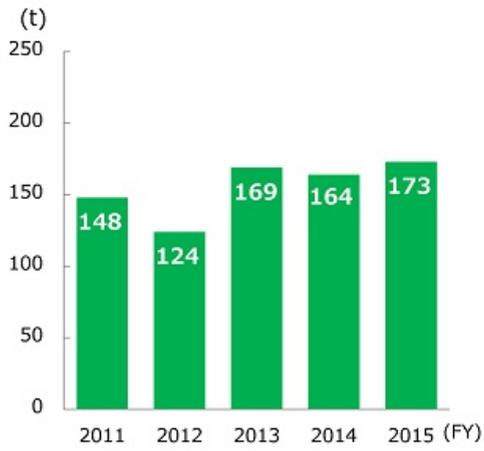


Energy Input (individual region)



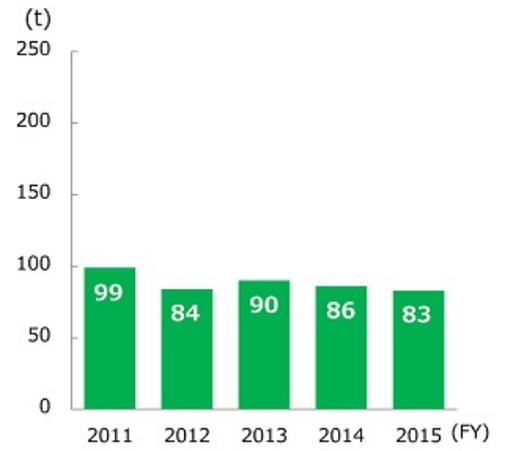
- Conversion factor: derived from "Act on the Rational Use of Energy," etc.
- Data was recalculated by revising the calculation target in some years.

Sulphur oxide (SOx) Emissions



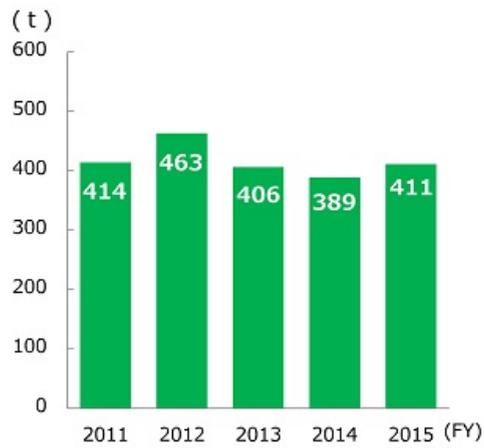
Calculation method : calculated the weight of sulphur contained in the used fuel and converted the weight into sulphur dioxide (SO<sub>2</sub>)

Nitrogen oxides (NOx) Emissions



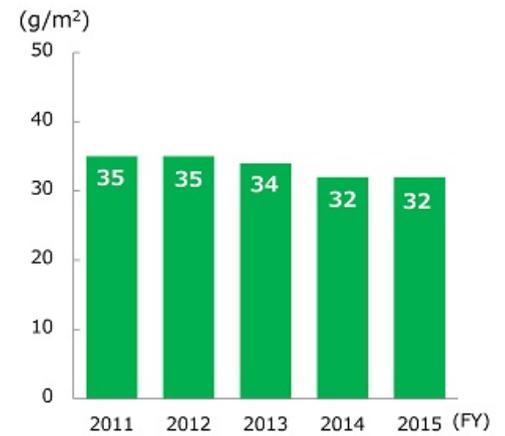
- Calculation method : calculated with multiplying each conversion factor to fuel consumption
- Conversion factor : derived from "Environmental Activity Evaluation Program" of the Ministry of the Environment

Release and Transfer of PRTR substances



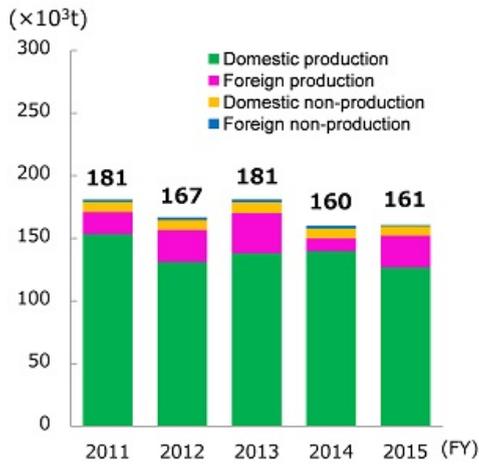
Target site : Okazaki Plant, Mizushima Plant, Powertrain Plant, Pajero Manufacturing Co., Ltd

VOC Emissions (per unit painting area)



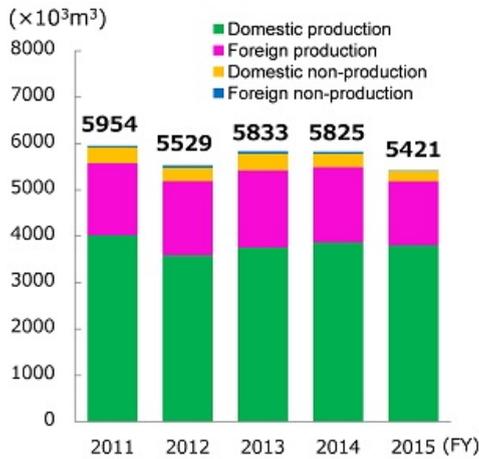
Target site : Okazaki Plant, Mizushima Plant, Pajero Manufacturing Co., Ltd, Suiryo Plastic Co., Ltd

Generated Waste



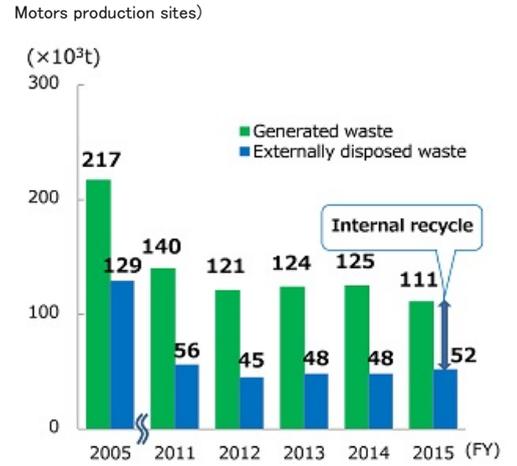
- Excluding some foreign affiliated companies

Withdrawn water volume



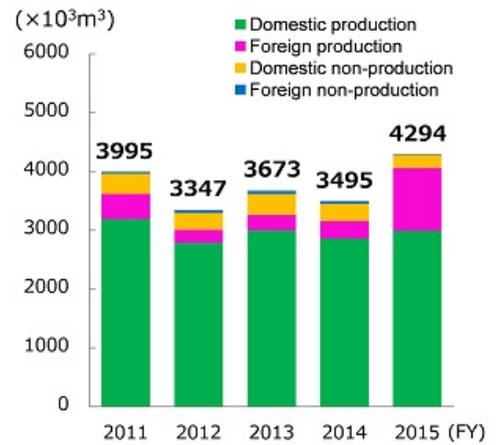
- Excluding some foreign affiliated companies

Generated Waste and Externally Disposed Waste (Mitsubishi Motors production sites)



Target site : Okazaki Plant, Mizushima Plant, Powertrain Plant

Wastewater volume



- Excluding some foreign affiliated companies
- Some mistakes of calculation in the past year were revised.
- Including some estimates

■ Biodiversity Indicators

Condition of Protected or Restored Habitats (as of fiscal 2015)

	Protection Initiative of preserving native plants and creatures in and around the plant	Restoration Initiatives of restoring the ecosystem in and around the business areas to the condition which native plants and creatures are able to live
Powertrain Plant-Shiga	Environmental preservation of "Yatsuda" where fringed orchid lives	Restoration of cogon grass gregariousness, which provides habitats for various insects
Powertrain Plant-Kyoto	-	Planting <i>Asarum caulescens</i> Maxim. (scientific name), blackberry lily and <i>Eupatorium japonicum</i> (scientific name), which are native plants of Kyoto city

Habitat status of rare species (Red List of Ministry of the Environment) in and around the plants (the status to fiscal 2015)

Powertrain Plant-Shiga (investigation period :from 2013 to 2014)

Category	Number of species	Discovered species
VU (Vulnerable)	3	Japanese clouded salamander, Whirligig beetle and <i>Oryzias latipes</i> (scientific name)
NT (Near Threatened)	7	Fringed orchid, <i>Agrostis valvata</i> (scientific name), Eurasian sparrowhawk, Japanese pond turtle, Leopard frog, <i>Trigomphus citimus</i> (scientific name) and <i>Trigomphus interruptus</i> (scientific name)
EN (Endangered)	1	One species of insects not to disclose



# Mitsubishi Motors CSR Report 2016

## GRI/ISO26000 Guideline Reference Chart

GRI Guideline Reference Chart

ISO26000 Reference Chart

### GRI Guideline Reference Chart

#### G4 General Standard Disclosure Items

- [Strategy and Analysis](#)
- [Organizational Profile](#)
- [Identified Material Aspects and Boundary](#)
- [Stakeholder Engagement](#)
- [Report Profile](#)
- [Governance](#)
- [Ethics and Integrity](#)

#### G4 Specific Standard Disclosure Item

- [Economic](#)
- [Environmental](#)
- [Social](#)
- [Labor Practices and Decent Work](#)
- [Human Rights](#)
- [Society](#)
- [Product Responsibility](#)

#### G4 General Standard Disclosure Item

Strategy and Analysis			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-1	a. Statement from the most senior decision-maker of the organization	<a href="#">Message from Top Management</a>	--
G4-2	a. Key impacts, risks, and opportunities.	<a href="#">Message from Top Management</a>	<a href="#">Securities Report (pages 14-17)</a>

Organizational Profile			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-3	a. Name of the organization.	--	<a href="#">Profile of MITSUBISHI MOTORS</a>
G4-4	a. Primary brands, products, and services.	--	<a href="#">Securities Report (page 4)</a>
G4-5	a. Location of organization's headquarters.	--	<a href="#">Profile of MITSUBISHI MOTORS</a>
G4-6	a. Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	--	<a href="#">Profile of MITSUBISHI MOTORS</a> <a href="#">Securities Report (pages 6-10)</a>
G4-7	a. Nature of ownership and legal form.	--	<a href="#">Profile of MITSUBISHI MOTORS</a>
G4-8	a. Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	--	<a href="#">Profile of MITSUBISHI MOTORS</a> <a href="#">Securities Report (page 4, and pages 12-13)</a>

Organizational Profile			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-9	<p>a. Scale of the organization, including:</p> <ul style="list-style-type: none"> <li>• Total number of employees;</li> <li>• Total number of operations</li> <li>• Net sales (for private sector organizations) or net revenues (for public sector organizations);</li> <li>• Total capitalization broken down in terms of equity and debt (for private sector organizations); and</li> <li>• Quantity of products and services provided.</li> </ul>	<p><a href="#">Employee Initiatives &gt; Human Resource-related Data</a></p>	<p><a href="#">Profile of MITSUBISHI MOTORS Securities Report (pages 1-2, page 4, pages 11-13, and pages 19-21)</a></p>
G4-10	<p>a. Total number of employees by employment contract and gender.</p> <p>b. Total number of permanent employees by employment type and gender.</p> <p>c. Total workforce by employees and supervised workers and by gender.</p> <p>d. Total workforce by region and gender.</p> <p>e. Whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.</p> <p>f. Any significant variations in employment numbers</p>	<p><a href="#">Employee Initiatives &gt; Human Resource-related Data</a></p>	<p><a href="#">Securities Report (pages 1-2, page 11)</a></p>
G4-11	<p>a. Percentage of total employees covered by collective bargaining agreements.</p>	<p><a href="#">Employee Initiatives &gt; Dialogue between Labor and Management</a></p>	--
G4-12	<p>a. Organization's supply chain</p>	<p><a href="#">Business Partner Initiatives</a></p>	--
G4-13	<p>a. Any significant changes during the reporting period regarding the organization's size, structure, ownership or its supply chain.</p>	--	--
G4-14	<p>a. Whether and how the precautionary approach or principle is addressed by the organization..</p>	<p><a href="#">Risk Management Environmental Initiatives &gt; Management</a></p>	<p><a href="#">Securities Report (pages 14-17)</a></p>
G4-15	<p>a. Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.</p>	<p><a href="#">Editorial Policy CSR Management</a></p>	--
G4-16	<p>a. Memberships of associations and/or national/international advocacy organizations in which the organization:</p> <ul style="list-style-type: none"> <li>• Holds a position in the governance body;</li> <li>• Participates in projects or committees;</li> <li>• Provides substantive funding beyond routine membership dues; or</li> <li>• Views membership as strategic.</li> </ul>	<p><a href="#">CSR Management &gt; Participation in External Organizations</a></p>	--

Identified Material Aspects and Boundaries			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-17	a. All entities included in the organization's consolidated financial statements or equivalent documents b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is covered by the report.	--	<a href="#">Securities Report (pages 6-9)</a>
G4-18	a. Process for defining the report content and the aspect boundaries b. How the organization has implemented the "Reporting Principles for Defining Report Content"	--	--
G4-19	a. All the material aspects identified in the process for defining report content	--	--
G4-20	a. Aspect boundary within the organization for each material aspect	--	--
G4-21	a. Aspect boundary outside the organization for each material aspect	--	--
G4-22	a. Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	N/A	--
G4-23	a. Significant changes from previous reporting periods in the scope and aspect boundaries	N/A	--

Stakeholder Engagement			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-24	a. A list of stakeholder groups engaged by the organization.	<a href="#">CSR Management</a>	--
G4-25	a. Basis for identification and selection of stakeholders with whom to engage	<a href="#">CSR Management</a>	--
G4-26	a. Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder groups, and whether any of the engagements was undertaken specifically as a part of the report preparation process	<a href="#">CSR Management</a> <a href="#">Compliance</a>	--
G4-27	a. Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	<a href="#">CSR Management</a> <a href="#">Compliance</a>	--

Report Profile			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-28	a. Reporting period (e.g., fiscal/calendar year) for information provided.	<a href="#">Editorial Policy</a>	--
G4-29	a. Date of most recent previous report (if any).	<a href="#">Editorial Policy</a>	--
G4-30	a. Reporting cycle (annual, biennial, etc.)	<a href="#">Editorial Policy</a>	--
G4-31	a. Contact point for questions regarding the report or its contents.	<a href="#">Editorial Policy</a>	--
G4-32	a. "In accordance" option the organization has chosen b. GRI Content Index for the chosen option c. Reference information of the external assurance report if the report has been externally assured.	--	--
G4-33	a. Organization's policy and current practice with regard to seeking external assurance for the report. b. Scope and basis for external assurance provided if not included in the assurance report accompanying the sustainability report. c. Relationship between the organization and the assurance provider(s). d. Whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	--	--

Governance			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-34	a. Governance structure of the organization, including committees of the highest governance body. Any committees responsible for decision-making on the economic, environmental, and social impacts.	<a href="#">CSR Management</a>	<a href="#">Information for our Shareholders and Investors &gt; Corporate Governance Securities Report (pages 42-43) Corporate Governance Report (page 1)</a>
G4-35	a. Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees	<a href="#">CSR Management</a>	<a href="#">Securities Report (P38-43) Corporate Governance Report (page 2)</a>
G4-36	a. Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics and whether those people report directly to the highest governance body.	<a href="#">CSR Management</a>	<a href="#">Securities Report (pages 38-43) Corporate Governance Report (page 2)</a>
G4-37	a. Processes for discussion between stakeholders and the highest governance body on economic, environmental and social topics. If those discussions are delegated, to whom and any feedback process to the highest governance body..	<a href="#">CSR Management</a>	<a href="#">Securities Report (pages 42-43) Corporate Governance Report (page 1)</a>
G4-38	a. Composition of the highest governance body and its committees by the following items. <ul style="list-style-type: none"> <li>• Executive or non-executive</li> <li>• Independence</li> <li>• Term of office in governance body</li> <li>• Other important positions of members, number of commitments, and nature of commitments</li> <li>• Gender</li> <li>• Member of a group with a low-ranking right to speak</li> <li>• Ability related to economic, environmental, and social impact</li> <li>• Stakeholder representative</li> </ul>	--	<a href="#">Securities Report (pages 42-43) Corporate Governance Report (pages 2 and 5)</a>
G4-39	a. Whether the Chair of the highest governance body is also an executive officer (and, if so, his/her function within the organization's management and the reasons for this arrangement).	--	<a href="#">Corporate Governance Report (page 5)</a>
G4-40	a. Nomination and selection process for the highest governance body and its committees. <ul style="list-style-type: none"> <li>• Whether and how diversity is considered</li> <li>• Whether and how independence is considered</li> <li>• Whether and how expertise and experience relating to economic, environmental and social topics are considered</li> <li>• Whether and how stakeholders (including shareholders) are involved</li> </ul>	<a href="#">Corporate Governance</a>	<a href="#">Corporate Governance Report (page 2) Shareholders' Meeting Convocation Notice Securities Report (pages 38-41)</a>
G4-41	a. Process for the highest governance body to ensure conflicts of interest are avoided and managed. Whether the information has been disclosed to stakeholders regarding the conflicts of interest, and at a minimum, whether the following items have been disclosed. <ul style="list-style-type: none"> <li>• Cross-board membership</li> <li>• Cross-shareholdings with suppliers and other stakeholders</li> <li>• Existence of controlling shareholder</li> <li>• Related party disclosures</li> </ul>	<a href="#">Corporate Governance</a>	<a href="#">Securities Report (page 34)</a>
G4-42	a. The highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	<a href="#">CSR Management</a>	--

Governance			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-43	a. Measures taken to develop and enhance the collective knowledge of the highest governance body with regard to economic, environmental and social topics.	--	<a href="#">Securities Report (page 42)</a> <a href="#">Corporate Governance Report (pages 9-10)</a>
G4-44	a. Processes for evaluating the highest governance body's performance with respect to the governance of economic, environmental and social topics. Whether such evaluation is independent or not, and its frequency. Whether such evaluation is a self-assessment. b. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.	<a href="#">Compliance</a>	<a href="#">Securities Report (pages 42-43)</a>
G4-45	a. Role of the highest governance body in identification and management of economic, environmental and social impacts, risks and opportunities. b. Whether discussions with stakeholder are utilized to support identification and management of economic, environmental and social impacts, risks and opportunities.	--	<a href="#">Risk Management Securities Report (pages 14-17)</a> <a href="#">Corporate Governance Report (page 9)</a>
G4-46	a. Role played by the highest governance body in reviewing the effectiveness of the risk management process regarding the organization's economic, environmental and social topics.	--	--
G4-47	a. Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities.	--	--
G4-48	a. The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material aspects are covered.	--	--
G4-49	a. Process for communicating critical concerns to the highest governance body.	<a href="#">Compliance</a>	--
G4-50	a. Nature and total number of critical concerns communicated to the highest governance body and the mechanism(s) used to address and resolve them.	--	--
G4-51	a. Remuneration policies for the highest governance body and senior executives concerning the following types of remuneration. <ul style="list-style-type: none"> <li>• Fixed pay and variable pay <ul style="list-style-type: none"> <li>-Performance-based pay</li> <li>-Equity-based pay</li> <li>-Bonuses</li> <li>-Deferred or vested shares</li> </ul> </li> <li>• Payment of sign-on bonuses and incentive at time of hiring</li> <li>• Termination payments</li> <li>• Clawbacks</li> <li>• Retirement benefit</li> </ul> b. How the performance criteria in the remuneration policy relates to the highest governance body's and senior executives' economic, environmental and social objectives.	--	<a href="#">Securities Report (page 47)</a> <a href="#">Corporate Governance Report (page 8)</a>
G4-52	a. Process for determining remuneration. Whether or not remuneration consultants are involved in determining remuneration and whether or not they are independent of management. Any other relationships which the remuneration consultants have with the organization.	--	<a href="#">Securities Report (page 47)</a> <a href="#">Corporate Governance Report (pages 8-9)</a>
G4-53	a. How stakeholders' views are sought and taken into account regarding remuneration, including the voting results for remuneration policies and proposals, if applicable.	--	<a href="#">Convocation notice of ordinary general shareholders's meeting</a>

Governance			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-54	a. Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	--	--
G4-55	a. Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	--	--

Ethics and Integrity			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-56	a. Organization's values, principles, standards and norms of behavior (code of conduct, code of ethics, etc.)	<a href="#">CSR Management</a>	<a href="#">Three Principles/Corporate Philosophy</a>
G4-57	a. Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to such as organizational integrity, such as helplines or advice lines.	<a href="#">Compliance</a>	--
G4-58	a. Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	<a href="#">Compliance</a>	--

## G4 Specific Standard Disclosure Item

Economic			
Disclosure on Management Approach			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
Economic Performance			
G4-EC1	Direct economic value generated and distributed	<a href="#">Corporate Citizenship Activities</a>	<a href="#">Securities Report (pages 19-21)</a>
G4-EC2	Financial impacts and other risks and opportunities of the organization's activities due to climate change.	--	<a href="#">Securities Report (page 15)</a>
G4-EC3	Scope of the organization's defined benefit plan obligations.	--	<a href="#">Securities Report (page 79)</a>
G4-EC4	Financial assistance received from government.	--	--
Local Presence			
G4-EC5	Ratio of the standard entry level wage by gender compared to local minimum wage at significant locations of operation Employee Initiatives > Human Resource-related Data	--	--
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	--	--
Indirect Economic Impacts			
G4-EC7	Development and impact of infrastructure investments and services supported	<a href="#">Feature</a>	--
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	<a href="#">Corporate Citizenship Activities</a>	--
Procurement Practices			
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	--	--

Environmental			
Disclosure of Management Approach			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
Materials			
G4-EN1	Materials used by weight or volume	<a href="#">Environmental Initiatives &gt; Environmental Management &gt; Monitoring Environmental Impact within Supply Chain &gt; Environmental Impact of Business Activities</a>	--
G4-EN2	Percentage of materials used that are recycled input materials	--	--
Energy			
G4-EN3	Energy consumption within the organization	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--
G4-EN4	Energy consumption outside of the organization	<a href="#">Environmental Initiatives &gt; Environmental Management &gt; Monitoring Environmental Impact within Supply Chain &gt; Greenhouse Gas Emissions</a>	--
G4-EN5	Energy intensity	<a href="#">Environmental Initiatives &gt; Business Activities &gt; Efforts in Production &gt; Reducing CO2 emissions &gt; Efforts in Distribution &gt; Efforts in Offices and Dealers &gt; Environmental Initiatives &gt; Environmental Data</a>	--
G4-EN6	Reduction of energy consumption	<a href="#">Environmental Initiatives &gt; Environmental data</a>	--
G4-EN7	Reductions in energy requirements of products and services	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--
Water			
G4-EN8	Total water withdrawal by source	<a href="#">Environmental Initiatives &gt; Monitoring Environmental Impact within Supply Chain &gt; Environmental Impact of Business Activities</a>	--
G4-EN9	Water sources significantly affected by withdrawal of water.	<a href="#">Environmental Initiatives &gt; Business Activities &gt; Efforts in Production &gt; Preserving Water Resources</a>	--
G4-EN10	Percentage and total volume of water recycled and reused		--
Biodiversity			
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<a href="#">Environmental Initiatives &gt; Collaboration with Society &gt; Initiatives for Preserving Biodiversity</a>	--
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		--
G4-EN13	Habitats protected or restored		--
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--

Environmental			
Disclosure of Management Approach			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
Emissions			
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	<a href="#">Environmental Initiatives &gt; Environmental Management &gt; Monitoring Environmental Impact within Supply Chain &gt; Greenhouse Gas Emissions</a>	--
G4-EN18	Greenhouse gas (GHG) emissions intensity	<a href="#">Environmental Initiatives &gt; Business Activities &gt; Efforts in Production &gt; Reducing CO2 Emissions</a> <a href="#">Efforts in Distribution</a> <a href="#">Efforts in Offices and Dealers</a>	--
G4-EN19	Reduction of greenhouse gas (GHG) emissions	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--
G4-EN20	Emissions of ozone-depleting substances (ODS)	<a href="#">Environmental Initiatives &gt; Environmental Management &gt; Monitoring Environmental Impact within Supply Chain &gt; Environmental Impact of Business Activities</a>	--
G4-EN21	NOx, SOx, and other significant air emissions	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--
Effluents and Waste			
G4-EN22	Total water discharge by quality and destination.	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--
G4-EN23	Total weight of waste by type and disposal method.	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--
G4-EN24	Total number and volume of significant spills.	<a href="#">Environmental Initiatives &gt; Environmental Management &gt; Environmental Risk Management</a>	--
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	<a href="#">Environmental Initiatives &gt; Business Activities &gt; Efforts in Production &gt; Management of Chemical Substances</a>	--
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff.	<a href="#">Environmental Initiatives &gt; Business Activities &gt; Efforts in Production &gt; Preserving Water Resources</a>	--
Products and Services			
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	<a href="#">Environmental Initiatives &gt; Environmental Data</a>	--
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category a. Report the percentage of reclaimed products and their packaging materials for each product category b. Report how the data of this indicator has been collected	<a href="#">Environmental Initiatives &gt; Products and Technologies &gt; Recycling Initiatives &gt; End-of-life Vehicle Recycling</a>	--

Environmental			
Disclosure of Management Approach			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
Compliance			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	<a href="#">Environmental Initiatives &gt;</a> <a href="#">Environmental Management &gt;</a> <a href="#">Environmental Risk Management</a>	--
Transport			
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.	<a href="#">Environmental Initiatives &gt;</a> <a href="#">Environmental Management &gt;</a> <a href="#">Monitoring Environmental Impact within Supply Chain &gt;</a> <a href="#">Greenhouse Gas Emissions</a>	--
Overall			
G4-EN31	Total environmental protection expenditures and investments by type.	<a href="#">Environmental Initiatives &gt;</a> <a href="#">Environmental Management &gt;</a> <a href="#">Environmental Accounting</a>	--
Supplier Environmental Assessment			
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	<a href="#">Environmental Initiatives &gt;</a> <a href="#">Business Activities &gt;</a> <a href="#">Collaborative Efforts with Suppliers</a>	--
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken		--
Environmental Grievance Mechanisms			
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	<a href="#">Environmental Initiatives &gt;</a> <a href="#">Environmental Management &gt;</a> <a href="#">Environmental Risk Management</a>	--

Social			
Labor Practices and Decent Work			
Disclosure of Management Approach			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
Employment			
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region.	<a href="#">Employee Initiatives &gt; Human Resource-related Data</a>	--
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	<a href="#">Employee Initiatives &gt; Building an Environment in which Each and Every Employee is Able to Excel</a>	--
G4-LA3	Return to work and retention rates after parental leave, by gender.	<a href="#">Employee Initiatives &gt; Human Resource-related Data</a> <a href="#">Employee Initiatives &gt; Building an Environment in which Each and Every Employee is Able to Excel</a>	--
Labor/Management Relations			
G4-LA4	Minimum notice period(s) regarding operational changes, including whether or not these are specified in collective labor agreements.	<a href="#">Employee Initiatives &gt; Dialogue between Labor and Management</a>	--
Occupational Health and Safety			
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	<a href="#">Employee Initiatives &gt; Creating a Secured Working Environment</a>	--
G4-LA6	Type of injuries and rates of injuries, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender. Creating environments where employees can work with peace of mind	<a href="#">Employee Initiatives &gt; Creating a Secured Working Environment</a>	--
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	--	--
G4-LA8	Health and safety topics covered in formal agreements with trade unions.	<a href="#">Employee Initiatives &gt; Labor and Management Dialogue</a>	--
Training and Education			
G4-LA9	Average hours of training per year per employee by gender, and by employee category.	--	--
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	<a href="#">Employee Initiatives &gt; Employee Program</a>	--
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	<a href="#">Employee Initiatives &gt; Employee Program</a>	--
Diversity and Equal Opportunity			
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<a href="#">Employee Initiatives &gt; Human Resource-related Data</a>	--
Equal Remuneration for Men and Women			
G4-LA13	Ratio of basic salary and total remuneration of women to men by employee category, by significant locations of operation	<a href="#">Employee Initiatives &gt; Human Resource-related Data</a>	--
Supplier Assessment of Labor Practices			

Social			
Labor Practices and Decent Work			
Disclosure of Management Approach			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	<a href="#">Business Partner Initiatives</a>	--
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	<a href="#">Business Partner Initiatives</a>	--
Grievance Mechanisms for Labor Practices			
G4-LA16	Number of grievances about labor practices filed, addressed and resolved through formal grievance mechanisms.	<a href="#">Compliance</a>	--

Human Rights			
Disclosure of Management Approach			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
Investment			
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	--	--
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	<a href="#">Employee Initiatives</a> > <a href="#">Human Rights Initiatives</a>	--
Non-discrimination			
G4-HR3	Total number of incidents of discrimination and corrective actions taken.	--	--
Freedom of Association and Collective Bargaining			
G4-HR4	Operations and suppliers identified where the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support those rights.	--	--
Child Labor			
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	<a href="#">Business Partner Initiatives</a>	--
Forced and Compulsory Labor			
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to elimination of all forms of forced or compulsory labor.	<a href="#">Business Partner Initiatives</a>	--
Security Practices			
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures relevant to operations.	N/A	
Indigenous People's Rights			
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken.	N/A	
Human Rights Assessment			
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments.	--	--
Supplier's Human Rights Assessment			
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	<a href="#">Business Partners Initiatives</a>	--
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	<a href="#">Business Partners Initiatives</a>	--
Human Rights Grievance Mechanisms			
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms.	<a href="#">Compliance</a>	--

Society			
Disclosure of Management Approach			
Item	Description	MITSUBISHI MOTORS CSR Report 2016	MITSUBISHI MOTORS Global Website
Local Communities			
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	--	--
G4-S02	Operations with significant actual and potential negative impacts on local communities	--	--
Anti-Corruption			
G4-S03	Total number and percentage of operations assessed for risk related to corruption, and the significant risks identified	<a href="#">Compliance &gt; Anti-corruption Initiatives</a>	--
G4-S04	Communication and training on anti-corruption policies and procedures	<a href="#">Compliance &gt; Anti-corruption Initiatives</a>	--
G4-S05	Confirmed incidents of corruption and actions taken	<a href="#">Compliance &gt; Anti-corruption Initiatives</a>	--
Public Policy			
G4-S06	Total value of political contributions by country, recipient and beneficiary.	--	--
Anti-Competitive Behavior			
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopolistic practices, and their outcomes.	<a href="#">Compliance &gt; Anti-corruption Initiatives</a>	--
Compliance			
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	<a href="#">Compliance &gt; Anti-corruption Initiatives</a>	--
Supplier Assessment for Impacts on Society			
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society	<a href="#">Business Partner Initiatives</a>	--
G4-S10	Significant actual and potential negative impacts on society in the supply chain and actions taken	<a href="#">Business Partner Initiatives</a>	--
Grievance Mechanisms for Impact on Society			
G4-S11	Number of grievances about impacts on society filed, addressed, and resolved through the formal grievance mechanisms	<a href="#">Compliance &gt; Anti-corruption Initiatives</a>	--

Product Responsibility			
Disclosure of Management Approach			
Item	Description	CORPORATE SOCIAL RESPONSIBILITY REPORT 2016	MITSUBISHI MOTORS Global Website
Customer Health and Safety			
G4-PR1	Percentage of significant products and services categories for which health and safety impacts are assessed for improvement.	<a href="#">Customer Satisfaction Initiatives &gt; Product Quality Improvements</a>	--
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their lifecycle, by type of outcomes	--	<a href="#">Recall Information</a>
Product and Service Labeling			
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	--	--
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	<a href="#">Message from Top Management</a>	<a href="#">Improper Conduct in Fuel Consumption Testing</a>
G4-PR5	Results of surveys measuring customer satisfaction.	<a href="#">Customer Satisfaction Initiatives &gt; Communication with Customers</a>	--
Marketing Communications			
G4-PR6	Sales of banned or disputed products	--	--
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by types of outcomes	<a href="#">Message from Top Management</a>	<a href="#">Improper Conduct in Fuel Consumption Testing</a>
Customer Privacy			
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	--	--
Compliance			
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	--	--

ISO26000 Reference Table

ISO26000 Core Subject	Issues	Posting page
Organizational governance	1:Organizational governance	<a href="#">Message from Top Management</a> <a href="#">CSR Management</a> <a href="#">Corporate Governance</a> <a href="#">Internal Control System</a> <a href="#">Risk Management</a> <a href="#">Compliance</a>
Human rights	1:Due diligence	<a href="#">CSR Management</a> <a href="#">Compliance</a> <a href="#">Social Initiatives &gt; Business Partners Initiatives</a> <a href="#">Social Initiatives &gt; Employee Initiatives &gt; Human Rights Initiatives</a>
	2:Human rights risk situations	
	3:Avoidance of complicity	
	4:Resolving grievances	
	5:Discrimination and vulnerable groups	
	6:Civil and political rights	
	7:Economic, social and cultural rights	
	8:Fundamental principles and rights at work	
Labor practices	1:Employment and employment relations	<a href="#">CSR Management</a> <a href="#">Social Initiatives &gt; Employee Initiatives</a>
	2:Conditions of work and social protection	
	3:Social dialogue	
	4:Health and safety at work	
	5:Human resource development and training in the workplace	
The environment	1:Prevention of pollution	<a href="#">CSR Special Feature 2016</a> <a href="#">Environmental Initiatives</a>
	2:Sustainable resource use	
	3:Climate change mitigation and adaptation	
	4:Environment protection, biodiversity and natural habitat restoration	
Fair business practices	1:Anti-corruption	<a href="#">Compliance</a> <a href="#">Social Initiatives &gt; Business Partners Initiatives</a>
	2:Responsible political involvement	
	3:Fair competition	
	4:Promoting social responsibility in the value chain	
	5:Respect for property rights	

ISO26000 Core Subject	Issues	Posting page
Responding to consumer issues	1:Fair marketing, factual and unbiased information and fair contractual practices	<a href="#">Message from Top Management</a> <a href="#">CSR Management</a> <a href="#">Compliance</a> <a href="#">Social Initiatives &gt; Customer Satisfaction Initiatives</a>
	2:Protecting consumers' health and safety	
	3:Sustainable consumption	
	4:Service and Support for Consumers and complaint and dispute resolution	
	5:Consumer data protection and privacy	
	6:Access to essential services	
	7:Education and raising awareness Message from Top Management	
Community Involvement and development	1:Community involvement	<a href="#">CSR Management</a> <a href="#">CSR Special Feature 2016</a> <a href="#">Social Initiatives &gt; Corporate Citizenship Activities</a>
	2:Education and culture	
	3:Employment creation and skills development	
	4:Technology development and access	
	5:Wealth and income creation	
	6:Health	
	7:Social investment	