

Social and Environmental Report 2009

MITSUBISHI MOTORS CORPORATION

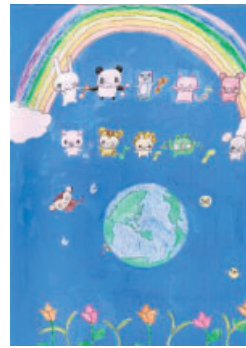
This year's winners were:



Designers' Prize: Hazuki Kuwabara



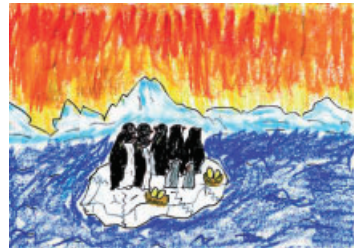
Designers' Prize: Momoka Moriyama



Silver Prize: Yuki Komori



Gold Prize: Itta Ukita



Cool Earth Prize: Aika Saito



Environmental Technologies Department Prize: Haruka Tatebayashi



Bronze Prize: Nanami Ueno



Silver Prize: Takuma Mimatsu

To encourage families to take an active interest in environmental problems, we hold a poster design competition every June for children of Mitsubishi Motors' personnel. The children enter posters they have designed on environmental themes, and we award prizes and display the posters inside Mitsubishi Motors.



Drive@earth



Mitsubishi Motors
Social and Environmental Report 2009
Published: September 2009

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Note to Readers

Corporate Philosophy (formulated in January 2005)

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

Customer-centric approach

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

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

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

Going the extra mile

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

Importance of continuity

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

Corporate Tagline (formulated in June 2008)

Drive@earth

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

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

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

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

CSR Promotion

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

Overview of Step Up 2010 Initiatives



In response to the recall problems of 2004, MMC implemented a thorough investigation of the causes, and based on the lessons learned from this investigation we adopted the policies of “Compliance First,” “Safety First,” and “Customers First.” Based on these policies, the entire company worked as one to restore trust in MMC during the Mitsubishi Motors Revitalization Plan, a three-year business plan covering fiscal 2005 through fiscal 2007.

Upon launching our new mid-term business plan, Step Up 2010, covering fiscal 2008 through fiscal 2010, MMC made the following commitment to society: Placing top priority on corporate social responsibility (CSR), MMC seeks, in addition to continuing conventional compliance and CSR activities, to actively engage in activities aimed at building a prosperous and sustainable relationship with society.

Recognizing that rebuilding trust is a continuing process, MMC will remain engaged in activities with a strong focus on building a prosperous and sustainable relationship with society, such as by continuing conventional compliance and CSR initiatives, in addition to environmental measures, corporate governance, and social contribution activities.

With respect to making the environment a top priority, in July 2008 we made a commitment to the Minister of the Environment to participate in the “Eco-First Program.”

Looking ahead to 2020, the 50th anniversary of the establishment of the company, we announced in June 2009 the “Mitsubishi Motors Group Environmental Vision 2020,” a medium- to long-term roadmap for environmental activities, and unveiled the *i-MiEV* model, the ultimate eco-car that produces no CO₂ emissions while being driven.

With regard to strengthening corporate governance, we are implementing company-wide measures, including the establishment of internal controls.

We continue to build an infrastructure for enhancing and expanding our social contribution activities. Measures include establishing a Corporate Citizenship Promotion Office in April 2008, and continuing and strengthening existing activities based on a company-wide Corporate Citizenship Activity Policy, while putting in place ways for individual employees to participate in these activities.

We receive objective, common sense guidance and advice on these initiatives from the Business Ethics Committee, which is made up solely of external experts.

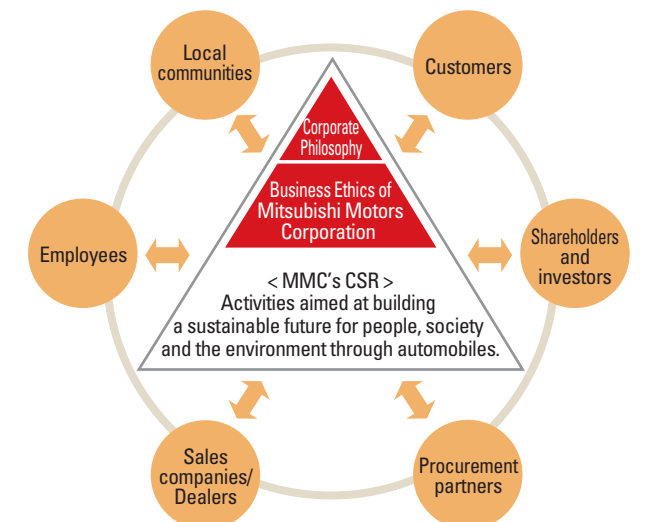
MMC’s Approach to CSR Activities

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

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

Mitsubishi Motors Corporation’s CSR Activities
 Continually contribute to both society and the environment by winning trust in MMC through the fulfillment of the expectations and demands of stakeholders through the implementation of our Corporate Philosophy

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



"Driving Into the Next 100 Years" With Customers and Society



The Step Up 2010 plan, running for three years from fiscal 2008 to fiscal 2010, is based on the core policies of "bolstering our strengths" and "securing steady profits." The entire company has made a concerted effort to achieve the goals of this plan.

However, in fiscal 2008, the first year of the Step Up 2010 plan, the entire auto industry, including MMC, faced an unprecedented, sharp downturn in the business environment, due to the global economic turmoil under way since the second half of the fiscal year that was triggered by the U.S. born financial crisis. In response to this situation, we moved to rigorously slash costs as an emergency countermeasure. Nonetheless, cost reductions were unable to compensate for the drop in sales volume and the stronger yen. Consequently, we posted drastic year-on-year declines in both revenue and profit. While operating income was positive, we recorded an ordinary loss and net loss for the fiscal year.

Although the market environment is expected to remain unfavorable across the globe in fiscal 2009, we aim to achieve positive net income through rigorous cost and expense reductions that are commensurate with the size of net sales.

Meanwhile, we are placing greater importance on building the foundations of growth, which is the main focus of the Step Up 2010 plan. Faced with a difficult business environment, we will diligently work to reduce costs and bolster our earnings base, but what is most important is how we can most effectively utilize limited business resources. In this context, we will continue to make necessary investments to make products that conform to changes in the structure of demand, such as stronger calls from society for better fuel economy and more compact vehicles, and to strengthen our presence in key markets, among others.

Our approach will be to continue implementing our Corporate Philosophy, while fulfilling the expectations and demands of stakeholders as we continually contribute to both society and the environment as a citizen of the earth. This approach will remain unchanged irrespective of business conditions, and is the cornerstone of our corporate activities.

In light of the lessons learned from the recall scandal in 2004, we have worked to rigorously enforce compliance, as well as strengthen corporate governance and disclosure to stakeholders for the purpose of raising business transparency, and enhance training for employees. We have also focused on social contribution programs and various other CSR (Corporate Social Responsibility) activities. Recognizing that these activities are an ongoing process, we are determined to continue doing our utmost in each area.

Similarly, environmental conservation is an area that we will continue to position as a top priority. On World Environment Day, which fell on June 5, 2009, we announced the Mitsubishi Motors Group Environmental Vision 2020 (Environmental Vision). This vision, which contains numerical targets for 2020, will guide our environmental activities under the medium- and long-term environmental policy of "Leading the EV*era, toward a sustainable future."

In July we launched the *i-MiEV*, a new-generation electric vehicle that emits no CO₂ while being driven, in the Japanese market. Going forward, we will phase-in the launch of the *i-MiEV* in other markets around the world.

The *i-MiEV* represents the crystallization of more than 40 years of electric vehicle-related technology development at MMC, and is the ultimate eco-car, and a solution to the various challenges facing the world, including air pollution, global warming, and dependence on oil. We have positioned electric vehicles as the centerpiece of our environmental vision, and we will develop them into one of our core businesses. Our aim is to make a clean, prosperous, low-

carbon society a reality in the future in partnership with customers and communities around the world.

Furthermore, the Environmental Vision calls for us to work towards reducing the environmental footprint throughout the entire vehicle lifecycle. To this end, we will push forward with environmental activities that cover each of the company's divisions as well as Group companies, including development, procurement, production, distribution, sales and after-sales services. To facilitate this, in July 2009 we newly appointed an executive officer to be in charge of environmental strategy, and this executive officer is working to build a framework to oversee and promote environmental activities for the Mitsubishi Motors Group as a whole. We will work together as one to make the Environmental Vision a reality and to position the Mitsubishi Motors Group as a leading environmental company that has a positive impact on society.

It has been around 100 years since the mass production of automobiles began, and the automobile industry is reaching a major turning point across all areas,

including both business and environmental aspects. In addition, society's expectations and demands on companies are continually evolving by the day. Keenly grasping and quickly responding to such changes is our mission as a company that prioritizes CSR, and this also is a source of our corporate competitiveness. Each and every employee is looking forward to "Driving Into the 100 years" with customers and society towards a sustainable future through automobiles.

Thank you for your continued support, and I look forward to hearing your unreserved opinions regarding our endeavors.

August 2009

Osamu Masuko
President



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

Leading the EV* Era, Toward a Sustainable Future

Making a Low-Carbon Society a Reality

On June 5, 2009, World Environment Day, we announced the Mitsubishi Motors Group Environmental Vision 2020 ("Environmental Vision"), a medium- to long-term roadmap for Group-wide environmental activities, with the aim of making a low-carbon society a reality in the future.

Global environmental issues, particularly global warming, are a top priority that the entire world must urgently address. Currently, international discussions are under way on what type of framework to employ as a successor to the Kyoto Protocol, and the setting of mid-range greenhouse gas reduction targets for 2020. Against this backdrop, MMC believes that it must bolster its environmental activities and respond to the public's demands with concrete actions if it is to be viewed by the public as a valuable company and ensure its continued existence and growth.

The Environmental Vision sets forth our policy of "Leading the EV era, toward a sustainable future." However, this policy encompasses more than just being the first automaker to bring an EV to the global market. It means that we will strengthen our environmental initiatives in all our business activities, from developing environmental

technology to production, distribution, sales, and after-sales services, with EV technology leading the way. It also means working together with customers and society at large to make a clean and pleasing low-carbon society centered on EVs a reality, and thus helping to create a sustainable future for everyone. The Environmental Vision fully embodies the philosophy of the company's corporate tagline "Drive@earth" - "Drive the earth. Live with the earth."

The Environmental Vision contains specific numerical targets. For example, our target is for EVs to account for at least 20% of total production by 2020, with the goal of developing EV operations into one of our core businesses. Together with this target, by the year 2020, we aim to reduce global lineup CO₂ emissions (vehicle-produced) by 50% from the 2005 level.

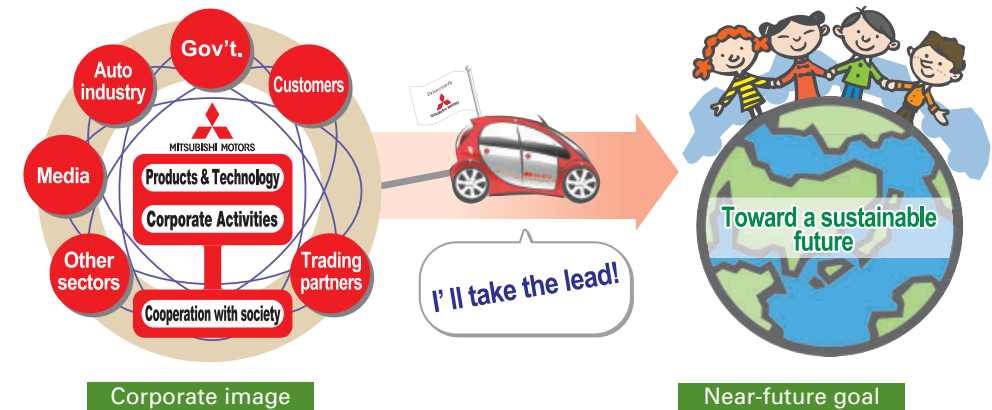
We are also targeting a 20% reduction in per-vehicle CO₂ emissions during production from the 2005 level.

While these are ambitious targets that will not be easy to achieve, we at MMC are determined to work as one toward achieving the goals and targets of our Environmental Vision.



Masao Ohmichi
Masao Ohmichi
Chief Environmental Strategy Officer

Mitsubishi Motors Group Corporate Image



Policies and Targets for Achieving the Environmental Vision

To achieve the goals and targets of the Environmental Vision, MMC will focus its resources on a 3-pronged approach based on "Products & Technology," "Corporate Activities" and "Cooperation with Society."

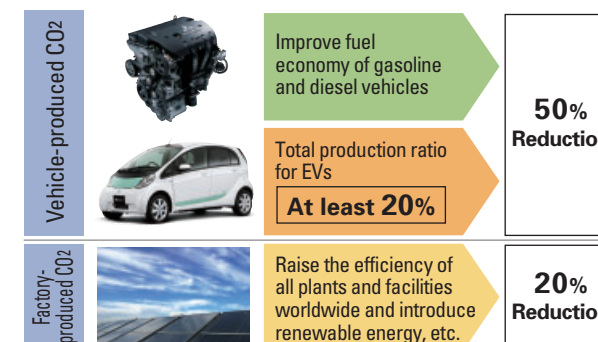
Regarding "Products & Technology," we aim to raise the production ratio for EVs to at least 20% by 2020. In order to achieve this target, we will push ahead with the development and application of EV technology, which will spearhead overall environmental activities. In addition, by 2020, we aim to cut global lineup CO₂ emissions (vehicle-produced) by 50% from the 2005 level, mainly through CO₂ reductions achieved by improving the fuel economy of internal combustion engine-powered vehicles, and by making smaller and lighter vehicles. Furthermore, the company will seek to reduce environmental loads throughout the entire lifecycle of its products, by enhancing vehicle recyclability and reducing the amount of environmentally harmful substances used in vehicles.

In regard to "Corporate Activities," MMC will strengthen its hand in every field of corporate activity as a leading EV company, from R&D to production, as well as sales and after-sales services, including overseas operations, for the purpose of promoting

greater use of EVs. In addition, MMC will raise the level of its environmental protection activities throughout the Mitsubishi Motors Group by setting its own environmental standards for each field of corporate activity from production through distribution, procurement, sales and office activities. In regard to production, to achieve our goal of reducing per-vehicle CO₂ emissions during production by 20% from the 2005 level by 2020, the company will continue to raise the energy and operating efficiency of all plants and facilities as before, as well as introduce renewable energy usage through such means as solar power generation.

In regard to "Cooperation with Society," MMC will collaborate with governments, various industries and other partners to help develop charging infrastructure and new traffic systems using EVs, with the aim of making an EV-friendly society a reality. While continuing to promote environmental conservation activities implemented with local communities, the company will also work to enhance activities such as the global expansion of corporate citizenship activities, including tree planting programs, and "eco-driving" support measures.

CO₂ Emissions Reduction Targets for the Year 2020



Policies for Achieving Goals and Targets

- Products & Technology**
 - Promote development and application of EV technology
 - Reduce environmental impact during vehicle lifecycle
- Corporate Activities**
 - Step up corporate activities, such as R&D, production, sales and after-sales services to promote widespread use of EVs
 - Raise level of environmental protection activities by setting new environmentally-friendly standards for each field of corporate activity
- Cooperation with Society**
 - Make a new EV society a reality by working together with customers and society at large
 - Contribute to protecting the global environment through environmental conservation activities with local communities

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

The **iMiEV** Hits the Road



In July 2009, MMC launched on the Japanese market the *iMiEV*, a next-generation electric vehicle powered by lithium-ion batteries. Following three years of field testing with electric power companies and many other partners, the mass production and sale of the *iMiEV* has commenced with the view to full-scale market penetration.

Aiming to Make a Low-Carbon Society a Reality

Global warming caused by man-made emissions of carbon dioxide (CO₂) and other greenhouse gases has become an increasingly serious problem. The transportation sector accounts for approximately 20% of total CO₂ emissions both in Japan and on a global basis, with roughly 90% of emissions from the transportation sector in Japan derived from automobiles. Consequently, reducing CO₂ emissions from automobiles will be a critical aspect of any attempt to curb global warming.

Electric vehicles run only on electricity from batteries,

and thus result in significantly lower emissions of CO₂ than conventional automobiles, even when taking into account the CO₂ emissions of power stations.

In addition, electricity can be generated from various energy sources other than fossil fuels such as petroleum and coal, making electric vehicles part of the solution to the energy problem.

As a result, MMC believes that increasing the use of electric vehicles such as the *iMiEV* will lead to the rapid creation of a sustainable, low-carbon society.



Development Production Sales After-sales services

The **iMiEV** Opens the Door to the Next 100 Years of the Automobile

MMC has rolled out the *iMiEV*— the ultimate eco-car and the pinnacle of technology for contributing to the environment, with the aim of ensuring a sustainable future for the earth and its natural riches, society and individuals. At MMC, we began working on the concept for the *iMiEV* five years ago. We held many discussions about what the ultimate eco-vehicle should be like. We wanted the car's exhaust to be clean and non-polluting. We wanted to keep CO₂ emissions as low as possible in order to help curb global warming. Finally, we wanted the car to use as little petroleum as possible, since petroleum is a limited resource. Ultimately, the *iMiEV* was what we arrived at to satisfy these tough demands. We at MMC have developed an extensive range of technologies through more than 40 years of research into electric vehicles since the mid-1960s. All of these technologies were incorporated into the *iMiEV*.

The *iMiEV* can run on electric power generated by solar panels mounted on house roofs. This too is no longer a

dream but is becoming a reality. We believe that the *iMiEV* is a pioneering vehicle for the low-carbon society that the world is reaching for, and will usher in the next 100 years of the automobile. As we move forward, we seek to continue contributing to society as a leader in the EV field, as we strive to make Mitsubishi Motors synonymous with EVs in the eyes of the public.



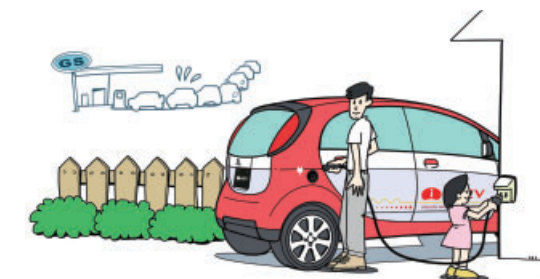
Tohru Hashimoto
Product Strategy Office, Product Executive (PX) (in charge of *iMiEV*)

The **iMiEV** Will Change Cityscapes and Lifestyles.

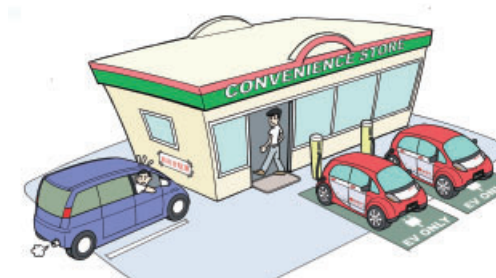
The *iMiEV* will usher in a completely new car culture and help make a clean and pleasing motorized society a reality.



The *iMiEV* emits no CO₂*¹ when being driven. CO₂ emissions will be further reduced when "green energy" is used to charge the battery.



The *iMiEV* is an electric vehicle that does not use gasoline. It can be charged using a home electrical outlet.



Charge it while shopping. Efforts to lower society's overall CO₂ emissions are being launched.



The *iMiEV* is very quiet because it runs on an electric motor. Imagine taking a drive while listening to birdsong.

*1 Does not include the amount of CO₂ emissions from power generation to battery recharging.

Working With Customers to Build an EV Society

Heading toward market launch, MMC put the *i-MiEV* through field tests with electric power companies, central government offices, and local public entities in Japan as well as companies worldwide. These tests saw these partners use the *i-MiEV* during the course of their actual daily operations. Through a total of 500,000 km of proving tests, MMC was able to verify the durability and reliability of the *i-MiEV*.

■ Collaboration With the Electric Power Industry

MMC conducted joint research with many domestic electric power companies. This research enabled us to comprehensively evaluate the vehicle under a variety of regional weather conditions throughout Japan and ensure that the car was compatible with the quick-charge stations being developed by electric power companies. In addition, the electric power companies used the *i-MiEV* as commercial vehicles during this period, and assessed the vehicle's utility from their perspectives as fleet users.

■ Cooperation With Other Industries

MMC also put the *i-MiEV* through proving tests with a wide range of other industries. For example, the *i-MiEV* was deployed on a trial basis at Japan Post Service Company, Lawson, Inc. and other companies.



Lawson installed a 200V battery charging station at a test store in Tokyo's Koto Ward.

Furthermore, several homebuilders have either proposed or are already selling homes specially equipped for electric vehicles. These companies are currently conducting research into homes that combine solar power generation systems with EVs.



Tostem Housing Institute Co., Ltd. (EYEFUL HOME) EV-compatible home (ce_si_bo ANNIVERSARY)

■ Collaboration With Central and Local Governments

MMC conducted fleet tests in police duties with Kanagawa Prefecture (from July 2008 to March 2009), and provided vehicles for proving tests by the Ministry of the Environment. Through these programs, MMC confirmed that the *i-MiEV* was sufficiently useful as a commercial vehicle for central and local governments.



Kanagawa Prefectural Police Department's *i-MiEV*

■ Collaboration With Partners Overseas

There has also been strong interest in the *i-MiEV* on the part of overseas countries that are stepping up the introduction of clean-energy policies. Thus far, MMC has been conducting field tests of the *i-MiEV* in California and Oregon in the U.S., as well as in New Zealand, Hong Kong, Canada, and Monaco.



Ceremony for handing over the *i-MiEV* to the Environment Bureau of the Government of the Hong Kong Special Administrative Region of the People's Republic of China

Close up!

Making Charging Easier Away From Home Through an Expanding Battery Charging Infrastructure

Battery charging stations are already beginning to be introduced in certain cities. While the *i-MiEV* can be charged from a home electrical outlet, drivers will find it easier to use the *i-MiEV* on long trips as the battery charging infrastructure becomes more fully developed.

In fact, this infrastructure is already growing at an increasingly fast pace. Quick charging stations are appearing in parking areas along the Metropolitan Expressway, and oil companies have announced that they will install charging stations at gas stations. In addition, installation of quick charging stations and electrical outlets has begun at commercial facilities and office-building parking lots. With these developments, it is becoming easier to use the *i-MiEV*, and to charge the vehicle while away from home, such as

while shopping.

We will continue to work together with related industries to ensure that quick charging stations and electrical outlets are installed at car dealerships, convenience stores, pay parking lots



Sign for a quick charging station



Daikoku Parking Area on the Metropolitan Expressway (Kanagawa Prefecture)



Shin-Marunouchi Building parking lot (Tokyo)

Confidence in the *i-MiEV*

At MMC, we have assembled a strong project team comprising leaders in the respective areas of product planning, development, production, sales and after-sales services in order to ensure successful mass production and commercialization of the *i-MiEV* next-generation EV.

Working With Customers to Develop the *i-MiEV*

MMC has now successfully rolled out the *i-MiEV*. In parallel with its development, MMC has focused on activities to promote the attractiveness of the *i-MiEV* within the company and to the outside world. This has allowed many people to learn about the *i-MiEV* and has also enabled us to receive ideas which were then incorporated into the production model. With the motto of "Working with Customers to Develop the *i-MiEV*," we will further develop the *i-MiEV* while keeping a close eye on the market's needs.



Osamu Takamatsu
Assistant Manager
MiEV Product Development Project

The First Mass-Produced EV

In developing the *i-MiEV* for mass production, the development, product quality and procurement divisions worked together on production preparations in order to meet the targets (quality, cost, schedule and number of units) needed to achieve cutting-edge EV technology and product competitiveness. We also made sure that the production line would build quality into the vehicles, ensuring a mass-produced car that is safe and of a high quality. We have raised the level of quality control not only to ensure that the car is innovative but also to offer the highest level of quality.



Tamotsu Yoshida
Assistant Manager
Production Project MiEV

Working Together With Suppliers to Win Over Customers

To have as many customers as possible purchase the *i-MiEV*, performance and quality must naturally be excellent, but it is also essential that the product is offered at a reasonable price. To this end, we have worked together with our suppliers to reduce costs, and we will continue to work to reduce costs in order to promote the widespread use of the *i-MiEV*.



Toshimi Soeda
Senior Expert
Procurement Planning Department

Delivering Quality and Peace of Mind

The Quality Control Department's job is to rigorously improve product quality to ensure customer satisfaction at all times. In addition to improvements similar to those for conventional models, we carried out proving trials of the systems and parts that are specific to EVs, and also worked together with suppliers to conduct rigorous quality assurance activities. There is no end to improving quality, so we will continue to pursue additional improvements. Based on our efforts, we are confident that *i-MiEV* owners will be happy with their EVs.



Shiro Harada
Expert
Quality Administration & Audit Department

Delivering the *i-MiEV* to More People

The front page of the *i-MiEV* catalog produced by the Sales Promotion & Advertising Department contains the phrases "The Earth Vehicle" and "Driving Into the Next 100 Years." These catchphrases express the hopes of everyone involved in developing the *i-MiEV*. Salespeople at dealerships will convey this feeling to as many people as possible and allow people to share in this experience. The Sales Promotion & Advertising Department is working to plan and execute the strategy to accomplish this. Our work is just beginning.



Hiroyuki Masaya
Manager
Sales Promotion & Advertising Department

Enjoying the *i-MiEV* With Peace of Mind

Our role in after-sales services is to allow *i-MiEV* owners to enjoy their vehicles with peace of mind over the long term. We have built a system for supplying spare parts as part of the overall after-sales service platform, and are working to train mechanics and enhance inspection and maintenance equipment so that customers can have confidence in their dealership as a good partner.



Hiroshi Inoue
General Manager
Sales Development Department

The Pleasure and Happiness of Automobiles for Everyone



Cooperation: "Pearwell Tamagawa" private nursing home for the elderly (Inagi-shi, Tokyo)

At Mitsubishi Motors, we want everyone to enjoy the convenience that cars provide. With an automobile, people can enjoy freedom and happiness, as they are able to widen their range of activities.

We offer a lineup of vehicles fitted with technologies and equipment that help all people, including the elderly, people with disabilities and mothers with young children in both their daily lives and recreational pursuits. What is useful for these specific groups of people should be beneficial for everyone. That is why we believe that developing vehicles from many different perspectives ultimately leads to the creation of even better automobiles.

It is precisely because automobiles are now essential to social life that they must be even safer on the road. Working with various partner institutions, MMC is developing advanced safety systems that allow anyone to drive more safely and comfortably.



The "Hearty Run" Series of Welfare Vehicles

Based on the desire to bring the convenience and comfort of traveling by car to as many people as possible, MMC started production and sales of the "Hearty Run" series of welfare vehicles in 1991. The red-colored *Chariot Wheelchair Edition* launched in 1992 is a revolutionary vehicle which overturned the long-held notion that wheelchairs are a form of luggage and that all welfare vehicles are white vans. This model has proven extremely popular with numerous customers.

In order to provide more choices for welfare vehicle users, we offer an extensive "Hearty Run" series lineup including minicars such as the *eK-Wagon*, the *Toppo* and the *Minicab*, as well as the *Colt*, a small-size car, and the *Delica D:5*, a minivan.

We are also expanding opportunities for people to actually experience how easy "Hearty Run" vehicles are to use. We have established the Mitsubishi Barrier-Free Lounge in Tama, Tokyo as a permanent showroom, and we are actively exhibiting these vehicles at welfare exhibitions in various locations.



Chariot Wheelchair Edition (launched in 1992)



Delica D:5 Movable Passenger Seat Edition



Mitsubishi Barrier-Free Lounge in Tama, Tokyo



HeartyRun

ハーティランシリーズ

Kunihide Asada
Assistant Manager, Special Purpose Vehicle
Product Planning Department
Mitsubishi Automotive Accessories &
Products Co., Ltd.

Close up!

Customer Feedback

Minicab Van With Tailgate Lift (Wheelchair Edition) Supports Casual Excursions

Here at the "Pearwell Tamagawa" private nursing home for the elderly (Inagi-shi, Tokyo), we decided to purchase the "Hearty Run" series *Minicab Van With Tailgate Lift (Wheelchair Edition)*. We adopted this model because we wanted to allow our residents to take casual off-site excursions, so that they could better enjoy life outside the nursing home.

The *Minicab Van* is easy for all of our staff to drive since it is a minicar. Because the tailgate lift reduces the workload involved in helping residents in and out of the vehicle, our residents can enjoy these trips with peace of mind.



Shinichi Omura
Managing Director
"Pearwell Tamagawa" private nursing home for the elderly

Responding to Requests From Mothers With Small Children

In 1990, MMC was first in Japan to release the *Marble Edition*, a vehicle with special features useful for excursions by mothers with small children. The original model featured antibacterial, floral-pattern seat covers, which were rare at the time, as well as a mirror allowing the driver to check on young children in the back seat without turning around, thereby enhancing safety and peace of mind when going out. This model proved very popular for its unprecedented features based on entirely new ideas.

The *Marble Edition* has undergone a continuing evolution. The latest model is the *eK-Wagon Marble Edition*, which has additional features based on a survey of the opinions of mothers with small children conducted by FM Seeds Project Team comprising female employees.



Yasuhiro Minamisawa
Expert
Sales Planning & Product Department



We will continue to listen closely to our customers as we strive to develop automobiles that meet consumers' needs.



eK-Wagon Marble Edition

< Examples of Marble Edition Features >

- Rear 3-directional curtains and partitioning curtains
- Separated front seats
- Attachment for holding stroller
- Mirror for viewing infants in back seat (exclusive option)
- Kids' pillow (exclusive option)
- Luggage area light
- Key ring illumination

Healthy and Comfortable Interiors

Demand for healthy and comfortable automobile interiors has grown in recent years. In response, we have developed technologies to offer interior environments that are clean, stress-free, safe and provide our customers with peace of mind.

We are working to equip vehicles with UV and heat protective glass that cuts out both ultraviolet and infrared rays, as well as deodorizing ceilings and other fittings that absorb and break down odors such as cigarette and ammonia odors, as well as formaldehyde (which is known to cause "sick-house" syndrome). These cabin features will be offered under the "cocochi (comfort) Interior" brand. Going forward, we will continue working to create even more comfortable interior environments.

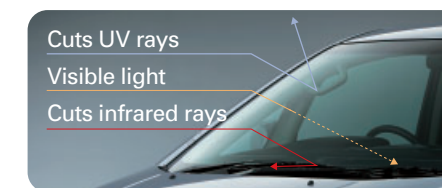
These features have been added to models including the *Colt*, *Delica D:5*, *Galant Fortis*, *i*, and the *eK-Wagon*. Going forward, we will drive the advancement of the "cocochi Interior" brand by developing new technologies that further raise the degree of interior comfort and equipping more models with such features.



Mitsutaka Tanase
Assistant Manager
Interior Design Department



Deodorizing ceiling ①



UV and heat protective glass ②

< Examples of "cocochi Interior" Features >

- Deodorizing ceilings ① that absorb and break down cigarette and ammonia odors, as well as VOCs*1
- UV and heat protective glass ② that reduce UV rays, which cause sunburns, and infrared rays, which cause a burning sensation
- Water repellant glass and hydrophilic side-view mirrors that ensure a clear field of vision even in rain
- Protective film resistant to smudges and stains
- Deodorizing clean air filter that removes pollen and mites from the air and reduces VOCs and other odors
- Aroma diffuser which uses aromatherapy to create a comfortable interior environment

Close up!

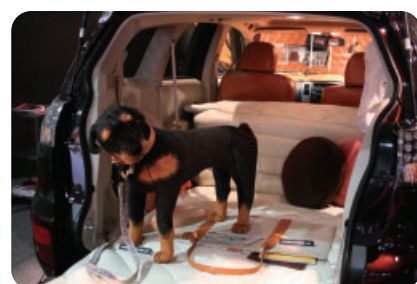
Creating Vehicles Based on a Uniquely Female Perspective

In 2005, MMC launched the FM Seeds Project Team, tasked with providing vehicle planning and sales proposals based on points of view unique to women. The project team is now in its fourth year.

While many people view cars as simply a means of transportation, we have worked since our inception to spread the idea that a car is like a second home for people, and that cars should be a fun means of expressing oneself.

Our team previously participated in the planning of vehicles with special features and show cars, but in our team's third year a show car that we proposed was put on display at the New York International Auto Show held in April 2009.

Now in our fourth year, we are planning vehicles with special



Show car from third year: *Outlander* FM Seeds x ancel
We designed a sophisticated cabin interior for working women.
The design allows for comfortable weekend traveling with a pet.

features and proposing and planning events for the MMC Head Office showroom. Our team's members come from a variety of departments within MMC, and they bring with them a diverse range of ideas and opinions. Making the most of this environment, we will continue to convey the enjoyment of driving cars to society at large.

Mikako Takenaka Europe C Department



4th Year FM Seeds Members
This article was written by the first member from the right in the front row.

Bringing Advanced Safety Technology Closer to Home

MMC is developing technology aimed at commercializing ITS (Intelligent Transportation System) which enables safe, smooth and environmentally-friendly road transportation.

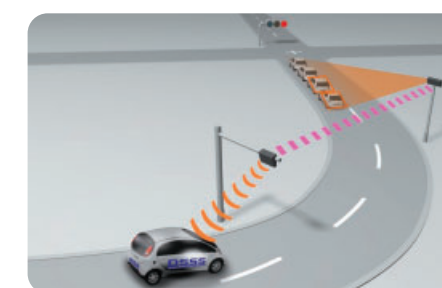
In fiscal 2008, we developed a system that supports safe driving by utilizing wireless communications technology (communication between vehicle and road, communication among vehicles), and installed this system in three test vehicles based on the *i* minicar and the *Delica D:5* minivan. We then participated in "ITS-Safety 2010," a major testing program jointly conducted by the participating authorities and automakers, which allowed us to gather data for our push to launch the product.

The *i*DSSS*2 test car is equipped with an indicator system that warns the driver both with a voice alert and a warning



Masayoshi Ito
Expert
Advanced Vehicle Engineering Department

light. We are also developing advanced safety technology to support drivers who do not use car navigation systems.



System receives information from road sensor and transmits it to the driver.



System installed in the *i* minicar. Without using a car navigation system, it warns the driver with a voice alert and warning light.

*1 VOC: Volatile Organic Compounds

*2 DSSS (Driving Safety Support Systems): Project led by the National Police Agency

As a Corporate Citizen



Hands-on Lesson Program [Environmental Lesson (Recycling Quiz)]

Corporate Citizenship Activity Policy

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

1. Support for the next generation

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

2. Traffic safety

Contributing to traffic safety education and the spread of safe driving to realize a zero-accident society.

3. Environmental preservation

Contributing to preservation of our precious global environment.

4. Participation in local communities

Contributing to the revitalization and development of regional communities.



Supporting Our Employees' Desire to Get Involved

While each individual's efforts may be small, when many people work together big things can be achieved. We provide opportunities for employees to reaffirm their connection with society.

STEP Donations

In April 2009, we launched the Mitsubishi Motors STEP Donation, a system that allows employees to give back to society on an ongoing basis by regularly donating a fixed amount of their monthly paycheck and one-time earnings to a fund that provides ongoing support to corporate citizenship activities.

< Fiscal 2009 Support Recipients >

Child Sponsorship (NPO World Vision Japan)

This nonprofit organization works to provide a better future to children in poverty-stricken areas of the world by offering ongoing support to meet local needs and improve the local environment.



Child Sponsorship
Photo: World Vision Japan

Children's Forest Project (OISCA: The Organization for Industrial, Spiritual, and Cultural Advancement)

The project aims to foster in children a love of nature and a desire to appreciate the importance of greenery by providing them with opportunities to plant and grow trees on school grounds or on adjacent land, while contributing to the afforestation of the earth.



Children's Forest Project
Photo: OISCA

Picture Book Donation Project

We sponsored a project by the Shanti Volunteer Association to donate picture books to children in Asian countries where there is very little publishing of books, such as Cambodia and Laos. The project is a volunteer activity that employees can take part in casually and enjoy.

Employee volunteers gathered in a meeting room after regular business hours to listen to a briefing on the situation in these Asian countries and to hear how the picture books they

donated would be used. After the session, they attached stickers to the books containing translations in the countries' native languages.



Picture Book Donation Project

Used Book Sale

This event raised money for educational programs for children in Asian countries. Employees brought in used books, CDs and DVDs for other employees to buy at low prices, with all proceeds from the event going to the stated cause.

Despite the event being short (during the employees' one

hour lunch break and from the end of regular business hours to 7:00 pm), many employees dropped in and bought items.



Used Book Sale

Close up!



Kumiko Ariga
Corporate Citizenship Promotion Office

Planning Activities That Invite Casual Participation

The activities discussed above were designed to invite casual participation by employees. We were not sure how many people would come to the picture book donation project or used book sale, but we were glad to see more participants than we expected. Looking back, I feel that we played some part in helping to fulfill employees' desire to get involved. I also believe that these activities were extremely effective in terms of bringing together employees who have no direct contact with one another in their usual work. Going forward, we will continue to plan activities that are easy for many employees to participate in.

Mitsubishi Motors' "STEP" Corporate Citizenship Activities

MMC is tackling four key themes with respect to corporate citizenship activities: Support for the next generation, Traffic safety, Environmental preservation, and Participation in local communities.

Support for the next generation

Automobile Information Service for Elementary School Children

Every year since 1993, we have provided a toll-free telephone information service for elementary school children — an initiative that is unique in the auto industry.

On a website specifically for children called Children's Car Museum, we have also added an environmental page called Let's Protect the Global Environment! that explains the relationship between cars and the environment.



Children's Car Museum website for children

Hands-on Lesson Program

The Hands-on Lesson Program began in fiscal 2005, and is based on the concept of enabling children to enjoy learning by experiencing the "real thing." MMC employees visit children, mainly at elementary schools close to MMC business offices, to give hands-on lessons on topics such as the environment, centered on test rides in the *i-MiEV* electric vehicle, and car design, with guidance from designers and modelers.

In fiscal 2008, 2,358 students attended 37 courses. MMC also offered these lessons at an elementary school in Otofuke-cho, Kato-gun, Hokkaido, where the MMC Car Research &



Hands-on Lesson Program "Hands-on Lesson About the Environment"
*Vehicle is a prototype

Development Center Tokachi Proving Ground is located. The lessons were timed to coincide with the G8 Hokkaido Toyako Summit.

KidZania

MMC has unveiled an exhibit at KidZania Koshien, which opened in March 2009, following the success of its exhibit at KidZania Tokyo since October 2006.

At the Mitsubishi Motors Pavilion, children can experience the intrinsic attractiveness and fun of automobiles and the pleasure of driving through activities at a simulated "Driver's License Testing Office," "Rent-A-Car Center," "Auto Factory" (Koshien only) and "Car Design Studio" (Tokyo only). By encouraging young people to think and act on their own in the course of these activities, MMC aims to help young people obtain the qualities needed for success in the context of



KidZania Koshien

modern social frameworks and in social life, such as teamwork, proactivity and communication skills.

Company Learning Visits

Company learning visits provide opportunities for junior high school students to visit companies during time allocated for school trips and integrated study. The students themselves choose the company they wish to visit and make contact with the company.



Company learning visit

In fiscal 2008, 134 students from 21 schools visited the MMC Head Office in Tokyo, discussing such topics as product planning, design and the environment with the respective MMC professionals in each area.

Close up!



Hideyuki Hatori
Product Planning Department

Seeking to Restore a Passion for Automobiles

Interest in cars among young people has been dwindling for some time now. I decided to lead company learning visits as an MMC representative with the desire to stimulate their interest in cars. Through discussions with students, it was reassuring to hear that some students are passionate about automobiles. However, the view was also expressed that cars should be less expensive and more fuel efficient. It made me realize that, just like adults, junior high students also put great emphasis on the economic aspects of cars.

In my case, it was a field trip during my elementary school years that made me want to work in this industry. I hope that the students who visited MMC this time will want to work for us in the future.

Traffic safety

Car School

The Car School is a driving program in which all participants think, learn and enjoy driving together with instructors in the course of studying driving techniques, automobiles, safety and other topics. MMC has been running the Car School program since 1995 as part of its safe driving educational activities. To ensure that each participant's concerns and questions are



Car School

addressed, learning events involve a small number of participants and great emphasis is placed on communication.

Environmental preservation

The Pajero Forest

MMC has named an approximately three-hectare area of mountain forest in Hayakawa-cho, Yamanashi Prefecture as "Pajero Forest," and has been working to preserve and cultivate the forest while deepening exchanges with local residents through volunteer activities.

In fiscal year 2008, a troop of volunteers, including employees and their families, conducted a range of activities in an area where tree saplings were planted in the previous year. These activities included cutting undergrowth, installing deer-proof fences, nature watching and birdhouse construction.

The volunteers also built wooden benches from wood obtained from forest thinning activities, as a means of making effective use of these resources, and supplied the benches to MMC business offices.



The Pajero Forest

Kids Safety First

Employees at Mitsubishi Motors North America, Inc. founded Kids Safety First, a national, non-profit organization dedicated to promoting automotive child safety. Kids Safety First accepts funds from MMC and other parties and produces easy-to-understand educational materials regarding car safety in English and Spanish. It has distributed more than 3 million sets (cumulative) of these materials free of charge to police stations, fire stations, hospitals, elementary schools and other places in all 50 U.S. states.

Various educational materials, including videos and coloring books, are provided so that even young children can enjoy themselves while learning about the importance of using seat belts and child seats, and the correct methods of wearing and installing them.



Kids Safety First educational materials

Prairie Restoration Project

Since 1999, Mitsubishi Motors North America, Inc. (MMNA) has played an active part in the Illinois Department of Natural Resources' Prairie Restoration Project. As a result, natural prairie has been revived in an area of 3.1 acres (about 1.3 hectares) around the MMNA factory.



Prairie Restoration Project

Participation in local communities

Factory Tours

The Nagoya Plant, Powertrain Plant (Kyoto Plant, Shiga Plant), Mizushima Plant and Pajero Manufacturing Co., Ltd. have opened up their production lines and other facilities to local elementary schools and residents as a place for social study.

In fiscal year 2008, the total number of visitors at all MMC business sites combined was approximately 42,000.



Factory tour

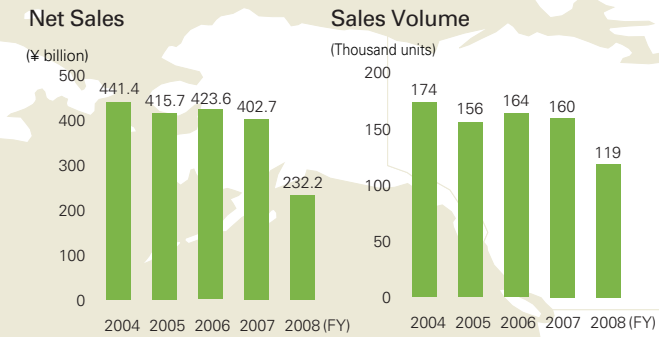
Working as One to Overcome a

Difficult Business Environment

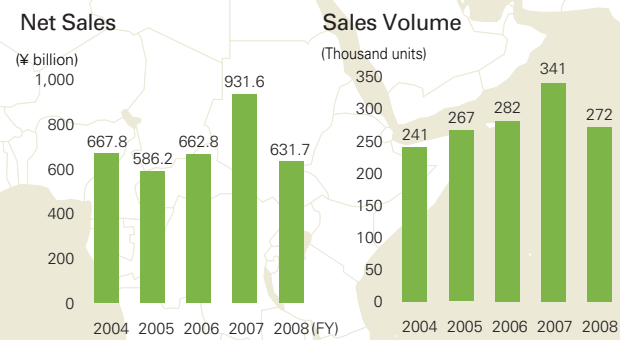
In fiscal year 2008, the collapse of a major U.S. financial institution touched off a global economic downturn in the second half of the fiscal year, resulting in a decline in overall global automobile demand. In turn, the Mitsubishi Motors Group's retail sales volumes declined in Japan, North America, Europe, and Asia and other regions, with an overall 22% decline from fiscal 2007. In Japan, MMC aimed to increase sales through the introduction of new minicar series such as the *Toppo*, and the *Galant Fortis Sportback*. However, these factors were unable to compensate for the drop in sales volume due to the sharp decline in demand since the second half of the fiscal year. Despite higher sales volume in Canada, performance in North America weakened due to lower sales in the U.S., where aggregate demand is declining. In Europe, sales volume declined in Western European markets due to a continued drop in aggregate demand, along with a downturn in previously strong retail sales in Russia in the second half of the fiscal year. Despite growth in retail sales in certain countries including Indonesia, the Philippines and Brazil, overall sales volume in Asia and other regions were lower year on year.

The business environment has remained difficult in fiscal year 2009. In response, MMC will continue to rigorously reduce costs in all markets in line with sales volume size. On the other hand, we will work hard to expand sales in emerging countries, which are priority markets for us. Additionally, there is growing interest throughout the world in the environmental and economic efficiency of automobiles, including the shift to small, fuel-efficient models. Against this backdrop, MMC will introduce products that meet the needs of individual nations.

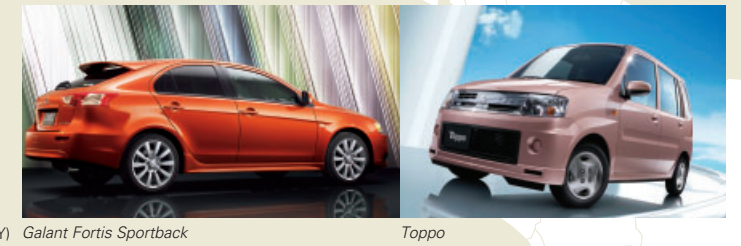
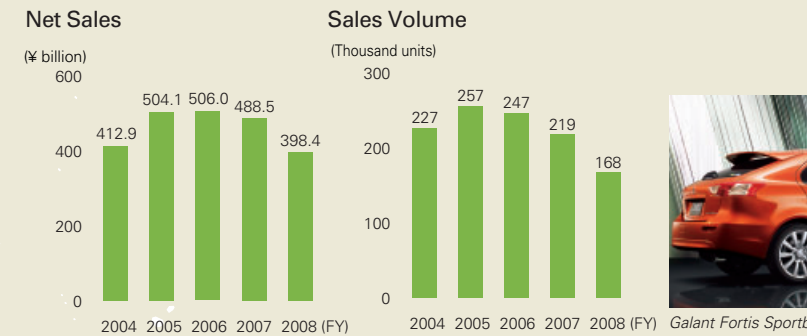
North America



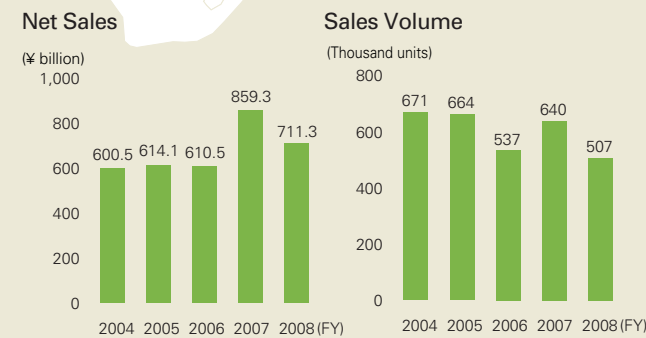
Europe



Japan



Asia and Other Regions



Notes:

1. All vehicle names are typical names; different names may be used in some countries or regions.
2. Retail sales in Puerto Rico (12,000 units in fiscal 2007; 9,000 units in fiscal 2008) have been transferred from North America to Central and South America (Asia and Other Regions).