

Responding to Climate Change and Energy Issues



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Progress in FY2022

Average CO₂ emissions from new vehicles (Tank to Wheel, compared with FY2010) [FY2021: -14%] **-18%**

Ratio of electrified vehicle sales [FY2021: 7%] **11%**

CO₂ emissions from business activities (Scope 1 and 2 total emissions, compared with FY2018) [FY2021: -25%] **-33%*1**

Scope 3 emissions [FY2021: 28,294 thousand t-CO₂eq] **28,710 thousand t-CO₂eq**

DENDO DRIVE STATIONS (As of end-March 2023) **93 branches**

- Established the Carbon Neutral Council as a MITSUBISHI MOTORS structure for realizing carbon neutrality by 2050
- Expanded our lineup of Kei-car passenger electric vehicles: Launched the "eK X EV" and resumed general sales of the "MINICAB MiEV," a Kei-car segment commercial electric vehicle
- Installed solar power generation equipment at a paint plant of P.T. Mitsubishi Motors Krama Yudha Indonesia (MMKI) (1.75MW)

*1 Until FY2020, we included some equity-method associates in our environmental management target companies. However, these equity-method associates have been excluded since FY2021.

We set the base value 545 thousand t-CO₂, which is calculated by subtracting 43 thousand t-CO₂, the emission amount made by the equity-method associates, from 588 thousand t-CO₂, the officially reported volume of FY2018 (the benchmark year).

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Basic Approach

In recent years, extreme weather, such as heat waves, droughts and floods due to heavy rain, has caused disasters one after another around the world. The largest cause of these extreme-weather events is climate change, and global warming caused by increases in CO₂ and other greenhouse gases is a major factor.

International frameworks for realizing a sustainable society, such as the Paris Agreement adopted in 2015 and the United Nations Sustainable Development Goals (SDGs) are making major progress. In particular, the Paris Agreement has set targets on climate change and fostered increased awareness toward corporate responsibility. Furthermore, following the United Nations Climate Change Conference (COP26), held in the United Kingdom from October to November 2021, over 140 countries, including Japan, declared their intent to reach "carbon neutrality" by 2050. As a result, countries like Japan and the United States have raised their greenhouse gas reduction targets for 2030. Momentum is now growing rapidly toward achieving a decarbonized society. The Sixth Assessment Report of the IPCC*2, released in March 2023, highlights the need to reduce global CO₂ emissions, including other greenhouse gases, by at least 60% (CO₂ by 65%) compared to 2019 levels by 2035 in order to limit the temperature rise to 1.5°C from pre-industrial levels. This suggests that global efforts to reduce CO₂ emissions will likely accelerate in the future.

Automobiles generate CO₂ throughout the life cycle, from production to driving and disposal. For this

reason, MITSUBISHI MOTORS has identified "responding to climate change and energy issues" as a material issue, taking into account its impact on the economy, environment and people. Furthermore, in the Environmental Plan Package, we position this as one of the important challenges to address directly, and are working to achieve carbon neutrality throughout its supply chain by 2050. We have set specific targets, and efforts are underway to achieve this goal.

To reduce energy consumption and CO₂ emissions in all business activities, including development, production and distribution, as well as offices, we are promoting various initiatives, such as electrification technologies, the development of fuel-economy-improving technologies, the introduction of low-energy equipment in production processes and the use of renewable energy in offices and dealers. In particular, we which count electrification technologies as one of its strengths should be able to work simultaneously to realize a sustainable society and achieve sustainable growth for us.

Our electrified vehicles have large-capacity batteries that can be used in energy management and as emergency power sources in times of disaster. Through these measures, we are also engaging in measures to adapt to climate change.

Going forward, we will strengthen our efforts to further reduce CO₂ emissions with the aim of becoming carbon neutral throughout the supply chain by 2050.

*2 Intergovernmental Panel on Climate Change



Disclosure Based on the TCFD Recommendations

With the issue of climate change growing increasingly serious, the Financial Stability Board established the Task Force on Climate-related Financial Disclosures (TCFD), which in 2017 announced its recommendations. These recommendations encourage companies to disclose information related to climate change so that investors can appropriately assess climate-related risks and opportunities.

Recognizing the potential of climate change to present medium- to long-term risks and opportunities that affect its business domains, in July 2021 MITSUBISHI MOTORS expressed its support for the TCFD Recommendations. Accordingly, we are analyzing the impact of climate change on our businesses and finances (scenario analysis). We will reflect the results of scenario analysis in our management strategies to enhance the resilience of our strategies and improve information disclosure in accordance with the TCFD Recommendations.

Governance

a. Board's oversight of climate-related risks and opportunities

We recognize "responding to climate change and energy issues" as an important management issue and identified this as one of our material issues. The Board of Directors serves as a forum for the deliberation and oversight of strategies, business plans and approaches. When important matters related to environmental initiatives arise, such as climate change, these matters are supervised through deliberation and reporting at the Board of Directors. When we revised our Environmental Vision 2050 and Environmental Targets 2030 in

FY2022, we also went through the process of deliberation and reporting at Board of Directors meetings.

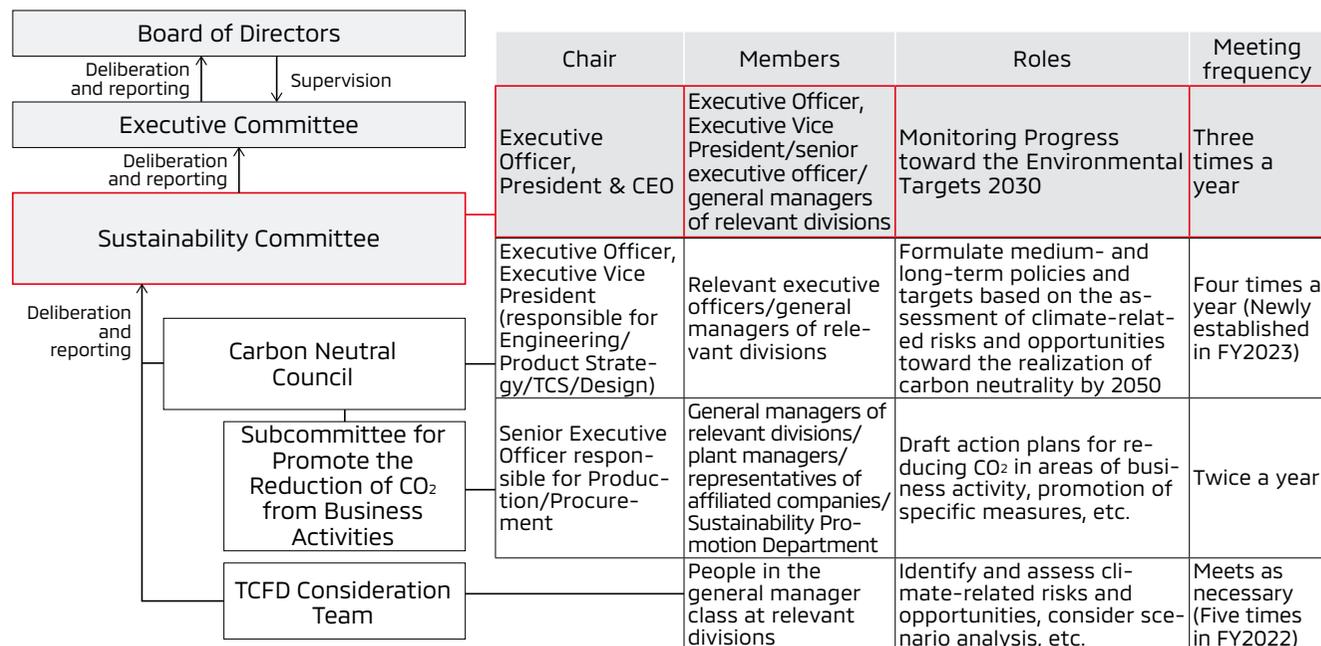
- Examples of climate change-related issues discussed or reported by the Board of Directors
- Endorsement of TCFD recommendations
 - Disclosure in line with TCFD recommendations
 - Declaration of intent to achieve carbon neutrality by 2050 and revision of Environmental Vision 2050
 - Revision of Environmental Targets 2030

b. Management's role in assessing and managing climate-related risks and opportunities

To address climate change and energy issues, we

have established the Sustainability Committee, chaired by the executive officer, president & CEO, who also holds top responsibility for initiatives related to climate change. The committee evaluates climate-related risks and opportunities, discusses response measures, and reviews progress and achievements in line with the Environmental Targets 2030. Under the Sustainability Committee, we have established a body consisting of executives responsible for management strategy, products, manufacturing, procurement and logistics. This organization formulates medium- to long-term policies and goals based on the assessment of climate-related risks and opportunities. These policies, goals, and their progress are reported by the respective heads of each area at the Sustainability Committee for review and deliberation. The organization generally meets three times per year,

Structure of Promoting Carbon Neutrality





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and particularly important matters are deliberated and decided by the Board of Directors.

In recognition that addressing sustainability is a high priority management issue, in FY2022, the MITSUBISHI MOTORS Group added ESG-related items as an indicator for determining medium- to long-term performance-linked compensation for Executive Officers. Specifically, in relation to the environment, we introduced “CO₂ emissions from business activities” as an indicator to measure progress in addressing the escalating climate change issue.

Strategies

a. Short-, medium- and long-term climate-related risks and opportunities the organization has identified

We consider climate-related risks and opportunities to be an important perspective in the formulation of our business strategy. We are identifying and evaluating short-term, medium-term, and long-term risks and opportunities, as well as analyzing the impact on our business based on multiple climate scenarios. We are also considering countermeasures in response to these

risks and opportunities. As particularly high-impact migration risks, we identified the “strengthening of regulations for fuel economy/CO₂ and zero-emission vehicles” and the “introduction and expansion of carbon pricing.” We identified “increasing frequency and intensity of meteorological disasters” as a physical risk. While these risks may affect our business in various ways, we recognize that responding appropriately to these risks will lead to greater sales of electrified vehicles and new business opportunities.

Recognized climate-related risks and opportunities

Category		Item	Assumed Impact on MITSUBISHI MOTOR'S Business Activities	Timing of the Impact*	Degree of impact
Transition risks	Policies and regulations	Strengthening of regulations for fuel economy/CO ₂ and zero-emission vehicles	<ul style="list-style-type: none"> Increased development/procurement/production costs to comply with stricter regulations Increase in fines and credit purchase costs due to non-fulfillment of regulations 	Medium/long term	Large
		Introduction and expansion of carbon pricing	<ul style="list-style-type: none"> An increasing tax burden on our emissions due to the introduction and expansion of carbon taxes and other sorts of carbon pricing, as well as higher prices on carbon, and higher costs due to a price shift toward the procurement, production and logistics stages 	Medium/long term	Large
	Markets	Changes in the energy mix	<ul style="list-style-type: none"> Higher energy costs due to a rise in electricity prices resulting from the increased introduction of renewable energy and carbon-neutral sources of electricity, such as hydrogen 	Medium/long term	Medium
		Tight supply and demand for raw materials (rare metals)	<ul style="list-style-type: none"> Rise in the cost of raw materials (such as rare metals) and components due to growing demand for storage batteries 	Medium/long term	Medium
	Reputation	Changes in user awareness and behavior	<ul style="list-style-type: none"> Decrease in sales volume due to the development of public transportation infrastructure and the proliferation of sharing in urban areas 	Medium/long term	Medium
Physical risks	Acute	Increasingly stringent assessment by ESG institutions and stakeholders	<ul style="list-style-type: none"> Decline in our social image and share price 	Short/medium term	Medium
		Increasing frequency and intensity of meteorological disasters	<ul style="list-style-type: none"> Damage to buildings and facilities caused by typhoons and torrential rains, and the suspension of operations at production facilities due to supply chain disruptions (delays in the supply of parts stemming from damage to suppliers and the disruption of transportation routes) 	Short/medium/long term	Large
	Chronic	Rise in average temperatures	<ul style="list-style-type: none"> Rising (energy) cost of air conditioning to maintain the work environment and employee health 	Short/medium/long term	Small
Rise in ocean levels		<ul style="list-style-type: none"> Increased flooding and surge in the instance of storms due to rising sea levels, resulting in operational shutdowns at manufacturing facilities and increased investment in disaster countermeasures 	Short/medium/long term	Medium	
Opportunities	Products and services	Growing demand for electrified vehicles	<ul style="list-style-type: none"> Expand sales of electrified vehicles by improving product capabilities and taking advantage of government and municipal measures to promote electrified vehicles Increase sales of electrified vehicles and V2X-related equipment/services in line with the growing value of electrified vehicles as energy infrastructure Boost sales of electrified vehicles that can help supply power in response to growing demand to securing sources of emergency power in times of disaster 	Medium/long term	Large
	Energy sources	Advancement in energy technologies	<ul style="list-style-type: none"> Reduce energy costs by promoting energy conservation activities and the introduction of renewable energy 	Medium/long term	Medium

* Timing of the impact

Short term: Up to three years; medium term: three to 10 years; long-term: more than 10 years. Some issues impacts have already occurred as a result of the recent international situation.



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b. Impact of climate-related risks and opportunities on the organization's business, strategic, and financial plans

MITSUBISHI MOTORS recognizes that climate-related issues may affect its business, strategies, and financial plans, and reviews its strategies and plans from time to time in light of climate-related risks and opportunities.

Impact on strategies and plans

Business area	Recognized impact	Incorporation into strategies and plans
Products and services	To realize a carbon-neutral society, various countries and regions are strengthening regulations for fuel economy/CO ₂ and zero-emission vehicles. These will affect our product development, production and procurement strategies.	Our Environmental Targets 2030 set the goals of "a 40% reduction in CO ₂ emissions from new vehicles (compared to FY2010)" and an "electrified vehicle sales ratio of 50% (100% by FY2035)." In line with these objectives, looking to 2030 we are promoting efforts to develop electrified vehicles and improve the fuel efficiency of internal combustion engine vehicles. In the five years to 2027, we plan to introduce nine electrified vehicle models.
Supply chain, value chain	In the automobile manufacturing and sales business, greenhouse gases such as CO ₂ are emitted not only during the manufacture of products, but throughout the entire value chain. As climate change advances, the worldwide risk of increasingly frequent and severe occurrences, such as typhoons and floods, is mounting. If our supply chain or value chain is affected by such events, our plants' operations could be affected.	The Environmental Targets 2030 call for us to cooperate with major suppliers and logistics companies to promote efforts to reduce CO ₂ throughout the supply chain. In response to the risk of supply chain disruption, we are working with key parts suppliers to formulate BCPs* so suppliers can quickly restore operations in the event of a disaster.
Investment in R&D	We are promoting investment in R&D to address increasingly stringent and new regulations for fuel economy/CO ₂ and zero-emission vehicles in the countries and regions where we operate. These moves will affect our R&D costs for electrified vehicles and other products.	The Environmental Targets 2030 set a target of an "electrified vehicle sales ratio of 50% (100% by FY2035)." To meet this objective, looking to 2030 we will promote R&D to develop electrified vehicles and improve the fuel efficiency of internal combustion engine vehicles. We are budgeting ¥70 billion in R&D expenses related to electrification in FY2025. We have also earmarked ¥55 billion in capital expenditures related to electrification in FY2025.
Adaptation and mitigation measures	Our business could be affected by countries and regions introducing or expanding carbon taxes and emissions trading systems, as well as by rising energy costs.	The Environmental Targets 2030 set the goal of "reducing CO ₂ emissions from our business activities by 50% (compared to FY2018)." To reach this objective by 2030, we will promote energy conservation activities and the introduction and expansion of renewable energy.

* BCP: Business continuity plan



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c. Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario

Based on climate scenarios and future information from organizations such as the International Energy Agency (IEA) and the Network for Greening the Financial System (NGFS), we considered the "less than 2°C scenario*1," which assumes actions by society to avoid climate change as of 2030 and 2050. We also looked at a "growth scenario*2," which assumes national policies continue to grow more stringent. Under these scenarios, we examined the risks and opportunities, focusing on areas with significant impact on MITSUBISHI MOTORS' business activities.

In FY2022, we conducted an analysis that expanded the scope beyond our own operations and the product usage stage to include the procurement stage. The results of analysis related to the impact on our business of the associated risks and opportunities are as described below.

*1 Set with reference to the IEA's "Announced Pledges Scenario (APS)" and the NGFS's "Net Zero 2050"

*2 Set with reference to the IEA's "Stated Policies Scenario (STEPS)" and the NGFS's "Current Policies"

Impact of Risks and Opportunities on MITSUBISHI MOTOR'S Business Activities

Scenario	Item	Risks/Opportunities		Impact on MITSUBISHI MOTOR'S business	Key countermeasures
		Risks	Opportunities		
Less than 2°C	Strengthening of regulations for fuel economy/CO ₂ and zero-emission vehicles	Risks	<ul style="list-style-type: none"> Need for both developed countries and emerging markets to comply with stricter regulations Increasing likelihood of noncompliance 	<ul style="list-style-type: none"> Higher development/procurement/production costs Fines and credit purchase costs increase if regulations are not met 	<ul style="list-style-type: none"> Reduce costs by taking advantage of the alliance, such as by standardizing components Promote electrification, including PHEV and EV Promote new mobility businesses such as energy management using electrified vehicles and used batteries
		Opportunities	<ul style="list-style-type: none"> Growing demand for electrified vehicles 	<ul style="list-style-type: none"> Increased sales of electrified vehicles and expansion of the value chain related to electrified vehicles 	
	Introduction and expansion of carbon pricing	Risks	<ul style="list-style-type: none"> Introduction and expansion of carbon taxes, causing carbon prices to rise 	<ul style="list-style-type: none"> Increased direct and indirect tax burdens and higher costs at the procurement, production and logistics stages 	<ul style="list-style-type: none"> Promote energy conservation activities and introduce renewable energy Promote reduction efforts in cooperation with suppliers
		Opportunities	<ul style="list-style-type: none"> Promotion of energy-saving technologies Increasing use of renewable energy 	<ul style="list-style-type: none"> Lower energy costs 	
Growth	Increasing frequency and intensity of meteorological disasters (flooding, inundation)	Risks	<ul style="list-style-type: none"> Increased possibility of factory damage and supply chain disruptions due to frequent and severe heavy rain and flooding 	<ul style="list-style-type: none"> Damage to production and development facilities Lower earnings due to operational shutdowns due to damage to our own factories and suppliers 	<ul style="list-style-type: none"> Review BCP, assuming such factors as heavy rain and flooding Promote risk mitigation initiatives in collaboration with suppliers Reduce costs by taking advantage of the alliance, such as by standardizing components Promote electrification of PHEV/EV Promote new mobility businesses such as energy management using electrified vehicles and used batteries
		Opportunities	<ul style="list-style-type: none"> Greater demand for electrified vehicles, owing to growing need to secure emergency power sources 	<ul style="list-style-type: none"> Increased use of electrified vehicles that can help supply emergency power 	



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MITSUBISHI MOTORS' Response Measures Based on Risks and Opportunities

MITSUBISHI MOTORS will incorporate measures to address climate-related risks and opportunities into our Environmental Plan Package*¹ and business strategies, which set forth the direction and goals of our environmental initiatives. In this way, we are promoting initiatives to reduce future risks, ensure sustainable business growth and enhance our resilience as a company.

In September 2022, we stated our aim of achieving carbon neutrality throughout our supply chain by 2050. In February 2023, we revised the Environmental Targets 2030 to serve as a milestone along the path to achieving carbon neutrality by 2050.

On the product front, we will take our own plug-in hybrid electric vehicles (PHEV) and commercial electric vehicle in the Kei-car segment as a starting point. To meet various needs in the global market, we will leverage the Alliance's technology and introduce optimal electrified vehicles*² at the appropriate timing, taking into consideration the energy situation and infrastructure development status in each country and region. Working toward carbon neutrality is one of the key challenges stated in Challenge 2025, the new mid-term business plan we announced in March 2023. We will develop electrified vehicles and step up our efforts in the Alliance as we work toward the second phase of our plan to reinforce electrified vehicles (FY2026–2028). Over the next five years, we plan to introduce nine electrified vehicle models.

In our business activities, we will seek to minimize energy use and transition to renewable sources of energy to reduce CO₂ emissions. Across the supply chain, we will collaborate with business partners, re-

lated companies and organizations, and governments and municipalities to reduce CO₂ emissions at the production stage (through raw materials and parts) and in logistics (including products). We will also promote renewable energy and charging infrastructure, utilize carbon-neutral fuel and promote V2X*³.

We believe the spread of electrified vehicles represents a chance to do new business in the form of reuse of used batteries, energy management, and data business using vehicle driving and battery data, and in collaboration with our partners and municipalities we will grow a mobility business that contributes to carbon neutrality, which represents a unique opportunity for us as an automotive maker, into a fourth pillar of revenue after vehicle sales, financing (leasing), and after sales*⁴.

*1 Please see page 30 for details on the Environmental Plan Package.

*2 Electrified vehicles: Battery-powered electric vehicles, plug-in hybrid electric vehicles (PHEV), and hybrid electric vehicles (HEV)

*3 V2X: A general term encompassing vehicle to home (V2H) and vehicle to grid (V2G), among others

*4 Please see page 26 for details on the mobility business.

Risk Management

a. Organization's processes for identifying and assessing climate-related risks

We have established a cross-functional team under the Sustainability Committee to conduct scenario analysis based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We have identified and assessed climate-related risks and opportunities that could affect our business, considering their potential occurrence and impact levels. We have incorporated goals and action plans for addressing climate-related risks and opportunities that have a particularly significant impact, and are monitoring progress through the Sustainability Committee.

b. Organization's processes for managing climate-related risks

The climate-related risks, opportunities, and corresponding measures identified by the Sustainability Committee have been assigned to responsible executives at the executive officer level. We have set KPIs and are implementing a PDCA cycle. Additionally, reports on critical risks and opportunities requiring prompt action are provided to the Board of Directors, which decides on appropriate responses.

In FY2018, MITSUBISHI MOTORS identified material issues*⁵ as the important issue that we should wrestle from various challenges in the environmental, social, and governance fields. "Responding to climate change and energy issues" is recognized as one of the most critical issues. During the identification process, we conducted repeated examinations from the perspective of stakeholders' concern and the impact on us and conducted hearings with experts. Based on this, we had extensive discussions within the Sustainability Committee and made the final decision in the Executive Committee.

*5 Please see page 15 for details on materiality.

Metrics and Targets

a. Metrics used by the organization to assess climate-related risks and opportunities in line with its strategies and risk management processes

We formulated the Environmental Plan Package in 2020. Through electrified vehicles and the increased use of renewable energy, we aim to become carbon neutral by 2050 and contribute to the realization of a society that is resilient to climate change. We also formulated the Environmental Targets 2030, which

clarifies specific initiatives to be achieved by 2030 in accordance with this vision. As major indices to be monitored and evaluated under "Action to Climate Change," which MITSUBIHI MOTORS positioned as a topmost issue, we set a target for Scope 1 and 2*¹ in the category of "CO₂ emissions from our business activities." We also set a target of reducing emissions under Scope 3*¹, Category 11 (Use of sold products), which accounts for around 70% of total emissions throughout our supply chain, as well as "reduction in CO₂ emissions from new vehicles" and "ratio of electrified vehicles sales."

*1 Scope 1: A company's direct emissions (such as from burning fuel)
Scope 2: Indirect emissions, resulting from electricity, heat or steam provided by another company
Scope 3: Indirect emissions other than Scope 1 and Scope 2 (Such as emissions due to the use of sold products)

b. Scope 1, 2 and 3 GHG emissions and related risks

MITSUBISHI MOTORS calculates CO₂ emissions based on a GHG protocol. The table below shows actual CO₂ emissions in Scope 1, 2, and 3 for the period from FY2018 to FY2022.

To ensure our information is reliable and transparent, we have obtained independent third-party certification for our Scope 1 and 2 emissions.

<Scope 1, 2 and 3 Emissions >

	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Scope 1	x10 ³ t-CO ₂	119	110	80	92	95
Scope 2	x10 ³ t-CO ₂	469	416	285	319	271
Scope 3	x10 ³ t-CO ₂ eq	42,580	35,429	20,286	28,294	28,710
Total	x10 ³ t-CO ₂ eq	43,168	35,955	20,651	28,705	29,076

c. Targets used to manage climate-related risks and opportunities, and performance against those targets

We are promoting a host of measures based on the Environmental Plan Package, which we formulated in 2020. We are developing electrified vehicles and technologies to improve fuel efficiency, introducing energy-saving equipment in production processes and using renewable energy in factories, offices and dealerships.

The Environmental Plan Package comprises the Environmental Policy, which incorporates our medium- to long-term perspective, the Environmental Vision 2050, which sets out our vision for society to be achieved by 2050 and directions for our initiatives, and the Environmental Targets 2030, which clarifies specific initiatives to be achieved by FY2030 in accordance with this vision. We have positioned the actions for climate change, resource circulation and pollution prevention as three environmental issues that we will directly address and have set specific targets for these themes.

As we position "action to climate change" as a topmost priority, in September 2022 we stated our aim of achieving carbon neutrality throughout the supply chain by 2050, and we revised the Environmental Vision 2050 accordingly. In March 2023, we announced revised Environmental Targets 2030 to serve as a milestone along the path to achieving carbon neutrality by 2050.



Major FY2030 Targets and Progress

Indicators	FY2030 Target	FY2035 Target	FY2022 Result
Average CO ₂ emissions from new vehicles (Tank to Wheel, Compared to FY2010)	-40%		-18%
Ratio of electrified vehicles sales	50%	100%	11%
CO ₂ emissions from business activities (Total Scope 1 and 2, compared to FY2018)	-50%		-33%* ²

*2 Until FY2020, we included some equity-method associates in our environmental management target companies. However, these equity-method associates have been excluded since FY2021, as we organized a method of selecting environmental management target companies. We set the base value 545 thousand t-CO₂, which is calculated by subtracting 43 thousand t-CO₂, the emission amount made by the equity-method associates, from 588 thousand t-CO₂, the officially reported volume of FY2018 (the benchmark year).

Reducing CO₂ Emissions across the Supply Chain

In its Environmental Targets 2030, we have set targets for reducing CO₂ emissions from new vehicles and business activities. We are also working to decrease CO₂ emissions across the supply chain in relation to corporate activities.

To calculate CO₂ emissions across the supply chain, in addition to emissions resulting from our own business activities (such as from our fuel use and from the generation of electricity we use), we determined emissions from the procurement and transport of raw materials, vehicle during driving, and at the disposal stage. In FY2022, across the supply chain our CO₂ emissions were 29,076 thousand tons of CO₂ equivalent.

▶ Data (pp. 118–119): CO₂ emissions, Scope 3 breakdown, energy input (primary, secondary energy)



Development and Spread of Electrified Vehicles

In our Environmental Targets 2030, MITSUBISHI MOTORS set the target of achieving a 40% reduction in average CO₂ emissions from new vehicles by 2030 (compared with FY2010 levels). To meet this target, we have raised our target ratio of electrified vehicle sales to 50% by 2030 and to 100% by FY2035. This change focuses our core technologies on responding to climate change and energy issues through electrified vehicles, which emit low CO₂ while driving, and concentrates on their development. Centering on our strength in plug-in hybrid electric vehicles (PHEV), we will expand our lineup of electrified vehicles, thereby promoting their popularization and use in society and contributing toward the realization of a sustainable society.

Electric Vehicles (EV)

Electric vehicles (EV) are driven by electricity in battery, so they emit no exhaust gases such as CO₂ while driving.

We released the “i-MiEV” as the world’s first mass-produced Electric Vehicle (EV) in 2009. In addition to its environmental performance, the “i-MiEV” performed better than conventional gasoline engine vehicles on acceleration starting from maximum torque. In 2011, we launched the “MINICAB-MiEV,” a Kei-car segment commercial electric vehicle (EV). In 2012, we began offering the “MINICAB-MiEV TRUCK,” also an electric vehicle (EV) in the Kei-car segment. These technologies are the foundation of next-generation electrified vehicles, such as PHEV.

We believe that expanding the lineup of Kei-car EV, which are expected to be used in more everyday situations, will be the key to the spread of electrified vehicles. Accordingly, in June 2022 we launched the “eK X EV,” a new EV in the Kei-car segment, and in November 2022 we have reopened general sales of the “MINICAB-MiEV,” a commercial battery-powered vehicle in the Kei-car segment. We will continue to focus on the development of EV to contribute toward the realization of a carbon neutral society.

TOPICS

Reopened General Sales of the “MINICAB-MiEV,” a Kei-Car Segment Commercial Electric Vehicle (EV).



The “MINICAB-MiEV” is a one-box-type vehicle that incorporates the EV systems of the “i-MiEV,” which has a proven track record in the world’s first mass-produced electric vehicle. This system includes a drive battery and a small, lightweight and highly efficient motor. We have paid careful attention to the layout of the EV components, such as the drive battery, resulting in a spacious cargo area, as well as excellent driving stability and comfort thanks to a low center of gravity.

Sales of the only domestically produced commercial Kei-car segment electric vehicle, the “MINICAB-MiEV,” began in December 2011, primarily targeting the domestic delivery industry. After temporarily ceasing production at the end of March 2021, we continued offering the model to some corporate customers. However, with the increasing focus on carbon neutrality and the acceleration of decarbonization efforts in various sectors, such as logistics and local governments, demand for Kei-car segment commercial EV has grown. In response, in November 2022 we resumed general sales to meet the demand for sustainable business activities and carbon reduction initiatives.

In 2024, we plan to begin producing the “MINI-CAB-MiEV” overseas for the first time, at PT. Mitsubishi Motors Krama Yudha Indonesia (MMKI).

Our History of Developing Electrified Vehicles





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Plug-in Hybrid Electric Vehicles (PHEV)

PHEV are powered by electricity stored in batteries and by the motor, using the engine to generate electric power when the battery level is low. Concern over the driving range is no longer an issue as it offers the advantages of electric vehicles (EV): powerful driving, superb quietness and high stability.

Our journey in PHEV began with the "OUTLANDER PHEV" in 2013, followed by the "ECLIPSE CROSS PHEV model" in 2020 and the launch of the All-New "OUTLANDER PHEV model" in 2021. At low to medium speeds, the PHEV system uses electric power from the battery, but when the battery level is low, it generates electric power during operation using the engine while also supplying power to the motor and battery. Furthermore, during high-speed driving, the vehicle is driven by the engine and simultaneously assisted by the battery-powered motor. In this way, the drive mode is automatically selected according to the situation. CO₂ emissions are substantially lower than conventional gasoline engine vehicles, delivering outstanding environmental performance.

TOPICS

Launching the New "OUTLANDER PHEV model" in Australia and North America



Following its initial launch in Japan in December 2021, we launched the new "OUTLANDER PHEV model" in August 2022 in Australia, in Canada and the United States in November, and in Puerto Rico in December. The All-New "OUTLANDER PHEV model" is a flagship model that brings together the essence of our electrification and four-wheel control technologies. Based on the "majestic" concept, the body, chassis, power train, etc. have all been redesigned and evolved. As a result, both the attractive features of a SUV such as powerful driving performance on roads and all manner of terrain, comfort and livability, and versatile usability, as well as attractive features of an electrified vehicle, such as powerful and smooth acceleration and safe and secure driving in all driving situations, have been greatly enhanced.

TOPICS

"OUTLANDER PHEV" Tops Vehicle Sales in the PHEV Category in Japan in FY2022



OUTLANDER PHEV



ECLIPSE CROSS PHEV model

Sales in Japan of the "OUTLANDER PHEV," our crossover SUV, reached 17,059 units* in FY2022, topping the PHEV category for the second straight year.

Another crossover SUV model, the "ECLIPSE CROSS PHEV model," came second in this category, with sales of 4,485 units. Together totaling 21,544 units, these sales put us at the top of Japan's PHEV category for the second consecutive year, with a market share of approximately 54%.

* Including previous models



Targets
● 7.2
● 7.3



Target
● 9.4



Targets
● 13.1
● 13.2
● 13.3

The Values Plug-in Hybrid Electric Vehicles (PHEV) Provide:

CO₂ Reduction

Production → Disposal

CO₂ emissions

■ Production/disposal ■ Driving



HEV*1
High level of CO₂ emitted during driving



PHEV
Relatively less CO₂ emitted during production and driving*3



EV*2
Higher level of CO₂ emitted during production*3



Note: Based on MITSUBISHI MOTORS' estimate of actual CO₂ emissions in 2025. LCA values vary depending on such factors as CO₂ emissions during power generation and lifetime mileage.

Using the LCA*4 concept, which is based on calculations of total environmental impact from production to disposal, MITSUBISHI MOTORS believes PHEV system is the most environmentally friendly electrical drive systems.

*1 Hybrid electric vehicle

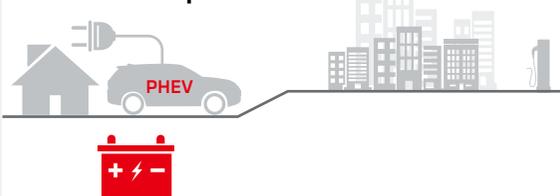
*2 Electric vehicle

*3 CO₂ emissions during driving include CO₂ emissions generated when electricity to charge the battery is generated.

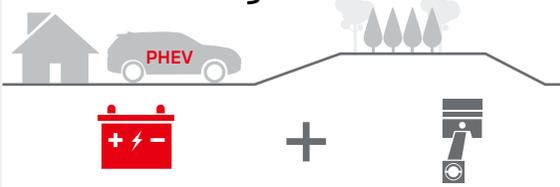
*4 LCA stands for life cycle assessment, which is a technique for calculating the environmental impact of a product from manufacturing to disposal.

Driving Range

Powered 100% by electricity for short trips



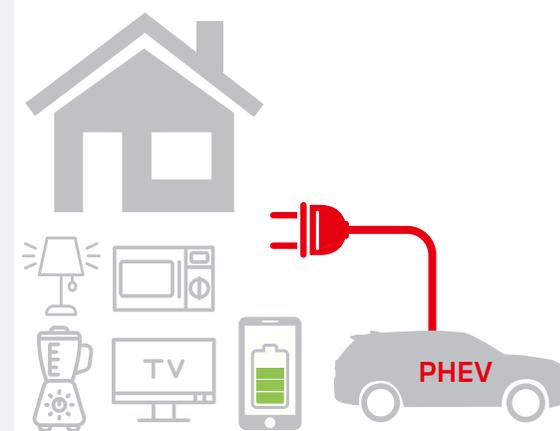
On longer trips, powered by electricity and sometimes gasoline



It is possible to use only the electric motor without consuming gasoline for short trips, such as for everyday commuting and shopping. The motor and engine can also be used in combination to extend the driving range, using the engine to generate the electricity when battery levels run low.

Power Supply Capability

Supply electricity for up to 12 days
(Based on general household consumption)



Via a bi directional (V2H*5) charger, the electricity in the battery and the engine's generating capabilities can be used in combination to supply electricity for up to 12 days*6. It can also be used as an emergency power source in times of disaster.

*5 Short for "vehicle to home," V2H is a system that enables electricity stored in a car's battery to be supplied to the home.

*6 For the All-New "OUTLANDER PHEV model" Potential supply capacity is calculated by MITSUBISHI MOTORS (calculations assume approximately 10 kWh per day for general household power consumption and do not include the conversion efficiency of the V2H equipment and/or similar device).



Targets
● 7.2
● 7.3



Target
● 9.4



Targets
● 13.1
● 13.2
● 13.3

Promoting the Use of Electrified Vehicles as a Way of Adopting to Climate Change

By leveraging the large-capacity batteries on its electric vehicles (EV) and PHEV to supply electricity, MITSUBISHI MOTORS is contributing to measures in various countries and industries to adapt to climate change and energy issues. We are applying these to such areas as areas as energy management, V2X* and use as emergency power sources in times of disaster.

* A general term encompassing vehicle to home (V2H) and vehicle to grid (V2G), among others

TOPICS

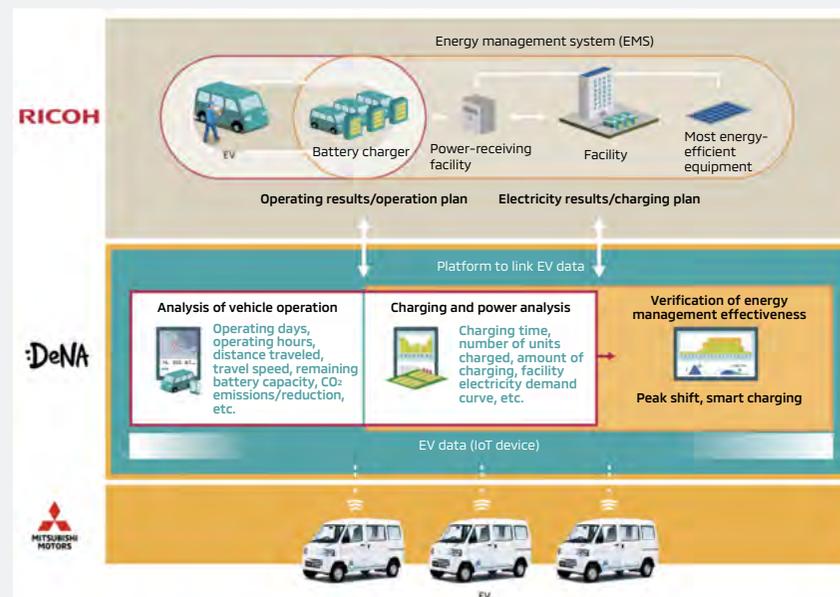
We are implementing a joint demonstration project involving DeNA, Ricoh Japan, and Kei-car electric vehicles to achieve efficient operations and energy management in our respective companies.

MITSUBISHI MOTORS, along with DeNA Co., Ltd. and Ricoh Japan Co., Ltd., conducted a joint demonstration project from September 2022 to the end of January 2023 to promote the adoption of electric vehicles by businesses. The project aimed to achieve efficient operation of Kei-car electric vehicles and energy management.

To achieve carbon neutrality by 2050, companies in Japan face the pressing need to convert their fleets of business vehicles to Kei-car electric vehicles and other similar options. Kei-car electric vehicles, both for passenger and commercial use, offer cost advantages over larger vehicles, but they have smaller battery capac-

ities. To meet the diverse operational needs of businesses, vehicles need to incorporate efficient charging strategies and operational plans that take into account charging timing, among other factors. In this demonstration project, three "MINICAB-MiEV"s, which are the only Kei-car segment commercial electric vehicle in Japan, were used as sales vehicles at Ricoh's Saitama branch. We collected vehicle information such as operational and charging data, as well as power usage data at the office, in order to analyze the operation of electric vehicles at the branch. Based on this analysis, we proposed an appropriate number of vehicles for the branch and developed an optimal operational plan that incorporates smart charging and shifts charging to off-peak times, to achieve efficient utilization of Kei-car electric vehicles and reduce the branch's peak power consumption (energy management).

<Flow of the joint demonstration project >



"MINICAB-MiEV" used in the demonstration project

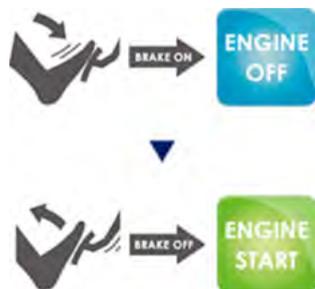


Development of Improving Fuel Economy Technologies

MITSUBISHI MOTORS is continuously promoting the development of powertrain technologies to reduce fuel consumption and improve energy efficiency.

Idle-Stop "AS&G"

AS&G is an idling stop function that automatically stops and starts the engine. This has a major effect on improving the fuel economy because no fuel is consumed when at a stop. When fitted with a coasting stop function, AS&G stops the engine while decelerating.

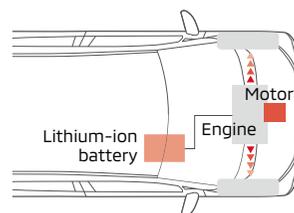


Hybrid System

The new "OUTLANDER" model for China employs a new 48V BSG hybrid system, which is also employed in the eK series (excluding the "eK WAGON") with 12V system. The power generated from deceleration efficiently charges the lithium-ion battery, and the motor assists the engine during acceleration, result-

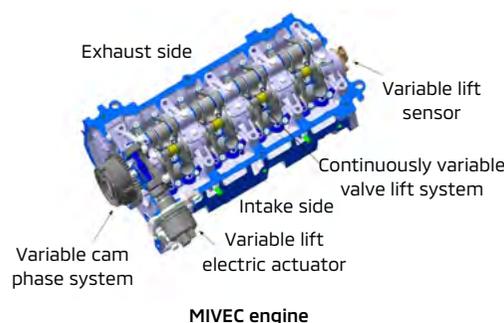
ing in a torquey, fuel-efficient ride and smooth engine stopping and starting.

* Short for "belt-driven starter generator," the BSG adds motor functionality to the generator, using a belt drive to assist engine startup and providing power assistance.



Hybrid system on the "eK X"

Variable Valve Timing Mechanism Mitsubishi Innovative Value timing Electronic Control System (MIVEC)



The MIVEC is a variable valve timing mechanism for minimizing fuel consumption. The intake valve lift is continuously varied according to the operating condition to minimize air intake energy loss, resulting in improved fuel efficiency.

Gasoline Direct-Injection Turbo Engine

The "ECLIPS CROSS" adopts a 1.5L downsized direct-injection turbo engine (4B40). By precisely controlling in-cylinder injection and intake port injection based on driving circumstances, this engine delivers superior fuel economy and a clean exhaust gas. By combining an exhaust manifold integrated with the cylinder head, intake and exhaust MIVEC, and a compact turbocharger with an electric wastegate actuator, the engine optimizes supercharging pressure control to respond as the driver demands, thus delivering a comfortable and powerful driving.

The "OUTLANDER" for the Chinese market is equipped with a next-generation 1.5L downsized direct injection turbocharged gasoline engine, which is an improved version of the 4B40 engine. Additionally, it is combined with a hybrid system that incorporates a 48V BSG. This system assists during start-up and acceleration with the motor, achieving a high level of performance and fuel efficiency.



Direct injection turbocharged gasoline engine (4B40)



Targets
● 7.2
● 7.3



Target
● 9.4



Targets
● 13.1
● 13.2
● 13.3

Diesel Turbo Engines

The new "TRITON" model we unveiled in Thailand in July 2023 is equipped with a new 2.4L diesel turbo engine. The weight and friction losses of the engine are reduced due to the optimally designed key components such as the cylinder block, piston and connecting rods. Additionally, the fuel injection system has been upgraded to the next generation, providing high performance while achieving excellent fuel efficiency and clean exhaust gas characteristics.

Deceleration Energy Recovery (Power Generation Control)

By using the energy generated during deceleration to centrally charge the battery, we aim to reduce the engine's power generation during driving conditions such as idling, acceleration and cruising, resulting in improved fuel efficiency.

TOPICS

Employing a 1.5L Downsized Gasoline Direct Injection Turbo Engine

The new "OUTLANDER" we launched for the Chinese market in November 2022 is equipped with an improved 1.5L downsized gasoline direct injection turbo engine and a 48V BSG hybrid system.

The enhanced engine uses the following items to meet the b class (National 6b) of China's National 6 emission standards and improve output and fuel efficiency, achieving torque yet fuel-efficient driving performance.



1. 48V belt-driven starter generator (BSG) hybrid system

The 48V BSG (generator with motor functionality) offers excellent power generation efficiency, utilizing energy from deceleration to generate electricity and charge a dedicated battery. During acceleration, it assists the engine with the power generated, helping to reduce gasoline consumption and improve fuel efficiency. Additionally, this motor can restart the engine quickly and quietly.

2. Low-pressure exhaust gas recirculation (EGR) system with water-cooled intercooler

To address the issues of falling fuel efficiency while climbing and when accelerated powerfully common to downsized turbo engines, we have adopted a low-pressure EGR system. This system recirculates EGR gases, which have passed through a catalyst, back to the air intake in front of the intercooler. After passing through the intercooler, the cooled EGR gases flow into the combustion chamber. This improves combustion efficiency and helps to improve fuel efficiency during high power output.

In low-pressure EGR systems, the intake path be-

comes longer as EGR gas passes through the inter-cooler, which can lead to a delayed engine response. To address this issue, we used a water-cooled intercooler to significantly shorten the distance the EGR travels to reach the combustion chamber. This enhances the engine's responsiveness, avoiding unnecessary accelerator operation and helping to improve fuel efficiency.

3. High-pressure fuel injection system

We use newly developed high-pressure fuel pumps and injectors to improve combustion by better mixing fuel and air, lowering emissions and contributing to fuel efficiency.

4. Gasoline particulate filter system (GPF)

We have developed a system that uses a filter to capture particulate matter from the exhaust gas of gasoline engines. Once a certain amount has built up, the system combusts the particulate matter to remove it. This system helps to purify exhaust emissions.

5. Switching valve to control the flow route of cooling water (multi control valve)

To enhance engine heat management, we have introduced an electromagnetic valve that controls the coolant flow flexibly, thereby optimizing water temperature. This helps the engine warm up quickly, reduces friction losses, and improves fuel efficiency.

6. Variable capacity oil pump

By continuously adjusting the oil discharge rate to the required volume and maintaining an optimal hydraulic pressure, we minimize the oil pump's workload, improving fuel efficiency.



Taking the Initiative in Business Activities Toward Carbon Neutrality

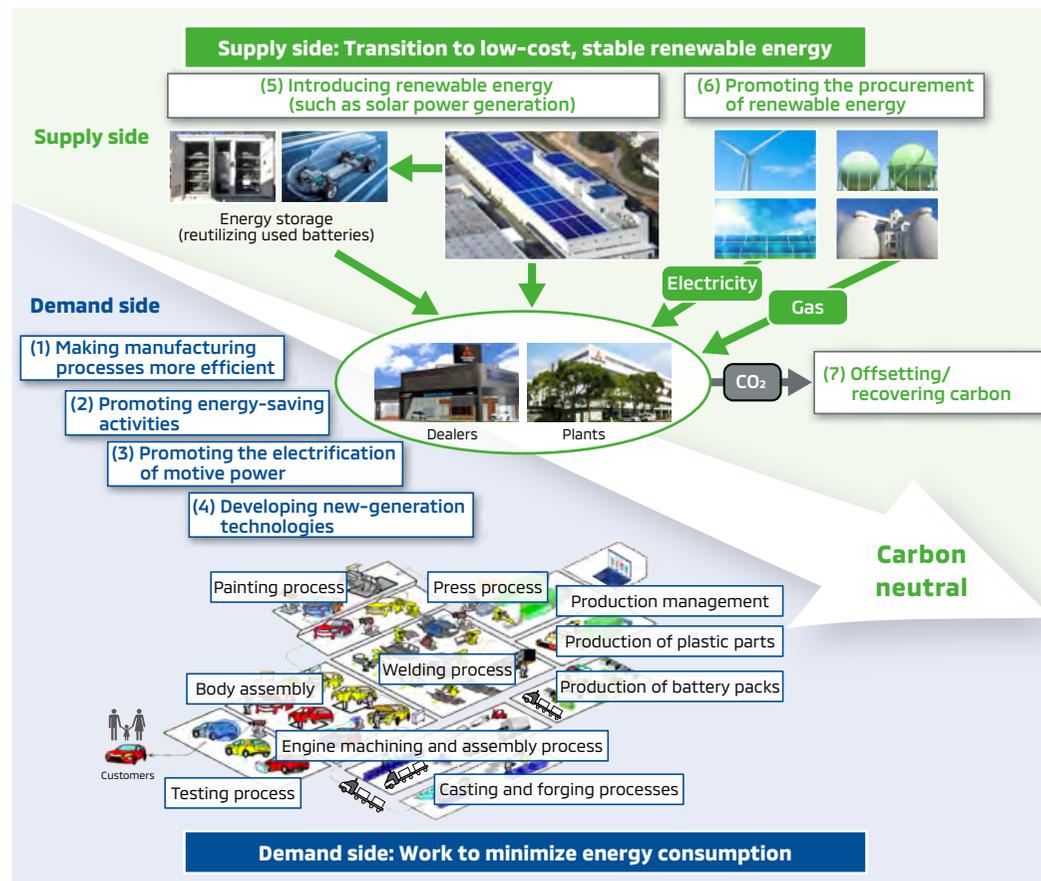
To become carbon neutral, MITSUBISHI MOTORS will approach the issue from both the “demand side” (energy consumption) and the “supply side” (energy generation and procurement). To clarify our activities,

we have formulated a medium- to long-term road-map toward carbon neutrality. Following this plan, we are working to develop future technologies, improve production processes and expand the introduction of renewable energy.

We have established the CO₂ Reduction Promotion Subcommittee as an infrastructure of the Sustainabil-

ity Committee. The subcommittee, which has members from production, development and sales companies in Japan and overseas, aims to help the entire MITSUBISHI MOTORS Group achieve carbon neutrality in its business activities. The subcommittee shares information on the progress of action plans, actual CO₂ emissions, and other pertinent data. It also drafts reduction measures, considers future technologies, and deliberates the future energy mix.

“Seven Approaches” to Become Carbon Neutral



Subcommittee to Promote the Reduction of CO₂

(Chair: Senior Executive Officer in charge of Production/Procurement)

Person in charge of the initiative: Division General Manager, Production Strategy Planning Division

In charge of promoting overall activities (Business Activity Carbon Neutral Promotion Office)

Promotion structure and responsible parties

- Production Engineering: Division General Manager, Production Engineering Division
- Domestic plants: Plant managers
- Overseas plants: People in charge of production companies overseas
- Development (business sites): Division General Manager, Development Management Division
- Sales companies: Presidents of sales companies
- Electricity procurement: Division General Manager, Procurement Communication Division
- Gathering/sharing of information: General Manager, Sustainability Promotion Department



Targets
● 7.2
● 7.3



Target
● 9.4



Targets
● 13.1
● 13.2
● 13.3

Introduction of Renewable Energy

mitsubishi motors is actively seeking to use renewable energy in its operations, taking into consideration the energy situation at each site. To do so, we are introducing in-house renewable energy generation and purchasing renewable energy from energy suppliers.

We believe solar power offers us an important way to achieve carbon neutrality, and we are proactively introducing solar power generation at our locations. In FY2022, we installed 1.75MW of solar panels at Mitsubishi Motors Krama Yudha Indonesia (MMKI) and began generating power there. We also added 0.3MW of panels at the Okazaki Plant. In total, these panels should reduce emissions by 1,900t of CO₂ annually. Furthermore, we are preparing to install solar power generation capacity at Asian Transmission Corporation (ATC), Mitsubishi Motors Philippines Corporation (MMPC), and the Mizushima Plant. We also have plans to expand the installation areas at sites where solar power generation is already utilized.

TOPICS

Starting to Use Solar Power Generation Equipment (Rooftop of the Paint Plant) (MMKI)

We set up a 1.75MW solar power system on the roof of a paint plant at Mitsubishi Motors Krama Yudha Indonesia (MMKI), and the system began generating electricity in February 2023. The system is expected to generate 2,400MWh of power per year, reducing annual CO₂ emissions by 1,800t.

Following the paint plant, MMKI is planning to gradually install solar panels at its vehicle assembly and welding plants, as well.



Solar power generation equipment on MMKI's paint plant

Initiatives at Manufacturing Plants

To reduce CO₂ emissions from production activities, we have established a medium- to long-term road-map to achieve carbon neutrality in each area of production technology—pressing, welding, painting, assembly and powertrain—and we are developing future technologies and improving production processes to this end.

We are incorporating a variety of plans into our annual capital investment plans and implementing them. We are improving the efficiency of production equipment, using electric equipment instead of the use of fuels, steam or compressed air, and upgrading general equipment to more energy-saving models.

In energy-saving activities involving participants from production sites and production technology and motive power departments, we are working to improve the operation of energy-intensive processes such as painting and casting. We also review the operation and management of power supply equipment such as boilers and compressors, and strive to prevent air leaks and other losses. These activities focus on operational improvements following the introduction of new facilities.



Targets
● 7.2
● 7.3



Target
● 9.4



Targets
● 13.1
● 13.2
● 13.3

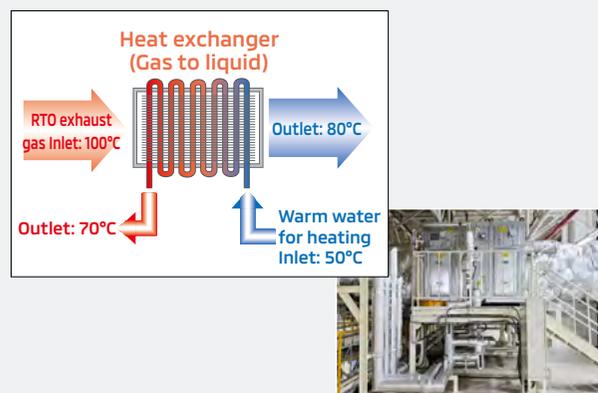
TOPICS

Reusing Waste Heat from the Exhaust of (RTO*1) Equipment (MMTh)

Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) has implemented various measures at its new paint plant to optimize the thermal balance in the painting process. One measure involves a heat exchanger that utilizes waste heat from RTO exhaust gas, which began operating in January 2023, resulting in significant energy savings.

In the painting process, we had been using the heat from RTO exhaust gas from the drying process in a gas-to-gas heat exchange. Now, we have also installed a gas-to-liquid heat exchanger in the process following the drying process to utilize the heat from the exhaust gas at around 100°C to reheat the water used in the painting facility from 50°C to 70°C. As a result, we expect to reduce the amount of gas used to heat water by more than 30%, lowering annual CO₂ emissions by 550 tons.

*1 RTO: regenerative thermal oxidizer



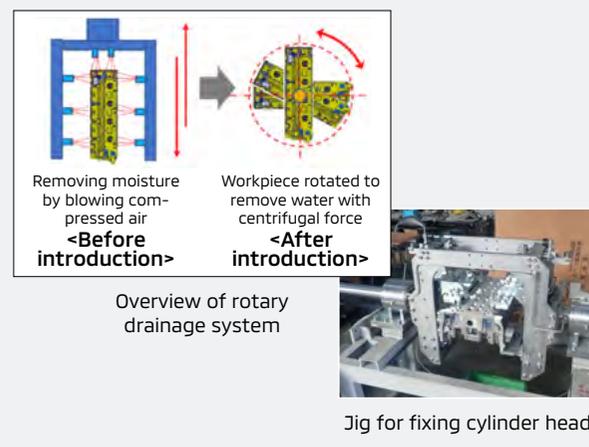
Overview of heat exchangers and equipment actually installed

TOPICS

Reducing the Use of Compressed Air by Introducing a Rotary Drainage System (Kyoto Plant)

The compressors used to produce compressed air account for about 20% of the energy used by the Kyoto Plant. Accordingly, decreasing the plant's consumption of compressed air is a priority for reducing CO₂ emissions.

In FY2022, we introduced a centrifugal device to drain water in the process of cleaning engine cylinder heads, instead of the compressed air we had used previously. This change significantly reduced the use of compressed air. We expect to eventually achieve 95% reduction in energy consumption, lowering annual CO₂ emissions by 40 tons. We plan to gradually roll out this improved process to other lines and facilities.



Office Initiatives

MITSUBISHI MOTORS is also promoting the use of renewable energy and introducing various types of energy-saving equipment in areas other than manufacturing, such as at R&D and head office locations.

Part of the electric power used at the Research and Development Building (Okazaki, Aichi Prefecture) and head office (Minato-ku, Tokyo) is supplied by renewable energy, thanks to the erection of rooftop solar power system and making use of the Tradable Green Certificates System*2. Also, CO₂ emissions are being reduced by using energy-saving electrical equipment and air conditioners.

In July 2020, we began tracking electricity use and power generation per capita at our Research and Development Building, comparing these figures with other offices, and using digital signage to show year-on-year comparisons by month. In these ways, we are working to increase employee awareness about saving energy.



Digital signage at Research and Development Building (Okazaki)

*2 This system is used to trade environmental added value of renewable energy generated from natural energy sources using renewable energy certificates issued by a certificate issuer and confirmed by a third-party organization.



Targets
● 7.2
● 7.3



Target
● 9.4



Targets
● 13.1
● 13.2
● 13.3

Dealer Initiatives

MITSUBISHI MOTORS encourages our dealers in Japan to acquire Eco-Action 21 certification and carry out activities such as reducing the amount of energy and water they use, lowering the amount of waste they produce, and promoting the widespread use of electrified vehicles.

Eco-Action 21 is an environmental management certification and registration system based on guidelines recommended by Japan's Ministry of the Environment. Eco-Action 21 has the following three features.

- The environmental management framework is easy for small and medium-sized businesses to configure and operate.
- The system enables organizations to track and manage their CO₂ emissions, working toward zero CO₂.
- The system facilitates thorough management of compliance with environmental laws and regulations.

For details on Eco-Action 21, see the website of the system's central secretariat (only in Japanese).

[\(WEB\) https://www.ea21.jp/](https://www.ea21.jp/)

Dealers That Have Acquired "Eco-Action 21" Certification (As of July 1, 2023)

Company		
Aomori Mitsubishi Motor Sales Co., Ltd.	Toyama Mitsubishi Motor Sales Co., Ltd.	Kyushu Mitsubishi Motor Sales Co., Ltd.
Higashi Nihon Mitsubishi Motor Sales Co., Ltd.	Toyama Diamond Motors Co., Ltd.	Oita Mitsubishi Motor Sales Co., Ltd.
Ibaraki Mitsubishi Motor Sales Co., Ltd.	Fukui Mitsubishi Motor Sales Co., Ltd.	Kumamoto Mitsubishi Motor Sales Co., Ltd.
Sobu Mitsubishi Motor Sales Co., Ltd.	Kyoto Mitsubishi Motor Sales Co., Ltd.	Nagasaki Mitsubishi Motor Sales Co., Ltd.
Tokai Mitsubishi Motor Sales Co., Ltd.	Nishi Nihon Mitsubishi Motor Sales Co., Ltd.	Ishikawa Chuo Mitsubishi Motor Sales Co., Ltd.
Sunen Mitsubishi Motor Sales Co., Ltd.	Shiga Mitsubishi Motor Sales Co., Ltd.*1	Mie Mitsubishi Motor Sales Co., Ltd.
Nishiowari Mitsubishi Motor Sales Co., Ltd.	Fukuyama Mitsubishi Motor Sales Co., Ltd.	Gunma Mitsubishi Motor Sales Co., Ltd.

*1 Certification received for the Kyoto Mitsubishi Motor Sales Co., Ltd. Group

TOPICS

Rolling out the DENDO DRIVE STATION across Japan's Prefectures

Nationwide map of DENDO DRIVE STATIONS

MITSUBISHI MOTORS seeks to put DENDO DRIVE STATIONS into operation in prefectures across Japan. DENDO DRIVE STATIONS are next-generation dealerships where visitors can experience the appeal of electrified vehicles, including their use as power sources in times of disaster and their contribution to the environment.

In FY2022, we opened up a location—Ageo (Saitama Prefecture)—bringing the number of locations in Japan to 93.

By deploying DENDO DRIVE STATION branches across Japan, we will increase the significance of electrified vehicles by diversifying their energy sources and communicating their value as sources of electric power in times of disaster. See our website for details on our next-generation dealerships, called DENDO DRIVE STATIONS. (only in Japanese)

[\(WEB\) https://www.mitsubishi-motors.co.jp/carlife/phev/dendo/index.html](https://www.mitsubishi-motors.co.jp/carlife/phev/dendo/index.html)



Ageo Branch/Clean Car Ageo Ageo Mitsubishi Motor Sales Co., Ltd.



Exterior



Lifestyle Corner

In a corner designed to look like a typical household dining area, we conduct a "1500W experience demonstration" to show how daily life can go on, even during disasters, by using just a 100V AC power supply (1500W) from an electrified vehicle.



Electrified Vehicle Charging Facilities

Electricity generated by the solar power system is used to charge electrified vehicles through V2H*2 equipment.

*2 V2H: Vehicle to home, V2H is a system that enables electricity stored in a car's battery to be supplied to the home.

Physical Distribution

Working to Reduce CO₂ Emissions from Logistics in Japan

MITSUBISHI MOTORS is actively promoting initiatives to reduce CO₂ emissions of production parts, accessories and transportation of vehicles. Key activities for improvement of logistics efficiency include packaging improvements, increasing of truck filling ratio, and consolidating cargoes to reduce weight and distance (ton-kilometers*). In addition to these in-house ef-

orts, we are collaborating with logistics partners to promote eco-driving, transportation equipment upgrades and modal shifts. We are also working with our alliance partners to shorten travel distances through joint transportation and sharing the use of logistics facilities. In addition to these proactive and comprehensive measures, we are considering collaborating more closely with logistics partners to encourage the introduction of vehicles that do not run on fossil fuels.

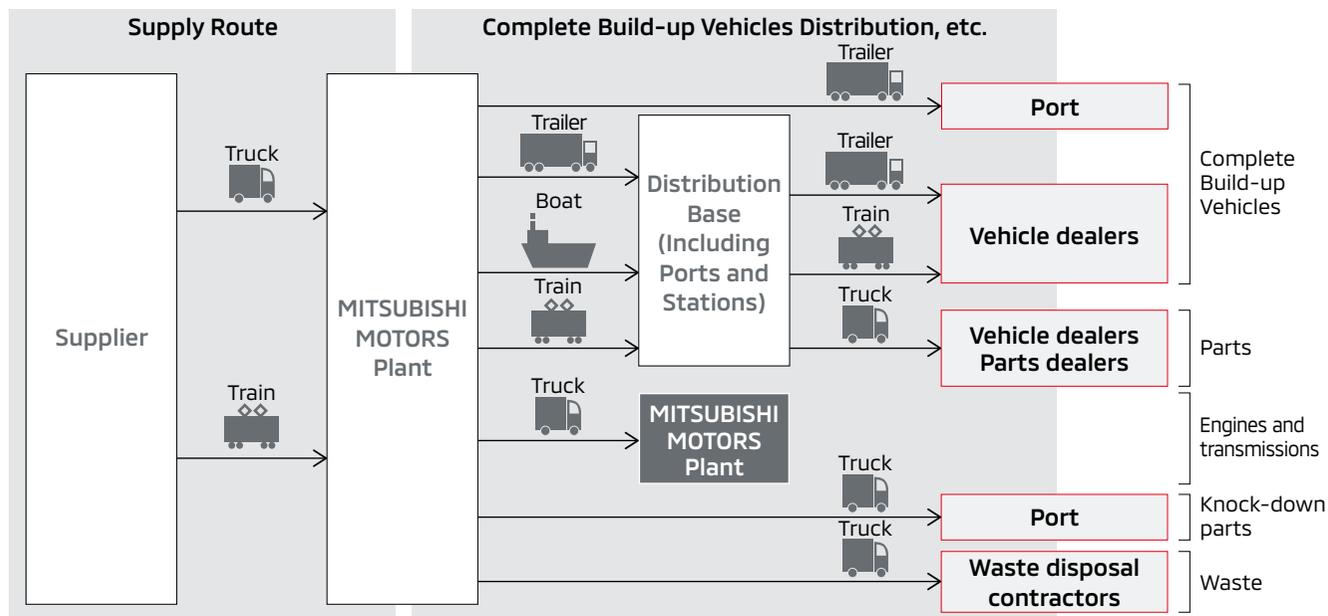
* Ton-kilometer (t-km) is a measurement corresponding to the transport of one ton of cargo over a distance of one kilometer.

Capturing CO₂ Emissions from Overseas Affiliates

We understand the importance of collecting and disclosing CO₂ emissions volumes from distribution throughout the supply chain, including overseas, and we are promoting initiatives in this regard.

We have already begun collecting data from our main overseas plants, Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), Mitsubishi Motors Krama Yudha Indonesia (MMKI) and Mitsubishi Motors Vietnam Co., Ltd. (MMV), to make their CO₂ emissions from distribution visible. Going forward, we will continue working to confirm and improve the accuracy of the data collected. In addition to expanding the scope to include other overseas plants, we will start visualization efforts targeting overseas sales subsidiaries. As a result, we hope to expand our understanding of CO₂ emissions from distribution.

Focused Distribution Routes for Reducing CO₂ Emissions



Vehicle transport in Thailand