

Corporate Philosophy and Policy

Mitsubishi Group Three Principles

The "Three Principles," which is the spirit of Mitsubishi's founding, is positioned as a fundamental philosophy common to the Mitsubishi Group.

Shoki Hoko

= Corporate Responsibility to Society

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

Shoji Komei

= Integrity and Fairness

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

Ritsugyo Boeki

= Global Understanding through Business

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

Vision & Mission

MITSUBISHI MOTORS has formulated our corporate vision and mission to serve as common guiding principles for the employees of the MITSUBISHI MOTORS Group as we look toward the future. The automobile industry is in a period of major change, and our business environment is also undergoing substantial changes. Under these circumstances, the Vision (the society we want to create) and Mission (how to real-

ize the Vision) specify how we become more proactive to exert a positive influence on society.

VISION

Create vibrant society by realizing the potential of mobility

MISSION

1. Provide new experiences for our customers with creative products and service excellence.
2. Make positive contributions to the sustainable development of our society.
3. Act sincerely as a trusted company.
4. Enhance stakeholder value by leveraging the Alliance.

In the automobile industry, technological innovations are being born one after another due to the diversification of power trains, the intelligence of cars, and the shift to IoT, and the role of automobiles has changed from "cars" as hardware to "mobility" as a whole transportation system. Under such a major transition, we are committed to research and develop the potentialities of mobility broadly and to provide all people with possible opportunities to go wherever they want, to see whatever they want, and meet whomever they want, at any time. The "Vision" includes our desire to promote new challenges and economic activities of individuals and contribute to the revitalization of society as a whole by streamlining and optimizing the movement of people.

MITSUBISHI MOTORS' Philosophy System

Our company's corporate activities are based on the "Three Principles," which are positioned as the basic principles common to the Mitsubishi Group. For each employee, aim to realize the "Vision" through carry out the "Mission" by practicing the "MMC WAY*" that shows the minimum necessary attitude and behavior and the "Global Code of Conduct**" that all executives and employees must comply with.

We contribute to the realization of a sustainable society while deepening mutual understanding through dialogue with various stakeholders through business activities in each country and region centered on familiar products such as cars.



*1: Please see page 79 for details on the "MMC WAY."

*2: Please see page 112 for details on the "Global Code of Conduct."

Sustainability Management

Approach to Sustainability

Interest toward realizing a sustainable environment, society and economy has been growing, as is illustrated by such initiatives as the Sustainable Development Goals (SDGs) adopted by the United Nations, the Paris Agreement going into effect and growing ESG investment. In recent years, corporate initiatives have also placed a growing emphasis on these areas.

In particular, on the environmental front, climate change and energy problems are becoming more serious worldwide, and the automotive industry is seeing changes on a scale said to occur only once in 100 years. These changes include new technologies, such as connectedness and autonomous driving, as well as car sharing and other new business models.

MITSUBISHI MOTORS recognizes that various challenges in the environmental, social, and governance fields pose risks to the Company's sustainable growth. At the same time, the Company views tackling societal issues as an opportunity for new business and strives to mitigate risks such as reducing greenhouse gases from its business activities.



Framework for Promoting Sustainability

We have established the Sustainability Committee, which is chaired by the executive officer, president & CEO, to promote sustainability initiatives throughout the MITSUBISHI MOTORS Group. MITSUBISHI MOTORS has identified material issues as important issues that we should wrestle from various problems in the environmental, social, and governance fields. The Sustainability Committee confirms the risks and opportunities identified from a long-term perspective by those responsible for each materiality initiative.

At the same time, the Sustainability Committee deliberates and decides on initiative targets based on the external environment and stakeholder needs and expectations from a medium-term perspective, and uses the PDCA cycle by checking progress.

We have a structure in which important matters such as reviewing material issues and the overall status of sustainability activities are deliberated and reported by the Board of Directors.

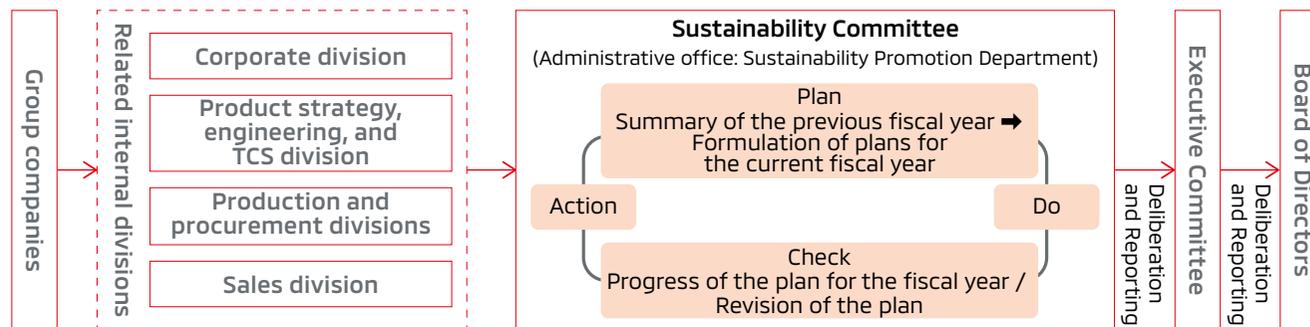
Proceedings

On the environmental front, the Sustainability Committee discusses our efforts to achieve carbon neutrality, which is a global issue, and to enhance disclosure in line with the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations. On the social front, we discuss initiatives involving human rights, which are an area companies are increasingly being called upon to address.

We provide timely disclosure of the Sustainability Committee's proceedings on our website. Please refer to the following.

[\(WEB\) https://www.mitsubishi-motors.com/en/sustainability/management/susc-summary/](https://www.mitsubishi-motors.com/en/sustainability/management/susc-summary/)

Overview of Sustainability Committee



FY2022 Achievements of the Sustainability Committee

- <Meetings convened> 3 times
 <Principal matters for deliberation and reporting>
- Review of material issues
 - Review of FY2021 initiatives on the material issues and activity plans for FY2022
 - Initiatives to achieve carbon neutrality
 - Response to the TCFD recommendations
 - Human rights initiatives
 - FY2022 disclosure policy
 - Initiatives to foster a sustainability mindset, etc.

Sustainability Committee members (As of July 2023)

Category	Position or Scope of Authority		
Chair	Executive Officer, President & CEO		
Vice-chair	Executive Officer (responsible for Internal Control Promotion/General Administration/Corporate Affairs)		
Committee members	Executive Officer, Executive Vice President (responsible for Engineering/Product Strategy/TCS* ¹ /Design)		
	Executive Officer, Executive Vice President (responsible for Sales)		
	Executive Officer, Executive Vice President (CFO)		
	Senior Executive Officer (responsible for Corporate Governance)		
	Senior Executive Officer (responsible for Production/Procurement)		
	Corporate Officer, Division General Manager, Corporate Strategy Management Division		
	Division General Manager, PD* ² Office		
		Person in Charge of Materiality Initiatives	Material Issue Targeted
			*Indicates leaders of initiatives from multiple divisions
		Executive Officer (responsible for Product Strategy), Division General Manager, Product Strategy Division	Responding to Climate Change and Energy Issues
		Corporate Officer, Division General Manager, Human Resources Division	"Promoting diversity and inclusion, and enhancement of employee engagement" Stepping up Human Resource Development Promoting Occupational Health and Safety
		Corporate Officer, Division General Manager, Mobility Business Division	Responding to Climate Change and Energy Issues
		Corporate Officer, Division General Manager, EV Powertrain Engineering Development Division 1	Responding to Climate Change and Energy Issues Resource Recycling Initiatives
		Corporate Officer, (responsible for ASEAN & Oceania)	Contribution to Local Economy through Business Activities*
		Division General Manager, General Administration, Sustainability Division	Responding to Climate Change and Energy Issues* Resource Recycling Initiatives* Promoting Social Contribution Activities*
		Division General Manager, Vehicle Engineering Development Division 1	Delivering Products which Help Prevent Traffic Accidents Resource Recycling Initiatives Prevention of Pollution
		Division General Manager, Production Engineering Division	Contribution to Local Economy through Business Activities
		Division General Manager, SCM* ³ Division	Responding to Climate Change and Energy Issues
		Division General Manager, Internal Control Promotion Office	Strengthening Governance and Ensuring Compliance
		Division General Manager, TCS* ¹ Division	Improvement of Product, Sales, and Service Quality*
	Division General Manager, Production Strategy Planning Division	Responding to Climate Change and Energy Issues Resource Recycling Initiatives	
	Division General Manager, Procurement Management Division	Responding to Climate Change and Energy Issues Achieving a Sustainable Supply Chain	
	Division General Manager, Global Sales Development Division	Improvement of Product, Sales, and Service Quality	
	Division General Manager, Global After Sales Division	Improvement of Product, Sales, and Service Quality	
	Division General Manager, Domestic Sales Division	Improvement of Product, Sales, and Service Quality Promoting Social Contribution Activities	
Observers	Members of the Board and the Audit Committee		
	Corporate Officer Division General Manager, Legal & Corporate Governance Division		
	Audit Committee Office, Assistant to Full-Time Members of the Audit Committee		
	General Manager, IR Office of Corporate Strategy Management Division		
	General Manager, Public Relations Department		
	General Manager, Financial Planning Office		

*1 Total Customer Satisfaction *2 Program Director *3 Supply Chain Management

Instilling Sustainability Awareness within the Company

MITSUBISHI MOTORS conducts penetration activities throughout the year so that executives and employees can deepen their understanding of sustainability and practice sustainability initiatives through their daily work. At the end of each fiscal year, we conduct an employee awareness survey to confirm the degree of penetration. We use the survey results to strengthen and improve each measure and reflect them in activities in the following fiscal year.

<Examples of Activities in FY2022>

- Online training related to sustainability in general
6,927 participants
- Training on overall sustainability tailored to each job rank
Conducted 19 times
(Entry-level employees, mid-career employees, manufacturing staff candidates, newly appointed M2 employees <Managers>, newly appointed M1 employees <General Managers>)
- Distribution of messages from management related to sustainability
Distributed three times
- Distribution of a newsletter related to sustainability
Distributed six times

Participation in the United Nations Global Compact

In May 2019, MITSUBISHI MOTORS announced its support for the United Nations Global Compact (UNGC), the universal principle regarding human rights, labor, the environment and anti-corruption advocated by the United Nations. The UNGC are voluntary behavioral principles for companies and organizations that were proposed by then-Secretary-General Kofi Annan at the World Economic Forum (Davos Conference) in 1999. As a global company, we believe that respect for human rights and anti-corruption initiatives are very important. Accordingly, that same year we partially revised the MITSUBISHI MOTORS Global Code of Conduct, clarifying our efforts related to respect for human rights and anti-corruption. In addition, we have established a Human Rights Policy that commits us to promoting business activities that emphasize human rights.

Based on the 10 principles of the UNGC, as a good corporate citizen we will continue our activities toward the realization of the sustainable growth of society.

Please see the following for specific activities in the four areas stipulated in the Global Compact.

Human rights : P91-94
Labor : P88-90
The environment: P29-64
Anti-corruption : P115



Participation in External Organizations

- Japan Business Federation (Keidanren)
- Japan Automobile Manufacturers Association, Inc.
- Society of Automotive Engineers of Japan, Inc.
- Global Compact Network Japan (GCNJ)

External Initiatives Supported or Referred to

- United Nations' Sustainable Development Goals (SDGs)
- United Nations Global Compact (UNGC)
- Core Labor Standards of the International Labour Organization (ILO)
- Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- ISO 26000 Guidance to Social Responsibility
- Keidanren Charter of Corporate Behavior

Corporate Strategy and Sustainability

Formulating a Long-Term Road Map

In developing MITSUBISHI MOTORS' mid-term business plan, through internal activities called "15-Year Plan" with a global view of the world 15 years from now in mind, we established a road map in the three areas of technology, regional communities, and the mobility business.

We believe that there are three major societal changes that will bring about significant transition in the environment surrounding the automotive industry over the next 15 years.

The first is the global challenge of climate change. In the automotive industry, we see advances in batteries and biofuels as supporting the achievement of a carbon-neutral.

The second is the customer image. Generation Z,

who are digital natives and prioritize experience and empathy, will be the core automotive purchasing group and user group in future, and we believe that this will greatly change marketing and sales activities going forward.

The third is the diverse and ever-evolving digital technologies. We recognize that incorporating these evolutions is essential for enhancing our competitiveness in areas such as autonomous driving, connected car service, and the mobility business.

Revising Environmental Targets 2030

In our previous mid-term business plan, "Small but Beautiful," we emphasized strengthening environmental technologies with a focus on plug-in hybrid electric vehicles (PHEV). In November 2020, we announced the Environmental Plan Package (Environmental Policy,

Environmental Vision 2050, and Environmental Targets 2030) that sets our direction and targets for environmental initiatives looking ahead to the next 30 years.

In response to the increasing interest in carbon neutrality, in September 2022, we declared our commitment to achieving carbon neutrality throughout our supply chain and revised our Environmental Vision 2050 accordingly. Furthermore, in February 2023, we revised our Environmental Targets 2030, specifically raised our FY2030 business activities CO₂ emissions reduction target by "- 50% compared with the FY2018 level," maintaining our current targets of "- 40% compared with the FY2010 level" for average CO₂ emissions from new vehicles and "50% for FY 2030" for the electrified vehicles sales ratio, we have also established a lofty target of "100% in FY2035" for the electrified vehicles sales ratio. In order to solve the global issue of climate change, We will continue to make steady progress in these initiatives.

Please see page 31 for details on "Environmental Targets 2030."

Long-Term Road Map

	2020	2025	2030	2035
Societal Changes	Increased awareness of CN		Initiatives to achieve CN / Battery evolution	
	Generation Z (prioritize Experience, Empathy, and Time Performance)		To Generation α...	
	Digital Technology Evolution (Comms(5G/6G), DX, AI, Robotics, and Metaverse)			
Mid-Term Business Plan	"Small but Beautiful"	"Challenge 2025"		
Vehicle Electrification	Mainly ICE	ICE / HEV / PHEV / BEV mixed		Mainly HEV / PHEV / BEV Mainly BEV
DX/ New Business	Use of digital tech in business	System upgrade DX		Fully fledged rollout of new business using digital tech
Business Form	Vehicle sales After sales	Value chain expansion New business challenges		Vehicle sales + securing profit in new business areas Deeper collaboration with partners (energy management, etc.)
Regional Strategy	Global rollout	Focus area selection and role clarification		Clarifying regional roles and securing profit for each region

Please see page 7 of the presentation on our website for details of the Long-Term Road Map.

[WEB](https://www.mitsubishi-motors.com/content/dam/com/ir_en/pdf/financial/2023/230310-2.pdf?20230808) https://www.mitsubishi-motors.com/content/dam/com/ir_en/pdf/financial/2023/230310-2.pdf?20230808

Revised Targets

CO₂ emissions from business activities
(Total Emissions of Scope 1 and 2)
-40% → **-50%**
(Compared to FY2014) (compared to FY2018)

Added Targets

- Ratio of electrified vehicles sales 100% by FY2035
- Promoting CO₂ emission reduction activities through collaborations with suppliers/transporters in the fields of procurement and logistics
- Provision of energy management services utilizing electrified vehicles and used batteries

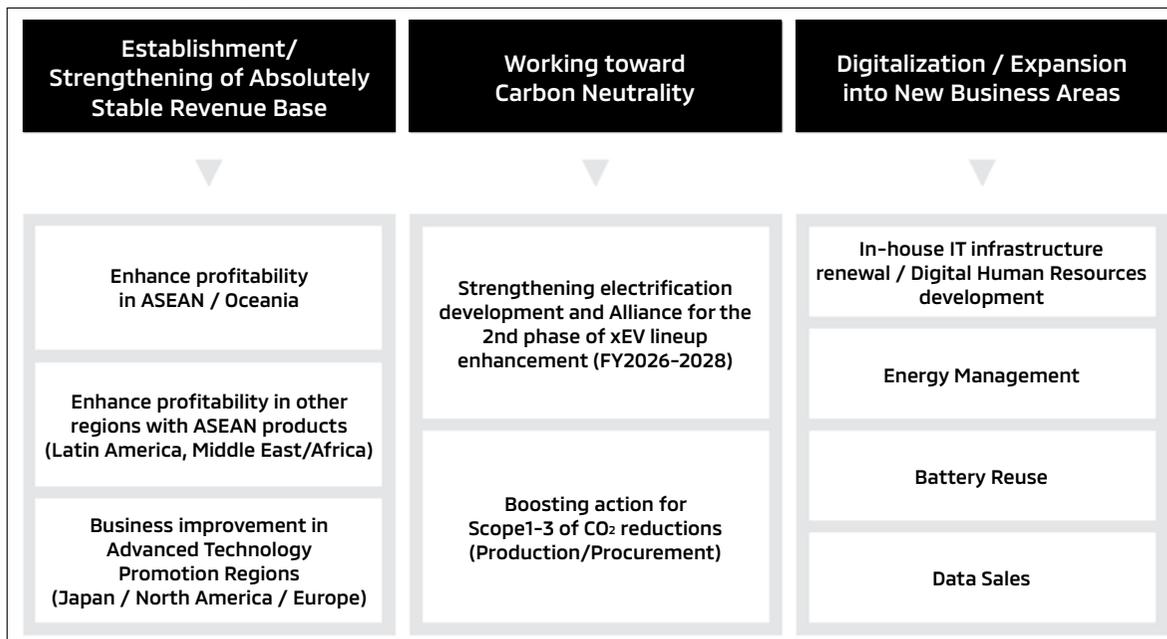
Overview of Our New Mid-Term Business plan, "Challenge 2025"

We developed the new mid-term business plan, "Challenge 2025," announced in March 2023, performing backcasting the road map for the technology, regional communities, and mobility business sectors outlined in our "15-Year Plan."

In "Challenge 2025," we have set three major challenges to achieve the sustainable growth of MITSUBISHI MOTORS amid the significant environmental changes that surround us.

Firstly, it is a regional strategy to establish a stable revenue base. We set the global market into three categories* and after clarifying the role of each region, we work to establish and strengthen the absolutely stable revenue base.

The 3 major Challenges in "Challenge 2025"



Particularly in the ASEAN, which we have categorized as a growth driver, from FY2023, we will roll out a series of new products that encapsulate "Mitsubishi Motors-ness." We will work to improve the brand value of Mitsubishi Motors by closely linking those products and opportunities for customers to experience them. And in ASEAN countries we will grow the number of sales outlets, increase area coverage, improve store facilities and customer interaction methods, improve convenience for customers through digitalization, and take other actions to achieve quality improvement in both sales and services.

* We categorize our core business regions, the ASEAN and Oceania regions, as "GROWTH DRIVERS"; Latin America, the Middle East, and Africa, where we horizontally roll out our ASEAN products, as "LEVERAGE REGIONS"; and Japan, North America, and Europe, which need environmental technologies such as electrification, ADAS and other safety technologies, as well as the utilization of vehicle data among other things, as "ADVANCED TECHNOLOGY PROMOTION REGIONS."
Please see page 5 for details on "Principal Facilities."

<Related materiality>

Please see page 70 for details on "Improvement of Product, Sales, and Service Quality."

Please see page 76 for details on "Contribution to Local Economy through Business Activities."

Secondly, it is "working towards carbon neutrality." As the automotive maker that was the first in the world to achieve mass production of BEV and SUV PHEV models, we will bolster our development of electrification technology, while collaborating within the Alliance. Over the next five years, we will roll out nine electrified vehicles in the market. Our numerical targets for the environment are set on a Tank-to-Wheel basis. By combining the quietness and pleasant acceleration performance that are the attractive features of electrified vehicles with durability and reliability in technology and four-wheel control that forms our DNA, we will introduce to the market electrified vehicles that embody "Mitsubishi Motors-ness." We will continue to work on car manufacturing that combines ever-evolving IT and digital technologies with comfortable and advanced interior spaces, aiming to create a more attractive and fulfilling mobility life that awakens their adventurous spirit. Additionally, we will strengthen our efforts in further electrification, not only by reducing battery costs but also by minimizing cost of ownership for our customers through energy management and the reuse of used batteries.

We will also aim to reduce emissions of greenhouse gas that originate from our business activities.

For details, please see the following

- "Environmental Plan Package": P30
- "Environmental Targets 2030": P31
- Materiality "Responding to Climate Change and Energy Issues": P36

Thirdly, it is "digitalization/expansion into new business areas." Based on the assumption that the digital natives who are Generation Z will become the core automotive purchaser and user group, we will renew our IT infrastructure in operations and go forward with digital transformation.

Furthermore, we believe that electrification and the evolution of digital technology will provide opportunities for new business such as energy management and the data business. During the period of the new mid-term business plan, we will explore the possibilities of new business, and work to build an infrastructure for a subsequent full-scale undertaking.

As the business environment changes rapidly, the key for us to grow sustainably and achieve improved corporate value is "employees." In FY2022, we had many discussions of the ideal standards for Mitsubishi Motors. We updated our action guideline "MMC WAY," by taking on ever more challenges that each and every one of our employees faces in uncharted areas with the aim of meeting the expectations of our stakeholders and contributing to the realization of a sustainable society. In order to establish a fulfilling workplace, foster talent, and ensure a diverse workforce as the basis for implementing the "MMC WAY," we will promote the following initiatives which are aligned with our management strategy.

<Strategic Human Resources Priorities >

- Build a better workplace
- Enhance learning opportunities/reskilling programs
- Secure/cultivate a diverse workforce

<Related materiality>

Please see page 79 for details on "Human Resources Management."

"Mitsubishi Motors-ness"

In order to encourage customers to choose our products, we have redefined "Mitsubishi Motors-ness" in our new mid-term business plan, "Challenge 2025."

"Mitsubishi Motors-ness" means providing customers with a fulfilling mobility life that awakens their adventurous spirit on the basis of reliability backed up by technology that achieves "Eco-friendly x Safety Technology, Peace of Mind and Comfort."

We aim to bring joy to the lives of our customers by providing them with something new, not to mention those who drive uncharted path, but also those simply want to expand their world a little even if they are anxious about driving.

We will thoroughly refine our unique value, of "Mitsubishi Motors-ness," and convey to it to our customers to gain their understanding and empathy. In this way, we will strengthen our brand and promote the penetration of value-oriented businesses.

Pursuing "Mitsubishi Motors-ness"

What is Mitsubishi Motors-ness?

The provision to customers of a fulfilling mobility life that awakens their adventurous spirit on the basis of reliability backed up by technology that achieves "Eco-friendly x Safety Technology, Peace of Mind and Comfort"

 <p>Environmentally friendly and enable activities close to nature</p>	 <p>Help contribute to carbon neutrality with Commercial EV</p>	 <p>Enable our customers to experience an exciting adventure with confidence</p>	 <p>Returning home with peace of mind from safety technology for just about every adventure</p>	 <p>Reliable and useful when needed in natural disasters, power cuts, etc.</p>
 <p>Electrification</p> <p>The world's first mass-produced BEV and globally recognized PHEV at the core</p>	 <p>Durability and Reliability</p> <p>Reliable even in adverse conditions thanks to a design philosophy nurtured on almost all road surfaces and in almost all environments around the world</p>	 <p>Four-wheel control (S-AWC)</p> <p>Provide innovative driving performance and reliability on almost any road surface</p>	 <p>Comfortability</p> <p>Excite drivers and passengers with a comfortable and advanced interior with ever-advancing IT</p>	

MITSUBISHI MOTORS' Materiality

Identifying and Reviewing Materiality

MITSUBISHI MOTORS, with recognition of importance of the United Nations Sustainable Development Goals (SDGs), identified material issues as the important issue that we should wrestle from various challenges in the fields of environment, social and governance in FY2018.

During the identification process, we conducted repeated examinations from the perspective of stakeholders' concern and impact on the Company, and held hearings with experts. After that, we repeated discussions about our material issues at the Sustainability Committee, and the decision was made at the Executive Committee.

In recent years, social trends related to sustainability have changed substantially and rapidly. After carefully considering the most salient impacts our Company has on the economy, environment and human rights, we are flexibly reviewing material issues and enacting measures as necessary. We aim to respond to stakeholders' needs and expectations as a result.

Flexibly Reviewing Materiality Based on Social Conditions and Awareness of Issues

In FY2020, in light of changes in social conditions due to the aggravation of environmental problems and the COVID-19 pandemic, MITSUBISHI MOTORS' material issues were reviewed after discussions at the Sustainability Committee and resolved by the Board of Directors.

1. Materiality on "Environment"

The Environmental Plan Package, which we formulated in FY2020, positioned "Pollution prevention" as a priority environmental issue along with "Action to climate change" and "Resource circulation." Accordingly, in terms of MITSUBISHI MOTORS' materiality, we have

raised the impact on our company of "Prevention of pollution" (on the horizontal axis of the figure) from "very high" to "extremely high."

2. Materiality on "People"

In FY2020, considering our responses to the new normal triggered by the COVID-19 pandemic, we have reviewed the material issues of "Work style reform" and "Diversity" and merged them into "Promoting work style reform in response to new normal conditions (Diversity, Work-life balance)." Through the review, we have presented the directions to enhance organizational capabilities and corporate value by creating an environment where diverse employees can maximize their individual abilities and play an active role.

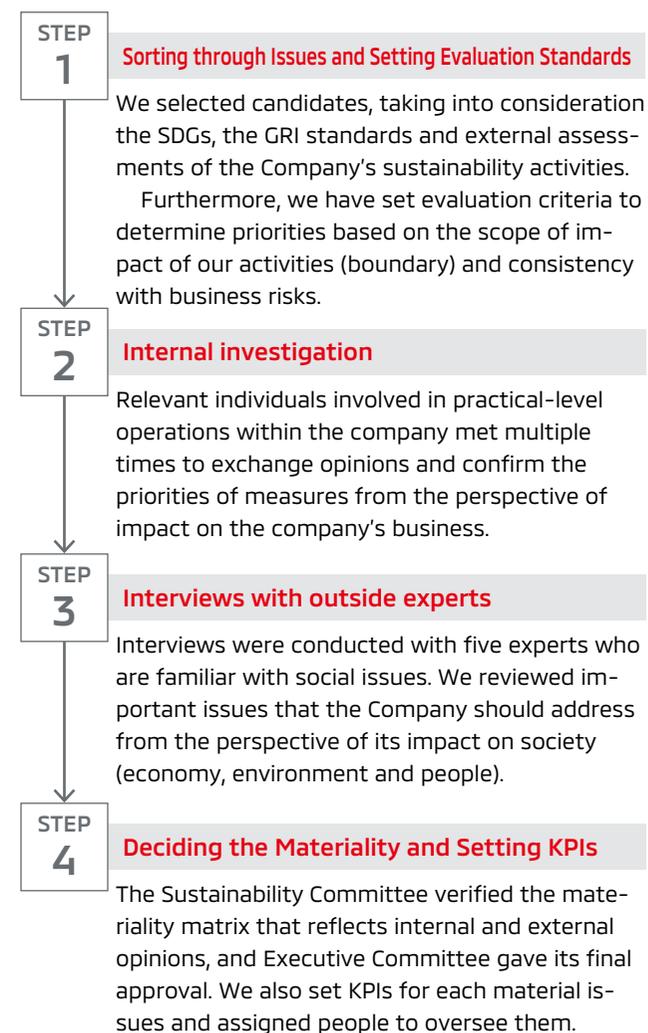
In FY2022, given the need to enhance human capital investment toward our sustainable growth and higher corporate value, after discussions in the Sustainability Committee, we reviewed our material issues and made the following resolutions in the Executive Committee.

The response to the material issues we set in FY2020, "Promotion of work style reforms in response to the new normal (diversity, work-life balance)," achieved certain results during the period of COVID-19 pandemic by expanding flexible work styles based on remote work. As economic activity around the world has gradually returned to normal, we recognize that the need for employee engagement is more important than ever before. Understanding that "employees are capital that support the Company's growth, we acknowledge the importance of recruiting and promoting diverse talent, recognizing each individual's differences, and providing a workplace environment and equal opportunities where they can thrive.

Based on this understanding, we have revised "Promotion of work style reforms in response to the new

normal (diversity, work-life balance)" to "Promoting diversity and inclusion, and enhancement of employee engagement" and have indicated a direction to further strengthen initiatives related to human resources.

Identification Process



The Materiality Identified



E: Environment **S**: Social **G**: Governance

* Please see page 81 for details on "Promoting work style reform in response to new normal conditions (Diversity, Work-life balance)"

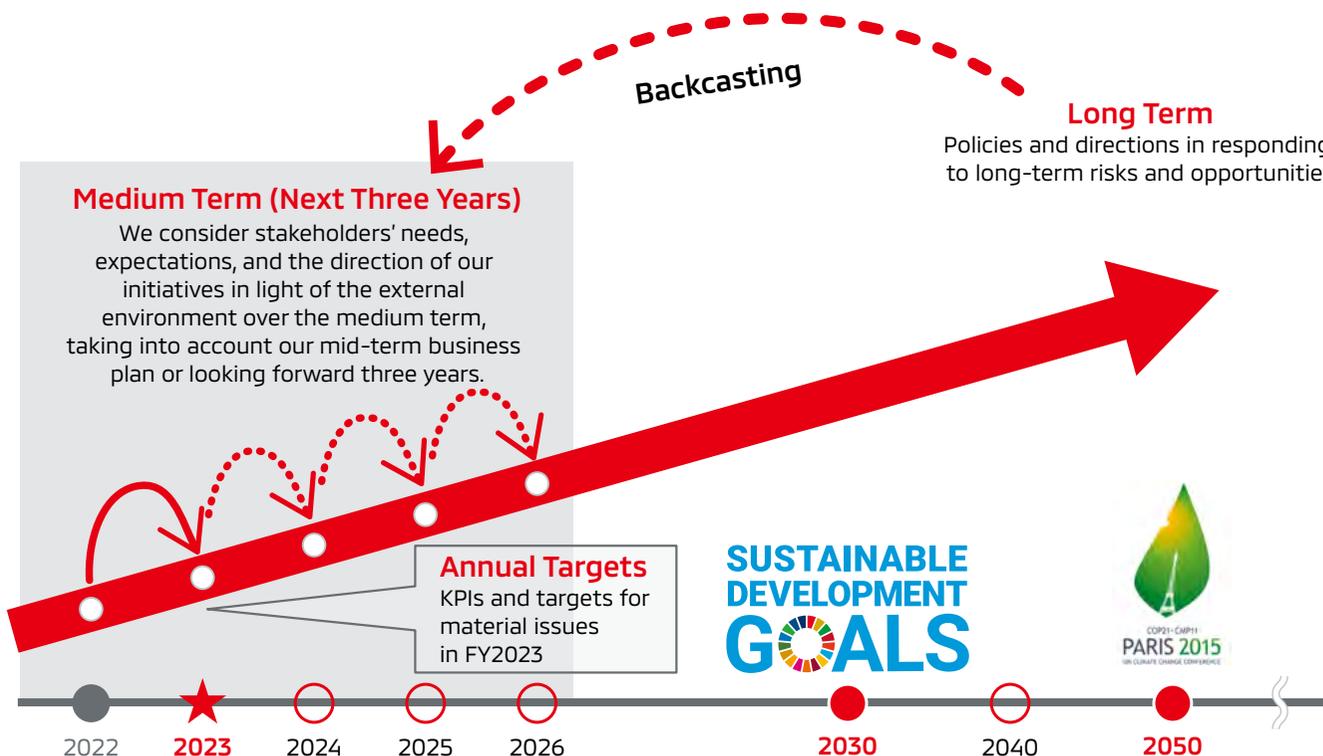
Reflecting Medium- to Long-term Perspectives when Setting Annual Targets Related to Materiality

MITSUBISHI MOTORS needs to reinforce its management base in order to respond to the various changes taking place in the automotive industry, look at the business environment from a long-term perspective, and respond to medium- to long-term risks and opportunities. To achieve these goals, we recognize the importance of setting annual targets on materiality initiatives from a medium- to long-term perspective.

In FY2021, we took the following steps to set annual targets for individual materiality initiatives.

First, we took a long-term perspective, using 30 years as our time horizon (the period used when formulating Environmental Vision 2050) for responding to environmental issues we consider essential in order to conduct business activities. In the Environmental Policy, we particularly focused on climate change, resource circulation and pollution prevention. For other material issues, we looked ahead to 2030, which is the target year for the United Nations' Sustainable Development Goals (SDGs). We clarified the social issues (risks) the Company recognizes from a long-term perspective, as well as the effects (opportunities) that could be obtained by addressing these issues. After deliberating with the division general managers in charge of implementing the material issues, we clarified the direction of response.

Looking from the medium-term perspective, or three years into the future, we worked with the division general managers responsible for implementing the material issues to identify the external environment and stakeholders' needs and expectations. We



then set medium-term action targets. The Sustainability Committee deliberated the medium- to long-term aspects of respective material issues, including risks and opportunities, as well as the appropriateness of the annual targets and indicators.

Starting FY2022, we have been reviewing the medium to long-term aspects of each material issue and setting annual targets and indicators. We are progressing with our initiatives based on this review.

Materiality (Risks/Opportunities/Impacts)

Materiality	Risks	Opportunities	Impacts
Responding to Climate Change and Energy Issues	<ul style="list-style-type: none"> As regulations on fuel economy, CO₂ and ZEVs* are strengthened, failure to comply could make the Company susceptible to fines, credit costs or increasing costs for technology development to achieve regulatory compliance. The Company could incur higher procurement costs, such as for electricity and raw materials, due to the introduction of carbon taxes or other carbon pricing. More frequent and intense meteorological disasters that damage production facilities or supply chain interruptions could halt production. 	<ul style="list-style-type: none"> We could increase sales by enhancing our lineup of electrified vehicles and other products that help reduce CO₂ emissions. We could meet new demand for emergency power sources for use during meteorological disasters. 	<ul style="list-style-type: none"> We will contribute to the realization of a society more resilient to climate change as we move toward net-zero CO₂ emissions through the growing proliferation of electrified vehicles and renewable energy.
Resource Recycling Initiatives	<ul style="list-style-type: none"> The cost of procuring raw materials could increase due to resource constraints, such as the depletion of precious metals or other natural resources. The Company could face increasingly stringent regulations, such as on the use of recycled materials and recycling, and rising costs to respond to them. The corporate image could suffer from a delayed response to resource recycling. 	<ul style="list-style-type: none"> We could stabilize procurement costs by reducing our dependence on depleted resources. It might be possible to reduce costs by using resources more efficiently and reusing waste. We could heighten competitiveness through 3R design and more advanced recycling technologies. We could find more opportunities to make use of used batteries. The corporate image could be enhanced by appealing to our efforts to contribute toward a recycling-oriented society. 	<ul style="list-style-type: none"> We will contribute to a resource-recycling-oriented society by minimizing input resources and maximizing resource efficiency.
E Prevention of Pollution	<ul style="list-style-type: none"> The cost of managing hazardous substances could rise if regulations are become more stringent in response to increased damage to human health and the loss of ecosystems. The company could become subject to lawsuits, fines or sanctions in the event of a serious leak into the air or water. Environmental problems at a supplier could disrupt the supplier's operation and halt our parts procurement. The Company's image could suffer in the event of a delayed response to initiatives. 	<ul style="list-style-type: none"> We could reduce costs through more efficient management, including of the supply chain. By reinforcing management, including of the supply chain, we could supply products that deliver reassurance and safety, as well as maintaining competitiveness. Managing in accordance with standards more rigorous than those imposed by regulations could enhance the corporate image. 	<ul style="list-style-type: none"> We will contribute toward a society free of environmental pollution by reducing the environmental impact of our products and the pollution resulting from our business activities.
Conservation of Water Resources	<ul style="list-style-type: none"> Water shortages and water pollution could raise the uncertainty and cost of securing water resources. Flooding and other damage arising from climate change could halt operations and reduce earnings. We could face higher costs in response to increasingly stringent regulations on water withdrawal and discharge. 	<ul style="list-style-type: none"> We could lessen the impact of water stress by reducing our dependence on water resources. We could reduce costs by reducing water use and increasing the water reuse rate. 	<ul style="list-style-type: none"> Based on the impact climate change, resource extraction and pollution have on water resources (concentrated rainfall, droughts, water pollution and water shortages), we will address these issues, helping to reduce water risk and preserve water resources.
Preservation of Biodiversity	<ul style="list-style-type: none"> The loss of ecosystems could lead to environmental changes that raise the uncertainty and cost of procuring resources. Land use for business operations could cause ecosystem losses, reducing our corporate image. 	<ul style="list-style-type: none"> Avoid the loss of ecosystems that could lead to environmental changes that raise the uncertainty and cost of procuring resources. Prevent a decline in the corporate image by alleviating and recovering from the impact on ecosystems due to land use for business operations 	<ul style="list-style-type: none"> Based on the impact climate change, resource extraction and pollution have on the ecosystem (species extinction and change, reductions and disappearance of habitat and migratory regions), we will address these issues to help reduce ecosystem losses. Enact measures that are in harmony with local biodiversity.

* Zero emission vehicles (ZEVs) are electric vehicles (EV) and fuel cell vehicles that emit no exhaust gases. Automotive regulations in the US state of California state that for manufacturers that sell more than a certain number of units in the state, a certain percentage of those units must be ZEVs.

	Materiality	Risks	Opportunities	Impacts
S	Delivering Products which Help Prevent Traffic Accidents	<ul style="list-style-type: none"> ● An increase in serious accidents as drivers age ● A rise in accidents due to a surge in automobile ownership in emerging markets 	<ul style="list-style-type: none"> ● Maintain the brand and expand sales by introducing advanced technologies 	<ul style="list-style-type: none"> ● Contribute to the realization of a mobility society with zero traffic accidents through penetration and expansion of safety technologies
	Improvement of Product, Sales, and Service Quality	<ul style="list-style-type: none"> ● Quality problems that originate in product or service quality 	<ul style="list-style-type: none"> ● Enhance loyalty and win new customers by providing high-quality products and services 	<ul style="list-style-type: none"> ● Increase customer satisfaction by providing product quality and sales and service quality that exceeds customer expectations
	Contribution to Local Economy through Business Activities	<ul style="list-style-type: none"> ● Investing in the ASEAN from around the world, leading to concerns about labor shortages and rising personnel costs. ● Economic development could lead to increasing income disparities within the region. 	<ul style="list-style-type: none"> ● Strengthen management base by developing human resources. ● Ongoing capital expenditure could improve the working environment and raise productivity and efficiency. 	<ul style="list-style-type: none"> ● Develop and address issues in the regions where we do business
	Promoting diversity and inclusion, and enhancement of employee engagement	<ul style="list-style-type: none"> ● Human resources gathering at companies that offer diversity and a comfortable working environment. ● The impact on business due to a decrease in communication 	<ul style="list-style-type: none"> ● The potential to secure excellent human resources, creating value from a diverse perspective ● Higher productivity through improved quality of remote work 	<ul style="list-style-type: none"> ● Enhance corporate value by building an organization in which diverse human resources can play an active role ● Deliver value through the creation of a more productive work environment
	Stepping up Human Resource Development	<ul style="list-style-type: none"> ● A decrease in productivity and organizational weakening due to remote working. ● A delayed response to social or environmental changes could reduce competitiveness. 	<ul style="list-style-type: none"> ● Higher productivity, a more resilient organization ● Enhanced competitiveness due to an increase in highly specialized personnel 	<ul style="list-style-type: none"> ● Enhance corporate value by strengthening managers' management skills ● Provide value by improving ability to respond flexibly to changes in the environment
	Promoting Occupational Health and Safety	<ul style="list-style-type: none"> ● Workplace accidents, increases in the number of people with lifestyle diseases or mental health disorders, or damage to the physical and mental health of employees could adversely affect our corporate image and obstruct our business continuity. 	<ul style="list-style-type: none"> ● Ensure business stability by creating safe and secure workplaces and promoting physical and mental health 	<ul style="list-style-type: none"> ● Increase engagement by providing an environment where each employee can work and play an active role in a rewarding, healthy and energetic manner, both physically and mentally
	Achieving a Sustainable Supply Chain	<ul style="list-style-type: none"> ● Production delays and stoppages and increased costs due to supply chain disruptions caused by external factors ● Inability to source raw materials and damage to corporate value due to delays in addressing social and environmental issues, including human rights violations in the supply chain. 	<ul style="list-style-type: none"> ● By establishing a stable supply chain, ensure a system to conduct procurement in the event of emergencies ● Maintain social credibility through responsible behavior throughout the supply chain, by respecting human rights and ensuring compliance 	<ul style="list-style-type: none"> ● Enhance business continuity by strengthening the BCP* system in cooperation with industry associations and government ● Reduce impact on human rights and the environment by raising the level of CSR throughout the supply chain (addressing human rights issues at suppliers, such as conflict minerals)
Promoting Social Contribution Activities	<ul style="list-style-type: none"> ● An increase in large-scale disasters due to climate change ● Disparities in economic development and inequality 	<ul style="list-style-type: none"> ● Provide reassurance and support safety through further expansion of disaster cooperation agreements and by quickly putting support systems in place in times of disaster ● Contribute to communities' social development through ongoing activities that meet regional needs 	<ul style="list-style-type: none"> ● Ensure the safety and security of community life ● Foster local communities by utilizing individual employees' skills, know-how, and our products 	
G	Strengthening Governance and Ensuring Compliance	<ul style="list-style-type: none"> ● Corporate malfeasance becoming an increasing social problem ● Increasing number of cyberattacks and other issues related to information leaks, as well as their increasing severity ● Business interruptions due to natural disasters or outbreaks of infectious diseases 	<ul style="list-style-type: none"> ● Ensure soundness and transparency by establishing a robust governance system, and earn society's trust ● Ensure safety and sustainability of corporate business through enhanced risk management 	<ul style="list-style-type: none"> ● Ensure business continuity and confidence in the Company by further strengthening governance, such as by ensuring compliance with laws and regulations, and the appropriateness and efficiency of business execution ● Ensure business continuity and confidence in the Company by properly identifying risks, preventing them from materializing, and minimizing their impact when they do materialize

* BCP: Business continuity plan

Materiality (External Environment/Stakeholders' Needs and Expectations/Medium-Term Targets)

Materiality	External Environment	Stakeholders' Needs and Expectations	Medium-Term Targets
Responding to Climate Change and Energy Issues	<ul style="list-style-type: none"> ● More than 140 countries and regions pledging to be carbon neutral by 2050. ● COP26, held in 2022 (United Kingdom) provided an opportunity for major countries to announce increases in the targets for 2030. ● Various national governments considering or announcing lower CO₂ and higher fuel economy standards, making electrified vehicles mandatory, banning the sale of vehicles with internal combustion engines, strengthening regulations on life cycle assessments (LCA). ● Acceleration of global efforts to reduce CO₂ emissions with the release of the Sixth Assessment Report of the IPCC*1 in March 2023 	<ul style="list-style-type: none"> ● As interest in environmental considerations mounts, growing expectation for carbon neutrality across the supply chain. ● Growing ESG investment (investors promoting changes in corporate activities) 	FY2030 targets: <ul style="list-style-type: none"> ● Average CO₂ emissions from new vehicles: -40% (Tank to Wheel, compared with FY2010) ● Ratio of electrified vehicle sales: 50% (100% by FY2035) ● CO₂ emissions from business activities: -50% (Scope 1 and 2 total emissions, compared with FY2018) ● Work with major suppliers to promote activities for reducing CO₂ ● Cooperate with logistics companies on activities for reducing CO₂ ● Provide energy management services utilizing electrified vehicles and used batteries ● Implementation of climate change adaptation measures
E Resource Recycling Initiatives	<ul style="list-style-type: none"> ● An increasing shift toward a circular economy ● The manifestation of waste-related issues in Japan and overseas (such as emerging markets limiting imports) ● The increasingly strict EU Batteries Regulation (calls for disclosure of amounts of reused materials, among other items) ● Plastics causing the marine pollution problem 	<ul style="list-style-type: none"> ● Mounting demands for environmental consideration ● Growing ESG investment (investors promoting changes in corporate activities) 	<ul style="list-style-type: none"> ● Expanding adoption of non-fossil-based plastic ● Achievement of zero direct landfill waste (less than 0.5%) ● Reuse of batteries used in electrified vehicles
Prevention of Pollution	<ul style="list-style-type: none"> ● Increasingly stringent regulations on emissions in various countries and regions ● Increasingly stringent regulations on chemical substances in various countries and regions ● Increasingly stringent regulations on the export and import of hazardous waste (plastic waste) 	<ul style="list-style-type: none"> ● Mounting demands for environmental consideration ● Growing ESG investment (investors promoting changes in corporate activities) 	<ul style="list-style-type: none"> ● Conformance to regulations on use of hazardous substances in products
Conservation of Water Resources	<ul style="list-style-type: none"> ● Climate change resulting in extreme weather events, resulting in environmental changes and increasingly severe water shortages ● Growing populations and urban development in emerging markets exacerbating water pollution ● Plastics causing marine pollution 	<ul style="list-style-type: none"> ● Mounting demands for environmental consideration ● Growing ESG investment (investors promoting changes in corporate activities) 	<ul style="list-style-type: none"> ● Promote climate change countermeasures and initiatives targeting resource recycling and pollution prevention ● Manage the amount of water used based on water risks at each production facility, and monitor the quality of discharged water
Preservation of Biodiversity	<ul style="list-style-type: none"> ● Enhanced international conservation in accordance with an assessment report published in May 2019 by IPBES*2 ● Adoption of the Kunming-Montreal Global Biodiversity Framework at the 15th Conference of the Parties to the Convention on Biological Diversity in December 2022 	<ul style="list-style-type: none"> ● Mounting demands for environmental consideration ● Growing ESG investment (investors promoting changes in corporate activities) 	<ul style="list-style-type: none"> ● Promote climate change countermeasures and initiatives targeting resource recycling and the prevention of pollution ● Promote community-based initiatives to address environmental issues

*1 IPCC: Intergovernmental Panel on Climate Change

*2 IPBES: Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services

Materiality	External Environment	Stakeholders' Needs and Expectations	Medium-Term Targets	
S	Delivering Products which Help Prevent Traffic Accidents	<ul style="list-style-type: none"> ● Laws and regulations related to traffic accidents, heightened government safety targets ● Increasingly stringent standards for information disclosure testing and assessment, such as NCAP 	<ul style="list-style-type: none"> ● Customers: Growing expectations for active safety technologies ● Local communities: Providing a safe means of mobility for all people 	<ul style="list-style-type: none"> ● Provide customers with safe, secure and comfortable means of mobility with the environment at the core
	Improvement of Product, Sales, and Service Quality	<ul style="list-style-type: none"> ● Increasingly diverse customer needs as vehicles become more advanced (electrification, intelligence) ● Increase in vehicle off-board functions (connected, link with smart-phones) 	<ul style="list-style-type: none"> ● Customer perspective: Sense of satisfaction in relation to quality through various contact points with products and MITSUBISHI MOTORS ● Business perspective: Ensure compliance, and maintain and enhance management to ensure against losing trust on the quality front 	<ul style="list-style-type: none"> ● Earn top-level customer evaluations in five countries in our core ASEAN market (Thailand, Indonesia, the Philippines, Vietnam, and Malaysia), as well as in Australia and our home market of Japan
	Contribution to Local Economy through Business Activities	<ul style="list-style-type: none"> ● In the ASEAN <ul style="list-style-type: none"> - Promoting initiatives toward a carbon-neutral society - Multiple free trade agreement networks are being expanded, facilitating exports and imports. 	<ul style="list-style-type: none"> ● Regional development through employment, human resource development, investment, technology transfer, exports, the environment and social contribution 	<ul style="list-style-type: none"> ● Conducting business with an emphasis on contributing to all stakeholders and society ● Concentration of management resources with a business focus on the ASEAN
	Promoting diversity and inclusion, and enhancement of employee engagement	<ul style="list-style-type: none"> ● Requests to provide a comfortable working environment for diverse human resources 	<ul style="list-style-type: none"> ● Provide a fair working environment tailored to individual circumstances ● Grow the business by securing excellent human resources 	<ul style="list-style-type: none"> ● Create a comfortable work environment in which a diverse workforce can thrive
	Stepping up Human Resource Development	<ul style="list-style-type: none"> ● Remote working leading to a lack of communication and growing sense of isolation ● A rapidly changing environment surrounding the auto industry (CASE, MaaS) 	<ul style="list-style-type: none"> ● Secure personnel who have strong management capabilities ● Provide training that matches the environment and the times 	<ul style="list-style-type: none"> ● Improve skills in management and training ● Formulate education policies tailored to the environment and the times
	Promoting Occupational Health and Safety	<ul style="list-style-type: none"> ● A growing number of people with mental health disorders and lifestyle diseases 	<ul style="list-style-type: none"> ● Help employees respond to environmental, age and lifestyle changes ● Calls for business continuity 	<ul style="list-style-type: none"> ● Prevent mental health disorders stemming from environmental changes, and maintain employees' physical and mental health ● Promote health and safety management systems and ensure compliance with safety-related laws and regulations
	Achieving a Sustainable Supply Chain	<ul style="list-style-type: none"> ● Growing awareness of human rights and the environment in international society 	<ul style="list-style-type: none"> ● Expectations of business continuity and enhanced trust 	<ul style="list-style-type: none"> ● Achieve stable and sustainable procurement through collaboration and coordination with suppliers
G	Promoting Social Contribution Activities	<ul style="list-style-type: none"> ● Around the world, subsequent disasters stemming from extreme weather, such as heat waves, droughts and flooding due to heavy rains ● Increasing disparity and inequality in economic development due to conflicts, natural disasters, pandemics, etc. 	<ul style="list-style-type: none"> ● Expectations of disaster support in emergencies and reconstruction support ● Expectations of humanitarian assistance 	<ul style="list-style-type: none"> ● Provide assistance and solve social issues based on disaster cooperation agreements ● Contribute to a sustainable society by each employee utilizing technologies, expertise, and products to meet the challenges of an increasingly diverse society
	Strengthening Governance and Ensuring Compliance	<ul style="list-style-type: none"> ● Revision of business-related laws and regulations ● Business interruptions due to natural disasters or outbreaks of infectious diseases ● Frequent information leaks and business interruptions due to cyberattacks and other issues ● War, terrorism, political instability, deterioration of public safety and other factors in our key markets 	<ul style="list-style-type: none"> ● Expectations of business continuity and enhanced trust 	<ul style="list-style-type: none"> ● Maintain a robust governance structure by achieving effective and efficient operation of the internal control system ● Enact thorough compliance to prevent serious incidents ● Mount an emergency response when risks emerge, strengthen internal information sharing ● Gather and analyze information on cyberattacks, and enhance technical countermeasures and employee training

Stakeholder Engagement

Basic Approach

MITSUBISHI MOTORS believes that its stakeholder relationships is important to its achievement of sustainable corporate growth, through dialogue and other forms of engagement, the Mitsubishi Motors Group clarifies its responsibilities and issues, and strives on a daily basis to improve its operations.

By further deepening dialogue with our diverse stakeholders, we will continue to sincerely address society's expectations and challenges and incorporate our understanding of them into our business activities.

Positive Impact Finance Agreement Concluded with MUFG Bank

In March 2022, MITSUBISHI MOTORS signed a loan agreement for Positive Impact Finance (a type of financing for corporates with unspecified use of funds) with MUFG Bank, Ltd.

In 2018, MITSUBISHI MOTORS identified material issues it should prioritize in the fields of the environment, society and governance. In 2020, the Company reviewed and revised its material issues, taking into account worsening environmental problems, as well as changing social conditions caused by the spread of COVID-19. We announced the Environmental Plan Package, which outlines the direction of the Company's environmental efforts for the next 30 years. We are implementing initiatives throughout the organization on this basis.

Thus acknowledging our responsibility as a company that produces and sells automobiles, we will work toward specific targets in activities that reduce the environmental impact. At the same time, we will reinforce our environmental technologies, hinging on Kei-car segment commercial electric vehicles and plug-in hybrid electric vehicles (PHEV), and encourage the spread of effective products and technologies. In this way, we will contribute toward the development of a vibrant and sustainable society.

In selecting the themes for this contract, we chose activities that contribute to achieving the Sustainable Development Goals (SDGs) and align with MITSUBISHI MOTORS' material issues. Mitsubishi UFJ Research & Consulting Co., Ltd. conducted qualitative and quantitative evaluations, and a third-party opinion was obtained from Japan Credit Rating Agency, Ltd. regarding the compliance of the evaluation procedures with the Principles for Positive Impact Finance and the rationality of the evaluation indicators used.

Stakeholder Identification

Through business, MITSUBISHI MOTORS and the our Group are involved with a host of individuals and organizations. From the standpoint of realizing a sustainable society and enhancing our corporate value, we have identified our most important stakeholders as consumers and our customers, business partners, shareholders and investors, employees and local communities.

Dialogue with Stakeholders

(For details on stakeholder initiatives, refer to the pages enclosed in < >.)

Stakeholders	Policies on Dialogue	Opportunities for Dialogue	Frequency	Reflecting Input in Our Business
Consumers and customers	Promote activities that better reflect customer input in our products and services.	Customer Contact Center <p. 73>, sales companies <p. 72>, after-sales services <p. 72>	Ongoing	Promoting customer satisfaction activities
		Website, social networks	Ongoing	Improving products and services
		Customer satisfaction surveys <p. 71>	As necessary	
		Events, TV/newspaper/magazine advertising, email magazine	As necessary	
Business partners	Engage in communication aimed at coexistence and coprosperity based on mutual trust.	Contact for inquiries, Business Partner Helpline <p. 96>	Ongoing	Building relationships aimed at coexistence and coprosperity based on mutual trust
		Suppliers Meeting, presentations, events, specialized websites	As necessary	
		Participation in industry organizations	As necessary	
Shareholders and investors	Disclose business and financial information and results in an appropriate manner and time. Conduct constructive dialogue aimed at sustainable growth and enhanced corporate value.	IR inquiry contacts	Ongoing	Promoting initiatives Targeting sustainable growth and enhanced corporate value
		Interviews	As necessary	
		Financial results briefings	Four times per year	
		Mid-term business plan briefings	As necessary	
		Individual initiative briefings	As necessary	
		Shareholders' Meeting	Once per year	
		IR websites	Ongoing	
		Events, email magazines	As necessary	
		Integrated report	Once per year	
		Employees	Two-way communication for fostering teamwork and a sense of unity based on the principle of mutual trust and mutual responsibility between labor and management.	
Consultation offices (Employee Consultation Office, Outside attorney consultation (Helpline), MITSUBISHI MOTORS Global Hotline) <p. 113>	Ongoing			
Town hall meetings with Executives	As necessary			
Internal websites	Ongoing			
Engagement survey <p. 80>	Once per year			
Local communities	Build good relations with local communities. Engage in dialogue with diverse stakeholders to resolve social and environmental issues.	Local community consultation desks, websites	Ongoing	Promoting initiatives to resolve social and environmental issues
		Collaborations with municipalities <p. 27>	As necessary	
		Social contributions <p. 99>	As necessary	
		Community events	As necessary	
		Plant tours	Ongoing	

Examples of Stakeholder Dialogues

Consumers and customers

If a customer points out issues related to quality or defects, we seek to resolve this customer issue in collaboration with sales companies and drive further quality enhancements. In addition, feedback and opinions about product functionality, or opinions about specifications, are shared with relevant divisions and used to improve product capabilities even further. We also distribute videos of this feedback with images and explanations of relevant points on the intranet so that employees can access to firsthand customer's opinions. Noteworthy comments and opinions including those that are particularly important are periodically reported to management.

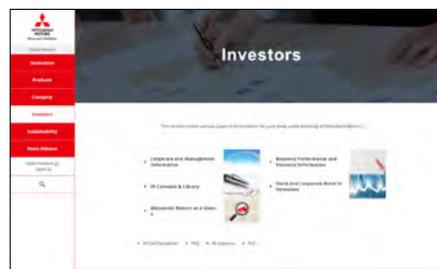


Responding to customers at Customer Contact Center

Shareholders and investors

We proactively disclose information to shareholders and investors, and strive to ensure transparency and credibility through constructive dialogue.

Specifically, to enhance understanding of MITSUBISHI MOTORS, we disclose various information through our website, issue publications, and hold briefings on our mid-term business plan and financial results. In addition, we exchange views with investors on non-financial information, including environmental information. In FY2022, we engaged in dialogue and exchanges of opinions with numerous domestic and international institutional investors and others regarding the new Environmental Targets 2030 announced in our new mid-term business plan, "Challenge 2025," which starts in FY2023.



Website: "Investors"

(WEB) <https://www.mitsubishi-motors.com/en/investors/>

Local communities

We contribute to the realization of resilient communities through activities that meet local needs. As examples of activities that take advantage of our products' distinctive characteristics, we support municipalities by entering into disaster cooperation agreements and loaning roving COVID-19 vaccine vehicles etc., by utilizing "Mitsubishi's PHEV," which can store and supply electricity. We will support the safety and security of the lives of local people with "the Power of PHEV Driving and the Power of Electricity."

For details, please see the feature on page 27, as well as our website.



Conclusion of a disaster cooperation agreement
(WEB) <https://www.mitsubishi-motors.co.jp/carlife/phev/dcsp/> (only in Japanese)

External Evaluation

To contribute to the realization of a sustainable society, the MITSUBISHI MOTORS Group is working to resolve social issues through its business activities in each country and region where it operates.

These efforts have earned recognition from external organizations and resulted in our inclusion in various ESG index constituents.

Inclusion in ESG Indices

FTSE4GOOD Index Series/FTSE Blossom Japan Index

MITSUBISHI MOTORS CORPORATION has been consecutively selected as a constituent of the "FTSE4Good Index Series" and the "FTSE Blossom Japan Index," which were designed by FTSE Russell for ESG investment, for the four consecutive years since FY2020. (June 2023)

In addition, MITSUBISHI MOTORS CORPORATION has been continuously selected as a constituent of the "FTSE Blossom Japan Sector Relative Index," which was newly designed by FTSE Russell, for the two consecutive years since FY2022. (June 2023)



FTSE4Good



FTSE Blossom Japan



FTSE Blossom Japan Sector Relative Index

Morningstar Japan ex-REIT Gender Diversity Tilt Index

MITSUBISHI MOTORS CORPORATION was selected as a constituent of "Morningstar Japan ex-REIT Gender Diversity Tilt Index," which was designed for ESG investment. (April 2023)

S&P/JPX Carbon Efficient Index

MITSUBISHI MOTORS CORPORATION is included "S&P/JPX Carbon Efficient Index" for environmental stock index, which was designed by S&P Dow Jones Indices LLC and the Tokyo Stock Exchange, Inc. (March 2022)



ESG-Related Assessment

DBJ Environmentally Rated Loan Program

In the Development Bank of Japan, Inc.'s DBJ Environmentally Rated Loan Program, we have been ranked as a company with excellent advanced environmental initiatives. We received financing on this basis. (June 2022).



CDP

CDP requests thousands of companies, cities, states and regions to disclose environmental impacts, and assesses their progress through independent scoring methodology. The CDP score is disclosed to institutional investors. In 2022, MMC's scores are as follows. (December 2022)

- Climate change: B (Management)
- Water security: B- (Management)



PRIDE Index

In the PRIDE Index, which was designed by "Work with Pride" as a criteria for evaluating initiatives related to LGBTQ and other sexual minorities in the workplace, we have been consecutively awarded Gold certification since FY2018. (November 2022)



The Certified Health & Productivity Management Outstanding Organizations Recognition Program

We were certified as a "2023 Certified Health & Productivity Management Outstanding Organizations" in the large corporation category of the certification system organized by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. (March 2023)

