Message from the President & CEO

MITSUBISHI MOTORS Group contributes to the realization of a sustainable society

through our business activities



The automotive industry is undergoing a once-in-a-century period of major transformation, with the concept of automobiles—traditionally a means of transporting people and goods—is being significantly redefined by trends such as electrification as countermeasures to global warming and the advancement of AI technologies driving vehicle intelligence.

Amid these dramatic shifts in social needs surrounding automobiles, MITSUBISHI MOTORS has adopted the vision of "Create a vibrant society by realizing the potential of mobility" and, toward its realization, has identified 14 material issues across the environmental, social, and governance fields and is advancing initiatives company-wide.

In pursuit of this vision, through our mid-term business plan "Challenge 2025" formulated in March 2023, we are taking on the challenge of building the mobility business of the future, while positioning the realization of carbon neutrality, which represents a global challenge, respect for human rights, creation of a workplace where diverse talent can thrive, as key pillars.

What we aim for is "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 'Ecofriendly × Safety technology, Peace of Mind and Comfort'" and contribute to the realization of a sustainable society. While thoroughly refining our unique character, we will deepen mutual understanding through dialogue with diverse stakeholders, and contribute to the realization of a sustainable society by providing our familiar product, namely, the vehicle.

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Challenge to Realize "Environmental Vision 2050"

Currently, companies are expected to address environmental issues including climate change in order to inherit an irreplaceable global environment rich in water and greenery for the next generation and beyond.

To respond to such social demands, we formulated "Environmental Vision 2050," which defines the social vision we wish to realize by 2050 and the direction of our efforts under the three pillars of "Climate Change Countermeasures," "Resource Recycling," and "Environmental Pollution Prevention."

First, with regard to "climate change countermeasures", we aim to achieve carbon neutrality across the entire supply chain by 2050. To that end, we will introduce electrified vehicles (electric vehicles, plug-in hybrid vehicles, and hybrid vehicles) tailored to the conditions of each country and region, while also promoting various initiatives to reduce CO₂ emissions, such as adopting low-CO₂ materials and components in collaboration with suppliers.

Furthermore, in the area of "resource recycling," as interest in the circular economy grows, we have also begun various initiatives aimed at its realization. Specifically, we will minimize resource inputs and maximize resource efficiency through recycling-conscious design and development, promotion of endof-life vehicle recycling, and efforts to control emissions and recycle resources in production activities.

With respect to "prevention of environmental pollution," in addition to product initiatives such as cleaner driving emissions, we will contribute to the realization of a society free from environmental pollution that affects human health and ecosystems by reducing pollution associated with our business activities.

Ongoing Strengthening of Efforts to Respect Human Rights

It is essential to address respect for human rights in order to

expand our business globally and achieve sustainable growth, as well as to fulfill our corporate social responsibility.

We support and respect international norms and standards such as the "International Bill of Human Rights" and the "UN Guiding Principles on Business and Human Rights." In addition, we have established our "Human Rights Policy," which clearly states our commitment to prohibiting discrimination and eliminating unfair labor practices.

Through our human rights due diligence mechanism, we have conducted human rights assessments at our company and group companies. Moreover, the supply chain, since initiatives to respect human rights are a critical issue, we require suppliers to agree to our Supplier CSR Guidelines and endeavor to understand the situation through CSR assessments of our suppliers by third-party evaluation organizations.

In order to further strengthen our efforts to respect human rights, we established a new Human Rights Committee within the company in November 2024.

The automotive industry has a wide and complex range of suppliers. We will work to strengthen the prevention of human rights violations throughout the entire supply chain in order to ensure the elimination of all human rights risks, including human rights violations in the procurement of raw materials and parts production outside of our direct suppliers.

Promoting Human Capital Management

As noted earlier, the business environment is undergoing rapid change, and the trend of declining birthrates and an aging population is accelerating in Japan. Amid these circumstances, talent is the most critical form of management capital for MITSUBISHI MOTORS to achieve sustainable growth and enhance corporate value.

Based on this recognition, we are focusing on attracting

and developing a diverse workforce with strong aspirations and specialized expertise, while also creating an environment in which employees can thrive over the long term. We believe it is essential to foster a workplace where each individual finds their work rewarding, can fully demonstrate their capabilities, and remains physically and mentally healthy.

Accordingly, to support the mid-term management plan "Challenge 2025," we are advancing our human resources strategy with a focus on three priority areas: "building a better place to work," "enhancing learning opportunities / reskilling programs," and "cultivating a diverse workforce." In line with these priorities, we are actively reviewing workstyle reforms and various HR systems and measures to establish a workplace where each and every employee is motivated to work and to promote continuous human resource development.

We aim to provide value that meets the expectations of our customers, shareholders, and all other stakeholders. Accordingly, we will continue to place the highest priority on compliance and work to further strengthen and enhance our governance.

Moreover, our business activities are supported by our customers and members of the local communities. To ensure that we never betray the trust of any stakeholder, we will continue striving to be of service to all people and to create new value as a company. We will reinforce our group-wide sustainable management with a prominent level of transparency going forward.

Takao Kato Representative Executive Officer, President & CEO MITSUBISHI MOTORS CORPORATION