

Third-Party Opinion



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The Sustainability Report 2020 focuses on presenting new directions in line with the publication time of the first year of the new medium-term management plan "Small but Beautiful." Mitsubishi Motors' sustainability management system has made great strides during the previous medium-term management plan, such as establishing the CSR Management Committee chaired by the CEO and the Sustainability Promotion Department that functions as the secretariat, formulating a new corporate vision and mission, identifying Materiality (material issues). In this report, the "New Environmental Planning Package" has finally been launched in a concrete form. The Environmental Vision 2050 presents a major direction to contribute to the realization of a society with zero CO₂ emissions, and then sets the milestone "Environmental Target 2030" that connects the backcast from 2050 and extension of current efforts. This clarifies the long-term timeline of MITSUBISHI MOTORS' environmental efforts. Having taken this opportunity last fiscal year to request such efforts,

I was impressed by the Company's attitude of sincerely responding to expectations from outside the Company.

The fact that the environmental policy, which was revised for the first time in 20 years, will evaluate and review the achievement level in units of 10 years toward 2050, is also a good reinforcement to show concrete progress in the future. With this edition, the Company elucidates the first stage, or Environmental Targets 2030. Measures to address climate change include setting the numerical targets of reducing CO₂ emissions from new vehicles by 40% (compared with fiscal 2010 levels) by 2030, as well as lowering CO₂ emissions from business activities by 40% (compared with fiscal 2014 levels). It is easy to imagine that there was considerable internal debate about the issuance of such commitments amid the difficult economic environment at home and abroad, but at this time when the post-corona glares at green recovery is drawing worldwide attention, the long-term outlook I think it is epoch-making that it was clearly stated. As a CO₂ reduction measure for new vehicles, top management commits to combine the technologies of alliance partners in addition to your core technologies such as PHEVs. It was also impressive that he suggested future strategies.

As direct initiatives targeting environmental issues, the New Environmental Plan Package stands out for focusing on three points: climate change, resource depletion and environmental pollution. The scope of the theme of environmental pollution prevention is broad, and it may not be significantly different from the past in terms of effectiveness, given that it is considered to be a high-level concept for many issues in fact, but it is worth noting here that the materiality identified in FY2018 is being reviewed

as early as possible. I think this indicates the flexibility to revise material issues promptly in response to a changing awareness of the issues and progress on initiatives. I also believe the Company deserves high marks for its stance on making this an open process.

In this way, it can be said that this report has further strengthened its function as a communication tool by strengthening the connection with business strategy in a way that corresponds to the new medium-term management plan. What I would like to expect in the future is the story-like part throughout. While maintaining the two-part structure (the first half describing management and strategy and the second half reporting on overall activities), I feel that constant efforts to improve the report's readability, such as building ESG data separately from the two-part. On the other hand, I still have the impression that the two-part are not connected smoothly. I would like to expect further ingenuity in how to show the latter part, such as enhancing the description of the part corresponding to the strategy emphasized in the former. There may be room to consider the need to fit all the information into a single report at that time. As a change of pace in the back half, personally I would like to see more extensive information on the technologies that are key to furthering the New Environmental Plan Package, the R&D investments supporting these technologies, and strategies related to investments in human capital and other intangible assets. Following the presentation of the long-term strategy, it is thought that external interest will be directed to its effectiveness in the future. I look forward to further enhancing the Company's non-financial information disclosure as it entered this new phase.