

Responding to Climate Change and Energy Issues



Medium- to Long-Term Vision for Material Issues

	Risks	Opportunities	Direction of Responses
Long Term	<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 electric vehicles (EVs) 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 EVs and renewable energy.

* Zero emission vehicles (ZEVs) are BEVs 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.

	External Environment	Stakeholders' Needs and Expectations	Medium-Term Targets
Medium Term	<ul style="list-style-type: none"> More than 120 countries and regions pledging to be carbon neutral by 2050. Leading countries announcing higher 2030 targets moving toward COP26. Various national governments considering or announcing lower CO₂ and higher fuel economy standards, making EVs mandatory, banning the sale of vehicles with internal combustion engines, strengthening regulations on life cycle assessments (LCA). Automakers in Japan and overseas raising electrification targets. 	<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) 	<ul style="list-style-type: none"> CO₂ emissions from new vehicles: -40% EVs sales ratio: 50% CO₂ emissions from business activities: -40% Promotion of initiatives to address climate change



FY2020 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	FY2020 Targets	Indicators	FY2020 Results	Self-Evaluation
By 2030, reduce CO₂ emissions from new vehicles by 40% (compared with FY2010)	● Identify CO ₂ emissions from new vehicles based on new business plan, and reflect in product plans for next fiscal year measures that will erase gaps between targets and identified results.	Progress of initiative	● Identified CO ₂ emissions from new vehicles based on new business plan, reflected in product plans for next fiscal year.	○
	–	CO ₂ emissions	-14%	–
Achieve an electric vehicle (EV) sales ratio of 50% by 2030	● Identify ratio of EV sales based on new business plan, and reflect in product plans for next fiscal year measures that will erase gaps between targets and identified results.	Progress of initiative	● Identified ratio of EV sales based on new business plan, reflected in product plans for next fiscal year.	○
	–	Ratio of EV sales	8%	–
By 2030, reduce CO₂ emissions from business activities by 40% (compared with FY2014)	● Identify and assess CO ₂ emissions targets at each location.	Progress of initiative	● After confirming targets and results for each location, identify and assess status of initiatives companywide.	○
	–	CO ₂ emissions	-37%	–
Enact measures in response to climate change	● Promote disaster countermeasures, such as electricity supply systems that use EVs.	Progress of initiative	● Introduced various measures, including the DENDO DRIVE STATION/HOUSE, DENDO Community Support Program and V2X demonstration project.	○

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 leading culprit behind these extreme-weather events is climate change, and global warming caused by CO₂ and other greenhouse gases is a major factor.

International frameworks for realizing a sustainable society, such as the Paris Agreement 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. Recently, Japan and more than 120 other countries have pledged to be carbon neutral by 2050. Japan, the United States and other countries have raised their targets for reducing greenhouse gas emissions by 2030. Thus, efforts to achieve a decarbonized society are rapidly gaining momentum.

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 topmost material issue. In the Environmental Plan Package, this is also positioned as one of the material issues for the Company to address directly, and we are setting specific targets in this regard.

To reduce energy consumption and CO₂ emissions

in all business activities, including development, production and distribution, as well as at and offices, we are promoting various initiatives, such as electric vehicle 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, the Company (which counts electrification technologies as one of its strengths) should be able to work simultaneously to realize a sustainable society and achieve sustainable growth for the Company.

Our electric 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.



Responding to the TCFD Recommendations

With the issue of climate change growing increasingly serious, the Financial Stability Board (FSB) established the Task Force on Climate-related Financial Disclosures (TCFD), which in June 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). Going forward, we will enhance our disclosure in line with the TCFD Recommendations.



Scenario in Which Climate Change Countermeasures Are Successful

In the countries and regions that are the Company's target markets, electric vehicles (EVs) and zero emission vehicles (ZEVs) are expected to become more commonplace as regulations on fuel economy, CO₂ emissions and ZEVs are introduced or further strengthened. Failure to comply with these regulations could affect the Company by making it susceptible to fines or increasing costs for regulatory compliance. Also, the Company could incur higher costs at the production and procurement stages due to the introduction of carbon taxes and carbon pricing. At the same time, measures to counter regulations on fuel economy, CO₂ emissions and ZEVs could present opportunities in the form of increased sales of EVs.

The Company will seek to respond to these conditions by lowering costs (by standardizing components through the alliance) and promoting the adoption of EVs, centered on plug-in hybrid electric vehicles (PHEVs). At the production and procurement stages, we will seek to reduce risks by promoting energy conservation activities and the introduction of renewable energy.

Scenario in Which Climate Change Countermeasures Are Not Successful

Typhoons, flooding and other meteorological disasters are forecast to become more frequent and intense. Accordingly, the Company faces the growing risk that damage to production facilities or supply chain interruptions could halt production. On the other hand, increasingly frequent and intense meteorological disasters could present an opportunity in the form of higher sales of EVs as demand rises for emergency power sources that can be used in times of disaster.

The Company's BCM (Business Continuity Management) Committee has formulated a business continuity plan and is seeking to mitigate risk by putting in place systems and operating procedures in anticipation of natural disasters. In addition, we are responding to the opportunity to increase sales by promoting EVs, centering on PHEVs, which can serve as V2X*1 units.

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

Principal Risks and Opportunities the Company Recognizes, and their Response Measures

Global changes	Risks	Opportunities	Principal response measures
Strengthening of requirements for fuel economy and zero-emission vehicles	<ul style="list-style-type: none"> Fines for failing to meet fuel economy requirements Additional costs to respond to requirements 	Increased sales of EVs	<ul style="list-style-type: none"> Promote EVs, centering on PHEVs*2 Reduce costs by taking advantage of the alliance, such as by standardizing components
Introduction of carbon taxes and carbon pricing	<ul style="list-style-type: none"> Higher costs to procure electricity and raw materials 	—	<ul style="list-style-type: none"> Promotion of energy conservation activities and the introduction of renewable energy
Increasing frequency and intensity of meteorological disasters	<ul style="list-style-type: none"> Production stoppages due to damage to production facilities and disruption of supply chains 	Increased sales of EVs in line with a growing need to secure emergency power sources	<ul style="list-style-type: none"> Implementation of BCM-related systems and operating procedures Promotion of EVs, centered on PHEVs Promotion of V2X

*2 Please see page 30-31 for details on developing electric vehicles

Given the circumstances outlined above, the Company is promoting climate change countermeasures based on its Environmental Plan Package. We are currently moving forward with vehicle development employing plug-in hybrid technology, which is at the core of our electrification technology. Among our efforts to achieve a decarbonized society, we will work to address the so-called "last mile problem" in logistics with the MINICAB-MiEV, a Kei-car segment commercial battery electric vehicle, which we believe is ideally suited to this application. This combination of options based on alliance and proprietary technologies should enable us to respond flexibly to uncertain future scenarios and the differing needs of individual countries and regions.



Responding to Greenhouse Gas (GHG) Across the Supply Chain

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

To calculate GHG 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 travel times, and at the disposal stage. In FY2020, across the supply chain our GHG emissions were 20,656 thousand tons of CO₂ equivalent.

► Data (pp. 109–110): CO₂ emissions, Scope 3 breakdown, energy input (primary, secondary energy)

Developing Electric Vehicles

Automobiles emit CO₂ throughout their life cycle, during production, driving and disposal. Emissions are particularly high during the driving phase.

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

Battery Electric Vehicles

Battery electric vehicles are driven by electricity in battery, so they emit no exhaust gases such as CO₂ while driving.

The Company released the i-MiEV as the world's first mass-produced battery electric vehicle (BEV) 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 BEV. In 2012, we began offering the MINICAB-MiEV TRUCK, also a BEV in the Kei-car segment. These technologies are the foundation of next-generation EVs, such as PHEVs.

TOPICS

Launch of Partially Improved MINICAB-MiEV, a Kei-car segment Commercial BEV



After having made partial improvements, we launched the MINICAB-MiEV, a Kei-car segment commercial BEV, in September 2020.

The MINICAB-MiEV is equipped with the battery and motor used on the i-MiEV. In addition to the superior environmental performance inherent to a BEV, it excels in power, silence, comfort and more. The MINICAB-MiEV is highly effective as a delivery vehicle due to its driving range and payload capacity. We have delivered more than 9,000 of these vehicles to more than 40 companies, as well as municipalities throughout Japan.



TOPICS

Japan Post Continuing to Introduce MITSUBISHI MOTORS' Battery Electric Vehicles (BEVs) as Delivery Vehicles



Since FY2019, MITSUBISHI MOTORS has been providing Japan Post Co., Ltd. with the MINICAB-MiEV, a Kei-car segment commercial BEVs, for use as delivery vehicles. By the end of FY2020, the total number of vehicles delivered reached 1,500. These vehicles are well suited for deliveries in large metropolitan areas, where travel distances are relatively short. By using vehicles that emit no CO₂ or other exhaust gas while driving, it is helping to promote environmental management by Japan Post, which aims to reduce the emission of greenhouse gases.

Plug-in Hybrid Electric Vehicles (PHEVs)

PHEVs 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 BEVs: powerful driving, superb quietness and high stability.

We released the OUTLANDER PHEV in 2013. 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.

Please see for details, refer to the section of the Feature on page 17 entitled "The Values Plug-in Hybrid Electric Vehicles (PHEVs) Provide."

TOPICS

Launch of the ECLIPSE CROSS (PHEV model), a Crossover SUV



The Company has introduced a PHEV variant of the ECLIPSE CROSS, a crossover SUV, which launched in December 2020.

The ECLIPSE CROSS (PHEV model) apply twin-motor 4WD PHEV system from the OUTLANDER PHEV. The architecture consists of one front and one rear high-power electric motor, a large-capacity battery and a 2.4 L MIVEC engine, allowing for the smooth and powerful acceleration unique to electric vehicles along with nimble yet stable handling.

The battery is 13.8 kWh with an all-electric range of 57.3 km (WLTC Mode), allowing pure electric driving for most of daily commute. There are three driving modes: EV Mode drives with the electric motors using power from the battery, Series Hybrid Mode uses gasoline engine to generate power for the electric motors which drive the vehicle, and Parallel Hybrid Mode uses gasoline engine to drive the vehicle assisted by the electric motors. Automatic switching between these modes according to driving conditions allows drivers to feel the driving pleasure of motor drive in a variety of environments.



TOPICS

OUTLANDER PHEV Becomes Europe's Top-Selling SUV-Type Plug-in Hybrid Electric Vehicle (PHEV) in 2020



The OUTLANDER PHEV was the top-selling SUV-type PHEV in the European market in 2020, and the second highest among all PHEVs of all, with 26,673 vehicles*1 sold during the year.

The OUTLANDER PHEV combines electrification and 4WD control technologies to produce the powerful yet silent driving performance unique to electric vehicles (EVs), while delivering superior environmental performance. The world's first SUV-type PHEV, the OUTLANDER PHEV launched in Japan in January 2013. Since then, the model has been sold in more than 60 countries.

*1 According to a study by JATO Dynamics Limited

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

By leveraging the large-capacity batteries on its battery electric vehicles (BEVs) and PHEVs 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*2 and use as emergency power sources in times of disaster.

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

TOPICS

Implementation of V2G Demonstration Project by Using Electric Vehicles

The Company took part in the Fiscal 2020 V2G Aggregator Project, promoted and endorsed by the Ministry of Economy, Trade and Industry, providing an employee parking lot at the Okazaki Plant as a demonstration site.

Under the vehicle-to-grid (V2G) scheme, the high-capacity batteries of EVs are used to regulate the demand and supply of the power grid through an IoT aggregation system. We used 50 EVs to build one of the largest demonstration sites in Japan.

In FY2020, the project's third year, we made progress on considering the V2G business model and back-up methods, such as transferring power between sites in the event of a change in the number of vehicles or other unforeseen mobility needs.

Further effort is needed to stabilize the power grid and facilitate the expansion of renewable energy resources. We believe V2G could increase the value of electric vehicles and help to address environmental problems, such as climate change and energy issues.

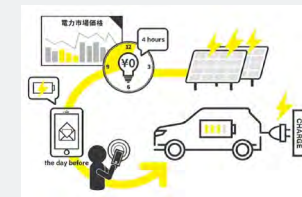
TOPICS

Start of a Demonstration Project to Adjust Charging toward EVs with a View to Realizing Dynamic Pricing

We were selected to participate in the Fiscal 2020 Demonstration Project on Using Dynamic Pricing to Shift the Charging of EVs. This project took place in October 2020.

The ministry is concerned that the growing popularity of EVs could result in an increased load on the power grid if charging periods are concentrated. Dynamic pricing is an arrangement in which electricity rates vary depending on supply and demand. When demand for electricity increases, rates rise. Conversely, rates fall when excess supply exists, encouraging people to charge vehicles during off-peak times and reducing the load on the power grid.

In this demonstration project, we invited customers who own their EVs to act as monitors. We emailed monitors a day in advance about four-hour windows during which electricity rates on the Japan Electric Power Exchange (JEPX) were lowest. We encouraged them to charge their EVs for free during these periods. This project enabled electricity retailers to consider the viability of this arrangement, encouraged a shift in behavior among EV owners and provided a chance to study the impact on the power grid.



By using EVs to build an efficient electricity system that allows for adjustment, we aim to lower the cost to society by avoiding the need to expand the power grid.

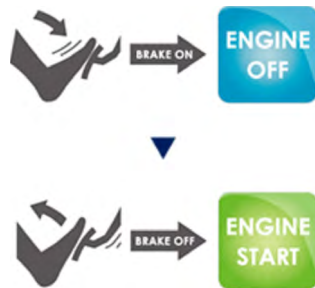


Development of Improving Fuel Economy Technologies

MITSUBISHI MOTORS develops technologies to boost the fuel efficiency of vehicles powered by conventional engines. We are developing engine and vehicle body technologies to reduce fuel and energy waste.

Idle-Stop "AS&G"

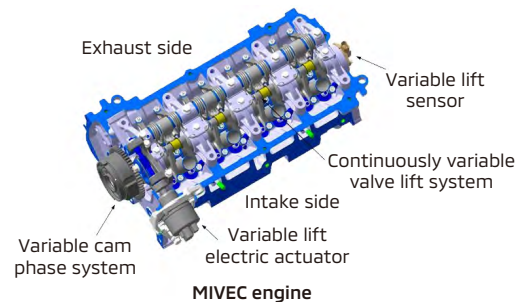
AS&G is an idling stop function that automatically stops and starts the engine when the vehicle stops or moves off. This has a major effect on improving the fuel economy because no fuel is consumed when at a stop. When fitted with a coasting stop function, AS&G stops the engine while decelerating.



Hybrid System

Some models in the eK series employ a hybrid system, using the energy produced during deceleration to efficiently charge their lithium-ion batteries. The electric motor assists the engine during acceleration, providing a torque yet fuel-efficient drive.

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 reduce intake resistance. This minimizes air intake energy loss, resulting in improved fuel efficiency.

Gasoline Direct-Injection Turbo Engine

The ECLIPSE CROSS is equipped with a 1.5L down-sized direct-injection turbo engine. 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 wishes, avoiding

unnecessary accelerator operation and helping to increase fuel economy.



Deceleration Energy Recovery (Power Generation Control)

This technology controls power generation under various driving conditions such as idling, accelerating, and cruising by conducting intensive charging of the battery using electric power generated while decelerating. We are improving fuel consumption by reducing the load on the engine during charging and power generation.



Efforts in Production

MITSUBISHI MOTORS is upgrading its production facilities, introducing new equipment and improving operations in an effort to conserve energy and reduce CO₂ emissions from production activities.

In FY2020, at our facilities we consolidated our steam piping and upgraded the transformers at a special high-voltage substation. People involved with production sites, production technologies and power supply are also taking part in energy-conservation activities. By reviewing startup timing and operating conditions, we are improving the operation of production facilities by focusing on energy-intensive processes, such as painting, casting and forging. We are improving the operation of boilers, compressors and other equipment that supplies power. Also, we are working to optimize the operation of various types of

motor. In these ways, we are introducing measures, starting from areas where we expect results to be greatest. The COVID-19 pandemic had a significantly effect on production volumes in FY2020. We strove to reduce energy losses by concentrating production and shutting off equipment when not in operation.

Introduction of Renewable Energy

To reduce the amount of CO₂ emitted from our business activities, we are setting up rooftop solar power system at plants in Japan and overseas. In FY2020, we increased generating capacity at the Okazaki Plant and started operating a charging system built from used OUTLANDER PHEV batteries. We also began operating a large-scale rooftop solar power system at Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), our production and sales company in Thailand. In FY2021,

we plan to commence operations of additional large-scale rooftop solar power system at other plants in the ASEAN.

TOPICS

Operational Start of a Large-Scale Rooftop Solar Power System (MMTh)

Operation of a 5.0MW rooftop solar power system has commenced at the Laem Chabang Plant of Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), our production and sales company in Thailand.

MMTh, which has a production and engine plant in Laem Chabang, Chonburi Province, is our largest overseas manufacturing facility. In addition to the newly operational rooftop solar power system, we are planning a 2.0MW rooftop solar power system upgrade at a new paint plant that is currently under construction. These two systems combined will reduce the amount of CO₂ emitted per year from production by more than 6,100 tons.



Large-scale rooftop solar power system that commenced operation at MMTh

TOPICS

Saving Energy by Concentrating Production at a High-Frequency Induction Furnace in the Casting process (Mizushima Plant)

In the first half of FY2020, we tackled to keep our production efficiency responding to lower production volumes stemming from the COVID-19 pandemic. In the casting process at the Mizushima Plant, we consolidated production days to reduce energy losses from our high-frequency induction furnace.

High-frequency induction furnaces are used in the casting process to melt steel so it can be flowed into dies and made into engine parts and other components. This process requires high levels of heating, which needs to be maintained. Therefore production waiting time and frequent furnace startups and shutdowns will result in substantial energy losses.

We adopted the emergency measure of concentrating production into the first half of the week and shutting down the furnace during the remaining days. This approach minimized wait times and startup frequency, preventing energy losses. As a result, we saved the equivalent of around 500t-CO₂ compared with the energy that would have been lost if we had not concentrated production in this way.



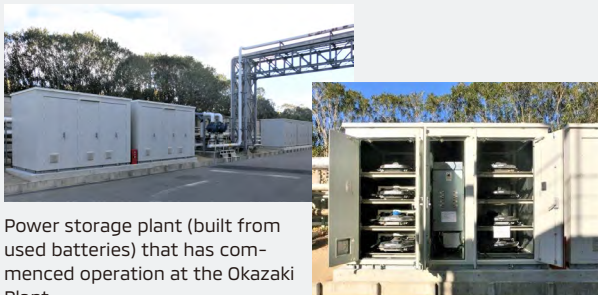
Casting process at Mizushima Plant



TOPICS

Expansion of a Rooftop Solar Power System and Commencement of a Power Storage System Built from Used Batteries (Okazaki Plant)

At the Okazaki Plant, we have installed a rooftop solar power system that makes use of an energy solution service provided by Mitsubishi Corporation and Mitsubishi Corporation Energy Solutions. In FY2020, we expanded the plant's generation capacity by 0.3MW, to 3.3MW. This plant has reduced our CO₂ emissions by more than 1,500 tons (FY2020 results). We have also begun operating a 0.6MWh power storage system built from reused batteries from the OUTLANDER PHEV, which the Okazaki Plant manufactures. This power storage system is used in normal times to reduce maximum power demand of Okazaki Plant. It can also be used in times of disaster or during power outages to provide power to our gymnasium (which serves as an evacuation center for the surrounding area). The power storage system supplies electricity produced by our rooftop solar power system, so it can be used for disaster response by the people in the community. We are also studying how the power storage system might be used in multiple ways, such as commercial use in the electricity supply and demand adjustment market.



Power storage plant (built from used batteries) that has commenced operation at the Okazaki Plant

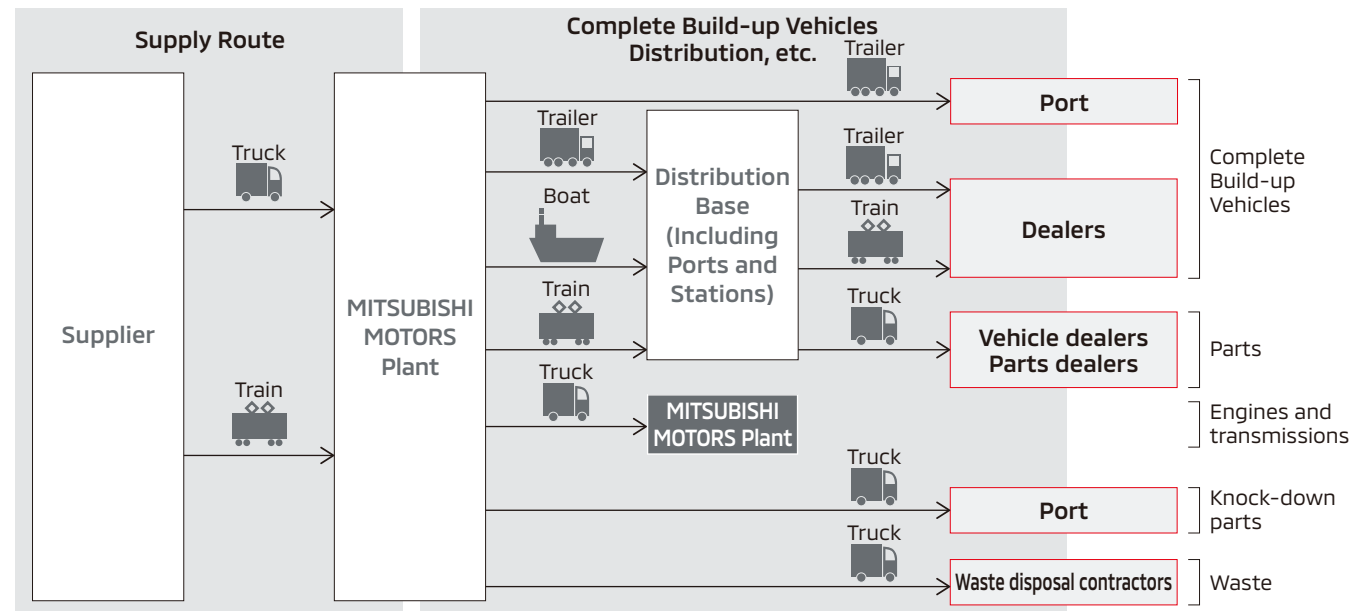
Efforts in Distribution

MITSUBISHI MOTORS sets reduction targets for unit CO₂ emissions (kg-CO₂/1,000t km) during the transport of production parts, spare parts and vehicles to promote initiatives for achieving these targets.

In each distribution area, we strive to shorten transport distances through the relocation of sourcing

points and increasing direct deliveries. We also work to decrease the number of transport trips by improving of packing specification for high load factor, and consolidating transport routes, reducing the number of trucks. We are also working more closely with our transport subcontractors to introduce eco-cars and promote eco-driving.

Focused Distribution Routes for Reducing CO₂ Emissions





Collecting CO₂ Emissions Data in Distribution among Overseas Affiliates

MITSUBISHI MOTORS understands the importance of collecting and disclosing CO₂ emissions volumes throughout the supply chain, including overseas, and we are promoting initiatives in this regard.

Since starting in 2018, overseas plants at Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) and Mitsubishi Motors Krama Yudha Indonesia (MMKI) have been moving ahead steadily with efforts to collect and calculate CO₂ emissions from distribution, including land, sea and air transportation.



Transportation of vehicles (Thailand)



Sea transport

Office Initiatives

We are also promoting the use of renewable energy and introducing various types of energy-saving equipment in areas other than manufacturing, such as at research and head office locations.

Part of the electric power used at the Research and Development Building (Okazaki, Aichi Prefecture) and our 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*. 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 our Research and Development Building (Okazaki)

* 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.

Dealer Initiatives

We encourage 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 electric 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 (Japanese only).

(WEB) <https://www.ea21.jp/>



Dealers That Have Acquired Eco-Action 21 Certification (As of June 1, 2021)

Company

Hokkaido Mitsubishi Motor Sales Co., Ltd.
 Aomori Mitsubishi Motor Sales Co., Ltd.
 Yamagata Mitsubishi Motor Sales Co., Ltd.
 Higashi Nihon Mitsubishi Motor Sales Co., Ltd.
 Ibaraki Mitsubishi Motor Sales Co., Ltd.
 Sawara Mitsubishi Motor Sales Co., Ltd.
 Sobu Mitsubishi Motor Sales Co., Ltd.
 Tokai Mitsubishi Motor Sales Co., Ltd.
 Sunen Mitsubishi Motor Sales Co., Ltd.
 Nishiowari Mitsubishi Motor Sales Co., Ltd.
 Toyama Mitsubishi Motor Sales Co., Ltd.
 Toyama Diamond Motors Co., Ltd.
 Fukui Mitsubishi Motor Sales Co., Ltd.
 Kanazawa Mitsubishi Motor Sales Co., Ltd.
 Kyoto Mitsubishi Motor Sales Co., Ltd.
 Nishi Nihon Mitsubishi Motor Sales Co., Ltd.
 Shiga Mitsubishi Motor Sales Co., Ltd.
 Fukuyama Mitsubishi Motor Sales Co., Ltd.
 Kyushu Mitsubishi Motor Sales Co., Ltd.
 Oita Mitsubishi Motor Sales Co., Ltd.
 Kumamoto Mitsubishi Motor Sales Co., Ltd.
 Nagasaki Mitsubishi Motor Sales Co., Ltd.
 Kagoshima Mitsubishi Motor Sales Co., Ltd.
 Ishikawa Chuo Mitsubishi Motor Sales Co., Ltd.
 Mie Mitsubishi Motor Sales Co., Ltd.
 Gunma Mitsubishi Motor Sales Co., Ltd.

TOPICS

Rolling out the DENDO DRIVE STATION across Japan's Prefectures

MITSUBISHI MOTORS seeks to put DENDO DRIVE STATION into operation in prefectures across Japan.

In FY2020, we opened 6 DENDO DRIVE STATION branches, bringing the nationwide total to 89. The new DENDO DRIVE STATION branches, in order of opening, are the Sendai Branch (Kagoshima Prefecture), the Tamana Branch (Kumamoto Prefecture), the Auto Mall Takeo Branch (Saga Prefecture), the Yakuin Branch (Fukuoka Prefecture), the Auto Mall Norimatsu Branch (Fukuoka Prefecture) and the Ichinomiya Suehiro Branch (Aichi Prefecture).

By deploying DENDO DRIVE STATION branches across Japan, we will increase the significance of electric vehicles by diversifying their energy sources and communicating their value as sources of electric power in times of disaster.



Sendai Branch
Kita Kagoshima Mitsubishi Motor Sales Co., Ltd.



Tamana Branch
Kumamoto Mitsubishi Motor Sales Co., Ltd.



Auto Mall Takeo Branch
Kyushu Mitsubishi Motor Sales Co., Ltd.



Yakuin Branch
Kyushu Mitsubishi Motor Sales Co., Ltd.



Auto Mall Norimatsu Branch
Kyushu Mitsubishi Motor Sales Co., Ltd.



Ichinomiya Suehiro Branch
Nishiowari Mitsubishi Motor Sales Co., Ltd.