Contribution to Local Economy through Business Activities

The ASEAN region represents a key market for Mitsubishi Motors. We aim to achieve a further leap forward, putting in place foundations that will contribute to future growth.

Basic Approach

Mitsubishi Motors has been developing business in the ASEAN region since prior to the rise of motorization, and we have grown up alongside these countries while developing close ties with the region based on the idea that "regional development" is "Mitsubishi Motors development."

By working to resolve social issues in region where we have conducted business for many years and growing together, we invigorate the community, cultivate markets, ascertain consumer needs, and strengthen corporate brand power. In these ways, we believe we can build value for society along with our own corporate value. Our current medium-term business plan, "Small but Beautiful," calls for the concentration of management resources on the ASEAN region—a core area of business—and providing customers with the products that they need in order to achieve further growth. In line with the materiality issue of "contribution to the local economy through business activities," we are taking part in initiatives aimed at contributing to local economies through employment, human resource development, investment, technology transfer and export by developing business in the ASEAN region.*1

In addition, by responding to social needs unique to the ASEAN region we leverage our distinctive technologies and services in the areas of environmental and social contribution.*²

*1 For details on identifying materiality issues, please see page 7.
*2 For specific examples, please refer to "Contribution to Local Economy

through Business Activities" of the Sustainability Report 2021.

Contribution to Local Economy

| Employment | Through ongoing business development, we strive to create employment in the community. |
|---------------|--|
| Human | We support the growth of personnel responsible for the development of the local economy by fur- |
| Resource | nishing them with specialist knowledge and skills through their experience of work. |
| Development | |
| Investment | We contribute to local economies through capital investment in our plants as our business expands. |
| Technology | In addition to increasing local production, we work to enhance the competitiveness of plants pro- |
| Transfer | moting reforms to local manufacturers' value chains. |
| Export | We strengthen complementary production structures within the ASEAN region and contribute to the |
| | regional economy through sustained exports, both to other ASEAN countries and outside the region. |
| Environmental | Mitsubishi Motors leverages its technologies and expertise in EVs, its forte, to promote EV adoption |
| and Social | in various countries and help resolve the issues regional communities face. |
| Contribution | |

Promotion of Work Style Reforms in Response to the New Normal Conditions

Mitsubishi Motors is developing an environment where diverse employees can maximize their abilities as it strives to achieve sustainable growth and enhanced corporate value.

Basic Approach

Mitsubishi Motors views people as the key to creating sustainable growth and improving corporate value in the ever-changing automobile industry. We therefore believe in the importance of realizing an environment where each and every person can perform meaningful work and demonstrate his or her abilities, and where people can work enthusiastically and in good health, both physically and mentally.

The COVID-19 pandemic has prompted us to challenge the conventional approach toward "going to the office" to work, instead encouraging more flexible work styles that are less location- and timedependent. To leverage diverse human resources to create value, we are creating a working environment that helps individuals realize a work-life balance and maximize their capabilities. In these ways, we aim to achieve both work productivity and quality of life.