

Promoting Occupational Health and Safety



Progress in FY2023

Overall accident rate*1
[FY2022: 0.31]

0.33

Accident rate with loss of
workdays*2
[FY2022: 0.06]

0.08

New mental health patient
incidence rate*3
[FY2022: 0.76%]

0.84%

Attendance at
"safety training schools"
(of which, 3,546 attended
remote safety training schools)
[FY2022: 7,228]

3,857 people

- Operated "remote safety training schools," which enhance the ability to predict danger through visual experiences
- Assessed compliance with safety-related laws and regulations at each factory, as well as technical centers, parts centers and subsidiaries and affiliates in Japan
- Promoted an outside EAP*4, a type of "mental health program"

*1 Number of accidents with or without loss of workdays per 1 million working hours

*2 Number of accidents with loss of workdays per 1 million working hours

*3 (Total number of new mental health patients ÷ total number of workers)×12

*4 Short for Employee Assistance Program. This employee support program seeks to improve individual and workplace health by implementing organizational mental health measures, offering health consultations on individual physical or mental health issues, and addressing compliance and other issues.

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Basic Approach

MITSUBISHI MOTORS believes ensuring the health and safety of employees is the foundation of corporate activities. Accordingly, based on a Health and Safety Management Policy we are undertaking related measures on an ongoing basis, including through offices for on-site cooperation.

Health and Safety Management Policy

Basic Policy

1. We will undertake companywide activities with emphasis on each process of the PDCA cycle to eliminate workplace risks and hazards with safety taking priority over all else. Within each activity, confirmation, follow-up, and improvement will be carried out successively and continuously.
2. Workplace supervisors from senior management down will implement comprehensive health and safety management measures under their own responsibility with an awareness that ensuring health and safety is the foundation of management. They will strive to create a workplace culture of discipline with consideration for others and a strict attitude of not engaging in, not allowing others to engage in, and not overlooking unsafe conduct. All workplace supervisors will also work to create a workplace culture that fosters open communication where subordinate personnel feel that they can say anything through honest dialogue at any time and to raise awareness of health and safety.
3. Each employee shall observe basic rules and conduct guidelines relating to safety to protect their own safety and endeavor to create healthy workplaces with no accidents by conducting on health and safety activities in cooperation with all MITSUBISHI MOTORS personnel with a strong commitment to complying with decisions that they have made and decisions that have been made by others.
4. Companywide efforts shall be made to create clean and comfortable work environments, prevent disease, and promote the health and physical well-being of each employee.
5. Health and safety management shall be implemented in accordance with the MITSUBISHI MOTORS Health and Safety Management System.

Management Structure

At MITSUBISHI MOTORS, the "Central Production Committee" comprises the lead officer, heads of production sites, and labor union representatives. The committee meets annually to assess the status of measures taken over the year to address such issues as occupational safety, traffic safety, natural disaster preparedness and health management and

sets quantitative targets for health and safety in the coming year, determines priority measures and takes action to achieve the targets.

Each time a workplace accident occurs, the situation is reported to the Executive Officer, President & CEO and other members of senior management, and we respond according to their instructions such as ascertaining current conditions and introducing measures to prevent recurrence.

Initiatives to Ensure Workplace Safety

MITSUBISHI MOTORS works to create safe and secure workplaces where all employees can dedicate themselves to their work with a feeling of reassurance. In particular, we strive to prevent accidents in production sites, which account for most workplace accidents. In order to prevent these, we make an all-employee effort to identify unsafe conditions and make improvements. Additionally, we create safe workplaces by carrying out mutual safety checks at production sites by senior officials and workplace supervisors to identify hazards. Other measures include adopting improvement proposals and requests raised by employees.

We conduct "safety training schools" at business sites to give participants experience with dangerous situations. At some business sites we have "remote safety training schools," where participants are exposed to such situations via video. In FY2023, 3,795 people attended these schools. In addition, 62 employees participated in hands-on training sessions at an outside facility to increase their sensitivity to potential hazards that could be present on a daily basis.

In addition, 17,960 employees participated in other programs, including training to become chemical substance managers and obtain other safety qualifications.

In FY2023, our overall accident rate was 0.33, which is slightly lower than the average for the Japanese automobile industry, at 0.38, but exceeds our target, of 0.28. Looking at these accidents by contributing factor, unsafe conditions was an issue in eight of the 12 instances, so mutual safety inspections were conducted in which safety staff from other offices inspected offices where accidents had occurred. Mutual inspections encourage new insights from a third-party perspective and the discovery of hazard-

ous areas, helping us to eliminate unsafe conditions.

To ensure the safety of workers at production sites, we follow risk assessment procedures based on the Industrial Health and Safety Act when installing or modifying equipment, jigs, and tools to prevent occupational accidents. Through a process covering risk discovery, analysis, and evaluation, appropriate countermeasures are implemented for the identified risks.

As for assessing our compliance with safety-related laws and regulations, we use checklists to conduct self-checks of each workplace and to conduct reciprocal checks on other workplaces to ensure thorough compliance. We are increasing the thoroughness of our compliance. In FY2020, we checked technical centers and parts centers. In FY2021, we expanded the scope to include subsidiaries and affiliates in Japan, and by the end of FY2024 we will complete physical checks at all relevant locations. At our overseas plants, compliance assessments were performed at Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), PT Mitsubishi Motors Krama Yudha Indonesia (MMKI) and Mitsubishi Motors Philippines Corp. (MMPC).

►Data (p. 124): Accident rate

Promoting Health Management

The well-being of each and every employee is a driving force for enhancing corporate value and achieving sustainable growth. We regard the preservation and enhancement of employee health as one of its important management challenges. We have set forth "The Health Declaration" below and established a system to work together as one company at domestic locations, promoting health management. In March 2024, we were certified as a "2024 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, for the second year in a row.



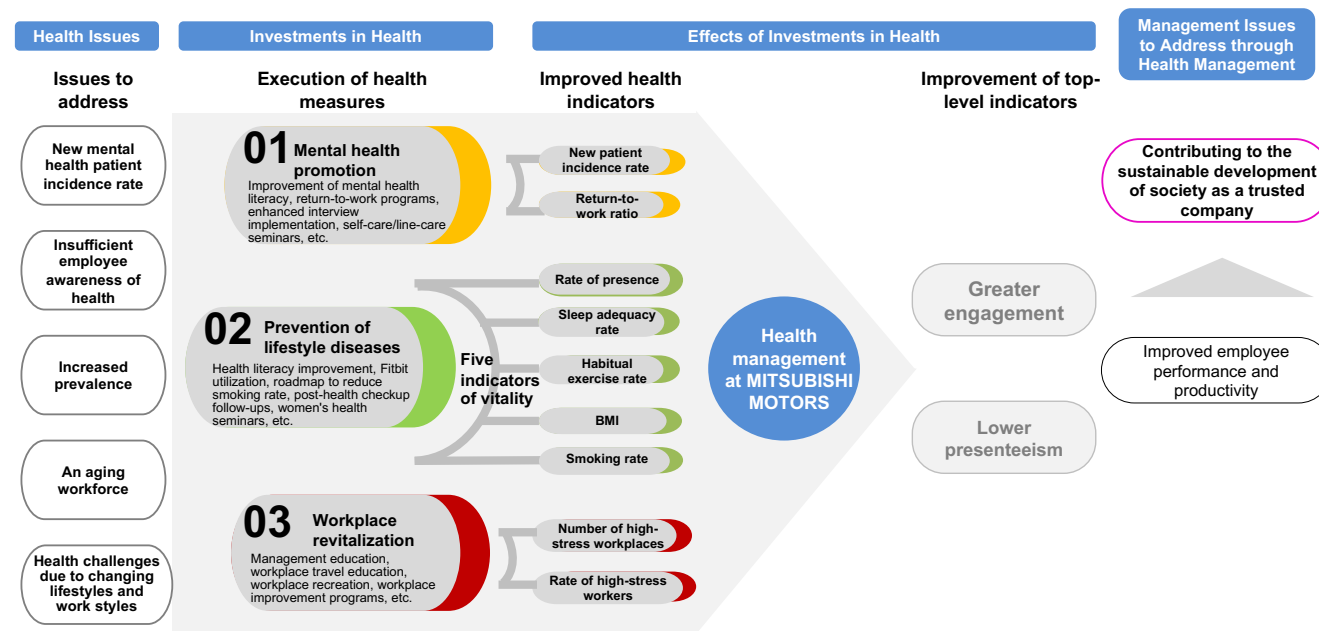
"The Health Declaration" of MITSUBISHI MOTORS

The foundation for our employees having fulfilling work and personal lives is the mental and physical health of all employees and their families as well as the creation of an environment that allows them to work enthusiastically. MMC will actively promote each employee's health.

As part of our efforts to promote health management, we have identified issues that we aim to resolve through health management, created a health management strategy map to clarify our health management strategy and story, and are implementing measures and specific initiatives to resolve various health issues.

Given that mental health issues have accounted for roughly half of all absences due to illness in recent years, we have positioned mental health measures as a company-wide priority issue and have introduced an outside Employee Assistance Program (EAP), a type of "mental health program." We also offer consultation on individual issues, provide mental health education and offer support programs to improve the workplace. Improvements to the workplace environment include training to improve communication in the workplace, such as assertive communication and resilience, as well as workplace environment improvement programs. However, in FY2023 the number of new employees

Health Management Strategy Map



absent from work due to mental illness increased 11% compared with last fiscal year, and work-related concerns continued to account for around 80% of all cases. Accordingly, in FY2024 MITSUBISHI MOTORS will continue to prioritize prevention with the aim of encouraging care of subordinates by superiors and improving workplace environments. As self-care, we have established external counseling services as a point of contact for employees to easily consult with someone about their concerns. We also conduct interviews with industrial doctors and counselors for employees who are estimated to have high levels of stress based on the results of the annual stress checks. In addition, we provide "all-hands counseling" to employees who have just joined us, who are not used to their work and do

not feel comfortable asking for advice, in an effort to prevent the onset of mental illnesses.

Labor-Management Relations

We support the basic principles of the Universal Declaration of Human Rights, the United Nations Global Compact, the Core Labor Standards of the International Labour Organization and the OECD Guidelines for Multinational Enterprises. Furthermore, by complying with national labor laws and regulations at each business location, we guarantee fundamental labor rights to employees.

Our labor agreement stipulates that the labor union has the three rights of labor (the right to organize, the right to collective bargaining, and the right to collective action).

As of April 2024, all employees except officers and managers had joined our labor union.

Status of Labor-Management Communications

The labor-management council is regularly held as an opportunity for labor management discussions. These discussions aim to share information about issues such as working conditions and the working environment, and labor and management then work together to solve these issues.

In particular, at a "central management council" that meets three times a year, we share information about the management environment, short-, medium-, and long-term company policies and directions. At this meeting, labor and management take part in spirited discussions on measures to invigorate various policies, the utilization of human resources, and other issues.

Including this meeting, in FY2023, 62 discussions were held between our headquarters and union headquarters, and many discussions were also held between offices and union branches in each business site.

For important topics such as major changes in working conditions, we organize a labor-management expert committee and make decisions after careful consideration and discussions and management. We are also working to build good relationships with labor unions at overseas affiliates in accordance with the labor laws and regulations of each country. No serious worker rights violations or labor disputes have occurred at any of our locations. In addition, to prevent inhumane working conditions involving working hours, we have repeated labor-management consultations and management of working hours to ensure against excessive working hours.