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Respect for Human Rights

Basic Approach, Human Rights Policy

Based on the idea that respect for human rights is the foundation of our business activities, MITSUBISHI MOTORS supports the "United Nations Global Compact (UNGC)," in which the United Nations advocates the 10 principles in the four categories of "human rights, labor, environment, and anticorruption." As a participating company, we support and respect international standards and norms such as "the International Bill of Human Rights," "the United Nations Guiding Principles on Business and Human Rights," "the ILO's Declaration on Fundamental Principles and Rights at Work," and "the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises." Based on the 10 principles of the UNGC, as a good corporate citizen we will continue our activities toward the realization of the sustainable growth of society.

We established our "Human Rights Policy" after consultation with experts and approval by the Executive Committee, with the aim of conducting our business activities in a manner that respects the human rights of our stakeholders. This policy outlines fundamental matters such as support and respect for international standards and norms regarding human rights, and matters for compliance. The policy also stipulates specific measures to prevent and reduce negative impacts on human rights, to provide remedial measures, and to provide education for officers and employees. This policy has been translated into English and made available on our website to all employees of Group companies in Japan and overseas.

In addition, laws and regulations requiring com-

panies to address human rights are being enacted in many countries, and the need to address human rights risks in the supply chain is rapidly increasing. Failure to comply with these laws and regulations in a timely and appropriate manner may not only violate laws and regulations, but may also cause damage to the Group's brand image due to loss of public trust and affect the Group's business activities, including production, development, purchasing, and sales, and may impact the Group's business performance, financial position, and cash flow.

Specifically, the automotive industry is now being required to address broader and more complex

matters, such as the move toward legislation of due diligence in the battery manufacturing process, particularly in Europe.

To appropriately respond to these demands, we are developing a due diligence policy, including a revised human rights policy.

In the MITSUBISHI MOTORS Global Code of Conduct, "Respect Human Rights and Diversity, Provide Equal Opportunity," specifies that discrimination, retaliation and harassment are not permitted in any form or to any extent, and that the diversity of suppliers, customers, executives, employees and local communities shall be respected in addition to respecting human rights.

Human Rights Policy

Our Human Rights Policy stipulates the following content, as well as items to be complied with and addressed.

- Recognition of initiatives on respect for human rights as essential factors in the fulfillment of our social responsibility
- Compliance with the Human Rights Policy by all of the executives and employees, and respect for fundamental human rights throughout our business activities
- Support and respect for international standards and norms
- Compliance with the national laws and regulations in each market where we operate
- Where conflict exists between internationally recognized human rights and national laws, seeking of ways to honor the principles of international human rights

[Compliance items]

1. Prohibition of Discrimination
2. Elimination of Unjustifiable Labor Practices
3. Freedom of Association, Labor and Management Dialogue
4. Ensuring Access to "Decent Work"
5. Community Involvement

[Initiatives]

1. Human Rights Due Diligence
 - MITSUBISHI MOTORS will identify, prevent, or mitigate negative impacts on human rights which may be caused by our business activities through the application and support of human rights due diligence processes.
2. Remediation
 - Where MITSUBISHI MOTORS identifies that it has caused or contributed to a negative impact on human rights, we will provide for or cooperate in remediation processes.
3. Ensuring Transparency and Accountability
 - MITSUBISHI MOTORS will provide appropriate education or training to all executives and employees.
 - We will ensure that our Group companies comply with this policy, and we will request that our business partners respect human rights.
 - We will disclose our initiatives on respect for human rights.

The full text of the Human Rights Policy, including annotations, can be found here

[\[WEB\] https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf](https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf)

Management Structure

MITSUBISHI MOTORS' efforts addressing respect for human rights are mainly focused on the sustainability, human resources, procurement and administration divisions, with the cooperation of external agencies. The Executive Officer in charge of sustainability, acting as the person in charge of promoting initiatives on respect for human rights, reports the status of human rights risk assessment and related measures to the Sustainability Committee,*1 which is held three times a year. Members of the Sustainability Committee share the details of these reports with their departments, promoting companywide efforts to respect human rights.

In addition, we have integrated the risk of human rights violations in value chain into the Internal Control Committee's scope of Company-wide risk management and positioned it as a priority risk with high potential impact and the urgent need for appropriate management*2.

As for the internal system for promoting an awareness of human rights, in FY2023 we conducted training by inviting external lectures for executives under the theme of "business and human rights," and the Corporate Officer in charge of human resources leads the promotion of awareness training. As one aspect of our human rights awareness education, human rights themes are incorporated into shared materials used in various training programs, and in each business site human resources department works to raise employees' human rights awareness. We also participate in events held by the Industrial Federation for Human Rights, Tokyo, and the Mitsubishi Group Human Rights Enlightenment Committee (organized by Mitsubishi Group companies), of which we are a member, and attend conferences and research meetings held by other external organizations. (In FY2023,

we spent a total of 83 days participating in training sessions.) We also use the latest information obtained through our participation in these events in our human rights awareness activities and utilize the knowledge we gain from these activities in our inhouse training programs.

*1 Please see page 9 for details on the Sustainability Committee.

*2 Please see page 104 for details on our internal control systems.

Human Rights Due Diligence

We have committed to identifying, preventing, or mitigating the negative impacts of its business activities on human rights through a system of human rights due diligence.

Based on this understanding, we conduct human rights assessments*3 as part of our human rights due diligence. In FY2021, we conducted human rights assessments at our headquarters and three domestic plants, and in FY2022, at Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), our main production base in the ASEAN. During the assessments, we evaluated the human rights impact through employee involvement,

including one-on-one interviews between evaluation organization and employees with various attributes. Using an external assessment organization ensures the objectivity of assessments and keeps them consistent with international norms.

***3 Examples of assessment items: Wages (payroll records, over-time, unfair wage deductions), child labor (employment under 15), forced labor (freedom of movement and retirement), discrimination (harassment), health and safety (training and education, evacuation disaster prevention), and remedies (consultation services) are evaluated in consultation with an external evaluation organization, using ILO standards and industry initiatives as reference.**

Assessments conducted in FY2021 and FY2022 resulted in no violations that had a significant impact on the human rights of our business and employees.

In our human rights assessment activities, we are working to mitigate human rights risk through the following processes.

1. Summarize assessment results
2. Identify matters requiring improvement and the department in charge
3. Monitor implementation status
4. Report to the Sustainability Committee (improvement plans and monitoring)



Complying with the Human Rights Policy

Coinciding with Human Rights Day on December 10, to raise awareness, each year MITSUBISHI MOTORS' Executive Officer, President & CEO disseminates a message to all officers and employees regarding respect for human rights, emphasizing the importance of sincere words and actions, as well as enhancing awareness of our human rights policy and explaining the importance of our human rights initiatives.

Our policies and activities for promoting and realizing respect for human rights are described below.

Prohibiting Discrimination

We require executives and employees to respect diversity and to create equal opportunities with no allowance for unfair discrimination or harassment on bases such as race, skin color, nationality, ethnicity, family origin, sex, sexual orientation, gender identity, age, presence of disability, language or religion.

Also, we emphasize the importance of diversity in our training programs, and we encourage our employees to work together with respect for diverse values.

Eliminating Unjustifiable Labor Practices

We do not tolerate any unjustifiable labor practices such as slavery labor, child labor, forced labor, including human trafficking, and strives to eliminate such practices.

To ensure against such practices, we verify potential employees' ages to ensure statutory requirements are met when entering into labor agreements. We do not charge applicants and hired employees any fees and

costs related to recruitment. Pay slips clearly state any legal deductions; we do not make unfair deductions, but regularly pay employees their full dues. We do not retain employees' passports or other identifications or prevent them from movement. Employees are free to choose whether to enter or leave the dormitories.

Freedom of Association and Labor-Management Dialogue

We respect its employees' right to associate, and we engage in sincere dialogue with employees to resolve various types of issues. Regarding collective agreements with labor unions, we recognize employees' freedom to engage in legitimate union activity, including collective bargaining. We clearly state that employees who engage in such activities will not be subject to disadvantageous working conditions or other sanctions.

Ensuring Access to Decent (Rewarding and Humane) Work

To ensure decent work, in addition to complying with individual countries' laws and regulations, we conduct activities focused on respect for human rights, based on international norms (such as the International Bill of Human Rights and the ILO's Declaration on Fundamental Principles and Rights at Work). We have designed our personnel system to ensure that employees are compensated at a level that allows for a stable livelihood, while also providing higher rewards for employees who perform well. This system aims to improve employee motivation and enhance their abilities. To ensure that these efforts are appropriately evaluated, we hold annual labor-management

negotiations and implement reviews and revisions as necessary based on labor-management agreements.

►Data (p. 123): Wage levels

Community Involvement

In our efforts to maintain harmony with the local community, we contribute to society by utilizing each and every employee's skills and know-how as well as our technologies and products.

Consideration for Human Rights in Work and Investment

As we believe that positive relationships based on mutual understanding between employees and everyone in the community are essential to the sustainability of our business, when establishing business sites or related facilities, we give consideration to the cultural values of the country and region including customs and religions.

In-House Education and Training

In order to encourage all executives and employees to cultivate their respect for human rights, the Company is offering courses that deepen understanding toward human rights within its various training programs, including each job rank and entry-level employee training. In FY2023, we conducted a total of 680 hours of human rights training for 710 employees, including entry-level employees, mid-career employees and newly promoted managers (department general managers and section managers). In addition, the following training was conducted for executives.

| | |
|--|--|
| Executives | Inviting outside lecturers to present on such topics as "business and human rights," an indispensable perspective for global corporate management |
| Newly promoted general managers | Raising awareness of social human rights issues required for workplace management, prevention of harassment, response in the event of occurrence, etc. |
| Newly promoted managers | Recent topics related to human rights, harassment prevention, responding to incidents when they occur, and the role of manager |
| Mid-career employees | Recent topics regarding human rights. The relation between our business and human rights, etc. |
| Entry-level employees | The significance of corporate initiatives regarding human rights. Fundamental knowledge regarding human rights, etc. |

In addition to training programs tailored to each job rank and entry-level employee training, to promote awareness of sexual minorities among our employees, MITSUBISHI MOTORS has been conducting seminars at each business site since FY2018. In addition, we also conduct an internal e-learning course covering basic knowledge of LGBTQ issues.

| Training Programs in FY2023 | Number of Participants | Attendance Rate |
|--|------------------------|-----------------|
| Entry-level employee training | 212 | 100% |
| Mid-career employee training (newly promoted) | 206 | 100% |
| Newly promoted manager training | 222 | 100% |
| Seminars to raise understanding of LGBTQ issues | 125 | — |
| LGBTQ e-learning course | 9,381 | — |

Supply Chain Considerations

We conduct appropriate transactions, which includes not causing human rights violations against its business partners. We determine transaction prices and delivery dates following thorough consultation with individual suppliers.

In addition, we promote two-way communication with our business partners through management based on the Supplier CSR Guidelines.

The guidelines include provisions on respect for human rights, including the elimination of discrimination and the prohibition of child labor and forced labor, and we request that suppliers take human rights into consideration. To enhance the guidelines' effectiveness, we obtain Supplier Commitment agreements from our business partners.

In addition, based on their CSR evaluations by third-party organizations, we evaluate business partners on "labor and human rights," and we ask them to make improvements as necessary. Furthermore, we will use AI analytical tools to analyze human rights risks in our supply chain, and if any such risks are identified, we will take measures to improve them and publish them on our website.

Initiatives at Dealers

At dealers, we carry out initiatives to provide a work environment with consideration for the health and safety of employees and we prohibit acts that infringe on human rights.

Access to Remedy

In order to make timely responses in cases where a human rights related issue occurs within the company, we have established internal and external consultation offices (helplines) and the MITSUBISHI MOTORS Global Hotline, which offers assistance in multiple languages*¹ for whistle blowing and consultation for employees. The MITSUBISHI MOTORS Global Hotline has established contact points in 14 countries to handle reports from employees of the Company and its major affiliates in a total of 13 languages*².

We have also established the Customer Contact Center*³ for customers and the Business Partner Helpline*⁴ for suppliers. These hotlines receive reports and requests for consultations regarding human rights issues.

Confidentiality and user anonymity is guaranteed at all of these consultation offices. We ensure that whistleblowers and people who seek consultation are not treated unfairly or discriminately.

If it is determined that an investigation is necessary not only within the Company but also within the supplier, we will share and control information with the compliance staff of the supplier, and work with them to resolve the matter, agreeing in advance on prohibited actions, such as finding the informant or retaliating against the informant.

*1 For information on the establishment of Internal and External Consultation Offices (Helplines) and the MITSUBISHI MOTORS Global Hotline, please see page 107.

*2 The MITSUBISHI MOTORS Global Hotline is available in Japanese, English, Chinese (simplified and traditional), Korean, Tagalog, Indonesian, Thai, Vietnamese, German, Dutch, French and Spanish.

*3 For further information regarding the Customer Contact Center, please see page 86.

*4 For further information regarding the Business Partner Helpline, please see page 62.

Achieving a Sustainable Supply Chain



Progress in FY2023

Conducted supplier
CSR evaluations
by third-party organization
(Purchase amount basis)
[FY2022: 83%]

Cumulative **85%**

Conducted supplier process
audits
[FY2022: 80 cases]

101 cases/year

- Each year, we exchange opinions with suppliers and reinforce communications through fiscal year-end briefings during which we explain procurement policies.
- Supported business partners to undergo third-party evaluations to reinforce supply chain CSR

<Related pages>

P12 MITSUBISHI MOTORS' Materiality
P16, P18 Materiality

Basic Approach

MITSUBISHI MOTORS understands that our corporate activities affect many others, given that we and its major overseas production facilities have direct business relationships with approximately 800 companies, including suppliers of materials and parts, as well as companies that provide services, advertising, and logistics, and even more Tier 2 and other suppliers.

We also recognize that through collaboration throughout the supply chain, we can achieve carbon neutrality, improve quality, and contribute to local community development through local procurement.

Based on these understandings, all processes, from the procurement of raw materials to the manufacture of parts and products to the end delivery, require responsible behavior that takes such factors as the environment and human rights into account.

Specifically, we recognize of conducting various activities throughout the supply chain: efforts to mitigate global warming by reducing CO₂ emissions, quality-oriented improvement activities, eschewing the use of conflict minerals and other raw materials that cause social problems, quality and environmental management, compliance with the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade and the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, management of confidential information, and so on.

To achieve sustainable growth throughout the supply chain, we have formulated "Supplier CSR Guidelines" and work together with all our business partners on CSR initiatives.

As environmental countermeasure, which has become especially important in recent years, we have formulated "Green Procurement Guidelines" and are promoting initiatives throughout the supply chain. As compliance with both guidelines is a priority in our procurement activities, our executives take advantage of opportunities such as supplier briefings to request that the entire supply chain thoroughly comply with the guidelines.

In addition, we are promoting CSR activities in the supply chain while exchanging information with our alliance partner, Nissan Motor Co., Ltd.

Please see page 57 for details on Respect for Human Rights.

Management Structure

Establishment of guidelines and Getting Suppliers' Commitments on Them

To ensure compliance with our "Supplier CSR Guidelines" and "Green Procurement Guidelines," we have business partners submit "Supplier Commitment" to the "Supplier CSR Guidelines" and "Declarations of Conformity to Regulations on Substances of Concern" to the "Green Procurement Guidelines."

We ensure the effectiveness of our business partnerships by having new business partners submit these documents before commencing transactions, and by continuously confirming the status of the agreement afterwards.

Communicating with Suppliers

Providing suppliers with appropriate information and two-way communication is essential for supply chain management. At the end of every fiscal year, we hold a Suppliers Meeting to explain our procurement policies for next fiscal year. In FY2023, this meeting was held in March 2024 and attended by approximately 300 companies. Participated in the "MITSUBISHI MOTORS Council," a voluntary organization of around 180 supplier companies that facilitates small-scale meetings between the management teams of suppliers and our management team. (These small-scale meetings were held a total of nine times, involving approximately 20 companies each time.) The meetings help foster closer communication at the management level.



Target
3.9



Targets
8.7
8.8



Targets
12.4
12.5

Establishing a Business Partner Helpline

As part of MITSUBISHI MOTORS' efforts to adhere to the METI guidelines, we have established a Business Partner Helpline for the suppliers of our procurement division.

The helpline receives opinions and comments from business partners, quickly identifies compliance issues or concerns, such as legal or regulatory infractions, unfair practices or human rights violations in our procurement activities, and promptly rectifies them, striving to achieve even fairer business transactions.

Ensuring Knowledge of the Guidelines within the Company

As part of managing our "Supplier CSR Guidelines" and "Green Procurement Guidelines," we work to ensure that the guidelines incorporate into our own company. We conduct training for all new employees involved in procurement (both entry-level employees and new mid-career employees), as well as training when employees are transferred from other divisions to the procurement division.

In addition, in FY2023, we provided education on initiatives aimed at reducing CO₂ emissions.

Supplier CSR Guidelines

Expansion of Guidelines

Through the "Supplier CSR Guidelines," we promote collaborative activities with our suppliers from the same point of view. The scope of these activities covers all suppliers and includes labor practices, environment management, and compliance.

Having reestablished these guidelines in February 2019, we have clarified CSR evaluations of business partners and the actions to be taken in the event of noncompliance. We have expanded these efforts to include our major overseas bases—Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), PT Mitsubishi Motors Krama Yudha Indonesia (MMKI), Mitsubishi Motors Philippines Corp. (MMPC)—and received Supplier Commitment agreements from suppliers at our major overseas production bases.

[PDF](#) Supplier CSR Guidelines

Responsible Resource Procurement

The "conflict minerals" (tin, tantalum, tungsten and gold) and cobalt produced in the Democratic Republic

of the Congo and neighboring countries have become a source of funding for armed groups, resulting in serious violations of human rights.

To ensure that we are not complicit in human rights abuses through the procurement of these conflict minerals, we promote responsible procurement by clearly specifying in our Supplier CSR Guidelines the prohibition of child labor, forced labor, and the nonuse of conflict minerals as raw materials.

Enhancing CSR in the Supply Chain through Third-Party Evaluations

We, like our alliance partner Nissan Motor Co., Ltd., conduct third-party CSR evaluations in the four areas of the environment, labor and human rights, ethics,

Third-party evaluation items

| 21 Sustainability Criteria | | | |
|--|---|---|---|
| ENVIRONMENT | LABOR & HUMAN RIGHTS | ETHICS | SUSTAINABLE PROCUREMENT |
| Operations <ul style="list-style-type: none"> Energy Consumption & GHGs Water Biodiversity Local & Accidental Pollution Materials, Chemicals & Waste Products <ul style="list-style-type: none"> Product Use Product End-of-Life Customer Health & Safety Environmental Services & Advocacy | Human Resources <ul style="list-style-type: none"> Employee Health & Safety Working Conditions Social Dialogue Career Management & Training Human Rights <ul style="list-style-type: none"> Child Labor, Forced Labor & Human Trafficking Diversity, Discrimination & Harassment External Stakeholder Human Rights | <ul style="list-style-type: none"> Corruption Anticompetitive Practices Responsible Information Management | <ul style="list-style-type: none"> Supplier Environmental Practices Supplier Social Practices |

Source: EcoVadis

Target
3.9Targets
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12.5

and sustainable procurement, with the aim of raising the level of CSR activities at our suppliers. In FY2023, many business partners underwent third-party evaluations. MITSUBISHI MOTORS plans to continue expanding the number of business partners who undergo evaluations in FY2024, and we will focus on improving the scores of those partners who have already been evaluated (approximately 90% of all orders based on order value).

Efforts to Achieve Carbon Neutrality throughout the Supply Chain

We aim to become carbon neutral across the supply chain by 2050. To do so, it is essential that our suppliers reduce CO₂ emissions.

For FY2023, we held a briefing session in November for our business partners about initiatives in our business areas. In addition to engaging in communication with suppliers of products with high CO₂ emissions and asking them to reduce CO₂ emissions, we have also been enhancing our activities to assess the efforts, risks, and opportunities of our suppliers through the Carbon Disclosure Project (CDP)*¹ Supply Chain Program.

In FY2024 and beyond, we will continue to collaborate with our business partners to promote activities aimed at reducing CO₂ emissions throughout the supply chain.

*¹ An international environmental NGO that collects requests from institutional investors and others interested in environmental issues, and encourages major companies and organizations around the world to disclose environmental information, and evaluate

Green Procurement Guidelines

Expansion of Guidelines

In its Green Procurement Guidelines, we ask business partners to

- acquire and renew external certifications of environment management systems
- manage hazardous substances
- promote the 3Rs (reduce, reuse and recycle)
- submit LCA*² data to allow us to understand the lifecycle environmental impact
- reduce environmental impact in business activities
- reduce their environmental impact related to logistics

In addition to Japan, we have introduced the Green Procurement Guidelines at overseas production bases, adjusting the guidelines to account for actual conditions in each country and operational details at each location. These production bases are also applying the guidelines to their business partners.

PDF Green Procurement Guidelines

*² LCA stands for Life Cycle Assessment, which is a technique for calculating and evaluating the environmental impact of a product from manufacturing to disposal.

Collection of Materials and Hazardous Substance Data through IMDS

To encourage the management and reduction of hazardous substances, we promote management under the International Material Data System (IMDS). For this reason, we ask business partners to disclose data on environmentally hazardous substances for materials and parts by inputting them into IMDS in accordance with the "Green Procurement Guidelines." We also ask

them to establish a management system for environmentally hazardous substances.

Through these processes, we confirm compliance with regulations regarding hazardous substances used in parts and materials for new vehicles and mass production models.

Working with Suppliers to Improve Quality

We regularly conduct quality audits and quality self-check guidance with its suppliers as collaborative efforts to improve quality along the entire supply chain.

In FY2023, we conducted process audits for 80 suppliers at 101 plants, and indicated items were generally improved within three months. Process audits are conducted every one to three years, with the audit cycle set according to the results of the previous audit. Quality self-checks are performed by 329 business partners. Each company is working to improve the weak points found in the self-check. In addition, we are actively working to improve communication with suppliers and enhance quality by, for example, promoting improvements by disseminating the results of our self-check trend analysis to all suppliers.

We issue monthly Supplier Score Cards, which numerically represent suppliers' quality results. This approach has clarified issues for each company, making it easier to implement improvement measures quickly and accurately. In cases of particularly serious defects, we analyze the causes and examine the appropriateness of countermeasures in collaboration with business partners to prevent recurrence.



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MITSUBISHI MOTORS cooperates on defect prevention activities to keep defective parts from being delivered and ensure we are able to provide customers new models with confidence.

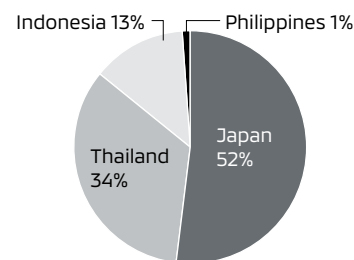
Promotion of Localization

To optimize costs at our overseas production bases, our basic policy is to source from local suppliers where possible, as long as such procurement is effective and the necessary technologies are in place.

For parts which are already locally procured, we also promote the local procurement of the components used within these parts, etc., to optimize costs further.

We conduct advance audits of the systems and structures of new business partners, evaluating items such as their development capabilities, production capabilities, and quality management capabilities and issuing improvement instructions if necessary. We also provide support to local business partners by serving as a go-between with Japanese business partners, joint ventures with local business partners, technical partnerships, and the like. We work to contribute to local regions by creating local jobs and improving local technical capabilities.

Country-Specific Parts Procurement Ratios by Production Base (FY2023)



Initiatives for Business Continuity Plans in the Supply Chain

A large-scale natural disaster, major outbreak of infectious disease, or shortage of specific parts or materials (such as semiconductors), could interrupt the flow of parts from our suppliers. We might then run the risk of business being suspended. To avoid or mitigate such risks, as part of our business continuity plans (BCPs) in the supply chain, we are taking measures to identify risks and impacts early on and to find alternative production options for each business partner and component.

Specifically, suppliers are asked to register Tier 2 to Tier N suppliers including overseas suppliers, in addition to their factories, in the Supply Chain Risk Management System so that target suppliers can be narrowed down as soon as possible.

In addition, we have a system in place that allows us and our business partners to share information about the status of damage caused by disasters, the impact of specific parts and material shortages, and our response to production plans so that we can take countermeasures.

Participating in Outside Initiatives

Mitigating and combating climate change requires efforts that go beyond the scope of individual companies. Entire industries and their supply chains must work together to reduce CO₂ emissions.

As a member of the Japan Automobile Manufacturers Association, we participate via subcommittees in discussions on industrywide policies and measures in the area of procurement.

Human Resources Management

MMC WAY (Behavioral Guidelines)

MITSUBISHI MOTORS believes that “Human Resources” are the key to achieving sustainable growth and enhancing corporate value, especially amid a rapidly changing business environment.

Accordingly, we established the “MMC WAY” as a common action guideline that is shared among the organization and all employees who work here, and serves as a “Foundation” on which to proceed. As five years had passed since its formulation, and Company’s operating environment had changed during that time, so we thought it necessary to revise our action guidelines. For this reason, in FY2022, our president and top management team engaged in discussions to determine the ideal path for the Company, taking employee feedback into account. As a result, we have updated our behavioral guidelines, the “MMC WAY,” which outline the principles that the Company values.

As a company and as individuals, we will share the new “MMC WAY,” which embodies what is important in our lives, and work together as one to take on challenges as we work toward our goals.

The first two items in the new “MMC WAY” emphasize key values. They call on us to “think of our customers first” as the foundation for earning “society’s trust” and to “contribute to the advancement of society” through our corporate activities. These items incorporate the message that every employee must remember our raison d’être: satisfying customers and contributing to society through corporate activities.

With the other three items, we have expressed

important elements in the previous “MMC WAY” more specifically and clearly.

The “MMC WAY,” the behavioral guidelines that outline the principles that the Company values, is reflected in our personnel evaluation system. It introduces a multi-faceted competency evaluation based on three pillars: the “MMC WAY,” “Human Resource Development and Organizational Management,” and “Expertise.” This aims to encourage proactive employee growth.

When rolling out the MMC Way, in FY2022 we began holding on-site workshops. In FY2023, specific examples of actions for each item were discussed in order to lead to actions based on this philosophy and to improve understanding.

Results of Questionnaire Following On-Site Workshops on the MMC WAY

| | Percentage of people responding “I understand the MMC WAY.” |
|---------------|--|
| FY2022 | 91.3% |
| FY2023 | 95.2% |

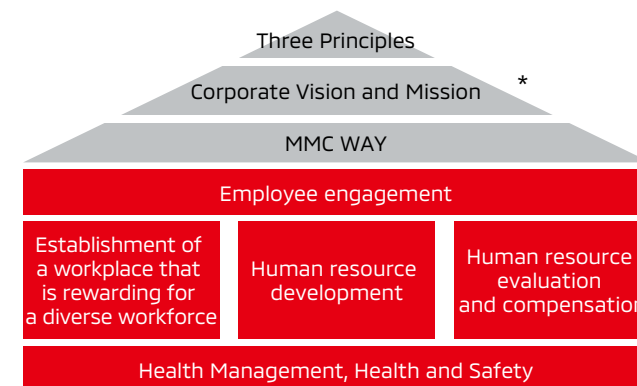
MMC WAY

1. Think of Our Customers, Strengthen Trust
2. Enrich Society
3. Welcome All Facts, Share Difficult News First
4. Conduct and Challenge Yourself Professionally
5. Respect All, Work as a Broader Team

Basic Framework

We are committed to human resource development that embodies the “MMC WAY,” our behavioral guidelines that are in place to carry out our Vision and Mission. We recognize the importance of providing an environment in which each individual can work with a sense of fulfillment, fully utilize their abilities, remain engaged, and maintain good physical and mental health and vigor, and we are promoting a variety of initiatives to this end.

Basic Framework



* For details on the Three Principles, Vision, and Mission, please refer to P8.

Establishment of a Workplace That Is Rewarding for a Diverse Workforce

To leverage diverse human resources to create value, we are creating a working environment that helps individuals maximize their capabilities. In this way, we aim to achieve increases both in work productivity and quality of life, helping to realize a better work-life balance. In parallel with the promotion of female employees, the utilization of senior human resources,

and the employment of people with disabilities, MITSUBISHI MOTORS is working to create a more comfortable workplace by promoting location-free work arrangements and a flexible work system that takes into consideration childcare and nursing care.

- Promoting diversity and inclusion, and enhancement of employee engagement: P68

Human Resource Development

At MITSUBISHI MOTORS, education structure is supported by three pillars: the "Three Principles," a statement of the Mitsubishi Group's management principles; our Corporate Vision and Mission; and the "MMC WAY," guidelines for daily behavior. We have put in place a training system that cultivates personnel in a systematic manner, from entry-level employees to general managers. We are working to enhance our educational programs in order to produce personnel who will grow through their work and become more active in the workplace. With the increase in overseas production and sales volume, we are focusing on efforts to develop human resources who can think and act from a global perspective, as well as implementing DX reskilling programs in line with the changing times. We are establishing "expertise," which refers to the specialized knowledge/skills and behavioral standards required in each organization, as one of our behavioral evaluation items. In addition, we will enhance educational measures in both on-the-job training and off-the-job training to promote the strengthening of expertise, and develop next-generation leaders.

- Stepping up Human Resource Development: P72

Human Resource Evaluation and Compensation

We have introduced multifaceted competency (behavioral) evaluation systems for general managers and section managers, as well as for general employees, based on a performance achievement evaluation using a target management system, the "MMC WAY," "Human

Resource Development and Organizational Management," and "Expertise," respectively.

We have positioned these systems as management-enhancing tools aimed at general managers and section managers with the objective of revitalizing the organization. In doing so, we aim to: (1) Share organizational objectives and foster a sense of responsibility for achieving these objectives, (2) Enhance incentives for achieving objectives, (3) Enforce mindset and behavior expected from employees, and (4) Make appointments and promotions according to merit.

For non-management personnel, our aims are (1) Sharing organizational objectives and instilling a sense of responsibility for achieving them, (2) Raising transparency and employee approval of evaluations and employee treatment, and (3) Promoting the establishment of shared values.

We introduced a remuneration system that allows for appropriate compensation based on the degree of contribution, and weight of the roles and responsibilities of each employee. We provide the system to enhance each employee's career and motivation. In conjunction with raises given annually based on individual performance, raises are also given according to advances in career.

We comply with local laws and regulations regarding wage levels and set wage levels according to job classifications, taking into consideration industry levels. There are no discrepancies in wages based on race, nationality, sex, or other such reasons.

- ▶ Data (p. 123): Wage levels

Health Management, Health and Safety

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 addition, we believe 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.

- "Promoting Occupational Health and Safety": P75

Improving Employee Engagement

We have continued to conduct engagement surveys (employee awareness surveys) since FY2013. This survey aims to visualize the state of ourselves, the entire organization, and employees, and to address the challenges revealed by the results, thereby reinvigorating individuals and organizations and promoting an improvement in employee engagement.

Engagement is measured through two questions: "How happy are you working at MITSUBISHI MOTORS?" and "Do you recommend MITSUBISHI MOTORS as great place to work?" In addition, we ask a comprehensive set of questions about Company policies, management, decision-making speed, career, well-being, and more to gather employee feedback.

Based on the analysis of the survey results, we conducted feedback sessions with executives, department heads, and respective departments to promote actions for improving engagement. In particular, to improve organizational and human resource management, we held in-office workshops for heads of organizations and "Drive your team" seminars with outside experts to promote the quality of management. The survey results are also used as reference data during human resources development meetings attended by senior executives to discuss the future direction of human resources development. This helps us take action as a company to continuously enhance employee engagement.

Management Structure

MITSUBISHI MOTORS has established the Human Resources Development Council, consisting of the Executive Officer, President & CEO and other members of the management team to promote and implement human resources strategies that are linked to management strategies. Once a month, the council systematically discusses and examines issues, measures, and policies related to securing and developing human resources, which are directly related to corporate competitiveness.

We are formulating an optimal personnel plan that incorporates strengthening the expertise of each function that supports our business to develop powertrain control system for electric vehicles, expanding the scope of various elemental technologies, promoting carbon neutrality, driving digitalization, and exploring new business areas. We thoroughly analyze the internal and external environment and market trends surrounding our company, such as creating a rewarding workplace where employees can work with peace of mind and showcase their abilities, expanding opportunities for development, including education and training to encourage employee challenges and growth. Through open discussions at human resources development meetings, we review and evaluate existing measures and initiatives, as well as consider and deliberate new initiatives.

In FY2023, we started by recognizing and analyzing our current situation, including a distorted labor structure that strongly reflects our past his-

tory. We discussed a wide range of issues related to human resources to realize the objectives of the mid-term business plan, "Challenge 2025," while also conducting individual interviews with executives. We set the three pillars of our HR strategy as "build a better place to work," "enhance learning opportunities/reskilling programs," and "secure/cultivate a diverse workforce. In prioritizing issues and themes, we gave "quantity" issues particularly high priority. These include ongoing efforts to strengthen recruitment of mid-career workers and new graduates, early empowerment and retention of mid-career hires, utilization of senior human resources, and flexible operation of tenure for management positions in accordance with departmental conditions. In addition, going forward we will continue our discussions on "quality" issues, aiming to raise the level of internal human resources by enhancing human resource development.

HR Strategy under "Challenge 2025"

To support "Challenge 2025," the mid-term business plan that commenced in FY2023, it is vital to provide a workplace where our employees can work comfortably and demonstrate their capabilities. We also consider education and reskilling and securing a diverse workforce important in order to accelerate DX and new business initiatives so we can survive in an era of rapid change. To give direction to our HR strategy, we have set "build a better place to work," "enhance learning opportunities/reskilling programs," and "se-

cure/cultivate a diverse workforce" as priorities, and we are working to put measures into place.

Strategic HR Priorities

Build Better Place to Work

- Adopt location-free work arrangements
- Introduce flexible working style in consideration of childcare and family nursing care

Enhance Learning Opportunities/Reskilling Programs

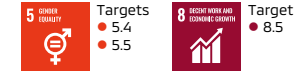
- Expand mutual talent exchanges between Japan and overseas and global career development programs
- Launch digital reskilling programs to support DX
- Embed technical expertise into HR system and processes

Secure/Cultivate Diverse Workforce

- Implement flexible total rewards strategy and structure
- Develop vibrant workplaces in which employees appreciate the differences to fulfill their potential

- Promoting diversity and inclusion, and enhancement of employee engagement: P68
- "Stepping up Human Resource Development": P72

Promoting Diversity and Inclusion, and Enhancement of Employee Engagement



Progress in FY2023

Percentage of female administrative and engineering staff*1
[FY2022: 13.1%] **13.7%**

Percentage of male employees taking childcare leave*2
[FY2022: 68.4%] **70.6%**

Percentage of employees with disabilities
[FY2022: 2.33%] **2.55%**

- Conducted a survey on attitudes toward diversity and work-life balance
- Implemented training on managers promoting male paternity leave

*1 Percentage of assistant managers

*2 The rate of people taking childcare leave and other leave for the purpose of childcare was calculated according to the Child Care and Family Care Leave Act.

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styles that are less location- and time dependent. To leverage diverse human resources to create value, we are creating a working environment that helps individuals maximize their capabilities. In this way, we aim to achieve increases both in work productivity and quality of life, helping to realize a better work-life balance.

Diversity Promotion Policy

We aim to grow sustainably while responding to the significant changes in the business and market environment resulting from diversifying customer needs and technological innovation. To this end, it is important for employees with different values and ideas to work together to create automobiles with new appeal and value. With respect for employee diversity including race, nationality, ethnicity, gender, sexual orientation, gender identity, age, presence of disability, or religion, we are making efforts to create environment where each person can energetically work without difficulty.

To promote and achieve diversity, we are pursuing Di@MoND activities by the Diversity Promotion Office based on the "Diversity Promotion Policy" we established in July 2014. By embracing diversity, our aim is to leverage employees' diverse characteristics in a manner that will contribute to the mutual growth of

the Company and each individual employee. Initially, Di@MoND activities prioritized women's participation and advancement in the workplace. Now, we are also working to provide working environments that are comfortable for all.

▶ Data (p. 122-123): Number of employees, number of employees by region, number of locally hired managerial employees at overseas subsidiaries, status of female managers, status of female executives, employee makeup, number of new graduates hired, number of mid-career employees

Building a Better Place to Work

Promoting Location-Free Work Arrangements

We introduced a telecommuting system in FY2021 with the aim of encouraging a work-life balance for each employee by enabling them to work more efficiently and flexibly. After the Japanese government reclassified COVID-19 as a Category 5 infectious disease in May 2023, we established a rule that people working in office positions should come to the office two days a week. The use of this program has continued to expand, and employee surveys have shown that working both at home and in the office allows

Basic Approach

Work-Life Balance

ITSUBISHI MOTORS believes 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

Diversity Promotion Policy

We aim to respond to change and heighten organizational capabilities by incorporating diverse viewpoints and approaches through the different abilities and characteristics of each employee. In this way, we will create vehicles offering new levels of attractiveness and value. We are promoting Di@MoND (Diversity @MITSUBISHI MOTORS New Drive) activities to create an environment where employees can maximize their individual abilities and play an active role.



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them to take advantage of the characteristics of each environment and boosts levels of engagement. MIT-SUBISHI MOTORS believes that we are getting closer to our original goals in establishing this system.

With the recent growth in competition for employees, we have been considering the introduction of location-free working arrangements. We believe this more flexible work style could provide a framework for attracting highly specialized personnel and help us promote and maintain the employment of people with disabilities. We are flexible in our administration of the telecommuting system for employees who have childcare or nursing care commitments that re-

strict their ability to be physically present in the office, helping them to maintain a good work-life balance.

Introducing Flexible Working Styles in Consideration of Childcare and Family Nursing Care

We are enhancing our work-life balance assistance programs to accommodate the diverse work styles and life events of our employees. In FY2017, we introduced the telecommuting and accompanying leave systems. In FY2018, we established the "Work-life Balance Support Concierge" within the Company, from which employees can seek advice on the programs suitable for their individual childcare and nursing care

needs. Following feedback from employees, we relaxed the criteria for child nursing leave, short-term nursing care leave and the telecommuting system. We are also utilizing the telecommuting system to create an environment that fosters more productive and highly flexible working styles.

▶ Data (p. 123-124): Number of persons taking childcare leave and retention rate of returnees, number of persons who utilize major programs to promote work-life balance

Supporting Employees to Balance Work and Childcare

We actively support employees who seek to balance work and childcare.

We have established on-site daycare centers at our facilities. Dia-Kids Okazaki was opened at the Okazaki site in April 2017, followed by Dia-Kids Tamachi at our head office building in February 2019. Since FY2023, we have also offered "childcare counseling" by staff from both centers to all employees, providing individual consultations about childcare for employees and their families online or by phone.

On the working environment development front, to further encourage male employees to take childcare leave in accordance with the enforcement of the revised Childcare and Family Care Leave Act, in FY2023 we continued with training for managers, conducted seminars for expectant fathers and mothers, and offered e-learning programs. In addition, we are promoting initiatives

List of work-life balance assistance programs

| | Programs | Overview |
|---------------|---|---|
| Childcare | Pregnancy leave | Can be taken for the designated period of time applied for in advance, between becoming pregnant and the day prior to maternity leave (may be taken multiple times) |
| | Maternity leave | Six weeks prior to birth and eight weeks after birth |
| | Spousal maternity leave | When a spouse gives birth, the employee can take up to two days of leave between the day before and 14 days after the date of birth or expected date of birth. |
| | Childcare leave | Can be taken up to the end of April of the following fiscal year after the child's third birthday |
| | Leave to care for newborns | Up to four weeks of leave can be taken within eight weeks of the (expected) date of birth. Partial employment during the leave period is also possible. |
| | Child nursing leave | Can be taken until the end of the fiscal year of the child's 12th birthday (one child: up to 5 days; two and over: up to 10 days; first five days are paid in both cases) |
| | Reduced working hours for childcare | Four-, five-, six-, or seven-hour work shifts can be chosen until the end of the fiscal year of the child's 12th birthday (combined use with the flextime system is also available) |
| Nursing care | Nursing care leave | Aggregate total of three years can be taken per person receiving nursing care |
| | Short-term nursing care leave | If one person receiving nursing care: up to 5 days; if two or more people receiving nursing care: up to 10 days (first five days are paid in both cases) |
| | Reduced working hours for nursing care | Available until the reason for the nursing care no longer exists. Employees can elect to work, four-, five-, six-, or seven-hours per day, and are also eligible for flextime work. |
| Miscellaneous | Life plan leave | Employees can take up to 10 days leave per year for various predefined purposes such as receiving treatment for non-work-related injury/illness, caring for family, childcare, infertility treatment, participating in volunteer activities, and language studies |
| | Accumulation of unused paid leave | Employees can accumulate unused annual paid leave up to four days per year to a maximum of 40 days which can be used for predefined purposes. (E.g., receiving treatment for non-work-related injury/illness, caring for family, childcare, participating in volunteer activities, and infertility treatment) |
| | Flextime system | System that lets employees set their own working hours with no core time under predefined conditions on prescribed work days |
| | Telecommuting system | System that allows employees to work from a location other than their own or family home, as long as certain conditions are met, and to pay an allowance |
| | Reemployment system | Eligible for employees who resigned due to pregnancy, the birth of a child, childcare, nursing care, marriage, moving due to spouse work transfer, or other reasons recognized by the Company, with an applicable period within five years after resignation |
| | Accompanying leave | Temporary leave system for employees to accompany spouses who have been transferred in Japan or overseas or are studying abroad, with an applicable period of from one month to five years |



Dia-Kids Tamachi, a nursery school for employees (within the head office building)



Dia-Kids Okazaki (within the Okazaki site)



aimed at bringing the rate of male employees taking childcare leave close to that of female employees.

Supporting Employees to Balance Work and Nursing Care

As society ages, we believe it is important to help employees balance work and nursing care.

MITSUBISHI MOTORS has established a contact point that employees can use to contact nursing care specialists by e-mail or telephone as needed, and we continues to offer nursing care on-demand video seminars where employees can learn basic knowledge about balancing work and nursing care from outside lecturers.

In addition, in FY2023 we launched a new initiative, "short videos on nursing care," which cover key points of nursing care and can be viewed when convenient.

Creating an Environment That Welcomes Non-Japanese Employees

As part of the support offered to our workforce of non- Japanese employees, which is increasing year by year, we have established prayer rooms at our head

office and Okazaki sites that are available to people of all religions and denominations. These rooms are open to customers, suppliers and other stakeholders who visit our sites. A facility for cleansing parts of the body before worship has also been set up in the prayer room at the Okazaki site.

► Data (p. 122): Number of employees by region, number of locally hired managerial employees at overseas subsidiaries

Promote LGBTQ Awareness

Our human rights policy* defines "respect for human rights of our stakeholders" and states that we will not tolerate unfair discrimination or harassment based on such factors as gender, sexual orientation or gender identity, and will respect diversity. Furthermore, the MITSUBISHI MOTORS Global Code of Conduct, which all employees and executives are bound to comply with, clearly states: "Respect Human Rights and Diversity, Provide Equal Opportunity."

Based on these ideas and policies, we are striving to improve the workplace environment and internal systems in order to create a comfortable working environment where LGBTQ people can play an active role in the Company. In our employee system, the definition of marriage includes same-sex relationships, and employees in such relationships can take marriage and child-

care leave and use Company housing. Since FY2018, we have held seminars to help provide basic knowledge to aid in accurately understanding LGBTQ issues and increasing supporters known as "Allies." Approximately 125 people attended the seminar in FY2023. Some 9,381 employees took part in e-learning. Upon request, employees who have taken the course can receive "ally stickers" to make the promotion more visible.

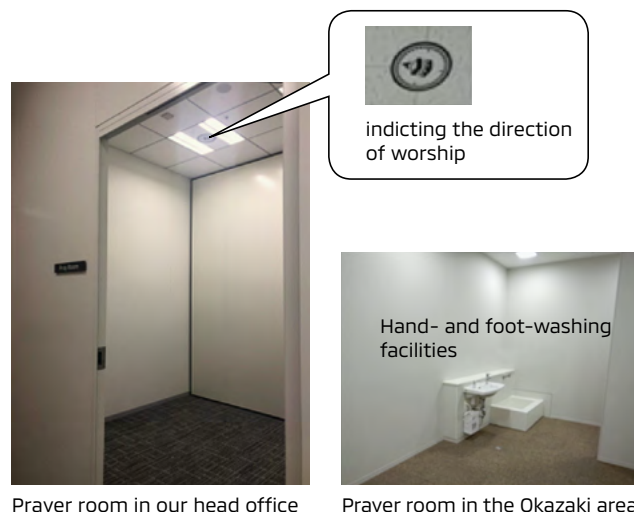
* See our website for details of our human rights policy.

(WEB) https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf

Participating in Initiatives Outside the Company

We have pledged our support to the Business for Marriage Equality campaign, which invites companies to join us in calling for equality in marriage.

Business for Marriage Equality is a campaign spearheaded by three Japanese non-profit organizations in an effort to visualize companies that support the legalization of same-sex marriage. We actively strive to fulfill its social responsibility and contribute to the achievement of the United Nations Sustainable Development Goals (SDGs). By endorsing this campaign, we aim to further contribute to SDGs goals 5 (Gender Equality) and 10 (Reduced Inequalities).



Prayer room in our head office

Prayer room in the Okazaki area

TOPICS

Awarded PRIDE Index Gold Rating

In the PRIDE Index, which was designed by "Work with Pride" as a criteria for evaluating initiatives related to LGBTQ and other sexual minorities in the workplace, we have been consecutively awarded Gold certification since FY2018. We will continue to create workplace environments that are friendly for all employees.



Securing/Cultivating a Diverse Workforce

Implementing a Flexible Total Rewards Strategy and Structure

To secure a diverse and broad range of human resources, we have introduced a role grading system as part of our management grade/compensation system.

The role grading system clarifies the link between roles and compensation, allowing employees to receive appropriate compensation according to their roles, making it possible to treat employees according



to the roles they are truly required to play, regardless of seniority. This arrangement makes it easier to secure, both internally and externally, the human resources needed for the Company's sustainable growth, in an environment where customer needs are diversifying and the market and business environment are changing markedly due to technological innovation and other factors.

Going forward, MITSUBISHI MOTORS plans to further invigorate the operation of the role grading that we have introduced, so that we can respond flexibly to changes in the surrounding environment.

Developing Vibrant Workplaces in Which Employees Appreciate Their Differences to Fulfill Their Potential

To promote the creation of an environment in which diverse human resources can play an active role, we are considering and implementing new initiatives to complement our existing activities.

In employing people with disabilities, in addition to promoting employment at special-purpose subsidiaries, the human resources and other internal departments are working together to encourage the employment and retention of people with disabilities at MITSUBISHI MOTORS itself, in order to promote inclusion in more workplaces. In addition, will review the nature of employment and working conditions, including the employment period, so that senior human resources can be more active than ever before. In the production division, we will work to create less-demanding jobs for senior personnel, while upgrading facilities to provide a comfortable working environment. In addition, we are plan to update and introduce IT tools in office divisions.

Promoting Women's Participation and Advancement in the Workplace

We promote "women's participation and advancement in the workplace" as a priority issue. Since 2014, we have been selecting female managers and manager can-

didates to join the Working Women's Empowerment Forum, led by the Japan Institute for Women's Empowerment & Diversity Management. From 2017, we have also been sending manager candidates to seminars hosted by the Aichi Gender Equality Foundation.

Based on the Act on the Promotion of Women's Active Engagement in Professional Life, in April 2024 we formulated an action plan to promote women's advancement. We are working to close the gaps in the female manager ratio and the ratio of women to indirect employees by March 2029.

Action Plan to Promote Women's Advancement [PDF](#) [5MB]
(only in Japanese)

► Data (p. 122): Status of Women Promoted to Management and Executive Positions

TOPICS

Inclusion in the "Morningstar Japan ex-REIT Gender Diversity Tilt Index"

MITSUBISHI MOTORS has been selected as one of the constituent stocks in the "Morningstar Japan ex-REIT Gender Diversity Tilt Index," which was designed by Morningstar for environmental, social, and governance (ESG) investing.

We rated in "Group 1," the highest rating on a five-tier scale, in an index that focuses on companies with a well-established gender diversity policy that is ingrained in their corporate culture and that promise equal opportunities for employees regardless of gender.

Promoting Employment of People with Disabilities

Aiming to achieve a workplace where everyone can work, we actively hire people with disabilities in a wide range of occupations. In FY2023, the percentage of employees with disabilities at MITSUBISHI MOTORS (Non-consolidated) was 2.55%, which exceeds the statutory level. We will continue to promote additional employment while improving the work environment.

On a non-consolidated basis, MITSUBISHI MOTORS employ 190 people with disabilities, including

physical, mental and intellectual abilities. We have installed multi-purpose toilets that are accessible for ostomates and wheelchair users, and are working to create a workplace that takes into consideration employees with disabilities.

We also promote the employment of people with disabilities through MITSUBISHI MOTORS WING (In January 2024, this subsidiary changed its name.), a special-purpose subsidiary established as MMC WING in April 2007. This company employs a total of 70 workers with intellectual, physical, and mental developmental disabilities at the Okazaki and Mizushima plants, as well as the Kyoto Plant, as of October 2023. Now in its 17th year since establishment, MITSUBISHI MOTORS WING has received many inquiries about employment from "Hello Work" Public Employment Security Offices, the prefectural employment and support center for disabled persons, and special needs schools, and has established a high profile in the region. To help support the employment of people with disabilities, we proactively accept requests from employment support facilities and special needs schools to try on-site training, teaching people with disabilities opportunities about group activities and work processes.

Also, as the presence of supportive instructors is essential for promoting and providing stable employment for people with disabilities, in FY2021 we started to offer an internship program for university students preparing for employment to help them understand the work of instructors as an opportunity to come into contact with a diverse range of people and occupations.

► Data (p. 124): Employment of people with disabilities

Increasing Employment of Senior Workers

With the goal of handing down skills and technologies and securing a talented workforce that makes the most of its knowledge and experience, we operate a program to continue employing senior workers after their retirement. As of March 2024, there were 848 reemployed workers, engaged in handing down techniques and training the next generation.

Strengthening Human Resource Development



Progress in FY2023

Total training hours per year* **128,254 hours**
[FY2022: 117,845 hours]

Yearly training time per employee* **1.16 days**
[FY2022: 1.08 days]

Yearly training cost per employee* **¥ 8,877**
[FY2022: ¥9,414]

- Introduced a new learning platform to personalize employee training, centrally manage attendance history and trends, and provide employees with opportunities for autonomous career development.
- Implemented follow-up measures aimed at making mid-career hires more effective immediately
- Rolled out a DX reskilling program throughout the Company

* Training led by the Human Resources Division (excluding division-specific training)

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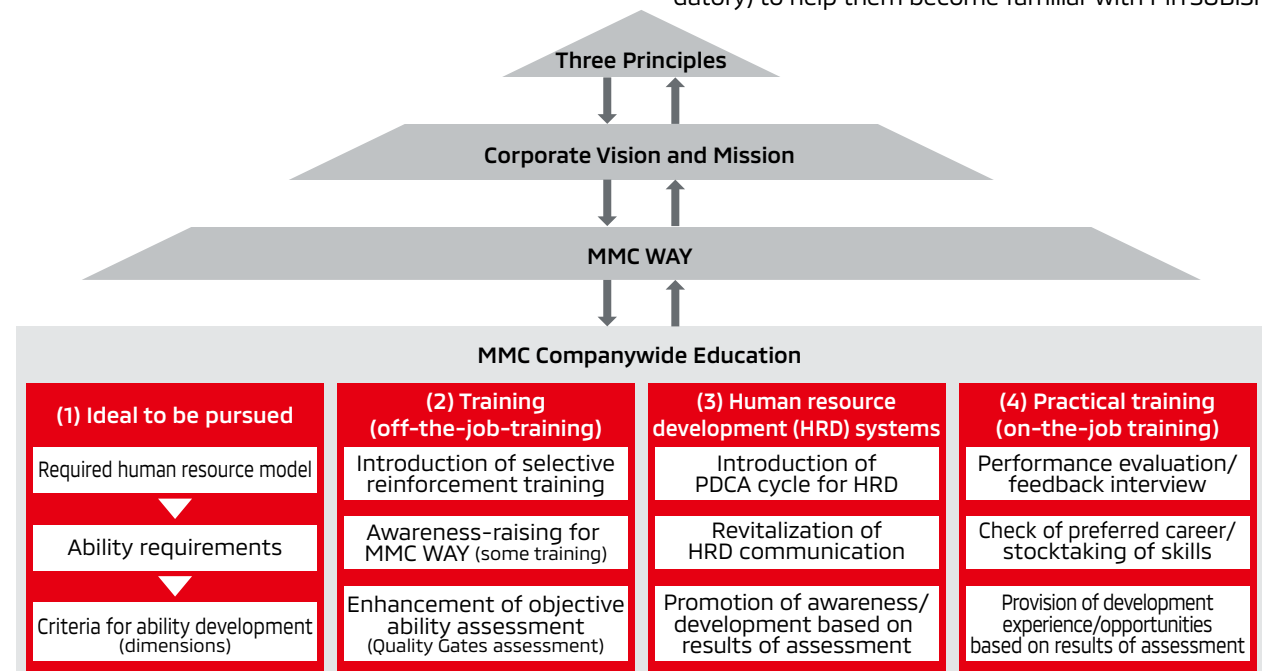
P122 Human Resources-Related Data

Basic Approach and Policy

MITSUBISHI MOTORS' educational three pillars are the "Three Principles," a statement of the Mitsubishi Group's management principles; our Corporate Vision and Mission; and the "MMC WAY," guidelines for daily behavior. We have clarified the abilities and skills necessary to put these principles or behavior into practice. We also specified the ideal model for each job classification and introduced respective curricula based on both.

We also provide opportunities for employees to discuss their personal vision for the future during annual interviews with their superiors. Doing so can help employees gain a better understanding of their future career, leading to their next stage of growth.

The Pillars of Education



Based on the education pillars, sections in charge of education with the Human Resources Division have put in place a training program for the systematic development of human resources, from entry-level employees to general managers.

We are striving to enhance our educational programs in order to produce people who will grow through their work and become more active in the workplace.

We plan and implement a variety of employee training programs, including not only training curriculum based on employee job classification, but also selective training for managers, training for all employees utilizing e-learning, and selective training in which employees voluntarily choose a program to attend. As the number of mid-career hires has expanded in recent years, in FY2023 we strengthened our workplace induction system (making mentoring and one-on-one training mandatory) to help them become familiar with MITSUBISHI

MOTORS and leverage their skills more quickly. We also implemented follow-up measures for mid-career hires, such as create opportunities for on-site understanding through plant and development facility tours, holding group training sessions to foster ties among employees who joined the Company at the same time. Furthermore, we introduced the DX reskilling program mentioned in our mid-term business plan for all employees.

MITSUBISHI MOTORS' Education Program

| Job Classification (required human resource model) | Training for each job rank | | | | Training across all job ranks | Global | |
|---|---|--|---|------------------------|---------------------------------------|--|--|
| | Training for newly promoted employees | Reinforcement training | Training for candidates for promotion | Institutional training | | Mindset/ Skills | English |
| General managers (M1) (innovation leader) | Training for newly Promoted M1 | Selective reinforcement training (e-Learning) | | Evaluator Training | | Selective training (GCDP*3 program, etc.) | Measures for improving TOEIC score (TOEIC score range from 300 to 695) |
| Section managers (M2) (management professional) | Training for newly promoted M2 | Leadership training for organizational transformation Selective reinforcement training (e-Learning) | Training for M1 candidates (assessment) | | | Training for expats to be dispatched to foreign affiliates | |
| Assistant Manager (a leader of practical work) | Training for newly promoted Assistant Manager | Training for M2 candidates | Training for M2 candidates (assessment) | | Training for mid-career employees | | |
| Main Staff (a key player in the execution of work) | Training for newly promoted Main Staff | Training for Assistant Manager candidates | | | Engineer training | | |
| Staff (a professional in the operational work) | Entry-level employee training | Third year training*1 Second year training | | | Training for mentors of new graduates | Global mindset training*2 | |
| Clerical Staff (efficiently carries out operations) | Entry-level employee training | Third year training*1 Second year training | | | | Global mindset training*2 | |

*1 Mid-career employees undergo fundamental business skills follow-up training corresponding to third year training.

*2 To be conducted within third year training and entry-level employee training program, respectively.

*3 GCDP: Global Career Development Program

Enhancement of Education and Reskilling Programs

Expanding Mutual Talent Exchanges between Japan and Overseas and Global Career Development Programs

In line with increases in both overseas production and sales volumes, we are placing emphasis on develop-

ing human resources who are capable of adopting a transglobal perspective and performing in the global business field. English language skills are essential when working with stakeholders outside Japan, so we offer employees training designed to systematically improve their English skills, including beginner and intermediate courses aimed at improving basic skills. We also run the Global Career Development Program (GCDP), which dispatches young employees, mainly to our mainstay ASEAN region, for one or two years (one year of work experience at a local affiliate or one year of language training plus one year of work experience at a local affiliate). In FY2022, we established a new open call for applications, allowing any employee who meets the requirements to apply.

We are also expanding this policy to our overseas affiliates to promote human resource development. In FY2023, we began dispatching employees from our affiliates to the Company for training.

Launching Digital Reskilling Programs to Support DX

The automotive industry is undergoing a once-in-a-century transformation, and the business environment is changing dramatically on a daily basis due to advances in IT/digital technology. In addition, we believe we need to build a foundation to promote digital transformation in anticipation of the shift to Generation Z, the digital natives who will become the core of the car-buying and car-using population. Against this backdrop, all Board members have discussed our vision for the next 15 years in the IT/Digital area and consider it important for all employees to be literate in IT and digital technologies in order to make the most of the power of technology and move forward into the future. For this reason, we have made "digitalization/expansion into new business areas" a key activity theme and one of the main challenges of "Challenge 2025," our mid-term business plan. In FY2023, as the first step in developing digital human resources, we conducted "IT/



digital literacy improvement training" (six hours in total) for all executives and indirect employees to foster a change-oriented mindset among all employees. In the future, we will define the image of IT/Digital human resources required for MITSUBISHI MOTORS and implement the education necessary for the development of more advanced digital human resources in stages.

Embedding Technical Expertise into HR Systems and Processes

In our FY2022 revisions to the HR system, we added the category of "expertise" as a behavioral assessment item. Our intent is to generate more results and improve the performance of each employee by evaluating the degree to which they have acquired the specialized knowledge and skills required by each organization and the degree to which they have put this expertise into practice. The system uses expertise to link recognition and motivation, practice and feedback, skill development and growth, and these are connected to salary increases and promotions in the form of evaluation results. By repeating this cycle through annual evaluations, we hope to create opportunities for career advancement and new challenges based on the growth of expertise.

When we first introduced the system in FY2022, we established Company-wide standards and conducted evaluations on a trial basis. However, we have put in place department-specific evaluation standards throughout FY2023, and we introduced the system officially in January 2024. Based on these standards, individual departments and the Company as a whole will work to enhance training measures, both on and off the job, to enhance expertise.

Cultivating Next-Generation Leaders

To cultivate the next generation of leaders, we believe in a combination of systematic training and practical

experience. We have introduced a selective program (the Leadership Development Program) for managers and above to cultivate next-generation leaders.

The program, which lasts approximately seven months, defines the desired image of a leader for each position. It supports step-by-step growth through the acquisition of knowledge and training in thinking skills necessary for future management responsibilities.

In addition, we hold an "advance review meeting for personnel assignments to key positions" as part of our talent management efforts, through which we aim to systematically develop and assign management personnel. This meeting, which is attended by the president, vice president, and executive officers, discusses succession plans for people in "key positions," which include executive officers, presidents of affiliated companies, and general managers of internal divisions. Succession plans, which form the basis for discussion, are updated annually by the head of each division, and are prepared jointly with the human resources department by listing three tiers of personnel both within and outside the division in question: candidates for succession in one to two years, candidates for succession in three to five years, and people with the potential to become candidates at some point in the future.

Each division also prepares a general manager succession plan every year, and holds a personnel meeting with the general manager and the human resources department to discuss the assignment and training of candidates for the next fiscal year.

Supporting Career Formation

Career Development

Regarding career formation, we have put in place a system which enables employees to proactively set their own goals based on their achievements, capabilities, and life plans, while elevating their capacity to achieve these goals.

As a specific career development method, employees participate in interviews with their superiors every year. The interviews are held based on their Career Development Plans in which employees describe a future career course they hope to take and their medium- to long-term career design by reflecting on their past career. The aim of this interview is to have employees build an objective picture of their challenges and then proceed along a career path they have formed for themselves with conviction and a high degree of motivation.

We have created a "second assignment system," in which employees are rotated across departments three to five years after their initial assignment. This approach aims to develop new-graduate office workers into human resources with a broad range of knowledge and insight as well as a broad network of contacts within the Company and a perspective of overall optimization through experience in multiple departments.

We are also working to develop human resources with diverse experience and a high level of expertise through intradepartmental rotations, job rotations to other departments with which they have a business relationship, and by dispatching people from the sales department to sales companies.

Supporting Lifelong Education

In accordance with the Revised Act for the Stabilization of Employment of Older Persons, which went into effect in April 2021, we are promoting the reemployment of retirees aged 60 and over to steadily pass on the skills, knowledge and experience of our skilled workers.

We are also working to support the lifelong career development of our employees. For instance, we regularly hold Good Life Seminars, a joint undertaking with the labor union geared toward employees aged 50 and over, where we give post-retirement life planning advice.

FY2023 Good Life Seminars

| | |
|----------------------------|-------------------------------|
| Number of seminars | 4 in total across the company |
| The number of participants | 83 |

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.

<Related pages>

P12 MITSUBISHI MOTORS' Materiality

P16, P18 Materiality

P65 Human Resources Management

P122 Human Resources-Related Data

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.



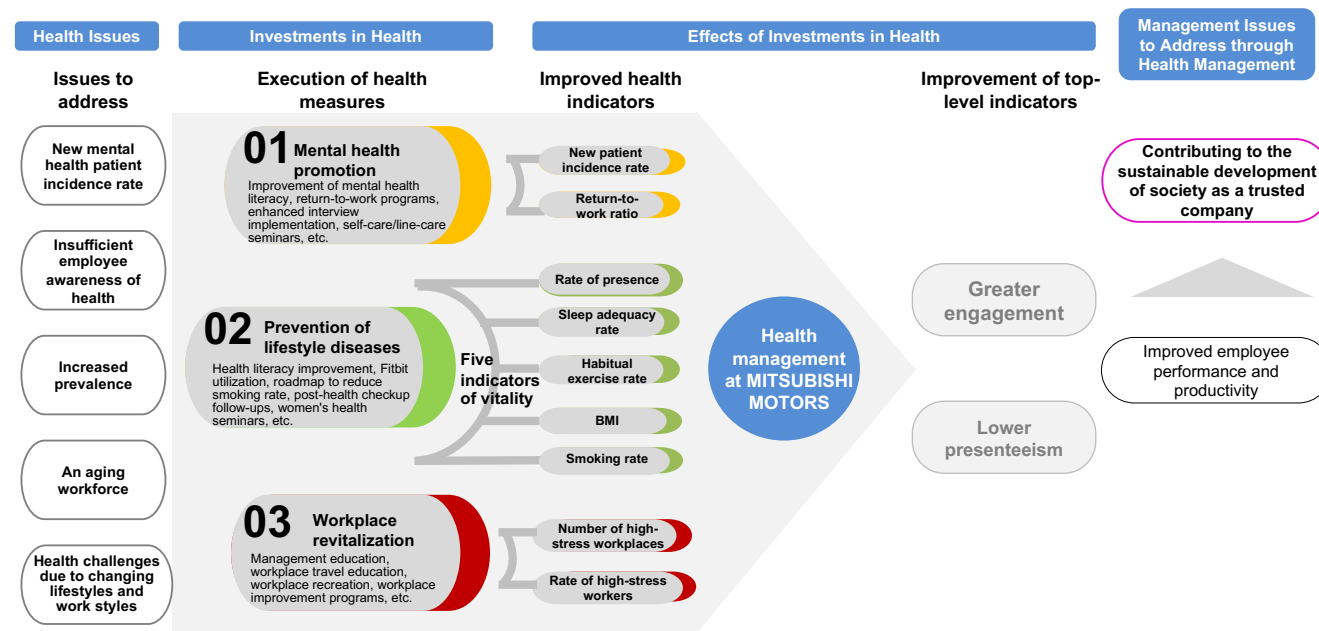
"The Health Declaration" of MITSUBISHI MOTORS

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.

Delivering Products Which Help Prevent Traffic Accidents



Progress in FY2023

Safety Support Car S Wide
Models
[FY2022: 16 vehicle models]

18 vehicle models

Models Certified by the Ministry
of Land, Infrastructure,
Transport and Tourism (MLIT)
as Having Forward Collision
Mitigation Braking
[FY2022: 15 vehicle models]

13 vehicle models

Models Certified by the MLIT
as having Pedal Misapplication
Prevention Devices
[FY2022: 16 vehicle models]

16 vehicle models

Models adopting the Collision
Safety Technology "RISE"
(Excluding Vehicle Models
Provided by OEM)
[FY2022: 12 vehicle models]

13 vehicle models

- The new "TRITON" (launched in February 2024) and "MINICAB EV" (launched in December 2023) are certified as Safety Support Car S Wide models
- The new "TRITON" (launched in February 2024) and "MINICAB EV" (launched in December 2023) employ RISE collision safety technology.

<Related pages>
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Basic Approach

MITSUBISHI MOTORS is aware of its responsibility towards traffic safety as an automaker, and we have identified "Delivering products which help prevent traffic accidents" as a key part of our sustainability activities.

Approximately 1.19 million people were killed in traffic accidents worldwide in 2023. Although the annual number dropped by around 5% between 2010 and 2021, many lives are still lost every year.* Reducing the number of traffic accidents and, in turn, traffic accident fatalities is an urgent matter globally. A target was adopted for Target 3.6 of the Sustainable Development Goals (SDGs) at the 74th UN General Assembly held in 2020. This target calls for halving the number of global deaths and injuries from road traffic accidents between 2021 and 2030.

We have set our safety philosophy towards a car society with zero traffic accidents. Our work on this area is expanding in two aspects: development and dissemination of safety technologies and also education of road traffic safety.

* 2023 World Health Organization

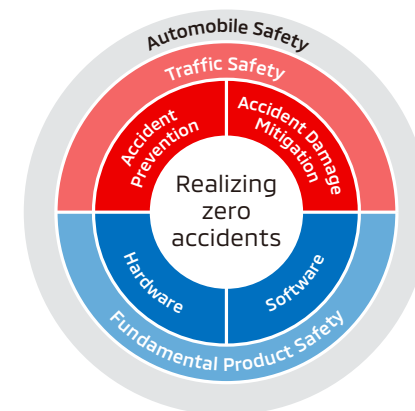
Management Structure

With regard to product development, the product safety committee has established guidelines and a strategy for safety technology development based on the MITSUBISHI MOTORS' safety philosophy. The committee also formulated an automobile safety philosophy framework as our approach to safety technology. We are conducting initiatives primarily focused on three points:

1. Technology to help prevent traffic accidents (active safety)
2. Technology to mitigate damage from traffic accidents (passive safety)
3. Mitigation of dangers, both in hardware and software, in the situation of daily use (fundamental product safety)

We are also working to enhance the management structure by educating R&D personnel, promoting awareness of the safety philosophy and automobile safety philosophy framework.

Automobile Safety Philosophy Framework





Development of Safety Technology

By reflecting a variety of safety technologies in our products, MITSUBISHI MOTORS aims to help our customers drive with peace of mind, confidence, and comfort.

Active Safety Technology

We are working to develop and install various active safety technologies to help to eliminate traffic accidents preemptively.

MITSUBISHI MOTORS Safety Sensing [MMSS]

Using millimeter-wave radar and cameras, these technologies help to detect the risk of accidents and help prevent, avoid or mitigate damage.

Examples of Active Safety Features

| Function | Description |
|---|--|
| Forward Collision Mitigation System | Monitors the distance and relative speed of vehicles, pedestrians, and people riding bicycles that are detected ahead. It also monitors pedestrians at night. When the system determines that there is a risk of collision, it alerts the driver with an alarm and information screen display, and activates brake control to assist in collision avoidance or reduce collision damage. |
| Emergency Assist for Pedal Misapplication | Helps to detect obstacles such as walls when moving forward or backward, and vehicles and pedestrians when moving forward. If the accelerator pedal is pressed too hard due to a misstep or other operational error, the system alerts the driver with an alarm and information screen display. It also suppresses motor output and activates brake control to assist in collision avoidance or to mitigate damage due to collision. |
| Lane Departure Warning System and Lane Departure Prevention Function | When the vehicle is detected as about to depart from its lane, the system alerts the driver by causing the steering wheel to vibrate. The system also briefly controls the brakes to help the vehicle return to its lane. |
| Automatic High Beam | Helps to detect the brightness of the road ahead, oncoming vehicles, and the surrounding area. By switching between high and low beams, the system enhances visibility in the distance and reduces the chance of forgetting to switch beams or the need to operate the system manually. |
| Forward Collision Prediction Warning | Helps to detect relative distance and relative speed to the vehicle ahead and, when detected, alerts the driver when it is judged that there is a risk of collision. |
| Traffic Sign Recognition System | Helps to recognize traffic signs showing speed limits and other information and displays this information on-screen and on the head-up display. |
| Driver Attention Alert | When the manner in which the steering wheel is operated causes the system to detect that the driver's attention is faltering, the system sounds an alarm and displays a warning message on the information screen, suggesting "Why don't you take a break?" This helps prevent accidents caused by driving fatigue. |

Note: On-board functions and detection targets vary depending on the vehicle model.

These systems are driver aids only and are not a substitute for safe and careful driving or visual confirmation. Under certain circumstances, these systems may not detect other vehicles, pedestrians, or objects correctly.

Scope of Support Cars Expanded

Safety support cars are vehicles equipped with advanced technologies that help to support safer driving. It is a new automotive safety concept, as an effort to help prevent traffic accidents among senior drivers, being promoted in Japan through collaboration between the government and private sectors. Vehicles are classified into the following categories: "Safety Support Cars" or and "Safety Support Cars S" (Basic, Basic +, and Wide) depending on the features in each vehicle. We are expanding our lineup of Safety Support Car S Wide Models.

Safety Support Car Models (As of April 2024)

| Safety Support Car S Wide Models |
|----------------------------------|
| OUTLANDER PHEV model |
| ECLIPSE CROSS PHEV model |
| ECLIPSE CROSS gasoline model |
| RVR |
| TRITON |
| DELICA D:5 |
| DELICA D:5 URBAN GEAR |
| DELICA D:2 |
| DELICA D:2 CUSTOM |
| Delica Mini |
| eK X EV |
| eK X |
| eK WAGON |
| eK SPACE |
| TOWN BOX |
| MINICAB EV |
| MINICAB VAN* |
| MINICAB TRUCK* |

* Some grades are excluded.

In addition, MITSUBISHI MOTORS' forward collision mitigation braking system and pedal misapplication prevention device have been certified as achieving a certain degree of performance under the Ministry of Land, Infrastructure, Transport and Tourism's "Advanced Safety Technology Performance Evaluation Certification System."

Certified Models (As of April 2024)

(Forward Vehicles) Forward Collision Mitigation Braking System
(Pedestrians) Forward Collision Mitigation Braking System

OUTLANDER PHEV model
ECLIPSE CROSS PHEV model*¹
ECLIPSE CROSS gasoline model*¹
DELICA D:5*²
DELICA D:5 URBAN GEAR*²
eK X EV
eK X
eK WAGON
eK SPACE
Delica Mini
DELICA D:2
DELICA D:2 CUSTOM
MINICAB TRUCK*³

*¹ For some grades, forward vehicles only

*² Forward vehicles only

*³ For some grades only

Pedal Misapplication Prevention Device

OUTLANDER PHEV model
ECLIPSE CROSS PHEV model
ECLIPSE CROSS gasoline model
RVR*⁴
DELICA D:5*⁴
DELICA D:5 URBAN GEAR*⁴
eK X EV
eK X
eK WAGON
eK SPACE
Delica Mini
DELICA D:2
DELICA D:2 CUSTOM
TOWN BOX
MINICAB VAN*⁵
MINICAB TRUCK*⁵

*⁴ Forward only

*⁵ For some grades only

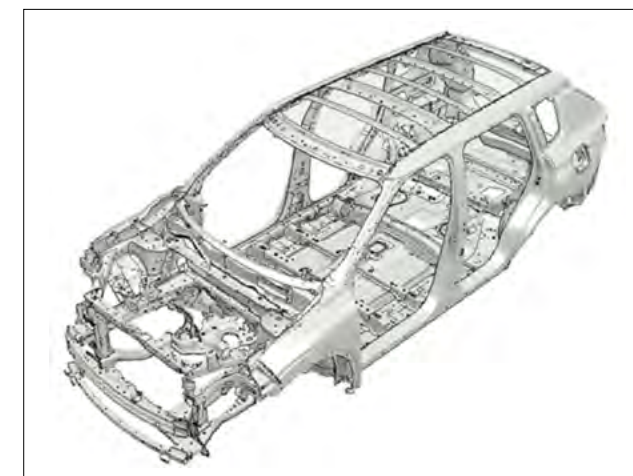
Vehicles which Pedal Misapplication Prevention Device can be retrofitted

eK WAGON (2013–2019)
eK CUSTOM (2013–2019)
eK SPACE (2014–2020)
eK SPACE CUSTOM (2014–2020)
MIRAGE (2012–2023)
DELICA D:5 (from 2007)

Body Structures

In the event of a collision, it is crucial to have a vehicle body structure that mitigates the impact on passengers and provides adequate space. We have adopted the Reinforced Impact Safety Evolution (RISE) body, and enhance collision safety performance in all directions: front, rear, and sides.

For example, the "OUTLANDER gasoline model," which launched in North America in April 2021 and the "OUTLANDER PHEV model," which also launched in Japan in December 2021, use a front-to-rear straight frame structure that can help to efficiently absorb collision energy. The vehicle cabin uses hot-stamped ultra-high-tensile-strength-steel to enhance passenger safety while reducing weight in addition to conventional high-tensile-strength-steel.



RISE Body used in the "OUTLANDER PHEV model"



MITSUBISHI MOTORS is also pursuing safety technology with regard to pedestrians, as well as drivers and passengers. For example, we have adopted energy-absorbing structures in the hood, cowl top, windshield wipers and other parts to mitigate injury to pedestrians' heads. Energy-absorbing structures that help to protect pedestrians' legs are used in bumper faces and headlights, and so on.

Models Adopting (As of April 2024)*1

| Reinforced Impact Safety Evolution (RISE) |
|---|
| OUTLANDER PHEV model |
| ECLIPSE CROSS PHEV model |
| ECLIPSE CROSS gasoline model |
| RVR |
| TRITON |
| DELICA D:5 |
| DELICA D:5 URBAN GEAR |
| Delica Mini |
| eK X EV |
| eK X |
| eK WAGON |
| eK SPACE |
| MINICAB EV |

*1 Excluding models provided by OEM

Third-Party Evaluations of Safety Performance

Mitsubishi Motors has earned high marks for safety in automobile assessment programs conducted by Japan's JNCAP*2 and other public agencies in Japan and overseas.

Key Evaluation Results (as of April 2024)*3

| Third-Party Evaluation | | Rating | Model | Number of vehicles with the highest rating/number of vehicles evaluated |
|------------------------|--------------|--------|---|---|
| Japan | JNCAP*2 | 5☆ | OUTLANDER PHEV model ECLIPSE CROSS gasoline model eK X EV | 3/5 |
| ASEAN | ASEAN NCAP*2 | 5☆ | TRITON ECLIPSE CROSS gasoline model | 2/3 |
| Australia | ANCAP*2 | 5☆ | OUTLANDER PHEV and gasoline models TRITON*5 | 2/2 |
| United States | NCAP*2 | 5☆ | ECLIPSE CROSS gasoline model | 1/4 |
| | IIHS*4 | TSP+ | – | 0/6 |
| Latin America | Latin NCAP*2 | 5☆ | OUTLANDER PHEV and gasoline models | 1/1 |

*2 New Car Assessment Program

*3 Excluding models provided by OEM

*4 The US Insurance Institute for Highway Safety (IIHS) conducts a comprehensive evaluation of safety performance. TSP+ (Top Safety Pick+) is the highest rating.

*5 Double-cab models are eligible.

Mitigation of Dangers in Daily Use

On the hardware (physical) side, MITSUBISHI MOTORS uses flame-retardant materials, employs isolation structures on high-voltage components and uses other technologies to enhance safety and security.

On the software side, we use firewalls on vehicle networks and employ encrypted communications to reduce the risk of cyber threats via electrical equipment mounted in vehicles.

Traffic Safety Education and Promotion

We seek to reduce the number of traffic accidents by conducting traffic safety education and promoting awareness. In these ways, we are working to raise safety awareness throughout society. We also aim to reduce the number of traffic accident fatalities and injuries through collaboration among industry, government, and academia.

See “Social Contribution Activities” on page XX for details of these activities.

Dissemination of Traffic Safety Information

Automobile Safety Facts Guide Website

We disseminate information on website on the proper use of equipment and other topics that require drivers' special attention so that drivers will use automobiles more safely.



Automobile Safety Facts Guide

(WEB) <https://www.mitsubishi-motors.co.jp/support/safety/popup/index.html>
(only in Japanese)

Promoting Collaboration among Industry, Government, and Academia in the ASEAN Region

Thailand Road Traffic Safety Forum

We participated in presentations and panel discussions on traffic accident data analysis at the Thailand Road Traffic Safety Forum, the first meeting of which was hosted by the Thailand Accident Research Center (TARC) and held in March 2024. This forum brings together government agencies involved in road traffic safety in Thailand, such as the Ministry of Transport, the Ministry of Public Health, and the police, as well as universities, research institutes, and automakers, to discuss ways to reduce the number of traffic fatalities. By actively promoting such industry-government-academia collaboration activities, we contribute to research, analysis, and the formulation of measures to reduce the number of fatalities and injuries resulting from traffic accidents, including fatal accidents involving motorcycle riders, which are uniquely common in the ASEAN region.



Panel discussion at the 1st Thailand Road Traffic Safety Forum

Improvement of Product, Sales, and Service Quality

Progress in FY2023

- Product quality: Achieved objective for warranty claim rate of three months in service for new vehicles
- Sales quality: In the FY2023 Sales Satisfaction Index (SSI) survey, achieved targets in four*1 countries out of five*2 in the ASEAN region
- Service quality: In the FY2023 Customer Service Index (CSI) survey, achieved targets*1 in four countries out of five*2 in the ASEAN region (In-house survey targets were achieved in Indonesia, the Philippines, Vietnam, and Malaysia.)

*1 Target: Achieve top three ranking in industry surveys, or in-house survey target adjusted to equivalent level.

*2 Five focus ASEAN countries: Thailand, Indonesia, the Philippines, Vietnam, Malaysia

Improving Product Quality

- Quickly and accurately analyze customer feedback regarding troubles and product quality, and work on improving product quality.
- Enhancement of new technologies, electrification and connected service.

Improving Sales Quality

- In our focus countries, we have already achieved its mid-term target which is the equivalent of the third place in the automotive industry. To further improve sales quality, we are working to improve the hospitality of sales staff, digitalize the negotiation process, and strengthen dealership facilities.

Improving Service Quality

- In priority countries, we have already achieved its mid-term target of achieving the equivalent of third place in the industry. Distributors are continuously strengthening activities to improve operations at dealerships with issues. We have changed to a survey scheme to capture individual customer voice and set a new KPI for the complaint resolution rate to strengthen our system for responding promptly to complaints and recalls.
- We are collaborating with the new car sales department to improve the quality of customer service, such as making it easier to make an appointment when entering the dealership for service and clarifying explanations at the reception desk, to ensure that each customer is satisfied and that this leads to repurchase.
- To strengthen our ties with dealerships, we have resumed the face-to-face training for dealership service staff that had been suspended during COVID-19. We have also recommenced the Global Service Skills Contest. In addition, a new training center was established in Thailand to support training in the ASEAN region, a key market for us.

<Related pages>

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Basic Philosophy and Quality Policy

Based on the Quality Policy revised in April 2019, MITSUBISHI MOTORS adopted compliance as a fundamental requirement, and has been working on quality improvement in four categories: product quality, perceived quality, sales quality and service quality, to enhance quality at every touch point from the consideration of purchasing a product to vehicle ownership.

Product quality includes the initial quality that customers experience immediately after purchasing a new vehicle, as well as durability that customers experience throughout their ownership period. We sincerely listen to the opinions of customers and address any issues reported from the field, and are strengthening our system to make improvements quickly.

Additionally, we are working on improvement in perceived quality such as the usability, comfort, and appearance that customers perceive when they see, feel, and use our products.

Regarding sales quality and service quality at dealerships, we are continuously making improvements

Quality Policy

Quality is the fundamental requirement to support our business.

1. Commit to excellence in Product, Sales, and Service Quality exceeding customer expectations
2. Focus on Quality of Management to continuously improve overall company performance.
3. Comply with laws and global regulations to gain trust on MMC quality.

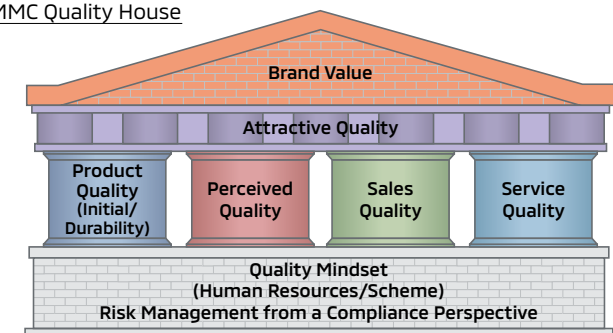
by listening closely to customers, making proposals and responding to their needs to achieve high levels of customer satisfaction.

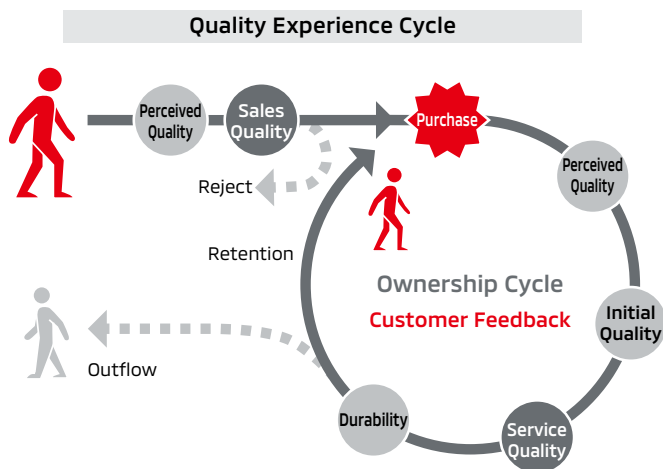
Based on our mid-term business plan, "Challenge 2025," we have also updated our mid-term quality plan, called "Quality MTP," and have started activities.

We have designated ASEAN and Oceania as our core business regions, alongside Japan, our home market, as the core markets for our Quality MTP activities. We will strengthen our response to vehicle electrification and advanced technologies, supporting products that embody the unique quality of MITSUBISHI MOTORS. In terms of sales and service quality, we are working to improve the quality of customer service and enhance the customer experience through the use of digital and IT technologies in order to build long-term relationships of trust with customers based on these products. We aim for top-level quality from the customer's perspective to ensure customer satisfaction at every touchpoint.

The Four Quality Pillars Supporting Brand Value

MMC Quality House





Improving Product Quality

Addressing not only safety issues but also concerns and complaints regarding merchantability is essential to improve customer satisfaction.

Regarding vehicles already sold, MITSUBISHI MOTORS focuses on issues that occur within 3 and 12 months of sales, and are working on reducing initial issues. The quality division collaborates with R&D and production divisions to expedite resolutions and reduce complaints from customers.

Regarding new models, to secure initial quality, we conduct a cross-functional activity called "Oobeya activities," where employees from various divisions including R&D, Production, Service, Quality, and Procurement divisions gathering from the start of shipment to consider and implement countermeasures for potential issues. This approach enables us to improve initial quality more quickly.

Regarding durability, we are developing technologies that enable customers to use their vehicles comfortably for a long period of time, not only through feedback from customers but also by collecting and analyzing long-serving used vehicles and their parts.

Additionally, we are working on improving processes in the development stage to address issues that, while not troubles, have caused customer dissatisfaction. This way, they can be improved in future new models.

Vehicle Quality Evaluations and Guarantees Based on Customer Perspective

VES* is an evaluation system that checks whether the targeted quality standards are satisfied by examining more than 300 quality evaluation criteria that customers may experience when they first see the Vehicle in the dealers' showroom and in the early stage of using it.

Quality evaluation criteria consist of static evaluation, which confirms the appearance of the interior and exterior, and dynamic evaluation, where the vehicle is actually driven and confirm noise, vibration, steering stability and the operation of various in-vehicle functions.

The above evaluations are conducted by certified VES evaluators who have completed in-house skills training and passed rigorous qualification exams. VES plays an important role in the decision to begin production and shipment of new models and in the ongoing quality assurance of production vehicles.

* VES: Vehicle Evaluation Standard, a quality assessment system shared by Nissan Motor Co., Ltd. and us

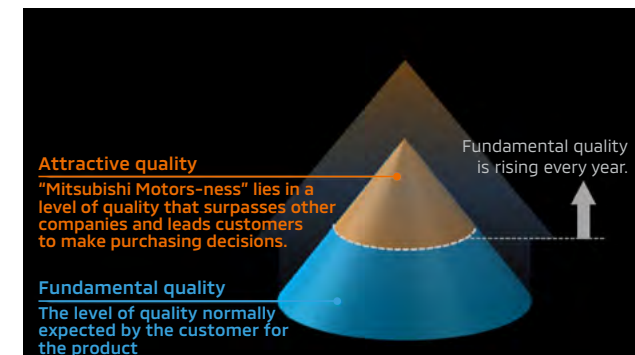
Improving Perceived Quality

We are working on quality improvement with an emphasis on customer perceptions from the development stage in order to achieve high levels of customer satisfaction not only at the time of considering purchase, but throughout their car life after purchase.

Perceived quality consists of two qualities. The first is "fundamental quality" which customers typically expect from a product, and unless this level is achieved, customers will not purchase. In addition, the quality level that allows customers to recognize that our quality exceeds that of other companies and provide them with a sense of "MITSUBISHI MOTORS-ness" will lead to customers making purchasing decisions. This is the area of "attractive quality."

By improving "attractive quality," we create products that customers can sense and choose from our unique appeal. In addition, by improving "fundamental quality," we create products that can be used for a long time.

Philosophy of Improving Product Quality



MITSUBISHI MOTORS will continue our efforts to improve the perceived quality to ensure that customers feel more satisfied than expected when they touch or continue to use our products in their daily lives, and that they repurchase our products.

In color design, we are further identifying the sensitivities of each region and proposing color settings specific to North American customers and colors that meet the needs of ASEAN customers, leading to the improved sensory quality of colors and materials.

Improving Sales Quality

We aim for top level customer's satisfaction and act in concert with sales companies to improve the quality of sales and become a brand that customers support and identify with.

Cooperation with Domestic Dealers

Domestic sales companies are promoting IT-based business negotiation styles as part of their efforts to offer proposals that meet customer needs and provide a new business negotiation experience. For example, we have introduced tablet devices to provide visually appealing product descriptions and to conduct service quality surveys to customers who visit our stores. By promptly capturing customer feedback through these surveys, we are able to make timely improvements. In addition, to improve customer satisfaction, from 2023 each sales company has identified a person to take responsibility for promoting improvement activities. We also hold meetings for improve-

ment activity promoters several times a year to promote activities at each dealership and further improve customer satisfaction by sharing the status of activities and exchanging opinions among companies.

Cooperation with Overseas Dealers

Cooperation with sales companies in each country and region is essential for achieving high customer satisfaction overseas. We provide product information to sales companies on a daily basis. In addition, we hold periodic online meetings with sales companies in individual countries, and strives to gather comments and opinions from local customers, such as market information and product requests gathered through interviews. In these ways, we strive to gather input from local customers.

Sales companies in each country and region are working to digitalize the sales process. They are devising ways to further satisfy customers in each country and region, by conducting online negotiations and sales, and by introducing smartphone apps. We train salespeople both in person and online. In addition, we support sales companies' efforts to improve customer satisfaction by sharing good practices of their sales quality improvement activities in each country and region.

Appropriate Product and Service Information Disclosure

In compliance with the laws and other regulations of each country and region, we strive to provide product and service information and labeling displays.

Improving Service Quality

At dealers, providing "Good quality service" from the customer's perspective is important from the time of vehicle purchase.

We are striving to improve our communication skills and technician's knowledge in collaboration with our Japanese and overseas dealers, in order to ensure customer satisfaction and encourage repurchase.

Initiatives in Japan

We have established unique service skill certification program for dealer staff. We offer an appropriate training for each certificated staff member to enhance their capabilities of actual customer services. In addition, we are continuously working to enhance e-learning and online training courses utilizing the Internet. In FY2023, we also resumed face-to-face training, which had been suspended due to COVID-19, and we are working to provide more comprehensive training.

We have seven Technical Centers across Japan and organizes technical meet-ups, seminars and technical expert visits, supporting dealers for highly technical advice and swift customer service.

Overseas Initiatives

To ensure the same and high-quality customer services around the world, we have introduced global-common-standard training and certification program for automobile technicians aiming to advanced customer services. In FY2023, we opened a training center for the ASEAN region in Thailand and began working to improve the technical skills of service

staff in the region—an area of particular emphasis for MITSUBISHI MOTORS—and to enhance customer satisfaction based on these skills.

As in Japan, Company technical staff who have a worldwide remit provide support to sales companies via Internet-based training on such topics as making complicated repairs.

Moreover, we take part in the WorldSkills Competition every other year, bringing together all service staff from around the world who have passed the qualifying round, in an effort to improve the technical skills and motivation of our service staff.

Use of Customer Voice

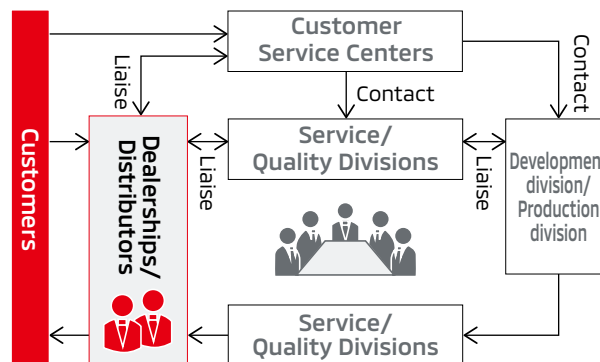
Our mission is to provide customers with a rich experience and satisfy them with their car life through attractive products and excellent after-sales services. To this end, we collect and analyze valuable customer feedback received from domestic dealers and overseas distributors and our customer service centers, and our quality, development, production, sales, and service division work together to earnestly improve quality.

Improving Quality through Customer Voice

Dealers conduct detailed interviews with customers regarding issues and the conditions in which they occurred. This information provided to us by dealers is shared primarily by the quality department with related departments.

Additionally, by using the system to analyze issues occurring in specific models, customer complaints of

issues (quality information), and repair records, we can quickly grasp information and take countermeasures, which leads to quality improvement.



Customer Service Center initiatives

To serve more customers, our Customer Service Center receives inquiries via phone, email, and chat, including on weekends and holidays. The various comments and information from customers are managed in a database. Of the comments and information, matters regarding quality and issues are addressed in collaboration with dealers and are used for further quality improvements. Additionally, feedback and complaints regarding merchantability and specifications, are shared with relevant divisions and used to improve product appeal even further. Noteworthy comments and opinions including those that are particularly important are periodically reported to the top management.

Additionally, we do not outsource the work of our customer Service center, instead our employees communicate directly with customers, maintaining a high

quality of response, while also ensuring that customer feedback is accurately reflected in our products through smooth cooperation with each responsible department. This leads to improvements in products and services.

Customer Support for Recalls and Other Field Campaigns

We have systems to provide information to customers timely in the case of implementing field campaigns such as recalls for safety issues. We send direct mail to affected customers advising them to have their vehicle inspected and repaired (free of charge) at the dealer as soon as possible. We also post information on our website so that customers can check whether their vehicles are subject to a recall and the status of repairs.

Refer to the site below for recall information in Japan.

(WEB) <http://www.mitsubishi-motors.co.jp/support/recall/>
This site contains the Japanese market information (only in Japanese).

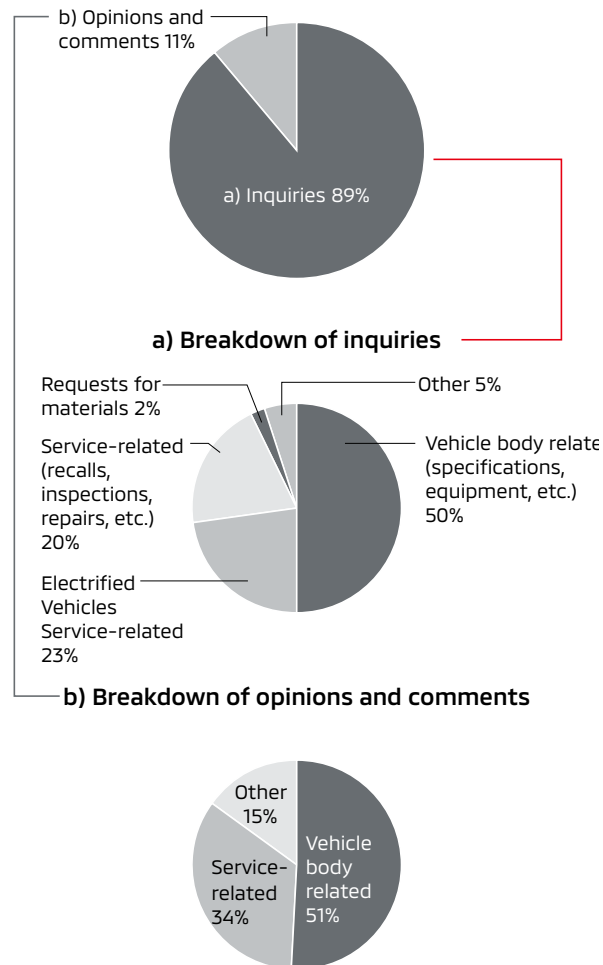
Recalls in FY2023*

| Country or Region | No. of cases | No. of units |
|-------------------|--------------|-----------------------|
| Globally | 11 cases | Approx. 264,000 units |
| Japan | 8 cases | Approx. 128,000 units |
| Others | 6 cases | Approx. 136,000 units |

* This is in-house data, which may differ from the official data published by the authorities.
The total number of recalls in Japan and other countries/regions differs from the global total because the same recall conducted in multiple countries/regions is counted as one recall.
We respond to all safety-related investigation requests from authorities in various countries.

Contacts Received at the Customer Contact Center in FY2023

Number of contacts: approx. 38,000



Management System

MITSUBISHI MOTORS analyze quality information to realize “Being evaluated as top-level quality by customers,” and set specific objectives, discuss and implement countermeasures, and regularly follow up on the status of improvements.

Additionally, regarding information from customers about vehicle issues provided by dealers, we have established systems for quick discussion, decision, and implementation, by collecting and sharing information with related departments on a daily basis.

TCS*¹ Division, which includes departments that contact customers regarding quality, promotes these Company-wide quality improvement initiatives based on customer feedback.

| Meeting | Meeting Frequency | Chair | Members | Objectives |
|--|-------------------|---|--|--|
| Quality Strategy Committee (QSC) | Quarterly | The Executive Officer, President & CEO or directors in charge* ² | Executive Vice President responsible for Engineering, Senior Executive Officer responsible for Production, division general managers related to sales, service and product quality | Deliberation and decision of strategic topics in quality relating to sales, service and products |
| Quality of Management Committee (QMC) | Quarterly | Top management of QMS* ³ | Division and plant general managers, responsible person of direct departments | Sharing of best practices related to enhancing companywide management quality, responding to external examinations, reporting on items requiring correction and lateral deployment |
| Quality Management Meeting (QMM) | Monthly | Top management of QMS* ³ | Division general managers and supervisors in specialist positions (section head or higher) of divisions related to product quality | Confirmation of progress toward product quality targets, consideration and deliberation concerning effectiveness of improvement measures, provision of a forum for resolution in the event of troubles |

*¹ TCS: Total Customer Satisfaction

*² If delegated by the Executive Officer, President & CEO

*³ The person responsible for quality management system implementation, designated by the Executive Officer, President & CEO or the Executive Officer, President

QMS*1 ISO 9001 Initiatives

To achieve “product quality and sales/service quality that exceeds customer expectations,” continuous improvement of company-wide management quality is essential. Therefore, not only divisions directly involved in product quality and sales/service quality, but all divisions are working on management quality improvement throughout company-wide and have obtained ISO 9001 certification.

To continuously improve management quality, MITSUBISHI MOTORS is implementing the following.

- 1) Plan and implement annual plans with quantitative objectives
- 2) Confirm progress at first-half and full-year management reviews
- 3) Share opportunities for improvement through internal audits
- 4) Utilize certification bodies to conduct examinations (surveillance, recertification)

Additionally, our overseas production plants have also obtained ISO9001 certification, and continue our initiatives to ensure that our products, produced and sold around the world, have product quality and sales and service quality that exceed customer expectations.

*1 Quality Management System

Developing Quality Mindset

Since FY2014, we have been holding Quality Forums at all business locations in Japan as part of our initiatives to encourage every executive and employee to review and improve the quality of their work. This initiative aims to improve the quality of our products,

human resource, ultimately enhancing our brand power and reliability.

Since FY2018, we have expanded the Quality Forum to our overseas locations, Mitsubishi Motors (Thailand) Company Limited (MMTh) and PT Mitsubishi Motors Kurama Yudah Indonesia (MMKI), and it has become well established. We are planning to expand this initiative to other locations in the future.

In FY2020, we shifted the program to online exhibitions due to COVID-19 pandemic. We have partially resumed physical exhibitions as well.

Number of Quality Forum Participants

| | Domestic forums | Overseas forums (Thailand, Indonesia) |
|--------|-----------------|--|
| FY2020 | 6,200 | 2,310 |
| FY2021 | 6,000 | 2,850 |
| FY2022 | 6,800*2 | 2,700*2 |
| FY2023 | 11,300*2 | 7,960*2 |

*2 Participants in online and onsite events (total number of people)

Understanding Customer Needs

We are conducting an educational activity called “Customer Voice Seminar” aiming to provide each employee with an opportunity to think about various customer needs by listening to actual “customer voices.”

For new and mid-career employees, we integrated it into the introductory training curriculum, and also provide many opportunities to reinforce a customer-oriented mindset, such as training for promoted employees and voluntary participation courses.

Additionally, we have established a “Customer Voice Course” video site on our intranet for our em-

ployees. We provide regular updates of educational videos and articles to make it easy for employees to access customer feedback at any time.

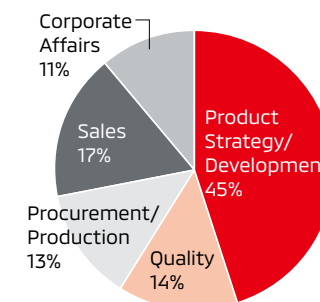
Developing Customer Orientation

We support employees interested in acquiring the Advisory specialist for consumers' affairs qualification, a business qualification issued by the Prime Minister and Minister of Economy, Trade and Industry, with the objective of considering needs from the consumers' perspective and improving the quality of products and services.

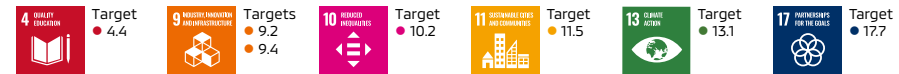
As of April, 2024, we have 63 qualification holders, ranking 11th among Japanese companies and 2nd among Japanese automakers*3. Additionally, approximately 70% of our qualification holders work in departments related to manufacturing and quality, utilizing their broad knowledge and sensitivity to manufacture vehicles from the customer's perspective.

*3 Research by Japan Industrial Association

Advisory specialist for consumers' affairs



Contribution to Local Economy through Business Activities



Progress in FY2023

Annual employment Number of local employees (including non-full-time employees) (Thailand, Indonesia, the Philippines, Vietnam) [FY2022: 11,000 people]

13 thousand people

Annual vehicle exports Of which, Thailand: 301,000 vehicles Indonesia: 115,000 vehicles [FY2022: 384,000 vehicles]

41.6 thousand units

- Employment creation in the ASEAN: Continued to create local employment at four consolidated companies in Thailand, Indonesia, the Philippines, and Vietnam
- Major human resource development and technology transfers in the ASEAN: provided scholarships to vocational training schools and technical universities, provided training vehicles, conducted education and training courses (Thailand, Indonesia, the Philippines, Vietnam)
- Major exports to the ASEAN: Continued to export vehicles from Thailand and Indonesia (exported vehicles: [Thailand]: TRITON, PAJERO SPORT, MIRAGE, Attrage [Indonesia]: XPANDER)
- Started joint study of Kei-car segment commercial electric vehicle in Thailand and Indonesia with logistics companies and state-owned postal service. Also began projects to install solar power systems at hospitals in Thailand, projects to install rooftop solar power systems at factories in Indonesia and the Philippines, and promoted other activities to help realize a carbon-neutral society.

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Basic Approach

MITSUBISHI MOTORS has been developing business in the ASEAN 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."

In this region, where we have undertaken business activities for many years, we are working proactively to address local social issues. To promote joint growth, we will invigorate the region, cultivate the market, understand consumers' needs and reinforce our own brand. In these ways, we believe we can simultaneously achieve regional development and our own development. "Challenge 2025," the midterm business plan, calls for the concentration of management resources on the ASEAN—a core area of business. In addition, in the aim of achieving further growth MITSUBISHI MOTORS will conduct higher and stable spending on R&D and capex, which will include increased expenditure on electrification, IT and new business as a proportion of total expenditure. One of our material issues is "contribution to local economy through business activities." Through the development of our business in the ASEAN region, we will contribute to the regional economy and aim to grow together by creating employment, investment, technology transfer, and exports, as well as cultivating human resources to support the automotive industry (supporting the growth of human resources who are responsible for the regional economy).^{*1}

In addition, by responding to social needs specific to the ASEAN, we will engage in initiatives that leverage our technologies and services in the areas of the environment and social contribution, as well.^{*2}

^{*1} Please see page 12 for details on identifying material issues

^{*2} Please see pages 89–91 for specific examples

Management Structure

Local subsidiaries take charge of planning and implementing activities in line with initiatives that target material issues in the ASEAN, such as "contribution to local economy through business activities." Our sales division, which maintains administrative and supervisory functions, is responsible for promoting these initiatives. In the four countries where our production bases are located, we check every six months with the local subsidiaries on the rate of progress and results of initiatives, reporting to the management team via the Sustainability Committee.

Employment

Our mid-term business plan, "Challenge 2025," which started in FY2023, positions the ASEAN region as a core region for our business. In Indonesia and Vietnam, we launched the new "XFORCE" SUV, an internal combustion engine vehicle. In Thailand and the Philippines, we have started production and sales of the new-model "TRITON" pickup truck. We have also been working to reflect a series of policies announced in various countries to promote the realization of a carbon-neutral society. In Thailand, we have started producing and selling the "XPANDER" series HEV model and sales of the "XPANDER" series HEV model started, and in Indonesia, we have begun production and sales of the "L100 EV (MINICAB EV)", our first electric vehicle outside of Japan. Through these business activities, in addition to generating business profits for companies, we expect to create new jobs in the ASEAN region. We employed approximately 13 thousand people in FY2023, in the four countries where we have production bases: Thailand, Indonesia, the Philippines and Vietnam. In FY2024, we will continue to create local employment in line with our business plans.



Target
● 4.4



Targets
● 9.2
● 9.4



Target
● 10.2



Target
● 11.5



Target
● 13.1



Target
● 17.7

Human Resource Development

In the ASEAN, which is working to become more industrially advanced, MITSUBISHI MOTORS helps by providing experience in automobile manufacturing, sales and service. In addition to cultivating specialized expertise and skills, we cultivate people who are involved in manufacturing and foster local economic growth.

- In Thailand, we implemented an internship program for 36 students recruited from seven industrial universities to cultivate human resources who will become local economic leaders.
- In Indonesia, we conducted training to enhance operational skills for 310 local employees according to their business level.
- In the Philippines, 16,183 local employees took education and training aimed at enhancing their operational skills and productivity, thereby enhancing their expertise.
- In Vietnam, we provided training to 564 employees with the intention of strengthening the work skills and enhancing the expertise of local employees according to their position and field.

In FY2024, we plan to continue providing training courses and OJT according to conditions in each country.

Investment

We continue to make capital investments in plants, which support local economic growth.

Our mid-term business plan, "Challenge 2025," positions the ASEAN region as our core business region. There, we plan to promote the continuous launch of new products and the production and introduction of electric vehicles suitable for each market. To this end, we plan to continue investing in R&D and making capital expenditures in the ASEAN region at a stable and higher level than in the past.

| | Key Investment Projects |
|---------------------------------------|---|
| From FY2019 FY2023 Results | Indonesia: Expansion of facilities to increase production capacity (Increased production capacity from 160,000 vehicles in FY2019 to 220,000 units in FY2020) Thailand: Updated existing paint plant Philippines: Equipped plant to promote the export of commercial vehicles to ASEAN countries |
| Future Plans | Vietnam: Consider new plant |

Technology Transfer

We continue to support the enhancement of manufacturing capabilities and strengthening of competitiveness through local production in various countries, with a focus on the ASEAN, our driver of growth.

In FY2023, we promoted the overseas transfer of manufacturing technologies, including electrified vehicles developed in Japan, through the preparation for production of new models such as the "TRITON"

new pickup truck; the "XFORCE," a compact SUV; the "MINICAB EV," which is our first electric vehicle to be produced overseas; and the "XPANDER HEV."

To enhance manufacturing competitiveness, we have introduced the Buddy system (sharing a common destiny), which has gained traction. This allows for the implementation of various measures to enhance competitiveness and the transfer of expertise, from the start-up of new model vehicles to mass production, making improvements and imparting expertise in such areas as quality control and logistics. In Thailand, we have brought the automation of welding and painting up to the same level as Japan, and promoted the training of robot engineers.

In addition, we are actively promoting the adoption of solar power generation in our efforts to create environmentally friendly factories. Going forward, we will promote the construction and expansion of solar panels at our plants in Thailand, Indonesia, and the Philippines, and we will continue to transfer the solar power generation and energy storage technologies and know-how cultivated in Japan to our overseas production bases.

Furthermore, to help local people acquire technological expertise, we provided scholarships and training vehicles to technical universities and vocational training schools in Thailand, Indonesia, the Philippines, and Vietnam. In addition, we have organized online seminars for teachers to help vocational school students working in the automotive industry understand the latest technologies and industry needs. Through these efforts, we promote local technology transfer by providing multifaceted support, as needed.

In FY2024, we will continue to support the advancement of the regional manufacturing industry.



Target
● 4.4



Targets
● 9.2
● 9.4



Target
● 10.2



Target
● 11.5



Target
● 13.1



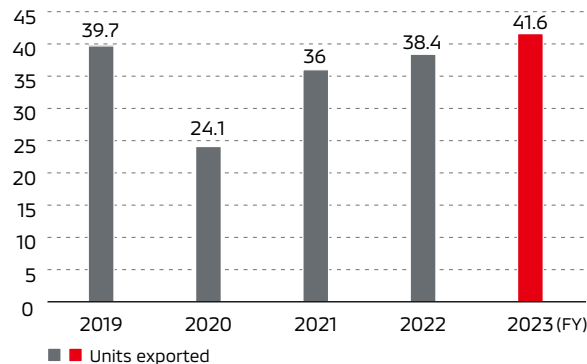
Target
● 17.7

Export

Exports generate foreign currency, which supports the continuous growth of the local economy. MIT-SUBISHI MOTORS' overseas production bases, Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) and P.T. Mitsubishi Motors Krama Yudha Indonesia (MMKI), are leveraging their strategic locations to export our mainstay models, such as pickup trucks and SUVs, both throughout the ASEAN region and globally.

Units Exported from the ASEAN Region

(Tens of thousands of vehicles)



Environmental and Social Contribution

As the importance of complying with environmental regulations in the ASEAN region gains importance, we are leveraging our electric vehicle technology and expertise, as well as working with our partners in each region, to realize sustainable business in the region and to promote efforts to realize a carbon-neutral society.

Realizing a Carbon-Neutral Society through Our Products

Our Electric Vehicle (Battery EV) Strategy

- As in FY2022, in Thailand we conducted demonstration experiments using our Kei-car commercial electric vehicle, the "MINICAB EV," in collaboration with national postal services and logistics companies to lay the foundation for the spread of EVs.
- In Indonesia, In February 2024 we produced the "L100 EV (MINICAB EV)," a Kei-car segment commercial electric vehicle.

Promoting Adoption of Hybrid Electric Vehicles (HEVs)

- In Thailand, we launched an HEV model in the "XPANDER" series in February 2024.



Charging of "MINICAB EV," which are being used in a joint study in Thailand



The "L100 EV (MINICAB EV)," our Kei-car segment commercial electric vehicle that launched in Indonesia



An HEV model in the "XPANDER" series that launched in Thailand

Promoting the Spread of Renewable Energy

- In Thailand, we are promoting "Solar for Lives" activities to install solar power generation systems at local hospitals.*1
- In Indonesia, we have installed solar panels on the

roof of a paint plant at PT Mitsubishi Motors Krama Yudha Indonesia (MMKI).*2 (5.6MW, commenced operation in February 2024)

- In the Philippines, we have installed solar panels at a plant of Mitsubishi Motors Philippines Corp. (MMPC).*3 (2.8MW, began operating on a trial basis in February 2024)



Hospital with a rooftop solar power system installed as part of the "Solar for Lives" environmental project



Solar panels on the roof of MMKI's plant



Solar panels erected on the roof of MMPC's plant

*1 Launched in 2022, Solar for Lives is an activity promoted by MMTh in collaboration with partners and national institutions, including the Thai Ministry of Public Health, the Electricity Generating Authority (EGAT), and the Thailand Greenhouse Gas Management Organization (TGO). We are donating a total of THB60 million (approx. ¥220 million) to be spent on solar power generation systems to 40 community hospitals in Thailand by 2032. This activity is expected to reduce carbon dioxide (CO₂) emissions from 40 hospitals by 17,300 tons/year. Since its launch in 2022, the system has been installed at a total of eight hospitals.

*2 This is the second MMKI initiative since the program was launched in FY2022, based on the Indonesian government's policy of becoming carbon neutral by 2060.

*3 MMPC is working in accordance with the Philippine government's target of reducing greenhouse gas emissions by 75% by 2030.

Promoting Social Contribution Activities

Progress in FY2023

Disaster cooperation
agreements in place
with municipalities
[FY2022: 250]

Total of **255**

Total social contribution
expenditures
[FY2022: ¥416 million]

¥**384** million

Participants in social
contribution activities
[FY2022: Cumulative total
of 58,767]

Cumulative total of
61,475 people

Hours spent on social
contribution activities*1
[FY2022: 69,933 hours]

50,178 hours

- Promoted the DENDO Community Support Program
- Promoted activities in the "STEP" field
- Expanded forest preservation activities

*1 Activities during working hours

<Related pages>

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Social Contribution Activities Report

(WEB) <https://www.mitsubishi-motors.com/en/sustainability/contribution/report/>

Basic Approach and Policies

In accordance with the Social Contribution Activities Policy formulated on the basis of MITSUBISHI MOTORS' vision and mission, we will contribute to a sustainable society by promoting social contribution activities through collaboration and cooperation with local governments and affiliated companies where we operate aiming to address problems facing diversified local communities, prevent environmental issues of global scale such as climate challenge and realize a carbon-neutral society.

Social Contribution Activities Policy

To address diversifying social issues, MITSUBISHI MOTORS carries out its STEP social contribution activities, focused on four main themes, standing for the first letters of Society, Traffic safety, Environment and People. Based on this policy, we will continue to contribute to society by utilizing each and every employee's skills and know-how as well as our technologies and products, aiming to create a better society where people can hope for a better future.



Target
● 10.2



Target
● 11.5



Target
● 13.1



Target
● 15.4

Logo Mark for Social Contribution Activities

The figure shows how our circle of activity in STEP areas expands outward from the center.



(WEB) <https://www.mitsubishi-motors.com/en/sustainability/society/contribution/index.html>

Breakdown of Social Contribution Expenditures

in FY2023*2 (¥ million)

| Category | Amount |
|--|--------|
| Society | 126 |
| Traffic safety | 5 |
| Environment | 33 |
| People | 182 |
| Support for disaster-stricken areas, support measures to address COVID-19 | 36 |
| Total expenditure | 384 |

*2 Social contribution expenditures including donations as well as in-kind benefits and free use of company facilities converted into monetary equivalents.

Society

DENDO Community Support Program

As an activity that takes advantage of the features of MITSUBISHI MOTORS products, we have signed an agreement with local governments to cooperate in case of contingencies and provide assistance through the utilization of Mitsubishi Plug-in Hybrid Electric Vehicles (PHEV), which uses regenerative braking to convert the energy expended coming to a stop into electricity for use later, including charging the battery.*¹ With the "power of PHEVs to drive" and the "power of electricity," we will continue to support the security of the lives of local residents.

*¹ Regenerative Braking provides a minimal charge to the vehicle and is not a substitute for charging or refueling your vehicle.

Our Activities

1. Agreements for Cooperation During Disasters Between Local Governments

At the request of local governments that have experienced power outages due to disasters, MITSUBISHI MOTORS, together with its affiliated dealers, has been promoting initiatives to conclude disaster cooperation agreements with local governments nationwide so that "OUTLANDER PHEV" and other electrified vehicles that can be recharged to be provided to affected areas and evacuation centers as soon as possible.

We will continue to engage in activities in cooperation with local governments to contribute to the security of local residents through the utilization of electrified vehicles.

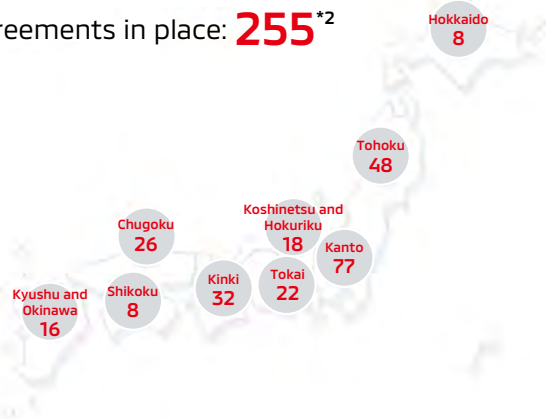


A signing ceremony in Tokyo's Setagaya Ward (November 2023)

Agreements in Place with Municipalities around Japan (As of May 31, 2024)

Municipalities with

agreements in place: **255**^{*2}



◆ Recent agreement status (only in Japanese)

(WEB) <https://www.mitsubishi-motors.co.jp/carlife/phev/dcsp/>

*² Excluding two-party agreements between affiliated dealers and municipalities

2. Cooperation with the Ministry of Land, Infrastructure, Transport and Tourism project "Connection Test from Electrified Vehicles to Medical Devices"

In preparation for long-term power outages caused by natural disasters and so on, power supply for medical equipment is required to be secured for persons requiring medical care who use ventilators and other medical equipment at home.

The Ministry of Land, Infrastructure, Transport and Tourism (MLIT) conducts connection tests to determine precautions for safely supplying power to medical equipment from motorized vehicles in case no other stable power source can be secured during a disaster. We participated in this test with our "MINICAB EV*³."

Manual for the Use of Power Transfer from Electrified Vehicles to Medical Devices in Case of Disaster (issued in March 2022)* will be revised by MLIT based on the results of the connection test, and will be pub-



Target 10.2



Target 11.5



Target 13.1



Target 15.4



The MINICAB-EV, which supplies power



Checking the supplied power

lished mainly for local government officials and users of medical devices (patients themselves and their relatives and so on).

*³ The warning statement "Never use medical equipment" in the "MINICAB EV" operation manual "100V AC power supply (1500W) (in the interior equipment section)" shall remain in place and will not be changed regardless of the results of the connection test.

3. Electrified vehicles supply power to traffic signals during disaster drills simulating a power outage.

Large-scale comprehensive disaster drills were conducted in cooperation with the public and private sectors in the Marunouchi area of Tokyo in September 2023, marking the 100th anniversary of the Great Kanto Earthquake throughout the entire city.

We participated in a "traffic light outage drill," simulating a traffic light outage due to a power outage and restoring power to the traffic lights by supplying power from an electrically powered vehicle. On the day of the drill, police officers gave hand signals to two traffic signals on Marunouchi Gyoko-dori that had lost



Connecting to an outlet inside the vehicle



Traffic signal resumes operation, using the power supplied

power, and then plugged in the OUTLANDER PHEV's in-car power outlet to start supplying power to the traffic signals to confirm that they were restored.

4. Signing Comprehensive Collaborative Agreement to Realize Carbon-Neutral Society

In November 2023, MITSUBISHI MOTORS concluded a "Collaboration Agreement for the Realization of a Carbon Neutral Society" with Kyoto City, Kyoto Prefecture. Through the agreement, both parties will leverage their knowledge and experience to jointly promote various initiatives toward the realization of a carbon neutral society by 2050. We have also concluded cooperative agreements with Kurashiki City and Okazaki City, where our production facilities are located, to realize a carbon-neutral society and initiatives are underway with their municipalities as well.

Through the Collaboration Agreement, spread of electric vehicles shall be the key to our endeavor to cooperate in building a decarbonized society.

Main collaboration items:

- (1) Realization of a carbon-neutral society in the region
- (2) Promotion of spread of electrified vehicles
- (3) Fostering understanding of the usefulness of electric vehicles for decarbonization and disaster preparedness
- (4) Agreements between the two parties that contribute to the achievement of objectives other than those listed in the preceding items.



Signing ceremony with the city of Kyoto (November 2023)



Launch of a demonstration project for autonomous street lighting in cooperation with the city of Okazaki, Aichi Prefecture (April 2023)

Traffic safety

Conducting the "Vehicle School" for Traffic Safety

We are implementing "Kuruma no Gakko," a program in which participants think about traffic safety, learn together and have fun together.

In FY2023, with the aim of helping to reduce traffic accidents caused by erroneous driving, "Support Car Test Ride" was carried out five times in collaboration with local governments, sales companies, and police stations in Okazaki City, Aichi Prefecture, Kyoto City, and Kurashiki City, Okayama Prefecture, with a total of approximately 700 participants joining the test rides, including a driving ability assessment, car simulator, checking blind spots from the driver's seat, and experiencing the Emergency Assist for Pedal Misapplication of the Safety Support Car (SUPPORT CAR).



Riding together in a safety support car

Traffic Safety Awareness Activities in Our Operation areas

In FY2023, traffic safety awareness activities were conducted for passing vehicles and pedestrians during commuting and school hours, and traffic guidance was provided for children on their way to and from school. In addition, local traffic safety awareness events held



Employees serving as safety sentries



Target
● 10.2



Target
● 11.5



Target
● 13.1



Target
● 15.4

by local traffic safety associations and police stations were attended by a total of 266 employees on four occasions in collaboration with the local community.

Traffic Safety Awareness for Children

Website for Children "Do You Know the Answer? Traffic Safety Quiz"

We post a regular feature on its "Why, Why, Car Development Research Kids" website to elementary school age children. The website includes a web-page about traffic safety using a quiz format to introduce traffic rules and manners they should follow when walking or riding a bicycle in their day-to-day activities.



"Do You Know the Answer? Traffic Safety Quiz"

(WEB) <https://www.mitsubishi-motors.com/jp/sustainability/contribution/people/kids/anzen/> (only in Japanese)

Environment

Forest Preservation Activities

In March 2023, as part of our initiatives to carbon offsetting through forest preservation, we signed a "Forest Preservation Partnership Agreement" with Okazaki City, Aichi Prefecture, where the Okazaki Plant is located. The designated city-owned forest has been named "Okazaki OUTLANDER Forest," and forest preservation activities have begun.

Forest preservation activities include environmental education, thinning, tree planting, and underbrush cutting to foster environmental awareness among employees. In FY2023, in terms of the "Pajero Forest," where MITSUBISHI MOTORS has been working with the OISCA Foundation since 2006 to preserve the forest in Hayakawa-cho, Yamanashi Prefecture, we confirmed that natural vegetation has been restored and biodiversity has increased. The employees also restored and extended the boardwalk using thinned wood and built benches to be placed in the forest for visitors to take a short rest.



Participants repairing and extending walkways using thinned wood



Group photo of participants in the tree-planting activity

Donating Seedlings as part of Our Environmental Preservation Activities in the Philippines

Asian Transmission Corp. (ATC), our automotive parts production base in the Philippines, has been engaged in greening activities toward the goal of planting a total of 25,000 seedlings over a period of five years starting in FY2018, which marked its 45th anniversary.

In FY2023, which marked the sixth year of our activities, we continued to plant trees cooperating with schools and local governments to protect a lush green environment, planting a cumulative total of 27,109 saplings.

People

Supporting the Education of Elementary, Junior and Senior High School Students

We support the education of the children who will take responsibility for the next generation through factory tours (where elementary school students can experience production sites) and a hands-on lesson program, in which employees visit elementary schools to conduct lessons. We also host career counseling studies to encourage junior and senior high school students to think about the future and broaden their horizons.

In FY2023, the activities were attended by approximately 30,400 elementary, junior and senior high school students.



Factory tour for elementary school students

Conduct Joint Industry-Academia Projects with Vocational Schools and Art Universities

From March 2023, we have participated in a corporate collaboration class hosted by Tokyo Communication Arts, a vocational college.

In April, we initiated a joint industry-university project (class) with the Department of Production Design at Tama Art University. Our designers provided guidance both online and on-site, and the students planned and proposed new lifestyle mobility with the theme of "a car to be released under the Mitsubishi brand in the future (tentative title)," imagining the image of the brand in the future.



Target
● 10.2



Target
● 11.5



Target
● 13.1



Target
● 15.4



Designers providing guidance on-site

Educational Support in Asia

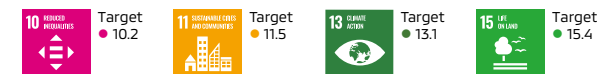
In Thailand, Indonesia, Vietnam, and Malaysia, we take part in various efforts to help children who have difficulty accessing education for economic reasons. We provide scholarships to junior high school, high school and university students; donate learning tools to orphanages; donate teaching vehicles that can help cultivate high-quality future talent for the automotive industry; and host interns.

Run Charity Marathon in Thailand and Raise Donation to a Medical Institution

In FY2023, Mitsubishi-Motors (Thailand) Company Limited (MMTh), a production and sales company in Thailand, and Mitsubishi-Motors (Thailand) Foundation (MMTF), a non-profit organization, organized the "Mitsubishi-Motors Charity Run 2023. MMTh and MMTF donated a total of 700,000 baht to Wat Yannasanwararam Hospital in Chonburi Province to support the purchase of medical equipment.



Making the donation



Holding a First Aid Workshop in Vietnam

From April to May 2023, Mitsubishi-Motors Vietnam Company Limited (MMV), a local production and sales company in Vietnam, collaborated with local dealers and Survival Skills Vietnam, a local NPO that provides first aid education. In fiscal 2023, workshops on CPR were held three times with approximately 530 participants.



Participants ensuring that the airway is clear

The recipients of donations and matching gifts are selected based on their alignment with the focus areas of MITSUBISHI MOTORS Social Contribution Activities Policy, business continuity, regular activity reports and track record. In addition, we hold debriefing sessions for our employees by the recipients of our support, and we communicate with them to link our activities with theirs.

Through this support, MITSUBISHI MOTORS and MITSUBISHI MOTORS STEP Funds aim to continue with activities that meet local needs and contribute to the development of the local community.

mainly in Hayakawa-cho, located in the prefecture of Yamanashi, where we carry out our forest conservation activities.

In addition, we have been engaging in "Employee Presenter Program" through which our employees hand out a set of forest wooden building blocks to nurseries and kindergartens of their choice (usually choice from their childhood memories) through our internal donation funds.

In FY2023, we presented blocks to 60 kindergartens and nursery schools. The blocks have been donated to 585 kindergartens since 2010.

MITSUBISHI MOTORS STEP Funds and Matching Gift Program

The MITSUBISHI MOTORS STEP Funds, introduced in April 2009, is a structure through which employees of MITSUBISHI MOTORS Group companies can continuously participate in social contribution activities by voluntarily donating fixed sums to the funds. These funds are then used for to support activities in developing countries and areas struck by the Great East Japan Earthquake, in line with the purposes of MITSUBISHI MOTORS social contribution activities. In addition, to demonstrate it values employees' motivation to contribute to society and to support more people, the Company matches donations made through the MITSUBISHI MOTORS STEP Funds.



Engaging in the "Forest Wooden Building Block Project" for Children

The concept of this project is to present nurseries and kindergartens near Company business sites with cozy wooden building blocks for enhancing the children's creativity through block play, which are made of Japanese cypress comes from forestry thinning operations



Building blocks made from thinned cypress

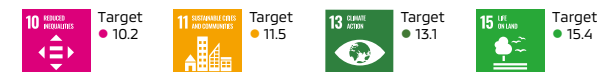
Support for Construction of Secondary School Buildings in the Philippines

With the aim of improving children's learning environment, we constructed a school building to open one secondary school in Samar, Republic of the Philippines while donating 40 chairs with tables, a projector, and other equipment through cooperation with World Vision Japan, an international NGO.



The opening ceremony

| The Supported | Main Activities |
|--|---|
| ■ World Vision Japan | Donations for activities in developing countries that address local issues such as water and sanitation, health, and nutrition to prevent HIV/AIDS, malaria and other infectious diseases, as well as education and school construction to create an environment where children can grow up healthy and thrive. |
| ■ OISCA | Donation to activities to promote the greening of the earth through planting saplings by children overseas |
| ■ Kindergarten, Nursery School, and Others in the Vicinity of Our Business sites | Donation of building blocks made of natural solid cypress wood thinned from forests in Yamanashi Prefecture and our original car-shaped cases to kindergartens and nursery schools as educational toys |



Support for Disaster-Stricken Areas

In the event of natural disasters and other emergencies, MITSUBISHI MOTORS provide various forms of support, such as monetary donations, free loan of vehicles, and employee volunteer work.

Support for the 2024 Noto Peninsula Earthquake

We donated 10 million yen to support reconstruction of the affected areas of the Noto Peninsula Earthquake that occurred in January 2024.

In addition, at the request of the Niigata Prefectural Government, two OUTLANDER PHEVs and two ECRIPSE CROSS PHEVs were loaned to a community center in Kashiwazaki City to be used for recharging mobile phones in areas with power outages, along with "free quick recharge service" and "free recharge service for smartphones" at 26 new car dealerships in Niigata, Toyama, Ishikawa and Fukui prefectures.

Furthermore, at the request of Kurashiki City, one "DELICA D:5" was lent free of charge. The DELICA D:5 will be utilized for one year as a means of transportation for Kurashiki City employees who provide health care support to victims of the disaster in Suzu City, Ishikawa Prefecture.



Removing mud from under the floor

Dispatch of Volunteers to Areas Affected by Heavy Rain

In June 2023, heavy rains, attributed to the rainy season front and Typhoon No. 2, inundated a wide area in eastern Aichi Prefecture, and some areas in Okazaki City, Aichi Prefecture were submerged in water.

A total of 206 employees (for six days) from various departments of Okazaki Works were dispatched

to engage in volunteer activities such as removing household goods and clearing away soil to help restore the affected areas.

Providing a Number of Vehicles to Assist Flood Affected Areas in Australia

From May to July 2023, Mitsubishi Motors Australia Limited (MMAL), an Australian sales company, collaborated with Disaster Relief Australia (DRA), an Australian disaster relief organization, to support emergency and recovery needs in areas of the country affected by the flooding.

MMAL provided 30 vehicles, among them a "TRITON" pickup truck and a "PAJERO SPORT" sport utility vehicle, to support DRA's recovery operation, including debris removal and transportation. In May and July of the same year, seven staff members volunteered as disaster relief volunteers including the company's CEO.

Main Support in FY2023

| Implementation Period | Support | Support Recipient |
|------------------------|--|---------------------------|
| January 2024 | <ul style="list-style-type: none"> Donated ¥10 million in relief funds Donated two vehicles, an "OUTLANDER PHEV" and an "ECLIPSE PHEV" Collaborated with the city of Kurashiki and donated a "DELICA D:5" | Municipalities Affected |
| May 2023 to March 2024 | <ul style="list-style-type: none"> Provided 30 vehicles, including "TRITON" and "PAJERO SPORT" models A total of seven disaster-aid volunteers participated (May and July 2023) | Disaster Relief Australia |
| June 2023 | <ul style="list-style-type: none"> A total of 206 employee volunteers participated in earth removal and other activities in the city of Okazaki. | Okazaki |

Please see the following website for details on our disaster relief support.

[WEB https://www.mitsubishi-motors.com/en/sustainability/contribution/society/relief/](https://www.mitsubishi-motors.com/en/sustainability/contribution/society/relief/)