



Governance

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Corporate Governance

Basic Approach and Policies

Based on MITSUBISHI MOTORS' Vision and Mission, we consider compliance to be of topmost importance and are making the ongoing reinforcement and improvement of governance a management priority, in order to meet the expectations of shareholders, customers and all other stakeholders, and to achieve sustainable growth and increase in corporate value over the medium to long term.

In addition, we have put together our basic framework for and views on corporate governance in the form of the "Corporate Governance Guidelines."

(Reference) Corporate Government Guidelines

https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/pdf/guideline.pdf

System of Corporate Governance

We have adopted the form of a company with a Nomination Committee, etc., as part of its efforts to enhance our corporate governance and clearly separate supervisory and execution function, and in order to achieve swift execution of business in quick response to environmental changes and to ensure the soundness and transparency of management through further strengthening of supervision and implementation of more thorough risk management.

Board of Directors and Directors

Policy for the Nomination of Candidates for Directors and Composition of Members of the Board

The Board makes decisions on important management issues and oversees the execution of business by Executive Officers.

We have set out a policy for nominating candidates for Directors and for the composition and size of the overall Board.

As of June 19, 2025, the Board comprised 12 Members (2 female Members). 10 of the 12 Directors are Outside Directors with extensive experience and high levels of insight, and 5 of the Outside Directors are Independent Directors. We publish individual Directors' knowledge, experience, and expertise (skill matrix) on our website.

(Reference)

Policy for the Nomination of Candidates for Directors

https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/policy_nomination.html

Composition of the Board

<https://www.mitsubishi-motors.com/en/sustainability/governance/policy/composition.xlsx>

Knowledge, experience, and expertise of the Board of Directors

https://www.mitsubishi-motors.com/en/sustainability/governance/policy_skill.html

Independence Standards and Qualification for Outside Directors

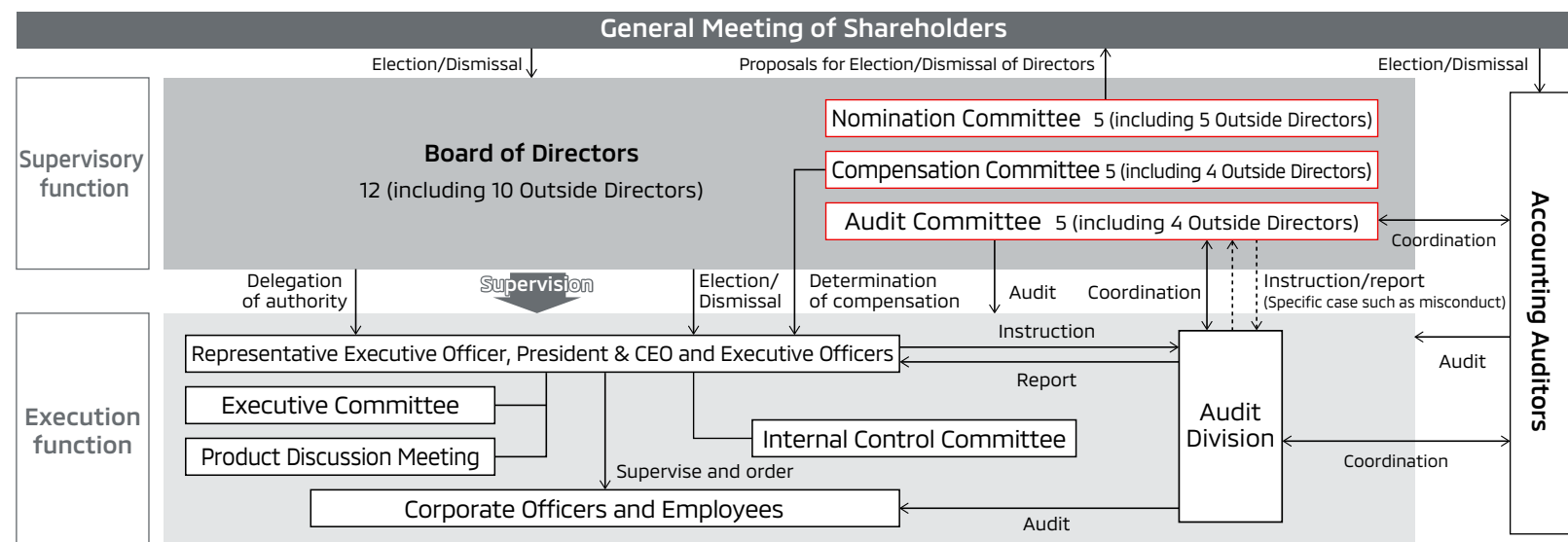
We have established independence standards for Outside Directors, and we appoint as Independent Directors those persons who are not at risk of having a conflict of interest with general shareholders.

(Reference)

Corporate Government Guidelines "Independence Standards and Qualification for Outside Directors"

https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/pdf/guideline.pdf

Corporate Governance and Business Execution Structures (June 19, 2025)



Evaluation of Effectiveness of the Board of Directors

To improve the effectiveness of corporate governance, MITSUBISHI MOTORS annually evaluates the effectiveness of the Board of Directors by a questionnaire survey to all the Directors. The results are reported to the Board.

In FY2024, we conducted a questionnaire survey of the aspects listed below, for the purpose of enhancement of the Board's oversight capability.

<Aspects evaluated>

1. Structure and operations of the Board
2. Management and business strategy
3. Corporate ethics and risk management
4. Monitoring of the management team
5. Dialogue with shareholders
6. Committees

Below is a summary of the effectiveness of the Board in FY2024, based on opinions and feedback received from each Director:

- The Company's Board of Directors is generally judged to be effective.
- With the external factors becoming unclear, the importance of continuing to deepen discussions over the medium- to long-term, and big-picture management strategy was reconfirmed. For further improvement, it is important to advance the following initiatives:
 - Need further improvement in the quality of supervision and decision-making by continuously updating management-related information.
 - Need further enhanced explanation to stakeholders by deepening discussions on medium- to long-term, big-picture management strategy, and allocation of management resources.

Based on the above summary and identified issues, the Board is considering the following actions:

- Expand reporting and discussion on management-related information.
 - Upgrade the report contents and discussions of key divisions' business status updates.
- Further enhance discussions for future business plans.

Through these initiatives, we will continuously improve the effectiveness of the Board and enhance corporate governance.

Committees

The Board has the following three statutory committees, which supervise Directors and Executive Officers together with the Board. More than half of the members of each committee are Outside Directors, and the Chairpersons of each committee are Outside Directors. Through this, fairness and transparency are ensured and a system is in place that corporate governance effectively functions.

Nomination Committee

The Nomination Committee makes decisions on proposals for the appointment and dismissal of Members of the Board to be proposed to the General Meeting of Shareholders, approves proposals for the appointment and dismissal of Executive Officers proposed by the Representative Executive Officer, President & CEO to the Board, and discusses succession planning for MITSUBISHI MOTORS' President.

In FY2024, in addition to regular agenda items such as the determination of nomination of candidates for Director and approval of proposals for the election of Executive Officers, the Committee also deliberated on the evaluation and succession planning for the President.

Compensation Committee

The Compensation Committee deliberates and determines the policy regarding determination of remuneration of Directors and Executive Officers, as well as the details of individual remuneration.

In FY2024, the Committee deliberated on the determination of individual Compensation Plan for Directors and Executive Officers, the addition of KPIs for medium- to long-term performance-linked compensation, and the appropriateness of the Company's remuneration level for Directors and Executive Officers based on external benchmarks, and other matters.

Audit Committee

The Audit Committee audits the execution of duties of the Members of the Board and Executive Officers, supervises the status of implementation and operation of internal control systems, and prepares audit reports; furthermore, it implements internal investigations into matters for which the Board of Directors determined that it is unreasonable for the person who executes the business to conduct an investigation.

(Reference) P82 Status of Audit Committee audits

Configuration and Number of Meetings of Each Committee (FY2024)

	Number of committee members	Chair	Meetings convened
Nomination Committee	Outside directors: 5	Independent Outside Director (Ms. Main Kohda)	8
Compensation Committee	Outside directors: 4 Internal directors: 1	Outside Director (Mr. Shunichi Miyanaga)	6
Audit Committee	Outside directors: 4 Internal directors: 1	Independent Outside Director (Mr. Yoshihiko Nakamura)	15

Executive Officers

The Board makes decisions on matters that require a resolution of the Board pursuant to laws, regulations or provisions of the Articles of Incorporation, matters delegated to the Board by a resolution at a General Meeting of Shareholders, and certain material matters related to business management.

Executive Officers are given the authorization to make decisions relating to the execution of business excluding any of the above matters. Executive Officers are responsible for making decisions on business execution delegated by the Board. The Representative Executive Officer, President & CEO is appointed as the head of the executive departments by a resolution of the Board.

As of June 19, 2025, there are 10 Executive Officers (including the Representative Executive Officer, President & CEO).

Outline of Decision-Making Process for Business Execution and Various Committees

When executing business, the Representative Executive Officer, President & CEO, Representative Executive Officer, Executive Vice President is positioned as the responsible person with authority and responsibility for business execution within the scope of duties, in addition to the President who is the head of the executive department. In addition, delegation of decision-making authority is systematized based on the Delegation of Authority Rules, in which items subject to delegation and their scope are defined, and decision-making procedures for major matters are formulated to speed up business execution and improve the transparency of the decision-making process.

Important matters on management are decided after deliberation at the Executive Committee, which is composed

of all Executive Officers and chaired by the Representative Executive Officer, President & CEO. Important matters relating to product development projects are decided after deliberation at the Product Decision Meeting. Additionally, matters related to internal control are decided after deliberation at the Internal Control Committee. Each of these committees are chaired by the Representative Executive Officer, President & CEO and the relevant Executive Officers serve as members.

Conflicts of Interest

Transactions between MITSUBISHI MOTORS and Directors or Executive Officers that particularly compete with our business operations or conflict with our interests require prior resolution from, and after-the-fact reporting to, the Board in accordance with the rules of the Board (hereinafter referred to as the “Rules of the Board”). In addition, the Rules of the Board stipulate that Directors with a special interest in a resolution of the Board shall not participate in such resolution.

Furthermore, we conduct transactions with related parties, such as its Executive Officers, Directors or major shareholders, based on the validation of multiple related departments and approval of the person in charge, pursuant to the Delegation of Authority Rules, after we have sufficiently considered the economic rationality to confirm there is no harm to our interests, which is the same process we go through with non-related parties.

Support System for Outside Directors

We provide various opportunities for Outside Directors to deepen their understanding of the Company so that they can actively express their opinions at Board of Directors and fully participate in decision-making.

Examples of Initiatives

- Site visits to business locations in Japan and overseas
- Opportunities for dialogue to deepen understanding of MITSUBISHI MOTORS’ operations
- Advance distribution of agenda-related materials and prior briefings as necessary

Reference Corporate Governance Report
<https://www.mitsubishi-motors.com/en/sustainability/pdf/governance.pdf>

Status of Audit Committee Audits and Internal Audits

Status of audits by Audit Committee

Based on its audit policies and audit plans, the Audit Committee recognizes its primary responsibility as monitoring and verifying the execution of duties by Directors and Executive Officers, the effectiveness of the internal control system, and the appropriateness of the audits by the Accounting Auditor, and carries out the following activities.

- 1. In addition to working with the Audit Division, the Committee engages in dialogue with a wide range of executive divisions to understand the effectiveness and issues of the Company's internal control systems. It confirms the executive divisions' evaluations of effectiveness, recognition of issues, and the status of their initiatives to address those issues.
- 2. For operations that may involve significant risks to the Company's business, the Committee obtains a thorough understanding of specific business processes. In FY2024, the Committee conducted hearings on a series of business processes related to the Road Transport Vehicle Act from this perspective.

In principle, the Audit Committee meets monthly and convened 15 times in FY2024.

The specific matters discussed by the Audit Committee in FY2024 are as follows.

15 Resolutions :

Audit policy and audit plan, audit methods, resolutions on the assignment of audit duties, appointment of the Accounting Auditor, consent to accounting auditor's audit remuneration, revision of evaluation criteria for the Accounting Auditor, preparation of the audit report, etc.

4 Deliberations :

Provision of non-assurance services by the Accounting Auditor, etc.

34 Reports :

The status of the improvement and maintenance of the internal control systems, the appropriateness of Accounting Auditors' audit plans, auditing methods, and results, communications in relation to Key Audit Matters (KAM)

In addition to the above, the Audit Committee primarily conducts the following activities throughout the year.

- Exchanges of opinions with the Representative Executive Officer, President & CEO (twice a year)
- Hearings with Executive Divisions (five times a year)
- Meetings with the Internal Audit Division (six times a year)
- Meetings with the Internal Control Division (twice a year)
- Reports on Audit Committee activities to the Board of Directors (twice a year)

In addition to the meeting above, full-time Members of the Audit Committee attended important meetings including meetings of Executive Committee; inspected important approval/decision documents; interviewed Executive Officers and Corporate Officers; provided training for and had liaison meetings with auditors of subsidiaries and affiliates in Japan; and held tripartite audit meetings (Audit Committee, Accounting Auditors, and Internal Audit Division). In FY2024, in order to verify the effectiveness of the internal control system across the corporate group, we placed particular focus on on-site visits or interviews with major business locations and its major subsidiaries and affiliates in Japan and overseas.

Status of internal audits

We have established internal audit departments (the Internal Audit Department and the Quality Audit Department) in the Internal Audit Division (an independent organization reporting directly to Representative Executive Officer, President & CEO) and these departments systematically conduct internal audits based on the annual audit plan. The results are reported to

the Representative Executive Officer, President & CEO and the Audit Committee. Besides coordinating meetings with the Audit Committee six times a year and holding regular meetings with full-time Audit Committee Members once a month, the Internal Audit Division also exchanges information at tripartite audit meetings with full-time Audit Committee Members and Accounting Auditors.

As of the end of March 2025, the Internal Audit Division consists of 26 members with specialties, including those with a variety of managerial experience, Certified Internal Auditors (CIA), and Qualified Internal Auditors (QIA). The Division conducts audits covering MITSUBISHI MOTORS and its subsidiaries and affiliates in Japan and overseas. The Internal Audit Department (consisting of 17 members) focuses on assessing whether operational management of the Group is conducted with transparency using appropriate processes. The Quality Audit Department (seven members) audits the appropriateness of product quality-related activities by the same entities.

Cooperation between the Audit Committee and internal audit divisions

The Audit Committee Members regularly hold meetings with the Internal Audit Division to receive information regarding the auditing system, auditing plans, and internal audit results within MITSUBISHI MOTORS and at its affiliated domestic and overseas companies, and to provide feedback to the Internal Audit Division on the status of the Audit Committee Members' audits. Additionally, the Audit Committee summarizes audit activities it has conducted, including the details of reports received from the Internal Audit Division, and reports the results to the Board twice a year.

Executive Remuneration

Basic Views and Policy

Our Compensation Committee, which is chaired by an Outside Director, has established the following policy regarding remuneration for Directors and Executive Officers.

<Basic approach>

1. The compensation system shall contribute to our group's sustainable growth and medium- to long term improvement of corporate value.
2. The compensation system shall be linked with corporate results in order to motivate Executive Officers to accomplish management strategies and management plans as well as to achieve targeted corporate results in an appropriate manner.
3. The compensation levels shall contribute to securing professionals who measure up to ideal standards for management personnel that MITSUBISHI MOTORS expects for those responsible for corporate operation to have.
4. The compensation system shall increase a shared awareness of profits with shareholders and awareness of shareholder-focused management.
5. The decision-making process relating to compensation shall be highly transparent and objective.

Based on these policies, the Compensation Committee determines the method calculating remuneration and individual remuneration amounts of the Directors and Executive Officers. Remuneration for FY2024 is contained in the FY2024 Annual Securities Report (P76-80).

From FY2022, based on the recognition that the response to sustainability is one of the crucial issues of our group, we added ESG-related items as the index to determine the Medium-and Long-term Performance-linked Compensation for Executive Officers.

• Environmental indicator:

We have introduced “CO₂ emissions from business activities” as an indicator for measuring progress in addressing climate change and other increasingly environmental issues.

• Social indicator:

We have introduced “employee engagement” as an indicator of advancement of employee job satisfaction and increased initiative through securing diversity and work-life balance, and promoting human resources development.

(Reference) FY2024 Annual Securities Report

https://www.mitsubishi-motors.com/en/investors/library/pdf/250618yuka_e.pdf

Risk Management

Basic Approach and Policies

MITSUBISHI MOTORS has defined a policy for the management of business risks in the form of the “Basic Policy on the Establishment of Internal Control Systems,” and promotes risk management activities throughout the entire MITSUBISHI MOTORS Group. We consider it one of our most critical management issues to appropriately assess risks to the MITSUBISHI MOTORS Group’s business, prevent risks from occurring, and engage in appropriate management to minimize the impact of risks if they do occur.

Development of Risk Management Framework

We have put in place and work to improve our risk management system for the entire Group through three types of risk management activities: “priority risk management,” “divisional risk management” and “affiliated company risk management.”

For priority risk management, we select risks that the entire MITSUBISHI MOTORS Group faces directly, that have a high potential impact and a high degree of urgency. For each risk, we assign “risk owners,” and work as quickly as possible to mitigate these risks. In divisional risk management, we have appointed risk management officers to each division or plant. These officers work to mitigate risks through repeated application of the PDCA cycle involving identifying and evaluating each risk, devising and implementing countermeasures, and monitoring. Affiliated company risk management involves regular check by MITSUBISHI MOTORS of the status of initiatives addressing various risks faced by subsidiaries and associates and activities such as Business Continuity Planning (BCP) improvements. Improvement suggestions and guidance are provided as required.

These risk management initiatives are regularly reported to

the Board of Directors as major internal control activities and their effectiveness is checked.

Business Continuity Management

We are working on disaster countermeasures and Business Continuity Management (BCM) in line with our basic policy to prepare disaster such as earthquake and typhoons, or other natural disaster or an outbreak of infectious disease to ensure the safety of customers, as well as employees and their families, and provide mutual support to local communities.

Since FY2020, we have held the “BCM Committee” twice a year, chaired by the Executive Officer for Internal Control. By centrally managing related internal initiatives, we aim to strengthen BCM activities during normal times and implement company-wide countermeasures.

In order to establish a system to ensure appropriate measures, we have created an emergency response manual that includes provisions for setting up an emergency response organization and establishing the chain of command. In addition, company-wide BCP operating procedures are also in place. We conduct annual disaster drills at each site under normal conditions, assuming an emergency situation, and also conduct a company-wide BCP drill once a year to confirm coordination between the company-wide BCP headquarters and each site. In preparation for unforeseen contingencies, we operate an emergency contact system to enable the rapid communication of information to senior management and ensure a swift and accurate response. We also secure multiple communication methods, including the distribution of IP radios at each site.

We have built stockpiles as preparations against the possibility that employees will be unable to return to their homes for a three-day period (in accordance with the

Metropolitan Tokyo Ordinance on Measures for Stranded Persons). Additionally, at each of our plants, we are working with neighboring municipalities to improve stockpiles and welcome visitors.

Compliance

Basic Approach and Policies

Corporate activities are closely interlinked with various laws and public systems such as those related to the environment, labor, and consumer protection. Corporate activities must be carried out in compliance with these laws and systems.

MITSUBISHI MOTORS Group recognizes that the failure to appropriately comply with these laws, regulations, and systems would not only impede its business continuity, but would also place significant burdens on society and the environment.

In order to fulfill its social responsibilities as a company by not only complying with laws, international rules, and internal regulations but also by respecting changing social norms to the greatest degree possible, we have issued a “Global Code of Conduct” to serve as a standard of conduct for all executives and employees. We are also redoubling our efforts to enhance our compliance framework and employee training, including those at our major affiliates in Japan and overseas. We review the “Global Code of Conduct” as necessary.

Reference Global Code of Conduct
<https://www.mitsubishi-motors.com/en/company/information/philosophy/index.html>

Management Structure

At MITSUBISHI MOTORS Group, we have established a compliance framework with the Executive Officer for Internal Control as the person responsible, overseeing, directing, and supervising all compliance activities. This officer also reports regularly to the Board of Directors on the status of compliance activities. In addition, each division appoints a compliance officer, and department heads serving as code leaders, to ensure a structured compliance system across the Company.

Compliance officers work closely with the code leaders to prevent compliance violations and information security

incidents, including those involving personal data. When a compliance violation occurs, compliance officers take corrective actions, establish measures to prevent recurrence and check its effectiveness, and implement horizontal dissemination, then report to the Executive Officer for Internal Control.

Major affiliates in Japan and overseas also appoint compliance officers. To help prevent compliance violations, we have established and operated MITSUBISHI MOTORS Global Hotline since FY2018.

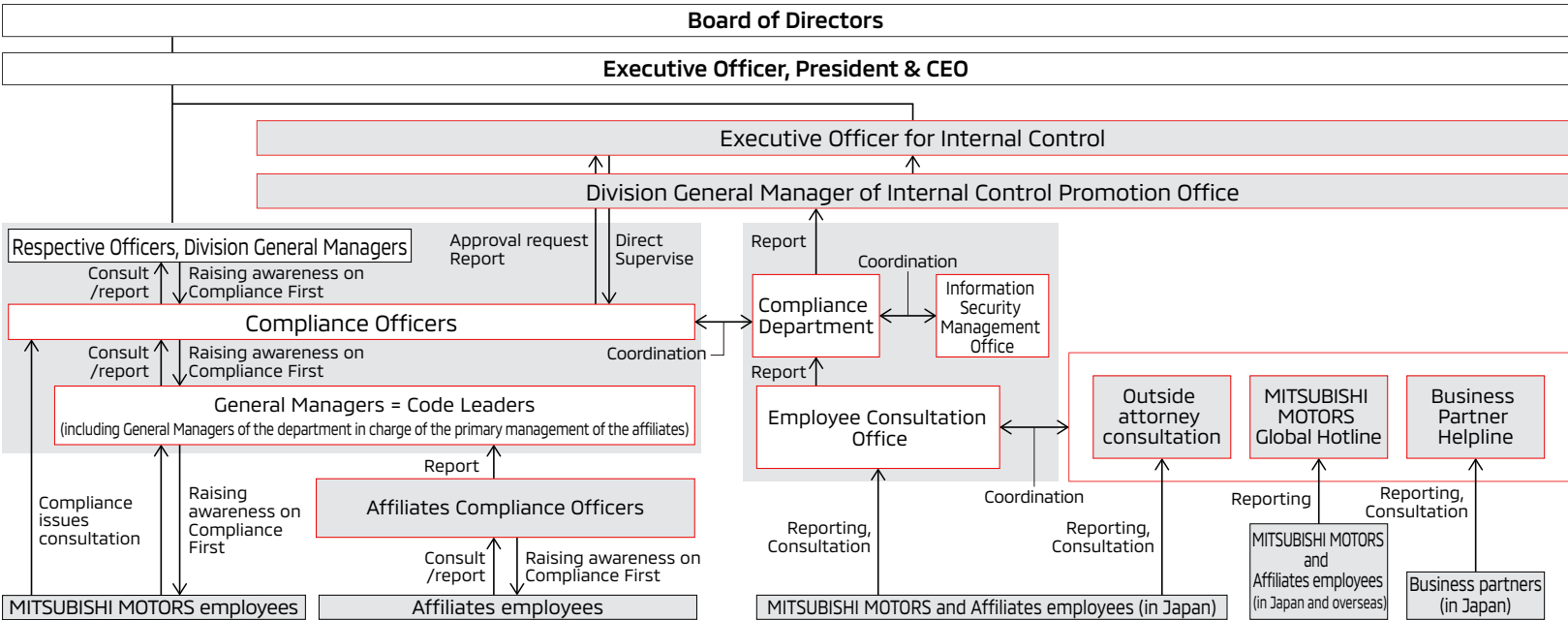
In the event of a serious incident, an emergency response organization is set up in accordance with the emergency

response manual, and a system is in place to ensure that appropriate measures are taken.

As for internal controls related to financial reporting, we verify compliance structures and financial closing procedures. If inadequate controls are found at those companies under evaluation, we request reporting on the nature of the problem and improvements being made. In FY2024, we checked the status of 18 Group companies (MITSUBISHI MOTORS, 6 domestic affiliates, and 11 overseas affiliates).

In FY2024, we experienced no serious compliance violations that might damage our credibility with customers, investors, or other parties.

Promoting Compliance Structure



Establishment of Internal and External Consultation Offices

To prevent and promptly detect improper conduct, MITSUBISHI MOTORS has established several consultation offices allowing employees of us or its affiliates in Japan and overseas to report or consult about such conduct.

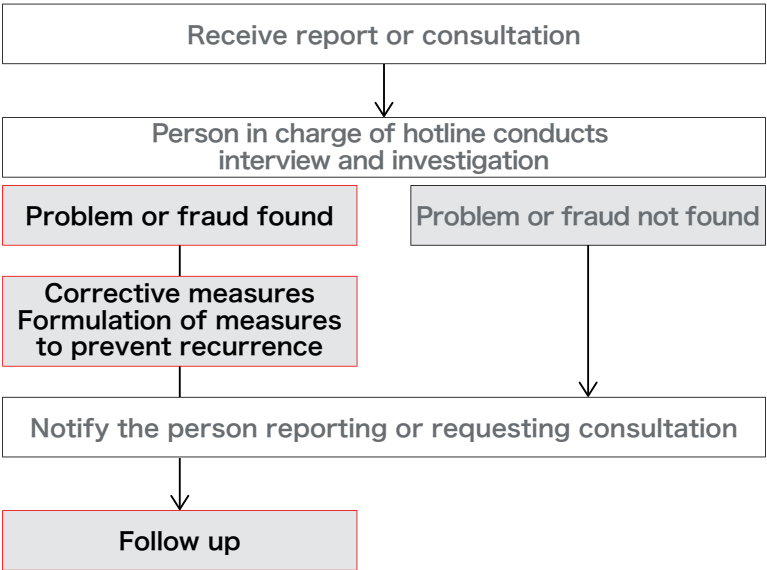
Out of total 136 reports and consultations received in FY2024, the results of the investigation revealed 4 cases of compliance issues, including violations of laws and regulations and harassment. We instructed the relevant departments to promptly take corrective actions and confirmed that they were implemented without fail.

Reference P44 Corrective Measures and Remediation for All Stakeholders

Employee Whistleblowing and Consultation Offices (Global)

Name	Contact point	Eligible persons	Key features
MITSUBISHI MOTORS Global Hotline	Outside	Group employees in Japan and overseas	<ul style="list-style-type: none">Initial intake handled by a specialist firmHotlines established in 14 countries, available in 13 languages
Internal consultation office (Employee Consultation Office)	Internal	MITSUBISHI MOTORS and affiliates employees in Japan (including former employees)	<ul style="list-style-type: none">Compliance Division serves as the contact point
MMC Hotline	Outside (attorneys)		<ul style="list-style-type: none">Handled by an outside attorney

Response Flow After Reporting/Consultation



Number of Reports/Consultations Fielded by Consultation Offices by Category (FY2024)

Item	Number
Corporate/business proposals	18
Workplace environment	27
Labor relations	10
Human relations/harassment	43
Compliance, violations of operational rules, fraud	24
Others	14
Total	136

Education and Training (Japan)

Every fiscal year we formulate compliance-related education and training programs and offer them to employees stratified by each job rank. Each division also draws up and conducts its own measures under the direction of the compliance officer. On and around Safety Pledge Days,* each individual division voluntarily holds events to reaffirm the day’s significance. Workplace discussions are also held at the same time to talk about compliance issues and workplace culture.

In addition, we regularly provide easy-to-understand compliance-related information by posting a Compliance Newsletter on our intranet.

* To prevent past incidents, such as the regrettable recall coverup, from being forgotten over time, we designated January 10 and October 19 as “Safety Pledge Days” in October 2004. These days were chosen because two fatal accidents involving large trucks manufactured by Mitsubishi Fuso, a former MITSUBISHI MOTORS division, occurred on these days.

Education and Training Record (FY2024)

Eligible persons	Training content
Entry-level employees	MITSUBISHI MOTORS history of compliance issues and lessons learned
Mid-career employees	
Newly promoted employees	
Employees of certain domestic affiliates	
Executives	Lecture by an outside expert on the impact of recent geopolitical and economic security trends on business
General Manager level and above	Relationship between business and human rights and compliance
All Employees (including part-time and contract employees)	<ul style="list-style-type: none">e-Learning• Compliance basics• Information security• Labor management (including the 36 Agreement)• Relevant laws and regulations

Anti-Corruption Policies and Approach

The “Global Code of Conduct” clearly stipulates that MITSUBISHI MOTORS executives and employees shall comply with laws and regulations and shall maintain fair and equitable relationships with public servants and business partners.

Additionally, we have formulated the “MITSUBISHI MOTORS GLOBAL ANTI-BRIBERY POLICY” as a global guideline for the prevention of bribery and corrupt practices. This policy clearly states that we tolerate absolutely no bribery or corrupt practices. Furthermore, this policy is also enforced at both domestic and overseas affiliates.

Main Initiatives Anti-Bribery Initiatives

We have established management regulations and operational standards regarding the provision and receipt of gifts or business entertainment involving public servants. In particular, these management regulations and operational standards clearly state that prohibit the improper provision of such gifts or business entertainment to public servants or their receipt from public servants. We have put in place management and operational standards in addition to those for public servants. These standards expressly prohibit the provision of gifts or business entertainment that is illegal or goes beyond generally accepted bounds and the receipt of illicit payoffs.

We provide guidelines outlining the scope of exceptions for gifts and business entertainment, both of which must comply with laws and be deemed socially acceptable and require application to ensure transparent implementation. When providing gifts or business entertainment to public servants, a preemptive application must be made to the general manager

of the Legal Department, and must be provided only if approval is received.

In case these regulations or standards are violated, a system is in place for internal reporting and the formulation and implementation of measures to prevent recurrence.

Employee Training Initiatives

We conduct e-Learning programs on the Global Code of Conduct for all employees and distribute pamphlets containing the Code. For managers and above, a smartphone app is also provided to allow easy access for review at any time.

We also communicate the code across the Group, distributing the pamphlets to affiliates in Japan, and sharing the data electronically with affiliates overseas.

Initiatives Towards Business Partners

Under the “MITSUBISHI MOTORS GLOBAL ANTI-BRIBERY POLICY,” we also ask our suppliers, contractors, procurement partners, dealers and outside agents to comply with applicable laws and regulations related to bribery and with individual companies’ anti-bribery policies. We include specific provisions prohibiting bribery in our distributor agreements with overseas sales companies.

Internal Audits of Sales Subsidiaries

Since many employees in sales sites directly handle money with customers, there is a heightened risk of improper conduct such as embezzlement.

At our domestic sales subsidiaries we conduct regular education and training to instill thorough awareness of our compliance policies and prevent improper activity. Each sales subsidiary implements site audits regularly. As part of our internal auditing of affiliated companies in Japan, our Internal

Audit Division also conducts operational audits of domestic sales subsidiaries. Audit results are reported to our President & CEO, and the results are also shared with our Domestic Sales Division. We follow up the progress of action plans for improvement.

Initiatives at Overseas Affiliates

We work to thoroughly prevent corruption at overseas affiliates by assigning oversight to their executives and employees. Prior to their appointment, we provide training on legal risks, including the prohibition and prevention of corruption. Furthermore, when conducting audits of overseas affiliates, our Internal Audit Division also verifies the progress of efforts to prevent bribery and other corrupt practices.

[Reference] ESG Data “Governance” Anti-Corruption
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-governance.xlsx>

Political Involvement (Political Contributions)

We respect the requirements set forth in the Global Code of Conduct to “comply with all laws and rules,” “be impartial and fair” and “be transparent and accountable,” and maintain appropriate relationship with politics.

Recognizing that reasonable expenditures are required to appropriately maintain a democratic government, we consider making political contributions to be one aspect of its social responsibility. When making such contributions, we do so in accordance with the Public Offices Election Act, the Political Funds Control Act, and other laws and regulations related to politics. We also ensure to follow our own internal rules for approval.

[Reference] ESG Data “Governance” Political Contributions
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-governance.xlsx>

Information Security
Policies and Approach

MITSUBISHI MOTORS recognizes its social responsibility to adequately protect its important information assets (information and the IT systems, equipment, media, facilities, and products that handle this information) in the course of its business activities in order to gain the trust of all its stakeholders. We have established an information security policy and revised related information security regulations in FY2024 to ensure that the entire organization is prepared for increasingly diverse and sophisticated cyberattacks.

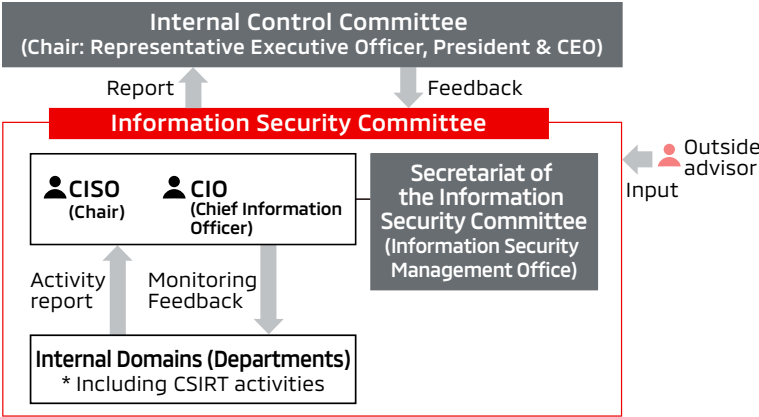
Promotion Framework

MITSUBISHI MOTORS have established the Information Security Committee, chaired by the Chief Information Security Officer (CISO), as a subordinate body under the Internal Control Committee. This committee determines key matters and policies related to information security management and monitors information security activities. Outside advisors also participate in the committee, allowing us to incorporate outside perspectives and further enhance our information security efforts.

In addition, the Company has established a CSIRT(*) to respond to security incidents and is working to build a robust information security framework.

* CSIRT: Computer Security Incident Response Team

Information Security Structure



Main Initiatives

- Putting in place and reviewing internal regulations related to information security
- Strengthening management of information assets and measures to counter ransomware due to malware infections and cyber attacks
- Regularly conducting drills based on the assumption of an information incident at CSIRT
- Providing employees with e-learning about information security, e-mail-based training, and alerts via our intranet
- Monitoring information security activities by the Information Security Committee
- Requesting suppliers to conduct the “JAMA/JAPIA Cybersecurity Guidelines Check Sheet” and calling for improvements from those whose measures are deemed insufficient

Product Cybersecurity

MITSUBISHI MOTORS Group recognizes that ensuring appropriate protection against external threats to our products, services, and associated IT assets throughout the vehicle lifecycle is essential for safeguarding our customers, road users, and products, as well as for the stable and proper execution of our operations. Accordingly, we are committed to maintaining robust vehicle cybersecurity management.

As part of this commitment, we have established a management system compliant with UN Regulation No. 155 (UNR155), the United Nations regulation on automotive cybersecurity, and are promoting cybersecurity efforts under the Vehicle Cybersecurity Representative Meeting.

In addition, to collect and analyze security-related information within the industry, we participate in the Auto-ISAC in both Japan and the United States, striving to enhance our cybersecurity quality.

Furthermore, we conduct annual internal audits by our internal audit division to ensure that cybersecurity initiatives are being properly implemented in accordance with the management system.

Protection of Personal Information

The MITSUBISHI MOTORS Global Code of Conduct clearly states the importance of “compliance with laws and regulations,” which includes those related to the protection of personal information. Based on our Privacy Policy, we have established an organizational response framework, compliance requirements for handling personal information, and a reporting line for information leakage incidents. The Chief Information Security Officer (CISO) oversees all activities related to personal information protection. In addition, rules on personal information protection tend to be strengthened around the world. We coordinate with our bases in individual countries, putting in place systems to respond appropriately with their laws and regulations on the protection of personal information.

When outsourcing the handling of personal information, the information manager selects and supervises contractors with appropriate security systems using a “Information Security Checklist.” We also conduct ongoing education, such as through the use of e-learning for employees.

Reference
Privacy Policy
<https://www.mitsubishi-motors.com/en/privacy/index.html>
ESG Data “Governance” Number of appeals related to breaches of customer privacy or loss of customer data
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-governance.xlsx>

Security Export Control

We sincerely believe in the importance of strict security export controls to prevent the proliferation of weapons of mass destruction and the excessive accumulation of conventional weapons in order to maintain international peace and security.

To conduct strict export controls, we have established “Security Export Control Regulations.” We ensure the legality of our export transactions through our management system, with the Security Export Control Committee, led by the Representative Executive Officer, President & CEO, who serves as chief security export control officer.

Approach to Taxation

We recognize that proper tax payment in all operating countries is one of key elements of corporate social responsibility for multinational companies.

We have established the following Global Tax Policy to promote tax compliance in business activities. In line with this policy, we have created a governance system and strive to maintain proper tax payments in compliance with international rules and national regulations.

Reference **Global Tax Policy**
https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/index.html

Intellectual Property

Policies and Approach

The MITSUBISHI MOTORS Group is working to further refine the reliability and drivability technologies it has cultivated over the years while striving to deliver distinctive and impactful products that offer new value leading the times. To achieve this, we are engaged in the creation of various innovative technologies and in intellectual property activities to protect and leverage these technologies.

In the field of patents, we formulate and implement filing strategies focused on priority technology areas defined under the Mid-Term Business Plan “Challenge 2025,” in order to maximize effectiveness with limited resources. Specifically, we position electrification technology, four-wheel control technology, durability and reliability technology, and comfortability technology—as technologies that realize Mitsubishi Motors’ uniqueness of “Eco-friendly × Safety Technology, Peace of Mind and Comfort”—as core technologies. Together with safety technology, which forms the foundation of all technologies, we are promoting activities to protect and utilize intellectual property in these five fields. In the field of design, the Intellectual Property Department works closely with the Design Division to formulate and implement filing strategies that actively protect design elements expressing Mitsubishi Motors’ uniqueness—such as the “DYNAMIC SHIELD” front design and the “HEXAGUARD HORIZON” rear design. Furthermore, for UX and UI elements such as navigation and displays, we seek to protect our rights through a combination of design patents and utility patents as part of an intellectual property mix. By continuously implementing planned rights acquisition, we are strengthening our intellectual capital and contributing to enhanced profitability.

Promotion Structure and Key Initiatives

Under the Mid-Term Business Plan “Challenge 2025,” we have established a structure in which the Intellectual Property Department plays a central role in planning and executing IP strategies in close collaboration with the Development, Design, and Product Strategy Divisions. By executing intellectual property management that contributes to brand enhancement, and strategically acquiring, protecting, and utilizing patents, designs, and trademarks in Japan and overseas to maximize the effectiveness of investments, we are linking intellectual property to the creation of corporate value.

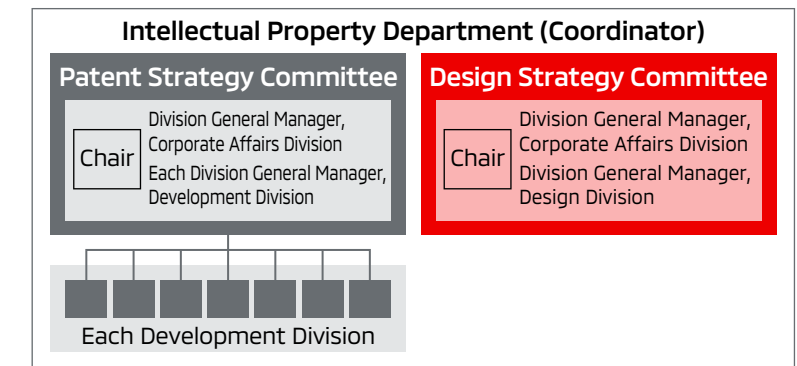
At MITSUBISHI MOTORS, the Division General Manager of the Corporate Affairs Division, to which the Intellectual Property Department belongs, serves as chair of both the “Patent Strategy Committee” and the “Design Strategy Committee,” ensuring a balanced approach that reflects not only the perspectives of development and design strategies but also the broader corporate perspective.

The Patent Strategy Committee, chaired by the Division General Managers of each Development Division and the Corporate Affairs Division, has been held quarterly since April 2021. Attendance by key personnel (managers) selected from each unit within the Development Division is mandatory. In addition to proposing and approving filing strategies, the committee works on formulating technology strategies that embody Mitsubishi Motors’ uniqueness, including analysis of competitors’ patent trends.

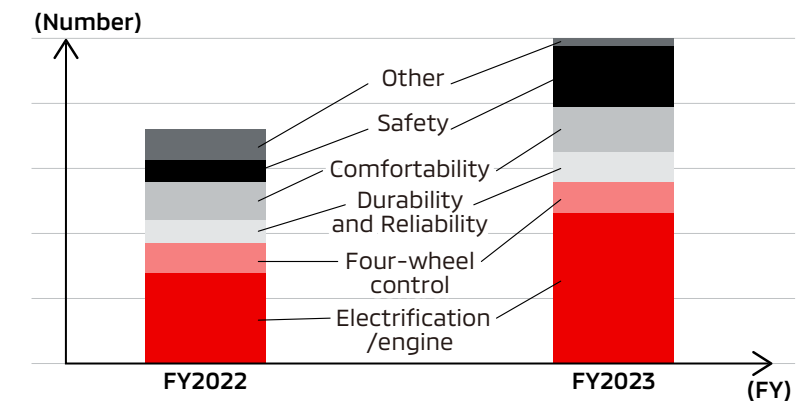
The Design Strategy Committee, chaired by the Division General Managers of the Design Division and the Corporate Affairs Division, has been held regularly since April 2022. In this committee, efforts are focused on developing intellectual property strategies aligned with design strategies to ensure

comprehensive protection of interior and exterior designs that embody Mitsubishi Motors’ uniqueness as envisioned by the Design Division.

Intellectual Property Protection Structure



Number of Patent Applications by Priority Technological Field



Examples of Other Initiatives

Trademarks

We are working to protect trademark rights not only for model names used in the real world but also with a view toward trademark use in virtual spaces such as the metaverse and virtual reality.

Countermeasures Against Counterfeit Products

In addition to cracking down on suspected counterfeit products, we alert customers via our website to use only genuine products. We also collaborate with related industry associations to engage with government authorities in Japan and overseas.

Merchandising

As part of our branding activities, the Intellectual Property Department oversees the merchandising of our vehicles in toys and games to enhance recognition of MITSUBISHI MOTORS vehicles among a wide range of consumers.

Employee Remuneration

We strengthen incentives for the creation of intellectual property by promptly rewarding patent inventions and design creations that have received external recognition or contributed to sales.

Respect for Intellectual Property (Employee Training)

We conduct employee training on patents, designs, trademarks, and copyrights through group training sessions and e-learning programs to foster awareness of respecting not only our own intellectual property but also that of other companies. In addition, upon request from individual departments, we provide customized training tailored to their specific needs. We also regularly share updates on intellectual property and technology-related topics with Members of the Board to further raise awareness of intellectual property across the organization.

Major Training Programs (FY2024)

Training content	Target participants
Introductory Patent Course (e-learning)	All employees (based on departmental discretion)
Design Course (e-learning)	
Introductory Trademark Course (e-learning)	
Introductory Copyright Course (e-learning)	All employees