

Improvement of Product, Sales, and Service Quality

Progress in FY2024

- **Product quality:** Achieved objective for the warranty claim rate within the first three months in service for new vehicles
- **Sales quality:** In the FY2024 Customer Sales Satisfaction Index (CS) survey, achieved objectives in five*¹ countries out of five*² in the ASEAN region
- **Service quality:** In the FY2024 Customer Service Index (CS) survey, achieved objectives*¹ in five countries out of five*² in the ASEAN region (In-house survey objectives were achieved in Indonesia, the Philippines, Vietnam, and Malaysia.)

*¹ Five focus ASEAN countries: Thailand, the Philippines, Vietnam, Indonesia, Malaysia

*² Objective: Achieve in-house survey results equivalent to top three ranking in industry surveys.

Improving Product Quality

- Quickly and accurately analyze customer feedback regarding troubles and product quality, and work on improving product quality.
- Enhance response for new technologies, including electrification and connected service.

Improving Sales Quality

- In our focus countries, we have already achieved its midterm objective which is equivalent to top three ranking in the industry of the CS survey. Aiming for further sales quality enhancement, we work to improve customer service skills for sales staff, digitize sales processes, and strengthen store facilities.
- Strive to offer a high quality and consistent customer experience by enhancing collaboration between sales and service divisions.

Improving Service Quality

- In key priority countries, we have launched a new survey scheme to capture individual customer voices. We are strengthening the follow-up framework for KPIs, such as survey response rates and customer complaint resolution rates. We are improving to shorten our customer handling time and resolution rates for both safety recall campaign and general complaints.
- Distributors are continuously conducting service operation improvement initiatives for underperforming dealers
- We are collaborating with new car sales departments to improve customer service quality, such as simple & easy service appointments and clear explanations at service reception, in order to improve customer satisfaction and lead to repurchase opportunities.
- To provide excellent service for all of our customers in global markets including Japan, we are conducting both online training and on-site group training for dealer service staff and making them improve their technical skill and customer service capabilities effectively. Also we are utilizing the ASEAN regional training center established since FY2024 for further improvement of the service quality in the ASEAN region.
- To improve the service skills and motivation of Japan domestic dealer staff, we held the Technical Skills Contest in December 2024.

Basic Philosophy and Quality Policy

Based on the Quality Policy revised in April 2019, MITSUBISHI MOTORS adopted compliance as a fundamental requirement, and have 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 the entire vehicle ownership.

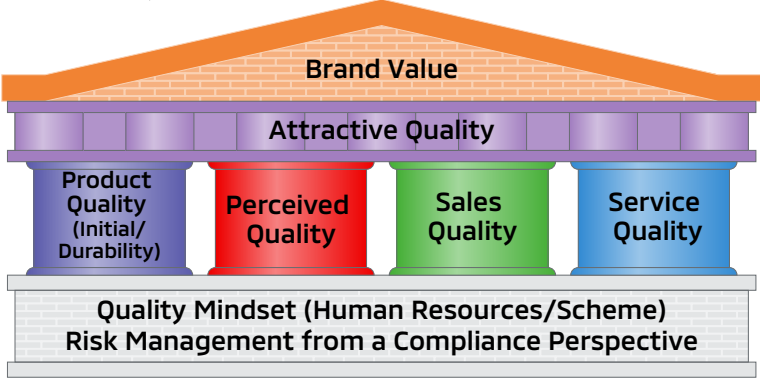
Product quality includes both the initial quality that customers experience immediately after purchasing and durability that customers realize throughout their ownership. We sincerely listen to the voices of customers and address any issues reported from the field and are strengthening our system to make improvements quickly. Additionally, we are working on improvements in perceived quality such as the usability, comfort, and appearance that customers perceive through seeing, touching, and using our products. Regarding sales quality and service quality at dealers, we are continuously making improvements by listening closely to customers, making proposals and responding to their needs to achieve high levels of customer satisfaction.

Based on the mid-term business plan, “Challenge 2025,” we have also updated our mid-term quality plan, called “Quality MTP,” and have continued to implement 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 short, “Mitsubishi Motors-ness.” 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

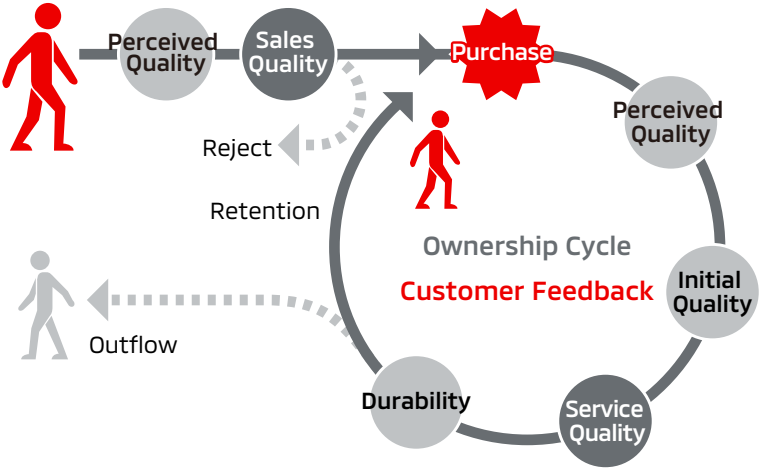
quality from the customer's perspective to ensure customer satisfaction at every touchpoint.

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

The Four Quality Pillars Supporting Brand Value
(MMC Quality House)



Quality Experience Cycle



Quality Improvement Promotion Organization

Meeting	Frequency	Chair	Members	Objectives
Quality Strategy Committee (QSC)	Quarterly	The Representative Executive Officer, President & CEO or directors in charge*1	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*2	Division and plant general managers, responsible person of direct departments	Sharing best practices for enhancing company-wide management quality, responding to external audits, and reporting and horizontally deploying items requiring corrective action.
Quality Management Meeting (QMM)	Monthly	Top management of QMS*2	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, deliberation of solutions to challenges faced in advancing initiatives

*1 If delegated by the Representative Executive Officer, President & CEO
*2 The Representative Executive Officer, President & CEO or the person responsible for quality management system implementation designated by the Representative Executive Officer, President & CEO

Management System

We 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, we share information on vehicle issues reported by distributors or dealers with relevant departments daily, and work together to quickly decide and implement necessary countermeasures TCS* Division, which includes departments that communicate with customers regarding quality, promotes these Company-wide quality improvement initiatives based on customer feedback.

* Total Customer Satisfaction

QMS* 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, the Company 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 ISO 9001 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.

* Quality Management System

Status of ISO 9001 Certification

Subject	Acquisition rate	Breakdown
MITSUBISHI MORTORS	100%	2 of 2 locations*1
Global Production Facilities	100%	4 of 4 locations*2

*1 Finished vehicles production facilities in Japan
*2 Overseas production facilities for finished vehicles (consolidated subsidiaries)

Third-Party Evaluations

We also analyze third-party evaluations such as the JD Powers Initial Quality Study (IQS) and the results of our own customer satisfaction studies as indicators of customer satisfaction, and we are working to provide customers with high quality products and services.

Improving Product Quality

Addressing not only safety issues but also dissatisfaction and complaints regarding product quality is essential to improve customer satisfaction.

Regarding vehicles already sold, we focus 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 gather from the start of shipping 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 malfunctions, have caused customer dissatisfaction. This way, they can be improved in future new models.

Vehicle Quality Evaluations and Guarantees Based on Customer Perspective

As one of our key quality control initiatives, we have introduced VES*. 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 confirmation is performed of 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.

* Vehicle Evaluation Standard

Improving Perceived Quality

We are working to improve quality 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 purchase deliberation, but throughout their car life after purchase.

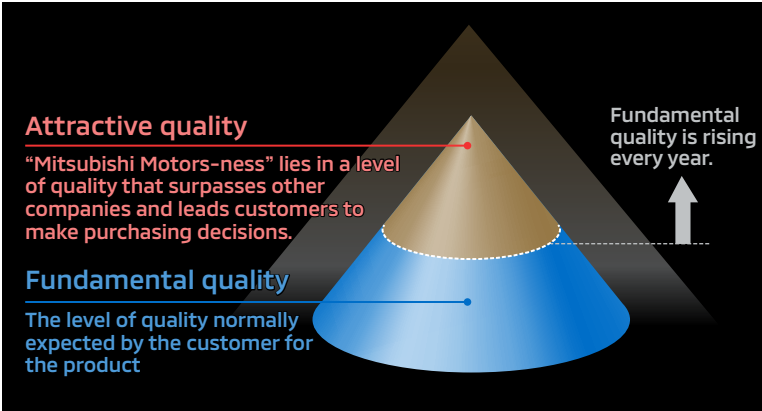
Perceived quality consists of two qualities. The first is

“fundamental quality” which customers typically expect from a product, and unless this level is achieved, customers will not make a 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.”

Improving “attractive quality” helps produce products that customers choose after sensing our unique appeal. We 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 make repeat purchases of 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.

Philosophy of Improving Product Quality



Improving Sales Quality

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

Cooperation with Domestic Dealers

Domestic dealers 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. We also use tablet devices to administer service quality surveys to customers who visit our stores. By promptly capturing customer feedback through these surveys, we are able to make timely improvements.

From 2023, each dealers has identified a person to take responsibility for promoting customer satisfaction improvement activities. We also hold meetings for improvement activity promoters several times a year. In February 2025, we conducted training for staff primarily engaged in providing customer service at sales companies with the theme of “Putting the Spirit of Hospitality into Practice.” Outside lecturers gave speeches and groupwork was used to improve the customer service abilities of attendees and promote improvement activities by sales companies, thereby helping increase customer satisfaction.

Cooperation with Overseas Dealers

Dealers in different countries regularly conduct questionnaires to grasp customer feedback and improve customer experiences. They also digitalize their sales processes and renovate their stores following customer needs in respective counties.

Furthermore, to offer customers consistently high-quality

experience—from a purchase to vehicle delivery and ongoing maintenance—sales companies are strengthening collaboration between their sales and service departments. As part of these efforts, we share the best practices with our sales companies and organize workshops designed to support the initiatives.

Ensuring Proper 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.

Improving Service Quality

Delivering high-quality service from the customer’s perspective is essential 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 repeat purchasing.

Initiatives in Japan

We have implemented a unique service certified program for dealer staff. We provide the appropriate training for each certified staff 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.

Moreover, we host a domestic skilll contest in Japan every two years, bringing together selected service staff from across Japan in an effort to improve the technical skills and motivation of our service staff.

We have seven Technical Centers across Japan which organize technical meet-ups and seminars. Technical staff is dispatched to dealers to assist with 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 service. The training center for the ASEAN region that we opened in FY2023 in Thailand is now operational 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, our technical staff who have a worldwide remit provide support to regional distributors via online-based training on such topics as making complicated repairs.

Moreover, we host a Global Service Skills Contest 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, just as we do in our skill contests in Japan.

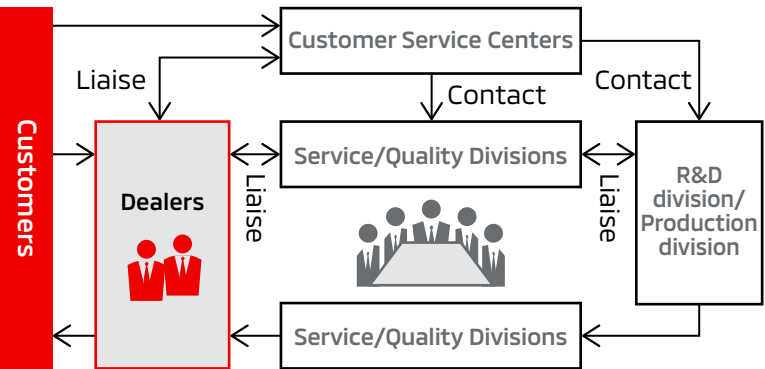
Utilizing Customer Voice

Our mission is to deliver enriching experiences and customer satisfaction through attractive products and outstanding services. To fulfill this mission, we collect and analyze valuable customer feedback received from domestic dealers and overseas distributors and our customer service centers, and our quality, R&D, production, sales, and service division work together to earnestly improve quality.

Improving Quality through Customer Voice

Dealers conduct detailed interviews with customers regarding the issues and the conditions in which they occurred. This information provided 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 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. We actively utilize digital communication tools, including social media, to support and engage with our customers.

The various comments and information from customers are managed in a database. Of the comments and information, matters regarding vehicle performance issues, quality issues, and malfunctions are addressed in collaboration with dealers

and are used for further quality improvements. Additionally, feedback and complaints regarding product quality and specifications are shared with relevant divisions and used to improve product appeal even further. Important information obtained from comments and opinions is periodically reported to 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 for providing information to customers in a timely manner when implementing field campaigns such as recalls prompted by 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.

Reference Recall information in Japan (only in Japanese)
<https://www.mitsubishi-motors.co.jp/support/recall/>

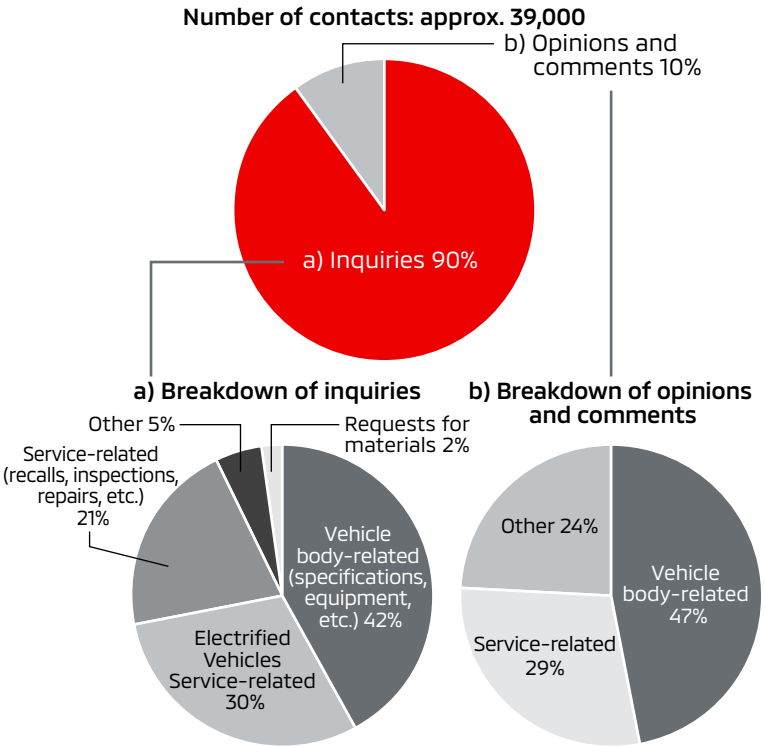
Recalls in FY2024*

Country or Region	No. of cases	No. of units
Globally	9 cases	Approx. 1 74,000 units
Japan	8 cases	Approx. 1 12,000 units
Others	2 cases	Approx. 62,000 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 Service Center in FY2024



Quality Education

Developing Quality Mindset

We are working 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 resources, and, ultimately, our brand power and reliability. As part of these efforts, since FY2014, we have been holding Quality Forums at all business locations in Japan for sharing quality-related initiatives by departments in Japan through the use of panels, videos, and the like.

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. These initiatives are becoming firmly established in overseas business sites, as well, and we plan to further expand the number of business sites carrying out these initiatives.

These forums are held for all employees of the companies that conduct them. In FY2020, we switched to online exhibitions due to the COVID-19 pandemic. We have partially resumed physical exhibitions as well since FY2022.

Number of Quality Forum Participants (FY2024)

Domestic forums	7,960
Overseas forums (Thailand, Indonesia)	2,570

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

Understanding Customer Needs

We are conducting “Voice of the Customer Seminars” in various forms, aiming to provide each employee with an opportunity to understand and think about various customer needs by listening to the actual “Voice of the Customer.”

Contents of Customer Voice Courses (FY2024)

Format	Intended participants	Contents
Group training session	All employees wishing to participate	Share information about the status of calls to the Customer Service Center, customer feedback regarding our quality, and praise for our products
Orientation training	New graduate employees and mid-career employees	
Training for newly promoted employees	Newly promoted employees	
Department-specific training	Employees within the corresponding department	In addition to the above, share customer feedback regarding the operations of the corresponding department
Online streaming	All employees	Videos and articles sharing feedback from customers are posted to a dedicated site on the intranet

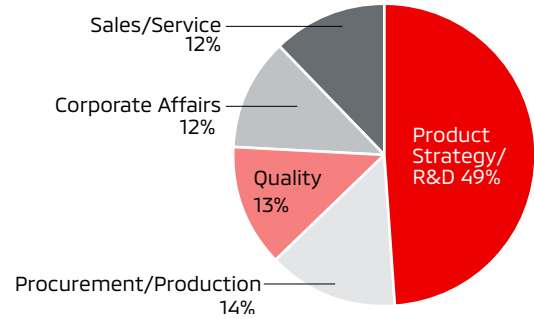
Developing Customer Orientation

We support employees interested in acquiring the Consumer Affairs Advisor, a business certification issued by the Prime Minister and the Minister of Economy, Trade and Industry, with the objective of understanding consumer needs and improving the quality of products and services.

As of April, 2025, we have 57 qualification holders, ranking 12th among Japanese companies and 2nd among Japanese automakers*. Additionally, approximately 80% 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.

* Research by Japan Industrial Association

Advisory specialist for consumers’ affairs



Website Accessibility

In July 2024, we formulated a Web Accessibility Policy. Our goal is to ensure that our corporate information site and vehicle model sites comply with the Japanese Industrial Standards (JIS) standard JIS X 8341-3:2016 “Guidelines for older persons and persons with disabilities -- Information and communications equipment, software and services -- Part 3: Web content,” and we are working to ensure and improve site accessibility.

Reference

Corporate information site

<https://www.mitsubishi-motors.com/en/index.html>

Vehicle model site

<https://www.mitsubishi-motors.co.jp/>

Web Accessibility Policy

<https://www.mitsubishi-motors.com/en/usage/accessibility/>