



Duck and ducklings in the Kyoto Plant biotope (May 2025)

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Respect for Human Rights

Governance

Basic Approach

Based on the idea that respect for human rights is the foundation of our business activities, the MITSUBISHI MOTORS Group supports 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 on Responsible Business Conduct.”

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 our stakeholders in Japan and overseas.

In article 8 of the MITSUBISHI MOTORS Group Global Code of Conduct, “Respect Human Rights and Diversity, Provide Equal Opportunity,” stipulates 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.

In addition, taking into account domestic and international laws and requirements related to environmental and human rights risks, we are reviewing revisions to existing standards such as the “Human Rights Policy” and “Supplier CSR Guidelines,” and considering the establishment of due diligence policies

related to the environment and human rights, with input from outside experts.

Reference

Human Rights Policy
https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/pdf/human_rights_policy.pdf

Complying with the Human Rights Policy
https://www.mitsubishi-motors.com/en/sustainability/human_rights/index.html

Consideration for Human Rights in Work and Investment
The Company believes that building positive relationships based on mutual understanding between employees and everyone in the community is 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.

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.

Management Structure
The Group’s efforts in addressing respect for human rights are mainly focused on the sustainability, human resources, procurement and administration divisions, while also incorporating advice from external experts. In addition, in November 2024, the Company established the Human Rights Committee chaired by the Representative Executive Officer, President & CEO. The Committee is held approximately three times a year to discuss major human rights-related matters, and important matters are reported to and deliberated by the Board of Directors. Matters reported to and deliberated by the Board of Directors are shared by the Human Rights Committee

members with relevant divisions and are used to improve efforts to respect human rights both internally and externally.
In addition, we have positioned the risk related to business and human rights as a priority risk with high potential impact and urgency and have integrated it into the Company-wide risk overseen by the Internal Control Committee to ensure appropriate management.

Reference

P09 Framework for Promoting Sustainability
P84 “Internal Control” Basic Approach, Policies and Organization

Disclosing Information
To appropriately respond to human rights due diligence reporting requirements in various countries and regions, as well as international standards for sustainability reporting, we are considering enhancing information disclosure, including disclosure of prevention and mitigation measures, to ensure transparency.

Strategy
The Group promotes respect for human rights as a company-wide initiative by integrating it into each materiality. The KPIs and progress related to each materiality are monitored by the Sustainability Committee and the Human Rights Committee, both chaired by the Representative Executive Officer, President & CEO.
Specifically, through the medium- to long-term targets and KPIs set for materiality themes such as “Contribution to Local Economy through Business Activities,” “Promoting Diversity and Inclusion, and Enhancement of Employee Engagement,” and “Achieving a Sustainable Supply Chain,” we are working together with employees and business partners to raise sensitivity to human rights risks and enhance practical responses. Through these efforts, the awareness of respect for human rights is becoming embedded throughout our corporate activities, serving as a foundation for fulfilling our social responsibilities.

Risks and Opportunities

Across various jurisdictions, legislation mandating corporate respect for human rights is being introduced, particularly with regard to supply chain due diligence. The urgency to address human rights risks throughout the value chain is increasing rapidly. We recognize that failure to respond to or disclose information in a timely and appropriate manner with respect to these laws and regulations could not only constitute legal violations but also result in damage to our brand image due to a decline in public trust, potentially affecting business activities such as production, development, procurement, and sales.

In addition, with the growing momentum—especially in Europe—toward mandatory human rights and environmental due diligence (mHREDD) in the battery manufacturing process, the Group has identified salient human rights risks that require prioritized action. for the Group’s business and stakeholders. In the automotive industry as well, companies are increasingly required to address broader and more complex issues.

Salient Human Rights Risks

- 1. Forced Labor: Risk of labor performed under coercion, threat, or deception, infringing upon the right to freely chosen work.
- 2. Conflict-Affected and High-Risk Minerals: Risk of child labor and forced labor associated with the sourcing of minerals such as tin, tantalum, tungsten, gold (3TG), cobalt, and mica: Risks of child labor and forced labor related to conflict minerals and responsible mineral sourcing.
- 3. Occupational health and safety: Risk of injury and illness caused by poor working environments or hazardous work.
- 4. Consumer safety and right to inform: Risk of adverse impacts on consumers’ physical or mental health due to unsafe products or misleading labeling, undermining their right to accurate information.

- 5. Access to Remedy: Risk that affected stakeholders are unable to access effective grievance mechanisms or obtain appropriate remediation for human rights harms.
- 6. Harassment: Risk of deterioration of the work environment due to power harassment or sexual harassment.
- 7. Human rights issues related to the environment and climate change: Risk of environmental destruction and infringement of the rights of local residents caused by corporate activities.
- 8. Child labor: Risk of labor by children below the legal minimum working age.
- 9. Rights of Indigenous Peoples and Local Communities: Risk of adverse impacts on the rights of Indigenous Peoples and local communities, including land rights, cultural heritage, and free, prior and informed consent (FPIC) caused by corporate activities.

Risk Management
Environmental and Human Rights Due Diligence Process

The Group has committed to identifying, preventing, or mitigating the negative impacts of its business activities on the environment and human rights through a system of human rights due diligence. In addition, due diligence has already been initiated with a limited number of suppliers while the development of this system is being advanced with the involvement of external experts.

Identification and Assessment of Salient Risk in the Value Chain

To identify and assess salient human rights risks across our value chain, we collaborate with external experts and apply internationally recognized frameworks. For the identification and assessment of human rights risks, we created a risk map using the guidelines published by the Global Compact Network

Japan and evaluated and prioritized each risk category based on its severity and likelihood of occurrence.

In addition, the Group recognizes that employees are essential stakeholders in sustainably growing the Group and enhancing business value. Any infringement of employee dignity or fundamental rights not only undermines our human resources strategy but also leads to decreased engagement. Furthermore, such violations could have a significant adverse impact on the Group’s products and quality, potentially posing risks to customers. Therefore, the Group recognizes that human rights violations related to working conditions, health, and safety of employees as salient risks for our business activities and stakeholders.

Reference P44 Human Rights Assessment

Human Rights Risk Management in the Supply Chain

The Group is committed to fair and responsible business practices that prevent human rights violations within our supply chain. We determine transaction terms, including pricing and delivery schedules, through thorough consultation with suppliers. In addition, we promote two-way communication with our business partners through management based on the Supplier CSR Guidelines. We are also considering revisions to the Guidelines, with input from external experts, to incorporate due diligence in the supply chain.

Since FY2024, we have begun analyzing human rights risks including those related to conflict minerals in the supply chain using AI-based analytical tools. At the same time, we are working to prevent and remediate human rights risks associated with raw material minerals for EV batteries.

We recognize the importance of audits and on-site inspections of suppliers identified as high-risk for human rights issues and are examining initiatives targeting Tier-N suppliers, including those at the material, raw material, and smelter levels.

Furthermore, we plan to conduct monitoring of these preventive and mitigation measures going forward.

Corrective Measures and Remediation for All Stakeholders

If it becomes clear that the Group has caused or been involved in adverse human rights impacts, we will work to provide remedies through appropriate internal and external procedures.

We are promoting the establishment of multiple contact points for corrective measures and remediation. Confidentiality and user anonymity is guaranteed at all of these consultation offices. We ensure that whistleblowers and people who seek consultation do not suffer retaliation or discrimination. Additionally, 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 respond collaboratively, agreeing in advance on prohibited actions, such as finding the informant or retaliating against the informant.

Details of responses and remedial measures for human rights violations or suspected violations will be disclosed in a timely manner on the Company’s website and included in the Sustainability Report.

Grievance Mechanism

In order to ensure access to an effective grievance mechanism for all stakeholders across our value chain, the Company has joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), a general incorporated association. JaCER provides a non-judicial grievance platform called the “Engagement and Remedy Platform,” in alignment with the United Nations Guiding Principles on Business and Human Rights, and endeavors to reinforce the effectiveness of

the grievance mechanism by acting in a professional capacity to support and promote companies to redress grievance to respect the responsibility to respect human rights.

Reference
Japan Center for Engagement and Remedy on Business and Human Rights
<https://jacer-bhr.org/en/index.html>

Employee Whistleblowing and Consultation Offices (Global)

We have established internal and external consultation offices (helplines) for employees, along with the MITSUBISHI MOTORS Global Hotline, which offers assistance in multiple languages.

Reference P87 Establishment of Internal and External Consultation Offices

Business Partner Helpline (Japan)

We have established a Business Partner Helpline for the suppliers of our procurement division.

Reference P47 Establishing a Business Partner Helpline

Customer Service Centers

The Customer Contact Center serves as a direct point of contact to receive inquiries, comments, and requests from customers nationwide regarding vehicle purchases and handling. We strive to provide sincere and attentive responses that exceed customer expectations, aiming to build long-term relationships with our customers.

The Center also accepts reports and consultations related to human rights. In addition, based on the idea of protecting employees engaged in customer service from customer harassment and providing a safe working environment, we have formulated our “Approach to Customer Harassment.”

Reference
P72 Improvement of Product, Sales, and Service Quality
Our Approach to Customer Harassment (only in Japanese)
https://www.mitsubishi-motors.co.jp/reference/customer_harassment.html

Metrics and Targets

Medium-Term Targets	• Implement due diligence and information disclosure in accordance with laws and regulations
FY2024 Results	• Conducted a human rights assessment at Mitsubishi Motors Philippines Corporation (MMPC) • Introduced AI-based analytical tools to support the assessment of human rights risks across the supply chain • External training participation by the Human Resources Division: Total of 58 days

FY2024 Initiatives
Human Rights Assessments

As part of our human rights due diligence, we have been conducting human rights assessments* in Japan and overseas since FY2021, and in FY2024, we conducted the assessment at Mitsubishi Motors Philippines Corporation (MMPC). In order to evaluate the impact of employee participation, one-on-one interviews were conducted between the assessment organization and employees with diverse attributes. To ensure objectivity and consistency with international standards, the assessment was carried out by an external assessment organization.

Although no issues were identified in the assessments conducted to date that would have a significant impact on human rights related to our business or employees, we are formulating and implementing countermeasures and conducting monitoring in response to the issues pointed out by the evaluating organizations.

Additionally, starting from FY2024, we have begun analyzing risks related to human rights and conflict minerals in the supply chain using AI. We have identified and assessed human rights

risks throughout the value chain and have started due diligence efforts upstream in the supply chain.

* Items such as wages (payroll records, overtime, 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.

Implementation of Preventive and Mitigative Measures

Based on the results of past human rights assessments, we have been working to reduce human rights risks through the following process.

- 1. Summarize assessment results
- 2. Identify matters requiring improvement and determining the department in charge and action plans
- 3. Monitor implementation status
- 4. Report to the Human Rights Committee

We are also considering deploying findings from the assessments horizontally across the Group to reduce human rights risks Group-wide. Going forward, we plan to conduct broader human rights assessments and, based on the identified critical risks, advance the examination of preventive and mitigative measures, as well as promote the monitoring of those measures and information disclosure.

Employee Education and Training

At MITSUBISHI MOTORS, the Corporate Officer in charge of the Human Resources Division takes the lead in working with regional Human Resources Divisions to raise employee awareness of human rights. In order to encourage all executives and employees to cultivate their respect for human rights, the

Company is offering courses toward understanding human rights within its various training programs, including each job rank and entry-level employee training.

In FY2024, we conducted a total of 730 hours of human rights training for 760 employees, including entry-level employees, mid-career employees and newly promoted managers (department general managers and section managers). Trainings for executives were also conducted. In addition, we launched an e-learning program on “Business and Human Rights.”

Message from the President on Human Rights Day

Coinciding with “Human Rights Day” on December 10, to raise awareness, each year MITSUBISHI MOTORS’ Representative Executive Officer, President & CEO disseminates a message to all executives 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.

Participating in External Initiatives

- Industrial Federation for Human Rights, Tokyo
- Mitsubishi Group Human Rights Enlightenment Committee

Education and Training Record (FY2024 MITSUBISHI MOTORS)

Targets	Training content	Number of Participants	Attendance Rate
Executives	Sharing of the latest trends on “Business and Human Rights” by outside lecturers	49	—
Newly promoted general managers	Raising awareness of social human rights issues required for workplace management, sharing information on respect for human rights, prevention of harassment, and response in the event of occurrence, etc.	70	100%
Newly promoted managers	Recent topics related to human rights, harassment prevention, responding to incidents when they occur, and the role of manager	174	100%
Mid-career employees (Newly promoted employees)	Recent topics regarding human rights. The relation between our business and human rights, etc.	307	100%
Entry-level employees	The significance of corporate initiatives regarding human rights. Fundamental knowledge regarding human rights, etc.	208	100%
Those who wish to participate	Promote LGBTQ awareness	485	—
All employees	Promote LGBTQ awareness (e-Learning)	9,259	—
	Business and human rights (e-Learning)	8,665	—
Compliance Officer / Code Leader	Input of information related to business and human rights	156	—

Achieving a Sustainable Supply Chain

Progress in FY2024

Cumulative 88%

Conducted supplier CSR evaluations by third-party organization (Purchase amount basis) [FY2023: 85%]

104 cases/year

Conducted supplier process audits [FY2023: 101 cases]

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

Governance Basic Approach

We understand that our Group's activities affect many others, given that we and our 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 and local procurement, we can achieve carbon neutrality, improve quality, and contribute to local community development.

Based on this understanding, we believe that for all processes, from the procurement of raw materials to the manufacture and delivery of parts and products, it is important not only to comply with laws and regulations but also to act responsibly, taking into account such factors as the

environment and human rights.

We have formulated “Supplier CSR Guidelines” and “Green Procurement Guidelines” and work together with all our business partners to achieve sustainable growth throughout the supply chain. As compliance with both guidelines is a priority in our Group's procurement activities, our procurement division executives take advantage of opportunities such as supplier briefings to request that the entire supply chain thoroughly comply with the guidelines.

Reference P42 Respect for Human Rights

Supplier CSR Guidelines

The “Supplier CSR Guidelines,” which are based on our Human Rights Policy, include provisions on respect for human rights, including the elimination of discrimination and the prohibition of child labor and forced labor. They require that suppliers take human rights into consideration, that they undergo CSR assessments by third-party organizations, and that they clearly indicate measures taken in response to compliance violations. We promote collaborative activities with all of our suppliers from the same point of view. The scope of these activities includes labor practices, environment management, and compliance.

In addition, to comply with domestic and international laws and requirements related to environmental and human rights risks throughout our value chain, we are considering revisions to our guidelines with input from outside experts.

Reference Supplier CSR Guidelines
https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/index.html

P43 Human Rights Risk Management in the Supply Chain

Green Procurement Guidelines

Our suppliers cooperate with us in various initiatives, such as

those indicated below, including meeting the requirements of our “Green Procurement Guidelines.” In addition to Japan, we have introduced the guidelines in 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.

Main Requirements of the “Green Procurement Guidelines”

- Acquire and renew external certifications of environment management systems
- Manage hazardous substances
- Promote the 3Rs (reduce, reuse, and recycle)
- Submit LCA* data to allow us to understand the lifecycle environmental impact
- Reduce environmental impact in business activities
- Reduce their environmental impact related to logistics

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

Reference Green Procurement Guidelines
https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/index.html

Management Structure

For all material issues, including achieving a sustainable supply chain, the Group confirms the risks and opportunities identified from a long-term perspective by those responsible for each materiality initiative. Our Sustainability Committee deliberates and decides on initiative targets based on the external environment and stakeholder needs and expectations from a medium-term perspective, and uses the PDCA cycle by checking progress.

We have a structure in which important matters such as

reviewing material issues and the overall status of sustainability activities are deliberated and reported at Board of Directors meetings.

[Reference](#)
P85 Risk Management
P09 Framework for Promoting Sustainability

Strategy
Risks, Opportunities and Impacts

Risks	<ul style="list-style-type: none">• Loss of trust from society/negative impact on stable procurement of supplies as a result of problems such as human rights violations or environmental damage within the supply chain
Opportunities	<ul style="list-style-type: none">• Improving evaluations by investors and stakeholders through our contributions to manufacturing by engaging in sustainable and steady procurement and making ESG improvements to our supply chain
Impacts	<ul style="list-style-type: none">• Enhance business continuity by strengthening the BCP* system in cooperation with industry associations and government.• Reduce impact on human rights and the environment by promoting CSR throughout the supply chain through addressing conflict minerals and other issues related to human rights with suppliers.

* Business continuity plan

Responsible Resource Procurement
“Conflict minerals” (tin, tantalum, tungsten, and gold) and cobalt 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, the Group

promotes 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. To achieve sustainable mineral sourcing, we are considering the formulation of new policies, including environmental and human rights due diligence, with input from outside experts. We ensure the transparency of our raw material procurement along with our suppliers and live up to our social responsibilities.

Risk Management
Business Continuity Plans in the Supply Chain
A large-scale natural disaster, major outbreak of infectious disease, or production 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 suppliers and substitute components.
Specifically, we have established a Supply Chain Risk Management System and ask suppliers to register Tier 2 to Tier N suppliers, including their factories and overseas suppliers, so that target suppliers can be rapidly narrowed down. 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 production shortages for specific parts and materials, and our response to production plans so that we can take countermeasures.

Confirmation Based on Suppliers' Commitments to Guidelines
The Company conducts transactions in an appropriate manner, which includes not violating human rights. We determine

transaction prices and delivery dates following thorough consultation with individual suppliers.
To ensure that suppliers thoroughly comply with our “Supplier CSR Guidelines” and “Green Procurement Guidelines,” we have them submit “Supplier Commitments” and “Declarations of Conformity to Regulations on Substances of Concern.” 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.
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.

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.

[Reference](#)
P44 Grievance Mechanism
P85 Risk Management

Metrics and Targets

Long-Term Targets (2030)	<ul style="list-style-type: none">• Promoting CO₂ emission reduction activities through collaborations with suppliers/transporters in the fields of procurement and logistics
Medium-Term Targets	<ul style="list-style-type: none">• Improving awareness of CSR, which is demanded by society, among suppliers and promote improvement initiatives- Promoting CSR evaluations by third parties and improving scores by explaining the importance of CSR activities- Evaluating CSR when selecting new component suppliers and when performing annual supplier evaluations, using these evaluations as one of the judgment criteria when selecting supplier- Establishing regular measures with suppliers for reducing CO₂ emissions in the procurement field- Engaging in CO₂ emissions reduction activities in the procurement field by coordinating with suppliers and industry groups (JAMA, etc.), establishing methods for determining amount of CO₂ emission reductions- Performing cost conversions for CO₂ emissions, using these figures as evaluation factors when selecting new component suppliers

FY2024 Initiatives
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 the next fiscal year, attended by approximately 300 companies. Small-scale meetings between the management teams of suppliers and our management team are held every year to help foster closer

communication at the management level. These meetings, each of which involves approximately 20 companies, are conducted by the MITSUBISHI MOTORS Council, a voluntary organization of around 180 supplier companies. A total of nine small-scale meetings were held in FY2024.

Enhancing CSR in the Supply Chain through Third-Party Evaluations

The Company conducts third-party CSR evaluations in the four areas of the environment, labor and human rights, ethics, and sustainable procurement, with the aim of raising the level of CSR activities at our suppliers.

In FY2024, many business partners underwent third-party evaluations. MITSUBISHI MOTORS plans to continue expanding the number of business partners who undergo evaluations in FY2025, 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).

Reference EcoVadis methodology
<https://support.ecovadis.com/hc/en-us/articles/115002531507-What-is-the-EcoVadis-methodology>

Support for Quality Improvements by Suppliers

The Group regularly conducts quality audits and assists with quality self-checks by suppliers to improve quality along the entire supply chain.

In FY2024, we conducted process audits for 92 suppliers at 104 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 310 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.

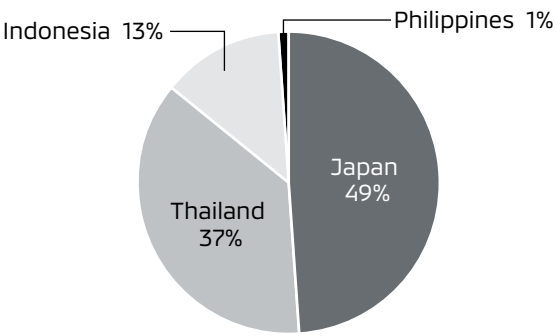
We issue monthly Supplier Score Cards, which numerically represent suppliers' quality results. This approach has clarified issues for each company, assisting in the fast and accurate implementation of improvement measures. In cases of particularly serious defects, we analyze the causes and examine the appropriateness of countermeasures in collaboration with business partners to prevent recurrence. 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 advanced 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 (FY2024)



Employee Education and Training (Non-consolidated)

Scope	Overview
All employees	<ul style="list-style-type: none">Training on Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (e-learning)
Procurement divisions (Entry-level employees, mid-career hires, personnel transferred from other divisions)	<ul style="list-style-type: none">Follow-up training regarding “Supplier CSR Guidelines” and “Green Procurement Guidelines”Sharing of examples of CO₂ emissions reduction activities

Reference

P43 Environmental and Human Rights Due Diligence

P37 Management of Material Data by IMDS

P34 Supply Chain-wide Initiatives

Participating in Outside Initiatives

- Japan Automobile Manufacturers Association, Inc.
 - Partnership-building Declaration
- Reference Our Partnership-building Declaration (only in Japanese)
- <https://www.biz-partnership.jp/declaration/74966-05-23-tokyo.pdf>

Human Resources Management

MMC WAY (Behavioral Guidelines)

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

Accordingly, we established the “MMC WAY” in FY2017 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. In light of the significant changes in the Group’s operating environment, the Representative Executive Officer, President & CEO, and top management team engaged in discussions to determine the ideal path for the Group, taking employee feedback into account. As a result, we have updated the “MMC WAY” in FY2022. We have organized what is important for us as a company and as individuals in the new “MMC WAY,” and together as one to take on challenges toward the realization of our Vision and Mission.

The first two items in the new “MMC WAY” set forth the fundamental values that underpin the Company’s actions. 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 two items incorporate the Group’s 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.

In addition, to promote understanding of the MMC WAY, we

hold on-site workshops every year. In FY2024, the necessity of the MMC WAY was revisited, and specific examples of actions for each item were discussed in order to lead to actions based on this philosophy and to improve understanding.

Reference MMC WAY
<https://www.mitsubishi-motors.com/en/company/information/philosophy/index.html>

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

Question: Percentage of people responding “I understand the MMC WAY.”		
FY2022	FY2023	FY2024
91.3%	95.2%	96.5%

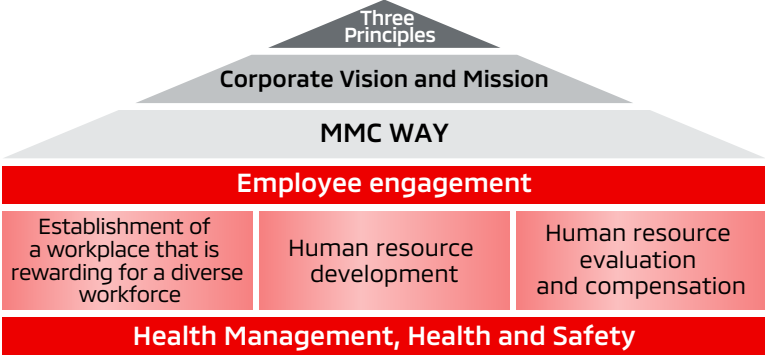
Basic Framework

MITSUBISHI MOTORS Group is 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.

Establishment of a Workplace That Is Rewarding for a Diverse Workforce

To leverage diverse human resources to create business values, we are creating a working environment that helps individuals maximize their capabilities. To achieve a better work-life balance that improves both work productivity and quality of life, MITSUBISHI MOTORS is working to further promote the active participation of female employees, create diverse opportunities for senior human resources, and advance the employment of people with disabilities.

Human Resources Management Basic Framework



Reference P07 Three Principles, Vision, and Mission

In addition, we are promoting a hybrid work style that combines on-site and remote work, and developing a flexible work system that accommodates life events such as childcare and nursing care.

Reference P53 Promoting Diversity and Inclusion, and Enhancement of Employee Engagement

Human Resource Development

The Company’s 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 MITSUBISHI MOTORS’ “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.

Reference P57 Stepping up Human Resource Development

Human Resource Evaluation and Compensation

In our evaluation and compensation system, we have adopted a multifaceted competency (behavioral) evaluation that incorporates not only performance achievement evaluations based on a target management system but also the behavioral guideline “MMC WAY” and the three pillars of “Human Resource Development and Organizational Management” and “Expertise,” thereby building a framework that captures individual performance and growth from multiple perspectives.

For managerial personnel, we assign them the role of promoting organizational revitalization through management and practice of human resource management that contributes to strengthening our management foundation by: (1) Sharing organizational goals and fostering a sense of responsibility for achieving these objectives, (2) Enhancing incentives for achieving objectives, (3) Enforcing expected mindsets and behaviors, and (4) Making appointments and promotions according to merit.

For non-management personnel, we have established a framework to foster both organizational unity and individual growth by: (1) Sharing organizational goals and cultivating awareness toward their achievement; (2) Enhancing transparency and a sense of fairness in evaluation and treatment; and (3) Promoting the penetration of the Company’s corporate philosophy and code of conduct.

Furthermore, we are working to create an environment that

supports career development and further enhances employee motivation by designing a remuneration system that accurately evaluates the level of responsibility associated with each position and the degree of individual contribution to the Company, and appropriately reflects these factors in compensation. Particularly for management-level employees, we strive to instill a sense of participation in management and strong ownership. To ensure transparency and fairness, we incorporate a company performance-linked component into bonuses.

In terms of wage levels, in addition to complying with applicable laws and regulations, we ensure appropriate compensation based on job responsibilities while fully considering industry standards. In addition, we are committed to eliminating unjustified wage disparities based on race, nationality, gender, and other factors and to maintaining fair and trustworthy operation of our compensation system.

Reference Human Resources-Related Data Wage Levels
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

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 our important management challenges. We have set forth “The Health Declaration” below 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.

Reference
P61 Promoting Occupational Health and Safety
Health and Safety Management Policy
https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/index.html

Improving Employee Engagement

The Company has 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, wellbeing, 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 encourage the implementation of actions to improve engagement. In particular, to improve organizational and human resource management, we developed our original learning program, “A Better Workplace Dialogue,” supervised by a leading expert in organizational development research. We offer workshops for organizational leaders to practically learn workplace development and also provide video learning materials to all employees. Since FY2023, we have also been holding the “Drive your team” seminar annually, inviting outside experts to promote improvements in 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

The Company 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 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, as well as consider and deliberate new initiatives.

Starting from our recognition and analysis of the current situation—including a distorted labor structure strongly influenced by our past history—we have been engaging in broad discussions since FY2023, the first year of the mid-term business plan, “Challenge 2025,” on human resource issues toward achieving the plan’s goals, while also conducting individual interviews with executives. In FY2023, 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.

Furthermore, in FY2024, having confirmed a certain level of “quantity,” we shifted our focus to the next step: enhancing “quality” to improve the productivity of each employee. Accordingly, we concentrated our efforts on strengthening human resource development. Specifically, we are advancing initiatives to systematically establish an educational framework by first defining each division’s envisioned “ideal state,” identifying the “skills” necessary to achieve it, and then aligning these with appropriate “training and on-the-job training (OJT)” programs. These efforts are tailored to each division’s job responsibilities and the experience levels of its employees. Through these initiatives, we aim to foster employee awareness of medium- to long-term career development, eliminate perception gaps between supervisors and subordinates by visualizing each employee’s current position, and encourage a proactive attitude toward learning by promoting an understanding of the significance of assigned duties and training. We are steadily preparing for full implementation during the period of the mid-term business plan. In addition, we will continue to regard the further enhancement of “quality” as an important issue and will continue discussions and deliberations to further strengthen human resource development and raise the level of internal talent.

HR Strategy under “Challenge 2025”

To drive the mid-term business plan “Challenge 2025,” which

was launched in FY2023, and realize sustainable growth, it is essential to create a workplace environment where all employees can work in good physical and mental health, feel their work is rewarding, and fully demonstrate their capabilities. In addition, amid unprecedented changes in the operating environment, we recognize that strengthening education and reskilling to accelerate digital transformation (DX) and create new businesses, as well as securing and utilizing human resources with diverse values and backgrounds, are critical elements that will determine our competitiveness as a company.

Based on this recognition, the Company has positioned the following three pillars at the core of its human resource strategy: “Build better work environment,” “Enhance company-wide learning opportunities and reskilling programs,” and “Strategically secure and cultivate diverse workforce,” and is focusing on formulating and implementing concrete measures.

Reference

P53 Promoting Diversity and Inclusion, and Enhancement of Employee Engagement

P57 Stepping up Human Resource Development

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

Progress in FY2024

6.4%

Female manager ratio*1
[FY2023: 6.3%]

69.6%

Percentage of male employees taking childcare leave*2
[FY2023: 70.6%]

2.72%
(As of March 2025)

Percentage of employees with disabilities
[FY2023: 2.55%]

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

*1 Ratio is calculated based on the number of all managerial employees, including Corporate Officers in the non-consolidated.

*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.

Basic Approach Work-Life Balance

The Group recognizes the importance of realizing an environment where individual finds purpose in their work, can fully demonstrate their abilities, and maintains both physical and mental well-being is a critical priority.

With this understanding, we are creating a working environment that enables individuals to maximize their capabilities and supports the realization of a work-life balance that allows for both increased productivity and improved quality of life, thereby linking the active participation of diverse human

resources to value creation. We promote flexible work styles unconstrained by location or time by developing systems such as flextime and remote work, as well as support measures for balancing work and personal responsibilities, such as shortened working hours and various leave and absence programs.

Diversity Promotion Policy

The Group aims 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 an environment where each person can work energetically without difficulty.

To promote and achieve diversity, we established the Diversity Promotion Office based on the “Diversity Promotion Policy” formulated in 2014, and are pursuing Di@MoND activities. 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. We are working to create an environment in which all employees can work comfortably and find their work rewarding.

Reference

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

Human Resources-Related Data: 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
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

Building a Better Place to Work

Promoting Location-Free Work Arrangements

At MITSUBISHI MOTORS, we have introduced a telecommuting system to help each employee work more efficiently and flexibly and achieve a better work-life balance.

While the system is used widely on an ongoing basis, we operate it flexibly in a full-remote format for employees who have unavoidable circumstances, such as childcare or nursing care, that restrict them from commuting to the office in order to help them avoid losing work opportunities and maintain work-life balance. On the other hand, we recognize that coming into the office fosters face-to-face communication within teams, which can lead to generating new ideas and provide opportunities to acquire knowledge and skills. For this reason, we are working to realize a better work style by balancing in-office and remote work to support more effective and efficient employee growth.

In addition, from the perspective of creating flexible work styles that support both work and personal responsibilities, such as childcare and nursing care, we are enhancing various support systems to help employees balance work and life. 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. Feedback collected through the concierge service is used to improve programs and their operation, helping to create an environment that enables more flexible working styles.

Reference

Human Resources-Related Data: Number of persons taking childcare leave and retention rate of returnees, number of persons who utilize major programs to promote work-life balance
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

Supporting Employees to Balance Work and Childcare

The Company actively supports 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.



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



Dia•Kids Okazaki (within the Okazaki site)

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, we continue implementing training for managers, conducted seminars for expectant fathers and mothers, and offered e-learning programs. Furthermore, in FY2024, we rolled out video content for manager training, seminars for expectant fathers and mothers, and return-to-work seminars after childcare leave, establishing an environment that allows employees to view the content at their convenience. In addition, we are promoting initiatives 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. We have established a contact point that employees can use to contact nursing care specialists by e-mail or telephone as needed, and we continue 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, we have rolled out “nursing care short videos” that explain key points about nursing care and can be viewed at a time convenient for each employee.

Reference List of work-life balance assistance programs
<https://www.mitsubishi-motors.com/en/sustainability/society/workstyle/index.html>

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.

Reference
Human Resources-Related Data: Number of employees by region, number of locally hired managerial employees at overseas subsidiaries
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>



Promote LGBTQ Awareness

The Company’s 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 childcare leave and use Company housing. Additionally, we have held seminars and offered e-learning

to help employees gain an accurate understanding of LGBTQ issues and to increase supporters known as “Allies.” In FY2024, approximately 485 employees participated in the seminar led by external lecturers, which has been held since FY2018 to promote understanding with some 9,259 employees taking part in e-learning. Upon request, employees who have taken the course can receive “ally stickers” to visibly show their support as allies.

Reference

Human Rights Policy
https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/pdf/human_rights_policy.pdf
External Evaluation: “PRIDE Index”
<https://www.mitsubishi-motors.com/en/sustainability/strategy/evaluation/index.html>

Participating in Initiatives Outside the Company

The Company has 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 our 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).

Securing/Cultivating a Diverse Workforce
Implementing a Flexible Total Rewards Strategy and Structure

To further enhance our corporate competitiveness through the recruitment of diverse human resources and the realization of the right person in the right position, the Company has introduced a “Role Grade System” for management-level employees. This system determines compensation based on the role and its significance rather than on seniority or work history, thereby establishing a flexible compensation structure that sets appropriate remuneration according to the scope and level of responsibility of each role. By revising our conventional seniority-based compensation structure, this initiative makes it easier to secure talent with diverse backgrounds from both inside and outside the Company. In particular, responding swiftly and accurately to rapid changes in technology, markets, and the business environment requires the definition of roles aligned with business strategies and organizational needs, as well as offering fair and competitive compensation to individuals with the required skills and experience.

Going forward, we will continue to evolve the operation of the “Role Grade System,” striving for greater effectiveness as a flexible compensation structure that can promptly respond to changes in the external environment and business strategies.

Developing Workplaces in Which Where Diverse Human Resources Can Proactively Leverage Their Skills and Potential to Contribute to Organizational Mission

To promote the creation of an environment in which diverse human resources can play an active role, we are considering and implementing new initiatives in addition to the promotional activities carried out up to FY2023. In employing

people with disabilities, we are working to promote company-wide employment by not only encouraging hiring at special-purpose subsidiaries but also assigning personnel within the headquarters’ Human Resources Division to implement centralized hiring. We are also expanding employment variations and holding employment promotion seminars tailored to regional circumstances. Through collaboration across departments, we are examining and implementing measures to create a workplace where a more diverse group of people with disabilities can thrive.

In addition, we 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 planning to update and introduce IT tools in office divisions.

Promoting Women’s Participation and Advancement in the Workplace

The Company has positioned the promotion of women’s participation as one of its key priorities. 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 continuously working to close the gaps in the female manager ratio and the ratio of women to indirect employees by March 2029.

As part of this initiative, we have been selecting management candidates and current female managers to participate in the Working Women’s Empowerment Forum organized by the Japan Institute for Women’s Empowerment & Diversity Management to enhance motivation, improve skills, and build external networks. In addition, we dispatch

female management candidates from the Okazaki region to Aichi Women’s Empowerment Promotion Project Executive Committee seminars to provide opportunities for learning about leadership styles and management skills.

Reference

General Employers Action Plan based on the Act on Promotion of Women’s Active Engagement in Professional Life (only in Japanese)
https://www.mitsubishi-motors.com/jp/sustainability/pdf/plan_of_action_fy24-28.pdf

Human Resources-Related Data: Status of Women Promoted to Management and Executive Positions
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

Promoting Employment of People with Disabilities

Aiming to achieve a workplace where everyone can thrive, we actively hire people with disabilities in a wide range of occupations. In FY2024, the percentage of employees with disabilities at the Company (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, the Company employs 190 people with disabilities, including physical, mental, and intellectual abilities. In addition, we are working to create an inclusive workplace by installing multipurpose toilets that accommodate ostomates and wheelchair users, and providing communication support tools for employees with hearing impairments. Starting in FY2024, we have assigned dedicated personnel to the Human Resources Division at the head office to promote initiatives that expand employment opportunities for people with diverse disabilities, including the implementation of department-concentrated hiring schemes.

We also promote the employment of people with disabilities through MITSUBISHI MOTORS WING (In December 2023, this subsidiary changed its name.), a special-purpose subsidiary

established as MMC WING in April 2007. This company employs a total of 80 workers with physical, mental, and intellectual disabilities at the Okazaki, Mizushima, and Kyoto plants. Now in its 18th year since establishment, MITSUBISHI MOTORS WING has received many inquiries and consultations regarding employment from “Hello Work” Public Employment Security Offices, the prefectural employment and support center for persons with disabilities, and special needs schools, and its recognition in the region continues to grow. To help support the employment of people with disabilities, we proactively accept requests from employment support organizations and special needs schools to try on-site training, teaching people with disabilities opportunities about group activities and work processes.

Going forward, we plan to develop company-wide initiatives aimed at further promoting employment, such as sharing best practices for the employment of persons with disabilities at each workplace and holding seminars to foster a common understanding throughout the Company.

Reference

Human Resources-Related Data: Employment of people with disabilities
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

Increasing Employment of Senior Workers

With the goal of handing down skills and technologies and securing a talented workforce with extensive knowledge and experience, we operate a program to continue employing senior workers after their retirement. As of March 2025, there were 814 reemployed workers, engaged in handing down techniques and training the next generation.

Strengthening Human Resource Development

Progress in FY2024 (MITSUBISHI MOTORS)

344,264 hours

Total training hours per year*1
[FY2023: 128,254 hours*2]

3.08 days

Yearly training time per employee*1
[FY2023: 1.16 days*2]

¥ 40,234

Yearly training cost per employee*1
[FY2023: ¥8,877*2]

- Introduction of management skill enhancement training for section manager-level employees
- Introduction of CDP career seminars
- Expansion of eligibility for external e-learning programs

*1 Training led by the Human Resources Division / Division-specific training (partial)

*2 Calculation method revised from FY2024

Basic Approach and Policy

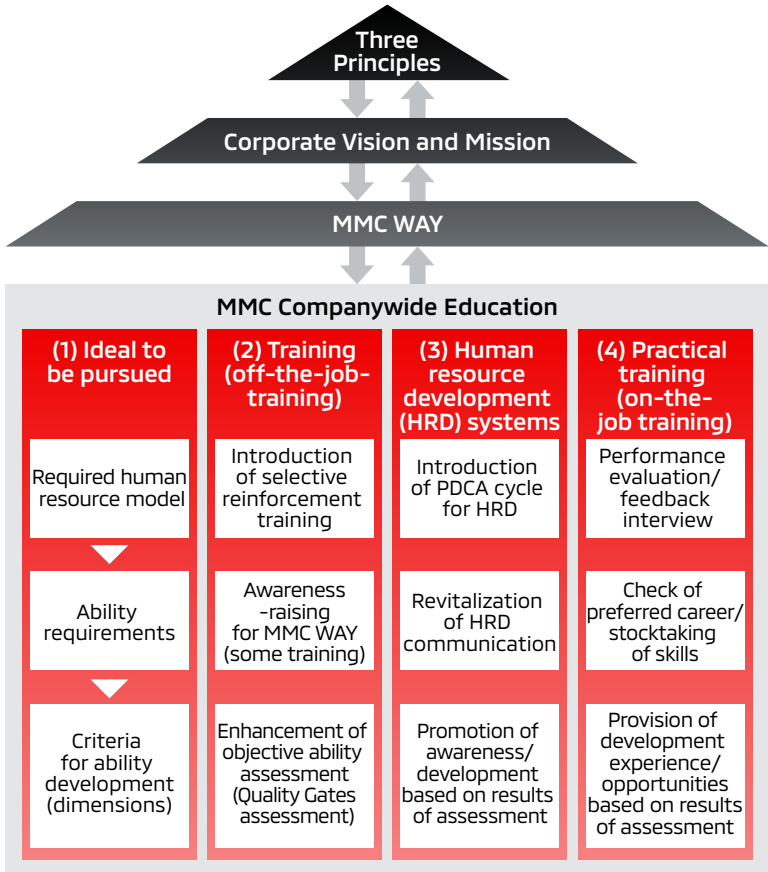
MITSUBISHI MOTORS’ educational three pillars are the “Three Principles,” a statement of the Mitsubishi Group’s management principles; our Corporate Vision and Mission; and the “MMC WAY,” guidelines for daily behavior. We also specified the abilities and skills necessary to put these principles or behavior into practice for each job classification.

Based on this, the Human Resources Division has developed a companywide education system. In order to promote systematic human resource development from entry-level employees to general manager level, we conduct a variety of training programs, including training curricula structured according to job grade and years of experience, selective training programs for next-generation leader development, training for all employees utilizing e-learning, and selective training programs in which employees can voluntarily choose to take.

In addition, each function and department implements education programs based on specialized skills defined for each division, aiming to develop personnel who can grow through their work and become more active in the workplace.

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



Education Program (MITSUBISHI MOTORS)

Job Classification (required human resource model)	Training for Each Job Rank			System	Training Across All Job Ranks	Global						
	Promotion	Role/Skill				Mindset/Skills	English					
General managers (M1) (innovation leader)	Training for Newly Promoted M1	Management Skills Enhancement Training	Selective Reinforcement Training (e-Learning)	Evaluator Training	Training for Mid-Career Employees	CDP Career Seminar	Selective Training Program (Leadership Development Program)	Training for Mentors of New Graduates	Engineer Training	Training for Expats to Be Dispatched to Foreign Affiliates (CCDP Program, etc.)	Top Management Training Before Assignment	Measures for Improving TOEIC Score
Section managers (M2) (management professional)	Training for Newly Promoted M2											
Assistant Manager (a leader of practical work)	Training for Newly Promoted Assistant Manager											
Main Staff (a key player in the execution of work)	Training for Assistant Manager Candidates											
	Training for Newly Promoted Main Staff											
Staff (a professional in the operational work)		Entry-Level Employee Training	Second Year Training	Third Year Training*1								
Clerical Staff (efficiently carries out operations)										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.

Activities to Promote MMC WAY (MITSUBISHI MOTORS)

As part of our efforts to instill the MMC WAY among employees, we hold workplace workshops annually and publish interviews with top management on the company intranet. Through these articles, we communicate the intent behind the MMC WAY and how to put it into practice, providing guidance for employees.

In FY2024, we interviewed employees who joined the Company in 2017—the year the MMC WAY was first introduced. The MMC WAY was revised in 2022, and these employees, familiar with both the original and updated versions, shared how they currently perceive and implement it in their workplaces. By sharing perspectives from employees who are closer in position than top management, we aim to make the MMC WAY more relatable and easier to integrate into daily work.

Launching Digital Reskilling Programs to Support DX (MITSUBISHI MOTORS)

Follow-up Measures for Mid-career Hires

To help mid-career hires quickly adapt to the Company and demonstrate their abilities, we are strengthening workplace onboarding through measures such as assigning mentors and conducting one-on-one meetings. We also offer group training sessions to foster connections among employees who joined during the same period. These sessions include opportunities to visit plants and development facilities to deepen their understanding of on-site operations. Additionally, the training program includes a session titled “Learn from Past Mistakes,” aimed at deepening understanding of past scandals related to safety and quality, and preventing their recurrence.

Enhancing Management Skills

To provide opportunities for enhancing management skills such as workplace management, leadership, and employee development capabilities, we launched the “Management Skills Enhancement Training” program for section manager-level employees in the fourth quarter of FY2024. Approximately 100 employees completed the training within the fiscal year. We plan to complete training for current section manager-level employees by the end of FY2026 and continue the program as a permanent training course for newly appointed section manager-level employees from FY2027 onward.

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

In line with the expansion of production and sales volumes overseas, we are placing emphasis on developing the “next-generation leaders” who can perform in the global business field. 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 FY2024, a total of 13 employees were dispatched under the program—10 under the one-year program and three under the two-year program.

Since FY2022, we established an open call for applications, allowing any employee who meets the requirements to apply. In addition, since FY2023, we have launched a training dispatch program from affiliated companies to MITSUBISHI MOTORS, thereby promoting ongoing human resource development, including employees of overseas affiliates.

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. To adapt to these changes and strengthen our reach to a diverse global customer base, the promotion of digital transformation (DX) is essential. In particular, to meet the diverse needs of not only Generation Z, who are digital natives, but also customers of all generations and markets, and to deliver new value to more customers, it is vital to reinforce innovative approaches that leverage digital technologies.

Against this backdrop, all Board members have discussed our vision for the next 15 years in the IT/Digital area, and shared the recognition that it is essential 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. In “promotion of digitalization/expansion into new business areas,” which is one of the core initiatives of the mid-term business plan “Challenge 2025,” the development of digital talent is an extremely important theme.

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 Board members and employees. In FY2024, we began offering seminars to help employees acquire fundamental knowledge of generative AI, which is rapidly becoming more widespread, and how to apply it in business. We are also developing an environment in which employees can make effective use of AI. In addition, we are promoting the use of no-code and low-code tools to further streamline operations and are rolling out a phased educational program to support their use, thereby helping to improve employee productivity.

Going forward, we will continue to clearly define the types of IT and digital human resources required by the Group and steadily advance initiatives to develop personnel equipped with cutting-edge digital skills.

Embedding Technical Expertise into HR Systems and Processes

In our FY2022 revisions to the HR system, we newly established the category of “expertise” as a behavioral assessment item. Our intent is to drive individual performance and achievement by evaluating the degree to which employees have acquired the specialized knowledge and skills required in their respective organizations, as well as the degree to which they apply them in practice. Evaluation based on “expertise” is linked to a cycle of recognition and motivation, practice and feedback, and skill development and growth, and is connected to salary increases and promotions. By repeating this cycle through annual evaluations, we aim to foster career development and growth based on enhanced expertise, while also encouraging a willingness to take on new challenges.

When the system was first introduced in FY2022, evaluations were conducted based on provisional companywide standards. However, we have put in place department-specific evaluation standards throughout FY2023, and the system was officially introduced in January 2024. In FY2025, we will further refine the definition of “expertise” by developing job-specific skill maps and a structured training program, thereby promoting more effective skill development. Expertise is not something that can be cultivated through training alone—it is deepened through accumulated practice and experience. To this end, we will continue to prioritize the creation of growth opportunities centered on on-the-job training (OJT) in each department, while also combining this with off-the-job training (Off-JT) as needed

to strengthen expertise through actual work.

We will continue to view expertise as a source of competitive advantage and further evolve our systems and environment to support its enhancement.

Cultivating Next-Generation Leaders
(MITSUBISHI MOTORS)

To achieve sustainable corporate growth, we are systematically developing the next generation of leaders who will support the Company’s long-term development.

Starting in FY2024, we expanded the scope of the selective training program “Leadership Development Program” to include not only management-level employees but also Assistant Managers. 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 Representative Executive Officer, President & CEO, Representative Executive Officer, Executive 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 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.

In addition, beginning in FY2024, we have launched one-on-one meetings between executives and female leaders as part of our initiative to develop future female executive candidates.

Supporting Career Development
(MITSUBISHI MOTORS)

Career Development

Regarding career development, 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 (CDP) 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. To further promote the use of this initiative, in FY2024 we launched seminars for all employees to learn about the importance of career development and specific approaches to designing their careers.

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 dealers.

Supporting Lifelong Education

In accordance with the Revised Act for the Stabilization of Employment of Older Persons, which went into effect in April 2021, the Company promotes 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.

FY2024 Good Life Seminars

Number of seminars	Number of participants
4 in total across the Company	89

Promoting Occupational Health and Safety

Progress in FY2024

0.16	Overall accident rate*1 [FY2023: 0.33]
0.03	Accident rate with loss of workdays*2 [FY2023: 0.08]
0.95%	New mental health patient incidence rate*3 [FY2023: 0.84%]

- 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.

Basic Approach

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

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

Each time a workplace accident occurs, the situation is reported to the Representative 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.

With regard to material issues such as occupational health and safety, the Sustainability Committee confirms the risks and opportunities identified from a long-term perspective by those responsible for each materiality initiative. It also deliberates and decides on initiative targets and uses the PDCA cycle by checking progress toward those targets. Furthermore, we have a structure in which the overall status of sustainability activities are deliberated and reported at Board of Directors meetings.

[Reference](#) P09 Our Approach to and Framework for Promoting Sustainability

Initiatives to Ensure Workplace Safety

The Company 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 are where most workplace accidents occur. In order to prevent these, we make an all-employee effort to identify whether or not there are 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 “danger prediction schools” to improve participants’ ability to predict danger. In FY2024, 796 people attended these schools. In addition, 67 employees participated in outside hands-on training sessions to increase their sensitivity to potential hazards that could be present on a daily basis.

In addition, 11,979 employees participated in other programs, including explanations of guidelines for chemical substance managers in conjunction with the revisions to the Industrial Health and Safety Act and training to obtain other safety qualifications.

In FY2024, our overall accident rate was 0.16, which is lower than both the average for the Japanese automobile industry, at 0.41, and our own target of 0.26. We see this as a demonstration of the results of our efforts since FY2023 to thoroughly review and reinforce basic safe behavior such as through companywide point-and-call activities. However, in FY2024, we were unable to completely eliminate accidents, and 6 accidents did occur. We are conducting various initiatives to foster greater safety awareness.

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 to prevent occupational accidents. Through a process covering the perspectives of risk discovery, analysis, and evaluation, appropriate countermeasures are implemented for the identified risks.

As for assessing our compliance with safety-related laws and regulations, in the Group, employees in each workplace use checklists to conduct self-checks 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 affiliates in Japan. In FY2024, we completed physical checks at all affiliate 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).

Reference

Human Resoeuce-Related Data: Accident rate (accident frequency)
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

Promoting Health and Productivity Management

At MITSUBISHI MOTORS, we believe 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 our important management challenges. Led by “The Health Declaration” below, we are working together as one company at our domestic locations to promote health and productivity management. In March 2025, we were certified as a “2025 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.

As part of our efforts to promote health and productivity management, we have identified issues that we aim to resolve

through health and productivity management and created a health and productivity management strategy map to clarify our health and productivity management strategy and story. The health and productivity management strategy map defines three pillars of health and productivity management measures: “Mental health promotion,” “Workplace revitalization,” and “Prevention of lifestyle diseases.” Furthermore, to assess the effectiveness of various health measures, health indicators are set as KPI, concrete initiatives are implemented, and these initiatives are evaluated and improved.

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 we offer personal consultation regarding concerns, provide mental health education and offer support programs to improve the workplace. Measures for making 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 FY2024 the number of new employees absent from work due to mental illness increased 13% compared with last fiscal year, and work continued to account for around 80% of all cases. Accordingly, in FY2025 MITSUBISHI MOTORS will continue to prioritize prevention with the aim of encouraging care of subordinates by superiors and improving workplace environments. As a self-care measure, 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 believed to have high levels of stress based on the results of the annual stress checks. In addition, we provide “all-hands counseling” for 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.

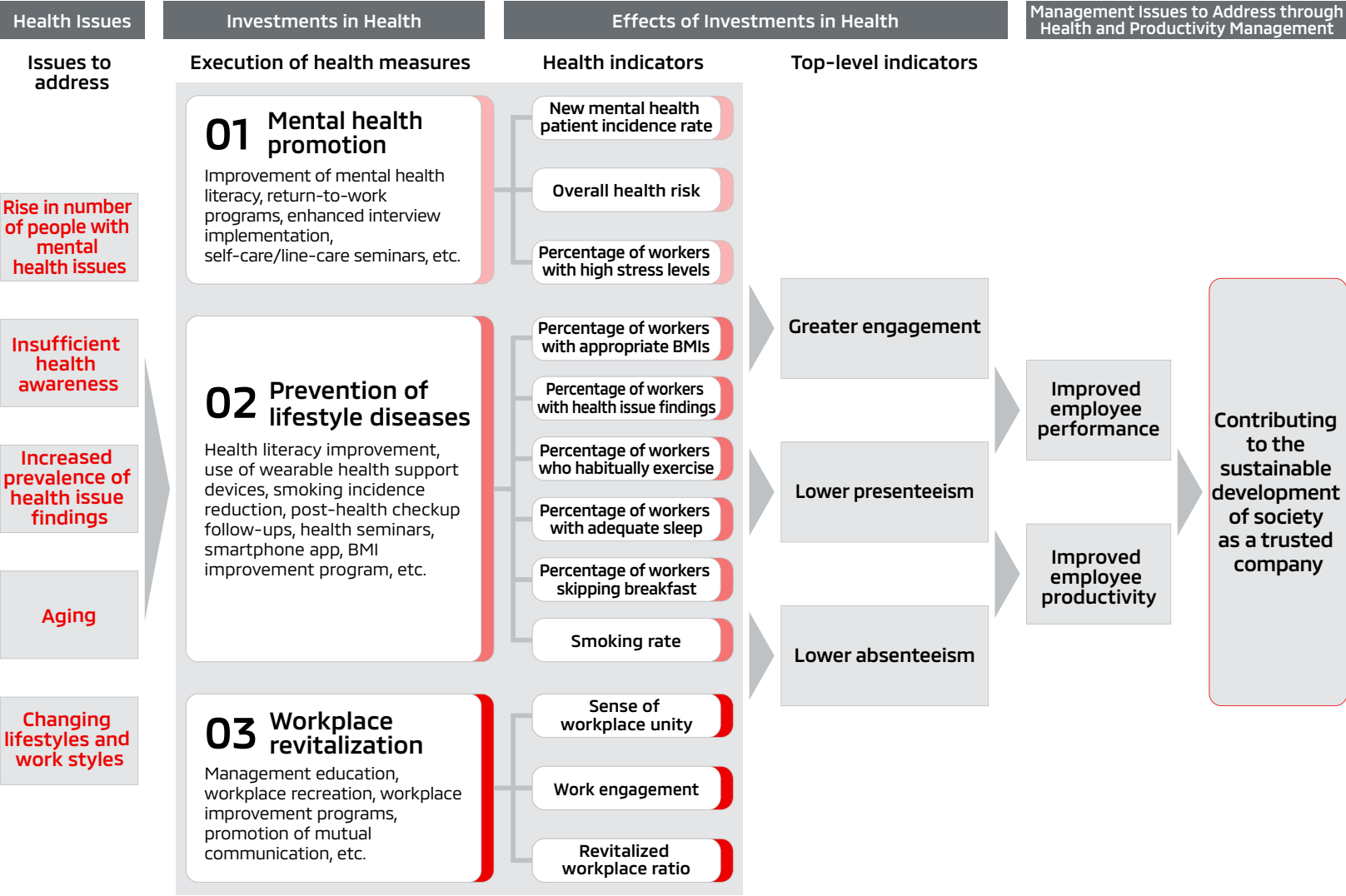
As a measure for helping prevent lifestyle diseases, we have introduced personalized support regarding diet and exercise to employees under age 40 with a BMI of 25 or above in order to reduce their future health risks and we are implementing a BMI improvement program. In addition, starting in FY2024, we have begun providing health columns and streaming in-house online health seminar videos via a smartphone app, and we are striving to improve the health literacy of employees.



“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.

Health and Productivity Management Strategy Map



Safety measures when being assigned to overseas positions

We have created a framework and system of health management that enables employees appointed to overseas positions and family members who accompany them to stay healthy and enjoy peace of mind. We recommend that employees receive vaccinations for measles, rubella, viral hepatitis, and other infectious diseases that are global health issues but which can be prevented through vaccination, and we bear the expenses involved in vaccination.

Labor-Management Relations

We support the basic principles of the Universal Declaration of Human Rights, 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 agreements recognize the labor union as having the three rights of labor (the right to organize, the right to collective bargaining, and the right to collective action).

Membership in the labor union (MITSUBISHI MOTORS, excluding officers and management)

April 2023	April 2024
100%	100%

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 Japan, 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 violations of worker rights or labor disputes have occurred at any of our locations as of the end of FY2024. In addition, to prevent inhumane working conditions or excessive working hours, we have engaged in repeated labor-management consultations and thoroughly managed working hours.

Number of discussions between our headquarters and union headquarters (Japan)

FY2023	FY2024
62	57

Delivering Products Which Help Prevent Traffic Accidents

Progress in FY2024	
17 vehicle models	Safety Support Car S Wide Models [FY2023 : 18 vehicle models]
13 vehicle models	Models Certified by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) as Having Forward Collision Mitigation Braking [FY2023 : 13 vehicle models]
15 vehicle models	Models Certified by the MLIT as Having Pedal Misapplication Prevention Devices [FY2023 : 16 vehicle models]
12 vehicle models	Models adopting the Collision Safety Technology "RISE" (Excluding Vehicle Models Provided by OEM) [FY2023 : 13 vehicle models]

Basic Approach

MITSUBISHI MOTORS Group 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 2021. 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.

The Group has 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

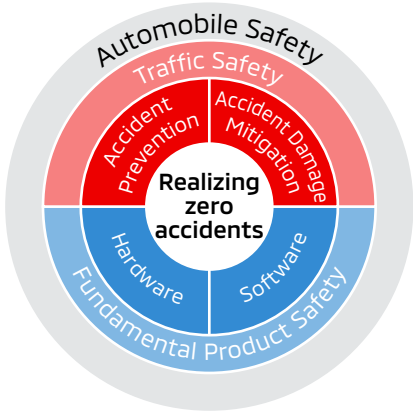
Management Structure

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, The Group 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.

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".

- Reference

List of Car Models (As of April 2025)
- Safety Support Car S Wide Models
 - (Forward Vehicles) Forward Collision Mitigation Braking System and (Pedestrians) Forward Collision Mitigation Braking System Certified Models

- Pedal Misapplication Prevention Device Equipped Models
- Vehicles which Pedal Misapplication Prevention Device can be retrofitted
<https://www.mitsubishi-motors.com/en/sustainability/society/safety/index.html>

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.

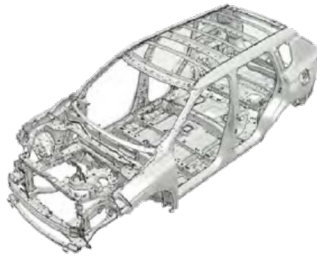
MITSUBISHI MOTORS is also pursuing safety technology with regard to pedestrians, as well as drivers and passengers. For example, we have adopted energy-absorbing structures in the hood, cowl top, windshield wipers and other parts to mitigate injury to pedestrians' heads.

Energy-absorbing structures that help to protect pedestrians' legs are used in bumper faces and headlights, and so on.

* RISE: Reinforced Impact Safety Evolution

Reference

Models Adopting (As of April 2025)
<https://www.mitsubishi-motors.com/en/sustainability/society/safety/index.html>



RISE Body used in the "OUTLANDER PHEV model"

Third-Party Evaluations of Safety Performance

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

* NCAP: New Car Assessment Program

Key Evaluation Results (as of April 2025)*1

Third-Party Evaluation		Rating	Model	Number of vehicles with the highest rating/number of vehicles evaluated
Japan	JNCAP	5☆	OUTLANDER PHEV model ECLIPSE CROSS gasoline model eK X EV	3/5
ASEAN	ASEAN NCAP	5☆	TRITON XFORCE ECLIPSE CROSS gasoline model	3/4
Australia	ANCAP	5☆	OUTLANDER PHEV and gasoline models TRITON*3	2/2
United States	NCAP	5☆	ECLIPSE CROSS gasoline model	1/4
	IIHS*2	TSP+	—	—*4
Latin America	Latin NCAP	5☆	OUTLANDER PHEV and gasoline models L200/TRITON	2/2

*1 Excluding models provided by OEM
*2 The US Insurance Institute for Highway Safety (IIHS) conducts a comprehensive evaluation of safety performance. TSP+ (Top Safety Pick+) is the highest rating
*3 Double-cab models are eligible
*4 No vehicle models were evaluated in FY2024

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.

Reference Social Contribution Activities
<https://www.mitsubishi-motors.com/en/sustainability/society/contribution/traffic-safety/index.html>

Dissemination of Traffic Safety Information

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 Website

Reference Automobile Safety Facts Guide Website (only in Japanese)
<https://www.mitsubishi-motors.co.jp/support/safety/popup/index.html>

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

We participated in presentations and panel discussions on countermeasures to reduce traffic accidents caused by human behavior at the Thailand Road Traffic Safety Forum, the second meeting of which was hosted by the Thailand Accident Research Center (TARC) and held in February 2025. 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 2nd Thailand Road Traffic Safety Forum

Reference Thailand Road Traffic Safety Forum
<https://www.mitsubishi-motors.com/en/sustainability/society/safety/index.html>

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.

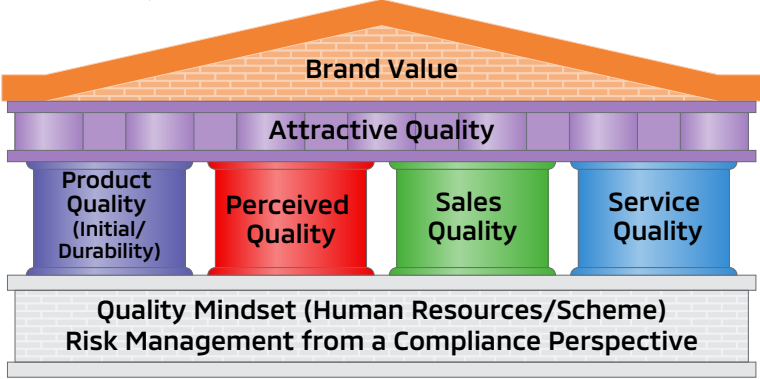
Product quality includes both the initial quality that customers experience immediately after purchasing and durability that customers realize throughout their ownership. We sincerely listen to the voices of customers and address any issues reported from the field and are strengthening our system to 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

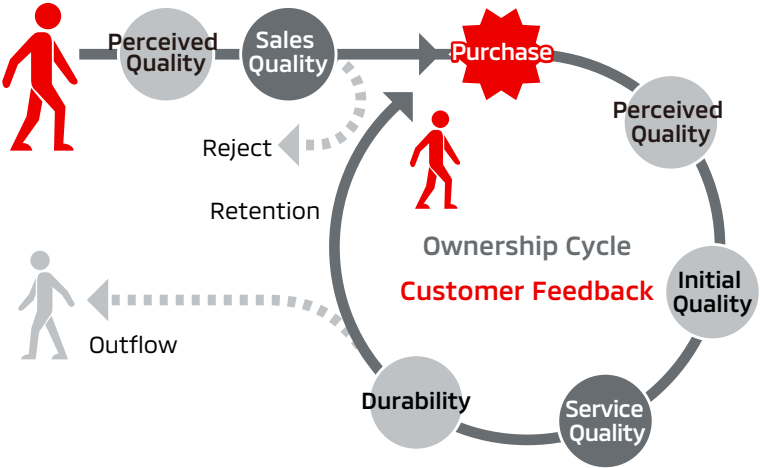
quality from the customer's perspective to ensure customer satisfaction at every touchpoint.

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.

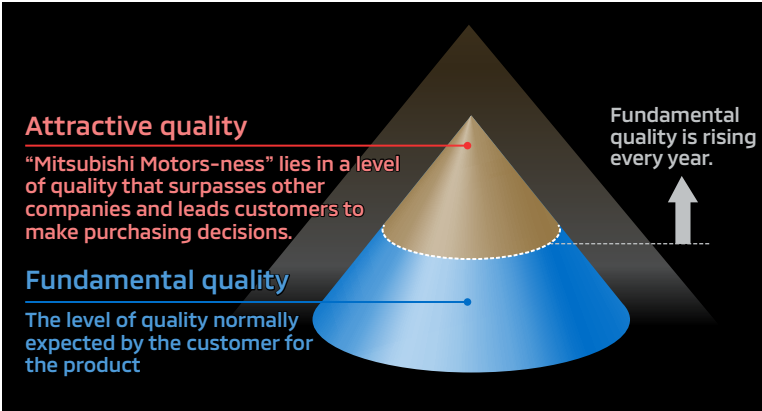
Perceived quality consists of two qualities. The first is

“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.

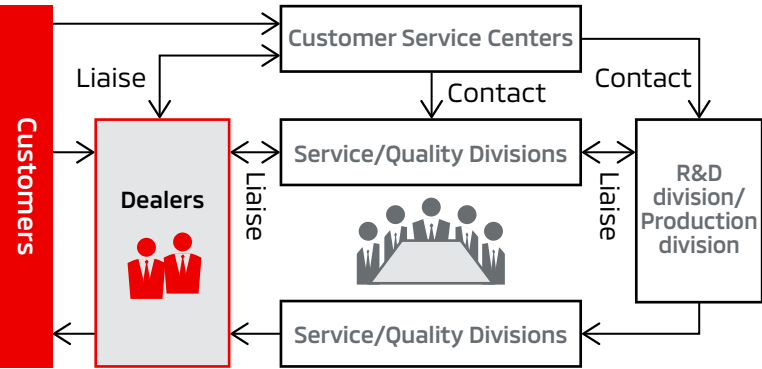
Utilizing Customer Voice

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/>

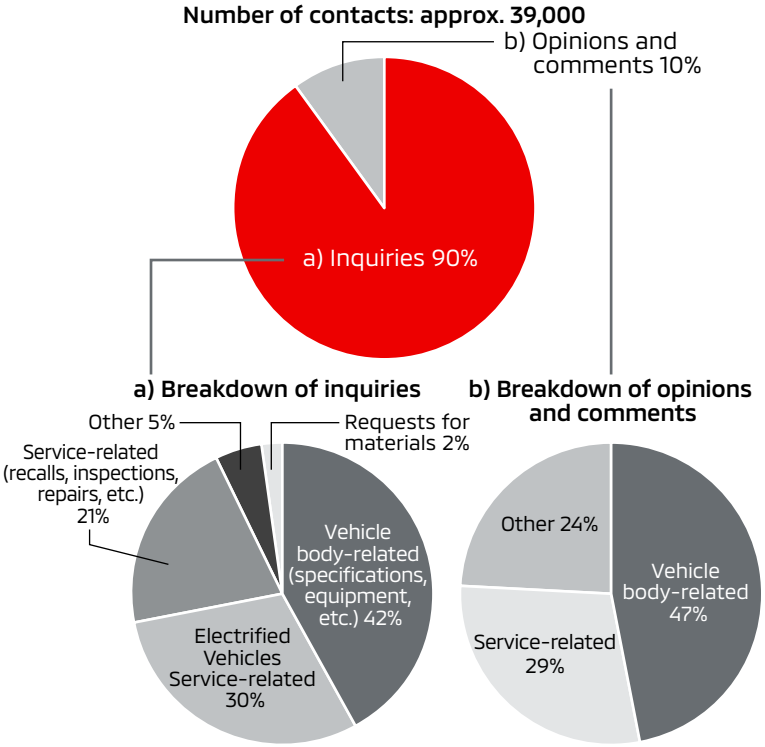
Recalls in FY2024*

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

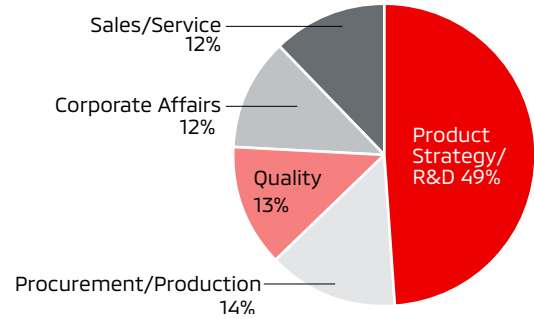
Developing Customer Orientation

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/>

Contribution to Local Economy through Business Activities

Progress in FY2024

10,700people

Number of local employees (including non-full-time employees)
Annual employment (Thailand, Indonesia, the Philippines, Vietnam)
[FY2023: 13,000 people]

370thousand units

Annual vehicle exports
Of which,
Thailand: 250,000 vehicles
Indonesia: 120,000 vehicles
[FY2023: 416,000 vehicles]

- Employment creation: Continued to create local employment at four consolidated companies in the ASEAN region (Thailand, Indonesia, the Philippines, and Vietnam)
- Human resource development and technology transfer: Provided scholarships in the ASEAN region to vocational training schools and technical universities, provided training vehicles, and supported education and training courses (Thailand, Indonesia, the Philippines, and Vietnam)
- Product exports: Continued to export vehicles from Thailand and Indonesia to the ASEAN region (exported vehicles: [Thailand] TRITON, PAJERO SPORT, MIRAGE, ATTRAGE, [Indonesia] XFORCE, XPANDER)
- Promotion of initiatives for creating a carbon neutral society: Carried out “Solar for Lives” project, installing solar power generation systems in hospitals (Thailand), etc.

Basic Approach

The Group has been developing business in the ASEAN region since before 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” contributes to the development of the Mitsubishi Motors Group.

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, positions the ASEAN region as a core area of business and further expands spending on R&D and capex. In particular, it aims to grow our Group by increasing the percentage of spending on electrification, IT, and new business. One of our material issues is “contribution to local economies through business activities.” We are contributing to business development and local economies in the ASEAN region 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).

In addition, we are responding to the societal needs of the ASEAN region, engaging in initiatives that leverage our Group’s technologies and services in the areas of the environment and social contribution.

Management Structure

Local subsidiaries take charge of planning and implementing activities in line with initiatives that target material issues in the ASEAN region, 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, our sales divisions check with local subsidiaries twice a year 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” has positioned the ASEAN region as a core region for our business. Since FY2023, we have rolled out the new “XFORCE” SUV, an internal combustion engine vehicle, in Indonesia, Vietnam, and the Philippines. We have also launched the new “TRITON” pickup truck in various countries, including Thailand. The Group has 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 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 plan to expand employment in the ASEAN region. We employed approximately 10,700 people in FY2024 in the four countries where we have production bases: Thailand, Indonesia, the Philippines and Vietnam. In FY2025, we will continue to create local employment in line with our business plans.

Human Resource Development

In the ASEAN region, which is working to become more industrially advanced, the Group provides experience in automobile manufacturing, sales and service, which aids in the development of specialized expertise and skills and the cultivation of people who are involved in manufacturing and the fostering of local economic growth.

Main Education and Training Programs (FY2024)

Area	Eligible persons	Overview
Thailand	26 students recruited from 11 industrial universities	Internship program to cultivate human resources who will become local economic leaders
Indonesia	317 local employees	Training to acquire operational skills based on program participants' business levels
Philippines	8,786 local employees (total number of participants during the fiscal year)	Multiple training sessions aimed at enhancing participants' operational skills, expertise, and productivity
Vietnam	719 local employees	Training for strengthening the work skills and enhancing the expertise of local employees according to their position and field
Each country	Local employees	Training courses and OJT tailored to the 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

FY2024 Results	Thailand: Capital investment for the start-up of HEV production (XFORCE in FY2024)
	Philippines: Relocation and expansion of assembly and inspection lines
Future Plans	Indonesia: Expansion of facilities to increase production capacity (Increased production capacity from 220,000 vehicles in FY2024 to 255,000 units in FY2025)
	Vietnam: Deliberation regarding construction of new plant

Technology Transfer

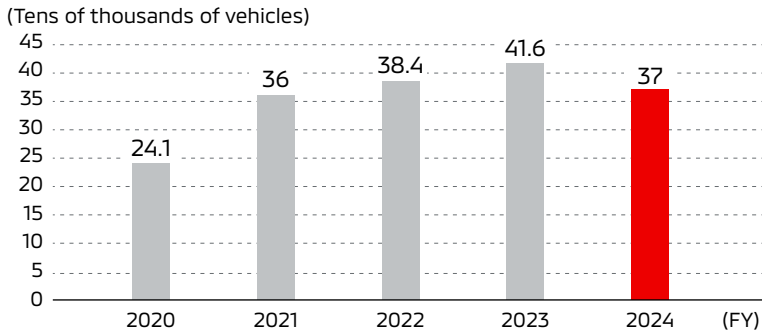
We continue to support the enhancement of manufacturing capabilities and strengthening of competitiveness through local production in various countries, with a focus on the ASEAN, our driver of growth. In FY2024, we transferred manufacturing technologies, including technologies for electrified vehicles developed in Japan, to overseas sites through the process of preparing for the production of new models such as the new 3-row SUV and the “XPANDER HEV.” To enhance the manufacturing competitiveness of local subsidiaries (manufacturing sites), we have ensured that the Buddy system gained traction. Under this system, plants in Japan become “buddies” of overseas plants, so that they can grow together, and they actively provide their buddy plants with support, including employee development. We are enhancing competitiveness and transferring expertise in such areas as quality control and logistics improvements in everything from the start-up of new model vehicle production lines to mass

production. Furthermore, to better motivate employees, we are carrying out the global initiatives of Global Skill, Karakuri Kaizen®, and QC Circle Activity competitions. Many employees from plants in ASEAN countries have participated in these competitions. Master trainers with manufacturing skills and site management knowledge have been placed in ASEAN sites to transfer those skills and knowledge. These trainers are trained and certified by our own global master trainers. Through this initiative, we are working to deepen the knowledge and expertise and improve the technical capabilities of Group employees. 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 strive to promote local technology transfer by providing multifaceted support matched to local needs.

Export

Exports generate foreign currency, which supports the continuous growth of the local economy. The Group's 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 in the ASEAN region and globally.

Units Exported from the ASEAN Region



Environmental and Social Contribution

As the importance of complying with environmental regulations in the ASEAN region grows, The Group is 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. We are also engaging in environmental and social contribution activities rooted in local communities, not just businesses. These activities include donating to disaster-struck areas in different countries, supplying vehicles and parts to educational institutions, conducting education and training at vocational schools, and participating in tree planting and waste recycling activities.

Reference
Our Group's environmental and social contribution activities globally
<https://www.mitsubishi-motors.com/en/sustainability/society/contribution/report/index.html>

Promoting Social Contribution Activities

Governance

Basic Approach and Policies

In accordance with the Social Contribution Activities Policy formulated based on the MITSUBISHI MOTORS Group's vision and mission, we promote social contribution activities through collaboration and cooperation with local governments and stakeholders in areas where our Group companies operate aiming to address the increasingly diverse issues facing local communities, preventing global warming and realizing a carbon-neutral society.

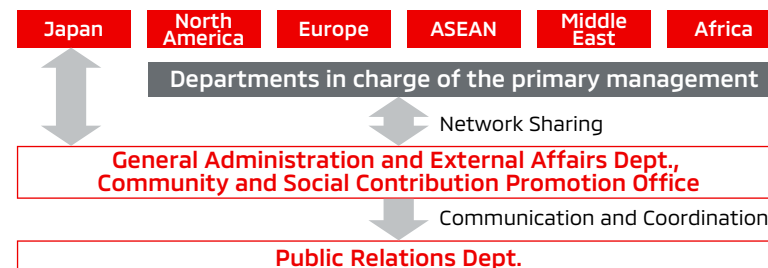
(Reference) Social Contribution Activities Policy

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

Promotion System

Our Sustainability Committee discusses the direction, issues, targets, and progress of our social contribution activities and reports important matters in Board of Directors meetings. Our Community and Social Contribution Office also collects and consolidates information on social contribution activities in each country and provides information both internally and externally.

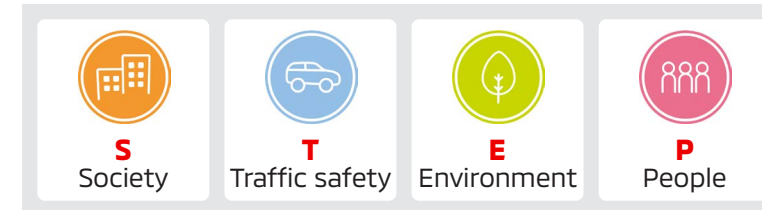
Social Contribution Promotion Structure



(Reference) P09 Sustainability Promotion System

Activities Policy

Our Group focuses on social contribution activities in four fields (STEP).



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.



Logo Mark for Social Contribution Activities

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

Progress in FY2024

Below are reports regarding the results of our activities in FY2024.

- Mitsubishi Motors Thailand Marks Sixth Years of "Employment Project for the Disabled"

<https://www.mitsubishi-motors.com/en/sustainability/society/contribution/report/2025/05/20.html>



- One year after the signing of the agreement, tree-planting activities were carried out at the Okazaki Outlander Forest. (Only in Japanese)



<https://www.mitsubishi-motors.com/jp/sustainability/society/contribution/report/2024/04/16.html>

For further details on other initiatives, please visit our website.

(Reference) Social Contribution Activities

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

In regard to risks and opportunities in social contribution activities, we take improving the trustworthiness of local governments and residents and the increasing of understanding of our business as opportunities. At the same time, we recognize that failing to meet expectations could lead to a deterioration in our relationships and a loss of trust as risks.

From a risk management perspective, we administer questionnaires on the Group's business and social contribution activities to participants in the activities we conduct in cooperation with local governments, and we reflect the results in future activities.

Our medium- to long-term goals are to implement reliable activities in STEP fields, work to address regional issues, and promote two-way communication with stakeholders.

(Reference)

P15 Materiality (External Environment and Requests from Stakeholders / Risks and Opportunities / Medium-Term Targets / Impacts)

Human Resource-Related Data:

Breakdown of Social Contribution Expenditures in FY2024

<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>