

MITSUBISHI MOTORS CORPORATION

SUSTAINABILITY REPORT

2025



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Editorial Policy

Purpose of Publication

MITSUBISHI MOTORS publishes the Sustainability Report to comprehensively and continuously inform stakeholders and promote an understanding of the MITSUBISHI MOTORS Group's sustainability approach and initiatives.

Scope of This Report

MITSUBISHI MOTORS CORPORATION and its Group companies in Japan and overseas

Period Covered and Reporting Frequency

Period covered : FY2024 (April 1, 2024 to March 31, 2025)

When appropriate, the Report also includes some historical and recent data from outside the reporting period.

Reporting frequency : Once each year

Date of Publication

July 31, 2025

Reference Guidelines

- GRI Standards (Global Reporting Initiative)
- Task Force on Climate-related Financial Disclosures (TCFD)
- SASB (Sustainability Accounting Standards Board)
- Environmental Reporting Guidelines (2018 edition) issued by the Ministry of the Environment of Japan

Inquiries

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Disclaimer

MITSUBISHI MOTORS' current plans, strategies, assurances, business forecasts, and other nonhistorical matters indicated in this Sustainability Report include future predictions as of the time of publication.

Please note that these expectations, predictions, and forecasts include risk and volatility factors and hypotheses, and may significantly diverge from actual future results.

External Associations and Initiatives MITSUBISHI MOTORS Participates in, Supports, or Refers to

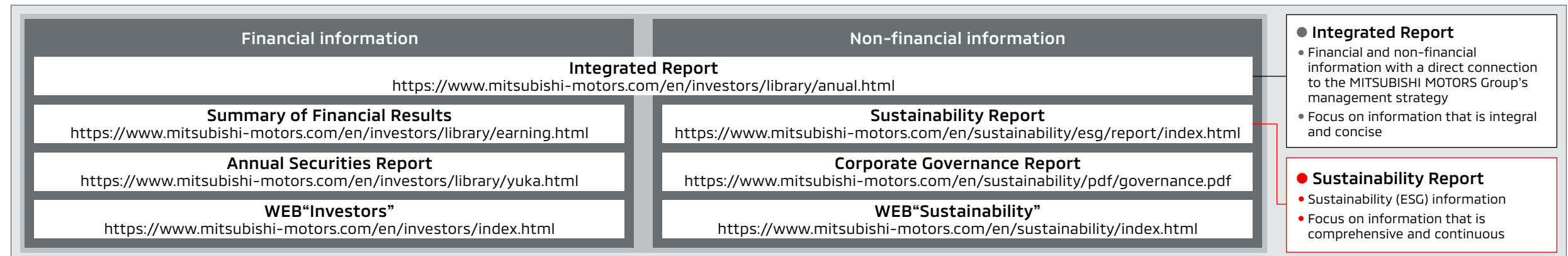
Participation in External Associations and Initiatives

- GX League
- Japan Automobile Manufacturers Association, Inc.
- Japan Business Federation (Keidanren)
- Task Force on Climate-related Financial Disclosures (TCFD Recommendations)
- Japan Climate Initiative (JCI)
- Society of Automotive Engineers of Japan, Inc.

Supported or Referenced External Initiatives

- Core Labor Standards of the International Labour Organization (ILO)
- ISO 26000 Guidance to Social Responsibility
- Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- Keidanren Charter of Corporate Behavior
- United Nations' Sustainable Development Goals (SDGs)

System for Disclosing Information



Corporate Overview

(As of March 31, 2025)

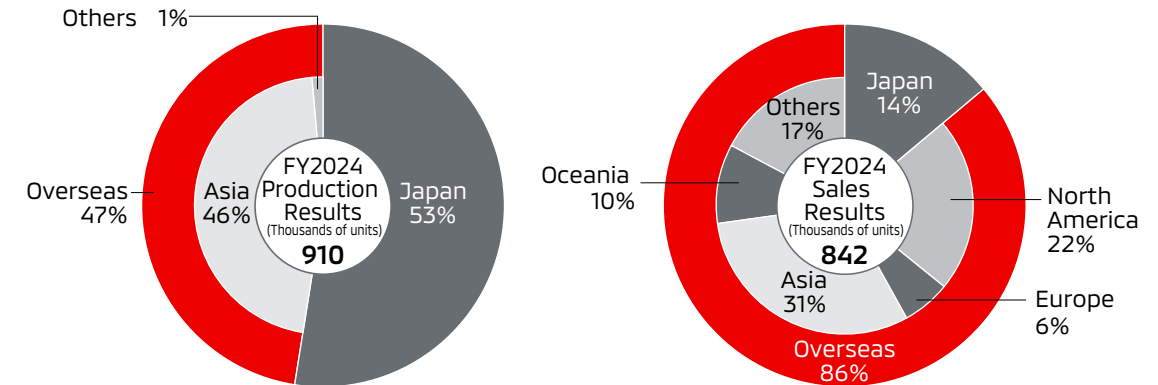
Company Name	MITSUBISHI MOTORS CORPORATION
Established	April 22, 1970
Head Office	1-21, Shibaura 3-chome, Minato-ku, Tokyo, 108-8410
Business Description	MITSUBISHI MOTORS Group carries out development, production and sales of vehicles and vehicle parts and engages in the financial businesses.
Brand Name	MITSUBISHI MOTORS
Common Stock	¥284,382 million
Total number of issued shares	1,460,476,846 (including treasury stock)
Group Companies	Consolidated Subsidiaries: 34 Equity-Method Affiliates: 17
Number of Employees	Consolidated: 28,572 Non-consolidated: 13,570

Performance Highlights

(million yen)

	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	1,455,476	2,038,909	2,458,141	2,789,589	2,788,232
Operating income (loss)	(95,321)	87,331	190,495	190,971	138,826
Ordinary income (loss)	(105,203)	100,969	182,022	209,040	98,602
Profit (loss) attributable to owners of the parent	(312,317)	74,037	168,730	154,709	40,987

Global Production and Sales Volumes



Production Volume by Region

(Thousands of units)

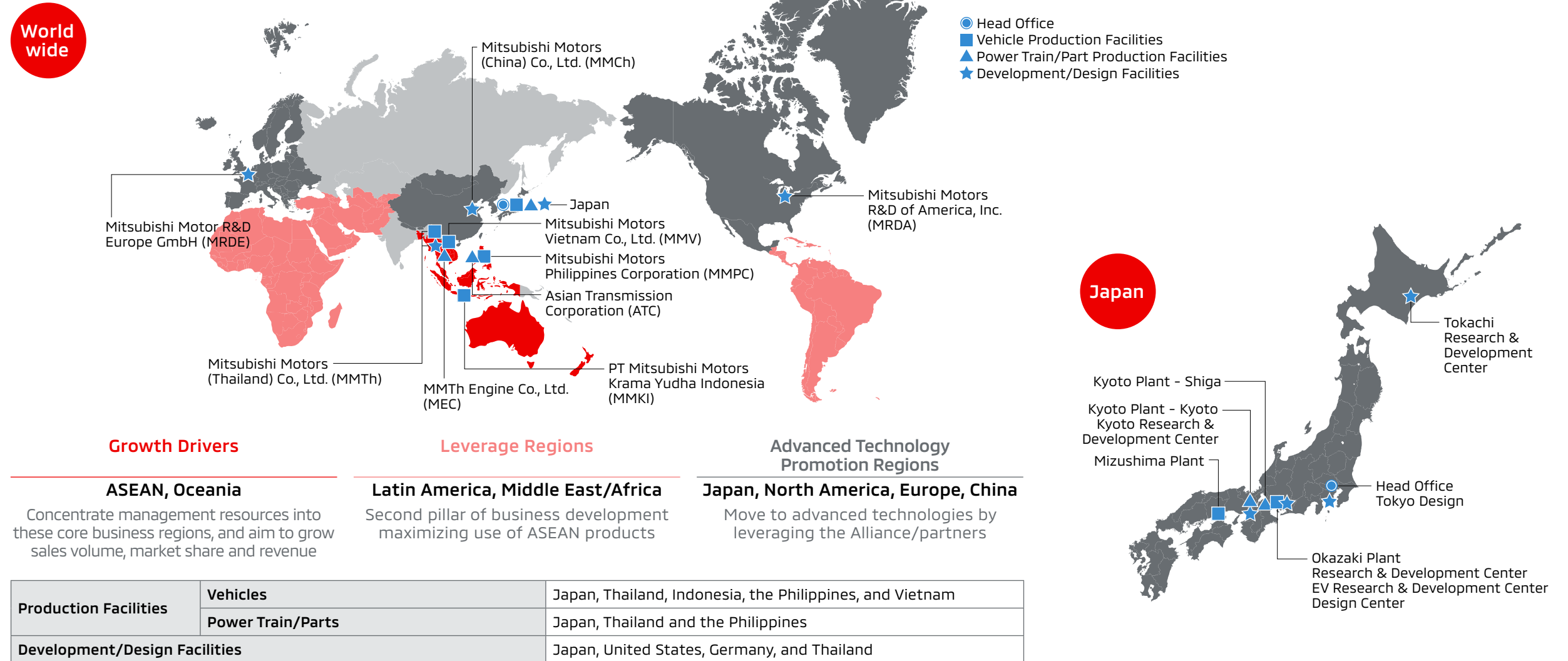
	FY2020	FY2021	FY2022	FY2023	FY2024
Japan	367	420	457	499	478
Overseas	447	604	562	511	431
Asia	434	579	542	498	420
Others	13	25	20	13	12
Total	814	1,024	1,019	1,011	910

Sales Volume by Region

(Thousands of units)

	FY2020	FY2021	FY2022	FY2023	FY2024
Japan	73	75	92	111	118
Overseas	728	862	742	704	724
North America	113	156	133	163	186
Europe	144	131	61	59	51
Asia	294	331	310	262	262
Oceania	72	97	88	84	86
Others	105	147	150	136	139
Total	801	937	834	815	842

Principal Facilities (As of the end of June 2025)



Message from the President & CEO

MITSUBISHI MOTORS Group contributes to the realization of a sustainable society through our business activities



The automotive industry is undergoing a once-in-a-century period of major transformation, with the concept of automobiles—traditionally a means of transporting people and goods—is being significantly redefined by trends such as electrification as countermeasures to global warming and the advancement of AI technologies driving vehicle intelligence.

Amid these dramatic shifts in social needs surrounding automobiles, MITSUBISHI MOTORS has adopted the vision of “Create a vibrant society by realizing the potential of mobility” and, toward its realization, has identified 14 material issues across the environmental, social, and governance fields and is advancing initiatives company-wide.

In pursuit of this vision, through our mid-term business plan “Challenge 2025” formulated in March 2023, we are taking on the challenge of building the mobility business of the future, while positioning the realization of carbon neutrality, which represents a global challenge, respect for human rights, creation of a workplace where diverse talent can thrive, as key pillars.

What we aim for is “the provision to customers of a fulfilling mobility life that awakens their adventurous spirit on the basis of reliability backed up by technology that achieves ‘Eco-friendly × Safety technology, Peace of Mind and Comfort’” and contribute to the realization of a sustainable society. While thoroughly refining our unique character, we will deepen mutual understanding through dialogue with diverse stakeholders, and contribute to the realization of a sustainable society by providing our familiar product, namely, the vehicle.

Challenge to Realize “Environmental Vision 2050”

Currently, companies are expected to address environmental issues including climate change in order to inherit an irreplaceable global environment rich in water and greenery for the next generation and beyond.

To respond to such social demands, we formulated “Environmental Vision 2050,” which defines the social vision we wish to realize by 2050 and the direction of our efforts under the three pillars of “Climate Change Countermeasures,” “Resource Recycling,” and “Environmental Pollution Prevention.”

First, with regard to “climate change countermeasures,” we aim to achieve carbon neutrality across the entire supply chain by 2050. To that end, we will introduce electrified vehicles (electric vehicles, plug-in hybrid vehicles, and hybrid vehicles) tailored to the conditions of each country and region, while also promoting various initiatives to reduce CO₂ emissions, such as adopting low-CO₂ materials and components in collaboration with suppliers.

Furthermore, in the area of “resource recycling,” as interest in the circular economy grows, we have also begun various initiatives aimed at its realization. Specifically, we will minimize resource inputs and maximize resource efficiency through recycling-conscious design and development, promotion of end-of-life vehicle recycling, and efforts to control emissions and recycle resources in production activities.

With respect to “prevention of environmental pollution,” in addition to product initiatives such as cleaner driving emissions, we will contribute to the realization of a society free from environmental pollution that affects human health and ecosystems by reducing pollution associated with our business activities.

Ongoing Strengthening of Efforts to Respect Human Rights

It is essential to address respect for human rights in order to

expand our business globally and achieve sustainable growth, as well as to fulfill our corporate social responsibility.

We support and respect international norms and standards such as the “International Bill of Human Rights” and the “UN Guiding Principles on Business and Human Rights.” In addition, we have established our “Human Rights Policy,” which clearly states our commitment to prohibiting discrimination and eliminating unfair labor practices.

Through our human rights due diligence mechanism, we have conducted human rights assessments at our company and group companies. Moreover, the supply chain, since initiatives to respect human rights are a critical issue, we require suppliers to agree to our Supplier CSR Guidelines and endeavor to understand the situation through CSR assessments of our suppliers by third-party evaluation organizations.

In order to further strengthen our efforts to respect human rights, we established a new Human Rights Committee within the company in November 2024.

The automotive industry has a wide and complex range of suppliers. We will work to strengthen the prevention of human rights violations throughout the entire supply chain in order to ensure the elimination of all human rights risks, including human rights violations in the procurement of raw materials and parts production outside of our direct suppliers.

Promoting Human Capital Management

As noted earlier, the business environment is undergoing rapid change, and the trend of declining birthrates and an aging population is accelerating in Japan. Amid these circumstances, talent is the most critical form of management capital for MITSUBISHI MOTORS to achieve sustainable growth and enhance corporate value.

Based on this recognition, we are focusing on attracting

and developing a diverse workforce with strong aspirations and specialized expertise, while also creating an environment in which employees can thrive over the long term. We believe it is essential to foster a workplace where each individual finds their work rewarding, can fully demonstrate their capabilities, and remains physically and mentally healthy.

Accordingly, to support the mid-term management plan “Challenge 2025,” we are advancing our human resources strategy with a focus on three priority areas: “building a better place to work,” “enhancing learning opportunities / reskilling programs,” and “cultivating a diverse workforce.” In line with these priorities, we are actively reviewing workstyle reforms and various HR systems and measures to establish a workplace where each and every employee is motivated to work and to promote continuous human resource development.

We aim to provide value that meets the expectations of our customers, shareholders, and all other stakeholders. Accordingly, we will continue to place the highest priority on compliance and work to further strengthen and enhance our governance.

Moreover, our business activities are supported by our customers and members of the local communities. To ensure that we never betray the trust of any stakeholder, we will continue striving to be of service to all people and to create new value as a company. We will reinforce our group-wide sustainable management with a prominent level of transparency going forward.



Takao Kato
Representative Executive Officer, President & CEO
MITSUBISHI MOTORS CORPORATION

Corporate Philosophy and Policy

Three Principles

The “Three Principles,” which is the spirit of Mitsubishi’s founding, is positioned as a fundamental philosophy common to the Mitsubishi Group.

Three Principles

Shoki Hoko	= Corporate Responsibility to Society
Shoji Komei	= Integrity and Fairness
Ritsugyo Boeki	= Global Understanding through Business

Reference Three Principles

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

Vision & Mission

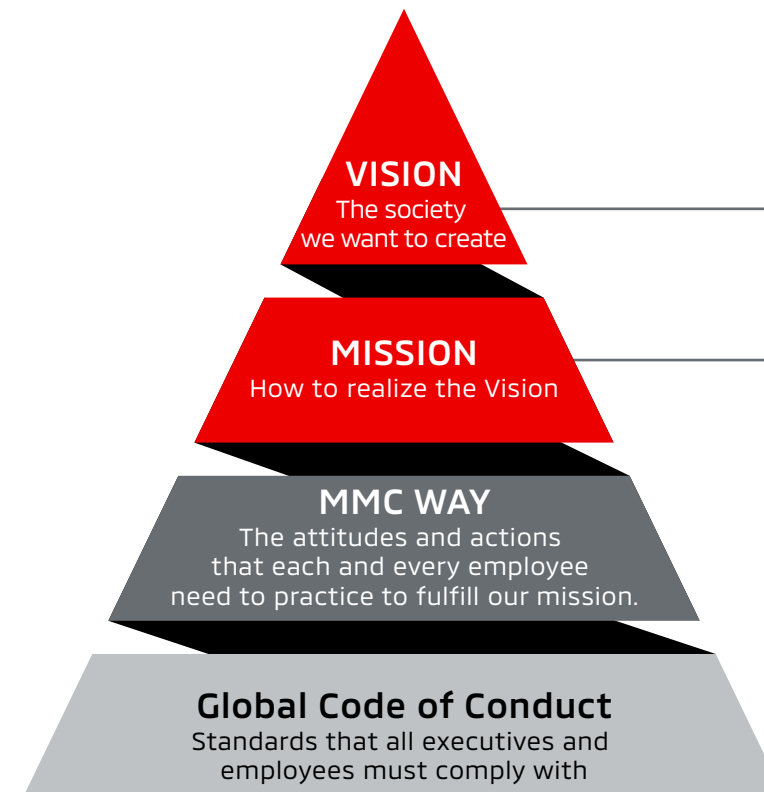
MITSUBISHI MOTORS has formulated our corporate vision and mission to serve as common guiding principles for the employees of the MITSUBISHI MOTORS Group as we look toward the future. The automobile industry is in a period of major change and our business environment is also undergoing substantial changes. Under these circumstances, the Vision (the society we want to create) and Mission (how to realize the Vision) specify how we become more proactive to exert a positive influence on society.

In the automobile industry, technological innovations are emerging one after another due to the diversification of powertrains, the automobile intelligence, and the shift to IoT, and the role of automobiles has changed from “cars” as hardware to “mobility” as a whole transportation system. Under such a major transition, we are committed to research and develop the potentialities of mobility broadly and to provide all people with possible opportunities to go wherever they want,

to see whatever they want, and meet whomever they want, at any time. The “Vision” includes our desire to promote new challenges and economic activities of individuals and contribute to the revitalization of society as a whole by streamlining and optimizing the movement of people.

MITSUBISHI MOTORS’ Philosophy System

Our company’s corporate activities are based on the “Three Principles,” which are positioned as the basic principles common



to the Mitsubishi Group. The “MMC WAY” describes the attitudes and actions that each and every executive and employee should have and take. In addition, we aim to fulfill our Mission and realize our Vision by practicing the “Global Code of Conduct,” which all executives and employees are required to follow.

We contribute to the realization of a sustainable society while deepening mutual understanding through dialogue with various stakeholders through business activities in each country and region centered on familiar products such as cars.

Reference

P50 MMC WAY (Behavioral Guidelines)

Global Code of Conduct

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

Create vibrant society by realizing the potential of mobility

1. Provide new experiences for our customers with creative products and service excellence.
2. Make positive contributions to the sustainable development of our society.
3. Act sincerely as a trusted company.
4. Enhance stakeholder value by leveraging the Alliance.

Management Strategy and Sustainability

Material Issues with a High Impact

Responding to climate
change and energy issues

Delivering products
which help prevent
road traffic accidents

Improvement of product,
sales, and service quality

Contribution to local
economy through
business activities

Promoting diversity and
inclusion, and enhancement
of employee engagement

Strengthening governance
and ensuring compliance

The Three Main Challenges of the “Challenge 2025” Mid-Term Business Plan

1 Establishment/ Strengthening of Absolutely Stable Revenue Base

Establish and strengthen a stable
revenue base by expanding operations
tailored to the characteristics of each
region and country, in response to
the once-in-a-century period of
major change.

2 Working towards Carbon Neutrality

Strengthen collaboration within the
alliance and advance the
development of electrified vehicles
towards the acceleration phase of
electrification, while reducing
greenhouse gas emissions that
originate from our business activities.

3 Digitalization/ Expansion into New Business Areas

Promote DX and further various
partnerships to survive in an era of
major change, by taking on the
challenge of new business model
creations and monetization.

Environmentally
friendly and
enable activities
close to nature

Help contribute to
carbon neutrality
with commercial EVs

Value Provided

“Mitsubishi Motors-ness”

The provision to customers of a fulfilling
mobility life that awakens their adventurous
spirit on the basis of reliability backed up by
technology that achieves
“Eco-friendly x Safety Technology,
Peace of Mind and Comfort”

Reliable and useful when
needed in natural disasters,
power cuts, etc.

Enable our
customers to
experience an
exciting adventure
with confidence

Returning home with
peace of mind from
safety technology for
just about every
adventure

Vision

Create vibrant
society by realizing
the potential of
mobility



Our Approach to and Framework for Promoting Sustainability

Approach to Sustainability

The automotive industry has experienced a series of technological innovations in recent years. In addition to moves toward electrification to counter global warming, we have seen the diversification of powertrains and the incorporation into vehicles of intelligence and the Internet of Things (IoT).

As the external environment surrounding MITSUBISHI MOTORS Group becomes increasingly complex, we believe that working to realize a sustainable society and strengthen our competitiveness, based on our vision to “Create vibrant society by realizing the potential of mobility.” We believe this approach is indispensable for the Group’s sustainable growth.

When creating our mid-term business plan, “Challenge 2025,” we came up with several scenarios for how the world will look in 15 years from now and then performed backcasting to formulate a plan for what we have to work on in the next three years.

The Group recognizes that various challenges in the environmental, social, and governance fields pose risks to its sustainable growth. At the same time, we see working to solve social issues as an opportunity for new business, and we will strive to reduce risk and contribute to solving social issues through responsible business operations.

Reference Mid-Term Management Plan “Challenge 2025”

<https://www.mitsubishi-motors.com/en/investors/corpmanage/plan.html>

Framework for Promoting Sustainability

We have established the Sustainability Committee, which is chaired by the Representative Executive Officer, President & CEO, to promote sustainability initiatives throughout the Group. The committee convenes three times a year. MITSUBISHI MOTORS Group has identified material issues as important issues that we should wrestle from various problems in the environmental, social, and governance fields. The Sustainability Committee confirms the risks and opportunities identified from a long-term perspective by those responsible for each materiality initiative. In addition to assessing and managing these risks and opportunities, the committee deliberates and decides on initiative targets and KPIs 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 by the Board of Directors.

Reference

Sustainability Committee Agenda List

<https://www.mitsubishi-motors.com/en/sustainability/strategy/susc-summary/index.html>

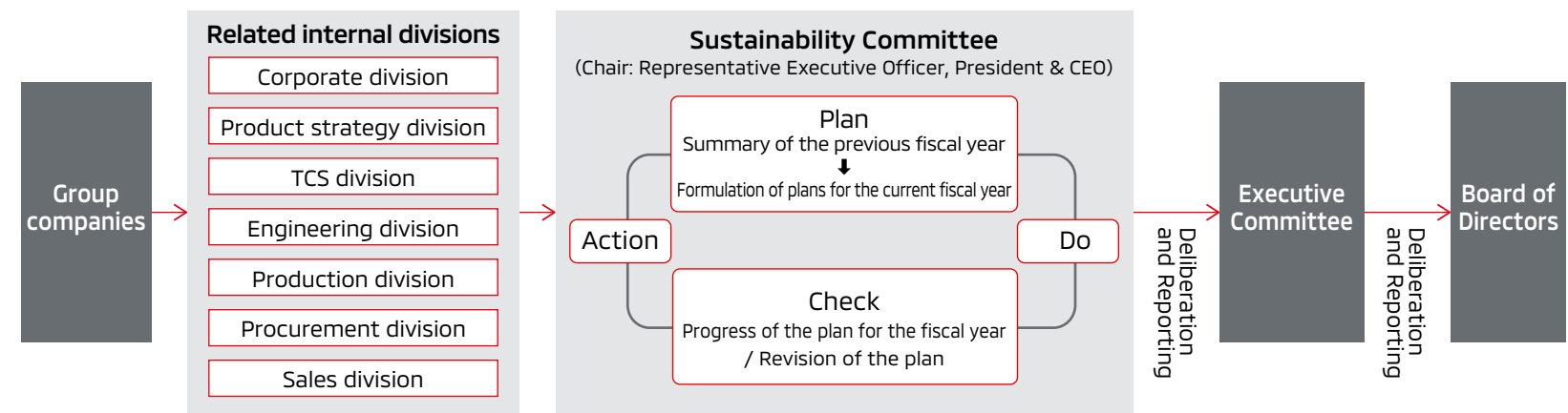
Sustainability Committee Members

<https://www.mitsubishi-motors.com/en/sustainability/strategy/susc-members/index.html>

Instilling Sustainability Awareness within the Company

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

Sustainability Promotion Structure



MITSUBISHI MOTORS' Materiality

Identifying and Reviewing Materiality

MITSUBISHI MOTORS, with recognition of importance of the United Nations Sustainable Development Goals (SDGs), identified material issues as the important issue that we should wrestle from various challenges in the fields of environment, social and governance in FY2018.

During the identification process, we conducted repeated examinations from the perspective of stakeholders' concern and impact on the Company, and held hearings with experts. After that, we repeated discussions about our material issues at the Sustainability Committee, and the decision was made at the Executive Committee.*

In recent years, social trends related to sustainability have changed substantially and rapidly. After carefully considering the impacts the Company has on the economy, environment, human rights and people, we flexibly review material issues in response to the latest social conditions and the needs and expectations of our stakeholders.

* Determined by the Executive Committee in accordance with internal regulations as of 2018. From 2019 onwards, resolved by the Board of Directors and other bodies in accordance with changes in the internal regulations.

Process of Identification and Review

STEP
1

Sorting through Issues and Setting Evaluation Standards

The MITSUBISHI MOTORS Group selected candidates, taking into consideration the SDGs, the GRI standards and external assessments of the Group's sustainability activities. Furthermore, we have set evaluation criteria to determine priorities based on the scope of impact of our activities (boundary) and consistency with business risks.

STEP
2

Internal Investigation

The secretariat, in consultation with related internal departments, confirmed the priority of the initiatives from the viewpoint of impact on the Group's business.

STEP
3

Interviews with Outside Experts

Interviews were conducted by the secretariat with an expert familiar with social issues. The expert reviewed important issues that the Group should address from the perspective of its impact on society (economy, environment and people).

STEP
4

Deciding the Materiality and Setting KPIs

The Sustainability Committee deliberated on material issues that reflect internal and external opinions, and the Board of Directors and other bodies gave their final approval. We also set KPIs for each material issue and assigned people to oversee them.

STEP
5

Reviewing Materiality

After carefully considering the impacts the Group has on the economy, environment and people, including human rights, we flexibly review material issues in response to the latest social conditions and the needs and expectations of our stakeholders. These material issues were then deliberated by the Sustainability Committee, and the Board of Directors and other bodies gave their final approval.

History of Materiality Identification and Review

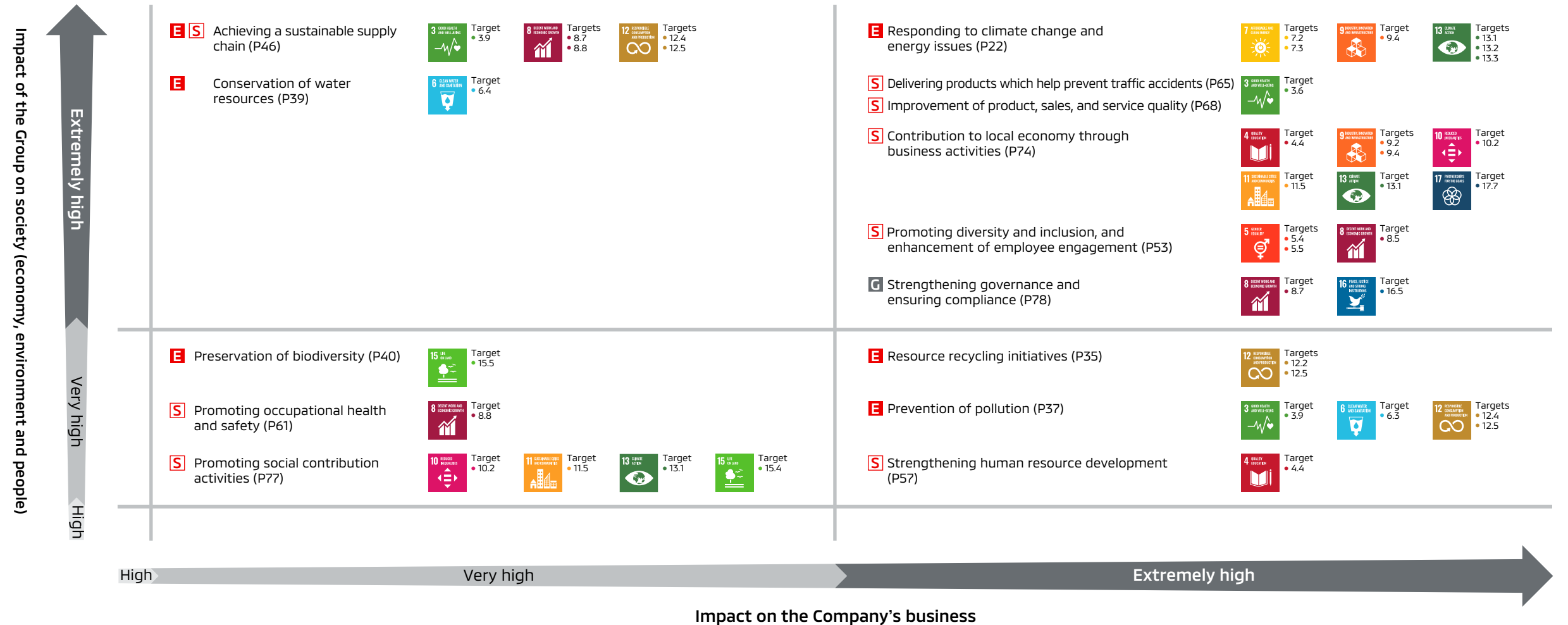
FY2018	• Identified materiality
FY2019	• Formulated the Human Rights Policy
FY2020	• Formulated the Environmental Plan Package • Reviewed materiality (In light of the formulation and publication of the Environmental Plan Package and the new normal triggered by the spread of COVID-19, we have reviewed material issues relating to the "environment" and "people.")
FY2021	• Expressed our support for the TCFD Recommendations
FY2022	• Reviewed materiality (Recognizing that "employees are capital that support the Company's growth," we reviewed material issues related to people, given the need to enhance human capital investment.) • Reviewed the Environmental Plan Package

Reference

Reflecting Medium- to Long-term Perspectives when Setting Annual Targets Related to Materiality

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

The Materiality Identified

**E** : Environmental **S** : Social **G** : Governance

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

Materiality	External Environment/Requests from Stakeholders		Risks and Opportunities		Medium-Term Targets	Impacts
	Analysis of the External Environment	Stakeholders' Needs and Expectations	Risks	Opportunities		
Responding to Climate Change and Energy Issues	<ul style="list-style-type: none"> Declaration of carbon neutrality by more than 140 countries/regions by 2050 For global warming to be kept to 1.5°C, greenhouse gas emissions must be reduced by 43% by 2030 and by 60% by 2035 (COP28) compared to 2019 There have been moves by the governments of various countries to raise their CO₂ and fuel efficiency standards, strengthen their ZEV and LCA regulations, prohibit the sale of internal combustion engines, introduce emissions trading systems, and the like. There are also moves to mandate the disclosure of sustainability information Promoting the electrification of vehicles and the diversification of fuels with the aim of achieving carbon neutrality by 2050 	<ul style="list-style-type: none"> High expectations for the reuse of resources in related fields and for measures aimed at improving energy usage efficiency, in addition to demonstrating environmental consciousness throughout the supply chain, including business activities and our products Growing interest among investors in corporate ESG activities 	<ul style="list-style-type: none"> Increased development/procurement/production costs to comply with stricter regulations Increase in fines, credit purchase costs, and stakeholder litigation expenses due to non-fulfillment of regulations An increasing tax burden on our emissions due to the introduction and expansion of carbon taxes and other sorts of carbon pricing, as well as higher prices on carbon, and higher costs due to a price shift toward the procurement, production and logistics stages Damage to buildings, facilities, and vehicles in inventory caused by typhoons and torrential rains, and the suspension of operations at production facilities due to supply chain disruptions (delays in the supply of parts stemming from damage to suppliers and the disruption of transportation routes) 	<ul style="list-style-type: none"> Expand sales of electrified vehicles by improving product capabilities and taking advantage of government and municipal measures to promote electrified vehicles Increase sales of electrified vehicles and V2X*-related equipment/services in line with the growing value of electrified vehicles as energy infrastructure Boost sales of electrified vehicles that can help supply power in response to growing demand to secure sources of emergency power in times of disaster 	<p>FY2030 targets:</p> <ul style="list-style-type: none"> Average CO₂ emissions from new vehicles: ~40% (Tank to Wheel, compared with FY2010) Electrified vehicles sales ratio: 50% (100% by FY2035) CO₂ emissions from business activities: ~50% (Scope 1 and 2 total emissions, compared with FY2018) Promoting CO₂ reduction activities with major suppliers Promoting CO₂ reduction activities in cooperation with logistics companies Providing energy management services utilizing electrified vehicles and used batteries Implementing measures to adapt to climate change 	<ul style="list-style-type: none"> Contribute to the realization of a society more resilient to climate change as we move toward net-zero CO₂ emissions through the growing proliferation of electrified vehicles and renewable energy
Resource Recycling Initiatives	<ul style="list-style-type: none"> Expansion of the shift to a circular economy (Europe →Global) Materialization of domestic and international waste and resource depletion problems (e.g., import restrictions in emerging countries) Moves towards the conclusion of a treaty to prevent plastic pollution and towards stricter European battery regulations, ELV regulations, and the like 	<ul style="list-style-type: none"> Rising demand for environmental considerations Expanding ESG investment (promotion of transformation of corporate activities by investors) 	<ul style="list-style-type: none"> Increasing raw material procurement costs due to resource constraints resulting Suspension of automobile production due to resource depletion Increasing costs due to tighter regulations on the use of recycled materials, recycling, etc. and higher response costs Declining corporate image due to delayed response to resource recycling and suspension of automobile production 	<ul style="list-style-type: none"> Stabilizing procurement costs by reducing our dependence on depleted resources Reducing costs by using resources more efficiently and reusing waste Improving competitiveness through 3R design and advanced recycling technologies Increasing opportunities to utilize end-of-life batteries Enhancing our image by appealing to our efforts to contribute toward a recycling-oriented society 	<ul style="list-style-type: none"> Promote the adoption of non-fossil-based plastics Achieving zero direct landfill waste (less than 0.5%) Reusing batteries used in electrified vehicles 	<ul style="list-style-type: none"> Contribute to a resource-recycling-oriented society by minimizing input resources and maximizing resource efficiency
Prevention of Pollution	<ul style="list-style-type: none"> Strengthening of Emission Regulations in each country and region Strengthening of regulations on chemical substances in each country and region Strengthening of regulations on import/export of hazardous wastes (plastic wastes) 	<ul style="list-style-type: none"> Rising demand for environmental considerations Expanding ESG investment (promotion of transformation of corporate activities by investors) 	<ul style="list-style-type: none"> Increasing costs of managing environmentally hazardous substances due to stricter and expanded regulations resulting in increased damage to human health and loss of ecosystems Paying lawsuits, fines or sanctions due to serious leaks involving air or water Stopping parts procurement due to shutdown of operations in our suppliers due to environmental problems Declining in our social image due to delays in complying with regulations 	<ul style="list-style-type: none"> Reducing costs through more efficient management, including the supply chain Maintaining competitiveness by providing safe and secure products through enhanced management, including the supply chain Improving our image through management based on voluntary standards that are stricter than regulations 	<ul style="list-style-type: none"> Complying with regulations on environmentally hazardous substances in products 	<ul style="list-style-type: none"> Contribute toward a society free of environmental pollution by reducing the environmental impact of our products and the pollution resulting from our business activities

* A general term encompassing vehicle to home (V2H) and vehicle to grid (V2G), among others

Materiality	External Environment/Requests from Stakeholders		Risks and Opportunities		Medium-Term Targets	Impacts
	Analysis of the External Environment	Stakeholders' Needs and Expectations	Risks	Opportunities		
Conservation of Water Resources	<ul style="list-style-type: none"> Worsening of global environmental changes and water shortages due to extreme phenomena associated with the progression of climate change Worsening of water pollution due to population growth and urban development in emerging countries Expansion of marine pollution problems caused by plastics 	<ul style="list-style-type: none"> Rising demand for environmental considerations Expanding ESG investment (promotion of transformation of corporate activities by investors) 	<ul style="list-style-type: none"> Increasing instability in procurement and costs due to water shortages and water pollution Shutting down operations and reducing revenues due to flooding and other damage caused by climate change Increasing costs due to water withdrawal restrictions and stricter wastewater regulations 	<ul style="list-style-type: none"> Reducing water stress impacts through reduced dependence on water resources Reducing costs through reduced water consumption and increased reuse 	<ul style="list-style-type: none"> Promoting climate change countermeasures, resource recycling, and prevention of environmental pollution Managing water consumption and monitoring of wastewater quality based on water risks at each production site 	<ul style="list-style-type: none"> Contribute to the reduction of water risks and conservation of water resources by addressing these issues in light of the impact of climate change, resource extraction, and environmental pollution on water resources (torrential rains, droughts, water pollution, water shortages, etc.)
Preservation of Biodiversity	<ul style="list-style-type: none"> Enhancement of international conservation in accordance with an assessment report published in 2019 by IPBES*1 Adoption of the Kunming-Montreal Global Biodiversity Framework at the United Nations Biodiversity Conference (COP15) in 2022 	<ul style="list-style-type: none"> Rising demand for environmental considerations Expanding ESG investment (promotion of transformation of corporate activities by investors) 	<ul style="list-style-type: none"> Increasing procurement costs and instability in procurement of resources due to environmental changes resulting from loss of ecosystems Declining in our social image due to loss of ecosystems caused by land use in business operations 	<ul style="list-style-type: none"> Avoiding the loss of ecosystems that could lead to environmental changes that raise the uncertainty and cost of procuring resources Avoiding damage to our image by mitigating or restoring the impact on ecosystems caused by land use in the project 	<ul style="list-style-type: none"> Promoting climate change countermeasures, resource recycling, and prevention of environmental pollution Promoting community-based environmental initiatives 	<ul style="list-style-type: none"> Contribute to the reduction of ecosystem loss by addressing these issues in light of the impact of climate change, resource extraction, and environmental pollution on ecosystems (e.g., species extinction and migration, reduction, and disappearance of habitats and habitat areas) Ensure implementation of conservation measures in harmony with regional biodiversity
Achieving a sustainable supply chain	<ul style="list-style-type: none"> Initiatives by national governments, local governments, companies, and individuals to achieve the SDG targets adopted by the UN General Assembly in 2015 	<ul style="list-style-type: none"> Demands by stakeholders related to ESG management, such as carbon neutrality and respecting workers' human rights, are expanding from our company to our entire supply chain 1) Environmental conservation (efficient use of resources, carbon neutrality, waste reduction) 2) Legal and regulatory compliance, risk management (compliance with environmental, labor, and other regulations, risk management by increasing transparency across the supply chain) 3) Ensuring economic viability (cost reduction, brand value improvement, response to consumer needs) 4) Social contributions, improving trust placed in us by society, etc. 	<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 	<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 	<ul style="list-style-type: none"> Improving awareness of CSR, which is demanded by society, among suppliers and promote improvement initiatives <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Enhance business continuity by strengthening the BCP*2 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

*1 Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services

*2 Business continuity plan

Materiality	External Environment/Requests from Stakeholders		Risks and Opportunities		Medium-Term Targets	Impacts
	Analysis of the External Environment	Stakeholders' Needs and Expectations	Risks	Opportunities		
Promoting diversity and inclusion, and enhancement of employee engagement	<ul style="list-style-type: none"> United Nations' Guiding Principles on Business and Human Rights Information disclosure on human capital (annual securities report, ISO 30414) Raising of legally mandated rate of employment of persons with disabilities (2.7% in July 2026) Mandating of disclosure of status of use of childcare leave by male employees, etc. (enacted in April 2023) General Employer Action Plans based on the Act on the Promotion of Women's Active Engagement in Professional Life and the Act on Advancement of Measures to Support Raising Next-Generation Children (Mitsubishi Motors action plan period: April 2024 to March 2029) 	<ul style="list-style-type: none"> Preventing and addressing negative impacts on human rights to create fair working environments Expectations for companies to draws in exceptional human resources to grow 	<ul style="list-style-type: none"> Outflow of personnel to companies with greater diversity or better working environments Risk of not being seen as a company that respects human rights 	<ul style="list-style-type: none"> Securing talented human resources and creating value from diverse perspectives Increasing productivity by improving workplaces based on individual circumstances 	<ul style="list-style-type: none"> Developing workplaces where diverse human resources can thrive (improve employee engagement) Creating more productive and comfortable workplaces, taking the above perspectives into consideration 	<ul style="list-style-type: none"> Enhance corporate value by building an organization in which diverse human resources can proactively leverage their skills and potential to contribute to organizational mission Provide value by creating a comfortable work environment that further enhances productivity
Strengthening Human Resource Development	<ul style="list-style-type: none"> Changes in career visions and workstyles of workers (from pandemic to post-pandemic period) Increased human resource fluidity Rapid changes in the automotive industry (CASE, MaaS) 	<ul style="list-style-type: none"> Developing and hiring human resources capable of high levels of performance when performing hybrid work that combines work performed at company sites with remote work Creating work environments in which mid-career hires can thrive Developing leaders who can adapt to changes in the environment 	<ul style="list-style-type: none"> Early attrition and delays in employee development due to lack of communication and reduced sense of personal growth in hybrid working environments Weakening of organization due to failure to optimize personnel volume and quality Delays in handing off of baton to next generation due to failure to cultivate a culture of personnel development 	<ul style="list-style-type: none"> Improving operation capabilities, engagement, and retention rates through the implementation of educational programs that contribute to long-term growth Creating a more resilient organization by developing and hiring human resources with a high level of operation execution skills and expertise Securing future business growth and continuity by developing the next generation of management personnel 	<ul style="list-style-type: none"> Preparing and implementing department-specific training programs for general employees Early empowerment of mid-career hires Systematic development of the next generation of management personnel 	<ul style="list-style-type: none"> Enhance corporate value by strengthening managers' management skills Provide value by improving ability to respond flexibly to changes in the environment
Promoting Occupational Health and Safety	<ul style="list-style-type: none"> Growth in the number of occupational accidents and people suffering from mental illnesses or lifestyle-related diseases 	<ul style="list-style-type: none"> Employees being able to work safely and in good health Helping employees respond to environmental, age and lifestyle changes Requiring business continuity 	<ul style="list-style-type: none"> Negative impact on our image and interruption of our business due to the occurrence of occupational accidents, increases in the number of patients with mental illnesses or lifestyle-related diseases, and other factors that impede the mental and physical health of employees 	<ul style="list-style-type: none"> Ensuring business stability by creating safe and secure workplaces and maintaining/improving employee health 	<ul style="list-style-type: none"> Improving hazard prediction abilities Thoroughly establishing safety-first behavior Conducting interviews with all new employees and all employees in specific workplaces Implementing primary preventive measures Strengthening occupational health organization 	<ul style="list-style-type: none"> Increase engagement by providing an environment where each employee can work and play an active role in a rewarding, healthy and energetic manner, both physically and mentally
Delivering Products which Help Prevent Traffic Accidents	<ul style="list-style-type: none"> Strengthening of traffic accident-related laws and regulations, government safety targets and safety performance evaluation standards Introduction of safety standards and regulations for CASE and other advanced technologies 	<ul style="list-style-type: none"> Customers: Increasing Expectations for Active Safety Technologies Local communities: Providing a safe means of mobility for all people 	<ul style="list-style-type: none"> Increase in accidents due to aging drivers worldwide and rapid increase in car ownership in emerging markets Frequent occurrence of fatal motorcycle accidents in ASEAN countries 	<ul style="list-style-type: none"> Securing MITSUBISHI MOTORS' brand recognition and expand sales by introducing advanced technologies Securing brand image and earnings through the development and introduction of vehicle safety technologies for motorcycles for the ASEAN market 	<ul style="list-style-type: none"> Leading the way in the environmental sustainability, we provide the transportation with peace of mind, confidence and comfort Developing safety technologies suited to the ASEAN road traffic environment 	<ul style="list-style-type: none"> Contribute to the realization of a mobility society with zero traffic accidents through penetration and expansion of safety technologies

Materiality	External Environment/Requests from Stakeholders		Risks and Opportunities		Medium-Term Targets	Impacts
	Analysis of the External Environment	Stakeholders' Needs and Expectations	Risks	Opportunities		
Improvement of Product, Sales, and Service Quality	<ul style="list-style-type: none"> Diversification of customer needs in line with the increasing sophistication of vehicles (electrification and intelligence) Expansion of off-board vehicle functions (connected and smartphone integration) 	<ul style="list-style-type: none"> Customer perspective: Customer satisfaction with the quality of our products and at every touchpoint with Mitsubishi Motors Business perspective: Maintaining and strengthening management to preserve trust in quality 	<ul style="list-style-type: none"> Declines in customer satisfaction and purchasing intent due to quality issues resulting from product or service quality 	<ul style="list-style-type: none"> Enhancing loyalty and acquiring new customers by delivering high-quality products, sales and services 	<ul style="list-style-type: none"> Achieving top-level customer evaluations with core models in core markets* 	<ul style="list-style-type: none"> Enhancing customer satisfaction by delivering product, sales, and service quality that exceed customer expectations
Contribution to Local Economy through Business Activities	<ul style="list-style-type: none"> In the ASEAN region Gradual expansion of the automobile market, driven by ongoing economic growth and rising wages Increased competitiveness due to advances by overseas manufacturers Promotion of protective measures by countries seeking to develop their own industries Promotion of initiatives by national governments toward a carbon-neutral society Increased severity of environmental problems caused by economic development, numerous natural disasters caused by climate change 	<ul style="list-style-type: none"> Developing the region by hiring, developing people, investing, transferring technology, exporting, protecting the environment and contributing to society 	<ul style="list-style-type: none"> Increasing intra-regional and income disparity due to economic development (and resulting slowdowns in automotive markets) Increasing global investment in the ASEAN region, resulting in labor shortages and rising labor costs Increased burdens placed on companies by new tax systems instituted in conjunction with tightening of environmental regulations Impact of natural disasters on supply chain (factory operation stoppages, distribution network slowdowns, suspension of sales activities) 	<ul style="list-style-type: none"> Strengthening of the management base by continuously securing and developing human resources through good working conditions Improving the work environment and productivity through continuous capital investment Promoting technical innovation by dealing with regulatory trends Positive evaluations of ESG contributions to the achievement of carbon neutrality, resulting in improved brand image 	<ul style="list-style-type: none"> Continuously work to contribute to the economic development of the community in the five areas of employment, human resource development, investment, technology transfer, and exports by developing and continuing business activities in the ASEAN region As announced in the mid-term business plan, continue to concentrate management resources in the ASEAN region, a core area of business and further promote business focused on contributions to all stakeholders and communities With respect to environmental and social contributions, which are growing in importance, utilize our technologies to launch electrified vehicles, including HEVs, in ASEAN markets, thereby helping reduce environmental impacts in the region 	<ul style="list-style-type: none"> Develop and address issues in the regions where we do business and grow with them
Promoting Social Contribution Activities	<ul style="list-style-type: none"> Collaborations is essential to solving regional problems, primarily those of municipalities in Japan where we have business offices Contributions to the realization of a carbon-neutral society 	<ul style="list-style-type: none"> Joint efforts and active participation in addressing diversifying regional issues Promoting initiatives to realize a carbon-neutral society in cooperation with local government agencies and communities 	<ul style="list-style-type: none"> Undermining relationships and loss of trust due to failure to meet the expectations of local governments and regions 	<ul style="list-style-type: none"> Increasing credibility with local governments and residents by supporting regional development Enhancing local residents' understanding of our business, improving our image and increasing opportunities to promote our vehicles through the implementation of cooperative measures with local governments 	<ul style="list-style-type: none"> Ensuring the implementation of activities in STEP fields as defined in the Social Contribution Activities Policy Implementing activities to address local issues Promoting two-way communication with stakeholders 	<ul style="list-style-type: none"> Ensure the safety and security of community life Develop local communities through the use of each employee's skills, know-how and products
Strengthening Governance and Ensuring Compliance	<ul style="list-style-type: none"> Revision of business-related laws and regulations Business interruptions due to natural disasters or outbreaks of infectious diseases Frequent information leaks and business interruptions due to cyberattacks and other issues Occurrence of wars, terrorism, political unrest, or deterioration of public safety in our key markets 	<ul style="list-style-type: none"> Expecting business continuity and enhanced trust 	<ul style="list-style-type: none"> Increasing of social problems of corporate fraud Stopping business due to natural disasters or outbreaks of infectious diseases Increasing number of cyberattacks and other issues related to information leaks, as well as their increasing severity 	<ul style="list-style-type: none"> Ensuring soundness and transparency by establishing a robust governance system, and earning society's trust Ensuring safety and sustainability of corporate business through enhanced risk management 	<ul style="list-style-type: none"> Creating and maintaining a stronger governance system through continuous operation of an effective internal control system, earning the trust of stakeholders Preventing serious incidents through strict compliance Minimizing the negative impact of risks that manifest themselves and creating a structure that ensures business continuity Continuously acquiring and analyzing information regarding cyber attacks, improving technical countermeasures, and using ongoing employee training to build and operate a sustainable information security system 	<ul style="list-style-type: none"> Ensure confidence in the Company by further strengthening governance, such as by ensuring compliance with laws and regulations, and the appropriateness and efficiency of business execution Ensure business continuity of the Company by properly identifying risks, preventing them from becoming apparent, and minimize their impact if they do become apparent

* Australia and the mother market of Japan have been added to the five ASEAN core markets (Thailand, Indonesia, the Philippines, Vietnam, and Malaysia).

Stakeholder Engagement

Basic Approach

MITSUBISHI MOTORS Group believes that its stakeholder relationships are extremely important to its achievement of sustainable corporate growth. Through dialogue and other forms of engagement, the MITSUBISHI MOTORS Group clarifies its responsibilities and issues, and strives on a daily basis to improve its operations.

By further deepening dialogue with our diverse stakeholders, we will continue to sincerely address society's expectations and challenges and incorporate our understanding of them into the Group's business activities.

Stakeholder Identification

Through business, MITSUBISHI MOTORS and the Group are involved with a host of individuals and organizations. From the standpoint of realizing a sustainable society and enhancing our corporate value, we have identified our most important stakeholders as consumers and our customers, business partners, shareholders and investors, employees and local communities.

Reference

Examples of Dialogue with Stakeholders

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

External Evaluation

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

Dialogue with Stakeholders

(For details on stakeholder initiatives, refer to the pages enclosed in < >.)

Stakeholders	Policies on Dialogue	Opportunities for Dialogue	Frequency	Reflecting Input in Our Business
Consumers and our customers	Promote activities that better reflect customer input in our products and services.	Customer Service Center <P72>, sales companies<P71>, after-sales services <P72>	Ongoing	Promoting customer satisfaction activities
		Website, social networks	Ongoing	Improving products and services
		Customer satisfaction surveys <P69>	As necessary	
		Events, TV/newspaper/magazine advertising, email magazine	As necessary	
Business partners	Engage in communication aimed at coexistence and coprosperity based on mutual trust.	Contact for inquiries, Business Partner Helpline <P47>	Ongoing	Building relationships aimed at coexistence and coprosperity based on mutual trust
		Suppliers Meeting, presentations, events, specialized websites	As necessary	
		Participation in industry organizations	As necessary	
Shareholders and investors	Disclose business and financial information and results in an appropriate manner and time. Conduct constructive dialogue aimed at sustainable growth and enhanced corporate values.	IR inquiry contacts	Ongoing	Promoting initiatives targeting sustainable growth and enhanced corporate value
		Interviews	As necessary	
		Financial results briefings	Four times per year	
		Mid-term business plan briefings	As necessary	
		Individual initiative briefings	As necessary	
		Shareholders' meeting	Once per year	
		IR websites	Ongoing	
		Events, email magazines	As necessary	
		Integrated report	Once per year	
Employees	Two-way communication for fostering teamwork and a sense of unity based on the principle of mutual trust and mutual responsibility between labor and management.	Labor management discussions <P64>	As necessary	Creating a safe and rewarding working environment
		Consultation offices (Employee Consultation Office, Outside attorney consultation (Helpline), MITSUBISHI MOTORS Global Hotline) <P87>	Ongoing	
		Town hall meetings with Executives	As necessary	
		Internal websites	Ongoing	
		Engagement survey <P51>	Once per year	
Local communities	Build good relations with local communities. Engage in dialogue with diverse stakeholders to resolve social and environmental issues.	Local community consultation desks, websites	Ongoing	Promoting initiatives to resolve social and environmental issues
		Collaborations with municipalities	As necessary	
		Social contributions <P77>	As necessary	
		Community events	As necessary	
		Plant tours	Ongoing	



Environmental

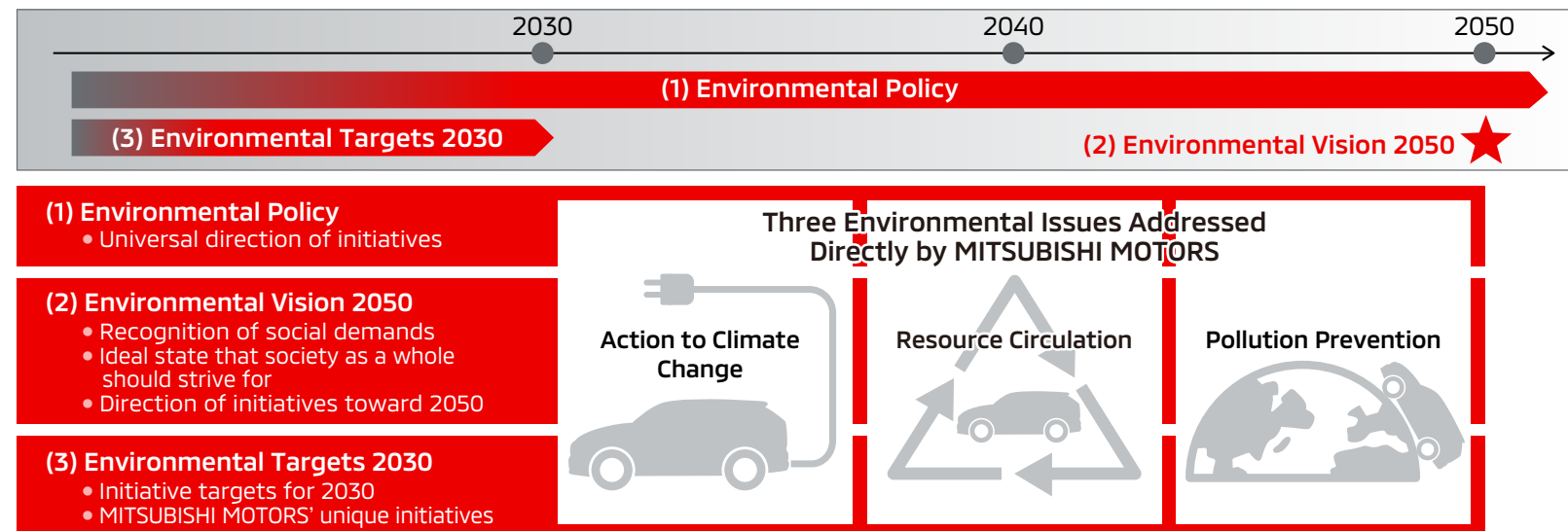
Environmental Plan Package	18
Environmental Management	20
Responding to Climate Change and Energy Issues	22
Resource Recycling Initiatives	35
Prevention of Pollution	37
Conservation of Water Resources	39
Preservation of Biodiversity	40

Environmental Plan Package

Schematic of the Environmental Plan Package

Anticipating a time 30 years in the future, in October 2020 the MITSUBISHI MOTORS Group formulated the Environmental Plan Package, which defines the directions and targets of its environmental initiatives. This package establishes the foundation for our directions on environment-related management strategy, outlining our objectives for realizing a sustainable society, including one that is carbon-neutral, as we conduct our business activities. The Environmental Plan Package comprises the Environmental Policy, which we have revised to incorporate our medium- to long-term perspective; the Environmental Vision 2050, which sets out our vision for society to be achieved by 2050 and directions for our initiatives; and the Environmental Targets 2030, which clarifies specific initiatives to be achieved by 2030 in accordance with this vision.

Structure of the Environmental Plan Package



Environmental Policy

The Group has been acting in accordance with its Environmental Policy, which was formulated in 1999. However, in the 20 years that have passed since that time the operating environment has changed, prompting us to revise the policy in 2020 to reflect current social trends. We recognize that responding to environmental issues in our business activities is essential, and so have newly incorporated a medium- to long-term outlook into our policy. Focusing specifically on climate change, resource depletion and environmental pollution, we aim to contribute to the preservation of water resources and biodiversity through initiatives in these areas.

(Reference) Environmental Policy

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

Environmental Vision 2050

The Group has formulated the Environmental Vision 2050, which sets out our vision for society to be achieved by 2050 as well as directions for our initiatives, with regard to climate change, resource circulation, and pollution prevention. In terms of climate change, we have declared our commitment to achieving carbon neutrality as a company.

Environmental Targets 2030

The Group has formulated the Environmental Targets 2030, which specify the targets to be addressed in line with the direction of society and initiatives defined in the Environmental Vision 2050. In formulating the targets, we referred to scenarios published by the IEA (International Energy Agency) and the IPCC (Intergovernmental Panel on Climate Change), as well as international frameworks such as the SDGs and the Paris Agreement.

In February 2023, to demonstrate the Group's commitment to achieving carbon neutrality, we revised the Environmental Targets 2030 through a resolution by the Board of Directors, setting even higher targets for climate change countermeasures. For Scope 1*1 and Scope 2*2 CO₂ emissions, we have set targets equivalent to the 1.5°C level of the SBT (Science Based Targets).^{*3}

*1 Scope 1: A company's direct emissions (such as from burning fuel)

*2 Scope 2: Indirect emissions, resulting from electricity, heat or steam provided by another company

*3 SBT: Short for Science Based Targets, which are greenhouse gas emission reduction targets set by companies consistent with the Paris Agreement levels

(Reference)

Environmental Plan Package

Structure for Consideration in Formulation, Steps to Formulation

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

Environmental Vision 2050 and Environmental Targets 2030

Environmental Vision 2050 Preamble

In December 2015, the Paris Agreement was adopted at COP21. Members of this accord agreed to curtail the rise in average global temperatures to 2°C above levels before the Industrial Revolution and to work to keep the rise to 1.5°C. Given such social demands, MITSUBISHI MOTORS believes it can contribute toward the realization of a sustainable society, achieving a balance between the progress of humankind and the global environment, through the proliferation of electrified vehicles and the promotion of their use in society.

Environmental Vision 2050		Environmental Targets 2030 (Targets 2030)
Through electrified vehicles and the increased use of renewable energy, we aim to become carbon neutral and contribute to the realization of a society that is resilient to climate change.	Action to Climate Change	Average CO ₂ emissions from new vehicles* ¹ : -40% (compared with FY2010)
		Electrified vehicles* ² sales ratio: 50% FY2035 100%
		CO ₂ emissions from business activities* ³ : -50% (compared with FY2018)
		Promoting CO ₂ reduction activities with major suppliers
		Promoting CO ₂ reduction activities in cooperation with logistics companies
		Providing energy management services utilizing electrified vehicles and used batteries
		Implementing measures to adapt to climate change
We will contribute to a resource-recycling-oriented society by minimizing input resources and maximizing resource efficiency.	Resource Circulation	Expanding adoption of non-fossil-based plastic Achievement of zero direct landfill waste (less than 0.5%) Reuse of batteries used in electrified vehicles
We will contribute toward a society free of environmental pollution affecting human health and the ecosystem by reducing the environmental impact of our products and the pollution resulting from our business activities.	Pollution Prevention	Conformance to regulations on use of substances of concern in products
	Environmental Management	Promoting Life Cycle Assessment (LCA)
		Promotion of environmental management within the Group and at dealers
		Enhancing disclosure of environmental information
		Promotion of employee education and awareness activities
		Collaboration with suppliers Promotion of grass-roots community environmental preservation activities

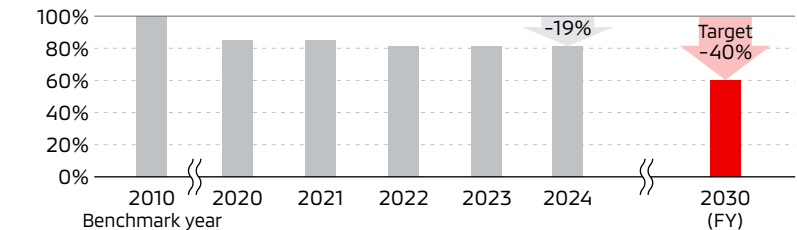
*1 CO₂ emissions per new vehicle while driving. Tank to Wheel

*2 Battery Electric vehicles, plug-in hybrid electric vehicles (PHEV), and hybrid electric vehicles

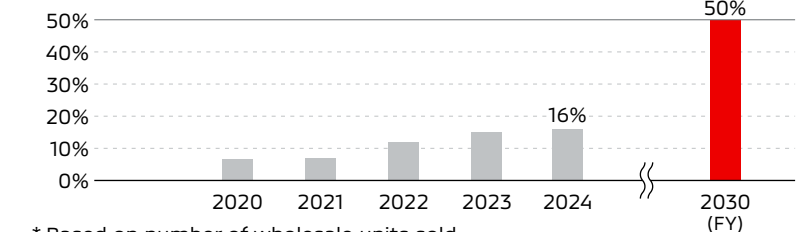
*3 Total of Scope 1 and Scope 2

Principal Results for FY2024

Average CO₂ emissions from new vehicles

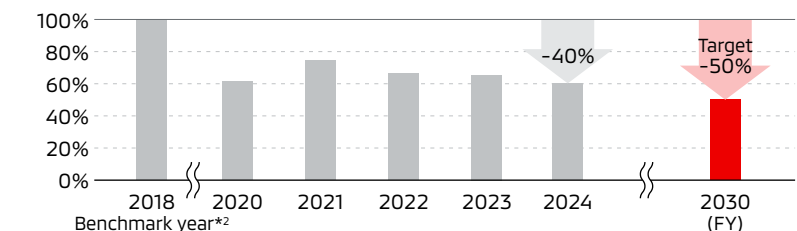


Ratio of electrified vehicles sold*



* Based on number of wholesale units sold

CO₂ emissions from business activities*¹



*1 Scope 1 and Scope 2

*2 The officially reported emission volume of FY2018 (the benchmark year), was 588 thousand t-CO₂. This volume includes 43 thousand t-CO₂ emissions from some equity-method associates. For the purposes of target setting, we have revised our base figure to 545 thousand t-CO₂, as our current method of selecting environmental management target companies excludes these equity-method associates.

Environmental Management

Basic Approach

Minimizing environmental impact is an essential element of the Group's sustainable growth. To this end, we recognize the importance of environmental management. We also believe that the costs of promoting related initiatives are an important investment from a long-term perspective.

In order to promote environmental initiatives reliably and efficiently, we have constructed a framework for environmental management. We are promoting Group initiatives, including education and awareness activities for employees, and the acquisition of certifications for environment management systems among affiliated companies. We also communicate our initiatives through our website and our Sustainability Report in order to promote understanding of our efforts among various stakeholders.

(Reference)

Environmental Data Related to Products and Business Activities:
Environmental Accounting

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

Management Structure

Since 1993, we have been holding an Environmental Council, which is attended by the Representative Executive Officer, President & CEO and officers from each division. The Sustainability Committee, chaired by the Representative Executive Officer, President & CEO, has met since FY2017. This committee has specified environmental initiatives as key material issues for our Group, and it discusses our environmental policies and targets and confirms the progress and results from materiality initiatives such as the Environmental Targets 2030.

For the management target companies, we have established selection criteria as a framework for the scope of environmental

targets and the collection and publication of environmental data, and we review these criteria on a regular basis.

Management Target Companies (20 Companies) (As of March 31, 2025)

Country	Company Name
Japan	mitsubishi motors corporation

Production Affiliates

Country	Company Name
Japan	Suiryo Plastics Co., Ltd.
Thailand	Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) MMTh Engine Co., Ltd. (MEC)
Philippines	Mitsubishi Motors Philippines Corporation (MMPC) Asian Transmission Corporation (ATC)
Indonesia	PT Mitsubishi Motors Krama Yudha Indonesia (MMKI)
Vietnam	Mitsubishi Motors Vietnam Co., Ltd. (MMV)
Malaysia	MMC Manufacturing Malaysia Sdn. Bhd. (MMCMM)

Non-Production Affiliates

Country	Company Name
Japan	Mitsubishi Automotive Engineering Co., Ltd. Mitsubishi Automotive Logistics Technology Co., Ltd. Higashi Nihon Mitsubishi Motor Sales Co., Ltd. Nishi Nihon Mitsubishi Motor Sales Co., Ltd.
United States	Mitsubishi Motors North America, Inc. (MMNA)
Netherlands	Mitsubishi Motors Europe B.V. (MME)
UAE	Mitsubishi Motors Middle East and Africa FZE (MMMEA)
Australia	Mitsubishi Motors Australia, Ltd. (MMAL)
New Zealand	Mitsubishi Motors New Zealand Ltd. (MMNZ)
Canada	Mitsubishi Motor Sales of Canada, Inc. (MMSCAN)
Mexico	Mitsubishi Motors de México S.A. de C.V. (MMDM)

Environmental Management System

In FY2010, MITSUBISHI MOTORS acquired companywide integrated ISO 14001 certification. (Previously, sites in Japan had acquired this certification individually.) We are leveraging the ISO 14001 framework and engaging in ongoing initiatives to improve business activities. The ISO 14001 framework is proving helpful in the companywide promotion of the Environmental Plan Package we formulated in FY2020.

Affiliates in Japan and overseas are also being encouraged to acquire ISO 14001 and Eco-Action 21* certification, and they are engaging in environmental management.

* Eco-Action 21 is a certification and registration system based on the Environmental Management Systems guidelines formulated by the Japanese Ministry of the Environment for medium-sized companies.

Status of ISO 14001 Certification (As of March 31, 2025)

Development Companies
Mitsubishi Automotive Engineering Co., Ltd.
Production Companies
Suiryo Plastics Co., Ltd. Mitsubishi Motors Philippines Corporation (MMPC) Asian Transmission Corporation (ATC) Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) MMTh Engine Co., Ltd. (MEC) PT Mitsubishi Motors Krama Yudha Indonesia (MMKI)
Distribution and After-Sales Service Companies
Mitsubishi Automotive Logistics Technology Co., Ltd. (Mizushima New Vehicle Inspection Plant, New Vehicle Inspection and Delivery Coordination Business Division)

(Reference)

P33 A list of the dealers that have received Eco-Action 21 certification

Promoting Life Cycle Assessment (LCA)

We perform LCA to determine the environmental impact across a product’s life cycle. We evaluate total emissions, mainly of CO₂, from such processes as extracting the resources used in parts and materials, producing materials, manufacturing parts, assembling vehicles, producing fuel, driving and disposing of disused automobiles.

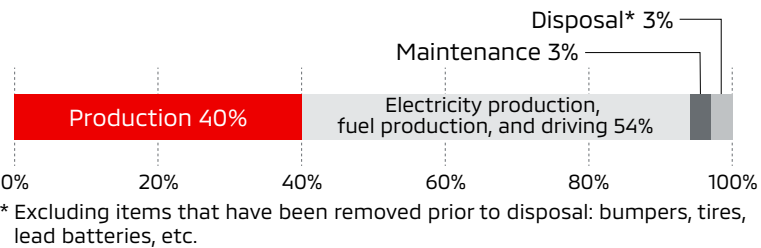
We use LCA to develop advanced parts, electrified vehicles and new-model vehicles that help address the issues related to climate change and energy. We compare life cycle CO₂ emissions with those of previous parts and vehicles, and use this information in our activities to reduce CO₂ emissions throughout the supply chain.

In light of growing interest in the environmental impact across the entire life cycle in individual countries and regions, we will continue to strengthen our systems and build the foundations to ensure we remain abreast of developments related to regulations and incentives.

Examples of LCA Implementation (FY2024)

Model	Objective
The 2025 model year “OUTLANDER PHEV”	<ul style="list-style-type: none">Assessing the effect of reductions from the previous modelAssessing the ratios for production, use and disposal

LCA results for the 2025 model year “OUTLANDER PHEV” (CO₂ emissions ratio)



Promoting Employee Education and Awareness Activities

MITSUBISHI MOTORS conducts sustainability-related awareness activities throughout the year as part of its aims of deepening the understanding of sustainability among all executives and employees and contributing toward the realization of a sustainable society through routine business activities. Environmental education and awareness are one aspect of these activities.

In FY2024, we conducted rank-based training and distributed videos to all executives and employees. In these ways, we sought to promote an understanding of our social responsibility for realizing a sustainable society, the relationship between sustainability and the environment, the relationship between environmental issues and our business activities, and our initiatives aimed at achieving carbon neutrality.

(Reference) Instilling Sustainability Awareness within the Company
<https://www.mitsubishi-motors.com/en/sustainability/strategy/management/index.html>

Environmental Risk Management

Having learned from past cases of failing to comply with environmental regulations such as those aimed at preventing pollution, we make every effort to comply with relevant

regulations. We sincerely respond to complaints from neighborhood residents after investigating the situation.

In the event that environmental laws and regulations are violated or an environmental accident occurs (such as if regulatory values are exceeded), or if we receive a complaint, the corresponding division must submit a Legal Non-Conformity Report to the Compliance Department and take necessary measures against the cause. The report clarifies the details of the case, measures and more, and appropriate countermeasures are taken. Furthermore, in order to prevent recurrence, initiatives are in place to improve work processes, enhance the supervision system, and increase employee awareness.

In FY2024, we were not subject to any fines or administrative orders stemming from violations of environmental laws and regulations*, nor any instances of exceeding statutory values. However, voluntary internal checks and monitoring activities uncovered 11 cases of legal non-compliance (including delays in issuing notifications and in conducting inspections). We responded to these incidents by swiftly taking corrective action, introducing measures to prevent recurrence and sharing information with other related divisions about the incidents and countermeasures to stop the occurrence of similar cases.

* Refers to 31 environment-related laws and regulations identified by us, including the Water Pollution Prevention Act and the Air Pollution Control Act.

Participation in External Associations and Initiatives

We are working with external organizations and initiatives to achieve carbon neutrality in 2050.

(Reference)
Industrial associations, External initiatives on ESG that MITSUBISHI MOTORS supports and participates
<https://www.mitsubishi-motors.com/en/sustainability/strategy/sankaku/index.html>

Responding to Climate Change and Energy Issues

Progress in FY2024

-19%

Average CO₂ emissions from new vehicles
(Tank to Wheel, compared with FY2010)
[FY2023: -17%]

16%

Ratio of electrified vehicle sales
[FY2023: 15%]

-40%*

CO₂ emissions from business activities
(Scope 1 and 2 total emissions,
compared with FY2018)
[FY2023: -35%*]

29,713
thousand t-CO₂eq

Scope 3 emissions
[FY2023: 31,743 thousand t-CO₂eq]

106 branches

Number of DENDO DRIVE STATIONS
[FY2023: 97 branches]

Reference Dealer Initiatives

https://www.mitsubishi-motors.com/en/sustainability/environment/climate_change/index.html

- Expanded electrified vehicle lineup: Launched the “ASX HEV model” in Europe in June 2024, and the “XFORCE HEV model” in Thailand in March 2025.
- Introduction of renewable energy: Newly installed 0.5 MW of solar panels at the Kyoto Plant, bringing total power generation capacity across Group companies to approximately 33 MW.

Reference Introduction of Renewable Energy

https://www.mitsubishi-motors.com/en/sustainability/environment/climate_change/index.html

* Until FY2020, we included some equity-method associates in our environmental management target companies. However, these equity-method associates have been excluded since FY2021. We set the base value 545 thousand t-CO₂, which is calculated by subtracting 43 thousand t-CO₂, the emission amount made by the equity-method associates, from 588 thousand t-CO₂, the officially reported volume of FY2018 (the benchmark year).

Reference Development of Improving Fuel Economy Technologies

https://www.mitsubishi-motors.com/en/sustainability/environment/climate_change/index.html

Governance

Basic Approach

We recognize that addressing the globally shared challenge of achieving carbon neutrality by 2050 is a critically important initiative that will determine the future of the MITSUBISHI MOTORS Group. The Group positions climate change countermeasures as one of the key issues in formulating its business strategies. By incorporating measures to address climate-related risks and opportunities into the Environmental Plan Package, which sets forth the direction and goals of our environmental initiatives, and reflecting them in our business strategies, we are working to ensure sustainable business growth, reduce future risks, and enhance our resilience as a company.

Reference P18 Environmental Plan Package

Management Structure

a. Board's oversight of climate-related risks and opportunities

The Group recognizes “responding to climate change and energy issues” as an important management issue and has accordingly identified it as one of our materiality issues. The Board of Directors makes decisions on important matters related to environmental initiatives, including those related to climate change, and oversees their execution. The Board of Directors approved the “Environmental Vision 2050” and “Environmental Targets 2030,” which were revised in FY2022, and these measures were announced.

Examples of climate change-related issues discussed or reported by the Board of Directors

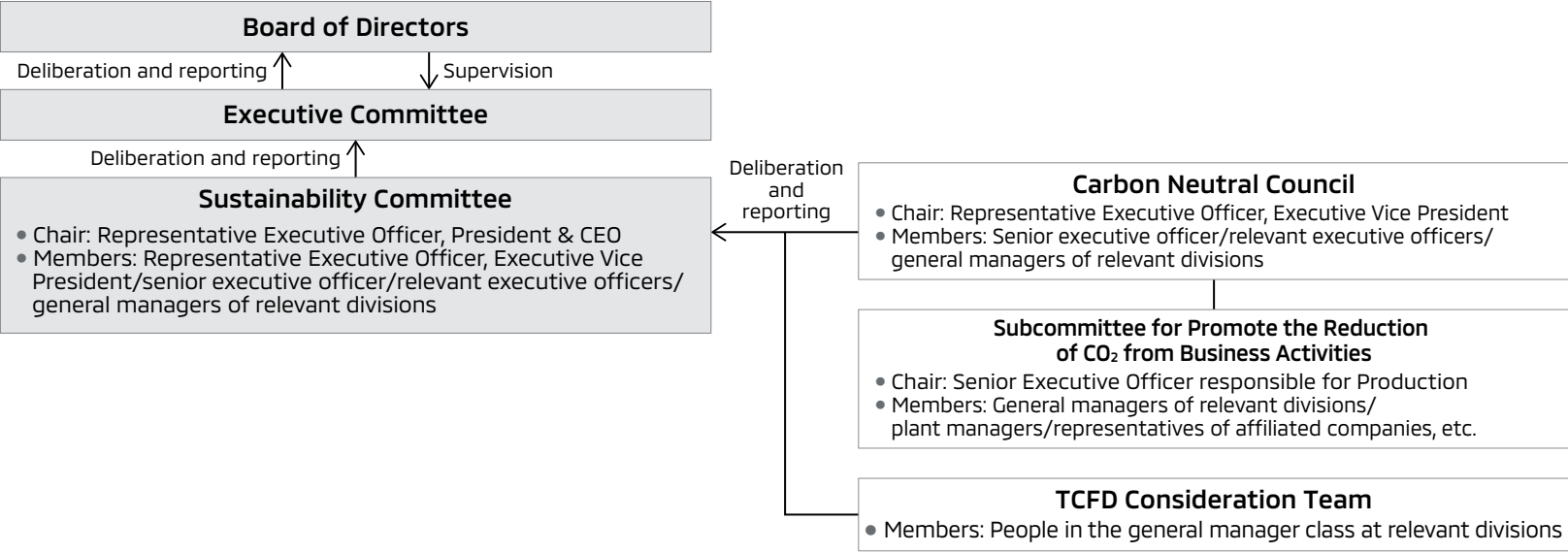
- Endorsement of TCFD recommendations
- Disclosure in line with TCFD recommendations
- Declaration of intent to achieve carbon neutrality by 2050 and revision of Environmental Vision 2050
- Revision of Environmental Targets 2030

b. Management's role in assessing and managing climate-related risks and opportunities

To address climate change and energy issues, we have established the Sustainability Committee, chaired by the Representative Executive Officer, President & CEO, who also holds top responsibility for initiatives related to climate change. The committee evaluates climate-related risks and opportunities, discusses response measures, and reviews progress and achievements in line with the Environmental Targets 2030.

We have established the Carbon Neutrality Council under the Sustainability Committee. This council is chaired by the Representative Executive Officer, Executive Vice President and consists of executives responsible for management strategy, products, manufacturing, procurement and logistics. This organization formulates medium- to long-term policies and goals based on the assessment of climate-related risks and opportunities, considering specific response measures in each area. These policies, goals, and their progresses are reported by the respective heads of each area at the Sustainability Committee for review and deliberation. The organization generally meets three times per year, and particularly important matters are deliberated and decided by the Board of Directors.

Promoting Carbon Neutrality Structure (As of March 31, 2025)



	Roles	Meeting frequency
Sustainability Committee	Monitoring Progress toward the Environmental Targets 2030	Three times a year
Carbon Neutral Council	Formulating medium- to long-term policies and targets for achieving carbon neutrality by 2050	Three times a year
Subcommittee for Promote the Reduction of CO ₂ from Business Activities	Draft action plans for reducing CO ₂ in areas of business activity, promotion of specific measures, etc.	Twice a year
TCFD Consideration Team	Identify and assess climate-related risks and opportunities, consider scenario analysis, etc.	Meets as necessary

Strategy

Risks and Opportunities

a. Short-, medium- and long-term climate-related risks and opportunities the organization has identified

The Group considers climate-related risks and opportunities to be an important perspective in the formulation of our business strategy. We are identifying and evaluating short-, medium-, and long-term risks and opportunities, as well as analyzing the impact on our business based on multiple climate scenarios. We are also considering countermeasures in response to these risks and opportunities.

As particularly high-impact migration risks, we identified the “strengthening of regulations for fuel economy/CO₂ and zero-emission vehicles” and the “introduction and expansion of carbon pricing.” We identified “increasing frequency and intensity of meteorological disasters” as a physical risk. While these risks may affect our business in various ways, we recognize that responding appropriately to these risks will lead to greater sales of electrified vehicles* and new business opportunities.

* Electrified vehicles: Battery-powered electric vehicles, plug-in hybrid electric vehicles (PHEV), and hybrid electric vehicles (HEV)

Identified climate-related risks and opportunities

Type		Item	Assumed Impact on MITSUBISHI MOTOR'S Business Activities	Timing of the Impact*1	Degree of impact
Transition risks	Policy and legal	Strengthening of regulations for fuel economy/CO ₂ and zero-emission vehicles	<ul style="list-style-type: none"> Increased development/procurement/production costs to comply with stricter regulations Increase in fines, credit purchase costs, and stakeholder litigation expenses due to non-fulfillment of regulations 	Short/medium/long term	Large
		Introduction and expansion of carbon pricing	<ul style="list-style-type: none"> An increasing tax burden on our emissions due to the introduction and expansion of carbon taxes and other sorts of carbon pricing, as well as higher prices on carbon, and higher costs due to a price shift toward the procurement, production and logistics stages 	Medium/long term	Large
	Technology	Investment in new technologies	<ul style="list-style-type: none"> Decline in the Company's competitiveness and market share due to delays in investment in electrification and other new technologies 	Short/medium/long term	Medium
	Market	Changes in the energy mix	<ul style="list-style-type: none"> Higher energy costs due to a rise in electricity prices resulting from the increased introduction of renewable energy and carbon-neutral sources of electricity, such as hydrogen 	Medium/long term	Small
		Tight supply and demand for raw materials (rare metals)	<ul style="list-style-type: none"> Rise in the cost of raw materials (such as rare metals) and components due to growing demand for storage batteries 	Medium/long term	Medium
		Changes in user awareness and behavior	<ul style="list-style-type: none"> Decrease in sales volume due to the development of public transportation infrastructure and the proliferation of sharing in urban areas 	Medium/long term	Medium
	Reputation	Increasingly stringent assessment by ESG rating institutions and stakeholders	<ul style="list-style-type: none"> Decline in our social image and share price 	Short/medium term	Medium
Physical risks	Acute	Increasing frequency and intensity of meteorological disasters	<ul style="list-style-type: none"> Damage to buildings, facilities, and vehicles in inventory caused by typhoons and torrential rains, and the suspension of operations at production facilities due to supply chain disruptions (delays in the supply of parts stemming from damage to suppliers and the disruption of transportation routes) 	Short/medium/long term	Large
	Chronic	Rise in average temperatures	<ul style="list-style-type: none"> Rising (energy) cost of air conditioning to maintain the work environment and employee health Difficulty in securing the water needed to manufacture automobiles due to depletion of water resources 	Medium/long term	Small
		Rise in ocean levels	<ul style="list-style-type: none"> Increased flooding and surge in the instance of storms due to rising sea levels, resulting in operational shutdowns at manufacturing facilities and increased investment in disaster countermeasures 	Medium/long term	Medium
Opportunities	Products and services	Growing demand for electrified vehicles	<ul style="list-style-type: none"> Expand sales of electrified vehicles by improving product capabilities and taking advantage of government and municipal measures to promote electrified vehicles Increase sales of electrified vehicles and V2X*2-related equipment/services in line with the growing value of electrified vehicles as energy infrastructure Boost sales of electrified vehicles that can help supply power in response to growing demand to securing sources of emergency power in times of disaster 	Medium/long term	Large
	Energy sources	Advancement in energy technologies	<ul style="list-style-type: none"> Reduce energy costs by promoting energy conservation activities and the introduction of renewable energy 	Short/medium/long term	Medium

*1 Short term: Up to three years; medium term: three to 10 years; long term: more than 10 years. Some issues impacts have already occurred as a result of the recent international situation.

*2 A general term encompassing vehicle to home (V2H) and vehicle to grid (V2G), among others

b. Impact of climate-related risks and opportunities on the organization’s business, strategy, and financial planning

With the vision of “creating vibrant society by realizing the potential of mobility,” the Group aims to enhance our corporate value over the long term by providing products with value that is unique to MITSUBISHI MOTORS through contributions to carbon neutrality and other efforts. As society-wide efforts to achieve carbon neutrality accelerate, we recognize that climate-related matters may affect our business, strategies, and financial plans, so we periodically review our strategies and plans as appropriate based on climate change risks and opportunities.

c. Resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario

Based on climate scenarios and future information from organizations such as the International Energy Agency (IEA), the Intergovernmental Panel on Climate Change (IPCC), and the Network for Greening the Financial System (NGFS), MITSUBISHI MOTORS considered the “less than 2°C scenario*1,” which assumes actions by society to avoid climate change as of 2030 and 2050. We also looked at a “growth scenario*2,” which assumes national policies continue to grow more

stringent. Under these scenarios, we examined the risks and opportunities, focusing on areas with significant impact on our business activities.

The results of analysis related to the impact on our business of the associated risks and opportunities are as described on the following page.

*1 Referenced the IEA’s Announced Pledges Scenario (APS), the IPCC’s “RCP4.5,” the NGFS’ “Net Zero 2050,” etc.
*2 Referenced the IEA’s Stated Policies Scenario (STEPS), the IPCC’s “RCP8.5,” the NGFS’ “Current Policies,” etc.

Impact on strategies and plans

Business area	Recognized impact	Incorporation into strategies and plans
Products and services	To realize a carbon-neutral society, various countries and regions are strengthening regulations for fuel economy/CO ₂ and zero-emission vehicles. These will affect our product development, production and procurement strategies.	In 2020, we formulated the Environmental Targets 2030, which set the target of achieving a 40% reduction in CO ₂ emissions from new vehicles (compared with FY2010 levels) and a target ratio of electrified vehicle sales of 50% by FY2030. In February 2023, we set a new target, raising our target ratio of electrified vehicle sales to 100% by FY2035. Meanwhile, in our mid-term business plan, “Challenge 2025” we set a target of introducing nine electrified vehicle models by FY2028.
Supply chain, value chain	In the automobile manufacturing and sales business, greenhouse gases such as CO ₂ are emitted not only during the manufacture of products, but throughout the entire value chain. As climate change advances, the worldwide risk of increasingly frequent and severe occurrences, such as typhoons and floods, is mounting. If our supply chain or value chain is affected by such events, our plants’ operations and sales could be affected.	We revised our Environmental Targets 2030 in February 2023, adding the procurement target of “promoting CO ₂ reduction activities with major business partners,” and the logistics target of “promoting CO ₂ reduction activities in cooperation with transportation companies.”
Investment in R&D	We are promoting investment in R&D to address increasingly stringent and new regulations for fuel economy/CO ₂ and zero-emission vehicles in the countries and regions where we operate. These moves will affect our R&D costs for electrified vehicles and other products.	In our mid-term business plan, “Challenge 2025,” we are budgeting ¥70.0 billion in R&D expenses related to electrification in FY2025. We have also earmarked ¥55.0 billion in capital expenditures related to electrification.
Adaptation and mitigation measures	Our business could be affected by countries and regions introducing or expanding carbon taxes and emissions trading systems, as well as by rising energy costs.	In 2020, we formulated the Environmental Targets 2030 and set the goal of reducing CO ₂ emissions from our business activities “by 40% compared to FY2014.” In February 2023, we raised this figure to “a reduction of 50% compared to FY2018,” the SBT* target equivalent to a 1.5°C level.

* Short for Science Based Targets, which are greenhouse gas emission reduction targets set by companies consistent with the Paris Agreement levels

Impact of Risks and Opportunities on the MITSUBISHI MOTORS Group’s Business Activities

	Scenario	Risks/Opportunities		Impact on MITSUBISHI MOTORS' business	Key countermeasures
	Item				
Less than 2°C	Strengthening of regulations for fuel economy/CO ₂ and zero-emission vehicles	Risks	<ul style="list-style-type: none"> Need for both developed countries and emerging markets to comply with stricter regulations Increasing likelihood of noncompliance 	<ul style="list-style-type: none"> Higher development/procurement/production costs Fines and credit purchase costs increase if regulations are not met 	<ul style="list-style-type: none"> Reduce costs by taking advantage of the alliance, such as by standardizing components Promote electrification, including PHEV and EV
		Opportunities	<ul style="list-style-type: none"> Growing demand for electrified vehicles 	<ul style="list-style-type: none"> Increased sales of electrified vehicles and expansion of the value chain related to electrified vehicles 	<ul style="list-style-type: none"> Promote new mobility businesses such as energy management using electrified vehicles and used batteries
	Introduction and expansion of carbon pricing	Risks	<ul style="list-style-type: none"> Introduction and expansion of carbon taxes, causing carbon prices to rise 	<ul style="list-style-type: none"> Increased direct and indirect tax burdens and higher costs at the procurement, production and logistics stages 	<ul style="list-style-type: none"> Promote energy conservation activities and introduce renewable energy Promote CO₂ reduction efforts in cooperation with suppliers
		Opportunities	<ul style="list-style-type: none"> Promotion of energy-saving technologies Increasing use of renewable energy 	<ul style="list-style-type: none"> Lower energy costs 	
Growth	Increasing frequency and intensity of meteorological disasters (flooding, inundation)	Risks	<ul style="list-style-type: none"> Increased possibility of factory damage and supply chain disruptions due to frequent and severe heavy rain and flooding 	<ul style="list-style-type: none"> Damage to production and development facilities Lower earnings due to operational shutdowns due to damage to our own factories and suppliers 	<ul style="list-style-type: none"> Review BCP, assuming such factors as heavy rain and flooding Promote risk mitigation initiatives in collaboration with suppliers
		Opportunities	<ul style="list-style-type: none"> Greater demand for electrified vehicles, owing to growing need to secure emergency power sources 	<ul style="list-style-type: none"> Increased use of electrified vehicles that can help supply emergency power 	<ul style="list-style-type: none"> Reduce costs by taking advantage of the alliance, such as by standardizing components Promote electrification of PHEVs and EVs equipped with external power supply features Promote new mobility businesses such as energy management using electrified vehicles and used batteries

The MITSUBISHI MOTORS Group’s Response Measures Based on Risks and Opportunities

The Group will incorporate measures to address climate-related risks and opportunities into our Environmental Plan Package and business strategies, which set forth the direction and goals of our environmental initiatives. In this way, we are promoting initiatives to reduce future risks, ensure sustainable business growth and enhance our resilience as a company.

On the product front, we will take our own plug-in hybrid electric vehicles (PHEV) and commercial electric vehicles in the Kei-car segment as a starting point, and leveraging the Allian’s technologies. We will develop electrified vehicles and

promote fuel-efficient internal combustion vehicles, proactively introducing electrified vehicles that optimally meet customers’ needs, taking into consideration the energy situation and infrastructure development status in each country and region. Working toward carbon neutrality is one of the key challenges stated in “Challenge 2025,” our mid-term business plan. We will develop electrified vehicles and step up our efforts in the Alliance as we work toward the second phase of our plan to reinforce electrified vehicles (FY2026–FY2028). By FY2028, we plan to introduce nine electrified vehicle models. To date, we have introduced five: the “ASX PHEV/HEV models,” the “COLT HEV model,” the “XPANDER HEV model,” the “XPANDER CROSS

HEV model,” and the “XFORCE HEV model.” Including models launched prior to February 2023—the “MINICAB EV/L100 EV,” “eK X EV,” “OUTLANDER PHEV model”, and “ECLIPSE CROSS PHEV model”—we offer a total of nine electrified vehicle models as of March 2025. In light of the global slowdown in the growth of battery EVs since 2024, we have adopted a policy of utilizing mainly OEM-supplied models from partners for battery EVs for the time being, and will concentrate our development efforts on PHEVs and HEVs, where we have a competitive advantage.

In our business activities, we are promoting energy minimization and the transition to renewable energy sources, and are working to reduce CO₂ emissions.

Across the supply chain, we will collaborate with business partners, related companies and organizations, and governments and municipalities to reduce CO₂ emissions at the production stage (through raw materials and parts) and in logistics (including products). We are also promoting renewable energy and charging infrastructure, utilize carbon-neutral fuel and promote V2X*.

We believe the spread of electrified vehicles represents a chance to do new business in the form of reuse of used batteries, energy management, and data business using vehicle driving and battery data, and in collaboration with our partners and municipalities we will grow a mobility business that contributes toward the realization of a carbon-neutral society, which represents a unique opportunity for us as an automotive maker, into a fourth pillar of revenue after vehicle sales, financing (leasing), and after sales.

*V2X: A general term encompassing vehicle to home (V2H) and vehicle to grid (V2G), among others

Reference

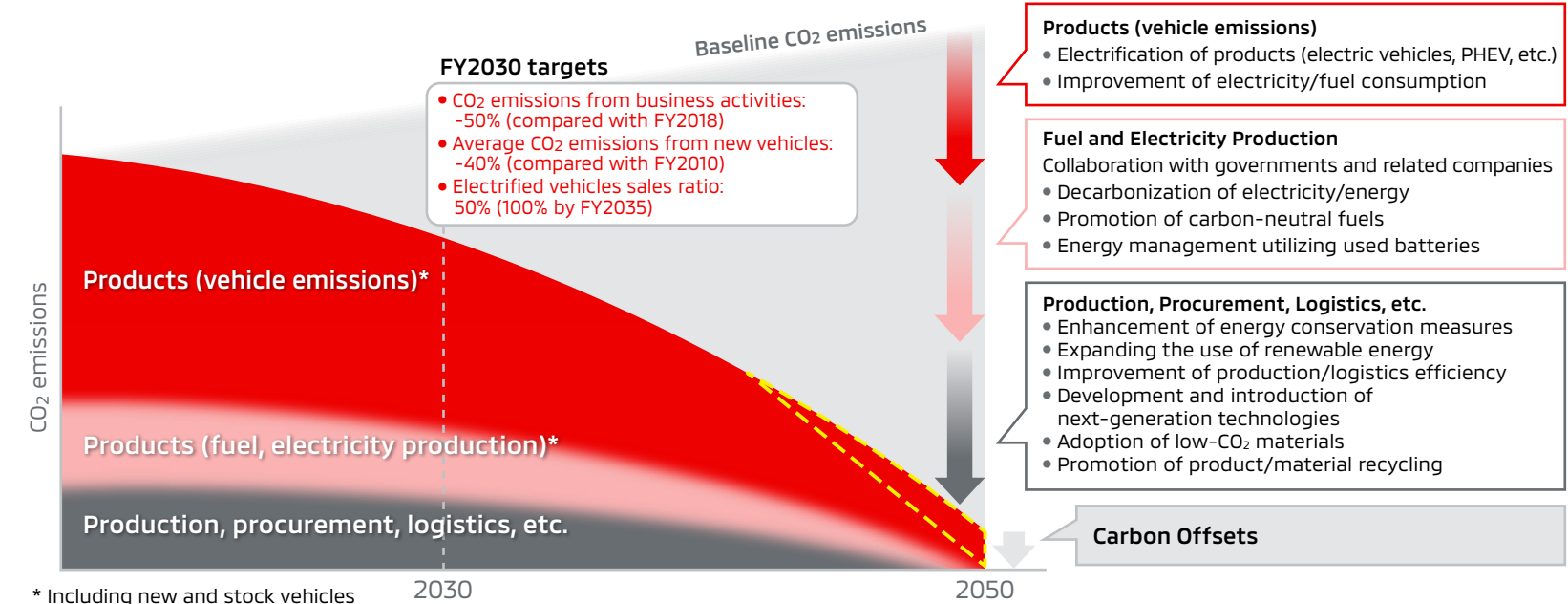
P30 Promoting the Use of Electrified Vehicles as a Way of Adapting to Climate Change

Risk Management

a. Organization's processes for identifying and assessing climate-related risks

The Group has established a cross-functional team under the Sustainability Committee to conduct scenario analysis based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We have identified and assessed climate-related risks and opportunities that could affect our business, considering their potential occurrence and impact levels. We have incorporated goals and action plans for addressing climate-related risks and opportunities that have a particularly significant impact, and are monitoring progress through the Sustainability Committee.

CO₂ reduction image throughout supply chain



b. Organization's processes for managing climate-related risks

The climate-related risks, opportunities, and corresponding measures identified by the Sustainability Committee have been assigned to responsible executives at the executive officer level. We have set KPI and are implementing a PDCA cycle. Additionally, reports on critical risks and opportunities requiring prompt action are provided to the Board of Directors, which decides on appropriate responses.

In FY2018, we identified material issues that we should address, involving various problems related to fields of the environment, society, and governance. We have positioned "responding to climate change and energy issues" as one of the

most critical material issues, and we are stepping up our efforts in this regard across the Group.

c. How process of identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management

Risks affecting our business are managed throughout the Group and include risks related to the effects of climate change. In addition, the Internal Control Committee manages operational hazard risk, based on the annual "Companywide Risk Survey."

Reference Disclosure Based on the TCFD Recommendations

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

Metrics and Targets

a. Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process

The MITSUBISHI MOTORS Group formulated the Environmental Plan Package in 2020. Through electrified vehicles and the increased use of renewable energy, we aim to become carbon neutral by 2050 and contribute to the realization of a society that is resilient to climate change. We also formulated the “Environmental Targets 2030,” which clarifies specific initiatives to be achieved by 2030 in accordance with this vision. As major indices to be monitored and evaluated under “Action to Climate Change,” we have established “CO₂ emissions from business activities” for Scope 1 and 2*, and “average CO₂ emissions from new vehicles” and “ratio of electrified vehicle sales” for Scope 3* Category 11 (use of sold products) as key indicators for management and evaluation purposes.

In an effort to reinforce sustainable management, aimed at ensuring the Group’s sustainable growth, in FY2022 we added ESG-related items to an index used to determine the medium- to long-term performance-linked compensation for executive officers. In relation to the environment, we introduced “CO₂ emissions from business activities” as an indicator to measure progress in addressing the escalating climate.

To move forward on efforts to reduce CO₂ emissions, we introduced ICP (Internal Carbon Pricing: ¥18,000 per ton of CO₂) for domestic sites from FY2024, taking into account IEA and other international carbon prices. We use this as one of the factors for consideration when making decisions on capital investment.

* Scope 1: A company’s direct emissions (such as from burning fuel)
Scope 2: Indirect emissions, resulting from electricity, heat or steam provided by another company
Scope 3: Indirect emissions other than Scope 1 and Scope 2 (Such as emissions due to the use of sold products)

b. Scope 1, 2 and 3 GHG emissions and related risks

MITSUBISHI MOTORS Group calculates CO₂ emissions based on the GHG protocol. The table below shows the actual CO₂ emissions for Scope 1, 2, and 3 in FY2018 (the base year for our CO₂ emissions reduction target from business activities) and from FY2021 to FY2024.

To ensure our information is reliable and transparent, we have obtained independent third-party assurance for our Scope 1 and 2 emissions, as well as for Scope 3, Category 11 (use of sold products).

Scope 1, 2 and 3 Emission

	Unit	FY2018	FY2021	FY2022	FY2023	FY2024
Scope 1	x10 ³ t-CO ₂	119	92	95	90	85
Scope 2	x10 ³ t-CO ₂	469	319	271	264	243
Scope 3	x10 ³ t-CO ₂ eq	42,580	28,294	28,710	31,743	29,713
Total	x10 ³ t-CO ₂ eq	43,168	28,705	29,076	32,097	30,041

Reference

Third-Party Assurance (Scope 1 and Scope 2) (Scope 3)

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

c. Targets used by the organization to manage climate-related risks and opportunities and performance against targets

Major FY2030 Targets and Progress

Indicators	FY2030 Target	FY2035 Target	FY2024 Result
Average CO ₂ emissions from new vehicles (Tank to Wheel)	-40% (Compared to FY2010)	—	-19% (Compared to FY2010)
Ratio of electrified vehicles sales	50%	100%	16%
CO ₂ emissions from business activities (Total Scope1 and 2)	-50% ^(※) (Compared to FY2018)	—	-40% (Compared to FY2018)

* FY2018 Scope 1 and Scope 2 emissions of 588 thousand t-CO₂ include emissions of 43 thousand t-CO₂ from certain equity-method associates. In March 2023, we reviewed our targets in line with the latest perspectives on selecting companies subject to environmental management. After subtracting emissions from these equity-method associates, we revised our base figure to 545 thousand t-CO₂.

FY2024 Initiatives

Product-related Initiatives

Development and Spread of Electrified Vehicles

In our Environmental Targets 2030, the Group set the target of achieving a 40% reduction in average CO₂ emissions from new vehicles by 2030 (compared with FY2010 levels). To meet this target, we are positioning electrified vehicles, which emit low CO₂ while driving, as a core technology in responding to climate change and energy issues, and are advancing their development while also aiming to raise the electrified vehicle sales ratio to 50% by FY2030 and to 100% by FY2035. Centering on our strength in plug-in hybrid electric vehicles (PHEV), we

will expand our lineup of electrified vehicles, thereby promoting their popularization and use in society and contributing toward the realization of a sustainable society.

■ Electric Vehicles (EV)

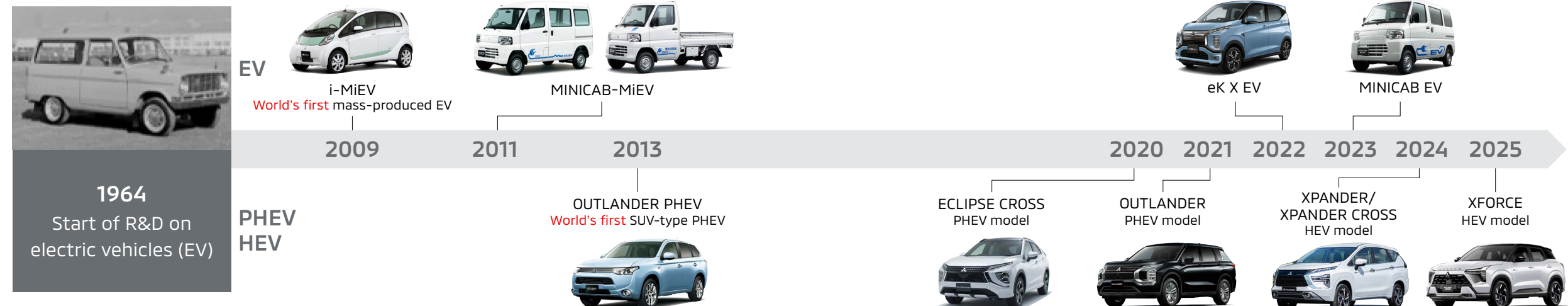
Electric vehicles (EV) are driven by electricity in battery, so they emit no exhaust gases such as CO₂ while driving.

We released the “i-MiEV” as the world’s first mass-produced EV in 2009. In addition to its environmental performance, the “i-MiEV” performed better than conventional gasoline engine vehicles on quietness and acceleration starting from maximum torque. In 2011, we launched the “MINICAB-MiEV,” a Kei-car

segment commercial electric EV. In 2012, we began offering the “MINICAB-MiEV TRUCK,” also an EV in the Kei-car segment. These technologies are the foundation of next-generation EVs, such as PHEV.

We believe that expanding the lineup of Kei-car EVs, which are expected to be used in more everyday situations, will be the key to the spread of electrified vehicles. Accordingly, in June 2022 we launched the “eK X EV,” a new EV in the Kei-car segment, and in December 2023 we launched the “MINICAB EV,” new commercial EV in the Kei-car segment.

Our History of Developing Electrified Vehicles



■ Plug-in Hybrid Electric Vehicles (PHEV)

PHEV are powered by electricity stored in batteries and by the motor, using the engine to generate electric power when the battery level is low. PHEV combine the powerful driving performance, high level of quietness, and driving stability characteristic of electric vehicles, without the concern that battery capacity will limit the vehicle's driving range.

Our journey in PHEV began with the "OUTLANDER PHEV" in 2013, followed by the "ECLIPSE CROSS PHEV model" in 2020 and the launch of the All-New "OUTLANDER PHEV model" in 2021. At low to medium speeds, the PHEV system uses electric power from the battery, but when the battery level is low, it generates electric power during operation using the engine while also supplying power to the motor and battery. Furthermore, during high-speed driving, the vehicle is driven by the engine and simultaneously assisted by the battery-powered motor. In this way, the drive mode is automatically selected according to the situation. CO₂ emissions are substantially lower than conventional gasoline engine vehicles, delivering outstanding environmental performance. In October 2024, we launched an upgraded version of the OUTLANDER PHEV with significantly extended EV driving range and improved acceleration performance.



"OUTLANDER PHEV"

■ Hybrid Electric Vehicles (HEV)

MITSUBISHI MOTORS' HEV system offers EV mode, series hybrid mode, parallel hybrid mode, and regenerative mode. The system automatically selects the optimal driving mode according to driving conditions and remaining drive battery capacity to achieve low fuel consumption and powerful and pleasant motor drive.

When starting off or at low speeds, in EV mode the vehicle runs on electric power alone, with the drive battery supplying power to the motor. In series hybrid mode, when the vehicle is climbing or accelerating, the engine is used to generate electricity, and the motor is used to drive the vehicle in combination with power from the drive battery. At higher speeds, the system switches to parallel hybrid mode, in which the car runs on engine power and is assisted by the motor. In regenerative mode, the vehicle recovers energy from deceleration, which it converts into electric power and stores in the drive battery.

In FY2024, we began launch of the new "ASX HEV model" in Europe and the new "XFORCE HEV model" in Thailand.

Promoting the Use of Electrified Vehicles as a Way of Adapting to Climate Change

By leveraging the large-capacity batteries on its electric vehicles (EV) and PHEV and their power supply functions, we are promoting adaptation measures to climate change and energy issues in collaboration with other industries. We are applying these to such areas as energy management, V2X* and use as emergency power sources in times of disaster.

* A general term encompassing vehicle to home (V2H) and vehicle to grid (V2G), among others

TOPICS

Demonstration Testing of Two Concepts for Energy Storage Utilization in Conjunction with Chargers for Electrified Vehicles

In January 2023, we installed demonstration facilities for two concepts linked to quick chargers and bi-directional chargers for electrified vehicles in the M-Tech Lab*¹, a smart grid demonstration facility at the Okazaki Plant, where we are conducting demonstration tests.

Both systems utilize used battery modules. One is an energy storage system that connects to the power line of a quick charger and discharges stored power to reduce power peaks when fast-charging electrified vehicles. The other is an energy storage unit, which is connected to a bidirectional charger in a CHAdeMO*² standard. This unit stores energy even when the electrified vehicles are away, facilitating efficient energy management. Through demonstration testing, we will establish technical requirements for safely and more effectively utilizing used batteries under various conditions. In the future, we will work with energy storage equipment manufacturers to introduce these systems at Group dealers' shops and other locations.

*¹ M-Tech Lab: Test equipment for a smart grid demonstration, our first initiative utilizing used batteries, began operating in April 2012.

*² CHAdeMO: A quick-charging system for electric vehicles, a global standard that Japan led the way in standardizing in 2010



Demonstration facility for utilizing used batteries



M-Tech Lab

TOPICS

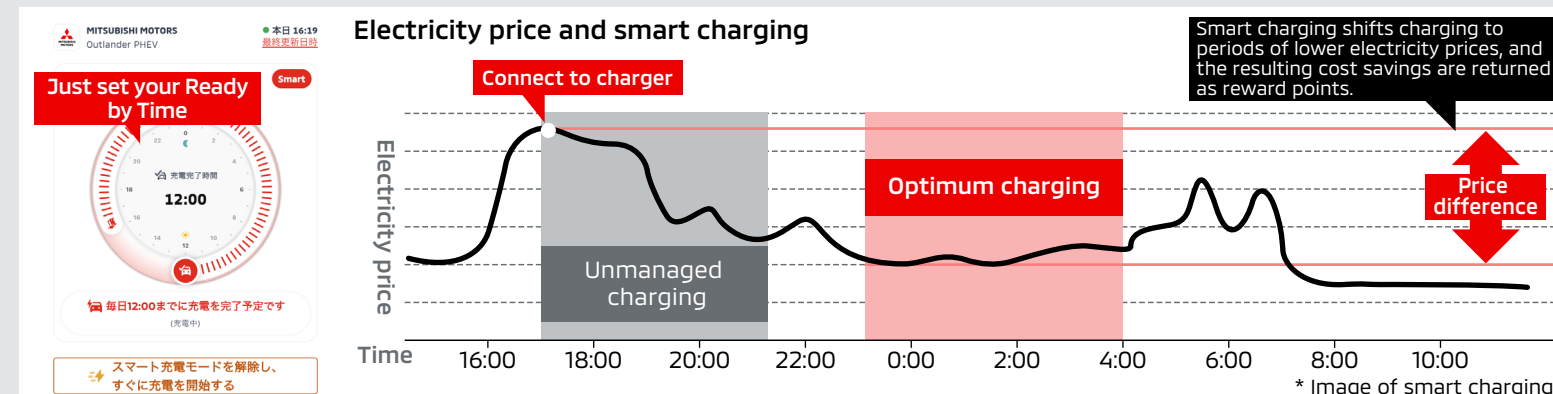
**Launch of a Commercial Smart Charging Service
Employing Our Connected Technologies for
Electrified Vehicles**

MITSUBISHI MOTORS, MC Retail Energy Co., Ltd., Kaluza Japan, and Mitsubishi Corporation launched Japan's first* commercial smart charging service using connected technologies from our electrified vehicles in October 2024.

* As of July 2025, according to our research, this refers to the use of connected vehicle technologies in a controlled charging service.

Features of the Service

This service optimizes the charging of OUTLANDER PHEVs in line with electricity prices by connecting MITSUBISHI MOTORS' connected systems to an advanced energy software platform provided by Kaluza Japan. The service is available through subscriptions to MC Retail Energy's EV smart-charging plans for households.

Image of Peak Shifting

■ Benefits to Customers

- Daily smart charging
Simply by connecting OUTLANDER PHEVs to a home charging station and setting intended departure time via the smartphone app, customers can enable the system to automatically control the charging schedule.
- Points system based on use of controlled charging
Some of the cost savings achieved through optimized charging with this service will be returned to customers in the form of electricity-bill discounts.

■ Benefits to Society

- Effective use of renewable energy
By charging during periods of low electricity prices, the system helps make use of surplus renewable energy and indirectly contributes to the more effective renewables.
- Efficient “peak-hour” shifts
By controlling charging, this service helps to shift the hours of peak electricity loads and contributes to the efficient operation of power grid infrastructure.

TOPICS

**Launch of Joint Demonstration of Movable
Storage Batteries Utilizing Used Batteries**

In September 2023, MITSUBISHI MOTORS and Hitachi, Ltd. began joint demonstration testing of the “Battery Cube”*, a movable storage battery that utilizes used batteries from electrified vehicles. In this demonstration, used batteries from OUTLANDER PHEVs are installed in the Battery Cube. In preparation for power outages during large-scale disasters, power from the Battery Cube is used to operate the “Urban Ace HF”, Hitachi’s standard elevator. In addition to supplying power from electrified vehicles equipped with V2H functionality, this combination using a Battery Cube should help to ensure continuous backup power supply in case of disaster.

We aim to commercialize Battery Cube with Hitachi in FY2025. We will work together to introduce Battery Cube to companies and local governments. We are also planning a joint demonstration for energy management that connects electrified vehicles and Battery Cube with solar panels and other devices to make effective use of renewable energy.

* Battery Cube: Registered trademark of Hitachi High-Tech Corporation in Japan



Left: Battery Cube supplying electricity
Right: Used batteries inside the Battery Cube

TOPICS

Launch of Self-Directed Light That Utilizes Used Batteries from Plug-in Hybrid Vehicles (PHEV)

MITSUBISHI MOTORS and MIRAI-LABO Co., Ltd. have been developing a self-directed light using used PHEV batteries aiming to contribute to decarbonization by promoting the use of renewable energy. Our self-directed lights store solar power generated during the day in used PHEV batteries, using the power to illuminate LED lights at night. Since they do not require an external power supply, they continue to operate independently in the event of a disaster or power failure. Used batteries mean that CO₂ emissions from battery production are lower than for streetlights using new batteries, and CO₂ emissions during operation are zero, as the electricity comes from solar power.

In FY2022 and FY2023, MITSUBISHI MOTORS conducted a demonstration project that involved installing 24 self-directed lights at the facilities of the Okazaki Plant, Mizushima Plant, Kyoto Plant, and Tokachi Research & Development Center. In March 2025, based on the results of the demonstration, we sold the first self-directed light to Okazaki City in Aichi Prefecture. As part of its Decarbonization Leading initiative, the city installed the light at the Social Welfare Council Service Center.



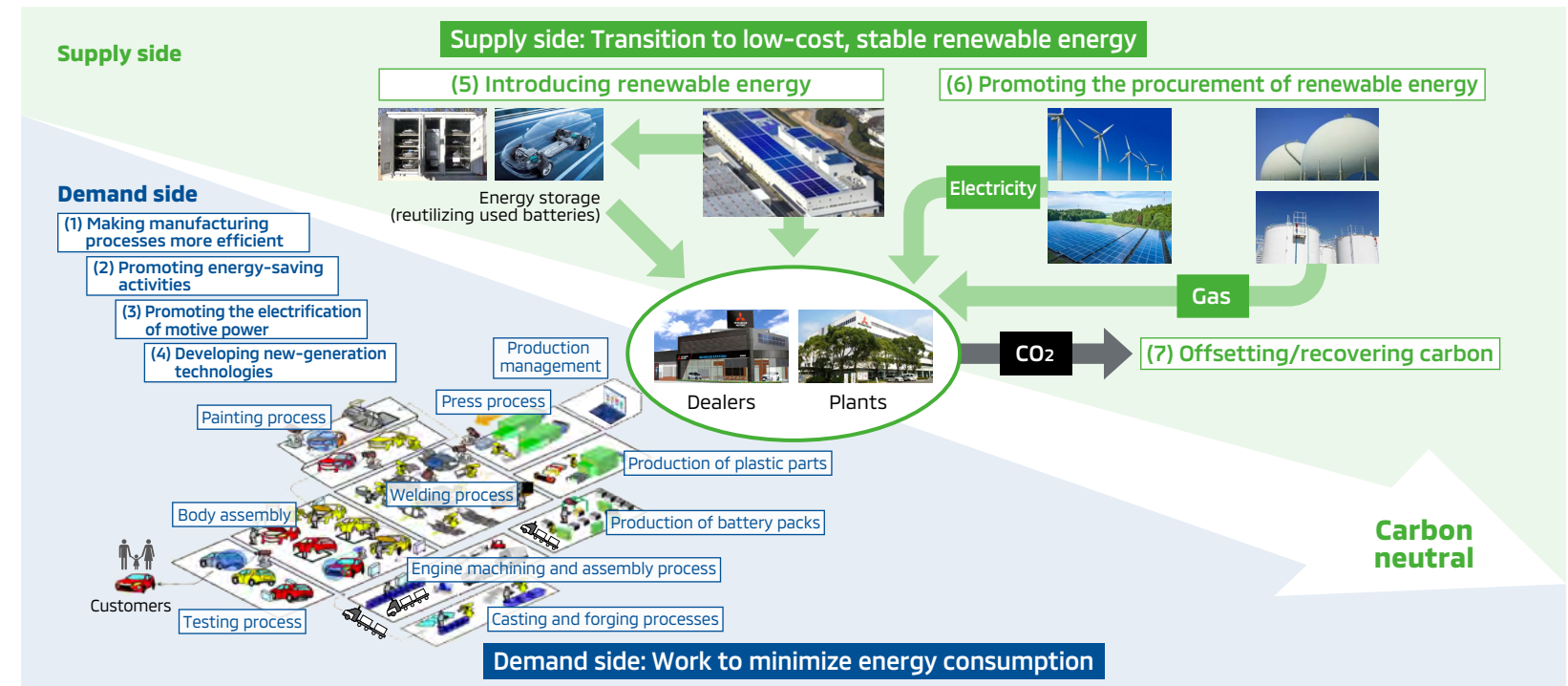
Self-directed light

Business Activity Initiatives**Taking the Initiative in Business Activities Toward Carbon Neutrality**

To achieve carbon neutral, the Group will approach the issue from both the “demand side” (energy consumption) and the “supply side” (energy generation and procurement). To ensure our activities are carried out systematically, we have formulated a medium- to long-term roadmap toward carbon neutrality. Following this plan, we are working to develop future technologies, improve production processes and expand the

introduction of renewable energy.

We have established the Subcommittee to Promote the Reduction of CO₂ as an infrastructure of the Sustainability Committee. The subcommittee, which has members from production, development and dealers in Japan and overseas, aims to help the entire MITSUBISHI MOTORS Group achieve carbon neutrality in its business activities. Beside sharing information on the progress of action plans, actual CO₂ emissions, and other pertinent data, the committee also drafts reduction measures, considers future technologies, and deliberates the future energy mix.

“Seven Approaches” to Become Carbon Neutral

Physical Distribution

Capture and visualize Global Logistics CO₂ Emissions

The Group is promoting initiatives to capture and visualize global logistics CO₂ emissions across the supply chain, including overseas operations. In addition to the ongoing efforts to understand logistics CO₂ emissions from overseas production plants, from FY2023, we expanded the scope to include overseas vehicle sales subsidiaries. Furthermore, we are analyzing the visualized logistics CO₂ emissions and promoting initiatives to reduce emissions.

Working to Reduce CO₂ Emissions from Logistics

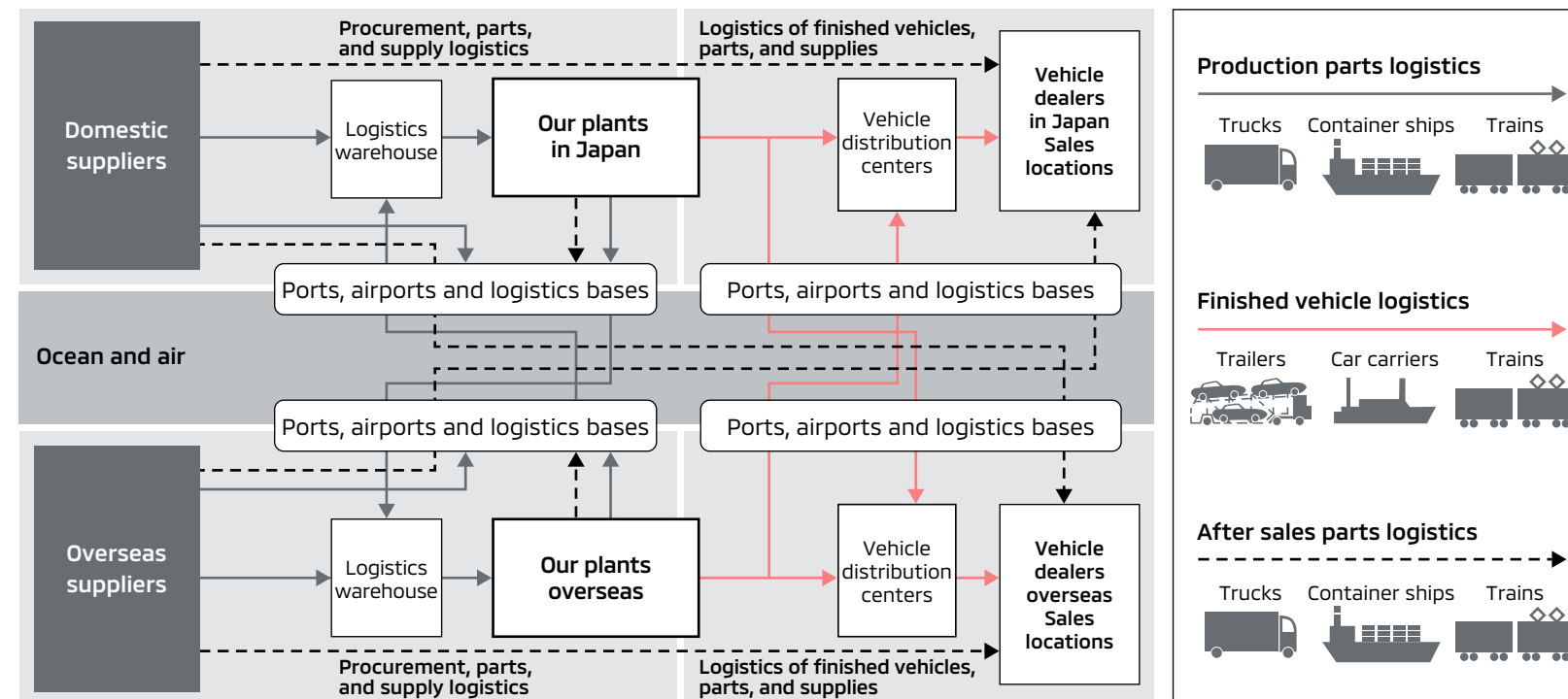
The Group is promoting initiatives to reduce Logistics CO₂ emissions in the transportation of production parts, after sales parts, and finished vehicles. Key logistics efficiency measures include not only improvements driven by our own efforts, such as packaging improvements and increasing transport loading rates, but also active and comprehensive initiatives through collaboration with logistics partners. These include promoting eco-driving, increasing the size of transport equipment, modal shifts, reducing transport distances through

joint transportation with alliance partners, and shared use of logistics facilities. We have been implementing these initiatives proactively for some time. In addition to these proactive and comprehensive measures, we are considering collaborating more closely with logistics partners to encourage the introduction of vehicles that run on non-fossil fuels.

(Reference) Physical Distribution

https://www.mitsubishi-motors.com/en/sustainability/environment/climate_change/index.html

Schematic of Our Global Logistics Domain



Initiatives throughout the Supply Chain

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

In November 2023, we held a briefing session for our suppliers to share the Group's initiatives toward carbon neutrality and deepened communication with suppliers handling items with high CO₂ emissions and emissions reduction. By the end of FY2024, we had supported concrete activities to reduce CO₂ emissions at three supplier companies. We also invited suppliers to our in-house exhibition showcasing energy-saving products, services, and technologies, with 44 companies participating. Furthermore, following FY2023, we continued in FY2024 to use the CDP* Supply Chain Program to better understand our suppliers' initiatives, as well as related risks and opportunities.

In FY2025 and beyond, we will continue to collaborate with our business partners to promote activities aimed at reducing CO₂ emissions throughout the supply chain.

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

(Reference) P46 Green Procurement Guidelines

Resource Recycling Initiatives

Progress in FY2024

Less than 0.5%

Direct landfill waste
(Management Target
Companies: 20)
[FY2023: less than 0.5%]

- Expanded adoption of non-fossil-based plastic
- Conducted demonstration equipment at the Okazaki Plant's M-Tech Lab for demonstration experiments using storage batteries with the two concepts of employing quick chargers for electrified vehicles and integrating the use of bidirectional chargers
- Sold the first self-directed light using reused batteries from electrified vehicles (sold to Okazaki City, Aichi Prefecture in March 2025)

Basic Approach

The rise in populations and economic growth in emerging markets is leading to a rise in the consumption of minerals, fossil fuels and other resources.

The MITSUBISHI MOTORS Group is working to use fewer resources and use them more effectively in automobile manufacturing processes so that we can add more value to vehicles. We therefore see the effective use of resources as an important priority. The Environmental Plan Package positions resource recycling as an environmental issue for our Group to engage with directly, and we are contributing to a resource-recycling-oriented society by minimizing input resources and maximizing resource efficiency.

Countries and industry groups are formulating various initiatives in order to promote automobile recycling and correct processing. In response, we set targets to improve the ease of recycling, reduce the use of lead, and introduce recycled parts

for new vehicles when the “MITSUBISHI MOTORS Recycling Initiative” was established in 1998. We have continued to engage in this initiative.

Recycling-Based Design and Development

Under vehicle recycling legislation in Japan, Europe, China, and other countries, automobile manufacturers are obligated to consider recycling when developing products. We conduct design and development that actively incorporates not just recycling, but all aspects of the 3Rs including reduction and reuse.

We are also expanding adoption of non-fossil-based plastic such as recycled materials and biomass plastics in vehicles. Recycled used clothing materials are used for silencer parts such as dashboards, and biomass plastics are used for interior parts such as steering wheel garnishes.

At dealers, bumpers recovered or replaced during repairs are recycled for use in battery trays and other exterior parts. We plan to carry out further development to continue to expand our adoption of non-fossil-based plastic.

Reference Recycling-Based Design and Development
<https://www.mitsubishi-motors.com/en/sustainability/environment/resource/index.html>

Promote Recycling of End-of-Life Vehicles

The Group encourages the recycling of end-of-life vehicles to reduce the environmental impact of waste from these vehicles. In Japan, the European Union (EU) and other regions, we promote recycling in accordance with the automobile recycling laws of each country. We comply carefully with the evolving automobile recycling laws that are being introduced in emerging countries in Asia.

The Environmental Targets 2030 identify the reuse of batteries used in electrified vehicles as one item to be addressed. From the perspective of conserving resources, we

are undertaking initiatives to utilize used batteries.

Reuse of Batteries Used in Electrified Vehicles

Used electrified vehicle batteries retain sufficient storage capacity to make them useful for other applications, so from the perspective of conserving resources we are working to effectively reuse electrified vehicle batteries. To ensure these batteries can be effectively used for storage, we are conducting verification using a large-scale rooftop solar power system at the Okazaki Plant and built a power storage system that employs used batteries from the “OUTLANDER PHEV” (previous model).

In January 2023, we installed equipment for the demonstration of two concepts employing used batteries in conjunction with quick chargers and bidirectional chargers at the Okazaki Plant, and we have begun the demonstration. Going forward, we will work with energy storage equipment manufacturers to introduce these systems at Group’s sales companies’ dealers and in other locations.

In addition, with MIRAI-LABO Co., Ltd., we have developed a self-directed light that reuse batteries from electrified vehicles. Our self-directed lights store solar power generated during the day in used batteries from electrified vehicles and use that power to illuminate LED lights at night. In FY2022 and FY2023, we installed and performed verification testing of 24 self-directed lights at our Okazaki Plant, Mizushima Plant, Kyoto Plant, and Tokachi Research & Development Center. In March 2025, we began selling these self-directed lights, with the first unit installed at the Okazaki City Social Welfare Council Service Center.

In addition, in Japan, Europe and North America, the Group has begun creating a system for collecting used batteries. The aim is to develop recycling technologies for and to properly dispose of batteries for electric vehicles and plug-in hybrid electric vehicles.

Response to Automobile Recycling Laws in Japan

Since the End-of-Life Vehicle Recycling Law was enacted in Japan in 2005, we have been accepting used automobile shredder residue (ASR^{*1}), airbags, and fluorocarbons for recycling.

Regarding ASR recycling, we participate in ART^{*2} in order to jointly process ASR. As a result of the creation of new processing facilities and other measures, the ASR recycling rate in FY2024 was 96.7%, substantially above the statutory standard of 70% in effect since 2015. We will continue to develop new recycling facilities to ensure the stable processing of ASR.

We outsource the treatment of airbags and fluorocarbons to the Japan Auto Recycling Partnership (JARP).

In FY2024, our effective recycling rate for end-of-life vehicles^{*3} exceeded 99%, surpassing the government's stipulated effective recycling rate of 95%.

^{*1} Automobile shredder residue

^{*2} Automobile Shredder Residue Recycling Promotion Team established by 12 companies, including Nissan Motor Co., Ltd., Mazda Motor Corporation and MITSUBISHI MOTORS.

^{*3} Effective recycling rate: The recycling rate for end-of-life vehicles. The ratio recycled in the dismantling and shredding process is approximately 83% (cited from the materials of the 3rd joint meeting of the Automobile Recycling Expert Committee of the Central Environmental Council and the Automobile Recycling Working Group of the Industrial Structure Council in May 2003), multiplied by the remaining ASR ratio of 17% and the ASR recycling rate for the relevant fiscal year.

Recycling Promotion in the EU

Response to the EU's Directive on the Recycling of End-of-Life Vehicles

In the EU, in accordance with the End-of-Life Vehicles Directive^{*} established in 2000, automobile manufacturers or importers must accept and recycle end-of-life vehicles.

The Group has built a system of acceptance and recycling in line with the actual situations of EU member countries centering on our European subsidiary Mitsubishi Motors Europe B.V. (MME).

^{*} "Directive of the European Parliament and of the Council on End-of-Life Vehicles"

Provision of Dismantling Information

In the EU, automobile manufacturers must provide dismantling information for new model vehicles to treatment operators. We provide such information on a timely basis by using the International Dismantling Information System (IDIS) jointly developed by automobile manufacturers.

Response to the EU's Directives on Approval for Vehicle Models for Recyclability

In the EU, satisfying the minimum 95% recyclability rate is a requirement for the type approval of vehicle models, and the Group has established a system that satisfies the requirements of this directive. MITSUBISHI MOTORS Group vehicles sold in the EU meet the requirements of the directive under this system.

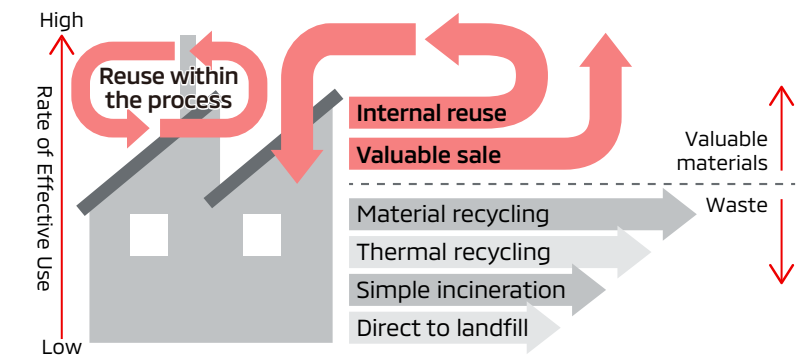
Initiatives to Reduce Waste Generation and Reuse Resources in Production Activities

We are working to reduce the amount of waste generated through manufacturing by improving its production processes. As for the generated waste, we reduce treatment costs and continue to improve the sorting and treating methods to utilize it as resources.

(Reference)

Initiatives to Reduce Waste Generation and Reuse Resources in Production Activities
<https://www.mitsubishi-motors.com/en/sustainability/environment/resource/index.html>

Effective Use of Resources and Recycling



Responses Related to the Plastic Resource Circulation Act

In FY2024, we achieved a recycling rate of 100% for industrial waste from products using plastic (hereinafter "waste plastic"). We will continue to promote the recycling of waste plastic and maintain this 100% recycling rate^{*}.

Volume of industrial waste from products using plastic and recycling rate (Okazaki Plant, Mizushima Plant, Kyoto Plant)

	FY2023	FY2024
Volume of waste	1,796t	1,973t
Recycling rate	97%	100%

^{*} Recycling rates were calculated using the recycling rate calculation method specified by the Japan Automobile Manufacturers Association

Achievement of Zero Direct Landfill Waste

With regard to waste generated by our business activities, to achieve the goal set in Environmental Targets 2030 of "zero direct landfill waste (less than 0.5%)," we are working to reduce waste generated in external and reuse resources. In FY2024, our management target companies achieved zero direct landfill waste (less than 0.5%).

Prevention of Pollution

Progress in FY2024

- Obtained information on GADSL* regulated substances and upgraded our management system in order to properly manage hazardous substances in products.
- * Global Automotive Declarable Substance List, a list to facilitate the exchange of information on environmentally hazardous substances, created by consensus of a group of automotive manufacturers in various countries

Basic Approach

Vehicles are products that can affect human health and biodiversity through the emission of environmental pollutants and chemical substances during business activities or product use.

The Group aims to contribute to the realization of a pollution-free society and has positioned this as one of the key challenges in its Environmental Plan Package. We are working to reduce the environmental impact of our products and the pollution resulting from our business activities.

In the stage of product development, along with reducing noxious components of exhaust gases and promoting the development of fuel economy improving technologies and electrification technologies, we strive to manage hazardous substances. In production processes, we are endeavoring to reduce air pollutants emitted from our plants by voluntarily enacting activity standards that are stricter than legal requirements. Throughout all of our business activities, we are carrying out initiatives aimed at reducing the impact on the environment from chemical substances.

Reference Purifying Exhaust Gas while Driving
<https://www.mitsubishi-motors.com/en/sustainability/environment/pollution/index.html>

Reduction of Hazardous Substances

In accordance with the reduction targets of the Japan Automobile Manufacturers Association, Inc. (JAMA) and the EU’s end-of-life vehicles directive (a recycling law) *1, the Group is working to reduce the use of four substances (lead, mercury, cadmium, and hexavalent chromium). We are also taking measures to comply with individual countries’ regulations on the use of hazardous substances, such as the EU’s end-of-life vehicles directive, the REACH regulation*2 concerning substances and the Convention on POPs*3.

At present, in addition to four substances and other heavy metals, the use of VOCs*4, bromine-based flame retardants and various other substances is regulated. Regulations similar to European ones are being enforced in developing countries in Asia as well.

The Group is working to voluntarily reduce hazardous substances by setting internal technical standards.

*1 Directive of the European Parliament and of the Council on “End-of-Life Vehicles”
*2 REACH stands for “Registration, Evaluation, Authorisation and Restriction of Chemicals.” Enacted on June 1, 2007, the REACH regulation is a general system to register, evaluate, authorize and restrict the use of substances
*3 Persistent Organic Pollutants
*4 Volatile Organic Compounds

Reference
Environmental Data Related to Products and Business Activities: Emissions of Sulfur Oxide, Nitrogen Oxide, VOC (Volatile Organic Compounds) and Ozone-Depleting Substances
<https://www.mitsubishi-motors.com/en/sustainability/esg/index.html>

Management of Material Data by IMDS

To manage and reduce the amount of hazardous substances contained in vehicle parts delivered by suppliers, data regarding these substances are collected by the IMDS*, an international system for collecting such data. Together with overseas, we

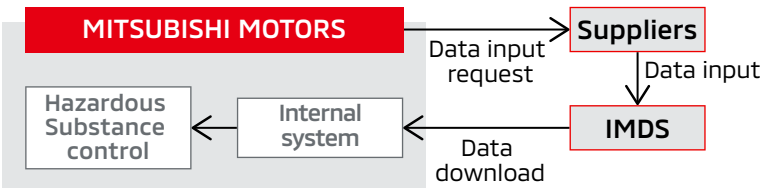
utilize the collected data under a globally centralized internal system for reducing hazardous substances.

We ask business partners to disclose data on environmentally hazardous substances for materials and parts by inputting them into IMDS in accordance with the “Green Procurement Guidelines.” We also ask them to establish a management system for environmentally hazardous substances. In cooperation with suppliers, we are complying with the REACH regulation, a general system for the registration, evaluation, authorization, and restriction of substances used in the EU.

We reflect updates to information on GADSL-regulated substances in our internal management system to properly manage hazardous substances in products. We collect IMDS data inputted by suppliers and utilize the system to automatically determine the compliance status with regulations if any newly regulated substances are found in components, based on the content and materials used. We are also introducing component replacement and design changes in accordance with regulations.

* International Material Data System
Reference P46 Green Procurement Guidelines

Flow of Data Collection through IMDS



Reduction of In-Cabin VOCs

VOCs are organic compounds that are easily volatilized at room temperature such as formaldehyde and toluene. These compounds are thought to cause sick building syndrome, and may irritate the eyes, nose, and throat. In an automobile cabin, they are mainly generated by adhesives and paint used in interior parts.

In addition to implementing reduction measures for VOC sources, we also take advance measures to respond to VOC regulations, not only those of JAMA but also of future European regulations. We strive to provide customers with healthy and safe cabin spaces.

Reference

Japan Automobile Manufacturers Association Voluntary Guidelines for Reducing Vehicle Cabin VOC Concentration Levels
<https://www.jama.or.jp/english/news/past/release/2005/050214.html>

Preventing Air Pollution

Reduction of VOC Emissions from Production Processes

To reduce VOC emissions, the Group is applying the waterborne 3WET paint method* to the painting process. In Japan, we use this method at the Mizushima Plant and the Okazaki Plant. Overseas, the system is used in two painting plants in Mitsubishi Motors (Thailand) Co., Ltd. (MMTh).

We are also upgrading our robotic and other painting systems, reducing the amount of paint used by adjusting production lots and collecting more used thinner. Through these moves, we are reducing VOC emissions from vehicle production.

* With this method, water-soluble paints are used for the middle and top coats. Solvent-based paint is used only for the clear overcoat.

Reference

Environmental Data Related to Products and Business Activities
<https://www.mitsubishi-motors.com/en/sustainability/esg/index.html>

Management of Air Pollutants

The Group follows laws and regulations to manage the concentrations and amounts of such air pollutants as nitrogen oxides (NOx), sulfur oxides (SOx) and soot emitted in production processes.

In addition, to simultaneously reduce air pollutants and CO₂ emissions, we are promoting the replacement of equipment that uses fossil fuels such as kerosene with electric devices, including electric heat pumps.

Management of Chemical Substances

Appropriate Management of Chemical Substances

The Group has introduced a chemical substance management system. Before deploying substances, we examine their physical and chemical properties and the details of usage plans, as well as legal requirements. And we conduct risk assessments, judge whether the substances can be introduced and educate workers thoroughly. We also centrally manage the most recent Safety Data Sheet (SDS) information. In addition, we use data from this system to ascertain the quantity of PRTR* substances used and report on their usage and emissions to Ministry of Economy, Trade and Industry, as well as other aspects of legal compliance.

We will continue to appropriately manage chemical substances from the perspectives of ensuring occupational health and safety and preventing environmental pollution.

* PRTR: Pollutant Release and Transfer Register

Appropriate Management of Hazardous Waste

The Group manages hazardous waste to avoid importing or exporting hazardous waste that is restricted by the Basel Convention on the Control of Transboundary Movements of Hazardous and Their Disposal*.

We also transport and treat waste produced in Japan appropriately, based on various legal requirements.

* This convention stipulates international frameworks and procedures related to restrictions on international transfer of a certain types of waste.

Appropriate Management of Waste Containing PCBs

Harmful polychlorinated biphenyls (PCBs) are contained as insulation oil in transformers and condensers that were manufactured a long time ago. Our Group processes waste containing PCBs appropriately, in accordance with the Act on Special Measures concerning Promotion of Proper Treatment of PCB Waste.

Conservation of Water Resources

Progress in FY2024

- PT Mitsubishi Motors Krama Yudha Indonesia (MMKI) and Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) began operating wastewater recycling plants (Wastewater recycling rates in FY2024: MMKI 75%, MMTh 79%)

Basic Approach

Due to the increasing population and changes in the natural environment caused by climate change, water supply and demand are becoming tighter in more regions, and social concern for the preservation of water resources is increasing.

The MITSUBISHI MOTORS Group requires a large amount of industrial water, city water, and groundwater, and the like for automobile production and it discharges water into sewage lines and rivers, etc. In regions with high water risk, it is essential to consider the impact that water withdrawal and discharge from our business activities have on the surrounding environment.

At each plant, we comply with various legal requirements, such as the one on the quality of discharged water. In addition, we work to reduce water withdrawal amounts and introduce

water recycling technologies based on the status of water resource management in each country and region.

Water is required for the operations of our business partners. We are aware of the importance of water risk management throughout the entire value chain.

Reduction of Water Withdrawal Volume

We are striving to reduce water withdrawal volumes by reusing washing water used in production processes for pre-washing and by circulating cooling water and temperature control water.

At the Okazaki Plant and at PT Mitsubishi Motors Krama Yudha Indonesia (MMKI), we have set up rainwater storage tanks in order to reuse rainwater. At the Okazaki Plant, we have also set up equipment to filter groundwater so that it can be used to supply drinking water to employees and those who live nearby, in case any disasters occur.

(Reference) Reduction of Water Withdrawal Volume

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



Rainwater storage tank
(Okazaki Plant)



Groundwater membrane
filtration equipment
(Okazaki Plant)

Reuse of Discharged Water

The MITSUBISHI MOTORS Group has introduced wastewater recycling technologies, taking into consideration the situation regarding water resource management at each facility location. Currently, discharged water recycling plants are operational at PT Mitsubishi Motors Krama Yudha Indonesia (MMKI) and Mitsubishi Motors (Thailand) Co., Ltd. (MMTh).

MMKI has been utilizing a wastewater recycling plant since its establishment in 2017. In FY2024, its wastewater recycling rate reached 75%. MMTh put its wastewater recycling plant into operation in January 2022, and in FY2024, its wastewater recycling rate was 79%.



Wastewater recycling plant
(MMTh)

Water Withdrawal Source and Drainage of Each Plant

Plant	Water Withdrawal Source	Drainage
Okazaki Plant (Okazaki, Aichi Pref.)	Yahagi River	Kanda River Tributary → Kanori River
Kyoto Plant –Kyoto (Kyoto, Kyoto Pref.)	Lake Biwa	Sewage line
Kyoto Plant –Shiga (Konan, Shiga Pref.)	Lake Biwa	Sewage line
Mizushima Plant (Kurashiki, Okayama Pref.)	Takahashi River	Hakken River → Mizushima Port
Mitsubishi Motors (Thailand) Co., Ltd. (MMTh)	Nong Pla Lai Reservoir, etc.	Sewage line
PT Mitsubishi Motors Krama Yudha Indonesia (MMKI)	Lake Jatiluhur	Sewage line

Prevention of Water Pollution

A report regarding the results of our water pollution prevention initiatives is available on our website.

(Reference) Prevention of Water Pollution

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

Preservation of Biodiversity

Progress in FY2024

- Promoted preservation activities that leverage the results of ecosystem surveys at locations in Japan
- Conducted tree-planting and cultivation activities in Japan and overseas



Biotope (Kyoto Plant-Kyoto)



Tree-planting activities at MMTh (Thailand)

* A biotope is a space where organisms can live in natural surroundings.

Examples of Preservation of Biodiversity Activities

Main implementing body	Location of activities	Activity details
MITSUBISHI MOTORS	Kyoto Plant-Kyoto	Developed a biotope in the on-site green space and cultivated rare plant species in collaboration with the City of Kyoto.
	Kyoto Plant-Shiga	Maintained an on-site wetland and worked to protect the white egret flower, a rare plant species.
	Hayakawa-cho, Yamanashi Prefecture	Concluded a new agreement with Hayakawa-cho, and OISCA Japan regarding the "Third Phase of Pajero Forest Activities" and carried out forest preservation activities.
	Okazaki City, Aichi Prefecture	Signed a "Forest Preservation Partnership Agreement" with Okazaki City and conducted forest preservation activities in the jointly operated "Okazaki OUTLANDER Forest."
Mitsubishi Motors (Thailand) Co., Ltd. (MMTh)	Khlung District, Chanthaburi Province, Thailand	Conducted planting and nurturing of mangroves in cooperation with the Department of Marine and Coastal Resources, Ministry of Natural Resources and Environment.

Basic Approach

All living things are intricately connected in various relationships and live in balance. We benefit from this biodiversity in our lives.

The automotive industry both directly and indirectly impacts on biodiversity due to land use (including the construction of plants), the release of chemical substances from plants, and the greenhouse gas emitted from the use of our products and business activities. Meanwhile, climate change is transforming regional environments, which has a major direct impact on ecosystems. MITSUBISHI MOTORS Group believes it is a priority to enact climate change countermeasures, protecting biodiversity so that we can continue to enjoy its blessings.

The Group formulated the "MITSUBISHI MOTORS Group

Guidelines for the Preservation of Biodiversity" in August 2010 and promotes conservation activities.

(Reference)

MITSUBISHI MOTORS Group Guidelines for the Preservation of Biodiversity
https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/index.html

Promoting Preservation Activities

Ecosystem Surveys at Business Sites in Japan

Production of vehicles requires large-scale plants. MITSUBISHI MOTORS Group believes that assessing the impact that the use of land in company business has on local biosystems is important to our biodiversity protection initiatives.

Our business sites in Japan are not located in or adjacent to protected areas as defined by the Nature Conservation Act

or prefectural ordinances. However, in keeping with the spirit of these laws, we conducted ecosystem surveys at domestic sites that use large plots of land, such as plants, with the support of biodiversity-related research firms.

Locations Where Ecosystem Surveys Were Conducted

Fiscal Year	Location
2013	Kyoto Plant-Shiga
2015	Okazaki Plant
2017	Mizushima Plant/Kyoto Plant-Shiga*
2018	Tokachi Research & Development Center
2019	Kyoto Plant-Kyoto
2021~2023	Kyoto Plant-Kyoto*

* A monitoring survey was conducted to confirm the preservation effects of the measures.

Biodiversity Protection Initiatives

Based on the results of ecosystem surveys conducted at our domestic business sites, we are engaged in biodiversity conservation activities. To protect water sources and foster environmental awareness among our employees, we are engaged in forest preservation activities both in Japan and overseas.

(Reference) Preservation of Biodiversity

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

Support for External Initiatives

We expressed our support for the intent of the "Keidanren Declaration for Biodiversity and Guideline" formulated by Keidanren and joined the Keidanren Initiative for Biodiversity Conservation in 2010.

(Reference) Keidanren Initiative for Biodiversity Conservation

https://www.keidanren-biodiversity.jp/logo_en.php



Social

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

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.

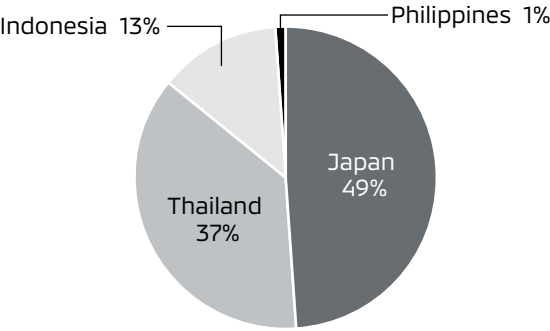
We issue monthly Supplier Score Cards, which numerically represent suppliers' quality results. This approach has clarified issues for each company, assisting in the fast and accurate implementation of improvement measures. In cases of particularly serious defects, we analyze the causes and examine the 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’etre: 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%

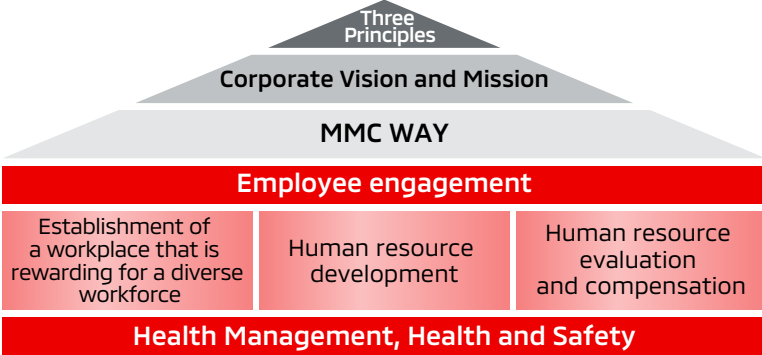
Basic Framework

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

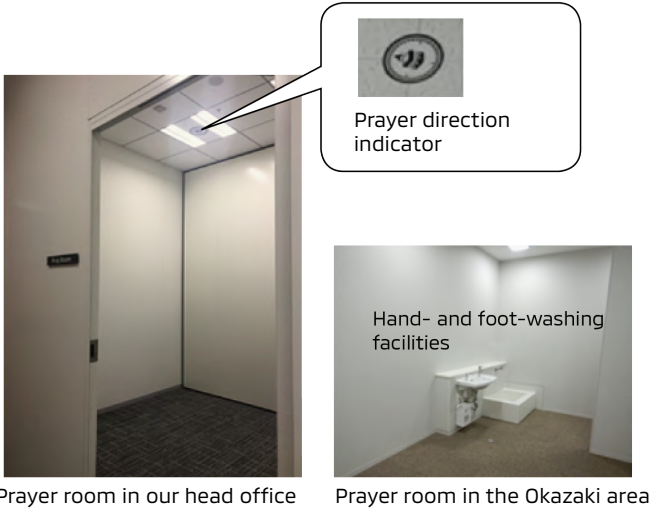
<https://www.mitsubishi-motors.com/en/sustainability/society/workstyle/index.html>

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>



Prayer room in our head office

Prayer room in the Okazaki area

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

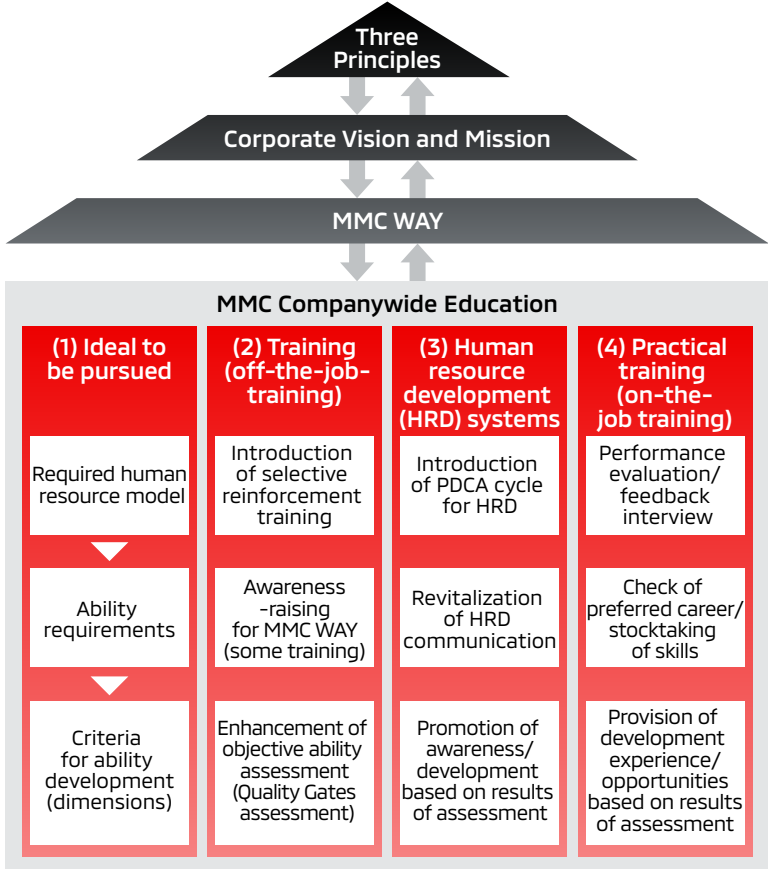
MITSUBISHI MOTORS' educational three pillars are the "Three Principles," a statement of the Mitsubishi Group's management principles; our Corporate Vision and Mission; and the "MMC WAY," guidelines for daily behavior. We also specified the abilities and skills necessary to put these principles or behavior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

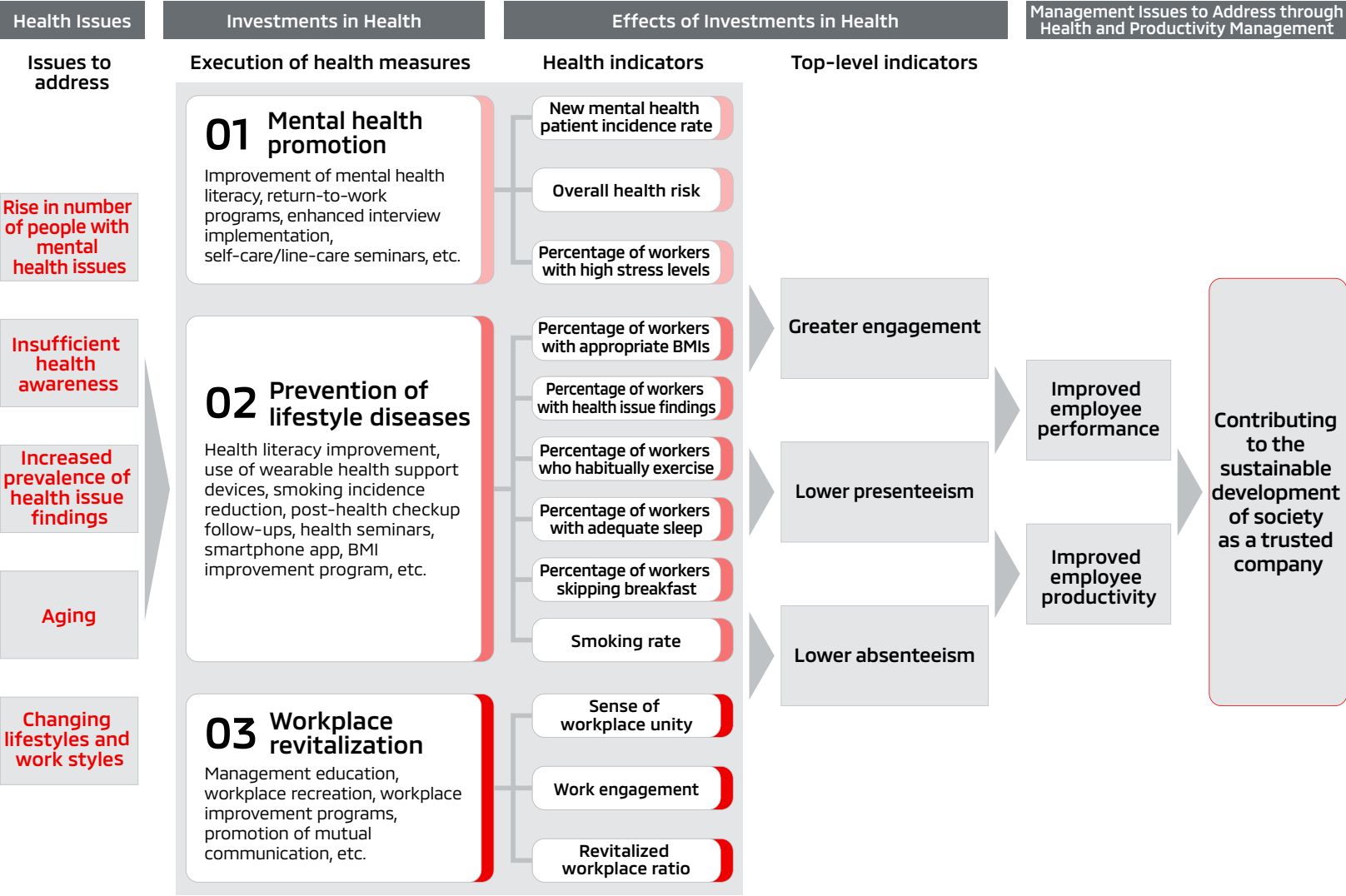
As a measure for helping prevent lifestyle diseases, we have introduced personalized support regarding diet and exercise to employees under age 40 with a BMI of 25 or above in order to reduce their future health risks and we are implementing a BMI improvement program. In addition, starting in FY2024, 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

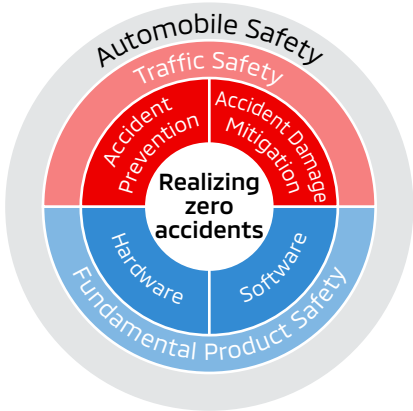
Management Structure

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.

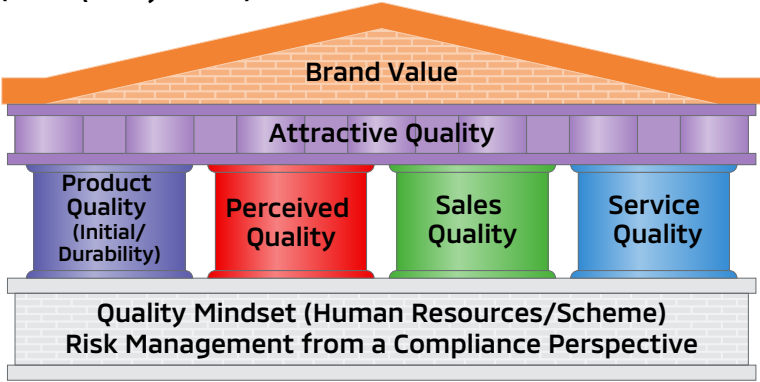
Product quality includes both the initial quality that customers experience immediately after purchasing and durability that customers realize throughout their ownership. We sincerely listen to the voices of customers and address any issues reported from the field and are strengthening our system to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

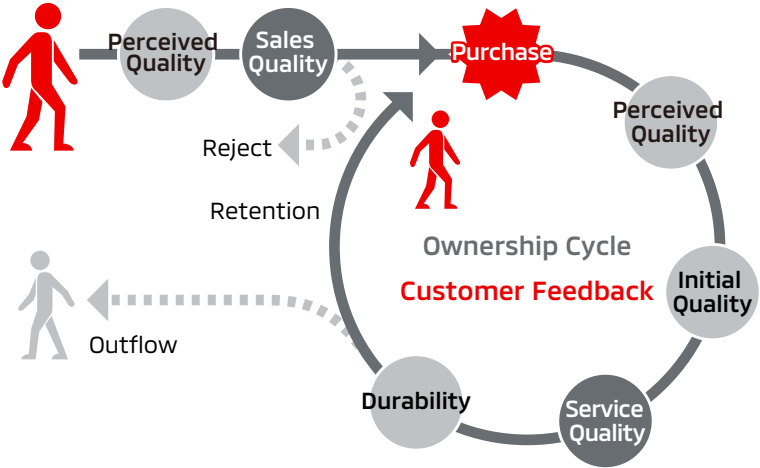
quality from the customer's perspective to ensure customer satisfaction at every touchpoint.

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.

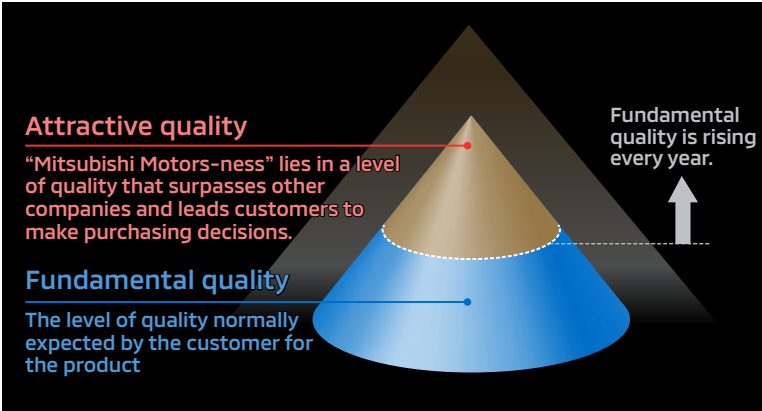
Perceived quality consists of two qualities. The first is

“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.

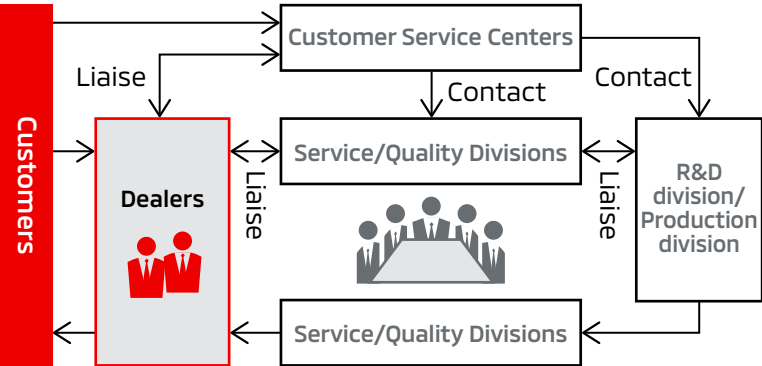
Utilizing Customer Voice

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/>

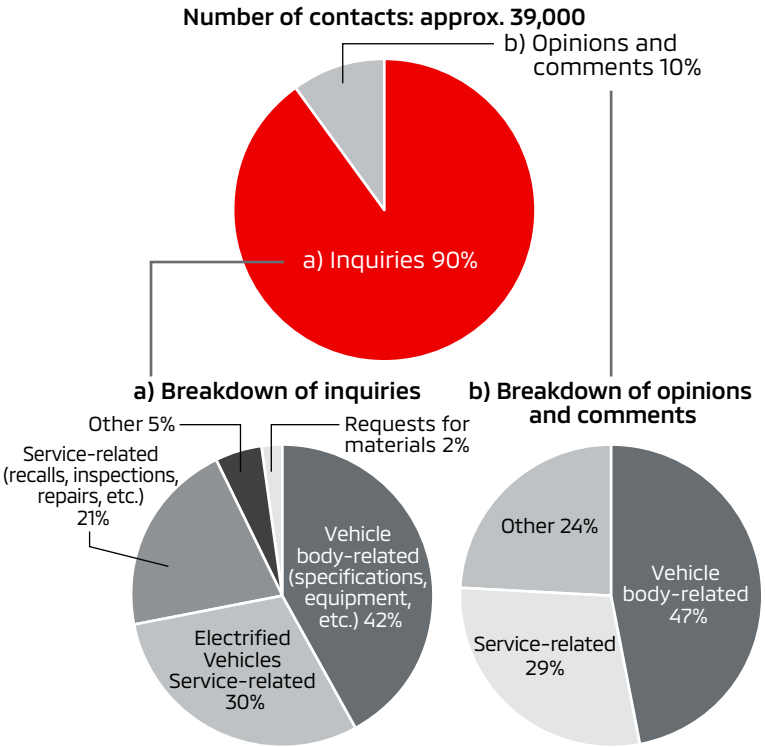
Recalls in FY2024*

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

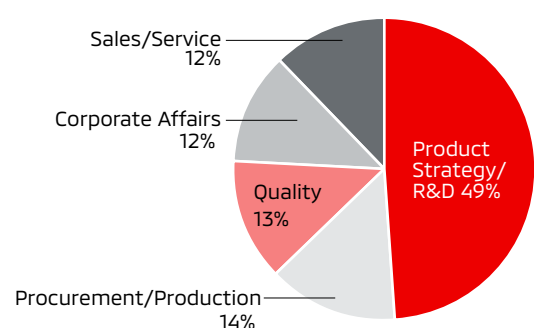
Developing Customer Orientation

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

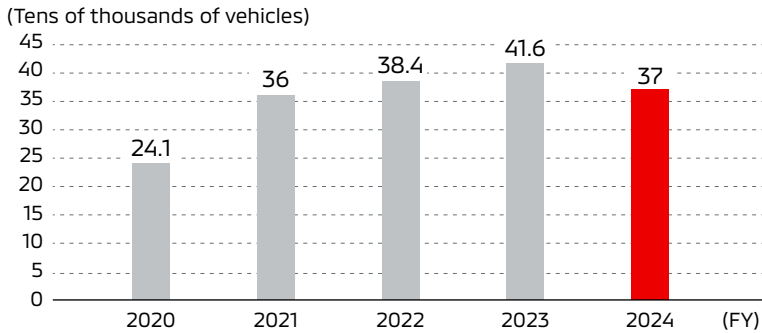
We continue to support the enhancement of manufacturing capabilities and strengthening of competitiveness through local production in various countries, with a focus on the ASEAN, our driver of growth. In FY2024, we transferred manufacturing technologies, including technologies for electrified vehicles 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.

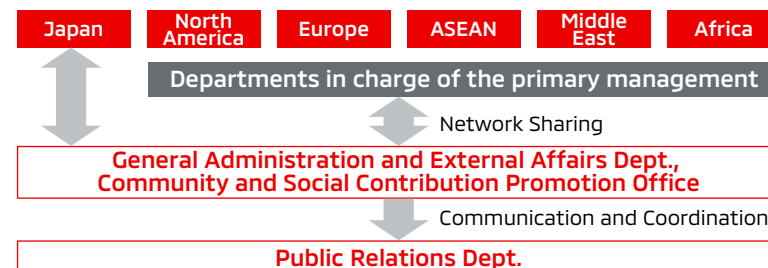
(Reference) Social Contribution Activities Policy

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.

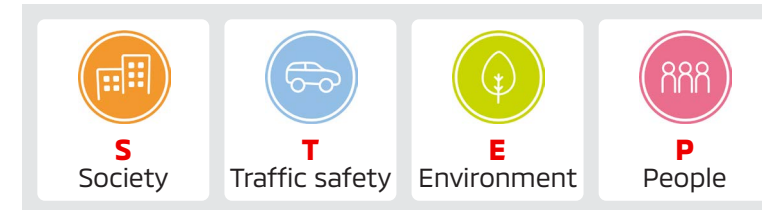
Social Contribution Promotion Structure



(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>



Governance

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Corporate Governance

Basic Approach and Policies

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

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

(Reference) Corporate Government Guidelines

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

System of Corporate Governance

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

Board of Directors and Directors

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

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

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

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

(Reference)

Policy for the Nomination of Candidates for Directors

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

Composition of the Board

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

Knowledge, experience, and expertise of the Board of Directors

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

Independence Standards and Qualification for Outside Directors

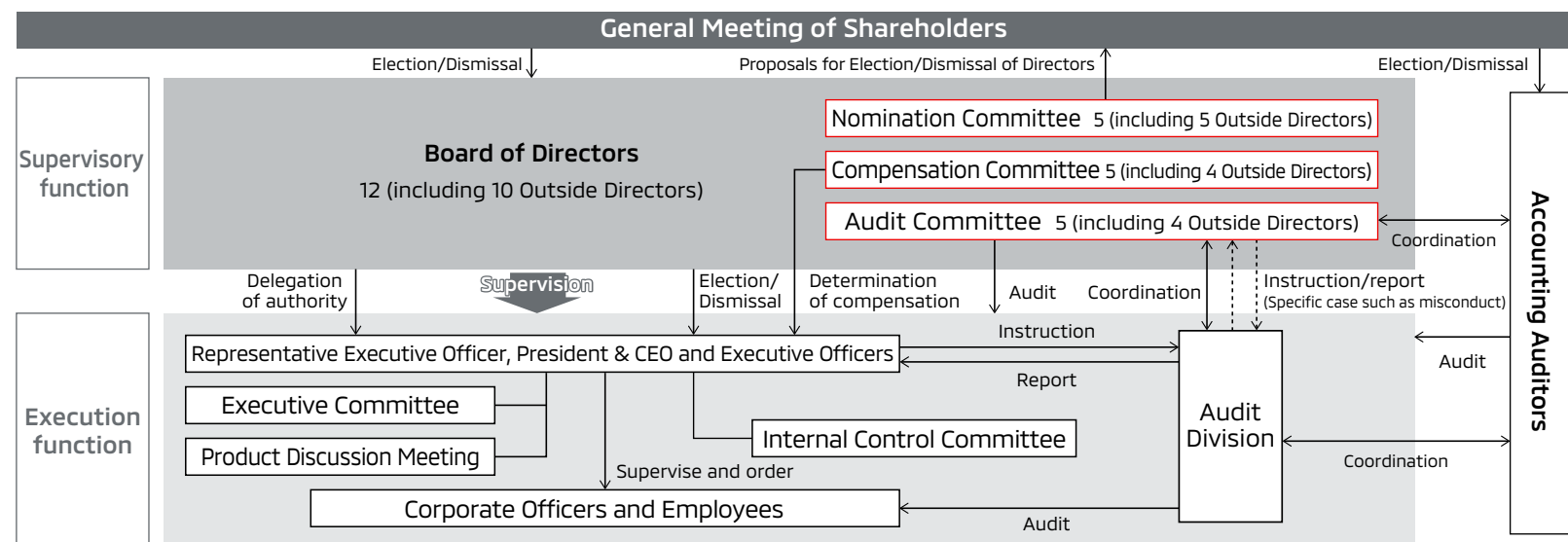
We have established independence standards for Outside Directors, and we appoint as Independent Directors those persons who are not at risk of having a conflict of interest with general shareholders.

(Reference)

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

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

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



Evaluation of Effectiveness of the Board of Directors

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

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

<Aspects evaluated>

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

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

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

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

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

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

Committees

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

Nomination Committee

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

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

Compensation Committee

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

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

Audit Committee

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

(Reference) P82 Status of Audit Committee audits

Configuration and Number of Meetings of Each Committee (FY2024)

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

Executive Officers

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

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

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

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

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

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

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

Conflicts of Interest

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

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

Support System for Outside Directors

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

Examples of Initiatives

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

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

Status of Audit Committee Audits and Internal Audits

Status of audits by Audit Committee

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

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

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

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

15 Resolutions :

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

4 Deliberations :

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

34 Reports :

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

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

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

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

Status of internal audits

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

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

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

Cooperation between the Audit Committee and internal audit divisions

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

Executive Remuneration

Basic Views and Policy

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

<Basic approach>

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

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

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

• Environmental indicator:

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

• Social indicator:

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

(Reference) FY2024 Annual Securities Report

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

Internal Control

Basic Approach, Policies and Structure

Based on the “Basic Policy on the Establishment of Internal Control Systems”^{*} resolved at the Board of Directors, MITSUBISHI MOTORS monitors the status of operations and strives to improve and reinforce internal control systems.

We recognize the gravity of its improper conduct in fuel consumption testing, on top of past quality problems. As one of its priority measures aimed at regaining trust, in FY2017 we appointed a Global Risk Control Officer to manage compliance and operational, hazard risks and report regularly to the Board of Directors on governance improvement measures. (currently Executive Officer for Internal Control.) Furthermore, in order to reinforce, and improve the efficiency of, its handling of internal controls based on laws and regulations, it revised its internal control system. In the revised system, the J-SOX Promotion Committee, under the direct control of the Representative Executive Officer, Executive Vice President (CFO), handles internal control related to financial reporting in accordance with the Financial Instruments and Exchange Act. The Internal Control Committee, chaired by the Representative Executive Officer, President & CEO and vice-chaired by the Executive Officer in charge of Internal Control Committee, promotes internal control related to the Companies Act. This Internal Control Committee, which convenes twice a year with the participation of all Executive Officers, checks and evaluates the contents reported and/or resolved at subcommittees in each internal control field, such as Compliance, Information Security, Business Continuity Management (BCM), and J-SOX, in accordance with the “Basic Policy on the Establishment of Internal Control Systems”. These activities are also reported regularly to the Board of Directors to check their effectiveness.

In response to newly emerging risks, (geopolitical risks, risks related to economic security, and risks concerning business and human rights), that are intricately intertwined with multiple risk factors (strategic, financial, operational, and hazard) for a single

event, the Internal Control Promotion Division, under the supervision of the Executive Officer for Internal Control, takes the lead in identifying and preventing potential risks, responding promptly when risks materialize, and visualizing significant risks.

In FY2024, we also launched company-wide “Internal Control KAIZEN Activities,” through which each division identifies issues in their business processes and works to implement improvements.

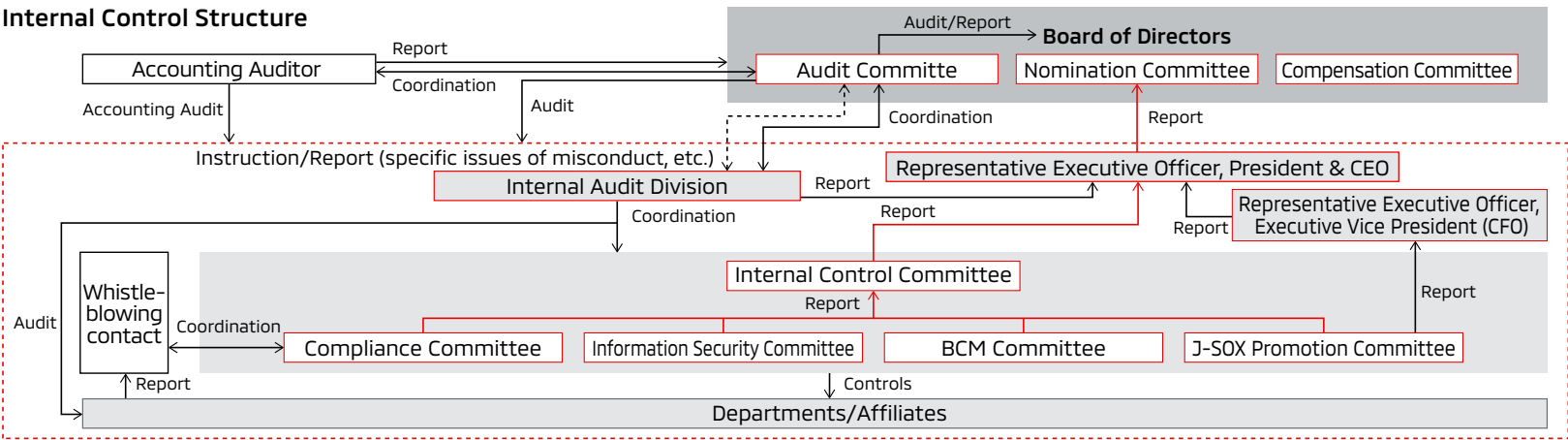
We have been working to establish a global internal control structure by gradually establishing and operating internal control committees from FY2018 at main affiliates in Japan and overseas. In addition, we have established a system in which a designated department is responsible for the overall management of each affiliated company, and related internal departments support such responsible department according to their roles, providing various support, checks and balances, and supervision to strengthen the affiliate and promote its development. Additionally, internal rules have been established to ensure that important information at subsidiaries is reported to MITSUBISHI MOTORS in a timely and appropriate manner, and subsidiaries operate in accordance

with these rules. To ensure the reliability of financial reporting, a specialized organization has been set up and is operated under the J-SOX Promotion Committee described above. This organization follows up on and compiles information related to the development of systems at MITSUBISHI MOTORS and its affiliates, the determination of evaluation scope, and the evaluation and improvement status of companies subject to assessment.

We have also positioned the Internal Audit Division as independent of business execution. The Internal Audit Division coordinates with other committees, including the Internal Control Committee, with the aim of achieving effective and efficient internal control system operation.

Going forward, we will continue with initiatives to further reinforce governance by ensuring compliance with laws and regulations and promoting proper and efficient business execution in line with changes in the internal and external environments.

Reference
Corporate Governance Report “Basic Policy on the Establishment of Internal Control Systems”
https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/pdf/guideline.pdf



Risk Management

Basic Approach and Policies

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

Development of Risk Management Framework

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

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

These risk management initiatives are regularly reported to

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

Business Continuity Management

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

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

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

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

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

Compliance

Basic Approach and Policies

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

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

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

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

Management Structure

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

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

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

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

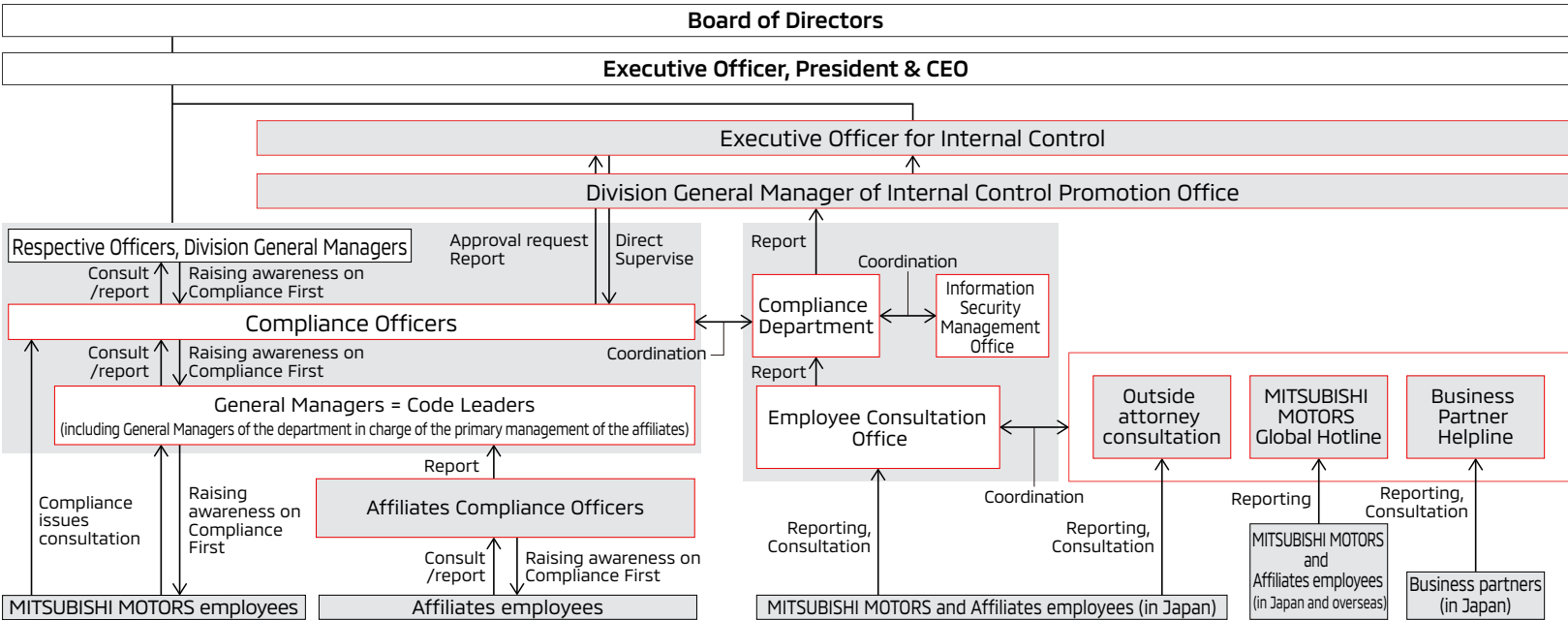
In the event of a serious incident, an emergency response organization is set up in accordance with the emergency

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

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

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

Promoting Compliance Structure



Establishment of Internal and External Consultation Offices

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

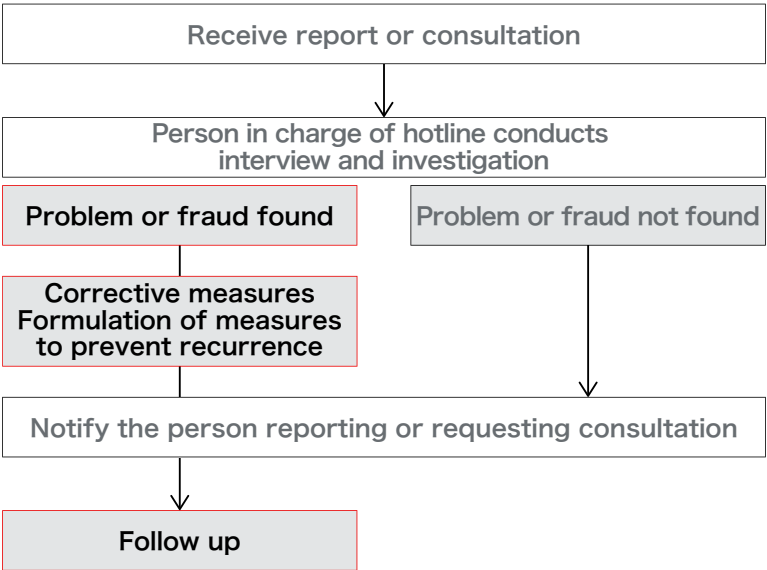
Out of total 136 reports and consultations received in FY2024, the results of the investigation revealed 4 cases of compliance issues, including violations of laws and regulations and harassment. We instructed the relevant departments to promptly take corrective actions and confirmed that they were implemented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

Reference P44 Corrective Measures and Remediation for All Stakeholders

Employee Whistleblowing and Consultation Offices (Global)

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

Response Flow After Reporting/Consultation



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

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

Education and Training (Japan)

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

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

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

Education and Training Record (FY2024)

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

Anti-Corruption Policies and Approach

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

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

Main Initiatives Anti-Bribery Initiatives

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

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

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

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

Employee Training Initiatives

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

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

Initiatives Towards Business Partners

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

Internal Audits of Sales Subsidiaries

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

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

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

Initiatives at Overseas Affiliates

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

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

Political Involvement (Political Contributions)

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

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

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

Information Security

Policies and Approach

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

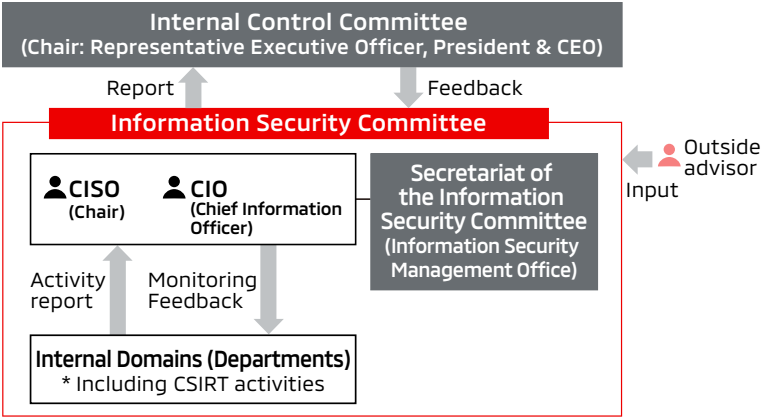
Promotion Framework

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

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

* CSIRT: Computer Security Incident Response Team

Information Security Structure



Main Initiatives

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

Product Cybersecurity

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

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

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

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

Protection of Personal Information

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

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

Reference

Privacy Policy

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

ESG Data “Governance” Number of appeals related to breaches of customer privacy or loss of customer data

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

Security Export Control

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

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

Approach to Taxation

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

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

Reference Global Tax Policy

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

Intellectual Property

Policies and Approach

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

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

Promotion Structure and Key Initiatives

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

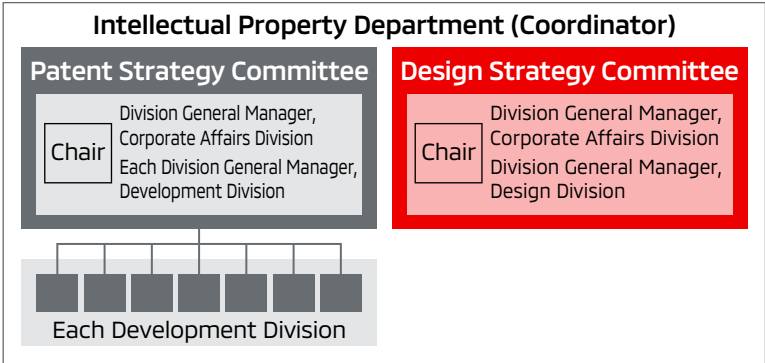
At MITSUBISHI MOTORS, the Division General Manager of the Corporate Affairs Division, to which the Intellectual Property Department belongs, serves as chair of both the “Patent Strategy Committee” and the “Design Strategy Committee,” ensuring a balanced approach that reflects not only the perspectives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

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

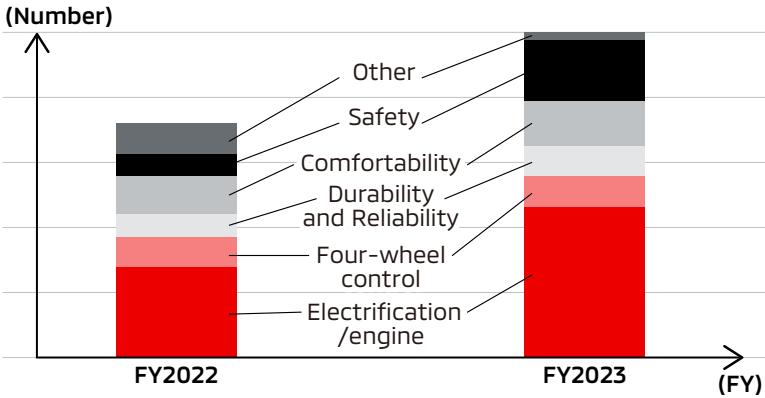
The Design Strategy Committee, chaired by the Division General Managers of the Design Division and the Corporate Affairs Division, has been held regularly since April 2022. In this committee, efforts are focused on developing intellectual property strategies aligned with design strategies to ensure

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

Intellectual Property Protection Structure



Number of Patent Applications by Priority Technological Field



Examples of Other Initiatives

Trademarks

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

Countermeasures Against Counterfeit Products

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

Merchandising

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

Employee Remuneration

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

Respect for Intellectual Property (Employee Training)

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

Major Training Programs (FY2024)

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

MITSUBISHI MOTORS' Corporate Website Information

Please refer to the following information.

Board of Directors Composition

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

Disclosure Based on the TCFD Recommendations

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

ESG Data

Environmental Data Related to Products and Business Activities

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

Human Resource-Related Data

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

Governance-Related Data

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

GRI Standards Reference Chart

<https://www.mitsubishi-motors.com/en/sustainability/esg/index/report-2025-gri.html>

SASB Standards Reference Chart

<https://www.mitsubishi-motors.com/en/sustainability/esg/index/report-2025-sasb.html>

Third-Party Assurance

Third-Party Assurance (Scope 1, 2) (Scope 3)

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

For the list of codes of conduct and policies, please refer [here](#).