

Feature 2: Measures in Response to the COVID-19 Pandemic

MITSUBISHI MOTORS has been affected by the COVID-19 pandemic in a variety of ways. Under these circumstances, we have given topmost priority to business continuity and the health of our employees as we introduced measures through a structure cutting across the organization.

CORONAVIRUS

COVID-19

Events Related to COVID-19*

★	★	★	★	★	★	★	★	★	★	★
1/14 WHO Confirmation of the Coronavirus	1/28 First infection of a Japanese person confirmed	1/30 WHO declares a Public Health Emergency of International Concern	2/27 Prime Minister Abe requests the closure of schools throughout Japan	3/24 Decision to postpone the Tokyo Olympic and Paralympic Games	4/7 Prefectural states of emergency declared	4/16 State of emergency declaration extended to all of Japan	5/14 State of emergency declaration lifted for 39 prefectures, remaining in place for eight	5/25 State of emergency declaration lifted nationwide	6/28 Number of COVID-19 cases tops 10 million globally	7/27 WHO says the "pandemic continues to accelerate"

* Source: NHK website

Building a Structure that Cuts Across the Organization

In mid-February 2020, MITSUBISHI MOTORS established the COVID-19 Countermeasures Council to facilitate the timely sharing of information and swift decision-making. The council, composed of the CEO, directors and division general managers, and leaders at key locations in Japan and overseas, had met 16 times as of early June.

The council gathered up-to-date information from individual departments and reported on and discussed matters across the organization, such as the impact of the pandemic on production, procurement (including suppliers) and sales, the status of affiliated companies and measures being taken to protect the health of employees. The council expedited decisions on production plans, responses to employees, public announcements and a host of other policies.

Support the MITSUBISHI MOTORS Group's COVID-19 Measures (Japanese Only)

WEB: <https://www.mitsubishi-motors.com/jp/sustainability/contribution/society/relief/covid-19/>

Working Styles That Strike a Balance between Employee Health and Work

Preventing and Containing Infection

To protect the health of our employees, we have notified all employees about efforts to prevent and contain infection.

- A call for attention to efforts to prevent and contain infection and instructions for how to respond if feeling ill or if infected or in close contact with those who are
- Consistent rules to apply when working at all sites, such as social distancing at business sites and offices, temperature checks and cafeteria measures
- Details about the Ministry of Health, Labour and Welfare's enhanced quarantine measures in relation to employee business travel to and from overseas locations, danger levels for infection around the world and other precautions

Specific Initiatives

- Daily disinfection of common areas
- Installation of shielding curtains on production lines
- Temperature checks of employees and visitors
- Preparation of face guards
- Erection of shields in the cafeteria, and other measures



Shields in the cafeteria (Mizushima Plant)

Implementation of Telecommuting to Prevent the Spread of Infection

In late February 2020, we notified all employees of our basic policy on telecommuting.

- We relaxed rules on telecommuting, raising the maximum number of hours per month from 80 to 160.
- We recommended teleworking for employees concerned about the high risk of infection from using public transport, as well as employees with existing illnesses that placed them at increased risk from the disease.

We enhanced our telecommuting system in late March, eliminating the upper limit on teleworking hours and making telecommuting the default option.

We continued to recommend teleworking even after the government lifted the state of emergency declaration. Taking infection rates in various regions into consideration, we managed the ratio of people telecommuting to the head office (in Tokyo) at a certain level.

Putting IT Systems in Place to Enable Efficient Teleworking

In response to the rapid increase in the number of employees teleworking, we increased the number of VPN* account, which allow employees to access the corporate systems from their homes, and rapidly boosted the speed of VPN network connections to accommodate this demand growth. In early April 2020, we introduced a new cloud-based Web conferencing system to make online meetings more pleasant and convenient, leading to more efficient remote working.

* VPN refers to a virtual private network.



Measures in Response to the COVID-19 Pandemic

Fostering a Work-Life Balance

Given telecommuting's potential to blur the boundaries between life and work, we created a telecommuting guidebook and used e-learning to disseminate points to consider when teleworking. We enforced a system whereby employees maintain email contact with their supervisors, helping them to understand what employees were working on and preventing overly long working hours by communicating their starting and ending times.

With elementary and other schools temporarily closed and government authorities requesting that people refrain from attending after-school children's clubs and the like, some employees were compelled to take time off to care for their children. We addressed this issue with a system of special paid leave. This leave was provided in addition to annual paid leave and offered to help employees balance work and home life during the emergency.

Living with Coronavirus Taking on New Lifestyle Challenges

Now transitioning to a period when people are living in the shadow of the coronavirus, MITSUBISHI MOTORS will take up new challenges, responding to risks and transitioning to new working styles.

Reflecting back on the countermeasures we introduced during the emergency, we recognize the importance of learning from our experiences and addressing new issues in order to reinforce our sustainability.

Further Enhancing Our Risk Management System

The COVID-19 Countermeasures Council took on the important roles of consolidating information and deciding policies during the emergency. To take a lesson from this experience and prevent an end to the system we had created, we moved to establish the BCM* Com-

mittee. This committee, whose core members are the departments that took part in the COVID-19 Countermeasures Council, will address the risk of business being interrupted due to such factors as natural disasters and infectious disease. In this way, we have put in place an internal structure that will prepare for emergencies during normal times; during emergencies, it will function as a countermeasures task force. Through initiatives such as these, we are augmenting our risk management and working to strengthen our business continuity.

* BCM refers to business continuity management

Offering Flexible Working Styles

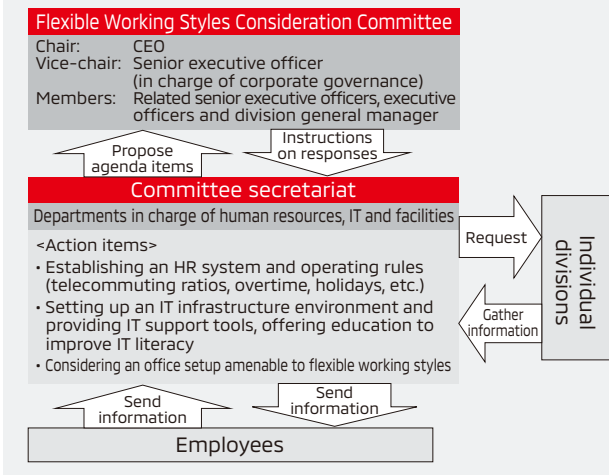
Whereas working styles were mostly uniform prior to COVID-19, with employees coming to the workplace, we have now shifted to a flexible working style that is less dependent on specific times and locations. That being said, we need to focus on reducing long working hours,

both to boost work productivity and to enhance the quality of life of our employees.

In an internal questionnaire on telecommuting, employees responded favorably on a number of fronts: "I can concentrate on my work," "Not having to commute reduces my stress" and "I can more easily balance work with childcare and nursing care." Employees also identified a number of issues: "Emailing operating instructions is inefficient," "It is difficult to communicate a sense of urgency, importance and crisis," "Working performance of IT tools/the network is poor," and "Education and training are affected."

Recognizing the need to consider these matters from a medium- to long-term perspective, as well as from a short-term standpoint, we began deliberating these matters at the Flexible Working Styles Consideration Committee. This committee, chaired by the CEO, was established in July 2020.

Organization of the Flexible Working Styles Consideration Committee



MITSUBISHI MOTORS joined OPEN COVID-19 DECLARATION, which aims to prevent the spread of COVID-19.

In order to prevent the spread of COVID-19, industry-government-academia cooperation is required so they can accelerate development and manufacturing of therapeutic drugs, vaccines, medical devices and infection control products in an unconventional way.

Based on this declaration, we will neither seek compensation nor assert any patents, utility models, designs or copyrights against any activities, which purpose to stop the epidemic, until the World Health Organization (WHO) declares the end of the COVID-19 outbreak.

We will continue to support measures against the spread of COVID-19.

