

Social

Delivering Products which Help Prevent Traffic Accidents

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Delivering Products which Help Prevent Traffic Accidents



FY2019 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Delivering products which help prevent traffic accidents	Realization of a car society with zero traffic accidents	Formulate basic policies for individual safety technologies as planned	Formulation of policies	Formulated as planned	○

Basic Approach

MITSUBISHI MOTORS is aware of its responsibility towards traffic safety as an automaker, and we have set "Delivering products which help preventing traffic accidents" as a key part of our sustainability activities.

Approximately 1.35 million people are lost in traffic accidents worldwide every year* As vehicle ownership increases in emerging countries in particular, traffic accident fatalities are also on the rise. Reducing traffic accidents is an urgent global issue, and Target 3.6, the United Nations Sustainable Development Goals, (SDGs) calls for halving the number of global deaths and injuries from road traffic accidents by 2020.

MITSUBISHI MOTORS is upholding the R&D safety philosophy towards a car society with zero traffic accidents. To this end, we are taking action from two perspectives: developing safety technologies and promoting traffic safety education.

*2018 World Health Organization (WHO) survey

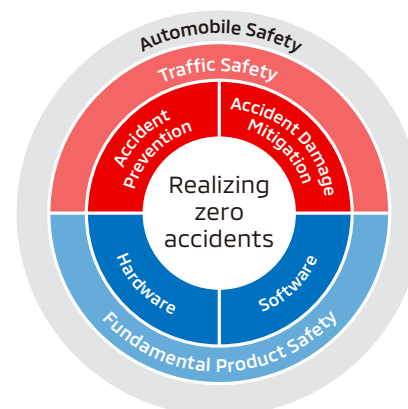
Management Structure

The vision for the safety concept behind product development is "the realization of a car society with zero traffic accidents," and guidelines and a strategy for safe development have been established by the

product safety committee. We also formulated an automobile safety framework as our approach to safety technology. We are conducting initiatives based on three points: 1. Technology to prevent traffic accidents (active safety), 2. technology to mitigate damage from traffic accidents (passive safety) and 3. avoidance of dangers, both in hardware and software, assumed as industrial products (fundamental product safety).

We are also working to enhance the management structure by educating R&D personnel, promoting awareness of the R&D safety philosophy and automobile safety framework.

Automobile Safety Framework



Development of Safety Technology

We strive to incorporate various safety technologies into our products, and to provide comfortable and safe mobility. Our goal is to help customers enjoy the freedom of movement, the convenience of transportation, and the pleasure of driving.

Active Safety Technology to Avoid Crashes

The ultimate solution to eliminate traffic accidents caused by automobiles is to prevent collisions, that is, to prevent accidents in advance. MITSUBISHI MOTORS puts its energies into developing and equipping vehicles with various types of preventive safety technologies and providing safety to society in order to achieve this objective.

Active Safety Technologies

We are increasing the models equipped with active safety technology: "Active Safety Technologies" to support safe and comfortable driving using equipment such as millimeter wave radar and cameras.

Active Safety Technologies comprises one or more of the following functions to support safe operation by drivers.



Active safety functions

Function	Description
Forward Collision Mitigation Brake System	Detects vehicles and pedestrians ahead. If there is a risk of collision, the system alerts the driver or automatically applies the brakes to help avoid a collision or mitigate collision damage.
Lane Departure Warning System and Lane Departure Prevention Function	Continuously monitors the lane markers ahead of the vehicle. If the vehicle appears to nearly drift out of the lane, the system will alert the driver. In addition, Lane Departure Prevention Function takes control of the brakes for a short period of time, helping to return the vehicle to its lane.
Adaptive Cruise Control System	Automatically follows the vehicle ahead by decelerating or stopping. Maintains a constant, preset headway distance from the vehicle ahead to reduce the risk of a collision.
Ultrasonic Misacceleration Mitigation System	When the driver starts a car to drive forward or in reverse, the system prevents rapid acceleration caused by the driver's improper operation of the gear shift or accelerator pedal.
Automatic High Beam	Automatically switches between low beams and high beams depending on whether there is an approaching vehicle or vehicle ahead, the ambient lighting conditions, and other factors, helping safe nighttime driving.

Body Structures that Protect People

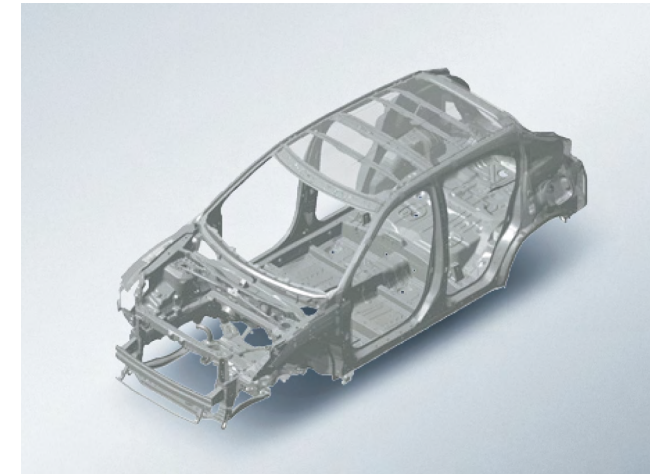
In the event of a collision, it is crucial to have a vehicle body structure that mitigates the impact on passengers and provides adequate space. MITSUBISHI

MOTORS has adopted the Reinforced Impact Safety Evolution (RISE) body, and enhance collision safety performance in all directions: front, rear, and sides.

The ECLIPSE CROSS adopts a front-to-rear straight frame structure that can efficiently absorb collision energy. The vehicle interior (cabin) has numerous high tensile strength steel plates to restrict deformation and protect passengers.

MITSUBISHI MOTORS is also pursuing safety with regard to pedestrians, as well as drivers and passengers. 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 protect pedestrians' legs are used in bumper faces and headlights, for example.

These efforts have earned us high marks for safety performance in locations around the world.



RISE Body used in the ECLIPSE CROSS

Results of Major Third-Party Safety Evaluations

Region	Third-Party Evaluation		Model	Rating
Japan	JNCAP*2	Collision safety performance evaluation	eK WAGON/eK CROSS	5★ (Five-Star Award)
		Preventive safety performance evaluation	eK WAGON/eK CROSS	ASV+++
United States	NCAP*2		ECLIPSE CROSS OUTLANDER (AWD) OUTLANDER PHEV	Overall 5★
		IIHS*3	ECLIPSE CROSS OUTLANDER	2019 TOP SAFETY PICK
ASEAN	ASEAN NCAP*2		OUTLANDER PHEV	5★

Period: In Japan, April 2019 to March 2020 for JNCAP; in the United States, 2020MY for NCAP and December 2018 to November 2019 for IIHS; in the ASEAN region, January to December 2019 for NCAP

*2 Abbreviation of New Car Assessment Program. An automobile safety testing and assessment program implemented by a third party organization in each country or region.

*3 Abbreviation for Insurance Institute for Highway Safety. A not-for-profit organization that publicizes information on automotive safety performance testing.



Avoidance of Dangers Assumed as Industrial Products

On the hardware side, we work to reduce the risk of factors other than traffic accidents, such as fires, electric shocks and injuries. To do so, we use flame-retardant materials, employ isolation structures on high-voltage components and use anti-pinch function during automatic open/close operations of electric opening/closing devices (such as power windows).

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.

TOPICS

Scope of Support Cars Expanded

Safety support cars are vehicles equipped with advanced technologies that support safe driving. As part of the effort to prevent traffic accidents caused by all drivers including elderly people, and to mitigate damages and injuries caused by the accidents, Japanese government recommends this new automobile safety concept. 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. MITSUBISHI MOTORS is expanding its lineup of safety support cars.

Safety Support Car Models (as of June 2020)

Category	Safety Support Car S Wide	
Model	OUTLANDER PHEV	OUTLANDER
	DELICA D:5	DELICA D:5 URBAN GEAR
	ECLIPSE CROSS	RVR
	eK WAGON	eK CROSS
	eK SPACE	eK CROSS SPACE
	DELICA D:2	DELICA D:2 CUSTOM
	MIRAGE	TOWN BOX
	MINICAB	MINICAB TRUCK

Among these models, the eK WAGON and eK CROSS were awarded the highest rating, ASV+++, by the National Agency for Automotive Safety and Victims' Aid (NASVA) in its fiscal 2019 car assessment of preventive safety performance.

In addition, in the Ministry of Land, Infrastructure, Transport and Tourism's "Advanced Emergency Braking System Performance Evaluation System," the ECLIPSE CROSS, DELICA D:5, eK CROSS SPACE and eK SPACE received recognition for their AEBs performance.

Traffic Safety Education and Promotion

MITSUBISHI MOTORS conducts traffic safety education and promotes safe driving to raise safety awareness throughout society with the objective of reducing traffic accidents.

Dissemination of Traffic Safety Information

Automobile Safety Facts Guide Website

We disseminate information 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

(WEB) <https://www.mitsubishi-motors.co.jp/support/safety/popup/index.html>

(This site is only available in Japanese.)

Improvement of Product, Sales, and Service Quality

FY2019 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Improving product quality	Top-level quality from customer viewpoint	Ratio of defects identified within three months in service of new vehicle sale	Ratio of defects identified within three months in service of new vehicle sale	Achieved reduction target	○
Improving sales quality		Sales Satisfaction Index (SSI) Achieve top-three positioning in the key management countries	Sales Satisfaction Index (SSI)	Sales Satisfaction Index (SSI) Achieved top-three positioning in three of the key management countries	△
Improving service quality		Customer Satisfaction Index (CSI) Achieve top-three positioning in the key management countries	Customer Satisfaction Index (CSI)	Customer Satisfaction Index (CSI) Achieved top-three positioning in two of the key management countries	△

Quality Policy

MITSUBISHI MOTORS revised the following quality policy on April 1, 2019.

Quality Policy

Quality is the fundamental requirement to support our business.

1. Commit to excellence in Product, Sales, and Service Quality exceeding customer expectations
2. Focus on Quality of Management to continuously improve overall company performance.
3. Comply with laws and global regulations to gain trust on MMC quality.

On the basis of this policy, in order to enhance quality in all stages from when a customer first considers purchasing a product through the vehicle ownership period, we are taking measures to improve quality in four categories: Product quality, perceived quality, sales quality, and service quality.

Product quality includes the initial quality that customers experience immediately after purchasing a new car, and durability that customers experience

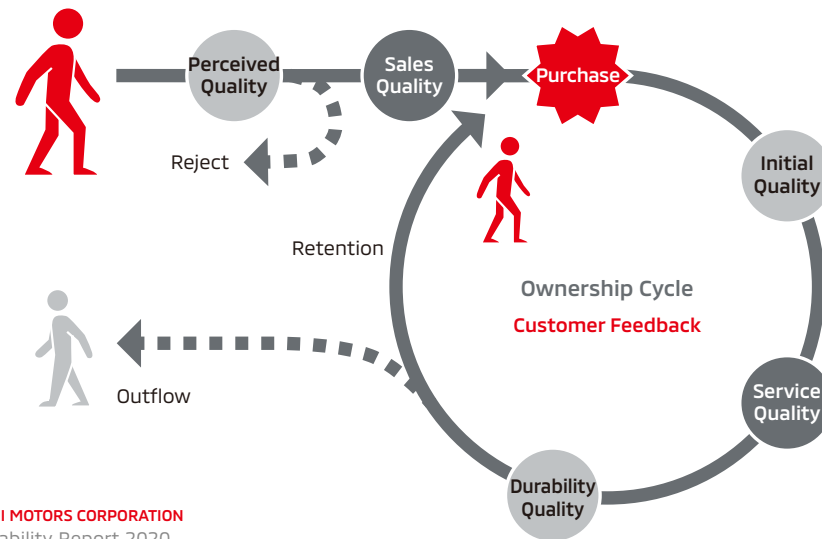
throughout the entire period of use and so we sincerely listen to the opinions of customers and correct any issues so that we can promptly make improvements.

In addition, we are working to improve perceived quality in terms of aspects such as the usability, comfort, and appearance that customers perceive when they observe, feel, and use our products.

With regard to sales quality and service quality

demonstrated at sales companies that have direct contact with customers, we listen closely to customers and make timely proposals and responses to customer requests to achieve high levels of customer satisfaction.

We strive to achieve the highest levels of quality from the customer's viewpoint so that we can achieve customer satisfaction during every point of contact with customers.



Management Structure

We analyze quality information in order to realize “Top level quality from customer viewpoint” and we set specific objectives for which we investigate and implement policies toward realization while regularly following-up on the status of improvements.

Also, regarding information from customers about vehicle defects provided by sales companies, we have established systems for immediate policy consultation, establishment and enactment by regularly gathering and sharing information.

Organization	Meeting Frequency	Chair	Members	Objective
Quality Strategy Committee (QSC)	Quarterly	Division general manager of TCS* ¹ Division	Directors in charge of development and 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 Management Committee (QMC)	Quarterly	Top management of QMS* ²	Division and plant general managers (excluding finance divisions), vice presidents and senior vice presidents of direct departments, and directors	Sharing of best practices related to enhancing companywide management quality, responding to external examinations, reporting on items requiring correction and lateral deployment
Quality Management Meeting (QMM)	Monthly	Division general manager of TCS Division	Division general managers and managers of division related to product quality	Confirmation of progress toward product quality targets, consideration and deliberation concerning effectiveness of improvement measures, provision of a forum for resolution in the event of defects

*1 Total customer satisfaction

*2 The CEO or an executive designated by the CEO

Developing a Quality-Oriented Mindset

Since fiscal 2014, we have been holding Quality Forums in all domestic business locations in connection to activities that lead to increased quality in products, people and the Company as each employee individually reassesses and improves the quality of their work.

We also introduced Quality Forums in fiscal 2018 at two overseas business locations: Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) and Mitsubishi Motors Kra-ma Yudha Indonesia (MMKI). We plan to expand this activity going forward.

Number of Participants in Quality Forums

	Domestic forums	Overseas forums
FY2014	2,324	—
FY2015	3,590	—
FY2016	Postponed	—
FY2017	2,809	—
FY2018	4,550	1,880
FY2019	6,200	796* ³

*3 Due to COVID-19, held only in Indonesia, with all subsequent events cancelled

Assessing the Needs of Customers

By listening to the actual comments and opinions of customers, we are helping employees to consider customer needs.

We incorporate this approach into the new employee training curriculum for new graduates and mid-career hires. We also provide numerous opportunities to take on customer perspectives, including through training for promoted personnel and voluntary training courses.



Customer Voice Seminar in the Tamachi area

Improvement of Customer Focus

At MITSUBISHI MOTORS, for employees that so desire, we are supporting the acquisition of Consumer Affairs Advisor qualification, which is a business qualification from the Prime Minister and Minister of Economy, Trade and Industry, with the objective of considering needs from the perspective of consumers and improving the quality of products and services.

As of April 1, 2020, 69 qualifications holders have enrolled, making MITSUBISHI MOTORS 9th in the list of companies with the largest number of qualification holders.*⁴

*4 According to research by Japan Industrial Association

Consumer Affairs Advisor qualification holders

Division	Number of qualification holders
Corporate Affairs	6
Product Strategy/Development	37
Procurement/Production	6
Sales	7
Quality	8
Other	5

Improving Product Quality

Dealing responsibly not only with defects related to safety but also with regard to points raised and complaints about products is essential to improving customer satisfaction.

Regarding vehicles that have already been sold, we are taking measures to reduce initial quality issues with a focus on defect incidents that occurred within three months to twelve months after sale. We have accelerated the speed of resolution through collaboration between the quality and development and production divisions, helping to reduce customer complaints.

Furthermore, to improve the initial quality of its new vehicles, MITSUBISHI MOTORS holds cross-functional "oobeya (large room) activities," where employees from various divisions (including development, production, service, quality control and procurement) meet in one room from the point at which shipment starts to consider countermeasures to address any problems that may occur. This approach allows initial quality to be improved more quickly.

Also, addressing issues that are not defects but that can cause customer dissatisfaction helps to improve processes during the development stage so new vehicles can be improved.

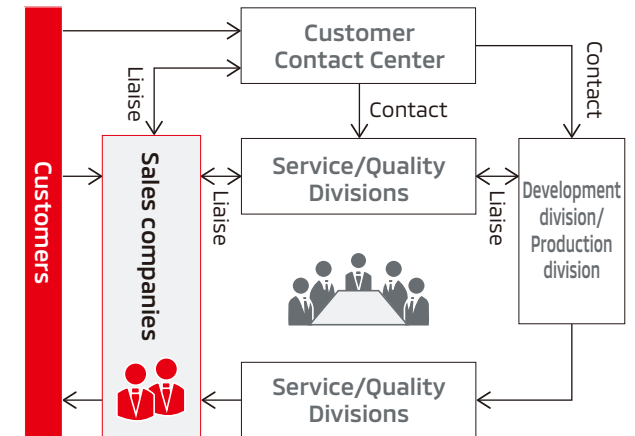
Use of Customer Voice

One of the missions of the Group is to provide new experiences for our customers with attractive products and service excellence to achieve a high level of customer satisfaction. For that reason, we gather and analyze valuable customer comments and opinions received by our sales companies in Japan and overseas and by our Customer Contact Center. Our quality control, development, production, sales, and service divisions work together to actively improve quality.

Improving Quality through Customer Voice

Sales companies hold specific interviews with customers on defects and related conditions. The quality sections have a system in place for sharing information received from sales companies with relevant divisions.

Also, by using a newly introduced system to analyze issues found in specific models, indications of defects from customers (quality information) and repair records, we can identify defect information and take countermeasures at an early stage to improve quality.



Major Activities of the Customer Contact Center

The Customer Contact Center accepts inquiries every day including weekends and holidays. The various comments and information from customers are managed in a database. Of the points raised, matters regarding defects are addressed in order to resolve customer problems in collaboration with sales companies and are used for further quality enhancements. In addition, feedbacks as well as opinions about product functionality, or opinions about specifications, are shared with relevant divisions and used to improve product capabilities even further. Noteworthy comments and opinions including those that are particularly important are periodically reported to management.

Customer Support for Recalls and Other Market Responses

We have systems in place to provide information to customers in a timely manner in the case of market responses such as recalls as a result of defects that involve safety. We send direct mail to users of the affected vehicles and provide information on obtaining free inspections and repairs to be performed at a sales company at an early time. We also post information on our website so that customers can check whether their vehicles are subject to a recall and the status of repair implementation.

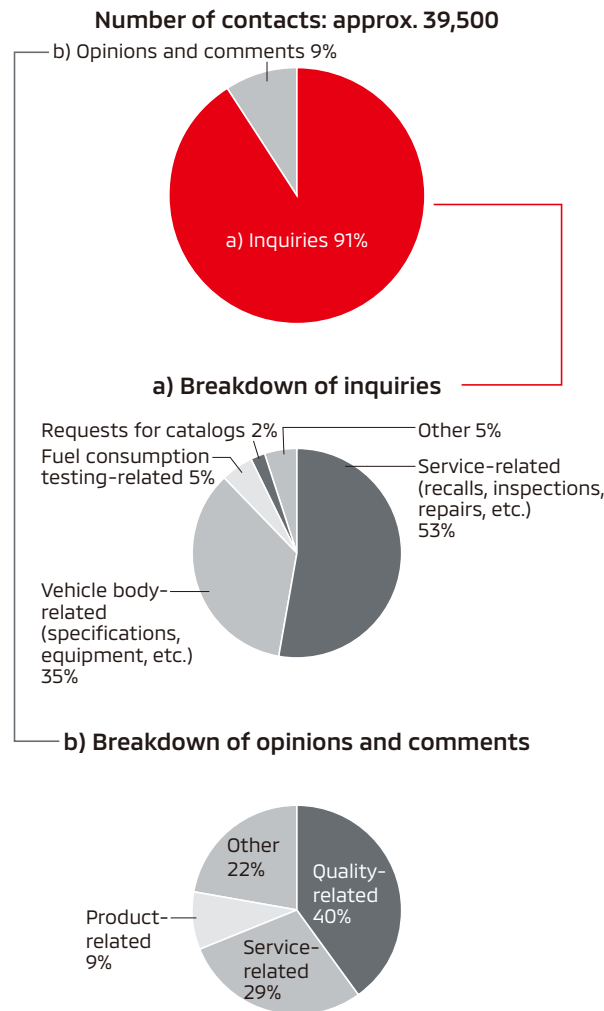
Refer to the site below for information on recalls.

WEB <http://www.mitsubishi-motors.co.jp/support/recall/>
This site contains the Japanese market information (only in Japanese).

Cases and Number of Vehicles Involved in Recalls, Improvement Measures, and Service Campaigns

	Domestic	
	No. of cases	No. of units
FY2016	26 cases	Approx. 1,938,000 units
FY2017	27 cases	Approx. 629,000 units
FY2018	13 cases	Approx. 298,000 units
FY2019	15 cases	Approx. 590,000 units

Contacts Received at the Customer Contact Center in Fiscal 2019



Improving Perceived Quality

We are taking measures from the development stage to improve quality with an emphasis on customer perceptions in order to achieve high levels of customer satisfaction not only at the time of purchase, but throughout the life of a vehicle after purchase.



Improving Sales Quality

We aim for top-level quality from a customer viewpoint and act in concert with sales companies to improve the quality of sales and become a brand that customers support and identify with.

Cooperation with Domestic Sales Companies

One of the measures that domestic sales companies are taking is the provision of proposals and a new sales pitch experience tailored to customer needs by promoting sales pitch styles using IT. For example,

sales companies introduced tablet PCs to provide visual and easy to understand product explanations and have customers that come to the sales outlets use the tablets to respond to questionnaires regarding the quality of service in order to make timely improvement. Further improvements in customer satisfaction are being made through the timely sharing with nationwide sales companies of best practices that have resulted in higher customer satisfaction.

Cooperation with Overseas Sales Companies

Cooperation with sales companies in each country and region is essential for achieving high customer satisfaction overseas. MITSUBISHI MOTORS provides product information to sales companies on a daily basis and strives to gather comments and opinions from local customers. Also, we visit individual countries to plan further improvements by gathering market information and product requests directly through interviews.

In FY2019, we held regional meetings in the ASEAN region, as well as in Europe, the Middle East and other regions, and sales companies from around the world gathered at the Global Distributors Meeting. Those meetings served to develop a sense of unity among the sales companies and to share sales strategies, the latest product information, best practices for raising customer satisfaction, and so on.



Global Distributors Meeting

Appropriate Product and Service Information Disclosure

In compliance with the laws and regulations of each country and region, we strive to provide product and service information and labeling displays.

Improving Service Quality

At the service sites of sales companies (dealers), which have direct contact with customers, it is crucial to provide customer-oriented "service quality" starting at the time of vehicle purchase.

MITSUBISHI MOTORS collaborates with domestic and overseas sales companies to improve day-to-day onsite response capabilities (communication and technical skills) so that we can live up to customer expectations and receive customer satisfaction.

Succeeding Service Skills in Japan

Succeeding and improving service skills and knowledge of service staff are essential to customer satisfaction. MITSUBISHI MOTORS has its own servicing skill certification, and encourages service staff at sales companies to acquire this certification. In addition, we hold the biennial national Service Skills Contest where service staff from domestic sales companies can improve their service skills by competing against one another.

At a national contest held in December 2019, 48 winners of the regional competitions tested their skills against one another. The winning engineer and service advisor of the contest are scheduled to represent

Japan in the Global Service Skills Contest described below.

Our seven Technical Centers across Japan organize technical meet-ups and seminars and support sales companies to solve difficult repairs and swiftly meet customer requests through visiting sales companies by technical staffs of technical centers.

TOPICS

Succeeding Service Skills Overseas

With the intent of succeeding service skills, MITSUBISHI MOTORS dispatches outstanding engineers from Japan to emerging countries to conduct "caravan activities" where they provide technical guidance. In fiscal 2019, we worked to improve technical capabilities on a global scale by training local service staff in the field by dispatching a total of six people: two each to Indonesia and Malaysia and one each to Laos and Myanmar.

February 2019, 36 service personnel who won national and regional contests from 23 countries and regions including China, Thailand, Indonesia, Australia, and Taiwan gathered to compete on the accuracy and speed of their work.



Caravan activities



Global Service Skills Contest

Contribution to Local Economy through Business Activities



FY2019 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Employment	Continuous creation of local employment	Maintain same level as in FY2018	Actual employment	Created local employment for 11,000 people in three countries: Thailand, Indonesia and the Philippines (including non-full-time employees)	○
Human resource development	Support for the development of personnel responsible for the development of the local economy	Under the same policy as FY2018, offer the same level of training opportunities	Number of training sessions, number of participants	Representative examples of training <ul style="list-style-type: none"> • Dispatched local employees to Japan • Conducted business-level-enhancement seminars for local employees • Performed "manufacturing training" to enhance skills 	○
Investment	Continuous implementation of capital investment in factories that supports the growth of the local economy and meets the need for business enhancement	Implementation of capital investment	Rate of progress on investment plan	<ul style="list-style-type: none"> • Related to new vehicles • Put manufacturing and export structures in place • Expanded headquarters functions 	○
Technology transfer	Support for creation of markets by providing technology/expertise for electric vehicles and electric vehicle infrastructure	<ul style="list-style-type: none"> • Implementation of KD production project in Thailand • Start of sales of finished models in Indonesia • Continuous communication with government 	Results of projects and initiatives	<ul style="list-style-type: none"> • Conducted joint research with governments, universities and research institutes in Indonesia, the Philippines and Vietnam • Began selling electric vehicles in Indonesia • Promoted a KD*1 production project for electric vehicles in Thailand • Decided to begin selling electric vehicles in the Philippines in FY2020 • Decided on the opening of DENDO DRIVE STATIONS in the Philippines 	○
	Reforming the manufacturing industry value chain in the local society by improving the competitiveness of factories	Implementing factor analysis in order for each factory to improve itself and making improvements through PDCA	Plant ranking KPI scores	Leveraged the Alliance Product Way*2 to promote improvements in factory quality, local sites and productivity; achieved year-on-year improvements	○
Export	Supporting growth of the local economy through the acquisition of foreign currency by means of export	Export more units than in FY2018	Units exported	Units exported in FY2019 Thailand: 330,000 Indonesia: 67,000	○

*1 Refers to knockdown production—a practice of importing major parts for local assembly and sale

*2 Production method shared between Renault, Nissan and Mitsubishi

Basic Approach

MITSUBISHI MOTORS has been developing business in the ASEAN region since prior to 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" is "MITSUBISHI MOTORS development."

"Contributing to local economies through business" is a material issue, and we are promoting activities with the aim of "contributing to local economies through employment, human resource development, investment, technology transfer and export by developing business in the ASEAN region." *3

By providing ASEAN customers with the products that they need, in addition to expanding business

from now on, by responding to social needs unique to the ASEAN region we will also leverage our distinctive technologies and services in the areas of environmental and social contribution.*4

*3 For details on identifying material issues, see page 11.

*4 See pages 76–78 for specific examples.



Management Structure

Local subsidiaries take charge of planning and implementing activities in line with initiatives that target material issues in the ASEAN region. MITSUBISHI MOTORS' Sales Division, which maintains administrative and supervisory functions, is responsible for promoting these initiatives. In Thailand, Indonesia and the Philippines, where MITSUBISHI MOTORS' production bases are located, every six months we check with local subsidiaries on the rate of progress and results of initiatives, reporting to the management team via the Sustainability Committee.

Employment

We believe that the mission of MITSUBISHI MOTORS is to lead the way for the continuous growth of the business and to create local employment. We have production bases in Thailand, Indonesia and the Philippines. In fiscal 2019, our number of local employees in those three countries remained at 11,000, the same level as in fiscal 2018. In fiscal 2020, we plan to create employment in line with our business plans.

Human Resource Development

MITSUBISHI MOTORS supports the growth of personnel responsible for the development of the local economy by furnishing them with specialist knowledge and skills through their experience of work at the Company. We provide training courses and on-the-job training (OJT) according to the situation in each country. In addition, in fiscal 2019 five local employees from Thailand were dispatched to Japan for training as local employees/managers capable of being active in global business. In Indonesia, we conducted training for more than 300 local employees according to their business level. In the Philippines, more than 300 employees received manufacturing training in the aim of enhancing the production division's capabilities, boosting their level of specialization. In fiscal 2020, we plan to continue providing training courses and OJT according to conditions in each country.

Investment

In addition to supporting the growth of the local economy, we are proactively making capital investment in factories in response to the need for business expansion. Demand for the XPANDER, a compact MPV we produce in Indonesia, vastly exceeded initial plans. In response, in fiscal 2019 we expanded facilities there, boosting production capacity from 160,000 units to 220,000 units. In Thailand, our largest overseas production site, we continued to renew global vehicle models, through the fiscal 2019 launch of the new-model PAJERO SPORT, an SUV. We also made progress on reconfiguring our production structure, such as by building a new paint factory. In the Philippines, we have decided to export the L300, a commercial van, and we are making progress on putting production facilities in place.



Technology Transfer

In the ASEAN region, meeting environmental regulations is becoming a more important issue than ever. While mobility is on the rise and there is a global shift to electric vehicles, there is a rush to introduce electric vehicles in the ASEAN region, as well. Utilizing electric vehicle technology and expertise, which is one of the strengths of MITSUBISHI MOTORS, we are leading the way ahead of other companies by conducting joint studies alongside governments, universities and research agencies in each country to contribute to drafting government policy related to the popularization of electric vehicles. In Indonesia, we began selling complete build up vehicle of plug-in hybrid vehicle (PHEV) in fiscal 2019. We have decided to begin KD production of PHEV model in Thailand in fiscal 2020 and to begin selling PHEV model in the Philippines from fiscal 2020. In addition, at five dealers we have decided to open DENDO DRIVE STATIONS (V2H systems that utilize electric vehicles). We will continue contributing to the creation of the market through the provision of technology and expertise related to electric vehicles and EV infrastructure.

Also, in terms of technology transfer by production sites, we are working to strengthen the competitiveness of factories such that the value chain of the manufacturing industry in the local society is transformed. Specifically, we are introducing the Alliance Production Way, using the method's KPIs to measure the quality, inventory, costs and productivity of facto-

ries. We are working to enhance competitiveness by using a PDCA cycle to improve factory quality, promote on-site improvements and bolster productivity. In fiscal 2019, our KPIs improved year on year in Thailand, the Philippines and Indonesia, up for the second year in a row since introducing the Alliance Production Way.

Export

Through exports, we are supporting the continuous growth of local economies. Utilizing its strategic location, the factory in Thailand, which is our largest overseas production site, is exporting key models, including pickup truck and SUVs to the ASEAN region and worldwide. In fiscal 2019, we maintained a stable export business, exporting 330,000 units from Thailand. The XPANDER, a compact MPV, was popular in export markets, as well. As a result, exports from Indonesia exceeded 67,000 units, mainly to the ASEAN region. We have decided to begin exporting the L300, a commercial van, from the Philippines, and we will continue promoting a mutually complementary structure for production within the ASEAN region. Through the stable growth of local production, we are contributing to the local economy, including the further creation of employment and the development of the automobile industry.

Work Style Reform



FY2019 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Promotion of work style reforms	Realize total working hours within 2,000 hours/year	Ongoing implementation of work style reform measures	Total working hours	2,073 hours/year	○

Basic Approach

MITSUBISHI MOTORS views the key to creating sustainable growth and improving corporate value in an everchanging operating environment is people. We therefore believe that realizing an environment is important where each and every person can perform meaningful work and demonstrate his or her abilities, and where people can work enthusiastically and in good health, both physically and mentally.

Work style reform is not simply about reducing the time spent working. Our efforts are directed at a vision of creating a work style of which we can be proud, through which employees can get a solid sense of their own personal development, and which realizes both development for the company and happiness for families.

Management Organization

We have been promoting telecommuting and flextime systems as flexible working styles that free employees from the constraints of work location and time. In this way, we have worked on developing an environment where diverse employees can maximize their abilities. In January 2019, we established the Work Style Reform Committee, composed of division general managers and led by the CEO, to enact and entrench policies and

measures. Going forward, we will continue promoting work style reform at individual worksites.

Shortening Total Working Hours

MITSUBISHI MOTORS is implementing measures to shorten total working hours to establish and promote work-life balance. Together with improving work efficiency, by encouraging employees to take paid leave and introducing a telecommuting system and flextime system with no core time requirements, we are creating workplaces that allow a variety of flexible

Examples of initiatives

Measures related to working hours
• Setting the third Friday or the Friday closest to the 20th day of each month as "Premium Friday" when employees are encouraged to leave work by 3 p.m.
• Encouraging employees to use our half-day leave system and flextime system, which we recently revised to remove the core time requirements
• Encouraging employees to take paid leave around public holidays and consecutive holidays in order to make a longer weekend
Measures related to places of work
• Encouraging employees to make use of the telecommuting system to a maximum of 80 hours per month
Measures for raising awareness about work style reforms
• Making progress visible by counting and internally disclosing overtime hours and paid leave taken by each division

▶ DATA (P104-105): Working hours, ratio of paid leave taken, number of employees using telecommuting/flextime systems

working styles free from the constraints of work location and time.

At our head office building, which we moved into in January 2019, we have created an environment that more actively promotes communication among employees, including free-address seating (in which employees have no set seating location), open meeting spaces and cafeterias. In addition, meeting rooms are equipped with controlling systems to improve productivity, and we have installed large display screens in an effort to boost productivity and move away from the use of paper.

Employee Surveys

Since fiscal 2013, we have conducted employee surveys to identify issues affecting the Company, organizations, and individual employees. The survey results are used to improve awareness and operations at each workplace.

In fiscal 2017, we conducted an online survey of approximately 14,000 employees. In fiscal 2018, action plans for addressing the issues identified through the survey were formulated and implemented on a workplace basis. We confirmed the results of these efforts through an employee survey in fiscal 2019.

Diversity



FY2019 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Promotion of women's participation and advancement in the workplace	Have 100 women in management by the end of FY2020	Implementation of reinforcement measures aimed at realizing ideal image	Number of female managers	76 (As of March 2020)	△
Promotion of employment of people with disabilities	Promote stable, continual employment of people with disabilities	Ongoing promotion of employment of people with disabilities	Percentage of employees with disabilities	2.19% (As of March 2020)	△
Promotion of LGBT awareness	Create workplace environments where LGBT people find it easy to work	Continuation of activities promoting LGBT awareness	External indicator	Received gold, the highest ranking in the PRIDE Index, for the second consecutive year	○

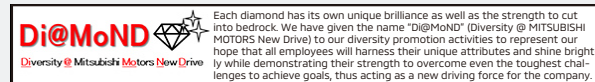
Diversity Promotion Policy

MITSUBISHI MOTORS aims to grow sustainably while flexibly responding to the changing business and market environment resulting from progressive globalization and diversifying customer needs. To this end, we need employees with different values and ideas working together to create automobiles with new appeal and value for customers. With respect for employee diversity including race, nationality, ethnicity, gender, sexual orientation, gender identity, age, ability or religion, we are making efforts to create environment where each person can energetically work without difficulty.

We established a Diversity Promotion Policy in July 2014 to promote and achieve diversity.

Diversity Promotion Policy

We aim to respond to change and heighten organizational capabilities by incorporating diverse viewpoints and approaches through the different abilities and characteristics of each employee. In this way, we will create vehicles offering new levels of attractiveness and value. We are promoting Di@MoND (Diversity @ MITSUBISHI MOTORS New Drive) activities to create an environment where employees can maximize their individual abilities and play an active role.



Management Organization

MITSUBISHI MOTORS is promoting diversity in the form of Di@MoND activities by the Diversity Promotion Office based on the Diversity Promotion Policy. 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. Initially, Di@MoND activities prioritized women's participation and advancement in the workplace. Now, we are also working to provide working environments that are comfortable for all.

Diversity Report

MITSUBISHI MOTORS has been issuing the Diversity Report, a publication dedicated to diversity issues, since 2015.

Vol. 4, issued in fiscal 2018, is titled "Invigorating the organization through diversity." It picks up on some examples for utilizing individual diversity and values as a source of innovation for the organization, while looking back at the history of diversity promotion thus far. Through this publication, we aim to foster internal and external awareness of our Di@MoND activities. We are also working to raise awareness and create workplace environments in which every employee can shine and individuality can thrive.



The Diversity Report can be downloaded via the link below.
[Diversity Report Vol. 4, "Invigorating the organization through diversity" \(Issued December 2018\) PDF \[5MB\]](#)



Promoting Women's Participation and Advancement in the Workplace

MITSUBISHI MOTORS promotes women's participation and advancement in the workplace as a priority issue. Since 2014, we have been selecting female managers and manager candidates to join Working Women's Empowerment Forum, led by the Japan Institute for Women's Empowerment & Diversity Management.

As of July 2020, 12.5% (five) of the Company's executives were women, and we had 74 female managers, of whom 14 were division general managers. Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, in 2016 we formulated an action plan to promote women's advancement, setting a goal of 100 women working at the management level by the end of fiscal 2020. We will continue this initiative to create an environment where more female employees can work in positions of greater responsibility.

TOPICS

MITSUBISHI MOTORS Selected as Constituent of MSCI Japan Empowering Women Index

In 2020, MITSUBISHI MOTORS was selected as a constituent member of the MSCI Japan Empowering Women Index (WIN) for the third year in a row. WIN is an index developed by MSCI Japan Inc. for supporting investment in the environment, society, and governance (ESG).

MSCI selects companies that lead their industries in promoting the hiring, continued employment, and advancement of women and diversity. MSCI makes its determinations based on data relating to the employment of women disclosed pursuant to the ACT on Promotion of Women's Participation and Advancement in the Workplace and information disclosed by companies for example.

Promoting a Work-Life Balance

We are enhancing our work-life balance assistance programs to accommodate the diverse work styles of our employees. In fiscal 2017, we introduced the telecommuting and accompanying leave systems to accommodate diverse work styles and life events. In fiscal 2018, we established the Work-life Balance Support Concierge within MITSUBISHI MOTORS, from which employees can seek advice on the programs suitable for their individual childcare and nursing care needs. Following feedback from employees who had sought advice, we relaxed the criteria for child nursing leave, short-term nursing care leave and the telecommuting system.

▶ DATA (P104): Status of Female Management Promotions

▶ DATA (P105): Number of persons taking childcare leave and utilizing main work-life assistance programs

List of work-life balance assistance programs

Programs		Overview
Childcare	Pregnancy leave	Can be taken for the designated period of time applied for in advance, between becoming pregnant and the day prior to maternity leave (may be taken multiple times)
	Maternity leave	Six weeks prior to birth and eight weeks after birth
	Childcare leave	Can be taken up to the end of April of the following fiscal year after the child's third birthday
	Child nursing leave	Can be taken until the end of the fiscal year of the child's 12th birthday (one child: up to 5 days; two and over: up to 10 days; first five days are paid in both cases)
	Reduced working hours for childcare	Four-, five-, six-, or seven-hour work shifts can be chosen until the end of the fiscal year of the child's 12th birthday (combined use with the flextime system is also available)
Nursing care	Nursing care leave	Aggregate total of three years can be taken per person receiving nursing care
	Short-term nursing care leave	If one person receiving nursing care: up to 5 days; if two or more people receiving nursing care: up to 10 days (first five days are paid in both cases)
	Reduced working hours for nursing care	Available until the reason for the nursing care no longer exists. Employees can elect to work, four-, five-, six-, or seven-hours per day, and are also eligible for flextime work.
Miscellaneous	Life plan leave	Employees can take up to 10 days leave per year for various predefined purposes such as receiving treatment for non-work related injury/illness, caring for family, childcare, infertility treatment, participating in volunteer activities, and language studies
	Accumulation of unused paid leave	Employees can accumulate unused annual paid leave up to four days per year to a maximum of 40 days which can be used for predefined purposes. (E.g., receiving treatment for non-work related injury/illness, caring for family, childcare, participating in volunteer activities, and infertility treatment)
	Flextime system	System that lets employees set their own working hours with no core time under predefined conditions on prescribed work days
	Telecommuting system	Limited to a maximum of 80 hours per month. Employees can work remotely using their own work PC, either at their own home or at the home of a family member if providing childcare or care for that family member.
	Reemployment system	Eligible for employees who resigned due to pregnancy, the birth of a child, childcare, nursing care, marriage, moving due to spouse work transfer, or other reasons recognized by the Company, with an applicable period within five years after resignation
	Accompanying leave	Temporary leave system for employees to accompany spouses who have been transferred in Japan or overseas or are studying abroad, with an applicable period of from one month to five years



Helping Employees to Balance Work and Childcare

MITSUBISHI MOTORS actively supports employees who seek to balance work and childcare. This support also extends to facilities, with two on-site daycare centers having been established. 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 fiscal 2015, we have been holding get-to-know-you lunch meetings at the head office for employees on childcare leave and employees working reduced hours for childcare in order to eliminate concerns about returning to work by employees on leave, alleviate worries from those working while performing childcare, and support network building. Meet-and-talk sessions are also held between employees on childcare leave and workplace supervisors.

In addition, we regularly bring in outside instructors to conduct training for employees who are working while raising children as well as training for managers with subordinates on childcare leave or who are raising children. Through these sessions, employees with children learn how they should approach long-



Dia-Kids Tamachi, a day-care center for employees

term career development while workplace supervisors learn how to manage them properly.

Helping Employees to Balance Work and Nursing Care

As birth rates decline and society ages, we believe it is important to help employees balance work and nursing care.

MITSUBISHI MOTORS has set up contact points where employees can consult with nursing care specialists as required via email or on the phone. We also organize on-site individual nursing care consultations with nursing care specialists. Furthermore, we organize nursing care seminars delivered by outside instructors to provide basic information about how they can balance their work and nursing care. The seminars are held in four regions (head office, Okazaki, Kyoto and Mizushima). In fiscal 2019, they were attended by about 150 employees, primarily managers.

Increasing Employment of Senior Workers

With the goal of handing down skills and technologies and securing a talented workforce that makes the most of its knowledge and experience, MITSUBISHI MOTORS operates a program to reemploy senior workers after their retirement. As of March 2020, there were 868 reemployed workers, engaged in handing down techniques and training the next generation.

Promoting Employment of People with Disabilities

Aiming to achieve a workplace where everyone can work, we actively hire people with disabilities in a wide range of occupations. As of April 2020, the percentage of employees with disabilities at MITSUBISHI MOTORS was 2.2%. We will continue to promote additional employment while improving the work environment.

At the parent company, we employ 185 people with physical and mental disabilities (as of April 2020). At our head office, we have installed wheelchair- and os-tomate-compatible toilet facilities, creating a working environment amenable to employees with disabilities.

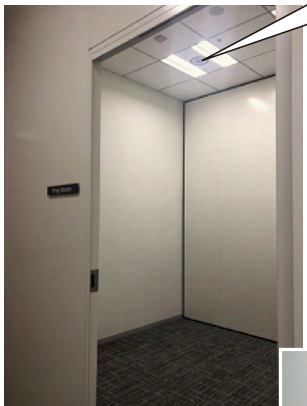
We also promote the employment of people with disabilities through MMC WING, a special-purpose subsidiary established in April 2007. As of April 2020, this company employed 60 workers with intellectual disabilities at the Okazaki and Mizushima plants. In the 13 years that have passed since its establishment, MMC WING has received many inquiries about employment from "Hello Work" Public Employment Security Offices, the prefectural employment and support center for disabled persons, and special needs schools, and has established a high profile in the region. In addition, we do not stop at just providing employment within our company when doing our part for employment support of people with disabilities. For example, we proactively accept requests from employment support facilities and special needs schools to try on-site training, providing people with disabilities opportunities to experience group activities and work processes.

▶DATA (P105): Number of hired people with disabilities



Global Action

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 which are available to people of all religions and denominations. A facility for cleansing parts of the body before worship has also been set up in the prayer room at the Okazaki site.



Prayer room in our head office building



Signs on the ceiling indicating the direction of worship



Prayer room in the Okazaki area

Promoting LGBT Awareness

The MITSUBISHI MOTORS Global Code of Conduct expressly includes respect for LGBT individuals under "Respect Human Rights and Diversity and Provide Equal Opportunity." Since fiscal 2018, we have held an LGBT seminar with the aim of providing basic knowledge for accurate understanding of LGBT issues and increasing supporters known as "Allies." To date, the seminar has been attended by around 500 employees. In fiscal 2019, we provided an e-learning course, "Understanding the Basics of LGBT," which was taken by 6,654 employees.

We also exhibit at the Tokyo Rainbow Pride LGBT event, showcasing our initiatives for LGBT and diversity in general to visitors to the event.

In September 2019, we partially revised our rules of employment so that the definition of marriage extends to same-sex partners and applies when taking wedding vacations or life planning leave.

TOPICS

Awarded PRIDE Index Gold Rating

Developed by "work with Pride," a voluntary organization in Japan, PRIDE Index is an indicator for rating workplace initiatives for sexual minorities, including LGBT. In 2018 and again in 2019, MITSUBISHI MOTORS was awarded the highest "gold" rating. We will continue to create workplace environments that are friendly for all employees.



Human Resource Development



FY2019 Materiality Targets and Results

○: As planned △: Delayed

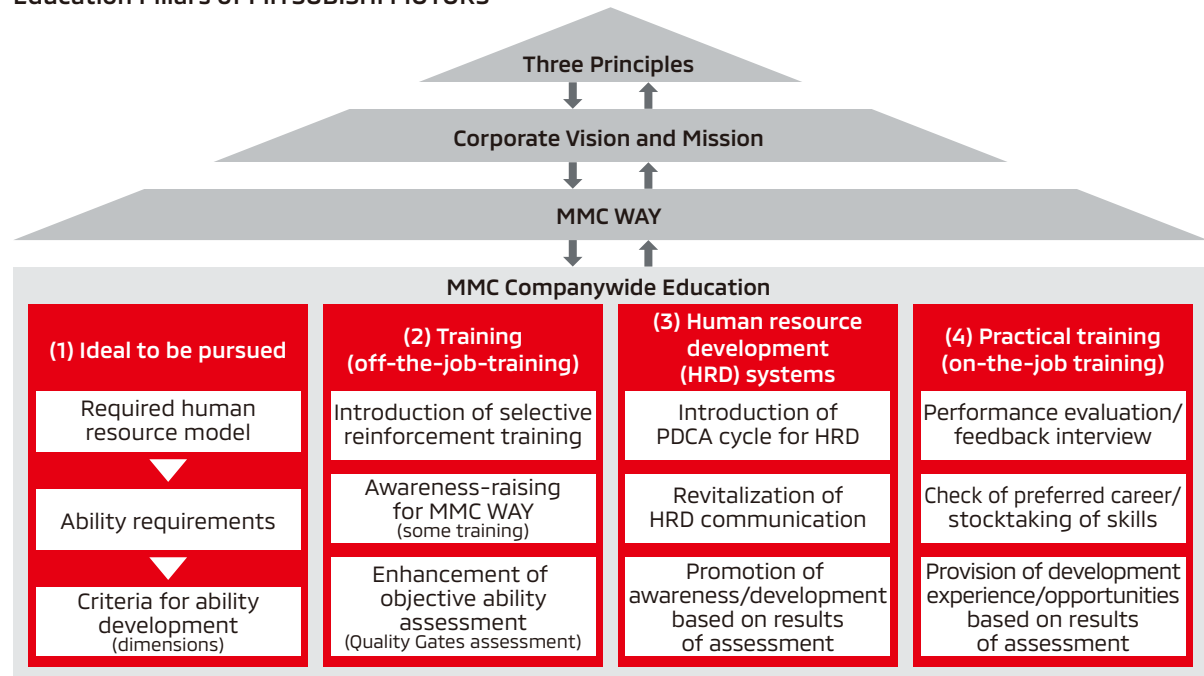
Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Expansion of human resource development program	Promote development of human resources who practice the MMC WAY	Introduction of reinforcement training for middle management	Education program	Introduced e-learning platform for managers and general managers to promote learning on daily-basis	○

Basic Approach

MITSUBISHI MOTORS' educational system is supported by three pillars: 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 have clarified the abilities and skills necessary to put these principles or behavior into practice. We also specified the ideal model for each job classification and introduced respective curricula based on both.

Employees also discuss their personal vision for the future during annual interviews with their superiors. Sharing such visions between superiors and subordinates leads to achievement of human resource development with deeper understanding.

Education Pillars of MITSUBISHI MOTORS





Management Organization

Based on the education pillars, sections in charge of education with the Human Resources Division have put in place a training program for the systematic development of human resources, from entry-level employees to general managers.

In addition to training curricula tailored to employee job classifications, we have mapped out an introduced various other training programs for employees, including e-learning training for all employees and selective training that allows employees to select the programs they want to participate in.

Organizational Framework of MITSUBISHI MOTORS' Human Resource Development

■: Newly implemented

Job Classification (required human resource model)	Training for each job rank				Training across all job ranks	Global	
	Training for newly promoted employees	Reinforcement training	Training for candidates for promotion	Institutional training		Mindset/ Skills	English
General managers (M1) (innovation leader)	Training for newly Promoted M1	Selective reinforcement training (e-Learning)		Feedback interview training Follow-up training on commitment and target & MMC WAY	Training for mid-career employees Engineer training	Selective training (OCD** program, etc.) Training for expats to be dispatched to foreign affiliates	TOEIC score range from 300 to 695 Measures for improving TOEIC score
Section managers (M2) (management professional)	Training for newly promoted M2	Leadership training for organizational transformation Selective reinforcement training (e-Learning)	Training for M1 candidates (assessment)				
Assistant Manager (a leader of practical work)	Training for newly promoted Assistant Manager	Training for M2 candidates (preparatory training for assessment)	Training for M2 candidates (assessment)		Training for mentors of new graduates		
Main Staff (a key player in the execution of work)	Training for newly promoted Main Staff	Training for Assistant Manager candidates (advance training)					
Staff (a professional in the operational work)	Entry-level employee training	Third year training*1 Second year training			Global communications training*2 Global mindset training*3		
Clerical Staff (efficiently carries out operations)	Entry-level employee training	Third year training*1 Second year training			Global communications training*2 Global mindset training*3		

*1 Mid-career employees undergo fundamental business skills follow-up training corresponding to third year training.

*2, 3 To be conducted within third year training and entry-level employee training program, respectively.

*4 OCD: Overseas Career Development



Training and Education

Strengthening of Middle Management

The role of middle managers acting as a bridge between management and the work floor is becoming increasingly important for responding to environmental change and enhancing organizational capability. MITSUBISHI MOTORS has a training program for the systematic development of human resources from entry-level employees to general managers, and is particularly focused on enhancing programs that strengthen middle management.

Specifically, in the training for section manager (M2) and general manager (M1) candidates, which is designed to improve management capability, opportunities are provided for them to learn the skills and abilities required at each level for identifying and resolving issues, and to also learn about characteristics of their own thinking and behavior, as well as points for improvement, through feedback provided by external assessors.

In fiscal 2019, we held elective e-learning courses for section managers and division general managers, providing opportunities to learn on a routine basis. We are currently operating in an environment that is difficult to forecast, and individual capabilities are being tested. We will continue to consider and implement frameworks that help nurture employees' abilities to adapt to a changing environment and create frameworks that support individual growth.

Fostering Global-Minded Human Resources

In line with increases in both overseas production and sales volumes, MITSUBISHI MOTORS is placing empha-

sis on developing human resources who are capable of adopting a global perspective and performing in the global business field.

English language skills are essential when working with people outside Japan, so we offer employees training designed to systematically improve their English skills, including beginner and intermediate courses aimed at improving basic skills. We also offer local language courses for employees who will be stationed in non-English-speaking countries.

In addition to language training, we run a program in which younger employees are dispatched to non-English-speaking emerging countries for three years (one year of language training + two years of work experience at a local affiliate). Plans are also in place for training programs at overseas subsidiaries.

Supporting Lifelong Education

In keeping with the Revised Act for Stabilization of Employment of Older Persons, MITSUBISHI MOTORS is encouraging the reemployment of retirees aged 60 and over to steadily hand down the techniques, knowledge and experience of 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.

Fiscal 2019 Seminars for Future Good Life

Number of seminars	4 in total across the company
The number of participants	90

Career formation and evaluation

Personnel System

Regarding career formation, 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 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 process 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.

We have introduced management-enhancing tools aimed at section managers and general managers with the objective of revitalizing the organization. In doing so, we aim to: (1) Share organizational objectives and foster a sense of responsibility for achieving these objectives, (2) Enhance incentives for achieving objectives, (3) Enforce mindset and behavior expected from employees, and (4) Make appointments and promotions according to merit.

For non-management personnel, our aims are (1) Sharing organizational objectives and instilling a sense of responsibility for achieving them, (2) Raising



transparency and employee approval of evaluations and employee treatment, and (3) Promoting the establishment of shared values.

Evaluation Standards: MMC WAY

We have created six, simple keywords that capture the minimum necessary preparation and behavior required as MITSUBISHI MOTORS employees.

MMC WAY	
Mindset	Actions
◇ Cross-functional Work beyond organizational boundaries	◇ Commit Achieve quantifiable goals
◇ Transparent Candid and accountable	◇ Challenge Take proactive action for value creation
◇ Look outward Go out and learn	◇ Perform Results with sense of speed

Fair Compensation System

MITSUBISHI MOTORS introduced a remuneration system that allows for appropriate compensation based on the roles, degree of contribution, and weight of the roles and responsibilities of each employee. We provide the system to enhance each employee's career and motivation. In conjunction with raises given annually based on individual performance, raises are also given according to advances in career.

We comply with local laws and regulations regarding wage levels and set wage levels according to job classifications, taking into consideration industry levels. There are no discrepancies in wages based on race, nationality, sex, or other such reasons.

▶ DATA (P105): Wage levels

Occupational Health and Safety



FY2019 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Creation of safe workplaces	Realize safe and secure workplaces	Ongoing measures for the creation of safe workplaces	Overall accident rate*	0.42	△

*Number of accidents with or without loss of workdays per 1 million working hours

Health and Safety Management Policy

MITSUBISHI MOTORS believes ensuring the health and safety of employees is the foundation of corporate activities. Accordingly, we have established a Health and Safety Management Policy and are undertaking related measures on an ongoing basis, including through offices for on-site cooperation.

Basic Policy

1. We will undertake companywide activities with emphasis on each process of the PDCA cycle to eliminate workplace risks and hazards with safety taking priority over all else. Within each activity, confirmation, follow-up, and improvement will be carried out successively and continuously.
2. Workplace supervisors from senior management down will implement comprehensive health and safety management measures under their own responsibility with an awareness that ensuring health and safety is the foundation of management. They will strive to create a workplace culture of discipline with consideration for others and a strict attitude of not engaging in, not allowing others to engage in, and not overlooking unsafe conduct. All workplace supervisors will also work to create a workplace culture that fosters open communication where subordinate personnel feel that they can say anything through honest dialogue at any time and to raise awareness of health and safety.
3. Each employee shall observe basic rules and conduct guidelines relating to safety to protect their own safety and endeavor to create healthy workplaces with no accidents by conducting on health and safety activities in cooperation with all MITSUBISHI MOTORS personnel with a strong commitment to complying with decisions that they have made and decisions that have been made by others.
4. Companywide efforts shall be made to create clean and comfortable work environments, prevent disease, and promote the health and physical well-being of each employee.
5. Health and safety management shall be implemented in accordance with the MITSUBISHI MOTORS Health and Safety Management System.

Management Organization

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 management. The committee also sets quantitative targets for health and safety in the coming year, determines priority measures and takes action to achieve the targets.

Initiatives to Ensure Workplace Safety

MITSUBISHI MOTORS 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 account for around 80% of workplace accidents. In order to prevent these, we identify unsafe conditions or employee behaviors in all work situations 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 commonly overlooked hazards. Other measures include adopting improvement proposals and requests raised



by employees. We also established "safety training schools" at each business site to raise hazard awareness and conduct hands-on hazard training so that all employees can experience firsthand such hazardous situations as pinching, being caught up in equipment, becoming wounded and falling. In fiscal 2019, 1,820 people took part in this training.

In fiscal 2019, there were four workplace accidents involving the loss of one or more workdays, one fewer than in fiscal 2018. However, the accident rate was 0.42, falling short of our 0.26 target. The main causes of these accidents were an insufficient ability by workers to predict danger and overlooked unsafe conditions. In fiscal 2020, as well as providing hazard prediction training, we are taking synchronized, company-wide, in-depth efforts to eradicate unsafe conditions by identifying potential accidents and ensuring that facilities are intrinsically safe.

As for assessing our compliance with safety-related laws and regulations, we use checklists to conduct self-checks of each workplace and to conduct reciprocal checks on other workplaces to ensure thorough compliance. At our overseas plants, following on from Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) and Mitsubishi Motors Philippines Corporation (MMPC), a compliance assessment was conducted for P.T. Mitsubishi Motors Krama Yudha Indonesia (MMKI) in fiscal 2019. Going forward, we will expand these assessments to other locations.

With the aim of strengthening our health and safety management structure and further raising the level of management, we also plan to rebuild the company-wide health and safety management system, and to acquire ISO 45001 by fiscal 2022.

▶ DATA (P105): Accident Rate

Mental and Physical Health Initiatives

For the purpose of maintaining and improving the mental and physical health of our employees, MITSUBI-

SHI MOTORS prioritizes two key measures: guidance on preventing lifestyle-related diseases and measures for maintaining good mental health.

Given that mental health issues account for more than half of absences due to illness, we have positioned mental health measures as a company-wide priority issue and have introduced an outside Employee Assistance Program* (EAP), a type of mental health program. We also offer consultation on individual issues, provide mental health education and offer support programs to improve the workplace.

The number of employees who were absent from work due to the onset of mental health issues increased by 16% in fiscal 2019 compared to the previous fiscal year. Given that work-related concerns account for approximately 80% of all cases, we have placed priority on prevention with the aim of providing care for individuals, encouraging care of subordinates by superiors, and improving workplace environments.

We arrange face-to-face sessions with industrial physicians or counselors for employees determined to be experiencing high levels of stress based on the results of annual stress checks. We have made an appeal for employees to actively attend sessions with industrial physicians, explaining the purpose of the sessions and about how confidentiality is assured. This effort is helping with the early detection and response to mental health issues. We also assess stress levels at each workplace, conduct training to improve workplace communications, and conduct a program delivered by outside counselors to improve workplace environments. In fiscal 2019, 55 departments and divisions accessed this program in an effort to make improvements.

We are creating environments where employees feel comfortable consulting about their concerns with consultation desks for individuals. We have established consultation desks with counselors, attorneys, tax accountants, and other professionals and made

them available not only to employees, but also to their family members.

*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.

Labor-Management Relations

MITSUBISHI MOTORS supports the basic principles of the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the United Nations Global Compact, and guarantees fundamental labor rights to employees. Our labor agreement stipulates that the labor union has the three rights of labor (the right to organize, the right to collective bargaining, and the right to collective action).

As of April 2020, our labor union had 12,755 members (excluding reemployed senior staff), accounting for 99% of general employees excluding officers and management.

Status of Labor-Management Communications

The labor-management council is regularly held along with collective bargaining 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 fiscal 2019, 47 discussions were held between the Company 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.



Human Rights

Basic Approach and Policies

Based on the idea that respect for human rights is the foundation of our business activities, in May 2019, MITSUBISHI MOTORS announced its support for the United Nations Global Compact (UNGC)* in which the United Nations advocates the ten principles in the four categories of human rights, labor, environment, and anticorruption. As a participating company, we support and respect international standards and norms such as “the International Bill of Human Rights,” “the ILO’s Declaration on Fundamental Principles and Rights at Work,” and “the United Nations Guiding Principles on Business and Human Rights.” Based on the 10 principles of the UNGC, we will continue our activities toward the realization of the sustainable growth of society.

As a global company, MITSUBISHI MOTORS believes that respect for human rights and anti-corruption initiatives are very important.

Based on that idea, in order to further specify initiatives for the respect of human rights and anti-corruption, in May 2019, a partial revision was made to the MITSUBISHI MOTORS Global Code of Conduct. “Respect Human Rights and Diversity, Provide Equal Opportunity” in the Global Code of Conduct specifies 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 fiscal 2019, in the newly enacted MITSUBISHI MOTORS “Human Rights Policy,” specific initiatives are defined, including support and respect for international standards and norms regarding human rights, matters for compliance, and the implementation of human rights risk evaluations and executive/employee training.

*See page 9 for details on our support of the UN Global Compact.
 Human Rights Policy

Consideration for Human Rights in Work and Investment

As we believe that positive relationships based on mutual understanding between employees and everyone in the community are 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.

Prohibiting Discrimination

In our Human Rights Policy, executives and employees are required to respect diversity and to create equal opportunities with no allowance for unfair discrimination or harassment on bases such as race, skin color, nationality, ethnicity, family origin, sex, sexual orientation, gender identity, age, disability, language or religion.

Also, we emphasize the importance of diversity in

our training programs, and we encourage our employees to work together with respect for diverse values.

Framework of Human Rights Awareness

We offer human rights awareness training companywide headed by the executive in charge of human resources. Personnel in charge of education stationed at our business sites are working to raise human rights awareness among employees by conducting lectures using shared educational materials. We also participated in events held by the Industrial Federation for Human Rights, Tokyo, of which we have been a member for some time, and the Mitsubishi Human Rights Enlightenment Committee and attended conferences, research meetings, and so on held by other external organizations, gathered information, and took measures to improve understanding (approx. 140 days in fiscal 2019). The insights gained from these opportunities have been reflected in internal training and other purposes.

Human Rights Compliance in the Value Chain

In addition to internal efforts targeting human rights internally, we place great importance on initiatives that address human rights among suppliers. In the Supplier CSR Guidelines, we specify matters involving respect for human rights, including the complete elimination of discrimination and the prohibition of child labor and forced labor. We confirm that suppli-



ers agree to consider human rights based on these guidelines by having them sign Supplier Commitment agreements.

At sales companies, 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.

Establishing Consultation Offices

In order to make timely responses in cases where a human rights related issue occurs within the company, we have established internal and external consultation offices (helplines) for whistle blowing and consultation for employees.

Also, having established a Business Partner Helpline for suppliers, and a Customer Contact Center as a consultation office for customers, we are receiving reports and request of consultations regarding human rights issues.

Confidentiality and user anonymity is guaranteed at all of these consultation offices.

Establishment of Internal and External Consultation Offices (Helplines) P88

For further information regarding the Business Partner Helpline, please go to P73

For further information regarding the Customer Contact Center, please go to P54

Education and Training

Human Rights Education Programs

In order to encourage all employees to cultivate their respect for human rights, MITSUBISHI MOTORS is offering courses that deepen understanding toward human rights within its training programs tailored to each job rank, beginning with entry-level employee training. In fiscal 2019, we conducted a total of 770 hours of human rights training for 800 employees, including entry-level employees, mid-career employees and newly promoted managers (section managers and division general managers). Details of the training are described below.

Entry-level employees	The significance of corporate initiatives regarding human rights, fundamental knowledge regarding human rights, etc.
Mid-career employees	Recent topics regarding human rights, the relation between our business and human rights, etc.
Newly promoted managers	Recent topics regarding human rights, prevention of harassment, roles of managers, etc.
Newly promoted general managers	Provision of expertise needed as workplace managers, etc.

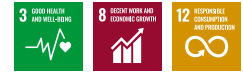
In addition to training, we regularly distribute information on human rights-related topics to all divisions within the Company with the aim of raising awareness of human rights. One such initiative is the dissemination of a message from our CEO, coinciding with Human Rights Day on December 10.

To promote LGBT awareness among employees, we held seminars at various sites. We also rolled out an internal e-learning course covering basic knowledge of LGBT issues.

Training Programs by Type	Number of Participants	Attendance Rate
Entry-level employee training	470	100%
Mid-career employee training (newly promoted)	168	100%
Newly promoted manager training	168	100%
Seminars to raise understanding of LGBT issues	251	—*
LGBT e-learning course	6,654	—*

*Attendance ratio not disclosed for voluntary attendance

Deploying Supply Chain Sustainability Initiatives (Social)



FY2019 Materiality Targets and Results

○: As planned △: Delayed

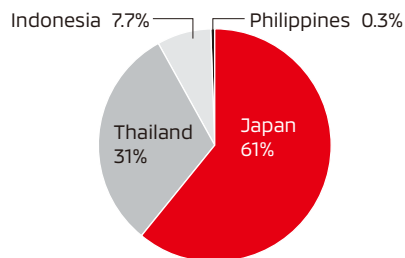
Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Reinforcement of CSR in the supply chain	We promote healthy supply chain management by ensuring full consideration is given to the environment, labor and human rights in the supply chain	<ul style="list-style-type: none"> Expansion of Supplier CSR Guidelines to MITSUBISHI MOTORS overseas production bases Support for supplier CSR evaluations by third-party organization 	<ul style="list-style-type: none"> Promoting the purpose of Supplier CSR Guidelines Recommendation of supplier on CSR evaluations by third party organization 	<ul style="list-style-type: none"> Rolled out Supplier CSR Guidelines via MMTh, MMKI and MMPC to their business partners Explained the purpose of third-party evaluations to business partners and commenced evaluations 	○

Basic Approach

With approximately 800 parts supplier companies, MITSUBISHI MOTORS and its main production bases concentrated in the ASEAN region recognize the magnitude of their influence, including on tier 2 and subsequent suppliers. As such, we are strengthening collaboration with our suppliers to maintain and increase sustainable competitiveness across the entire supply chain. We promote industry-leading quality, cost competitiveness, and localization.

We work as one with our suppliers to contribute to society on a foundation of shared Supplier CSR Guidelines.

Parts Procurement Ratios by Major Production Base (FY2019)



Supplier CSR Guidelines

Aiming for collaborative initiatives with suppliers, MITSUBISHI MOTORS formulated its Supplier CSR Guidelines in 2010. Through these guidelines, we promote collaborative activities with our suppliers from the same point of view. The scope of these activities covers all domestic suppliers and their quality, while also including labor practices, environment management, and compliance. Also, having reestablished these guidelines in February 2019, we have specified the implementation of supplier CSR initiative evaluations by third party agencies and measures to be taken when compliance violations are discovered. We have also received statements of agreement regarding compliance with the guidelines from suppliers.

[PDF](#) Supplier CSR Guidelines

Policies on Conflict Minerals

The "conflict minerals" (tin, tantalum, tungsten and gold) produced in the Democratic Republic of the Congo and neighboring countries have become a source of funding for armed groups, resulting in serious violations of human rights.

In order to ensure that it is not complicit in human rights abuses through the procurement of these conflict minerals, our Supplier CSR Guidelines clearly state our policy of not using conflict minerals as raw materials, and we promote responsible procurement.

In fiscal 2019, we began conducting hearings of suppliers to identify the metals used on electric circuit boards and the use of conflict minerals by parts category.



Management Organization

In April 2018, MITSUBISHI MOTORS, Renault and Nissan established the APO (Alliance Purchasing Organization), a joint purchasing organization that integrates the three companies' purchasing functions. This organization carries out its activities with the three shared pillars of trust, respect, and transparency as its basic principles.

The organization selects business partners using uniform process and evaluation standards, provides numerous suppliers with opportunities for participation, and operates fairly.

Establishing a Business Partner Helpline

As part of our 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 or unfair practices in our procurement activities, and promptly rectifies them, striving to achieve even fairer business transactions.

In addition to putting into effect management based on the Supplier CSR Guidelines, MITSUBISHI MOTORS holds a Suppliers Meeting each year to share and spread information about CSR policy in conjunction with procurement and other policies.

We not only adhere to the guidelines for proper trading in the automotive industry formulated by Japan's Ministry of Economy (METI), but also request that our tier 1 suppliers follow these guidelines as well to ensure that transactions are properly handled with tier 2 and subsequent suppliers and that the Company does not engage directly in transactions with those business partners.

Supply Chain Auditing

Sharing of Supplier CSR Guidelines

At MITSUBISHI MOTORS, the Supplier CSR Guidelines were reestablished in February 2019, and we have received statements of agreement regarding compliance with the guidelines from suppliers.

In fiscal 2019, we expanded these guidelines to suppliers from work locations in Thailand, Indonesia and the Philippines, taking into consideration the situation in each region.

Supply Chain Auditing

In order to mutually confirm and promote CSR activities with suppliers, we will request statements of agreement for the Supplier CSR Guidelines, and, as an APO, regarding the evaluation of supplier CSR activities, we will start to use the same third party evaluations as Renault-Nissan.

We disclose evaluation results to business partners and ask them to make improvements and regularly audit the results of those improvements.

Based on their evaluation scores, we draft improvement plans for specific suppliers and ask them to implement those plans.



Working with Suppliers to Improve Quality

mitsubishi motors regularly conducts quality audits and quality self-check guidance with its suppliers to improve quality along the entire supply chain.

In fiscal 2019, we conducted process audits at 53 suppliers and 64 plants. Improvements to issues pointed out during these audits were generally implemented by suppliers in three months or less. Quality self-checks were also conducted at 392 supplier plants. We will continue to improve communication and quality across the supply chain through these activities.

Audits also provide guidance regarding the creation of systems for rapidly tracing the sources of defects found in parts manufactured by suppliers, who use this information to improve their systems.

Ensuring Knowledge of the Guidelines within the Company

As part of managing the Supplier CSR Guidelines, we take efforts to ensure that the guidelines are well-known within the company. As part of MITSUBISHI MOTORS procurement training, we conduct training for new employees (both entry-level employees and new midcareer employees), as well as training when employees are transferred.

Communicating with Suppliers

Providing suppliers with appropriate information and two-way communication is essential for proper supply chain management. At the end of every fiscal year, MITSUBISHI MOTORS holds Suppliers Meeting to make our policy for the next fiscal year well-known. In

Japan, we help the MITSUBISHI MOTORS Cooperation Council, a voluntary organization of around 200 supplier companies, hold lectures and conduct research activities each year. In fiscal 2019, we held a MITSUBISHI MOTORS Cooperation Council lecture on October 18.



Executive officer, CEO giving a speech to the MITSUBISHI MOTORS Cooperation Council

Promotion of Localization

MITSUBISHI MOTORS has a basic policy of procurement from local business partners whenever possible when local procurement is effective and technologically feasible, excluding cases in which local parts manufacturing is difficult, with the aim of maximizing local procurement rates at overseas bases.

For parts which are already locally procured, we also promote the local procurement of the components used within these parts, etc., to optimize costs.

We conduct advance 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 moving into their regions, joint ventures with local business partners, technical partnerships, and the like. We strive to contribute to local regions by creating local jobs and improving local technical capabilities.

Initiatives for Business Continuity Plans in the Supply Chain

To reduce the risk of suspended manufacturing operations due to a shortage of parts during a large-scale natural disaster or a major outbreak of infectious disease, MITSUBISHI MOTORS formulates business continuity plans (BCPs) in the supply chain and takes measures that include finding alternative production for each supplier and part. In addition, we ask that our suppliers be registered in the damage status confirmation system, so that in the event of a natural disaster, the damage status of plants will be reported to us immediately.

We have created a special supplier map that enables us to better understand the status of damage and risk with regard to not only tier 1 but also tier 2 and subsequent suppliers.

Social Contribution Activities



FY2019 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	FY2019 Target	Indicator	FY2019 Results	Self-Evaluation
Undertake activities in cooperation with local communities, NGOs, and other organizations	Social contribution expenditure: 1.0% of ordinary income*1 *1 Ordinary income for MMC on a non-consolidated basis	Social contribution expenditure as a percentage of ordinary income	3.28%	○

Social Contribution Activities Policy

In April 2020, we formulated a wider-ranging social contribution activities policy to help address increasingly diverse global social issues. In addition to continuing with ongoing efforts, the policy calls for us to step up activities through alliances in key markets.

To make more people aware of these activities, we have coined a new phrase for communications, "STEP to the future," and established a logo mark.

Logo Mark for Social Contribution Activities

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



Social Contribution Activities Policy

To address diversifying social issues, MITSUBISHI MOTORS carries out its STEP social contribution activities, focused on four main themes, standing for the first letters of Society, Traffic safety, Environment and People. Based on this policy, 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.



Breakdown of Social Contribution Expenditures*2

(¥ million)

	FY2017	FY2018	FY2019
Society	132	116	118
Traffic safety	10	8	21
Environment	135	37	32
People	206	225	169
Support for disaster-stricken areas	25	62	60
Other*3	33	33	43
Total expenditure	540	480	442

*2 Social contribution expenditures including donations as well as in-kind benefits, employee activities, and free use of company facilities converted into monetary equivalents. However, it does not include fund-raising and volunteer activities individually conducted by employees.

Figures for FY2017 and FY2018 are for MMC on a non-consolidated basis.

Payments in FY2019 are on a consolidated basis.

*3 Including support for sporting activities, donations to the Mitsubishi Foundation, etc.



Supporting Measures to Address COVID-19

To help prevent the spread of COVID-19, at overseas subsidiaries we provided vehicles so healthcare workers to travel to medical institutions. We also contributed protective clothing and masks.

In Japan, MITSUBISHI MOTORS plants produced face shields, which we donated to local governments and medical institutions.

By taking advantage of the expertise we have cultivated in the development and production of automobiles, as well as by making use of factory facilities, we are working with national and local governments as well as related organizations around the world on ongoing measures to help prevent the spread of COVID-19.



Providing vehicles to the Department of Transportation in the Philippines



Donated face shields

◆ Measures to help prevent the spread of COVID-19
<https://www.mitsubishi-motors.com/en/sustainability/contribution/society/relief/covid-19/>

MITSUBISHI MOTORS STEP Funds and Matching Gift Program

The MITSUBISHI MOTORS STEP Funds, introduced in April 2009, is a structure through which employees can continuously participate in social contribution activities by voluntarily donating fixed sums to the funds. These funds are then used for to support activities in developing countries and areas struck by the Great East Japan Earthquake, in line with the purposes of MITSUBISHI MOTORS' social contribution activities. The company also matches donations made by the MITSUBISHI MOTORS STEP Funds.



Support Recipient

- World Vision Japan
- OISCA International (The Organization for Industrial, Spiritual and Cultural Advancement-International)
- The MICHINOKU Future Fund
- Kindergartens, Nursery schools, elementary schools, etc., near MITSUBISHI MOTORS workplaces

Support for Construction of a Children's Forum* Library and Assembly Hall

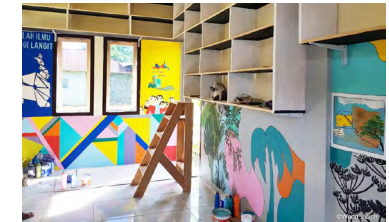
With cooperation from World Vision Japan, an international NGO, we have supported the construction of a library and assembly hall for the Children's Forum in the city of Ternate, North Maluku, Indonesia.

An increasing number of people are participating in Children's Forum activities, which are recognized as positive examples of leading regional change, and

these efforts are gaining traction. By building a library and assembly hall, we have provided a place for regular gatherings.

Through this support, we aim to provide a place for diverse activities that will help children enjoy prosperous growth.

*A community group for children that is promoted and supported by World Vision. In addition to such life skills as reading and writing, the forum provides an opportunity to discuss school and regional issues and a venue for social participation activities leveraging regional management.



Decorations that incorporate children's ideas

"Forest Wooden Building Block Project" for children

The concept of this project is to present nurseries and kindergartens with cozy wooden building blocks for enhancing the children's creativity through block play, which are made of Japanese cypress comes from forestry thinning operations mainly in Hayakawa-cho, located in the prefecture of Yamanashi, where we carry out our forest conservation activities.

In addition, we have newly started "Employee Presenting Project" through which our employees hand out the set of forest wooden building blocks through our internal donation funds to a nursery or kindergarten of their choice.

In fiscal 2019, we presented blocks to 70 kindergartens and nursery schools. The blocks have been donated to 325 kindergartens since 2010.



Building blocks made from thinned cypress



Society

Donating an EV as a Regional Patrol Vehicle

We donated a MINICAB-MiEV electric vehicle to the Kitano School District in the city of Okazaki, Aichi Prefecture, located near our Okazaki Plant. The vehicle is being used as a "blue-light safety patrol" car.

This car patrols the neighborhood to help prevent crime and play a role in safety activities. Its battery can also be used as an external power source at events or to supply electricity in emergencies.



Ceremony for the donation of uniquely wrapped vehicle

Traffic safety

Traffic safety around business sites

Employees regularly serve as traffic safety sentries on the roads around our business sites, helping to ensure safe commutes to school and work.

In fiscal 2019, employees in our business sites participated in such activities 39 times in total.

In April 2019, a team of Mitsubishi safety sentries took part in the Ieyasu Procession in the city of Okazaki, Aichi Prefecture, helping to secure the safety of the many people gathering along the streets.



Calling out for traffic safety at intersections

Helping to Build a Bridge along a School Commuting Route in Vietnam

Mitsubishi Motors Vietnam Co., Ltd. (MMV), in cooperation with the Vietnam Red Cross Society, participated in a project to build a bridge for children on a school commuting route in Thới Lai District, contributing 926 million Vietnamese dong (around ¥4.2 million) toward construction costs. In the past, elementary school children crossed the river in small boats. The new bridge, built by the Vietnam Red Cross Society to help reduce the number of accidents and make travel to and from school safer, was completed in March 2020.



A bridge on the school commuting route

Dissemination of Traffic Safety Information for Children

Website for Children "Do You Know the Answer? Traffic Safety Quiz"

On the "Why? Why? Car Development Research Group" website that was designed to provide information on the automobile industry to elementary school age children, there is a webpage about traffic safety using a quiz format to introduce traffic rules and manners they should follow when walking or riding a bicycle in their day-to-day activities.

In 2019, we augmented the daytime schemes with evening scenarios, which present new sources of danger.



"Do You Know the Answer? Traffic Safety Quiz"

(WEB) <https://www.mitsubishi-motors.com/jp/csr/contribution/next/kids/anzen/>
(This site is only available in Japanese.)

Environment

Forest Preservation Activities

MITSUBISHI MOTORS is collaborating with OISCA to preserve forests in Hayakawa-cho, Yamanashi Prefecture, while interacting with the local community through volunteer activities. These activities aim to protect metropolitan water sources and spread awareness of the environment among our employees.

In fiscal 2019, under the direction of the Hayakawa-cho forest union, 97 volunteer employees and their family members trimmed undergrowth, while 80 new employees worked on thinning and maintaining sidewalks within the forest.



Trimming undergrowth in planted areas

Joint study in Indonesia Using EVs

In August 2019, MITSUBISHI MOTORS participated in a joint study on renewable energy management being carried out by Indonesia's Agency for the Assessment and Application of Technology and Kyudenko Corporation on the Indonesian island of Sumba. We participated in the study with an i-MiEV electric vehicle and a quick charger. On remote islands, where sourcing gasoline can be difficult, we are contributing to efforts to help Indonesian people use EVs by charging the energy generated photo-voltaic power and accumulating data on EV travel.



The i-MiEV used in the test



People

Hands-on Lessons Program

Based on the idea of helping children to enjoy learning by experiencing the “real thing,” every year since 2005, MITSUBISHI MOTORS has dispatched employees to elementary schools. At the schools, employees conduct classes about the environment to teach students about the relationship between cars and environmental problems. They also offer design classes where students learn about the fun that comes from making things and about working with cars. We also hold a manufacturing class, where students learn about the people who make cars in our factories.

In fiscal 2019, 6,872 students attended these classes at 119 schools. Approximately 42,000 children have participated in these classes since 2005.



Children learning about the structure of electric vehicles

“One-Day Parents” Activities in Indonesia

Mitsubishi Motors Krama Yudha Sales Indonesia (MMKSI) contributes to orphans and runs the Mitsubishi Children Program (MCP). In this program, employees act as foster parents for a day, taking part in activities that put them in touch with children.

In June 2019, we participated in the MCP in the province of West Java, inviting around 100 children aged 5–10 from three orphanages near MMKSI’s office to take part. Employees and members of management took part as volunteer staff, serving as foster parents.



Interaction between employees and the children

Support for Disaster-Stricken Areas

Support in Asia

In September 2019, Mitsubishi Motors Thailand (MMTh) and dealers from the area affected by the tropical storm Podul, which devastated parts of northeastern Thailand, donated 700,000 Thai baht (approximately ¥2.5 million) to five provincial and regional government bodies in the affected region. Employees at the dealers and MMTh, along with their family members, participated in disaster support activities, supplying drinking water, dried food and medical first aid kits.



Support for people affected by disaster

Support in Japan

Immediately after the Great East Japan Earthquake, we carefully listened to the needs of the disas-

ter-stricken areas, created a mechanism to support them through our business and in our employees’ daily lives, and have been continuously providing support under the theme of “Don’t Forget/Stay Connected.” Every effort is made to provide a wide range of support in response to emergency situations such as natural disasters. This includes contributions through donations, free loan of vehicles, and volunteer work by employees.

In fiscal 2019, we donated 12 OUTLANDER PHEVs to welfare facilities in Chiba Prefecture, which was hit by large-scale power outages due to Typhoon Faxai. The vehicles helped power home appliances. Going forward, we will continue to offer swift support in times of disaster.



Washing machine powered by OUTLANDER PHEV

Main Support in Fiscal 2019

		Support	Support Recipient
March 2020	COVID-19	• Donated three ASX and three ECLIPSE CROSS vehicles	Medical institutions in China’s Hunan Province
		• Donated hand cream and protective kit	Red Cross Society of China
		• Donated output from two mask production lines	World Vision Japan, an international NGO
		• Support money of ¥4 million*	Medical institutions in the city of Okazaki, Aichi Prefecture
October 2019	Typhoon Hagibis	• Donation of ¥10 million	Japanese Red Cross Society
September 2019	Typhoon Faxai Disaster due to Podul, a tropical storm, in Thailand	• Loan of 12 OUTLANDER PHEVs	Welfare institutions in Chiba Prefecture
		• Donation of 700,000 Thai baht • Relief supplies	Thai provinces of Ubon Ratchathani, Yasothon, Roi Et, Amnat Charoen and Si Sa Ket

*Totals for MITSUBISHI MOTORS STEP Funds and the Matching Gift Program



DENDO Community Support Program (Disaster cooperation agreements with local governments)

MITSUBISHI MOTORS is promoting the DENDO Community Support Program. Under this program, we work with affiliated dealers, entering into disaster cooperation agreements with municipalities around Japan. Our aim is to build a nationwide network for providing the OUTLANDER PHEV, our plug-in electric vehicle, to ensure that power can be provided quickly and without a loss of time to disaster-affected areas and evacuation shelters in times of disaster.

As of June 2020, we had agreements in place with 54*1 municipalities. By fiscal 2022, we aim to have agreements in place with municipalizes across Japan.

*1 Excluding two-party agreements between affiliated dealers and municipalities



Okayama Prefecture

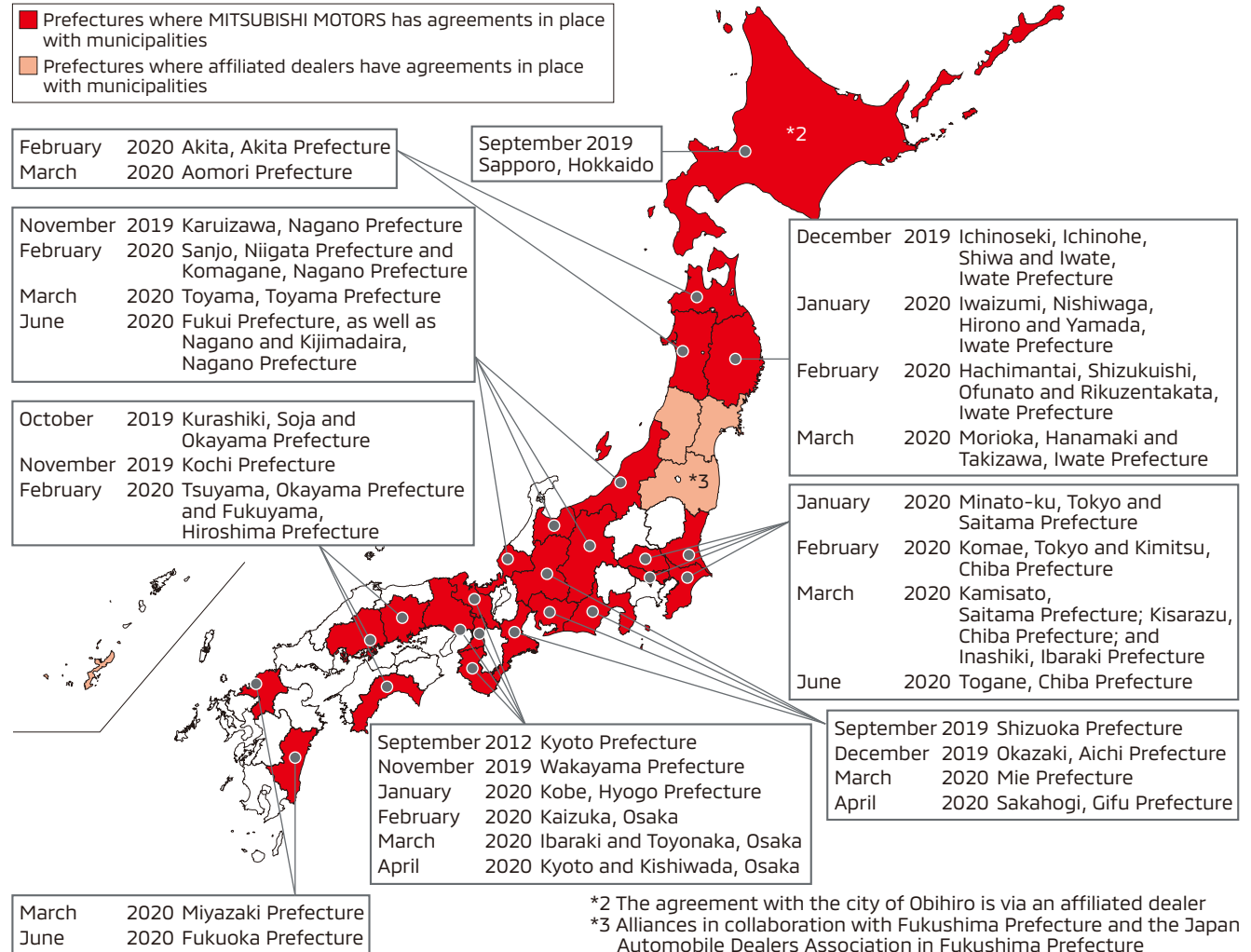


Okazaki, Aichi Prefecture



Minato-ku, Tokyo

Agreements in Place with Municipalities around Japan (As of June 30, 2020)



◆Current agreement status

<https://www.mitsubishi-motors.com/jp/sustainability/contribution/society/relief/dendo-csp/>
(This site is only available in Japanese.)