

Promoting Social Contribution Activities



Medium- to Long-Term Vision for Material Issues

| | Risks | Opportunities | Direction of Responses |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long Term | <ul style="list-style-type: none"> An increase in large-scale disasters due to climate change Disparities in economic development and inequality | <ul style="list-style-type: none"> Provide reassurance and support safety through further expansion of disaster cooperation agreements and by quickly putting support systems in place in times of disaster Contribute to communities' social development through ongoing activities that meet regional needs | <ul style="list-style-type: none"> Create structures to provide electrified vehicles swiftly in times of disaster Leverage individual employees' skills and know-how as well as our products for continuous development of the community |
| Medium Term | External Environment | Stakeholders' Needs and Expectations | Medium-Term Targets |
| | <ul style="list-style-type: none"> Around the world, subsequent disasters stemming from extreme weather, such as heat waves, droughts and flooding due to heavy rains | <ul style="list-style-type: none"> Expectations of disaster support in emergencies and reconstruction support | <ul style="list-style-type: none"> Promote the conclusion of disaster cooperation agreements In STEP fields, leverage individual employees' skills and know-how as well as our products to continue engagement in social contribution activities |

FY2020 Materiality Targets and Results

○: As planned △: Delayed

| Details of Main Initiatives | FY2020 Targets | Indicators | FY2020 Results | Self-Evaluation |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Promote ongoing activities that address social issues and regional needs | <ul style="list-style-type: none"> Revise our Social Contribution Activities Policy Step up the dissemination of information utilizing our logo mark | — | <ul style="list-style-type: none"> Formulated a new Social Contribution Activities Policy and announced it outside the company Disseminated information globally, utilizing our logo mark | ○ |

Basic Approach and Policies

In April 2020, we formulated a new Social Contribution Activities Policy based on MITSUBISHI MOTORS' Vision and Mission. We promote activities in line with this policy, such as entering into disaster cooperation agreements that leverage the features of our plug-in hybrid electric vehicles (PHEVs).

To generate broader awareness of these activities, we disseminated information globally, making use of our logo mark.

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.





Logo Mark for Social Contribution Activities

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



Breakdown of Social Contribution Expenditures in Fiscal 2020*1

| | (¥ million) |
|---------------------------------------------------------------------------|-------------|
| Society | 17 |
| Traffic safety | 6 |
| Environment | 5 |
| People | 175 |
| Support for disaster-stricken areas, support measures to address COVID-19 | 57 |
| Total expenditure | 259 |

*1 Social contribution expenditures including donations as well as in-kind benefits and free use of company facilities converted into monetary equivalents.

Number of Participants in Social Contribution Activities and Activity Time in Fiscal 2020*2

| | |
|------------------------------------|---------------------------|
| Number of employees participating | Cumulative total of 9,426 |
| Time employees spent on activities | 6,330 hours |

*2 Activities during working hours

Society

DENDO Community Support Program

By entering into disaster cooperation agreements with municipalities and loaning them roving COVID-19 vaccine vehicles, MITSUBISHI MOTORS is helping municipalities with its PHEVs, which can generate power and be tapped as sources of electricity.

By combining the power of PHEVs to provide transportation and the power of electricity, we are making people's lives safer and more secure.

For details, see the feature on page 19.

Activities to Support the Employment of People with Disabilities

Four times each year since 2012, we have contracted with welfare facilities for people with disabilities to mow the greenery around our plants. We also encourage people with disabilities to gain employment skills. For example, we periodically offer bread and other items they have made for sale in our offices.

We provide them with PET bottle caps collected at our plants to social welfare corporations that employ people with disabilities and collect and crush plastic products and shred used papers as part of an effort to support employment.



People with disabilities mowing around plants



PET bottle caps are being crushed for recycling

MMC and MLIT Sign Agreement to Collaborate on Verification Test

We are participating in a verification test for the Ministry of Land, Infrastructure, Transport and Tourism involving the use of diesel engines mass-produced for our DELICA D:5 to power pumps used at drainage facilities.

Throughout Japan, drainage facilities are growing dilapidated and are expected to require upgrades almost at the same time. An increase in flood damage in recent years has prompted calls to further upgrade and augment drainage facilities, but reducing the costs of doing so has been an issue. The current project seeks to keep costs down by using mass-produced engines. We are studying methods and developing technologies to upgrade drainage facilities efficiently, ultimately leading to safety and security for citizens.



Signing ceremony to denote collaboration on verification testing

Traffic safety

Traffic safety around business sites

Employees serve as traffic safety sentries on the roads around our business sites, helping to ensure safe commutes to and from school and work. We also conduct patrols in collaboration with local traffic safety associations and police. In addition to heightening awareness of traffic safety through patrols, marked company cars patrol local areas, check locations that are susceptible to accidents, and inspect traffic safety facilities and install footprint stickers to call attention to pedestrian stops.

In fiscal 2020, cumulative total of 283 employees took part in 20 such activities across our business sites.



Calling out for traffic safety at a pedestrian crossing (Okazaki)



Installing footprint stickers (Shiga)

Traffic Safety Awareness 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.



"Do You Know the Answer? Traffic Safety Quiz"

(WEB) <https://www.mitsubishi-motors.com/jp/sustainability/contribution/people/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 2020, we halted employee volunteer activities to prevent the spread of COVID-19, but we did mow areas where this work was needed to nurture saplings.



Trimming undergrowth in planted areas

Powering Illumination with a Plug-in Hybrid Electric Vehicle (PHEV)

In December 2020, we provided an OUTLANDER PHEV, which was used to light up an illumination event held by Heian Jogakuin (St. Agnes) University, called Agnes Illumination 2020.

The event was conceptualized as one in which all illumination would be provided by electricity generated from renewable sources. To achieve this, solar power was used to charge the OUTLANDER PHEV, which then supplied the electricity to power all the illumination.



Illumination powered by a PHEV

People

Supporting the Education of Elementary, Junior and Senior High School Students

We support the education of the children who will take responsibility for the next generation through a hands-on lesson program, in which employees visit elementary schools to conduct lessons. We also host career counselling studies to encourage junior and senior high school students to think about the future and broaden their horizons.

In fiscal 2020, we began conducting these activities remotely due to COVID-19. The activities were attended by 3,053 children from 39 schools.



Student showing his work remotely



Student learning to tighten a screw with an impact screwdriver

Educational Support in Asia

Through our local associates, we take part in various efforts to help prevent children from being denied access to education for economic reasons. We provide scholarships to junior high school, high school and university students; donate learning tools to orphanages; donate teaching vehicles that can help cultivate high-quality human resources for the automotive industry; and host interns.



Donating Teaching Vehicles to Eight Universities in Vietnam

In October 2020, Mitsubishi Motors Vietnam Co., Ltd. (MMV) announced that it had donated prototype vehicles to eight universities in Vietnam's Ho Chi Minh City and Binh Duong Province. MMV's aims are to help educate the students that will take responsibility for the next generation, as well as to further strengthen university-business ties to encourage job-seeking university students and support recruiting efforts by companies looking for experienced employees. In addition to serving as teaching aids to help students learn about automotive technologies and driving skills, the prototype vehicles also help students with vehicle assembly and other practical exercises.



Prototypes donated as teaching vehicles

Donating to a Soccer Club That Takes Part in Welfare Activities in Malaysia

In November 2020, Mitsubishi Motors Malaysia (MMM) donated some 35,000 ringgit (around ¥920,000) to the 1st International Soccer Academy (FISA). FISA engages in welfare activities targeting children from low-income households, aiming to keep them from becoming embroiled in drugs and crime and to live active lives.



Soccer club that engages in welfare activities (FISA)

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 our workplaces

"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 been engaging in "Employee Presenter Program" through which our employees hand out a set of forest wooden building blocks to nurseries and kindergartens of their choice (usually choice from their childhood memories) through our internal donation funds.

In fiscal 2020, we presented blocks to 60 kindergartens and nursery schools. The blocks have been donated to 405 kindergartens since 2010.



Building blocks made from thinned cypress



Support for Disaster-Stricken Areas

Support in Asia

In January 2021, different parts of Indonesia were hit with a series of natural disasters, including earthquakes, flooding and landslides due to heavy rains.

Mitsubishi Motors Krama Yudha Sales Indonesia (MMKSI) provided the OUTLANDER PHEV to supply electricity power lighting in disaster-stricken areas. MMKSI also provided the TRITON to help evacuate people and cooperated with local support organizations in other ways.



Courtesy of Palang Merah Indonesia

Leveraging a PHEV's ability to supply electricity



Courtesy of Aksi Cepat Tanggap Indonesia

TRITON conducting rescue in a disaster-stricken area

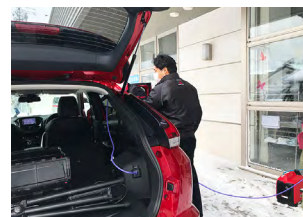
Support in Japan

Immediately after the Great East Japan Earthquake, MITSUBISHI MOTORS carefully listened to the needs of the disaster-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.

Based on a disaster cooperation agreement, in fiscal 2020 we loaned OUTLANDER PHEV and ECLIPSE CROSS PHEV models to evacuation centers in Akita City, which suffered a large-scale power outage due to heavy snowfall. The vehicles were used to power electric appliances, such as televisions, lights and stoves. Going forwards, we aim to continue conducting rapid support activity in times of disaster.



Plug-in hybrid electric vehicles (PHEVs) supplying electricity to an evacuation center



Supporting Measures to Address COVID-19

The Company's business sites produced face shields, which we donated to local governments and medical institutions. We also joined the Open COVID-19 Declaration. Based on this declaration, we will neither seek compensation nor assert any patents, utility models, designs or copyrights against any activities, which purpose to stop the epidemic, until the World Health Organization (WHO) declares the end of the COVID-19 outbreak.

Overseas, associates set up hand-washing stations at public facilities, provided orphanages with online tools for learning about COVID-19 (such as donating PCs and peripheral equipment) and offered support, such as helping to transport food to families impoverished by COVID-19. They continue to support efforts to halt COVID-19.

See the feature on page 19 for details on COVID-19 vaccine support vehicles



Providing a bundled PC and Internet environment (Indonesia)



Setting up a hand-washing station (Indonesia)

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



Main Support in Fiscal 2020 (Measures to Address Natural Disasters and COVID-19)

| | | Support | Support Recipient |
|----------------|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| February 2021 | COVID-19 | Donated 10 notebook PCs for online learning | Pertubuhan Kebajikan Yesuwin Mahligai Selangor (PKYMS) |
| | Flooding in Indonesia | Cooperated with the Aksi Cepat Tanggap (ACT) team and loaned one TRITON | Majene Regency, West Sulawesi |
| January 2021 | Monsoon in northeast Malaysia | Donated 23,000 ringgit | Triton Tuners Club Malaysia |
| | Heavy snowfall | Loaned one OUTLANDER PHEV and one ECLIPSE CROSS PHEV | Akita city, Akita Prefecture |
| | Earthquake on the Indonesian island of Sulawesi | Cooperated with the Indonesian Red Cross Society and loaned one OUTLANDER PHEV | Mamuju and Majene Regencies, West Sulawesi |
| | Landslides due to heavy rains in Indonesia | Cooperated with the United Volunteer Otomotif (UVO) Peduli and loaned one TRITON | Puncak/Gunung Mas Regency, western Java |
| December 2020 | COVID-19 | • Donated 30 sets of PCs, printers, projectors, one-year Internet data plans and other online learning tools • Donated masks, clothing, books and toys | Ten orphanages in area around Jakarta, Indonesia |
| | | Loaned an L200 to support food transportation by Comedor Santa Maria, an NPO | States of Coahuila, Nuevo Leon, Oaxaca, Yucatan and Guanajuato, Mexico |
| November 2020 | The disaster caused in Mexico by Hurricane ETA | • Loaned one L200 • Provided support for food and other supplies | State of Tabasco, Mexico |
| September 2020 | COVID-19 | Erected 10 portable hand-washing stations | Hospitals and parks in the Special Capital Region of Jakarta, Indonesia |
| | | • Donated 5,000 masks • Donated 100 sets of food (rice, cooking oil, canned foods) | Orphanages in the Special Capital Region of Jakarta, Indonesia |
| | | Donated personal protective equipment (PPE) to faculty and staff | Community resource center in the state of Tennessee, U.S. |
| July 2020 | Heavy rainfall | Donated ¥3 million | Japanese Red Cross Society |
| | | Loaned five OUTLANDER PHEV and five eK SPACE | Village of Kuma in Hitoyoshi, Kumamoto Prefecture |
| June 2020 | COVID-19 | Loaned a total of eight PAJERO SPORT and TRITON | States of New South Wales, Victoria and Queensland and the city of Canberra, Australia |
| May 2020 | COVID-19 | Loaned one eK CROSS SPACE | Soja City, Okayama Prefecture |
| | | Joined the Open COVID-19 Declaration | – |
| | | • Loaned one OUTLANDER PHEV • Donated N95 medical masks | Indonesian Red Cross Society |
| | | Donated 50 benches for resting, 200 water tanks and 400 face shields | City of Santa Rosa, Laguna Province, Philippines |
| April 2020 | COVID-19 | Donated face shields we had made | Okazaki City, Aichi Prefecture; Sakahogi Cho, Gifu Prefecture; Kyoto Prefecture; Okayama Prefecture; nearby medical facilities |
| | | In collaboration with Nitto Denko Philippines Corporation, the local arm of Nitto Denko Corporation, donated 500 meters of filter materials used in making masks | Philippines Department of Trade and Industry |
| | | Loaned four L300 | Philippines Department of Transportation, City of Santa Rosa, Laguna Province, Philippines |
| | | Donated 3 billion dong | Central Committee, Vietnam Fatherland Front |
| | | Donated five L300 | Indonesian Red Cross Society |
| | | Donated one OUTLANDER PHEV Donated artificial respirators, protective clothing and masks | Community resource center in the state of Tennessee, U.S. Medical institutions in Thailand |