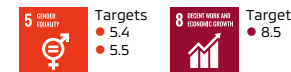


Promotion of Work Style Reforms in Response to the New Normal (Diversity, Work-Life Balance)



Progress in FY2022

Percentage of female instructors in technical fields*1
[FY2021: 12.2%] **13.1%**

Percentage of male employees taking childcare leave*2
[FY2021: 16%] **68.4%**

Percentage of employees with disabilities
[FY2021: 2.44%] **2.33%**

- Conducted a survey on attitudes toward diversity and work-life balance
- Implemented training on managers promoting male paternity leave
- Introduced measures at the organizational level to strengthen communication based on engagement survey results

*1 Percentage of assistant managers

*2 For FY2022, the rate of people taking childcare leave and other leave for the purpose of childcare was calculated according to the Childcare and Family Care Leave Act. In FY2021, only the rate of people taking childcare leave was calculated

<Related pages>

P15 MITSUBISHI MOTORS' Materiality

P21 Materiality

P79 Human Resources Management

P122 Human Resources-Related Data

abilities, and where people can work enthusiastically and in good health, both physically and mentally.

The COVID-19 pandemic has prompted us to challenge the conventional approach toward "going to the office" to work, instead encouraging more flexible work styles that are less location- and time dependent. To leverage diverse human resources to create value, we are creating a working environment that helps individuals maximize their capabilities. In this way, we aim to achieve increases both in work productivity and quality of life, helping to realize a better work-life balance.

Initiatives toward a Flexible Working Style

To promote and implement flexible working styles that enable diverse employees to fulfill their potential, in FY2020 we established the "Flexible Working Styles Consideration Committee," which is chaired by the Executive Officer, President & CEO. This committee has been discussing matters to be addressed over the medium to long term. Based on the direction of its initiatives, in FY2021 relevant departments within the Company took over the promotion items from

the committee and are continuing the initiatives. Key initiatives are outlined below.

Area of work (remote work)	To provide a more comfortable working environment than before, we eliminated the maximum number of hours and days for remote work. In addition, we allow work to be conducted at any location, even outside the home, that meets requirements.
IT domain	Improve IT infrastructure and significantly increase the maximum number of VPN connections
Provide IT support tools	Introduce communication tools to enhance communication between at-home working and remote locations
Increase in IT literacy	Share knowledge and usage examples at the departmental level to promote the use of communication tools

Promoting Diversity

MITSUBISHI MOTORS aims to grow sustainably while responding to the significant changes in the business

Basic Approach

MITSUBISHI MOTORS views "people" as the key to creating "sustainable growth" and "improving corporate value" in the significant-changing automobile industry. We therefore believe in the importance of realizing an environment where each and every person can perform meaningful work and demonstrate his or her

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.



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and market environment resulting from diversifying customer needs and technological innovation. To this end, it is important for employees with different values and ideas to work together to create automobiles with new appeal and value. With respect for employee diversity including race, nationality, ethnicity, gender, sexual orientation, gender identity, age, ability or religion, we are making efforts to create environment where each person can energetically work without difficulty.

To promote and achieve diversity, we are pursuing Di@MoND activities by the Diversity Promotion Office based on the "Diversity Promotion Policy" we established in July 2014. 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.

▶ Data (p. 122-123): Number of employees, number of employees by region, number of locally hired managerial employees at overseas subsidiaries, status of female managers, status of female executives, employee makeup, number of new graduates hired, number of mid-career employees

Promoting Women's Participation and Advancement in the Workplace

MITSUBISHI MOTORS promote "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 the Working Women's Empowerment Forum, led by the Japan Institute for Women's Empowerment & Diversity Management.

From 2017, we have also been sending manager candidates to seminars hosted by the Aichi Gender

Equality Foundation.

Based on the "Act on Promotion of Women's Participation and Advancement in the Workplace," in April 2021 we formulated an action plan to promote women's advancement, setting 15% as our target ratio for female assistant managers, which we are working to achieve by March 2024.

Action Plan to Promote Women's Advancement [5MB]
(only in Japanese)

▶ Data (p. 122): Status of Women Promoted to Management and Executive Positions

TOPICS

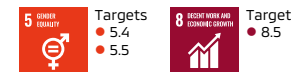
Inclusion in the "Morningstar Japan ex-REIT Gender Diversity Tilt Index"

MITSUBISHI MOTORS has been selected as one of the constituent stocks in the "Morningstar Japan ex-REIT Gender Diversity Tilt Index," which was designed by Morningstar for environmental, social, and governance (ESG) investing.

We rated in "Group 1," the highest rating on a five-tier scale, in an index that focuses on companies with a well-established gender diversity policy that is ingrained in their corporate culture and that promise equal opportunities for employees regardless of gender.

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
	Spousal maternity leave	When a spouse gives birth, the employee can take up to two days of leave between the day before and 14 days after the date of birth or expected date of birth.
	Childcare leave	Can be taken up to the end of April of the following fiscal year after the child's third birthday
	Leave to care for newborns	Up to four weeks of leave can be taken within eight weeks of the (expected) date of birth. Partial employment during the leave period is also possible.
	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	System that allows employees to work from a location other than their own or family home, as long as certain conditions are met, and to pay an allowance
	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



Promoting a Work-Life Balance

MITSUBISHI MOTORS is enhancing our work-life balance assistance programs to accommodate the diverse work styles of our employees. In FY2017, we introduced the telecommuting and accompanying leave systems to accommodate diverse work styles and life events. In FY2018, we established the "Work-life Balance Support Concierge" within the Company, from which employees can seek advice on the programs suitable for their individual childcare and nursing care needs. 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. In August 2021, we revised the telecommuting system in an effort to create an environment that fosters more productive and highly flexible working styles.

▶ Data (p. 123-124): Number of persons taking childcare leave and retention of returnees, people utilizing major programs to promote work-life balance

Helping Employees to Balance Work and Childcare

We actively support employees who seek to balance work and childcare.

We have established on-site daycare centers at



Dia-Kids Tamachi, a day-care center for employees (within the head office building)



Dia-Kids Okazaki (within the Okazaki site)

our facilities. Dia-Kids Okazaki was opened at the Okazaki site in April 2017, followed by Dia-Kids Tamachi at our head office building in February 2019.

On the working environment development front, to further encourage male employees to take childcare leave in accordance with the enforcement of the revised Childcare and Family Care Leave Act, in FY2022 we conducted training for managers and seminars for expectant fathers and mothers.

Helping Employees to Balance Work and Nursing Care

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

We have set up contact points where employees can consult with nursing care specialists as required via email or on the phone. Furthermore, we organize regular nursing care seminars delivered by outside instructors to provide basic information about how they can balance their work and nursing care. In FY2022, approximately 170 people attended the online seminar, which was held simultaneously in all regions.

As a new initiative, we also have made on-demand viewing available to suit the convenience of each participant.

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, we operate a program to reemploy senior workers after their retirement. As of June 2023, there were 850 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. In FY2022, the percentage of employees with disabilities at the Company was 2.33%, which exceeds the statutory level. We will continue to promote additional employment while improving the work environment.

On a consolidated basis, the Company employs 174 people with disabilities, including physical, mental and intellectual abilities. At our head office, we have installed wheelchair- and ostomate-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. This company employs 64 workers with intellectual disabilities at the Okazaki and Mizushima plants. MMC Wing, now in its 16th year since establishment, 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. To help support the employment of people with disabilities, we proactively accept requests from employment support facilities and special needs schools to try on-site training,



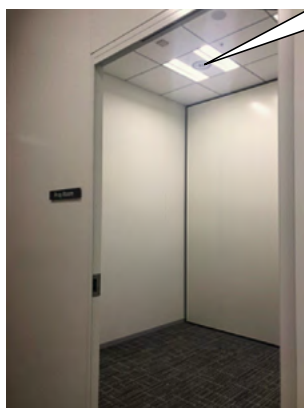
teaching people with disabilities opportunities about group activities and work processes.

As the presence of supportive instructors is essential for promoting and providing stable employment for people with disabilities, in FY2021 we started to offer an internship program for university students preparing for employment to help them understand the work of instructors as an opportunity to come into contact with a diverse range of people and occupations.

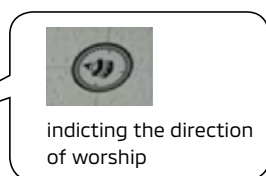
▶ Data (p. 124): Number of hired people with disabilities

Global Action

As part of the support offered to our workforce of non- Japanese employees, which is increasing year by year, MITSUBISHI MOTORS has established prayer rooms at our head office and Okazaki sites that are



Prayer room in our head office



indicating the direction of worship



Hand- and foot-washing facilities

Prayer room in the Okazaki area

available to people of all religions and denominations. These rooms are open to customers, suppliers and other stakeholders who visit our sites. A facility for cleansing parts of the body before worship has also been set up in the prayer room at the Okazaki site.

▶ Data (p. 122): Number of employees by region, number of locally hired managerial employees at overseas subsidiaries

Promote LGBTQ Awareness

Our human rights policy* defines “respect for human rights of our stakeholders” and states that we will not tolerate unfair discrimination or harassment based on such factors as gender, sexual orientation or gender identity, and will respect diversity. Furthermore, the MITSUBISHI MOTORS Global Code of Conduct, which all employees and executives are bound to comply with, clearly states: “Respect Human Rights and Diversity, Provide Equal Opportunity.”

Based on these ideas and policies, we are striving to improve the workplace environment and internal systems in order to create a comfortable working environment where LGBTQ people can play an active role in the Company. In our employee system, the definition of marriage includes same-sex relationships, and employees in such relationships can take marriage and childcare leave and use Company housing. Since FY2018, we have held seminars to help provide basic knowledge to aid in accurately understanding LGBTQ issues and increasing supporters known as “Allies.” Approximately 240 people attended the seminar in FY2022. Some 11,440 employees took part in e-learning. Upon request, employees who have taken the

course can receive “ally stickers” to make the promotion more visible.

* See our website for details of our human rights policy. [WEB](https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf) https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf

TOPICS

Awarded PRIDE Index Gold Rating

In the PRIDE Index, which was designed by “Work with Pride” as a criteria for evaluating initiatives related to LGBTQ and other sexual minorities in the workplace, we have been consecutively awarded Gold certification since FY2018. We will continue to create workplace environments that are friendly for all employees.



Participating in Initiatives Outside the Company

We have pledged our support to the Business for Marriage Equality campaign, which invites companies to join us in calling for equality in marriage.

Business for Marriage Equality is a campaign spearheaded by three Japanese non-profit organizations in an effort to visualize companies that support the legalization of same-sex marriage. MITSUBISHI MOTORS actively strives to fulfill its social responsibility and contribute to the achievement of the United Nations Sustainable Development Goals (SDGs). By endorsing this campaign, we aim to further contribute to SDG numbers 5 (Gender Equality) and 10 (Reduced Inequalities).