

HR Management

MITSUBISHI MOTORS believes that human resources are the key to achieving sustainable growth and enhancing corporate value, especially amid a rapidly changing business environment.

In FY2022, our president and management team engaged in discussions to determine the ideal path for the Company, taking employee feedback into account. As a result, we have updated our behavioral guidelines, the "MMC WAY," which outline the principles that the Company values.

As a company and as individuals, we will share the new "MMC WAY," which embodies what is important in our lives, and work together as one to take on challenges as we work toward our goals.

Furthermore, we will continue to create fulfilling workplaces and invest in human resource development as the basis for putting the "MMC WAY" into practice.

<HR Strategy Directions>

- Build a better place to work
- Enhance learning opportunities/reskilling programs
- Secure/cultivate a diverse workforce

MMC WAY
1. Think of Our Customers, Strengthen Trust
2. Enrich Society
3. Welcome All Facts, Share Difficult News First
4. Conduct and Challenge Yourself Professionally
5. Respect All, Work as a Broader Team

Efforts to Respect Human Rights

Based on the idea that respect for human rights is the foundation of its business activities, Mitsubishi Motors signed the United Nations Global Compact in May 2019. That same year, we formulated a human rights policy, which states that "through human rights due diligence, we work to identify, prevent, mitigate, and account for negative impacts on human rights in which we may be involved."

We recognize that the human rights of our employees, including working conditions, health and safety, are risks with significant impact throughout our operations and for our stakeholders. Based on this understanding, as one aspect of our human rights due diligence we conducted human rights assessments at our headquarters and three plants in Japan in fiscal 2021. In fiscal 2022, we conducted a human rights assessment at Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) a key production base in the ASEAN region.

The assessment uncovered no incidents representing a major impact on business or employees. However, based on the findings from this assessment and the points raised by the evaluation organization, we will promptly implement countermeasures and continue our efforts to reduce human rights risks.

To level up suppliers' CSR including respect for human rights, MITSUBISHI MOTORS uses the same third-party-evaluations as its alliance partner, Renault-Nissan. Also in FY2022, we communicated with numerous business partners and had them undergo third-party evaluations. We plan to continue expanding the number of business partners who undergo evaluations in FY2023, and we will focus on augmenting the evaluation scores of business partners who have already undergone evaluations.

Please see our Sustainability Report for details of our initiatives related to human rights.

Stakeholder Engagement

Mitsubishi Motors believes that its stakeholder relationships is important to its achievement of sustainable corporate growth. Through dialogue and other forms of engagement, the Mitsubishi Motors Group clarifies its responsibilities and issues, and strives on a daily basis to improve its operations. By further deepening dialogue with our diverse stakeholders, we will continue to sincerely address society's expectations and challenges and incorporate our understanding of them into our business activities.

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

Dialogue with Stakeholders

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

<Status of Dialogue between Management and Shareholders during the Most Recent Fiscal Year>

Members of the management team, directors and other people deemed appropriate engage in dialogue with shareholders and investors under the supervision of the executive officer in charge of corporate strategy management.

Our management team regularly receives reports about topics of concern for shareholders and investors. Examples of the most recent feedback are described below.

- I understand that efforts to promote "revenue improvement activities" had a greater-than-anticipated impact on earnings in fiscal 2022. I would like to commend you on this point.
- It is my impression that the new mid-term business plan is a rather ambitious and forward-looking plan to expand profits while aggressively making investments.
- It seems that fiscal 2023, being the first year of the new mid-term business plan, will be extremely important.