

**Mitsubishi Electric Mobility's Health and Productivity Management Report (2025)**

# Mitsubishi Electric Mobility's Health and Productivity Management

2026/4 General Affairs Dept,  
Safety & health Management Section

# Mitsubishi Electric Mobility's Approach to Health and Productivity Management

## Corporate Philosophy

We contribute making prosperous mobility society come true by intensifying and innovating our technology, and endlessly taking up a challenge of creation

## Core Principles of Safety and Health

1. With safety, hygiene, fire prevention, disaster preparedness, environmental responsibility, and compliance as fundamental values, we provide high-quality, high-performance mobility products that help shape a prosperous mobility society.
2. As a company delivering products that demand the highest level of safety in the mobility sector, we prioritize safety in every aspect of our business, from development and design to manufacturing.

## Core Policy on Safety and Health

1. Establish a culture where safety and health are the highest priority, regardless of social or business circumstances.
2. Promote a comprehensive approach to health and productivity management, creating a workplace where everyone can maintain their physical and mental health and work with vitality.

## Long-Term Safety and Health Initiatives

1. Cultivate a culture where every employee takes ownership, thinks proactively, and prioritizes safe actions.
2. Ensure the reliable implementation of the occupational health and safety management system.
3. Enhance employee health and promote health and productivity management through Mitsubishi Electric Group's MHP "Iki-Iki Waku-Waku ACTION".

## Mitsubishi Electric Mobility's Health and Productivity Management Commitment

### Human capital / Health and Productivity Management

As part of the Mitsubishi Electric Group, Mitsubishi Electric Mobility views employee safety and health as the foundation for a diverse and thriving human capital. The company is dedicated to creating a work environment where employees can thrive both physically and mentally, actively promoting health and productivity management initiatives.

### Mitsubishi Electric Mobility's Health and Productivity Management Commitment

Mitsubishi Electric Mobility is committed to provide solutions to social challenges through our businesses, guided by its corporate philosophy: we contribute making prosperous mobility society come true by intensifying and innovating our technology, and endlessly taking up a challenge of creation.

Human capital are at the heart of this vision. Recognizing that a diverse and skilled human capital is the foundation of all business operations and a key driver of competitiveness, the company is dedicated to creating an environment where employees can thrive. As part of this commitment, employee safety and health are top management priorities. By fostering a healthy and supportive workplace, the company aims to ensure that every employee can work with energy and fulfillment.

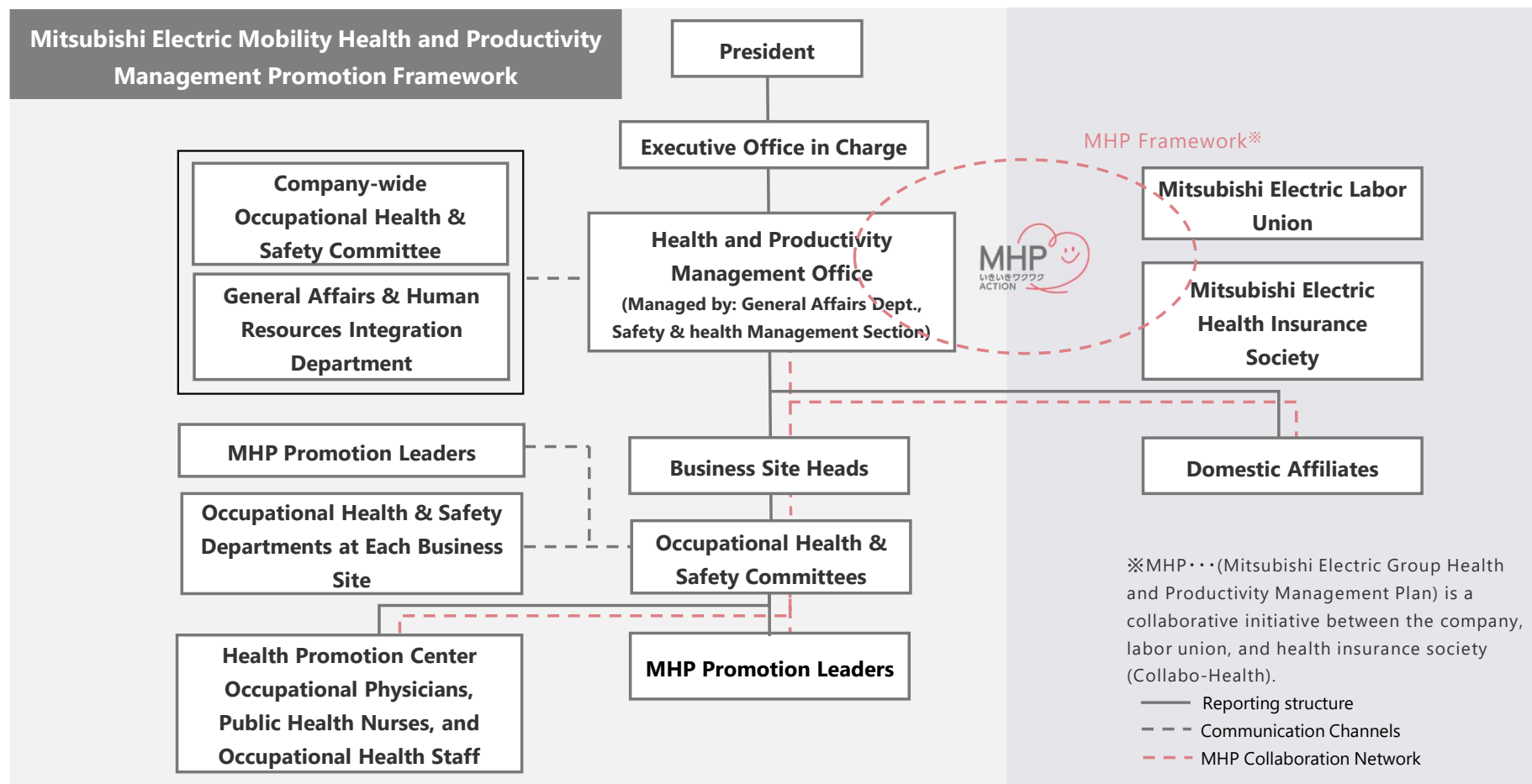
### Health and Productivity Management Policy

Mitsubishi Electric Mobility is committed to fostering a healthy and thriving workplace through its health and productivity management framework.

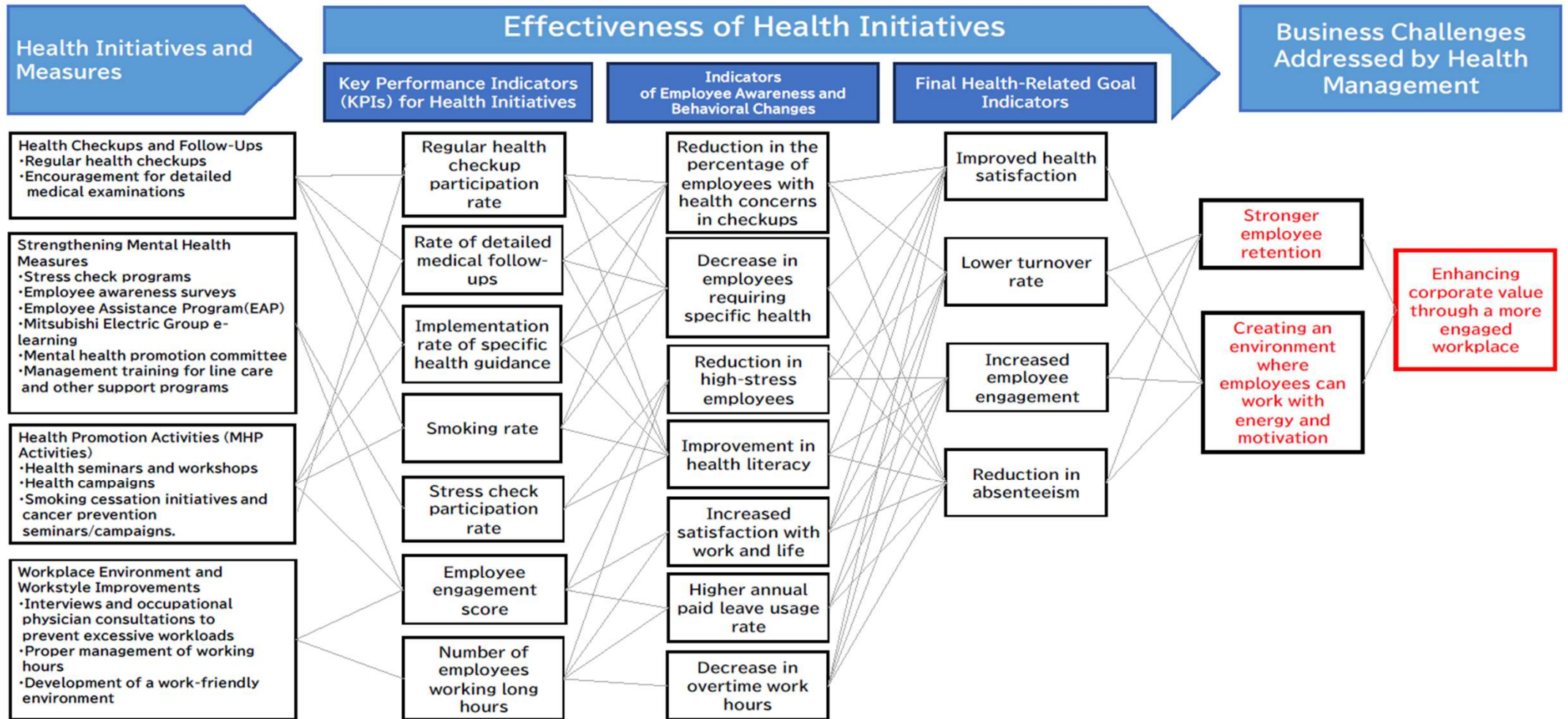
- 1.By promoting health and productivity management, the company supports "Respect for all people", a key sustainability priority.
- 2.Health initiatives are integrated with efforts to enhance workplace culture and HR policies that empower a diverse and skilled human capital, ensuring a comprehensive approach to employee well-being.

In collaboration with Mitsubishi Electric, its labor union, and the Mitsubishi Electric Health Insurance Society, the company continues to strengthen health promotion initiatives, actively supporting employees in managing their own health.

# Mitsubishi Electric Mobility's Health and Productivity Management Promotion Framework



# Health and Productivity Management Strategy Map



# Achieving KPIs and measurable results

|                                      |                                                                                                                   | FY2024 | FY2025 |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------|--------|
| Improvement of Health Satisfaction*1 | Healthy Eating                                                                                                    | 90.5%  | 90.8%  |
|                                      | Restful Sleep                                                                                                     | 56.3%  | 57.8%  |
|                                      | Smooth Digestion                                                                                                  | 66.4%  | 67.0%  |
| Enhancement of Productivity          | Absenteeism Reduction*2                                                                                           | 1.3day | 1.3day |
| Engagement Improvement               | Employee Engagement Score<br>(Percentage of employees who feel pride and fulfillment in working at the company)*3 | 50%    | 49%    |
| Employee Retention*4                 | Turnover Rate                                                                                                     | 1%     | 2.2%   |

\*1 Health Satisfaction: Daily satisfaction with physical and mental health, measured across eating (enjoying meals with a good appetite), sleeping (sleeping soundly and feeling refreshed), and digestion (regular bowel movements and a comfortable stomach). Scope: Mitsubishi Electric Mobility Corporation (domestic employees enrolled in Mitsubishi Electric Health Insurance)

\*2 Average number of absence/leave days due to illness. Scope: Mitsubishi Electric Mobility Corporation

\*3 Employee Awareness Survey: average percentage of favorable responses across five key questions, conducted twice a year (first and second half). Includes questions regarding pride in working at the company, willingness to contribute, desire to change jobs, recommendation of the company to others, sense of accomplishment through work. Scope: Mitsubishi Electric Mobility Corporation

\*4 Scope: Mitsubishi Electric Mobility Corporation

## Indicators of Health Investment Initiatives (Output Metrics)

|                                                             |                                                            | FY2024 | FY2025 |
|-------------------------------------------------------------|------------------------------------------------------------|--------|--------|
| <b>Health Checkups and Follow-up Measures</b> <sup>*1</sup> | Participation Rate in Regular Health Checkups              | 100.0% | 100.0% |
|                                                             | Participation Rate in Detailed Medical Examinations        | 45.6%  | 70%    |
|                                                             | Implementation Rate of Specific Health Guidance            | 90.5%  | 79.0%  |
| <b>Health Promotion Activities</b> <sup>*1</sup>            | Participation Rate in Kencom's "Minna de Arukatsu" Program | 50.0%  | 34.1%  |
| <b>Mental Health Initiatives</b> <sup>*1</sup>              | Participation Rate in Stress Checks                        | 96.0%  | 96.6%  |

\*1 Scope: Mitsubishi Electric Mobility Corporation

## Indicators of Employee Awareness and Behavioral Changes (Outcome Metrics)

|                              |                                                           |                                                                                       | FY2024 | FY2025 |
|------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------|--------|--------|
| Healthy Lifestyle Habits     | 6 Lifestyle Habits* <sub>1</sub>                          | Nutrition                                                                             | 15.7%  | 16.3%  |
|                              |                                                           | Exercise①                                                                             | 33.5%  | 35.2%  |
|                              |                                                           | Exercise②                                                                             | 36.7%  | 38.6%  |
|                              |                                                           | Sleep                                                                                 | 43.5%  | 44.1%  |
|                              |                                                           | Oral Hygiene①                                                                         | 25.7%  | 24.6%  |
|                              |                                                           | Oral Hygiene②                                                                         | 54.2%  | 55.7%  |
|                              |                                                           | Smoking                                                                               | 77.0%  | 76.7%  |
|                              |                                                           | Alcohol Consumption                                                                   | 71.1%  | 71.8%  |
| Mental Health* <sub>2</sub>  | Percentage of employees experiencing high stress levels   |                                                                                       | 10.9%  | 10.3%  |
| Work Environment & Workstyle | Job and life satisfaction levels                          | Percentage of employees who feel they maintain a good work-life balance* <sub>3</sub> | 69%    | 69%    |
|                              | Average monthly overtime hours per employee* <sub>2</sub> |                                                                                       | 30Hr   | 28.5Hr |

\*1 Lifestyle Habits Indicators: Applicable to Mitsubishi Electric Mobility employees in Japan enrolled in the Mitsubishi Electric Health Insurance Plan.

Nutrition:

Ability to manage the quantity and quality of food intake

Exercise:

1. Engaging in moderate to vigorous exercise weekly  
2. Walking an average of 8,000+ steps per day

Sleep:

Maintaining habits that promote quality sleep

Oral Hygiene:

1. Brushing teeth three times a day  
2. Regularly receiving dental cleaning

Smoking:

Non-smoking status

Alcohol Consumption:

Practising moderate and responsible drinking

\*2 Scope: Mitsubishi Electric Mobility Corporation

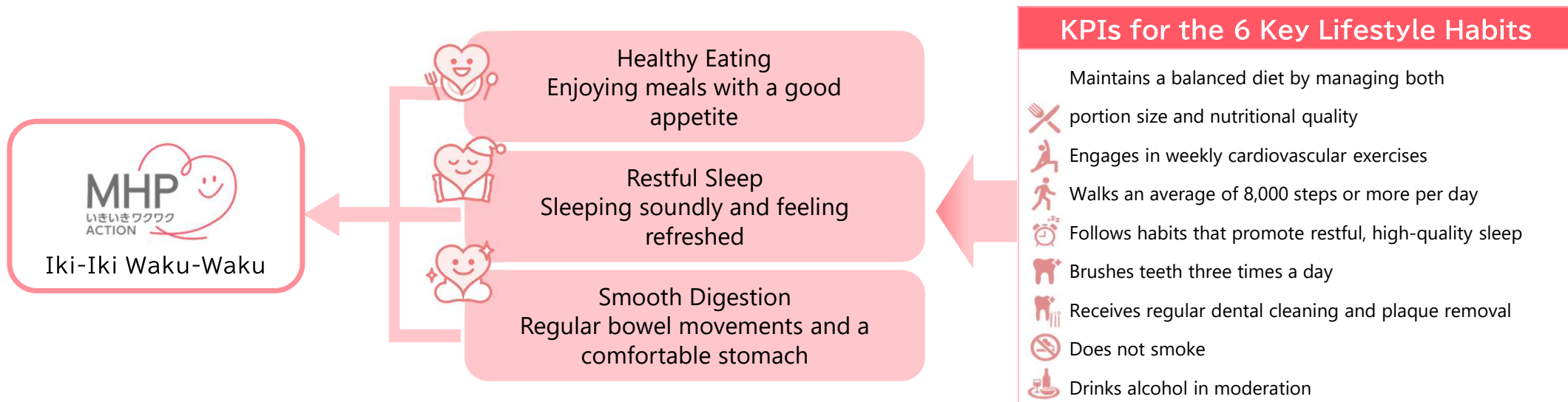
\*3 Scope: Mitsubishi Electric Mobility Corporation

# MHP “Iki-Iki Waku-Waku ACTION”.

A new initiative to focus on transforming activities into those that resonate with employees and gain their support, using subjective health satisfaction — eating well, sleeping well, and good digestion — as key indicators for improvement

This initiative is built on the idea that every employee and their family members should take an active role in managing their health. Mitsubishi Electric Mobility is actively implementing MHP “Iki-Iki Waku-Waku ACTION,” a health-focused initiative by the Mitsubishi Electric Group.

To support overall health and help employees lead healthier, more fulfilling lives, the initiative prioritizes enhancing health satisfaction — eating well, sleeping well, and maintaining good digestion. As part of this effort, six key lifestyle habits — nutrition, exercise, sleep, dental care, smoking, and alcohol consumption — have been identified as KPIs, with targeted actions to encourage and sustain healthier behaviors.

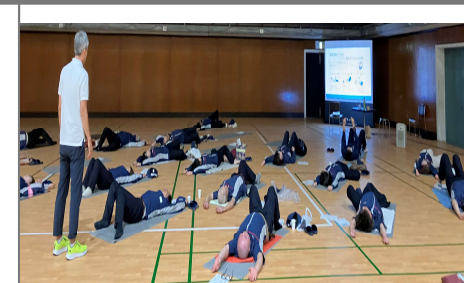


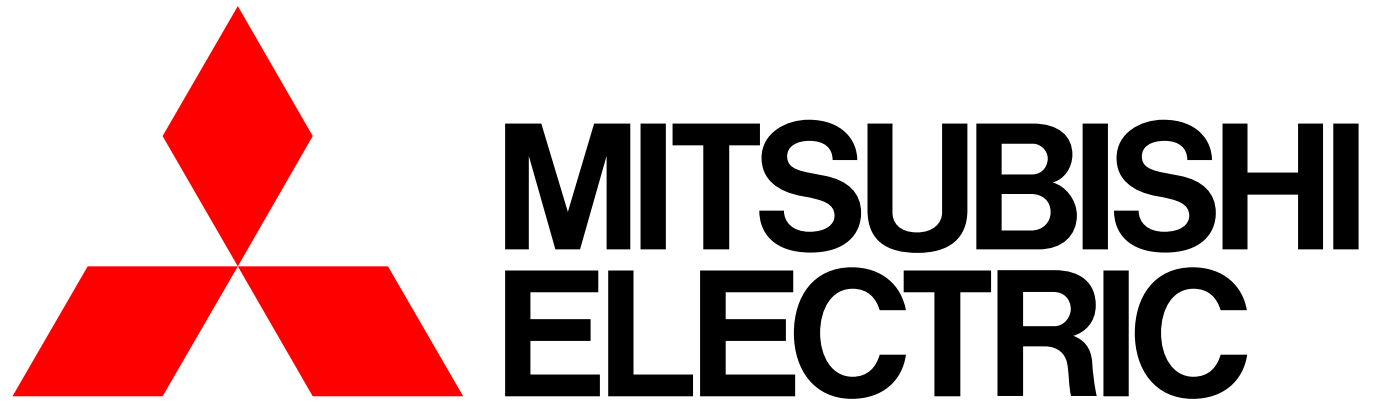
# Health Workshops & Seminars

Beyond group-wide initiatives within Mitsubishi Electric, Mitsubishi Electric Mobility develops tailored health workshops and events. These initiatives are guided by insights from MHP health surveys and medical check-up results, ensuring they address the unique needs and challenges of each business site.

## Activity Highlights (FY2025)

|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sanda Office  | <ul style="list-style-type: none"> <li>• Walking campaign using the Kencom app</li> <li>• Women's health e-learning</li> <li>• Sleep seminar: "The close relationship between sleep, blood pressure, lifestyle habits, and sleep disorders"</li> <li>• Nutrition seminar: "The path to better eating habits and an active lifestyle"</li> <li>• Dental seminar: "From prevention with LION to healthy mouths, oral functions, and oral care"</li> <li>• Exercise seminar: "ARUKU series"</li> <li>• Alcohol awareness seminar: "Alcohol and Smart Drinking"</li> <li>• Fall risk assessment sessions</li> <li>• AED and emergency response training for first aiders</li> </ul> |
| Himeji Office | <ul style="list-style-type: none"> <li>• Walking campaign using the Kencom app</li> <li>• Sleep improvement seminar</li> <li>• Mental health e-learning</li> <li>• Women's health e-learning</li> <li>• Smoking cessation initiative: "Quit Smoking Derby"</li> <li>• Supervisor seminar: "Get along well with weather — and with health!"</li> <li>• "The close relationship between serotonin and exercise"</li> <li>• Training sessions for graduate trainees</li> <li>• Seminar hosted by Sanwa Shurui Co., Ltd.: "Alcohol Seminar"</li> <li>• Emergency response training for first aiders / AED seminar</li> </ul>                                                        |





*Changes for the Better*