

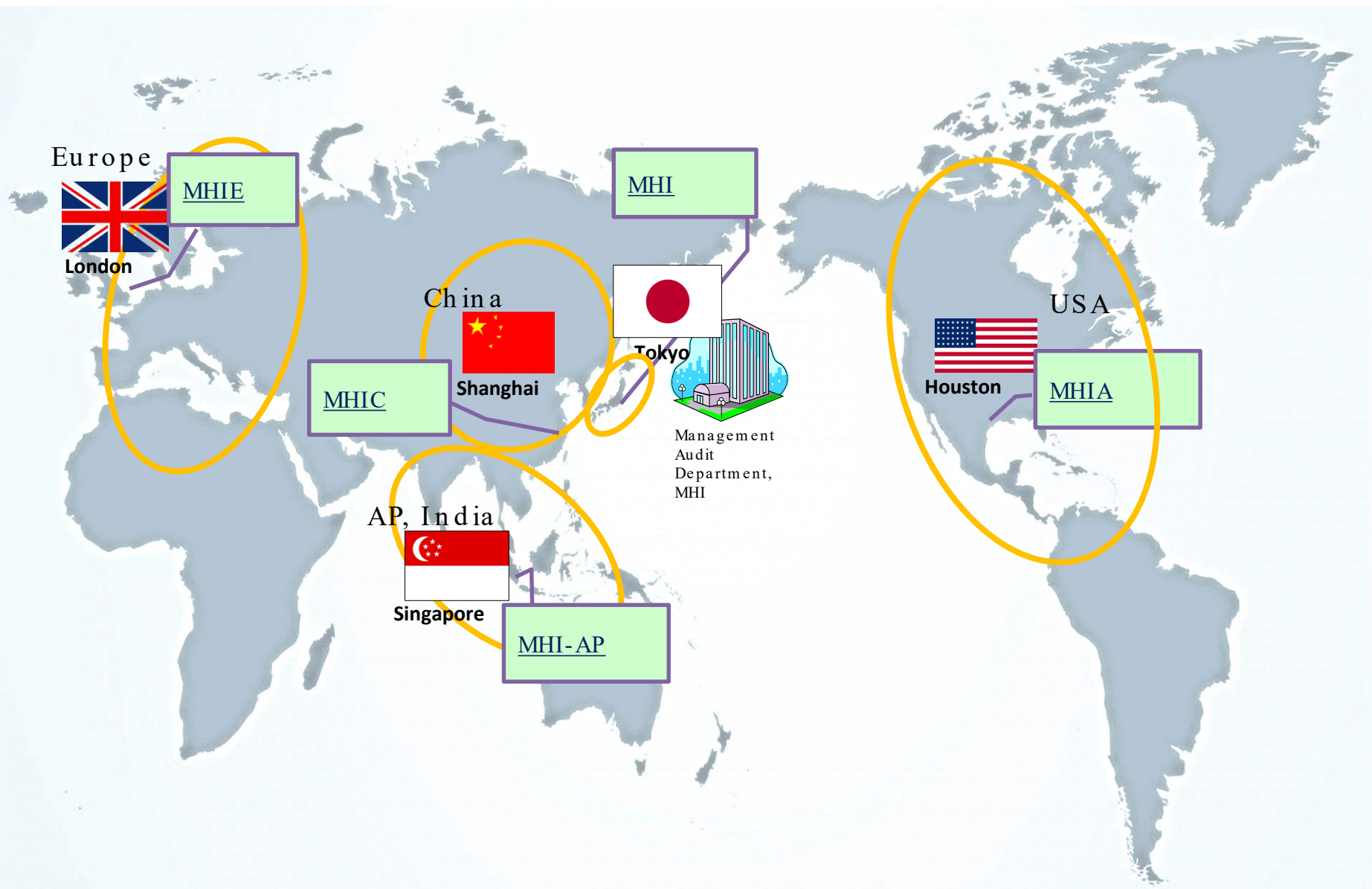
MHI Group Regional Whistleblowing Helplines

Oct. 2019

Mitsubishi Heavy Industries, LTD

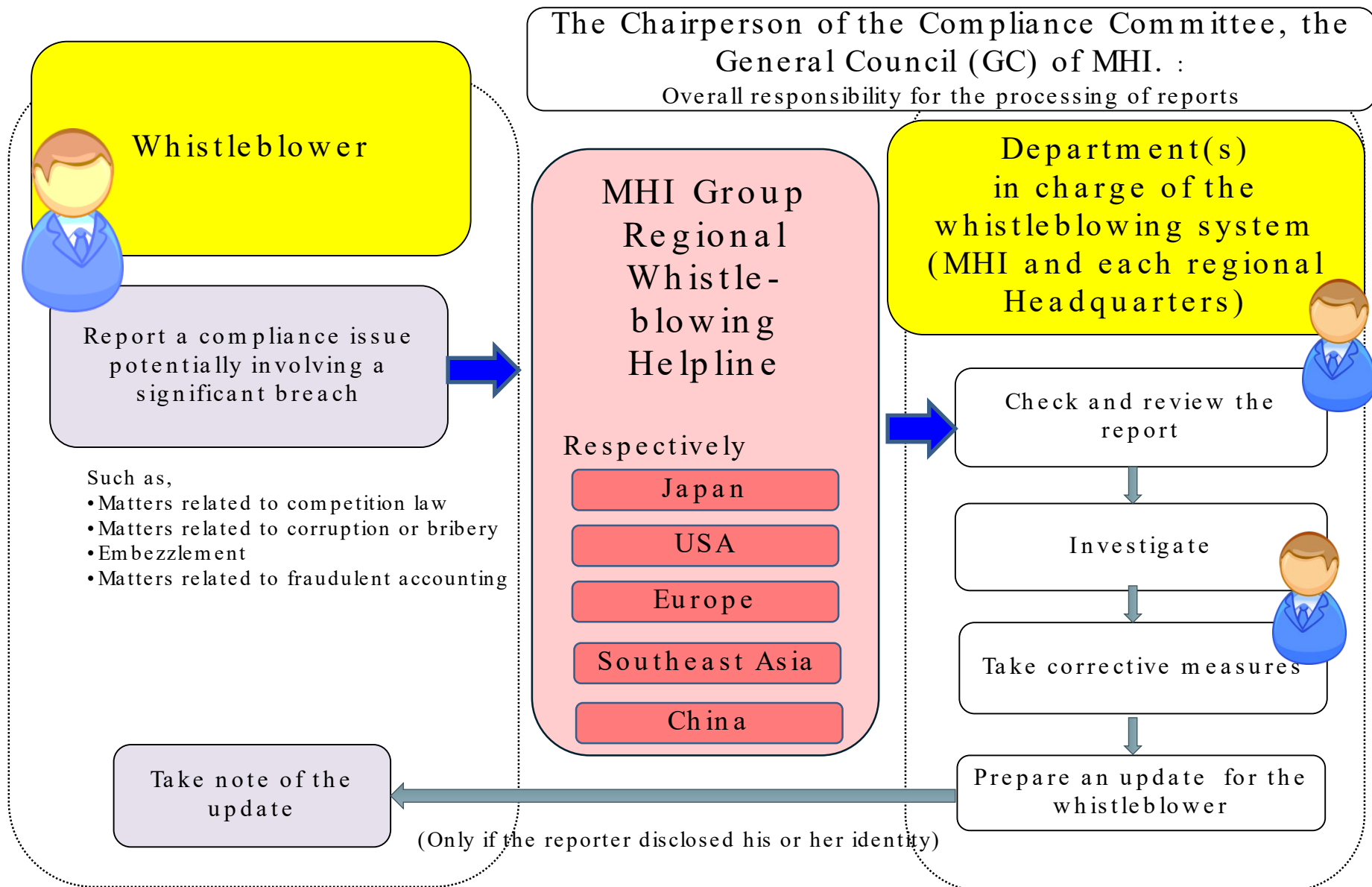
1. We, Mitsubishi Heavy Industries Group (MHI Group), have Regional Whistle-blowing Helplines in the region of [Japan](#), [USA](#), [Europe](#), [Southeast Asia \(including India\)](#) and [China](#) respectively .
2. Officers, directors and employees of MHI's offices and group companies can make a report to the each Regional Whistleblowing Helpline.
3. With these Helplines, we aim to gather and process reports on compliance-related issues from MHI's offices and group companies, to promote early correction of misconduct, and to contribute to the reinforcement of compliance management within MHI group.

1. Outline of MHI Group Whistleblowing Helpline (2)



MA: personnel dispatched from MHI Management Audit Department

2. Operational flow of the whistleblowing helpline system



1. **A whistleblower's identity shall not be disclosed** to anyone except setting out the investigation team personnel, unless such disclosure is required by law, a court, or another regulatory authority.
2. **No officer, director, or employee shall be dismissed** or face threats of dismissal because he/she has made such a report in good faith, assisted in the conduct of related investigations, or proposed to do so.
3. Any retaliation against an employee who raises an issue honestly is a violation of the MHI Group Global Code of Conduct.

Additional Documents

1. People highly value harmony.

(A peaceful unity and conformity within a social group is considered integral to Japanese society.)

2. Public disagreement with the party line is generally suppressed in the interests of preserving the communal harmony.

(People are afraid to “stand out” even if they believe that they are doing the right thing.)

3. People prefer the continuation of a harmonious community over personal interests.

(People hesitate to behave differently from others in the organization).

1. Serious cases: Violations of national laws and regulations (Corruption, Cartel, Bid-rigging, etc.)

2. Caution cases: Violations of company or workplace rules (Work rules, Manufacturing procedures, etc.)

3. General cases: Violations of workplace discipline (Harassment, etc.)

4. Personal case: An employee has committed a personal crime. (Crimes of theft, Embezzlement, etc.)

① **Always ensure compliance. Violation of the law and overlooking a violation only harms the company. Strict compliance will lead to the protection of the company, investors, and each individual employee.**

② **Compliance violation always comes to light at some point.**

③ **Even if you do something wrong and bring short-term profit (for yourself or the company), injustice is an irrational action in the long run. (No one benefits from it).**

Thank you for your time.

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