

Stakeholder Engagement

Basic Approach

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.

Positive Impact Finance Agreement Concluded with MUFG Bank

In March 2022, MITSUBISHI MOTORS signed a loan agreement for Positive Impact Finance (a type of financing for corporates with unspecified use of funds) with MUFG Bank, Ltd.

In 2018, MITSUBISHI MOTORS identified material issues it should prioritize in the fields of the environment, society and governance. In 2020, the Company reviewed and revised its material issues, taking into account worsening environmental problems, as well as changing social conditions caused by the spread of COVID-19. We announced the Environmental Plan Package, which outlines the direction of the Company's environmental efforts for the next 30 years. We are implementing initiatives throughout the organization on this basis.

Thus acknowledging our responsibility as a company that produces and sells automobiles, we will work toward specific targets in activities that reduce the environmental impact. At the same time, we will reinforce our environmental technologies, hinging on Kei-car segment commercial electric vehicles and plug-in hybrid electric vehicles (PHEV), and encourage the spread of effective products and technologies. In this way, we will contribute toward the development of a vibrant and sustainable society.

In selecting the themes for this contract, we chose activities that contribute to achieving the Sustainable Development Goals (SDGs) and align with MITSUBISHI MOTORS' material issues. Mitsubishi UFJ Research & Consulting Co., Ltd. conducted qualitative and quantitative evaluations, and a third-party opinion was obtained from Japan Credit Rating Agency, Ltd. regarding the compliance of the evaluation procedures with the Principles for Positive Impact Finance and the rationality of the evaluation indicators used.

Stakeholder Identification

Through business, MITSUBISHI MOTORS and the our 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 consumers and our customers, business partners, shareholders and investors, employees and local communities.

Dialogue with Stakeholders

(For details on stakeholder initiatives, refer to the pages enclosed in < >.)

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 <p. 73>, sales companies <p. 72>, after-sales services <p. 72>	Ongoing	Promoting customer satisfaction activities
		Website, social networks	Ongoing	Improving products and services
		Customer satisfaction surveys <p. 71>	As necessary	
		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 <p. 96>	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) <p. 113>	Ongoing			
Town hall meetings with Executives	As necessary			
Internal websites	Ongoing			
Engagement survey <p. 80>	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 <p. 27>	As necessary	
		Social contributions <p. 99>	As necessary	
		Community events	As necessary	
		Plant tours	Ongoing	

Examples of Stakeholder Dialogues

Consumers and customers

If a customer points out issues related to quality or defects, we seek to resolve this customer issue in collaboration with sales companies and drive further quality enhancements. In addition, feedback and opinions about product functionality, or opinions about specifications, are shared with relevant divisions and used to improve product capabilities even further. We also distribute videos of this feedback with images and explanations of relevant points on the intranet so that employees can access to firsthand customer's opinions. Noteworthy comments and opinions including those that are particularly important are periodically reported to management.

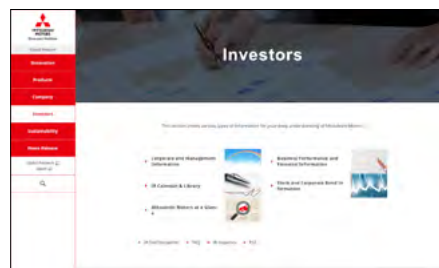


Responding to customers at Customer Contact Center

Shareholders and investors

We proactively disclose information to shareholders and investors, and strive to ensure transparency and credibility through constructive dialogue.

Specifically, to enhance understanding of MITSUBISHI MOTORS, we disclose various information through our website, issue publications, and hold briefings on our mid-term business plan and financial results. In addition, we exchange views with investors on non-financial information, including environmental information. In FY2022, we engaged in dialogue and exchanges of opinions with numerous domestic and international institutional investors and others regarding the new Environmental Targets 2030 announced in our new mid-term business plan, "Challenge 2025," which starts in FY2023.



Website: "Investors"

(WEB) <https://www.mitsubishi-motors.com/en/investors/>

Local communities

We contribute to the realization of resilient communities through activities that meet local needs. As examples of activities that take advantage of our products' distinctive characteristics, we support municipalities by entering into disaster cooperation agreements and loaning roving COVID-19 vaccine vehicles etc., by utilizing "Mitsubishi's PHEV," which can store and supply electricity. We will support the safety and security of the lives of local people with "the Power of PHEV Driving and the Power of Electricity."

For details, please see the feature on page 27, as well as our website.



Conclusion of a disaster cooperation agreement
(WEB) <https://www.mitsubishi-motors.co.jp/carlifephev/dcsp/> (only in Japanese)

External Evaluation

To contribute to the realization of a sustainable society, the MITSUBISHI MOTORS Group is working to resolve social issues through its business activities in each country and region where it operates.

These efforts have earned recognition from external organizations and resulted in our inclusion in various ESG index constituents.

Inclusion in ESG Indices

FTSE4GOOD Index Series/FTSE Blossom Japan Index

MITSUBISHI MOTORS CORPORATION has been consecutively selected as a constituent of the "FTSE4Good Index Series" and the "FTSE Blossom Japan Index," which were designed by FTSE Russell for ESG investment, for the four consecutive years since FY2020. (June 2023)

In addition, MITSUBISHI MOTORS CORPORATION has been continuously selected as a constituent of the "FTSE Blossom Japan Sector Relative Index," which was newly designed by FTSE Russell, for the two consecutive years since FY2022. (June 2023)



FTSE4Good



FTSE Blossom Japan



FTSE Blossom Japan Sector Relative Index

Morningstar Japan ex-REIT Gender Diversity Tilt Index

MITSUBISHI MOTORS CORPORATION was selected as a constituent of "Morningstar Japan ex-REIT Gender Diversity Tilt Index," which was designed for ESG investment. (April 2023)

S&P/JPX Carbon Efficient Index

MITSUBISHI MOTORS CORPORATION is included "S&P/JPX Carbon Efficient Index" for environmental stock index, which was designed by S&P Dow Jones Indices LLC and the Tokyo Stock Exchange, Inc. (March 2022)



ESG-Related Assessment

DBJ Environmentally Rated Loan Program

In the Development Bank of Japan, Inc.'s DBJ Environmentally Rated Loan Program, we have been ranked as a company with excellent advanced environmental initiatives. We received financing on this basis. (June 2022).



CDP

CDP requests thousands of companies, cities, states and regions to disclose environmental impacts, and assesses their progress through independent scoring methodology. The CDP score is disclosed to institutional investors. In 2022, MMC's scores are as follows. (December 2022)

- Climate change: B (Management)
- Water security: B- (Management)



PRIDE Index

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. (November 2022)



The Certified Health & Productivity Management Outstanding Organizations Recognition Program

We were certified as a "2023 Certified Health & Productivity Management Outstanding Organizations" in the large corporation category of the certification system organized by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. (March 2023)

