

ESG Data

Environmental Data Related to Products and Business Activities

Sales of Electrified Vehicles

(FY)

	Unit	2018	2019	2020	2021	2022
Total electrified vehicles	Vehicles	54,572	75,143	64,561	65,496	93,588
Electrified vehicle sales ratio	%	4	7	8	7	11
Plug-in hybrid electric vehicles (PHEV)	Vehicles	47,238	47,758	35,553	43,021	60,660
Japan	Vehicles	6,780	4,970	5,629	11,663	21,544
Overseas	Vehicles	40,458	42,788	29,924	31,358	39,116
Electric vehicles (EV)	Vehicles	766	1,015	1,566	839	10,461
Japan	Vehicles	410	901	1,517	690	9,790
Overseas	Vehicles	356	114	49	149	671
Hybrid electric vehicles (HEV)	Vehicles	6,568	26,370	27,442	21,636	22,105
Japan	Vehicles	6,568	26,370	27,442	21,636	22,105
Overseas	Vehicles	0	0	0	0	0
Others*1	Vehicles	–	–	–	–	362
Global sales (including vehicles with internal combustion engines)	Vehicles	1,243,914	1,126,843	801,442	936,749	834,172

*1 Vehicles received from Renault on an OEM basis (HEV, PHEV)

Product Fuel Economy and CO₂ Emissions (Corporate Average)*2

		Unit	2018	2019	2020	2021	2022
United States (fuel economy)	Import passenger vehicle	mpg	45.9	45.4	45.5	45.3	42.2
	Light truck	mpg	35.8	35.9	36.8	35.8	37.5
Europe (CO₂ emissions)*3	Passenger vehicle	Production facility: MITSUBISHI MOTORS (Japan)	121	115.6	99.6	93.0	–
		Production facility: MMTh*4			104.2	115.3	–
China (fuel economy)	Import vehicle	L/100km	12.0	12.0	–	–	–
	Local production vehicle	L/100km	7.1	7.2	7.5	7.89	7.4

*2 Values reported publicly in respective countries and regions. Values are by model year in the United States and by Calendar year in Europe and China.

*3 Driving mode: NEDC Mode (until 2020), WLTP Mode (from 2021)

*4 Mitsubishi Motors (Thailand) Co., Ltd.

Business Activity Indicators

CO₂ emissions

(FY)

	Unit	2018	2019	2020	2021	2022
Production	x10 ³ t-CO ₂	518	464	312	358	314
Non-production	x10 ³ t-CO ₂	70	62	53	53	52
Japan	x10 ³ t-CO ₂	404	348	246	277	226
Asia	x10 ³ t-CO ₂	178	173	116	132	138
Others	x10 ³ t-CO ₂	6	5	3	2	2
Scope 1 (direct emissions)	x10 ³ t-CO ₂	119	110	80	92	95
Scope 2 (indirect emissions)	x10 ³ t-CO ₂	469	416	285	319	271
(Scope 1+2) Total	x10 ³ t-CO ₂	588	526	365	411	366
Scope 3	x10 ³ t-CO ₂ eq	42,580	35,429	20,286	28,294	28,710
(Scope 1+2+3) Total	x10 ³ t-CO ₂ eq	43,168	35,955	20,651	28,705	29,076

Target sites: Environmental management target companies for each fiscal year (including the Company)

Ratio of data coverage obtained from environmental management target companies: 100%

Please see page 33 for the 20 environmental management target companies in FY2022.

We have adjusted the requirements for environmental management target companies, removing equity-method associates from this scope from FY2021. Totals (Scope 1+2) for FY2018–2020 include CO₂ emissions from equity-method associates (43 thousand t-CO₂ in FY2018, 35 thousand t-CO₂ in FY2019, 28 thousand t-CO₂ in FY2020).

Of the environmental management system target companies in FY2022, more than 97% of sites by CO₂ emissions conversion base have acquired ISO 14001 or other environmental management system certification.

CO₂ emission factors

- Based on "Greenhouse Gas Emissions Conversion, Reporting, and Announcement System based on the Act on Promotion of Global Warming Countermeasures"
- Overseas electricity emission factors use values for individual electric power companies. Some bases use emission factors obtained annually from the IEA's "CO₂ Emissions from Fuel Combustion" or its "Emission Factors."

Scope 3 Breakdown

(FY)

Category	Unit	2018	2019	2020	2021	2022	Coverage
1 Purchased goods and services	x10 ³ t-CO ₂ eq	6,900	6,331	4,043	5,495	6,806	Consolidated (only production)
2 Capital goods	x10 ³ t-CO ₂ eq	407	319	310	150	121	Non-consolidated
3 Fuel energy not included in Scope 1 or 2	x10 ³ t-CO ₂ eq	21	49	36	44	70	Consolidated
4 Upstream transportation and distribution	x10 ³ t-CO ₂ eq	1,278	1,174	541	1,049	1,622	Consolidated
5 Waste generated in operations	x10 ³ t-CO ₂ eq	19	21	11	15	15	Consolidated (only production)
6 Business travel	x10 ³ t-CO ₂ eq	4	4	4	4	4	Consolidated
7 Employee commuting	x10 ³ t-CO ₂ eq	14	14	13	13	13	Consolidated
8 Upstream leased assets	x10 ³ t-CO ₂ eq	–	–	–	–	–	–
9 Downstream transportation and distribution	x10 ³ t-CO ₂ eq	–	–	–	–	–	–
10 Processing of sold products	x10 ³ t-CO ₂ eq	–	–	–	–	–	–
11 Use of sold products	x10 ³ t-CO ₂ eq	33,199	26,833	14,927	20,981	19,530	All destination
12 End-of-life treatment of sold products	x10 ³ t-CO ₂ eq	727	671	382	529	517	All destination
13 Downstream leased assets	x10 ³ t-CO ₂ eq	–	–	–	–	–	–
14 Franchises	x10 ³ t-CO ₂ eq	12	13	19	14	12	Some dealers in Japan
15 Investment	x10 ³ t-CO ₂ eq	–	–	–	–	–	–

Energy Input (Primary and Secondary Energy)

(FY)

	Unit	2018	2019	2020	2021	2022
Total amount	PJ*	10.2	9.5	7.0	8.2	8.2
Production	PJ	9.0	8.3	5.9	7.0	7.0
Non-production	PJ	1.2	1.2	1.1	1.2	1.2
Japan	PJ	7.2	6.6	4.9	5.6	5.5
Asia	PJ	2.9	2.8	2.0	2.5	2.6
Others	PJ	0.1	0.1	0.1	0.1	0.1

Target sites: Environmental management target companies for each fiscal year (including the Company)
Ratio of data coverage obtained from environmental management target companies: 100%
Please see page 33 for the 20 environmental management target companies in FY2022.

* 10¹⁵ joules Unit calorific value: Quoted from the "Act on the Rational Use of Energy"

SOx (Sulfur Oxide)

(FY)

	Unit	2018	2019	2020	2021	2022
Total emissions	t	218	163	125	50	30

Target sites: Environmental management target companies for each fiscal year (including the Company)
Ratio of data coverage obtained from environmental management target companies: 100%
Please see page 33 for the 20 environmental management target companies in FY2022.

Calculation method: calculated the weight of sulfur contained in the used fuel and converted the weight into sulfur dioxide (SO₂)

NOx (Nitrogen Oxide)

(FY)

	Unit	2018	2019	2020	2021	2022
Total emissions	t	65	61	44	58	59

Target sites: Environmental management target companies for each fiscal year (including the Company)
Ratio of data coverage obtained from environmental management target companies: 100%
Please see page 33 for the 20 environmental management target companies in FY2022.

Calculation method: Fuel usage volume calculated using the Ministry of the Environment's "Environmental Activity Evaluation Program" emission factor

VOC (Volatile Organic Compounds)

(FY)

	Unit	2018	2019	2020	2021	2022
Total emissions	t	2,354	2,243	1,227	1,511	1,667

Target site: Okazaki Plant, Mizushima Plant, Suiryu Plastic Co., Ltd.

Emissions of Ozone-Depleting Substances

mitsubishi motors corporation estimates its FY2022 emissions at 2.3t (HCFC equivalent).

Generated Waste

(FY)

	Unit	2018	2019	2020	2021	2022
Total emissions	x10 ³ t	187	202	109	143	141
Production	x10 ³ t	176	194	103	137	134
Non-production	x10 ³ t	11	8	6	6	7

Target sites: Environmental management target companies for each fiscal year (including the Company)
Ratio of data coverage obtained from environmental management target companies: 100%
Please see page 33 for the 20 environmental management target companies in FY2022.

Generated Waste and Externally Disposed Waste

(FY)

	Unit	2018	2019	2020	2021	2022
Total amount produced	x10 ³ t	104	89	58	85	84
Externally disposed waste	x10 ³ t	56	53	40	54	60
Internal recycle	x10 ³ t	48	36	18	31	24

Target site: Okazaki Plant, Mizushima Plant, Kyoto Plant

Raw Material Input

(FY)

	Unit	2018	2019	2020	2021	2022
Iron and aluminum	x10 ³ t	154	141	97	117	139
Resin	x10 ³ t	2.5	2.1	1.1	2.4	2.9

Target site: Okazaki Plant, Mizushima Plant, Kyoto Plant

Withdrawn Water Volume

(FY)

	Unit	2018	2019	2020	2021	2022
Total amount	x10 ³ m ³	6,211	5,915	4,420	4,640	4,659
Production	x10 ³ m ³	5,901	5,654	4,188	4,389	4,405
Non-production	x10 ³ m ³	310	261	232	251	254
City water	x10 ³ m ³	878	988	718	383	438
Industrial water	x10 ³ m ³	3,412	3,280	2,594	2,938	2,907
Underground water	x10 ³ m ³	1,921	1,647	1,108	1,319	1,314

Target sites: Environmental management target companies for each fiscal year (including the Company)
Ratio of data coverage obtained from environmental management target companies: 100%
Please see page 33 for the 20 environmental management target companies in FY2022.

• MMKI recycles and reuses some of its wastewater. In FY2022, roughly 181 thousand m³ of water was recycled. (Roughly 4% of total MITSUBISHI MOTORS Group water withdrawal.)

Wastewater Volume

(FY)

	Unit	2018	2019	2020	2021	2022
Total amount	x10 ³ m ³	4,504	4,104	3,266	3,316	3,311
Production	x10 ³ m ³	4,194	3,843	3,034	3,254	3,238
Non-production	x10 ³ m ³	310	261	232	62	73
Sewage	x10 ³ m ³	2,396	2,041	1,713	1,581	1,410
Public waters	x10 ³ m ³	2,108	2,063	1,553	1,735	1,901

Target sites: Environmental management target companies for each fiscal year (including the Company)
Ratio of data coverage obtained from environmental management target companies: 100%
Please see page 33 for the 20 environmental management target companies in FY2022.

• Includes some estimated figures.

Environmental Accounting

Environmental Conservation Costs

(FY)

Category	Main Initiatives Details		Unit	2020		2021		2022	
				Investment	Cost	Investment	Cost	Investment	Cost
Business Area Cost	Pollution Prevention Cost	Preventing air pollution, water pollution and soil pollution	Million yen	203	629	591	658	616	663
	Global Environmental Conservation Cost	Preventing global warming and the ozone depletion	Million yen	346	13	78	10	183	56
	Resource Circulation Cost	Reduction, proper disposal and recycling of the waste	Million yen	0	933	0	732	0	754
Upstream/Downstream Costs	Withdrawing used bumpers and corresponding automobile recycling law		Million yen	0	1,661	0	1,430	1	1,287
Administration Activity Cost	Maintaining certification of ISO14001, educating employees and monitoring		Million yen	18	588	30	561	66	551
R&D Cost	Research and development about reductions in environmental impact of products such as improving fuel economy and exhaust gas measures		Million yen	456	32,731	661	27,691	822	41,908
Social Activity Cost	Hands-on environmental lessons, supporting global environmental activity, donation to environmental groups and disclosing environmental information		Million yen	47	189	0	241	0	269
Environmental Remediation Cost	Compensation for environmental damage by business activities		Million yen	0	5	0	2	0	1
Total			Million yen	1,070	36,749	1,359	31,324	1,688	45,489

	Unit	Capital investment	R&D cost	Capital investment	R&D cost	Capital investment	R&D cost
<Reference> Group-wide capital investment, R&D cost	100 Million yen	764	1,014	627	907	786	1,072

Target site: MITSUBISHI MOTORS CORPORATION

Economic Benefit Associated with Environmental Conservation Activities (Actual Benefits)

(FY)

Category	Details of Benefit	Unit	2020	2021	2022
Revenue	Operating revenue from the sale of recycled waste products and used products produced through key business	Million yen	1,083	2,540	2,518
Cost Reduction	Energy expense saving through energy conservation	Million yen	2,333	(1,057)	(4,458)
	Water expense saving through water conservation	Million yen	31	14	(7)
	Disposal cost saving through lower resource input or recycle	Million yen	(551)	389	(140)
	Packaging materials cost saving through recycling	Million yen	369	379	120
Total		Million yen	3,265	2,265	(1,982)

Target site: MITSUBISHI MOTORS CORPORATION

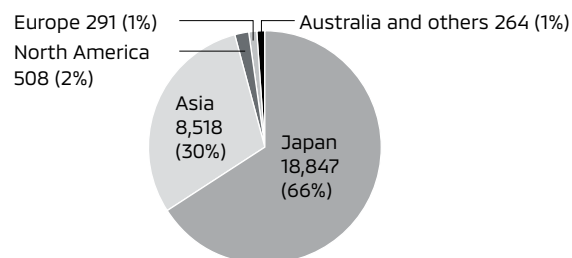
Human Resource-Related Data

Number of Employees (persons)

			FY2018	FY2019	FY2020	FY2021	FY2022
Number of employees (nonconsolidated)	Regular employees	Male	12,695	12,848	12,403	12,309	12,139
		Female	1,476	1,559	1,548	1,520	1,532
		Total	14,171	14,407	13,951	13,829	13,671
	Non-regular employees	Male	–	2806	2215	3045	3076
		Female	–	470	359	396	454
		Total	–	3276	2574	3441	3530
	Of which, part-time employees	Male	–	35	78	318	341
		Female	–	77	68	79	91
		Total	–	112	146	397	432
Number of employees (consolidated)	Regular employees		31,314	32,171	30,091	28,796	28,428
	Non-regular employees (Percentage of non-regular employees)		8,682 (22%)	7,558 (19%)	6,434 (18%)	7,948 (22%)	8,123 (22%)
Number of Employees by Region	Japan	Regular employees	–	–	–	–	18,847
		Non-regular employees	–	–	–	–	4,261
	Asia	Regular employees	–	–	–	–	8,518
		Non-regular employees	–	–	–	–	3,744
	North America	Regular employees	–	–	–	–	508
		Non-regular employees	–	–	–	–	50
	Europe	Regular employees	–	–	–	–	291
		Non-regular employees	–	–	–	–	57
	Australia and others	Regular employees	–	–	–	–	264
		Non-regular employees	–	–	–	–	11

(As of each fiscal year-end)

Number of Employees by Region in FY2022: 28,428 (consolidated)



Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

		FY2018	FY2019	FY2020	FY2021	FY2022
Number of managerial employees	Persons	1,028	1,098	1,018	1,099	1,174
	Ratio	11.0%	10.2%	10.6%	11.5%	12.3%
Number of employees		9,762	10,736	9,631	9,549	9,581

Number of Female Management*1

	FY2018	FY2019	FY2020	FY2021	FY2022
Persons	58	68	74	80	98
Ratio	3.5%	3.9%	3.5%	4.1%	6.0%
General manager or above	11	13	14	13	14

*1 Figures for FY2022 are as of end-March. FY2022 ratio is calculated based on the number of all managerial employees in the non-consolidated. From FY2018 to FY2021, figures are as of July of each year and include dispatched personnel on leave and secondees, excluding medical workers.

Number of Female executives

	Jul. 2019	Jul. 2020	Jul. 2021	Jul. 2022	Jul. 2023
Persons*2	5	5	3	3	3
Ratio	12.5%	12.5%	8.8%	8.3%	8.6%

*2 Number of female executives includes outside directors

Employee Composition (non-consolidated)

		FY2018	FY2019	FY2020	FY2021	FY2022
Average age	Male	41.6	41.4	41.1	41.9	42.3
	Female	38.5	38.1	37.5	38.5	38.8
Average years of service	Male	16.7	16.2	15.8	15.9	15.8
	Female	12.4	11.6	11.1	11.7	11.9
Number of employees who have left the company (total)	Retirement	272	381	203	191	298
	Voluntary retirement (Percentage of voluntary retirement)	240 (1.7%)	303 (2.1%)	305 (2.2%)	418 (3.0%)	392 (2.9%)
	Involuntary retirement	7	14	11	10	13
	Work transfer, other	14	37	483	25	36
	Total	533	735	1,002	644	739

Number of New Graduates Hired

		FY2018	FY2019	FY2020	FY2021	FY2022
University graduate/ Master's degree or above	Male	226	229	204	42	104
	Female	47	76	76	16	23
Junior college/ vocational school graduates	Male	5	1	0	5	2
	Female	0	0	0	5	0
High school graduates/other	Male	83	138	182	54	74
	Female	7	16	9	1	4
Total	Male	314	368	386	101	106
	Female	54	92	85	22	23

Number of Mid-Career Employees

		FY2018	FY2019	FY2020	FY2021	FY2022
Administrative and engineering staff	Male	200	150	7	143	252
	Female	64	35	4	23	57
Manufacturing workers	Male	0	0	0	275	0
	Female	0	0	0	5	0
Total	Male	200	150	7	418	252
	Female	64	35	4	28	57

Wage Levels

(As of April 1, 2023)

		Monthly compensation	Comparison with local minimum wage*1
Starting salary	High school graduate Administrative and Engineering staff	¥176,400	110%
	High school graduate Manufacturing Worker	¥181,300	113%
	Technical college graduate	¥195,000	112%
	Junior college graduate	¥179,800	103%
	University graduate	¥233,000	134%
	Master's degree	¥249,300	143%
	Doctor of Philosophy	¥275,500	158%
Average salary of all employees (annual)	¥7,437,000		
Percentage of women's salaries to men's salaries (annual)	78.9%		
Ratio of Performance-Linked Compensation	General Manager	Maximum of 35% of annual basic salary	
	General Manager (responsible for specific duties)	Maximum of 30% of annual basic salary	
	Manager	Maximum of 20% of annual basic salary	

*1 Minimum wages are calculated based on the minimum wage in Aichi Prefecture (¥986/hour) for high school graduates and the minimum wage in Tokyo (¥1,072 /hour) for non-high school graduates as of April 2023, assuming eight-hour work days and 20.3 days per month.

Salary levels are based on job classification, so there is no disparity in salary based on race, nationality, gender or other factors among people performing the same job.

Working Hours and Ratio of Paid Leave Taken

	FY2018	FY2019	FY2020	FY2021	FY2022
Total working hours per person per year	2,131.2 hours	2,013.6 hours	1,880.8 hours	1,960.3 hours	1,946.7 hours
Overtime worked per person per year	372.3 hours	288.6 hours	221.4 hours	248.7 hours	298.9 hours
Ratio of annual paid leave taken*2	86.6%	100.6%	99.2%	89.5%	94.8%

*2 Days of annual paid leave taken during the year

$\frac{\text{(days carried forward from the previous year + days granted for the current year)}}{\text{Days of annual paid leave granted for the current year}} \times 100$

Number of Persons Taking Childcare Leave and Retention Rate of Returnees

		FY2018	FY2019	FY2020	FY2021	FY2022
Number of persons taking childcare leave*3	Male	10	49	35	88	150
	Female	121	145	46	68	57
	Total	131	194	81	156	207
Retention rate of returnees*4		100%	97.7%	96%	95%	94%

*3 The FY2022 figure of 150 male employees taking childcare leave includes 22 employees taking childcare leave at birth.

*4 $\frac{\text{Total number of employees still employed 12 months after returning to work from childcare leave}}{\text{Total number of employees whose childcare leave ended during the previous reporting period}} \times 100$

Number of Persons Who Utilize Major Programs to Promote Work-Life-Balance

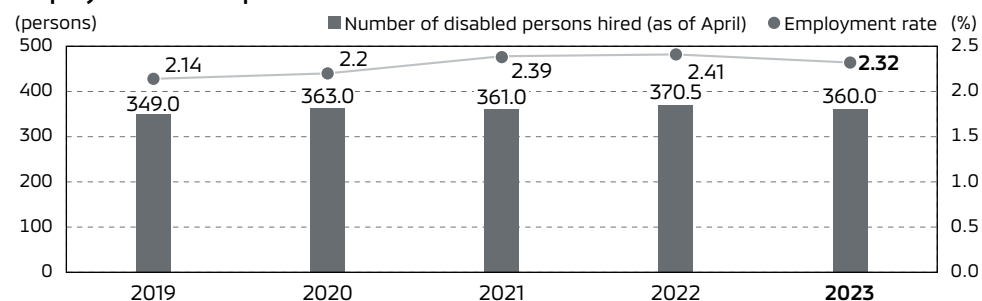
FY2022 Results		Male	Female	Total
Childcare	Pregnancy leave	–	11	11
	Maternity leave	–	70	70
	Spousal maternity leave	181	–	181
	Childcare leave	128	57	185
	Childcare leave at birth	22	–	22
	Child nursing leave	395	184	579
	Reduced working hours for childcare	8	159	167
Nursing care	Nursing care leave	7	2	9
	Short-term nursing care leave	304	69	373
	Reduced working hours for nursing care	1	3	4
Miscellaneous	Life plan leave	131	39	170
	Accumulation of unused paid leave	873	57	930
	Flextime system (including managerial employees)*1	6,345	1,175	7,520
	Reemployment system Number of employees registered as candidates for re-hiring under the re-employment system (Returnees in FY2022)*2	10 (0)	11 (0)	21 (0)
	Accompanying leave (Returnees in FY2022)*3	0 (0)	9 (1)	9 (1)

*1 With regard to the flextime system, the number of employees eligible to use the system (as of April 1, 2022)

*2 Four returnees in FY2021

*3 Three returnees in FY2021

Employment of People with Disabilities*4, 5



*4 The number of persons hired and the employment rate are calculated in accordance with the "Act to Facilitate the Employment of Persons with Disabilities," with the employment of one person with a severe physical or intellectual disability being counted as two persons.

*5 In principle, employment of a one with reduced working hour worker is calculated as 0.5 persons. However, one part-time worker with a severe physical or intellectual disability is counted as one person.

FY2022 training led by the Human Resources Division

Number of employees who took courses during the year (total)	10,089
Total number of hours attended	117,845 hours
Number of course hours/days attended per employee	8.6 hours/1.08 days
Training expenses per employee	¥9,414

Accident Rate (Accident Frequency)

	FY2018	FY2019	FY2020	FY2021	FY2021
Overall accident rate*6	0.54	0.42	0.30	0.20	0.31
Accident rate with loss of workdays*7	0.13	0.10	0.00	0.03	0.06

*6 Number of accidents with or without loss of workdays per 1 million working hours

*7 Number of accidents with loss of workdays per 1 million working hours

Employee Shareholding Association

	As of March 2023
Number of members of the employee shareholding association	925
Membership rate	6.2%
Shares owned	2,002,092

Governance-Related Data

Overview of Corporate Governance in End of FY2022

Organizational form	Company with a Nomination Committee, etc
Board of Directors members	13
Outside directors	11
Of whom, independent directors	5
Number of Board of Directors meetings	15
Ratio of attendance at Board of Directors meetings	98%
Of which, ratio of attendance by outside directors	98%
Chairperson of the Board of Directors	Chairman of the Board
Statutory committees	Nomination Committee, Compensation Committee, Auditor Committee
Nomination Committee	5 (including 5 outside directors) Chairperson: Outside director (independent director)
Compensation Committee	5 (including 4 outside directors) Chairperson: Outside director
Auditor Committee	5 (including 4 outside directors) Chairperson: Outside director (independent director)

Total Compensation in FY2022

Information related to total compensation is disclosed in the Annual Securities Report.

[WEB](https://www.mitsubishi-motors.com/en/investors/library/yuka.html) <https://www.mitsubishi-motors.com/en/investors/library/yuka.html>

Compliance-Related Data

		FY2018	FY2019	FY2020	FY2021	FY2022
Number of reports to or consultations with the internal Employee Consultation Office (helpline)	MITSUBISHI MOTORS	194	166	112	109	74
	MITSUBISHI MOTORS	13	4	2	5	3
Number of reports to or consultations with the outside attorney consultation office (helpline)	MITSUBISHI MOTORS	14	25	14	19	16
	MITSUBISHI MOTORS	0	3	4	1	1
Number of reports to or consultations with the Business Partner Helpline	MITSUBISHI MOTORS, affiliated companies	0	0	0	0	0
	MITSUBISHI MOTORS	1	7	0	5	0
Harassment resulting in disciplinary action	Sexual harassment	1	5	1	1	2
	Affiliated companies	0	3	1	1	6
	Bullying	0	2	4	1	1
	Affiliated companies	0	2	4	1	1