

ESG Data

Environmental Data Related to Products and Business Activities

Sales of Electrified Vehicles

(FY)

| | Unit | 2019 | 2020 | 2021 | 2022*2 | 2023 |
|---|----------|-----------|---------|---------|---------|---------|
| Total electrified vehicles | Vehicles | 75,143 | 64,561 | 65,496 | 97,831 | 120,070 |
| Electrified vehicle sales ratio | % | 7 | 8 | 7 | 12 | 15 |
| Plug-in hybrid electric vehicles (PHEV) | Vehicles | 47,758 | 35,553 | 43,021 | 60,683 | 53,330 |
| Japan | Vehicles | 4,970 | 5,629 | 11,663 | 21,544 | 17,201 |
| Overseas | Vehicles | 42,788 | 29,924 | 31,358 | 39,139 | 36,129 |
| Electric vehicles (EV) | Vehicles | 1,015 | 1,566 | 839 | 10,461 | 7,360 |
| Japan | Vehicles | 901 | 1,517 | 690 | 9,790 | 7,328 |
| Overseas | Vehicles | 114 | 49 | 149 | 671 | 32 |
| Hybrid electric vehicles (HEV) | Vehicles | 26,370 | 27,442 | 21,636 | 26,325 | 52,962 |
| Japan | Vehicles | 26,370 | 27,442 | 21,636 | 22,105 | 49,299 |
| Overseas | Vehicles | 0 | 0 | 0 | 4,220 | 3,663 |
| Others*1 | Vehicles | — | — | — | 362 | 6,418 |
| Global sales (including vehicles with internal combustion engines) | Vehicles | 1,126,843 | 801,442 | 936,749 | 834,172 | 815,533 |

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

*2 Revised some sales in overseas

Product Fuel Economy and CO₂ Emissions (Corporate Average)*3

| | | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---|-----------------------|-------|-------|-------|-------|------|
| Japan (fuel economy) | Passenger vehicle | km/L | 19.3 | 20.2 | 20.5 | 22.8 | 21.4 |
| United States (fuel economy) | Import passenger vehicle | mpg | 45.4 | 45.5 | 45.3 | 42.2 | 54.6 |
| | Light truck | mpg | 35.9 | 36.8 | 35.8 | 37.5 | 39.6 |
| Europe (CO₂ emissions)*4 | Passenger vehicle (Production facility: MMC) | g-CO ₂ /km | 115.6 | 99.6 | 93.0 | 46.0 | — |
| | Passenger vehicle (Production facility: MMTh*5) | g-CO ₂ /km | | 104.2 | 115.3 | 114.9 | — |
| China (fuel economy) | Import vehicle | L/100km | 12.0 | — | — | — | — |
| | Local production vehicle | L/100km | 7.2 | 7.5 | 7.89 | 7.4 | 7.1 |

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

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

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

Business Activity Indicators

CO₂ emissions

(FY)

| | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|---------------------------------------|--------|--------|--------|--------|--------|
| Production | x10 ³ t-CO ₂ | 464 | 312 | 358 | 314 | 306 |
| Non-production | x10 ³ t-CO ₂ | 62 | 53 | 53 | 52 | 54 |
| Japan | x10 ³ t-CO ₂ | 348 | 246 | 277 | 226 | 230 |
| Asia | x10 ³ t-CO ₂ | 173 | 116 | 132 | 138 | 128 |
| Others | x10 ³ t-CO ₂ | 5 | 3 | 2 | 2 | 2 |
| Scope 1 (direct emissions) | x10 ³ t-CO ₂ | 110 | 80 | 92 | 95 | 96 |
| Scope 2 (indirect emissions) | x10 ³ t-CO ₂ | 416 | 285 | 319 | 271 | 264 |
| (Scope 1+2) Total | x10 ³ t-CO ₂ | 526 | 365 | 411 | 366 | 360 |
| Scope 3 | x10 ³ t-CO ₂ eq | 35,429 | 20,286 | 28,294 | 28,710 | 31,743 |
| (Scope 1+2+3) Total | x10 ³ t-CO ₂ eq | 35,955 | 20,651 | 28,705 | 29,076 | 32,103 |

Target sites: Environmental management target companies for each fiscal year (including MITSUBISHI MOTORS)

Ratio of data coverage obtained from environmental management target companies: 100% Please see page 26 for the 20 environmental management target companies in FY2023.

We have adjusted the requirements for environmental management target companies, removing equity-method associates from this scope from FY2021. Totals (Scope 1+2) for FY2019–2020 include CO₂ emissions from equity-method associates (35 thousand t-CO₂ in FY2019, 28 thousand t-CO₂ in FY2020).Of the environmental management system target companies in FY2023, 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" (as of April 2024)
- 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 | 2019 | 2020 | 2021 | 2022 | 2023 | Coverage |
|----------|--|---------------------------------------|--------|--------|--------|--------|--------|---|
| 1 | Purchased goods and services | x10 ³ t-CO ₂ eq | 6,331 | 4,043 | 5,495 | 6,806 | 7,890 | Consolidated (only production) |
| 2 | Capital goods | x10 ³ t-CO ₂ eq | 319 | 310 | 150 | 121 | 411 | 2019-2022: Non-consolidated 2023: Consolidated |
| 3 | Fuel energy not included in Scope 1 or 2 | x10 ³ t-CO ₂ eq | 49 | 36 | 44 | 70 | 72 | Consolidated |
| 4 | Upstream transportation and distribution | x10 ³ t-CO ₂ eq | 1,174 | 541 | 1,049 | 1,622 | 2,212 | Consolidated |
| 5 | Waste generated in operations | x10 ³ t-CO ₂ eq | 21 | 11 | 15 | 15 | 24 | 2019-2022: Consolidated (only production) 2023: Consolidated |
| 6 | Business travel | x10 ³ t-CO ₂ eq | 4 | 4 | 4 | 4 | 12 | Consolidated |
| 7 | Employee commuting | x10 ³ t-CO ₂ eq | 14 | 13 | 13 | 13 | 12 | 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 | 26,833 | 14,927 | 20,981 | 19,530 | 20,056 | All destination |
| 12 | End-of-life treatment of sold products | x10 ³ t-CO ₂ eq | 671 | 382 | 529 | 517 | 527 | All destination |
| 13 | Downstream leased assets | x10 ³ t-CO ₂ eq | — | — | — | — | — | — |
| 14 | Franchises | x10 ³ t-CO ₂ eq | 13 | 19 | 14 | 12 | 527 | 2019-2022: Some dealers in Japan 2023: All dealers in Japan and overseas |
| 15 | Investment | x10 ³ t-CO ₂ eq | — | — | — | — | — | — |

Energy Input (Primary and Secondary Energy)

(FY)

| | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------|------|------|------|------|------|------|
| Total amount | PJ* | 9.5 | 7.0 | 8.2 | 8.2 | 7.5 |
| Production | PJ | 8.3 | 5.9 | 7.0 | 7.0 | 6.5 |
| Non-production | PJ | 1.2 | 1.1 | 1.2 | 1.2 | 1.0 |
| Japan | PJ | 6.6 | 4.9 | 5.6 | 5.5 | 5.1 |
| Asia | PJ | 2.8 | 2.0 | 2.5 | 2.6 | 2.3 |
| Others | PJ | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 |

Target sites: Environmental management target companies for each fiscal year (including MITSUBISHI MOTORS)

Ratio of data coverage obtained from environmental management target companies: 100%
Please see page 26 for the 20 environmental management target companies in FY2023.

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

SOx (Sulfur Oxide)

(FY)

| | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------|------|------|------|------|------|------|
| Total emissions | t | 163 | 125 | 50 | 30 | 25 |

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

Ratio of data coverage obtained from environmental management target companies: 100%
Please see page 26 for the 20 environmental management target companies in FY2023.

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 | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------|------|------|------|------|------|------|
| Total emissions | t | 61 | 44 | 58 | 59 | 58 |

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

Ratio of data coverage obtained from environmental management target companies: 100%
Please see page 26 for the 20 environmental management target companies in FY2023.

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 | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------|------|-------|-------|-------|-------|-------|
| Total emissions | t | 2,243 | 1,227 | 1,511 | 1,667 | 1,822 |

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

Emissions of Ozone-Depleting Substances

MITSUBISHI MOTORS estimates its FY2023 emissions less than 0.1t (HCFC equivalent).

Generated Waste

(FY)

| | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------|--------------------|------|------|------|------|------|
| Total emissions | x10 ³ t | 202 | 109 | 143 | 141 | 167 |
| Production | x10 ³ t | 194 | 103 | 137 | 134 | 162 |
| Non-production | x10 ³ t | 8 | 6 | 6 | 7 | 5 |

Target sites: Environmental management target companies for each fiscal year (including MITSUBISHI MOTORS)
Ratio of data coverage obtained from environmental management target companies: 99.7%
Please see page 26 for the 20 environmental management target companies in FY2023.

Generated Waste and Externally Disposed Waste

(FY)

| | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------------------------|--------------------|------|------|------|------|------|
| Total amount produced | x10 ³ t | 89 | 58 | 85 | 84 | 107 |
| Externally disposed waste | x10 ³ t | 53 | 40 | 54 | 60 | 93 |
| Internal recycle | x10 ³ t | 36 | 18 | 31 | 24 | 14 |

Target site: Okazaki Plant, Mizushima Plant, Kyoto Plant

Raw Material Input

(FY)

| | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------|--------------------|------|------|------|------|------|
| Iron and Aluminum | x10 ³ t | 141 | 97 | 117 | 139 | 127 |
| Resin | x10 ³ t | 2.1 | 1.1 | 2.4 | 2.9 | 3.0 |

Target site: Okazaki Plant, Mizushima Plant, Kyoto Plant

Withdrawn Water Volume

(FY)

| | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------|---------------------------------|-------|-------|-------|-------|-------|
| Total amount | x10 ³ m ³ | 5,915 | 4,420 | 4,640 | 4,659 | 4,268 |
| Production | x10 ³ m ³ | 5,654 | 4,188 | 4,389 | 4,405 | 4,030 |
| Non-production | x10 ³ m ³ | 261 | 232 | 251 | 254 | 238 |
| City water | x10 ³ m ³ | 988 | 718 | 383 | 438 | 390 |
| Industrial water | x10 ³ m ³ | 3,280 | 2,594 | 2,938 | 2,907 | 2,816 |
| Underground water | x10 ³ m ³ | 1,647 | 1,108 | 1,319 | 1,314 | 1,062 |

Target sites: Environmental management target companies for each fiscal year (including us)
Ratio of data coverage obtained from environmental management target companies: 99%
Please see page 26 for the 20 environmental management target companies in FY2023.
• PT Mitsubishi Motors Krama Yudha Indonesia (MMKI) recycles and reuses some of its wastewater. In FY2023, roughly 216 thousand m³ of water was recycled. (Roughly 5% of total MITSUBISHI MOTORS Group water withdrawal.)

Wastewater Volume

(FY)

| | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------|---------------------------------|-------|-------|-------|-------|-------|
| Total amount | x10 ³ m ³ | 4,104 | 3,266 | 3,316 | 3,311 | 3,093 |
| Production | x10 ³ m ³ | 3,843 | 3,034 | 3,254 | 3,238 | 3,037 |
| Non-production | x10 ³ m ³ | 261 | 232 | 62 | 73 | 56 |
| Sewage | x10 ³ m ³ | 2,041 | 1,713 | 1,581 | 1,410 | 1,298 |
| Public waters | x10 ³ m ³ | 2,063 | 1,553 | 1,735 | 1,901 | 1,795 |

Target sites: Environmental management target companies for each fiscal year (including us)
Ratio of data coverage obtained from environmental management target companies: 91%
Please see page 26 for the 20 environmental management target companies in FY2023.
• Includes some estimated figures.

Environmental Accounting

Environmental Conservation Costs

(FY)

| Category | Main Initiatives Details | | Unit | 2021 | | 2022 | | 2023 | |
|--------------------------------|---|--|-------------|------------|--------|------------|--------|------------|--------|
| | | | | Investment | Cost | Investment | Cost | Investment | Cost |
| Business Area Cost | Pollution Prevention Cost | Preventing air pollution, water pollution and soil pollution | Million yen | 591 | 658 | 616 | 663 | 186 | 702 |
| | Global Environmental Conservation Cost | Preventing global warming and the ozone depletion | Million yen | 78 | 10 | 183 | 56 | 373 | 19 |
| | Resource Circulation Cost | Reduction, proper disposal and recycling of the waste | Million yen | 0 | 732 | 0 | 754 | 92 | 654 |
| Upstream/Downstream Cost | Withdrawing used bumpers and corresponding automobile recycling law | | Million yen | 0 | 1,430 | 1 | 1,287 | 0 | 1,202 |
| Administration Activity Cost | Maintaining certification of ISO14001, educating employees and monitoring | | Million yen | 30 | 561 | 66 | 551 | 96 | 571 |
| R&D Cost | Research and development about reductions in environmental impact of products such as improving fuel economy and exhaust gas measures | | Million yen | 661 | 27,691 | 822 | 41,908 | 1,013 | 53,675 |
| Social Activity Cost | Hands-on environmental lessons, supporting global environmental activity, donation to environmental groups and disclosing environmental information | | Million yen | 0 | 241 | 0 | 269 | 15 | 199 |
| Environmental Remediation Cost | Compensation for environmental damage by business activities | | Million yen | 0 | 2 | 0 | 1 | 0 | 1 |
| Total | | | Million yen | 1,359 | 31,324 | 1,688 | 45,489 | 1,775 | 57,023 |

| | Unit | Capital investment | R&D cost | Capital investment | R&D cost | Capital investment | R&D cost |
|---|-----------------|--------------------|----------|--------------------|----------|--------------------|----------|
| <Reference> MITSUBISHI MOTORS Group-wide capital investment, R&D cost | 100 Million yen | 627 | 907 | 786 | 1,072 | 936 | 1,146 |

Target site: MITSUBISHI MOTORS

Economic Benefit Associated with Environmental Conservation Activities (Actual Benefits)

(FY)

| Category | Details of Benefit | Unit | 2021 | 2022 | 2023 |
|----------------|--|-------------|---------|---------|-------|
| Revenue | Operating revenue from the sale of recycled waste products and used products produced through key business | Million yen | 2,540 | 2,518 | 2,346 |
| Cost Reduction | Energy expense saving through energy conservation | Million yen | (1,636) | (4,463) | 1,165 |
| | Water expense saving through water conservation | Million yen | 14 | (7) | 21 |
| | Disposal cost saving through lower resource input or recycle | Million yen | (72) | (141) | 29 |
| | Packaging materials cost saving through recycling | Million yen | 379 | 120 | 122 |
| Total | | Million yen | 1,225 | (1,973) | 3,683 |

Target site: MITSUBISHI MOTORS

Human Resource-Related Data

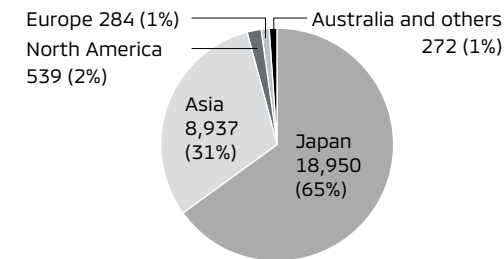
Number of Employees (persons)

| | | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------------------------------|---|-----------------------|---------------|---------------|---------------|---------------|---------------|
| Number of employees (nonconsolidated) | Regular employees | Male | 12,848 | 12,403 | 12,309 | 12,139 | 12,248 |
| | | Female | 1,559 | 1,548 | 1,520 | 1,532 | 1,596 |
| | | Total | 14,407 | 13,951 | 13,829 | 13,671 | 13,844 |
| | Non-regular employees | Male | 2,806 | 2,215 | 3,045 | 3,076 | 3,157 |
| | | Female | 470 | 359 | 396 | 454 | 480 |
| | | Total | 3,276 | 2,574 | 3,441 | 3,530 | 3,637 |
| | Of which, parttime employees | Male | 35 | 78 | 318 | 341 | 348 |
| | | Female | 77 | 68 | 79 | 91 | 86 |
| | | Total | 112 | 146 | 397 | 432 | 434 |
| | | Grand total | 17,795 | 16,671 | 17,667 | 17,633 | 17,915 |
| Number of employees (consolidated) | Regular employees | | 32,171 | 30,091 | 28,796 | 28,428 | 28,982 |
| | Non-regular employees (Percentage of non-regular employees) | | 7,558 (19.0%) | 6,434 (17.6%) | 7,948 (21.6%) | 8,123 (22.2%) | 8,967 (23.6%) |
| | | Total | 39,729 | 36,525 | 36,744 | 36,551 | 37,949 |
| | | | | | | | |
| Number of Employees by Region | Japan | Regular employees | — | — | — | 18,847 | 18,950 |
| | | Non-regular employees | — | — | — | 4,261 | 4,432 |
| | | Total | — | — | — | 23,108 | 23,382 |
| | Asia | Regular employees | — | — | — | 8,518 | 8,937 |
| | | Non-regular employees | — | — | — | 3,744 | 4,411 |
| | | Total | — | — | — | 12,262 | 13,348 |
| | North America | Regular employees | — | — | — | 508 | 539 |
| | | Non-regular employees | — | — | — | 50 | 49 |
| | | Total | — | — | — | 558 | 588 |
| | Europe | Regular employees | — | — | — | 291 | 284 |
| | | Non-regular employees | — | — | — | 57 | 56 |
| | | Total | — | — | — | 348 | 340 |
| | Australia and others | Regular employees | — | — | — | 264 | 272 |
| | | Non-regular employees | — | — | — | 11 | 19 |
| | | Total | — | — | — | 275 | 291 |

(As of each fiscal year-end)

* From FY2023, the numbers of non-regular employees (parttime employees, fixed-term employees, dispatched employees, etc.) are shown as the annual average number of employees.

Number of Employees by Region in FY2023 (28,982 consolidated)



Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------------------------------|---------|--------|--------|--------|--------|--------|
| Number of managerial employees | Persons | 1,098 | 1,018 | 1,099 | 1,174 | 1,230 |
| | Ratio | 10.2% | 10.6% | 11.5% | 12.3% | 12.3% |
| Number of employees | | 10,736 | 9,631 | 9,549 | 9,581 | 10,032 |

Number of Management*

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|-------------------------|--------|--------|--------|--------|--------|--------|
| Persons | Male | 1,775 | 1,567 | 1,512 | 1,515 | 1,574 |
| | Female | 83 | 70 | 81 | 98 | 106 |
| Total | | 1,858 | 1,637 | 1,593 | 1,613 | 1,680 |
| Female management ratio | | 4.5% | 4.3% | 5.1% | 6.1% | 6.3% |

* Figures are as of end-March. Ratio is calculated based on the number of all managerial employees including Corporate Officers in the non-consolidated.

Number of Executives

| | | Jul. 2020 | Jul. 2021 | Jul. 2022 | Jul. 2023 | Jul. 2024 |
|------------------------|--------|-----------|-----------|-----------|-----------|-----------|
| Persons | Male | 22 | 22 | 22 | 21 | 19 |
| | Female | 4 | 2 | 2 | 2 | 3 |
| Female executive ratio | | 15.4% | 8.3% | 8.3% | 8.7% | 13.6% |

Employee Composition (non-consolidated)

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|---|---------------|---------------|---------------|---------------|---------------|
| Average age | Male | 41.4 | 41.1 | 41.9 | 42.3 | 42.5 |
| | Female | 38.1 | 37.5 | 38.5 | 38.8 | 39.1 |
| Average years of service | Male | 16.2 | 15.8 | 15.9 | 15.8 | 15.8 |
| | Female | 11.6 | 11.1 | 11.7 | 11.9 | 11.8 |
| Number of employees who have left the company | Retirement | 381 | 203 | 191 | 298 | 217 |
| | Voluntary retirement (Percentage of voluntary retirement)* ¹ | 303 (2.1%) | 305 (2.2%) | 418 (3.0%) | 392 (2.9%) | 354 (2.6%) |
| | Involuntary retirement | 14 | 11 | 10 | 13 | 5 |
| | Work transfer, other | 37 | 483 | 25 | 36 | 25 |
| | Total | 735 | 1,002 | 644 | 739 | 601 |

*1 Ratio of voluntary retirement in a year among those enrolled at the end of the fiscal year

Number of New Graduates Hired

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|--------|--------|--------|
| University graduate/ Master's degree or above | Male | 229 | 204 | 42 | 104 | 150 |
| | Female | 76 | 76 | 16 | 23 | 26 |
| Junior college/ vocational school graduates | Male | 1 | 0 | 5 | 2 | 2 |
| | Female | 0 | 0 | 5 | 0 | 0 |
| High school graduates/other | Male | 138 | 182 | 54 | 74 | 75 |
| | Female | 16 | 9 | 1 | 4 | 3 |
| Total | Male | 368 | 386 | 101 | 180 | 227 |
| | Female | 92 | 85 | 22 | 27 | 29 |

Number of Mid-Career Employees

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------------------------------------|--------|--------|--------|--------|--------|--------|
| Administrative and engineering staff | Male | 152 | 6 | 70 | 248 | 377 |
| | Female | 44 | 4 | 14 | 56 | 68 |
| Manufacturing workers | Male | 0 | 1 | 0 | 0 | 3 |
| | Female | 0 | 0 | 0 | 0 | 0 |
| Total | Male | 152 | 7 | 70 | 248 | 380 |
| | Female | 44 | 4 | 14 | 56 | 68 |

Wage Levels

(As of April 1, 2024)

| | | Monthly compensation | Comparison with local minimum wage* ² |
|--|---|---------------------------------------|--|
| Starting salary | High school graduate Administrative and Engineering staff | ¥191,100 | 115% |
| | High school graduate Manufacturing Worker | ¥196,000 | 118% |
| | Technical college graduate | ¥209,700 | 116% |
| | Junior college graduate | ¥194,500 | 108% |
| | University graduate | ¥246,700 | 136% |
| | Master's degree | ¥263,000 | 146% |
| | Doctor of Philosophy | ¥289,200 | 160% |
| Ratio of Performance-Linked Compensation | General Manager | Maximum of 37% of annual basic salary | |
| | General Manager (responsible for specific duties) | Maximum of 32% of annual basic salary | |
| | Manager | Maximum of 22% of annual basic salary | |

*2 Minimum wages are calculated based on the minimum wage in Aichi Prefecture (¥1,027/hour) for high school graduates and the minimum wage in Tokyo (¥1,113/hour) for non-high school graduates as of April 2024, 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.

| | | FY2023 |
|--|----------|------------|
| Average salary of all employees | (annual) | ¥7,863,000 |
| Percentage of women's salaries to men's salaries | (annual) | 78.9% |

Working Hours and Ratio of Paid Leave Taken (annual)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|---------------|---------------|---------------|---------------|---------------|
| Total working hours per person per year | 2,013.6 hours | 1,880.8 hours | 1,960.3 hours | 1,946.7 hours | 1,947.6 hours |
| Overtime worked per person per year | 288.6 hours | 221.4 hours | 248.7 hours | 298.9 hours | 297.5 hours |
| Ratio of annual paid leave taken* ³ | 100.6% | 99.2% | 89.5% | 94.8% | 93.4% |

*3 Days of annual paid leave taken during the year

(days carried forward from the previous year + days granted for the current year) ×100
Days of annual paid leave granted for the current year

Number of Persons Taking Childcare Leave

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|--------|--------|--------|--------|--------|--------|
| Number of persons taking childcare leave | Male | 49 | 35 | 88 | 128 | 126 |
| | Female | 145 | 46 | 68 | 57 | 66 |
| | Total | 194 | 81 | 156 | 185 | 192 |

Retention Rate of Returnees from Childcare Leave

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|--------|--------|
| Retention rate of returnees* ⁴ | 97.7% | 96.0% | 95.0% | 94.0% | 91.8% |

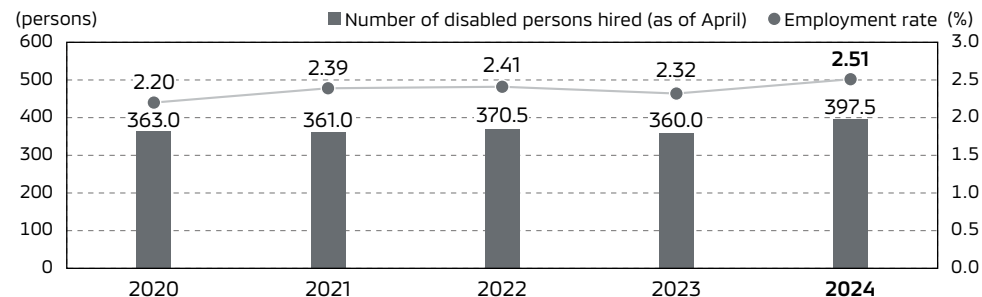
*4 Total number of employees still employed 12 months after returning to work from childcare leave
Total number of employees whose childcare leave ended during the previous reporting period ×100

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

| FY2023 Results | | Male | Female | Total |
|----------------|--|----------|----------|-----------|
| Childcare | Pregnancy leave | — | 8 | 8 |
| | Maternity leave | — | 83 | 83 |
| | Spousal maternity leave | 179 | — | 179 |
| | Childcare leave | 126 | 66 | 192 |
| | Childcare leave at birth | 69 | — | 69 |
| | Child nursing leave | 492 | 198 | 690 |
| | Reduced working hours for childcare | 18 | 196 | 214 |
| Nursing care | Nursing care leave | 6 | 4 | 10 |
| | Short-term nursing care leave | 291 | 74 | 365 |
| | Reduced working hours for nursing care | 2 | 3 | 5 |
| Miscellaneous | Life plan leave | 179 | 42 | 221 |
| | Accumulation of unused paid leave | 776 | 68 | 844 |
| | Flextime system (including managerial employees)*¹ | 6,278 | 1,154 | 7,432 |
| | Reemployment system Number of employees registered as candidates for re-hiring under the reemployment system (Returnees in FY2022) | 5 (0) | 6 (2) | 11 (2) |
| | Accompanying leave (Returnees in FY2022) | 2 (0) | 9 (1) | 11 (1) |

*1 With regard to the flextime system, the number of employees eligible to use the system (as of April 1, 2023)

Employment of People with Disabilities*2, 3



*2 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.

*3 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.

FY2023 Training Led by the Human Resources Division

| | |
|--|---------------------|
| Number of employees who took courses during the year (total) | 9,010 |
| Total number of hours attended | 128,254 hours |
| Total training expenses | ¥122,890,000 |
| Number of course hours/days attended per employee*4 | 9.3 hours/1.16 days |
| Training expenses per employee*5 | ¥8,877 |

*4 Total number of hours attended/Number of regular employees (non-consolidated)

*5 Total training expenses/ Number of regular employees (non-consolidated)

Accident Rate (Accident Frequency)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------------------------------|--------|--------|--------|--------|--------|
| Overall accident rate*6 | 0.42 | 0.30 | 0.20 | 0.31 | 0.33 |
| Accident rate with loss of workdays*7 | 0.10 | 0.00 | 0.03 | 0.06 | 0.08 |

*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

Number of Out of Operations, and Global Lost Work Days

| | FY2021 | FY2022 | FY2023 |
|---------------------------------------|--------|--------|--------|
| Number of out of operations | 0 | 0 | 0 |
| Total number of out of operation days | 0 | 0 | 0 |

Employee Shareholding Association

| | As of March 2024 |
|--|------------------|
| Number of members of the employee shareholding association | 871 |
| Membership rate | 5.8% |
| Shares owned | 1,986,026 |

Governance-Related Data

Overview of Corporate Governance (As of end of FY2023)

| | |
|--|---|
| 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 | 17 |
| Ratio of attendance at Board of Directors meetings | 97% |
| Of which, ratio of attendance by outside directors | 97% |
| Chairperson of the Board of Directors | Chairman of the Board |
| Statutory committees | Nomination Committee, Compensation Committee, Audit Committee |
| Nomination Committee | 5 (including 5 outside directors) Chairperson: Outside director (independent director) |
| Compensation Committee | 5 (including 4 outside directors) Chairperson: Outside director |
| Audit Committee | 5 (including 4 outside directors) Chairperson: Outside director (independent director) |

Total Compensation in FY2023

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

(WEB) https://www.mitsubishi-motors.com/en/investors/library/pdf/20240621yuka_e.pdf

Compliance-Related Data

■ Number of reports to or consultations with the hotline

| | Targets | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|---|--------|--------|--------|--------|--------|
| Employee Consultation Office (helpline) | MITSUBISHI MOTORS, affiliated companies | 166 | 112 | 109 | 74 | 74 |
| Outside attorney consultation (helpline) | MITSUBISHI MOTORS, affiliated companies | 4 | 2 | 5 | 3 | 7 |
| MITSUBISHI MOTORS Global Hotline | MITSUBISHI MOTORS, affiliated companies | 25 | 14 | 19 | 16 | 20 |
| Business Partner Helpline | — | 3 | 4 | 1 | 1 | 3 |

■ Number of compliance infractions

| | | Targets | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|---------------------------------------|---|--------|--------|--------|--------|--------|
| Serious violations that damage trust with customers, investors, etc. | | MITSUBISHI MOTORS, affiliated companies | 0 | 0 | 0 | 0 | 0 |
| Improper conduct related to human rights violations | Sexual harassment | MITSUBISHI MOTORS | 7 | 0 | 5 | 0 | 5 |
| | | Affiliated companies | 5 | 1 | 1 | 2 | 1 |
| | Bullying | MITSUBISHI MOTORS | 3 | 1 | 1 | 6 | 2 |
| | | Affiliated companies | 2 | 4 | 1 | 1 | 2 |
| | Violation of the Labor Standards Act. | MITSUBISHI MOTORS | 24 | 13 | 23 | 12 | 6 |
| | | Affiliated companies | 0 | 2 | 2 | 5 | 3 |