

ESG Data

E

Environmental Data Related to Products and Business Activities	120
Sales of Electrified Vehicles, Product Fuel Economy and CO ₂ Emissions.....	120
Business Activity Indicators	
CO ₂ emissions.....	120
Scope 3 Breakdown, Energy Input (Primary and Secondary Energy), Sulfur Oxide, Nitrogen Oxide, VOC (Volatile Organic Compounds), Emissions of Ozone-Depleting Substances.....	121
Generated Waste, Generated Waste and Externally Disposed Waste, Raw Material Input, Withdrawn Water Volume, Wastewater Volume.....	122
Environmental Accounting.....	123

S

Human Resource-Related Data	124
Number of Employees, Number of Employees by Region	
Number of Locally-Hired Managerial Employees at Overseas Subsidiaries, Status of Female Management Promotions, Employee Makeup (non-consolidated), Number of New Graduates Hired, Working Hours and Ratio of Paid Leave Taken.....	124
Number of Persons Taking Childcare Leave and Retention Rate of Returnees, Major Programs to Promote Work-Life Balance, Employment of People with Disabilities, FY2021 training led by the Human Resources Division, Wage Levels, Accident Rate (Accident Frequency), Employee Shareholding Association.....	125

G

Governance-Related Data	126
Overview of Corporate Governance in FY2021, Total Compensation in FY2021, Compliance-Related Data.....	126
GRI Standards Reference Chart	127

Environmental Data Related to Products and Business Activities

Sales of Electrified Vehicles

(FY)

	Unit	2017	2018	2019	2020	2021
Total electrified vehicles	Vehicles	36,125	54,572	75,143	64,561	65,496
Electrified vehicle sales ratio	%	3	4	7	8	7
Plug-in hybrid electric vehicles (PHEVs)	Vehicles	28,296	47,238	47,758	35,553	43,021
Japan	Vehicles	5,105	6,780	4,970	5,629	11,663
Overseas	Vehicles	23,191	40,458	42,788	29,924	31,358
Electric vehicles (EVs)	Vehicles	773	766	1,015	1,566	839
Japan	Vehicles	288	410	901	1,517	690
Overseas	Vehicles	485	356	114	49	149
Hybrid electric vehicles (HEVs)	Vehicles	7,056	6,568	26,370	27,442	21,636
Japan	Vehicles	7,056	6,568	26,370	27,442	21,636
Overseas	Vehicles	0	0	0	0	0
Global sales (including vehicles with internal combustion engines)	Vehicles	1,101,194	1,243,914	1,126,843	801,442	936,749

Product Fuel Economy and CO₂ Emissions (Corporate Average) *

	Unit	2017	2018	2019	2020	2021	
United States (fuel economy)	Import passenger automobile	mpg	44.6	45.9	45.4	45.5	45.3
	Light truck	mpg	34.9	35.8	35.9	36.8	35.8
Europe (CO₂ emissions)	Passenger automobile	g-CO ₂ /km	118	121	115.6	–	–
China (fuel economy)	Import vehicle	L/100km	12.0	12.0	12.0	–	–
	Local production vehicle	L/100km	7.5	7.1	7.2	7.5	7.89

* 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.

Business Activity Indicators

CO₂ emissions

(FY)

	Unit	2017	2018	2019	2020	2021
Production	x10 ³ t-CO ₂	492	518	464	312	358
Non-production	x10 ³ t-CO ₂	63	70	62	53	53
Japan	x10 ³ t-CO ₂	387	404	348	246	277
Asia	x10 ³ t-CO ₂	162	178	173	116	132
Others	x10 ³ t-CO ₂	6	6	5	3	2
Scope 1 (direct emissions)	x10 ³ t-CO ₂	119	119	110	80	92
Scope 2 (indirect emissions)	x10 ³ t-CO ₂	436	469	416	285	319
(Scope 1+2) Total	x10 ³ t-CO ₂	555	588	526	365	411
Scope 3	x10 ³ t-CO ₂ eq	38,721	42,580	35,429	20,286	28,146
(Scope 1+2+3) Total	x10 ³ t-CO ₂ eq	39,276	43,168	35,955	20,651	28,557

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 27 for the 22 environmental management target companies in FY2021.
Of the environmental management system target companies in FY2021, 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."

FY2014 results for Scope 1 + 2: 598,000t-CO₂ eq

Scope 3 Breakdown

(FY)

Category	Unit	2017	2018	2019	2020	2021	Coverage
1 Purchased goods and services	x10 ³ t-CO ₂ eq	5,855	6,900	6,331	4,043	5,495	consolidated (only production)
2 Capital goods	x10 ³ t-CO ₂ eq	297	407	319	310	150	non-consolidated
3 Fuel energy not included in Scope 1 or 2	x10 ³ t-CO ₂ eq	45	21	49	36	44	consolidated
4 Upstream transportation and distribution	x10 ³ t-CO ₂ eq	1,013	1,278	1,174	541	1,049	consolidated
5 Waste generated in operations	x10 ³ t-CO ₂ eq	16	19	21	11	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	14	13	13	consolidated
8 Upstream leased	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	30,731	33,199	26,833	14,927	20,981	all destination
12 End-of-life treatment of sold products	x10 ³ t-CO ₂ eq	741	727	671	382	382	all destination
13 Downstream leased assets	x10 ³ t-CO ₂ eq	–	–	–	–	–	–
14 Franchises	x10 ³ t-CO ₂ eq	5	12	13	19	14	Some dealers in Japan
15 Investment	x10 ³ t-CO ₂ eq	–	–	–	–	–	–

Energy Input (Primary and Secondary Energy)

(FY)

	Unit	2017	2018	2019	2020	2021
Total amount	PJ*	9.9	10.2	9.5	7.0	8.2
Production	PJ	8.7	9.0	8.3	5.9	7.0
Non-production	PJ	1.2	1.2	1.2	1.1	1.2
Japan	PJ	7.0	7.2	6.6	4.9	5.6
Asia	PJ	2.8	2.9	2.8	2.0	2.5
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 27 for the 22 environmental management target companies in FY2021.

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

Sulfur Oxide

(FY)

	Unit	2017	2018	2019	2020	2021
Total emissions	t	184	218	163	125	50

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 27 for the 22 environmental management target companies in FY2021.

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

Nitrogen Oxide

(FY)

	Unit	2017	2018	2019	2020	2021
Total emissions	t	65	65	61	44	58

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 27 for the 22 environmental management target companies in FY2021.

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	2017	2018	2019	2020	2021
Total emissions	t	1,882	2,354	2,243	1,227	1,511

FY2020 emissions have been corrected, due to a tabulation error.

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

Emissions of Ozone-Depleting Substances

Estimated at less than 0.1t (CFC equivalent) for MITSUBISHI MOTORS CORPORATION alone.

Generated Waste

(FY)

	Unit	2017	2018	2019	2020	2021
Total emissions	x10 ³ t	162	187	202	109	143
Production	x10 ³ t	148	176	194	103	137
Non-production	x10 ³ t	14	11	8	6	6

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 27 for the 22 environmental management target companies in FY2021.

Generated Waste and Externally Disposed Waste

(FY)

	Unit	2017	2018	2019	2020	2021
Total amount produced	x10 ³ t	99	104	89	58	85
Externally disposed waste	x10 ³ t	48	56	53	40	54
Internal recycle	x10 ³ t	51	48	36	18	31

Target site: Okazaki Plant, Mizushima Plant, Kyoto Plant

Raw Material Input

(FY)

	Unit	2017	2018	2019	2020	2021
Iron and aluminum	x10 ³ t	143	154	141	97	117
Resin	x10 ³ t	3.0	2.5	2.1	1.1	2.4

Target site: Okazaki Plant, Mizushima Plant, Kyoto Plant

Withdrawn Water Volume

(FY)

	Unit	2017	2018	2019	2020	2021
Total amount	x10 ³ m ³	6,727	6,211	5,915	4,420	4,640
Production	x10 ³ m ³	6,343	5,901	5,654	4,188	4,389
Non-production	x10 ³ m ³	384	310	261	232	251
City water	x10 ³ m ³	1,150	878	988	718	383
Industrial water	x10 ³ m ³	3,602	3,412	3,280	2,594	2,938
Underground water	x10 ³ m ³	1,975	1,921	1,647	1,108	1,319

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 27 for the 22 environmental management target companies in FY2021.

• MMKI recycles and reuses some of its wastewater. In FY2021, roughly 152,000m³ of water was recycled. (Roughly 3% of total MITSUBISHI MOTORS Group water withdrawal.)

Wastewater Volume

(FY)

	Unit	2017	2018	2019	2020	2021
Total amount	x10 ³ m ³	4,577	4,504	4,104	3,266	3,316
Production	x10 ³ m ³	4,193	4,194	3,843	3,034	3,254
Non-production	x10 ³ m ³	384	310	261	232	62
Sewage	x10 ³ m ³	2,405	2,396	2,041	1,713	1,581
Public waters	x10 ³ m ³	2,172	2,108	2,063	1,553	1,735

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 27 for the 22 environmental management target companies in FY2021.

• Includes some estimated figures.

Environmental Accounting

Environmental Conservation Costs

(FY)

Category	Main Initiatives Details		Unit	2019		2020		2021	
				Investment	Cost	Investment	Cost	Investment	Cost
Business Area Cost	Pollution Prevention Cost	Preventing air pollution, water pollution and soil pollution	Million yen	41	1,251	203	629	591	651
	Global Environmental Conservation Cost	Preventing global warming and the ozone depletion	Million yen	250	9	346	13	78	9
	Resource Circulation Cost	Reduction, proper disposal and recycling of the waste	Million yen	0	1,418	0	933	0	465
Upstream/Downstream Costs	Withdrawing used bumpers and corresponding automobile recycling law		Million yen	0	1,688	0	1,661	0	2
Administration Activity Cost	Maintaining certification of ISO14001, educating employees and monitoring		Million yen	130	420	18	588	0	114
R&D Cost	Research and development about reductions in environmental impact of products such as improving fuel economy and exhaust gas measures		Million yen	1,711	51,383	456	32,731	0	0
Social Activity Cost	Hands-on environmental lessons, supporting global environmental activity, donation to environmental groups and disclosing environmental information		Million yen	0	273	47	189	0	256
Environmental Remediation Cost	Compensation for environmental damage by business activities		Million yen	0	12	0	5	0	2
Total			Million yen	2,132	56,454	1,070	36,749	669	1,499

	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	1,039	1,308	764	1,014	627	907

Target site: MITSUBISHI MOTORS CORPORATION, Pajero Manufacturing Co., Ltd.

Economic Benefit Associated with Environmental Conservation Activities (Actual Benefits)

(FY)

Category	Details of Benefit	Unit	2019	2020	2021
Revenue	Operating revenue from the sale of recycled waste products and used products produced through key business	Million yen	1,774	1,083	2,546
Cost Reduction	Energy expense saving through energy conservation	Million yen	532	2,333	-1,313
	Water expense saving through water conservation	Million yen	8	31	12
	Disposal cost saving through lower resource input or recycle	Million yen	114	-551	389
	Packaging materials cost saving through recycling	Million yen	422	369	379
Total		Million yen	2,850	3,265	2,013

FY2020 figures (cost reduction: energy expense/packaging materials) have been corrected due to a tabulation error.

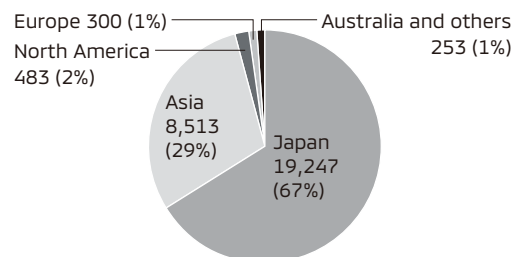
Target site: MITSUBISHI MOTORS CORPORATION, Pajero Manufacturing Co., Ltd.

Human Resource-Related Data

Number of Employees

		FY2017	FY2018	FY2019	FY2020	FY2021
Number of employees (nonconsolidated)	Total	13,693	14,171	14,407	13,951	13,829
	Male	12,336	12,695	12,848	12,403	12,309
	Female	1,357	1,476	1,559	1,548	1,520
Number of employees (consolidated)		30,507	31,314	32,171	30,091	28,796
Number of temporary workers (consolidated)		7,122	8,682	7,558	6,434	7,948
(Percentage of temporary workers on a consolidated basis)		(19%)	(22%)	(19%)	(18%)	(22%)

Number of Employees by Region: 28,796 (consolidated)



Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

Number of managerial employees	Persons	1,099
	Ratio	11.5%
Number of employees		9,549

(As of March 2022)

Status of Female Management Promotions

		Jul. 2018	Jul. 2019	Jul. 2020	Jul. 2021	Jul. 2022
Number of female managers*1	Persons	58	68	74	80	94
	Ratio	3.5%	3.9%	3.5%	4.1%	4.7%
	General manager or above	11	13	14	13	13
Number of female executives*2	Persons	3	5	5	3	3
	Ratio	7.7%	12.5%	12.5%	8.8%	8.3%

*1 Including dispatched personnel on leave and secondees, excluding medical workers

*2 Number of female executives includes outside directors

Employee Makeup (non-consolidated)

		FY2017	FY2018	FY2019	FY2020	FY2021
Average age	Male	41.9	41.6	41.4	41.1	41.9
	Female	39.2	38.5	38.1	37.5	38.5
Average years of service	Male	16.6	16.7	16.2	15.8	15.9
	Female	12.8	12.4	11.6	11.1	11.7
Number of employees who have left the company (total)		539	533	735	1,002	644
Retirement		248	272	381	203	191
Voluntary retirement (Percentage of voluntary retirement)		249 (46%)	240 (45%)	303 (41%)	305 (30%)	418 (65%)
Involuntary retirement		2	7	14	11	10
Work transfer, other		40	14	37	483	25

Number of New Graduates Hired

		FY2017	FY2018	FY2019	FY2020	FY2021
Total	Male	220	314	368	386	101
	Female	31	54	92	85	22
University graduate/Master's degree or above	Male	133	226	229	204	42
	Female	27	47	76	76	16
Junior college/vocational school graduates	Male	1	5	1	0	5
	Female	0	0	0	0	5
High school graduates/other	Male	86	83	138	182	54
	Female	4	7	16	9	1

Working Hours and Ratio of Paid Leave Taken

	FY2017	FY2018	FY2019	FY2020	FY2021
Total working hours per person/per year	2,115.5	2,131.2	2,013.6	1,880.8	1,960.3
Overtime worked per person	329.5	372.3	288.6	221.4	248.7
Ratio of annual paid leave taken*3	82.6%	86.6%	100.6%	99.2%	89.5%

*3 Days of annual paid leave taken during the year

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

Number of Persons Taking Childcare Leave and Retention Rate of Returnees

		FY2017	FY2018	FY2019	FY2020	FY2021
Number of persons taking childcare leave	Total	127	131	194	81	156
	Male	6	10	49	35	88
	Female	121	121	145	46	68
Retention rate of returnees*1		92.3%	100%	97.7%	96%	95%

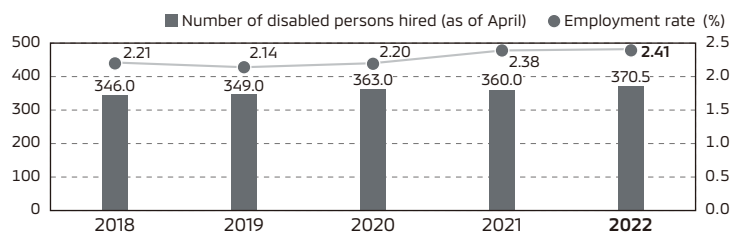
*1 Total number of employees still employed 12 months after returning to work from childcare leave
Total number of employees whose childcare leave ended during the previous reporting period ×100

Major Programs to Promote Work-Life Balance

FY2021 Results		Male	Female	Total
Childcare	Pregnancy leave	—	10	10
	Maternity leave	—	84	84
	Childcare leave	88	68	156
	Child nursing leave	328	164	492
	Reduced working hours for childcare	8	201	209
Nursing care	Nursing care leave	3	2	5
	Short-term nursing care leave	213	44	257
	Reduced working hours for nursing care	2	6	8
Miscellaneous	Life plan leave	115	35	150
	Accumulation of unused paid leave	663	34	697
	Flextime system (including managerial employees)*2	6,429	1,138	7,567
	Reemployment system			
	Number of employees registered as candidates for re-hiring under the reemployment system (in FY2021, four employees were rehired under this program)	7	16	22
	Accompanying leave (three returnees in FY2021)	0	16	16

*2 With regard to the flextime system, the number of employees eligible to use the system (as of April 1, 2021)

Employment of People with Disabilities*3, 4



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

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

FY2021 training led by the Human Resources Division

Number of employees who took courses during the year (total)	10,650
Total number of hours attended	96,770 hours
Number of course hours/days per employee	7.0 hours /0.87 days
Training expenses per employee	¥6,171

Wage Levels

	Monthly compensation	Comparison with local minimum wage*5
Starting pay	High school graduate Administrative and Engineering staff	¥166,900 108%
	High school graduate Manufacturing Worker	¥172,900 111%
	Technical college graduate	¥186,600 110%
	Junior college graduate	¥171,400 101%
	University graduate	¥210,400 124%
	Master's degree	¥232,400 137%
	Doctor of Philosophy	¥266,400 158%
Average salary of all employees (annual)	¥6,605,000	
Percentage of women's salaries to men's salaries (annual)	77%	
Ratio of Performance-Linked Compensation	General Manager	Maximum of 35% of annual basic salary
	General Manager (responsible for specific duties)	Maximum of 25% of annual basic salary
	Manager	Maximum of 20% of annual basic salary

*5 Minimum wages are calculated based on the minimum wage in Aichi Prefecture (¥955/hour) for high school graduates and the minimum wage in Tokyo (¥1,041 /hour) for non-high school graduates as of April 2022, 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.

Accident Rate (Accident Frequency)

	FY2017	FY2018	FY2019	FY2020	FY2021
Overall accident rate*6	0.60	0.41	0.42	0.30	0.20
Accident rate with loss of workdays*7	0.09	0.10	0.10	0.00	0.03

*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 2022	
Number of members of the employee shareholding association	969
Membership rate	6.5%
Shares owned	2,111,890

Governance-Related Data

Overview of Corporate Governance in FY2021

Organizational form	Company with three committees
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	100%
Of which, ratio of attendance by outside directors	100%
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 FY2021

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

	Units	FY2017	FY2018	FY2019	FY2020	FY2021
Number of reports to or consultations with the internal Employee Consultation Office (helpline)	Instances	170	194	166	112	109
Number of reports to or consultations with the outside attorney consultation office (helpline)	Instances	4	13	4	2	5
Number of reports to or consultations with the MITSUBISHI MOTORSs Global Hotline	Instances	–	14	25	14	19
Number of reports to or consultations with the Business Partner Helpline	Instances	0	0	3	4	1