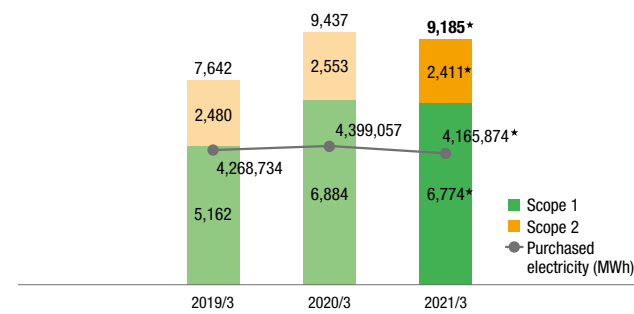


Environmental Data

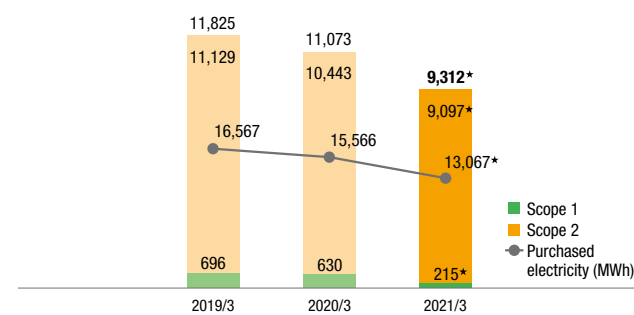
GHG Emissions (consolidated/global) (Unit: thousand t-CO₂e)



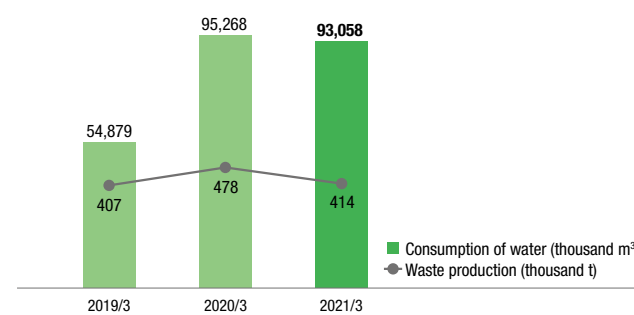
Emissions by Segment (Unit: thousand t-CO₂e)

	2019/3	2020/3	2021/3
Natural Gas Group	263	245	350
Industrial Materials Group	130	149	125
Petroleum & Chemicals Solution Group	223	165	123
Mineral Resources Group	2,940	2,872	2,782
Industrial Infrastructure Group	14	83	86
Automotive & Mobility Group	16	20	15
Food Industry Group	1,160	1,195	1,135
Consumer Industry Group	1,392	1,523	1,442
Power Solution Group	1,485	3,168	3,111
Urban Development Group	7	6	5
Corporate Staff Section	12	11	9

GHG Emissions (non-consolidated) (Unit: t-CO₂)



Consumption of Water/Waste Production (consolidated/Japan)



Scope 1: Direct CO₂ emissions from fuel consumption + emissions of greenhouse gases (6.5 gases) from business activities other than CO₂ from energy sources
 Scope 2: Indirect CO₂ emissions from electricity consumption, etc.

Environmental Performance (non-consolidated)

	2019/3	2020/3	2021/3
CO ₂ emissions*1*2 (unit: thousand t-CO ₂ e)	11.8	11.1	9.3*
Energy consumption*2 (unit: GJ)	221,302	207,159	177,178*
Electricity consumption (unit: MWh)	16,567	15,566	13,067*
CO ₂ emissions from logistics*3 (unit: thousand t-CO ₂ e)	45	40	26*
Paper consumption*4 (unit: thousand sheets)	46,510	38,265	16,900*
Waste production (unit: kg)	600,254	506,403	410,912*
Waste recycling rate (unit: %)	98.6	98.5	98.9*
Water consumption (unit: thousand m³)	42	38	25*

Period: Fiscal year (April 1 to March 31)
 Scope of aggregation (non-consolidated):
 • CO₂ emissions, energy consumption, electricity consumption and CO₂ emissions from logistics: Head Office domestic branches and offices training centers and other facilities
 • Paper consumption: Head Office and all six Japan-based branches and the office under each branch's jurisdiction
 • Waste production, waste recycling rate and water consumption: Mitsubishi Shoji Building, Marunouchi Park Building and certain other offices in Tokyo

Scope 1 Emissions (6.5 gases only)*1*2

	2019/3	2020/3	2021/3
Total amount (Unit: thousand t-CO ₂ e)	967	878	848*
Carbon dioxide (CO ₂)	47	8	8*
Methane (CH ₄)	920	870	840*
Dinitrogen monoxide (N ₂ O)	0.01	0.3	0.4*
Components			
Hydrofluorocarbons (HFCs)	0	0	0*
Perfluorocarbons (PFCs)	0	0	0*
Sulphur hexafluoride (SF ₆)	0	0	0*
Nitrogen trifluoride (NF ₃)	N/A	N/A	N/A

Environmental Performance (consolidated)

	2019/3	2020/3	2021/3
CO ₂ emissions*1*2 (unit: thousand t-CO ₂ e)	7,642	9,437	9,185*
CO ₂ emissions per total assets*1*2*5 (unit: million t-CO ₂ e/trillion yen)	0.57	0.66	0.64
Components			
Scope 1 emissions (excluding 6.5 gases)*1*2 (unit: thousand t-CO ₂ e)	4,195	6,006	5,925*
Scope 1 emissions (6.5 gases only)*1*2 (unit: thousand t-CO ₂ e)	967	878	848*
Scope 2 emissions*1*2 (unit: thousand t-CO ₂ e)	2,480	2,553	2,411*
Energy consumption*1*2 (unit: GJ)	71,669,148	106,075,971	103,990,961*
Electricity consumption*1*2 (unit: MWh)	4,268,734	4,399,057	4,165,874*

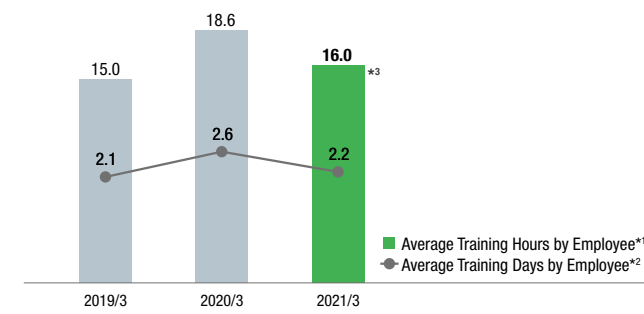
Period: Fiscal year
 Scope of aggregation (consolidated):
 • CO₂ emissions, emissions of 6.5 gases, energy consumption, electricity consumption: parent company and consolidated subsidiaries

ESG data marked with an asterisk (★) for the fiscal year ended March 31, 2021 has received independent practitioner's assurance from Deloitte Tohmatsu Sustainability Co., Ltd. For details, please see MC's website. https://www.mitsubishicorp.com/ar2021/en/pdf/a_report2021_22.pdf

For more information on MC's ESG Data, please see our Sustainability Website. <https://mitsubishicorp.disclosure.site/en>

Social Data

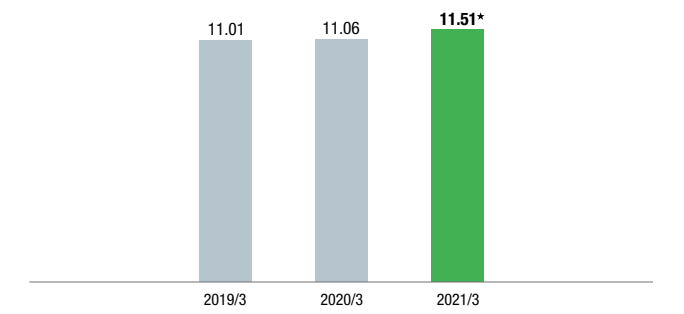
Average Training Hours/Days by Employee



	2019/3	2020/3	2021/3
Total training hours (unit: hours)	90,000	110,000	92,000

*1 This number is the annual total training hours divided by the non-consolidated number of employees for an average number of hours per employee (excluding assigned overseas training).
 *2 One day is calculated as 7.25 hours of working time.
 *3 An employee who enters the company as a new graduate, spends their career at the company until retirement, and undergoes all standard training (including assigned overseas training) is estimated to spend an average 62 hours/8.6 days in training annually.

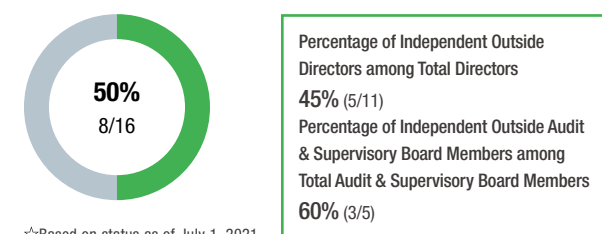
Percentage of Women in Management Positions (non-consolidated) (Unit: %)*4



*4 As of April 1 of each calendar year

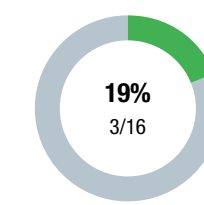
Governance Data

Percentage of Independent Outside Directors and Audit & Supervisory Board Members*5 (Unit: %)

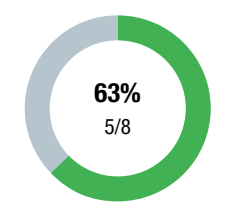


*Based on status as of July 1, 2021

Percentage of Women among Total Directors and Audit & Supervisory Board Members*6 (Unit: %)



Percentage of Independent Outside Directors among Governance, Nomination & Compensation Committee Members*7 (Unit: %)



Employee Data (non-consolidated)

		2019/3	2020/3	2021/3
Number of employees (non-consolidated)	Male	4,437	4,356	4,241
	Female	1,579	1,526	1,484
	Total	6,016	5,882	5,725
Gender ratio in management positions (unit: %)*6	Male	88.99	88.94	88.49*
	Female	11.01	11.06	11.51*
Average years of service		18.4	18.4	18.4
Number of employees on overseas assignments (including global trainees)*7		1,261	1,174	1,074
Employment rate of persons with disabilities (unit: %)*8		2.69	2.90	2.53*
Number of employees who took maternity/paternity leave*9	Male	13	20	36
	Female	45	52	48
	Total	58	72	84
Number of employees who took family care leave*9	Male	0	0	1
	Female	4	1	0
Total		4	1	1
Monthly average overtime hours (unit: hours/month)*10		25.7	25.1	27.2
Percentage of annual paid leave days taken (unit: %)*11		67	67	55
Level of employee satisfaction (unit: %)*12		—	76	—
Lost time injuries frequency rate (frequency rate of injuries)*13		0.47	0.49	0.16*

*1 Effective from the fiscal year ended March 31, 2017, emissions from projects with high commonality, including power generation and heat generation (utility business), as well as joint operations (jointly managed projects), were included in the calculations. Furthermore, while emissions from franchises are generally not included in Scope 1 and 2 emissions, MC includes such emissions in cases where it is deemed appropriate for such emissions to be managed as part of MC's emissions, taking into account the relationship with the relevant company.
 *2 The following metrics were adopted as the basis for calculating greenhouse gas emissions.
 • Direct CO₂ emissions from fuel consumption
 The Greenhouse Gas Protocol (GHG Protocol) "Emission Factors from Cross Sector Tools (March 2017)" (WRI/WBCSD)
 • Emissions of greenhouse gases from business activities other than CO₂ from energy sources (6.5 gases)
 Greenhouse Gas Emission Calculation and Reporting Manual (Version 4.2) (July 2016, Ministry of the Environment and Ministry of Economy, Trade and Industry)
 • Indirect CO₂ emissions from electricity consumption, etc.
 IEA CO₂ Emissions from Fuel Combustion (2016 edition), CO₂ emissions per kWh from electricity generation of the fiscal year ended March 31, 2014
 *3 Data collected in compliance with the Act on Rational Use of Energy in Japan. Logistics figures cover domestic (Japan) transport where MC is the cargo owner.
 *4 Copy paper (calculated as A4 size) consumption
 *5 MC adopted a policy that aims to reduce greenhouse gas (GHG) emissions per total assets by 25% compared to fiscal year ended March 31, 2017 levels by 2030. The total assets used for this target represent the numerical values within the emissions reporting calculation range, which differ from the total assets reported in MC's financial reports.
 *6 As of April 1 of each calendar year
 *7 The Global Trainee System is an overseas assignment system aimed at young employees in order to respond to the global development of MC's business portfolio and strengthen the global competitiveness of MC's human resources.
 *8 As of June 1 of each calendar year
 *9 The number of employees who began taking this type of leave during each fiscal year
 *10 Employees working at the Head Office and domestic branches (excluding managers, corporate advisers and contract employees)
 *11 Employees working at the Head Office and domestic branches (excluding secondees from other companies)
 *12 Employee awareness surveys are taken every three years. The last survey was taken in the fiscal year ended March 31, 2020 to obtain a snapshot of employee motivation and organizational vitality. The findings are used to improve management and other aspects of operations. Employee satisfaction figures represent the ratio of staff members responding positively to questions about employee engagement (Do you work with enthusiasm and take pride in/admire your company?) in the survey.
 *13 Calculated based on standards set by the Ministry of Health, Labour and Welfare of Japan. Employees at the Head Office and domestic branches (excluding corporate advisers and contract employees) (Reference) Lost time injuries frequency rate (frequency rate of injuries) / Nationwide average at places of business: 1.95 (From 2020 survey on workplace accidents, Ministry of Health, Labour and Welfare of Japan)