

# FY2019 Materiality Targets and Results

○: As planned △: Delayed

Category	Material Issues	Details of Main Initiatives	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation	Page Described	Contribution to the SDGs
E: Environment	Responding to climate change and energy issues	Reduce CO <sub>2</sub> emissions while driving	CO <sub>2</sub> emissions per new vehicle while driving: 8% reduction compared to FY2010	CO <sub>2</sub> reduction (%)	-14%	○	P26	 
		Reduce amount of CO <sub>2</sub> emitted by production activities	CO <sub>2</sub> emissions at production facilities per production vehicle: 37% reduction compared to FY2005	CO <sub>2</sub> reduction (%)	-41%	○	P30	
		Reduce amount of CO <sub>2</sub> emitted by non-production activities	Unit CO <sub>2</sub> emissions in non-production facilities: 1% reduction compared to FY2018	CO <sub>2</sub> reduction (%)	-8.1%	○	P32	
		Reduce amount of CO <sub>2</sub> emitted by logistics activities	CO <sub>2</sub> emissions per unit of transportation in Japan: 9% reduction compared to FY2010	CO <sub>2</sub> reduction (%)	-9.3%	○	P31	
		Promote the acquisition of Eco-Action 21 certification to our dealers	New certifications: 5 dealers or more	Number of certified dealers	4	△	P32	
	Conservation of Water Resources	Manage water risks at each production facility	Manage water risks at each production facility	Understanding the amount of water used	Determined the amount of water used at production facilities in Japan	○	P38	
	Resource Recycling Initiatives	Commercialize and expand usage of resource-conserving materials	Application of technology for reduction in component waste production and expanded use of recycled materials	Expanded usage	Promoting development of components using recycling materials	△	P34	
		Reduce waste material in production activities	Externally disposed waste of production activities per production vehicle: 52% reduction compared to FY2005	Reduction of external waste disposal	-53%	○	P36	
	Prevention of Pollution	Properly manage hazardous substances in products	Thorough management of hazardous substances	Reflection in in-house management system	Continued appropriate management, including response to legal trends	○	P42	
		Curtail emissions of VOCs in production activities	35g/m <sup>2</sup> or less of VOC* <sub>2</sub> emissions per painting area in production activities * <sub>2</sub> VOC stands for volatile organic compounds	VOC emissions	36.5g/m <sup>2</sup>	△	P42	 
Preservation of Biodiversity	Conduce ecosystem surveys and expand the scope of biodiversity preservation activities at domestic business sites	<ul style="list-style-type: none"> <li>Conduct ecosystem survey at the Kyoto Plant</li> <li>Plant and grow trees at Pajero Forest (Yamanashi Prefecture)</li> <li>Plant trees in the Philippines</li> </ul>	Initiatives conducted	<ul style="list-style-type: none"> <li>Conducted ecosystem survey at the Kyoto Plant</li> <li>Conducted activities twice a year</li> <li>Planned tree-planting activities in the Philippines</li> </ul>	○	P45		
E: Environment S: Social	Deploying Supply Chain Sustainability Initiatives	Reinforcement of CSR in the supply chain	<ul style="list-style-type: none"> <li>Expansion of Supplier CSR Guidelines to MITSUBISHI MOTORS' overseas production bases</li> <li>Support for implementation of third-party-supplier CSR evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Promoting the purpose of Supplier CSR Guidelines</li> <li>Recommendation of third-party-supplier CSR evaluations guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Rolled out Supplier CSR Guidelines to the business partners of MMTH/MMKI/MMPC</li> <li>Explained the purpose of third-party evaluations to business partners and have begun conducting evaluations</li> </ul>	○	P37, P72	  

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S: Social	Delivering Products which Help Prevent Traffic Accidents	Delivering Products which Help Prevent Traffic Accidents	Formulate basic policies for individual safety technologies as planned	Formulation of policies	Formulated as planned	○	P48	
	Improvement of Product, Sales, and Service Quality	Improving product quality	Ratio of defects identified within three months in service of new vehicle sale	Ratio of defects identified within three months in service of new vehicle sale	Achieved reduction target	○	P53	—
		Improving sales quality	Sales Satisfaction Index (SSI) Achieve top-three positioning in the key management countries	Sales Satisfaction Index (SSI)	Sales Satisfaction Index (SSI) Achieved top-three positioning in three of the key management countries	△	P54	
		Improving service quality	Customer Satisfaction Index (CSI) Achieve top-three positioning in the key management countries	Customer Satisfaction Index (CSI)	Customer Satisfaction Index (CSI) Achieved top-three positioning in two of the key management countries	△	P55	
	Contribution to Local Economy through Business Activities	Employment	Maintain same level as in FY2018	Actual employment	Created local employment for 11,000 people in three countries: Thailand, Indonesia and the Philippines (including non-full-time employees)	○	P57	  
		Human resource development	Under the same policy as FY2018, offer the same level of training opportunities	Number of training sessions, number of participants	Representative examples of training <ul style="list-style-type: none"> <li>• Dispatched local employees to Japan</li> <li>• Conducted business-level-enhancement seminars for local employees</li> <li>• Performed “manufacturing training” to enhance skills</li> </ul>	○	P57	
		Investment	Implementation of capital investment	Rate of progress on investment plan	<ul style="list-style-type: none"> <li>• Related to new vehicles</li> <li>• Put manufacturing and export structures in place</li> <li>• Expanded headquarters functions</li> </ul>	○	P57	
		Technology transfer	<ul style="list-style-type: none"> <li>• Implementation of KD production project in Thailand</li> <li>• Start of sales of finished models in Indonesia</li> <li>• Continuous communication with government</li> </ul>	Results of projects and initiatives	<ul style="list-style-type: none"> <li>• Conducted joint research with governments, universities and research institutes in Indonesia, the Philippines and Vietnam</li> <li>• Began selling electric vehicles in Indonesia</li> <li>• Promoted a KD*1 production project for electric vehicles in Thailand</li> <li>• Decided to begin selling electric vehicles in the Philippines in FY2020</li> <li>• Decided on the opening of DENDO DRIVE STATIONS in the Philippines</li> </ul> <p>*1 Refers to knockdown production—a practice of importing major parts for local assembly and sale</p>	○	P58	

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S: Social	Contribution to Local Economy through Business Activities	Technology transfer	Implementing factor analysis in order for each factory to improve itself and making improvements through PDCA	Plant ranking KPI scores	Leveraged the Alliance Product Way* to promote improvements in factory quality, local sites and productivity, achieved year-on-year improvements *Production method shared between Renault, Nissan and Mitsubishi	○	P58	  
		Export	Export more units than in FY2018	Units exported	Units exported in FY2019 Thailand: 330,000 Indonesia: 67,000	○	P58	
	Work Style Reform	Promotion of work style reforms	Ongoing implementation of work style reform measures	Total working hours	2,073 hours/year	○	P59	  
	Diversity	Promotion of women's participation and advancement in the workplace	Implementation of reinforcement measures aimed at realizing ideal image	Number of female managers	76 (As of March 2020)	△	P61	 
		Promotion of employment of people with disabilities	Ongoing promotion of employment of people with disabilities	Percentage of employees with disabilities	2.19% (As of March 2020)	△	P62	 
		Promotion of LGBT awareness	Continuation of activities promoting LGBT awareness	External indicator	Received gold, the highest ranking in the PRIDE Index, for the second consecutive year	○	P63	 
	Human Resource Development	Expansion of human resource development program	Introduction of reinforcement training for middle management	Education program	Introduced e-learning platform for managers and general managers to promote learning on daily-basis	○	P66	
	Occupational Health and Safety	Creation of safe workplaces	Ongoing measures for the creation of safe workplaces	Overall accident rate* *Number of accidents with or without loss of workdays per 1 million working hours	0.42	△	P68	
Social Contribution Activities	Undertake activities in cooperation with local communities, NGOs, and other organizations	Social contribution expenditure: 1.0% of ordinary income* *Ordinary income for MMC on a non-consolidated basis	Social contribution expenditure as a percentage of ordinary income	3.28%	○	P75	 	
G: Governance	Corporate governance, compliance	Establish and operate internal control committees at key affiliated companies in Japan and overseas	Increase the number of target companies by five	Number of target companies	Increased the number of target companies by five and continued operations	○	P84	
		Establish global whistleblowing contacts (early detection/emergence of risks)	Increase the number of target companies by five	Number of target companies	Commenced operations at four new companies, but operations were delayed at one company due to the impact of COVID-19 (operations slated to begin in the second quarter)	△	P88	