

ESG Data

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Environmental Data Related to Products and Business Activities

Product Fuel Economy and CO₂ Emissions (Corporate Average) *1 (FY)

		Unit	2015*2	2016	2017	2018	2019
Japan (fuel economy)	Passenger automobile*3	km/L	18.4	19.2	18.2	18.3	18.8
United States (fuel economy)	Import passenger automobile	mpg	39.8	41.3	44.6	45.9	45.4
	Light truck	mpg	34.4	34.6	34.9	35.8	35.9
Europe (CO₂ emissions)	Passenger automobile	g-CO ₂ /km	110	118	118	121	–
China (fuel economy)	Import vehicle	L/100km	8.4	10.0	12.0	12.0	12.0
	Local production vehicle	L/100km	7.4	7.6	7.5	7.1	7.2

*1 Values reported to authorities or reported publicly in respective countries and regions

*2 Values are by fiscal year in Japan, by model year in the United States and by calendar year in China

*3 Excluding electric vehicles and plug-in hybrid vehicles

Business Activity Indicators

CO₂ emissions (FY)

	Unit	2015	2016	2017	2018	2019
Production	x10 ³ t-CO ₂	449	394	477	513	472
Non-production	x10 ³ t-CO ₂	69	67	63	70	62
Japan	x10 ³ t-CO ₂	400	363	387	404	356
Asia	x10 ³ t-CO ₂	89	91	147	173	173
Others	x10 ³ t-CO ₂	29	7	6	6	5
Scope 1 (direct emissions)	x10 ³ t-CO ₂	110	104	120	132	117
Scope 2 (indirect emissions)	x10 ³ t-CO ₂	408	357	420	451	417
(Scope 1+2) Total	x10 ³ t-CO ₂	518	461	540	583	534
Scope 3 (Supply Chain Greenhouse Gas Emissions)	x10 ³ t-CO ₂ eq	35,711	32,592	38,721	42,580	35,429
(Scope 1+2+3) Total	x10 ³ t-CO ₂ eq	36,229	33,053	39,261	43,163	35,963

Target site: 21 management target companies (Cover ratio: 100%)

CO₂ emission factors

- Based on "Greenhouse Gas Emissions Conversion, Reporting, and Announcement System based on the Act on Promotion of Global Warming Countermeasures"
- Overseas emission factors taken from the IEA's "CO₂ Emissions from Fuel Combustion (2018 edition)"

Scope 3 Breakdown (FY)

		Unit	2015	2016	2017	2018	2019	Coverage
Category 1	Purchased goods and services	x10 ³ t-CO ₂ eq	6,026	5,389	5,855	6,900	6,331	consolidated (only production)
Category 2	Capital goods	x10 ³ t-CO ₂ eq	164	159	297	407	319	non-consolidated
Category 3	Fuel energy not included in Scope 1 or 2	x10 ³ t-CO ₂ eq	44	42	45	21	49	consolidated
Category 4	Upstream transportation and distribution	x10 ³ t-CO ₂ eq	1,343	772	1,013	1,278	1,174	consolidated
Category 5	Waste generated in operations	x10 ³ t-CO ₂ eq	12	10	16	19	21	consolidated (only production)
Category 6	Business travel	x10 ³ t-CO ₂ eq	4	4	4	4	4	consolidated
Category 7	Employee commuting	x10 ³ t-CO ₂ eq	13	13	14	14	14	consolidated
Category 8	Upstream leased assets	x10 ³ t-CO ₂ eq	–	–	–	–	–	–
Category 9	Downstream transportation and distribution	x10 ³ t-CO ₂ eq	–	–	–	–	–	–
Category 10	Processing of sold products	x10 ³ t-CO ₂ eq	–	–	–	–	–	–
Category 11	Use of sold products	x10 ³ t-CO ₂ eq	27,475	25,623	30,731	33,199	26,833	all destination
Category 12	End-of-life treatment of sold products	x10 ³ t-CO ₂ eq	626	575	741	727	671	all destination
Category 13	Downstream leased assets	x10 ³ t-CO ₂ eq	–	–	–	–	–	–
Category 14	Franchises	x10 ³ t-CO ₂ eq	4	5	5	12	13	some domestic dealers
Category 15	Investment	x10 ³ t-CO ₂ eq	–	–	–	–	–	–

Energy Input (Primary and Secondary Energy)

(FY)

	Unit	2015	2016	2017	2018	2019
Total amount	PJ*	10.4	8.3	9.7	10.6	9.5
Production	PJ	9.1	7.0	8.2	8.9	8.3
Non-production	PJ	1.3	1.3	1.5	1.7	1.2
Japan	PJ	6.9	6.5	6.9	7.2	6.6
Asia	PJ	2.8	1.6	2.4	2.9	2.8
Others	PJ	0.7	0.2	0.4	0.5	0.1

Target site: 21 management target companies (Cover ratio: 100%)

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

(FY)

	Unit	2015	2016	2017	2018	2019
Total emissions	t	185	193	195	219	232

Target site: 21 management target companies (Cover ratio: 100%)

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

(FY)

	Unit	2015	2016	2017	2018	2019
Total emissions	t	93	89	92	87	82

Target site: 21 management target companies (Cover ratio: 100%)

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	2015	2016	2017	2018	2019
Total emissions	t	2,151	2,166	1,882	2,354	2,243

Target site: Okazaki Plant, Mizushima Plant, Pajero Manufacturing Co., Ltd, Suiryo 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	2015	2016	2017	2018	2019
Total emissions	x10 ³ t	162	150	162	187	202
Production	x10 ³ t	153	141	148	176	194
Non-production	x10 ³ t	9	9	14	11	8

Target site: 21 management target companies (Cover ratio: 100%)

Generated Waste and Externally Disposed Waste (MITSUBISHI MOTORS alone)

(FY)

	Unit	2015	2016	2017	2018	2019
Total amount produced	x10 ³ t	111	93	99	104	89
Externally disposed waste	x10 ³ t	52	47	48	56	53
Internal recycle	x10 ³ t	59	46	51	48	36

Raw Material Input

(FY)

	Unit	2015	2016	2017	2018	2019
Iron and aluminum	x10 ³ t	158	137	143	154	141
Resin	x10 ³ t	2.9	3.0	3.0	2.5	2.1

Target site: Okazaki Plant, Mizushima Plant, Kyoto Plant

Withdrawn Water Volume

(FY)

	Unit	2015	2016	2017	2018	2019
Total amount	x10 ³ m ³	5,452	5,606	6,727	6,211	5,915
Production	x10 ³ m ³	5,184	5,295	6,343	5,901	5,654
Non-production	x10 ³ m ³	268	311	384	310	261
City water	x10 ³ m ³	652	428	1,150	878	988
Industrial water	x10 ³ m ³	3,232	3,505	3,602	3,412	3,280
Underground water	x10 ³ m ³	1,568	1,673	1,975	1,921	1,647

Target site: 21 management target companies (Cover ratio: 100%)

• MMKI recycles and reuses some of its wastewater. In fiscal 2019, roughly 344,000m³ of water was recycled. (Roughly 2% of total MITSUBISHI MOTORS Group water withdrawal.)**Wastewater Volume**

(FY)

	Unit	2015	2016	2017	2018	2019
Total amount	x10 ³ m ³	4,170	3,977	4,577	4,504	4,104
Production	x10 ³ m ³	3,902	3,666	4,193	4,194	3,843
Non-production	x10 ³ m ³	268	311	384	310	261
Sewage	x10 ³ m ³	1,635	1,708	2,405	2,396	2,041
Public waters	x10 ³ m ³	2,535	2,269	2,172	2,108	2,063

Target site: 21 management target companies (Cover ratio: 100%)

• Includes some estimated figures.

Environmental Accounting

Environmental Conservation Costs

Category	Main Initiatives Details		Unit	2017		2018		2019	
				Investment	Cost	Investment	Cost	Investment	Cost
Business Area Cost	Pollution Prevention Cost	Preventing air pollution, water pollution and soil pollution	Million yen	63	1,269	106	1,315	41	1,251
	Global Environmental Conservation Cost	Preventing global warming and the ozone depletion	Million yen	388	14	171	13	250	9
	Resource Circulation Cost	Reduction, proper disposal and recycling of the waste	Million yen	6	829	22	1,226	0	1,418
Upstream/Downstream Costs	Withdrawing used bumpers and corresponding automobile recycling law		Million yen	35	1,789	0	1,770	0	1,688
Administration Activity Cost	Maintaining certification of ISO14001, educating employees and monitoring		Million yen	120	668	56	680	130	420
R&D Cost	Research and development about reductions in environmental impact of products such as improving fuel economy and exhaust gas measures		Million yen	3,567	39,545	1,116	41,527	1,711	51,383
Social Activity Cost	Hands-on environmental lessons, supporting global environmental activity, donation to environmental groups and disclosing environmental information		Million yen	2	328	68	239	0	273
Environmental Remediation Cost	Compensation for environmental damage by business activities		Million yen	10	4	0	138	0	12
Total			Million yen	4,191	44,446	1,539	46,907	2,132	56,454

	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	999	1,025	1,377	1,243	1,039	1,308

Economic Benefit Associated with Environmental Conservation Activities (Actual Benefits)

Category	Details of Benefit	Unit	2017	2018	2019
			Benefit	Benefit	Benefit
Revenue	Operating revenue from the sale of recycled waste products and used products produced through key business	Million yen	2,232	2,512	1,774
Cost Reduction	Energy expense saving through energy conservation	Million yen	-675	-889	532
	Water expense saving through water conservation	Million yen	1	-3	8
	Disposal cost saving through lower resource input or recycle	Million yen	-3	-241	114
	Packaging materials cost saving through recycling	Million yen	454	439	422
Total		Million yen	2,009	1,818	2,850

Atmosphere/Wastewater Quality/PRTR-designated Pollutants Data (Results from FY2019)

Explanation of values

The regulation values indicate the strictest values in the text of laws, regulations and pollution prevention agreements.

For atmospheric emissions, the maximum values are indicated.

Regarding PRTR, Class I Designated Chemical Substances that are handled at a volume of a 1 t/year or more are listed.

Technical words in the charts NOx: Nitrogen oxide SOx: Sulfur oxide BOD: Biochemical oxygen demand COD: Chemical oxygen demand SS: Concentration of suspended solids in water

Atmospheric pollutants

Okazaki Plant

Atmospheric pollutants	Equipment	Unit	Regulation	Actual (maximum)
NOx	Boiler (Large-type, NO ₂)	ppm	130	67
	(Other)	ppm	150	68
	Drying furnace (for coating)	ppm	250	49
Soot dust	Boiler	g/Nm ³	0.1	≦0.002
	Drying furnace (for coating)	g/Nm ³	0.1	≦0.002
SOx (sulfur in fuel regulations)		wt%	0.5	–
Formaldehyde	Drying furnace	mg/m ³	30	4.3

Mizushima Plant (Harmful gases (Okayama Prefecture regulations))

Atmospheric pollutants	Unit	Regulation	Actual (maximum)
Acrylonitrile	ppm	40	0.1
Acetonitrile	ppm	80	0.5
Formaldehyde	ppm	10	0.4
Cyan and its compounds	ppm	10	–
Carbon disulfide	ppm	40	–
Phenol	ppm	10	<0.1
Styrene	ppm	200	<0.1
Benzene	ppm	50	1.2
Phosgene	ppm	0.1	–
Vinyl chloride	ppm	500	–

Mizushima Plant

Atmospheric pollutants	Equipment	Unit	Regulation	Actual (maximum)
NOx	Boiler (Steam)	ppm	150	–
	(Heating)	ppm	150	77
	(Small-type)	ppm	150	46
	(Absorption-type air conditioner)	ppm	180	58
	(Booth fan heating facility)	ppm	100	<15
	Drying furnace	ppm	230	43
	Melting furnace	ppm	200	<27
	Metal heating furnace	ppm	180	34
	Total amount	Nm ³ /h	12.749	6.246
Soot dust	Boiler	g/Nm ³	0.1	0.009
	(Booth fan heating facility only)	g/Nm ³	0.03	0.0007
	Drying furnace	g/Nm ³	0.1	0.093
	Melting furnace	g/Nm ³	0.1	<0.001
	Metal heating furnace	g/Nm ³	0.1	0.028
SOx (sulfur in fuel regulations)		wt%	0.50	0.025

Kyoto Plant - Kyoto

Atmospheric pollutants	Equipment	Unit	Regulation	Actual (maximum)
NOx	Boiler	ppm	150	77
	Drying furnace	ppm	230	≦66
	Melting furnace	ppm	200	≦120
	Metal heating furnace	ppm	180	≦130
Soot dust	Boiler	ppm	0.1	≦0.0084
	Drying furnace	ppm	0.2	≦0.0034
	Melting furnace	ppm	0.1	0.0084
	Metal heating furnace	ppm	0.2	0.020
SOx (sulfur in fuel regulations)		wt%	0.5	0
Dioxin	Melting furnace	ng-TEQ/Nm ³	1	0.10
	Drying furnace	ng-TEQ/Nm ³	1	0.0054

Kyoto Plant - Shiga

Atmospheric pollutants	Equipment	Unit	Regulation	Actual (maximum)
NOx	Boiler	ppm	150	78
Soot dust	Boiler	g/Nm ³	0.1	≦0.0038

Water pollutants

Okazaki Plant

Water pollutants	Unit	Regulation		Actual (Maximum)		
		Daily average shown in parentheses	Maximum	Minimum	Average	
pH	–	5.8~8.6		7.6	6.7	7.1
BOD	mg/L	25	(20)	3.6	<0.5	1.9
COD	mg/L	25	(20)	8.9	0.5	4.9
SS	mg/L	30	(20)	6.0	<1.0	1.5
Oil	mg/L	2		<0.5	<0.5	<0.5
Copper	mg/L	0.5		<0.01	<0.01	<0.01
Zinc	mg/L	1		0.16	0.02	0.08
Soluble iron	mg/L	3		<0.1	<0.1	<0.1
Soluble manganese	mg/L	3		<0.1	0.1	0.1
Chromium	mg/L	0.1		<0.02	<0.02	<0.02
E-coli	Unit/cm ³	300		280	30	66
Total nitrogen	mg/L	15		10.0	4.9	7.2
Total phosphorus	mg/L	2		0.40	0.10	0.20
Fluorine	mg/L	4.0		0.90	0.10	0.50
COD total amount	kg/day	61.6		22.7	1.0	9.2
Total amount of total nitrogen	kg/day	71.5		36.2	0.2	14.7
Total amount of total phosphorus	kg/day	8.6		2.48	0.04	0.73

• Other than the above, the following were all below lower limits (not detected): Cyan, hexavalent chromium, cadmium, organic phosphorus, lead, phenol, trichloroethylene, 1,1,1-trichloroethane, alkyl mercury, PCB, selenium, carbon tetrachloride, 1,2-dichloroethane, 1,1-dichloroethylene, dichloromethane, cis-1,2-dichloroethylene, tetrachloroethylene, 1,1,2-trichloroethane, benzene, 1,3-dichloropropene, simazine, and thiram, thiobencarb.

Mizushima Plant

Water pollutants		Unit	Regulation		Actual (Maximum)		
			Daily average shown in parentheses		Maximum	Minimum	Average
pH	Rivers	–	6~8		7.7	6.6	7.2
pH	Seas	–	6~8		7.9	6.9	7.3
BOD	Rivers	mg/L	30	(20)	61.0	1.1	7.5
COD	Rivers	mg/L	30	(20)	24.0	3.2	5.9
COD	Seas	mg/L	20	(15)	7.1	<0.5	2.1
COD Total amount	Rivers + Seas	kg/day	294		25.9	7.3	40.6
SS	Rivers	mg/L	40	(20)	28.0	<1.0	2.0
SS	Seas	mg/L	40	(20)	<2.5	<1.0	<1.0
Oil	Rivers	mg/L	2	(1)	7.1	<0.5	<0.5
Oil	Seas	mg/L	2	(1)	<0.5	<0.5	<0.5
Zinc	Rivers	mg/L	2		0.06	<1.0	0.05
Zinc	Seas	mg/L	2		0.48	<0.11	0.30
Soluble iron	Rivers	mg/L	10		<0.02	<0.01	<0.01
Soluble iron	Seas	mg/L	10		<0.01	0.01	<0.01
Soluble manganese	Rivers	mg/L	10		0.12	<0.04	<0.08
Soluble manganese	Seas	mg/L	10		<0.01	<0.01	<0.01
E-coli	Rivers	Unit/cm ³	3,000		0	0	0
E-coli	Seas	Unit/cm ³	3,000		0	0	0
Total amount of total nitrogen		kg/day	123		86.7	6.3	49.9
Total amount of total phosphorus		kg/day	47.8		45.9	0.3	16.5
Total nitrogen	Rivers	mg/L	120	(60)	14.0	1.8	8.2
Total nitrogen	Seas	mg/L	120	(60)	4.9	0.3	2.0
Total phosphorus	Rivers	mg/L	16	(8)	6.00	0.20	1.80
Total phosphorus	Seas	mg/L	16	(8)	0.14	0.01	0.08
Boron	Rivers	mg/L	10		<0.1	<0.1	<0.1
Boron	Seas	mg/L	230		<0.1	<0.1	<0.1
Fluorine	Rivers	mg/L	8		2.0	0.9	1.5
Fluorine	Seas	mg/L	15		<0.2	<0.2	<0.2
Ammonia, ammonium compounds, nitrites, and nitric compounds	Rivers	mg/L	100		4.6	2.3	3.5
	Seas	mg/L	100		2.1	1.0	1.6

• Other than the above, the following were all below lower limits (not detected): Copper, lead, cyan, total chromium, hexavalent chromium, cadmium, organic phosphorus, total mercury, arsenic, phenol, trichloroethylene, trichloroethane, alkyl mercury, PCB, selenium, carbon tetrachloride, 1,2-dichloroethane, 1,1-dichloroethylene, dichloromethane, cis-1,2-dichloroethylene, tetrachloroethylene, 1,1,2-trichloroethane, benzene, 1,3-dichloropropene, simazine, thiram, and thiobencarb.

Water pollutants

Kyoto Plant - Kyoto

Water pollutants	Unit	Regulation	Actual (Maximum)		
			Maximum	Minimum	Average
pH	–	5–9	7.1	5.5	6.4
BOD	mg/L	600	350.0	1.4	109.5
SS	mg/L	600	46.5	8.5	17.8
Oil	Mineral oil	mg/L	5	<1.0	<1.0
Oil	Animal and vegetable oils	mg/L	30	13.8	1.0
Zinc	mg/L	5	0.05	0.05	0.05
Soluble iron	mg/L	10	0.36	0.09	0.20
Soluble manganese	mg/L	10	0.78	0.42	0.53
Total nitrogen	mg/L	240	49.4	16.8	31.4
Total phosphorus	mg/L	32	0.35	0.10	0.14
Arsenic	mg/L	0.1	<0.05	<0.05	<0.05
Dioxins	pg-TEQ/L	10	0.0036	0.0036	0.0036

• All drainage from processes is discharged to sewers, and the items for analysis have been determined in an agreement with the government of Kyoto City.

Kyoto Plant - Shiga

Water pollutants	Unit	Regulation	Actual (Maximum)		
			Maximum	Minimum	Average
pH	–	5–9	8.2	6.5	7.5
BOD	mg/L	600	31.0	1.0	6.3
SS	mg/L	600	6.0	5.0	5.1
Oil	mg/L	5	5.4	1.0	1.4
Total nitrogen	mg/L	60	7.4	0.1	4.0
Total phosphorus	mg/L	10	0.7	0.1	0.3

• All drainage from processes is discharged to sewers, and the items for analysis have been determined in an agreement with the government of Konan City.

PRTR-designated pollutants

Okazaki Plant

NO.	Substance name	Unit	Amount handled	Emissions volume		Removal volume		Recycled volume	Consumed volume	Removal Treatment volume
				Atmosphere	Public waters	Sewage line	Waste			
1	Water-soluble zinc compounds	kg/year	17,155	0	45	0	0*	0	12,821	0
53	Ethyl benzene	kg/year	61,119	32,936	0	0	961	4,297	14,565	8,360
71	Ferric chloride	kg/year	14,765	0	0	0	0	0	0	14,765
80	Xylene	kg/year	135,022	40,691	0	0	1,067	2,871	61,757	28,636
239	Organic tin compounds (Dibutyltin oxide)	kg/year	3,330	0	0	0	500	0	2,831	0
240	Styrene	kg/year				0				
296	1,2,4-Trimethylbenzene	kg/year	65,830	9,805	0	0	1,002	38	32,646	22,339
297	1,3,5-Trimethylbenzene	kg/year	9,012	2,644	0	0	289	17	20	6,042
300	Toluene	kg/year	322,125	53,951	0	0	2,097	56,090	104,553	105,434
302	Naphthalene	kg/year				0				
309	Nickel compounds	kg/year	1,749	0	138	0	983	0	629	0
392	n-Hexane	kg/year	18,688	97	0	0	6	0	11,252	7,333
400	Benzene	kg/year	9,271	32	0	0	3	0	6,955	2,281
411	Formaldehyde	kg/year	948	142	0	0	1	0	0	805
412	Manganese and its compounds	kg/year	5,008	0	300	0	1,705	0	3,004	0
Total		kg/year	664,023	140,297	482	0	12,903	63,313	251,032	195,996

• Amount handled=Emission+transport volume+recycled volume+consumed volume+removal processed volume

• Consumed volume: Volume transformed to other substances by means of a reaction or contained within a product

• Removal treatment volume: Volume transformed to other substances by means of incineration, decomposition or reaction

*The amount of sludge accounting for transported decomposed matter was 4,289 (kg/year). However, as this was not aqueous compounds, it has not been included in the amount of transported decomposed matter (confirmed by Okazaki City)

PRTR-designated pollutants

Mizushima Plant

NO.	Substance name	Unit	Amount handled	Emissions volume		Removal volume		Recycled volume	Consumed volume	Removal Treatment volume
				Atmosphere	Public waters	Sewage line	Waste			
1	Water-soluble zinc compounds	kg/year	21,035.9	0	817.2	0	5,918.5	0	14,300.3	0
53	Ethyl benzene	kg/year	21,657.7	2,669.4	0	0	194.0	5,675.1	12,980.5	138.7
80	Xylene	kg/year	67,093.0	3,162.8	0	0	215.6	6,148.0	57,412.5	154.1
188	N, N-Dicyclohexylamine	kg/year	1,569.7	0	0	0	1,569.7	0	0	0
239	Organic tin compounds	kg/year	5,836.6	0	0	0	291.8	0	5,544.8	0
296	1,2,4- Trimethylbenzene	kg/year	56,984.2	17,026.2	0	0	1,009.6	0	36,581.6	2,366.7
297	1,3,5- Trimethylbenzene	kg/year	5,928.2	4,941.2	0	0	294.9	0	0	691.8
300	Toluene	kg/year	125,149.5	661.6	0	0	0	13,714.8	110,773.2	0
309	Nickel compounds	kg/year	4,383.0	0	471.8	0	2,281.0	0	1,630.1	0
392	n-Hexane	kg/year	49,713.7	290.9	0	0	0	0	49,422.8	0
400	Benzene	kg/year	8,741.4	26.1	0	0	0	0	8,715.3	0
407	Polyoxyethylene alkyl ether	kg/year	11,881.9	0	118.8	0	11,763.1	0	0	0
411	Formaldehyde	kg/year	2,538.9	1,388.3	0	0	0	0	0	1,150.6
412	Manganese and its compounds	kg/year	4,362.4	0	220.0	0	1,687.7	0	2,414.4	40.3
438	Methylnaphthalene	kg/year	3,303.2	186.3	0	0	0	0	3,116.9	0
Total		kg/year	390,179.3	30,352.8	1,627.8	0	25,225.9	25,537.9	302,892.4	4,542.2

- Amount handled=Emission+transport volume+recycled volume+consumed volume+removal processed volume
- Consumed volume: Volume transformed to other substances by means of a reaction or contained within a product
- Removal treatment volume: Volume transformed to other substances by means of incineration, decomposition or reaction

PRTR-designated pollutants

Kyoto Plant - Kyoto

NO.	Substance name	Unit	Amount handled	Emissions volume		Removal volume		Recycled volume	Consumed volume	Removal Treatment volume
				Atmosphere	Public waters	Sewage line	Waste			
37	Bisphenol A	kg/year	5,144.0	0	0	0	0	0	5,128.6	15.4
53	Ethyl benzene	kg/year	7,860.7	2.4	0	0	0	0	7,858.3	0
80	Xylene	kg/year	34,577.7	10.4	0	0	0	0	34,567.3	0
87	Chromium and chromium (III) compounds	kg/year	3,365.9	0.1	0	0	0	0	3,365.8	0
258	Hexamethylenetetramine	kg/year	41,982.8	0	0	0	0	0	29,387.9	12,594.8
296	1.2.4-Trimethylbenzene	kg/year	28,405.5	8.5	0	0	0	0	28,397.0	0
297	1.3.5-Trimethylbenzene	kg/year	4,902.6	1.5	0	0	0	0	4,901.1	0
300	Toluene	kg/year	138,859.3	41.7	0	0	0	0	138,817.7	0
349	Phenol	kg/year	4,584.1	0	0	0	0	0	3,667.2	916.8
392	n-Hexane	kg/year	13,936.5	2.8	0	0	0	0	13,933.7	0
400	Benzene	kg/year	4,179.0	0.4	0	0	0	0	4,178.6	0
411	Formaldehyde	kg/year	1,194.5	0	0	0	0	0	1,190.9	3.6
412	Manganese and its compounds	kg/year	4,890.3	0.1	0	0	0	0	4,890.2	0
Total		kg/year	293,882.7	67.8	0	0	0	0	280,284.2	13,530.6
243	Dioxins	mg-TEQ/year		6.8		0.00000131				

Kyoto Plant - Shiga

NO.	Substance name	Unit	Amount handled	Emissions volume		Removal volume		Recycled volume	Consumed volume	Removal Treatment volume
				Atmosphere	Public waters	Sewage line	Waste			
300	Toluene	kg/year	2,082.0	0.6	0	0	0	0	2,081.4	0
Total		kg/year	2,082.0	0.6	0	0	0	0	2,081.4	0

- Amount handled=Emission+transport volume+recycled volume+consumed volume+removal processed volume
- Consumed volume: Volume transformed to other substances by means of a reaction or contained within a product
- Removal treatment volume: Volume transformed to other substances by means of incineration, decomposition or reaction

Biodiversity Data

Condition of Protected or Restored Habitats (Achievements by FY2019)

Business Site	Protection: Initiatives of preserving native plants and creatures in and around the plants	Restoration: Initiatives of restoring the ecosystem in and around the business sites to the condition which native plants and creatures are able to live
Kyoto Plant-Shiga	Environmental preservation of "Yatsuda" where White egret flower lives	Restoration of cogongrass gregariousness, which provides habitats for various insects
Kyoto Plant- Kyoto	–	Planting Asarum caulescens, Blackberry lily and Eupatorium japonicum, which are native plants of Kyoto city
Okazaki Plant and Research & Development Center	Preparation of growth environments for birds through the installation of birdbaths	–
	Construction of a culvert beneath the test course to provide a movement route for mammals, etc.	

Habitat Status of Rare Species (Red List of Japanese Ministry of the Environment) in and around the Plants (Status up to FY2019)

Kyoto Plant-Shiga (period of survey: 2013 - 2014)

Category	Number of Species	Discovered Species
VU (Vulnerable)	3	Clouded salamander, Whirligig Beetle and Oryzias latipes
NT (Near Threatened)	7	White egret flower, Agrostis valvata, Eurasian Sparrowhawk, Japanese pond turtle, Blackspotted Pond Frog, Trigomphus citimus and Trigomphus interruptus
EN (Endangered)	1	Species of insects not to be disclosed

Okazaki Plant and Research & Development Center (period of survey: 2016)

Category	Number of Species	Discovered Species
NT (Near Threatened)	2	Northern Goshawk, Eurasian Sparrowhawk
DD (Data Deficient)	1	Polistes japonicus

Mizushima Plant (period of survey: 2017)

Category	Number of Species	Discovered Species
VU (Vulnerable)	1	Falcon
NT (Near Threatened)	2	Osprey, Japanese buzzard (Okayama Prefecture Red Data Book)

Tokachi Research & Development Center (period of survey: 2018)

Category	Number of Species	Discovered Species
VU (Vulnerable)	7	White tailed eagle, Black woodpecker, Far eastern brook lamprey, Japanese crayfish, Corydalis, Rhododendron dauricum, Ajuga ciliata var. villosior
NT (Near Threatened)	12	Japanese sable, Grey nightjar, Latham's snipe, Northern goshawk, Lasius teranishi, Brenthis daphne (subspecies of Hokkaido/North Honshu), Glaucopteryx, Japanese big-ear radix, Hyphydrus japonicus Sharp, Ilybius apicalis, Water scavenger beetles, Potamogeton pusillus
EN (Endangered)	2	Margaritiferidae, Carex uda
DD (Data Deficient)	4	Tamias sibiricus, Hazel grouse, Ezo salamander, Coenomyia basalis

Kyoto Plant- Kyoto (period of survey: 2019)

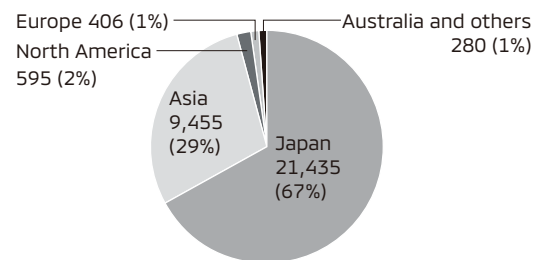
Category	Number of Species	Discovered Species
DD (Data Deficient)	1	Grey-headed lapwing

Human Resource-Related Data

Number of Employees

		FY 2016	FY 2017	FY 2018	FY 2019
Number of employees (non-consolidated)	Total	13,222	13,693	14,171	14,407
	Male	11,932	12,336	12,695	12,848
	Female	1,290	1,357	1,476	1,559
Number of employees (consolidated)		29,604	30,507	31,314	32,171
Number of temporary workers (consolidated)		3,892	7,122	8,682	7,558

Number of Employees by Region: 32,171 (consolidated)



Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

Number of managerial employees	Persons	1,098
	Ratio	10.2%
Number of employees		10,736

(As of March 2020)

Status of Female Management Promotions

		As of July 2017	As of July 2018	As of July 2019	As of July 2020
Number of female managers	Persons	49	58	68	74
	Ratio	2.9%	3.5%	3.9%	3.5%
	General manager or above	6	11	13	14
Number of female executives*1	Persons	2	3	5	5
	Ratio	5.1%	7.7%	12.5%	12.5%

*1 Number of female executives includes outside directors.

Employee Makeup (non-consolidated)

		FY 2016	FY 2017	FY 2018F	FY 2019
Average age	Male	41.1	41.9	41.6	41.4
	Female	38.3	39.2	38.5	38.1
Average years of service	Male	16.7	16.6	16.7	16.2
	Female	12.3	12.8	12.4	11.6
Number of employees who have left the company (total)		665	539	533	735
Retirement		221	248	272	381
Voluntary retirement		421	249	240	303
Involuntary retirement		8	2	7	14
Work transfer, other		15	40	14	37

Number of New Graduates Hired

		FY 2016	FY 2017	FY 2018F	FY 2019
Total	Male	298	220	314	368
	Female	40	31	54	92
University graduate/Master's degree or above	Male	196	133	226	229
	Female	34	27	47	76
Junior college/vocational school graduates	Male	2	1	5	1
	Female	0	0	0	0
High school graduates/other	Male	100	86	83	138
	Female	6	4	7	16

Working Hours and Ratio of Paid Leave Taken

		FY 2016	FY 2017	FY 2018F	FY 2019
Total working hours per person/per year		2,092.9 hours	2,115.5 hours	2,131.2 hours	2,013.6 hours
Overtime worked per person		328.3 hours	329.5 hours	372.3 hours	288.6 hours
Ratio of annual paid leave taken*2		81.6%	82.6%	86.6%	100.6%

*2 Days of annual paid leave taken during the year (days carried forward from the previous year + days granted for the current year) \div Days of annual paid leave available for the year $\times 100$

Number of Persons Taking Childcare Leave and Retention of Returnees

		FY 2016	FY 2017	FY 2018F	FY 2019
Number of persons taking childcare leave	Total	86	127	131	194
	Male	3	6	10	49
	Female	83	121	121	145
Retention rate of returnees*1		91.9%	92.3%	100%	97.7%

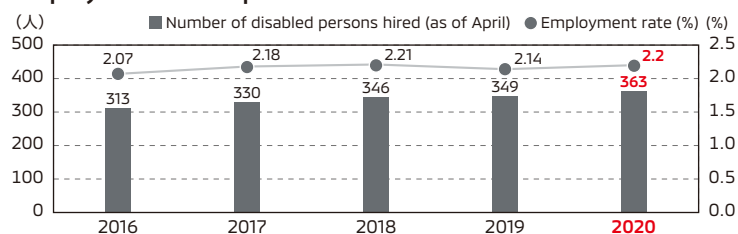
*1 Total number of employees still employed 12 months after returning to work from childcare leave
 Total number of employees whose childcare leave ended during the previous reporting period ×100

Major Programs to Promote Work-Life Balance

FY 2019 Results		Male	Female	Total
Childcare	Pregnancy leave	0	11	11
	Maternity leave	0	72	72
	Childcare leave	49	145	194
	Child nursing leave	319	186	505
	Reduced working hours for childcare	10	191	201
Nursing care	Nursing care leave	3	6	9
	Short-term nursing care leave	169	60	229
	Reduced working hours for nursing care	2	6	8
Miscellaneous	Life plan leave	98	33	131
	Accumulation of unused paid leave	208	13	221
	Flextime system (including managerial employees)*2	7,015	1,157	8,172
	Telecommuting system	880	425	1,305
	Reemployment system			
	Number of employees registered as candidates for re-hiring under the reemployment system (in fiscal 2019, no employees were rehired under this program)	0	6	6
	Accompanying leave	0	8	8

*2 With regard to the flextime system, the number of employees eligible to use the system (as of April 1, 2019)

Employment of People with Disabilities*3



*3 In accordance with the Act for Promotion of Employment of Persons with Disabilities, one severely disabled person is recognized as two people

Fiscal 2019 Training Results

Number of employees who took courses during the year (total)	26,811
Total number of hours attended	230,367 hours
Number of course hours/days per employee	16 hours / 2.0 days
Training expenses per employee	¥30,095

Wage Levels

Starting pay	High school graduate Administrative and Engineering staff	¥166,400
	High school graduate Manufacturing Worker	¥172,400
	Technical college graduate	¥186,100
	Junior college graduate	¥170,900
	University graduate	¥209,900
	Master's degree	¥231,900
Average salary of all employees (annual)	Doctor of Philosophy	¥265,900
	(annual)	¥7,311,000
Percentage of women's salaries to men's salaries (annual)		74%
Ratio of Valuable 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

Accident Rate (Accident Frequency)

	FY 2016	FY2017	FY2018	FY2019
Overall accident rate*4	0.54	0.60	0.41	0.42
Accident rate with loss of workdays*5	0.06	0.09	0.10	0.10

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

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

Employee Shareholding Association

As of March 2020	
Number of members of the employee shareholding association	1,211
Membership rate	7.8
Shares owned	1,881,798

Governance-Related Data

Overview of Corporate Governance in FY2019

Organizational form	Company with three committees
Board of Directors members	15
Internal directors	3
Of whom, non-executive directors	1
Outside directors	12
Of whom, independent directors	6
Number of Board of Directors meetings	15
Ratio of attendance at Board of Directors meetings	95.8%
Of which, ratio of attendance by outside directors	94.8%
Chairperson of the Board of Directors	Chairman
Statutory committees	Nomination Committee, Compensation Committee, Auditor Committee
Nomination Committee	5 (including 4 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 FY2019

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	FY2015	FY2016	FY2017	FY2018	FY2019
Number of reports to or consultations with the internal Employee Consultation Office (helpline)	Instances	110	153	170	194	166
Number of reports to or consultations with the outside attorney consultation office (helpline)	Instances	1	2	4	13	4
Number of reports to or consultations with the MITSUBISHI MOTORSS Global Hotline	Instances	–	–	–	14	25
Number of reports to or consultations with the Business Partner Hotline	Instances	–	0	0	0	3

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 ₂ emissions while driving	CO ₂ emissions per new vehicle while driving: 8% reduction compared to FY2010	CO ₂ reduction (%)	-14%	○	P26	 
		Reduce amount of CO ₂ emitted by production activities	CO ₂ emissions at production facilities per production vehicle: 37% reduction compared to FY2005	CO ₂ reduction (%)	-41%	○	P30	
		Reduce amount of CO ₂ emitted by non-production activities	Unit CO ₂ emissions in non-production facilities: 1% reduction compared to FY2018	CO ₂ reduction (%)	-8.1%	○	P32	
		Reduce amount of CO ₂ emitted by logistics activities	CO ₂ emissions per unit of transportation in Japan: 9% reduction compared to FY2010	CO ₂ 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 ² or less of VOC* ² emissions per painting area in production activities * ² VOC stands for volatile organic compounds	VOC emissions	36.5g/m ²	△	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"> Conduct ecosystem survey at the Kyoto Plant Plant and grow trees at Pajero Forest (Yamanashi Prefecture) Plant trees in the Philippines 	Initiatives conducted	<ul style="list-style-type: none"> Conducted ecosystem survey at the Kyoto Plant Conducted activities twice a year Planned tree-planting activities in the Philippines 	○	P45		
E: Environment S: Social	Deploying Supply Chain Sustainability Initiatives	Reinforcement of CSR in the supply chain	<ul style="list-style-type: none"> Expansion of Supplier CSR Guidelines to MITSUBISHI MOTORS' overseas production bases Support for implementation of third-party-supplier CSR evaluations 	<ul style="list-style-type: none"> Promoting the purpose of Supplier CSR Guidelines Recommendation of third-party-supplier CSR evaluations guidelines 	<ul style="list-style-type: none"> Rolled out Supplier CSR Guidelines to the business partners of MMTH/MMKI/MMPC Explained the purpose of third-party evaluations to business partners and have begun conducting evaluations 	○	P37, P72	  

○: As planned △: Delayed

Category	Material Issues	Details of Main Initiatives	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation	Page Described	Contribution to the SDGs
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"> • Dispatched local employees to Japan • Conducted business-level-enhancement seminars for local employees • Performed “manufacturing training” to enhance skills 	○	P57	
		Investment	Implementation of capital investment	Rate of progress on investment plan	<ul style="list-style-type: none"> • Related to new vehicles • Put manufacturing and export structures in place • Expanded headquarters functions 	○	P57	
		Technology transfer	<ul style="list-style-type: none"> • Implementation of KD production project in Thailand • Start of sales of finished models in Indonesia • Continuous communication with government 	Results of projects and initiatives	<ul style="list-style-type: none"> • Conducted joint research with governments, universities and research institutes in Indonesia, the Philippines and Vietnam • Began selling electric vehicles in Indonesia • Promoted a KD*1 production project for electric vehicles in Thailand • Decided to begin selling electric vehicles in the Philippines in FY2020 • Decided on the opening of DENDO DRIVE STATIONS in the Philippines <p>*1 Refers to knockdown production—a practice of importing major parts for local assembly and sale</p>	○	P58	

○: As planned △: Delayed

Category	Material Issues	Details of Main Initiatives	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation	Page Described	Contribution to the SDGs
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	   
			Ongoing promotion of employment of people with disabilities	Percentage of employees with disabilities	2.19% (As of March 2020)	△	P62	
			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	