








FY2020 Materiality Targets and Results







○: As planned △: Delayed

Category	Material Issues	Details of Main Initiatives	FY2020 Targets	Indicators	FY2020 Results	Self-Evaluation	Page Described	Contribution to the SDGs
E: Environment	Responding to Climate Change and Energy Issues	By 2030, reduce CO ₂ emissions from new vehicles by 40% (compared with fiscal 2010)	Identify CO ₂ emissions from new vehicles based on new business plan, and reflect in product plans for next fiscal year measures that will erase gaps between targets and identified results.	Progress of initiative	Identified CO ₂ emissions from new vehicles based on new business plan, reflected in product plans for next fiscal year.	○	P27	 
		–	–	CO ₂ emissions	-14%	–		
		Achieve an electric vehicle (EV) sales ratio of 50% by 2030	Identify ratio of EV sales based on new business plan, and reflect in product plans for next fiscal year measures that will erase gaps between targets and identified results.	Progress of initiative	Identified ratio of EV sales based on new business plan, reflected in product plans for next fiscal year.	○		
		–	–	Ratio of EV sales	8%	–		
		By 2030, reduce CO ₂ emissions from business activities by 40% (compared with fiscal 2014)	Identify and assess CO ₂ emissions targets at each location.	Progress of initiative	After confirming targets and results for each location, identify and assess status of initiatives companywide.	○		
Enact measures in response to climate change	Promote disaster countermeasures, such as electricity supply systems that use EVs.	Progress of initiative	Introduced various measures, including the DENDO DRIVE STATION/HOUSE, DENDO Community Support Program and V2X demonstration project.	○				
Resource Recycling Initiatives	Expanding adoption of plastic materials not derived from oil	Expanding adoption of plastic materials not derived from oil	Create a roadmap for expanding the percentage of plastic materials not derived from oil used in vehicles	Progress of initiative	Clarified the types of vehicles and components to consider expanding the use of plastic materials not derived from oil; created a roadmap clarifying fiscal 2025 targets and measures	○	P38	
		Achievement of zero direct landfill waste (less than 0.5%) by fiscal 2030	<ul style="list-style-type: none"> Plants in Japan: Achieve zero direct landfill waste (less than 0.5%) Overseas plants: Have begun gathering data 	Progress of initiative	Plants in Japan: Achieved Overseas plants: Have begun managed operations of data on waste using an environmental performance management system	○		
		Reuse of batteries used in EVs	Install an energy storage system (BESS ^{*1}) at the Okazaki Plant and begin considering issues related to utilizing reused batteries	Progress of initiative	Installed equipment for verification testing of BESS, and are implementing a VPP ^{*2} verification test	○		
Prevention of Pollution	Properly manage hazardous substances in products	Properly manage hazardous substances	Progress of initiative	We are obtaining information on regulated substances, upgrading our internal management system and conducting content surveys on newly regulated substances	○	P41	   	

*1: BESS stands for battery energy storage system.

*2: VPP stands for virtual power plant, which involves using information and communication technology for the integrated control of dispersed energy resources, creating a virtual plant that operates as if it were a single power plant.












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Category	Material Issues	Details of Main Initiatives	FY2020 Targets	Indicators	FY2020 Results	Self-Evaluation	Page Described	Contribution to the SDGs
E: Environment	Conservation of Water Resources	Manage water risks at each production facility	Increase the number of locations where we understand the amount of water used	Number of locations where we understand the amount of water used	Understand the amount of water used at overseas locations	○	P46	
	Preservation of Biodiversity	Promote preservation activities that leverage the results of ecosystem surveys at locations in Japan	<ul style="list-style-type: none"> Nurture and protect indigenous species at business sites in Japan Conduct tree-planting and cultivation activities in Japan and overseas 	Initiatives Conducted	<ul style="list-style-type: none"> Created a biotope*1 at the Kyoto Plant Planted and cultivated trees at Pajero Forest (Yamanashi Prefecture) Launched an afforestation project in Thailand 	○	P49	
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	○	P53	
	Improvement of Product, Sales, and Service Quality	Improving product quality	Ratio of defects identified within 3 months in service of new vehicle sale	Ratio of defects identified within 3 months in service of new vehicle sale	Achieved reduction target	○	P57	-
		Improving sales quality	Sales Satisfaction Index (SSI) Top-3 ranking in industry surveys in the ASEAN5*2	Sales Satisfaction Index (SSI)	Sales Satisfaction Index (SSI) Achieved target in three of the five ASEAN5 countries	△		
		Improving service quality	Customer Satisfaction Index (CSI) Top-3 ranking in industry surveys in the ASEAN5*2	Customer Satisfaction Index (CSI)	Customer Satisfaction Index (CSI) Achieved target in all five of the ASEAN5 countries	○		
	Contribution to Local Economy through Business Activities	Employment	Continuous creation of local employment	Actual employment	Created local employment for 11,000 people in Thailand, Indonesia, the Philippines and Vietnam (including non-full-time employees)	-	P64	  
		Human resource development	Support for the development of personnel responsible for the development of the local economy	Number of training sessions, number of participants	Representative examples of training Sales and service training for dealer staff, business-level-enhancement seminars for local employees, "manufacturing training" to enhance technical skills, internal control and compliance training	○		
Investment		Continuous implementation of capital investment that supports the growth of the local economy	Rate of progress on investment plan	Principal investment plans Upgrade a paint plant and install a rooftop solar power system in Thailand, prepare to export commercial vehicles to the Philippines and ASEAN countries, consider a new plant in Vietnam	○			

*1 A biotope is a space where organisms can live in natural surroundings.

*2 Three countries of Indonesia, Philippines and Malaysia set internal target instead of industry survey because these countries were not conducted industry survey.

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S: Social	Contribution to Local Economy through Business Activities	Technology transfer	By continuing with local production, support advances in the local manufacturing industry	Progress on projects	Major projects Commenced local production of the XPANDER in Vietnam and Malaysia; in Thailand, Indonesia, the Philippines and Vietnam, provided scholarships to vocational training schools and technical universities, provided training vehicles, and conducted traveling courses	○	P64	  
		Localized production of engines		Business viability KPI targets	Achieve business viability, reach KPI targets, and begin mass production of engines in Indonesia	○		
		Export	Supporting growth of the local economy through the acquisition of foreign currency by means of export	Number of vehicles exported	Exported 202,000 vehicles from Thailand and 39,000 from Indonesia	○		
		Environmental and social contribution	Leverage our technologies and services to help resolve local social issues	Level of contribution	Engaged in initiatives using the OUTLANDER PHEV Began producing the OUTLANDER PHEV in Thailand; in Indonesia, donated OUTLANDER PHEV vehicles to the Red Cross to assist in efforts to halt the COVID-19 pandemic	○		
Promotion of Work Style Reforms in Response to the New Normal (Diversity, Work-Life Balance)	Promotion of work style reforms	Ongoing implementation of work style reform measures	Overtime hours (administrative and engineering staff)*1	18.7 hours/month	△	P67	   	
			Paid leave taken (administrative and engineering staff, manufacturing workers*2, medical workers*3)	19.3 days/year	○			
			Telecommuting ratio (Tamachi area)	77% (average for the fiscal year)	○			
	Promotion of women's participation and advancement in the workplace	Implementation of ongoing measures to promote women's participation and advancement in the workplace	Number of female managers	79 (As of April 2021)	△			
	Promotion of employment of people with disabilities	Ongoing promotion of employment of people with disabilities	Percentage of employees with disabilities	2.36% (As of March 2021)	○			
Stepping up Human Resource Development	Conduct training online and ensure online training gains a foothold	Ensure that all training for administrative and engineering staff can be done online	Education program	The COVID-19 pandemic made it difficult to conduct group training, so all training for administrative and engineering staff was moved online.	○	P73	   	

*1 Administrative and engineering staff: Employees who work in corporate planning, adjustment, research, auditing, and other professional and engineering categories

*2 Manufacturing workers: Employees engaged directly in manufacturing work or parts supply, equipment maintenance, testing or other supplementary work; also, employees who engage in supervision or instruction, technical instruction, or on-site support

*3 Medical workers: Employees who engage in medical and health-related work, such as doctors, pharmacologists and nurses

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S: Social	Promoting Occupational Health and Safety	Creation of safe workplaces	Ongoing measures for the creation of safe workplaces	Overall accident rate*	0.30	△	P77	
	Achieving a Sustainable Supply Chain	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 supplier CSR evaluations by third-party organization 	<ul style="list-style-type: none"> Promoting the purpose of Supplier CSR Guidelines Recommendation of supplier on CSR evaluations by third party organization 	<ul style="list-style-type: none"> Rolled out Supplier CSR Guidelines via production bases in Thailand, Indonesia and the Philippines to their business partners Explained the purpose of third-party evaluations to business partners and commenced evaluations 	○	P84	  
	Promoting Social Contribution Activities	Promote ongoing activities that address social issues and regional needs	<ul style="list-style-type: none"> Revise our Social Contribution Activities Policy Step up the dissemination of information utilizing our logo mark 	—	<ul style="list-style-type: none"> Formulated a new Social Contribution Activities Policy and announced it outside the company Disseminated information globally, utilizing our logo mark 	○	P88	 
G: Governance	Strengthening Governance and Ensuring Compliance	Operate internal control committees	Meet twice during the year, report the status and evaluation of internal control to the Executive Officer, President & CEO	Internal Control Committee	Meetings convened in April and November	○	P95	 
		Prevent serious incidents	Enact thorough effective internal control to prevent serious incidents	Serious incidents	None occurred	○		

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