ESG Data

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Environmental Data Related to Products and Business Activities

Sales of Electric Vehicles (EVs)

(FY)

	Unit	2016	2017	2018	2019	2020
Total EVs	Vehicles	31,877	36,125	54,572	75,143	64,561
EV sales ratio	%	3	3	4	7	8
Plug-in hybrid electric vehicles (PHEVs)	Vehicles	23,850	28,296	47,238	47,758	35,553
Japan	Vehicles	3,625	5,105	6,780	4,970	5,629
Overseas	Vehicles	20,225	23,191	40,458	42,788	29,924
Battery electric vehicles (BEVs)	Vehicles	1,153	773	766	1,015	1,566
Japan	Vehicles	392	288	410	901	1,517
Overseas	Vehicles	761	485	356	114	49
Hybrid electric vehicles (HEVs)	Vehicles	6,874	7,056	6,568	26,370	27,442
Japan	Vehicles	6,874	7,056	6,568	26,370	27,442
Overseas	Vehicles	0	0	0	0	0
Global sales (including vehicles with internal combustion engines)	Vehicles	926,390	1,101,194	1,243,914	1,126,843	801,442

Product Fuel Economy and CO_2 Emissions (Corporate Average) *1

		Unit	2016	2017	2018	2019	2020
United States (fuel economy)	Import passenger automobile	mpg	41.3	44.6	45.9	45.4	45.5
	Light truck	mpg	34.6	34.9	35.8	35.9	36.8
Europe (CO_2 emissions)	Passenger automobile	g-CO_2/km	118	118	121	115.6	–
China (fuel economy)	Import vehicle	L/100km	10.0	12.0	12.0	12.0	–
	Local production vehicle	L/100km	7.6	7.5	7.1	7.2	7.5

* 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

CO_2 emissions

(FY)

	Unit	2016	2017	2018	2019	2020
Production	x10^3t-CO_2	394	492	518	464	315
Non-production	x10^3t-CO_2	67	63	70	62	53
Japan	x10^3t-CO_2	362	387	404	348	245
Asia	x10^3t-CO_2	92	162	178	173	120
Others	x10^3t-CO_2	7	6	6	5	3
Scope 1 (direct emissions)	x10^3t-CO_2	102	119	119	110	79
Scope 2 (indirect emissions)	x10^3t-CO_2	359	436	469	416	289
(Scope 1+2) Total	x10^3t-CO_2	461	555	588	526	368
Scope 3	x10^3t-CO_2 eq	32,592	38,721	42,580	35,429	20,286
(Scope 1+2+3) Total	x10^3t-CO_2 eq	33,053	39,276	43,168	35,955	20,654

Figures have been recalculated retroactively to reflect corrected aggregation and revised CO_2 emission factors.
Target site: MITSUBISHI MOTORS CORPORATION and 21 management target companies
Please see page 24 for details on management target companies.
CO_2 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 "CO_2 Emissions from Fuel Combustion" or its "Emission Factors."

Scope 3 Breakdown

(FY)

	Category	Unit	2016	2017	2018	2019	2020	Coverage
1	Purchased goods and services	x10³t-CO_2 eq	5,389	5,855	6,900	6,331	4,043	consolidated (only production)
2	Capital goods	x10³t-CO_2 eq	159	297	407	319	310	non-consolidated
3	Fuel energy not included in Scope 1 or 2	x10³t-CO_2 eq	42	45	21	49	36	consolidated
4	Upstream transportation and distribution	x10³t-CO_2 eq	772	1,013	1,278	1,174	541	consolidated
5	Waste generated in operations	x10³t-CO_2 eq	10	16	19	21	11	consolidated (only production)
6	Business travel	x10³t-CO_2 eq	4	4	4	4	4	consolidated
7	Employee commuting	x10³t-CO_2 eq	13	14	14	14	13	consolidated
8	Upstream leased assets	x10³t-CO_2 eq	–	–	–	–	–	–
9	Downstream transportation and distribution	x10³t-CO_2 eq	–	–	–	–	–	–
10	Processing of sold products	x10³t-CO_2 eq	–	–	–	–	–	–
11	Use of sold products	x10³t-CO_2 eq	25,623	30,731	33,199	26,833	14,927	all destination
12	End-of-life treatment of sold products	x10³t-CO_2 eq	575	741	727	671	382	all destination
13	Downstream leased assets	x10³t-CO_2 eq	–	–	–	–	–	–
14	Franchises	x10³t-CO_2 eq	5	5	12	13	19	Some dealers in Japan
15	Investment	x10³t-CO_2 eq	–	–	–	–	–	–

Energy Input (Primary and Secondary Energy)

(FY)

	Unit	2016	2017	2018	2019	2020
Total amount	PJ*	8.3	9.9	10.2	9.5	6.9
Production	PJ	7.0	8.7	9.0	8.3	5.8
Non-production	PJ	1.3	1.2	1.2	1.2	1.1
Japan	PJ	6.5	7.0	7.2	6.6	4.9
Asia	PJ	1.6	2.8	2.9	2.8	1.9
Others	PJ	0.1	0.1	0.1	0.1	0.1

Figures have been recalculated retroactively to reflect the coefficients applied.
Target site: MITSUBISHI MOTORS CORPORATION and 21 management target companies
Please see page 24 for details on management target companies.
* 10^{15} joules Unit calorific value: Quoted from the "Act on the Rational Use of Energy"

Sulfur Oxide

(FY)

	Unit	2016	2017	2018	2019	2020
Total emissions	t	182	184	218	163	125

Figures have been recalculated retroactively to reflect corrected aggregation.
Target site: MITSUBISHI MOTORS CORPORATION and 21 management target companies
Please see page 24 for details on management target companies.
Calculation method: calculated the weight of sulfur contained in the used fuel and converted the weight into sulfur dioxide (SO_2)

Nitrogen Oxide

(FY)

	Unit	2016	2017	2018	2019	2020
Total emissions	t	62	65	65	61	44

Figures have been recalculated retroactively to reflect corrected aggregation.
Target site: MITSUBISHI MOTORS CORPORATION and 21 management target companies
Please see page 24 for details on management target companies.
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	2016	2017	2018	2019	2020
Total emissions	t	2,166	1,882	2,354	2,243	2,480

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	2016	2017	2018	2019	2020
Total emissions	x10³t	150	162	187	202	109
Production	x10³t	141	148	176	194	103
Non-production	x10³t	9	14	11	8	6

Target site: MITSUBISHI MOTORS CORPORATION and 21 management target companies
Please see page 24 for details on management target companies.

Generated Waste and Externally Disposed Waste (MITSUBISHI MOTORS alone)

(FY)

	Unit	2016	2017	2018	2019	2020
Total amount produced	x10³t	93	99	104	89	58
Externally disposed waste	x10³t	47	48	56	53	40
Internal recycle	x10³t	46	51	48	36	18

Raw Material Input

(FY)

	Unit	2016	2017	2018	2019	2020
Iron and aluminum	x10³t	137	143	154	141	97
Resin	x10³t	3.0	3.0	2.5	2.1	1.1

Target site: Okazaki Plant, Mizushima Plant, Kyoto Plant

Withdrawn Water Volume

(FY)

	Unit	2016	2017	2018	2019	2020
Total amount	x10³m³	5,606	6,727	6,211	5,915	4,420
Production	x10³m³	5,295	6,343	5,901	5,654	4,188
Non-production	x10³m³	311	384	310	261	232
City water	x10³m³	428	1,150	878	988	718
Industrial water	x10³m³	3,505	3,602	3,412	3,280	2,594
Underground water	x10³m³	1,673	1,975	1,921	1,647	1,108

Target site: MITSUBISHI MOTORS CORPORATION and 21 management target companies
Please see page 24 for details on management target companies.
- MMKI recycles and reuses some of its wastewater. In fiscal 2020, roughly 119,000m³ of water was recycled. (Roughly 2% of total MITSUBISHI MOTORS Group water withdrawal.)

Wastewater Volume

(FY)

	Unit	2016	2017	2018	2019	2020
Total amount	x10³m³	3,977	4,577	4,504	4,104	3,266
Production	x10³m³	3,666	4,193	4,194	3,843	3,034
Non-production	x10³m³	311	384	310	261	232
Sewage	x10³m³	1,708	2,405	2,396	2,041	1,713
Public waters	x10³m³	2,269	2,172	2,108	2,063	1,553

Target site: MITSUBISHI MOTORS CORPORATION and 21 management target companies
Please see page 24 for details on management target companies.
- Includes some estimated figures.

Environmental Accounting

Environmental Conservation Costs

(FY)

Category	Main Initiatives Details		Unit	2018		2019		2020	
				Investment	Cost	Investment	Cost	Investment	Cost
Business Area Cost	Pollution Prevention Cost	Preventing air pollution, water pollution and soil pollution	Million yen	106	1,315	41	1,251	203	629
	Global Environmental Conservation Cost	Preventing global warming and the ozone depletion	Million yen	171	13	250	9	346	13
	Resource Circulation Cost	Reduction, proper disposal and recycling of the waste	Million yen	22	1,226	0	1,418	0	933
Upstream/Downstream Costs	Withdrawing used bumpers and corresponding automobile recycling law		Million yen	0	1,770	0	1,688	0	1,661
Administration Activity Cost	Maintaining certification of ISO14001, educating employees and monitoring		Million yen	56	680	130	420	18	588
R&D Cost	Research and development about reductions in environmental impact of products such as improving fuel economy and exhaust gas measures		Million yen	1,116	41,527	1,711	51,383	456	32,731
Social Activity Cost	Hands-on environmental lessons, supporting global environmental activity, donation to environmental groups and disclosing environmental information		Million yen	68	239	0	273	47	189
Environmental Remediation Cost	Compensation for environmental damage by business activities		Million yen	0	138	0	12	0	5
Total			Million yen	1,539	46,907	2,132	56,454	1,070	36,749

	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	1,377	1,243	1,039	1,308	764	1,014

Economic Benefit Associated with Environmental Conservation Activities (Actual Benefits)

(FY)

Category	Details of Benefit	Unit	2018	2019	2020
Revenue	Operating revenue from the sale of recycled waste products and used products produced through key business	Million yen	2,512	1,774	1,083
Cost Reduction	Energy expense saving through energy conservation	Million yen	-889	532	2,333
	Water expense saving through water conservation	Million yen	-3	8	31
	Disposal cost saving through lower resource input or recycle	Million yen	-241	114	-551
	Packaging materials cost saving through recycling	Million yen	439	422	422
Total		Million yen	1,818	2,850	3,318

Atmosphere/Wastewater Quality/PRTR-designated Pollutants Data (Results from FY2020)

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	120	61
	(Other)	ppm	120	72
	Drying furnace (for coating)	ppm	120	44
Soot dust	Boiler	g/Nm³	0.1	0.005
	Drying furnace (for coating)	g/Nm³	0.1	0.002
SOx (sulfur in fuel regulations)		wt%	0.5	–
Formaldehyde	Drying furnace	mg/m³	30	5.6

Mizushima Plant

Atmospheric pollutants	Equipment	Unit	Regulation	Actual (maximum)
NOx	Boiler (Steam)	ppm	150	–
	(Heating)	ppm	150	65
	(Small-type)	ppm	150	45
	(Absorption- type air conditioner)	ppm	180	59
	(Booth fan heating facility)	ppm	100	<15
	Drying furnace	ppm	230	44
	Melting furnace	ppm	200	<27
	Metal heating furnace	ppm	180	40
	Total amount	Nm³/h	12.749	7.284
Soot dust	Boiler	g/Nm³	0.1	0.01
	Boiler (Booth fan heating facility only)	g/Nm³	0.03	<0.0005
	Drying furnace	g/Nm³	0.1	0.071
	Melting furnace	g/Nm³	0.1	<0.001
	Metal heating furnace	g/Nm³	0.1	0.018
SOx (sulfur in fuel regulations)		wt%	0.50	0.48

Mizushima Plant (Harmful gases (Okayama Prefecture regulations))

Atmospheric pollutants	Unit	Regulation	Actual (maximum)
Acrylonitrile	ppm	40	<0.1
Acetonitrile	ppm	80	<0.1
Formaldehyde	ppm	10	0.8
Cyan and its compounds	ppm	10	–
Carbon disulfide	ppm	40	–
Phenol	ppm	10	0.2
Styrene	ppm	200	<0.1
Benzene	ppm	50	1.3
Phosgene	ppm	0.1	–
Vinyl chloride	ppm	500	–

Kyoto Plant – Kyoto

Atmospheric pollutants	Equipment	Unit	Regulation	Actual (maximum)
NOx	Boiler	ppm	150	78
	Drying furnace	ppm	230	≦93
	Melting furnace	ppm	200	≦56
	Metal heating furnace	ppm	180	≦110
Soot dust	Boiler	ppm	0.1	≦0.0080
	Drying furnace	ppm	0.2	0.0027
	Melting furnace	ppm	0.1	0.0096
	Metal heating furnace	ppm	0.2	0.029
SOx (sulfur in fuel regulations)		wt%	0.5	0
Dioxin	Drying furnace	ng-TEQ/Nm³	1	0.041
	Melting furnace	ng-TEQ/Nm³	1	0.48

Kyoto Plant – Shiga

Atmospheric pollutants	Equipment	Unit	Regulation	Actual (maximum)
NOx	Boiler	ppm	150	63
Soot dust	Boiler	g/Nm³	0.1	≦0.0049

Water pollutants

Okazaki Plant

Water pollutants	Unit	Regulation		Actual (Maximum)		
		Daily average shown in parentheses		Maximum	Minimum	Average
pH	–	5.8～8.6		7.7	6.7	7.2
BOD	mg/L	25	(20)	7.3	1.9	4
COD	mg/L	25	(20)	3.1	0.7	1.6
SS	mg/L	30	(20)	6.0	1.0	1.2
Oil	mg/L	2		<0.50	<0.50	<0.50
Copper	mg/L	0.5		<0.01	<0.01	<0.01
Zinc	mg/L	1		0.3	0.02	0.09
Soluble iron	mg/L	3		<0.01	<0.01	<0.01
Soluble manganese	mg/L	3		<0.10	<0.10	<0.10
Chromium	mg/L	0.1		<0.02	<0.02	<0.02
E-coli	Unit/cm³	300		550	30	49
Total nitrogen	mg/L	15		8.80	0.40	5.04
Total phosphorus	mg/L	2		0.42	0.06	0.19
Fluorine	mg/L	4.0		0.58	0.1	0.28
COD total amount	kg/day	61.6		15.1	0.4	4.8
Total amount of total nitrogen	kg/day	71.5		13.1	0.5	4.8
Total amount of total phosphorus	kg/day	8.6		13.6	0.5	7.0

- 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		7.9	6.8	7.3
	Seas	–	6～8		7.8	6.9	7.3
BOD	**Rivers**	mg/L	30	(20)	27	<0.5	1.8
COD	**Rivers**	mg/L	30	(20)	20	1.6	6.6
	Seas	mg/L	20	(15)	6.7	0.8	2.9
SS	**Rivers**	mg/L	40	(20)	3.0	<1	<1
	Seas	mg/L	40	(20)	<2.5	<1	<1
Oil	**Rivers**	mg/L	2	(1)	1.1	<0.5	<0.5
	Seas	mg/L	2	(1)	<0.5	<0.5	<0.5
Zinc	**Rivers**	mg/L	2		0.09	<1	0.09
	Seas	mg/L	2		0.06	<0.06	0.06
Soluble iron	**Rivers**	mg/L	10		<0.01	<0.01	<0.01
	Seas	mg/L	10		<0.01	<0.01	<0.01
Soluble manganese	**Rivers**	mg/L	10		0.20	<0.2	<0.2
	Seas	mg/L	10		<0.01	<0.01	<0.01
E-coli	**Rivers**	Unit/cm³	3,000		22	22	22
	Seas	Unit/cm³	3,000		11	11	11
Total nitrogen	**Rivers**	mg/L	120	(60)	14	1.2	7.6
	Seas	mg/L	120	(60)	3.6	0.5	2
Total phosphorus	**Rivers**	mg/L	16	(8)	5.3	0.1	1.6
	Seas	mg/L	16	(8)	0.1	0.1	0.1
Boron	**Rivers**	mg/L	10		<0.1	<0.1	<0.1
	Seas	mg/L	230		<0.1	<0.1	<0.1
Fluorine	**Rivers**	mg/L	8		2.3	0.3	1.3
	Seas	mg/L	15		<0.2	<0.2	<0.2
Ammonia, ammonium compounds, nitrites, and nitric compounds	**Rivers**	mg/L	100		7.8	3.4	5.6
	Seas	mg/L	100		1.9	1	1.5
COD Total amount		kg/day	294		121.9	2.6	23.5
Total amount of total nitrogen		kg/day	123		48.2	3.2	25.3
Total amount of total phosphorus		kg/day	47.8		22.4	0.2	5.4

- 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	6.8	6	6.4
BOD		mg/L	600	230	8.1	76
SS		mg/L	600	51	6	21
Oil	**Mineral oil**	mg/L	5	<1	<1	<1
Oil	**Animal and vegetable oils**	mg/L	30	12.6	1	4.8
Soluble iron		mg/L	10	0.65	0.07	0.21
Soluble manganese		mg/L	10	0.71	0.22	0.42
Total nitrogen		mg/L	240	54.4	1.05	22.7
Total phosphorus		mg/L	32	0.9	<0.1	0.2
Arsenic		mg/L	0.1	<0.05	<0.05	<0.05
Dioxins		pg-TEQ/L	10	<0.0005	<0.0005	<0.0005

・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	8.1	6.5	7.4
BOD	mg/L	600	22	<0.1	5.2
SS	mg/L	600	11.5	<5.0	5.3
Oil	mg/L	5	1.5	<1	1
Total nitrogen	mg/L	60	7.9	0.3	3.5
Total phosphorus	mg/L	10	0.8	<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	6,592	0	45	0	1,648	0	4,899	0
53	Ethyl benzene	kg/year	27,233	13,099	0	0	400	2,726	5,873	5,135
71	Ferric chloride	kg/year	3,820	0	0	0	0	0	0	3,820
80	Xylene	kg/year	62,265	15,956	0	0	395	1,819	24,991	19,104
239	Organic tin compounds (Dibutyltin oxide)	kg/year	1,475	0	0	0	221	0	1,254	0
240	Styrene	kg/year	0	0	0	0	0	0	0	0
296	1,2,4-Trimethylbenzene	kg/year	31,351	4,121	0	0	406	5	13,260	13,559
297	1,3,5-Trimethylbenzene	kg/year	4,103	1,054	0	0	117	2	20	2,910
300	Toluene	kg/year	175,424	26,584	0	0	1,102	35,595	42,461	69,682
302	Naphthalene	kg/year	500	323		0	15	0	0	162
309	Nickel compounds	kg/year	669	0	53	0	384	0	232	0
392	n-Hexane	kg/year	10,613	68	0	0	3	0	4,581	5,961
400	Benzene	kg/year	4,471	15	0	0	0	0	2,801	1,655
411	Formaldehyde	kg/year	0	0	0	0	0	0	0	0
412	Manganese and its compounds	kg/year	1,934	0	115	0	665	0	1,154	0
Total		kg/year	330,450	61,220	213	0	5,356	40,147	101,526	121,988

- 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

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	15,356	0	599	0	4,273	0	10,483	0
53	Ethyl benzene	kg/year	7,284	2,721	0	0	206	4,163	47	147
80	Xylene	kg/year	42,119	3,196	0	0	230	4,510	34,020	164
188	N, N-Dicyclohexylamine	kg/year	1,348	0	0	0	1,348	0	0	0
239	Organic tin compounds	kg/year	4,122	0	0	0	206	0	3,916	0
296	1,2,4- Trimethylbenzene	kg/year	39,553	14,395	0	0	866	0	22,295	1,997
297	1,3,5- Trimethylbenzene	kg/year	5,056	4,164	0	0	253	0	56	583
300	Toluene	kg/year	85,604	359	0	0	0	10,061	75,184	0
309	Nickel compounds	kg/year	3,139	0	346	0	1,646	0	1,147	0
392	n-Hexane	kg/year	32,149	180	0	0	0	0	31,968	0
400	Benzene	kg/year	5,509	17	0	0	0	0	5,492	0
407	Polyoxyethylene alkyl ether	kg/year	9,704	0	97	0	9,607	0	0	0
411	Formaldehyde	kg/year	2,079	1,853	0	0	0	0	0	226
412	Manganese and its compounds	kg/year	3,137	0	166	0	1,190	0	1,767	14
438	Methylnaphthalene	kg/year	3,926	217	0	0	0	0	3,709	0
Total		kg/year	260,083	27,101	1,208	0	19,824	18,734	190,084	3,132

- 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

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	2,993	0	0	0	0	0	2,984	9
53	**Ethyl benzene**	kg/year	4,008	1	0	0	0	0	4,007	0
80	**Xylene**	kg/year	18,431	6	0	0	0	0	18,425	0
258	**Hexamethylenetetramine**	kg/year	22,176	0	0	0	0	0	15,523	6,653
296	**1.2.4-Trimethylbenzene**	kg/year	21,497	6	0	0	0	0	21,490	0
297	**1.3.5-Trimethylbenzene**	kg/year	3,943	1	0	0	0	0	3,942	0
300	**Toluene**	kg/year	82,726	25	0	0	0	0	82,701	0
349	**Phenol**	kg/year	2,130	0	0	0	0	0	1,704	426
392	**n-Hexane**	kg/year	4,998	2	0	0	0	0	4,997	0
400	**Benzene**	kg/year	2,244	0	0	0	0	0	2,243	0
Total		kg/year	165,145	41	0	0	0	0	158,016	7,088
243	**Dioxins**	mg-TEQ/year		11,100						

Biodiversity Data

Condition of Protected or Restored Habitats (Achievements by FY2020)

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	Creating biotopes to provide habitats for insects and others.	Planting Asarum caulescens, Blackberry lily and Eupatorium japonicum, which are native plants of Kyoto city Planting water lily, floating hears and bulrushes, which are plants native to the city of Kyoto
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 Sparrow-hawk, Japanese pond turtle, B lackspotted 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), Glaucopsyche, 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, Coeno-myia basalis

Kyoto Plant- Kyoto (period of survey: 2019)

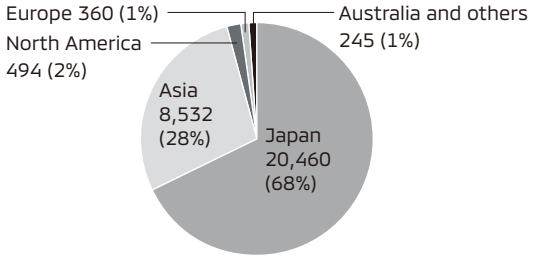
Category	Number of Species	Discovered Species
DD (Data Deficient)	1	Grey-headed lapwing

Human Resource-Related Data

Number of Employees

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Number of employees (nonconsolidated)	Total	13,222	13,693	14,171	14,407	13,951
	Male	11,932	12,336	12,695	12,848	12,403
	Female	1,290	1,357	1,476	1,559	1,548
Number of employees (consolidated)		29,604	30,507	31,314	32,171	30,091
Number of temporary workers (consolidated) (Percentage of temporary workers on a consolidated basis)		3,892 (13%)	7,122 (23%)	8,682 (28%)	7,558 (23%)	6,434 (21%)

Number of Employees by Region: 30,091 (consolidated)



Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

Number of managerial employees	Persons	1,018
	Ratio	10.6%
Number of employees		9,631

(As of March 2021)

Status of Female Management Promotions

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Number of female managers*1	Persons	49	58	68	74	80
	Ratio	2.9%	3.5%	3.9%	3.5%	4.1%
	General manager or above	6	11	13	14	13
Number of female executives*2	Persons	2	3	5	5	3
	Ratio	5.1%	7.7%	12.5%	12.5%	8.8%

*1 Including dispatched personnel on leave and secondees, excluding medical workers
*2 Number of female executives includes outside directors

Employee Makeup (non-consolidated)

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Average age	Male	41.1	41.9	41.6	41.4	41.1
	Female	38.3	39.2	38.5	38.1	37.5
Average years of service	Male	16.7	16.6	16.7	16.2	15.8
	Female	12.3	12.8	12.4	11.6	11.1
Number of employees who have left the company (total)		665	539	533	735	1,002
Retirement		221	248	272	381	203
Voluntary retirement (Percentage of voluntary retirement)		421 (63%)	249 (46%)	240 (45%)	303 (41%)	305 (30%)
Involuntary retirement		8	2	7	14	11
Work transfer, other		15	40	14	37	483

Number of New Graduates Hired

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total	Male	298	220	314	368	386
	Female	40	31	54	92	85
University graduate/Master's degree or above	Male	196	133	226	229	204
	Female	34	27	47	76	76
Junior college/ vocational school graduates	Male	2	1	5	1	0
	Female	0	0	0	0	0
High school graduates/other	Male	100	86	83	138	182
	Female	6	4	7	16	9

Working Hours and Ratio of Paid Leave Taken

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total working hours per person/per year	2,092.9 hours	2,115.5 hours	2,131.2 hours	2,013.6 hours	1,880.8 hours
Overtime worked per person	328.3 hours	329.5 hours	372.3 hours	288.6 hours	221.4 hours
Ratio of annual paid leave taken*3	81.6%	82.6%	86.6%	100.6%	99.2%

*3 Days of annual paid leave taken during the year (days carried forward from the previous year + days granted for the current year) / Days of annual paid leave available for the year ×100

Number of Persons Taking Childcare Leave and Retention of Returnees

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Number of persons taking childcare leave	Total	86	127	131	194	81
	Male	3	6	10	49	35
	Female	83	121	121	145	46
Retention rate of returnees*1		91.9%	92.3%	100%	97.7%	96%

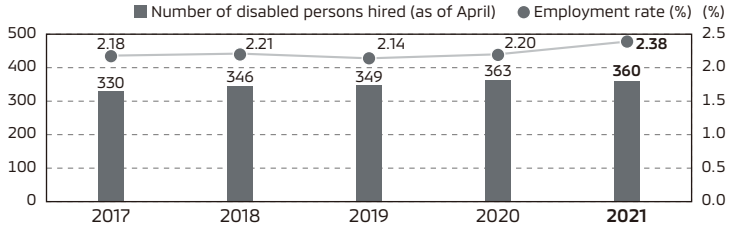
*1 $\frac{\text{Total number of employees still employed 12 months after returning to work from childcare leave}}{\text{Total number of employees whose childcare leave ended during the previous reporting period}} \times 100$

Major Programs to Promote Work-Life Balance

FY 2020 Results		Male	Female	Total
Childcare	Pregnancy leave	0	7	7
	Maternity leave	0	59	59
	Childcare leave	35	46	81
	Child nursing leave	248	151	399
	Reduced working hours for childcare	3	159	162
Nursing care	Nursing care leave	3	1	4
	Short-term nursing care leave	146	44	190
	Reduced working hours for nursing care	1	4	5
Miscellaneous	Life plan leave	68	26	94
	Accumulation of unused paid leave	194	9	203
	Flextime system (including managerial employees)*2	7,006	1,221	8,227
	Reemployment system Number of employees registered as candidates for re-hiring under the reemployment system (in FY2020, one employee was rehired under this program)	16	6	22
	Accompanying leave (two returnees in FY2020)	0	8	8

*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



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

FY2020 Training Results

Number of employees who took courses during the year (total)	12,834
Total number of hours attended	240,359 hours
Number of course hours/days per employee	17.2 hours /2.1 days
Training expenses per employee	¥5,296

Wage Levels

Starting pay	High school graduate Administrative and Engineering staff	¥166,900
	High school graduate Manufacturing Worker	¥172,900
	Technical college graduate	¥186,600
	Junior college graduate	¥171,400
	University graduate	¥210,400
	Master's degree	¥232,400
	Doctor of Philosophy	¥266,400
Average salary of all employees	(annual)	¥6,519,000
Percentage of women's salaries to men's salaries	(annual)	78%
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	FY 2017	FY 2018	FY 2019	FY 2020
Overall accident rate*4	0.54	0.60	0.41	0.42	0.30
Accident rate with loss of workdays*5	0.06	0.09	0.10	0.10	0.00

*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 2021
Number of members of the employee shareholding association	1,038
Membership rate	6.0%
Shares owned	2,014,580

Governance-Related Data

Overview of Corporate Governance in FY2020

Organizational form	Company with three committees
Board of Directors members	14
Outside directors	12
Of whom, independent directors	6
Number of Board of Directors meetings	16
Ratio of attendance at Board of Directors meetings	96.3%
Of which, ratio of attendance by outside directors	95.6%
Chairperson of the Board of Directors	Chairman of the Board*
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)

* The director, Executive Officer, President & CEO takes on the chairperson's responsibilities.

Total Compensation in FY2020

Information related to total compensation is disclosed in the Annual Securities Report.

WEB https://www.mitsubishi-motors.com/en/investors/library/yuka.html

Compliance-Related Data

	Units	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Number of reports to or consultations with the internal Employee Consultation Office (helpline)	Instances	153	170	194	166	112
Number of reports to or consultations with the outside attorney consultation office (helpline)	Instances	2	4	13	4	2
Number of reports to or consultations with the MITSUBISHI MOTORSs Global Hotline	Instances	–	–	14	25	14
Number of reports to or consultations with the Business Partner Hotline	Instances	0	0	0	3	4

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.	○		
			–	CO_2 emissions	-37%	–		
		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	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	・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 implementation 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.

○: 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	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	・Nurture and protect indigenous species at business sites in Japan ・Conduct tree-planting and cultivation activities in Japan and overseas	Initiatives Conducted	・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 planed	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, Philippians and Malaysia set internal target instead of industry survey because these countries were not conducted industry survey.

○: As planned △: Delayed

Category	Material Issues	Details of Main Initiatives	FY2020 Targets	Indicators	FY2020 Results	Self-Evaluation	Page Described	Contribution to the SDGs
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 COVI-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

○: As planned △: Delayed

Category	Material Issues	Details of Main Initiatives	FY2020 Targets	Indicators	FY2020 Results	Self-Evaluation	Page Described	Contribution to the SDGs
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	・Expansion of Supplier CSR Guidelines to MITSUBISHI MOTORS overseas production bases ・Support for supplier CSR evaluations by third-party organization	・Promoting the purpose of Supplier CSR Guidelines ・Recommendation of supplier on CSR evaluations by third party organization	・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	・Revise our Social Contribution Activities Policy ・Step up the dissemination of information utilizing our logo mark	–	・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