

Mid-Term Sustainability Targets Progress in Addressing Each Key Issue

*As of February 2022. Some of the targets are being reviewed in 2022.

| | Materiality | Actions | KPI | 2021 Target | 2021 Result | 2021 Evaluation | 2022 Target | 2023 Target |
|----|--|---|---|---|---|--|---|--|
| 1 | Promote the manufacture of vehicles equipped with safe driving and traffic accident prevention functions in partnership with customers | Providing motors that contribute to the improvement of automobile safety, such as seat belt pretensioners, EPB, steering vibrations, head-up displays, etc. | Sales amount of target application motors | 13.0 billion yen | 14.6 billion yen | ○ | 16.0 billion yen | 16.0 billion yen |
| 2 | Promote the manufacture of fuel-efficient and environmentally-efficient automobiles in partnership with customers | Providing motors that contribute to improving the environmental performance of automobiles, such as valve actuators and grill shutters | Sales amount of target application motors | 2.0 billion yen | 2.6 billion yen | ○ | 3.5 billion yen | 4.0 billion yen |
| 3 | Increase availability of reasonably priced health equipment and medical devices through partnerships with customers | Providing motors for health equipment and medical care devices | Sales amount of target application motors | 4.0 billion yen | 4.6 billion yen | ○ | 6.5 billion yen | 7.5 billion yen |
| 4 | Create gainful and enduring economic activity in the countries and regions we enter | Creation of opportunities for employment and skill-building at all bases and factories | Number of employees at Mexico Mabuchi and Poland Mabuchi | 1,600 HC | 1,602 HC | ○ | 1,700 HC | 1,800 HC |
| 5 | Foster sustainable operations and competitiveness of bases in the region through technology transfer | Foster sustainable operations and competitiveness of bases in the region through technology transfer | Integrated development of the company in sync with societies, through increasing added value and optimizing the functionality of each production base | Partial transfer of Headquarters production engineering operations to Vietnam has begun | Partial transfer of head office production engineering operations to Vietnam base progressed as planned | ○ | The Vietnam base is ready to handle the process design and launch of new products on its own | Vietnam base is ready for advanced operations such as new product review and start-up support |
| 6 | Cultivate management talent at our bases in Japan and around the world | Enhancing our global capacity to offer education opportunities, with the establishment of the Mabuchi Learning Institute (MLI) | Number of employees who participated in management training courses | 10+ HC | 11 HC | ○ | 10+ HC | 30+ HC (2021-2023 cumulative) |
| 7 | Develop R&D talent at our bases in Japan and around the world | Developing R&D talent around the world through exchanges and secondments with Headquarters | Rate of increase in the number of R&D talent at overseas bases compared to 2020 | 3% increase | 7.3% increase | ○ | 8% increase (compared to the end of December 2020) | 10% increase (compared to the end of December 2020) |
| 8 | Increase gender diversity at our bases in Japan and around the world | Providing more opportunities for women at all levels of our company, and supporting their career development over time | Ratio of female managers in the entire group (year end) | 13.5%+ | 14.0% | ○ | 14.3%+ | 15.0%+ |
| 9 | Foster interest in science and manufacturing among children and youth | Providing opportunities for children to deepen their interest in science through Robocon, craft classes, on-site classes, and more | Number of supporting schools for Robocon | Cumulative total: 1,320+ schools | Cumulative total: 1,306+ schools | Decrease in the number of schools participating in the Robocon due to the spread of COVID-19, etc. | Cumulative total: 1,400+ schools | Cumulative total: 1,560+ schools |
| | | | Number of children participated in handicraft classes, on-site classes, motor supply programs, etc. | Cumulative total: 164K+ HC | Cumulative total: 164,075+ HC | ○ | Cumulative total: 175K+ HC | Cumulative total: 186K+ HC |
| 10 | Reduce resources used and wasted by downsizing and standardizing motors | Miniaturization by improving motor efficiency and standardization by application | Number of compact models released | 2+ | 0 | Development delayed due to global parts shortage, but expected to recover | 6+ | 10+ (2021-2023 cumulative) |
| 11 | Reduce the environmental impact of corporate activities | Reduction of environmental impact from all corporate activities, such as development, procurement, and production | Greenhouse Gas (CO2) emissions compared to 2020 (output level; Sales) | Reduce 1% (output unit per production efficiency) | Increase 1.9% (output unit per production efficiency) | Total CO2 emissions increased due to an increase in production volume to build up inventory in preparation for logistical disruptions, etc. | Reduce 2% (output unit per production efficiency) | Reduce 3% (output unit per production efficiency) |
| 12 | Ensure the health and safety of employees through development of facilities and enhancement of operating systems | Measures to prevent occupational accidents, improve the working environment in offices and factories, and promote work-life balance | Frequency rate (The number of deaths and injuries caused by industrial accidents per million hours of actual work) | 0.175 or less | 0.222 | The number of occupational accidents was higher than expected, but countermeasures are being implemented and management is being strengthened. | 0.175 or less | 0.17 or less |
| 13 | Strengthen governance in decision-making and ensure compliance | Education to enhance the governance system, information disclosure, permeation of our management philosophy, and understanding of laws and regulations | Management Principle education and Compliance education | Education for the Group employees | Management Principles education is expected to be completed at all sites | ○ | Implement compliance training | Establish a system for continuous training of new employees and reminding them about management principle in the Group |
| | | | Governance reinforcement (number of fraud cases) | Number of fraud cases: none | Number of fraud cases: none | ○ | Number of fraud cases: none | Number of fraud cases: none |
| | | | Strengthening CSR Initiatives | Sign the Global Compact (hereafter GC) and participate subcommittees | The Integrated Report has been published with enhanced contents. Disseminated GC signatures. In-house training on GC-related systems and initiatives is expected to be completed. | ○ | Enhance the content of the Integrated Report, implement internal education based on the activities of GC subcommittee, and respond to TCFD information disclosure | Implement internal development based on the activities of the GC Subcommittee |