

Mid-Term Sustainability Targets Progress in Addressing Each Key Issue <As of February 2023>

Materiality	Actions	KPI	Mid-Term Sustainability Targets	2021 Result	2022 Target	2022 Result	2022 Evaluation
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	16.0 billion yen	14.6 billion yen	16.0 billion yen	18.3 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	4.0 billion yen	2.6 billion yen	3.5 billion yen	3.3 billion yen	Failure to achieve due to the situation in Ukraine and semiconductor supply shortages.
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	7.5 billion yen	4.6 billion yen	6.5 billion yen	7.9 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	1,800 HC	1,602 HC	1,700 HC	2,150 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	Vietnam base is ready for advanced operations such as new product review and start-up support	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	Progress as planned. Vietnam base is in a position to handle process design and start-up of new products on its own. Conducted training for candidates responsible for launching new products, production facilities, and parts production.	○
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	30+ HC (2021-2023 cumulative)	11 HC	10+ HC	13+ HC (cumulative total: 24 HC)	○
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	10% increase (compared to the end of December 2020)	7.3% increase	8% increase (compared to the end of December 2020)	12.7% 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)	15.0%+	14.0%	14.3%+	15.8%+	○
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: 1,560+ schools	Cumulative total: 1,306+ schools	Cumulative total: 1,400+ schools	Cumulative total: 1,413+ schools	○
		Number of children participated in handicraft classes, on-site classes, motor supply programs, etc.	Cumulative total: 186K+ HC	Cumulative total: 164,075 HC	Cumulative total: 175K+ HC	Cumulative total: 175,013 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	12+ (2021-2023 cumulative)	0	6+	11	○
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 3% (output unit per production efficiency)	Increase 1.9% (output unit per production efficiency)	Reduce 2% (output unit per production efficiency)	Reduce 11.3% (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)	0.17 or less	0.222	0.175 or less	0.177	Not achieved. Take further steps to strengthen measures and management to prevent work-related accidents.
13. Strengthen governance in decision-making and ensure compliance	Education to enhance the governance system information disclosure, permeation of our management principle, and understanding of laws and regulations	Management Principle education and Compliance education	Establish a system for continuous training of new employees and reminding them about management principle in the Group	Management Principles education is expected to be completed at all sites	Implement compliance training	Implemented cartel training at sales offices and headquarters, compliance training for compliance officers at overseas offices and sales representatives, and individual compliance education for seconded employees. Implemented training for managers on "Cartel Prevention Regulations" and "Revision of Personal Information Protection Regulations."	○
		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	Implement internal development based on the activities of the GC Subcommittee	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	Included content based on TCFD recommendations in the Integrated Report. Conducted training for the entire company and sales staff.	○

\* Revised upward some of the mid-term sustainability targets.