

## Mid-Term Sustainability Targets Results of Each Key Issue

| Materiality  | Actions   | KPI   | 2021 Result   | 2022 Result   | 2023 Result   | Mid-Term Sustainability Targets   | Evaluation |
|--|---|---|---|---|---|---|------------|
| 1.<br>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   | 14.6 billion yen  | 18.3 billion yen  | 20.6 billion yen  | 16.0 billion yen  | ○          |
| 2.<br>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   | 2.6 billion yen   | 3.3 billion yen   | 4.8 billion yen   | 4.0 billion yen   | ○          |
| 3.<br>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   | 4.6 billion yen   | 7.9 billion yen   | 7.9 billion yen   | 7.5 billion yen   | ○          |
| 4.<br>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  | 1,602 HC  | 2,150 HC  | 2,722 HC  | 1,800 HC  | ○          |
| 5.<br>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 head office production engineering operations to Vietnam base progressed as planned | 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. | Establish a production engineering center at the Vietnam base in March 2023. Develop human resources capable of studying new products and designing processes through joint development projects with the Headquarters. | Vietnam base is ready for advanced operations such as new product review and start-up support | ○          |
| 6.<br>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   | 11 HC   | 13+ HC<br>(cumulative total: 24 HC)   | All eligible participants have completed the course   | All eligible participants have completed the course   | ○          |
| 7.<br>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   | 7.3%  | 12.7%   | 13.0%   | 10%   | ○          |
| 8.<br>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)   | 14.0%   | 15.8%   | 16.8%   | 15.0%+  | ○          |

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| 9.<br>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: 1,306+ schools  | Cumulative total: 1,413+ schools  | Cumulative total: 1,536+ schools   | Cumulative total: 1,560+ schools   | ○ |
|   |   | Number of children participated in handicraft classes, on-site classes, motor supply programs, etc.                | Cumulative total: 164,075 HC  | Cumulative total: 175,013 HC  | Cumulative total: 187,539 HC   | Cumulative total: 186K+ HC   | ○ |
| 10.<br>Reduce resources used and wasted by downsizing and standardizing motors  | Miniaturization by improving motor efficiency and standardization by application  | Number of compact models released  | 0   | 11  | 17   | 12+ (2021-2023 cumulative)   | ○ |
| 11.<br>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)  | Increase 1.9%   | Reduce 11.3%  | Reduce 28.0%   | Reduce 3%  | ○ |
| 12.<br>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) | 0.222   | 0.177   | 0.140  | 0.17 or less   | ○ |
| 13.<br>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  | Management Principles education is expected to be completed at all sites  | 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." | Established a system to continuously provide training for new employees and reminders to all group companies. Implemented management principle education and compliance education. | 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  | 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. | Included content based on TCFD recommendations in the Integrated Report. Conducted training for the entire company and sales staff.   | Published an integrated report with enhanced content. Participated in Global Compact subcommittee activities to strengthen internal development.                                   | Implement internal development based on the activities of the GC Subcommittee  | ○ |

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