

KPIs and Performance on Sustainability Targets (2024-2030)

Materiality	Actions	KPI	2024 Targets	2024 Results	Evaluation	2030 Targets
Corporate activities that do not sacrifice the global environment	Reduction of environmental impact in all activities within the Group including development, procurement and production	CO2 emission reduction rate from 2018 level (Scope 1 and Scope 2)	3%	9%	○	30%
	Development and sales expansion of products that deliver compactness, weight reduction and energy savings	Net sales growth rate for sustainable products and sustainable products premium (from 2023 level)	+ 20%	+ 29%	○	+ 70%
Manufacturing that realizes an affluent society and comfortable lives for people	Sales expansion of "products for health equipment and medical device applications" and "motors that contribute to improvement of safety of automobiles (seat-belt pretensioner, electric parking brake, optical axis adjustment, haptic technology, etc.) and improvement of environmental performance (valve actuator, grill shutter)	Net sales growth rate for applications that contribute to SDGs (from 2023 level)	+ 5%	+ 16%	○	+ 12%
Realization of an environment in which all people can play an active role	Development and appointment of female executives and managers at sites in Japan and all over the world	Percentage of women with managerial roles	17%	17.5%	○	17.5%
	Promotion of work overseas (secondment of employees from their own sites to sites in other countries and dispatch of trainees)	Number of employees with global work experience (cumulative)	457	457	○	485
	Providing opportunities to deepen interest in science to children who are the next generation	Number of participants in craft classes, delivery classes and others for children (cumulative total from 2024)	700	1,399	○	1,800
Fulfillment of social responsibilities	Measures to prevent industrial accidents, improve working environments in offices and factories, and promote work-life balance	Frequency of occupational injuries (number of industrial injuries per million cumulative actual working hours)	0.14 or less	0.144	× (※)	0.14 or less
	Implement and continue the human rights due diligence process and strengthen efforts to respect human rights throughout the supply chain	Number of serious human rights risks	0	0	○	0

*We will promote measures to prevent industrial accidents by providing thorough safety training and improving the working environment in offices and factories.