



The Mabuchi Group

The 2020 Social & Environmental Report

Actuating Your Dreams



「SF-266XA」

The Mabuchi Group

The 2020 Social & Environmental Report

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Company Profile

Trade name	Mabuchi Motor Co., Ltd. MABUCHI MOTOR CO.,LTD.
Date of establishment	January 18, 1954
Contents of operations	Manufacture and sale of small electric motors
Capital	20,704.81 million yen
President	President and Representative Director, CEO Hiroo Okoshi
Employees	Headquaters: 824; Mabuchi Group: 23,476 (as of Dec. 31, 2019)

Location (Headquarters)	430 Matsuhidai, Matsudo-shi, Chiba-ken, 270-2280 Japan Tel.: +81-47-710-1111(main)
(Technical Research Institute)	280 Ryufukuji, Inzai-shi, Chiba-ken, 270-2293 Japan Tel.: +81-47-710-1222 (main)

Consolidated Business Results

Net sales:	131,807 million yen
Operating income:	17,544 million yen
Net income:	14,234 million yen

(FY2019 ended Dec. 31)



Headquarters aiming for environmental coexistence with the community



Contributing to a sustainable society in the next decade and beyond

President and
Representative Director CEO

大越博雄
Hiroo Okoshi

We often hear about VUCA*1 and backcasting*2 in business when someone is expressing how difficult it is to predict the future. We are all now in a situation where the future is hard to foresee, and the conventional ways of doing things do not work - and yet, 2030, the year by which we aim to achieve the SDGs is only a decade away.

Mabuchi Motor was established in 1954 with the aspiration for enabling children around the world to enjoy high-quality and low-cost motive power. Since then, our market composition of motor applications has changed significantly in line with technological innovation and globalization, and today over 70% of our sales are in the automotive sector. However, our mission as a specialized small DC motor manufacturer remains the same even today, as we celebrate our 66th anniversary. To this end, we pledge to continue our business endeavors and continued contribution to society, through our motor products in order to help meet the various challenges that we face together as a modern society. These include providing better products in a more sustainable manner, and helping to make people's lives more convenient, comfortable and safe.

The Mabuchi Group's Management Principle of "Contributing to international society and continuously increasing our contribution", is the fundamental concept that guides all of our activities - and is the very essence of value creation for the achievement of a sustainable society. Additionally, we recognize social issues that can be resolved by our business efforts, and wholeheartedly consider the opinions and requests of our stakeholders to our future activities. To uphold this, we realize that it is vital to continue the use of the PDCA cycle within the operations of the Mabuchi Group. In order to promote our endeavors for the next decade and beyond, we would like to share our thoughts in the special feature of this report, "Value Creation by the Mabuchi Group".

With our vision and Management Principle un-changed, the Mabuchi Group pledges to work as one, and in union with our stakeholders and partners to help forge solutions to issues that face our society today. We thank you for your continued support and look forward to serving our community and society in the decades to come.

*1 VUCA: Acronym for Volatility, Uncertainty, Complexity, and Ambiguity.

*2 Backcasting: A planning method which one defines a future result and works backwards to make decisions about what to do now.

Feature: Value Creation by the Mabuchi Group

The Mabuchi Group's Management Principle, the fundamental concept that guides all of our activities, was defined in 1964, and the current Management Principle of "Contributing to international society and continuously increasing our contribution" was established in 1971. By putting our principle to practice, we will continue to create value toward the achievement of a sustainable society.

Our Management Principle conveys our desire to increase our contribution to society and continue to be an indispensable company for the world. Our principle indicates that all employees are expected to participate in contributing to society through their work as a member of the company, and to grow as people by caring not only for others but also for nature, the environment, and all other things by enriching themselves mentally rather than simply placing importance on material wealth. In other words, our Management Principle is our fundamental concept for corporate management, a concept that will be passed down as Mabuchi's identity for eternity.

In this feature, we describe the efforts that the Mabuchi Group has been engaged in to date to achieve its Management Principle as well as our major mission to fulfill through our business activities. This feature summarizes our relevance in efforts to promote the achievement of the SDGs from an ESG perspective, based on our key Management Guidelines.

Management Principle

"Contributing to international society and continuously increasing our contribution."

Management Guidelines

1. By bringing better and more reasonably priced goods to the market, we contribute to the creation of a more affluent society and more comfortable lives for everyone.
2. Contribute to the leveling of international economic disparities and to economic development in other countries through the creation of employment opportunities and technology transfers.
3. People are the most important managerial resource. Realize human potential through our work and teach people to become productive members of society.
4. Conduct corporate activity which preserves the earth's environment and protects human health.

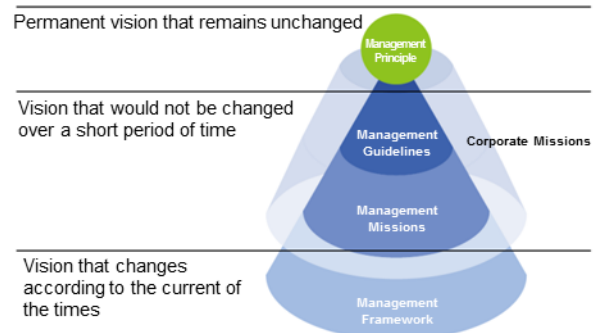


Diagram of Mabuchi Management Vision System

Efforts to Achieve Sustainable Development Goals (SDGs)

The Mabuchi Group regards the SDGs as goals that The Group can achieve along with economic growth That respects people. We will continue to actively engage in social and environmental activities to achieve these goals.

Sustainable Development Goals (SDGs)

These are international goals for a better world, adopted at the "United Nations Sustainable Development Summit" in September 2015, specifically, 17 goals and 169 targets to achieve for each goal. To reach the target by 2030, action must be taken by all countries and people, as well as by companies.

SUSTAINABLE DEVELOPMENT GOALS



The Mabuchi Group supports SDGs.

Management Guideline 1.

By bringing better and more reasonably priced goods to the market, we contribute to the creation of a more affluent society and more comfortable lives for everyone.



As a manufacturer that specializes in motors, we will create value through better and more environmentally friendly products.

We contribute to society through resource and energy conservation by providing a stable supply of high-quality, environmentally friendly products and reducing the size, weight and power consumption of our customers' end products.

We consider our mission as a manufacturer specializing in motors to be to make people's lives more convenient, comfortable, and safe, and we pursue the potential of motors to the fullest extent to enhance their value. Mabuchi Group helps make peoples' daily lives more convenient, comfortable and safe for those who use our motors for various applications.

■ New Product Lineup



**Power Window Lifter Motors
GD-538LA/RA, GD-548LA/RA**



Mabuchi Motor Co., Ltd. developed and started selling 2 models of power window lifter motors, "GD-538LA/RA", and "GD-548LA/RA". We are continuously pursuing smaller size, lower weight and higher torque for each of our motors for automotive electrical equipment, and contributing to a reduction in environmental impact by contributing to fuel consumption reduction by lowering the weight of the vehicle.

Product features

- 1. Compact, lightweight, high torque compatible (GD-538LA / RA is the smallest and lightest in the series)**
 - **GD-538LA/RA** Redesigned magnetic circuit to achieve size reduction of 13% and weight reduction of 18% with the same torque as conventional models.
 - **GD-548LA/RA** The yoke length has been changed to achieve a 13% weight reduction and 33% torque increase over the conventional models *1.
- 2. Sensorless system compatible *2**
Selectable sensor-less system with current ripple control or sensor type.
- 3. Connector can be changed (Option) *2**
The connector portion can be attached to either the output shaft side or the non-output shaft side.

*1 Comparison with conventional model GD-558LE/RE

*2 Compatible with both GD-538LA/RA and GD-548LA/RA



**Motor for Automotive Products
SF-266XA**



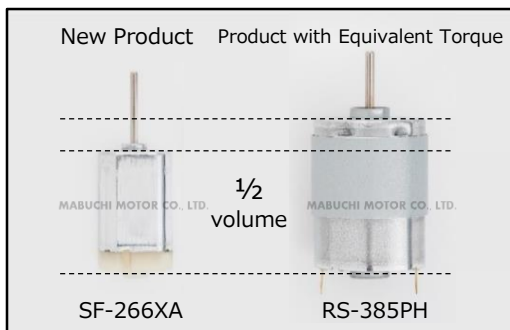
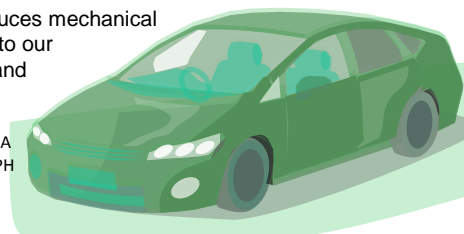
This product has twice as much torque as conventional products *3, while maintaining the features required in the field of automotive electrical equipment in recent years, such as noise reduction, compactness and light weight. We are continuously pursuing smaller size, lower weight, and higher torque for each of our motors for automotive electrical equipment, so we are able to contribute to a reduction in the environmental impact, as fuel consumption is reduced when the weight of the vehicle is lowered.

Product features

- 1. Compact and high torque**
 - By further evolving one of our strengths, the optimal design of the magnetic circuit, the torque has been improved by about 2 times while maintaining the same volume and weight as our conventional products *3.
 - Approximately half the volume and weight of our equivalent torque products*4.
- 2. Excellent quietness**
 - Our proprietary technology reduces mechanical noise and vibration compared to our equivalent torque products*4, and achieves excellent quietness.

*3 Conventional Product : SF-266SA

*4 Product with Equivalent Torque : RS-385PH



Management Guideline 2.

Contribute to the leveling of international economic disparities and to economic development in other countries through the creation of employment opportunities and technology transfers.



We will create value through our global corporate endeavors as we work with a diverse range of people around the world.

Contributing to overseas countries around the world through global business development

Since succeeding in its first overseas expansion in 1964, the Mabuchi Group has consistently emphasized its corporate activities from a global perspective. By establishing a global system to achieve local production for local consumption, and by expanding our business globally, we are currently creating jobs in the countries where we conduct business.

Furthermore, by increasing the income of our employees, we contribute to a higher standard of living and the economic development of each country.



The Mabuchi Group's development overseas contributes to the revitalization of neighboring industries, such as the production of raw materials, parts, and packaging materials used for local production, while simultaneously promoting the transfer of technology to each area. We have been promoting the localization of such activities in advance and will continue to promote the economic development of each country and region.

To create a brighter future

As a result of the shortage of labor due to the declining birthrate, there have been concerns regarding the deterioration of the working environment and health hazards. Furthermore, as the population grows older, the need for labor and ancillary equipment in the medical and nursing care sectors is greater than ever before.

When motors made by Mabuchi are used in assisted suits, mobile vehicles, and other such applications, they can generate strong motive power with little force. Similarly, when they are used in AGV's* and production automation equipment, they can free people from hard labor to achieve a working environment that does not sacrifice health.

We believe new value and products are born as a result.

We now live in an era in which increasing value is placed on work style reform and work-life balance. In such an era, cleaning robots that reduce the burden of housework and other home appliances equipped with motors produced by Mabuchi will reduce physical burdens and help people use their time efficiently. In this way, we will create a more convenient, comfortable, and better society in which each and every person in the world can live a fulfilling life and have the mental capacity to do so.



*AGV : Acronym for "automatic guided vehicle."

Management Guideline 3.

People are the most important managerial resource. Realize human potential through our work and teach people to become productive members of society.

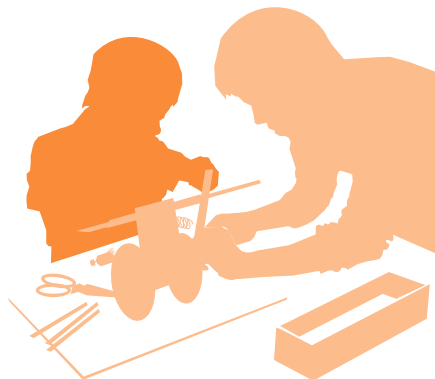


All of our employees will create value by contributing to society through their work.

For everyone in the world to play an active role

The Mabuchi Group actively promotes diversity throughout the group and is working to build a human resources system that enables employees to work around the world without limits to any country or region. By recruiting and promoting employees regardless of nationality or gender, our management has become more localized, and in recent years we have promoted the transfer of human resources among group companies, thereby expanding the activities of personnel in each region of the world. By providing education and opportunities for all employees, we create new value as each employee makes use of his or her sense of globalness and unique strengths.

Educational support for the students and children who will inherit the future

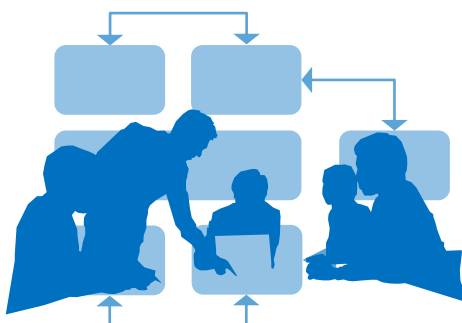


Mabuchi Group employees communicate the joys of manufacturing and science through educational activities in order to support the growth of students and children, who are our future leaders. Our educational activities started with the manufacture of motors for school materials and support for the construction of an elementary school in Dalian, China, and we will continue to engage in such activities in the future. We will continue to spread the joys of learning and creativity to young people and children around the world through robot contests, school visits, craft classes, and work experience.

We will create value by conducting business in a sustainable and stable manner and by fulfilling our responsibility to all of our stakeholders.

Strengthening our governance system

We have an important corporate responsibility to continuously contribute to the interests of all stakeholders including stockholders by generating adequate profits and enhancing corporate value. In order to achieve this, it is essential that we develop, operate, and strengthen a suitable system of corporate governance.



The Mabuchi Group fulfills its responsibility to its shareholders by improving its business performance. We also fulfill our responsibilities of supplying products to customers and employing workers, so that we can operate in a lasting and stable manner. To achieve this, we will ensure compliance to eliminate activities that lack ethics from the ground up, effectively use oversight, and strengthen governance. Through risk management activities that anticipate all possibilities, we will earn society's trust and continue to be an indispensable company.

Management Guideline 4.

Conduct corporate activity which preserves the earth's environment and protects human health.



We will create value through our corporate activities with consideration for the global environment.

Saving energy by improving product performance

Currently, more than 70% of motors produced by Mabuchi are used in automotive electrical equipment. The demand for more convenient and comfortable vehicles has led to an ever-increasing number of our motors being installed in vehicles around the world.



While a typical gasoline or diesel engine are said to have an energy conversion efficiency of around 30-40%, some of our motors have achieved an energy conversion efficiency of over 90%. We will continue to contribute to the environmental measures for automobiles by further evolving efficient DC motors by producing power-saving, highly efficient, compact, and lightweight motors throughout the group. Through these corporate activities, we will help protect the global environment and human health.

Conserving resources by improving efficiency in development and production

The Mabuchi Group continues to actively reduce CO₂ emissions, prevent environmental pollution, and conserve resources by introducing more efficient equipment and facilities and making improvements to ensure our processes do not use substances that are hazardous to the environment. Furthermore, we have implemented thorough management to ensure that electricity, water, and resources in the entire group's production activities are used appropriately.

High Environmental Consciousness and Initiatives

Responding to environmental issues is a challenge common to all companies and countries around the world that must be addressed as a top priority in today's society. In addition to promoting energy conservation and reducing the use of environmentally hazardous substances in its products and production activities, the Mabuchi Group continues to promote efforts and education to raise employee awareness for the purpose of conservation throughout the group.



The Mabuchi Group's strategy of standardization is to provide high-performance, high-quality, and affordable motors. Furthermore, we conserve limited natural resources by reducing the amount of waste produced through the use of materials in the production process and peer group involvement in the manufacture of molds and equipment.

▶ Please refer to the ESG Data section at the end of this document.

Compliance

Legal compliance and the maintenance of corporate ethics are social obligations of companies and also the foundation for a company to continue operating and grow. We are strengthening the compliance system so that individual employees understand and comply with this concept.

Mabuchi Motor Ethical Standard

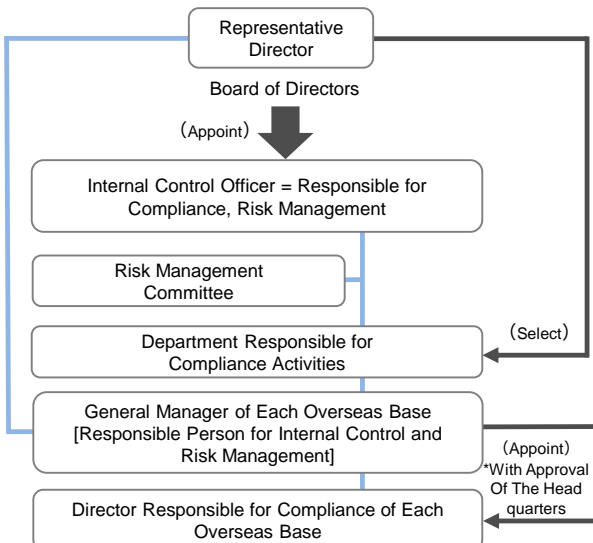
Mabuchi group sets “Contributing to international society and continuously increasing our contribution” as our Management Principle and conduct business activities to remain true to it. Still, in order to realize this principle, we believe in remaining in compliance with laws and regulations in a given country and region and also to implement activities based on corporate principles that are expected in societies.

We thus established the Mabuchi Motor Ethical Standard and presented specific social rules such as laws and regulations that all executives and employees should follow to promulgate them. We compiled the Ethical Standard in a booklet and distributed it to all executives and employees to further improve associated activities and spread the knowledge of it.

Our compliance education activities also continued as required in overseas production bases. We will provide various study sessions and training programs concerning compliance with laws, regulations, and social ethics to bolster our compliance system. The director responsible for compliance at each of the Mabuchi Group bases supervises compliance activities of that base under the overall control of the director responsible for internal control at Headquarters. They take a leading role in strengthening internal control and promoting continuous and autonomous compliance activities at each base.



Compliance Structure



To continuously rectify and improve inadequate points related to compliance activities in the entire Mabuchi Group, the Internal Audit Department conducts periodical and non-periodical audits on all Mabuchi Group bases to examine the conformance to compliance-related rules and procedures as well as acts of ethical violation and reports the results to the top management.

Handling of company properties

Company properties such as its facilities, office supplies and information equipment are allowed to be used only for the purpose of performing your duties. All directors and employees are responsible for properly managing and protecting the company's properties and preventing any loss, theft or misuse. The company's properties must be used with care and must not be used for personal interest.

Exclusion of antisocial forces

In light of our corporate social responsibility, we have signed a declaration that proclaims the severance of any relationship with any antisocial force, as a member of the Japan Economic Federation, along with other member companies.

Reliable financial reporting and Prohibition of insider trading

We ensure reliable financial reporting and we do not misuse nonpublic material company information.

Income tax liability

Our corporate activities are dependent upon the social infrastructures of the countries in which we operate, such as roads, ports, and water supplies. Those infrastructures are developed and maintained by tax money from people and companies of the country. Accordingly, it is one of our fundamental responsibilities to fulfill the tax obligation required by the laws of each country and region, and this recognition must be shared with the entire group.

Bribery Prohibition

It is strictly prohibited to give money, gifts, or any other illegal favor to any political group, politician, or government official for the purpose of gaining special treatment for the company in return.

Ethical Standard Hotline

We have set up the Ethical Standard Hotline in the company to allow all employees to directly inform or consult with the Internal Audit Department about compliance-related information under strict anonymity without using ordinary communication routes (senior managers or existing contact points of each division).

Mabuchi group is always striving to conduct honest and fair business with our suppliers and to build a relationship of trust with them. To address the current social situation, we extended the operational range of the Ethical Standard Hotline to some of our suppliers in addition to Mabuchi employees with a view to preventing problems in advance and strengthening the misconduct-prevention system.

We have also delivered a top management message promising that we will never allow those who have consulted with us to be treated disadvantageously because of their consultation, which is in accordance with the Whistleblower Protection Act.

Risk Management

We are working on enriching and strengthening risk management for global business activities. The aim is to ensure that the company will be on a long-lasting track for growth, while reducing and minimizing various risks inherent in diversifying business activities.

Risk Management System

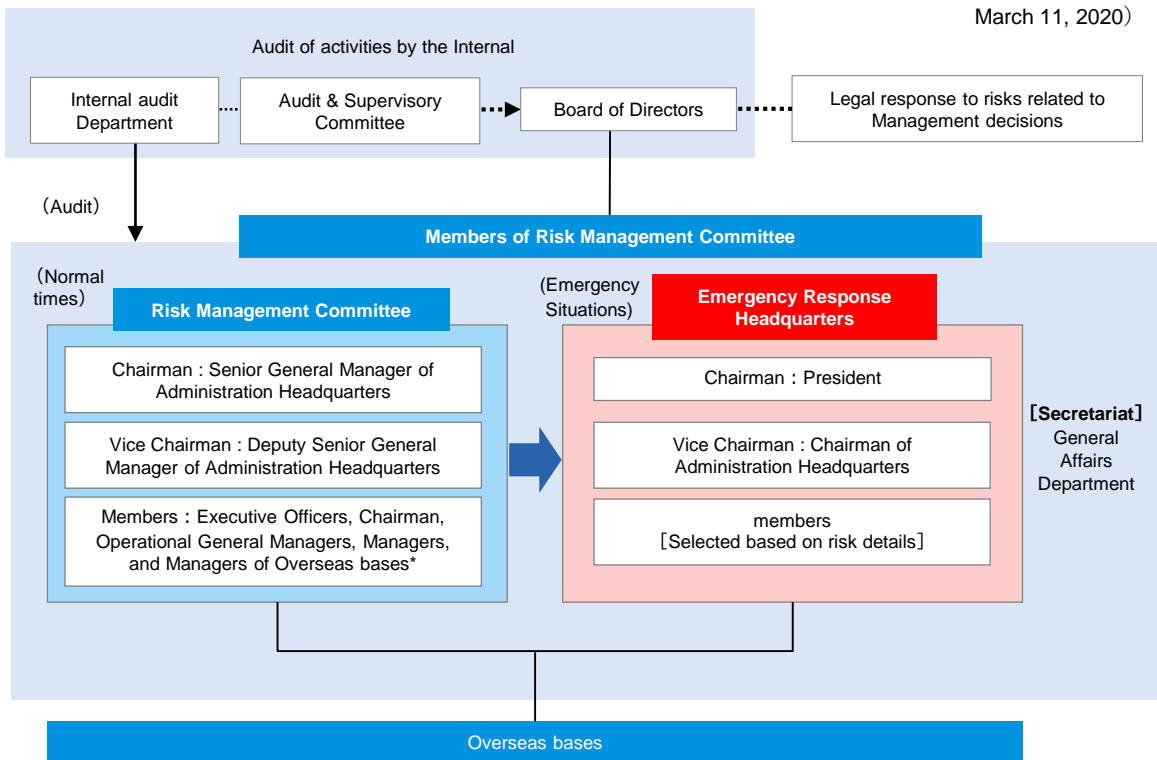
In accordance with our basic policy for internal regulation, we have appointed a director in charge of company-wide risk management and a department in charge of relevant affairs, and have established and maintained the internal rules and procedures necessary for the suitable risk management, and have taken necessary measures such as informing and educating all employees about these rules and procedures.

Product Safety

We consider it a matter of course to meet quality standards, safety requirements, and compliance with environmentally hazardous substances, and in the unlikely event that a defect or fault is found in our products, we will explain the issue to our customers and take countermeasures without arbitrarily hiding the problem. We prevent issues from spreading by responding promptly.

Structure of the Risk Management Committee

March 11, 2020)



* General Managers of overseas bases are part-time members
(Information necessary for risk management is shared on an as-needed basis.)

Expected risks

[External factors]

Natural disasters, social crimes, global/political situations, and risks of market uncertainty, including interest rates, currencies, and material prices

[Internal factors]

Product quality and safety, compliance, information communication systems, intellectual property rights, labor accidents, facility accidents, environment, labor issues, human rights, rumors, suppliers, supply chains, M&A, etc.

Actions of the members of Risk Management Committee

1. Securing lives (safety) of people
2. Compliance
3. Information security
4. Production and supply shutdown Categorized and specified into

Leader sections are specified for these risks to implement risk management activities as the entire Mabuchi Group while cooperating with the management section and related executive employees.

Information security policy

Mabuchi Motor Co., Ltd. and our affiliated companies (this "Group") earnestly consider what effect our actions have on our stakeholders, aiming to be a trustworthy organization in all aspects of business. This Group recognizes that it is our social obligation as a business to manage the information resources we possess and take appropriate information security measures to prevent leakage, alteration, destruction, or theft of information. Along with ensuring that all our workers including our executives deepen their understanding of the necessity and responsibility of information security, this group is establishing this information security policy in the expectation of guaranteeing infallible information security.

■ System

This Group will establish a "risk management committee" through which we will build security systems and structures that allow for continuous application, evaluation, and improvement.

■ Preservation and maintenance of information resources

This Group will appropriately classify and organize information, and will take security measures in accordance with that information's importance. This Group will take the utmost care in handling information and will manage it strictly.

■ Compliance

This Group's executives, employees, and other workers (this "Group's Employees, etc.") will strictly adhere to the information security obligations established by the law, company regulations, and client contracts.

Privacy Policy

Recognizing that it is an important obligation to adequately handle and protect information that can be used to identify individuals (hereinafter referred to as "personal information"), the Mabuchi Group will strive to protect personal information based on "Privacy Policy".

Basic Policy

Mabuchi commits to disclose information to shareholders and investors in fair and timely manner, in order to ensure a proper assessment and to increase trust in its corporate value. Mabuchi provides useful information with devising or improving the methods of disclosure so as to promote understanding of our diverse business activities.

■ Disclosure Standards

Mabuchi discloses information based on relevant laws and regulations, such as the Companies Act, the Financial Instruments and Exchange Law including the "Fair Disclosure Rules," and on the rules of Tokyo Stock Exchange. In addition, when Mabuchi regards disclosure of information not prescribed under the laws and rules, as necessary and useful to shareholders and investors, Mabuchi discloses such information on a timely, accurate, just and fair way.

Emergency Response Training

In order to ensure safety when disasters and other emergencies occur and to prevent environmental pollution and its spread, we conduct emergency procedure and report drills that assume various cases according to the characteristics of each business.

We prepared and distributed the "Emergency Response Manual for Employees in Case of a Disaster" and "Emergency Response Cards for Large-scale Disasters," in addition to the "Initial Response and Instructions Manual for Managers." We also introduced the "Safety Confirmation System (for all employees HQ.)." Furthermore, a response manual was prepared for each department that plays an important role in the event of a disaster, such as the Emergency Response HQ.

We also educate our personnel about disaster prevention and carry out various disaster drills (drills for evacuation, reporting, fire extinguishing, disaster relief, safety confirmation, and safe return to home) so that employees can calmly take the appropriate action in the event of a disaster.



Left column: Overseas bases (Taiwan)
Right column: Headquarters

In addition, we keep in stock disaster supplies such as protective items, equipment, food and drinks, and daily necessities to ensure safety, and accept employees in the company who are unable to return home. We are securing a large amount of drinking water at the Headquarters even when the water supply is disrupted because we use groundwater as source of regular drinking water. We are now preparing to conclude a water supply agreement with the Matsudo municipal government so that we can support the local community's drinking water supply.

Storing supplies, materials, equipment, drinking water, and food (Headquarters.)

- Set up two priority telephone lines in the Headquarters building.
- Provide a Mobile Phone for emergency use as a means of communication during power outages.
- As measures for power outages, keep an emergency power generator and the fuel necessary for the operation of the Emergency Response Headquarters and the protection of the computer system, as well as emergency toilets.
- Store the helmets necessary for emergency evacuation.
- Stockpile drinking water for those who are returning home.
- Stockpile three days worth of food and drinks as well as water for toilets in case employees are unable to return home.
- Measures to prevent the collapse of facilities, furniture, and equipment
- Equipment and tools that can be used for recovery and urgent repair of facilities, apparatuses, and furniture and to support the affected employees and local communities.

Seismic isolation system to protect corporate activities from earthquakes (Headquarters)

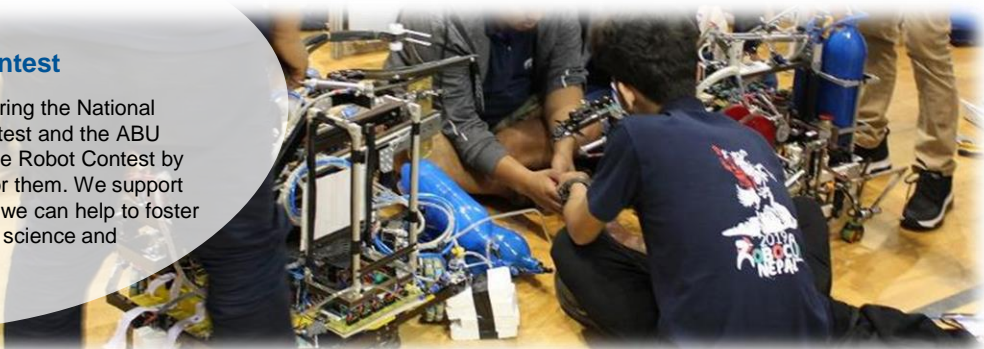
Seismic isolators and flexible joints are installed to protect the indoor environment even against damage even from large earthquakes of class 7.

Educational Support Efforts

We provide educational support to students and children who will lead the next generation to help them grow up surrounded by the joy of science and manufacturing.

Sponsoring Robot Contest

Mabuchi has been co-sponsoring the National Technical College Robot Contest and the ABU Robot Contest and the College Robot Contest by providing motors and funds for them. We support these events in the hope that we can help to foster future engineers and develop science and technology.



National Technical College Robot Contest



ABU Robot Contest

Providing Motors

Support for National Technical College Robot Contest
About 24,000 motors in total.



RS-555VC with gear head (top) JC/LC-578VA
RS-385PH with gear head (bottom), etc.



Summer Vacation Handicraft Class

We hold the "summer vacation handicraft class for parents and children" every year for fourth through sixth graders living in the area around the Headquarters (Matsudo City, Chiba Prefecture). We are going to continue this handicraft class so that more students can enjoy the pleasure of creating something.



Wooden craft events

In addition to summer vacation classes, children enjoyed wooden crafts using our motors at the Shizuoka Hobby Show in May and at the Chiba Museum of Science and Industry in late August.



Handicraft event at Shizuoka Hobby Show



Industrial Science Museum work event

Delivering on-site Classes

We have been sending Headquarters employees to elementary schools in the area (Matsudo City, Chiba Prefecture) as science instructors every year. We have received comments from children, who received classes using science teaching materials developed independently, saying things such as they found science to be fun as they experimented with magnets using motor components.



Classes held in a local elementary school (Headquarters)



Classes held in the Japanese School (Jiangsu Mabuchi)

Workplace Experience and Company Observation

Headquarters takes in local elementary school students in cooperation with the career education programs at their schools. Also, our overseas bases are also inviting local students and family members of the employees to observe workplaces.



Workplace experience for junior high school students (Headquarters)



Elementary school student tours (Headquarters)



Special school student tours (Headquarters)



Employee family tours (Jiangsu Mabuchi)

Support to Kashiwa Reysol Academy as a sponsor

As part of our local community contribution activities, Headquarters concluded a uniform sponsorship agreement with Kashiwa Reysol Academy established as an organization for helping human resources to become football players of Kashiwa Reysol, a professional football team. It also supports the development of young people.



Exhibition and Support for Events at the Science Museum

Mabuchi has been presenting a permanent exhibition at the Science Museum (Chiyoda-ku, Tokyo) to support scientific education for young people. Displays include an explanation on the mechanism of motors, various motors used in daily lives, and handicrafts powered by a motor. And, every autumn, we offer a science experiment class in collaboration with the Museum.



Science experiment class in the Science Museum (Headquarters)

Internship Program

Through our internship program, we continuously accept domestic and overseas students as interns to give them an opportunity to deepen their understanding of Mabuchi's philosophy through actual work.



Supporting Local Communities

The entire Mabuchi Group has continuously been conducting various community activities including an activity to protect the environment and social and welfare activities.

Supporting local communities around the world

Volunteers from Jiangsu Mabuchi participated in activities organized by Wuzhong District in Suzhou City with the primary purpose of caring for and supporting healthy growth of young people.



Social Welfare Efforts

We continuously visit and make donations to children's homes and elderly care homes to extend a helping hand.

In 2019, Jiangxi Mabuchi employees donated clothing, shoes, and bags to families who need financial assistance. At the same time, they have been able to influence the recycling of waste to protect the environment.



Social Welfare Efforts

Afforestation, beautification and cleaning activities

We are continuing to beautify and clean up the area



Clean-up activities

Coexisting with the local environment

We have created a bio-garden in the front lawn of Headquarters based on a concept of coexistence with the local environment, with the goal of restoring the natural environment of Matsudo in Matsuhidai Industrial Park.

We considered the impact of non-native species on the local ecosystem and created the bio-garden with the goal of restoring the original ecosystem by eradicating the Canada goldenrod, an invasive species, and by planting wildflowers such as *patrinia scabiosaefolia* and *patrinia villosa* which have traditionally grown around Matsudo. We continue to manage the site with environmental awareness, keeping in mind its location as a biotope network that maintains the connection with the local ecosystem that spans a wide area rich with nature that includes the neighboring Yahashira Cemetery and the Yagiri-no-Watashi Ferry.



Donating Blood Activity

Mabuchi employees at Headquarters and other locations are actively cooperating in donating blood as a Group-wide activity. The Headquarters has been receiving a letter of appreciation from the Red Cross Society every year.



Donating Blood Activity



Together with Our Employees

We consider people to be the most important management resource for a company and are working to create a workplace in which all employees of the Mabuchi Group can make full use of their skills to achieve economic stability and personal fulfillment.

Human Rights Respect, Safety and Health

We advocate "Conduct corporate activity which preserves the earth's environment and protect human health" in our Management Guidelines and "Be fair and just to others, support and cooperate with fellow employees" in our Mission. For this reason, we respect the basic rights of our employees, including our overseas bases, and are actively working to create a workplace where every employee can play an active part in a healthy and safe manner.

Respect for human rights

We respect the basic human rights, values, individuality and privacy of each individual. We do not tolerate discrimination for any reason including race, religion, gender, nationality, disability or age, or violence, sexual harassment, bullying or any other form of insult. Nor do we tolerate any child or forced labor.

Labor, safety and health

As stated in the Management Vision, it is the company's policy that the health of employees and people in the community not be harmed by any business activity. We must maintain and further improve our working environment by placing the highest priority on the safety and health of employees and people in the community.

Protection of Good Luck Information

Any personal information of employees must be strictly controlled and protected from disclosure to any employee other than those who need the information for performing their duties, and from disclosure outside the company.

Balancing Work and Life

Family-friendly Measures

In addition to enriching work, we are promoting the creation of a work environment in which many employees can work for a long period of time so that they can work easily according to each stage of their child-rearing and middle-aged and older lives. There are various leave systems, and we are raising the rate of taking childcare / care leave through efforts to deepen understanding in the workplace. Going forward, we will continue to implement measures that can accommodate the diversification of lifestyles, build a system that enables each person to achieve a work-life balance, and create a rewarding workplace environment.

To build an employee-friendly environment

- Parental leave (three years) / Nursing leave (one year)
- Support for self - improvement during nursing leave and parental leave
- Leave for childbirth by spouse: Acquisition rate 100%
- Low - interest loans for fertility treatment
- Short working hours and exemption from overtime work for parental and nursing leave
- Flextime System and Discretionary Labor System introduced
- Encouragement for employees to take paid leave
- Enrichment of welfare facilities, etc.
- Introduction of Telework, Satellite Office and Mobile Work

Danang Mabuchi's reception of an award for their contribution to health and safety endeavors

In May 2019, Danang Mabuchi received a "Contribution Award" from the Department of Safety and Labor for its positive contributions to health and safety endeavors.



Received Chiba Labor Bureau Director's Encouragement Award

On October 21st, our Technical Research Institute (Inzai City) was recognized as an excellent model for conducting risk management and chemical substance risk assessment for safety and evaluating that no occupational accidents have occurred for more than 7 years.



As a company that is working to create a work environment where employees can balance work and nursing care, we have acquired "TOMONIN" from the Ministry of Health, Labor and Welfare. We will continue to improve the work environment where both work and nursing care can be solved, and we will solve social problems that increase the number of employees leaving for the care of their families.



仕事と介護の両立支援

Furthermore, with regards to the **Change! JPN** campaign, we are in support of the national movement to promote work-life balance. We also participate in "Shain Iki Iki! Genki na Kaisha Sengen" (Lively Employees! Robust Company Declaration) in Chiba Prefecture.



Diversity

By actively promoting diversity, we are working to create an environment in which the Mabuchi Group employees can be active around the world without being limited to countries or regions. We have always been hiring and promoting regardless of nationality or gender. In recent years, we have been putting more effort into it and aiming to create new value by taking advantage of each feature by having a global sense among all our employees.

Approach to Diversity through HR activity

We are working to create an environment in which human resources with various backgrounds can play an active role, in order to realize the diversity our company aims to achieve.

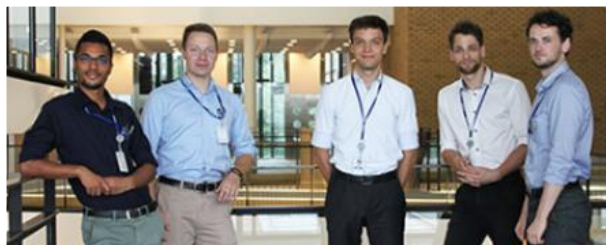
Appointment of Female and Non-Japanese Directors

According to the leaflet "Women's Activities and SDGs: Towards Sustainability" issued by the Cabinet Office this January (2020), there are 887 companies (out of 3,740 listed companies total) with a female executive ratio exceeding 10%. Our company is on that list.



Promoting active role of Non-Japanese Employees

We have recruited people with a sense of globalism, and many Non-Japanese employees are playing active roles. In addition, local employees overseas are promoting their activities all over the world through the short-term practical exchange system and the base head meetings of each functional department.



Promoting active roles of female employees

Aiming to expand the appointment of female managers, support for career development of females

Support activities of various people

Aiming to "live people through work", create a workplace where even for employees with handicap due to reasons such as disability, can work lively, by creating flexible working hours, barrier-free facilities, managerial education, etc.

Keeping a Healthy Body and Mind

We believe that employees' healthy bodies and minds are the base of their good social life and the source of Mabuchi's vitality. Therefore, we started a mental health program at the Headquarters more than 20 years ago that includes mental health checks, care given by in-house counselors, and mental health seminars. In fiscal 2018, we featured an article by an outside counselor in our company newsletter and explained to our employees about "mental health".

In September 2019, we held a lecture about the advantages and disadvantages of breast cancer screening and hereditary breast cancer with a breast surgery doctor from New Tokyo Hospital. Furthermore, we invited sports instructors from NAS sports club to hold lectures about tobacco and alcohol to encourage employees and their family members to quit or cut back on smoking and alcohol consumption, as well as to teach breathing techniques and simple stretches. Since January 2020, a total smoking ban on company premises has been in place at the Headquarters.



Breast cancer screening lecture



Tobacco/alcohol lecture

Health promotion day setting

With the aim of preventing and improving lifestyle-related diseases of employees, we set a "Health Promotion Day" four times in a month, and doing the following activities:

- Take adequate rest both physically and mentally (encourage employees to leave by 17:00 on The health promotion day)
- Improve eating habits by adjusting the amount of food and having a well-balanced menu
- Health promotion to start from walking (promote use of stairs by operate only one elevator out of 3 elevators of HQ.)
- Promote the habit of quitting smoking and setting days of no drinking alcohol



Healthy food plate at the company's restaurant



All employees leaving office at 17:00

The Certified Health and Productivity Management Organization Recognition Program

On March 2020, we were recognized by "The Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category)".

This program endeavors to these outstanding enterprises engaged in efforts to advance Health and Productivity Management.



Human resource development

Personnel Performance Evaluation System

Mabuchi group's personnel evaluation system is aimed at ensuring the mutual growth of the company and employees by correctly identifying the contributions of all the employees that play a wide variety of roles in the company. We positively use the system not only as a management tool but also as a way to develop human resources.

- Multifaceted human resource evaluation system
- Self-reporting system
- Multiple-track human resource system
- Clarification of the wage system
- Clarification of compliance rules for power harassment, sexual harassment, etc.

Human Resources Training

The Mabuchi Group is implementing the following programs to build a company-wide environment for employees to learn languages (especially English) so that employees can be active globally.

- Providing training from various perspectives targeting persons from executives to new employees.



- Exchange of working experience between employees from overseas subsidiaries



- Strengthening the English skills (a global communication tool) of employees by providing opportunities for TOEIC and CASEC exams, TOEIC preparation courses, short-term study abroad programs, overseas trainee programs, and the use of online English conversation platforms
- Support for the promotion of self-development
- Qualification incentive system
- Holding of various public lectures for independent learning
- Establishment of multi-purpose self-study rooms
- Lending books within the company, etc.



Multipurpose self-study room



Books recommendation in a reading corner

Recognition as a 3.5-star company in the 3rd Nikkei Smart Work Management Survey

In November 2019, our company received 3.5 stars in the 3rd Nikkei Smart Work Management Survey, which selects leading companies that have active roles in the revolution in productivity through work style reform.



Promoting workplace reform

The Mabuchi workplace innovation efforts aim to increase productivity for the entire company by increasing the number of options for workstyles and by allowing each employee to adopt a workstyle that is suited to them.

We have increased the efficiency of meetings, standardized reporting methods, digitalized documents, and implemented other reforms, which have been spread throughout the company. Additionally, starting in 2019, we will introduce a full scale telework satellite office, change the company layout (a free address system will be implemented for parts of the company), and enhance our IT tools.



Sparking communication with a free address system



Tokyo Satellite Office

Various Events for Employees and Families

We hold a variety of events such as garden parties and bowling tournaments by teams of departments to enhance communication and build a sense of unity among Headquarters employees.

In addition, many events participated by employees at overseas bases are held regularly, including sports festivals, company trips, and cultural festivals.



Garden Party

Badminton Tournament (Dongguan Mabuchi)

Environmental Management

We obtained the certification of "Environmental Management System ISO14001: 2015" at Headquarters and individual production bases. and obtained the certification. And, we set environmental targets to be achieved by individual departments and bases, the Headquarters and the Mabuchi Group, implement through PDCA management and make positive efforts to work on environmental management. Our improvements of the environmental management are and will be expedited to perform high-level environmental conservation activities.

Environmental Management System

The environmental management system of the entire Mabuchi Group is reviewed by a Environmental Representative.

The Environmental Management Committee is established at Headquarters. This committee is comprised of the chairman, who is the Environmental Representative, chairmen and general managers of individual departments. They discuss and determine the Mabuchi Group's environmental policy, objectives, and measures to be taken.

Also, we have set up the Chemicals Task Force and the Energy Saving Task Force under the Environmental Management Committee. Those task forces propose measures in each specialized area and promote environmental preservation activities.

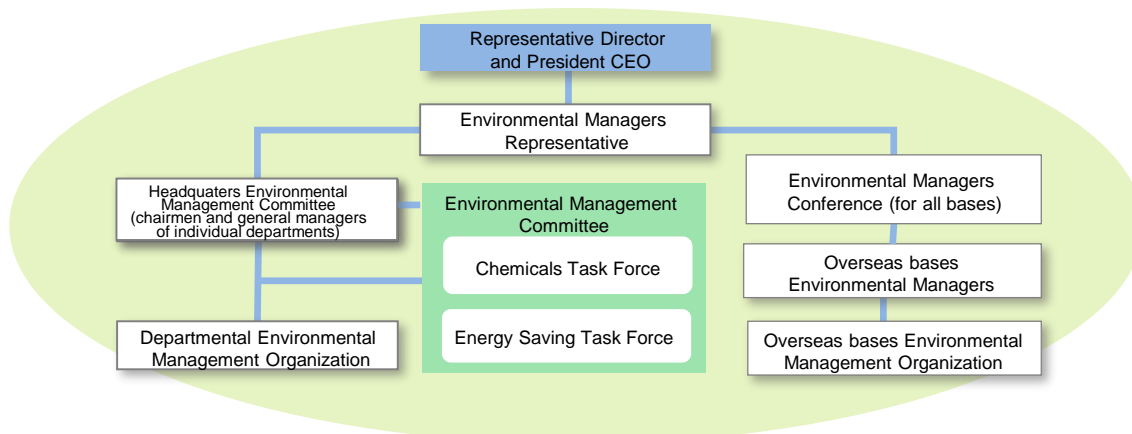
Environmental Audits

Conformance of Mabuchi group environmental management system to the ISO requirements and the current effective management status of the system are periodically audited by an external certification body (third party) and the internal Audit Department. Through these audits, we maintain And improve the level of our environmental management continuously.



Examination by Bureau Veritas (Headquarters)

Environmental Management Organization



Environmental policy of the Mabuchi Group

We carry out our corporate activities without sacrificing the environment or human health. We also strive for continuous improvement through our environmental management system, and aim at achieving a sustainable society.

1. We observe environmental laws and regulations, and make diligent efforts to prevent pollution. We are always aware of the impact that our business activities have on the environment, and manage the impact by establishing our own standards.
2. In order to reduce environmental impacts associated with our business activities, we focus on the following:
 - 2.1 In order to reduce CO2 emissions and to effectively utilize limited resources, we actively work on energy saving, resource saving, recycling, and waste reduction.
 - 2.2 In our products and production processes, we thoroughly manage any substances of concern and seek to switch to equivalent alternative substances as much as possible.
 - 2.3 We perform green procurement activities positively using environmentally friendly parts and materials.
 - 2.4 Being aware that the protection of biodiversity is a significant corporate objective, we promote eco-friendly approaches.
3. In order to raise the environmental awareness of all our employees, we actively conduct environment-related educational activities.
4. We familiarize all of our employees with this environmental policy, and announce the policy to outside parties.

Mabuchi Motor Co., Ltd.
Representative Director and President CEO

Hiroo Okoshi

Established: September 27, 1998, Revised: March 28, 2013

CSR Procurement

By setting Mabuchi group's own special evaluation criteria in addition to laws, regulations, and customer requests, we at Mabuchi strictly control environmentally prohibited substances designated in those standards so that they will not be included in materials and parts of products that we procure from our suppliers. We also prioritize the use of materials and members with a lower environmental impact.

Compliance with Laws and Regulations

In addition to the European RoHS Directive, the European ELV Directive, the European REACH Regulation · Substance of Very High Concern (SVHC), Japan's Chemical Substances Control Law - Class 1 Specified Chemical Substance, the Global Automotive Declarable Substance List (GADSL), other regulatory requirements, customer requests, Mabuchi voluntary standards, etc., we are taking action ahead of time by adding regulated substances and changing the prohibition rank, for example.

As conflict minerals are a source of monetary funds for armed groups, we are requesting our suppliers not to use them and also reporting the results of conflict mineral* investigation to our customers.

We are closely communicating with our suppliers on a daily basis and actively auditing the uses and storage conditions of environmentally hazardous products. Thanks to these efforts, we have experienced no environmental accidents since the enactment of the 2006 RoHS Directive in Europe up to now.

We will continue to promote green procurement activities with our customers and suppliers.

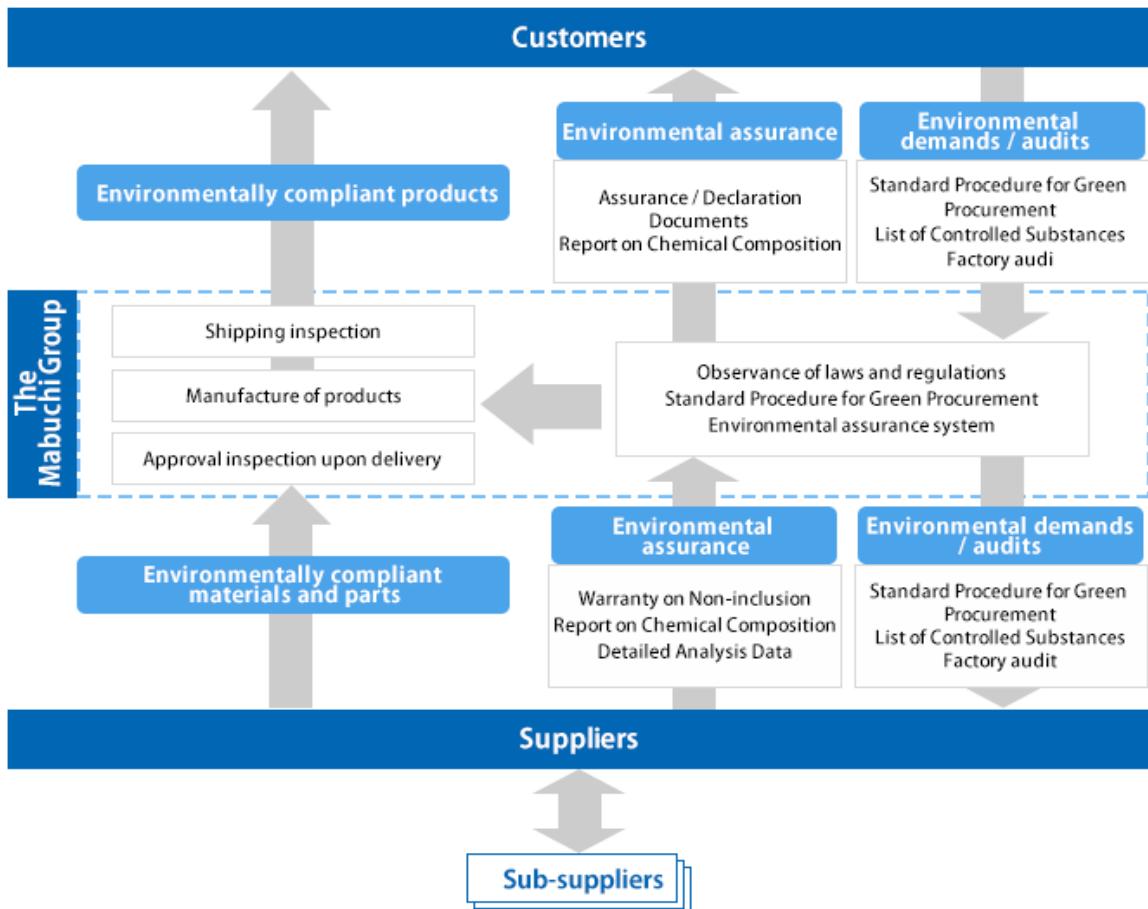
* Conflict minerals... currently defined as a 3TG(tin, tantalum, tungsten and gold ore)

Promotion of Green Procurement

Our own environmental conservation efforts are not enough for developing products with a low environmental impact throughout the life cycle of products, ranging from the extraction of material resources, production and processing, distribution and sales, consumption and uses to disposal and recycling. Thus, we also evaluate the environmental efforts of our suppliers to reduce environmental impact and avoid environmental risks.

We make it a rule that suppliers must follow the green procurement procedure shown in the flowchart below and submit documents certifying that environmentally prohibited substances are not contained in their raw materials and parts, in addition to an environmental activity survey sheet.

Green Procurement Flowchart



Environmental Conservation Efforts

We believe that "clean manufacturing" means more than producing environmentally friendly products. It also means promoting the reduction of environmental loads across the supply chain, from development and design to production and distribution.

Continued energy conservation efforts

We have continued to systematically implement company-wide energy conservation measures, such as switching to LED ceiling lights at Headquarters, controlling the temperature setting of air conditioners during the year, and limiting the use of hot water produced using electricity throughout the company.

We also strive to raise awareness about the conservation of electricity by posting information on the company intranet and in our factories about electricity usage during the summer months, when electricity consumption increases.



Planned use of LED lighting (Headquarters)

Time control for electric water heaters (Kaohsiung Mabuchi)

Efforts in Introduction of Production Equipment

Mabuchi group is also constantly working on environmentally friendly activities in the production process. For example, at the time of producing facility production, we conduct the following multifaceted environmental impact assessments and make plans for introducing production facility equipment:

1. Existence of banned substances
2. Usage volume of power, air, water, etc.
3. Fuel consumption
4. Emissions of air pollutants, ozone depleting substances and sewage
5. Vibration and noise level
6. Waste and hazardous material emissions to which the Industrial Safety and Health Act applies
7. Whether there is a possibility of toxic substance leakage at the time of equipment disposal
8. Presence or absence of instructions / explanation of harmful substance recovery - etc.

By verifying the above, we are working to reduce our environmental impact.

Using natural energy at production locations abroad

At Daojiao Mabuchi and Dongguan Mabuchi in China, solar power generation systems generates approximately 600,000 kWh of electricity per year for use at production locations. Through the use of natural energy, we strive to reduce carbon dioxide (CO₂) emissions, a greenhouse gas.



Solar panels installed on the roof

Complying with environmental directives

In addition to complying with the environmental related directives below, our entire group strives to protect the environment by thoroughly complying with our own regulations in the production of motors. From the enforcement of the European RoHS Directive in 2006 to the present, we have not caused a single environmental accident.

Environmental Activities

- 1993 - The Management Guideline "Conduct corporate activities which preserve the earth's environment and protect human health" was explicitly stipulated.
- 1997 - The Environmental Management Committee was established to take specific measures against environmental problems.
- 1998 - Mabuchi Group's Basic Environmental Policy was established.
- 1999 - ISO 14001 Certification was acquired.
- 2000 - Green procurement activities started. Selection and evaluation of alternative materials for the production of cadmium-free motors were completed.
- 2001 - Publication of the Environmental Report was started. Preparations for the commercial application of lead-free soldering were completed.
- 2002 - Shipment of hexavalent chromium-free sample motors was started.
- 2004 - The new Headquarters building incorporating advanced energy-efficient technologies was completed.
- 2006 - The green procurement explanatory meeting was held at all production bases.
- 2008 - "Environmental Report" was renamed "Social & Environmental Report" (to contain the information on our social activities).
- 2012 - The Basic Environmental Policy was revised and established as "the Mabuchi Group Environmental Policy."
- 2015 - The construction of our new environment-friendly plant "Mexico Mabuchi" was completed.
- 2018 - Completed construction of our new environment-friendly plant, Poland Mabuchi
- 2018 - An ISO 14001 certification was obtained at Mexico Mabuchi
- 2018 - 10-substance pledge for the European RoHS Directive began
- 2019 - Updated the ESG information on our website

Environmental Communication

By providing wide-ranging information on Mabuchi group's environmental way of thinking and environmental management activities to parties both inside and outside the company to raise the environmental awareness of our employees, Mabuchi group gains a broad social understanding of our approach to environmental conservation and related activities.

Publication of Social & Environmental Report and Environmental Information on Our Website

Information on the Mabuchi Group's efforts to achieve the SDGs has been updated in a manner that is easier to understand in the ESG Information section of our website. We will continue to be fully accountable for our CSR approach and the results of our activities, by means such as the publication of the Social and Environmental Report on the website. Also, we will further improve communication with all stakeholders.



Environmental Communication to Communities

To efficiently implement environmental conservation in the entire Mabuchi Group by sharing environmental information, the Environmental Managers Conference has been held every year with the participation of environmental managers from Headquarters and overseas production bases. In addition, the latest environmental information is posted in the in-house newsletter on the company intranet to improve the environmental awareness of employees.



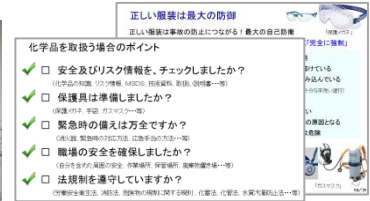
Environmental Managers Conference was held to connect multiple bases via video conference

Environmental education

In order to enhance the environmental awareness among our employees, we are implementing environmental lessons according to specific goals.



Waste sorting lesson



Educational materials about the handling of chemicals

Environmental Slogan and Poster Contest

To raise environmental awareness among employees, we hold an Environmental Stewardship Poster Contest annually. Award-winning works selected from more than 1,000 entries are shared on intranet.

(Environmental Poster 1st place work)



(Environmental Poster 2nd place work) 2 works



[Slogan – First Place]

Let's implement the following "3 Zero's" to protect the earth's green!

1. Zero falling object.
2. Zero defective products.
3. Zero trash throwing without permission.

Safety Awareness Poster Works Contest

The "Safety Awareness Poster Works Contest" was newly held from 2018. Under the theme of alerting to work-related accidents, 55 works that have passed the primary screening from Headquarters and overseas bases are finally judged, and 17 works are posted on the company intranet as award-winning works.

(Safety Awareness Poster 1st place work)



(Safety Awareness Poster 2nd place work) 2 works



E Environment

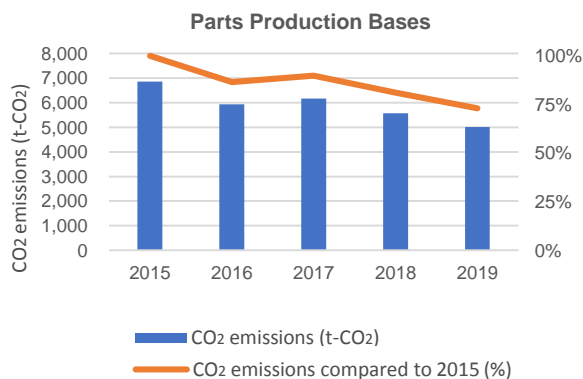
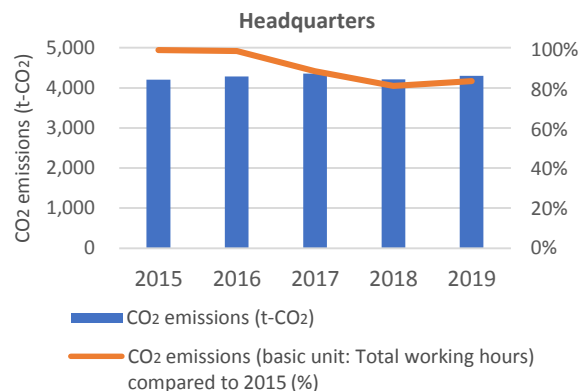
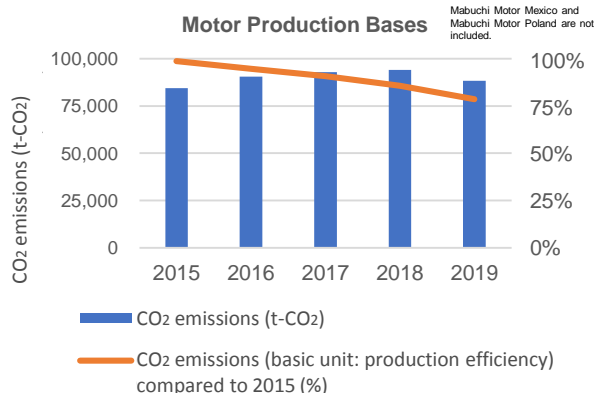
Category			Scope	Unit	2015	2016	2017	2018	2019
Improving the efficiency of energy use	Total energy input	Electricity	Group	million kWh	184	195	206	213	203
		Town gas	Group	ton	396	753	745	697	617
		Liquefied petroleum gas (LPG)	Group	ton	75	81	78	73	71
		Gasoline	Group	kl	281	250	235	216	187
		Diesel Fuel	Group	kl	264	185	150	160	147
		Coal	Group	ton	0	0	0	0	0
		Sustainable energy (Photovoltaics capacity)	Group	million kWh	-	-	-	0.58	0.68
Resource conservation (water)	Water input volume	Total usage volume	Group	thousand m ³	791	801	808	846	807
		Water supply usage volume	Group	thousand m ³	756	763	768	800	765
		Underground water usage volume	Group	thousand m ³	34	38	40	46	42
		Rain water usage volume	Group	thousand m ³	4	4	4	4	4
Reduction of greenhouse gas emissions	Greenhouse gas emissions	CO2 emissions	Group	t-CO2	95,497	100,737	103,533	103,983	97,716
Reduction of waste	Total discharged waste volume	Group	ton	43,029	42,539	43,936	44,356	45,038	
	Final waste disposal volume	Group	ton	1,292	1,227	1,411	1,495	1,390	
	Waste recycling volume	Group	ton	41,737	41,312	42,525	42,860	43,649	
	Waste recycling rate	Group	%	97.0	97.1	96.8	96.6	96.9	

Mabuchi Motor Poland is not included in this data.

Efforts to reduce greenhouse gas (CO2) emissions

CO2 emissions of the Mabuchi Group as a whole are rising due to an increase in motor production, plant facilities, and the number of employees at Headquarters. However, we have set targets suited differences in the use of each facility and are striving to reduce emissions by improving production efficiency and taking measures to conserve energy. Specifically, we have reduced CO2 emissions per total working hour at Headquarters and per production efficiency* at motor production bases, and CO2 emissions at parts production bases, respectively. (The line graphs illustrate changes with the 2015 data considered to be 100%.)

* Production efficiency = P(product)/MH(man hours)



Social

Category		Scope	Unit	2015	2016	2017	2018	2019	
An environment in which everyone can participate	Number of employees	Domestic	Head-quarters	persons	762	781	806	824	849
		Entire Group	Group	persons	24,419	23,768	23,936	23,476	22,061
	Number of new graduates hired		Head-quarters	persons	22	22	26	30	32
	Number of new hires	Total	Head-quarters	persons	51	68	58	72	66
		Female	Head-quarters	persons	8	14	8	12	15
	Percentage of women among new employees		Head-quarters	%	15.7	20.6	13.8	16.7	22.7
	Number of employees leaving the company (including retirement)		Head-quarters	persons	15	16	20	29	35
	Number of women with managerial roles		Head-quarters	persons	3	3	2	4	7
	Percentage of women with managerial roles		Head-quarters	%	3.7	3.9	2.1	4.2	6.4
	Total number of TOEIC students		Head-quarters	persons	793	732	808	844	871
	Number of subjects for the qualification incentive system		Head-quarters	persons	25	36	21	32	27
	Number of public lectures held		Head-quarters	times	6	6	6	3	11
	Number of employees with disabilities		Head-quarters	persons	12	13	16	17	19
	Percentage of employees with disabilities		Head-quarters	%	1.99	2.02	2.35	2.30	2.83
	Number of foreign national employees		Head-quarters	persons	9	9	12	20	26
	Average age		Head-quarters	age	44.0	43.5	43.7	43.5	43.6
Average number of years employed		Head-quarters	years	19.3	18.6	18.7	18.0	17.8	
Number of presidents of local nationalities in foreign affiliate companies		Group	Persons(%)	5(25.0)	5(25.0)	6(30.0)	8(34.8)	9(39.1)	
Safe and healthy work environment	Average monthly working hour		Head-quarters	hours	173.3	173.5	173.7	174.0	165.9
	Average monthly overtime hours		Head-quarters	hours	25.1	25.2	25.5	25.6	18.5
	Yearly use of paid leave days	Granted	Head-quarters	days	20	20	20	20	20
		Used	Head-quarters	days	13.1	13.0	13.1	12.8	14.3
		Usage Rate	Head-quarters	%	65.5	65.0	65.5	63.9	71.7
	Number of maternity leave recipients		Head-quarters	persons	3	0	0	2	3
	Number of childcare leave recipients		Head-quarters	persons	3	0	0	2	3
	Percentage of childcare leave recipients		Head-quarters	%	0.39	0.00	0.00	0.24	0.35
	Returnees to work after childcare leave		Head-quarters	%	-	100	-	-	100
	Number of recipients of leave for childbirth by spouse		Head-quarters	persons	24	20	29	25	22
	Number of nursing care leave recipients		Head-quarters	persons	0	0	0	1	0
	Number of teleworking (percentage) <small>Established June 2018</small>		Head-quarters	Persons(%)	-	-	-	35(4.9)	129(15.2)
	Number of employees using the reduced work hours system		Head-quarters	persons	2	4	3	3	2
	Employees receiving periodical medical checkup		Head-quarters	%	94.4	95.5	95.9	95.8	96.7
	Employees participating in mental health surveys		Head-quarters	%	-	94.6	96.7	97.7	97.0
Frequency of occupational injuries*		Head-quarters	Frequency factor	1.35	0.00	0.60	0.00	0.00	
Development/protection of local societies	Expenditure on social contribution activities	Total	Head-quarters	million yen	36.0	32.0	31.0	31.0	30.5
		Donations	Head-quarters	million yen	2.0	5.0	4.0	3.0	3.0

* Frequency of work-related accidents per million working hours

Category		Scope	Unit	2015	2016	2017	2018	2019	
Highly transparent corporate operations	Directors	total	Head-quarters persons	8	8	8	8	13	
		Outside directors	Head-quarters persons	2	2	2	2	6	
		Female directors	Head-quarters persons	0	0	0	0	2	
		Foreign national directors	Head-quarters persons	0	0	0	0	1	
	Number of board of directors meetings		Head-quarters	times	18	18	25	30	31
	Attendance rate of outside directors		Head-quarters	%	100	94	100	93	89
	Age of youngest director (internal)		Head-quarters	age	46	47	48	49	50
	Age of oldest director (internal)		Head-quarters	age	70	71	57	58	59
	Average age of directors (internal)		Head-quarters	age	55	56	54	54	55
	Audit committee members	total	Head-quarters	persons	4*	4*	4*	4*	4
		Outside audit committee members	Head-quarters	persons	3*	3*	3*	3*	3
	Executive officers		Head-quarters	persons	9	10	10	15	14
	Directors' remuneration		Head-quarters	million yen	300	391	377	391	382
	Audit committee members' remuneration		Head-quarters	million yen	35*	41*	43*	44*	47
	Political contributions, lobbying, and other expenditures		Head-quarters	yen	0	0	0	0	0
Compliance with domestic/international regulations and ethics	Administrative penalties from the Fair Trade Commission and other relevant authorities		Group	incidents	0	0	0	0	0
	Criminal penalties related to compliance		Group	incidents	0	0	0	0	0
	Suspension of operations/business due to legal violations		Group	incidents	0	0	0	0	0
	Price fixing prosecution cases		Group	incidents	0	0	0	0	0
	Bribery prosecution cases		Group	incidents	0	0	0	0	0

* For auditors before Mabuchi Motor adopted an company with audit and supervisory committee

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