

E Environment

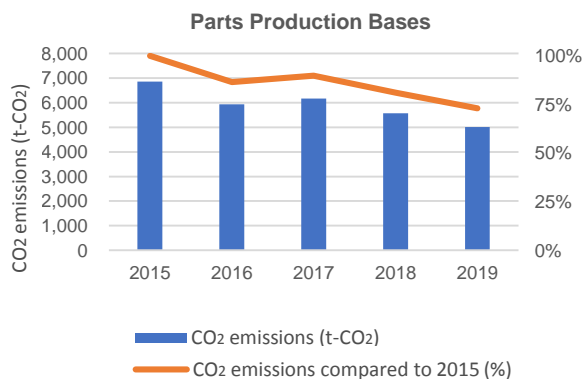
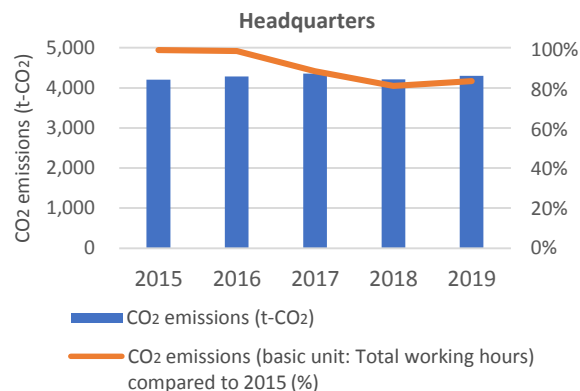
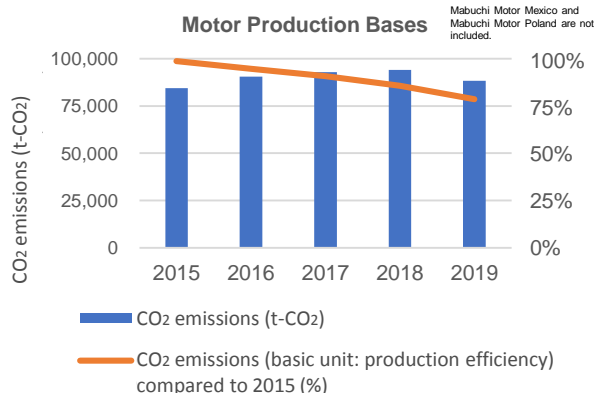
Category		Scope	Unit	2015	2016	2017	2018	2019	
Improving the efficiency of energy use	Total energy input	Electricity	Group	million kWh	184	195	206	213	203
		Town gas	Group	ton	396	753	745	697	617
		Liquefied petroleum gas (LPG)	Group	ton	75	81	78	73	71
		Gasoline	Group	kl	281	250	235	216	187
		Diesel 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