

MITSUBA Group Sustainability Report 2023



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Editorial Policy

About this report

This report shows the MITSUBA Group's stance on sustainability and its future direction, we also report on the initiatives for such. In order to be easily understood by our stakeholders, we have kept the use of technical terms to a minimum and tried to compose the sentences in an easy-to-understand style.

■ MITSUBA Group's Sustainability Site https://www.mitsuba.co.jp/jp/sustainability/index.html

Period covered for reporting

April 1, 2022 to March 31, 2023

However, for some activities and important activities, information outside the applicable period is also included.

Scope of the report

This report covers the entire MITSUBA Group, including MITSUBA Corporation and its group companies. Company names are listed individually in reports that do not cover the entire MITSUBA Group.

Reference guidelines

- GRI Sustainability Reporting Standards
- SASB Sustainability Accounting Standards Board (Automotive Parts)
- Ministry of the Environment "Environmental Reporting Guidelines 2018"





Message from Top Management

I would like to express my deepest gratitude for your continued support and cooperation in MITSUBA's corporate activities.

Based on our philosophy of "Providing pleasure and peace of mind to the people of the world," MITSUBA Group not only provides values such as safety, comfort, and convenience, we are also actively working on creating new technologies that adapt to the diverse values of people and the ever-evolving social system, and in harmony with nature and the global environment.



Recently, stakeholders' expectations of companies regarding sustainability are increasing, and we believe that it is important for us to seriously meet and realize these expectations. Moreover, in response to advances in technology and changes in lifestyle, the demands placed on mobility are becoming more sophisticated. In response to this, MITSUBA sees the growing need for electrification as an opportunity to make use of its core technologies and has formulated a new medium-term management plan starting in FY2023, with the slogan "Become a company that meets the expectations of the mobility society and achieves sustainable growth".

This report has also transitioned to a sustainability report, introducing not only proactive disclosure of climate-related financial information based on the TCFD framework, but also sustainability promotion targets for resolving materiality (priority issues), carbon neutrality, health management initiatives, etc.

We will continue to disclose information on our corporate activities and reflect your valuable opinions in the Group management, so we would appreciate your straightforward opinions and advice.

MITSUBA Corporation, Representative Director, Executive Vice President

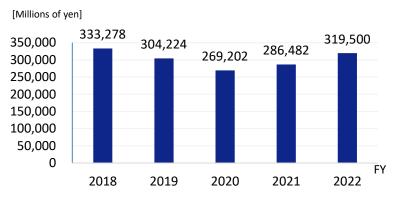
Nobuyuki Take



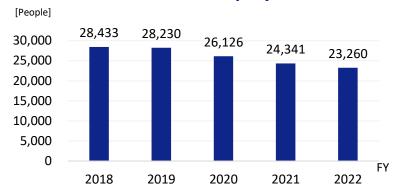


Overview of MITSUBA Group

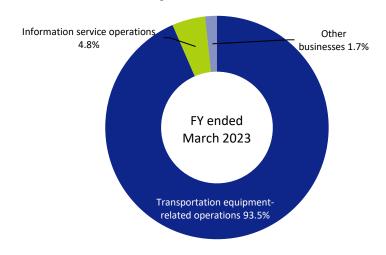
Consolidated Sales



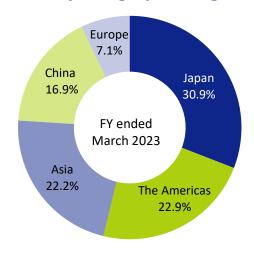
Consolidated Number of Employees



Sales Breakdown by Division



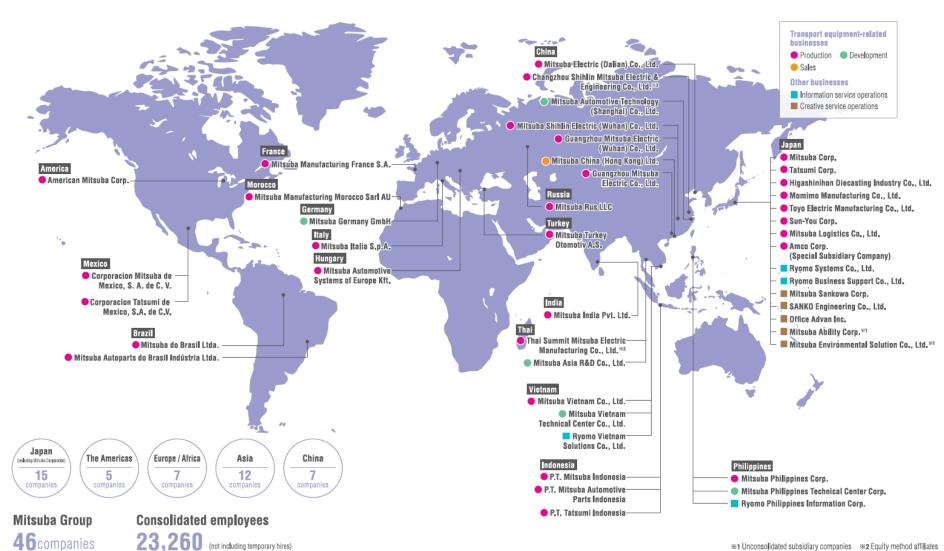
Sales Breakdown by Geographic Region













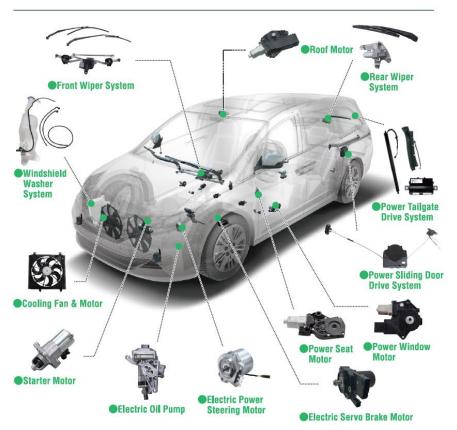


Product Information

We meet the needs of customers for "safety", "convenience & comfort", as well as the "environment" in diversified mobility markets by globally providing products which integrate the technologies of "motors, controllers, and mechanisms".

Focusing on products for automobiles (automotive products) and products for motorcycles (motorcycle products), we make use of these technologies to produce general use electrical products. Moreover, we are taking on the challenge of new business areas that make use of our core technologies, such as compact mobility, logistics, and robotics, in response to diversifying needs for electrified mobility.

Automotive Products



Motorcycle Products







Corporate Philosophy

The corporate philosophy represents the basic concept of all corporate activities, and MITSUBA's strategies, plans, various systems, business activities, etc., are all built under the corporate philosophy. MITSUBA places the "Mission Statement" that constitutes this corporate philosophy as its philosophy on Corporate Social Responsibility (CSR). MITSUBA Group aims to be a company that meets the expectations of the society and is trusted by putting its philosophy into practice.

Mission Statement (CSR Policy)

Together with those who support it,

MITSUBA will provide pleasure and peace of mind to the people of the world

by creating technology in harmony with society and the environment.

Management Policy

- *We will make MITSUBA the brand of choice on a global scale.
- *We will use our technology as a driving force to take up the challenge of creating new markets.
- *MITSUBA will bring out the best in its associates, as its associates bring out the best in MITSUBA.

Guidelines for Action

Vision Challenge Speed





Codes of Practice

We express our stance as a code of practice so that we can be the most trusted by all of our stakeholders, including our customers, employees, suppliers, shareholders/investors, local communities, etc. who support the activities of MITSUBA Group. We believe that having each and every one of us understand the spirit of the Group Code and faithfully comply with it will lead to greater transparency as a company and the trust of our customers.

MITSUBA WAY

The MITSUBA WAY consists of codes of practice based on the understanding, thoughts, decision-making, and actions of each and every MITSUBA Group employee during his/her daily work activities. MITSUBA's DNA, which MITSUBA has held since its founding as a manufacturing company, consists of three core values: "Creating a Vision," "Challenging Spirit," and "Skill and Speed." These three core values are further divided into eight domains.

Creating a Vision	Challenging Spirit	Skill and Speed
1. Building Trust	3. Awareness of Our Roles in the Company	6. Improving Skills and Techniques
2. Proposing New Value	4. Self-Motivated Growth	7. On-site Fact Finding
	5. Utilizing Teamwork	8. Continual Improvement





Codes of Practice

How We Should Act

The "How We Should Act" details the CSR activities that each MITSUBA Group employee should practice in his/her daily work in order for MITSUBA Group to respond to society's expectations and build a trustworthy business. To ensure we respond to society's expectations and are a trustworthy business, MITSUBA has established the items in "How We Should Act".

Corporate Ethics			
(1) Health and safety	I will strive to create a safe and healthy working environment for the peace of mind of each individual member of MITSUBA Group.	(6) Fair and wholesome transactions	To ensure that MITSUBA Group is a business that maintains fair and wholesome relationships with its customers and clients, I will ensure that transactions are fair and wholesome.
(2) Protecting human rights	To ensure that MITSUBA Group is a discrimination- free workplace, I will accept the differences of people and personalities of the world over, and act fairly toward each and every person.	(7) Eradicate connections with antisocial agents	I will not be involved with antisocial agents, affiliated persons or companies that affect the order and safety of society.
(3) Environmental protection	Because MITSUBA Group is actively involved in environmental protection, I will act in accordance with MITSUBA Environmental Declaration.	(8) Communication	Because MITSUBA Group is a company with a high level of transparency, I will strive to maintain appropriate communication.
(4) Traffic safety	Because MITSUBA Group is a leading business in promoting traffic safety, I will abide by traffic laws and drive safely.	(9) Social contribution	Because MITSUBA Group is a company that "Fulfills its role as a member of society," I will actively engage in activities that contribute to the society.
(5) Information protection	I will pay strict attention to careful management of internal and external information held by MITSUBA Group.		





How We Should Act

Compliance			
(1) Correct understanding of laws and regulations	Along with correctly understanding and abiding by the content and spirit of relevant laws and regulations, I will keep up with amendments and deal with them appropriately.	(3) Measures when laws, regulations, or in-house regulations have been violated.	If actions that violate or could violate laws, regulations, or in-house regulations are discovered, I will report to and confer with my superior and the head of the General Affairs Department, or "MITSUBA Comprehensive Consultation Desk".
(2) Measures when laws, regulations, or in-house regulations are unclear.	When laws, regulations, or in-house regulations are unclear, I will consult with MITSUBA legal department, government agencies, or external experts in order to ensure correct understanding.	(4) Reporting to and notifying government agencies	I will make the appropriate reports and notifications to the government agencies as required by relevant laws and regulations.

Diagram showing the correlation among our Corporate Philosophy, the "MITSUBA WAY," and Actions MITSUBA takes







Engagement with Stakeholders

MITSUBA Group's business has relationships with stakeholders such as customers, employees, suppliers, shareholders/investors, and local communities. Based on our mission statement, we respect two-way dialogue with all stakeholders involved in our business and carry out various activities to "provide pleasure and peace of mind."







Engagement with Stakeholders

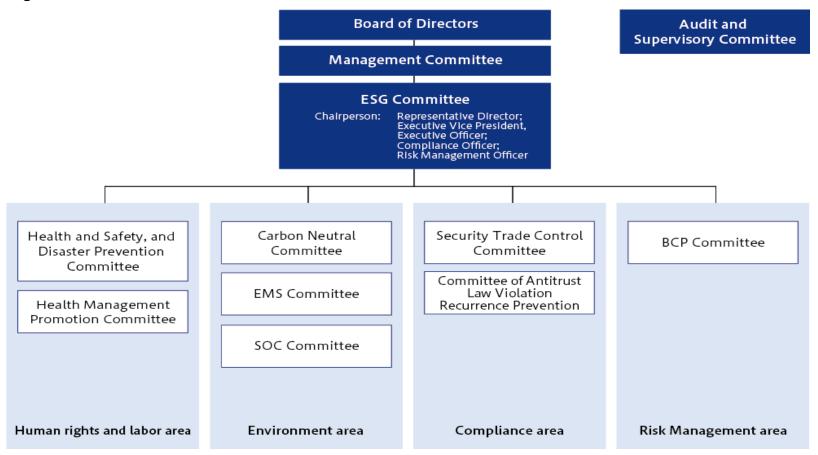
Examples of Communication with Stakeholders

Target	Description	Frequency
Customers	Collaboration to realize customer policy	
	Cooperation in surveys, etc. related to sustainability	Daily
Employees	Explanation of performance, policies, and strategies by the president and vice president (Management Policy Meeting)	Twice a year
p.o,ccs	Internal communication through employee-only sites, etc.	Daily
	Explanation of business results, policies and strategies (financial result meetings, etc.)	Twice a year
Shareholders	Explanation of performance and policies/strategies (individual visits)	4 times a year
Investors	Plant visits, business explanations, etc. (plant visits)	About once a year
	Providing information through sustainability reports and corporate websites	Daily
Cumplions	Co-creation with suppliers (productivity improvement activities)	Daily
Suppliers	MITSUBA Group CSR Purchasing Policy Explanation (Purchasing Policy Briefing)	About once a year
Local community	Environmental volunteers such as forest maintenance and beautification activities	Daily
Local community	Participation in local events	Daily



Sustainability Promotion System

Through the "ESG Committee", MITSUBA Group confirms priority issues related to sustainability, and promotes and controls appropriate operations. We also confirm and improve the status of MITSUBA Group's compliance with laws and social norms. Furthermore, we analyze and evaluate possible losses and crises in MITSUBA Group and implement control for responses. We have set up committees for problem solving in each area, which have experts working in each field.





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Sustainability Promotion System

ESG Committee

The MITSUBA Group holds an ESG meeting chaired by the Vice President and Executive Officer four times a year. The MITSUBA Group sets social issues that the MITSUBA Group should particularly focus on solving priority issues, clarifies its goals, and monitors its progress. The members of the committee include MITSUBA Directors, Executive Officers in charge of Finance, Executive Officers in charge of Production, and those in charge of CSR-related departments. Directors who are members of the Audit & Supervisory Committee and the Head of the Internal Auditing Department also participate as observers. Furthermore, we have established a system in which matters related to sustainability information disclosure, which were discussed at the ESG Committee, are tabled at the Management Committee, and is also reported to the Board of Directors.



At the ESG committee, the following are discussed:

- MITSUBA Group's policy decision, progress confirmation, and improvement instructions regarding common sustainability issues
- Policy decisions, progress confirmation, and improvement instructions regarding priority issues for subordinate committees or supervising departments in each sustainability area of the MITSUBA Group







ESG Committee

Activities in FY2022 (Main Agenda)

May 2022

1st session in 2022

- Discussion of ESG meeting annual activity plan
- Progress report on health management promotion, etc.

August 2022

2nd session in 2022

- Results report on ESG third-party evaluation
- Results report on sustainability management system audit at group locations, etc.

Sustainability Promotion Framework

Each MITSUBA Group company has a framework in place to achieve its CSR policy. Business sites formulate action plans for achieving the decisions of the "ESG Committee", achieving MITSUBA Group goals, and solving problems unique to each site. The sites also evaluate and provide feedback on the status of achievement.

November 2022 3rd session in 2022

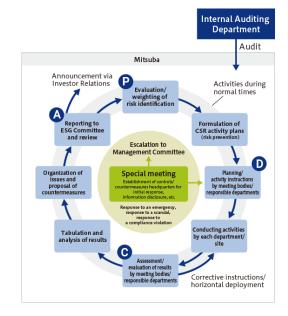
- Identification of materiality (important issues)
- Progress report on BCP activities, etc.

February 2023

4th session in 2022

- Proposal of sustainability promotion plan
- Discussion regarding Dechlorane Plus (flame retardant) switching policy, etc.







Sustainability Promotion System

Effectiveness Evaluation of Management System

At MITSUBA, a check sheet is used to periodically (once a year) evaluate the effectiveness of our sustainability activities. Additionally, our sustainability management system is evaluated by a third-party organization periodically (once a year), and we strive to maintain and improve our sustainability activity system.

Furthermore, based on group standards related to sustainability, we conduct self-assessments of the effectiveness of the sustainability management systems of each MITSUBA Group company. If we determine that the selfassessment results are insufficient, we will conduct an audit in each MITSUBA Group company to confirm the current situation and propose improvements. We will continue to strive to reduce risks by conducting continuous monitoring and proposing improvements.



Materiality (Important Issues)

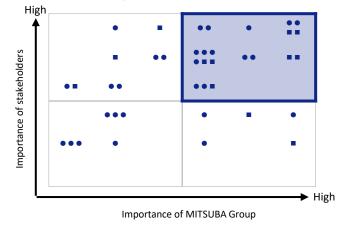
In order to increase corporate value and grow sustainably, MITSUBA Group has considered the importance of various social issues from the perspective of both the MITSUBA Group's business and stakeholders and has also identified materiality (important issues).

Materiality Identification Process

Extract social issues related to MITSUBA Group and social issues that MITSUBA Group has been voluntarily addressing among the items emphasized by the GRI Standards, etc.



Identify materiality based on the importance of stakeholders and MITSUBA Group.





Approve materiality identified at the ESG meeting (management level) chaired by the executive vice president and executive officer.

	Materiality (Important Issues)		
snes	Creation of new value products for the next generation centered on electrification		
al is usin	Provision of safe and secure products		
Solving social issues through business	Contribution to the realization of a carbon- neutral society		
lvin	Efficient use of resources		
So	Reduction of use of hazardous substances		
ties	Strengthening of Group Management Governance		
ctivi	Maximization of human capital		
ss a	Increase of job satisfaction		
ine	Industrial safety and health		
snq	Strengthening of information security		
s of	Compliance		
Basics of business activities	Risk management		
B	Sustainable purchasing		



Medium-term Management Plan

Medium-term Management Plan (2023-2027)

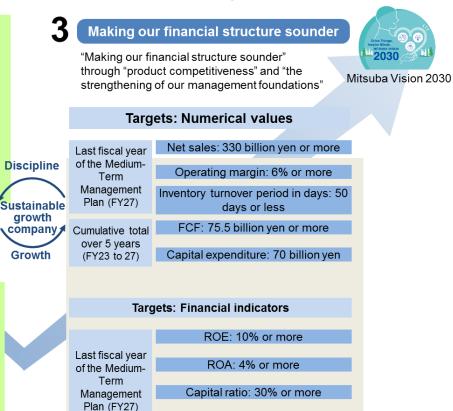
MITSUBA Group has formulated a medium-term management plan (2023-2027) that also addresses the identified materiality (important issues). Furthermore, we have set "enhancement of sustainability" as a priority measure for "strengthening the business foundation" that supports sustainable growth and will strengthen our efforts with the aim of taking it to the next level.

Responding to the evolution of mobility

- Shift of management resources based on the selection and concentration of business
 - Strengthening of sales of products with technological advantages, centered on motorcycles
 - · Creation of new products compatible with electrification
- Realization of strategic business alliances
- Development of new markets among OEMs in China and India

The strengthening of our management foundations

- Optimization of global quality costs
- Enhancement of PSI (production, sales and inventory) management
- Base reorganization through structural reform
- Enhancement of sustainability
 - · Further promotion of carbon neutrality
 - Strengthening of human resource reskilling and expansion of human resource investment
 - Enhancement of dialogue with stakeholders and information disclosure





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Net debt to equity ratio: 0.5 times



Sustainability Promotion Goals

MITSUBA Group has set annual goals to resolve materiality (important issues) related to sustainability. Related departments and committees formulate measures to achieve the goals, incorporate them into concrete plans, and monitor progress at ESG meetings, leading to steady promotion and improvement of initiatives.

Theme		Related Materiality	FY2023 Goal
Promotion of carbon neutrality	P31	Contribution to the Realization of a Carbon-neutral Society	Planning and promotion of measures to achieve 6.0% absolute Group CO ₂ emissions compared to FY 2018
Sustainable resource saving	P36	Efficient Use of Resources	Waste recycling rate of 90% or more
Strengthening of product control substance management system	P40	Reduction of Use of Hazardous Substances	Management system evaluation based on industry standards: 3.5 points or more
Promotion of diversity	P53	Maximization of Human Capital	Improving the employment rate of PWDs and promoting the acceptance of overseas human resources
Improvement of employee engagement	P48	Increase of Job Satisfaction	Complete setting of priority initiatives based on survey questionnaire
Promotion of accident prevention activities in the workplace	P62	Occupational Safety and Health	Zero lost-time injuries and 8 or less non-lost-time injuries
Strengthening of information security management system	P80	Strengthening of Information Security	Establishment and full-scale operation of the Computer Security Incident Response Team (CSIRT) system
Anti-corruption activities at Group sites	P75	Compliance	Complete understanding of the current status of overseas Group key sites
Promotion of BCP	P78	Risk Management	Complete deployment of BCP structures and regulations to domestic and overseas sites
CSR development for business partners	P24	Sustainable Purchasing	Conduct CSR assessments for suppliers



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Purchasing Policy

In the purchasing of raw materials and parts, MITSUBA have established three purchasing policies: "Promotion of improvements in consolidated material costs and establishment of global governance of a purchasing function," "Strengthening of sustainable purchasing and risk management," and "Maximization of purchasing power based on global ordering policy". We implement measures in the purchasing area in conjunction with our medium-term management policy.

Medium-Term Management Policy Purchasing Function Policy II: Strengthening of Management III: Improvement of Financial I: Responding to the Evolution of Mobility Foundation Strength 1. Promotion of improvements in 1. Establishing a global consolidated material costs and 1. Achieving planned costs for governance system 1. Improvement of establishment of global governance of new component parts consolidated material a purchasing function 1. Implementing purchasing 2. Establishing an SCM that costs expectations out of internal 2. Strengthening of sustainable responds to external 2. Formulation and purchasing and risk management reform environment changes development of global 1. Human resources ordering policy 3. Maximization of purchasing power development through global based on global ordering policy business standardization



CSR Activities Throughout the Supply Chain

MITSUBA Group CSR Purchasing Policy

MITSUBA Group has established the "MITSUBA Group CSR Purchasing Policy" with the aim of fulfilling its social responsibility throughout the supply chain. Based on our corporate philosophy, we engage in purchasing activities that emphasize five areas: "Safety and quality," "Human rights and labor," "Environment," "Compliance," and "Risk management".

1. Safety and quality

- Offer of product and service which satisfies needs from customer
- Offer of suitable information about product
- Safety ensuring of product
- Quality assurance of product

2. Human rights and labor

- Abolition of discrimination
- Respect of human rights
- Prohibition of child labor
- Prohibition of forced labor
- Wage
- Working hours (including overtime)
- Offer of safety and healthy working environment
- Conflict minerals

3. Environment

- Environmental management
- Environmental pollution prevention
- Resource saving and waste reduction
- Chemical material management

4. Compliance (Lawful management)

- Compliance with laws and regulations (*)
- Prohibition of unjust giving and receiving of money
- Management and protection of classified information
- Management of export transactions
- Protection of intellectual property
- Creating of law-abiding spirit

5. Risk management (Crisis management system)

- Building of risk management system and reduction of risk
- Decision and improvement of business continuity plan

(*) Compliance with laws and regulations:

Includes laws and regulations regarding the environment (air, soil, etc.), human rights and labor standards (including freedom of association), and compliance (including conflicts of interest).



CSR Activities Throughout the Supply Chain

Green Purchasing

Based on our corporate philosophy, MITSUBA Group has established the "MITSUBA Group Green Purchasing Guideline" (*) and strives to purchase parts and materials that have a low environmental impact. Moreover, we work with our business partners to reduce environmental burdens based on life cycle which consists of purchasing, including production, use, and discharge.

MITSUBA Group requires its business partners to take the following three measures:

- 1. Establishment of Environmental Management System
- 2. Investigation and management of substance of concern
- 3. Submission of declaration

(*) MITSUBA Group Green Purchasing Guideline https://www.MITSUBA.co.jp/jp/files/green_guideline.pdf

Moreover, MITSUBA also participated in the creation of a "Self-diagnosis sheet for managing chemical substance in products", led by the Japan Auto Parts Industries Association. The sheet also serves as an industry standard chemical substance management guideline, and we are working to improve the level of management throughout the supply chain using this document.





Partnership with Business Partners

Purchasing Policy Meeting

MITSUBA holds a "Purchasing Policy Meeting" for major business partners at the beginning of each fiscal year. At the meeting, we ask participants to deepen their understanding of MITSUBA's management policy, business policy, production function policy, quality function policy, and purchasing function policy, as well as to explain carbon neutrality and request that we strengthen our efforts based on the CSR purchasing policy. This meeting serves as an important opportunity for information sharing to implement CSR activities that are in step with the entire supply chain.



TOPICS

Initiatives Towards Carbon Neutrality

In "MITSUBA Vision 2030", MITSUBA will contribute to a carbon neutral society in "MITSUBA Vision 2030" and will work on carbon neutrality throughout the supply chain. At the beginning of the fiscal year, we held a "Meeting regarding carbon neutrality" for our major business partners. At the meeting, we introduced examples of MITSUBA Group's CO₂ reduction activities, and worked with our business partners to promote efforts to reduce CO₂ throughout the supply chain.





Partnership with Business Partners

Declaration of Partnership Building

MITSUBA submitted and announced a "Declaration of Partnership Building" in March 2022. In order to achieve co-existence and co-prosperity with our business partners, we have provided five declarations: "We will not make unreasonable requests for cost-reduction," "We will not request free storage of dies," "We will pay subcontract proceeds in cash," "We will not request free transfer of know-how or intellectual property rights," and "We will not place orders with short delivery times or change specifications suddenly without appropriate cost burdens.



Declaration of Partnership Building

Promotion of Fair Purchasing Activities

Education and Awareness Activities

In order to conduct fair purchasing activities, MITSUBA conducts education and training in the "Purchasing Basic Course" for personnel newly assigned to the Purchasing Department. Through this, the knowledge of "Ethics required of buyers" and "CSR related to purchasing activities" has been acquired.

Moreover, e-learning courses is provided for MITSUBA Group employees on "CSR and regulations on environmentally hazardous substances," "Subcontracting law," "Competition law," and "Security trade" to deepen their understanding of CSR activities and legal compliance.

Furthermore, MITSUBA Group distributes a booklet of "How We Should Act" to all employees of MITSUBA Group, and the Purchasing Department is always conscious of fair and wholesome transactions.



Promotion of Fair Purchasing Activities

Reporting and Consultation Desk Regarding the Subcontract Law

MITSUBA has established a reporting and consultation desk for business partners in the event that MITSUBA Group executives, employees, etc. violate the Subcontract Law or related laws and regulations.

Promotion of Responsible Purchasing

Based on the "MITSUBA Group CSR Purchasing Policy," MITSUBA Group will request from the supplier to do "Initiatives not to use raw materials or products derived from conflict minerals (tin, tantalum, tungsten, gold)" in order to act responsibly for human rights issues.

Moreover, since 2013, we have been conducting surveys on conflict minerals since 2013 and have received responses from all surveyed suppliers regarding their usage condition. Furthermore, as part of our due diligence measures on conflict minerals, we require our business partners to use smelters certified by the Responsible Minerals Initiative (RMI). If our business partners are using a non-certified smelter, we will require them to submit a plan for switching to a certified smelter and take actions based on that plan.

Conducting Assessments

MITSUBA Group sets and operates the evaluation criteria for new business partners in the Group Purchasing Management Regulations. We use a Group-wide evaluation sheet to determine acceptance or rejection based on globally common criteria. We also evaluate sustainability aspects by including items such as environmental management system acquisition status in our criteria.

Moreover, MITSUBA plans to conduct self-assessments of its business partners using a CSR check sheet in order to continuously understand and evaluate the status of their efforts based on the "MITSUBA Group CSR Purchasing Policy".







MITSUBA Environmental Declaration

MITSUBA Group established and set forth the "Mitsuba Environmental Declaration" in May 1993 as the policy in its environment area, which is one aspect of sustainability. MITSUBA is working on environmental activities globally in order to achieve the goals stated in the declaration.

We will work to achieve a continuous harmonization with our natural environment by means of technical developments harmonized with the society and the environment. We will work to realize a safe and plentiful environment for us all.

- * We strive to conserve resources and energy in all of our corporate activities including development, production, and sales.
- * We strive to reduce waste and pollutants, and to dispose of these properly.
- * We strive to keep a safe living environment in harmony with local environments.

MITSUBA Environment Action Guidelines

- 1. We will attempt to make sparing and effective use of limited resources.
- 2. We will strive to save on energy in our corporate activities, in order to fulfill our corporate responsibilities with regard to global warming.
- 3. We will strive to find substitutes for ozone destroying substances in order to protect the ozone layer.
- 4. We will manage chemical substances properly and use abolition of harmful chemical substances including not using it for our products.
- 5. We will establish an environmental management system and strive to observe in company regulations that are stricter than public laws.
- 6. We will positively participate in social activities relating to the environment.







MITSUBA Environment Vision 2046

MITSUBA Group established the "Mitsuba Environmental Vision 2046" in May 2017 as a unified long-term goal for the entire Group. This vision is a long-term goal to "realize a plentiful and safe environment" as stated in the "Environmental Declaration." We have set 2046, which is the 100th anniversary of MITSUBA's founding, as the target year for "improving corporate value" through reduction of CO₂ emissions and resource consumption, and for "protecting the natural environment" by seeking zero environmental pollution risk.

MITSUBA Group Carbon Neutral Policy

MITSUBA Group has further developed the reduction of CO₂ emissions in the "MITSUBA Environmental Vision 2046" and established the "MITSUBA Carbon Neutral Policy" in June 2022.

In order to contribute to the realization of a carbon neutral society, MITSUBA Group aims to achieve carbon neutrality from a life cycle perspective.

2050

Long-term goal: Aiming to achieve carbon neutrality for the entire lifecycle by 2050

2030

Medium-term goal: Reduce Scope 1 and 2 by 50% by 2030

2024

FY2024 target: Reduce Scope 1 and 2 by 9% through self-help initiatives by 2024





Promotion System

At MITSUBA, we operate an environmental management system centered on the "EMS Committee" and work on environmental conservation activities. Once a year, a review is conducted by the Executive Vice President, who is the Chief Environmental Officer, to confirm the effectiveness and appropriateness of our initiatives. Decisions on matters that have a significant impact on management are made at the "ESG Committee."







Environmental Management

Acquisition ISO14001 Certification

The MITSUBA Group has established the "Mitsuba Group Environmental Manual" and an environmental management system for the entire Group. As of the end of March 2023, a total of 24 companies (98% of sales), 7 domestic and 17 overseas, including MITSUBA Group companies which consist mainly of production sites, have acquired ISO 14001 certification, the international standard for environmental management systems. Each Group company reports on the results of its environmental management activities twice a year, and MITSUBA conducts on-site Group environmental audits to evaluate the effectiveness of the results.

Moreover, we have published the "Mitsuba Group Green Purchasing Guidelines" and are encouraging our business partners to acquire ISO14001 and other certifications, as we work to preserve the environment throughout our supply chain.

Number and rate of acquisition of ISO 14001 certification





ISO14001 External Audit





Environmental Management

Environmental Education

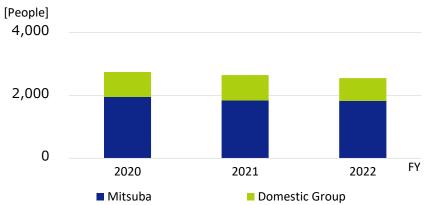
Restoring a polluted natural environment to a healthy condition takes a lot of time and money. For this reason, we are conducting basic education through e-learning for MITSUBA Group employees in Japan so that they can develop a sense of ownership in environmental conservation. In addition, we are working to comply with laws and regulations and prevent risks through stratified education and site / workplace-specific environmental education.

Environmental Audit

MITSUBA conducts an internal environmental audit every year to confirm that the PDCA cycle of the environmental management system is functioning properly and effectively. For audits, we set priority audit items in consideration of past audit results, environmental needs, and changes in issues.

Moreover, we conduct "environmental visit audits" at each group company to confirm the effectiveness and appropriateness of our environmental management system.

Environmental e-learning participants





Environmental Visit Audit





Environmental Management

Environmental Target and Result

MITSUBA Group has incorporated the identified materiality into the "Midterm Environmental Management Policy" and is working to reduce CO_2 emissions and strengthen the environmental management system. Group CO_2 emissions were significantly reduced by 12% compared to FY2018 by actively promoting the activities of the Carbon Neutrality Committee.

12th Midterm Environmental Management Policy: "Promotion of ESG that Meets the Expectations of Stakeholders"

Kov initiativos		FY2023		
Key initiatives	Goal	Actual	Evaluation	Goal
	Group-wide CO ₂ emissions: Compared to FY`2018			
To reduce CO ₂ emissions	3.0% Planning and promotion of reduction measures	5.3% Reduction plan completed (Reduction results: 12% achieved)	0	6.0% Planning and promotion measures
	Waste recycling rate:		0	
To save sustainable	90% or higher	94.7%		90% or higher
resource	Group-wide water consumption:		0	
	Maintain	Can be maintained		Maintain
To reduce risk by operating EMS	Zero serious violations	No serious environmental pollution, accidents, or violation of laws	Ο	Zero serious violations
To strengthen the	Evaluation of management system			
substance of concern (SOC) management	according to industry standards:		\triangle	
system	3.5 points or higher	3.2 points		3.5 points or higher
To contribute to	Implementation rate of environmental volunteer activities:		0	
biodiversity	100%	100%		100%

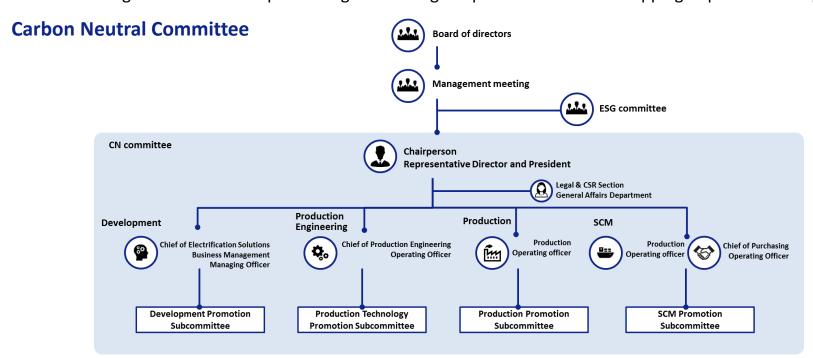






Contributing to the Realization of Carbon Neutrality

MITSUBA Group has steadily reduced CO₂ emissions within the Group until today. However, in order to contribute to the realization of carbon neutrality, it is necessary to work on assessing and reducing CO₂ emissions that are directly and indirectly emitted through business activities. The reduction must be made from the perspective of the product life cycle and implemented throughout the entire supply chain. In FY 2021, we established the "Carbon Neutral Committee" with our president serving as the chairperson. Immediately under this committee, we have established promotion committees that are divided into the areas of Development, Production Engineering, Production, and Supply Chain Management. The committee is taking on the challenge of expanding from conventional CO₂ reduction within our Group to realizing reduction throughout the entire supply chain. This includes all stages from materials purchasing to the usage of products as well as shipping of products and parts.

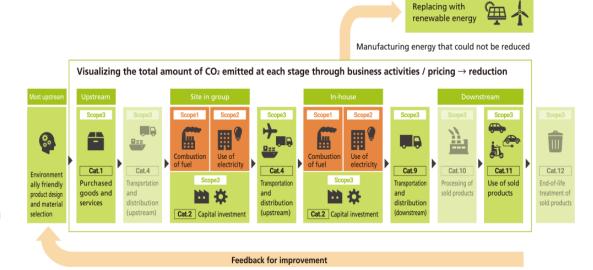






Understanding and Reducing CO₂ Emissions from a Lifecycle Perspective

In order to achieve carbon neutrality, it is necessary to reduce CO_2 emissions throughout the entire supply chain by expanding the scope of initiatives from materials purchasing to transportation of products and parts, as well as the usage and disposal of products. Moreover, the visualization of CO_2 emissions per product and the provision of this information to the most upstream (development function) can be expected to lead to further improvements in environment-conscious design and material selection.



Carbon Neutral Awareness

Achieving the "MITSUBA Group Carbon Neutral Policy" requires the cooperation of all employees within the Group. We are also striving to raise awareness by creating a dedicated in-house homepage, creating educational videos, and showcasing features in in-house newsletters.



Carbon neutrality education (Akagi Plant)





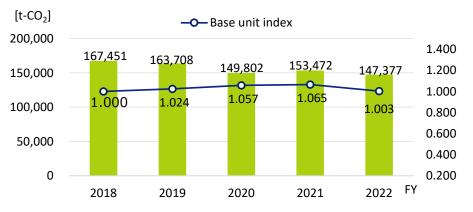


Initiatives to Reduce Greenhouse Gas (CO₂) Emissions

Toward the goal of reducing Scope 1 and 2 (Group CO₂ emissions) by 50% in 2030 compared to FY2018, we are developing a reduction plan and roadmap, taking on the challenge of realizing highly efficient production and advancing our production capabilities, and introducing renewable energy.

In FY2022, we were able to reduce CO₂ emissions and suppress soaring energy costs by steadily implementing measures equivalent to 5.3% of the 3% annual reduction target. We are also actively promoting the use of renewable energy. Our solar power generation system generated a total of 2,640 MWh. We will continue to promote the use of renewable energy suitable for each region.

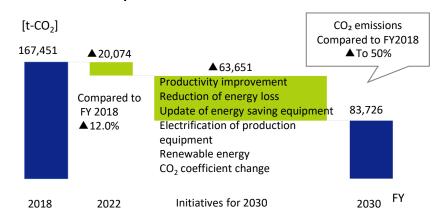
MITSUBA Group CO₂ Emission





- The CO₂ emissions for electric power are calculated using CO₂ emission coefficient for each electric power company or country-specific coefficient of IEA.
- CO₂ emissions from fuel oil and gas are calculated using GHG protocol coefficients

MITSUBA Group CO₂ Emission Reduction Plan

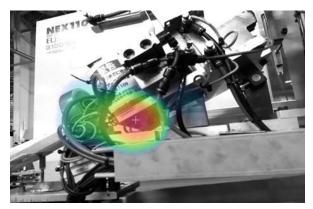






Initiatives for Specific Reduction

Specific examples of CO₂ emissions include the reliable reduction of energy loss using air leak visualization tools, the visualization of bottleneck processes, and the planned replacement of energy equipment such as air equipment and compressors with high-efficiency device, resulting in significant reductions in electric power and kerosene consumption. Moreover, we compiled the progress of efforts to achieve our goals and examples of effective measures as carbon neutral topics, which are regularly distributed within the Group.



Identification of countermeasures with air leak visualization tools

TOPICS

Evaluation from outside MITSUBA

In the "2023 Commendation for Science and Technology by the Ministry of Education, Culture, Sports, Science and Technology(*)," one of our employees received the "Award for Creativity and Ingenuity". The award was given in recognition of the MITSUBA's contribution to energy conservation and productivity improvement in "Devising energy-saving automatic equipment using Karakuri and electric devices."

The Ministry of Education, Culture, Sports, Science and Technology presents awards to individuals who have contributed to the advancement of science and technology or to improvements in their respective fields through their outstanding creativity and ingenuity, in order to motivate those involved in science and technology and thereby contribute to raising the level of science and technology in Japan.

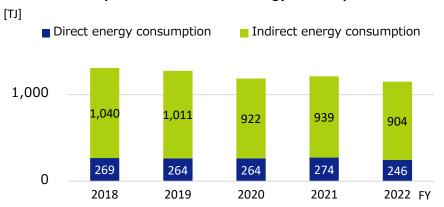


Receiving of award





MITSUBA Group direct and indirect energy consumption



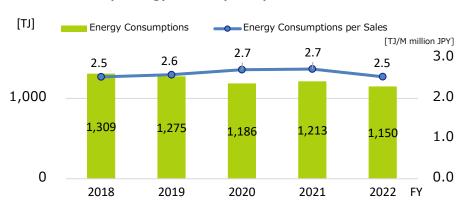
- Direct: Direct emission source of greenhouse gases (use of fuel/gas)
- Indirect: Indirect emission source of greenhouse gases (consumption of purchased electric power)

MITSUBA Group greenhouse gas emission (Scope 1 and 2)



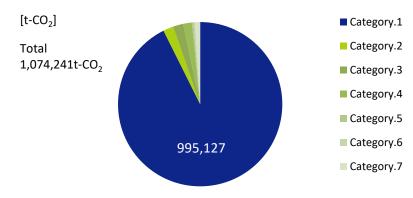
- Scope 1: Direct emissions of greenhouse gases (combustion of fuel) by MITSUBA Group itself. Calculated using GHG protocol emission coefficient.
- Scope 2: Indirect emissions associated with the use of electricity supplied by other companies. Calculated using CO₂ emission coefficient for each electric power company or country-specific coefficient of IEA.

MITSUBA Group energy consumption per sales



- Direct and joint energy consumption per MITSUBA Group sales

MITSUBA Group greenhouse gas emission (Scope 3 upstream)



 Ministry of the Environment's calculation of greenhouse gas emissions through the supply chain
 Calculated using basic guidelines

MITSUBA



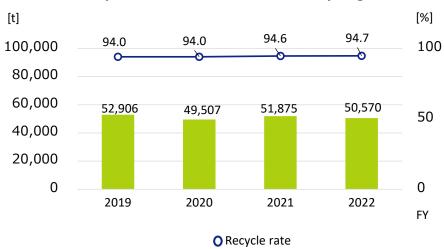


Initiatives to Conserve Resources and Reduce Waste

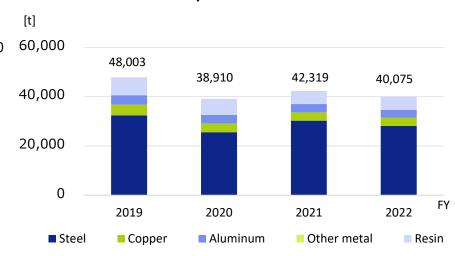
In order to promote the formation of a recycling-oriented society and the effective use of limited resources, the MITSUBA Group is promoting improvement activities to improve the yield of raw and auxiliary materials, and technological development such as downsizing production equipment. In addition, in order to promote recycling of plastic resources, we aim to reduce the amount of runner waste in the resin molding process to zero by 2040. By systematically promoting global processing improvements, we will be more proactive in reducing industrial waste, etc. from products that use plastic.

MITSUBA will promote activities aimed at forming a "recycling-oriented society" by pursuing the efficient use and recycling of resources from the perspective of the life cycle.

MITSUBA Group Total Emission Amount and Recycling Rate



MITSUBA Resource Consumption







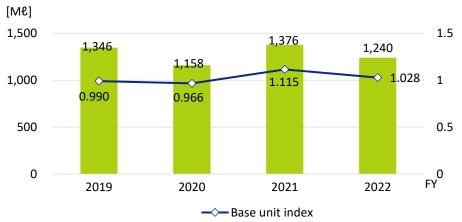
Resource Recycling

Initiatives to Reduce Water Consumption and Improve Wastewater Quality

MITSUBA Group periodically monitors the pollution status of water discharged from our business activities. The water which we use in our production processes is purified in an advanced wastewater treatment facility and then discharged into rivers. For wastewater that cannot be purified at wastewater treatment facilities, we strive to protect the marine environment by properly disposing of that wastewater as industrial waste.

In order to accommodate the expansion of its production facilities in 2018, Higashi Nihon Die Casting Industry Co., Ltd. installed additional UF membrane treatment equipment and biological treatment equipment in its existing wastewater treatment facilities to provide more stable decontamination treatment than ever before. Moreover, at our sites in Asia, which have a large water-related impact, we are actively working to effectively utilize water resources and reduce consumption by collecting rainwater. MITSUBA India Pvt. Ltd. has introduced a recycling-oriented wastewater treatment system to reuse wastewater from the surface treatment process, making effective use of limited water resources.

MITSUBA Group Water Resource Consumption





Higashi Nihon Die Casting Industry Co., Ltd. wastewater treatment equipment

- The base unit index is the index when the amount of water resources used per net sales in FY2018 is 1.
- The CO₂ conversion coefficient of electric power uses the country-specific coefficient of the International Energy Agency (IEA).





Environmental Risk Reduction

Environmental Governance

MITSUBA also confirms the status of compliance with environmental laws and regulations at overseas Group companies by visiting and directly checking the sites to understand the daily operation and provide guidance. Moreover, in order to prevent violations of the law, we directly check and provide guidance on regulations, work processes, equipment, and facilities related to the labeling, storage, handling, and transportation of hazardous materials, as well as the proper disposal of waste.

Λir	Dol	llution (Control
\rightarrow	rui	IIULIOII	

In order to control dust and other emissions from the plant, dust collectors and scrubbers are installed, and exhaust gas is measured at least twice a year and monitored continuously.

Water Pollution Control

In order to control polluted water from flowing out of the plant, wastewater treatment equipment and oil-water separation tanks have been installed, and in addition to thorough daily management, measurements are taken once a month to twice a year for continuous monitoring. Moreover, on-site trainings are conducted once a year in accordance with our response procedures when accidental outflow occurs.

Response to Noise

Regarding noise, measures are taken to reduce noise, such as installing soundproof walls in some areas, and noise is measured twice a year and monitored continuously.

Conservation of Soil and Groundwater

MITSUBA R&D Center, where the soil contamination due to hexavalent chromium was found, has been reported to the government and initiatives are being made to take appropriate measures. Hexavalent chromium and cyanide concentrations in groundwater are measured once a year, but they have not been detected since 2018.







Environmental Risk Reduction

Recurrence Prevention in the Event of Environmental Non-compliance

MITSUBA Group promptly reports to the Chief Environmental Officer (MITSUBA Headquarters) in the event of an environmental non-compliance, and after taking emergency measures at the site where it occurred, the cause is investigated, and corrective measures are implemented.

The Chief Environmental Officer evaluates the effectiveness of the implemented corrective measures and instructs other group companies to horizontally implement corrective measures for all similar risks. Furthermore, in FY2022, there were no major violations of environmental laws or other non-compliance regarding the MITSUBA Group.

Number of environmental violations





TOPICS

Awareness building activities at Group sites

Corporación Mitzvah de Mexico SA de CV held an event to coincide with the World Environment Day on June 5. Materials for awareness building were posted on the plant bulletin boards, videos were played in the cafeteria, and interactive games such as crossword were used to raise awareness about environmental protection. A total of 107 people attended the event, and commemorative gifts were presented to the attendees.



Commemorative gifts presented







Management of Substance of Concern (SOC)

The MITSUBA Group, in its Mitsuba Environmental Declaration, states that it will "strive to reduce and properly dispose of pollutants," and is actively working to properly manage chemical substances and abolish the use of hazardous chemicals, including their use in products, in response to the laws and regulations of each country and region, and the European ELV Directive (*1) and the European REACH regulation (*2).

Management System

MITSUBA has established the SOC Committee as a system to monitor environmental laws and regulations, customer requirements, and industry trends related to its products, and to formulate and promote a Group switching policy to reduce or phase out hazardous substances in products to comply with regulations.

Moreover, MITSUBA has established a global system to grasp the content of SOC in products and to promptly submit various data such as IMDS (*3) and JAPIA sheets (*4) when requested by customers.

In order to comply with product regulations, MITSUBA has strictly controlled each stage of development, production, and logistics, but the cooperation of our business partners is essential. MITSUBA also requires its business partners to thoroughly manage their products based on the "Mitsuba Regulated Chemical Substances List" and the "Group Green Purchasing Guidelines", which include the industry standard (GADSL *5) and the customer's own requirements.

- (*1) European ELV Directive: Directive to reduce the environmental impact of end-of-life vehicles, stipulating restrictions on the use of lead, mercury, cadmium, hexavalent chromium, etc.
- (*2) European REACH Regulation: Regulation on the registration, evaluation, authorization, and restriction of chemicals for the protection of human health and the environment.
- (*3) IMDS: Online system for investigating chemical substances contained in parts and materials of automobiles, etc., and confirming compliance with the regulations of finished vehicles.
- (*4) JAPIA sheet: Format created by JAMA (Japan Automobile Manufacturers Association) and JAPIA (Japan Automobile Parts Industries Association) to register material components contained in products.
- (*5) GADSL: List of prohibited and declared substances agreed upon by European, American, and Japanese automobile manufacturers.



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Management of Substance of Concern (SOC)

Strengthening of Management System (Education)

At MITSUBA, we plan and implement general and specialized education for development, sales, purchasing, and quality departments in order to further strengthen our management system for SOC. We also distribute educational videos to personnel at overseas Group sites.

Through this education, responding to SOC becomes a personal responsibility, and we are accelerating our efforts to be more proactive in achieving the Group switching policy.



Biodiversity

The "MITSUBA Environment Vision 2046", states that MITSUBA Group will actively contribute to the conservation of the natural environment in order to protect abundant nature.

Growing lush forests preserves flora and fauna, the natural environment, and the living environment. It also contributes to the conservation of ecosystems and biodiversity. Each of our group companies checks the surrounding natural environment and actively carries out forest maintenance, tree planting, and environmental beautification activities. MITSUBA recognizes the impact of our business activities on biodiversity, and we will continue to monitor and evaluate the wastewater from our sites so that it does not affect the ecosystem.

As part of forest maintenance activities that are continually held through agreements with local governments and landowners, we have been reduced in scale to prevent the spread of the new coronavirus, but we are still continuing such activities. Moreover, we have confirmed the growth of the "golden orchid", the endangered category II (Vulnerable).





MITSUBA Group Human Rights and Labor Policy

MITSUBA Group accepts diversity and respects the basic human rights of each individual based on the mission statement of "providing pleasure and peace of mind to the people of the world."

1. Respect for basic labor rights

MITSUBA Group respects the rights of workers and strives to resolve various work-related issues through dialogues between labor and management.

2. Prevention of discrimination and harassment

MITSUBA Group does not tolerate any discrimination based on birth, nationality, creed, religion, gender, race, ethnicity, age, mental/physical disability, medical history, hobbies, educational background, social status, etc. Moreover, we will not engage in inhumane treatment such as harassment.

3. Prohibition of child labor and forced labor

MITSUBA Group employs people in compliance with the laws and regulations of each country and region and does not allow child labor or forced labor.

4. Provision of a comfortable working environment

MITSUBA Group complies with labor standards such as working hours and wages and strives to comply with the laws and regulations of each country and region. Moreover, we aim to create an efficient work environment and support the realization of work-life balance.

5. Safety and health

MITSUBA Group strives to create safe and healthy workplaces so that all people can work with peace of mind.

6. Promotion of diversity

MITSUBA Group has been actively promoting the recruitment and diverse human resources, including women, foreigners, and people with disabilities, and improving the environment. In the future, in addition to the initiatives we have taken so far, we will promote further career support and work style reforms and implement personnel measures to utilize employee diversity in our business activities and reform our corporate culture.

7. Health Promotion

MITSUBA Group believes that it is important to create a workplace where employees can work energetically for a long time so that each employee can lead a rich and fulfilling life. To this end, we will not only maintain and improve physical and mental health, but also promote the creation of a workplace environment and system that provide peace of mind in the event of life events (injury or illness).

8. Engagement

MITSUBA Group strives to maximize the overlap between individual values and corporate values by instilling the management policy of "MITSUBA will bring out the best in its associates, as its associates bring out the best in MITSUBA." Regarding the direction the company is aiming for, we will create a system and environment where employees understand and accept each other.



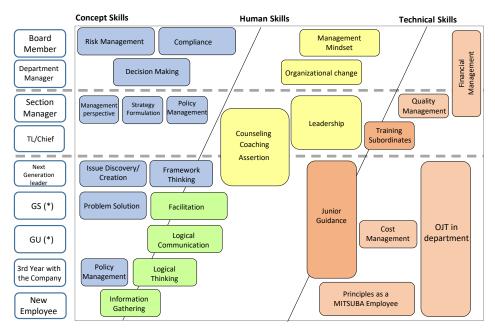


One aspect of our Management Policy is "MITSUBA will bring out the best in its associates, as its associates bring out the best in MITSUBA." This concept expresses how an organization is composed of people and how organization growth is only possible through personal growth.

Through their work, individuals can grow by challenging high goals while researching and asking others what they do not understand. In the MITSUBA Group's human resource development, the Human Resources Department plays a central role in promoting employee development, centered on "education" consisting of OJT and Off-JT, and "personal development" in which employees develop skills through their own initiative.

Education Curriculum and Training System

At MITSUBA, we provide policies/CSR education, rank-specific education, specialized education, etc., based on the "Human Resources Requirements Definition" stipulated for each level and based on the outline diagram of the educational areas shown below.



Hierarchy-based education Policies/CSR Education

Specialized Education \sim Quality \sim \sim Production \sim \sim Development \sim \sim Information \sim

FY 2022 Off-JT training hours per MITSUBA employee 10.4 hours

(*) GS and GU are MITSUBA grade names.



Utilization of the MITSUBA Training Center

MITSUBA Group has established the "MITSUBA Training Center" as a place where diverse human resources with different values gather together from within MITSUBA Group, create awareness and foster new ways of thinking, and work hard for mutual self-improvement. We will respond to the diverse needs of customers around the world by facilitating exchanges among human resources with various knowledge and experience, and by creating new value.



MITSUBA Training Center

Passing on Technologies and Skills

Passing down technologies and skills, learned through long years of experience, is not easy. Therefore, we consider it as an important job.

National Skills Competition

The National Skills Competition is held annually for the purpose of "nurturing young skilled workers who will assume productive roles in the future." The contestants, all under the age of 23, compete in about 40 events in areas such as electronic engineering, machines, metal working, construction and building, and service and fashion. In MITSUBA, we see this as part of our training, and during the three-year activity period, we aim for even higher goals as competitors in the National Skills Competition, that is why we practice every day. MITSUBA employees have achieved excellent results at national competitions winning silver, bronze, and fighting-spirit prizes at events for machine assembly, electronics assembly, and mechatronics. The technical skills honed over the three years will serve as the foundation for subsequent career development.



Training





Passing on Technologies and Skills

MITSUBA's Certified Advanced Professional Training School

In 1977, MITSUBA established a vocational training school certified by Gunma Prefecture, for the purpose of training employees in a broad range of advanced knowledge and skills to become competent personnel with the personality and culture to lead corporate development. Employees who have received recommendations in the workplace after working with MITSUBA for 2 years acquire the necessary skills and knowledge in each of the following divisions: machining, precision machining, plastic processing, and electronics after entering the school.



Classroom lecture

TOPICS

Global human resource development initiatives

Vocational training school established at Mitsuba India Pvt. Ltd. "Mitsuba India JIM, Chennai" has been certified as a "Japan-India Institute for Manufacturing (JIM)" (*) by the Ministry of Economy, Trade and Industry.

(*) Based on the "Manufacturing Skills Transfer Promotion Program" agreed upon between the leaders of Japan and India in November 2016, this program certifies and supports human resource development organizations established by Japanese companies expanding into India in order to cooperate in human resource development in the Indian manufacturing industry.



Issuance of Certificate





Systems and Initiatives for Human Resource Development and Training

In-house Training System

MITSUBA has an "In-house Training System" that provides job rotation, with the aim of supplementing the individual's abilities by gaining early experience in related organizations and operations, and utilizing them in future operations. In principle, employees in their 4th to 6th years with the company receive work experience in other departments for one year. Moreover, the target persons are all regular employees.

In-house Study Abroad System

MITSUBA has established an "In-house Study Abroad System" with the aim of systematically implementing personnel exchanges across functions and businesses, broadening horizons by experiencing different types of operations, and developing human resources that meet the human resources requirements. The program is aimed at regular employees, and as a general rule, these employees spend 6 months to 3 years working on a theme or mission at the study abroad destination. Furthermore, the participants are selected from organizations or through volunteering.

Short-term Residency System

"Short-term assignment system" is established for the purpose of acquiring a broad perspective and ability to respond by experiencing and accomplishing missions in environments other than MITSUBA, such as domestic and overseas group companies. Targeting young and mid-level employees, the period of assignment is from one year to one and a half years.





Systems and Initiatives for Human Resource Development and Training

Career Development Support

MITSUBA implements the following initiatives to support career development.

Contents	Implementation period	Main purpose
Career sheet	Once a year	Assessment of knowledge, skills, and experience
Self-assessment form	Once a year	Clarification of one's growth goals
Career interview (Age 50/55)	At age 50/55	Improvement of employee independence and autonomy
1 on 1	Monthly (recommended)	Improvement of employee independence and autonomy and elimination of lack of communication

Personnel Evaluation System

MITSUBA utilizes the "Personnel Evaluation System" as a human resource development tool to broaden perspectives, develop the skills and techniques necessary for work, and share work-related tips and tricks through communication with supervisors.

Every six months, employees create goals that describe their performance objectives and their expected results and processes and meet with their superiors at the beginning of each six months to clarify their roles and gain an understanding of organizational goals. At the end of the semester, employees self-evaluate their level of goal achievement and receive evaluation and feedback from their superiors in order to improve their future growth. MITSUBA has a systematized the feedback process and created an environment in which all eligible full-time employees can reliably implement it.

Moreover, in personnel evaluations, in addition to "performance evaluations" for the above goals, we also conduct "behavior evaluations" to evaluate the behavior expected of each employee based on the code of practice "MITSUBA WAY." The results of such are designed to be reflected in the bonuses.





Health and Productivity Management

MITSUBA Group believes in the importance of creating a workplace where employees can work energetically for a long time so that each employee can lead a rich and fulfilling life. With this, physical and mental health are not the only thing that can be maintained, but the creation of a workplace environment and systems that provide peace of mind in life events (injury or illness) are also promoted.

MITSUBA believes that the physical and mental health of our employees are an indispensable and valuable asset for the survival of our business. Accordingly, in addition to analyzing the results of statutory health examinations and stress checks, we cooperate with the health insurance society to hold event such as optional seminars on topics that include ensuring sufficient exercise, maintaining and improving mental health, and preventing various illnesses.



Seminar

Regarding health checkups, employees are given opportunities to undergo health checkups based on the "Rules of Safety and Health and Productivity Management".

MITSUBA Group Health and Productivity Management Policy

MITSUBA Group believes in the importance of creating a workplace where employees can work energetically for a long time so that each employee can lead a rich and fulfilling life. With this, physical and mental health is not the only thing that can be maintained, but the creation of a workplace environment and systems that provide peace of mind in life events (injury or illness) are also promoted.

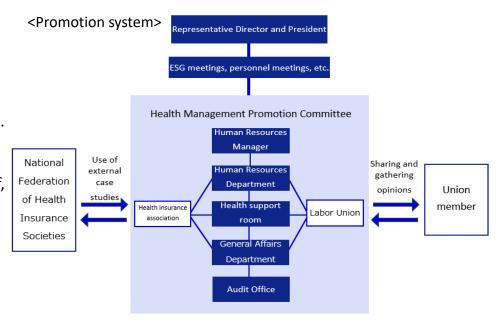




W Health and Productivity Management

Promotion System

With the aim of enabling MITSUBA Group employees to lead healthy and fulfilling lives both physically and mentally, MITSUBA actively supports activities to maintain and improve health and raise health awareness. With that, we hold monthly meetings with the Health and Productivity Management Promotion Committee, which include industrial physicians, industrial health staff, the labor union, and the health insurance union as participating members, and there we discuss how to encourage employees and such measures to be taken. Moreover, regular reports are made at managementlevel meetings, and the resolution of issues is speeded up by incorporating the intentions of top management.



TOPICS

Evaluation from outside MITSUBA

MITSUBA has been recognized as a 2023 Certified Health and Productivity Management Organization in the large corporation category of the Health and Productivity Management Organization Certification System (*) jointly implemented by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

(*) A system established by the Ministry of Economy, Trade and Industry in FY 2016 with the aim of maintaining an environment that can be evaluated by employees, job seekers, related companies, financial institutions, etc. by "visualization" of corporations such as large companies and medium-scale enterprises practicing especially excellent health and productivity management.







Health and Productivity Management

Health and Productivity Management Index

MITSUBA believes that organizational revitalization and employee performance improvement are among the management issues. With that, MITSUBA believes that it is necessary to create a workplace where employees can work energetically for a long time. We will strengthen our support system so that people can feel at ease even when life events such as injuries or illnesses occur, and encourage them to balance treatment and work, and to formulate career and life plans in anticipation of retirement.

Specific measures include encouraging those with findings to undergo checkups, literacy education including e-learning, seminars to support exercise habits, workplace improvement seminars, promotion of specific health guidance by health insurance associations, and internal systems (benefits). MITSUBA implements multilateral measures to raise the knowledge and awareness of employees, such as raising awareness of the importance of health care and maintaining and improving the physical and mental health of employees, thereby increasing employee satisfaction and solving management issues.

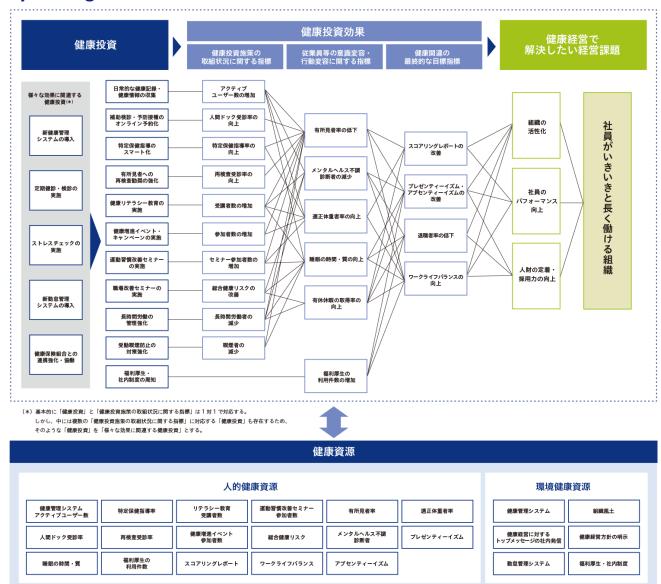
Index	Target	FY2022 results
Regular health checkup rate *Supplementary checkup included	100%	99.8%
Body Mass Index (BMI)	65%	60.4%
High stress rate	14%	18.8%
Smoking rate	25%	31.2%
Specific health guidance implementation rate	30%	24.2%
Rate of people with findings in regular health checkup *Supplementary checkup included	70%	67.8%
Stress check participation rate	95% or more	98.0%
High stress person Follow-up rate	100%	100%
Regular exercise rate	25%	23.5%
Average days of paid leaves taken	12 days	13.8 days





W Health and Productivity Management

Health and Productivity Management Strategy Map







W Health and Productivity Management

MITSUBA Health and Productivity Management Measures

	Measure	Desired Effect	КРІ
Daily health support	(1) Integration and cooperation of systems	Improvement of employees' convenience	Number of PepUp active users (*1)
	(2) Daily health record tool compatible with smartphones	Self-maintenance of health becomes a habit	Number of PepUp active users
	(3) Online reservation for supplementary examinations and vaccinations	Early detection and prevention of diseases	Comprehensive checkup rate
	(4) Use of tools for collecting and providing daily information	Increased health awareness	Number of PepUp active users
	(5) Pep point system (*2)	Maintenance and improvement of motivation for health	Number of PepUp active users
	(6) Smart specific health guidance	Prevention of lifestyle-related diseases	Specific health guidance rate
Life improvement	(1) Implementation of exercise habit improvement seminars	Exercise will become a habit and a daily routine.	Number of seminar participants
	(2) Implementation of health literacy education	Acquisition of knowledge about health	Number of seminar attendees
	(3) Awareness and cooperation to health promotion events and campaigns	Exercise will become a habit and a daily routine.	Number of event participants
support	(4) Fixed-point observation of Health and Productivity Management indicators (work engagement, etc.) through regular awareness surveys	Measurement and verification of the effectiveness of measures	Presenteeism
	(5) Promotion of awareness and utilization of welfare programs (systems)	Utilization of welfare programs (systems)	Utilization rate
Support for	(1) Reinforcement of recommendation for re-examination to group of persons with findings	Prevention of aggravation	Number of reexaminations
requiring	(2) Implementation of workplace improvement seminars	Prevention of occurrence of mental disorders	Overall health risk
	(3) Health support system by providing information from the workplace	Early detection of people with poor health	Number of consultations from workplace

(*1) PepUp: Healthcare services

(*2) Pep point system: A system in which points are awarded by participating in health events. Points can be exchanged for various products in PepUp.



TH Creating Rewarding Workplaces - Toward the Realization of Diversity

In order to create new value and pleasure which are the goals of "MITSUBA VISION 2030", it is essential to accept diversity, respect ideas and values, and realize diversity that includes open exchanges regardless of position or organization. MITSUBA has been actively hiring and promoting diverse human resources such as foreigners, and people with disabilities, and actively improving our workplace environment. Moving forward, in addition to our initiatives thus far, we will promote further career support and work style reforms and implement personnel measures that utilize the diversity of our employees in our business activities and internal culture reforms.

Creating a Comfortable Workplace for Women

Establishment of In-house Daycare Center for Children (Ohisama Garden)

In April 2007, MITSUBA Group established "Ohisama Garden", an in-house daycare center for Group employees, as part of initiatives to create an environment in which makes work easier for employees who are raising children. MITSUBA believes that an environment where children can be raised with care leads to a sense of security, which in turn leads to the peace of mind we provide to people around the world. Many female employees return to work after taking the maternity leave and childcare leave system. MITSUBA is promoting the

social advancement of women throughout our company.





In-house childcare facility - "Ohisama Garden"



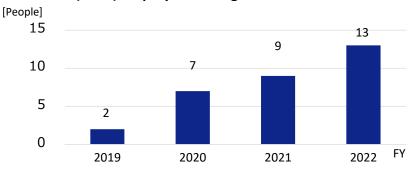
Treating Rewarding Workplaces - Toward the Realization of Diversity

Creating a Comfortable Workplace for Women

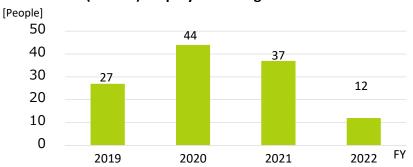
Work and Family Balance Support System

In order to support employees who are raising children, MISTUBA has established a "shortened working hours system for childcare." This system can be taken by employees until their child reaches the second grade of elementary school. In addition to annual paid leave, MITSUBA has also established a "life support leave system" that can be taken for situations such as caring for a family member or commuting to a hospital. Similar to childcare, for employees who are caring for a family member, we have established a "shortened working hours system", "long-term care leave system", and "long-term care absence system." These systems support a balance between work and family.

Number of (male) employees taking childcare leave



Number of (female) employees taking childcare leave



Promoting the Utilization of Non-Japanese Human Resources

MITSUBA Group is expanding our business globally, so for the purpose of sharing values and encouraging the standardization of management skills, MITSUBA expands opportunities for non-Japanese human resources to interact in various situations such as "Global Leader Development Training" and human resource development through practical training in Japan. Furthermore, since last year, we have been using the intra-company transfer system to accept human resources from affiliated overseas group companies and develop human resources through practical work functions at the head office. We will continue to actively utilize and promote overseas human resources.



Creating Rewarding Workplaces - Toward the Realization of Diversity

Promotion of Employment of Persons with Disabilities

MITSUBA has established a special subsidiary, AMCO Corporation, and has been promoting the employment of people with disabilities. As working styles become increasingly diversified, we have established the MITSUBA Group Disabled Persons Employment Committee, and will not only proactively recruit people with disabilities, but also work to create a comfortable working environment for them.

Actual employment of people with disabilities
Scope: MITSUBA Group's local companies

As of the end of March 2023 2.46%



Introduction of AMCO

TOPICS

Evaluation from outside MITSUBA

AMCO Corporation has been certified as a "Monisu Certified Business" under the Ministry of Health, Labour and Welfare's "Certification System for Small-scale and Medium-scale Enterprises Excelling in the Employment of Persons with Disabilities(*)".

(*) A system in which the Minister of Health, Labour and Welfare certifies small-scale and medium-scale businesses that have implemented excellent initiatives to promote the employment of people with disabilities and to stabilize employment.



At the time of issuance of the certification notice

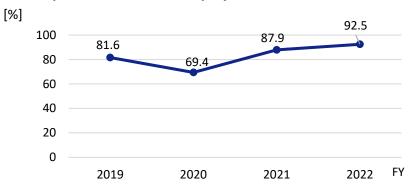


Treating Rewarding Workplaces - Toward the Realization of Diversity

Post-retirement Re-employment

At MITSUBA, the retirement age is at 60 years old. However, we have a "post-retirement re-employment system" that allows employees to continue working if they wish to do so. Every year, by utilizing skills and knowledge cultivated over many years, many employees continue to fill active roles in various workplaces even after their retirement.

Rate of post-retirement re-employment



New Method of Operation (Work From Home)

MITSUBA introduced a work-from-home system in FY2020 as part of its new work style. We aim to improve work efficiency through individual working styles.

Working from home rate results **Scope: MITSUBA Group**

FY2022 7.02%





Quality Policy

- We will make MITSUBA the brand of choice on a global scale -

By supplying products which meet the needs of customers, MITSUBA aims to become a trusted corporate whose products are preferred and highly valued by our customers.

Additionally, we aim to make the name of MITSUBA synonymous with the values of "technology in harmony with society and the environment" and "pleasure and peace of mind." We will expand the MITSUBA brand not only in Japan but also throughout the world.

Quality Management System

MITSUBA has built and operates a quality management system that complies with the international standard IATF 16949 for the automobile industry. We are working to continuously provide products that meet the needs of our customers and comply with laws and regulations in each country. We have acquired and maintained IATF 16949 certification at our production sites, including overseas and domestic group sites, and we are promoting continuous improvement of our quality management system.

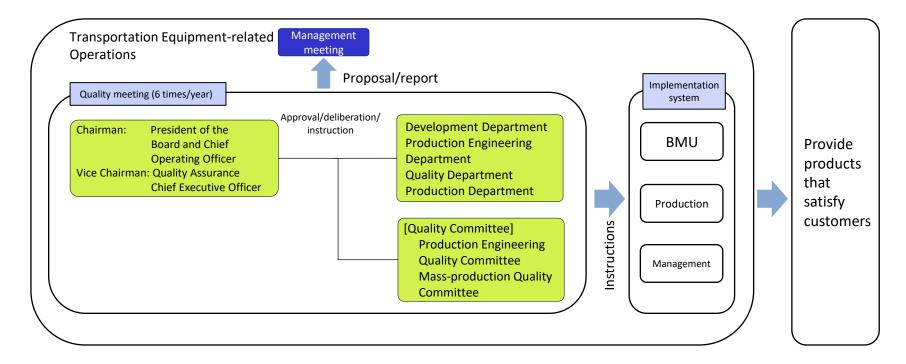
Additionally, as part of our internal quality control, we conduct yearly "quality management system" and "manufacturing process audits" to ensure that the processes are operating effectively. Management evaluations lead to system improvements. Furthermore, we have begun quality compliance checks and are attempting to determine if on-site inspections are being carried out properly and in accordance with the regulations, as well as whether fraud, such as data fabrication, has occurred.





Quality Assurance Activities

MITSUBA evaluates the appropriateness, adequacy, and effectiveness of its quality management system, monitors progress on quality concerns, and offers improvement instructions at quality meetings led by the President and Representative Director. Moreover, we have formed quality committees for each function, such as production technology and production departments, to design systematic quality improvement strategies with the aim of increasing quality levels and optimizing quality costs.





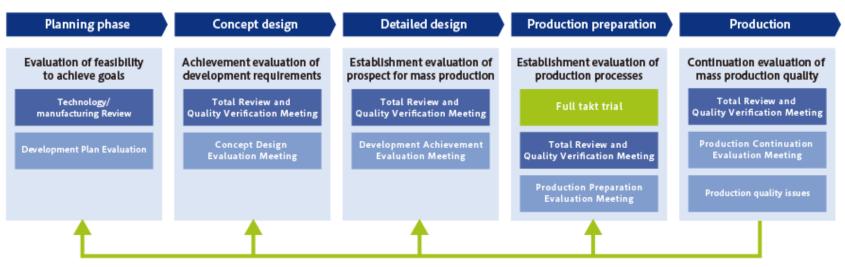


Quality Assurance Activities

Based on our product development flow, MITSUBA holds quality verification meetings at each stage from development planning to design and production. At these meetings, we evaluate product safety and conformity with quality regulations.

In quality assurance activities prior to mass production, we hold production trials (full takt trials) equivalent to mass production in order to evaluate fluctuations in quality and to prevent the recurrence of the quality issues.

Management during new product development



Feedback to next-generation development products





Quality Improvement Initiatives

Quality Education

MITSUBA's quality education systematically develops human resources through stratified education and specialized education.

For stratified education, we have started education for managers that fosters a culture of quality. We are also working to build management that places utmost priority on quality. We also strive to improve quality awareness by learning lessons from problems in the past and providing feedback to product development to ensure the safety of new products.

For specialized education, in order to establish highly durable designs (including changes in the operating environment and changes overtime) and processes which make manufacturing easier, we are conducting quality engineering education and working on concurrent development (*) that combines simulation and quality engineering.



Quality education

(*) Concurrent development: A method that shortens the development process by simultaneously promoting upstream processes such as planning and design and downstream processes such as manufacturing and testing, and by optimizing designs and processes at the initial stage of development. Since related departments gather and communicate among them, mutual losses due to miscommunication can be avoided.

Quality education attendance record

Categories	Training name	No. of Participants (cumulative)	Implementation rate (Compared to plan)
Stratified Education	Quality Culture Training	337 people	100%
Specialized Education	Quality Engineering Training	683 people	100%





Quality Improvement Initiatives

MEE Activity (Mitsuba Error Elimination)

At MITSUBA, we are engaged in "MEE activities" based on QC circle activities. MEE activities have a history of more than 50 years since their introduction, with the aim of improving skills and self-actualization through group activities, creating a bright, energetic and fulfilling workplace, and improving customer satisfaction. These activities are being expanded widely, including domestic and overseas MITSUBA Group sites. Improvement cases selected from the sites are reported by them at the global competition (MEE Conference). To date, 170 groups from the overseas MITSUBA Group sites have participated through sharing of improvement cases and cross-cultural communication. MITSUBA is striving to raise our employees' awareness and revitalize the workplace by having Group employees getting to know their colleagues.

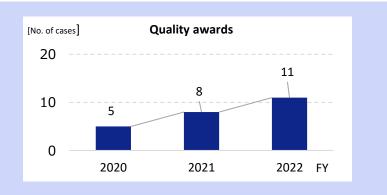


MEE Conference

TOPICS

Awards from customers

MITSUBA has received high praise from customers for its and initiatives for quality improvement strategies, and in FY2022, the MITSUBA Group received 11 quality-related awards.



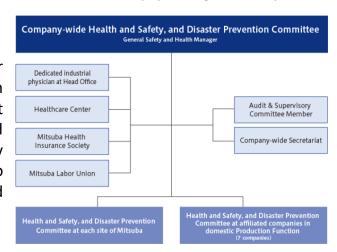


Occupational Health and Safety

Safety measures are an essential theme in the manufacturing industry. MITSUBA group thoroughly implements the principle of "safety first" and works to cultivate "culture of safety" remembering that "ensuring safety is the responsibility of the company and compliance with rules is the responsibility of employees," and strives to create a system that autonomously promotes occupational safety and health measures through labor-management cooperation. We aim to create a safe, healthy, and comfortable working environment by ensuring that each employee considers occupational accidents and mental health as their own concerns, as well as by providing a "safe working environment" and "psychological safety".

Company-wide Committee for Health, Safety and Disaster Prevention

We established the "Company-wide Health and Safety, and Disaster Prevention Committee" under the supervision of executives to strengthen information sharing and the implementation of measures throughout company sites. Furthermore, at each business location, we have established a "Health and Safety, and Disaster Prevention Committee" and hold monthly committee meetings, taking into account employee opinions and requests to create a comfortable workplace, thereby working as a whole to ensure and improve employee occupational safety and health.



Policy

Health & Safety

"Raise each employee's awareness of potential hazards and collaborate with the company activities to establish a safe workplace free of occupational accidents."

Disaster Prevention

"Create a workplace where each and every employee understands their behavior in response to disasters (including infectious diseases) and does not suffer damage."

- **Activity Target** There were zero lost-time injuries and 8 or less non-lost-time injuries.
 - Zero injuries and zero delivery delays when disasters occur



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Occupational Health and Safety

Initiatives for Occupational Health and Safety

Prevention of Occupational Accidents

MITSUBA Group conducts workplace safety patrols and mutual safety patrols between workplaces. Improvement activities based on patrol results lead to the reduction of unsafe acts and the strengthening of safety measures. Furthermore, we carry out risk assessments on newly introduced and all existing equipment, implementing countermeasures prioritizing areas with a high-risk level, reflecting this in work instruction sheets, and providing operator education to prevent occupational accidents from occurring. We are also striving to improve our management system by referring to examples of workplaces that have been accident-free for a long period of time.



Safety patrol

Preparation of Work Instruction Sheets

MITSUBA Group has prepared work instruction sheets that clearly describes the key points of work, protective equipment to be worn, and methods for handling chemical substances, so that anyone can work safely and produce products that meet quality standards. Moreover, at business sites that operate a foreign technical internship program, we translate work instruction sheets and other notices into the native languages of the trainees (Chinese and Vietnamese) to ensure that they can work and act safely at their work sites.

Safety and Health Training

At MITSUBA, as an educational curriculum that matches the employee's rank and role, newly promoted employees increase their knowledge of health and safety through stratified education. Moreover, we apply practical techniques such as KYT (Risk prediction training), and TWI-JS (Safe work methods) for managers and supervisors to acquire skills to lead the workplace.

Furthermore, when dispatched employees are hired, we provide trainings for new hires, as well as educational curriculums and support at the request of partner companies.



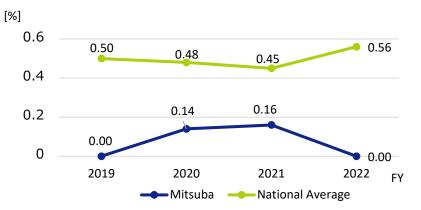
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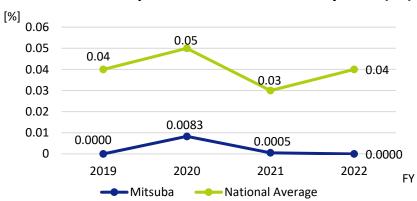
Occupational Health and Safety

Occurrence of Occupational Accidents, etc.

MITSUBA Occupational Accident Frequency Rate (*1)



MITSUBA Occupational Accident Severity Rate (*2)



- (*1) An index that expresses the frequency of accidents is the number of casualties due to occupational accidents per 1 million actual working hours.
 - Frequency rate = Number of casualties due to occupational accidents / Total working hours x 1,000,000
- (*2) An index that expresses the severity of an accident is the total number of working days lost per 1,000 actual working hours. Severity rate = Total working days lost / Total working hours x 1,000

Initiatives to Prevent Recurrence

When occupational accidents occur, the MITSUBA Group uses an Occupational Accident Analysis Sheet to identify the true cause through why-why analysis and take measures to prevent recurrence. Moreover, the company-wide secretariat of the Company-wide Health and Safety, and Disaster Prevention Committee conducts on-site reviews to conduct analysis from different viewpoints and verify the effectiveness of measures.

Regarding occupational accidents, the Company-wide Health and Safety, and Disaster Prevention Committee is working to prevent similar accidents from occurring by laterally spreading information to each business site.





MITSUBA Group upholds respect for human rights in its code of practice, "How We Should Act." Moreover, to continue to be a company that is trusted by the international community, we communicate not only with our employees, but also with our suppliers and local communities; and respect the basic human rights of society as a whole.

Abolition of Discrimination

MITSUBA Group advocates the abolition of discrimination in its code of practice "How We Should Act" and works to create a comfortable workplace where diverse human personnel can thrive and play an active role, regardless of their birth, nationality, creed, religion, gender, race, ethnicity, age, mental/physical disability, medical history, social status, etc. Moreover, when hiring, applicants are judged on matters unrelated to the applicant's aptitude or ability, such as "matters beyond the applicant's responsibility" as in family or living environment, and "matters of essential liberty" as in religion or ideology. In addition, briefing sessions for interviewers are conducted to ensure that they have a good understanding of our hiring process, as well as to ensure fairness.

Prohibition of Child Labor and Forced Labor

In order to prevent child labor, MITSUBA confirms the age in the documents submitted when joining the company. In addition to hiring people who apply of their own free will, we also strive to prevent forced labor by providing prior notice (in writing) of working conditions to hired employees, and not requiring foreign technical intern trainees to keep important employee documents such as passports in the company's custody.

Freedom of Association and Respect for the Right to Collective Bargaining

MITSUBA considers collective bargaining to be an element of basic human rights that should be respected as a company, and recognizes the right of employees to bargain collectively regarding wages, working conditions, etc., in collective bargaining agreements.





Freedom of Association and Respect for the Right to Collective Bargaining

Labor-management Relationship

MITSUBA has adopted a union shop system, and all non-managerial regular employees, with the exception of some management-related employees, are members of the labor union. With the aim of establishing fair and stable labor-management relations, we have concluded a comprehensive collective labor agreement, available to all employees at any time via the intranet, promoting MITSUBA's development and improving the lives of union members.

Dialogue Between Labor and Management

At MITSUBA, we hold a central management meeting for the entire company and a departmental management meeting for each department every month. In addition, the labor union and the human resources department hold labor relations committee meetings weekly to create a better workplace environment, where active exchange of opinions and information between labor and management takes place on a daily basis. Moreover, when revising or establishing new systems that have a significant impact on employees' work styles and working conditions, labor and management consult with each other to reach labor agreements before implementing the new system. Furthermore, in order to promote communication between the company and its employees, we are actively implementing "Kurumaza," which is a dialogue and information exchange between management and employees in each department. This serves as an opportunity to convey management policies and ideas to employees and to directly confirm the opinions of employees to such policies and ideas.

Human Rights Education

MITSUBA is working to raise awareness of human rights by conducting CSR education (including content on harassment) for employees using e-learning and by providing education on harassment at the "Personnel Labor Management Meeting" for managers once a year.





Establishment of Consultation Desk

MITSUBA Group has set up the "MITSUBA Comprehensive Consultation Desk", both internally and externally (at law firms), where employees can report and consult about "corporate ethics" and "compliance", including discrimination and harassment. When operating the MITSUBA Comprehensive Consultation Desk, we ensure that the service can be used with peace of mind by protecting the privacy of whistleblowers and consulters and preventing any disadvantage.

Humans Rights Assessment

In MITSUBA, a check sheet is used to periodically (once a year) evaluate the effectiveness of sustainability activities, including human rights. Moreover, evaluations of the sustainability management system by a third-party organization are received periodically (once a year), and we are working on maintaining and improving the sustainability activity framework further.

Furthermore, based on Group standard related to sustainability, the effectiveness of the sustainability management system of each MITSUBA Group company is being evaluated (by personal assessment using a check sheet), laying down items related to child labor prevention, such as age verification at the time of employment, and those related to human rights, such as measures to prevent harassment.



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Social Contributions

MITSUBA Group's code of conduct, "Behaviors We Should Follow" stipulates that we "actively engage in social contribution activities in order to be a company that fulfills its role as a member of society." We value our founding spirit of "Contributing to Local Communities," and each of our Group companies engage globally in various social contribution activities.

Charity Concert

In December 2022, the 48th Mitsuba Charity Concert was held. This concert was started in 1972 by the MITSUBA Mutual Aid Society's Music Department, who, as members of the automobile industry, wished for an "accident-free automobile society". This time, more than 260,000 JPY was raised and used to donate to the Traffic Orphan Scholarship Association, a Public Interest Incorporated Foundation, and to donate equipment to the Kiryu Kosei General Hospital.



Forest Maintenance Volunteerism

MITSUBA has signed an "Forest Maintenance Activity Agreement" with Gunma Prefecture. Every year, volunteers from MITSUBA perform forest maintenance at Gunma Insect World. While maintaining good relationships with local communities, MITSUBA contributes to conservation of satoyama (woodland close to villages) and prevention of global warming.





Social Contributions

Support Activities for Disaster-Stricken Areas MITSUBA Group donated through the Japanese Red Cross Society on February 28, 2023, in order to support those affected by the Turkey-Syria earthquake that occurred on February 6, 2023, and to help with regional reconstruction. We will continue to carry out support activities and sincerely hope for the earliest possible recovery of the affected people and region.

Blood Donation Activities

MITSUBA has been conducting blood donation activities for over 50 years since 1970 as a familiar social contribution. From 2006 to the present, 4,213 employees from both the headquarters and MITSUBA Research and Development Center have participated. Moreover, each of our plants and overseas Group sites in Asia, Europe, and other regions also conduct blood drives.







MITSUBA Automotive Systems of Europe Kft.



Social Contributions

PET Bottle Cap Collection Activity

AMCO Inc., a MITSUBA special subsidiary, has been collecting PET bottle caps since 2011 with the hope of "helping people in need around the world". The collected PET bottle caps will be delivered as vaccines to children around the world through "Japan Committee Vaccine for the World's Children," an authorized NPO, via collection companies. By FY2022, we have donated a total of 550,458 vaccines, enough for approximately 640 people.

Examples of Social Contribution Activities of Overseas Sites

Region	Company Name	Content of Activity
Europe	MITSUBA Turkey Automotive AS	Donations for the Marmaris forest fire and the earthquake in Kahramanmaras
Asia	MITSUBA India Pvt. Ltd.	Donation of masks and water purifiers to nearby police stations, support for public school building renovations
	P.T. Tatsumi Indonesia	Donation of playground equipment, stationery, whiteboards, bookshelves, etc. to nearby elementary schools
China	MITSUBA Electric (Dalian) Co., Ltd.	Implementation of cleaning activities around the plant



Eco Cap Collection



Donation of Masks to Local Police Station



Implementation of Cleaning Activities





Corporate Governance

In order to meet the expectations of our stakeholders and win their trust, MITSUBA will continue to improve corporate value and implement fair, wholesome, and highly transparent management corporate value based on our corporate philosophy "providing pleasure and peace of mind to people of the world."

Basic Policy on Corporate Governance

(1) Ensuring shareholder rights and equality

The Company shall treat all shareholders equally in accordance with their holdings, and shall secure the substantial rights of shareholders, based on the "Principle of shareholder equality" stipulated in the Companies Act, and disclose information in a timely and appropriate manner so that such rights can be appropriately exercised. Moreover, at the general meeting of shareholders of the Company, the Company will strive to create an environment in which more shareholders can exercise their voting rights, taking into consideration the composition of the Company's shareholders.

(2) Consideration of stakeholder interests

We consider the interests of our stakeholders, including customers/consumers, employees, shareholders/investors, business partners/creditors, and society, and cooperate appropriately in order to sustainably improve our corporate value. Moreover, in order to ensure that the interests of stakeholders are not harmed, the Company shall establish a code of practice and internal regulations based on its corporate philosophy, and each officer and employee shall practice these and monitor the implementation status. Furthermore, the Company has developed a reporting system internally and externally to ensure that the Board of Directors is informed of concerns about illegal activities and unethical practices at the Company, and that the whistleblower is not adversely affected.

(3) Ensuring appropriate information disclosure and transparency

Based on the Companies Act and other applicable laws and regulations, we will determine our policy on information disclosure, disclose information deemed important in a timely and appropriate manner, and obtain the understanding of our stakeholders. Moreover, when disclosing information, try to provide specific and easy-to-understand descriptions.

(4) Responsibilities of the Board of Directors, etc.

The Company's Board of Directors, entrusted by shareholders, is responsible for the sustainable corporate value improvement through the realization of efficient and effective corporate governance. For this reason, the Company will separate the management decision-making and supervisory functions from the business operations functions to ensure efficient business operations and strengthen the supervisory function of the Board of Directors by appointing outside directors to ensure fair and highly transparent management. Furthermore, we will establish a Nomination and Compensation Committee, which is an advisory body to the Board of Directors and aim to strengthen governance by increasing objectivity and transparency in the procedures for nominating directors and determining compensation.

(5) Dialogue with shareholders

In order to sustainably improve corporate value, we will actively engage in dialogue with shareholders and investors through opportunities such as the General Meeting of Shareholders and Investor Relations, etc., and strive to ensure that they understand our management strategies and plans, as well as reflect the opinions of shareholders and investors in our management.



Governance system

Corporate Governance System

MITSUBA has adopted a company with an Audit and Supervisory Committee as an organizational design under the Companies Act. Moreover, the operating officer system is introduced and appointed four outside directors to promote stronger governance and more efficient management.

Furthermore, we have established the Nomination and Compensation Committee, an advisory body to the Board of Directors, and are working to strengthen governance by increasing the objectivity and transparency of the procedures for

determining the nomination and compensation of directors.

Business Operations System

In order to make management decisions quickly and appropriately, MITSUBA delegates business operation authority to meetings such as management meetings and has a matrix structure with functional organizations (departments, sections, projects) that execute business. Important matters related to ESG are deliberated at the ESG Committee, a company-wide meeting body related to ESG, and reported to the Management Meeting.

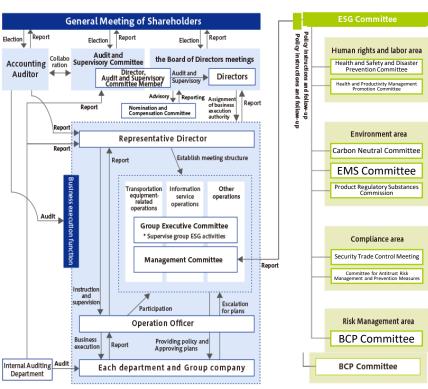
Various committees have been set up as subordinate bodies of the committee to formulate action policies and monitor important company-wide themes in each area and respond to various management issues raised by each committee under the direction and orders of the compliance officer and the risk management officer.

Related policies, etc.:

Corporate Governance Report

Basic Policy for the Internal Control System







1 Compliance

As stated in the mission statement of our CSR policy, MITSUBA Group is a company that meets the expectations of the society and is trustworthy, so in our code of practice, "How We Should Act," we stipulate that "We will correctly understand and comply with the content and spirit of the laws and regulations, as well as understand the trends in amendments and respond appropriately." In order to promote the creation of an organization and culture that emphasizes compliance, we have established the Group standard "Rules for Compliance and Risk Management in MITSUBA Group" related to compliance, and we are promoting initiatives related to compliance throughout the company.

Promotion System

At MITSUBA, in order to strengthen our compliance system, we have established the so-called "three defense lines" (fostering on-site awareness, management by the Legal Department, and internal audits by the Internal Auditing Department), and have constructed a system that enables thorough legal compliance. Moreover, decisions on important matters concerning compliance and risk management initiatives in MITSUBA Group are made in the ESG committee. Details of discussions, resolutions, and progress made in the ESG committee are reported to the MITSUBA Board of Directors through the MITSUBA management meeting.







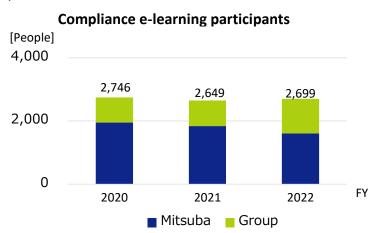
Initiatives to Strengthen Compliance

Fostering Compliance Awareness

At MITSUBA Group, we are working to foster compliance awareness throughout the Group by distributing portable cards with the Group codes of practice, "How We Should Act," which specifically define the act that each employee should practice on a daily basis. Moreover, we are working to improve compliance awareness by including a section on "How We Should Act" in the CSR education that we conduct every year using e-learning.

Compliance Education

MITSUBA Group conducts compliance education by theme, such as the Antitrust Law, as part of stratified education, as well as offering global e-learning courses. Moreover, once a year, at the "Personnel Labor Management Meeting" for managers, we provide various education according to roles and duties, such as education on the Labor Standards Act, daily labor management, and harassment.





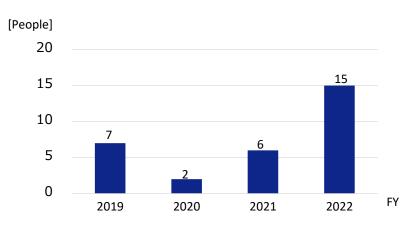


Initiatives to Strengthen Compliance

Whistle-blowing System

MITSUBA Group has set up the "MITSUBA Comprehensive Consultation Desk", both internally and externally (at law firms), where employees can report and consult about "corporate ethics" and "compliance". We investigate all reported and consulted matters and take appropriate measures to resolve them. When operating the consultation desk, we ensure that it can be used with peace of mind by protecting the privacy and preventing any disadvantage to the whistleblowers and consulters. Moreover, our internal regulations clearly state the penalties for unfavorable treatment of whistleblowers and consulters.

Trend in the number of consultations



Initiatives to Prevent Corruption

MITSUBA Group issues and operates the "Anti-Bribery Guidelines" to prevent corruption. These guidelines clarify the behavior required of MITSUBA Group employees, mainly by indicating prohibited acts when interacting with public officials. In addition to bribery of public officials, it also calls for thorough implementation of fair transactions with private business partners. Moreover, the internal regulations clearly state the penalties for violations of the law.

In FY2022, there were no cases of fines, terminations or other incidents related to corruption.





Initiatives to Strengthen Compliance

Prevention of Anti-competitive Behavior

Regarding the Antitrust Law and the Subcontract Law, MITSUBA has established an "Antitrust Law Compliance Manual" and provides regular education to prevent anti-competitive behavior. When MITSUBA employees come into contact with competitors, prior application and post-event reporting are carried out, and thorough measures are taken to prevent acts that could be suspected of violating the Antitrust Law. Moreover, the internal regulations clearly state the penalties for violations of the law.

In the FY2022, there were no cases of fines, terminations or other incidents related to anti-competitive behavior.

Inspection and Improvement of Activities

In MITSUBA, evaluations of the sustainability management system by a third-party organization are received periodically (once a year), and we are working on maintaining and improving the CSR activity framework further. Moreover, based on group standards related to sustainability, the effectiveness of the sustainability management system of each MITSUBA Group company, including compliance, is being evaluated (personal assessment). If the personal assessment results are found to be insufficient, we will conduct an audit of each company in MITSUBA Group to confirm the current situation and propose improvements. Furthermore, if there is a problem, it will be reported to the top management, etc. as necessary, and improvement measures such as implementing measures to prevent recurrence will be taken.

We will continue to work to further reduce risks through continuous monitoring and improvement proposal.





Risk Management

In order to minimize diversifying risks such as large-scale earthquakes and other natural disasters, new coronavirus infections, and geopolitical risks such as Russia and Ukraine problems, MITSUBA Group will enhance and strengthen comprehensive risk management. We position risk management as an important management issue in achieving the mission statement of our CSR policy and aiming for sustainable growth and stability. We have established the "Rules for Compliance and Risk Management in MITSUBA Group" as a Group standard for risk management and are promoting initiatives to respond to loss crises that can occur in normal times and emergencies.

Business Risks

Based on the "Group Compliance and Risk Management Regulations," the MITSUBA Group regularly (once a year) identifies "business risks" related to changing social and environmental issues and evaluates them based on frequency of occurrence and various degrees of impact. Moreover, we clarify the departments and committees responsible for these risks, and instruct the planning and implementation of mitigation measures, as well as identify important risks at the ESG Committee and disclose them externally through <u>Asset Securities Reports</u> and other documents.

Business Continuity Management (BCM)

The MITSUBA Group views the formulation of Business Continuity Plan (BCP) as a priority theme in order to fulfill its obligation to supply products as a company and has established a "BCP Committee" under the "ESG Committee", a company-wide committee, to develop an appropriate management system and disaster mitigation measures.

Moreover, we have set up a "production and sales meeting" as an organization to handle risks from product production to sales and will identify risks and implement necessary measures from the perspective of stable product supply and disaster prevention.





Risk Management

Business Continuity Management (BCM)

Business Continuity Plan (BCP) Activities

MITSUBA has established a basic BCP policy and developed a Business Continuity Plan in order to fulfill its responsibility to supply customers even in the event of an emergency such as a major earthquake. Moreover, in FY2020, we established a BCP Committee chaired by the Senior Managing Executive Officer in charge of Production and are working to improve and strengthen our Business Continuity Plan. Furthermore, we have established two working groups to develop systems to protect the safety of employees in emergency situations such as disasters, fire prevention and disaster mitigation to minimize damage, and working on considering and implementing proactive measures to address global risks and risks in the supply chain.

<BCP Basic Policy>

- 1. In the event of a disaster or other emergency, we will prioritize the safety of our employees and their families.
- 2. We will take preventive measures daily to minimize damage.

3. We will fulfill our responsibility to supply to our customers by continuing our business and restoring production activities as soon as possible.

Senior Managing Officer, Chairman Chief of Production <BCP Committee Promotion Structures> Deputy General Manager, Supply Chain Chairman Management Department **Admin** Production Management Department Quality Marketing & **Business** Production **Supply Chain** Information **Purchasing General Affairs** Sales Planning **Human Resources Department** Management system Management **Engineering Assurance** Department Department Department Department department Department Department Department





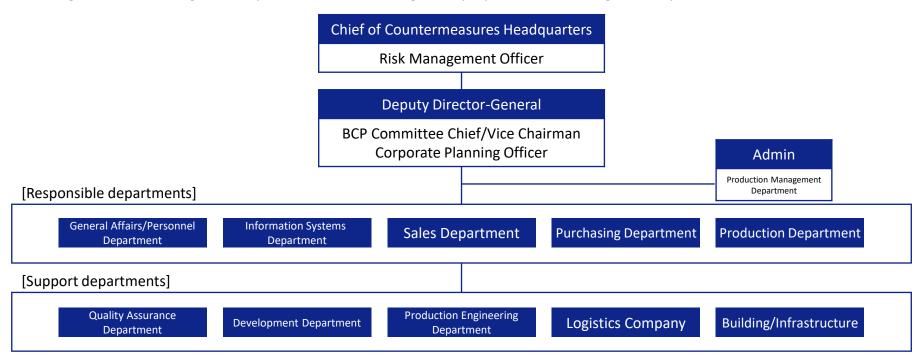
Risk Management

Business Continuity Management (BCM)

Emergency system

At MITSUBA, if it is determined that an emergency situation that could affect the supply of products to customers has occurred, the Risk Management Officer will activate the BCP and establish a disaster response headquarters. Under the direction of the Chief of the Countermeasures Headquarters, the departments in charge and related departments work together to ensure a swift response.

Moreover, by regularly conducting BCP drills that simulate an earthquake, we are confirming the effectiveness of our current system and strengthening our business continuity capabilities. Furthermore, based on lessons learned from the trainings, we are revising various procedures and aiming to step up our crisis management system.





With rapid digitalization, there is a demand for the utilization of digital data to strengthen competitiveness. Damage caused by cyberattacks is increasing year by year all over the world, and attack methods are becoming more sophisticated.

In such an environment, MITSUBA has established a "Basic Policy on Information Security" and is working to improve information security by implementing information security measures that consider the cybersecurity risks unique to the automobile industry.

Basic Policy on Information Security

In order to contribute to the creation of a prosperous automobile society, through management activities centered on transportation equipment related business (*1), MITSUBA believes that protecting the information assets (information entrusted to us by customers, development information including intellectual property, etc.) it handles from intentional or accidental threats is an extremely important responsibility.

MITSUBA aims to meet the expectations of society and become a trusted company by protecting information assets in order to achieve "provide pleasure and peace of mind to the people of the world" as stated our mission statement (*2), and to establish a Basic Policy on Information Security that we will comply with.

- (*1) Transportation equipment related business: Business centered on electrical components for automobiles and motorcycles and other vehicles that apply such technologies.
- (*2) MITSUBA mission statement: Together with those who support it, MITSUBA will provide pleasure and peace of mind to the people of the world by creating technology in harmony with society and the environment.





Basic Policy on Information Security

1. Scope

The following applies to information and personnel (*1) related to business activities.

- Applies to information assets handled by MITSUBA and information assets entrusted to us by customers.
- Applies to MITSUBA employees (*2).
- Even if a third-party company handles information handled by MITSUBA, it will be handled in accordance with this policy.

2. Promotion organization and system

MITSUBA will clarify the organization and responsible person for the promotion and operation of information security management and implement appropriate management of information assets.

3. Compliance with laws and norms

MITSUBA will establish and comply with internal regulations based on laws and various norms related to promoting information security and management.

- (*1) MITSUBA Group executives, employees, temporary employees
- (*2) MITSUBA executives, employees, temporary employees

4. Education and training

MITSUBA will regularly conduct security education according to duties and operations for personnel (*1) who handle information, will make them aware of the importance of information assets, and will ensure that such assets are properly used.

5. Risk management measures

MITSUBA will take appropriate human, physical, and technical measures against various risks caused by threats such as loss, destruction, falsification, leakage of confidential information, and unexpected service interruption.

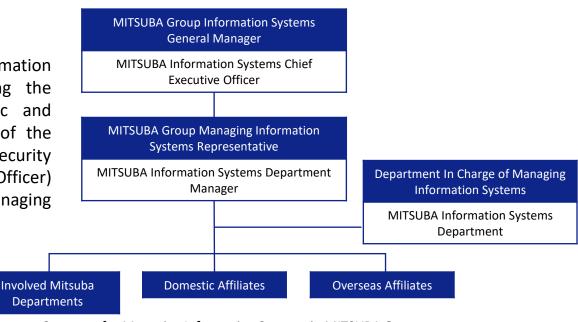
6. Continuous improvement

MITSUBA will continuously improve basic policy on information security and related internal regulations.



Promotion System

MITSUBA manages and operates the information systems of the entire Group, including the security of MITSUBA and its domestic and overseas affiliates with the supervision of the person in charge of information security (Information Systems Chief Executive Officer) under the structure of the "Rules for Managing Information Systems in MITSUBA Group".



Structure for Managing Information Systems in MITSUBA Group

Initiatives to Strengthen Information Security

Development of Guidelines

MITSUBA has established the "Group Information Infrastructure Utilization Guidelines" to prevent significant impacts on information assets (especially data), information networks, and information security, and to ensure the appropriate and smooth use of information infrastructure for personnel who handle information of the entire Group, including domestic and overseas affiliates.



Initiatives to Strengthen Information Security

Information Security Education

MITSUBA regularly conducts information security education through e-learning for personnel who handle information of the entire Group, including domestic and overseas affiliates. In addition to how to use information devices, the educational content includes the need for information leak countermeasures, an introduction to and countermeasures for attack methods that have been increasing in recent years, and initial responses in the event of malware infection, in an effort to raise awareness of information security.

Information Security Education
Participation Rate
Scope: MITSUBA Group
Target value (FY2022): 100%

Actual Values (FY2022) 100% (4,933 people)

Prevention of Information Leakage

To prevent information leakage due to malware such as ransomware or unauthorized access to internal networks and systems from outside, we implement multi-layered security measures such as antivirus software, firewalls, and website filtering, as well as provide education and We are conducting awareness activities.

Information Security Risk Assessment

MITSUBA conducts regular information system audits of each department and domestic and overseas affiliates in accordance with regulations to assess and correct risks related to information security and is working to improve the level of information security throughout the Group.





Initiatives to Strengthen Information Security

Security Monitoring

We have built an SOC (Security Operation Center) to enable early detection and prompt response to cyber-attacks such as malware and unauthorized access, and we currently operate it.

The SOC conducts security monitoring 24 hours a day and 365 days a year, targeting information devices and networks across the entire Group, including domestic and overseas affiliates, and analyzes and responds when anomalies are detected. Moreover, the SOC investigates new information security risks by utilizing websites with computer security information such as the Information-technology Promotion Agency (IPA) and JPCERT/CC (*), as well as the Vulnerability Countermeasure Information Database (JVN). At the same time, the SOC works to raise the level of information security by reducing risks and introducing security tools as necessary.

(*) Abbreviation for Japan Computer Emergency Response Team Coordination Center (JPCERT Coordination Center)

Response to Emergencies

MITSUBA, in the event of a serious information security incident, such as the suspension of production due to a cyberattack, established the Disaster Countermeasures Headquarters based on MITSUBA's "Business Continuity Plan (BCP) Regulations" so that management decisions can be made in the event of an emergency, as in the case of a natural disaster such as an earthquake directly under the Tokyo metropolitan area.

Moreover, the Information Systems Business Continuity Plan (IT BCP) and "Information Security Incident Management Regulations" were established based on the plans and procedures to minimize the damage in the event of an emergency, and in order to maintain and improve their feasibility, so targeted attack e-mail trainings and other activities are conducted according to the plan.



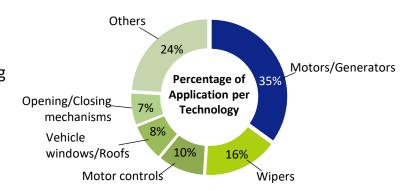
Intellectual Property

MITSUBA aims to be a company that continues to grow by creating and utilizing intellectual property to protect not only its products but also its business.

MITSUBA Intellectual Property Policy

To meet the expectations of a diversifying mobility society,
MITSUBA expands the scope of its electrification business by creating
valuable intellectual property through collaborative use across the
company,

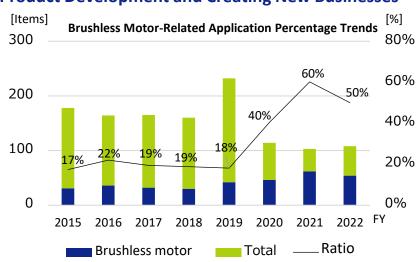
and by contributing to the realization of a decarbonized society, with optimal solutions protected by intellectual property rights.



Creation of Intellectual Property Value and Response to the Evolution of Mobility

Maximizing the Use of IP landscape in Next-Generation Product Development and Creating New Businesses

MITSUBA will secure a sustainable competitive advantage by protecting its core competency technologies with a patent portfolio. Then, using multilateral analysis of the IP landscape, MITSUBA will maximize the use of its own intellectual property to grow and expand existing businesses, and create and link new businesses by creating innovation.





Intellectual Property

Understanding the Company's as well as Other Companies' Positioning and Minimizing Intellectual Property Risks

Building a Patent Guarantee System

MITSUBA understands its own positioning by visualizing its own and other companies' intellectual property information. Moreover, both the intellectual property and the business/development departments collaborate with each other from the early stages of development, aiming to acquire broad and strong patent rights, sharing intellectual property issues early, and minimizing intellectual property risks. We also respect the rights of other companies and respond appropriately.

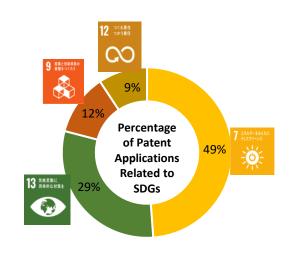
Fostering a Culture of Intellectual Property

Intellectual Property Personnel Education Through Hierarchal Training

MITSUBA strengthens the reskilling of intellectual property personnel through rank-based training such as those that are recent hires, those in their second year, and those in the leader ranks.

Utilization of Global Patent Information

MITSUBA cooperates with technical centers at overseas Group sites to collect and analyze global patent information and disseminate information to related departments. Furthermore, by effectively utilizing information, we are able to create and file inventions that are mindful of SDGs.







Initiatives Related to Taxation

International tax rules triggered by the Base Erosion and Profit Shifting (BEPS) project by the Organization for Economic Co-operation and Development (OECD) are becoming more complex year by year, and the importance of corporate governance related to taxation is increasing in Japan. MITSUBA Group has established the "Group Tax Management Regulations" and is working to strengthen appropriate tax payment and tax governance on a global basis, and to maintain and improve tax compliance.

MITSUBA Group Basic Tax Policy

Based on the mission statement of "providing pleasure and peace of mind to the people of the world", MITSUBA Group strives to comply with the tax-related laws and norms of each country and region as well as international rules in order to realize fair business activities, believes that paying taxes is a corporate obligation, and strives to contribute to society through appropriate tax payments.

Promotion System

Under the responsibility of the Chief Financial Officer of MITSUBA, the MITSUBA Accounting Department has established a global tax governance system to address tax-related matters. At each Group company, a tax manager appointed by the president of each company is responsible for managing and supervising tax operations and reporting to the MITSUBA Accounting Department.





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Response to Tax Risks

MITSUBA has established reporting lines from each MITSUBA Group company to collect information on tax risks. Highly important matters are reported to the Management meeting based on the judgment of the Chief Financial Officer of MITSUBA.

Moreover, MITSUBA is working to reduce tax risks by providing advice from experts and confirming with tax authorities.

Promotion of Appropriate Accounting Procedures

In the MITSUBA Group, we conduct education and awareness activities to ensure that each employee is aware that complying with tax laws and rules is the best way to minimize tax risks and increase corporate value, and to ensure tax compliance. Moreover, in order to confirm the results of appropriate accounting procedures, accounting audits are regularly conducted by external organizations at all Group companies.

Optimization of Tax Burden

MITSUBA Group appropriately and effectively uses reduction measures and strives to optimize tax burden but does not engage in tax reduction by interpreting or applying them in manners deviating from the intent of laws and norms. Moreover, we do not engage in tax avoidance using tax havens and so on.



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Relationship with Tax Authorities

MITSUBA Group strives to ensure proper filing of tax returns and reduce tax risks by building and maintaining good relationships with the tax authorities of each country and checking with the tax authorities in advance if necessary.

Transparency

MITSUBA Group discloses important tax-related matters to stakeholders in a timely manner.

Moreover, the IR personnel in the accounting department provides sufficient information and answers to tax-related questions from stakeholders.





Environment-related Data

Unless otherwise specified, the figures and information are as of the end of each fiscal year (March 31st) or for the full year (April 1st to March 31st of the following year). In addition, consolidated in environment-related data refers to MITSUBA and production site Group companies.

			Range Unit	2019	2020	2021	2022
Reduction of	Greenhouse gas emissions	Scope1 *1	Consolidated t-CO ₂	12,402	12,101	12,442	11,163
greenhouse gas emissions		Scope2 *2	Consolidated t-CO ₂	151,306	137,701	141,030	136,214
emissions		CO ₂ emissions (Scope1+Scope2)	Consolidated t-CO ₂	163,708	149,802	153,472	147,377
		Scope3 (upstream) *3	Consolidated t-CO ₂	-	-	826,962	1,074,241
		CO ₂ emissions (Scope1+Scope2+Scope3)	Consolidated t-CO ₂	-	-	980,434	1,221,618
		Emissions of Ozone-Depleting Substances (ODS) *4	Consolidated -	-	-	-	_
		Emissions of NOx and SOx *5	Consolidated -	-	-	-	-
Energy	Total energy input amount	Electric power *6	Consolidated T.J.	1,015	928	945	909
efficiency		Kerosene	Consolidated T.J.	18	16	14	12
		LPG	Consolidated T.J.	24	14	13	11
		City Gas	Consolidated T.J.	50	51	53	48
		Natural gas	Consolidated T.J.	153	165	177	157
		Diesel *7	Consolidated T.J.	14	13	12	12
		Solar power generation	Consolidated MWh	2,415	2,742	2,708	2,640

^{*1} Scope1: Direct emissions of greenhouse gases from the combustion of fuel, calculated by multiplying fuel consumption by GHG protocol coefficient

Data from FY2019 has been updated due to some changes in the CO₂ emission calculation coefficients.

- Category 2: Calculated by multiplying the Group's total investment in facilities, etc. by the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain" coefficient.
- Category 3: Calculated by multiplying the Group's electric power consumption by the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain" coefficient.
- Category 4: Group CO, emissions are estimated by multiplying the weight and distance transported within Japan by the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain" coefficient.
- Category 5: Calculated by multiplying the amount of waste generated by the Group by the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain" coefficient.
- Category 6: Calculated by multiplying the number of Group employees by the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain" coefficient.
- Category 7: Calculated by multiplying the number of Group employees by the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain" coefficient.
- Data from FY2021 has been updated due to improved aggregation accuracy for Category 1.
- *4 As a result of measurement, only trace amounts of emissions were confirmed, so they are not counted.
- *5 There are no emissions within our Group.
- *6 Data has been updated from FY2019 due to a revision of the energy conversion coefficient for electric power.
- *7 Data has been updated from FY2019 due to improvements in the accuracy of light oil aggregation.



^{*2} Scope2: Indirect greenhouse gas emissions associated with electricity use, calculated by multiplying usage of electric by the CO₃ emission coefficient for each power company or the IEA (International Energy Agency) coefficient for each country

^{*3} Scope3 : Other indirect emissions covering the company's upstream processes, calculated using the category-specific coefficients of the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain" The calculation method for each category is as follows.

Category 1: Calculated by multiplying the procurement amount of the Group's raw materials, standard parts, and processed parts by the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain" coefficient.

Environment-related Data

Unless otherwise specified, the figures and information are as of the end of each fiscal year (March 31st) or for the full year (April 1st to March 31st of the following year). In addition, consolidated in environment-related data refers to MITSUBA and production site Group companies.

		Range	Unit	2019	2020	2021	2022
Resource recycling Water resources	Water intake	Consolidated	Ме	1,346	1,158	1,376	1,240
	Wastewater	Consolidated	Ме	808	695	826	747
	Water consumption	Consolidated	Ме	538	463	550	493
Natural resources	Iron	Individual	t	32,381	25,568	30,240	28,121
	Copper	Individual	t	4,372	3,603	3,391	3,425
	Aluminum	Individual	t	3,833	3,511	3,414	3,148
	Other metal	Individual	t	212	39	42	44
	Resin	Individual	t	7,206	6,188	5,232	5,337
Emissions	Amount of waste generated	Consolidated	t	53,018	49,507	51,875	50,570
	Amount of hazardous waste generated	Consolidated	t	3,157.93	2,971.11	2821.05	2682.76
	Amount of non-hazardous waste generated	Consolidated	t	49,860	46,536	49,054	47,888
	Amount of waste recycled	Consolidated	t	49,860	46,536	49,054	47,888
	Waste recycling rate	Consolidated	%	94	94	95	95



Unless otherwise specified, the figures and information are as of the end of each fiscal year (March 31st) or for the full year (April 1st to March 31st of the following year).

·	,	, ,	, , , , ,			_	•	
			Range	Unit	2019	2020	2021	2022
Employee data	No. of employees	No. of employees			3,019	2,661	2,487	2,443
					1,062	965	813	793
			Total Individual	Person	4,081	3,626	3,300	3,236
	Gender ratio				74.0	73.4	75.4	75.5
					26.0	26.6	24.6	24.5
	Consolidated No. of em	Consolidated No. of employees			28,230	26,126	24,341	23,260
	No. of employees by	Below 30 years old	Male Individual	Person	725	725 666 576		433
	generation		Female Individual	Person	303	313	275	307
		30-39 years old	Male Individual	Person	796	751	681	573
			Female Individual	Person	85	82	93	134
		40-49 years old	Male Individual	Person	898	874	767	613
			Female Individual	Person	254	230	185	112
		50-59 years old	Male Individual	Person	899	913	729	700
			Female Individual	Person	214	231	200	230
		60 years old and over	Male Individual	Person	160	143	116	124
				Person	17	20	11	10
	Average age	Average age		Age	41.6	41.0	41.7	42.5
				Age	36.1	35.4	37.1	38.0
	Average length of servi	Average length of service		Year	18.0	17.6	18.3	19.0
					13.9	13.5	15.4	16.2
		Wage difference between All employees			-	-	-	71.5
	male and female	Regular employees	Individual	%	-	-	-	71.4
		Part-time/fixed-term employees	Individual	%	-	-	-	68.7
	No. of temporary empl	oyees	Male Individual	Person	307	156	155	98
			Female Individual	Person				
	No. of foreign employe	es *1	Male Individual	Person	8	9	7	13
			Female Individual	Person	6	6	6	12
	No. of employees with	disabilities	Male Individual	Person	32	33	33	23
					11	12	11	6
	Employment rate of PV	VDs	Male Consolidated		2.54	2.37 2.4	2.42	3.42
			Female Consolidated					
	Reemployment rate aft	ter retirement	Individual	_%	81.6	69.4	87.9 <u> </u>	92.5

^{*1} Excluding trainees in technical internship, including intra-company transfers



Unless otherwise specified, the figures and information are as of the end of each fiscal year (March 31st) or for the full year (April 1st to March 31st of the following year).

			Range	Unit	2019	2020	2021	2022
Employee data	Management level ratio	Managers	Male Individual	%	7.2	7.8	8.8	12.3
			Female Individual	%	0.1	0.1	0.1	0.5
		Ratio of female managers	Individual	%	-	-	-	1.5
		Among managers, department manager or higher	Male Individual	%	0.7	0.9	1.0	1.0
			Female Individual	%	0.0	0.0	0.0	0.0
		Officers (including Executive Officers)	Male Individual	Person	-	-	-	29
			Female Individual	Person	-	-	-	1
			Male Individual	%	0.9	0.8	0.9	1.2
			Female Individual	%	0.0	0.0	0.0	0.1
		Among executives, managing officers	Male Individual	Person	-	-	-	21
			Female Individual	Person	-	-	-	0
			Male Individual	%	0.7	0.6	0.7	0.9
			Female Individual	%	0	0	0	0
	New graduates	University graduate/Master's degree or higher	Male Individual	Person	48	27	11	13
			Female Individual	Person	7	5	4	2
			Total Individual	Person	55	32	15	15
		Junior college/specialized	Male Individual	Person	0	0	0	0
			Female Individual	Person	0	0	0	0
			Total Individual	Person	0	0	0	0
		High school graduate/others	Male Individual	Person	65	41	14	26
			Female Individual	Person	42	25	7	13
			Total Individual	Person	107	66	21	39
		Retention rate after 3 years *2	Male Individual	Person	92	57	-	_
			Female Individual	Person	37	25	-	-
			Total Individual	Person	129	82	-	-
			Total Individual	%	79.6	83.7	-	-
	Mid-career hires	University graduate/Master's degree or higher	Male Individual	Person	12	9	4	12
			Female Individual	Person	5	1	0	1
			Total Individual	Person	17	10	4	13
		Non-college graduate	Male Individual	Person	14	17	5	3
			Female Individual	Person	5	1	0	1
			Total Individual	Person	19	18	5	4

^{*2} Regular employees who entered the company at the beginning of each term (April 1) and are still employed at the beginning of the term (April 1) after three years



Unless otherwise specified, the figures and information are as of the end of each fiscal year (March 31st) or for the full year (April 1st to March 31st of the following year).

				Range	Unit	2019	2020	2021	2022
Work-life balance	No. of employees taking	maternity leave		Individual	Person	16	34	28	17
	No. of employee taking c	hildcare leave *3 *4	Male	Individual	Person	2	8	10	13
	Acquisition period is with	in one week	Male	Individual	Person	0	1	2	2
			Female	Individual	Person	27	44	37	12
			Total	Individual	Person	29	52	47	25
	Childcare leave acquisition	n rate *5	Male	Individual	%	2.30	10.39	15.87	27.70
	Acquisition period is with	in one week	Male	Individual	%	0.0	1.3	3.2	4.3
			Female	Individual	%	100	100	100	100
	Childcare leave returning		Individual	%	100	100	97.8	100.0	
	No. of employees taking		Individual	Person	0	1	1	1	
	Annual paid leave	No. of days granted *7		Individual	Day	18.9	18.6	19	19.1
		No. of days acquired		Individual	Day	10.4	10.4	10.1	13.8
		Acquisition rate *8		Individual	%	55.03	56	53.2	72.3
	Monthly average overtim		Individual	Hours	19.8	15.5	5.1	9.5	
	Monthly average overtim		Individual	JPY	-	-	-	15,700	
	Work from home rate *9			Individual	%	-	-	5.0	7.0
Health and safety/	Rate of regular health ch	eckup *10		Individual	%	97.9	98.8	99.5	99.8
occupational health and	Rate of positive findings i	n regular health checkup		Individual	%	85.1	73.3	75.0	67.8
safety	Rate of undergoing stress	s check		Individual	%	96.5	97.6	97.9	98
	Occurrence status of	No of occupational assidents	*11	Individual	Count	15	9	6	4
	occupational accidents	No. of occupational accidents	. 11	Consolidated	Count	24	23	13	15
		No. of serious accidents	*11	Individual	Count	0	0	0	0
		No. of serious accidents	. 11	Consolidated	Count	0	0	0	0
		No. of fatal accidents	*11	Individual	Count	0	0	0	0
		n the number is sounted as one	. 11	Consolidated	Count	0	0	0	0

^{*3} If there is even one day of childcare leave in that term, the number is counted as one person.



^{*4} If there is even one day of childcare leave in that term, the number is counted as one person, excluding the number of people on maternity leave.

^{*5} The denominator is the No. of employees with children

^{*6} Number of employees who returned to work after childcare leave / Number of employees who were scheduled to return to work after childcare leave x 100

^{*7} Employees with more than 7 years of service

Average number of new annual paid vacation leaves granted each year

^{*8} Number of days of paid vacation leaves taken by all employees (including carryover)

Number of paid vacation leaves granted by the company to all employees

(not including carryover)

 $^{^{*9}\,}$ No. of employees who took leave for one day or more / No. of employees x 100

^{*10} Excluding employees on leave

^{*11} Long-term absentees of one month or more (counted as one employee)

Unless otherwise specified, the figures and information are as of the end of each fiscal year (March 31st) or for the full year (April 1st to March 31st of the following year).

				Range	Unit	2019	2020	2021	2022
Health and safety/	Occurrence status of	*11	Individual	%	0	0.1365	0.1553	0.0000	
occupational health and	occupational accidents		*11	Consolidated	%	0.3	0.4404	0.1219	0.2530
safety		Work-related injury or death: Intensity rate	*11 Individu	Individual	%	0.000	0.0083	0.0005	0.0000
		k		Consolidated	%	0.004	0.0051	0.0005	0.0056
	No. of employees on leave/long-term leave	Mental health disorder *12		Individual	Person	65	40	52	43
		Illnesses other than mental health *12		Individual	Person	54	67	59	39
Human resources	Training hours per employee			Individual	Hours	17.2	7.5	9.1	10.4
development	Training costs per employee *13			Individual	x10,000 JPY	1.7	0.8	0.6	1.0
	Status of participation	Career or skills training *14		Individual	%	100	100	100	100
	in various training	Environment-related training (e-learning) *15		Consolidated	%	100	99.5	98.8	99
	programs	Training on compliance (e-learning)		Consolidated	%	100	99.5	98.8	97.1
		Training on information security including							
		protection of personal information		Consolidated	%	100	100	100	100
		(e-learning) *15							

^{*11} Scope: MITSUBA and domestic production Group companies

Some past data has been revised due to changes in aggregation standards.

□ Governance-related Data

		Range	Unit	2019	2020	2021	2022
Compliance	Existence or non-existence of a whistleblowing system	-	-	Establishment of Consultation Desk		mprehensive	
	Establishment of external consultation desks	-	-	Establishment of as one of the "MI" Desk"		•	
	No. of uses of MITSUBA Comprehensive Consultation Desk	Consolidate	d Count	7	2	6	15



^{*12} Long-term absence of one month or more (the same person is counted as one employee)

^{*13} Training fee per person (annual)

^{*14} Participation rate of those target persons for career or skills training based on education and training plans

^{*15} Scope: MITSUBA and domestic Group companies



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