



# **mitsuba Group Sustainability Report 2025**





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# Editorial Policy

002

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## Editorial Policy

### About this report

This report presents the MITSUBA Group's stance on sustainability and its future direction, while also providing an overview of its initiatives.

To ensure that stakeholders can understand the report, we have minimized the use of technical terms and aimed for a clear and easy-to-understand writing style.

- MITSUBA Group's Sustainability Site

<https://www.mitsuba.co.jp/jp/sustainability/index.html>



### Period covered for reporting

April 1, 2024, to March 31, 2025

However, for some activities, especially important ones, 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. For reports that do not cover the entire MITSUBA Group, individual company names are indicated.

### Reference guidelines

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



# Message from Top Management

003

Message from Top Management



## Message from Top Management

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

MITSUBA Group has grown together with its stakeholders through initiatives in solving social issues by putting our Mission Statement into practice. This way of thinking is the foundation of our company, and it will not change in the future. We believe that in this era, when various social issues are becoming more apparent and more serious, it is important to return to these basic principles in our management, and we have positioned our Mission Statement as "Policy on Sustainability Activities."

At the same time, the business environment surrounding us is becoming increasingly uncertain, and society as a whole is being called upon to respond to social issues such as environmental problems. Moreover, stakeholders' expectations of companies regarding sustainability are increasing, and we believe that it is important for us to sincerely address and realize these expectations. To meet these expectations, our Medium-term Management Plan (2023-2027) has adopted the slogan "To become a sustainable growing company that meets the expectations of a mobility-driven society" and we have set "enhancement of sustainability" as a priority issue.

In FY 2024, we further strengthened our initiatives to achieve carbon neutrality and underwent third-party verification of data on greenhouse gas (GHG) emissions and work-related accidents to improve the reliability of disclosed information. Moreover, to strengthening the governance system for the entire Group, we also focused on sustainability activities in collaboration with our suppliers.

The driving force behind these activities is the passion of each and every MITSUBA Group employee, who continues to take on challenges on the front lines every day. We are publishing these voices as "INTERVIEW." We hope that you can feel the MITSUBA Group's progress toward the future through our dedicated approach and sincere commitment to sustainability.

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



MITSUBA Corporation, Representative Director, Executive Vice President

Nobuyuki Take



# Profile

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# Profile

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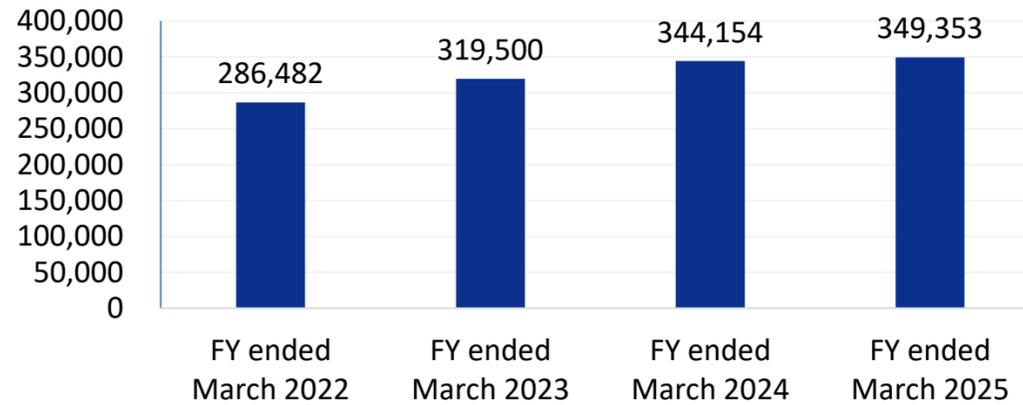
007 [Product Information](#)



## Overview of MITSUBA Group

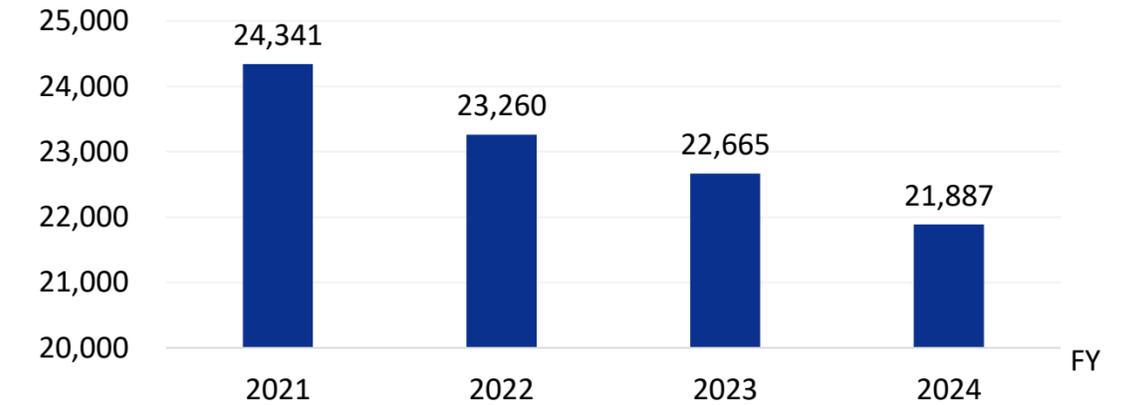
### Consolidated Sales

[Million JPY]

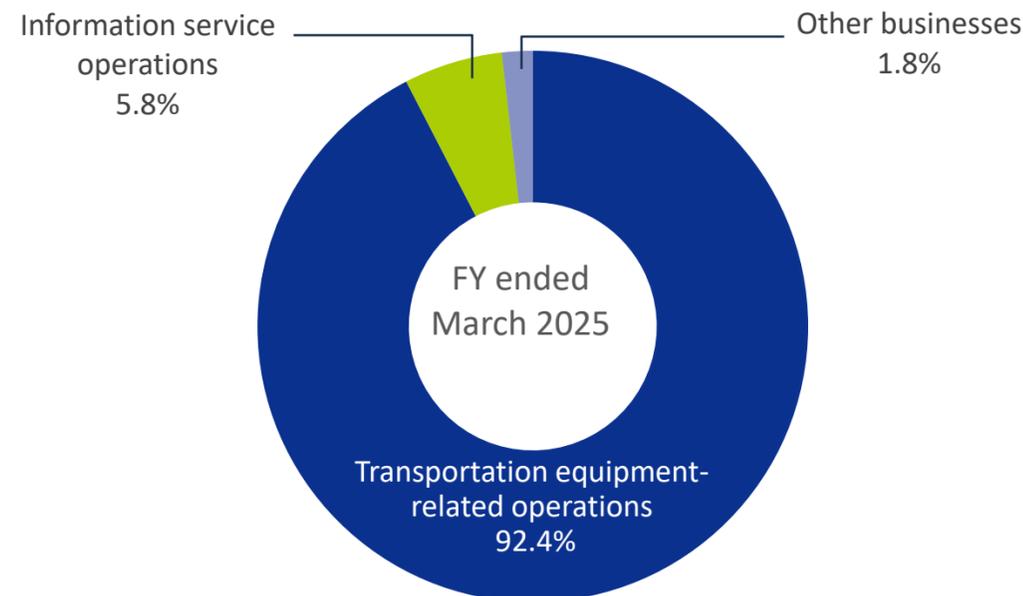


### Consolidated Number of Employees

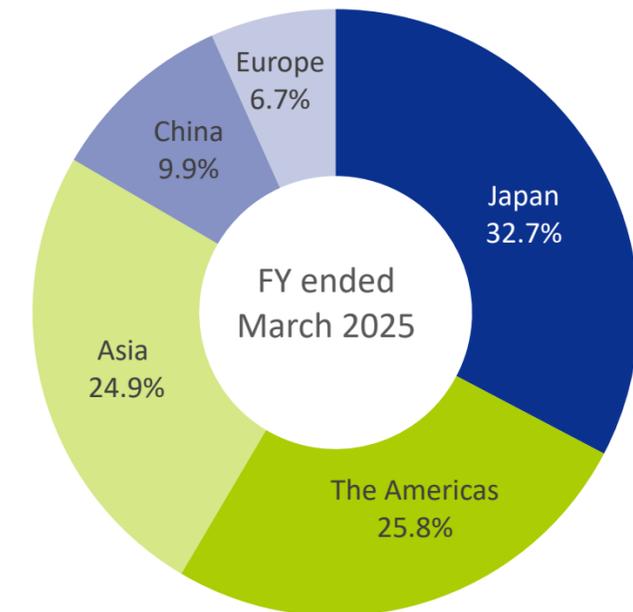
[People]



### Sales Breakdown by Division



### Sales Breakdown by Geographic Region





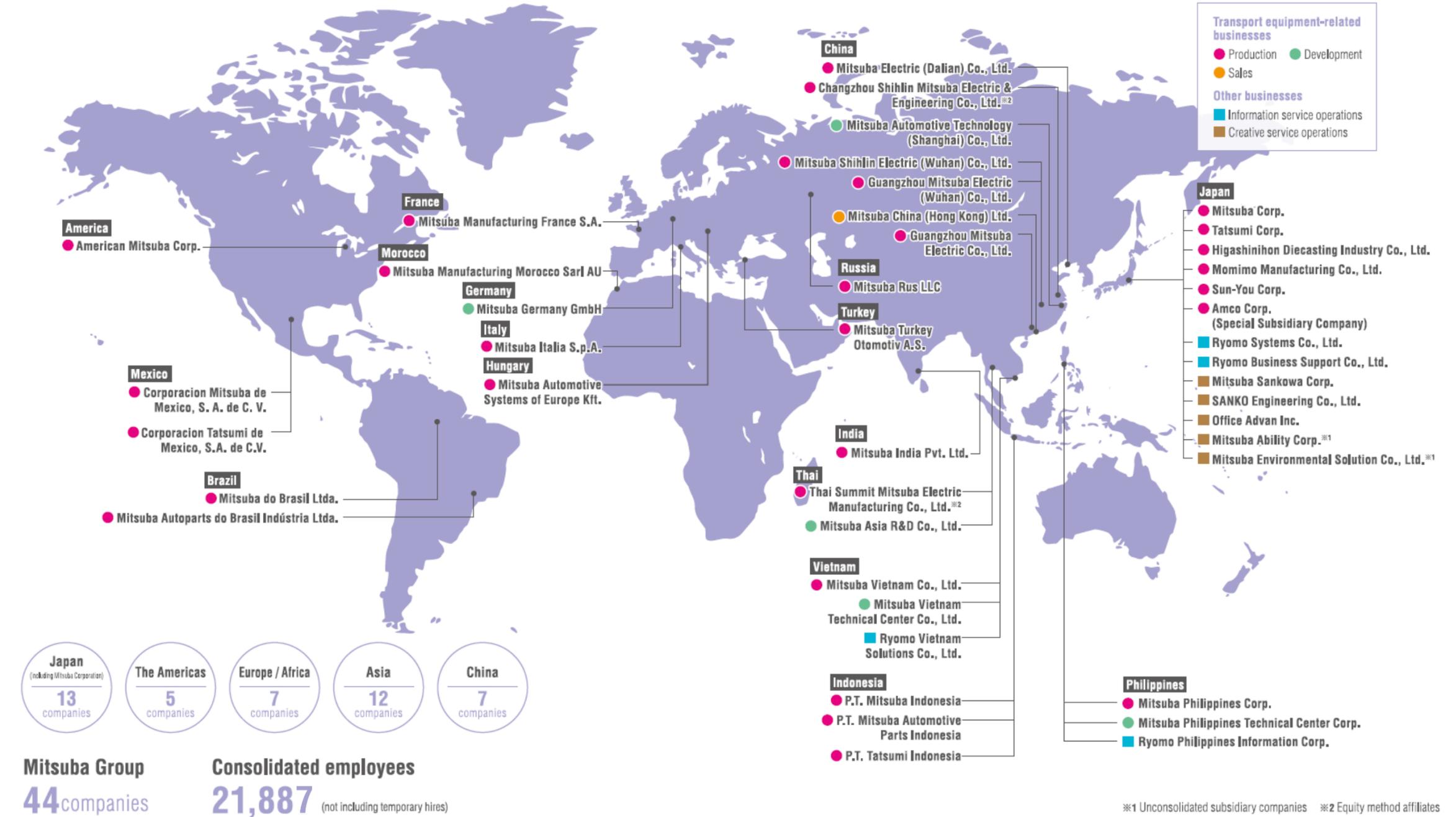
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## Global Network



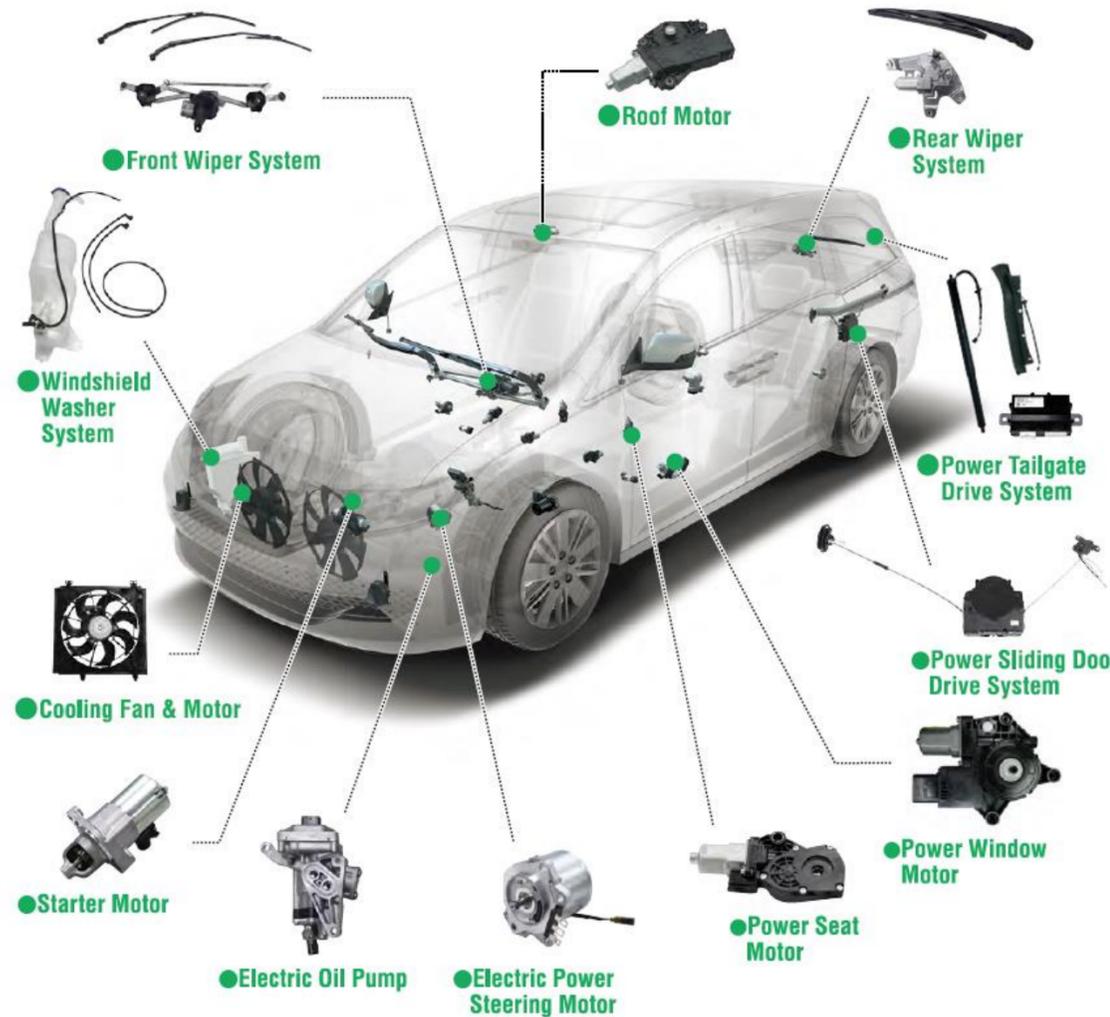
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## Product Information

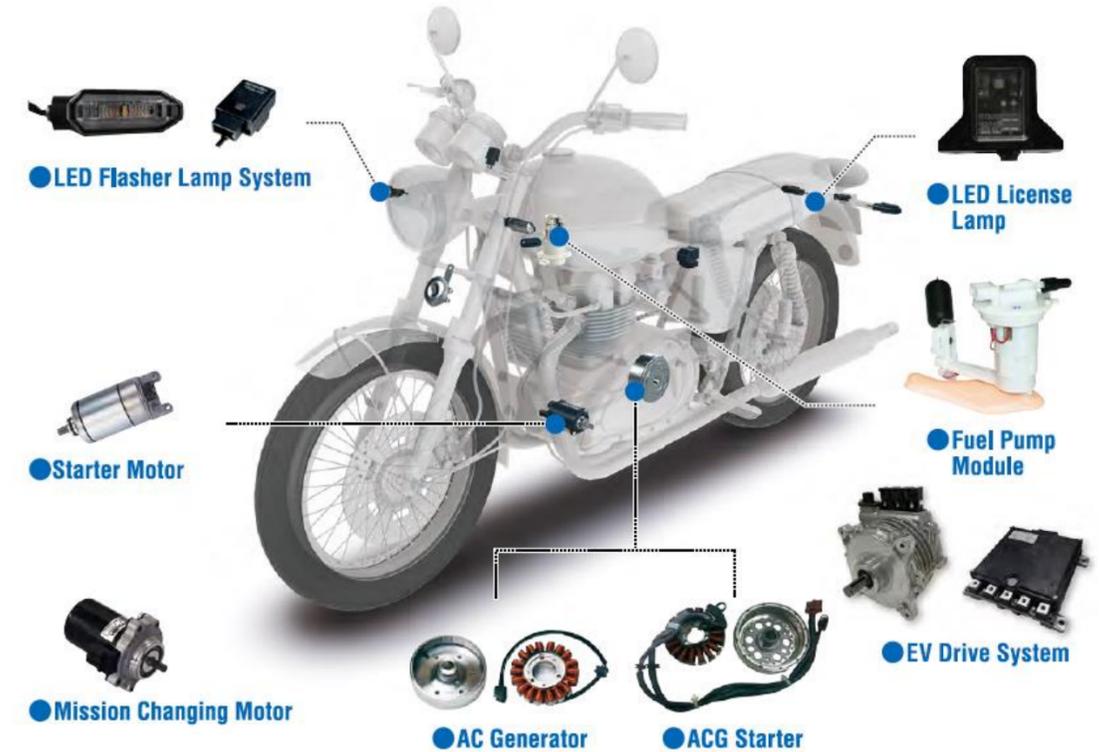
In the diversifying mobility market, the MITSUBA Group uses its technologies in “motors,” “control systems,” and “mechanisms” to provide products globally that meet customer needs for “safety,” “convenience and comfort,” and the “environment”. Focusing on automotive products (four-wheel electrical equipment) and motorcycle

### Automotive Products



products (two-wheel electrical equipment), we make use of our technologies to develop general-purpose electrical products. Moreover, we are taking on new business areas that leverage our core technologies, such as compact mobility, logistics, and robotics, to meet the growing demand for electric mobility.

### Motorcycle Products



### Micro Mobility Products





# Stakeholder Engagement

MITSUBA Group Sustainability Report

2025



009 Stakeholder Engagement

**MITSUBA**



# Stakeholder Engagement

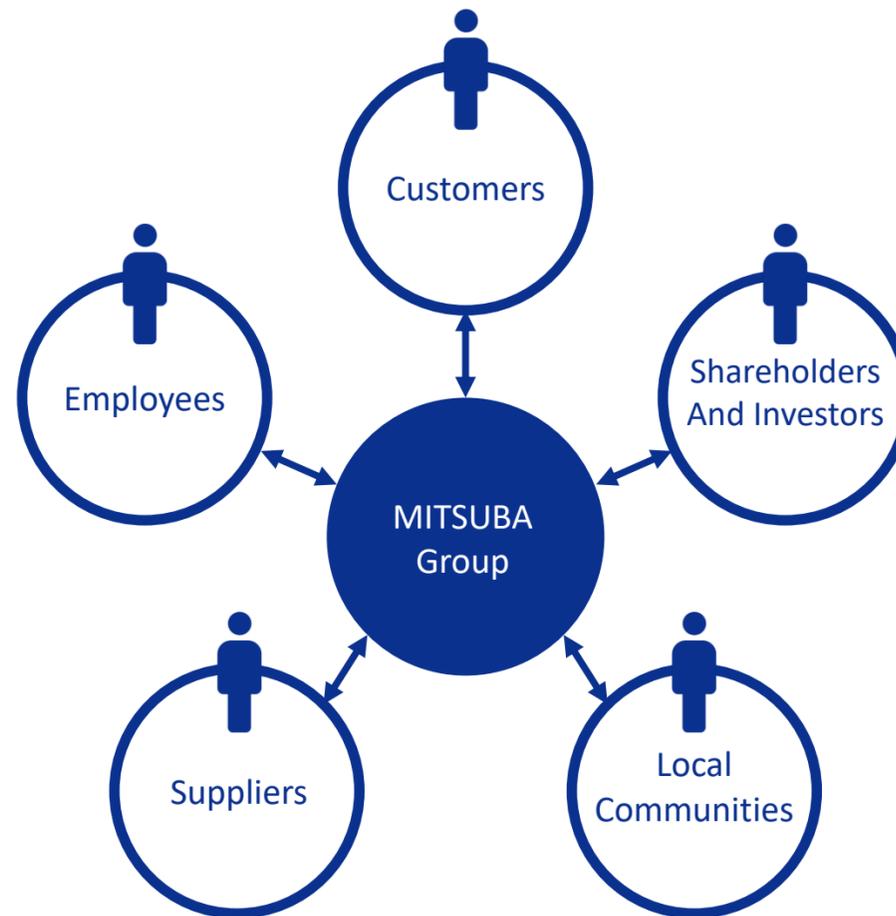
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## Stakeholder Engagement

MITSUBA Group’s business involves a wide range of stakeholders such as customers, employees, suppliers, shareholders / investors, and local communities.

Based on our Mission Statement, we carry out various activities that aim to “provide pleasure and peace of mind”, while respecting mutual communication with all stakeholders involved in our business.



## Examples of Communication with Stakeholders

Target	Description	Frequency
Customers	Collaboration to support customers’ policies or goals	Daily
	Cooperation in sustainability-related research and other activities	Daily
Employees	Presentation of business performance, policies, and strategies by the president and vice president (management policy briefing)	Twice a year
	Internal communication through employee-only websites, etc.	Daily
Shareholders And Investors	Presentation of business performance, policies and strategies (financial result briefing, etc.)	Twice a year
	Presentation of business performance, policies and strategies (individual visits)	4 times a year
	Plant visits, business presentations, etc. (plant visits)	About once a year
	Providing information through sustainability reports and corporate websites	Daily
Suppliers	Co-creation with suppliers (productivity improvement activities)	Daily
	Presentation of MITSUBA Group supplier sustainability guidelines (procurement policy briefing)	About once a year
Local Communities	Environmental volunteering such as forest conservation and beautification projects	Daily
	Participation in local events	Daily



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## Corporate Philosophy

The corporate philosophy represents the fundamental principles that guide all corporate activities, and all of MITSUBA’s strategies, plans, systems, business activities, etc., are all built under this philosophy. MITSUBA positions the “Mission Statement” that make up this corporate philosophy as its sustainability policy.

By putting our philosophy into practice, the MITSUBA Group aims to be a trusted company that meets the expectations of society.

### 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.

### 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





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## Code of Conduct

We express our commitment as a code of conduct to earn the utmost trust from all stakeholders who support the activities of the MITSUBA Group, including customers, employees, shareholders and investors, suppliers, and local communities. We believe that each and every one of us understanding the spirit of the Group Code and faithfully adhering to it will lead to greater transparency as a company and the trust of our customers.

## MITSUBA WAY

The MITSUBA WAY is a code of conduct that guides each MITSUBA Group employee in understanding, thinking, decision making, and acting in their daily work. MITSUBA has valued the DNA of its manufacturing company since its founding, and has defined the three core values: “Creating a Vision”, “Challenging Spirit”, and “Skill and Speed.” These three core values are further divided into eight domains.

### MITSUBA WAY

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



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## Code of Conduct

### How We Should Act

The “How We Should Act” details the sustainability actions that each MITSUBA Group employee should practice in their daily work in order for the MITSUBA Group to meet society's expectations and become a trusted company.

In order for the MITSUBA Group to be a trusted company that meets society's expectations, we put into practice the actions defined 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.
(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.
(3) Environmental protection	Because MITSUBA Group is actively involved in environmental protection, I will act in accordance with MITSUBA Environmental Declaration.
(4) Traffic safety	Because MITSUBA Group is a leading business in promoting traffic safety, I will abide by traffic laws and drive safely.
(5) Information protection	I will pay strict attention to careful management of internal and external information held by 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.
(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.
(8) Communication	Because MITSUBA Group is a company with a high level of transparency, I will strive to maintain appropriate communication.
(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.



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## Code of Conduct

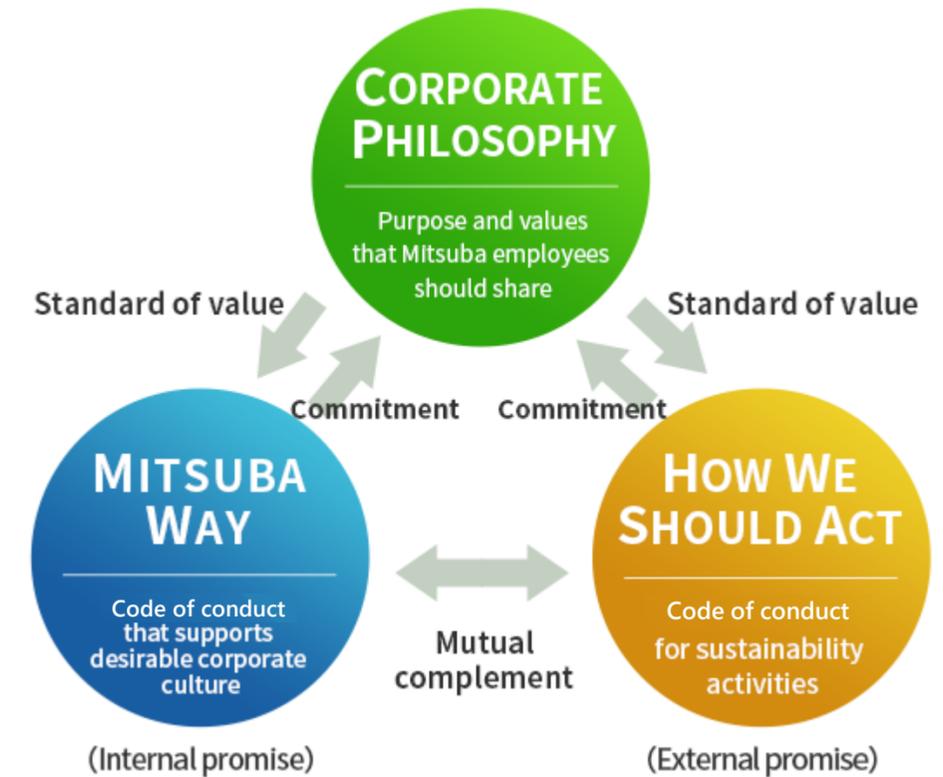
### How We Should Act

#### 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.
(2) Measures when the interpretation of laws, regulations, internal rules, etc. is unclear.	When laws, regulations, or internal rules are unclear, I will consult with MITSUBA legal department, government agencies, or external experts in order to ensure correct understanding.
(3) Measures when the interpretation of laws, regulations, internal rules, etc. have been violated.	If actions that violate or could violate laws, regulations, or internal rules are discovered, I will report it and consult with my superior, head of the General Affairs Department, or the "MITSUBA Free Consultation Desk."
(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 between our Corporate Philosophy, the "MITSUBA WAY," and How We Should Act





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## MITSUBA VISION 2030

We are committed to offering optimal solutions for electrification, contributing to the realization of a carbon-neutral society. Our goal is to become a corporate group that continues to strive for mutual growth with the society.



MITSUBA's business started with generator lamps for bicycles. Aligned with our philosophy and mission statements, we have developed, manufactured and provided a variety of automotive electrical components, offering pleasure and peace of mind to people in the world in accordance with the advancement of the mobility driven society. We have great respect for our customers and continue to work diligently to fulfill their needs. This is what has helped shape MITSUBA and makes us unique with its excellence in "technologies that drive things" and commitment to "alignment and optimization." We will continue to pursue "optimal solutions" with this mindset. Moving forward, MITSUBA will take a wide range of business opportunities for electrification, from electrical parts for automobiles, to electrification of driving sources, to commitment to reduction of carbon footprint for the entire supply chain, and even to business development to new market fields. We will contribute to the realization of a carbon-neutral society, offering "optimal solutions" with this proactive approach. Through these actions, the MITSUBA Group will seek not only its sustainable progress, but also mutual growth and prosperity with customers, employees, business partners and stakeholders. This is the future we pursue.



Meet the mobility society's needs by demonstrating our global niche capabilities.



Create new markets with technologies that drive things and open innovation.



Share joy through "Challenge, Teamwork, and Creation" with members of the Global Team.

## Toward the Realization of MITSUBA VISION 2030

### Automobile and Motorcycle



■ CASE  
Safety, autonomous driving, connected, electrification  
■ Decarbonization in the product life cycle

### Ultra-Micro Mobility and Service Robots



■ Driving motor system (electrification)  
■ Collaborative operation robot  
■ Avatar robot (remotely controlled)

### Services and Experiences



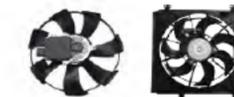
■ Mobility assistance for the elderly / autonomous mobility scooters  
■ New public service (last one mile)

## Creating newly added value in response to diversifying electric mobility needs

### Three Growing Areas (Electrification Solutions Business Area)

We will accelerate our response to high-value-added products, including products for CASE, which are expected to grow in the future due to the rapid electrification of mobility. Particularly in the following areas where future growth is expected, we will continue to promote product development in our "Electrification Solutions Business."

#### [For thermal management]



Brushless fan and shroud

#### [For ADAS / autonomous driving]



Electric power steering motor

Electric oil pump

#### [For micro mobility]



General-use low-profile driving system

Micro EV driving system





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## Medium-term Management Plan

### Medium-term Management Plan (2023-2027)

MITSUBA Group has formulated a Medium-term Management Plan (2023-2027) to achieve MITSUBA VISION 2030 and become a sustainable growing company.

As a priority measure for “strengthening the business foundation,” we will further deepen our initiatives for “enhancement of sustainability” to achieve sustainable growth and further improve our corporate value.

#### 1 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

#### 2 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

#### 3 Making our financial structure sounder

“Making our financial structure sounder” through “product competitiveness” and “the strengthening of our management foundations”



Mitsuba Vision 2030

Discipline  
Sustainable growth company  
Growth

##### Targets: Numerical values

Last fiscal year of the Medium-Term Management Plan (FY27)	Net sales: 330 billion yen or more
	Operating margin: 6% or more
Cumulative total over 5 years (FY23 to 27)	Inventory turnover period in days: 50 days or less
	FCF: 75.5 billion yen or more
	Capital expenditure: 70 billion yen

##### Targets: Financial indicators

Last fiscal year of the Medium-Term Management Plan (FY27)	ROE: 10% or more
	ROA: 4% or more
	Capital ratio: 30% or more
	Net debt to equity ratio: 0.5 times



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## Responding to the Evolution of Mobility

MITSUBA Group is identifying the risks and opportunities in the external environment responding to the evolution of mobility. We have clarified the actions to be taken in the medium-term and long-term for each of the automotive

and motorcycle markets, and we are working on activities to resolve social issues through our business operations in accordance with the action policies for each business portfolio.

### Medium-term automotive market risks, opportunities, and actions

Medium-term Perspective from FY 2023 to FY 2027			
	Risks	Opportunities	Actions
General Products	- Increase in costs due to geopolitical risks - Intensifying competition due to the rise of local suppliers	- Expansion into new areas through electrification - Differentiation through our ability to respond to environmental regulations and quality requirements	- Strengthening of the cost competitiveness through price optimization and structural reforms
Field-of-vision system / Convenience and comfort	- Increase in market share of Chinese manufacturers - Intensifying cost competitiveness	- Softening of the competitive environment due to electrification - Superior layout flexibility by compact and lightweight design - New demand due to the expansion of ADAS (Advanced Driver Assistance Systems)	- Shifting to OEMs, from which earnings can be expected by selection and concentration - Launching of new compact and lightweight system on the market - <b>Pursuing convenient and comfortable products</b>
Thermal management system / Chassis system	- Intensifying price competition as competitors concentrate on electrification	- Sales expansion to the existing OEM electric vehicles	- Developing new products compatible with electrification and CASE (*)
Engine accessories	- Decrease in product demand due to decline in ICE (Internal Combustion Engine) vehicles	- Softening of the competitive environment as ICE vehicles decrease	- Identifying strategies for ICE-specific products (Long-term use or withdrawal, production consolidation, etc.)
Climate Change (TCFD)	Transition risks	- Increase in costs due to the introduction of carbon tax - Increase in procurement costs due to the growing demand for CO <sub>2</sub> reduction - Increase in energy costs due to the expansion of renewable energy, etc.	- Reduction of business shadow costs by switching to energy-efficient production equipment - Reduction of business operation costs through more efficient production and logistics
	Physical risks	- Damages caused by abnormal weather and its impact on operations, etc.	- Gaining trust from customers by ensuring stable supplies in times of disaster - Improving disaster countermeasures throughout the supply chain

(\*) A coined word made up of the initials of four English words: Connected, Autonomous, Shared & Service, and Electric, which represent new technologies and services related to automobiles.

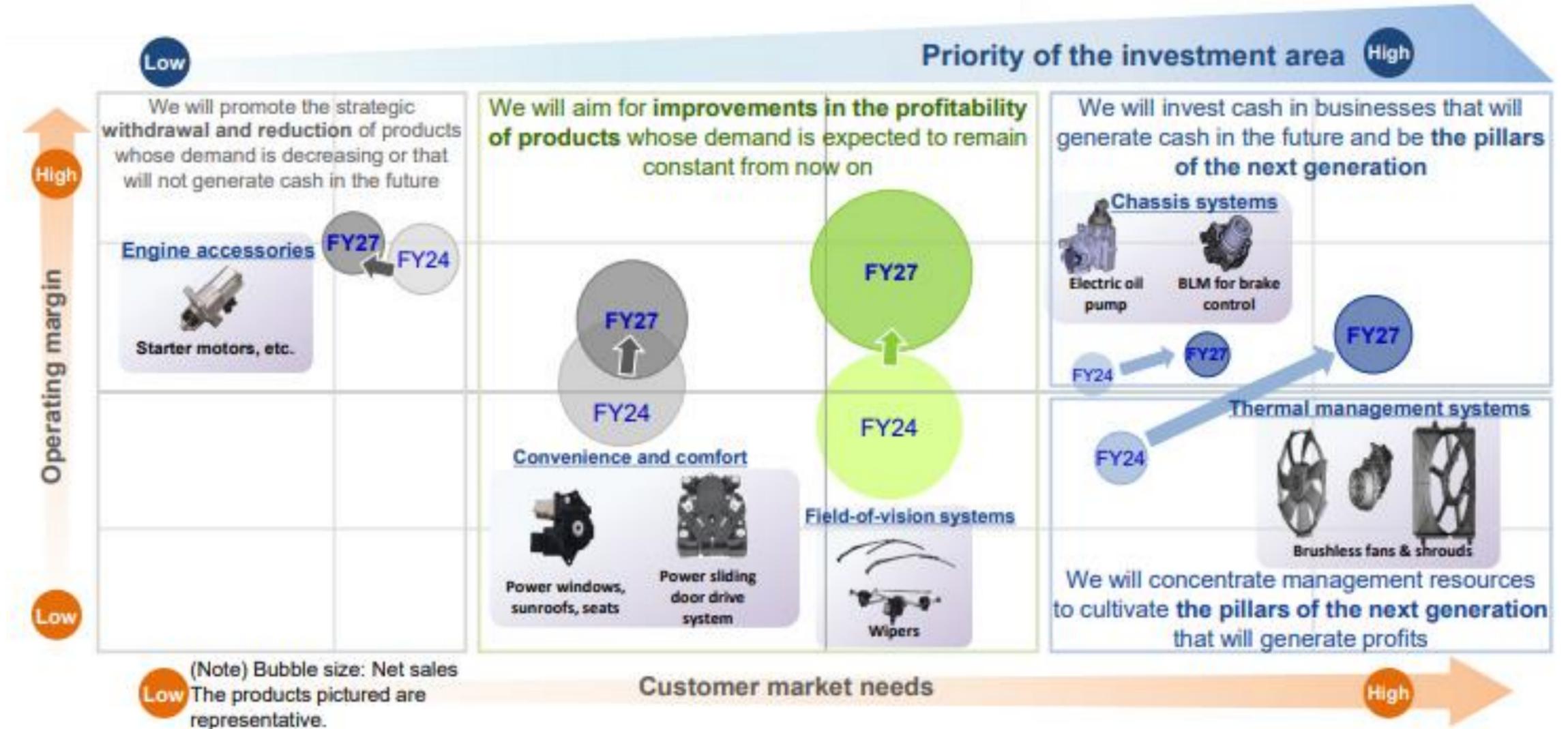


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## Responding to the Evolution of Mobility

Policies for managing the existing business portfolio (Automotive market)





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## Responding to the Evolution of Mobility

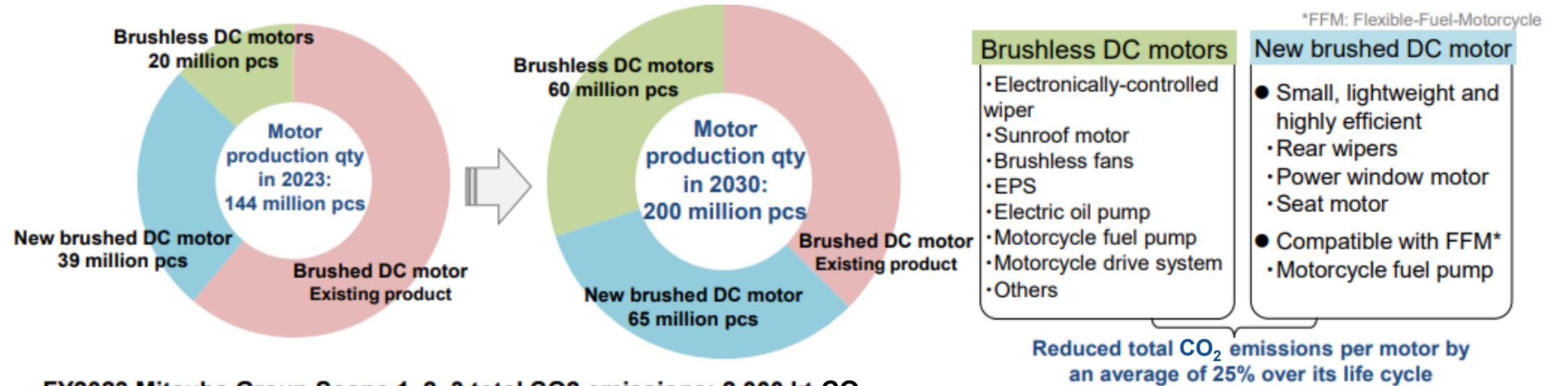


### TOPICS

Contributing to Carbon Neutrality with compact, lightweight, and highly efficient motors

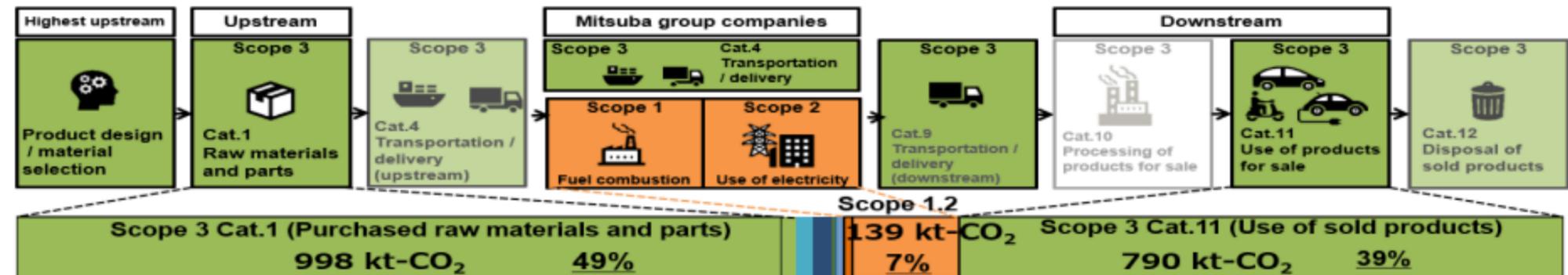
MITSUBA is working to reduce CO<sub>2</sub> emissions at the material usage and product usage stage (Scope 3 Category 11) by expanding new products that are compact, lightweight, and highly efficient to meet growing demand for automotive motors.

Moreover, we will continue to provide new products compatible with electrification and FFM (Flexible-Fuel-Motorcycle). By 2030, we will reduce CO<sub>2</sub> emissions by 5.4% throughout the entire life cycle by expanding new products, contributing to the realization of carbon neutrality.



### FY2023 Mitsuba Group Scope 1, 2, 3 total CO<sub>2</sub> emissions: 2,000 kt-CO<sub>2</sub>

\*Calculated based on Environmental Load Calculation Data Sheets in JAPIA LCI Calculation Guidelines





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## Responding to the Evolution of Mobility

In the motorcycle market, we are promoting the development of original drive systems that achieve long driving range by reducing electricity consumption through compactness and lightweight, in order to expand the use of electric motorcycles.

On the other hand, considering the charging environment and other infrastructure in each country, a full transition to electrification will take a considerable amount of time, so bioethanol fueled vehicles are also attracting attention, and we are also promoting the development of brushless pumps that can use multiple fuels such as gasoline and bioethanol.

### Medium-term motorcycle market risks, opportunities, and actions

Medium-Term Perspective from FY 2023 to FY 2027				
	Risks	Opportunities	Actions	
General Products	- Increase in costs due to geopolitical risks - Intensifying competition due to the rise of local suppliers	- Growth in emerging markets such as India	- Securing profits for survivors through continued production and delivery	
	Fuel system / Engine accessories	- Intensifying cost competitiveness	- Softening of the competitive environment due to electrification - Long-term use of ICE vehicles by switching fuel from gasoline to bioethanol	- Developing new products for bioethanol fueled vehicles
	EV drive	- Major OEMs to become self-sufficient - Delay in establishing a charging environment	- Major OEMs and start-ups launch	- Developing original drive system - Expand sales to motorcycles and other mobility products
	LED lights	- Intensifying cost competitiveness	- Growth in the Indian market	- Developing new customers, mainly in India
Climate Change (TCFD)	Transition risks	- Increase in costs due to the introduction of carbon tax - Increase in procurement costs due to the growing demand for CO <sub>2</sub> reduction - Increase in energy costs due to the expansion of renewable energy, etc.	- Reduction of business shadow costs by switching to energy-efficient production equipment. - Reduction of business operation costs through more efficient production and logistics	- Reducing CO <sub>2</sub> emissions throughout the supply chain
	Physical risks	- Damages caused by abnormal weather and its impact on operations, etc.	- Gaining trust from customers by ensuring stable supplies in times of disaster	- Improving disaster countermeasures throughout the supply chain

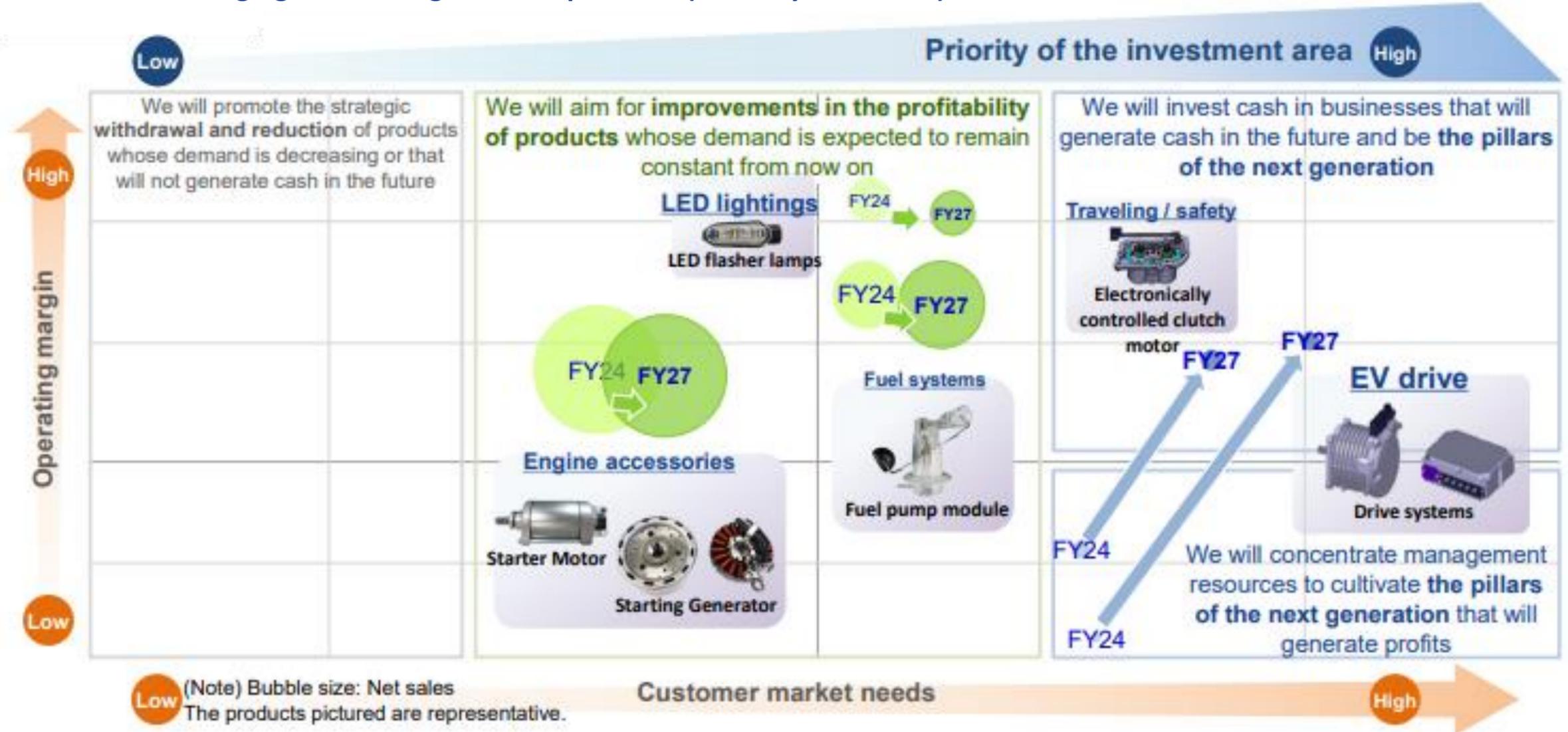


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## Responding to the Evolution of Mobility

Policies for managing the existing business portfolio (Motorcycle market)





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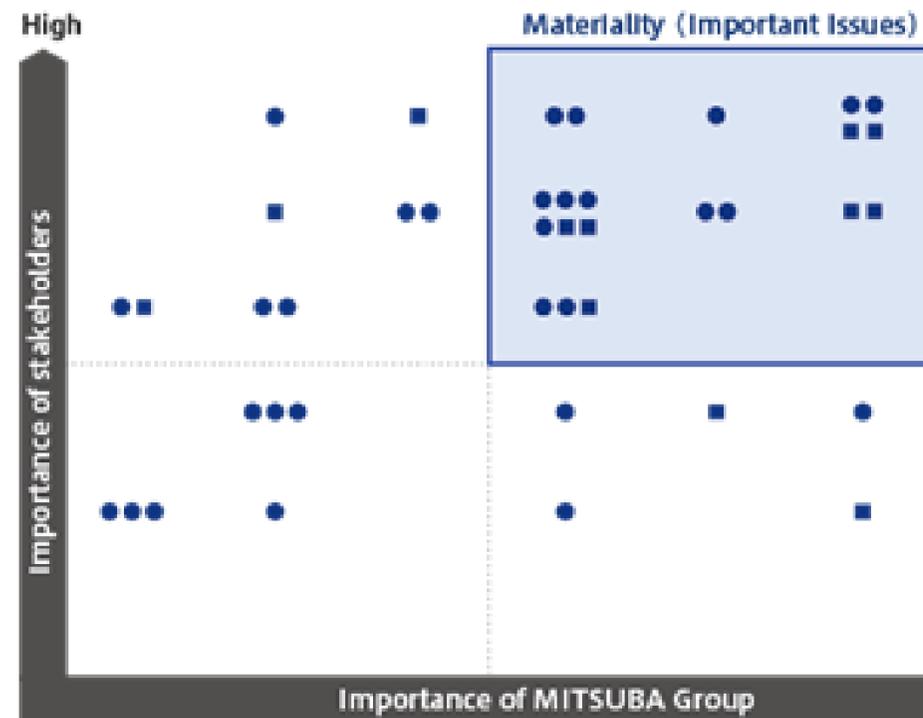
## Enhancement of Sustainability

### Materiality (Priority 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 (priority issues).

### Materiality Identification Process



	Materiality (Priority Issues)
Solving social issues through business	Creation of new value products for the next generation centered on electrification
	Provision of safe and secure products
	Contribution to the realization of a carbon-neutral society
	Effective use of resources
	Reduction of use of hazardous substances
Basics of business activities	Strengthening of Group Management Governance
	Maximization of human capital
	Increase of job satisfaction
	Occupational safety and health
	Strengthening of information security
	Compliance
	Risk management
Sustainable procurement	



# Sustainability at the MITSUBA Group

- 011 Corporate Philosophy
- 012 Code of Conduct
- 015 MITSUBA VISION 2030
- 016 Medium-term Management Plan
- 017 Responding to the Evolution of Mobility
- [022 Enhancement of Sustainability](#)
- 024 Sustainability Promotion System



## Enhancement of Sustainability Sustainability Promotion Goals

MITSUBA Group has set annual goals to resolve materiality (priority issues) related to sustainability. Relevant departments and committees formulate measures to achieve these goals, incorporate them into concrete plans, and monitor the progress at ESG committees, leading to steady promotion and

improvement of initiatives. If a target is not achieved, the reasons for this are clearly analyzed and improvement measures are reflected in the next fiscal year's plan, aiming for sustainable growth and problem resolution.

Evaluation criteria (○: 100%, △: 80% or higher, lower than 100%)

Theme	Related Materiality	Main Goals for FY 2024	Achievement	Results
Strengthening initiatives toward carbon neutrality (*)	P42	Contribution to the Realization of a Carbon-Neutral Society Formulation and development of the Group's introduction policy for renewable energy Establishment of a method for calculating CO <sub>2</sub> emissions per product	Completion of policy formulation, and correction and standardization of calculation method	○
Sustainable resource conservation	P49	Efficient Use of Resources Waste recycling rate of 90% or more	96%	○
Strengthening the management system for restricted substances in products	P55	Reduction of Use of Hazardous Substances Management system evaluation based on industry standards: 3.5 points or more	4.0 points	○
Promotion of diversity	P72	Maximization of Human Capital At least 10 female managers (by the end of FY 2027) Employment rate of persons with disabilities: 2.70% or more	Female managers: 7 Employment rate of persons with disabilities: 2.83%	○
Improvement of employee engagement	P66	Increase of Job Satisfaction Clarification of issues through engagement surveys	Conducted a survey regarding a comfortable working environment and completed proposals based on the results	△
Promotion of accident prevention activities in the workplace	P81	Occupational Safety and Health Number of occupational accidents at MITSUBA: 4 or less (2022 data) At affiliated companies: 4 or less (2023 data)	MITSUBA: 2 cases Affiliated companies: 5 cases	△
Strengthening of information security management system	P103	Strengthening of Information Security Leakage of confidential information: 0 cases	0 cases	○
Anti-corruption activities at overseas Group companies	P97	Compliance Occurrence of problems due to legal governance: 0 cases	0 cases	○
Promotion of BCP	P99	Risk Management Enhancement of BCP system (correct recognition of risks and enhancement of initial response)	Completed risk review meetings for each site and review of the outline of BCP guidelines	○
Sustainability activities with suppliers	P30	Sustainable Procurement Reviewing CSR procurement policies and implementing training, raising the level of companies with low scores in CSR surveys	New guidelines established and completed improvement support for 11 suppliers	○

(\*)We strive not to provide funding for activities that deny climate change or for lobbying activities opposing climate change regulations.



# Sustainability at the MITSUBA Group

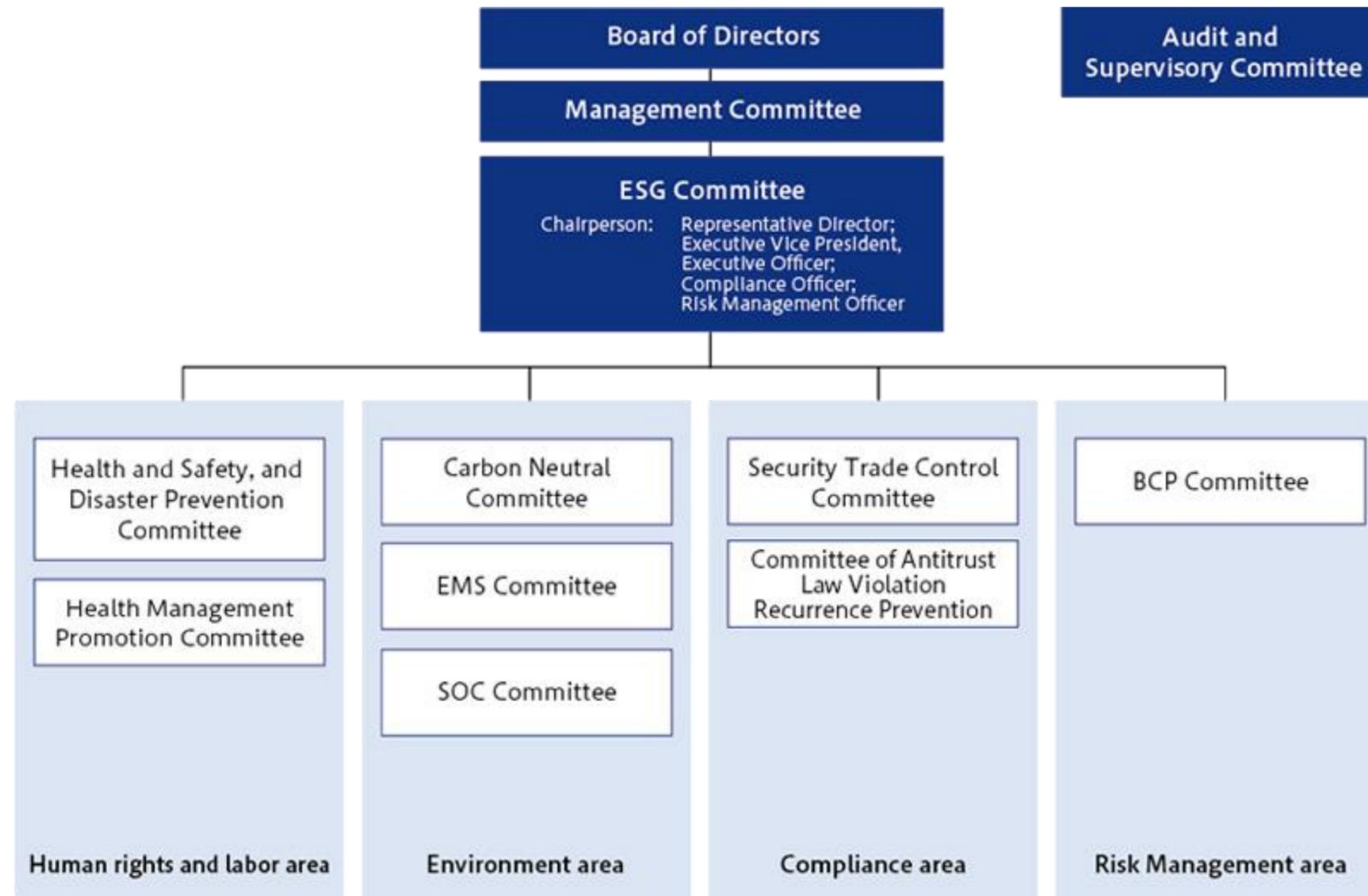
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- 022 Enhancement of Sustainability
- [024 Sustainability Promotion System](#)



## 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.

We analyze evaluate potential loss risks and manage responses to them. Furthermore, we have set up committees for problem solving in each area, which have experts working in each field.





# Sustainability at the MITSUBA Group

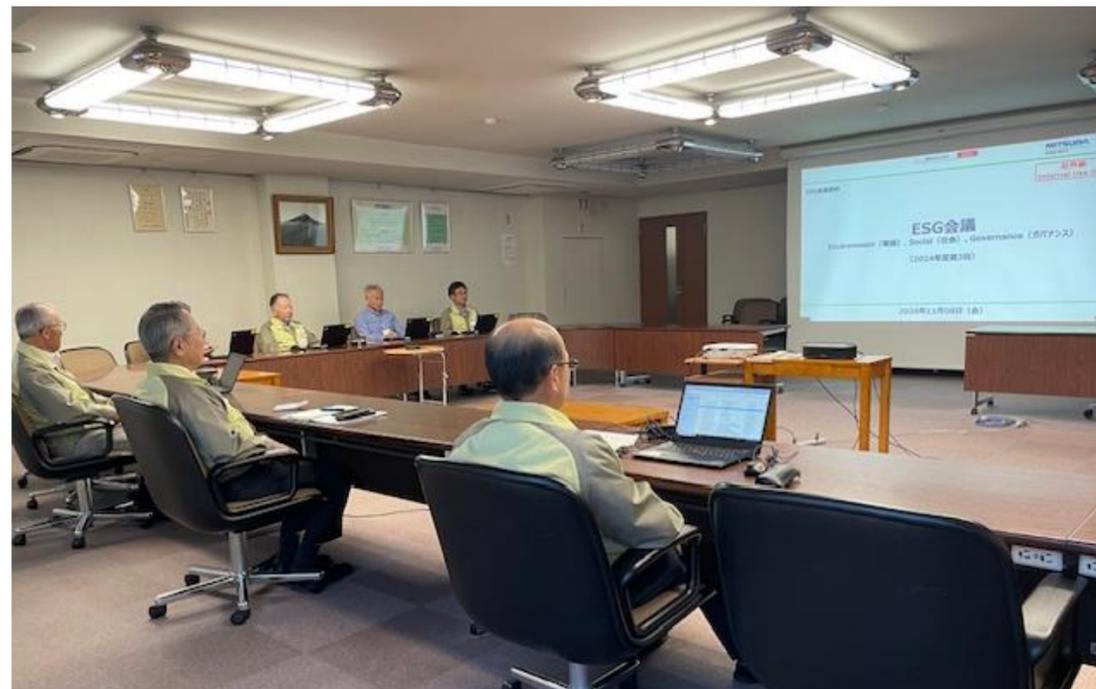
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## Sustainability Promotion System

### ESG Committee

The MITSUBA Group holds an ESG committee chaired by the Representative Director (Executive Vice President) four times a year. This meeting sets social issues that the MITSUBA Group should particularly focus on solving priority issues, clarifying its goals, and monitoring its progress. The members of the committee include Executive Officers in charge of Finance, Executive Officers in charge of Production, and those in charge of sustainability-related departments. Directors who are members of the Audit and 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 brought up at the Management Committee, and 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

### - Activities in FY 2024 (Main Agenda)

- May 2024      1<sup>st</sup> session in FY 2024
  - Discussion of sustainability promotion plans
  - Report on self-assessment results of sustainability for each Group company, etc.
  
- August 2024      2<sup>nd</sup> session in FY 2024
  - Proposal for the establishment of supplier sustainability guidelines
  - Report on the resumption of anti-corruption activities, etc.
  
- November 2024      3<sup>rd</sup> session in FY 2024
  - Report on the results of creating a sustainability report
  - Report on the status of BCP committee activities, etc.
  
- February 2025      4<sup>th</sup> session in FY 2024
  - Report on the results of MITSUBA Group's health management activities
  - Report on the results of the confirmation meeting for the results of sustainability activities
  - Report the results of supplier CSR questionnaires, etc.



# Sustainability at the MITSUBA Group

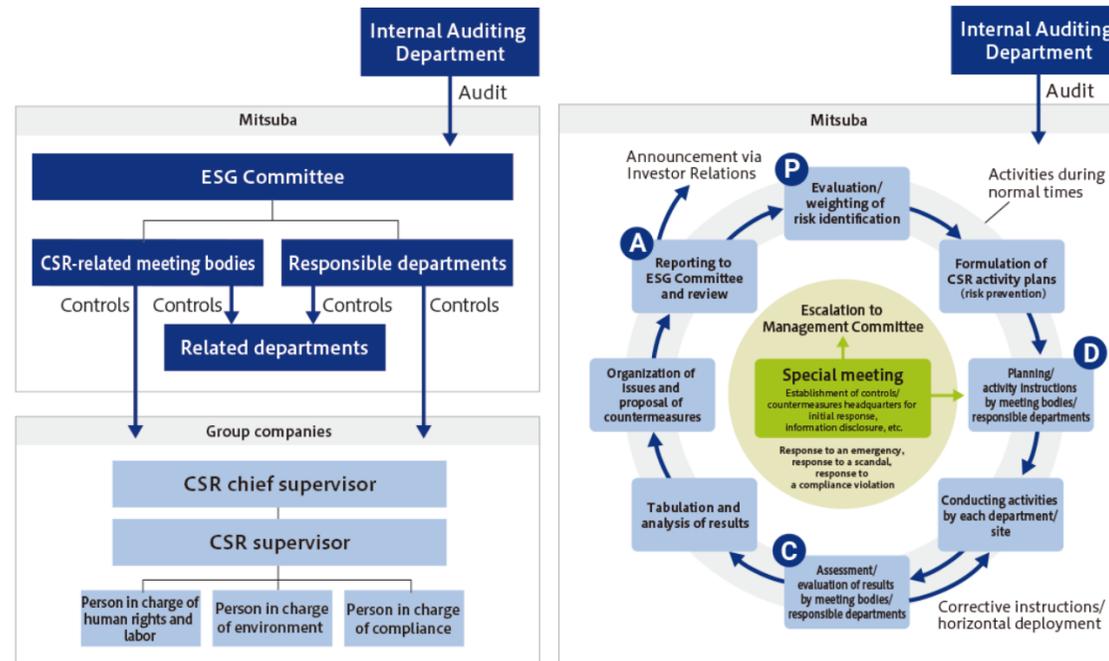
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## Sustainability Promotion System

### Sustainability Promotion Framework

Each MITSUBA Group company has a framework in place to achieve its sustainability policy. Group companies formulate action plans to achieve the decisions of the “ESG Committee,” to achieve MITSUBA Group goals, and to solve problems unique to each Group company. The Group companies also evaluate and provide feedback on the status of achievement.



### Evaluation of the Effectiveness of the Management System

MITSUBA undergoes regular (once a year) sustainability performance evaluation by a third-party organization, and strives to maintain and improve the system by incorporating any issues that emerge into the next fiscal year's plan. The evaluation results and improvement plans are reported and discussed at the ESG committee.

Moreover, each company within the MITSUBA Group regularly conducts self-evaluation using check sheets based on the Group's sustainability standards. From these results, issues facing the entire MITSUBA Group are identified and incorporated into the plans for the following year, thereby strengthening the sustainability management system of the entire MITSUBA Group.

### - Overview of Sustainability Self-evaluation

<b>Target</b>	Domestic and overseas group companies (34 companies)	
<b>Recovery rate</b>	FY 2023: 100%	FY 2024: 100%
<b>Items to be confirmed</b>	General	ESG goal setting and education implementation status
	Human rights and labor	Status of initiatives regarding respect for human rights, working hours, occupational health and safety, conflict minerals, etc.
	Environment	Status of initiatives regarding environmental management, pollution prevention, resource conservation, chemical substance management, etc.
	Compliance	Status of initiatives regarding competition law, anti-corruption, conflicts of interest, export transactions, intellectual property protection, etc.
<b>Frequency</b>	Once a year	



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## Sustainability Promotion System

### Status Review meeting on sustainability activities

In order to achieve the "Enhancement of Sustainability" stated in its Medium-term Management Plan, MITSUBA holds status confirmation meeting on sustainability activities at overseas group companies. At the confirmation meetings, starting with education on sustainability, participants confirm the current status of sustainability activities, carbon neutrality initiatives, and the PDCA cycle for the operation of environmental management systems on-site and with actual items, which leads to the identification of issues, improvement support, and proposals. Moreover, through dialogue with each person in charge, we share local ideas and initiatives, listen to the voices and requests of those on the ground, and deepen cooperation and mutual understanding across the entire Group, leading to further growth.



On-site inspection and training at the Indonesian site



## INTERVIEW

Through activities such as responding to sustainability surveys from governments and customers, as well as handling legal affairs, we ensure compliance with company rules and laws, building a solid foundation for the company's stable and long-term existence. In FY 2024, the entire department worked on reducing paper resources and moving operations online, which will lead to sustainability. By proactively reaching out to members and making an effort to create an atmosphere that made it easy for them to participate, everyone was able to take part in the activity in a positive manner. Moreover, we also responded sincerely to sustainability surveys from the government and customers. In particular, Indonesian laws and regulations change rapidly, so we made sure to gather information through external seminars and other means to ensure compliance.

Through these sustainability initiatives, we feel we have gained clarity on the direction our company should take. Moving forward, we intend to place greater emphasis on internal information sharing, value communication with the local community, and diligently address sustainability challenges.



**Ariandika Herviandi,  
Sri Nugroho**  
PT MITSUBA Indonesia  
General Affairs Department



# SCM: Supply Chain Management

MITSUBA Group Sustainability Report 2025

- 029 Procurement Policy
- 030 Sustainability Activities Throughout the Supply Chain
- 032 Partnership with Suppliers
- 033 Promotion of Fair Procurement Activities
- 034 Conducting Self-evaluation



# SCM: Supply Chain Management

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- 030 Sustainability Activities Throughout the Supply Chain
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## Procurement Policy

In the procurement of raw materials and parts, MITSUBA has established three procurement policies: “Promotion of improvements in consolidated material costs and establishment of global governance of a procurement function,” “Strengthening of sustainable procurement and risk management,” and “Maximization of procurement power based on global ordering policy.”

We implement measures in the procurement area in conjunction with our Medium-term Management Policy.

### Procurement Function Policy

Medium-term Management Plan (2023-2027)			
	I: Responding to the Evolution of Mobility	II: Strengthening of Management Foundation	III: Improvement of Financial Strength
1. Promotion of improvements in consolidated material costs and establishment of global governance of a procurement function	1. Achievement of planned costs for new materials and achieve new local procurement targets  2. Establishment of an SCM that responds to external environment changes	1. Establishment a global governance system	1. Improvement of consolidated material costs  2. Formulation and development of global ordering policy
2. Strengthening of sustainable procurement and risk management		1. Implementation of procurement expectations out of internal reform	
3. Maximization of procurement power based on global ordering policy		1. Development of Human Resources through global business standardization	





# SCM: Supply Chain Management

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## Sustainability Activities Throughout the Supply Chain

### MITSUBA Group Supplier Sustainability Guidelines

MITSUBA Group has established the "MITSUBA Group Supplier Sustainability Guidelines" with the aim of fulfilling its social responsibility throughout the supply chain. Based on our corporate philosophy, we engage in procurement activities that emphasize seven areas:

"Safety and quality," "Human rights and labor," "Environment," "Compliance," "Information Disclosure," "Risk management," and "Response to Violations of Law." Moreover, our basic transaction contract also reflects our cooperation in sustainability activities.

#### MITSUBA Group Supplier Sustainability Guidelines

##### 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

- Resource saving and waste reduction
- Chemical material management

##### 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 safe and healthy working environment
- Conflict minerals

##### 4. Compliance

- Compliance with laws and regulations (\*)
- Antitrust Act
- Prohibition of unjust giving and receiving of money
- Management and protection of classified information
- Management of export transactions
- Protection of intellectual property

##### 3. Environment

- Environmental management
- Reduce Greenhouse Gas
- Environmental pollution prevention

##### 5. Information Disclosure

- Disclose information to Stakeholders

##### 6. Risk management (Crisis management system)

- Establish risk management system and reduce risk
- Formulate and improve of business continuity plan

##### 7. Response to Violation of Laws

- Report, investigate, and make preventive action plan

(\*) Compliance with laws and regulations: Including laws and regulations on environment (Air, Soil, etc.), human rights and labor standards (including freedom of association), and compliance (including conflicts of interest)



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## Sustainability Activities Throughout the Supply Chain

### Supplier Agreement Confirmation Document

MITSUBA Group requires all representatives of its suppliers who have received the “MITSUBA Group Supplier Sustainability Guidelines” to sign the “Supplier Agreement Confirmation Document.” By signing this document, MITSUBA Group confirms that the suppliers fully understood all the items and conditions in the guidelines and agreed to comply with them for the supply of parts, materials, and services to MITSUBA Group. In addition, MITSUBA Group requests their suppliers to make efforts to disseminate these guidelines throughout their entire supply chain.

(\*) MITSUBA Group Supplier Sustainability Guidelines 

### Green Procurement

Based on our corporate philosophy, MITSUBA Group has established the “MITSUBA Group Green Purchasing Guideline”(\*) and strives to procure materials and parts that have low environmental impact. Moreover, we work with our suppliers to reduce environmental burdens based on life cycle which consists of procurement, including production, use, and discharge.

MITSUBA Group requires its suppliers to take the following three measures:

1. Establishment of Environmental Management System
2. Investigation and management of Substance of Concern
3. Declaration of conformity for procured parts

(\*) MITSUBA Group Green Purchasing Guideline 



## INTERVIEW

I am in charge of handling correspondence with the suppliers regarding investigations of substances of concern in products, as well as auditing their chemical substance management systems.

In FY 2024, we conducted approximately 500 investigations on substances of concern in products. As we proceeded with the investigation process, we found that the problems were frequently missed responses and missed deadlines by suppliers. After consulting with my team members, we implemented measures such as conducting multiple progress checks with suppliers, which resulted in achieving an increase of 15% response rate before the deadline. We will continue to work closely with our suppliers, as managing substances of concern in products is an important factor in ensuring product safety and quality. Also, collaboration is essential, and we believe that the quality of communication is equally important.

Currently, our main mode of communication is through email, and there are times when we feel this creates challenges in achieving clear communication. Going forward, we aim to maintain closer communication and work to strengthen our relationships with suppliers.



**Riku Fukasawa**  
 MITSUBA Corporation  
 Purchasing Planning Department  
 Purchasing Planning Section 1



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## Partnership with Suppliers

### Procurement Policy Meeting

MITSUBA holds a "Procurement Policy Meeting" for major suppliers 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 procurement function policy, as well as to explain carbon neutrality and request that we strengthen our efforts based on "MITSUBA Group Supplier Sustainability Guidelines". This meeting serves as an important opportunity for information sharing to implement sustainability activities that are in step with the entire supply chain.



Procurement Policy Meeting

### Initiatives Toward Carbon Neutrality

MITSUBA held its second "Carbon Neutrality Plant Visit" in December 2024 as part of its carbon neutrality activities with suppliers. A total of 19 participants from 10 suppliers participated, and Akagi Plant introduced examples of its carbon neutrality initiatives through on-site demonstrations. One of MITSUBA's suppliers shared a feedback: "It was very informative to learn about various on-site improvements, including cleanroom improvements and the introduction of renewable energy through solar panels."



Plant visit



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## Partnership with Suppliers

### Declaration of Partnership Building

MITSUBA submitted and announced a “Declaration of Partnership Building” to small-sized and medium-sized enterprises in March 2022. Moreover, three new declarations were added in May 2024: “We will consult with subcontractors at least once a year,” “We will determine the transaction cost after taking appropriate actions as stated in the guidelines for labor cost,” and “We will aim to pass on the full amount of the appropriate increase in cost in case of increase in raw material or energy cost.

In addition, in August 2025, we added a topic to strengthen our initiatives to address the deeper tiers of the supply chain transaction hierarchy.

(\*) Declaration of Partnership Building



## Promotion of Fair Procurement Activities

### Reporting and Consultation Desk Regarding the Violations of Laws and Regulations

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

### Education and Awareness Activities

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

Moreover, e-learning courses are provided for MITSUBA Group employees every year, which cover topics such as “Sustainability and regulations on environmentally hazardous substances,” “Subcontract law,” “Competition law,” and “Security trade”, to deepen their understanding of sustainability activities and compliance with laws and regulations.

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



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## Promotion of Fair Procurement Activities

### Promoting Responsible Procurement

Based on the “MITSUBA Group Supplier Sustainability Guidelines,” 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, 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 suppliers to use smelters certified by the Responsible Minerals Initiative (RMI). If our suppliers 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.

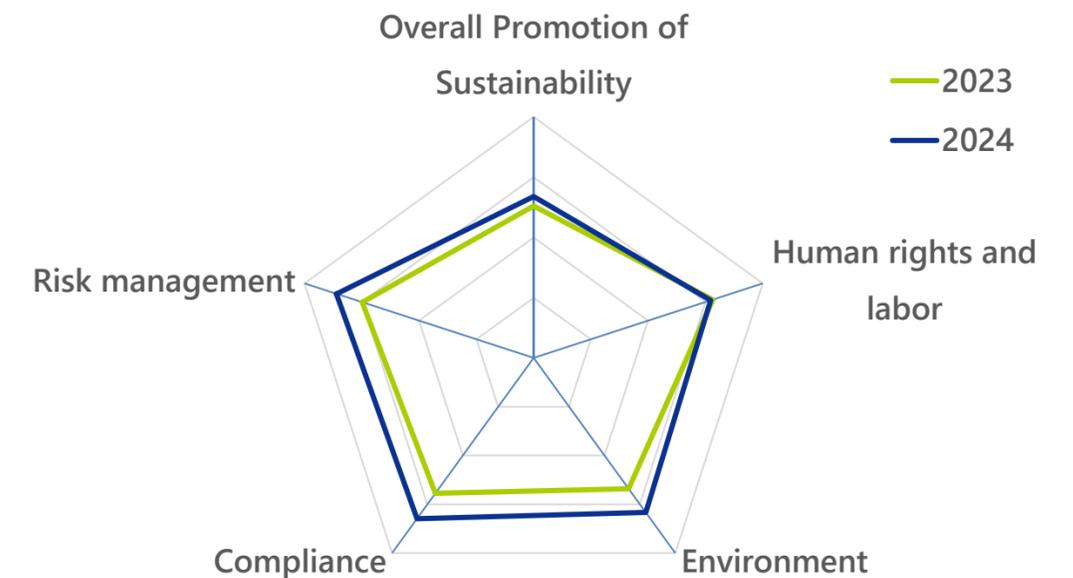


## Conducting Self-evaluation

MITSUBA Group sets and operates the evaluation criteria for new suppliers in the “Group Procurement 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-evaluation of its suppliers using a questionnaire in order to continuously understand and evaluate the status of their efforts based on the “MITSUBA Group Supplier Sustainability Guidelines”.

In FY 2024, we conducted interviews with 11 companies identified as needing improvement. For any risks identified through self-evaluation, we requested our suppliers to make improvements and provide support for the improvements, which resulted in the improvement of average evaluation score.





# Environment

MITSUBA Group Sustainability Report 2025

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- 038 Environmental Management
- 042 Response to Climate Change
- 049 Resource Recycling
- 050 Environmental Risk Reduction
- 053 Management of Substance of Concern (SOC)
- 058 Biodiversity





# Environment

- [036 Environmental Policy](#)
- [038 Environmental Management](#)
- [042 Response to Climate Change](#)
- [049 Resource Recycling](#)
- [050 Environmental Risk Reduction](#)
- [053 Management of Substance of Concern \(SOC\)](#)
- [058 Biodiversity](#)



## Environmental Policy

### MITSUBA Environmental Declaration

MITSUBA Group established and set forth the “MITSUBA Environmental Declaration” in May 1993 as its guiding policy for environmental sustainability.

In line with this declaration, we are actively engaged in global environmental activities to make it a reality.

**MITSUBA Environmental Declaration**

We shall work to achieve continuous harmony with our natural environment through technological developments that align with both society and the environment. We shall also strive to create a safe and abundant environment for all.

- We strive to conserve resources and energy in all our corporate activities including development, production, and sales.
- We strive to reduce waste and pollutants, and to dispose of them appropriately.
- We strive to harmonize with local environments and work to preserve a safe and secure living environment.

### MITSUBA Environment Action Policy

	Action Guideline	2030 Goals
1	We will aim to achieve carbon neutrality from a life cycle perspective to contribute to the realization of a carbon neutral society.	Scope 1 and 2: 50% reduction
2	We will strive to conserve and effectively use resources such as metals and plastics to contribute to the promotion of a recycling-oriented society.	Recycling rate: 90% or higher
3	We will strive to reduce emissions of air pollutants in order to protect the atmospheric environment.	NOx, SOx emissions: 50% reduction
4	We will strive to use water efficiently and improve the quality of wastewater to protect our abundant water resources.	Water intake: 1,376 ML or lower
5	We will strive to properly manage chemical substances and eliminate the use of hazardous chemicals, including those used in products that affect customer health.	Zero violations of laws and regulations and promotion of voluntary switching policy
6	We will establish an environmental management system and strive to comply with environmental laws and regulations.	Zero violations of laws and regulations
7	In addition to contributing to biodiversity conservation as outlined above, we actively participate in environmental volunteer activities.	Activity implementation rate: 100%
8	We will work with our suppliers to protect the global environment throughout the entire supply chain.	Supplier participation rate: 100%



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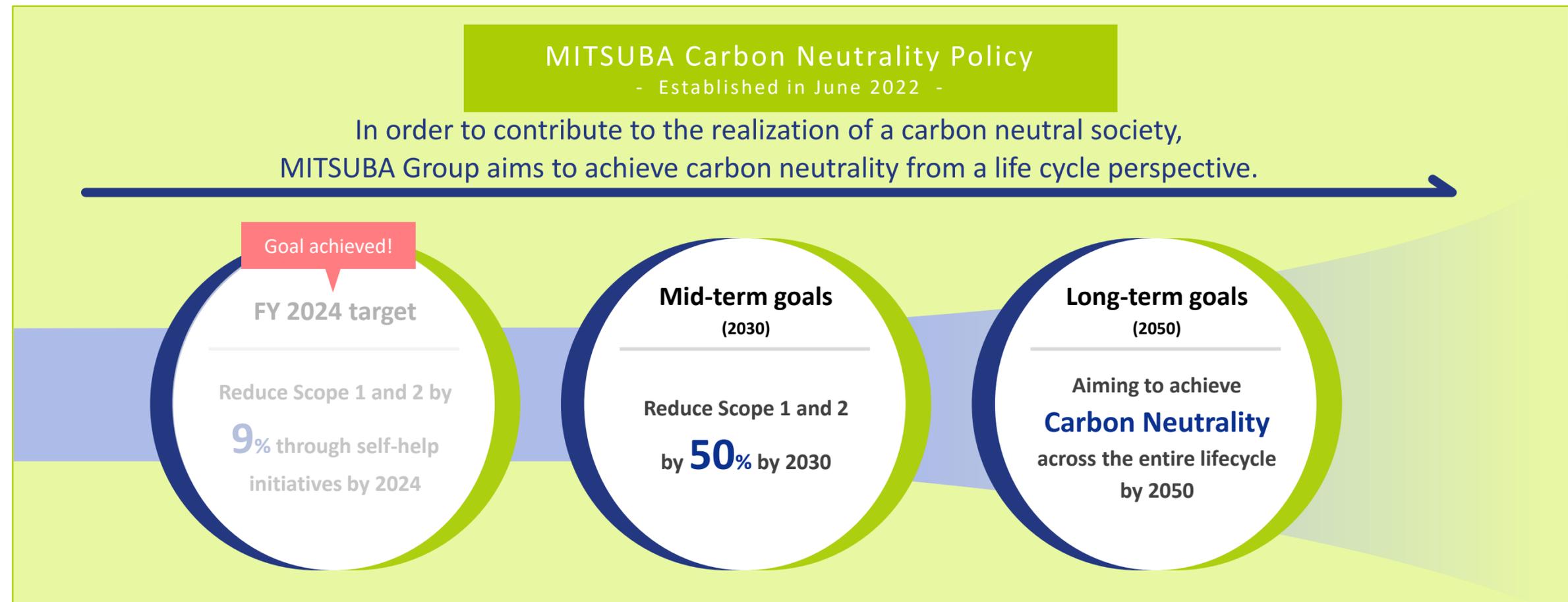
## Environmental Policy

### MITSUBA Environmental 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 achieve the "creation of a safe and abundant environment" stated in the Environmental Declaration. To accomplish this, we aim to "enhance corporate value" through reducing CO<sub>2</sub> emissions and resource consumption, while simultaneously "preserving nature" by eliminating environmental pollution risks. We have set 2046, the year of MITSUBA’s 100th anniversary, as the target year for achieving these objectives.

### MITSUBA Group Carbon Neutrality Policy

MITSUBA Group has further developed the reduction of CO<sub>2</sub> emissions in the “MITSUBA Environmental Vision 2046” and established the “MITSUBA Carbon Neutrality Policy” in June 2022.





# Environment

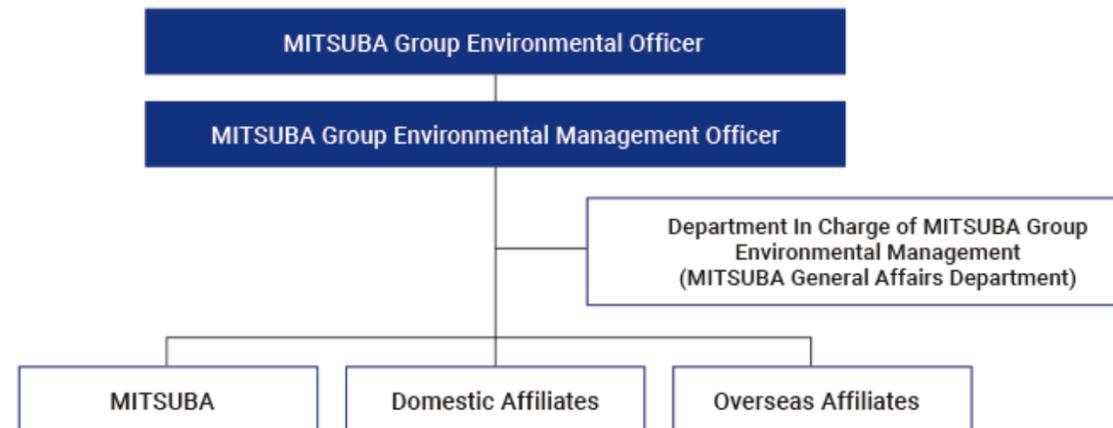
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## Environmental Management

### Promotion System

The MITSUBA Group is committed to environmental conservation activities based on the MITSUBA Environmental Declaration. We have established and are promoting an environmental management system for the entire Group in accordance with the “MITSUBA Group Environmental Manual.” Each Group company reports on the results of its environmental management activities twice a year to the MITSUBA Head Office. In order to evaluate the effectiveness of the results, the MITSUBA Head Office periodically conducts “Environmental Visit Audits” to confirm the effectiveness and appropriateness of our environmental management system.

〈Organization Chart of MITSUBA Group Environmental Management〉



### EMS Committee

MITSUBA holds an "EMS Committee" three times a year, which includes domestic group companies, to consider environmental issues and share information on environmental compliance and performance, thereby reducing environmental risks. The effectiveness and appropriateness of our initiatives are verified through an annual review conducted by the Representative Director (Executive Vice President), who serves as the company-wide Chief Environmental Officer. Matters with significant impact on management are resolved at the higher-level body, the ESG Committee.

### Acquisition of ISO 14001 Certification

MITSUBA Group has established an environmental management system in accordance with ISO 14001:2015, covering its major affiliated companies. As of the end of March 2025, a total of 24 MITSUBA Group companies (6 domestic and 18 overseas) and 44 business sites (85% of business sites), mainly consisting of production sites, have acquired ISO 14001 certification. We have published the “MITSUBA Group Green Procurement Guideline” (\*) to our suppliers and are encouraging them to acquire certification such as ISO 14001 and other certifications, as we work to preserve the environment throughout the entire supply chain.



ISO 14001 external audit



(\*) MITSUBA Group Green Purchasing Guideline



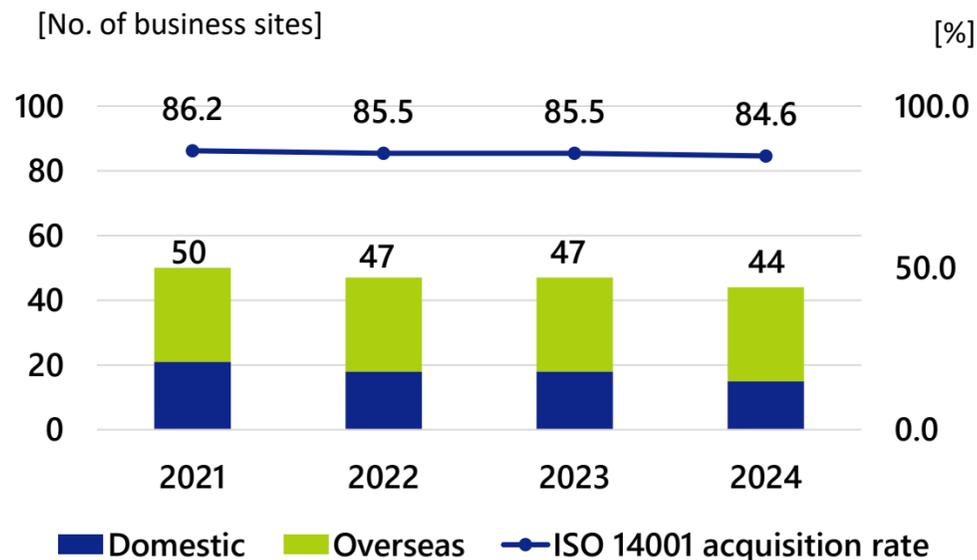
# Environment

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## Environmental Management

### Acquisition of ISO 14001 Certification

Number and rate of acquisition of ISO 14001 certification



### Environmental Education

Restoring a polluted natural environment to a healthy condition takes a lot of time and money. Therefore, to foster a sense of responsibility for environmental conservation, we provide basic e-learning courses to all employees of the MITSUBA Group in Japan. Moreover, we are working to comply with laws and regulations and prevent risks by providing rank-based education and environmental education specific to each business site and workplace.

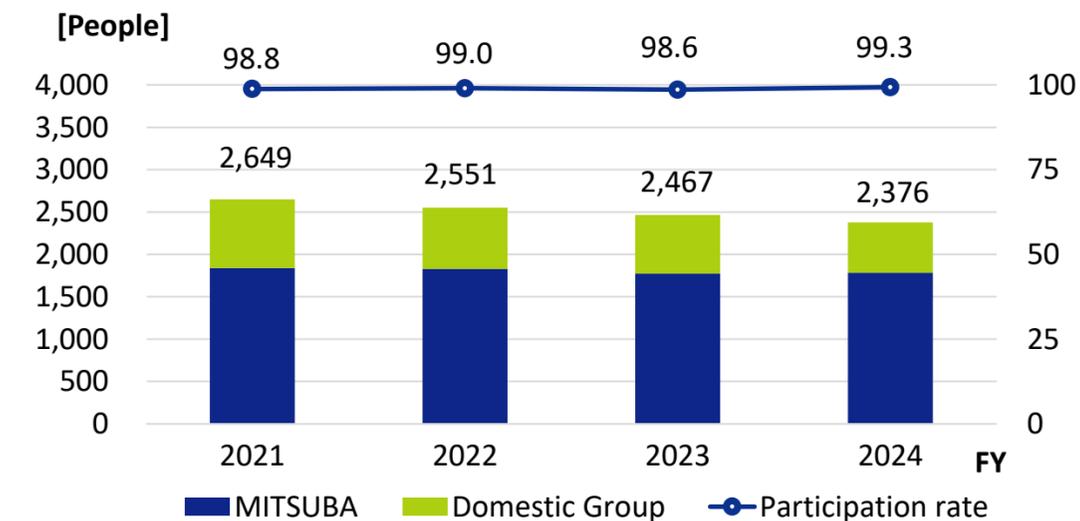
### Environmental Audit

MITSUBA conducts an internal environment audit every year at all business locations to confirm the compliance with laws and regulations and that the PDCA cycle of its environmental management system is functioning properly and effectively. During audits, we set priority audit items in consideration of past audit results and changes in environmental issues, such as environmental risks. Moreover, we regularly hold training sessions for internal environmental auditors to acquire in-house qualifications, as well as brush-up training for qualified personnel.



Scene from the training session

### Environmental e-learning participants





# Environment

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## Environmental Management

### Environmental Initiatives of Group Companies

To comply with Chinese environmental protection regulations, MITSUBA Electric (Dalian) installed two exhaust gas treatment equipment at its first and third plants in 2022. This initiative aims to reduce volatile organic compound (VOC) emissions, keeping atmospheric emissions below the standard of 1 ton per year. Burning the exhaust gas at high temperatures after filtering out VOC substances consumes a significant amount of electric power. However, by optimizing the equipment's programming, we can reduce both the operating time and electric power consumption while ensuring safety and compliance with environmental laws and regulations. Moreover, at the First Plant, domestic wastewater is

treated using AO activated sludge, coagulation and sedimentation, and sand filtration processes. In 2023, we refined the dosage of chemicals and the timing of their administration to enhance the purification process. We conduct daily monitoring to ensure optimal wastewater treatment management while adhering to wastewater treatment standards.



VOC treatment equipment



Wastewater treatment management room



Training for response to chemical leaks

### INTERVIEW

I am in charge of the Tatsumi Environmental Management Office and the Carbon Neutrality Committee Office. My main responsibilities include managing the operation of the company's environmental management system, planning CO<sub>2</sub> emissions reduction measures and checking their progress. Tatsumi has facilities for plating processes and wastewater treatment. To reduce environmental risks at the wastewater treatment facility, we are working daily to improve management standards, including conducting emergency response drills and risk assessments in cooperation with management. As part of our carbon neutrality initiatives, we are promoting the reduction of CO<sub>2</sub> emissions and costs by identifying air leaks through the "visualization" of air usage and carrying out repairs. Going forward, I would like to continue to thoroughly handle internal environmental compliance matters and provide support

to each department, raise the environmental awareness of each employee, and contribute to achieving carbon neutrality. We will continue working to be a reliable partner in environmental management at Tatsumi.



**Yukihiro Suto**  
Tatsumi Corp.  
Manufacturing Management Department,  
Manufacturing Planning Section





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## Environmental Management

### Environmental Target and Result

MITSUBA Group has incorporated the identified materiality (priority issues) into the “Environmental Function Policy” in its Medium-term Management Plan, and is working to reduce CO<sub>2</sub> emissions and strengthen the environmental management system.

By actively promoting the activities of the Carbon Neutrality Committee, the MITSUBA Group has significantly reduced its absolute CO<sub>2</sub> emissions by 13.2% compared to FY 2018.

### Environmental Function Policy: “Promoting ESG to Meet the Expectations of Stakeholders”

Evaluation criteria (○: 100%, △: 80% or more, less than 100%)

Key Initiatives	FY 2024			FY 2025
	Target	Achievement	Evaluation	Goal
Reducing CO <sub>2</sub> emissions	Group's absolute CO <sub>2</sub> emissions: Compared to FY 2018 Plan and promote measures to reduce emissions by 9.0%			Completed planning for 13.2% reduction (Actual reduction rate: 12.4%) ○ Plan and promote measures to reduce emissions by 12.0%
Conserving sustainable resource	Group waste recycling rate: 90% or higher	96.4%	○	90% or higher
	Group total water withdrawal 1,385 ML or less	1,148ML	○	1,376 ML or less
Preventing air pollution	Plating facility exhaust gas concentration: Hydrogen chloride: 80 mg / m <sup>3</sup> N or less Chlorine: 30 mg /m <sup>3</sup> N or less		Undetected ○	Hydrogen chloride: 80 mg / m <sup>3</sup> N or less Chlorine: 30 mg / m <sup>3</sup> N or less
	NOx, SOx emissions: 40% reduction	47%	○	Maintain 47%
Reducing risk by operating EMS	Zero serious violations	No serious environmental pollution, accidents, or violation of laws and regulations		○ Zero serious violations
Complying with restrictions on Substance of Concern (SOC)	Zero serious violations	No serious violations of laws		○ Zero serious violations
	Evaluation of management system according to industry standards: 3.5 points or higher	4.02 points	○	Maintain 3.5 points or higher
Contributing to biodiversity	Implementation rate of environmental volunteer activities: 100%	100%	○	100%

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## Response to Climate Change

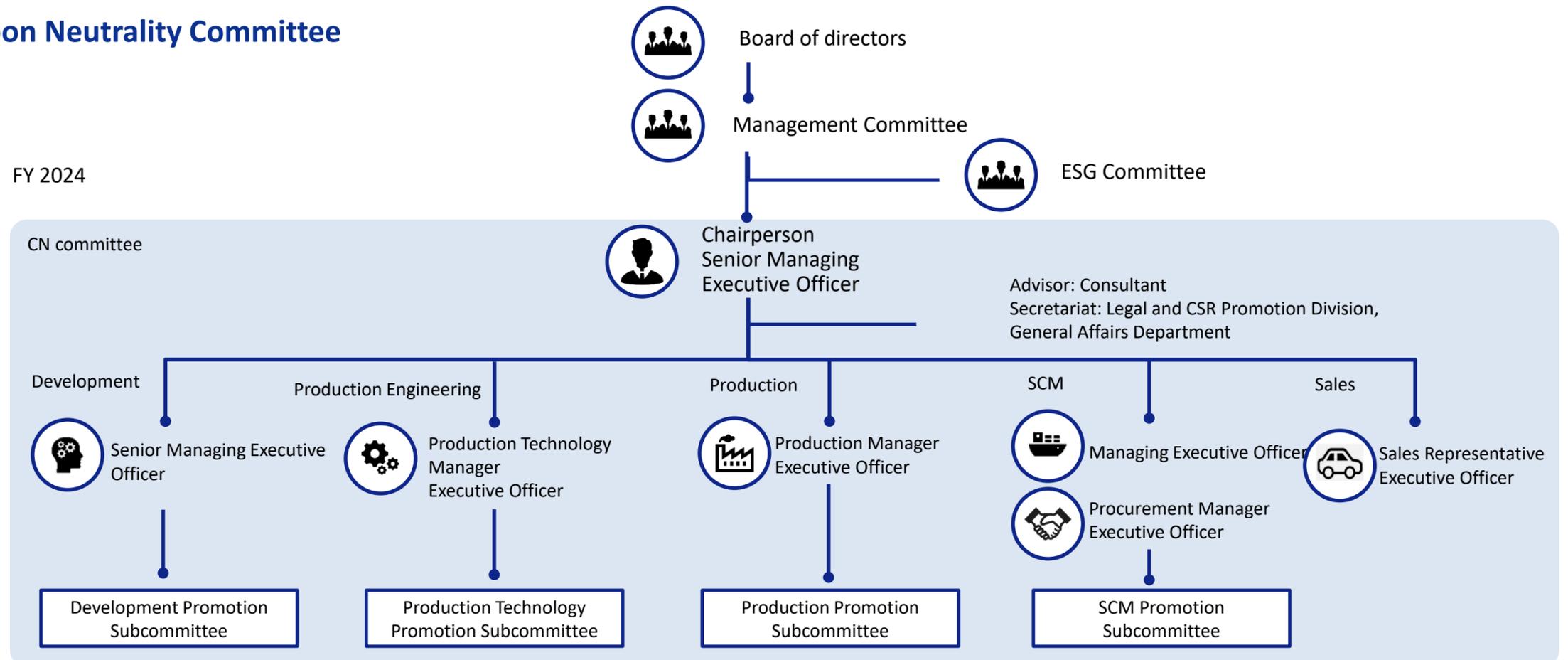
### Contributing to Achieving Carbon Neutrality

MITSUBA Group has steadily reduced CO<sub>2</sub> emissions within the Group until today. However, in order to contribute to achieving carbon neutrality, it is necessary for the entire supply chain to work together to understand and reduce the CO<sub>2</sub> emissions that are emitted directly and indirectly through business activities from a product lifecycle perspective. From FY 2021, we established the Carbon Neutrality Committee, chaired by the President and CEO, and directly under it we established promotion subcommittees covering the

areas of Development, Production Engineering, Production, and SCM (Supply Chain Management). In FY 2024, under a new structure that also includes the sales domain, we will expand our focus from the traditional reduction of Group CO<sub>2</sub> emissions to include material procurement, the transportation of products and parts, and even the product usage stage, as we take on the challenge of reducing CO<sub>2</sub> emissions throughout the entire supply chain.

### Carbon Neutrality Committee

FY 2024





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## Response to Climate Change

### Information Disclosure Based on TCFD Recommendations

MITSUBA Group disclosed information regarding climate change in November 2023 based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD\*1).

In order for MITSUBA Group to develop sustainably into the future, we believe that it is necessary to further promote management that incorporates a climate change perspective. Therefore, we established a TCFD Response Team under the ESG Committee, which analyzed the risks and opportunities related to climate change, and disclosed information on a four-item framework consisting of “Governance,” “Strategy,” “Risk Management,” and “Indicators and targets.”

Furthermore, we have declared our support for the TCFD recommendations and joined the TCFD Consortium (\*2). Going forward, the MITSUBA Group will remain aware of its business environment, deepen its analysis of risks and opportunities, and incorporate these insights into its management strategies to further promote measures towards achieving a carbon-neutral society.

\*1: TCFD refers to the Task Force on Climate-related Financial Disclosures, which was established by the Financial Stability Board at the request of the G20. The TCFD published its final report in June 2017, encouraging companies to disclose information about climate change-related risks and opportunities. Currently, the International Sustainability Standards Board (ISSB) has formulated the IFRS Sustainability Disclosure Standards, which incorporate the TCFD disclosure framework, and these standards are being used as the international standard for sustainability information disclosure.

\*2: The consortium was formed on May 27, 2019, to serve as a platform for discussing effective corporate information disclosure and linking this disclosed information to appropriate investment decisions by financial institutions and other organizations. The Ministry of Economy, Trade and Industry, the Financial Services Agency, and the Ministry of the Environment participate as observers.



MITSUBA Group TCFD Report



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## Response to Climate Change

### Understanding and Reducing CO<sub>2</sub> Emissions from a Lifecycle Perspective

In order to achieve carbon neutrality, it is necessary to reduce CO<sub>2</sub> emissions throughout the entire supply chain by expanding the scope of initiatives from materials procurement to transportation of products and parts, as well as the usage and disposal of products. Moreover, the visualization of CO<sub>2</sub> 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.

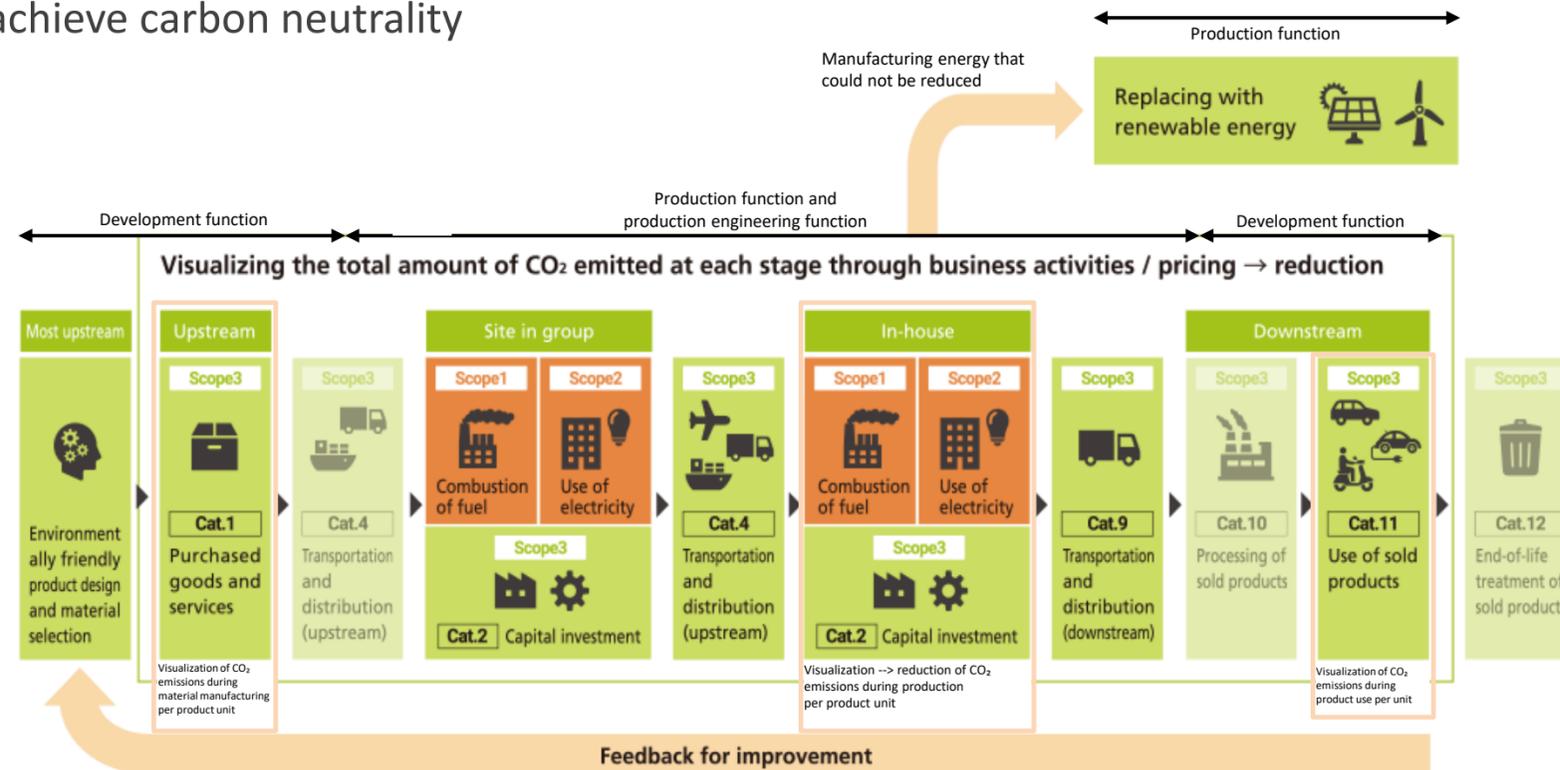
### Carbon-neutral Awareness

Achieving the “MITSUBA Group Carbon Neutrality 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 regularly distributing “Carbon-neutral Topics,” which summarizes information on external trends and initiatives within the Group.



Carbon-Neutral Topics

### Initiatives to achieve carbon neutrality





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## Response to Climate Change

### Initiatives to Reduce Greenhouse Gas (CO<sub>2</sub>) Emissions

To achieve our goal of reducing Scope 1 and 2 (Group CO<sub>2</sub> emissions) from production activities by 50% by 2030 compared to FY 2018, we are developing reduction plans and roadmaps, striving for high-efficiency production and advancing production engineering capabilities, while also promoting the introduction of renewable energy. In FY 2024, we have steadily implemented measures equivalent to a 13.2% reduction, against the planned target of a 9% annual reduction. These initiatives not only reduced CO<sub>2</sub> emissions but also helped reduce soaring energy costs.

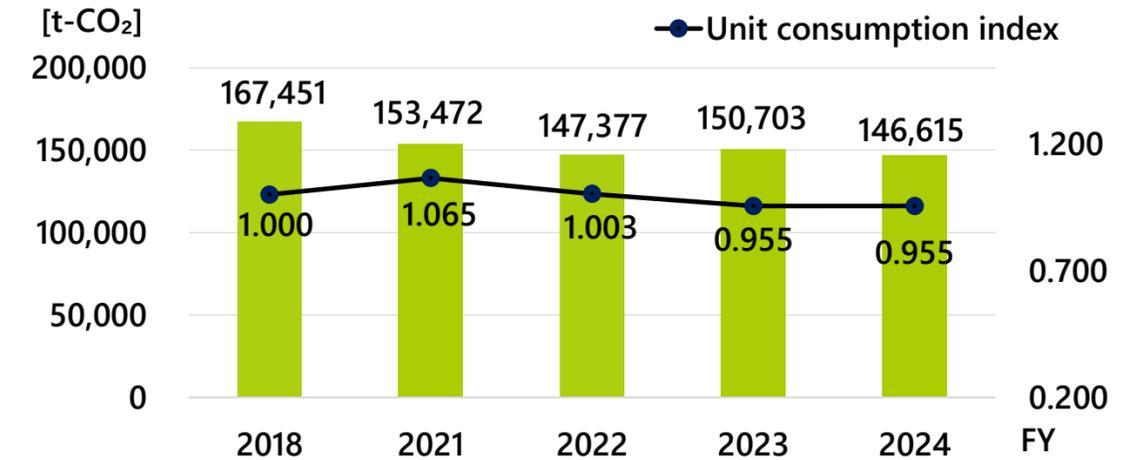
### Internal Carbon Pricing System

MITSUBA Group has introduced an internal carbon pricing system from FY 2024 to promote capital investment aimed at reducing CO<sub>2</sub> emissions. This system makes it possible to visualize the economic impact of updating aging equipment and improving energy efficiency, leading to more appropriate investment decisions.

### Introduction of Renewable Energy

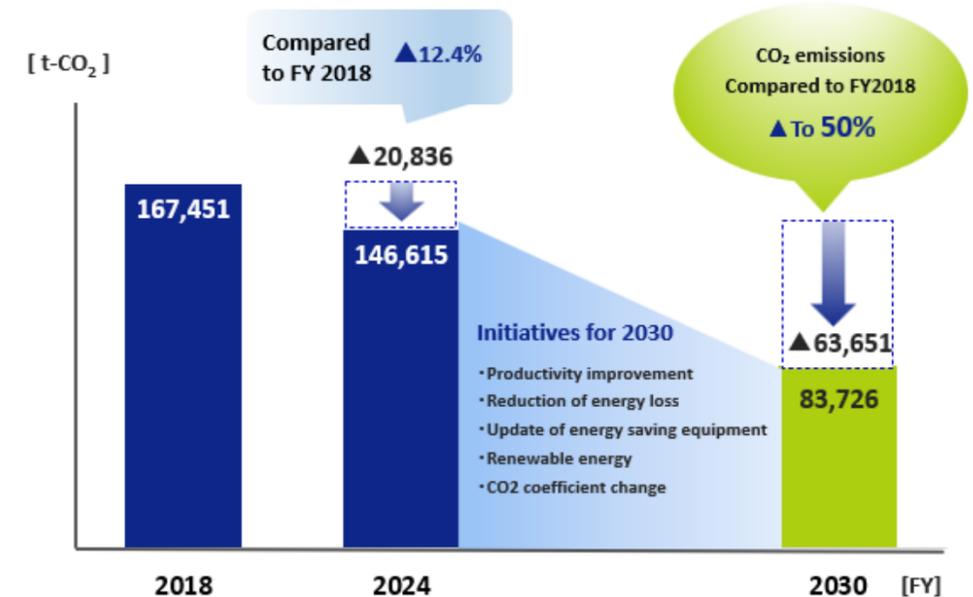
MITSUBA Group has formulated a group policy to achieve both CO<sub>2</sub> emission reduction and economic growth, with the aim of introducing renewable energy equivalent to 10,000 t-CO<sub>2</sub> by 2030. In FY 2024, solar power generation systems using an on-site PPA model began operating at affiliated companies in Vietnam and Thailand, bringing the total amount of electricity generated from renewable energy sources across the Group to 7,660 MWh per year. We will continue to actively promote the introduction of renewable energy sources suited to the characteristics of each region and work to expand the use of sustainable energy.

### MITSUBA Group CO<sub>2</sub> Emissions



- Scope of application: MITSUBA and its production site Group companies.
- The unit consumption index is calculated by setting the CO<sub>2</sub> emissions per sales unit in FY 2018 at 1.
- CO<sub>2</sub> emissions from electricity are calculated using either the CO<sub>2</sub> emission factors provided by each power company or the country-specific emission factors published by the IEA.
- CO<sub>2</sub> emissions from fuel oil and gas are calculated using the emission factors specified by the GHG Protocol.

### MITSUBA Group CO<sub>2</sub> Emission Reduction Plan



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## Response to Climate Change

### Specific Initiatives to Reduce CO<sub>2</sub> Emissions

As part of its initiatives to become carbon neutral, the Fukushima Plant is identifying issues and working to make improvements from the six key perspectives: "Fix, Stop, Halt, Lower, Pick-up, Return."

From a "Pick-up" perspective, we are considering how to effectively utilize exhaust heat in conjunction with the relocation of the compressor room, thereby mitigating the air conditioning load, which is at its highest in winter. By reducing electricity and kerosene consumption for heating, we have achieved an annual reduction of 118.1 t-CO<sub>2</sub> and improved the working environment for employees.



Effective use of compressor exhaust heat

At the Loteco Plant of MITSUBA Vietnam, various improvement activities were implemented, including downsizing the injection molding machine, reducing the air pressure supplied to the resin dryer, and reducing the amount of unnecessary resin (trial shots) generated at the start of molding.

In our injection molding workplace, we utilize low-pressure molding technology and carefully determine molding conditions based on the product area and material fluidity. As a result, we successfully utilized the existing 50-ton equipment, avoiding the need to install a new 110-ton injection molding machine. This led to a reduction of 63.6 t-CO<sub>2</sub> per year and minimized capital investment costs.



Injection molding machine using low pressure molding technology



### TOPICS

### Honored with the Green Company Activity Encouragement Award

MITSUBA Vietnam received the Encouragement Award in Honda Vietnam Co., Ltd.'s Green Company Activity for FY 2024.

This award was given in recognition of the customer's achievement of improving the operating efficiency of air compressors and reducing energy consumption through optimal use of compressed air in resin dryers.

We will continue to work to reduce CO<sub>2</sub> emissions and implement various measures to achieve the MITSUBA Carbon Neutrality Policy, which aims to achieve carbon neutrality throughout the entire life cycle by 2050.



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## Response to Climate Change

### Specific Initiatives to Reduce CO<sub>2</sub> Emissions

The Logistics Section of MITSUBA Supply Chain Management Department is promoting the use of recycled pallets by utilizing discarded plastic pallets used by the MITSUBA Group. Moreover, by making effective use of plastic packaging materials and paper trays, we have achieved an annual reduction of 63 t-CO<sub>2</sub> and contributed to reducing material purchasing costs. Moreover, we are working to further reduce CO<sub>2</sub> emissions during the transportation of products and parts by visualizing trends in CO<sub>2</sub> emissions by transportation mode, such as truck, rail, ship, and air, at each stage of procurement, production, and sales logistics. We repeatedly identify and examine issues and formulate transportation policies each area.



## INTERVIEW

As a member of the SCM Promotion Subcommittee of the Carbon Neutrality Committee, we are working to reduce CO<sub>2</sub> emissions related to Scope 3 Category 4 "Transportation" and Category 1 "Packaging Materials." By visualizing CO<sub>2</sub> emissions and clarifying transportation policies and packaging material specifications that according to the characteristics of each country and region, we are not only reducing emissions but also reducing transportation costs and material purchasing costs. Achieving carbon neutrality throughout the entire lifecycle is an activity that cannot be accomplished by one person alone. I would like to continue to keep an environmentally conscious

perspective in my daily work and work with people from other departments to help realize a carbon-free society.



**Yoji Esaka and Masae Ozawa**  
 MITSUBA Corporation  
 Supply Chain Management  
 Department, Logistics Section

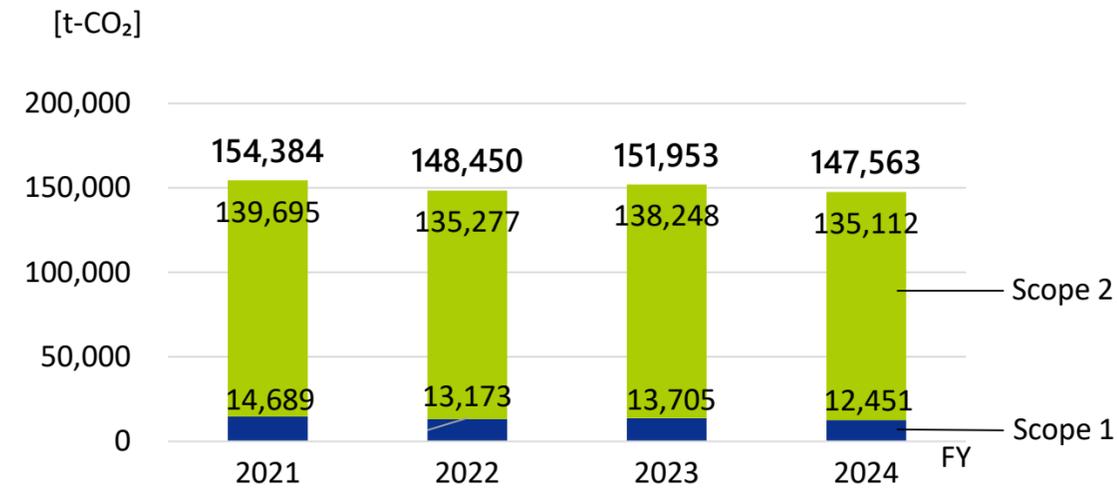


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## Response to Climate Change

MITSUBA Group Greenhouse Gas Emissions (Scope 1 and 2)



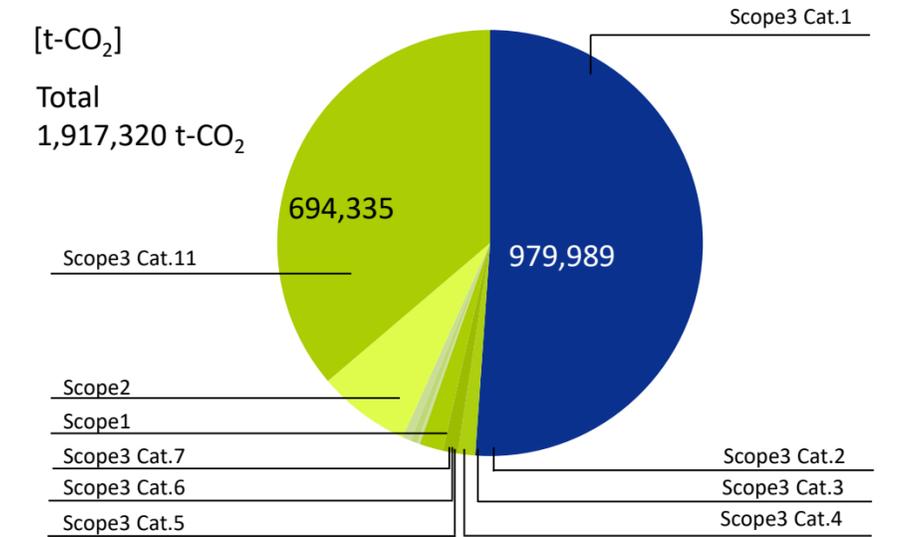
- Scope of application is MITSUBA Group's consolidated companies
- Scope 1: Direct emissions of greenhouse gas (combustion of fuel) by the MITSUBA Group itself. Calculated using GHG Protocol emission factors.
- Scope 2: Indirect emissions associated with the use of electricity supplied by other companies. Calculated using CO<sub>2</sub> emission coefficient for each electric power company or country-specific coefficient of IEA.

### Third-party verification of environmental performance data

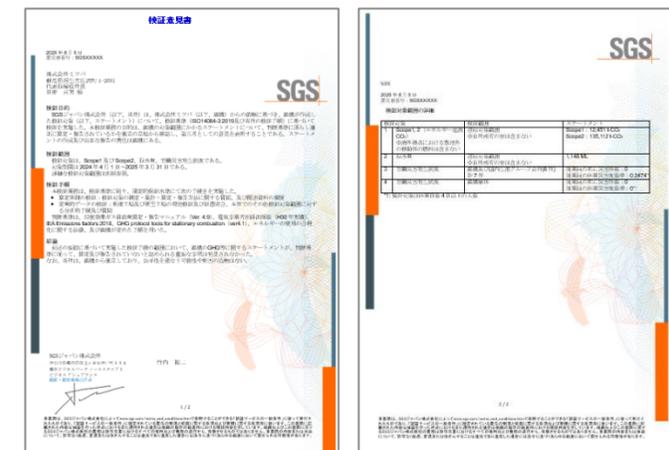
MITSUBA Group undergoes third-party verification by SGS Japan Inc. with the aim of improving the transparency and reliability of environmental performance data such as Scope 1 and 2 CO<sub>2</sub> emissions and water intake. Going forward, we will continue to work on improving data accuracy and continuous improvement while gradually expanding the scope of verification.



MITSUBA Group greenhouse gas emission (Scope 1, 2, and 3)



- Scope of application is MITSUBA Group's consolidated companies
- Calculated using the basic guidelines for calculation of greenhouse gas emissions throughout the supply chain, the GHG Protocol, and the LCI tool provided by the Japan Auto Parts Industries Association
- CO<sub>2</sub> emissions by category in Scope 3 are listed in the data collection from page 114 onwards



Verification statement



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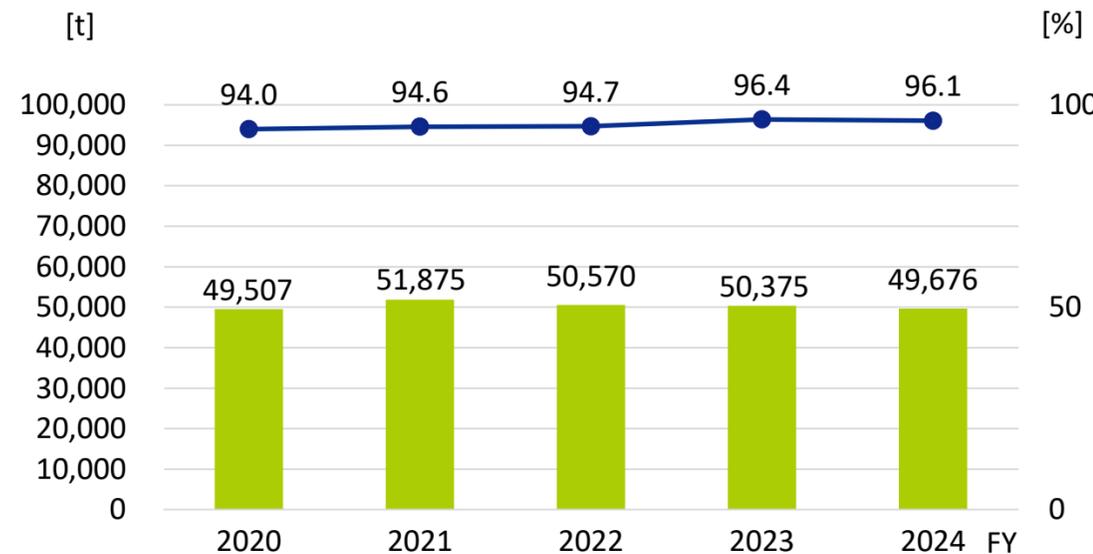
## Resource Recycling

### Initiatives to Conserve Resources and Reduce Waste

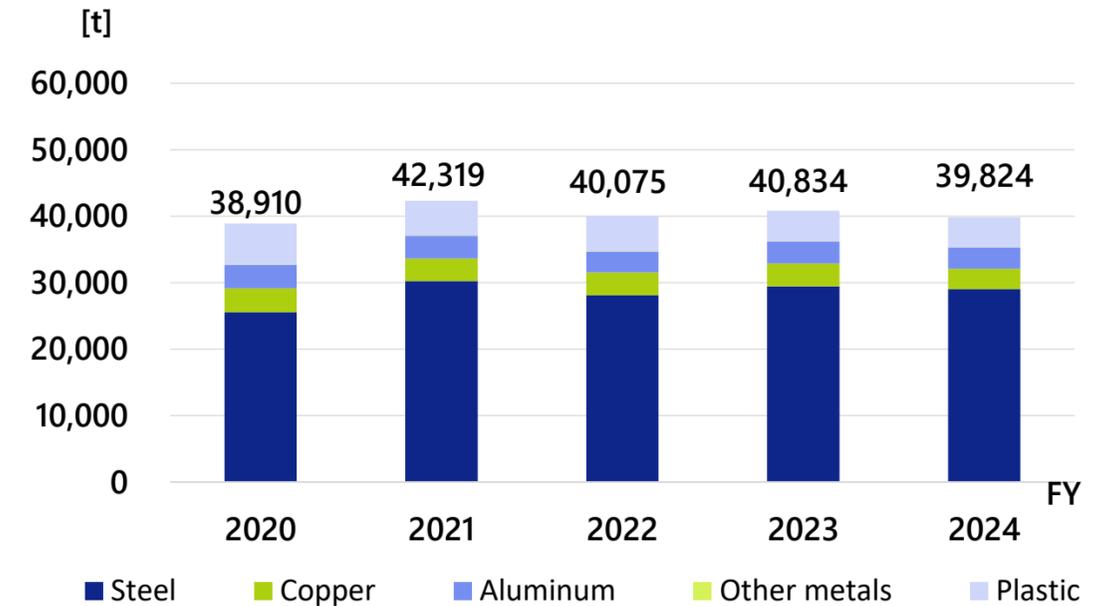
In accordance with the MITSUBA Environmental Declaration, MITSUBA Group is promoting the creation of a recycling-oriented society and the effective use of limited resources. We recycle and properly treat waste generated from all business activities, and promote technological development such as improving the efficiency of raw materials and downsizing of production equipment to make effective use of resources.

In the plastic molding process, we aim to reduce the amount of runner waste to zero by 2040. We are also actively promoting the reduction and recycling of industrial waste from plastic products by systematically improving processing on a global scale. To further promote the recycling of plastic resources, we are reviewing our waste plastic processing contractors and other initiatives to recycle waste plastic materials.

### MITSUBA Group Waste Generation and Recycling Rate



### MITSUBA Resource Consumption





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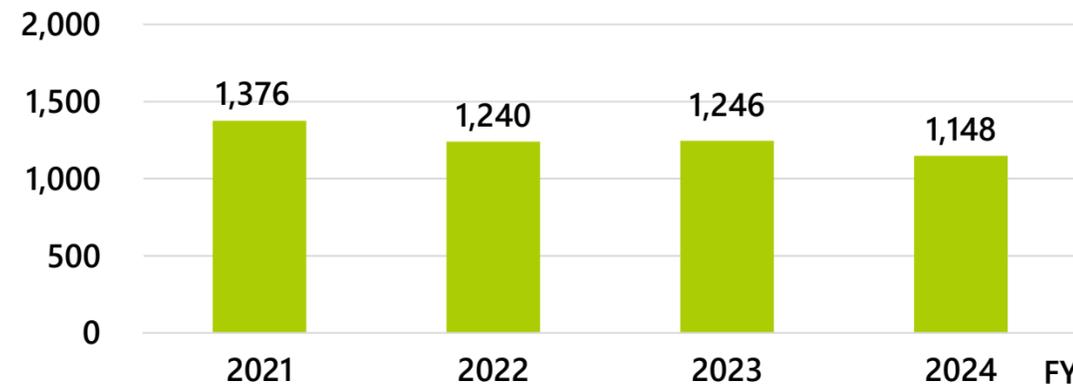


## Resource Recycling

### Initiatives to Reduce Water Intake and Improve Wastewater Quality

MITSUBA Group periodically monitors the pollution status of water discharged from our business activities. The water used in the production processes is purified in an advanced wastewater treatment facilities and then discharged into rivers. We strive to protect the marine environment by properly disposing of wastewater that cannot be purified at wastewater treatment facilities as industrial waste. At our sites in Asia, which have a large water-related impact, we are actively working to effectively utilize water resources and reduce intake 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 Intake [ML]



\*Water intake includes recycled and reused water.  
From FY 2024 results, scope will be changed to MITSUBA Group's consolidated companies

## Environmental Risk Reduction

### Environmental Governance

MITSUBA also confirms the status of compliance with environmental laws and regulations at Group companies by periodically visiting and directly checking the sites to understand the daily operation and provide proper guidance. Moreover, in order to prevent violations of the laws and regulations, 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.

### Response to Noise

Regarding noise, we have implemented measures to reduce it, such as installing soundproof walls in some areas, and we also measure noise at the boundary of the site twice a year to continuously monitor it.

### Conservation of Soil and Groundwater

Regarding the MITSUBA R&D Center, where soil contamination with hexavalent chromium was discovered, we have reported the matter to the government and are working to take appropriate measures. Hexavalent chromium and cyanide concentrations in groundwater are measured once a year, but they have not been detected since 2018. Moreover, at the Tomioka Plant, where the soil and groundwater contamination due to tetrachloroethylene was found, we have voluntarily taken measures to prevent the spread of the contaminant after consulting with the government. The concentrations of tetrachloroethylene and its decomposition products in groundwater are measured twice a year, ensuring that these substances do not disperse beyond the site.

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## Environmental Risk Reduction

### Water Pollution Prevention

To prevent contaminated water from leaking from the plant, we have installed wastewater treatment equipment and oil-water separators, and in addition to thorough daily management, we also conduct measurements once a month to twice a year for continuous monitoring. Additionally, we conduct on-site training once a year in accordance with response procedures in the event of a spill accident.



Training at Tatsumi

### Air Pollution Prevention

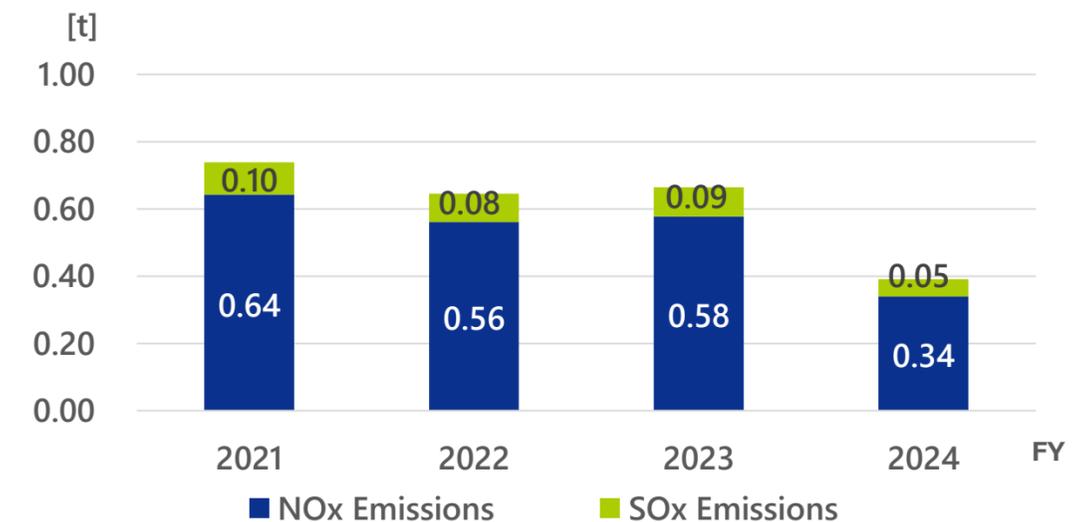
In order to reduce the amount of dust and chemicals emitted into the atmosphere from our plants, we have installed dust collectors and exhaust gas treatment equipment. Mist collectors are installed in processes where oil mist is generated to collect the mist.

Moreover, chlorine and hydrogen chloride emitted from the plating facilities at the Niisato Plant are removed using scrubbers. We measure exhaust gas emissions at least twice a year, and have never detected any emissions, confirming that there are no problems.

Furthermore, by switching the energy source for air conditioning used in domestic factories from kerosene to electricity, we are promoting the reduction of emissions of nitrogen oxides (NOx) and sulfur oxides (SOx), which cause air pollution.

With regard to chemical substances emitted from domestic business sites, we monitor the amount of substances designated under the Pollutant Release and Transfer Register law (\*1) (PRTR system (\*2)) and VOCs (\*3) emitted and transferred, and are continually working to find alternatives to these chemical substances in order to reduce their emissions into the atmosphere.

### Trends in NOx and SOx Emissions (Domestic)



\*1 PRTR Law: It is the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management

\*2 PRTR: Abbreviation for Pollutant Release and Transfer Register. This system requires business operators to determine the amount of chemical substances that may be harmful to human health or the ecosystem that are released into the environment and transferred outside their business premises as part of waste, and report this to governmental authorities, who then compile and publish the amount of emissions and transfers based on estimates made using reports from business operators and statistical data.

\*3 VOC: Abbreviation for Volatile Organic Compounds



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## Environmental Risk Reduction

### Fluorocarbon Leakage Prevention

We strive to prevent the leakage of fluorocarbons by thoroughly conducting simple and regular inspections, and we also strictly comply with laws regarding the rationalization of the use and proper management of fluorocarbons. Additionally, we regularly verify that the calculated leakage amount is less than 1,000 t-CO<sub>2</sub> per year.

### Recurrence Prevention in the Event of Environmental Non-compliance

MITSUBA Group promptly reports to the Chief Environmental Officer (MITSUBA Head Office) in the event of an environmental non-compliance, and after taking emergency measures at the office where it occurred, the cause is investigated, and corrective measures are implemented. The Chief Environmental Officer evaluates the effectiveness of the corrective measures implemented and instructs other Group companies to roll out the corrective measures horizontally. In FY 2024, the MITSUBA Group did not have any serious violations of environmental laws and regulations.

### No. of serious violations of environmental laws and regulations

[Item]	2021	2022	2023	2024 FY
	0	0	0	0
	■ Domestic		■ Overseas	



## TOPICS

### Awarded A rank in the 4th JRECO Fluorocarbon Countermeasures Rating

MITSUBA was awarded the highest rating of A rank in the 4th JRECO Fluorocarbon Countermeasures Rating, conducted by the Japan Refrigerants and Environmental Conservation Organization (JRECO), a general incorporated foundation, to evaluate initiatives to comply with the Fluorocarbons Emissions Control Law. This award was given in recognition of JRECO's high evaluation of MITSUBA's compliance system, including its fluorocarbon emission control and equipment management system.

We will continue to work to reduce fluorocarbon emissions and contribute to a sustainable society.





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## Management of Substance of Concern (SOC)

Due to the recent growing interest in environmental issues, regulations regarding hazardous chemical substances are becoming stricter every year around the world. Last year, there was a movement to restrict Medium-Chain Chlorinated Paraffins (MCCP), and there has been active discussion, particularly in Europe and the United States about restricting Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS), which are widely used in everyday products. The MITSUBA Group states in the MITSUBA environmental declaration that it will

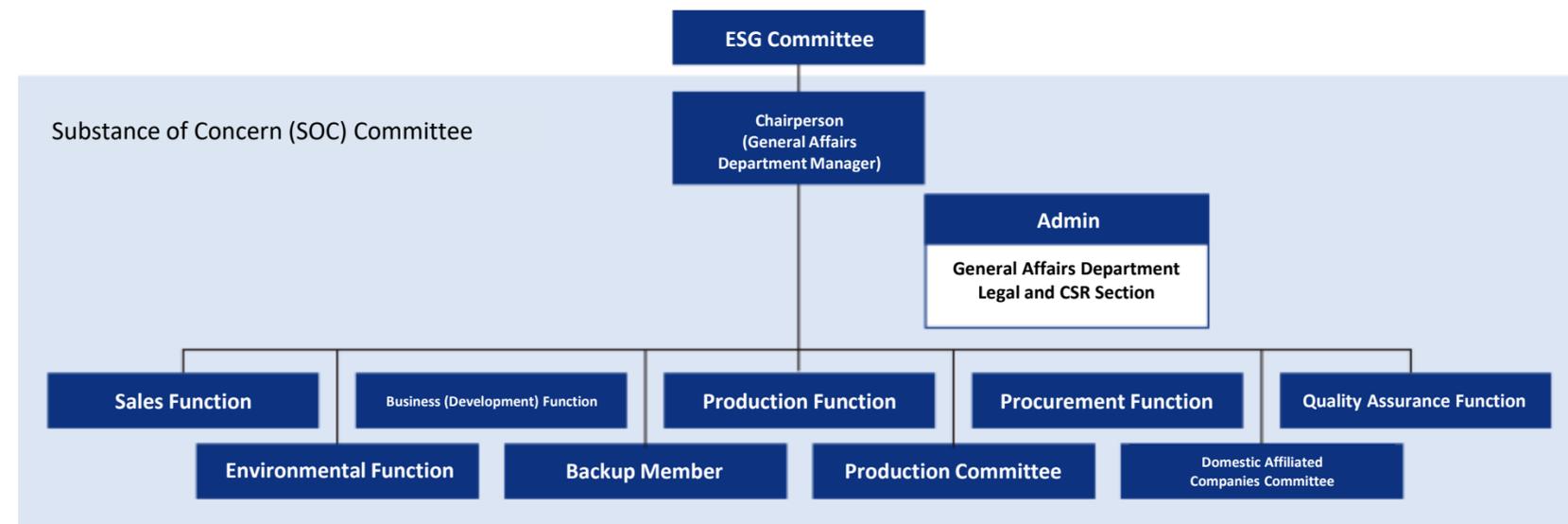
"strive to reduce pollution and properly dispose of it." In order to comply with strengthened laws and regulations in each country and region, such as the POPs Convention (\*1), the European ELV Directive (\*2), the European REACH Regulation (\*3), the U.S. TSCA Regulation (\*4), and the Chemical Substances Control Law (\*5), the MITSUBA Group is actively working to properly manage chemical substances and eliminate the use of hazardous chemicals, including those used in products.

- (\*1) POPs Convention: Stipulates the elimination and restriction of the production and use of Persistent Organic Pollutants (POPs)
- (\*2) European ELV Directive: A directive to reduce the environmental impact of end-of-life vehicles, stipulating restrictions on the use of lead, mercury, cadmium, hexavalent chromium, etc.
- (\*3) European REACH Regulation: Regulation on the registration, evaluation, authorization, and restriction of chemicals for the protection of human health and the environment.
- (\*4) U.S. TSCA Regulation: Toxic Substances Control Act. Law concerning the control of chemical substances and mixtures that pose an unreasonable risk to human health or environment.
- (\*5) Chemical Substances Control Law (Act on the Examination of Chemical Substances and Regulation of Their Manufacture, etc.): A law aimed at preventing environmental pollution by chemical substances that may harm human health and the growth of animals and plants.

### 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. This allows us to share information across departments and work towards achieving our goals.





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## Management of Substance of Concern (SOC)

### Management System

MITSUBA has established a global system to monitor the presence of hazardous chemical substances in products and to promptly submit various data, such as IMDS (\*5) and JAPIA sheets (\*6) when requested by customers. Moreover, we appropriately conduct investigations of management systems, responses to customer audits, etc.

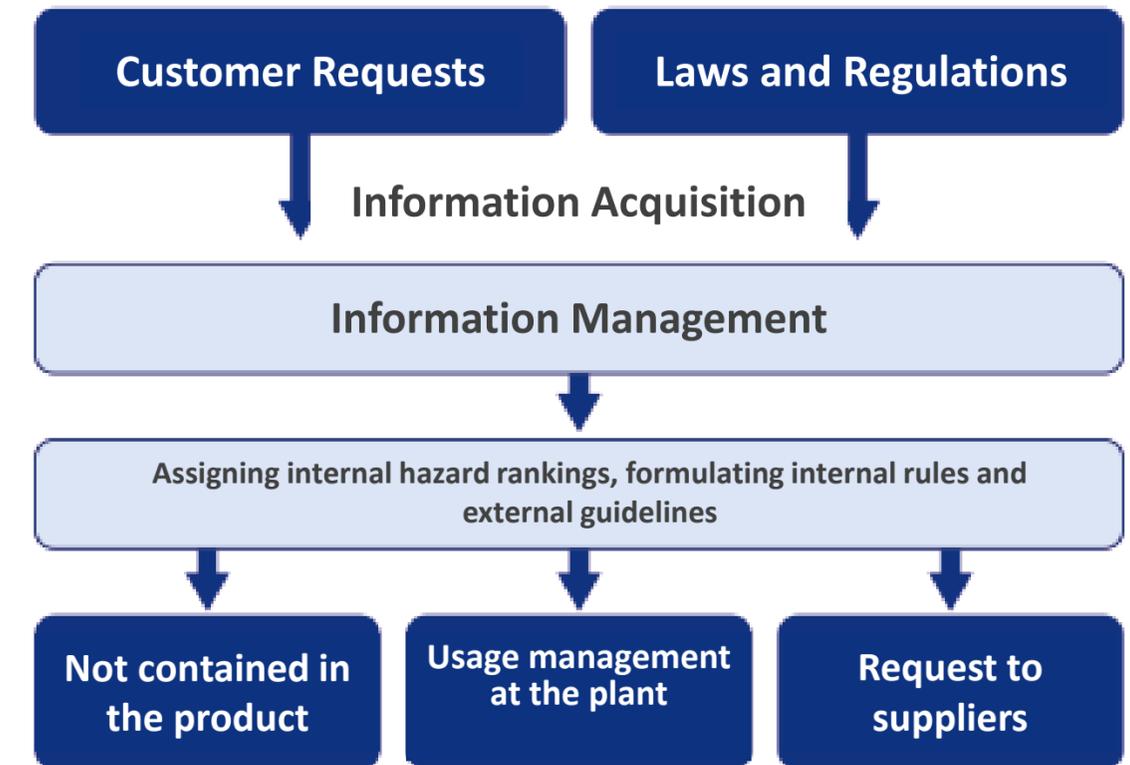
In order to comply with product regulations, MITSUBA has strictly controlled each stage of development, production, and logistics, but the cooperation of our suppliers is essential. MITSUBA also requires its suppliers to thoroughly manage their products based on the "MITSUBA Substance of Concern List" which adds industry standards (GADSL \*7) with individual customer requirements, as well as the "Group Green Procurement Guidelines."

(\*5) IMDS: Online system for investigating chemical substances contained in parts and materials of automobiles, etc., and confirming compliance with the regulations of finished vehicles.

(\*6) JAPIA sheet: Format created by JAMA (Japan Automobile Manufacturers Association) and JAPIA (Japan Auto Parts Industries Association) to register material components contained in products.

(\*7) GADSL: List of prohibited and declared substances agreed upon by European, American, and Japanese automobile manufacturers.

Diagram for Group Legal Compliance System





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## Management of Substance of Concern (SOC)

### Strengthening of Management System

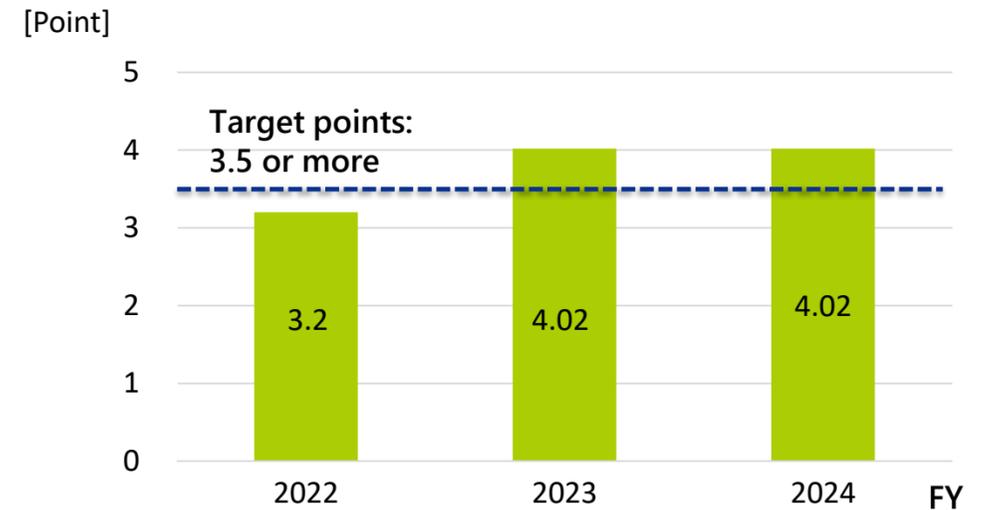
#### ■ Management System Evaluation based on Industry Standards

MITSUBA has utilized a self-diagnosis sheet (\*9) to evaluate and quantify its management response capabilities, identify areas for improvement, and develop measures to make such improvements. Specifically, we have promoted measures such as establishing a system to check compliance with laws and regulations at the appropriate time for new parts and parts with changed materials, strengthening the system for managing the window for accepting customer requests, clarifying audit procedures for suppliers, maintaining and enhancing procedure manual for submitting IMDS data, and institutionalizing education, which has resulted in a significant increase in the number of points in FY 2023. For FY 2024, we have improved and set out the JAMA / JAPIA Guidelines for the Management of Chemical Substances in Products (\*10).

(\*9) Self-diagnosis sheet:  
A tool for industry standard for self-evaluating the actual status of self-implementation of the management items specified in the JAMA / JAPIA Guidelines for the Chemical Substances Management in Products (\*10) on a 5-point scale.

(\*10) JAMA / JAPIA Guidelines for the Chemical Substances Management in Products : Guidelines for industry standard established by the Japan Automobile Manufacturers Association (JAMA) and the Japan Auto Parts Industries Association (JAPIA) to ensure proper management of chemical substances contained in products across the entire automotive industry.

### Self-diagnosis results



## TOPICS

### Initiatives to Replace Products that contains Dechlorane Plus

MITSUBA has completed the switchover of 96 products containing Dechlorane Plus (a chlorinated flame retardant), which will be banned by the European POPs Regulation starting February 2025, to products that do not contain it. We conducted an investigation into PIP3:1 (a phosphate flame retardant), found no parts containing substance, and confirmed that no parts contain this substance and that the use of current parts complies with the US TSCA. Furthermore, for products that do not have any prohibited substances required by law or customers, we implement measures to prevent their misuse for prohibited purposes and strive to maintain compliance.

Response to replacing prohibited substances in MITSUBA products

Prohibited substances	FY 2023	FY 2024	FY 2025
LC-PFCA	Compliance verification complete		
UV328	Compliance verification complete		
PIP3:1		Compliance verification complete	
Dechlorane Plus		Switchover complete (96 Products)	
MCCP			Switchover consideration





# Environment

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- 038 Environmental Management
- 042 Response to Climate Change
- 049 Resource Recycling
- 050 Environmental Risk Reduction
- 053 [Management of Substance of Concern \(SOC\)](#)
- 058 Biodiversity

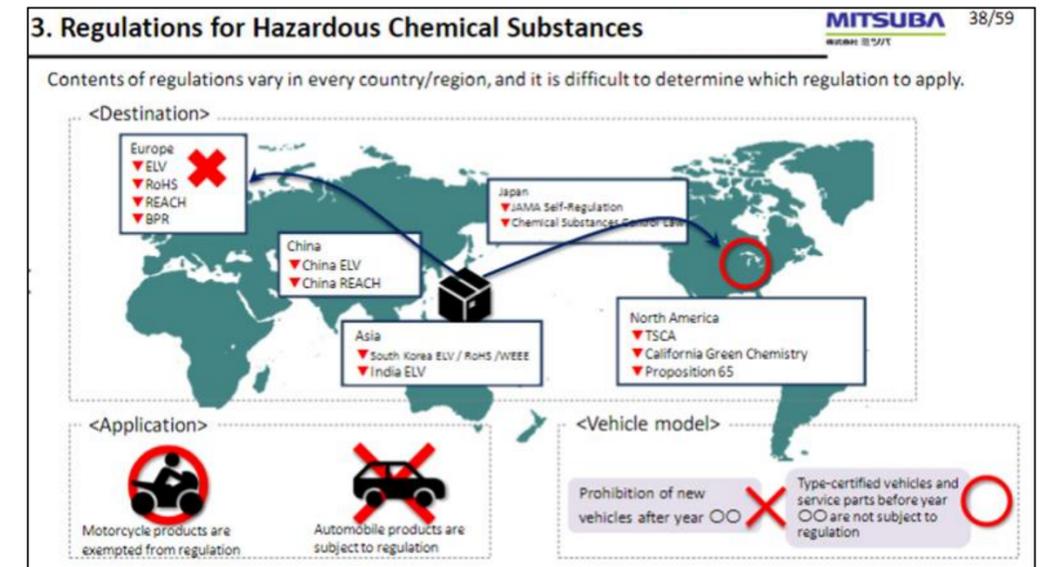
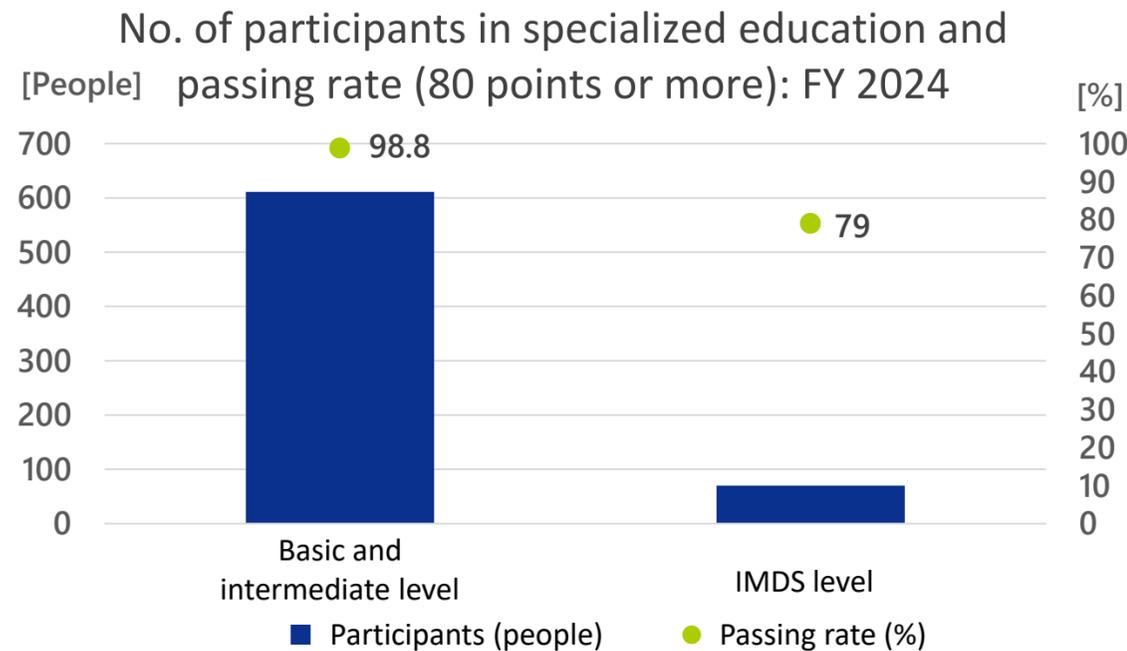
## Management of Substance of Concern (SOC)

### 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. The specialized education consists of three parts: Beginner level, intermediate level, and IMDS level. The content of the education is extensive, and a system has been established to allow employees at different levels and in different roles to take the appropriate courses. In FY 2024, we worked towards further improvement in understanding by developing a test function with explanations and managing pass rates.

Moreover, we distribute educational videos so that the personnel at overseas Group companies can also take the course. Furthermore, we have set up a help desk in Japan for MITSUBA overseas Group companies to provide individual education on how to determine whether contained substances comply with regulations, how to submit IMDS data to customers, etc., when necessary. When the IMDS system is revised, we provide timely education to keep up with the changes, such as informing employees of changes and precautions. Through this education, employees are able to have a personal responsibility and acquire necessary knowledge with SOC management, accelerating their efforts to achieve and maintain compliance with laws and regulations across the Group.



Examples of educational materials for overseas Group companies





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## Management of Substance of Concern (SOC)

### Strengthening of Management System

#### ■ Establishment of group standards

The MITSUBA Group has established group standards for IMDS, and is standardizing rules for building an IMDS data registration system, confidentiality management, data creation and checking, and escalation when problems occur. This allows us to manage IMDS data appropriately across the entire group, prevent data returns from customers, and ensure compliance with customer’s data submission deadlines.

### Contribution to the Establishing of Mechanisms and Public Relations Activities for Chemical Substance Management in the Industry

MITSUBA participated in the “Industry Standard Check Sheet TF” for the Chemical Substance Management in Products, led by the Japan Automobile Manufacturers Association and Japan Auto Parts Industries Association, and contributed to industry activities regarding the creation of a self-diagnosis sheet. Through this activity, we gained a deeper understanding about the management standards of the industry. By utilizing this tool, we are working to improve the efficiency of our management system throughout the supply chain. Moreover, we cooperate in investigating the impact of the legislation on additional prohibited substances in various countries on the automotive industry, and contribute to public relations activities regarding laws and regulations that do not interrupt social activities.

### Confirmation of Group Management System

MITSUBA verifies the results of self-diagnosis sheets and provides guidance for improvements to quality-related personnel at Group companies in order to strengthen its management system.

### Auditing of Suppliers

For suppliers whose management systems need to be checked, we ask them to complete a self-evaluation using a self-diagnosis sheet, and then we conduct a management system audit based on its results to confirm that there are no problems. In FY 2024, we conducted an online audit of one company, requested and implemented corrective measures, and asked for their cooperation in further strengthening and improving the management system. Moreover, with the cooperation of our rubber parts suppliers, we conduct on-site inspections and carry out interviews and information exchanges regarding the status of chemical substance management in products, and we continue to improve shared understanding through collaboration.



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## 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.

Moreover, with the aim of minimizing the impact of our business activities on biodiversity, we measure and evaluate the exhaust gas and the wastewater from our plants more frequently than required by the law.

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).



### TOPICS

#### Clean-up activity at the Takayama-sha Ruins, a World Heritage Site

At Onishi plant, a total of 49 employees participated in a cleanup activity at the Takayama-sha Ruins, a World Heritage Site. We worked together to clean up the area to express our gratitude for being able to manufacture products in this region.

The cleanup provided a valuable opportunity for employees to rediscover the history and nature of the area.





# Society / Human Resources

## MITSUBA Group Sustainability Report 2025

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## MITSUBA Group Human Rights and Labor Policy

### 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 do 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 working environment and support the realization of work-life balance.

#### 5. Health and safety

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 or appointment and environmental improvement for diverse human resources, including women, foreigners, and people with disabilities. 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. Promotion of health

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 continue to develop systems and environments where employees understand and accept each other.



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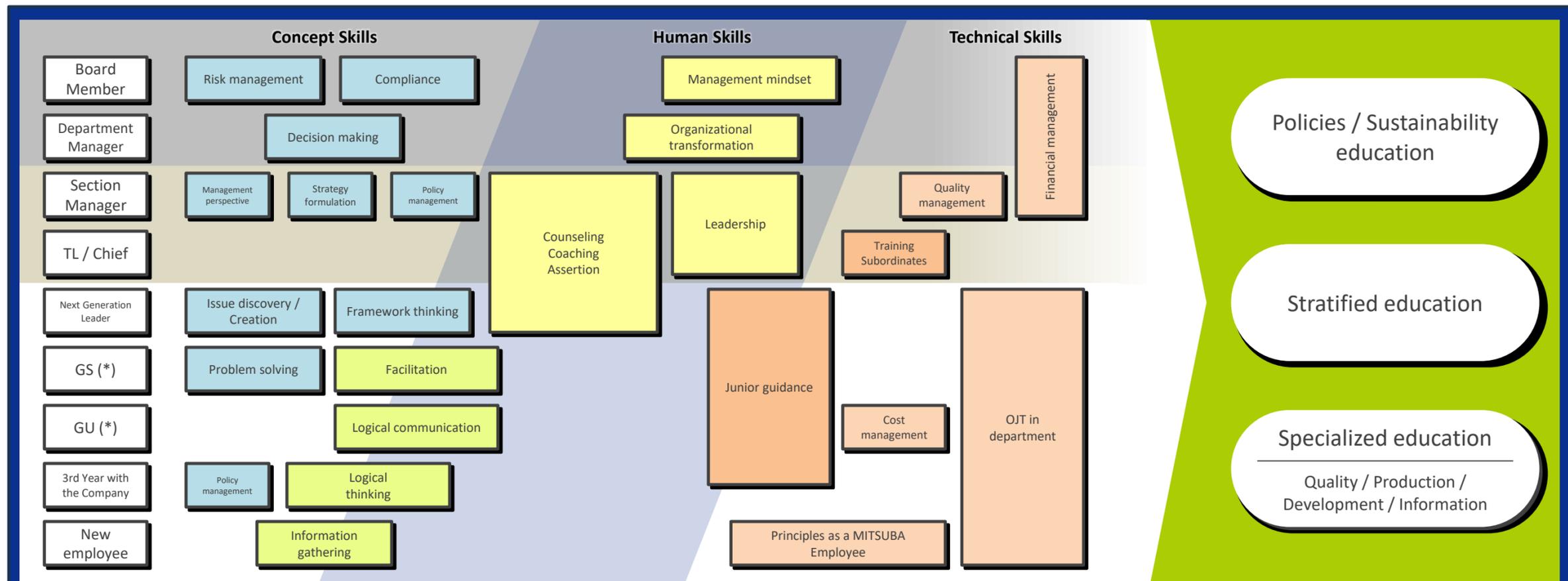
## Human Resource Development

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.

### Educational Curriculum and Training System

At MITSUBA, we provide policies / sustainability education, rank-based 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.



FY 2024 Off-JT training hours per MITSUBA employee ▶ 18.0 hours

(\* ) GS and GU are MITSUBA job grade names.





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## Human Resource Development Educational Curriculum and Training System

### Next Generation Leader Training

We provide selective training with the aim of systematically developing human resources who can take responsibility for the future of the company and demonstrate leadership skills. Through learning the "conceptual skills," this training enhances the ability to think theoretically and creatively about things and to determine their essence. Moreover, we provide a systematic education on the "communication skills" necessary for managers, encouraging behavioral change in the workplace.

Contents	Implementation Frequency	Number of Participants
Conceptual Skills	Twice a year	73 people
Communication Skills	Twice a year	38 people



### INTERVIEW

We are in charge of the planning and managing in-house training. In FY 2024, we focused particularly on conducting reskilling and management training. In reskilling, we conducted "Excel courses" and "negotiation skills training" aimed at strengthening the basic skills essential for carrying out work, as well as "model-based development courses" to promote simulation development. In management training, we newly planned and implemented "1-on-1 training" for managers to improve their skills when interviewing their subordinates, as well as "leadership training" for section managers. Moreover, we introduced a system in which assessments are primarily conducted by department and section managers. Based on the results, necessary

### Managerial Sense Practical Training

We provide a place of "awareness" where employees properly recognize themselves as managers, seize the opportunity for self-transformation, and develop managerial sense and strategy formulation ability that can be applied to their work. This allows employees to acquire the "company-wide management perspective" required for a more advanced career stage.

Training Schedule	Contents	Number of Trainees
Day 1	Medium-term plan and management strategy, SWOT analysis	24 people
Day 2	Financial analysis	
Day 3	Cross SWOT analysis of the company	
Day 4	Discussion of future initiatives	

education can be accessed through live streaming or on-demand session. Although the effects of the trainings are not immediately apparent, we would like to enhance our in-house education with the aim that the growth of each employee will lead to the growth of the company.



**Miki Matsumoto and Yuka Hosoya**  
 MITSUBA Corporation  
 Human Resources Department,  
 Human Resources Development Section



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## Human Resource Development

### 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.

### Passing on Technologies and Skills

Passing down technologies and skills, learned through long years of experience, is not easy. Therefore, MITSUBA Group considers this an important job.

### ■ 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. MITSUBA Group employees who have received recommendations in the workplace after working with MITSUBA for two years acquire the necessary skills and knowledge in each of the following divisions: machining, precision machining, plastic processing, and electronics after entering the school.



MITSUBA Training Center



Lectures at vocational training school





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## Human Resource Development

### Passing on Technologies and Skills

#### ■ National Skills Competition

MITSUBA participates in the National Skills Competition, which is held annually, for the purpose of nurturing young skilled workers who will assume manufacturing roles in the future. The contestants, all under the age of 23, compete in about 40 categories 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 train every day. Currently, we participate in mechatronics, electronics assembly and resin molding, and we have achieved excellent results, including winning silver, bronze, and fighting-spirit prizes at national competitions that we have previously participated in. The technical skills honed over the three years will serve as the foundation for subsequent career development.



Training

### 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 Assignment 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.



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## Human Resource Development

### 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 Design Sheet	Once a year	Implement evaluation of knowledge and skills to shape future career
Career Design Training	11 times a year	Self-awareness of one's own strengths and weaknesses and thinking about future career plan
Career Interview (Age 50/55)	At age 50/55	Improve employee independence and autonomy
1 on 1	Monthly (recommended)	Improve employee independence and autonomy and eliminate lack of communication



Career Design Training

#### ■ 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 the feedback process.

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.



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



Seminar

### 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 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.





# Society / Human Resources

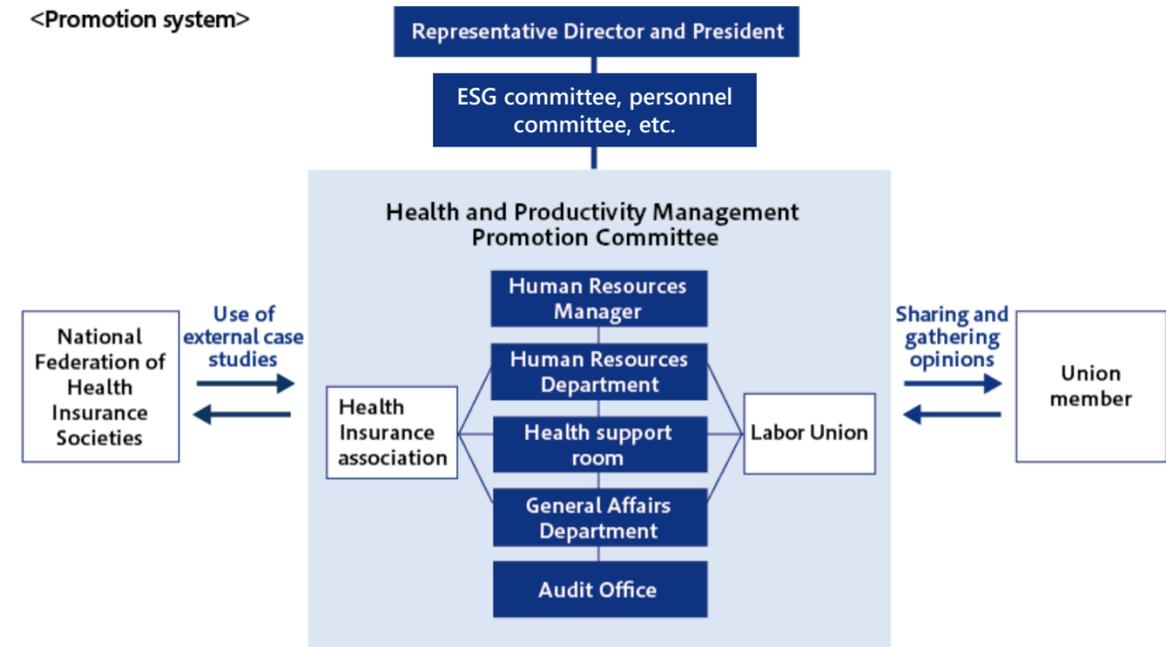
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## Health and Productivity Management

### 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 management-level 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 "Certified Health and Productivity Management Organization" for three consecutive years 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.



2025  
**健康経営優良法人**  
 KENKO Investment for Health  
 大規模法人部門





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## 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	FY 2024 results
Regular health checkup rate *Supplementary checkup included	100%	100%
Body Mass Index (BMI)	65%	60.4%
High stress rate	14%	17.8%
Smoking rate	25%	30.3%
Specific health guidance implementation rate	30%	32.0%
Rate of people with findings in regular health checkup *Supplementary checkup included	70%	81.6%
Stress check participation rate	95% or more	99.7%
High stress person follow-up rate	100%	100%
Regular exercise rate	25%	25.7%
Average days of paid leaves taken	12 days	13.7 days



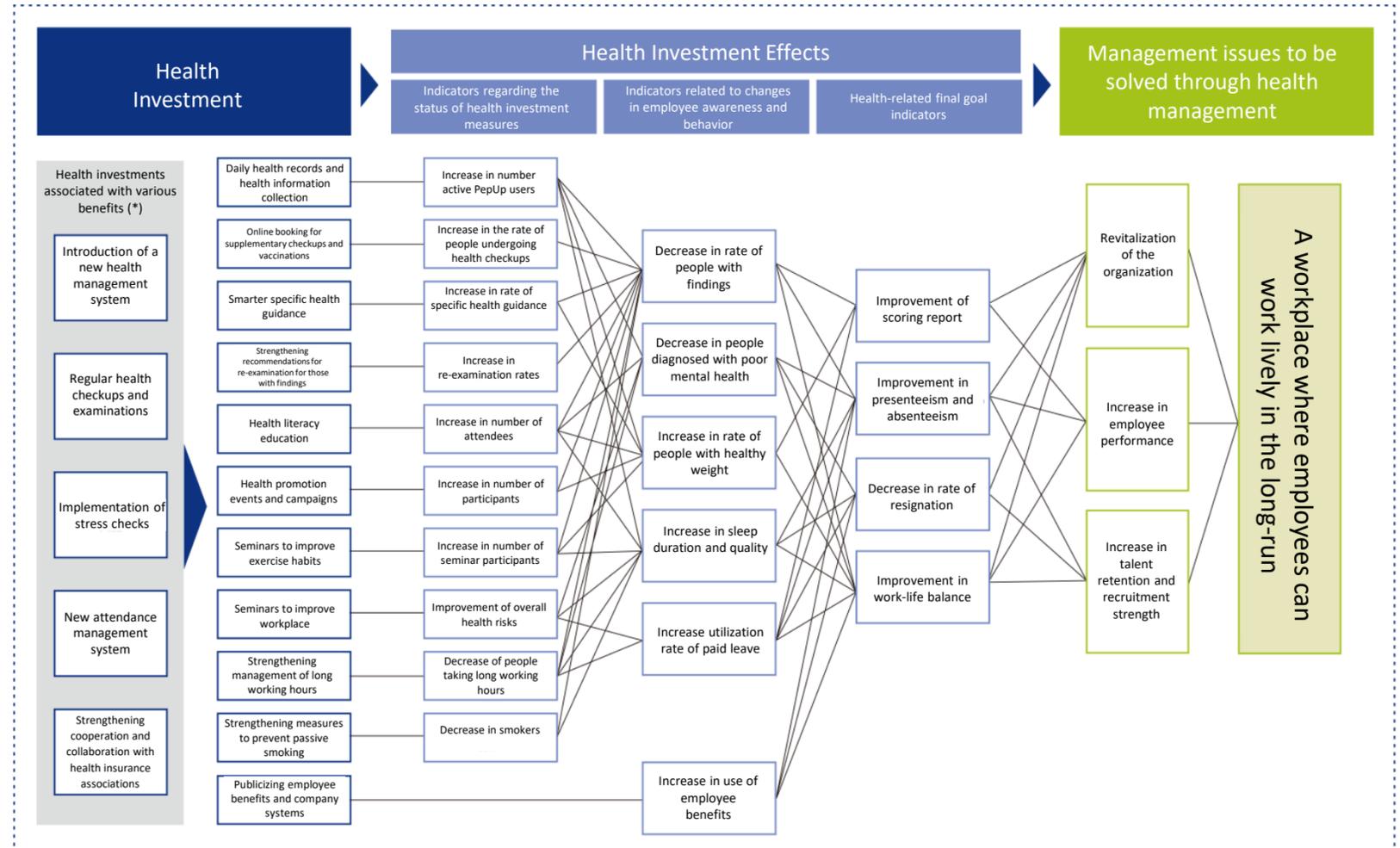
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## Health and Productivity Management

### Health and Productivity Management Strategy Map



(\*) Generally, "Health Investment" corresponds 1 to 1 with "Indicators regarding the status of health investment measures." However, since there are "Health investments" that correspond to multiple "Indicators regarding the status of health investment measures", such "Health investments" are considered "Health investments associated with various benefits."



### Health Resources

Human Health Resources						Environmental Health Resources	
Number of active users of the health management system	Rate of specific health guidance	Number of participants in literacy education	Number of participants in exercise habit improvement seminars	Rate of people with findings	Rate of people with healthy weight	Health management system	Organizational culture
Rate of people undergoing health checkups	Rate of re-examination	Number of participants in health promotion events	Overall health risk	Number of people diagnosed with poor mental health	Presenteeism	In-house sharing of top management's message on health management	Clear health management policy
Sleep duration and quality	Number of employee benefits used	Scoring report	Work-life balance	Absenteeism		Attendance management system	Employee benefits and internal company policies



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## Health and Productivity Management

### ■ MITSUBA Health and Productivity Management Measures

	Measure	Desired Effect	KPI
<b>Daily health support</b>	(1) Integration and cooperation of systems	Improvement of employee's 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
<b>Life improvement support</b>	(1) Implementation of exercise habit improvement seminars	Exercise will become a habit and a daily routine.	Number of seminar participants
	(2) Implementation of dental and oral health related seminars	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
	(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
<b>Support for patients requiring treatment</b>	(1) Reinforcement of recommendation for re-examination to group of persons with findings	Prevention of aggravation	Number of reexaminations
	(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.



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## Health and Productivity Management

### Specific Examples of Initiatives

#### ■ Walking as a Social Contribution and Health Promotion: Promoting through Collaborative Health

MITSUBA, in cooperation with MITSUBA health insurance society, has implemented an initiative in which walking not only promotes one's own health, but also contributes to society by providing school meals to children in developing countries. We set a goal for employees (6,000 steps per day) and donated 20 yen (equivalent to one school meal) for each employee who achieved the goal to the NPO TABLE FOR TWO International (hereinafter TFT) as part of the TFT program, providing nutritious school meals to children in Africa and Asia.

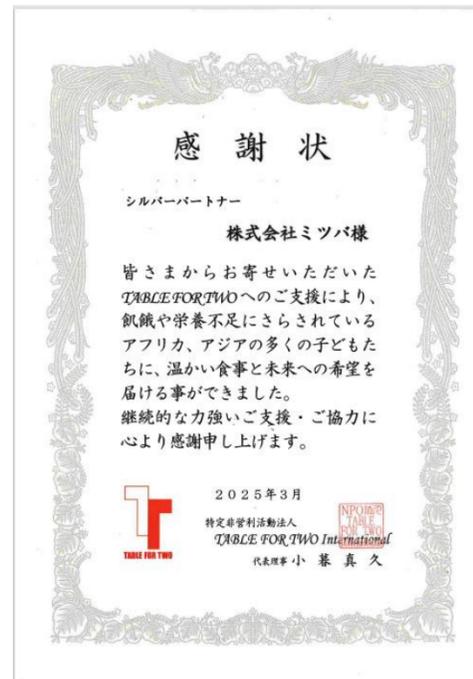
[Results]

Target: 6,000 steps / day

No. of employees who achieved the goal: 10,919

Donations: 218,380 JPY

(\*1) TABLE FOR TWO  
A non-profit organization with the mission to eliminate global food imbalances and simultaneously improve the health of people in both developing and developed countries.

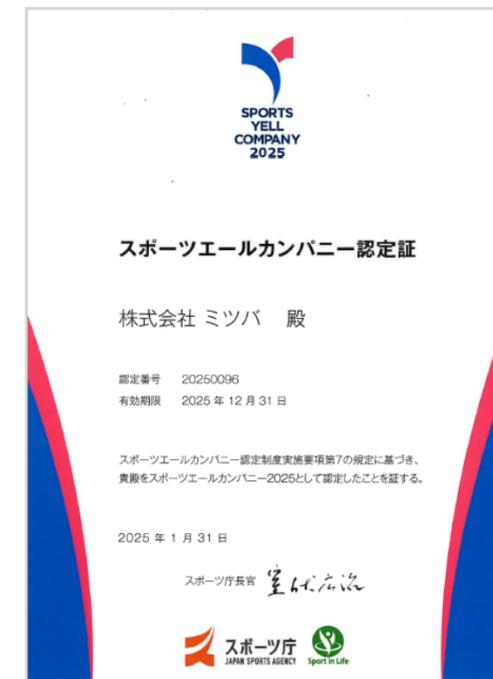


#### ■ Sports Yell Company Certified

As part of the health management initiatives, MITSUBA shared information about its initiatives with other companies and participated in the Sport in Life Consortium (\*1) of the Japan Sports Agency with the aim of further encouraging employees to exercise. Moreover, as a result of reporting the company's activities in the program, MITSUBA has been certified as a "Sports Yell Company 2025 (\*2)."

(\*1) Sport in Life Consortium: A consortium consists of private companies, organizations, and local governments, etc., that support the Sports Agency's Sport in Life philosophy.

(\*2) Sports Yell Company 2025: A system established in FY 2017 with the aim of improving the social evaluation of companies actively promoting strategic measures for healthcare of their employees by certifying companies promoting measures to support and encourage the sports activity of their employees.





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## Creating Rewarding Workplaces - Toward the Realization of Diversity

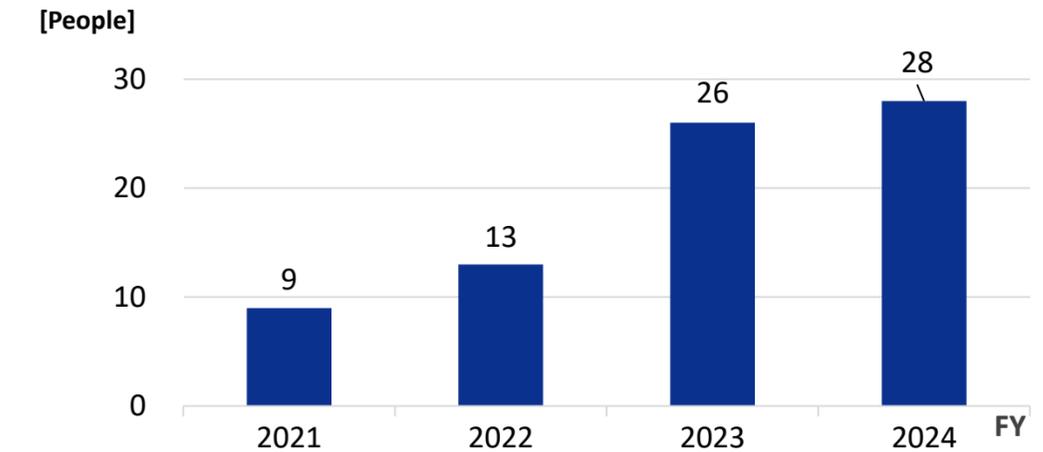
In order to create new value and pleasure which are the goals of “MITSUBA VISION 2030”, it is essential to accept diversity, respect ideas and values, and realize diversity that includes open exchanges regardless of position or organization. MITSUBA Group has been actively hiring and promoting diverse 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

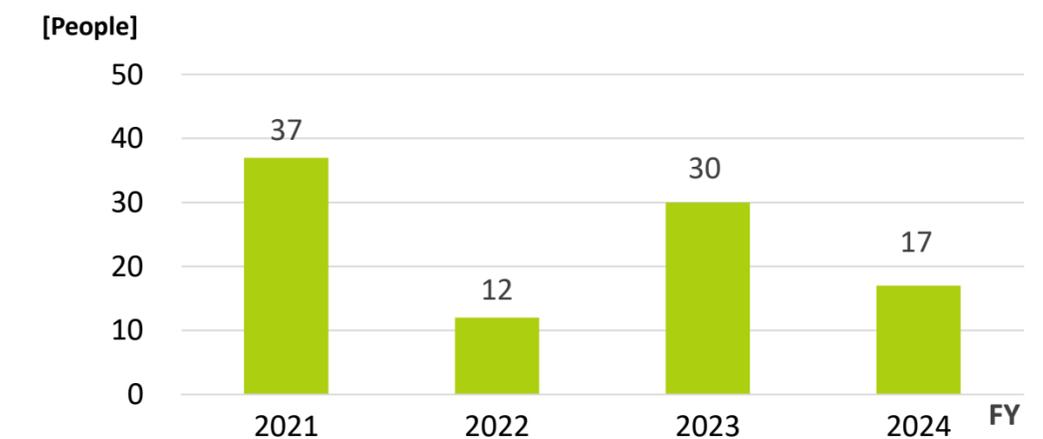
#### ■ Work and Family Balance Support System

In order to support employees who are raising children, MITSUBA has established a “shortened working hours system for childcare” that can be used 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 hospital visits, infertility treatment, etc. 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





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## Creating Rewarding Workplaces - Toward the Realization of Diversity

### Creating a Comfortable Workplace for Women

#### ■ Establishment of Ohisama Garden (In-house Daycare Center)

In April 2007, MITSUBA Group established “Ohisama Garden”, an in-house daycare center for MITSUBA Group employees, as part of initiatives to create a work-friendly environment 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 daycare facility “Ohisama Garden”

#### ■ Initiatives to Women's Empowerment Promotion in the Workplace

MITSUBA launched the “Women's Empowerment Promotion Project” in September 2022 as a company-wide project directly managed by top management and has been working on it ever since. The members selected from each division within the company exchange opinions across division and job boundaries to consider and propose measures to create a workplace environment, corporate system, and communication environment that are easy for women to work in and make recommendations and proposals to top management through the human resources meetings and other forums. The proposed measures are reflected in revisions to systems and rules, contributing to the improvement of systems and culture within MITSUBA. In April 2024, we started to revamp our objectives and project members and promote activities to achieve “Career Advancement and Skill Development for Women.”



Regular meeting

#### Project Implementation Measures (Partial) ▼



Pregnancy and Childbirth Handbook (Distributed to all MITSUBA employees)



Publication of Paternity Leave Experiences



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## Creating Rewarding Workplaces - Toward the Realization of Diversity

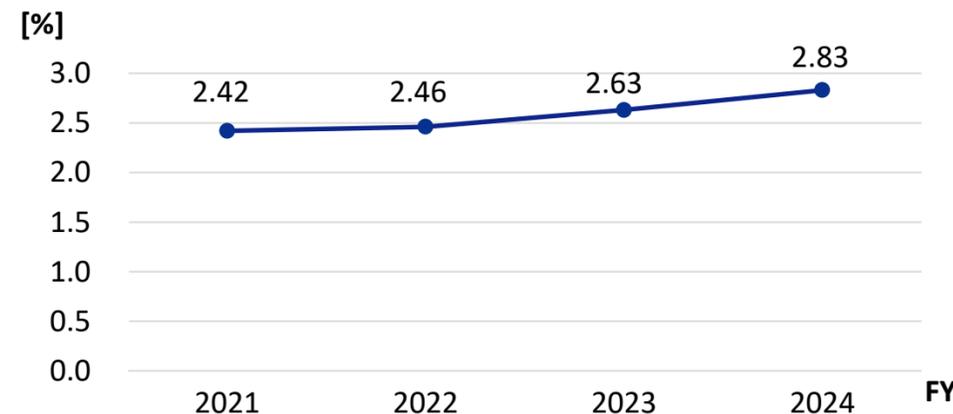
### Promotion of Employment for Persons with Disabilities

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



AMCO

### MITSUBA Group (Domestic) Persons with Disabilities Employment Rate



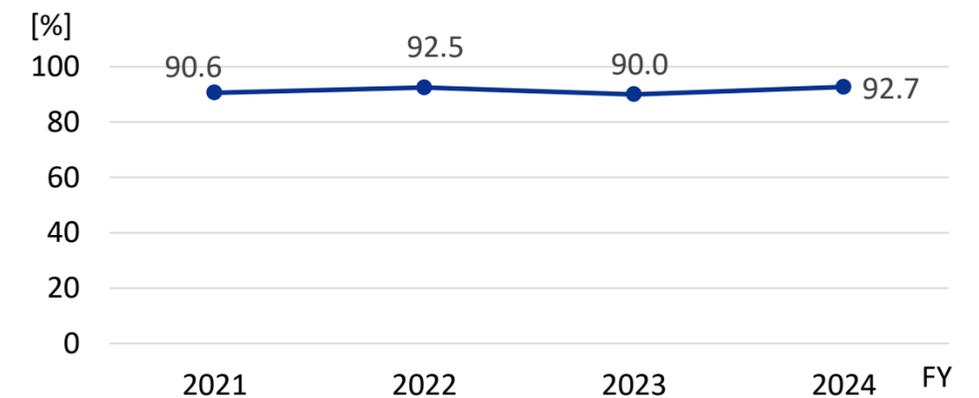
### Promoting the Utilization of Non-Japanese Human Resources

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.

### 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, many employees continue to fill active roles in various workplaces even after their retirement, making use of the skills and knowledge they have cultivated over many years.

### Rate of post-retirement re-employment





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## Quality Assurance

### Quality Policy

We shall 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.

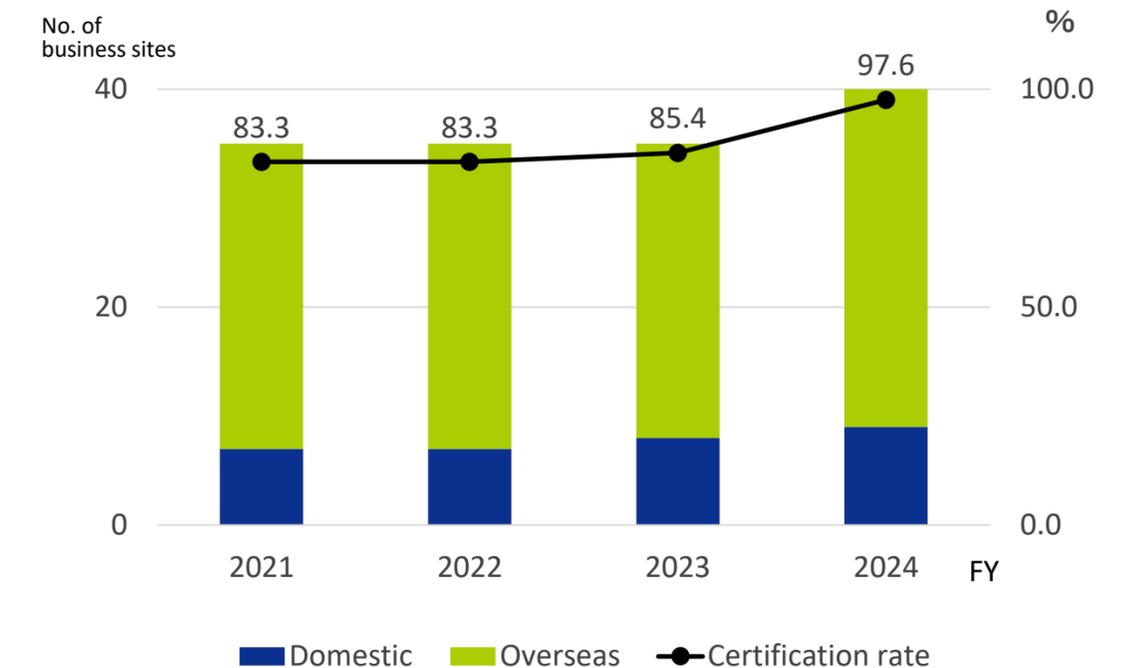
Moreover, we aim to make the name of MITSUBA synonymous with the values of “technology in harmony with society and the environment” and “pleasure and peace of mind.” We will expand the MITSUBA brand not only in Japan but also throughout the world.

### 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.

### Number and rate of acquisition of IATF 16949 certifications acquired at production sites





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## Quality Assurance

### Quality Management System

#### Internal Control

As part of our internal quality control, we conduct yearly “internal quality audits” at each business site to check whether processes are functioning properly, and improve our systems through management reviews. Furthermore, in order to strengthen control across the entire Group, MITSUBA Head Office audits the quality assurance systems of both overseas and domestic group companies and works to standardize the operation of MITSUBA’s quality management system. Moreover, we conduct quality compliance audits yearly to check whether on-site inspections are being carried out properly in accordance with the rules, and whether any irregularities such as data tampering have occurred, by checking the actual site and the actual items.

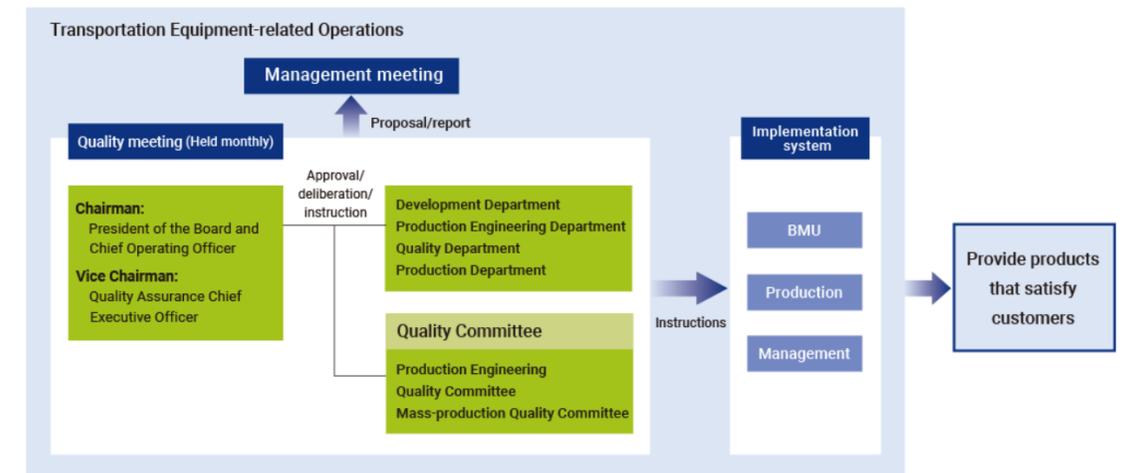


Audit

### 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 global quality costs.





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## Quality Assurance

### Quality Assurance Activities

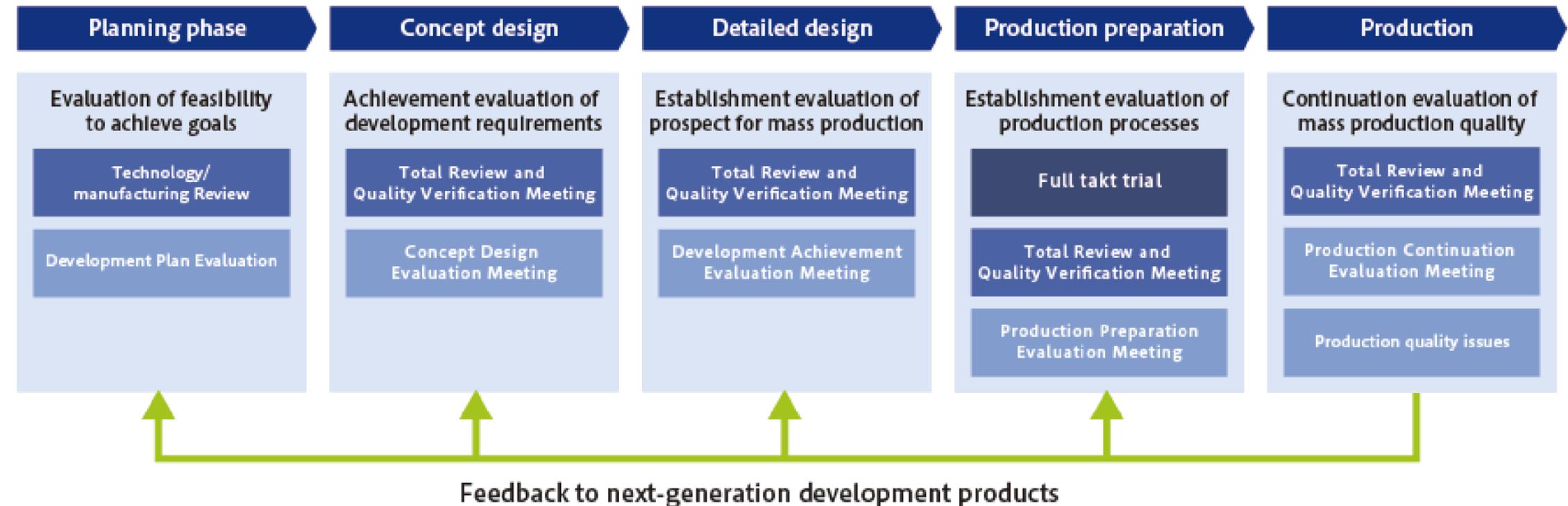
Based on our product development flow, MITSUBA holds quality verification meetings at each stage from development planning to design and production. At these meetings, we evaluate product safety and conformity with quality regulations.

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.

### Prevention of Recurrence When Quality Defects Occur

In case a quality defect occurs, we register it in the MITSUBA Group's quality information system, and if necessary, countermeasures shall be laterally spread with other production sites to prevent the quality defects from spreading to customers. Thereafter, we implement initiatives aimed at preventing recurrence, and the results are reported and discussed at quality meetings, etc., leading to the prevention of similar defects from occurring again.

### Management during new product development





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## Quality Assurance

### Quality Improvement Initiatives

#### Quality Education

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

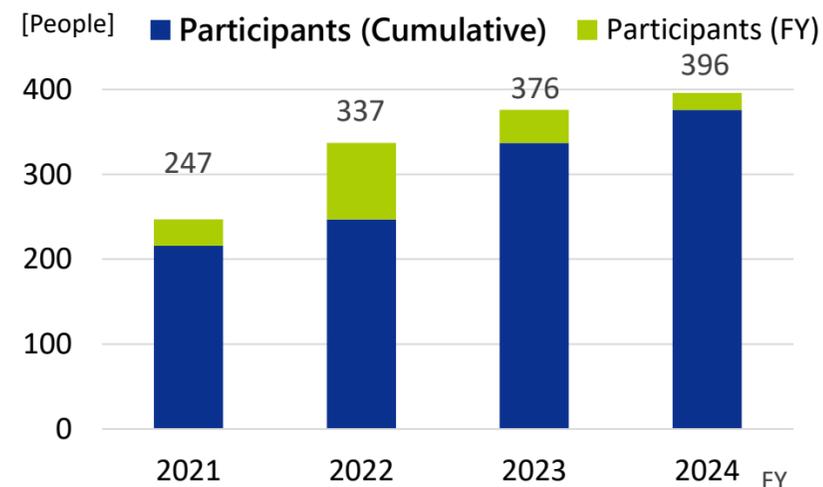
For stratified education, we have conducted education for managers that fosters a culture of quality. We are also working to build management that places utmost priority on quality. We also strive to improve quality awareness by learning lessons from problems in the past and providing feedback to product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

For specialized education, in order to establish highly durable

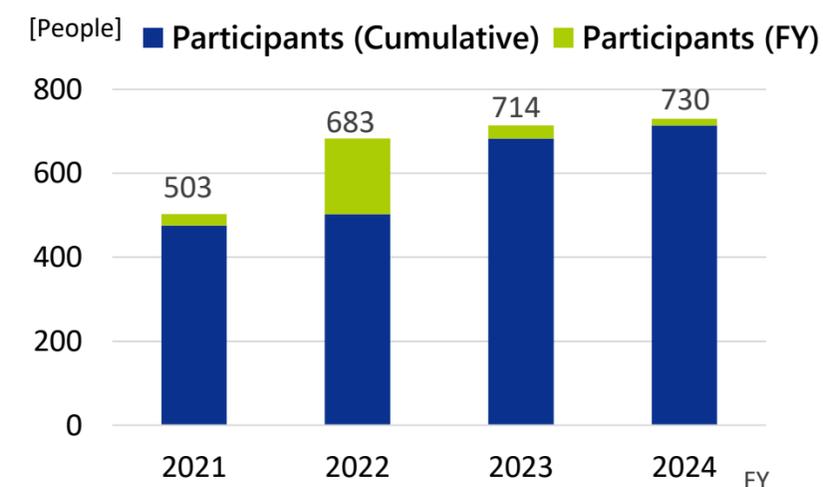
designs (including changes in the operating environment and changes overtime) and processes which make manufacturing easier, we are conducting quality engineering education and working on concurrent development (\*) that combines simulation and quality engineering.

(\*) 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.

No. of participants in quality culture training



No. of participants in quality engineering training



Quality Culture Training



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## Quality Assurance

### 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 55 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 companies. Improvement cases are selected from the companies and reported at MEE Conference regularly. In 2025, 9 groups from Japan and 14 groups from overseas participated and shared improvement cases.

We will continue our quality improvement activities in the future to further improve quality.



MEE Conference Participants



MEE Conference





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## Quality Assurance

### Quality Improvement Initiatives

#### Quality Improvement Initiatives

In order for MITSUBA to continue to be chosen by customers, the cooperation of our suppliers who provide us with the components and materials for our products is essential. MITSUBA issues quality control standards based on the international standard IATF 16949 for the automotive industry to all of its suppliers, and requires them to comply with these standards. Furthermore, we are working closely with our suppliers to establish quality assurance system, and provide ongoing support in order to enhance the quality assurance systems of our suppliers.

#### <Major activities with suppliers>

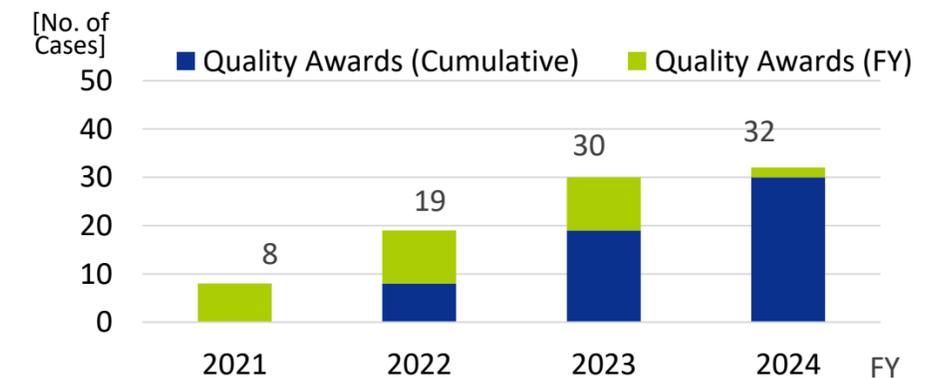
- We hold a briefing on the annual quality policy and quality targets to share our efforts in quality improvement at the beginning of each fiscal year.
- We manage monthly and annual quality evaluations of our suppliers, notify them of the results, and ask for their cooperation in making improvements.
- The suppliers undergo self-audits, or MITSUBA conducts on-site audits to provide support for improvements depending on the quality evaluation. Moreover, we implement quality improvement activities throughout the year and provide ongoing advice and support for suppliers who are deemed to require focused support.



### TOPICS

#### Quality Awards from Customers

MITSUBA has been recognized by the customers for its quality performance and initiatives for quality improvement strategies. MITSUBA Group has received a total of 32 quality-related awards over the four years since 2021.





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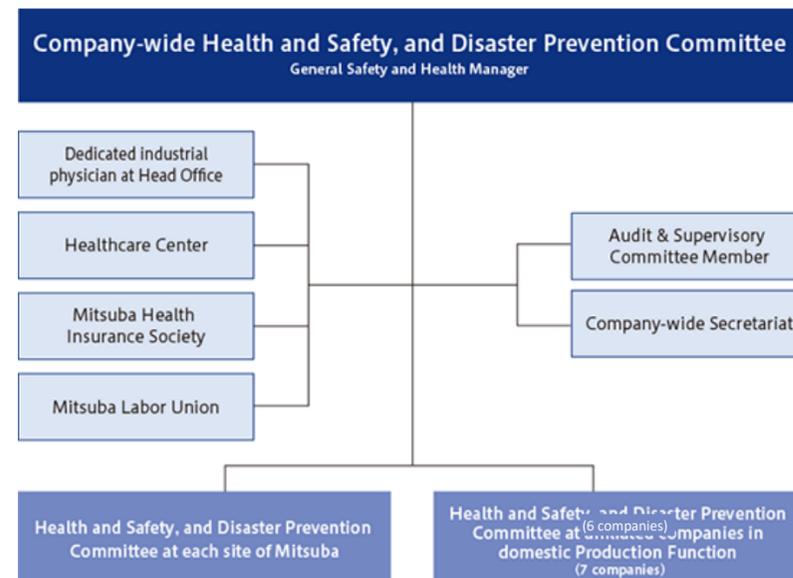


## Occupational Health and Safety

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” keeping in mind 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 personal concerns, as well as by providing a “safe working environment” and “psychological safety.”

### Company-wide Safety, Health, and Disaster Prevention Committee

In order to strengthen information sharing between business sites and the implementation of measures, MITSUBA Group has established a “Company-wide Safety, Health, and Disaster Prevention Committee,” chaired by the Executive Officer in charge of production. Furthermore, we have established a “Health, Safety, and Disaster Prevention Committee” at each business site and hold monthly meetings to ensure and improve the occupational health and safety of the employees by taking into account employee opinions and requests.



## Group Health and Safety Policy

### Health and 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 come to harm.

## Activity Targets

Total Accident Frequency Rate (\*) 0.654 or less

Zero injuries and zero delivery delays when disasters occur

(\*) An index that represents the frequency of accidents, which is the number of fatalities and injuries due to occupational accidents, including injuries and illnesses resulting in absence from work, per 1 million actual working hours.  
 Total accident frequency rate = Number of fatalities and injuries due to occupational accidents including injuries and illnesses resulting in absence from work / Total actual working hours x 1,000,000



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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. We carry out risk assessments on newly introduced and all existing equipment, including those that undergo operation change, 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. Moreover, we are striving to improve our management system by referring to examples of workplaces that have been accident-free for a long period of time.



Patrol



### INTERVIEW

I am in charge of safety and health management, as well as health care tasks, and I am working to create and maintain a working environment where employees can work with peace of mind.

In FY 2024, we operated the Company-wide Safety, Health, and Disaster Prevention Committee, conducted chemical substance risk assessments and safety-related awareness activities for employees. In particular, we worked to improve safety awareness through making safety cards and posters, as well as renewing the intranet. As a result of these activities, the number of domestic accident-free sites increased in FY 2024, and the number of occupational accidents also decreased.

What I value the most is "creating a workplace where everyone can work with peace of mind." Occupational accidents and health impairment can often be prevented with ingenuity and caution,

and we believe that it is important to "prevent them before they occur." Safety is not something that can be achieved by one person alone, but something that is built together. I would like to continue working with all of our employees to create a better working environment. My goal is to build systems and processes so effective that my support is no longer needed.



**Yukie Ikeno**  
 MITSUBA Corporation  
 Human Resources Department,  
 Human Resources Development Section



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## Occupational Health and Safety

### Initiatives for Occupational Health and Safety

#### ■ 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, we translate work instruction sheets and other notices into the native languages of the trainees (Chinese and Vietnamese) for business sites that operate a foreign technical internship program to ensure that they can work and act safely at their work sites.

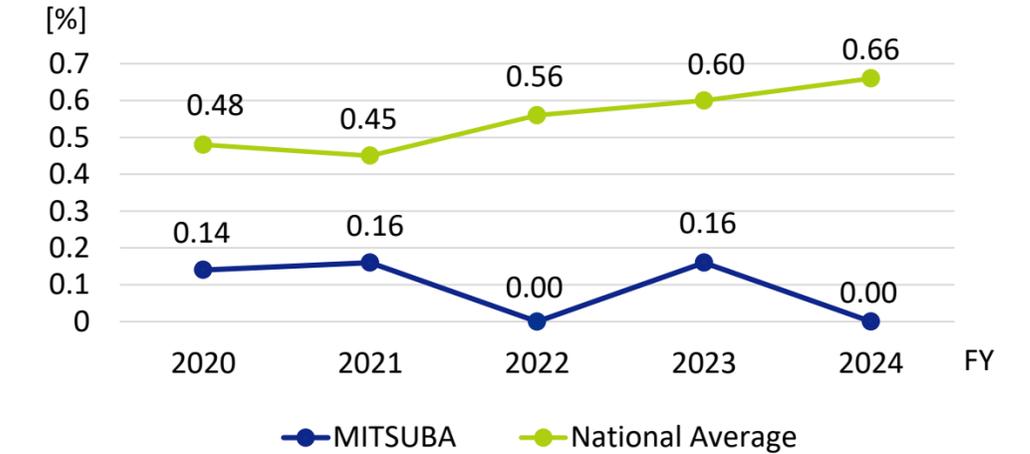
#### ■ Health and Safety Training

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.



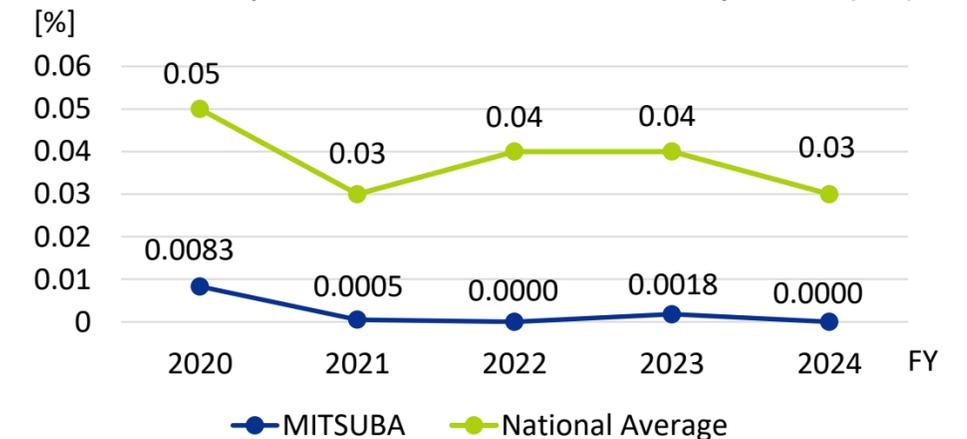
### Occurrence of Occupational Accidents, etc.

#### MITSUBA Occupational Accident Frequency Rate (\*1)



(\*1) An index that represents the frequency of accidents, which is the number of casualties due to occupational accidents per 1 million actual working hours.  
 Frequency rate = Number of casualties due to occupational accidents (absence) / Total working hours x 1,000,000

#### MITSUBA Occupational Accident Severity Rate (\*2)



(\*2) An index that represents the severity of an accident, which 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



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## Occupational Health and Safety

### Occurrence of Occupational Accidents, etc.

#### ■ Initiatives to Prevent Recurrence

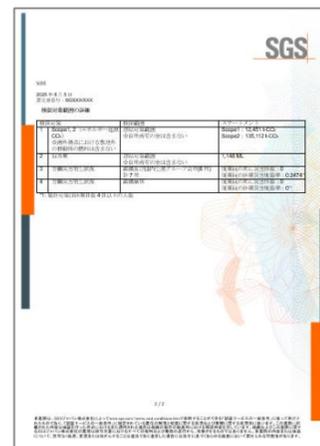
When occupational accidents occur, the company-wide corporate general safety and health manager of MITSUBA Group personally visits the site to inspect the situation and pinpoint the underlying cause. We also use an Occupational Accident Analysis Sheet to identify the cause, take measures to prevent recurrence, and verify the effectiveness of the measures. Regarding occupational accidents, the Company-wide Safety, Health, and Disaster Prevention Committee is working to prevent similar accidents from occurring by laterally spreading information to each business site.

#### ■ Third-party verification of social data

MITSUBA Group has undergone third-party verification by SGS Japan Inc. with the aim of improving transparency and reliability regarding the number of work-related deaths and frequency rates of lost-worktime injury of employees. Going forward, we will continue to work on improving data accuracy and continuous improvement while gradually expanding the scope of verification.

### Optimization of working hours

MITSUBA has introduced an attendance management system to ensure that employees can properly report their daily working hours. This system is designed to ensure proper management of working hours by displaying an alert when working hours approach the upper limit set by the agreement on overtime and holiday work (36 Agreement) and to incorporate a system that prevents applications from exceeding the upper limit. Moreover, in order to accurately understand the working status of employees, we have introduced a system that records computer log-on and log-off information, which is used to properly manage working hours.



Verification statement



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## Respect for Human Rights

MITSUBA Group upholds respect for human rights in its code of conduct, “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 conduct “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.

### Prevention of Harassment

MITSUBA prohibits harassment related to gender, pregnancy, childbirth, childcare, elderly care, as well as power harassment and sexual harassment, etc. and establishes internal regulations to these effects. Moreover, we have established “MITSUBA Free Consultation Desk” both inside and outside the company, and when a matter is reported, we verify the facts and take measures to prevent recurrence.

### 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.

#### ■ 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.





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## Respect for Human Rights

### ■ 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' working styles and working conditions, these new systems are implemented only after mutual consultation and agreement between labor and management. 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 sustainability education (including MITSUBA Group Human Rights and Labor Policy, etc.) for employees using e-learning, and by providing education on harassment at the "Personnel Labor 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.

### Human Rights Assessment

At MITSUBA, we undergo periodic (once a year) sustainability performance evaluations by third-party organizations, and strive to maintain and improve the system by incorporating any human rights issues that emerge into our plans for the following fiscal year. The evaluation results and improvement plans are reported and discussed at the ESG Committee. Furthermore, each Group company periodically (once a year) conducts a self-evaluation using a checklist based on the Group's sustainability standards. The items in the checklist are based on human rights items that should be considered in the corporate activities of MITSUBA Group, such as prevention of child labor by verifying age at the time of employment, and all types of harassment and discrimination in human resources. Furthermore, we added risk assessments related to human rights and labor in FY 2024 and worked to understand the actual situation at each company. We analyze human rights issues within the MITSUBA Group based on the results of each Group company's self-evaluation and use this information to develop measures to correct and improve these issues.

### ■ Overview of the Human Rights and Labor Risk

<b>Assessment Target</b>	Domestic and overseas Group companies (34 companies)
<b>Recovery rate</b>	FY 2024: 100%



# Society / Human Resources

- 060 MITSUBA Group Human Rights and Labor Policy
- 061 Human Resource Development
- 066 Health and Productivity Management
- 072 Creating Rewarding Workplaces - Toward the Realization of Diversity
- 075 Quality Assurance
- 081 Occupational Safety and Health
- 085 Respect for Human Rights
- 087 Social Contributions



## Social Contributions

MITSUBA Group’s code of conduct, “How We Should Act” 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 2024, the 50th MITSUBA Charity Concert was held. This concert was started in 1973 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 200,000 JPY was raised and used to donate equipment to the Kiryu Kosei General Hospital and to donate to the Traffic Orphans Scholarship Foundation (Public Interest Incorporated Foundation).



### Forest Maintenance Volunteerism

MITSUBA has signed a “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.



### Support Activities for Disaster-Stricken Areas

MITSUBA Group donated a total of 1,000,000 JPY to the Taiwan Red Cross Organization as relief funds for the devastating damage caused by the earthquake that occurred in Taiwan on April 3, 2024. We will continue to carry out support activities and pray for the earliest possible recovery of the affected people and region.



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## Social Contributions

### ■ Donation of Children's Books

MITSUBA donated 22 children's books to Kiryu City Niisato Library (Gunma Prefecture).

This initiative has been continuously carried out every year as part of environmental volunteer activities, which utilize proceeds from aluminum cans collected within the plant. Through effective use of resources, we support the children who will be responsible for the future of the region.



### ■ Educational Support for the Students of Future Creation School

Since 2013, MITSUBA has been cooperating with the "Future Creation School" operated by Gunma University, Kiryu City, and the Kiryu Chamber of Commerce and Industry as an initiative to support the learning of young people who will be responsible for the future generation of the region. On November 4, 32 people (17 students and 15 guardians) from Future Creation School visited MITSUBA and its group company, Sun-You.

On that day, in addition to explaining the company overview, we conducted a plant tour where the visitors learned about the processes by which materials are transformed into products. Furthermore, the visitors also had the opportunity to test drive an EV mini cart and MITSUBA's personal mobility "PACTO," which is equipped with low-profile driving system. At the end of the tour, we prepared a question and answer session, to deepen interaction with the participants.





# Society / Human Resources

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## Social Contributions

### Examples of Social Contribution Activities of Group Companies

Region	Company Name	Content of Activity
Japan	AMCO	Cleaning operation activity
America	Corporacion MITSUBA de Mexico, S. A. de C. V.	Provided meals to welfare facilities
Europe	MITSUBA Automotive Systems of Europe Kft.	Provided repair support to welfare facilities



Cleaning operation activity ▲

Provided repair support to welfare facilities ▼



Region	Company Name	Content of Activity
Asia	MITSUBA Philippines Corp.	Donated 50 seedlings to a tree planting event
	MITSUBA India Pvt. Ltd.	Donated water storage tanks to local residents
China	MITSUBA Shihlin Electric (Wuhan) Co., Ltd.	Donated books to a local nursery school



Donated seedlings to a tree planting event ▲

Donated water storage tanks to local residents ▼





# Governance

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## Corporate Governance

In order to meet the expectations of stakeholders and become a trusted company, MITSUBA will continue to improve corporate value and implement fair, sound, and highly transparent management based on its 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, MITSUBA shall strive to create an environment in which more shareholders can exercise their voting rights, taking into consideration the composition of its shareholders.

#### (2) Consideration of stakeholder interests

MITSUBA shall consider the interests of our stakeholders, including customers / consumers, employees, shareholders / investors, suppliers / creditors, and society, and cooperate appropriately in order to sustainably improve its corporate value. Moreover, in order to ensure that the interests of stakeholders are not harmed, MITSUBA has established a code of conduct and internal rules based on its corporate philosophy, which are put into practice by each and every executive and employee, and the status of their implementation is monitored. Furthermore, MITSUBA 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, MITSUBA shall determine its policy on information disclosure, disclose information deemed important in a timely and appropriate manner, and obtain the understanding of its stakeholders. Moreover, when disclosing information, MITSUBA strive to provide specific and easy-to-understand descriptions.

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

The Board of Directors of MITSUBA, entrusted by its shareholders, is responsible for the sustainable corporate value improvement through the realization of efficient and effective corporate governance. For this reason, MITSUBA shall 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, MITSUBA shall 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, MITSUBA shall actively engage in dialogue with shareholders and investors through opportunities such as the General Meeting of Shareholders and Investor Relations, and strive to ensure that they understand MITSUBA's management strategies and plans, as well as reflect the opinions of shareholders and investors in management.



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## 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 three 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.

### Effectiveness Evaluation of the Board of Directors

MITSUBA conducts an effectiveness evaluation of its Board of Directors every year with the aim of improving its effectiveness and strengthening its corporate governance functions.

The summary of the evaluation and analysis results for FY 2024 is listed on the right:

### ■ FY 2024 Effectiveness Evaluation of the Board of Directors

Evaluation method	<ul style="list-style-type: none"> <li>- A questionnaire consisting of eight items, including personnel, systems, agenda, etc., was distributed.</li> <li>- Evaluation was conducted anonymously using a four-point scale and free-form comments.</li> </ul>
Overview of evaluation results	<ul style="list-style-type: none"> <li>- It was confirmed that the composition, operation, and frequency of meetings of the Board of Directors are appropriate, and that a system has been established for making important management decisions and supervising business execution.</li> <li>- On the other hand, we recognized that there is still room for improvement in the discussion of medium to long-term management strategies and in the enhancement and early distribution of materials for Board of Directors meetings.</li> </ul>

Based on the evaluation results, we will continue to strengthen the supervisory function for company management and improve the operation of the Board of Directors.



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## Governance System

### Business Operations System

MITSUBA delegates business operation authority to meetings such as management meetings and has established a matrix structure with functional organizations (departments, sections, and projects) that conduct business in order to make management decisions quickly and appropriately.

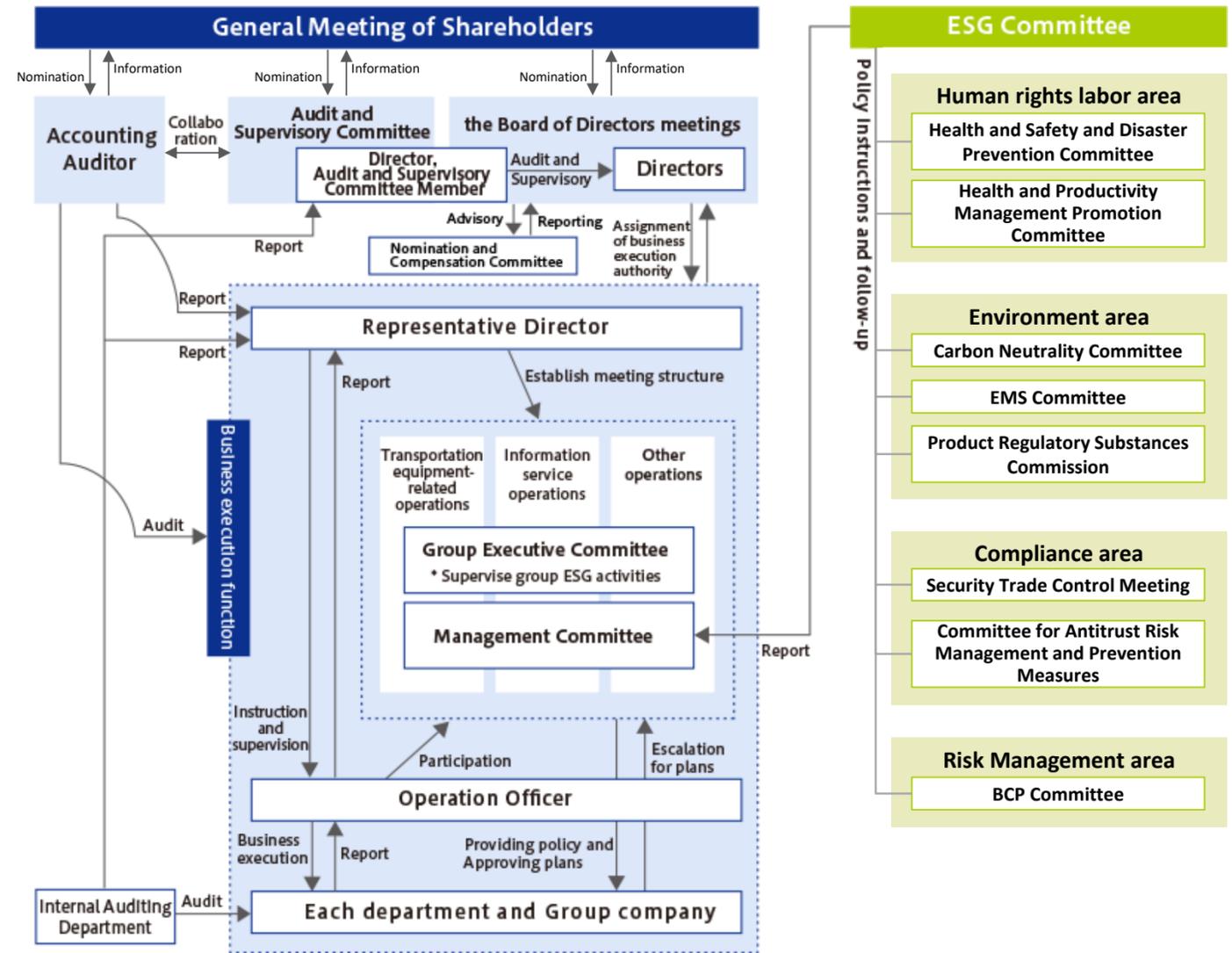
Important matters related to ESG are deliberated at the ESG committee, a company-wide meeting body related to ESG, and reported to the Management Meeting.

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 Risk Management Officer.

Related policies, etc.:

Corporate Governance Report

Basic Policy for the Internal Control System





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## Compliance

As stated in the Mission Statement of our Sustainability Policy, MITSUBA Group is working together as a group to promote compliance initiatives in order to meet the expectations of the society and be a company that is trustworthy.

### Compliance Policy

MITSUBA Group believes that it is essential to gain the trust of stakeholders through the actions of its executives and employees in conducting its business activities. Based on this idea, we established the code of conduct called “How We Should Act,” in 2015, which specifies the sustainability actions that the MITSUBA Group executives and employees should practice on a daily basis. In 2019, we established the Group Compliance and Risk Management Regulations and clearly defined “How We Should Act” as the MITSUBA Group's common code of conduct. Moreover, the President / Representative Director issued a request to the Group executives and employees to practice “How We Should Act,” and expects each and every one of them to be aware of sustainability actions, including compliance, and to act with high level of ethics.

### Promotion System

To strengthen its compliance system, MITSUBA has established the so-called “three defense lines” (raising awareness on-site, management by the Legal Department, and implementation of internal audits by the Audit Office), to build a system that ensures thorough compliance with laws and regulations. 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.



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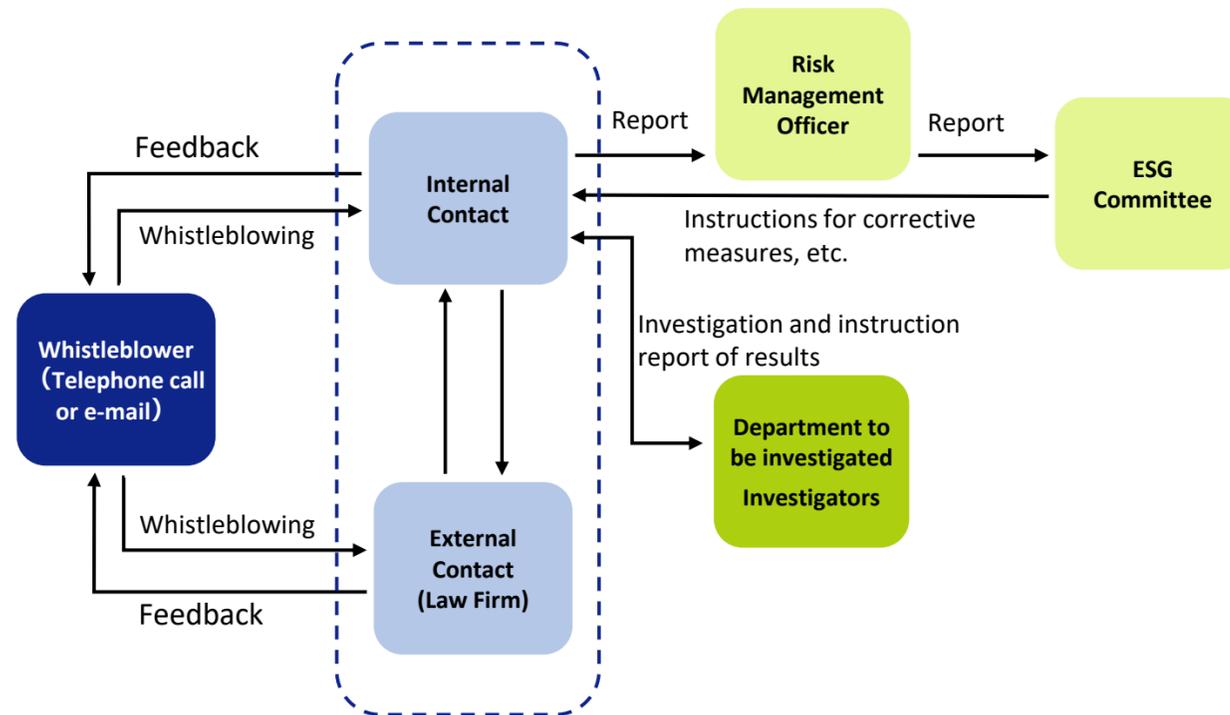


## Compliance

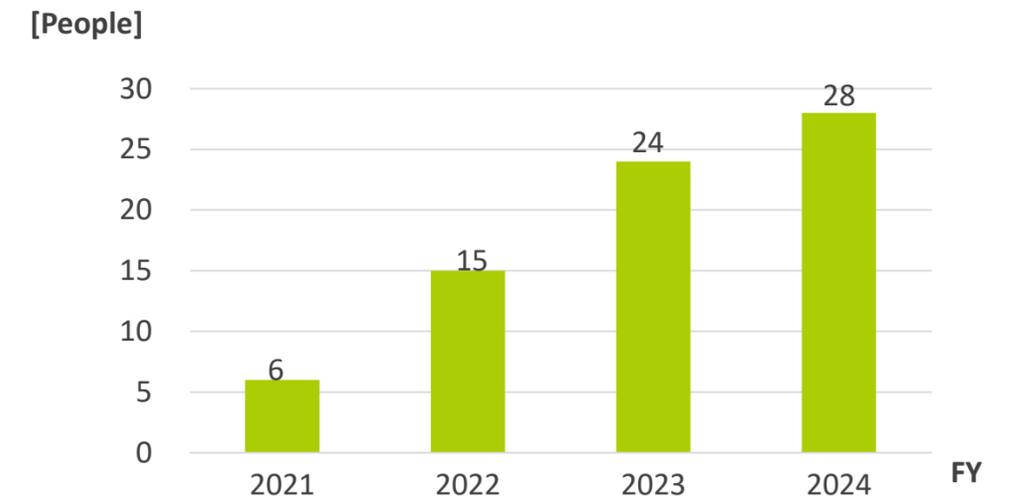
### Whistle-blowing System

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.” All reported or consulted cases are investigated and appropriate measures are taken to resolve them. When operating the consultation desk, we ensure that it is managed in a way that protects the privacy of whistleblowers or individuals seeking advice and prevents any disadvantage to them, allowing them to use the service with peace of mind. Moreover, our internal rules clearly state the penalties that will be imposed for any unfavorable treatment of whistleblowers and individuals seeking advice.

Action flow when whistleblowing occurs



Trend in the number of consultations





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## Compliance

### Initiatives to Strengthen Compliance

#### ■ Compliance Education

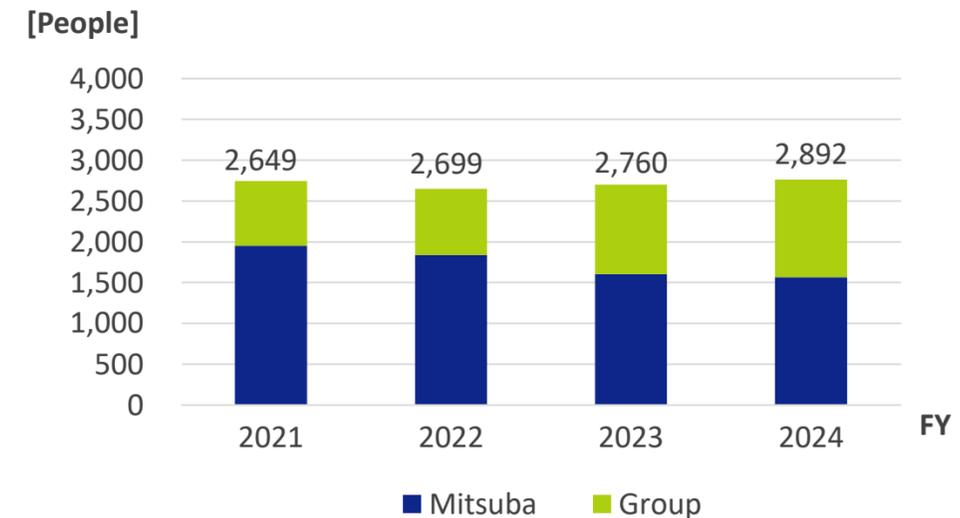
The MITSUBA Group is working to foster compliance awareness throughout the Group by distributing portable cards with the Group Code of Conduct, "How We Should Act." In addition, we conduct compliance education by theme, such as the Antitrust Law, as part of our stratified education. Moreover, once a year, at the "Personnel Labor Management Meeting" for MITSUBA managers, we provide various education according to roles and duties, such as education on the Labor Standards Act, daily labor management, and harassment.

#### ■ Prevention of Anti-competitive Behavior

Regarding the Antitrust Law and the Subcontract Law, MITSUBA Group has established an "Antitrust Law Compliance Manual" and provides regular education to prevent anti-competitive behavior. When MITSUBA Group 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, as well as offer global e-learning courses. Moreover, the internal rules clearly state the penalties for violations of the law.

In the FY 2024, there were no cases of fines, terminations or other incidents related to anti-competitive behavior.

Competition Law e-learning participants





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## Compliance

### Initiatives to Strengthen Compliance

#### ■ Initiatives to Prevent Corruption

The MITSUBA Group has issued and is implementing the "Anti-Bribery and Anti-Corruption Guidelines". These guidelines clarify the behavior required of MITSUBA Group employees, mainly by indicating prohibited acts when interacting with public officials. Moreover, aside from preventing bribery of public officials, the law also calls for thorough implementation of fair transactions with private suppliers. The internal rules clearly state the penalties for violations of the law.

In FY 2024, there were no cases of fines, terminations or other incidents related to corruption. Moreover, since FY 2024, we have been holding confirmation meetings with overseas group companies. Through discussions with the relevant personnel, we grasp the local situation regarding anti-corruption and provide education, thereby raising understanding of the importance of bribery risks and awareness of how to prevent them from occurring.

### INTERVIEW

I am in charge of reviewing contracts at the MITSUBA Group, responding to inquiries about contract legal affairs, and anti-corruption activities.

In FY 2024, as part of the MITSUBA Group's anti-corruption activities, we conducted education and discussions for expatriates and local staff at our sites in the Philippines and Vietnam. Since the content included some sensitive topics, we also took psychological safety into consideration by adding humor to the materials to make participants feel at ease and by informing them in advance that their participation would have no negative consequences. As a result, I feel that they spoke openly about the actual situation and concerns at their workplace.

This activity may seem simple at first glance, but it is quite complex, with different legal and historical backgrounds depending on country and region. Therefore, we gather information in advance, adjust materials to suit the sites, and devise ways to communicate them.

We also value a balance of not relying solely on researched information, but also listening to voices from the sites, while responding flexibly. We will continue to work on this initiative, with the hope that it will raise awareness about corruption among all MITSUBA Group employees and help maintain trust in the company.



**Toyo Tomiyama**  
 MITSUBA Corporation  
 General Affairs Department,  
 Legal and CSR Section



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## Compliance

### Inspection and Improvement of Activities

MITSUBA undergoes regular (once a year) sustainability performance evaluations by a third-party organization and strives to maintain and improve the system by incorporating any compliance-related issues that emerge into the next fiscal year's plan. Furthermore, based on Group standards related to sustainability, each Group company conducts a self-evaluation periodically (once a year) using a check sheet. The compliance-related questions in the check sheet are based on compliance items that should be considered in the MITSUBA Group's corporate activities, such as export transactions and intellectual property, in addition to Competition Law and Anti-corruption. Based on the results of self-evaluation by each group company, the MITSUBA Group analyzes compliance issues and develops specific measures for correction and improvement. Through these efforts, MITSUBA aims to reduce compliance risks across the entire group.

## Risk Management

MITSUBA Group positions risk management as an important management issue in achieving its Mission Statement, which is its sustainability policy and aiming for sustainable growth and stability. In order to minimize diverse risks, such as large-scale earthquakes and other natural disasters, spread of infectious diseases, and geopolitical risks, we are committed in enhancing and strengthening our comprehensive risk management.

### Promotional System

The MITSUBA Group has established the “Group Compliance and Risk Management Regulations,” which specify the basic matters regarding risk management within the company, in order address potential crises during both normal operations and emergencies. Risk management based on a continuous PDCA cycle is carried out through the ESG Committee, chaired by the Representative Director (Executive Vice President), who also serve as the Risk Management Officers.

### Business Risks

Based on the “Group Compliance and Risk Management Regulations”, the MITSUBA Group periodically (once a year) identifies “business risks” related to changing social and environmental issues and evaluates them based on the possibility of occurrence and various degrees of impact. Moreover, we clarify the departments and committees responsible for these risks, plan mitigation measures and instruct their implementation, as well as identify important risks at the ESG Committee and disclose them externally through Asset Securities Reports (\*) and other documents.

(\*) Asset Securities report



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## Risk Management

### 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. Therefore, we have established the BCP Committee under the ESG Committee, a company-wide committee, to develop an appropriate management system and disaster mitigation measures. Moreover, to enhance the effectiveness of BCP, we have established Group Business Continuity Management (BCM) regulations and are appropriately promoting BCM. Furthermore, we have set up a “Production and Sales Committee” 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.

### Business Continuity Plan (BCP) Activities

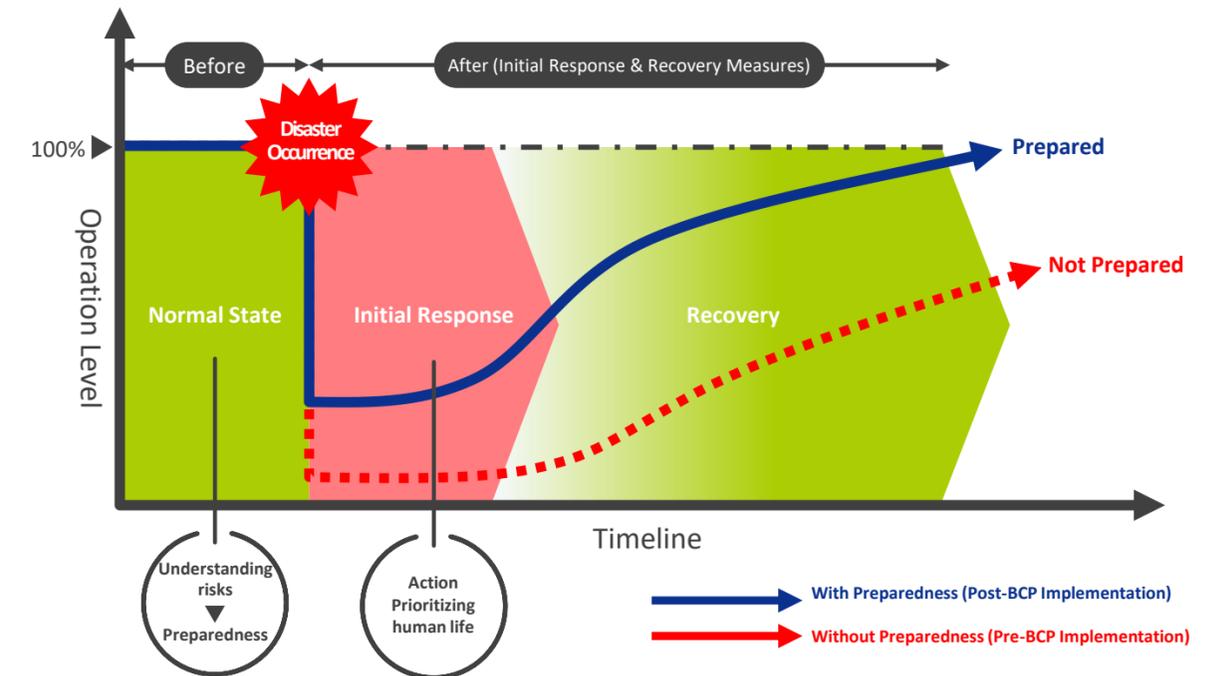
MITSUBA has established a BCP Basic Policy and developed a BCP in order to fulfill its responsibility to supply customers even in the event of an emergency such as major earthquake. Moreover, in FY 2020, we established a BCP Committee chaired by the Executive Officer in charge of Production and are working to improve and strengthen our BCP. Furthermore, we have established working groups to develop systems to ensure 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 shall prioritize the safety of our employees and their families.
2. We shall take preventative measures daily to minimize damage.
3. We shall fulfill our responsibility to supply to our customers by working to ensure business continuity and restore production activities as quickly as possible.

### BCP Conceptual Diagram



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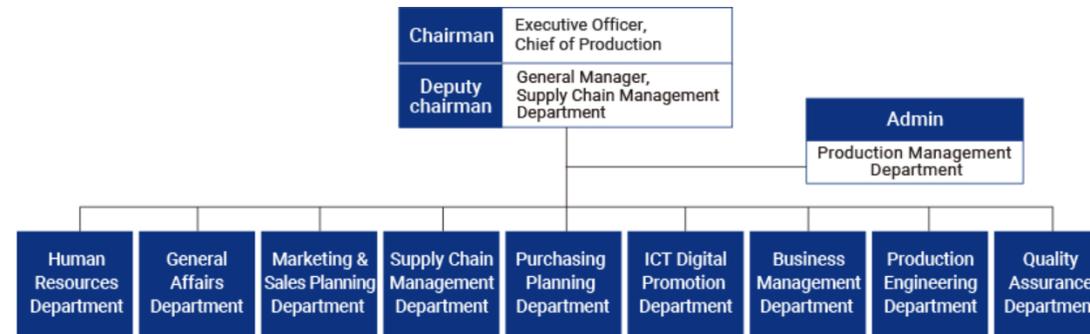


## Risk Management

### Business Continuity Plan (BCP) Activities

#### ■ BCP Committee

MITSUBA will further develop the activities that it has been working on up to FY 2023, and is currently transitioning to promoting activities in a holistic manner based on its basic policy.



Specifically, DIG (Disaster Imagination Game) will be conducted at each site, and based on the insights gained from the disaster map, managers of each site will discuss and promote measures that are appropriate for the characteristics of the site.

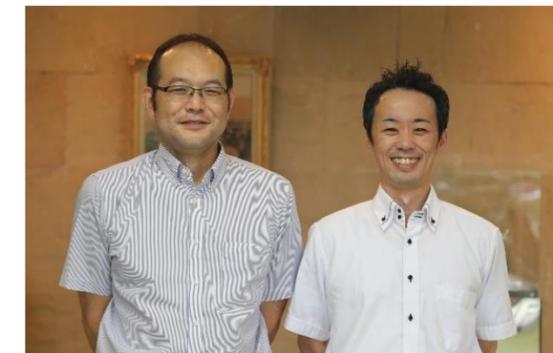


Training session

## INTERVIEW

As the secretariat of the BCP Committee, we are working to build a system that will enable business continuity and early recovery even in emergencies such as disasters and accidents. Since FY 2024, we returned to our basic BCP policy and focused on activities to "protect lives," which is the origin of BCP. We have also implemented "Disaster Imagination Game (DIG)" experience sessions at each plant to enable each employee to correctly understand the risks around them as if they were involved. Through the training, we learned that there are risks of disasters in the areas surrounding our headquarters and plants. I believe that if we correctly understand the risks and take steps to prepare, we can protect more of our colleagues and family members.

In the future, I would like to plan and implement trainings that more employees can participate in and that they will be glad to have undertaken in the event of an emergency, and to promote efforts to raise each employee's sense of ownership.



**Atsushi Suwa,**  
**Yoshinori Kuwabara**  
MITSUBA Corporation  
Supply Chain Management  
Department,  
Global Management  
Section



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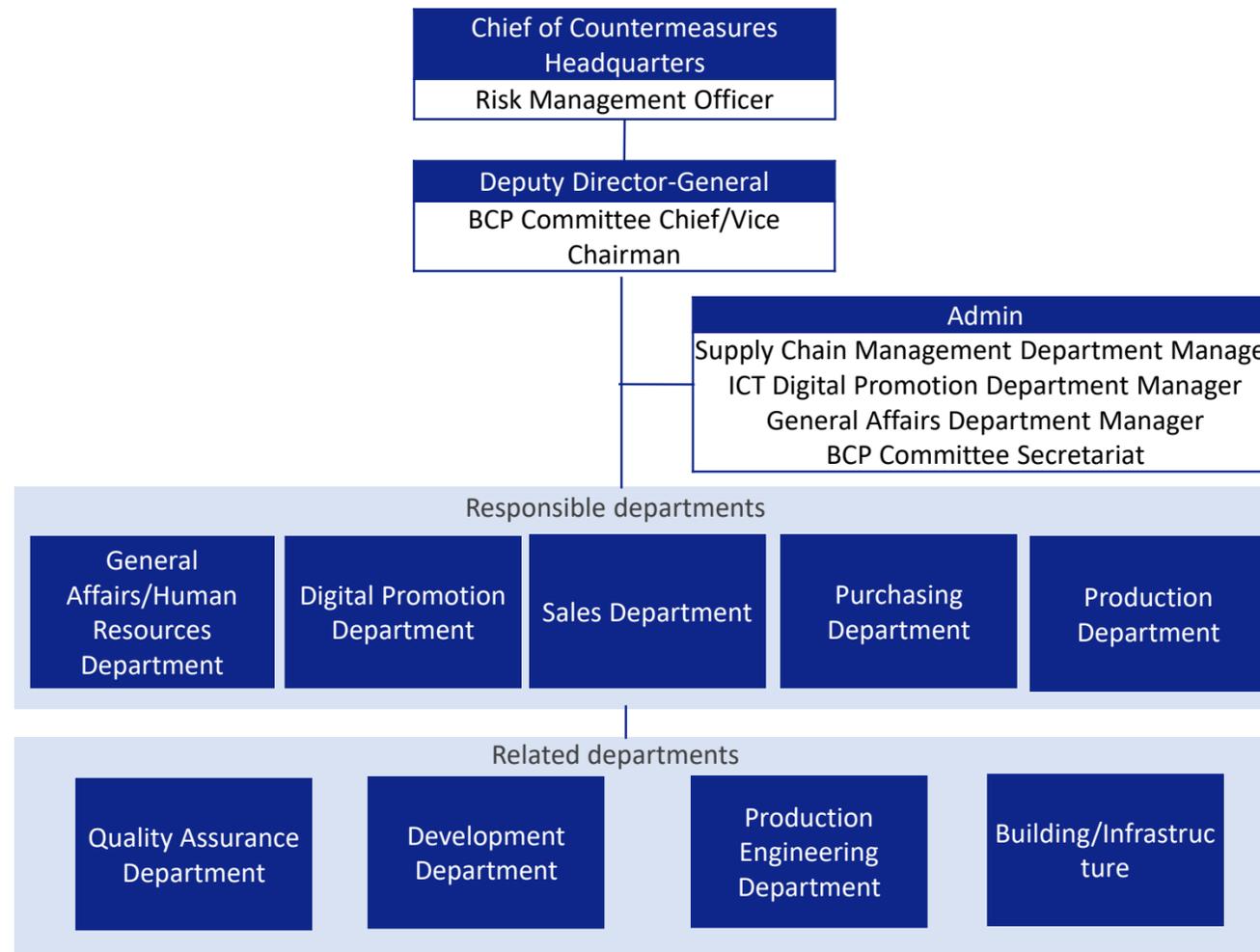


## Risk Management

### Business Continuity Plan (BCP) Activities

#### ■ 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 Disaster-response Headquarters, the departments in charge and related departments work together to ensure a swift response.

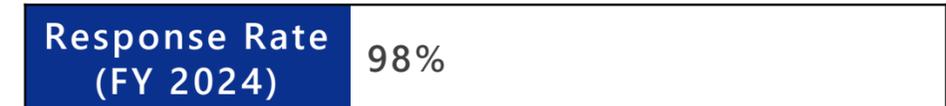


#### ■ BCP Activities with Suppliers

Based on the Group BCM regulations, the MITSUBA Group has formulated BCP Action Guidelines for procurement functions to ensure business continuity with our suppliers. The main initiatives based on the Action Guidelines are as follows:

We are focusing on the following points to prepare for disaster risks and emergencies such as natural disasters, incidents, and accidents, to ensure business continuity, and minimize the impact on our suppliers.

Countermeasure: To prepare for risks, we voluntarily check and update our supply chain list on a regular basis.



Training: We regularly conduct in-house training to raise employee awareness and improve their response capabilities.

Information sharing: We work closely with suppliers to strengthen information sharing in the event of a disaster.

These efforts ensure smooth business continuity and information sharing even in the unlikely event of an emergency.



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## Information Security

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 Group has established the “MITSUBA Group 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 automotive industry.

### MITSUBA Group Basic Policy on Information Security

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

MITSUBA Group aims to meet the expectations of society and become a trusted company by protecting information assets in order to “provide pleasure and peace of mind to the people of the world” as stated in our Mission Statement (\*2), and to establish the MITSUBA Group Basic Policy on Information Security that we shall comply with.

#### 1. Scope

- The following applies to information and personnel related to business activities.
- Applies to information assets handled by the MITSUBA Group and information assets entrusted to us by customers.
  - Applies to MITSUBA Group executives, employees, and temporary employees.

#### 2. Promotion organization and system

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

#### 4. Education and training

MITSUBA shall regularly conduct security education according to job duties and operations, raise awareness of the importance of information assets, and ensure that such assets are properly used.

#### 5. Risk management measures

MITSUBA shall 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 shall continuously improve basic policy and related internal rules.

(\*1) Transportation equipment-related business: Business centered on electrical components for automobiles, 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.



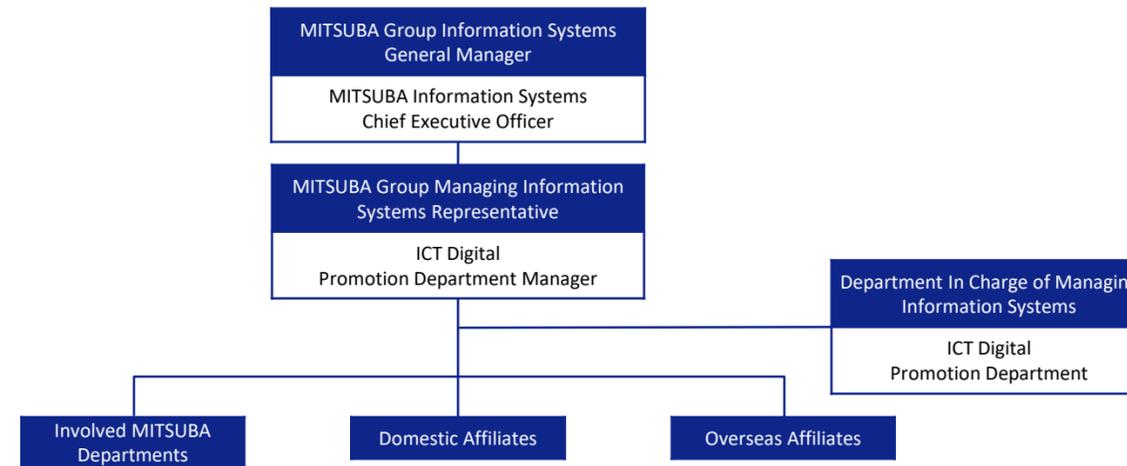
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## Information Security

### Promotional System

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



### Security Monitoring

MITSUBA has established and operates an SOC (Security Operation Center) to enable early detection and prompt response to cyber-attacks such as malware and unauthorized access.

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 improve 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)

### Initiatives to Strengthen Information Security

#### Initiatives for Certification Acquisition

As part of its efforts to strengthen information security, MITSUBA has obtained TISAX certification (\*) for the MITSUBA Research and Development Center. Additionally, the MITSUBA Group is also working to obtain TISAX certification with the aim of strengthening its information security system, after determining the business characteristics and needs of each company.

(\*) A system to acquire certification based on the information security evaluation criteria established by the German Association of the Automotive Industry, after being audited by external auditing organizations.



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## Information Security

### Initiatives to Strengthen Information Security

#### ■ Prevention of Information Leakage

MITSUBA implements multi-layered security measures such as anti-virus software, firewalls, and website filtering, and also provides education and conducts awareness activities in order to prevent information leakage due to malware such as ransomware or unauthorized access to internal networks and systems from outside.

Moreover, when using external cloud services, we conduct an evaluation using a check sheet before starting to use the service to ensure that it can be used safely.

#### ■ 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.

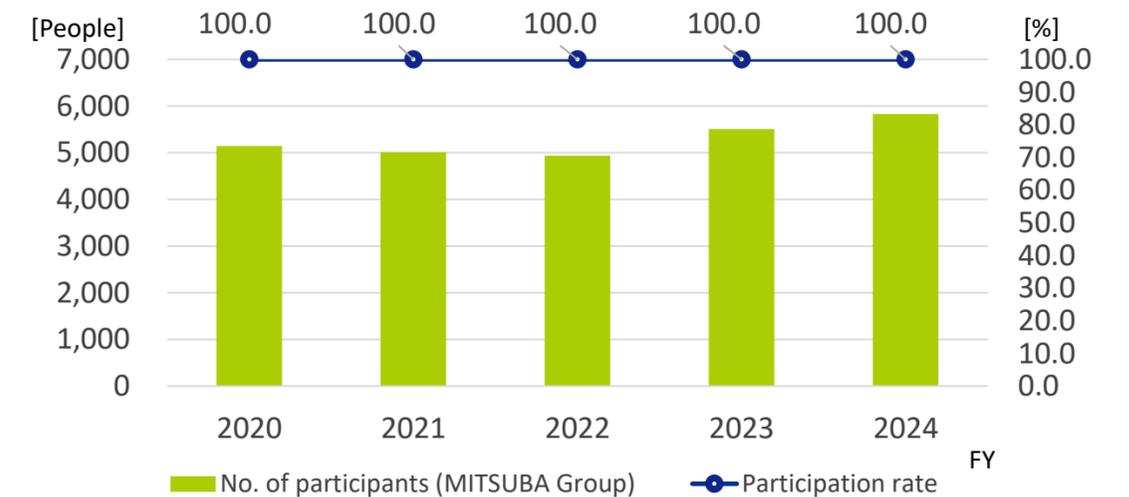
#### ■ Information Security Education

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 importance of 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.

Through this education, employees learn initial response procedures in the event of a malware infection and are also working to raise awareness of information security.

MITSUBA also provides information security education for management. The education contents include topics such as how to handle confidential information and aims to strengthen understanding of the roles required of managers and their ability to respond accordingly.

No. of participants and participation rate of information security e-learning





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## Information Security

### Initiatives to Strengthen Information Security

#### ■ Information Security Risk Assessment

MITSUBA conducts a self-evaluation using the check sheet of the “Automotive Industry Cybersecurity Guidelines” which was jointly formulated by Japan Automobile Manufacturers Association (JAMA) and Japan Auto Parts Industries Association (JAPIA). Similarly, we also provide check sheets to our suppliers and ask them to complete the self-evaluation.

Moreover, we conduct regular information system audits of each department and domestic and overseas affiliates in accordance with regulations. During the audit, the audit office uses a check sheet to check the implementation status and takes corrective measures for any items that do not meet the standards.

Through these audits, the effectiveness of each company's security measures is confirmed, areas for improvement are clarified, and measures are shared, reducing the risk of information leaks and raising security awareness across the entire Group.

<b>MITSUBA Group Information Security Audit Implementation Rate (FY 2024)</b>	<b>100%</b>
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#### ■ Response to Emergencies

The MITSUBA Group has established an emergency contact network to enable prompt information sharing and response in the event of an incident and has created a system that allows for prompt communication and instruction between relevant parties.

Moreover, MITSUBA has established an Information Systems Business Continuity Plan (IT-BCP) and “Information Security Incident Management Regulations” 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 trainings on targeted attack e-mails and other activities are conducted according to the plan.

Furthermore, we have established CSIRT (\*) as an organizational structure that can respond appropriately and promptly in the event a security incident occurs.

In the event of an extremely serious information security incident, such as the suspension of production due to a cyberattack, the Disaster-response Headquarters has been established 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.

(\*) Abbreviation for Computer Security Incident Response Team (CSIRT). A general term for an organization that deals with security incidents such as malware infection or unauthorized access.



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## 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 driven 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.

### Activity System

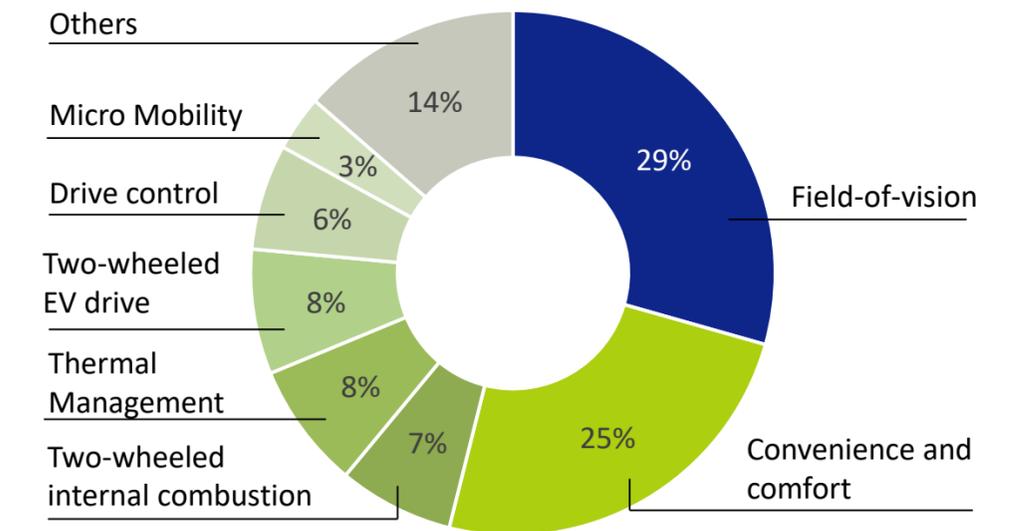
MITSUBA manages and operates its intellectual property under the system set out in the "Intellectual Property Management Regulations" under the leadership of the person responsible for intellectual property (Business Management Executive Officer in charge).

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

### Patent Guarantee Activities

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.

### Application ratio by product type





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## Intellectual Property

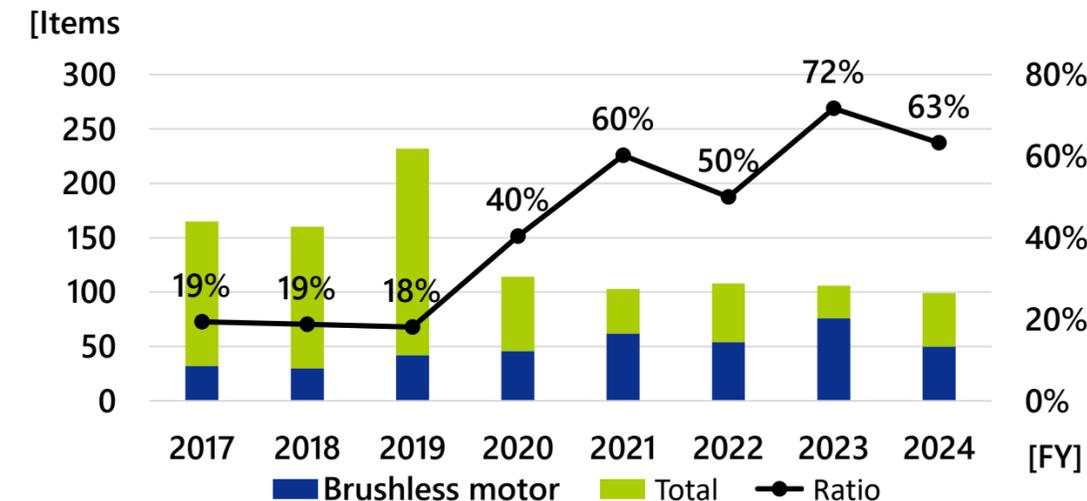
### Creation of Intellectual Property Value and Response to the Evolution of Mobility

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

MITSUBA has secured a sustainable competitive advantage by protecting its unique technologies, including its core competence in brushless motor technology, with a strategic patent portfolio. These intellectual properties are utilized to grow and expand existing businesses through multilateral analysis of the IP landscape and also contribute to the launch of new businesses and external collaborations by creating innovation.

In particular, the development of brushless motors has made it possible to extend the lifespan and improve noise reduction by eliminating brushes and has also led to technological innovations that take SDGs into consideration, such as realizing carbon neutrality and improving compatibility with EVs.

Brushless Motor-Related Application Percentage Trends

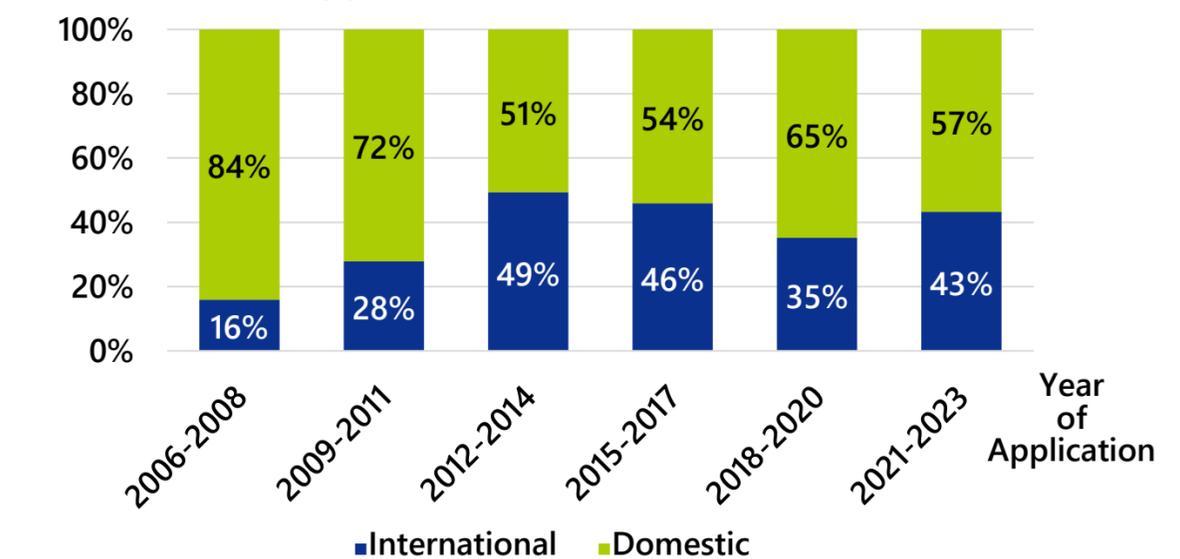


### Strengthening Intellectual Property Activities Through Collaboration With Overseas Sites

#### ■ Utilization of Global Patent Information

MITSUBA closely cooperates with technical centers at overseas Group companies to collect and analyze patent information in each country. This global patent information is disseminated to relevant departments within the company in a timely manner and is used as important information for decision-making in technological development and business strategy planning. We also work with local engineers to appropriately acquire rights for inventions created by our overseas group companies and actively promote the acquisition of global patents that consider the legal systems and market characteristics of each country. This allows MITSUBA to secure technological superiority around the world and strengthen its competitiveness through intellectual property.

Trends in the Percentage of Domestic And International Applications





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## Intellectual Property

### Fostering a Culture of Intellectual Property

#### ■ Intellectual Property Personnel Education Through Rank-Based Education

MITSUBA provides systematic education to employees to ensure that the importance of intellectual property is understood and disseminated throughout the company. Through practical training incorporating group work, we provide education on basic knowledge such as the significance of obtaining a patent and the importance of respecting the rights of others, as well as invention creation methods for producing higher quality patents. Furthermore, we utilize e-learning to enable learning regardless of time or place, and provide stratified education according to the employee's stage of development, such as when they join the company, in their second year, or at leadership level. Through this type of education, we are continuously strengthening our efforts to develop human resources who can utilize intellectual property from both technical and business perspectives.

#### ■ Invention Reward System

MITSUBA has introduced an invention reward system as an incentive to actively encourage employees to create inventions and obtain patent rights. Specifically, we reward inventors for their contributions to intellectual property activities by offering them a monetary reward when they file and register a patent. Furthermore, if an invention is used as a product in business, we provide rewards according to the results, and we have established a system to fairly evaluate the value that the practical application of technology brings. Through these systems, we aim to draw out the creativity of our employees and strengthen our intellectual property-based corporate competitiveness.



Training of employees in their second year with the company





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## 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. MITSUBA 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, 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’s Accounting Department.





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## Initiatives Related to Taxation

### 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. MITSUBA's Accounting Department has established rules for expense processing, fixed asset management, inventory management, etc., and is working to ensure that employees are fully aware of these rules by disseminating information via the intranet.

Moreover, in order to confirm the results of appropriate accounting procedures, accounting audits are regularly conducted by external organizations at all Group companies. In addition, MITSUBA and its major subsidiaries have systematically established and implemented internal controls based on the internal control reporting system (J-SOX) under the Financial Instruments and Exchange Act, and the effectiveness of these controls is confirmed through internal control audits by external organizations.

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

### 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.

### 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.



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		Scope	Unit	2021	2022	2023	2024	Third-party verification
Reduction of Greenhouse Gas Emissions	Greenhouse Gas Emissions	Scope 1 *1	Consolidated t-CO <sub>2</sub>	14,689	13,173	13,705	12,451	✓
		Scope 2 *2	Consolidated t-CO <sub>2</sub>	139,695	135,277	138,248	135,112	✓
		CO <sub>2</sub> Emissions (Scope 1 + Scope 2)		154,384	148,450	151,953	147,563	
Scope 3 *3	Category 1	Consolidated t-CO <sub>2</sub>	-	995,127	998,405	979,989		
	Category 2	Consolidated t-CO <sub>2</sub>	-	21,709	19,037	25,421		
	Category 3	Consolidated t-CO <sub>2</sub>	-	21,685	22,035	21,607		
	Category 4	Consolidated t-CO <sub>2</sub>	-	18,320	24,256	41,794		
	Category 5	Consolidated t-CO <sub>2</sub>	-	3,487	3,524	1,594		
	Category 6	Consolidated t-CO <sub>2</sub>	-	3,032	2,768	2,854		
	Category 7	Consolidated t-CO <sub>2</sub>	-	10,880	9,931	9,816		
	Category 11	Consolidated t-CO <sub>2</sub>	-	613,520	662,228	694,335		
		CO <sub>2</sub> Emissions (Scope 3) *3		-	1,687,760	1,742,184	1,777,411	
		CO <sub>2</sub> Emissions (Scope 1 + Scope 2 + Scope 3)		-	1,836,210	1,894,137	1,924,974	
		Emissions of Ozone-depleting Substances (ODS) *4		-	-	-	-	
		Emissions of NOx and SOx		0.10	0.08	0.09	0.05	

\*1 Scope 1: MITSUBA Group's direct emissions of greenhouse gases (combustion of fuel), calculated using the GHG Protocol emission factor.

Data will be changed to the scope of consolidated group from FY 2021.

\*2 Scope 2: Indirect emissions associated from the use of electricity supplied by other companies, calculated using the CO<sub>2</sub> emission coefficient of each electric power company or the IEA (International Energy Agency) coefficient of each country.

Data will be changed to the scope of consolidated group from FY 2021.

\*3 Scope 3: Other indirect emissions covering the company's upstream and downstream processes, excluding Scope 1 and Scope 2.

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 coefficient in the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain."

Category 2: Calculated by multiplying the Group's total investment in facilities, etc. by the coefficient in the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain."

Category 3: Calculated by multiplying the Group's electric power consumption by the coefficient in the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain."

Category 4: Calculated by multiplying the shipping weight and transport distance for Group's procurement logistics, production logistics, and sales logistics by the GHG Protocol coefficient.

Category 5: Calculated by multiplying the amount of waste generated by the Group by the coefficient in the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain."

Category 6: Calculated by multiplying the number of Group's employees by the coefficient in the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain."

Category 7: Calculated by multiplying the number of Group's employees by the coefficient in the "Basic Guidelines for Calculating Greenhouse Gas Emissions throughout the Supply Chain."

Category 11: Calculated by using Japan Automobile Parts Industries Association LCI data calculation tool (use stage).

\*4 As a result of measurement, only trace amounts of emissions were confirmed, so they are not counted.



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		Scope	Unit	2021	2022	2023	2024	Third-party verification
Energy Efficiency	Total Energy Input *5	Electric Power	Consolidated TJ	939	906	922	902	
		Kerosene	Consolidated TJ	15	13	13	8	
		LPG	Consolidated TJ	14	11	12	13	
		City gas	Consolidated TJ	57	51	56	57	
		Natural Gas	Consolidated TJ	177	157	168	166	
		Gasoline	Consolidated TJ	11	11	10	10	
		Diesel	Consolidated TJ	30	27	25	13	
		Electricity From Renewable Energy Sources	Consolidated MWh	1,762	4,583	4,978	7,660	
		Renewable Energy as a Percentage of Total Energy Consumption	Consolidated %	0.5	1.4	1.5	2.4	
Resource Recycling	Water Resources	Water intake *6	Consolidated ML	1,376	1,240	1,247	1,148	✓
		Wastewater	Consolidated ML	826	747	751	689	
		Water Consumption	Consolidated ML	550	493	495	459	
		Amount of water recycled and reused	Consolidated ML	53	49	44	43	
		Amount of Water Pollutants (BOD) *7	Consolidated t	1.2	0.7	0.9	0.8	
	Natural Resources	Iron	Individual t	30,240	28,121	29,460	29,034	
		Copper	Individual t	3,391	3,425	3,422	3,066	
		Aluminum	Individual t	3,414	3,148	3,295	3,194	
		Other Metals	Individual t	42	44	68	58	
		Resin	Individual t	5,232	5,337	4,589	4,472	
Waste *8	Amount of Waste Generated	Consolidated t	51,875	50,570	50,375	49,699		
	Amount of Hazardous Waste Generated	Consolidated t	2,821	2,683	1,816	1,972		
	Amount of Non-hazardous Waste Generated	Consolidated t	49,054	47,888	48,558	47,727		
	Amount of Waste Recycled	Consolidated t	49,054	47,888	48,558	47,727		
	Waste Recycling Rate	Consolidated %	95	95	96	96		

\*5 Scope: Reporting will be changed to the scope of consolidated group from FY 2021.

\*6 Includes waste recycled and reused.

Reporting will be changed to the scope of consolidated group from FY 2024.

\*7 Scope: MITSUBA and domestic manufacturing group companies

\*8 Scope: MITSUBA and domestic and overseas manufacturing group companies



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### Society / Human Resources-related Data

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In the context of society / human resources-related data, "consolidated" refers to MITSUBA and its manufacturing group companies.

		Scope	Unit	2021	2022	2023	2024
Employee Data	No. of Employees	Male	Individual Person	2,487	2,443	2,408	2,448
		Female	Individual Person	813	793	797	822
		Total	Individual Person	3,300	3,236	3,205	3,270
	Gender Ratio	Male	Individual %	75.4	75.5	75.1	74.9
		Female	Individual %	24.6	24.5	24.9	25.1
	Consolidated No. of Employees	Total	Consolidated Person	24,341	23,260	22,665	21,887
	No. of Employees by Generation Below 30 Years Old	Male	Individual Person	576	433	389	431
		Female	Individual Person	275	307	274	303
	30-39 Years Old	Male	Individual Person	681	573	548	544
		Female	Individual Person	93	134	163	163
	40-49 Years Old	Male	Individual Person	767	613	595	595
		Female	Individual Person	185	112	93	89
	50-59 Years Old	Male	Individual Person	729	700	709	692
		Female	Individual Person	200	230	247	240
	60 Years Old or Over	Male	Individual Person	116	124	167	186
		Female	Individual Person	11	10	20	27
	Average Age	Male	Individual Age	41.7	42.5	43.3	43.1
		Female	Individual Age	37.1	38.0	38.9	38.3
	Average Length of Service	Male	Individual Year	18.3	19.0	19.8	20.4
		Female	Individual Year	15.4	16.2	16.7	16.8
	Wage Difference Between Male and Female	All Employees	Individual %	-	71.5	71.7	69.4
		Regular Employees	Individual %	-	71.4	71.3	68.8
		Part-time / Fixed-term Employees	Individual %	-	68.7	79.9	75.6
	Turnover Rate		Individual %	-	-	3.0	2.6
	No. of Temporary Employees	Male	Individual Person	155	98	60	29
		Female	Individual Person				
	No. of Foreign Employees *1	Male	Individual Person	7	13	14	18
		Female	Individual Person	6	12	11	15

\*1 Excluding trainees in technical internship, including intra-company transfers



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		Scope	Unit	2021	2022	2023	2024		
Employee Data	No. of Employees with Disabilities	Male	Individual Person	25	23	24	24		
		Female	Individual Person	8	6	6	5		
	Employment Rate of Persons with Disabilities *2	Consolidated	%	2.42	2.46	2.63	2.84		
	Reemployment Rate After Retirement Management Ratio	Individual	%	87.9	92.5	89.8	92.9		
	Ratio of Female Managers	Department Managers or Higher	Individual	%	-	1.5	1.7	2.6	
			Officers (including executive officers)	Male	Individual Person	-	29	29	29
			Female	Individual Person	-	1	1	1	
	Officers, Executive Officers	Female ratio	Individual	%	-	3.3	3.3	3.3	
			Male	Individual Person	-	21	21	21	
			Female	Individual Person	-	0	0	0	
	New Graduates	Bachelor's degree / Master's Degree or Higher	Female ratio	Individual %	-	0	0	0	
			Male	Individual Person	11	13	11	23	
			Female	Individual Person	4	2	2	5	
	Junior College / Vocational school	Total	Individual	Person	15	15	13	28	
			Male	Individual Person	0	0	0	1	
Female			Individual Person	0	0	0	1		
High School Graduate / Others	Total	Individual	Person	0	0	0	2		
		Male	Individual Person	14	26	13	27		
		Female	Individual Person	7	13	15	10		
Retention Rate After 3 Years *3	Total	Individual	Person	21	39	28	37		
		Male	Individual Person	21	29	-	-		
		Female	Individual Person	6	12	-	-		
		Total	Individual Person	27	41	-	-		
		Total	Individual %	75.0	75.9	-	-		

\*2 Scope: MITSUBA and domestic manufacturing group companies

\*3 Regular employees who joined the company at the beginning of each fiscal year (April 1st) and are still employed at the beginning of the fiscal year three years later (April 1st).



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		Scope	Unit	2021	2022	2023	2024		
Employee Data	Mid-career Hires	Bachelor's Degree / Master's Degree or Higher	Male	Individual Person	4	12	5	16	
			Female	Individual Person	0	1	3	3	
			Total	Individual Person	4	13	8	19	
		Non-university Graduate	Male	Individual Person	5	3	2	25	
			Female	Individual Person	0	1	1	12	
			Total	Individual Person	5	4	3	37	
Work-life Balance	No. of Employees Taking Maternity Leave			Individual Person	28	17	31	24	
	No. of Employees Taking Childcare Leave Leave Duration is Within One Week		Male *4	Individual Person	10	13	26	28	
			Female *5	Individual Person	37	12	30	17	
			Total	Individual Person	47	25	56	45	
			Childcare Leave Acquisition Rate	Male *6	Individual %	15.9	27.7	54.2	57.1
	Leave Duration is Within One Week		Male *7	Individual %	3.2	4.3	0.0	0.0	
			Female *8	Individual %	100	100	100	100	
	Return-to-work Rate After Childcare Leave *9			Individual %	95.7	100	100	100	
	No. of Employees Taking Caregiving Leave			Individual Person	1	1	2	5	
	Annual Paid Leave	No. of Days Granted *10			Individual Day	19	19.1	19.5	19.4
		No. of Days Acquired			Individual Day	10.1	13.8	13.8	13.7
		Acquisition Rate *11			Individual %	53.2	72.3	70.8	70.6
Total Annual Working Hours per Employee			Individual Time	-	-	2,073	2,105		
Monthly Average Overtime Hours per Employee			Individual Time	5.1	9.5	10.1	12.7		
Monthly Average Overtime Pay per Employee			Individual JPY	-	15,700	23,258	31,621		
Telework Implementation rate *12			Individual %	5.0	7.0	4.2	3.4		

\*4 If an employee takes even one day of childcare leave during that term, they are counted as one person

\*5 Those on maternity leave are not included, and if they take childcare leave for even one day during that term, they are counted as one person

\*6 Number of male employees who have had children ÷ Number of male employees who have actually taken parental leave

\*7 Number of male employees who have had children ÷ Male employees who have taken leave within one week

\*8 Number of female employees who have had children ÷ Number of female employees who have actually taken parental leave

\*9 Number of employees who returned to work after childcare leave ÷ Total number of employees who were scheduled to return to work after childcare leave x 100

\*10 Average number of days of annual paid leave newly granted each year

\*11 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 (excluding carryover)

\*12 Number of employees who took leave for one day or more ÷ Number of employees x 100



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		Scope	Unit	2021	2022	2023	2024	Third-party verification	
Health and Safety / Occupational Health and Safety	Participation Rate of Regular Health Checkup *13	Individual	%	99.5	99.8	100	100		
	Abnormal Findings Rate in Regular Health Checkup	Individual	%	75.0	67.8	77.1	81.6		
Health and Safety	Participation Rate of Stress Check	Individual	%	97.9	98	98.9	99.7		
	Occurrence Status of Occupational Accidents	No. of Occupational Accidents *14	Individual	Count	6	4	11	3	
		Consolidated	Count	13	15	15	9		
	No. of Serious Accidents *14	Individual	Count	0	0	0	0		
		Consolidated	Count	0	0	0	0		
	No. of Fatal Accidents *14	Individual	Count	0	0	1	0	✓	
		Consolidated	Count	0	0	1	0	✓	
	Frequency rate of Occupational Accidents *14 *15 *16	Individual	%	0.1553	0.0000	0.0160	0.0000	✓	
		Consolidated	%	0.1219	0.2530	0.0682	0.2474	✓	
	Severity rate of Occupational Accidents *14 *15	Individual	%	0.0005	0.0000	0.0018	0.0000		
Consolidated		%	0.0005	0.0056	0.0036	0.0039			
No. of Employees on Leave / Long-term Absence	Mental Health Disorder *17	Individual	Person	52	43	36	34		
	Illnesses Other Than Mental Health *17	Individual	Person	59	39	28	39		
Human Resource Development	Training Hours per Employee	Individual	Hours	9.1	10.4	18.1	18.0		
	Training Costs per Employee	Individual	10,000 JPY	0.6	1.0	1.6	18.3		
	Status of Participation in Various Training Programs	Career or Skills Training *18	Individual	%	100	100	96.3	95.9	
		Environment-related Training (e-learning) *19	Consolidated	%	98.8	99.0	98.6	99.3	
		Training on Compliance (e-learning) *20	Consolidated	%	98.8	97.1	98.3	98.8	
Training on Information Security Including Protection of Personal Information (e-learning) *20		Consolidated	%	100	100	100	100		

\*13 Excluding employees on leave

\*14 Scope: MITSUBA and domestic manufacturing Group companies

\*15 Excluding temporary employees

\*16 The number of people who are absent for four or more days is included in the calculation.

\*17 Long-term absentees of one month or more (the same person is counted as one person)

\*18 The calculation method was change from 2023.

\*19 Scope: MITSUBA and domestic Group companies

\*20 Scope: MITSUBA and domestic and overseas Group companies



## Data Collection

112 Environment-related Data

114 Society / Human Resources-related Data

118 [Governance-related Data](#)

### Governance-related Data

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

		Scope	Unit	2021	2022	2023	2024
Compliance	Existence or Non-existence of a Whistleblowing System	-	-	Establishment of "MITSUBA Free Consultation Desk"			
	Availability of External Consultation Desks	-	-	Establishment of an external consultation service (law firm) as part of the "MITSUBA Free Consultation Desk"			
	No. of inquiries to the MITSUBA Free Consultation Desk	Consolidated Count		6	15	24	28
	Consultations Regarding Discrimination	Consolidated Count		0	0	0	0

For Future Mobility

**mitsuba**

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