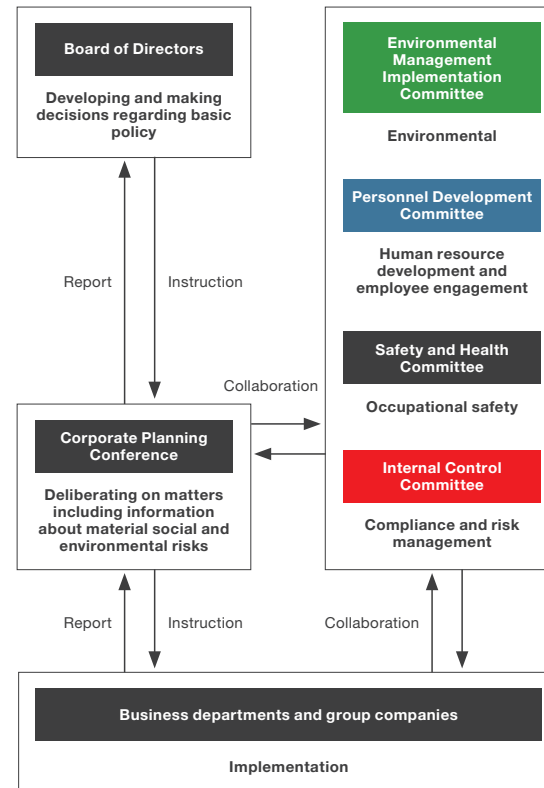


Sustainability strategy

Basic stance

The Sansha Electric Manufacturing Group will help to address social issues through its businesses, such as developing products with power electronics and creativity, as it seeks to improve our corporate value and build a sustainable society. We will behave in a manner that fully considers the impact of the Group's business activities on society and the global environment. We will strive to earn the trust of stakeholders. Our basic policy is to achieve sustainable management and contribute to the development of society through these initiatives.

Promotion structure



Key points of the sustainability strategy

The Sansha Electric Manufacturing Group sets definite goals related to sustainability and implements specific measures in discrete priority areas with a view toward the establishment of a sustainable society and the increasing of corporate value.

Targets and key measures

Environmental

P26 ↑

Reduce CO₂ emissions by 46% from the FY2013 level by FY2030

- ▶ Introduce renewable energy and energy-efficient equipment

**Start calculation of Scope 3 emissions
(in categories 4 and 11) in FY2025**

- ▶ Prepare for surveys and procedures and expand the scope

Reduce CO₂ emissions from the use of sold products by approx. 35,000 tons in 2026

- ▶ Develop high-efficiency products such as SiC semiconductors and power supplies for surface treatment

Human resource

P28 ↑

Have 10 of the Group's managers and 40 of its leaders be women in 2030

- ▶ Accelerate promotion, provide training and reform mindsets

Cultivate the next generation of leaders during the period of the medium-term management plan

- ▶ Upgrade training programs and revise appraisals

Carry out work style reforms to increase work productivity

- ▶ Introduce flexible work styles (teleworking and short working hours) and automate operations

Encourage male employees to take childcare leave

- ▶ Publicize the program and seek actions from managers

Human rights

P30 ↑

Carry out human rights due diligence activities in FY2025 and FY2026

- ▶ Formulate a human rights policy, provide training and increase awareness of human rights issues

Ensure that human rights and the environment are fully considered throughout the supply chain

- ▶ Evaluate suppliers in accordance with the Sansha Electric Manufacturing Group Procurement Policy