

Setting medium-term KPIs for each of the nine material issues

Based on each material issue, we have defined, from medium- and long-term perspectives, the “Vision for 2030” for the Astemo Group and set strategic KPIs. The Sustainability Committee and the Executive Committee monitor and follow up on our progress. Through initiatives addressing our material issues, we will realize our vision for the entire group and create new environmental and social value.

Material issues	Vision for 2030	KPIs	FY2024 results	FY2025 targets	FY2026 targets	FY2027 targets	2030- targets
Contribute to a decarbonized society through actions that lead by example and advanced technological innovations	<ul style="list-style-type: none"> Reduce Scope 1 and 2 emissions by 80% and Scope 3 emissions by 25% by 2030, and achieve carbon neutrality across the entire value chain (Scope 1, 2, and 3) by 2050 Develop and supply products with low environmental impact using advanced technologies 	Scope 1 and 2 GHG emissions from production (compared to FY2021)	-52%	-53%	-58%	-63%	-80%
		Sales ratio of electrification-related products	11.5%	13%	13%	18%	Over 25%
Contribute to a sustainable recycling-oriented society and a society harmonized with nature	<ul style="list-style-type: none"> Utilize sustainable materials (recycled and environmentally friendly materials) and supply products with maximized circular design Effectively utilize waste and water resources 	Waste effective utilization rate	78.1%	80.5%	82.9%	90.0%	
		Total waste generation reduction rate (compared to FY2021)		-8.90%	-8.92%	-8.94%	-9.0%
		Total water usage reduction rate (compared to FY2021)	-2.5%		-2.6%	-2.7%	-3.0%
Develop Astemo's advanced technologies and provide solutions to realize safety and freedom in mobility	<ul style="list-style-type: none"> Contribute to society by providing mobility solutions using advanced technologies Supply products equipped with advanced technologies through DX and AI 	Sales ratio of SDV-related products	To strengthen future competitiveness, we will aim for a sales ratio of over 10%. (The target for FY2024 has already been achieved.)				Approximately 20%
Create new value through DX and AI, and take proactive measures against the risks	<ul style="list-style-type: none"> Increase to 10%* the development of DX human resources who lead and promote development of Astemo's advanced technologies and improved operational efficiency. 	Ratio of DX human resources leading and promoting DX*	0.4%	1%	3%	5%	10%

*Proportion of employees in indirect departments

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Respect human rights and contribute to local communities	<ul style="list-style-type: none"> Respect human rights, and establish a system that minimizes human rights risks as much as possible. Gain recognition as a good corporate citizen in the local communities in which we operate. 	Human rights due diligence implementation	Preparing for implementation	Implementation of due diligence pilot	Implementation of due diligence	Implementation of due diligence	Implementation of due diligence and following up
		Number of CSR activities	2,275 activities	2,300 activities	Consider effective indicators to enhance collaborative value with local communities		
Create a sustainable and resilient supply chain trusted by society	<ul style="list-style-type: none"> Establish a system that minimizes supply chain risks as much as possible. Achieve a robust network that contributes to sustainable economic and social activities. 	Implementation of human rights and environmental due diligence for suppliers	Developing an execution plan	Implementation of supplier research	Implementation of due diligence pilot	Implementation of due diligence	Implementation of due diligence and following up
Enhance the value of human capital as a source of the company's growth and competitiveness	<ul style="list-style-type: none"> Through a strong, values-driven Astemo culture, became a company of choice for people passionate about providing the world's best mobility solutions. 	Positive response rate in global employee engagement survey	66%	68%	70%	72%	79%
Create a working environment where employee health, safety, and well-being are prioritized	<ul style="list-style-type: none"> Ensure that each employee experiences well-being in a safe and healthy work environment. 	Number of occupational accidents	94	Improvement compared to previous fiscal year			Achieve leading level Zero
		Frequency (TRIFR)	0.111				10% improvement (compared to FY2024)
Strengthen corporate governance and ensure compliance	<ul style="list-style-type: none"> Be widely recognized as a transparent company trusted by stakeholders. 	Number of major law and regulation violations	0 violations	0 violations			0 violations