

Growing together through activities with all stakeholders



With our management philosophy of conducting business operations with integrity, we are committed to contributing to society through manufacturing, and are working to develop our personnel and create comfortable work environments as the foundation for such initiatives. Respect for human rights is also important, and is the basis for various initiatives with our domestic and overseas Group companies and business partners.

Human Rights Initiatives: Basic Approach

The Toyoda Gosei Group respects and supports the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights (“Guiding Principles” below), and other international norms. The Toyoda Gosei Group Charter for Business Ethics lays out our basic principles of “respecting human rights and the diversity, character, and individuality of each person and

striving to create workplaces that are free of discrimination and harassment and always healthy, pleasant and safe, based on labor-management cooperation.” The Toyoda Gosei Guidelines for Business Ethics, our code of conduct to realize the ideals in the Charter, declares respect for individual character, human rights, and fairness in hiring, and forbids forced labor and child labor.

Conducting Due Diligence Based on Human Rights Policy

Since May 2022, we have been conducting human rights due diligence based on the Toyoda Gosei Group Human Rights Policy.

Toyoda Gosei Group Human Rights Policy
<https://www.toyoda-gosei.com/csr/social/report2/pdf/ToyodaGoseiGroupHumanRightsPolicy.pdf>

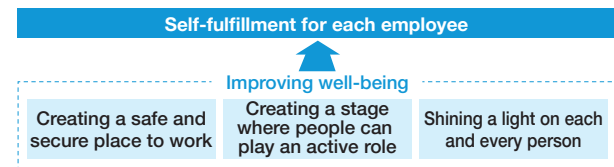
Human rights due diligence refers to a series of processes that identify negative human rights impacts in a company’s operations, supply chain, and other business relationships; prevent or mitigate those negative impacts; track implementation and results; and communicate how the negative impacts have been addressed, with the cycle repeated periodically. As a first step, we conducted a human rights impact assessment and identified three priority human rights issues (prominent human rights issues) within our

Group: (1) harassment, (2) immigrant workers, and (3) diversity and inclusion (D&I). We implement initiatives to prevent and mitigate the negative impacts of human rights issues within our Group that have been identified, in cooperation with relevant departments. This fiscal year, we conducted a status survey of our domestic consolidated subsidiaries (six companies) that utilize foreign technical intern trainees, and are working on correcting fees for trainees from Vietnam, improving the working environment, and making appropriate use of trainees. Also, the identification of priority issues to be addressed in the supply chain is scheduled to be completed by the end of this year, and surveys and assessments are currently being conducted. The progress of these initiatives will be disclosed on our website as appropriate.

Initiatives to Improve Well-Being

We have always been committed to creating a pleasant corporate culture, and in response to the 2030 Business Plan, in order to take full advantage of these initiatives, we have been working to create an environment and systems that enable each employee to achieve self-fulfillment, placing importance on efforts to revitalize people and organizations. To achieve this goal, we are implementing measures to enhance well-being and to enable horizontal collaboration. Measures to enhance well-being are centered on the three pillars of “Creating a safe and secure place to work,” “Creating a stage where people can play an active role,” and “Shining a light on each and every person.” In FY2023, we have been working on “Creating a workplace where people

can communicate with each other” with the aim of changing the management style to one where managers are close to their employees and make the most of each individual’s values. Training is provided to management-level employees (GLs and section managers), and by having them put their training content into practice, we aim to build relationships of trust and bonding.



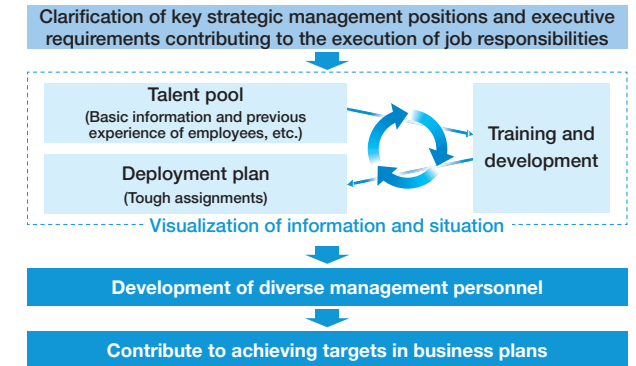
Workplace Environment

As part of our initiatives on respect for diversity, we have revised some of our benefit programs from April 2023, such as by allowing employees with same-sex partners to take special marriage leave in the same way as legally-recognized marriages. We have obtained Bronze rating in the Pride Index, an index that evaluates a company’s inclusivity initiatives toward LGBTQ employees, and we are working to promote

diversity and inclusion so that people with various talents and values can maximize their abilities. We are working on ongoing efforts to create a workplace where everyone can continue to work with peace of mind, such as through the establishment of “restrooms for everyone” and consultation services that take into consideration diverse gender orientations, as well as in-company awareness training programs.

Acquiring and Developing Candidates for Management Leadership

To systematically develop human resources who can assume roles in future management, we have adopted a comprehensive system from management strategy to personnel selection, training, and assignment. We acquire future executive candidates for important posts in each generation, starting with young employees, and continuously develop them through training and putting their training into practice (tough assignments). We will develop diverse human resources who can lead and realize change by appointing local staff/employees from outside the company.



We want to grow the company and our employees by outputting what we learn

After gaining experience in production engineering and design of safety systems, in 2022, I was transferred to Toyoda Gosei (Foshan) Auto Parts Co., Ltd. I learned a lot from lectures and advice from the management team during the training before my assignment, and these are the cornerstones of my current position as a base manager. While it is important to acquire knowledge through training (input), it is also very important to put what you learn into practice (output), which I believe will lead to further growth and learning. I am grateful that I was given not only the training but also the opportunity to demonstrate my learning as a base manager. I hope to continue to support the success of our employees and help both the company and our employees grow under the motto “开心工作 (joyful work).”



Tetsuya Ogata
 President
 Toyoda Gosei (Foshan) Auto Parts Co., Ltd.

Local Executive Training

With 62 companies in 16 countries and regions around the world, we aim to achieve operations rooted in the local communities that support sustainable growth. For such business operations, we believe the involvement of personnel who are familiar with local business practices and culture is essential, and we are actively appointing and training local executives at our overseas locations. To accelerate the active promotion to such positions in each region, we established a basic policy and targets for the promotion of local executives (vice presidents and above) in FY2021, and each business unit is working to achieve these targets. With the aim of having 40% local executives by 2025,

we are evaluating people with high potential in each region and formulating plans for their development. We are also developing local human resources by providing basic management skills training and problem-solving training for executive candidates. In addition, Regional Succession Committee (RSC) meetings are held in the Americas, Southeast Asia, and China to share the status of activities and issues related to the development and recruitment of successor candidates for executives. Reports are given at Global Succession Committee (GSC) meetings held annually at the headquarters.

We want to make the company bigger and stronger by leveraging the strengths of local staff

I am currently attending an executive training program for top management candidates in the China region. During the training, in addition to lectures and exercises on vision-building problem solving and strategic thinking, the president and board members directly explained medium- to long-term management strategies to us, and through friendly competition among trainees, we strengthened our bond as one team. This experience has strengthened my belief that “we will grow our China business!” The Chinese market is highly competitive and changing at a rapid pace, but there are some things that only Chinese people can understand about the local culture and way of thinking. From now on, I would like to actively seize business opportunities in China by being involved in management, making use of my strengths as a local staff member and what I learned in the training program.

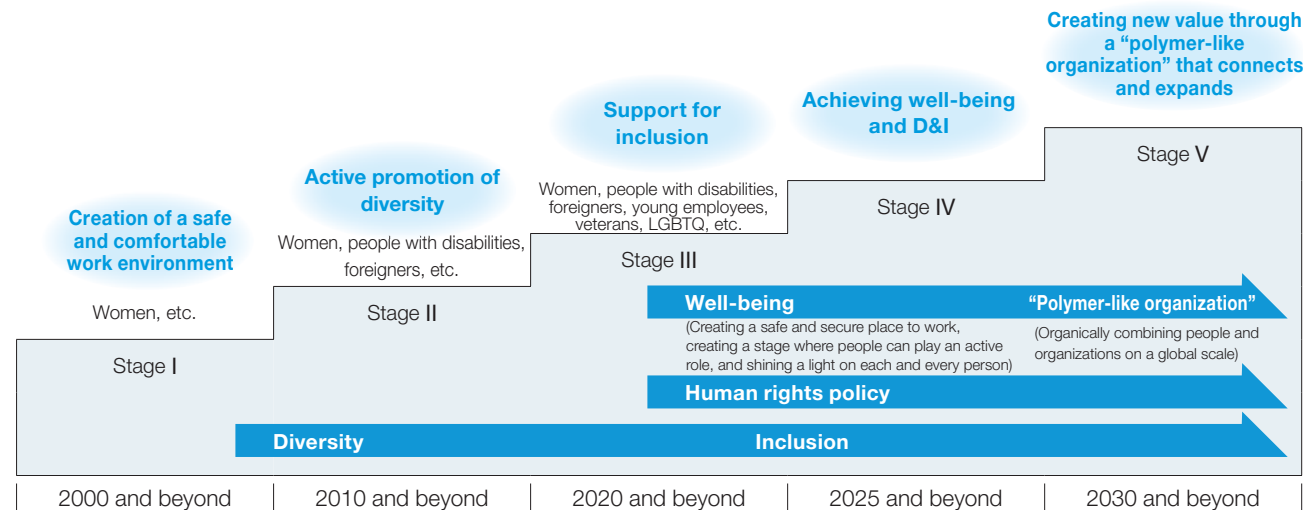


Li Haitao
 General Manager, Tianjin Sales Division
 Toyoda Gosei (China) Investment Co., Ltd.

Toyoda Gosei Diversity & Inclusion

At Toyoda Gosei, we are implementing initiatives in line with the roadmap shown below in order to enhance

the well-being of each individual and achieve diversity and inclusion (D&I) that leads to value creation.



Encouraging More Active Roles by Women

To bring about a situation in which all employees, regardless of gender, can play active roles and grow, and to create new value by taking advantage of diversity, we are implementing the initiatives shown in the table below. Our focus is on training and support for more active roles by female employees, reforming the attitudes and behaviors of superiors, and support for work-life balance.

We aim to have more than 45 female managers by 2025 in order to create an environment where female employees can work long-term with assurance and continue to grow, as well as to incorporate more diverse values and new perspectives and ideas into our management.

For example, in our training and support for more

active roles by female employees, we are enhancing our training initiatives to encourage female employees who aspire to become leaders by providing training to improve their management skills and actively implementing training rotations to expand their range of experience and perspective.

In technical workplaces, we are also creating manufacturing sites where employees can play an active role regardless of gender or age by adopting innovations to minimize heavy labor, such as rethinking high-load work with the use of *karakuri kaizen* (mechanical gadgets that improve work processes) and the greater use of robots, for encouraging more active participation by female employees.

Training and support for more active roles by female employees	<ul style="list-style-type: none"> Challenge programs: Educational program that provides female manager candidates with acquisition of management skills through training, expanded range of experience through training rotations, and sharing and mutual advice on issues or matters that are noticed through actual practice in the workplace. Encourage training: Training for mid-career female employees to help them develop their careers by creating a leadership image that makes the most of their strengths through year-round training, workplace practice, and internal and external exchanges. Tea meetings: A place for female employees to discuss their problems and express their opinions, and for female employees inside and outside the company to exchange opinions and gain new insights and networking opportunities.
Reforming the attitudes and behaviors of superiors	<ul style="list-style-type: none"> Workplace reform management class: A place to exchange opinions on voluntarily improving the management skills of those in managerial positions, and to reform the culture and awareness of the company. Human rights training, human rights lectures: A place to deepen understanding of unconscious bias and diversity and inclusion. Creating a workplace where people can communicate with each other: Training for managers to change their management style to be more attentive to employees and to make the most of each individual's values.
Support for work-life balance	<ul style="list-style-type: none"> Expansion of childcare leave, reduced working hours (systems exceeding legal standards) Adoption of telework (for office and engineering work since January 2021)

As the first on-site female section manager, I'm a role model for employees for working with peace of mind after childbirth

Two years ago, I became the first female section manager at Toyoda Gosei. I loved working with technicians and operating machinery at worksites, but there were two reasons why I decided to work hard as a management-centered section manager. One was that I wanted to test my potential, and the other was that I thought it would be an opportunity to make various proposals from a woman's point of view. After becoming a section manager and giving birth to my second child, I am now making further efforts to create an environment in which women can work comfortably while balancing work and childcare, supported by the understanding and support of those around me. My mission now is to create a manufacturing site where women can work with peace of mind even after childbirth, and to increase the number of women aiming for higher positions.



Ayumi Hashii
Section Manager, SS
Manufacturing Division

Encouraging More Active Roles by Senior Employees

We will create an environment in which an ever-increasing number of senior employees can continue to work with a sense of security and a high level of motivation, even after the age of 60. This will create new value by combining their wealth of experience, techniques, and skills with the ideas and perspectives of our younger employees. To build a foundation for this, we have raised the retirement age from 60 to 65, effective April 2022. We will continue the initiatives shown in the table below to encourage employees to continue working enthusiastically and with high energy until age 65.

We will continue initiatives to create an environment in which employees, regardless of age, can maximize their potential and to further improve engagement

(target: positive response rate of 65% or more for employee engagement (50s and 60s)). For example, as a means of improving motivation, we conduct career training for employees in their 50s, providing them with opportunities to exchange opinions with their peers and rethink such issues as how they will work in the future and how to demonstrate the techniques, skills, and experience that they have developed in the workplace. Also, to improve health and physical fitness, we are stepping up initiatives to promote health through regular discussions with employees, such as holding health seminars at milestone ages and reviewing cafeteria menus to improve dietary habits.

Increasing motivation	<ul style="list-style-type: none"> Provide management education to supervisors (Better communication and dialogue skills, etc.) Career development education (for young employees, mid-career employees, and senior employees) Conduct open recruitment targeting veteran employees (Matching the experience, techniques, and skills of applicants with the support needs of our suppliers)
Health and physical fitness improvement	<ul style="list-style-type: none"> Health education (seminars for employees at milestone ages) Improve cafeteria menu (address the risk of high lipids, high blood pressure, etc.)
Workplace environment improvement	<ul style="list-style-type: none"> Develop good practices in the workplace at manufacturing sites Initiatives to reduce physical workload (use of <i>karakuri kaizen</i> (mechanical gadgets that improve work processes), etc.)

Supporting suppliers' growth by challenging new environments

I decided to apply for the open recruitment process for senior staff because, when I thought about what I could do in my remaining five years before retirement, I wanted to support suppliers by utilizing my experience and skills in production engineering and planning. Now, I support those who have also been transferred in the open recruitment system, receive consultations from suppliers, and try to ensure that operations proceed smoothly by serving as a point of contact for them. I am also working to create a system to dispatch veterans who meet the needs of the client company so that both sides can grow together. Although we are still in the process of exploring, it is always fun to discover something new no matter how old we are. Many of our senior employees have a wide range of work experience, and we are working to create an environment where their strengths can be put to use.



Takashi Nakano
Group Leader, Purchasing Division

Career Development for Young Employees

In the automotive industry, which is said to be undergoing a once-in-a-century major transformation, we must enhance our corporate competitiveness for further growth and development as a company. To this end, we believe that it is essential for each and every employee to achieve their fullest potential and growth, while gaining a sense of fulfillment and satisfaction by drawing up their own career plans and achieving self-fulfillment. Since FY2021, we have been implementing Waku-Cari

Initiatives (initiatives to raise awareness of career development with excitement and high energy) and positioning the three pillars of the Waku-Cari Initiatives as priority measures as shown in the table below. In the future, we will further expand measures (career development initiatives) to help employees realize their individual career plans in cooperation with their supervisors, centering on “a safe and secure place to work” and “a stage where people can play an active role.”

Visualization	<ul style="list-style-type: none"> Creation of career path models (To show a model of career visions, career routes, and other career options available at the Company and to expand the image of career paths) Creation of a career development guide (a tool to support career autonomy by showing the knowledge base and ideas for career development) Career design training for employees in their 20s/30s/40s
Developing awareness	<ul style="list-style-type: none"> Career autonomy support Management training (education for managers on career autonomy support for subordinates and management concepts and methods by outside instructors) Career development information sessions for employees (motivate non-management staff to take control in developing their own careers)
Career development initiatives	<ul style="list-style-type: none"> Open recruitment-type rotation policy Exchange meetings with different industries Transfer of employees for overseas training

I've been living overseas for five years. I have a new job with global connections

In my fourth year with the company, I was given the opportunity to be transferred to North America under the Overseas Young Employees Training Transfer Program. During my free time while overseas, I participated in legal training, cross-cultural camps, and volunteer activities to gain a better understanding of different cultures. During my second assignment to North America, I had a child there and became interested in the differences in the educational systems between Japan and the U.S. I've been living overseas for five years now. It is a valuable asset for me that I have been able to broaden my perspective and make global connections regardless of my position. As the environment surrounding the automobile industry is dramatically changing, I would like to continue to chart new paths by trying to develop new products with our overseas members without being bound by preconceived notions.



Hironori Takagi
IM Engineering Division

I would like to make use of the skills and network that I developed at Woven City

Before being transferred to Woven City two years ago, I was engaged in product development for automobile exterior components. As one of the people in charge of the wellbeing area of Woven City, I am involved in creating something from scratch in collaboration with people with various backgrounds, such as software developers, architects, and lawyers. Since this is an unprecedented project to create a demonstration city, plans are frequently revised. I am learning so many things every day, such as the flexibility to quickly respond to changes and the communication skills to bring together the feelings of many people toward a single goal. I hope to make use of the skills and network I have developed at Woven City even after I return to my position.



Mitsue Tanaka
Transferred to Woven by Toyota, Inc.

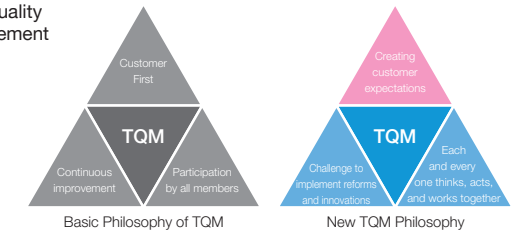
Global Uniform Quality Assurance

Enhancing Corporate Structure through TQM^{*1} Initiatives

Based on the basic principles of TQM, we are implementing TQM initiatives throughout the company to enhance product and work quality and human and organizational vitality to create a flexible and strong corporate structure. In addition to traditional improvement initiatives such as the Workplace Management Improvement Initiative and Small Group Initiatives, we have established and are developing a new TQM philosophy based on the concept of anticipating change and changing how we do work. Through TQM initiatives, we aim to create a workplace where employees can discuss anything with each other, and we are

working to foster a value creation mindset in addition to a quality mindset while enhancing psychological safety.

*1 Total Quality Management



Establishment of a Quality Assurance System and Human Resource Development That Can Respond to Future Business and Environmental Changes Quality Assurance System Adapted to New Technologies and Newly Developed Products

We have obtained ISO 9001/IATF 16949 certification for our quality assurance system and have established a quality management system. We are also building quality into new products using an Initial Management System that checks the degree of completion of each process from planning to design to production. We are

continuously working to improve the Initial Management System to ensure quality that meets customer expectations for new technologies, newly developed products, software, and experience-oriented businesses that are changing due to CASE, MaaS, and other factors.

Establishing a Quality Mindset of Customer First and Quality First

The president's Declaration of Global Quality Improvement, the Declaration of Thought and Action for each employee's position and job, and the Global Quality Month in November are all part of our efforts to establish a Customer First and Quality First mindset among all Group members, including suppliers and overseas

bases, through periodic review of their own actions. We have also established a Quality Learning Center where each and every one of our employees can learn about the concepts and attitudes that should be valued in manufacturing, and where they can constantly learn about quality, from its origins to future initiatives.

Developing Human Resources Capable of Taking on the Challenge to Implement Reforms and Innovations

With the rapid expansion of DX in recent years, it has become essential to have human resources who can utilize big data and link it to the creation of new value. We are enhancing our practical education for human resources who can utilize statistical quality control (SQC) and machine learning (ML) methods through

industry-academia collaboration^{*2} and other methods.
*2 Lecturers from Shiga University and Toyota Group experts



Toyota Group machine learning practice seminar

Ensuring Manufacturing Quality and Continuous Improvement Initiatives Creation of Self-Contained Processes in the Safety Parts Process

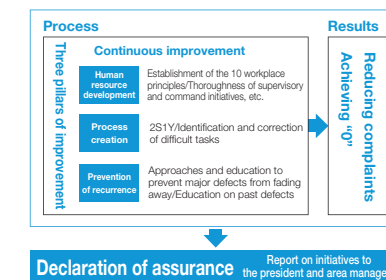
In order to deliver safe and reliable products to our customers around the world, we are working toward self-contained processes^{*3}, particularly in the production process of safety parts, which are directly

related to the basic performance (driving, turning, stopping) and safety of vehicles.

*3 Under the philosophy of “Quality is built into the process,” we will not produce or pass on defective products.

Ongoing Quality Assurance Declaration Initiatives

We are conducting Quality Assurance Declaration Initiatives with the aim of cultivating a workplace culture that enables continuous improvement and creating manufacturing sites that are resilient to change. In these initiatives, all employees participate in improvement initiatives from the perspectives of developing human resources, developing processes, and preventing recurrences, and when targets are achieved, the section manager issues a declaration of assurance to the president and area managers. The entire Group is working together to implement these initiatives, aiming for quality that earns the trust of customers globally.



On-site confirmation meeting by the president and vice president (Top: Japan, Bottom: North America)

Supply Chain Management

Basic Procurement Policy

The Toyoda Gosei Group has set a Basic Procurement Policy based on the concept of coexistence and co-prosperity with our suppliers. We aim to deepen

our partnerships with suppliers while achieving sustainable growth for both of us.

Basic Procurement Policy

1. Globally Optimized Procurement

We procure the optimum raw materials, products, and equipment fairly from a global perspective, taking into consideration cost, quality, technology, and production. We also welcome proposals from suppliers for new technologies, manufacturing methods, and new products.

2. Mutual Development Based on Mutual Trust

We aim to enhance the collective strength of the Toyoda Gosei Group based on open and fair relationships with our suppliers, mutually strengthening our corporate structures, innovating our management, and building relationships of mutual trust.

3. Efforts for a Sustainable Society

Toyoda Gosei has established action guidelines on social issues to be addressed, including the SDGs, and shares these guidelines with suppliers in carrying out initiatives. We also aim to ensure complete legal compliance and confidentiality in corporate operations, including our supply chain.

Our Supply Chain and Global Expansion

We directly deal with 421 suppliers for products and parts, 327 suppliers for materials and equipment, and a total of 773 suppliers including other suppliers in Japan and overseas.

As our business expands globally, we are collaborating with purchasing managers in each region, taking into consideration all aspects of quality, cost, risk avoidance, and other factors. Global procurement

liaison meetings are held twice a year to share information and engage in dialogue to resolve issues related to sustainability initiatives in addition to QCD (quality, cost, and delivery).

	Products & parts	Materials & equipment	Other	Total
Suppliers (number of companies)	421	327	25	773

Business with New Suppliers

We have an entry form on our website for open dialogue regarding new proposals and new business dealings. In addition to QCD assessments at the start of new business dealings, we also check the status of the other party's management initiatives based on their

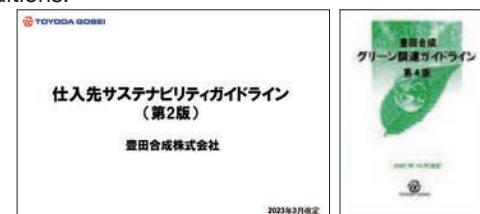
level of support for our sustainability guidelines and other factors, and at the same time, we explain the various guidelines we have developed and seek their understanding when concluding various contracts and memorandums of understanding.

Initiatives with Suppliers

Sustainability Initiatives throughout the Supply Chain

We have created the Supplier Sustainability Guidelines (2nd Edition) for the purpose of ensuring the understanding, dissemination, and implementation of our sustainability initiatives by suppliers. These guidelines set policies related to human rights, labor, the environment, compliance, and other matters. In addition to social aspects (including eliminating child labor, forced labor, and discrimination, and ensuring equal opportunity, reductions in long working hours, and compliance with minimum wage laws), the guidelines also require compliance with environmental aspects such as water use and biodiversity by suppliers. With regard to the environment, our Green Procurement Guidelines require suppliers to reduce CO₂ emissions, recycle resources including waste, and manage chemical substances. For conflict minerals,

we ask suppliers to be responsible in their procurement of resources and raw materials, and once a year, we conduct a survey on conflict minerals with the cooperation of all suppliers. As described above, we are accelerating initiatives needed for sustainable growth over our entire supply chain, matched to the various changing social conditions.



Conducting self-assessments of suppliers in accordance with the Supplier Sustainability Guidelines revised in March 2023

Implementing Carbon Neutral Initiatives in the Supply Chain

To achieve our goal of carbon neutrality throughout our entire supply chain, we started joint initiatives with our suppliers in 2021.

We started CO₂ emission reduction initiatives in 2022 after holding presentations and gaining an understanding of the current situation for recognizing the issues faced by individual suppliers. In addition to study sessions at the Energy Saving Dojo where Toyoda Gosei's energy-saving expertise is exhibited, support for measurement of actual energy usage, and various training sessions to prepare reduction themes and implement reduction initiatives tailored to individual suppliers, we also held the Carbon Neutral (CN) Initiative Conference in September 2023. About

120 participating companies brought together examples of reductions and issues they have faced over the past year, and group discussions by industry sector were held for sharing issues. We will continue to implement carbon neutral initiatives in cooperation with our suppliers.



CN Initiative Conference held in September 2023. 122 participants from 118 companies attended, including those who participated via the Web.

Strengthening Our Partnerships with Suppliers

Every April, we hold procurement policy briefings where we explain our management philosophy, the business environment, and company policy to about 250 major suppliers in Japan, share our issues and targets, and regularly confirm results and discuss improvements through anticipated value roundtables. In addition, starting in FY2019, we have designated December of each year as Supplier Month as an opportunity to express our gratitude and respect to our suppliers and to listen to their honest opinions with humility, and we aim to build better relationships with our suppliers by presenting them with letters of

appreciation to express our gratitude for their daily efforts.

We also hold procurement liaison meetings six times a year to introduce examples of initiatives and share information, and to hold seminars on social issues such as carbon neutrality.

Since FY2020, we have established a Management Troubleshooting Consultations Office for managers in our suppliers for receiving inquiries from them on various management issues, and we strive to provide consultations for those issues and advise them on highly effective solutions.

Support for Suppliers So That We Can Grow Together

To support our suppliers, we implement various initiatives from the perspective of safety, sustainability, quality, cost and production. No matter what the case, we are implementing these initiatives in association with human resource development support, such as transfer of our own skilled workers or accepting core personnel from our suppliers. In addition, we provide indirect support for the initiatives of the Kyowa-kai, which is organized by suppliers for the purpose of mutual study and horizontal deployment of best practices, and from 2022, the Winning (Value) Technology Exhibition has been hosted by the Kyowa-kai with the aim of strengthening the competitiveness of both parties by utilizing suppliers' accumulated

knowledge to enhance the added value of our products.

In 2023, we also began to leverage the strengths of both parties by sharing information on our problems (needs) and the proposals (seeds) of the Kyowa-kai.



The Winning Technology Exhibition held in September 2023. About 1,100 visitors attended the exhibition of various "value techniques" from participating companies.

Monitoring of Supplier Information

We request suppliers with whom we have ongoing transactions to submit a supplier survey sheet covering management information at least once a year, and we strive to quickly resolve risks and solve problems by visiting and interviewing suppliers

regarding major changes. Also, we conduct supplier evaluations, including QCD, to sort out the strengths, weaknesses, and challenges of each company before considering the details of transactions.

Health and Safety

Basic Philosophy on Health and Safety

The Toyoda Gosei Group considers employee safety and mental and physical health to be one of our most important management issues, and we do our best to

ensure secure and pleasant workplace environments for all business operations.

Health and Safety Initiatives

Based on the above basic philosophy, we have established the Safety and Health Declaration and are working to spread our company initiatives.

- Safety and Health Declaration**
1. We will comply with all laws and company regulations and standards related to safety and health.
 2. We will keep in mind that "Safety takes priority over everything else" and ensure that each and every one of us acts in a "safety-first" manner.
 3. We will engage in initiatives with a sense of ownership, and strive to foster a culture of safety in which all employees participate and are mutually enlightened.

Implementation System

The Central Safety and Health Committee, chaired by the general manager in charge of the Safety & Health Promotion Division and attended by the president, the labor union chairperson, all plant managers in Japan, and the presidents of domestic and overseas subsidiaries, meets four times a year to report and deliberate on various safety and health-related measures, and report the results of these deliberations to the Board of Directors.

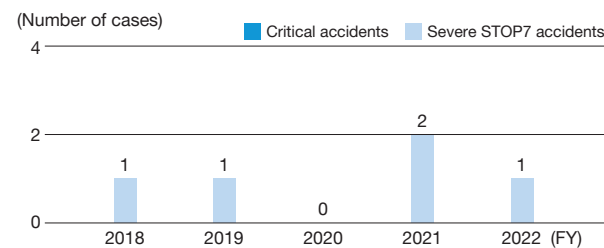
In addition to the deliberation results of the Central Safety and Health Committee, the entire company works together to implement initiatives by repeatedly disseminating safety information through the president's New Year message and company newsletters. We also regularly share information with our suppliers through procurement liaison meetings and other means.

Targets and Achievements (Global)

Based on the belief that it is the company's responsibility to ensure that all employees return home from work in the same good health state as they arrived at work, we have set a global target of zero critical¹ and severe² STOP7³ accidents, and are implementing various measures. In FY2022, we implemented initiatives to prevent entanglement accidents by focusing on eliminating hazardous sources, isolating hazardous sources, and shifting to inherent safety measures through automation and other means.

*1 Critical: Death
 *2 Severe: Victim loses part of body (or function)
 *3 STOP7: Seven events that may cause serious injury: (1) Crushing or entanglement, (2) Heavy object, (3) Drop or fall, (4) Electric shock, (5) Vehicle, (6) Hot object, explosion, or gas, (7) Amputation

Global Critical and Severe STOP7 Accidents (including contractors and engineering companies)



Ensuring the Safety at Domestic and Overseas Subsidiaries

We have been using safety and fire prevention maps (SFPM) since FY2020 for the purpose of visualizing the safety and fire prevention levels and rectifying weaknesses of our domestic and overseas subsidiaries. For domestic subsidiaries, on-site physical audits and support are conducted three times a year (13 companies: 39 times in total), and for overseas subsidiaries, priority guidance companies have been designated from this fiscal year, and web-based guidance meetings utilizing videos and various materials

are held once a month (2 companies: 15 times in total) to improve safety and fire prevention levels.



On-site physical audits and guidance for domestic subsidiaries



Web-based guidance meetings for overseas subsidiaries

Health Management Initiatives

We conduct health management initiatives to ensure that all of our employees remain healthy, both physically and mentally.

Health Declaration: To Achieve "Boundless Creativity and Social Contribution"

1. We believe the health of our employees is an important management resource and will strive to foster a corporate culture that puts safety and mental and physical health first.
2. We will strive to create positive and vibrant workplaces where employees can work energetically, and develop our personnel.
3. To help improve the health of employees and their families, we will raise health awareness for disease prevention.

Implementation System

As a subordinate organization of the Central Safety and Health Committee, the Health and Happiness Promotion Council is held four times a year for the purpose of expanding health management. This council aims not only to ensure healthy workplaces but also workplaces with happiness, and with the Safety & Health Promotion Division as the executive office,

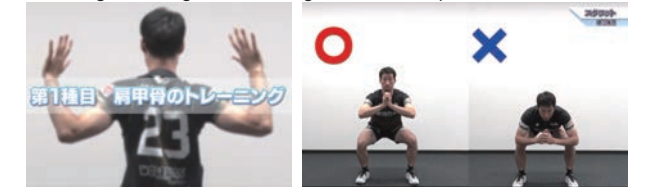
industrial physicians, the Human Resources Division, the health insurance union, and the labor union all work together to discuss health and happiness management initiatives. In addition, the matters discussed and decided upon are deployed to the Safety and Health Committee at each business site.

Health Challenge 8 in Health Management Initiatives

We are working on health management initiatives with the aim of ensuring that each and every employee can work with energy and healthily. Of the KPIs defined in Health Challenge 8^{*}, stress, sleep, and exercise, which had low scores, were designated as priority items for FY2022, and various initiatives were implemented, including the distribution of exercise-promoting videos. In recognition of these initiatives, we were certified as a Sports Yell Company 2023 by the Japan Sports

Agency and as a Health & Productivity Management Outstanding Organization 2023 (White 500) by the Ministry of Economy, Trade and Industry (METI).

* Health Challenge 8 is a metric consisting of 8 KPIs: weight, breakfast, drinking, snacking, non-smoking, exercise, sleep, and stress.



Exercise video by Wolfdogs Nagoya players

Initiatives to Maintain and Improve Women's Health

As part of our initiatives to support the health of working women, a Women's Health Seminar was held for the first time for managers and female employees. In March 2023, a special menu (Pink Ribbon Lunch) was offered in the cafeteria and various information was provided as a part of the Women's Health Week event. Also, individual letters and educational materials were sent to raise awareness of the importance of breast and uterine cancer screening. In recognition of these initiatives, the company

received the Partner Award for Cancer Prevention Campaign (Information Provider Category) from the Cancer Prevention Corporate Action Project sponsored by the Ministry of Health, Labour and Welfare.



Plaque for Partner Award for Cancer Prevention Campaign in Information Provider Category



Example of Pink Ribbon Lunch

Contribution to Local Communities

In order to be a good corporate citizen, as expressed in our management philosophy, we are actively engaged in global initiatives in four key areas: social welfare, environmental conservation, youth development, and community crime prevention. In February 2023, our volunteer group Wheelchair Doctors received the Selection Committee's Special Award at the 2nd Car, Society, and Partnership Awards in recognition of their longstanding and hardworking efforts to make a difference. We will continue to

increase opportunities for participation in social contribution initiatives within the company and implement initiatives that benefit the community.



Wheelchair Doctors at the CSP Award Ceremony



Wheelchair Doctors repairing a wheelchair