









Materiality (Key Issues)

	Key Sustainability Issues (Materiality)	Main Initiatives (Social Issues/Opportunities and Risks to be Addressed)	KPIs and Medium- to Long-term Targets (FY2030)	Relevant SDGs Most Important Areas
Business Operations	<ul style="list-style-type: none"> Responding to the transformation of the automobiles Reducing traffic fatalities for realizing a safe, secure, and comfortable mobility society 	<ul style="list-style-type: none"> Development of new products for BEVs Expanding sales to BEV leading markets and OEMs 	<ul style="list-style-type: none"> BEV-related share of revenue: 40% Target Setting Formula BEV production volume/Car production volume * Based on S&P Global Information 	 <p>Achieving a safer, more secure, and more comfortable mobility society</p>
	<ul style="list-style-type: none"> Creating new businesses utilizing core technologies 	<ul style="list-style-type: none"> Development and sales expansion of airbag products to deliver safety and comfort to all 	<ul style="list-style-type: none"> Airbag production volume: +1.5 fold increase (compared to FY2022) 	 <p>Solving social issues by creating innovations</p>
Management Base	<ul style="list-style-type: none"> Creating a decarbonized society by reducing CO₂ emissions and greenhouse gas emissions Creating a recycling-oriented society through waste reduction and water risk reduction 	<ul style="list-style-type: none"> Expanding new businesses by leveraging experience in new business development Deployment of corporate venture capital (CVC) Realization of smart factories (double productivity) 	<ul style="list-style-type: none"> Based on cash allocation (Allocating funds mainly for R&D, human resources, and strategic investments with the aim of expanding fields that contribute to safety, comfort, and decarbonization) 	   <p>Realization of a decarbonized, recycling-oriented society</p>
	<ul style="list-style-type: none"> Living together with local communities Use of diverse human resources and respect for human rights 	<ul style="list-style-type: none"> Creating environmentally-friendly businesses by leveraging our knowledge in the rubber and plastics fields Globally integrated operations to achieve carbon neutrality Contribution to a recycling-oriented society (Car to Car recycling) 	<ul style="list-style-type: none"> Scopes 1 and 2: Carbon neutral Waste volume (total) [non-consolidated]: -50% (compared to FY2012) Scope 3: -27.5% (compared to FY2019) Waste volume (unit) [overseas]: -55% (compared to FY2015) Renewable energy adoption rate: 100% 	  <p>Sustainable growth through diverse workforce</p>
	<ul style="list-style-type: none"> Corporate governance as a company with integrity Ensuring compliance 	<ul style="list-style-type: none"> Initiatives rooted in local communities (local self-reliant management, Center of Excellence) Diversity & inclusion Safety and health management Strengthening quality and supply chain to support sustainability management Responding to geopolitical and economic risks 	<ul style="list-style-type: none"> Percentage of employees receiving training on human rights: 100% Employee engagement affirmation rate [non-consolidated]: 75% Ratio of local executives (vice presidents and above) at overseas locations: 60% or more Number (ratio) of female managers [non-consolidated]: 100 (8.8%) Ratio of mid-career hires in management positions [non-consolidated]: 30% or more Number of serious accidents: 0 Percentage of suppliers implementing sustainability activities: 100% 	 <p>Fair and transparent corporate governance system</p>
<ul style="list-style-type: none"> Strengthening of BCP resilience Enhancing of internal controls 	<ul style="list-style-type: none"> Number of major legal violations: 0 Major cyber security incidents: 0 			