



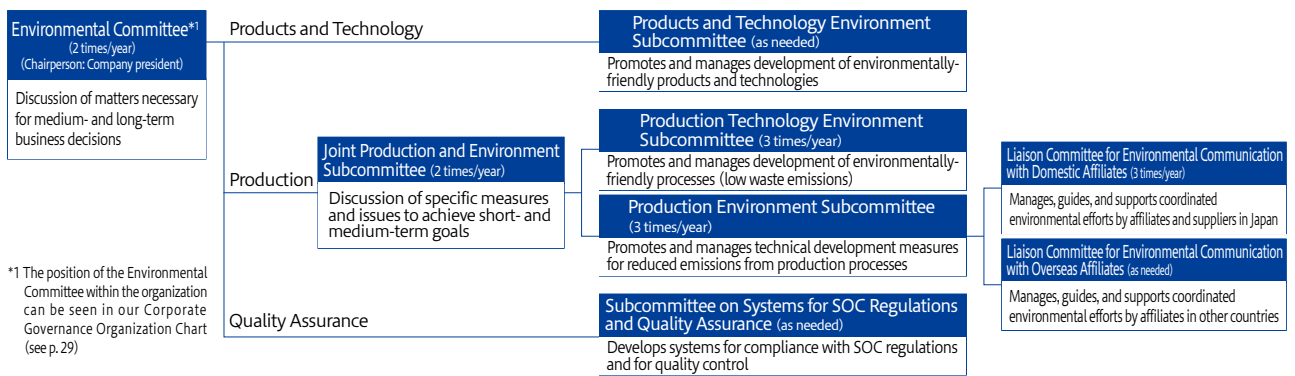
Environmental organization

Our medium- and long-term policy and key action items are discussed and decided in an Environmental Committee chaired by the company president. The Environmental Committee consists of four subcommittees in the areas of products, production, and quality. The subcommittees are further broken down into working groups that promote and manage areas such as reductions in energy use, waste products, and volatile organic compound (VOC) emissions, and preservation of the

environment. In this way, environmental preservation and management activities are conducted from an expert perspective.

Liaison committees have also been established to share information with related companies in Japan and abroad. Since 2019 we have been strengthening coordination between production technology and plant floor manufacturing (newly established Joint Production and Environment Subcommittee) to promote energy-saving activities.

Environmental organizational structure



Deployment from the Environmental Committee and subcommittees to plants and other operations is done with the establishment of expert committees in accordance with the ISO 14001 system at each plant.

Risk and opportunity associated with climate change and resource depletion

The risks and opportunities associated with climate change and resource depletion are recognized as an important management issue. We are working to strengthen our responses to the overall financial and social risks from the effects on economic and production activities of more drastic abnormal weather, changing precipitation patterns, droughts and floods, from a global perspective based on laws, regulations and trends.

	Risk	Opportunity
Climate change	Cost increases from carbon tax and soaring energy prices	Development of lighter weight, next-generation automotive parts, cost reductions from efficient energy use
Resource depletion	Effects of water shortages and floods on production activities Cost increases from difficulty in procuring materials, soaring material prices	Cost reductions from re-use and decreased use of water Cost reductions from recycling technology, use of fewer materials
Management (regulatory compliance)	Loss of trust in the company due to environmental problems, including legal violations, and insufficient efforts to protect the environment	Raise brand strength by enhancing environmental activities

Resource utilization and environmental emissions in business activities

To lessen the amount of energy, material and other resource inputs, and maximum product output, we are utilizing our skills in product development, process development and workplace

kaizen in efforts to improve through business activities.

The input resources we use include environmentally friendly materials and clean energy.

INPUT

Total material input 45,974t	Rubber (rubber sheet) 17,820t
Plastic 28,154t	Excluding purchased parts, metal and liquid
Total energy input 2,571,000Gj*2	Heavy oil 12,000Gj
Purchased electricity 1,240,000Gj	Kerosene 0Gj
Renewable energy 2.5Gj	LNG 126,000Gj
City gas 1,190,000Gj	Gasoline 1,000Gj
LPG 2,000Gj	
Water resource input 1,260,000m ³	Clean water 214,000m ³
Industrial water 696,000m ³	Underground water 350,000m ³
PRTR*3 substances usage 593t	

Business activities →

OUTPUT

Products	
Emitted into the atmosphere	
NOx*5	108t
CO ₂ 106,000t-CO ₂	Dust 0t
6 gases 200t-CO ₂	Volume of substances subject to PRTR 91t
SOx*4 0t	VOC*6 emissions 270t
Waste discharge	
General waste	7t
Landfill waste 0t	For-profit disposal by sale 5,893t
Incinerated waste 1t	Volume of substances subject to PRTR 59t
Industrial waste 7,203t	
Wastewater	
Nitrogen emissions*7	8.3t
Total wastewater 930,000m ³	Phosphorus emissions*7 0.5t
Volume of substances subject to PRTR 0.1t	COD emissions*7 4.1t

*2 Gigajoule (1,000,000,000 joules)

*3 Pollutant Release and Transfer Register

*4 Sulfur Oxide

*5 Nitrogen Oxide

*6 Volatile Organic Compounds

*7 Range of target: 4 plants of Haruhi, Inazawa, Heiwacho and Seto, Kitajima Technical Center, Miwa Technical Center and Sun-Court Inoguchi