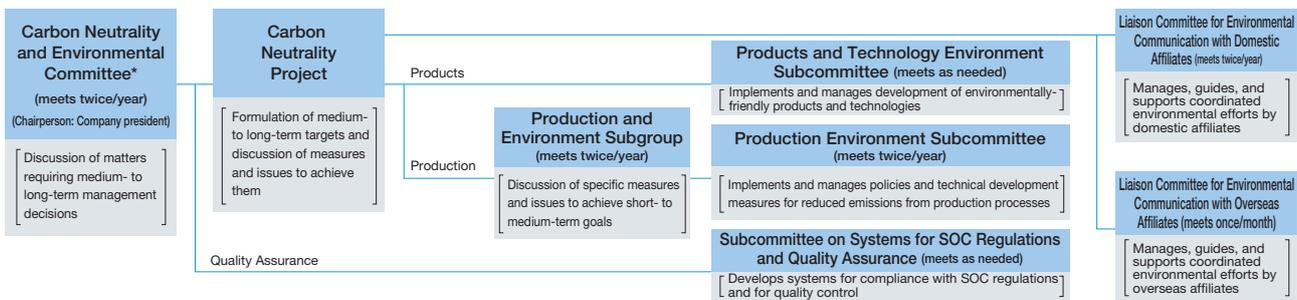


### Environmental Organization

Our medium- to long-term policy and key action items are discussed and decided in a Carbon Neutrality and Environmental Committee chaired by the company president. The Carbon Neutrality and Environmental Committee consists of three subcommittees in the areas of products, production, and quality. In the area of production, a Production and Environment Subgroup has been established to strengthen environmental initiatives over the entire manufacturing process. The above subcommittees are further broken down into working groups that implement and manage

areas such as reductions in energy use and waste products, and preservation of the environment. In this way, environmental preservation and management activities are conducted from an expert perspective. Also, liaison meetings have been established as a forum for information sharing with domestic and overseas Group companies. A carbon neutrality project was started in FY2021 to accelerate efforts over the entire product lifecycle. The project is headed by the president with outside directors as advisers and the general managers of related divisions as members.

### Environmental Organizational Structure



\* The Carbon Neutrality and Environmental Committee is positioned within the organization as shown in the Corporate Governance System Chart (see p. 71), and the deployment of policies from the Carbon Neutrality and Environmental Committee, the Production and Environment Subgroup, and the respective subcommittees to plants and other operations is done by establishing expert committees in accordance with the ISO 14001 system at each plant.

### Strategy on Carbon Neutrality and Circular Economy

We have established a strategy on carbon neutrality and circular economy for the entire product lifecycle and are implementing initiatives for achieving it. We have set Sustainable Materials, Sustainable Design, Zero Emission Challenge, and Resource Circulation as our goals, and have incorporated them into specific content from four perspectives, and in this way, we aim to realize carbon neutrality and a circular economy and link it to viable businesses.

- Materials** We will strive to procure recycled materials for also ensuring stable supply and expand the use of bio-materials.
- Design** We will strive to develop lightweight designs, easily-disassembled designs, compact designs, and other improvements.
- Manufacturing** In addition to day-to-day improvements, we will also study the adoption of innovative processes, such as process downsizing and reduction of heat energy, as well as the use of hydrogen.
- Collection/recycling** We will systematically minimize waste in our plants and build a system to collect parts from the market.

### Strategy on Carbon Neutrality and Circular Economy

