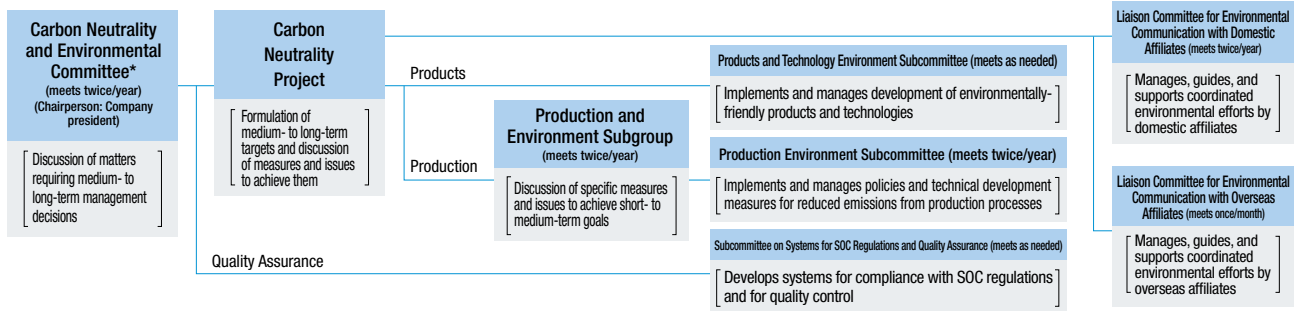


■ Implementing Organization

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 enhance environmental initiatives over the entire manufacturing process. As a subordinate organization under the subcommittee, we have established a working group to implement activities aimed at reducing environmental impact and prevention by reducing energy consumption, improving energy efficiency, and minimizing waste and water intake.

Environmental Organizational Structure

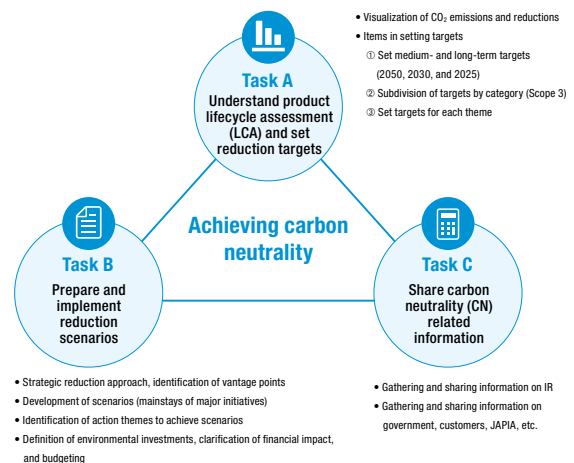


* The Carbon Neutrality and Environmental Committee is positioned within the organization as shown in the Corporate Governance System Chart (see p. 71), and the deployment of policies from the Carbon Neutrality and Environmental Committee, the Production and Environment Subgroup, and the respective subcommittees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

■ Carbon Neutrality Project

Led by the president, with outside directors serving as advisors and relevant department heads as core members, we have launched a cross-departmental carbon neutrality project. This project enables swift decision-making and action across the entire product lifecycle.

System	With the president at the top, the project leader is the vice president, and the core members consist of department heads and above. This is a system that enables speedy and immediate managerial decisions and their implementation.
Initiative	Each task is led by the head of the relevant department to carry out the initiative.



■ 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

