

Strategy

for Value Creation

Chapter 1

Point

- ◆ In response to the major transformation of the automotive industry, we aim to contribute to society through technology and manufacturing.
- ◆ We will continue to support powertrain products for automobiles by leveraging environmental technology, which we have so far cultivated.
- ◆ We will continue to hone our technological capabilities with the aim of contributing to the evolution of mobility, including electrification and the use of clean energy.
- ◆ We will fulfill our social responsibility to solve social issues and achieve sustainable growth through our business activities.

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Tokuhiisa Nomura
President

Message from Our President

Achieving Greater Heights as the Top Manufacturer of Environmental Technologies to Build a Decarbonized Society.

Making the Aisan Group's Vision a Reality

Since our founding, we have held fast to our management principle of “contributing to society through global growth and environmental preservation,” and have been working to solve various social issues through the development of our business as an automotive parts manufacturer. The automotive industry is entering a period of major transformation, and we are working to strengthen the competitiveness of our powertrain product business in line with our current Medium-term Management Plan (2023-2025), aiming to make “VISION2030: Beaming future is in our hands” a reality. We are simultaneously strengthening our structure by allocating management resources to new businesses such as the electrification system product business and Business Using Clean Energy Technology, as

well as to initiatives working toward carbon neutrality. In fiscal 2023, these efforts gradually yielded results, bringing us steadily closer to our vision.

In the fiscal 2023 Integrated Report, we hope to communicate two main points. First, a review of what we have been working on and a renewed understanding of the issues surrounding the Company. After summarizing the results and challenges of our efforts to date, I will explain the direction of our business development for further growth. The second is our future targets and initiatives. I will explain in detail our current initiatives and their roles in bringing the Company's vision to fruition. I hope that by reading this report, our investors and shareholders will have a better understanding of the direction in which we are headed.

Review of Fiscal 2023

Looking back at fiscal 2023, there are two aspects that are most important to communicate. First, we believe that this was the year in which our MMK (strengthening of manufacturing) activities, which we have been implementing since 2020, began to produce results. MMK activities, which were initially focused on profit improvement activities in Japan, were expanded to overseas locations since 2023, and the results of these efforts have begun to materialize in the form of profit improvement effects. The progress in product selection and concentration, which started prior to the implementation of MMK activities, is also showing positive results. Since we have many customers, we used to develop and produce a variety of product lines to meet their needs. This sometimes led to the development and production of models that prioritized relationships with customers, even though it was difficult to secure profits or those products did not have promising outlooks for future model development. However, as a result of our efforts to integrate and discontinue part numbers for these product groups through active dialogue with our customers, our MMK activities have produced synergistic results and we are now in a solid position to generate stable earnings while continuing to invest proactively for the future.

The second aspect I would like to highlight is the improvement of profitability of the fuel pump module business taken over from DENSO Corporation. In fiscal 2023, the facilities that we inherited were transferred to our Toyota Plant and our subsidiary Aisan Kumamoto, and we have begun transitioning to a production system in which all processes from development to manufacturing are completed in-house. Full-scale in-house production will begin in fiscal 2025, so it will be some time before the business itself makes a significant contribution to our revenue. However, considering that we were able to step up sales from the 200 billion yen scale to the 300 billion yen scale before and after taking over the business from DENSO Corporation, we believe that the impact of this business on the Company was significant. To accelerate the shift to in-house production, our plant will begin early production of models with particularly large volume, stabilizing the revenue base of the fuel pump module business which now accounts for approximately 40% of the market share.

These efforts led to strong financial results for fiscal 2023, with both net sales and profits reaching record highs.

This has enabled us to achieve the management targets set forth in the current Medium-term Management Plan—net sales of 280 billion yen or more (actual results for fiscal 2023: 314.3 billion yen) and ROE of 8.0% or more (9.7% for fiscal 2023)—two years ahead of schedule, which we positively evaluate.

The current Medium-term Management Plan will reach its final year in fiscal 2025, and we are already considering the formulation of the next new Medium-term Management Plan within the Company. To maintain the trend of positive growth, we will formulate the next Medium-term Management Plan with even more challenging targets to meet the expectations of all of our stakeholders.

Future Management Policy

Raising competitiveness with an all-round strategy that can respond to all types of power sources

The business environment of the automotive industry surrounding the Company has been described as a “once-a-century transformation,” and we have received many concerned comments about the shrinking market. However, for several years I have consistently told people inside and outside the Company that the engine sector will not go away. This is because we believe that there will always be regions in the global market where engine-powered vehicles are needed. Of course, we are not being complacent about the future, and it is almost certain that the market will gradually shrink in size. Our assumption is that EVs will account for at most 30% of new vehicle sales worldwide by 2030. Moreover, China and Europe will see a higher level of EV adoption, reflecting their regional characteristics. Nevertheless, PHEVs (plug-in hybrids) are currently the vehicles with the largest sales growth in China. Our analysis suggests that PHEVs are being chosen as a realistic option because BEVs (battery electric vehicles) take a long time to recharge and there are concerns about running out of battery power while driving outside of urban areas. As long as these user trends continue, engine-related demand will not disappear. In Europe, there has also been a swing back to engine-related demand in the form of an announcement to allow the continued sale of vehicles that use e-fuel (synthetic fuel) after 2035. There

are some causes for concern, including the poorer than expected sales volume of Japanese manufacturers in China, which will naturally affect our delivery of components to Japanese manufacturers.

In light of this situation, we are pursuing an all-round strategy to respond to all types of power sources. In our existing engine parts business, we aim to consolidate our business in cooperation with other companies in the industry to further increase the competitiveness of not only our company but also other Japanese automotive parts manufacturers. The fuel pump module business is one such measure, which has led to an increase in profitability for the Company as it allows us to effectively utilize our production capacity. In order to enhance Japan's competitiveness in the global market, we will continue to share issues with various business partners and take proactive steps to resolve them.

Electrification and clean energy utilization as new pillars of revenue

Development of new businesses under our all-round strategy is centered on two themes: electrification and utilization of clean energy. During the current Medium-term Management Plan period, we are further accelerating our efforts by proactively allocating resources for this strategy, including 12 to 15 billion yen per year for research and development.

In the electrification business, production of battery cell cases is progressing as planned as a foothold for business expansion. Battery cell case products apply our existing elemental technologies, so development was largely completed in 2023 and we have entered the production preparation stage. Construction of a pressing plant on the Anjo Plant site has been completed in the summer of 2024, with full-scale operations scheduled to begin at the end of the year.

While battery cell cases are the first step in the electrification business, we must also possess electronic technology and new software technology to upgrade to the next step of providing higher value-added products that integrate battery module and system components. To this end, we aim to secure 100 software engineers in three years. This has proceeded almost according to plan, and we are beginning to see results in the development of the

product line needed for the next step, including the completion of some small mobility controller development.

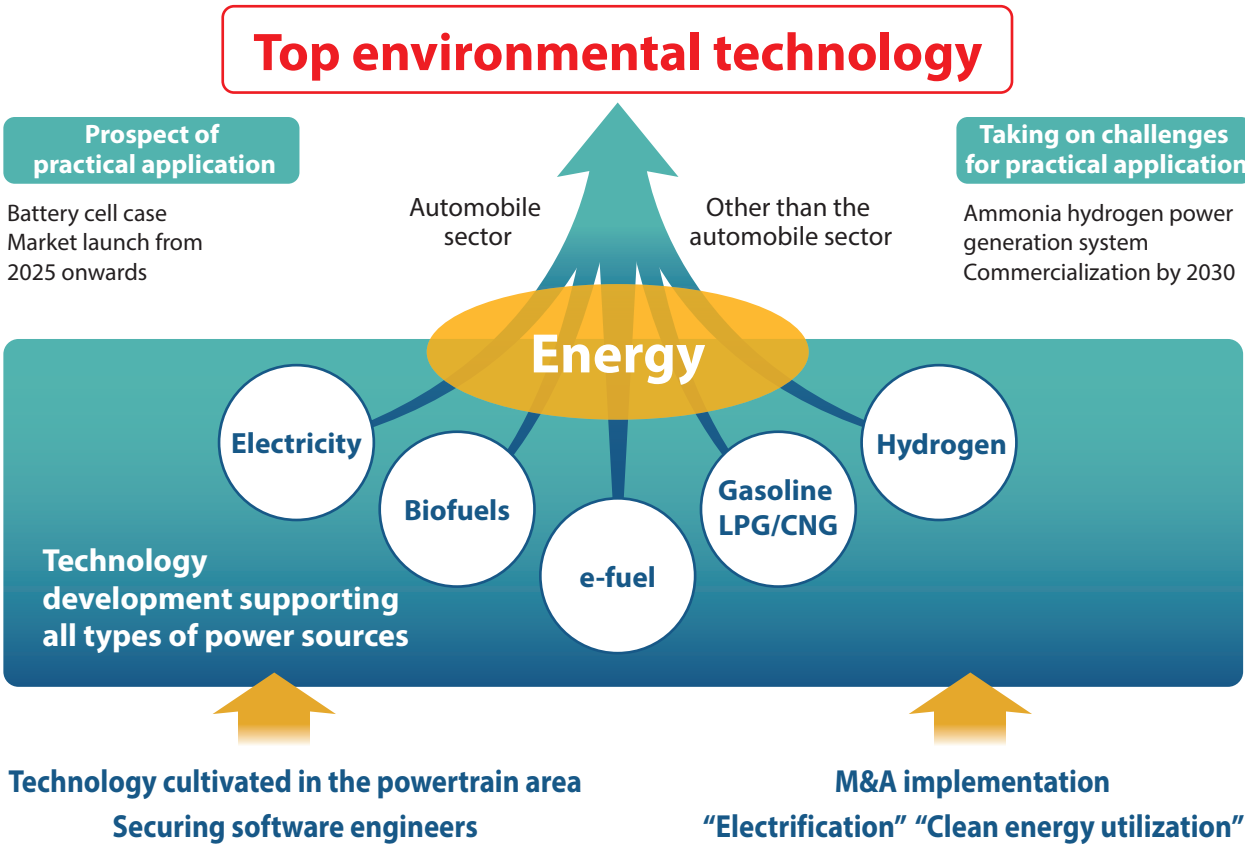
Thus far, we have spent about five years conducting basic research in the field of electrification, and we are now in the transitional stage of putting this research into practice. In the next Medium-term Management Plan, we intend to present more specific details such as an outline of our products and the timing of their sales to show our commitment.

On the topic of utilization of clean energy, we are particularly interested in hydrogen-related issues. We currently handle parts for the existing hydrogen fuel cells, and with an eye on creating a hydrogen society in the future, we are focusing on ammonia, which can efficiently and safely transport and extract molecular hydrogen. Development of an ammonia hydrogen power generation system that extracts hydrogen from ammonia to generate electricity is underway. We are conducting a series of demonstration tests to achieve even more efficient and stable power generation, and will work to show the prospect of commercialization by 2030.

Our role in becoming the top manufacturer of environmental technologies

In recent years, there has been a trend in the manufacturing industry as a whole to shift from monozukuri (making things) to kotozukuri (making events), but we felt that this trend had not spread to the automotive industry. While initiatives in MaaS and other next-generation mobility services are advancing in some areas, services that add value to cars themselves are mainly aimed at reducing the negative impact of cars on society, such as ADAS (Advanced Driver Assistance Systems) that prevent traffic accidents, and the development of vehicles with superior environmental performance and fuel economy.

Within this context, many car manufacturers are aiming to transform themselves to mobility companies, with a philosophy of delivering the joy of mobility and the freedom of movement that goes beyond providing the value of a car as a product. The traditional value chain of developing, manufacturing, selling, and providing services for cars will naturally continue in the future, but the idea of



a mobility company also includes the concept of making new events that change the social structure. We believe that the technologies that will bring about these changes will lead to the development of automated driving technology and connected cars.

Various car manufacturers have just begun to address the question of how cars as a form of transportation can contribute to people's lives in the future. When considering the question of what we envision as our role when the future envisioned by car manufacturers becomes a reality, I believe the answer is that we should possess top environmental technology that contributes to better car manufacturing and that we should become a company needed by society.

We believe that we have two roles to play in achieving our vision. The first is to continue to support the powertrain by further refining the technologies we have accumulated. And, through the use of environmental technologies, we will contribute to better car manufacturing, thereby gaining us recognition by society.

Although our customers are car manufacturers and our business is BtoB, we believe that we must provide products and systems that will be appreciated by customers and society as a whole. If our products and technologies are used in many cars around the world and many car users are pleased with them, we can further contribute to society. And if this is recognized socially and the company's visibility improves, it should also help motivate employees.

Another point is that we not only design and manufacture components according to the specifications of car manufacturers, but also take on the challenge of further upstream processes. We are powertrain professionals. We would like to be entrusted by car manufacturers to handle conventional engine-related products, electric powertrains including hybrids, and diversifying fuels, and to be able to make optimal proposals to them.

To further enrich our manufacturing by taking on these challenges, and to contribute to society through

monozukuri (making things) and kotozukuri (making events) as the top manufacturer of environmental technologies, we will ensure that our vision and two roles are communicated as our corporate identity to all employees as well as to management.

About Our Sustainability Management

Understanding capital market requirements and striving to strengthen information disclosures

We have been discussing various themes internally regarding sustainability management, but we feel that there is still a lack of communication of specific information to our stakeholders, particularly regarding the cost of capital and the enhancement of corporate value through human capital management.

Until now, we thought that showing a path to grow our business and improve profitability would be sufficiently recognized in the capital markets, but this has not worked out as we had hoped. Through dialogue with investors, we realized that particularly careful disclosure is necessary with regard to sustainability promotion. We understand that the request from the Tokyo Stock Exchange to improve P/B ratios and the mandatory disclosure of non-financial information in securities reports are messages from the capital markets that non-financial information is a barometer of corporate growth. While business activities should naturally take center stage, to ensure that our corporate value is appreciated by the capital markets, we will clarify not only our emphasis on immediate business growth, but also how we are returning profits to investors and shareholders from the perspective of sustainability management and its link to future growth of our business activities.

Similarly, we will visualize human capital, not by focusing on individual items such as the empowerment of women, as we have done in the past, but by taking a broad view of how all employees can be empowered to work and how the output they produce translates into financial results. Through these efforts, we intend to respond to the demands and expectations of society by considering how the performance of each and every employee will lead to sustainable corporate growth.

In addition, our employees have often been characterized as “honest and earnest,” which is a very desirable trait in a traditional pyramid-structured organization, but going forward we will emphasize that they can’t simply wait for instructions from the top. We must share our corporate identity with all employees and develop human resources who can act on their own initiative. We will also increase opportunities for human resource exchanges with our overseas offices and focus on developing truly global personnel. We will instill in all of our employees an awareness of our role in society and our BtoBtoC philosophy of being aware of the existence of users beyond our business partners.

As indicators of the results of human capital management initiatives, we are requested to disclose the results of engagement surveys and the number of female managers. However, we believe it is important not only to disclose the results, but also to provide the reasons and analysis that led to the results, such as the number of female hires by age group and the ratio of female to male hires.

Governance Structure of the Aisan Group

With regard to the Company’s corporate governance, outside directors at the Board of Directors meetings have evaluated that the atmosphere of the meetings and the content of directors’ comments on important agenda items have changed. When I first became president, I often proceeded solemnly with only explanations and resolutions, so I have worked to change the composition of the Board of Directors and create an atmosphere in which it is easier for people to speak up. Gratifyingly, we have received a satisfactory score in evaluating the effectiveness. In addition to evaluations as scores on the Board of Directors, I value the casual questions and requests that I receive from outside directors. In fiscal 2023, reflecting the requests of outside directors, we began an off-site meeting initiative in which discussions are held in an environment away from the headquarters. The atmosphere is different from that of a traditional board meeting, and the topics are narrowed down to encourage discussion. We feel that we can have more in-depth discussions about corporate culture and future business strategies by setting up a meeting body separate from the

Board of Directors meetings. We hope to continue to hold this type of meeting at least once a year.

By gathering the valuable opinions of outside directors and reflecting them in our management strategy, we can achieve our vision, which is to become a company that contributes to better car manufacturing and is needed by society with a leading position in environmental technology. Accordingly, we will continue to carefully engage in communication with each and every one of them.

In addition, two M&A transactions were conducted in fiscal 2023 in line with our business strategy. Our policy is to work together with companies that possess the technology necessary to advance new businesses to build technology development and production systems, regardless of the size of the company, and we consider M&A as a means of speeding up business expansion. As the Group expands, it is essential to establish a governance system that is even more effective, and we will continue to focus our efforts on strengthening governance.

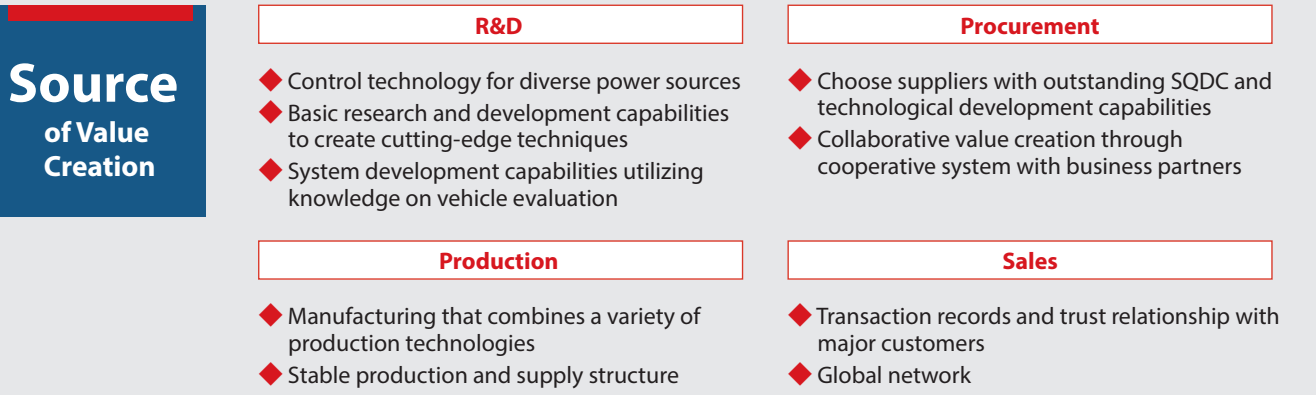
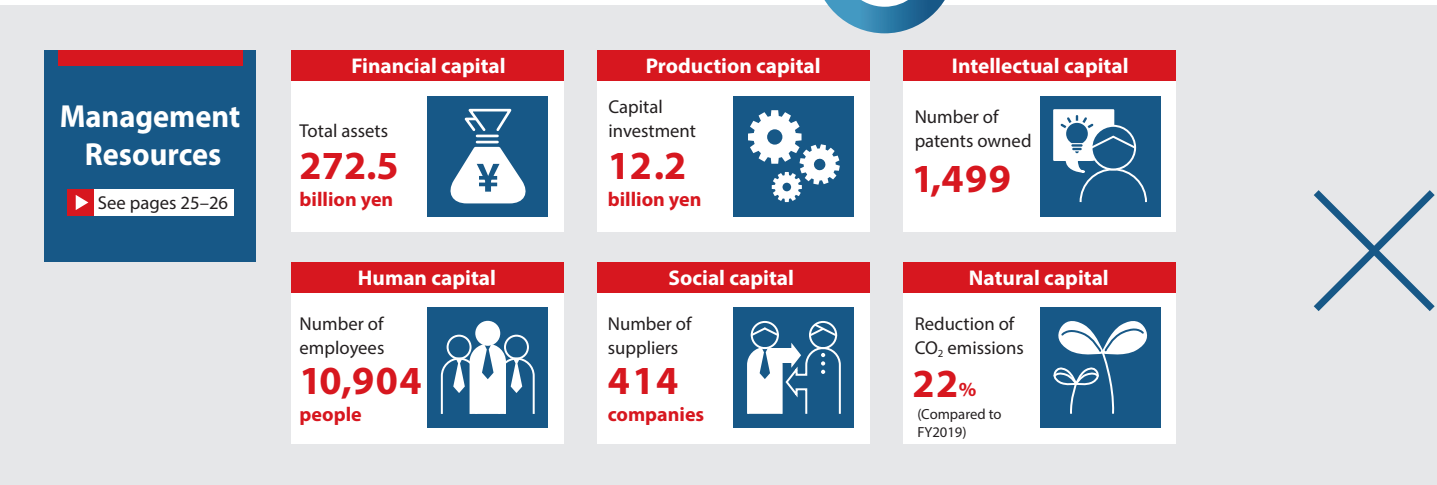
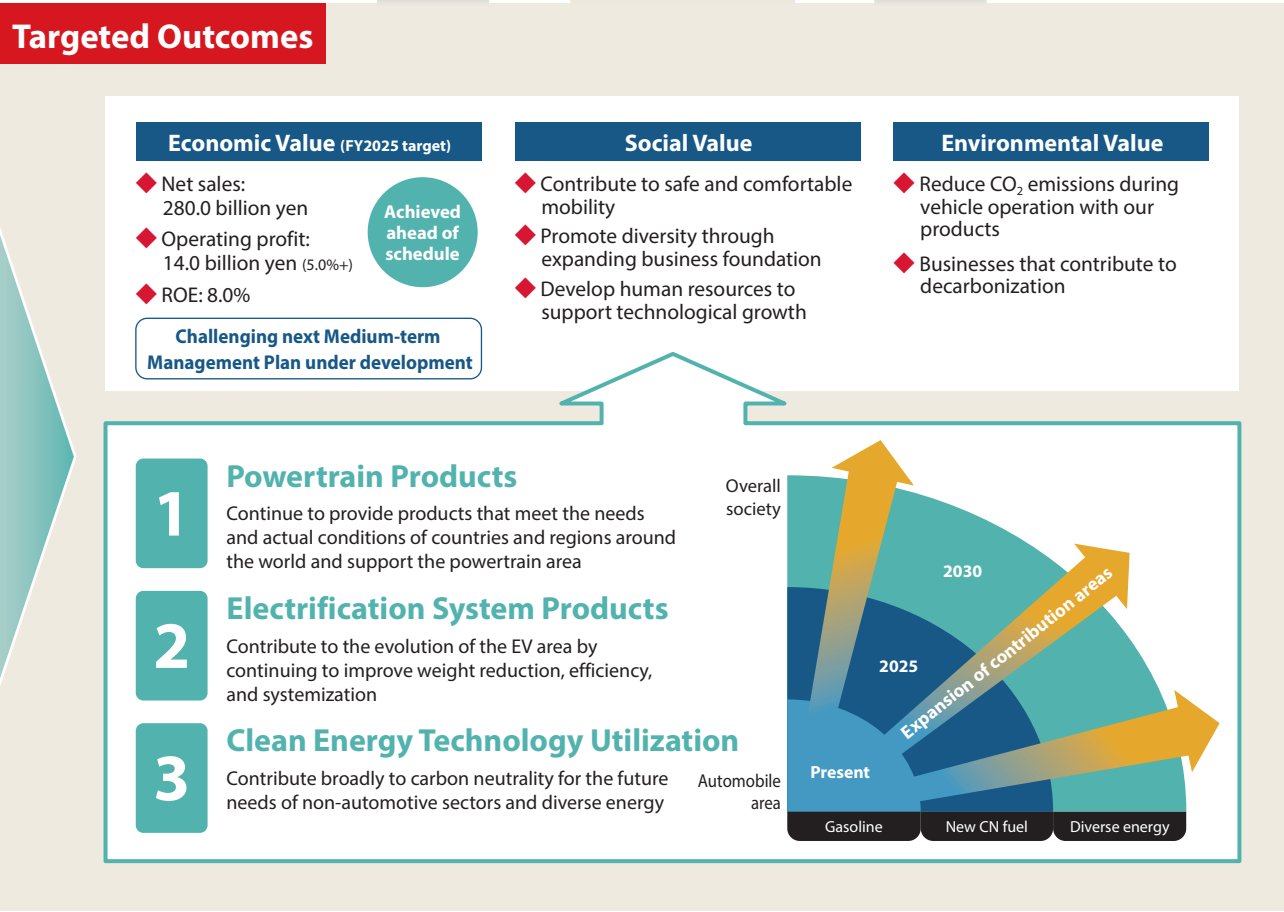
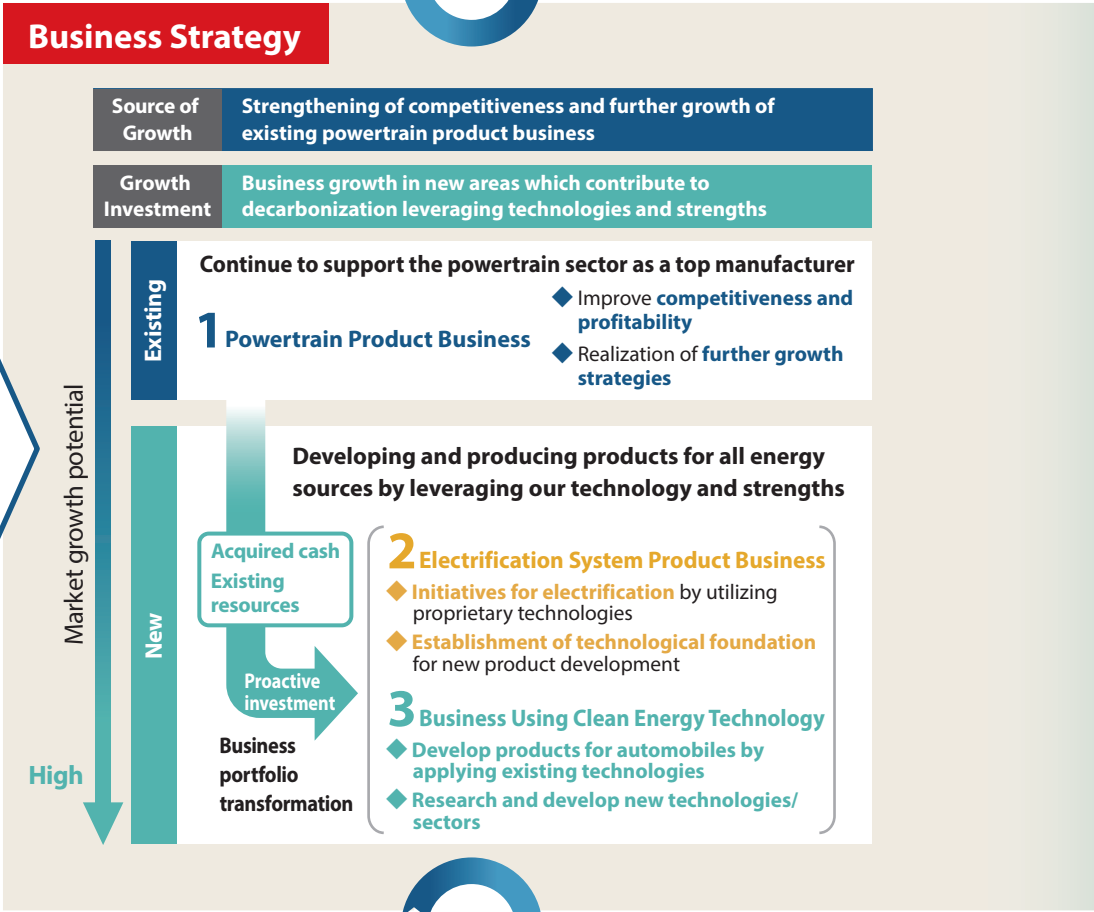
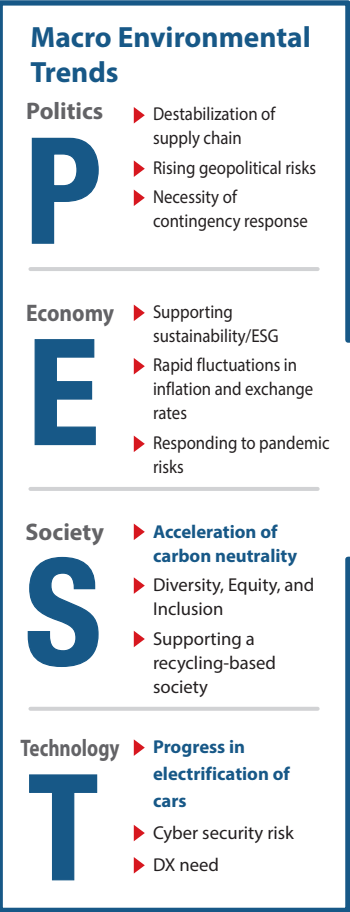
To Our Stakeholders

Various scandals have come to light in the automotive industry, which have caused great concern to all of you. In order to live up to your trust and expectations, we will strive to further strengthen compliance and create a workplace culture of openness.


To achieve further corporate growth, we are currently in the final phase of discussions regarding business strategies for existing powertrain businesses, setting targets for electrification business and clean energy development, and exit strategies for these new businesses, in preparation for the announcement of a challenging next Medium-term Management Plan for fiscal 2024. With regard to our response to electrification and our financial capital strategy, which are of particular interest to our stakeholders, we intend to present them in a form that is easy to understand.

We will also pursue initiatives to strengthen governance, including thorough compliance, fair and proactive information disclosure, and risk management, in order to continue to earn the trust of our stakeholders. We look forward to your support of our next Medium-term Management Plan.





We will continue to strengthen our management capital with the aim of becoming the top manufacturer of environmental technologies centered on people and technology.

Financial capital		Total assets	272.5 billion yen	Equity ratio	49.4%
		Operating cash flow	38.6 billion yen	ROE	9.7%
		Financial rating	A-	ROIC	7.4%
		See pages 33–38			

Support business growth and management with financial soundness and capital efficiency, and meet stakeholder expectations with capital efficiency and shareholder returns

Capital efficiency

- Pursuit of optimal capital structure and efficient management that exceeds cost of capital

1 ROE improvement

- Accelerate shareholder returns with funds generated
- Leverage of borrowing utilization

2 ROIC improvement

- Efficiently fund business operations
- Introduction of consolidated CMS*
- Improvement of asset turnover ratio


* CMS: cash management system

Shareholder returns

- Stable continuation of dividends
- Profit distribution with an awareness of capital efficiency

Financial soundness

- Balance between growth investment and financial soundness
- Efficient management of assets and funds

Production capital		Capital investment	12.2 billion yen	Headquarters	Japan + 3 bases
		Property, plant, and equipment	83.5 billion yen		
					Overseas 18 bases

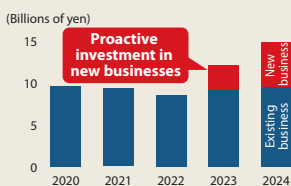
Proactively invest management resources in new businesses to achieve business growth looking ahead to 2030

Thoroughly increase the efficiency and profitability of the existing powertrain product business


- Expand competitiveness and profitability of the transferred fuel pump module business through in-house production and synergy effects
- Further integrate overlapping major product businesses and consolidate production

Shift management resources to the development of new businesses that contribute to electrification and decarbonization, and actively invest in them

Capital investment



Intellectual capital



R&D expenses

12.9 billion yen

Number of patents owned

Japan 648

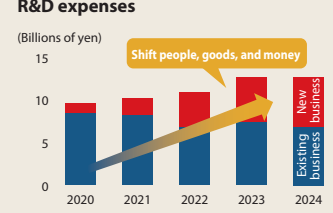
Overseas 851

Developing new technological areas by refining the environmental technologies we have cultivated

Challenges in new sectors


- Received the Aichi Invention Award for seven consecutive years
- Received the Chubu Invention Award/Honorable Award by The Public Foundation of Chubu Science and Technology Center
- Number of patents owned: 648 (Japan)/ 851 (Overseas)
- Number of carbon neutrality-related patent applications: 105

R&D expenses (Billions of yen)



Year	R&D expenses (Billions of yen)
2020	~10
2021	~10
2022	~10
2023	~10
2024	~15

Human capital



Number of employees

Japan 3,967

Overseas 6,937

Software human resources

71

Promote human resource development to respond to market changes

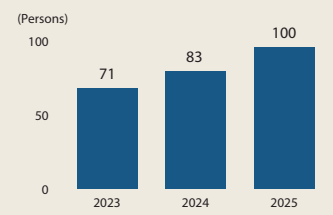
Software human resource development

- Investment in human resource development: 1.3 billion yen
- Promotion of collaboration and cooperation with external organizations
- Active use and promotion of external human resources

Autonomous human resource development

- Introduction of Aisan Manabiba autonomous learning management system
- Continuation of Aisan Katariba dialogue meetings with board members
- Formulation of Aisan Industry's original EVP*

Software human resource development plan (Persons)



Year	Software human resource development plan (Persons)
2023	71
2024	83
2025	100

Social capital



Number of suppliers

414 companies

Dialogue with institutional investors

51

Aiming for sustainable growth with diverse stakeholders

Coordination with suppliers


- Promotion of MMK*/MCK* activities
- Human rights activities throughout the supply chain
- Cyber security level improvement activities

Dialogue with investors

- Visits to investors: Dialogues to meet individual needs
- Technology briefings: Explanation of strategies for new business creation and future investment



Natural capital



Reduction of CO₂ emissions

22%


Reduction of waste emissions

41%

Promote a circular economy through the use of environmental technologies

The three pillars of environmental activities

- Carbon neutrality: Reduction of CO₂ emissions from plants/Utilization of clean energy/Reduction of CO₂ emissions throughout the value chain
- Circular economy: Innovation in product design (material substitution, downsizing and weight reduction)/Promotion of zero waste emissions
- Nature positivity: Abundant nature/Conservation and revitalization of biodiversity



Solving Social Challenges and Achieving Sustainable Growth through Business

Approach to Sustainability Management

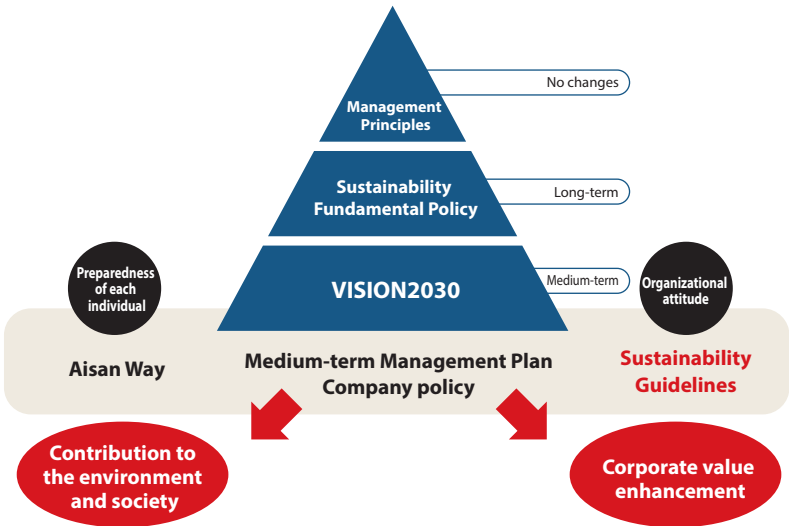
Sustainability is the very essence of Aisan Industry’s corporate identity. The company has been actively contributing to the environment and society through its business activities since its establishment under the management philosophy of “contributing to society through global growth and environmental preservation.”

Based on the Sustainability Fundamental Policy, which was newly formulated in 2022, we have been accelerating our group-wide efforts for sustainable management to “contribute to society through our business” and “sustainably enhance our corporate value.”

In order to maintain our position as a company that can always be counted on by society, even in an environment undergoing drastic changes, such as worsening environmental problems due to frequent natural disasters caused by climate change and heightened awareness of human rights, we will continue to evolve our sustainability initiatives through dialogue with our stakeholders.



Tomonori Kai
Executive Officer
(In Charge of Sustainability Management Promotion)



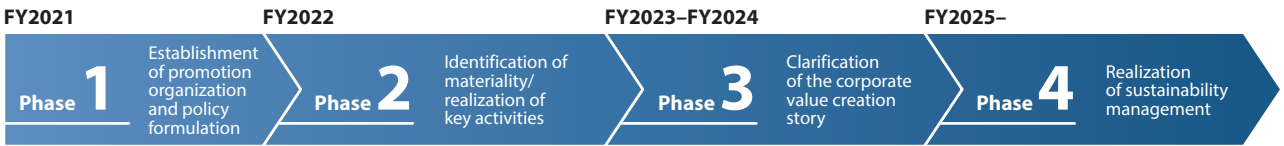
Sustainability Fundamental Policy

- ◆ Based on its Management Principles, the Aisan Group will keep on providing solutions to social challenges and contribute to the sustainable development of society through our global business operations.
- ◆ Aisan will create new values with our time-proven technology and quality to meet our stakeholders’ expectations and improve our corporate value in a sustainable manner.

Realization Process of Sustainability Management

Since 2022, we have been working to unify awareness within the company through the Sustainability Fundamental Policy, the establishment of the Sustainability Committee, and the identification of materiality. We will continue and strengthen our efforts to achieve both “realization of the vision sought by society” and “sustainable growth in business activities.”

Moreover, we will carefully disclose information on our initiatives and continue to engage in dialogue with our stakeholders, aiming to be a company that can reliably meet the needs of society.



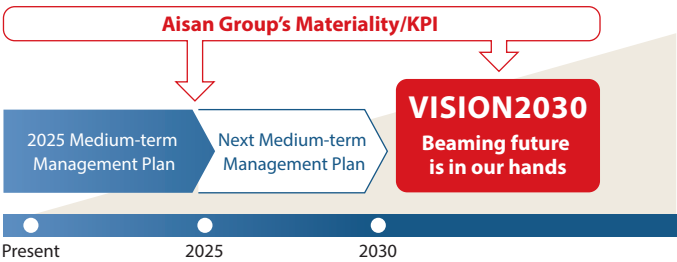
Identifying Materiality

The Aisan Group identifies materiality (key issues) based on the view that in order to implement sustainability management, it is necessary to identify materiality on a timescale that looks 50 to 100 years into the future. The Sustainability Committee, chaired by the President, examined the vision, risks and opportunities with experts in order to identify materiality and KPIs related to the environment, human resources and culture, society, and governance, with the aim of realizing VISION2030, “Beaming future is in our hands.”

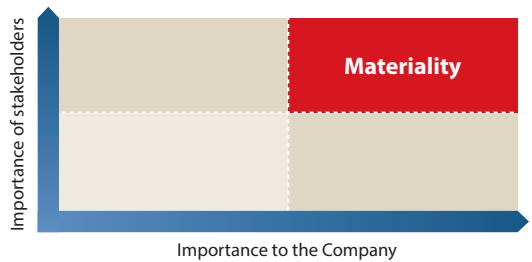
◆ Specific processes



◆ Establishment of future social vision and identification of potential materiality



◆ Assessment and identification of materiality



Promotion System for Sustainability Management

Each committee takes the lead in promoting initiatives for the identified materiality based on the Sustainability Fundamental Policy. The Sustainability Committee checks and approves the activities of each committee and conducts comprehensive management reviews on the direction and appropriateness of initiatives.



◆ Number of committee meetings and main agenda items (FY2023)

Sustainability Committee (Twice)	TCFD Committee (4 times)	Carbon Neutrality Committee (3 times)	Health and Safety Committee (12 times)	Work Style Reform Committee (4 times)	BCP Committee (4 times)	Governance Committee (5 times)
<ul style="list-style-type: none">Progress in sustainability managementManagement issues associated with changes in the social environment	<ul style="list-style-type: none">Scenario analysis for global environment in 2050Response to risks and opportunitiesChecking the method for calculating financial impactChecking disclosures	<ul style="list-style-type: none">Scope 1-3 CO₂ emissions managementDiscussions on actions for carbon footprintsConsideration of clean energy utilization	<ul style="list-style-type: none">Report on activities to prevent occupational accidentsHealth management guidance by industrial physicians	<ul style="list-style-type: none">Checking the status of diversity promotionReport on social contribution activitiesSharing examples of work style reforms	<ul style="list-style-type: none">Cyber attack on-site trainingSpare parts management based on water damage scenarioChecking evacuation drill details	<ul style="list-style-type: none">Report on compliance activitiesRevision of the Corporate Governance ReportPromotion of the helpline utilizationPromotion of risk management

Aisan Group’s Materiality

In order to achieve the goal of “beaming future is in our hands” as stated in VISION2030, the Aisan Group will take on the challenge of technological innovation, including EV and hydrogen technologies, and aim to become the top manufacturer of environmental technologies. In order to bring peace of mind and smiles to the children of the future, we have identified four materialities from a wide range of themes, taking into account both positive and negative impacts generated through our business activities, and have also set related KPIs. The results of initiatives for each item in fiscal 2023 are as follows.

Category		Materiality (Key issues)	Prioritized themes	Vision		KPI (Indicators)	Results (FY2023)	Target (FY2025)		
E	Environment	Contributing to the development of a recycling-based society with innovative thinking and technology	Climate change initiatives, waste reduction, carbon neutrality, developing technology for hydrogen-based society, initiatives for the diversification of energy sources, and harmony with nature	Contribution to global environmental protection and the realization of a sustainable society		Carbon neutrality	Scope 1 & 2 total emissions	CO ₂ emissions	86,000 t-CO ₂	Compared to FY2019: -25%
							Scope 3 total emissions	CO ₂ emissions	203,000 t-CO ₂ *	Compared to FY2019: -20%
						Clean energy	Renewable energy	Offset	+10.2%	+15%
							Energy creation	Credit	Thermal management verified	+1%
S	Human Resource/Corporate Culture	Developing human resources that can take on challenges for innovation and promoting a corporate culture where people “mutually respect and energize each other”	Human resource development, diversity, work style reform, safety/health, DX (robotification and IoT), and employee engagement	Realize a workplace environment that enables our diverse human resources to actively participate at work		Employee engagement score		52 points	55 points	
						Number of female managers		5 people	6 people	
						Number of executives in overseas offices		17 people	17 people	
						External verification		Kurumin accreditation (Support Raising Next-Generation Children)		Kurumin Plus accreditation
				Items for disclosure of human capital		3	19			
				Building a health and safety culture based on mutual encouragement to call on each other for anything	Safety and health awareness level		Indicators decided	10% increase		
					Number of occupational accidents		2	0		
					Number of employees with mental health problems		9	12 or less		
	Ratio of smokers		24%		20%					
	Society	Achieving harmony with the local community and contributing to a sustainable society	Human rights, sustainable procurement, and harmony with the local community	Maintain the status as a company trusted by the community and society		Ongoing social contribution activities		12 activities/year	10+ activities/year	
						Sustainability check implementation rate		Guidelines formulated	100%	
						Non-compliance by suppliers		0	0	
Conflict minerals confirmation rate						100%	100%			
G	Governance	Establishing a governance system stakeholders can rely on	Corporate governance, compliance, risk management, and information security	Number of serious violations of laws and regulations of laws and regulations: 0		Number of serious violations of laws and regulations		0	0	
						Employee awareness level (compliance measures)		3.34	3.79 or higher	
						Level of helpline recognition		80%	90%	
				Number of incidents: 0		All Toyota Security Guidelines		V8 100%	V8 100%	
						Cyber Security Guideline Ver. 2		LV2 100%	LV3 100%	
				Accurate and prompt disclosure Proactive voluntary disclosure		Disclosure standards compliance rate		100%	100%	
				Company-wide risk assessment and management execution		Establishment of the risk management system		Implemented by the headquarters	Establishment of the system	
				Human life first (rescue and relief)	Development and recognition of response standards for large-scale natural disasters 100% - autonomy => Ensure awareness and training	Prepared the standards		Operation of the standards		
						Reached 100% recognition		Familiarization training		
				Contribution to regional recovery	Stockpiling of relief supplies	Recognition activities		Level up		
						Food updated		Update		
				Prompt restoration of production		Establishment of a system that can restore the production within a week and implementation of continuous training		· Three practical activities · Horizontal development of visualization of spare parts inventory (throttle bodies)		· Revision of production core system (visualization of intermediate inventory)
Securing backup production manpower (Cross-functional training ratio = ratio of reserve manpower secured)				Clarified the risks		100%				

* Scope 3 is the actual results for FY2022. (Non-consolidated and for Categories 1-7)