

Theme	Subsidiary theme	Issue/goal	Main activities
General CSR activities		Improvement and Sharing of Information Disclosure within Taikisha	<ul style="list-style-type: none"> CSR activities in line with the international guidelines and information disclosure
Governance	Corporate governance	Strengthen the corporate governance system	<ul style="list-style-type: none"> Operate the internal control system continuously and strengthen internal control at overseas affiliates Further enhancement and strengthening of corporate governance
	Internal control	Promotion of compliance	<ul style="list-style-type: none"> Training, monitoring, information dissemination, whistle-blowing system Training and monitoring activities at overseas affiliates
		Promote risk management	<ul style="list-style-type: none"> Sophistication and enhancement of the risk management system Step up measures to ensure the security of electronic information Enhancement of internal audits
Environment	Strengthen environmental management	Achieve the environmental management vision	<ul style="list-style-type: none"> Practice the environmental management master plan
	Promote environmental business	Provision of facilities and systems with high energy-saving performance	<ul style="list-style-type: none"> [Green Technology System Division] Promote proposals for CO₂ emission reductions (energy saving) in in-house design projects [Paint Finishing System Division] Promote reduction of CO₂ emissions from painting facilities
		Removing and reducing emissions of hazardous substances	<ul style="list-style-type: none"> Grasp the reduced amount of annual VOC emissions by using VOC abatement systems Improve performance of rotary regenerative thermal oxidizer (RTO) (by reducing age-related degradation by applying baking system)
		Development of market for utilizing new environment-responsive technologies	<ul style="list-style-type: none"> Promote new business by applying environmental engineering technologies Development of a paint system designed to achieve a 100% paint efficiency
	Promote environmental conservation activities	Reduction of environmental impacts in the design and construction phases	<ul style="list-style-type: none"> Designing eco-friendly systems Reduce construction by-products and treat industrial waste appropriately Appropriate management of fluorocarbon refrigerant
		Energy-saving activities in the office	<ul style="list-style-type: none"> Reduction of paper usage (promotion of paperless meetings) Reduce energy use in the office Reduce environmental impact caused by transportation
		Promoted green procurement	<ul style="list-style-type: none"> Promote purchase of equipment included in the list of green procurement items Promote paperless purchase order process through online purchases
Contributions to Society	Industrial Health and Safety	Health and Safety of Workers	<ul style="list-style-type: none"> Conduct organized safety management activities Improvement of the level of industrial health and safety management
	Quality improvement	Quality and customer satisfaction improvement	<ul style="list-style-type: none"> Ensure quality without "Muda" (wasteful), "Mura" (inconsistent), and "Muri" (unreasonable) and continuous implementation of improvement measures Gain customers' trust and high evaluation from society by utilizing the QC follow-up chart
	Consideration of human rights	Respect for human rights/prohibition of discrimination	<ul style="list-style-type: none"> Strengthen responses to harassment Promote employees' use of Employee Consultation Desk
	Human resource development and cultivation	Support and facilitate employees' capacity development	<ul style="list-style-type: none"> Improvement of the career advancement system Development and improvement of the training system
		Cultivate global human resources	<ul style="list-style-type: none"> Operation of the global human resource system
	Work-Life Balance	Creation of pleasant working environment	<ul style="list-style-type: none"> Achievement of work-style reform Promote career advancement of female employees
	Supply chain management	Sharing and promotion of CSR in the supply chain	<ul style="list-style-type: none"> Promote procurement activities based on fairness and transparency
	Community/social contribution activities	Activities as a member of society (corporate citizen)	<ul style="list-style-type: none"> Promote activities that help the sustainable development of communities and society
Dialogue with shareholders and investors	Promote dialogue with shareholders and investors	<ul style="list-style-type: none"> Timely and appropriate information disclosure and proactive IR activities 	

Results of implementation of measures in FY2016	Self-assessment	Efforts in FY2017 and thereafter	ISO26000							Pages
			Organizational governance	Human rights	Labor practices	Environment	Fair business practices	Consumer issues	Community participation and development	
<ul style="list-style-type: none"> Published CSR Report (Japanese/English versions) Examination for determining materiality 	●	<ul style="list-style-type: none"> Materiality disclosure Creation and disclosure of GRI reference table 	●	●	●	●	●	●	●	pp. 11-14
<ul style="list-style-type: none"> Confirmed the status of operation of the internal control system Re-examined the role and operating procedures of each meeting 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	pp. 17-22
<ul style="list-style-type: none"> Promoted improvement through training, monitoring, and information dissemination Grasped and supported mitigations of risks at overseas affiliates Ran PDCA cycle through monitoring of overseas affiliates 	●	<ul style="list-style-type: none"> Continue with and strengthen PDCA activities in Japan and overseas Strengthen harassment prevention education (work style reform) 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Performed risk recognition and assessment and formulated company-wide response policy 	●	<ul style="list-style-type: none"> Implement risk-reduction activities for risks requiring prioritized response 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Revised the information security regulations at affiliates 	●	<ul style="list-style-type: none"> Operate regulations appropriately Continue with activities 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Conducted a visiting audit on a total of 62 sites 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	pp. 23-32,36
<ul style="list-style-type: none"> PDCA based on the master plan Continued with activities to visualize GHG emissions in the entire supply chain 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Proposed 85 plans for CO₂ reductions (energy saving) 	▲	<ul style="list-style-type: none"> Propose more than 120 CO₂ reduction (energy saving) plans 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Achieved CO₂ reduction rate (emission amount) of 29.2% 	●	<ul style="list-style-type: none"> Achieve CO₂ reduction rate (amount) of 20% or higher 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Reduced CO₂ emissions per manufacturing automobile to 79.5 kg 	●	<ul style="list-style-type: none"> Develop measures to achieve reduction of CO₂ emissions per automobile produced in 2020 to 70 kg 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Reduced VOC emissions by 5,500 t/year 	●	<ul style="list-style-type: none"> Reduce VOC emissions by 5,000 t/year 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Completion and delivery of production model of improved regenerative thermal oxidizer (RTO)(baking-capable type) 	●	<ul style="list-style-type: none"> Promoted spread through expansion of models of improved RTO (application to vertical type) and purchase from LCC 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Business strategy with an eye on overseas development of plant factories and system for factories manufacturing lithium-ion batteries 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Checked capabilities/issues through basic test 	●	<ul style="list-style-type: none"> Check capabilities through medium-scale test / address issues 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Prevented outflow of liquid caused by breakage of tanks of pre-treatment lines and electrodepositing lines of paint facilities Achieved quake-proof design implementation rate of 100% in applicable projects 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Reduction, regeneration and recycling of construction waste, recycling rate of 90% Rate of compliance in the number of manifests issued of 100% Electronic manifest introduction rate of 98% 	●	<ul style="list-style-type: none"> Reduction, regeneration, and recycling of construction waste, recycling rate of 90% or more Rate of compliance in the number of manifests issued of 100% Electronic manifest introduction rate of 95% or more 	●	●	●	●	●	●	●	pp. 27-34
<ul style="list-style-type: none"> Implemented thorough management by using "Fluorocarbon Refrigerant Filling and Recovery Control Manifest" Achieved a Filling and Recovery Control Manifest storage rate of 100% 	●	<ul style="list-style-type: none"> Implement thorough management by using "Fluorocarbon Refrigerant Filling and Recovery Control Manifest" Achieve a Filling and Recovery Control Manifest storage rate of 100% 	●	●	●	●	●	●	●	pp. 25,36
<ul style="list-style-type: none"> Purchased volume of photocopy paper (A4-sized equivalent): 8,921 sheets/person-year 	●	<ul style="list-style-type: none"> Purchase volume of photocopy paper (A4-sized equivalent): 9,200 sheets/person-year 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Reduced power usage to 146 kW/m²-year 	●	<ul style="list-style-type: none"> Reduce power usage to 156 kW/m²-year or less 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Achieved a rate of eco-friendly cars to the total number of new vehicles introduced of 100% Achieved a rate of introduction of ETC systems in vehicles of 100% 	●	<ul style="list-style-type: none"> Achieve a rate of eco-friendly cars to the total number of new vehicles introduced of 100% Achieve a rate of introduction of ETC systems in vehicles of 100% 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Achieved a green procurement amount of 4,222 million yen 	●	<ul style="list-style-type: none"> Achieve a green procurement amount of 4,400 million yen 	●	●	●	●	●	●	●	p. 35
<ul style="list-style-type: none"> Increased the paperless rate of 85.9% through online purchases 	▲	<ul style="list-style-type: none"> Increase the paperless rate to over 87% through online purchases 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Safety record Frequency rate: 0.422; Severity rate: 0.016 Fatal/serious accidents: None 	●	<ul style="list-style-type: none"> Continue with organized safety management activities Continue to provide industrial health and safety education based on education and training schemes to employees and subcontractors 	●	●	●	●	●	●	●	pp. 37-38
<ul style="list-style-type: none"> Extracted technical issues at the design examination meeting and construction review meeting, and confirmed them by cross-functional departments Reduced quality defects by conducting quality inspections in each construction process 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	pp. 39-40
<ul style="list-style-type: none"> Provided harassment consultation Provided education to new employees/newly appointed managers 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	pp. 41-45
<ul style="list-style-type: none"> Provided training for persons in each target job position 	●	<ul style="list-style-type: none"> Continuously improve the content of a program with an eye on PDCA 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Introduction of the global human resource system 	●	<ul style="list-style-type: none"> Firmly establish the global human resource system in each overseas business office 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Measures against long working hours Implemented an action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	p. 46
<ul style="list-style-type: none"> Eliminated anti-social forces Confirmed appropriate trading conditions 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	
<ul style="list-style-type: none"> Participated in the CSR Network in Shinjuku Conducted activities, such as community cleaning activity and offering a donation to Keidanren Nature Conservation Fund 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	pp. 47-48
<ul style="list-style-type: none"> Published shareholder newsletter Held earnings results briefing and individual meeting with investors 	●	<ul style="list-style-type: none"> Continue with activities 	●	●	●	●	●	●	●	p. 49

Self-assessment ●: In line with the plan ▲: Fell below the plan

Top Management's Message
Corporate Overview
Business Outline
Taikisha's Materiality
Key Measures and Progress of Activities
Governance
Environment
Contributions to Society