

| 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