

**Social** | Improving value**Bolstering our capabilities to propose solutions that satisfy needs****The strength as our foundation**

As a general manufacturer of high-performance materials—polyurethane, rubber, and plastic—we have strength in being able to leverage technologies and expertise built up over long years of R&D to perform everything from materials compositions and compounds to design and processing, all in one place. We also have the ability to conduct many different types of product development that suit various needs by combining high-performance materials with foaming and molding technology.

**Creating added value**

In addition to simply dealing with our customers' needs, we also propose additional and improved functionality as we engage in dialogue to learn more about the usage purpose and applications, problems, and other details. In the automotive industry where development schedules are clearly set, we also do what we call "front-loading." Establishing contact with the customer early on, we do our best to propose our own distinctive solutions and communicate the type of value that we can add.

**TOPICS: INOAC R&D Sections**

Our R&D is comprised of two sections—the section that develops our own original solutions (INOAC Technical Center Co., Ltd.), and the section that develops materials and products closely together with our customers (the Global Technology Development Division). They propose what they develop to the development and sales sections of our various departments, get them included in product designs in every industry, commercialize the results, and turn them into products.

**INOAC Technical Center Co., Ltd.**

Our technical center selects topics with a high degree of novelty that go beyond the boundaries of our existing business entities to develop original future-oriented solutions. Human resources are also particularly important to making that happen. Therefore, the center also actively dedicates effort to human resources development. For instance, the center actively organizes study sessions for acquiring high levels of expertise, including opportunities to learn basic technologies through industry-academia collaboration.



INOAC Technical Center Co., Ltd.



At a study session

**Global Technical Division**

This division ascertains various industry needs and conducts R&D for materials and products to address them. In addition to developing materials, the division also works to establish more in-depth manufacturing (developing production methods) as well as analytical and evaluation technologies. To acquire the intellectual property rights to the results of these development efforts, an Intellectual Property Department has been established within the division's organization. This group contributes to the creation of both tangible and intangible intellectual property.



Sound-absorbing PUF mold component containing biomaterials

**Working with the automotive industry**

As a company that has strong relationships with automakers, we are focusing on industry changes such as CASE and MaaS as priority topics. The shift to electric vehicles requires functionalities such as weight reduction, sound absorption, soundproofing, thermal insulation, and heat radiation. Leveraging our strengths in compounding and foaming

technologies, we are working dedicatedly to develop products that automakers desire. We have also established what we call a "Production Prep Review Panel" that handles the function of checking on the progress of production preparation. For each item that they review, we strive to improve our quality by achieving the numerical targets and making improvements.

**Social** | Improving value

## Creating enterprise value

**Environmental initiatives**

There is increasing demand for environmental considerations such as the SDGs to counteract the environmental problems spreading around us. Taking this social landscape into consideration, we are developing products that help reduce CO<sub>2</sub> emissions and pushing forward with other eco-friendly initiatives such as recycling activities and reducing resource usage.

In product development, we launched development with biomass levels over 50% among other efforts to shift toward plant-based raw materials as we chart a course away from fossil fuel-based products.

In our recycling efforts, our activities in the field of material recycling have been ongoing for many years. We are striving to establish chemical recycling technologies with even higher recycling rates, choosing the necessary equipment and considering the reaction and equipment conditions for each different material.

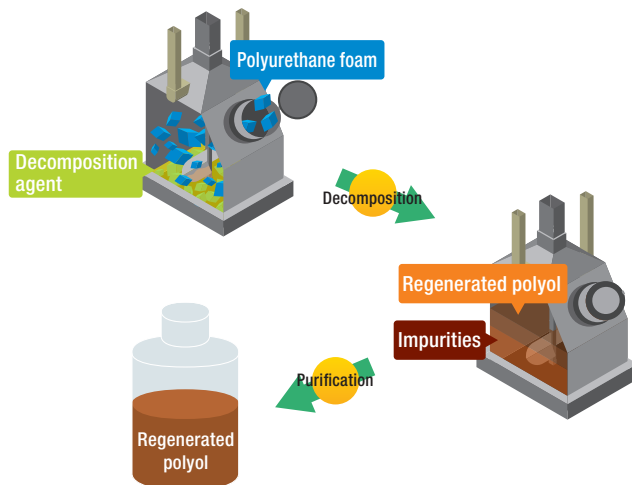


Illustration of the polyurethane foam chemical recycling process

**Intellectual property strategy**

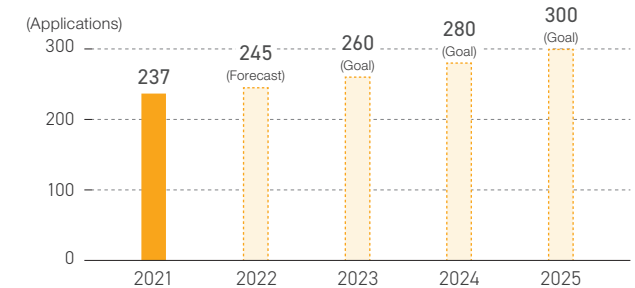
As an initiative to acquire patents in product development, we have set a goal of 300 patent applications per year. In the development of our flagship products, we are also working to bolster our competitiveness by owning a concentration of multiple patents for each individual product.

Overseas, we are expanding the presence of our R&D sections globally to address needs that must be met quickly. We are also establishing a support organization in parallel with this expansion in order to facilitate smooth local patent applications.

**Bolstering development capability through industry-academia collaboration**

We engage in joint development with universities and other institutions, primarily in medium- to long-term basic development. Taking on new perspectives and mechanisms in more specialized fields of research enables us to bolster our development capability. To manage progress, we hold internal briefing sessions twice per year to verify the progress and direction of our research. Through participation in academic presentations, we are able to further enhance our cutting-edge technologies while at the same time sharing our research findings with society.

One example of our industry-academia collaboration is “flexible aerogel” high performance thermal insulator, a product of joint development efforts with the Research Institute for Chemical Process Technology at the National Institute of Advanced Industrial Science and Technology (AIST). In light of world trends such as carbon neutrality and the SDGs in addition to Japan's Top Runner Program, demand for energy saving is increasing and superior high performance thermal insulators are attracting greater attention. Rigid polyurethane foam and vacuum thermal insulator are well-known conventional thermal insulators, but they both have issues with molding processability since they are hard materials. We engaged in this joint research

**Patent applications per year**

in order to solve that problem. Devising a compound of silica aerogel and fine cell foam, we successfully developed a high-performance thermal insulator with superior properties in terms of thermal insulation, processability, and aging performance.

**Development of flexible aerogel high performance thermal insulator**

## Quality improvement efforts

### FY 2022 Quality Policy

#### 1. Practice thorough quality compliance

- (1) Observing laws (official accreditations & certifications)
- (2) Quality assurance that meets clients' requirements

#### 2. Receive quality awards from clients

#### 3. Improve our quality globally

- (1) Develop local human resources to facilitate global business expansion
- (2) Build an INOAC global standard quality system
- (3) Improve quality by conducting quality assurance audits of overseas business entities

\* Audit production sites based on an INOAC global standard quality system

#### 4. More robust quality risk management for new and critical quality products

- (1) Conduct thorough quality audits for new products and ensure quality at production launch
- (2) Thoroughly audit critical quality products (including officially accredited & certified products)

#### 5. Prevent critical quality problems in advance by thoroughly managing implemented changes

- (1) Thoroughly manage changes in production processes resulting from changes to materials or compositions

#### 6. Utilize IoT to streamline, reduce labor, increase precision, and reduce workforce in quality-related work

- (1) Increase reliability by automating test work

#### 7. Increase the reliability of products and production processes by building measurement control systems

### Basic approach

We strive to create satisfactory quality for all of our customers by thoroughly ensuring quality compliance based on our Quality Policy and strengthening our quality risk management. We have implemented a comprehensive management system based on ISO 9001 to guarantee the quality of products that can be used safely with confidence, and to provide products and services that deliver satisfaction. We are also engaged in efforts to improve quality by collaborating with our customers.

### Specific efforts

#### Auditing observance of official accreditations & certifications

Our products which have received official accreditations or certifications are registered in the Global Quality Assurance Division which is in charge of our management system for quality. We verify whether there are any discrepancies between what is written in the applications and the corresponding products, production processes, and related specifications. We also periodically inspect whether there are any discrepancies between the registered information and the actual products, production processes, and related specifications.

#### Biomass Mark certification

CoolEco hard cold storage agent made with biomass plastic



#### Product component audit for critical quality

We guide audits of critical quality components at our production sites in Japan and abroad to prevent any serious quality issues in advance that could threaten the loss of social trust.

#### Quality audit of new products

For products created using new technologies, new materials, new processes or for new usage applications, we strive to prevent serious quality issues in advance through audits by staff members including our president to determine whether they are ready for market launch.

#### Audit members

President, Global Technology Development Division, Global Quality Assurance Division, persons in charge of technology, quality assurance, and sales in the applicable departments

#### Audit areas

Material quality, product characteristics, product performance, structure, exterior, comparison with similar products, product safety, production safety, quality risks

#### Managing new materials changes

For materials changes with high risk of serious quality issues, we build frameworks in which the Global Technology Development Division and the persons in charge of technology and quality assurance at the departments in charge deliberate over the changes, and approval is given by the Global Quality Assurance Division. We are enhancing our quality risk management by making our management systems even stronger.

### QC group activities

We have been carrying out QC (quality control) group activities for small groups to voluntarily gather on the topic of quality improvement since around 1965. These activities have since expanded worldwide. Starting in fiscal 1985, INOAC has held the World QC & Improvement Competition on a global scale in order to share quality control activities taking place throughout the group of companies.

Many of our locations still conducted QC group activities in fiscal 2021 even as the problems surrounding the COVID-19 pandemic continued. We spread the message about what these activities have achieved by selecting some particularly outstanding examples of such activities and recording a video about them. This video featuring eight case examples in Japan and eight overseas was recorded in three languages was streamed worldwide.

**Social** | Supply chain management**Supply chain management**

From tackling global environmental problems as well as problems related to human rights and labor to carbon neutrality initiatives to combat global warming, risk management against natural disasters, and the pursuit of a sustainable society, companies are now expected to engage in very different activities than they were in the past.

In response to these changes in the surrounding environment, we are establishing a Basic Policy on Procurement and Client CSR Guidelines concurrently with the revision of our Code of Conduct.

**Basic Procurement Policy**

- (1) Promotion of global procurement activities
- (2) Observance of laws, social codes, and internal regulations
- (3) Promotion of fair, just, and sincere procurement activities
- (4) Consideration for the environment and human rights in procurement
- (5) Building partnerships based on trust with our valued suppliers

\* This Basic Procurement Policy is currently being updated

**Strengthening partnerships with our valued suppliers**

In addition to conventional specifications such as quality and price, it is now increasingly important in procurement activities to work together with clients on efforts such as improving labor conditions and making considerations for the environment. Once we have established our Client CSR Guidelines which are currently being revised, we hope that our partners will be receptive and prepared to engage in activities that lead to mutual prosperity as partners—based on greater mutual trust than ever.

**Specific efforts**

We engage in various activities through the INOAC Partnership Assembly with 67 of our valued suppliers. Teaming up with our clients, we engage in awareness-raising activities such as lecture presentations on work-style reform and cybersecurity measures, activities to ascertain problems at worksites, and activities to improve production processes. Through participation in the QC Improvement Competition to present results of improvement efforts and other such activities, we work toward mutually raising the levels of our enterprises and achieving benefits for all sides while at the same time developing human resources.

**Assembly to Address Quality Problems**

We engage regularly in activities to decide on the appropriate level of quality together with our clients while looking at the actual products.

**Supplier Awards**

We present awards to those clients who particularly contributed throughout the year.

**Seeking sustainability in procurement**

In order to offer products that are friendly to the environment and our daily lives, we avoid the use of environmentally hazardous substances in our manufacturing based on our INOAC Green Procurement Standards. We also engage in procurement geared toward achieving carbon neutrality. Every year we conduct surveys to avoid the usage of conflict minerals linked to human rights abuses and discrimination as well as raw materials and other substances obtained through unethical practices such as forced labor.

**Observing the Subcontract Act**

As part of compliance, we create a list of clients we do business with in order to thoroughly ensure our observance of the Subcontract Act (Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors), and we visualize the conditions of transactions with the clients to whom this act applies. In sections that handle purchasing work, we establish frameworks to ensure ongoing compliance by having individual employees attend Subcontract Act workshops and make action plans at periodical in-house training as part of their skills planning.

**Visualizing transaction conditions****For new clients**

When commencing business transactions, we verify whether the Subcontract Act applies to those transactions. Before beginning the transaction, we exchange payment conditions (including offsetting conditions), basic business agreements, and notices of unit price determination with those clients. We also create lists to enable centralized management of what notifications have been exchanged with subcontracting clients.

**For existing clients**

Since the Subcontract Act could become applicable to transactions when terms and conditions are changed, we manage our ongoing Subcontract Act observance by regularly checking transaction conditions and updating our lists accordingly.



**Social** | Communication with society

We take various opportunities to engage in activities that build trust with society and communities.

Considering it our mission as a company to support the growth of children who are our future, we are engaged in educational and developmental activities in Japan and around the world.

## Domestic social & community contribution initiatives

### Contributing to communities through effective use of material cutoffs

At Kyushu INOAC Co., Ltd., we are dedicating effort to community contributions through the effective use of polyurethane foam material cutoffs manufactured at production plants. Our production plants host regular workshops for children to make polyurethane stamps, squeeze toys, Christmas wreaths and other fun items out of polyurethane foam material cutoffs. We also make playground equipment for children to enjoy, which we donate to our clients' on-premises nursery schools, in addition to organizing "polyurethane parks" at production plants. All of the playground equipment is planned and produced in house, from "struck out" numbered baseball pitching target grids with targets and balls made from polyurethane foam material cutoffs, to bowling that uses prototype plastic drink bottles, playground game sets including polyurethane balls for "tamaire" in which children throw as many balls into a basket goal as they can, and more. We actively engage in these activities that prioritize time for social interaction with people in the communities, which they also enjoy.



### Supporting young musicians

As an effort to support young musicians, we held a classical music concert hosted by INOAC Corporation in the Small Hall of the Suntory Hall concert facility in Tokyo. The concert was performed together with the Tokyo Symphony Chamber Orchestra to give young musicians an opportunity to perform in an actual live concert. As part of our efforts to support culture and the arts, we also allowed free invitations by advance drawing to offer a chance to enjoy the concert to those who normally have little exposure to classical music, and we allowed admission to elementary school ages and up. The audience felt relaxed and right at home at this concert held in a relatively small hall, and they were full of praise for the event afterward.



### Providing thermal insulator to an elementary school in Hakuba

At Hakuba Minami Elementary School in Nagano Prefecture, we conducted a decarbonization project to reduce heating usage and CO<sub>2</sub> emissions by thermally insulating classrooms to keep the rooms warm. Adding a thermal insulation design that did not exist when the elementary school was built, we believe that lessening impact of changes in the outside temperature and improving energy efficiency has helped to reduce heating costs in winter, promote health, and boost motivation for learning. INOAC supported this project and provided Thermax polyisocyanurate foam thermal insulator boards which were used. Sixth graders at Hakuba Minami Elementary School also performed some of the installation work for the thermal insulation themselves. INOAC will continue to actively support similar thermal insulation efforts by providing our products.



**Social** | Communication with society

## Overseas social &amp; community contribution initiatives

**Organizing a traffic safety poster contest**

At Kenjou Industrial Co., Ltd. In Taiwan, we organized a traffic safety poster contest for children from families of employees. The contest was held to raise awareness about traffic safety through an activity that fosters children's artistic creativity, and participants entered a total of 60 posters. Cash prizes were awarded to three of them as Awards of Excellence and to another three as runners-up. Since the contest was held during Taiwan's rainy season, it helped to heighten traffic safety awareness in households.

**Supporting vaccination programs**

At INOAC Polymer Lanka (Pvt) Ltd. in Sri Lanka, we supported a vaccination program by the Sri Lanka Ministry of Health in the Horana BOI Zone. We offered the parking lots of INOAC Polymer Lanka for use as a COVID-19 vaccination center. Starting with setting up furnishings such as tables, chairs, and supplies needed for the vaccinations, we supported civil servants from the Ministry of Health by giving guidance to vaccine recipients, providing meals, and more.

**Supporting blind children**

For many years, INOAC Interior Systems has been a sponsor of the Penrickton Center that supports blind children. The Penrickton Center for Blind Children is a non-profit organization that accommodates children between the ages of one and 12 who are blind and have another additional disability and provides them with daycare and consultation services five days per week. INOAC Interior Systems supports programs designed to encourage their independence in various facets of everyday life. The Penrickton Center for Blind Children assists families, children, and specialists through support services, education, and more.



**Social** | Producing an employee-friendly workplace**Diversity & inclusion****Basic approach**

The “many trees of varying character” expressed in our Corporate Philosophy are the very definition of diversity. Thus, our philosophy itself could be considered the fundamentals behind our basic policy on diversity & inclusion. We do business with respect for diversity by employing and developing people from all walks of life, which includes operating business overseas and actively enlisting female employees.

**Global business operations**

We began expanding overseas in the 1930s, and we now have approximately 70 overseas production plants and business facilities in 13 countries. In the process of doing so, we have constructed a robust global network by respecting the various values, practices, and national identities in the places where we do business and establishing trusting relationships with the people.

**Human resource development****Basic approach**

At INOAC, we advocate the philosophy that diverse human resources are the foundation for the continued existence of the company. Rather than specializing in one particular business, we are an entity that contributes to society by creating a diverse range of products and services. By respecting the individuality of each employee who constructs these products and services, taking quick actions and making speedy decisions, we aim to develop human resources capable of forming a vibrant global team with an abundance of individual character.

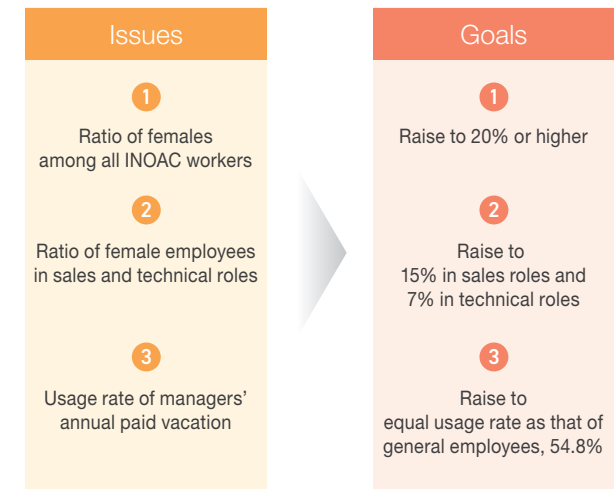
**Establishing a human resources system that reflects the times**

Work-styles have changed along with social changes from Japan's Showa Era that ended in 1989 and subsequent Heisei era that lasted until early 2019 into the current Reiwa Era. We now live in an age in which employees each determine their own individual path. Our vision for our new human resources system is to clarify the path and goals required for all employees to achieve their own professional

**Project to promote employment of women**

We enable female employees to demonstrate their skills and capabilities, actively seeking out roles for them and creating environments where they can contribute to the company. In our General Employer Action Plan which was formulated based on the Act on Promotion of Women's Participation and Advancement in the Workplace, we set three goals including specific numerical values for current issues, and we are aiming to harness capabilities and develop careers in many different departments.

In fiscal 2021 we implemented a new system that makes it easy to rehire personnel who resigned for personal reasons—such as parental or caregiving responsibilities or work transfer of their spouse—and can be immediate contributors once again. We also conduct follow-up interviews with employees who joined as experienced professionals and utilize what we learn from them to solve problems in the workplace.



growth and to develop their subordinates. For employees themselves to grow as professionals, they need to have dreams and visions. They must enhance their own market value, fields of specialization, and expertise. And for them to develop their subordinate human resources, they need to clarify their subordinates' targets and goals, in addition to clarifying a road map and methods for enhancing their market value and standards for their expertise. We aim to establish human resources development that paves the way to a new era by presenting a clear vision of the personnel that employees are expected to become and implementing evaluation systems that motivate them toward their own development.

**Global human resource development initiatives**

In order to develop human resources capable of handling globalized business, we implement programs that enable an even higher level of skills acquisition with a focus on younger employees who will drive our future growth.

In these times of flourishing online interactions and training, the Overseas Trainee System which we launched in 2019 is producing

professional growth and realizations that are unattainable in Japan by offering employees the chance to actually go on-location, experience and learn the culture and business practices first-hand, and receive support from the overseas staff members during their work and training. Going forward, we are also considering restarting the Overseas Language Study Program which we launched in 2013 but has been suspended due to the COVID-19 pandemic.



At a meeting during training in North America



## Social | Producing an employee-friendly workplace

## Promoting work-life balance

We are actively working to support balance between work and family life, to have an employee-friendly workplace and promote the advancement of women.

**Increasing our rate of annual paid vacation taken**

Since fiscal 2021 we have been publishing our company goals and working toward achieving the Japanese government's target of at least 70% usage of annual paid vacation days.

**Company goals**

All employees take at least 50% of annual paid vacation days in the fiscal year they are allotted

**Description of initiative**

Create paid annual paid vacation schedules, communicate in the early part of each month about the number of days which must be taken, and post results on the company intranet.

**Reduced work hours for childcare**

Our reduced work hours for childcare had previously applied to employees raising children up to third graders in elementary school and allowed them to work reduced hours (six-hour days) for up to three years. However, in fiscal 2022 we changed the applicability to include children up to sixth graders in elementary school and removed the three-year restriction on duration.

**Other support systems to balance work and childcare (year enacted)**

- Paternity leave (before 1980)
- Flextime system (1990)
- Regulations regarding family care leave (1990)
- Happy Holiday Leave (1991)
- Regulations regarding childcare leave (1992)
- Regulations regarding measures for maternity health management (1998)
- System for paid half days off (2000)
- Family support holiday leave (2005)
- Sick/injured childcare leave (2005)
- Amended regulations regarding childcare leave (leave period extension) (2005)
- Family Care Leave (2010)
- Regulations regarding telecommuting (2020)

\* Flextime was changed from "with core time" to "no core time" on April 1, 2020.

## Human rights

**Basic approach**

We respect the Universal Declaration of Human Rights and internationally recognized fundamental rights of workers, and we dedicate effort to respecting human rights without being complicit in any human rights violations such as forced labor or child labor. We also strive to create safe, comfortable workplace environments and are engaged in making improvements to that effect throughout our company by implementing measures against long work hours, workplace harassment, and more.

**Guidance in rectifying long work hours**

For those who have worked long hours and employees deemed to have health concerns, we follow the guidance of industrial physicians and take actions including having the applicable employees receive interview-style guidance and undergo regular or comprehensive health checkups. Additionally, when employees are deemed to have accumulated fatigue from working long hours, we take the appropriate steps as a company such as providing guidance from industrial physicians about the necessary measures to maintain their health once requested by the employees.

**Measures against harassment**

Workplace harassment is socially unacceptable behavior that wrongfully harms employees' dignity. At the same time, we also consider it a disturbance that prevents employees from harnessing their capabilities, interferes with order and performance of duties in the workplace, and can impact our social reputation.

We have declared zero tolerance for any type of harassment, whether expressed verbally or by attitude, or via email, the internet, or other means, and we are making committed efforts to prevent it. In addition, we administer an annual Power Harassment Questionnaire for all employees, establish internal reporting systems, and organize workshops for managers.

## Health management

**Basic approach**

In the past, employees were considered to be responsible for managing their own health individually. However, the idea that the company is responsible for establishing environments where employees can be physically and mentally healthy at work has now become pervasive. Improving workplace environments and promoting health make individual employees feel more motivated for their work, which in turn makes the workplace livelier as a whole.

With all three parties—the company, employees, and health insurance society—working closely together, we aim to mitigate health risks, prevent injuries and illnesses before they occur, and balance the business of the company with the health management of its employees.

**Health promotion initiatives**

We are formulating annual schedules for the company as a whole which include priority action items for each month. At each business facility, we are establishing promotion organizations, formulating Mental Health Promotion Plans, and carrying these out. Working together with the health insurance society, we are also promoting employee health based on our "Three Pillars."

**Three Pillars****▶ Prevent illnesses before they occur**

For each individual employee to be healthy and thrive for longer, it is important to regularly prevent illnesses before they occur as opposed to only getting treatment after becoming ill. We provide assistance for employees to stay healthy, including subsidies for comprehensive health checkup costs, mental health courses, stress checks, and more.

**▶ Specific health checkups**

These health checkups identify those who require health guidance for preventing lifestyle-related diseases. For health checkup categories, we use examination categories that can accurately identify those who require specific health guidance, which includes the addition of waist measurements to observe buildup of visceral fat.

**▶ Specific health guidance**

Those who have been identified in specific health checkups create action plans based on guidance received from doctors, health nurses, and registered dietitians, and make efforts to improve their lifestyle habits.



## Social | Producing an employee-friendly workplace

## Safety and health / Disaster prevention

## Principles and basic policy for safety

- (1) Safety is the basis of the very existence of the company.
- (2) All accidents and hazards are preventable.
- (3) Safety is achieved through the awareness and responsible actions of each employee.

Based on the safety principles, we prioritize safety above all—and this is demonstrated through action. When a risk becomes known, our established practice is to “stop it, call it in, and wait.” Our yearly activity plans include activities organized by the Ministry of Health, Labour and Welfare and monthly activities that past disasters have taught us to be of critical importance. We strive to improve the safety, health, and disaster prevention levels at all of our locations by conducting repeated training and improving any weaknesses we find in our safety, health, and disaster prevention assessments.

KPIs	Applicable scope	2021 result
<ul style="list-style-type: none"> <li>Total employee occupational accidents (including no lost worktime)</li> <li>Total accident frequency rate</li> <li>Total lost-worktime accident frequency rate</li> </ul>	Japan	22
		1.68
		0.76
-30% from previous year	Overseas	16
<ul style="list-style-type: none"> <li>Severe employee occupational accidents 0</li> </ul>	Japan	0
	Overseas	0
<ul style="list-style-type: none"> <li>Fires at business facilities 0</li> </ul>	Japan	0
	Overseas	0
<ul style="list-style-type: none"> <li>Having no more administrative classification III work environments at worksites</li> </ul>	Japan	6 worksites

## All INOAC Safety and Health Committee meetings

As safety activities led by top management and attended by all employees, we hold safety meetings to increase company-wide awareness of safety, health, and disaster prevention, build organizational culture, and prevent the recurrence of accidents.

- Central Safety and Health Committee meetings: Held four times per year
- Field inspections by officers: Held twice per year
- Safety Practitioners Conference: Held four times per year
- Safety conferences: Held once per year
- Organizing safety presentations by outside instructors: Held once per year
- Safety and Health Committee meeting at each location: Held monthly



Field safety inspection by top management

## Developing safety-conscious workers with the Safety Dojo

The Safety Dojo lets employees experience potential work hazards in safe settings using 15 simulators that enable them to see, hear, and feel the hazards. The experience helps to build workplaces capable of achieving the zero-disaster standard by making employees more sensitive to potential hazards, training their ability to predict them, and building habits in safe work practices. We also introduced a virtual reality (VR) system and bring VR equipment to each location for on-site interactive safety training.



Safety Dojo

## Initiatives for healthier environments

Managers are improving their skills and knowledge through initiatives that enable them to lead by example.

- Establishing outdoor smoking space to ensure separation of smoking areas
- Taking environmental measures to reduce road surface temperature and lowering temperatures inside plants via the *Thermax* ceiling cover method, thermal insulation for furnaces, and more
- Organizing learning sessions and trainings by industrial physicians and the health insurance society
- Taking measures against heatstroke and extreme heat, creating Wet Bulb Globe Temperature (WBGT) visualizations, and systematically improving workplace environments
- Improving work environments and having no more administrative classification III (noise, organic & specified chemical substances, etc.) worksites
- Measures to prevent the spread of COVID-19
  - Implementing body temperature checking systems at entrances
  - Arranging partitions in meeting rooms and discussion areas
  - Allocating CO<sub>2</sub> measurement devices, air purifiers, and sanitizer liquid



Heat insulating pavement (reducing road surface temperature by reflecting infrared rays)



Thermal insulation for furnaces



Body temperature checking system at entrances

## Disaster prevention activities

We take action according to our Crisis Management Regulations to minimize damage by natural and other disasters, execute accurate first responses, and ensure early recovery.

- Large earthquakes
  - Measures to alleviate earthquake damage to buildings and facilities
  - Safety and disaster prevention equipment and stockpiles for earthquakes
  - Post-earthquake response
  - Stockpile of mattresses and other items to contribute to the community
- Measures against fires, storms, and floods
  - Prevention of fires and explosions at production sites
  - Preparedness and systems for dealing with storm and flood damage
  - Establishment of a weather information distribution system
- Disaster prevention education
  - Utilizing the Disaster Prevention Training Center and performing disaster prevention training at worksites
- Disaster prevention agreements with local communities
  - Providing supplies such as water and mattresses when disasters occur
  - Organizing disaster prevention events and participating in disaster prevention training together with local communities



Disaster Prevention Training Center