

Theme	Subsidiary theme	Purpose/goal	Main activities
<b>General CSR activities</b>			
<b>Governance</b>	<b>Corporate governance</b>	<ul style="list-style-type: none"> <li>Sharing and penetration within the Taikisha group</li> <li>Appropriate disclosure to external parties</li> </ul>	<ul style="list-style-type: none"> <li>Reconfirm the foundation of CSR and break it down into concrete measures and activities</li> <li>Sort out information with respect to international frameworks and information disclosure to external parties</li> </ul>
	<b>Internal control</b>	<ul style="list-style-type: none"> <li>Strengthen the corporate governance system</li> <li>Foster and firmly establish compliance awareness</li> <li>Promote risk management</li> </ul>	<ul style="list-style-type: none"> <li>Operate the internal control system continuously and strengthen internal control at overseas affiliates</li> <li>Comply with the Corporate Governance Code</li> <li>Whistleblowing system, monitoring, training, information dissemination, compliance promotion month, etc.</li> <li>Grasp and support mitigation of risk at overseas affiliates</li> <li>Step up measures to ensure the security of electronic information</li> <li>Enhancement of internal audits</li> </ul>
<b>Environment</b>	<b>Strengthen environmental management</b>	<ul style="list-style-type: none"> <li>Practice environmental management based on the environmental management vision/master plan</li> </ul>	<ul style="list-style-type: none"> <li>Grasp and manage progress of environmental activities across entire business activities</li> </ul>
	<b>Promote environmental business</b>	<ul style="list-style-type: none"> <li>Provision of facilities and systems with high energy-saving performance</li> <li>Promotion of antipollution measures by removing and reducing emissions of hazardous substances</li> <li>Development of market for utilizing new environment-responsive technologies</li> </ul>	<ul style="list-style-type: none"> <li>[Green Technology System Division] Promote proposals for CO<sub>2</sub> emission reductions (energy saving) in in-house design projects</li> <li>[Paint Finishing System Division] Promote reduction of CO<sub>2</sub> emissions from painting facilities</li> <li>Grasp the reduced amount of annual VOC emissions by using VOC abatement systems</li> <li>Improve performance of rotary regenerative thermal oxidizer (RTO) (by reducing age-related degradation by applying baking system)</li> <li>Promote new business by applying environmental engineering technologies</li> <li>Development and market deployment of high-quality, high-painting-efficiency painting machines</li> </ul>
	<b>Promote environmental conservation activities</b>	<ul style="list-style-type: none"> <li>Reduction of environmental impacts in the design and construction phases</li> <li>Promotion of energy-saving activities in the office</li> <li>Promotion of green procurement</li> </ul>	<ul style="list-style-type: none"> <li>Designing eco-friendly systems</li> <li>Reduce construction by-products and treat industrial waste appropriately</li> <li>Appropriate management of fluorocarbon refrigerant</li> <li>Reduce paper usage by promoting paperless meetings</li> <li>Reduce energy use in the office</li> <li>Reduce environmental impact caused by transportation</li> <li>Promote purchase of equipment included in the list of green procurement items</li> <li>Adopt environmental-impact-reducing materials in products</li> <li>Promote paperless purchase order process through online purchases</li> </ul>
<b>Contributions to Society</b>	<b>Industrial safety and health</b>	<ul style="list-style-type: none"> <li>Ensure safety and health of workers and comfortable working environment</li> </ul>	<ul style="list-style-type: none"> <li>Conduct organized safety management activities</li> <li>Examine mental health measures and create a system for mental health care</li> </ul>
	<b>Quality improvement</b>	<ul style="list-style-type: none"> <li>Quality and customer satisfaction improvement</li> </ul>	<ul style="list-style-type: none"> <li>Ensure quality without "Muda" (wasteful), "Mura" (inconsistent), and "Muri" (unreasonable) and continuous implementation of improvement measures</li> <li>Gain customers' trust and high evaluation from society by utilizing the QC follow-up chart</li> </ul>
	<b>Respect for human rights/prohibition of discrimination</b>	<ul style="list-style-type: none"> <li>Create an organizational climate providing pleasant, non-discriminatory working environment</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen responses to harassment</li> <li>Promote employees' use of Employee Consultation Desk</li> </ul>
	<b>Human resource development and cultivation</b>	<ul style="list-style-type: none"> <li>Support and facilitate employees' capacity development</li> <li>Cultivate global human resources</li> </ul>	<ul style="list-style-type: none"> <li>Development and improvement of the career advancement system and training system</li> <li>Operation of the global human resource system</li> </ul>
	<b>Respect for diversity and promotion of work-life balance</b>	<ul style="list-style-type: none"> <li>Develop a sound working environment with respect for diversity</li> </ul>	<ul style="list-style-type: none"> <li>Promote the employment of persons with disabilities and postretirement employment</li> <li>Promote career advancement of female employees</li> </ul>
	<b>Supply chain management</b>	<ul style="list-style-type: none"> <li>Sharing and promotion of CSR in the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Promote procurement activities based on fairness and transparency</li> </ul>
	<b>Community/social contribution activities</b>	<ul style="list-style-type: none"> <li>Promote activities that help the development of communities and sustainable development of society</li> </ul>	<ul style="list-style-type: none"> <li>Practice community/social contribution activities</li> </ul>
	<b>Corporate value improvement and information disclosure enhancement</b>	<ul style="list-style-type: none"> <li>Build a long-term trusting relationship with shareholders and investors</li> </ul>	<ul style="list-style-type: none"> <li>Continue with timely and appropriate information disclosure and proactive IR activities</li> </ul>

Results of implementation of measures in FY2015	Self-assessment	Efforts in FY2016 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"> <li>Sorted out internal information from the aspect of CSR</li> <li>Published the CSR Report (booklet/web version)</li> </ul>	●	<ul style="list-style-type: none"> <li>Enhance disclosure in the CSR Report</li> <li>Publish an English version, in addition to the original Japanese version, of the CSR Report</li> </ul>	●	●	●	●	●	●	●	P.09 ~ P.10
<ul style="list-style-type: none"> <li>Confirmed the basic policy for the internal control system</li> <li>Reviewed and disclosed the Corporate Governance Report</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>	●	●	●	●	●			P.17 ~ P.22
<ul style="list-style-type: none"> <li>Provided various training programs and promoted utilization of the whistleblowing system</li> <li>Conducted on-site survey of domestic business offices and subcontractors/suppliers</li> <li>Ran PDCA cycle through monitoring of overseas affiliates</li> </ul>	●	<ul style="list-style-type: none"> <li>Newly establish the domestic monitoring office</li> <li>Continue with and step up activities</li> <li>Introduce compliance programs to overseas affiliates and support their improvement</li> </ul>	●	●	●	●	●			
<ul style="list-style-type: none"> <li>Revised the information security regulations</li> <li>Introduced cyber attack-proof facilities</li> </ul>	●	<ul style="list-style-type: none"> <li>Operate regulations appropriately</li> <li>Continue with activities</li> </ul>	●				●	●		
<ul style="list-style-type: none"> <li>Conducted visiting audit on a total of 56 sites</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>	●	●	●	●	●			
<ul style="list-style-type: none"> <li>Conducted progress management based on the master plan</li> <li>Visualized GHG emissions in the entire supply chain</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> <li>Review focus fields and reduction plan</li> </ul>				●				P.23 ~ P.31 • P.36
<ul style="list-style-type: none"> <li>Proposed 79 plans for CO<sub>2</sub> reductions (energy saving)</li> </ul>	▲	<ul style="list-style-type: none"> <li>Propose more than 120 CO<sub>2</sub> reduction (energy saving) plans</li> </ul>				●				
<ul style="list-style-type: none"> <li>Achieved CO<sub>2</sub> reduction rate (emission amount) of 26.4%</li> </ul>	●	<ul style="list-style-type: none"> <li>Achieve CO<sub>2</sub> reduction rate (amount) of 20% or higher</li> </ul>				●				
<ul style="list-style-type: none"> <li>Reduced CO<sub>2</sub> emissions per automobile to 79.5 kg</li> </ul>	★	<ul style="list-style-type: none"> <li>Develop measures to achieve reduction of CO<sub>2</sub> emissions per automobile produced in 2019 to 70 kg</li> </ul>				●				
<ul style="list-style-type: none"> <li>Reduced VOC emissions by 3,000 t/year</li> </ul>	●	<ul style="list-style-type: none"> <li>Reduce VOC emissions by 5,000 t/year</li> </ul>				●				
<ul style="list-style-type: none"> <li>Determined the final specification of advanced system (horizontal rotary RTO Mark II)</li> </ul>	★	<ul style="list-style-type: none"> <li>Test with actual system</li> </ul>				●				
<ul style="list-style-type: none"> <li>Formulated a business strategy with an eye also to overseas deployment of plant factories and NMP recovery systems, etc.</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>				●				
<ul style="list-style-type: none"> <li>Conducted a pre-introduction test on high-quality, high-painting-efficiency painting machines (completed a test with water-based paint)</li> </ul>	▲	<ul style="list-style-type: none"> <li>Test with solvent paint and test and expand sales of production model of advanced system</li> </ul>				●				
<ul style="list-style-type: none"> <li>Conducted preventing outflow of liquid caused by breakage of tanks of pre-treatment lines and electrodepositing lines of paint facilities</li> <li>Achieved quake-proof design implementation rate of 100% in applicable projects</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>				●				P.32 ~ P.33
<ul style="list-style-type: none"> <li>Reduction, regeneration and recycling of construction waste, recycling rate of 90%</li> <li>Rate of compliance in the number of manifests issued of 100%</li> <li>Electronic manifest Introduction Rate of 97%</li> </ul>	●	<ul style="list-style-type: none"> <li>Reduction, regeneration and recycling of construction waste, recycling rate of 90% or higher</li> <li>Rate of compliance in the number of manifests issued of 100%</li> <li>Electronic Manifest Introduction Rate of 90% or higher</li> </ul>				●				
<ul style="list-style-type: none"> <li>Thoroughly enforced filling, recovery, regeneration and destruction control by using "Fluorocarbon Refrigerant Filling and Recovery Control Manifest"</li> <li>Achieved a Filling and Recovery Control Manifest storage rate of 100%</li> </ul>	★	<ul style="list-style-type: none"> <li>Thoroughly enforce filling, recovery, regeneration and destruction control by using "Fluorocarbon Refrigerant Filling and Recovery Control Manifest"</li> <li>Achieve a Filling and Recovery Control Manifest storage rate of 100%</li> </ul>				●				
<ul style="list-style-type: none"> <li>Purchase volume of photocopy paper (A4-size equivalent): 9,190 sheets/person-year</li> </ul>	●	<ul style="list-style-type: none"> <li>Purchase volume of photocopy paper (A4-size equivalent): 9,200 sheets/person-year</li> </ul>				●				
<ul style="list-style-type: none"> <li>Reduced power usage to 156 kW/ m<sup>2</sup>-year</li> </ul>	●	<ul style="list-style-type: none"> <li>Reduce power usage to 156 kW/ m<sup>2</sup>-year or less</li> </ul>				●				
<ul style="list-style-type: none"> <li>Achieved a rate of eco-friendly cars to the total number of new vehicles introduced of 90%</li> <li>Achieved a rate of introduction of ETC systems in vehicles of 90%</li> </ul>	●	<ul style="list-style-type: none"> <li>Achieve a rate of eco-friendly cars to the total number of new vehicles introduced of 90% or higher</li> <li>Achieve a rate of introduction of ETC systems in vehicles of 90% or higher</li> </ul>				●				P.35
<ul style="list-style-type: none"> <li>Achieved a green procurement amount of 3,530 million yen</li> <li>Purchased air-conditioning systems that adopted corrosion-proof steel sheet</li> </ul>	●	<ul style="list-style-type: none"> <li>Achieve a green procurement amount of 4,400 million yen (based on the new procurement standards)</li> <li>Continue with activities</li> </ul>				●				P.34
<ul style="list-style-type: none"> <li>Increased the paperless rate of 84.9% through online purchases</li> </ul>	▲	<ul style="list-style-type: none"> <li>Increase the paperless rate to 87% through online purchases</li> </ul>				●				
<ul style="list-style-type: none"> <li>Held a pre-startup safety review meeting at 283 sites (designated sites)</li> <li>Conducted 2,742 on-site safety patrols (designated sites)</li> <li>Achieved a rate of holding recurrence-prevention meetings of 100% (including for accidents not accompanied by lost work time)</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>		●	●					P.37 ~ P.38
<ul style="list-style-type: none"> <li>Identified technical issues at the design examination meeting, construction policy meeting and construction review meeting, and confirmed them by cross-functional departments</li> <li>Reduced quality defects by conducting quality inspections in each construction process</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>						●		P.39
<ul style="list-style-type: none"> <li>Provided harassment consultation</li> <li>Provided education to new employees/newly appointed managers</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>		●						
<ul style="list-style-type: none"> <li>Provided training for persons in each target job position</li> </ul>	●	<ul style="list-style-type: none"> <li>Improve the content of program with an eye on PDCA continuously</li> </ul>			●					P.40 ~ P.42
<ul style="list-style-type: none"> <li>Introduced the global human resource system</li> </ul>	●	<ul style="list-style-type: none"> <li>Operate and firmly establish the global human resource system in each overseas business office</li> </ul>			●					
<ul style="list-style-type: none"> <li>Formulated action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>			●					
<ul style="list-style-type: none"> <li>Eliminated anti-social forces</li> <li>Confirmed appropriate trading conditions</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>		●	●	●	●			P.43
<ul style="list-style-type: none"> <li>Participated in the CSR Network in Shinjuku</li> <li>Conducted activities, such as community cleaning activity and offering a donation to Keidanren Nature Conservation Fund</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>				●		●		P.44
<ul style="list-style-type: none"> <li>Published shareholder newsletter</li> <li>Held earnings results briefing and individual meeting with investors</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue with activities</li> </ul>						●		P.45

Self-assessment ★: Exceeded the plan ●: Almost the same as the plan ▲: Fell below the plan