


Targets and Results Concerning Material Issues

| Material issues (materiality) | Activity outline | Scope of application | FY2021 results | | | | FY2022 plan | | | | |
|--|--|---|---|----------------|---|---|--|---|-------------|--|--|
| | | | KPI | Target | Results | Initiatives and self-assessment | Policies going forward | KPI | Target | Impact on society | Impact on business |
| Thoroughly fulfilling our CSR and ensuring compliance See p.96 | Provision of legal information and promotion of compliance training | D | Number of times compliance education information disseminated annually | 16 times | 16 times | <ul style="list-style-type: none"> Issued email publications on compliance, an effective means of informing employees | <ul style="list-style-type: none"> Continue this program in the future | Number of times compliance education information disseminated annually | 16 times | Maintenance of a sound and well-ordered society | Avoidance of financial losses from compliance violations |
| | | | Number of significant compliance violations | None | None | <ul style="list-style-type: none"> Operated a company-wide risk management system and conducted training to raise employee awareness of compliance | <ul style="list-style-type: none"> Continue this program in the future | Number of significant compliance violation | None | | |
| | | O | Achievement ratio of compliance training plan | 100% | 100% | <ul style="list-style-type: none"> Translated email publications into seven languages and conducted training by distributing them to 19 sites | <ul style="list-style-type: none"> Investigate training topics and tools for the next fiscal year and conduct ongoing training | Achievement ratio of compliance training plan | 100% | | |
| | | | Achievement ratio of significant compliance violation risk response plan | 100% | 100% | <ul style="list-style-type: none"> Presence of business risks confirmed monthly, inspections regarding risks with a high likelihood of occurrence reinforced | <ul style="list-style-type: none"> Continue this program in the future | Achievement ratio of significant compliance violation risk response plan | 100% | | |
| Respect and protection for intellectual property See p.98 | Thorough avoidance of infringement third-party intellectual property rights, promotion of the use of company intellectual property rights | D | Achievement ratio of patent acquisition plan in ASEAN region and China | 100% | 100% | <ul style="list-style-type: none"> Investigated the status of rights infringement in the ASEAN region and completed advance preparations for operation of processes to investigate whether the products of other companies infringe our intellectual property rights in China | <ul style="list-style-type: none"> Carry out intellectual property utilization strategies through appropriate operation of processes to investigate whether the products of other companies infringe our intellectual property rights | Achievement ratio of patent acquisition plan in ASEAN region and China | 100% | Maintenance of a fair competitive order in society | Avoidance of financial losses from infringement of other companies' patents, prevention of lost sales in the future due to sales of counterfeit products |
| | Promotion of the enforcement against infringement products | O | Achievement ratio of response plan to intellectual property infringement (imitation products) | 100% | 100% | <ul style="list-style-type: none"> Investigated the status of infringement on websites selling counterfeit goods and identified sites infringing the Company's intellectual property rights | <ul style="list-style-type: none"> Continuously take action to mitigate the adverse impacts on business of counterfeit goods including measures to shut down sites selling counterfeit goods | Achievement ratio of response plan to intellectual property infringement (imitation products) | 100% | | |
| Strict management of confidential information See p.99 | Promotion of security measures and strengthening of illegal / inappropriate access monitoring | G | Cyberattack response ratio at time of detecting high security alerts | 100% | 100% | <ul style="list-style-type: none"> As a result of continuous implementation of measures to address information security risk, significant leaks of confidential information were prevented | <ul style="list-style-type: none"> Continuously reinforce information security countermeasures | Cyberattack response ratio at time of detecting high security alerts | 100% | Achieve a safe and secure information society | Avoidance of financial losses from leaks of confidential information |
| | | D | Information leak confirmation and response ratio at time of large data output | 100% | 100% | | | Information leak confirmation and response ratio at time of large data output | 100% | | |
| | Promotion of information security training | D | Ratio of employees passing information security proficiency test | 95% or more | 96% | <ul style="list-style-type: none"> Increased the ratio of test-taking by periodically distributing email publications and taking other measures, achieving the target | <ul style="list-style-type: none"> Continuously implement measures to raise employee awareness concerning the importance of information security | Ratio of employees passing information security proficiency test | 95% or more | | |
| Respect for individuality See p.76 | Promotion of human rights education and thorough publicity of internal whistleblower system | D | Achievement ratio of human rights training plan | 100% | 100% | <ul style="list-style-type: none"> As a result of analyzing training records at all workplaces, determined that employee awareness of human rights increased | <ul style="list-style-type: none"> Continue this program in the future | Achievement ratio of human rights training plan | 100% | Raise awareness concerning respect for human rights, provide equal access to judiciary | Avoidance of financial losses from human rights violations |
| | | O | Achievement ratio of harassment education plan | 100% | 100% | <ul style="list-style-type: none"> Conducted training for employees working overseas and those scheduled to be transferred overseas | <ul style="list-style-type: none"> Continuously conduct training for employees scheduled to be transferred overseas and expand training to local employees | Achievement ratio of harassment education plan | 100% | | |
| | | | Introduction ratio of harassment whistleblower system | 100% | 70% | <ul style="list-style-type: none"> Visits to local sites could not be conducted due to the impact of COVID-19, and measures to support the introduction of whistleblower systems were suspended | <ul style="list-style-type: none"> Continuously provide support for the introduction of whistleblower systems | Introduction ratio of harassment whistleblower system | 100% | | |
| Respect for Diversity See p.77 | Women's empowerment | D | Number of times training to support women's empowerment conducted annually | 1 time or more | 3 times | <ul style="list-style-type: none"> Conducted training for female leaders on acquisition of business mindset skills Conducted training for managers on supporting career development by female subordinates | <ul style="list-style-type: none"> Continuously provide opportunities for female employees to enhance their careers | Ratio of women in management positions | 4% or more | Promotion of participation by women in decision-making | Acquisition of shareholders' equity in conjunction with higher external assessment of measures regarding women's empowerment, securing labor capacity by increasing the retention rate for female employees |
| | Employment of persons with disabilities | | Ratio of women among new graduates recruited for career-track positions | 30% or more | 27% | <ul style="list-style-type: none"> Women accounted for 20 of 73 new recruits | <ul style="list-style-type: none"> Continuously undertake measures including active publicity and expansion of worksites that facilitate empowerment of women | Ratio of women among new graduates recruited for career-track positions | 30% or more | | |
| Human resources development See p.77 | Promotion of human resource development programs | D | Achievement ratio of employee growth support training plan | 100% | 100% | <ul style="list-style-type: none"> Implemented rank-specific training and quality training | <ul style="list-style-type: none"> Raise employee problem-solving capabilities Implement activities to support future career development | Achievement ratio of training plan for development of autonomous-minded human resources | 100% | Promotion of skill development for young people | Reinforcement of organizational capabilities through the utilization of the diverse individuality of employees, avoidance of human resource losses through separation, enhancement of human resource performance |
| | | | Achievement ratio of worksite education plan | 100% | 100% | <ul style="list-style-type: none"> Each division raised skills necessary for the execution of business in accordance with capacity development plans | <ul style="list-style-type: none"> Expand educational content and online training services | Achievement ratio of worksite education plan | 100% | | |
| | | O | Achievement ratio of global human resources education plan | 100% | 100% | <ul style="list-style-type: none"> Implemented development programs for managers at overseas sites Implemented a global leader development program for young employees who are candidates for future managers | <ul style="list-style-type: none"> Continuously implement measures to develop global human resources who can serve as business leaders | Achievement ratio of global human resources education plan | 100% | | |
| Enhancement of work environments and occupational health and safety See p.78 | Promotion of the thorough management of employees' working hours and prevention of the recurrence of long working hours | D | Response ratio to prevent the recurrence of long working hours | 100% | 100% | <ul style="list-style-type: none"> Monitored over time work hours by general employees Held monthly labor-management meetings to confirm that there are no violations of labor agreements and that working hours are being appropriately managed | <ul style="list-style-type: none"> Continue this program in the future | Response ratio to prevent the recurrence of long working hours | 100% | Realization of rewarding workplaces, prevention of health damage, promotion of safe and secure working environment | Avoidance of financial losses from occupational accidents, avoidance of financial losses from work in excess of statutory working hours and failure to use paid leave |
| | | | Annual frequency of labor-management consultations relating to working hours | 12 times | 12 times | <ul style="list-style-type: none"> General employees: Target achieved Management employees: Target not achieved; however, the achievement ratio increased substantially compared to FY2018 and a certain degree of success was achieved by measures to encourage employees to take paid leave | <ul style="list-style-type: none"> Analyze the status of unachieved targets and continuously implement measures to achieve targets | Annual frequency of labor-management consultations relating to working hours | 12 times | | |
| | | Operational achievement ratio of standard for number of days of paid leave taken annually | 100% | 99% | Operational achievement ratio of standard for number of days of paid leave taken annually | | | 100% | | | |
| | | O | Achievement ratio of working hours management standards | 100% | 80% | <ul style="list-style-type: none"> Analyzed working hour survey data, provided feedback on the analysis results to each Group company and requested implementation of measures to curtail long working hours | <ul style="list-style-type: none"> Starting in FY2022, continuously implement working hours management based on working hours in FY2021, which was set as a voluntary management standard | Achievement ratio of working hours management standards | 100% | | |

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E Environment S Social G Governance

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| | | | KPI | Target | Results | Initiatives and self-assessment | Policies going forward | KPI | Target | Impact on society | Impact on business |
| Enhancement of work environments and occupational health and safety S See p.78  | Promotion of occupational health and safety risk management | G | Number of serious occupational accidents | None | 1 | <ul style="list-style-type: none"> A serious occupational accident occurred at an overseas Group company. Analyzed the causes, took measures to prevent recurrence, and distributed the information to all Group companies | <ul style="list-style-type: none"> Conduct rigorous safety management using risk assessment methods and reinforce safety training for employees | Number of serious occupational accidents | None | Realization of rewarding workplaces, prevention of health damage, promotion of safe and secure working environment | Avoidance of financial losses from occupational accidents, avoidance of financial losses from work in excess of statutory working hours and failure to use paid leave |
| | | | D | Missed work frequency ratio | 0.8 or less | 0.4 | <ul style="list-style-type: none"> Focused on fundamental countermeasures and engineering countermeasures against mechanical accidents Conducted rigorous safety management for work in high locations | <ul style="list-style-type: none"> In fiscal 2022, set targets at half or less of the fiscal 2021 KPI target values and reinforce safety countermeasures even further | Missed work frequency ratio | | |
| | | Number of workers exceeding internal blood lead concentration management standards (35 µg / dL) | | None | 4 | <ul style="list-style-type: none"> Strictly managed blood lead concentration standards for workers who handle lead in accordance with internal standards, but the target was not achieved due to excess of the standards | <ul style="list-style-type: none"> Analyze causes of non-conformity, continuously improve work environments at sites where lead is handled | Number of workers not meeting internal blood lead concentration management standards | None | | |
| | | Number of worksites in work management category III | | None | None | <ul style="list-style-type: none"> Launched a project to increase lead dust collection efficiency, reviewed local ventilation facilities, and took other measures | <ul style="list-style-type: none"> Continue this program in the future | Number of worksites in work management category III | None | | |
| | | Missed work frequency ratio | | 2.1 or less | 2.0 | <ul style="list-style-type: none"> Shared information on measures for preventing recurrence of examples of accidents that occurred at overseas sites, took measures to prevent occurrence of similar accidents Reduced the number of minor occupational accidents by more than 10% | <ul style="list-style-type: none"> Continuously implement countermeasures against the risk of accidents resulting in missed work | Missed work frequency ratio | 1.8 or less | | |
| | | O | Number of workers exceeding internal blood lead concentration management standards (60 µg / dL) | None | None | <ul style="list-style-type: none"> Started full-scale target management based on internal management standard values at all production sites, improved facilities and operations at production sites | <ul style="list-style-type: none"> Set even stricter management standards to continuously reduce blood lead concentration levels | Number of workers not meeting internal blood lead concentration management standards | None | | |
| | | | | | | | | | | | |
| Provision of high-quality products S See p.79  | Promotion of quality improvement and strengthening of quality communication | G | Achievement ratio of targets for claims and in-process defects | 100% | 64% | <ul style="list-style-type: none"> Did not achieved the target due to the concentrated occurrence of defects in specified businesses and fluctuations in production resulting from the effects of COVID-19 | <ul style="list-style-type: none"> Implement priority measures to achieve targets | Achievement ratio of targets for claims and in-process defects | 100% | Improvement in energy efficiency, responses to natural resource depletion, reduce waste generation, promotion of sustainable urbanization, development of a safe and secure society | Reduction of financial losses from quality defects, increased profits in conjunction with a stronger replacement business, avoidance of financial losses from the occurrence of product accidents |
| | Strengthening of maintenance service setup | D | Achievement ratio of operational management standards for product maintenance service systems | 100% | 100% | <ul style="list-style-type: none"> Conducted target management using indicators to ascertain the status of capturing maintenance demand | <ul style="list-style-type: none"> Analyze results data and work to improve the efficiency of internal management standards to promote the capture of maintenance demand | Achievement ratio of operational management standards for product maintenance service systems | 100% | | |
| | Promotion of product safety education | G | Number of serious product accidents | None | None | <ul style="list-style-type: none"> Continuously reinforced product safety management through implementation of voluntary action plan concerning product safety | <ul style="list-style-type: none"> Conduct product safety training at overseas Group companies to raise understanding of product safety throughout the Group | Number of serious product accidents | None | | |
| Promoting environmental protection E See p.73  | Promotion of effective use of water resources | G | Ratio of reduction of water use (compared with FY2018) | 6.0% or more | 10.3% | <ul style="list-style-type: none"> Continuously encouraged cyclical use of water at domestic and overseas Group company production sites | <ul style="list-style-type: none"> Continuously implement measures to curtail water intake | Ratio of reduction of water use (compared with FY2018) | 8.0% or more | Elimination of water shortage problems, improvement in energy efficiency and resource efficiency, climate change mitigation, prevention of water pollution and air pollution, reduction of natural resource consumption, reduce of waste generation | Avoidance of loss of sales opportunities due to delayed responses to issues concerning water security, carbon neutrality, and a recycling-oriented society, avoidance of financial losses from the occurrence of environmental accidents |
| | Contribution to realization of low-carbon society | | Ratio of reduction of CO ₂ emissions (compared with FY2018) | 4.0% or more | 8.1% | <ul style="list-style-type: none"> Launched an energy saving and renewable energy project to undertake company-wide measures | <ul style="list-style-type: none"> Continuously undertake company-wide countermeasures | Ratio of reduction of CO ₂ emissions (compared with FY2018) | 6.0% or more | | |
| | Prevention of environmental pollution | | Number of major environmental accidents | None | None | <ul style="list-style-type: none"> Managed operations pursuant to internal management standards stricter than those under environmental regulations | <ul style="list-style-type: none"> Continuously conduct rigorous environmental risk management | Number of major environmental accidents | None | | |
| | Improvement in ratio of use of recycled materials in products provided to markets | | Ratio of recycled lead used as lead raw materials in lead-acid batteries | 35.0% or more | 55.9% | <ul style="list-style-type: none"> Increased the recycled lead use ratio at some overseas Group companies in China, Turkey, Indonesia, and Thailand | <ul style="list-style-type: none"> Work to maintain and improve fiscal 2021 results | Ratio of recycled lead used as lead raw materials in lead-acid batteries | 35.0% or more | | |
| Developing and popularizing environmentally considered products E See p.71  | Market expansion for our products contained in environmentally considered products | G | Percentage of environmentally considered products in total sales of all products | 34.0% or more | 36.5% | <ul style="list-style-type: none"> Sales recovered from the impact of COVID-19 | <ul style="list-style-type: none"> Take measures to provide products and services that appropriately meet the needs of stakeholders regarding a decarbonized society | Percentage of environmentally considered products in total sales of all products | 35.0% or more | Improvement in energy efficiency, reduction of natural resource consumption, climate change mitigation | Avoidance of loss of sales opportunities from delayed responses to issues concerning a recycling-oriented society, increased profits from expanded sales of environmentally considered products |
| Responsible procurement S See p.80  | Responses to responsible mineral procurement | G | Achievement ratio of responsible mineral survey plan | 100% | 100% | <ul style="list-style-type: none"> All matters regarding customer-need based mineral procurement surveys are conducted in cooperation with suppliers (gold, tantalum, tungsten, tin, cobalt, and mica) In Japan, identified smelter with high CSR risk in mineral procurement and took measures to mitigate risk | <ul style="list-style-type: none"> Collaborate with stakeholders in mineral supply chains to reinforce measures appropriately addressing the relevant risks | Achievement ratio of responsible mineral survey plan | 100% | Realization of sustainable supply chains, abolition of forced labor and child labor, reduction of deaths due to violence, eradication of all forms of violence and torture against children | Avoidance of financial losses from occurrence of supply chain CSR risks |
| | Management of supply chain CSR risks | | Achievement ratio of supplier CSR issues improvement plan | 100% | 100% | <ul style="list-style-type: none"> Based on the results of a supplier CSR survey, took measures to improve identified CSR issues in supply chains Investigated response measures to issues in collaboration with suppliers and improved operations | <ul style="list-style-type: none"> Continue this program in the future | Achievement ratio of supplier CSR issues improvement plan | 100% | | |

D Domestic O Overseas G Global