



Provision of advanced, high-quality products and services to benefit society

P.29

Materiality items

1. Provision of advanced, high-quality products and services to benefit society

Specific initiatives

1. Develop products and services that resolve social issues and satisfy customer needs
2. Strengthen quality assurance and BCP systems

KPIs

1. Develop products and services to contribute to resolving social issues
2. Enhance customer satisfaction
3. Steadily implement BCP and BCMS

Human resources management

P.33

Materiality items

1. Realize safe and fulfilling workplaces
2. Respect human rights

Specific initiatives

1. Promote measures for safety and health
2. Nurture human resources to drive sustainable growth
3. Promote diversity & inclusion
4. Promote awareness-raising activities to foster respect for human rights

KPIs

1. Zero serious accidents, zero accidents requiring time off work
2. Increase the percentage of annual paid leave consumed to 80% or more
3. Enhance education and training
4. Maintain and increase proportion of employees with disabilities: 2.3% or more
5. Increase the proportion of female employees recruited: 25% or more
6. Ratio of female managers: 10% or more by the end of fiscal 2025
7. Encourage participation in human rights education

Contribution to society

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Materiality items

1. Coexistence and co-prosperity with local communities

Specific initiatives

1. Maintain good communication
2. Help develop local communities and next-generation leaders



KPIs

1. Continue dialogue with local communities
2. Contribute to local community programs to develop next-generation leaders

Provision of advanced, high-quality products and services to benefit society

Develop products and services that resolve social issues and satisfy customer needs

The TATSUTA Group leverages its technologies to develop products useful for society, taking into account social issues and customer needs.

	Product name	Features and uses
Electric wires and cables	 かるまげ™ (Karu Mage) (KM-CC), 600V fire-resistant flexible crosslinked polyethylene eco-friendly cable	Boasts excellent bendability that helps save labor and man-hours for cable laying operations. For wiring in data centers and narrow places.
	 ネットフ115™ (Netsu Tough 115) ((S)HKIV) special heat-resistant vinyl-insulated electric wire for electric devices	Achieves resource savings by making the size of electric wires smaller. For the inside of electric devices on low-voltage circuits (AC 600 V or lower).
	 FA robot cable Thin-diameter KORIKI™ high-strength cables	Realizes resource savings through longer product life. For industrial robots and FA equipment.
Electronic materials	 SF-PC8900-C high-frequency-compatible thin EMI shielding film	Provides the level of EMI shielding in the high-frequency range that is vital to 5G communications. Complies with RoHS and other environmental requirements. For smartphones and tablets.
	 EMI shielding paste for semiconductor packages	Gives EMI shielding feature to semiconductor packages directly and three-dimensionally. For mobile devices and in-vehicle equipment.
Other	 Water leakage detection system	Accurately detects water through line sensors. Provides protection for important equipment from water leakage. For servers and data centers.
	 OCT interferometer module	Applies high-precision high-quality fiber optic technology to enhance medical equipment and analytical devices. For ophthalmic equipment and analytical devices.

Strengthen quality assurance systems

We consider that consistently supplying safe and high-quality products to society is one of the key management challenges to the TATSUTA Group achieving sustainable growth. We therefore operate management systems pursuant to our Quality and Environment Policy. At the same time, we strive to achieve the quality goals of (1) reducing defective products, (2) strengthening cost competitiveness, improving productivity, (3) adhering to production plans and shortening lead times, and (4) enhancing product lineup and customer support.

Quality and Environment Policy

1. In order to ensure that the Corporate Principles are upheld and in line with our Corporate Code of Conduct, we will implement initiatives that continuously and appropriately improve the business process, improve products and services, and promote environmental preservation.
2. Based on the requirements for the ISO standards, we will build quality and environment management systems and by implementing these systems, comply with applicable laws and customer requirements.
3. TATSUTA will identify risks which must be addressed and by responding to them, take up initiatives that will improve quality, prevent pollution, and preserve the environment.
4. TATSUTA will maintain its quality and environment management systems and continuously work to improve performance through the PDCA (Plan-Do-Check-Action) cycle.

Quality assurance system

The TATSUTA Group has constructed and utilizes quality management system (QMS) based on ISO 9001 to provide our customers with useful, safe, and superior products. We work to promote information exchange regarding decisions on corporate policy and quality targets as well as issues and initiatives related to quality through management review (MR), meetings, etc. We also audit the operation of QMS within business groups and TATSUTA Group companies.

Quality management education

The purpose of the quality management education conducted at the Wire & Cable Group's Technical Education and Training Center is to facilitate understanding in TATSUTA's quality policy and raise awareness toward quality, which improves each production site's ability to produce and operate. At the Electric Wire & Cable Division, each business division takes its own initiatives to strengthen the quality management system, such as establishing an in-house certification for operation of testing instruments used in each manufacturing process.

Initiatives taken by individual business units

Each business unit undertakes a variety of initiatives to provide safe and high-quality products and services.

Electric Wire & Cable Division

All information on process abnormalities is aggregated into the Quality Assurance Department, through which we have established and implemented systems to autonomously improve the standards that form the basis for quality. By continuing repetition of this process, we aim to confirm the validity of our quality standards, review control items and enhance our quality management. These activities have led to a constant improvement of standards at each workplace, and steady improvements in quality.

From the fiscal year ending March 31, 2022 onwards, we will continue to implement efforts through these systems to autonomously improve the standards that form the basis for quality. We will also work on the planned development of new quality control system construction (such as operational status monitoring and materials management systems).

Inspection and data management through the introduction of advanced devices	We have progressively introduced operational status monitoring and management systems to manage by using data on the condition of major factors (temperature, pressure, number of rotations, etc.) in production lines for electric wire and cable manufacturing. By continuously monitoring changes in operational status and the occurrence of any abnormalities, we implement thorough quality control. In addition to inspections by personnel using measurement devices, we also implement accurate inspections using automated measurement devices. For example, by using an image measuring device in structural inspections, we are able to conduct speedy and precise inspections at the point of finishing production without a margin of error, facilitating a process control through statistics management.
Finished product inspections	TATSUTA's qualified quality inspection personnel carry out thorough quality inspections to confirm that finished products meet the specifications agreed with customers, undertaking structural tests, voltage endurance tests, and other tests based on the specifications form.
Process control	If an abnormality should occur within a process, in addition to quality checks by the Quality Assurance Department, we prevent the outflow of defective products through the use of process abnormality control systems, which record details and appropriate handling of the abnormality.
Improving quality and enhancing customer satisfaction (CS)	Customer quality claims and defects are primarily addressed by the Quality Assurance Department, which thoroughly investigates to find out the true cause, whereby formulating and implementing appropriate measures to prevent recurrence. It also regularly confirms the effectiveness of measures implemented to prevent recurrence, which contributes to the prevention of defects from occurring again.

■ Equipment Wire and Cable Division

At Tatsuta Tachii Electric Cable, the basic policy is to “provide products that satisfy customers and match the required quality,” and the quality improvement has been achieved through review of work standards and inspection systems. From the fiscal year ending March 31, 2022 onwards, we will also engage in further quality enhancements while working to transition to high-efficiency production systems.

At Chugoku Electric Wire & Cable, each division planned and implemented initiatives to realize more flexible production systems by developing multiskilled workers and to enhance customer satisfaction. From the fiscal year ending March 31, 2022 onwards, we will work to enhance quality by strengthening production base, demonstrating greater flexibility in manufacturing systems, and evolving our style of sales and marketing through DX, among other efforts.

Responding to needs for high-performance, high-precision products	As cables have become thinner in diameter and more sophisticated in performance, enhanced precision is required in manufacturing processes. The precise product requirement is especially common for equipment wires and cables, which are often individually customized and manufactured, along with excellent terminal workability. We therefore thoroughly implement product inspections at each production site to ensure that they meet the customer's specifications.
Introducing cutting-edge instruments to quality assurance systems	We are in the process of switching from the traditional system of manually inspecting products, to the system using cutting-edge instruments that allow for efficient and accurate measurement and automated assessment. Prime examples of such instruments are image measuring devices for structural measurement and image recognition cameras for in-process visual inspections. This effort is aimed at creating quality assurance systems that enable us to meet the demand for higher-precision products and manufacturing processes.
Using flex properties data to predict product lifespan	Superior flex and twist properties are required for movable cables such as FA robot cables to increase durability. In view of that, we accommodate testing requests from customers. In addition, we have built a database utilizing the data accumulated over the years, which allows us to more accurately predict cable lifespan.
Providing highly-durable and lifecycle-focused products	We will continue to provide environmentally-friendly products that meet user needs, such as Agreable™ cable and rubber cabtire cable.

■ Electronic Materials & System Equipment Group

As an expansion of business revenue requires new and different products and an expansion of supply chain is predicted, we strive to achieve optimal quality assurance and management. We are also implementing measures to enhance manufacturing efficiency and quality levels.

From the fiscal year ending March 31, 2022 onwards, we will continue to work on achieving optimal quality assurance and management to support new products and expansion of the supply chain for the business revenue development. We will also continue with measures to enhance manufacturing efficiency and quality levels.

Stringent quality inspections by the Quality Assurance Department	The Quality Assurance Department undertakes stringent inspections of the products in each division of the Electronic Materials & System Equipment Group and judges whether or not they are satisfactory in order to fulfill our mission of delivering safe and secure products. These inspections begin with audits of the suppliers involved in raw materials procurement, and extend to checks in the manufacturing process from the dual perspectives of people and machinery. In the shipping inspection, qualified quality inspection personnel certified by TATSUTA carries out thorough external visual inspections, mechanical property tests, and electrical property tests to ensure TATSUTA's quality.
Developing groundbreaking products	TATSUTA's strength in research and development is widely recognized, which is the result from our development of core technologies acquired through electric wire and cable manufacturing to pursue effective applications for society. The Electronic Materials & System Equipment Group takes on these advanced domains to deliver highly original products, such as the functional materials in which it boasts a global share. We engage in repeated design reviews and prototype evaluation (experiments and testing) to arrive at the final product, and work to further reduce quality risk through stringent validation by the Quality Assurance Department and all other relevant departments. We are also in the process of obtaining additional permits, including those for the development of products in the medical devices field, a focus area for TATSUTA in the future.

Strengthening of BCP systems

The TATSUTA Group takes seriously its responsibility of supplying products and services even in times of emergency such as a natural disaster or pandemic. To discharge this responsibility, we have a business continuity management system (BCMS) in place and conduct business continuity planning (BCP), striving to operate them in an effective manner.

BCMS

The year 2011 was one in which many businesses were affected by natural disasters, most notably the Great East Japan Earthquake and the Thailand floods. These events prompted the entire market to strongly call for business continuity. At TATSUTA's functional films business, too, major customers began requesting us to build a BCMS and inquiring about the progress on our efforts toward business continuity management (BCM) and BCP, in 2014.

Our functional films business boasts an overwhelming share in the global market and, as such, has a duty to consistently supply customers. Therefore, to minimize the impact of any business interruption and promptly resume operations, we started working on BCM. In addition, we decided to build a BCMS and obtain ISO 22301 certification for it from a third-party certifier with an eye to continuous improvement.

In July 2015, we began working on BCP in earnest, which was designed to cover not only natural disasters such as large earthquakes but also various other incidents ranging from supply chain disruptions and pandemics to information system failures including cyberattacks. What was aimed at was, even if such incidents occur, to continue or promptly resume our business and minimize the impact on supplying products and services for customers. It was in July 2016 that we completed building our BCMS. Thereupon, we obtained ISO 22301 certification from BSI Group Japan K.K., a third-party certifier.

Going forward, TATSUTA will continue with employee education and training to enhance their skills and ensure consistent supply to customers.

BCP basic plan for COVID-19

The COVID-19 pandemic that began in early 2020 has caused chaos around the world. The TATSUTA Group has been taking proactive actions to ensure the safety of employees and society through strict COVID-19 measures and meet its duty to supply customers. Such actions include establishing an Emergency Response Headquarters, undertaking an array of infection prevention measures, and formulating a BCP basic plan for COVID-19.

BCP for major natural disasters

How the TATSUTA Group responds to an emergency is governed by its Crisis and Emergency Response Rules (while the functional films business relies on the BCMS). In recent years, major natural disasters have occurred with increasing frequency. Hence we work hard to make BCP better and more effective.

Supply chain management

To achieve optimal procurement on a stable basis, TATSUTA has a Basic Procurement Policy in place. The policy is founded upon TATSUTA's Corporate Principles and Corporate Code of Conduct. Also, it incorporates and adjusts to the perspective of corporate social responsibility, such as environmentally responsible procurement and BCP. We endeavor to instill the policy in our business partners, too, asking for their understanding and cooperation.

- Basic Procurement Policy**
- 1 We build sound and productive relationships with business partners in the spirit of mutual trust and cooperation.
 - 2 We seek to promote procurement activity that is not only legally compliant but also highly fair, equitable, and transparent.
 - 3 We carry out procurement activity that is aimed at symbiosis between nature and humanity.
 - 4 We endeavor to build and maintain systems instrumental in stably supplying products to customers.
 - 5 We stringently safeguard business partners' confidential information to honor confidentiality.

Green procurement

As a company regarding environmental conservation activities as one of the most important management challenges, TATSUTA has developed Green Procurement Guidelines in an effort to provide products with lower environmental impacts. These guidelines are designed to reduce our ecological footprint, advance environmental conservation activities, and help create a sustainable recycling-based society. The means to these ends include identifying chemicals contained in the raw materials, parts, subsidiary materials, subcontracted supplies, and other items we purchase from business partners; and prioritizing the purchase of items not containing hazardous chemicals. In light of the fact that the trade of conflict minerals finances armed groups committing atrocities in countries bordering conflicts, these guidelines also stipulate that we investigate business partners to prevent us from purchasing raw materials, products, and such that contain conflict minerals and their derivatives.

BCP for procurement

TATSUTA endeavors to purchase key materials and raw materials from more than one business partner, in anticipation of the possibility that a problem occurring at a business partner may make it impossible for us to purchase that partner's materials and raw materials. We have also created a framework that, should any incident occur at a business partner, enables us to swiftly gather information and take action. On top of these, TATSUTA's functional films business has built a BCMS, given that the business boasts an overwhelming share in the global market and thus has a duty to consistently supply customers.

Supplier meetings

With the primary aim of fostering mutual trust and sharing information with business partners, TATSUTA's Functional Materials Division holds supplier meetings where participants exchange ideas, and otherwise works to build sound and equitable relationships.

Procurement training

As part of compliance education, TATSUTA provides training on legal compliance for personnel who liaise with business partners.

Intellectual property

TATSUTA aspires to achieve sustainable growth by developing, and providing to society, products that meet customer needs and help resolve social issues. Toward that end, we have been working to cement our products' superiority by acquiring rights to inventions and such used in the products, to build a management system that ensures development respecting other companies' intellectual property rights, and to create an environment that motivates employees to dedicate themselves to developing highly unique technologies.

Employee inventions are evaluated and rewarded fairly when they are filed for patent applications, are patented, and generate profits, respectively.

□ Human resources management

The TATSUTA Group believes that corporate growth is supported by human resources, which is reflected in paragraph 3 of its Corporate Code of Conduct that reads, "We shall respect the character and individuality of our employees, ensuring a safe and comfortable work environment rich in diversity." Guided by this ideal, we endeavor to create a vibrant workplace environment in which diverse personnel respect each other's rights, thrive by taking on the right task, and reach their full potential. As part of this effort, we undertake various measures focusing on three themes: diversity & inclusion; human resources development; and ensuring occupational safety and health.

Respect human rights | As an enterprise doing business globally, the TATSUTA Group respects the rights of all persons affected by our business activities. We create the necessary frameworks and carry on activities needed to raise awareness.

Diversity & inclusion

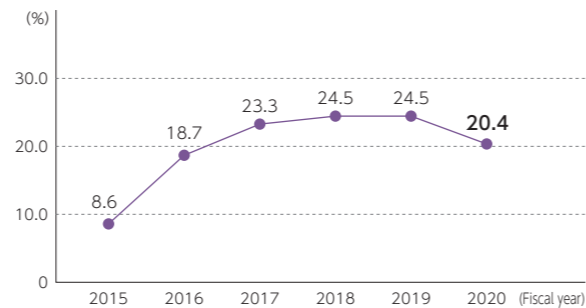
To grow and develop in a sustainable manner, the TATSUTA Group endeavors to instill diversity and inclusion that are essential to creating a vibrant workplace environment in which diverse personnel respect each other's rights, thrive by taking on the right task, and reach their full potential. Toward that end, we carry out activities focusing on three themes: promoting female participation and career advancement; furthering employment of persons with disabilities; and encouraging a work-life balance.

Action Plan to Promote Female Participation and Career Advancement and Help Develop Next-Generation Leaders

■ Female recruitment rate

As part of diversity management, in April 2021 we formulated the Action Plan to Promote Female Participation and Career Advancement and Help Develop Next-Generation Leaders, building on the April 2016 Basic Policy on Female Participation and Career Advancement. Going forward, we will take necessary steps in accordance with the basic policy of hiring women proactively, creating an environment in which they can reach their full potential, dedicating our resources to their education and career development, and thereby actively promoting female participation and career advancement.

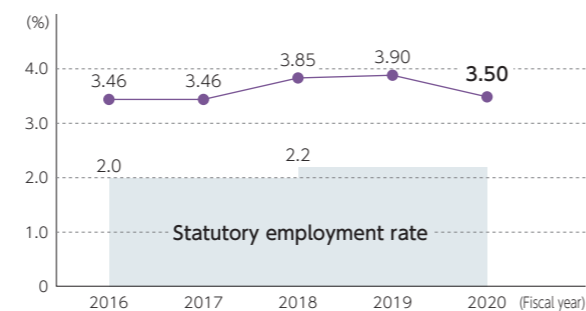
With a goal of women comprising 25% or more of our new hires, we promote the proactive recruitment of female employees (both new graduates and mid-career recruits). For the fiscal year ended March 31, 2021, women comprised 20.4% of our new hires and 14.9% of the employees. We make a particular effort to hire women in traditionally male-dominated fields, such as sales and technical jobs. In pursuit of the new goal of women comprising 10% or more of managers by the end of the fiscal year ending March 31, 2026 (compared to 6.84% for the fiscal year ended March 31, 2021), we will work even harder to promote female participation and career advancement.



Furthering employment of persons with disabilities

■ Employment rate of disabled persons

We are focusing on employing persons with disabilities, and striving to create environments that are work-friendly for each person based on his or her characteristics. We have been assessed as an outstanding facility due to our extremely high employee retention rate, and the large number of employment opportunities we provide.



Encouraging a work-life balance

We have established unique standards to help employees maintain a work-life balance (harmony of work and lifestyle). We provide workplace environments that are work-friendly for all where employees can work for many years to come, through measures such as enhanced systems to support childcare, nursing and care for the aged; changes to the Article 36 Agreement (concerning overtime work and work on rest days) based on the Act on the Arrangement of Related Acts to Promote Work Style Reform; and the designation of five paid leave promotion days. In addition, we hold meetings of a specialist committee on working hours composed of company and employee representatives, and deepen dialogue to develop systems that will be utilized for improvement in the future. In the fiscal year ended March 31, 2021, we made official the teleworking scheme that had been discussed by our Diversity Roundtable and other fora, in view of COVID-19 prevention measures.

Childcare	<ul style="list-style-type: none"> Measures to shorten regular working hours for childcare (until the end of the fiscal year when the child turns 12) Review of childcare leave allowance Review of the maximum subsidy for the use of nurseries, etc.
Nursing and care for the aged	<ul style="list-style-type: none"> Nursing care leave / Shortened working-hour system / Other forms of leave Establishment of nursing care leave allowance
Other	<ul style="list-style-type: none"> Adoption of teleworking scheme Review of remuneration for re-employed employees

Preventing harassment

The TATSUTA Group respects basic human rights, and aims to prevent harassment and create good workplace environments and working environments.

With this aim, we have amended in-house rules, which were previously designed only to prevent specific kinds of harassment such as sexual harassment and maternity harassment, to create and operate in-house rules to prevent all forms of harassment, not limited to specific types. Under the new in-house rules, we indicate examples of the specific actions that constitute the most prominent forms of harassment, including sexual harassment and power harassment, and create an environment that makes it easier for employees to prevent harassment.

■ Harassment training program as part of graded education

Training objectives

- Learn the basics of harassment
 - Definition of power harassment
 - Definition of sexual harassment
- Know that harassment can be a daily occurrence
 - Case studies
 - Possible prevention measures (refuse to harass others, refuse to let others be harassed, and deal with harassment at an early stage)
- Understand the consequences the harasser and company may suffer
 - Ramifications on the workplace and organization
 - Criminal and civil treatment

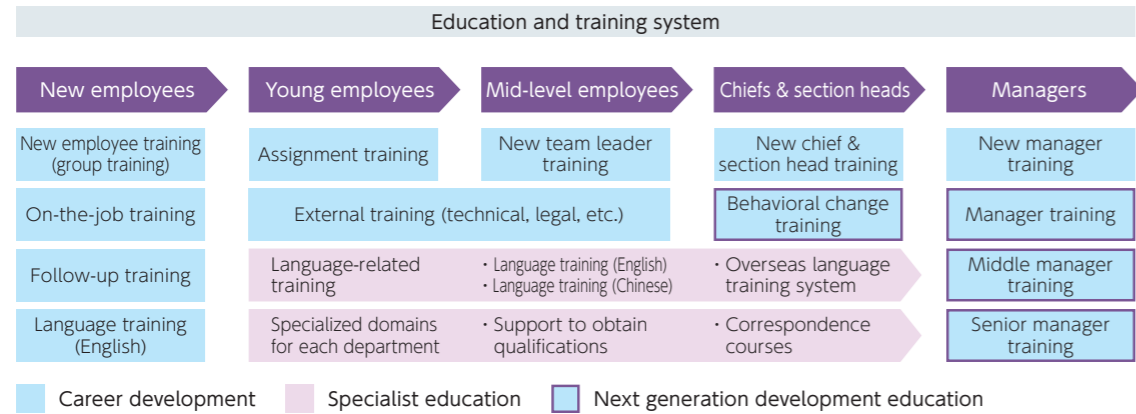
Promoting DX

Amid the various restrictions on and changes to business activities resulting from the spread of COVID-19, the TATSUTA Group's policy is to expand business opportunities by promoting digital transformation. We are pushing forward, swiftly and proactively, encouraging change without fearing failure, across five major themes: (1) strengthening BCP systems, (2) reforming our style of sales and marketing, (3) reforming our style of operations, (4) reforming production efficiency and quality, and (5) reforming organization and human resources. We do not expect the trend of digitalization to change in the future; only to accelerate. We will continue to enhance the digital environment and address issues based on the foundations of DX that we have built, to enable the reform of business styles and business models, and to create new added value.

Human resources development

We have established a unique training system to pass on expertise and techniques developed by TATSUTA to the next generation, expand on them, and develop personnel into valuable "human resources," including specialized technical education, graded education, correspondence courses, and external training. We will implement effective training based on human resource development plans.

Education and training system



Career development support	In the behavioral change training in preparation for promotion to a management position, employees are urged to acquire management skills in human resources and technology utilization. We intend to strengthen initiatives to develop young managers and potential managers who will lead TATSUTA in the future, by expanding the scope of eligible employees to include those in their mid-30s, and reviewing training to focus on behavioral change.
Technical training	At the Electric Wire & Cable Division, the Production Coordination Department and the Technical Education and Training Center play a central part in guiding young employees. We also cultivate the necessary technical capabilities within each workplace through on-the-job training. Meanwhile, at the Electronic Materials & System Equipment Group, we are engaged in joint research with partners including the Nara Institute of Science and Technology, in order to acquire advanced technologies and enhance our specialized technologies. In addition, we are focusing on language training necessary for global business, and have launched initiatives including overseas study support.
Next generation development education	Since September 2014, we have implemented the next-generation development education, primarily aimed at unearthing the next generation of leaders, promoting a deeper understanding of management policy, and a mutual understanding of business issues through interaction between participants. We select around 10 participants for each training, which is held over four months (a total of eight times). Consultants at our partner education providers assess participants through discussions on each theme of the training (organizational management, marketing, accounting, etc.) and presentations on issues designated by the participants themselves. The results of the assessment are reported back to the individual participants and their supervisors, and we endeavor to gain a good understanding of the abilities and challenges of each participant. The establishment of a cycle of bottom-up proposals through presentations to senior management, assessment, and feedback; and the facilitation of horizontal coordination between participants; are significant achievements from this training so far. At the same time, we consider creating a strong core that links employees together across different divisions and business specializations is a challenge for the future. Since the fiscal year ended March 31, 2019, we have been engaged in reviewing the points we need to strengthen for each level of training in tandem with our 2025 Long-Term Vision.

A training session held in the fiscal year ending March 31, 2022



Ensuring occupational safety and health

At TATSUTA, we promote various measures for safety and health, in accordance with our view that safety and health form the foundations upon which businesses are built, and the mental and physical health of each individual employee of the entire Group is at the core of all management measures.

Specific policies	Safety-related	1. Increase inherent safety (redouble efforts to prevent serious accidents)	1. Enhance risk assessment activities (especially, identification of risk sources and assessment of risk) 2. Have a clear understanding, and conduct proper management, of safety and health improvement investments (grasp the progress on improvements) 3. Practice safe design on an ongoing basis
		2. Enhance safety and health education	1. Provide safety training programs in a systematic manner 2. Strengthen safety and health education
		3. Solidify systems for safe execution of works	1. Prevent accidental falls 2. Take action to ensure works safety
	Health-related	Support and enhance mental and physical health	1. Prevent mental health problems, primarily by eliminating the practice of working long hours and by using stress checks 2. Prevent and detect illness early 3. Prevent and manage lifestyle diseases and other illnesses through proactive health management
	Traffic safety-related	Make continued efforts to prevent traffic accidents (including those in the course of work)	

TATSUTA's Safety and Health Committees, which consist of the company and employee representatives, make active efforts to prevent occupational accidents and illness, among other issues. At the same time, our Risk Management Committee monitors and manages the status of safety and health risks to which employees are exposed.

Central Safety and Health Committee	<ul style="list-style-type: none"> Develop basic measures, plans, policies, targets, and the like for Group-wide safety and health management
Workplace Safety and Health Committees	<ul style="list-style-type: none"> Develop policies and targets for, and address matters relating to the improvement of, safety and health at respective workplaces Get to the bottom of disasters and accidents and devise measures to prevent the recurrence thereof Develop basic measures to support and enhance employee health Formulate measures to prevent health disorders caused by long working hours Set measures to support and enhance mental health Assess risks and hazards associated with equipment, machinery, and such (risk assessment)

Status of occupational accidents, etc.

Safety and health targets and results (results are for the TATSUTA Group)

Fiscal year ended March 31, 2020		Target	Results
Safety	Accidents resulting in lost workdays	0	4
	Accidents not resulting in lost workdays	0	11
Health	Cases of occupational illness	0	0
	Rate of absence due to illness outside work	0.2% or lower	0.65%
	Uptake rate of statutory medical check-up	100%	100%

Fiscal year ended March 31, 2021		Target	Results
Safety	Accidents resulting in lost workdays	0	0
	Accidents not resulting in lost workdays	0	2
Health	Cases of occupational illness	0	0
	Rate of absence due to illness outside work*	0.48% or lower	0.57%
	Uptake rate of statutory medical check-up	100%	100%

*Target revised to 90% or less of the average over the previous three fiscal years

■ Holding of a safety lecture

On February 4, 2021, the second TATSUTA Group safety lecture was held online via livestream. Entitled "The Future of Safety Management That Reflects Workplace Realities," the lecture was delivered by Specially Appointed Professor Masayoshi Nakamura of the Tokyo Institute of Technology.

The event was participated by 170 or more TATSUTA personnel, including officers, managers, and section heads. Professor Nakamura explained to them the responsibilities and roles of senior management, managers, and supervisors in safety management, from the perspective of his own experience and safety engineering.

In the post-lecture questionnaire, many participants gave positive feedback, such as "the lecture was very informative" and "the gist of the lecture was easy to follow." We thus consider that the lecture was valuable.

To prevent the spread of COVID-19, the lecture was held online. This format was received well by many participants, who noted that the online format allowed them to see the slides better and hear the lecturer more clearly. As such, this event reaffirmed the benefits of online lectures—namely, no limits on venues or participant numbers—that in-person lectures cannot provide.

To achieve zero accidents, we plan to implement the various practical safety activities introduced in the lecture.

■ Provision of communication skills training

The TATSUTA Group provided its first-ever communication skills training, having Mr. Masaya Saeki of Sanno University as the instructor. Titled "The Key to Workplace Management That Increases Members' Safety Awareness," the training was participated mainly by managers and supervisors at production sites.

(Webinars provided simultaneously to participants at multiple locations, in October and November 2020.)

This training program views fostering a risk-resilient workplace culture as the foundation for managing any risk, including one of work safety. A risk-resilient workplace culture is paramount to ensuring employees work with composure, which in turn enables them to not only concentrate under normal circumstances but also make prudent judgments under difficult circumstances. Hence this training was provided for managers and supervisors to consider ways of urging subordinates to focus their attention on the task at hand, in day-to-day interaction.

After the training, the instructor commented, "I noticed many participants typically communicated in a gentle and considerate manner, which is admirable in principle. However, there were times when I felt that speaking with greater authority in a timely manner would make it more certain to command the workplace."

To achieve zero accidents, we intend to incorporate learning from this training into efforts to create risk-resilient workplaces (safety-first workplace culture).



A communication skills training session

■ Safety and health improvement investments

The TATSUTA Group believes that preventing serious disasters and accidents calls for an increase in the inherent safety of equipment and operational processes. Based on this belief, we select and list potential safety and health investments; thereupon, in consultation with the relevant departments, the potential investments are prioritized in terms of importance, urgency, and so forth with a view to creating a safe workplace environment. (Of a total of 109 safety and health improvement investments, 47 have been completed.)

■ Risk assessment case study

When installing new equipment, a joint team composed of members from the Company and the labor union conducts a risk assessment of potential dangers and hazards. Based on the result of this assessment, we implement the necessary measures, and strive to prevent occupational accidents arising from equipment and machinery. We also conduct risk assessments for existing equipment and chemical substances whenever appropriate.



Risk assessment carried out in Sendai

■ Initiatives to prevent accidents

Managers and section heads of manufacturing divisions and members of the Environment & Safety Administration Department carry out patrols for disaster and accident eradication at major intersections. We also hold forklift safety seminars, and work to further enhance safety awareness.



A patrol for disaster and accident eradication



A forklift safety seminar

■ Stress checks

Mental wellbeing has recently become a social issue, and we have expanded our mental health initiatives accordingly. We endeavor to promote employees' awareness through annual stress checks, and identify improvements in workplace environments that will reduce sources of stress through group analysis. Based on the findings from the group analysis, two training programs were provided in the fiscal year ended March 31, 2021: training for managers on remote-work communication skills; and an e-learning program for workplace leaders regarding harassment prevention and support for subordinates' mental health.

■ Consultations with industrial physicians and counselors

Industrial physician consultations	Industrial physicians conduct consultations for employees at each major facility, including post-health check interviews, medical consultations, consultations regarding leave, return to work, and stress check responses. In particular, in order to prevent health disorders resulting from excessive workload, industrial physicians carry out interviews and guidance for employees who engage in overtime work exceeding a designated level.
Mental Wellbeing Counseling Rooms	We opened a Mental Wellbeing Counseling Room in 2011, where counselors provide consultations and guidance to prevent the occurrence of mental health disorders, and support employees returning to work after illness. Another Mental Wellbeing Counseling Room was opened at the Sendai Works in April 2020.

■ COVID-19 measures

To tackle the challenges posed by COVID-19, the TATSUTA Group established an Emergency Response Headquarters, working hard to ensure both business continuity and the safety of employees and their families. Moving forward, we will continue strict COVID-19 measures in an effort to ensure the safety of employees, business partners, and other stakeholders, prevent the spread of infections, and meet our duty to supply customers.

□ Contribution to society

The TATSUTA Group believes that to achieve its sustainable growth, the Group must contribute to the creation of a sustainable society, not only by providing products and services needed to sustain an affluent society and solve social issues but also by establishing itself in local communities where it operates, creating jobs, and playing the role required of community members. To that end, we share the challenges and needs of the local communities, and promote activities that contribute to their sustainable development and fulfilling lifestyles for all people in fields, including local contribution, welfare, education, and local environment.

Local contribution

■ Helping combat COVID-19

To help local communities combat COVID-19, in June 2020 TATSUTA donated a total of 30 million yen and 30,000 face masks to five municipalities: Higashiosaka City in Osaka Prefecture; cities of Kizugawa and Fukuchiyama in Kyoto Prefecture; Miyagi Prefecture; and Taiwa Town in Miyagi Prefecture. We also donated 2,000 face masks to the Izumi social welfare corporation.



Donations to respective municipalities

■ Concluding a comprehensive partnership agreement with Higashiosaka City

On February 25, 2021, TATSUTA and Higashiosaka City signed a comprehensive partnership agreement that covers seven fields: (1) human rights, coexistence, and cooperation; (2) children and childcare; (3) education; (4) sports, culture, and industry; (5) health and welfare; (6) city and the environment; and (7) emergency preparedness and public security. TATSUTA's primary initiatives under the agreement are twofold: utilizing our gymnasium to cooperate in times of emergency, for our basketball team to host mini-basketball competitions and clinics, and to help nurseries and kindergartens hold a field day; and putting our expertise in the employment of disabled persons into use to help them find jobs.



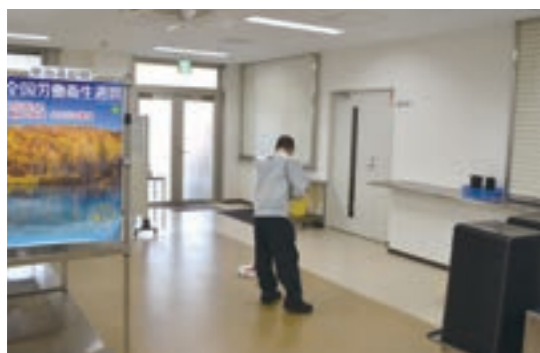
The signing ceremony

Welfare

TATSUTA leverages its many years of experience in the employment of disabled persons to support their self-reliance.

■ Providing work experience opportunities for disabled persons

Our Head Office and Osaka Works provided a work experience program for persons with disabilities frequenting Repira, a Higashiosaka municipal facility to support disabled children and adults. The participants experienced beautification work inside the buildings and around the Works. The Sendai Works also offered a work experience opportunity to a special-school student, who was engaged chiefly in beautifying the buildings and mowing the grass.



A participant in a work experience program

■ Assistance through welfare organizations

The TATSUTA Technical Center provides the Izumi social welfare corporation with opportunities to sell breads to TATSUTA employees. Similarly, TATSUTA Environmental Analysis Center commissions the Koyukai social welfare corporation to package the calendars and make cloth face masks.



Cloth face masks made at the social welfare corporation

Education

■ Work experience program for junior high schoolers

On October 29 and 30, 2020, TATSUTA implemented a two-day work experience program at the Head Office and Osaka Works, inviting two second-year students from Higashiosaka Municipal Tamagawa Junior High School. The students were engaged in stocktaking, beautification, and paperwork.



Stocktaking as part of the work experience program

■ Cooperation with College of Analytical Chemistry, Japan

TATSUTA Environmental Analysis Center participated online in the College of Analytical Chemistry's company presentation sessions, as a lecturer presenting TATSUTA's environmental measurement certification business. It also cooperated with the filming of the college's promotional video.



Cooperating with the filming of a promotional video.

Local environment

■ Beautification activities around plants

We engage in regular beautification activities, such as picking up litter and removing weeds, mainly along the roads around our Head Office, Osaka Works, TATSUTA Technical Center, Kyoto Works and Sendai Works.



A beautification activity

■ ECOCAP movement

We collect plastic bottle caps by installing collection boxes positioned around our facilities. We were able to collect 195.4 kg of bottle caps company-wide in the fiscal year ended March 31, 2021. We also promote a variety of other recycling activities.



A collection box for plastic bottle caps