Contribute to Making the Earth a Better Place to Live, Enrich Lifestyles and Promote a Compassionate Society

Social Issues and Changes

Climate change

Energy Resources Water issues

Digitalization

Electrification Automation

Declining birthrate and aging population

Work style diversification

Six Capitals Supporting Growth

> Human capital

Intellectual capital

Manufacturing capital

Social and relationship capital

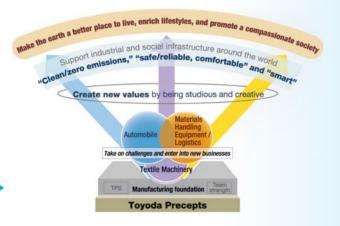
> Natural capital

Financial capital

Aspiration in the Medium to Long Term and CSR Materiality

Vision 2030

Contribute to making the earth a better place to live, enrich lifestyles, and promote a compassionate society by supporting industrial and social infrastructure around the world through the continuous supply of products/services that anticipate customers' needs.



CSR Materiality

	CSR Materiality	SDGs to Contribute
	■ Mitigation of Global Warming ■ Contribution to Circular Economy	6 minutes 7 minutes 9 minutes 12 minutes 13 minutes 12 minutes 13 minutes 12 minutes 13
Resolving Social Issues through Our Business	■ Creation of Innovative Values	*
	■ Products and Services Which Contribute to Safety, Reliability and Comfort ■ Mutual Prosperity through Partnerships with Local Communities	15 to 17 www.
Foundation	■ Safe and Healthy Work Environments	
Supporting	Leveraging Diversity and Inclusion	
Our Business	Sustainable Procurement	
Operations	■ Compliance and Risk Management	

Business Results

Materials Handling Equipment

Lift trucks and logistics solutions that contribute to greater logistics efficiency for customers

Automobile

Comfortable and appealing automobiles

Fuel-efficient and clean engines

Car air-conditioning compressors that realize a comfortable vehicle interior

Electronics and batteries that contribute to the electrification of automobiles, etc.

Textile Machinery

Weaving and spinning machinery to produce fabrics and yarns of high quality and soft texture

Values and Joys for Stakeholders

Customers

Contributing to such needs as electrification, automation and energy savings as well as safety and reliability through high-quality products and services

Business Partners

Co-existence and co-prosperity based on mutual trust cultivated through open, fair and equitable business relationships

■ Shareholders and Investors

Returning profits to shareholders and investors by enhancing corporate value through sustainable growth

Employees

Developing employees' work values and motivating them to demonstrate their potential by creating safe and secure workplaces for diverse human resources

Local Communities

Contributing to the prosperity of each country and local community through promoting social welfare, youth development, environmental protection, community contribution and other activities

■ Global Environment

Contributing to reducing CO2 emissions, mitigating resource depletion and curtailing environmental risks by promoting environmental management

Basic Philosophy