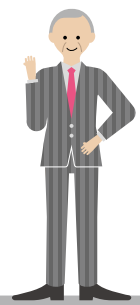
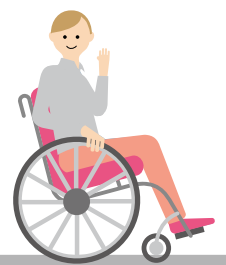
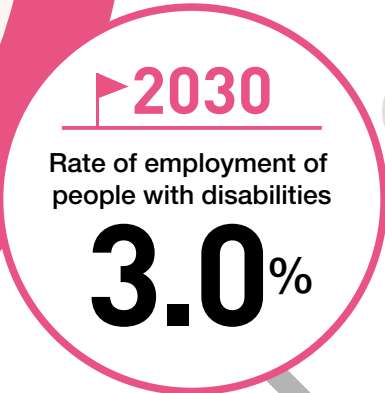
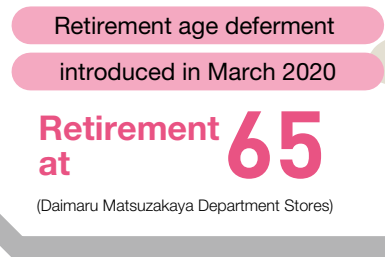
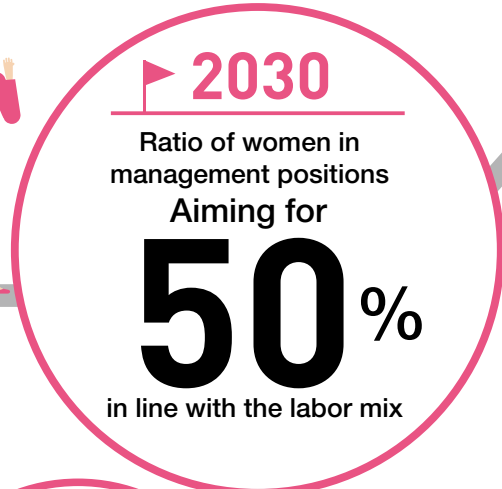
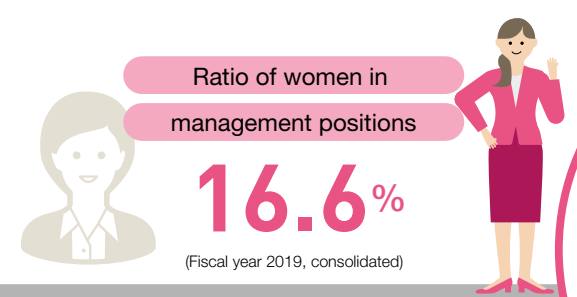
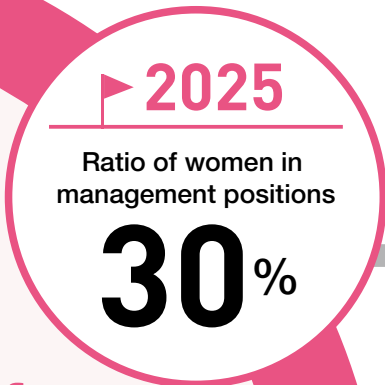


Top Commitment	Sustainability Promotion System	JFR Materiality Issues	Contribution to a Low-Carbon Society	Management of the Entire Supply Chain	Coexistence with Local Communities	Promotion of Diversity	Realization of Work-Life Balance	Operating Companies' ESG Initiatives	Governance	Data
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Realization of "Job Satisfaction Transformation" → **Promotion of Diversity** Women's Empowerment Empowerment of Employees of Advanced Age
 Employment of People with Disabilities LGBT Human Rights Human Resource Development Promotion of Innovation Generation

Promotion of Diversity

The Group generates innovation by becoming a company that respects and accepts diversity, together with people of all ages, genders, and levels of abledness.

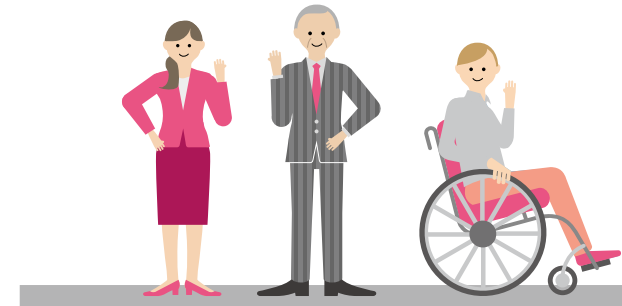


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Realization of "Job Satisfaction Transformation" → **Promotion of Diversity** Women's Empowerment Empowerment of Employees of Advanced Age
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Background

The promotion of diversity is demanded in these times, when low birth rate and the aging of society are expected to reduce the working population, and the importance of women's empowerment in companies is being recognized. Providing an environment where diverse personnel can exert their full capability can lead to stronger company competitiveness.



Promotion of Diversity

View

The Group values having different individual characteristics and perspectives, which is the essence of diversity. We strive to build an environment in which personnel who are diverse in aspects like gender differences, such as between men and women, nationality, and sexual orientation, can exert their full capability. We build everyone's ideas into our management and our business. Fostering an organizational culture that allows people to express their individual characteristics, and increasing opportunities for people to build their personal skill sets, generate new ideas and businesses, and build an organization that generates innovation.

Outline of actions

The Group promotes the empowerment of diverse personnel and provides equality of opportunity. We have also set our policies on human rights, and are working hard to respect those rights.

- More women in management positions
- Introduction of retirement at 65 in fiscal year 2020
- Actions to promote employment of people with disabilities
- Actions to promote understanding of LGBT people
- Formulation of human rights policies

Structure



⇒ Sustainability Committee

Policy



- ⇒ Social Vision
- ⇒ JFR conduct policy
- ⇒ Human rights policy