



Inquiries

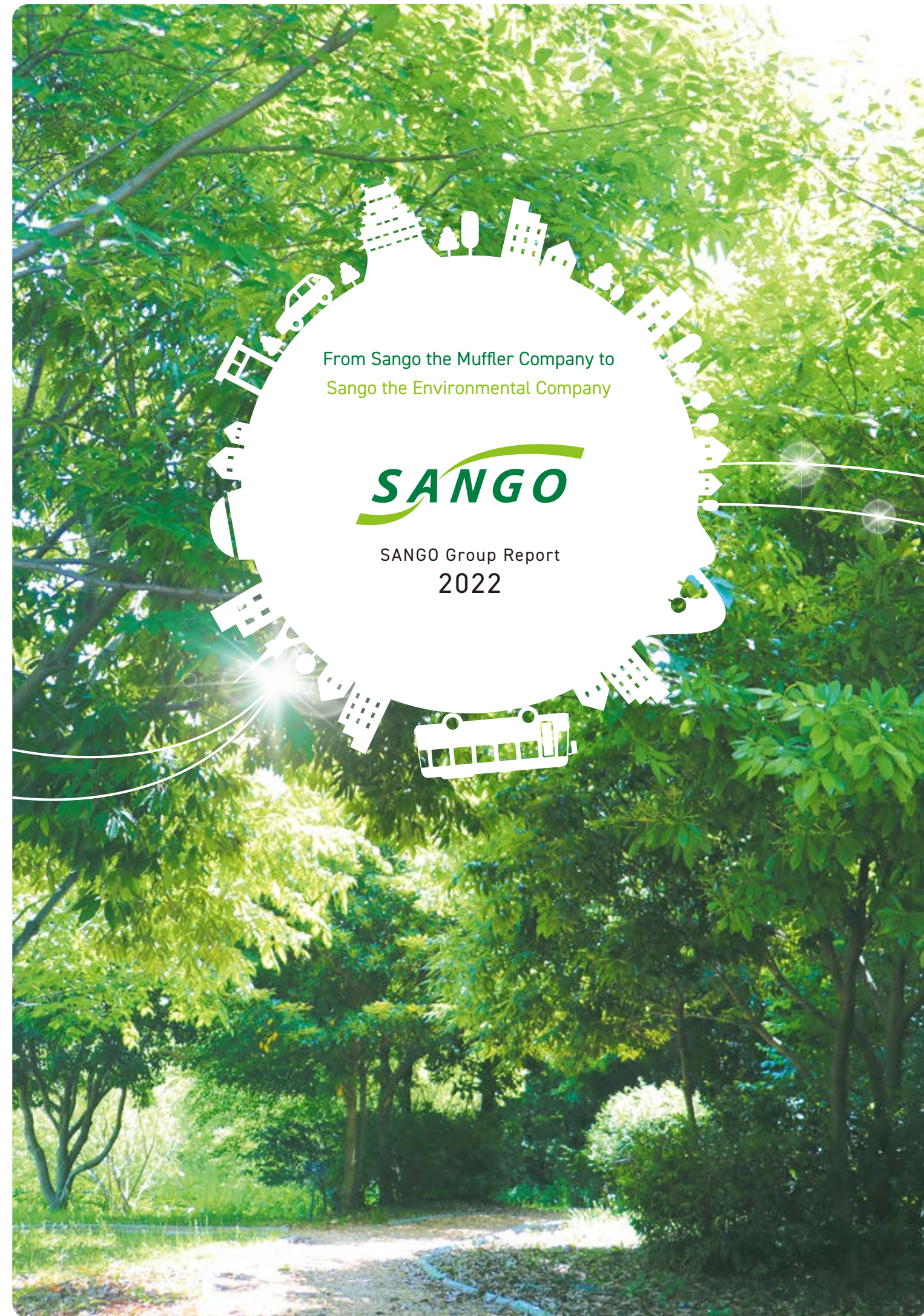
ESG Promotion Section,
Corporate Planning Division,
Sango Co., Ltd.

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<https://www.sango.jp/en>



Photo: Path to the biotope at Sango's Head Office



Together with our team members around the world and for the good of our local communities, we aim to achieve sustainable growth under the banner of "Sango the Environmental Company".

Since Sango's founding in 1928, the family-like bond and teamwork of our employees has been our driving force as we engage in the manufacture of such automotive parts as mufflers and exhaust manifolds, stamped parts, and products of secondary steel processing. I would like to express my heartfelt gratitude for the growing ties that have been created with our customers up to now.

In June of 2021, we announced our Mid-term Management Plan 2025, which lays out a strategy in consideration of the drastic changes to our business environment, including the growing use of electric vehicles (EVs) and push for carbon neutrality.

From a global perspective, as we strive to build a business foundation that embraces transparency, not only are we working to enhance ESG (Environment, Social, and Governance) areas, we are also steering our corporate activities towards contributing to the achievement of the UN's Sustainable Development Goals (SDGs) with a particular emphasis on 12 of these goals. We, the Sango Group, aim to make broad contributions to society, respond to the expectations of our customers and business partners, and earn your esteem.

Kozo Tsunekawa Chairman



With the current increase in EVs and carbon neutrality movement, as well as various recent changes in market conditions and everyday living conditions, we here at the Sango Group are faced with the urgent task of responding to these changes on an unprecedented scale. In order to respond flexibly to these enormous changes in our business environment, we are placing at the core of our business, Sango's metal forming technology cultivated over long years of experience in the exhaust business, which incorporates an integrated approach from material processing to part manufacturing, and along with our expertise and experience in environmental technology. We will take on initiatives to address the earth's environmental issues and create products that will contribute to the world's environmental needs.

In addition, as we look to achieve the SDGs aimed at realizing a sustainable society, as each employee takes on these goals, we will promote socially responsible activities and build harmonious relationships with local communities.

In April 2022, we have established the Code of Conduct, a guideline that includes the respect for human rights and compliance with laws and rules. By following this guideline, Sango's employees will further promote the strengthening of our corporate compliance.

Thus, by changing from "Sango the Muffler Company" to "Sango the Environmental Company", we will be in cooperation with not only the automobile industry, but all local communities as well. Along with our steady contributions to our customers, we will continue both deepening our efforts for new business projects aimed at the future and the development of new technical innovation.

With heartfelt sincerity, we ask for even deeper support and encouragement from our customers and business partners in our efforts.

Takashi Tsunekawa Executive President

Twelve Goals Associated with Sango's Operation and Activities

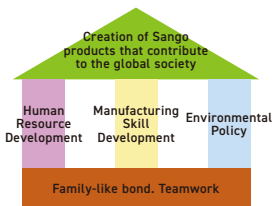


Company Creed

Three intertwined elements of prosperity
Prosperity for our country,
for our company and for ourselves.

Corporate Principles

With a steadfast commitment to the preservation of our family-like bond and teamwork, and the development of our human resources, manufacturing skills, and environmental policy, we shall persevere in our challenge to create Sango products that contribute to the global society.



Long-term Plan 2030

Opening new paths for the Sango Group with new ideas and decisive action

- A corporate group where its employees and companies take on inspirational challenges to achieve new progress
- A corporate group that offers new value to fields other than automotive, achieving a safe and secure environment and way of life

Mid-term Management Plan 2025

Basic strategies	
Management policy	(1)Business structure reform Reform the exhaust business and enhance other business to cover its reduction (2)Strengthen engineering and R&D capabilities Invest resources in the strengthen business field and technics (3)Earnings structure reform Reduce fixed costs, create a proper business and products portfolio (4)Promote manufacturing innovations that ensure safety and quality Develop manufacturing technics (5)Enhance human resource development and workplace capabilities Reevaluate the human resource system, improve workplace culture
Basic outline (Enhancements for 2025)	

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Approach to Achieve a Sustainable Society

Sango Group has established the "Sango Environmental Challenge 2050" in 2017, to contribute to make a society sustainable through both economic growth and conservation of the global environment, anticipating the global conditions of 2050. We have worked to minimize CO₂ emissions. The activity is linked to the current Carbon Neutrality movement with our initiatives: "Creating environmentally friendly production sites", "Environmentally friendly products", and "Tree planting". In 2018, not only to pursue profitability, but also to increase our corporate value, we established our CSR Policy as a company that contribute to the resolution of social issues. Sango's CSR policy is supported by the three pillars of E (Environment), S (Social), and G (Governance). Together with our employees, suppliers, customers, and local communities, we are taking initiatives to achieve a sustainable society.

And now, we have taken aim at spurring an evolution into "Sango the Environmental Company". Linking our business to the international targets, SDGs (Sustainable Development Goals), we strive to grow into a corporation that will be essential to the world.



Sango's Corporate Social Responsibility



Sustainable Development Goals (SDGs) taken up by Sango

Sango is addressing the social responsibility in terms of the three pillars of Environment, Social and Governance. In 2021, Sango has identified the linkage of its operation and activities to the 17 global SDGs, then established twelve key themes. We will promote awareness of SDGs internally at Sango to become a company that can bring about a good future for every employee and make the company essential to society.



Twelve Goals Associated with Sango's Operation and Activities



This comprehensive paper is edited to present how the Sango Group takes actions toward achievement of SDGs and carbon neutrality through its operation and employees' daily activities, in addition to show CSR initiatives based on ESG pillars. We will continue our effort to provide corporate information and show our posture towards social issues to our stakeholders both accurate and clearly, so that they shall sympathize with our visions and actions.

Towards Achievement of Sustainable Growth as a Company

From "Sango the Muffler Company" to "Sango the Environmental Company"

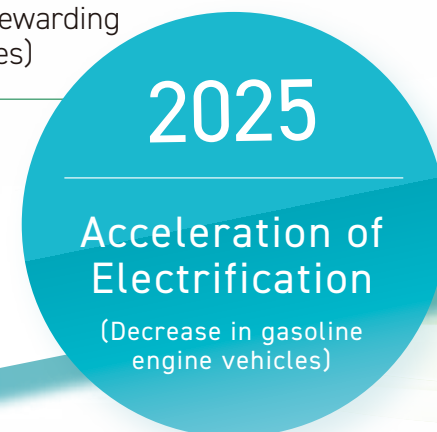
To plan sustainable growth for our company and to face social issues such as the achievement of carbon neutrality, we are aiming to transform the company to "Sango the Environmental Company" from previously known "Sango the Muffler Company" by year 2050.

In June 2021, Sango spelled out its vision for year 2050. We plan to further hone our environmental technology, exemplified by our expertise in the manufacture of such exhaust system components as catalytic converters, heat collectors and others. Also, we will strengthen the manufacturing skills that we have gained through long years of experience in metal forming and processing to take on the challenge of new fields, including electric vehicles (EVs). Through our corporate activities, we will strive to not only contribute to the achievement of carbon neutrality and SDGs, but also execute the evolution of Sango into a people-oriented and attractive company. We will take up initiatives that will result to be "Sango the Environmental Company".

Our Target Company Image

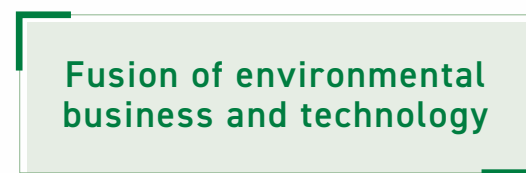
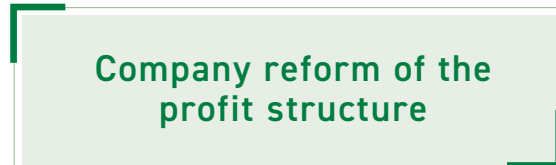
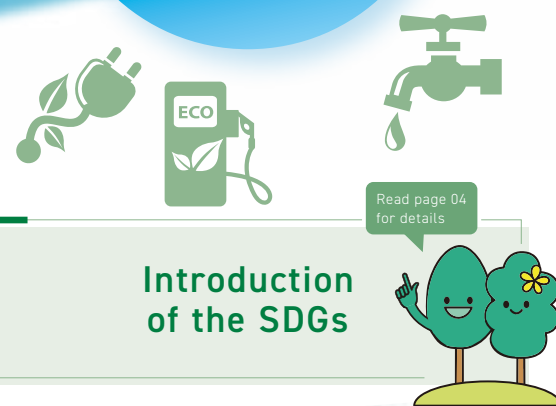


- 01 Be a company essential to society by using our manufacturing skill
- 02 Be a company capable of sustainable economic activity
- 03 Be a company where it is rewarding to work (that inspires smiles)



Sango the Environmental Company

Contribution to a sustainable society



What are the concrete approaches? *Continue to pages 07-08

Company image aimed with Sango Environmental Challenge 2050

To be "Sango the Environmental Company", we will aim to develop environmentally conscious products, including pure emission products for Internal Combustion Engine vehicles as well as keeping in view zero emissions products for Electric and Fuel Cell vehicle.

Utilizing manufacturing skills Sango has gained through long years of experience into the development of environmentally conscious products



Efforts to Achieve Our Corporate Vision

Case 1 Commercializing the FP35: a piping system for the architecture industry

Current Trends and Needs

In October 2020, the Japanese government declared the Carbon Neutrality to reduce greenhouse gas emissions to net zero by 2050. This declaration has had an impact on an automotive industry that is currently undergoing drastic market changes including car electrification.

At the same time, one of the challenges in the architecture industry is the shortage of workers due to an aging workforce.



Value Creation

Sango has started commercializing initiatives besides the automotive related. Through our ferritic stainless-steel pipes, integration of pipes and mechanical joints, and full-prefabrication pipe systems above all else, we propose solutions to such issues as the constructor worker shortage by reducing construction labor and extending the service life of buildings themselves.

The development is carried out with Shin Nippon Air Technologies Co., Ltd., a company engaged in construction and maintenance work, launching a joint press release in September 2021. Now, we are in the process of establishing a supply system as we build a track record in small-scale projects by tackling the issues on our way.

The development faced some difficulties due to a lack of know-how in the field. However, the team members' persistent efforts have paid off. We at Sango make every effort in response to market demands by making the most use of our manufacturing capabilities. All of this aims at our customer satisfaction.



Sango Strengths

- Strength 1** Sango's pipe processing technology developed in the automotive exhaust field
- Strength 2** Improved service life and reduced CO₂ emissions using ferritic stainless steel
- Strength 3** Labor saving at construction sites (~70% compared to the current) through prefabrication of units that can be assembled on-site

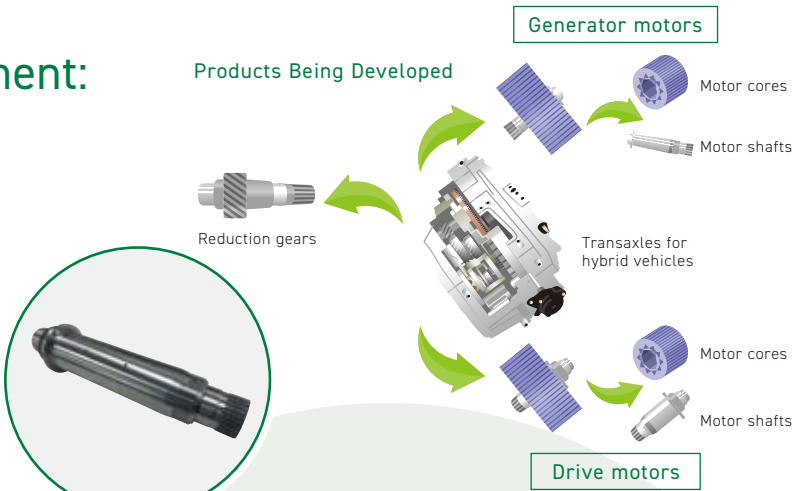


Development Team: Technical Strategy Section, Engineering Dept.

Case 2 Sango's Development: working towards electrification

Current Trends and Needs

As the move toward car electrification continues, some new units will be needed, and others will no longer be needed at the same time. For example, a motor and battery are needed to power a vehicle with a motor, but an FC stack and a hydrogen tank are also needed for a fuel cell powered electric vehicle. In addition, with electric motors, improved electric economy is the key concept rather than fuel economy.



Value Creation

Development at Sango Group is focused on motor shafts and motor cores. It is not limited by the type of electricity storage nor generation method. Though cars may fly in the future, we believe that if no alternatives to motors emerge, motor shafts and motor cores will continue to be in demand. To improve electric economy, we are aiming for lighter weight and higher performance for the next generation of motor units with long shafts made of seam-welded pipe using our plastic pipe forming technics and differential thickness drawn shafts made with our secondary processing and cold forging technologies. Another goal is to contribute to carbon neutrality by promoting LCA¹. We aim to develop manufacturing methods with high material yield and reduce annealing² (or annealing-free) through innovations in plastic forming and collaboration with steel manufacturers. It is good for the environment not only with electric end products but also with the production site where the parts are manufactured by taking eco-friendliness into account.

1. LCA - Life Cycle Assessment. A concept that quantitatively expresses and evaluates the environmental impact of all processes, from the extraction of raw materials necessary for a product to the use and disposal of the product.
2. Annealing - The annealing is a heat treatment process that conditions and softens the structure of the iron material prior to plastic working, to make it easier to process.

3. Sango also develops FC frames *Continue to page 13



Changes in Automotive Drive Units for Electrification

Vehicle	Unit	Electrified vehicle
Gasoline	Engine	Fuel tank
Hybrid	Engine + Motor	Fuel tank + Battery
PHV	Engine + Motor	Fuel tank + Battery
BEV	Motor	Battery
FCEV	Motor	FC stack + Hydrogen tank

Examples of Sango's Initiatives

We are advancing product development on all units needed for electrification.

Unit	Components	Application of existing technology
Motor	Development of motor shafts	Wire rod heat treatment
		Pipe plating
		Cold forging
FC stack	Development of motor cores	Thin plate precision press
	FC frame development ³	Thick plate press and joining technology

Sango Strengths

- Strength 1** From raw materials to finished products, product development with unified production system
- Strength 2** Give proposals on weight reduction and performance through plastic pipe forming and cold forging technologies
- Strength 3** Manufacturing process achieving a high material yield and annealing-free production



Development Team: Precision Steel Products & Chassis Development Section, Vehicle Body & Precision Steel Products Development Dept.

Future Talk

Changing myself
Changing the company

Paving the way for Sango's future

This group of young employees from various departments and an executive had an open, passionate talk about what kind of company Sango should become and how to make their work more exciting.

TAMAMURA

BANNO

SAKATA

KONDO

YAMAGUCHI

What exactly does "Sango the Environmental Company" mean?

K O N D O In the Mid-Term Management Plan 2025 there is the tagline of "Sango the Environmental Company," but what does this mean, and in what areas are efforts being made toward this?

B A N N O What comes to my mind with the word "environment" in Sango is our tree-planting activity, that is trying to plant 350,000 trees, a monumental number of trees. The project aims to create a forest resilient to environmental changes by growing seedlings from locally collected seeds. I've been really impressed by how serious the project is.

TAMAMURA At Sango we've been contributing to the environment through exhaust gas purification with our main product, mufflers. However, mufflers will no longer be necessary for battery electric vehicles (EV). That's why I want to know what fields will make up the pillars of our business going forward.

YAMAGUCHI Of course, developing new eco-friendly products is important. But I'm also interested in how to make environmental considerations in the manufacturing process since I work in the production department.

SAKATA Sango has always been an environmentally conscious company and has been involved in various environmental initiatives even before SDGs and carbon neutrality came to the forefront. Right now, we're working to minimize CO₂ emissions and with other efforts in five key areas: life cycle from material procurement to design and manufacturing, product performance, emissions from production activities, tree planting and biotope activities, and environmental management systems.

The "Sango the Environmental Company" tag came from our previously widespread image of "Sango the Muffler Company." When electrification and carbon neutrality tendency grew among society, it looked unfavorable to our exhaust business. Yet, we've seen it as a business opportunity, to develop environmental technology and manufacturing skills, challenging ourselves to branch into the EV field and other new fields with environmental tech as the key. "Sango the Environmental Company" represents our strong will to contribute to society and the community through the environmental business.

YAMAGUCHI How does Sango plan to address the SDGs?

SAKATA The SDGs, in simple terms, are about being kind to society and the planet. There are 17 goals set out that are subdivided into smaller targets, so that they can be linked to specific actions. In order to encourage employees to make it their own issue, we have presented a clear statement of which goals Sango will focus on as a company and which goals factor into each department's priority policies.

From time to time, I'd like employees to check on the direction the world and the company are heading in and relate that to their work. I think it's important to understand where you stand in the present moment, then work toward moving into the future.

By taking on these challenges, what will change?

YAMAGUCHI In terms of challenges, I'm concerned that employee training is now standardized. Even if basic programs such as safety are mandatory for all employees, it would be nice if we could draw our own career plans and choose individual training areas accordingly.

TAMAMURA Last year, I participated in the Future Creation Project which was a project to draw up a Sango's business model for 2050. To participate, the conditions were that we should not be bound by the current Sango, and that we should treat it as if it would affect us. The company sent out a call for people aged 25-35, and seven people, including myself, were selected.

After about six months of discussions and many twists and turns, as one potential business model for 2050 we ended up proposing a service that senses peoples' five senses and links that with medical care and comfortable sleep. We also created a roadmap of what we would do by when.

SAKATA My assessment of the Future Creation Project proposal is that it's not quite there yet. (laughs) For me, that's because there are already similar technologies, and the idea isn't radical enough for 2050. But I do think that for the participants, just being able to raise their hand to take challenges and of itself has the power to change the future of the company. I'm sure their experience will prove useful in the future.

How can we change Sango?

B A N N O Before, we worked on digitizing the company rules and regulations. It was a major challenge. To digitize huge volumes of articles that all employees read on paper previously, we had to coordinate with other departments. It was a struggle. But we got more positive feedback than we thought we would. The feeling we got from doing it is the kind of thing that gives us motivation to make changes.

SAKATA It's no longer possible for a company to grow simply by performing the task at hand. If things go on as they are today, Sango will tumble-down. We must change. The first step to changing Sango is for many of our employees to have a proper sense of crisis like this.

K O N D O Recently, more and more men are taking childcare leave, even at Sango. I would like to see the company create an atmosphere where people feel free to take childcare leave without worrying about what others think. I believe that such a work environment will make it easier for women to work in the future, too.

YAMAGUCHI I took childcare leave myself when my third child was born. I received considerable help from my supervisor, subordinates, and colleagues. I think it would be great to have a system where work is regularly shared across departments so that when someone takes childcare leave, they can ask other departments to come and support them. I'm sure that a flexible organization like that would be better able to respond to changes in society.

From Sango the Muffler Company to Sango the Environmental Company

SAKATA We should also review the system to make it easier to take childcare leave and other kinds of leave, as well. It's also important to build strong relationships with people around us as we work. As a company, we want to change our personnel system and work style to reflect the needs of our employees.

TAMAMURA At Sango we have an atmosphere where people who raise their hand to volunteer for something end up having a hard time. If we could change it, so that people who take on new challenges in addition to their regular duties could receive added support from people around them, I think that Sango's future could be more vibrant.

SAKATA We will be making major changes to our personnel system so that people who take on added challenges will be valued. Our company has to change in step with the times.

What challenges do you want to take on?

TAMAMURA I want to challenge myself in an active way and accomplish what I set out to do. I want to contribute to the development of new business for the company and if I can achieve that, I can grow as well.

B A N N O First, I want to get more efficient at the things I do every day. If I'm overwhelmed by daily work, I won't have the time to take on new challenges. So, I'd like to start by getting better bit by bit at things I do often.

K O N D O Right now, I'm raising a child which is a challenge itself, so I can only take on added challenges that are within my means. I want to come up with new ways to do things and to look at things from different perspectives so that my work doesn't get stale. I want to always keep a positive attitude.

YAMAGUCHI I'd like to master the Toyota Production System. Particularly, I want to make more use of digital technology to shorten lead times.

SAKATA Personally, I'd like to change the entire business so that the future Sango can survive. I also want to create a company's atmosphere where employees have intrinsic motivation. The era of steady growth is over, so both the company and individuals must respond to that change.

The important thing for us is to become a company needed by society. That's the same for individual people, too. Everyone has to raise their personal value to their company and to society. I know that all of you will eventually become leaders. I hope that as you do that you remain being excellent people as well. To do that, I'd like you to broaden the scope of your activities to include hobbies and community involvement, and I hope you will place importance on getting directly involved with many kinds of people.



Director
SAKATA Hiromi
Responsible for all corporate affairs. Enjoys fishing, watching movies, playing the piano, and many other hobbies.



Cost Planning Group 2,
Cost Planning Dept.
KONDO Kayo
Has been with the company for nine years. Working hard to raise a 2-year-old boy while working full time.



Receiving & Dispatching Section,
Toyohashi Manufacturing Dept.
YAMAGUCHI Koji
Father of three children, 15 years with the company. Runs marathons as a hobby.



Consolidated Accounting Group,
Accounting and Finance Dept.
BANNO Fumiya
Sango employee for five years. Has recently gotten into collecting stamps from shrines.



Development Group 2,
Technical Strategy Section
TAMAMURA Atsuhiko
Has been with the company for five years. Korean food is his recent craze.

*Masks were removed to take photos. The title and department listed for each employee was current at the time of this interview.

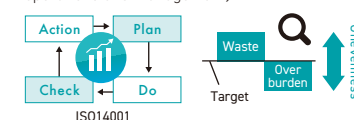
Long-term environmental vision: “Sango Environmental Challenge 2050”

Sango Group has established a long-term environmental vision called “Sango Environmental Challenge 2050” in 2017. Towards a better global environment in 2050, Sango Group will strive for a balance in economic growth and conservation of the environment. For the realization of a sustainable society, the Sango Group will work on five challenges to create three values.



5th Challenge

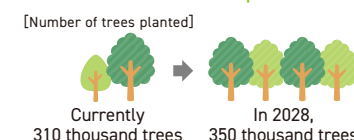
Creation of an environmental management system, control of environment risks, and the prevention of contamination in conjunction with continuous improvement (enhanced operations and management).



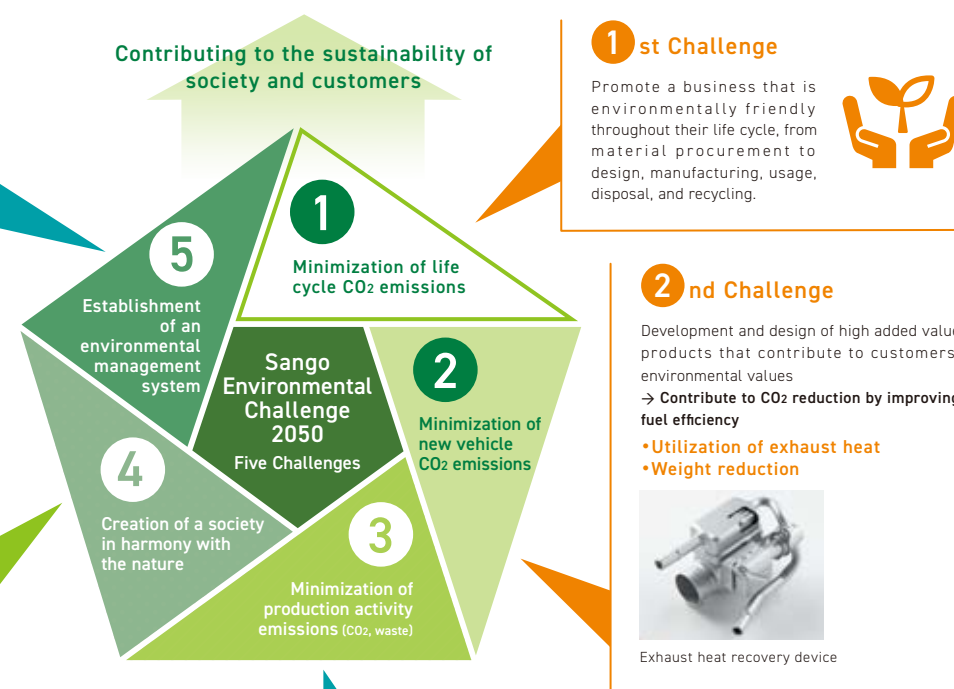
4th Challenge

Preservation of biodiversity and protection of our natural environment to realize a society where humans and nature co-exist in harmony

- Tree planting activities
- Biotope development activities
- Elimination of invasive species



Contributing to the sustainability of society and customers



1st Challenge

Promote a business that is environmentally friendly throughout their life cycle, from material procurement to design, manufacturing, usage, disposal, and recycling.



2nd Challenge

Development and design of high added value products that contribute to customers' environmental values
→ Contribute to CO2 reduction by improving fuel efficiency

- Utilization of exhaust heat
- Weight reduction



Exhaust heat recovery device

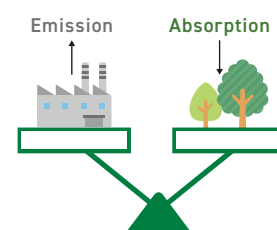
Sango Group Targets in 2022: The 1st Environmental Action Plan (Mid- to Long-Term Environmental Action Plan), in summary

Category	Five challenges for the "2050 Environmental Vision"	Initiative items for business risks and opportunities	Results for FY 2021, summary
Expansion and creation of markets for products that contribute to the environment	1. Challenge towards the minimization of life cycle CO2 emissions	Promote a business that is environmentally friendly throughout their life cycle, from material procurement to design, manufacturing, usage, disposal, and recycling	Achieved 1 external environmental award
	2. Challenge for minimization of new vehicle CO2 emissions	Develop and design high value-added products that contribute to customers' environmental values	Product development that contributes to top-class fuel efficiency Product development for next-generation vehicles Promoting projects to achieve each development target (out of 7 development projects, 5 have met target and 2 in suspension. We will use the knowledge for the future development.) Of the items under consideration, one item has the prospect of transitioning to project implementation.
Reduction of environmental burdens through business activities	3. Challenge for minimization of production activity emissions (CO2, waste)	Reduce emissions and waste from production activities through innovations in manufacturing methods	Development of innovative low CO2 emission production technology CO2 reduction achieved by increased productivity: Ex. Body shell -43% CO2 reduction achieved by using multi-cavity mold in press products Ex. Body shell -50%
			Development for low waste production technologies Waste reduction by improvement on coating rate in paint line Ex. Exhaust pipe -79% Waste reduction by applying supersonic cleaning Ex. Battery clamp -33%
			Reduction of CO2 emissions in daily production activities (current mass production lines and infrastructure) Electricity -109Mwh A new gas line to monitor amount of gas used Renewal of 8 equipment
			Promotion of the use of renewable energy Implementation in FY2022 is under consideration
			Reduction of waste in daily production activities Began a full-scale trial of purifying system (from Feb. 2021)
			Reduction of water consumption and waste in the production process Conducted investigation of leakage, 3 times Set an aim on introduction of the system to reuse purified water
			Management and reduction of environmentally hazardous substances Zero use of prohibited substances
Preservation of the natural environment	4. Challenge for creation of a society in harmony with the nature	Preserve biodiversity and protection of our natural environment to realize a society where humans and nature co-exist in harmony	Forest creation activities aimed at increasing the amount of CO2 absorbed / sequestered* Total number of trees planted: 311,558 Total amount of CO2 absorbed/sequestered: 523t *Amount of CO2 absorbed / sequestered is a value calculated by the company's calculation formula, which corresponds to CO2 absorbed by planting trees
			Conservation of the natural environment through the development of a biotope within the company premises Created 4 biotopes in head office, Yawatayama plant, Miyoshi plant and STEM (Thailand) to link with sites and ecosystem nearby to spread and protect habitats.
Reduction of environmental burdens through business activities	5. Challenge for establishment of an environmental management system	Build a consolidated environmental management system, manage environmental risk, and carry out prevention and continuous kaizen (strengthen operations and management) 	Compliance with the environmental laws of different countries and regions and implementation of activities to prevent environmental accidents Implemented a periodic check (twice a year) on the status of compliance with environmental laws, to correct or prevent illegality.
			Proactive disclosure of environmental information and enhancement of communication CDP Supply-chain Program result "Rank B" for Climate Change and Water category Held the Environmental Exposition to spread the knowledge among employees

By promoting the Sango Environmental Challenge 2050 activities, we aim to accomplish carbon neutrality.

Sango Environmental Challenge 2050 includes activities to minimize CO2 emissions by every possible means and to increase absorption of CO2 by tree plantings. We aim to accomplish carbon neutrality by 2050.

In 2021, we have acknowledged the needs to further enforce the activities through revisions of our targets and initiatives of the 1st Environmental Action Plan, as well as their progress. We will discuss them again to establish the 2nd Environmental Action Plan in 2022.



*Carbon neutrality is to reduce the emissions of greenhouse gases, such as CO2, and absorb the amount that was emitted to reach net zero.

Sango Environmental Challenge 2050

Environmental Product Development Subcommittee Activities Challenges 1 & 2



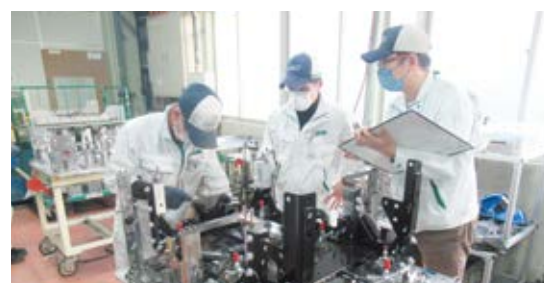
FC Stack Frame Development

The Environmental Product Development Subcommittee designs and develops high value-added products that contribute to our customers' environmental value. Our newly developed product is a skeletal frame (commonly known as a stack frame) for fuel cell (FC) generators that uses hydrogen as its energy source. Sets of the main components used for the fuel cell stack of the new model Toyota MIRAI are sold for applications for commercial vehicles, railroads, ships, stationary systems, etc.

Hydrogen is expected to be utilized in the future as a carbon neutral energy source that with zero CO₂ emission. We will promote the development of new hydrogen technologies and create products that help reduce CO₂ emissions.



FC stack frame



Working on development



NAKANO Hidenori (left) and KATO Koji (right)
Technical Strategy Section

We guarantee the precision and accuracy of each frame by carefully manufacturing each unit with corrective processes for part installation, welding distortion relieving, and fitting.



Environment Innovative Production Methods Subcommittee Activities Challenges 1 & 3



Efforts to Reduce Environmental Impact through Entire Supply Chain

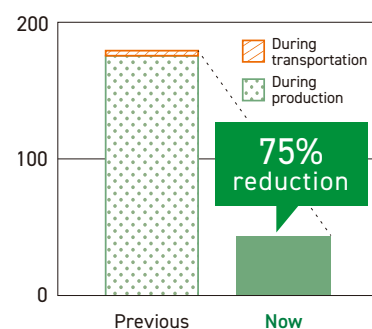
The Environment Innovative Production Methods Subcommittee is working to reduce not only CO₂ emissions made by our own plants through regular operation, but also CO₂ emissions and waste throughout the entire supply chain including materials and transportation. We are aiming to do so by incorporating items intended to reduce environmental load into our new production facilities.

One example of our efforts in FY2021 is how we manufactured power transmission shafts for car drivetrains. We changed the pre-cold forging lubrication process, going from using a chemical conversion coating called bonderizing which was applied at a plant outside our prefecture, to a simple one-component lubrication process at our own plant. As a result, we were able to reduce CO₂ emissions during transportation and production, as well as sludge or waste materials, and waste liquid, thereby contributing to the reduction of environmental impact throughout the supply chain.

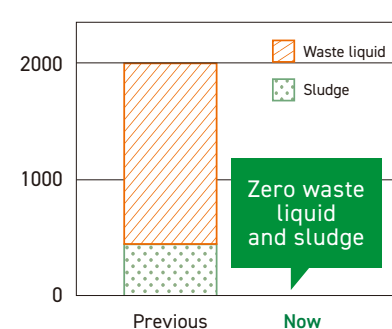


Power transmission shaft
(top: material, bottom: finished product)

CO₂ emission reduction (ton/year)



Waste matter volume reduction (kg/year)



YAMADA Takahiro (left) and SONE Yoji (right)
Precision Steel Engineering Section

We will continue to minimize emissions (CO₂ waste) from production activities to reduce our environmental impact.



Environmental Product Development Subcommittee Activities Challenges 1 & 3



Contributing to Carbon Neutrality through Power-saving Activities and Air Leakage Prevention

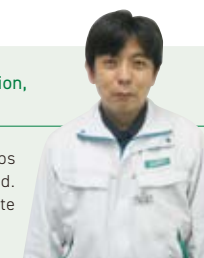
The Carbon Neutrality declared by the Japanese government in October 2020 of course applies to Sango as well, so we must work toward the lofty goal of virtually zero CO₂ emissions by 2050. This is why Sango is working to eliminate waste as an overall way to reduce energy consumption. In particular, we are promoting (1) power-saving activities (turning off power when not in operation) and (2) air leakage prevention activities (improving air compressor efficiency).

In FY2021, employee efforts to turn off power resulted in a 5% reduction in CO₂ emissions and a 5% reduction in CO₂ emissions in air compressors use.

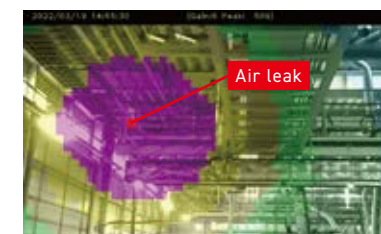


DOZAKI Toru PE CN Promotion Group, TPM Promotion Section, Plant Management Dept.

Further energy savings can be achieved by turning off the power to hydraulic pumps and conveyors during breaks and to blowers and exhaust fans that aren't being used. We will continue to have all employees participate in taking action to eliminate waste with the goal of achieving carbon neutrality.



The use of an acoustic camera allows air leak detection in hard-to-find spots like high places, etc.



Measurement data	Date
Leaked gas	March 19, 2022
Leakage volume (L/min)	3.33

Nature Coexistence Subcommittee Activities Challenges 1 & 4

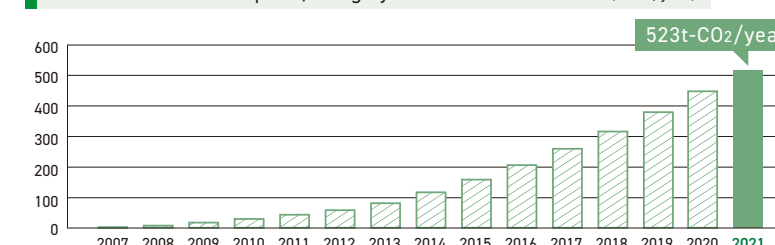


310,000 Trees Planted as Part of the Sango Tree Planting Activities

The Sango Group has carried out tree planting activities in Japan and overseas since 2006. At our own plants and locations in each region, we plant trees native to the area to suit each condition. Every year, employees plant seedlings. In 2021, the total number of trees planted exceeded 310,000.

Not only are trees planted on our company premises, but in some areas, trees are planted in cooperation with local governments and industrial parks, so that the culture of tree planting is now spreading outside the company as well. By creating forests, the new trees absorb and fix carbon dioxide (CO₂), which plays a part in curbing global warming. Sango will continue tree planting activities with the goal of increasing the amount of greenery on the earth, thereby contributing to biodiversity and CO₂ reduction.

Cumulative CO₂ absorption/fixing by reforestation activities (t-CO₂/year)



Tree-planting activity at EC035
(current Sango Head Office) in 2006



Current planting site from a birds-eye view

Nature Coexistence Subcommittee Activities Challenges 1 & 4



Biotope Award: Association Chairman's Special Award Received

EC035's biotope received the Association Chairman's Special Award at the 12-13th Biotope Awards sponsored by the Japan Biotope Association. Based on the concept of restoring a rich natural landscape of forests, ponds, and rice fields in the heart of the city, our biotope was highly praised for creating and preserving a habitat for rare and endangered species in Aichi prefecture like the lightning bug, and for providing a place for hands-on environmental education such as rice planting and harvesting for city elementary school children. It was selected as one of six finalists from all over Japan.

This effort has created a natural environment from a former factory site where there were no living things. As we aim to be "Sango the Environmental Company", we will continue to work toward preserving biodiversity and creating a society that coexists with the nature.



Biotope where the Heike fireflies live naturally
(Sango Head Office)

ESG Social

Sango Training System: Business skill improvement, through a variety of training

We take effort on human resources development. From the new employees to managers, our employees receive basic trainings to become workers who can play active roles in the front line of workplaces.

Also, we give support to acquire public certifications, offer self-development correspondence courses and conduct trainings for select employees.

Position	Programs for each position (group and online training)	Self-development courses	Trainings for select employees
Managers	<ul style="list-style-type: none"> Executive and managerial training Communication CSR and compliance 		Training for managerial candidates
Section assistant managers	<ul style="list-style-type: none"> New executive training Mental health care management Practice on-the-job training Quality control (QC) leader 	Public certifications acquisition	Pre-management school
Mid-level employees	<ul style="list-style-type: none"> Mid-level employee training Toyota Production System (TPS) • Leadership 	Educational correspondence course	Trainees in abroad
General employees	<ul style="list-style-type: none"> Introduction to TPS • QC introductory 	The National Trade Skill Test	
New employees	<ul style="list-style-type: none"> New employee training • How to make work arrangements Basics in logical thinking and expression • Business manners 		

Support System for Balancing Childcare/Nursing Care with Work

In keeping with the diversity of our employees, we have established a support system for balancing work and childcare/nursing care, as well as for re-entry into the workforce. We also aim to provide a working environment where these systems are easy to use.

Sango's Childcare Support Program

Pregnancy leave:
For: Pregnant employees
Timing: Up to and including maternity leave, one or more consecutive months, as approved by the company

Childcare leave: Until child is 2 years old

Interview system:
From pregnancy period to returning time to work, 3 interviews are held with the employee to confirm items to consider during pregnancy and what to expect after returning to work, with the aim of supporting better balancing childcare and work during pregnancy and parenting.

Shorter hours for childcare:
Until completion of 3rd grade of elementary school
1. Reduced fixed working hours (choice of 5, 6 or 7 hours per day)
2. Use of flex time
3. Exemption from overtime, staggered working hours, and working on holidays (Choice of 1. or 2., not both)

Child sickness leave:
Until completion of 4th grade of elementary school, 5 days per year for one child, 10 days per year for two or more children (taken on a daily or hourly basis)

Sango's Caregiver Assistance Program

Nursing care leave: 730 days in total
Reduced work hours for caregivers:
3 years from the start, on the below 1. or 2. (Choice of 1. or 2., not both)
1. Shortened fixed working hours (choice of 5, 6 or 7 hours per day)
2. Adoption of flex time
3. Exemption from overtime, from staggered working hours and from working on holidays
Nursing care leave:
5 days per year for one family member needing nursing care, 10 days per year for two or more family members needing nursing care (taken on a daily or hourly basis)

Other Programs

Comeback system:
Employees who have left the company due to a spouse's transfer or providing nursing care can rejoin when they are able to work again.

Telecommuting Program

With COVID-19, we began a telecommuting program in May 2020 to reduce face-to-face contacts in the workplace as a measure to prevent the spread of infection. At the start of the program, there were many feeling that working from home would be a challenge. Some concerns were that certain jobs would be difficult to perform from home and that there would be communication issues with supervisors and coworkers. In response, we introduced a system that allows access to the in-house server and implemented Microsoft Teams, so that computer-based work could be performed in the same environment as it would be in the office.

OGAWA Hideaki
Human Resources and Labor Section

We work to improve our programs and create a comfortable workplace that continues even into post-pandemic life.

New Office Incentive Award for Creating an Easy-to-Work Environment

Toyota Technical Center, one of our research and development bases, has been renovated into an office environment designed to stimulate creativity. The building fosters active communication using internal staircases, digital signage, and open meeting spaces.



Toyota Technical Center Building R

Our approach to work style reform was recognized as a prime example of future office environment improvement and received the Chubu New Office Honorable Mention from the New Office Promotion Association, which is a group that promotes the creation of comfortable and functional offices. Sango will continue with work-style reform with the goal of improving our office spaces and the way we work in them.

Safety Training Held at Plants

In FY2021, Sango updated our Safety Dojos facilitated in each plant. In these training facilities, we explain points on preventing industrial accidents in an easy-to-understand way over the display of major accidents that occurred in plants in the past to enhance the safety awareness of our entire staff (a cumulative total of 2,732 participants). Also, disaster simulation machines allow employees to experience risks. Once they understand the fear, their consciousness to act improves. At Sango, our entire company will continue to aim for zero accidents.



Miyoshi Plant



Toyohashi Plant

2022 Certified Health & Productivity Management Outstanding Organization Recognition Program

At Sango, we act accordingly to the Declaration on Health, which states that physical and mental health is the foundation for all activities. With this in mind, we are working to ensure the health of all our employees. Since December 2021, we have established health consultation offices to work toward addressing mental health issues. Nurses get stationed at each plant to listen to matters employees are worried or concerned about regarding their physical or mental health. Another goal is to handle workplace issues on a wide scale, and to do this we have two industrial counselors on staff in our Safety and Health Dept. These efforts have been recognized by the Ministry of Economy, Trade and Industry (METI), who have certified Sango as a Health & Productivity Management Outstanding Organization once again for 2022.

Health consultation offices: 7
Counselors on staff: 8 (2 are industrial counselors)



AOYAMA Tetsuya
Health Promotion Group,
Safety and Health Promotion Section

We plan to continue promoting health management to support Sango's growth through the health of our employees and workplaces.

COVID-19 Response: Use of Antigen Test Kits

To prevent the spread of COVID-19, we have formulated our own company guidelines since the beginning of the pandemic. We have revised them many times in the process of implementing infection control measures. In addition, masks are distributed monthly to all employees. Since September 2020, we have been taking advantage of our own manufacturing technology to produce masks in-house. In FY2021, we began in-house testing using antigen test kits to prevent the spread of infection and ensure employee safety. In cases where an employee comes in contact with a COVID-positive person during the course of their work, we actively test to reduce concerns for the employee and their family and to ensure their safety. At the same time as national-level disease-prevention measures were issued in Japan, antigen test kits were also distributed to all employees who traveled on business for unavoidable reasons. Testing was conducted before and after business trips to prevent the spread of infection. Going forward, we will continue to take steps to prevent the spread of COVID-19.



Introduced in September 2021

ITO Ayaka
Health Promotion Group,
Safety and Health Promotion Section

Thanks to the cooperation of our employees and their families, we have been able to prevent internal infections that could affect our production. I would like to thank everyone for their understanding.

New Fitness Room Built

A new fitness room has been built on the first floor of the Fukuta Plant's new Forest 35 (Sango) building. The room offers treadmills and various types of weightlifting equipment, and features equipment popular among women like the Core Trainer Chair and the Diet Trainer Core. There is also an amply spacious stretching area, where users can get a complete stretch using the built-in stretching poles and grid rollers. Changing rooms and shower rooms are available, too. In total, Sango has three fitness rooms and physical exercise facilities that our employees can use freely.



Our three plants are facilitated with fitness gyms

DOZAKI Yoshito
Safety and Health Promotion Section

In addition to creating a safe and secure workplace, we also offer activities aimed at reducing employee stress and promoting healthy bodies.

Promotion of Sango Group Green Purchasing Guidelines

The growing severity of environmental issues poses new risks for companies. Since 2018, we have issued the "Sango Group Green Purchasing Guidelines" to promote environmental management with our suppliers, as we actively promote procurement of environmentally friendly parts and materials, and work to improve environmental conservation. We will continue to implement conservation activities throughout the supply chain and continue to promote sustainable environmental conservation activities.

Requests to our suppliers

1

Establishment of an environmental management system

2

Reduction of greenhouse gases (GHGs)

3

Reduction of environmental impact on water

4

Promotion of resource recycling

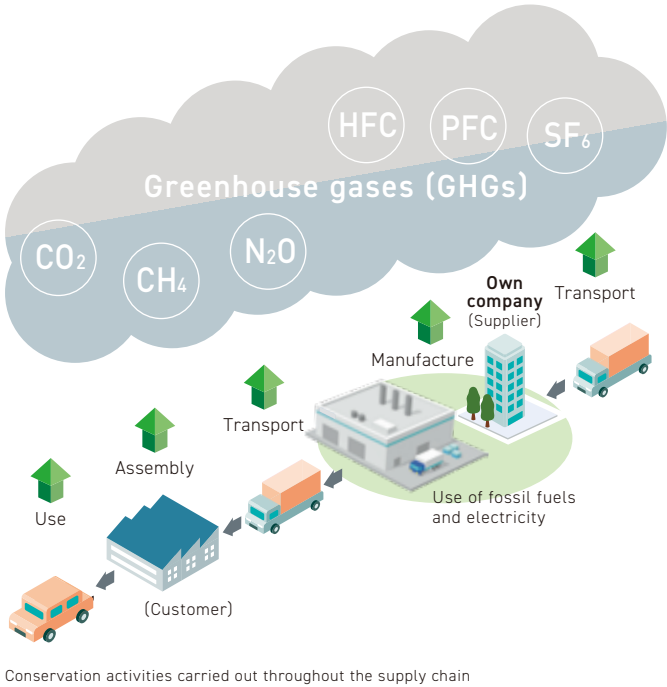
5

Control of chemical substances*

6

Creation of a society in harmony with nature

* "5. Control of chemical substances" is mandatory and is the most important item.



Working with Suppliers to Prevent Spread of COVID-19

With the goal of preventing the spread of COVID-19, Sango's Procurement Dept. has shared information on our own efforts and on items to strengthen our countermeasures together with our suppliers. We have requested that they prevent not only infection but also reduce the number of people coming into close contact with the virus. To further strengthen our countermeasures, we have conducted survey on how disease countermeasures are implemented, and the Procurement Dept. and the Safety and Health Dept. have collaborated to visit each supplier to conduct on-site inspections. In this way, we are actively working with suppliers to prevent the spread of infection.

Survey conducted suppliers: 52

Notices issued on disease prevention measures: 12 (March 2020 to March 2022)

Improvement of Operational Quality through ISO9001

Sango began ISO9001 certification activities in May 2019 and obtained the certification in June 2021. Since the start, in line with the president's message to "Bring about a reform in our operations to improve our work!" the company has been introducing activities aimed at enhancing the entire company's quality of work, rather than just acquiring certification.

The most prominent of these activities is called ISO9001 Company-wide Awareness Training. In it, all our employees learn that the keys to improving the quality of operations is (1) Compliance with rules and (2) Continuous improvement. As an example, one activity is the On-site Actions to Correct Inconsistencies. It is conducted at each plant to ensure work is done according to rules set in the work procedures manual and other documents, and that when working, participants are sure to point out any areas for improvement. As a result, we received a good evaluation from the inspector at a periodic review held in March 2022.



Periodic review in March 2022



VOICE

HARADA Misuzu
ISO Certification Group,
Environment Certification Section

We will continue to take steps to improve the quality of our operations.

Sango's Masks Pass JIS Compatibility Inspection

The Sango Mask Project was launched in 2020 amid a serious mask shortage in Japan. Initially, Sango began manufacturing masks for our own employees, but in December 2021, the masks were certified as JIS T9001* Class II for medical use and general use. Since then, we have begun to expand our sales channels outside the company. We will continue to focus on new product development and sales.

*JIS T9001 is a Japanese official standard for mask quality and performance that was established in June 2021.



Sango-produced mask



Sango's own mask production line that started mass production in September 2021 (Sango Technical Research Institute).

Triple Awards in Three Consecutive Years

For the third year in a row, SIAP (India) won three awards from Toyota Kirloskar Motor (TKM) for QUALITY, Zero Defect Supplies, and DELIVERY. Internally, SIAP carries out thorough quality checks and ensures a zero outflow of defects by following standardized work procedures. This led to the achievement of 0 defects at the customer, 0 delivery delays, and the winning of these awards.

SIAP will do their best under the concepts of Safety First and Customer Satisfaction First.



Received Letter of Appreciation from Mie Prefectural Board of Education

Since FY2019, the Sango Inabe Plant has been accepting dual-system* corporate training for second- and third-year high school students who are looking for employment. In recognition of this, the Mie Prefectural Board of Education has presented the plant with a letter of appreciation. During practical training, Sango supports students as they get their first work experience by providing them with hands-on experience in production, product measurement, and machine repair. It will help the students develop their career view and work view.

*An education system that combines classroom learning at schools with practical training at companies



Customers Publicly Acknowledge Sango's Quality

Sango Thai (STEM) received the ASEAN Regional Quality Award from Nissan Motor Thailand. 10 companies in the ASEAN region are selected for this award for excellent quality. STEM was selected in the Engine & Drive category and received a trophy for being the best company. The entire team will continue to work together to further improve quality to deliver high quality products to our customers.



Commemorative photo after receiving the award in July 2021

Major Awards We Received for Technology Development and Quality Control in FY2021

- ◆Sango Co., Ltd.

•Special CE Award and Quality Management Award from Toyota Motor Corporation

•VE Activities Award from Daihatsu Motor Co., Ltd.
- ◆Sango Hokkaido Co., Ltd.

•Best Quality Award from Toyota Motor Hokkaido, Inc.
- ◆Sanpuku Co., Ltd.

•Quality Excellence Prize from the Kyuikai
- ◆Arvin Sango Canada, Inc. (ASCI)

•Excellent Quality Award from TMNA (Toyota Motor North America)
- ◆Guangzhou Sango Automotive Parts Co., Ltd. (GSC)

•Best Purchasing Partner Award for 2021 from Dongfeng Nissan (Dongfeng Motor Company Limited)

•Special VA Promotion Award from GTMC (GAC Toyota Motor Co., Ltd)

•Quality Achievement Award from TMCAP (Toyota Motor (Changshu) Auto Parts Co., Ltd.)
- ◆Sango Turkey, Inc. (STI)

•Supply Achievement Award and Project Management Achievement Award from TME (Toyota Motor Europe)

Participated in Marine Plastic Waste Cleanup

We often participate in social contribution activities in cooperation with local entities. China Guangzhou (GSC) participated in marine plastic waste cleanup activities in support of the All-Toyota Harmony with Nature Working Group in China. The 32 participants collected 20.4 kg of marine plastic litter from the seashore and seabed of Shenzhen City, Guangdong Province. The source of marine plastic waste comes from our daily life and industry, which is causing serious ocean destruction. We are keenly aware that there is a strong need for ocean protection and will continue our activities in interaction with local communities and other companies.



Cleanup in October, 2021

Sango Kanto donates Masks and Pedal-operated Hand Antiseptic Stands to Shimotsuma City

City of Shimotsuma, where Sango Kanto is located, was the host town for the Republic of Burundi's team of the Tokyo 2020 Olympics and Paralympics. To support this event, Sango Kanto donated 10,000 masks and 5 pedal-operated hand antiseptic stands, which were made by their Maintenance Group and painted in the Olympic colors. Though the pre-games camp had to be cancelled, the donated items were used in the city to prevent the spread of the COVID-19.



Donation presented to Shimotsuma mayor Kikuchi on July 2021

Ten Years of Seedlings Donations to Support Great East Japan Earthquake Recovery

Iwanuma City in Miyagi Prefecture was hit by the tsunami resulting from the Great East Japan Earthquake in 2011. Since then, a forest seawall project has initiated by planting trees along the coast. To support this, we have sent a total of 24,032 seedlings over the past 10 years. Seeds collected in Tohoku are grown into seedlings by Sango employees at each plant before they are shipped back to the tree-planting ceremony in Iwanuma City.

We have participated in the tree planting ceremony in Iwanuma City every year. In 2021, the 11-kilometer forest seawall stretching from Sendai Airport to Shinham Park was completed. Seedlings, some as small as 30 cm, were planted on a small hill. They will grow, make a forest, and function as a tide embankment. This would aid in preventing people and property from being swept away in case of a tsunami. HIOKI Michitaka serves as Chair of the Forest Seawall Association, the organizer of the project. He thanked Sango, saying "We are grateful for your active participation from the early days of the tree-planting festival, and for the continuous support in providing seedlings and cooperating with us."



Tree planting ceremony in Iwanuma City, May 2014

Bottle Cap Collection Box

By separating and collecting PET bottle caps, we promote environmental improvement and recycling by reducing CO2 emissions from incineration. The profits from the sale of the caps will be used to provide vaccines to children around the world.

Since 2009, we have installed collection boxes at each of our plants to gather plastic bottle caps. By 2021 we had reached a cumulative total of one million caps. This can be converted into polio vaccines for 1,189 people and is equivalent to a reduction of 7,590 kg in CO2. Even the small efforts our employees make every day are linked to SDGs. We plan to continue efforts in this area.



Bottle cap collection box at Fukuta Plant

STEM donates Hygiene, Toiletry, and other Goods to a Hospital

The spread of COVID-19 has had a serious impact on Thailand, where STEM is located. During this time, the local Chachoengsao Province built a field hospital for temporary quarantine of COVID-19 patients. By receiving this notification, STEM donated hygiene, toiletry, and other goods to the hospital. When STEM along with the union representatives gave the goods to the Governor of the Province, the Governor expressed his gratitude for the donation. STEM will continue the efforts to cooperate with the local government and contribute to the community.



Presentation of supplies to the governor on Aug. 2021

Sango Group Code of Conduct

How the Sango Group Code of Conduct was established

In 2012, Sango Group established SANGO WAY. It's a general rule to share the values and how to act as an employee working in the Sango Group. SANGO WAY was created as a supporting backdrop for conduct (a foundation for value judgments) for the entire Sango Group, including all domestic and overseas companies with a view to move forward in the same direction and to fully demonstrate the company's strength.

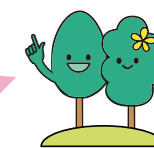
This time, the Sango Group Code of Conduct (the Code) was established to cover not just work-related decisions, but also provide specific guidelines related such aspects as the respect for human rights and compliance with rules in every employee's business activities, social life, and daily life. The content was discussed in the CSR Committee and the Code was established with a formal announcement at the company annual policy (hoshin) presentation in March 2022.

What is Sango Group Code of Conduct?

It is a summary of basic guidelines and specific points to keep in mind in our daily life, social life, including daily business activities. The Code is established for all employees in the Sango Group to share the same values.

How should we act as an individual? (One's sense of ethics)
Guideline for business → **SANGO WAY**
Guideline for a member of society → **Code of Conduct**

POINT!
The difference between SANGO WAY and the Code is that the Code includes not only business conduct, but also, it's a guideline to apply in our daily and social life.



Sango Group Code of Conduct

- 1 Respect of Human Rights
- 2 Compliance with Laws and Rules
- 3 Safety and Health
- 4 Protection of Company Assets
- 5 Proper Information Management; Transparency, Responsibility of Disclosure
- 6 Fair and Impartial Relationship
- 7 Environmental Preservation and Social Contribution Activities
- 8 Business Operations Respecting the Culture and Customs of Other Countries

1 Respect of Human Rights

In deference to human rights, we consider discrimination and how we express ourselves. In addition, we have understanding for religious activity in moderation and respect the freedom of religion.

2 Compliance with Laws and Rules

As a member of the Sango Group, we shall behave in line with social decency, respecting laws, company regulations and policies, devoting ourselves to our own work duties.

3 Safety and Health

We shall strive for a good lifestyle on a regular basis, working to improve the health of mind and body and prevent illness, with priority given to ensuring safety so that everyone can work safely and comfortably with peace of mind. We shall also follow traffic rules and take care to drive considerately.

4 Protection of Company Assets

We shall protect company assets and intellectual property, and not infringe on any rights related to the intellectual property of a third party.

5 Proper Information Management; Transparency, Responsibility of Disclosure

We shall take the utmost care when handling customer or private information, and along with protecting it properly, for relevant customers, other employees, local community members, we shall disclose information related to company activity fairly and with transparency, at the appropriate time in the appropriate manner.

6 Fair and Impartial Relationship

Along with endeavoring to carry out fair and impartial transactions with customers and suppliers, we shall also strive to build a relationship of trust and achieve mutual prosperity.

7 Environmental Preservation and Social Contribution Activities

Towards achievement of a carbon-free society, our entire company shall work together to develop products that consider the environment, strive to promote recycling, resource savings, and energy savings, as well as protect our natural environment and contribute to the local community.

8 Business Operations Respecting the Culture and Customs of Other Countries

In each country we do business, we shall respect the local culture and customs and contribute to local development.

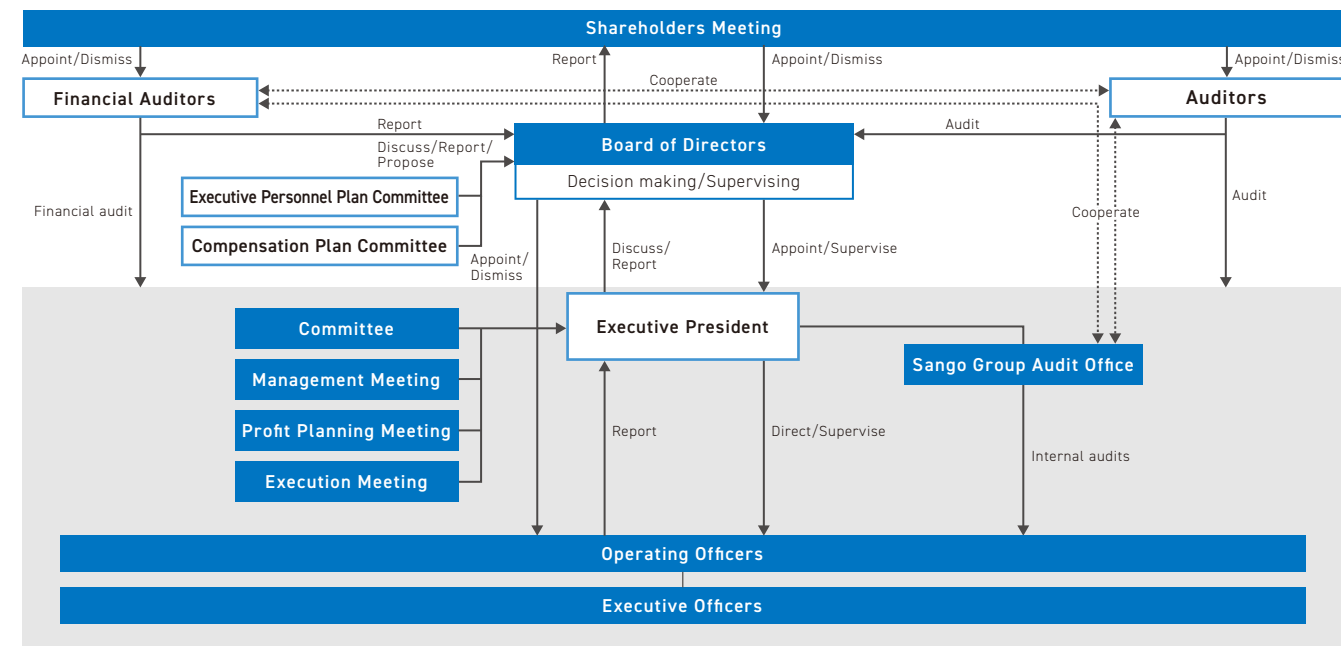
Spreading Understanding of the Sango Group Code of Conduct Guidelines

- A Code of Conduct Guidelines leaflet was distributed to all employees. To create a deeper understanding, the leaflet contains 8 elements of the Code with detailed content.
- From now, we will carry out the employee training to create even more widespread understanding.
- Although this Code is a standard for individuals in the Sango Group, it is expected that our business partners will also follow the same standards.

ESG Governance

Corporate Governance System

Sango has established the corporate governance system shown below. This system enables us to make transparent and fair decisions quickly, taking into consideration all our stakeholders, including our employees, shareholders, customers, suppliers, and local communities.



The highest decision-making body in the Sango Group is the Board of Directors, which consists of eight directors including three external directors. It directs and decides on legal issues and critical matters concerning management, as well as serves as supervisory entity. On the other hand, to ensure fairness and independence, our auditors, including external auditors, supervise management and audit how directors are executing their duties.

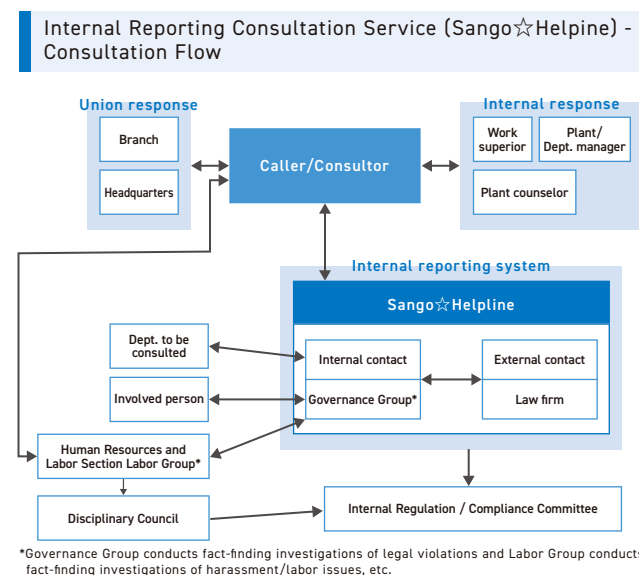
Internal Control Committee

Our Internal Control Committee implements legal compliance and risk management initiatives according to the corporate governance system with a basic approach for internal control systems to ensure the propriety of work carried out within the organization.



Internal Reporting System

We have set up an internal whistleblowing and consultation service called the Sango☆Helpline for the purpose of preventing, detecting and correcting misconduct at an early stage to strengthen our compliance system.



*Governance Group conducts fact-finding investigations of legal violations and Labor Group conducts fact-finding investigations of harassment/labor issues, etc.

Compliance Awareness Activities

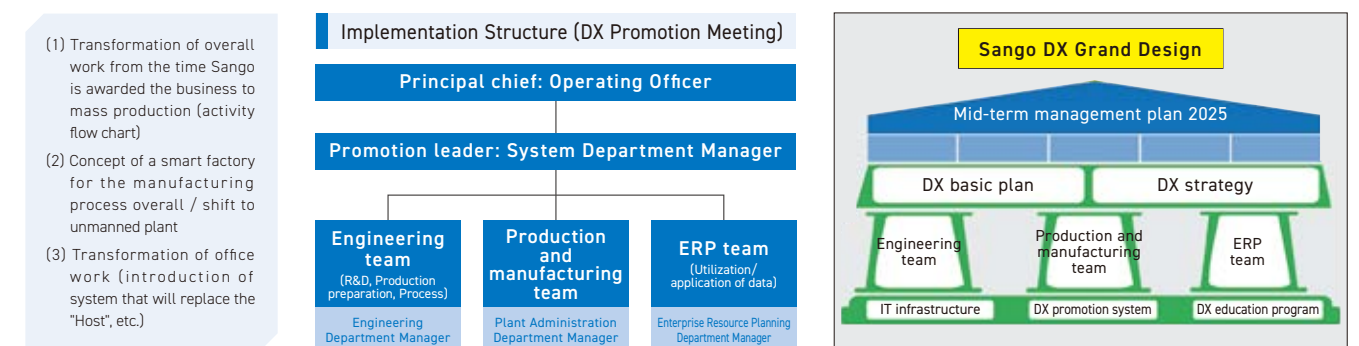
In line with the Sango Group's policy of carrying out management reform in compliance with laws and ordinances in our open and energetic workplaces, we have worked throughout the year to raise employee awareness about compliance. For the first time in FY2021, our President issued a video message of the compliance promotion month, adding the voice of a top executive to convey our strong commitment to compliance. One initiative we have taken is to create an atmosphere where employees can discuss compliance issues via morning meeting topics and monthly KYT, which is a harassment awareness training based on actual cases that have occurred both inside and outside Sango. We will continue to conduct educational activities so that all employees can treat compliance issues as relevant to their own work.



Monthly KYT activities

Sango's Digital Transformation (DX)

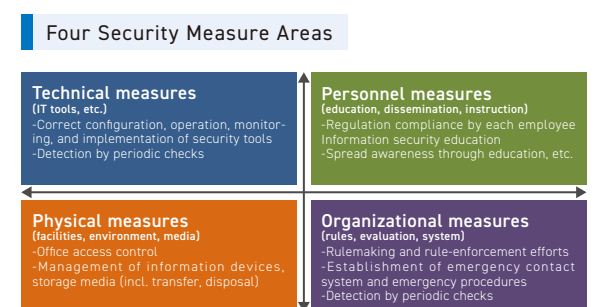
Since 2018, we have taken such initiatives, as laptop computers usage and Wi-Fi installation, to improve production and work-life balance at plants and offices. To achieve a sustainable growth, we will improve profitability and secure superiority over other companies by utilizing data and digital technologies from now on. We will implement the following three actions.



Efforts Toward Information Security Measures

Risks of cyber-attacks and information leaks have been steadily on the rise amidst the ongoing progress of digitization and Digital Transformation (DX) in operations. To take up the major management challenge, information security is an important foundation in our relationship of trust with our customers and all other stakeholders. We are now working to enhance our overall information security through continuous efforts in four areas based on our Fundamental Information Security Policy.

We provide all employees with annual security education, daily activities to raise awareness, and vital countermeasure tools, all with the goal of steadily improving the level of information security management throughout the Sango Group.



Company Profile



Company Profile

Company Name	Sango Co., Ltd.
Representative	President Takashi Tsunekawa
Head Office	1-3-1 Mutsuno, Atsuta-ku, Nagoya, Aichi, JAPAN
Founded	June 1, 1928
Incorporated	June 1, 1950
Capital	608 million yen
Sales*	Non-consolidated gross sales: 225.7 billion yen Consolidated gross sales: 502.8 billion yen
Number of Employees*	Non-consolidated: 2,746 Consolidated: 8,070

*as of March 31, 2022

Main Products

Mufflers
Exhaust pipes
Exhaust manifolds
Vehicle body products
Door impact beams
Other automotive parts
Cold forged products
Cold finished steel bars
Drawn pipes
Carbon steel pipes for mechanical structures
Machined/ground steel bar products
Stainless steel piping system for the construction industries

Main banks

MUFG Bank, Ltd., Sumitomo Mitsui Banking Corporation, Mizuho Bank, Ltd., Bank of Nagoya, Ltd.

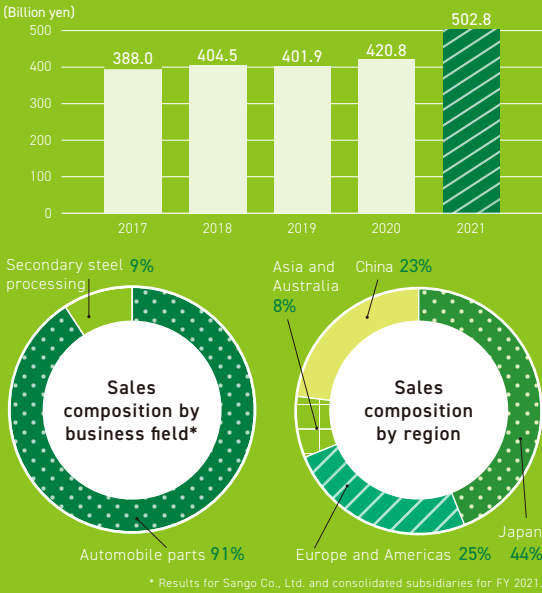
Customers (random order)

Toyota Motor Corporation
Hino Motors, Ltd.
Daihatsu Motor Co., Ltd.
Nissan Motor Co., Ltd.
Mitsubishi Motors Corporation
Isuzu Motors, Ltd.
Subaru Corporation
Mazda Motor Corporation
Toyota Industries Corporation
JTEKT Corporation
KYB Co., Ltd.
Toyota Tsusho Corporation
Sumitomo Corporation
Asai Sangyo Co., Ltd.
Metal One Corporation
Canox Corporation

History

Jun. 1928 Founded Tsunekawa Ironworks. Began stamping business
Sep. 1934 Began business relationships with Toyoda Automatic Loom Works, Ltd.
Aug. 1937 Began business relationships with Toyota Motor Corporation
Jun. 1950 Incorporated to form Sango Co., Ltd.
Sep. 1950 Established Takakura Plant (former Nagoya Plant, current Head Office)
Mar. 1954 Commenced production of the muffler and exhaust systems
May 1962 Established the muffler and exhaust system laboratory at Nagoya Plant
Aug. 1967 Established Miyoshi Plant (plant specializing in cold finished steel bars)
Nov. 1973 Completed the engineering and technical research center at Toyota Plant
May 1976 Introduced the Toyota Production System in Sango operations
Jan. 1987 Arvin Sango, Inc., a joint venture with Arvin Industries, was founded in the United States (started overseas operations)
Aug. 1994 Built the Technical Center at Yawatayama Plant
Nov. 2008 Completed the Muffler Museum at the Head Office (former EC035)
Jun. 2015 Built the 2nd Technical Center at Sango's Toyota Technical Center (former Toyota Plant)
May 2016 Built the Guangzhou Sango R&D Center in China
Oct. 2017 Built the ASI Technical Center in the United States
Jun. 2021 Archived ISO 9001/2015 certification

Sales (Consolidated)



Head Office

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FAX +81-52-882-3562

For more information visit our website



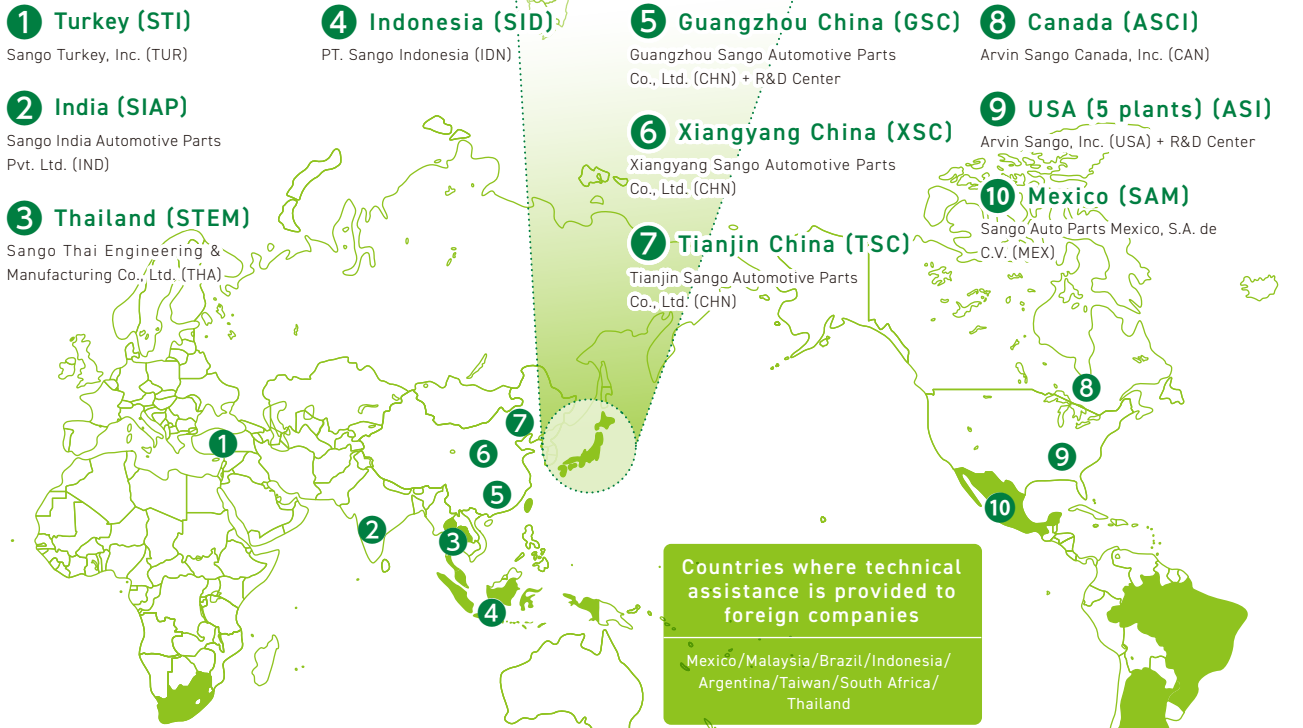
<http://www.sango.jp/en>

Plants (Eight plants in central Japan)

►Toyota Technical Center + R&D Center 3-1 Konosu-cho, Toyota, Aichi, 471-0836 TEL: 0565-28-3535 (main) FAX: 0565-28-9080	►Miyoshi Plant 47 Inoguchi, Miyoshi-cho, Miyoshi, Aichi, 470-0224 TEL: 0561-32-3511 (main) FAX: 0561-34-0157	►Fukuta Plant 1-1 Miyashita, Fukuta-cho, Miyoshi, Aichi, 470-0294 TEL: 0561-34-0035 (main) FAX: 0561-34-1240	►Toyohashi Plant 3-33 Akemi-cho, Toyohashi, Aichi, 441-8074 TEL: 0532-23-3515 (main) FAX: 0532-23-3519
►Yawatayama Plant + R&D Center 5-35 Yawatayama, Miyoshi-cho, Miyoshi, Aichi, 470-0224 TEL: 0561-32-3501 (main) FAX: 0561-32-0235	►No. 3 Miyoshi Plant 63 Ikemorida, Miyoshi-cho, Miyoshi, Aichi, 470-0224 TEL: 0561-33-3595 (main) FAX: 0561-33-3594	►Inabe Plant 1-1 Fujigaoka, Fujiwara-cho, Inabe, Mie, 511-0508 TEL: 0594-46-5135 (main) FAX: 0594-46-3560	►Komeno Plant 2438-1 Kamiaiba, Fujiwara-cho, Inabe, Mie, 511-0502 TEL: 0594-46-8635 (main) FAX: 0594-46-8636

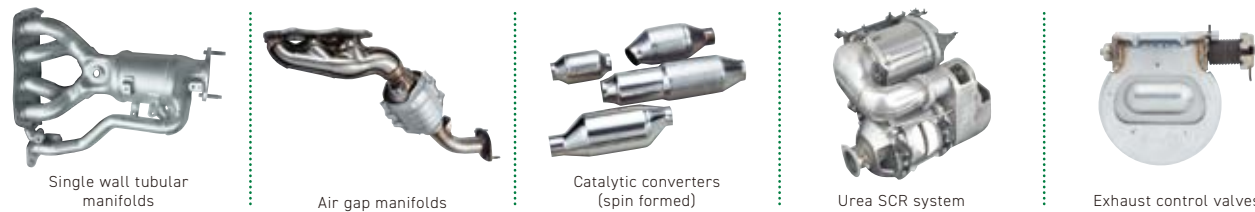
Domestic and Overseas Companies

A Sango Hokkaido Co., Ltd. 41-2 Masago-cho, Tomakomai, Hokkaido, 059-1373 TEL: 0144-51-5135	C Sanpuku Co., Ltd. 185-8 Oaza Koishihara, Buzen, Fukuoka, 828-0044 TEL: 0979-84-0735	E Sango Technical Research Institute 17-12 Sakurada-cho, Atsuta-ku, Nagoya, Aichi, 456-0004 TEL: 052-884-3531
B Sango Kanto Co., Ltd. 1100-5 Hanya, Shimotsuma, Ibaraki, 304-0005 TEL: 0296-45-0035	D SE Center Room No. 1606, Shinjuku Mitsui Building No. 2, 3-2-11 Nishishinjuku, Shinjuku-ku, Tokyo, 160-0023 TEL: 03-5909-3935 FAX: 03-3347-1135	F Sango Partners 1-1 Miyashita, Fukuta-cho, Miyoshi, Aichi, 470-0294 TEL: 0561-34-8301



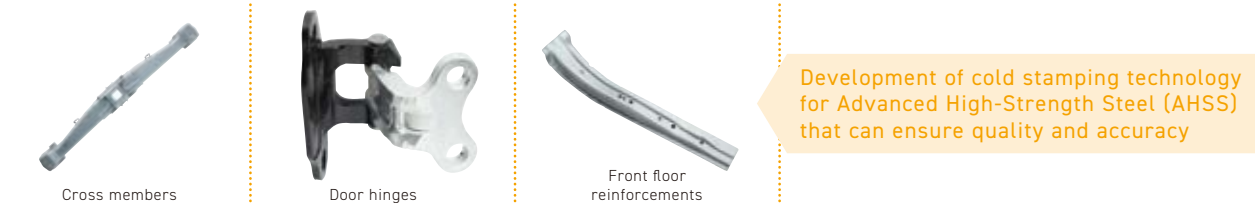
Product Overview

Exhaust system



Utilization of exhaust heat to speed up cabin heating and reduce environmental burden

Body and chassis



Development of cold stamping technology for Advanced High-Strength Steel (AHSS) that can ensure quality and accuracy

Drive system

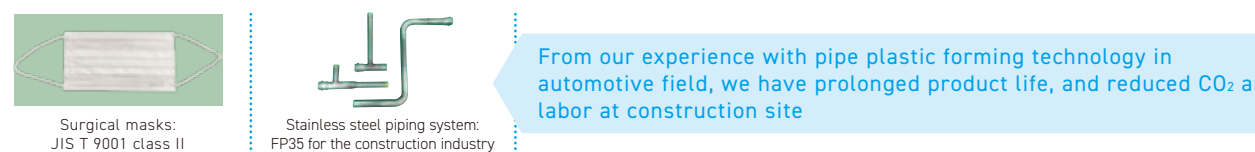


Raw material drawing process and cold forging technology applied to achieve difficult deep hole forming

Secondary steel products



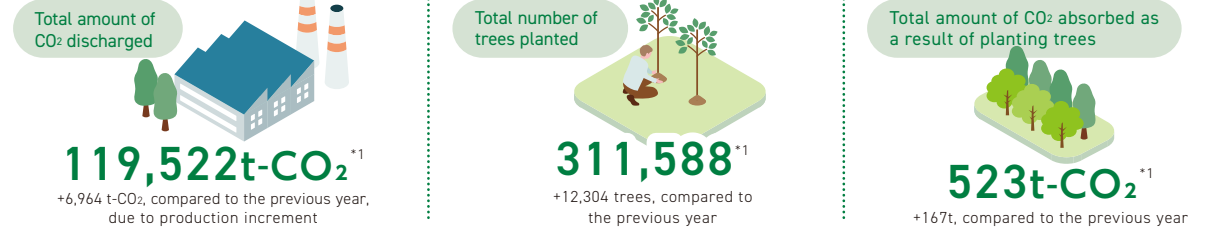
Non-automotive products



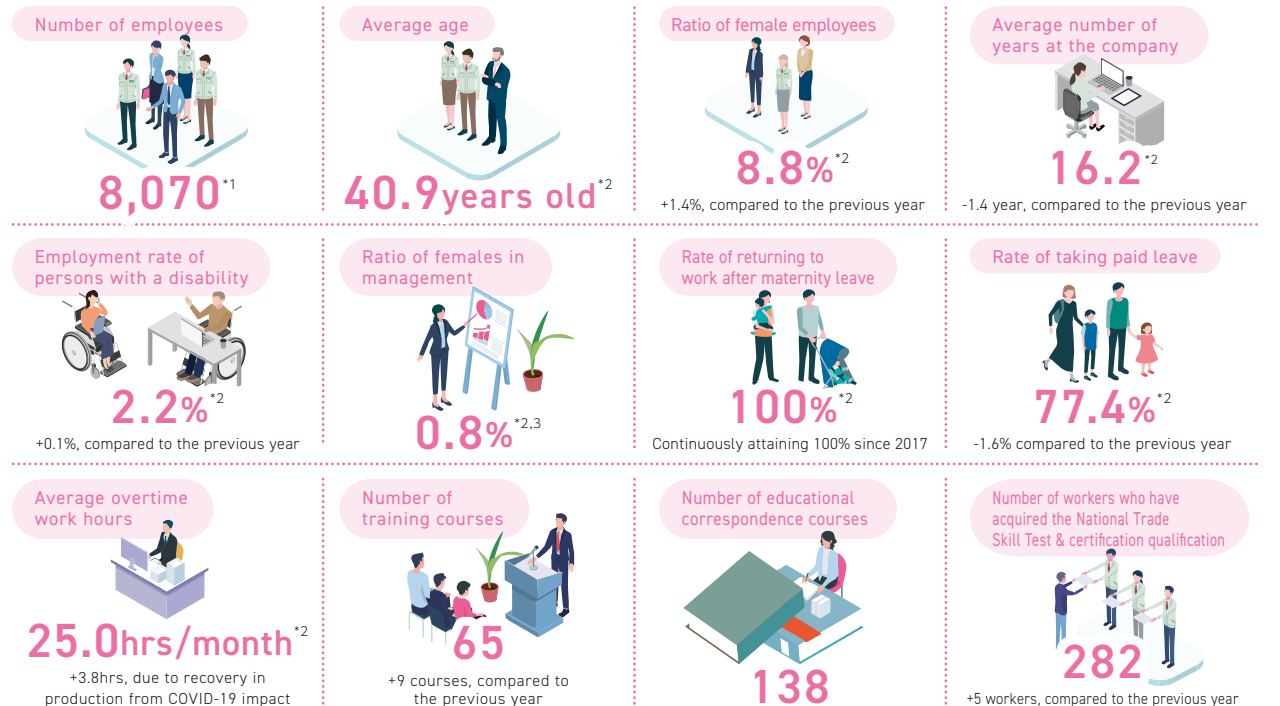
From our experience with pipe plastic forming technology in automotive field, we have prolonged product life, and reduced CO₂ and labor at construction site

A look at Sango by number, FY 2021

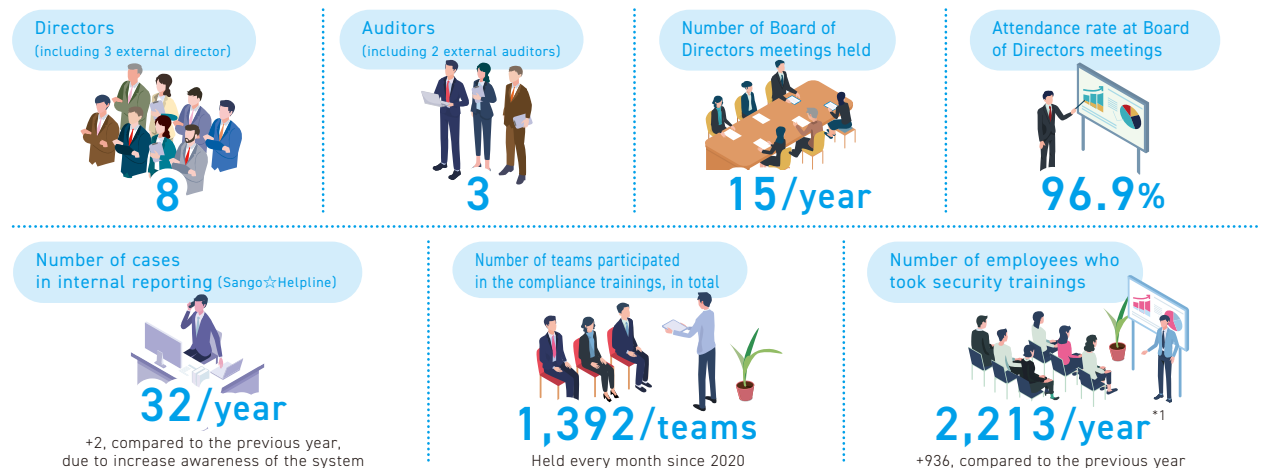
Environmen



Social



Governance



*1 Results for all Sango Group (including directly hired temporary and part-time workers)

*2 Results for Sango Co., Ltd., and group companies in Japan *3 Calculated as females in management/workers in managementx100(%)