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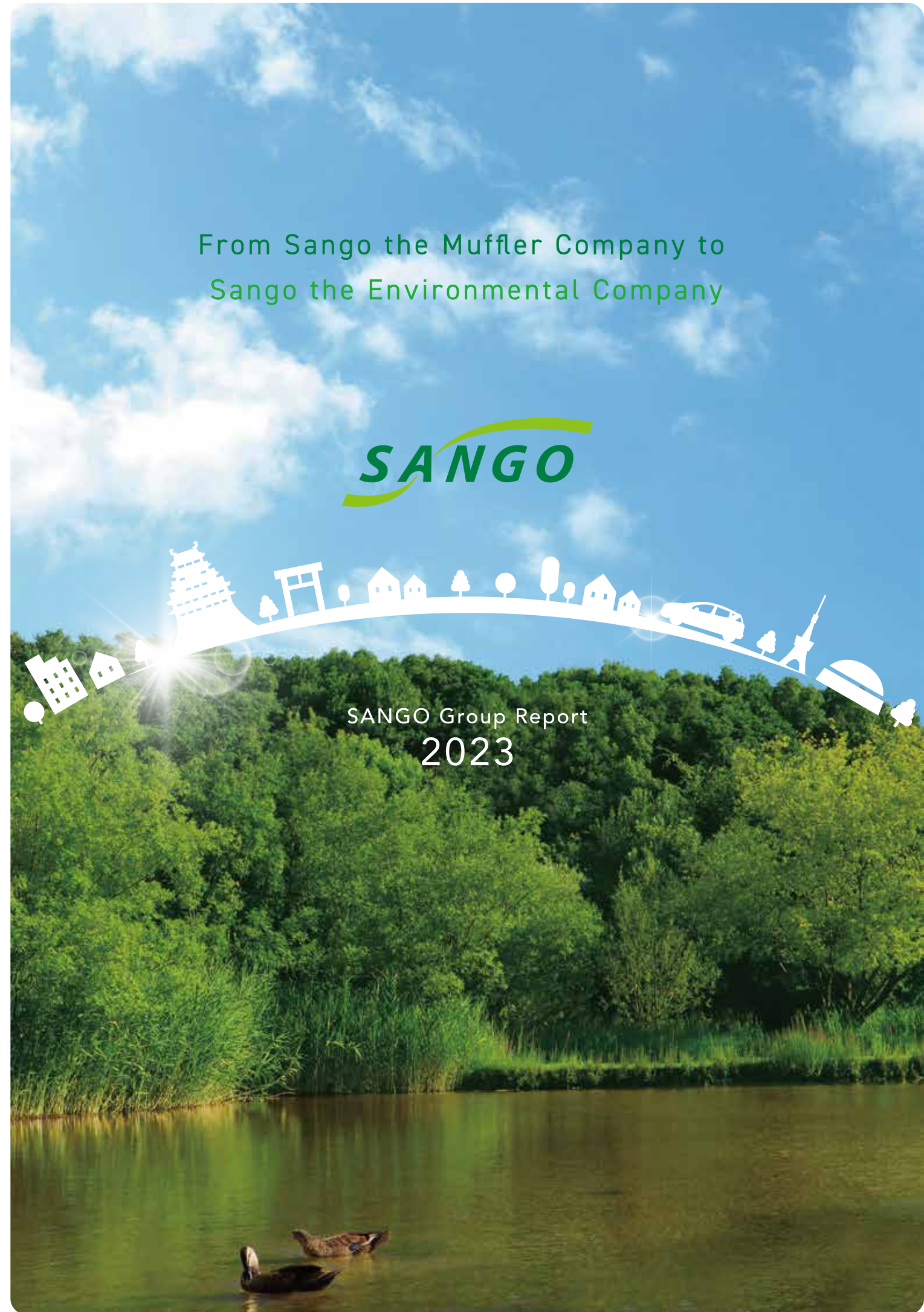


Photo: Forest and biotope at EC035 (the head office)

From Sango the Muffler Company to
Sango the Environmental Company



SANGO Group Report
2023



Together with our friends around the world and for the benefit of our communities, we aim for sustainable growth under the slogan "Sango the Environmental Company."

Sango Group has developed with our stakeholders by contributing to the development of society and the resolution of issues through its business activities, based on its corporate creed and basic principles. This concept of our group remains the same even today, when times are changing drastically. Fiscal year 2023 marks the third year of the revised Midterm Management Plan 2025, which we formulated to become "Sango the Environmental Company." While strengthening and expanding the automotive body business and pursuing new initiatives, such as the construction piping system, FP35, with a view to the reducing exhaust business, we are also continuing to improve our development capabilities in the exhaust business to fit the needs of each country around the world.

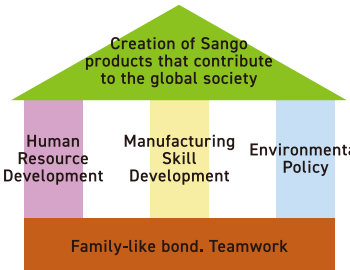
Our group will continue to challenge with the creation of Sango products that contribute to the world by promoting the creation of a free, open and vibrant workplace and by working together with an upbeat outlook of joy, vitality, humility, and sincerity among all our members. We sincerely appreciate the continued support and encouragement of our customers and business partners.

TAKASHI TSUNEKAWA
Executive President



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 with the challenge of creating 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

Midterm Management Plan 2025 Revised

Basic strategies

Management policy

Basic outline (enhancements for 2025)

- 1 Perform structural reform of the exhaust business and enhance other businesses to cover its reduction
- 2 Strengthen engineering and R&D capabilities. Invest resources in the business field and technology that need reinforcement
- 3 Earnings structural reform: Reduce fixed costs and create a proper business and products portfolio
- 4 Promote manufacturing innovations that ensure safety and quality. Develop manufacturing technologies
- 5 Enhance human resource development and workplace capabilities. Reevaluate the human resources system and improve the workplace culture

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Toward creating a brighter future, we will be “Sango the Environmental Company,” a professional manufacturing corporation and a vibrant workplace.

In June 2021, Sango Group announced its Midterm Management Plan 2025 with the aim of transforming to “Sango the Environmental Company” by 2050. In 2022, we were affected by the COVID-19 pandemic, semiconductor shortages and the conflict in Ukraine. Despite these events, we were able to recover in 2023. I would like to express my heartfelt gratitude to all our business partners and employees around the world.

While continuing our contribution to the environment, we will reform the structure of our business in anticipation of a slowdown in our automotive exhaust business, and we will promote digital transformation (DX). Furthermore, we will introduce a new personnel system to encourage employees to experience satisfaction in their work.

To achieve carbon neutrality*1 through manufacturing and tree-planting activities

Sango Group, a corporation in business for over 95 years, is so good at manufacturing automotive exhaust parts that it is known as “Sango the Muffler Company.” We have responded to society’s environmental issues, such as strict emission standards for CO₂ (carbon dioxide), NO_x (nitrogen oxide) and noise pollution, with advanced technologies. In 2017, we formulated the long-term vision “Sango Environmental Challenge 2050” to contribute to the realization of sustainable societies by creating three values: the reduction of environmental burdens through business activities, the expansion and creation of markets for products that contribute to the environment, and the preservation of the natural environment. The CO₂ reduction target was further revised in 2022, and we aim to achieve a 50% reduction by 2030 and carbon neutrality by 2050. To reach this goal, each corporate division has set detailed targets. We are continuously improving environmental management systems and promoting businesses that are environmentally friendly throughout the product life cycle, from material procurement to design, manufacturing, usage, disposal, and recycling.

Our tree-planting project began in 2006 at EC035, the current head office in Atsuta Ward, Nagoya. We have planted more than 320,000 trees in Japan and overseas, leading to CO₂ absorption and capture. At the EC035 forest and biotope in the city center, we hold events for the community, our employees, and their families, such as firefly watching. I also participated in the firefly watching this year and enjoyed it. During my lunch break, I sometimes take a walk to a shrine forest, also known as **chinju-no-mori** near my office. The forest is quiet and cool, and it also absorbs CO₂. It is a very pleasant place. Our

products, exhaust systems, are also environmentally friendly with forest-like functions, for example, silencing, cooling, and purifying the air. We have been contributing to society with our environmental products and will continue to make products to achieve a decarbonized society.

For details, please refer to pages 7-8 and 11-12.

Revised business portfolio in preparation for accelerating electrification

Although demand of exhaust systems is still increasing, it is inevitable that electrification of vehicles is going to become the norm in the future. Honestly, we do not know yet how much the market will shrink. Under these circumstances, we keep taking actions to obtain business in emerging markets, like Africa and Southeast Asia, where the demand for vehicles with internal combustion engines is expected to increase.

On the other hand, in regions such as China and Europe, it is clear that the progress of EVs has intensified. In order to cover this business area, we are strengthening automotive body products that will remain even if electrification accelerates. Since last year, we have made large-scale investments, including installing large press machines weighing 2,000 tons and constructing new facilities, a press building and a mold building, at Fukuda Plant. In Japan, we have already received orders for body shell parts, such as dash panels and roof side inners.

In addition to automotive parts, we are developing a construction piping system called FP35. Utilizing the technology that we have cultivated in the automotive and secondary steel industries, as well as our technology to make pipes from plates, we will provide unique ferritic stainless-steel piping systems. We hope to steadily gain market experience and take the next step.

For details, please refer to page 9.

Efficiently propel DX and ERP in manufacturing

If companies fail to proceed with DX,*2 they will lose their international competitiveness after 2025. The “2025 Digital Cliff,” the issues that Japan will face regarding its aging IT systems and human resources, is an imminent problem for us. Since last July, we have established a company-wide project team to develop ERP,*3 a system that centrally manages core business processes, such as accounting, procurement, human resources, and sales. This system improves the accuracy of data analysis and leads to quick business decision-making. To improve operational efficiency, we will depersonalize and standardize operations so that a job will be done in the same way regardless of who does it, and then we will apply this to the system.

Through the digitalization of production processes and the use of VR to verify the movement of robots, we will also accelerate DX in manufacturing and accomplish a smart factory. But that does not mean that we just need a handful of IT engineers. It is important for all employees to improve their IT skills. For this reason, a detailed educational curriculum will be provided to employees of different levels.

For details, please refer to page 10.

To create a vibrant workplace, a new personnel system is being launched.

To ensure that we continue to be a “professional manufacturing corporation,” it is essential to have talented people who are willing to take on challenges without fear of failure. The manufacturing sector has been conservative in Japan. Sango Group also followed a seniority-based wage system for a long time. Since this system does not nurture young people, we started a new personnel system in 2022. We have also established another system that allows senior members once they reach retirement age to continue working with no problems using their knowledge and abilities.

Sango Group has established a corporate culture of teamwork to solve problems through a QC activity called “WAY2”. Working with a caring and generous attitude, not only for ourselves but also for others around us, is a thought from which we can build a tight bond between the company and employees. I believe this kind of thinking will lead to improved employee engagement.

My hope is that the new personnel system will create a trend in which employees can identify with the direction of the company, take pride in their work, feel personal growth, and, most importantly, like the company. And as other employees around them are

similarly influenced, the whole workplace will become vibrant.

For details, please refer to pages 5-6.

Since its founding in 1928, Sango Group has valued the family-like bond and teamwork of its employees as it has worked on automobile parts, such as mufflers and other exhaust components, as well as press parts. While the automobile industry is undergoing a period of major change, such as EVs and carbon-neutrality, it is necessary to respond to changes in society. Nevertheless, I will continue to maintain the management style that values not only the well-being of employees but also the well-being of their families, as past presidents have.

Under the motto “with an upbeat outlook of joy, vitality, humility, and sincerity,” I intend to grow our business continuously and steadily, like a tree carving its age rings. Thank you for extending your continued understanding and support toward the Sango Group.

Terminology

*1. Carbon neutrality

Reducing emissions of greenhouse gases, such as CO₂, and absorbing the amount that was emitted to reach net zero

*2. DX (Digital Transformation)

Transforming organizations and companies’ business models and driving operational reforms by using data and digital technologies

*3. ERP (Enterprise Resources Planning)

A system for integrating core operations, such as accounting, human resources, production, purchasing, and sales, to improve efficiency and centralize information and data

Point

- Achieving carbon neutrality by 2050
- Strengthening the automotive body and press business (Installation of 2,000 t large presses at Fukuda Plant)
- Placement of ERP system before the 2025 Digital Cliff
- A new personnel system launched in 2022



Let's grow
together!

FUTURE TALK

Making a Vibrant Workplace for All Members

A new personnel system was launched with the goal of promoting the creation of a vibrant workplace, and employees and an executive passionately discussed how they should work to achieve the goal.

Q1. What is a "vibrant workplace"?

Oshima I think that it is a free and open environment. Miyoshi plant, where I work, has an atmosphere where we can talk about anything, and it's a lively place to work.

Kondo It is a place where you never miss a greeting or a word of gratitude, I believe. I feel that we should be aware of the need for better communication with each other because the opportunity to work remotely has increased due to COVID-19.

Kaya I think it is a workplace where individuals can demonstrate their personal propriety and abilities and where everyone can work comfortably. For example, if foreign nationals can work in a job where they can use their native language, they will have more opportunities to show their strengths.

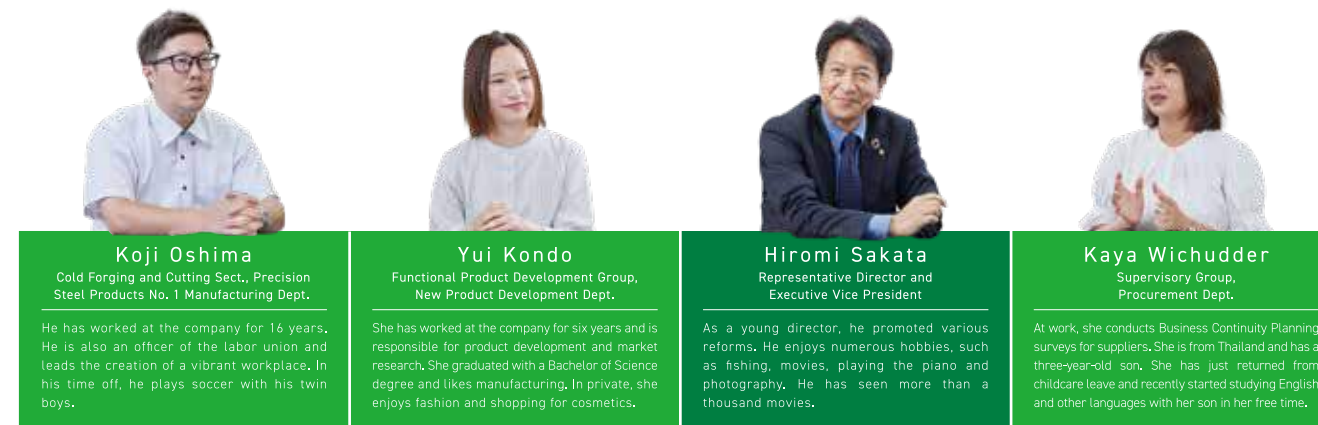
Sakata A place where employees feel the work is enjoyable can be said to be an energetic company. It is an important part of a manager's role to make their company like that, but employees shouldn't be passive or just wait for it to happen. I think that voluntary actions lead to vitality in the workplace.

Q2. What does "employee engagement" mean?

Sakata Employee engagement refers to the willingness to identify with the direction the company is moving and voluntarily contribute to improving performance. To enhance this, we need to know each other well and respect each other. That's why management sends out information about the company. But when we look at the results of surveys of employees, it doesn't seem to convey the company's policy and vision very well. First of all, we want to give more effort to transmitting Sango's vision so that employees will sympathize with it.

Kondo I believe that employee engagement is what makes the company and its employees work hand in hand to move toward making a profit. I must think about where the company is headed, what my department is responsible for, and how my work is connected to those things.

Oshima In labor unions, low levels of employee engagement are also cited as a problem. Even in the workplace around me, many people don't know the outcome of what they're manufacturing. If just one of these parts is missing, the car won't be completed. I think it's better to let people know that we're making



A vibrant workplace where employees who work hard are rewarded

important parts that contribute to society by having more internal publicity, such as using posters.

Kaya I think of employee engagement as a bond between me and the company. It feels like the company grows with me as I grow. I will be more active and deepen my relationships with the company.

Q3. How is our child support system?

Oshima When I had twins eight years ago, I slept about three hours a night. I would have appreciated it if my workplace had an atmosphere where getting support from the company was easier.

Kaya I just came back after taking parental leave for two years. I was warmly welcomed by everyone at work, and I thought Sango is a really good company. But now when my child gets sick, I have to take time off from work, which causes lots of trouble. It would be very helpful if there was a childcare facility in the workplace that could take care of my sick child.

Kondo I'm still single, so I can't imagine raising children. I think the system in Sango is comprehensive. It has systems, such as being able to work short hours until an employee's child is in third grade.

Sakata Sango's child support system is comparable to other companies. However, even if there is a system, it is meaningless if it is not used. It is important to make it easier to take leave for the ones who need it and not to make it a burden on others. From now, I expect the company will improve measures that focus on child support, for example, providing financial incentives at milestones of a child's growth, such their birth and when they enter elementary and junior high school.

Q4. What is the aim of the personnel system that is being launched?

Oshima Many people see it as a positive change. I think it is a system in which those who work harder and achieve results are rewarded accordingly.

Sakata The new personnel system significantly changes the wage and evaluation system. In the past in Japan, wages automatically increased with age, but under the new personnel system, wages will be determined by employees' ability to perform and will be based mainly on qualifications and roles. This means that younger people will have a better chance of being paid higher wages than before if their qualifications and roles change.

Kondo I heard that the pillars of the new personnel system are based on the abilities of employees in human relationships and work execution. To be recognized by others, I want to deepen my communication skills and enhance my relationships with other people.

Oshima This roundtable discussion reminded us of the importance of an open workplace. It is also important to be alert and get necessary information yourself.

Sakata In the future, you may be supporting Sango as managers. From now on, I would like you to collect information on a variety of things about the company by yourself and actively share and talk with your colleagues. I believe that by just having more conversations with the people around you, the company will become much more vibrant. I look forward to your success!



Toward Achieving Carbon Neutrality by 2050

Environmental Actions up to Now - Formulation of the 2nd Environmental Action Plan

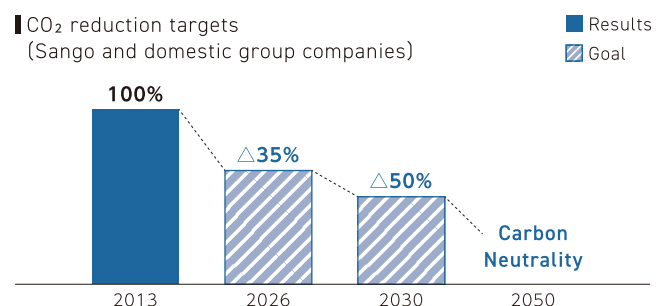
In October 2020, the Japanese government announced that greenhouse gas emissions in Japan will be reduced to zero by 2050. Following this declaration, our group is working to reduce CO₂ emissions by 50% in 2030 compared to 2013 and to meet the challenge of carbon neutrality by 2050.

Our group's environmental actions are based on the long-term environmental vision "Sango Environmental Challenge 2050," which was announced in 2017. In 2019, we formulated the "1st Environmental Action Plan," a midterm environmental action plan, and have been working to conserve energy and resources. In particular, the tree-planting activities conducted by the entire group have been ongoing since 2006 and have contributed to the absorption of greenhouse gases.

However, since the 1st Environmental Action Plan was created in 2019, the level of actions expected from companies has changed significantly. We believe that it will be difficult to achieve the very high goal of carbon neutrality by 2050 simply by continuing our current activities. In order to meet the demands of society and our customers, we formulated the "2nd Environmental Action Plan" in 2022. The 2nd Environmental Action Plan clearly expresses quantitative targets and manages the actions toward these targets on a monthly basis. We also focus on CO₂ emissions not only from our own activities but also from the entire life cycle of our products, and we are working to reduce those levels. By fiscal

year (FY) 2026, we aim to reduce CO₂ emissions by 35% for the entire life cycle of our products.

As demand for automotive exhaust systems, our group's main product, is expected to decrease as the electrification of vehicles proceeds, the company must change from Sango the Muffler Company to Sango the Environmental Company to achieve sustainable growth. With the aim of developing environmentally conscious products by utilizing the technologies we have cultivated over the years, we are taking on new challenges in areas other than automobiles, such as developing products not only for electric vehicles but also for hydrogen-powered vehicles. We will keep a close eye on trends in society and the automobile industry and constantly update the 2nd Environmental Action Plan by including new initiatives.



Our Target Company Image in 2050

SANGO

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

SUSTAINABLE DEVELOPMENT GOALS

2030

EV Shift
(Sale of gasoline engine vehicles prohibited)

2050

Carbon Neutral Society
(Net zero CO₂ emissions)

Contribution to a sustainable society

2021

CASE
(Once in a century transformation)

2025

Acceleration of Electrification
(Decrease in the number of gasoline engine vehicles)

Company reform of the profit structure

Introduction of the SDGs

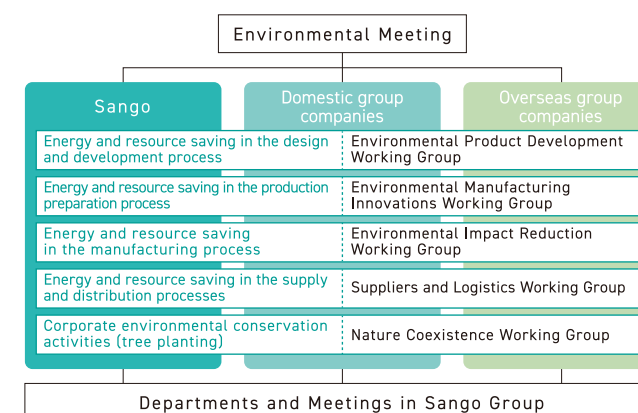
Fusion of the environmental business and technology

Utilization of core competencies to develop business

Structural Reorganization to Promote Environmental Challenges

To achieve carbon neutrality throughout the life cycle of a product, it is essential to work together throughout the supply chain. In 2022, our group revised its environmental challenge promotion structure and established a Suppliers and Logistics Working Group. This change was made to identify and reduce CO₂ emissions from suppliers and logistics processes, in addition to previous initiatives implemented at the design, engineering and manufacturing stages, as well as tree-planting and other nature-related activities. The contents of the activities of this working-group are spread to each functional department to establish target values and confirm their activities.

The structure to promote the environmental challenge



Activities to Raise Environmental Awareness

To achieve carbon neutrality, we believe it is important to raise the awareness of energy conservation in each employee. Since 2020, our company has continued to hold events every June, which is Environmental Month in Japan. The past three events were held as online environmental exhibitions on our internal network due to the COVID-19 pandemic. We hope to raise the environmental awareness of every employee by continuing to convey that energy saving, such as turning off machines that are not in operation or reducing compressor air leaks, is an important action that will lead to carbon neutrality.

TOPIC

Initiatives for Hydrogen-Powered Vehicles

Hydrogen is attracting attention as a next-generation fuel that can be used instead of gasoline. A hydrogen-powered car can be made with minor remodeling over a conventional gasoline-powered car and can reduce CO₂ emissions to zero. We are also pleased to be able to apply the exhaust pipe development technology that we have cultivated over the years.

Sango is willing to continue engaging in projects to develop and produce hydrogen engine exhaust pipes for the AE86 H2 Concept, the Super Endurance Series vehicles, and other vehicles while working to develop technologies for commercialization.

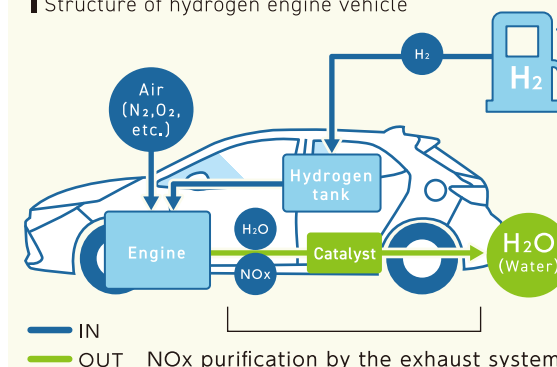


AE86 Concept Car
(Equipped with the Sango exhaust system for hydrogen engines)



Super Endurance Series 2022 vehicles
(Equipped with the Sango titanium exhaust system for hydrogen engines)

Structure of hydrogen engine vehicle



In recent years, global warming has had a major impact on our lives, and efforts to achieve carbon neutrality in response to climate change are accelerating around the world. To contribute to the resolution of issues related to climate change through its business activities, our group has adopted the slogan "Sango the Environmental Company." We will work with determination to ensure that we achieve the milestones set for the "2nd Environmental Action Plan" in FY2022.

Yasuhiko Koda

Operating Officer/
Chairperson of the Environment Meeting



Shift to EV

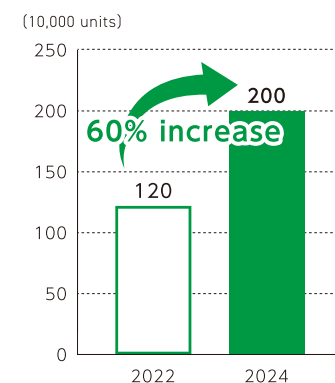
The Challenge of Producing Large Automotive Body Parts

Shift to a decarbonized society

As global warming becomes a world-wide issue, a major shift in energy use from fossil fuels, which emit a lot of CO₂, to renewable energy has begun in order to stop climate change. With the increase in the electrification of automobiles, it is highly likely that the automotive exhaust system business, which is currently the mainstay of Sango, will be downsized. Therefore, in order to expand the automotive body parts business, we have started the challenge of entering the large automotive body parts market by installing large press machines.

By 2024, we will have installed three new large presses at Fukuda Plant, in addition to the five at Inabe Plant and the two at Yawatayama Plant. We are reorganizing the plant as well to increase production capacity by 60%, from 1.2 million units to two million units per month.

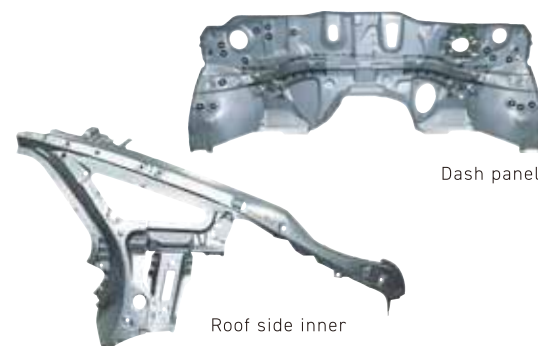
■ Increase production capacity of large automotive body parts



Large automotive body parts

As part of the investment in large press machines, we built new buildings for the press machines and molds. In order to fulfill our responsibility for supplying parts to customers while carrying out our plan, we worked with both internal and external collaborators to advance the project. From December 2021 to February 2022, we transferred 25 lines to produce 1,054 numbered items from Fukuda Plant to other plants, including group companies, and then moved the molds in November 2022. In May 2023, we held a ceremony for the inauguration of the press building at Fukuda Plant North. We expect the plant to become an important base for press production of newly ordered automotive body parts.

Large automotive body parts



2,000 ton large press machine



Press Building at Fukuda Plant North

As one of the challenges of expanding our new business for the future, our group entered the manufacturing of large body parts. To cope with this trend, we need to increase our production capacity for press parts. Therefore, we are renovating the building of Sango Fukuda Plant and introducing three large press machines. We will continue our activities to expand our business and establish our main business in the future.

Hidekatsu Tsuzuki Operating Officer/
Manufacturing Division



DX

Toward Digital Transformation

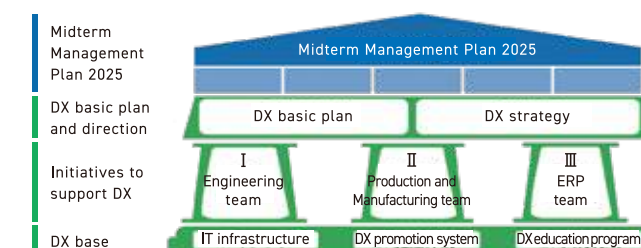
Efforts to achieve DX

In recent years, an increasing number of companies have identified digital transformation (DX) as one of their major management issues and are working on it. Sango Group has also established DX as a management issue and has created the DX Committee. We are working mainly on the three pillars of the Engineering Team, the Production and Manufacturing Team, and the ERP Team.

Currently, the Engineering Team is using VR to reduce the time taken to prepare new production by using it to verify workability and reduce the number of changes needed after a line is installed. The Production and Manufacturing Team monitors production progress and performs preventive maintenance by visualizing and analyzing line operation status. The ERP Team kicked off a company-wide initiative to introduce ERP (Enterprise Resource Planning) and started reviewing business processes or flow to realize the ideal way of doing business. ERP is a system for integrating core operations, such as accounting, human resources, production, purchasing, and sales, to improve efficiency and centralize information and data.

Starting in FY2023, we will provide education to all employees to achieve DX, which will lead to further business reforms utilizing DX. We aim for each employee to take DX as their personal responsibility and act accordingly.

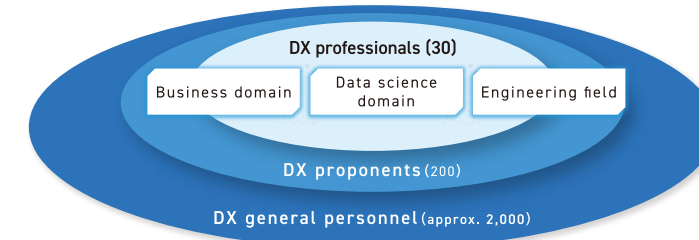
■ Sango DX Grand Design



DX education program

DX professionals, DX proponents, and DX general personnel are positioned at specific levels of the education system for DX personnel. The DX education curriculum will be implemented according to each level, leading to operational reforms.

■ DX human resources structure



ERP Promotion Project

In July 2022, the company-wide implementation of the ERP promotion project was carried out, and Sango Group is systematically promoting the implementation of the project in 2025 under the following system.

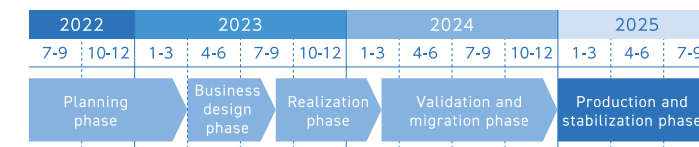
Outline of Reform

- ① Data visualization: Building a foundation for everyone to see and talk about the same information and data
- ② Depersonalization: Transforming from personalized or professional operations to simple, standardized operations
- ③ Establish standard operations: Making a sound core system (SAP) including internal controls

■ Company-wide organization



■ Deployment schedule



As the market environment surrounding Sango Group is about to undergo a major change, we have launched an initiative to use data and digital technology to improve earnings and gain an advantage over other companies in order to achieve sustainable corporate growth. This DX initiative aims to optimize operations from a company-wide perspective rather than simply introducing systems. All members of the company will work together to promote DX.

Tetsuya Watabe Director/
Chairperson of DX Conference



Long-term environmental vision: "Sango Environmental Challenge 2050"

In 2017, Sango Group established the long-term environmental vision "Sango Environmental Challenge 2050." Toward achieving a better global environment in 2050, we 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.



Challenge 5

Create an environmental management system, control environmental risks, and prevent contamination in conjunction with continuous improvements (enhanced operations and management)

ISO14001

Plan
Do
Check
Act

Waste
Excessive burdens
Target

Challenge 4

Preserve biodiversity and protect 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

Number of trees planted

Currently 320 thousand trees In 2028, 350 thousand trees

Contributing to the sustainability of society and customers



Challenge 1

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

Challenge 2

Develop and design high added value products that contribute to customers' environmental value

→ Contribute to CO2 reduction by improving fuel efficiency

- Use of exhaust heat
- Weight reduction

Exhaust heat recovery device

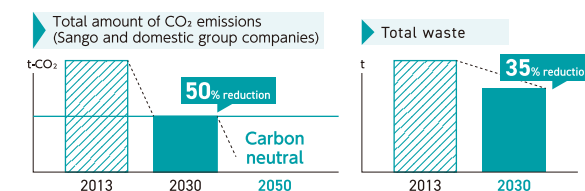
Challenge 3

Reduce emissions and waste from production activities through innovations in manufacturing methods

Consolidated management of the Sango Group (from September 2019)

Created a medium- to long-term plan for Sango Group and commenced operations

Reduce discharges (CO2, waste, chemical substances, water, etc.) in all business activities



Aim to achieve carbon neutrality by promoting the 2nd Environmental Action Plan, a medium- to long-term environmental action plan

Sango Environmental Challenge 2050 aims to achieve carbon neutrality by 2050 by systematically reducing CO2 emissions (minimization) and increasing CO2 absorption through planting trees. Carbon neutrality means reducing CO2 and other greenhouse gas emissions and at the same time absorbing CO2 that has been emitted, thereby achieving net zero emissions.

Fiscal year 2022 was the final year of the 1st Environmental Action Plan. The 2nd Environmental Action Plan was formulated for the period of FY2023 to FY2026, taking advantage of these points of reflection and contemplating world trends. In FY2023, we will steadily advance our activities while monitoring progress toward achieving the quantitative CO2 emission reduction targets set forth in the 2nd Environmental Action Plan.

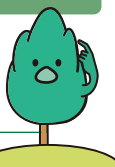
Please see pages 12-14 for the results of activities in FY2022.



Sango Group Results for FY2022: the 1st Environmental Action Plan, in summary

Category	Five challenges for the "2050 Environmental Vision"	Initiative items for business risks and opportunities	Results for FY2022, 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	Creation of Supplier and Logistics Working Visualized CO2 emissions during the product life cycle and incorporate them into the 2nd Environmental Action Plan
	2. Challenge for minimization of new vehicle CO2 emissions	Develop and design high value-added products that contribute to customers' environmental values	Product development progressed as planned Promoted lightweight product design There was a delay, but every time we created a recovery plan to pursue the plan.
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 reuse of exhaust air: Ex. 10.8 tons (-100%) in door beam production line CO2 reduction achieved by using press sets: Ex. 208 tons (-45.7%) in body shell production line
			Development for low waste production technologies Reducing steel waste achieved by improving mold life: Ex. 38.2 kg (-53.2%) in reduction gear production line Oil reduction achieved by self-activation of one-shot pressing oil application: Ex. 192 kg (-41.7%) in exhaust manifold single press
			Reduction of CO2 emissions in daily production activities (current mass production lines and infrastructure) Reduced electric consumption during lunch break by 15% Reduction of 242 tons CO2 emissions achieved by promoting efficiency in workplace Reduction of 233 tons CO2 achieved by renewing 22 equipment
			Promotion of the use of renewable energy Studied for an introduction of solar power generation system in FY 2023
			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: 320,367 Total amount of CO2 fixation*: 597t *Amount of CO2 fixation 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 Creation of habitats for native species through making biotopes at the head office, Yawatayama Plant, and STEM (Thailand). Expansion and protection of habitats by connecting the natural environment and ecosystems in the vicinity
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 Climate Change Rank B, Water Rank B Conducted environmental exhibitions and awareness raising activities for employees (once/year)

Some of the activities in FY2022 are presented on the next page.

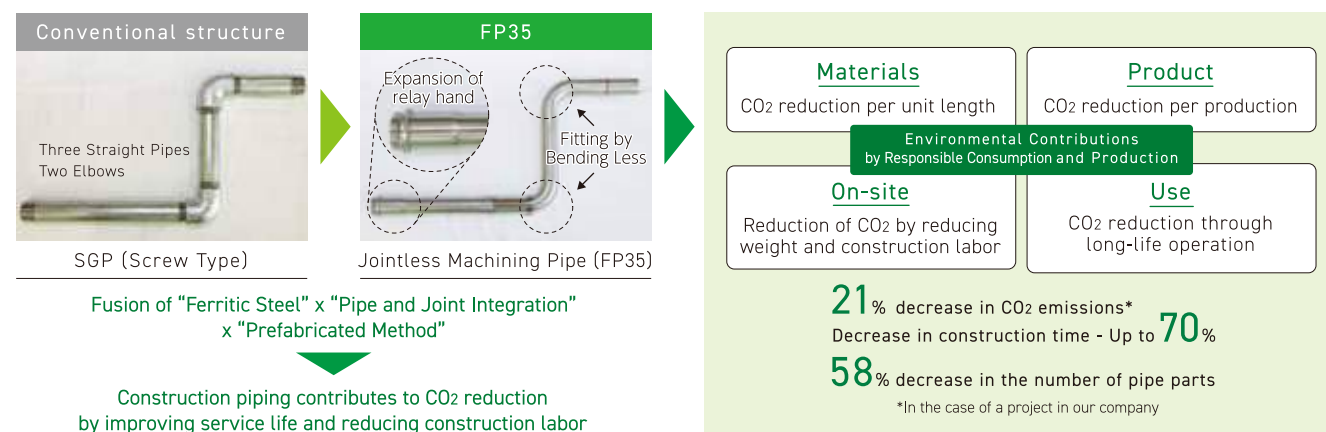


Environmental Product Development Working Group Challenges 1 & 2

FP35, The Earth-Friendly and Work-Friendly Construction Piping System

Taking advantage of its strengths in plastic processing and press processing of pipes, our group has long offered environmentally friendly products in the automotive sector to address social issues, such as noise and air pollution. In recent years, we have been developing products that meet the new needs of the automotive industry, such as electrification.

In addition, we are developing technologies we have cultivated in the automotive field that can be applied to other industries. In one of these initiatives, we announced in 2021 the "Stainless Steel Piping System: FP 35" for the construction industry. Since then, we have been developing the market. By the end of FY2022, we had completed four projects, including in our company plant. In January 2023, we organized the FP35 Business Promotion Section as an independent organization and are conducting full-scale studies for its commercialization. FP35 is an environmental product that has a longer service life than conventional products and contributes significantly to CO2 reduction by reducing weight and labor during its construction. We will continue to develop products that contribute to the global environment and people.

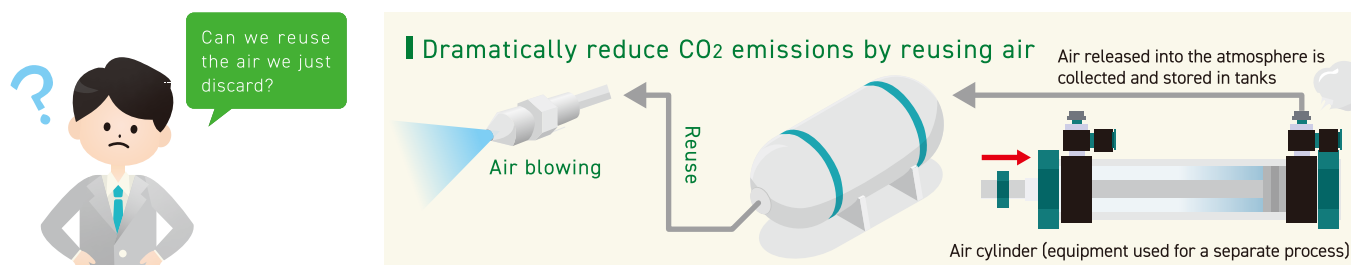
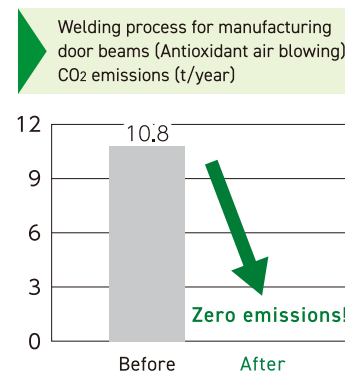


Environmental Manufacturing Innovations Working Group Challenges 1 & 3

CO2 Reduction through Reuse of Discarded Air

Environmental Manufacturing Innovations Working Group promotes activities to reduce CO2 emissions from production facilities and processes. One of our achievements in 2022 was significantly reducing CO2 emissions at the Toyohashi Plant by reusing the air used for air blowing.

In the welding process of manufacturing door beams, which uses air blowing to prevent oxide coating, a dedicated air circuit was used in the past. As a result, 0.683 m³ of CO2 was emitted per product or approximately 10.8 tons of CO2 per year. Now an air storage tank has been installed so that the air discharged from the air cylinder in another process, which before was simply emitted into the atmosphere, is now reused. By reviewing the facility design, we succeeded in reducing CO2 emissions at the plant.

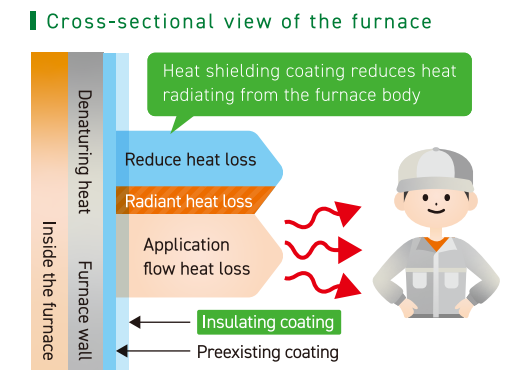


Environmental Impact Reduction Working Group Challenges 1 & 3

Save Energy by Using Thermal Insulation Coating

Since 2018, the Environmental Impact Reduction Working Group has been promoting activities to reduce energy losses by turning off non-operating equipment and reducing air leakages. In addition, we have implemented activities to reduce thermal energy consumption as part of our energy conservation activities. For example, we use city gas and propane gas to heat boilers and furnaces when processing steel products. In the process, we periodically inspect boilers for steam and heat leaks in order to perform surface treatment and heat treatment of products.

In FY2022, the Miyoshi Plant applied thermal barrier coating to the exterior walls of the furnaces to suppress heat radiating from them. This coating reduced CO2 emissions and city gas consumption and lowered the temperature for workers around the furnaces, resulting in a more pleasant working environment.



CO2 reduction= **8.5 t/year** Gas consumption decrease= **41,000 m³/year**, equivalent to **2.5 million yen/year**

Nature Coexistence Working Group Challenge 4

Recognized as the Best Companies in Aichi Biodiversity Company Certification Program

The Nature Coexistence Working Group is engaged in activities aimed at conserving biodiversity and building a society in harmony with nature. In FY2022, Sango was certified as one of the 15 companies in the Aichi Biodiversity Company Certification Program. Established by Aichi Prefecture, the program certifies companies that make excellent efforts to conserve biodiversity. In addition to creating green areas, such as forests, biotopes, and rice fields in the factory premises, our continuing activities that involve employees' participation in preserving rare species and the control of exotic species were recognized.

In May 2023, we were presented in a television show that promotes this program. It is a great honor to be selected as a representative of the program as a result of our comprehensive approach to make a society that is in harmony with nature and our efforts to raise and spread awareness in local communities.



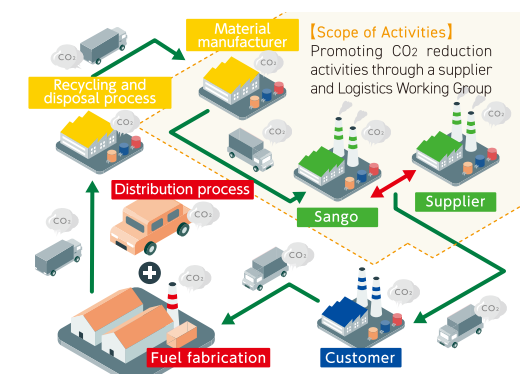
Suppliers and Logistics Working Group Challenge 1

Launch of the Supplier and Logistics Working Group

Our group is working with suppliers to achieve the Environmental Challenge 2050 targets. From the perspective of Life Cycle Assessment (LCA),* in July 2022 we launched the Suppliers and Logistics Working Group to visualize the environmental impact of the procurement and distribution processes and to promote CO2 reduction activities.

In order to understand the actual situation of CO2 emissions, we started a survey on the energy consumption of each of our suppliers. Also, we have been sharing good examples of CO2 reduction activities to our suppliers at our monthly meetings since October 2022.

*LCA is the concept of evaluating the entire process from raw material procurement to manufacturing, distribution, consumption and disposal.



Sango Training System



Based on one of the pillars of our company's corporate principles, human resource development, we provide education covering a wide range of topics, from new and midcareer employees to managers. To achieve the goal of our new human resources system, which began in FY2023, we have partially reviewed our training system. Now we implement training based on roles and "selective education" for those who are motivated and want to learn overseas or outside the company, as well as promoting and supporting self-directed learning.

Number of training courses
145

Hierarchy level	Programs for each level (group and online training)		Self-development courses			Training for select employees
Managers	• Executive and managerial training	• Communication	Compliance	Education for responding to globalization (language)	Public certifications	Training for managerial candidates
Chief position	• New chiefs training • Practice on-the-job training	• Creative problem solving (application) • Quality control (QC) advisor training				Midcareer selection training
Midlevel employees	• Midlevel employee training • Developing problem solving (application)	• Leadership • Toyota Production System (TPS)				Trainees abroad
General employees	• Developing problem solving (basic) • Introduction to TPS	• Workmanship Training Course • Introduction to QC				
New employees	• New employee training • Basics in logical thinking and expressions	• How to make work arrangements • Business manners				

Initiatives for Workplace Dialogue



Due to the diversity of people, values, and working styles, the way we communicate is changing. In our manufacturing workplaces in 2020, we started a workplace dialogue initiative called "1 on 1." at our manufacturing workplaces in 2020. In 2022, we implemented to administrative workplaces the same opportunity for management and subordinates to engage in dialogue, calling it "Mane-talk." The aim is to build a relationship based on psychological security and to support workers' growth through a combination of coaching and feedback by supervisors from dialogues.

In 1-on-1 dialogues, an employee chooses conversation topics, such as business consultations or sometimes private subjects, and it is a place for the superiors to discuss and give advice to their subordinates. We aim to improve the relationships between superiors and subordinates and enhance satisfaction in workplaces.



Focus on 1-on-1 dialogues

Improving the Manufacturing Site by Using Data



Since 2018, we have solved workers' problems using data, such as collecting data on production facilities and recording videos to analyze the factors that cause frequent shutdowns, and we map and monitor the status of production lines, mainly at the Fukuta Plant.

Since 2022, we have been using AI to analyze the movements of workers to prevent injuries. From the results of the analysis, we implemented tools and systems that enable workers to handle objects using natural movements. In addition, we have introduced simple mechanical devices (*karakuri*) to solve problems at low cost. From now on, we will focus primarily on the digitalization of the production status management board and the visualization of production lines to promote the improvement of work styles in accordance with the trends of the times.



AI analysis of workers' movements

Safety Training Using VR



Since FY2022, we have been conducting safety training using virtual reality (VR) equipment to achieve the goal of zero disasters. The training is based on six items* related to fatal accidents, such as falling from a height or colliding with a vehicle. With the realistic images in VR, it is now possible to experience dangers that are close to the actual experience, which was not possible before. In FY2022, 287 managers participated in the program, and in FY2023, it will be implemented for general workers to raise the safety awareness of all employees.

*The six items are "pinching/entanglement," "crashing with a heavy object," "colliding with a vehicle," "falling," "electric shock," and "contact with heated objects."

287 participants



State of safety training

Strengthening Safety



Together with our suppliers, we systematically promote activities to ensure the safety of our colleagues and to create comfortable and safe workplaces by deepening our awareness of safety. In FY2022, we conducted a survey of 49 suppliers and discussed safety with all of them. In FY2023, we will check safety activities with our suppliers on site in order to work toward the same goal.

Companies participated in the safety survey **49**



Safety training

Support Employees' Mental and Physical Health



Since 2020, under the Sango Health Declaration, which states that a healthy mind and body are the origin of everything, we have been pursuing health management activities. In order to support the mental and physical health of our employees on a daily basis, we have nurses stationed at each plant. We also promote in-house walking, diet improvements, and proper dental care. In FY2022, we started new activities to support our workplaces, such as analyzing the results of a group stress check analysis and holding interviews with group members to provide time to think about the work environment.

In recognition of our continued efforts, we were certified as a Health & Productivity Management Outstanding Organization in 2023. Going forward, we will continue to promote the health of individuals and our workplaces and will take on the challenge of improving our corporate value from a health perspective.

Health counseling offices **6 sites**

Health consultants **8 people**
(Industrial Counselor 1 person)



Assisting Customers Recovering from Natural Disasters



Companies are required to fulfill their social responsibilities to supply products. In times of emergencies, we support our customers with our technology and production capacities. In April 2022, flooding around the eastern South African city of Durban affected Toyota South Africa Motors (Pty), Ltd. (TSAM). In response to the request from our customer, Sango sent five engineers to the site in two teams for about three months to assist the restoration of 76 facilities on 12 lines.

Furthermore, to support the backup production of parts, approximately 40,000 parts were produced and delivered in approximately two months by the Komeno Plant in Japan. We will continue to be a company that customers can trust.

Facilities where we support restoration efforts
76

We Won the "Technology Development Award" with Long Shaft



As a company whose strength is its integrated production, from materials to products, we are developing and producing products that satisfy our customers. In April 2023, we received the Technology Development Award from JTEKT Corporation. The award was granted in recognition of a low cost and high-accuracy product achieved through the integrated production of materials and long shafts that utilize our company's technology. The fact that each department within the company communicated effectively with the customer's design department and the production technology department to implement production preparations within a short delivery period was also recognized.



Award ceremony

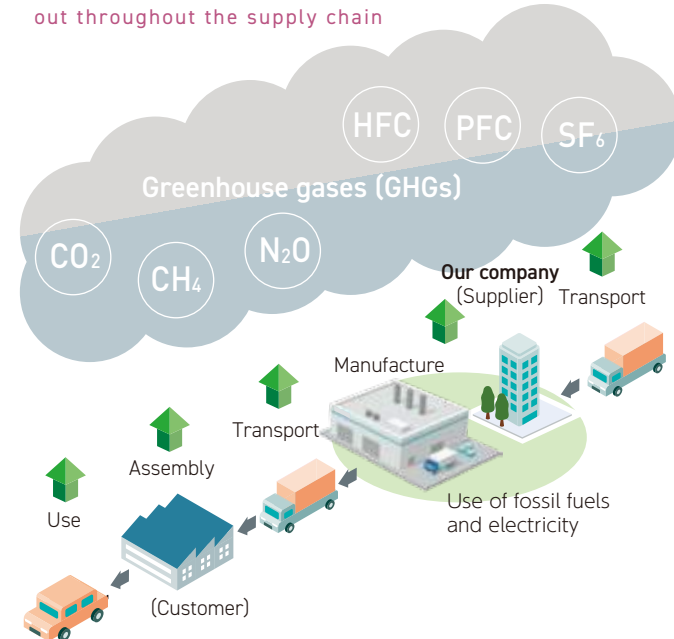
Sango Group Green Purchasing Guidelines



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.

In April 2023, we revised Sango Environmental Challenge 2050 to clarify the content and reflect requirements based on current social trends. We share them with suppliers. We will continue to implement conservation activities throughout the supply chain and promote sustainable environmental conservation activities.

Conservation activities carried out throughout the supply chain



Requests to our suppliers

- 1 Establishment of an environmental management system
- 2 Reduction of greenhouse gases (GHGs)*
- 3 Appropriate management of the aquatic environment
- 4 Promotion of resource recycling
- 5 Control of chemical substances*
- 6 Creation of a society in harmony with nature
- 7 Managing the products design and development stages

*The items "2. Reduction of greenhouse gases (GHGs)" and "5. Control of chemical substances" are the most important as we have presented specific requests.
* "5. Control of chemical substances" is mandatory and is the most important item.

Sango Group Supplier Sustainability Guidelines



For Sango and its suppliers to solve ESG issues and achieve the SDGs that create a sustainable society, we have issued the Sango Group Supplier Sustainability Guidelines. We promote understanding of the guidelines by holding seminars with major suppliers. These guidelines set policies on human rights, labor, the environment, compliance, and other issues. In addition to social issues, we ask our suppliers to consider environmental issues, such as water use and biodiversity, and comply with laws and regulations.

Quality Exhibitions for Suppliers



We promote quality activities under the Sango Basic Quality Policy of "Pursuing the Highest Quality." We hold special events every November during Quality Month. In 2022, we held a Quality Exhibition for suppliers for the first time in two years at the TPS Promotion Center in the Toyota Technology Center, and 93 people participated. Participants learned the importance of following and enforcing basic rules. In addition, participants also visited the Quality Learning Center, which has the goal of passing down important quality issues from the past in order to prevent them from occurring again. It was a good opportunity to remind people of the importance of quality. As for employees, we held online and satellite quality exhibitions to raise quality awareness.

93 participants



Quality Learning Center in Sango

Removal of Invasive Alien Species



Sango Group promotes activities to control exotic organisms, such as *Coreopsis lanceolata*, in cooperation with local communities, the government and companies. This activity started in 2016 at the Miyoshi Plant in Sango. In 2022, it was carried out at the following five sites: Miyoshi plant, Yawatayama Plant, Inabe Plant, Sango Hokkaido and GSC (Guangzhou, China). Furthermore, with the support of Toyota Motor Corporation and neighboring companies that promote the SDGs, the circle of activity has been expanded.

The exotic plants that need to be eliminated are so strong that they can upset the balance of the local ecosystems. We do this activity to prevent the spread of exotic organisms and protect valuable indigenous species and native ecosystems.

5 sites conducted the activities



Activities by GSC members in June 2023



Before activities in May 2023 at Miyoshi Plant



After activities

Sango's SDGs



Each municipality has a certification system for companies and organizations working on the SDGs. In Sango Group from 2022 to 2023, registration was completed in Aichi Prefecture, Miyoshi City, Shimotsuma City, and Inabe City. Group companies and factories in other regions have also registered. Through registration, our group's activities are presented, and its contribution to the region is clearly indicated on the website, which is expected to improve corporate recognition.

As part of our internal efforts, we have implemented activities in which all employees fill out the SDGs Action Statement sheet to raise the awareness of individuals. We hope that the small actions taken by each employee, discussing the statement at meetings and encouraging its implementation, will be a major force toward realizing a sustainable society. We will continue to act for the planet and for the future.

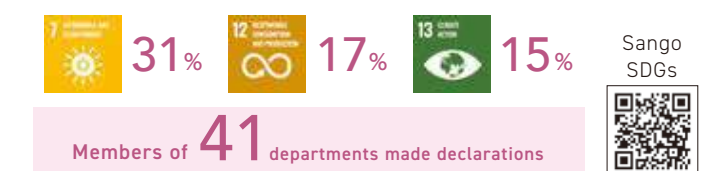


Miyoshi City registration certificate



Registration certificate issuance ceremony in Shimotsuma City in November 2022

The SDGs with a high rate of declaration on the SDGs Action Statement sheet



Promote understanding of the Sango Group Code of Conduct



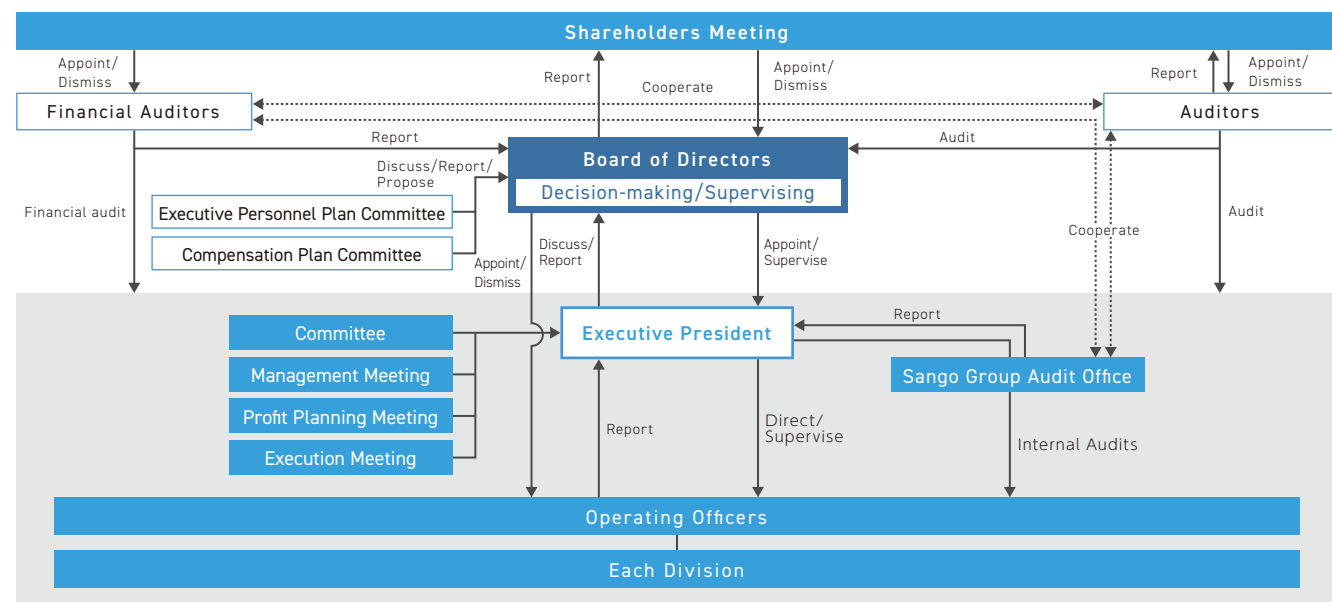
The Sango Group Code of Conduct is a collection of guidelines and points of attention that each of us should take as a standard and serve as a compass in our daily work and life. We translated the leaflets, which we distributed in Japan in April 2022, at each overseas business entity, and we handed them out to local employees. We will continue our activities to promote understanding among all employees of the Sango Group Code of Conduct.



Leaflets distributed to all group members

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 ten directors, including three external directors. It directs and decides on legal issues and critical matters concerning management, as well as serving as a supervisory entity. On the other hand, to ensure fairness and independence, our auditors, including external auditors, supervise management and audit how directors execute their duties (as of July 2023).

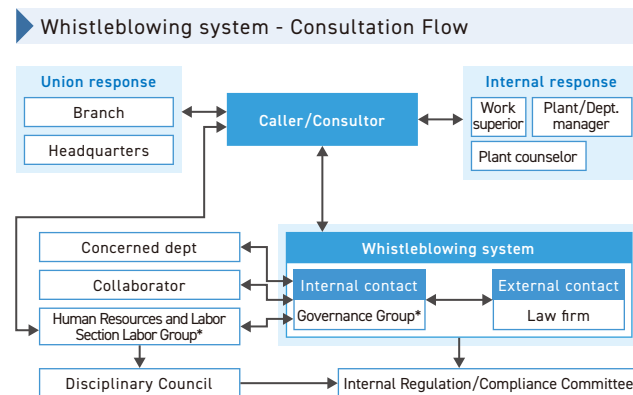
Internal Control Committee

In accordance with its corporate governance system, our company has established an internal system to promote compliance and risk management in conformity with the principles of its internal control system, which is to ensure the appropriateness of business operations in the organization.



Whistleblowing System

We have set up an internal whistleblowing and consultation service called the whistleblowing system for the purpose of preventing, detecting and correcting misconduct at an early stage to strengthen our compliance system. In FY2022, in line with the enforcement of the revised Whistleblower Protection Act, we revised the company regulations and established an operational system that contributes to the protection of whistleblowers.



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

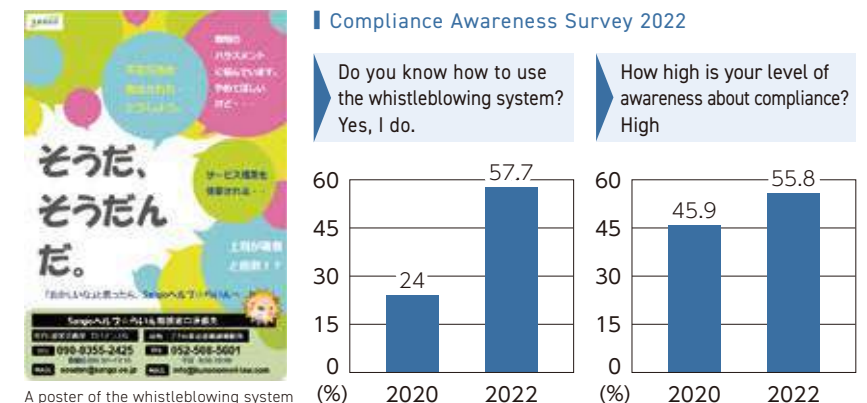
Compliance Awareness Activities

Based on the group policy of "promoting compliance and the creation of an open and energetic workplace," we are engaged in compliance awareness activities throughout the year. In FY2022, in response to the results of the compliance awareness survey, we focused on awareness-raising activities in the workplace, including compliance education for all employees of domestic group companies and declarations from department managers to subordinates.

The lack of awareness about how to use the whistleblowing system, which was highlighted during the previous survey in 2020, was addressed by repeatedly making it known through morning meetings and distributing leaflets. The results of the 2022 survey showed that employees' awareness of compliance had improved. We will continue to promote initiatives from various angles to improve the awareness of compliance among all employees.



Compliance education at domestic group companies



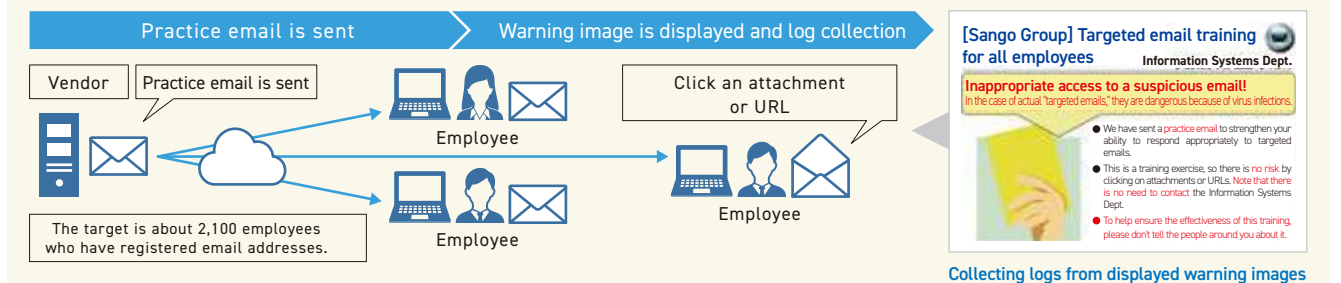
Strengthening Information Security

Our group is actively strengthening information security based on the guidelines of the Japan Automobile Manufacturers Association as a countermeasure against the increasing number of cyberattacks each year.

New initiatives from FY2022

① Targeted attack email training

This was implemented for all employees as a countermeasure against cyberattacks originating from emails. We will continue training to increase sensitivity to dangerous emails and prevent damage.



Collecting logs from displayed warning images

② EDR: Enhanced Security with Endpoint Detection and Response

It is now possible to detect the occurrence of a cyberattack and minimize the damage by smoothly responding to the initial response, in the event of an abnormal occurrence, with the infection containment function.

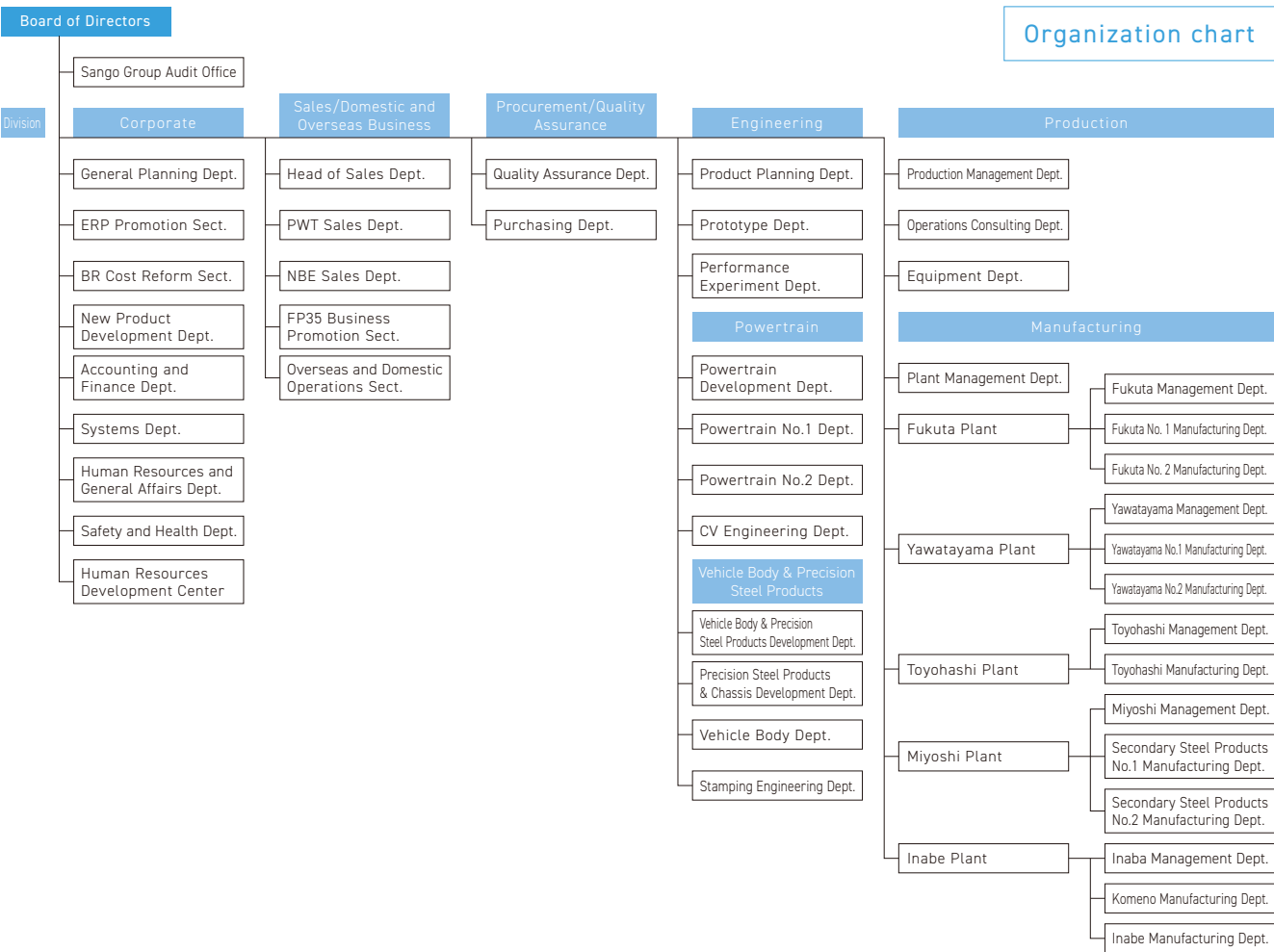
Executives

As of June 29, 2023

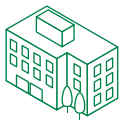
Director		
Name	Post	Administration
Takashi Tsunekawa	Representative Director & Executive President	General Management, Group Audit
Hiromi Sakata	Representative Director & Executive Vice President	General Management, General Planning, Accounting and Finance, Human Resources General Affairs, Human Resources Development Center, Purchasing
Akichi Mizuno	Senior Managing Director	Sales/Domestic and Oversea Div., Purchasing
Shuichi Hase	Senior Managing Director	New Product Development, Quality Assurance, Engineering Div., Powertrain Div.
Kenji Shindo	Senior Managing Director	Engineering Function (Project and Functional Support)
Yoshimitsu Tsunekawa	Senior Managing Director	Safety and Health, Production Div., Manufacturing Div.
Tetsuya Watabe	Director	ERP Promotion, BR Cost Reform, Information System, Vehicle Body & Precision Steel Products Div.
Fumio Takemura	External Director	
Toshio Nakao	External Director	
Akihiko Nakamura	External Director	

Auditors	
Name	Post
Tachiki Takahashi	Auditor
Katsushi Taniguchi	External Auditor
Kazuyuki Iwata	External Auditor

Operating Officers	
Name	Field in charge of
Kenryu Kodama	Accounting and Finance, System
Koji Kubota	Human Resources and General Affairs, Safety and Health, Human Resources Development Center
Yoshihito Yamaguchi	Head of Sales, PWT Sales, NBE Sales, FP35 Business Promotion
Hiroki Ando	Procurement/Quality Assurance Div.
Takashi Yamada	Engineering Div.
Yasuhiko Koda	Powertrain Div.
Eiichi Hayakawa	Production Div.
Hidekatsu Tsuzuki	Manufacturing Div.
Masayuki Hirako	ASI, ASCI, SAM



Name	Post	General Management	Group Audit	General Planning	Accounting and Finance	Human Resources General Affairs	Human Resources Development Center	Purchasing	Sales/Domestic and Oversea Div.	New Product Development	Quality Assurance	Engineering Div.	Engineering Function (Project and Functional Support)	Safety and Health	Production Div.	Manufacturing Div.	ERP Promotion	BR Cost Reform	Information System	Vehicle Body & Precision Steel Products Div.	Head of Sales	PWT Sales	NBE Sales	FP35 Business Promotion	Procurement/Quality Assurance Div.	ASI	ASCI	SAM
Takashi Tsunekawa	Representative Director & Executive President	●	●																									
Hiromi Sakata	Representative Director & Executive Vice President	●		●	●	●	●	●																				
Akichi Mizuno	Senior Managing Director							●	●																			
Shuichi Hase	Senior Managing Director									●	●	●	●															
Kenji Shindo	Senior Managing Director												●															
Yoshimitsu Tsunekawa	Senior Managing Director													●	●	●												
Tetsuya Watabe	Director																●	●	●	●								
Kenryu Kodama	Operating Officers				○														○									
Koji Kubota	Operating Officers					○	○							○														
Yoshihito Yamaguchi	Operating Officers																			○	○	○	○					
Hiroki Ando	Operating Officers											○													○			
Takashi Yamada	Operating Officers												○															
Yasuhiko Koda	Operating Officers												○															
Eiichi Hayakawa	Operating Officers														○													
Hidekatsu Tsuzuki	Operating Officers															○												
Masayuki Hirako	Operating Officers																								○	○	○	



Company Profile



Company Overview	
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	608.81 million yen
Sales*	Non-consolidated gross sales: 304.5 billion yen Consolidated gross sales: 675.4 billion yen
Number of Employees*	Non-consolidated: 2,790 Including Temporary Employees (Periodic Employees, Etc.) Consolidated: 8,129 Including Temporary Employees (Periodic Employees, Etc.)

*As of March 31, 2023

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
Construction piping system

Main banks

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

Customers (in random order)

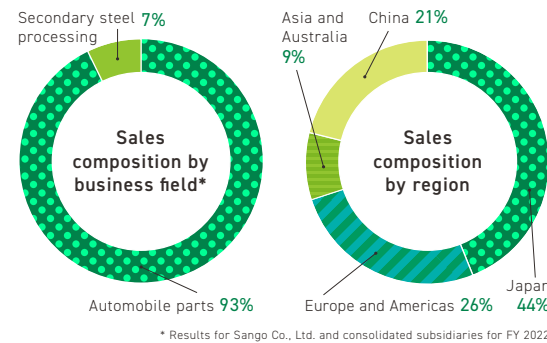
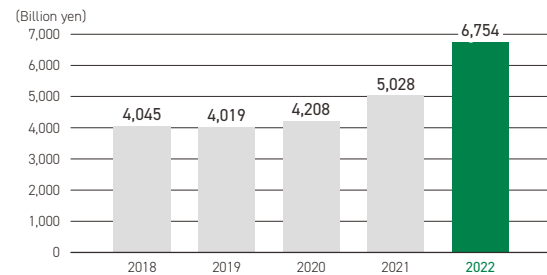
Toyota Motor Corporation
Hino Motors, Ltd.
Daihatsu Motor Co., Ltd.
Nissan Motor Co., Ltd.
Mitsubishi Motors Corporation
Isuzu Motors, Ltd.
SUBARU Corporation
Mazda Motor Corporation
Toyota Industries Corporation
Toyota Motor East Japan, Inc.
Toyota Auto Body Co., Ltd.
Toyota Customizing & Development Co., Ltd.
AISIN 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 and began the stamping business
Sep. 1934 Began business relationship with Toyoda Automatic Loom Works, Ltd.
Aug. 1937 Began business relationship with Toyota Motor Corporation
Jun. 1950 Incorporated to form Sango Co., Ltd.
Sep. 1950 Established Takakura Plant (formerly Nagoya Plant and now the current Head Office)
Mar. 1954 Began production of muffler and exhaust systems
May 1962 Established the muffler and exhaust system laboratory at Nagoya Plant
Aug. 1967 Established Miyoshi Plant (it specializes 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 Head Office (also known as EC035)
Jun. 2015 Built the 2nd Technical Center at Sango's Toyota Technical Center (formerly the 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 Acquired ISO 9001/2015 certification
May 2023 Built the new press building at Fukuta Plant



Sales (Consolidated)



Head Office

1-3-1 Mutsuno, Atsuta-ku, Nagoya, Aichi, 456-0023, JAPAN
TEL +81-52-882-0035
FAX +81-52-882-3562

For more information visit our website



<https://sango.jp/en>

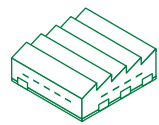
Plants (eight plants in central Japan)

Toyota Technical Center/R&D Center 3-1 Konosu-cho, Toyota, Aichi, 471-0836 TEL: 0565-28-3535 (main) FAX: 0565-28-4463 	Miyoshi Plant 47 Inokuchi, 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 Ikemori, 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 	Komono Plant 2438-1 Kamiaiba, Fujiwara-cho, Inabe, Mie, 511-0502 TEL: 0594-46-8635 (main) FAX: 0594-46-8636

Domestic and Overseas Companies

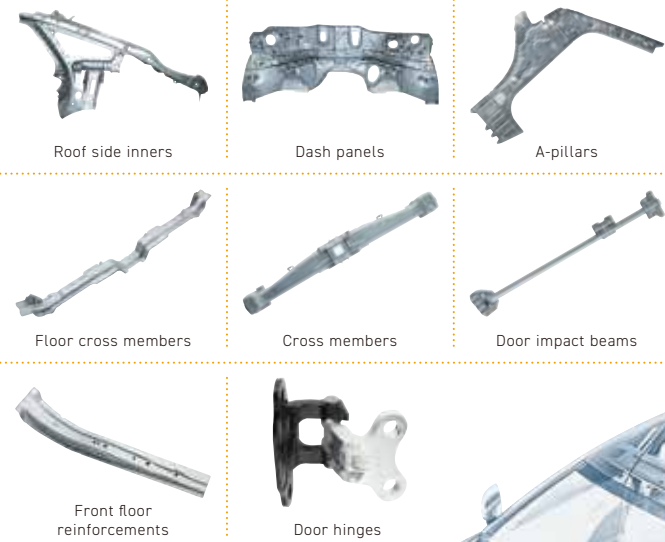
A Sango Hokkaido Co., Ltd. 41-2 Masago-cho, Tomakomai, Hokkaido, 059-1373 TEL: 0144-51-5135	C Sanpuku Co., Ltd. 185-8 Oaza Koishihara, Buzen, Fukuoka, 828-0044 TEL: 0979-84-0735	E Sango Technical Research Institute 17-12 Sakurada-cho, Atsuta-ku, Nagoya, Aichi, 456-0004 TEL: 052-884-3531
B Sango Kanto 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 Co., Ltd. 1-1 Miyashita, Fukuta-cho, Miyoshi, Aichi, 470-0294 TEL: 0561-34-8301



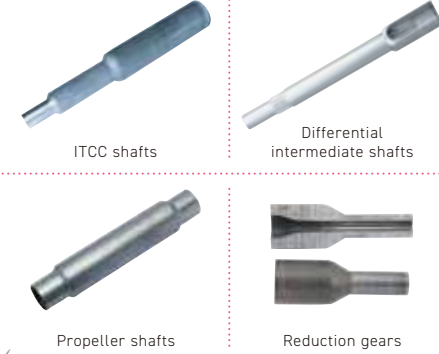


Product Overview

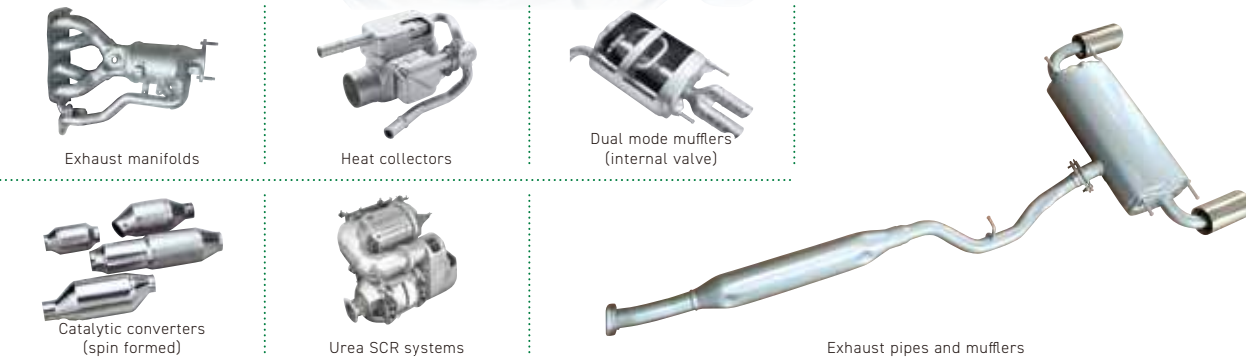
Body and chassis



Drive system



Exhaust systems



Secondary steel products



Non-automotive products

Sango develops non-automotive products by utilizing manufacturing technologies that we have cultivated in the automotive field.



Surgical masks: JIS T 9001 class II

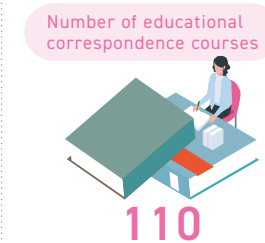
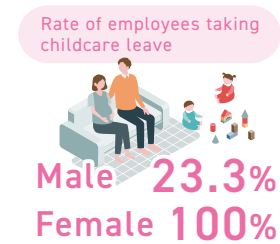
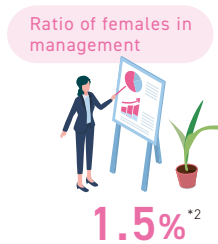
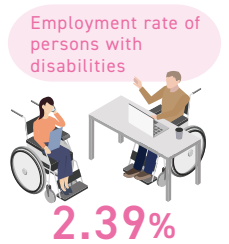
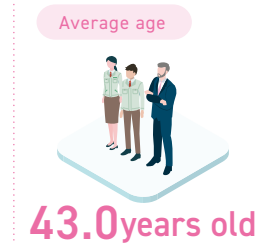
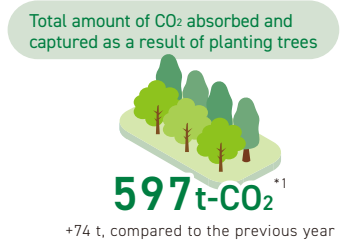
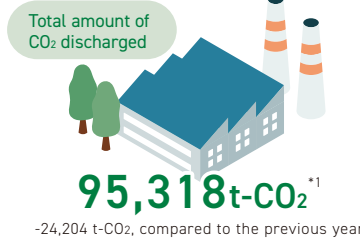


Construction piping system FP35

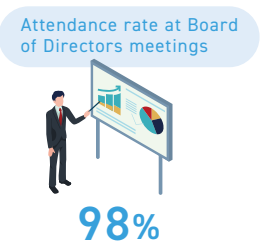


A Look at Sango by the Numbers, FY2022

Environment



Governance



^{*1} Results for all the Sango Group (including directly hired temporary and part-time workers (unmarked parts are values for Sango only))
^{*2} Calculated as females in key positions ÷ employees in management × 100