



Even further efforts to become
“Sango the Environmental Company”

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SANGO Group Report
2024

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Greetings

Sango will contribute to the global and local environment and strive for a sustainable society through product creation.



For 96 years since its foundation and for 74 years since its establishment, Sango Group has grown with our stakeholders by contributing to the development of society and overcoming challenges through our products.

This year marks the fourth year since we set out our goal to become "Sango the Environmental Company" in our Mid-Term Management Plan that we created in 2021. While focusing on improving our development capabilities in the exhaust system business, we are flexibly and steadily launching new initiatives. For a construction piping system

called FP35, one of our new businesses, we are stepping up activities. Also, by strengthening and expanding our automotive body parts business and advancing the development of battery-related parts, we respond to the trend of automakers shifting to electric vehicles. We will continue to pursue technological innovation and the creation of world-class products.

Sango Group will also continue to contribute to the realization of a sustainable society as a company that cares for the global environment and strives for harmony with local communities.

We look forward to your continued support and encouragement.

AKICHI MIZUNO

Representative Director & Executive President

Sango Group Corporate Philosophy

We have reviewed the Sango Group corporate philosophy, which guides how we will continue to develop and contribute to society.

● Review of Company Creed and Corporate Principles

To respond to the ever-changing social situation and market needs, Sango Group has revised its corporate creed and principle. Our previous Company Creed and Corporate Principles have been the cornerstones of our growth and development. To achieve our business growth more sustainably in the future, we have revised them to be more conscious of connecting with society.

Our new Company Creed expresses the company's commitment to the times. In addition, the Corporate Principles articulate the values and beliefs that underpin our business activities and express our philosophy towards the realization of a sustainable society.

● Formulation of SANGO Group VISION 2040

The SANGO Group VISION 2040 sets the direction for our long-term future. This vision describes our perspective for the future. Based on our slogan "Pure AIR & More.", we aim to contribute to society through our business and provide an ambiance where employees feel satisfaction and happiness.

Universal Values

Core values and beliefs that are cherished since the company's foundation

Reason for Existence

A statement of why the company exists. Something that clarifies why this company exists and what it aims to do.

Universal Guideline

Universal guidelines that form the basis of all company activities based on Company Creed and Corporate Principles

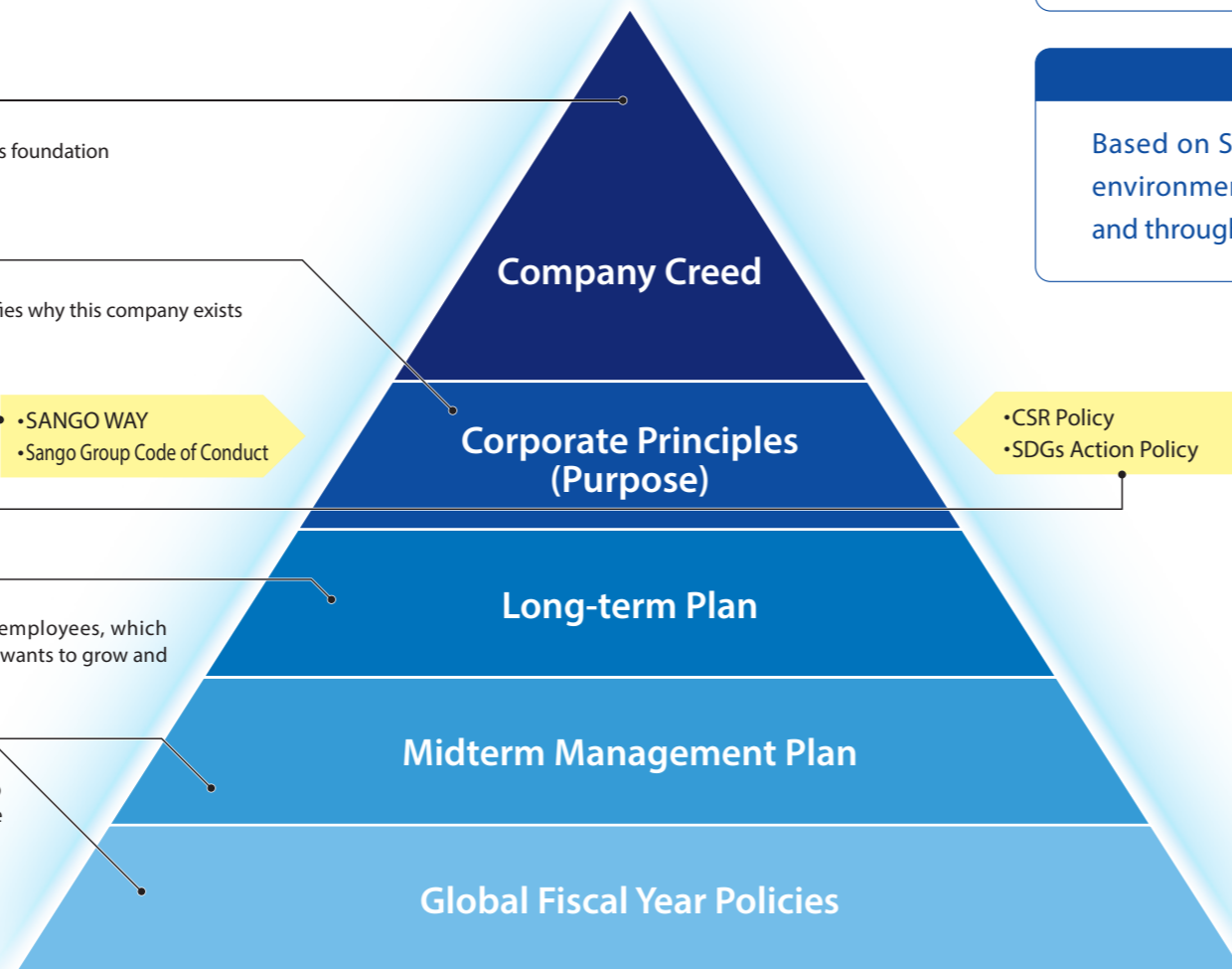
- SANGO WAY
- Sango Group Code of Conduct

Vision of the Future

Goals and dreams that the company wants to share with employees, which clearly state the company's future vision and indicate how it wants to grow and have an impact on society.

Management Plans and Policies

Corporate strategies and tactics to realize SANGO Group VISION 2040. A concrete indication of what actions should be taken and what goals should be achieved.



Company Creed

Sango Group's elements of prosperity
Prosperity for our planet, for our company, and for ourselves

Corporate Principles (Purpose)

To achieve a sustainable society, we aim to be "Sango the Environmental Company" and "A Corporate Group that Cares about People"

- Human Resources Development: form international players, with the spirit of challenge, capability of action and inherited tradition
- Manufacturing: create world-class unique products with technology innovation
- Environmental Creation: work together with local communities to live in harmony with the individual and the earth

CSR Policy

To be a company that contributes to society, is trusted, and grows sustainably



SDGs Action Policy

Based on Sango's Corporate Principles, we shall consider the earth and the environment as we aim to be a company in harmony with local communities, and through our growth, contribute to the creation of a sustainable society.



SANGO WAY (General rules for actions)

The yardstick by which Sango employees judge whether their actions are correct or not.

Sango Group Code of Conduct

A summary of basic guidelines and specific points of attention that Sango employees should keep in mind in their daily life as a standard and as a compass

Long-term Plan

SANGO Group VISION 2040
Pure AIR & More.

- Contributing to a safe, secure and sustainable society through manufacturing and value creation.
- Providing an environment where employees feel satisfaction and happiness through personal growth.

Pure AIR & More.

The Japan Mobility Show 2023 was held mainly at Tokyo Big Sight from October 26 to November 5 in 2023, attracting a total of 1,112,000 visitors.

Sango participated in the event for the first time in 31 years, since the former event “Tokyo Motor Show” held in 1992. Let’s reflect on what we wanted to convey and what we gained through the exhibition.



Sango booth theme and message

This was the first time the event was held after the Tokyo Motor Show changed its name to the Japan Mobility Show. The event attracted participation from industries other than mobility, as well as startups. The theme of the event was “A place to envision the future, together”. What future does Sango want to offer?—A future with a safer and more secure society by creating products with less environmental impact. Our booth theme was “Pure AIR & More.” The theme included aspects of clean air, and more pleasant cities and societies. We appealed to the public about our contributions to society in the past, present, and future through technologies and products that address exhaust emission regulations, vehicle noise issues, and safety performance requirements. The word “more” also refers to the company’s diverse approaches from tuning exhaust sound, thermal management, to development of the construction piping system FP35.



Booth Overview

Although Sango has become a global company with more than 96 years in business and approximately 8,000 employees, our name is not yet widely known among the general public. For this reason, we set up the “35?” monument at the entrance so that people who do not know Sango can enter the booth with interest. The 35 was chosen because when the name Sango is written, it uses Japanese character of three and five. Numbers and keywords were interspersed on the graphic wall to explain our business and CSR activities as if solving a riddle. We incorporated the opinions of young employees in the booth color scheme and design. As a result, we changed the color scheme from the usual green, our corporate color, to bright colors. The new colors include the sky blue color, which reflects our attitude of taking on new challenges. The final image of our booth represented nature, such as the earth, air, and water.

Our booth included video projections on multiple monitors, a sound-bar where visitors could compare exhaust sounds, and displays where visitors could touch our construction piping system FP35 and a superheated steam humidifier. In addition, we released a refreshing mint fragrance and created a dramatic effect by installing overhead curtains that swayed in the wind. The booth was designed for visitors to experience Sango and its products with their five senses.

After the event, our first in 31 years

During the exhibition, more than 20,000 people visited our Sango booth. While we were surprised by the large number of visitors which exceeded our expectations, we were able to hear favorable comments from general visitors to automobile enthusiasts. We felt that many visitors understood and empathized with our efforts. Sango will continue its contribution to society, and create “more pleasant cities and society with clean air.”

For many years, Sango has worked to resolve environmental issues such as vehicle exhaust emissions and noise through our products. In addition, we have been planting trees since 2006, which was ahead of the trend toward a decarbonized society. However, as a business-to-business company, Sango had not been able to sufficiently appeal to the public. We therefore saw the rebirth of the Tokyo Motor Show to the Japan Mobility Show as an opportunity to exhibit and let people know about our company. Under the slogan “Pure AIR & More.,” we will contribute to society as “Sango the Environmental Company.”

Operating Officer/Project Promotion Committee Chairman **Takashi Yamada**



New Challenges Beyond the Automotive Sector

Over the years, Sango Group has built a reputation and credibility in the automotive industry. In 2024, we decided to take on a new challenge and expand outside the automotive sector, establishing a new company to manufacture and sell piping systems for construction. This is a strategic decision to respond to the changing era and the gradual decline of our core exhaust business. It is also an important step in identifying new growth opportunities.

How the Challenge Started

In 2019, we identified the possibility of using our core technology in the construction industry through dialogues with Shin Nippon Air Technologies Co., Ltd., and started the small-scale project of developing construction piping systems using ferritic stainless-steel. In the early stages, we engaged in intense discussions in small groups to address technical issues such as the ability to crimp ferritic steel. At the time, the works were carried out in a corner of the main technical building of Sango Yawatayama Plant. The workspace was filled with an enthusiasm reminiscent of the garage where Apple Inc. was founded. After that, we developed the FP35 construction piping system, which was presented at the 2021 Congress of the Society of Heating, Air-Conditioning and Sanitary Engineers of Japan. We obtained a patent for the system in 2022. As a result, we received recognition for the product value and technology differentiation of our development, and we were able to proceed to the start of commercialization.



FP35 installed, at M Building of Sango's Toyota Technical Center

Features of FP35

- Increased durability and reduced life cycle cost
- Construction labor saving
- Reduced CO₂ emissions

Path to Commercialization

Many issues and efforts were involved in commercialization. Entering new markets required a review of existing business models and a flexible approach. Internally, differences in production methods with those of the automobile industry created a significant gap. Therefore, to share a common understanding of the different market needs, we worked hard to explain and share issues with members of different divisions in our company. Meanwhile, outside our company, we proceeded with discussions with Nowla Engineering Co., Ltd. toward the establishment of a new company. Although differences in the business and organizational culture of the two companies raised some concerns during the discussions, we agreed to promote ferritic steel and reached an agreement to establish a new company.

Future Vision

We aim to create a more prosperous and sustainable future through our core technologies and solutions. To this end, we will continue to take on new challenges, continue to provide new value in diverse fields, and by 2050, aim to become "Sango the Environmental Company," a company that combines environmental business and technology.

Sango was founded 96 years ago with just one small press machine to produce washers for hand-pumps. We have grown from a steel forming company to a system integrator that supplies mufflers. We also expanded to overseas markets at an early stage. When thinking about future solutions in the current trend of automotive electrification, the quickest way to contribute to society is the use of technologies we have cultivated over years. I call this activity "Sango Solutions". The commercialization of FP35 is the first attempt in our strategy going forward. We will overcome challenges with the support of many people to carry out the establishment and foundation of the new company.

Operating Officer **Yoshihito Yamaguchi**



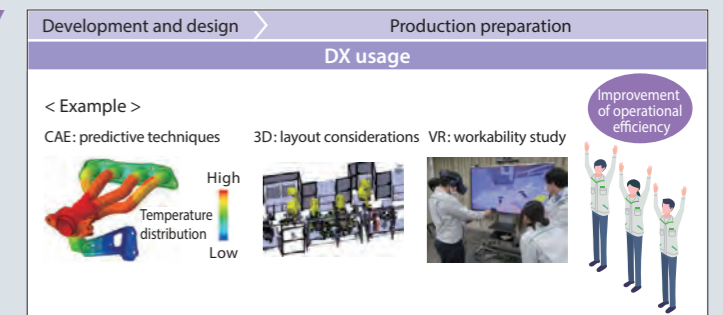
Improving Operational Efficiency with Digital Technology

To promote digital transformation, DX, as a management issue, we established a DX promotion group in 2022. To achieve the revised Mid-term Management Plan 2025, the Engineering Team uses CAE* and 3D to develop, design, and prepare new production; the Production and Manufacturing Team improves productivity by visualizing line operation status and promoting paperless operations; and the ERP Team shifts core systems to ERP, enhancing cost understanding and analysis to visualize and improve profits and losses from multiple angles. We aim to maintain and strengthen competitiveness by using DX to reform the processes of management decisions and production activities.

*Abbreviation of "Computer-Aided Engineering." Refers to software or applications for engineering tasks such as preliminary product design, manufacturing, and process design studies.

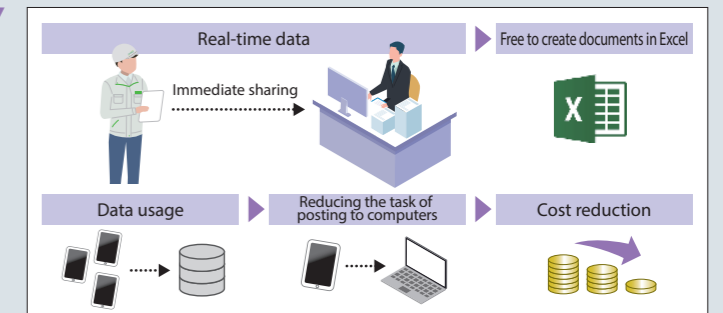
DX Application in Development, Design, and Production Preparation

In development, design, and production preparation, we have introduced predictive technology using CAE, three-dimensional facility layout verification. We also use VR to verify workability before lines are installed. Notably, we have started demonstration trials to improve the accuracy of our production preparation processes. We are also focusing on training DX specialists to improve operational efficiency.



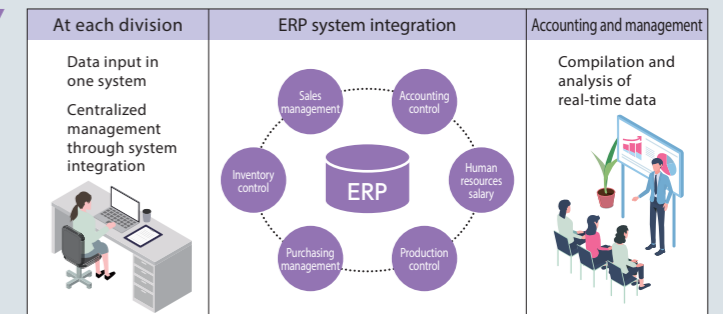
DX Application at Production Sites

We are transitioning from paper-based systems to digital data entry at our manufacturing sites, creating a paperless workplace. With this system, we can also share production data and results of analysis from data in real time. This enables us to immediately address any problems that may occur. By introducing this system, we can reduce the workload on employees and cut costs.



ERP Promotion

ERP integrates the systems that each division has introduced or used independently in the company. By facilitating real-time information aggregation and analysis, it enables optimal allocation, distribution, and effective use of resources such as people, goods, money, and information. Preparations and verification are underway for full-scale operation of ERP in FY2025.



Amid the significant changes in the market environment surrounding Sango Group, we are promoting initiatives to improve profits and gain an advantage over other companies. By leveraging data and digital technologies, we seek to achieve sustainable corporate growth. Rather than simply digitalizing, we aim to optimize operations, implement reforms, and improve productivity from an integrated corporate perspective. Just like the launch of Windows 95 changed our business operations in 1995, we will promote DX reform through a company-wide effort from management to staff.

Operating Officer **Kiyoshi Amano**



Future Talk

A workshop organized by directors was held to frame the new vision, SANGO Group VISION 2040. Employees and an executive who attended the workshop discussed the future of Sango.

Building Together a Better Company for 2040 Pure AIR & More.



Q1 What did you think about the Group VISION 2040 workshop?

Tsunekawa Through this workshop, I realized that many of my colleagues are thinking about the future of our company. Going forward, I feel that if I discuss things with my colleagues and make various suggestions to the company, the workplace will be more vibrant.

Yasunaka When I imagine our society in 2040, there will be more product options for users. I am currently working on new product development, and I hope to be able to develop technology that will become new options.

K.Yamamoto Before attending the workshop, I wondered if my opinions would be heard. But after the workshop, I felt a difference in how my opinions were received. I am very grateful that our company listens to feedback from frontline workers. I'm expecting

that Sango will continue to change positively toward 2040.

M.Yamamoto Some of the participants in their twenties said that there are few people at their workplaces work with energy. My job is to create systems related to human resources, so I was shocked by the gap between my understandings and their feedback. The workshop was a great opportunity for me to grasp the reality of workplaces. I now strongly feel the desire to achieve a work environment where everyone can perform with more confidence by 2040.

Sakata I told participants that I expect them to think for themselves and produce output, and that I wanted to incorporate good output as the essence of our new vision. By discussing issues beyond our company organization and the workplace, I had them use this workshop as an opportunity to consider their future and future of the company. I hope that the workshop will be a starting point for increasing employee engagement.

Q2 Why did the company create a new vision?

M.Yamamoto I think the vision is very important because it states the ideal form pursued by our company, and it is connected to how I work and contribute to the company.

K.Yamamoto I believe that it is necessary to have a vision as a guide. A vision can be a dream or a sense of values to pursue as an aim when guiding subordinates, which is a difficult and important mission of managers.

Yasunaka When our company set the vision, I believed that employees would understand the value of their job and be able to work with confidence and satisfaction.

Sakata Even in a time of considerable changes, people tend to think that the status quo is acceptable. However, if we recognize the current situation, it is apparent that companies need to evolve. Employees need to know their market value to be able to survive, instead of focusing only on internal value. Today, more and more people feel a sense of urgency regarding the current situation. Through our new vision, we want to accelerate the sense of recognition for current circumstances.

Q3 What are you doing to achieve the Group VISION 2040?

Tsunekawa With the spirit of the new vision firmly in mind, I would like to think about what my department can do and formulate the department's policy, not just by myself but with the involvement of my colleagues. Then, we can share the meaning of the vision in a way that is satisfying to everyone. Participating in the workshop strengthened my commitment to moving forward with my colleagues.

Sakata It is significant that the leaders of Sango Group feel that way. It means that we can and will make our company better with our own hands.

Q4 How would you make this experience valuable for the future?

Yasunaka Through the workshop, I have gotten to know the company well, and have learned what actions to take in a series of steps. I would like to use this experience when formulating development strategies of my projects.

K.Yamamoto I have realized that I must be conscious when performing daily tasks; not only thinking about tasks in front of me, but also having a proper view to 2040 and even future ahead.

M.Yamamoto The workshop reminded me of the differences in people's values and ways of thinking. In some situations, what I thought was fine made others feel uneasy. From now on, I will try to take a more encompassing perspective in regard to my surroundings and future.

Tsunekawa I reaffirmed my strong belief that we must continue our efforts to improve the company together.

Sakata I think it is important to have a vision that everyone can relate to. I hope that you will share with others what you have realized and what you have learned from this workshop. I believe that by sharing a vision, every employee can connect to it, and Sango will become a better company. Also, I will develop and implement strategies for sharing the vision not only with employees but also with the local community. The goal is to make "Sango the Environmental Company" an open and vibrant workplace.



What is the SANGO Group VISION 2040 workshop?

A project which was organized directly under the supervision of directors to frame the Vision in which selected employees participated. From July 2023 to January 2024, three teams formed by young and mid-career members and a team of managers and executives, 35 participants in total, discussed a range of topics. They analyzed external and internal factors, presented the corporate mission, discussed the operational direction and targets to achieve the mission, and presented proposals to executives.

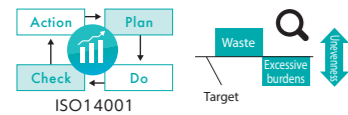
Long-term Environmental Vision: "Sango Environmental Challenge 2050"

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



Challenge 4

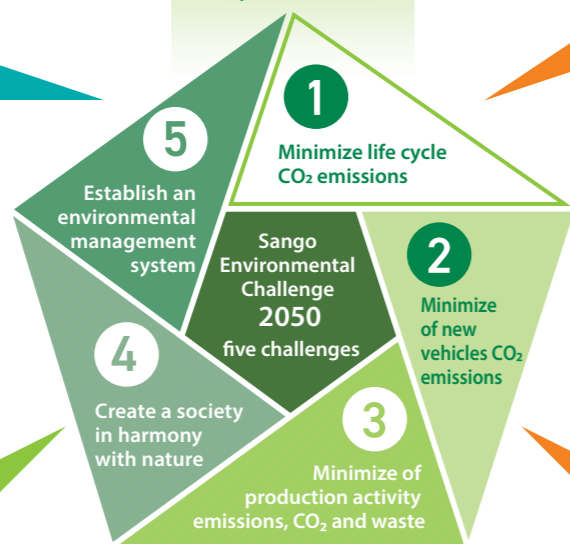
Preservation of biodiversity and protection of our natural environment to realize a society where humans and nature co-exist in harmony

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



Currently, 326 thousand trees. In 2028, 350 thousand trees

Contributing to the sustainability of society and customers



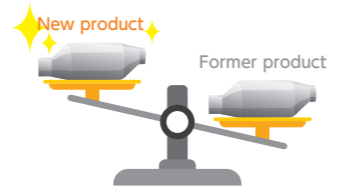
Challenge 1

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



Challenge 2

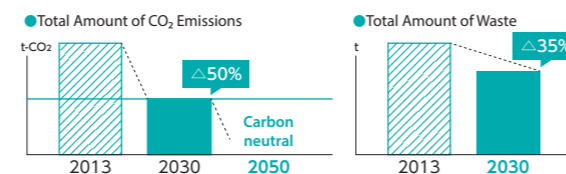
Develop and design high added-value products that contribute to customers' environmental values
→ Contribute to CO2 reduction by improving fuel efficiency through weight reduction



Challenge 3

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

Consolidated management of the Sango Group, from Sep. 2019
Created a medium- to long-term plan for Sango Group globally and commenced operations
Reduce discharges, CO2, waste, chemical substances, water, etc., in all business activities



Implementing the 2nd Environmental Action Plan

To achieve targets in the Sango Environmental Challenge 2050, we have formulated and are promoting the 2nd Environmental Action Plan of our medium-term environmental action plan. It incorporates quantitative targets for CO2 and waste emissions to be achieved by 2026.

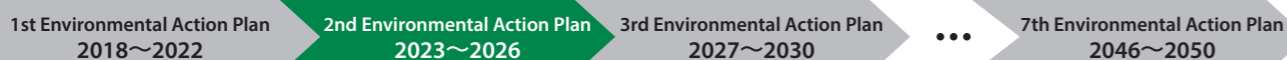
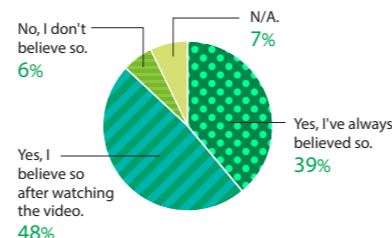
We hold a special event to raise employees awareness in June, which is Environment Month in Japan. In FY2023, we cultivated our understanding of carbon neutrality by watching videos which included familiar examples. In addition, considering the connection between our own operations and carbon neutrality, we made declarations toward carbon neutrality at the individual and workplace level.

By encouraging each employee to take a high interest in the environment and act accordingly, we will meet the 2nd Environmental Action Plan targets and contribute to the realization of a carbon-neutral society.

Results of a Questionnaire in Environment Month

Percentage of employees who believe their work contributes to carbon neutrality.

Number of respondents: 2,380



Sango Group Results for FY2023: Summary of the 2nd Environmental Action Plan

CO2 Emissions and Waste Emissions

FY2023 Targets	FY2023 Results	Scores
◆CO2 Emissions, Scope 1 and 2*1 [Sango Co., Ltd. and its domestic group companies*2] 55,144 t-CO2 (24% reduction from FY2013 level)	41,778 t-CO2	Target Achievement Rate 132% 😊
◆Waste emissions [Entire Sango Group, globally] 6,730 tons (3.5% reduction compared to FY2013)	6,727 tons	Target Achievement Rate 100% 😊

*1. Global standard GHG protocol. Scope 1: direct greenhouse gas emissions by companies. Scope 2: indirect emissions from the use of electricity, heat, and steam supplied by other companies.
*2. As for CO2, (Scope 1 and 2) emissions by overseas group companies, BM targets are set and promoted for each country.

Major Activities and Results

Category	Five Challenges for the 2050 Environmental Vision	Initiatives	FY2023 Results
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	<ul style="list-style-type: none"> • Calculated CO2 emissions by measuring the amount of electricity used during the production of targeted exhaust manifolds, as well as the product life cycle CO2 emissions per unit, including stages of producing raw materials, and transporting and operating vehicles.
	2. Challenge for minimization of new vehicle CO2 emissions	Develop and design high value-added products that contribute to customers' environmental values	<ul style="list-style-type: none"> • Conducted energy consumption surveys on 34 suppliers and shared good practices for improvements. Established the Carbon Neutral Activity Contribution Award to encourage supplier activity. • Reduced CO2 emissions during transport and delivery through cost reduction activities for logistics. • Achieved weight reduction target, reduction of 5.2 kg, for exhaust pipes and manifolds of major models, while also improving performance and complying with legal regulations. • Continued the development of new products that contribute to the environment.
Reduction of environmental burdens through business activities	3. Challenge for minimization of emissions from production activity, CO2 and waste	Reduce emissions and waste from production activities through innovations in manufacturing methods	<ul style="list-style-type: none"> • Considered productivity improvement, equipment and material cost reduction, etc., when implementing new projects to obtain reduction in cost, environmental impact, and CO2 emissions. • Substantial reduction of CO2 emissions made through revision of the workpiece holding method. • Due to the significant effect of measures such as a reduction of oil-bearing wastewater amount by using pressed washing machines to filtrate, we achieved targets despite increased production.
	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	<ul style="list-style-type: none"> • Total number of trees planted reached 326,175, contributing to CO2 absorption of 673 tons. • Toyohashi Plant received the Chairperson's Encouragement Award of the Japan Greenery Research and Development Center for its greening achievements.
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 improvements, strengthen operations and management	<ul style="list-style-type: none"> • Compliance with environmental laws and regulations, and prevention of environmental incidents • Continued ISO14001 certification, reaching certification for 93% of Sango Group companies and sites. • Implemented recurrence prevention measurements through periodic checks (twice a year) of environmental laws and regulations. • Enhancement of communication through active disclosure of environmental information • Obtained B rank in Climate Change and B Rank in Water Security category of the CDP Supply Chain Program. • Held an annual event during Environment Month to raise environmental awareness among employees.

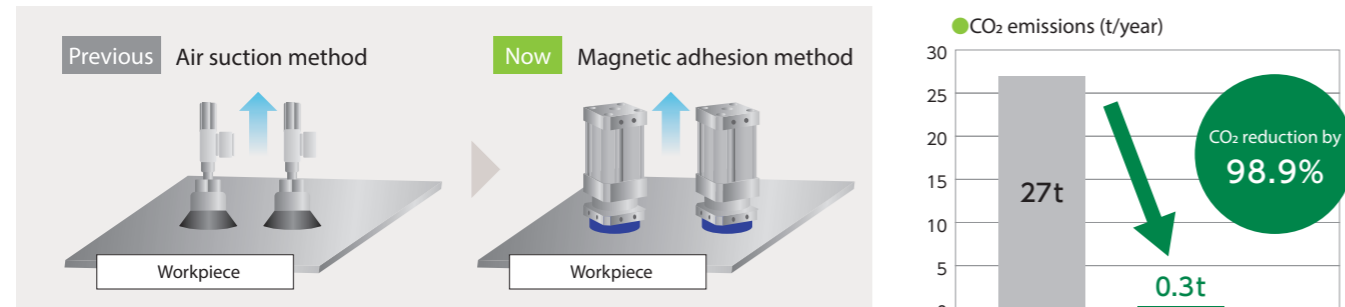
Some of our FY2023 initiatives are presented in detail on following pages.



Reduction of CO₂ Emissions in Life Cycle and from our Plants Challenges 1 & 3



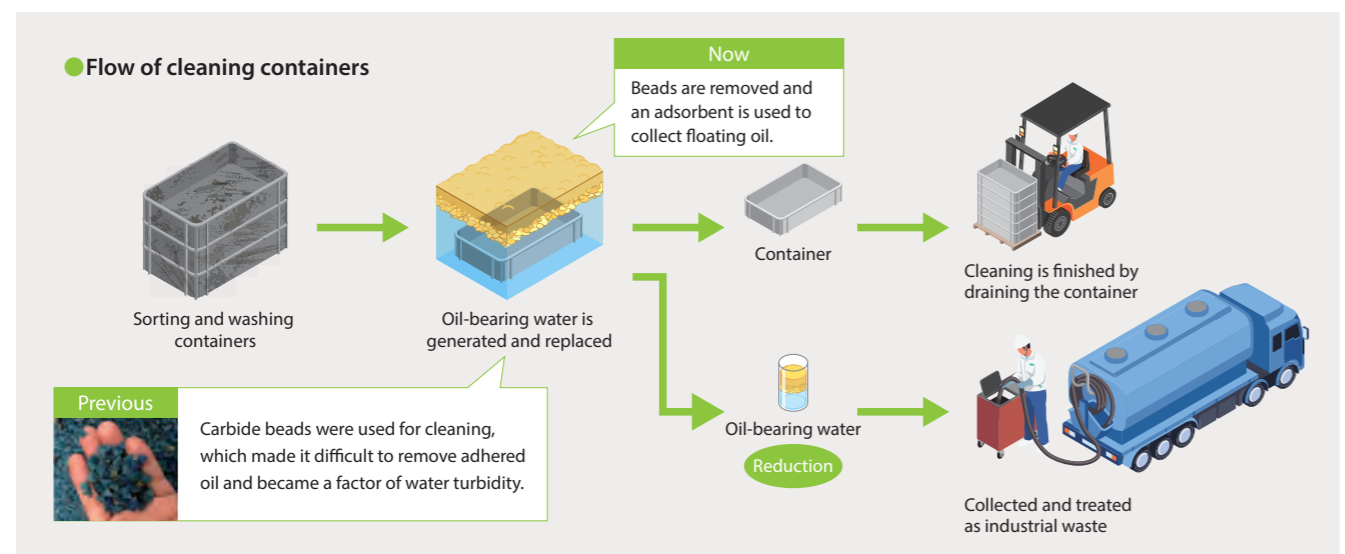
As part of our efforts to reduce environmental impact, Sango has been steadily working to reduce CO₂ emissions and energy conservation in our production activities. Our plants have traditionally used compressed air as a power source. However, due to the high energy consumption and environmental impact of compressed air, we are reviewing the power system across our company. For example, at Inabe Plant, we changed the method of holding workpieces in the hauling process from air suction to a magnetic adhesion method. This change has eliminated the need for large amounts of compressed air, thereby reducing power consumption and reducing CO₂ emissions by 26.7 tons. This improvement can be applied not only to new facilities but also to existing ones. We intend to use this magnetic adhesion method in many facilities in the future to reduce CO₂ emissions across the company.



Waste Reduction in Daily Production Activities Challenge 3



We are working to reduce the amount of waste generated in our daily production activities. We are also eager to make improvements from the perspective of our employees. For example, in Sanpuku, when cleaning up containers used in production, we used to use carbide beads, which were thought to be effective in rubbing off dirt. However, some workers claimed that oil clung to the beads, making it difficult to clean the containers. The dirty beads might be a cause of water turbidity requiring more frequent water changes. As a result of verification, we found that cleaning can be done without beads. We removed the beads and started to use an adsorbent to collect floating oil instead. This made it easier to check the state of washing water. By measuring the oil concentration and changing the frequency of water replacement from regular to an as-needed basis, we were able to significantly reduce the amount of oil-bearing water to be collected and disposed of as industrial waste. This improvement also led to the reduction of working hours.



Production Process Improvements to Reduce Environmental Impact Challenges 1 & 3



We continuously improve and innovate our production process based on employee observations or suggestions to reduce environmental impact. In FY2023, Sango Kanto switched the process for cooling welded products from using compressed air to a compact fan blower. This improvement received the 2023 Environmental Promotion Award from Hino Motors for CO₂ emissions and noise reductions.



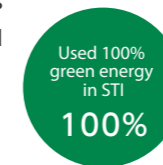
Use of Green Energy Challenges 1 & 3



Aiming to achieve carbon neutrality by 2050, we are promoting activities to reduce CO₂ emissions by using green energy. In addition to Sanpuku and STEM, where solar panels have already been installed, we started operation of solar power generation systems at GSC in March 2024 and at Inabe Plant in July 2024. The system installed at GSC is expected to generate 1.43 million kWh of electricity per year, which can supplement approximately 10% of the plant's electricity compared to the amount of electricity consumed in 2023 and reduce CO₂ emissions by 1,072 tons per year.

On the other hand, STI, whose primary customers are located in Europe, a leading region for carbon neutrality, has been sourcing all of its plant electricity from I-REC* certified green energy since 2022.

*International Renewable Energy Certificate



In Mar. 2024 : GSC installed solar panels at its plants

Tree-Planting Activities in Cooperation with Local Communities Challenge 4



We hold tree-planting activities to improve biodiversity and achieve carbon neutrality. In addition to activities performed by our Group since 2006, we are now actively participating in and cooperating with local afforestation events. In FY2023, SAM cooperated with a local university to hold its first-ever afforestation activities on the campus. Employees of Sango Hokkaido participated in local events such as the Hokkaido Tree Planting Festival and the Hokkaido 1,000 Year Forest Project: Inochi no Mori Tree Planting Festival. In addition to contributing to the local community, we are expanding our initiatives while raising the environmental awareness of our employees.

Another benefit of mature forests is that they help reduce disasters. If a Nankai Trough earthquake were to occur, the location of our Toyohashi Plant would be hit by a tsunami. Therefore, we planted approximately 20,000 around the plant to act as a seawall. In recognition of our ongoing activities, we received the Chairperson's Encouragement Award of the Japan Greenery Research and Development Center at the 42nd National Assembly of the Factory Greening Award Program.



In Nov. 2023 : SAM's first tree-planting activities



In May 2024 : Hokkaido Tree-Planting Festival



In Jan. 2024 : Toyohashi Plant receives award from the National Assembly of the Factory Greening Award Program

Sango's Initiatives for SDGs



In 2022, Sango announced our SDGs Action Policy. We are currently working on 15 SDGs as key themes. To stimulate SDGs actions, local governments in Japan are promoting the registration of companies in the SDGs certification system, and we are actively seeking to enroll.

Every year, our employees declare their personal goals and actions for SDGs. Each department posts its employees' action statement sheets to encourage them to take conscious action toward their declared goals. We believe that our company's efforts and the actions taken by each employee are a powerful force. We will continue to act for the future of the planet.

The most commonly declared goals on SDGs Action Statement Sheets



3,503 employees* from 57 departments made declarations

*Compiled for Sango Co., Ltd. and its domestic group companies



Sango SDGs Action Policy

SDGs company registration in regions as of June 30, 2024

Aichi Prefecture	Nagoya City	Miyoshi City	Toyohashi City	Mie Prefecture	Inabe City	Shimotsuma City	Hokkaido Prefecture
Aichi SDGs Partners	Nagoya SDGs Platform Nagoya SDGs Green Partners	Miyoshi SDGs Promotion Partners	Toyohashi SDGs Promotion Partner	Mie SDGs Promotion Partner	Inabe SDGs Promotion Partner	Shimotsuma SDGs Partner	Hokkaido SDGs Promotion Network

Sango's Social Contributions



We promote social contributions to four priority themes: environment, social welfare, community crime prevention, and disaster recovery. We aim to become a company that contributes to people around the world and local communities.

Summary of Activities in FY2023

Environment	Since 2016, we have conducted activities to exterminate invasive alien species, mainly in Miyoshi City of Aichi Prefecture. We also held cleanup activities around our plants in seven domestic locations and three overseas locations.
Social welfare	We held a blood drive at our Yawatayama Plant and donated food stockpiles to the public interest incorporated Association "We Act" at our Sanpuku. Children's welfare events were held by STI and donations to orphanages were made by SID.
Regional crime prevention	We conducted traffic safety outpost activities around our seven domestic locations.
Disaster Recovery	Donation was given to victims of the Noto Peninsula Earthquake in Jan. 2024.



In Dec. 2023 : A blood drive at Yawatayama Plant



In May 2024 : Cleaning activities around a pond adjacent to XSC

Production Site Improvements



We are engaged in activities to solve problems at production sites based on employees' own ideas. One of these activities is Karakuri kaizen, which are improvements that use simple mechanisms to solve problems without spending much money. At the 28th Karakuri Kaizen Exhibition, Miyoshi Plant's project won the Aichi Prefecture Governor's Award, which is the highest recognition in the Karakuri Kaizen Technology Dissemination category. The judges highly commended the Miyoshi Plant for improving safety and work efficiency during steel delivery operations. We also carry out company-wide improvement activities through creative proposals.



In Nov. 2023 : The 28th Karakuri Kaizen Exhibition held

Initiatives to Improve Customer Satisfaction



By manufacturing safe, high-quality products, we aim to provide customers with greater satisfaction than expected. From among the seven division categories at the Toyota Motor Europe 2023 Awards, STI has won three Division prizes, including the Gold Prize for SUPPLY. Our entire Group is committed to delivering only high-quality products, based on the belief that the person waiting for our products is the "customer," regardless of whether the person receiving it is in our own company or in another company.



In May 2024 : At the award ceremony

Environmental Initiatives in the Supply Chain



From the perspective of Life Cycle Assessment, LCA, we promote initiatives to achieve carbon neutrality together with our suppliers for raw materials and parts. At our monthly supplier liaison meetings, we ask our suppliers to report regularly on their efforts to achieve carbon neutrality. The good practices presented at the meeting are shared between suppliers through activities such as holding on-site tours. At the Suppliers General Meeting in March 2024, we established the Carbon Neutral Contribution Award to further promote actions to reduce CO₂.



In Mar. 2024 : Suppliers General Meeting



In Sep. 2023 : On-site tour of good practices

Strengthening the Supply Chain



Basic Purchasing Policy

Basic Purchasing Policy

Based on the philosophy of co-existence and co-prosperity with our suppliers, we have established the Basic Purchasing Policy and are working together to achieve sustainable growth while deepening partnerships with our suppliers.

01. Open business transactions
02. Mutual growth and development based on mutual trust
03. Promotion of green purchasing
04. Well-thought-out disaster risk management
05. Complete legal compliance and confidentiality



Basic Purchasing Policy

Sustainability Initiatives throughout the Supply Chain

We established the Sango Group Supplier Sustainability Guidelines to promote business activities aimed at realizing a sustainable society together with our suppliers. The guidelines set forth policies on human rights, labor, the environment, and compliance. In addition to social issues such as long working hours, we ask our suppliers to consider environmental issues such as water use and biodiversity, and to comply with laws and regulations. In regard to conflict minerals, we require our suppliers to procure resources and raw materials in compliance with the law. We cooperate with all our suppliers to carry out surveys on conflict minerals.

Promotion of Sango Group Green Purchasing Guidelines

The escalation of environmental problems poses new risks for companies. In April 2023, in order to clarify the contents of Sango Environmental Challenge 2050, we revised the Sango Group Green Purchasing Guidelines by considering current social trends. We aim to achieve sustainable growth with our suppliers while maintaining harmony with the nature.

Strengthening Partnerships with Suppliers

At the Suppliers General Meeting held in March each year, we explain our management philosophy, business environment, and corporate policies, and announce our annual purchasing policy. We share with suppliers issues and targets related to safety, legal compliance, the environment, quality, cost competitiveness, and supply risks. We also endeavor to provide our suppliers with candid advice on a wide range of management issues, including corporate management, finance, human resources, and legal matters, and to propose highly effective solutions.

Establishing a Quality Assurance System

Sango has been establishing a quality management system through the acquisition of ISO9001 and IATF16949 certification. In 2023, SIAP obtained ISO 9001 and IATF 16949 certification. This is the sixth site that has acquired the certifications within Sango Group. Going forward, we will strive to further improve quality to earn the trust of our customers.



ISO9001 (left) and IATF16949 certificates

Human Resource Development at Manufacturing Sites

Since FY2019, Sango and its domestic group companies have been working hard to obtain TPM Specialist certification, with the aim of achieving disaster-free, defect-free, and breakdown-free facilities and workplaces. In FY2023, a record 53 of Sango's employees passed TPM Specialist Certification Examination (Level 1: 14 employees, Level 2: 39 employees). As result, 129 employees in total have obtained the certification. In addition, we continuously organize in-house skills tests and the SANGO-RIN, Sango's in-house skills Olympics, and encourage employees to take up the challenge of national skills tests. Through these initiatives, we are developing human resources with the knowledge and skills needed at manufacturing sites.

Number of employees who have passed TPM Specialist Certification Exam: **129** in total



In Jun. 2024: SANGO-RIN

Safety Training Using VR

Targeting zero disaster, we conduct a variety of safety education programs for employees. Since FY2022, we have been using virtual reality equipment to conduct safety training based on STOP6*. In FY2023, we trained a total of 1,254 employees, adding 967 general employees and 287 managers who had already taken the course a year before. We will continue to provide safety training and extend safety awareness by presenting case studies based on accidents that have occurred in our company.

Total number of participants **1,254**



Safety training using VR

*STOP6 is a set of rules to prevent the six most commonly-occurring incidents which can lead to serious or semi-serious accidents: pinching or entanglement, crashing with a heavy object, colliding with a vehicle, falling, electric shock, and contact with heated objects

Initiatives to Promote Employees' Health

Since 2020, we have implemented health management initiatives based on the Sango Health Declaration, which states that "a healthy mind and body are the origin of everything." We believe that maintaining healthy working conditions for our employees will lead to our development and an increase in the social value of our company. A health counseling office staffed by nurses has been set up at each plant. These offices provide daily support to employees who do not feel well or need health advice.

We also conduct various activities throughout the year to prevent disease and promote health, including in-house dental checkups, influenza vaccinations, and provision of individual health guidance on exercise, diet, quitting smoking, etc. In FY2023, we focused on female health and started activities to support specific health issues for women, such as holding one-on-one meetings between female employee and nurse. These efforts were highly evaluated, and in FY2024 we continued to be certified as an outstanding health management corporation.

● Health counseling offices **6 sites**

● **9 health consultants** (includes 2 industrial counselors)



Human Resource Development

We have positioned human resource development one of the pillars of our company's corporate principles. We provide educational courses and training covering a wide range of topics, from new employees to midcareer employees and managers. To effectively operate our new personnel system launched in FY2023, which is a system suited to each stage of growth and activities of employees, we are initiating role-based training and selective training, as well as encouraging and supporting self-directed learning.

● Sango Training System

Hierarchy level	Programs for each level, group and online training		Self-development courses	Training for selected employees
Managers	•Executive and managerial training	•Core employee training		Training for managerial candidates
Chief position	•New chiefs' training •Creative problem solving, application	•Practice on-the-job training •Quality control (QC) advisor training		Midcareer selection training
Midlevel employees	•Midlevel employee training •Developing problem solving, application	•Leadership •Toyota Production System (TPS)		Overseas trainees
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 expression	•How to make work arrangements •Business manners		

Feedback from a Participant in Midcareer Selection Training

I participated in an external school to learn about leadership with people outside the company. It was a very challenging three-month curriculum. Students were expected to prepare and complete assignments before every class. My range of thinking was broadened by exchanging opinions with people from different industries, reviewing various case studies, and learning about workplace practices. I became aware of myself as a candidate for leader, and I will strive to be a leader who can produce results and develop human resources.



Mr. Sugiura
Human Resources and
General Affairs Dept.

Creating a Comfortable Work Environment

Encouragement to Use All of Annual Paid Leave

We encourage our employees to use all of their annual paid leave so that they can enjoy both their work and private life. In FY2023, by raising awareness among employees in regard to changing their workstyle, we took action to create a workplace where it is easier to take paid leave. For example, we asked employees to create personal plans for using paid leave and renovated the time clock attendance systems to clearly show the number of paid leave days remaining. As a result, the paid leave usage rate reached 91.6%, which was an improvement of 5.6% from FY2022.

In FY2024, we began full-scale initiatives aimed at eliminating unused paid leave. We are actively promoting the use of 35VACATION, which consist of three paid leaves plus the weekend, in total five consecutive holidays. We also encourage employees to take paid leave vacations to celebrate birthdays, wedding anniversaries, and other important occasions.

Rate of annual paid leave taken in FY2023 **91.6%**

Supporting Individual Capability

We strive to be a company where employees with diverse characteristics and lifestyles can make the most of their abilities and skills. Qualified counselors help employees with disabilities to work with confidence. We also have a reemployment system which is used by more than 80% of employees who have reached retirement age. Interviews on career goals are conducted in the same way as before reemployment, and evaluations are reflected in the compensation system to increase employee motivation.

We are establishing systems that enable our employees to work longer in accordance with their family circumstances as well. In terms of childcare support, we have systems such as childcare leave and shorter working hours, which are available to both men and women. We also offer maternity benefits, school enrollment benefits for children, and a nursing care leave system.

Initiatives to Respect Human Rights



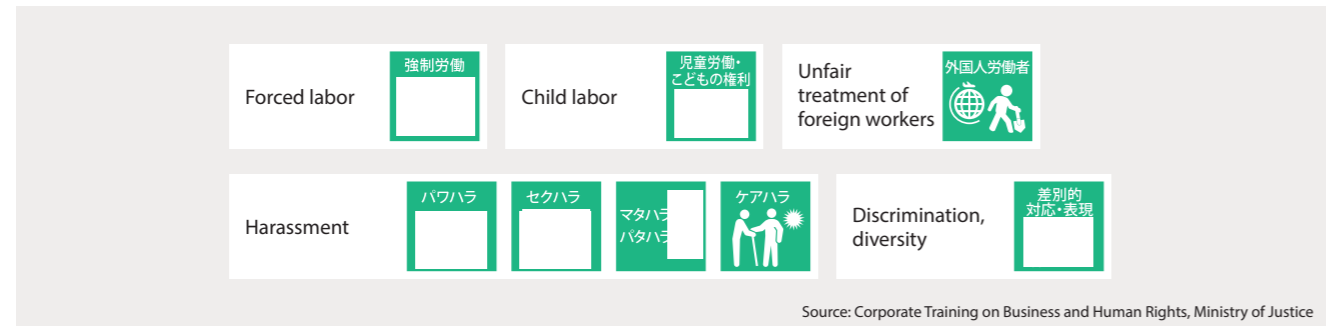
Formulation of a Human Rights Policy

Recently, the importance of corporate commitment to human rights issues has expanded. As a member of society, Sango recognizes the importance of respecting human rights in all our activities and has clearly stated our basic stance on human rights in the Sango Group Human Rights Policy. We respect and support human rights in all countries and regions involved in the business activities of Sango Group and contribute to the realization of a sustainable society.



Sango Group Human Rights Policy

Key Themes of the Human Rights Policy



Building a Human Rights Due Diligence Mechanism

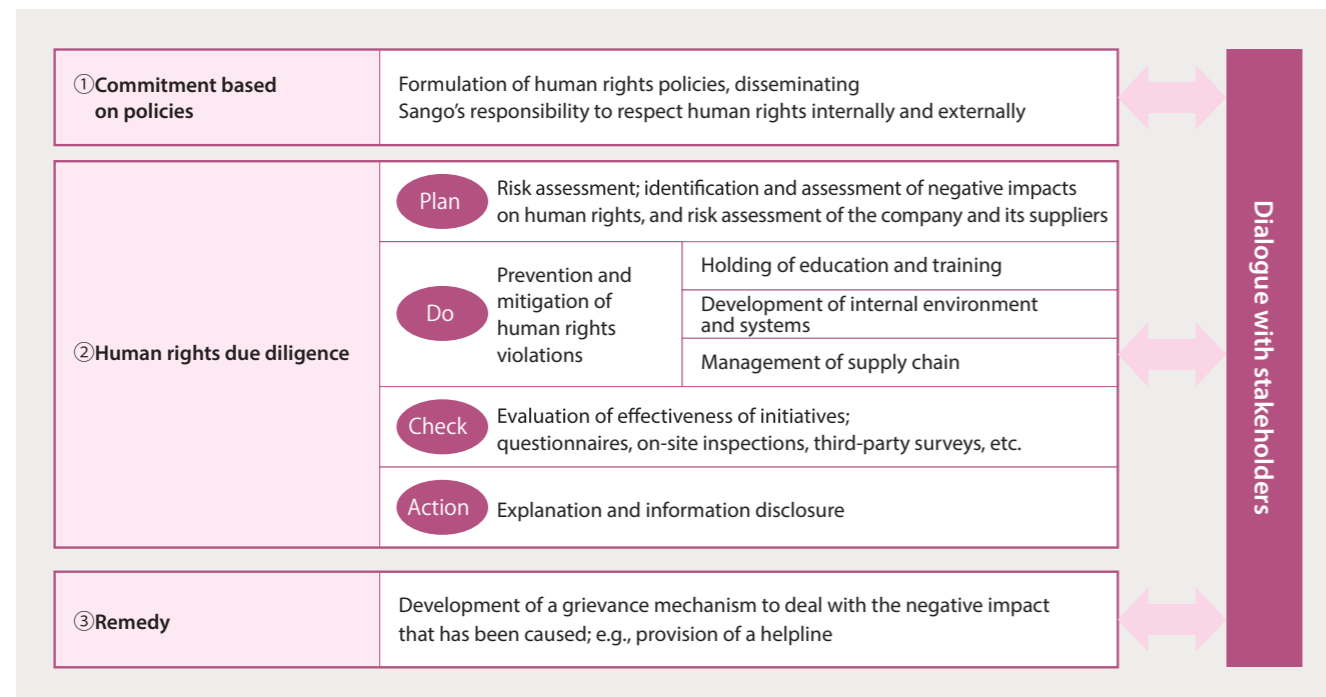
Based on our human rights policy, we have established a human rights due diligence mechanism to identify any negative impacts on human rights in our business activities, and to prevent and mitigate those impacts.

Education and Trainings

Through monthly morning meetings, company newsletters, and e-learning programs, we provide education and training to create a corporate culture that respects human rights.

Overview of Human Rights Response in the Sango Group

Through the PDCA cycle, we will continue to conduct human rights due diligence and address human rights risks.

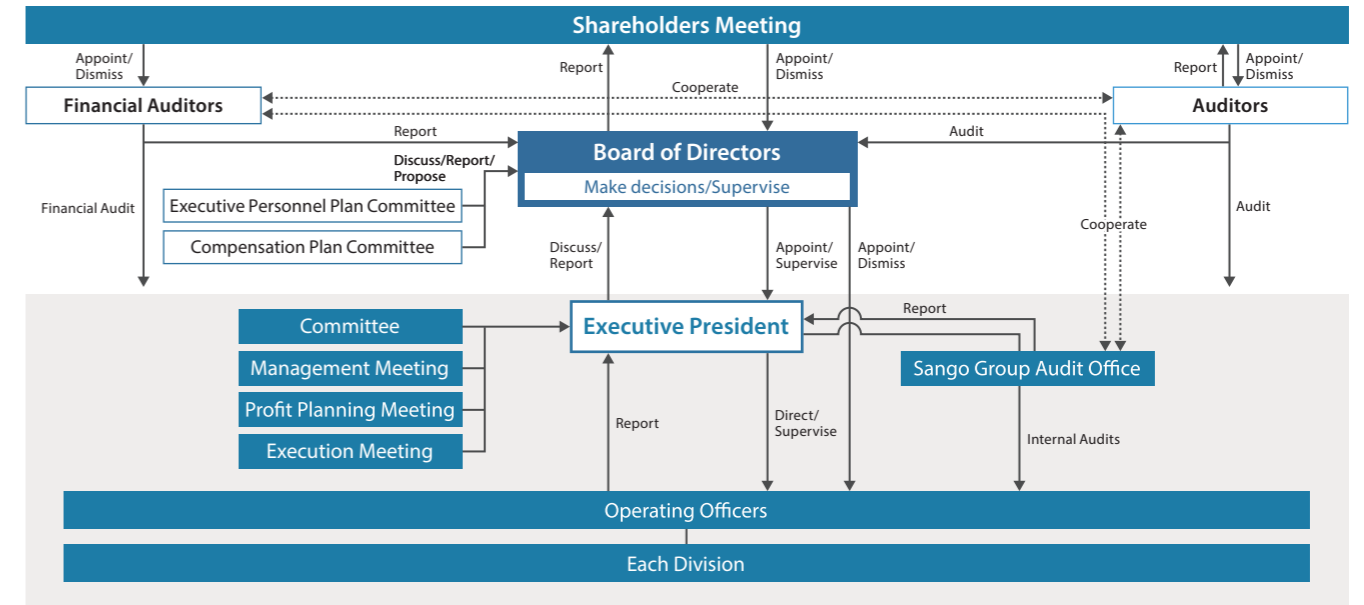


Corporate Governance System

We are working to fortify our corporate governance system by monitoring and establishing a control system to ensure fair judgment and operations in corporate management. We are working to enhance corporate credibility by preventing the occurrence of disgraceful affair and by promoting the company's sustainable growth and medium- to long-term improvement of corporate values.

We have established the corporate governance system shown below. This system enables us to quickly make transparent and fair decisions while considering all our stakeholders, including our employees, shareholders, customers, suppliers, and local communities.

Corporate Governance System



The highest decision-making body in the Sango Group is the Board of Directors, which consists of 10 directors, including three external directors. The board 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 June 27, 2024.

Executives As of June 27, 2024

Representative Director	Representative Director & Chairman	Takashi Tsunekawa		
	Representative Director & Executive President	Akichi Mizuno		
	Representative Director & Executive Vice President	Hiromi Sakata		
Senior Managing Director	Shuichi Hase	Kenji Shindo	Yoshimitsu Tsunekawa	
Director	Tetsuya Watabe	Akihiko Nakamura*1	Ayako Kino*1	Mina Ito*1
Auditor	Tachiki Takahashi	Katsushi Taniguchi*2	Kazuyuki Iwata*2	
Operating Officer	Kenryu Kodama	Kiyoshi Amano	Koji Kubota	Yoshihito Yamaguchi
	Kengo Iwata	Satoshi Sakane	Takashi Yamada	Yasuhiko Koda
	Masayuki Hirako	Osamu Ogata	Hidekatsu Tsuzuki	Genichi Kamizuka
	Eiichi Hayakawa	Hiroki Ando		

*1 External Director
*2 External Auditor

ESG Governance

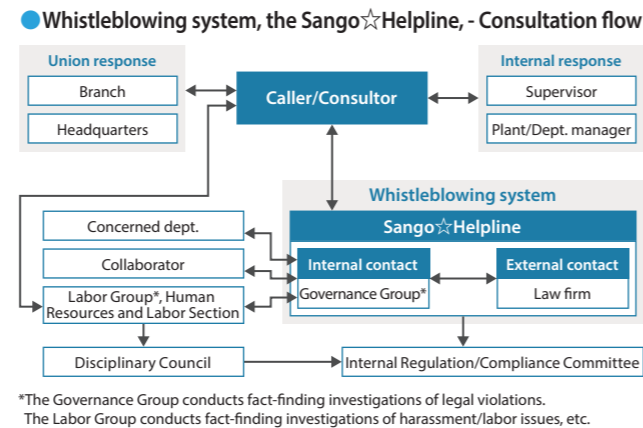
Internal Control Committee

In accordance with our corporate governance system, Sango has established an internal control system to ensure the appropriateness of operations. We also actively promote initiatives for compliance and risk management.



Whistleblowing System

We have set up an internal whistleblowing and consultation service called the Sango☆Helpline to strengthen our compliance system by preventing, detecting, and correcting misconduct at an early stage. In FY2023, we strengthened the operation of the whistleblowing system so that we can act in cooperation with domestic group companies in addition to Sango.



Efforts to Strengthen Corporate Governance

To strengthen corporate governance, the Sango Group invited lawyers to give a seminar to executives and general managers in December 2023. We held lectures on laws and regulations related to technology and know-how, and held workshops to consider countermeasures for case studies. Based on a higher level of awareness toward compliance, we will take the utmost care in the handling of information. This will lead to sustainable growth and further enhancement of our corporate value.



In Dec. 2023 : Managerial seminar

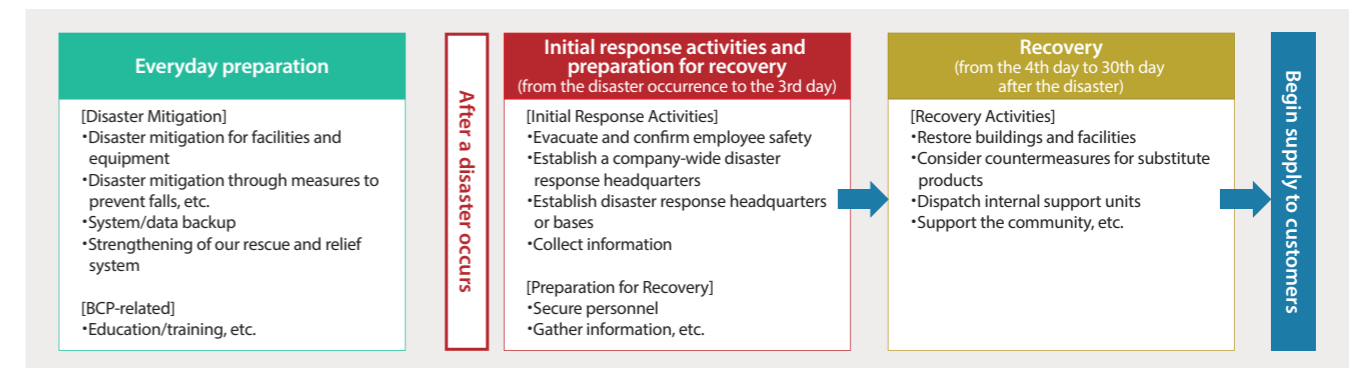
Basic Policies of the Business Continuity Plan (BCP)

The three Basic Policies of our BCP are “Ensuring the safety of human life,” “Early recovery in the disaster areas” and “Business continuity through prompt and reliable recovery in the Sango Group.” Based on these policies, we are proactively engaged in preventive activities such as continuous improvements and trainings. These activities range from everyday preparation to actions required for prompt resumption of business in the event of a disaster.

● Results of Activities: continuous improvement and training in FY2023

Countermeasures against flood damage of electrical units	Implemented on 2 units in Toyohashi Plant
Initial BCP training	Conducted at 7 of 10 sites
Safety report training	Conducted 3 times a year (before long holiday periods)
Activities to raise employee awareness	Presentation in morning meetings: 2 times, since Jan. 2024 Publication in company newsletter: once, since Jan. 2024

● BCP Activity Flow

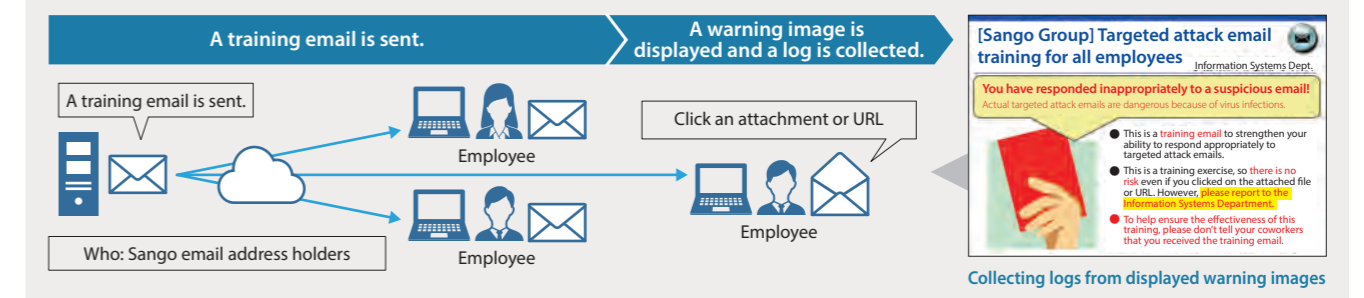


Strengthening Information Security

The Japan Automobile Manufacturers Association (JAMA) and Japan Auto Parts Industries Association (JAPIA) have developed security guidelines to improve the level of cybersecurity measures throughout the automotive industry. Based on these guidelines, Sango is actively working to strengthen our information security against cyberattacks, which are increasing every year. To achieve 100% of levels 1-3 of the guidelines, we train to ensure production continuity after cyberattacks and take measures such as multi-factor authentication.

● Targeted Attack Email Training

We hold repeated training to increase our employee’s sensitivity to unsafe emails and prevent damages. In FY2023, we increased patterns and frequency of training for all employees against email-based cyberattacks.



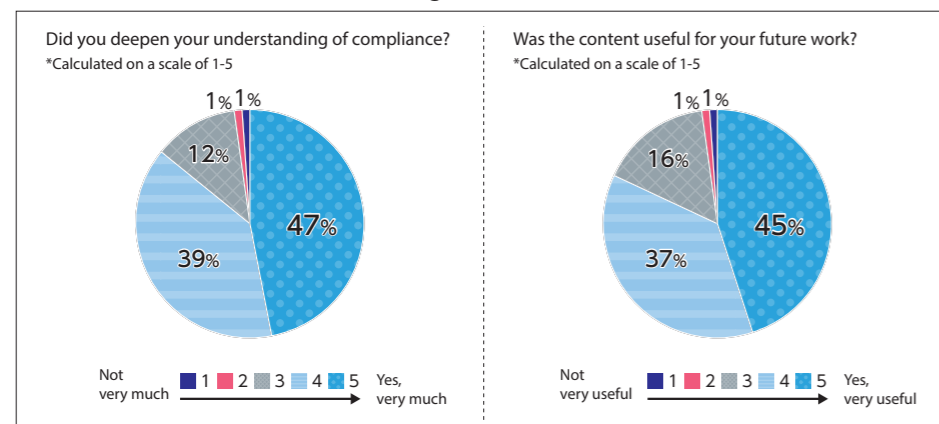
Corporate Compliance Initiatives

Recently, a series of compliance violations has been exposed in the automotive industry, which has led to a loss of trust from customers and the general public. We are keenly aware that this is not an isolated incident. Similar violations could occur in our company, and we will continue to promote compliance awareness activities so that every employee is conscious of compliance as a personal issue.

Based on our policy of “enhancing each employee’s awareness of compliance and conduct code,” Sango organized compliance training for 2,846 employees in FY2023. Between this and the FY2022 training that was conducted for employees of domestic group companies, all employees in the Sango Group have participated in training, including executives and general managers.

In the training, we ensured that participants clearly understood the substance of compliance violations by showing specific case studies that were relevant to our work environment. We also made the training face-to-face so that participants could resolve their doubts during the workshop. After the training, participants commented that they had obtained a deeper understanding of compliance and would be more careful in their own behavior. The training was an excellent opportunity to raise compliance awareness in our company. We will make the training content available on intranet so that it can be reviewed by employees. In addition, we will make further efforts to increase understanding of the training and raise compliance awareness in our company.

● Result of a Questionnaire after Training



Video Message, Compliance Promotion Month in FY2023



Compliance training

Company Profile

Company Overview

Company Name	Sango Co., Ltd.
Representative	President Akichi Mizuno
Head Office	1-3-1 Mutsuno, Atsuta-ku, Nagoya, Aichi, JAPAN
Founded	June 1, 1928
Incorporated	June 1, 1950
Capital	100 million yen
Sales ^{※1}	Non-consolidated gross sales: 349.8 billion yen Consolidated gross sales: 729.4 billion yen
Number of Employees ^{※1}	Non-consolidated: 2,804 Consolidated: 8,494 Including temporary and fixed-term employees, etc.

※1 As of March 31, 2024

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.

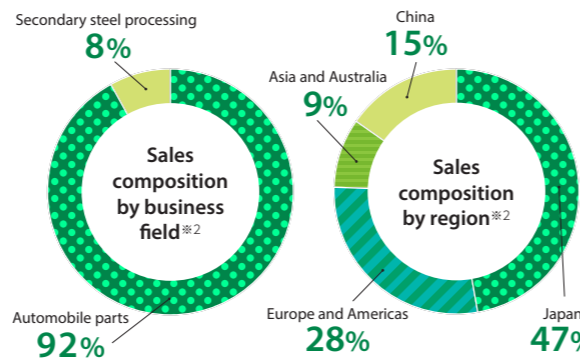
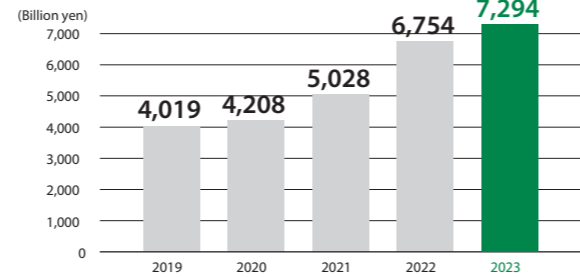
Customers (in random order)

- 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, 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 Founded Arvin Sango, Inc., a joint venture with Arvin Industries, 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 ECO35
- 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
- Jun. 2021 Acquired ISO 9001/2015 certification
- May 2023 Built the new press building at Fukuda Plant

Sales (Consolidated)

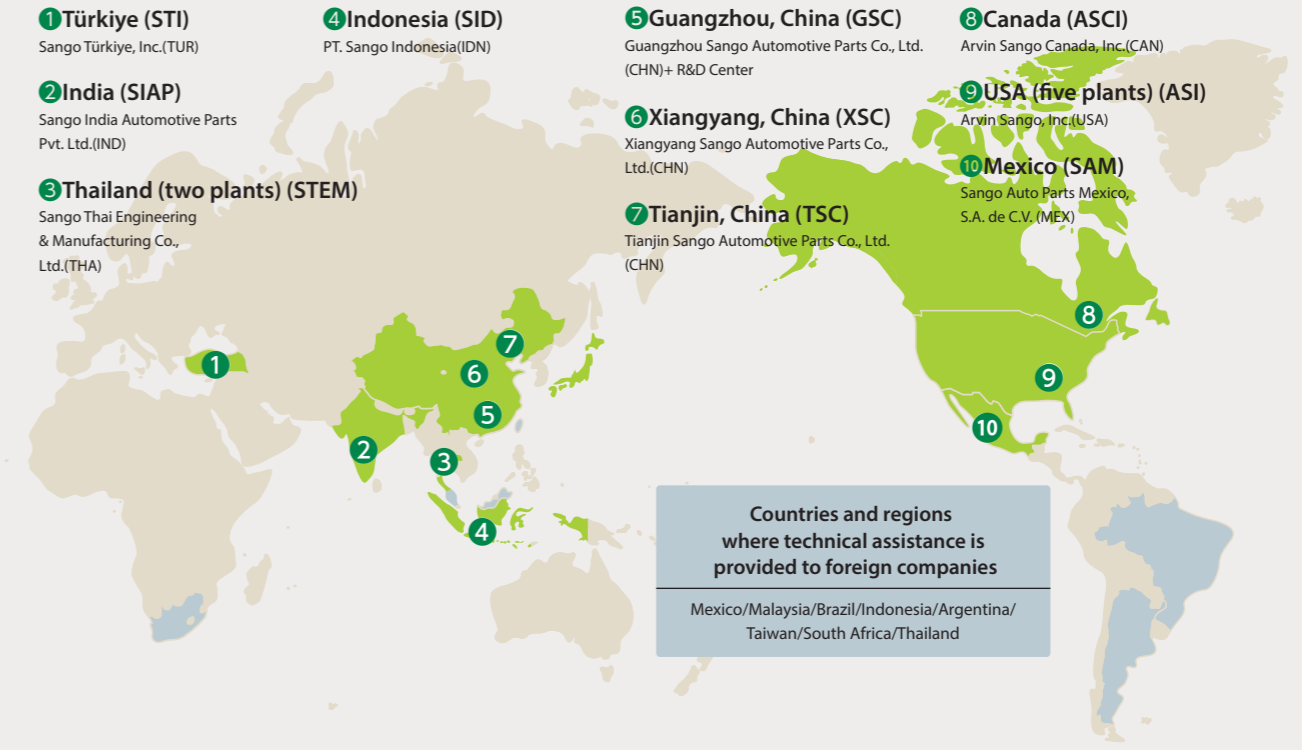


Domestic and Overseas Companies



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

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



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



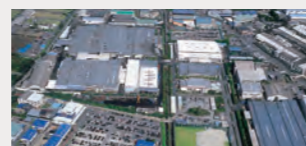
Miyoshi Plant

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 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



Komono Plant

2438-1 Kamiaiba, Fujiwara-cho, Inabe, Mie, 511-0502
TEL: 0594-46-8635 (main)
FAX: 0594-46-8636



Products Overview

Body and chassis

- Roof side inners
- Dash panels
- A-pillars
- Floor cross members
- Cross members
- Door impact beams
- Front floor reinforcements
- Door hinges

Drive system

- ITCC shafts
- Differential intermediate shafts
- Propeller shafts
- Reduction gears

Exhaust system

- Exhaust manifolds
- Heat collectors
- Dual mode mufflers, internal valve
- Catalytic converters, spin formed
- Urea SCR systems
- Exhaust pipes and mufflers

Secondary steel product

- Cold finished bars
- Carbon steel pipes for mechanical structure purposes
- Cold finished bars, drawn
- Steel wires for cold heading and cold extruding, drawn
- Cold forged products

Products for the Construction Industry

We are leveraging our automotive parts manufacturing expertise to develop products across various industries.

Construction piping system FP35

Sango by the Numbers, FY2023

Environment

Total amount of CO₂ discharged

91,720 t-CO₂^{*1}
a decrease of 3,598 t-CO₂ compared to the previous year

Total number of trees planted

326,175^{*1}
an increase of 5,808 trees compared to the previous year

Total amount of CO₂ absorbed and captured as a result of planting trees

673 t-CO₂^{*1}
increase of 76 t-CO₂ compared to the previous year

Social

Number of employees

8,494^{*1}

Average age

43.5 years old

Female employees

7.9%

Average number of years at the company

18.5 years

Employment rate of persons with disabilities

2.47%

Females in management

1.8%^{*2}

Childcare leave acquisition rate

Male 38.1%
Female 100%

Employees who return from maternity leave

97.4%

Paid leave acquisition rate

91.6%

Average overtime work hours

27.69 hours/month

Number of training courses

77

Number of educational correspondence courses

116

Number of employees who have acquired the National Trade Skill Test & Certification qualification

263

Governance

Number of Directors, including three external directors

10

Number of Auditors, including two external auditors

3

Number of Board of Directors meetings held

14 times/year

Attendance rate at Board of Directors meetings

96%

Number of whistleblower consultations on the Sango Helpline

54 cases/year^{*1}

Attendance rate of compliance training course^{*3}

99.86%

Total number of employees who participated in security training

2,302/year

^{*1} Results for the entire Sango Group, the number of employees including directly hired temporary and part-time workers (unmarked items are values for Sango only)
^{*2} Calculated as: females in key positions ÷ employees in management x 100
^{*3} Training course on legal compliance, human rights issues (harassment, discrimination, diversity, etc.) and ethics