Key Initiatives in 3Q (1)

Implementation Status of the Six Recurrence-Prevention Measures:

We are promoting the recurrence-prevention measures in line with the action plan announced in the second-quarter financial results.

Six Recurrence Prevention Measures	Status of Implementation
1. Commitment from Top Management	• Internal disclosure of Q&A on Investigation Committee findings • Messages from top management at the semiannual address and new employee ceremony • Website launched to share progress on communication initiatives
2. Reform of Corporate Culture and Employee Mindset	• Employee-participation workshops on corporate philosophy • President's Town Hall Meetings (twice) • Management training programs (team-vision, diversity) • FY2025 manager rotation: 105 / 679 (15%) • Company-wide compliance education (e-learning, lectures) • Clarification of merit-based rewards and disciplinary actions



Website launched to disclose initiative progress



Workshops on corporate philosophy (50 participants across the Group)



President's Town Hall Meetings (700+ participants each, incl. remote)

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Key Initiatives in 3Q (2)

Six Recurrence Prevention Measures	Status of Implementation
3. Improvement of Business Processes	• Clarification of Three Lines Model roles through updated management regulations • Pilot initiatives in model departments to digitize test/inspection transcription • Visualization and standardization of operational tasks, with phased rollout
4. Initiatives to Prevent Quality Misconduct	• Ongoing Quality Compliance Committee meetings (four times/year) • Enhanced consultation functions via chatbot (556 consultations as of Dec. 2025) • Development of reference guidelines based on cases at other companies
5. Securing Personnel for the Quality Assurance Department	• Increase of 14 personnel since organizational launch (total 136 as of Dec 2025) • Quality-compliance education and team-building training for plant employees
6. Strengthening the Supervisory Function of the Board Directors	• Reporting to the Board on Compliance Committee activities for FY2025 1H (twice/year)

- We are evaluating the effectiveness of the recurrence-prevention measures together with external experts, Nagashima Ohno & Tsunematsu, which served on the Special Investigation Committee.
- The firm has assessed that while the measures implemented or under consideration are effective in preventing reoccurrence, ongoing verification is required.
- We will continue to verify their effectiveness and revise the measures as necessary.

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