

Connect, Communicate and Create

 **TECHNO ASSOCIE CO., LTD.**

# CSR Report 2018

**CORPORATE SOCIAL RESPONSIBILITY**

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### Editorial Policy

This CSR Report contains major information on Techno Associe's basic approach to CSR, its fiscal 2017 results, and its future policies and plans.

#### ■ Organizations Covered

All domestic business offices of Techno Associe Co., Ltd., one domestic affiliate (Tobutsu Techno Co., Ltd.), and some overseas offices

#### ■ Period Covered

Fiscal 2017 (from April 1, 2017 to March 31, 2018)

Data on actual results are for fiscal 2017. Activities described include some that pertain to fiscal 2018.

#### ■ Date of Publication

September 2018

#### ■ Next Scheduled Publication Date

August 2019

# Message from the President

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**Aiming to become a company  
that contributes to society**

## Continuing Business Activities for a Sustainable Society

We thank all of our stakeholders for their understanding and support in promoting our business.

We promote our business adhering to our corporate principle, “contributing to the creation of a better society and environment.” In recent years, in response to growing social demands for CSR activities, we have set high goals for each of our commitments and ensure that each of our employees has a strong awareness of creating and promoting a sustainable society.

It is our desire to create a better global environment and society through sound business activities and to leave the business foundations we inherited from our predecessors in better shape for the next generation.

## Our commitment to CSR activities

Specifically, we are engaged in reducing CO<sub>2</sub> emissions by adoption of energy-saving facilities, such as LED lights and fuel-efficient vehicles, adoption of green power, and elimination of waste for reduction of environmental loads associated with business activities.

Also, for biodiversity and ecosystem protection, we make donations to the National Land Afforestation Promotion Organization, which promotes environmental preservation.

We will continue to make efforts to proceed with activities that can contribute to sustainable development of society, referring to SDGs, etc., and to actively disclose data with use of ESG dialogue platforms, so that all stakeholders can easily confirm our activities.

## Focusing on creation of a bright work environment

Sustainable corporate growth assumes that employees work with vigor and enthusiasm and this is also true for sustainable social growth.

We are engaged in the promotion of a workstyle reform system that takes into consideration employees’ life events, taking it as given that “creating an environment in which employees can easily approach their work so that they can fully demonstrate their abilities is the responsibility of the president and other executive officers.”

Successful achievement of business activities while also maintaining work-life balance is a requirement of society and, we, as a group must continually develop.

We will continue to aim to become a company that contributes to society.

September 2018

Mamoru Moritani

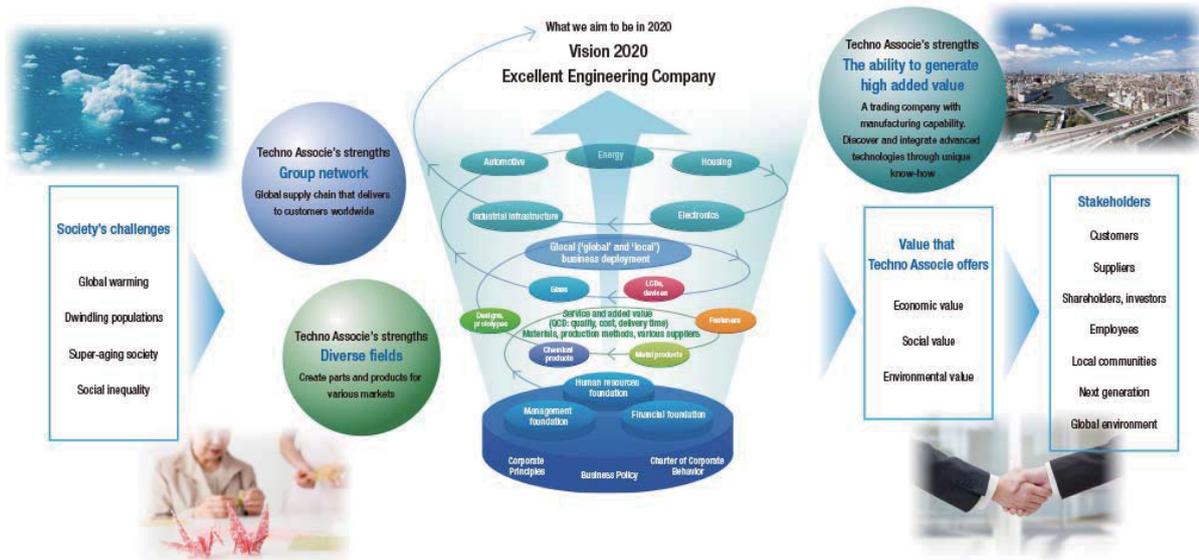
President

森谷 守

# Value Creation by Techno Associe

In the major market areas of automotive parts, electronics, housing, industrial infrastructure, and energy, we make the most of our knowledge accumulated over years of business, and our knowledge as an engineering company, to carry out business in a 'glocal' ('global' and 'local') way. We provide in-house developed, high-value-added products and services that solve customers' problems in terms of quality, cost, and delivery time for the core products of fasteners, metal products, chemical products, glass, LCDs, and devices. We strive to expand our business by being customers' first choice.

With a keen watch on demand trends around the world, we are stepping up the pace of our global growth and earnestly studying possible alliances, tie-ups, and joint ventures that will provide business opportunities and expand our market areas.



## Management Foundation

The Techno Associe Group has always striven to be sensitive to customers' desires ('needs') and to develop and provide solutions that create new value for them. We do this by utilizing our knowledge of the technologies and products ('seeds') possessed by our wide range of suppliers around the world. We will continue to use our wide field of vision and our extensive expertise and capabilities to be a reliable partner that provides customers with valuable, satisfying solutions.



## Compliance

### TECHNO ASSOCIE's spirit of legal compliance

Techno Associe requires all of its executive officers and employees of the group to comply with laws and regulations, and distributes to each the "Compliance Manual," including such themes as compliance with the Anti-Monopoly Act, etc., prohibition against bribery and corruption, and respect for human rights. We also conduct optimum compliance education in e-learning and various compliance training group sessions.

### Compliance management system

At Techno Associe, it is our top management issue to be in compliance not only with laws, regulations, and our company's articles of incorporation, but also with social norms and accepted social practices.

Chaired by the president, the Risk Management and Compliance Committee ("RC Committee") is in charge of compliance. It works to identify, analyze, and assess compliance risks across the entire Techno Associe Group.

In addition, we have established the [Charter of Corporate Behavior](#) to provide a basic policy for each one of our employees so that they may always act demonstrating the highest ethical standards.

## Risk Management

### Risk management system

The RC Committee plays a central role in risk management and other activities, and basic principles are established, and systems and measures to appropriately manage risks are maintained. Where an emergency response is required with the emergence of a serious risk, such as a natural disaster or information leakage, the president instructs the establishment of a task force, etc., in order to construct a framework for minimizing loss and damage.

### Secure Export Control

Based on our Secure Export Control Rules, the Foreign Trade Administration Office leads efforts to implement secure export control. As well, all personnel in cargo exports and technical assistance undergo e-learning to boost their awareness of secure trade control practices.

### Information Security

To ensure meticulous control and handling of information, each sales unit has a set of rules on the handling of confidential information and other sales-related information according to the unique nature of its business.

As a measure against information leakage, all hard disks on company laptops are encrypted so that sensitive information is inaccessible if a laptop is lost or stolen. As well, company data can only be copied onto encrypted USB memory devices provided by the company. We also work to boost employees' awareness of information security by providing e-learning on information security on a regular basis, as well as training that simulates targeted e-mail attacks.

## Respect for Human Rights

### Human Rights Education

Techno Associe carries out human rights education with the goal of creating a corporate culture in which diversity is valued and employees have respect for each other's human rights.

### Preventing Harassment

Techno Associe considers sexual harassment and abuse of authority serious infringements on human rights, and is committed to controlling their occurrences and providing prompt and appropriate solutions through in-house newsletters, hierarchical and promotional compliance training and e-learning. Furthermore, in fiscal 2017, "far-reaching harassment training" was implemented from the viewpoint of human resource development in management level training.

### Main Human Rights Education in Fiscal 2017

As a member of the Osaka Corporate Human Rights Promotion Council, we participated in an event held in conjunction with Human Rights Day in December.

We also provide ongoing education regarding human rights as part of the curriculum for new employee training.

### Whistleblowing and Counseling Contact

At Techno Associe, we have contacts inside and outside the company to whom fraudulent acts and law violations can be reported and from whom counseling may be sought.

The internal contact is placed under the charge of the Human Resources Group Manager. Whistleblowing support is also assigned to the Manager of the Audit and Supervisory Board Members' Office (who is independent from company management). The external contact is placed under the charge of the company's legal advisor.

Our Regulations for the Whistleblower System ensure that people who report suspected illegal action or who seek counseling will not be subjected to dismissal or other unfair treatment because of their actions.

## Occupational Safety and Health

### Basic Philosophy on Safety

Like compliance, safety is one of the core issues of operations at Techno Associe.

All those in a management position in the company follow the creed of 'safety above all else'.

They strive to implement occupational safety and health activities with the understanding that safety is critical to all work processes.

## Occupational Safety and Health Policy

Employees' occupational safety and health constitutes the basis for a company's existence and a company has a social obligation to guarantee such safety and health. At Techno Associe and its partner companies, we respect each individual employee and put their safety and health at the core of our occupational safety and health philosophy. To put this philosophy into action, we implement the following policies.

1. Continuously improve occupational safety and health in company work processes and in the workplace environment, and build a healthy, productive workplace free of work-related accidents.
2. Comply with legal stipulations of laws related to environmental safety and health, as well as with in-house regulations, standards, and rules.
3. Provide education and drills to all employees (including those of partner companies) in order to boost their sensitivity to and knowledge of occupational safety and health.

This occupational safety and health policy will be periodically revised to ensure its effectiveness and its compliance with laws.

### Occupational Safety and Health Slogan

**Boost workplace occupational safety and health through resolve and action**

### Examples of Activities to Raise Awareness of Occupational Safety and Health

#### 1) Safety patrols by top management

Every July, during the National Occupational Safety Week, the top management of Techno Associe tours the company's major bases in Japan. During safety patrols, the top management gives all warehouse staff and office workers "safety lectures" to improve knowledge and awareness of safety and health, and makes efforts to establish a comfortable work environment by patrolling workplaces and offering recommendations and guidance for reduction of risk.

#### 2) Enhancing education

Each year we conduct safety and health training at all levels from new employees to management to improve overall awareness. In particular, the most common occurrence accidents at our company involve traffic accidents during operations; therefore, employees who drive company-owned cars are provided with a "traffic safety and safe driving class" to eradicate traffic accidents.

When it comes to health, the proceedings of our Safety and Health Committee meetings are relayed to bases and domestic affiliates that employ fewer than 50 employees. These offices and companies are not obliged to have their own safety and health committee. These communications help to raise awareness of health across the entire Techno Associe group.

#### (3) Commitment to mental healthcare

Thinking that it is important for each one of our employees to recognize his or her stress levels and for workplace supervisors to take appropriate action for mental health, we are committed to the following:

##### 1) About self-care

Mental health checks are conducted every year and all employees can use the services including domestic affiliates and small-scale enterprises of less than 50 people under no legal obligations and an "external counseling contact for mental health" that all employees and their families can use at any time has been established to promote self-care.

##### 2) About line care

Emphasis is also placed on the line care of each workplace, and training is provided for supervisors. Workplaces with good ventilation so that people do not get sick have been created and action is being taken in conjunction with personnel managers and industrial physicians.



Safety and Health Committee



Disaster drill



Safety lecture given by an executive officer

## *Quality and Environmental Management*

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### Quality and the Environment Policy

#### Basic Philosophy

At Techno Associe, our top priorities are to improve the level of customer satisfaction and fulfill our corporate social responsibility while at the same time protecting the environment. Techno Associe is dedicated to using its technology and know-how to provide the best products and services possible and thus bridge the needs of customers and suppliers.

At the same time, we continuously strive to reduce our environmental impact and comply with laws and regulations so that we can contribute to the safe and sustainable development of society.

#### Quality and the Environment Policy

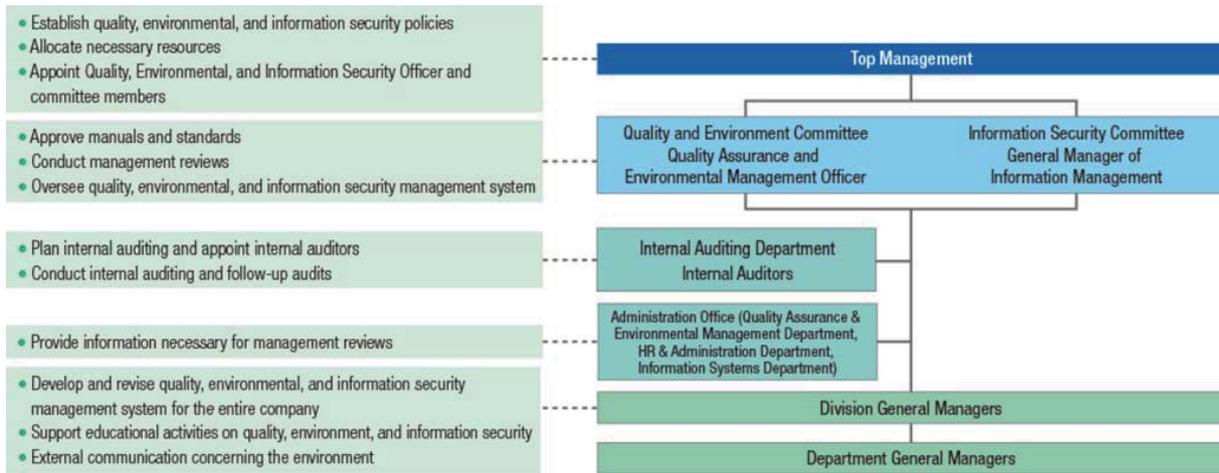
1. As an engineering company that specializes in metal and chemical compound components, Techno Associe strives to promote products and improve distribution activities to meet the quality and environmental requirements of its customers, while ensuring strong quality assurance and reducing environmental impact.
2. Techno Associe sets its goals and targets in conformity with its Quality and the Environment Policy, and conducts its activities in an organized manner. At the same time, it strives to make ongoing improvements to its Quality and the Environment Management System through reassessment and expansion.
3. In the course of its activities, Techno Associe complies with laws, regulations, ordinances, and the Compliance Manual established by the Company in an effort to fulfill its corporate social responsibility and improve customer satisfaction. In addition, it strives to reduce the environmental impact of its business activities by conserving resources and energy, recycling, reducing waste, and protecting biodiversity.
4. Techno Associe ensures that all its employees are thoroughly familiar with its Quality and the Environment Policy, and it educates employees in order to raise their awareness of quality control and environmental preservation.
5. Techno Associe shall disclose its Quality and the Environment Policy to the general public upon request.

### Management System

Our Techno Associe Management System (TMS) encompasses systems for managing quality and environmental matters and information security.

As of the end of fiscal 2017, all Sales Units, the Logistics Department, the Development and Promotion Division and the Quality Assurance & Environmental Management Department have been certified for the ISO 9001 standard for quality management systems. And all bases in Japan have been certified for the ISO 14001 standard for environmental management systems.

## TMS Framework



### Audit Situation

Techno Associe received transition audits for the 2015 editions of ISO9001 and ISO14001 by JIC Quality Assurance Ltd. in April 2018, and there were no non-compliant items, and transition to the 2015 editions of certifications was completed.

As internal audits for fiscal 2017, quality and environmental audits were performed for all the Sales Units and bases, and corrective action was taken to make improvements on matters that were pointed out.

# Quality and the Environment

## Quality Assurance

### Quality Assurance System

To prevent delivery of defective products, sales personnel hold in-depth discussions with customers, clarify the key aspects of quality management, and relay these to suppliers. Quality assurance managers conduct quality inspections at supplier companies to determine whether these suppliers can do the best possible job of manufacturing the products in question.

Group companies that manufacture and process components also have a quality assurance system in place for implementing quality control.

### Quality and the Environment Quality Assurance System



### Quality Control Guidelines

The philosophy of Techno Associe's quality control is articulated in the Quality Control Guidelines. Intended as a quality improvement manual for the company and its suppliers, this booklet describes concrete mechanisms, implementation methods, and guidelines of quality assurance.

In January 2018, the content was reviewed and revised.

### Collaborating with Suppliers

The industrial parts we handle are made using a diverse range of materials and production methods. To ensure the stable supply of these products at an optimal level of quality, we must cooperate with suppliers. Our collaborations with suppliers are therefore of great value to us.

Techno Associe's quality assurance managers support suppliers in their quality improvement actions. In the event of a defective product, quality assurance managers thoroughly discuss the matter with the supplier's quality manager until both sides reach an understanding. And both sides join forces to steadily implement countermeasures in all relevant departments.

In October 2017, a quality rally was held with the participation of major suppliers to share information on quality conditions and complaint cases. Also, commendations were awarded for quality posters and quality slogans submitted for Quality Month in November.



## Product Quality Assurance

We are constantly striving to help customers improve their designs and achieve greater product functionality.

To achieve this, the products that we supply to them—which constitute the material of customers' products—must exhibit ever-higher precision. That's why our Quality Control Department conducts tests, measurements, and other assessments of products to ensure that they meet our customers' requirements.

### Physical analysis and testing devices



No01

#### 3D coordinate measuring machine

Having independent scales along the X-, Y-, and Z-axes, the machine can obtain X-, Y-, and Z-coordinate values in space. Unlike calipers and micrometers, not only can dimensional measurements be taken but also shapes of things (geometric properties) can be assessed.



No02

#### Roundness measuring machine

Having a rotating mechanism, the machine measures changes in the circumferential direction or axial direction of a measuring object with the contact-type detector. Geometric properties of a circle or cylinder can be obtained.



No03

#### Contour shape measuring machine

By tracing the surface of a measuring object with the probe, the measuring machine records its contour on the PC as it is enlarged. Recording the contour enables dimensional measurements.



No04

#### Screw tightening measuring machine

The machine measures various forces related to screw tightening. (It is mainly used for nuts and bolts compliant with the JIS B 1084 standard. \* A torque analyzer is used for tapping screws.) 1) tightening torque 2) axial tightening force 3) thread torque 4) tightening rotation angle 5) bolt elongation



No05

#### Surface roughness measuring machine

By tracing the surface of a measuring object with the probe, the machine measures the degree of projection and depression. According to the degree of projection and depression, parameter values (Ra, Ry, Rz, etc.) can be measured.



No06

#### Automatic microhardness testing system

The system measures material hardness. The inspection surface is given a small indentation to calculate hardness, where the press force to give the indentation is small (microforce, approx. 5gf to 1kgf). What is different from common micro Vickers hardness testers is full automation (automatically taking measurements in preset patterns and making the distribution graphically confirmable).



No07

#### Image dimension measuring system (image measure)

Dimensional measurements of various parts can be taken. Simple placement and push enable collective measurements up to 99 places. No additional positioning jig is needed.



No08

#### Scanning electron microscope

By using a short electron beam, a nanometer-size structure can be observed, and the structure of the surface of a highly irregular specimen can be observed in three-dimensional image as it is enlarged.

### Other testing machines

Rockwell hardness tester    Micro Vickers hardness tester    PC torque analyzer    Digital microscope    Dynascope    Tension/compression testing machine

## Chemical analysis and testing devices



No01

### Fluorescence X-ray spectrometer (EDX)

Types of elements constituting a specimen and their contents can be measured through analysis of the fluorescence X-ray energy (wavelength) and strength generated by irradiating the specimen with X rays. Constituent elements of solids, powders, liquids and other materials can be analyzed in a non-destructive manner (requiring no advance preparations, such as cutting the specimen, etc.).



No02

### Fluorescence X-ray film thickness gauge

The plating film thickness on a metal surface can be measured.



No03

### Salt spray test chamber

Salt-water is sprayed all over a test object to test corrosion resistance (whether it is resistant or sensitive to rusting).



No04

### Combined cycle salt spray test chamber

Results obtained by this corrosion resistance tester are closer to outdoor corrosion (severer than common salt water spray used to test only whether it is resistant or sensitive to rusting).



No05

### Thermal desorption mass spectrometer

The equipment screen-tests the "four phthalate esters" that will newly be restricted by the EU RoHS Directive in July 2019.

## Other testing machines

Portable fluorescence X-ray analyzer    Constant temperature and humidity chamber    Ultraviolet-visible spectrophotometer

## Stepping Up Education and Boosting Quality

Improvement Measures Techno Associe holds lectures on quality topics and conducts e-learning via the company's intranet. Currently, 17 quality-related e-learning courses are open. In fiscal 2017, Techno Associe added e-learning for "Overview of 2015 editions of ISO9001 and 14001" and "Complaint report - guidebook for preparation/close examination."

| Main quality e-learning  | Number of participants |
|--|------------------------|
| Introduction to FTA/FMEA   | 336                    |
| Quality Control Guidelines; first half and second half                                   | 682 in total           |
| Introduction to QC process flowcharts  | 405                    |
| Case studies on complaints   | 470                    |
| Outline of self-process guarantee (preventive activities)                                | 216                    |
| Overview of 2015 editions of ISO9001 and 14001   | 597                    |
| Complaint report - guidebook for preparation/close examination; introductory and applied | 1043 in total          |

## *Environmental Conservation*

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### Management of Chemical Substances Contained in Products

#### Techno Associe Environmental Standards

In order to respond to regulations on chemical substances contained in products, such as the EU RoHS Directive, ELV Directive and REACH Regulations, we have established “Techno Associe Environmental Standards” and released the environment standards on our website, and we request understanding and compliance from our suppliers.

#### Transmission of chemical substances contained in products

For response to regulations on chemical substances contained in products, it is absolutely necessary to procure and transmit accurate information on chemical substances contained in products throughout the supply chain. In order to comply with various domestic and international regulations and to meet customer needs, Techno Associe gains the cooperation of suppliers for surveys on chemical substances contained in products. In fiscal 2017, we received requests from 353 customers for surveys on chemical substances contained in products, and answered 11,540 items in cooperation with 725 suppliers.

#### Analytical verification of substances subject to environmental regulations

We are expanding a lineup of devices to analyze contained chemical substances. We verify that no hazardous substances are contained through periodic analysis of parts with use of a [“fluorescence X-ray spectrometer”](#) to determine whether prohibited substances are contained in a non-destructive manner and an “ultraviolet-visible spectrophotometer” to quantitatively analyze the amount of hexavalent chromium eluted. In May 2018, a [thermal desorption mass spectrometer](#) was introduced to establish a system that verifies the inclusion of “four phthalate esters” that will be newly restricted by the EU RoHS Directive from July 2019.

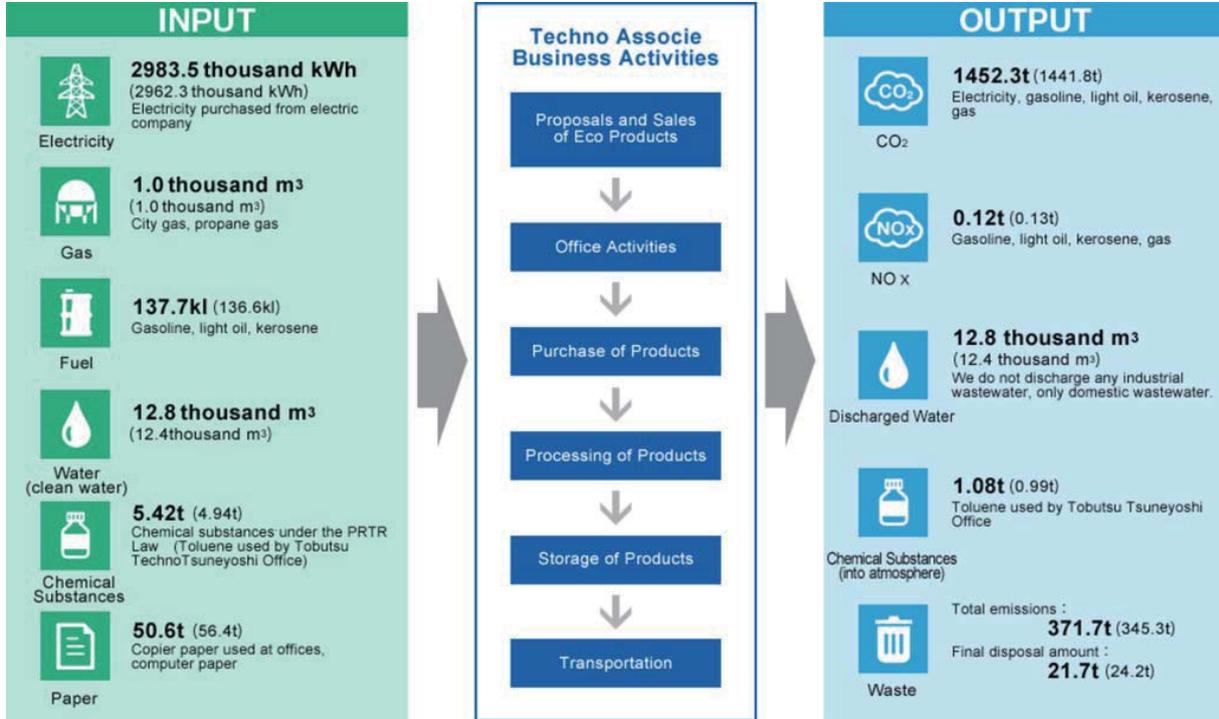
### Protecting Biodiversity

In order to make biodiversity protection well-known to employees, education was provided by incorporating information about biodiversity protection in an orientation for new employees. It is intended to provide an opportunity for understanding why it is important to preserve biodiversity and ecosystems in creating a sustainable society and to think what each individual person can do in operation and daily life to realize it.

Also, Techno Associe makes donations to the National Land Afforestation Promotion Organization: [“Green Fund.”](#) We are engaged in the prevention of global warming by providing cooperation in developing healthy forests through fund-raising activities for biodiversity and ecosystem protection.

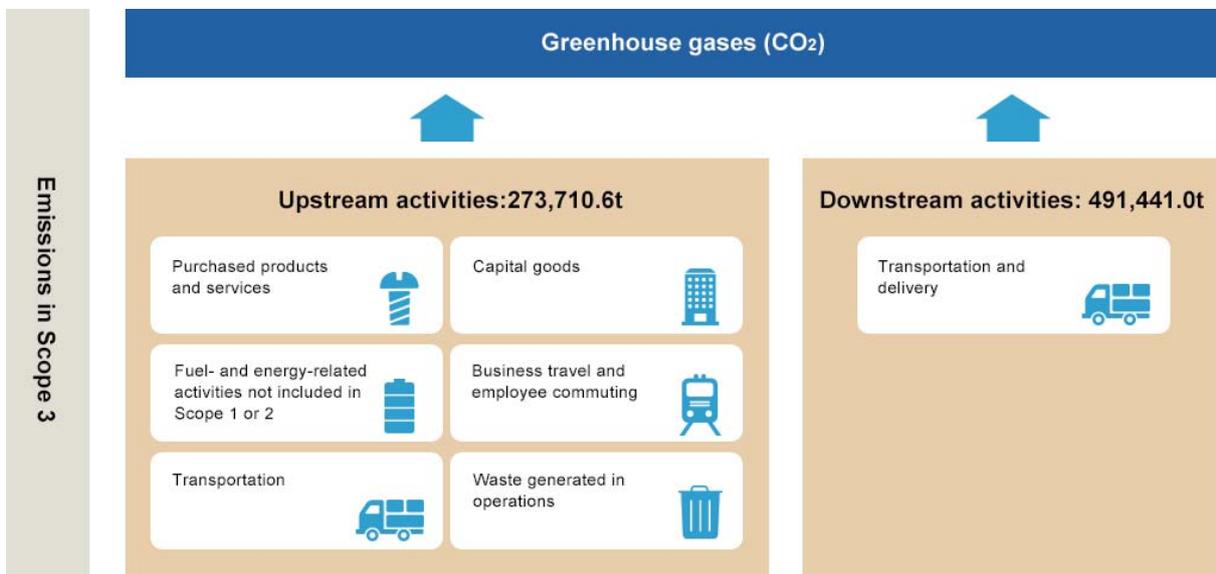
## Environmental Commitments

### Overview of Environmental Impact (INPUT/OUTPUT)



( ) shows the results in fiscal 2016

Note: Techno Associe has no SOx emission source.



## Complying with Freon Emissions Control Law

In Japan, although emissions of CFCs that have an effect on depletion of the ozone layer are decreasing, in response to the rapid increase in the emissions of CFCs with a high greenhouse effect, the "Act on Rational Use and Proper Management of Fluorocarbons" went into effect on April 1, 2015.

In connection with this enforcement, companies that use refrigerator-freezers and air-conditioners are required to prevent CFCs from leaking by periodic inspections, etc.

In fiscal 2017, not only were voluntary inspections performed on the 27 devices subject to periodic inspections, which had been listed by Techno Associe in response to the above, but also periodic inspections were performed by specialist contractors.

It is not mandatory for us to report to the government because the total number of devices in our possession is small and possible leakage quantities of CFCs are not exceedingly large.

## Soil Contamination Countermeasures

Techno Associe has no land on which there is a danger of contamination. If contamination is discovered on or around our land and we are deemed responsible, we will conduct a soil survey (an overview survey or detailed survey).

## Environmental Performance/Targets and Results

### Targets and Results of Environmental Conservation Activities

| Environmental aspect  |                                 | Results in fiscal 2016                               | Targets in fiscal 2017                             | Results in fiscal 2017                               | Increase/decrease rate | Self evaluation *4  | Targets in fiscal 2018   |
|---|---------------------------------|--|--|--|------------------------|---|--|
| Increase the sale of environmentally friendly products and parts                  |                                 | 22.3 billion yen (4.3% of overall sales)             | at least 6.0% of overall sales                     | 63.5 billion yen (12.0% of overall sales)            | Up 285%                |  | Sales of environmentally friendly products and parts account for at least 15.0% of overall sales |
| CO2 emissions*1 (Emissions intensity: CO2 emissions per 100 million yen of sales) |                                 | 1441.8t (Emissions intensity: 2.79t/100 million yen) | Emissions intensity: 2.77t/100 million yen or less | 1452.3t (Emissions intensity: 2.74t/100 million yen) | Up 0.7%                |  | Emissions intensity: 2.69t/100 million yen or less   |
| Breakdown   | Electricity *2                  | 1119.7t  |  | 1127.8t  | Up 0.7%                |   |  |
|   | Gasoline, light oil *3          | 285.3t   |  | 271.0t   | Down 5.0%              |   |  |
|   | Consumption of kerosene and gas | 36.8t  |  | 53.5t  | Up 45.3%               |   |  |
| Final disposal rate (through waste recycling)                                     |                                 | 7.0%   | Final disposal rate of 6.0% or less                | 5.8%   | Down 1.2 points        |  | Final disposal rate of 5.0% or less  |

\*1 Coefficient of CO2 emissions is in accordance with the "Ministry of the Environment: Draft Ver. 1.6 of Guidelines for Calculation Method of Greenhouse Gas Emission by Entities."

\*2 Electricity means the electricity purchased from the electric company.

\*3 Gasoline and light oil are used for company vehicles and do not include consumption by consignment to transportation companies.

\*4 Self-evaluation standards: CO2 emissions and final disposal rate

- =Achieved targets =Although targets were not achieved, emissions reduced from previous year
- =Targets were not achieved and emissions increased from previous year
- Environmentally friendly products
- =Achieved targets =Although targets were not achieved, share increased from previous year
- =Targets were not achieved and share decreased from previous year

### Results in Fiscal 2017

To minimize the environmental impact of the company's business activities, Techno Associe sets yearly environmental conservation objectives and formulates specific implementation plans. The Quality Assurance & Environmental Management Department plans the introduction of energy-efficient equipment such as LED lighting and fuel-efficient cars. Each base plans and carries out activities such as regularly checking that lights are turned off when not needed and that waste is separated properly for disposal. They also do cleanups of areas surrounding the bases.

In response to the Paris Agreement, we have set a long-term target of reducing CO2 emissions. By 2030 we aim to have reduced levels by 30% from fiscal 2013 levels. Our fiscal 2017 CO2 emissions were 1,452.3 tons—up 10.5 tons (0.7%) compared to the previous fiscal year and down 487.7 tons (25.1%) compared to fiscal 2013. Because we expect our energy consumption to increase due to future business expansion, we will remain committed to energy-saving activities. Our waste-reduction efforts, which aim to lower the final landfill disposal rate, involve thoroughly separating and recycling waste. Our final disposal rate in fiscal 2017 was 5.8%, down 1.2% from the fiscal 2016 level of 7.0%.

### Targets in Fiscal 2018

In fiscal 2018, our main focuses will be reducing CO2 emissions, recycling waste, and increasing the sale of environmentally friendly products and parts. To reduce CO2 emissions, a major cause of global warming, we are lowering electricity usage by replacing mercury lamps with LED lighting in warehouses and by switching to energy-efficient air conditioners. We are also using fuel-efficient cars as company vehicles and promoting environmentally friendly driving habits—for example, having drivers turn engines off when vehicles are stopped to prevent unnecessary exhaust gas emissions. The goal is a CO2 emissions intensity of 2.69 tons per 100 million yen or less of overall sales. When it comes to waste, we will continue to thoroughly separate waste and review our industrial waste disposal contractors, so that we can achieve a final disposal rate of 5.0% or less.

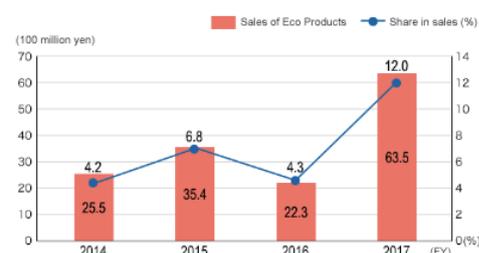
## Environmental Performance/Actual Results of Reduction Activities

To minimize the environmental impact of the company's business activities, Techno Associe sets yearly environmental conservation objectives and formulates specific implementation plans. The Quality Assurance & Environmental Management Department plans the introduction of energy-efficient equipment such as LED lighting and fuel-efficient cars. Each base plans and carries out activities such as regularly checking that lights are turned off when not needed and that waste is separated properly for disposal. They also do cleanups of areas surrounding the bases.

### Sales of Environmentally Friendly Products

Techno Associe strives to expand the sales of environmentally friendly products and parts (Eco Products) as an environmental contribution by business activities. In fiscal 2017, assuming parts sales of Eco Products for (1) resource-efficient products, (2) reusable/recyclable products, (3) energy-efficient products, (4) products that use non-toxic chemicals, and (5) products that contribute to energy conservation when used, Techno Associe carried out sales activities by setting their sales target as a 6.0% or more share in the overall sales of the company. As a result, we could far exceed the target as it was 6.35 billion yen (a 12.3% share in the sales).

In fiscal 2018, Techno Associe is committed to activities, setting the sales share target as 15.0% or more.



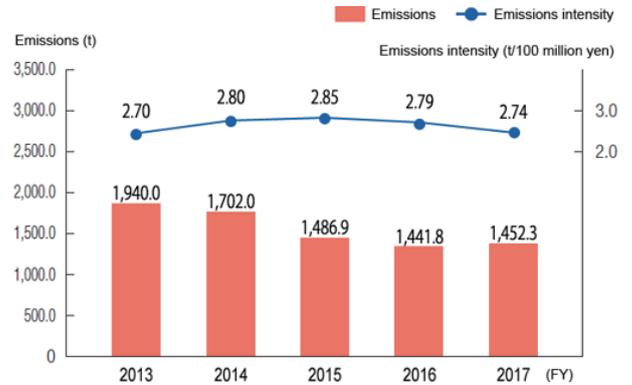
### Definition of environmentally friendly products

| Code | Environmental aspect  | Definition (examples)  |
|------|---|--|
| ①    | Resource-efficient products (make effective use of resources)           | Using resources effectively by reducing the amount of raw materials and packaging or by extending the service life of parts  |
| ②    | Reusable/recyclable products (reduce waste)                             | Reducing waste by using recycled materials or by reusing a part of or all of the product and packaging   |
| ③    | Energy-efficient products (reduce CO <sub>2</sub> emissions)            | Reducing CO <sub>2</sub> emissions and energy consumption during manufacture, transport, and use   |
| ④    | Products that use non-toxic chemicals (prevent environmental pollution) | Preventing environmental pollution and minimizing the effect on ecosystems by eliminating or reducing the use of toxic chemicals   |
| ⑤    | Products that contribute to energy conservation when used               | Products used in eco-friendly vehicles, high-efficiency water heaters, LED light-related products, fuel cell installations, battery storage for natural energy, and eco-houses |

## Reducing CO<sub>2</sub> Emissions

The use of electricity and gasoline by Techno Associe accounts for about 97% of the company's total CO<sub>2</sub> emissions. We are therefore focusing on reducing the use of these.

In fiscal 2017, setting a CO<sub>2</sub> emissions target at a unit value of 2.77t or less (per hundred million yen in sales), Techno Associe was actively involved in conserving electricity by introducing LED lights and improving operational efficiency, and cutting the use of gasoline by reducing commercial vehicles and introducing fuel-efficient vehicles, etc. As a result, we achieved the target by 1.1% with a unit value of 2.74t/hundred million yen although emissions were 1452.3 tons (0.7% increase from the previous fiscal year). In fiscal 2018, Techno Associe is committed to reduction activities, setting a CO<sub>2</sub> emissions target unit value at 2.69t/hundred million yen.

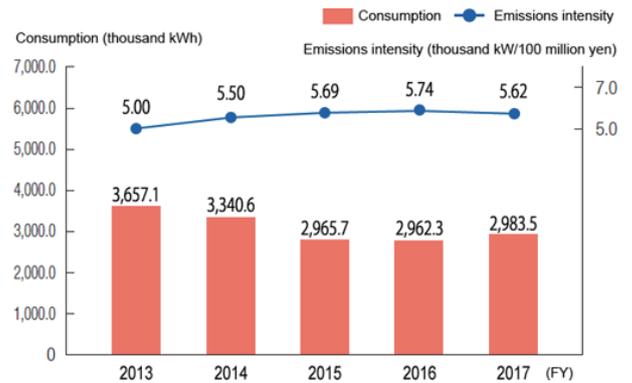


## Reducing Electricity Consumption

Techno Associe strives to save energy by turning off lights during employee break times, keeping air conditioners set at reasonable temperatures, and holding 'no overtime' days to encourage work efficiency.

Although the target for fiscal 2017 was to reduce electricity consumption by 1.5% (-44,400 kWh) from the previous fiscal year by introducing LED lights, etc., partly because of an increase in sales volume, it increased by 21,200 kWh from the previous fiscal year (+0.7% compared with the previous fiscal year).

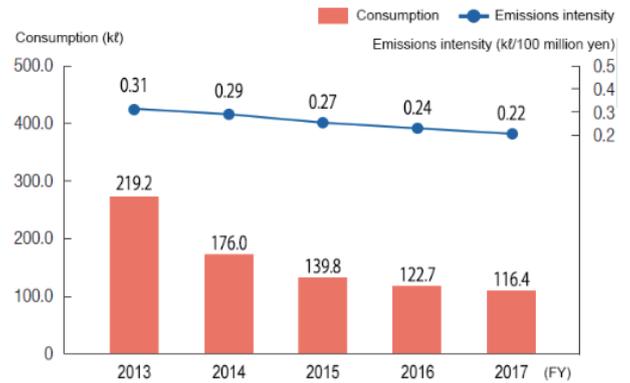
The unit value was 5,620 kWh/hundred million yen, which was a 2.0% decrease from the previous fiscal year (5,740 kWh/hundred million yen). In fiscal 2018, Techno Associe is committed to reduction activities, setting the target at a 2% decrease (2,923,800 kWh) compared with the last fiscal year by installing LED lights and switching to energy-saving air-conditioners at three bases.



## Reducing Gasoline and Light Oil Consumption

Techno Associe reduced the number of commercial vehicles in its possession, which was 237 in 2009, to 120 in March 2018 by reviewing surplus vehicles, sharing company-owned vehicles, using rental cars or car-sharing, promoting the use of public transportation, and so on. Furthermore, the share of vehicles complying with eco-standards in the number of vehicles in our possession changed from 69.0% in fiscal 2016 to 77.5% in fiscal 2017. As a result, gasoline consumption was 116.4kl, which was a 5.1% decrease from the previous fiscal year.

In fiscal 2018, Techno Associe is committed to reduction activities, setting the target at 114kl, which is a 2% decrease from the previous fiscal year, by upgrading eco-car standards to the fiscal 2020 fuel economy standards, aiming at a 65.0% share of vehicles in compliance with such standards, and further proceeding with a shift to eco-friendly vehicles.

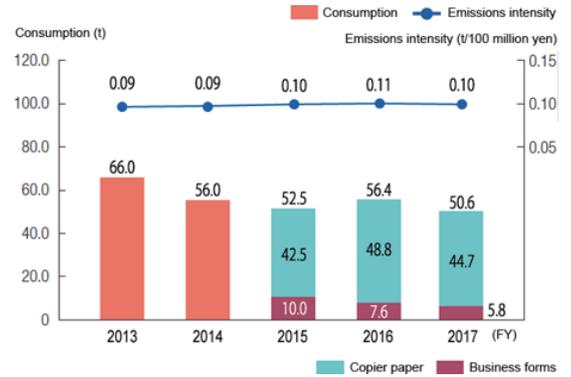


## Reducing Paper Consumption

By using the reverse side of copy paper and going paperless with use of projectors at meetings, Techno Associe has reduced the amount of copy paper it uses.

In fiscal 2017, the consumption of paper, including forms and slips, was 50.6 tons (a 10.3% decrease from the previous fiscal year), in which copy paper was 44.7 tons (an 8.4% decrease from the previous fiscal year).

In fiscal 2018, Techno Associe aims to achieve a 10% decrease in copy paper (43.9 tons) compared with fiscal 2016.

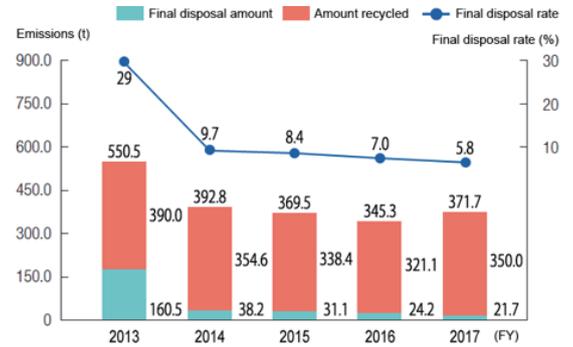


## Increasing Recycling and Reducing Waste

Techno Associe strives to reduce the waste it generates in offices by separating paper garbage as much as possible, and in warehouses by reusing cardboard boxes for packaging and using returnable boxes.

Our fiscal 2017 target for the final disposal rate was 6.0% or less. By switching to industrial waste disposal contractors capable of higher recycling rates, we were able to keep final disposal to 21.7 tons (a final disposal rate of 5.8%), thus achieving our target. The overall industrial waste disposal amount was 371.7 tons—up by 7.6% compared to the previous fiscal year.

In fiscal 2018, we will continue to review our industrial waste disposal contractors and strive to thoroughly separate waste in order to make further progress in recycling and achieve a final disposal rate of 5.0% or less.

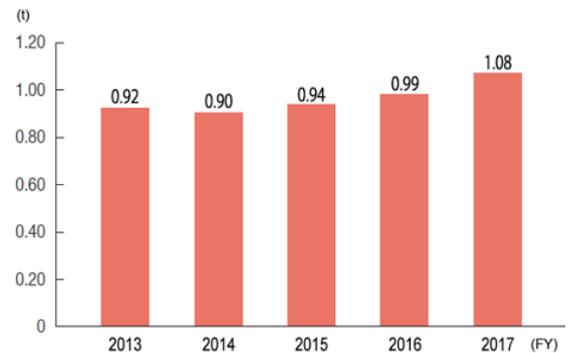


## Managing and Reducing Chemical Substances

The Tsuneyoshi Office of group company Tobutsu Techno Co., Ltd. uses toluene, a substance restricted under PRTR\*, for manufacturing locking of bolts (fastener adhesive). We have installed activated charcoal filter devices to reduce toluene emissions into the atmosphere.

Toluene emissions in fiscal 2017 were 1.08 tons, a 9.4% increase over the previous fiscal year. This was partly due to increased production volume.

\* PRTR: Under Japan's PRTR (pollutant release and transfer register) system, businesses handling a certain amount of any of the 354 substances designated by the authorities are obligated to report on the amounts of these substances that are released and/or transferred.



## CO<sub>2</sub> Emissions in Scope 3

In order to realize a low-carbon society, we grasp not only CO<sub>2</sub> emissions in Scope 1 and 2, but also emissions throughout the entire value chain.

Total CO<sub>2</sub> emissions in fiscal 2017 were 766,604 (t-CO<sub>2</sub>).

The breakdown is as follows:

Scope 1 . . . 324 (t-CO<sub>2</sub>)

Scope 2 . . . 1,128 (t-CO<sub>2</sub>)

Scope 3 . . . 765,152 (t-CO<sub>2</sub>),

and Techno Associe recognizes that Scope 3 has a considerable impact on CO<sub>2</sub> emissions, and Category 4 (transportation and delivery: 65.7%) and Category 1 (purchased products and services: 33.7%), in particular, account for large fractions.

Techno Associe will continue to review the calculation methods and data extraction methods to improve accuracy.

| Category                           |  | CO <sub>2</sub> emission amount (t) | Proportion | Calculation method of Scope 3 (reason if not calculated)   |
|------------------------------------|--|-------------------------------------|------------|--|
| Emissions from the Company         |  |                                     |            |  |
|                                    | Scope 1 (direct emissions)                                       | 324                                 | 0.04%      |  |
|                                    | Scope 2 (energy-derived indirect emissions)                      | 1,128                               | 0.15%      |  |
| Scope 3 (other indirect emissions) |  |                                     |            |  |
| 1                                  | Purchased products and services                                  | 258,072                             | 33.66%     | Emissions = CO <sub>2</sub> emissions of purchased goods = Monetary value for purchased products × Emissions unit value<br>* Calculated by classifying the purchased products into five groups and applying each "emissions unit value based on the inter-industry relationship table."  |
| 2                                  | Capital goods  | 2,732                               | 0.36%      | Emissions = Amount expended by acquiring tangible fixed assets × Emissions unit value<br>* Using the "emissions unit value per price of capital goods"   |
| 3                                  | Fuel- and energy-related activities not included in Scope 1 or 2 | 106                                 | 0.01%      | Emissions = Annual use of electricity × Emissions unit value<br>* Using the "emissions unit value per use of electricity/heat."  |
| 4                                  | Transportation and delivery (upstream)                           | 503,608                             | 65.69%     | Emissions = (Logistic ton-kilometers transported when products are purchased × Emissions unit value) + (Ton-kilometers transported for delivery to client companies × Emissions unit value)<br>* Using the emissions factor (ton-kilometer method) related to [transportation] in "the Mandatory Greenhouse Gas Accounting and Reporting System based on the Act on Promotion of Global Warming Countermeasures."<br>(Emissions from our own trucks are calculated under Scope 1.) |
| 5                                  | Waste generated in operations                                    | 112                                 | 0.01%      | Emissions = Amounts of waste generated × Emissions unit value<br>* Using the "emissions unit value by type of waste."  |
| 6                                  | Business travel  | 390                                 | 0.05%      | Emissions = Business travel expenses paid (by mode of transport) × Emissions unit value<br>* Using the "emissions unit value per transportation expenses paid by transport category."  |
| 7                                  | Employee commuting   | 132                                 | 0.02%      | Emissions = Transportation expenses paid for commuting (by mode of transport) × Emissions unit value<br>* Using the "emissions unit value per transportation expenses paid by transport category."   |
| 8                                  | Leased assets (upstream)   | 0                                   | 0.00%      | Not calculated: Emissions from leased assets (commercial vehicles, PC, etc.) are calculated under Scope 1.   |
| 9                                  | Transportation and delivery (downstream)                         | 0                                   | 0.00%      | Not calculated: Emissions from our warehouse activities are calculated under Scope 1. For commissioning to external warehouses, the calculation method will be considered in the future.   |
| 10                                 | Processing of sold products                                      | 0                                   | 0.00%      | Not calculated: Determines that it is outside of our control.  |
| 11                                 | Use of sold products   | 0                                   | 0.00%      | Not calculated: Because most of the sold products are processed/assembled (applicable to Category 10).   |
| 12                                 | Disposal of sold products  | 0                                   | 0.00%      | Not calculated: Sold products, if disposed of by returning to us, are calculated under Category 5. If disposed of due to the expiration of useful life after processing, sold products shall not be subject to calculation because they are outside of our control.  |
| 13                                 | Leased assets (downstream)                                       | 0                                   | 0.00%      | Not calculated: Not applicable   |
| 14                                 | Franchises   | 0                                   | 0.00%      | Not calculated: Not applicable   |
| 15                                 | Investments  | 0                                   | 0.00%      | Not calculated: Not applicable   |
|                                    | Others   |                                     |            |  |
| Total                              |  | 766,604                             | 100.00%    |  |

## *Together with Employees/Personnel Policy*

### **A Company Providing Rewarding Work, a Company Employees Can Be Proud Of**

Techno Associe believes human resources are its most important asset. We aim to provide our employees with rewarding work and be a company they are proud to work at.

Our goal is to have employees improve their level of knowledge and ability; achieve personal growth and company growth so as to contribute to society; and understand their role in revolutionizing the business of our company.

#### *Message from the Senior Managing Director*

##### **Senior Managing Director in charge of HR & Administration Department Jun Ito**

Under a philosophy of “Business is people” as our corporate principles imply, Techno Associe believes that “People” are its most important assets for the sustainable growth and development of the company. Therefore, we direct our energies not only toward basic training of new and other young employees so that every one of them can play an active role, making the best possible use of their abilities with “Pride” and “Confidence” in the company’s and their own operations, but also job-class-specific training, theme-based training, and training of executive officers and line managers so that the organization can appropriately be run in consideration of human resource development of subordinates.

We should be proud of Techno Associe’s [business policy](#) “Heart-to-Heart Bonds” (Be Creative so that we keep offering original proposals to customers; Be Service-minded and willing to help customers; and Be Grateful to people supporting us) having been built up by our predecessors over many years, which is fundamentally the backbone of our business activities, and even when times change, we will successfully pass the foundations of our business to the next generation.

Meanwhile, as technological innovation advances, today’s lifestyles and values continue to undergo dramatic changes, and to move forward with the trends of the times, the spirit of innovative ideas and business challenges related to new businesses and operations must be integrated for our growth and development. Nowadays, a company should not be run by cookie cutter-type people, but should prefer people with varied experience, specialization, and character (mindsets), and exploit and capitalize on their “power,” “advantage,” and “personality” under a spirit of mutual respect.

In conjunction with a response toward such diversity, we will also make every effort in order to promote women’s advancement, concrete plans for a 65-year-old retirement system, use of more native managers and staff overseas, establishment of a system that enables us to work according to lifestyle, and improvement of a safe and healthy working environment.

Currently, about 2,000 employees work in the Techno Associe group, including 48 bases in 11 countries. Techno Associe aims to develop organizations and human resources so that each one of them can aggressively approach businesses and operations with “Pride” and “Confidence” kept in mind under a strong sense of unity: “We are a Team!”



## Together with Employees/Diversity/Human Resource Development

### Respect and Utilize Each Employee's Uniqueness

Techno Associe strives to build a workplace in which each employee can make the most of his or her unique abilities.

Techno Associe makes the most of its ability to introduce new products and offer solutions through manufacturing. By thinking outside the box and creating an organizational culture conducive to new ideas and points of view, we can boost our corporate value and competitive strength.

To this end, we believe we must hire a diverse range of people—regardless of gender, nationality, age, educational background, and work style—and recognize and maximize their unique talents.

### Introduction to Regional Positions

From fiscal 2018, we introduced “regional positions” for the purpose of securing excellent human resources. We believe that this system will also function as a support system for existing employees in the event that individuals are unable to relocate due to personal circumstances.

#### TOPIC

#### Maximizing the Talents of Women

In April 2016, the Act on Promotion of Women's Participation and Advancement in the Workplace came into effect in Japan. In line with this act, Techno Associe has made efforts to create a structure and systems amenable to working women. As a result, we have seen a gradual increase in the percentage and overall number of women in career-track positions.

Based on these achievements, we received certification as a “Leading Company in Women's Advancement in Osaka City” and an “Aichi Josei Kagayaki Company (company where women can work with brightness and liveliness)” in fiscal 2017.

As of March 31, 2018

Number of Women in Career-Track Positions:

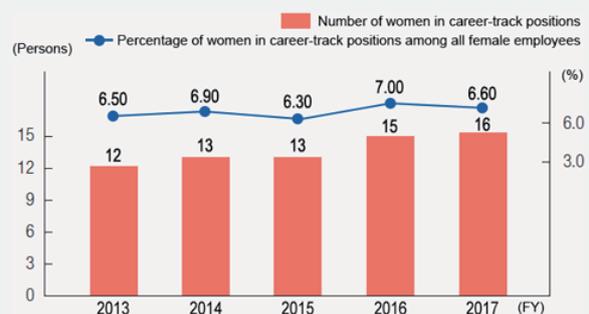
16

Percentage of women in career-track positions among all female employees:

6.6%



Number of Women in Career-Track Positions, Percentage of These Women among All Female Employees



## Commitment to Human Resource Development

### Medium- and Long-Term Human Resource Development

#### Action Learning (Core Human Resource Training Program)

In fiscal 2015, we launched our Action Learning (core human resource training) program to provide managers with training in problem-solving. In addition to fostering a belief and a sense of responsibility as future leaders of the company, this program aims to give participants the ability to analyze, consider, and make policy decisions regarding problems and tasks, all while maintaining an appropriate perspective. In fiscal 2017, 12 trainees (2 teams) selected from employees who will be responsible for the next generation worked together to heighten management perspective by concretely deepening the theme of “Promoting Recommendations and Proposals to Improve Performance”

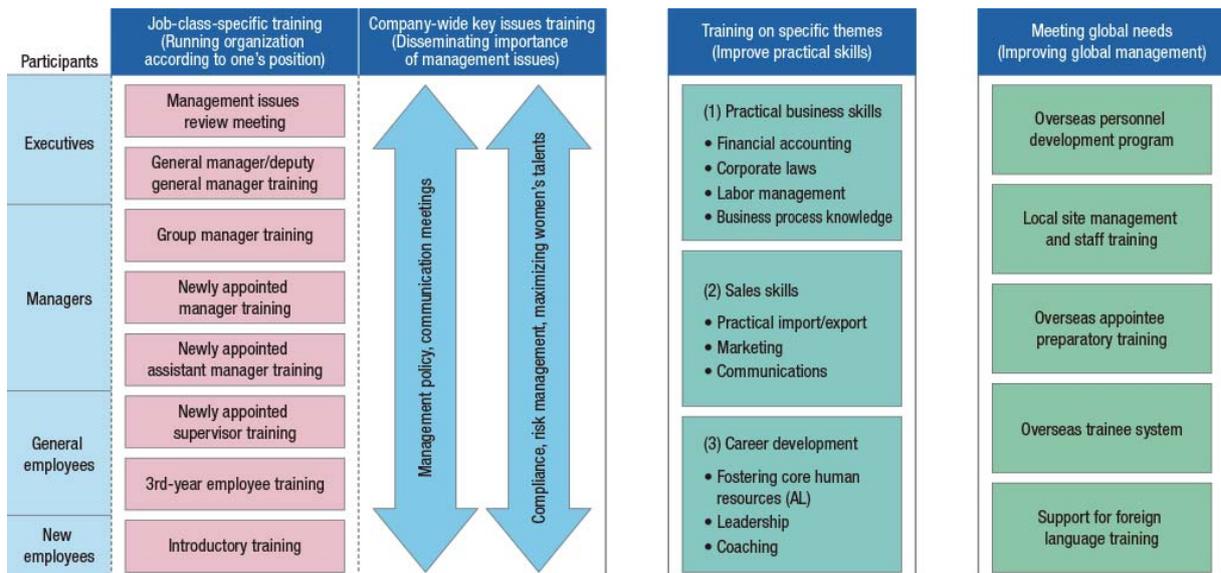
#### Training System

Our in-house training system consists of:

- A) “Priority training for the relevant fiscal year (by making priority business issues well-known)”
- B) “Hierarchical and promotional training (running an organization according to official position)”
- C) “Theme-based training (improving practical skills)”
- D) “Training global human resources”

and energies directed to raising the levels of employees.

#### Training System



#### Overseas Personnel Development Program

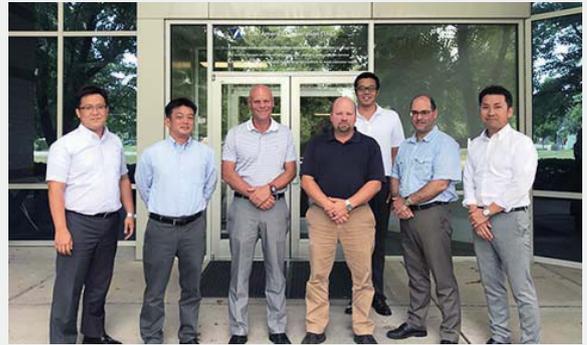
Launched in fiscal 2016, this program (started with 21 participants) has already sent 9 trainees to North America, China, Southeast Asia, and Europe. In fiscal 2017, the program, consisted of 11 second-generation trainees, offers lectures with a focus on the development of real global human resources, including the acquisition of practical knowledge necessary for overseas sales, work experience of those having experience in overseas assignments, actual business transactions related to trading, presentation exercises in English, and cross-culture experiences to gain the basics of practical management ability and problem-solving ability in an intercultural environment. In the third round of fiscal 2018, each lecture will offer a “brush-up” program for further development of global human resources that can demonstrate Techno Associe's strengths and not just merely acquisition of skills, etc.

## Overseas Personnel Development Program

**T.A. America Corporation**  
**Sales Engineer**  
**Kunihisa. F**

I had wanted to work overseas since joining our company. In 2016, 11 years after joining our company, I had an opportunity to participate in an "Overseas Personnel Development Program." Before that, I had been under pressure related to daily operations and private matters, and I couldn't secure enough time to study or consider carefully on my own. I expected that this program would be a great opportunity to learn new ways of thinking and patterns of behavior as there were chances not only to acquire knowledge and skills necessary for an overseas assignment but also to exchange opinions with attendees, lecturers, and those with experience in overseas assignments.

During the 1-year training period, I heard many people talk, which made me rethink working overseas. Specifically, top priority was given to consideration for safety. There are things to be noted in order to avoid danger, including my family members, and also to prevent failure in work due to differences in business practices, etc. On both work-related and private matters, I always made decisions by thinking which is safer although I still had difficulty in making decisions in many cases. Also, the English presentation course was extremely helpful. At T.A. America, the business partner's sales contact person was American, and I felt that I could communicate the purposes, current circumstances, and so on with increased clarity at the beginning of arrangements through the utilization of learning from the "Overseas Personnel Development Program."

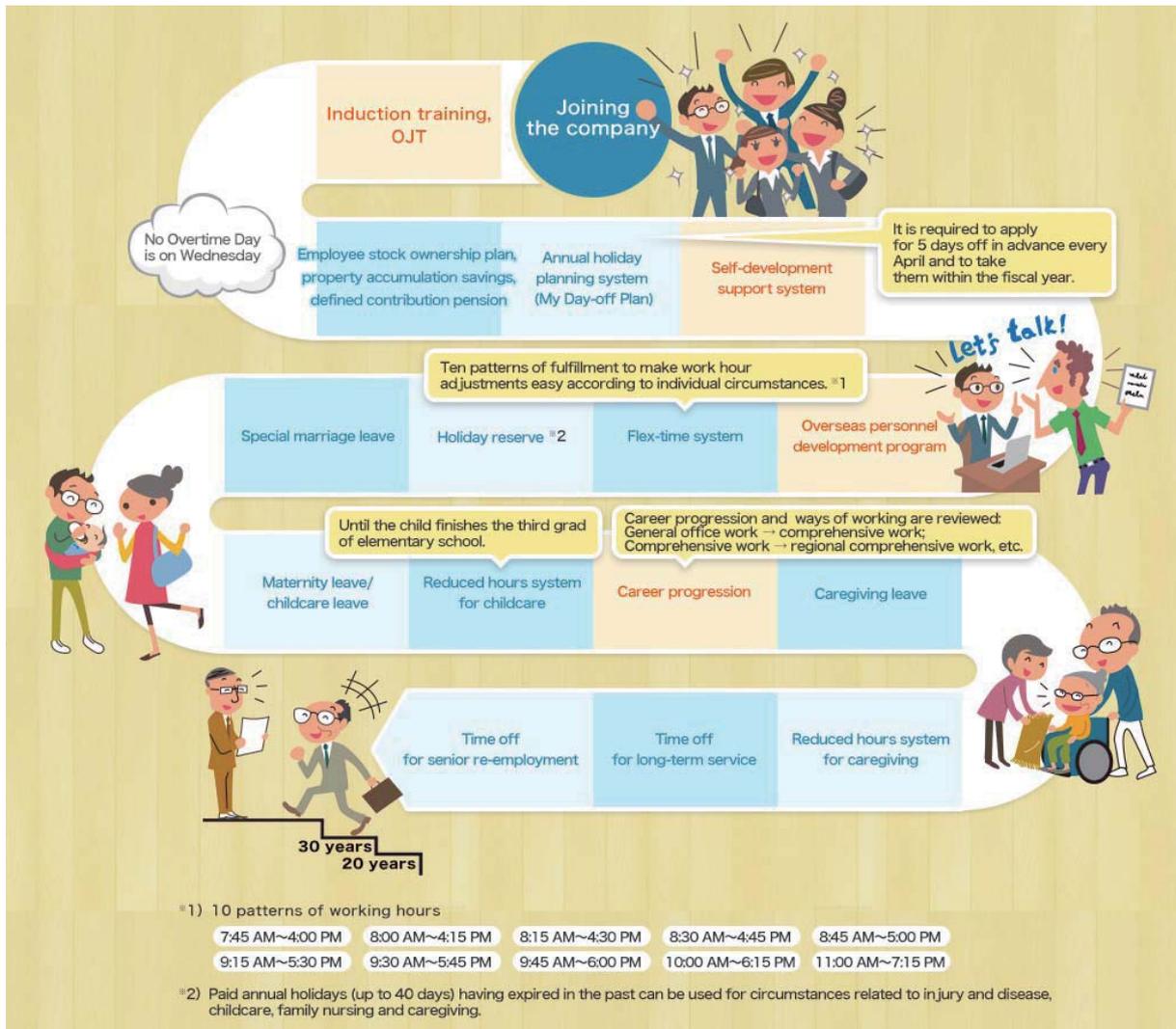


T.A. America Corporation Tennessee Sales Team  
The first one on the left is Kunihisa. F

## Together with Employees/Achieving a Work-Life Balance

### TA Career and Life Assistance

Techno Associe have various support systems for employees to enhance and keep a healthy work-life balance.



### Systems to Promote a Work-Life Balance

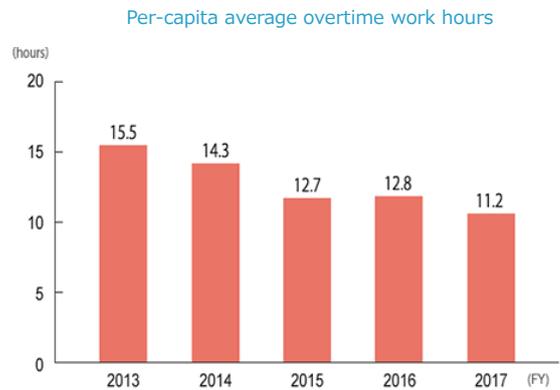
We believe creation of a work environment where employees can work comfortably a top priority management issue. In order to enhance compatibility between “work” and “life,” establishment of a system that allows each employee to work with peace of mind and evolves in response to changes in the times will be promoted.

## Commitment Related to Working Hours

Since fiscal 2017, we have improved our system in which employees facing family circumstances, such as “childcare” or “caregiving,” and employees who experience chronic overtime work as a result of work related to overseas base operations and time zone differences can realize a more efficient work schedule.

- Reduced hours system for childcare:  
preschool →→ up to the third grade of elementary school
- Flex-time system:  
3 patterns →→ 10 patterns

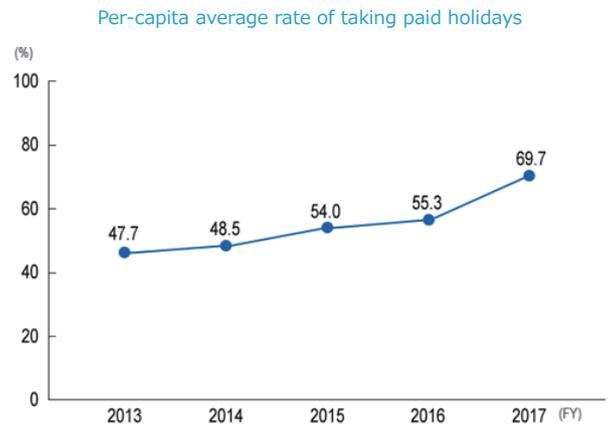
Also, we have set every Wednesday as “no overtime day” to encourage all employees to leave the office on time. This effort has applied a brake to overtime work, and reduced overtime work hours in fiscal 2017.



## Commitment Related to Leave Privileges

In order to maintain a comfortable work environment, a system in which each employee can take a leave of absence with peace of mind to refresh his or her mind and body is a business necessity. Since 2016, Techno Associe has implemented an annual holiday planning system “My Day-off Plan” that allows employees to apply for 5 days off in advance every April. Also, in fiscal 2017, Techno Associe introduced a “holiday reserve system,” in which paid annual holidays having expired due to employee regulations and company policies can be accumulated so that these days can be used for reasons of childcare, caregiving, and nursing (and non-occupational injuries and diseases, etc.).

These efforts have raised the rate of employees taking paid holidays.



## Relationship with Shareholders and Investors

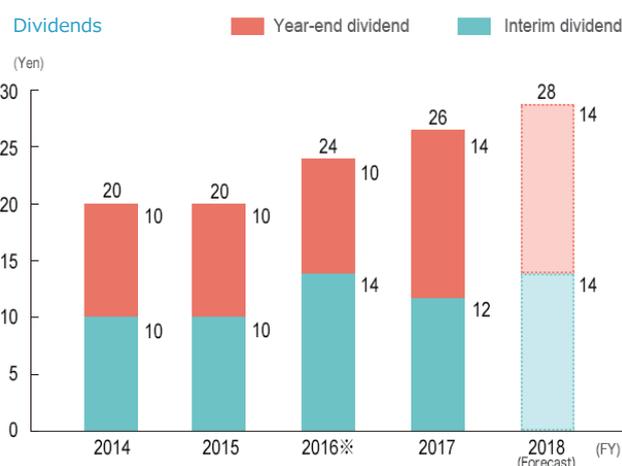
### Information Disclosure

We have stipulated in our Charter of Corporate Behavior that corporate information will be disclosed in an appropriate manner. Based on fair and equitable information dissemination to all shareholders, we disclose information on the Tdnet (Timely disclosure network: timely disclosed information transmission system) and on our website immediately after resolution at the board of directors.

### Profit Distribution

A key focus of Techno Associe is to steadily grow and progress as a company by making the sharing of profits with shareholders and the raising of corporate value important management policies. Our basic stance is to continue paying all shareholders stable dividends while considering our business environment and performance prospects.

The board of directors is the decision-making body for decisions on the interim dividend, and the general meeting of shareholders is where the year-end dividend is decided on.



\* The interim dividend of 14 yen for fiscal 2016 includes a commemorative dividend of 4 yen to celebrate the 70th anniversary of the foundation.

### Open General Meeting of Shareholders

#### Early dispatch of convocation notice

Techno Associe dispatches a convocation notice of the annual general meeting of shareholders 16 days prior to the meeting and discloses on our website 5 days before dispatch.

#### Avoidance of heavy concentration shareholder meeting days

For fiscal 2018, Techno Associe held an annual general meeting of shareholders on June 15. We schedule shareholder meetings to avoid conflicts with heavy concentration shareholder meeting days of other companies so that as many shareholders as possible can attend.

#### Commitment to proceedings

Before the start of shareholder meetings, we introduce our company's history with a video. Also, in order to present our shareholder meetings in an easy to understand and easy to listen to explanation format, business performance is reported by PowerPoint presentation with narration.

#### Commemorative gift

We prepare a commemorative gift for attendees every year, and for fiscal 2018, we presented a fruit smoothie maker using the silicone rubber manufactured by our affiliate, Silicone Techno, Co. Ltd.



Fruit smoothie maker of participation memorabilia

## Relationship with Local Communities

### Community Service Activities in Japan

In fiscal 2017, we, as part of community service activities, support and make donations through various organizations as shown in the following table.

#### Community Service and Support in Fiscal 2017

| Charity activity                                       | Number of times | Amount        |
|--|-----------------|---------------|
| Support for environment/nature protection organization | 1               | 1,000,000 yen |
| Support for culture and the arts                       | 1               | 500,000 yen   |
| Support for development of the next generation         | 1               | 1,000,000 yen |
| Other support  | 19              | 257,000 yen   |

### Support for Environment/Nature Protection Organization

#### National Land Afforestation Promotion Organization [Green Fund]

For the protection of biodiversity and ecosystems, we make donations to the National Land Afforestation Promotion Organization's "Green Fund." Through this donation, we are cooperating in the development and growth of healthy forests and helping to curb global warming.



### Interact with Communities

#### Provision of public open space

At the head office, we offer the neighborhood association a place for the local summer festival and the Jizou festival to be held every year, as a member of the local community.

On that day, our company vehicles are removed and we make sure no cars are parked so that they can use the space more spaciouly and safely.



#### Newspaper donations to elementary schools and summer greeting cards

We make newspaper donations to elementary schools around the head office, and summer greeting cards through the Osaka City Board of Education. Even with today's ubiquitous use of the Internet and SNS, we continue to make donations with the intention of triggering children's interest in social issues outside of their own interests by becoming interested in social issues by making contact with and learning to read newspapers, and encouraging them to communicate feelings and their own unique personalities through hand-drawn pictures and hand-written characters.

## Clean-up activities

The head office and Yokkaichi sales office carry out clean-up activities surrounding neighborhoods.

On the second Wednesday morning of each month, members from the head office, wearing uniform vests and cotton work gloves with a pair of tongs or broom in hand, disperse about 50m from the head office and collect trash, while closely observing not only sidewalks but also checking for trash inside roadside shrubbery. We also take into consideration separation of trash including cigarette butts, fallen leaves, PET bottles, cans, and plastic shopping bags, as well as plastic umbrellas and other large items. In November 2017, we took part in the “Osaka Marathon Clean-Up Campaign” hosted by the Osaka City Environmental Management Bureau for the first time.

As we believe that regular clean-up is important for preserving the local landscape, we will continue to make efforts in beautification activities and promote environmental preservation as a member of the community.

### Clean-up activities in fiscal 2017

| Number of participants | Time required | Annual performance | Total     |
|------------------------|---------------|--------------------|-----------|
| 173                    | 30 min        | 11 times           | 951.5 hrs |



Wheeled platforms with boxes for trash separation (general waste, waste plastics, cans and bottles) bound on to collect trash.



Checking the inside of shrubbery for trash



Osaka Marathon Clean-Up Campaign