

USUI Sustainability Report 2025

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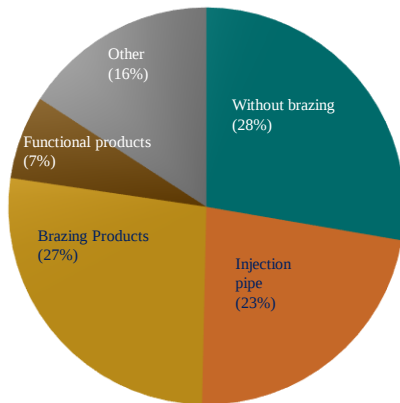
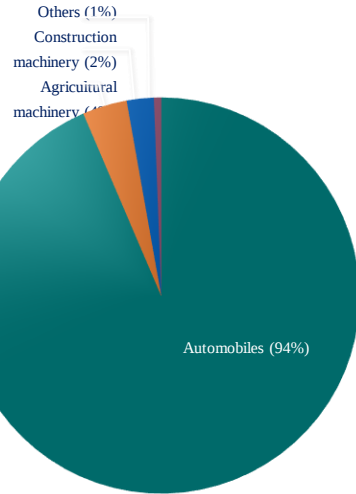
- Environmental policies
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March 6, 2026
 Usui International Industrial Co., Ltd.
 Management Administration Section, Corporate
 Planning Department

Corporate Profile

Company Name	USUI CO., LTD.	
Established	February 11, 1941	
Head Office	131-2 Nagasawa, Shimizu-cho, Sunto-gun, Shizuoka-ken, 411-8610 Japan TEL:+81-(0)55-972-2111 FAX:+81-(0)55-973-3159	
Capital	100 million yen	
Global Number of Employees	Japan 681 / Global 11,000(Dec 2025)	
Annual Sales	1,135 Million dollars (2025 consolidated) ★	
Overseas subsidiaries	USUI International Corporation USUI International Corporation (Thailand) Ltd. USUI International France S.A.S. USUI International Germany GmbH USUI INTERNATIONAL ITALY S.R.L. USUI Automotive Parts (Shanghai) Co., Ltd. USUI Automotive Part (Foshan) Co., Ltd. Shanghai USUI Engine Parts Co., Ltd.(Xinzhuang) USUI PIPE SYSTEM (HEFEI) CO., LTD. JIAXING USUI TSURUMI PRECISION TUBE INDUSTRY Co., Ltd	USUI International Korea Co, Ltd. USUI SUSIRA INTERNATIONAL PRIVATE LIMITED PT.USUI INTERNATIONAL INDONESIA USUI INTERNATIONAL MANUFACTURING MEXICO, S.A. DE C.V. USUI INTERNATIONAL PHILIPPINES CORPORATION USUI Green Tech Co., LTD. JAPAN A.M.C. LTD Shintokogyo Limited Company

Sales ratio and product introduction



Fuel injection pipes for high pressure injection
USIT®-SP



High-pressure fuel for gasoline direct injection
Rail & Piping



Pollution reduction fuel rail
UFRID®



For fuel cells
High-pressure hydrogen piping



After treatment Hydro-
Carbon Injection pipe



Push rod



External control fan drive ECDF ®



Plastic cooling fan
& Fund Live®



Brefin Tube®



Brazing products



Fuel cooler



Common Pipe ULLT ®



EGR tubing



Piping for turbocharger



Major suppliers

Domes
tic

[Automobile]

- Isuzu Motors
- Calsonic Kansei Corporation
- Automotive Parts Industry Co., Ltd.
- JATCO Corporation
- Suzuki Motor Corporation
- SUBARU Corp.
- Daihatsu Motor Co., Ltd.
- DENSO Corporation
- Toyota Motor Corporation
- Nissan Motor Co., Ltd.
- Nissan Shatai Co., Ltd.
- Nichilim Co., Ltd.
- Hino Motors, Ltd.
- Honda Motor Co., Ltd.
- Mazda Motor Corporation
- Mitsubishi Motors Corporation
- Mitsubishi Fuso Truck & Bus Corporation
- Mage Flow System Co., Ltd.
- UD Trucks Corp.

[Agricultural and Construction
Machinery]

- IHI Shibaura Corporation
- Kubota Corporation
- Komatsu Ltd.
- Mitsubishi Heavy Industries, Ltd.
- Yanmar Corp.

Overse
as

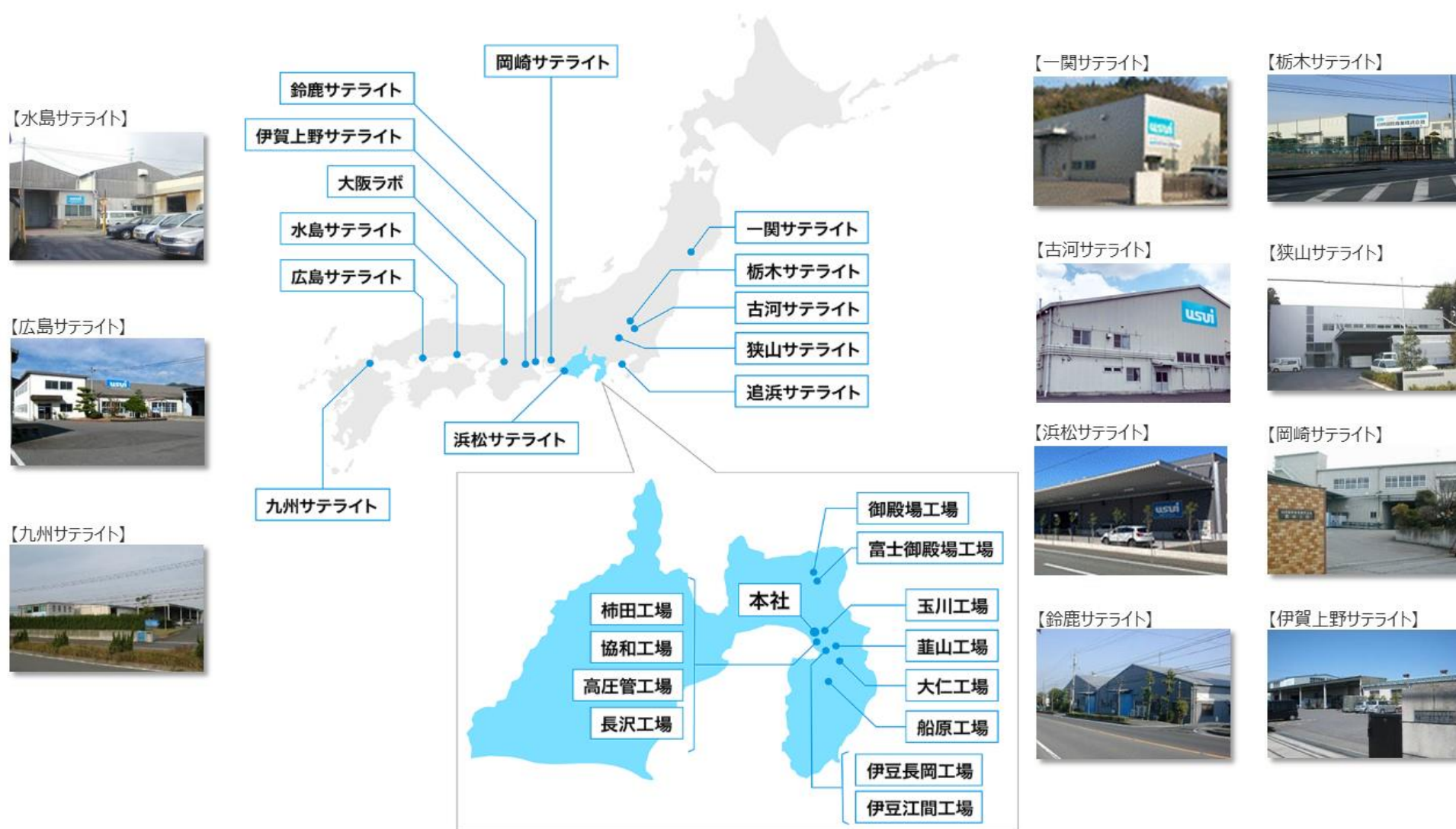
- Audi AG
- AvtoDizel (YaMZ)
- BMW Motoren GmbH
- CAT
- China First Automobile Vehicle Grp.
- Chrysler
- Continental
- Cummins Inc.
- Daimler AG
- Denso Manufacturing
- Deutz AG
- Delphi Diesel Systems
- DMAX, Ltd.
- Dong Feng Motor Industry Group
- FCA
- Ford Motor Company
- General Motors Corporation
- Hyundai Kia Motors
- Iveco SPA
- John Deere

- Mack Trucks
- MAN Truck & Bus AG
- McLaren
- NMISA
- PSA PEUGEOT CITROËN
- Renault s.a.s.
- Robert Bosch GmbH
- Robert Bosch
- ThyssenKrupp
- TME
- Volkswagen AG
- Volvo Car Corporation
- Volvo Trucks
- Zavolzhsy Motorny Zavod (ZMZ)

Other approx. 230 companies

※Titles abbreviated in the order of 50 tones and alphabets

Domestic network



Global network



Various certifications and patents

IATF16949:2016 Certification

- Urui International Industry Co., Ltd./High Pressure Pipe Manufacturing Department (including Headquarters)
Scope: Design and manufacture of high-pressure fuel injection pipes for diesel engines
- UIC (USA)/Ohio Plant (Including Michigan Office)
Coverage: Plastic fans, fan drives, fuel tubes,
Design and manufacture of fuel rails
- UIC (USA)/Virginia Plant (Including Michigan Office)
Scope of application: Manufacture of injection pipes, brakes and other oil pipes
- UIMM (Mexico)
Scope: Manufacture of pipes
- UICT (tie)
Scope: Manufacture of pipes for the automotive industry
- Shanghai Usui Motor Zero Co., Ltd. (China)
Scope: Design and manufacture of injection pipes, fuel tubes and fuel rails
- Usui Automobile Zero (Foshan) Co., Ltd. (China)
Scope: Manufacture of pipes for automobiles
- Kakoyui Tsurumi Precision Pipe System Co., Ltd. (China)
Scope: Production of stainless steel tubes for engines
- Usui Tube Route (Combined Fertilization) Co.
Scope: Manufacture of pipes
- USUI SUSIRA (Indian)
Scope of interest: engine valve push rod, piston cooling nozzle assembly
And mechanical precision machining for other automotive parts
- PT.USUI (Indonesian)
Coverage: Manufacture of low-pressure pipes, injection pipes and cooling fan drives

Acquiring ISO9001:2015 certification

- Headquarters, Functional Products Manufacturing Department, Funawara Manufacturing Department, Kyowa Manufacturing Department, Kakita Plant, Ohito Manufacturing Department, Tamagawa Manufacturing Department, Nirayama Manufacturing Department, Nagasawa Manufacturing Department Headquarters, Nagasawa Manufacturing Department West Plant, Fuji Gotenba Manufacturing Department, Amorphous Manufacturing Department, Gotenba Manufacturing Department, Hiroshima Satellite
- UIPC (Philippines)

Acquiring ISO14001:2015 certification

- Headquarters, Nagazawa and Nagazawa Plants, High Pressure Tube Plants, Kyowa Plant, Nirayama Plant, Izu-Nagaoka Plant, Izu-Ema Plant, Kakita Plant, Tamagawa Plant, Ohitemi Plant, Gotemba Plant, Fuji Gotemba Plant, Tochigi Satellite, Okazaki Satellite, Hiroshima Satellite, Kyushu Satellite (JAB:JP08/070474) (UKAS:JP98/012032)
- UIC (USA)/Ohio Plant (Including Michigan Office)
- UIC (USA)/Virginia Plant (Including Michigan Office)
- UIMM (Mexico)
- Shanghai Usui Motor Zero Co., Ltd. (China)
- Usui Automobile Zero (Shanghai) Co., Ltd. (China)
- Usui Automobile Zero (Foshan) Co., Ltd. (China)
- Usui Tube Route (Combined Fertilization) Co., Ltd. (China)
- Kakoyui Tsurumi Precision Pipe System Co., Ltd. (China)
- UICT (tie)
- PT.USUI (Indonesian)
- USUI SUSIRA (Indian)

Usui Kokusai Sangyo Co., Ltd. and its foreign subsidiaries (hereinafter referred to as USUI Group) are:

Based on our management philosophy of "Contributing to Society" based on the "Customer First" principle,

To our customers and other stakeholders by practicing CSR

We aim to become a "trusted company."

Management philosophy

With a spirit of creativity and harmony
Contributing to society

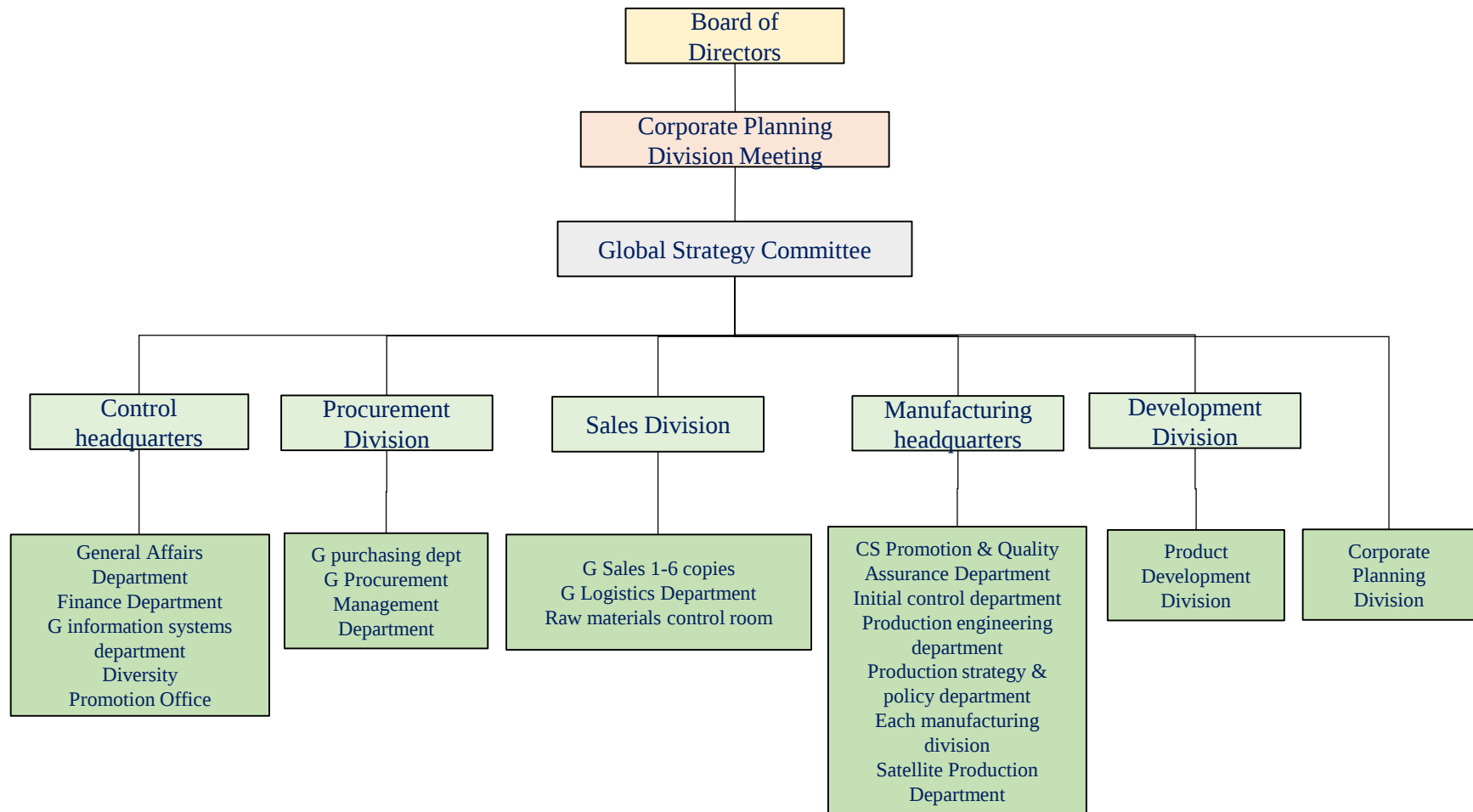
Policy

To global customers
Trustworthy company

Employee Training

1. Consistent with Wa Kyowa to emphasize belief and sympathy
2. Develop healthy physical and mind, deepen knowledge, and refine technologies
3. Let's respect the spirit of creation and move forward with a renewed spirit every day.
4. Observe workplace discipline and work cheerfully and happily
5. Strive for the local community and make efforts to develop our business

Corporate Organization Chart



CSR activity declaration

The Usui Group (Usui Kokusai Sangyo Co., Ltd. and its subsidiaries) realizes its Management Philosophy
To this end, we will promote CSR activities in every aspect of our business activities, as a member of the global community, in accordance with this philosophy and our corporate policy.

To the Usui CSR Policy to further enhance CSR activities within the Usui
Establish and ensure that all Usui Group employees are fully aware of the Usui CSR Policy.
And quality, human rights, labor, safety, the environment, compliance, risk management,
Positioning contributing to society as a key area of CSR activity, we will develop proactive CSR activities.

Basic CSR policy

- As a member of a global society, the Usui Group is based on its Management Philosophy,
We aim to contribute to the stable and sustainable development of the global society through our business activities.
- In accordance with USUI Action Guidelines, each country's laws and ethical standards, and
We will protect human rights and conduct honest business activities.
- As a member of a global society, the Usui Group solves various social problems
We will contribute and meet the expectations of our stakeholders.

CSR management guidelines

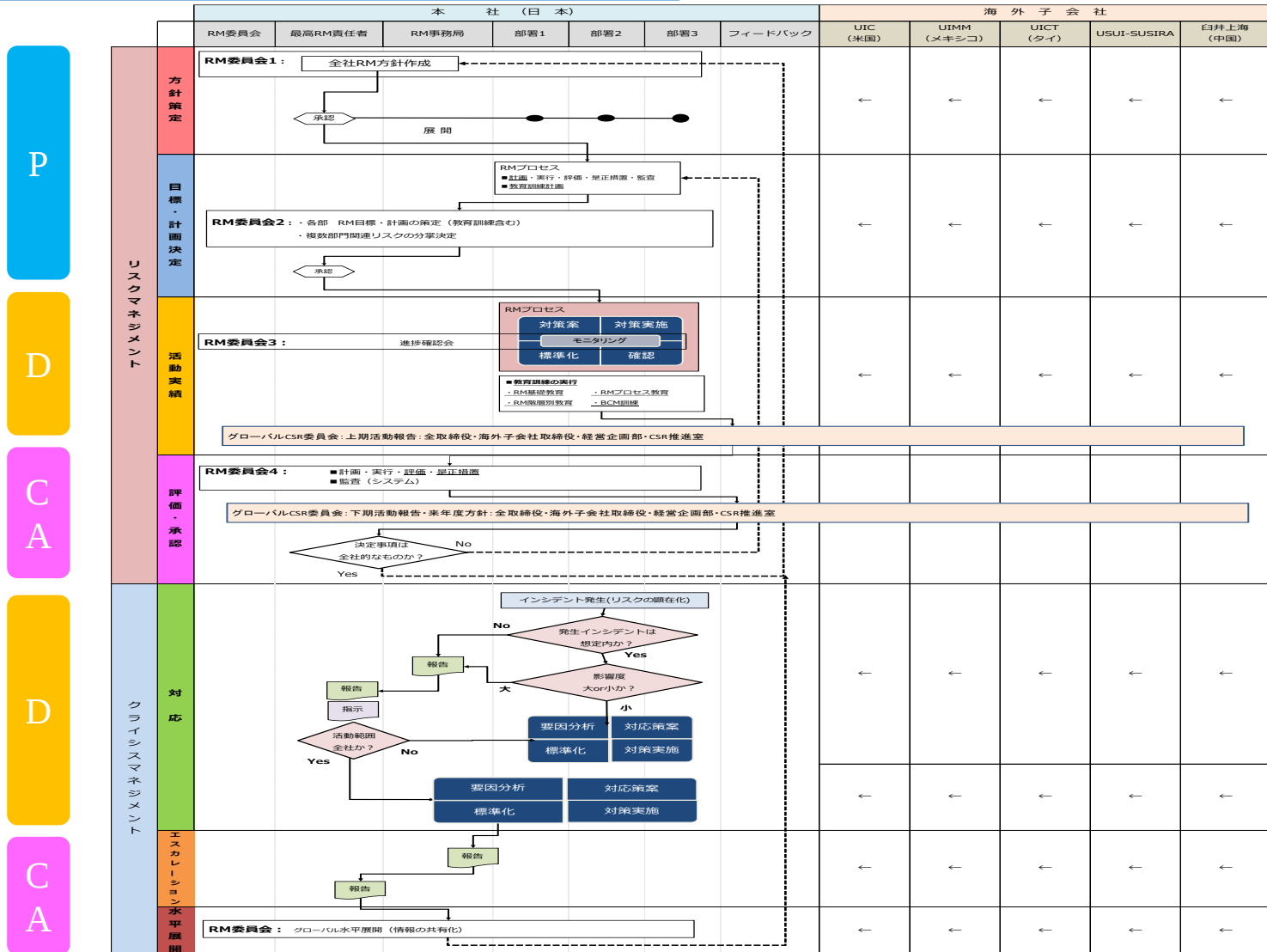
Field	Initiatives
1 Quality	1-1 Providing Products that meet Customer Needs
	1-2 Providing Product Information Properly
	1-3 Ensuring the Safety of Products
	1-4 Ensuring the Quality of Products
2 Human Rights and Labor	2-1 Elimination of Discrimination (Equalization of Employment Opportunities)
	2-2 Respect for Human Rights (Prevention of Harassment)
	2-3 Prohibition of Child Labor
	2-4 Prohibition of Forced Labor
	2-5 Wage
	2-6 Working Hours
	2-7 Dialogue and Consultation with Employees
	2-8 Safe and Healthy Working Environment
	2-9 Human Resource Development
3 Environment	3-1 Environmental Management
	3-2 Greenhouse Gas Reduction
	3-3 Prevention of Environmental Pollution in air, water, soil, etc.
	3-4 Resource Conservation and Waste Reduction
	3-5 Managing Chemicals

Field	Initiatives
4 Compliance	4-1 Compliance with Laws and Regulations
	4-2 Compliance with Competition Laws
	4-3 Anti-Corruption
	4-4 Management and Protection of Confidential Information
	4-5 Export Control Management
	4-6 Protecting Intellectual Property
5 Risk Management	5-1 Company-wide Risk Management Framework
	5-2 Formulation of BCP
6 Social Contribution	6-1 Contributing to Local Communities
7 Implementing CSR	7-1 Initiatives and Development of CSR Activities within the Company
	7-2 Structure and Deployment of CSR-related Activities to Suppliers
	7-3 Disclosure of Information to Stakeholders

CSR action guidelines

			As a member of USUI
			As a member of USUI Group, we will always act under the motto of "Integrity" for the trust of all stakeholders.
Major items	Medium items	Conduct Guidelines	
1 Quality	"Quality Policy"	1. Providing high-quality and safe products	
	"Being a Trustworthy Company to our Customers around the World"	(1) We will give careful consideration to safety at each stage of product development, design, manufacturing, inspection, and transportation, and strive to ensure quality.	
	We will achieve 100% customer satisfaction by producing the world's best products that satisfy customers with the following requirements and continuously improving the effectiveness of the QMS.	(2) We will respond promptly and sincerely to product defects and customer complaints, thoroughly investigate the causes, and strive to prevent recurrence.	
		(3) We will establish and operate an appropriate quality management system and strive to provide necessary sufficient and accurate product information.	
	1-1 Safe and people-friendly plant		
2 Human rights and labor	1-2 Ensuring Quality that customers satisfy		
	1-3 Achievement of annual quality objectives		
	1-4 Complies with all requirements, including all necessary laws and regulations.		
	2-1 Elimination of discrimination (equalization of employment opportunities)	2. Respect for Human Rights and Creation of Safe and Comfortable Workplace Environments	
	2-2 Respect for Human Rights (Prevention of Harassment)	(1) We will respect human rights and will not discriminate on the basis of nationality, gender, or disability, or engage in child labor, forced labor, or harassment.	
	2-3 Prohibition of child labor	(2) We will strive to maintain and manage mental and physical health and ensure safe operations.	
	2-4 Prohibition of Forced Labor	(3) We will strive to create a workplace environment that ensures safety and hygiene by complying with laws and regulations related to safety and hygiene and the rules of the company.	
	2-5 Wage	(4) We will comply with labor-related laws and company rules, such as the Work Rules, and faithfully perform our duties in accordance with social decency.	
	2-6 Working Hours	(5) We will strive to improve operations and improve productivity by participating in internal and external training and engaging in self-improvement in order to improve our own knowledge and abilities, and by utilizing the acquired technologies and knowledge.	
	2-7 Dialogue and consultation with employees		
3 Environment	2-8 Safe and healthy working environment		
	2-9 Human Resource Development		
	"Environmental Policy"	3. Addressing today's critical environmental issues	
4 Compliance	In designing, developing and manufacturing automotive components, we will recognize that global environmental conservation is one of the most important issues facing humankind as part of its corporate social responsibilities. In order to build a sustainable society, we will strive to "maintain human health" and "protect the global environment" in all aspects of our corporate activities.	(1) We will comply with environmental laws, regulations, and our own standards and strive to conduct our business.	
		(2) We will strive to prevent environmental pollution and global warming at our plants and offices, recycle resources, and actively manage chemical substances.	
		(3) We will strive to prevent environmental issues from occurring, and will promptly take appropriate measures to minimize environmental loads in the event of environmental issues.	
		(4) We will actively participate in various environmental activities promoted by the company, such as energy-saving activities in the workplace, reduction of waste, and recycling.	
	4-1 Compliance with Laws and Regulations	4. Strengthening Compliance	
	4-2 Complying with Competition Laws	(1) We will comply with the Anti-monopoly Act, Subcontract Act, Unfair Competition Prevention Act, Personal Information Protection Law, and other laws, internal rules, and social norms.	
	4-3 Anti-corruption	(2) We will not engage in collusion, cartel activities, etc. that restrict free corporate activities.	
	4-4 Management and protection of Confidential Information	(3) We will properly and strictly manage confidential information disclosed by our business partners, as well as proprietary information.	
	4-5 Export Control Management	(4) We will not attempt or require our business partners to provide personal benefits or convenience.	
	4-6 Protecting intellectual property	(5) Reports and notifications required by laws and regulations to administrative organs shall be made appropriately.	
5 Risk Management		(6) We will adopt a firm stance toward antisocial forces and organizations, and blocking any relationships.	
	5-1 Company-wide risk management framework	(7) In conducting transactions with overseas customers, we will comply with export and import regulations (export control laws such as the Foreign Exchange and Foreign Trade Control Law, the Customs Law, etc.), international rules (trade agreements, tax treaties, etc.), and local laws (anti-dumping laws, etc.).	
	5-2 Formulation of BCP	(8) We will respect other companies' intellectual property rights, such as Patent Rights, Trademark Rights, and copyrights, and pay careful attention not to infringe on these rights.	
		5. Risk Management	
		(1) We will identify risks that may occur in the workplace and strive to prevent them from occurring.	
6 Social Contribution	6-1 Contributing to local communities	(2) Even in the unlikely event of a risk, we will respond promptly and appropriately to minimize damage.	
		(3) Along with the globalization of the supply chain, we will strengthen our response to suppliers and production systems.	
		(4) To strengthen our response to earthquake risks, we have begun formulating a Business Continuity Plan (BCP) and will continue to revise and implement it.	
		6. Contributing to Society	
7 Implementing CSR	7-1 Initiatives and development of CSR activities within the company	(1) We will strive to contribute to society through our corporate activities.	
	7-2 Structure and deployment of CSR-related activities to in-house → suppliers (mainly suppliers)	(2) We will be aware of various issues facing local communities and local communities, and will actively participate in volunteer activities and other social contribution activities.	
	7-3 Disclosure of information to stakeholders	(3) In the event of a social crisis caused by a disaster, etc., we will strive to participate in recovery and support activities in the affected areas.	
		7. Implementing CSR	
			(1) As a member of society, we will always be aware of the roles that we should fulfill within the company and society, and strive to respond to the expectations of all our stakeholders.
			(2) We will fully understand our "Management Philosophy," and engage in daily operations toward the goals set forth in company-wide and workplace policies.
			(3) We will ensure smooth communication with society by fulfilling our accountability to stakeholders.

Risk Management and Crisis Management Structure



Basic risk management rules

リスクマネジメント基本規程

第1条 目的

本規程は当社、海外の全子会社におけるリスクマネジメントについて基本的考え方を定めるものである。

第2条 適用範囲

本規程の適用範囲は、当社、海外の全子会社(以下、「当社グループ」という)とする。

第3条 対象

当社、子会社の社員（役員、社員、契約社員、他社からの出向者、パート、アルバイト、派遣社員、期間社員を含む）は、本規程を順守しなければならない。

第4条 用語定義

リスク：当社グループの事業活動に及ぼす様々な影響

リスクマネジメント：リスクを特定の上、分析、評価し、全員参加の下で未然防止と発生を前提とした準備を講じること

第5条 基本方針

「当社グループは、持続的な成長を通じて社会的責任を果たすにあたり、常に損失の最小化と利益の最大化を図るため、リスクの適切な管理を行う。」

第6条 行動指針

- 1 「私は、リスクの発見に努め、発見したリスクを速やかに報告します。」
- 2 「私は、自らリスク低減のために行動します。」
- 3 当社グループは、リスク発生時には、社員の総力を結集し、速やかな対応と復旧を図る。
- 4 当社グループは、継続的に社員全員に対して教育訓練を実施する。

第7条 組織体制

- 1 リスクマネジメント委員会： 当社の取締役会や経営会議の下部にリスクマネジメント委員会を置く。
構成メンバーは、最高リスクマネジメント責任者、リスクマネジメント責任者、リスクマネジメント事務局とし、各部署からのリスクマネジメントに関する課題分析と対処案などについて必要に応じ審議し、結果を取締役会・経営会議へ報告する。
- 2 最高リスクマネジメント責任者： 取締役社長が務め、リスクマネジメント委員会の召集ほか、当社のリスクマネジメントにおける指揮を執る。
但し、不測の事態発生等により、最高リスクマネジメントの責務を果たせない場合、代表取締役社長は下位の取締役へ権限を委譲することができる。
- 3 リスクマネジメント責任者： 各リスクに関し、経験・知識のある専門部署長で、責任・権限を持って実行推進する役割を担う。統括部署のリスクマネジメント責任者は主管する子会社のリスクマネジメント責任者も担う。
- 4 リスクマネジメント事務局： リスク管理部署はリスクマネジメント委員会の事務局を担い、推進役としてリスクマネジメント責任者と連携し、各部署で行われている活動の取りまとめや、教育・訓練の実施や情報提供等の働き掛けを行う。

- 5 リスクマネージャー： リスクマネジメント事務局主管部署所属の者で、事務局関連業務を主管するほか、当社におけるリスクマネジメント実務を推進する。
- 6 各部署（各子会社）担当者： リスクマネジメント責任者である所属部署長の指示に従い、平時／有事の自部署内でのリスク対応を行う役割を担う。

第8条 リスクマネジメントプロセス

- 1 リスクマネジメント委員会は、リスクマネジメント責任者を召集の上開催した委員会会議により、全社リスクマネジメント年度方針を策定・決定し、社内に通達する。
- 2 リスクマネジメント責任者は、リスクマネジメント委員会で決定したリスクマネジメント年度方針を受けて、主管する各部署と子会社の機能・事業に関する様々なリスクを適切に管理するための計画・実行・評価・セルフチェック・是正措置という一連のリスクマネジメントプロセスを実施する。
- 3 リスクマネジメント委員会は部署をまたがる問題や、重大リスクなどについて審議・決定し、必要に応じて取締役会・経営会議へ上申する。
- 4 リスクマネジメント委員会は、実際に発生したインシデントに対応し、結果を各部署に展開共有するとともに、次年度 RM 方針策定にフィードバックする。

第9条 リスクアセスメント

リスクアセスメントとして実施する事項は、リスクの特定、リスクの分析、リスクの評価とし、別に定める運用細則に則って実施する。

第10条 リスク対応

各部署（各子会社）は、リスク発生の未然防止と発生を前提とした準備を講じる。

第11条 教育訓練

リスクマネジメント事務局は、リスクマネジメント責任者と連携し、リスクに関する教育訓練計画を立案し実施する。

第12条 リスクマネジメントシステム監査

CSR 推進室は、リスクマネジメント委員会に対し定期的にリスクマネジメントシステムの有効性について監査を行い、問題がある場合は是正勧告を行う。是正状況についても勧告に従い実施されているかをチェックする。

第13条 規程体系

本規程に加え、別に要領および細則を定める。

付則

1. この規程の改正は、リスクマネジメント事務局がリスクマネジメント委員会へ上程し、リスクマネジメント委員会にて審議・決定する。
2. 本規程は、2018 年 1 月 6 日に制定、施行する。

以上

Basic corporate ethics policy

USUI Group has positioned the implementation of compliance as a top management priority.

In the laws and regulations required of corporate activities, recognizing that this thorough implementation will lead to the strengthening of our management infrastructure

In addition to complying with these standards, we will conduct corporate activities that are fair and transparent in accordance with social norms.

Basic corporate ethics guidelines

1. Compliance with Laws
2. Trust with customers
3. Relationship with suppliers
4. Employee Relations
5. Respecting human rights
6. Information management
7. Environmental conservation
8. Accurate recording control
9. Fair trading

Action Guidelines for Corporate
Ethics

1. Compliance with Laws

- 1) We will comply with all relevant laws and social norms in our business.
- 2) Being aware of being a member of society, we take moderate actions.

2. Trust with customers

- 1) We constantly strive to satisfy our customers, listen faithfully to our customers' voices, accurately grasp their needs, We will strive to obtain customer satisfaction and trust by providing appropriate products and services.
- 2) Damage the trust and honor of the customer in the performance of the customer's business, as well as regular actions.
There is no action.
- 3) Concerning entertainment and delivery of gifts, we will take action in accordance with sound commercial habits and social common sense.

3. Relationship with suppliers

- 1) We maintain fair and free relationships with our suppliers and do not require unreasonable requests.
- 2) We will compete in a healthy manner with our peers and comply with the Antimonopoly Act and other trade laws.
- 3) We will not engage in transactions with anti-social forces such as organized crime groups.

Action Guidelines for Corporate
Ethics

4. Employee Relations

- 1) Strive to comply with labor-related laws and create a fair and honest corporate climate.
- 2) We will strive to prevent harassment activities and maintain a highly moral working environment.
- 3) We respect the individuality of our employees and create an attractive working environment.

5. Respecting human rights

- 1) Without causing or promoting adverse effects on human rights through corporate activities,
If human rights are adversely affected, take appropriate measures.
- 2) Respecting the human rights of our employees, including race, beliefs, gender, religion, nationality, age, political views, and spouse
Employees shall not be discriminated against in employment, remuneration, promotion, etc. due to the presence or absence of children, disability, etc.
- 3) Respect the personality and individuality of employees and determine reasonable and fair personnel systems and working conditions.
- 4) Not only within USUI Group but also to those who are deeply involved with USUI Group, such as business partners
To the prevention of risks by gathering information on risks that could cause adverse effects on human rights
We make every effort.
- 5) With stakeholders when there is a negative impact on human rights or a negative impact
We will have an opportunity for dialogue and make sincere consultations.

Action Guidelines for Corporate
Ethics

6. Information management

- 1) Information acquired through operations is strictly controlled in compliance with related laws.
- 2) We construct an advanced information security environment and handle information properly.
- 3) We will strictly comply with the laws governing the protection of personal information.

7. Environmental conservation

- 1) On a regular basis through the establishment of an environmental management system and the establishment of targets for business activities
Review and make continuous improvements.
- 2) To environmental conservation by accurately grasping the demands of society as well as related laws and regulations and establishing own standards
We strive to raise the level.
- 3) From the planning, design, and development stages of products and services to the procurement, production, logistics, and sales stages
We will promote manufacturing with an awareness of minimizing environmental impact.
- 4) Continuous environmental impact while enhancing our environmental management system from a global perspective
Perform improvement.

8. Accurate recording control

- 1) The Usui Group has created accurate and unfalse records (to prevent the falsification and tampering of records).

Keep it.

9. Fair take-back

1) Prohibition of Bribery

The Usui Group does not permit bribery activities, such as the provision, promise, or application of money or any other benefit or convenience (hereinafter "money, etc.") directly or indirectly to others for the purpose of acquiring or maintaining business or business convenience for the Group.

2) Response to government staff

The Usui Group will conduct business activities that comply with the legislation related to donation and brigade in each country so that no brigade acts on government staff in the respective countries.

3) Prohibition of conflicts of interest

Employees of the Usui Group must not, contrary to the company's interests, use any action, activity or information.

4) Anti-money laundering

The Usui Group deals with trustworthy customers and business partners to comply with anti-money laundering laws and regulations.

5) Strict Export/Import Controls

The Usui Group maintains an import/export control system to ensure that no items subject to regulation, such as articles and technical materials, or articles (imitations) that violate laws and regulations, are brought out or brought in domestically or internationally.

6) Control of Records

Based on the facts, the Usui Group accurately records accounting books and other items, and properly stores related books.

7) Prohibition of insider trading

The Usui Group knows the unpublished important facts of listed companies and does not permit the buying and selling of stock or other equities prior to the announcement.

Corporate Ethics KPI

Compliance-related KPI:2025 January to December

- ①Number of legal violations: 0 (number of internal reporting system reports)
- ②Number of violations of respect for human rights (discrimination, various types of harassment, etc.): 0 cases (number of reports through the internal reporting system)
- ③Fair trading (donation, FCPA, etc.): No. of violations: 0 (No. of internal reporting system calls)

Performance against KPI

Compliance-Based KPI/ Results

USUI INDUSTRIAL CO.,
LTD. 2026.1.23

No	Indicator	FY2025 KPI	Fiscal 2025 Results	Achievement rate	FY2026 KPI
1	Number of legal violations	Number of internal calls: 0	0 cases	100%	Number of internal calls: 0
2	Number of violations of respect for human rights	Number of internal calls: 0	0 cases	100%	Number of internal calls: 0
3	Number of fair trade violations	Number of internal calls: 0	0 cases	100%	Number of internal calls: 0

Information security declaration

USUI groupings can be used safely, in perfect condition, efficiently at any time and inexpensively
You manage. We aim to build and operate a global information infrastructure, a global information management system, and a global core system to realize this.
We aim to achieve this goal, including stakeholders who share information.

Basic Information Security Policy

1. SECURITY

USUI Group-conforms to the International Standards (ISO27000 Series-based) for the confidentiality of information-related assets,
Keep integrity and availability secure.
For this reason, we will take appropriate measures systematically and technically.

2. COMPLIANCE

USUI comply with laws and regulations related to the handling of data.

3. OPEN

With open information-technology products in compliance with international standards and industries
Used to construct information infrastructure and information management system.
By making it easier for USUI to collaborate with stakeholders and at the same time
Enables to evaluate the health of information management.

4. COLLABORATION

USUI Group is building procurement/production/logistics in accordance with the International Industry Standards (MMOG/LE), Operation improves the efficiency of each process.

In addition, by sharing information in an optimal manner in collaboration with stakeholders, Conducts overall optimization of joint work.

5. INNOVATION

Recognizing that information technology is constantly evolving, USUI Group will be able to incorporate and use the most appropriate information technology.

If the technology requires a renewal of the information base, the system has been renewed at the optimal time.

We will proceed with the reform in such a way.

N.B.: MMOG/LE Standards Body: AIAG, Content: Guidelines for Material Control/Assessment Methods for Logistics

Information Security Action
Guidelines

SECURITY

- ・ ISO27000(ISMS)に準拠した情報管理
機密管理
BCM (情報)

COMPLIANCE

- ・ ISO27000(ISMS)に準拠した情報管理
法律遵守 (情報)

OPEN

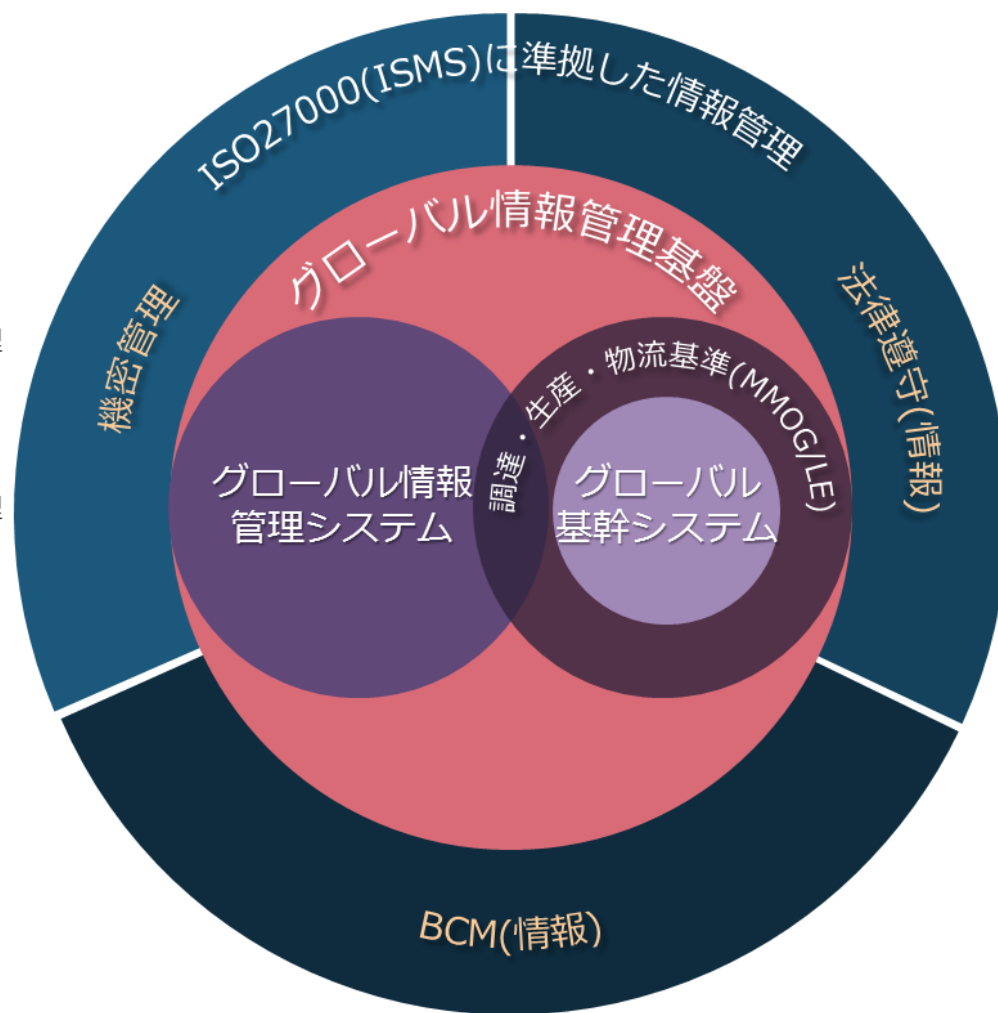
- ・ ISO27000(ISMS)に準拠した情報管理
- ・ グローバル情報管理基盤
- ・ グローバル情報管理システム
- ・ グローバル基幹システム

COLLABORATION

- ・ グローバル情報管理システム
- ・ グローバル基幹システム

INNOVATION

- ・ グローバル情報管理基盤
- ・ グローバル情報管理システム
- ・ グローバル基幹システム

グローバル
情報管理基盤

情報機器、通信機器、通信、ソフトウェア、データベース等グローバルに情報を管理する基盤を指す。

グローバル
情報管理システム

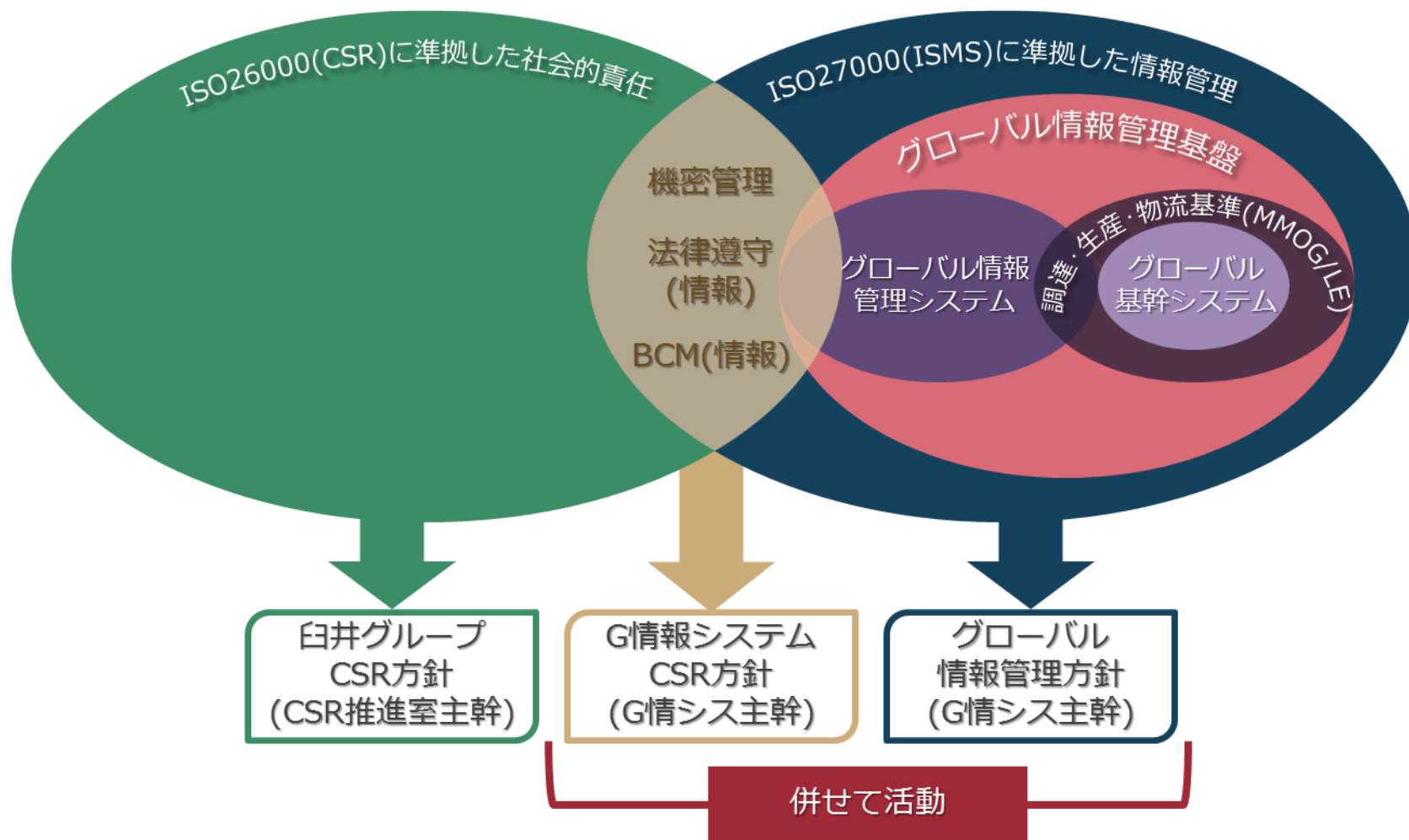
電話、メール、テレビ会議、情報共有等、主に非定型業務向けシステムを指す。

グローバル
基幹システム

生産管理、購買管理、受注出荷管理、財務管理、原価管理、人事管理等の定型業務向けシステムを指す。

Information Security Action
Guidelines

Confidentiality control, legal compliance (information), and BCM (information), which are the common action items in compliance with ISO26000 and ISO27000, are performed. These activities will be implemented in conjunction with the Global Information Management Policy Activities.



Basic Policy on the Management of Personal Information

USUI Group complies with laws related to the protection of personal information, EU regulations on the protection of general-purpose data, and other related laws and regulations, and properly handles the personal information provided by customers and suppliers.

Personal Information Management Action Guidelines

1) Appropriate acquisition of personal information

Personal information shall be obtained by legal and fair means to the extent necessary for business.

For prior consent from the person in obtaining sensitive information except as required by law

Take out.

2) Clarification of the purpose of use

Process personal data only for the purposes described below.

- Order processing in the fulfillment of contracts with customers and suppliers, delivery of products and services, Providing support, issuing quotations/invoices, and managing suppliers' relationships
- USUI servicing, offerings, and event-related information
- To develop new USUI products and conduct questionnaires to improve services
- Response to inquiries regarding USUI servicing, offering, and application for use
- Gratitude, congratulations, sympathy, and greetings for our customers and business partners
- Execution of other business incidental thereto

3) Disclosure and provision to third parties

USUI disclose personal data to third parties unless one of the following conditions exists:

Or it does not provide.

As stipulated by law for personal data containing sensitive information,

Disclosure to a third party in any case, except where expressly agreed to by the employee

Or it does not provide.

However, if USUI groups share personal data, and as required to achieve their intended use

In the case of entrusting all or part of the handling of personal data within the scope

The provision of personal data to the Outsourcer shall not be regarded as disclosure or provision to a third party.

- With the consent of the principal
- When required to disclose or provide information in order to fulfill legal duties
- Obtain the consent of the employee when necessary to protect the life, body, or property of the person.
If it is difficult
- When the national government or a local public entity needs to cooperate in the implementation of public affairs,
Cases in which obtaining the consent of the person is likely to hinder the execution of the relevant affairs
- In the event of a merger, company split, transfer of business, or other event of business succession

4) Entrustment of Business

To USUI subcontractor within the scope required to achieve the intended use of this Action Guide

It may provide personal data.

In this case, we concluded an agreement with the outsourcee concerning the processing of personal data.

We properly manage and supervise our subcontractors.

- The handling of personal data may be partially entrusted to a forwarding agent for warehousing, delivery, or other logistics operations.
- For the purpose of quality assurance, some of the processing of personal data may be entrusted to the vendor conducting the inspection.
- In business talks, meetings, and contact management with suppliers, an e-mail system, a business card management system,
In order to use ordinary communications tools such as WEB conferencing systems, a part of the process of personal data may be outsourced to cloud service providers.
- Manufacturing and shipping inspections are conducted on the premises of USUI to meet contracts with customers and suppliers.
Part of the processing of personal data may be outsourced to a subcontractor.

5) Transfer outside EEA

USUI provides personal data to third countries outside EEA region, including subcontractors and joint users.

When transferred, it is required and appropriate according to the standard data-protection items in accordance with GDPR specified by EU.

Take action.

6) To ensure accuracy

In the event of errors or shortages, USUI is committed to keeping personal data up to date
We will try to correct this.

7) Storage period

USUI grouping stores collected personal data beyond the limits required for data collection objectives
It is not possible.

8) Security

USUI grouping is illegal to personal data to ensure the accuracy and security of personal data
We will take reasonable measures against the risk of access, leakage, loss, or damage of personal data.

Procurement activity declaration

USUI procures the best, most cheaply, most timely, and most stably. In order to achieve this on a global USUI, we aim to build a procurement infrastructure through organic networking.

At the same time, we are building strong partnerships with our suppliers on the basis of transparency and fairness, both of which are social

We will strive to maintain a healthy society by fulfilling our responsibilities.

Basic Procurement Policy

For suppliers who wish to do business regardless of their nationality, enterprise size, or business performance,
Provide fair and fair opportunities for entry.

To this end, we will cultivate a wide range of business partners worldwide and strive to maintain competition.

When placing orders, competitiveness in terms of quality, supply, price, technology, management, and laws and regulations

Compliance with social norms, respect for human rights, elimination of undue discrimination in respect of employment and occupation, child labour and

Appropriate from the viewpoint of social responsibility such as the elimination of forced labor, environmental conservation and social contribution activities

We evaluate and select suppliers objectively.

Basic Procurement Policy

We will share our goals with our business partners from a long-term and global perspective, deepen relationships of trust through close communication, and mutually study for mutual prosperity.

To compliance with various laws, corporate ethics, and internal regulations, conservation of the global environment, and reduction of the impact on the ecosystem

Contribute to international and local communities with consideration.

Green procurement guidelines

Green Procurement is an essential part of USUI's environmental management activities.
I'm positioning.

With all suppliers in order to comply with the increasingly strict environmental regulations in the future
It is necessary to share and promote both environmental initiatives.

Based on this approach, the procurement requirements are summarized in the Green Procurement Guidelines.

Policy on Response to Conflict Minerals

USUI Group does not trade or use materials (materials, components, etc.) that contain 3TG that may be harmful to human rights, environmental destruction, etc. in the Democratic Republic of the Congo and surrounding countries. In order to establish a more responsible supply chain, we will also extend it to our business partners. We will investigate.

Action Guidelines for Responding to Conflict Minerals

Response to conflict minerals

- 1) In the Democratic Republic of Congo and its neighboring regions, conducting surveys when purchasing materials and parts
We do not purchase conflict minerals (tantalum, tin, gold, tungsten) that could become funding sources for the armed forces produced.
In addition, if suppliers are not confirmed, they will not be procured.
- 2) Cooperate and collaborate to eliminate conflict minerals and to be responsible for investigations of conflict minerals conducted by the customer
We will engage in procurement activities.

Human Rights and Labor Declaration

As a member of society, USUI Group respects human rights in all its activities.
We are aware of the importance. On the social responsibilities of developing sustainable corporate activities
We consider it to be one, and we have established a basic policy on human rights and labor.

Human Rights and Labor Basic Policy

USUI is confident that human rights are a critical issue. Realizing that our commitment to respecting it is a social responsibility that a company should fulfill, we are safe, secure, and prosperous.

To build a society, we aim to establish a corporate structure that respects human rights.

- 1) Prohibition of discrimination
- 2) Prevention of harassment
- 3) Prohibition of child labor
- 4) Prohibition of Forced Labor
- 5) Wage
- 6) Working Hours
- 7) Dialogue and consultation with employees
- 8) Safe and healthy working environment
- 9) Development of human resources
- 10) Rights of indigenous peoples

Human Rights Work Behavior
Guidelines

1)Prohibition of discrimination

We will never discriminate on the grounds of nationality, race, ethnicity, age, sex, religion, political opinion, social status, presence or absence of a spouse or child, disability, or any other reason.

2)Prohibition of harassment

We will not tolerate harassment, sexual harassment, power harassment, or any other form of harassment in the workplace related to pregnancy, childbirth, or childcare leave, or inhumane treatment such as violence, verbal, or physical or mental coercion.

3)Prohibition of child labor

Statutory age for employment, age at which compulsory education is completed, and young workers under the age of 18 years shall not be engaged in hazardous work.

4)Prohibition of Forced Labor

All labour is voluntary, guarantees that employees are free to leave their jobs, and does not permit any form of forced or compulsory labour.

5)Wage

We will comply with laws and regulations concerning minimum wages, overtime, wage deductions, and other benefits.

6)Working Hours

Excessive working hours are prohibited by properly managing and complying with laws and regulations concerning the granting of working hours (including overtime) and holidays and annual paid holidays.

7)Freedom of association, dialogue and consultation with employees

Respect the freedom of employee connection (including non-association rights) and the right to negotiate group negotiations, and communicate sincerely with representatives of employees or employees.

Human Rights Work Behavior
Guidelines

8)Safe and healthy working environment

We will identify and evaluate risks to safety and health in the workplace, and ensure the physical and mental safety and health of workers through appropriate designs and techniques and management measures.

9)Development of human resources

To ensure that each and every employee realizes their own growth and maximizes their capabilities, we will work to develop high-quality human resources.

10) Observe the UN's Declaration of the Rights of the Indigenous People.

*Regarding the items 1 to 10 above, we will constantly monitor (internal and external reporting system).

KPI on human right work

1)Prohibition of discrimination

We will never discriminate on the grounds of nationality, race, ethnicity, age, sex, religion, political opinion, social status, presence or absence of a spouse or child, disability, or any other reason.

2)Prohibition of harassment

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Performance against KPI

Compliance-Based KPI/ Results

No	Indicator	FY2025 KPI	Fiscal 2025 Results	Achievement rate	FY2026 KPI
1	Prohibition of discrimination	Number of internal calls: 0	0 cases	100%	Number of internal calls: 0
2	Prohibition of harassment	Number of internal calls: 0	0 cases	100%	Number of internal calls: 0
3	No forced labor / child labor	Number of internal calls: 0	0 cases	100%	Number of internal calls: 0

Diversity Declaration

To become a company that can grow sustainably with stable performance, USUI Group will instill and entrench diversity globally, and each and every employee will be flexible and motivated to live.
We aim to be a company that can work while feeling.

Diversity Policy

In order for each employee to contribute to the sustained growth of USUI Group,
To the development of a work environment and organizational culture that allows the diversity of each employee to be utilized naturally on a daily basis
We will reform awareness.

Diversity Action Guidelines

Offering the opportunity to touch diversity from a variety of perspectives, eliminating the sense of resistance to diversity, experiencing the effects of exploiting diversity, reviewing the streets to date, and looking forward to change
We will improve the environment and raise awareness.

Human Resource Development
and Development Declaration

USUI Group is committed to the development of highly qualified human resources in order for all employees to realize their personal growth and maximize their capabilities.

Human Resource Development
and Human Resource
Development Policy

For USUI Group-Maximizing Employee Capabilities

- Improvement of education system and reinforcement of training system
- Development and construction of human resources infrastructure to realize global strategies
- Human Resource Allocation for Global Optimization

Realize.

Action Guidelines for Human Resource
Development and Human Resource
Development Policy

- 1) Securing human resources
 - Promotion of diversification of adoption activities
- 2) Fostering and utilizing human resources
 - Reviewing the education system
 - Improvement of vocabulary skills required for global human resources
 - To foster female candidates for managerial posts
 - Database of education and evaluation results

Safety and Hygiene Pledge

USUI Group is based on the principle that safety is the highest priority. Based on the philosophy of human respectation, We believe that ensuring the safety and health of all employees is a corporate responsibility for society. We recognize this as an important priority.

Basic Policy for Health and
Safety

Safety considers the danger
Without continuing to eliminate hazards
Be unable to achieve safety

Safety and health action
guidelines

In order to prevent the recurrence of labor accidents that have occurred in the past, we will check whether countermeasures for past troubles are continued and firmly established, and will educate and improve the understanding of safety and health for all employees.

- 1) To reconfirm countermeasures against past troubles
The past disasters are stratified to the originating objects, and the status of countermeasures is checked and the system is installed.
- 2) Activities to improve employee understanding
Daily meetings and regular education are held.

Guidelines for health and safety at
workplace

1)Safe and healthy working environment

In addition to complying with relevant laws and regulations, the safety and health risks at the workplace are identified and evaluated and appropriate

Ensuring physical and mental safety and health of workers through design, technology, and means of management.

2)Industrial Accidents and Diseases

In order to prevent industrial accidents and illnesses, when an accident or trouble occurs, we will correctly identify the occurrence status and take appropriate measures.

3)Emergency preparedness

In preparation for emergencies that could compromise the safety of human life and bodily injury, we prepare action procedures and take safety measures necessary to avoid or minimize damage and ensure that they are fully informed within the workplace.

4)Industrial hygiene

Identify and properly manage conditions in contact with chemicals, noise, offensive odors, etc. that may have a harmful effect on human health.

5)Work that places a burden on the body

Identify workplaces that may have a burden on the body, or cause health hazards, and manage them appropriately to prevent work-related injuries or illnesses.

6)Safety measures for machinery

Identify hazards related to machinery and equipment used in the workplace and take appropriate safety measures.

7)Safety and health communication

Education that allows workers to learn about hazards that could harm workers' safety and health. •

Provides opportunities for training.

Occupational Safety and Health KPI

1) Safety and health

- Number of lost-time injuries
- Number of accidents not resulting in lost time
- Work-related illnesses

Performance against KPI

Performance against targets (KPI)

USUI INDUSTRIAL INDUSTRIAL CO.,
LTD. 2026.2.6

No	Indicator	FY2025 KPI	Fiscal 2025 Results	Achievement rate	FY2026 KPI
1	Lost-time injuries	0 cases	0 cases	100%	0 cases
2	Lost-time injuries	0 cases	1 case	×	0 cases
3	Occupational illness	0 cases	0 cases	100%	0 cases

Quality activity declaration

USUI Group-Automotive Industry Quality Management System Standards and Manufacturing Components of the Automotive Industry-We have acquired IATF16949, a quality management system requirement for organizations of related service parts, and aim to become a company that is trusted by customers worldwide by increasing customer satisfaction.

Basic quality assurance policy

USUI Group manufactures the world's best products to satisfy customers with the following requirements. We will achieve 100% customer-satisfaction by continuously improving the effectiveness of our QMS.

- Safe and human-friendly factory
- Ensuring Quality Satisfaction by Customers
- Achievement of annual quality targets
- Comply with all requirements including necessary laws and regulations.

Quality action guidelines

Providing high-quality, high-safety products

- 1) In addition to paying close attention to safety at each stage of product development, design, manufacturing, inspection, and transportation, We will endeavor to ensure quality.
- 2) In addition to responding quickly and sincerely to product defects and customer complaints, thoroughly address the causes We will strive to prevent recurrence.
- 3) Strive to establish and operate an appropriate quality management system and provide necessary, sufficient, and accurate product information.

Basic environmental policy

In designing, developing and manufacturing automotive components, USUI Group recognizes that global environmental conservation is one of the most important issues of all human beings as part of its corporate social responsibility and sustains it.

Maintenance of human health and the global environment in all aspects of corporate activities, with the aim of building a possible society

We will make every effort to conserve and contribute.

Environmental action guidelines

1. Reduce the environmental impact and prevent pollution

- 1)We will endeavor to reduce the use of natural resources and energy. (Reduce CO₂ emissions)
- 2)We will endeavor to reduce and recycle waste.
- 3)We will endeavor to reduce the amount of chemical substances used.
- 4)We will endeavor to prevent environmental pollution.
- 5)We will strive to protect the environment.
- 6)We will strive to expand the use of renewable energy.

2. Establishment, review, and continual improvement of objectives and targets

Based on this policy, we will determine environmental objectives and targets, review them, and continually improve our environmental management system.

3. Legal compliance

Comply with applicable legal requirements relating to the environmental aspects of the organization and other requirements to which the organization agrees.

Global Environmental Protection Activity
Philosophy

On environmental issues through business activities with the aim of realizing a sustainable society at USUI
We aim to achieve harmony between people and the environment in all aspects of our company operation, while promoting improvements.

Global Environmental Protection Activity
Declaration

Through an environmental management system to improve the global environment and pass it on to the next generation

- To build a low-carbon society
- To create a recycling-based society
- Environmental conservation and a society in harmony with nature

We will work to realize this goal.

Global Environmental Protection Action
Guidelines

- 1) Promotion of activities to improve environmental performance in compliance with laws and regulations
- 2) Visualization of information by sharing environmental information and centralized management
- 3) Promotion of personnel exchange and human resource development to promote environmental conservation activities

Achievements in environmental KPI

Performance against targets (KPI)USUI INDUSTRIAL INDUSTRIAL CO., LTD.
2026.1.27

No	Indicator	FY2025 KPI	Fiscal 2025 Results	Achievement rate	FY2026 KPI
1	Reductions in energy consumption (Decrease in crude oil equivalent sales: Billions of yen 31.6kl/ Compared to 2024	△1%	▲1.9% (32.0kl/ billion yen)	×	△1% (31.4kl/ billions of yen)
2	Average energy consumption for five years	△1%	△3.6%	○	△1%
3	Reduce CO2 emissions (specific sales: 61.536t/ billion yen) Compared to 2018	△19.5%	△19.0% (53,720t)	○	△20.3% (49,071t)
4	Reduced water consumption (¥1.39 billion) Compared to 2023 (per unit of sales)	△2%	△2.5% (1370 m3)	○	△4% (1290 m2)
5	Reduce waste emissions (8.87t/ billions of yen) Compared to 2024 (per unit of sales)	△7%	▲0.6% (8.93t/ billions of yen)	×	△5% (8.45t/ billions of yen)
6	Reduction of landfill disposal (115 t) Compared to 2023 (absolute amount)	2023 or less	149.9t (+23.2%)	×	2023 or less (115t or less)
7	Increasing the rate of waste recycling 2023 (98.5%)	More than 2023	97.8%	×	More than 2023 (98.5% or more)
8	To reduce the transfer of PRTR object materials (absolute volume 1.04t) Compared to 2022 (0.99t)	2022 or less	1.14t	×	2022 or less (0.99t or less)
9	Reducing VOC emissions (absolute volume 96.05t) Compared to 2024 (85.7t)	△3% (83.1t)	▲0.3% 94.1t	×	2022 or less (93.4t or less)