

## ■ Improvement culture and quality training

We systematically provide quality education to our employees according to their internal qualifications and the nature of their work. We conduct training related to quality management system, quality control, and circles to strengthen human resource development. In addition, as part of our efforts to raise awareness of quality compliance, we conduct an annual action survey with case studies.

### Key Quality-Related Trainings and FY2023 Results

((Example of implementation in Japan region))

#### ■ IATF16949-compliant education (6 times, total of 119 participants)

Understanding of standards, Internal auditor training,  
understanding of core tools

#### ■ Quality Control Education (3 times, total of 71 participants)

J Course (Junior Course)  
F Course (Foreman Course)

#### ■ Circle Education (6 times, total of 391 participants)

TQM training, manager training,  
leader training

#### ■ Quality training for new employees (1 times, total of 71 participants)

Quality basics, practical training for measuring instruments

## ■ MM Circles (QC activities)

Through small group activities, 469 circles (3,799 members) in our group learn the process of business improvement as a team and continuously improve “workplace environment” and “business operations.” Even during the COVID-19 pandemic, the event was held online, and in fiscal 2023 it was held in a hybrid format. Judges are selected from each site, and it became rooted as a regular global event. Since 2019, we have promoted "Reform of Circle Activities" with the aim of "Individual and Team Growth" and "a Bright and Fun Workplace". In 2024, we revised our basic philosophy and will continue to strive to improve the quality of our work.

### Our Basic Philosophy in Small Group Activities

#### ■ Individual Growth

Break your own boundaries and grow into a person who can take on challenges.

#### ■ Improvement of Workplace Environment

Respect diversity and create a bright workplace where people can freely voice their opinions and ideas.

#### ■ Contribution to the Company

Work together to bring in the growth and innovation to the company.



Best Circle in 2024 (Indonesia base)