

## Group-wide Small Group Activities Event

### 【Description of the program】

All employees in manufacturing sections belong to a Small Group consisting of 2 -10 members, where they improve their skills and mindset by discovering, understanding, and resolving the inherent issues in the workflow. In addition, we hold a contest regarding the Small Group's results once a year to motivate the members and to improve their presentation skills.

### 【Business benefits of the program】

Human resource development, revitalizing the workplace and enhancing profitability and competitiveness, within our manufacturing division.

Safe and stable production and increased employee engagement are expected to be achieved through a spiraling increase in the sense of achievement and motivation, through improvement activities in accordance with divisional and group policies and as an organization.

### 【Quantitative impact of business benefits】

The Small Group Activity Presentation Meeting is an opportunity to commend the outstanding activities of 10 teams out of more than 1,000 teams from all sites/plants. The themes of the presentations in 2023 were quality/productivity improvement (35%) and safety improvement (65%), and improvements incorporating DX are increasing. In addition, the amount of improvements made at the presentations were 90 million yen for yield improvement and 50 million yen for safety improvement and others, for a total effect of approximately 1.4 billion yen.