**Mid-Term Plan 2018 Results and Remaining Issues**

**Risk Management**

- Risk management strategy and development of risk governance structure
- Incomplete risk management system and process
- Risk management system and process improvement

**Innovative Security**

- Risk management strategy and development of risk governance structure
- Incomplete risk management system and process
- Risk management system and process improvement

**Report on Social Responsibility**

- Business Partners
  - Global and Local
- Shareholders
- Employees

- Promoting activities unique to safety, development, and security and raising employee capabilities
- Reinforcing crisis response among all employees
- Ensuring thorough operation of internal control

- Society through reports, CSR news releases, at domestic and overseas Group companies
- Implement CSR self-assessment of suppliers such engagement
- Strengthen and expand supply chain group of persons with disabilities (intellectual, living)

- Continuously strengthen recruitment of female employees

- Cultivation of human resources to provide better service quality

- Establishment of a global compliance system

- Further strengthening of the structure for transparency and efficiency

- Improved ESG-related dialogue opportunities (with term strategies and ESG information)
- Companies in 2017)
- Conducted traffic safety educational activities for local communities (undertaken by 60 companies overseas and 13 companies in emerging countries)

- Workplace activity award given to two workplaces, development of positive case studies

- Developed human resources that can utilize AI

- Development of quality assurance rules in line with internal needs

- Improve outside directors' understanding of specific issues

- Complete overall review of operations

**Sustainability Communication**

- Full-time employees: 22,532 (31.6% women)
- Full-time employees: 22,532 (31.6% women)

- Development of a new corporate ethics reporting system

- Clarify mechanisms for out-car platforms, begin application for advanced technologies

- Formulation and implementation of quality assurance rules relevant to the business of each business division

- Total number of employees at the Group companies in 2019: 22,532 (2018: 22,733)