

Sustainability Management

Sustainability Policy

Together with its stakeholders, Organo aims to realize a sustainable society for the future and improve our corporate value.

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E



Leveraging its leading-edge technologies cultivated through long experience with water treatment, Organo provides environmentally-friendly products and services that contribute to water environment conservation and prevention of global warming.*

* "Leveraging its leading-edge technologies cultivated through long experience with water treatment" refers to our pursuit of water treatment-related separation and purification, analysis, and engineering technologies, and our provision of optimal systems and services that meet the needs of society through a combination of these technologies.

S



We promote a workplace where human rights, diverse values, and individuality are respected, and where every employee is given the opportunity to grow and play an active role.

G



We emphasize dialogue and cooperation with all stakeholders, and we conduct honest and fair corporate activities.

The Organo Group established the Sustainability Policy in June 2022. To enhance the sustainability of the business activities of the Organo Group and contribute to achieving a sustainable society and global environment, we are integrating our medium- and long-term management plans with this policy to promote management that links business activities to ESG initiatives. We will provide products and services that contribute to our customers' sustainability, water environment conservation, and global warming prevention by solidifying the foundation of our business through thorough compliance and strengthened governance, and by sustainably developing cutting-edge technologies cultivated through long experience with water treatment.

Sustainability Promotion System

In December 2021, the Group established the Sustainability Committee as an organization to plan, propose, and implement measures to promote sustainability management. We also established the Sustainability Implementation Meeting, which promotes specific measures as the implementation organization of the Committee. Progress and achievements related to matters discussed and reviewed by the Sustainability Committee are reported to the Board of Directors.

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graph TD;
    A[Board of Directors] -- Reporting --> B[Sustainability Committee];
    A -- Supervision and approval --> B;
    B -- Reporting and proposal --> C[Sustainability Implementation Meeting];
    B -- Supervision and direction --> C;
    C --> D[Secretariat (Sustainability Group)];
    D --> E[Business units and group companies];
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Connection with Stakeholders

The Organo Group fulfills its corporate social responsibility to the five types of stakeholders with whom it is closely connected in order to achieve sustainable growth.

Stakeholders	Organo's role and mission	Engagement
Shareholders	Appropriate disclosure, stable and appropriate dividends, and sustainable improvement of corporate value	IR activities (financial results presentations, IR meetings), general meeting of shareholders, Organo's website
Customers	Provision of high-quality products that are useful for society at reasonable prices	Communication through sales activities
Suppliers	Fair and impartial transactions	Communication through purchasing activities
Employees	Stable employment, cultivation of human resources, appropriate compensation, sharing of information and issues	Employee meetings, labor-management consultations, various training programs, intranet, intra-group announcements, health consultation office
Community, society, and government	Appropriate payment of taxes, stable and fair employment, dialogue with local communities	Organo's website, Organo Group Report

Stakeholder Engagement

Since 2020, we have livestreamed financial results presentations, and beginning in fiscal 2021, we have been holding interactive web-based presentations to expand direct dialogue with our shareholders and investors. We will continue to provide more information and increase stakeholder engagement, and we ask for your continued support. Video and materials of the web-based presentations can be viewed from the Investor Relations Information page of Organo's website (Japanese only).

<https://www.organo.co.jp/ir/briefing/>

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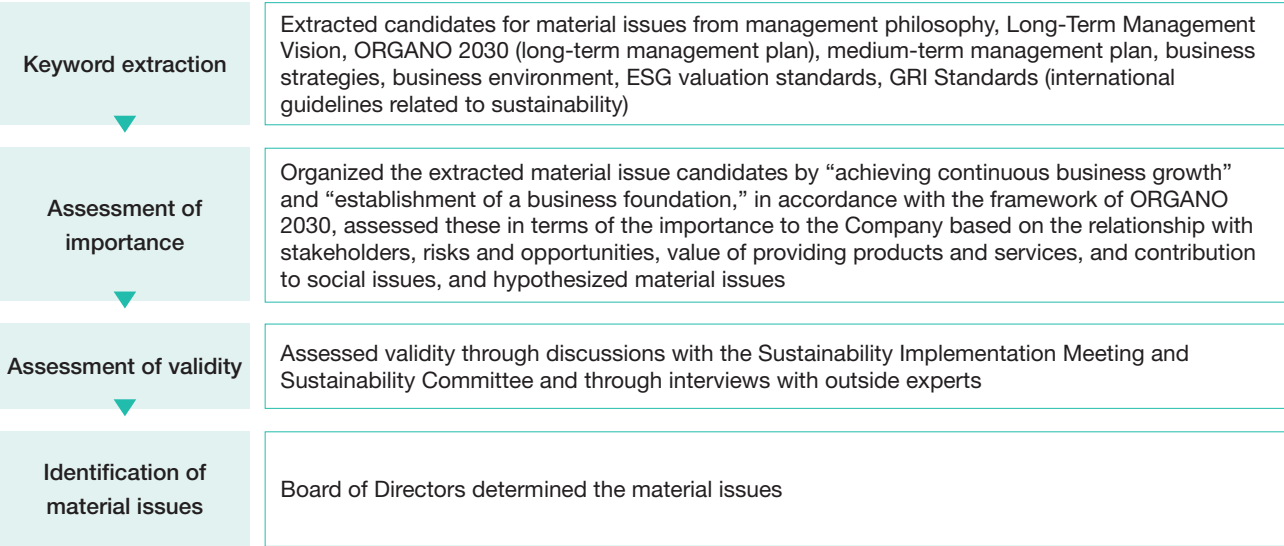
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Sustainability Management

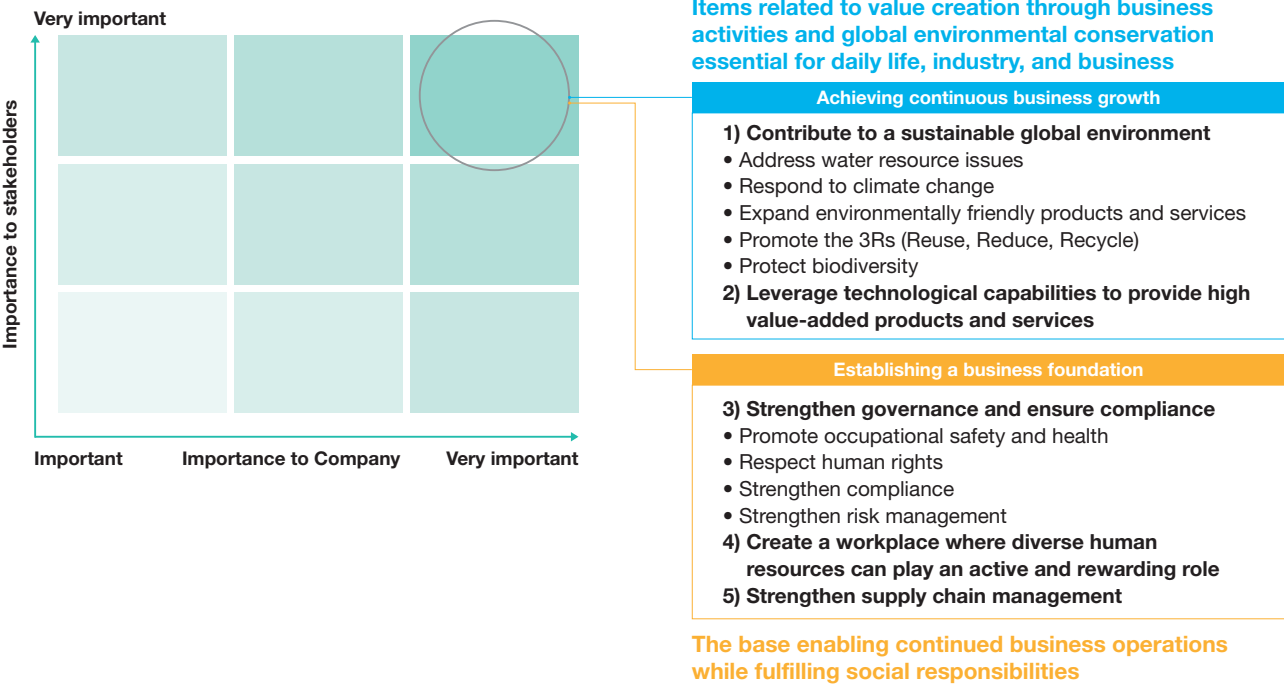
Material Issues

We evaluated trends in international society and social issues closely related to our business in terms of the importance to our stakeholders and to our Company, and extracted key issues. We discussed these issues in an internal meeting that included the Board of Directors, and identified material issues of high importance.

Identification Process



Identified Material Issues



List of Material Issues

Material issue			Approach	Index (KPI)	Reference year	Goals for FY2030
Achieving continuous business growth	1) Contribute to a sustainable global environment	• Address water resource issues	• Contribute to the preservation of healthy water cycles and secure water resources through water use in industry and daily life by providing wastewater treatment and recovery technology.	Amount of wastewater treated by newly delivered Organo systems and discharged by plants	2023	Total 60 million m³
		• Protect biodiversity	• Contribute to the protection of biodiversity through corporate initiatives on material issues including wastewater treatment, products and services that save energy and resources, and waste reduction.	Amount of water collected and reused by newly delivered Organo systems	2023	Total 250 million m³
		• Respond to climate change	Contribute to realizing a sustainable society by optimizing energy usage related to business activities and providing products and services that contribute to mitigating climate change.	Rate of reduction of Scope 1 and 2 CO₂ emissions according to science-based target (SBT) presentation method*1	2021	37.8% Reduction
				Rate of reduction of Scope 3 CO₂ emissions according to SBT presentation method*1	2021	Under review
		• Expansion of environmentally friendly products and services	• Reduction of the environmental burden of corporate activities, including those of our customers, through the creation, commercialization, and provision of products and services that contribute to resource and energy conservation.	Volume of CO₂ reduced by applying Organo technology and products	2023	Total 32,000 t CO₂
		• Promotion of the 3Rs	• Promotion of the 3Rs for waste generated by corporate activities, including those of our customers, through Organo's technology and services.	Volume of sludge reduced by applying Organo technology and products	2023	Total 10,000 t
Establishing a business foundation	2) Leveraging technological capabilities to provide high value-added products and services		Continually develop and provide new technology and services that solve customer's sustainability issues.	Number of developed environmentally-friendly products and services that add value by solving customer's sustainability issues	2023	Two per year
	3) Strengthen governance and ensure compliance	• Promote occupational safety and health	Improve in-house guidance and training to ensure safety and health in business activities with the aim of eliminating serious lost-time injuries.	Number of serious lost-time injuries**	2022	Zero per year
		• Strengthen compliance	Maintain appropriate transactions based on fair and free competition, and promote the strengthening of compliance to continue to be useful to society at large.	Completion rate of compliance-related training for subjects enrolled at the end of the previous fiscal year	2022	100%
		• Respect human rights	Maintain and respect international standards for human rights, and promote initiatives on respect for human rights to fulfill our corporate social responsibility.	Completion rate of human-rights-related training for subjects enrolled at the end of the previous fiscal year	2022	100%
		• Strengthen risk management	In order to realize our management philosophy, we will enhance our risk management capabilities to recognize and appropriately address risks in our Long-Term Management Vision.	PDCA implementation rate for key risks identified by the Company	2022	100%
	4) Create a workplace where diverse human resources can play an active and rewarding role	Ensure diversity (in terms of standpoint and approach) in various decision-making.		Number of females in managerial positions (domestic group companies)	2022	50
		We consider the improvement and exercising of diverse abilities by our employees to be a source of job satisfaction, and we will work to cultivate human resources and enhance our systems to achieve this goal.		Training expense per employee (all group employees including those overseas)	2022	¥100,000 per person
	5) Strengthen supply chain management	Provide a rewarding work environment where employees are mentally and physically healthy.		Number of employees exceeding the annual legal overtime limit * Domestic group companies only	2022	Employees with 600 hours per year: Zero
		Support the efforts of suppliers based on the Organo Group Supply Chain CSR Promotion Guidebook, and improve CSR awareness and compliance across the group supply chain.		Number of main suppliers in compliance with Organo Group Supply Chain CSR Promotion Guidebook	2022	Number of companies in compliance: 300 or more

*1: Criteria for calculating carbon dioxide emissions set forth by the Science Based Targets initiative (SBTi), an initiative requiring companies to set science-based carbon emission reduction targets.

*2: Four or more days out of work

Governance

The Company has been engaging in efforts to enhance corporate governance that conforms to the following basic views in order to realize fair and trustworthy management and improve management efficiency.

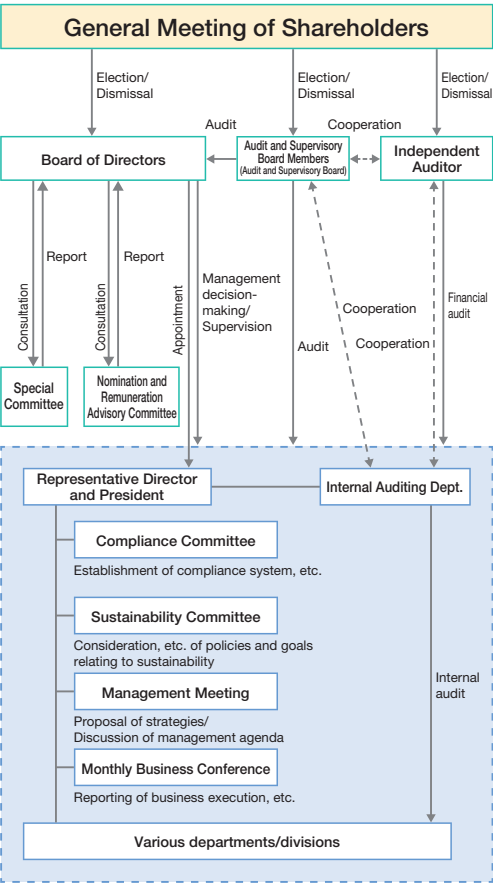
Basic Views on Corporate Governance

- (1) The Company will respect the rights of shareholders and ensure equality.
- (2) The Company will take into account the benefits for a wide range of stakeholders including shareholders/ investors, consumers/customers, business partners, employees and local communities, and cooperate with these stakeholders appropriately.
- (3) The Company will disclose the Company's information in a timely and proper way, and ensure transparency.
- (4) The Directors, Audit and Supervisory Board Members, and Executive Officers will recognize their fiduciary responsibilities, and will effectively fulfill their expected roles and duties.
- (5) The Company will hold constructive dialogue with shareholders.

Organo Corporate Governance Guidelines <https://www.organo.co.jp/english/company/governance/guidance/>

Corporate Governance Structure

Corporate Governance Structure



Board of Directors

To strengthen corporate governance, Independent Outside Directors shall comprise at least one-third of the members of the Board of Directors. The Company's Board of Directors consists of nine Directors, three of whom are Independent Outside Directors.

Audit and Supervisory Board

The Audit and Supervisory Board consists of three members, two of whom are Outside Audit and Supervisory Board members (including one female member), two of whom have appropriate knowledge relating to finance and accounting, and two of whom have appropriate knowledge of legal matters.

Nomination and Remuneration Advisory Committee

The Company established the Nomination and Remuneration Advisory Committee as a non-statutory advisory body to the Board of Directors. The committee reviews matters relating to the selection of officers including the election and dismissal of Directors and Executive Officers as well as remuneration for Directors, and reports the results to the Board of Directors. The committee consists of four Directors, of whom the majority of three are Independent Outside Directors, to ensure independence. In addition, one of the Independent Outside Directors chairs the Committee.

Special Committee

A special committee was established as a non-statutory advisory body to the Board of Directors, and when an important transaction, etc. is conducted between the Company and Tosoh Corporation, the controlling shareholder of the Company, or one of its subsidiaries, the Committee will deliberate on such transaction, etc. from the standpoint of protecting the interests of minority shareholders and report the resulting recommendation to the Board of Directors. The Committee solely consists of three Independent Outside Directors to secure independence.

Assessment of the Overall Effectiveness of the Board of Directors

The Company conducts a survey for all Directors and Audit and Supervisory Board members every April. Based on the results of the survey, the Board of Directors analyzes and assesses its overall effectiveness and discusses measures to maintain and improve the function of the Board.

FY2020	Main issues <ul style="list-style-type: none">Insufficient discussions oriented toward creating corporate value.Challenges in balancing explanation and discussion time at Board of Directors meetings. Many indicated that materials should be focused on the main points.Strengthen the supervision function related to business execution of the Board of Directors.Improve transparency for the procedure of determining remuneration, etc. for Directors. (Address reforms to the Companies Act)Insufficient support system for Non-Executive Directors and Outside Audit and Supervisory Board Members.	Status of response <ul style="list-style-type: none">The Company reviewed its long-term management plan and formulated the framework for the new long-term management plan ORGANO 2030.Plans were made to make matters to be reported to the Board of Directors more appropriate, and materials were improved.At least one-third of the officers were Independent Outside Directors.The policy for determining remuneration, etc. to Directors was formulated.Interviews were held with the Non-Executive Directors and Outside Audit and Supervisory Board Members to confirm requests for improvements, and the support system was strengthened by enhancing prior explanations and establishing a secretariat for the Audit and Supervisory Board.
	Main issues <ul style="list-style-type: none">Large number of agenda items, and insufficient discussion of key items.Discussions should be held to ensure that the board as a whole is composed of a balance of knowledge, experience, and abilities, and diversity. (Disclosure of corporate governance reports required)Insufficient discussion on issues regarding diversity in election of officers and executive training.Insufficient discussion on sustainability initiatives for ESG, SDGs, etc.	Status of response <ul style="list-style-type: none">Sufficient time for discussion was ensured by narrowing down the agenda of the Board of Directors and providing efficient explanations, and by providing explanations of important matters to Non-Executive Directors in advance.One female Outside Audit and Supervisory Board member has been appointed.The Company identified the skill sets that its Directors should possess in order to achieve ORGANO 2030 and the medium-term management plan.The Company reviewed the criteria for selecting candidates for officers, "Qualities and Abilities Required of Directors and Officers" to clarify the standards for determining the eligibility of candidates for Director and President.The Company established the Sustainability Committee and its subordinate branch, the Sustainability Implementation Meeting.
	Main issues <ul style="list-style-type: none">The Company needs to provide guidance on the policy for measures to protect minority shareholders in conducting transactions with the controlling shareholder as a prime market listed company with a controlling shareholder. (Disclosure of corporate governance reports required)Policy on developing director candidates and method of development requires clarification.Discussions required to ensure diversity on the Board of Directors, including the selection of female candidates and foreigner candidates for Director.Risk management system needs reinforcement.Disclosure of sustainability initiatives required as prime market listing requirement.	Status of response <ul style="list-style-type: none">A special committee was established to deliberate and review important transactions and actions that conflict with the interests of the controlling shareholder and minority shareholders. The Company has secured the independence of this committee by having it solely consist of Independent Outside Directors.There will be more opportunities for Executive Officers and General Managers to explain and report on proposals at Board of Directors meetings, as well as new opportunities for Executive Officers to make presentations to the members of the Board of Directors on a topic of their choice, in an effort to develop candidates for Director.The Company is in the process of holding discussions to ensure diversity on the Board of Directors, including the selection of female candidates for Director and other measures.The Company is identifying key risks and creating risk scenarios, and is improving the group-wide risk management system by taking measures such as the establishment of the Risk Management Office in June 2022 under Corporate Management and Planning and augmenting the staff in the Internal Auditing Dept.The Company is reinforcing risk management by monitoring the progress of risk management planning of the Board of Directors and the internal meetings.After holding discussions with the Sustainability Committee, the Company identified material issues in May 2022 and established the basic policy the following month. Going forward, the Board of Directors will determine the KPIs and goals and implement initiatives to achieve sustainability management.

Governance

Composition of Board of Directors and Skills Matrix of Directors

The Company believes that ensuring the diversity of the Board of Directors is useful for its deliberation to be made in a multifaceted and effective manner, and shall select in a balanced way persons with diverse knowledge, experience and ability. Each Director has knowledge, experience and ability in the fields of management in general, business administration, sales, R&D, technology and industrial policy, respectively. Therefore, the Company considers the Board of Directors to be well-balanced and well-diversified and of an appropriate size.

Name	Corporate Management/ Management Strategy	Finance/ Accounting	Legal Affairs and Risk Management	Global	Sales and Marketing	Technology	Human Resource Strategy
Masaki Uchikura	◎		◎	◎		◎	◎
Masayuki Yamada	◎		◎	◎		◎	
Yasutoshi Nakayama	◎			◎	◎		◎
Nobuyoshi Suda	◎	◎		◎		◎	
Tetsushi Honda	◎			◎	◎	◎	
Mitsutaka Sugata	◎			◎	◎		
Motoo Nagai (Outside)	◎	◎	◎	◎			
Keikou Terui (Outside)	◎		◎			◎	◎
Kenji Hirai (Outside)	◎		◎			◎	◎

Notes: 1) Among the skills possessed by each director, skills that can be expected to demonstrate their expertise and experience are marked with a “◎” mark. 2) All directors are considered to possess ESG skills.

Remuneration for Directors and Other Officers

Basic Policy

The remuneration system for Executive Directors, in addition to the fixed remuneration (cash), encourages business execution in line with management policies and management targets and establishes a remuneration framework and remuneration standards which provide strong incentive for the achievement of short-term and mid- to long-term management targets in order to achieve sustainable growth and improve the corporate value of the Group. The remuneration system for Non-Executive Directors, including Outside Directors, shall be fixed remuneration (cash) only, for the purpose of effectively having their supervisory and monitoring functions. The Company has established the Nomination and Remuneration Advisory Committee as a non-statutory advisory body to the Board of Directors, in order to ensure objectivity and transparency in the process of determining remuneration.

Remuneration composition ratio of executive directors



* In the case of the Representative Director and President

Overview of remuneration system of executive directors

Remuneration	Overview
1. Fixed remuneration	<ul style="list-style-type: none">Determined according to positionMonetary remuneration
2. Short-term incentives remuneration	<ul style="list-style-type: none">From the perspective of clarifying the relationship between business performance and remuneration, the Company shall use the consolidated operating income, an important management index of the Group, in performance evaluation.Varies in the range of 0% to 170% depending on the amount of consolidated operating profit.Monetary remuneration
3. Mid- and long-term incentives remuneration	<ul style="list-style-type: none">From the perspective of improving corporate values over the medium to long term and aligning the interests with those of shareholders, the Company shall use the consolidated return on equity (ROE), which is an important management indicator of the Group and indicates capital efficiency, as the performance evaluation indicator.Varies in the range of 0% to 200% depending on the consolidated ROEStock-based remuneration plan using a trust

Compliance

Based on the idea that safety and compliance are necessary for the survival of the business, the Company places priority on safety and compliance in its corporate activities, and the President delivers messages periodically, such as during meetings for all employees. In addition, the Company has established the Organo Group Company Code of Conduct as the basic action guidelines to be observed by the Group’s officers and employees. In addition to Japanese and English versions, it has prepared local company versions in Malaysia, China, Taiwan, Thailand, and Vietnam according to local circumstances and shared them with officers and employees of the Group in Japan and overseas. The Company also conducts a biennial survey for its officers and employees to confirm the degree of implementation and observance of the Company Code of Conduct. The results are reported to the Board of Directors and employees in an effort to foster compliance awareness. The Compliance Committee, which was established as an organization for promoting compliance, formulates and implements a compliance education plan for Group employees, investigates compliance issues and considers corrective measures. The Company established a whistleblowing system to ensure the effectiveness of compliance through the early detection and correction of improper acts. And, in addition to the Company’s internal contact point, it has established contact points with Audit and Supervisory Board members and external lawyers to receive reports and requests for consultations. In addition, the Company is promoting the development of local whistleblowing hotlines overseas, and it is launching operation of an internal whistleblowing system in Malaysia, Taiwan, Thailand, and Vietnam.

Risk Management

Determining Risk and the PDCA Cycle

In executing management plans and strategies, the Board of Directors identifies major risks based on two evaluation criteria: “possibility of occurrence” and “level of impact” extracted from various departments and divisions and Group companies. For those major risks, the Company determines the responsible department or division, formulates a risk management plan, and carries out risk mitigation measures based on the plan. The Board of Directors monitors the progress of the risk management plan and provides instructions to the responsible department or division regarding improvements, as needed. Moreover, the Internal Auditing Office evaluates the operational status of the risk management process and risk management plan progress from an independent viewpoint to increase the effectiveness of risk management. By continuously repeating the PDCA cycle in this way, we increase the effectiveness of risk management.

Action

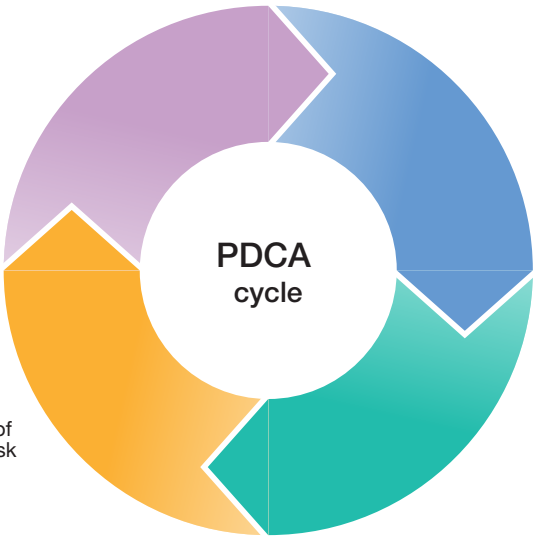
Identification and evaluation of improvement activities and risks

- Formulation and execution of improvement measures by the supervising department/division
- Identification, review and quantification of risks by various departments/divisions and group companies

Check

Evaluation and monitoring of the process and progress

- Evaluation of the operational status of the risk management process and risk management plan progress by the Internal Auditing Office
- Monitoring by the Board of Directors



Plan

Risk identification and formulation of measures

- Risk identification by the Board of Directors
- Formulation of the risk management plan by the supervising department/division

Do

Execution of the risk management plan

- Implementation of measures and activities by the supervising department/division

Governance

Officers (as of June 29, 2022)

Directors



Masaki Uchikura

Director
Chairman of the Board of Directors


Apr. 1982 Joined Toyo Soda Manufacturing Co., Ltd. (currently Tosoh Corporation)
Jun. 2017 Senior Managing Director and Executive Officer, President of Performance Products Business of the Company
Chairman of the Board (Representative Director) of Organo Food Tech Corporation
Chairman of the Board (Representative Director) of HOSTEC
Jun. 2019 Director and President (Representative Director)
Jun. 2022 President and Executive Officer of the Company Director and Chairman of the Board of Directors (current position)



Nobuyoshi Suda

Managing Director and Executive Officer
President of R&D and Engineering
Senior General Manager of R&D Center

Apr. 1984 Joined the Company
Jan. 2013 Representative Director and General Manager of Organo (Suzhou) Water Treatment Co., Ltd.
Jun. 2017 Executive Officer, General Manager of Corporate Strategy and Planning Dept., Corporate Management and Planning of the Company
Chairman of Organo (Vietnam) Co., Ltd.
Jun. 2019 Director and Executive Officer, President of Corporate Management and Planning and General Manager of Corporate Strategy and Planning Dept.
Jun. 2021 Managing Director and Executive Officer, President of R&D and Engineering and Senior General Manager of R&D Center (current position)



Motoo Nagai

Outside Director

Apr. 1977 Joined The Industrial Bank of Japan, Limited
Apr. 2005 Executive Officer of Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)
Apr. 2007 Managing Executive Officer
Apr. 2011 Deputy President and Executive Officer of Mizuho Trust & Banking Co., Ltd.
Jun. 2011 Director and Deputy President (Representative Director), Deputy President and Executive Officer
Apr. 2014 Administrative Officer
Jun. 2014 Outside Statutory Auditor (Full-time) of Nissan Motor Co., Ltd.
Outside Audit and Supervisory Board Member of the Company
Jun. 2015 Outside Audit & Supervisory Board Member of Nissin Seifun Group Inc.
Jun. 2019 Outside Director of the Company (current position)
Outside Director of Nissan Motor Co., Ltd. (current position)
Outside Director of Nissin Seifun Group Inc. (current position)



Masayuki Yamada

President
Representative Director
President and Executive Officer

Apr. 1985 Joined Toyo Soda Manufacturing Co., Ltd. (currently Tosoh Corporation)
Jun. 2019 Director and Executive Vice President, General Manager of Research and Development Planning, President of Specialty Group, and President of Engineering Group of Tosoh Corporation
Jun. 2021 Senior Managing Director and Executive Officer
Jun. 2022 Director and President (Representative Director) President and Executive Officer (current position)



Tetsushi Honda

Director and Executive Officer
President of Corporate Management and Planning
General Manager of Corporate Strategy and Planning Dept.

Apr. 1986 Joined the Company
Apr. 2012 Managing Director of Organo (Asia) Sdn. Bhd.
Jun. 2018 Executive Officer, Senior General Manager of Power Plant Division, Industrial Plant Business of the Company
Jun. 2020 Executive Officer, Senior General Manager of R&D Center, R&D and Engineering
Jun. 2021 Director and Executive Officer, President of Corporate Management and Planning and General Manager of Corporate Strategy and Planning Dept. (current position)



Keikou Terui

Outside Director

Apr. 1979 Joined Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry)
Jul. 2008 Deputy Minister for Technical Affairs, Minister's Secretariat
Jan. 2011 Director-General of Kanto Bureau of Economy, Trade and Industry
Apr. 2012 Director-General of Regional Economic and Industrial Policy
Aug. 2013 President of Japan Utility Telemetering Association (current position)
Oct. 2013 Senior Research Associate of Chemicals Evaluation and Research Institute, Japan
Jun. 2014 Director of Union of Japanese Scientists and Engineers (current position)
Outside Director of Ube Industries, Ltd. (currently UBE Corporation)
Mar. 2016 Outside Director of Bridgestone Corporation (current position)
Jun. 2016 Director of Chemicals Evaluation and Research Institute, Japan
Outside Director of the Company (current position)
Aug. 2018 Director of Japan Industrial Safety Competency Center (current position)
Jun. 2020 Executive Director of Japan Chemical Innovation and Inspection Institute (current position)



Yasutoshi Nakayama

Managing Director and Executive Officer
President of Industrial Plant Business
Senior General Manager of Electronics Division


Apr. 1984 Joined the Company
Jan. 2014 Managing Director of Organo (Asia) Sdn. Bhd.
Jun. 2016 Executive Officer of the Company
Jun. 2018 Director and Executive Officer, Deputy President of Industrial Plant Business, and Senior General Manager of Plant Division
Jun. 2021 Managing Director and Executive Officer, President of Industrial Plant Business, and Senior General Manager of Electronics Division (current position)



Mitsutaka Sugata

Director

Apr. 1986 Joined Toyo Soda Manufacturing Co., Ltd. (currently Tosoh Corporation)
Jun. 2011 General Manager of Amines, Organic Chemicals Division
Jun. 2016 Director of Taiyo Vinyl Corporation
Jun. 2018 Manager of Planning and Development, Organic Chemicals Division of Tosoh Corporation
Mar. 2022 Vice President, General Manager of Purchasing & Logistics and Group Leader of Raw Materials & Fuel Operations
Jun. 2022 Outside Director of MANAC Chemical Partners Co., Ltd. (current position)
Vice President, Senior General Manager of Organic Chemicals Division and Manager of Planning and Business Development, Organic Chemicals Division of Tosoh Corporation (current position)
Director of the Company (current position)



Kenji Hirai

Outside Director

Apr. 1981 Joined Sagami Chemical Research Center (currently Sagami Chemical Research Institute)
Apr. 1990 Senior Research Fellow
Apr. 1998 Senior Fellow
Jan. 2002 Vice President
Apr. 2004 Vice Chairman of the Board, President
Dec. 2018 Vice Chairman of the Board (Representative Director), President
Apr. 2019 Vice Chairman of the Board (Representative Director), Research Advisor
Jun. 2019 Outside Director of the Company (current position)
Jun. 2021 Research Advisor of Sagami Chemical Research Institute (current position)

Audit and Supervisory Board Members



Masahiko Toyoda

Audit and Supervisory Board Member (Full-time)


Apr. 1978 Joined Toyo Soda Manufacturing Co., Ltd. (currently Tosoh Corporation)
May 2005 Chairman and Managing Director of Tosoh Hellas A.I.C.
May 2012 Associate Director, General Manager of Functional Polymers, Polymers Division of Tosoh Corporation
Jun. 2012 Managing Director and Executive Officer, President of Performance Products Business of the Company
Nov. 2013 Chairman of the Board (Representative Director) of HOSTEC
Jun. 2015 Outside Auditor of Plas-Tech Corporation (current position)
Audit and Supervisory Board Member (Full-time) of the Company (current position)
Jun. 2016 Outside Auditor of Taihei Chemicals Limited (current position)



Wataru Higuchi

Outside Audit and Supervisory Board Member
Lawyer
Certified Public Accountant

Oct. 1993 Joined Deloitte Touche Tohmatsu (currently Deloitte Touche Tohmatsu LLC)
Apr. 1997 Registered as Certified Public Accountant
Oct. 2002 Registered as Lawyer (Dai-Ichi Tokyo Bar Association)
Joined SEIWA KYODO LAW OFFICE (SEIWA MEITETSU LAW OFFICE)
Oct. 2007 Partner
Jun. 2016 Outside Director (Serving as Audit and Supervisory Committee Member) of Marubeni Construction Material Lease Co., Ltd. (current position)
Oct. 2018 Representative Partner of OOTEMON LAW AND ACCOUNTING (current position)
Jun. 2019 Outside Audit and Supervisory Board Member of the Company (current position)
Oct. 2019 Executive Officer of Advance Residence Investment Corporation (current position)
Mar. 2022 Inspector of The Professional Golfers' Association of Japan (current position)



Nobuko Hanano

Outside Audit and Supervisory Board Member
Lawyer

Apr. 1991 Joined Nomura Research Institute, Ltd.
Oct. 2000 Registered as Lawyer (Dai-Ichi Tokyo Bar Association)
Joined KOHWA SOHGOH LAW OFFICES
Oct. 2004 Partner (current position)
Mar. 2019 Outside Audit and Supervisory Board Member, Kanro Inc. (current position)
Apr. 2020 Auditor, Drone Service Promotion Association (current position)
Jun. 2021 Outside Audit and Supervisory Board Member of the Company (current position)

Message from Outside Director

Leaping forward

Since before I was appointed as an Outside Director in 2019, Organo has actively worked to reform the corporate governance system, and strengthen it by clarifying the nature of the Board of Directors and Audit and Supervisory Board and the responsibilities and roles of the Directors and Audit and Supervisory Board Members. As we push forward with business reforms that include streamlining workflows through workstyle reforms and digitalization, new life is beginning to flow into our corporate culture and climate. Meanwhile, supply chain disruptions amid changes in the international arena, such as trade friction between the U.S. and China, the spread of COVID-19, and the recent Ukraine issue, has destabilized the supply of energy and natural resources. This has created a serious semiconductor supply shortage, in particular, in a period of expanding global demand, affecting the automotive, electrical, and electronics industries in various ways. As major semiconductor manufacturers—mainly in Taiwan, where this semiconductor supply-demand gap must be filled—established new production bases and actively worked to increase production, our businesses related to supplying ultrapure water and providing wastewater treatment indispensable to semiconductor manufacture saw record profits over the past few years, despite the issue of long working hours needing to be addressed in certain particularly busy departments. Meanwhile, with the acceleration of global activity toward achieving the SDGs, respond to ESG demands, and emphasize environmental measures with a focus on decarbonization, the needs for industry are constantly changing, and there is strong demand for innovative technology to realize these needs. At the same time, the IT revolution evolving in a wide variety of fields is reminding us of the importance of providing solutions with newly added social value, taking into account not only the combination of existing technologies, but also considering diverse and segmented potential customer needs. To respond to these social issues, it is extremely important for Organo to provide, in a timely manner, a business model leveraging proprietary technology and products developed in our chemicals and functional materials businesses—key to our long-term business plan—as we look ahead to the future of semiconductor demand, with our sights set on sustainable development and enhanced corporate value.



Kenji Hirai
Outside Director

Environment

Environmental Philosophy

Recognizing that the preservation of the earth’s environment is of the greatest importance for every human being, Organo contributes to human coexistence and symbiosis with Earth’s beautiful environment in every facet of its business operations.

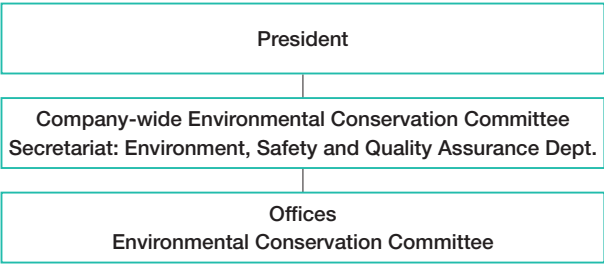
Basic Environmental Policy

Continuous improvement	We will be aware of the environment surrounding all industrial activities and continue to preserve and improve the environment through all technical and economic means possible.	Product environment	We will develop product manufacturing technologies that will reduce the burden on the environment.
Observance of laws and establishment of our own standards	We will observe laws, regulations, and agreements concerning the environment. We will also establish our own standards and do our best to preserve the environment in accordance with these standards.	Environmental monitoring	We will inspect the environment within our company and work to improve our environmental preservation activities.
Production environment	We will strive to conserve resources and energy, to minimize waste and to recycle the waste produced in every aspect of our business activities.	Comprehensive involvement	We will educate our staff and encourage in-house publicity concerning environmental issues to promote understanding and awareness of the environment and of our own basic environmental policy.

Environmental Management Structure

Environmental Conservation Promotional Structure

The Company’s policies, targets, and measures for environmental preservation are discussed and decided by the company-wide Environmental Conservation Committee. At each business site in Japan, the Environmental Conservation Committee establishes policies, targets, and measures for the office based on the Company’s targets and measures, as well as specific issues, and carries out its activities accordingly.



Environmental Management System

Our environmental management system is based on the international standard ISO 14001. Our Tsukuba Factory, where ion exchange resins are purified, has acquired ISO 14001 certification.

Environmental Education

Promotion of Internal Education

As part of the curriculum for new employee training and engineering technology training, the Company offers courses on pollution prevention laws and regulations. It also encourages employees to obtain national Pollution Control Manager certification, increasing the number of qualified individuals. In this way, the Company is putting its environmental philosophy into practice.

Number of qualified Pollution Control Managers in FY2021*

Cumulative: 200

* Total of water quality-related Classes 1 to 4, air quality-related Classes 1 to 4, and dioxin-related

The Organo Group’s Approach to Climate Change Issues

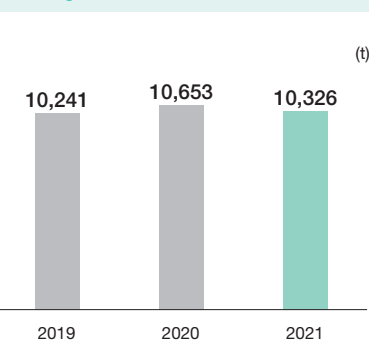
Basic Concept

Climate change is a threat to the stability of society and the environment on a global scale. As an organization heavily involved in water resources, Organo considers it a risk it should pay close attention to. Meanwhile, the Company recognizes the growing demand for environment-friendly products and services as a business opportunity. The Company Code of Conduct establishes that the Organo Group “will develop environment-friendly products and technologies as well as products and services that will help solve environmental problems.” Moreover, we set “responding to climate change” as a material issue, and as part of our approach, we will contribute to realizing a sustainable society by optimizing energy usage through business activities and providing products and services that contribute to mitigating and adapting to climate change. Organo also works to support the decarbonization efforts of its customers through a reduction in energy consumption in the water treatment process by improving the efficiency of water transfer, increasing the efficiency of plant operation through the use of ICT, preventing the deterioration of heat transfer efficiency through the use of water treatment chemicals, and recovering and reusing the heat energy contained in wastewater. We will contribute to the realization of a sustainable society by actively working to mitigate and adapt to climate change.

Reducing CO₂ Emissions (Scope 1 and 2)

The Organo Group regards efforts to address environmental issues, including the reduction of greenhouse gas (GHG) emissions as an important topic. To materialize the Group’s efforts to address climate change, the Sustainability Committee has conducted discussions since December 2021. The Committee took a broad look at reduction measures for Scope 1 and 2 emissions. This included first understanding the emissions of the overall group as well as energy conservation measures at facilities, improvements to the business process, in-house solar power generation equipment, and procurement of electricity with low GHG emission factor. To ensure that the Group’s efforts align with the Paris Agreement, the Company set its FY2030 target for its CO₂ emissions reduction rate to 37.8%, with FY2021 as the reference year, in accordance with the SBT* method. The Company will continue to implement environmental management to achieve our target.

Changes in CO₂ emission volume



* Science Based Targets (SBT) are corporate greenhouse gas reduction targets consistent with scientific findings to maintain the global temperature rise below 2°C compared to pre-industrial temperatures.*
* Aggregation range: Organo, Organo Plant Service, Organo Food Tech, ORGANO Eco Tech, ORGANO Acty, Organo (Asia), Organo (Suzhou), Organo Technology, Organo (Thailand), Organo (Vietnam), PT Lautan Organo Water

TOPICS

ORSMART RO energy-saving service solutions for RO membrane treatment facilities

This energy conservation service solution employs three proprietary technologies to solve the issue of increased pump power as a result of fouling, a membrane disorder, in RO membrane water treatment systems, which are widespread in the industrial field. These technologies include the RO membrane water treatment chemical series, fouling management and chemical injection control, and a remote management system.

Awards

Following the award in 2020 for our energy-saving service solutions using the ORBRAIN Series of cooling water treatment agents, ORSMART RO, our energy-saving service solutions for RO membrane treatment facilities, earned the Judging Committee Special Excellence Award in the product and business model category of the FY2021 Energy Conservation Grand Prize (sponsored by the Energy Conservation Center, Japan (ECCJ) and supported by the Ministry of Economy, Trade and Industry).

Environment

Energy and Waste

Together with its stakeholders, the Organo Group aims to realize a sustainable society. We will continue our efforts to effectively use resources and reduce the degree of environmental impact to realize a recycling-oriented society. The main environmental impacts of the Company’s business activities include energy use and waste discharge.

Organo Group’s environmental impact in FY2021

	Unit	FY2017	FY2018	FY2019	FY2020	FY2021
Energy consumption (crude oil equivalent)	kℓ	3,824	3,942	3,970	4,083	4,168
Recycling volume	t	377	400	548	486	554
Volume of waste generated	t	445	471	737	679	617
Water usage volume	m³	488,900	516,352	542,256	539,185	624,755
Wastewater volume	m³	411,577	423,922	434,603	461,591	538,819

* Targets for calculation: Head Office, R&D Center, Tsukuba Factory, and Iwaki Factory of Organo Corporation, and Main Factory of Organo Food Tech Corporation
* The water balance does not include evaporation or sprinkling, or products brought out of or into facilities.

Energy Consumption (crude oil equivalent)

The energy consumption of Organo’s major offices for FY2021 was 4,168 kiloliters. This increased by 85 kiloliters year on year due to robust business activity, but the usage growth rate slowed from the previous year. The Company falls under the category of a Specified Business Operator under the Act on the Rational Use of Energy, and the R&D Center falls under the category of Type 2 Designated Energy Management Factory. Organo will continue to undertake energy conservation activities at all of its offices.

Recycling Volume and Volume of Waste Generated

The volume of waste generated at our major offices for FY2021 was 617 tons. This is a decrease of 62 tons year on year.
The recycling volume at our major offices for FY2021 was 554 tons. This is an increase of 68 tons year on year. The Company will continue to work to further reduce the volume of waste generated and improve the recycling rate at each of the Group’s offices.

Water Usage Volume and Wastewater Volume

The water usage volume at Organo’s major offices for FY2021 was 624,755 m³, and the wastewater volume totaled 538,819 m³. The water usage volume increased by 85,570 m³, and the wastewater volume was up 77,228 m³ year on year. The Organo Group is working to conserve water resources by effectively using water intake and maintaining and improving the quality of wastewater around its business sites to ensure the sustainable use of water resources.

Society

Basic Stance on Human Rights

The Organo Group declares that it shall respect human rights and prohibit discrimination, and accordingly aims to act as a company that respects individuals and diversity, without discrimination based on nationality, gender, creed, physical condition, or social status. Based on this foundation and as stated in Organo’s Long-Term Management Vision, the Company is working to “proactively contribute to a better tomorrow by cultivating people today who will improve upon the way things were done yesterday, as a company where all employees are energetic and passionate about their work.”

Initiatives Related to Human Rights Issues

The Organo Group Company Code of Conduct sets forth clear guidelines on respecting human rights, prohibiting discrimination, and forbidding harassment. Organo continues to provide e-learning opportunities on corporate ethics, compliance, and harassment prevention for all employees to ensure that all employees have a correct understanding of human rights and to promote workplaces where human rights are respected. Moreover, the Company identified respect for human rights as a material issue in June 2022. Organo maintains and respects international standards for human rights, and we hold in the highest regard human rights of all employees working in the Group, as well as everyone involved in its corporate activities. Furthermore, Organo promotes initiatives on respect for human rights to fulfill its corporate social responsibility.

Basic Views on Supply Chain Management

Based on its management philosophy, “Organo serves as a valuable partner company by leveraging its leading-edge technologies cultivated through long experience with water treatment, by contributing to the industries that create the future, and by playing a key role in the development of societal infrastructure,” the Organo Group has established the Organo Group Company Code of Conduct as a guideline that officers and employees of the entire Group must follow. It is also carrying out group-wide CSR initiatives.

Basic Precepts of the Organo Group Company Code of Conduct

I. Building trust by meeting the expectations of customers, business partners, and stockholders

II. Ensuring a comfortable workplace where all employees can realize their full potential

III. Contributing to the sound development of society

Basic Purchasing Concept

1. Fair and impartial transactions

When conducting purchase transactions, we clarify the transaction conditions, and evaluate the price, quality, delivery dates, and other conditions fairly and rationally before determining a supplier.
We obtain only the information that is required from the supplier related to the purchasing activity. Information obtained in the course of business will be properly managed and will not be disclosed or leaked to third parties without permission, nor will it be used for purposes other than those for which it was obtained or used improperly.

2. Compliance with laws, regulations, and social norms

We will comply with the Antitrust Law, Subcontract Act, Construction Business Act, and other relevant laws and will not abuse our dominant bargaining position, etc. to the detriment of our suppliers or contractors.
We will not use any others’ intellectual property rights without proper authorization and will not act to infringe on intellectual property rights through unauthorized use.
We do not have personal interests in our suppliers.
We will not give or receive entertainment, gifts, money, or other economic benefits to/from our customers, suppliers, contractors, and other business partners with the aim of securing or keeping undue gains or preferential treatment.

3. Building partnerships

We will work to build and maintain trusting relationships with our suppliers, and aim for relationships of coexistence and co-prosperity through mutual cooperation.
We are interested in our suppliers’ efforts to comply with laws and regulations, protect the environment, respect human rights, and perform other social responsibilities, and together we are working to fulfill these responsibilities.

Society

CSR Procurement Initiatives

Amid interest from stakeholders on our overall business process as it relates to the creation and provision of products and services, there was growing demand not only to promote the Organo Group’s CSR, but also to promote the CSR of the entire supply chain. As such, in May 2015, the Company formulated the Organo Group Supply Chain CSR Promotion Guidebook (Japanese only; hereinafter referred to as the “Guidebook”). Through our CSR activities, we deepen the common understanding with our customers.

In addition to our existing operations in Japan and other parts of Asia, in 2021, we established a subsidiary in the United States, where demand for water treatment equipment for semiconductor manufacturing is expected to grow. Amid this business expansion, to better align our CSR initiative standards with international standards, we revised the Guidebook in April 2022 to include content that conforms to the code of conduct of the Responsible Business Alliance (RBA), a business alliance that promotes social responsibility across global supply chains.

In the future, the Company will continue to implement CSR activities based on the Guidebook, and we will check the status of our customer’s CSR activities and provide support where needed.

Policy on the Conflict Minerals Issue

The Organo Group appropriately addresses the issue of conflict minerals which stands as an international concern. In so doing, it promotes initiatives to eliminate the use of conflict minerals mined in the Democratic Republic of the Congo and surrounding nations and associated with human rights violations and environmental destruction. These minerals include coltan, cassiterite, gold, and wolframite along with their respective derivatives tantalum, tin, and tungsten.

Personal Information Protection Policy

The Organo Group may obtain personal information (personal information as established in the Act on Protection of Personal Information (hereinafter “Personal Information Protection Act”)) for the Company’s business operations, such as names, addresses and telephone numbers. Organo will properly handle obtained personal information in accordance with the basic policy described below.

1. Organo will comply with the Personal Information Protection Act and other relevant laws and regulations.
2. Organo will institute internal regulations on personal information to build and continuously maintain and improve its management system for the protection of personal information.
3. Organo will handle personal information solely for the purposes specified.
4. Organo will not disclose or offer personal information to third parties except with the consent of the individual or where permitted by laws and regulations.
5. Organo will respond sincerely to requests from individuals regarding disclosure of personal information.

Occupational Safety and Health

As a company with a large amount of field work, we recognize the risk of serious workplace accidents. Safety is a top-priority topic, and the Company established safety as a material issue in June 2022. It continuously promotes initiatives that enable our group companies and business partners to work with peace of mind.

For plant installation work and handling of chemicals, Organo prepares documented instructions, performs verification using checklists, and conducts scheduled safety patrols at construction sites and factories. The Company’s safety patrols involve providing guidance on immediately taking corrective action with respect to safety concerns, and ensuring that safety education is properly conducted. Organo further strengthens safety management practices by providing guidance on voluntary safety activities including hazard prediction prior to performing tasks, and risk assessments. The Company also strives to create safe workplaces by posting safety newsletters to the intranet, disseminating reports on the occurrence of disasters and remedial measures, and conveying the message that safety is its highest priority by means such as an awards program for its suppliers.

Creating Safe Workplaces

In order to ensure the safety and health of its employees and to promote the creation of a comfortable work environment, Organo has established a structure for safety and health management and its role pursuant to company regulations on safety and health management. The Company is committed to properly maintaining workplace environments, preventing occupational accidents and taking emergency measures, and conducting relevant education and training.

Organo employees undergo screening for lifestyle-related diseases every five years in conjunction with periodic health checkups. The Company also provides for regular consultations performed by occupational health physicians on an elective basis. Female spouses of employees are also eligible for health checkups.

Mental Health Care

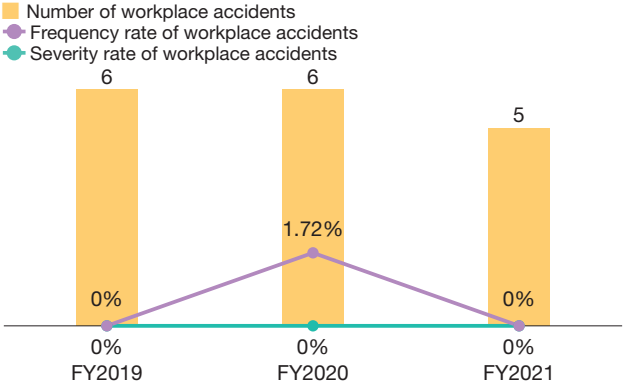
All employees are eligible for annual stress level checkups and mental health training via an e-learning platform. Organo employees have access to counseling provided by specialists and registered nurses through the Company’s in-house consultation center for when they have concerns about themselves, their colleagues, or their subordinates.

Creating Comfortable Workplace Environments

Creating Workplaces Where Human Rights are Respected

Organo provides e-learning education on corporate ethics, compliance, and harassment prevention for all employees in order to ensure that all employees have a correct understanding of human rights and to promote workplaces where human rights are respected.

Number, frequency rate, and severity rate of workplace accidents



Calculation methods:
• Frequency rate: Number of incidents ÷ Total number of hours worked × 1 million
(FY2019 and FY2020 were calculated using the total frequency rate (Number of incidents ÷ Total number of hours worked × 1 million based on workplace accidents including injuries and illnesses due to cases without lost workdays); this will be revised to a frequency rate going forward.)
• Severity rate: Number of workdays lost ÷ Total number of hours worked × 1,000

Safety Confirmation System

Confirming the safety of employees and their family members is of the utmost importance in terms of the initial response when disaster strikes. The Company has introduced a system for sending safety confirmation emails to employees following seismic events above a certain level of seismic intensity or natural disaster information in order to quickly confirm their safety.

Engagement with Labor Unions

The Company enters into collective bargaining agreements with Organo’s labor union and maintains harmonious labor-management relations. Through regularly scheduled labor-management meetings with the participation of top management, Organo strives to disseminate its management policies and ensure that opinions of union members are reflected in the Company’s management strategies and policies.

Society

Diversity Initiatives

Given that Organo's workforce consists of a diverse range of employees possessing a variety of personalities and backgrounds, the Company aims to develop an environment where all employees are able to fulfill their potential and realize growth.

Promoting the participation of women

As of the end of March 2022, the number of women in managerial positions in the Company was 16 (the ratio of women in managerial positions was 4.3%), and the Company aims to increase this number to 30 by 2026.

Employment of people with disabilities

Organo is working to expand its employment of people with disabilities who, as of June 1, 2022, accounted for 2.30% of the Company's workforce.

Utilizing global human resources

As Organo expands its operations overseas, it is promoting the employment and training of global human resources to take advantage of diverse values and experiences in different cultures.

Employing senior citizens

The Company has introduced a reemployment program whereby it is possible to rehire employees up to the age of 65 so they can continue to work by leveraging the skills and expertise they cultivated even after reaching the mandatory retirement age of 60.

Childcare support

The Company has introduced leave accessible to male and female employees alike aligned with their stages in life, and a reduced working hour system for childcare that covers children up through the third grade of elementary school.

Workstyle reforms

Organo has introduced flextime options, half-day paid leave systems and telework systems to enable flexible and efficient work styles, and is promoting streamlining operations utilizing ICT. As part of the measures to improve the rate of use of paid leave, Organo encourages employees to take extended vacations by combining paid leave with summer vacation and special paid leave offered after 15 and 25 years of service.

Policy on Diversity Initiatives

The Company prescribes “Ensuring a comfortable workplace where all employees can realize their full potential” in the Organo Group Company Code of Conduct and declares that it shall respect the human rights, diversity and individual personalities of all employees and will not discriminate based on nationality, gender, creed, physical condition, or social status. Moreover, the Company believes the driving force behind sustainable growth is the inclusion of a diversity of personnel with a variety of knowledge and experience, and only through a mixing of diverse ideas can it realize innovations to improve its corporate value. To that end, we are working on various measures including promoting the participation of women, employing people with disabilities, utilizing global human resources, employing senior citizens, providing childcare support, and promoting workstyle reform.

Acquisition of Eruboshi Three-star Rating

Japan's Minister of Health, Labour and Welfare has granted the Company certification as a leading enterprise in recognition of its efforts to promote women's participation and advancement in the workplace. The Eruboshi certification is a certification system related to Japan's Act on Promotion of Women's Participation and Advancement in the Workplace. It aims to realize a society in which women are able to fully draw on their distinctive qualities and capabilities. Evaluation is conducted based on five criteria: 1) competitive rate at time of hiring, 2) years of service, 3) working hours, 4) ratio of women in managerial positions, and 5) diversity of career options. The Company was granted the certification upon having met every requirement stipulated under the five categories. To help enable employees to balance childcare and their careers, the Company has introduced support systems that exceed statutory requirements and implementing a scheme that enables employees to change career paths geared toward career advancement. Organo has also formulated a general business action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace. It will further promote the creation of an environment that enables its female workforce to demonstrate their capabilities actively in the workplace, taking into account the need for work-life balance.



Development of the Internal Environment to Ensure Diversity

Given that Organo's workforce consists of a diverse range of employees possessing a variety of personalities and backgrounds, the Company aims to develop an environment where all employees are able to fulfill their potential and realize growth. The Company is implementing initiatives such as assigning female employees to the departments in charge of construction management, which previously was staffed mainly by male employees, augmenting Japanese language education for foreign national employees, giving consideration to the company cafeteria, and establishing a prayer room.

Work-Life Balance

To enhance the work-life balance of its employees, Organo has holiday and leave systems, leave for childbirth and childcare, and other such systems. Organo has established a childbirth and childcare leave system that exceeds legal requirements. Employees are guaranteed full salary during maternity leave and leave for hospital visits during pregnancy, their terms of prenatal and postnatal leave (six weeks before and eight weeks after childbirth), and periods of childcare leave after return. The rate of female employees with children who take childcare leave is 100%, and most employees opt to keep working by utilizing reduced working hours for childcare. Some of Organo's female employees have even taken on managerial positions after having taken childcare leave, evidence of the fact that the Company offers a stable environment conducive to women building their careers.

Types of systems	Overview
Childcare leave	An employee may take childcare leave any time until the day prior to a child's second birthday in order to achieve a balance between professional and family life. The Company has also introduced a system for reduced working hours for childcare, which covers children up through the third grade of elementary school.
Maternity leave	In addition to prenatal and postnatal leave, employees may take 15 days off in increments or consecutively if they suffer from morning sickness or other pregnancy-related illness.
Family care leave	Employees may take a total of 365 days' leave when necessary for them to care for a spouse, parent, or other family member.

Society

Promotion of Human Resource Development

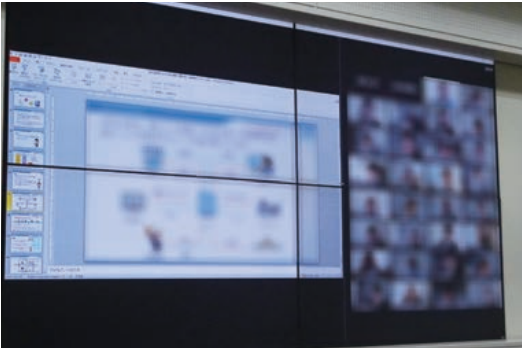
Organo implements rank-specific training and function-specific training to enable employees to improve their skills and advance their careers. Moreover, the Company has introduced a system to support employees' self-development, such as a qualification acquisition support system and Organo University, a system under which correspondence courses are subsidized.

Main training programs

Types of programs	Overview
New employee training	Over the course of roughly six months of training, employees learn general knowledge as a member of society and about Organo's technologies. During the second half of the training, they put into practice the technology and knowledge gained in the first half at construction sites.
Follow-up training	Follow-up training is implemented in the autumn of the first year of employment. In this training program, participants gain a deeper understanding of corporate accounting as well as an overall understanding of corporate management.
Engineering Seminar Basic Course (ESB)	The ESB course involves technology field-specific training concerning Organo's basic technologies. Participants are able to equip themselves for future career opportunities by gaining extensive knowledge on technologies that are not directly related to their work.
Third-year career training Mid-level career training	Participants cultivate the ability to independently grow by learning to take a proactive approach to career development.
Other	We provide rank-specific training for developing basic social skills.



Group training for new employees



Follow-up training

Multiple Courses for Management Positions

ORGANO 2030 states that our objective is to become “a company in which a diverse range of people can work comfortably, feel motivated and grow, and achieve results.” As one of the concrete measures to achieve this, we introduced the “Multiple courses for management positions: ‘Division supervisory positions,’ ‘Expert positions,’ and ‘Supervisory positions’” in 2021. We will continue to build a system allowing us to utilize human resources that can be expected to generate more results.

Qualification Acquisition Support System

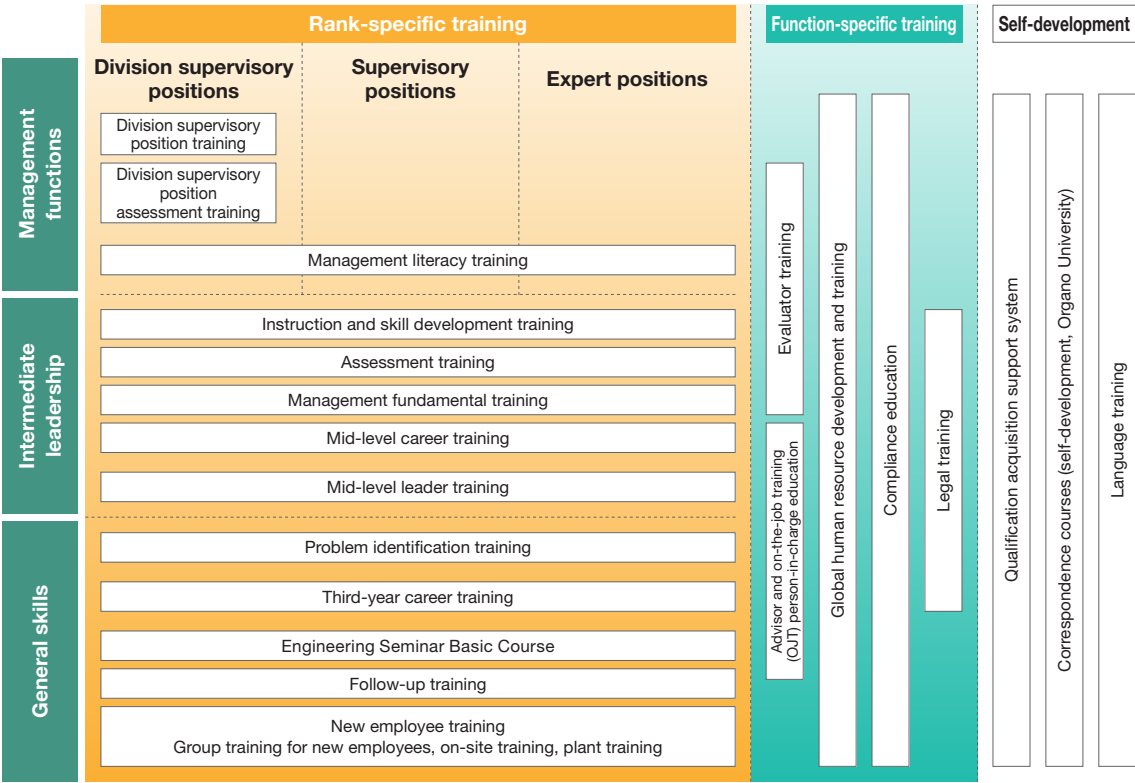
To support employees who learn autonomously, the Company subsidizes a portion of the cost employees incur when acquiring one of approximately 300 different formal qualifications. This encompasses target qualifications across a wide range of subject areas such as technology, linguistics, and IT, with certifications that include professional engineer, assistant professional engineer, and pollution control manager.

Organo University (correspondence course subsidy system)

The Organo University provides the opportunity to study by featuring 173 correspondence courses across 10 fields of study including technology and sales courses necessary for business, as well as management skills required at different levels of the corporate hierarchy.

Education System

We provide various educational opportunities to develop human resources.



Support Activities Related to Developing Water Environment Conservation Technology

The Organo Group actively engages in support activities related to water environment technologies and education while also contributing to environmental conservation through its water treatment business.

Organo Awards to Support Young Researchers in China

In recent years, people in China have become increasingly aware of the environment as the nation's industry develops. In line with this, the Chinese government has been promoting policy on water environment conservation. Since fiscal 2007, the Company has been conducting a scholarship program in China known as the Organo Awards for recognizing and supporting graduate students who have achieved outstanding research results in the field of water quality and water environment conservation in China. The Organo Awards are implemented in partnership with the Research Center for Eco-Environmental Sciences of the Chinese Academy of Sciences and Suzhou Industrial Park. Organo again solicited research topics from graduate students based in China in fiscal 2021, and in July 2021 selected and recognized outstanding researchers in Suzhou, China. To date, an estimated 900 or more people have taken part, and more than 350 people awarded are actively working in the water environment field in various areas around the world.

Support for Studies of Young Researchers in Water Environment Field (Japan Society on Water Environment (JSWE)-ORGANO Doctoral Research Awards)

The JSWE-ORGANO Doctoral Research Awards were established with the aim of widely introducing outstanding research results of graduate students in doctoral programs and other young researchers and supporting their development of further research in the field of water environment. The Company provides assistance in the form of contributions that support the objectives of the JSWE-ORGANO Doctoral Research Awards. In 2021, its 15th year, research presentations, selection, and an awards ceremony were held at the JSWE symposium in September, and three students received awards. Everyone awarded to date is actively working in the water environment field in Japan or overseas.