

D&I Activities Spreading Around the World

Across the four global regions plus the Thermos business, we promote diversity and inclusion (D&I) activities tailored to the characteristics of each region and business under REVVED.

Japan (Nippon Sanso Corporation)

Strengthening the Development of Women Leaders; Promoting Women's Active Participation

To strengthen the development of women leaders, we offer Career Design Training for women who are candidates for management positions. In this training, participants take the initiative in addressing their own careers, while their supervisors accompany and support them in realizing those careers. The training provides an opportunity to raise awareness of career development, as shown by some participants' comments, such as "my way of thinking about my career has changed." We also have the Sponsorship Program for women managers. Senior executives serve as sponsors and hold discussions with participants for about one year on topics such as the mindset required of a general manager or section manager and the role of a leader. Through such dialogues, we provide participants with an opportunity to acquire a broader perspective and to consider the nature of leadership and their future careers. Furthermore, through this, participants naturally form networks among themselves, creating opportunities for ongoing communication that transcends organizational and operational boundaries.



Development for women in management positions: Roundtable discussion with the president and directors

Asia and Oceania (SEA+KTI)

International Women's Day 2026: Beyond a Day

In Asia and Oceania, we position International Women's Day not as a one-day commemoration but as an ongoing initiative throughout the year to promote the active participation of women employees. As part of this, we conducted an interview project titled Make Women Empowerment a Reality, featuring women leaders active within the region. Each leader spoke about her own career and her thoughts on the promotion of women's active participation.



United States (Nippon Sanso Matheson)

Strengthening Leadership: HR and WAM! Co-Host Diverse Leadership Training Program

At Nippon Sanso Matheson, we are focusing efforts on developing interpersonal skills in addition to expert knowledge so diverse talent can lead. In 2026, we launched a mentorship program and conducted leadership training. This program, open to all genders, drew participation from employees across multiple departments and levels, who worked to enhance a variety of essential leadership skills, such as communication, active listening, persuasion skills, coaching, and the ability to lead change.

Participating employees shared the following comments.



Sally Perez

Regional Operations Manager
Nippon Sanso Matheson, Inc.

This leadership training was quite beneficial and engaging, and it was highly relevant to real leadership challenges. I feel that it fostered a sense of responsibility and ownership among participants and contributed to strengthening a positive leadership culture.

Patricia Treviño

Digital Marketing Manager
Nippon Sanso Matheson, Inc.

Through the leadership training, I was able to deepen my understanding of the entire Company and build stronger connections. It also led to further enhancement of my leadership and communication skills.



Europe (Nippon Sanso Euro-Holding)

D&I Month: PRIDE IN EVERY VOICE

At Nippon Sanso in Europe, we designate each June as D&I Month and carry out initiatives to make diversity more visible and to embed the values of respect and equity throughout the organization. In 2026, in conjunction with International Pride Day on June 28, we conducted awareness-building activities to deepen understanding of the challenges faced by the LGBTIQ+ community.



To spread awareness of International Pride Day, we gave employees gifts celebrating the occasion that embody our belief in bringing people together and respecting our differences, with postcards containing REVVED messages and Japanese chopsticks (*hashi* in Japanese) as a symbol of a bridge (also *hashi* in Japanese) to close the distance between different identities.

Pride originally began as a movement born from the courage of people who were not afraid to raise their voices, and carrying on that spirit, we call for the practice of inclusion through everyday dialogues and actions. Our EQUALS network, which fosters an inclusive environment for LGBTIQ+ employees, plays a central role in creating an environment where everyone can connect and grow with peace of mind, and we are also working to further improve conditions.

Japan (Thermos)

Training for Employees and Managers to Support Career Development

In September 2025, we conducted career training for eligible employees. To cultivate the understanding and actions that support each individual's career development, we also held career support training for management personnel.

Through the training, employees thought more about their own medium- to long-term career plans, and it served as an opportunity to encourage actions for self-growth. We will continue to work on creating an environment where employees can demonstrate their abilities with peace of mind.