

CO2 Emissions		FY2018	FY2019	FY2020	FY2021	FY2022	Unit	Aggregation period	
CO2 Emissions (breakdown)	Consolidated	—	131,167	113,246	131,638	124,409	Tons	Fiscal year	
	Non Consolidated	36,970	32,847	28,574	30,431	28,107			
	Domestic Group companies	33,339	29,889	26,319	31,132	29,826			
	Overseas Group companies	—	68,431	58,353	70,075	66,476			
Scope 1 (breakdown)	Consolidated	—	27,161	21,903	27,686	24,686			
	Non Consolidated	10,599	9,363	8,553	10,375	9,368			
	Domestic Group companies	3,075	2,851	2,744	3,216	2,760			
	Overseas Group companies	—	14,947	10,606	14,095	12,557			
Scope 2 (breakdown)	Consolidated	—	104,006	91,344	103,952	99,723			
	Non Consolidated	26,371	23,484	20,021	20,057	18,738			
	Domestic Group companies	30,264	27,039	23,575	27,915	27,066			
	Overseas Group companies	—	53,484	47,748	55,980	53,919			
Scope 3 (breakdown)	Non Consolidated	Total		—	—	248,406			283,460
		1 Purchased goods and services		—	—	—			266,424
		2 Capital goods□		—	—	—			5,143
		3 Fuel and energy-related activities not included in Scope 1		—	—	—			5,469
		4 Transportation and delivery (upstream)		—	—	—	2,007		
		5 Waste generated in operations□		—	—	—	669		
		6 Business travel		—	—	—	92		
		7 Employee commuting□		—	—	—	3,656		

Energy Consumption*		FY2018	FY2019	FY2020	FY2021	FY2022	Unit	Aggregation period
Total energy consumption	Non Consolidated	747,579	685,592	621,592	715,499	686,187	GJ	Fiscal year
	Groups in Japan	1,460,766	1,368,982	1,238,781	1,450,113	1,398,178		
Electricity	Non Consolidated	55,866	51,954	46,994	52,894	50,100	MWh	
	Groups in Japan	120,377	114,005	102,739	119,426	116,431		
Breakdown: Renewable Energy Consumption (Electricity)	Non Consolidated	—	—	—	—	1,863	MWh	
	Groups in Japan	—	—	—	—	2,162		
Diesel fuel	Non Consolidated	—	—	—	7	8	k ℓ	
	Groups in Japan	—	—	—	11	12		
Kerosene	Non Consolidated	24	14	20	30	10	k ℓ	
	Groups in Japan	125	116	122	171	44		
Gasoline	Non Consolidated	5	4	3	4	38	k ℓ	
	Groups in Japan	28	24	23	25	67		
City gas	Non Consolidated	4,345	3,899	3,518	4,326	4,011	1000m <sup>3</sup>	
	Groups in Japan	5,035	4,531	4,157	5,046	4,619		
LPG	Non Consolidated	115	74	72	91	78	Tons	
	Groups in Japan	521	451	408	487	490		

\* Energy usage is presented in accordance

Conservation of Water Resources		FY2018	FY2019	FY2020	FY2021	FY2022	Unit	Aggregation period
Total water used	Non Consolidated	712	724	655	788	731	1000m <sup>3</sup>	Fiscal year
	Groups in Japan	919	1,103	1,018	1,170	908		
Discharged water	Non Consolidated	693	672	604	717	658	1000m <sup>3</sup>	
	Groups in Japan	862	1,068	991	1,161	837		

Management of Waste and Chemical Substances		FY2018	FY2019	FY2020	FY2021	FY2022	Unit	Aggregation period
Waste generated	Non Consolidated	2,139	2,076	1,789	2,150	2,152	Tons	Fiscal year
	Groups in Japan	2,902	2,735	2,635	3,086	3,062		
Amount of chemical substances (PRTR) handled (input amount)	Non Consolidated	380	356	260	397	359		
Amount of chemical substances (PRTR) handled (output amount)	Non Consolidated	8	8	6	8	6		

Environmental protection		FY2018	FY2019	FY2020	FY2021	FY2022	Unit	Aggregation period
ISO14001 Environmental Management System Certified Locations	Consolidated	—	—	—	—	20	Locations	Fiscal year
	Number of locations rate	—	—	—	—	90.9	%	
Environment Conservation Costs	Non Consolidated	318	297	416	386	598	Million yen	
	Groups in Japan	—	472	561	579	806		
Violation of environmental laws and regulations	Non Consolidated	0	0	0	0	0	Cases	
	Groups in Japan	0	0	0	0	0		
Amount of fines	Non Consolidated	0	0	0	0	0	Yen	
	Groups in Japan	0	0	0	0	0		

Status of Employees			2018FY	2019FY	2020FY	2021FY	2022FY	Unit	Aggregation period
Number of employees	Non Consolidated	Total	1,296	1,323	1,357	1,365	1,370	People	The end of each fiscal year
		Male	1,107	1,126	1,151	1,162	1,161		
		Female	189	197	206	203	209		
	Consolidated	Total	6,887	6,916	6,795	6,984	6,945		
		Male	5,578	5,585	5,513	5,003	4,968		
		Female	1,309	1,331	1,282	1,981	1,977		
Average age of employees	Non Consolidated	Total	38.3	38.7	39.0	40.0	40.3	Age	
		Male	38.9	39.3	39.7	40.6	41.0		
		Female	34.9	35.1	35.2	36.3	36.9		
Average number of consecutive years served	Non Consolidated	Total	14.5	14.9	15.0	16.1	16.4	Year	
		Male	14.8	15.3	15.7	16.6	16.9		
		Female	12.5	12.6	12.7	13.6	13.9		
Average yearly salary	Non Consolidated	6,404,639	6,400,720	5,972,370	6,347,420	6,279,846	Yen		
Gender pay gap	Non Consolidated	62.9	62.7	69.8	67.4	72.7	%		
Managers	Non Consolidated	Male	116	117	117	123	132	People	
		Female	6	6	6	7	8		
		Percentage of females	4.9	4.9	4.9	5.3	5.7		%
	Consolidated	Male	263	271	262	251	370	People	
		Female	48	51	50	54	69		
		Percentage of females	15.4	15.8	16.0	17.7	15.7		%
Proportion of local employees in overseas Group company management positions [outside Japan]	Consolidated	40.0	40.0	42.9	42.9	39.3	%		
Ratio of non-Japanese Managers (%)	Non Consolidated	1.7	1.7	1.6	1.3	1.4			

Recruitment									
Number of new employees (new graduate and career recruits)	Non Consolidated	Total	54	56	62	45	58	People	Fiscal year
		Male	44	42	47	40	46		
		Female	10	14	15	5	12		
New graduate recruits	Non Consolidated	Total	47	50	52	38	38	People	Fiscal year
		Male	38	39	37	33	29		
		Female	9	11	15	5	9		
Retention rate of new graduates (within 3 years after joining the company)	Non Consolidated	96	75	85	87	86	%	The end of each fiscal year	
Career recruits	Non Consolidated	Total	7	6	10	7	20	People	Fiscal year
		Male	6	3	10	7	17		
		Female	1	3	0	0	3		
Percentage of career recruits*	Non Consolidated	13.0	10.7	16.1	15.6	34.5	%		
Number of applicants for retirement and reemployment (=employed)	Non Consolidated	8	6	5	6	10	People		
Number of people with disabilities	Non Consolidated	Total	29	30	33	36	36	People	1 June of each fiscal year
Percentage of people with disabilities		Rate	2.15	2.07	2.45	2.71	2.79	%	

Maternity/child care/long-term nursing care leave									
Employees who took child care leave*	Non Consolidated	Total	13	12	21	19	15	People	Fiscal year
		(usage rate)	22	27	38	43	38		
		Male (usage rate)	5	3	15	11	9		
		Female (usage rate)	8	9	6	8	6		
Employees who took nursing care leave	Non Consolidated	Total	100	88	100	88	100	People	Fiscal year
		Male	2	2	1	1	0		
		Female	0	0	1	1	0		
		Female	2	2	0	0	0		

\*The number of people who started taking leave in each year

Mental Health									
Stress check consultation rate	Non Consolidated	80.4	77.3	85.1	83.5	82.7	%	Fiscal year	
Participants of Case Study-Based Training for Managerial Personnel	Non Consolidated	220	151	66	72	194	People		

Occupational Safety and Health									
Number of people injured due to occupational accidents	Non Consolidated	7	3	5	2	8	People	Fiscal year	
	Groups in Japan	16	13	9	15	16			
Lost time injury frequency rate*	Non Consolidated	Rate	0.90	0	0.32	0	0.62	%	
Lost time injury severity rate*	Non Consolidated	Rate	0.030	0	0.006	0.008	0.013	%	

\*Occupational accident frequency rate (number of victims of lost work accidents / total number of working hours x 1 million hours, up to the second decimal place)

\*Total number of working days lost ÷ total number of actual working hours x 1,000

Paid holidays									
Average number of days of paid leave taken	Non Consolidated	16.1	16.0	15.9	16.6	18.2	Days	Fiscal year	
Paid leave acquisition rate*	Non Consolidated	75.8	78.8	84.0	88.1	90.0	%		

\*Acquisition rate for the number of days of paid leave in the current year (calculated as 100% if the number of days taken exceeds the number of days granted in the current year)

Working hours									
Average overtime working hours	Non Consolidated	21.6	16.3	13.1	21.7	18.8	Hours/Month	Fiscal year	

Human Resource Development									
Education and training expenses per employee	Non Consolidated	83,681	97,161	39,788	69,715	70,318	Yen	Fiscal year	

Stable employment and pleasant workplace									
Number of employees using flexi-time system	Non Consolidated	418	434	451	446	425	People	Fiscal year	

Board of Directors and Board of Auditors			FY2018	FY2019	FY2020	FY2021	FY2022	Unit	Aggregation period
Directors	Non Consolidated	Total	6	8	6	6	8	People	After the General Meeting of Shareholders for each fiscal year
		Male	6	8	6	6	7		
		Female	0	0	0	0	1		
		Percentage of females	0	0	0	0	12.5	%	
		External Directors (independent officers)	2	2	2	2	3	People	
		Percentage of External Directors	33.3	25.0	33.3	33.3	37.5	%	
Audit & Supervisory Board Members	Non Consolidated	Total	3	3	3	3	3	People	After the General Meeting of Shareholders for each fiscal year
		Male	2	2	2	2	2		
		Female	1	1	1	1	1		
		External Audit & Supervisory Board Members (independent officers)	1	1	1	1	1		
		Percentage of external Audit & Supervisory	33.3	33.3	33.3	33.3	33.3	%	
Board of Directors	Non Consolidated	Frequency	16	15	13	15	15	Times	Fiscal year
		Attendance rate	100	100	100	100	100	%	
Audit & Supervisory Board	Non Consolidated	Frequency	15	15	13	15	15	Times	
		Attendance rate	100	100	97.4	100	100	%	

Nomination Committee and Remuneration Committee

Nomination Committee	Non Consolidated	Total	—	—	—	—	3	People	After the General Meeting of Shareholders for each fiscal year
		Internal Directors	—	—	—	—	1		
		Independent External Directors	—	—	—	—	2		
		Percentage of External Directors	—	—	—	—	66.7	%	
		Frequency	—	—	—	—	2	Times	
Remuneration Committee	Non Consolidated	Total	—	—	—	—	3	People	After the General Meeting of Shareholders for each fiscal year
		Internal Directors	—	—	—	—	1		
		Independent External Directors	—	—	—	—	2		
		Percentage of External Directors	—	—	—	—	66.7	%	
		Frequency	—	—	—	—	2	Times	

Compliance

Number of whistleblowing incidents	Non Consolidated	6	3	4	6	9	Cases	Fiscal year
Number of serious compliance violations	Consolidated	0	0	0	0	0		