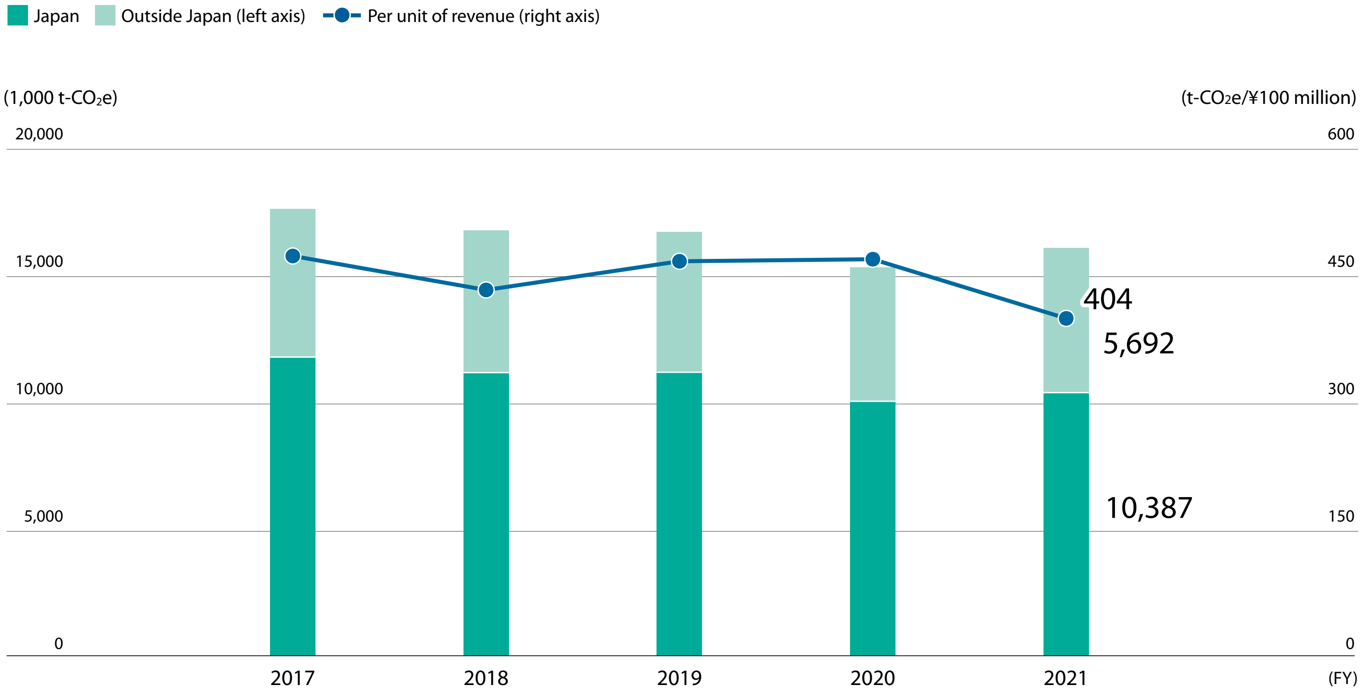
Non-Financial Highlights

GHG emissions*1



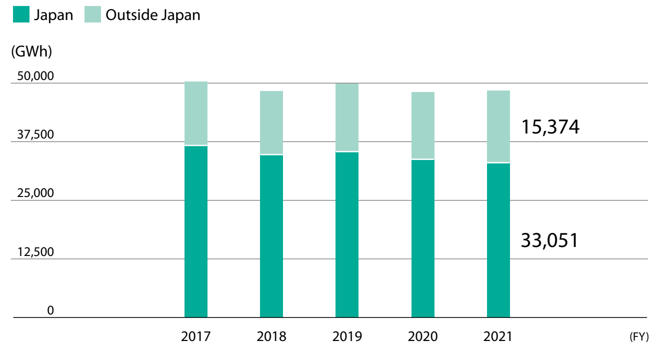
Fiscal 2021 GHG emissions (Scope 1 and Scope 2) totaled 16,079 thousand t-CO_2e.

Total emissions rose year on year, due chiefly to increased operation of plants as economic activity recovered from the decline caused by the pandemic. However, sales rose as well, so emissions per unit of revenue fell to 404 t-CO_2e/¥100 million.

GHG reduction is viewed as one of the most important social issues under the new management policy, "Forging the future." In addition to contributing to the reduction of emissions through our products and services, we are investigating what steps we need to take to further accelerate the reduction of GHG emissions from business activities including production.

*1 Data for fiscal 2019 and subsequent periods are calculated based on boundaries revised to reflect the scope of activity of KV30. Figures for fiscal 2018 and earlier periods shown in the graph have been recalculated based on the revised boundaries. Figures for fiscal 2019 and subsequent periods, calculated based on the post-revision boundaries, have received independent assurance.

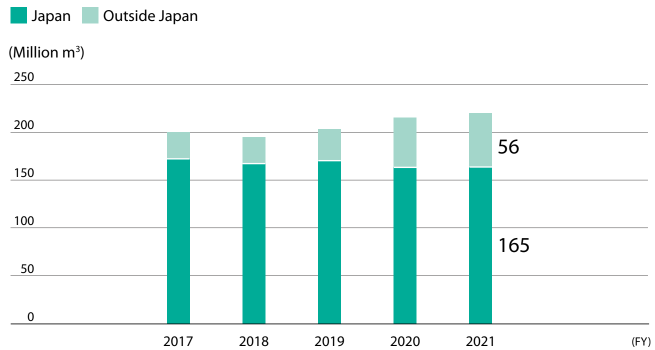
Energy consumption*1



Energy consumption rose in fiscal 2021 due to increased operation of plants as economic activity recovered from the decline caused by the pandemic.

Because improving production efficiency by implementing energy-saving activities and stabilizing process operations is directly linked to GHG reductions, we will continue to reduce energy consumption as an important initiative to realize the new management policy.

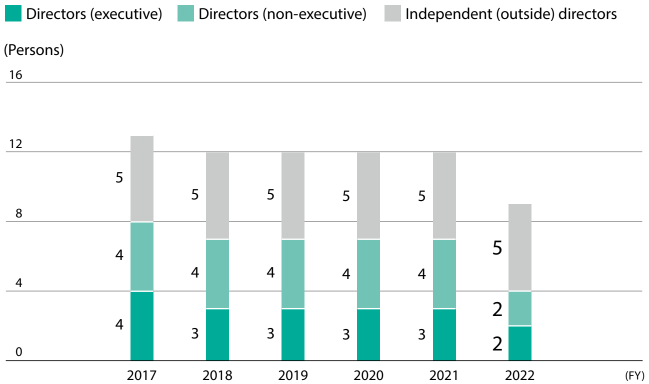
Water withdrawal (excluding seawater)



In fiscal 2021, water consumption rose due to increased operation of plants as economic activity recovered from the decline caused by the pandemic. However, ongoing efforts to use water more efficiently meant that we reined in this increase in water consumption, so that overall water consumption was almost at the same level as in fiscal 2020. Alleviating global water supply concerns is viewed as one of the most important social issues under the new management policy. We will continue to promote effective use of water resources and reduction of water intake to ensure that our use of water resources does not place a significant burden on the region.

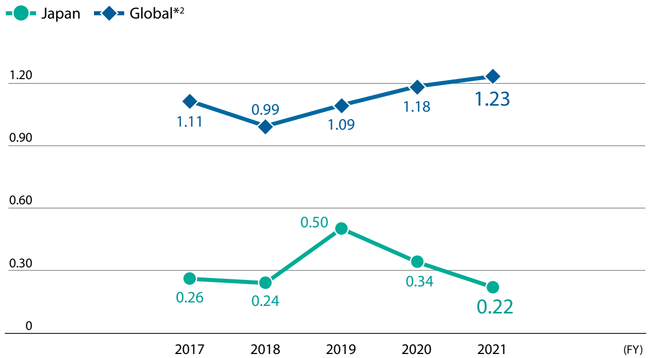
Non-Financial Highlights

Number of directors and outside directors



▶ Pages 63–64 for a list of directors.

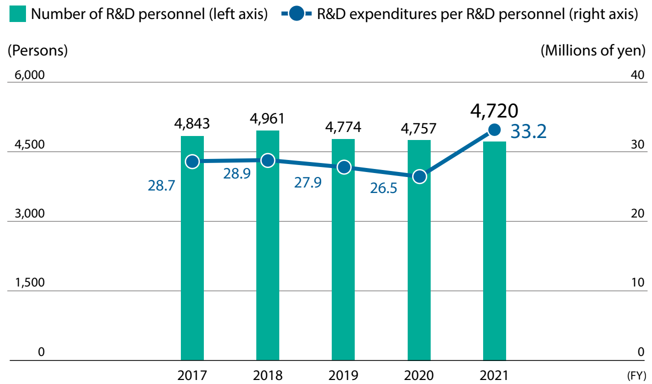
Lost-time injury frequency rate (LTIFR)



The LTIFR in Japan was 0.22, an improvement on the previous fiscal year. The corresponding global figure, for which data has been collected and aggregated since fiscal 2017, is still higher than in Japan.

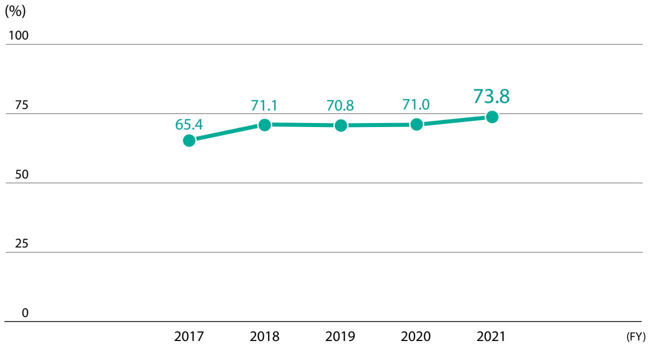
We are committed to efforts to reduce the LTIFR by stepping up initiatives to prevent occupational accidents. These will include a range of measures such as ensuring compliance with basic safety practice and operational safety rules and undertaking risk assessments.

Number of R&D personnel and R&D expenditures per R&D personnel



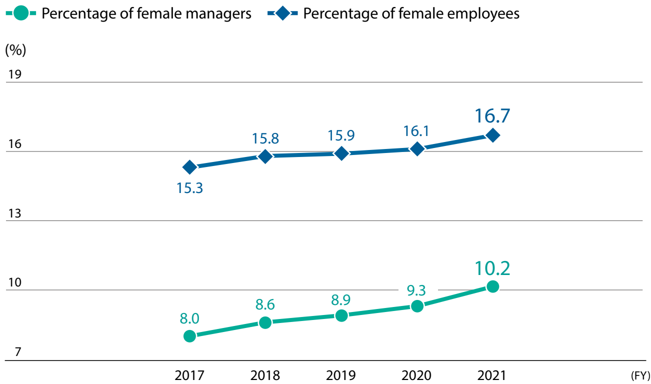
In fiscal 2021, the number of R&D personnel fell by 37 from the previous fiscal year to 4,720, giving a figure of ¥33.2 million for R&D expenditures per R&D personnel.

Paid leave utilization rate (%)*2



The paid leave utilization rate was much the same as the previous fiscal year. We will work to reform operational procedures in line with the approaching New Normal as we continue with strengthened initiatives to improve the work-life balance.

Percentage of female employees and percentage of female managers*2



The percentage of female employees increased by 0.6 points to 16.7% from the previous fiscal year, while the percentage of female managers was 10.2%, up 0.9 points from the previous fiscal year. We operate a range of initiatives to promote the empowerment of women.

*2 For the boundary data aggregation, ▶ see page 108.