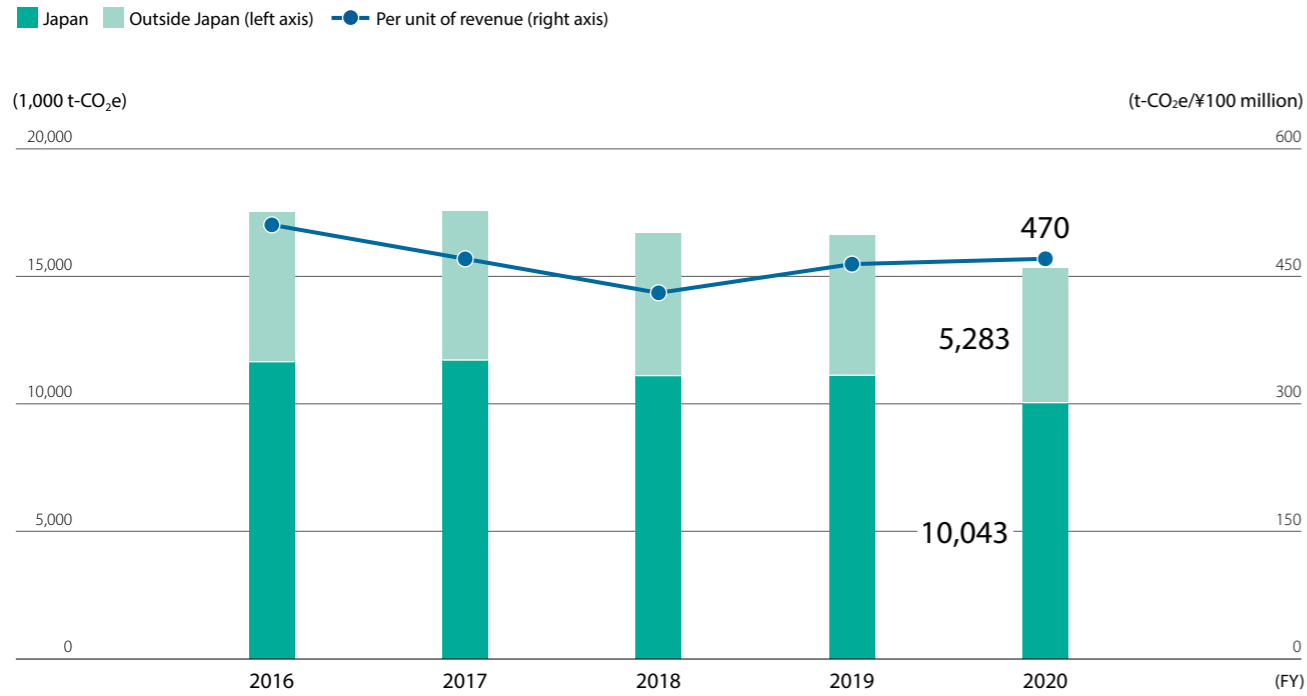


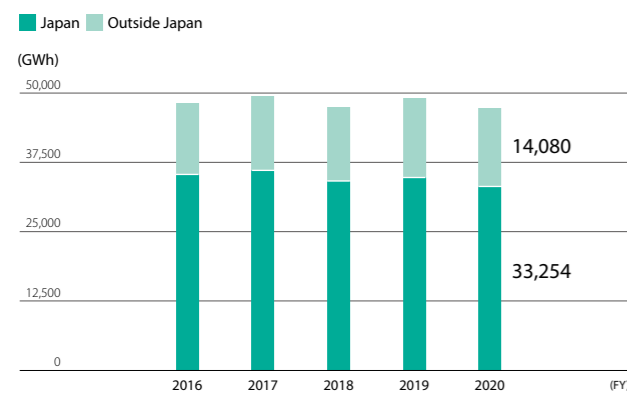
Non-Financial Indicators

GHG emissions*1



Fiscal 2020 GHG emissions (Scope 1 + Scope 2) totaled 15,325 thousand t-CO₂e. Total emissions were reduced by 7.8% year on year, due chiefly to scheduled maintenance and repairs at large-scale manufacturing plants and the suspension of operations at plants with high emissions levels. After accounting for the impact of COVID-19, however, emissions per unit of revenue, at 470 t-CO₂e/¥100 million, remained close to the previous fiscal year's level. GHG reduction is viewed as one of the most important social issues under our medium- to long-term basic management strategy, KAITEKI Vision 30 (KV30). In addition to contributing to the reduction of emissions through our products and services, we are working to further accelerate the reduction of GHG emissions from business activities including production.

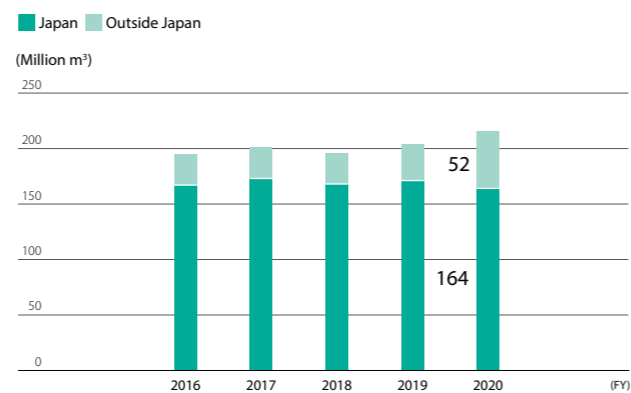
Energy consumption*1



Energy consumption fell year on year in fiscal 2020, due mainly to scheduled maintenance and repairs at large-scale plants in Japan and the suspension of certain operations with high energy consumption.

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 KV30.

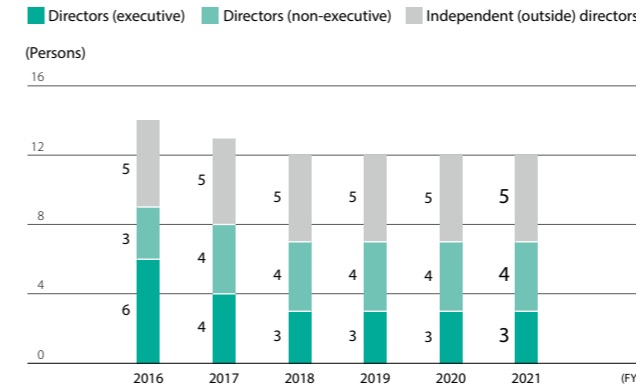
Water withdrawal (excluding seawater)*1



In fiscal 2020, water consumption increased overall as new overseas group company bases were added to the newly revised scope of measurement from fiscal 2019. In Japan, however, more efficient utilization of water led to a year-on-year reduction of 7 million m³ in water intake. Alleviating global water supply concerns is viewed as one of the most important social issues under KV30. 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.

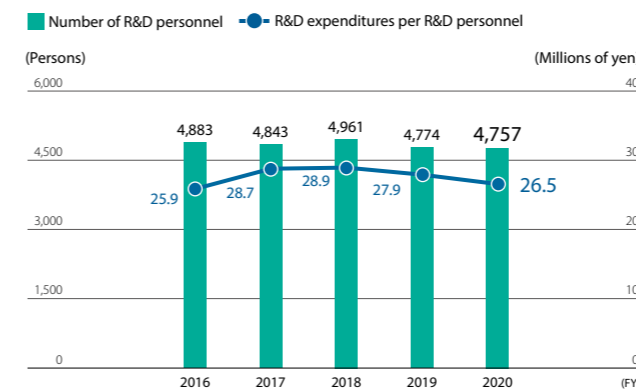
*1 Data for fiscal 2019 and subsequent periods are calculated based on categories revised to reflect the scope of activity of KV30. Figures for fiscal 2018 and earlier periods shown in the graph have been recalculated based on the revised categories. Figures for fiscal 2019 and subsequent periods, calculated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

Number of directors and outside directors



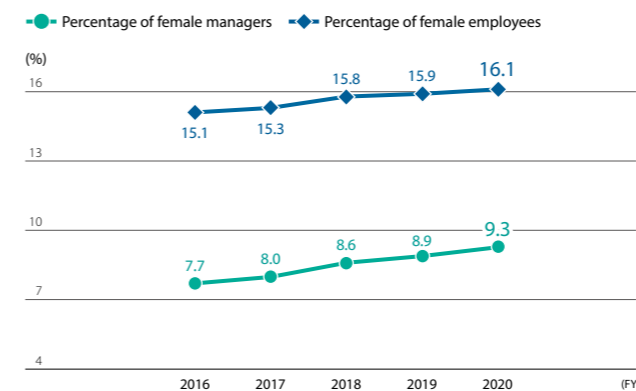
Please see P. 59–60 for a list of directors.

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



In fiscal 2020, the number of R&D personnel fell by 17 from the previous fiscal year to 4,757, giving a figure of ¥26.5 million for R&D expenditures per R&D personnel.

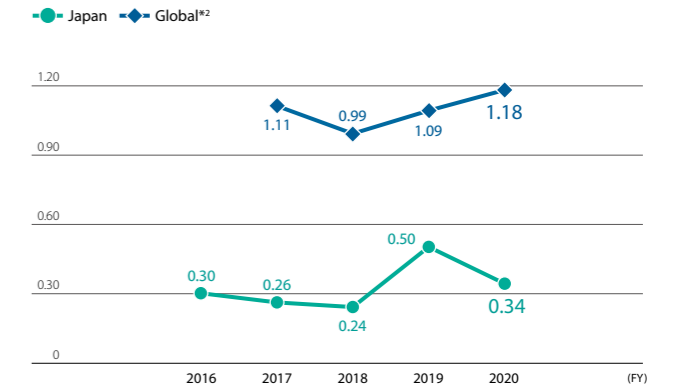
Percentage of female employees and percentage of female managers*2



The percentage of female employees increased by 0.2 points to 16.1% from the previous fiscal year while the percentage of female managers was 9.3%, up 0.4 points from the previous fiscal year. We operate a range of initiatives to promote the empowerment of women.

*2 For the scope of data aggregation, see P. 103.

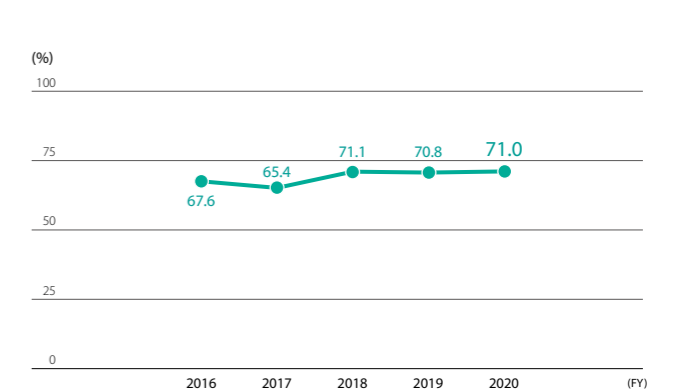
Lost-time injury frequency rate (LTIFR)



The LTIFR in Japan was 0.34, an improvement on the previous fiscal year. The corresponding global figure, for which data has been collected and aggregated since fiscal 2017, is 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.

*2 For the scope of data aggregation, see P. 103.

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 the New Normal as we continue with strengthened initiatives to improve the work-life balance.

*2 For the scope of data aggregation, see P. 103.