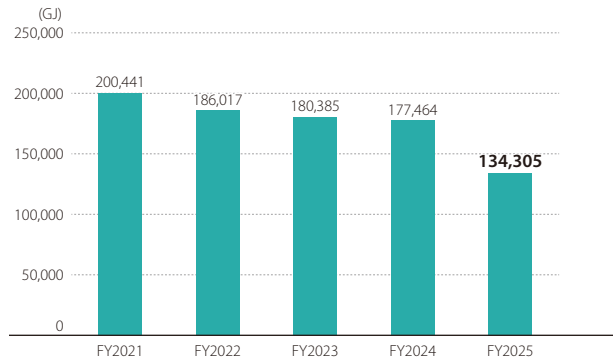


Non-financial Highlights

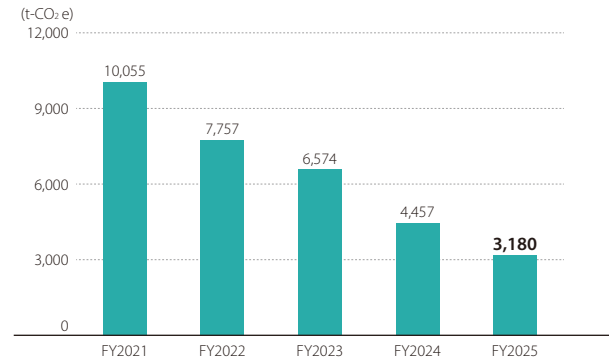
Total energy usage (consolidated)



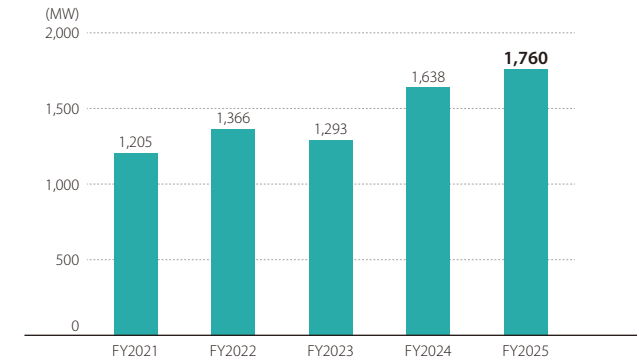
We are steadily working to reduce total energy usage by switching to low-emission commercial vehicles, such as EVs and FCVs,¹ in line with regulations in each country to phase out gasoline-powered vehicles, and by consolidating and reducing business sites.

1. Fuel cell vehicles.

GHG emissions (consolidated) Scope 1 and 2 total (market basis)

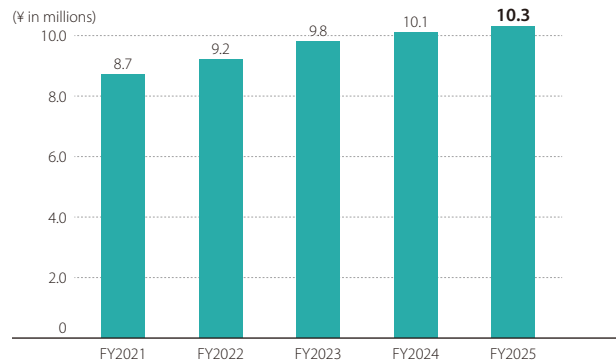


Renewable power generation capacity in operation (consolidated)



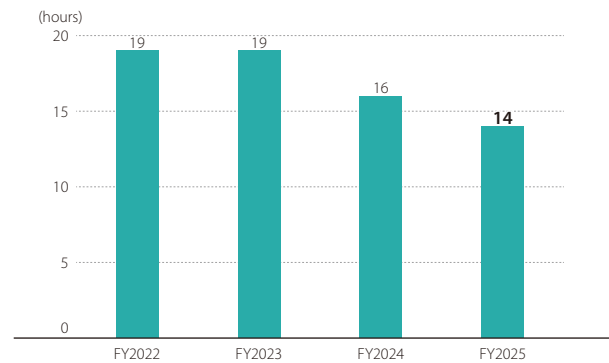
Our solar power generation capacity in Japan and overseas increased, rising by 121MW year-on-year to 1,760MW.

Average annual salary per employee (all employees)
(non-consolidated)



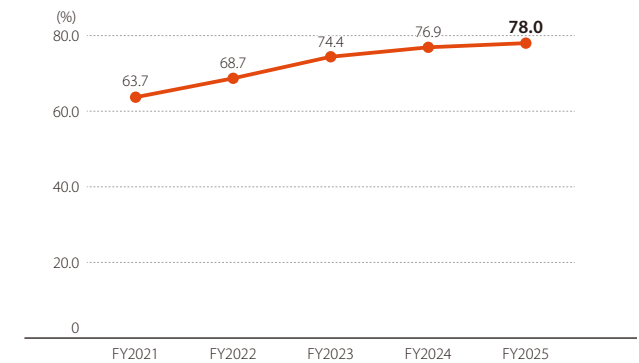
With a view to creating a virtuous cycle between the sustainable growth of the Japanese economy and the growth of the Company's business, we implemented wage increases, including base pay increases, for the third consecutive year.

Average monthly overtime hours per employee (non-consolidated)



Monthly average overtime hours have steadily decreased through DX-driven operational streamlining and other initiatives.

Percentage of annual paid holidays taken² (non-consolidated)



The percentage of annual paid holidays taken by employees has continued to improve, showing that initiatives to help employees lead healthy and fulfilling lives are steadily taking root.

2. Calculated by dividing the total number of annual paid holidays taken by the total number of annual paid holidays granted during the fiscal year.