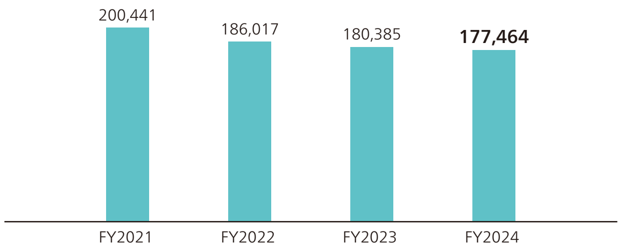
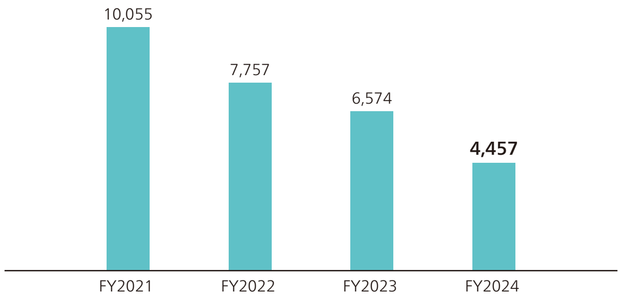
Non-financial Highlights

Total energy usage (GJ) (consolidated)

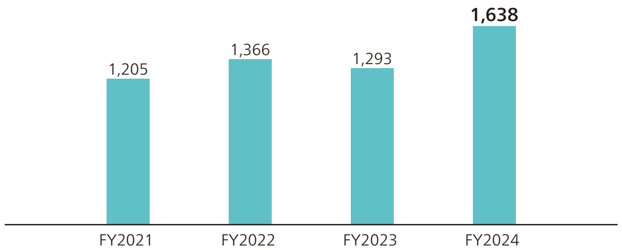


GHG emissions (t-CO_2e) (consolidated) Scope 1 and 2 total (market basis)



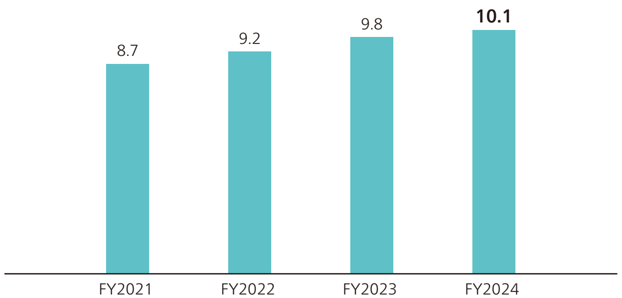
We are steadily reducing emissions by switching to low-emission commercial vehicles such as EVs and FCVs* that comply with the regulations to phase out gasoline vehicles in each country, and also by consolidating and eliminating business sites.

Output of renewable energy in operation (MW) (consolidated)



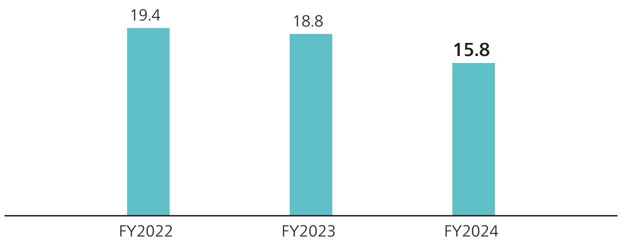
Output increased by 345MW year on year as a result of completing the investment in European Energy, a Danish renewable and next-generation energy company, making it an equity method affiliated, and other factors.

Average annual salary per employee (all employees, ¥ in millions) (non-consolidated)



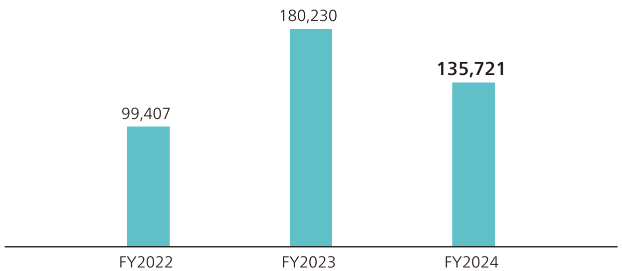
We have implemented wage increases, including base pay increases, for two consecutive years with a view to creating a virtuous cycle of the sustainable growth of the Japanese economy and the growth of our business.

Average monthly overtime hours per employee (non-consolidated)



Overtime hours are steadily decreasing due to the improvement of operational efficiency through the utilization of DX.

Annual average cost of training per employee (¥) (non-consolidated)



We provide opportunities for each employee to acquire the necessary skills in order to promote Company-wide transformation.

*FCVs: Fuel cell vehicles