

Along with setting major measures to respond to six materialities identified for the environment, society, and governance, the Group has set indicators to manage the progress of major measures. We are implementing steady measures to achieve the target values of these key management indicators by FY2030. Through achieving these targets, we aim to greatly increase our corporate value as a materials company that “leads sustainability by high performance,” along with developing superior competitiveness at the top level of industries.

Materialities		Major Measures	Key Management Indicators	FY 2021 actual results* <sup>8</sup> (Consolidated *Non-consolidated)	FY2030 target* <sup>8</sup> (Consolidated *Non-consolidated)
Environment	Contributing to realize a decarbonized society	Expansion of deployment of renewable energy and promotion of energy saving	Reduction in CO <sub>2</sub> emissions (compared to FY2015)	20% (emission: 2,216 kt-CO <sub>2</sub> )	38% (emission: 1,723 kt-CO <sub>2</sub> )
			Amount of renewable energy deployed	407 MWh/year	35,000 MWh/year
			Improvement in energy consumption unit <sup>1</sup> (compared to FY2015)	0.1%	14%
	Ubiquitization of resource-conserving, recyclable, and environmentally-friendly products	Expansion of environmentally-friendly products that contribute to decarbonation and reduction of energy use over the product lifecycle. Expansion of use of recycled raw materials Effective use of water resources	Sales ratio of environmentally-friendly priority products <sup>2</sup>	21.2%	30%
			Waste landfill rate	11.7%	8.5%
			Improvement rate of water use (compared to FY2010)	29.9%	38.5%
Social	Safety and health are our overriding priority	Promotion of activities to disseminate basic rules (ironclad rules) to prevent disasters and make facilities intrinsically safe	Frequency rate of occupational accidents <sup>3</sup>	0.30	0.15
			Number of serious accidents <sup>4</sup>	0	0
	Diversity and Inclusion	Reflection of employee survey results in management Thorough implementation of diversity and inclusion	Ratio of positive evaluation of engagement indicators	56%	70%
			Diversity in recruitment ratio (women, foreign nationals, career hires)	50%*	50% or more*
			Ratio of female managers	1.8%*	5.0%*
			Diversity ratios at the executive level positions (women, foreign nationals, career hires)	9.1%*	30% or more*
Governance	Make quality a strength	Data collection without human intervention	Percentage of automatic inspection and testing	21%	100%
		Expansion of activities to minimize and control variation in the 4Ms (huMans, Machines/equipment, Materials, and Methods)	Major quality incident index <sup>5</sup>	0.2	0
		Improved human resource development	—	—	
		Thorough implementation of actions with integrity at the core	Ratio of positive evaluation of compliance awareness, etc.	68%	90% or more
	Business model and process evolution anticipating changes in the external environment	Promotion of comprehensive risk assessment and countermeasures through risk management Diversification of procurement sources in response to changes in the procurement environment Acceleration of R&D and realization of safe, high-quality production through DX	—	—	—
			Number of items required for source diversification	—	—
			Manufacturing lead time <sup>6</sup> (compared to FY2022)	—	50%
			Comparison of new products <sup>7</sup>	16%	30%

\*1. Energy consumption unit: Energy consumption divided by sales

\*2. Environmentally-friendly priority products: Selected products that are being expanded in terms of business strategy and contribute highly to solving environmental issues such as climate change and effective use of resources. To strengthen environmentally-friendly products, we are currently studying definitions of management indicators, target values, and strategies to achieve them.

\*3. Frequency rate of occupational accidents: Number of fatalities and injuries due to occupational accidents divided by total actual working hours x 1,000,000 (number of accidents per 1 million working hours in a calendar year).

\*4. Number of serious accidents: Serious accidents include fatalities, serious injuries equivalent to fatalities (disabling injuries of Severity 7 or higher), and accidents in which three or more persons are injured at the same time.

\*5. Major quality incident index: Index of accidents that caused serious damage to customers' bodies or property, or serious damage to society (including violations of laws and regulations), with FY2020 set as 1.

\*6. Manufacturing lead time: Percentage decrease in the time from the start of manufacture to the delivery of products for priority products. FY2022 figures are used as the benchmark.

\*7. New product ratio: Ratio of sales of new products to consolidated sales revenue. New products are registered as those that open up new markets or new applications, or have significantly improved performance. A product that has been become generalized three years after registration as a new product is removed from the register.

\*8. Indicators that are not suitable and those with a non-disclosure policy are indicated with “—”.