

Non-financial Information Highlights

			Unit	FY2017	FY2018	FY2019	FY2020	FY2021
Economic	Production Volume (Cement business)	Cement production volume	t	10,915,079	10,757,727	10,549,830	10,040,723	10,085,469
		Clinker production volume	t	9,344,274	9,138,702	8,902,629	8,480,155	8,605,630
		Mixed cement	t	2,107,418	2,151,598	2,336,717	2,260,466	1,942,106
Environmental	Environmental impact data (Group's total) (Cement business is as follows)	CO ₂ emissions	1,000 t-CO ₂	9,612	9,493	9,259	8,896	8,989
		[Breakdown] Scope 1	1,000 t-CO ₂	9,390	9,280	9,050	8,700	8,810
		Scope 2	1,000 t-CO ₂	222	213	209	196	179
		NOx (nitrogen oxides) emissions	t	14,040	13,873	13,272	14,340	16,174
		SOx (sulfur oxides) emissions	t	1,525	1,120	1,111	1,095	1,175
		Particulate matter emissions	t	164	191	136	143	218
		Dioxin emissions	g-TEQ	0.21	0.27	0.31	0.41	0.18
		Total energy consumption related to cement manufacturing (Based on periodic reports in accordance with the Act on Rationalizing Energy Use)	PJ	32.907	32.618	31.524	30.711	31.008
		Thermal energy substitution rate *Coal (fossil fuel) substitution rate	%	27	29	28	29	27
		In-house power generation ratio*1	%	80	79	78	78	79
		Waste heat power generation ratio	%	8	7	7	7	7
		Biomass power generation ratio	%	15	16	15	14	17
	Resource recycling (Cement business)	Volume of waste and byproducts received*2	1,000 t	5,644	5,538	5,479	5,210	5,233
		Consumption rate	kg/ton-cement	517	515	519	519	519
		Volume of waste plastics received (recycled + purchased)	1,000 t	49	48	56	62	64
		Volume of wood chips received (recycled + purchased)	1,000 t	462	451	417	401	429
		Volume of ordinary incinerator ash received	1,000 t	46	62	63	61	62
		Volume of disaster waste received	1,000 t	11	3	44	21	5
	Preserving biodiversity	Re-greened area of mine	m ²	16,497	24,943	16,652	51,915	21,938
Social	Employment (Non-consolidated)	Employees (Non-consolidated)*3 *4	Employees	1,182	1,186	1,196	1,203	1,232
		Temporary employees	persons	81	95	105	118	114
		(Consolidated) Employees	persons	2,987	2,974	3,005	3,065	3,068
		Ratio of female employees	%	10.4	10.5	10.9	11.3	12.1
		Number of managers	persons	441	432	435	441	439
		Number of women in managerial positions	persons	7	8	9	9	8
		Ratio of women in managerial positions	%	1.6	1.9	2.1	2.0	1.8
		Average years of service Male	years	18.6	18.8	19.0	18.5	19.4
		Female	years	17.5	17.5	16.8	15.8	15.8
		Age demographic Under 30	persons	222	222	231	257	214
		Age 30-39	persons	267	270	265	262	288
		Age 40-49	persons	402	373	343	342	294
		Age 50-59	persons	284	316	350	333	411
		Over 60	persons	7	5	7	9	25
		Turnover within three years after joining the Company	%	18.9	11.9	22.2	9.1	6.9
		Voluntary retirement ratio	%	1.0	2.0	1.5	1.2	2.3
	Work style (Non-consolidated)	Working hours (prescribed working hours 1,860)	Hours per year	1,878	1,868	1,861	1,860	1,864
		Number of paid vacation days taken*5	Days per year	14.7	15.2	15.7	15.0	15.4
		Ratio of new graduate hires (general career-track positions) that are female	%	12.0	17.4	18.2	26.1	19.4
		Number of employees taking nursing care leave	persons	0	0	0	0	0
		Ratio of persons with disabilities employed	%	2.03	1.97	1.97	1.76	2.07
		Number of employees taking childcare leave Male	persons	0	2	4	1	5
		Female	persons	6	9	12	5	11
		Reinstatement rate after childcare leave	%	100	100	100	100	100
		Education/training (hosted by the headquarters)	Number of days	41	41	41	26	55
	Occupational safety and health	Number of fatal accidents Direct employment	incidents	0	0	0	0	0
		Indirect employment*6	incidents	0	0	0	0	0
		Number of accidents that require time off from work Direct employment	incidents	2	0	2	2	3
		Indirect employment	incidents	4	4	10	3	1
		Number of accidents not accompanied by lost worktime Direct employment	incidents	4	5	2	3	3
		Indirect employment	incidents	8	6	6	4	11
		Accident frequency rate of directly employed employees*7	%	0.00	0.00	0.00	0.00	0.00
		Accidents that require time off from work	%	0.00	0.00	0.00	0.00	0.00
		Number of employees on mental health leave (non-consolidated)	persons	2	1	2	5	4

*1 In-house power generation ratio includes waste heat power generation and biomass power generation

*2 Volume of waste and byproducts received includes the volume of waste plastics, wood chips, ordinary incinerator ash and disaster waste received

*3 Number of employees is based on the annual securities report as of the end of the fiscal year (excluding loaned out employees and contract employees, but including transferred in employees and fixed-term employees)

*4 Number of temporary employees is contract employees only

*5 Number of days of paid vacation taken is the average number of days taken by union members

*6 Indirect employment: workers who are not employees but whose work or workplace is under the control of the organization (partner companies)

*7 Accident frequency rate = number of fatalities and injuries due to work-related accidents/total man-hours worked x 1,000,000 hours (scope of data collection: the Company's 4 cement plants)