Non-Financial Information Highlights

Economic

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Production volume (Cement business)						
Cement production volume	1,000 t	10,041	10,085	9,546	8,850	**8,553**
Clinker production volume	1,000 t	8,480	8,606	8,240	7,626	**7,339**
Mixed cement	1,000 t	2,260	1,942	1,640	1,457	**1,445**

Environmental

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Environmental impact data (Group total)						
GHG emissions (CO_2 equivalent)	1,000 t-CO_2eq	8,896	8,989	8,425	7,712	**7,446**
[Breakdown] Scope 1	1,000 t-CO_2eq	8,700	8,810	8,230	7,540	**7,307**
Scope 2	1,000 t-CO_2eq	196	179	195	172	**159**
[Reference] Total GHG emissions (net CO_2 equivalent)	1,000 t-CO_2eq	8,134	8,248	7,716	7,188	**6,900**
Scope3	1,000 t-CO_2eq	1,198	1,213	1,229	1,060	**1,079**
(Cement business is as follows:)						
Gross total GHG emissions intensity (CO_2 equivalent)	kg-CO_2eq/t-cement	795	799	803	783	**783**
Of which, energy-related CO_2 emissions intensity	kg-CO_2/t-cement	274	275	274	269	**263**
Total net GHG emissions intensity (CO_2 equivalent)*[1]	kg-CO_2eq/t-cement	719	725	728	724	**716**
NOx (nitrogen oxide) emissions	tons	14,340	16,174	14,327	12,631	**12,471**
SOx (sulfur oxide) emissions	tons	1,095	1,175	1,219	1,099	**1,421**
Particulate matter emissions	tons	143	218	99	120	**173**
Dioxin emissions	g-TEQ	0.41	0.18	0.22	0.36	**0.93**
Total energy consumption related to cement manufacturing*[2]	PJ	30.711	31.009	29.385	26.818	**25.656**
Total energy intensity related to cement production*[2, 3]	MJ/t-cement	3,059	3,075	3,078	3,030	**3,000**
Thermal energy substitution rate Note: Coal, etc. (fossil fuel) substitution rate*[4, 5]	%	31	31	30	39	**43**
Biomass fuel portion of thermal energy replacement rate*[4, 5, 6]	%	5	5	5	5	**5**
Coal consumption volume	1,000 t	1,232	1,272	1,144	1,063	**1,051**
[Breakdown] Cement manufacturing	1,000 t	651	694	641	565	**542**
Electricity generation	1,000 t	580	577	503	498	**509**
In-house power generation ratio*[7]	%	78	79	77	78	**78**
Waste heat power generation ratio	%	7	7	9	7	**7**
Biomass power generation ratio	%	14	17	15	15	**15**
Resource recycling (Cement business)						
Volume of waste and byproducts received*[8]	1,000 t	5,210	5,233	4,922	4,775	**4,661**
Consumption rate	kg/t-cement	519	519	516	540	**545**
Volume of waste plastics received (recycled + purchased)	1,000 t	62	64	66	83	**100**
Volume of wood chips received (recycled + purchased)	1,000 t	401	429	399	407	**392**
Volume of ordinary incinerator ash received	1,000 t	61	62	61	74	**85**
Volume of disaster waste received	1,000 t	21	5	0	2	**0**
Preserving biodiversity						
Regreened area of mine	1,000 m^2	52	22	4	22	**14**

*1 Net total GHG emissions intensity (CO_2 equivalent) = Gross total GHG emissions intensity (CO_2 equivalent) – Non–fossil energy derived (waste derived) GHG emissions intensity (CO_2)
Excludes non–fossil energy derived (waste derived) GHG emissions intensity (CO_2) equivalent, such as biomass and waste, based on the World Business Council for Sustainable Development (WBCSD) concept of net CO_2 emissions

*2 Excluding non–fossil energy derived (based on periodic reports in accordance with the Act on Rationalizing Energy Use)

*3 In fiscal 2023, we achieved the benchmark for the cement manufacturing industry under the benchmark system based on the Energy Conservation Act.

*4 Calculation standards under the Revised Act on Rationalizing Energy Use, which went into effect in fiscal 2023, are applied (the evaluation method for calorific value of alternative thermal energy has been changed as of the fiscal 2023 results).

*5 The calculation values for the manufacture of ordinary Portland cement, including the results of previous years, are now shown (previously, the substitution rate for the manufacture of all cement products was shown).

*6 Biomass fuel: Woody biomass and sludge fuel

*7 In-house power generation ratio includes waste thermal power generation and biomass power generation

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

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

*10 Number of temporary employees only includes contract employees

*11 Number of labor union members is based on the annual securities report at the end of the fiscal year (including seconded employees)

Social

		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Employment (Non-Consolidated)							
Employees (Non-Consolidated)*[9, 10]	Employees	Persons	1,203	1,232	1,243	1,254	**1,312**
	Temporary employees	Persons	118	114	110	110	**118**
Employees (Consolidated)	Employees	Persons	3,065	3,068	2,896	2,886	**2,952**
Ratio of female employees		%	11.3	12.1	13.0	13.1	**14.1**
Number of managers		Persons	441	439	433	414	**410**
Number of women in managerial positions		Persons	9	8	9	9	**15**
Ratio of women in managerial positions		%	2.0	1.8	2.1	2.2	**3.7**
Average years of service	Male	Years	18.5	19.4	19.1	19.2	**18.9**
	Female	Years	15.8	15.8	16.0	16.2	**15.4**
Age demographic	Under 30	Persons	257	214	222	226	**254**
	Age 30–39	Persons	262	288	283	271	**279**
	Age 40–49	Persons	342	294	273	273	**269**
	Age 50–59	Persons	333	411	429	431	**447**
	60 and over	Persons	9	25	36	53	**63**
Turnover within three years of joining the Company		%	9.1	14.0	0.0	11.9	**8.1**
Voluntary retirement ratio		%	1.2	2.3	1.8	2.6	**1.8**
Number of labor union members*[11]		Persons	819	830	828	834	**831**
Labor union membership rate (general employees)		%	100	100	100	100	**100**
Work style (Non-Consolidated)							
Working hours (prescribed working hours 1,860)		Hours per year	1,860	1,864	1,862	1,838	**1,838**
Number of paid vacation days taken*[12]		Days per year	15.0	15.4	16.2	17.3	**16.8**
Ratio of annual paid vacation days taken*[12]		%	76.3	78.6	81.2	87.4	**85.5**
Ratio of new female graduate hires (general career-track positions)		%	26.1	19.4	13.8	18.4	**18.5**
Number of employees taking nursing care leave		Persons	0	0	0	0	**0**
Ratio of people with disabilities employed*[13]		%	1.83	2.07	2.62	2.65	**2.72**
Number of employees taking childcare leave	Male	Persons	1	5	11	12	**9**
	Female	Persons	5	6	4	4	**7**
Reinstatement rate after childcare leave		%	100	100	100	100	**100**
Education/training (hosted by headquarters)		Number of days	26	55	54	48	**65**
Occupational safety and health*[14]							
Number of fatal accidents	Direct employment	Incidents	0	0	0	0	**0**
	Indirect employment*[15]	Incidents	0	0	0	0	**0**
Number of accidents that require time off from work	Direct employment	Incidents	2	3	4	3	**2**
	Indirect employment	Incidents	3	1	3	5	**10**
Number of accidents not accompanied by lost worktime	Direct employment	Incidents	3	3	9	1	**7**
	Indirect employment	Incidents	4	11	8	8	**8**
Accident frequency rate of directly employed employees	TRIR*[16]	%	0.00	3.49	5.86	0.00	**9.25**
	LTIR*[17]	%	0.00	0.00	2.34	0.00	**1.16**
Intellectual property data							
Number of patent applications*[18]		Number	251	153	178	186	**218**
Number of patents held*[18]		Number	2,060	2,120	1,866	1,925	**1,944**

*12 Number of paid vacation days taken and ratio of annual paid vacation days taken are averages for labor union members

*13 As of June 1 survey

*14 Occupational safety and health figures are calculated on a calendar year basis

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

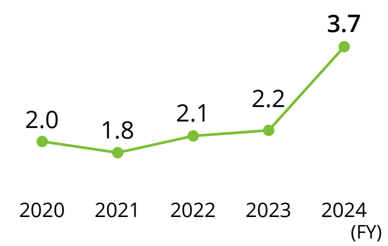
*16 Total recordable incident rate (TRIR): Number of injuries per million working hours (aggregate of fatal accidents, time off from work, and no lost worktime) (Scope of data collection: The Company's four cement plants)

*17 Lost time incident rate (LTIR): Number of lost workday injuries or fatal accidents per million working hours (Scope of data collection: The Company's four cement plants)

*18 Figures are the aggregate for Japan and overseas.

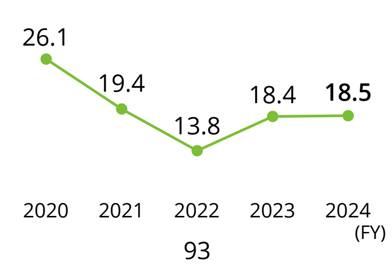
Ratio of women in managerial positions

(%)



Ratio of new female graduate hires

(%)



Ratio of annual paid vacation days taken

(%)