

Key Financial and Non-Financial Data (2030 Targets and FY2023 Results)

2030 Financial Targets	Operating income	¥100 billion or more (FY2023: ¥13.4 billion)	Operating income ratio	15% or higher (FY2023: 3.4%)
	ROE	15% or higher (FY2023: 4.0%)	ROIC	10% or higher (FY2023: 2.5%)
	Approved investment amount	8 years from FY2023 to FY2030: ¥540 billion (FY2023: ¥116.7 billion)	Total shareholder return ratio	50% level (FY2023: 72%)

2030 Non-financial Targets	Achievement of carbon neutrality			
	CO ₂ emission	60% reduction compared to FY2013 (1 million tons) (FY2023, 28% reduction compared to FY2013 [1.78 million tons- CO ₂])	Maximizing renewable energy generation	150MW (FY2023: 146MW)
			Renewable energy + Electricity mix with non-fossil fuel certificates	76% (FY2023: 40%)
			Promotion of energy conservation	Continue 1% reduction from previous year (FY2023: 102% year on year)
	Strengthening HR development systems			
	Average training costs (per person)	Double amount compared to FY2021 (FY2023: ¥69 thousand/person/year)	Ratio of female/foreign/experienced hires in management positions	50% (FY2023: 20%)
			Percentage of males taking parental leave	85% (FY2023: 53%)
			Percentage of mid-career hires*	50% (FY2023: 47%) * Percentage of FY2023 hires
	Health and Productivity Management and work style reform			
	Overtime hours	30 hours/person/year (FY2023: 147 hours/person/year)	Taking annual paid leave	100% (FY2023: 81%)
			Employees within appropriate weight limits	80% (FY2023: 65%)
	Employees with high stress levels	10% or less (FY2023: 15%)	Employees with good exercise habits	40% (FY2023: 34%)
			Smokers	12% or less (FY2023: 25%)
	Place the Utmost Priority on Safety			
	Occupational accident frequency rate (Number of casualties / Total working hours x 1 million)	The Company and affiliates 0.2 or less (FY2023: 0.4)	Training for occupational safety and security	All group employees (FY2023: 82%)
			Supply chain management	
			Procurement questionnaire implementation rate	Conduct questionnaire for suppliers covering 90% of total procurement cost (FY2023: Questionnaire all suppliers of raw fuel and of these 78% responded)
	Improvement of product safety and quality			
	Integration of quality control systems, raising of control standards	Number of significant compliance violations: 0 (FY2023: 1)	Introduction of compliance training	All group employees (FY2023: 90%)
			Group-wide establishment of internal control framework	Establish internal control framework for all Group companies (FY2023: 11 companies completed, 3 companies in process)