

Sustainability

Non-Financial Data

Here we introduce various indicators and data relating to CSR issues. For details about our efforts to address the issues, please see the relevant text on our website.

★ Independently assured indicators

Global Environment^{*1} >

Item	Boundary	Unit	FY2018	FY2019	FY2020
Energy input ^{*2} ★	Japan and Overseas	GJ	25.3×10 ⁶	24.9×10 ⁶	23.4×10 ⁶
Total CO ₂ ^{*3} emissions ^{*14}	Japan and Overseas	Million t-CO ₂	5.54 ^{*4}	5.35 ^{*4}	5.18
Avoided CO ₂ emissions ^{*5}	Japan and Overseas	Million t-CO ₂	3.45	3.28	1.65
Group CO ₂ ^{*3} emissions ^{*6} ★	Japan and Overseas	Million t-CO ₂	1.48	1.43	1.37
Scope1★	Japan and Overseas	Million t-CO ₂			0.71
Scope2★	Japan and Overseas	Million t-CO ₂			0.66
Scope3 ^{*7}	Japan and Overseas	Million t-CO ₂			3.81
Scope3 (Category1) ^{*8} ★	Japan and Overseas	Million t-CO ₂			3.31
CO ₂ emissions associated with use of company vehicles★	Japan	Thousand t-CO ₂	6.75	6.41	5.14
CO ₂ emissions from offices★	Japan	Thousand t-CO ₂	5.57	5.46	5.39
CO ₂ emissions in logistics★	Japan	Thousand t-CO ₂	8.65	7.08	5.89
Year-on-year rate of CO ₂ emissions per unit in logistics★	Japan	FY2011=1.00	1.10	1.05	1.05
Freshwater intake ^{*9} ★	Japan and Overseas	Million t	69.4	69.9	62.7

Item	Boundary	Unit	FY2018	FY2019	FY2020
Freshwater intake per sales unit	Japan and Overseas	Thousand t/ ¥100 million	7.81	8.18	7.50
Water discharged ★	Japan and Overseas	Million t	65.7	61.7	58.2
Hazardous chemical substance emissions ^{*10} ★	Japan and Overseas	t	903	803	660
Hazardous chemical substance emissions per sales unit	Japan and Overseas	kg/¥100 million	101.6	94.1	78.9
Chemical substances handled ★	Japan and Overseas	Thousand t	475	488	441
Chemical substance emissions ^{*11} ★	Japan and Overseas	Thousand t	2.08	1.75	1.51
NOx emissions ★	Japan and Overseas	Thousand t	1.65	1.55	1.14
SOx emissions ★	Japan and Overseas	Thousand t	2.45	2.49	2.24
VOC emissions ★	Japan and Overseas	Thousand t	1.99	1.66	1.46
COD load ^{*12} ★	Japan and Overseas	t	322	412	304
BOD load ^{*12} ★	Japan and Overseas	t	68	52	64
COD load ^{*12} +BOD load ^{*12} ★	Japan and Overseas	t	390	464	368
Landfill waste ★	Japan and Overseas	Thousand t	17.4	16.3	13.4
Landfill waste volume per sales unit	Japan and Overseas	t/¥100 million	1.96	1.91	1.60
Total waste ★	Japan and Overseas	Thousand t	80.0	83.8	79.1
Waste with no effective use ^{*13} ★	Japan and Overseas	Thousand t	23.6	19.1	15.4

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

*2 Energy is calculated by per-unit calorific values according to the Act on the Rational Use of Energy. Although we deducted the amount of CO₂ emissions equivalent to the amount of energy sold to other companies from the data for fiscal 2018 and fiscal 2019, this amount has not been deducted from the data for fiscal 2020.

*3 Includes CO₂, methane and nitrous oxide.

*4 Corrected to data calculated based on the GHG Protocol.

*5 Calculated as the amount of avoided CO₂ emissions that the Company's products have contributed to in the supply chain downstream

- *6 Data for fiscal 2018 and fiscal 2019 was calculated based on the Law Concerning the Promotion of the Measures to Cope with Global Warming, while data for fiscal 2020 was calculated based on the GHG Protocol. Although we deducted the amount of CO₂ emissions equivalent to the amount of energy sold to other companies from the data for fiscal 2018 and fiscal 2019, this amount has not been deducted from the data for fiscal 2020. In addition, the scope of calculation for fiscal 2020 includes non-energy-derived CO₂ emissions from carbon fiber production, calculated based on the chemical reaction balance. With regard to coefficients for fuel, we use emissions coefficients based on the Law Concerning the Promotion of the Measures to Cope with Global Warming for all of the data from fiscal 2018 to fiscal 2020. As for emissions coefficients for electricity, we use adjusted emissions coefficients of individual electric power companies for power purchased in Japan. For power purchased overseas, we use power company-specific coefficients, in principle. However, in cases where the power company-specific coefficient is unknown, we apply the latest available IEA country-specific emissions coefficient.
- *7 Scope 3 emissions are calculated for Category (C)1 (Purchased goods and services), C2 (Capital goods), C3 (Fuel- and energy- related activities (not included in scope1 and scope 2), C4 (Upstream transportation and distribution), C5 (Waste generated in operations), C6 (Business travel), and C7 (Employee commuting). (The description was corrected on January 31, 2022)
- *8 The calculation criteria for Category 1 are as follows:
Category 1 emissions are calculated by multiplying the purchased weight or purchased value of purchased goods and services by the emissions intensity in units of weight or value. Products procured through the Teijin Group's trading businesses are also included in the Category 1 calculation. Also, emissions intensity data for monetary units is from the Ministry of the Environment's Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ver. 3.1) (March 2021) (Emissions Unit Values Database V. 3.1). Emissions intensity data for weight units is based on the intensity data of the Ecoinvent Database (operated by Ecoinvent Association) or the GaBi Database (operated by Sphera).
- *9 The amount of freshwater intake is the total of industrial water, groundwater and tap water.
- *10 Among the Class 1 designated chemical substances under the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof and chemical substances indicated by the Japan Chemical Industry Association, chemical substances harmful to aquatic environments and the ozone layer are subject to the calculation of atmospheric, water, and soil emissions.
- *11 For emissions of Class 1 chemical substances listed in the Chemical Substances Management Law and chemical substances designated by the Japan Chemical Industry Association, the figures shown are the total of emissions into the atmosphere, soil and water, and landfill amounts within business sites.
- *12 Applies to wastewater discharged into rivers, oceans and lakes.
- *13 Waste with no effective use refers to waste incinerated without heat recovery and waste for landfill.
- *14 Total CO₂ emissions are calculated for Scope 1, Scope 2, and Category (C)1 (Purchased goods and services), C2 (Capital goods), C3 (Fuel- and energy- related activities (not included in scope1 and scope 2), C4 (Upstream transportation and distribution), C5 (Waste generated in operations), C6 (Business travel), C7 (Employee commuting) in Scope 3. (Corrected 2020 data on January 31, 2022)

Security, disaster prevention and occupational safety activities^{*1} >

Item	Boundary	Unit	FY2018	FY2019	FY2020
Number of serious accidents^{*2} and disasters (explosions/fires)^{*3} ★	Japan and Overseas	Number of cases	0	0	0
Number of serious accidents and disasters (leaks/spills/other) ★	Japan and Overseas	Number of cases	0	0	0
Number of disaster-prevention diagnoses	Japan and Overseas	Number of cases	3	4	0
Number of mini-disaster-prevention diagnoses	Japan and Overseas	Number of cases	18	11	8
Lost-time injury frequency rate^{*4} ★	Japan and Overseas	—	0.37	0.22	0.42

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

*2 A serious accident refers to explosions or fire accidents, accidents involving leakage or outflow of hazardous materials or hazardous substances, which have caused human damage (lost-time injury accidents), or have affected the local community, or have involved full-scale company-external support.

*3 Figures are calculated based on calendar years.

*4 Lost-time injury frequency rate indicates number of lost-time injured persons per one million working hours (figures are calculated based on calendar years).

ESH-related accounting^{*1} >

Item	Boundary	Unit	FY2018	FY2019	FY2020
Environmental preservation investments	Japan and Overseas	Billions of yen	1.8	1.5	1.3
Safety and disaster prevention, and health investments	Japan and Overseas	Billions of yen	2.0	2.8	2.3
Safety and disaster prevention, and health expenses	Japan and Overseas	Billions of yen	6.6	7.5	7.4
Safety and disaster prevention, and health expenses	Japan and Overseas	Billions of yen	2.2	2.2	2.3

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

ESH management activities^{*1} >

Item	Boundary	Unit	FY2018	FY2019	FY2020
Number of participants in ESH educational workshops (basic class, management session, advanced session)	Japan	People	98	259	
Number of certified internal auditors (1st-grade, 2nd-class)	Japan	People	40	35	97

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

Corporate ethics and compliance >

Item	Boundary	Unit	FY2018	FY2019	FY2020
Number of consultations/reports from within the Company	Japan and Overseas	Number of consultations/reports	132	116	115
Participation rate in corporate ethics workshop for all employees	Japan	%	91	89	91
Participation rate in corporate ethics workshop for all employees	Overseas	%	51	61	99
Response rate for check sheets to survey all employees at the corporate ethics workshop	Japan	%	99	99	88
Number of participants in level-based workshop training	Japan	People	296	344	325
Number of participants in training for promoting-managers	Japan	People	58	53	

Item	Boundary	Unit	FY2018	FY2019	FY2020
Number of participants in compliance e-learning	Japan	People	518	544	544

Diversity and inclusion >

Item	Boundary	Unit	October 2019 ^{*1}	April 2020 ^{*1}	April 2021 ^{*1}
Number of female executives at Teijin Limited ^{*2}	Teijin Limited	People	3	4	4
Number of non-Japanese executives at Teijin Limited ^{*2}	Teijin Limited	People	3	5	5
Number of female managers (or higher) ^{*3}	Four companies in Japan ^{*4}	People	117	127	143★
Number of senior managers ^{*5}	United States	People	2	2	2
Number of global core talents ^{*6}	EU	People	0	1	1
Number of senior managers ^{*5}	China	People		4 ^{*7}	4
Number of senior managers ^{*5}	ASEAN	People		5 ^{*7}	5

*1 As of October 1 and April 1, respectively

*2 Board of Directors, statutory auditors, Group executive officers, and Group corporate officers

*3 Managerial positions equivalent of section manager or above

*4 Four companies in Japan: Teijin Limited, Teijin Pharma Limited, Teijin Frontier Co., Ltd., Infocom Corporation

*5 Senior managers : President or his/her direct report in a Group company

*6 Human resources of female senior managers selected and certified as executive candidates

*7 As of August 1, 2020, the most recent data at the time when KPIs

Item	Boundary	Unit	FY2018 ^{*1}	FY2019	FY2020
Number of newly recruited career-oriented female university graduates ^{*1} ★	Four companies in Japan ^{*2}	People	30	33	29
Ratio of newly recruited career-oriented female university graduates ^{*1} ★	Four companies in Japan ^{*2}	%	26	24	34
Number of female employees in managerial positions (equivalent of section manager or above) ^{*3} ★	Four companies in Japan ^{*2}	People	109	116	126
Percentage of number of female employees in managerial positions (equivalent of section manager or above) ^{*4} ★	Four companies in Japan ^{*2}	%	4.5	4.8	5.2

Item	Boundary	Unit	FY2018 ^{*1}	FY2019	FY2020
Number of rehired employees through the Hello-Again System	Two companies in Japan ^{*5}	People (cumulative total)	14	16	14
Number of employees using reemployment systems (postretirement continued employment system) ^{*6} ★	Japan	People	114	114	117
Number of employees with disabilities ^{*7} ★	Japan ^{*8}	People	235	249	262.5
Number of group companies failed to meet the statutory employment rate ★	Japan	Company	10	8	16
Overtime hours per month ★	Four companies in Japan ^{*2}	Hour/month	13.3	13.0	12.0
Rate of taking annual paid holidays ★	Four companies in Japan ^{*2}	%	78	83	75
Number of employees taking childcare leave ★	Four companies in Japan ^{*2}	People	192	196	234
Number of employees taking childcare leave (males) ★	Four companies in Japan ^{*2}	People	60	64	94
Number of employees taking nursing care leave ★	Four companies in Japan ^{*2}	People	5	3	3
Number of employees on shorter working hours for nursing care	Two companies in Japan ^{*5}	People	5	4	4
Number of employees using the Volunteer Leave System	Two companies in Japan ^{*5}	People	12	11	13

*1 Number of recruits in new university graduate career-oriented posts is calculated from Number of new career-oriented university graduate recruits scheduled to enter the company in the next fiscal year.

*2 Four companies in Japan: Teijin Limited, Teijin Pharma Limited, Teijin Frontier Co., Ltd., Infocom Corporation

*3 As of March 31 of each fiscal year

*4 Percentage of female employees in managerial positions of the total number of managerial positions in the companies.

*5 Two companies in Japan: Teijin Limited, Teijin Pharma Limited

*6 Number of employees newly using reemployment system in each fiscal year

*7 Number of employees with disabilities does not refer to the headcount, but to Number of persons with disabilities calculated taking into consideration the type of disability and the working hours. These form the basis for calculating the employment rate of persons with disabilities as per the employment quota system for persons with disabilities.

*8 Companies required by law to employ people with disabilities

Data on human resources

Item	Boundary	Unit	FY2018	FY2019	FY2020
Number of employees (total)	Japan and Overseas	People	20,671	20,075	21,090
Number of employees (Japan)	Japan	People	9,473	9,364	9,583
Number of employees (Overseas)	Overseas	People	11,198	10,711	11,507

Data on Teijin limited and group companies in Japan that hire employees directly¹★

Item	Boundary	Unit	FY2018	FY2019	FY2020
(1) Number of regular employees (total) ²	Japan	People	10,387	10,502	10,326
(1) Number of regular employees (male) ²	Japan	People	8,050	8,113	7,966
(1) Number of regular employees (female) ²	Japan	People	2,337	2,389	2,360
Employees in managerial positions out of (1) (total) ²	Japan	People	2,775	2,811	2,757
Employees in managerial positions out of (1) (male) ²	Japan	People	2,652	2,676	2,613
Employees in managerial positions out of (1) (female) ²	Japan	People	123	135	144
(2) Number of temporary employees (total) ²	Japan	People	2,038	2,084	1,775
(2) Number of temporary employees (male) ²	Japan	People	925	969	845
(2) Number of temporary employees (female) ²	Japan	People	1,113	1,115	930
(3) Number of recruits (total)	Japan	People	436	454	257
(3) Number of recruits (male)	Japan	People	318	336	188
(3) Number of recruits (female)	Japan	People	118	118	69
New graduate recruits out of (3) (total)	Japan	People	210	239	144
New graduate recruits out of (3) (male)	Japan	People	158	179	102
New graduate recruits out of (3) (female)	Japan	People	52	60	42
(4) Number of employees who retired (total) ³	Japan	People	471	392	484
(4) Number of employees who retired (managerial positions)	Japan	People	112	121	164

Item	Boundary	Unit	FY2018	FY2019	FY2020
(4) Number of employees who retired (non-managerial positions)	Japan	People	359	271	320
Employees who retired at fixed retirement age out of (4) (total)	Japan	People	133	125	136
Employees who retired at fixed retirement age out of (4) (managerial positions)	Japan	People	61	67	71
Employees who retired at fixed retirement age out of (4) (non-managerial positions)	Japan	People	72	58	65
Employees who retired for company reasons out of (4)*⁴(total)	Japan	People	68	5	37
Employees who retired for company reasons out of (4)*⁴ (managerial positions)	Japan	People	6	2	3
Employees who retired for company reasons out of (4)*⁴ (non-managerial positions)	Japan	People	62	3	34
Employees who retired for their own reasons out of (4) (total)	Japan	People	225	223	175
Employees who retired for their own reasons out of (4) (managerial positions)	Japan	People	27	30	21
Employees who retired for their own reasons out of (4) (non-managerial positions)	Japan	People	198	193	154
Number of employees taking childcare leave (total)	Japan	People	235	235	274
Number of employees taking childcare leave (male)	Japan	People	64	66	98
Number of employees taking childcare leave (female)	Japan	People	171	169	176
Number of employees taking nursing care leave (total)	Japan	People	6	5	5
Number of employees taking nursing care leave (male)	Japan	People	2	2	2
Number of employees taking nursing care leave (female)	Japan	People	4	3	3
Average age (total)	Japan	Year	42.7	42.8	42.7
Average age (male)	Japan	Year	43.3	43.5	43.7
Average age (female)	Japan	Year	40.7	40.6	41.7
Average years at company (total)	Japan	Year	16.5	16.8	16.7
Average years at company (male)	Japan	Year	17.1	17.3	17.5

Item	Boundary	Unit	FY2018	FY2019	FY2020
Average years at company (female)	Japan	Year	14.6	15.4	15.3

Data on large group companies^{*5} overseas★

Item	Boundary	Unit	FY2018	FY2019	FY2020
(1) Number of regular employees (Total) ^{*2}	Overseas	People	10,335	11,012	11,393
(1) Number of regular employees (male) ^{*2}	Overseas	People	7,130	6,917	7,164
(1) Number of regular employees (female) ^{*2}	Overseas	People	3,205	4,095	4,229
Employees in managerial positions out of (1) (total) ^{*2}	Overseas	People	889	939	1,004
Employees in managerial positions out of (1) (male) ^{*2}	Overseas	People	701	644	725
Employees in managerial positions out of (1) (female) ^{*2}	Overseas	People	188	295	279
(2) Number of recruits (total)	Overseas	People	4,866	3,510	5,486
(2) Number of recruits (managerial positions)	Overseas	People	61	65	74
(2) Number of recruits (non-managerial positions)	Overseas	People	4,805 ^{*6}	3,445 ^{*6}	5,412 ^{*6}
(3) Number of employees who retired ^{*7} (total)	Overseas	People	4,499	3,902	5,578
(3) Number of employees who retired ^{*7} (managerial positions)	Overseas	People	45	66	75
(3) Number of employees who retired ^{*7} (non-managerial positions)	Overseas	People	4,454 ^{*6}	3,836 ^{*6}	5,503 ^{*6}
Average age (total)	Overseas	Year	41.0	40.9	41.4
Average age (male)	Overseas	Year			42.4
Average age (female)	Overseas	Year			39.7
Average age (managerial positions)	Overseas	Year	45.0	44.5	45.9
Average age (managerial positions, male)	Overseas	Year			47.4
Average age (managerial positions, female)	Overseas	Year			42.0
Average age (non-managerial positions)	Overseas	Year	40.6	40.5	40.9
Average age (non-managerial positions, male)	Overseas	Year			41.8

Item	Boundary	Unit	FY2018	FY2019	FY2020
Average age (non-managerial positions, female)	Overseas	Year			39.5
Average years at company (total)	Overseas	Year	9.3	9.4	10.0
Average years at company (male)	Overseas	Year			10.5
Average years at company (female)	Overseas	Year			9.2
Average years at company (managerial positions)	Overseas	Year	12.0	12.5	13.5
Average years at company (managerial positions, male)	Overseas	Year			13.5
Average years at company (managerial positions, female)	Overseas	Year			13.3
Average years at company (non-managerial positions)	Overseas	Year	9.0	9.1	9.7
Average years at company (non-managerial positions, male)	Overseas	Year			10.2
Average years at company (non-managerial positions, female)	Overseas	Year			8.9

*1 Group companies in Japan include companies other than consolidated companies. In addition, employees seconded to companies other than their own are included. In FY2018, FY2019 there were 51 companies; and in FY2020, 41 companies. The above data on companies that were dissolved at the end of March 2021 are not included in the data for FY2020.

*2 Data as of March 31 of each fiscal year.

*3 Number of employees who retired in FY2020 includes those who transferred to the acquiring company in conjunction with the transfer of the film business.

*4 Employees of group companies in Japan who retired for company reasons includes those re-employed at contractors and other companies outside the group by arrangement of the company.

*5 In FY2018 there were retirements at 18 companies; and in FY2019 forward, 19 companies.

*6 Number of workers paid by the hour are in the majority at CSP (Continental Structural Plastics).

*7 Number of employees who retired at overseas group companies includes those that were laid off.

Supply chain sustainability >

Item	Boundary	Unit	FY2018	FY2019	FY2020
Ratio of number of suppliers were classified into groups I-III (Okay to continue business)	Japan	%	98	93	
Ratio of purchases from Group I, II and III (Okay to continue business) suppliers	Japan	%	82	76	
Ratio of number of suppliers were classified into groups I-III (Okay to continue business)	Overseas	%	97	97	
Ratio of purchases from Group I, II and III suppliers (Okay to continue business)	Overseas	%	79	70	

Item	Boundary	Unit	FY2018	FY2019	FY2020
Ratio of number of suppliers were classified into groups I-III (Okay to continue business)	Japan and Overseas	%			69
Ratio of purchases from Group I, II and III suppliers (Okay to continue business)	Japan and Overseas	%			95
Green purchasing ratio of stationary and other office supplies	Japan	%	65	56	60

Social contributions >

Item	Boundary	Unit	FY2018	FY2019	FY2020
Total amount of expenses of social contribution activities	Japan and Overseas	Billions of yen	0.67	0.52	0.48

Sustainability

Boundaries for Reporting of ESH Data

The boundaries for the reporting of the Teijin Group's ESH (environment, safety, health) data apply to Teijin Limited and the following consolidated subsidiaries and affiliates.

Aramid	Overseas	Teijin Aramid
		Teijin Corporation (Thailand)
Composites	Japan	GH Craft
	Overseas	Continental Structural Composites
		Inapal plasticos
		Benet Automotive
Carbon Fibers	Overseas	Teijin Carbon Europe
		Teijin Carbon America
Resin and Plastics Processing	Japan	Hiroshima Plastic
		Kinkai Chemicals
		Teiyo
	Overseas	Teijin Chemicals Plastic Compounds Shanghai
		Teijin Polycarbonate China
Fibers and Products Converting	Japan	Teijin Frontier
		Teijin Modern Yarn
		Shinwa Gosen
		Frontier Tex
		Teikyo Lace
		Teijin Frontier DG
		Unisel

		Teijin Cordley
		Teijin Tedy
		Teijin Frontier Apparel Industry
		Kansaishizai
		Teijin Logistics
	Overseas	Nantong Teijin
		Thai Namsiri Intertex
		Teijin Polyester (Thailand)
		Teijin (Thailand)
		Teijin Cord (Thailand)
Nantong Teijin Automotive Fabrics Finishing		
N.I. Teijin Airbag Fabric (Nantong)		
Teijin Frontier SHONAI		
Teijin FRA Tire Cord (Thailand)		
J.H. Ziegler		
Healthcare	Japan	Teijin Pharma
		Teisan Pharmaceuticals
		Teijin Home Healthcare
		Teijin Nakashima Medical
		Teijin Medical Technologies
IT	Japan	Infocom
Material	Overseas	Teijin Lielsort Korea
Directly Managed Companies	Japan	Teijin Kosan
		Teijin Eco-Science
		Teijin Engineering

	Toho Chemical Engineering & Construction
	Toho Machinery

- Company names are correct as of March 31, 2021.
- Teijin Modern Yarn Co., Ltd. and Shinwa Limited merged on April 1, forming Teijin Frontier Knitting Co., Ltd.
- Limited (Ltd.), Co., Ltd., Inc., GmbH, Corporation, B.V. and the like have been omitted from the company names.

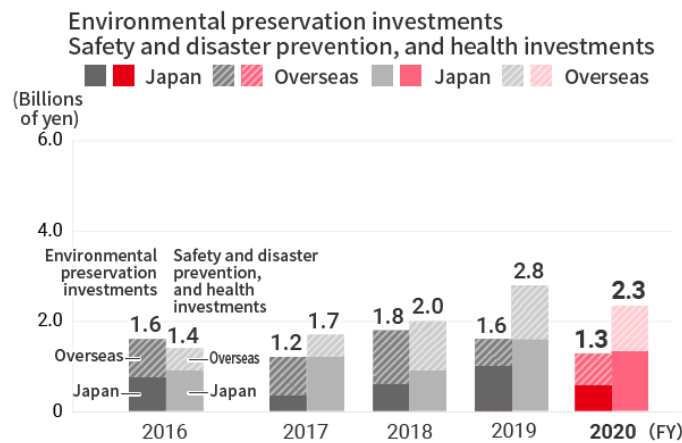
Sustainability

ESH-Related Accounting*

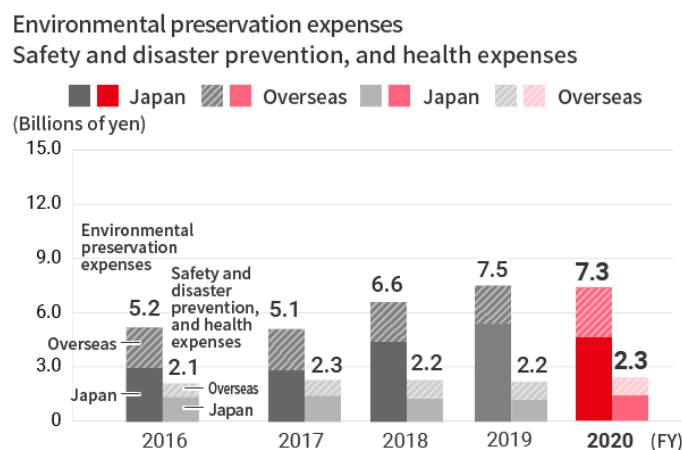
The Teijin Group calculates the investments, expenses, and effect of ESH activities at all group companies. The investments, expenses and effect of activities for environmental preservation, energy savings, reduced use of natural resources, and recycling are calculated with reference to the Environmental Accounting Guidelines 2005 Edition published by the Ministry of the Environment of Japan. We also calculate the investments and expenses for safety and disaster prevention, and health.

* See Boundaries for Reporting of [ESH Data](#) for scope of calculations.

Trends in ESH-related investments



Trends in ESH-related expenses



Breakdown of ESH-related costs of the Teijin Group in FY2020

Environmental preservation

(Unit: Billions of yen)

Item		Main activities	Investment	Expenses	Economic benefit*	Actual effect	
Environmental preservation	Business area	Pollution prevention	0.70	1.52	0.00	<ul style="list-style-type: none"> • Reduced chemical substance emissions • Management of SOx emissions and COD load 	
		Global environmental conservation	0.48	0.35	0.03	<ul style="list-style-type: none"> • Reduced greenhouse gas emissions 	
		Resource recycling	0.02	1.40	0.38	<ul style="list-style-type: none"> • Reduced “waste with no effective use” • Reduced VOC emissions 	
	Products and services		Measures such as those to promote used-product recycling	0.00	0.12	0.09	–
	Administration		Establishment and maintenance of an environmental management system, including costs for administrative personnel	0.00	0.45	0.00	–
	R&D		Expenses for R&D of products and technologies designed to reduce environmental impact	0.12	3.15	0.00	–
	Social activities		Disclosure of environmental information at exhibitions; payment of SOx levy, environmental association memberships, and other fees	0.00	0.33	0.00	–
	Repairing environmental damage		Investigation and measures to deal with soil, groundwater, and other pollution	0.00	0.03	0.00	<ul style="list-style-type: none"> • Investigation of soil and groundwater pollution, and necessary measures for decontamination

	Item	Main activities	Investment	Expenses	Economic benefit*	Actual effect
		Total	1.32	7.35	0.50	

Safety and disaster prevention, and health

(Unit: Billions of yen)

Item	Main activities	Investment	Expenses	Actual effect
Occupational safety	Ensuring occupational safety	0.86	0.49	• Avoided occurrences of workplace accidents
Workplace environment improvement	Activities relating to ventilation, lighting, and evaluating, maintaining and improving the workplace environment	0.46	0.17	–
Health promotion	Physical examinations and other measures to promote health	0.12	0.41	–
Disaster prevention	Investigation of the seismic resistance of buildings, maintenance, and improvement of fire prevention and extinguishing systems	0.91	0.56	–
Administration	Establishment and maintenance of occupational health and safety management systems, including costs for administrative personnel and safety losses	–	0.70	–
Total		2.35	2.33	–

* Economic benefit: Only those items that had a substantial effect are included in the calculations.