## Progression Status of Eco Vision 2025

<table>
<thead>
<tr>
<th>Field / Action No.</th>
<th>Fiscal 2021 Plan (Major Items)</th>
<th>Fiscal 2021 Results</th>
<th>Evaluation</th>
<th>Fiscal 2022 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initiatives</strong></td>
<td><strong>Targets</strong></td>
<td><strong>Evaluation</strong></td>
<td><strong>Fiscal 2022 Plan</strong></td>
<td></td>
</tr>
</tbody>
</table>
| **Energy 1/2 (1)** | • Fuel efficiency improvement  
• Diversification of energy | • Launch of new environmental projects  
• Energy management technology development | • Promotion of environmental projects  
• Plans for achieving carbon neutrality | • Promotion of carbon neutrality through “Task Force” reforms under “Reborn21” |
| **Clean x 2 (4)** | • Transition away from substances of concern | • Shift and reinforcement of management | • Implementation of measures to address potential environmental accidents/incidents | • Promotion of shift |
| **Green x 2 (7)** | • Microalgae biofuel use | • Improvement of productivity | • Establishment of stable outdoor cultivation technologies | • Improvement of outdoor cultivation productivity |
| **Energy 1/2 (2)** | • Reduction of CO2 emissions from production and per unit emissions | • DNJP < 64.5  
• Group companies < 92.4 (t-CO2/100 millions of yen) | • DNJP 63.3 (98%)  
• Group companies 88.4 (96%) | • Promotion of development plans  
• Cross-organizational activity promotion and enhancement of support |
| **Clean x 2 (5)** | • Waste reduction | • DNJP < 7.49  
(t/100 millions of yen) | • Waste 5.77 (77 %) | • Promotion of plans and 1/M follow-up |
| **Green x 2 (8)** | • Cultivation of lush greenery | • Green index of 99 points or more for greenification redevelopment construction | • Completion of greenification construction at existing factories  
• 100 points | • Continuation of maintenance activities at existing facilities  
• Promotion of greenification at new facilities |
| **Energy 1/2 (3)** | • Reduction of energy use for transportation  
• Reduction of energy use for everyday life | • 50% CO2 emissions reduction through the use of PHEVs  
• Transition to eco-driving, etc. | • Completion of allocation of PHEVs at all applicable locations  
CO2 emissions reduction of 62% | • Maintenance and continuation  
• Promotion of plans for eco-driving |
| **Clean x 2 (6)** | • Improvement of environmental awareness of all employees | • Promotion of environmental activity month in June  
• Implementation of various environmental education courses | • Implementation of remote educational activities to avoid the “Three Cs”  
Deployment of e-learning courses, etc. | • Ongoing implementation  
• Implementation of awareness-raising activities |
| **Green x 2 (9)** | • One DN Act  
• Nature conservation | • Deployment of Green & Clean activities  
• Promotion of Green projects | • Suspension of events, planting of hydrangeas  
• New Zenmyo Plant project | • Ongoing implementation  
• Continuation of new Zenmyo Plant project |
| **Value creation (10)** | • Risk minimization  
• Tracking of environmental value  
• Future vision formulation | • Reinforcement of environmental management systems at Group companies  
• Enhancement of information disclosure  
• Maximization of environmental contributions | • Diagnosis of compliance and expanded ISO rollout  
• Renewal of environmental website  
• Examinations for the seventh phase of Environmental Action Plan | • Execution of seventh phase of Environmental Action Plan based on internal/external conditions, requests, and expectations |