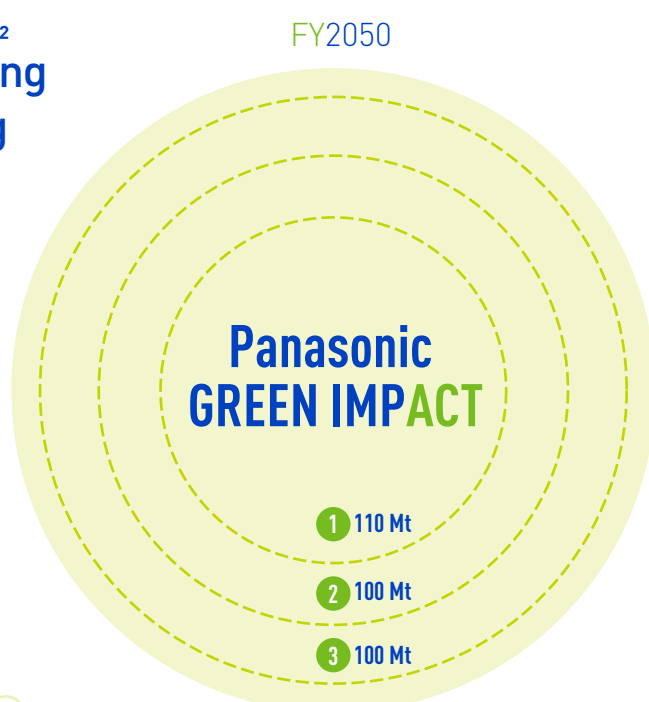


We are reducing CO₂ emissions by reducing our part and helping customers reduce their emissions.

- 1 Own impact**
We're reducing emissions in our own value chain—from the making and using of our products and services.
- 2 Contribution impact**
We are contributing to the reduction of emissions by society through the use of products and services that help to avoid emissions.
- 3 Future impact**
Our future impact of avoided emissions comes from new and planned technologies.

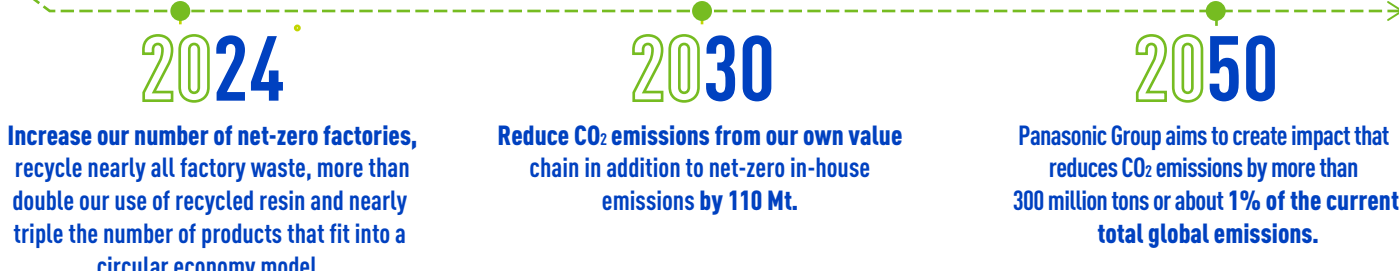


REAL CHANGE STARTS WITH TRANSPARENCY

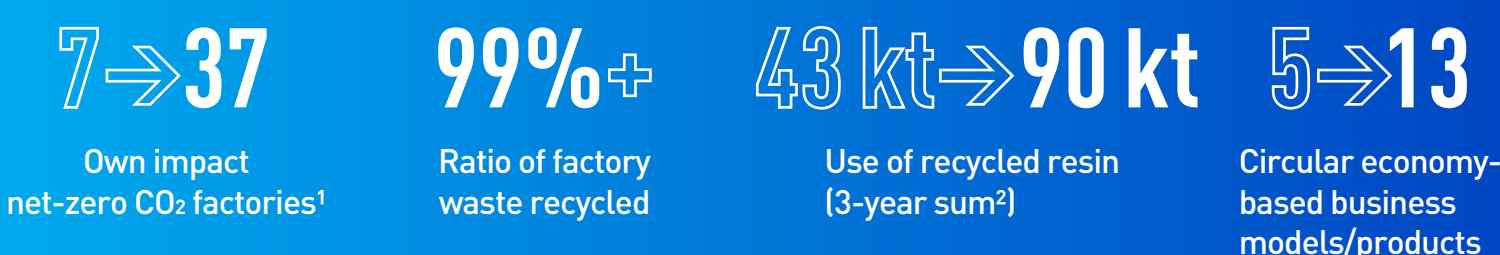
CO₂ emission is based on the year 2020.

OUR INFLUENCE EXTENDS BEYOND DIRECT ACTIONS

We are working to influence new ways of working, living, traveling and doing business.



GREEN IMPACT PLAN 2024



1. Classification made based on Greenhouse Gas (GHG) Protocol, the international calculation standard

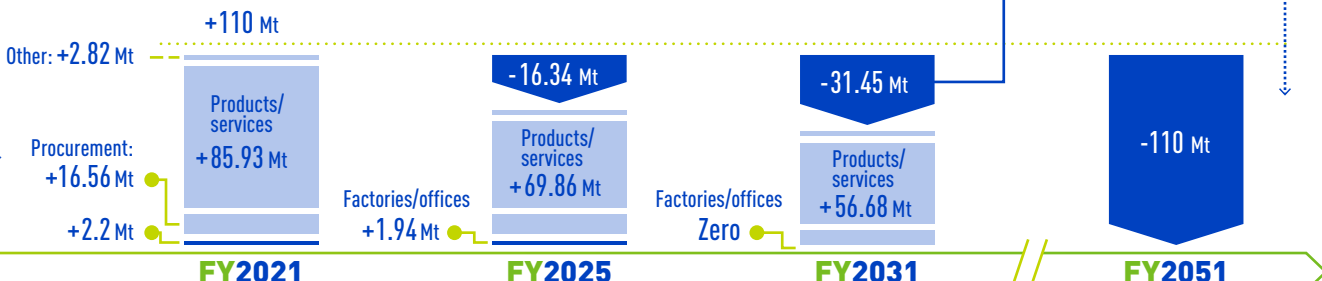
2. "3-year sum": FY2020-FY2022 cumulative results / FY2023-FY2025 cumulative targets

GIP2024 ENVIRONMENTAL ACTION PLAN

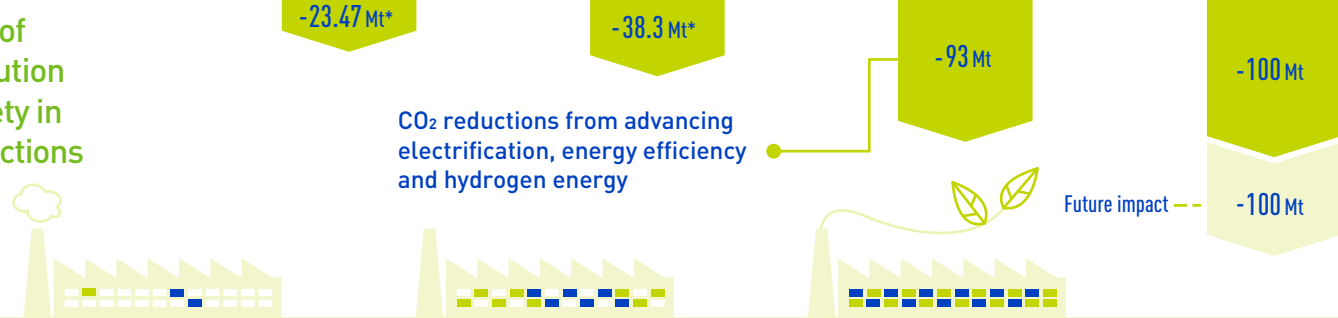
TRANSPARENCY IS KEY
We've worked hard to calculate our own emissions and the path to reduce them, plus our impact on others.

Reductions based on energy saving from our products and services.

Size of CO₂ emissions & reductions in our own value chain

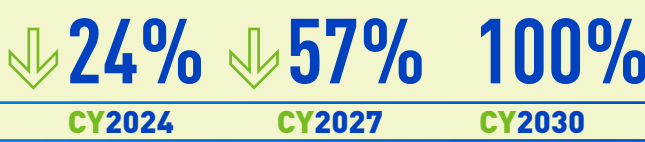


Size of contribution to society in CO₂ reductions



100% NET-ZERO FACTORIES BY 2030

Net reductions in CO₂ emissions based on business growth (BAU¹)



Number of net-zero CO ₂ factories	CY2021	CY2024	CY2027	CY2030
	9	37	86	ALL

1. BAU: business as usual

OUR PRODUCTS AND SOLUTIONS PROVIDE ALTERNATIVE AND MORE EFFICIENT ENERGY SOURCES

Category	Products/services	FY2021	FY2025	FY2031
Electrification	Non-fossil fuels & green vehicles	↓ 9.7 Mt	↓ 25.1 Mt	↓ 70 Mt
	Automotive batteries for green vehicles	↓ 8.0 Mt	↓ 21.0 Mt	↓ 59 Mt
	Hot water heat-pump system	↓ 1.1 Mt	↓ 3.8 Mt	↓ 11 Mt
Energy efficiency	Promote/optimize efficient use of energy	↓ 2.4 Mt	↓ 6.3 Mt	↓ 17 Mt
	IAQ & A/C devices ²	↓ 0.2 Mt	↓ 0.7 Mt	↓ 4 Mt
Hydrogen	Expand use of zero-carbon energies	↓ 0.2 Mt	↓ 0.6 Mt	↓ 6 Mt
	Pure hydrogen fuel cell	↓ 0.2 Mt	↓ 0.6 Mt	↓ 6 Mt

2. IAQ: indoor air quality, A/C: air conditioning