

## Environment

### Raising Awareness Among Group Employees

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#### Strategies and Risk Management

#### Initiatives

- Obtaining GHG Emission Data from Domestic and Overseas Group Companies
- Group-wide Environmental E-learning

#### Strategies and Risk Management

To achieve our GHG reduction target of “Net Zero Emissions by 2050,” it is important to raise the environmental awareness of all employees. In order to foster a corporate culture in which each and every member of our group sees environmental issues as their and takes proactive action, we have repeatedly conducted en-vironmental education and awareness-raising activities, and established and are operating a system in which personnel from each group company and department are involved in the collection and compilation of GHG data.

#### Initiatives

##### Obtaining GHG Emission Data from Domestic and Overseas Group Companies

Grasping the environmental data is a first step to reducing GHG emissions. We collect data on GHG emissions such as electricity usage, fuel consumption, industrial waste, and so on from domestic and overseas consolidated subsidiaries companies in an effort to comprehensively assess the environmental impacts throughout all our group companies and promote further reductions at the individual company level.

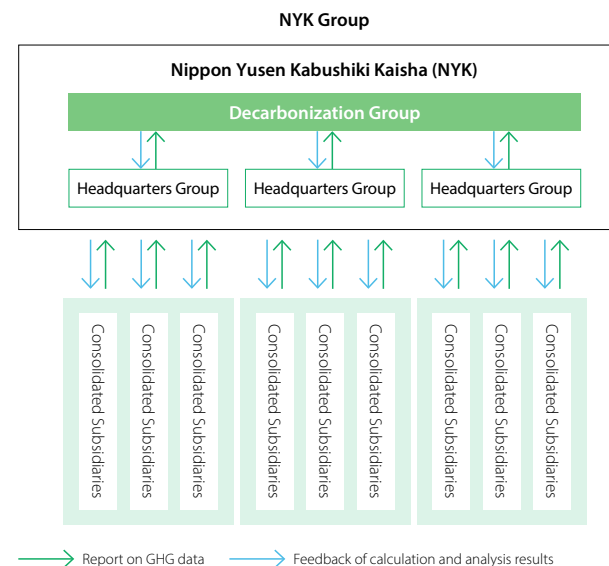
Since 2007 for domestic operations and 2008 for overseas operations, we have initiated data collection from all major consolidated subsidiaries and equity-method affiliates. In fiscal year 2023, we enhanced our internal structure by assigning GHG data aggregation personnel to each group within the headquarters. This allowed for more precise and comprehensive data collection and aggregation across Scope 1, Scope 2, and Scope 3 emissions, in close collaboration with consolidated group companies. This network not only facilitates data visualization and collection but

also serves as an effective communication tool among group companies.

From fiscal 2024 onward, the Scope 3 data collection—previously limited to the headquarters and select group companies—has been expanded to include all major consolidated subsidiaries. As a result, we now collect Scope 1, 2, and 3 GHG emissions data from all major consolidated subsidiaries and equity-method affiliates both domestically and internationally. (Number of domestic sites: 194; Number of overseas sites: 419)

We will continue to work toward more effective GHG emission reductions through ongoing analysis.

#### Image of GHG emissions tabulation



#### Group-wide Environmental E-learning

We conduct environmental education through e-learning every year to maintain and improve the environmental awareness of our employees. The environmental e-learning program primarily incorporates global efforts to address global warming, the Group's decarbonization initiatives, and the strengthening of environmental regulations that are progressing in international shipping as part of the educational material. This training is conducted as a mandatory program and is attended by our Group employees from all over the world. We also hold study sessions on decarbonization from time to time to foster decarbonization awareness among our Group employees and promote decarbonization activities.