



Data

Pages focusing on environmental performance information and social performance indicators can be found here.

Companies covered by data:

D Daikin Industries **JG** Including group in Japan

OG Overseas group companies only

OJG Including group companies in Japan and overseas

Quality & Customer Satisfaction

■ Number of Inquiries to the Contact Center **JG**

(thousands)

	2005	2006	2007	2008	2009	2010
Repair inquiries	842	815	827	794	735	910
Technical advice	414	507	534	575	658	813
Parts inquiries	304	326	328	323	332	359
Others	109	96	104	60	56	58

■ Number of Compliance Violations, Countermeasures **JG**

FY2010	Details
0	No laws or regulations were broken

Low-Impact Products

■ Materials Used **JG**

(tons)

	2005	2006	2007	2008	2009	2010
Iron	69,888	65,585	69,178	57,512	40,637	49,972
Copper	14,397	22,172	24,358	18,684	15,698	14,766
Aluminium	10,771	15,314	16,797	13,319	8,962	9,031
Refrigerants	4,165	4,228	4,254	3,711	2,872	3,049
Plastics	8,626	11,552	13,712	13,928	9,147	11,343
Chemicals (PRTR-designated)	14,967	140,212	132,743	102,322	92,325	98,198
Packaging	8,767	11,613	9,778	9,644	7,579	10,857

■ Recycling of Residential Air Conditioners JG

	2005	2006	2007	2008	2009	2010	
Residential air conditioners collected by 4 major manufacturers (including Daikin) (units: 1,000)	1,990	11,620	1,890	1,970	2,150	3,140	
Residential air conditioners collected by Daikin only (units: 1,000)	120	120	130	140	166	249	
Amount recycled (tons)	5,508	5,218	4,702	5,294	5,927	8,648	
Recycling ratio (%)	83	84	84	85	84	84	
(Breakdown)	Iron (%)	40	49	47	44	42	42
	Copper (%)	7	9	9	8	8	8
	Aluminium (%)	6	7	6	8	7	7
	Mixture of non-ferrous and iron composite materials (%)	26	28	31	32	34	34
	Other valuable materials (%)	5	7	7	8	9	9
Refrigerants recovered (tons)	72	69	76	85	100	145	

■ Daikin Eco Products as Percentage of All Products JG

(%)

	2005	2006	2007	2008	2009	2010
Daikin Eco Products	87 (Previous Standard)	90	92	14 (New Standard)	39	96

Note: We revised our voluntary environmental standards in FY2008.

Low-Impact Production

FY2010 for OYL : Data for O.Y.L. Industries Bhd. and its subsidiaries, which the Daikin Group acquired in FY2006.

1) Greenhouse Gas Emissions

■ Greenhouse Gas Emissions for the Entire Group (Production) OJG

(10,000 tons-CO₂)

	Base year*	2005	2006	2007	2008	2009	2010	OYL2010
CO ₂ (Energy)	15	43	47	47	44	41	48	7.8
HFC	946	72	66	49	26	18	10	0.5
PFC	72	168	140	83	25	24	17	0
Total	1,033	283	253	178	94	83	75	8.3

* CO₂: 1990, HFC and PFC: 1995

Note that since not all calculations have been completed, the following data is not included in the base year data: CO₂ emissions from overseas energy consumption and fluorocarbon emissions in the machinery divisions.

■ HFC, PFC Emissions and Global Warming Impact OJG

(tons)

	2005	2006	2007	2008	2009	2010	OYL2010
HFC	198.9	150.8	247.5	113.7	71.2	45.0	0.5
PFC	199.2	164.7	100.2	31.2	28.6	20.5	0
Global warming impact with FY2005 set as 100% (%)	100%	86%	55%	21%	18%	11%	-

■ CFC, HCFC Emissions and Global Warming Impact **OJG**

(tons)

	2005	2006	2007	2008	2009	2010	OYL2010
CFC	3.1	2.2	0.7	0.3	0.1	0.4	0
HCFC	839.6	447.4	381.8	346.2	234.7	300.0	0.2
Global warming impact with FY2005 set as 100% (%)	100%	59%	50%	44%	30%	37%	-

■ Total CO₂ Emissions **OJG**

(10,000 tons-CO₂)

	2000	2005	2006	2007	2008	2009	2010	OYL2010
Japan	18.7	17.9	18.9	17.4	14.7	14.0	15.3	-
Overseas	12.4	25.4	28.0	29.2	28.5	26.8	32.7	7.8
Total	31.2	43.3	47.0	46.6	43.3	40.8	48.0	7.8

■ CO₂ Emissions per Sales **OJG**

(tons per 100 million yen)

	2000	2005	2006	2007	2008	2009	2010
Emissions per sales (consolidated)	59	55	52	44	44	47	50

■ CO₂ Emissions per Sales from Transportation (Air-conditioning) **D**

(%)

	2001	2005	2006	2007	2008	2009	2010
CO ₂ emissions per sales with FY2001 set as 100%	100	82	80	72	74	72	71

■ Recovered Fluorocarbons (at time of repair and at time of disposal) **D**

(tons)

	2005	2006	2007	2008	2009	2010
Recovered fluorocarbons at time of disposal	52.5	44.3	36.3	41.3	34.4	38.8
Recovered fluorocarbons at time of repair	245.4	245.4	299.5	335.0	314.6	306.4

2) Energy Consumption

■ Energy Consumption **D**

	2005	2006	2007	2008	2009	2010
Electricity (MWh)	161,289	172,376	162,628	145,850	133,472	141,294
City Gas (m ³)	42,420,000	43,300,000	45,000,000	37,240,000	35,660,000	40,705,739
LPG (tons)	0	0	131	0	45	58
Steam (GJ)	305,396	353,382	334,637	256,617	235,670	269,176
Petroleum (kl)	471	496	459	471	547	521

3) Green Procurement

■ Green Procurement Rate (Japan) JG

(%)

	2005	2006	2007	2008	2009	2010
Green procurement rate	97 (Previous Standard)	80 (New Standard)	95	97	99	99

■ Green Procurement Rate by Region*1 OJG

(%)

	2005	2006	2007	2008	2009	2010
Japan	97	80	95	97	99	99
Thailand	-	-	-	85	97	97
China	-	-	-	79	89	89
Europe	-	-	-	69	63	82
Other countries in Asia and Oceania	-	-	-	-	85	85
North America	-	-	-	-	-	45

*1 Green procurement rate=

Value of goods procured from suppliers who meet our assessment criteria / Value of all goods procured

*2 New standard starting in fiscal FY2006

4) Water

■ Water Used OJG

(10,000 m³)

	2005	2006	2007	2008	2009	2010	OYL2010
Japan	354	337	326	292	302	254	-
Overseas	323	331	334	323	302	347	66
Total	677	668	660	615	604	601	66

■ Waste Water OJG

(10,000 m³)

	2005	2006	2007	2008	2009	2010	OYL2010
Japan	305	272	247	219	206	200	-
Overseas	260	276	288	268	238	265	29
Total	565	548	535	487	444	465	29

5) Water Pollutant and Air Pollutant Emissions

■ Water Pollutant Emissions D

(tons)

	2005	2006	2007	2008	2009	2010
COD	17	17	14	12	7	6

■ Water Pollutant Emissions JG

(tons)

	2005	2006	2007	2008	2009	2010
COD	17	18	15	13	9	6

■ Water Pollutant Emissions **OG**

(tons)

	2005	2006	2007	2008	2009	2010
COD	881	909	992	925	928	978

■ Air Pollutant Emissions **D**

(tons)

	2005	2006	2007	2008	2009	2010
NOx	44	53	49	49	63	27
SOx	0.8	0.5	0.4	0.4	0.0	0.0
VOC	294	306	132	43	32	56

■ Air Pollutant Emissions **JG**

(tons)

	2005	2006	2007	2008	2009	2010
NOx	44	54	50	50	63	27
SOx	0.8	1.2	1.4	1.3	0	0
VOC	298	311	137	48	35	59

■ Air Pollutant Emissions **OG**

(tons)

	2005	2006	2007	2008	2009	2010
NOx	84	98	82	78	55	100
SOx	36	42	20	10	6	14
VOC	406	439	304	184	105	133

6) Chemical Substance Emissions

■ Release of Substances Designated by PRTR Law **D**

(tons)

	2005	2006	2007	2008	2009	2010
Release of substances designated by PRTR Law	931	558	341	201	115	121*

Note: Under revisions to the Pollutant Release and Transfer Register Law (effective October 1, 2009), the number of designated substances increased from 354 to 462.

2010					
Substance name	Amount emitted (tons)			Amount transported (tons)	
	Air	Public waterways	Soil	Sewage	Waste
Chlorodifluoromethane (also called HCFC-22)	50.61	0.00	0.00	4.48	0.00
Dichloromethane (also called methylene chloride)	47.60	0.00	0.00	0.01	0.00
1-chloro-1,1-difluoroethane (also called HCFC-142b)	12.00	0.00	0.00	0.00	0.00
Normal hexane	3.66	0.00	0.00	1.30	0.00
Toluene	3.36	0.00	0.00	0.04	0.00
2-Chloro-1,1,1,2-tetrafluoroethane (also called HCFC-124)	1.40	0.00	0.00	0.00	0.00
Xylene	0.91	0.00	0.00	0.07	0.00
Chloroform	0.80	0.00	0.00	0.03	0.00
Ethylbenzene	0.24	0.00	0.00	0.00	0.00
Hydrogen fluoride and other water-soluble salts	0.23	0.00	0.00	110.00	0.00
Acetonitrile	0.01	0.00	0.00	0.92	0.03
N,N-dimethylformamide	0.00	0.00	0.00	3.30	0.00
Allyl alcohol	0.00	0.00	0.00	1.60	0.00
Polyoxyethylene alkyl ether (those whose alkyl group carbon number is between 12 and 15, or compounds of these)	0.00	0.00	0.00	120.00	0.50
Acrylic acid	0.00	0.00	0.00	21.00	0.00
2-aminoethanol	0.00	0.00	0.00	5.13	0.00
Antimony and antimony compounds	0.00	0.00	0.00	4.80	0.00
Polyoxyethylene octyl phenyl ether	0.00	0.00	0.00	3.70	0.03
Hydroquinone	0.00	0.00	0.00	3.10	0.00
3-methylpyridine	0.00	0.00	0.00	1.90	0.00
Water soluble lead compounds	0.00	0.00	0.00	0.93	0.14
Molybdenum and molybdenum compounds	0.00	0.00	0.00	0.02	0.00
Phthalic anhydride	0.00	0.00	0.00	0.01	0.00
Methacrylic acid, 2-ethylhexyl ester	0.00	0.00	0.00	0.00	0.00
Ferric chloride	0.00	0.00	0.00	0.00	0.00
Carbon tetrachloride	0.00	0.00	0.00	0.00	0.00
Styrene	0.00	0.00	0.00	0.00	0.00
Water-soluble salts of peroxodisulfuric acid	0.00	0.00	0.00	0.00	0.00
Total	121	0	0	282	1

7) Waste

(tons)

	2005	2006	2007	2008	2009	2010
Disposed	461	507	180	167	59	71
Recycled	30,539	31,469	34,112	33,233	21,784	26,629

■ Amount Recycled and Amount Disposed of (Overseas)

OG

(tons)

	2005	2006	2007	2008	2009	2010
Disposed	13,635	11,196	13,393	9,080	9,995	13,672
Recycled	13,025	17,713	24,708	22,791	18,470	24,097

8) Calculation Standard

■ Calculation Standard

Item		Indicator	Calculation method
During production	Greenhouse gas emissions	CO ₂ emission coefficient for electricity use	Japan Eco-Action 21, formulated by Ministry of the Environment in 1998 Overseas Japan Electrical Manufacturers Association.
		CO ₂ emission coefficient for energy use	Japan Eco-Action 21, formulated by Ministry of the Environment in 1998 Overseas Eco-Action 21, formulated by Ministry of the Environment in 1998
		CO ₂ Emissions per Sales	Japan CO ₂ emissions/japan consolidated sales Overseas CO ₂ emissions/overseas consolidated sales

Environmental Management

FY2010 for OYL : Data for O.Y.L. Industries Bhd. and its subsidiaries, which the Daikin Group acquired in FY2006.

■ Report from Audits

JG

	2006		2007		2008	
	Problems found from internal environmental audits	Problems found by third-party certification institutes	Problems found from internal environmental audits	Problems found by third-party certification institutes	Problems found from internal environmental audits	Problems found by third-party certification institutes
Major non-conformance	1	0	0	0	0	1
Minor non-conformance	95	0	56	4	31	8
Items improved	226	5	192	46	111	71

	2009		2010	
	Problems found from internal environmental audits	Problems found by third-party certification institutes	Problems found from internal environmental audits	Problems found by third-party certification institutes
Major non-conformance	3	0	0	0
Minor non-conformance	99	1	43	0
Items improved	214	10	219	5

■ Ratio of Employees Belonging to Facilities That Obtained ISO 14001 Certification **OJG**

(%)

	2005	2006	2007	2008	2009	2010	OYL2010
Japan	100	100	100	100	100	100	-
Overseas	82	85	95	99	99	96	73

■ Number of Compliance Violations, Countermeasures **OJG**

FY2010	Details
0	No laws or regulations were broken

Employees

1) Number of Employees, Hiring, etc.

■ Employee Composition (Data for Daikin Industries) (Note: Number currently employed) **D**

	As of end of March 2007		As of end of March 2008		As of end of March 2009	
	Men	Women	Men	Women	Men	Women
Number of employees	6,245	695	6,360	816	6,452	868
Average range of services (years)	19.0	12.0	19.0	12.0	18.9	12.0
Average age	42.2	34.3	41.9	32.9	41.6	32.8
Number of managers	958	9	969	12	925	13
Number of board members	41	1	41	1	47	1
Number of foreign nationals	27		28	12	28	12

	As of end of March 2010		As of end of March 2011	
	Men	Women	Men	Women
Number of employees	6,558	897	6,717	961
Average range of services (years)	17.9	10.8	17.1	9.96
Average age	41.8	33.6	41.8	34.2
Number of managers	886	14	936	16
Number of board members	45	1	44	1
Number of foreign nationals	27	16	30	21

■ Employee Make-up by Region **OJG**

	2006		2007		2008	
	Number of companies	Number of employees	Number of companies	Number of employees	Number of companies	Number of employees
Daikin Industries (Only)	1	5,646	1	5,979	1	6,186
Domestic Group (Excluding Daikin Industries)	46	4,214	45	4,231	40	4,432
China	25	7,476	28	8,387	31	10,551
Southeast Asia, Oceania	41	6,902	41	7,619	41	8,298
Europe, Middle East, Africa	53	5,234	48	5,799	61	6,006
North and South America, Other	25	4,008	30	4,285	29	4,423
Total	191	33,480	193	36,300	203	39,896

	2009		2010	
	Number of companies	Number of employees	Number of companies	Number of employees
Daikin Industries (Only)	1	6,379	1	6,553
Domestic Group (Excluding Daikin Industries)	42	4,665	40	4,593
China	31	10,072	30	11,434
Southeast Asia, Oceania	40	7,968	35	8,714
Europe, Middle East, Africa	58	5,654	56	5,798
North and South America, Other	27	4,136	30	4,477
Total	199	38,874	192	41,569

■ Number of Employees Leaving, Employee Turnover D

	2005	2006	2007	2008	2009	2010
Men	163	168	207	241	225	223
Women	31	38	24	48	36	41
Employee turnover	3.0%	3.1%	3.3%	3.9%	3.5%	3.4%

■ Number of Women Periodically Hired; Percentage of All Employees D

	2005	2006	2007	2008	2009	2010
Men	127	207	216	242	157	172
Women	83	85	139	52	34	37
Total	210	292	355	294	191	209
Women as % of all employees	39.5%	29.1%	39.2%	17.7%	17.8%	17.7%

2) Occupational Safety and Health

■ Frequency Rate* D

	2005	2006	2007	2008	2009	2010
Daikin Industries	0.24	0.30	0.07	0.13	0.06	0.73
National average for all industries	1.85	1.95	1.83	1.75	1.62	1.61
National average for manufacturing industry	1.01	1.02	1.09	1.12	0.99	0.98

Note: This shows the frequency of work-related calamities, expressed in number of calamities for every 1,000,000 working hours.
Frequency rate = Number of calamities by industrial injuries / Total actual working hours × 1,000,000

■ Severity Rate* D

	2005	2006	2007	2008	2009	2010
Daikin Industries	0.01	0.01	0.00	0.06	0.00	0.52
National average for all industries	0.12	0.12	0.11	0.10	0.09	0.09
National average for manufacturing industry	0.09	0.11	0.10	0.10	0.08	0.09

Note: This shows the severity of the calamity, expressed in man-days lost per 1,000 hours worked.
Severity rate = Total number of working days lost / Total of actual working hours × 1,000

3) Re-employed Workers

■ Number of Re-employed Workers D

	2005		2006		2007	
	Men	Women	Men	Women	Men	Women
Number of retirees	92	0	97	4	112	5
Number of re-employed workers	80	0	84	4	98	3
Percentage re-employed after retiring	87.0%		87.1%		86.3%	

	2008		2009		2010	
	Men	Women	Men	Women	Men	Women
Number of retirees	139	6	141	4	132	7
Number of re-employed workers	117	5	118	3	122	4
Percentage re-employed after retiring	84.1%		83.4%		90.6%	

4) Disabled People Employed

■ Number of Disabled People Employed* JG

	2005	2006	2007	2008	2009	2010
Number of disabled people employed*1	204	205	237	248	264	284
Employment rate*2	2.73%	2.63%	2.13%*3	2.17%	2.27%	2.34

*1 Legally, 1 severely disabled person employed is counted as 2 disabled persons.

*2 Employment rate = number of disabled persons employed / number of persons employed

*3 Disabled employment rate for only Daikin Industries until FY2006 and for the entire Daikin Group from FY2007

5) Work-Life Balance

■ Leave Before and After Child is Born, Childcare Leave, Leave Taken by Men and Women D

		2005	2006	2007	2008	2009	2010
Number taking leave before and after child is born	Women	17	16	19	20	30	27
	Men	1	1	32	89	74	68
Number taking childcare leave	Men	27	32	35	33	49	54
	Women						

■ Number Taking Family Care Leave D

		2005	2006	2007	2008	2009	2010
Number taking family care leave	Men	1	3	0	0	0	4
	Women	0	0	1	0	0	0

■ Number of Accidents Resulting in Time Off Work **D**

		2005	2006	2007	2008	2009	2010
Number of accidents resulting in time off work	Accidents resulting in time off work	11	9	12	13	6	17
	Commuting accidents resulting in time off work	2	3	2	18	4	4
Frequency Rate		0.24	0.30	0.07	0.13	0.06	0.73
Severity Rate		0.01	0.01	0.00	0.06	0.00	0.52

■ Percentage of Employees Taking All Paid Leave **D**

(%)

	2005	2006	2007	2008	2009	2010
Percentage of Daikin Industries employees	93.9	92.8	90.2	92.4	90.6	92.8
Percentage of Japanese workers in the manufacturing industry (according to Ministry of Health, Labour and Welfare)	53.0	54.9	53.1	54.0	54.5	51.6

6) Patent Applications

■ Number of Patent Applications

	2005	2006	2007	2008	2009	2010
Japanese applications	1,027	1,337	1,469	1,698	1,069	948
Overseas applications	260	297	392	451	309	242

Shareholders and Investors

■ Consolidated Sales by Business Segments

(%)

	2005	2006	2007	2008	2009	2010
Air Conditioning/Refrigeration Equipment	80.9	82.5	87.7	88.1	88.7	86.6
Chemicals	13.5	12.8	9.0	8.5	8.4	9.9
Oil Hydraulics, Defense Systems and Others	5.5	4.7	3.3	3.4	2.8	3.5

Consolidated Sales by Region

(%)

	2005	2006	2007	2008	2009	2010
Japan	53.6	48.5	35.7	39.6	37.6	38.5
China	18.1	19.8	24.1	23.8	14.1	15.7
Asia and Oceania					12.8	14.0
Europe, Middle East, and Africa	22.6	25.8	27.5	25.0	22.4	19.3
The Americas and Others	5.7	5.9	12.7	11.6	13.1	12.4

Net Sales

(¥ billion)

	2005	2006	2007	2008	2009	2010
Consolidated	792.8	911.7	1,291.1	1,202.4	1,024.0	1,160.3
Non-consolidated	435.2	454.1	499.2	424.9	365.4	426.7

Total Assets

(¥ billion)

	2005	2006	2007	2008	2009	2010
Consolidated	719.4	1,161.4	1,210.1	1,117.4	1,139.7	1,132.5
Non-consolidated	499.2	791.7	786.4	766.7	783.2	772.5

Ordinary Profit

(¥ billion)

	2005	2006	2007	2008	2009	2010
Consolidated	68.2	78.3	121.7	52.0	43.8	74.8
Non-consolidated	32.1	34.1	38.2	(5.2)	15.0	34.2

Fiscal Year End Stock Prices

(yen)

	2005	2006	2007	2008	2009	2010
Fiscal year end stock prices	4,120	4,100	4,290	2,680	3,825	2,491

Dividends

(yen)

	2005	2006	2007	2008	2009	2010
Dividends	22	28	38	38	32	36

Breakdown of Shareholders

	2005			2006		
	Number of voters	Shares held	As % of all shareholders	Number of voters	Shares held	As % of all shareholders
Financial institutions	135	115,193,006	43.7%	149	118,319,706	44.8%
Securities companies	56	3,520,930	1.3%	64	7,155,113	2.7%
Other corporations	310	30,070,360	11.4%	342	36,054,260	13.7%
Foreign corporation	417	96,628,254	36.6%	409	83,444,832	31.6%
Individuals, other	10,590	18,401,423	7.0%	14,116	18,840,062	7.1%
Total	11,508	263,813,973	100.0%	15,080	263,813,973	100.0%

	2007			2008		
	Number of voters	Shares held	As % of all shareholders	Number of voters	Shares held	As % of all shareholders
Financial institutions	181	141,302,883	48.2%	183	149,285,576	50.9%
Securities companies	86	7,181,326	2.5%	65	4,408,469	1.5%
Other corporations	571	40,848,052	13.9%	621	43,053,817	14.7%
Foreign corporation	469	81,575,368	27.8%	479	70,912,586	24.2%
Individuals, other	28,422	22,206,344	7.6%	35,580	25,453,525	8.7%
Total	29,729	293,113,973	100.0%	36,928	293,113,973	100.0%

	2009			2010		
	Number of voters	Shares held	As % of all shareholders	Number of voters	Shares held	As % of all shareholders
Financial institutions	171	138,391,233	47.2%	167	123,782,330	42.2%
Securities companies	65	8,358,282	2.9%	98	9,364,720	3.2%
Other corporations	567	42,336,605	14.4%	638	42,495,914	14.5%
Foreign corporation	472	79,918,106	27.3%	473	86,060,485	29.4%
Individuals, other	32,513	24,109,747	8.2%	46,815	31,410,524	10.7%
Total	33,788	293,113,973	100.0%	48,191	293,113,973	100.0%

■ Dividends to Shareholders Equity

(%)

	2005	2006	2007	2008	2009	2010
Dividends to shareholders equity	47.7	34.4	45.3	42.2	43.5	43.1

■ Voting Rights Exercised

	2005	2006	2007	2008	2009	2010
Voting rights exercised (%)	78.60%	81.30%	81.72%	85.43%	81.50%	79.49%
Votes cast over the Internet	4,335	457,012	903,216	864,879	897,490	1,012,927
Shareholders voting online	385	289	691	926	779	998

■ Business / Financial Data (Consolidated)

	2007	2008	2009	2010	2011
	Years ended March 31, 2008	Years ended March 31, 2009	Years ended March 31, 2010	Years ended March 31, 2011	(Forecast)
Net Sales (¥Million)	1,291,081	1,202,419	1,070,000	1,160,330	1,310,000
Operating Income (¥Million)	128,098	61,394	44,037	75,455	85,000
Ordinary Income (¥Million)	121,708	52,007	43,768	74,800	82,000
Net Income (¥Million)	74,822	21,755	19,390	19,872	41,000
Earnings Per Share (yen)	262.24	74.51	66.44	68.11	140.62
Overseas Business Ratio (%)	64	63	62	61	-
Free Cash Flow (¥Million)	6,100	(7,000)	80,700	38,200	-
Return on Assets (%)	6.3	1.9	1.7	1.7	-
Return on Equity (%)	15.8	4.3	4.0	4.0	-
Shareholders' Equity Ratio (%)	45.3	42.2	43.5	43.1	-
Plant-and-Equipment Investment (¥Million)	51,300	60,600	28,400	28,800	-
Research & Development Costs (¥Million)	32,100	30,500	28,200	30,800	-
Liability with Interest Ratio (%)	29.4	37.4	35.0	32.9	-
Employees	36,406	40,126	39,132	41,769	-

■ Donations D

(%)

	2005	2006	2007	2008	2009	2010
Education	37.4	43.2	51.8	22.9	31.7	22.0
Environmental protection	4.8	2.0	0.9	8.3	14.9	6.0
International exchange and cooperation	15.3	11.5	10.3	18.2	14.9	4.9
Art, culture	17.3	11.7	10.7	11.7	13.5	9.3
Local community and society	3.7	5.9	2.3	10.2	5.8	6.6
Donation of products, etc.	2.0	11.3	8.2	1.9	3.6	4.7
History, traditional culture	5.6	1.9	2.8	1.2	2.9	1.2
Academic research	3.5	2.8	1.7	1.3	2.2	1.2
Disaster relief	-	-	-	-	-	39.8
Other	10.4	9.7	11.3	24.3	10.5	4.3

Governance

Executive Compensation

		2006	2007	2008	2009	2010
Directors	Number	11	11	12	10	13
	Amount of compensation (¥million)	666	816	748	717	708
Corporate Auditors	Number	4	4	4	5	4
	Amount of compensation (¥million)	79	86	93	90	90
Total	Number	15	15	16	15	17
	Amount of compensation (¥million)	746	903	842	808	798

Note: About compensation amounts

For fiscal 2006, bonuses to directors included.

From fiscal 2007, bonuses to directors (excluding outside directors) include expenses related to stock acquisition rights given to directors as stock options.

For fiscal 2008, the compensation amount for the term of office of two directors who retired during the period is included; however, the JPY 146 million for retirement benefits is not included.

For fiscal 2009, the compensation amount for the term of office of one auditor who retired is included.

For fiscal 2010, the compensation amount for the term of office of three auditor who retired is included.

Starting Salary

(yen)

	2005	2006	2007	2008	2009	2010
University grad	200,000	202,000	204,000	215,000	215,000	215,000
Masters	227,800	229,800	231,800	234,800	234,800	234,800
PhD	252,800	254,800	256,800	258,800	258,800	258,800

Number of Compliance Violations, Countermeasures

OJG

FY2010	Details
0	No laws or regulations were broken