

ESG Date

Environment

Category		Scope	Unit	2020	2021	2022	2023	2024
Improving the efficiency of energy use	Total energy input	Electricity	Group million kWh	189	220	204	207	196
		Town gas	Group ton	885	1,274	871	758	722
		Liquefied petroleum gas (LPG)	Group ton	69	68	57	55	51
		Gasoline	Group kl	229	218	345	221	214
		Diesel Fuel	Group kl	234	209	154	210	102
		Coal	Group ton	0	0	0	0	0
		Sustainable energy (Photovoltaics capacity)	Group million kWh	1.42	1.52	2.44	3.65	6.87
Resource conservation (water)	Water input volume	Total usage volume	Group thousand m³	754	851	763	772	*
		Water supply usage volume	Group thousand m³	719	742	674	691	*
		Underground water usage volume *	Group thousand m³	33	106	86	78	*
		Rain water usage volume	Group thousand m³	3	3	3	3	*
Reduction of greenhouse gas emissions	Greenhouse gas emissions	Scope1	Group t-CO₂	3,265	4,092	3,317	2,929	2,549
		Scope2 (market standard)	Group t-CO₂	102,638	117,006	123,496	117,546	107,417
		Scope2 (location standard)	Group t-CO₂	103,221	117,525	123,951	118,837	121,603
		Scope3	Group t-CO₂	986,157	1,235,054	1,357,129	1,273,986	*
		Category 1 Purchased goods and services	Group t-CO₂	—	734,374	933,752	560,686	*
		Category 2 Capital goods	Group t-CO₂	—	33,096	36,505	48,487	*
		Category 3 Fuel and energy-related activities not included in Scope 1 or Scope 2	Group t-CO₂	—	16,242	15,658	15,678	*
		Category 4 Upstream transportation and distribution	Group t-CO₂	—	84,576	28,686	42,734	*
		Category 5 Waste generated in operations	Group t-CO₂	—	1,601	1,319	1,118	*
		Category 6 Business travel	Group t-CO₂	—	2,846	2,607	2,528	*
		Category 7 Employee commuting	Group t-CO₂	—	10,343	9,957	9,454	*
		Category 11 Use of sold products	Group t-CO₂	—	350,978	325,719	589,971	*
		Category 12 End-of-life treatment of sold products	Group t-CO₂	—	997	2,926	3,330	*
Reduction of waste	Total discharged waste volume		Group ton	37,052	45,821	39,951	38,860	*
	Final waste disposal volume		Group ton	1,397	1,676	529	814	*
	Waste recycling volume		Group ton	35,654	44,145	39,422	38,046	*
	Waste recycling rate		Group %	96.2	96.3	98.7	97.9	*

* Some data for the year 2024 are under calculation.

* The calculation method for underground water usage volume has been revised at some locations since 2021.

* In order to enhance the precision of the GHG emissions calculation, we have refined the GHG emissions calculation methodology, including the transition to a weight-based approach in Category 1 in 2023.

Governance

Category		Scope	Unit	2020	2021	2022	2023	2024
Highly transparent corporate operations	Directors	Total	HQ persons	13	13	13	13	11
		Outside directors	HQ persons	6	6	6	6	6
		Female directors	HQ persons	2	3	3	2	2
		Foreign national directors	HQ persons	1	1	1	0	0
	Number of board of directors meetings		HQ times	25	25	25	25	25
	Attendance rate of outside directors		HQ %	100	98	98	98	98
	Age of youngest director	Internal	HQ age	51	52	53	54	55
	Age of oldest director	Internal	HQ age	60	61	61	62	63
	Average age of directors	Internal	HQ age	56	56	56	58	59
	Audit committee members	Total	HQ persons	4	4	4	4	4
		Outside audit committee members	HQ persons	3	3	3	3	3
	Executive officers		HQ persons	14	17	17	14	15
	Directors' remuneration		HQ million yen	400	415	452	518	396
	Audit committee members' remuneration		HQ million yen	48	49	53	54	56
	Political contributions, lobbying, and other expenditures		HQ yen	0	0	0	0	0
Compliance with domestic/ international regulations and ethics	Administrative penalties from fair trade commission		Group incidents	0	0	0	0	0
	Criminal penalties related to compliance		Group incidents	0	0	0	0	0
	Suspension of operations/business due to legal violations		Group incidents	0	0	0	0	0
	Price fixing prosecution cases		Group incidents	0	0	0	0	0
	Bribery prosecution cases		Group incidents	0	0	0	0	0

Social

Category		Scope	Unit	2020	2021	2022	2023	2024
An environment in which everyone can participate	Number of employees	Total (female)	HQ persons	851 (139)	836 (130)	827 (130)	845 (131)	896 (145)
			Group persons	21,477 (16,516)	20,894 (15,680)	20,248 (14,767)	19,808 (14,204)	18,032 (12,808)
	Number of new graduates hired	Total (female)	HQ persons	26 (8)	8 (0)	14 (4)	18 (2)	32 (3)
	Number of Mid-career hires	Total (female)	HQ persons	14 (1)	28 (4)	27 (7)	42 (8)	46 (10)
	Number of new hires	Total (female)	HQ persons	41 (9)	36 (4)	41 (11)	60 (10)	78 (13)
	Percentage of women among new employees		HQ %	22.0	11.1	27.0	16.7	16.6
	Number of employees leaving company		HQ persons	28	27	45	27	25
	Number of women with managerial roles		HQ persons	4	3	4	4	6
			Group persons	61	66	77	84	85
	Percentage of women with managerial roles		HQ %	4.4	3.6	4.4	4.5	6.5
			Group %	13.3	14.0	15.8	16.8	17.0
	Number of women in positions equivalent to general managers		Group persons	10	11	12	16	17
	Gender pay gap	Total	HQ %	—	—	58.6	62.41	65.94
		Full-time employees	HQ %	—	—	68.4	72.59	73.23
		Non-full-time employees	HQ %	—	—	50.4	49.85	61.74
	Number of examinee for TOEIC		HQ persons	451	759	814	616	864
	Number of employees who obtained TOEIC score of 730 or higher		HQ persons	250	273	294	300	317
	Number of subjects for the qualification incentive system		HQ persons	50	77	59	39	73
	Training costs per employee		HQ yen	32,332	61,146	53,658	46,090	40,920
	Number of employees with disabilities		HQ persons	14	12	13	20	22
	Percentage of employees with disabilities		HQ %	2.08	1.85	1.75	2.55	2.85
	Number of foreign national employees		HQ persons	20	24	23	24	25
	Average age		HQ ages	43.3	43.8	44.9	45.0	44.6
	Average number of years employed	Total	HQ years	17.7	18.3	18.8	18.6	18.0
		Male	HQ years	18.1	18.4	19.0	18.9	18.3
		Female	HQ years	17.1	17.4	17.4	17.1	16.4
	No. of presidents of local nationalities in foreign affiliate companies (ratio)		Group persons (%)	11 (55.0)	13 (61.9)	13 (61.9)	13 (56.5)	13 (59.1)
Safe and healthy work environment	Average monthly working hour		HQ hours	159.7	157.5	165.8	165.1	*
	Average monthly overtime hours		HQ hours	12.5	10.3	17.6	18.9	19.8
	Yearly use of paid leave days*	Granted	HQ days	20	20	20	20	20
		Used	HQ days	14.6	15.4	17.2	16.0	*
		Usage Rate	HQ %	73.1	77.0	85.9	80.1	*
	Number of maternity leave recipients		HQ persons	5	6	3	2	3
	Number of childcare leave recipients (ratio)	Total	HQ persons (%)	9 (31.0)	11 (36.7)	10 (60.0)	11 (73.0)	15 (53.6)
		Male	HQ persons (%)	4 (16.7)	4 (17.4)	7 (43.8)	9 (69.2)	12 (48.0)
		Female	HQ persons (%)	5 (100)	7 (100)	3 (100)	2 (100)	3 (100)
	Average number of days childcare leave taken	Male	HQ days	25.0	57.5	17.6	41.9	107.3
	Returnees ratio to work after childcare leave		HQ %	100	100	100	100	100
	Number of recipients of leave for childbirth by spouse		HQ persons	26	24	15	13	25
	Number of nursing care leave recipients		HQ persons	2	0	1	1	0
	Number of employees using the reduced work hours system		HQ persons	2	2	5	3	4
	Employees receiving periodical medical checkup*		HQ %	97.6	100	100	100	*
	Employees participating in mental health surveys		HQ %	92.5	98.9	99.4	99.7	99.5
	Frequency of occupational injuries		HQ frequency factor	0.00	0.00	0.00	0.00	0.47
	Development/ protection of local societies							
	Expenditure on social contribution activities		HQ million yen	26.1	25.5	33.0	42.8	43.6

*The period covered is from April of the same year to March of the following year.