

Environment

Category			Scope	Unit	2017	2018	2019	2020	2021
Improving the efficiency of energy use	Total energy input	Electricity	Group	million kWh	206	213	203	187	217
		Town gas	Group	ton	745	697	617	727	933
		Liquefied petroleum gas (LPG)	Group	ton	78	73	71	63	67
		Gasoline	Group	kl	320	301	273	223	201
		Diesel Fuel	Group	kl	183	180	166	169	183
		Coal	Group	ton	0	0	0	0	0
		Sustainable energy (Photovoltaics capacity)	Group	million kWh	—	0.58	0.68	1.42	1.50
Resource conservation (water)	Water input volume	Total usage volume	Group	thousand m³	808	846	727	751	774
		Water supply usage volume	Group	thousand m³	795	834	786	719	742
		Underground water usage volume	Group	thousand m³	14	13	42	33	32
		Rain water usage volume	Group	thousand m³	4	4	4	3	3
Reduction of greenhouse gas emissions	Greenhouse gas emissions	Scope1 *	Group	t-CO ₂	3,427	3,231	2,911	3,069	3,610
		Scope2 *	Group	t-CO ₂	117,138	117,127	104,550	101,741	115,844
		Scope1 + Scope2 *	Group	t-CO ₂	120,566	120,359	107,461	104,811	119,454
		Scope3	Group	t-CO ₂	—	—	—	985,781	1,320,660
Reduction of waste	Total discharged waste volume		Group	ton	43,936	43,454	43,307	37,052	45,821
	Final waste disposal volume		Group	ton	1,411	1,495	1,388	1,397	1,676
	Waste recycling volume		Group	ton	42,525	41,959	41,918	35,653	44,145
	Waste recycling rate		Group	%	96.8	96.6	96.9	96.2	96.3

*Emissions have been reviewed based on the GHG Protocol standards.

Governance

Category			Scope	Unit	2017	2018	2019	2020	2021
Highly transparent corporate operations	Directors	Total	HQ	persons	8	8	13	13	13
		Outside directors	HQ	persons	2	2	6	6	6
		Female directors	HQ	persons	0	0	2	2	3
		Foreign national directors	HQ	persons	0	0	1	1	1
	Number of board of directors meetings		HQ	times	25	30	31	25	25
	Attendance rate of outside directors		HQ	%	100	93	89	100	98
	Age of youngest director	Internal	HQ	age	48	49	50	51	52
	Age of oldest director	Internal	HQ	age	57	58	59	60	61
	Average age of directors	Internal	HQ	age	54	54	55	56	56
	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	10	15	14	14	17
	Directors' remuneration		HQ	million yen	377	391	382	400	415
	Audit committee members' remuneration		HQ	million yen	43 *	44 *	47	48	49
	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 and other relevant authorities		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

* For corporate auditors before the transition to a company with an Audit & Supervisory Committee

Social

Category			Scope	Unit	2017	2018	2019	2020	2021
An environment in which everyone can participate	Number of employees	Total	HQ	persons	806 (118)	824 (129)	849 (139)	851 (139)	836 (130)
		(female)	Group	persons	23,936 (19,376)	23,476 (18,336)	22,061 (16,960)	21,477 (16,516)	20,894 (15,680)
	Number of new graduates hired	Total	HQ	persons	26	30	32	26	8
		Female	HQ	persons	3	4	9	8	0
	Number of new hires	Total	HQ	persons	58	72	66	41	36
		Female	HQ	persons	8	12	15	9	4
	Percentage of women among new employees		HQ	%	13.8	16.7	22.7	22.0	11.1
	Number of Mid-career hires	Total	Group	persons	31	45	37	14	28
		Female	HQ	persons	5	11	7	1	4
	Number of employees leaving company		HQ	persons	17	27	32	28	27
	Number of women with managerial roles	Group	persons		2	4	7	4	3
		HQ			42	56	64	61	66
	Percentage of women with managerial roles	HQ	%		2.1	4.2	6.4	4.4	3.6
		Group			10.6	13.6	14.1	13.3	14.0
	Number of women in positions equivalent to general managers		Group	persons	4	7	11	10	11
	Number of examinee for TOEIC		HQ	persons	808	844	871	451	759
	Number of employees who obtained TOEIC score of 730 or higher		HQ	persons	134	192	238	250	273
	Number of subjects for the qualification incentive system		HQ	persons	21	32	27	50	77
	Number of employees with disabilities		HQ	persons	16	17	19	14	12
	Percentage of employees with disabilities		HQ	%	2.4	2.3	2.8	2.1	1.9
	Number of foreign national employees		HQ	persons	12	20	26	20	24
	Average age		HQ	ages	43.7	43.5	43.6	43.3	43.8
	Average number of years employed	Total	HQ	years	18.7	18.0	17.8	17.7	18.3
		Male			18.6	18.1	18.0	18.1	18.4
		Female			18.9	17.9	16.8	17.1	17.4
	No. of presidents of local nationalities in foreign affiliate companies (ratio)		Group	persons (%)	7 (38.9)	8 (40.0)	10 (50.0)	11 (55.0)	13 (61.9)
Safe and healthy work environment	Average monthly working hour		HQ	hours	173.7	174.0	166.9	159.7	157.5
	Average monthly overtime hours		HQ	hours	25.5	25.6	18.5	12.5	10.3
	Yearly use of paid leave days	Granted	HQ	days	20	20	20	20	20
		Used	HQ	days	12.8	14.3	15.5	14.6	15.4
		Usage Rate	HQ	%	63.9	71.7	77.5	73.1	77.0
	Number of maternity leave recipients		HQ	persons	0	2	3	5	6
	Number of childcare leave recipients (ratio)	Male	HQ	persons (%)	0 (—)	0 (0.0)	0 (0.0)	4 (16.7)	4 (17.4)
		Female	HQ	persons (%)	0 (—)	2 (100)	3 (100)	5 (100)	7 (100)
	Returnees ratio to work after childcare leave		HQ	%	—	—	100	100	100
	Number of recipients of leave for childbirth by spouse		HQ	persons	25	21	22	26	24
	Number of nursing care leave recipients		HQ	persons	0	1	0	2	0
	Number of teleworking (ratio)		HQ	persons (%)	—	35(4.9)	129(15.2)	927 (96.1)	715 (85.1)
	Number of employees using the reduced work hours system		HQ	persons	3	3	2	2	2
	Employees receiving periodical medical checkup		HQ	%	95.9	95.8	95.8	97.6	100.0
	Employees participating in mental health surveys		HQ	%	96.7	97.7	97.0	92.5	98.9
	Frequency of occupational injuries		HQ	frequency factor	0.60	0.00	0.00	0.00	0.00
Development/ protection of local societies	Expenditure on social contribution activities	Total	HQ	million yen	31.0	31.0	30.5	26.1	25.5