

Environment

Category		Scope	Unit	2019	2020	2021	2022	2023
Improving the efficiency of energy use	Total energy input	Electricity	Group million kWh	203	189	220	204	207
		Town gas	Group ton	753	885	1,274	871	758
		Liquefied petroleum gas (LPG)	Group ton	71	69	68	57	55
		Gasoline	Group kl	273	229	218	345	220
		Diesel Fuel	Group kl	166	234	209	154	209
		Coal	Group ton	0	0	0	0	0
		Sustainable energy (Photovoltaics capacity)	Group million kWh	0.68	1.42	1.52	2.44	3.65
Resource conservation (water)	Water input volume	Total usage volume	Group thousand m ³	832	754	851	763	772
		Water supply usage volume	Group thousand m ³	786	719	742	674	691
		Underground water usage volume*1	Group thousand m ³	42	33	106	86	78
		Rain water usage volume	Group thousand m ³	4	3	3	3	3
Reduction of greenhouse gas emissions	Greenhouse gas emissions	Scope1	Group t-CO ₂	2,911	3,265	4,092	3,317	2,926
		Scope2 (market standard)	Group t-CO ₂	104,550	102,638	117,006	123,496	114,081
		Scope2 (location standard)	Group t-CO ₂	105,346	103,221	117,525	123,951	113,817
		Scope3*2	Group t-CO ₂	—	986,157	1,235,054	1,357,129	1,272,222
		Category 1 Purchased goods and services	Group t-CO ₂	—	—	734,374	933,752	560,191
		Category 2 Capital goods	Group t-CO ₂	—	—	33,096	36,505	44,087
		Category 3 Fuel and energy-related activities not included in Scope 1 or Scope 2	Group t-CO ₂	—	—	16,242	15,658	15,513
		Category 4 Upstream transportation and distribution	Group t-CO ₂	—	—	84,576	28,686	46,001
		Category 5 Waste generated in operations	Group t-CO ₂	—	—	1,601	1,319	1,117
		Category 6 Business travel	Group t-CO ₂	—	—	2,846	2,607	2,533
		Category 7 Employee commuting	Group t-CO ₂	—	—	10,343	9,957	9,475
		Category 11 Use of sold products	Group t-CO ₂	—	—	350,978	325,719	589,971
		Category 12 End-of-life treatment of sold products	Group t-CO ₂	—	—	997	2,926	3,334
Reduction of waste	Total discharged waste volume		Group ton	43,307	37,052	45,821	39,951	38,860
	Final waste disposal volume		Group ton	1,388	1,397	1,676	529	814
	Waste recycling volume		Group ton	41,918	35,654	44,145	39,422	38,046
	Waste recycling rate		Group %	96.8	96.2	96.3	98.7	97.9

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

*2 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	2019	2020	2021	2022	2023
Highly transparent corporate operations	Directors	Total	HQ persons	13	13	13	13	13
		Outside directors	HQ persons	6	6	6	6	6
		Female directors	HQ persons	2	2	3	3	2
		Foreign national directors	HQ persons	1	1	1	1	0
	Number of board of directors meetings	HQ times	31	25	25	25	25	
	Attendance rate of outside directors	HQ %	89	100	98	98	98	
	Age of youngest director	Internal HQ age	50	51	53	54	55	
	Age of oldest director	Internal HQ age	59	60	61	61	62	
	Average age of directors	Internal HQ age	55	56	56	56	58	
	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	14	17	17	14	
	Directors' remuneration	HQ million yen	369	400	415	452	513	
	Audit committee members' remuneration	HQ million yen	44	48	55	53	53	
	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	2019	2020	2021	2022	2023
An environment in which everyone can participate	Number of employees	Total	HQ persons	849 (139)	851 (139)	836 (130)	827 (130)	845 (131)
		(female)	Group persons	22,061 (16,960)	21,477 (16,516)	20,894 (15,680)	20,248 (14,767)	19,808 (14,204)
	Number of new graduates hired	Total	HQ persons	32 (9)	26 (8)	8 (0)	14 (4)	18 (2)
		(female)	HQ persons	37 (7)	14 (1)	28 (4)	27 (7)	42 (8)
	Number of Mid-career hires	Total	HQ persons	66 (15)	41 (9)	36 (4)	41 (11)	60 (10)
		(female)	HQ persons	66 (15)	41 (9)	36 (4)	41 (11)	60 (10)
	Percentage of women among new employees		HQ %	22.7	22.0	11.1	27.0	16.7
	Number of employees leaving company		HQ persons	32	28	27	45	27
	Number of women with managerial roles	Total	HQ persons	7	4	3	4	4
		(female)	Group persons	64	61	66	77	84
	Percentage of women with managerial roles		HQ %	6.4	4.4	3.6	4.4	4.5
			Group %	14.1	13.3	14.0	15.8	16.8
	Number of women in positions equivalent to general managers		Group persons	11	10	11	12	16
	Gender pay gap	Total	HQ %	—	—	—	58.6	62.41
		Full-time employees	HQ %	—	—	—	68.4	72.59
		Non-full-time employees	HQ %	—	—	—	50.4	49.85
	Number of examinee for TOEIC		HQ persons	871	451	759	814	616
	Number of employees who obtained TOEIC score of 730 or higher		HQ persons	238	250	273	294	300
	Number of subjects for the qualification incentive system		HQ persons	27	50	77	59	39
	Training costs per employee		HQ yen	—	—	—	—	45,286
Number of employees with disabilities		HQ persons	19	14	12	13	20	
Percentage of employees with disabilities		HQ %	2.83	2.08	1.85	1.75	2.55	
Number of foreign national employees		HQ persons	26	20	24	23	24	
Average age		HQ ages	43.6	43.3	43.8	44.9	45.0	
Average number of years employed	Total	HQ years	17.8	17.7	18.3	18.8	18.6	
	Male	HQ years	18.0	18.1	18.4	19.0	18.9	
	Female	HQ years	16.8	17.1	17.4	17.4	17.1	
No. of presidents of local nationalities in foreign affiliate companies (ratio)		Group persons (%)	10(50.0)	11(55.0)	13(61.9)	13 (61.9)	13(56.5)	
Average monthly working hour		HQ hours	166.9	159.7	157.5	165.8	165.1	
Average monthly overtime hours		HQ hours	18.5	12.5	10.3	17.6	18.9	
Yearly use of paid leave days*	Granted	HQ days	20	20	20	20	20	
	Used	HQ days	15.5	14.6	15.4	17.2	16.0	
	Usage Rate	HQ %	77.5	73.1	77.0	85.9	80.1	
Number of maternity leave recipients		HQ persons	3	5	6	3	2	
Number of childcare leave recipients (ratio)	Total	HQ persons (%)	3(13.0)	9(31.0)	11(36.7)	10 (60.0)	11(73.0)	
	Male	HQ persons (%)	0(0.0)	4(16.7)	4(17.4)	7 (43.8)	9(69.2)	
	Female	HQ persons (%)	3(100)	5(100)	7(100)	3 (100)	2(100)	
Average number of days childcare leave taken		Male HQ days	0.0	25.0	57.5	17.6	41.9	
Returnees ratio to work after childcare leave		HQ %	100	100	100	100	100	
Number of recipients of leave for childbirth by spouse		HQ persons	22	26	24	15	13	
Number of nursing care leave recipients		HQ persons	0	2	0	1	1	
Number of employees using the reduced work hours system		HQ persons	2	2	2	5	3	
Employees receiving periodical medical checkup*		HQ %	95.8	97.6	100	100	100	
Employees participating in mental health surveys		HQ %	97.0	92.5	98.9	99.4	99.7	
Frequency of occupational injuries		HQ frequency factor	0.00	0.00	0.00	0.00	0.00	
Development/protection of local societies	Expenditure on social contribution activities		HQ million yen	30.5	26.1	25.5	33.0	42.8

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