

Environmental Data

Item	Scope	Description	Unit	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Corresponding GRI content index
Raw material consumption	Eight sites in Japan ^{*1}		ton	14,928	15,396	14,655	12,776	15,399	14,345	12,974	15,564	16,470	301-1
	Group			33,675	34,109	33,824	30,487	35,915	34,961	29,970	34,757	36,099	
Energy consumption ^{*2}		Renewable energy consumption		0	0	13	13	142	8,571	15,503	18,258	18,411	
		Fuel		0	0	0	0	0	0	0	0	0	
		Purchased electricity, etc.	Electricity	0	0	0	0	44	7,909	13,593	15,730	14,848	
			Heating	0	0	0	0	0	0	0	0	0	
			Cooling	0	0	0	0	0	0	0	0	0	
			Steam	0	0	0	0	0	0	0	0	0	
		Self-generated electricity, etc.	Electricity	0	0	13	13	97	662	1,910	2,528	3,562	
			Heating	0	0	0	0	0	0	0	0	0	
			Cooling	0	0	0	0	0	0	0	0	0	
			Steam	0	0	0	0	0	0	0	0	0	
	Group	Non renewable energy consumption	MWh	301,908	302,203	281,900	260,390	302,137	285,670	253,381	258,335	256,120	103-2
		Fuel		214,797	215,033	198,877	184,476	215,133	207,456	188,577	194,344	191,736	
		Purchased electricity, etc.	Electricity	86,967	87,048	82,879	75,713	86,876	78,021	64,585	63,820	64,260	
			Heating	144	121	144	202	128	193	219	172	124	
			Cooling	0	0	0	0	0	0	0	0	0	
			Steam	0	0	0	0	0	0	0	0	0	
		Self-generated energy sold	Electricity	0	0	0	0	0	142	405	323	602	
			Heating	0	0	0	0	0	0	0	0	0	
			Cooling	0	0	0	0	0	0	0	0	0	
			Steam	0	0	0	0	0	0	0	0	0	
		Total energy consumption		301,908	302,203	281,913	260,403	302,279	294,241	268,884	276,594	274,531	
		Energy intensity ^{*3}	MWh/ton	8.97	8.86	8.33	8.54	8.42	8.42	8.97	7.96	7.61	103-4
		Energy consumption reduction rate ^{*4}	%	0.1	0.1	-6.7	-7.6	16.1	-2.7	-8.6	2.9	-0.7	103-5
GHG emissions		Total CO ₂ emissions ^{*5}		39,664	37,929	33,911	28,999	34,979	28,928	26,141	27,151	26,086	—
		Scope 1		18,994	19,188	18,374	16,045	18,995	17,751	16,098	16,155	14,726	
		CO ₂		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		CH ₄		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		N ₂ O		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		HFC		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		PFC		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	102-5
		SF ₆		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		NF ₃		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		Biogenic		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		Scope 2 (market-based)	t-CO ₂ e	20,670	18,741	15,537	12,955	15,983	11,177	10,044	10,996	11,359	
		CO ₂		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		CH ₄		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		N ₂ O		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		Biogenic		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		Scope 2 (location-based)		21,025	20,411	18,792	16,485	16,955	17,254	16,988	16,026	16,728	102-6
		CO ₂		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		CH ₄		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		N ₂ O		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		Biogenic		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		CO ₂ emissions intensity ^{*6}		2.7	2.5	2.3	2.3	2.3	2.0	2.0	1.7	1.6	
		Scope 1	t-CO ₂ e/ton	1.3	1.2	1.3	1.3	1.2	1.2	1.2	1.0	0.9	102-8
		Scope 2 (market-based)		1.4	1.2	1.1	1.0	1.0	0.8	0.8	0.7	0.7	
		Scope 2 (location-based)		1.4	1.3	1.3	1.3	1.1	1.2	1.3	1.0	1.0	
Base year				FY2013									
		Total CO ₂ emissions		40,915									—
		Scope 1		18,875									
		Scope 2 (market-based)		22,040									
		Scope 2 (location-based)		21,858									
Reduction of GHG emissions ^{*7}				3.1%	7.3%	17.1%	29.1%	14.5%	29.3%	36.1%	33.6%	36.2%	
		Scope 1	%	-0.6%	-1.7%	2.7%	15.0%	-0.6%	6.0%	14.7%	14.4%	22.0%	305-5
		Scope 2 (market-based)		6.2%	15.0%	29.5%	41.2%	27.5%	49.3%	54.4%	50.1%	48.5%	
		Scope 2 (location-based)		3.8%	6.6%	14.0%	24.6%	22.4%	21.1%	22.3%	26.7%	23.5%	

Item	Scope	Description	Unit	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Corresponding GRI content index		
GHG emissions	Overseas production sites* ⁸	Total CO ₂ emissions	t-CO ₂ e	52,321	51,263	47,924	44,142	51,208	49,686	44,426	45,327	44,058	—		
		Scope 1		24,353	24,206	21,936	21,343	24,925	24,535	22,712	22,026	21,035	305-1		
		CO ₂		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		n. d.	
		CH ₄		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		n. d.	
		N ₂ O		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		n. d.	
		HFC		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		n. d.	
		PFC		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		n. d.	
		SF ₆		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		n. d.	
		NF ₃		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		n. d.	
		Biogenic		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	102-6	
		Scope 2 (market-based)		CO ₂	27,968	27,057	25,988	22,799	26,283	25,151	21,714	23,300	23,023		
		CH ₄		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		
		N ₂ O		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		
		Biogenic		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		
		Scope 2 (location-based)		CO ₂	26,942	26,632	24,273	22,777	26,746	25,683	26,307	27,230	28,489		
		CH ₄		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		
		N ₂ O		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		
		Biogenic		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.		
		CO ₂ emissions intensity		t-CO ₂ e/ton	Scope 1	2.8	2.7	2.5	2.5	2.5	2.4	2.6	2.4	2.2	102-8
		Scope 2 (market-based)			1.3	1.3	1.1	1.2	1.2	1.2	1.3	1.1	1.1		
	Scope 2 (location-based)	1.5	1.4		1.4	1.3	1.3	1.2	1.3	1.2	1.2				
	Base year	1.4	1.4		1.3	1.3	1.3	1.2	1.5	1.4	1.5				
	Group* ⁹	Total CO ₂ emissions	t-CO ₂ e	FY2013										—	
				56,618											
				25,146											
				31,473											
				30,829											
		Reduction of GHG emissions	%	8%	9%	15%	22%	10%	12%	22%	20%	22%	305-5		
				3%	4%	13%	15%	1%	2%	10%	12%	16%			
				11%	14%	17%	28%	16%	20%	31%	26%	27%			
				13%	14%	21%	26%	13%	17%	15%	12%	8%			
				Scope 3	t-CO ₂ e	n. d.	n. d.	n. d.	n. d.	n. d.	243,841	208,187		278,516	346,449
n. d.		n. d.	n. d.			n. d.	n. d.	38,008	35,188	80,625	93,727				
n. d.		n. d.	n. d.			n. d.	n. d.	11,608	24,899	20,000	33,440				
n. d.	n. d.	n. d.	n. d.			n. d.	5,737	5,308	10,750	10,414					
n. d.	n. d.	n. d.	n. d.			n. d.	4,140	3,341	3,741	3,668					
n. d.	n. d.	n. d.	n. d.			n. d.	5,074	4,833	5,773	5,740					
n. d.	n. d.	n. d.	n. d.			n. d.	546	581	584	594					
n. d.	n. d.	n. d.	n. d.			n. d.	282	221	1,539	1,557					
n. d.	n. d.	n. d.	n. d.			n. d.	Not applicable	Not applicable	Not applicable	Not applicable					
n. d.	n. d.	n. d.	n. d.			n. d.	248	224	249	244					
n. d.	n. d.	n. d.	n. d.			n. d.	8,502	4,595	4,834	4,421					
n. d.	n. d.	n. d.	n. d.			n. d.	169,443	128,800	150,198	192,424					
n. d.	n. d.	n. d.	n. d.	n. d.	253	197	223	220							
n. d.	n. d.	n. d.	n. d.	n. d.	Not applicable	Not applicable	Not applicable	Not applicable							
n. d.	n. d.	n. d.	n. d.	n. d.	Not applicable	Not applicable	Not applicable	Not applicable							
n. d.	n. d.	n. d.	n. d.	n. d.	Not applicable	Not applicable	Not applicable	Not applicable							
Carbon credits	Group	Canceled amount* ¹⁴	t-CO ₂ e	0	0	0	0	0	828	3,483	6,454	11,846	102-10		
Significant air emissions	Group* ¹⁰	NO _x	ton	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	2.9	305-7		
		SO _x		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	0.2				
		VOC		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	46.1				
		PM		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	1.3				
	Five sites in Japan* ¹³	VOC		29	30	30	32	40	36	40	42	43	—		
PRTR	Five sites in Japan	Chemical emissions and transfers	ton	122	131	113	109	139	132	143	128	116	306-4		
		Chemical emissions/transfers intensity	ton/ton	0.0082	0.0085	0.0077	0.0085	0.0090	0.0092	0.0110	0.0082	0.0070			

Item	Scope	Description	Unit	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Corresponding GRI content index
Water resource conservation	Eight sites in Japan	Total water withdrawal	1000m ³	890	933	947	874	877	814	695	745	692	303-3
		Surface water		0	0	0	0	0	0	0	0	0	
		Groundwater		623	656	702	653	639	612	485	558	523	
		Seawater		0	0	0	0	0	0	0	0	0	
		Third-party water: Tap water		65	62	57	56	58	52	60	55	47	
		Third-party water: industrial water		203	215	187	165	179	151	150	132	121	
		Produced water		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	
		Quarry		0	0	0	0	0	0	0	0	0	—
		External drainage		0	0	0	0	0	0	0	0	0	
		Rainwater		0	0	0	0	0	0	0	0	0	
		Breakdown of water withdrawal	1000m ³	890	933	947	874	877	814	695	745	692	303-3
		Freshwater		0	0	0	0	0	0	0	0	0	
		Other		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Water withdrawal in water stressed regions ^{*11}		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Surface water		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Groundwater		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Seawater		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Third-party water: Tap water		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Third-party water: industrial water		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Produced water		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Breakdown of water withdrawal in water stressed regions		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Freshwater		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Other		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Total water discharge	1000m ³	645	650	651	755	789	743	581	745	692	303-4
		Surface water		595	597	599	704	735	695	521	687	642	
		Groundwater		0	0	0	0	0	0	0	0	0	
		Seawater		0	0	0	0	0	0	0	0	0	
		Third-party water: Sewage systems		51	53	52	51	54	48	61	57	50	
		Breakdown of water discharge		645	650	651	755	789	743	581	745	692	
		Freshwater		0	0	0	0	0	0	0	0	0	
		Other		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Water discharge in water stressed regions and its breakdown		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Freshwater		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Other		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Violation of laws/regulations regarding water discharge	Cases	0	0	0	0	0	0	0	0	0	303-5
		Total water consumption	1000m ³	245	283	296	119	88	70	113	0	0	
		Water stressed regions		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Non water stressed regions		245	283	296	119	88	70	113	0	0	
		Total water withdrawal		1,252	1,295	1,264	1,161	1,221	1,177	995	1,047	945	
Group	Group	Surface water	1000m ³	0	0	0	0	0	0	0	0	0	303-3
		Groundwater		669	703	750	699	692	665	520	597	566	
		Seawater		0	0	0	0	0	0	0	0	0	
		Third-party water: Tap water		157	149	117	102	116	108	104	79	65	
		Third-party water: industrial water		426	442	397	360	413	405	371	371	315	
		Produced water		0	0	0	0	0	0	0	0	0	—
		Quarry		0	0	0	0	0	0	0	0	0	
		External drainage		0	0	0	0	0	0	0	0	0	
		Rainwater		0	0	0	0	0	0	0	0	0	
		Breakdown of water withdrawal		1,252	1,295	1,264	1,161	1,221	1,177	995	1,047	945	
		Other		0	0	0	0	0	0	0	0	0	303-3
		Water withdrawal in water stressed regions	1000m ³	104	94	61	56	62	66	86	110	92	
		Surface water		0	0	0	0	0	0	0	0	0	
		Groundwater		0	0	0	0	0	0	0	0	0	
		Seawater		0	0	0	0	0	0	0	0	0	
		Third-party water: Tap water		72	64	36	26	30	34	29	21	18	
		Third-party water: industrial water		32	30	25	30	32	32	57	89	74	
		Produced water		0	0	0	0	0	0	0	0	0	
		Breakdown of water withdrawal in water stressed regions		104	94	61	56	62	66	86	110	92	
		Other		0	0	0	0	0	0	0	0	0	
		Total water discharge	1000m ³	1,008	1,012	968	1,042	1,133	1,107	843	1,025	923	303-4
		Surface water		732	730	732	815	863	828	592	772	730	
		Groundwater		0	0	0	0	0	0	29	64	57	
		Seawater		0	0	0	0	0	0	0	0	0	
		Third-party water: Sewage systems		276	282	236	227	270	279	222	189	136	
		Breakdown of water discharge		1,008	1,012	968	1,042	1,133	1,107	843	1,025	923	
		Freshwater		0	0	0	0	0	0	0	0	0	
		Other		104	94	61	56	62	66	86	110	92	
		Water discharge in water stressed regions and its breakdown		0	0	0	0	0	0	0	0	0	
		Freshwater		0	0	0	0	0	0	0	0	0	
		Other		0	0	0	0	0	0	0	0	0	303-5
		Violation of laws/regulations regarding water discharge	Cases	0	0	0	0	0	0	0	0	0	
		Total water consumption	1000m ³	244	283	296	119	87	70	152	23	22	
		Water stressed regions		0	0	0	0	0	0	0	0	0	
		Non water stressed regions		244	283	296	119	87	70	152	23	22	

Item	Scope	Description	Unit	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Corresponding GRI content index
Waste	Group	Total waste volume	ton	5,958	6,252	6,117	5,797	7,209	7,384	7,094	7,302	8,156	306-3
		Total weight of waste diverted from disposal		972	1,080	1,083	1,030	1,392	1,989	2,401	2,955	3,343	
		Total weight of hazardous waste		0	0	0	0	0	0	0	0	0	
		preparation for reuse		0	0	0	0	0	0	0	0	0	306-4
		recycling		0	0	0	0	0	0	0	0	0	
		Other recovery operations		0	0	0	0	0	0	0	0	0	
		Breakdown of recovery Onsite		0	0	0	0	0	0	0	0	0	
		Offsite	ton	0	0	0	0	0	0	0	0	0	
		Total weight of non-hazardous waste		972	1,080	1,083	1,030	1,392	1,989	2,401	2,955	3,343	
		preparation for reuse		0	0	0	0	0	0	0	0	0	
		recycling		972	1,080	1,083	1,030	1,392	1,989	2,401	2,955	3,343	
		Other recovery operations		0	0	0	0	0	0	0	0	0	
		Breakdown of recovery Onsite		0	0	0	7	29	29	39	368	575	
		Offsite		972	1,080	1,083	1,023	1,364	1,959	2,362	2,588	2,768	
		Total weight of waste directed to disposal		4,986	5,172	5,034	4,768	5,817	5,395	4,693	4,347	4,813	
		Total weight of hazardous waste		122	131	113	109	139	147	143	128	116	
		Incineration		0	0	0	0	0	0	0	0	0	306-5
		Landfilling		0	0	0	0	0	0	0	0	0	
		Other disposal operations		122	131	113	109	139	147	143	128	116	
		Breakdown of disposal Onsite		0	0	0	0	0	0	0	0	0	
		Offsite	ton	122	131	113	109	139	147	143	128	116	
		Total weight of non-hazardous waste		4,864	5,041	4,921	4,659	5,678	5,249	4,550	4,219	4,697	
		Incineration		3,201	3,415	3,276	3,408	4,091	4,140	3,737	3,668	4,062	
		Landfilling		1,663	1,626	1,645	1,251	1,586	1,108	813	552	636	
		Other disposal operations		0	0	0	0	0	0	0	0	0	
		Breakdown of disposal Onsite		0	0	0	0	0	0	0	0	0	
		Offsite		4,864	5,041	4,921	4,659	5,678	5,249	4,550	4,219	4,697	
Environmental management system	Group	Number of sites maintaining ISO 14001 certification	Sites	12	12	12	12	12	12	11	11	10	—
		Coverage rate*12	%	80%	80%	80%	80%	80%	80%	73%	79%	71%	
		Violation of environmental laws	Cases	0	0	0	0	0	0	0	0	0	
		Number of violations		0	0	0	0	0	0	0	0	0	
		Costs	Yen	0	0	0	0	0	0	0	0	0	

*1 Kobe Head Office / Kobe Plant R&D Center, Tokyo Head Office, Shikoku Plant, Nagoya Plant, Ayabe Production System DevelopmentCe nter, Seishin Office, Shiga Plant, Mitsuboshi Cord Co., Ltd. Shin Asahi Head Office Plant

*2 Electricity consumption has not been converted into primary energy equivalents. Fuel calorific values were based on the “List of Calculation Methods and Emission Factors” published by the Ministry of the Environment of Japan.

*3 Energy intensity = Total energy consumption / Raw material consumption

*4 Reduction of energy consumption = ((previous year’s results –current year’s results) / previous year’s results) x 100

*5 Total CO2 emissions = (Scope 1 emissions) + (Scope 2 market-based emissions)

*6 CO2 emissions intensity = CO2 emissions / Raw material consumption

*7 Reduction of GHG emissions = ((FY2013 results – current year’s results) / FY2013 results) x 100

*8 MBL (USA) CORPORATION, PT. SEIWA INDONESIA, PT. MITSUBOSHI BELTING INDONESIA, STARS TECHNOLOGIES INDUSTRIAL LIMITED, SUZHOU MITSUBOSHI BELTING CO., LTD., MITSUBOSHI BELTING-INDIA PRIVATE LIMITED, MITSUBOSHI POLAND Sp.z o.o.

*9 For FY2022 and FY2023, the calculation boundary for Categories 1, 3, 5, and 7 was limited to the non-consolidated basis (parent company only).

*10 Production sites where emissions are monitored

*11 Regions with a baseline water stress level that is classified as “extremely high” in the World Resources Institute’ s Water Stress/Water Risk Atlas are defined as water-stressed regions.

*12 Coverage rate = (Number of sites maintaining ISO 14001 certification / Number of production sites) x 100

*13 Kobe Plant R&D Center, Shikoku Plant, Nagoya Plant, Ayabe Production System Development Center, Shiga Plant

*14 The FY2025 figure is an estimate based on fuel consumption data.

Social Data

Item	Scope	Description	Unit	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Corresponding GRI content index
Total Number of Employees	Non-consolidated	Total number of employees	Persons	711	713	727	729	730	740	748	758	780	401-1
		Number of full-time employees		604	598	609	608	613	620	618	627	629	
		Male		63	68	74	74	75	74	79	81	95	
		Female		36	38	36	39	36	40	42	41	47	
		Number of appointed or special contracted employees		2	3	3	3	1	1	1	1	1	
		Male		5	5	5	5	5	5	6	6	7	
		Female		1	1	0	0	0	0	2	2	1	
		Temporary or part-time employees numbers		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	3,857	
		Male		n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	n. d.	711	
		Female											
New employee hires and employee turnover	Non-consolidated	Number of new employee hires	Persons	25	37	36	24	22	30	41	38	38	401-1
		Male		5	7	10	5	6	4	10	10	19	
		Female		4.2	6.2	6.3	4.0	3.8	4.6	6.8	6.3	7.3	
		Rate of new employee hires	%	27	21	22	18	27	34	34	25	46	
		Number of employee departures	Persons	9	2	4	5	4	7	4	6	6	
		Male		5.1	3.2	3.6	3.2	4.2	5.5	5.1	4.1	6.7	
Parental leave	Non-consolidated	Employee turnover rate	%										401-3
		Total number of employees that were entitled to parental leave	Persons	27	36	30	20	30	34	27	18	28	
		Male		3	3	7	3	3	7	1	3	6	
		Female		1	0	0	1	3	9	16	9	22	
		Total number of employees that took parental leave		3	3	7	3	3	7	1	3	6	
		Male		3	3	7	3	3	7	1	3	6	
		Female		1	N/A	N/A	1	2	7	14	17	21	
		Total number of employees that returned to work after parental leave ended	%	3	0	4	5	6	0	8	1	1	
		Male		100	N/A	N/A	100	100	100	100	89	82	
		Female		100	100	100	100	100	100	100	100	100	
Diversity	Non-consolidated	Percentage of female directors	%	0	0	0	0	11.1	12.5	12.5	12.5	12.5	405-1
		Section Chief		1.3	0.9	0.9	1.6	1.6	2.4	3.1	3.4	4.5	
	Non-consolidated	All managers		0.8	0.7	0.6	1.2	1.1	1.7	2.2	2.5	2.5	405-2
		All workers		n. d.	n. d.	n. d.	n. d.	n. d.	72.1	76.1	77.0	74.6	
		Permanent employees		n. d.	n. d.	n. d.	n. d.	n. d.	70.9	76.5	77.4	74.8	
		Part-time/Fixed-term employees		n. d.	n. d.	n. d.	n. d.	n. d.	37.0	24.9	30.1	26.7	
Paid leave	Non-consolidated	Paid leave acquisition rate*16	%	49.0	49.1	59.1	51.4	48.6	53.1	68.3	67.1	67.0	—
Employment of people with disabilities	Non-consolidated	Employment rate of persons with disabilities*17	%	1.7	1.7	1.7	1.5	2.4	2.2	1.9	2.0	2.2	—
Health Promotion	Non-consolidated	Statutory health checkup participation rate*18	%	100	100	100	100	100	100	100	100	100	—
		Health checkup service utilization rate*19		100	100	100	100	100	100	100	100	100	
		Stress check response rate*20		100	100	100	100	100	100	100	100	100	
Occupational Injuries	Non-consolidated	Number of employees with lost-time injuries	Persons	0	0	1	6	2	1	0	0	4	403-9
		Lost-time injury frequency rate*21	—	0	0	0.73	4.50	1.44	0.70	0	0	2.66	
		Number of fatalities	Persons	0	0	0	0	0	0	0	0	0	
		Fatal injury frequency rate*21	—	0	0	0	0	0	0	0	0	0	
Work-Related Ill Health	Non-consolidated	Number of employees with occupational diseases	Persons	0	0	0	0	0	0	0	0	0	403-10
		Number of fatalities due to occupational diseases		0	0	0	0	0	0	0	0	0	
Training	Trainings by the Human Resources Development Department	Level-Based Training	Persons										404-1
		Number of participants in senior management training		n. d.	n. d.	n. d.	n. d.	1	9	11	10	10	
		Male	Hours/person	n. d.	n. d.	n. d.	n. d.	0	0	0	0	0	
		Female		n. d.	n. d.	n. d.	n. d.	36	36	36	36	36	
		Senior management training hours*22	Persons	n. d.	n. d.	n. d.	n. d.	N/A	N/A	N/A	N/A	N/A	
		Male		n. d.	n. d.	n. d.	n. d.	37	36	78	121	134	
		Female	Hours/person	n. d.	n. d.	n. d.	n. d.	2	0	3	8	0	
		Number of participants in middle management training		n. d.	n. d.	n. d.	n. d.	39	43	107	100.5	107.5	
		Male	Persons	n. d.	n. d.	n. d.	n. d.	39	N/A	61	57.5	N/A	
		Female		n. d.	n. d.	n. d.	n. d.	170	149	159	184	250	
		Number of participants in general staff training	Hours/person	n. d.	n. d.	n. d.	n. d.	30	24	57	60	59	
		Male		n. d.	n. d.	n. d.	n. d.	235.5	266.5	245.5	442.5	398.5	
Human rights	Group	General staff training hours*22		n. d.	n. d.	n. d.	n. d.	235.5	266.5	245.5	358.75	288.25	— 407-1 408-1 409-1 411-1 — 406-1 —
		Female		n. d.	n. d.	n. d.	n. d.	235.5	266.5	245.5	358.75	288.25	
		Number of identified discrimination risks	Cases	n. d.	n. d.	n. d.	n. d.	n. d.	0	0	0	0	
		Number of identified collective bargaining rights violation risks		n. d.	n. d.	n. d.	n. d.	n. d.	0	0	0	0	
		Number of identified child labor risks		n. d.	n. d.	n. d.	n. d.	n. d.	1	1	1	1	
		Number of identified forced or compulsory labor risks		n. d.	n. d.	n. d.	n. d.	n. d.	1	1	1	1	
		Number of identified indigenous peoples' rights violation risks		n. d.	n. d.	n. d.	n. d.	n. d.	0	0	0	0	
		Number of issues identified through human rights due diligence		n. d.	n. d.	n. d.	n. d.	n. d.	0	0	0	0	
		Number of discrimination incidents		n. d.	n. d.	n. d.	n. d.	n. d.	2	2	2	2	
		Number of collective bargaining rights violations		0	0	0	0	0	0	0	0	0	
		Number of child labor incidents		0	0	0	0	0	0	0	0	0	
		Number of forced or compulsory labor incidents		0	0	0	0	0	0	0	0	0	
		Number of indigenous peoples' rights violations		0	0	0	0	0	0	0	0	0	
				0	0	0	0	0	0	0	0	0	

Item	Scope	Description		Unit	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Corresponding GRI content index
Supplier engagement	Business partners of the Purchasing Department	Supplier EMS audits	Number of supplier EMS audits conducted	Cases	12	16	18	17	21	18	19	22	22	308-2
			Number of nonconformities		0	0	0	0	0	0	0	0	0	
			Number of improvements*23		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Supplier QMS audits	Number of supplier QMS audits conducted		12	16	18	17	21	18	20	26	26	414-2
			Number of nonconformities		0	0	0	0	0	0	0	0	0	
			Number of improvements*23		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Supplier BCP Surveys	Number of BCP surveys conducted		n. d.	n. d.	n. d.	n. d.	54	75	79	79	79	—
			Number of BCP surveys not conducted		n. d.	n. d.	n. d.	n. d.	18	14	7	0	0	

*15 Rate of employees remaining 12 months after returning to work from parental leave
*16 Paid leave acquisition rate = annual paid leave taken ÷ stipulated annual paid leave x 100
*17 Employment Rate of Persons with Disabilities = number of employees with disabilities / number of regular full-time employees
*18 Statutory health checkup participation rate = number examined / number eligible x 100
*19 Health checkup service utilization rate = number examined / number requested x 100
*20 Stress check response rate = number of respondents / number of response requests x 100
*21 Number of employees with lost-time injuries or fatalities per one million cumulative actual working hours
*22 Training hours per trainee
*23 Number of cases in which a compliance approval was given after appropriate corrective actions were taken for nonconformities id entified during business partner audits

Governance Data

Item	Scope	Description	Unit	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Corresponding GRI content index
Risk Management	Group	Number of material risks identified	Cases	12	7	6	5	6	6	5	2	2	—
Compliance		Number of material compliance risks identified	Cases	3	2	2	1	0	0	1	0	0	205-1
		Number of confirmed incidents of corruption		0	0	0	0	0	0	0	0	0	205-3
		Number of anti-competitive behavior incidents		0	0	0	0	0	0	0	0	0	206-1
		Number of labor standards violations		0	0	0	0	0	0	0	0	0	—