



Sustainability Data Book

2024

- I. Natural Capital
- II. Human Capital
- III. Social Capital
- IV. Financial Capital
- V. Intellectual Capital
- VI. Production Capital

I. Natural Capital

1. Raw materials

1.1 Raw materials used (Tokai Rika)

Unit: t

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Renewable raw materials	Resin materials	12,234	9,978	9,767	9,090	9,145
	Zinc	1,729	1,407	1,445	1,334	1,554
	Aluminum	1,486	1,623	1,109	963	1,050
	Magnesium	1,913	1,712	1,586	1,273	1,022
	Iron	7,873	6,942	7,365	6,881	7,807
	Copper	2,704	2,281	2,385	2,144	2,303
	Nickel	31	20	20	15	17
	Solder materials	10	10	13	7	12
	Silver	0.5	0.5	0.4	0.2	0.4
	Glass	0	0	0	0	0
	Total	27,981	23,974	23,690	21,707	22,910
Non-renewable raw materials	Resin materials	207	239	291	265	248
	Urethane	290	220	186	153	124
	Total	497	459	477	418	372
	Total	28,478	24,433	24,167	22,125	23,282

1.2 Amount of packaging materials used in logistics (Tokai Rika)

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Usage amount (t)	1,383	1,314	1,389	1,114	1,178
Base unit: per sales (t/100 million yen)	0.54	0.57	0.65	0.53	0.48

1.3 Amount of recycled materials used (Tokai Rika)

Unit: t

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Amount of recycled materials used	1,056	858	777	648	2,031
Percentage of recycled materials used in raw materials	4.2%	3.90%	3.5%	3.2%	10.2%

2. Energy

2.1 Energy consumption by region

Unit: GJ

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tokai Rika	536,312	489,474	486,988	458,733	472,322
Domestic subsidiaries	103,241	86,013	84,968	84,323	87,232
Overseas bases	689,971	646,895	687,890	654,591	578,303
Total (Tokai Rika Group)	1,329,525	1,222,382	1,259,846	1,197,646	1,137,856

2.2 Energy consumption by type (Tokai Rika Group)

Unit: GJ

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Electricity	860,898	792,348	814,192	760,724	671,203
Fuel	City gas	232,540	201,770	199,800	179,800
	Natural gas	123,940	116,459	124,012	117,281
	LPG	58,772	42,647	41,251	39,313
	Butane gas	6,553	7,115	7,555	9,432
	Heavy oil	0	0	0	0
	Kerosene	0	0	0	0
	Gasoline	837	717	841	346
	Light oil	1,889	1,878	2,515	3,146
Steam	16,407	21,124	16,680	19,188	12,537
Renewable energy	27,689	42,932	53,000	70,752	106,803
Total	1,329,525	1,226,990	1,259,846	1,197,646	1,137,856

2.3 Energy base unit (per in-house processing margin)

Unit: GJ/100 million yen

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tokai Rika	521	503	482	443	428
Tokai Rika Group	775	751	728	670	600

2.4 Effect of reducing energy consumption through energy-saving activities

Unit: GJ

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tokai Rika	16,124	17,187	22,083	39,582	16,460
Tokai Rika Group	37,152	49,082	61,941	85,959	96,908

3. Water

3.1 Water withdrawal

Unit: thousand m³

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tokai Rika	Tap water	237	224	227	198
	Industrial water	114	102	97	84
	Groundwater	201	192	188	167
	Total	551	518	513	450
Tokai Rika Group	1,007	915	960	895	909

3.2 Water consumption

Unit: thousand m³

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tokai Rika	88	76	75	54	37
Tokai Rika Group	173	170	173	157	138

3.3 Water reuse (Tokai Rika)

Unit: thousand m³

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Reuse amount	23	21	23	20	19
Ratio of reused water to total water withdrawal	4.2%	4.0%	4.4%	4.5%	3.9%

4. Chemical substances

4.1 VOC emissions (Tokai Rika)

Unit: t

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Isopropyl alcohol	8.9	9.1	7.1	7	5.2
Ethyl acetate	10.8	8	7.7	11.1	17.3
Butyl acetate	5.4	4.2	3.9	4.7	7.5
Methylcyclohexane	11.2	9.3	8.3	11.5	11.9
Isobutyl acetate	10.1	7.5	7.4	9.3	14.4
Propylene glycol monomethyl ether	5.8	5.1	3.6	3.1	2.8
Propylene glycol monomethyl ether acetate	5.1	4.2	3.7	3.3	2.8
Kerosene	5.6	4.6	4.5	3.5	4.3
Ethylbenzene	0.1	0.1	0.1	0	0.0
Xylene	0.2	0.3	0.2	0.2	0.1
Toluene	1.9	0.9	0.5	0.4	0.4
Others (including non-PRTR substances)	24.7	17.5	14.4	16.9	25.2
Total	89.8	70.8	61.4	71.0	91.9

4.2 PRTR emissions (Tokai Rika)

Unit: kg

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Head Plant					
Methyl isobutyl ketone	Not subject to the law	Not subject to the law	Not subject to the law	Not subject to the law	1,175
Water-soluble zinc compounds	8	8	13	6	11
Chromium and trivalent chromium compounds	7	6	9	3	3
Toyota Plant					
Water-soluble copper salt	2	2	2	1	1
Nickel compounds	8	7	7	4	4
Ferric chloride	37	32	28	21	Not subject to the law
Otowa Plant					
Toluene	1,357	Below the legal threshold	Below the legal threshold	Below the legal threshold	Below the legal threshold
Ethylene glycol monobutyl ether	Not subject to the law	Not subject to the law	Not subject to the law	Not subject to the law	542
Methyl isobutyl ketone	Not subject to the law	Not subject to the law	Not subject to the law	Not subject to the law	1,828
Total	1,419	55	59	35	3,564

5. Emissions to the atmosphere

5.1 CO₂ emissions in our supply chain (Tokai Rika Group)

Unit: t-CO₂

	FY 2019 (base year)	FY 2020	FY 2021	FY 2022	FY 2023
SCOPE 1					
Direct greenhouse gas emissions by Tokai Rika itself	127,945	99,561	138,334	124,897	102,914
Increase/decrease compared to base year	—	-22%	8%	-2%	-20%
SCOPE 2					
Indirect emissions from the use of electricity, etc. supplied by others	106,671	93,515	98,072	91,747	93,924
Increase/decrease compared to base year	—	-12%	-8%	-14%	-12%
SCOPE 3					
Emissions by others related to Tokai Rika's activities	603,179	516,271	534,412	560,285	546,213
Increase/decrease compared to base year	—	-14%	-11%	-7%	-9%
CATEGORY 1					
Purchased goods and services	442,120	401,596	410,344	404,609	375,740
CATEGORY 2					
Capital goods	79,344	42,002	49,546	66,017	80,847
CATEGORY 3					
Fuel- and energy-related activities not included in Scope 1 or Scope 2	16,313	15,027	15,462	14,373	12,703
CATEGORY 4					
Upstream transportation and delivery	47,497	43,617	45,060	42,793	50,786
CATEGORY 5					
Waste generated in operations	455	419	399	582	497
CATEGORY 6					
Business travel	4,146	1,294	1,417	2,500	2,743
CATEGORY 7					
Employee commuting	13,304	12,317	12,183	29,412	22,897
CATEGORY 8					
Upstream lease assets	Included in Scope 1 or Scope 2 and Category 1				
CATEGORY 9					
Downstream transportation and delivery	Not applicable				
CATEGORY 10					
Processing of sold products	Determined as not applicable since the amount of emissions associated with processing at the customer is extremely small				
CATEGORY 11					
Use of sold products	Determined as not applicable since the amount of emissions associated with the use of our products is extremely small				
CATEGORY 12					
End-of-life treatment of sold products	Determined as not applicable since the amount of emissions associated with the disposal of our products is extremely small				
CATEGORY 13					
Downstream lease assets	Included in Scope 1 or Scope 2 and Category 1				
CATEGORY 14					
Franchises	Not applicable				
CATEGORY 15					
Investments	Included in Scope 1 or Scope 2 and Category 1 or Category 2				
Total	837,795	709,347	770,818	776,929	743,051

5.2 Energy CO₂ emissions

Unit: t-CO₂

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tokai Rika					
Head Office	6,590	5,172	5,235	5,118	2,647
Head Plant	12,123	10,524	10,474	11,598	11,118
Toyota Plant	7,725	6,517	6,335	6,776	6,835
Otowa/Hagi Plant	22,508	19,104	19,650	20,401	19,788
Total	48,947	41,316	41,694	43,894	40,388
Tokai Rika Group	127,660	111,706	116,476	113,231	105,379

5.3 Energy CO₂ emissions base unit (per in-house processing margin)

Unit: t-CO₂/100 million yen

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tokai Rika	47.6	43.4	41.2	42.4	36.6
Tokai Rika Group	75.0	74.1	70.6	63.4	57.4

5.4 Transport CO₂ emissions (Tokai Rika)

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Emissions (t-CO ₂)	3,045	2,767	2,797	2,835	2,897

5.5 Greenhouse gas (5 gases) emissions

Unit: t-CO₂

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tokai Rika	HFCs	82	82	81	54	107
	SF ₆	822	738	813	736	555
	PFCs	2,059	1,649	2,222	2,199	2,334
	N ₂ O	2	2	3	2	4
	Total	3,184	2,649	3,358	3,221	3,000
Overseas bases	SF ₆	102,392	77,219	115,635	103,526	81,123

5.6 Atmospheric emissions measurement data

Soot and dust (unit: g/Nm³), NO_x (unit: ppm), SO_x (unit: Nm³/h)

			Regulation value	Voluntary criterion value	Maximum value	
					FY 2021	FY 2023
Head Plant	Soot and dust	Boiler	0.1	0.08	0.002	0.006
		Cogeneration	0.05	0.04	0.003	0.003
	NO _x	Boiler	150	120	58	51
		Cogeneration	600	480	95	77
	SO _x	Boiler	0.24	0.19	0.005	0.003
		Cogeneration	5.45	4.36	0.001	0.001
Toyota Plant	Soot and dust	Boiler	0.1	0.08	0.003	0.003
	NO _x	Boiler	150	120	28	28
	SO _x	Boiler	4.239	3.4	0	0
Otowa Plant	Soot and dust	Boiler	0.1	0.08	0.005	0.004
	NO _x	Boiler	150	120	49	58
	SO _x	Boiler	0.17	1.36	0.003	0.003

6. Drainage water and waste materials

6.1 Drainage water quantity

Unit: thousand m³

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tokai Rika	Rivers	341	326	302	294	323
	Sewers	122	116	136	102	122
	Total	463	442	438	395	445
Tokai Rika Group		834	745	781	733	765

6.2 Water quality (Tokai Rika)

Unit: mg/L (CFU/cc for coliform bacteria)

		Regulation value Figures in () indicate daily averages.	Voluntary criterion value	Maximum value		
				FY 2021	FY 2022	FY 2023
Head Plant	pH	5.8 to 8.6	6.0 to 8.3	8.1	7.3	7.3
	BOD	25 (20)	20 (16)	14	15	18
	COD	—	—	3.9	15	7.7
	SS	30 (20)	20 (16)	11	3	2
	n-Hex	2	1.6	0.7	<0.5	<0.5
	Copper	1	0.8	0.02	0.01	0.02
	Zinc	2	1.6	0.05	0.14	0.27
	Soluble iron	10	8	N.D.	N.D.	N.D.
	Total chromium	2	1.6	N.D.	N.D.	N.D.
	Coliform bacteria count	(3,000)	(2,400)	N.D.	N.D.	N.D.
	Total nitrogen	120 (60)	60 (48)	12	9.9	7
	Total phosphorus	16 (8)	8 (6.4)	0.73	0.83	0.26
	Lead	0.1	0.08	N.D.	N.D.	N.D.
	Hexavalent chromium	0.5	0.4	N.D.	N.D.	N.D.
	Arsenic	0.1	0.08	N.D.	N.D.	N.D.
	Fluorine	8	6.4	2.2	1.5	1.8
	1,4-dioxane	0.5	0.4	N.D.	N.D.	N.D.
Toyota Plant	pH	5.8 to 8.6	6.0 to 8.3	8	7.4	7.5
	BOD	15	12	11	2.4	3.9
	COD	—	—	12	4.4	4.8
	SS	15	12	9	8	9
	n-Hex	4	3.2	<0.5	<0.5	<0.5
	Phenols	2.5	2	<0.025	<0.025	<0.025
	Copper	0.6	0.48	0.03	0.01	0.03
	Zinc	2	1.6	0.24	0.14	0.37
	Soluble iron	2.5	2	<0.1	0.1	0.1
	Soluble manganese	2.5	2	<0.1	<0.1	<0.1
	Total chromium	1	0.8	<0.04	<0.04	0.05
	Coliform bacteria count	(3,000)	2,400	1	100	89
	Total nitrogen	60	48	20	14	19
	Total phosphorus	8	6.4	1	0.72	1.3
	Lead	0.05	0.04	<0.005	<0.005	<0.005
	Hexavalent chromium	0.3	0.24	<0.04	<0.04	0.04
	Boron	10	8	2.4	1.4	2.7
	Fluorine	8	6.4	0.4	0.2	0.6
	Ammonia, ammonium compounds, nitrous acid compounds, nitric acid compounds	60	48	13	13	12
Otowa Plant	pH	5.8 to 8.6	6.0 to 8.3	7.7	7.4	7.8
	BOD	25 (20)	20	8.2	3	2.9
	COD	—	—	10	3.9	3.3
	SS	70 (50)	56	5	7	34
	n-Hex	5	4	<1	<1	<1
	Copper	1	0.8	0.02	<0.01	0.03
	Zinc	2	1.6	0.14	0.16	0.25
	Soluble iron	10	8	<0.1	0.1	0.2
	Soluble manganese	10	8	0.2	0.3	0.3
	Total chromium	2	1.6	<0.04	<0.04	<0.04
	Coliform bacteria count	(3,000)	2,400	<30	<30	<30
	Total nitrogen	120 (60)	96	2.2	2.8	2.5
	Total phosphorus	16 (8)	12.8	0.02	0.03	0.07
	Lead	0.1	0.08	<0.01	<0.01	<0.01
	Hexavalent chromium	0.5	0.4	0.04	<0.04	<0.04
	Total mercury	0.005	0.004	<0.0005	<0.0005	<0.0005
	Boron	10	8	<0.1	<0.1	<0.1
	Fluorine	8	6.4	<0.1	<0.1	<0.1
	Ammonia, ammonium compounds, nitrous acid compounds, nitric acid compounds	100	80	1.7	1.7	1.2
Hagi Plant	pH	5.8 to 8.6	6.0 to 8.3	7.9	7.4	7.3
	BOD	25 (20)	20	1.1	3	2
	COD	—	—	4.9	6.2	5.1
	SS	30 (20)	24	4	2	5
	n-Hex	2	1.6	<0.5	<0.5	0.5
	Copper	1	0.8	0.02	0.03	0.03
	Zinc	2	1.6	0.06	1	0.14
	Soluble iron	10	8	<0.1	<0.1	<0.1
	Soluble manganese	10	8	<0.1	<0.1	<0.1
	Total chromium	2	1.6	<0.04	<0.04	<0.04
	Coliform bacteria count	(3,000)	2,400	<30	<30	<30
	Total nitrogen	120 (60)	96	11	8.1	6.4
	Total phosphorus	16 (8)	12.8	0.03	0.04	0.23
	Lead	0.1	0.08	<0.01	<0.01	<0.01
	Hexavalent chromium	0.5	0.4	<0.04	<0.04	<0.04
	Total mercury	0.005	0.004	<0.0005	<0.0005	<0.0005
	Boron	10	8	<0.1	<0.1	<0.1
	Fluorine	8	6.4	<0.1	<0.1	<0.1
	Ammonia, ammonium compounds, nitrous acid compounds, nitric acid compounds	100	80	1.9	3.7	5.8

6.3 Waste materials (Tokai Rika)

Unit: t

		FY 2018 (base year)	FY 2020	FY 2021	FY 2022	FY 2023
Hazardous	Emissions	Recycling	25	24	15	11
		Incineration	13	32	21	19
		PCB	2	0	0	0
	Storage amount	PCB	0.3	0.1	0.1	0.0
		Total	40	56	36	30
Non-hazardous	Emissions	Recycling	10,280	9,980	9,425	8,405
		Incineration	710	724	627	557
		Landfill	0.5	0.4	1.5	0.6
	Total		10,991	10,705	10,053	8,963
		Recycling rate (%)	93	93	94	94
	Total		11,031	10,761	10,090	8,993

6.4 Industrial waste from products using plastics, etc. (Tokai Rika)

Unit: t

	FY 2018 (base year)	FY 2020	FY 2021	FY 2022	FY 2023
Emissions (target: below FY 2018 results)	610	560	545	486	450

7. Environmental management

7.1 Violation of environmental laws and regulations (Tokai Rika)

Unit: case

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Number of violations (including exceeding legal standards and agreed values)	0	0	0	0	0
Number of complaints	0	0	0	0	0

7.2 Noise/vibration measurement data (Tokai Rika)

Unit: dB

		Regulation value	Maximum value			
			FY 2020	FY 2021	FY 2022	FY 2023
Head Plant	Noise (daytime)	70	60	61	63	63
	Vibration (daytime)	70	28	30	39	24
Toyota Plant	Noise (daytime)	75	70	66	65	64
	Vibration (daytime)	75	53	53	46	61
Otowa Plant	Noise (daytime)	70	66	61	65	65
	Vibration (daytime)	70	50	41	51	48
Hagi Plant	Noise (daytime)	75	55	58	64	60
	Vibration (daytime)	75	46	44	60	57

7.3 Groundwater measurement data (Tokai Rika)

Unit: mg/L

		Regulation value	Maximum value			
			FY 2020	FY 2021	FY 2022	FY 2023
Head Plant	Trichlorethylene	0.01	0.002	0.002	0.002	0.002
	1,1-Dichloroethene	0.1	0.002	0.002	0.002	0.002
	cis-1,2-Dichloroethylene	0.04	0.004	0.004	0.004	0.004
Toyota Plant	Trichlorethylene	0.01	23.8	8.98	9.45	10.5
	1,1-Dichloroethene	0.1	0.097	0.079	0.117	0.071
	cis-1,2-Dichloroethylene	0.04	14.6	13.9	7.71	6.49
Otowa Plant	Trichlorethylene	0.01	0.014	0.011	0.011	0.01
	1,1-Dichloroethene	0.1	0.005	0.006	0.006	0.006
	cis-1,2-Dichloroethylene	0.04	0.039	0.031	0.032	0.026

Note: Contamination from trichlorethylene and decomposition products was found at the Toyota and Otowa Plants, and water is being pumped and purified.

8. Environmental accounting

8.1 Environmental preservation costs (Tokai Rika)

Unit: million yen

	Main initiatives	FY 2021	FY 2022	FY 2023
Business area costs	Pollution prevention: costs of preventing pollution (air, water quality, noise, etc.)	307	261	259
	Global environmental conservation: costs required to prevent global warming	1,171	1,173	1,434
	Resource circulation: costs for waste treatment, waste reduction, and recycling	210	197	195
Upstream/downstream costs	Differences arising from the purchase of products, fuel, raw materials, etc. with low environmental impact	21	22	24
Management activity costs	Costs for establishment and implementation of an environmental management system, monitoring environmental impact, and protecting and greening nature associated with our business activities	507	506	535
R&D expenses	Costs required for research and development of products that contribute to environmental preservation	386	452	377
Social activity costs	Costs for environmental improvement measures such as nature protection, greening, beautification, etc. excluding our business premises	108	133	124
Environmental damage costs	Environmental pollution remediation costs, environmental damage insurance premiums, etc.	16	17	18
Total		2,726	2,762	2,967

8.2 Economic effects (Tokai Rika)

Unit: million yen

	FY 2021	FY 2022	FY 2023
Cost reduction through energy saving	45	146	55
Sales amount of recyclable materials	1,534	1,524	1,657
Reduction of waste disposal costs	3	9	13
Total	1,582	1,678	1,725

8.3 Quantitative effects (Tokai Rika)

	FY 2021	FY 2022	FY 2023
Reduction of greenhouse gas emissions through energy saving (t-CO ₂)	1,454	3,002	1,123
Amount of recyclable materials sold (t)	8,385	7,455	8,710
Amount of waste materials processed (t)	58	181	247

● **Environmental accounting concept**
Environmental costs are calculated and aggregated on a payment basis when incurred. Therefore, capital expenditures are recorded as investments, and depreciation is not recorded. Items that are implemented in conjunction with purposes other than environmental preservation are accounted proportionately. The economic effects associated with environmental preservation activities are calculated using three categories that allow us to accurately record the amount of costs for each fiscal year.

9. Environmental data calculation method

9.1 Scope of environmental data collection

		Region	Company Name
Tokai Rika Group: 29 companies	Tokai Rika: 1 company	Japan	Tokai Rika
	Domestic subsidiaries: 7 companies	Japan	TOKAI RIKA ELETEC, TOKAI RIKA NEXT, TOKAI RIKA Smart Craft, TOKAI RIKA SERVICE, SANDENZAISHA, Tokai Rika Create, TOKAI RIKA ADVANCED
	Overseas bases: 19 companies	North America	TRAM (USA), TRMI (USA), TAC (USA), TRIN (USA), TRQSS (Canada), TRMX (Mexico)
		South America	TRBR (Brazil)
		East Asia	TRCT (China), TRCW (China), TRCF (China), RICA (Taiwan)
		South Asia	TRMN (India)
		Southeast Asia	TRT (Thailand), TSB (Thailand), TRP (Philippines), TRI (Indonesia), TRSI (Indonesia)
		Europe	TRB (UK), TRCZ (Czech Republic)

9.2 Calorific value conversion coefficient for energy consumption

Type	Basis for calculation
Electricity	Uses 3.6 (MJ/kWh)
Fuel	Uses coefficients based on the "Act on the Rational Use of Energy"

9.3 Calculation method of CO₂ supply chain emissions

Type	Basis for calculation
Calculation method	Calculated based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain"

9.4 Calculation method of greenhouse gas emissions

	Type	Basis for calculation
Coefficient	Calculation method	Calculated using GHG Protocol
	Tokai Rika	Uses emission coefficients published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry (emission coefficients by electric utility)
		Uses coefficients from the Act on Promotion of Global Warming Countermeasures
	Tokai Rika Group	Uses coefficients from "IEA CO ₂ Emission factors"
		Uses coefficients based on the "2006 IPCC Guidelines"
	5 gases	Uses coefficients based on "IPCC Fifth Assessment Report"

II. Human Capital

1. Employees

1.1 Number of employees (people, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
19,452	19,888	20,083	20,006	20,247

1.2 Number of employees (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6,259	6,345	6,374	6,178	6,061

1.3 Number of employees in Japan (people, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	7,971	7,899	7,813

1.4 Number of employees in North America (people, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	3,598	3,595	3,898

1.5 Number of employees in Asia (people, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	7,108	7,122	7,159

1.6 Number of employees in other regions (Europe and South America) (people, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	1,406	1,390	1,377

1.7 Overseas subsidiaries employee ratio (% , consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
59.9	60.1	60.3	60.5	61.4

1.8 Number of female employees (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,257	1,263	1,289	1,297	1,291

1.9 Female employee ratio (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
20.1	19.9	20.2	21.0	21.3

1.10 Number of managers (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,021	1,025	1,044	1,033	1,047

1.11 Number of female managers (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
10	11	13	16	20

1.12 Female manager ratio (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1.0	1.1	1.2	1.6	1.9

2. Directors

2.1 Number of directors (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
13	6	6	6	6

2.2 Number of external (independent) directors (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2	2	2	2	3

2.3 Number of female directors (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	0	0	1	1

2.4 Total officers' compensation (million yen, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
442	245	197	169	187

3. Length of service

3.1 Length of service for men (years, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	20.0	19.2	20.8

3.2 Length of service for women (years, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	19.3	18.1	19.4

3.3 Ratio of length of service between men and women (female/male) (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	96.5	94.3	93.3

4. Annual paid holidays/childcare leave

4.1 Number of days taken for annual paid holidays (days, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
17.7	17.0	18.2	18.2	17.8

4.2 Annual paid holiday acquisition rate (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
93.5	87.9	93.6	93.3	90.7

4.3 I am very happy to work for my current company (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	59.8	68.4

4.4 Number of employees who took childcare leave (total, people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
151	171	183	145	160

4.5 Rate of employees who took childcare leave (total, %, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
56.34	69.51	76.57	84.30	82.47

4.6 Number of employees who took childcare leave (female, people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
134	145	138	35	46

4.7 Number of employees who took childcare leave (male, people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
17	26	45	110	114

5. Accidents/absences from work

5.1 Number of accidents without absence from work (cases, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3	6	3	3	8

5.2 Number of accidents with absence from work (cases, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	3	1	2	2

5.3 Rate of absence-causing accidents (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	0.21	0.07	0.13	0.14

5.4 Safety Awareness Dojo trainees (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	639	1,149

5.5 Number of employees on leave (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	246	204

5.6 Among them, those on mental health leave (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	97	117

6. Recruitment/resignation

6.1 Regular recruitment (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	88	80

6.2 Regular recruitment of women (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	34	31

6.3 Mid-career recruitment (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	31	35

6.4 Mid-career recruitment of women (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	11	10

6.5 Retirement (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	263	237

6.6 Voluntary turnover rate (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	46.4	43.5

6.7 Non-regular employment rate (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	7.1	10.7

6.8 Employment rate of people with disabilities (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2.14	2.12	2.20	2.33	2.34

7. Wages

7.1 High school graduate starting wage (yen, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	169,500	176,300

7.2 University graduate starting wage (yen, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	208,000	228,000

7.3 Gender wage gap (% , unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	63.4	65.0

7.4 Gender wage gap (% , domestic consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	60.7	63.1

8. Training

8.1 Training hours per employee (hours, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	1.0	6.0

8.2 Training costs per employee (yen, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	30,000	11,000

8.3 Total employees who participated in compliance education (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	1,567	1,519

8.4 Total employees who attended the exhibition of past quality defects (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	4,871	4,049

9. Working hours

9.1 Total annual working hours per person (hours, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	1,950	1,960	1,984	2,046

III. Social Capital

1. Dialogue with stakeholders

1.1 Dialogue with institutional investors and analysts (number of times, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	59	78	70	75

2. Social contribution expenditures

2.1 Total social contribution expenditures (100 million yen, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0.92	0.51	0.81	0.89	1.39

2.2 Among them, donations (100 million yen, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0.08	0.06	0.19	0.09	0.14

3. Suppliers

3.1 Number of suppliers (companies, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	1,307	1,318	1,325	1,332

4. Political donations/antisocial behavior

4.1 Political donations (yen, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,600,000	0	0	0	0

4.2 Employees punished for bribery (people, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	0	0	0	0

4.3 Fines or settlements due to bribery (yen, unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	0	0	0	0

4.4 Legal actions taken due to anti-competitive behavior (yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	0	0	0	0

IV. Financial Capital

1. Business Performance

1.1 Net sales (billion yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
500.0	440.0	487.3	553.1	623.5

1.2 Operating profit (billion yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
22.5	14.0	9.2	16.6	28.8

1.3 Operating profit ratio (% , consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
4.5	3.2	1.9	3.0	4.6

1.4 Profit attributable to owners of parent (billion yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
15.0	12.0	3.5	10.9	24.8

1.5 Equity (billion yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
228.4	255.3	268.7	277.3	317.8

1.6 Equity ratio (% , consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
60.3	60.9	60.0	60.8	61.2

1.7 Total equity (billion yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
241.0	270.2	285.5	296.4	339.4

1.8 Return on Equity (ROE) (% , consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6.6	5.0	1.4	4.0	8.3

1.9 Dividend (billion yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6.2	5.0	6.0	6.4	7.5

1.10 Price-book value ratio (PBR) (times, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0.54	0.67	0.51	0.54	0.7

2. Tax payment

2.1 Income taxes (billion yen, Japan)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	2.8	4.4

2.2 Income taxes (billion yen, North America)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	1.0	2.2

2.3 Income taxes (billion yen, Asia)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	4.3	4.9

2.4 Income taxes (billion yen, Europe and South America)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	–	–	0.5	0.5

V. Intellectual Capital

1. R&D expenses

1.1 R&D expenses (billion yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
28.1	26.9	30.4	29.0	29.6

2. Patents

2.1 Number of patents held (unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	2,915	3,017	2,652	2,530

2.2 Number of patent applications (unconsolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
–	602	728	463	346

VI. Production Capital

1. Capital expenditure/Depreciation

1.1 Capital expenditure (billion yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
23.0	12.2	14.4	19.1	23.5

1.2 Depreciation (billion yen, consolidated)

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
19.8	18.5	18.1	19.5	20.0



Regarding the figures published in the data file

- When publishing this data file, we have re-verified past data.
Therefore, some figures may differ from data previously published in the Sustainability Data Book and Eco Data File.
- Due to the calculation process, figures in the total column may differ from the sum of individual figures.