

Sustainability Data Book

2025

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

I. Natural Capital

1. Raw materials

1.1 Raw materials used (Tokai Rika)

Unit: t

		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Renewable raw materials	Resin materials	9,978	9,767	9,090	9,145	10,148
	Zinc	1,407	1,445	1,334	1,554	1,561
	Aluminum	1,623	1,109	963	1,050	893
	Magnesium	1,712	1,586	1,273	1,022	1,036
	Iron	6,942	7,365	6,881	7,807	7,606
	Copper	2,281	2,385	2,144	2,303	2,224
	Nickel	20	20	15	17	20
	Solder materials	10	13	7	12	13
	Silver	0.5	0.4	0.2	0.4	0.5
	Glass	0	0	0	0	0
	Total	23,974	23,690	21,707	22,910	23,502
Non-renewable raw materials	Resin materials	239	291	265	248	347
	Urethane	220	186	153	124	79
	Total	459	477	418	372	426
	Total	24,433	24,167	22,125	23,282	23,928

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Usage amount (t)	1,314	1,389	1,114	1,178	1,074
Base unit: per sales (t/100 million yen)	0.57	0.65	0.53	0.48	0.44

1.3 Amount of recycled materials used (Tokai Rika)

Unit: t

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Amount of recycled materials used	858	777	648	2,031	1,605
Percentage of recycled materials used in raw materials	3.9%	3.5%	3.2%	10.2%	6.8%

2. Energy

2.1 Energy consumption by region

Unit: GJ

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tokai Rika	489,474	486,988	458,733	472,322	453,132
Domestic subsidiaries	86,013	84,968	84,323	87,232	81,051
Overseas bases	646,895	687,890	654,591	578,303	633,126
Total (Tokai Rika Group)	1,222,382	1,259,846	1,197,646	1,137,856	1,167,309

2.2 Energy consumption by type (Tokai Rika Group)

Unit: GJ

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Electricity	792,348	814,192	760,724	671,203	684,576
Fuel	City gas	201,770	199,800	179,800	154,838
	Natural gas	116,459	124,012	112,576	107,564
	LPG	42,647	41,251	39,313	37,139
	Butane gas	7,115	7,555	9,432	11,277
	Heavy oil	0	0	0	0
	Kerosene	0	0	0	0
	Gasoline	717	841	346	298
	Light oil	1,878	2,515	3,146	2,899
Steam	21,124	16,680	19,188	12,537	13,630
Renewable energy	42,932	53,000	70,752	106,803	153,615
Total	1,226,990	1,259,846	1,197,646	1,137,856	1,167,309

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

Unit: GJ/100 million yen

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tokai Rika	503	482	443	428	402
Tokai Rika Group	751	728	670	600	606

2.4 Effect of reducing energy consumption through energy-saving activities

Unit: GJ

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tokai Rika	17,187	22,083	39,582	16,460	29,426
Tokai Rika Group	49,082	61,941	85,959	96,908	102,080

3. Water

3.1 Water withdrawal

Unit: thousand m³

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tokai Rika	Tap water	224	227	198	202
	Industrial water	102	97	84	98
	Groundwater	192	188	167	182
	Total	518	513	450	482
Tokai Rika Group	915	960	895	909	855

3.2 Water consumption

Unit: thousand m³

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tokai Rika	76	75	54	37	83
Tokai Rika Group	170	173	157	138	156

3.3 Water reuse (Tokai Rika)

Unit: thousand m³

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Reuse amount	21	23	20	19	20
Ratio of reused water to total water withdrawal	4.0%	4.4%	4.5%	3.9%	4.2%

4. Chemical substances

4.1 VOC emissions (Tokai Rika)

Unit: t

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Isopropyl alcohol	9.1	7.1	7	5.2	3.3
Ethyl acetate	8	7.7	11.1	17.3	17.3
Butyl acetate	4.2	3.9	4.7	7.5	7.4
Methylcyclohexane	9.3	8.3	11.5	11.9	11.6
Isobutyl acetate	7.5	7.4	9.3	14.4	13.5
Propylene glycol monomethyl ether	5.1	3.6	3.1	2.8	3
Propylene glycol monomethyl ether acetate	4.2	3.7	3.3	2.8	3
Kerosene	4.6	4.5	3.5	4.3	5.9
Ethylbenzene	0.1	0.1	0	0	0
Xylene	0.3	0.2	0.2	0.1	0.1
Toluene	0.9	0.5	0.4	0.4	1.1
Others (including non-PRTR substances)	17.5	14.4	16.9	25.2	22.6
Total	70.8	61.4	71.0	91.9	88.8

4.2 PRTR emissions (Tokai Rika)

Unit: kg

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Head Plant					
Methyl isobutyl ketone	Not subject to the law	Not subject to the law	Not subject to the law	1,175	917
Water-soluble zinc compounds	8	13	6	11	11
Chromium and trivalent chromium compounds	6	9	3	3	2.9
Toyota Plant					
Water-soluble copper salt	2	2	1	1	1.5
Nickel compounds	7	7	4	4	3.9
Ferric chloride	32	28	21	Not subject to the law	Not subject to the law
Otowa Plant					
Toluene	Below the legal threshold	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	542	698
Methyl isobutyl ketone	Not subject to the law	Not subject to the law	Not subject to the law	1,828	1,925
Total	55	59	35	3,564	3,559

5. Emissions to the atmosphere

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

Unit: t-CO₂

		FY 2023	FY 2024
SCOPE 1	Direct greenhouse gas emissions by Tokai Rika itself	125,809	87,687
SCOPE 2	Indirect emissions from the use of electricity, etc. supplied by others	93,404	78,210
SCOPE 3	Emissions by others related to Tokai Rika's activities	1,494,538	1,459,847
CATEGORY 1	Purchased goods and services	1,324,065	1,267,551
CATEGORY 2	Capital goods	80,847	115,925
CATEGORY 3	Fuel- and energy-related activities not included in Scope 1 or Scope 2	12,703	12,968
CATEGORY 4	Upstream transportation and delivery	50,786	49,068
CATEGORY 5	Waste generated in operations	497	405
CATEGORY 6	Business travel	2,743	3,327
CATEGORY 7	Employee commuting	22,897	10,603
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		1,713,751	1,625,744

5.2 Energy-related CO₂ emissions

Unit: t-CO₂

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tokai Rika					
Head Office	5,172	5,235	5,118	2,647	1,742
Head Plant	10,524	10,474	11,598	11,118	10,178
Toyota Plant	6,517	6,335	6,776	6,835	6,134
Otowa/Hagi Plant	19,104	19,650	20,401	19,788	17,884
Total	41,316	41,694	43,894	40,388	35,938
Tokai Rika Group	111,706	116,476	113,231	105,379	93,756

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

Unit: t-CO₂/100 million yen

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tokai Rika	43.4	41.2	42.4	36.6	34.4
Tokai Rika Group	74.1	70.6	63.4	57.4	51.3

5.4 Transport CO₂ emissions (Tokai Rika)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Emissions (t-CO ₂)	2,767	2,797	2,835	2,897	2,829

5.5 Greenhouse gas (5 gases) emissions

Unit: t-CO₂

		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tokai Rika	HFCs	82	81	54	107	108
	SF ₆	738	813	736	555	171
	PFCs	1,649	2,222	2,199	2,334	2,716
	N ₂ O	2	3	2	4	4
	Total	2,649	3,358	3,221	3,000	3,142
Overseas bases	SF ₆	77,219	115,635	103,526	81,123	65,550

5.6 Atmospheric emissions measurement data

Soot and dust (unit: g/Nm³), NOx (unit: ppm), SOx (unit: Nm³/H)

			Regulation value	Voluntary criterion value	Maximum value			
					FY 2021	FY 2022	FY 2023	FY 2024
Head Plant	Soot and dust	Boiler	0.1	0.08	0.002	0.002	0.006	0.009
		Cogeneration	0.05	0.04	0.003	0.014	0.003	0.005
	NOx	Boiler	150	120	58	39	51	59
		Cogeneration	600	480	95	49	77	54
	SOx	Boiler	0.24	0.19	0.005	0.006	0.003	0.002
		Cogeneration	5.45	4.36	0.001	0.001	0.001	0.001
Toyota Plant	Soot and dust	Boiler	0.1	0.08	0.003	0.003	0.003	0.003
	NOx	Boiler	150	120	28	33	28	29
	SOx	Boiler	4.239	3.4	0	0	0	0
Otowa Plant	Soot and dust	Boiler	0.1	0.08	0.005	0.006	0.004	0.003
	NOx	Boiler	150	120	49	44	58	22
	SOx	Boiler	0.17	1.36	0.003	0.003	0.003	0.002

6. Drainage water and waste materials

6.1 Drainage water quantity

Unit: thousand m³

		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tokai Rika	Rivers	326	302	294	323	302
	Sewers	116	136	102	122	79
	Total	442	438	395	445	381
Tokai Rika Group		745	781	733	765	693

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	FY 2024
Head Plant	pH	5.8 to 8.6	6.0 to 8.3	8.1	7.3	7.3	7.5
	BOD	25 (20)	20 (16)	14	15	18	16
	COD	—	—	3.9	15	7.7	3.5
	SS	30 (20)	20 (16)	11	3	2	3
	n-Hex	2	1.6	0.7	<0.5	<0.5	<0.5
	Copper	1	0.8	0.02	0.01	0.02	0.01
	Zinc	2	1.6	0.05	0.14	0.27	0.39
	Soluble iron	10	8	N.D.	N.D.	N.D.	N.D.
	Total chromium	2	1.6	N.D.	N.D.	N.D.	N.D.
	Coliform bacteria count	(3,000)	(2,400)	N.D.	N.D.	N.D.	N.D.
	Total nitrogen	120 (60)	60 (48)	12	9.9	7	5.8
	Total phosphorus	16 (8)	8 (6.4)	0.73	0.83	0.26	0.31
	Lead	0.1	0.08	N.D.	N.D.	N.D.	N.D.
	Hexavalent chromium	0.5	0.4	N.D.	N.D.	N.D.	N.D.
	Arsenic	0.1	0.08	N.D.	N.D.	N.D.	N.D.
Toyota Plant	Fluorine	8	6.4	2.2	1.5	1.8	1.8
	1,4-dioxane	0.5	0.4	N.D.	N.D.	N.D.	N.D.
	pH	5.8 to 8.6	6.0 to 8.3	8	7.4	7.5	7.8
	BOD	15	12	11	2.4	3.9	3.1
	COD	—	—	12	4.4	4.8	5.8
	SS	15	12	9	8	9	4
	n-Hex	4	3.2	<0.5	<0.5	<0.5	<0.5
	Phenols	2.5	2	<0.025	<0.025	<0.025	<0.025
	Copper	0.6	0.48	0.03	0.01	0.03	0.06
	Zinc	2	1.6	0.24	0.14	0.37	0.37
	Soluble iron	2.5	2	<0.1	0.1	0.1	0.1
	Soluble manganese	2.5	2	<0.1	<0.1	<0.1	<0.1
	Total chromium	1	0.8	<0.04	<0.04	0.05	<0.04
	Coliform bacteria count	(3,000)	2,400	1	100	89	N.D.
	Total nitrogen	60	48	20	14	19	11
Otowa Plant	Total phosphorus	8	6.4	1	0.72	1.3	0.04
	Lead	0.05	0.04	<0.005	<0.005	<0.005	<0.005
	Hexavalent chromium	0.3	0.24	<0.04	<0.04	0.04	0.04
	Boron	10	8	2.4	1.4	2.7	1.6
	Fluorine	8	6.4	0.4	0.2	0.6	0.4
	Ammonia, ammonium compounds, nitrous acid compounds, nitric acid compounds	60	48	13	13	12	9.5
	pH	5.8 to 8.6	6.0 to 8.3	7.7	7.4	7.8	7.9
	BOD	25 (20)	20	8.2	3	2.9	1.8
	COD	—	—	10	3.9	3.3	4.2
	SS	70 (50)	56	5	7	34	9
	n-Hex	5	4	<1	<1	<1	<1
	Copper	1	0.8	0.02	<0.01	0.03	0.01
	Zinc	2	1.6	0.14	0.16	0.25	0.23
	Soluble iron	10	8	<0.1	0.1	0.2	0.2
	Soluble manganese	10	8	0.2	0.3	0.3	0.3
Hagi Plant	Total chromium	2	1.6	<0.04	<0.04	<0.04	<0.04
	Coliform bacteria count	(3,000)	2,400	<30	<30	<30	63
	Total nitrogen	120 (60)	96	2.2	2.8	2.5	2.2
	Total phosphorus	16 (8)	12.8	0.02	0.03	0.07	0.02
	Lead	0.1	0.08	<0.01	<0.01	<0.01	<0.01
	Hexavalent chromium	0.5	0.4	<0.04	<0.04	<0.04	<0.04
	Total mercury	0.005	0.004	<0.0005	<0.0005	<0.0005	<0.0005
	Boron	10	8	<0.1	<0.1	<0.1	<0.1
	Fluorine	8	6.4	<0.1	<0.1	<0.1	<0.1
	Ammonia, ammonium compounds, nitrous acid compounds, nitric acid compounds	100	80	1.7	1.7	1.2	1.1
	pH	5.8 to 8.6	6.0 to 8.3	7.9	7.4	7.3	7.5
	BOD	25 (20)	20	1.1	3	2	1.4
	COD	—	—	4.9	6.2	5.1	4.5
	SS	30 (20)	24	4	2	5	3
	n-Hex	2	1.6	<0.5	<0.5	0.5	0.5
	Copper	1	0.8	0.02	0.03	0.03	0.02
	Zinc	2	1.6	0.06	1	0.14	0.13
	Soluble iron	10	8	<0.1	<0.1	<0.1	<0.1
	Soluble manganese	10	8	<0.1	<0.1	<0.1	<0.1
	Total chromium	2	1.6	<0.04	<0.04	<0.04	<0.04
	Coliform bacteria count	(3,000)	2,400	<30	<30	<30	<30
	Total nitrogen	120 (60)	96	11	8.1	6.4	11
	Total phosphorus	16 (8)	12.8	0.03	0.04	0.23	0.24
	Lead	0.1	0.08	<0.01	<0.01	<0.01	<0.01
	Hexavalent chromium	0.5	0.4	<0.04	<0.04	<0.04	<0.02
	Total mercury	0.005	0.004	<0.0005	<0.0005	<0.0005	<0.0005
	Boron	10	8	<0.1	<0.1	<0.1	<0.1
	Fluorine	8	6.4	<0.1	<0.1	<0.1	<0.1
	Ammonia, ammonium compounds, nitrous acid compounds, nitric acid compounds	100	80	1.9	3.7	5.8	9.1

6.3 Waste materials (Tokai Rika)

Unit: t

			FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Hazardous	Emissions	Recycling	24	15	11	27	49
		Incineration	32	21	19	16	25
		PCB	0	0	0	0	0
	Storage amount	PCB	0.1	0.1	0.0	0.0	0.0
	Total		56	36	30	43	74
Non-hazardous	Emissions	Recycling	9,980	9,425	8,405	8,815	8,509
		Incineration	724	627	557	555	359
		Landfill	0.4	1.5	0.6	0.3	1.0
	Total		10,705	10,053	8,963	9,370	8,869
	Recycling rate (%)		93	94	94	94	96
Total			10,761	10,090	8,993	9,413	8,943

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

Unit: t

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Emissions (target: below FY 2018 results)	560	545	486	450	339

7. Environmental management

7.1 Violation of environmental laws and regulations (Tokai Rika)

Unit: case

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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	FY 2024
Head Plant	Noise (daytime)	70	60	61	63	63	64
	Vibration (daytime)	70	28	30	39	24	31
Toyota Plant	Noise (daytime)	75	70	66	65	64	64
	Vibration (daytime)	75	53	53	46	61	57
Otowa Plant	Noise (daytime)	70	66	61	65	65	67
	Vibration (daytime)	70	50	41	51	48	54
Hagi Plant	Noise (daytime)	75	55	58	64	60	59
	Vibration (daytime)	75	46	44	60	57	54

7.3 Groundwater measurement data (Tokai Rika)

Unit: mg/L

		Regulation value	Maximum value				
			FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Head Plant	Trichloroethylene	0.01	0.002	0.002	0.002	0.002	0.002
	1,1-Dichloroethene	0.1	0.002	0.002	0.002	0.002	0.002
	cis-1,2-Dichloroethylene	0.04	0.004	0.004	0.004	0.004	0.004
Toyota Plant	Trichloroethylene	0.01	23.8	8.98	9.45	10.5	12.3
	1,1-Dichloroethene	0.1	0.097	0.079	0.117	0.071	0.053
	cis-1,2-Dichloroethylene	0.04	14.6	13.9	7.71	6.49	6.33
Otowa Plant	Trichloroethylene	0.01	0.014	0.011	0.011	0.01	0.017
	1,1-Dichloroethene	0.1	0.005	0.006	0.006	0.006	0.008
	cis-1,2-Dichloroethylene	0.04	0.039	0.031	0.032	0.026	0.028

Note: Contamination from trichloroethylene 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	FY 2024
Business area costs	Pollution prevention: costs of preventing pollution (air, water quality, noise, etc.)	307	261	259	267
	Global environmental conservation: costs required to prevent global warming	1,171	1,173	1,434	1,639
	Resource circulation: costs for waste treatment, waste reduction, and recycling	210	197	195	341
Upstream/downstream costs	Differences arising from the purchase of products, fuel, raw materials, etc. with low environmental impact	21	22	24	27
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	824
R&D expenses	Costs required for research and development of products that contribute to environmental preservation	386	452	377	531
Social activity costs	Costs for environmental improvement measures such as nature protection, greening, beautification, etc. excluding our business premises	108	133	124	124
Environmental damage costs	Environmental pollution remediation costs, environmental damage insurance premiums, etc.	16	17	18	26
Total		2,726	2,762	2,967	3,779

8.2 Economic effects (Tokai Rika)

Unit: million yen

	FY 2022	FY 2023	FY 2024
Cost reduction through energy saving	146	55	70
Sales amount of recyclable materials	1,524	1,657	1,782
Reduction of waste disposal costs	9	13	6
Total	1,678	1,725	1,858

8.3 Quantity effect (Tokai Rika)

	FY 2022	FY 2023	FY 2024
Reduction of greenhouse gas emissions through energy saving (t-CO ₂)	3,002	1,123	1,176
Amount of recyclable materials sold (t)	7,455	8,710	7,526
Amount of waste materials processed (t)	181	247	105

● 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 Calculation method of CO₂ supply chain emissions

Calculation method	Greenhouse Gas Emissions Calculation and Reporting Manual Ver. 5.0, Basic Guidelines on Accounting for Greenhouse Gas Emissions throughout the Supply Chain Ver. 2.6, Emissions Unit Value Database for Accounting of Greenhouse Gas Emissions throughout the Supply Chain Ver. 3.4, and the IDEA Database for LCI Ver. 3.3 are used for calculations. The calculation scope is based on the control principle for consolidated entities. CO ₂ emission factors use market-based factors for domestic Japanese bases and location-based factors for overseas bases.
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9.2 Scope of environmental data collection

Tokai Rika Group: 32 companies		Company Name
Tokai Rika: 1 company		Tokai Rika
Subsidiaries	Domestic subsidiaries: 10 companies	TOKAI RIKA ELETEC, TOKAI RIKA NEXT, TOKAI RIKA Smart Craft, TOKAI RIKA SERVICE, SANDENZAISHA, Tokai Rika Create, TOKAI RIKA ADVANCED, TOKAI RIKA TOHOKU CO., LTD., RIKA TRANSPORT, RIKA CLEAN
	Overseas bases: 22 companies	TRAM (USA), TRMI (USA), TAC (USA), TRIN (USA), TRQSS (Canada), TRMX (Mexico), TRBR (Brazil), TRCT (China), TRCW (China), TRCF (China), RICA (Taiwan), TRMN (India), TRT (Thailand), TSB (Thailand), TRP (Philippines), TRI (Indonesia), TRSI (Indonesia), TRB (UK), TRCZ (Czech Republic), TORICA AUTOMOBILE ELECTRONICS (SHANGHAI) LTD. (China), SUZHOU TORICA ELECTRONICS CO., LTD. (China), THAI TORICA (Thailand)

II. Human Capital

1. Employees

1.1 Number of employees (people, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
19,888	20,083	20,006	20,247	20,157

1.2 Number of employees (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
6,345	6,374	6,178	6,061	5,998

1.3 Number of employees in Japan (people, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	7,971	7,899	7,813	7,744

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	3,598	3,595	3,898	4,257

1.5 Number of employees in Asia (people, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	7,108	7,122	7,159	6,865

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	1,406	1,390	1,377	1,291

1.7 Overseas subsidiaries employee ratio (% , consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
60.1	60.3	60.5	61.4	60.0

1.8 Number of female employees (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1,263	1,289	1,297	1,291	1,292

1.9 Female employee ratio (% , unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
19.9	20.2	21.0	21.3	21.5

1.10 Number of managers (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
887	904	891	1,047	1,086

1.11 Number of female managers (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
11	13	16	20	22

1.12 Female manager ratio (% , unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1.2	1.4	1.8	1.9	2.0

2. Directors

2.1 Number of directors (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
6	6	6	6	6

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
2	2	2	3	3

2.3 Number of female directors (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
0	0	1	1	1

2.4 Total officers' compensation (million yen, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
245	197	169	187	195

3. Length of service

3.1 Length of service for men (years, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	20.0	19.2	20.8	21.0

3.2 Length of service for women (years, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	19.3	18.1	19.4	18.7

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	96.5	94.3	93.3	89.1

4. Annual paid holidays/Childcare leave

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
17.0	18.2	18.2	17.8	18.3

4.2 Annual paid holiday acquisition rate (% , unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
87.9	93.6	93.3	90.7	93.8

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	59.8	68.4	71.2

4.4 Number of male employees taking childcare leave (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
23	47	110	109	128

4.5 Childcare leave acquisition rate for male employees (% , unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
13.2	22.6	81.5	72.2	91.4

5. Accidents/Absence from work

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
6	3	3	8	2

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
3	1	2	2	1

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
0.21	0.07	0.13	0.14	0.07

5.4 National rate of absence-causing accidents (% , nationwide)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1.20	1.33	1.35	1.30	1.24

5.5 Safety Awareness Dojo trainees (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	639	1,149	1,594

5.6 Number of employees on leave (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
239	276	275	271	236

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
89	114	100	88	76

6. Recruitment/Resignation

6.1 Regular recruitment (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	88	80	99

6.2 Regular recruitment of women (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	34	31	29

6.3 Mid-career recruitment (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	31	35	49

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	11	10	11

6.5 Retirement (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	263	237	297

6.6 Voluntary turnover rate (% , unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	46.4	43.5	43.8

6.7 Non-regular employment rate (% , unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	7.1	10.7	12.5

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
2.12	2.20	2.33	2.34	2.45

7. Wages

7.1 High school graduate starting wage (yen, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	169,500	176,300	185,000

7.2 University graduate starting wage (yen, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	208,000	228,000	254,000

7.3 Gender wage gap (% , unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	63.4	65.0	67.8

7.4 Gender wage gap (% , domestic consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	60.7	63.1	65.0

8. Training

8.1 Training hours per employee (hours, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	1.0	6.0	7.0

8.2 Training costs per employee (yen, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	30,000	11,000	40,000

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	1,567	1,519	2,573

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
–	–	4,871	4,049	4,551

9. Working hours

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1,950	1,960	1,984	2,046	2,058

III. Social Capital

1. Dialogue with stakeholders

1.1 Dialogue with institutional investors and analysts (no. of times, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
59	78	70	75	60

2. Social contribution expenditures

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
0.51	0.81	0.89	1.39	1.31

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
0.06	0.19	0.09	0.14	0.06

3. Suppliers

3.1 Number of suppliers (companies, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1,307	1,318	1,325	1,332	1,337

4. Political donations/Antisocial behavior

4.1 Political donations (yen, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
0	0	0	0	0

4.2 Employees punished for bribery (people, unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
0	0	0	0	0

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
0	0	0	0	0

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
0	0	0	0	0

IV. Financial Capital

1. Business performance

1.1 Net sales (billion yen, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
440.0	487.3	553.1	623.5	617.6

1.2 Operating profit (billion yen, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
14.0	9.2	16.6	28.8	35.4

1.3 Operating profit ratio (% , consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
3.2	1.9	3.0	4.6	5.7

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
12.0	3.5	10.9	24.8	27.8

1.5 Equity (billion yen, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
255.3	268.7	277.3	317.8	316.0

1.6 Equity ratio (% , consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
60.9	60.0	60.8	61.2	61.9

1.7 Total equity (billion yen, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
270.2	285.5	296.4	339.4	337.8

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
5.0	1.4	4.0	8.3	8.8

1.9 Dividend (billion yen, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
4.5	5.4	5.8	6.5	8.1

1.10 Price-to-Book ratio (PBR) (times, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
0.7	0.5	0.5	0.7	0.6

2. Tax payment

2.1 Income taxes (billion yen, Japan)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
—	—	2.8	4.4	3.8

2.2 Income taxes (billion yen, North America)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
—	—	1.0	2.2	1.6

2.3 Income taxes (billion yen, Asia)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
—	—	4.3	4.9	4.5

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

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
—	—	5.0	5.0	3.0

V. Intellectual Capital

1. R&D expenses

1.1 R&D expenses (billion yen, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
26.9	30.4	29.0	30.5	31.6

2. Patents

2.1 Number of patents held (unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
2,915	3,017	2,652	2,530	2,445

2.2 Number of patent applications (unconsolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
602	728	463	346	342

VI. Production Capital

1. Capital expenditure/Depreciation

1.1 Capital expenditure (billion yen, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
12.2	14.4	19.1	23.5	33.6

1.2 Depreciation (billion yen, consolidated)

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
18.5	18.1	19.5	20.0	20.7



Regarding the figures published in the data file

1. 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.
2. Due to the calculation process, figures in the total column may differ from the sum of individual figures.