

		Target	2022	2023	2024	2025 (Plan)
Key Themes Contributing to the Resolution of Social Issues through Business						
1. Climate Change and Environmental Issues	R&D Expenditures for Next-Generation Energy Business (JPY million)* ¹ <div>KPI</div>	Non-Consol.	—	—	160	1,100* ²
	Revenue from Environmental and Disaster Management Business (JPY million)* ¹ <div>KPI</div>	Consol.	—	—	4,865	6,250* ³
	Energy Consumption (Crude Oil Equivalent, kL)* ⁴	Non-Consol.	997	832	866	—
	Energy Consumption (Electricity, thousand kWh)		3,269	3,114	3,256	—
	Energy Consumption (LPG, tons)		118	126	128	—
	Energy Consumption (City Gas, thousand m ³)		0.1	0.1	0.1	—
	CO ₂ Emissions (tons)		1,378	1,323	1,399	—
	GHG Emissions (Scope 1, t-CO ₂ e) <div>KPI</div>		2,155	2,292	2,375	2,638* ⁵
	GHG Emissions (Scope 2, t-CO ₂ e) <div>KPI</div>		1,444	1,371	1,457	
	Carbon Offsets (t-CO ₂ e)		1,022	1,032	1,238	
	GHG Emissions (Scope 3, t-CO ₂ e)		285,324	270,508	398,293	
	1. Purchased goods and services		127,331	192,972	179,042	
	2. Capital goods	Consol.	2,902	5,048	6,981	—
	3. Fuel- and energy-related activities not included in Scope 1 or 2		831	873	863	—
	4. Upstream transportation and distribution		12,020	6,370	6,880	—
	5. Waste generated in operations		350	474	288	—
	6. Business travel		183	186	191	—
	7. Employee commuting		437	447	452	—
	8. Upstream leased assets		—	—	—	—
	9. Downstream transportation and distribution		—	—	—	—
	10. Processing of sold products		—	—	—	—
	11. Use of sold products		136,121	63,048	202,799	—
	12. End-of-life treatment of sold products		1,939	159	652	—
	13. Downstream leased assets		3,210	1,017	145	—
	14. Franchises		—	—	—	—
	15. Investments		—	—	—	—
	Implementation Rate of EV Adoption Initiatives (%)* ¹ <div>KPI</div>	Non-Consol.	—	—	3	5% or above* ⁶
	Expenditure on Non-Fossil Fuel Certificates (JPY)* ⁷	Consol.	943,000	1,263,270	1,545,470	—
	Volume of Non-Fossil Fuel Certificates Purchased (kWh)		2,300,000	2,477,000	3,084,770	—
	CO ₂ Emissions per Unit of Revenue (t per JPY million)	Non-Consol.	0.04	0.03	0.02	—
	Water Consumption (thousand m ³)		9.3	9.9	10.1	—
	Total Waste Generated (tons)		243	265	308	—
2. Labor Shortage	Development and Provision of Labor-Saving Systems (JPY million)* ^{1,8} <div>KPI</div>	Consol.	—	—	41,463	43,650* ³

Key Themes for Strengthening Business Competitiveness (Technologies for Business Growth)						
3. New Technologies	Annual R&D Expenditures (thousand JPY)	Consol.	568,662	468,571	579,710	—
	R&D Expenditures as a Percentage of Revenue (%)		1.20	0.87	0.96	—
	R&D-to-Revenue Ratio (Logistics Solutions Business) (%)		0.91	0.76	0.99	—
	R&D-to-Revenue Ratio (Plant Business) (%)		2.50	0.01	0.001	—
	R&D-to-Revenue Ratio (Next-Generation Energy Development Business) (%)			9.36	6.43	—
4. Collaboration	Number of Patents Held	Non-Consol.	197	214	230	—
	Expenditures on Social Contribution Activities (thousand JPY)		4,930	6,242	5,754	—
5. Product and System Reliability	Number of Serious Incidents Related to Product/Service Quality* ^{1,9} <div>KPI</div>		—	—	0	0
6. Productivity	Revenue per Employee (thousand JPY)		48,411	60,927	97,330	—
	Operating Profit per Employee (thousand JPY)* ¹ <div>KPI</div>	Consol.	—	—	3,292	3,530* ³

Corporate Management Foundation						
7. Risk Management and Governance	Total Number of Directors (persons)	Non-Consol.	10	10	10	—
	Total Number of Outside Directors (persons)		5	5	5	—
	Ratio of Outside Directors (%) <div>KPI</div>		50.0	50.0	50.0	50
	Participation Rate in Compliance Self-Assessments (%)* ¹ <div>KPI</div>		—	—	100	100
	Number of Internal Whistleblowing Reports (cases)		7	9	6	—
	Information Security Training Completion Rate (%) <div>KPI</div>	Consol.	100	100	100	100
	Number of Targeted Email Training Sessions (times) <div>KPI</div>		0	2	2	2
	Average Annual Participation Rate in Emergency Response Drills (%) <div>KPI</div>		93.7	94.9	97.7	100
	Number of Disaster and BCP Training Sessions (times)* ¹⁰ <div>KPI</div>		—	—	—	Each Co. 1/year each
	Number of Risk Management Training Sessions (times) <div>KPI</div>		5	4	4	4
8. Human Capital Management	Number of AED Training Participants (persons)* ¹¹		31	148	16	—
	Occupational Injury Frequency Rate (per million hours) <div>KPI</div>		0.33	0.33	0.98	0* ¹²
	Occupational Injury Severity Rate (days per thousand hours) <div>KPI</div>		0.02	0.03	0.04	0
	Number of Fatal Workplace Accidents (cases) <div>KPI</div>		0	0	0	0
	Lost-Time Injury Frequency Rate (per million hours)		1.64	1.65	3.27	—
	Total Working Hours (hours)		3,052,661	3,035,719	3,061,472	—
	Number of Safety Group Safety Meetings Held (times)		1	1	1	—

		Target	2022	2023	2024	2025 (Plan)
Corporate Management Foundation						
8. Human Capital Management	Number of Safety Patrols Conducted (times)	Consol.	229	199	209	—
	Stress Check Response Rate (%) <div>KPI</div>		95.8	95.0	95.5	100
	Number of Improvement Proposals Submitted (cases)* ¹³		1,023	866	877	—
	Improvement Proposal Submission Rate (%)* ¹⁴ <div>KPI</div>		79.8	73	72.3	100
	Engagement Score – eNPS Average (points)* ^{1, 15} <div>KPI</div>	Non-Consol.	—	—	5.20	5.5
	Engagement Score – “Ease of Working” Average (points)* ^{1, 16} <div>KPI</div>		—	—	3.87	4.0
	Engagement Score – “Sense of Purpose” Average (points)* ^{1, 16} <div>KPI</div>		—	—	3.28	3.5
	Voluntary Turnover Rate (%)* ¹⁷		2.0	1.6	2.7	—
	Average Length of Service (years)		15.7	15.3	15.1	—
	Number of Employees Taking Parental Leave (persons)* ¹⁸		22	15	8	—
	Number of Male Employees Taking Parental Leave (persons)		11	6	6	—
	Number of Female Employees Taking Parental Leave (persons)		11	9	2	—
	Parental Leave Utilization Rate (%)* ¹⁹ <div>KPI</div>		73.7	70.0	85.7	100
	Parental Leave Utilization Rate (Male) (%) <div>KPI</div>		61.5	66.7	83.3	100
	Parental Leave Utilization Rate (Female) (%) <div>KPI</div>		100	100	100	100
	Number of Employees Returning from Parental Leave (persons)		16	7	6	—
	Number of Employees Using Shortened Working Hours (persons)		9	18	16	—
	Number of Male Employees Using Shortened Working Hours (persons)		0	1	0	—
	Number of Female Employees Using Shortened Working Hours (persons)		9	17	16	—
	Number of Employees Taking Nursing Care Leave (persons)		0	0	0	—
	Annual Paid Leave Utilization Rate (%) <div>KPI</div>		71.8	76.5	71.3	80
	Average Annual Working Hours (hours)* ²⁰		1,936	1,918	1,881	—
	Average Annual Overtime Hours (hours)* ²¹		233.15	213.49	190.70	—
	Average Monthly Overtime Hours (hours)		19.10	17.85	15.89	—
	Total Number of Employees (persons)* ²²		582	596	608	—
	Number of Male Employees (persons)		471	481	490	—
	Number of Female Employees (persons)		111	115	118	—
	Average Age of Employees (years)		44.8	44.7	44.6	—
	Average Age of Managers (years)* ²³		51.9	51.8	51.5	—
	Number of New Graduate Hires (persons)		12	17	14	—
	Number of New Graduate Hires (Male) (persons)		5	14	12	—
	Number of New Graduate Hires (Female) (persons)		7	3	2	—
	Number of Mid-Career Hires (persons)		23	21	30	—
	Number of Foreign Employees (persons)		9	14	16	—
	Employment Rate of Persons with Disabilities (%) <div>KPI</div>		1.84	2.64	1.93	2.5
	Ratio of Management Positions (%) * ²³		12.5	12.1	11.5	—
	Ratio of Female Managers (%) <div>KPI</div>		6.85	8.33	7.14	10
	Number of Assistant Managers / Team Leaders (persons)		56	54	42	—
	Ratio of Female Assistant Managers / Team Leaders (%)		12.5	9.3	14.3	—
	Gender Pay Gap – All Employees (%)		62.05	64.35	67.50	—
	Gender Pay Gap – Regular Employees Only (%)* ²⁴		62.69	65.48	68.46	—
	Gender Pay Gap – Non-Regular Employees Only (%)* ²⁵		31.23	41.49	49.19	—
	Annual Training Expenditure (thousand JPY)		50,163	47,266	55,019	—
	Annual Training Expenditure per Employee (thousand JPY)		86	79	90	—
	Number of Incentive-Based Qualifications Obtained (cases)		20	19	48	—
	Incentive-Based Qualification Support Amount (thousand JPY)		870	920	1,780	—
	Number of Employees Holding Key Qualifications (persons)* ²⁶		75	73	72	—

*1 Aggregation started from fiscal year 2024

*2 Cumulative total from fiscal years 2025 to 2027

*3 Target value for fiscal year 2027

*4 New calculation method applied due to legal revision from FY2023 disclosed value

*5 Target value for fiscal year 2030

*6 Share of non-fossil fuel vehicles in use in fiscal year 2030

*7 Amount shown excludes tax

*8 Combined revenue from the Logistics Solutions Business and Industrial Machinery-related Business

*9 Only includes incidents caused by defects in the company's products

*10 Aggregation starts from fiscal year 2025

*11 Until FY2022: only head office; from FY2023: includes all centers

*12 Targets for fiscal years 2025 to 2027

*13 Total proposal count includes multiple proposals by the same individual

*14 Submission rate = total number of proposals by Toyo Kanetsu (non-consolidated) ÷ number of eligible employees at Toyo Kanetsu (non-consolidated) at end of fiscal year. Multiple proposals by the same person are counted

*15 Full score is 10 points

*16 Full score is 5 points

*17 Target population: regular employees (including senior staff, excluding secondments) + contract employees + part-time employees + inbound secondees

*18 Number of employees who returned from childcare leave, based on total childcare leave takers; includes those continuing leave

*19 Excludes those continuing leave from previous year; includes those continuing leave into the next year

*20 Target population: executive officers + regular employees (including senior staff, excluding secondments) + contract + part-time

*21 Target population: employee-directors + executive officers + regular employees (including senior staff, excluding secondments) + contract + part-time

*22 Includes directors, executive officers, and employees

*23 Management positions include group managers and department heads, excluding executive officers

*24 Target: Regular employees (excluding executives), including permanent and reemployed staff

*25 Target: Non-regular employees (part-time and contract)

*26 Number of employees holding key national-level certifications: First-Class Architect, Professional Engineer, First-Class Construction Management Engineer