

Toyo Kanetsu Group ESG Data Highlights

		KPI : Toyo Kanetsu Group Materiality KPI					(FY)
		Target	2023	2024	2025	2026 (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 KPI	Non-Consol.	—	138	130	1,100* ²	
	Revenue from Environmental and Disaster Management Business (JPY million) KPI	Consol.	4,571	4,865	6,342	6,250* ³	
	Energy Consumption (Crude Oil Equivalent, kL)* ⁴	Non-Consol.	832	866	884	—	
	Energy Consumption (Electricity, thousand kWh)		3,114	3,256	3,462	—	
	Energy Consumption (LPG, t)		126	128	188	—	
	Energy Consumption (City Gas, thousand m ³)		0.1	0.1	0.1	—	
	CO ₂ Emissions (t)		1,323	1,399	1,595	—	
	GHG Emissions (Scope 1, t-CO ₂ e) KPI	Consol.	2,292	2,375	2,174	2,638* ⁵	
	GHG Emissions (Scope 2, t-CO ₂ e) KPI		1,371	1,457	1,124		
	Carbon Offsets (t-CO ₂ e)		1,032	1,238	1,630		
	GHG Emissions (Scope 3, t-CO ₂ e)		270,508	289,176	265,815	—	
	1. Purchased goods and services		192,972	179,042	164,120	—	
	2. Capital goods		5,048	6,981	5,767	—	
	3. Fuel- and energy-related activities not included in Scope 1 or 2		873	863	843	—	
	4. Upstream transportation and distribution		6,370	6,880	3,324	—	
	5. Waste generated in operations		474	288	519	—	
	6. Business travel		186	191	269	—	
	7. Employee commuting		447	452	790	—	
	8. Upstream leased assets		—	—	—	—	
	9. Downstream transportation and distribution		—	—	—	—	
	10. Processing of sold products		—	—	—	—	
	11. Use of sold products		63,048	93,728	89,855	—	
	12. End-of-life treatment of sold products		159	604	180	—	
	13. Downstream leased assets		1,017	145	146	—	
	14. Franchises		—	—	—	—	
	15. Investments		—	—	—	—	
	Implementation Rate of EV Adoption Initiatives (%)* ¹ KPI	Non-Consol.	—	3	5	5% or above* ⁶	
	Expenditure on Non-Fossil Fuel Certificates (JPY)* ⁷	Consol.	1,263,270	1,545,470	1,839,675	—	
	Volume of Non-Fossil Fuel Certificates Purchased (kWh)* ⁸		2,477,000	3,084,770	3,970,688	—	
	CO ₂ Emissions per Unit of Revenue (t per JPY million)	Non-Consol.	0.03	0.02	0.03	—	
	Water Consumption (thousand m ³)* ⁹	Consol.	9.9	10.1	10.9	—	
	Wastewater Data (thousand m ³)* ⁹		9.9	15.5	17.7	—	
	Raw Material Consumption (Steel, t)* ¹⁰		3,346	6,197	4,132.6	—	
	Raw Material Consumption (Synthetic Resins, kg)* ¹⁰		—	860	434	—	
	Nitrogen Oxides (NOx) Emissions (kg)* ¹⁰		255	3,019	2,587.4	—	
	Sulfur Oxides (SOx) Emissions (kg)* ¹⁰		27	40	35	—	
	Volatile Organic Compounds (VOCs) Emissions (kg)* ¹⁰		5,965	23,118	20,108	—	
	Hazardous Waste Generated (t)* ¹⁰		0	0	0	—	
	Amount of Non-Recycled Waste Generated (t)* ¹⁰		265	309	832	—	
	Amount of Recycled Waste (t)* ¹⁰		0	0	0	—	
	Number of Water Quality / Water Quantity Violations (cases)* ¹⁰		0	0	0	—	
	Water Withdrawal by Site (Municipal Water Supply, thousand m ³)* ⁹		9.9	13.1	15.6	—	
	Water Withdrawal by Site (Rainwater, thousand m ³)* ⁹		—	2.4	2.1	—	
	Wastewater Discharge by Site (Sewerage System, thousand m ³)* ⁹		8	13.7	15.4	—	
	Wastewater Discharge by Site (Ocean, thousand m ³)* ^{9, 11}		1.9	1.8	2.3	—	
	Total Waste Generated (t)	Non-Consol.	265	308	832	—	
	Total Amount of Environmental Fines and Penalties Incurred During the Fiscal Year (thousand JPY)	Consol.	0	0	0	—	
	Water Withdrawal from Municipal Water Supplies in Water-Stressed Areas (m ³ /year)		2,388	3,043	4,710	—	
	Water Withdrawal from Rainwater Sources in Water-Stressed Areas (m ³ /year)		2,490	2,351	2,016	—	
	Wastewater Discharge in Water-Stressed Areas (m ³ /year)		4,878	5,394	6,726	—	
	Expenditures on Water-Related Risks (million JPY)		—	100	500	—	
	R&D Expenditures to Mitigate Water-Related Risks (million JPY)	Non-Consol.	—	3	85	—	
2. Labor Shortage	Development and Provision of Labor-Saving Systems (JPY million)* ¹² KPI	Consol.	35,745	41,463	39,121	43,650* ¹³	

		Target	2023	2024	2025	2026 (Plan)	(FY)
Key Themes for Strengthening Business Competitiveness (Technologies for Business Growth)							
3. New Technologies	Annual R&D Expenditures (thousand JPY)	Consol.	468,571	579,710	664,610	—	
	R&D Expenditures as a Percentage of Revenue (%)		0.87	0.96	1.11	—	
	R&D-to-Revenue Ratio (Logistics Solutions Business) (%)		0.76	0.99	1.28	—	
	R&D-to-Revenue Ratio (Plant Business) (%)		0.01	0.001	1.02	—	
	R&D-to-Revenue Ratio (Next-Generation Energy Development Business) (%)		9.36	6.43	—	—	
	Number of Patents Held	Non-Consol.	214	230	234	—	
4. Collaboration	Expenditures on Social Contribution Activities (thousand JPY)		6,242	5,754	4,899	—	
5. Product and System Reliability	Number of Serious Incidents Related to Product/Service Quality* ^{1, 13} KPI		—	0	0	0	
6. Productivity	Revenue per Employee (thousand JPY)		60,927	78,565	69,675	—	
	Operating Profit per Employee (thousand JPY) KPI	Consol.	1,999	2,520	2,071	3,530	
Corporate Management Foundation							
7. Risk Management and Governance	Total Number of Directors (persons)	Non-Consol.	10	10	9	—	
	Total Number of Outside Directors (persons)		5	5	5	—	
	Ratio of Outside Directors (%) KPI		50.0	50.0	55.6	50	
	Participation Rate in Compliance Self-Assessments (%)* ¹ KPI	Consol.	—	100	100	100	
	Number of Internal Whistleblowing Reports (cases)* ¹⁴		9	6	9	—	
	Information Security Training Completion Rate (%) KPI		100	100	100	100	
	Number of Targeted Email Training Sessions (times) KPI		2	2	2	2	
	Average Annual Participation Rate in Emergency Response Drills (%) KPI		94.9	97.7	97.6	100	
	Number of Disaster and BCP Training Sessions (times)* ¹⁵ KPI		—	—	4	Each Co. 1/year each	
	Number of Risk Management Training Sessions (times) KPI		4	4	4	4	
	Number of AED Training Participants (persons)* ¹⁶		148	16	27	—	
	Political Contributions and Related Expenditures (thousand JPY)		0	0	0	—	
	Number of Employee Disciplinary Actions and Dismissals because of Violations of the Anti-Corruption Policy (cases)		0	0	0	—	
	Costs Related to Corruption-Associated Fines, Penalties, and Settlements (thousand JPY)		0	0	0	—	
8. Human Capital Management	Occupational Injury Frequency Rate (per million hours) KPI	Consol.	0.33	0.98	1.94	0* ¹⁷	
	Occupational Injury Severity Rate (days per thousand hours) KPI		0.03	0.04	0.05	0	
	Number of Fatal Workplace Accidents (cases) KPI		0	0	0	0	
	Number of Fatal Occupational Accidents Involving Contract Employees (cases)		0	0	0	—	
	Lost-Time Injury Frequency Rate (per million hours)		1.65	3.27	3.64	—	
	Total Working Hours (hours)		3,035,719	3,061,472	4,115,426	—	
	Number of Safety Group Safety Meetings Held (times)		1	1	1	—	
	Number of Safety Patrols Conducted (times)		199	209	290	—	
	Number of Employees Participating in Safety Meetings (persons) * ¹⁸		—	293	293	—	
	Stress Check Response Rate (%) KPI		95	95.5	91.9	100	
	Health Checkup Participation Rate (Domestic Employees) (%)		100	100	100	—	
	Health Checkup Participation Rate of Overseas Assignees (%)		100	100	100	—	
	Number of Improvement Proposals Submitted (cases)* ¹⁹		866	877	566	—	
	Improvement Proposal Submission Rate (%)* ²⁰ KPI	Non-Consol.	73	72.3	89.4	100	
	Engagement Score – eNPS Average (points)* ²¹ KPI		—	5.2	5.38	5.5	
	Engagement Score – “Ease of Working” Average (points)* ²² KPI		—	3.87	3.92	4	
	Engagement Score – “Sense of Purpose” Average (points)* ²² KPI		—	3.28	3.31	3.5	
	Voluntary Turnover Rate (%)* ²³		1.6	2.7	3	—	
	Voluntary Turnover Rate (Full-Time Employees) (%)* ²⁴	Consol.	4.2	4.4	3.9	—	
	Average Length of Service (years)* ²⁵	Non-Consol.	15.3	15.1	14.2	—	
	Number of Employees Taking Parental Leave (persons)* ²⁶		15	8	13	—	
	Number of Male Employees Taking Parental Leave (persons)		6	6	9	—	
	Number of Female Employees Taking Parental Leave (persons)		9	2	4	—	
	Parental Leave Utilization Rate (%)* ²⁷ KPI		70	85.7	78.6	100	
	Parental Leave Utilization Rate (Male) (%) KPI		66.7	83.3	80	100	
	Parental Leave Utilization Rate (Female) (%) KPI		100	100	75 * ²⁸	100	

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		Target	2023	2024	2025	2026 (Plan)
Corporate Management Foundation						
8. Human Capital Management	Number of Employees Returning from Parental Leave (persons)	Non-Consol.	7	6	9	—
	Number of Employees Using Shortened Working Hours (persons)		18	16	18	—
	Number of Male Employees Using Shortened Working Hours (persons)		1	0	0	—
	Number of Female Employees Using Shortened Working Hours (persons)		17	16	18	—
	Number of Employees Taking Nursing Care Leave (persons)		0	0	1	—
	Annual Paid Leave Utilization Rate (%) ^{*29} KPI		76.5	71.3	76.1	80
	Average Annual Working Hours (hours) ^{*30}		1,918	1,881	1,862	—
	Average Annual Overtime Hours (hours) ^{*29}		213.49	190.7	185.42	—
	Average Monthly Overtime Hours (hours)		17.85	15.89	15.45	—
	Total Number of Employees (persons) ^{*31}		596	608	631	—
	Number of Male Employees (persons)		481	490	506	—
	Number of Female Employees (persons)		115	118	125	—
	Female Employee Ratio (%)	Consol.	24.5	22.5	22.4	—
	Average Age of Employees (years)	Non-Consol.	44.7	44.6	44.3	—
	Average Age of Managers (years) ^{*32}		51.8	51.5	51.8	—
	Number of New Graduate Hires (persons)		17	14	16	—
	Number of New Graduate Hires (Male, persons)		14	12	12	—
	Number of New Graduate Hires (Female, persons)		3	2	4	—
	Number of Mid-Career Hires (persons) ^{*33}		21	30	45	—
	Number of Foreign Employees (persons) ^{*34}		14	16	18	—
	Ratio of Non-Regular Employees (%) ^{*35}	Consol.	25.4	41.2	27.6	—
	Employment Rate of Persons with Disabilities (%) KPI	Non-Consol.	2.64	1.93	1.25	2.7
	Employment Rate of Persons with Disabilities (%)	Consol.	2.1	1.6	1.3	—
	Ratio of Management Positions (%) ^{*32}	Non-Consol.	12.1	11.5	12.7	—
	Ratio of Female Managers (%) KPI		8.33	7.14	6.25	10
	Number of Assistant Managers / Team Leaders (persons)		54	42	56	—
	Ratio of Female Assistant Managers / Team Leaders (%)		9.3	14.3	14.3	—
	Gender Pay Gap – All Employees (%)		64.35	67.5	66.75	—
	Gender Pay Gap – Regular Employees Only (%) ^{*36}		65.48	68.46	68.39	—
	Gender Pay Gap – Non-Regular Employees Only (%) ^{*37}		41.49	49.19	35.22	—
	Annual Training Expenditure (thousand JPY)		47,266	55,019	93,895	—
	Annual Training Expenditure per Employee (thousand JPY)		79	90	149	—
	Developmental Training Hours (hours) ^{*38}		—	2,005	7,564	—
	Capability Development Training Hours (per employee, hours) ^{*38}		—	3	12	—
	Number of Incentive-Based Qualifications Obtained (cases)		19	48	83	—
	Incentive-Based Qualification Support Amount (thousand JPY)		920	1,780	2,070	—
	Number of Employees Holding Key Qualifications (persons) ^{*39}		73	72	74	—

*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 Purchases by all domestic Group companies from FY2025

*9 Total for the Head Office, Wakayama Plant, Chiba Plant, and the Batam Plant of Group company TKI

*10 Consolidated basis for FY2024 and FY2025; non-consolidated basis for FY2023

*11 (Ocean): Indicates that wastewater was discharged into the ocean after passing through a treatment facility and confirming that indicators such as Biochemical Oxygen Demand (BOD) were below the prescribed standards

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

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

*14 Breakdown:

FY2023: 5 harassment cases, 3 violations of company rules/laws, 1 other case

FY2024: 4 harassment cases, 1 violation of company rules/laws, 1 labor management case

FY2025: 5 harassment cases, 2 violations of company rules/laws, 2 other cases

*15 Established in April 2025

*16 From FY2023: includes all centers

*17 Targets for fiscal years 2025 to 2027

*18 Number of employees trained on health and safety standards

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

*20 Definition revised due to changes in the program from FY2025

Definition: Total number of proposals submitted by TKK during the fiscal year / Number of eligible TKK regular employees

*21 Full score is 10 points

*22 Full score is 5 points

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

*24 Scope: Full-time employees (excluding part-time employees and employees working reduced hours).

*25 Excludes Managing Executive Directors and above

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

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

*28 Effectively 100% including employees on maternity leave

*29 Scope: Employee-directors (excluding outside directors serving solely as directors), executive officers, regular employees, contract employees, and part-time employees

*30 Scope: Executive officers, regular employees, contract employees, and part-time employees

*31 Scope: Employee-directors (excluding directors serving solely as directors and outside directors), executive officers, and regular employees

*32 Scope: General Managers and Group Managers, excluding executive officers

*33 Number hired during the fiscal year, excluding part-time employees

*34 Number hired during the fiscal year, excluding temporary agency workers

*35 Scope: Contract employees and temporary agency workers (excluding part-time employees and casual workers)

*36 Scope: Regular employees and senior employees, excluding directors serving solely as directors and employee-directors

*37 Scope: Contract employees and part-time employees

*38 Excluding level-based training programs and new employee training programs

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