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ITOHAM YONEKYU HOLDINGS INC.
(Tokyo Prime : 2296)

Creation date : December 04, 2024

Update date : July 01, 2025

List of Group Companies (As of April 1, 2024)

| | | | Business Classification | | | | | |
|--|-------------|--|-------------------------|-------------------|-----------------|---------------------------|--------|----------|
| Company Name | Region | Business summary | Consolidated | Domestic | | | | Overseas |
| | | | | Livestock farming | Meat processing | Processed Food production | Others | |
| ITOHAM YONEKYU HOLDINGS INC. | Japan | Production and sales of processed meat foods, cooked foods, meat and other foods, and business management of group companies | ● | | | | | ● |
| ITOHAM FOODS INC. | Japan | Sales of processed meat foods, cooked foods, meat, and other foods | ● | | | | | ● |
| YONEKYU CORPORATION | Japan | Sales of processed meat foods, cooked foods, meat, and other foods | ● | | | | | ● |
| ITOHAM SALES INC. | Japan | Sales of processed meat foods, cooked foods, meat, and other foods | ● | | | | | ● |
| ITOHAM FOOD SOLUTION INC. | Japan | Sales of processed meat foods, cooked foods, meat, and other foods and store management | ● | | | | | ● |
| ITOHAM MEAT SALES EAST INC. | Japan | Sales of processed meat foods, cooked foods, meat, and other foods | ● | | | | | ● |
| ITOHAM MEAT SALES WEST INC. | Japan | Sales of processed meat foods, cooked foods, meat, and other foods | ● | | | | | ● |
| ITO FRESH SALAD INC. | Japan | Production of salads and prepared foods | ● | | | | | ● |
| ITOHAM YONEKYU PLANT INC. | Japan | Sales of processed meat foods, cooked processed foods, meat, and other foods | ● | | | ● | | |
| ITOHAM YONEKYU FOODS INC. | Japan | Production of processed meat foods and cooked foods | ● | | | ● | | |
| YONEKYU KAGAYAKI CO., LTD. | Japan | Production of processed meat foods and cooked foods | ● | | | ● | | |
| YONEKYU DELICA FOODS CORP. | Japan | Production and sales of cooked foods | ● | | | ● | | |
| TSUKUSHI FACTORY CO., LTD. | Japan | Production of processed meat foods | ● | | | ● | | |
| ROYAL DELICA CO., LTD | Japan | Production and sales of processed meat foods, cooked foods and other foods | ● | | | ● | | |
| ASAKUSA HAM CO., LTD. | Japan | Production and sales of processed meat foods and cooked foods | ● | | | ● | | |
| KIKUSUI CO., LTD. | Japan | Production and sales of noodles and cooked foods | ● | | | ● | | |
| IH MEAT PACKER INC. | Japan | Slaughtering and processing of beef, pork, etc. | ● | | ● | | | |
| IH MEAT SOLUTION INC. | Japan | Processing of meat | ● | | ● | | | |
| SANKYOMEAT INC. | Japan | Slaughtering and processing of beef, pork, etc. | ● | | ● | | | |
| MARUFUJI CORP. | Japan | Processing of beef | ● | | ● | | | |
| I-PORK CORP. | Japan | Processing of pork | ● | | ● | | | |
| YONEKYU OISHII TORI CORP. *1 | Japan | Poultry farming, slaughtering and processing of chicken | ● | ● | | | | |
| TAIYO PORK CORP. *2 | Japan | Hog sales | ● | ● | | | | |
| EASTERN HIROSHIMA PIG FARMER COOPERATIVE | Japan | Hog farming | ● | ● | | | | |
| IH LOGISTICS SERVICE INC. | Japan | Delivery of processing meat foods, cooked foods, meat and other products and logistics management | ● | | | | | ● |
| ITOHAM BUSINESS SUPPORT INC. | Japan | Agency and consulting of sales-related administrative | ● | | | | | ● |
| ITOHAM YONEKYU HUMAN SERVICE CO., LTD. | Japan | Agency and consulting of human resources, general affairs and administrative affairs | ● | | | | | ● |
| ITOHAM YONEKYU SYSTEM INC. | Japan | Business support for the development, maintenance and operation of information system | ● | | | | | ● |
| ANZCO FOODS LTD. | New Zealand | Farming, slaughtering, processing, selling and exporting meat | ● | | | | | ● |
| ITOHAM AMERICA INC. | USA | Processing, selling and exporting meat | ● | | | | | ● |
| ITOHAM BETAGRO FOODS CO. LTD | Thailand | Manufacture, export and sale of processed meat foods and other foods | ● | | | | | ● |
| ITO FOODS TRADING (SHANFHAJ) CO., LTD. | China | Import, export and sale of processed meat foods | ● | | | | | ● |

*1 YONEKYU OISHII TORI CORP. is engaged in the business of poultry farming, slaughtering and processing of chicken, but in this data book, the company's slaughtering and processing business is also classified as "Livestock farming".

*2 TAIYO PORK CORP. is engaged in the business of hog sales, but in this data book, the company's business is classified as "Livestock farming".

Environment

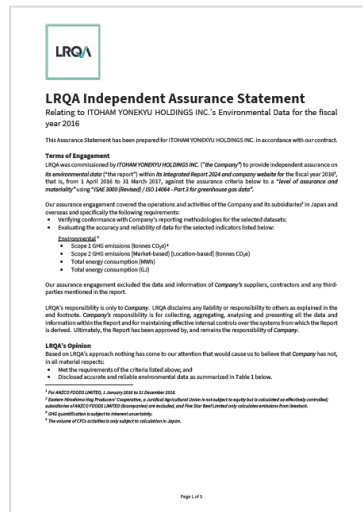
Environmental Data Calculation Methodology

- ◆ Scope of coverage (As of March 31, 2024)
 ITOHAM YONEKYU HOLDINGS INC. and subsidiaries (subsidiaries include 100% of their emissions in the scope of calculation). However, depending on the data, the scope of calculation is limited.
 - ◆ GHG emissions and energy consumption of Scope1 and Scope2 are calculated in accordance with the GHG Protocol, using various coefficients from the Energy Conservation Law (local coefficients for some overseas subsidiaries).
 - ◆ Scope 3 was calculated by setting scenarios for each category, referring to the GHG Protocol's "Corporate Value Chain Accounting and Reporting Standards" and "Basic Guidelines for Calculating Greenhouse Gas Emissions through Supply Chains". Some categories are only available in Japan.
- ※ We scrutinize various environmental data, update them to the latest version, and publish them.

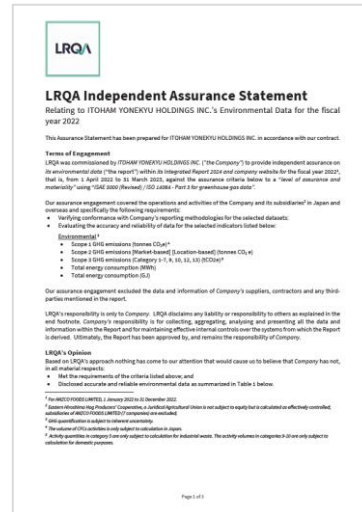
Independent Assurance Statement

For Scope 1 (greenhouse gas emissions) and Scope 2 (greenhouse gas emissions and energy use), we have continuously obtained independent assurance since FY 2016 and FY 2022, the base year. For Scope 3, independent assurance have been obtained since FY2022. (Verification for FY2023 is underway.)

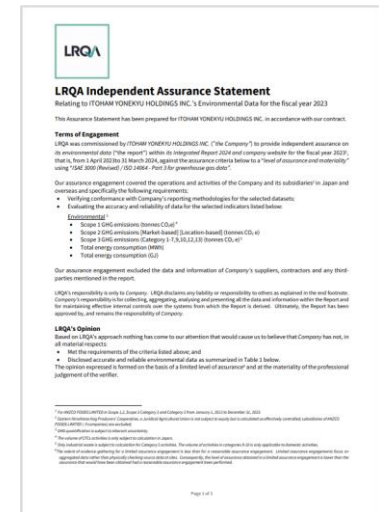
Independent Assurance Statement FY2016 (Base year FY2016 results)



Independent Assurance Statement FY2022 (FY2022 results)



Independent Assurance Statement FY2023 (FY2023 results)



GHG emissions (Scope1 & Scope2)

unit : thousand t-CO₂, t-CO₂/ t

| Items | | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Consolidated Total | Scope1 | 193 | 203 | 206 | 203 | 214 | 211 | 202 | 200 |
| | Scope2 | 182 | 178 | 181 | 170 | 165 | 161 | 161 | 167 |
| | Total | 375 | 382 | 387 | 373 | 379 | 372 | 363 | 367 |
| Domestic Total | Scope1 | 129 | 136 | 140 | 136 | 142 | 141 | 142 | 141 |
| | Scope2 | 167 | 164 | 167 | 156 | 152 | 148 | 147 | 153 |
| | Total | 296 | 300 | 306 | 293 | 294 | 289 | 288 | 294 |
| Livestock farming | Scope1 | 24 | 25 | 25 | 25 | 26 | 26 | 28 | 27 |
| | Scope2 | 12 | 13 | 12 | 11 | 11 | 10 | 11 | 12 |
| | Total | 36 | 37 | 37 | 37 | 37 | 35 | 39 | 39 |
| Meat processing | Scope1 | 5 | 5 | 6 | 6 | 7 | 8 | 8 | 9 |
| | Scope2 | 17 | 16 | 15 | 14 | 14 | 15 | 15 | 19 |
| | Total | 22 | 21 | 22 | 20 | 21 | 23 | 23 | 28 |
| Processed Food Manufacturing | Scope1 | 92 | 97 | 100 | 96 | 100 | 99 | 97 | 94 |
| | Scope2 | 116 | 114 | 118 | 111 | 109 | 105 | 102 | 102 |
| | Total | 208 | 211 | 217 | 207 | 209 | 203 | 198 | 196 |
| Others (excluding vehicle) | Scope1 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 10 |
| | Scope2 | 23 | 22 | 22 | 20 | 18 | 19 | 19 | 20 |
| | Total | 31 | 31 | 30 | 29 | 27 | 28 | 28 | 31 |
| Vehicle | Scope1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Overseas Total | Scope1 | 64 | 67 | 67 | 67 | 72 | 70 | 61 | 59 |
| | Scope2 | 14 | 14 | 14 | 14 | 13 | 13 | 14 | 15 |
| | Total | 78 | 81 | 81 | 81 | 85 | 82 | 74 | 74 |
| New Zealand | Scope1 | 63 | 66 | 66 | 66 | 71 | 69 | 59 | 58 |
| | Scope2 | 12 | 12 | 12 | 12 | 11 | 11 | 12 | 13 |
| | Total | 75 | 79 | 78 | 78 | 83 | 80 | 72 | 71 |
| Others *1 | Scope1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| | Scope2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| | Total | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 3 |

*1 USA, Thailand, China

GHG emissions (Scope3)

| | | unit : thousand t-CO ₂ | | | | unit : % |
|----------------|--|-----------------------------------|--------|--------|--------|--------------------------------|
| Categories | | FY2020 | FY2021 | FY2022 | FY2023 | FY2023 Composition ratio |
| Domestic Total | | 6,589 | 6,952 | 7,721 | 8,435 | 100.0 |
| 1 | Purchased goods and services | 5,302 | 5,660 | 6,455 | 7,004 | 83.0 |
| 2 | Capital goods | 36 | 37 | 57 | 64 | 0.8 |
| 3 | Fuel and energy related activities (not included in Scope 1 or Scope 2) | 60 | 60 | 61 | 61 | 0.7 |
| 4 | Upstream transportation and distribution | 161 | 164 | 167 | 169 | 2.0 |
| 5 | Waste generated in operations | 15 | 15 | 15 | 16 | 0.2 |
| 6 | Business travel | 1 | 1 | 1 | 1 | 0.0 |
| 7 | Employee commuting | 3 | 3 | 3 | 3 | 0.0 |
| 8 | Upstream leased assets | — | — | — | — | — |
| 9 | Downstream transportation and distribution | 4 | 4 | 4 | 6 | 0.1 |
| 10 | Processing of sold products | 997 | 999 | 950 | 1,101 | 13.1 |
| 11 | Use of sold products | — | — | — | — | — |
| 12 | End-of-Life treatment of sold products | 9 | 9 | 8 | 8 | 0.1 |
| 13 | Downstream leased assets | 0 | 0 | 0 | 0 | 0.0 |
| 14 | Franchises | — | — | — | — | — |
| 15 | Investments | — | — | — | — | — |

* Scope 3 calculations have been carried out since FY2020.

* category 5,6,7,9,10,12,13 : Domestic Calculation / category 8,11,14,15 : not subject to calculation

Consumption of Energy

| | | | | | | | | Unit : TJ |
|------------------------------|--------|--------|--------|--------|--------|--------|--------|-----------|
| Items | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Consolidated Total | 5,937 | 6,515 | 6,723 | 6,725 | 6,697 | 6,721 | 6,689 | 6,763 |
| Domestic Total | 4,497 | 5,081 | 5,277 | 5,315 | 5,334 | 5,317 | 5,231 | 5,304 |
| Livestock farming | 274 | 284 | 296 | 299 | 309 | 316 | 358 | 350 |
| Meat processing | 387 | 389 | 397 | 411 | 412 | 434 | 452 | 537 |
| Processed Food Manufacturing | 3,280 | 3,848 | 4,017 | 4,052 | 4,079 | 4,033 | 3,870 | 3,850 |
| Others | 557 | 559 | 567 | 554 | 533 | 535 | 550 | 566 |
| Overseas Total | 1,440 | 1,434 | 1,446 | 1,409 | 1,363 | 1,405 | 1,458 | 1,459 |
| New Zealand | 1,390 | 1,385 | 1,397 | 1,359 | 1,317 | 1,356 | 1,404 | 1,403 |
| Others *1 | 50 | 49 | 49 | 50 | 46 | 49 | 54 | 56 |

*1 USA, Thailand, China

Waste emissions (Domestic)

| Unit : thousand t | | | | | | | | |
|------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Items | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Domestic Total | 47 | 48 | 55 | 59 | 60 | 59 | 58 | 58 |
| Livestock farming | 4 | 5 | 6 | 6 | 6 | 6 | 5 | 4 |
| Meat processing | 7 | 7 | 9 | 12 | 13 | 11 | 11 | 13 |
| Processed Food Manufacturing | 35 | 36 | 38 | 39 | 40 | 41 | 41 | 40 |
| Others | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

Water Consumption

| Unit : thousand m ³ 、m ³ /t | | | | | | | | | |
|---|--------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Items | | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Consolidated Total | Water supply | 1,657 | 1,566 | 1,681 | 1,393 | 1,662 | 1,667 | 1,761 | 1,432 |
| | Industrial Water | 1,555 | 1,595 | 1,601 | 1,546 | 1,539 | 1,540 | 1,614 | 1,612 |
| | Groundwater | 8,796 | 9,396 | 9,200 | 9,525 | 9,750 | 8,839 | 8,490 | 9,051 |
| | Total | 12,007 | 12,556 | 12,481 | 12,464 | 12,951 | 12,045 | 11,865 | 12,094 |
| | Total (Basic unit) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Domestic Total | Water supply | 1,572 | 1,480 | 1,596 | 1,315 | 1,308 | 1,317 | 1,191 | 1,137 |
| | Industrial Water | 1,555 | 1,595 | 1,601 | 1,546 | 1,539 | 1,540 | 1,614 | 1,612 |
| | Groundwater | 5,637 | 5,707 | 5,671 | 6,003 | 5,900 | 5,936 | 5,782 | 6,357 |
| | Total | 8,763 | 8,781 | 8,868 | 8,864 | 8,747 | 8,793 | 8,587 | 9,105 |
| | Total (Basic unit) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Overseas Total ^{*1} | Water supply | 85 | 86 | 85 | 78 | 354 | 350 | 570 | 295 |
| | Industrial Water | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Groundwater | 3,159 | 3,689 | 3,528 | 3,522 | 3,850 | 2,903 | 2,708 | 2,694 |
| | Total | 3,244 | 3,775 | 3,613 | 3,600 | 4,204 | 3,253 | 3,278 | 2,989 |
| | Total (Basic unit) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

*1 New Zealand, USA, Thailand, China

Social

Status of Employee

| Items | Unit | Targets | FY2022 | FY2023 |
|----------------------------------|--------------|------------------|--------|--------|
| Number of employee | person | domestic | 13,770 | 13,840 |
| Regular employees | person | domestic | 7,382 | 7,275 |
| Male | person | domestic | 5,564 | 5,407 |
| Female | person | domestic | 1,818 | 1,868 |
| Female employee ratio | % | domestic | 24.6 | 25.7 |
| Temporary employees | person | domestic | 6,388 | 6,565 |
| Number of managers | person | domestic | 1,075 | 1,026 |
| Male | person | domestic | 1,017 | 964 |
| Female | person | domestic | 58 | 62 |
| Ratio of female managers | % | domestic | 5.4 | 6.0 |
| Number of section chiefs | person | domestic | 1,883 | 1,752 |
| Male | person | domestic | 1,666 | 1,545 |
| Female | person | domestic | 217 | 207 |
| Ratio of female section chiefs | % | domestic | 11.5 | 11.8 |
| Average age | age | domestic | 44.0 | 44.0 |
| Male | age | domestic | 45.0 | 45.1 |
| Female | age | domestic | 42.8 | 42.4 |
| Number of new graduates hired | person | domestic | 301 | 270 |
| Male | person | domestic | 204 | 171 |
| Female | person | domestic | 97 | 99 |
| New graduate turnover rate | % | domestic | 29.0 | 26.9 |
| Number of mid-career hires | person | domestic | 133 | 215 |
| Male | person | domestic | 85 | 144 |
| Female | person | domestic | 48 | 71 |
| Average annual salary | thousand yen | HD ^{*1} | 7,015 | 7,409 |
| Turnover rate (personal reasons) | % | domestic | 4.6 | 5.6 |

* 1 ITOHAM YONEKYU HOLDINGS INC.

Diversity

(1) Gender Pay Gap

| Items | Unit | Targets | FY2022 | FY2023 |
|---------------------|------|----------|--------|--------|
| All employees | % | domestic | 52.8 | 54.4 |
| Regular employees | % | domestic | 66.8 | 67.7 |
| Temporary employees | % | domestic | 79.4 | 82.6 |

* There is no difference in the wage structure based on gender, but rather on differences in the composition of employees by grade, length of service, number of hours worked, etc.

(2) Foreign employees in Japan

| Items | Unit | Targets | FY2022 | FY2023 |
|-----------------------------|--------|----------|--------|--------|
| Number of foreign employees | person | domestic | 1,772 | 2,042 |

(3) Status of Re-Employment Following Mandatory Retirement

| Items | Unit | Targets | FY2022 | FY2023 |
|------------------------------|--------|----------|--------|--------|
| Number of mandatory retirees | person | domestic | 321 | 323 |
| Full-time employees | person | domestic | 165 | 169 |
| Semi-employees | person | domestic | 156 | 154 |
| Number of re-employed emplo | person | domestic | 282 | 289 |
| Full-time employees | person | domestic | 136 | 140 |
| Semi-employees | person | domestic | 146 | 149 |
| Re-employment rate | % | domestic | 87.9 | 89.5 |

(4) Status of Hiring Personnel Disabilities

| Items | Unit | Targets | FY2022 | FY2023 |
|-----------------|------|----------|--------|--------|
| Employment rate | % | domestic | 2.7 | 2.7 |

Work-life balance

(1) Status of Annual Paid Leave taken

| Items | Unit | Targets | FY2022 | FY2023 |
|--|------|----------|--------|--------|
| Average number of days annual paid leave granted | days | domestic | 16.6 | 15.2 |
| Average number of days annual paid leave taken | days | domestic | 11.5 | 10.8 |
| Average usage rate of annual paid leave | % | domestic | 69.7 | 71.1 |

(2) Condition of Utilizing Child and Nursing Care-Related Systems

| Items | Unit | Targets | FY2022 | FY2023 |
|---|------------------------|----------|--------|--------|
| Before and after childbirth leave | number of leave takers | domestic | 54 | 45 |
| Childcare leave at birth | number of leave takers | domestic | 18 | 28 |
| Number of childcare leave takers | | domestic | 94 | 82 |
| Male | | domestic | 38 | 37 |
| Female | | domestic | 56 | 45 |
| Rate of childcare leave takers ^{*1} | % | domestic | — | — |
| Male ^{*1} | % | domestic | 35 | 37 |
| Female ^{*1} | % | domestic | 102 | 94 |
| Average number of days of childcare leave taken by male | days | domestic | 21 | 31 |
| Rate of employees returning to work | % | domestic | 98 | 98 |
| Shortened working hours for childcare | number of users | domestic | 128 | 151 |
| Nursing leave | number of leave takers | domestic | 6 | 6 |

^{*1} Depending on the gap between the birth year of the child and the year in which the leave is taken, the percentage may exceed 100%, or it may be less than 100% even if all eligible employees take the leave.

Overview of each systems

| | | |
|---|---|---|
| Before and after childbirth leave | : | Employees can take leave for 8 weeks before the birth (14 weeks in the case of multiple pregnancies) and 8 weeks after the birth. |
| Childcare leave at birth, childcare leave | : | Employees are paid for the first 10 days of leave for the first leave in respect of the same child. |
| Shortened working hours for childcare | : | Employees can reduce their working hours by up to 2 hours per day until their child completes the third grade of elementary school. |
| Nursing leave | : | Employees can take a total of 1 year of leave for each family member who requires care. |

Occupational Health & Safety

(1) Status of Working Hours

| Items | Unit | Targets | FY2022 | FY2023 |
|---------------------------------|-------|------------------|----------|----------|
| Annual business days | days | HD ^{*1} | 244 | 244 |
| Annual prescribed working hours | hours | HD ^{*1} | 1,898.75 | 1,898.75 |
| Hours of overtime work | hours | HD ^{*1} | 258.80 | 238.23 |
| Annual actual working hours | hours | HD ^{*1} | 2,046.79 | 2,030.37 |

^{*1} ITOHAM YONEKYU HOLDINGS INC.

(2) Status of Occupational Safety

| Items | Unit | Targets | FY2022 | FY2023 |
|---------------------------------------|------|----------|--------|--------|
| Occupational Accidents Severity Ratio | % | domestic | 1.54 | 2.29 |
| Number of occupational Accidents | | domestic | 178 | 250 |
| Number of non-lost time accident | | domestic | 111 | 150 |
| Number of lost-time accidents | | domestic | 67 | 100 |
| Number of fatal accidents | | domestic | 0 | 0 |

(3) Mental Health

| Items | Unit | Targets | FY2022 | FY2023 |
|-------------------------------|------|----------|--------|--------|
| Stress check examination rate | % | domestic | 89.4 | 93.0 |
| High stress ratio | % | domestic | 13.9 | 14.9 |

Union

(1) Labor Union

| Items | Unit | Targets | FY2022 | FY2023 |
|---------------------------------|------|----------|--------|--------|
| Rate of eligible to participate | % | domestic | 37.0 | 36.9 |
| Participation rate | % | domestic | 100.0 | 100.0 |

(2) Freedom of Association and Collective Bargaining

ITOHAM YONEKYU Group holds regular labor-management council meetings with the ITOHAM YONEKYU Labor Union.

Through these meetings and other means, we share necessary information on company policies with the labor union as appropriate, and exchange opinions aimed at improving working conditions, thereby maintaining sound labor-management relations.

Organizational Culture

| Items | Unit | Targets | FY2022 | FY2023 |
|---|--------|----------|--------|--------|
| Number of employees surveyed for organizational culture | people | domestic | 6,321 | — |
| Response rate | % | domestic | 95.5 | — |
| Positive response rate for employee engagement | % | domestic | 52.0 | — |
| Positive response rate for an environment that utilizes employees | % | domestic | 50.0 | — |

* The organizational culture survey was conducted every two years until fiscal year 2023, but will be conducted annually from fiscal year 2024.

Donations

| Items | Unit | Targets | FY2022 | FY2023 |
|-------------------------------|-------------|----------|--------|--------|
| Total donation amount | million yen | domestic | 37 | 50 |
| Political contribution amount | million yen | domestic | 0.5 | 0.3 |

Governance

Corporate governance

(1) Composition of Directors and Auditors FY2023

| Position | Name | Board of Directors | | Board of Auditors | |
|---------------------------------------|--------------------------------|---|-----------------------|---|-----------------------|
| | | Meetings attended/ Meetings Convened | Attendance Rate(%) | Meetings attended/ Meetings Convened | Attendance Rate(%) |
| President and Chief Executive officer | Isao Miyashita | 15/15 | 100 | — | — |
| Director, Managing Executive Officer | Koichi Ito | 15/15 | 100 | — | — |
| Director, Managing Executive Officer | Hajime Ogawa | 14/15 | 93.3 | — | — |
| Director, Managing Executive Officer | Akihisa Horiuchi ^{*2} | 12/12 | 100 | — | — |
| Director(Outside) ^{*1} | Aya Ito ^{*3} | 3/3 | 100 | — | — |
| Director(Outside) ^{*1} | Yukie Osaka | 15/15 | 100 | — | — |
| Director(Outside) ^{*1} | Mikiko Morimoto ^{*2} | 12/12 | 100 | — | — |
| Standing Auditor | Yoshiro Matsuzaki | 15/15 | 100 | 12/12 | 100 |
| Standing Auditor | Shin Takahashi | 15/15 | 100 | 12/12 | 100 |
| Auditor(Outside) ^{*1} | Ichiro Ichikawa ^{*3} | 3/3 | 100 | 2/2 | 100 |
| Auditor(Outside) ^{*1} | Kei Umebayashi | 14/15 | 93.3 | 12/12 | 100 |
| Auditor(Outside) ^{*1} | Koji Matsumura ^{*2} | 12/12 | 100 | 10/10 | 100 |

*1 Independent Officer

*2 Appointed in June

*3 Resigned in June

Corporate governance

(2) Composition of Optional Committee

Executive Appointments Advisory Committee

| Position | Name | Meetings attended/ Meetings Convened | Attendance Rate(%) |
|--------------------------------------|-------------------------------|---|-----------------------|
| Director, Managing Executive Officer | Hajime Ogawa | 1/1 | 100 |
| Director(Outside) ^{*1} | Yukie Osaka | 1/1 | 100 |
| Director(Outside) ^{*1} | Mikiko Morimoto ^{*2} | 1/1 | 100 |

^{*1} Independent Officer

^{*2} Appointed in June

Governance Committee

| Position | Name | Meetings attended/ Meetings Convened | Attendance Rate(%) |
|--------------------------------------|-------------------------------|---|-----------------------|
| Director, Managing Executive Officer | Hajime Ogawa | 2/2 | 100 |
| Director(Outside) ^{*1} | Yukie Osaka | 2/2 | 100 |
| Director(Outside) ^{*1} | Mikiko Morimoto ^{*2} | 2/2 | 100 |

^{*1} Independent Officer

^{*2} Appointed in June

Compensation Advisory Committee

| Position | Name | Meetings attended/ Meetings Convened | Attendance Rate(%) |
|--------------------------------------|-------------------------------|---|-----------------------|
| Director, Managing Executive Officer | Hajime Ogawa | 2/2 | 100 |
| Director(Outside) ^{*1} | Aya Ito ^{*2} | 1/1 | 100 |
| Director(Outside) ^{*1} | Yukie Osaka | 2/2 | 100 |
| Director(Outside) ^{*1} | Mikiko Morimoto ^{*3} | 1/1 | 100 |

^{*1} Independent Officer

^{*2} Resigned in June

^{*3} Appointed in June

Sustainability Committee

| Position | Name | Meetings attended/ Meetings Convened | Attendance Rate(%) |
|--------------------------------------|--------------------------------|---|-----------------------|
| Director, Managing Executive Officer | Hajime Ogawa | 3/4 | 75.0 |
| Director, Managing Executive Officer | Koichi Ito | 4/4 | 100 |
| Director, Managing Executive Officer | Akihisa Horiuchi ^{*2} | 3/3 | 100 |
| Director(Outside) ^{*1} | Aya Ito ^{*3} | 1/1 | 100 |
| Director(Outside) ^{*1} | Mikiko Morimoto ^{*2} | 3/3 | 100 |
| Managing Executive Officer | Yoshiyuki Ishimatsu | 3/4 | 75 |
| Managing Executive Officer | Katsumi Nozawa | 4/4 | 100 |
| Managing Executive Officer | Akihiro Asami | 4/4 | 100 |

^{*1} Independent Officer

^{*2} Appointed in June

^{*3} Resigned in June

Corporate governance

(3) Composition of Directors and Corporate Auditors, Changes

| | | | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--------------------|-------------|------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Board of Directors | number | total | 9 | 9 | 9 | 9 | 9 | 6 | 6 | 6 |
| | | company director | 7 | 7 | 7 | 7 | 7 | 4 | 4 | 4 |
| | | Outside Director | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| | | Female Director | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 |
| | Composition | total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| | | company director | 78% | 78% | 78% | 78% | 78% | 67% | 67% | 67% |
| | | Outside Director | 22% | 22% | 22% | 22% | 22% | 33% | 33% | 33% |
| | | Female Director | 11% | 11% | 22% | 22% | 22% | 33% | 33% | 33% |
| Board of Auditors | number | total | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| | | Internal Auditor | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 2 |
| | | Outside Auditor | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 |
| | | Women Auditor | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Composition | total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| | | Internal Auditor | 33% | 33% | 33% | 25% | 50% | 50% | 50% | 50% |
| | | Outside Auditor | 67% | 67% | 67% | 75% | 50% | 50% | 50% | 50% |
| | | Women Auditor | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total | number | total | 12 | 12 | 12 | 13 | 13 | 10 | 10 | 10 |
| | | company executive | 8 | 8 | 8 | 8 | 9 | 6 | 6 | 6 |
| | | Outside Director and Auditor | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 |
| | | Women executive | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 |
| | Composition | total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| | | company executive | 67% | 67% | 67% | 62% | 69% | 60% | 60% | 60% |
| | | Outside Director and Auditor | 33% | 33% | 33% | 38% | 31% | 40% | 40% | 40% |
| | | Women executive | 8% | 8% | 17% | 15% | 15% | 20% | 20% | 20% |

Promoting Compliance

(1) Compliance Training

We conduct compliance training (company-wide training) once a year for all Group employees to promote understanding of compliance, raise awareness, and reaffirm its importance.

In addition, we conduct compliance training (management training) for managers as required according to their position, such as on industry laws and harassment prevention.

| Items | Unit | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|--------|
| Number of attendees in the All-company training | person | 13,887 | 13,378 | 13,831 |
| Number of attendees in the Management training | person | 1,117 | 1,124 | 1,154 |

(2) Compliance Promotion Committee Members Training

We have appointed compliance promotion committee members in each workplace who are engaged in activities to promote and establish compliance, and to raise awareness of laws and regulations related to work operations, as well as company regulations.

We hold training twice a year for these committee members to acquire knowledge about compliance.

| Items | | Unit | FY2021 | FY2022 | FY2023 |
|--|-------|--------|--------|--------|--------|
| Number of attendees in the compliance promotion committee members training | (1st) | person | 358 | 321 | 329 |
| | (2nd) | person | 321 | 351 | 330 |

(3) Compliance Hotline

We have set up hotlines both within the company (Compliance Office) and outside the company (Outside lawyers) to receive consultations and internal reports regarding compliance.

| Items | Unit | FY2021 | FY2022 | FY2023 |
|-------------------|-------|--------|--------|--------|
| Number of reports | cases | 76 | 101 | 90 |