

ESG Data Book 2024

ITOHAM YONEKYU HOLDINGS INC.
(Tokyo Prime : 2296)

Creation date : November 18, 2025

List of Group Companies (As of March 31, 2025)

			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

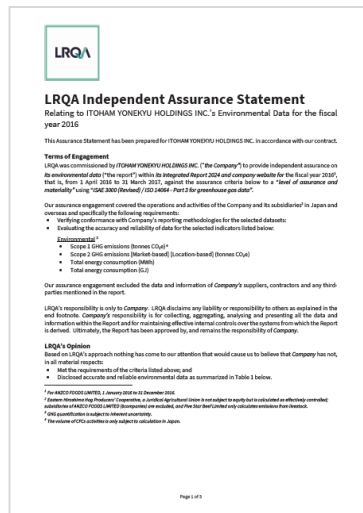
Environmental Data Calculation Methodology

- ◆ Scope of coverage (As of March 31, 2025)
 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.

Independent Assurance Statement FY2016 (Base year FY2016 results)



Independent Assurance Statement FY2024 (FY2024 results)



GHG emissions (Scope1 & Scope2)

unit : thousand t-CO₂、 kg -CO₂/ t

Items		FY2016	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated Total	Scope1	193	214	210	202	190	285
	Scope2	182	165	161	161	167	149
	Total	375	379	371	363	356	434
	Total (Basic unit)	576.1	557.6	540.6	517.8	507.1	612.7
Domestic Total	Scope1	129	142	141	142	129	120
	Scope2	167	152	148	147	152	139
	Total	296	294	289	288	281	259
Livestock farming	Scope1	24	26	26	28	15	14
	Scope2	12	11	10	11	12	11
	Total	36	37	35	39	27	25
Meat processing	Scope1	5	7	8	8	9	11
	Scope2	17	14	15	15	19	19
	Total	22	21	23	23	28	30
Processed Food Manufacturing	Scope1	92	100	99	97	94	86
	Scope2	116	109	105	102	102	91
	Total	208	209	203	198	196	177
Others (excluding vehicle)	Scope1	9	9	9	9	10	9
	Scope2	23	18	19	19	19	19
	Total	31	27	28	28	29	28
Overseas Total	Scope1	64	72	69	61	61	165
	Scope2	14	13	13	14	15	9
	Total	78	85	81	74	76	175
New Zealand	Scope1	63	71	68	59	60	164
	Scope2	12	11	11	12	13	8
	Total	75	83	79	72	73	172
Others *1	Scope1	1	1	1	1	1	1
	Scope2	2	2	2	2	2	2
	Total	3	2	2	3	3	3

*1 USA, Thailand, China

*2 From FY2024, emissions from livestock that had not previously been accounted for in some overseas subsidiaries have been added to the scope of GHG emissions calculations.

GHG emissions (Scope3)

		unit : thousand t-CO ₂					unit : %
Categories		FY2020	FY2021	FY2022	FY2023	FY2024	FY2024 Composition ratio
	Domestic Total	6,589	6,952	7,721	8,437	8,852	100.0
1	Purchased goods and services	5,302	5,660	6,455	7,004	7,429	83.9
2	Capital goods	36	37	57	64	69	0.8
3	Fuel and energy related activities (not included in Scope 1 or Scope 2)	60	60	61	61	60	0.7
4	Upstream transportation and distribution	161	164	167	169	173	2.0
5	Waste generated in operations	15	15	15	18	19	0.2
6	Business travel	1	1	1	1	1	0.0
7	Employee commuting	3	3	3	3	3	0.0
8	Upstream leased assets	—	—	—	—	—	—
9	Downstream transportation and distribution	4	4	4	6	6	0.1
10	Processing of sold products	997	999	950	1,101	1,083	12.2
11	Use of sold products	—	—	—	—	—	—
12	End-of-Life treatment of sold products	9	9	8	9	8	0.1
13	Downstream leased assets	0	0	0	0	0	0.0
14	Franchises	—	—	—	—	—	—
15	Investments	—	—	—	—	—	—

* Scope 3 calculations have been carried out since FY2020.

* Category 5: Industrial waste only / Category 6,7,9,10,12,13 : Domestic Calculation only / Category 8, 11, 14, 15: Not subject to calculation

Consumption of Energy

Unit : TJ、GJ/ t

Items	FY2016	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated Total	5,937	6,697	6,721	6,689	6,763	6,372
Total (Basic unit)	9.1	9.9	9.8	9.6	9.6	9.0
Domestic Total	4,497	5,334	5,317	5,231	5,304	5,068
Livestock farming	274	309	316	358	350	493
Meat processing	387	412	434	452	537	541
Processed Food Manufacturing	3,280	4,079	4,033	3,870	3,850	3,533
Others	557	533	535	550	566	501
Overseas Total	1,440	1,363	1,405	1,458	1,459	1,304
New Zealand	1,390	1,317	1,356	1,404	1,403	1,251
Others *1	50	46	49	54	56	53

*1 USA, Thailand, China

*1 Certain sites have been excluded due to unavailability of data.

Waste emissions

Unit : thousand t、kg/t

Items	FY2016	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated Total	47	61	65	64	60	63
Total (Basic unit)	72.9	89.4	94.2	90.9	85.1	88.5
Domestic Total	47	60	59	58	58	58
Livestock farming	4	6	6	5	4	8
Meat processing	7	13	11	11	13	13
Processed Food Manufacturing	35	40	41	41	40	36
Others	1	1	1	1	1	1
Overseas Total	1	1	5	6	2	5

*1 Waste emissions data from some overseas subsidiaries for FY2016-FY2020 were not collected.

Drainage

Unit : thousand m³、m³/t

Items		FY2016	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated Total	Public waters	4,684	4,800	4,740	4,423	4,966	4,830
	Sewage	5,071	6,066	5,224	5,313	4,835	5,132
	Total	9,755	10,866	9,964	9,736	9,801	9,962
Domestic Total	Public waters	4,684	4,800	4,740	4,423	4,966	4,830
	Sewage	2,155	2,286	2,300	2,369	2,151	2,106
	Total	6,839	7,086	7,040	6,792	7,117	6,936
Livestock farming	Public waters	352	396	399	418	439	438
	Sewage	1	0	0	0	0	0
	Total	353	396	399	418	439	438
Meat processing	Public waters	960	892	882	883	1,164	1,373
	Sewage	110	110	110	133	140	141
	Total	1,069	1,002	992	1,016	1,303	1,515
Processed Food Manufacturing	Public waters	3,372	3,513	3,458	3,122	3,364	3,018
	Sewage	1,971	2,131	2,146	2,211	1,983	1,920
	Total	5,343	5,644	5,604	5,333	5,347	4,938
Others	Public waters	0	0	0	0	0	0
	Sewage	74	45	45	26	28	45
	Total	74	45	45	26	28	45
Overseas Total*1	Public waters	0	0	0	0	0	0
	Sewage	2,916	3,780	2,924	2,944	2,685	3,026
	Total	2,916	3,780	2,924	2,944	2,685	3,026

*1 New Zealand, USA, Thailand, China

*2 Regarding the discharge volume, some of the values are estimated.

*3 Discharge into public waters is the release of treated water.

Water Consumption

Unit : thousand m³、m³/t

Items		FY2016	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated Total	Water supply	1,657	1,662	1,667	1,761	1,432	2,621
	Industrial Water	1,555	1,539	1,540	1,614	1,612	1,616
	Groundwater	8,796	9,750	8,839	8,490	9,051	8,092
	Total	12,007	12,951	12,045	11,865	12,094	12,329
	Total (Basic unit)	18.4	19.1	17.6	16.9	17.2	17.4
Domestic Total	Water supply	1,572	1,308	1,317	1,191	1,137	1,327
	Industrial Water	1,555	1,539	1,540	1,614	1,612	1,616
	Groundwater	5,637	5,900	5,936	5,782	6,357	6,024
	Total	8,763	8,747	8,793	8,587	9,105	8,967
Overseas Total ^{*1}	Water supply	85	354	350	570	295	1,294
	Industrial Water	0	0	0	0	0	0
	Groundwater	3,159	3,850	2,903	2,708	2,694	2,068
	Total	3,244	4,204	3,253	3,278	2,989	3,362

*1 New Zealand, USA, Thailand, China

*2 Some of the figures related to Water Consumption are based on estimations.

*3 Locations where data could not be obtained, such as those with rent-inclusive arrangements, are excluded.

Compliance Status with Environmental Laws and Regulations (Domestic)

Items		FY2020	FY2021	FY2022	FY2023	FY2024
Number of serious administrative actions such as business suspensions	Subject	0	0	0	0	0
Fines resulting from administrative actions	One million yen	0	0	0	0	0

Social

Status of Employee

Items	Unit	Targets	FY2022	FY2023	FY2024
Number of employee	person	domestic	13,770	13,840	13,825
Regular employees	person	domestic	7,382	7,275	7,007
Male	person	domestic	5,564	5,407	5,201
Female	person	domestic	1,818	1,868	1,806
Female employee ratio	%	domestic	24.6	25.7	25.8
Temporary employees	person	domestic	6,388	6,565	6,818
Number of managers	person	domestic	1,075	1,026	991
Male	person	domestic	1,017	964	921
Female	person	domestic	58	62	70
Ratio of female managers	%	domestic	5.4	6.0	7.1
Number of section chiefs	person	domestic	1,883	1,812	1,748
Male	person	domestic	1,666	1,587	1,503
Female	person	domestic	217	225	245
Ratio of female section chiefs	%	domestic	11.5	12.4	14.0
Average age	age	domestic	44.0	44.0	43.8
Male	age	domestic	45.0	45.1	45.0
Female	age	domestic	42.8	42.4	42.1
Number of new graduates hired	person	domestic	301	270	243
Male	person	domestic	204	171	151
Female	person	domestic	97	99	92
New graduate turnover rate	%	domestic	29.4	27.5	31.9
Number of mid-career hires	person	domestic	133	215	162
Male	person	domestic	85	144	115
Female	person	domestic	48	71	47
Average annual salary	thousand yen	HD ^{*1}	7,015	7,153	7,262
Turnover rate (personal reasons)	%	domestic	4.6	5.6	5.9

* 1 ITOHAM YONEKYU HOLDINGS INC.

Diversity

(1) Gender Pay Gap

Items	Unit	Targets	FY2022	FY2023	FY2024
All employees	%	domestic	52.8	54.4	56.3
Regular employees	%	domestic	66.8	67.7	69.3
Temporary employees	%	domestic	79.4	82.6	82.9

* 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	FY2024
Number of foreign employees	person	domestic	1,772	1,958	2,254

(3) Status of Re-Employment Following Mandatory Retirement

Items	Unit	Targets	FY2022	FY2023	FY2024
Number of mandatory retirees	person	domestic	321	323	309
Full-time employees	person	domestic	165	169	171
Semi-employees	person	domestic	156	154	138
Number of re-employed emplo	person	domestic	282	289	276
Full-time employees	person	domestic	136	140	144
Semi-employees	person	domestic	146	149	132
Re-employment rate	%	domestic	87.9	89.5	89.3

(4) Status of Hiring Personnel Disabilities

Items	Unit	Targets	FY2022	FY2023	FY2024
Employment rate	%	domestic	2.67	2.71	2.75

*Some figures for FY2022 and FY2023 have been revised.

Work-life balance

(1) Status of Annual Paid Leave taken

Items	Unit	Targets	FY2022	FY2023	FY2024
Average number of days annual paid leave granted	days	domestic	16.6	15.2	16.00
Average number of days annual paid leave taken	days	domestic	11.5	10.8	10.9
Average usage rate of annual paid leave	%	domestic	69.7	71.1	67.9

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

Items	Unit	Targets	FY2022	FY2023	FY2024
Before and after childbirth leave	number of leave takers	domestic	54	45	70
Childcare leave at birth	number of leave takers	domestic	18	28	51
Number of childcare leave takers		domestic	94	82	130
Male		domestic	38	37	57
Female		domestic	56	45	73
Rate of childcare leave takers ^{*1}	%	domestic	—	—	—
Male ^{*1}	%	domestic	34.5	37.4	50.9
Female ^{*1}	%	domestic	101.8	93.8	104.3
Average number of days of childcare leave taken by male	days	domestic	22.1	37.1	36.8
Rate of employees returning to work	%	domestic	98.0	97.5	100.0
Shortened working hours for childcare	number of users	domestic	128	151	163
Nursing leave	number of leave takers	domestic	6	6	11

^{*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.

^{*}Some figures for FY2022 and FY2023 have been revised.

Occupational Health & Safety

(1) Status of Working Hours

Items	Unit	Targets	FY2022	FY2023	FY2024
Annual business days	days	HD ^{*1}	244	244	244
Annual prescribed working hours	hours	HD ^{*1}	1,898.75	1,898.75	1,891.00
Hours of overtime work	hours	HD ^{*1}	258.80	238.23	250.69
Annual actual working hours	hours	HD ^{*1}	2,046.79	2,030.37	1,983.31

*1 ITOHAM YONEKYU HOLDINGS INC.

(2) Status of Occupational Safety

Items	Unit	Targets	FY2022	FY2023	FY2024
Frequency Rate	%	domestic	1.54	2.29	2.11
Number of occupational Accidents		domestic	178	250	218
Number of non-lost time accident		domestic	111	150	125
Number of lost-time accidents		domestic	67	100	93
Number of fatal accidents		domestic	0	0	0

(3) Mental Health

Items	Unit	Targets	FY2022	FY2023	FY2024
Stress check examination rate	%	domestic	89.4	93.0	92.7
High stress ratio	%	domestic	13.9	14.9	14.0

Union

(1) Labor Union

Items	Unit	Targets	FY2022	FY2023	FY2024
Rate of eligible to participate	%	domestic	37.0	36.9	36.1
Participation rate	%	domestic	100.0	100.0	100.0

(2) Freedom of Association and Collective Bargaining

Our company respects the freedom of association and the right to collective bargaining as recognized by the Constitution and laws of Japan. We regularly hold labor-management meetings with the "ITOHAM YONEKYU Labor Union."

Through these meetings and other forums, we appropriately share necessary information regarding company policy and exchange views aimed at improving working conditions, thereby maintaining a sound labor-management relationship.

Furthermore, each company within the group operates under a policy of respecting the freedom of association and the right to collective bargaining, while complying with and respecting the laws and labor practices of the respective countries.

Organizational Culture

Items	Unit	Targets	FY2022	FY2023	FY2024
Number of employees surveyed for organizational culture	people	domestic	6,321	—	5,921
Response rate	%	domestic	95.5	—	98.8
Positive response rate for employee engagement	%	domestic	52.0	—	48.0
Positive response rate for an environment that utilizes employees	%	domestic	50.0	—	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	FY2024
Total donation amount	million yen	domestic	37	50	32
Political contribution amount	million yen	domestic	0.5	0.3	—

Governance

Corporate governance

(1) Composition of Directors and Auditors FY2024

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	100.0	—	—
Director, Managing Executive Officer	Koichi Ito	14/15	93.3	—	—
Director, Managing Executive Officer	Katsumi Nozawa ^{*2}	12/12	100.0	—	—
Director, Managing Executive Officer	Akihisa Horiuchi	15/15	100.0	—	—
Director(Outside) ^{*1}	Yukie Osaka	15/15	100.0	—	—
Director(Outside) ^{*1}	Mikiko Morimoto	15/15	100.0	—	—
Director(Outside) ^{*1}	Yasuko Nishimura ^{*2}	12/12	100.0	—	—
Director(Outside) ^{*1}	Shuji Kobayashi ^{*2}	12/12	100.0	—	—
Standing Auditor	Yoshiro Matsuzaki	15/15	100.0	13/13	100.0
Standing Auditor	Shin Takahashi	15/15	100.0	13/13	100.0
Auditor(Outside) ^{*1}	Kei Umebayashi	14/15	93.3	13/13	100.0
Auditor(Outside) ^{*1}	Koji Matsumura	15/15	100.0	13/13	100.0

^{*1} Independent Officer

^{*2} Appointed 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	Katsumi Nozawa ^{*2}	4/4	100.0
President and Chief Executive Officer	Isao Miyashita	5/5	100.0
Director(Outside) ^{*1}	Yukie Osaka	5/5	100.0
Director(Outside) ^{*1}	Mikiko Morimoto	5/5	100.0
Director(Outside) ^{*1}	Yasuko Nishimura ^{*2}	4/4	100.0

*1 Independent Officer

*2 Appointed in June

Compensation Advisory Committee

Position	Name	Meetings attended/ Meetings Convened	Attendance Rate(%)
Director, Managing Executive Officer	Katsumi Nozawa ^{*2}	2/2	100.0
President and Chief Executive Officer	Isao Miyashita	3/3	100.0
Director(Outside) ^{*1}	Yukie Osaka	3/3	100.0
Director(Outside) ^{*1}	Mikiko Morimoto	3/3	100.0
Director(Outside) ^{*1}	Yasuko Nishimura ^{*2}	2/2	100.0

*1 Independent Officer

*2 Appointed in June

Governance Committee

Position	Name	Meetings attended/ Meetings Convened	Attendance Rate(%)
Director, Managing Executive Officer	Katsumi Nozawa ^{*2}	3/3	100.0
Director(Outside) ^{*1}	Yukie Osaka	3/3	100.0
Director(Outside) ^{*1}	Mikiko Morimoto	3/3	100.0
Director(Outside) ^{*1}	Yasuko Nishimura ^{*2}	3/3	100.0

*1 Independent Officer

*2 Appointed in June

Sustainability Committee

Position	Name	Meetings attended/ Meetings Convened	Attendance Rate(%)
Director, Managing Executive Officer	Katsumi Nozawa ^{*2}	2/2	100.0
Director, Managing Executive Officer	Koichi Ito	2/3	66.7
Director, Managing Executive Officer	Akihisa Horiuchi	3/3	100.0
Director(Outside) ^{*1}	Mikiko Morimoto	3/3	100.0
Managing Executive Officer	Akihiro Asami	2/3	66.7
Managing Executive Officer	Yukihiro Tashiro	3/3	100.0

*1 Independent Officer

*2 Appointed in June

Corporate governance

(3) Composition of Directors and Corporate Auditors, Changes

			FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Board of Directors	number	total	9	9	9	9	9	6	6	6	8
		company director	7	7	7	7	7	4	4	4	4
		Outside Director	2	2	2	2	2	2	2	2	4
		Female Director	1	1	2	2	2	2	2	2	3
	Composition	total	100%	100%	100%	100%	100%	100%	100%	100%	100%
		company director	78%	78%	78%	78%	78%	67%	67%	67%	50%
		Outside Director	22%	22%	22%	22%	22%	33%	33%	33%	50%
		Female Director	11%	11%	22%	22%	22%	33%	33%	33%	38%
Board of Auditors	number	total	3	3	3	4	4	4	4	4	4
		Internal Auditor	1	1	1	1	2	2	2	2	2
		Outside Auditor	2	2	2	3	2	2	2	2	2
		Female Auditor	0	0	0	0	0	0	0	0	0
	Composition	total	100%	100%	100%	100%	100%	100%	100%	100%	100%
		Internal Auditor	33%	33%	33%	25%	50%	50%	50%	50%	50%
		Outside Auditor	67%	67%	67%	75%	50%	50%	50%	50%	50%
		Female Auditor	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	number	total	12	12	12	13	13	10	10	10	12
		company executive	8	8	8	8	9	6	6	6	6
		Outside Director and Auditor	4	4	4	5	4	4	4	4	6
		Female executive	1	1	2	2	2	2	2	2	3
	Composition	total	100%	100%	100%	100%	100%	100%	100%	100%	100%
		company executive	67%	67%	67%	62%	69%	60%	60%	60%	50%
		Outside Director and Auditor	33%	33%	33%	38%	31%	40%	40%	40%	50%
		Female executive	8%	8%	17%	15%	15%	20%	20%	20%	25%

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	FY2024
Number of attendees in the All-company training	person	13,887	13,378	13,831	13,617
Number of attendees in the Management training	person	1,117	1,124	1,154	1,144

(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	FY2024
Number of attendees in the compliance promotion committee members training	(1st)	person	358	321	329	312
	(2nd)	person	321	351	330	301

(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	FY2024
Number of reports	cases	76	101	90	85