ESG Data Book 2026

ITOHAM　YONEKYU　HOLDINGS
（TSE PRIME：2296)

Update：October 19, 2026

List of Group Companies（As of March 31, 2026）

Copanyu Name	Region	Business summary	Business Calssification					
				Domestic				
			Consolidated	Livestock farming	Meat processing	Processed Food production	Others	Overseas
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	Prduction 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 sipport for the development, maintenance and operation of information system	●				●	
ANZCO FOODS LTD.	New Zealand	Farming, slauhtering, 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 (SHANFHAI) CO., LTD.	China	Import, export and sale of processed meat foods	●					●

*1 YONEKYU OISHII TORI CORP. is engaged in the business of poltry 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".

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Environment

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Environmental Data Calculation Methodology

◆ Scope of coverage （As of March 31, 2026）
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).

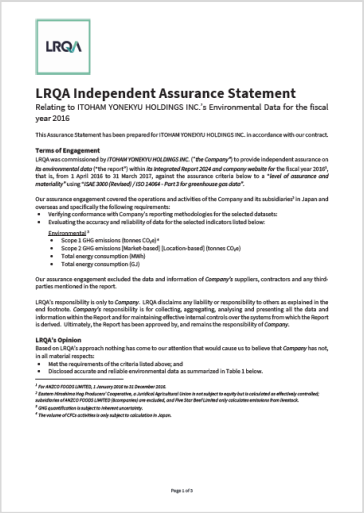
◆Scope 3 was calculated by setting scenarios for each category, referring to the GHG Protocol's “Corporate Value Chain Accounting and Reporting Standards” and “Basic Guidelines for Calculating Greenhouse Gas Emissions through Supply Chains”. Some categories are only available in Japan.

※ 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）



LRQA

LRQA Independent Assurance Statement

Relating to ITOHAM YONEKYU HOLDINGS INC.'s Environmental Data for the fiscal year 2016

This Assurance Statement has been prepared for ITOHAM YONEKYU HOLDINGS INC. in accordance with our contract.

Terms of Engagement

LRQA was commissioned by ITOHAM YONEKYU HOLDINGS INC. ("the Company") to provide independent assurance on its environmental data ("the report") within its Integrated Report 2024 and company website for the fiscal year 2016[1], that is, from 1 April 2016 to 31 March 2017, against the assurance criteria below to a "level of assurance and materiality" using "ISAE 3000 (Revised) / ISO 14064 - Part 3 for greenhouse gas data".

Our assurance engagement covered the operations and activities of the Company and its subsidiaries[2] in Japan and overseas and specifically the following requirements:

- Verifying conformance with Company's reporting methodologies for the selected datasets:
- Evaluating the accuracy and reliability of data for the selected indicators listed below:

Environmental [3]

- Scope 1 GHG emissions (tonnes CO_2e)[4]
- Scope 2 GHG emissions [Market-based] [Location-based] (tonnes CO_2e)
- Total energy consumption (MWh)
- Total energy consumption (GJ)

Our assurance engagement excluded the data and information of *Company's* suppliers, contractors and any third-parties mentioned in the report.

LRQA's responsibility is only to *Company*. LRQA disclaims any liability or responsibility to others as explained in the end footnote. *Company's* responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of *Company*.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that *Company* has not, in all material respects:

- Met the requirements of the criteria listed above; and
- Disclosed accurate and reliable environmental data as summarized in Table 1 below.

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[1] For KAGOYO FOODS LIMITED, 1 January 2016 to 31 December 2016.
[2] Eastern Hokaibiwa Hog Producers' Cooperative, a Juridical Agricultural Union is not subject to equity but is calculated as effectively controlled; subsidiaries of KAGOYO FOODS LIMITED (Incorporated) are excluded, and Five Star Beef Limited only calculates emissions from livestock.
[3] GHG quantification is subject to inherent uncertainty.
[4] The volume of CFCs activities is only subject to calculation in Japan.

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Independent Assurance Statement FY2025
（FY2025 results）

LRQA
Your Risk Management Advantage

LRQA Independent Assurance Statement

Relating to ITOHAM YONEKYU HOLDINGS INC.'s Environmental Data for the fiscal year 2025

This Assurance Statement has been prepared for ITOHAM YONEKYU HOLDINGS INC. in accordance with our contract.

Terms of Engagement

LRQA was commissioned by ITOHAM YONEKYU HOLDINGS INC. ("the Company") to provide independent assurance on its environmental data ("the report") within its Integrated Report 2026 and company website for the fiscal year 2025[1], that is, from 1 April 2025 to 31 March 2026, against the assurance criteria below to a "level of assurance and materiality" using "ISAE 3000 (Revised) / ISO 14064 - Part 3 for greenhouse gas data".

Our assurance engagement covered the operations and activities of the Company and its subsidiaries[2] in Japan and overseas and specifically the following requirements:

- Verifying conformance with Company's reporting methodologies for the selected datasets:
- Evaluating the accuracy and reliability of data for the selected indicators listed below:

Environmental [3]

- Scope 1 GHG emissions (kt CO_2e)[4]
- Scope 2 GHG emissions [Market-based] [Location-based] (kt CO_2e)
- Scope 3 GHG emissions (Category 1-7,9,10,12,13) (kt CO_2e)[5] [6]
- Total energy consumption (MWh) [7]
- Total energy consumption (kGJ)

Our assurance engagement excluded the data and information of *Company's* suppliers, contractors and any third-parties mentioned in the report.

LRQA's responsibility is only to *Company*. LRQA disclaims any liability or responsibility to others as explained in the end footnote. *Company's* responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of *Company*.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that *Company* has not, in all material respects:

- Met the requirements of the criteria listed above; and
- Disclosed accurate and reliable environmental data as summarized in Table 1 below.

The opinion expressed is formed on the basis of a limited level of assurance[8] and at the materiality of the professional judgement of the verifier.

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[1] For KAGOYO FOODS LIMITED is from 1 January 2025 to 31 March 2026.
[2] Eastern Hokaibiwa Hog Producers' Cooperative, a Juridical Agricultural Union is not subject to equity but is calculated as effectively controlled.
[3] GHG quantification is subject to inherent uncertainty.
[4] The volume of CFCs activities is only subject to calculation in Japan and KAGOYO FOODS LIMITED.
[5] Only industrial waste is subject to calculation for Category 5 activities. The volume of activities in category 6 -10 is only applicable to domestic activities.
[6] Part of Category 12 activity from 1 April 2024 to 31 March 2022.
[7] Energy use excludes KAGOYO FOODS LIMITED subsidiaries (Transporter).
[8] The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data in sites. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

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GHG emissions（Scope1 & Scope2）

unit：thousand t-CO_2、kg-CO2/ t

Items		FY2016	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated Total	Scope1	193	210	202	190	285	332
	Scope2	182	161	161	167	149	130
	Total	375	371	363	356	434	462
	Total (Basic unit)	576.1	540.6	517.8	507.1	612.7	633.1
Domestic Total	Scope1	129	141	142	129	120	120
	Scope2	167	148	147	152	139	114
	Total	296	289	288	281	259	235
Livestock farming	Scope1	24	26	28	15	14	14
	Scope2	12	10	11	12	11	10
	Total	36	35	39	27	25	24
Meat processing	Scope1	5	8	8	9	11	11
	Scope2	17	15	15	19	19	19
	Total	22	23	23	28	30	31
Processed Food Manufacturing	Scope1	92	99	97	94	86	85
	Scope2	116	105	102	102	91	64
	Total	208	203	198	196	177	150
Others (excluding vehicle)	Scope1	9	9	9	10	9	10
	Scope2	23	19	19	19	19	20
	Total	31	28	28	29	28	30
Overseas Total	Scope1	64	69	61	61	165	211
	Scope2	14	13	14	15	9	16
	Total	78	81	74	76	175	227
New Zealand	Scope1	63	68	59	60	164	210 *
	Scope2	12	11	12	13	8	14
	Total	75	79	72	73	172	224
Others *1	Scope1	1	1	1	1	1	1
	Scope2	2	2	2	2	2	2
	Total	3	2	3	3	3	3

*1 USA, Thailand, China

* 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.

* ANZCO and its subsidiaries' FY2025 figures cover 15 months due to a change in the fiscal year-end.

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GHG emissions （Scope3）

unit：thousand t-CO_2 unit：%

	Categories	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025 Composition ratio
	Domestic Total	6,589	6,952	7,721	8,437	8,852	9,531	100.0
1	Purchased goods and services	5,302	5,660	6,455	7,004	7,429	8,526	89.5
2	Capital goods	36	37	57	64	69	90	0.9
3	Fuel and energy related activities (not included in Scope 1 or Scope 2)	60	60	61	61	60	63	0.7
4	Upstream transportation and distribution	161	164	167	169	173	183	1.9
5	Waste generated in operations	15	15	15	18	19	20	0.2
6	Business travel	1	1	1	1	1	1	0.0
7	Employee commuting	3	3	3	3	3	3	0.0
8	Upatream leased assets	—	—	—	—	—	—	—
9	Downatream tranportation and distribution	4	4	4	6	6	6	0.1
10	Processing of sold products	997	999	950	1,101	1,083	631	6.6
11	Use of sold products	—	—	—	—	—	—	—
12	End-of-Life treatment of sold products	9	9	8	9	8	8	0.1
13	Downatream leased assets	0	0	0	0	0	0	0.0
14	Franchises	—	—	—	—	—	0	0.0
15	Investments	—	—	—	—	—	0	0.0

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

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Consumption of Energy

Unit：TJ、GJ/ t

Items	FY2016	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated Total	5,937	6,721	6,689	6,763	6,372	6,432
Total (Basic unit)	9.1	9.8	9.6	9.6	9.0	8.8
Domestic Total	4,497	5,317	5,231	5,304	5,068	4,924
Livestock farming	274	316	358	350	493	407
Meat processing	387	434	452	537	541	524
Processed Food Manufacturing	3,280	4,033	3,870	3,850	3,533	3,479
Others	557	535	550	566	501	514
Overseas Total	1,440	1,405	1,458	1,459	1,304	1,508
New Zealand	1,390	1,356	1,404	1,403	1,251	1,459 *
Others *1	50	49	54	56	53	50

*1 USA, Thailand, China

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

* ANZCO and its subsidiaries' FY2025 figures cover 15 months due to a change in the fiscal year-end.

Waste emissions

Unit：thousand t、kg/t

Items	FY2016	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated Total	47	65	64	60	66	63
Total (Basic unit)	72.9	94.2	90.9	85.1	93.3	87.1
Domestic Total	47	59	58	58	62	57
Livestock farming	4	6	5	4	8	6
Meat processing	7	11	11	13	14	14
Processed Food Manufacturing	35	41	41	40	38	36
Others	1	1	1	1	1	1
Overseas Total	1	5	6	2	5	6

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

* ANZCO and its subsidiaries' FY2025 figures cover 15 months due to a change in the fiscal year-end.

*Some figures for FY2024 have been revised.

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Drainage

Unit：thousand m^3、m^3/t

Items		FY2016	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated Total	Public waters	4,684	4,740	4,423	4,966	4,830	4,604
	Sewage	5,071	5,224	5,313	4,835	5,132	4,973
	Total	9,755	9,964	9,736	9,801	9,962	9,577
Domestic Total	Public waters	4,684	4,740	4,423	4,966	4,830	4,604
	Sewage	2,155	2,300	2,369	2,151	2,106	2,152
	Total	6,839	7,040	6,792	7,117	6,936	6,756
Livestock farming	Public waters	352	399	418	439	438	435
	Sewage	1	0	0	0	0	0
	Total	353	399	418	439	438	435
Meat processing	Public waters	960	882	883	1,164	1,373	1,384
	Sewage	110	110	133	140	141	131
	Total	1,069	992	1,016	1,303	1,515	1,515
Processed Food Manufacturing	Public waters	3,372	3,458	3,122	3,364	3,018	2,785
	Sewage	1,971	2,146	2,211	1,983	1,920	1,981
	Total	5,343	5,604	5,333	5,347	4,938	4,765
Others	Public waters	0	0	0	0	0	0
	Sewage	74	45	26	28	45	40
	Total	74	45	26	28	45	40
Overseas Total*1	Public waters	0	0	0	0	0	0
	Sewage	2,916	2,924	2,944	2,685	3,026	2,821
	Total	2,916	2,924	2,944	2,685	3,026	2,821

*1 New Zealand, USA, Thailand, China

* Regarding the discharge volume, some of the values are estimated.
* Discharge into public waters is the release of treated water.
* We do not discharge wastewater into the ocean, groundwater, or wells. We do not report wastewater recycling because the amount is negligible.
* ANZCO and its subsidiaries' FY2025 figures cover 15 months due to a change in the fiscal year-end.

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Water Consumption

Unit：thousand m^3、m^3/t

Items		FY2016	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated Total	Water supply	1,657	1,667	1,761	1,432	2,621	1,801
	Industrial Water	1,555	1,540	1,614	1,612	1,616	1,593
	Groundwater	8,796	8,839	8,490	9,051	8,092	8,141
	Livers and Lakes*2						411
	Total	12,007	12,045	11,865	12,094	12,329	11,946
	Total (Basic unit)	18.4	17.6	16.9	17.2	17.4	16.4
Domestic Total	Water supply	1,572	1,317	1,191	1,137	1,327	1,280
	Industrial Water	1,555	1,540	1,614	1,612	1,616	1,593
	Groundwater	5,637	5,936	5,782	6,357	6,024	5,941
	Livers and Lakes*2						0
	Total	8,763	8,793	8,587	9,105	8,967	8,813
Overseas Total*1	Water supply	85	350	570	295	1,294	522
	Industrial Water	0	0	0	0	0	0
	Groundwater	3,159	2,903	2,708	2,694	2,068	2,200
	Livers and Lakes*2						411
	Total	3,244	3,253	3,278	2,989	3,362	3,133

We do not use rainwater, nor do we withdraw water from seawater, external wastewater, or quarries.

*1 New Zealand, USA, Thailand, China

*2 Starting in FY2025, rivers and lakes are reported separately from municipal water, which previously included them.

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

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

* ANZCO and its subsidiaries' FY2025 figures cover 15 months due to a change in the fiscal year-end.

Compliance Status with Environmental Laws and Regulations (Domestic)

Items		FY2021	FY2022	FY2023	FY2024	FY2025
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

*Environmental laws and regulations include those related to waste and wastewater.

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Social

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Status of Employee

Items	Unit	Targets	FY2023	FY2024	FY2025
Number of employee	person	domestic	13,840	13,825	13,817
Regular employees	person	domestic	7,275	7,007	6,075
Male	person	domestic	5,407	5,201	4,639
Female	person	domestic	1,868	1,806	1,436
Female employee ratio	%	domestic	25.7	25.8	23.6
Temporary employees	person	domestic	6,565	6,818	7,742
Number of managers	person	domestic	1,026	991	934
Male	person	domestic	964	921	863
Female	person	domestic	62	70	71
Ratio of female managers	%	domestic	6.0	7.1	7.6
Number of section chiefs	person	domestic	1,812	1,748	1,744
Male	person	domestic	1,587	1,503	1,497
Female	person	domestic	225	245	247
Ratio of female section chiefs	%	domestic	12.4	14.0	14.2
Average age	age	domestic	44.0	43.8	43.6
Male	age	domestic	45.1	45.0	44.8
Female	age	domestic	42.4	42.1	42.1
Number of new graduates hired	person	domestic	270	243	254
Male	person	domestic	171	151	177
Female	person	domestic	99	92	77
New graduate turnover rate within 3Y	%	domestic	27.5	31.9	30.0
Number of mid-career hires	person	domestic	215	162	175
Male	person	domestic	144	115	121
Female	person	domestic	71	47	54
Average annual salary	thousand yen	HD*1	7,153	7,262	7,660
Turnover rate (personal reasons)	%	domestic	5.6	5.9	5.2

* 1 ITOHAM YONEKYU HOLDINGS INC.

Diversity

(1) Gender Pay Gap

Items	Unit	Targets	FY2023	FY2024	FY2025
All employees	%	domestic	54.4	56.3	59.2
Regular employees	%	domestic	67.7	69.3	74.6
Temporary employees	%	domestic	82.6	82.9	80.2

* 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	FY2023	FY2024	FY2025
Number of foreign employees	person	domestic	1,958	2,254	2,552

(3) Status of Re-Employment Following Mandatory Retirement

Items	Unit	Targets	FY2023	FY2024	FY2025
Number of mandatory retirees	person	domestic	323	309	289
Full-time employees	person	domestic	169	171	136
Semi-employees	person	domestic	154	138	153
Number of re-employed emplo	person	domestic	289	276	254
Full-time employees	person	domestic	140	144	115
Semi-employees	person	domestic	149	132	139
Re-employment rate	%	domestic	89.5	89.3	87.9

(4) Status of Hiring Personnel Disabilities

Items	Unit	Targets	FY2023	FY2024	FY2025
Employment rate	%	domestic	2.71	2.75	2.84

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Work-life balance

(1) Status of Annual Paid Leave taken

Items	Unit	Targets	FY2023	FY2024	FY2025
Average number of days annual paid leave granted	days	domestic	15.2	16.00	16.00
Average number of days annual paid leave taken	days	domestic	10.8	10.9	11.3
Average usage rate of annual paid leave	%	domestic	71.1	67.9	70.7

* The metrics for paid leave are calculated based on employees who are on the payroll as of the end of each fiscal year.

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

Items	Unit	Targets	FY2023	FY2024	FY2025
Before and after childbirth leave	number of leave takers	domestic	45	70	70
Childcare leave at birth	number of leave takers	domestic	28	51	63
Number of childcare leave takers		domestic	82	130	138
Male		domestic	37	57	66
Female		domestic	45	73	72
Rate of childcare leave takers *1	%	domestic	—	—	—
Male *1	%	domestic	37.4	50.9	64.1
Female *1	%	domestic	93.8	104.3	105.9
Average number of days of childcare leave taken by male	days	domestic	37.1	36.8	42.0
Rate of employees returning to work	%	domestic	97.5	100.0	100.0
Shortened working hours for childcare	number of users	domestic	151	163	170
Nursing leave	number of leave takers	domestic	6	11	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.

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Occupational Health & Safety

(1) Status of Working Hours

Items	Unit	Targets	FY2023	FY2024	FY2025
Annual business days	days	HD*1	244	244	243
Annual prescribed working hours	hours	HD*1	1,898.75	1,891.00	1,883.25
Hours of overtime work	hours	HD*1	238.23	250.69	243.28
Annual actual working hours	hours	HD*1	2,030.37	2,012.48	2,002.92

*1 ITOHAM YONEKYU HOLDINGS INC.

(2) Status of Occupational Safety

Items	Unit	Targets	FY2023	FY2024	FY2025
Frequency Rate	%	domestic	2.29	2.11	2.30
Number of occupational Accidents		domestic	250	218	204
Number of non-lost time accident		domestic	150	125	116
Number of lost-time accidents		domestic	100	93	88
Number of fatal accidents		domestic	0	0	0

(3) Mental Health

Items	Unit	Targets	FY2023	FY2024	FY2025
Stress check examination rate	%	domestic	93.0	92.7	93.0
High stress ratio	%	domestic	14.9	14.0	13.0

Union

(1) Labor Union

Items	Unit	Targets	FY2023	FY2024	FY2025
Rate of eligible to participate	%	domestic	36.9	36.1	35.7
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	FY2025
Number of employees surveyed for organizational culture	people	domestic	6,321	—	5,921	5,892
Response rate	%	domestic	95.5	—	98.8	98.9
Positive response rate for employee engagement	%	domestic	52.0	—	48.0	49.0
Positive response rate for an environment that utilizes employees	%	domestic	50.0	—	50.0	51.0

* 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	FY2023	FY2024	FY2025
Total donation amount	million yen	domestic	50	32	11
Political contribution amount	million yen	domestic	0.3	—	—

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Governance

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Corporate governance

(1) Composition of Directors and Auditors FY2025

Position	Name	Board of Directors		Off-site Meeting	
		Meetings attended/ Meetings Convened	Attendance Rate(%)	Meetings attended/ Meetings Convened	Attendance Rate(%)
Director and Chairman of the Board *1	Isao Miyashita	15/15	100.0	3/3	100
President and Chief Executive Officer *1	Hiroyuki Urata*2	12/12	100.0	3/3	100
Director, Managing Executive Officer*1	Koichi Ito	15/15	100.0	3/3	100
Director, Managing Executive Officer*1	Katsumi Nozawa	15/15	100.0	3/3	100
Director, Managing Executive Officer*1	Ken Harada*2	12/12	100.0	3/3	100
Director, Full-time Audit & Supervisory Committee Member	Shin Takahashi	15/15	100.0	3/3	100
Director, Full-time Audit & Supervisory Committee Member	Akihisa Horiuchi	15/15	100.0	3/3	100
Director, Audit & Supervisory Committee Member (Outside)	Mikiko Morimoto	15/15	100.0	3/3	100
Director, Audit & Supervisory Committee Member (Outside)	Hiroshi Matsumura	15/15	100.0	3/3	100
Director, Audit & Supervisory Committee Member (Outside)	Yasuko Nishimura	15/15	100.0	3/3	100.0
Director, Audit & Supervisory Committee Member (Outside)	Akira Arimatsu*2	12/12	100.0	3/3	100.0

*1 Excluding Directors w ho are Audit & Supervisory Committee Members

*2 Covers Board of Directors meetings held after the director's appointment on June 25, 2025.

Our Board of Directors consists of 11 directors, including four independent outside directors. To promote the separation of business execution and oversight, the Board has delegated substantial decision-making authority over business execution to the Group Management Committee and management. This delegation enables faster decision-making and execution. The Board can therefore focus its discussions on medium- to long-term management strategies, sustainability, and other key management issues.
To explore these topics in greater depth, the directors also hold regular off-site meetings separate from Board meetings. At these meetings, the directors engage in open and candid discussions and share their views on the long-term direction of the Group and the challenges it faces. The insights and perspectives gained through these meetings inform subsequent deliberations by the Board and the Group Management Committee, helping enhance the effectiveness of the Board′s oversight.

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Corporate governance

(2) Composition of Optional Committee

Governance and Nomination Advisory Committee

Position	Name	Meetings attended/ Meetings Convened	Attendance Rate(%)
Director and Chairman of the Board	Isao Miyashita	5/5	100.0
Director, Managing Executive Officer	Katsumi Nozawa	5/5	100.0
Director, Full-time Audit & Supervisory Committee Member	Shin Takahashi	5/5	100.0
Director, Audit & Supervisory Committee Member (Outside)*1	Mikiko Morimoto	5/5	100.0
Director, Audit & Supervisory Committee Member (Outside)*1	Hiroshi Matsumura	5/5	100.0
Director, Audit & Supervisory Committee Member (Outside)*1	Yasuko Nishimura	5/5	100.0
Director, Audit & Supervisory Committee Member (Outside)*1	Akira Arimatsu	5/5	100.0

*1 Independent Officer

Sustainability Committee

Position	Name	Meetings attended/ Meetings Convened	Attendance Rate(%)
Director, Managing Executive Officer	Katsumi Nozawa	3/3	100.0
Director, Managing Executive Officer	Koichi Ito	3/3	100.0
Director, Managing Executive Officer	Ken Harada*2	2/2	100.0
Director, Audit & Supervisory Committee Member (Outside)*1	Mikiko Morimoto	3/3	100.0

*1 Independent Officer

*2 Covers Board of Directors meetings held after the director's appointment on June 25, 2025.

Compensation Advisory Committee

Position	Name	Meetings attended/ Meetings Convened	Attendance Rate(%)
Director and Chairman of the Board	Isao Miyashita	3/3	100.0
Director, Managing Executive Officer	Katsumi Nozawa	3/3	100.0
Director, Audit & Supervisory Committee Member (Outside)*1	Mikiko Morimoto	3/3	100.0
Director, Audit & Supervisory Committee Member (Outside)*1	Hiroshi Matsumura *2	2/2	100.0
Director, Audit & Supervisory Committee Member (Outside)*1	Yasuko Nishimura	3/3	100.0

*1 Independent Officer

*2 Covers Board of Directors meetings held after the director's appointment on June 25, 2025.

Compliance Committee

Position	Name	Meetings attended/ Meetings Convened	Attendance Rate(%)
Director, Managing Executive Officer	Katsumi Nozawa	12/12	100.0
Director, Full-time Audit & Supervisory Committee Member	Akihisa Horiuchi *2	10/10	100.0
Director, Audit & Supervisory Committee Member (Outside)*1	Akira Arimatsu*2	10/10	100.0

*1 Independent Officer

*2 Covers Board of Directors meetings held after the director's appointment on June 25, 2025.

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Corporate governance

(3) Composition of Directors and Corporate Auditors, Changes

				FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025*
Bord of Directors	Excluding Directors who are Audit & Supervisory Committee Members	Number	Total	9	9	9	9	9	6	6	6	8	5
			Internal Director	7	7	7	7	7	4	4	4	4	5
			Outside Director	2	2	2	2	2	2	2	2	4	0
			Independent Director	2	2	2	2	2	2	2	2	3	0
			Female director	1	1	2	2	2	2	2	2	3	0
		Composition	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
			Internal Director	78%	78%	78%	78%	78%	67%	67%	67%	50%	100%
			Outside Director	22%	22%	22%	22%	22%	33%	33%	33%	50%	0%
			Independent Director	22%	22%	22%	22%	22%	33%	33%	33%	38%	0%
			Female director	11%	11%	22%	22%	22%	33%	33%	33%	38%	0%
	Audit & Supervisory Committee Members	Number	Total	-	-	-	-	-	-	-	-	-	6
			Internal Director	-	-	-	-	-	-	-	-	-	2
			Outside Director	-	-	-	-	-	-	-	-	-	4
			Independent Director	-	-	-	-	-	-	-	-	-	4
			Female director	-	-	-	-	-	-	-	-	-	3
		Composition	Total	-	-	-	-	-	-	-	-	-	100%
			Internal Director	-	-	-	-	-	-	-	-	-	33%
			Outside Director	-	-	-	-	-	-	-	-	-	67%
			Independent Director	-	-	-	-	-	-	-	-	-	67%
			Female director	-	-	-	-	-	-	-	-	-	50%
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	1	1	1	1	1	1	1	1	1	-
		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	33%	33%	33%	25%	25%	25%	25%	25%	25%	-
Total		Number	Total	12	12	12	13	13	10	10	10	12	11
			Internal	8	8	8	8	9	6	6	6	6	7
			Outside	4	4	4	5	4	4	4	4	6	4
			Independent	4	4	4	5	4	4	4	4	5	4
			Female	2	2	3	3	3	3	3	3	4	3
		Composition	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
			Internal	67%	67%	67%	62%	69%	60%	60%	60%	50%	64%
			Outside	33%	33%	33%	38%	31%	40%	40%	40%	50%	36%
			Independent	33%	33%	33%	38%	31%	40%	40%	40%	42%	36%
			Female	17%	17%	25%	23%	23%	30%	30%	30%	33%	27%

Following approval at the 9th Annual General Meeting of Shareholders held on June 25, 2025, the Company transitioned from a Company with an Audit & Supervisory Board to a Company with an Audit & Supervisory Committee on the same date.
Under the new structure, Audit & Supervisory Committee Members responsible for auditing and supervising the execution of duties by directors serve as members of the Board of Directors. This further strengthens the Board's supervisory function and enhances transparency and objectivity in management.

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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	FY2025
Number of attendees in the All-company training	person	13,887	13,378	13,831	13,617	25,842
Number of attendees in the Management training	person	1,117	1,124	1,154	1,144	1,843

(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	FY2025
Number of attendees in the compliance promotion committee members training	(1st)	person	358	321	329	312	317
	(2nd)	person	321	351	330	301	315

(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	FY2025
Number of reports	cases	76	101	90	85	99

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