

37. ESG Data

The ESG Data is a compilation of quantitative information shown in Nissha Sustainability Report and some additional information. The data for the five years from FY2020 to FY2024 are collected for each theme. In addition, a list of policies and principles is posted at the end of this document.

* In the boundary, Nissha Co., Ltd. is described as "Nissha" and the entire Group companies including Nissha Co., Ltd. is described as "Nissha Group". In addition, domestic companies within the "Nissha Group" are referred to as "Nissha Group in Japan". Individual company names are abbreviated as below, and the grouping of production bases in Japan or overseas are stated accordingly.

- NII: Nissha Industries, Inc
- NPT: Nissha Precision and Technologies, Inc.

Environment

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
5. Impact on the Environment out of Our Business Operations								
Total input		t	Nissha Group	114,036	127,430	123,982	85,273	99,008
Total input (Nissha Group in Japan)		t	Nissha Group in Japan	20,482	22,981	19,114	16,466	22,959
PET film	Industrial Materials	t	Nissha Group in Japan	978	1,165	1,057	805	719
Solvents	Industrial Materials	t	Nissha Group in Japan	686	843	748	735	730
Ink	Industrial Materials	t	Nissha Group in Japan	671	742	705	616	596
Resin	Industrial Materials	t	Nissha Group in Japan	n/a	117	160	219	208
Materials used in manufacturing processes	Devices	t	Nissha Group in Japan	12,103	13,729	11,244	4,801	10,721
Chemical substances	Devices	t	Nissha Group in Japan	n/a	n/a	n/a	4,823	5,831
Packing materials	Devices	t	Nissha Group in Japan	n/a	n/a	n/a	553	423

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
Others	Devices	t	Nissha Group in Japan	1,849	1,589	900	n/a	n/a
Product materials	Medical Technologies ^{*1}	t	Nissha Group in Japan	n/a	55	73	71	71
Paper	Others ^{*2}	t	Nissha Group in Japan	3,958	4,424	3,764	3,513	3,404
Ink	Others ^{*2}	t	Nissha Group in Japan	42	47	40	38	36

*1. Starting in the fiscal year ended December 2021, we added input data from the domestic Japanese Medical Technologies business.

*2. Posted as "Information and Communication" until Nissha Sustainability Report 2021.

Total input (Nissha Group overseas)		t	Nissha Group overseas	93,553	104,449	104,868	68,807	76,049
Resin		t	Nissha Group overseas	1,290	4,506	6,075	5,887	5,925
Molds and their materials		t	Nissha Group overseas	90	120	113	115	110
Paper		t	Nissha Group overseas	78,391	88,131	88,318	55,185	62,787
Cardboards		t	Nissha Group overseas	1,752	1,073	123	1,263	477
Aluminum		t	Nissha Group overseas	2,594	2,218	1,991	1,163	890
Chemical substances		t	Nissha Group overseas	6,560	6,105	6,551	3,368	4,078
Others		t	Nissha Group overseas	1,031	568	1,438	104	43
Energy	Electricity	MWh	Nissha Group	257,464	264,973	250,732	217,027	235,566
	Gas	Thousand m ³	Nissha Group	9,085	10,558	10,485	10,029	10,422
Water	Tap water	Thousand m ³	Nissha Group	1,287	1,249	993	912	1,069
	Underground water	Thousand m ³	Nissha Group	40	46	49	42	37
	Industrial water	Thousand m ³	Nissha Group	1,725	1,670	1,549	1,282	1,316

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
Total output (Nissha Group in Japan)	t	Nissha Group in Japan	18,538	17,465	13,606	11,057	13,303
Recyclable resources (items sold for recycling)	t	Nissha Group in Japan	6,406	5,743	4,203	3,560	4,335
Recyclable resources (industrial waste)	t	Nissha Group in Japan	12,105	11,697	9,380	7,470	8,936
Waste for simple incineration/landfill	t	Nissha Group in Japan	27	25	22	27	32
Total output (Nissha Group overseas)	t	Nissha Group overseas	11,397	13,121	13,601	9,784	9,777
Recyclable resources (items sold for recycling)	t	Nissha Group overseas	8,433	9,838	10,904	7,407	7,578
Recyclable resources (industrial waste)	t	Nissha Group overseas	1,369	1,335	877	615	585
Non-recyclable waste	t	Nissha Group overseas	1,595	1,948	1,819	1,762	1,613
VOC	t	Nissha Group	700	826	752	681	667
Wastewater	Thousand m ³	Nissha Group	3,033	2,594	2,342	2,002	2,216
7. CO₂ Emissions and Reduction Efforts							
Scope 1, CO ₂ emissions	t-CO ₂	Production bases in Japan and overseas	20,853	24,196	28,435	25,609	26,095
Scope 2, CO ₂ emissions	t-CO ₂	Production bases in Japan and overseas	103,351	101,048	86,255	75,354	37,991
CO ₂ emissions	Total	Production bases in Japan and overseas	124,204	125,244	114,691	100,963	64,086
	Production bases in Japan	Production bases in Japan	85,570	83,652	64,806	61,388	19,014
	Overseas production bases	Overseas production bases	38,634	41,592	49,885	39,575	45,072 ^{*1}
CO ₂ emissions basic unit of net sales	t-CO ₂ /Million yen	Production bases in Japan and overseas	0.69	0.66	0.59	0.60	0.33

* We have adopted market standards for the electricity emissions factor in Japan and use location standards for each country as overseas electricity emissions factors.
*1. As of the fiscal year ended December 2024, Nissha Metallizing Solutions (Belgium, Italy, Germany) has adopted market standards (Europe's Association of Issuing Bodies (AIB) standards).

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024	
Scope 3, CO ₂ emissions	Purchased goods and services	t-CO ₂ Domestic	45,646	18,603	50,616 ^{*1}	38,891 ^{*1}	54,881 ^{*1}	
		t-CO ₂ Overseas	n/a	n/a	97,144	72,818	Under investigation	
	Capital goods	t-CO ₂	-	n/a	17,126	13,910	Under investigation	
	Fuel and energy-related activities (not included in Scope 1, 2)	t-CO ₂	-	n/a	15,684	12,476	Under investigation	
	Upstream transportation and distribution	t-CO ₂ Domestic	19,720	17,766	-	-	10,257 ^{*1}	
		t-CO ₂ Overseas	n/a	n/a	-	-	Under investigation	
	Purchased products ^{*2}	t-CO ₂ Domestic	-	-	4,272 ^{*1}	4,368 ^{*1}	- ^{*4}	
		t-CO ₂ Overseas	-	-	10,341	2,773	-	
	Shipments ^{*3}	t-CO ₂ Domestic	-	-	7,398 ^{*1}	6,561 ^{*1}	- ^{*4}	
		t-CO ₂ Overseas	-	-	19,296	14,038	-	
	Waste generated in operations	t-CO ₂	-	n/a	4,462	4,031	Under investigation	
	Business travel	t-CO ₂	Domestic	293	281	579 ^{*1}	638 ^{*1}	873 ^{*1}
	Employee commuting	t-CO ₂	Domestic	2,244	2,204	2,261 ^{*1}	2,038 ^{*1}	2,003 ^{*1}
	Use of sold products	t-CO ₂	-	n/a	n/a	7,739 ^{*1}	10,370 ^{*1}	8,457 ^{*1}
	End of life treatment of sold products	t-CO ₂ Domestic	n/a	n/a	535	417	Under investigation	
		t-CO ₂ Overseas	n/a	n/a	4,091	2,913	Under investigation	
	Total	t-CO ₂	-	n/a	n/a	241,544	186,242	Under investigation

*1. Figures have been certified by a third party.
*2. Emissions arising from the transport and delivery of raw materials purchased from major material suppliers.
*3. Emissions arising from the transport and delivery of products manufactured by the Nissha Group.
*4. Since the fiscal year ended December 2024, we have undergone third party verification for the total figures as upstream transportation and distribution.

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
Energy consumption	Total	Thousand GJ	2,966	3,124	2,662	2,032	1,671
	Production bases in Japan	Thousand GJ	1,999	2,040	1,607	1,256	835
	Overseas production bases	Thousand GJ	967	1,084	1,055	775	836

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
Energy consumption basic unit of net sales		Thousand GJ / Million yen	Production bases in Japan and overseas	0.0165	0.0165	0.0137	0.0121	0.0085
Electricity consumption	Total	MWh	Production bases in Japan and overseas	257,464	264,973	250,732	217,027	235,566
	Production bases in Japan	MWh	Production bases in Japan	183,200	182,488	158,335	140,384	152,436
	Overseas production bases	MWh	Overseas production bases	74,264	82,485	92,397	76,644	83,130
Gas consumption	Total	Thousand m ³	Production bases in Japan and overseas	9,085	10,558	10,485	10,029	10,422
	Production bases in Japan	Thousand m ³	Production bases in Japan	4,166	4,865	4,782	4,314	3,595
	Overseas production bases	Thousand m ³	Overseas production bases	4,919	5,694	5,703	5,714	6,827
Gasoline, diesel, and heavy oil consumption	Total	kl	Production bases in Japan and overseas	205	220	207	198	183
	Production bases in Japan	kl	Production bases in Japan	72	70	60	64	76
	Overseas production bases	kl	Overseas production bases	133	151	147	133	106
9. Waste Management								
Recycling and resource reuse rate	%	Nissha Group in Japan		99.9	99.9	99.8	99.8	99.8
	%	Nissha Group overseas		n/a	85.2	86.6	82.0	83.5
10. Management of Chemical Substances and Environmental Risks								
Measurements of Wastewater Quality, NPT Himeji Factory								
Discharged water	m ³	NPT Himeji Factory		4,156	4,150	3,854	3,160	3,369
pH	-	NPT Himeji Factory		6.8 / 7.5	6.9 / 7.5	6.8 / 7.4	7.1 / 7.2	7.1 / 7.2
BOD	mg/l	NPT Himeji Factory		4.0	3.7	2.6	1.1	2.7

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
COD		mg/l	NPT Himeji Factory	5.2	4.4	4.8	2.9	3.2
SS		mg/l	NPT Himeji Factory	1.9	2.6	1.1	0.9	1.9
N-hexane		mg/l	NPT Himeji Factory	<0.5	<0.5	<0.5	<0.5	<0.5
Phenol		mg/l	NPT Himeji Factory	<0.005	<0.005	<0.005	<0.005	<0.005
Copper		mg/l	NPT Himeji Factory	0.05	0.02	0.01	0.01	<0.01
Zinc		mg/l	NPT Himeji Factory	<0.01	<0.01	<0.01	<0.01	<0.01
Soluble iron		mg/l	NPT Himeji Factory	0.03	0.03	0.03	0.01	0.02
Soluble manganese		mg/l	NPT Himeji Factory	0.04	0.04	0.02	0.02	0.03
Chromium		mg/l	NPT Himeji Factory	<0.02	<0.02	<0.02	<0.02	<0.02
Nitrogen		mg/l	NPT Himeji Factory	4.2	4.5	4.3	3.7	3.2
Phosphorus		mg/l	NPT Himeji Factory	0.02	0.03	0.02	0.03	0.03
Measurements of Wastewater Quality, NPT Kaga Factory								
pH	Final effluent (Average)	-	NPT Kaga Factory	7.5	7.4	7.6	7.5	7.6
	Final effluent (Maximum)	-	NPT Kaga Factory	7.7	7.7	7.7	7.7	7.8
BOD	Final effluent (Average)	mg/l	NPT Kaga Factory	23.4	23.3	17.4	17.3	13.9
	Final effluent (Maximum)	mg/l	NPT Kaga Factory	40.0	35.0	24.0	27.0	21.0
COD	Final effluent (Average)	mg/l	NPT Kaga Factory	33.5	37.7	25.8	22.1	18.4
	Final effluent (Maximum)	mg/l	NPT Kaga Factory	47.0	44.0	36.0	29.0	24.0
SS	Final effluent (Average)	mg/l	NPT Kaga Factory	6.3	6.0	7.7	5.7	7.2
	Final effluent (Maximum)	mg/l	NPT Kaga Factory	23.0	10.0	21.0	11.0	22.0
N-hexane	Final effluent (Average)	mg/l	NPT Kaga Factory	0.6	0.5	0.5	0.5	0.5
	Final effluent (Maximum)	mg/l	NPT Kaga Factory	0.9	0.5	0.5	0.5	0.8

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
PRTR-designated chemical substances, NII Koka Factory								
53 Ethylbenzene	Discharge into the atmosphere	kg	NII Koka Factory	710	2,273	1,211	894	1,408
	Transferred to industrial waste processing companies	kg	NII Koka Factory	286	928	494	364	575
80 Xylene	Discharge into the atmosphere	kg	NII Koka Factory	15,745	10,524	12,022	6,262	13,092
	Transferred to industrial waste processing companies	kg	NII Koka Factory	6,431	4,298	4,910	2,557	5,347
88 Hexavalent chromium compounds	Discharge into the atmosphere	kg	NII Koka Factory	0.1	0.1	0.1	0.1	0.1
	Transferred to industrial waste processing companies	kg	NII Koka Factory	0	850*	0	0	0
296 1,2,4-Trimethylbenz- z- end	Discharge into the atmosphere	kg	NII Koka Factory	25	59	1	1	2.9
	Transferred to industrial waste processing companies	kg	NII Koka Factory	10	24	0.3	0.3	1.2
300 Toluene	Discharge into the atmosphere	kg	NII Koka Factory	61,535	106,873	57,728	30,868	40,569
	Transferred to industrial waste processing companies	kg	NII Koka Factory	25,134	43,652	23,579	10,289	16,570
392 N-hexane	Discharge into the atmosphere	kg	NII Koka Factory	601	258	0	127	358
	Transferred to industrial waste processing companies	kg	NII Koka Factory	245	105	0	52	146
* The increase in the transfer amount of hexavalent chromium compounds in FY2021 was due to the disposal of materials no longer needed as a result of the renewal of factory facilities.								
PRTR-designated chemical substances, NPT Himeji Factory								
71 Ferric chloride ^{*1}	Discharge into the atmosphere	kg	NPT Himeji Factory	0	0	n/a	n/a	n/a
	Transferred to industrial waste processing companies	kg	NPT Himeji Factory	0	0	n/a	n/a	n/a
272 Water-soluble copper salts (excluding complex salt)	Discharge into the atmosphere	kg	NPT Himeji Factory	0	0	0	0	0
	Transferred to industrial waste processing companies	kg	NPT Himeji Factory	1,820.2	2,677.4	2,491.4	2,588.8	2,055.7

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
453 Molybdenum and its compounds	Discharge into the atmosphere	kg	NPT Himeji Factory	0	0	0	0	0
	Transferred to industrial waste processing companies	kg	NPT Himeji Factory	0	0	0	0	0
170 Diethylene glycol monobutyl ether ^{*2}	Discharge into the atmosphere	kg	NPT Himeji Factory	n/a	n/a	n/a	0	0
	Transferred to industrial waste processing companies	kg	NPT Himeji Factory	n/a	n/a	n/a	13,568.0	7296.0
*1. Not subject to notification from FY2023. *2. Subject to notification from FY2023.								
PRTR-designated chemical substances, NPT Kaga Factory								
71 Ferric chloride ^{*1}	Discharge into the atmosphere	kg	NPT Kaga Factory	0	0	0	0	n/a
	Transferred to industrial waste processing companies	kg	NPT Kaga Factory	0	0	0	4,665.0	n/a
272 Water-soluble copper salts (excluding complex salt)	Discharge into the atmosphere	kg	NPT Kaga Factory	0	0	0	0	0
	Transferred to industrial waste processing companies	kg	NPT Kaga Factory	0	0	0	0	0
170 Diethylene glycol monobutyl ether ^{*2}	Discharge into the atmosphere	kg	NPT Kaga Factory	n/a	n/a	n/a	0	0
	Transferred to industrial waste processing companies	kg	NPT Kaga Factory	n/a	n/a	n/a	14,405.0	11,984.0
*1. Not subject to notification from FY2023. In FY2023, unnecessary materials due to factory consolidation were disposed. *2. Subject to notification from FY2023.								
1.2. Environmental Objectives and Status of Achievement (Nissha Group in Japan)								
Environmental accidents		Number	Nissha Group in Japan	0	1 ^{*1}	1 ^{*2}	0	0
*1. In FY2021, there was one chemical leak accident at the NII Koka Factory, but it did not have a significant environmental impact. *2. In FY2022, a delivery company's truck experienced a fuel leak at Nissha FIS, Inc., but it did not have a significant environmental impact.								

Human Rights

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024	
13. Human Rights								
Harassment Help Desk number of consultations	Number	Nissha Group	8 ^{*1}	12 ^{*1}	- ^{*2}	- ^{*2}	- ^{*2}	
*1. As the Harassment Help Desk (outside the company) and the Hotline have been shared since January 2020, only the number of cases handled by the internal consultation service is shown in the number of cases handled by the Harassment Help Desk in the FY2020 and FY2021.								
*2. As the Harassment Help Desk (internal consultation service) and the Hotline have been shared since July 2022, the information has been consolidated into the number of cases reported to the Hotline.								
Membership of Labor Union	Total	Number	Nissha Group in Japan	1,133	1,106	1,051	1,253	1,258
	The Nissha Labor Union	Number	Nissha Group in Japan	649	-	-	-	-
	The Nitec Industries Labor Union	Number	Nissha Group in Japan	354	-	-	-	-
	The Nissha Printing Communications Labor Union	Number	Nissha Group in Japan	130	-	-	-	-
* In January 2021, the Nissha Crew Alliance was organized as the single labor union of the Nissha Group in Japan, led by employees of Nissha Co., Ltd., Nitec Industries, Inc. (currently, Nissha Industries, Inc.) and Nissha Printing Communications, Inc.. From April 2023, employees of Nissha Precision and Technologies, Inc. will also be able to join.								
Number of reports on strike or lockout	Number	Nissha Group in Japan	0	0	0	0	0	

Human Resources

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024	
14. Human Resources Policy and System								
Gap between male and female in terms of wages								
All workers	Male	-	Nissha	n/a	n/a	100	100	100
	Female	-	Nissha	n/a	n/a	76.3	75.9	77.6
Full-time workers	Male	-	Nissha	n/a	n/a	100	100	100
	Female	-	Nissha	n/a	n/a	77.7	78.1	78.4
Non-regular workers	Male	-	Nissha	n/a	n/a	100	100	100
	Female	-	Nissha	n/a	n/a	56.2	60.0	68.3
* FY2022 and thereafter are shown due to a change in the aggregation method from the fiscal year ended December 2022.								
* The figures show a comparison of female with a male wages set at 100.								
* Calculated based on the regulations in the Act on Promotion of Women's Participation and Advancement in the Workplace (Act No. 64 of 2015).								
* The human resources system used for full-time workers applies equally to male and female, and they are both treated the same. Differences arise from differences in rank or age composition. There is a smaller ratio of female in managerial positions or higher ranks, which have relatively higher salaries, and this affects the differences over all positions.								
* Non-regular workers include employees who are treated differently, such as contract employees who are rehired after mandatory retirement and employees working under individual labor contracts. A larger proportion of the post-retirement reemployment system employees who continue to be employed as non-regular workers in managerial staff are male, which affects the difference between male and female among non-regular workers.								
15. Respect for Diversity								
Number of locally hired CEO	Number	Nissha Group	8	8	8	8	8	
Number of employees by area (Japan)	Total	Number	-	1,988	1,990	1,915	1,922	1,910
	Male	Number	-	1,587	1,574	1,500	1,489	1,459
	Female	Number	-	401	416	415	433	451
Number of employees by area (Asia)	Total	Number	-	674	661	633	582	553
	Male	Number	-	310	312	319	281	257
	Female	Number	-	364	349	314	301	296
Number of employees by area (Europe)	Total	Number	-	680	698	693	744	732
	Male	Number	-	478	505	488	501	492
	Female	Number	-	202	193	205	243	240

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees by area (North America)	Total	Number	-	1,509	1,539	1,151	1,367	1,637
	Male	Number	-	841	873	690	750	917
	Female	Number	-	668	666	461	617	720
Number of employees by area (Central and South America)	Total	Number	-	539	521	933	606	565
	Male	Number	-	216	206	365	191	164
	Female	Number	-	323	315	568	415	401
Composition by employment status (Permanent)	Total	Number	Nissha Group	5,390	5,409	5,325	5,221	5,397
	Male	Number	Nissha Group	3,432	3,470	3,362	3,212	3,289
	Female	Number	Nissha Group	1,958	1,939	1,963	2,009	2,108
Composition by employment status (Temporary)	Total	Number	Nissha Group	2,012	1,443	1,438	1,368	1,237
	Male	Number	Nissha Group	1,429	866	865	894	750
	Female	Number	Nissha Group	583	577	573	474	487
Composition of Directors of the Board	Total	Number	Nissha	9	9	9	9	9
	Male	Number	Nissha	8	8	8	8	8
	Female	Number	Nissha	1	1	1	1	1
Composition of corporate officers, excluding concurrently serving as Directors of the Board	Total	Number	Nissha	11	12	12	11	14
	Male	Number	Nissha	11	12	12	11	13
	Female	Number	Nissha	0	0	0	0	1
Composition of Nissha fellows	Total	Number	Nissha	2	2	1	1	1
	Male	Number	Nissha	2	2	1	1	1
	Female	Number	Nissha	0	0	0	0	0
Composition of managerial staff	Total	Number	Nissha	153	166	163	164	158
	Male	Number	Nissha	145	157	153	152	144
	Female	Number	Nissha	8	9	10	12	14
Composition of employees	Total	Number	Nissha	720	731	710	720	758
	Male	Number	Nissha	531	534	513	514	524
	Female	Number	Nissha	189	197	197	206	234

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
Average age	Average	Age	Nissha	41.5	42.2	42.9	42.9	42.8
	Male	Age	Nissha	43.0	43.8	44.7	44.8	45.1
	Female	Age	Nissha	37.3	37.8	38.2	38.1	37.7
Average years of employment	Average	Year	Nissha	14.4	14.3	15.7	15.6	15.6
	Male	Year	Nissha	15.4	15.6	17.2	17.2	17.6
	Female	Year	Nissha	11.5	10.8	11.8	11.6	11.3
Composition by age (18-19)	Total	Number	Nissha	0	2	2	4	7
	Male	Number	Nissha	0	0	0	0	0
	Female	Number	Nissha	0	2	2	4	7
Composition by age (20-29)	Total	Number	Nissha	94	82	72	81	81
	Male	Number	Nissha	54	42	33	36	34
	Female	Number	Nissha	40	40	39	45	47
Composition by age (30-39)	Total	Number	Nissha	217	217	193	172	186
	Male	Number	Nissha	133	135	117	106	103
	Female	Number	Nissha	84	82	76	66	83
Composition by age (40-49)	Total	Number	Nissha	262	269	261	276	280
	Male	Number	Nissha	214	218	205	213	217
	Female	Number	Nissha	48	51	56	63	63
Composition by age (50-59)	Total	Number	Nissha	145	155	175	179	197
	Male	Number	Nissha	129	134	152	152	165
	Female	Number	Nissha	16	21	23	27	32
Composition by age (over 60)	Total	Number	Nissha	2	6	7	8	7
	Male	Number	Nissha	1	5	6	7	5
	Female	Number	Nissha	1	1	1	1	2
Number of employees	Total	Number	Nissha Group	5,390	5,409	5,325	5,221	5,397
	Male	Number	Nissha Group	3,432	3,470	3,362	3,212	3,289
	Female	Number	Nissha Group	1,958	1,939	1,963	2,009	2,108

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
Composition of managerial staff	Male	Number	Nissha Group in Japan	273	281	269	261	257
	Female	Number	Nissha Group in Japan	13	14	15	17	21
	Total	Number	Nissha Group in Japan	286	295	284	278	278
	Of which mid-carrier employees	Number	Nissha Group in Japan	86	94	91	89	92
	Of which foreign employees	Number	Nissha Group in Japan	2	2	1	1	1
Percentage of persons with disabilities employed		%	Nissha	2.11	2.12	2.07	2.67	2.20
Female manager ratio		%	Nissha Group	19.4	20.0	21.5	22.7	24.4
		%	Nissha	5.0	5.4	5.9	7.1	8.9
Next-generation female managerial staff ratio		%	Nissha	n/a	22.3	23.9	24.5	27.0
16. Human Resources Development								
Annual training hours	Total	Hours	Nissha Group in Japan	26,337	42,426	30,613	28,739	25,729
	Male	Hours	Nissha Group in Japan	19,092	28,928	23,252	20,042	16,013
	Female	Hours	Nissha Group in Japan	7,245	13,498	7,361	8,697	9,716
Training hours per employee	Average	Hours	Nissha Group in Japan	13.1	18.2	14.4	13.4	12.2
	Male	Hours	Nissha Group in Japan	11.8	16.4	14.2	12.2	10.0
	Female	Hours	Nissha Group in Japan	17.9	24.0	15.3	17.7	19.2
17. Employee Engagement								
Engagement Survey								
Response rate		%	Nissha Group	n/a	n/a	83.0	94.2	96.6
Will to contribute to the organization	Percentage of Positive Responses	%	Nissha Group	n/a	n/a	95.6	95.5	95.4
Organizational Commitment	Percentage of Positive Responses	%	Nissha Group	n/a	n/a	87.8	89.0	88.9
Rewarding	Percentage of Positive Responses	%	Nissha Group	n/a	n/a	82.3	83.4	83.9
Feeling of contributing to society	Percentage of Positive Responses	%	Nissha Group	n/a	n/a	78.8	80.6	81.9
* We started engagement surveys in FY2022.								
Average days of annual paid leave used		Days	Nissha Group in Japan	11.4	11.5	12.9	14.1	14.8

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
Average percentage of annual paid leave used		%	Nissha Group in Japan	61.4	60.3	66.1	72.0	76.5
Number of employees who used child-rearing leave	Total	Number	Nissha Group in Japan	69	67	73	81	68
	Male	Number	Nissha Group in Japan	19	21	25	38	31
	Female	Number	Nissha Group in Japan	50	46	48	43	37
Number of employees who worked shorter hours for child-rearing	Total	Number	Nissha Group in Japan	95	89	95	88	89
	Male	Number	Nissha Group in Japan	2	2	3	6	5
	Female	Number	Nissha Group in Japan	93	87	92	82	84
Number of employees who took days off for child nursing	Total	Number	Nissha Group in Japan	120	108	115	122	125
	Male	Number	Nissha Group in Japan	56	49	50	60	60
	Female	Number	Nissha Group in Japan	64	59	65	62	65
Reinstatement rate after child-rearing leave	Average	%	Nissha Group in Japan	100	97.1	97.6	100	100
	Male	%	Nissha Group in Japan	100	100	100	100	100
	Female	%	Nissha Group in Japan	100	95.6	95.8	100	100
Retention rate after child-rearing leave (1 year)	Average	%	Nissha Group in Japan	90.0	88.5	94.7	90.6	92.9
	Male	%	Nissha Group in Japan	92.0	83.3	87.5	95.0	91.4
	Female	%	Nissha Group in Japan	88.6	91.3	100	88.6	95.2
Number of employees who used family care leave	Total	Number	Nissha Group in Japan	1	0	0	0	1
	Male	Number	Nissha Group in Japan	1	0	0	0	0
	Female	Number	Nissha Group in Japan	0	0	0	0	1
Number of employees who used shorter hours for family care	Total	Number	Nissha Group in Japan	0	0	0	1	1
	Male	Number	Nissha Group in Japan	0	0	0	0	0
	Female	Number	Nissha Group in Japan	0	0	0	1	1
Number of employees who used days off for family care	Total	Number	Nissha Group in Japan	15	6	12	15	21
	Male	Number	Nissha Group in Japan	8	5	6	8	10
	Female	Number	Nissha Group in Japan	7	1	6	7	11
Number of employees who used outpatient sick leave system	Total	Number	Nissha Group in Japan	4	6	9	9	19
	Male	Number	Nissha Group in Japan	2	3	5	5	13
	Female	Number	Nissha Group in Japan	2	3	4	4	6
Number of internal job posting		Number	Nissha Group in Japan	0	15	31	14	20

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024	
Successful applicants (transferees)	Total	Number	Nissha Group in Japan	n/a	7	2	1	0
	Male	Number	Nissha Group in Japan	n/a	6	2	0	0
	Female	Number	Nissha Group in Japan	n/a	1	0	1	0
Number of award winners	Nissha CEO Award (Company-wide)	Number	Nissha Group	n/a	0	0	0	0
	CEO Award (Group Companies)	Number	Nissha Group	n/a	10	0	11	0
	BU Head Award	Number	Nissha Group	n/a	35 ^{*1}	21	41	24
	Synergy Award	Number	Nissha Group	n/a	32	79	57	n/a
	Top Profit Contributor Award	Number	Nissha Group	n/a	n/a	n/a	n/a	43
	New Hope Award	Number	Nissha Group	n/a	13	8	15	11
	Nissha People Award	Number	Nissha Group	111	n/a	n/a	n/a	n/a
* In FY2021, the award system was revised and the Nissha People Award was abolished, while the CEO Award, the BU Head Award, the Synergy Award and the New Hope Award were newly established.								
* In FY2024, the award system was revised and the Synergy Award was abolished, while the Top Profit Contributor Award was newly established.								
*1. Includes the number of winners of the Director's Special Award, which corresponds to the BU Head Award.								
Subscription rate in employee stock ownership plan	%	Nissha Group in Japan	26.0	27.5	27.5	28.5	29.3	
18. Safety and Health								
Frequency of work-related accidents	-	Nissha Group in Japan	0.98	1.48	0.35	0.91	1.14	
Severity of work-related accidents	-	Nissha Group in Japan	0.01	0.05	0.00	0.04	0.04	
Fatal accidents (employee fatalities due to accidents at work)	Number	Nissha Group in Japan	0	0	0	0	0	
Number of work-related accidents	Number	Nissha Group	48	53	60	39	38	
Number of work-related accidents (Japan)	Number	-	15	15	7	9	10	
four or more days of leave	Number	-	3	7	0	5	5	
Number of work-related accidents (North America)	Number	-	10	14	19	14	15	
Number of work-related accidents (Central and South America)	Number	-	2	2	2	2	1	
Number of work-related accidents (Europe)	Number	-	19	17	30	13	12	
Number of work-related accidents (Asia)	Number	-	2	5	2	1	0	

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024	
19. Health and Productivity Management								
Regular health checkup rate	%	Nissha Group in Japan	98.8	99.7	100	100	100	
Detailed checkup rate after regular health checkup	%	Nissha Group in Japan	34.7	51.7	60.3	75.3	75.5	
Lung cancer screening rate	%	Nissha Group in Japan	99.4	100	100	100	100	
Stomach cancer screening rate	%	Nissha Group in Japan	92.4	94.0	93.0	92.9	94.4	
Colorectal cancer screening rate	%	Nissha Group in Japan	96.8	96.8	96.2	97.3	99.2	
Uterus cancer screening rate	%	Nissha Group in Japan (held on a biennial basis)	60.3	66.7	66.7	92.7	85.8	
Breast cancer screening rate	%	Nissha Group in Japan (held on a biennial basis)	81.1	74.2	74.7	90.2	81.3	
Smoking rate*	%	Nissha Group in Japan	27.8	28.5	25.6	25.7	23.9	
Obesity rate*	%	Nissha Group in Japan	23.7	29.7	24.8	25.7	27.3	
Percentage of individuals maintaining appropriate weight	%	Nissha Group in Japan	68.4	69.7	68.4	66.7	65.5	
Percentage of individuals with regular exercise habits	%	Nissha Group in Japan	23.8	21.2	24.0	24.5	26.0	
Percentage of individuals with abnormal findings	%	Nissha Group in Japan	75.4	73.5	78.2	78.2	76.6	
Percentage of individuals at risk for high blood pressure	%	Nissha Group in Japan	0.1	0.0	0.2	0.2	0.3	
Percentage of individuals at risk for blood sugar issues	%	Nissha Group in Japan	0.3	0.2	0.3	0.3	0.2	
Specific health guidance implementation rate (Implemented / Targeted)	%	Nissha Group in Japan	96.2	99.0	99.9	93.9	94.8	
Specific health guidance continuation rate (Completed / Initial interview participants)	%	Nissha Group in Japan	96.2	99.0	99.0	98.3	99.0	
Stress check implementation rate	%	Nissha Group in Japan	100	100	99.9	100	100	
Percentage of individuals experiencing high stress	%	Nissha Group in Japan	8.3	10.0	9.8	9.1	9.6	
Presenteeism	%	Nissha Group in Japan	n/a	n/a	n/a	n/a	12.9	
Absenteeism	%	Nissha Group in Japan	n/a	n/a	0.72	0.81	0.96	
Engagement	%	Nissha Group in Japan	n/a	n/a	n/a	62.1	62.4	
* Excluding Kaga Factory and Tokyo Division Headquarters in FY2020.								

Fair Operating Practices / Local Communities

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
22. Along with Local Communities							
Social contribution expenses	Million yen	Nissha Group in Japan	99	111	153	105	209

Quality Management /Efficiency and Productivity Improvement

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
23. Quality Management							
Number of serious quality incidents	Number	Nissha Group	0	0	0	0	1*
Fines due to serious quality incidents	Japanese Yen	Nissha Group	0	0	0	0	0

* In the fiscal year ended December 2024, while there were no serious incidents as laid out in our Regulations for Responding to Serious Quality Incidents, there was one incident which was determined to be a serious quality incident in terms of its effect on costs. Immediately after the incident, the Total Quality Management Office and the Quality Assurance Department in our business units, in accordance with the regulations, completed handling the matter, including a prompt customer response, product disposal, investigation into the cause, implementation of corrective measures and audits to confirm their effectiveness, as well as expansion to similar locations and bases. As a result, we were able to avoid effects on our customers' production, and also confirmed the appropriateness of our response system.

Governance

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
25. Corporate Governance							
Directors of the Board	Number	Nissha	9	9	9	9	9
Independent Outside Director of the Board	Number	Nissha	4	4	4	4	4
Female Directors of the Board	Number	Nissha	1	1	1	1	1
Foreign national Directors of the Board	Number	Nissha	1	1	1	0	0
Audit and Supervisory Board Members	Number	Nissha	4	4	4	4	4
Independent Audit and Supervisory Board Member	Number	Nissha	2	2	2	2	2
Female Audit and Supervisory Board Members	Number	Nissha	0	0	0	0	0

Items	Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024	
Corporate Officers, excluding concurrently serving as Directors of the Board	Number	Nissha	12	12	12	14	13	
Female Corporate Officers	Number	Nissha	0	0	0	1	1	
Foreign national Corporate Officers	Number	Nissha	2	2	2	2	2	
* The number of Directors of the Board, Audit and Supervisory Board Members, and Corporate Officers is as of the conclusion of the Ordinary General Meeting of Shareholders for the relevant fiscal year.								
Total compensation	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	226	328	318	257	441
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	26	28	32	33	33
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	46	53	54	54	54
Compensation by category (Base salary)	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	151	169	171	171	216
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	26	28	32	33	33
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	46	53	54	54	54
Compensation by category (Bonuses)	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	52	113	89	45	150
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	-	-	-	-	-
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	-	-	-	-	-
Compensation by category (Stock compensation, etc.)	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	22	45	57	40	74
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	-	-	-	-	-
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	-	-	-	-	-

Items		Unit	Boundary	FY2020	FY2021	FY2022	FY2023	FY2024
Number of members subject to aggregation of compensation and etc.	Directors of the Board (Excluding Independent Outside Directors of the Board)	Number	Nissha	5	7	5	5	5
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Number	Nissha	3	2	3	2	2
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Number	Nissha	6	6	7	6	8
28. Risk Management and Compliance								
Hotline number of reports			Nissha Group	12	7	4	8	24
* The Hotline is a whistle-blowing and other consultation service for inappropriate, illegal or unethical behavior by organizations or individuals, and is not limited to harassment consultation.								
35. Management System and Other Certification Acquisitions								
ISO9001 acquisition site		Number of sites	Nissha Group	29	25	19	18	17
ISO13485 acquisition site		Number of sites	Nissha Group	10	10	12	14	14
ISO22716 acquisition site		Number of sites	Nissha Group	1	1	1	1	1
IATF16949 acquisition site		Number of sites	Nissha Group	9	10	8	8	8
ISO14001 acquisition site		Number of sites	Nissha Group	17	17	18	17	17
ISO50001 acquisition site		Number of sites	Nissha Group	5	4	4	3	3
OHSAS18001 / ISO45001 acquisition site		Number of sites	Nissha Group	3	1	2	2	3
ISO27001 acquisition site		Number of sites	Nissha Group	17	18	18	18	16
FSC COC acquisition site		Number of sites	Nissha Group	5	10	10	10	10
PEFC acquisition site		Number of sites	Nissha Group	n/a	2	2	2	2
EN15593 acquisition site		Number of sites	Nissha Group	1	1	1	1	1

List of policies and principles

Title	Sustainability Report 2025 · Web site	Pages on PDF
Environment Policy and Principles	4. Environmental Policy and Management Structures	4-1
Human Rights Policy	13. Human Rights	13-1
Human Resources Policy	14. Human Resources Policy and System	14-1
Occupational Safety and Health Policy and Principles	18. Safety and Health	18-1
Health and Productivity Management Policy	19. Health and Productivity Management	19-1
Purchasing Principles	21. Partnership with Our Suppliers	21-1
Social Contribution Policy	22. Along with Local Communities	22-1
Quality Policy / Nissha Quality Way	23. Quality Management	23-1
Corporate Governance Policy	Website About > Corporate Governance	-
Risk Management Policy	28. Risk Management and Compliance	28-1
Corporate Ethics and Compliance Guidelines and Principles	28. Risk Management and Compliance	28-1
Information Security Policy and Principles	29. Information Security	29-1
Trade Management Policy and Principles	30. Trade Management	30-1
Nissha Anti-Corruption Principles	31. Anti-corruption	31-1
Business Continuity Plans Policy and Principles	32. Business Continuity	32-1
Tax Principles	33. Tax Principles	33
Basic Approach to Responsible Mineral Procurement	34. Responsible Mineral Procurement	34-1