

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 FY2021 to FY2025 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.

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

Environment

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
5. Impact on the Environment out of Our Business Operations								
Total input of raw materials		t	Nissha Group	127,430	123,982	85,273	99,008	97,759
Energy	Electricity	MWh	Nissha Group	264,973	250,732	217,027	235,566	199,342
	Gas	Thou-sand m ³	Nissha Group	10,558	10,485	10,029	10,422	9,973
Water	Tap water	Thou-sand m ³	Nissha Group	1,249	993	912	1,069	1,021
	Underground water	Thou-sand m ³	Nissha Group	46	49	42	37	94
	Industrial water	Thou-sand m ³	Nissha Group	1,670	1,549	1,282	1,316	287
VOC		t	Nissha Group	826	752	681	667	662
Wastewater		Thou-sand m ³	Nissha Group	2,594	2,342	2,002	2,216	1,368
7. CO ₂ Emissions and Reduction Efforts								
Scope 1, CO ₂ emissions		t-CO ₂	Nissha Group	24,196	28,435	25,609	26,095	25,412
Scope 2, CO ₂ emissions		t-CO ₂	Nissha Group	101,048	86,255	75,354	37,991	35,309
CO ₂ emissions (Scope 1 and 2)	Total	t-CO ₂	Nissha Group	125,244	114,691	100,963	64,086	60,721
	Nissha Group in Japan	t-CO ₂	-	83,652	64,806	61,388	19,014	17,739
	Nissha Group overseas	t-CO ₂	-	41,592	49,885	39,575	45,072 ^{*1}	42,982 ^{*1}

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
CO ₂ emissions basic unit of net sales		t-CO ₂ / Million yen	Nissha Group	0.66	0.59	0.60	0.33	0.31
* 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. From FY2024, Nissha Metallizing Solutions (Belgium, Italy, Germany) has adopted market standards (Europe's Association of Issuing Bodies (AIB) standards).								
Scope 3, CO ₂ emissions	Purchased goods and services	t-CO ₂	Domestic	18,603	50,616 ^{*1}	38,891 ^{*1}	54,881 ^{*1}	27,020 ^{*1}
		t-CO ₂	Overseas	n/a	97,144	72,818	91,850	Under investigation
	Capital goods	t-CO ₂	-	n/a	17,126	13,910	21,041	Under investigation
	Fuel and energy-related activities (not included in Scope 1 or Scope 2)	t-CO ₂	-	n/a	15,684	12,476	6,831	Under investigation
	Upstream transportation and distribution	t-CO ₂	Domestic	17,766	-	-	10,257 ^{*1}	9,454 ^{*1}
		t-CO ₂	Overseas	n/a	-	-	12,035	Under investigation
	Purchased products ^{*2}	t-CO ₂	Domestic	-	4,272 ^{*1}	4,368 ^{*1}	- ^{*4}	- ^{*4}
		t-CO ₂	Overseas		10,341	2,773	-	-
	Shipments ^{*3}	t-CO ₂	Domestic	-	7,398 ^{*1}	6,561 ^{*1}	- ^{*4}	- ^{*4}
		t-CO ₂	Overseas		19,296	14,038	-	-
	Waste generated in operations	t-CO ₂	-	n/a	4,462	4,031	5,211	Under investigation
	Business travel	t-CO ₂	Domestic	281	579 ^{*1}	638 ^{*1}	873 ^{*1}	971 ^{*1}
	Employee commuting	t-CO ₂	Domestic	2,204	2,261 ^{*1}	2,038 ^{*1}	2,003 ^{*1}	2,175 ^{*1}
	Use of sold products	t-CO ₂	-	n/a	7,739 ^{*1}	10,370 ^{*1}	8,457 ^{*1}	16,837 ^{*1}
	End of life treatment of sold products	t-CO ₂	Domestic	n/a	535	417	434	Under investigation
		t-CO ₂	Overseas	n/a	4,091	2,913	2,608	Under investigation
	Total	t-CO ₂	-	n/a	241,544	186,242	216,481	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 FY2025, we have undergone third party verification for the total figures as upstream transportation and distribution.								

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
Energy consumption	Total	Thou-sand GJ	Nissha Group	3,124	2,662	2,032	1,671	1,524
	Nissha Group in Japan	Thou-sand GJ	-	2,040	1,607	1,256	835	675
	Nissha Group overseas	Thou-sand GJ	-	1,084	1,055	775	836	849
Energy consumption basic unit of net sales		Thou-sand GJ/ Million yen	Nissha Group	0.0165	0.0137	0.0121	0.0085	0.0078
Electricity consumption	Total	MWh	Nissha Group	264,973	250,732	217,027	235,566	199,342
	Nissha Group in Japan	MWh	-	182,488	158,335	140,384	152,436	115,578
	Nissha Group overseas	MWh	-	82,485	92,397	76,644	83,130	83,764
Gas consumption	Total	Thou-sand m ³	Nissha Group	10,558	10,485	10,029	10,422	9,973
	Nissha Group in Japan	Thou-sand m ³	-	4,865	4,782	4,314	3,595	3,096
	Nissha Group overseas	Thou-sand m ³	-	5,694	5,703	5,714	6,827	6,877
Gasoline, diesel, and heavy oil consumption	Total	kl	Nissha Group	220	207	198	183	202
	Nissha Group in Japan	kl	-	70	60	64	76	90
	Nissha Group overseas	kl	-	151	147	133	106	113
9. Waste Management								
Total waste emissions		t	Nissha Group	30,587	27,206	20,841	23,080	20,429
Waste emissions (Nissha Group in Japan)		t	-	17,465	13,606	11,057	13,303	10,307
Recyclable resources (items sold for recycling)		t	-	5,743	4,203	3,560	4,335	3,431
Recyclable resources (waste reused as resources)		t	-	11,697	9,380	7,470	8,936	6,748
Waste for incineration/landfill		t	-	25	22	27	32	129
Waste emissions (Nissha Group overseas)		t	-	13,121	13,601	9,784	9,777	10,122
Recyclable resources (items sold for recycling)		t	-	9,838	10,904	7,407	7,578	7,346
Recyclable resources (waste reused as resources)		t	-	1,335	877	615	585	1,655
Waste for incineration/landfill		t	-	1,948	1,819	1,762	1,613	1,121

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
Recycling and resource reuse rate		%	Nissha Group in Japan	99.9	99.8	99.8	99.8	98.8
		%	Nissha Group overseas	85.2	86.6	82.0	83.5	88.9
10. Management of Chemical Substances and Environmental Risks								
Kyoto Global Headquarters								
NOx		ppm	Headquarters	25	27	26	24	32
Soot and dust		g/m ³ N	Headquarters	0.002	<0.001	0.004	<0.004	<0.004
NII Koka Factory								
NOx		ppm	NII Koka Factory	32	29	43	35	30
Soot and dust		g/m ³ N	NII Koka Factory	<0.01	<0.01	<0.01	<0.01	<0.01
NPT Himeji Factory								
NOx		ppm	NPT Himeji Factory	34	31	31	39	43
Soot and dust		g/m ³	NPT Himeji Factory	<0.001	<0.001	<0.001	<0.001	<0.001
12. Environmental Objectives and Status of Achievement (Nissha Group in Japan)								
Environmental accidents		Number	Nissha Group in Japan	1 ^{*1}	1 ^{*2}	0	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	FY2021	FY2022	FY2023	FY2024	FY2025
13. Human Rights								
Internal Harassment Help Desk number of consult		Number	Nissha Group	12	- ^{*1}	- ^{*1}	- ^{*1}	0 ^{*2}
*1. As the Harassment Help Desk and the Hotline shared the same contact point from July 2022 to September 2025, the information has been consolidated and presented as the number of cases reported to the Hotline. *2. In October 2025, we began operating an internal harassment consultation service.								
Membership of Labor Union		Number	Nissha Group in Japan	1,106	1,051	1,253	1,258	1,235
Number of reports on strike or lockout		Number	Nissha Group	0	0	0	0	0

Human Resources

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
14. Human Resources Policy and System								
Gap between male and female in terms of wages								
All workers	Male	-	Nissha	n/a	100	100	100	100
	Female	-	Nissha	n/a	76.3	75.9	77.6	78.4
Full-time workers	Male	-	Nissha	n/a	100	100	100	100
	Female	-	Nissha	n/a	77.7	78.1	78.4	79.3
Non-regular workers	Male	-	Nissha	n/a	100	100	100	100
	Female	-	Nissha	n/a	56.2	60.0	68.3	66.2
* FY2022 and thereafter are shown due to a change in the aggregation method from FY2022. * 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	-	1,990	1,915	1,922	1,910	1,957
	Male	Number	-	1,574	1,500	1,489	1,459	1,478
	Female	Number	-	416	415	433	451	479
Number of employees by area (Asia)	Total	Number	-	661	633	582	553	571
	Male	Number	-	312	319	281	257	266
	Female	Number	-	349	314	301	296	305
Number of employees by area (Europe)	Total	Number	-	698	693	744	732	756
	Male	Number	-	505	488	501	492	504
	Female	Number	-	193	205	243	240	252

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees by area (North America)	Total	Number	-	1,539	1,151	1,367	1,637	1,547
	Male	Number	-	873	690	750	917	860
	Female	Number	-	666	461	617	720	687
Number of employees by area (Central and South America)	Total	Number	-	521	933	606	565	474
	Male	Number	-	206	365	191	164	140
	Female	Number	-	315	568	415	401	334
Composition by employment status (Permanent)	Total	Number	Nissha Group	5,409	5,325	5,221	5,397	5,305
	Male	Number	Nissha Group	3,470	3,362	3,212	3,289	3,248
	Female	Number	Nissha Group	1,939	1,963	2,009	2,108	2,057
Composition by employment status (Temporary)	Total	Number	Nissha Group	1,443	1,438	1,368	1,237	1,260
	Male	Number	Nissha Group	866	865	894	750	795
	Female	Number	Nissha Group	577	573	474	487	465
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	12	12	11	14	12
	Male	Number	Nissha	12	12	11	13	11
	Female	Number	Nissha	0	0	0	1	1
Composition of Nissha fellows	Total	Number	Nissha	2	1	1	1	2
	Male	Number	Nissha	2	1	1	1	2
	Female	Number	Nissha	0	0	0	0	0
Composition of managerial staff	Total	Number	Nissha	166	163	164	158	150
	Male	Number	Nissha	157	153	152	144	135
	Female	Number	Nissha	9	10	12	14	15
Composition of employees	Total	Number	Nissha	731	710	720	758	724
	Male	Number	Nissha	534	513	514	524	484
	Female	Number	Nissha	197	197	206	234	240

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
Average age	Average	Age	Nissha	42.2	42.9	42.9	42.8	42.6
	Male	Age	Nissha	43.8	44.7	44.8	45.1	45.1
	Female	Age	Nissha	37.8	38.2	38.1	37.7	37.5
Average years of employment	Average	Year	Nissha	14.3	15.7	15.6	15.6	15.7
	Male	Year	Nissha	15.6	17.2	17.2	17.6	17.8
	Female	Year	Nissha	10.8	11.8	11.6	11.3	11.5
Composition by age (18-19)	Total	Number	Nissha	2	2	4	7	6
	Male	Number	Nissha	0	0	0	0	1
	Female	Number	Nissha	2	2	4	7	5
Composition by age (20-29)	Total	Number	Nissha	82	72	81	81	88
	Male	Number	Nissha	42	33	36	34	33
	Female	Number	Nissha	40	39	45	47	55
Composition by age (30-39)	Total	Number	Nissha	217	193	172	186	171
	Male	Number	Nissha	135	117	106	103	89
	Female	Number	Nissha	82	76	66	83	82
Composition by age (40-49)	Total	Number	Nissha	269	261	276	280	264
	Male	Number	Nissha	218	205	213	217	199
	Female	Number	Nissha	51	56	63	63	65
Composition by age (50-59)	Total	Number	Nissha	155	175	179	197	193
	Male	Number	Nissha	134	152	152	165	160
	Female	Number	Nissha	21	23	27	32	33
Composition by age (over 60)	Total	Number	Nissha	6	7	8	7	2
	Male	Number	Nissha	5	6	7	5	2
	Female	Number	Nissha	1	1	1	2	0
Number of employees	Total	Number	Nissha Group	5,409	5,325	5,221	5,397	5,305
	Male	Number	Nissha Group	3,470	3,362	3,212	3,289	3,248
	Female	Number	Nissha Group	1,939	1,963	2,009	2,108	2,057

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
Composition of managerial staff	Male	Number	Nissha Group in Japan	281	269	261	257	266
	Female	Number	Nissha Group in Japan	14	15	17	21	25
	Total	Number	Nissha Group in Japan	295	284	278	278	291
	Of which mid-career employees	Number	Nissha Group in Japan	94	91	89	92	88
	Of which foreign employees	Number	Nissha Group in Japan	2	1	1	1	1
Percentage of persons with disabilities employed		%	Nissha	2.12	2.07	2.67	2.20	2.11
Female manager ratio		%	Nissha Group	20.0	21.5	22.7	24.4	25.2
		%	Nissha	5.4	5.9	7.1	8.9	10.1
Next-generation female managerial staff ratio		%	Nissha	22.3	23.9	24.5	27.0	28.0
16. Human Resources Development								
Annual training hours	Total	Hours	Nissha Group in Japan	42,426	30,613	28,739	25,729	34,767
	Male	Hours	Nissha Group in Japan	28,928	23,252	20,042	16,013	22,509
	Female	Hours	Nissha Group in Japan	13,498	7,361	8,697	9,716	12,258
Training hours per employee	Average	Hours	Nissha Group in Japan	18.2	14.4	13.4	12.2	16.1
	Male	Hours	Nissha Group in Japan	16.4	14.2	12.2	10.0	14.0
	Female	Hours	Nissha Group in Japan	24.0	15.3	17.7	19.2	22.1
17. Employee Engagement								
Engagement Survey								
Response rate		%	Nissha Group	n/a	83.0	94.2	96.6	90.8
Will to contribute to the organization	Percentage of Positive Responses	%	Nissha Group	n/a	95.6	95.5	95.4	95.7
Organizational Commitment	Percentage of Positive Responses	%	Nissha Group	n/a	87.8	89.0	88.9	90.4
Rewarding	Percentage of Positive Responses	%	Nissha Group	n/a	82.3	83.4	83.9	84.3
Feeling of contributing to society	Percentage of Positive Responses	%	Nissha Group	n/a	78.8	80.6	81.9	83.3
* We started engagement surveys in FY2022.								
Average days of annual paid leave used		Days	Nissha Group in Japan	11.5	12.9	14.1	14.8	14.4

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
Average percentage of annual paid leave used		%	Nissha Group in Japan	60.3	66.1	72.0	76.5	73.0
Number of employees who used child-rearing leave	Total	Number	Nissha Group in Japan	67	73	81	68	75
	Male	Number	Nissha Group in Japan	21	25	38	31	36
	Female	Number	Nissha Group in Japan	46	48	43	37	39
Number of employees who worked shorter hours for child-rearing	Total	Number	Nissha Group in Japan	89	95	88	89	91
	Male	Number	Nissha Group in Japan	2	3	6	5	5
	Female	Number	Nissha Group in Japan	87	92	82	84	86
Number of employees who took days off for child nursing	Total	Number	Nissha Group in Japan	108	115	122	125	139
	Male	Number	Nissha Group in Japan	49	50	60	60	69
	Female	Number	Nissha Group in Japan	59	65	62	65	70
Reinstatement rate after child-rearing leave	Average	%	Nissha Group in Japan	97.1	97.6	100	100	100
	Male	%	Nissha Group in Japan	100	100	100	100	100
	Female	%	Nissha Group in Japan	95.6	95.8	100	100	100
Retention rate after child-rearing leave (1 year)	Average	%	Nissha Group in Japan	88.5	94.7	90.6	92.9	100
	Male	%	Nissha Group in Japan	83.3	87.5	95.0	91.4	100
	Female	%	Nissha Group in Japan	91.3	100	88.6	95.2	100
Number of employees who used family care leave	Total	Number	Nissha Group in Japan	0	0	0	1	0
	Male	Number	Nissha Group in Japan	0	0	0	0	0
	Female	Number	Nissha Group in Japan	0	0	0	1	0
Number of employees who used shorter hours for family care	Total	Number	Nissha Group in Japan	0	0	1	1	1
	Male	Number	Nissha Group in Japan	0	0	0	0	0
	Female	Number	Nissha Group in Japan	0	0	1	1	1
Number of employees who used days off for family care	Total	Number	Nissha Group in Japan	6	12	15	21	35
	Male	Number	Nissha Group in Japan	5	6	8	10	15
	Female	Number	Nissha Group in Japan	1	6	7	11	20
Number of employees who used outpatient sick leave system	Total	Number	Nissha Group in Japan	6	9	9	19	20
	Male	Number	Nissha Group in Japan	3	5	5	13	14
	Female	Number	Nissha Group in Japan	3	4	4	6	6
Number of internal job posting		Number	Nissha Group in Japan	15	31	14	20	13

Items		Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
Successful applicants (transferees)	Total	Number	Nissha Group in Japan	7	2	1	0	2
	Male	Number	Nissha Group in Japan	6	2	0	0	1
	Female	Number	Nissha Group in Japan	1	0	1	0	1
Number of award winners	Nissha CEO Award (Company-wide)	Number	Nissha Group	0	0	0	0	0
	CEO Award (Group Companies)	Number	Nissha Group	10	0	11	0	57
	BU Head Award	Number	Nissha Group	35*1	21	41	24	57
	Synergy Award	Number	Nissha Group	32	79	57	n/a	n/a
	Top Profit Contributor Award	Number	Nissha Group	n/a	n/a	n/a	43	22
	New Hope Award	Number	Nissha Group	13	8	15	11	14
* 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	27.5	27.5	28.5	29.3	38.1
18. Safety and Health								
Frequency of work-related accidents		-	Nissha Group in Japan	1.48	0.35	0.91	1.14	1.27
Severity of work-related accidents		-	Nissha Group in Japan	0.05	0.00	0.04	0.04	0.02
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	53	60	39	38	53
Number of work-related accidents (Japan)		Number	-	15	7	9	10	13
four or more days of leave		Number	-	7	0	5	5	4
Number of work-related accidents (North America)		Number	-	14	19	14	15	21
Number of work-related accidents (Central and South America)		Number	-	2	2	2	1	0
Number of work-related accidents (Europe)		Number	-	17	30	13	12	18
Number of work-related accidents (Asia)		Number	-	5	2	1	0	1

Items	Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
19. Health and Productivity Management							
Regular health checkup rate	%	Nissha Group in Japan	99.7	100	100	100	100
Detailed checkup rate after regular health checkup	%	Nissha Group in Japan	51.7	60.3	75.3	75.5	87.4
Lung cancer screening rate	%	Nissha Group in Japan	100	100	100	100	100
Stomach cancer screening rate	%	Nissha Group in Japan	94.0	93.0	92.9	94.4	96.6
Colorectal cancer screening rate	%	Nissha Group in Japan	96.8	96.2	97.3	99.2	99.6
Uterus cancer screening rate	%	Nissha Group in Japan (held on a biennial basis)	66.7	66.7	92.7	85.8	95.7
Breast cancer screening rate	%	Nissha Group in Japan (held on a biennial basis)	74.2	74.7	90.2	81.3	93.2
Smoking rate	%	Nissha Group in Japan	28.5	25.6	25.7	23.9	22.3
Obesity rate	%	Nissha Group in Japan	29.7	24.8	25.7	27.3	28.0
Percentage of individuals maintaining appropriate weight	%	Nissha Group in Japan	69.7	68.4	66.7	65.5	64.5
Percentage of individuals with regular exercise habits	%	Nissha Group in Japan	21.2	24.0	24.5	26.0	25.8
Percentage of individuals with abnormal findings	%	Nissha Group in Japan	73.5	78.2	78.2	76.6	75.4
Percentage of individuals at risk for high blood pressure	%	Nissha Group in Japan	0.0	0.2	0.2	0.3	0.2
Percentage of individuals at risk for blood sugar issues	%	Nissha Group in Japan	0.2	0.3	0.3	0.2	0.4
Specific health guidance implementation rate (Implemented / Targeted)	%	Nissha Group in Japan	99.0	99.9	93.9	94.8	93.0
Specific health guidance continuation rate (Completed / Initial interview participants)	%	Nissha Group in Japan	99.0	99.0	98.3	99.0	100
Stress check implementation rate	%	Nissha Group in Japan	100	99.9	100	100	100
Percentage of individuals experiencing high stress	%	Nissha Group in Japan	10.0	9.8	9.1	9.6	8.5
Presenteeism	%	Nissha Group in Japan	n/a	n/a	n/a	12.9	12.5
Absenteeism	%	Nissha Group in Japan	n/a	0.72	0.81	0.96	0.86
Engagement	%	Nissha Group in Japan	n/a	n/a	62.1	62.4	65.3

Fair Operating Practices / Local Communities

Items	Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
22. Along with Local Communities							
Social contribution expenses	Million yen	Nissha Group in Japan	111	153	105	209	148

Quality Management /Efficiency and Productivity Improvement

Items	Unit	Boundary	FY2021	FY2022	FY2023	FY2024	FY2025
23. Quality Management							
Number of serious quality incidents	Number	Nissha Group	0	0	0	1*	0
Fines due to serious quality incidents	Japanese Yen	Nissha Group	0	0	0	0	0

* In FY2024, 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	FY2021	FY2022	FY2023	FY2024	FY2025
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	0	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	FY2021	FY2022	FY2023	FY2024	FY2025
Corporate Officers, excluding concurrently serving as Directors of the Board		Number	Nissha	12	12	14	13	13
Female Corporate Officers		Number	Nissha	0	0	1	1	1
Foreign national Corporate Officers		Number	Nissha	2	2	2	2	3
* 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	328	318	257	441	473
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	28	32	33	33	33
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	53	54	54	54	58
Compensation by category (Base salary)	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	169	171	171	216	255
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	28	32	33	33	33
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	53	54	54	54	58
Compensation by category (Bonuses)	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	113	89	45	150	151
	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	45	57	40	74	66
	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	FY2021	FY2022	FY2023	FY2024	FY2025
Number of members subject to aggregation of compensation and etc.	Directors of the Board (Excluding Independent Outside Directors of the Board)	Number	Nissha	7	5	5	5	5
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Number	Nissha	2	3	2	2	2
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Number	Nissha	6	7	6	8	6
28. Risk Management and Compliance								
Hotline number of reports		Number	Nissha Group	7	4	8	24	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	25	19	18	17	17
ISO13485 acquisition site		Number of sites	Nissha Group	10	12	14	14	15
ISO22716 acquisition site		Number of sites	Nissha Group	1	1	1	1	1
IATF16949 acquisition site		Number of sites	Nissha Group	10	8	8	8	8
ISO14001 acquisition site		Number of sites	Nissha Group	17	18	17	17	15
ISO50001 acquisition site		Number of sites	Nissha Group	4	4	3	3	2
OHSAS18001 / ISO45001 acquisition site		Number of sites	Nissha Group	1	2	2	3	3
ISO27001 acquisition site		Number of sites	Nissha Group	18	18	18	16	16
FSC COC acquisition site		Number of sites	Nissha Group	10	10	10	10	9
PEFC COC acquisition site		Number of sites	Nissha Group	2	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 2026 - Web site	Pages on PDF
Enviroment 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