

Social Data

Number of Employees

Subject		Boundary		Unit	FY2020		FY2021		FY2022		FY2023		FY2024				
Number of regular employees	Nisshinbo Group	Total number of regular employees			People	19,550		20,917		20,384		17,084		18,537			
		By region	Number and ratio of regular employees in Japan	Subtotal	People/%	10,297 / 52.7%		10,361 / 49.5%		10,032 / 49.2%		10,088 / 59.0%		12,027 / 64.9%			
				Male	People	8,440 / 82.0%		8,511 / 82.1%		8,171 / 81.4%		8,171 / 81.0%		9,801 / 81.5%			
				Female	People	1,857 / 18.0%		1,850 / 17.9%		1,861 / 18.6%		1,917 / 19.0%		2,226 / 18.5%			
		Number and ratio of regular employees in overseas	Subtotal	People/%	9,253 / 47.3%		10,556 / 50.5%		10,352 / 50.8%		6,996 / 41.0%		6,510 / 35.1%				
			Male	People	5,678 / 61.4%		6,826 / 64.7%		6,387 / 61.7%		3,799 / 54.3%		3,767 / 57.9%				
			Female	People	3,575 / 38.6%		3,730 / 35.3%		3,965 / 38.3%		3,197 / 45.7%		2,743 / 42.1%				
		By gender	Number and ratio of regular employees by gender	Male	People/%	14,118 / 72.2%		15,337 / 73.3%		14,558 / 71.4%		11,970 / 70.1%		13,568 / 73.2%			
				Female	People/%	5,432 / 27.8%		5,580 / 26.7%		5,826 / 28.6%		5,114 / 29.9%		4,969 / 26.8%			
		Nisshinbo Group (in Japan)	Number and ratio of regular employees by age	15-19 years old	Subtotal	People/%	114 / 1.1%		107 / 1.0%		112 / 1.1%		131 / 1.3%		133 / 1.1%		
					Male	People	94		81		87		97		102		
	Female				People	20		26		25		34		31			
	20-29 years old			Subtotal	People/%	1,482 / 14.4%		1,517 / 14.6%		1,504 / 15.0%		1,517 / 15.0%		1,844 / 15.3%			
				Male	People	1,165		1,210		1,185		1,183		1,435			
				Female	People	317		307		319		334		409			
	30-39 years old			Subtotal	People/%	1,618 / 15.7%		1,579 / 15.2%		1,578 / 15.7%		1,591 / 15.8%		1,886 / 15.7%			
				Male	People	1,259		1,238		1,228		1,249		1,515			
				Female	People	359		341		350		342		371			
	40-49 years old			Subtotal	People/%	3,060 / 29.7%		2,858 / 27.6%		2,536 / 25.3%		2,419 / 24.0%		2,653 / 22.1%			
				Male	People	2,334		2,162		1,902		1,803		2,001			
				Female	People	726		696		634		616		652			
	50-59 years old			Subtotal	People/%	3,850 / 37.4%		3,970 / 38.3%		3,989 / 39.8%		4,023 / 39.9%		5,038 / 41.9%			
				Male	People	3,429		3,510		3,482		3,468		4,316			
				Female	People	421		460		507		555		722			
	60-69 years old			Subtotal	People/%	172 / 1.7%		328 / 3.2%		310 / 3.1%		400 / 4.0%		473 / 3.9%			
				Male	People	158		308		284		364		432			
				Female	People	14		20		26		36		41			
	Over 70 years old			Subtotal	People/%	1 / 0.0%		2 / 0.0%		3 / 0.0%		7 / 0.1%		0 / 0.0%			
				Male	People	1		2		3		7		0			
				Female	People	0		0		0		0		0			
	Nisshinbo Holdings			Total number of regular employees			People	277		241		248		260		264	
				By gender	Number and ratio of regular employees by gender	Male	People/%	222 / 80.1%		186 / 77.2%		183 / 73.8%		187 / 71.9%		183 / 69.3%	
Female						People/%	55 / 19.9%		55 / 22.8%		65 / 26.2%		73 / 28.1%		81 / 30.7%		
Number of temporary employees	Nisshinbo Group	Total number of temporary employees			People	2,903		2,885		3,021		2,145		2,158			
		By region	Number and ratio of temporary employees in Japan			People/%	1,852 / 63.8%		1,606 / 55.7%		1,595 / 52.8%		1,536 / 71.6%		1,727 / 80.0%		
			Number and ratio of temporary employees in overseas			People/%	1,051 / 36.2%		1,279 / 44.3%		1,426 / 47.2%		609 / 28.4%		431 / 20.0%		
	Nisshinbo Holdings	Total number of temporary employees			People	73		67		63		73		77			
		By gender	Number and ratio of temporary employees by gender	Male	People/%	32 / 43.8%		32 / 47.8%		29 / 46.0%		40 / 54.8%		48 / 62.3%			
				Female	People/%	41 / 56.2%		35 / 52.2%		34 / 54.0%		33 / 45.2%		29 / 37.7%			

# Number of Hires and Leavers

Subject	Boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024	
Number of hires (regular employee)	Nisshinbo Group	Total number of hires		People	2,954	3,055	3,363	1,982	1,764	
		By region	Number and ratio of hires in Japan		People/%	356 / 12.1%	375 / 12.3%	450 / 13.4%	437 / 22.0%	472 / 26.8%
			Number of hires by gender	Male	People	277	278	334	320	356
			Female	People	79	97	116	117	116	
		Of these, the number and ratio of new graduates hired			People/%	217 / 61.0%	208 / 55.5%	260 / 57.8%	249 / 57.0%	300 / 63.6%
			Number of new graduates hired by gender	Male	People	175	167	202	189	234
			Female	People	42	41	58	60	66	
		Number and ratio of hires in overseas			People/%	2,598 / 87.9%	2,680 / 87.7%	2,913 / 86.6%	1,545 / 78.0%	1,292 / 73.2%
			Number of overseas hires by ge	Male	People	1,357	1,426	1,496	860	818
			Female	People	1,241	1,254	1,417	685	474	
		By gender	Number and ratio of hires by gender	Male	People/%	1,634 / 55.3%	1,704 / 55.8%	1,830 / 54.4%	1,180 / 54.4%	1,174 / 54.4%
				Female	People/%	1,320 / 44.7%	1,351 / 44.2%	1,533 / 45.6%	802 / 45.6%	590 / 45.6%
Number of employees with disabilities	Nisshinbo Group (in Japan)	Number and ratio of employees with disabilities		People/%	303.0 / 2.5%	313.0 / 2.6%	332.5 / 2.8%	325.0 / 2.7%	400.0 / 2.7%	
Number of voluntary resignations (regular employee)	Nisshinbo Group (in Japan)	Total number of voluntary resignations and leaving ratio		People/%	230 / 2.2%	246 / 2.4%	330 / 3.3%	228 / 2.3%	292 / 2.4%	
		By gender	Male	People/%	175 / 2.1%	186 / 2.2%	238 / 2.9%	186 / 2.3%	241 / 2.5%	
			Female	People/%	55 / 3.0%	60 / 3.2%	92 / 4.9%	42 / 2.2%	51 / 2.3%	
	Nisshinbo Holdings	Total number of voluntary resignations and leaving ratio		People/%	4 / 1.4%	9 / 3.7%	13 / 5.2%	13 / 5.0%	15 / 5.7%	
		By gender	Male	People/%	3 / 1.4%	5 / 2.7%	9 / 4.9%	10 / 5.3%	12 / 6.6%	
			Female	People/%	1 / 1.8%	4 / 7.3%	4 / 6.2%	3 / 4.1%	3 / 3.7%	

# Number of Employees on Leave of Absence

Subject				Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees on childcare leave	Nisshinbo Holdings	Acquisition rate of childcare leave	Male	%	0.0%	40.0%	30.0%	100.0%	N/A	
			Female	%	100.0%	100.0%	100.0%	100.0%		
		Return-to-work ratio after childcare leave	Male	%	0.0%	100.0%	100.0%	100.0%	N/A	
			Female	%	100.0%	100.0%	66.7%	N/A	100.0%	

# Average Data

Boundary				Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Average age	Nisshinbo Group (in Japan)	Average		Age	44.0	44.3	44.3	44.5	43.8
		By gender	Male	Age	44.6	44.9	45.0	45.0	44.2
			Female	Age	41.6	41.9	41.6	42.3	42.0
	Nisshinbo Holdings	Average		Age	44.3	44.7	44.2	43.5	40.5
		By gender	Male	Age	46.0	46.6	46.5	45.4	42.4
			Female	Age	37.2	38.1	37.8	38.7	36.2
Average service (years)	Nisshinbo Group (in Japan)	Average		Years	19.4	19.8	19.9	20.2	19.8
		By gender	Male	Years	20.1	20.5	20.6	20.9	20.5
			Female	Years	16.4	16.7	16.7	17.3	17.2
	Nisshinbo Holdings	Average		Years	20.8	20.7	20.4	19.5	16.3
		By gender	Male	Years	22.7	22.6	22.8	21.4	18.2
			Female	Years	14.7	14.2	13.8	14.6	11.9
Gender wage differentials	Nisshinbo Holdings	All workers		%	—	—	57.5	56.7	59.2
* Ratio of women's wages to men's wages based on the Act on Promotion of Women's Participation and Advancement in the Workplace.		Of these, regular workers		%	—	—	65.1	67.5	67.7
		Of these, non-regular workers*		%	—	—	32.8	25.3	30.1

\* Since non-regular workers include contract workers, there is a large difference in wages between male and female workers.

Training									
Subject		Boundary		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of participants in training for management leaders	Nisshinbo Group	Total training participants		People	166	208	313	382	436
		By region	Japan	People	64	75	93	93	159
			Overseas	People	102	133	220	289	277
			Number of participants in compliance training (managers)	Nisshinbo Group	Total training participants		People	2,728	3,701
By region	Japan	People			2,059	2,708	2,806	2,198	2,317
	Overseas	People			669	993	663	620	1,339
	Annual investment in education per employee	Nisshinbo Group			By region	Japan	Thousand yen	30.5	17.2
Overseas			Thousand yen	-		9.4	17.3	14.6	20.0

#### Diversity & Inclusion

Subject	Boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Director (include outside director)	Nisshinbo Group	Total directors		People	324	331	306	276	310
		By region	Number and ratio of directors in Japan		People/%	162 / 49.7%	166 / 48.3%	148 / 48.4%	160 / 58.0%
			Male	People/%	161 / 99.4%	164 / 98.8%	146 / 98.6%	158 / 98.8%	170 / 98.8%
			Female	People/%	1 / 0.6%	2 / 1.2%	2 / 1.4%	2 / 1.3%	2 / 1.2%
			Of these, number and ratio foreign directors		People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 0.6%
			Male	People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 100.0%	2 / 100.0%
			Female	People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%
			Number and ratio of directors in overseas		People/%	162 / 50.3%	165 / 51.7%	158 / 51.6%	116 / 42.0%
			Male	People/%	162 / 100.0%	165 / 100.0%	158 / 100.0%	115 / 99.1%	129 / 93.5%
			Female	People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 0.9%	9 / 6.5%
		By gender	Number and ratio of directors by gender		People/%	323 / 99.7%	329 / 99.4%	304 / 99.3%	273 / 98.9%
			Male	People/%	323 / 99.7%	329 / 99.4%	304 / 99.3%	273 / 98.9%	299 / 96.5%
			Female	People/%	1 / 0.3%	2 / 0.6%	2 / 0.7%	3 / 1.1%	11 / 3.5%
			Ratio of female and foreign to total directors (include outside director)		People/%	1 / 9.1%	2 / 16.7%	2 / 16.7%	2 / 20.0%
Managing officer	Nisshinbo Holdings	Number and ratio of female directors		People/%	1 / 9.1%	2 / 16.7%	2 / 16.7%	2 / 18.2%	2 / 20.0%
		Number and ratio of foreign directors (*2022)		People/%	0 / 0.0%	0 / 0.0%	1 / 8.3%	1 / 9.1%	1 / 10.0%
	Nisshinbo Group (in Japan)	Total managing officers		People	57	63	68	82	74
		By gender	Number and ratio of managing officers		People/%	57 / 100.0%	63 / 100.0%	68 / 100.0%	82 / 100.0%
			Male	People/%	57 / 100.0%	63 / 100.0%	68 / 100.0%	82 / 100.0%	74 / 100.0%
			Female	People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%
			Of these, number and ratio foreign managing officers		People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%
			Male	People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%
			Female	People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%
		Number and ratio of foreign managing officers		People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%
				People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%

\* Including one person appointed in March 2023.

**Diversity & Inclusion**

	Subject	Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of managers and ratio of female/mid-carrier recruitment managers	Nisshinbo Group	Total management employees	People	2,646	2,789	2,542	2,446	2,989
		Ratio of female to management employees	%	6.1%	6.6%	7.5%	7.2%	7.7%
		By gender	Male	2,484	2,605	2,352	2,269	2,759
			Female	162	184	190	177	230
	Nisshinbo Holdings	Total management employees	People	75	71	59	68	64
		Ratio of female to management employees	%	5.3%	5.6%	8.5%	7.4%	7.8%
		By gender	Male	71	67	54	63	59
			Female	4	4	5	5	5
	Nisshinbo Group (in Japan)	Total management employees	People	2,058	2,090	1,876	1,924	2,295
		Ratio of female to management employees	%	2.7%	2.9%	2.7%	3.0%	3.2%
		By gender	Male	2,002	2,030	1,825	1,867	2,221
			Female	56	60	51	57	74
		Ratio of mid-carrier recruitment to management employees	%	8.4%	8.3%	10.0%	14.4%	14.3%
		By gender	Male	165	167	180	266	311
			Female	7	7	7	12	17
		Ratio of foreigner to management employees	%	0.0%	0.0%	0.2%	0.1%	0.1%
		By gender	Male	1	1	3	1	3
			Female	0	0	0	0	0
	Nisshinbo Holdings	Ratio of mid-carrier recruitment to management employees	%	5.3%	5.6%	8.5%	14.7%	18.8%
		By gender	Male	3	3	4	9	11
			Female	1	1	1	1	1
Number of new hires and ratio of female hired	Nisshinbo Group	Total number of new hires	People	2,954	3,187	3,363	1,982	1,764
		Of these, ratio of new female hires	%	44.7%	43.0%	45.6%	40.5%	33.4%
		By region	Japan (ratio of new female hires)	%	22.2%	23.3%	25.8%	26.8%
			By gender	Male	277	389	320	356
			Female	79	118	116	117	116
		Overseas (ratio of new female hires)	%	47.8%	46.8%	48.6%	44.3%	36.7%
		By gender	Male	1,357	1,426	1,496	860	818
			Female	1,241	1,254	1,417	685	474

**Others**

	Subject	Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Ratio of employees taking paid leave	Nisshinbo Group (in Japan)	Acquisition rate	%	56.7%	57.2%	64.1%	64.2%	72.9%
Participation in volunteer activities	Nisshinbo Group	Total number of participants	People	1,207	947	1,308	2,096	1,959
		By region	Japan	442	183	627	1,365	1,269
			Overseas	765	764	681	731	690
Serious accident	Nisshinbo Group	Number of incidents	Cases	0	0	0	0	0
Regular health examination	Nisshinbo Group (in Japan)	Number of subjects	People	11,905	11,917	11,635	11,596	13,309
		Number of undiagnosed	People	137	103	174	198	223
		Ratio of regular health examination	%	98.8%	99.1%	98.5%	98.3%	98.3%
		Rate of patients receiving detailed examinations after implementation rate of health guidance for high-risk	%	—	—	—	76.0%	86.5%
Stress check	Nisshinbo Group (in Japan)	Implementation rate of health guidance for high-risk	%	—	—	—	95.0%	98.7%
		Number of subjects	People	11,504	11,819	11,762	11,574	13,398
		Number of not implemented	People	434	441	492	436	230
		Ratio of implementation	%	96.2%	96.3%	95.8%	96.2%	98.3%
The number of violations of the Product Liability Act	Nisshinbo Group	Total number of violations	Cases	0	0	0	0	0
		By region	Japan	0	0	0	0	0
			Overseas	0	0	0	0	0
Response to corporate ethics reporting system	Nisshinbo Group	Total number of calls	Cases	29	38	38	39	77
		By region	Japan	27	31	36	39	60
			Overseas	2	7	2	0	17
		Total number of responses	Cases	29	38	41	39	76
		By region	Japan	27	31	39	39	60
			Overseas	2	7	2	0	16
Labor productivity indicators	Nisshinbo Group	Net sales per employee	Million yen	21.04	24.19	24.48	27.87	26.56
		Operating income per employee	Million yen	0.06	1.03	0.73	0.64	0.89