

Subject		Boundary			Unit	FY2021	FY2022	FY2023	FY2024	FY2025		
Number of regular employees	Nissinbo Group	Total number of regular employees			People	20,917	20,384	17,084	18,537	17,479		
		By region	Number and ratio of regular employees in Japan	Subtotal	People/%	10,361 / 49.5%	10,032 / 49.2%	10,088 / 59.0%	12,027 / 64.9%	11,108 / 63.5%		
				Male	People	8,511 / 82.1%	8,171 / 81.4%	8,171 / 81.0%	9,801 / 81.5%	9,008 / 81.1%		
				Female	People	1,850 / 17.9%	1,861 / 18.6%	1,917 / 19.0%	2,226 / 18.5%	2,100 / 18.9%		
			Number and ratio of regular employees in overseas	Subtotal	People/%	10,556 / 50.5%	10,352 / 50.8%	6,996 / 41.0%	6,510 / 35.1%	6,371 / 36.5%		
				Male	People	6,826 / 64.7%	6,387 / 61.7%	3,799 / 54.3%	3,767 / 57.9%	3,737 / 58.7%		
				Female	People	3,730 / 35.3%	3,965 / 38.3%	3,197 / 45.7%	2,743 / 42.1%	2,634 / 41.3%		
		By gender	Number and ratio of regular employees by gender	Male	People/%	15,337 / 73.3%	14,558 / 71.4%	11,970 / 70.1%	13,568 / 73.2%	12,745 / 72.9%		
				Female	People/%	5,580 / 26.7%	5,826 / 28.6%	5,114 / 29.9%	4,969 / 26.8%	4,734 / 27.1%		
		(in Japan)	Number and ratio of regular employees by age	15-19 years old	Subtotal	People/%	107 / 1.0%	112 / 1.1%	131 / 1.3%	133 / 1.1%	115 / 1.0%	
					Male	People	81	87	97	102	85	
					Female	People	26	25	34	31	30	
				20-29 years old	Subtotal	People/%	1,517 / 14.6%	1,504 / 15.0%	1,517 / 15.0%	1,844 / 15.3%	1,840 / 16.6%	
					Male	People	1,210	1,185	1,183	1,435	1,445	
					Female	People	307	319	334	409	395	
				30-39 years old	Subtotal	People/%	1,579 / 15.2%	1,578 / 15.7%	1,591 / 15.8%	1,886 / 15.7%	1,846 / 16.6%	
					Male	People	1,238	1,228	1,249	1,515	1,465	
	Female				People	341	350	342	371	381		
	40-49 years old			Subtotal	People/%	2,858 / 27.6%	2,536 / 25.3%	2,419 / 24.0%	2,653 / 22.1%	2,386 / 21.5%		
				Male	People	2,162	1,902	1,803	2,001	1,792		
				Female	People	696	634	616	652	594		
	50-59 years old			Subtotal	People/%	3,970 / 38.3%	3,989 / 39.8%	4,023 / 39.9%	5,038 / 41.9%	4,553 / 41.0%		
				Male	People	3,510	3,482	3,468	4,316	3,892		
				Female	People	460	507	555	722	661		
	60-69 years old			Subtotal	People/%	328 / 3.2%	310 / 3.1%	400 / 4.0%	473 / 3.9%	367 / 3.3%		
				Male	People	308	284	364	432	329		
				Female	People	20	26	36	41	38		
	Over 70 years old			Subtotal	People/%	2 / 0.0%	3 / 0.0%	7 / 0.1%	0 / 0.0%	1 / 0.0%		
				Male	People	2	3	7	0	0		
				Female	People	0	0	0	0	1		
	Nissinbo Holdings			Total number of regular employees			People	241	248	260	264	222
				By gender	Number and ratio of regular employees by gender	Male	People/%	186 / 77.2%	183 / 73.8%	187 / 71.9%	183 / 69.3%	152 / 68.5%
						Female	People/%	55 / 22.8%	65 / 26.2%	73 / 28.1%	81 / 30.7%	70 / 31.5%
	Number of temporary employees	Nissinbo Group	Total number of temporary employees			People	2,885	3,021	2,145	2,479	2,687	
			By region	Number and ratio of temporary employees in Japan	People/%	1,606 / 55.7%	1,595 / 52.8%	1,536 / 71.6%	2,048 / 80.0%	2,159 / 80.3%		
People/%					1,279 / 44.3%	1,426 / 47.2%	609 / 28.4%	431 / 20.0%	528 / 19.7%			
Nissinbo Holdings		Total number of temporary employees			People	67	63	73	77	70		
		By gender	Number and ratio of temporary employees by gender	Male	People/%	32 / 47.8%	29 / 46.0%	40 / 54.8%	48 / 62.3%	44 / 62.9%		
				Female	People/%	35 / 52.2%	34 / 54.0%	33 / 45.2%	29 / 37.7%	26 / 37.1%		

Number of Hires and Leavers

Subject		Boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of hires (regular employee)	Nisshinbo Group	Total number of hires		People	3,055	3,363	1,982	1,616	1,328
		By region	Number and ratio of hires in Japan	People/%	375 / 12.3%	450 / 13.4%	437 / 22.0%	472 / 29.2%	433 / 32.6%
			Number of hires by gender	People	278	334	320	356	326
				Male	97	116	117	116	107
				Female	167	202	189	234	207
			Of these, the number and ratio of new graduates hired	People/%	208 / 55.5%	260 / 57.8%	249 / 57.0%	300 / 63.6%	269 / 62.1%
			Number of new graduates hired by gender	People	41	58	60	66	62
				Male	2,680 / 87.7%	2,913 / 86.6%	1,545 / 78.0%	1,144 / 70.8%	895 / 67.4%
				Female	1,426	1,496	860	726	518
			Number and ratio of hires in overseas	People/%	1,254	1,417	685	418	377
			Number of overseas hires by gender	People	1,704 / 55.8%	1,830 / 54.4%	1,180 / 54.4%	1,174 / 54.4%	844 / 63.5%
				Male	1,351 / 44.2%	1,533 / 45.6%	802 / 45.6%	590 / 45.6%	484 / 36.5%
				Female					
Number of employees with disabilities	Nisshinbo Group (in Japan)	Number and ratio of employees with disabilities		People/%	313.0 / 2.6%	332.5 / 2.8%	325.0 / 2.7%	400.0 / 2.7%	379.0 / 2.7%
Number of voluntary resignations (regular employee)	Nisshinbo Group (in Japan)	Total number of voluntary resignations and leaving ratio		People/%	246 / 2.4%	330 / 3.3%	228 / 2.3%	292 / 2.4%	297 / 2.7%
		By gender		Male	186 / 2.2%	238 / 2.9%	186 / 2.3%	241 / 2.5%	246 / 2.7%
				Female	60 / 3.2%	92 / 4.9%	42 / 2.2%	51 / 2.3%	51 / 2.4%
		Total number of voluntary resignations and leaving ratio		People/%	9 / 3.7%	13 / 5.2%	13 / 5.0%	15 / 5.7%	10 / 4.5%
	Nisshinbo Holdings	By gender		Male	5 / 2.7%	9 / 4.9%	10 / 5.3%	12 / 6.6%	8 / 5.3%
				Female	4 / 7.3%	4 / 6.2%	3 / 4.1%	3 / 3.7%	2 / 2.9%

Number of Employees on Leave of Absence

Subject		Boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees on childcare leave	Nisshinbo Holdings	Acquisition rate of childcare leave	Male	%	40.0%	30.0%	100.0%	N/A	100.0%
			Female	%	100.0%	100.0%	100.0%	100.0%	200.0%
		Return-to-work ratio after childcare leave	Male	%	100.0%	100.0%	100.0%	N/A	100.0%
			Female	%	100.0%	66.7%	N/A	100.0%	100.0%

Average Data

Subject		Boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Average age	Nisshinbo Group (in Japan)	Average		Age	44.3	44.3	44.5	43.8	44.2
		By gender	Male	Age	44.9	45.0	45.0	44.2	44.7
			Female	Age	41.9	41.6	42.3	42.0	42.1
	Nisshinbo Holdings	Average		Age	44.7	44.2	43.5	40.5	43.2
		By gender	Male	Age	46.6	46.5	45.4	42.4	45.1
Average service (years)	Nisshinbo Group (in Japan)	By gender	Female	Age	38.1	37.8	38.7	36.2	38.9
				Years	19.8	19.9	20.2	19.8	19.8
			Male	Years	20.5	20.6	20.9	20.5	20.4
			Female	Years	16.7	16.7	17.3	17.2	16.9
	Nisshinbo Holdings	By gender	Male	Years	20.7	20.4	19.5	16.3	17.5
			Female	Years	22.6	22.8	21.4	18.2	19.4
			Male	Years	14.2	13.8	14.6	11.9	13.6
			Female	Years					
	Nisshinbo Holdings	All workers		%	—	57.5	56.7	59.2	62.8%
		Of these, regular workers		%	—	65.1	67.5	67.7	70.6%
	Of these, non-regular workers*			%	—	32.8	25.3	30.1	33.7%

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

Training

Subject			Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of participants in training for management leaders	Nisshinbo Group		Total training participants	People	208	313	382	436	677
			By region	Japan	People	75	93	159	269
				Overseas	People	133	220	277	408
Number of participants in compliance training (managers)	Nisshinbo Group		Total training participants	People	3,701	3,469	2,818	3,656	2,896
			By region	Japan	People	2,708	2,806	2,198	2,142
				Overseas	People	993	663	1,339	754
Annual investment in education per employee	Nisshinbo Group		By region	Japan	Thousand yen	17.2	26.8	34.6	45.8
				Overseas	Thousand yen	9.4	17.3	14.6	19.7

Diversity & Inclusion

Subject			Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Director (include outside director)	Nisshinbo Group	Total directors		People	331	306	276	310	265
			By region						
			Number and ratio of directors in Japan	Male	People/%	166 / 48.3%	148 / 48.4%	160 / 58.0%	172 / 55.5%
				Female	People/%	164 / 98.8%	146 / 98.6%	170 / 98.8%	146 / 98.0%
			Of these, number and ratio foreign directors	Male	People/%	2 / 1.2%	2 / 1.4%	2 / 1.3%	3 / 2.0%
				Female	People/%	0 / 0.0%	0 / 0.0%	1 / 0.6%	2 / 1.2%
			Number and ratio of directors in overseas	Male	People/%	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%
			Number and ratio of directors by gendrer	Male	People/%	165 / 51.7%	158 / 51.6%	116 / 42.0%	138 / 44.5%
				Female	People/%	165 / 100.0%	158 / 100.0%	115 / 99.1%	129 / 93.5%
		By gender		Male	People/%	0 / 0.0%	0 / 0.0%	1 / 0.9%	9 / 6.5%
				Female	People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	4 / 3.4%
Ratio of female and foreign to total directors (include outside director)	Nisshinbo Holdings		Number and ratio of female directors	People/%	329 / 99.4%	304 / 99.3%	273 / 98.9%	299 / 96.5%	258 / 97.4%
			Number and ratio of foreign directors (*2022)	People/%	2 / 0.6%	2 / 0.7%	3 / 1.1%	11 / 3.5%	7 / 2.6%
Managing officer	Nisshinbo Group (in Japan)	Total managing officers		People	2 / 16.7%	2 / 16.7%	2 / 18.2%	2 / 20.0%	2 / 22.2%
				People/%	0 / 0.0%	1 / 8.3%	1 / 9.1%	1 / 10.0%	1 / 11.1%
		By gender	Number and ratio of managing officers by gendrer	Male	63	68	82	74	77
				Female	People/%	63 / 100.0%	68 / 100.0%	82 / 100.0%	74 / 100.0%
			Of these, number and ratio foreign managing officers	Male	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	2 / 2.6%
				Female	People/%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%

* Including one person appointed in March 2023.

Diversity & Inclusion

Subject			Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of managers and ratio of female/mid-carrier recruitment managers *Data includes only full-time managerial employees through FY2024.	Nisshinbo Group		Total management employees	People	2,789	2,542	2,446	2,989	2,574
			Ratio of female to management employees	%	6.6%	7.5%	7.2%	7.7%	7.8%
		By gender		Male	2,605	2,352	2,269	2,759	2,373
				Female	184	190	177	230	201
	Nisshinbo Holdings		Total management employees	People	71	59	68	64	51
			Ratio of female to management employees	%	5.6%	8.5%	7.4%	7.8%	11.8%
		By gender		Male	67	54	63	59	45
				Female	4	5	5	5	6
	Nisshinbo Group (in Japan)		Total management employees	People	2,090	1,876	1,924	2,295	1,975
			Ratio of female to management employees	%	2.9%	2.7%	3.0%	3.2%	3.3%
		By gender		Male	2,030	1,825	1,867	2,221	1,909
				Female	60	51	57	74	66
		Ratio of mid-carrier recruitment to management employees		%	8.3%	10.0%	14.4%	14.3%	22.3%
				Male	167	180	266	311	425
				Female	7	7	12	17	16
			Ratio of foreigner to management employees	%	0.0%	0.2%	0.1%	0.1%	0.1%
		By gender		Male	1	3	1	3	2
				Female	0	0	0	0	0
	Nisshinbo Holdings	Ratio of mid-carrier recruitment to management employees		%	5.6%	8.5%	14.7%	18.8%	21.6%
				Male	3	4	9	11	10
		By gender		Female	1	1	1	1	1
				People	3,187	3,363	1,982	1,616	1,328
Number of new hires and ratio of female hired (Full-time employee)	Nisshinbo Group	Total number of new hires		%	43.0%	45.6%	40.5%	33.0%	36.5%
		Of these, ratio of new female hires		%	23.3%	25.8%	26.8%	24.6%	24.7%
		By region	Japan (ratio of new female hires)	%	23.3%	25.8%	26.8%	24.6%	24.7%
				Male	389	334	320	356	326
				Female	118	116	117	116	107
			Overseas (ratio of new female hires)	%	46.8%	48.6%	44.3%	36.5%	42.1%
		By gender		Male	1,426	1,496	860	726	518
				Female	1,254	1,417	685	418	377
				Male	3	4	9	11	10
				Female	1	1	1	1	1

Others

Subject			Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Ratio of employees taking paid leave	Nisshinbo Group (in Japan)		Acquisition rate	%	57.2%	64.1%	64.2%	72.9%	68.2%
Participation in volunteer activities			Total number of participants	People	947	1,308	2,096	1,959	1,939
		By region		Japan	183	627	1,365	1,269	1,276
				Overseas	764	681	731	690	663
Serious accident	Nisshinbo Group		Number of incidents	Cases	0	0	0	0	0
Regular health examination	Nisshinbo Group (in Japan)		Number of subjects	People	11,917	11,635	11,596	13,309	11,909
			Number of undiagnosed	People	103	174	198	223	58
			Ratio of regular health examination	%	99.1%	98.5%	98.3%	98.3%	99.5%
			Rate of patients receiving detailed examinations after regular health checkups	%	—	—	76.0%	86.5%	87.9%
			Implementation rate of health guidance for high-risk workers	%	—	—	95.0%	98.7%	99.8%
			Number of subjects	People	11,819	11,762	11,574	13,398	12,391
Stress check	Nisshinbo Group (in Japan)		Number of not implemented	People	441	492	436	230	361
			Ratio of implementation	%	96.3%	95.8%	96.2%	98.3%	97.1%
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
				Overseas	0	0	0	0	0
Response to corporate ethics reporting system	Nisshinbo Group		Total number of calls	Cases	38	38	39	77	74
			By region	Japan	31	36	39	60	73
				Overseas	7	2	0	17	1
			Total number of responses	Cases	38	41	39	76	74
		By region		Japan	31	39	39	60	73
				Overseas	7	2	0	16	1
Labor productivity indicators	Nisshinbo Group	Net sales per employee		Million yen	24.19	24.48	27.87	26.56	28.20
		Operating income per employee		Million yen	1.03	0.73	0.64	0.89	1.48