Non-financial Data

Employee-related data

Basic data

	Scope: Sansha Electric Manufacturing Co., Ltd.	Scope: Domestic group companies	Scope: Overseas group companies	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees (persons)	●	●	●	1,381	1,405	1,465	1,418	1,400	**1,399**
Number of male employees (persons)	●	●	●	926	933	987	969	964	**959**
Number of female employees (persons)	●	●	●	455	472	478	449	436	**440**
Female employee ratio (%)	●	●	●	32.9	33.6	32.6	31.7	31.1	**31.5**
Average age	●			45.8	46.2	46.2	46.4	46.6	**46.5**
Average years of service (years)	●	●		18.8	18.7	18.9	18.7	18.7	**18.1**
Average years of service of male employees (years)	●	●		19.6	19.6	19.8	19.8	19.6	**19.0**
Average years of service of female employees (years)	●	●		15.2	15.1	15.0	14.5	15.1	**14.9**
Turnover ratio (%)	●	●		2.4	2.6	3.0	3.6	2.1	**3.7**
Average annual salary (yen)	●			4,990,469	5,353,204	5,625,232	5,829,583	6,194,305	**5,949,245**
Wage gap between men and women (%)	●			69.6	72.5	73.5	70.8	73.5	**73.0**

Diversity

	Scope: Sansha Electric Manufacturing Co., Ltd.	Scope: Domestic group companies	Scope: Overseas group companies	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of leaders (persons)	●	●		330	334	279	332	349	**350**
Number of leaders that are women (persons)	●	●		22	22	28	34	40	**47**
Percentage of leaders that are women (%)	●	●		6.7	6.6	10.0	10.2	11.5	**13.4**
Number of managers (persons)	●	●		118	116	113	121	124	**124**
Number of managers that are women (persons)	●	●		4	4	4	6	6	**7**
Percentage of managers that are women (%)	●	●		3.4	3.4	3.5	5.0	4.8	**5.6**
Number of employees with disabilities (persons)	●	●		23.5	24.5	24.0	26.5	24.5	**26.5**
Percentage of employees with disabilities (%)	●	●		2.7	2.7	2.6	2.5	2.4	**2.6**

Employment

	Scope: Sansha Electric Manufacturing Co., Ltd.	Scope: Domestic group companies	Scope: Overseas group companies	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
New graduate hires (persons)	●	●		18	17	11	19	19	**27**
Male new graduate hires (persons)	●	●		14	14	10	11	16	**20**
Female new graduate hires (persons)	●	●		4	3	1	8	3	**7**
Mid-career hires (persons)	●	●		3	18	27	32	36	**37**
Number of male mid-career hires (persons)	●	●		3	13	21	26	31	**27**
Number of female mid-career hires (persons)	●	●		0	5	6	6	5	**10**

Work-life balance

	Scope: Sansha Electric Manufacturing Co., Ltd.	Scope: Domestic group companies	Scope: Overseas group companies	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Average overtime hours (hours per month)	●	●		9.4	13.3	13.2	8.9	9.6	**9.4**
Paid leave acquisition rate (%)	●	●		72.3	74.2	81.5	84.8	83.8	**86.6**
Number of employees taking childcare leave (persons)	●	●		19	13	13	10	12	**10**
Number of male employees taking childcare leave (persons)	●	●		4	1	9	8	10	**7**
Percentage of employees returning from childcare leave (%)	●	●		100.0	100.0	100.0	100.0	100.0	**100.0**
Percentage of male employees returning from childcare leave (%)	●	●		100.0	100.0	100.0	100.0	100.0	**100.0**
Percentage of female employees returning from childcare leave (%)	●	●		100.0	100.0	100.0	100.0	100.0	**100.0**
Percentage of employees with shortened working hours to care for children (%)	●	●		30.0	16.6	21.1	27.2	16.7	**18.2**
Percentage of male employees with shortened working hours to care for children (%)	●	●		0.0	0.0	0.0	11.1	0.0	**0.0**
Percentage of female employees with shortened working hours to care for children (%)	●	●		75.0	66.6	80.0	100.0	100.0	**100.0**
Number of employees taking nursing care leave (persons)	●	●		0	0	2	0	0	**0**
Number of employees with shortened working hours to provide nursing care (persons)	●	●		0	0	1	0	0	**0**

Personnel development

	Scope: Sansha Electric Manufacturing Co., Ltd.	Scope: Domestic group companies	Scope: Overseas group companies	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Training costs per person (Japan) (yen)	●	●		16,923	26,135	15,866	32,273	29,035	**31,391**
Number of employees with public qualifications (persons)	●	●		16	20	18	9	10	**65**

Occupational safety

	Scope: Sansha Electric Manufacturing Co., Ltd.	Scope: Domestic group companies	Scope: Overseas group companies	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of employees taking health checks (%)	●	●		100	100	100	100	100	**100**
Percentage of employees undergoing stress checks (%)	●	●		100	100	100	100	100	**100**
Number of occupational accidents with lost work time (cases)	●	●		0	1	1	1	1	**0**

Environmental data

Energy consumption

	Scope: Sansha Electric Manufacturing Co., Ltd.	Scope: Domestic group companies	Scope: Overseas group companies	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Power consumption (MWh)	●	●	●	16,919	17,826	18,319	17,933	15,775	**15,959**
Utility gas consumption(m^3)	●	●	●	178,568	216,984	205,375	213,139	160,956	**147,598**
Heavy oil consumption (liters)	● Okayama Plant			75,028	71,210	9,676	0	0	**0**
Water consumption (thousand m^3)	●	●	●	178	191	193	187	162	**190**
CO_2 emissions (t-CO_2)	●	●	●	10,056	9,916	10,063	10,261	8,624	**8,178**
Industrial waste (tons)	●	●		619	726	698	688	596	**619**
Recycling rate (%)	●	●		99.0	98.2	98.1	98.0	97.9	**97.8**
The volume of PRTR substances handled (tons)	●			43.7	54.0	59.1	63.6	50.9	**58.1**
The volume of VOCs which require notification handled (tons)	●			56.6	53.7	44.7	37.7	31.1	**37.9**
Solar power generation (MWh)	●	●		177.1	172.3	177.0	176.5	947.4	**1,443.8**