

















	Material Issues	FY2023 KPIs		FY2021	FY2022	FY2023
Environment	Promote businesses towards carbon neutrality	Reduction of CO2 emissions from business activities 	-15% (vs. FY2013)	-25.9% (vs. FY2013)	-32.7% (vs. FY2013)	-11.5% (vs. FY2013)
	Develop and promote environmentally friendly products towards carbon neutrality	Reduction of CO2 emissions in product usage 	-20,000 tons (vs. 2013)	-8,499 tons (vs. FY2013)	-8,972 tons (vs. FY2013)	-27,846 tons (vs. FY2013)
	Enhance contribution to biodiversity preservation	<ul style="list-style-type: none"> • Biological & Botanical surveys • Forest conservation activities (Tree thinning/cultivation) 	<ul style="list-style-type: none"> • Disclose results • 100% completed as per plan 	<ul style="list-style-type: none"> • Summarized 10 years of ecosystem surveys (Dec 2021) • Forest conservation activities at Glory Yumesaki Forest <ul style="list-style-type: none"> - Tree thinning 0.94 ha (Oct 2022) - Tree cultivation (Dec. 2021) 	<ul style="list-style-type: none"> • Forest conservation activities at Glory Yumesaki Forest <ul style="list-style-type: none"> - Tree thinning 0.5 ha (Oct 2022) - Tree cultivation (April 2023) • Clean-up at Arakawa-Riverbank (Oct 2022) 	<ul style="list-style-type: none"> • Forest conservation activities at Glory Yumesaki Forest <ul style="list-style-type: none"> - Tree thinning 0.29 ha (Dec 2023) - Tree cultivation (April 2024) • Clean-up at Arakawa- Riverbank (Oct 2023)
Social	Respect human rights and diversity	Diversity of directors	Disclose results	One female director	One female director	Two female directors
		Ratio of female new graduates 	25% or more (FY2025 Target)	15.6%	17.4%	19.0%
		Number of women in management positions 	44 (FY2025 Target)	28	29	31
		Number of non-Japanese employees	Disclose results	13	15	18
		Ratio of mid-career hires in management position	Disclose results	23.1%	22.1%	25.4%
		Ratio of employees with disabilities 	Above 2.3%	2.46%	2.46%	2.42%
		Human rights training • Anti-harassment training	100% attendance	99.8% (e-learning)	<ul style="list-style-type: none"> • 99.5% (e-learning) • Compliance training for Production HQs 	<ul style="list-style-type: none"> • 99.9% (e-learning) • Compliance training for Production HQs, Domestic Business Company, and subsidiaries
		Whistleblowing (Overall) 	Disclose results	28	13	31
		Whistleblowing (Human Rights) 	Disclose results	13	8	18

		PD (Professional Development) costs per employee 	Disclose results	48,203 yen	21,154 yen	36,621 yen
	Maintain healthy and safe workplace	Annual working hours per employee 	Disclose results	2,025 hours	2,013 hours	2,032 hours
		Promote Health & Productivity Management 	Health & Productivity Management initiatives	<ul style="list-style-type: none"> •Promoted annual health check-ups with optional secondary medical examination •Promoted initiatives to improve response rate for regular stress check •Promoted COVID-19 vaccination 	<ul style="list-style-type: none"> •Promoted annual health check-ups with optional secondary medical examination •Promoted initiatives to improve response rate for regular stress check •Promoted COVID-19 vaccination 	<ul style="list-style-type: none"> •Promoted annual health check-ups with optional secondary medical examination •Promoted initiatives to improve response rate for regular stress check
		Annual paid leave taken per employee 	More than previous year	14 days	14.9 days	15.1 days
		Lost-time injury frequency rate (LTIFR) 	Less than previous year	0.52	0.53	0.53
		Lost-time injury severity rate (LTISR) 	Less than previous year	0.005	0.020	0.005
	Promote global sustainable procurement	Self-checklist for new or/and primary business partners 	100% response	100%	100%	100%
	Ensure product safety and quality	Serious product-related accidents (ref. Product Liability Act) 	0	0	0	0
		Severe violations of product safety laws and regulations 	0	0	0	0
		PL litigations 	0	0	0	0
		Product safety assessment for newly developed products 	100%	100%	100%	100%
	Improve stakeholder dialogues	Call center visits by customers 	Disclose results	19	36	45

		Monitoring center visits by customers 	Disclose results	55	70	64
		Showroom visits at Head Office and Tokyo Office) 	Disclose results	•Head Office: 19 •Tokyo Office: 256	•Head Office: 91 •Tokyo Office: 336	•Head Office: 163 •Tokyo Office: 394
		Factory tours at Head Office and Saitama Factory 	Disclose results	•Head Office: 11 •Saitama Factory: 18	•Head Office: 34 •Saitama Factory: 43	•Head Office: 71 •Saitama Factory: 40
		1-on-1 investor meetings	Disclose results	216	263	292
Governance	Strengthen corporate governance	Board effectiveness evaluation	Disclose results	Conducted third-party evaluations	Conducted self-evaluations by the board of directors	Conducted self-evaluations by the board of directors
		Board of Directors meetings	Disclose results	17 times / year (including extraordinary meetings)	16 times / year	17 times / year
	Promote global risk management	Serious information security incidents 	0	0	0	1
		Information security training 	100% attendance	99.8% (General training)	99.8% (General training)	99.9% (General training)
	Promote corporate ethics, legal compliance and anti-corruption initiatives	Serious compliance violations 	0	1	0	0
New value creation	Expand core business domain	Retail solutions that meet contactless/self-service needs 	Disclose case studies	Supported retailers' operational changes with self-checkout systems	Expanded self-service kiosk business into global F&B market	Expanded self-service kiosk business into global F&B market
	Establish & expand new business models	DX support for F&B* and retail businesses *Food & Beverage 	Disclose case studies	Promoted DMP/kiosk businesses	Promoted DMP/kiosk businesses	Promoted DMP/kiosk businesses
	Promote IP (Intellectual Property) strategies	Number of patent applied/owned (Domestic)	Disclose results (Japan)	•Applied: 171 •Owned: 1,085	•Applied: 125 •Owned: 1,176	•Applied: 127 •Owned: 1,225
		Number of patent applied/owned (Overseas)	Disclose results (Overseas)	•Applied: 75 •Owned: 1,057	•Applied: 54 •Owned: 1,136	•Applied: 64 •Owned: 1,194