

# SUSTAINABILITY DATA BOOK 2022

## Environment

## **Material Flow**

Material Flow in B	usiness Activ	vities					
■ Scope: ADEKA and 12	Group companie	es in Japan					
Input		<b>Business Process</b>	Output				
			Air emissions				
Raw materials	201 kt	Procurement of materials	• Greenhouse gas emission (CO <sub>2</sub> equivalent) <sup>1</sup> 230.3 kt-CO <sub>2</sub>				
		materials	Fluorocarbons (converted to CO <sub>2</sub> ) 692 t-CO <sub>2</sub>				
		$\downarrow$	• SOx <sup>2</sup> 1.1 t				
		$\checkmark$	• NOx <sup>3</sup> 75.2 t				
Energy	108.6	Research and	• Dust/soot <sup>4</sup> 9.8 t				
(crude oil equivalent)	thousand kL	development	PRTR substances 27.5 t				
		$\downarrow$	Drainage				
	12 (11	V	Wastewater 11,315.0 km <sup>3</sup>				
Water	13,641 thousand	Manufacturing	• COD <sup>5</sup> 362.9 t				
Water	m <sup>3</sup>	Manufacturing	• BOD <sup>6</sup> 49.1 t				
		I	PRTR substances 254.2 t				
		$\downarrow$	Industrial waste				
Energy used in distribution	5.1	Logistics, marketing	Industrial waste generated 65,733 t				
(crude oil equivalent) <sup>7</sup>	thousand kL	and sales	• Landfill disposal 196 t				
			CO <sub>2</sub> emissions from logistics <sup>7</sup> 13.4 kt-CO <sub>2</sub>				
Products			497 kt				

#### Products

1. Total emissions arising from energy sources, non-energy sources and processes

2. Sulfur oxides generated during the use of fuels that contain sulfur

3. Nitrogen oxide generated during combustion in plant boilers and incinerators

4. Fine particles generated during the combustion of fuels and other materials

5. Amount of oxygen consumed during the oxidation of organic substances

6. Amount of oxygen required during the mineralization and gasification of contaminants in river water

and industrial wastewater by microorganisms

#### 7. Scope: ADEKA

Notes on environmental data:

1. Scope 1 and Scope 2 emissions for FY2017 through FY2019 are under review at some business locations.

2. Environmental data covers companies covered by our consolidated financial results, and the figures for FY2019 and beyond have been revised due to the inclusion of Nihon Nohyaku and its group companies in the scope of data.

• Nihon Nohyaku and its domestic group companies are included in the scope of data for greenhouse gas emissions from FY2019 onward.

• Nihon Nohyaku and its domestic group companies are included in the scope of data for greenhouse gas emission intensity and energy use and intensity from FY2019 onward.

• Nihon Nohyaku and its domestic group companies are included in the scope of data for usage of water, wastewater discharge, SOx emissions, NOx emissions and soot/dust emissions from FY2020 onward.

• Nihon Nohyaku and its group companies are not included in the scope of data for discharge and transfer of PRTR substances, industrial waste generated, volume of outsourced disposal, zero emissions rate, and recycling rate.

#### **Environmental Data**

Total

#### Initiatives for Reducing CO<sub>2</sub> Emissions

Greenhouse Gas Emissions				ι	Jnit: kt-CO <sub>2</sub>
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	152.0	154.7	150.3	146.5	150.9
Group companies in Japan	6.0	5.8	14.3	14.0	15.6
Overseas companies	66.4	66.8	64.4	67.1	63.9

Greenhouse Gas Emission Intensity Index (from energy consumption) Unit: t-CO <sub>2</sub> /						
	FY2020	FY2021				
ADEKA (the manufacturing division)	0.401	0.420	0.426	0.425	0.428	
Group companies in Japan	0.245	0.348	0.371	0.403	0.418	
(the manufacturing divisions)	0.345	0.345 0.348		0.405	0.410	

## Breakdown of Greenhouse-Gas Emission Volumes in FY2021 (CO<sub>2</sub> equivalents)

al	230.3 kt-CO <sub>2</sub>
Percentage breakdown	
Electric power	44.8%
Steam	18.5%
Gas	19.9%
Heavy oil and other fossil fuels	7.7%
Non-energy sources	4.2%
Arising from production processes	4.7%
Fluorocarbons	0.3%

#### CO<sub>2</sub> Emissions and Scope 3 Breakdown

■ Scope: ADEKA Scope and category Emissions Scope 1 67.3 Scope 2 83.5 Scope 3 621.5 Category1 Purchased goods and services 412.5 Category2 Capital goods 21.7 Category3 Fuel- and energy-related activities not included in 37.8 Scope 1 and 2 Category4 Transportation and distribution 52.4 Category5 Waste generated by operations 39.5 0.3 Category6 Business trips Category7 Employee commuting 0.7 Category12 End-of-Life Treatment of Sold Products 56.7 合計 772.4 kt-CO2

#### ■ Scope: Consolidated figures for ADEKA

Scope and category	Emissions
Scope 1	100.9
Scope 2	156.3

## Energy-Saving Activities

Energy Consumption			Unit: t	housand kL	
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA (the manufacturing division)	67.7	69.0	67.3	67.0	70.0
Group companies in Japan (the manufacturing divisions)	2.6	2.5	7.8	7.9	8.6
Overseas companies	25.9	28.1	28.3	27.7	30.0

Energy Consumption by Crude Oil Equivalent and Energy Intensity Index					Unit: thousand kL/t	
	FY2017	FY2018	FY2019	FY2020	FY2021	
The manufacturing division	0.1777	0.1869	0.1886	0.1927	0.1970	

Breakdown of Energy Consumption	reakdown of Energy Consumption in FY2021				
Total	108.6 thousand kL				
Percentage breakdown					
Electric power	50.4%				
Steam	21.2%				
Gas	21.4%				
Heavy oil and other fossil fuels	7.0%				

## Preventing Water Pollution

Usage of Water					nousand m <sup>3</sup>
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	12,919	12,522	12,356	11,657	12,280
Group companies in Japan	614	507	491	755	891
Overseas companies	451	514	654	454	470

Water Discharge					nousand m <sup>3</sup>
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	11,898	10,130	10,119	9,525	10,130
Group companies in Japan	594	475	536	595	847
Overseas companies	265	296	300	295	338

Chemical Oxygen Demand Emissions					
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	32.5	26.0	27.5	23.9	24.9
Group companies in Japan	1.3	0.9	1.0	3.4	16.4
Overseas companies	48.7	284.9	316.4	339.6	321.6

Biological Oxygen Demand Emissions					
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	50.5	28.1	39.0	29.4	33.7
Group companies in Japan	1.2	0.8	2.2	1.3	10.5
Overseas companies	8.3	6.0	5.6	4.1	4.9

## Preventing Air Pollution

SOx Emissions					Unit: t
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	0.5	0.5	0.3	0.5	0.5
Group companies in Japan	0.4	0.3	0.2	1.3	0.6
Overseas companies	2.6	1.7	0.1	0.1	0.0

NOx Emissions					Unit: t
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	133.1	60.2	47.4	53.6	69.7
Group companies in Japan	0.3	0.2	0.3	10.0	4.4
Overseas companies	6.7	7.8	0.2	1.6	1.1

Soot/Dust Emissions					Unit: t
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	5.4	7.0	6.2	4.2	3.6
Group companies in Japan	0.0	0.0	0.0	0.0	6.1
Overseas companies	0.0	0.0	0.1	0.2	0.1

## Appropriate Management of Chemical Substances

Discharge of PRTR Substances					Unit: t
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA (Air)	9.2	14.3	11.4	14.2	20.4
ADEKA (Water)	3.0	3.0	3.1	3.0	3.0
Group companies in Japan (Air)	5.0	4.9	5.9	3.8	4.1

Transfer of PRTR Substances					Unit: t
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	241.9	184.2	167.5	164.7	244.4
Group companies in Japan	11.9	11.3	13.7	9.0	9.8

## Discharge and Transfer of Chemical Substances

■ Scope: ADEKA (production and research divisions) and Oxirane Chemical CORP.

Ordinance	Cubrtance		Disch	arge		Transfer		
Designation Number	Substance	Air	Public Waters	Soil	andfill Waste	Sewage	External Transfer	
53	Ethylbenzene	0.0	0.0	0.0	0.0	0.0	1.3	
65	Epichlorohydrin	0.1	0.0	0.0	0.0	0.0	0.0	
80	Xylene	0.0	0.0	0.0	0.0	0.0	25.0	
125	Chlorobenzene	0.6	0.0	0.0	0.0	0.0	38.0	
128	Chloromethane	0.2	0.0	0.0	0.0	0.0	0.0	
157	1,2-Dichloroethane	2.2	0.0	0.0	0.0	0.0	130.0	
186	Dichloromethane	0.4	. 0.0	0.0	0.0	0.0	21.0	
207	Dibutylhydroxytoluene	0.0	0.0	0.0	0.0	0.0	1.3	
232	N,N-dimethylformamide	0.0	0.0	0.0	0.0	0.0	0.4	
257	Decyl Alcohol	0.1	0.0	0.0	0.0	0.0	0.0	
277	Triethylamine	0.0	0.2	0.0	0.0	0.0	14.0	
300	Toluene	9.9	0.0	0.0	0.0	0.0	7.9	
302	Naphthalene	0.0	0.0	0.0	0.0	0.0	0.1	
318	Carbon disulfide	8.3	0.0	0.0	0.0	0.0	0.0	
392	N-hexane	2.4	. 0.0	0.0	0.0	0.0	10.0	
395	Water-soluble salts of peroxodisulfuric acid	0.0	2.8	0.0	0.0	0.0	0.7	
453	Molybdenum and its compounds	0.0	0.0	0.0	0.0	0.0	1.5	
458	Tris(2-ethylhexyl) phosphate	0.0	0.0	0.0	0.0	0.0	2.8	
Sub-total		24.3	3.0	0.0	0.0	0.0	254.1	
Other subs	stances (47 types)	0.2	0.0	0.0	0.0	0.0	0.1	
Total		24.5	3.0	0.0	0.0	0.0	254.2	

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## Appropriate Management of the Disposal of Industrial Waste

Industrial Waste Generated					Unit: kt
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA	45.2	47.1	47.4	46.4	49.0
Group companies in Japan	7.1	5.4	4.7	2.6	3.8
Overseas companies	-	12.4	12.0	12.2	13.0

Breakdown of I	ndustrial Waste	
Total		52,745t
Percentage brea	kdown	
Waste oil		40.1%
Waste ac	id	12.6%
Sludge		12.8%
Waste all	cali	31.4%
Various v	vaste plastics	1.7%
Animal ar	nd plant wastes	0.9%
Other		0.5%

Outsourced Disposal of Industrial Waste						
	FY2017	FY2018	FY2019	FY2020	FY2021	
ADEKA	14.9	15.5	17.8	18.5	17.8	
Group companies in Japan	3.7	1.9	1.3	1.0	1.6	
Overseas companies	-	12.4	11.7	11.9	12.7	

## Breakdown of the Total Volume of Waste Treated by External Contractors

Total		19,360t
Perce	ntage breakdown	
	Waste oil	28.4%
	Waste acid	14.7%
	Sludge	24.8%
	Waste alkali	23.6%
	Various waste plastics	4.7%
	Animal and plant wastes	2.5%
	Other	1.3%

## Zero Emissions Rate for Landfill Disposal of Industrial Waste

■ Scope: ADEKA and Group companies in Japan							
	FY2017	FY2018	FY2019	FY2020	FY2021		
Final landfill volume (Unit: t)	55.6	35.3	49.2	44.0	42.5		
Zero emissions rate (Unit: %)	0.11	0.07	0.09	0.09	0.08		

Note: The Nihon Nohyaku Group, which uses a different formula for calculating final landfill volume, is not included in this data.

# Recycling Rate ■ Scope: ADEKA and Group companies in Japan FY2017 FY2018 FY2019 FY2020 FY2021 Recycling rate (Unit: %) 43.4 49.6 43.5 36.7 39.6

## **Environmental Accounting**

#### **Environmental Conservation Costs**

Scope: ADEKA (research and production divisions), ADEKA FINE FOODS CORP., Oxirane Chemical CORP., UEHARA FOODS INDUSTRY CO., LTD., Nihon Nohyaku Co., Ltd.

Category	Description of Main Initiatives	Environmental Conservation Cost	Amount of Environmental Investment
(1) Business area cost		3,067	900
1)Pollution prevention cost	Prevention of air, water and soil pollution and of noise, vibration, <sup>S</sup> stench and land subsidence	1,723	248
2)Global environmental conservation costs	Preventing global warming (conserving energy), preventing damage to the ozone layer	604	483
3)Resource recycling costs	Reducing and recycling resources and minimizing the generation of waste material	740	170
(2) Upstream/downstream cost	Green procurement, reducing the environmental burden imposed by containers and packaging, collecting and re-commercializing products	44	0
(3) Administration cost	Environmental ISO, disclosure of environmental information, environmental impact monitoring, greening	82	0
(4) R&D cost	R&D expenses for environmental conservation	576	64
(5) Social activity cost	Greening and beautification of areas outside the offices and plants, donating and supporting environmental conservation organizations	4	0
(6) Environmental remediation cost	Purification efforts to improve water quality and remove soil pollution, restoration of nature	3	0
Total		3,776	964

**Environmental Conservation Effect** Scope: ADEKA(research and production divisions), ADEKA FINE FOODS CORP., Oxirane Chemical CORP., UEHARA FOODS INDUSTRY CO., LTD. Classification **Environmental Performance Indicators** Unit FY2020 FY2021 Year-on-year Resources for business activities (uanimput Quantity of specific managed substances t 19,245 23,786 123.6% Quantity of used products, containers t 911 949 104.1% and packaging circulated and used Goods and services produced by business activities Quantity of containers and packaging t 5,385 5,541 102.9% used Emissions of environmentally hazardous 86,108 t 86,183 100.1% substances from logistics Other Volume of materials and products million t-km 129 130 100.8% transported

#### **Economic Effects with Environmental Conservation Measures** Unit : Millions of yen(rounded to the nearest unit) Scope: ADEKA(research and production divisions), ADEKA FINE FOODS CORP., Oxirane Chemical CORP., UEHARA FOODS INDUSTRY CO., LTD., Nihon Nohyaku Co., Ltd. Details of Effects Amount Income earned by recycling, profits from the sale of valuable resources, etc. 121 Reduction in costs through introducing resources from the environment into business activities 200 Reduction in the burden imposed by business activities on the environment and costs related to the 46 generation of waste material 8 Reduction in other costs Total 365 Degree of effects (Calculated by dividing the economic effects resulting from environmental conservation activities by the 7.7%

Cost of Environmental Initiatives a	nd Amour	nt Investe	d		
			Unit : Millions	s of yen(roun	ded to the r
■ Scope: ADEKA (research and production divisions), ADEKA FINE FO	ODS CORP., Oxirane	e Chemical CORP., I	UEHARA FOODS IN	DUSTRY CO., LTD.、	Nihon Nohyaku (
	FY2017	FY2018	FY2019	FY2020	FY2021
Environmental conservation cost	2,088	2,279	2,347	2,413	3,776
Amount of environmental investment	838	718	1,652	1,100	964

costs of these activities)

## Society

## Human Rights and Human Resources

## Expanding Opportunities for Utilizing Human Resources

Human Resources Data

■ Scope: ADEKA				
Item		FY2019	FY2020	FY2021
Non-prescribed work time (per month)		14.6 hours	12.8 hours	14.6 hours
Number of employees	Male	0	1	1
working shortened hours	Female	29	34	34
Percentage taking annual paid leave		72.6%	64.0%	69.2%
Percentage taking refreshment leave*		82%	18% *	13% *
Childcare leave utilization rate	Male	17.6%	27.4%	37.5%
	Female	100%	100%	100.0%
Number of employees taking childcare leave	Male	9.0%	17.0%	27.0%
	Female	12.0%	9.0%	12.0%
Number of employees taking nursing care leave of al	bsence	1	0	2
Number of employees taking nursing care leave		2	5	14
Percentage returning	Male	100%	100%	100%
to workplace after childcare leave	Female	95.2%	100%	100%
Job retention rate after childcare leave	Male	100%	100%	100%
	Female	95.2%	100%	100%
Percentage receiving health check-up		100%	100%	100%
Repeat health check-up rate		73.0%	91.0%	97.0%
Stress Checks: Rate of uptake Company-wide		99.5%	99.5%	99.9%
Training Costs per Employee (thousand yen)		70.0	51.0	55.0
Average hours of annual training/education per emp	loyee	143.6 min	51.0 min	262.1 min

\*Due to the impact of the worldwide COVID-19 pandemic, the rate of uptake of refreshment leave has declined significantly.

Overall         1,771         1,812         1,806           Male         1,509         1,533         1,522           Female         262         279         286           Overall         38.3         38.5         38.5           Employee average age         Male         38.5         38.7         39.2           Average length of employment         Female         37.0         37.2         37.6           Average length of employment         Male         15.5 years         15.6 years         16.0 years           Women as percentage of employees         14.8%         15.4%         15.8%           Women as percentage of managers         2.8%         3.3%         3.5%           Number of new graduates hired         Male         77         54         32           Female         2.3%         2.1%         3.4%         2.7%           Average monthly wage         Overall         2.5%         2.1%         3.4%           Remale         3.3%         1.4%         2.7%         3.4%           Male         77         54         32         16         11           Male         2.4%         2.2%         3.5%         14         3.5%	Human Resources Data				
Number of consolidated employees         5,189         5,378         5,466           Number of non-consolidated employees         Male         1,771         1,812         1,806           Number of non-consolidated employees         Male         1,509         1,533         1,522           Female         262         279         286           Overall         38.3         38.5         388.7           Percentage age         Male         38.5         38.7         39.2           Average length of employment         Female         37.0         37.2         37.6           Average length of employment         Male         15.5 years         15.6 years         16.0 years           Women as percentage of employees         14.8%         15.4%         15.8%           Women as percentage of managers         2.8%         3.3%         3.5%           Number of new graduates hired         Male         77         54         32           Female         2.3%         2.1%         3.4%         2.4%           Number of new graduates hired         Male         77         54         32           Female         3.3%         1.4%         2.7%         3.4%           Number of new graduates shring salary	■ Scope: ADEKA (Excluding consolidated employees	5)			
Overall         1,771         1,812         1,802           Number of non-consolidated employees         Male         1,509         1,533         1,522           Female         262         279         286           Overall         38.3         38.5         38.5           Employee average age         Male         38.3         38.5         38.5           Employee average age         Male         38.5         38.7         39.2           Average length of employment         Male         15.2 years         15.6 years         16.0 years           Women as percentage of employees         14.8%         15.4%         15.8%           Women as percentage of managers         2.8%         3.3%         3.5%           Number of new graduates hired         Overall         100         70         44           Male         77         54         32           Female         23         16         13           Employee turnover rate         Male         2.5%         2.1%         3.5%           Number of new graduates shired         33%         1.4%         2.7%           Average monthly wage         376,577 yen         378,253 yen         379,260 yer           Number of foreign	Item		FY2019	FY2020	FY2021
Number of non-consolidated employees         Male         1,509         1,533         1,522           Female         262         279         286           Overall         38.3         38.5         38.5           Employee average age         Male         38.5         38.7         39.2           Female         37.0         37.2         37.6           Average length of employment         Male         15.2 years         15.6 years         16.0 years           Women as percentage of employees         14.8%         15.4%         15.8%           Women as percentage of managers         2.8%         3.3%         3.5%           Number of new graduates hired         Male         77         54         32           Female         2.3%         2.1%         3.4%         2.7%           Average monthly wage         2.5%         2.1%         3.4%         2.7%           Number of foreign employees         10         9         2         9         2           Number of foreign employees         0.6%         0.5%         0.5%         0.5%           Female         33         35         33         35         33           People with disabilities as percentage of employees <t< td=""><td>Number of consolidated employees</td><td></td><td>5,189</td><td>5,378</td><td>5,466</td></t<>	Number of consolidated employees		5,189	5,378	5,466
Female         262         279         286           Overall         38.3         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5         38.5		Overall	1,771	1,812	1,808
Overall         38.3         38.5         38.5           Employee average age         Male         38.5         38.7         39.2           Female         37.0         37.2         37.6           Average length of employment         Overall         15.2 years         15.6 years         16.0 years           Male         15.5 years         15.9 years         16.3 years           Women as percentage of employees         14.8%         15.4%         15.8%           Women as percentage of managers         2.8%         3.3%         3.5%           Number of new graduates hired         Male         77         54         32           Female         2.8%         2.1%         3.4%         3.4%           Employee turnover rate         Male         77         54         32           Female         2.3         16         11           Overall         2.5%         2.1%         3.4%           Kerage monthly wage         376,577 yen         378,253 yen         379,260 yer           Number of foreign employees         10         9         9         9           Number of foreign employees         0.6%         0.5%         0.5%           Number of foreign employees	Number of non-consolidated employees	Male	1,509	1,533	1,522
Employee average age         Male         38.5         38.7         39.2           Female         37.0         37.2         37.6           Average length of employment         Male         15.2 years         15.6 years         16.0 years           Women as percentage of employees         Male         15.5 years         15.9 years         16.3 years           Women as percentage of managers         2.8%         3.3%         3.5%           Women of new graduates hired         Overall         100         70         44           Male         77         54         32         16         11           Pemale         2.3%         2.1%         3.4%         3.4%           Male         77         54         32         36         15.9%           Pemale         2.3%         2.1%         3.4%         3.4%           Male         77         54         32         36         16         11         36           Male         2.5%         2.1%         3.4%         3.5%         36         36.5%         36         36         36         36         36         36         36         36         36         36         36         376         379,260		Female	262	279	286
Female         37.0         37.2         37.6           Average length of employment         Overall         15.2 years         15.6 years         16.0 years           Male         15.5 years         15.9 years         16.3 years           Women as percentage of employees         14.8%         15.4%         15.8%           Women as percentage of managers         2.8%         3.3%         3.5%           Number of new graduates hired         Overall         100         70         44           Male         77         54         32           Female         2.8%         2.1%         3.4%           Number of new graduates hired         Male         77         54         32           Female         2.3         16         11         11         11           Overall         2.5%         2.1%         3.4%         15.4%           Employee turnover rate         Male         2.4%         2.2%         3.5%           Female         3.3%         1.4%         2.7%           Average monthly wage         376,577 yen         378,253 yen         379,260 yer           Number of foreign employees         10         9         9         9           Percentage of f		Overall	38.3	38.5	38.9
Overall15.2 years15.6 years16.0 yearsAverage length of employmentMale15.5 years15.9 years16.3 yearsWomen as percentage of employees14.8%15.4%15.8%Women as percentage of managers2.8%3.3%3.5%Number of new graduates hiredOverall1007044Male775432Female231611Employee turnover rateOverall2.5%2.1%3.4%Average monthly wage376,577 yen378,253 yen379,260 yerNumber of foreign employees10999Percentage of foreign employees10999Percentage of foreign employees0.6%0.5%0.5%Number of retirees rehired23333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932	Employee average age	Male	38.5	38.7	39.2
Average length of employmentMale15.5 years15.9 years16.3 yearsWomen as percentage of employees14.8%15.4%15.8%Women as percentage of managers2.8%3.3%3.5%Number of new graduates hiredOverall1007044Male775432Female2.31611Employee turnover rateOverall2.5%2.1%3.4%Average monthly wage376,577 yen378,253 yen379,260 yerNumber of foreign employees10999Percentage of foreign employees10999Percentage of foreign employees0.6%0.5%0.5%0.5%Number of retirees rehired2.13%2.12%2.13%2.12%Number of retirees rehired27293232Second Average of precentage of employees2.13%2.12%2.13%		Female	37.0	37.2	37.6
Female13.6 years13.7 years14.1 yearsWomen as percentage of employees14.8%15.4%15.8%Women as percentage of managers2.8%3.3%3.5%Number of new graduates hiredOverall1007044Male775432Female231615Employee turnover rateMale2.5%2.1%3.4%Average monthly wage376,577 yen378,253 yen379,260 yerNumber of foreign employees10999Percentage of foreign employees0.6%0.5%0.5%Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932		Overall	15.2 years	15.6 years	16.0 years
Women as percentage of employees $14.8\%$ $15.4\%$ $15.8\%$ Women as percentage of managers $2.8\%$ $3.3\%$ $3.5\%$ Number of new graduates hired $Male$ $77$ $54$ $32$ Female $23$ $16$ $113$ Employee turnover rate $Male$ $2.5\%$ $2.1\%$ $3.4\%$ Average monthly wage $376,577$ yen $378,253$ yen $379,260$ yerNumber of foreign employees $10$ $9$ $238,290$ yen $238,290$ yenNumber of foreign employees $0.6\%$ $0.5\%$ $0.5\%$ Number of employees with disabilities $33$ $35$ $34$ People with disabilities as percentage of employees $2.13\%$ $2.12\%$ $2.13\%$ Number of retirees rehired $27$ $29$ $32$ Number of retirees rehired $27$ $29$ $32$	Average length of employment	Male	15.5 years	15.9 years	16.3 years
Women as percentage of managers         2.8%         3.3%         3.5%           Number of new graduates hired         Overall         100         70         45           Male         77         54         32           Female         23         16         13           Overall         2.5%         2.1%         3.4%           Employee turnover rate         Overall         2.5%         2.1%         3.4%           Average monthly wage         376,577 yen         378,253 yen         379,260 yer           Number of foreign employees         238,290 yen         238,290 yer         238,290 yer           Number of foreign employees         10         9         9         9           Percentage of foreign employees         0.6%         0.5%         0.5%           Number of employees with disabilities         33         35         34           People with disabilities as percentage of employees         2.13%         2.12%         2.13%           Number of retirees rehired         27         29         32		Female	13.6 years	13.7 years	14.1 years
Overall         100         70         45           Number of new graduates hired         Male         77         54         32           Female         23         16         13           Employee turnover rate         Overall         2.5%         2.1%         3.4%           Male         2.4%         2.2%         3.5%           Female         3.3%         1.4%         2.7%           Average monthly wage         376,577 yen         378,253 yen         379,260 yer           New graduate starting salary (university graduates, includes housing allowance)         238,290 yen         238,290 yen         238,290 yer           Number of foreign employees         0.6%         0.5%         0.5%           Number of employees with disabilities         33         35         34           People with disabilities as percentage of employees         2.13%         2.12%         2.13%           Number of retirees rehired         27         29         32	Women as percentage of employees		14.8%	15.4%	15.8%
Number of new graduates hiredMale775432Female231613Overall2.5%2.1%3.4%Employee turnover rateMale2.4%2.2%3.5%Female3.3%1.4%2.7%Average monthly wage376,577 yen378,253 yen379,260 yerNew graduate starting salary (university graduates, includes housing allowance)238,290 yen238,290 yen238,290 yerNumber of foreign employees10999Percentage of foreign employees0.6%0.5%0.5%Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932	Women as percentage of managers		2.8%	3.3%	3.5%
Female231613Male2.5%2.1%3.4%Male2.4%2.2%3.5%Female3.3%1.4%2.7%Average monthly wage376,577 yen378,253 yen379,260 yerNew graduate starting salary (university graduates, includes housing allowance)238,290 yen238,290 yen238,290 yenNumber of foreign employees10999Percentage of foreign employees0.6%0.5%0.5%Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932		Overall	100	70	45
Overall2.5%2.1%3.4%Employee turnover rateMale2.4%2.2%3.5%Male2.4%2.2%3.5%Female3.3%1.4%2.7%Average monthly wage376,577 yen378,253 yen379,260 yerNew graduate starting salary (university graduates, includes housing allowance)238,290 yen238,290 yen238,290 yenNumber of foreign employees10999Percentage of foreign employees0.6%0.5%0.5%Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932	Number of new graduates hired	Male	77	54	32
Employee turnover rateMale2.4%2.2%3.5%Female3.3%1.4%2.7%Average monthly wage376,577 yen378,253 yen379,260 yerNew graduate starting salary (university graduates, includes housing allowance)238,290 yen238,290 yen238,290 yerNumber of foreign employees10999Percentage of foreign employees0.6%0.5%0.5%Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932		Female	23	16	13
Female3.3%1.4%2.7%Average monthly wage376,577 yen378,253 yen379,260 yerNew graduate starting salary (university graduates, includes housing allowance)238,290 yen238,290 yen238,290 yenNumber of foreign employees10999Percentage of foreign employees0.6%0.5%0.5%Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932		Overall	2.5%	2.1%	3.4%
Average monthly wage376,577 yen378,253 yen379,260 yerNew graduate starting salary (university graduates, includes housing allowance)238,290 yen238,290 yen238,290 yerNumber of foreign employees10999Percentage of foreign employees0.6%0.5%0.5%Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932	Employee turnover rate	Male	2.4%	2.2%	3.5%
New graduate starting salary (university graduates, includes housing allowance)238,290 yen238,290 yen238,290 yenNumber of foreign employees1099Percentage of foreign employees0.6%0.5%0.5%Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932		Female	3.3%	1.4%	2.7%
(university graduates, includes housing allowance)238,290 yen238,290 yen238,290 yenNumber of foreign employees1099Percentage of foreign employees0.6%0.5%0.5%Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932	Average monthly wage		376,577 yen	378,253 yen	379,260 yen
Number of foreign employees109Percentage of foreign employees0.6%0.5%Number of employees with disabilities3335People with disabilities as percentage of employees2.13%2.12%Number of retirees rehired2729	New graduate starting salary		229.200 von	220 200 von	229 200 von
Percentage of foreign employees0.6%0.5%Number of employees with disabilities3335People with disabilities as percentage of employees2.13%2.12%Number of retirees rehired2729	(university graduates, includes housing allowance)		238,290 yen	238,290 yen	238,290 yen
Number of employees with disabilities333534People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932	Number of foreign employees		10	9	9
People with disabilities as percentage of employees2.13%2.12%2.13%Number of retirees rehired272932	Percentage of foreign employees		0.6%	0.5%	0.5%
Number of retirees rehired 27 29 32	Number of employees with disabilities		33	35	34
	People with disabilities as percentage of employees		2.13%	2.12%	2.13%
Percentage of retirees rehired* 100% 63.6% 100%	Number of retirees rehired		27	29	32
	Percentage of retirees rehired*		100%	63.6%	100%

\*Including transfers of employees to posts at affiliated companies

## Occupational Health and Safety

Number of Accidents by Year					
■ Scope: ADEKA and subcontractors and the ADEKA	A Group's 18 p	roduction site	S		
	FY2017	FY2018	FY2019	FY2020	FY2021
Accidents with lost workdays	11	12	8	4	8
Accidents without lost workdays	5	6	10	8	5

Frequency Rates of Accidents Resulting in Lost Workdays <sup>1</sup>					
	FY2017	FY2018	FY2019	FY2020	FY2021
ADEKA and its domestic manufacturing sites	0.17	0.75	0.56	0.19	0.36
Overseas sites	1.78	4.83	0.45	0.47	1.51
Domestic chemical industry average <sup>2</sup>	0.81	0.90	0.94	0.93	1.07

1 Rates calculated by dividing the number of employees involved in an accident resulting in lost workdays

with the total working hours (one million hours).

2 Source: Survey on Industrial Accidents by the Ministry of Health, Labor and Welfare of Japan;

frequency rates are by calendar year.

#### Promoting Upgrading of Work Environments

Key Labor-Management Meetings		
■ Scope: ADEKA		
Labor-management councils	12 times a year	
Management councils	Twice a year	
ADEKA Group labor-management conference	Once a year	
Management conference	Once a year	

#### **Corporate Governance Overview**

<ul> <li>Board of directors</li> </ul>				
	As of June 30, 2020	As of June 30, 2021	As of June 30, 2022	
Number of directors	11	17	16	
Number of independent external directors	2	6	6	
Number of female directors	1	1	1	
<ul> <li>Number of meetings</li> </ul>				
	FY2019	FY2020	FY2021	
Board of Directors	17	19	17	
Nomination and Remuneration Committee	-	-	4	
Audit and Supervisory Committee	6	6 Audit & Supervisory Board 7 Audit and Supervisory Committee: 4		
<ul> <li>Violation of the law</li> </ul>				
	FY2019	FY2020	FY2021	
Serious legal and reporting violations	0	0	0	
<ul> <li>Compliance violations, etc.</li> </ul>				
	FY2019	FY2020	FY2021	
Number of internal reports	6	9	9	

#### Acquisition of Management System Certification

• ISO 22301(Business Continuity Management Systems (BCMS))

Head Office relevant departments, Soma Plant and ADEKA LOGISTICS CORP. (Nov. 2013)

#### • BS25999 (Business Continuity Management Systems (BCMS))

ADEKA FINE CHEMICAL TAIWAN CORP. (Aug. 2008)

<ul> <li>ISO 9001 (Quality Management Systems)</li> </ul>	

Mie Plant (Jun. 1993)
Kashima Plant, Kashima Plant-West (Apr. 1996)
Fuji Plant (Jan. 1997)
Chiba Plant (Jul. 1997)
ADEKA POLYMER ADDITIVES EUROPE SAS (Jul. 1997)
OXIRANE CHEMICAL CORP. (Oct. 1997)
Soma Plant (Aug. 1998)
ADEKA CLEAN AID CORP. (Oct. 1999)
ADEKA KOREA CORP. (Jan. 2000)
AMFINE CHEMCAL CORP. (Oct. 2001)
ADEKA ENGINEERING & CONSTRUCTION CORP. (Mar. 2002)
KUKDO CHEMICAL (KUNSHAN) CO., LTD. (Mar. 2004)
ADEKA FINE CHEMICAL (SHANGHAI) CO., LTD. (May 2005)
ADEKA FINE CHEMICAL (CHANGSHU) CO., LTD. (May 2005)
TOKYO ENVIRONMENTAL MEASUREMENT CENTER CO., LTD. (Aug. 2005)
UEHARA FOODS INDUSTRY CO., LTD. (Nov. 2005)
ADEKA (SINGAPORE) PTE.LTD. (Apr. 2006)
ADEKA FINE CHEMICAL TAIWAN CORP. (Jul. 2006)
ADEKA FINE CHEMICAL (THAILAND) CO., LTD. (Dec. 2006)
AM STABILIZERS CORP. (Mar. 2013)
ADEKA AL OTAIBA MIDDLE EAST LLC (Sep. 2018)

#### • ISO 14001 (Environmental Management Systems)

• 150 14001 (Environmental Hanagement Systems)
Mie Plant (Dec. 1996)
Kashima Plant, Kashima Plant-West (Mar. 1998)
Fuji Plant (Apr. 2000)
Chiba Plant (May 2000)
Soma Plant (Aug. 2000)
Akashi Plant (Mar. 2001)
OXIRANE CHEMICAL CORP. (Mar. 2001)
TOKYO ENVIRONMENTAL MEASUREMENT CENTER CO., LTD. (Feb. 2003)
ADEKA KOREA CORP. (Jan. 2006)
ADEKA FINE CHEMICAL (CHANGSHU) CO., LTD. (Jul. 2006)
ADEKA FINE CHEMICAL TAIWAN CORP. (Feb. 2007)
AMFINE CHEMCAL CORP. (Sep. 2007)
ADEKA FINE CHEMICAL (SHANGHAI) CO., LTD. (Jan. 2009)
ADEKA FOODS (CHANGSHU) CO., LTD. (Aug. 2009)
ADEKA FINE CHEMICAL (THAILAND) CO., LTD. (Jan. 2010)
ADEKA POLYMER ADDITIVES EUROPE SAS (Aug. 2010)
ADEKA AL OTAIBA MIDDLE EAST LLC (Dec. 2019)
ADEKA FINE CHEMICAL (ZHEJIANG) CO., LTD. (Oct. 2020)

### Acquisition of Management System Certification

#### FSSC 22000 (Food Safety System Certification)

Kashima Plant-West (Dec. 2011) Kashima Plant (Dec. 2014) Akashi Plant (Mar. 2015)

ADEKA FINE FOODS CORP. (Apr. 2016)

ADEKA (SINGAPORE) PTE.LTD. (May 2016)

ADEKA FOODS (CHANGSHU) CO., LTD. (Sep. 2016)

ADEKA FOODS (ASIA) SDN.BHD. (Oct. 2017)

#### • HACCP (Hazard Analysis and Critical Control Point)

ADEKA (SINGAPORE) PTE.LTD. (Aug. 2004)

ADEKA FOODS (ASIA) SDN.BHD. (Apr. 2015)

#### • TPM Award (Total Productive Maintenance)

Chiba Plant: 1994 Excellence Award

Mie Plant: 1995 Excellence Award

OXIRANE CHEMICAL CORP.: 1995 Excellence Award

Akashi Plant: 2000 Excellence Award

Kashima Plant, Kashima Plant-West: 2007 Excellence Award – Special Award for TPM Achievement

Fuji Plant: Award for TPM Excellence, Category A (2010)

#### • ISO 45001/OHSAS 18001 (Occupational Health and Safety Management Systems)

Mie Plant (Sep. 2000)
Kashima Plant, Kashima Plant–West (Nov. 2002)
Soma Plant (Dec. 2002)
Akashi Plant (Mar. 2003)
Chiba Plant (Oct. 2003)
Fuji Plant (Dec. 2003)
ADEKA FINE CHEMICAL TAIWAN CORP. (Jun. 2007)
ADEKA FINE CHEMICAL (CHANGSHU) CO., LTD. (Jul. 2009)
ADEKA FOODS (CHANGSHU) CO., LTD. (Aug. 2009)
ADEKA KOREA CORP. (Apr. 2010)
ADEKA POLYMER ADDITIVES EUROPE SAS (Dec. 2013)
ADEKA AL OTAIBA MIDDLE EAST LLC (Sep. 2018)
ADEKA FINE CHEMICAL (ZHEJIANG) CO., LTD. (Oct. 2020)