ADEKA

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SUSTAINABILITY DATA BOOK 2026

Environment

Initiatives for Reducing CO_2 Emissions

GHG Emissions

Unit: kt-CO_2e

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	150.9	139.7	128.5	122.5	121.4
Domestic Group Companies	14.2	12.6	12.4	10.5	11.3
Overseas Group Companies	90.8	85.3	78.2	76.6	80.2

GHG Emission Intensity Index (from energy consumption)

Unit: t-CO_2e/t

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA (the manufacturing division)	0.428	0.435	0.457	0.454	0.450
Domestic Group Companies (the manufacturing divisions)	0.413	0.38	0.437	0.329	0.328

Breakdown of GHG Emission Volumes in FY2025 (CO_2 equivalents)

Total				212.9 kt-CO_2e
(Percentage breakdown)	Electric power	38.0%	Non-energy sources	4.3%
	Steam	15.1%	Arising from production processes	4.4%
	Gas	21.5%	Fluorocarbons	3.4%
	Heavy oil and other fossil fuels	13.2%		

Scope: Consolidated Group companies

CO_2 Emissions and Scope 3 Breakdown

Scope: Our consolidated Group Companies

Unit: kt-CO_2e

Scope and category			Emissions
Scope 1			99.8
Scope 2			113.1
Scope 3*			903.7
	Category 1	Purchased goods and services	583.4
	Category 2	Capital goods	60.1
	Category 3	Fuel- and energy-related activities not included in Scope 1 and 2	48.1
	Category 4	Transportation and distribution	68.6
	Category 5	Waste generated by operations	19.5
	Category 6	Business trips	0.9
	Category 7	Employee commuting	2.1
	Category 9	Transportation and distribution (downstream)	5.7
	Category 12	End-of-Life Treatment of Sold Products	115.5

* Excludes 24 domestic and overseas subsidiaries without manufacturing facilities.

Resource Utilization

Raw Materials/Manufacturing Volume

Unit: t

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Raw material input	195,124	177,957	175,174	171,706	154,648
Manufacturing volume	480,583	441,526	411,324	409,489	398,282

Scope: ADEKA production sites and domestic and overseas Group companies (excluding the Nihon Nohyaku Group in both Japan and overseas)

Environment

Energy-Saving Activities

Energy Consumption

Unit: thousand kL

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	70.0	67.6	64.2	63.2	61.8
Domestic Group Companies	7.9	7.1	6.3	5.7	6.8
Overseas Group Companies*	30.0	27.8	27.1	34.4	34.4

* Overseas subsidiaries of Nihon Nohyaku are excluded for FY2021 through FY2023.

Energy Consumption Intensity

Unit: kL/t

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA (the manufacturing division)	0.1970	0.2024	0.2132	0.2129	0.2106

Scope: ADEKA production sites

Breakdown of Energy Consumption in FY2025

Total				103 thousand kL
(Percentage breakdown)	Electric power	47.6%	Steam	16.0%
	Gas	24.5%	Heavy oil and other fossil fuels	11.9%

Scope: Consolidated Group companies

Preventing Air Pollution

SOx Emissions

Unit: t

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	0.5	0.3	0.3	0.9	1.2
Domestic Group Companies	0.6	0.5	0.1	0.4	0.1
Overseas Group Companies	0.0	0.4	0.4	13.7	0.2

Scope: ADEKA and domestic and overseas Group companies, including overseas Nihon Nohyaku Group companies from FY2023 onward.

NOx Emissions

Unit: t

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	69.7	96.2	33.5	36.6	42.1
Domestic Group Companies	4.3	0.8	5.5	4.8	7.1
Overseas Group Companies	1.1	2.3	1.3	15.1	1.3

Scope: ADEKA and domestic and overseas Group companies, including overseas Nihon Nohyaku Group companies from FY2023 onward.

Soot/Dust Emissions

Unit: t

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	3.6	2.7	2.2	2.6	3.4
Domestic Group Companies	6.1	0.0	0.0	0.0	9.1
Overseas Group Companies	0.1	0.1	0.3	31.1	1.8

Scope: ADEKA and domestic and overseas Group companies, including overseas Nihon Nohyaku Group companies from FY2023 onward.

Environment

Preventing Water Pollution

Usage of Water

Unit: thousand m³

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	12,280	11,943	11,359	11,077	10,563
Domestic Group Companies	563	315	274	865	820
Overseas Group Companies	470	461	455	576	547

Scope: ADEKA and domestic and overseas Group companies, including domestic and overseas Nihon Nohyaku Group companies from FY2024 onward.

Usage of Water (by source)

Unit: thousand m³

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Tap water	585	563	559	587	605
Groundwater	6,876	6,174	5,818	6,075	5,405
Brackish surface water/Seawater	2,952	3,384	3,154	3,035	3,039
Surface water (rivers, lakes, etc.)	0	0	0	0	0
Industrial-use water	2,672	2,368	2,339	2,593	2,639
Other (pure water)	229	231	219	227	242

Scope: ADEKA and domestic and overseas Group companies, including domestic and overseas Nihon Nohyaku Group companies from FY2024 onward.

Water Discharge

Unit: thousand m³

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	10,130	10,643	9,910	9,605	9,493
Domestic Group Companies	466	282	252	788	771
Overseas Group Companies	338	270	269	287	269

Scope: ADEKA and domestic and overseas Group companies, including domestic and overseas Nihon Nohyaku Group companies from FY2024 onward.

By Drainage Destination

Unit: thousand m³

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Rivers, lakes, etc.	6,390	6,338	5,845	6,114	5,934
Seawater	3,223	3,631	3,393	3,286	3,309
Discharge to a third party	1,321	1,227	1,194	1,280	1,289

Scope: ADEKA and domestic and overseas Group companies, including domestic and overseas Nihon Nohyaku Group companies from FY2024 onward.

Chemical Oxygen Demand Emissions

Unit: t

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	24.9	26.6	26.2	23.1	20.3
Domestic Group Companies	16.4	1.9	15.5	17.9	27.5
Overseas Group Companies	321.6	219.6	303.1	548.6	348.9

Scope: ADEKA and domestic and overseas Group companies, including overseas Nihon Nohyaku Group companies from FY2023 onward.

Biological Oxygen Demand Emissions

Unit: t

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	33.6	33.1	35.8	29.0	28.1
Domestic Group Companies	10.1	0.9	22.3	9.0	21.6
Overseas Group Companies	4.9	6.8	8.6	98.7	14.8

Scope: ADEKA and domestic and overseas Group companies, including overseas Nihon Nohyaku Group companies from FY2023 onward.

Appropriate Management of Chemical Substances

Discharge of PRTR Substances

Scope: ADEKA and one domestic chemical manufacturing subsidiary

Unit: t

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA (Air)	20.4	11.1	27.5	23.0	27.7
ADEKA (Water)	3.0	3.0	5.9	4.7	4.4
Domestic Group Companies (Air)	4.1	4.8	5.2	4.9	3.6

Transfer of PRTR Substances

Scope: ADEKA and one domestic chemical manufacturing subsidiary

Unit: t

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	244.4	154.1	113.0	157.6	165.9
Domestic Group Companies	9.8	11.2	1.2	11.3	7.9

Environment

Discharge and Transfer of Chemical Substances

Scope: ADEKA and one domestic chemical manufacturing subsidiary

Unit: t

Ordinance Designation Number	Substance	Discharge				Transfer	
		Air	Public Waters	Soil	Landfill Waste	Sewage	External Transfer
53	Ethylbenzene	0.0	0.0	0.0	0.0	0.0	1.2
56	Ethylene oxide	0.1	0.0	0.0	0.0	0.0	0.0
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	18.0
125	Chlorobenzene	0.4	0.0	0.0	0.0	0.0	21.0
127	Chloroform	0.0	0.0	0.0	0.0	0.0	2.0
128	Methyl chloride	0.2	0.0	0.0	0.0	0.0	0.0
157	1,2-Dichloroethane	1.0	0.0	0.0	0.0	0.0	25.0
186	Dichloromethane	0.6	0.0	0.0	0.0	0.0	36.0
207	Dibutylhydroxytoluene	0.0	0.0	0.0	0.0	0.0	0.6
277	Triethylamine	0.3	0.0	0.0	0.0	0.0	11.0
300	Toluene	21.3	0.0	0.0	0.0	0.0	26.6
318	Carbon disulfide	0.8	0.0	0.0	0.0	0.0	0.0
392	Hexane	2.4	0.0	0.0	0.0	0.0	7.9
395	Water-soluble salts of peroxodisulfuric acid	0.0	4.3	0.0	0.0	0.0	0.0
405	Boron compounds	0.0	0.0	0.0	0.0	0.0	0.2
453	Molybdenum and its compounds	0.1	0.0	0.0	0.0	0.0	1.9
458	Tris (2-ethylhexyl) phosphate	0.0	0.0	0.0	0.0	0.0	3.4
594	Butyl cellosolve	1.5	0.0	0.0	0.0	0.0	0.6
595	Ethylenediaminetetraacetic acid and its potassium and sodium salts	0.0	0.0	0.0	0.0	0.0	1.2
603	Peracetic acid	0.2	0.0	0.0	0.0	0.0	0.2
627	Diethylene glycol monobutyl ether	1.2	0.0	0.0	0.0	0.0	3.3
629	Cyclohexane	0.2	0.0	0.0	0.0	0.0	0.5
731	Heptane	0.5	0.0	0.0	0.0	0.0	0.7
736	Acetic anhydride	0.0	0.0	0.0	0.0	1.0	0.1
737	Methyl isobutyl ketone	0.1	0.0	0.0	0.0	0.0	9.9
754	Dimethyl sulfate	0.0	0.0	0.0	0.0	0.0	1.2
Sub-total		30.9	4.3	0.0	0.0	1.0	172.6
Other substances (54 types)		0.4	0.1	0.0	0.0	0.0	0.3
Total		**31.3**	**4.4**	**0.0**	**0.0**	**1.0**	**172.9**

Environment

Appropriate Management of the Disposal of Industrial Waste

Industrial Waste Generated

Unit: kt

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	49.0	45.1	39.9	42.0	45.6
Domestic Group Companies	9.2	11.3	6.7	4.9	8.5
Overseas Group Companies*	13.0	12.7	11.6	14.7	16.2
Total	**71.2**	**69.1**	**58.3**	**61.7**	**70.3**

* Overseas subsidiaries of Nihon Nohyaku are excluded for FY2021 through FY2023.

Breakdown of Industrial Waste

Scope: ADEKA and Domestic Group Companies

Total				54.1 kt
(Percentage breakdown)	Waste oil	35%	Various waste plastics	2%
	Waste acid	11%	Animal and plant wastes	0%
	Sludge	12%	Other	1%
	Waste alkali	39%		

Outsourced Disposal of Industrial Waste

Unit: kt

Reporting Scope	FY2021	FY2022	FY2023	FY2024	FY2025
ADEKA Corporation	17.8	15.5	11.3	13.1	13.2
Domestic Group Companies	7.0	2.6	3.6	2.5	3.3
Overseas Group Companies*	12.7	12.7	11.5	11.8	16.1
Total	**37.5**	**30.8**	**26.4**	**27.4**	**32.6**

* Overseas subsidiaries of Nihon Nohyaku are excluded for FY2021 through FY2023.

Breakdown of the Total Volume of Waste Treated by External Contractors

Scope: ADEKA and Domestic Group Companies

Total				16.5 kt
(Percentage breakdown)	Waste oil	18%	Various waste plastics	6%
	Waste acid	11%	Animal and plant wastes	2%
	Sludge	28%	Other	3%
	Waste alkali	32%		

Zero Emissions Rate for Landfill Disposal of Industrial Waste

Scope: ADEKA and Domestic Group Companies (excluding the Nihon Nohyaku Group)

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Final landfill volume (Unit: t)	42.5	127.0	36.5	40.4	23.3
Zero emissions rate (Unit: %)	0.08	0.26	0.09	0.09	0.05

Recycling Rate

Scope: ADEKA and Domestic Group Companies (excluding the Nihon Nohyaku Group)

Unit: %

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Recycling rate	41.2	44.5	50.6	48.7	56.9

Resource Recycling at Food Manufacturing Plants

Food Recycling Rate

Scope: ADEKA

Unit: %

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Food recycling rate	95.4	97.0	97.6	98.3	99.2

Environment

Environmental Accounting

Environmental Conservation Costs

Unit: Millions of yen

Category	Description of Main Initiatives	Environmental Conservation Cost	Amount of Environmental Investment
(1) Business area cost			
1) Pollution prevention costs	Prevention of air, water and soil pollution and of noise, vibration, stench and land subsidence	1,865	669
2) Global environmental conservation costs	Preventing global warming (conserving energy), preventing damage to the ozone layer	698	639
3) Resource recycling costs	Reducing and recycling resources and minimizing the generation of waste material	713	114
(2) Upstream / downstream cost	Green procurement, reducing the environmental burden imposed by containers and packaging, collecting and re-commercializing products	9	0
(3) Administration cost	Environmental ISO, disclosure of environmental information, environmental impact monitoring, greening	102	5
(4) R&D cost	R&D expenses for environmental conservation	787	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	2	0
Total		**4,182**	**1,492**

Environmental Conservation Effect

Classification	Environmental Performance Indicators	Unit	FY2024	FY2025	Year-on-year
Resources for business activities	Quantity of specific managed substances input	t	19,543	19,484	99.7%
Goods and services produced by business activities	Quantity of used products, containers and packaging circulated and used	t	900	873	97.0%
	Quantity of containers and packaging used	t	5,137	5,317	103.5%
Other	Emissions of environmentally hazardous substances from logistics	t	76,460	77,598	101.5%

Economic Effects of Environmental Conservation Measures

Unit: Millions of yen

Details of Effects	Amount
Income earned by recycling, profits from the sale of valuable resources, etc.	133
Reduction in costs through introducing resources from the environment into business activities	281
Reduction in the burden imposed by business activities on the environment and costs related to the generation of waste material	10
Total	**425**
Degree of effects (Calculated by dividing the economic effects resulting from environmental conservation activities by the costs of these activities)	7.5%

Cost of Environmental Initiatives and Amount Invested

Unit: Millions of yen

Data Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Environmental conservation cost	3,762	2,641	2,358	3,732	4,182
Amount of environmental investment	963	725	551	821	1,492

Notes on environmental data:

- Following the sale of a former consolidated subsidiary, environmental data for FY2021 through FY2024 have been revised to exclude that company.
- From FY2025 onward, the scope of environmental data covers companies included in consolidated financial reporting, with the addition of 16 overseas Group companies without manufacturing facilities and branches and sales offices of domestic and overseas Group companies.
- Overseas Nihon Nohyaku Group companies are excluded from air pollution prevention data and COD and BOD emissions data for FY2021 and FY2022.
- Nihon Nohyaku and its Group companies are excluded from water use and wastewater discharge data for FY2021 through FY2023.
- Nihon Nohyaku and its Group companies are not included in the scope of data for usage of resources, discharge and transfer of PRTR substances, zero emissions rate, and recycling rate.
- ADEKA, two ADEKA domestic manufacturing subsidiaries and the Nihon Nohyaku Group (excluding overseas subsidiaries) are included in the scope of data for environmental accounting.

Social

Respect for Human Rights

Human Rights Training (FY2025)

Description	Scope	Number of Participants	Remarks
Level-based training	Non-consolidated	97	As part of its sustainability initiatives, ADEKA provided an overview of its efforts to respect human rights to 39 newly appointed assistant section chiefs and 58 newly appointed supervisors.

Expanding Opportunities for People to Thrive

Employee Data

Scope: ADEKA (non-consolidated), except for the number of consolidated employees

Item		FY2021	FY2022	FY2023	FY2024	FY2025
Number of consolidated employees		5,466	5,494	5,512	5,453	5,434
Number of non-consolidated employees	Overall	1,808	1,796	1,815	1,810	1,827
	Male	1,522	1,507	1,519	1,507	1,515
	Female	286	289	296	303	312
Employee average age	Overall	38.9	39.6	39.9	40.2	40.2
	Male	39.2	39.8	40.2	40.6	40.7
	Female	37.6	38.1	38.1	38.2	37.9
Average length of employment (years)	Overall	16.0	16.5	16.8	17.1	17.1
	Male	16.3	16.9	17.3	17.7	17.7
	Female	14.1	14.6	14.3	14.4	14.3
Women as percentage of employees (%)		15.8	16.1	16.3	16.7	17.1
Women as percentage of managers (%)		3.5	4.6	5.4	5.8	5.9
Number of new graduates hired	Overall	45	34	53	60	68
	Male	32	24	39	41	46
	Female	13	10	14	19	22
Employee turnover rate (%)	Overall	3.4	3.4	3.1	3.5	3.1
	Male	3.5	3.3	2.4	3.2	2.9
	Female	2.7	4.0	7.6	5.0	4.2
Voluntary retirement rate (%)	Overall	2.5	2.5	2.3	2.7	2.6
	Male	2.4	2.4	1.9	2.4	2.3
	Female	3.0	3.0	5.3	4.6	3.9
Average monthly wage (yen)		379,260	382,399	394,601	416,761	429,723
New graduate starting monthly salary (university graduates, includes housing allowance) (yen)		238,290	241,290	251,290	264,290	278,290
Gender pay gap (women's pay as a percentage of men's pay), full-time employees (%)		74.7	75.0	75.8	76.6	76.8
Number of foreign employees		9	11	14	16	15
Percentage of foreign employees (%)		0.5	0.6	0.6	0.9	0.8
Number of employees with disabilities		34	35	43	43	42
People with disabilities as percentage of employees (%)		2.13	2.11	2.43	2.54	2.43
Number of mid-career hires		19	21	16	17	19
Percentage of mid-career hires (%)		30	38	23	22	22
Number of retirees rehired (End of fiscal year)		32	36	47	57	70
Number of retirees rehired (Fiscal year under review)		16	20	13	29	28
Percentage of retirees rehired (Fiscal year under review)* (%)		100.0	93.0	92.9	96.7	84.8
Number of temporary employees		0	0	0	0	0

* Including transfers of employees to posts at affiliated companies

Social

Work–Life Balance Support and Human Capital Development

Scope: ADEKA (non-consolidated)

Item		FY2021	FY2022	FY2023	FY2024	FY2025
Non-prescribed work time (per month)		14.6	13.7	13.4	13.3	13.5
Number of employees working shortened hours	Male	1	1	0	2	3
	Female	34	32	48	24	26
Percentage taking annual paid leave (%)		69.6	70.7	79.9	76.5	76.4
Percentage taking refreshment leave* (%)		13	79	81	79	86
Childcare leave utilization rate (%)	Male	37.5	49.1	57.4	86.8	96.2
	Female	100	100	100	100	100
Number of employees taking childcare leave	Male	27	26	31	46	50
	Female	12	15	8	8	10
Number of employees taking nursing care leave of absence		2	2	0	1	1
Number of employees taking nursing care leave		14	16	18	29	35
Percentage returning to workplace after childcare leave (%)	Male	100	100	100	100	100
	Female	100	100	92	92	100
Number of employees taking volunteer leave		0	0	1	1	0
Percentage receiving health check-up (%)		100	100	100	100	100
Repeat health check-up rate (%)		97.0	99.9	99.9	99.3	99.0
Stress check participation rate (%)		99.9	100.0	100.0	100.0	100.0
Training Costs per Employee (10,000 yen)		5.5	5.7	7.7	6.8	7.5
Average annual training time per employee (minutes)		262.1	179.8	539.3	221.8	394.6

* In FY2021, due to the impact of the worldwide COVID-19 pandemic, the rate of uptake of refreshment leave declined significantly.

Occupational Health and Safety

Number of Accidents by Year

Scope: ADEKA, ADEKA Group subsidiaries (excluding the Nihon Nohyaku Group) and subcontractors

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Accidents with lost workdays	5	8	9	8	10
Accidents without lost workdays	3	8	5	5	11
Accidents with fatalities	0	0	0	0	0

Promoting Upgrading of Work Environments

Key Labor-Management Meetings

Scope: ADEKA (non-consolidated)

Labor-management councils	Management councils	ADEKA Group labor-management conference	Management conference
12 times a year	Twice a year	Once a year	Once a year

Response to Labor Standards Act Violations

When we receive guidance on a Labor Standards Act violation, we contact the relevant department and also make a report to the executive management. Upon consulting with the relevant department, we establish how we will rectify the identified issue and the time by which we will complete its rectification. We then manage progress until the issue has been rectified.

In addition, we share non-compliance issues company-wide to raise awareness of them and to prevent their recurrence.

Labor Union

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Number of union members	1,280	1,290	1,300	1,315	1,330
Union membership rate (%)	100%	100%	100%	100%	100%

* Scope: ADEKA Union members as of May 1

Employee Shareholding Association

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employee shareholding association members	1,409	1,419	1,435	1,730	1,758
Employee shareholding association membership rate (%)	54.2	54.3	54.1	65.4	66.5

* Scope: Employees of ADEKA and its domestic subsidiaries in which ADEKA holds an equity interest of more than 50%, excluding listed subsidiaries.

Corporate Governance

Organizational design/Frequency of committee meetings (FY2025)

	Board of Directors	Audit and Supervisory Committee	Nomination and Remuneration Committee
Chairperson / Committee Chair	President and Chief Executive Officer	Internal director	External director
Structure	5 Internal directors, 5 External directors	1 Internal director, 2 External directors	1 Internal director, 2 External directors
Number of times held	Regular: 12, Extraordinary: 5, Total 17	6	4

Board of Directors

Item	As of June 30, 2022	As of June 30, 2023	As of June 30, 2024	As of June 30, 2025	As of June 30, 2026
Number of directors	16	10	10	10	10
Number of independent external directors	6	5	5	5	5
Number of female directors	1	1	1	2	2
Ratio of female directors on the Board of Directors	6%	10%	10%	20%	20%
Ratio of women among Operating Officers	0%	0%	0%	0%	0%

Number of meetings

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Board of Directors	17	17	17	17	17
Audit and Supervisory Committee	Audit and Supervisory Board 2 Audit and Supervisory Committee 4	6	6	6	6
Nomination and Remuneration Committee	4	3	4	5	4

Board of Directors' meeting status and attendance rate (FY2025)

Position and Name	Meeting Status and Attendance Rate
Hidetaka Shirozume, President and Chief Executive Officer, Representative Director (Chairperson)	100% (17 out of 17 meetings)
Haruhiko Tomiyasu, Representative Director and Senior Managing Executive Officer	100% (17 out of 17 meetings)
Youji Shiga, Director and Managing Operating Officer	100% (17 out of 17 meetings)
Kiyoshi Masamune, Director and Operating Officer	100% (17 out of 17 meetings)
Shigeru Endo, External Director	100% (17 out of 17 meetings)
Makoto Horiguchi, External Director	100% (17 out of 17 meetings)
Naoya Takahashi, External Director	100% (17 out of 17 meetings)
Koichi Taya, Director, Full-time Audit and Supervisory Committee Member	100% (17 out of 17 meetings)
Ikuko Hirasawa, External Director, Audit and Supervisory Committee Member	100% (17 out of 17 meetings)
Yukiko Fujikawa, External Director, Audit and Supervisory Committee Member	100% (13 out of 13 meetings)

* Titles are as they were at the time

Audit and Supervisory Committee meeting status and attendance rate (FY2025)

Position and Name	Meeting Status and Attendance Rate
Koichi Taya, Director, Full-time Audit and Supervisory Committee Member (Chairperson)	100% (6 out of 6 meetings)
Ikuko Hirasawa, External Director, Audit and Supervisory Committee Member	100% (6 out of 6 meetings)
Yukiko Fujikawa, External Director, Audit and Supervisory Committee Member	100% (4 out of 4 meetings)

Nomination and Remuneration Committee meeting status and attendance rate (FY2025)

Position and Name	Meeting Status and Attendance Rate
Hidetaka Shirozume, President and Chief Executive Officer, Representative Director	100% (4 out of 4 meetings)
Shigeru Endo, External Director	100% (4 out of 4 meetings)
Makoto Horiguchi, External Director (Chairperson)	100% (4 out of 4 meetings)

Corporate Governance

Compliance violations, etc.

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Number of internal reports	9	4	10	14	11
Serious violations of laws and regulations	0	0	0	0	0
Number of serious environmental accidents	0	0	0	0	0
Number of serious environmental laws and regulations violations	0	0	0	0	0
Fines and penalties related to violations of environmental laws and regulations (yen)	0	0	0	0	0

Prevention of corruption

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Number of disciplinary dismissals due to bribery and anti-corruption violations	0	0	0	0	0
Fines, penalties, and settlements attributable to bribery and anti-corruption violations (yen)	0	0	0	0	0

Compliance Promotion Committee meetings (FY2025)

Meeting No.	Meeting Date	Contents
84th	April 2025	Implementation of the FY2025 compliance awareness survey Proposed revisions to the ADEKA Group Compliance Rules Addition of members to the Compliance Promotion Committee Activity report of the Chemical Substance Management Working Group FY2024 activity report of the Compliance Promotion Committee Report on other activities of the Compliance Promotion Committee since the previous meeting (February 3)
85th	July 2025	Procedures for conducting training by theme and applicable law Compilation of FY2024 compliance activity reports and FY2025 action items from each division Report on other activities of the Compliance Promotion Committee since the previous meeting
86th	November 2025	Procedures for holding a compliance lecture Proposed revisions to the Compliance Whistleblower Regulations Activity report of the Chemical Substance Management Working Group Report on the results of the compliance awareness survey Interim FY2025 activity report of the Compliance Promotion Committee
87th	January 2026	Proposed FY2026 Basic Compliance Policy Proposed internal control system checklist for ADEKA Report on activities of the Compliance Promotion Committee since the previous meeting

Group Compliance Council (FY2025)

Meeting No.	Meeting Date	Contents
42nd	September 17, 2025	Status of each company's FY2024 activities Reports on FY2025 plans Schedule of training sessions and lectures

Compliance Survey

Description	Scope Coverage	Number of respondents	Response rate (%)
Compliance awareness survey (FY2025)	Domestic Group	2,560	95.8

Compliance-related education and training

- Education and training activities: level-based training, compliance leader training, theme and law-based training, in-workplace training, seminars and e-learning, etc.
- Information management and information security: revision of information management and security-related regulations and standards, and education and training
- Measures to prevent harassment: harassment prevention policy formulation and rollout to subsidiaries, and education and training
- Annual briefing on insider trading regulations
- Annual briefing on the Anti-Monopoly Act
- Preparation and distribution of educational materials using the results of a bribery risk assessment

Training Conducted in FY2025

Description	Scope
ADEKA Group Code of Conduct (2025)	ADEKA and its domestic affiliated companies
Learning about compliance through case studies (Part 1 and Part 2)	
FY2025 Anti-monopoly Act briefing	
FY2025 insider trading regulations briefing	
FY2025 compliance lecture	
Adeka Clean Aid Co., Ltd. compliance training [Harassment] [Poisonous and Deleterious Substances Control Act] [Security export control training]	

Acquisition of Management System Certification

Scope: ADEKA and ADEKA group subsidiaries (excluding the Nihon Nohyaku Group)

ISO 22301 (Business Continuity Management Systems (BCMS))	
Nov. 2013	Head Office relevant departments, Soma Plant and ADEKA LOGISTICS CORP.

BS25999 (Business Continuity Management Systems (BCMS))	
Aug. 2008	ADEKA FINE CHEMICAL TAIWAN CORP.

ISO 9001 (Quality Management Systems)	
Jun. 1993	Mie Plant
Apr. 1996	Kashima Chemicals Plant and Kashima Foods Plant
Jan. 1997	Fuji Plant
Jul. 1997	Chiba Plant
Jul. 1997	ADEKA POLYMER ADDITIVES EUROPE SAS
Oct. 1997	OXIRANE CHEMICAL CORP.
Aug. 1998	Soma Plant
Oct. 1999	ADEKA CLEAN AID CORP.
Jan. 2000	ADEKA KOREA CORP.
Oct. 2001	AMFINE CHEMICAL CORP.
Mar. 2002	ADEKA ENGINEERING & CONSTRUCTION CORP.
Mar. 2004	KUKDO CHEMICAL (KUNSHAN) CO., LTD.
May 2005	ADEKA FINE CHEMICAL (CHANGSHU) CO., LTD.
Aug. 2005	TOKYO ENVIRONMENTAL MEASUREMENT CENTER CO., LTD.
Apr. 2006	ADEKA (SINGAPORE) PTE.LTD.
Jul. 2006	ADEKA FINE CHEMICAL TAIWAN CORP.
Dec. 2006	ADEKA FINE CHEMICAL (THAILAND) CO., LTD.
Mar. 2013	AM STABILIZERS CORP.
Sep. 2018	ADEKA AL OTAIBA MIDDLE EAST LLC
Oct. 2020	ADEKA FINE CHEMICAL (ZHEJIANG) CO., LTD.

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

Coverage rate of obtaining ISO 14001 certification

ADEKA	100% (7/7)
ADEKA Group subsidiaries	33% (12/36)

FSSC 22000 (Food Safety System Certification)	
Dec. 2011	Kashima Foods Plant West Site
Dec. 2014	Kashima Foods Plant East Site
Mar. 2015	Akashi Plant
Apr. 2016	ADEKA FINE FOODS CORP.
May 2016	ADEKA (SINGAPORE) PTE.LTD.
Sep. 2016	ADEKA FOODS (CHANGSHU) CO., LTD.
Oct. 2017	ADEKA FOODS (ASIA) SDN.BHD.

Acquisition of Management System Certification

TPM Award (Total Productive Maintenance)	
1994	Chiba Plant: Excellence Award
1995	Mie Plant: Excellence Award
1995	OXIRANE CHEMICAL CORP.: Excellence Award
2000	Akashi Plant: Excellence Award
2007	Kashima Chemicals Plant and Kashima Foods Plant: Excellence Award-Special Award for TPM Achievement
2010	Fuji Plant: Award for TPM Excellence, Category A

ISO 45001/OHSAS 18001 (Occupational Health and Safety Management Systems)	
Sep. 2000	Mie Plant
Nov. 2002	Kashima Chemicals Plant and Kashima Foods Plant
Dec. 2002	Soma Plant
Mar. 2003	Akashi Plant
Oct. 2003	Chiba Plant
Dec. 2003	Fuji Plant
Jun. 2007	ADEKA FINE CHEMICAL TAIWAN CORP.
Jul. 2009	ADEKA FINE CHEMICAL (CHANGSHU) CO., LTD.
Aug. 2009	ADEKA FOODS (CHANGSHU) CO., LTD.
Apr. 2010	ADEKA KOREA CORP.
Dec. 2013	ADEKA POLYMER ADDITIVES EUROPE SAS
Sep. 2018	ADEKA AL OTAIBA MIDDLE EAST LLC
Oct. 2020	ADEKA FINE CHEMICAL (ZHEJIANG) CO., LTD.

ISO 45001 certification coverage

ADEKA	100% (7/7)
ADEKA Group subsidiaries	19% (7/36)