

Financial Summaries

(Millions of yen)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Consolidated statement of income:											
Sales (consolidated)	20,720	21,675	22,960	27,225	29,461	30,963	29,213	30,200	40,670	48,702	58,605
Japan	17,565	17,647	19,156	22,416	23,124	23,904	21,427	21,975	28,254	33,537	41,538
Asia	2,095	2,862	2,565	3,172	4,528	4,345	5,316	5,721	7,410	8,225	10,197
Others	1,059	1,165	1,238	1,637	1,809	2,713	2,470	2,504	5,005	6,939	6,869
Overseas sales ratio (%)	15.2	18.6	16.6	17.7	21.5	22.8	26.7	27.2	30.5	31.1	29.1
Sales (nonconsolidated)	19,585	20,359	21,665	25,803	28,091	28,987	26,592	28,368	38,207	45,162	49,046
Operating income	2,908	3,226	3,469	5,166	5,161	5,126	3,683	4,847	11,392	13,842	14,206
Operating income margin (%)	14.0	14.9	15.1	19.0	17.5	16.6	12.6	16.1	28.0	28.4	24.2
Ordinary income	3,031	3,447	3,493	5,255	5,156	5,227	3,725	5,094	11,821	14,136	15,098
Profit before income taxes	3,031	3,124	3,595	4,609	5,014	5,456	3,653	4,837	11,822	14,587	15,024
Profit attributable to owners of parent	1,854	1,986	2,397	3,204	3,422	3,719	2,635	3,445	8,285	10,428	10,780
Cash flow from operating activities	3,429	2,957	3,074	3,220	3,752	5,035	4,064	5,676	11,950	6,058	5,640
Cash flow from investing activities	(927)	(1,378)	(3,230)	(2,363)	(3,244)	(3,902)	(2,950)	(3,705)	(1,551)	(573)	(16,197)
Cash flow from financing activities	(505)	(839)	(1,145)	813	(1,455)	(1,493)	(1,862)	(2,238)	(1,711)	(2,790)	5,323
Cash and cash equivalents	11,631	12,561	11,132	12,729	11,813	11,582	10,798	10,517	19,809	22,284	17,878
Capital expenditure	597	1,703	1,475	4,189	3,008	5,110	3,531	972	992	1,751	15,115
Depreciation	924	954	940	1,022	1,397	1,718	1,822	2,056	1,991	1,954	2,652
Consolidated statement of financial position:											
Total assets	38,986	41,466	42,164	49,347	51,539	52,972	53,190	54,949	64,991	72,492	98,835
Property, plant and equipment	11,254	11,510	13,901	15,493	18,107	20,266	21,971	20,669	20,272	21,124	34,384
Interest-bearing debt*1	1,231	855	539	2,147	1,609	1,082	693	254	350	1,350	12,125
Net assets	30,585	33,099	33,905	36,740	39,834	42,169	43,010	45,776	52,658	59,368	69,949
Per-share indicators:											
Profit (yen)	75	80	97	131	140	152	109	145	350	442	462
Net assets (yen)	1,236	1,338	1,387	1,503	1,629	1,725	1,781	1,937	2,227	2,548	3,001
Dividend (yen)	16.00	20.00	28.00	34.00	36.00	45.00	40.00	50.00	106.00	133.00	159.00
Management indicators:											
Equity ratio (%)	78.5	79.8	80.4	74.5	77.3	79.6	80.9	83.3	81.0	81.9	70.8
ROA (%)	5.0	4.9	5.7	7.0	6.8	7.1	5.0	6.4	13.8	15.2	12.6
ROE (%)	6.3	6.2	7.2	9.1	8.9	9.1	6.2	7.8	16.8	18.6	16.7
Payout ratio (%)	21.4	24.9	28.8	25.9	25.7	29.6	36.8	34.6	30.3	30.0	34.4

*1 Excluding lease obligations

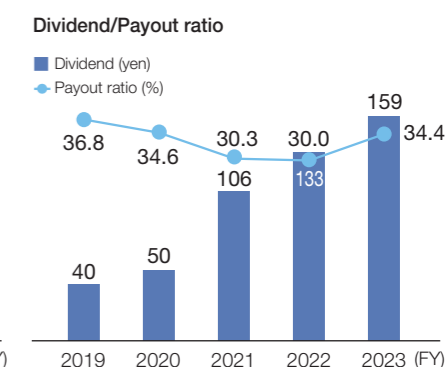
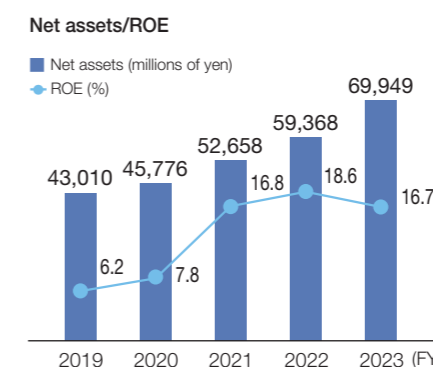
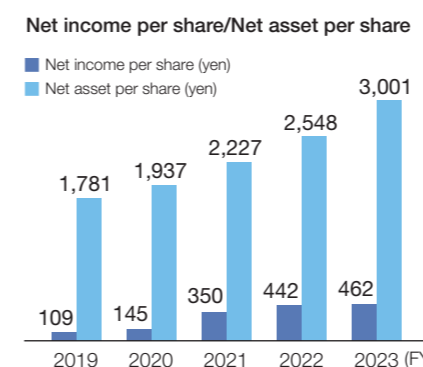
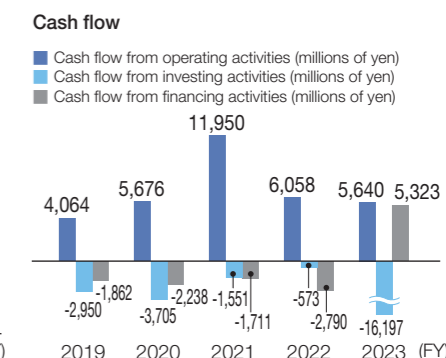
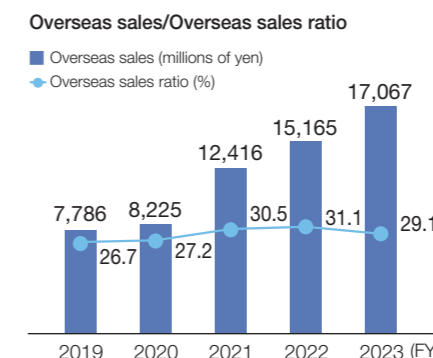
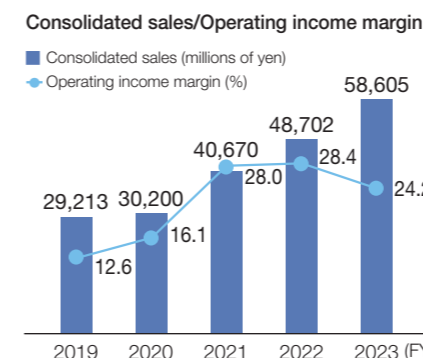
Financial and Non-Financial Summaries

Non-Financial Summaries

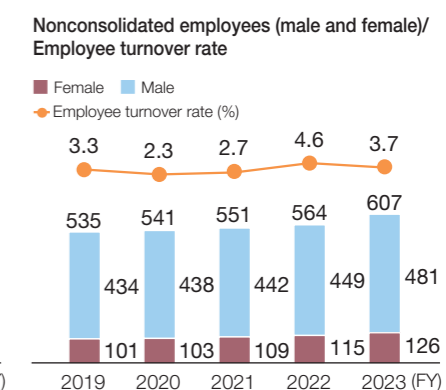
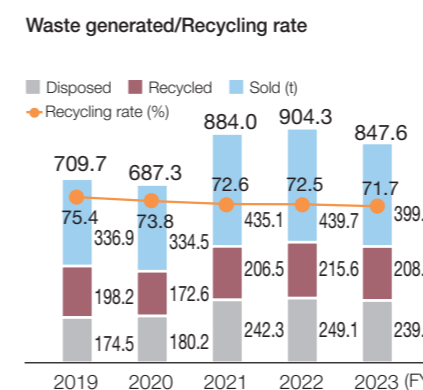
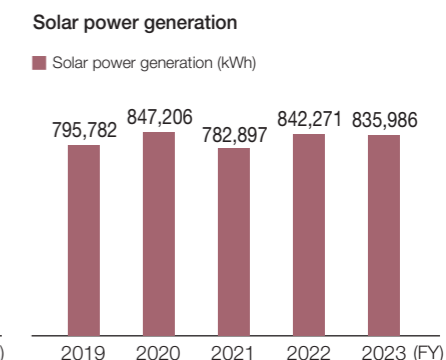
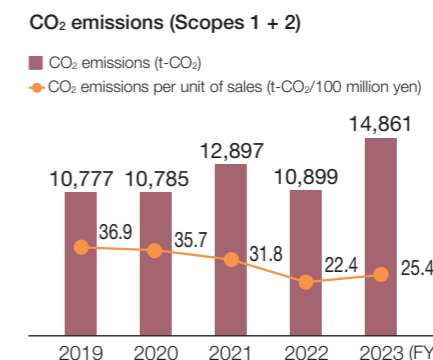
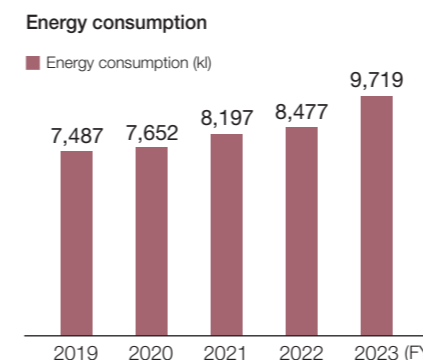
	2018	2019	2020	2021	2022	2023
CO ₂ emissions (Scopes 1+2) (t-CO ₂)* ¹	12,644	10,777	10,785	12,897	10,899	14,861
CO ₂ emissions (Scope 1) (t-CO ₂)* ¹	917	932	818	807	910	815
CO ₂ emissions (Scope 2) (t-CO ₂)* ¹	11,726	9,845	9,967	12,090	9,989	14,046
CO ₂ emissions per unit of sales (t-CO ₂ /100 million yen)* ¹	40.9	36.9	35.7	31.8	22.4	25.4
(Reference) CO ₂ emissions of nonconsolidated subsidiaries (Scope 1+2)	10	8	21	34	139	136
CO ₂ emissions (Scope 3) (t-CO ₂)	—	—	—	68,424	84,586	149,077
Total energy consumption (kl)* ^{1,2}	7,322	7,487	7,652	8,197	8,478	9,719
Of which, electricity (kl)* ^{1,2}	6,969	7,138	7,340	7,877	8,103	9,400
Of which, gas (kl)* ^{1,2}	138	137	146	137	140	81
Of which, fuel (kl)* ^{1,2}	215	212	166	183	235	238
Energy emissions per unit of sales (kl/100 million yen)* ^{1,2}	23.7	25.6	25.3	20.2	17.4	16.6
Solar power generation (kWh)	851,256	795,782	847,206	782,897	842,271	835,986
Water intake (thousand m ³)	132	144	140	117	122	118
Waste generated (t)	778.4	709.7	687.3	884.0	904.3	847.6
Volume sold (t)	403.7	336.9	334.5	435.1	439.7	399.3
Volume recycled (t)	195.4	198.2	172.6	206.5	215.6	208.3
Volume disposed (t)	179.4	174.5	180.2	242.3	249.1	239.9
Recycling rate (%)	77.0	75.4	73.8	72.6	72.5	71.7
Full-time employees (consolidated basis)	797	809	759	832	867	1,132
Temporary employees including contract and part-time workers (consolidated basis)	170	167	175	178	171	196
Full-time employees (nonconsolidated basis)	531	535	541	551	564	607
Male employees (nonconsolidated basis)	429	434	438	442	449	481
Female employees (nonconsolidated basis)	102	101	103	109	115	126
Overseas employees	120	132	87	127	136	156
Average age (years)	39.2	39.6	39.6	40.2	40.6	40.6
Male (years)	39.5	39.8	39.8	40.4	40.8	41.1
Female (years)	38.0	38.9	39.2	39.5	39.7	39.0
Average length of service (years)	15.1	15.4	15.3	15.6	15.2	14.5
Male (years)	15.2	15.4	15.2	15.7	15.3	14.6
Female (years)	15.1	15.3	15.7	15.5	15.0	13.9
Ratio of female managers (nonconsolidated basis) (%)	0.0	1.6	2.5	2.2	3.0	3.3
Ratio of employees with disabilities (%)	1.40	1.40	1.78	1.69	2.54	2.59
Ratio of foreign national employees (%)	0.6	0.4	0.4	0.4	0.8	0.9
Paid annual leave usage rate (%)	75.7	70.5	60.3	65.0	72.5	66.6
Childcare leave usage rate among female employees (%)	83.3	100	100	100	100	100.0
Childcare leave usage rate among male employees (%)	4.3	0.0	13.6	0.0	22.7	42.9
Number of new graduates hired (nonconsolidated basis) (full-time employees)	17	18	22	18	13	19
Ratio of women (%)	29.4	5.6	18.2	27.8	15.4	31.6
Number of mid-career hires (nonconsolidated basis) (full-time employees)	14	8	13	10	40	50
Ratio of women (%)	21.4	25.0	15.4	50.0	27.5	18.0
Consolidated employee turnover rate (%)* ³	4.0	3.9	2.4	3.3	5.2	3.3
Nonconsolidated employee turnover rate (%)* ³	4.3	3.3	2.3	2.7	4.6	3.7
Investment in human resources development per employee (nonconsolidated basis) (thousand yen)	—	53	37	64	79	71
Number of lost time injuries	0	0	0	0	2	1
Number of non-lost time injuries	4	7	7	3	3	3

*1 The calculation method was revised for fiscal 2022. TANKEN SEAL SEIKO CO., LTD. has been added from FY2023. Scope: Parent company and domestic and overseas consolidated companies; Period: April-March. However, PILLAR Kyusyu Corporation and NP Sangyo Corporation are included in the scope of calculation because they are closely related to the main business. Emission factors: List of Calculation Methods and Emission Factors in the Calculation, Reporting, and Publication System by the Ministry of the Environment, Emission Factors by Electric Utility by the Ministry of the Environment, and CO₂ Emissions From Fuel_2013 by the IEA
*2 Crude oil equivalent *3 Full-time employees only; excluding those reaching mandatory retirement age

Financial Indicators



Non-Financial Indicators



Waste for recycling includes scrap metal, fluorocarbon polymers scrap, waste oils, liquids, plastics, and paper
Recycling rate = (Recycled volume + Volume sold) / Total volume of waste generated × 100
Employees include only full-time employees
Employee turnover rate excludes those reaching mandatory retirement age