

ESG Data

DKK Co., Ltd.  
Updated on June 30, 2025

E: Environmental data

Item		Scope of coverage	Unit	Results		
				FY2022 (Term ended March 2023)	FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)
GHG emissions	Scope 1 + Scope 2	Consolidated	t-CO2	13,259.00	13,641.00	Being calculated (*1)
		Non-consolidated		1,869.00	1,804.00	
	Scope 1	Consolidated		2,819.00	2,630.00	
		Non-consolidated		470.00	454.00	
	Scope 2	Consolidated		10,440.00	11,011.00	
		Non-consolidated		1,399.00	1,350.00	
	Scope 3	Category 1		117,366.65	Being calculated (*1)	Being calculated
		Category 2		3,599.70		
		Category 3		2,430.48		
		Category 4		4,446.11		
		Category 5		87.17		
		Category 6		538.26		
		Category 7		874.93		
		Category 8		0.00		
		Category 9		1,127.66		
		Category 10		136.98		
		Category 11		181,323.42		
		Category 12		3.20		
		Category 13		0.96		
		Category 14		0.00		
		Category 15		0.00		
		Total		311,935.52		
	Total emissions			325,194.52		
Waste	Amount of waste discharged	Non-consolidated + Group companies in Japan	tons (t)	115.0	128.1	Being calculated (*1)
		Non-consolidated		111.6	120.3	
	Amount of recycled waste	Non-consolidated + Group companies in Japan		6,543.6	3,159.0	
		Non-consolidated		4,615.4	1,006.8	
	Waste recycling rate	Non-consolidated + Group companies in Japan	%	98.3	96.1	
		Non-consolidated		97.6	89.3	

\*Scope 3 emissions were calculated based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" by the Ministry of the Environment. Emissions of some main business partners are calculated using their respective emission intensity according to publicly available information and individual questionnaires.

\*Category 1: GHG emissions of individual construction sites with contract amounts exceeding 100 million yen supervised by the Construction Supervisory Department Headquarters were calculated, emissions of the remaining construction sites were calculated based on emission intensity.

\*Category 4: We calculated emissions of main business partners using the fuel method and ton-kilometer method based on individual questionnaires and calculated levels of other business partners using emission intensity.

\*Category 11: We prepared energy use scenarios by product and calculated emissions using emission intensity.

\*Category 12: We prepared end-of-life scenarios by product and calculated emissions using emission intensity.

\*1: Scheduled to be released at the end of September

**S: Social data (1)**

Item		Scope of coverage	Unit	Results		
				FY2022 (Term ended March 2023)	FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)
Number of employees	Male	Consolidated	employees	874	859	816
	Female			283	227	251
	Total			1,157	1,086	1,067
	Percentage of female		%	24.5	20.9	23.5
	Male	Non-consolidated	employees	508	540	498
	Female			101	108	107
	Total			609	648	605
	Percentage of female		%	16.6	16.7	17.7
Percentage of employees with disabilities		Non-consolidated	%	2.09	2.12	2.10
		Group companies in Japan <div><div>Fukoku Denko Co., Ltd. and Cybercore CO., LTD. do not have employment obligations</div></div>		Denko Co., Ltd. : 1.64 Denko Seisakusho Co., Ltd. : 2.82 Koshuha Co., Ltd. : 3.20 Denko Techno Heat Co., Ltd. : 0.00	Denko Co., Ltd. : 1.56 Denko Seisakusho Co., Ltd. : 3.03 Denko Techno Heat Co., Ltd. : 1.76	Denko Co., Ltd. : 1.59 Denko Seisakusho Co., Ltd. : 3.08 Denko Techno Heat Co., Ltd. : 1.80
Statutory employment rate of people with disabilities				2.30	2.30	2.50
Number of employees by age		Non-consolidated	employees			
Below 30	Male			70	71	59
	Female			30	30	28
	Total			100	101	87
30s	Male			66	59	48
	Female			18	20	22
	Total			84	79	70
40s	Male			121	114	114
	Female			35	30	26
	Total			156	144	140
50s	Male			186	210	199
	Female			16	25	29
	Total			202	235	228
60 and above	Male			65	86	78
	Female			2	3	2
	Total			67	89	80
Average age	Male		years old	46.8	47.7	48.4
	Female			39.0	39.9	40.3
	Total			45.5	46.4	47.0
Percentage of elderly employees (60 and above)			%	11.0	13.7	13.2

S: Social data (2)

Item		Scope of coverage	Unit	Results		
				FY2022 (Term ended March 2023)	FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)
Average number of years of service	Male	Non-consolidated	years	16.1	16.2	16.2
	Female			13.6	14.7	14.7
	Total			15.7	16.0	16.0
Number of managers	Male		managers	123	125	101
	Female			9	8	10
	Total			132	133	111
	Percentage of female managers (*2)		%	6.8	6.1	9.2
Number of team leaders	Male		leaders	124	116	117
	Female			16	17	17
	Total			140	133	134
	Percentage of female team leaders		%	11.4	12.8	12.7
Number of new graduates hired	Male		employees	14	5	5
	Female			5	3	0
	Total			19	8	5
	Percentage of female		%	26.3	37.5	0.0
Number of mid-career personnel hired	Male		employees	8	10	13
	Female			1	0	1
	Total			9	10	14
	Percentage of female		%	11.1	0.0	7.1
Number of employees leaving (including mandatory retirement)	Male		employees	44	69	81
	Female			5	7	16
	Total			49	76	97
	Percentage of female			10.2	9.0	16.5
Attrition rate (including mandatory retirement)	Company-wide attrition rate		%	8.0	11.7	16.0
	Attrition rate for personal reasons			3.8	5.4	7.9
	Three-year attrition rate for new graduates			0	4	15
Average annual salary	Male		yen	6,228,506	6,330,020	6,119,081
	Female			4,710,103	4,811,879	4,704,345
	Total			5,976,686	6,076,996	5,868,872
	Gender pay gap		%	75.6	76.0	76.9
Average total working hours per year		Non-consolidated + Group companies in Japan	hours	1,851	1,864	1,825
		Non-consolidated		1,875	1,813	1,777

\*2: The results for each fiscal year are the figures as of March 31. Target figures for sustainability KPI (targets) are as of April 1 after the end of the fiscal year.

S: Social data (3)

Item		Scope of coverage	Unit	Results		
				FY2022 (Term ended March 2023)	FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)
Paid leave utilization rate		Non-consolidated	%	66.7	76.3	69.4
Average number of days of paid leave taken			days	13	15	14
Childcare leave utilization rate	Male		%	40	80	67
	Female			100	100	100
	Total			57.1	88.8	75.0
Number of days of childcare leave taken by male employees			days	12	212	89
Number of employees using nursing care leave benefit			employees	0	2	0
Number of long-term absentees and on administrative leave				4	9	6
Percentage of employees taking health checkup			%	99.2	100.0	100.0
Percentage of employees taking stress-level test				98.9	97.8	98.2
Percentage of employees with high stress levels				1.1	1.2	0.0
Employee engagement		Consolidated		33	-	-
		Non-consolidated		33	-	-
Percentage of employees taking human rights training		Non-consolidated + Group companies in Japan		-	100	100
		Non-consolidated		-	100	100
Percentage of employees taking harassment training		Non-consolidated + Group companies in Japan		100	100	100
		Non-consolidated		100	100	100
Number of harassment violations		Non-consolidated + Group companies in Japan	cases	0	0	0
Number of occupational accidents	Overall	Non-consolidated		7	14	4
	Fatalities			0	0	0
Number of whistleblowing cases					10	10

# G: Governance data

Item		Scope of coverage	Unit	Results		
				FY2022 (Term ended March 2023)	FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)
Number of directors (*3)	Total	Non-consolidated	directors	9	9	9
Number of inside directors (*3)	Male			5	5	5
	Female			0	0	0
	Total			5	5	5
Number of outside directors (*3)	Male			3	3	3
	Female			1	1	1
	Total			4	4	4
Percentage of female directors (*3)				%	11.1	11.1
Percentage of directors who are foreign nationals (*3)			11.1		11.1	11.1
Percentage of outside directors (*3)			44.4		44.4	44.4
Average age of directors (*3)			years old	54.6	55.6	56.0
Number of Board of Directors meetings held			times	17	17	19
Attendance rate at Board of Directors meetings			%	100	99.5	100.0
Number of Nomination Committee meetings held			times	4	8	7
Attendance rate at Nomination Committee meetings			%	100	100	100
Number of Compensation Committee meetings held			times	5	4	6
Attendance rate at Compensation Committee meetings			%	100	100	100
Term of office of directors			years	1	1	1
Number of corporate auditors (*3)	Total		auditors	4	4	4
Inside corporate auditors (*3)	Male			2	2	2
	Female			0	0	0
	Total			2	2	2
Outside corporate auditors (*3)	Male			1	1	1
	Female			1	1	1
	Total			2	2	2
Percentage of female corporate auditors (*3)				%	25.0	25.0
Term of office of corporate auditors			years	4	4	4
Compensation amount for officers (*4)			million yen	224	208	208
Effectiveness evaluation of Board of Directors		times	1	1	1	
Compliance education sessions for officers and division chiefs			1	3	2	
Attendance at compliance training sessions		%	100	100	100	
Attendance at information security training sessions			100	100	100	

\*3: The figures for each fiscal year are based on those in employment as of March 31.

\*4: Compensation amount is cumulative for the fiscal year.