

ESG Data

DKK Co., Ltd.
Updated on September 30, 2026

E: Environmental data

Item		Scope of coverage	Unit	Results		
				FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)	FY2025 (Term ended March 2026)
GHG emissions	Scope 1 + Scope 2	Consolidated	t-CO2	13,641.00	14,960.93	12,337.96
		Non-consolidated		1,804.00	1,362.55	1,305.75
	Scope 1	Consolidated		2,630.00	2,590.95	2,774.53
		Non-consolidated		454.00	382.61	359.06
	Scope 2	Consolidated		11,011.00	12,369.98	9,563.43
		Non-consolidated		1,350.00	979.94	946.69
	Scope 3	Category 1		107,419.95	105,349.58	Being calculated
		Category 2		3,308.60	3,308.21	
		Category 3		2,407.35	3,827.46	
		Category 4		2,563.11	2,382.60	
		Category 5		125.22	177.50	
		Category 6		856.39	767.56	
		Category 7		1,548.31	1,486.27	
		Category 8		0.00	0.00	
		Category 9		7.97	0.00	
		Category 10		136.98	136.98	
		Category 11		201,912.67	160,201.89	
		Category 12		3.66	1.76	
		Category 13		0.96	2.07	
		Category 14		0.00	0.00	
		Category 15		0.00	0.00	
		Total		320,291.17	277,641.88	
	Total emissions			333,932.17	292,602.81	
Waste	Amount of waste discharged	Non-consolidated + Group companies in Japan	tons (t)	128.1	178.5	116.2
		Non-consolidated		120.3	167.9	111.4
	Amount of recycled waste	Non-consolidated + Group companies in Japan		3,159.0	6,276.8	3,229.8
		Non-consolidated		1,006.8	3,906.6	1,142.1
	Waste recycling rate	Non-consolidated + Group companies in Japan	%	96.1	97.2	96.7
		Non-consolidated		89.3	95.9	91.4

*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.

S: Social data (1)

Item		Scope of coverage	Unit	Results		
				FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)	FY2025 (Term ended March 2026)
Number of employees	Male	Consolidated	employees	859	816	782
	Female			227	251	242
	Total			1,086	1,067	1,024
	Percentage of female			20.9	23.5	23.6
	Male	Non-consolidated	employees	540	498	472
	Female			108	107	102
	Total			648	605	574
	Percentage of female			16.7	17.7	17.8
Percentage of employees with disabilities		Non-consolidated	%	2.12	2.10	2.57
		Group companies in Japan (Cybercore CO., LTD. does not have employment obligations)		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	Denko Co., Ltd. : 1.54 Denko Seisakusho Co., Ltd. : 3.13 Denko Techno Heat Co., Ltd. : 3.7 Fukoku Denko Co., Ltd. : 2.2
Statutory employment rate of people with disabilities				2.30	2.50	2.50
Number of employees by age		Non-consolidated	employees			
Below 30	Male			71	59	49
	Female			30	27	24
	Total			101	86	73
30s	Male			59	48	47
	Female			20	23	20
	Total			79	71	67
40s	Male			114	111	112
	Female			30	26	22
	Total			144	137	134
50s	Male			210	202	185
	Female			25	28	34
	Total			235	230	219
60 and above	Male			86	78	79
	Female			3	3	2
	Total			89	81	81
Average age	Male		years old	47.7	48.4	48.7
	Female			39.9	40.3	41.4
	Total			46.4	47.0	47.4
Percentage of elderly employees (60 and above)			%	13.7	13.4	14.1

S: Social data (2)

Item		Scope of coverage	Unit	Results		
				FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)	FY2025 (Term ended March 2026)
Average number of years of service	Male	Non-consolidated	years	16.2	16.2	17.2
	Female			14.7	14.7	16.2
	Total			16.0	16.0	17.0
Number of managers	Male		managers	125	99	99
	Female			8	10	10
	Total			133	109	109
	Percentage of female managers (*1)		%	6.1	9.2	9.2
Number of team leaders	Male		leaders	116	114	104
	Female			17	17	19
	Total			133	131	123
	Percentage of female team leaders		%	12.8	13.0	15.4
Number of new graduates hired	Male		employees	5	5	12
	Female			3	0	5
	Total			8	5	17
	Percentage of female		%	37.5	0.0	29.4
Number of mid-career personnel hired	Male		employees	10	13	10
	Female			0	1	1
	Total			10	14	11
	Percentage of female		%	0.0	7.1	9.1
Number of employees leaving (only personal reasons)	Male		employees	35	36	15
	Female			5	7	4
	Total			40	43	19
	Percentage of female		%	12.5	16.3	21.1
Attrition rate	Company-wide attrition rate (including mandatory retirement)			11.7	13.7	3.2
	Attrition rate for personal reasons			6.2	7.1	3.9
	Three-year attrition rate for new graduates			0.0	15.4	15.8
Average annual salary	Male		yen	6,330,020	6,119,081	6,758,151
	Female			4,811,879	4,704,345	5,264,050
	Total			6,076,996	5,868,872	6,492,649
	Gender pay gap		%	76.0	76.9	77.9
Average total working hours per year		Non-consolidated + Group companies in Japan	hours	1,864	1,825	1,796
		Non-consolidated		1,813	1,777	1,789

*1: 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		
				FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)	FY2025 (Term ended March 2026)
Paid leave utilization rate		Non-consolidated	%	76.3	69.4	64.7
Average number of days of paid leave taken			days	15	14	14
Childcare leave utilization rate	Male		%	80	67	60
	Female			100	100	100
	Total			88.8	75.0	77.8
Number of days of childcare leave taken by male employees			days	212	89	123
Number of employees using nursing care leave benefit			employees	2	0	0
Number of long-term absentees and on administrative leave				9	6	5
Percentage of employees taking health checkup			%	100	100	100
Percentage of employees taking stress-level test				97.8	98.2	98.6
Percentage of employees with high stress levels				7.0	8.5	6.3
Employee engagement		Non-consolidated + Group companies in Japan		-	-	36
		Non-consolidated		-	-	34
Percentage of employees taking human rights training		Non-consolidated + Group companies in Japan		100	100	100
		Non-consolidated		100	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	1	0	2
Number of occupational accidents	Overall	Non-consolidated		14	4	8
	Fatalities			0	0	0
Number of whistleblowing cases					10	5

G: Governance data

Item		Scope of coverage	Unit	Results		
				FY2023 (Term ended March 2024)	FY2024 (Term ended March 2025)	FY2025 (Term ended March 2026)
Number of directors (*2)	Total	Non-consolidated	directors	9	9	9
Number of inside directors (*2)	Male			5	5	5
	Female			0	0	0
	Total			5	5	5
Number of outside directors (*2)	Male			3	3	3
	Female			1	1	1
	Total			4	4	4
Percentage of female directors (*2)				%	11.1	11.1
Percentage of directors who are foreign nationals (*2)			11.1		11.1	11.1
Percentage of outside directors (*2)			44.4		44.4	44.4
Average age of directors (*2)			years old	55.6	56.0	56.4
Number of Board of Directors meetings held			times	17	19	17
Attendance rate at Board of Directors meetings			%	99.5	100	100
Number of Nomination Committee meetings held			times	8	7	8
Attendance rate at Nomination Committee meetings			%	100	100	100
Number of Compensation Committee meetings held			times	4	6	5
Attendance rate at Compensation Committee meetings			%	100	100	100
Term of office of directors			years	1	1	1
Number of corporate auditors (*2)	Total		auditors	4	4	4
Inside corporate auditors (*2)	Male			2	2	2
	Female			0	0	0
	Total			2	2	2
Outside corporate auditors (*2)	Male			1	1	1
	Female			1	1	1
	Total			2	2	2
Percentage of female corporate auditors (*2)				%	25.0	25.0
Term of office of corporate auditors			years	4	4	4
Compensation amount for officers (*3)			million yen	208	208	258
Effectiveness evaluation of Board of Directors			times	1	1	1
Compliance education sessions for officers and division chiefs		3		2	2	
Attendance at compliance training sessions		%	100	100	100	
Attendance at information security training sessions			100	100	100	

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

*3: Compensation amount is cumulative for the fiscal year.