

1. Environment

"Organo Group" refers to Organo Corporation and its consolidated group companies.

Item		Scope	FY2021	FY2022	FY2023	FY2024	FY2025	
GHG emissions (t-CO2) ^{*1*2}	Scope 1	Organo Group	3,148	3,490	3,365	3,296	3,561	
		Organo Corporation	2,146	2,720	2,500	2,676	2,681	
		Group companies in Japan	460	186	435	168	453	
		Overseas group companies	542	585	430	452	427	
	Scope 2	Organo Group ^{*3}	6,970	7,879	3,372	2,927	2,408	
		Organo Corporation ^{*4}	5,446	6,274	1,851	1,390	926	
		Organo Corporation ^{*5}	5,318	6,240	1,897	1,382	908	
		Group companies in Japan ^{*4}	823	819	708	734	663	
		Group companies in Japan ^{*5}	801	777	778	720	649	
		Overseas group companies ^{*5}	701	785	814	804	819	
	Scope 3	1. Purchased goods and services	Organo Group	320,645	425,920	428,934	340,344	372,511
			Organo Corporation	187,724	239,870	246,194	195,573	229,228
			Group companies in Japan	35,531	35,257	37,969	33,798	31,186
			Overseas group companies	97,390	150,793	144,771	110,973	112,097
		2. Capital goods	Organo Group	8,831	8,759	4,989	7,161	9,255
			Organo Corporation	8,650	8,454	4,041	6,012	7,351
			Group companies in Japan	5	54	45	89	157
			Overseas group companies	176	251	903	1,060	1,747
		3. Fuel- and energy-related activities (not included in Scope 1 or 2)	Organo Group	2,752	2,603	1,446	1,279	1,269
			Organo Corporation	1,586	1,690	882	955	861
			Group companies in Japan	236	168	232	160	220
			Overseas group companies	930	745	332	164	188
		4. Upstream transportation and distribution	Organo Group	16,500	23,912	14,133	12,165	20,572
			Organo Corporation	6,078	6,179	5,404	5,774	6,385
			Group companies in Japan	2,035	2,084	2,030	2,048	1,607
			Overseas group companies	8,387	15,649	6,699	4,343	12,579
		5. Waste generated in operations	Organo Group	3,021	2,822	3,505	3,981	3,873
			Organo Corporation	1,527	1,309	1,831	2,128	2,155
			Group companies in Japan	713	652	632	552	384
			Overseas group companies	781	861	1,042	1,301	1,334
6. Business travel		Organo Group	303	305	313	334	351	
		Organo Corporation	143	142	151	163	172	
		Group companies in Japan	61	62	62	62	66	
		Overseas group companies	99	101	100	109	113	
7. Employee commuting		Organo Group	583	587	604	644	676	
		Organo Corporation	295	292	308	330	351	
		Group companies in Japan	111	113	113	114	120	
		Overseas group companies	177	182	183	200	205	
8. Upstream leased assets		Organo Group	53	58	63	57	33	
		Organo Corporation	Not applicable					
	Group companies in Japan	53	58	63	57	33		
	Overseas group companies	Not applicable						
9. Downstream transportation and distribution	Organo Group	553	654	496	417	486		
	Organo Corporation	380	510	367	348	422		
	Group companies in Japan	0	0	0	0	0		
	Overseas group companies	173	144	130	69	63		
10. Processing of sold products	Organo Group	Not applicable						
	Organo Corporation	Not applicable						
	Group companies in Japan	Not applicable						
	Overseas group companies	Not applicable						

*1 Totals may not match due to rounding

*2 As a group company was removed from the consolidated accounts at the start of FY2025, it has been excluded from calculations for that financial year and onwards. Consequently, figures for previous periods have been adjusted retrospectively in line with the current scope of consolidation. Additionally, updated the figures to reflect the enhanced accuracy of the collected data.

*3 Calculated using the market-based method for Organo Group in Japan, and the location-based method for overseas group companies

*4 Market-based method

*5 Location-based method

1. Environment (continued)

"Organo Group" refers to Organo Corporation and its consolidated group companies.

Item			Scope	FY2021	FY2022	FY2023	FY2024	FY2025	
GHG emissions (t-CO2) (Continued)	Scope 3 (Continued)	11. Use of sold products	Organo Group	571,487	955,500	1,036,558	826,017	1,118,059	
			Organo Corporation	236,505	476,435	278,905	411,677	421,717	
			Group companies in Japan	0	167	5	38	0	
			Overseas group companies	334,982	478,898	757,648	414,302	696,342	
		12. End-of-life treatment of sold products	Organo Group	5,798	4,967	5,427	6,406	9,435	
			Organo Corporation	4,424	4,198	4,603	4,452	6,741	
			Group companies in Japan	162	158	193	189	195	
			Overseas group companies	1,212	611	631	1,765	2,498	
		13. Downstream leased assets	Organo Group	45,137	38,650	51,241	70,897	75,343	
			Organo Corporation	44,442	37,722	50,343	69,897	73,938	
			Group companies in Japan	282	277	302	321	472	
			Overseas group companies	413	651	596	679	933	
		14. Franchises	Organo Group	Not applicable					
			Organo Corporation						
			Group companies in Japan						
	Overseas group companies								
	15. Investments	Organo Group	Not applicable						
		Organo Corporation							
		Group companies in Japan							
		Overseas group companies							
	Total	Organo Group	975,663	1,464,737	1,547,710	1,269,701	1,611,863		
		Organo Corporation	491,754	776,801	593,029	697,309	749,322		
		Group companies in Japan	39,189	39,050	41,646	37,428	34,442		
		Overseas group companies	444,720	648,886	913,035	534,964	828,099		
Scope 1 + 2	Organo Group	10,118	11,369	6,737	6,223	5,970			
	Organo Corporation	7,592	8,994	4,350	4,066	3,607			
	Group companies in Japan	1,284	1,005	1,143	902	1,116			
	Overseas group companies	1,242	1,370	1,244	1,255	1,247			
Scope 1 + 2 + 3	Organo Group	985,781	1,476,106	1,554,447	1,275,925	1,617,833			
	Organo Corporation	499,346	785,795	597,379	701,375	752,929			
	Group companies in Japan	40,473	40,056	42,789	38,330	35,558			
	Overseas group companies	445,962	650,255	914,279	536,219	829,346			
GHG emission intensity (t-CO2 /million yen) ^{*6 *7}			Organo Group	0.091	0.087	0.045	0.038	0.034	
			Organo Corporation	0.108	0.115	0.047	0.041	0.034	
Energy consumption (MWh) ^{*6}	Fuel	Renewable fuel	Sustainable biomass	Organo Group	0	0	0	0	0
			Other biomass	Organo Group	0	0	0	0	0
			Other renewable fuel	Organo Group	0	0	0	0	0
		Coal	Organo Group	0	0	0	0	0	
		Oil	Organo Group	5,819	5,167	4,856	4,076	5,310	
		Natural gas	Organo Group	8,418	11,147	11,655	12,313	11,959	
		Other non-renewable fuel	Organo Group	0	0	0	0	0	
		Total	Organo Group	14,237	16,314	16,512	16,389	17,269	
	Purchased or acquired electricity	From renewable energy	Organo Group	0	577	10,608	10,984	12,375	
		From non-renewable energy	Organo Group	15,182	16,775	7,331	6,381	5,128	
		Renewable energy utilization rate (%) ^{*8}	Organo Group	0.0	3.3	59.1	63.3	70.7	
		Total	Organo Group	15,182	17,352	17,938	17,365	17,503	
	Total	Organo Group	29,419	33,666	34,450	33,753	34,772		

*6 As a group company was removed from the consolidated accounts at the start of FY2025, it has been excluded from calculations for that financial year and onwards. Consequently, figures for previous periods have been adjusted retrospectively in line with the current scope of consolidation.

*7 Emissions per million yen of net sales

*8 Percentage of electricity consumption from renewable sources in purchased or acquired electricity

1. Environment (continued)

"Organo Group" refers to Organo Corporation and its consolidated group companies.

Item		Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Water withdrawal (m ³) ^{*9}		Organo Group in Japan	624,755	618,948	801,744	750,064	723,537
		Organo Corporation	-	-	796,501	744,807	718,522
		Group companies in Japan	-	-	5,243	5,257	5,015
Water discharge (m ³) ^{*9}		Organo Group in Japan	538,819	587,049	790,922	737,481	712,770
		Organo Corporation	-	-	786,835	733,474	709,182
		Group companies in Japan	-	-	4,087	4,007	3,588
Water consumption (m ³) ^{*9}		Organo Group in Japan	85,936	31,899	10,822	12,583	10,767
		Organo Corporation	-	-	9,666	11,333	9,340
		Group companies in Japan	-	-	1,156	1,250	1,427
Waste (t) ^{*10 *11}	Total amount of waste generated	Organo Group in Japan	1,171	2,795	3,217	3,483	3,836
		Organo Corporation	-	1,461	1,843	2,812	2,930
		Group companies in Japan	-	1,334	1,374	672	906
	Waste diverted from disposal (recycled)	Organo Group in Japan	554	356	355	354	290
		Organo Corporation	-	217	220	231	200
		Group companies in Japan	-	139	135	123	90
	Waste directed to disposal	Organo Group in Japan	617	2,439	2,862	3,129	3,547
		Organo Corporation	-	1,244	1,623	2,581	2,730
		Group companies in Japan	-	1,195	1,239	549	816
	Recycling rate (%) ^{*12}	Organo Group in Japan	47.3	12.7	11.0	10.2	7.6
		Organo Corporation	-	14.9	11.9	8.2	6.8
		Group companies in Japan	-	10.4	9.8	18.3	9.9
Air emissions (t)	NOx emissions	Organo Corporation	-	-	-	-	-
	SOx emissions	Organo Corporation	-	-	-	-	-
Ratio of sites with ISO 14001 certification (%) ^{*13}	Organo Corporation	9.1	9.1	9.1	9.1	9.1	
	Overseas group companies	28.6	28.6	28.6	28.6	33.3	
Non-compliance with environmental laws and regulations (cases)		Organo Corporation	0	0	0	0	0

^{*9} Scope until FY2022: Headquarters, R&D Center, Tsukuba Factory, Iwaki Factory, and Organo Food Tech Corporation main factory;
Scope from FY2023: Organo Group in Japan

^{*10} Scope until FY2021: Headquarters, R&D Center, Tsukuba Factory, Iwaki Factory, and Organo Food Tech Corporation main factory;
Scope from FY2022: Organo Corporation and Group companies in Japan

^{*11} Figures for FY2022 and onwards have been corrected due to errors

^{*12} Waste diverted from disposal (recycled) / Total amount of waste generated

^{*13} Organo Corporation: Number of certified sites / Total number of sites;

Overseas group companies: Number of certified companies / Number of group companies at the end of each financial year

2. Social

"Organo Group" refers to Organo Corporation and its consolidated group companies.

Item			Scope	FY2021	FY2022	FY2023	FY2024	FY2025	
Number of employees (persons)			Organo Group	2,476	2,506	2,512	2,660	2,658	
			Organo Corporation	1,090	1,085	1,142	1,227	1,283	
			Group companies in Japan	532	542	489	483	509	
			Overseas group companies	854	879	881	950	866	
Number of male employees (persons)			Organo Corporation	897	880	933	1,002	1,041	
Number of female employees (persons)			Organo Corporation	193	205	209	225	242	
Ratio of female employees (%) ^{*1}			Organo Corporation	17.7	18.9	18.3	18.3	18.9	
Number of employees by age group (persons)			Male	Under 30	128	124	132	143	141
				30 to 50	465	442	473	507	557
				Over 50	304	314	328	352	343
			Female	Under 30	49	47	43	48	55
				30 to 50	75	81	91	103	112
				Over 50	69	77	75	74	75
			Total	Under 30	177	171	175	191	196
				30 to 50	540	523	564	610	669
				Over 50	373	391	403	426	418
Employee turnover (persons)			Male	Organo Corporation	17	19	19	15	20
				Of which resigned for personal reasons	Organo Corporation	17	17	16	14
			Female	Organo Corporation	1	1	4	4	2
				Of which resigned for personal reasons	Organo Corporation	1	1	4	4
			Total	Organo Corporation	18	20	23	19	22
				Of which resigned for personal reasons	Organo Corporation	18	18	20	18
Employee turnover rate (%) ^{*2}			Male	Organo Corporation	1.9	2.2	2.0	1.5	1.9
				Of which resigned for personal reasons ^{*3}	Organo Corporation	1.9	1.9	1.7	1.4
			Female	Organo Corporation	0.5	0.5	1.9	1.8	0.8
				Of which resigned for personal reasons ^{*3}	Organo Corporation	0.5	0.5	1.9	1.8
			Total	Organo Corporation	1.6	1.8	2.0	1.5	1.7
				Of which resigned for personal reasons ^{*3}	Organo Corporation	1.6	1.7	1.8	1.5
Management staff ^{* Excluding officers}			Total (persons)	Organo Group in Japan	-	-	-	627	701
				Organo Corporation	374	379	405	478	546
				Group companies in Japan	-	-	-	149	155
			Of which, male	Organo Group in Japan	-	-	-	600	669
				Organo Corporation	358	359	381	453	517
				Group companies in Japan	-	-	-	147	152
			Of which, female	Organo Group in Japan	-	22	25	26	30
				Organo Corporation	16	20	23	24	27
				Group companies in Japan	-	2	2	2	3
			Of which, foreign nationals	Organo Group in Japan	-	-	1	1	2
				Organo Corporation	0	0	1	1	2
				Group companies in Japan	-	-	0	0	0
			Ratio of female (%) ^{*4}	Organo Group in Japan	-	-	-	4.2	4.3
Organo Corporation	4.3	4.5		5.0	4.7	4.9			
Group companies in Japan	-	-		-	1.3	1.9			
Employees with disabilities ^{*5}			Number of employees (persons)	Organo Corporation	19	19	31	27	34.5
			Employment rate (%)	Organo Corporation	2.29	2.13	2.49	2.64	2.48
Average monthly overtime hours			Organo Corporation	30.3	28.4	25.5	22.4	22.8	
Average age (years)			Organo Corporation	43.6	43.9	43.7	43.5	43.7	
Average length of service (years)			Average	Organo Corporation	16.3	16.6	16.5	15.6	15.5
			Male	Organo Corporation	16.6	17.1	16.9	16.0	16.0
			Female	Organo Corporation	14.7	14.4	14.5	13.7	13.5

*1 Number of female employees / Total number of employees

*2 Employee turnover / Total number of employees

*3 Number of employees resigned for personal reasons / Total number of employees

*4 For FY2021 and Group companies in Japan, number of female managers / Total number of managers. For Organo Corporation from FY2022 onwards, calculated based on the provisions of the Act on Promotion of Women's Participation and Advancement in the Workplace

*5 Calculated based on "statutory employment rate" as defined in the Act on Employment Promotion etc. of Persons with Disabilities

2. Social (continued)

"Organo Group" refers to Organo Corporation and its consolidated group companies.

Item		Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Average annual salary (yen)	Average	Organo Corporation	8,083,000	8,210,000	8,521,103	9,073,000	10,366,118
	Male	Organo Corporation	-	8,732,679	8,987,140	9,700,000	10,834,004
	Female	Organo Corporation	-	5,960,903	6,447,353	7,134,000	8,361,167
Annual paid leave	Average days granted ^{*6}	Organo Corporation	18.4	18.5	18.3	21.5	20.9
	Average days taken ^{*6}	Organo Corporation	9.7	11.1	11.7	12.8	12.8
	Average utilization rate (%) ^{*7}	Organo Corporation	52.8	60.0	63.9	59.6	60.9
New graduate hires (persons)	Total	Organo Corporation	33	25	24	29	45
	Of which, male	Organo Corporation	21	17	18	21	32
	Of which, female	Organo Corporation	12	8	6	8	13
Mid-career hires (persons)	Total	Organo Corporation	21	25	45	79	52
	Of which, male	Organo Corporation	17	18	36	66	38
	Of which, female	Organo Corporation	4	7	9	13	14
Number of employees eligible for childcare leave (persons)	Total	Organo Corporation	-	-	40	40	45
	Of which, male	Organo Corporation	-	-	34	33	35
	Of which, female	Organo Corporation	-	-	6	7	10
Number of employees taking childcare leave (persons)	Total	Organo Corporation	9	24	32	32	38
	Of which, male ^{*8}	Organo Corporation	6	21	26	25	28
	Of which, female	Organo Corporation	3	3	6	7	10
Childcare leave utilization rate (%) ^{*9}	Average ^{*8}	Organo Corporation	23.1	58.5	80.0	80.0	84.4
	Male ^{*8}	Organo Corporation	16.2	55.3	76.5	75.8	80.0
	Female	Organo Corporation	100.0	100.0	100.0	100.0	100.0
Rate of return-to-work after childcare leave (%)	Organo Corporation	100.0	100.0	100.0	100.0	100.0	
Training hours per employee (hours/person)	Organo Corporation	-	-	-	-	-	
Training cost per employee (yen/person)	Organo Group	Organo Group	56,967	58,309	67,555	82,753	102,333
	Organo Corporation	Organo Corporation	109,883	115,985	122,098	139,991	156,041
	Group companies in Japan	Group companies in Japan	15,286	8,672	29,328	45,696	78,954
	Overseas group companies	Overseas group companies	6,427	8,155	11,045	22,225	28,073
Human rights-related training completion rate (%) ^{*10}	Organo Group in Japan	Organo Group in Japan	-	-	100.0	100.0	100.0
Gender wage gap among workers (%) ^{*11}	Average	Organo Corporation	-	68.3	71.7	75.0	77.2
	Regular employees	Organo Corporation	-	73.9	75.9	80.1	81.3
	Non-regular employees ^{*12}	Organo Corporation	-	48.5	58.4	58.4	66.2
Labor union members (persons) ^{*13}	Organo Corporation	576	573	604	654	739	
Labor union membership rate (%) ^{*14}	Organo Corporation	100.0	100.0	100.0	100.0	100.0	
Workplace accidents ^{*15}	Number of occurrences (cases)	Organo Group in Japan	7	8	12	5	13
		Organo Corporation	5	2	7	3	10
		Group companies in Japan	2	6	5	2	3
	Frequency rate (%) ^{*16}	Organo Group in Japan	0.68	0.68	0.70	0.00	0.96
		Organo Corporation	0.00	0.00	1.00	0.00	0.90
		Group companies in Japan	1.05	2.18	0.00	0.00	1.11
	Severity rate (%) ^{*17}	Organo Group in Japan	0.004	0.036	0.001	0.000	0.002
		Organo Corporation	0.000	0.000	0.002	0.000	0.000
		Group companies in Japan	0.013	0.088	0.000	0.000	0.002
Number of serious lost-time injuries (cases) ^{*15 *18}	Organo Group	Organo Group	-	6	6	4	4
	Organo Corporation	Organo Corporation	-	3	3	0	2
	Group companies in Japan	Group companies in Japan	-	3	1	3	0
	Overseas group companies	Overseas group companies	-	0	2	1	2
Social contribution expenditure (millions of yen)	Organo Corporation	9.74	7.53	18.80	3.46	4.65	

*6 Average in all employees

*7 Number of paid-leave days taken / number of paid-leave days granted (aggregated from January 1 of the previous year to December 31 of the relevant year)

*8 The figures for FY2024 have been corrected due to an error.

*9 Percentage of employees taking childcare leave based on the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members and the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members

*10 Calculated based on the number of employees enrolled at the end of the previous fiscal year

*11 Calculated based on the provisions of the Act on Promotion of Women's Participation and Advancement in the Workplace

*12 Includes contract employees and entrusted employees, but excludes part-time workers

*13 Excludes managers, some employees engaged in management-related operations, and fixed-term employees

*14 Number of labor union members / Number of employees eligible for labor union membership (union shop adopted)

*15 Excludes injuries inflicted in traffic accidents

*16 Number of casualties due to workplace accidents / Total actual working hours × 1,000,000

*17 Total number of working days lost / Total actual working hours × 1,000

*18 Lost time of four days or more. Includes workplace accidents and commuting accidents. Includes partner companies.

Organo Group's figure for FY2022 has been corrected due to an error.

3. Corporate Governance

"Organo Group" refers to Organo Corporation and its consolidated group companies.

Item		Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Directors	Total (persons)	Organo Corporation	9	9	9	9	9
	Of which, female	Organo Corporation	0	0	1	2	2
	Of which, outside	Organo Corporation	3	3	5	5	5
	Ratio of female directors (%) ^{*1}	Organo Corporation	0.0	0.0	11.1	22.2	22.2
	Ratio of outside directors (%) ^{*2}	Organo Corporation	33.3	33.3	55.6	55.6	55.6
Audit and supervisory board members	Total (persons)	Organo Corporation	3	3	3	3	3
	Of which, female	Organo Corporation	1	1	0	0	0
	Of which, outside	Organo Corporation	2	2	2	2	2
	Ratio of female audit and supervisory board members (%) ^{*3}	Organo Corporation	33.3	33.3	0.0	0.0	0.0
	Ratio of outside audit and supervisory board members (%) ^{*4}	Organo Corporation	66.7	66.7	66.7	66.7	66.7
Executive officers	Total (persons)	Organo Corporation	17	15	15	14	12
	Of which, male (persons)	Organo Corporation	17	15	15	14	12
	Of which, female	Organo Corporation	0	0	0	0	0
	Of which, foreign nationals	Organo Corporation	0	0	0	0	0
	Ratio of female executive officers (%) ^{*5}	Organo Corporation	0.0	0.0	0.0	0.0	0.0
Political contributions and lobbying expenditure (millions of yen)	Organo Corporation	0.00	0.02	0.00	0.00	0.00	
R&D expenses (millions of yen) ^{*6}	Organo Group	2,146	2,615	2,829	3,253	3,371	
Number of patents and utility models (cases)	Organo Group in Japan	735	785	803	839	893	
Number of legal violations (cases)	Organo Group in Japan	0	0	0	0	0	
	Overseas group companies	0	0	0	0	0	

*1 Number of female directors / Total number of directors.

*2 Number of outside directors / Total number of directors

*3 Number of female audit and supervisory board members / Total number of audit and supervisory board members

*4 Number of outside audit and supervisory board members / Total number of audit and supervisory board members

*5 Number of female executive officers / Total number of executive officers

*6 Total R&D expenses of the water treatment engineering business and performance products business