

Non-Financial Data

Here we introduce various indicators and data relating to CSR issues. For details about our efforts to address the issues, please see the relevant text on our website.

★ Independently assured indicators

Initiatives for the global environment*1 >

Item	Boundary	Unit	FY2017	FY2018	FY2019
Energy input ^{*2} ★	Japan and Overseas	GJ	23.2×10 ⁶	25.3×10 ⁶	24.9×10 ⁶
Total CO ₂ emissions ^{*3}	Japan and Overseas	Million t-CO ₂		4.6	4.4
Avoided CO ₂ emissions ^{*4}	Japan and Overseas	Million t-CO ₂		3.5	3.3
Group CO ₂ ^{*3} emissions ^{*5} ★	Japan and Overseas	Million t-CO ₂	1.41	1.48	1.43
CO ₂ emissions associated with use of company vehicles ★	Japan	Thousand t-CO ₂	6.90	6.75	6.41
CO ₂ emissions in logistics ★	Japan	Thousand t-CO ₂	8.98	8.65	7.08
Year-on-year rate of CO ₂ emissions per unit in logistics ★	Japan	FY2011=1.00	1.10	1.10	1.05
CO ₂ emissions from offices ★	Japan	Thousand t-CO ₂	6.9	5.6	5.5
Chemical substances handled ★	Japan and Overseas	Thousand t	477	475	488
Hazardous chemical substance emissions ^{*6}	Japan and Overseas	t	736	903	803 ★
Hazardous chemical substance emissions per sales unit	Japan and Overseas	kg/¥100 million	88.1	101.6	94.1
Chemical substance emissions ^{*7} ★	Japan and Overseas	Thousand t	1.81	2.08	1.75
VOC emissions ★	Japan and Overseas	Thousand t	1.72	1.99	1.66

Item	Boundary	Unit	FY2017	FY2018	FY2019
Freshwater intake ^{*8} ★	Japan and Overseas	Million t	73.4	69.4	69.9
Freshwater intake per sales unit	Japan and Overseas	Thousand t/¥100 million	8.80	7.81	8.18
Water discharged ^{*9} ★	Japan and Overseas	Million t	68.2	65.7	61.7
COD load ^{*10}	Japan and Overseas	t	335	322	412
BOD load ^{*10}	Japan and Overseas	t	75	68	52
COD load ^{*10} +BOD load ^{*10} ★	Japan and Overseas	t	410	390	464
SOx emissions★	Japan and Overseas	Thousand t	2.19	2.45	2.49
NOx emissions★	Japan and Overseas	Thousand t	1.81	1.65	1.55
Landfill waste	Japan and Overseas	Thousand t		17.4	16.3★
Landfill waste volume per sales unit	Japan and Overseas	t/¥100 million		1.96	1.91
Total waste★	Japan and Overseas	Thousand t	57.5	80.0	83.8
Waste with no effective use ^{*11} ★	Japan and Overseas	Thousand t	3.9	23.6	19.1

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

*2 Energy is calculated by per-unit calorific values according to the Act on the Rational Use of Energy. The amount of energy sold to other companies is not included.

*3 Includes CO₂, methane and nitrous oxide.

*4 Reduction effect calculated downstream in the supply chain by Teijin product.

*5 CO₂ emissions are calculated according to the coefficients specified in the Law Concerning the Promotion of Measures to Cope with Global Warming (adjusted emissions coefficients of individual electric power companies are used for power purchased in Japan, and latest available IEA country-specific emissions coefficients are used for power purchased overseas.) However, for power purchased overseas, where known, power company-specific emissions coefficients are used for the calculations. We deduct an amount of CO₂ emissions corresponding to the amount of energy sold to other companies.

*6 Of the Class 1 chemical substances listed in the Chemical Substances Management Law and chemical substances designated by the Japan Chemical Industry Association, the figures shown are the total of emissions into the atmosphere, water, soil, and landfill amounts that are hazardous to the aquatic environment or the ozone layer.

*7 For emissions of Class 1 chemical substances listed in the Chemical Substances Management Law and chemical substances designated by the Japan Chemical Industry Association, the figures shown are the total of emissions into the atmosphere, soil and water, and landfill amounts within business sites.

*8 The amount of freshwater intake is the total of industrial water, groundwater and tap water.

*9 The amount of water discharged includes seawater used for cooling.

*10 Applies to wastewater discharged into rivers, oceans and lakes.

*11 Waste with no effective use refers to waste incinerated without heat recovery and waste for landfill.

Security, disaster prevention and occupational safety activities^{*1} >

Item	Boundary	Unit	FY2017	FY2018	FY2019
Number of serious accidents ^{*2} and disasters (explosions/fires) ^{*3} ★	Japan and Overseas	Number of cases	0	0	0
Number of serious accidents and disasters (leaks/spills/other) ★	Japan and Overseas	Number of cases	0	0	0
Number of disaster-prevention diagnoses	Japan and Overseas	Number of cases	4	3	4
Number of mini-disaster-prevention diagnoses	Japan and Overseas	Number of cases	10	18	11
Lost-time injury frequency rate ^{*4} ★	Japan and Overseas	—	0.38	0.37	0.22

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

*2 A serious accident refers to explosions or fire accidents, accidents involving leakage or outflow of hazardous materials or hazardous substances, which have caused human damage (lost-time injury accidents), or have affected the local community, or have involved full-scale company-external support.

*3 Figures are calculated based on calendar years.

*4 Lost-time injury frequency rate indicates the number of lost-time injured persons per one million working hours (figures are calculated based on calendar years).

ESH-related accounting^{*1} >

Item	Boundary	Unit	FY2017	FY2018	FY2019
Environmental preservation investments	Japan and Overseas	Billions of yen	1.2	1.8	1.6
Safety and disaster prevention, and health investments	Japan and Overseas	Billions of yen	1.7	2.0	2.8
Safety and disaster prevention, and health expenses	Japan and Overseas	Billions of yen	5.1	6.6	7.5
Safety and disaster prevention, and health expenses	Japan and Overseas	Billions of yen	2.3	2.2	2.2

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

ESH management activities^{*1} >

Item	Boundary	Unit	FY2017	FY2018	FY2019
Number of participants in ESH educational workshops (basic class, management session, advanced session)	Japan	People	193	98	259
Number of certified internal auditors (1st-grade, 2nd-class)	Japan	People	49	40	35

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

Corporate ethics and compliance >

Item	Boundary	Unit	FY2017	FY2018	FY2019
Number of consultations/reports from within the Company	Japan and Overseas	Number of consultations/reports	95	132	116
Participation rate in corporate ethics workshop for all employees	Japan	%	92	91	89
Participation rate in corporate ethics workshop for all employees	Overseas	%	53	51	61
Response rate for check sheets to survey all employees at the corporate ethics workshop	Japan	%	99	99	99
Number of participants in level-based workshop training	Japan	People	321	296	344
Number of participants in training for promoting-managers	Japan	People	59	58	53
Number of participants in compliance e-learning	Japan	People	479	518	544

Diversity and inclusion >

Item	Boundary	Unit	FY2017	FY2018	FY2019
Number of newly recruited career-oriented female university graduates ¹ ★	Four companies in Japan ²	People	33	30	33
Ratio of newly recruited career-oriented female university graduates ¹ ★	Four companies in Japan ²	%	29	26	24
Number of female executives at Teijin Limited	Japan and Overseas	People	2	3	3
Number of foreign-national executives at Teijin Limited	Japan and Overseas	People	3	3	3
Number of female employees in managerial positions (equivalent of section manager or above) at Teijin Limited★	Four companies in Japan ²	People	98	109	116
Percentage of number of female employees in managerial positions (equivalent of section manager or above) at Teijin Limited ³ ★	Four companies in Japan ²	%	4.2	4.5	4.8
Number of female employees in senior managers ⁴	United States	People			2
Number of female global core talent ⁵	Europe	People			0

Item	Boundary	Unit	FY2017	FY2018	FY2019
Percentage of number of female employees in managerial positions at overseas group companies* ³ ★	Overseas	%	20	21	31
Number of rehired employees through the Hello-Again System	Two companies in Japan ⁶	People (cumulative total)	14	14	16
Number of employees using reemployment systems (postretirement continued employment system)* ⁷ ★	Japan	People	90	114	114
Number of employees with disabilities ★	Japan ⁸	People	225	235	249
Number of group companies failed to meet the statutory employment rate ★	Japan	Company	13	10	8
Overtime hours per month ★	Four companies in Japan ²	Hour/month	12.9	13.3	13.0
Rate of taking annual paid holidays ★	Four companies in Japan ²	%	73	78	83
Number of employees taking childcare leave ★	Four companies in Japan ²	People	207	192	196
Number of employees taking childcare leave (males) ★	Four companies in Japan ²	People	73	60	64
Number of employees taking nursing care leave ★	FY2017: Two companies in Japan ⁶ FY2018: Four companies in Japan ²	People	4	5	3
Number of employees on shorter working hours for nursing care	Two companies in Japan ⁶	People	2	5	4
Number of employees using the Volunteer Leave System	Two companies in Japan ⁶	People	10	12	11

*1 The number of recruits in new university graduate career-oriented posts is calculated from the number of new career-oriented university graduate recruits scheduled to enter the company in the next fiscal year.

*2 Four companies in Japan: Teijin Limited, Teijin Pharma Limited, Teijin Frontier Co., Ltd., Infocom Corporation

*3 Percentage of female employees in managerial positions of the total number of managerial positions in the companies.

*4 President or his/her direct report in a group company

*5 Human resources of female senior managers selected and certified as executive candidates

*6 Two companies in Japan: Teijin Limited, Teijin Pharma Limited

*7 Number of employees newly using reemployment system in each fiscal year

*8 Companies required by law to employ people with disabilities

Data on human resources

Item	Boundary	Unit	FY2017	FY2018	FY2019
Number of employees (total)	Japan and Overseas	People	19,711	20,671	20,075
Number of employees (Japan)	Japan	People	9,435	9,473	9,364
Number of employees (Overseas)	Overseas	People	10,276	11,198	10,711

Data on Teijin limited and group companies in Japan that hire employees directly*1★

Item	Boundary	Unit	FY2017	FY2018	FY2019
(1) Number of regular employees (total)	Japan	People	10,403	10,387	10,502
(1) Number of regular employees (male)	Japan	People	8,083	8,050	8,113
(1) Number of regular employees (female)	Japan	People	2,320	2,337	2,389
Employees in managerial positions out of (1) (total)	Japan	People	2,714	2,775	2,811
Employees in managerial positions out of (1) (male)	Japan	People	2,603	2,652	2,676
Employees in managerial positions out of (1) (female)	Japan	People	111	123	135
(2) Number of temporary employees (total)	Japan	People	1,960	2,038	2,084
(2) Number of temporary employees (male)	Japan	People	931	925	969
(2) Number of temporary employees (female)	Japan	People	1,029	1,113	1,115
(3) Number of recruits (total)	Japan	People	351	436	454
(3) Number of recruits (male)	Japan	People	249	318	336
(3) Number of recruits (female)	Japan	People	102	118	118
New graduate recruits out of (3) (total)	Japan	People	176	210	239
New graduate recruits out of (3) (male)	Japan	People	122	158	179
New graduate recruits out of (3) (female)	Japan	People	54	52	60
(4) Number of employees who retired (total)	Japan	People	501	471	392
(4) Number of employees who retired (managerial positions)	Japan	People	110	112	121
(4) Number of employees who retired (non-managerial positions)	Japan	People	391	359	271

Item	Boundary	Unit	FY2017	FY2018	FY2019
Employees who retired at fixed retirement age out of (4) (total)	Japan	People	110	133	125
Employees who retired at fixed retirement age out of (4) (managerial positions)	Japan	People	57	61	67
Employees who retired at fixed retirement age out of (4) (non-managerial positions)	Japan	People	53	72	58
Employees who retired for company reasons out of (4) ^{*)2} (total)	Japan	People	41	68	5
Employees who retired for company reasons out of (4) ^{*)2} (managerial positions)	Japan	People	3	6	2
Employees who retired for company reasons out of (4) ^{*)2} (non-managerial positions)	Japan	People	38	62	3
Employees who retired for their own reasons out of (4) (total)	Japan	People	234	225	223
Employees who retired for their own reasons out of (4) (managerial positions)	Japan	People	28	27	30
Employees who retired for their own reasons out of (4) (non-managerial positions)	Japan	People	206	198	193
Number of employees taking childcare leave (total)	Japan	People	249	235	235
Number of employees taking childcare leave (male)	Japan	People	73	64	66
Number of employees taking childcare leave (female)	Japan	People	176	171	169
Number of employees taking nursing care leave (total)	Japan	People	9	6	5
Number of employees taking nursing care leave (male)	Japan	People	1	2	2
Number of employees taking nursing care leave (female)	Japan	People	8	4	3
Average age (total)	Japan	Year	42.4	42.7	42.8
Average age (male)	Japan	Year	42.9	43.3	43.5
Average age (female)	Japan	Year	40.4	40.7	40.6
Average years at company (total)	Japan	Year	16.2	16.5	16.8
Average years at company (male)	Japan	Year	16.8	17.1	17.3
Average years at company (female)	Japan	Year	14.1	14.6	15.4

Data on large group companies^{*3} overseas★

Item	Boundary	Unit	FY2017	FY2018	FY2019
(1) Number of regular employees (male)	Overseas	People	9,067	10,335	11,012
(1) Number of regular employees (male)	Overseas	People	6,247	7,130	6,917
(1) Number of regular employees (female)	Overseas	People	2,820	3,205	4,095
Employees in managerial positions out of (1) (total)	Overseas	People	711	889	939
Employees in managerial positions out of (1) (male)	Overseas	People	568	701	644
Employees in managerial positions out of (1) (female)	Overseas	People	143	188	295
(2) Number of temporary employees (total)	Overseas	People	559	791	702
(2) Number of temporary employees (male)	Overseas	People	446	638	550
(2) Number of temporary employees (female)	Overseas	People	113	153	152
(3) Number of recruits (total)	Overseas	People	3,842	4,866	3,510
(3) Number of recruits (managerial positions)	Overseas	People	36	61	65
(3) Number of recruits (non-managerial positions)	Overseas	People	3,806 ^{*5}	4,805 ^{*5}	3,445 ^{*5}
(4) Number of employees who retired ^{*4} (total)	Overseas	People	3,646	4,499	3,902
(4) Number of employees who retired ^{*4} (managerial positions)	Overseas	People	36	45	66
(4) Number of employees who retired ^{*4} (non-managerial positions)	Overseas	People	3,610 ^{*5}	4,454 ^{*5}	3,836 ^{*5}
Average age (total)	Overseas	Year	41.3	41.0	40.9
Average age (managerial positions)	Overseas	Year	47.5	45.0	44.5
Average age (non-managerial positions)	Overseas	Year	40.8	40.6	40.5
Average years at company (total)	Overseas	Year	9.8	9.3	9.4
Average years at company (managerial positions)	Overseas	Year	14.2	12.0	12.5
Average years at company (non-managerial positions)	Overseas	Year	9.4	9.0	9.1

*1 Group companies in Japan include companies other than consolidated companies. In addition, employees seconded to companies other than their own are included. In FY2016 there were 45 companies; in FY2017, 46 companies; and in FY2018 forward, 51 companies.

*2 Employees of group companies in Japan who retired for company reasons includes those re-employed at contractors and other companies outside the group by arrangement of the company.

*3 In FY2016 there were retirements at 12 companies; in FY2017, 13 companies; in FY2018, 18 companies; and in FY2019, 19 companies.

*4 The number of employees who retired at overseas group companies includes those that were laid off.

*5 The number of workers paid by the hour are in the majority at CSP (Continental Structural Plastics).

Supply chain sustainability >

Item	Boundary	Unit	FY2017	FY2018	FY2019
Ratio of number of suppliers were classified into groups I-III (Okay to continue business)	Japan	%	-	98	93
Ratio of purchases from Group I, II and III (Okay to continue business) suppliers	Japan	%	-	82	76
Ratio of number of suppliers were classified into groups I-III (Okay to continue business)	Overseas	%	-	97	97
Ratio of purchases from Group I, II and III suppliers (Okay to continue business)	Overseas	%	-	79	70
Green purchasing ratio of stationary and other office supplies	Japan	%	66	65	56

Social contributions >

Item	Boundary	Unit	FY2017	FY2018	FY2019
Total amount of expenses of social contribution activities	Japan and Overseas	Billions of yen	0.75	0.67	0.52

Sustainability

Boundaries for Reporting of ESH Data

The boundaries for the reporting of the Teijin Group's ESH (environment, safety, health data apply to Teijin Limited and the following consolidated subsidiaries and affiliates.

Aramid	Overseas	Teijin Aramid
		Teijin Corporation (Thailand)
Composites	Japan	GH Craft
	Overseas	Continental Structural Composites
Inapal plasticos		
Carbon Fibers	Overseas	Teijin Carbon Europe
		Teijin Carbon America
Films^{*1}	Japan	Teijin Film Solutions
	Overseas	PT. Indonesia Teijin Film Solutions
Resin and Plastics Processing	Japan	Hiroshima Plastic
		Kinkai Chemicals
		Teiyo
	Overseas	Teijin Chemicals Plastic Compounds Shanghai
Teijin Polycarbonate China		

Fibers and Products Converting	Japan	Teijin Frontier
		Teijin Modern Yarn
		Frontier Tex
		Shinwa Gosen
		Teikyo Lace
		Union Tire Cord
		Unisel
		Teijin Cordley
		Teijin Tedy
		Teijin Frontier Apparel Industry
		Kansaishizai
	Teijin Logistics	
	Overseas	Nantong Teijin
		Teijin Frontier (Vietnam)
		Thai Namsiri Intertex
		Teijin Polyester (Thailand)
		Teijin (Thailand)
		Teijin Cord (Thailand)
		Nantong Teijin Automotive Fabrics Finishing
		N.I. Teijin Airbag Fabric (Nantong)
Teijin Frontier SHONAI		
Teijin FRA Tire Cord (Thailand)		
Korea Link Industrial		

Healthcare	Japan	Teijin Pharma
		Teisan Pharmaceuticals
		Teijin Home Healthcare
		Teijin Nakashima Medical
		Teijin Medical Technologies
IT	Japan	Infocom
Material	Overseas	Teijin Lielsort Korea
Directly Managed Companies	Japan	Teijin Kosan
		Teijin Eco-Science
		Teijin Engineering
		Toho Chemical Engineering & Construction
		Toho Machinery

▪ Company names are correct as of April 1, 2020.

▪ Limited (Ltd.), Co., Ltd., Inc., GmbH, Corporation, B.V. and the like have been omitted from the company names.

*1 Two companies in the film business were sold on October 1, 2019.

Data totals as of September 2019.

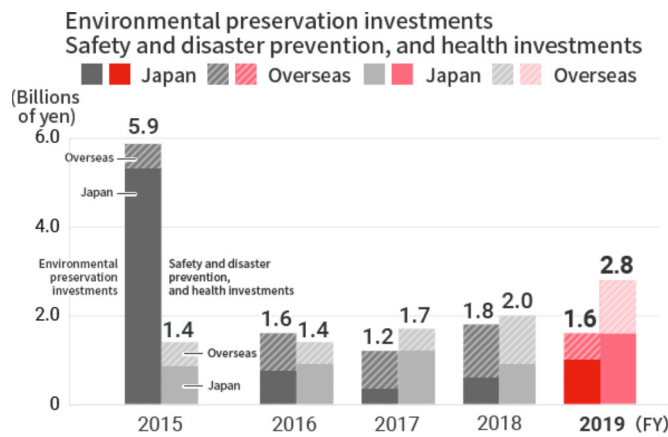
Sustainability

ESH-Related Accounting*

The Teijin Group calculates the investments, expenses, and effect of ESH activities at all group companies. The investments, expenses and effect of activities for environmental preservation, energy savings, reduced use of natural resources, and recycling are calculated with reference to the Environmental Accounting Guidelines 2005 Edition published by the Ministry of the Environment of Japan. We also calculate the investments and expenses for safety and disaster prevention, and health.

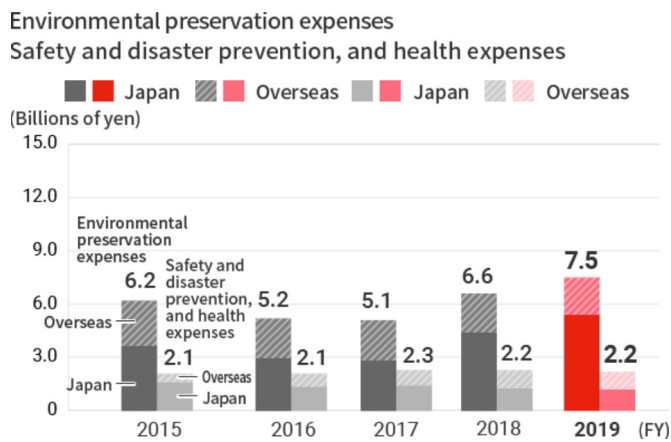
* See Boundaries for Reporting of [ESH Data](#) for scope of calculations.

Trends in ESH-related investments



* Investment for environmental preservation totaled 1.6 billion yen. (There was a prominent increase in FY2015 due to a large-scale investment in fuel conversion of the boilers in the Mishima Factory.)
 In addition, investment for safety and disaster prevention, and health totaled 2.8 billion yen, as a result of our proactive implementation of safety and disaster prevention measures.

Trends in ESH-related expenses



* Investment for environmental preservation totaled 7.4 billion yen in FY2019. In addition, investment for safety and disaster prevention, and health totaled 2.2 billion yen.

Breakdown of ESH-related costs of the Teijin Group in FY2019

Environmental preservation

(Unit: Billions of yen)

Item		Main activities	Investment	Expenses	Economic benefit*	Actual effect	
Environmental preservation	Business area	Pollution prevention	0.61	1.45	0.00	<ul style="list-style-type: none"> Reduced chemical substance emissions Management of SOx emissions and COD load 	
		Global environmental conservation	0.28	0.33	0.03	<ul style="list-style-type: none"> Reduced greenhouse gas emissions 	
		Resource recycling	0.01	1.81	0.43	<ul style="list-style-type: none"> Reduced “waste with no effective use” Reduced VOC emissions 	
	Products and services		Measures such as those to promote used-product recycling	0.00	0.16	0.07	-
	Administration		Establishment and maintenance of an environmental management system, including costs for administrative personnel	-	0.44	-	-
	R&D		Expenses for R&D of products and technologies designed to reduce environmental impact	0.64	2.93	-	-
	Social activities		Disclosure of environmental information at exhibitions; payment of SOx levy, environmental association memberships, and other fees	-	0.36	-	-
	Repairing environmental damage		Investigation and measures to deal with soil, groundwater, and other pollution	-	0.03	-	<ul style="list-style-type: none"> Investigation of soil and groundwater pollution, and necessary measures for decontamination
			Total	1.54	7.50	0.54	

Safety and disaster prevention, and health

(Unit: Billions of yen)

Item	Main activities	Investment	Expenses	Actual effect
Occupational safety	Ensuring occupational safety	0.97	0.33	• Avoided occurrences of workplace accidents
Workplace environment improvement	Activities relating to ventilation, lighting, and evaluating, maintaining and improving the workplace environment	0.71	0.17	–
Health promotion	Physical examinations and other measures to promote health	0.07	0.43	–
Disaster prevention	Investigation of the seismic resistance of buildings, maintenance, and improvement of fire prevention and extinguishing systems	0.11	0.57	–
Administration	Establishment and maintenance of occupational health and safety management systems, including costs for administrative personnel and safety losses	–	0.68	–
Total		2.85	2.17	–

* Economic benefit: Only those items that had a substantial effect are included in the calculations.