

Indispensable Key Parts



NHK SPRING CO.,LTD.



Separate volume Environmental Data

NHK SPRING REPORT 2025

NHK SPRING CO.,LTD.

Let's Overcome the Impossible.



Progress in Environmental Activities

Progress by NHK SPRING		Progress by domestic Group companies	Trends in society
FY2003	Mar.: Zero emissions achieved at Yokohama site Jun.: 9th Global Environment Forum held	May: NHK Spring Mutsumi-kai Technical Committee Global Environmental Issues Subcommittee meeting Jul.: NHK Transport gained ISO 14001 certification Oct.: Sumihatsu gained ISO 14001 certification, Uniflex (now NHK FLEX Company) gained ISO 14001 certification Nov.: Nippon Shaft gained ISO 14001 certification	<ul style="list-style-type: none"> · Automobile Recycling Law announced · Soil Contamination Countermeasures Law announced · Amended Law Concerning the Rational Use of Energy enacted
FY2004	Jun.: 10th Global Environment Forum held Dec.: Atsugi Plant received Fiscal 2004 Kanagawa Global Environment Award	Jul.: NHK Spring Mutsumi-kai Technical Committee Global Environmental Issues Subcommittee meeting Sep.: Tohoku Nippon Shaft gained ISO 14001 certification	<ul style="list-style-type: none"> · Amended Air Pollution Control Law promulgated
FY2005	Jan.: Yokohama Site received Commendation at PRTR Awards May: 11th Global Environment Forum held	Mar.: SNIC gained ISO 14001 certification, Faurecia-NHK Kyushu gained ISO 14001 certification	<ul style="list-style-type: none"> · Amended Automobile Recycling Law enacted · Kyoto Protocol came into force
FY2006	Jun.: 12th Global Environment Forum held Dec.: Isehara Plant received Fiscal 2006 Kanagawa Global Environment Award	Feb.: NHK Precision gained ISO 14001 certification Mar.: Ayase Seimitsu gained ISO 14001 certification	<ul style="list-style-type: none"> · Amended Law Concerning the Rational Use of Energy enacted · Amended Law Concerning the Promotion of Measures to Cope with Global Warming enacted
FY2007	Jun.: 13th Global Environment Forum held	May: Ites gained ISO 14001 certification, Sindai gained ISO 14001 certification	<ul style="list-style-type: none"> · Amended Law Concerning the Recovery and Destruction of Fluorocarbons enacted
FY2008	Jan.: Installed a solar electric generator panel at DDS Komagane plant Jun.: 14th Global Environment Forum held	Jun.: Group Company Environmental Liaison Committee announced	<ul style="list-style-type: none"> · G8 Toyako Summit (Hokkaido)
FY2009	Feb.: Installed a solar electric generator panel at Yokohama site Jun.: 15th Global Environment Forum held		<ul style="list-style-type: none"> · G8 L'Aquila Summit (Italy)
FY2010	Jun.: 16th Global Environment Forum held	Feb.: NHK Transport gained Green Management certification Mar.: Domestic Group companies achieved zero emissions	<ul style="list-style-type: none"> · 10th Conference of the Parties to the Convention on Biological Diversity (COP10) · Implementation of Amended Soil Contamination Countermeasures Act
FY2011	Feb.: Installed a solar electric generator panel at Gunma plant Jun.: 17th Global Environment Forum held		<ul style="list-style-type: none"> · Implementation of Amended Water Pollution Control Act (Storage Facilities)
FY2012	Jun.: 18th Global Environment Forum held Nov.: Yokohama Site recognized as an Excellent Site 3R (Let's Reduce, Reuse and Recycle!) by Yokohama City	Aug.: Installed a solar electric generator panel at Topura Hadano plant	<ul style="list-style-type: none"> · Implementation of Amended Water Pollution Control Act (Facilities using Hazardous Substances) · 1st commitment period under Kyoto Agreement ended
FY2013	Feb.: Yokohama Site won the Energy Saving Award of Kanagawa Global Environment Prize Nov.: 24th NHK Spring Forum held (merged with the 19th Global Environmental Forum) Yokohama Site received Yokohama City recognition for excellence in the 3R (2 years in a row)	Dec.: Tokuhatsu Sanda Plant completed and solar generation panels installed on plant roof	<ul style="list-style-type: none"> · Start of the Kyoto Protocol 2nd commitment period (2013 - 2020)
FY2014	Apr.: Starting Clean-up Activity of NHK Spring Mitsuzawa Football Stadium by Volunteers Oct.: Yokohama Site received energy efficiency field visit from the Ministry of Economy, Trade and Industry Nov.: 25th Global Environment Forum held Nov.: Yokohama Site received Yokohama City recognition for excellence in the 3R (3 years in a row)	Nov.: NHK Spring Production Company received climate change field survey based on the Kanagawa Prefecture ordinance Dec.: Tokuhatsu Sanda Plant received ISO 14001 certification (expanded authentication)	<ul style="list-style-type: none"> · United Nations Climate Change Summit held · Publication of the IPCC Fifth Assessment Report · Act on Rational Use and Proper Management of Fluorocarbons enacted
FY2015	Nov.: Komagane Plant (Industrial Machinery & Equipment) receiving on-site GHG countermeasure survey based on regulations of Nagano Prefecture Yokohama Site received Yokohama City recognition for excellence in the 3R (4 years in a row)	Jun.: Tohoku Nippon Shaft, Nippon Shaft and Sumihatsu recognized as S-Class energy conservation method service providers	<ul style="list-style-type: none"> · United Nations Framework Convention on Climate Change (COP21) · Adoption of Paris Agreement
FY2016	Nov.: 27th Global Environment Forum held Nov.: Yokohama Site received Yokohama City recognition for excellence in the 3R (5 years in a row)	Jun.: Tohoku Nippon Shaft, Nippon Shaft and NHK Precision recognized as S-Class energy conservation method service providers	<ul style="list-style-type: none"> · Minamata Convention on Mercury enacted · The enactment of law to prevent mercury pollution · Amendments to the Stockholm Convention on Persistent Organic Pollutants (POPs Convention)
FY2017	Aug.: NHK Spring Group started energy conservation diagnostics Nov.: 28th Global Environment Forum held Dec.: Yokohama Site received Yokohama City recognition for excellence in the 3R (6 years in a row)	Jun.: Tohoku Nippon Shaft, Nippon Shaft, NHK Precision, and Topura recognized as S-Class energy conservation method service providers Sep.: NHK Spring Group started energy conservation diagnostics	<ul style="list-style-type: none"> · Issuance of the Chemical Substances Control Law · Chinese Waste Import Controls: Restricts imports of some solid wastes
FY2018	Jun.: NHK Spring recognized as an S-Class energy conservation method service provider Jun.: 29th Global Environment Forum held Dec.: Yokohama Site received Yokohama City recognition for excellence in the 3R (7 years in a row) Mar.: Installed a solar electric generator panel at Miyada plant	Jun.: Tohoku Nippon Shaft, Nippon Shaft and NHK Precision recognized as S-Class energy conservation method service providers Oct.: Each NHK Spring plant that had acquired ISO 14001 certification has completed its update to the 2015 version of the standard Dec.: Installed a solar electric generator panel at NHK FLEX	<ul style="list-style-type: none"> · The 24th United Nations Framework Convention on Climate Change (COP24) was held · The particulars (implementation policy) of the Paris Agreement were determined
FY2019	Jun.: Yokohama Site received the Yokohama Global Warming Countermeasures Prize Sep.: NHK Spring Group implemented energy conservation diagnostics Nov.: 30th Global Environment Forum held Dec.: Yokohama Site received Yokohama City recognition for excellence in the 3R (8 years in a row)	Jun.: Tohoku Nippon Shaft, Nippon Shaft, NHK Precision, and Topura recognized as S-Class energy conservation method service providers	<ul style="list-style-type: none"> · The 25th United Nations Framework Convention on Climate Change (COP25) was held · Decision on market mechanisms for the Paris Agreement · The United States officially notifies the United Nations of its withdrawal from the Paris Agreement · The Japanese government formulates an action plan on countermeasures for ocean plastic waste
FY2020	Apr.: NHK Spring recognized as an S-Class energy conservation method service provider Dec.: Yokohama Site received Yokohama City recognition for excellence in the 3R (9 years in a row) Sep.: NHK Spring Group declared their Environmental Challenges(Carbon Neutrality on 2039, Zero Industrial Waste)	Jun.: Nippon Shaft recognized as S-Class energy conservation method service provider	<ul style="list-style-type: none"> · Initial year of the Paris Agreement - Fee charged for store shopping bags in Japan · Japanese Government Declares Goal of Achieving Carbon Neutrality by 2050
FY2021	Nov.: 31st Global Environment Forum held Dec.: Yokohama Site received Yokohama City recognition of excellence in the 3R (10 years in a row)	Jun.: Horikiri, Nippon Shaft and NHK Precision recognized as S-Class conservation method service providers	<ul style="list-style-type: none"> · Act on Promotion of Resource Recycling of Plastics, went into effect.
FY2022	Sep.: Held a training course for Group environmental internal auditors Oct.: Held a training course for Group environmental internal auditors Nov.: 32nd Global Environment Forum held Dec.: Carbon Neutral Contribution Award presented	Apr.: Sumihatsu, Nippon Shaft and NHK Precision recognized as S-class conservation method service providers, Installed a solar electric generator panel at NHK MEC Komagane plant Nov.: Installed a solar electric generator panel at Nippon Shaft Komagane Plant	<ul style="list-style-type: none"> Apr.: The Plastic Resource Recycling Promotion Act enacted Mar.: Law Concerning the Rational Use of Energy and Conversion to Non-Fossil Energy, etc. (Revised Energy Conservation Law) enacted Mar.: Ministry of the Environment and Ministry of Economy, Trade and Industry publish carbon footprint guidelines
FY2023	Sep.: Held a training course for Group environmental internal auditors Oct.: Installed a solar electric generator panel at Atsugi plant Nov.: 33rd Global Environment Forum held Dec.: 2nd Carbon Neutral Contribution Award presented	Feb.: Installed a solar electric generator panel at NHK Spring Kyushu	<ul style="list-style-type: none"> Sep.: Global warming potentials of greenhouse gases revised by Cabinet Order (effective April 2024) Nov.: PFHxS-related substances designated as Class I Specified Chemical Substances under the amendment of the Chemical Substances Control Law
FY2024	Apr.: Installed a solar electric generator panel at Miyada plant Sep.: Held a training course for Group environmental internal auditors Oct.: Installed a solar electric generator panel at Atsugi plant Dec.: 3rd Carbon Neutral Contribution Award presented	Apr.: Installed a solar electric generator panel at Nippon Shaft Komagane Plant Oct.: Installed a solar electric generator panel at Nippon Shaft Yokohama site	<ul style="list-style-type: none"> Dec.: General lighting fluorescent lamps and mercury-containing batteries added to Specified Mercury-added Products by Cabinet Order

Environmental Education

We conduct a variety of environmental education and consciousness-raising activities to ensure that all our employees carry out their regular jobs with knowledge of the environment and a high level of awareness of the issues.

Environmental Education

Raising the environmental consciousness of individual employees is important in carrying environmental work forward. Our Group has an excellent in-house training system to extend awareness of environmental issues, including a range of environmental education programs, training for internal environmental auditors, and encouragement to acquire external qualifications.

At NHK Spring, we offer different levels of education for all employees, as well as specialist training for staff with particular environmental responsibilities. General environmental education at different levels is included in our staff training programs and is repeatedly implemented with every promotion. Specialist education is provided when staff begin new positions, and regular skill upgrading is also provided.

Contents of Environmental Education (FY2024 results)

Level-separate education	
Target trainees	Content of education
Training for new employees	Description of initiatives by NHK Spring Group regarding global environmental issues, environmental management systems, environmental laws and regulations, and other requirements by stakeholders.
Training for new assistant managers	
Training for new supervisors	
Training for new managers	

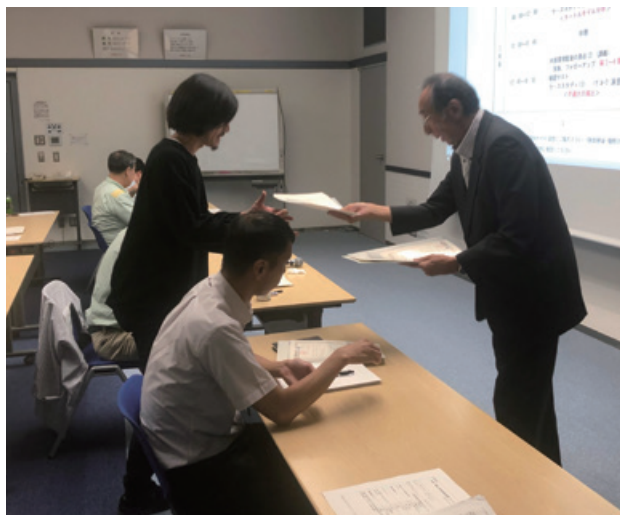
Education for specialized personnel		
Target trainees	Content of education	
Internal Environmental Auditors (ISO revision compliant)	Education to become an auditor	Environmental Internal Auditor training courses
	Skills upgrading training	Workshops for Chief Environmental Auditors
Overseas assignees (expatriates)	Environmental management system, Overseas environmental laws and regulations, NHK Spring Group environmental requirements, etc.	

Number of Staff with Environmental Qualifications (as of May 2025)

Qualification	Classification	Number of qualification holders	
		NHK Spring	Domestic Group Companies
Pollution Control Manager	Air	28	13
	Water	34	21
	Noise·Vibration	53	45
	Dioxins	2	0
Environmental Management System Auditor	Assistant Auditor	1	0
Working Environment Measurement Expert (First Class)	Dust	1	1
	Special chemicals	0	1
	Organic solvents	0	1
Certified Environmental Measurer	Concentration-related	1	0
Specially Controlled Industrial Waste Manager		69	48
Qualified Energy Manager		30	19
Energy Managers for Second grade Designated Energy Management Factories		18	22
Total (including persons with multiple qualifications)		237	171



Internal Environmental Auditor training courses (environmental education, when held in FY2019)



Since 2022, we have been holding remote classes via Zoom and other platforms every year.



Environment-related qualification holders

NHK Spring and Domestic Group Companies

408 people

(including persons with multiple qualifications)

ISO14001 Initiatives

In order to systematically address environmental preservation, we have obtained ISO 14001 certification, the international standard for environmental management systems.

NHK Spring Certification Status

The NHK Spring began preparing for ISO 14001 certification in 1996 and, in January 1997, became the first in the industry to obtain ISO 14001 certification at its Yokohama Plant (Suspension Springs). Building on this achievement, the Company proceeded to obtain certification at approximately three plants per year, and by April 2001, the final plant had been certified, achieving ISO 14001 certification at all 11 domestic plants. Subsequently, by October 2018, all certified plants completed the transition to ISO 14001:2015. In addition, the Miyata Plant newly obtained certification in September 2021, bringing the total number of certified plants to 12. Going forward, the Company will continue to maintain its certifications while preparing for the transition to the 2026 edition of ISO 14001.

Dates of ISO 14001 Certification Acquisition in NHK Spring

Division	Plant	Acquisition date
Suspension Spring Division	Yokohama Plant (Suspension Springs)	January 1997
	Shiga Plant	March 1998
Seating Division	Gunma Plant	March 1998
	Yokohama Plant (Seating)	May 1999
	Toyota Plant	March 1999
Precision Spring & Components Division	Ina Plant	June 1999
	Atsugi Plant	November 2000
DDS (Disk Drive Suspension) Division	Komagane Plant (DDS)	June 2000
Industrial Machinery & Equipment Division	Isehara Plant	April 2001
	Miyada Plant	September 2021
	Komagane Plant (Industrial Machinery & Equipment)	November 1998
	Yasu Plant	August 2000



ISO14001certification

12 plants (Japan)

Certification Status of Group Companies

Domestic Group Companies

Among the Company's domestic group companies, one administrative company and 16 manufacturing companies have obtained third-party ISO 14001 certification. All certified domestic group companies completed the transition to ISO 14001:2015 by October 2018. Going forward, the Company will maintain existing certifications while promoting certification acquisition by uncertified group companies and preparing for the transition to the 2026 edition of ISO 14001.

Dates of ISO14001 Certification Acquisition by Group Companies

Region	Company name	Acquisition date
Japan	NHK Sales, Co., Ltd.	October 2002
	NHK Spring Production Company	August 2001
	Sumihatsu Co., Ltd.	October 2003
	Horikiri, Inc.	May 2001
	Tohoku Nipatsu Co., Ltd.	September 2004
	Ites Co., Ltd.	May 2007
	Faurecia-NHK Kyushu Co., Ltd.	March 2005
	Sindai Co., Ltd.	May 2007
	NHK FLEX Co., Ltd.	October 2003
	Ayase Seimitsu Co., Ltd.	March 2006
	Tokuhatsu Co., Ltd.	April 2002
	NHK Precision Co., Ltd.	February 2006
	NHK MEC Corporation	March 2002
	Nippon Shaft Co., Ltd.	November 2003
	Topura Co., Ltd.	November 2001
	Yokohama Kiko Co., Ltd.	August 2001
NHK Seating Mizushima Co., Ltd.	June 2001	



Group companies with ISO 14001 certification

17 companies (Japan)

15 companies (Overseas)

Overseas Group companies

We are also progressing with the acquisition of ISO14001 certification at our overseas Group companies. As of FY2022, 16 companies have acquired certification, and more companies will be certified in the future.

Region	Company name	Acquisition date
North and South America	New Mather Metals, Inc.	July 2023
	NHK of America Suspension Components Inc.	January 2003
	NHK Seating of America Inc.	September 2004
	Rassini-NHK Autopecas Ltda.	May 2002
Asia	NHK Spring (Thailand) Co., Ltd.	June 2000
	NHK Precision (Thailand) Co., Ltd.	January 2005
	NHK Manufacturing (Malaysia) SDN. BHD.	August 2001
	NHK-Uni Spring (Guangzhou) Co., Ltd.	March 2005
	NHK Spring Precision (Guangzhou) Co., Ltd.	January 2006
	NAT Peripheral (Dong Guan) Co., Ltd.	October 2005
	Uni Auto Parts Manufacture Co., Ltd.	March 2006
	NHK Spring India Ltd.	October 2003
	NHK Spring Philippines, Inc.	October 2014
NHK Automotive Components India Private Limited	January 2010	
Europe	Iberica de Suspensiones, S.L.	December 2003

Environmental Accounting

We identify the costs and effects of our environmental conservation activities in environmental accounting and utilize this information in running the company.

FY2024 Environmental Accounts - Classifications and Results

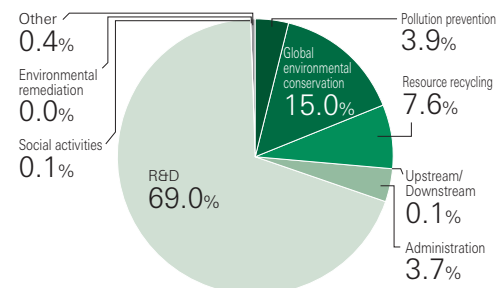
We introduced environmental accounting in FY2000 in accordance with the Environmental Accounting Guidelines (2005 edition) issued by the Ministry of the Environment while collecting data for the nine categories listed in the table on the right.

Using fixed criteria set by us, total environmental expenditures in FY2024 amounted to JPY 2,825.2 million. The breakdown is shown in the table below, representing an increase of 19.4% from the previous fiscal year. As in the prior year, R&D costs increased due to investment in the development of electrification-related components. Other costs were more or less in line with the previous year.

FY2024 - Environmental Conservation Costs (Unit: JPY million/year)

Cost classification	Main elements	Value in FY2023*	Value in FY2024*
① Pollution prevention	Maintenance costs for wastewater treatment facilities and dust collectors, Exhaust gas treatment equipment Costs for measuring and monitoring air, water, noise, etc. Other costs required for pollution prevention	125.7	111.5
② Global environmental conservation	Costs for control of fluorocarbons and other gas emissions, energy saving measures, global warming prevention, etc.	427.3	423.5
③ Resource recycling	Waste treatment, zero emissions measures, in-house recycling, PCB waste treatment, etc.	203.5	214.7
④ Upstream/Downstream	Expenses to reduce the environmental impact generated by our production activities at suppliers, customers, etc. (green purchasing, product recycling, packaging material reduction costs, etc.)	4.1	4.2
⑤ Administration	Waste manifest management, ISO 14001 maintenance and renewal inspections and ISO 14001 office personnel costs, reporting to administrative authorities, etc.	101.3	105.6
⑥ R&D	Research to reduce environmental loads, and development of products that will contribute to reducing environmental loads	1,475.4	1,950.2
⑦ Social activities	Implementation of social contribution activities (cleaning of local areas and rivers)	3.0	3.2
⑧ Environmental remediation	Remediating environmental damage in local areas	0.8	0.6
⑨ Other	Costs incurred in environmental remediation activities other than the above	24.4	11.6
Total		2,365.5	2,825.2

* Value: Totals of "Environmental Investments" and "Environmental Conservation"



FY2024 Environmental conservation cost

2,825.2 million yen

Classifications and Performance of Investment Effect in FY2024

Results for FY2024 are shown in the table below.

As a result of improved production efficiency, increased sales, and the use of decarbonized electricity, energy intensity decreased by 17% and CO₂ emissions intensity decreased by 21% compared with the previous fiscal year. Landfill waste decreased by 47% year on year due to the promotion of recycling and the conversion of waste into valuable materials. The volume of recycled waste and revenue from recycling-related sales remained at nearly the same level as in the previous fiscal year, reflecting continued recycling initiatives and increased production volume.

Unit energy and water costs decreased by approximately 9.6% from the previous year due to improvements in production efficiency and revisions to water quality management. We will continue to promote the efficient use of energy and water.

FY2024 Investment Effects and Performance

	Material effects *1			
	FY2023 results	FY2024 results	Effects	Assessment
Unit energy use (GJ/JPY million) *3	7.98	6.64	△1.34	○
Unit CO₂ emissions (ton-CO ₂ /JPY 100 million) *3	27.1	21.4	△5.7	◎
Landfilled wastes (tons/year)	5.1	2.7	△2.4	◎
Recycled wastes (tons/year)	33,099	33,149	50	○

	Economic effects *2			
	FY2023 results	FY2024 results	Effects	Assessment
Unit energy and water costs (JPY/JPY 1,000) *3	19.8	17.9	△1.9	○
Gain on sales from recycling (JPY million)	1,341.9	1,334.3	△7.6	△

*1 Material effects: Reduction in environmentally hazardous substances, etc.

*2 Economic effects: Energy and waste-related cost reductions, etc.

*3 Unit: Value to sales

Management and Reduction of Environmentally Hazardous Substances

We strive to properly manage and reduce environmentally hazardous substances according to related legislation, the rules of organizations to which we are affiliated, our own in-house standards and so on.

Pollutant Release and Transfer Register (PRTR) Surveys

Since FY1997, we have taken part in voluntary PRTR surveys organized by Nippon Keidanren (Japan Business Federation), in an effort to establish the amount of environmentally hazardous substances handled, released, and transferred.

We have been reporting data to the Ministry of Economy, Trade and Industry under the PRTR Law since June 2001, and we have established our own survey criteria to monitor the handling of chemical substances used across all departments.

Furthermore, since FY2005, our domestic Group companies have conducted the same voluntary PRTR surveys in an effort to reduce the release of such substances.

The table below lists each of the substances of which we handle a total of at least 0.1 tons per year. Since FY2011, we have continuously managed not only substances of very high concern under the European REACH regulation, but also chemical substances that are expected to be regulated in the future so as not to use them during manufacturing.

Results of FY2024 Survey of Releases and Transfers of Environmentally Hazardous Substances (April 2024-March 2025)

NHK Spring (Unit: tons/year)										
PRTR Substance No.	Target substance	Amount handled yearly	Amount emitted						Amount transferred	
			Air	Water quality	Soil	In-house landfill at plants			Industrial Waste (subcontracted)	Waste (subcontracted)
						Stable	Managed	Isolated		
1	Zinc compounds (water-soluble)	2.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.2
20	2-Aminoethanol	1.5	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.7
53	Ethyl benzene	6.7	6.2	0.0	0.0	0.0	0.0	0.0	0.0	0.4
80	Xylene	11.6	8.8	0.0	0.0	0.0	0.0	0.0	0.0	0.6
82	Silver and its water-soluble compounds	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
298	Toluene diisocyanate (TDI)	763.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.8
300	Toluene	67.9	59.3	0.0	0.0	0.0	0.0	0.0	0.0	1.8
309	Nickel compounds (Special Class I)	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
384	1-Bromopropane	8.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0
410	Polyoxyethylene nonyl phenyl ether	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
412	Manganese and its compounds	6.0	2.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
448	Methylenebis (4,1-Phenylene) = Diisocyanate (MDI)	146.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
594	Butylcellosolve	2.3	2.2	0.0	0.0	0.0	0.0	0.0	0.0	0.1
598	Chloric acid and its potassium and sodium salts	1.7	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.3
626	Diethanolamine	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.0
629	Cyclohexane	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
691	Trimethylbenzene	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
727	Hexanedihydrazide	2.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2
731	Heptane	25.1	11.1	0.0	0.0	0.0	0.0	0.0	0.0	14.0
737	Methyl isobutyl ketone	0.8	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0
753	Pentene, 2,4,4-trimethyl-, sulfurized	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0
Total volume of PRTR substances		1,047.9	95.9	0.0	0.0	0.0	0.0	0.0	0.4	27.3

Domestic Group companies (Unit: tons/year)										
PRTR Substance No.	Target substance	Amount handled yearly	Amount emitted						Amount transferred	
			Air	Water quality	Soil	In-house landfill at plants			Industrial Waste (subcontracted)	Waste (subcontracted)
						Stable	Managed	Isolated		
1	Zinc compounds (water-soluble)	10.3	0.0	0.0	0.0	0.0	0.0	0.0	0.1	10.0
20	2-Aminoethanol	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
37	Isopropylidenediphenol	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
53	Ethyl benzene	49.0	46.6	0.0	0.0	0.0	0.0	0.0	0.0	1.1
71	Ferric chloride	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.8
80	Xylene	71.9	67.8	0.0	0.0	0.0	0.0	0.0	0.0	1.3
90	Chlorinated normal paraffins (C14-17)	2.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.9
132	Cobalt and its compounds	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
133	Ethylene glycol monoethyl ether acetate	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
232	N,N-dimethylformamide	0.4	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0
240	Styrene	52.5	3.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0
300	Toluene	105.0	102.4	0.0	0.0	0.0	0.0	0.0	0.0	1.4
309	Nickel compounds (Special Class I)	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
321	Vanadium compounds	1.9	1.6	0.0	0.0	0.0	0.0	0.0	0.0	0.4
354	Dibutyl phthalate	2.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
384	1-Bromopropane	1.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.7
448	Methylenebis (4,1-Phenylene) = Diisocyanate (MDI)	1.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
585	Polymethylene polyphenylene isocyanate	274.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.4
594	Butylcellosolve	6.6	6.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
598	Chloric acid and its potassium and sodium salts	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
691	Trimethylbenzene	1.0	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.1
727	Hexanedihydrazide	2.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.9
737	Methyl isobutyl ketone	0.8	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total volume of PRTR substances		587.0	231.7	0.0	0.0	0.0	0.0	0.0	0.1	22.5

* Industrial wastes include wastes that are recycled for a charge and those that are recycled for no charge. However, wastes that are sold are excluded.

* Discharges into the public sewage system are included in the category of Amounts Transferred.

Head Office

Research and Development Division, Engineering Division, Corporate Planning & Control Division



Location: Kanazawa-ku, Yokohama

Business contents: Planning, Management, R&D

Commenced operations: February 1991

Outline of Initiatives

The Head Office is located in the Yokohama Site with the Suspension Spring and Seating Divisions. In cooperation with each production division, we engage in business activities while taking into consideration the local community. We take care to respond dutifully in cooperation with the local government, especially regarding wastewater, air, noise, and waste.

Environmental Outlook and Policies

As the Group's central coordinating function, we promote energy conservation and renewable energy use, develop new products and facilities, study the procurement of decarbonized electricity, and provide environmental education. We also visualize CO₂ emissions and waste reduction, share best practices, and drive environmental initiatives across the Group through active external engagement.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

To achieve the Environmental Challenge, we consolidate Group-wide reduction plans and regularly monitor progress. We also promote horizontal deployment within the Group by highlighting effective initiatives and presenting the Carbon Neutral Contribution Award. In addition, we support the Group's CO₂ reduction efforts by sharing solar power installation cases and jointly procuring decarbonized electricity.

Waste reduction and recycling

Starting in fiscal 2024, we have set waste reduction targets and regularly monitor progress against reduction plans. Together with the entire Group, we are committed to environmentally responsible manufacturing and are also considering initiatives that incorporate circular economy principles going forward.

Environmental Conservation Activities

At domestic plants, including Group companies, we compile annual data on chemical substances based on our own criteria and disclose the results in our Integrated Report, while proactively promoting risk assessments conducted by workers handling chemicals. Chemical substances contained in product materials are appropriately managed in accordance with our annually updated Green Procurement Guidelines to minimize environmental impact during product use and disposal. In addition, as part of our nature conservation efforts, we support forest conservation activities in Kanagawa Prefecture and Yokohama City's wind power generation project, Hama Wing.

Atmosphere (Regulated values: Air Pollution Control Act, Yokohama City Ordinance)

Substance	Equipment	Regulated value	Results	
NOx	Hot water boiler	A	0.041	0.033
		B	0.025	0.007
		C	0.025	0.012
	Chilled and hot water generator	0.020	0.015	
Dust	Hot water boiler	A	0.050	<0.001
		B	0.050	<0.001
		C	0.050	<0.001
	Chilled and hot water generator	0.050	<0.001	

NOx Unit: Nm³/h Dust Unit: g/Nm³

Water quality: Main Building (Regulated values: Yokohama City Ordinance)

Item	Regulated value	Results		
		Maximum	Minimum	Average
ph	5~9	7.7	6.9	—
Oil	5	1.4	<0.5	1.0
Fe	3	<0.3	<0.3	<0.3
Zn	1	<0.1	<0.1	<0.1
Ni	1	<0.1	<0.1	<0.1
Total-Cr	2	<0.2	<0.2	<0.2
Fluorine	8	<0.8	<0.8	<0.8
Phenols	0.5	<0.05	<0.05	<0.05
NH ₄ ⁺	380	<0.3	<0.3	<0.3

Unit: mg/L

Water quality: R&D Building (Regulated values: Yokohama City Ordinance)

Item	Regulated value	Results		
		Maximum	Minimum	Average
ph	5~9	7.6	7.1	—
Oil	5	1.8	<0.5	0.9
Fe	3	0.5	<0.3	0.4
Zn	1	0.1	<0.1	<0.1
Ni	1	<0.1	<0.1	<0.1
Total-Cr	2	<0.2	<0.2	<0.2
Cu	1	<0.1	<0.1	<0.1
NH ₄ ⁺	380	3.7	1.0	1.8

Unit: mg/L

Suspension Spring Division

Yokohama Plant (Suspension Springs)



Location: Kanazawa-ku, Yokohama

Products: Coil springs, Leaf springs, Metal bellows

Commenced operations: November 1987



Plant Manager:
Yasuyuki Ueki

Environmental Outlook and Policies

Under the slogan “Environmentally Friendly Spring Manufacturing,” our plant is working to reduce CO₂ emissions toward achieving carbon neutrality by 2039 and to minimize industrial waste with the goal of zero industrial waste by 2039. We also promote the continuous improvement of our environmental management system through the participation of all employees, contributing to environmental conservation, the prevention of global warming, and the creation of an environment that can be passed on to future generations.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

In fiscal 2024, we promoted CO₂ emission reductions by converting auxiliary facility lighting to LED, upgrading to energy-efficient equipment such as control panel coolers and chiller units, and introducing on-demand operation for air-conditioning systems. In fiscal 2025, we will reduce air leakage losses by using visualization technologies.

We will also address CO₂ emissions from heat treatment processes by promoting energy conversion, such as electrifying gas furnaces, and by working with the Suspension Spring Production Division to develop lower-impact spring manufacturing technologies.

Waste reduction and recycling

Based on our environmental management plan, we are promoting waste reduction and recycling. By strengthening waste segregation and enhancing communication with recycling partners, we are expanding collection channels and further increasing resource recovery.

Environmental conservation activities

We work to raise environmental awareness through environmental patrols conducted by supervisors and managers. In addition, as part of our contributions to the local community, we continuously carry out cleanup activities in the areas surrounding our facilities.

Others

We are promoting the electrification of forklifts and reducing the number of forklifts by utilizing AGVs. In addition, by reviewing material handling processes, we are advancing the separation of pedestrians and vehicles to create a safer factory environment.

Atmosphere (Regulated values: Air Pollution Control Act, Yokohama Ordinance)

Substance	Equipment	Regulated value	Results
NO _x	Metal heating furnace	A	0.188 0.023
		B	0.105 0.048
		C	0.150 0.130
		D	0.107 0.016
NO _x	Metal tempering furnace	A	0.088 0.026
		B	0.050 0.006
		C	0.072 0.010
		D	0.104 0.005
Dust	Metal heating furnace	A	0.1 0.001
		B	0.1 0.001
		C	0.1 <0.001
		D	0.1 <0.001
Dust	Metal tempering furnace	A	0.1 0.077
		B	0.1 0.002
		C	0.1 0.004
		D	0.1 0.028

NO_x Unit: Nm³/h Dust Unit: g/Nm³

Water quality (Regulated values: Yokohama City Ordinance)

Item	Regulated value	Results		
		Maximum	Minimum	Average
ph	5~9	7.7	6.6	—
Oil Mineral oils	5	4.8	0.7	2.4
Fe	3	0.3	<0.3	<0.3
Zn	1	0.1	<0.1	<0.1
Ni	1	0.5	<0.1	0.2
Mn	1	0.1	<0.1	<0.1
Fluorine	8	1.8	<0.8	<0.8
Boron	10	<1.0	<1.0	<1.0
Total nitrogen	120	74	15	33
Total phosphorous	16	<1.0	<1.0	<1.0
NH ₄ ⁺	380	52	14	28

Unit: mg/L

Suspension Spring Division

Shiga Plant



Location: Koka-shi, Shiga

Products: Coil springs, Stabilizer bars, Torsion bars

Commenced operations: November 1973



Plant Manager:
Satoshi Banno

Environmental Outlook and Policies

We will continue all employees' participation in environmental preservation, which is one of our plant STPM activities, and actively promote "environmentally friendly spring manufacturing". In addition, we will accelerate productivity improvement and facility renovation, and aim to achieve our environmental challenge target by reducing CO₂ emissions and converting waste into valuable resources and recycling.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

In fiscal 2024, we reduced CO₂ emissions through planned equipment upgrades—such as electrifying gas furnaces and converting hydraulic presses to servo systems—along with continuous productivity improvement initiatives.

In fiscal 2025, in addition to steadily implementing our roadmap toward carbon neutrality, we will further strengthen fundamental activities, including plant-wide air leak inspections and repairs by expanding the use of air leak cameras.

Waste reduction and recycling

In fiscal 2024, we achieved a 100% recycling rate.

In fiscal 2025, toward achieving the Environmental Challenge targets, we will continue waste segregation patrols at all workplaces to ensure thorough separation of recyclable materials and maintain and further improve recycling performance.

Environmental conservation activities

Since our plant is situated close to Lake Biwa, it is vital that we strive to maintain the quality of wastewater. Therefore, we will contribute to global environmental preservation by thoroughly maintaining and continuously improving wastewater treatment facilities and improving water quality when discharging wastewater.

In addition to the monthly cleanup of the plant's perimeter, we will continue to participate in local cleanup activities such as "Lake Biwa Day Cleanup" and "Sawarabi Workplace Cleanup at Welfare Facilities".

Others

We will work to improve the way we transport items with a focus on safety and the environment, aiming to reduce the use of forklifts.

Atmosphere (Regulated values: Air Pollution Control Act)

Substance	Equipment	Regulated value	Results	
NOx	Metal heating furnace	A	180	36
		B	180	48
		C	180	53
	Metal tempering furnace	D	180	32
Dust	Metal heating furnace	A	0.20	0.007
		B	0.20	0.008
	Metal tempering furnace	C	0.20	0.005
		D	0.20	0.022

NOx Unit: ppm Dust Unit: g/Nm³

Water quality (Regulated values: Minakuchicho Agreement)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	6~8.5	7.6	7.0	—
BOD	30	<1	<1	<1
COD	30	4	<1	<1
SS	70	5	<1	<1
Oil	5	2.7	<0.5	1.0
Total nitrogen	12*	6.1	<1.0	3.5
Total phosphorous	1.2*	<0.1	<0.1	<0.1
Total phosphorous	8*	<0.8	<0.8	<0.8
Boron	10*	<1.0	<1.0	<1.0
Zn	1*	<0.1	<0.1	<0.1

Unit: mg/L

*Shiga Prefecture Ordinance

Seating Division

Gunma Plant



(Ojima Area)

(Ota Area)

Location: Ota City, Gunma Ota City, Gunma

Products: Automotive seats Automotive interior

Commenced operations: December 1986 July 1969



Plant Manager:
Takayuki Hamada

Environmental Outlook and Policies

Our factory contributes to the development of the automotive society by conducting integrated production activities ranging from the development and design to the manufacture and shipment of safe and environmentally friendly automotive seats and interior parts. With a clear vision for reducing environmental impact, we aim to achieve carbon neutrality by 2039 while promoting safe and people-friendly production activities that take environmental conservation into consideration. At the same time, we will actively promote community-based volunteer and cleanup activities to contribute to the local community.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

In fiscal 2024, we reduced CO₂ emissions by approximately 213 t-CO₂ per year through initiatives such as switching factory fuel from LPG to city gas, expanding LED lighting, renewing air-conditioning systems, and converting control panel coolers to inverter systems. In fiscal 2025, we will continue updating compressors, LED lighting, and air-conditioning systems, while also introducing high-efficiency motors for exhaust fans to further advance our energy-saving initiatives.

Waste reduction and recycling

Our plant continues to maintain a 100% recycling rate by converting waste into valuable recyclable materials. In addition, we are promoting material recycling and will continue to focus on reducing overall waste generation.

Environmental conservation activities

We will continue our community-based activities by cleaning up around the plant and participating in local cleanup events.

Others

We participate in cleanup activities and flower-planting initiatives through the Subaru Community Exchange Program. In addition, we plan to continue hosting factory tours for two local elementary schools in fiscal 2025.

Atmosphere: Ojima area (Voluntary values for unregulated equipment)

Substance	Equipment	Regulated value	Results
Nox	Generator	950	200
	Boiler	150	20
Dust	Generator	0.3	0.026
	Boiler	0.1	<0.004

NOx Unit: Nm³/h Dust Unit: g/Nm³

Water quality: Ota area (Voluntary regulatory values)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	5.8~8.6	8.1	7.5	—
BOD	60	3	1	1.0
COD	60	4	1	2.3
SS	70	30	2	2.6

Unit: mg/L

Seating Division

Yokohama Plant (Seating)



Location: Kanazawa-ku, Yokohama
Products: Automotive seats and interior products
Commenced operations: April 1990



Plant Manager:
Takehiro Watanabe

Environmental Outlook and Policies

Our plant develops, designs, and manufactures safe and people- and environmentally friendly automotive seating and interior products, contributing to the automotive industry. Recognizing the importance of passing on a rich global environment to future generations, each employee promotes environmentally conscious production activities.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

By fiscal 2024, the conversion of mercury lamps to LED lighting at the plant was largely completed. In addition, the introduction of individual chillers for cooling water enabled the shutdown of some cooling towers, and activities toward stopping the remaining cooling towers are continuing in fiscal 2025. We are also working on improving the efficiency of large motors and reducing factory air pressure. Furthermore, to verify and analyze improvement effects, we are promoting visualization of energy-saving results through the introduction of wireless multi-circuit power meters.

Waste reduction and recycling

In fiscal 2024, cushioning materials from overseas procured products were granulated on-site, reducing volume and achieving full conversion into valuable recyclable materials. As a result, truck shipments and related CO₂ emissions were both reduced to one quarter.

Environmental conservation activities

There is a large hospital adjacent to our plant, and residential areas nearby. By continuously carrying out cleanup activities around the site, we are engaging in environmentally conscious conservation and beautification efforts closely connected to the local community.

Atmosphere (Regulated values: Air Pollution Control Act, Yokohama Ordinance)

Substance	Equipment	Regulated value	Results
NOx	Boiler	90	28
Dust	Boiler	0.05	0.005

NOxUnit: ppm Dust Unit: g/Nm³

Water quality (Regulated values: Yokohama City Ordinance)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	5~9	8.3	7.1	—
Oil Mineral oils	5	1.9	<0.5	1.0
NH ₄ ⁺	380	1.8	<0.3	1.5

Unit: mg/L

Seating Division

Toyota Plant



Location: Toyota-shi, Aichi

Products: Automotive seats and interior products

Commenced operations: June 1961



Plant Manager:
Satoshi Chiyonobu

Environmental Outlook and Policies

Our plant performs unified design, manufacture and shipment of finished automotive seating products, frames and component parts. In addition to examining a form of plant management that is geared to achieving carbon neutrality, we will actively pursue energy saving and CO₂ emissions reduction activities. Also, while flexibly responding to changes in the external environment and conducting manufacturing based on state-of-the-art technologies and automation, we will take initiatives for contributing to realization of a sustainable society.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

In fiscal 2024, we pursued CO₂ reduction by updating aging air-conditioning systems, upgrading factory lighting to LED, electrifying forklifts, and converting kitchen facilities at employee welfare lodges from LPG to electric systems. In fiscal 2025, we will continue energy-saving initiatives such as converting cooling towers to chillers and expanding LED upgrades, while preparing for the installation of solar power generation facilities.

Waste reduction and recycling

In fiscal 2024, we reviewed the processing of waste plastics and shifted from thermal recycling to material recycling, while also converting part of waste glass bottles into valuable recyclable materials, thereby promoting waste reduction and resource circulation. In fiscal 2025, we will continue to conduct studies toward further material recycling and work on reducing overall waste volume.

Environmental conservation activities

We prepare for the prevention and mitigation of potential contamination arising from emergencies both inside and outside the site, and work to protect and preserve the local environment through activities such as regular cleanup efforts around the factory and flower-planting beautification initiatives.

Water quality (Regulated values: Sewerage Service Act)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	5~9	7.7	6.8	—
Oil	5	3.6	0.6	1.2

Unit: mg/L

Precision Spring & Components Division

Atsugi Plant



Location: Aikawa-machi, Aiko-gun, Kanagawa

Products: Thin leaf springs, Precision stamped products, Assemblies

Commenced operations: November 1970



Plant Manager:
Yoichi Ueda

Environmental Outlook and Policies

This plant manufactures motor cores and inverter retainer springs, key components for low-CO₂ electric and hybrid vehicles. By supporting the wider adoption of such vehicles—essential to achieving clean energy under the SDGs—we aim to be an environmentally responsible plant valued by our customers.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

In fiscal 2024, we built a plant-specific power visualization system based on the introduced power monitoring system, which was effectively utilized by the Challenge CN Committee established in fiscal 2023, resulting in CO₂ reduction achievements in the second half of the year. In fiscal 2025, we will continue leveraging this system to further reduce CO₂ emissions through all-plant, all-employee participation.

Waste reduction and recycling

We have continuously achieved the Environmental Challenge targets of a 100% recycling rate, zero non-recyclable waste, and zero thermal recycling through fiscal 2024. In fiscal 2025, we aim to further reduce industrial waste by actively promoting the conversion of waste into valuable recyclable materials.

Environmental conservation activities

Since 1975, we have participated in regional clean-up campaigns organized by local associations, engaging not only in environmental protection within the factory but also in long-term conservation and nature preservation activities in the surrounding community. We will continue to actively participate in environmental conservation activities going forward.

Others

In coordination with our factory-wide 5S promotion activities, we are actively strengthening 2S practices and cleaning efforts. In fiscal 2025, under the slogan “A factory that impresses and delights our customers,” we will pursue higher-level activities and continuous improvement.

Water quality (Regulated values: Sewerage Service Act)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	5~9	7.8	7.1	—
BOD	600	83	1	21
COD	—	37	4	21
SS	600	19	<1	5
Oil	5	4.6	0.7	2.4
Fe	10	1.3	<1.0	<1.0
Total nitrogen	380	17	2	7
Fluorine	8	<0.8	<0.8	<0.8
Boron	10	<1.0	<1.0	<1.0

Unit: mg/L

Precision Spring & Components Division

Ina Plant



- Location:** Miyada-mura, Kami Ina-gun, Nagano
- Products:** Wire springs, Precision machined components
- Commenced operations:** December 1943



Plant Manager:
Takashi Mori

Environmental Outlook and Policies

Since beginning operations in 1943 in Minami-Shinshu, nestled between the Central and Southern Alps, our plant has carried out manufacturing activities amid the area’s rich natural environment. Guided by the slogan “To contribute to the local community while creating a safe, people-friendly, and positive workplace,” we will continue working together as one team to achieve a higher level of balance between environmental conservation—both locally and globally—and our business activities.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

We are continuously upgrading high-CO₂ kerosene heaters to electric air-conditioning systems, converting LPG-powered equipment to electric systems, and replacing conventional lighting with LED lighting. In addition, we are steadily reducing compressor loads through improvement activities using air leak detectors.

Waste reduction and recycling

With a recycling rate already exceeding 99%, we are further reducing waste by promoting material recycling of plastic waste, advancing the dismantling and separation of composite materials, and shifting industrial waste to valuable recycling.

Environmental conservation activities

We patrol the perimeter of the plant to ensure that there is no environmental impact on the area surrounding the plant. Also, we are directing resources to promoting greening on the plant premises.

Others

We participate in various cleanup activities in cooperation with multiple local companies, including the Tenryu River watershed environmental cleanup and neighborhood cleanup activities around the factory.

Water quality (Regulated values: Nagano Prefecture Ordinance)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	5.7~8.7	7.5	6.6	—
BOD	600	56	2	11
COD	—	33	<1	11
SS	600	8	<1	3
Oil	5	3.8	<0.5	1.6
Fe	10	<1.0	<1.0	<1.0
Cu	3	<0.3	<0.3	<0.3
Total nitrogen	380	20	1	5

Unit: mg/L

DDS (Disk Drive Suspension) Division

Komagane Plant



Location: Komagane-shi, Nagano

Products: HDD suspensions

Commenced operations: November 1983



Plant Manager:
Yukihiro Hayashi

Environmental Outlook and Policies

Led by the promotion members, DDS Komagane is promoting plant-wide efforts to reduce CO₂ emissions in order to achieve carbon neutrality. The plant will continue to aim to be an environmentally friendly manufacturing plant so that the future generations can inherit our beautiful natural environment in a healthy state.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

To eliminate the use of fossil fuels for cleanroom humidification, we are introducing a micro-fog system. In fiscal 2024, the system was installed on the first floor of the production building, and in fiscal 2025, it will be expanded to the second floor, with the goal of completely eliminating fossil fuel use at production sites.

Waste reduction and recycling

By continuing to sort wastes, we have maintained a 100% recycling rate. In FY2024, we will continue our efforts to maintain 100% recycling, while also working to reduce the volume of waste.

Environmental conservation activities

Every May, neighboring companies come together to take part in the Tenryu River watershed environmental cleanup event. In fiscal 2024, 44 employees from our plant participated. We plan to continue participating in fiscal 2025, providing employees with an opportunity to reflect on and engage in environmental conservation.

Others

We have been promoting environmental beautification activities, such as cleanup efforts around the factory, conducted around October in fiscal 2023 and 2024. We plan to continue these activities on an ongoing basis from fiscal 2025 onward.

Water quality (Regulated values: Nagano Prefecture Ordinance)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	5.8~8.6	7.9	7.4	—
BOD	20	14	<1	7
COD	20	8	<1	5
SS	30	5	<1	2
Oil	5	1.4	<0.5	1
Total phosphorous	16	2	<1.0	1
Total nitrogen	100	5	<0.3	2

Unit: mg/L

Industrial Machinery & Equipment Division

Isehara Plant No. 1 and Plant No. 2



- Location:** Isehara City, Kanagawa
- Products:** Semiconductor process components, Pipe support systems, Specialized springs, Security products
- Commenced operations:** March 1993



Isehara Plant No.1 Plant Manager:
Toshihiko Hanamachi



Isehara Plant No. 2 Plant Manager:
Kenichi Akao

Environmental Outlook and Policies

At our plant, we will continue to develop and manufacture environmentally friendly and sophisticated joint technology products, TERA high-stress disc springs used in machine tools, and anti-counterfeiting products. We will work to improve environmental performance by having all of our personnel participate in 3R efforts, including conservation of resources, energy saving for cutting CO₂ emissions, and reduction of waste and environmentally hazardous substances that impart environmental impact.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

In FY 2023, CO₂ emissions totaled 3,243 tons, a decrease of 1,045 tons (24%) compared to the previous year, achieving a reduction in emissions of over 21% of the decrease in internal sales. At the Plant No.1, measures included reducing standby power consumption of spray coating machines and upgrading to high-efficiency air conditioning systems. At the Plant No.2, initiatives such as improving production efficiency of TERA and reducing standby power consumption of air conditioning systems were implemented, resulting in tangible CO₂ reduction outcomes.

Waste reduction and recycling

The Plant No. 1 continues to reuse cleaning fluids used in large quantities, while the Plant No. 2 continues to reuse paint solvents. In addition, to improve the efficiency of waste transportation, we continue to reduce the volume of cutting chips and waste plastics. We continue to separate waste for recycling purposes and have shifted approximately 10% of waste plastics, mainly soft plastics, to material recycling. In addition, in order to reduce waste oil generation, we continue to separate water-soluble cutting fluids and have also promoted material recycling of cleaning fluids, waste oil, and sludge. A 100% recycling rate has been maintained for 18 consecutive years.

Environmental conservation activities

We maintain green space conservation in the areas surrounding our plants. Although our daily water usage is below 50m³ and therefore not subject to Kanagawa Prefecture regulations, we voluntarily conduct wastewater quality inspections.

Water quality (Regulated values: Isehara City Sewerage Ordinance)

Item	Regulated value	Results			
		Maximum	Minimum	Average	
pH	5.0~9.0	8.5	7.7	8.2	
BOD	600	500	100	240	
Oil	Animal and vegetable oils	30	29	4	15
	Mineral oils	5	1	1	1
Fe	3	<0.1	0.1	<0.1	
Zn	1	<0.1	<0.1	0.1	
Mn	1	<0.1	<0.1	<0.1	
Pb	0.1	0.01	0.01	0.01	

Unit: mg/L

Industrial Machinery & Equipment Division

Miyada Plant



Location: Komagane-shi, Nagano

Products: Semiconductor process components

Commenced operations: September 2019



Plant Manager:
Naoya Kida

Environmental Outlook and Policies

This plant was newly constructed in March 2019 on the same site as the Komagane No. 2 Plant. It serves as a mass production plant for environmentally friendly high-precision joining products produced at Isehara Plant No. 1. From FY2022, the Miyada Plant established its own environmental management system, we will utilize IoT to reduce our environmental impact and promote a community-based recycling-oriented society with all employees, based on Global Environmental Activities Guidelines and Global Environmental Activities Plan.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

This plant is fully electrified, with electricity accounting for 99.5% of its energy consumption and water 0.5%. In fiscal 2024, carbon neutrality was achieved through the procurement of 100% renewable electricity. A 570 kW solar power system is also in operation, reducing CO₂ emissions by 346 tonnes through self-consumption.

We are also promoting CO₂ reduction through various electricity-saving initiatives, such as energy-efficient compressors (water-circulation inverter systems and unit control), skylights, LED lighting in factories, power monitoring systems, and demand control for vacuum furnaces.

Waste reduction and recycling

In fiscal 2024, we maintained a 100% recycling rate. We are working to reduce thermal recycling by optimizing our industrial waste disposal contractors. In addition, the introduction of a waste liquid recovery system reduced cutting waste liquids by 18.7% compared with the previous fiscal year.

Environmental conservation activities

In fiscal 2024, we organized the Tenryu River Watershed Environmental Picnic (May 18) and conducted a clean-up activity around the plant. The same activity was also implemented on May 24, fiscal 2025.

Water quality (Regulated values: Nagano Prefecture Ordinance)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	5.8~8.6	7.6	5.3	—
BOD	20	15	1	4
SS	30	23	4	9
Oil	5	1.5	<0.5	0.8
Cu 3	3	<0.3	<0.3	<0.3
Total phosphorous	16	4.2	1.2	2.7

Unit: mg/L

Industrial Machinery & Equipment Division

Komagane Plant



Location: Komagane-shi, Nagano

Products: Specialized polyurethane foam products, Metal substrates

Commenced operations: December 1981



Plant Manager:
Kenji Obara

Environmental Outlook and Policies

Located in an area rich in natural surroundings, the plant develops and manufactures Integrated Metal Substrates (IMS). With the expansion of the IMS business, the transfer and production relocation of the high-performance urethane business and the construction of a new production building are underway to support future growth. Although energy consumption is expected to increase with the new facility, all employees are working together to reduce usage. We recognize environmental conservation as a shared responsibility and will steadily promote initiatives toward a circular economy and our goal of achieving carbon neutrality by 2039.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

Construction to phase out kerosene-fired boilers used for humidity control in clean rooms for Integrated Metal Substrate (IMS) production will be completed in 2025. Trial operation of electric boilers is underway toward electrification of production heat sources in 2026, with equipment renewal to be implemented based on operational data. The new production building will reduce environmental impact through the installation of solar power generation equipment and the use of highly insulated materials. As air-conditioning accounts for the largest share of electricity consumption, measures such as suspending operation on non-working days and reviewing set temperatures will be implemented.

Waste reduction and recycling

In fiscal 2025, we aim to continue maintaining a 100% recycling rate and further promote recycling initiatives. We are also working to eliminate and shift practices from thermal recycling to material recycling.

Environmental conservation activities

As a community contribution activity, employees and their families conducted litter collection around the plant on May 18 and October 19. This initiative will be continued as part of our ongoing efforts to conserve the local environment.

Others

In recognition of employees' participation in local volunteer fire brigade activities, the plant received a Business Establishment Award from Komagane City.

Atmosphere (Regulated values: Air Pollution Control Act)

Substance	Equipment	Regulated value	Results
NOx	Hot water boiler	180	51
Dust	Hot water boiler	0.3	0.007
SOx	Hot water boiler	—	5

NOx Unit: ppm Dust Unit: g/Nm³ SOx Unit: ppm

Water quality : Factory Building 1 (Regulated values: Nagano Prefecture Ordinance)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	5.8~8.6	8.1	7.6	—
BOD	20	<1	<1	<1
COD	20	<1	<1	<1
SS	30	<1	<1	<1
Oil	5	1.5	<0.5	0.8

Unit: mg/L

Water quality : Factory Building 2 (Regulated values: Nagano Prefecture Ordinance)

Item	Regulated value	Results		
		Maximum	Minimum	Average
pH	5.8~8.6	7.7	6.7	—
BOD	20	19	2	11
COD	20	13	5	8
SS	30	4	<1	<1
Oil	5	2.4	<0.5	0.9
Fe	10	<1	<1	<1
Cu	3	0.7	<0.3	0.3
NH ₄ ⁺	100	4.4	0.8	1.8

Unit: mg/L

Industrial Machinery & Equipment Division

Yasu Plant



Location: Yasu-shi, Shiga

Products: Mechanical multilevel parking systems

Commenced operations: October 1996



Plant Manager:
Hiroshi Kaneko

Environmental Outlook and Policies

A production transfer project from the Isehara No.2 Plant has commenced at this plant. As a result of these introductions, increases in CO₂ emissions, industrial waste, and environmentally impactful substances are anticipated. To mitigate these impacts, we will further strengthen our efforts in energy conservation, zero-emission initiatives, and environmental protection.

FY2024 and FY2025 Initiatives

Reduction in CO₂ emissions (absolute value)

From the second half of fiscal 2024, the transfer of manufacturing processes from the Isehara No.2 Plant began, during which press machines were introduced for the mesh spring process. As a result of CO₂ reduction initiatives through the automation and inverter conversion of these press machines, annual CO₂ emissions were reduced by 1.5 tonnes.

Waste reduction and recycling

As part of our paint reuse initiatives, used thinner is regenerated and reused through recycling equipment, thereby reducing industrial waste generation. In addition, we continue efforts to control excessive paint consumption by managing the unit consumption of solvents.

Environmental conservation activities

As part of change management within the plant, environmental aspects are identified through environmental impact assessments. In particular, for construction related to the special product transfer project, we will make thorough efforts to conduct detailed risk assessments to prevent any adverse impact on the surrounding environment.