



# SUSTAINABILITY REPORT 2023



**NRS** CORPORATION

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## ESG Data

### Company Profile

Company Name  
: NRS CORPORATION

Representative  
: Shingo Togi, President and COO

Head Office  
: Kowa-Hitotsubashi Building 8F, 7-1 Kanda-Nishikicho, 3-chome, Chiyoda-ku, Tokyo 101-0054 Japan

Founded  
: December 1946

Primary Business  
: Warehousing, custom clearance, international transportation, truck transportation, consigned truck transportation, rail transportation, marine transportation, air transportation, equipment lease, rental and sale, 3PL (third-party logistics service), and logistics IT system development

Capital  
: 2 billion yen

URL : <https://www.nrsgr.com>

### Editorial Policy

We compiled this report with the aim of communicating our sustainability initiatives to our stakeholders in an easy-to-understand manner. It consists of information about the NRS GROUP, the Group's sustainability initiatives, and its environmental, social, and governance efforts to date, as well as ESG data.

### Period Covered in This Report

- FY 2023 (from October 1, 2022, to September 30, 2023): However, this report also contains some relevant information from outside of this period.

### Organizations Covered in This Report

NRS CORPORATION and its Group companies

### Date of Publication

December 2023

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# Message from the President and COO/Philosophy

**Shingo Togi,**

President and COO  
NRS CORPORATION



Chemical products are indispensable to the development of our lives in terms of affluence, convenience, and functionality, and the logistics functions of NRS play an important role in the global supply chain of such chemicals. Based on our corporate philosophy, “Like a shining diamond, to share happiness with everyone,” we created our management vision, “To be a leading chemical-logistics company in the world.” Under these philosophy and vision, we will continue to evolve and enhance our corporate value by pursuing higher added-value services to achieve our corporate mission of “To provide the optimal solution to the world’s chemical logistics industry, NRS has the answer.” With safety and legal compliance as the foundation of our business, we are committed to building a business that supports the sustainable growth of society while gaining the trust of our customers and all stakeholders.

## Philosophy **Like a shining diamond, to share happiness with everyone**

Logistics is essential to connect suppliers and consumers and plays fundamental roles in industry. Chemical products are used extensively for a healthy human life—automobiles, home electric appliances, IT, healthcare, foods, and energy. On the other hand, the material of chemical goods bears the risks of being flammable, explosive, or toxic. We take on safety and compliance as the most important for chemical logistics. As a chemical logistics company that provides comprehensive services, our mission is to provide high-quality, high-efficiency logistics services based on safety and legal compliance. NRS employees are always ready to learn and to act in accordance with the customer needs and are committed to building a company of high quality and scale that can accurately and promptly meet the demands of its customers. By doing so, we aim to contribute to our customers, business partners, and society and to be widely trusted by the public.

By working with pride in a company where people can feel happiness both materially and mentally, we believe that will lead to our founding principles set out in the company philosophy of “Like a shining diamond, to share happiness with everyone.”



# Vision of the NRS GROUP

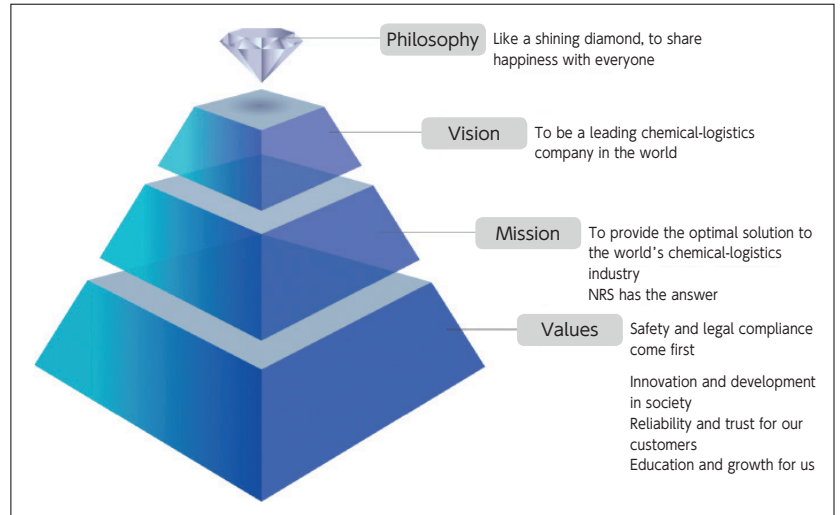
## Clarification of NRS GROUP Philosophy System

We align our corporate activities with our philosophy. To further clarify the connection among our vision, mission, and values, we have organized them into a systematic chart.

The Vision represents our management objectives and future vision and is grounded in our corporate philosophy. The Mission outlines what we should do, what we aim to accomplish, and the value we strive to provide to society. The Values articulate the action policies and guidelines for realizing these objectives.

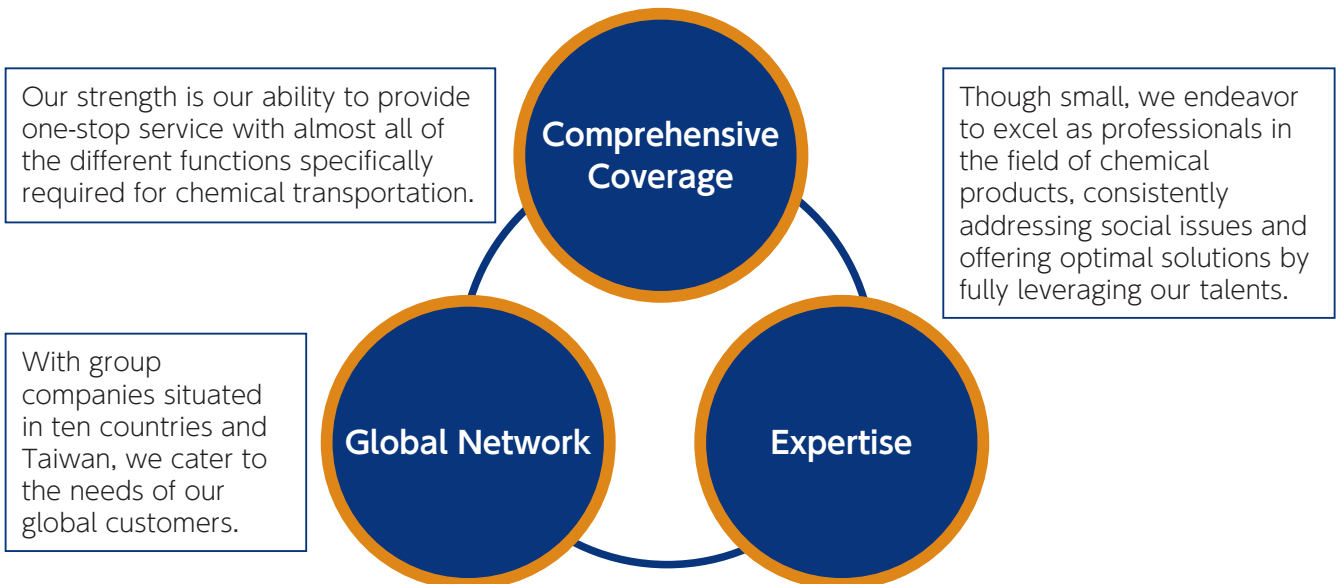
By clarifying these aspects, we will achieve sustainability through more efficient organizational management and the cultivation of our brand image.

### The NRS GROUP Philosophy System








## Strengths of the NRS GROUP

The spread of the COVID-19 pandemic and the situation in Ukraine have prompted us to reassess the importance of our supply chain. Grounded in safety and legal compliance, the NRS GROUP is committed to enhancing our core strengths: comprehensive coverage, a global network, and expertise as professionals in chemical products. We will persist in delivering services of elevated value.



# History

1940-	<p><b>1946 Nippon Riku-un Sangyo Co., Ltd., founded for the purpose of selling transportation of petrochemicals using restored tank cars that had been damaged in the war</b></p> <ul style="list-style-type: none"> <li>Nichiriku Transportation Co., Ltd., and Nichiriku Warehouse Co., Ltd., established</li> <li>We constructed a large warehouse for hazardous materials in the petrochemical complex of the Keiyo Industrial Zone. This contributed to the development of the chemical industry through our tanker truck transportation business and the operation of the tank terminal in the Kansai area</li> </ul>	 <p>Transportation business</p>
1980-	<p><b>Paved the way for safe, high-efficiency ISO tank container operations in Japan</b></p> <ul style="list-style-type: none"> <li>Takaishi Chemical Co., Ltd., established. Custom clearance business begins.</li> <li>Tank container business begins, established the International Tank Container Division.</li> <li>We focused on ISO tank containers for international transportation, which were not allowed for use within Japan at that time. We developed vehicles with a maximum load capacity of 24 tons jointly with an automotive manufacturer. We strongly promoted the then government for the relaxation of fire safety regulations and obtained a domestic transit permit for a 24-ton ISO tank container for import/export cargo only. Additional promotions resulted in the relaxation of the above permit to increase the maximum load capacity to 30.48 tons in 1999 and elimination of the limitation on the use of the cargo for import/export purposes in 2004, contributing to the making of efficient and resource-saving logistics.</li> <li>As the import and export to and from Japan increased, many trailer rollover accidents occurred throughout Japan. We approached a car manufacturer for joint development. We jointly developed a specialized chassis for international tank containers with a rollover-prevention system, which was provided in all of our offices in the following year.</li> <li>US subsidiary NRS America Inc. founded in New York [Current NRS LOGISTICS AMERICA INC.]</li> <li>Interflow (Tank Container System) Ltd. (UK) acquired and Non-Vessel Operating Common Carrier (NVOCC) business begins [Current NRS OCEAN LOGISTICS LTD.]</li> <li>Rental and sales of IBC (Intermediate Bulk Container) begins</li> <li>We established NRS Singapore Pte. Ltd. as a local company in Singapore [current NRS LOGISTICS SINGAPORE PTE. LTD.]</li> </ul>	 <p>Warehouse business</p>  <p>Tank terminal business</p>  <p>Container business</p>  <p>Freight forwarding business</p>



2000-	<p><b>Established a full-scale hazardous materials warehouse at the request of the Ministry of Transport of the People's Republic of China</b></p> <ul style="list-style-type: none"> <li>Shanghai joint venture, Shanghai Nichiriku Wailianfa Logistics Co., Ltd., established</li> <li>Transportation of inorganic cyanide compounds, hydrogen fluoride, or preparations containing them used to be restricted to 10 kl or less. However, after years of sincere communication with the relevant authorities through the Japanese Dangerous Goods Container Association, for which we serve as the secretariat, the capacity regulation in the IMO Standard was eliminated for the transportation of such chemicals in ISO tank containers. We then became the first company to transport hydrogen fluoride in Japan.</li> <li>Dangerous and Bonded warehouse opened in Shanghai, China Back then, hazardous materials warehouses in China were small buildings with only a fire extinguisher. Since we accompanied a visit by the Chinese Ministry of Transport to Japan to inspect the logistics of hazardous materials, we received a request to operate a hazardous materials warehouse in Shanghai. We thus constructed a bonded hazardous materials warehouse in the Port of Shanghai.</li> <li>Air cargo business begins</li> </ul> <p><b>2008 Japanese company name changed to K.K. Nichiriku (NRS Corporation in English)</b></p> <ul style="list-style-type: none"> <li>We obtained manufacturing license (packaging, display, and storage) for pharmaceuticals, quasi-drugs, and cosmetics. Approval of IATA Cargo Sales Agent acquired.</li> <li>Invented the online roll call system Roll calls, which are the foundation of the health management and safety assurance of driving crews, are often conducted late at night and early in the morning. They have thus been a huge financial and labor burden for transport operators. Therefore, we devised an online roll call system using information technology (IT), obtained approval from the Ministry of Land, Infrastructure, Transport and Tourism, and used it to enhance safety and improve operational efficiency.</li> <li>Became the first company in Japan to be accredited as AEO* Custom Brokers by Tokyo Customs</li> <li>ISO 14001 certification acquired</li> </ul>
2010-	<p><b>Expanded our expertise in safe high-quality logistics developed in Japan to other countries.</b></p> <ul style="list-style-type: none"> <li>Established NRS Logistics Korea Corporation in Seoul, Korea [current NRS LOGISTICS KOREA CO., LTD.]</li> <li>Established NRS Logistics (Thailand) Co., Ltd. in Bangkok, Thailand [current NRS LOGISTICS (THAILAND) CO., LTD.]</li> <li>NRS Corporation Taiwan Branch established in Taipei [current NRS CORPORATION TAIWAN BRANCH]</li> <li>NRS Logistics Vietnam Co., Ltd., established</li> <li>Obtained approval from Tokyo Customs as AEO* Warehouse Operators.</li> <li>Established NRS Raiza Logistics Vietnam, JSC. in Vietnam. Opened the first Japanese-quality hazardous materials warehouse in Vietnam.</li> </ul>
2020-	<p><b>2022 Japanese company name changed to NRS K.K.</b></p> <p><b>2023 NRS Kumamoto branch opened in Kumamoto</b></p>



Online roll call system



The first Japanese-quality hazardous materials warehouse in Vietnam

\*AEO: Authorized Economic Operator. AEO system is a system in which customs approves and certifies operators that have established cargo security management and compliance systems and provides relaxed and simplified form of customs procedures.

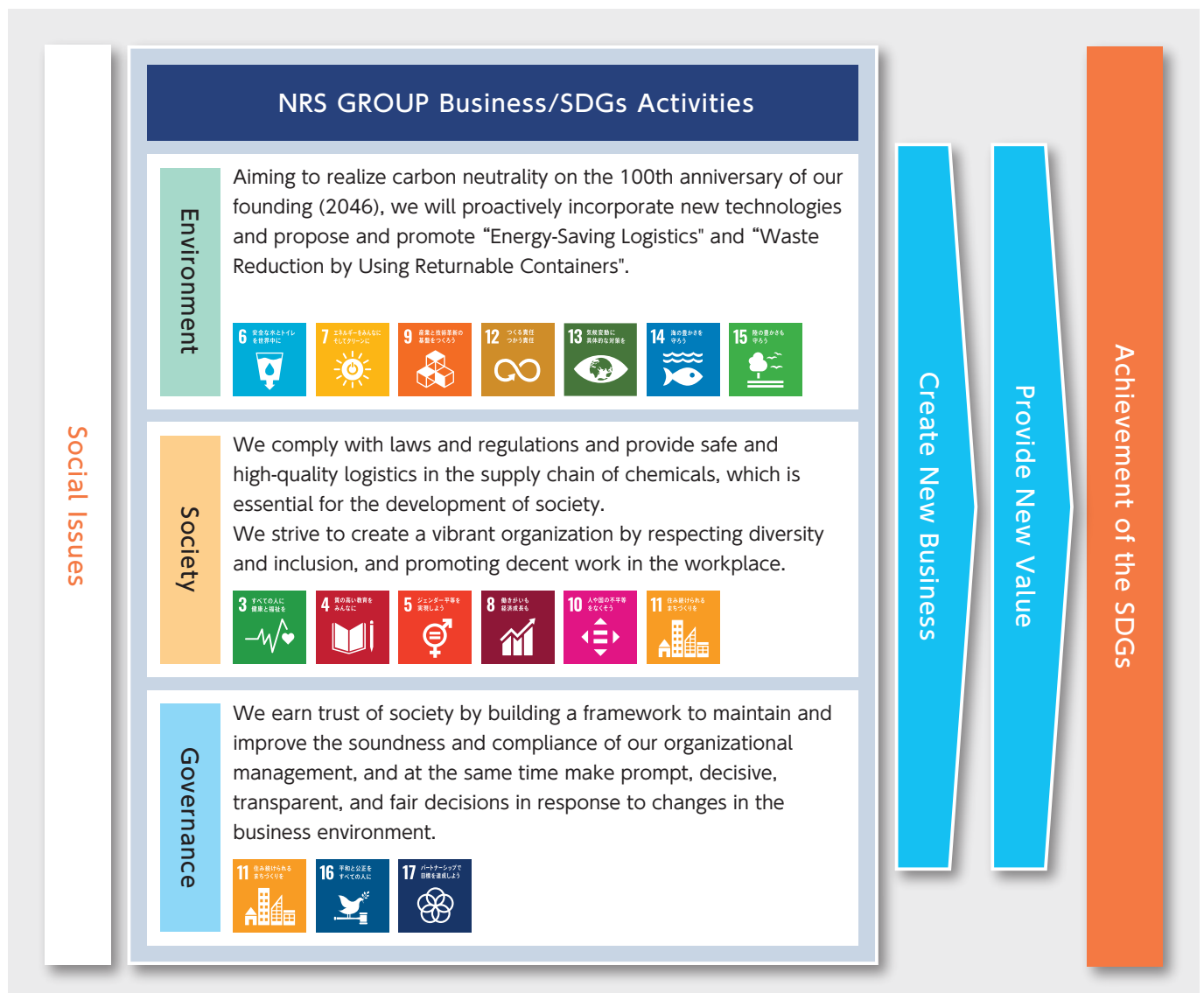


# Our Aims for Sustainability

## Our Approach to Creating a Sustainable Society (Sustainability)

As a leading company in the field of comprehensive logistics of chemicals and hazardous materials, the NRS GROUP is thoroughly committed to business activities that reduce the burden on the community and the environment. We have been and will continue to contribute to the creation of a sustainable society through our SDGs/ESG-conscious corporate activities. The following is the SDGs/ESG activities that the NRS GROUP is aiming to implement:

### NRS GROUP Initiative for the SDGs/ESG Management



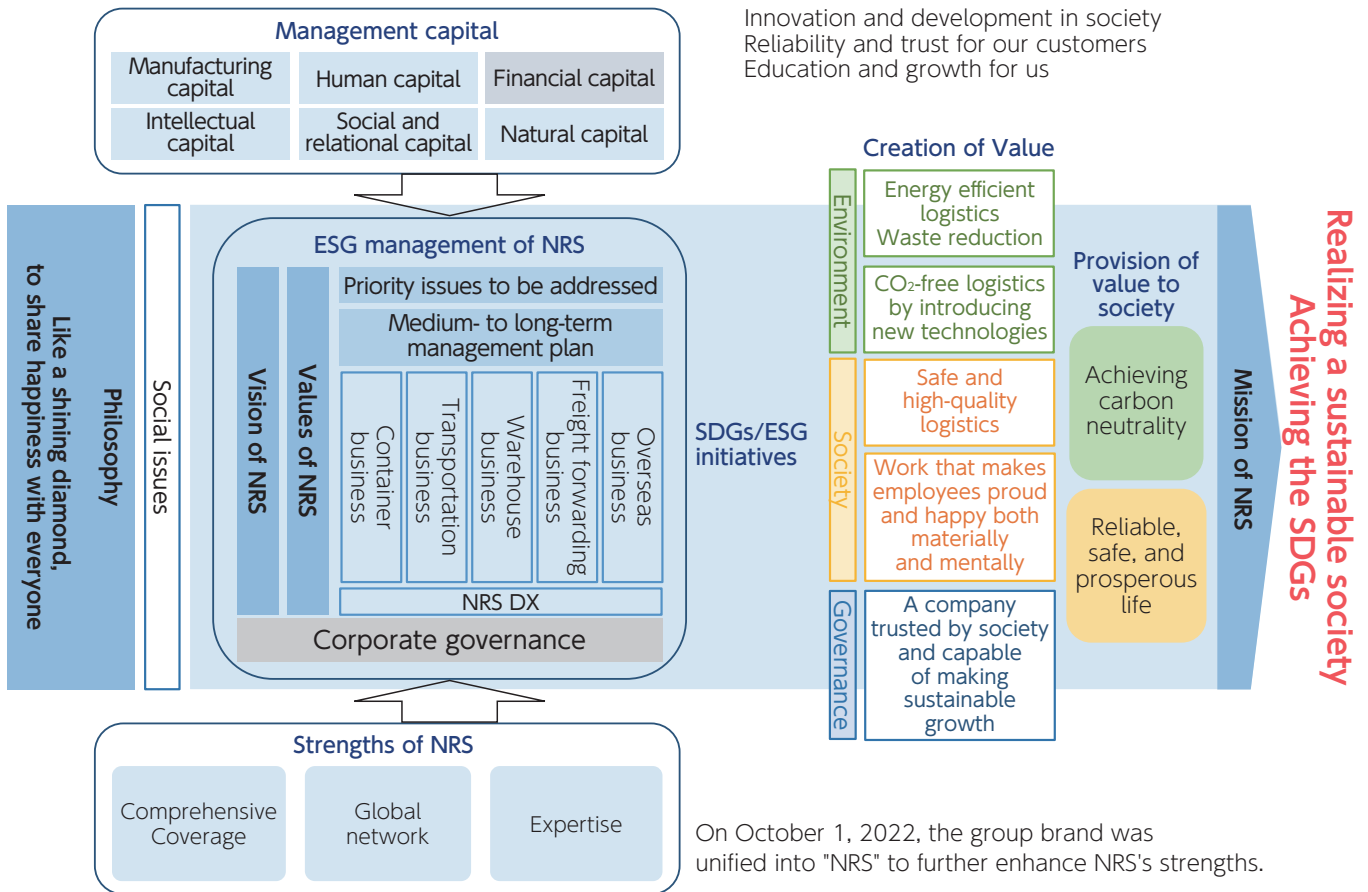
# Our Aims for Sustainability

## Sustainability Roadmap of the NRS GROUP

We take pride in the fact that the logistics industry plays a key role in the supply chain of chemicals, which is indispensable for the development and advancement of human society. Each and every one of our employees is committed to enhancing the NRS Values to provide safe, high-quality logistics services, aimed to solve social issues and contribute to the development of a sustainable society.

- Vision of the NRS GROUP** To be a leading chemical-logistics company in the world
- Mission of the NRS GROUP** To provide the optimal solution to the world's chemical-logistics industry NRS has the answer
- Values of the NRS GROUP** Safety and legal compliance come first

Innovation and development in society  
Reliability and trust for our customers  
Education and growth for us



On October 1, 2022, the group brand was unified into "NRS" to further enhance NRS's strengths.

### SUSTAINABLE DEVELOPMENT GOALS



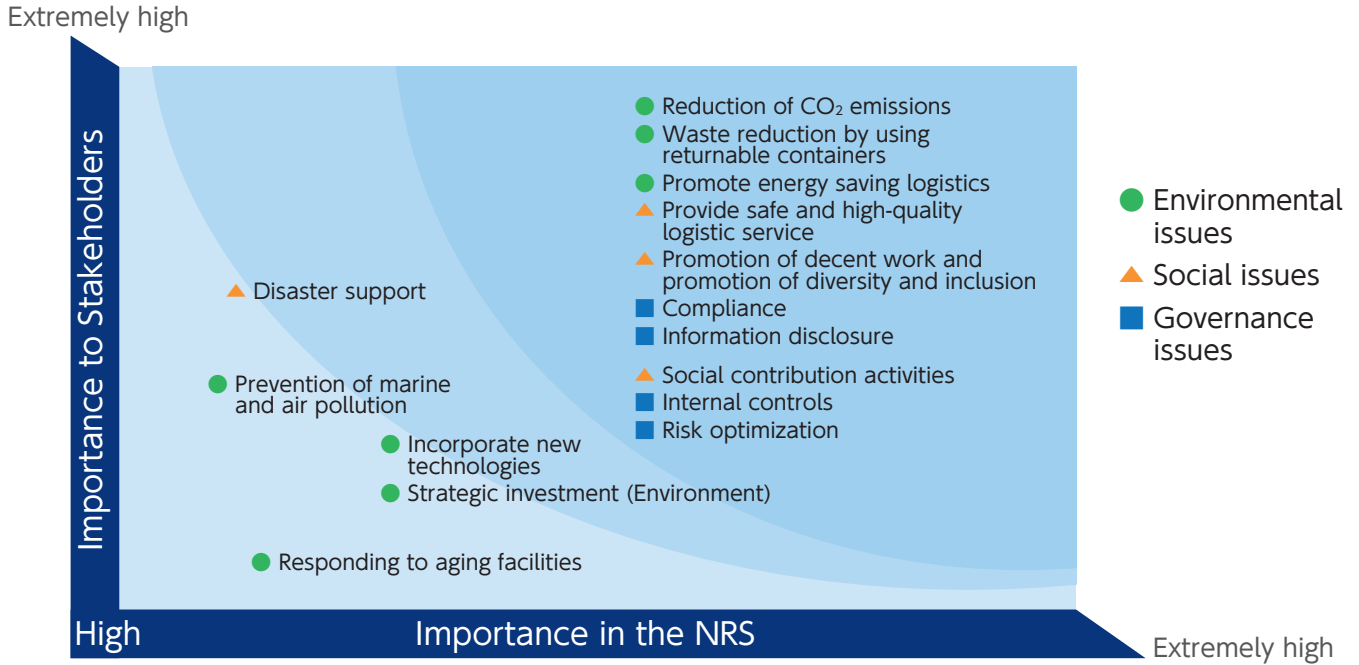
\* The SDGs are the Sustainable Development Goals adopted by the United Nations in September 2015 as common global goals to solve society's issues by 2030 consisting of 17 goals and 169 targets.





# Our Aims for Sustainability

## The NRS GROUP's Materiality Issues for Achieving the SDGs (2030)



### Reduction of CO<sub>2</sub> Emissions

One of the variable factors is GHGs (mainly CO<sub>2</sub>), the main sources of which are the use of fossil fuels and electricity. As for fuels, our mission is to switch to fossil-free fuels and promote substitution with hydrogen, EVs, biomass, and other fuels. As for electricity, we will systematically promote the use of solar power generation and the switching of electricity suppliers to those who provide renewable energies. We will also strive to make it a daily routine to engage in energy saving and resource conservation efforts.

### Ensuring Compliance

In addition to compliance with applicable laws and regulations, we ensure that all rules, from company regulations to operational manuals, are strictly adhered to. Through the Compliance Committee, we check the status of compliance with laws and regulations and implement appropriate management, supervision, and correction whenever necessary.

### Respect for Diversity and Making of Comfortable Workplace

In order to secure and nurture excellent human resources and continue to grow as a company in the midst of an aging society with a declining birthrate, we will actively respect diversity, such as by recruiting foreign nationals and extending the retirement age. In addition, to enable employees, who are the driving force of the organization, to fully demonstrate their abilities, we are working to create a decent workplace by expanding systems that focus on creating a good work-life balance and promoting the planning and implementation of a wide variety of education and training programs.

### Provision of Safe and High-quality Logistics

Chemical products contribute greatly to the development of society. However, it is essential to consider their risk of adverse effects on the environment, including air, water, and soil, and the risk of large-scale accidents. The handling of chemical products thus requires specialized knowledge, skills, and experience. The NRS GROUP is actively engaged in human resource development, maintenance and preventive maintenance of logistics cargo handling facilities, and further promotion of digital transformation (DX) in order to provide safe and high-quality logistics as a professional chemical logistics provider.



# Our Aims for Sustainability

## Sustainability Promotion System

The NRS GROUP is committed to achieving sustainable growth and addressing environmental and social issues through our business activities. To realize this commitment, the President lead the Sustainability Committee in formulating key policies. Subsequently, the Sustainability Promotion Committee, a subunit of the Sustainability Committee, actively advances ESG initiatives through its activities.

Sustainability Promotion Structure

Organization Chart of the Sustainability Committee



## Internal Activities to Promote Sustainability

October 2022	<p>Changed the company name: To further strengthen the comprehensive coverage of the Group Implemented an organizational reform to clarify functions to ensure the reinforcement of group management, promotion of digital transformation (DX), and adherence to compliance.</p> <p>: Established Global Business Strategy Division, Digital Design Division, and Internal Control, Legal Affairs, and Risk Management Department.</p> <p><b>Received the SDG Promotion Loan execution certificate from Sumitomo Mitsui Bank.</b></p> <p>▶ See the next page: Activity Topic 1</p>
December 2022	Established Vision, Mission, and Values
From the new fiscal year	<p>Increased the frequency of the Sustainability Committee, chaired by the president, to quarterly meetings. Enhanced collaboration with the Sustainability Promotion Committee to facilitate prompt, equitable, and transparent dissemination of sustainability-related aspects throughout the company.</p> <ul style="list-style-type: none"> <li>- First meeting: October 19, 2022 - Reviewing activities from the previous year and planning for the upcoming fiscal year.</li> <li>- Second meeting: January 17, 2023 - Reporting on the status of the preparation of the Sustainability Report. Reached decisions, such as the CN policy aiming to achieve zero CO<sub>2</sub> emissions from the use of electric power as the 2030 target.</li> <li>- Third meeting: May 17, 2023 - Reporting on the activity status for the first half of the year, planning for the second half, and presenting the drafted plan for the fiscal year 2024.</li> <li>- Fourth meeting: August 23, 2023 - Reporting on the response to the CSR investigation, establishment of a dedicated purchasing department, and CN policy.</li> </ul>
December 2022	First publication of Sustainability Report: This report aims to organize how we plan to address environmental, social, and governance issues and share this information widely with stakeholders, including all employees belonging to the Group. It also clarifies the challenges we face in realizing the vision and mission of the Group. By resolving these challenges, we contribute to creating a sustainable society.
June 2023	<p><b>Clarification of NRS GROUP Philosophy System</b></p> <p>For the establishment of a sustainable society, we define our purpose of our existence and provide guidelines for all employees of the Group to follow. We also share this information with stakeholders.</p>
July 2023	<b>Establishment of the NRS GROUP DX Strategy</b>
August 2023	Continuation of the external evaluation of our sustainability activities (to be assessed by EcoVadis)
September 2023	Revised Risk and Compliance Regulations
October 2023	<p><b>Establishment of the Anti-Bribery and Corruption Policy</b></p> <p><b>Establishment of the NRS GROUP Procurement Policy</b> ▶ See the next page - Activity Topic 2.</p> <p>Other: - Discussion on creating a roadmap to achieve carbon neutrality - Setting targets for 2030</p> <ul style="list-style-type: none"> <li>- Identifying specific challenges in realizing an active career for women based on the engagement survey (second year)</li> </ul>



## Activity Topic 1: Obtained the SDG Promotion Loan Certificate of Execution.

Sumitomo Mitsui Banking Corporation acknowledged the potential impact of our diverse sustainability initiatives in contributing to the achievement of the SDGs. As a result, we were granted the SDG Promotion Loan execution certificate (October 2022).



In order to secure this loan, Sumitomo Mitsui Banking Corporation and the Japan Research Institute conduct an assessment of a company's existing activities related to the SDGs and analyze the rationale for contributing to SDG achievement through its primary business operations. They offer advice and support to facilitate the promotion of SDG activities.

They identified the following business activities as promising contributors to the achievement of SDGs.

(1) Contribution to carbon neutrality through our transportation business and waste reduction efforts

: Related SDGs target numbers: 7, 12, and 13

(2) Our efforts to create a safe working environment and enhance employee job satisfaction

: Related SDGs target number: 8

NRS is committed to continuing our efforts to achieve SDGs targets and contribute to realizing a sustainable society.

## Activity Topic 2: Establishment of the NRS GROUP Procurement Policy

The NRS GROUP has been conducting fair procurement activities in accordance with our procurement management regulations. This encompasses business transactions, evaluations, business partner selections, internal approvals, delivery management, and payment processing. In recent years, there has been growing demand for sustainable procurement throughout the supply chain. In response to these circumstances, we established the NRS GROUP Procurement Policy, which addresses the impact of fair trades on resources and environmental protection, human rights, safety, and other aspects.

We are dedicated to enhancing our positive and healthy relationship with stakeholders by reinforcing governance and compliance, including environmental and human rights considerations, in alignment with this policy.

### The NRS GROUP Procurement Policy

We declare our commitment to ensuring legal compliance and conducting ethical and honest procurement activities in accordance with the principles outlined in the NRS GROUP Corporate Code of Ethics.

### What the policy stipulates:

- Commitment to fair and equitable selection and contracting with business partners, offering equal trade opportunities to businesses both within and outside of Japan
- Compliance with relevant laws and regulations in conducting purchasing transactions and safeguarding the confidentiality of information about business partners
- Demonstrating consideration for resources, environmental protection, human rights, and safety in procurement transactions, and fulfilling corporate social responsibility to contribute to the establishment of a society capable of sustainable growth



# Environment

An environmental impact is unavoidable in the logistics business. Taking this fact deeply and seriously into consideration, the NRS GROUP will continue to pursue how we can reduce our environmental impact and realize environmentally friendly and sustainable business operations.

## Environmental Policy

We promote a logistics system that ensures the prevention of environmental pollution as we develop our transport, storage, and other related services, mainly for chemical products.

We comply with all environmental laws, regulations, ordinances, and other agreements and arrangements that we have concluded. Considering the impact of our business activities on the environment, we will focus on the following key issues, including the reduction of CO<sub>2</sub> emissions, which have a significant impact on global warming and air pollution. (This includes the support, promotion and management of environmental activities undertaken by sales offices and group companies.)

1. Measures to prevent air pollution, water pollution and global warming
2. Reduction of waste through appropriate waste management and promotion of recycling
3. Promotion of resource saving, energy saving and green purchasing.

## To Achieve Carbon Neutrality

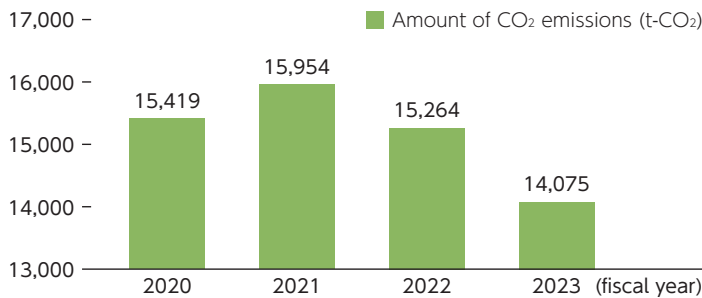
NRS aims to attain carbon neutrality by its 100th anniversary in 2046 before the government policy targets.

Working towards our near-term objective of achieving electricity decarbonization by 2030, we started solar power generation at five sites in Japan during FY 2023. Additionally, we finalized the review of power contracts (introduction of green power) at six sites in Japan. We have initiated carbon footprint management as a measure to visualize ongoing operations, thereby systematically advancing the decarbonization of our business operations.



## Initiatives to Reduce CO<sub>2</sub> Emissions

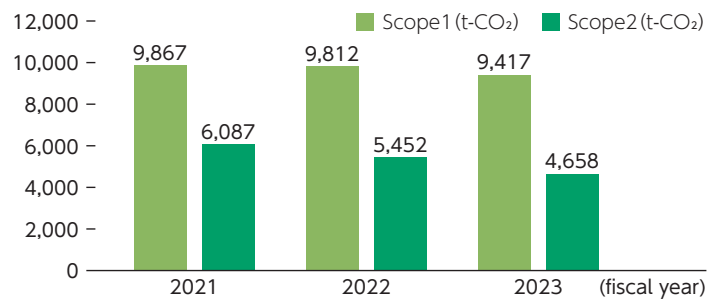
The NRS GROUP is monitoring energy consumption and CO<sub>2</sub> emissions from its business activities. In FY 2023, we achieved a 7.6% reduction in emissions, surpassing the 4% target from FY 2022. We will continue our efforts to achieve carbon neutrality.



Environmental targets for FY 2023  
: 4% reduction of CO<sub>2</sub> emissions from FY 2022  
Actual reduction: 7.6%

### Amount of CO<sub>2</sub> Emissions by Scope

NRS has been calculating Scope 1 and Scope 2 emissions since 2019 with the aim of achieving carbon neutrality by 2046. The amount of CO<sub>2</sub> emissions over the past three years has shown a steady decline. We will maintain this momentum and remain committed to implementing various measures to realize carbon neutrality.



Amount of CO<sub>2</sub> Emissions by Scope in FY 2023  
Scope 1 9,417 t -CO<sub>2</sub>  
Scope 2 4,658 t -CO<sub>2</sub>

### Detailed measures regarding our efforts to promote energy conservation and the use of renewable energies are outlined below.

- 1) Promotion of eco-driving  
: We obtained Green Management Certification for 10 trucking bases and 2 warehouses in Japan.
- 2) Switching to LED lighting  
: We installed LED lighting in all warehouses in Japan.
- 3) Use of green power  
: Six business bases in Japan have switched to green power.
- 4) Installation of solar power generation systems  
: The solar power generation systems installed at five logistics centers are currently operational.
- 5) Modal shift  
: We received the Modal Shift Excellent Business Award in 2022.



Solar panels installed at the Toke Distribution Center



## Reduction of Waste through the Use of Returnable Containers

Returnable containers, such as ISO tank containers and the IBCs, are environmentally friendly transport containers that can be cleaned and reused repeatedly. For example, if transport is switched from drums to ISO tank containers, this can contribute to a reduction in waste of approximately 80 drums, pallets, and other supplies used for transport.

### ● Development of IBCs Designed for Double Stacking in Marine Containers

We have developed IBCs that can be double stacked in marine containers. The previous IBCs were unable to be vertically stacked in marine containers, resulting in open and unused spaces. By reducing the height of these newly developed IBC containers, they became stackable in marine containers and could be stored in rack warehouses as well. This enhances transportation efficiency, minimizes the disposal of secondary materials, and optimizes storage efficiency in warehouses.

### ● Introduction of 40 Feet ISO Tank Containers

NRS has adopted the use of 40 feet ISO tank containers for transportation destined for Southeast Asia. Goods previously transported by tank cars can now be shifted to these 40 feet ISO tank containers, reducing transportation frequency, enhancing efficiency, and lowering CO<sub>2</sub> emissions. We will persist in minimizing the environmental impact and waste by incorporating a variety of different types of returnable containers.



### ● Recovery and Recycling of CFCs

We started the recovery and recycling of residual CFC gas at Kawasaki ConTech. The recovered CFC gas is recycled in this scheme. This realizes higher energy and resource efficiency compared to conventional fuel waste disposal, contributing to lightening our environmental burdens.

## Prevention of Environmental Pollution

We are ensuring the maintenance and improvement of the quality of air and water. Because of our diligent environmental value management, we have maintained zero environmental issues. We are also obtaining environmental ISO certifications for an expanded scope of our business operations. In FY 2023, we obtained additional certifications for Kobe and Shunan ConTech. We are currently in the process of acquiring certifications for logistics centers as well.



# Society: Safety and Quality

For the NRS GROUP, which handles hazardous materials, safety is the foundation of our business and our responsibility to society. We conduct systematic and thorough safety and quality control so that each employee can foresee hazards and prevent accidents.

## Safety Policy

**Accident-free company**

**Sustaining the legacy of trust through the commitment of our dedicated workforce**

## To Provide Safe and High-Quality Logistics

### Safety Promotion Committee

The Safety Promotion Committee, chaired by the president, formulates safety targets and the NRS GROUP Management Program. The committee convenes biannually and adheres to a PDCA cycle.

#### FY 2023 Safety Target

Target	Actual performance
1. Zero environmental accidents	Achieved (zero)
2. Zero serious accidents	Achieved (zero)
3. 10 or less class A accidents	Achieved (4 accidents)

### Thorough Management of Chemical Substances

To prevent accidents involving chemical substances, we have established risk assessment management rules and thoroughly implement risk management when handling new or changed chemical substances.

### Safety Convention

Held on May 20, 2023

During the Safety Convention, 11 worksites from the Bulk Logistics Division and Container Division in Japan presented their daily accomplishments. They introduced safety protocols applied at product delivery destinations, safety measures for on-site maintenance work, and drills simulating accident scenarios.



Photo: Participants of the Safety Convention



### President's Safety Patrol Implementation Status in FY 2023

We are implementing annual safety patrol by dividing the NRS GROUP's 26 offices within Japan into regions. In FY 2023, we conducted the safety patrol in the Niigata, Chubu, and Kyushu/ Shunan areas. The president, department supervisors, and other managers conduct visits to the warehouse premises, vehicle garages, and offices at each business site. During these visits, they identify hazardous areas and discuss issues, ultimately leading to operational improvements. Following the patrols, a safety meeting takes place to facilitate the exchange of opinions, contributing to the continuous enhancement of safety activities.



### Serious Accident Prevention Awareness Month

In order to keep the lessons learned from the past from fading away, we designate some months each year during which a serious accident has occurred as Safety Months to raise awareness

January	Prevention of falling accidents
February	Prevention of oxygen deficiency accidents
May	Prevention of rollover accidents
July	Prevention of accidents involving pressure/liquid exposure, and loading/unloading equipment
August	Prevention of accidental mistakes in shipment and delivery

through posters and online training to relearn about the circumstances, causes, and countermeasures of the accident. All employees check the implementation status of the countermeasures and identify similar operations to ensure that similar accidents would not recur.

### Utilization of the HHK Card (Hiyari, Hatto, and Kigakari Card, meaning near-miss, close-call, and concern card)

By utilizing the HHK Card, we document near-miss incidents, close calls, and concerns. Subsequently, we share the insights obtained from these recorded incidents horizontally within the company, aiming to prevent future accidents. In FY 2023, we introduced the monthly HHK Award, designed to incentivize employees to submit more HHK Cards by presenting awards to departments.



Number of HHK Cards submitted  
 FY 2020: 381, FY 2021: 412  
 FY 2022: 454, FY 2023: 1,001



## Implementation Status of Scenario-Based Drills

Between September 1 and September 6, 2023, we conducted an emergency drill simulating a massive earthquake scenario at our warehouse and ConTech. Apart from the evacuation drill, we carried out a fire hydrant drill to ensure that we can respond appropriately in the event of an emergency.



A comparable fire hydrant exercise is also conducted at our warehouse in Vietnam.



General view of the newly built warehouse

## External Awards Received for Safety and Health Promotion Aspects October 2022 to September 2023

Month and year	Award name	Award given by	Award given to:
December 2022	Award for Excellent Business Entities Working on Modal Shift	Japan Association of Logistics and Transport	NRS CORPORATION
May 2023	Director's Award	Niigata Prefectural Association for Safety of Hazardous Materials	Niigata Office
	Partnership Council Award at the General Meeting	S Partnership Council	Nagoya Chemport
June 2023	Logistics Manager Award	Company M	Kitakyushu Office
July 2023	Excellent Safety Award	Company M	Chiba Office
	Excellent Health Promotion Office (Gold Award)	Health Insurance Association for Petroleum Product Retailers	NRS CORPORATION

## Aiming to Provide Services that Satisfy Customers

Quality Policy:

**"Contributing to society by providing logistics quality and plans that satisfy customers"**

### Initiatives to Reduce Mis-Shipping

The NRS GROUP is working to reduce mis-shipping by using the rate of mis-shipping (ppm), which is the number of mis-shipping per one million shipments we handle, as a quality indicator.

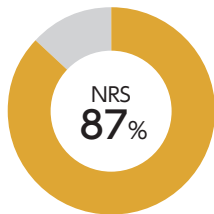
### Enforcement of Safety Rules and Educational Guidance

We provide study sessions annually for employees interested in enhancing or acquiring the technical knowledge necessary for handling hazardous materials logistics. The study session covers legal frameworks concerning hazardous materials, the IMDG CODE (regulations governing the transport of hazardous materials as designated by the United Nations agency), and the AEO system. It also offers technical training to individual departments, ensuring our capacity to deliver logistics services that are both safe and of high quality.

### Encouragement to Acquire the Qualification as a Hazardous Materials Engineer

NRS also encourages employees in indirect departments to acquire the qualification and licenses.

Percentage of employees who acquired the hazardous materials engineer Class B-4 (including Class A)  
(As of the end of September 2023)



NRS 87%    NRS BUTSURYU 100%



## Our Commitment to High-Quality Logistics

**This section introduces our initiatives, starting with education and training, aimed at providing optimal solutions for chemical logistics worldwide.**

■ **We offer the optimal solutions to chemical logistics in Kyushu.**

The Kumamoto Branch commenced cargo reception on August 1 and attained full-scale functionality in December, implementing a system to supply raw materials to Silicon Island Kyushu. This system is particularly targeted for semiconductor production sites in Kumamoto, where semiconductor-related industries are experiencing rapid growth. To embody the concept of being environmentally and people-friendly while enhancing productivity with sustainable perspectives, the Kumamoto Branch implemented the following measures primarily.

To enhance the sustainability features of the facilities, we entered into a contract with an electric power company to use renewable energy sources for electricity. Furthermore, solar panels were installed on the roof of the general products warehouse, contributing to around 30% of the branch's electricity consumption. Furthermore, we installed street lighting powered by both solar and wind energy, along with solar-powered streetlights, to illuminate the surroundings outside the site. These are small steps we have chosen options with a lower environmental impact. Practically, we utilize handheld terminals to conduct inventory management by scanning QR codes attached to the cargo. To prevent errors in shipments, we are implementing a system for managing incoming and outgoing shipments that does not solely rely on human oversight.

Our future objective is to create a people-friendly workplace while enhancing productivity. This will be achieved by minimizing labor through the adoption of Radio Frequency Identification (RFID) technology.

Additionally, we introduced a gate system and an admission reservation system to alleviate waiting times during cargo handling, particularly emphasizing smoother cargo reception to address challenges associated with the "24-year problem." We have also established a theme for our office buildings with the aim of motivating employees, enhancing recruitment efforts, and instilling a sense of security for customers. Under this theme, we design office buildings featuring relaxing spaces, including green-filled cafe areas, while fostering communication throughout the entire premises.

The Kumamoto Branch comprises NRS assets, encompassing warehouses, transportation facilities, and depots. The majority of the inventory at Kumamoto comprises sensitive cargoes necessitating meticulous product control. The Kumamoto Branch boasts state-of-the-art facilities that fully leverage manufacturing, human resources, and intellectual capital, offering optimal solutions for chemical logistics and facilitating the delivery of goods from Kyushu to the world.



# Society: Human Resources



## Work That Makes Employees Proud and Happy Both Materially and Mentally

We believe that organizational diversity is crucial for the sustainable development of a company. Therefore, we actively advocate for diversity and decent work, aiming to create a workplace that is both satisfactory and humanistic, where individuals can contribute with vitality and enthusiasm. We endeavor to cultivate positive and robust relationships with diverse stakeholders in society, encompassing customers, business partners, employees, and shareholders. In these interactions, our goal is to embody the principles of being a responsible corporate citizen and global citizen by respecting the cultures and customs of other nations.

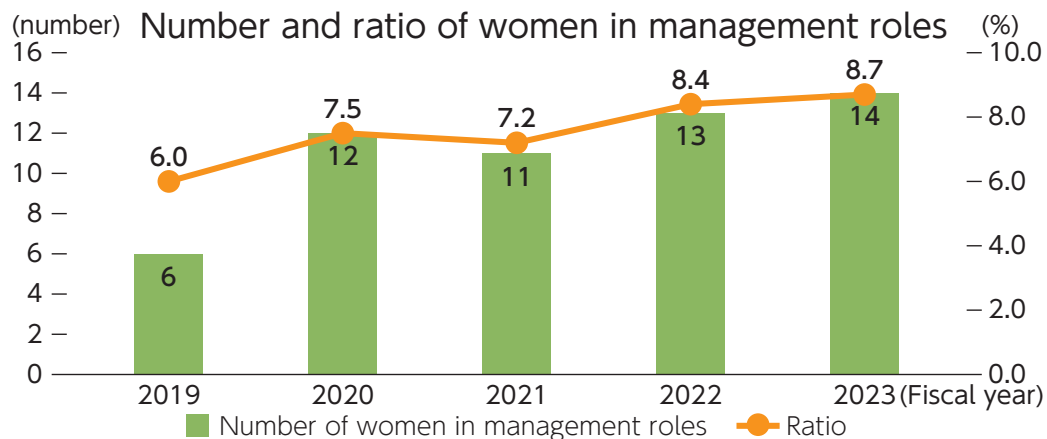
### Respect for Diversity

#### Women's Participation and Advancement in the Workplace

The NRS GROUP has attained the highest rank in the Eruboshi certification by acknowledging companies that actively foster the successful careers of women as certified by the Ministry of Health, Labor, and Welfare.

We are dedicated to creating a workplace that offers comfort and job satisfaction to both men and women. This involves providing career advancement training, implementing systems to increase the ratio of women in management roles, and narrowing the gender gap in employment.

Ratio of women in management roles	2021	2022	2023	
	7.2%	8.4%	8.7%	As of September 30 of each year



#### Training Sessions Specifically Designed for Women

Female employees on the verge of assuming management roles and those recently appointed to such positions participate in training sessions facilitated by the non-profit organization J-Win\*. Approximately 200 members from diverse industries and business sectors come together to build networks, engage in mutual learning, enhance their leadership awareness, and improve their skills.

\*Japan Women's Innovative Network (J-Win), a nonprofit organization, advocates for and supports businesses in promoting diversity management as a standard practice. The organization also strives to nurture women in leadership roles.



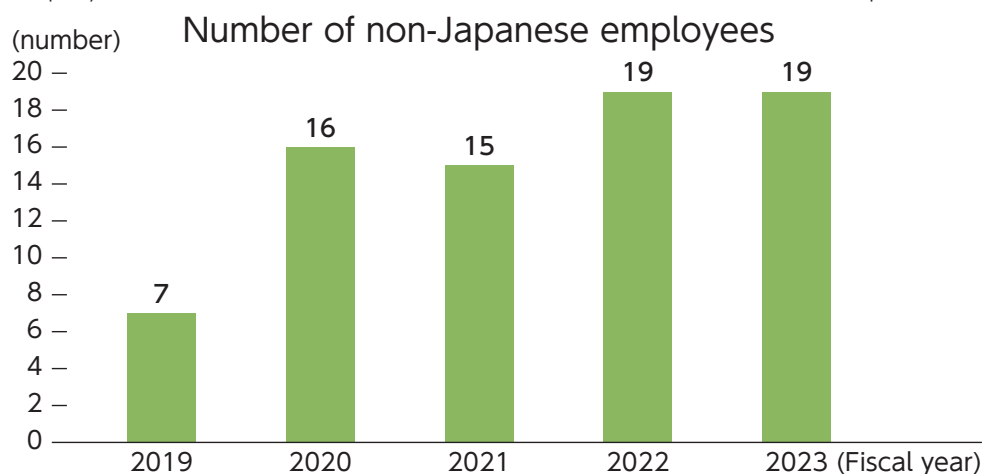
## Promoting Active Roles for Seniors

We have established the objective to offer all employees opportunities to work with enthusiasm for an extended period by promoting physically and mentally affluent lives. Consequently, we increased the retirement age for our employees from 60 to 65 effective from October 2022. We founded a new Group company called NRS VALUE CREATE. Through this company, we developed systems and an environment that enable senior employees with rich experiences, knowledge, and skills to further advance in their careers. NRS VALUE CREATE enables its employees to flexibly adjust their workloads, workdays, and work hours within certain limits by addressing their need for flexibility. It is also the sole company within the NRS GROUP that permits employees to have side jobs. Currently, the new company has a staff of 12 employees, each working with enthusiasm and striving to contribute to the NRS GROUP in the creation and enhancement of value.

## Recruitment and Support of Non-Japanese National Employees

Aligned with the globalization of our business, we are proactively recruiting international employees. Since 2019, our recruitment interviews have mainly taken place in Taiwan. In addition to Taiwanese employees, we currently have 19 international employees from China, Korea, Vietnam, and France.

Number of non-Japanese employees hired:	2021	2022	2023	The count of non-Japanese employees in the company as of the end of each September
	15	19	19	



## Encouraging Employment of People with Disabilities

We are committed to employing people with disabilities with the goal of being a company where both people with and without disabilities can work together. We strive to support people with disabilities so that they can feel a part of the organization, improve their skills, and play an active role in the company where they can feel safe in working over a long period of time. Moreover, we encourage individuals tasked with assisting people with disabilities to obtain certifications such as "company-based job coach" and "vocational and life counselor for people with disabilities," as specified by the Ministry of Health, Labor, and Welfare.



## Promoting Decent Work

### Acquisition of "Employee-friendly Workplace Certification System"

In fiscal year 2021, NRS obtained One Star Certification in the employee-friendly workplace certification system, followed by the attainment of Two Star Certification in 2022. We are dedicated to advancing our efforts to enhance the workplace environment further.

### Safety and Health Committee

The Safety and Health Committee conducts monthly reviews and investigations into matters concerning the safety and health of employees. They systematically propose and execute training plans for the prevention of industrial accidents, health hazards, worksite patrols conducted by safety and health supervisors, and other matters pertaining to safety, hygiene, and health.

### Engagement Survey

We conduct an annual employee engagement survey, and this year marks the second iteration of the survey.

As much as 80% of our employees provided positive feedback. In the open-response section, many employees voiced their requests related to communication. During the COVID-19 pandemic, an increasing number of employees are spending extended hours teleworking. Furthermore, because of limited inter-company travel, interactions with managers, various departments, and business locations have been constrained. In response, we are implementing various measures to facilitate communication, such as conducting one-on-one communications and organizing interaction sessions.

#### Results of the employee engagement survey

	2022	2023
Participation rate	75%	81%
Engagement index	81.5%	81%

\*Ratio of employees who gave positive feedback to six questions in the engagement survey

### Held "Bring Your Kids to Work Day"

We arranged a day for the children of NRS employees to visit their parents' workplace. During the children's visit day, they have the opportunity to explore their parents' workplaces. This initiative is designed to enhance the children's understanding of the types of work their families are involved in, promote work-life balance, and foster communication within the company. We are dedicated to continuously enhancing employee engagement and offering learning opportunities to children, the leaders of the future.



▲ Learning about the business of NRS



▲ Exchanging business cards with colleagues of parents

## Promotion of Health Management

We have been promoting health management since FY 2021 with the aim of improving the physical and mental health of our employees.

1. Shortened health checkup schedule, simplified management
2. Contract with industrial nurses
3. Increased health screening options and subsidy
4. Introduction of health management system

Industrial nurses visit the head office on a regular basis to provide physical and mental health counseling in person and online, in addition to managing regular medical checkups and recommending reexaminations. In addition, the Safety and Health Committee holds meetings to discuss occupational safety and health.

Last year, the ratio of employees who received health checkups and specified health guidance was high in NRS. Additionally, we are actively enhancing our health insurance services. In acknowledgment of these efforts, the Health Insurance Association for Petroleum Product Retailers honored us with the Gold Award for our outstanding health promotion system.



## Enhancement of Education and Training System

Under the medium-term management plan NRS 2024, which began in October 2021, one of the management policies is to make employees shine like diamonds through self-improvement, and human resource development is positioned as a top priority issue. In order to grow and leap forward in a rapidly changing and more diverse global market, we have introduced education and training programs to further strengthen our human capital and facilitate growth of our employees.

In FY 2023, we are extending this initiative to our global bases, following a similar approach as in Japan. As a result, numerous employees are effectively enhancing their knowledge and skills through the allocated budget of 100,000 yen per employee for education and training. Apart from traditional position-based training, we are actively selecting employees for targeted training programs focused on specific themes. This includes training for potential candidates for overseas assignments, those driving digital transformation (DX), and individuals aspiring to managerial and executive positions. Through these initiatives, our goal is to enhance employee motivation and improve their capabilities more than ever.

### Example of Education and Training in FY 2022

- New employee training, worksite tours
- On-site training (for recent graduates and experienced new hires)
- Follow-up training (first to fifth year employees)
- Business skills training
  - Presentation
  - IT literacy
- Training for candidates for overseas assignment
- Training for those in managerial positions
- Life planning seminar
- A variety of study sessions
  - Study session on laws and regulations regarding hazardous materials
  - Study session on accident prevention measures
  - AEO study session (bound and customs clearance)
  - Study session on import and export
- Self improvement
  - Language courses (English and Chinese)
  - Remote learning



Worksite tour for new employees



Training for candidates for overseas assignment



Training for those in managerial positions

# Society: Social Contribution Activities



To realize our business philosophy "Like shining diamond, to share happiness with everyone," we are engaged in a wide range of social contributions.

## Matching Gifts

We have been continuing the Matching Gifts program, initiated in 2009, wherein NRS matches the donations made by employees and doubling the contribution towards charitable causes. We have been contributing donations to five organizations, including Médecins Sans Frontières Japan, the Japan Committee for UNICEF, the Scholarship Foundation for Traffic Accident Orphans, Japan Powerchair Football Association, and NPO Katariba (teenager support program). In addition to these five, we are expanding our philanthropic efforts in FY 2023 to include three more organizations: UNHCR, WWF Japan, and Japan National Trust. Furthermore, we participated in a project to send disposable body warmers to Ukraine, where people endure severe cold during winter. Additionally, we contributed relief funds to Turkey and Syria, both of which were affected by significant earthquakes. These combined efforts resulted in a total donation amount of 4,159,370 yen for FY 2023.

## Reduction of Food Loss

In April, we are replenishing our food stock, and as part of this process, we transported the replaced food items to Second Harvest Japan and made a donation. We donated a total of 99 cardboard boxes containing food items, including Alpha Rice, bread, and a variety of other boxed foods.



## Contribution to Local Communities

We are actively engaging in local cleanup initiatives at both our headquarters and other business sites. Chiyoda Ward, where our headquarters is situated, hosts a biannual Chiyoda General Cleanup Day, and NRS actively participates in these cleanup activities. (We are currently temporarily halting our involvement in volunteer activities organized by the Chiyoda Council of Social Welfare to prevent the spread of COVID-19 infections.)

## Our Initiatives at Global Sites

Once again this year, we would like to introduce our initiatives in Thailand. This photo was taken during a CSR activity conducted by NRS LOGISTICS THAILAND, focused on establishing firebreak zones and planting trees in the national park forests.





# Governance

## A Company Trusted by Society and Capable of Making Sustainable Growth

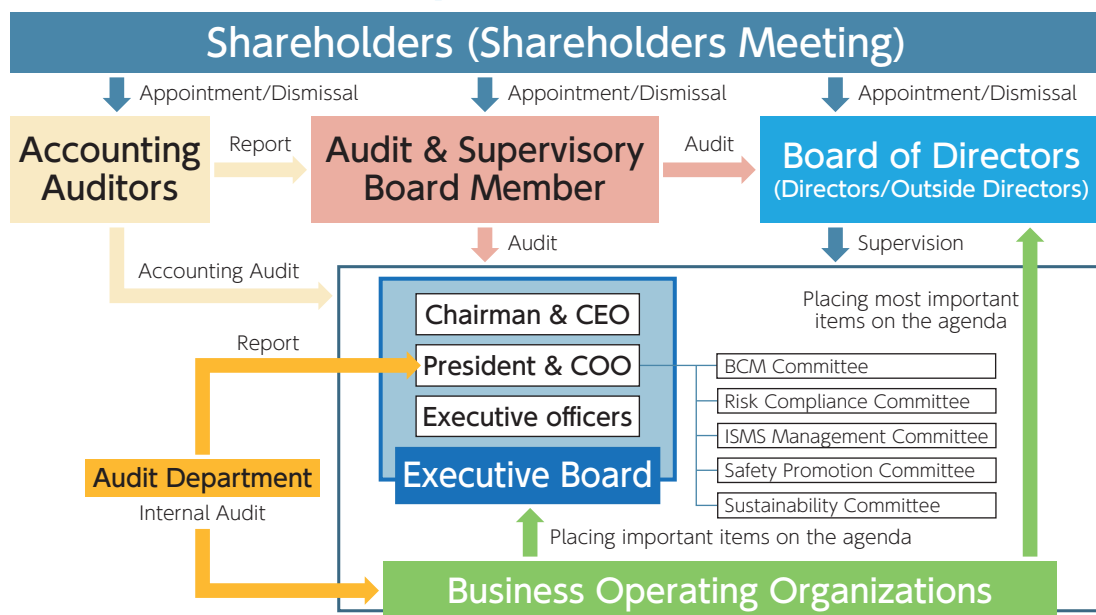
The chemical products we handle bring enrichment and happiness to society and our logistics business is the core of the chemical industry. We take pride in this and fulfill our social responsibility.

The NRS GROUP Corporate Code of Ethics is the foundation on which the NRS GROUP conducts its business activities. We aim to be widely supported by society as an excellent company through sensible and fair actions based on initiative and self-responsibility with ethical behavior, compliance with the law, and emphasis on safety as our basic principles.

### Corporate Governance Basic Policy

We are committed to ethical business conduct, compliance with the law, and safety and quality. We respect diverse personalities and individuality, and build sound and fair relationships with all stakeholders, including customers, business partners, employees, and shareholders. In order to achieve these goals, we continue to strive for optimal corporate governance that enables us to make sound, transparent, fair, and prompt decisions.

### Corporate Governance System



### Board of Directors

The Board of Directors as the decision-making body for management, and implements important business decisions, management strategies, and policies. It supervises the execution of business by directors and is responsible for sound business operations, including the establishment of internal control systems.

### Executive Board

The Executive Board deliberates regularly on matters other than those to be resolved by the Board of Directors for the purpose of prompt business execution. The results are reported to the Board of Directors.



## Audit & Supervisory Board

The Board audits the business execution of directors and executive officers. It also audits whether appropriate management is being carried out in terms of compliance and accounting.

## Audit Department

The Audit Department is responsible for the verification and evaluation of the legitimacy, efficiency, economy and effectiveness of business operations from the standpoint independent of business execution departments and reports the results to the Board of Directors. The Office assists the Audit & Supervisory Board in the execution of their duties in accordance with their instructions.

## Internal Control, Legal Affairs, and Risk Management Department

The Internal Control, Legal Affairs, and Risk Management Department is responsible for the establishment, operation, and management of the NRS GROUP's internal control system, as well as the gathering and analysis of information related to management risks and overall management of efforts to respond to such risks.

# Risk Management

NRS employs a risk management system directly supervised by the president for horizontal risk management throughout the organization. This system comprises the following committees: (1) the Risk and Compliance Committee, responsible for ensuring compliance and facilitating discussions on, as well as sharing, risk management in FY2023; (2) the BCM Committee, which reviews and establishes action policies and measures pertaining to business planning; and (3) the ISMS Management Committee, established to manage information security management system. We have obtained ISO 27001 certification for information equipment management.

## Risk Compliance Committee

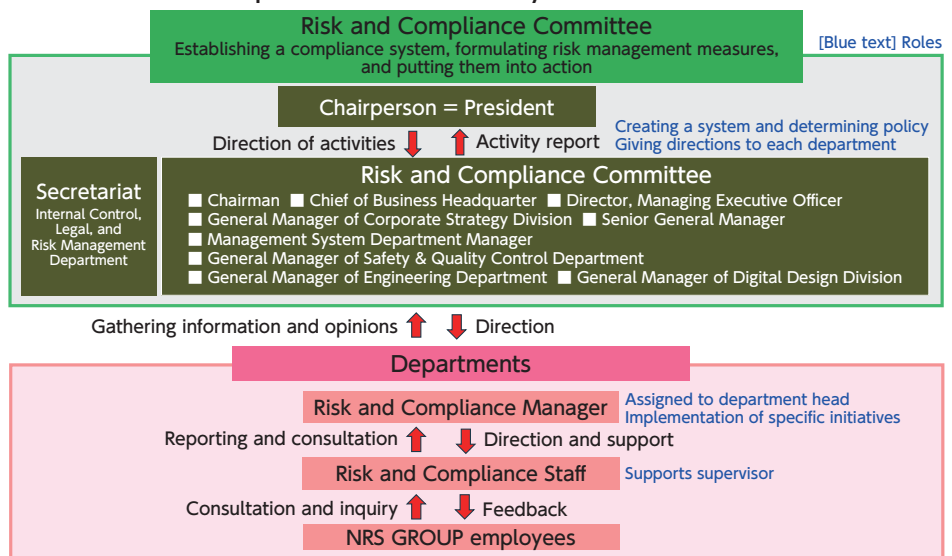
The Risk and Compliance Committee is a newly established entity and replaces the Compliance Committee with the aim of implementing items 1 to 4 within the NRS GROUP.

1. Fostering awareness of risks and compliance
2. Establishing and executing compliance system
3. Determining action policies to manage risks across the entire group
4. Guiding the actions of individual departments and reporting on and confirming their activity status

During FY 2023, the committee was held twice a year and undertook the following initiatives, subsequently presenting them to the Board of Directors.

- Sharing the main risks that the entire NRS faces and updates the progress of addressing these risks
- Reporting and deliberating on the outcomes of the study on countermeasures for the major risks identified by the Committee
- Sharing of the most recent information on country risks and the formulation of rules and regulations related to risk management

### NRS Risk and Compliance Committee system



## BCM Committee

The NRS GROUP, which has the industry's leading market share in the transportation and storage of hazardous materials, chemical products, as well as tank container leasing, considers the early restoration and continuation of its operations in the event of a large-scale disaster or under the risk of infectious diseases to be an important social responsibility. Based on discussions by the BCM Committee, chaired by the president, we inspect and review the Business Continuity Plan (BCP) of each business site to ensure that we can continuously provide services and products to our customers.

## Information Security

We obtained the ISO 27001 certification for information equipment management in 2020. Under the Information Security Policy, we have established an Information Security Management System (ISMS) and practice activities to maintain information security. In October 2022, we published the fifth edition of the Information Security Handbook to ensure that all employees understand the contents. In addition to account management using multi-factor authentication and measures on conventional endpoints, such as PCs and servers, we are planning to introduce zero-trust tools globally by September 2023 and will implement both human and mechanical measures. In July 2023, the NRS GROUP formulated its DX Strategy, concurrently implementing improvements to security and risk management. These enhancements align with the principle of bolstering integrity, confidentiality, and availability. We strive to further improve the level of security with the commitment of “never leaking important customer information” and “never stopping the systems that support advanced logistics.”

## Responding to Emergencies

NRS is instituting diverse training programs to ensure preparedness for emergencies. In collaboration with the Maritime Disaster Prevention Center, we carried out a simulation drill, which involved the actual setup of an emergency headquarters, to assess our response to emergencies. We have developed a system for quickly assessing our operational viability during emergencies. In the event of potential business discontinuation, our collaborative efforts within the Group aim to promptly restore operations and ensure a swift resumption of services and products for our customers.



## Ensuring Compliance

### Internal Reporting Desk

We have set up an internal reporting desk to promptly identify and address any breaches or suspected violations of the Code of Ethics, laws, regulations, and internal rules.

- Internal Reporting Desk: Installed both within NRS and externally (located at an attorney's office) for employees based in Japan

Additionally, an external internal reporting desk was established for employees outside of Japan on April 1, 2023.

- Protection of the rights of whistleblowers: Stipulated in the Whistleblower Protection Regulations

- Guidelines for the Revised Whistleblower Protection Act: Conforming.

### Strengthening Security Trade Controls Through New Import/Export Control System

To acknowledge the crucial concern of the international community regarding the nonproliferation of weapons of mass destruction and associated cargo and to enhance security trade control, we have been operating under a new structure since November 2021.

1. Our Security Export Management Regulations outline the organizational structure, procedures, audits, education, and document control.
2. We streamlined export approval procedures under the name "Rakuraku Workflow Export Management" for the paperless management of documents, including import records on the Web.
3. Study sessions for new employees include regular online study sessions for all employees in Japan to enhance their awareness.
4. We gather information on revisions to laws and regulations and promptly disseminate the relevant notifications.

We plan to enhance these processes through internal audits.

### Questionnaire Survey

The Audit Department conducted a questionnaire survey of all employees based in Japan to gather their opinions on the internal control status within the NRS GROUP. Subsequently, we implemented necessary actions based on the survey findings.

### Various Training and e-learning

To enhance employees' awareness of compliance, e-learning sessions were held twice, along with training tailored to specific job levels.



# Environment

## CO<sub>2</sub> Emissions of the NRS GROUP

(unit: t- CO<sub>2</sub>)

	FY 2021	FY 2022	FY 2023
Scopes 1+2	–	17,615	15,838

## CO<sub>2</sub> emissions of the Group companies in Japan

(unit: t- CO<sub>2</sub>)

	FY 2021	FY 2022	FY 2023
Scopes 1+2	15,954	15,264	14,075
Scope 1	9,867	9,812	9,417
Scope 2	6,087	5,452	4,658

Emissions from NRS AIR LOGISTICS is aggregated from FY 2022.

From April to September 2022, we use the emission coefficient by electric utility company for FY 2021.

## Industrial waste emissions

(unit: t)

	2020	2021	2022
Total emissions	937	1,017	826
Amount of general industrial waste	865	914	694
Amount of industrial waste requiring special control	72	103	131

The calculation covers Group companies in Japan.

Calculation period is from April to March.

### ISO 14001 Certification List

Head Office	Yokohama Logistics Center	Shunan ConTech
Chiba Logistics Center	Kawasaki ConTech	Takaishi Chempport
Chiba Logistics Center Sodegaura Warehouse	Kobe ConTech	

### Green Management

Chiba Office	Kitakyushu Office
Osaka Office	Niigata Office
Kawasaki Office	Nagoya Office
Kobe Office	Gunma Logistics Center
Gunma Office	Osaka Logistics Center



# Society

## Number of employees in the NRS GROUP (including overseas employees and non-regular employees) (unit: persons)

	FY 2021	FY 2022	FY 2023
Number of employees in the NRS GROUP	1,064	1,104	1,153

## Data related to human resources

	FY 2021	FY 2022	FY 2023
Number of employees (persons)	742	766	828
Male	593	604	653
Female	149	162	175
Average age (years old)	42	41	41
Average years of employment (years)	14	13	13
Number of new graduates hired (persons)	23	25	36
Male	13	17	16
Female	10	8	20
Number of mid-career hires (persons)	21	25	22
Male	14	20	18
Female	7	5	4
Number of employees leaving the company*1 (persons)	21	24	31
Ratio of female managers (%)	7.2	8.4	8.7
Number of foreign employees (persons)	15	19	19
Ratio of employees with disabilities*2 (%)	1.86	1.94	2.07
Average number of paid leaves taken*3 (days)	8.1	9	10
Ratio of childcare leaves taken (%)	25	38	46
Male	0	17	22
Female	100	100	100
Ratio of employees who returned to work after taking a childcare leave (%)	100	100	100

The data covers NRS, NRS BUTSURYU, and Takaishi Chemical.

This does not include overseas and domestic nonregular employees

\*1 Excluding retirees

\*2 Covers NRS only

\*3 Calculation period is from April to March.

## Social contribution activity expenditures (including matching donations)

	FY 2022	FY 2023
Social contribution activity expenditures	4,746,000yen	4,159,370yen

The data cover NRS, NRS BUTSURYU, and Takaishi Chemical.

## Occupational accident index - Frequency rate

	FY 2021	FY 2022	FY 2023
Occupational accident index - Frequency rate	1.22	1.69	0.55

The data covers NRS, NRS BUTSURYU, and Takaishi Chemical.

**Average frequency rate in 2022** (from the Survey of Occupational Accident Trends, Ministry of Health, Labour and Welfare)

Transportation and postal services: 4.06, Average for all industries: 2.06

## Percentage of employees who acquired the hazardous materials engineer Class B-4 (including Class A)

	FY 2022	FY 2023
NRS	87%	87%
NRS BUTSURYU	100%	100%



### ISO 9001 Certification List

Head Office	Chubu Logistics Center	Kawasaki Office
Chiba Logistics Center	Chubu Logistics Center Tokai Warehouse	Osaka Office
Chiba Logistics Center Sodegaura Warehouse	Kyushu Logistics Center	Takaishi Chemport
Yokohama Logistics Center	Kawasaki ConTech	Nagoya Chemport
Osaka Logistics Center	Kobe ConTech	Tokyo Chemical Center Kawasaki Terminal
Gunma Logistics Center	Shunan ConTech	Tokyo Chemical Center Nagoya Terminal

## Governance

### Management structure

(unit: persons)

	FY 2021	FY 2022	FY 2023
Directors	9	8	8
(of which women)	(1)	(1)	(1)
(of which outside director)	(1)	(1)	(1)
Auditor	2	2	2

The data covers NRS.

### Number of whistle-blowing cases

(unit: number of cases)

	FY 2021	FY 2022	FY 2023
Number of whistle-blowing cases	4	5	13

