Environment

Environmental Accounting

Indicator		Unit	Data coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Environmental Conservation Costs（Investment Amount）	Costs in Business Sites	Million JPY	AMADA Group (Domestic) *1	1,729	2,958	445	165	103
	《breakdown》 Antipollution Cost	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	《breakdown》 Global Environmental Conservation Cost	Million JPY	AMADA Group (Domestic) *1	1,729	2,958	445	165	103
	《breakdown》 Resource Circulation Cost	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	Upstream/Downstream Cost	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	Management Activities Cost	Million JPY	AMADA Group (Domestic) *1	3	0	0	0	0
	Research and Development Cost	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	Social Activities Cost	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	Environmental Damage Restoration Cost	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	Environmental Conservation Cost and Others	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	Total Environmental Conservation Costs （Investment Amount)	**Million JPY**	**AMADA Group (Domestic) *1**	**1,732**	**2,958**	**445**	**165**	**103**
Environmental Conservation Costs (Expense)	Costs in Business Sites	Million JPY	AMADA Group (Domestic) *1	214	323	225	234	211
	《breakdown》 Antipollution Cost	Million JPY	AMADA Group (Domestic) *1	32	46	29	28	34
	《breakdown》 Global Environmental Conservation Cost	Million JPY	AMADA Group (Domestic) *1	46	110	81	88	69
	《breakdown》 Resource Circulation Cost	Million JPY	AMADA Group (Domestic) *1	136	167	115	118	108
	Upstream/Downstream Cost	Million JPY	AMADA Group (Domestic) *1	0	0	1	0	0
	Management Activities Cost	Million JPY	AMADA Group (Domestic) *1	52	87	67	59	57
	Research and Development Cost *2	Million JPY	AMADA Group (Domestic) *1	2,544	4,281	2,677	5,300	5,714
	Social Activities Cost	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	Environmental Damage Restoration Cost	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	Environmental Conservation Cost and Others	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
	Total Environmental Conservation Costs (Expense)	**Million JPY**	**AMADA Group (Domestic) *1**	**2,810**	**7,336**	**2,970**	**5,593**	**5,982**
Effects of Environmental Conservation	Reduction of CO_2 Emission at Business Sites	t-CO_2	AMADA Group (Domestic) *1	969	1,227	1,132	965	1,430
	Reduction of Waste Disposal	t	AMADA Group (Domestic) *1	53	108	112	129	26
	Economic Effects	Million JPY	AMADA Group (Domestic) *1	94	194	154	118	127

Environmental Contribution

Indicator		Unit	Data coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Amada Eco Products *3	Unit Sales	Unit	Consolidated	3,200	3,500	3,900	3,400	3,200
	Amada Eco-Products Unit Ratio	%	Consolidated	56	61	63	62	61
	Sales Amount	Million JPY	Consolidated	119,533	143,591	162,551	155,811	150,866
	Amada Eco-Products Sales Ratio	%	Consolidated	84	87	87	87	87

Environmental Data

Indicator (Input)		Unit	Data coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Energy	Non-renewable Energy	MWh	AMADA Group (Domestic) *1	66,216	0	0	0	0
	Renewable Energy (purchased)	MWh	AMADA Group (Domestic) *1	0	67,004	64,609	61,108	61,641
	Renewable Energy (self-generated+PPA)	MWh	AMADA Group (Domestic) *1	605	614	786	1,021	2,136
	City Gas	1,000 ㎥	AMADA Group (Domestic) *1	796	832	902	730	716
	LPG	t	AMADA Group (Domestic) *1	213	220	199	200	197
	Heavy Oil	kℓ	AMADA Group (Domestic) *1	27	21	29	30	33
	Kerosene	kℓ	AMADA Group (Domestic) *1	591	515	424	446	476
	Gasoline	kℓ	AMADA Group (Domestic) *1	6	3	5	4	4
	Diesel Oil	kℓ	AMADA Group (Domestic) *1	11	10	9	7	6
	Non-renewable Energy	MWh	Overseas Subsidiaries Consolidated *4	34,837	33,801	35,655	33,119	33,287
	Renewable Energy (purchased)	MWh	Overseas Subsidiaries Consolidated *4	8,997	4,024	5,601	7,121	5,837
	Renewable Energy (self-generated)	MWh	Overseas Subsidiaries Consolidated *4	136	218	143	253	322
	Natural Gas	1,000 ㎥	Overseas Subsidiaries Consolidated *4	1,271	1,358	1,357	1,335	1,104
	LPG	t	Overseas Subsidiaries Consolidated *4	111	39	22	27	20
	Heavy Oil	kℓ	Overseas Subsidiaries Consolidated *4	9	0	0	0	0
	Kerosene	kℓ	Overseas Subsidiaries Consolidated *4	0	0	0	0	0
	Gasoline	kℓ	Overseas Subsidiaries Consolidated *4	55	0	0	0	0
	Diesel Oil	kℓ	Overseas Subsidiaries Consolidated *4	168	47	30	12	4
	Biomass	MWh	Overseas Subsidiaries Consolidated *4	987	1,080	1,430	1,162	1,400
	Hot Water	Gcal	Overseas Subsidiaries Consolidated *4	229	235	234	259	281
	Total Energy Consumption	**GWh**	**Consolidated**	**151**	**144**	**142**	**136**	**134**
	The ratio of renewable electricity consumptio	**%**	**Consolidated**	**8.8**	**68.0**	**66.6**	**67.7**	**67.8**
Water	City Water	1,000 ㎥	AMADA Group (Domestic) *1	42	44	46	43	38
	Groundwater	1,000 ㎥	AMADA Group (Domestic) *1	174	149	67	75	71
	Total Water Withdrawal	1,000 ㎥	AMADA Group (Domestic) *1	215	193	113	117	110
	Total Water Withdrawal	1,000 ㎥	Overseas Subsidiaries Consolidated *4	142	133	135	127	132

Environmental Data

Indicator (Output)			Unit	Data coverage	FY2021	FY2022	FY2023	FY2024	FY2025
GHG	CO_2 Emissions	GHG (Scope 1+2)	$t\text{-}CO_2$	AMADA Group (Domestic) *1	31,675	3,892	3,620	3,323	3,362
		《breakdown》 Scope 1	$t\text{-}CO_2$	AMADA Group (Domestic) *1	4,001	3,892	3,620	3,323	3,362
		《breakdown》 Market-based Scope 2	$t\text{-}CO_2$	AMADA Group (Domestic) *1	27,674	0	0	0	0
		for reference: Location-based	$t\text{-}CO_2$	AMADA Group (Domestic) *1	30,005	29,549	28,299	25,849	26,074
		GHG (Scope 1+2)	$t\text{-}CO_2$	Overseas Subsidiaries Consolidated *4	14,917	12,986	12,150	11,055	10,112
		《breakdown》 Scope 1	$t\text{-}CO_2$	Overseas Subsidiaries Consolidated *4	4,068	3,338	3,130	3,013	2,425
		《breakdown》 Market-based Scope 2	$t\text{-}CO_2$	Overseas Subsidiaries Consolidated *4	10,849	9,648	9,021	8,042	7,687
		for reference: Location-based	$t\text{-}CO_2$	Overseas Subsidiaries Consolidated *4	17,887	14,650	12,597	12,076	10,518
		GHG (Scope 1+2)	**$t\text{-}CO_2$**	**Consolidated**	**46,592**	**16,878**	**15,770**	**14,378**	**13,474**
		《breakdown》 Scope 1	$t\text{-}CO_2$	Consolidated	8,069	7,230	6,749	6,336	5,787
		《breakdown》 Market-based Scope 2	$t\text{-}CO_2$	Consolidated	38,523	9,648	9,021	8,042	7,687
		for reference: Location-based	$t\text{-}CO_2$	Consolidated	47,892	44,199	40,896	37,925	36,593
		GHG (Scope 1+2) Intensity	$t\text{-}CO_2$/Revenue billion yen	Consolidated	149.0	46.2	39.1	36.2	30.8
		GHG (Scope 1+2) Energy Intensity*5	$t\text{-}CO_2$/GWh	Consolidated	309	118	111	106	101
		Scope 3	**$t\text{-}CO_2$**	**Consolidated**	**1,942,035**	**2,184,806**	**2,232,560**	**1,915,688**	**1,880,974**
		Category 1: Purchased Products and Services	$t\text{-}CO_2$	Consolidated	1,472,466	1,690,332	1,770,921	1,570,758	1,561,657
		Category 2: Capital Goods	$t\text{-}CO_2$	Consolidated	60,252	89,203	62,085	34,765	34,527
		Category 3: Fuel and Energy-related Activities not Included in Scope 1 or 2	$t\text{-}CO_2$	Consolidated	8,702	8,690	8,944	8,523	8,356
		Category 4: Transportation and Delivery (upstream)	$t\text{-}CO_2$	Consolidated	7,923	8,629	9,442	8,921	11,842
		Category 5: Waste from Business	$t\text{-}CO_2$	Consolidated	13,727	13,842	14,634	12,399	11,557
		Category 6: Business Trips	$t\text{-}CO_2$	Consolidated	8,863	10,134	10,588	11,076	10,975
		Category 7: Employee Commuting	$t\text{-}CO_2$	Consolidated	4,030	4,097	4,102	4,098	4,114
		Category 8: Lease Assets (upstream)	$t\text{-}CO_2$	Consolidated	8,983	8,064	8,313	8,748	8,686
		Category 9: Transportation and Delivery (downstream)	$t\text{-}CO_2$	Consolidated	-	-	-	-	-
		Category 10: Processing of Sold Products	t-CO2	Consolidated	-	-	-	-	-
		Category 11: Use of Sold Products	$t\text{-}CO_2$	Consolidated	346,291	345,141	337,570	250,449	223,123
		Category 12: Disposal of Sold Products	t-CO2	Consolidated	1,348	1,450	1,424	1,140	1,306
		Category 13: Lease Assets (downstream)	$t\text{-}CO_2$	Consolidated	9,451	5,224	4,538	4,812	4,831
		Category 14: Franchise	t-CO2	Consolidated	-	-	-	-	-
		Category 15: Investment	$t\text{-}CO_2$	Consolidated	-	-	-	-	-
Water		Discharge	1,000 ㎥	AMADA Group (Domestic) *1	103	92	88	103	103
		Discharge	1,000 ㎥	Overseas Subsidiaries Consolidated *4	92	93	98	79	105
Waste		Total Emissions of Waste	t	AMADA Group (Domestic) *1	4,203	4,336	4,293	3,754	3,677
		Amount of Waste Recycled	t	AMADA Group (Domestic) *1	4,102	4,236	4,179	3,651	3,590
		Amount of Waste Incineration	t	AMADA Group (Domestic) *1	73	79	93	85	75
		Amount of Waste Landfilled	t	AMADA Group (Domestic) *1	28	21	22	18	12
		Zero Emission Rate (Landfill Disposal Rate)	%	AMADA Group (Domestic) *1	0.66	0.49	0.50	0.49	0.33
		Total Emissions of Waste	t	Major overseas Production Sites *6	2,517	2,389	2,754	2,261	2,120
		Amount of Waste Recycled	t	Major overseas Production Sites *6	1,460	1,732	2,206	1,905	1,797
		Amount of Waste Incineration, Others	t	Major overseas Production Sites *6	401	89	100	110	112
		Amount of Waste Landfilled	t	Major overseas Production Sites *6	656	568	448	246	211
		Zero Emission Rate (Landfill Disposal Rate)	%	Major overseas Production Sites *6	26.06	23.78	16.28	10.88	9.94
Chemical Substances		Chemical Substances (Subject to the PRTR law *7) Emissions *8	t	AMADA Group (Domestic) *1	56	77	126	101	89
		NOx	t	AMADA Group (Domestic) *1	3.6	4.5	0.8	0.6	0.5
		SOx	t	AMADA Group (Domestic) *1	0	0	0	0	0

Environmental Management System

	Unit	Data coverage	FY2021	FY2022	FY2023	FY2024	FY2025
ISO 14001 Certified Sites *9	Sites	Domestic *10	10	10	10	10	12
ISO 14001 Certified Sites *9	Sites	Overseas	5	5	5	5	5
Environmental Fines	Million JPY	AMADA Group (Domestic) *1	0	0	0	0	0
Accidents / Pollution that May Cause Environmental Problems		AMADA Group (Domestic) *1	0	0	0	0	0
Environment-related Complaints		AMADA Group (Domestic) *1	0	0	0	0	0

	-	Data coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Third-Party Assurance *11	-	Covered domestic consolidated companies until FY2021 (*1). Added overseas consolidated companies from FY2022 (*4).	obtained	obtained	obtained	obtained	obtained

Notes

These data are recalculated retroactively in case of changes in aggregation method.

*1 All domestic consolidated subsidiaries are included,with the exception of H&F Corporation and Via Mechanics, Ltd. The number of companies is provided on the Amada official website. (https://www.amada.co.jp/en/corporate/profile/)

*2 From FY2021, personnel expenses for R&D are included. From FY2024, the scope is expanded beyond Eco-Products to cover R&D expenses related to improving and energy saving across all products.

*3 At Amada, we conduct product assessments on "energy saving", "resource saving", "recycling", "material usage restrictions", "environmental considerations upon use", "streamlined packaging", rationalization," and "information provision" for all the developed products. Among eco-friendly products, those that assessment result have significantly improved compared with their previous their previous models are declared as Amada Eco-Products.
Details: https://www.amada.co.jp/en/sustainability/environment/eco_products/
Note that Genefab products are not included in the Eco-Products.

*4 All overseas consolidated subsidiaries are included,with the exception of H&F Corporation and Via Mechanics, Ltd. The number of companies is provided on the Amada official website. (https://www.amada.co.jp/en/corporate/profile/)

*5 CO_2 emissions of the Amada Group (Domestic + Overseas) ÷ Total Energy Consumption

*6 The main seven overseas manufacturing sites of the Amada Group (3 in the United States, 2 in France, 1 in Austria, and 1 in China).

*7 PRTR Law: Law that aims to promote reporting and management of specific chemical substances

*8 The target substances have been expanded from FY2023. Calculation methods are partially revised.

*9 Details on ISO14001 certified sites are on the website:
https://www.amada.co.jp/en/sustainability/environment/management/

*10 This applies to the locations of domestic consolidated subsidiaries, excluding Via Mechanics, Ltd.

*11 The third-party assurance report is available on the website:
https://www.amada.co.jp/pdf/en/sustainability/index/assurance.pdf

(Calculation Standards for Environmental Data FY2025)

			Unit	Calculation Standards
Energy		Total Energy Consumption	GWh	Energy = (Fuel, Electricity, etc) × Energy Conversion Factor Fuel Conversion Factor: [Until FY2022] Calculated using the "Simplified Calculation Table for Energy Consumption (Crude Oil Equivalent) for FY2020" from the Agency for Natural Resources and Energy, then converted to GWh. [From FY2023] Calculated using the "Crude Oil Conversion Tool (Revised 2022 Version)" from the Agency for Natural Resources and Energy, then converted to GWh.
GHG	CO_2 Emissions	CO_2 Emissions（Scope 1+2 : Domestic)	t-CO_2	CO_2 Emissions = Amount of Purchased Energy × CO_2 Emission Factor CO_2 Emission Factors: Electricity: [Market-based] The emission factor of the power company used at each site from the "Emission Factors by Electric Utility" issued by the Ministry of the Environment and Ministry of Economy, Trade and Industry on February 25, 2026. [Location-based] The national average emission factor from the same document. Fuel: Ministry of the Environment and Ministry of Economy, Trade and Industry, "List of Calculation Methods and Emission Factors for the Calculation, Reporting, and Disclosure System," updated on December 12, 2023 (partially revised on January 16, 2024).
		CO_2 Emissions（Scope 1+2 : Overseas)	t-CO_2	CO_2 Emissions = Amount of Purchased Energy × CO_2 Emission Factor CO_2 Emission Factors: Electricity: [Market-based] CO_2 emission factors published by the preferred power company, factors published by public institutions in each country, or the latest values from IEA Emission Factors 2025 (issued in September 2025). [Location-based] Factors published by public institutions in each country or the latest values from IEA Emission Factors 2025 (issued in September 2025). Fuel: In principle, apply the "List of Calculation Methods and Emission Factors for the Calculation, Reporting, and Disclosure System" (updated December 12, 2023; partially revised January 16, 2024). If the regional emission factors for the site are known, they are given priority.
		Scope3	t-CO_2	
		Category 1	t-CO_2	Procured Products and Services: (Procurement Amount × Emission Factor) - (Procurement Amount of Group Companies × Emission Factor)
		Category 2	t-CO_2	Capital Goods: Total Capital Investment × Emission Factor
		Category 3	t-CO_2	Fuel and Energy-Related Activities Not Included in Scope 1 and 2: Purchased Fuel Amount × Upstream Emission Factor + Purchased Electricity Amount × Upstream Emission Factor
		Category 4	t-CO_2	Transportation and Distribution (Upstream): Company Transport Amount (ton-kilometers) × Emission Factor (calculated based on sales ratio for overseas)
		Category 5	t-CO_2	Waste from Business Operations: Waste Amount × Emission Factor
		Category 6	t-CO_2	Business Travel: Travel Expenses × Emission Factor (calculated based on the number of people for overseas)
		Category 7	t-CO_2	Employee Commute: Commuting Expenses × Emission Factor (calculated based on the number of people for overseas)
		Category 8	t-CO_2	Fuel Used for Leased Vehicles × Emission Factor (calculated based on sales ratio for overseas)
		Category 9	t-CO_2	
		Category 10	t-CO_2	
		Category 11	t-CO_2	Use of Sold Products: Number of Units Sold per Product Category × Energy Consumption × Product Lifetime (10 years) × Emission Factor
		Category 12	t-CO_2	Disposal of Sold Products: Number of Units Sold × Emission Factor
		Category 13	t-CO_2	Scope 1 and 2 for Rental Properties: Amount of Purchased Fuel × Emission Factor + Amount of Purchased Electricity × Emission Factor
		Category 14	t-CO_2	
		Category 15	t-CO_2	
		Emission Factors Used		C1: Environmental Load Intensity Data Book Based on the Input-Output Table (3EID) 2015 C2, C3 (Electricity), C4, C5, C6, C7: Ministry of the Environment's Emission Factor Database for Calculating Greenhouse Gas Emissions through the Supply Chain (Ver 3.6) C3 (Fuel): LCI Database IDEA version 3.5.1 C4: Guidelines for Calculation Methods of CO_2 Emissions in the Logistics Sector by the Ministry of Economy, Trade and Industry and Ministry of Land, Infrastructure, Transport and Tourism C8: List of Calculation Methods and Emission Factors in the System for Calculation, Reporting, and Public Disclosure by Ministry of the Environment C11: List of Emission Factors by Electric Power Utility (Announced on February 25, 2026.) for sales in Japan. Latest values from IEA Emission Factors 2025 (issued in September 2025) for sales outside Japan. C12: Self-calculated Emissions per Unit Disposal C13 (Electricity): List of Emission Factors by Electric Power Utility by the Ministry of the Environment and Ministry of Economy, Trade and Industry (Issued on February 25, 2026.) C13 (Fuel): List of Calculation Methods and Emission Factors in the System for Calculation, Reporting, and Public Disclosure by the Ministry of the Environment and Ministry of Economy, Trade and Industry (Updated on December 12, 2023, with partial corrections on January 16, 2024)

Social

Human Resources

		Unit	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Number of Employees	Total		Consolidated	8,774	8,958	9,005	8,997	9,872
	Total		Amada (Non-consolidated) *1	2,554	2,550	2,649	2,875	2,842
	Male		Amada (Non-consolidated) *1	2,299	2,281	2,348	2,532	2,496
	Female		Amada (Non-consolidated) *1	255	269	301	343	346
Number of Non-Regular Employees	Total		Amada (Non-consolidated) *1	110	142	203	256	322
	Male		Amada (Non-consolidated) *1	46	75	137	196	269
	Female		Amada (Non-consolidated) *1	64	67	66	60	53
Average Annual Employee Salary		1,000 JPY	Amada (Non-consolidated) *1	6,350	6,675	6,967	7,347	7,415

Diversity

		Unit	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Female Ratio to Total Regular Employees		%	The major domestic group companies *2	8.2	8.9	9.4	10.2	11.6
		%	Amada (Non-consolidated) *1	7.8	8.4	9.6	10.8	11
Number of Managers	Total		Consolidated	-	-	-	-	1,703
	Male		Consolidated	-	-	-	-	1,547
	Female		Consolidated	-	-	-	-	156
	Total		The major domestic group companies *3	655	675	635	609	562
	Male		The major domestic group companies *3	646	660	620	592	543
	Female		The major domestic group companies *3	9	15	15	17	19
	Total		Amada (Non-consolidated) *1	-	-	-	473	438
	Male		Amada (Non-consolidated) *1	-	-	-	459	422
	Female		Amada (Non-consolidated) *1	-	-	-	14	16
Ratio of Employees with Disabilities		%	Domestic group companies*4	2.4	2.61	2.72	2.73	2.72
Average Age of Employees	Total		Amada (Non-consolidated) *1	43.2	43.4	43.7	44.3	44.6
	Male		Amada (Non-consolidated) *1	43.8	44.0	44.3	44.9	45.2
	Female		Amada (Non-consolidated) *1	38.2	38.4	38.6	40.0	40.1
Foreign National Employees in Japan			Amada (Non-consolidated) *1	15	15	17	18	20
Number of Employees using Re-employment System at Retirement Age			Amada (Non-consolidated) *1	38	66	131	200	278

Talent Attraction and Retention

		Unit	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Number of New Graduates Hired (Graduates with Degrees)	Total		The major domestic group companies *2	50	84	46	58	53
	Male		The major domestic group companies *2	40	57	31	42	39
	Female		The major domestic group companies *2	10	27	15	16	14
Ratio of Female New Graduates Hired		%	The major domestic group companies *2	20.4	32.1	32.6	27.6	26.4
Number of New Graduates Hired (Graduates with Degrees)	Total		Amada (Non-consolidated) *1	27	55	26	35	35
	Male		Amada (Non-consolidated) *1	22	37	17	26	24
	Female		Amada (Non-consolidated) *1	5	18	9	9	11
Rate of Employees Leaving within 3 Years		%	Amada (Non-consolidated) *1	11.5	3.3	9.7	7.4	5.5
Employee Turnover Rate		%	Amada (Non-consolidated) *1	2.7	2.9	2.6	3.3	2.3
Average Length of Employment	Toal	Years	Amada (Non-consolidated) *1	17.6	17.6	17.9	18.3	18.5
	Male	Years	Amada (Non-consolidated) *1	18.4	18.5	18.9	19.2	19.5
	Female	Years	Amada (Non-consolidated) *1	10.0	10.1	10.2	11.2	11.4

Ratio of Mid-career Recruitment Based on Act on Comprehensive. Promotion of Labor Policies (Japanese law)

	Unit	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Ratio of Mid-career Recruitment	%	Amada Co.,Ltd.	44	51	34	40	46
	%	Amada Machinery Co.,Ltd.	17	76	48	18	39
	%	Amada Weld Tech Co.,Ltd.	40	57	57	-	-
	%	Amada Press System Co,Ltd.	67	52	55	56	43
	%	Amada Tool Co.,Ltd.	14	11	11	0	0
	%	Amada Automation Systems Co.,Ltd.	0	0	0	0	0

Human Resource Development

	Unit	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Total Cost of Education and Training *6	1,000 JPY	The major domestic group companies *5	46,914	95,383	96,219	99,705	108,181
Education and Training Costs per Capita	1,000 JPY	The major domestic group companies *5	18	24	24	25	27
Total Hours of Education and Training	Hours	The major domestic group companies *5	85,114	151,084	192,266	165,628	205,623
Education and Training Hours per Capita	Hours	The major domestic group companies *5	33.4	37.6	47.7	41.7	51.9
【by rank】 New employees	Hours	The major domestic group companies *5	-	71,115	143,223	86,451	121,948
Juniors and Mid-level employees	Hours	The major domestic group companies *5	-	1,378	22,548	31,301	42,663
Managers	Hours	The major domestic group companies *5	-	2,646	2,569	3,997	3,248
【by job type】 Technical staff (including DX, IT ,engineers)	Hours	The major domestic group companies *5	-	12,577	47,761	55,775	99,805
Global staff	Hours	The major domestic group companies *5	-	4,081	4,027	5,239	4,900
Diverse human ressources (Women, LGBT, pre-retirees)	Hours	The major domestic group companies *5	-	1,002	242	335	322

Work-Life Balance

		Unit	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Average Overtime Hours per Employee per Month *6		Hours /Month	Amada (Non-consolidated) *1	8.3	14.0	13.0	13.5	14.5
Paid Leave Acquisition Rate		%	The major domestic group companies *2	57.5	68.4	74.3	77.1	82.2
Childcare Leave Utilization Rate *7	Total	%	The major domestic group companies *2	36.8	65.7	71.3	86.7	88.2
	Male	%	The major domestic group companies *2	33.0	60.9	68.2	82.5	86.7
	Female	%	The major domestic group companies *2	100	100	100	100	100
Return to Work Ratio after Childcare Leave	Total	%	The major domestic group companies *2	100	100	100	100	100
	Male	%	The major domestic group companies *2	100	100	100	100	100
	Female	%	The major domestic group companies *2	100	100	100	100	100
Number of Employees Taking Nursing Care Leave *7			Amada (Non-consolidated) *1	1	3	3	7	11
Number of Employees Using Short-time Work Hour System for Childcare or Nursing Care			Amada (Non-consolidated) *1	19	20	28	30	26

Labor Management

	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Frequency Rate of Lost-Time Injuries ※8	Amada (Non-consolidated) *1	0.55	0.89	1.38	1.14	0.32
Number of Fatal Accidents	Consolidated	0	0	0	0	0
Number of Employees Received Training on Safety and Health	The major domestic group companies *2	-	1,312	2,372	1,618	3,587
Number of Employees Received Training Aimed at Safety	The major domestic group companies *2	-	918	2,234	1,480	3,401

Wellness Management

	Unit	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Health Checkup Participation Rate	%	The major domestic group companies *2	99.9	100	100	100	100
Stress Check Participation Rate	%	The major domestic group companies *2	92.7	91.6	88.6	89.9	88.4

Social Contribution Activities

		Unit	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Social Contribution Expenses	Total	1,000 JPY	The major domestic group companies *2	83,103	101,938	105,476	115,547	109,091
	Donation Amount Included	1,000 JPY	The major domestic group companies *2	1,708	2,442	1,600	1,650	1,149

Quality Management

	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Status of QMS (ISO9001) Certified at Manufacturing Sites	Overseas	14	14	14	15	15
	in Japan	11	11	11	10	10

Notes

*1 Refers to Amada Co., Ltd.
*2 The major companies in Japan refer to the following four entities: Amada Co., Ltd., Amada Machinery Co., Ltd., , Amada Press System Co., Ltd., and Amada Tool Co., Ltd.
*3 Excluding Amada Tool Co., Ltd. until the fiscal year ending FY2021.
*4 Including special subsidiary companies, domestic group companies that meet the group application system criteria are eligible.
*5 Up until the fiscal year ending FY2021., only the Amada(Non-consolidated) was covered. From the fiscal year ending FY2022 onwards, the 5 Major Domestic Operating Companies are included.
*6 In order to enhance cost transparency for stakeholders, we disclose only the external training expenses as part of our education and training costs.
*7 Include our own leave system (parental and nursing care).
*8 Number of lost-time injuries per one million hours worked

Governance

General Information

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of Directors	Total			8	9	9	9	9
	Internal	Total		5	5	5	5	5
		Male		5	5	5	5	5
		Female		0	0	0	0	0
	External	Total		3	4	4	4	4
		Male		3	3	3	3	3
		Female		0	1	1	1	1
Ratio of External Directors			%	37.5	44.4	44.4	44.4	44.4
Ratio of Female Directors			%	0.0	11.1	11.1	11.1	11.1
Average Age of Directors				68.0	65.8	65.2	66.1	66.8
Board Chairman				President	Chairman	Chairman	Chairman	Chairman
Number of Board Meetings*1				8	8	10	12	9
Average Attendance Rate of Board Meetings			%	99.0	99.1	99.2	99.2	98.3
Director's Term of Office			year	1	1	1	1	1
Number of Auditors	Total			4	4	4	4	4
	Internal	Total		2	2	2	2	2
		Male		2	2	2	2	2
		Female		0	0	0	0	0
	External	Total		2	2	2	2	2
		Male		2	2	2	2	1
		Female		0	0	0	0	1
Ratio of External Auditors			%	50.0	50.0	50.0	50.0	50.0
Average Age of Auditors				70.5	71.8	66.5	67.5	68.5
Number of Audit & Supervisory Board Meetings				9	9	11	12	11
Average Attendance Rate of Audit & Supervisory Board Meetings			%	100.0	100.0	100.0	100.0	95.5
Auditor's Term of Office			year	4	4	4	4	4
Number of Nomination Committee Members	Total			4	4	4	4	5
	Internal			1	1	1	1	1
	External			3	3	3	3	4
Number of Nomination Committee Meetings				3	1	4	4	5
Average Attendance Rate of Nomination Committee Meetings			%	100.0	100.0	93.8	100.0	95.0
Chairman of Nomination Committee Meetings				External Director	External Director	External Director	External Director	External Director
Number of Remuneration Committee members	Total			4	4	4	4	5
	Internal			1	1	1	1	1
	External			3	3	3	3	4
Number of Remuneration Committee Meetings				1	2	4	5	4
Average Attendance Rate of Remuneration Committee Meetings			%	100.0	100.0	93.8	100.0	100.0
Chairman of Remuneration Committee Meetings				External Director	External Director	External Director	External Director	External Director
Number of Executive Officers				12	14	14	14	14

Executive Compensation

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Remuneration of Directors (excl. External Directors)	Total	Million JPY	363	359	401	390	392
	Total Base Salary	Million JPY	163	159	181	186	189
	Performance-linked Compensation*2	Million JPY	200	200	220	181	171
	Retirement Benefits	Million JPY	-	-	-	-	-
	Non-monetary remuneration, etc.*3	Million JPY	-	-	-	22	31
	Persons		6	7	5	5	5
Remuneration of Auditors (excl. External Members)	Total	Million JPY	29	28	27	29	27
	Total Base Salary	Million JPY	29	28	27	29	27
	Performance-linked Compensation	Million JPY	-	-	-	-	-
	Retirement Benefits	Million JPY	-	-	-	-	-
	Persons		2	2	2	2	2
External Directors and Auditors	Total	Million JPY	36	45	51	57	62
	Total Base Salary	Million JPY	36	45	51	57	62
	Performance-linked Compensation	Million JPY	-	-	-	-	-
	Retirement Benefits	Million JPY	-	-	-	-	-
	Persons		5	6	7	7	7

Compliance

	Unit	Data Coverage	FY2021	FY2022	FY2023	FY2024	FY2025
Total Number of Reports to the Internal Hotlines		Consolidated	27	26	37	42	75
Total Corruption-related Fines	JPY	Consolidated	0	0	0	0	0
Total Amount of Political Contributions	JPY	Consolidated	0	0	0	0	0

Tax Payments by Region

	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated	Million JPY	4,598	15,637	21,585	16,237	16,532
Japan	Million JPY	830	9,826	13,279	7,945	8,642
North America	Million JPY	2,154	2,977	4,904	3,815	3,279
Europe	Million JPY	694	1,258	2,074	2,852	3,016
Other Asia	Million JPY	918	1,574	1,328	1,625	1,596

Directors

As of June 26, 2026

Name		Gender	Age	Tenure Years	Management	Independent	Current Position	Attendance Rate at Board Meetings*4	Attendance Rate at Audit & Supervisory Board Meetings*4	Concurrent Positions in Committees		Attendance Rate at Committees*4		Number of Shares Held (unit: 1,000 shares)
										Nomination	Compensation	Nomination	Compensation	
Directors	Tsutomu Isobe	Male	65	19	●		Representative Director, Chairman	100.0		Member	Member	100%	100%	61
	Takaaki Yamanashi	Male	62	6	●		Representative Director, President	100.0						21
	Kazuhiko Miwa	Male	63	8			Director who is an Audit & Supervisory Committee Member	100.0						20
	Masakazu Aoki	Male	72	1		●	External Director	100.0		Chairman	Chairman	75%	100%	0
	Hiroyuki Sasa	Male	70	3		●	External Director who is an Audit & Supervisory Committee Member	100.0		Member	Member	100%	100%	0
	Yoshiko Fujii	Female	60	0		●	External Director	-						0
	Akiko Mochizuki	Female	59	2		●	External Director who is an Audit & Supervisory Committee Member	77.8	81.8					0

Note
*1 Written resultions are not included.
*2 Bonuses are paid to directors (excluding external directors) as performance-linked remuneration.
*3 Non-monetary remuneration is based on performance-linked stock-based remuneration (Officers' Remuneration BIP Trust).
*4 Attendance rate in FY2025