

Major Initiatives and Indicators (KPIs) for Materiality

Materiality		Major Initiatives	Indicators (KPIs)	Fiscal 2023 Results	Targets
The Environment	Materiality 1 Creating a resource-recycling society	Increase collection of recycled raw materials	Volume of recycled raw materials collected by Kosaka Smelting & Refining (fiscal 2021 = 100)	108	110 (fiscal 2024)
			Volume of spent catalysts from automobile exhaust purification collected (fiscal 2021 = 100)	70	140 (fiscal 2024)
	Volume of spent lithium-ion batteries recycled and processed (fiscal 2021 = 100)		202	400 (fiscal 2024)	
	Materiality 2 Enhancing products and services that reduce social and environmental risks	Expansion of sales of key products and services based on customer needs	Ratio of metals derived from recycling that are used in production (based on sales in the Nonferrous Metals Business)	58%	70% (fiscal 2024)
			—	—	—
Materiality 3 Responding to climate change	Promotion of company-wide activities to combat climate change	Establishment of a system to promote climate change response	• Publication of roadmap for responding to climate change • Developed contribution targets for our products and services that contribute to the reduction of GHG emissions in society	• Publication of TCFD Report • Create a roadmap for climate change response	
		Establishment of company-wide policies and targets for climate change response			
TCFD initiatives					
Materiality 4 Protecting the environment	Establishment of an environmental management system (Establish and maintain an ISO 14001- or EA21-compliant systems)	Ratio of business locations operating under DOWA's EHS-MS (environment, health, and safety management system) that compliant with ISO-certification	80%	100% (by March 31, 2025)	
		Improvement of risk management (Minimize risk of environmental accidents and improve response capabilities)	Number of environmental accidents	4	0
Social	Materiality 5 Ensuring occupational safety and health	Improvement of management system	Ratio of business locations operating under the DOWA's EHS-MS	13%	100% (by March 31, 2025)
		Prevention of recurrence of work-related accidents	Frequency rate (including dispatch workers, excluding contractors)	1.63	0.7 (fiscal 2024)
			Severity rate (including dispatch workers, excluding contractors)	0.03	0.01 (fiscal 2024)
	Promoting Health Management	Ratio of employees who received regular medical examinations	96.9% (Tokyo area)	100% (Groupwide)	
	Materiality 6 Increasing organizational power (including promotion of diversity, job security, and human resource development)	Reduction of resignation rate	Average retention rate three years after joining the Company (for new graduates at DOWA Holdings)	94%	Maintain 100% rate
			Implement job satisfaction surveys for employees	Continued survey implementation	Conduct surveys on a regular basis
		Disclosure of Policy for Human Resources Development (Formulate policy and disseminate via the DOWA corporate website and the in-Company portal site)	Formulation of a human resource development policy and to be published inside and outside the Company	Developed an education management system under the Policy for Human Resources Development	Announce and disseminate policy
		Development of global human resources (Build a system to impart basic knowledge necessary for overseas assignments to be implemented one year prior to assignment)	Implementation of education before overseas assignments and expansion to include post-assignment education	Continued post-assignment online education	Continue implementation of educational programs
		Greater support for balancing childcare and nursing care with work	Increase in the ratio of men that take childcare leave	73.7%	100% (fiscal 2024)
		Reduction of working hours	Increase in the ratio of annual paid leave days taken	88.6%	80% or higher
		Promotion of the participation and advancement of women	Increase in the ratio of new hires who are women (DOWA Holdings)	27%	30% or higher
	Promotion of the participation and advancement of employees up to the age of 65	Introduction of an option to postpone retirement	Introduced at business subsidiaries (98% introduction rate)	Introduce at all subsidiaries	
Protection of human rights	Elimination of harassment	Began diversity, equity, and inclusion training	Continue to implement training		
Promotion of the participation and advancement of people with disabilities	Ratio of employment of people with disabilities	2.5% (DOWA Holdings)	2.3% or higher (Groupwide)		
Governance	Materiality 7 Promoting risk management	Creation of an ISO 9001- compliant system	Compliance rate of business locations that create products	78%	80% (fiscal 2024)
		Establishment of quality assurance education	Number of participants	166 (total of 335)	350 total (FY2022 to FY2024)
	Materiality 8 Strengthening corporate governance	Effective and efficient development and operation of internal control systems	—	—	—
		Materiality 9 Driving DX (data utilization)	Building of IT infrastructure	Operation of a Groupwide cloud platform	Start of operation (August 2023)
Development of DX-proficient human resources	Number of personnel trained		54 (total of 121)	80 total (FY2022 to FY2024)	

\* "Recycled raw materials" in this item includes secondary smelting raw materials other than recycled raw materials for Kosaka Smelting and Refining Co., Ltd.