



Refreshing the Air



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### [Compilation Policy]

This report is aimed at conveying our activities for creating the value of S.T. to all stakeholders and deepening their understanding of S.T. Group.

The subject period is the fiscal year ended March 2023 (Apr. 1, 2022 to Mar. 31, 2023). The fiscal years indicated in graphs and tables are those ending March unless otherwise specified.

The subject organizations are our company and S.T. (consolidated) unless otherwise specified. "S.T. Group" means the entire S.T. Group, "S.T. Group (in Japan)" means S.T. (non-consolidated) and domestic group companies, and "S.T. (non-consolidated)" means S.T. (non-consolidated).

The guidelines we referred to are the Value Reporting Foundation (VRF), "International Integrated Reporting Framework," and "Integrated Disclosure and Dialogue Guidance for Co-creation of Value" of the Ministry of Economy, Trade and Industry.

This report was issued in November 2023.

### [Forward-looking Statement]

This report contains forward-looking statements regarding S.T. CORPORATION's future plans, strategies, and performance. Such forward-looking statements are based on information available as of the issuance of this report. Please note that the company's actual performance may differ greatly from forward-looking statements due to various factors.

### [Market Scale and Share]

INTAGE Inc.'s SRI+ (in value terms) for "deodorizers (for refrigerators)" during a 3-year period from 2020 to 2022, "mothproofing agents for food" during a 4-year period from 2019 to 2022, "disposable warmers, (excluding those for the eye parts)" during a year period from April 2022 to March 2023, other items during a period from January to December 2022, "deodorizers and air fresheners (excluding those for clothes and anti-virus ones)" and "mothproofing agents (excluding those for dolls)."

## Management Philosophy and Vision

# Refreshing the Air

Our corporate philosophy is “Sincerity.”

The management philosophy of S.T. Group is to contribute to society by providing customers with the most reliable products.

We aim to become a company loved by customers and society around the world, by brightening and enlivening the life of everyone through air.

# Forte of S.T.



SHOSHURIKI



\*Intage Inc. SRI + (in value terms)  
Period: Apr. 2022-Mar. 2023



DASHUTAN CHARCOAL



\*Intage Inc. SRI + (in value terms)  
Period: Apr. 2019-Mar. 2023



KOMETOBAN



\*Intage Inc. SRI + (in value terms)  
Period: Apr. 2018-Mar. 2023



MUSHUDA



\*Intage Inc. SRI + (in value terms)  
Period: Apr. 2022-Mar. 2023



DRYPET



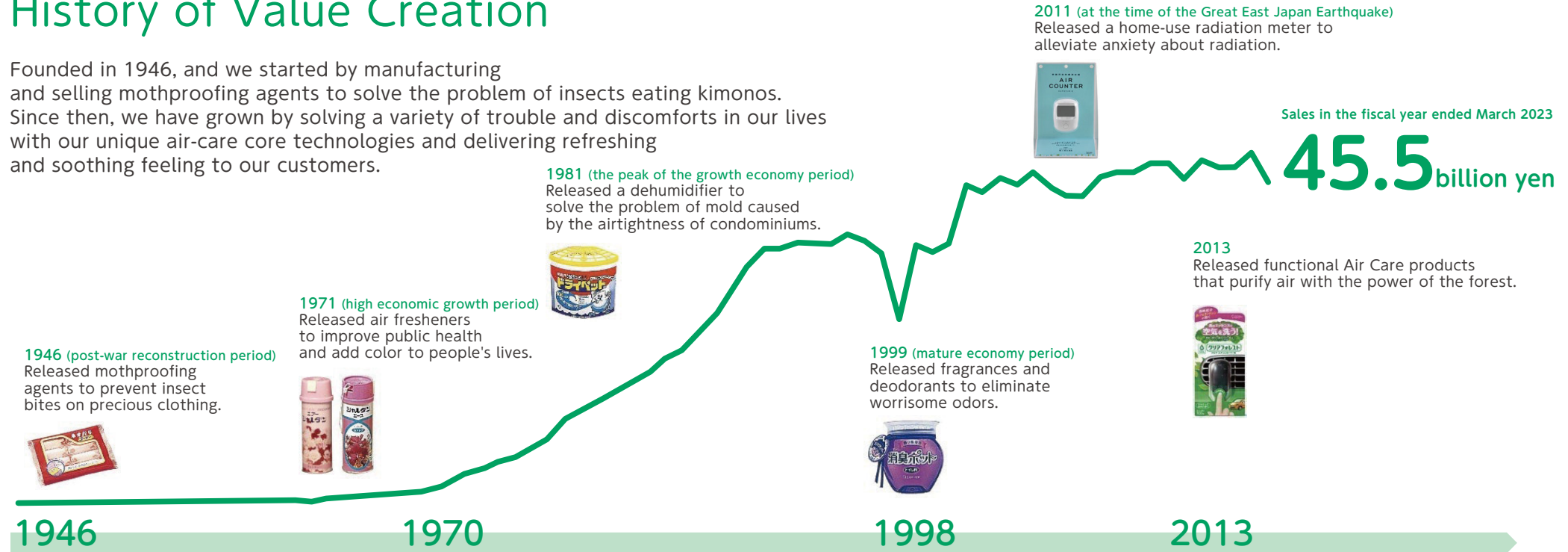
\*Intage Inc. SRI + (in value terms)  
Period: Apr. 2022-Mar. 2023

# We have many Unique Brands in Niche Markets.



# History of Value Creation

Founded in 1946, and we started by manufacturing and selling mothproofing agents to solve the problem of insects eating kimonos. Since then, we have grown by solving a variety of trouble and discomforts in our lives with our unique air-care core technologies and delivering refreshing and soothing feeling to our customers.



Changes in management in line with the changes of the times

### [From 1946: Founding period] Solidifying the business foundation as a manufacturer

After the war, many women were saddened by their precious kimonos being eaten by insects. Seiichi Suzuki, one of the founders, saw his mother experiencing the same concern and established S.T. Chemical Industries Co., Ltd., the predecessor company, in 1946 and started manufacturing and selling mothproofing agents.



### [From 1970: Growth period] Management for creating new markets through aggressive investment

From around 1970, the Japanese economy accelerated its growth. Along with this, the living environment has changed significantly, and new lifestyle concerns and needs have emerged. In 1971, we entered the air freshener market, and in 1981, we created a new dehumidifier market. In addition, we actively invested in capturing strong demand, such as starting overseas expansion in Thailand, Taiwan, the Philippines, etc.

### [From 1998: Mature period] Strong and flexible management

Since 1990, the economy has stagnated as the domestic population growth has slowed. We implemented a management reform "narrowing down and concentration" to shift from the previous expansion policy to the pursuit of a strong and flexible structure. Our current major brands, such as SHOSHURIKI, DASHUTAN CHARCOAL, and KOMETOBAN, were born around this time.



### [From 2013: Turning point] Management for exploration and deepening

In the 2010s, the times changed dramatically toward the green economy. In addition to providing high value-added products and services in response to changes in consumer values and lifestyles, we are promoting management that considers all stakeholders by reducing CO<sub>2</sub> emissions and responding to resource depletion.





# Situation of Each Business

## Air Care (Deodorizers and Air Fresheners)



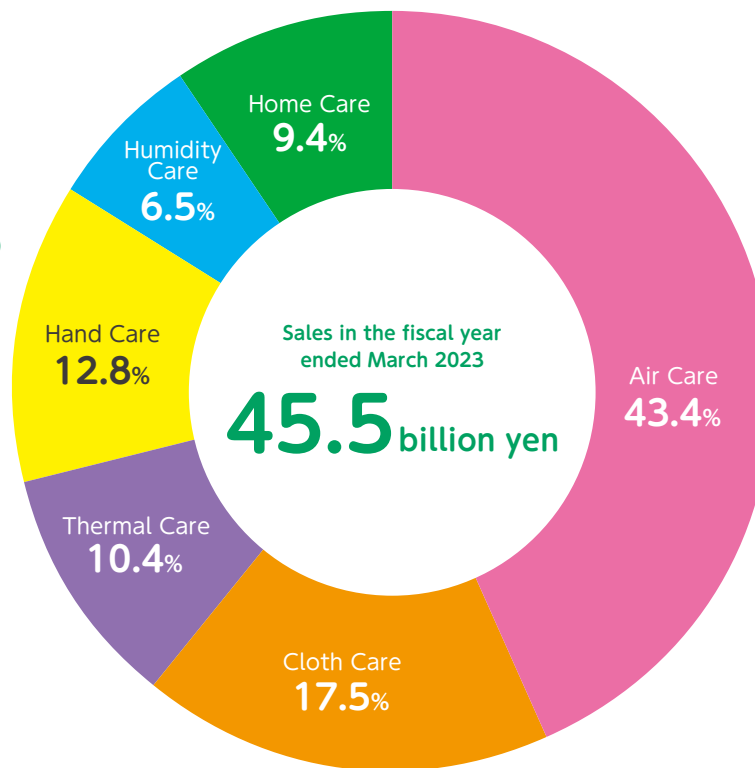
## Thermal Care (Disposable Warmers)



## Humidity Care (Dehumidifiers)



## Sales Composition by Category



## Cloth Care (Mothproofing Agents)



## Hand Care (Gloves)



## Home Care (Other)

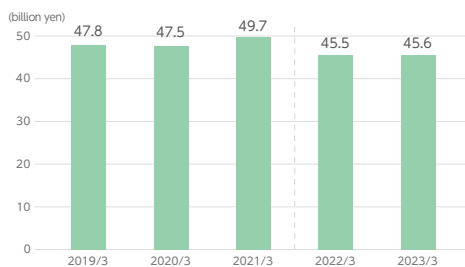




# Financial Highlights

## Net sales

**45.6** billion yen

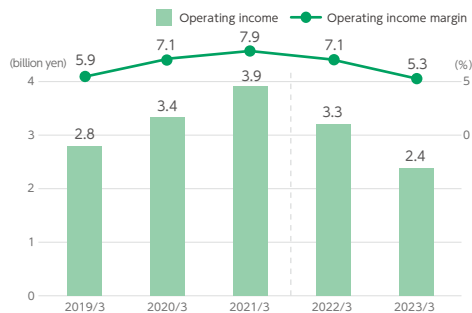


\*The new accounting standards have been applied since the fiscal year ended March 2022.

Although revenue in the mainstay air care and cloth care categories declined, total sales slightly increased, thanks to the growth of sales in other categories due to a focus on differentiated products and high-value-added products.

## Operating income·Operating income margin

Operating income **2.4** billion yen  
Operating income margin **5.3%**

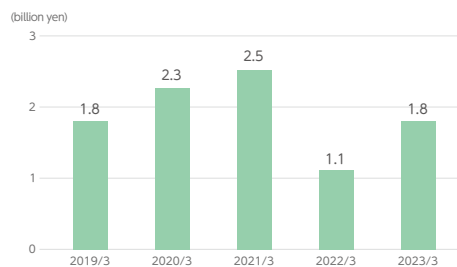


\*The new accounting standards have been applied since the fiscal year ended March 2022.

Profit decreased as increasing product prices could not cover the augmentation of the cost of sales ratio caused by soaring raw material prices, sharp exchange rate fluctuations, and inventory valuation losses.

## Profit attributable to owners of parent

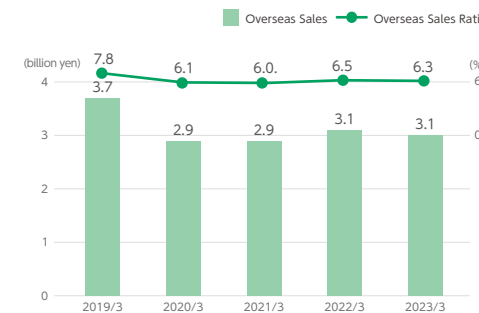
**1.8** billion yen



Operating income decreased, but profit grew as there was no longer extraordinary loss, which was posted in the fiscal year ended March 2022.

## Overseas Sales·Overseas Sales Ratio

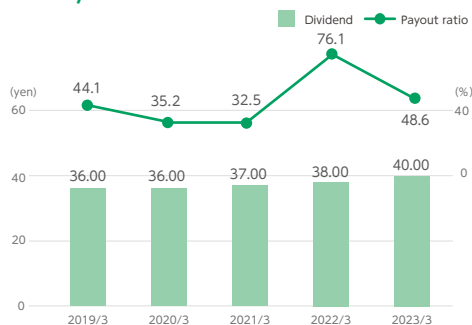
Overseas Sales **3.1** billion yen  
Overseas Sales Ratio **6.3%**



Despite the decline due to the strategic withdrawal from the European market for gloves in the fiscal year ended March 2022, overseas sales remained stable due to the contribution of sales of thermal care products and gloves in other regions.

## Dividend per share·Dividend payout ratio

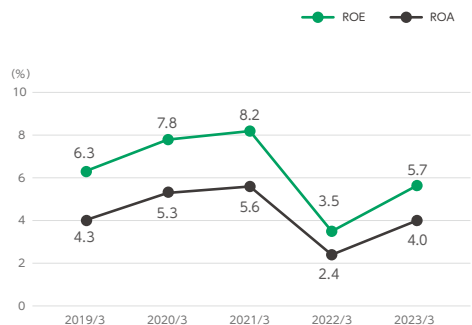
Dividend **40** yen  
Payout ratio **48.6%**



Regarding year-end dividends, based on our basic policy of "promoting a dividend policy linked to business performance while adhering to a basic policy of stable dividends," we set annual dividend at 40 yen/share and dividend payout ratio at 48.6%.

## ROE·ROA

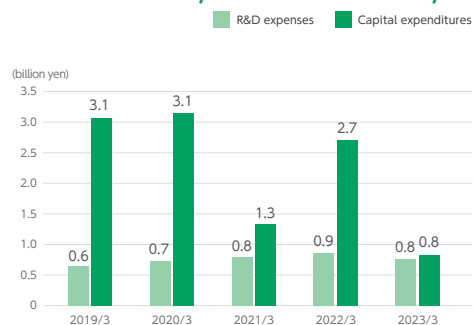
ROE **5.7%**  
ROA **4.0%**



We recovered in the fiscal year ended March 2023 as there was no longer the impact of extraordinary losses posted in the fiscal year ended March 2022.

## R&D expenses·Capital expenditures

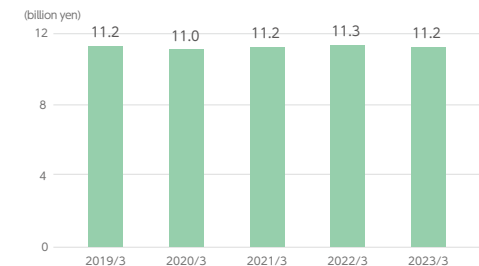
R&D expenses **0.77** billion yen  
Capital expenditures **0.84** billion yen



In terms of research and development, we have enhanced basic research by implementing new themes in collaboration with universities, and in terms of capital investment, we have strengthened plant facilities to increase in-house production of mainstay products and increase production capacity and invested in software development.

## Marketing expenses

**11.2** billion yen



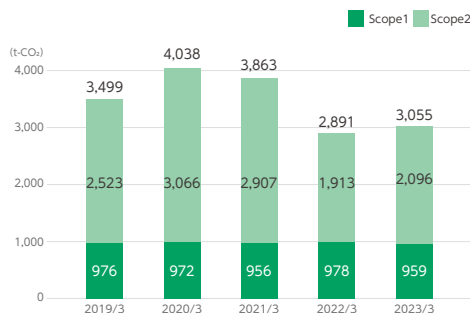
As for marketing expenses (advertising and sales promotion expenses), we continued to invest in digital advertising and other expenses for sales promotion.



# Non-financial Highlights

## Total CO<sub>2</sub> emissions (Scopes 1 and 2)

**3,055**t-CO<sub>2</sub>

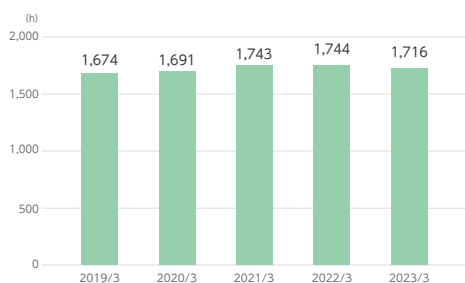


\*The subject organization is S.T. Group (domestic). \*Total CO<sub>2</sub> emissions mean the sum of Scopes 1 and 2. \*When calculating the purchased electric power with Scope 2 emissions, the emission factor adjusted for each kind of electric power was basically used. For others, the national average emission factor was used. \*The figures are rounded down.

During the fiscal year ended March 2023, electric power consumption increased due to the installation of new production equipment at factories, and as a result, total CO<sub>2</sub> emissions increased from the fiscal year ended March 2022.

## Total actual working hours per person per year

**1,716**h

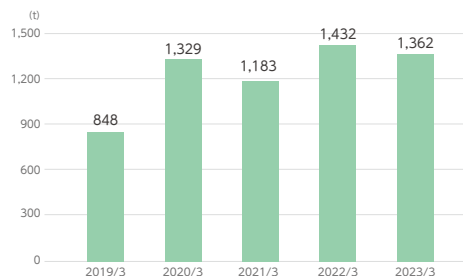


\*The subject organization is S.T. Group (in Japan). \*The total actual working hours per person per year means the working hours of regular employees.

We are striving to break away from the old ways of working and reduce working hours.

## Total weight of waste

**1,362**t

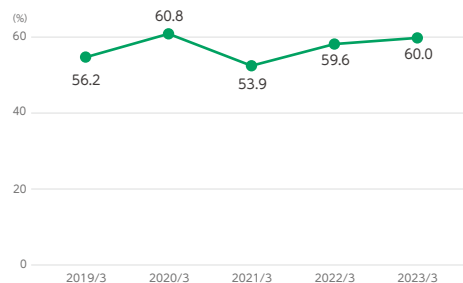


\*The subject organization is S.T. Group (in Japan).

In the fiscal year ended March 2020, total weight of waste augmented due to the acquisition of S.T. MYCOAL, but has been remaining flat in recent years.

## Ratio of employees who took an annual paid leave

**60.0**%

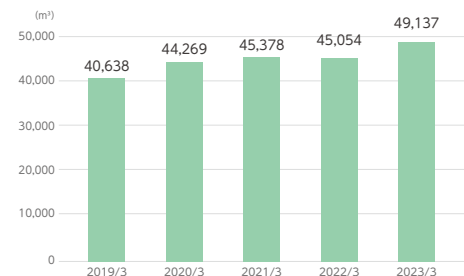


\*The subject organization is S.T. Group (in Japan). \*The ratio of employees who took an annual paid leave means the ratio of regular employees.

We set several months per year in which employees are encouraged to take an annual paid leave, and work to realize work-life balance. Recently there has been a slight improvement in the number of employees taking an annual paid leave.

## Water consumption

**49,137**m<sup>3</sup>

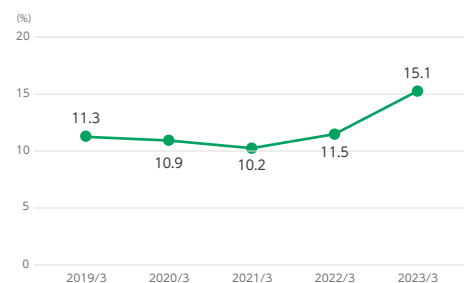


\*The subject organization is S.T. Group (in Japan).

In the fiscal year ended March 2020, water consumption augmented due to the acquisition of S.T. MYCOAL. Recently, it has increased due to changes in production items and production output at each production site.

## Ratio of female managers

**15.1**%

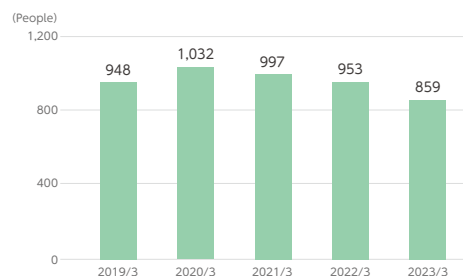


\*The subject organization is S.T. Group (in Japan).

We uphold the goal of increasing the ratio of female managers so that various personnel can flourish, and promote the design of systems for enabling women to keep working, training for career development, etc. Recently there has been an increase in the ratio of female managers.

## Number of employees

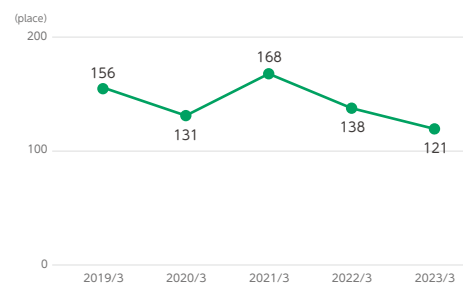
**859**



Through the acquisition of S.T. MYCOAL, number of employees increased in the fiscal year ended March 2020. The most recent change in the number of employees is due to a decrease in the number of overseas employees.

## Favorability ranking of companies

**121**<sup>st</sup> place



\*The favorability ranking of companies was taken from the Reputation-Business Person Edition of Nikkei Survey on Corporate Images.

In brand value management, we aim for the 150th place or so in the Favorability Ranking of Companies as a benchmark. We maintain a consistent corporate favorability ranking.

## President Message

# To swiftly deal with social changes and expectations through “reform”

President & CEO

*Yo Kozuki*

### As a new president

I am Yo Kozuki, who is appointed as President & CEO. It has been 36 years since I joined S.T. Corporation. Having been devoted mainly to sales and marketing, I have found real pleasure in taking on challenges in manufacturing. I view my appointment to President & CEO as a hugely important turning point for our company.

I think what is entrusted to me is to make S.T. Corporation a professional group that works on exciting tasks while constantly pursuing endeavors to create new value as a true public company.

I groped for roles to serve for the two months until I was formally inaugurated as President & CEO. Then, I have designed a “100-day project” as a new growth plan that is aimed at further raising our corporate value based on the issues our company is currently facing. The reason for the development of the project is that I would like to show the course of action for our reform to many stakeholders, including all of our employees. We will formulate a medium-term

management plan based on the project and announce it next spring. Although our company operated under the leadership of the founding family, we will change our corporate system to “business administration involving all staff” so that we can carry out speedy business operation for keeping up with changes. I believe that “reform” is the key to how we pave a path to the growth of S.T. Corporation in the future. Now is the time to launch new models for the air business.

### What S.T. Corporation has been placing an emphasis on

#### Provision of “freshness and comfort”

Since the establishment in 1946, S.T. Corporation has been growing by offering solutions to a variety of trouble and inconvenience in daily lives and providing customers with “freshness and comfort.”

During the postwar reconstruction period, S.T. Corporation







began its business with production and sale of mothproofing agents for protecting important people's clothes from moth holes. We started to sell air fresheners following the increasing awareness of public health during the high economic growth period. As times changed further and houses such as apartment houses became more airtight, we developed dehumidifiers in order to settle the issues arising from mold due to humidity.

In the 2000s, we launched "SHOSHURIKI" that is aimed at fulfilling the growing consumers' needs of deodorizing odors that shifted from needs of air fragrance. The product garnered support of a number of customers. This is because we meticulously analyzed changes in customers' preferences and competing products, and promptly met the needs of the times.

#### Peaceful coexistence and mutual prosperity with customers, distributors, and retail stores

I believe that our forte is the ability to develop products by

"grasping people's imagination when they hear about, see, and use our products" in order to brighten and energize people's lives through air by fulfilling the needs of the times as mentioned above, establishment of sales floors that encourage customers to take our products in their hands, and communication with customers through such means as our unique television commercials.

We have placed a great weight on deepening mutual understanding with distributors. For instance, when our company is appointed as the chief of a category, we make efforts with the intention of certainly boosting sales of the category as a whole. There is no doubt that our sales staff is supposed to increase sales for our company, but we prioritize whether a sales floor is arranged properly from the standpoint of customers while striking a balance with competitors' products. Customer satisfaction contributes to sales expansion in the sales floor as a whole, which in turn results in growth of our company's sales. With customer

satisfaction being put first, formation of a stronger relationship of trust with distributors is a base that allows our company to continuously create value.

#### Sincere personnel capable of putting themselves in customers' shoes and taking action

It goes without saying that what supports our business is our sincere personnel. I myself have realized this fact from many years of my career at S.T. Corporation and been proud of it. What I can see in each one of our employees are love toward S.T. Corporation, gratitude to customers and partner companies, and sincere attitude toward work at any time.

S.T. Corporation's corporate philosophy is "sincerity," whose gene has been passed down from generation to generation without change. I will manage the company sincerely by nurturing the spirit of enjoying challenges through support for autonomous growth of every one of our employees so that we can enhance our corporate value.

## Execution of management that correctly grasps social changes and fulfills expectations

For these past few years, the novel coronavirus infection has posed the threat of pandemics to us, and environmental and social issues on a global scale, including geopolitical risks such as the Russia-Ukraine situation and the middle east crisis and climate change, have been getting more serious, putting us in a chaotic circumstance. Furthermore, I am aware that these factors have direct and indirect impact on our company's business as shown by the growing interest in human rights issues and ESG risk management throughout the supply chains as the social situation is changing drastically.

Climate change is particularly noticeable, and our Thermal Care business, including disposable warmers, is affected

directly. For example, warmer winters and rainy seasons with less precipitation are linked directly with poor sales of disposable warmers and humidifiers, respectively. When seasons do not change clearly, people may move up or push back their schedule of changing their wardrobes with the season, which may in turn have impact on the sales of our mothproofing agents. In addition, the housing environment has changed and the great majority of modern houses have closets instead of chests or wardrobes, meaning that while the conventional mothproofing agents for clothing chests do not sell as much as before, sales of mothproofing agents for closets are growing. As our company's products are

intended to satisfy needs in daily lives, we must deal swiftly with climate change and changing life styles that have a direct link with customers' everyday lives. Regarding cost prices, the yen is getting weak and prices of raw materials and energy cost are soaring due to drastic changes in the international situation and economic environment, forcing us to take radical measures.

Furthermore, an international momentum will build up more and more toward circular economy, such as regulations of carbon dioxide emissions and cyclical use of exhaustible resources. Our company has already taken actions, including use of recycled materials for the bottles of our new products, but we must accelerate our efforts further.

Meanwhile, environmental and social changes not only pose multifarious risks for our business, but they open up a number of opportunities. One of the most significant changes before and after the novel coronavirus pandemic is the diversifying life styles of consumers. As a larger number of

people work from and at home, people have more time to spend at home. This has motivated people to make their living spaces at home more comfortable. Our company has been paying attention to the effect of fragrance (for example, relaxation effects) regarding our air care products, such as deodorizers and air fresheners, therefore we possess a multitude of relevant technologies. I believe that provision of products and services that fulfill the needs of the society by using such technologies will create business opportunities in the future.

In addition, in the times that require companies to make further efforts at ESG strategies and governance-related actions, we must make proactive investment aimed at sustainable growth, and steadily meet the demands of the society. I am aware that our company is required to contribute to settling a variety of issues through the creation of new businesses and take appropriate measures while predicting further risks.

enhance efforts for climate change, circular economy, and governance, and impact on our business performance resulting from exclusion from the supply chain.

Furthermore, the issues currently facing our company include incomplete formulation of new growth strategies, inadequate allocation of resources to growing fields, such as new businesses, and delays in financing strategies and environment-related actions. I feel that, these days, we are losing motivation to take on new challenges, which is another one of our issues.

### Three subjects of reform under the “100-day project”

With these issues kept in mind, I have designed a “100-day project” and brought up three subjects of reform based on our discussion on how to enhance our corporate value.

One of the subjects is “swift business operation based on customers' understanding and social coexistence.”

The point is to develop and provide unique products and services with new value that are so typical of S.T. Corporation while thoroughly understanding customers' demand. In order to create unique and new value, it is necessary to understand what customers feel uncomfortable with in their daily lives by remembering the spirit we started with and strive to resolve the issues, and it is also important to integrate the perspectives of coexistence with customers and the society and sustainability into product design. We clearly include elements of sustainability in our organization's visions, goals, and missions, and use new perspectives in our research and marketing activities so as to gain deeper understanding of customers, and we incorporate them into the core of our business strategies.

The second subject is “business portfolio strategies x organizational revitalization.”

The point is to make a shift from our conventional all-around business strategies to well-balanced business strategies by clarifying which businesses to focus on. This

## Formulation of a new growth plan, “100-day project”

### Awareness of issues regarding the current situation

While the mainstay air care and cloth care categories saw declines in sales because demand that grew during the novel coronavirus pandemic slowed down, sales increased in the term ended March 2023 because of our proactive efforts at products for differentiation, products with high value added, and new businesses.

Meanwhile, profit shrank due to soaring prices of raw materials and effects of drastic fluctuations in the exchange rates.

Under these circumstances, I, as the person entrusted by the founding family with next-generation growth, started my career as President & CEO with predicting the world of 2030 with an eye on our future medium- and long-term strategies.

It is projected that global warming and circular economy will accelerate, regulations will be tightened, a super-aging society will come, and the number of environment- and health-minded people will rise further.

Within this context, I consider expansion of sales targets owing to the economic growth of the Global South in the overseas market and an advance to the business market in Japan to be great business opportunities. Creation of new business models is a task assigned to us in order to push forward with the initiatives to capture the above-mentioned business opportunities.

Risks, on the other hand, are scaling-down of the existing domestic businesses due to the population decline, slumping stock prices due to failure in meeting requirements to



requires us to cooperate with each other on a swift and cross-functional basis from the company-wide perspective by breaking down the conventional barriers between departments. Coordination inside and outside the organization for taking on new challenges as one will be crucial. I will reform the corporate culture for ensuring such coordination and revitalizing our organization.

In particular, I will make a radical reform of the personnel system so that authority can be delegated more proactively in order to work on various reform activities with emphasis placed on swiftness. Particularly, so as to encourage younger employees to play active roles, I will proceed with a system reform for allowing our employees to think and act by themselves and be evaluated for their efforts at new things.

## ■ The direction of future growth strategy: Business reform

### Existing businesses (for households): To expand sales through a change in our mindset

I will explain growth strategies that utilize existing products and technologies. For example, in the field of home air care products for household, which have been our mainstay to date, our current product lineup is mainly for entrances, living rooms, and bathrooms. However, we would also like to offer air care products for deodorization and air freshening for various areas such as bedrooms, studies, and kitchens. We believe there are many possibilities for growth even with existing products and technologies by changing how we think about adding value. In the short term, we will steadily increase profits through these efforts and secure resources for new business development.

### Growing field 1: Developing the domestic business market

The last subject is “working as one × the ability to carry through to the end.”

The point is that we will aim to boost the operational efficiency by swiftly sharing management information, and give a number of stakeholders a commitment to our goals and improve our employees’ ability to carry through to the end by strengthening our PDCA management system and disclosing our medium-term management plan.

Although we will release the details in the medium-term management plan next spring, I will explain the items that we will work on from the perspectives of business and management regarding the course of action for our growth strategies that I am currently considering based on the aforementioned current awareness and the three subjects of reform.

### using existing technology

We believe there is great potential in the business market as an area of particular focus. For example, deodorizers and air fresheners are used in more than 50% of homes, but they are not used much in offices. Furthermore, we believe that if we can develop and provide products and services that can be used in commercial spaces and public facilities, we can meet larger needs. The relaxing and deodorizing effects of fragrances are expected to be beneficial in beauty salons and clinics, and fragrances can contribute to creating the atmosphere of event spaces. Needs differ depending on the location, so we hope to use our technology to make customized proposals. On the other hand, in offices and public places where people with various tastes gather, fragrance-free products are required. Thus, we can expand the market further by carefully researching needs

aside from households and developing useful products and services.

Furthermore, we see potential in the field of pet care. In pet care, we will continue to actively develop products that support a pet-friendly society while building on the deodorizing function of our products, which is our forte.

### Growing field 2: Developing new markets with the new technology “CLEAR FOREST”

We will strengthen our approach from the perspective of “wellness” by utilizing fragrances to increase life satisfaction and happiness.

We will continue to focus on developing products and services that can contribute to people’s comfort and happiness. For example, in air fresheners, rather than simply providing a fragrance that many people find pleasant, this fragrance has the same effect as forest bathing and has relaxing effects such as stress relief. We would like to take on the challenge of developing products that step into the area of wellness by utilizing our unique air care technology.



CLEAR FOREST is positioned as a core technology in the wellness field. CLEAR FOREST is a “functional extract from trees” extracted from Sakhalin fir with excellent air purifying properties and was developed by Japan Aroma Laboratory Co., Ltd., a research institute of the S.T. Group and the Forest Research and Management Organization.

Research has shown that this “functional extract from trees” has a deodorizing effect, a forest bathing effect, and an antioxidant function. Furthermore, since it is manufactured using unused resources such as twigs and leaves of Sakhalin fir trees grown as building materials in the forests of Hokkaido, it is attracting attention as an environmentally and economically beneficial business. We are already handling functional air care products that utilize this component to improve air quality, and in the future, we will further expand our product lineup to meet various needs.

#### **Growing field 3: Accelerate growth in overseas markets with a focus on Asia**

First, we will focus on Asia, mainly China and ASEAN countries,

and from there we are also looking to enter the Global South market.

Currently, sales of SHOSHURIKI PREMIUM AROMA series are growing in Thailand, and the demand for good scents is increasing. As tastes vary from country to country, we will continue to conduct research to create products that are liked locally and repeat successful cases in Thailand in the surrounding countries, such as Malaysia. In addition, if we consider not only fragrances, but also wellness, we can see that there are common needs for things like thermal care, and we will also conduct research on these issues.

#### **Growing field 4: Promoting open innovation**

We believe that the resources of a single company are insufficient to develop and expand these new businesses and achieve global growth. Therefore, going forward, we will be more proactive than ever in collaborating with companies and organizations that have the necessary technology, know-how, and networks and will also engage in M&A if necessary to accelerate the promotion of our business.

across departments, from business improvement to product development. Adopting this system will strengthen our organizational capabilities through digital technology by fundamentally reviewing and streamlining our business processes, improving productivity, and reflecting in-store sales information on the manufacturing site.

In addition, in strengthening PDCA management, we believe it is important to go back to basics and continue taking on challenges and repeating reviews to improve our ability to achieve business plans. We will formulate a medium-term management plan to carve out a path toward realizing this vision and disclose it next spring. By clearly presenting goals and making commitments within and outside the company, we aim to make the goals clear to all employees and motivate them to see them through.

#### **Redefine the significance of S.T.’s existence by formulating its purpose**

In order for the entire company to work together to advance its reform, we will set a purpose as a spiritual pillar and redefine the significance of S.T.’s existence. Until now, the founding family’s management has clearly expressed their intentions and led the management based on them. However, due to their retirement, we have been thinking it is necessary to reconfirm the significance of our existence both within and outside the company and to think about why S.T. exists and how it will be useful to the world. We will formulate our purpose with the involvement of all employees based on the values that S.T. has provided to date, our forte, and the things we have cherished, as well as external expectations. Aiming to realize this purpose, the entire company will work together to promote the newly defined growth strategy and create the next S.T.

#### **Improve capital efficiency**

In order to conduct management with an awareness of

## **Strengthening governance as a public company: Management reform**

We will strengthen our governance as a company listed on the Prime Market of TSE and a global company. Last year, in order to clarify our stance on sustainability and ESG, we formulated a sustainability policy and revised our environment, human rights, and procurement policies. We are currently developing a plan based on these policies and thoroughly discussing them at the newly established Sustainability Committee.

In implementing these policies, we believe that it is essential to “thoroughly implement management that gets things done,” “redefine the significance of S.T.’s existence by formulating its purpose,” “improve capital efficiency,” and “formu-

late and deploy human resources strategies.”

#### **Thoroughly implement management that gets things done**

Our aim is to improve information infrastructure, share management information, strengthen PDCA management, and develop the ability to achieve business plans.

Currently, information held by each business division is not shared across the company, and there are invisible barriers between departments. In the future, we will use digital technology to transform the way work is done and the structure of the entire company. We have appointed a CDO (Chief Digital Officer) to improve the implementation of DX



capital cost and return on invested capital, we have changed our management indicator from the previous operating income margin to ROE. We will focus on how to increase management efficiency with respect to equity capital. In order to improve capital efficiency, we will review the number of products, production equipment, fixed costs, etc., eliminate waste, and work to streamline assets involving all aspects of our company. At the same time, it is also necessary to clarify investment allocation for growth. For example, we will conduct well-balanced capital investments and M&A to improve productivity, including aspects such as R&D expenses, human capital investments, labor saving, and automation. Currently, we started to reduce the number of products (SKUs) from approximately 850 by 30%, focusing on products with low profitability, and we plan to achieve the reduction target by the end of the next fiscal year. Promoting these initiatives requires a resolute attitude and judgment from the top management, and we will clarify the yardstick for judgment and put it into practice. By implementing these measures, we aim to



pay stable dividends and continue to implement shareholder returns and improve them.

### Formulate and deploy human resources strategies

We believe that it is crucial to develop and hire employees who will be responsible for these reforms. We will formulate and develop human resources strategies and work to improve our personnel and evaluation systems so that each employee can set high goals and demonstrate their abilities to the fullest. We consider the abilities and skills of our employees to be our valuable capital, and we will actively

promote human capital policies with appropriate investments. Additionally, as part of our efforts to promote diversity, in addition to increasing the promotion of women to managerial positions, we have been strengthening mid-career recruitment for several years. Currently, mid-career employees are stimulating new ways of thinking and approaching business, and good chemistry is occurring between them and regular employees. We believe that reallocating human resources to growth businesses will revitalize the company.

## Taking up the baton from our predecessors and creating a new S.T.

As the top management of S.T., I took up the baton from my predecessors, and I am humbled every day by the weight of my responsibility. During my first 100 days in office, I visited bases across the country and listened to various opinions from employees working in factories, branches, and business offices. These visits were also a chance for me to recognize once again the sincerity with which they approach their work.

I believe that it is important for all employees to understand what they need to do in order to achieve the company's goals and then approach their work. To this end, I try to explain the company's current situation and reform goals in detail, and I want them to be convinced by them and take the initiative in their work.

What I have always said in the field is that "It's okay to fail, so let's take on challenges." I joined S.T. with the hope that it would give me many opportunities to try new things and take on challenges even though I was young. In fact, I, together with many of my colleagues, had our own unique approaches and various ideas and sometimes even did unconventional things. We continued to take on challenges

and experienced many failures, but we have also developed some outstanding successful products. However, I am concerned that as the company has steadily grown, its desire to take on new challenges is waning, and that the company's original quality of continuing to take on new challenges is fading away. Therefore, we will actively work to evoke this old DNA.

I am determined to continue to grow S.T. significantly by listening directly to the voices of employees in the field and incorporating the thoughts I receive from each person in the management of our company. We will increase our corporate value by growing the company, and in doing so, we will strive to reform the company while exploring how we can provide products and services that are useful to society and can meet society's expectations and demands.

The entire company will work together as one, so we would appreciate the continued support of our shareholders, investors, and other stakeholders.

# Message from Executive Vice President in charge of DX

We will remove all barriers to get closer  
to our customers.  
That is S.T.'s DX

Executive Vice President in charge of DX  
Seiichi Nishida



## Full-fledged DX to turn our thoughts toward customers into actions

One of the three reform themes set out in our “100-day project” is “swift business operation based on customers’ understanding and social coexistence.” By stating the obvious now, we have reaffirmed that even if the management structure changes, what we must protect will not change; in fact, we are more determined than ever to put the customer first. We value the trusting relationships we have built with our customers since our founding, and we will continue to attend to our customers with a new mindset and coexist with society. We will continue to meet our customers’ expectations with the speed of a venture company.

In order to turn these ideas into action, we will make full use of the internal data that remains open for utilization and the external data that we will actively collect. In

order to remove all barriers and make full use of our database to serve our customers, we will begin full-fledged DX of S.T.

**We will spend more face-to-face time  
with customers,  
and feel even more rewarded  
and grow.**

This fiscal year, we began developing an integrated information platform. This is an information-sharing infrastructure that allows anyone in the company to obtain information across organizational and hierarchical boundaries and also to search for people who are looking for ideas and knowledge. Currently, we still have a lot of internal work to do, so it is an urgent issue to be able to spend more work time working with our customers. Easier access to information improves work efficiency, allowing more time to be redirect-

ed toward tasks for attending to customers.

Employees will find it rewarding to work face-to-face with customers using the integrated information platform, and through such work, the information sensitivity of each individual will increase, and the depth of the database will grow. This virtuous cycle will be the cornerstone of the new S.T.’s corporate value creation, which will be different from before.

**We will promote  
rugby-style management  
through DX to respond to changes.**

Due to the spread of the Internet and smart devices, as well as the expansion of global movement and interaction of people, the amount of information handled by each person has increased explosively, and people’s values have become unimaginably diverse.

In these times, S.T. is reforming its management style. Its old “relay” style, in which plans are developed for each process, and the baton is passed on in the order of the processes, will be replaced by a “rugby” style, in which the sections involved gather quickly to make decisions, take action, and quickly correct their course. Organizing the rich data as an easy-to-use database will be of great help in quick decision-making.

We will also make full-fledged efforts to develop human resources for DX, who can use data flexibly to make decisions. The development of data utilization infrastructure and the cultivation of human resources for rugby-type DX are the two pillars of S.T.’s DX.

We will thus continue to be a company that is close to our customers and create the S.T. brand, which will enjoy greater patronage than ever before. We look forward to your continued support.



# Message from the executive officer in charge of finance

## Becoming an organization that responds flexibly to new opportunities and risks

Executive officer in charge of finance  
Kouichi Yoshizawa



### Toward maximizing corporate value over the medium to long-term

- Improvement of capital efficiency
- Cash allocation
- Shareholder returns
- Ensuring financial soundness

Up until now, our company has been based on a solid financial foundation and has managed our business using sales and operating income margin as main indicators. Although we witnessed some results in the latter half of the

2010s, such as an improvement in operating income margin, B2B, new businesses, and overseas expansion, which are positioned as growing areas, are still in the early stages, and we recognize that there are issues in terms of capital efficiency and the efficiency of resource allocation, such as investment for growth.

In the future, in conjunction with the medium-term management plan and business strategy currently being formulated, we will set ROE as a key management indicator for the entire company as a financial strategy, and will make management decisions that are conscious of capital cost and capital efficiency and will continue to play a supporting role in business operations. Through this role, our basic philosophy is to improve our earning power and cash generation ability and to make continuous growth investments.

### Improvement of capital efficiency

Going forward, we will set medium- to long-term target

levels for ROE, which is a key management indicator for the entire company, based on the capital cost, break down targets into profitability, efficiency, etc., and make internal management decisions in conjunction with the medium-term management plan and reflect them in the business activities of each department in order to improve capital efficiency.

### Cash allocation

With regard to future cash allocation, we intend to strategically allocate current cash and future earnings with a certain degree of investment discipline to growth investments, M&A, R&D, human resource investments, DX/IT investments, and capital investments based on the medium-term management plan.

### Shareholder returns

Regarding shareholder returns, we will strive to enhance them based on continuous, stable dividends while investing in growth to maximize corporate value over the medium to long term. We will also implement share buybacks based on capital efficiency in accordance with our financial condition and stock market trends.

### Ensuring financial soundness

We believe it is important to maintain a sound financial base in order to provide stable returns for our shareholders. We will basically use our own funds for future growth investments, but depending on the scale of M&A and other investments, we will take capital efficiency into consideration and may use external financing, such as borrowing, as necessary.

# Creation of Value of S.T.

## Our approach to sustainability-oriented management

Our corporate philosophy is “Sincerity.” The management philosophy is to contribute to society by providing customers with the most reliable products. Our group’s sustainability policy states, “We aim to become a company loved by customers and society around the world by brightening and enlivening the life of everyone through air. Environmental and social sustainability is the foundation of our economic activities, without which neither the comfortable and prosperous lives of our customers nor the survival of our company would be possible. We are well aware of this fact and strive to harmonize with the environment and be fair to society, while bringing comfort and richness to the daily lives of people through our unique air care core technologies.

## Forte of S.T.: Air business

Since the inauguration of business, S.T. Group has been bringing comfort and richness to the daily lives of people by providing unique products, such as the mothproofing agents “MUSHUDA,” the deodorizer and air freshener “SHOSHURIKI,” the disposable warmer “ONPAX,” the dehumidifier “DRYPET,” the deodorizer “DASHUTAN CHARCOAL,” and the mothproofing agents for rice storage “KOMETOBAN,” to adapt to the changes in residential environments and solve trouble in daily lives.

The market of daily necessities is a stable market for daily living, which lasts as long as people live. Our products are used in various rooms and places in houses. Although the Japanese population is declining, the total number of households is increasing, so the market is healthy. The utilization rate of our products in the market of deodorizers and air fresheners, which is the growing field, is about 60%, so we believe that there remains room for business expansion.

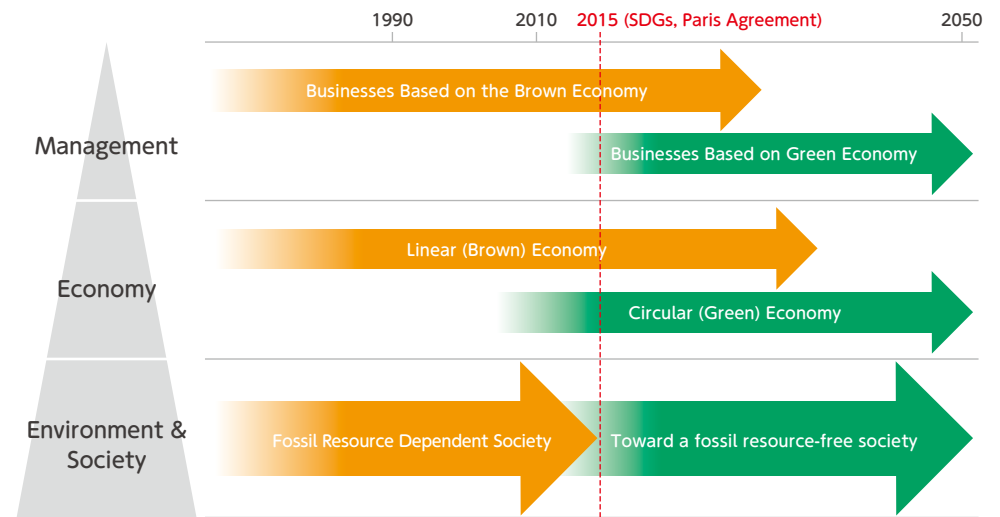
## Developing a growth strategy by strengthening our ability to respond to the demand of the times

Sustainability has become a major issue in the market of daily necessities, too, and we need to reduce CO<sub>2</sub> emissions, deal with the depletion of resources, and adapt to the circular economy.

By listening to and sincerely addressing the demand of the times, S.T. group will qualify to participate in the green economy in the era of sustainability. Furthermore, the knowledge we have gained through our efforts includes hints that lead to the expectations (opportunities) of the times. We will create new markets and provide comfort and richness to “society and the daily lives of people” by utilizing our strengths, including our unique air care core technologies, product development capacity, on-site operation ability, and communication skills, while grasping the expectations (opportunities) of the times as the growth field.

We are committed to providing comfort and richness to “society and the daily lives of people” by contributing to environmental and social sustainability, thereby realizing sustainable growth, and enhancing corporate value.

### [Sustainability transformation]



# Value Creation Process

## Input

### Social and Related Capital

Favorability Ranking of Companies: 138th  
 Operating income: 3,250 million yen  
 Stock price: 1,527 yen

\*All values as of the end of March 2022

### Human Capital

Number of employees: 859 (consolidated)  
 Number of employees: S.T. Group (in Japan) 750  
 Number of employees: 562 (including 2018 women)  
 Non-regular employment: 188 people (including 124 women)

\*The number of employees, including females, and the number of non-regular employees, including females are those of S.T. Group (in Japan).  
 \*The number of non-regular employees means the sum of the number of contract employees and the number of rehired retired employees.

### Natural Capital

Fuel usage: 14,439 GJ  
 Electricity consumption: 6,833 MWh  
 Water consumption: 49,137 m3

\*S.T. Group (in Japan)

### Financial Capital

Free cash flow: 996 million yen  
 Interest-bearing debt: 497 million yen  
 Equity ratio: 70.2%

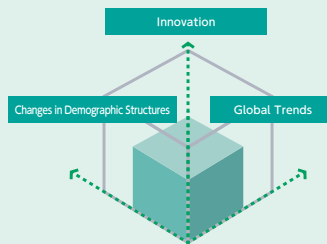
\*Free cash flow is the value at the end of the fiscal year ended March 2022.

## Value Creation Activities

### Business Activities

Manufacturing and selling products that make life more comfortable using our product development capabilities, on-site capabilities, and communication capabilities

#### Direction of Growth



### Sustainability



Initiatives for climate change, resources recycling, occupational health and safety, work-life balance, diversity and inclusion, human resources development, compliance, etc.

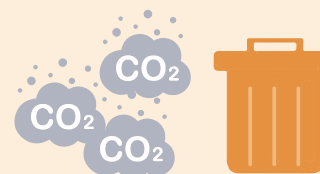
## Output

### Product



Air Care: Sales of 19.7 billion yen  
 Cloth Care: Sales of 7.9 billion yen  
 Thermal Care: Sales of 4.7 billion yen  
 Hand Care: Sales of 5.8 billion yen  
 Humidity Care: Sales of 2.9 billion yen  
 Home Care: Sales of 4.2 billion yen

### Environmental and Social Impact



Total CO<sub>2</sub> emissions (Scopes 1 and 2): 3,055 t-CO<sub>2</sub>  
 Total weight of waste: 1,362 tons  
 Total actual working hours per person per year: 1,716 hours

\*All of them are for S.T. Group (in Japan).

## Outcome

### Benefit

Our unique air-care core technologies eliminate discomfort in life and make you feel comfortable.



Favorability Ranking of Companies: 121st  
 Operating income: 2,416 million yen  
 Stock price: 1,563 yen

\*The favorability ranking of companies was taken from the Reputation-Business Person Edition of Nikkei Survey on Corporate Images.



# Material Issues and Primary Measures

## Material Issues

Responding to changes in consumer values and lifestyles



## Primary Measures

**Business**

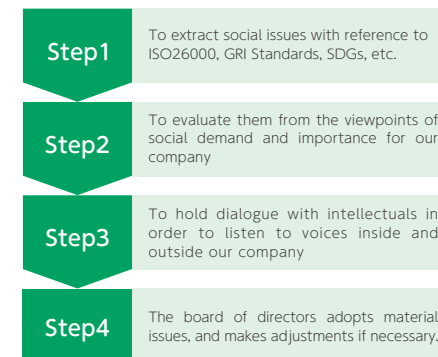
- Strengthening product development using "CLEAR FOREST," a natural tree component created from our air care core technologies that is natural and has functional properties
- Strengthening development of business models and ecosystems through new models

Adapting to a decarbonized society
Coping with the depletion of resources and adapting to the circular economy
Dealing with business risks related to human rights
Building a working environment where diverse employees can work with satisfaction and peace of mind
Strengthening ESG risk management in the supply chain
Responding to social demand beyond laws and regulations

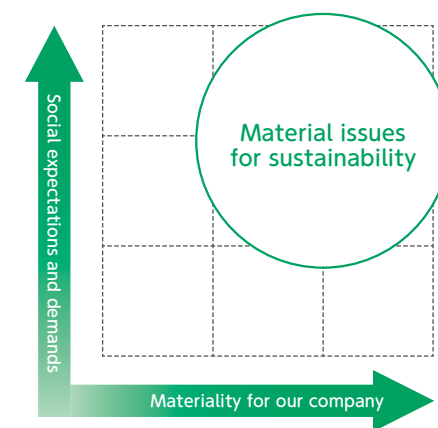


Environment	Climate change	·Greenhouse gas reduction targets and the reconstruction of the management system
	Resources recycling	·Promotion of initiatives for resources-saving and plastic-saving designs
Society	Human rights	·Development of policies and management systems for human rights
	Occupational health and safety	·Reduction of long working hours
	Work-life balance	·Improving the ratio of employees who took an annual paid leave
	Diversity and inclusion	·Improving various systems in which women can flourish, and strengthen the promotion of the creation of a suitable working environment
	Human resources development and skill development	·Strengthening of human resources development to create and execute new businesses
Management	Responsible procurement	·Development of policies and management systems for responsible procurement
	Stakeholder engagement	·Establishment of a promotion system that reflects the voices of stakeholders in management Dialogue with Experts, Integrated Reports

### 【Process of extracting material issues】



### 【Policy for evaluating material issues and determining their priorities】



# Activities of Domestic Business

## Air Care (Deodorizers and Air Freshener)



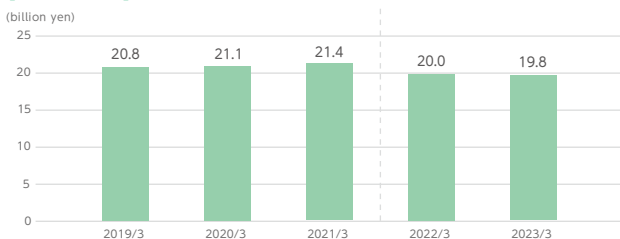
**[Market share]** Deodorizers and Air Freshener: 2nd place(25%), Deodorant: 1st place (82%)

**[Business Characteristics and Strengths]** This is our primary business, which accounts for about 40% of our sales, and is expected to grow in the future. We have highly original brands, such as our largest mega brand, SHOSHURIKI and DASHUTAN CHARCOAL, which is based on the power of charcoal to deodorize.

**[Market environment]** The deodorizers and air freshener market is growing. High value-added products are on the rise, and further growth can be expected by stimulating the market.

**[Overview of the fiscal year under review and future strategies]** In the fiscal year under review, sales of high-value-added products such as SHOSHURIKI NATULIEF and SHOSHURIKI PREMIUM AROMA performed well, but sales of existing products were sluggish, resulting in a slight decline in sales at 19.7 billion yen. In the current fiscal year, we will continue to leverage the strengths of our core brands and work to revitalize the market with new products.

### [Sales trend]



\*The new accounting standards have been applied since the fiscal year ended March 2022.

## Cloth Care (Mothproofing Agents)



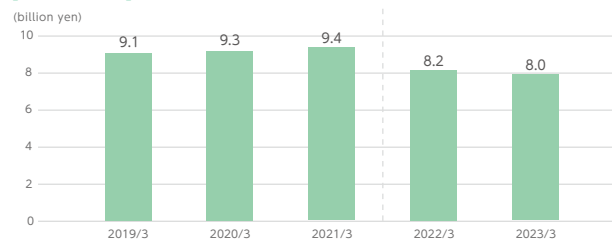
**[Market share]** Mothproofing Agents: No. 1 (53%)

**[Business Characteristics and Strengths]** This business has been part of our company since its founding, and it is the most important business along with the Air Care business. We own trusted top brands such as MUSHUDA and NEOPARA ACE, which protect your valuable clothing from being eaten by insects. We are also entering the adjacent market, the tick-repellent market.

**[Market environment]** The mothproofing agents market is stable. In the future, the key will be to respond to diverse needs, such as changes in awareness of storage and styles. In 2022, the demand due to people staying at home had settled down, becoming the same as the average year. The adjacent tick-repellent market is expanding.

**[Overview of the fiscal year under review and future strategies]** In the fiscal year under review, sales decreased 7.9 billion yen due to the early rollout of the spring 2022 wardrobe change season and a drop in sales of mainstay products such as those for drawers and wardrobes. This term, we will work to respond to diverse purchasing behaviors and attract and develop new users.

### [Sales trend]



## Thermal Care (Disposable Warmers)



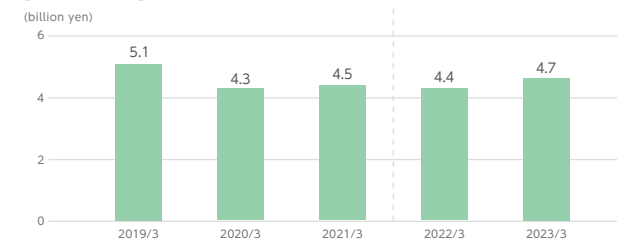
**[Market share]** Disposable Warmers: 3rd place (17%)

**[Business Characteristics and Strengths]** As a winter product, it also serves as a sales floor control in conjunction with spring and autumn mothproofing agents. We own brands such as ONPAX and the Thermal Care brand ONSTYLE.

**[Market environment]** The disposable warmer market is highly impacted by climate change. Thus, it is difficult to differentiate our products in this market. In the future, the key to success is the expansion of new fields and new markets that make use of thermal technology.

**[Overview of the fiscal year under review and future strategies]** During the winter season of the fiscal year under review, sales increased 4.7 billion yen mainly due to efforts to expand differentiated products by launching the new product "ONPAX BODY WARMER" CLOTHING ADHESIVE AIRY, and an increase in sales of adhesive type disposable warmers and exports to overseas markets. In the current fiscal year, we will propose new added value and usage scenarios to consumers in response to changes in living environments and lifestyles in an effort to revitalize the market.

### [Sales trend]



## Hand Care (Household Gloves)



**[Market share]** Household Gloves: 2nd place (19%)

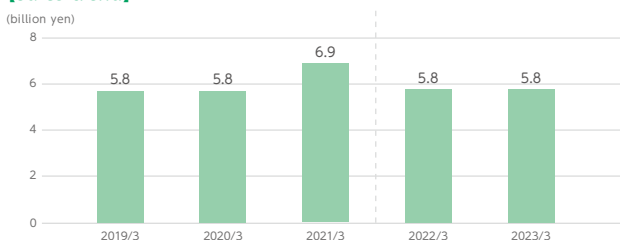
**[Business Characteristics and Strengths]** This business has a long history of 60 years, like the Cloth Care Business. Our product lineup includes “FAMILY,” household gloves, “MODELLOVE,” industrial-use gloves, and gloves whose finger parts have been reinforced to prevent ruptures.

**[Market environment]** The market of gloves had been growing since 2020 due to the impact of COVID-19, but public awareness of hygiene against COVID-19 has been normalized in 2022. It is important to enhance functions and propose added value while improving usability.

**[Overview of the fiscal year under review and future strategies]**

In the fiscal year under review, sales increased slightly at 5.8 billion yen due to strong sales of gloves for overseas and industrial use, despite sales prices being revised due to lowering prices in response to declining demand for hygiene measures. This term, we will keep strengthening and developing our brands by proposing high value-added products.

**[Sales trend]**



\*The new accounting standards have been applied since the fiscal year ended March 2022.

## Humidity Care (Dehumidifiers)



**[Market share]** Dehumidifiers: No. 1 (33%)

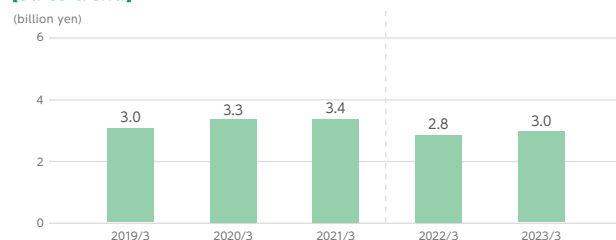
**[Business Characteristics and Strengths]** Since the release of “DRYPET” in 1981, this business has always been leading the market. Its enriched product lineup includes “DRYPET,” the primary brand, “BINCHOTAN CHARCOAL DRYPET,” which has the deodorizing function as well as the dehumidifying one, refillable ones, and sheet -shaped ones.

**[Market environment]** The market of dehumidifiers is expanding, and in this market, it is difficult to differentiate products and competition is fierce. From now on, the key will be to propose added value, such as new purposes of use and new functions.

**[Overview of the fiscal year under review and future strategies]**

In the fiscal year under review, sales increased 2.9 billion yen due to growth in the “BINCHOTAN CHARCOAL DRYPET” series, which is a high-value-added series, and growth in regular tank-type products due to sales price revisions. This term, we will try to vitalize the market by proposing high value-added products and saving of plastics.

**[Sales trend]**



## Home Care (Cleaners and Others)



**[Business Characteristics and Strengths]** In this market, we handle niche cleaners and new products under development. Our product lineup includes unique ones, such as cleaners of “SENJORIKI,” “KOMETOBAN,” mothproofing agents for rice storage and “S.T.PET,” a product to deodorize the odor from pets.

**[Market environment]** The niche market of cleaners and the market of mothproofing agents for rice storage are healthy, although the demand for hygiene and eating at home due to COVID-19 has reached a plateau.

**[Overview of the fiscal year under review and future strategies]**

In the fiscal year under review, sales increased slightly by 4.2 billion yen due to strong sales of “SENJORIKI” and “KOMETOBAN” through advertising campaigns combining TV commercials and social media, as well as the contribution of a new brand, “S.T.PET,” which solves the problem of pets’ fecal odor in the growing pet care market. This term, we will continue our endeavors in new fields for further growth.

**[Sales trend]**





# Activities of Overseas and New Businesses

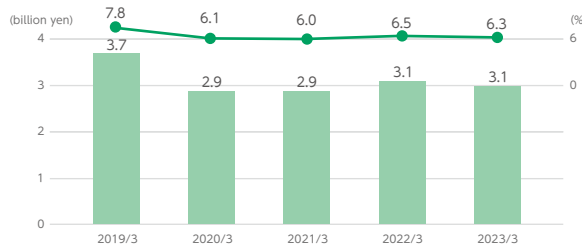
## Overseas Business

Globalization is one of the key growth strategies considered by S.T. Group. Although the demand from foreign visitors to Japan has recently plummeted due to COVID-19, the trust in Japanese products from around the world remains strong, and we are keen to globally expand our products while utilizing our know-how and new technologies we have cultivated by resolving social concerns in Japan.

In the fiscal year under review, we continued structural reforms. Regarding the situations in main regions, although sales in Asia and other regions performed well, the percentage of sales in Europe shrank significantly due to our withdrawal from the European glove market in the fiscal year ended March 2022, resulting in a decrease in consolidated overseas sales to 3.0 billion yen (overseas sales ratio: 6.3%).

In the Asian region, where we are focusing our efforts, we plan to open a new flagship store in China to expand sales, and in addition, in ASEAN countries, we plan to develop a strategy focused on e-commerce, particularly in Thailand. We will continue to aim to become a global air business group.

[Trends in Overseas Sales・Overseas Sales Ratio]



## Promotion of Capital and Business Alliances

Promoting capital and business alliances is another key growth strategy, indispensable to constructing a stable management foundation that will not be affected by the external environment and to creating new fields and businesses by providing new value and technologies through collaboration with external parties.

S.T. Group signed tie-up contracts with FUMAKILLA LIMITED in 2010 and with NS FaFa Japan Co. Ltd. in 2012 as well as with AT-AROMA Co., Ltd. in 2020. We aspire to improve mutual development and profitability by applying the different advantages in B2C and B2B.

The main objectives of the alliances are to conduct joint R&D by utilizing the research technologies and development know-how in terms of development; to share regional channels, support sales promotion and exert joint efforts in terms of sales; to reduce costs by sharing production facilities and materials in terms of procurement; and to cut costs by sharing logistics infrastructure in terms of logistics. We will continue to promote capital and business alliances that will contribute to a global air business group with the aim to attain a market capitalization of 100 billion yen.



Press Conference on the Capital and Business Alliance (January 2012)

## New Business Development

Development of new businesses is another key growth strategy for us as a manufacturer. Our group has been engaged in developing new fields and markets by leveraging our unique air care core technologies. We have been handling “S.T.PET,” which solves the problem of pets’ fecal odors with “CLEAR FOREST” which is produced by using the natural tree component. In the B2B market, we have developed “AIRFOREST,” deodorant mist for clothing and fabrics for guest rooms of hotels and Japanese-style inns, “Dr. CLEAN+,” disinfectant solvents for institutional use, and so on.

As the next step, under our new business development scheme, we intend to develop new commercialization processes, strengthen our digital domain, and actively collaborate with external parties. Most recently, we are developing a new brand for our innovative air care business, “CLEAR FOREST.”



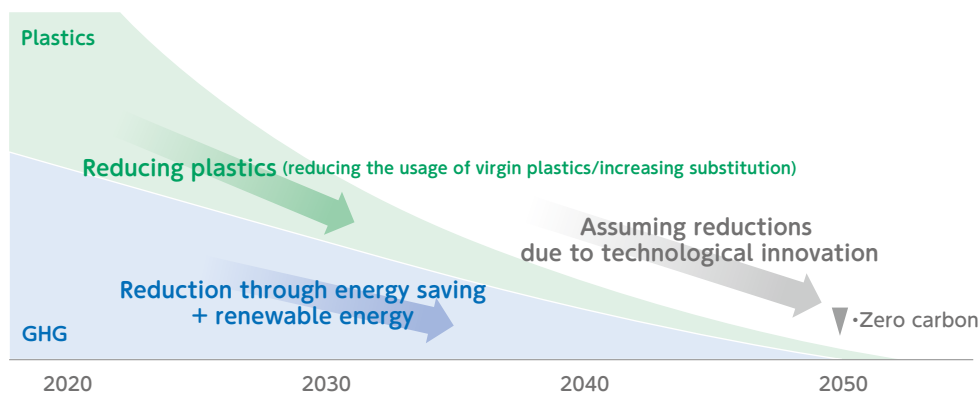
# Environmental Activities

## Environmental policy

Our corporate group's Policy for the Environment, "The environment is the base for economic activities. If the environment is not sustainable, enterprises will not be able to conduct business activities. S. T. Corporation and its group companies (hereinafter collectively referred to as "our corporate group") engage in environmental conservation activities, and bring comfort and affluence to the daily life of people, based on our unique air-care core technologies. Our corporate group recognizes the importance of the environment to a sufficient degree, and promote environmental conservation with all stakeholders."

Our group has set goals related to climate change and resources recycling as material issues in order to achieve the goals of the Paris Agreement and SDGs. Regarding climate change, we will work to reduce CO<sub>2</sub> emissions, promote the purchase of electricity generated from renewable energy, and aim for zero carbon by 2050. For resources recycling, we are working to make containers and packaging more sustainable in order to realize a circular economy. In order to reduce the environmental impact of our business activities, we will further promote efficiency in energy use and the development of environmentally friendly products to realize a decarbonized society and a circular economy.

### Long-term goals for environmental initiatives



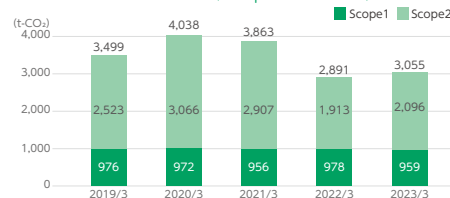
## Climate change

Total CO<sub>2</sub> emissions for the fiscal year under review were 3,055 t-CO<sub>2</sub>, an increase from the fiscal year ended March 2022 due to a rise in electricity consumption because of the installation of new production equipment at factories. As part of our efforts to promote decarbonization, we will continue to work on making production equipment and building equipment more energy efficient and switching to renewable energy. On the manufacturing side, we promoted the procurement of electricity derived from renewable energy at our production sites and offices, and the ratio of electricity derived from renewable energy to the electricity purchased during the fiscal year under review was 41.6%. As for company vehicles such as sales vehicles, we are promoting the use of highly energy-efficient hybrid vehicles, and the ratio of hybrid vehicles is 97.6%.

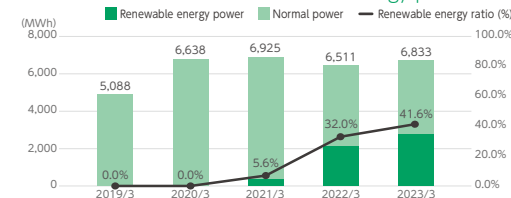
In terms of transportation and delivery, we are working to improve loading efficiency by revising standards for the size of truck cargo boxes, as well as promoting delivery efficiency through joint delivery with other companies and factory direct delivery. We are propelling a modal shift from truck transportation to railway and ship transportation, which have a lower environmental impact. S.T. corporation acquired "Eco-Ship Mark<sup>1</sup>" certification in 2008, and its factory in Kyushu acquired "Eco Rail Mark<sup>2</sup>" certification in 2015.

\*1 Eco-Ship Mark system: A system promoted by the Maritime Bureau of the Ministry of Land, Infrastructure, Transport and Tourism to select companies that contribute to a modal shift by using marine transportation to a certain extent.  
 \*2 Eco Rail Mark system: A system promoted by the Railway Bureau of the Ministry of Land, Infrastructure, Transport and Tourism to select companies that contribute to a modal shift by using railway freight transportation to a certain extent.

### Total CO<sub>2</sub> emissions (Scopes 1 and 2)



### Procurement trends in renewable energy power



\*The subject organization is S.T. Group (in Japan).  
 \*Total CO<sub>2</sub> emissions mean the sum of Scopes 1 and 2.  
 \*Scope 2 emissions were calculated by using the adjusted emission coefficient for each electric power menu in principle. Others were calculated by using the national average emission coefficient.  
 \*Third-party assurance was obtained for the total CO<sub>2</sub> emissions for the fiscal year under review (posted on the website).

### Response to the Task Force on Climate-related Financial Disclosures (TCFD)

S.T. Group has declared its support for the Task Force on Climate-related Financial Disclosures (TCFD), and based on the TCFD recommendations, S.T. Group is working to address climate change issues. In 2022, regarding climate-related impacts (risks and opportunities) on our company, scenario analysis (qualitative evaluation) was conducted for the 1.5-2°C scenario and the 4°C scenario. We will continue to discuss measures to respond to risks and opportunities related to climate-related issues while organizing management systems for governance and risks, and promote information disclosure in accordance with the TCFD recommendations.

## Resources recycling

In order to conserve limited resources as a manufacturer that produces and sells products that are familiar to customers' daily lives, S.T. Group is promoting the 4Rs (Reduce, Reuse, Recycle, and Renewable) in containers and packaging. Approximately 12,000 t/year of plastic is used in the products sold by our group, and we are working to reduce the use of virgin plastics by revising product designs, increasing the number of refillable products, and promoting the use of recycled plastics and biomass plastics.

**[Reducing the consumption of virgin plastics]** Since 2021, recycled plastic has made up about 30% of materials of the bottles of "SHOSHURIKI" for entrances, living rooms, and toilets and these products indicate the "Eco for everyone" mark.

**[Products that can be refilled and replaced]** "SHOSHURIKI" ION DEODORANT PLUS and DEOX are deodorants that can be refilled and used. By using refills, you can reduce the amount of plastics used for containers and packaging, as well as the amount of garbage (waste).

**[Switching to materials other than plastics]** "SHOSHURIKI" NATULIEF FOR ENTRANCE & ROOM uses paper materials for the cushioning material inside the package, label stickers, reed sticks, etc., reducing the amount of plastics used compared to conventional products. Recognized for its containers and packaging that are both environmentally friendly and sophisticatedly designed, we won the General Goods Category Award at the 62nd Japan Packaging Competition (sponsored by the Japan Federation of Printing Industries).



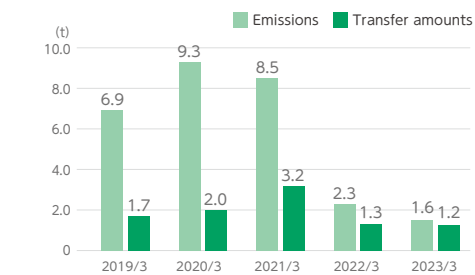
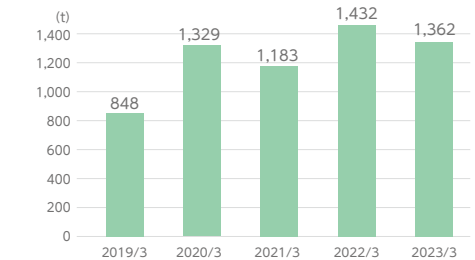
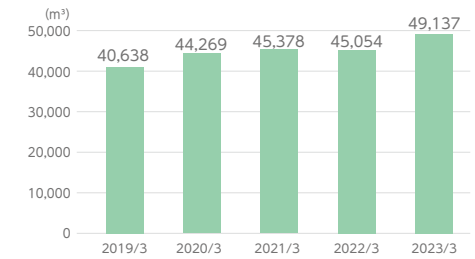
## Reducing environmental impact

**[Water usage]** We work to properly manage and reduce the consumption of resources by monitoring the amount of water used at our production sites and offices.

As part of our efforts to reduce water consumption at our production sites, we are introducing a system that reuses the residual liquid and cleaning fluid produced during the production of "SHOSHURIKI" in the production process. This system reduces the amount of water used and the amount of waste (residual liquid and cleaning liquid) generated in the production process. We have adopted this system in some of our factories that produce "SHOSHURIKI," but we plan to gradually roll it out.

**[Total weight of waste]** We regularly check our waste management contractors and comply with laws and regulations to ensure proper disposal. At our production sites and offices, we are working on waste control and recycling by reducing waste generated during business activities.

**[PRTR chemical substance emissions/transfer amounts]** Our group promotes the safety management of chemical substances based on compliance with related laws and regulations and our own standards. We are committed to proper management, pollution prevention, and emission reduction in accordance with the types of substances specified by laws and regulations, emission standards for each type and size of emission facility, and local government ordinances.



\*All of the above organizations are within the S.T. Group (Japan).



# Social Activities

## Human rights

Our corporate group's Policy for Human Rights, "Human rights are the foundation of social life and no enterprise could engage in business activities without respecting them. S.T. Corporation and its group companies (hereinafter referred to as "our corporate group" ) shall forge ahead with initiatives for respecting human rights while making the daily life of people comfortable and affluent based on our unique air-care core technologies. Our corporate group sufficiently recognizes the importance of human rights and respects the human rights of all people related to our business, such as our corporate group, business partners, and all other stakeholders." Our group fully recognizes the importance of human rights and respects the human rights of all people involved in our business, including our group, business partners, and all stakeholders." Recognizing the possibility of risks on human rights in the supply chain as our group conducts its business activities, we promote implementing education on respect for human rights for our employees. We create educational materials and educate our employees on topics such as "What are human rights?" , "Business and human rights," and "Gender diversity."

## Occupational health and safety

**[Initiatives for the Health of Employees]** So that all employees can work while being healthy in mind and body, we encourage them to undergo a health checkup regularly, with the aim of having all employees undergo it. In addition to the periodic health checkup, we recommend employees aged 35 years or older to receive a complete health checkup and pay expenses for it, for the purpose of detecting and treating health risks early. Furthermore, we recommend employees to undergo medical examinations for breast cancer, cervical cancer, prostate cancer, and brain disorders, and pay expenses for them. We also hold meetings with industrial doctors and public health nurses and lectures, and established "S.T. Hotline for Health," in which external psychologists listen to the worries of employees, their spouses and dependents, in order to maintain their mental and physical health and prevent disorders. As measures for breaking free from smoking, we prohibited smoking during working hours in 2018, and prohibited smoking inside our buildings in 2022.

In recognition of our efforts, we were certified as an Outstanding Health and Productivity Management Organization by the Ministry of Economy, Trade and Industry for two consecutive years in 2022 and 2023.



**[Initiatives for the Occupational Safety of Employees]** At all production sites, we are working to maintain safe operations and environments by setting management items related to safety, health and disaster prevention, conducting voluntary inspections, and preparing instructions and manuals.

At the "STR-MP" meeting, which is attended by the production site staff in Japan and Thailand, they exchange opinions about occupational safety and reflect them in occupational safety activities in each factory. We regularly conduct safety management inspection at our factories in Japan and Thailand and major outsourcers' factories in Japan by headquarters' staff in charge, to inspect our safety and hygiene control systems and operational status. In Thai factories, where it is difficult to directly inspect them frequently, we utilize an online conference system.

## Work-life balance

We keep developing a comfortable workplace in which employees can deal with the progress of their life stages. In order to support employees in childcare and nursing care while working, we have established systems for childcare leave, shortened working hours for childcare, and flextime, as childcare-related systems in line with action plans in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on the Promotion of Women's Active Engagement in Professional Life. All female employees took a childcare leave during the fiscal year under review. All female employees who gave birth to a child resumed work, and no one resigned during a one-year period from childbirth. Follow-up services for those returning to work include explanations of the system before returning to work, interactions between those returning to work, and meetings with supervisors and those returning to work, as well as subsidies for seminars on balancing childcare and work after returning to work. The rate of childcare leave taken by male employees during the fiscal year under review was 36.4%\*, and the average number of days taken was 42.2, with the longest period being 87 days. The human resources team has set up a contact point for childcare leave and is following up with all male employees whose spouses are planning to give birth by providing materials on the system and conducting individual interviews to help them take childcare leave.

\*Based on the provisions of the "Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members" (Act No. 76, 1991), the percentage of childcare leave, etc. taken is calculated as per Article 71-4-1 of the "Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members" (Ordinance of the Ministry of Labor No. 25, 1991).

Childbirth	Leaves before and after childbirth	6 weeks before childbirth and 8 weeks after childbirth
	Special leave for an employee's wife giving birth to a child	2 days (paid)
Childcare	Childcare leave	Until a child turns 3 years old
	Working hours for childcare	It is possible to shorten working hours by 1.5 hours per day until a child enters the fourth year of elementary school. It is possible to use the staggered work shift until a child enters the first year of junior high school.
	Exemption from overtime work	We exempt employees who have a preschool child from overtime work, if they apply.
	Leave for caring for injured or sick children	It is possible to take this leave in units of hours for 5 days per year if the number of such children is 1 or for 10 days per year if the number of such children is 2 or more.

## Initiatives for Diversity and Inclusion

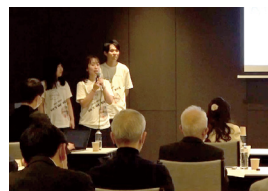
In pursuit of sustainable business growth, we are committed to recruiting and promoting a diverse workforce. We are actively hiring mid-career workers, focusing on individuals with advanced skills and knowledge in launching new businesses, as well as those with experience in various industries. For the promotion of women into management positions and their career development, we are regularly conducting training targeted at female employees in their 20s to 40s. Participants have commented, “It provided an opportunity to think about my future careers,” and “Listening to the opinions of female employees with various job histories and ages was helpful for considering my own work styles.” The ratio of female managers during the fiscal year under review reached 15.1%.

Accounting period	2019/3	2020/3	2021/3	2022/3	2023/3
Ratio of female managers [%]	11.3	10.9	10.2	11.5	15.1
Ratio of mid-career workers [%]	16.0	20.7	10.0	36.4	37.1
No. of females	0	1	1	2	4
No. of foreign nationals	0	0	0	0	0
No. of managers	1	0	0	6	9
No. of employees with disabilities	9	14	15	13	14

\*The subject organization is S.T. Group (in Japan). \*Regarding the ratio of mid-career workers and its breakdown, there were errors for March 2021 and March 2022, so changes have been made from the integrated report issued last year.

## Personnel development and capacity building

As part of our structured educational programs, we conduct training for employees at their 1st, 3rd, and 5th years of employment, as well as for management personnel. We also conducted a leadership training program for employees in their 20s to 50s. Since 2022, in conducting training for management personnel, we have implemented a “Management Enhancement Program” aimed at improving leadership and problem-setting abilities among managers. In May 2022, we carried out the “next-generation transformation program (NEXT)” for selection and execution, while promoting the participation of employees in their 20s and 30s. In this program, participants receive lectures about business administration and commercialization from external lecturers, design business ideas, and propose them to the management. If the idea is approved through screening, we aim to commercialize the idea. We are continuing our efforts toward realization for some of the ideas proposed in the first phase, and this term, too, we had new participants and are implementing the second phase.



Presentation to the management by members of the next-generation transformation program (NEXT)

## Supply chain initiatives

**[Policy for Procurement]** Our corporate group’s Policy for Procurement states, “No enterprise could grow sustainably without relationships with its business partners based on mutual prosperity. S. T. Corporation and its group companies recognize this fact to a sufficient degree and shall promote fair, impartial and responsible procurement considerate to human rights and the environment in the whole supply chain including our corporate group and business partners.” Furthermore, to advance “responsible procurement” as defined in our procurement policy, we have established the “S. T. Corporation’s Guidelines for Responsible Procurement” as a set of principles that all trading partners involved in our products and services are expected to adhere to.

**[Responsible procurement]** Our approach to “responsible procurement” involves sharing a corporate stance that emphasizes social responsibilities such as the respect for human rights, environmental conservation, and legal compliance with our trading partners. We encourage their voluntary participation in these efforts and promote responsible procurement activities across our entire supply chain.

As part of our commitment to sustainable raw material procurement, we are advancing the procurement of third-party certified papers, such as converting the paper and pulp used in our product containers, packaging, exterior boxes for transportation, brochures, and office supplies like copy paper, to FSC® certified paper. For example, the packaging of the “SENJORIKI” FIZZY WASHING MACHINE DRUM CLEANER displays the FSC® mark, indicating the use of FSC® certified paper.



## Commitment to Customers

**[Quality assurance, security and safety initiatives]** Our corporate group plans, designs, manufactures, and sells products with the aim of providing customers with “appropriate quality” and “safe and secure” products. At each stage of planning, designing, and producing products, we check the safety, effectiveness, environmental and legal compliance of “raw materials, formulations (contents), containers, packaging, labeling, etc.”

At the stage of sale to customers, the Customer First Promotion Division (Customer Consultation Office, Quality Assurance Office) collects and analyzes opinions and information from customers regarding products, and works to improve quality. Furthermore, in case a problem occurs in our products, we have established a system for responding to accidents and damage, disclosing information to the government and customers, recalling products, and preventing recurrence.

In addition, the pyrethroid-based mothproofing agent production lines of our factories in Fukushima, Saitama, and Kyushu have obtained “ISO9001” certification, and the factory in Tochigi (S.T. MYCOAL) has obtained “ISO9001” and “ISO13485.”

**[System to respond to customer feedback]** In order to use the inquiries, questions and feedbacks we receive from customers to improve products and identify and respond to issues, we report them to the management and related departments as “HOT VOICE REPORT.” We hold a “Meeting to Experience Customers’ Feedback” at the Customer Consultation Office, where the management and employees of related departments directly listen to customers’ inquiries and opinions on a regular basis.

In order to improve customer satisfaction and service quality, we have participated in a telephone reception contest sponsored by the Users Association, and won an award in the Shinjuku contest for five consecutive years. We won the award for outstanding performance in the national competition in FY2022.

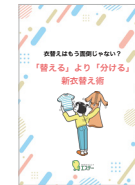
### Preventing customers from forgetting to remove the inner stopper of KOMETOBAN

An example of utilizing customer feedback for product improvement is seen in our mothproofing agents for rice storage, “KOMETOBAN.” We identified that some customers were using the product without removing a component (the inner stopper) that should be removed at the start of use. To promote correct usage, we made improvements by affixing a “Prevention of Forgetting to Remove the Inner Stopper” sticker to the product.



**[Dissemination of useful information for daily life]** For our customers, we disseminate information that makes everyday life a little more convenient and enjoyable through our owned media “Kurashi ni Plus.”

Under the supervision of experts, we provide information and disclose guidebooks about useful information and countermeasures for everyday-life trouble, such as “seasonal change of clothing,” “countermeasures against ticks,” “school disinfection and hygiene measures,” and “preventive measures for hay fever.”



Seasonal change of clothing is not troublesome any more. New ways of changing clothing: Sorting rather than changing

## Initiatives for Local Communities

**[Efforts for educational practice for local children]** We accept elementary and junior high school students from neighboring areas for workplace experience learning, and endeavor to draw their interest in the work of manufacturers and science through hands-on experience of manufacturing.

**[Efforts for collaboration and support with local communities]** During July 2022, in order to collaborate with companies working on forest maintenance, we signed a “forest development agreement of companies in Hokkaido” with Hokkaido Government Kushiro General Subprefectural Bureau, and Hokuto Co., Ltd, which runs a forest maintenance business and whose headquarters is located in Kushiro City, Hokkaido. We will acquire the naming rights for the maintenance area within the forest area, which is owned by the Hokkaido government and is under the management of Kushiro City, and will plant Sakhalin fir saplings using donations from our company as a financial resource to maintain the forest.

Every year, we invite S.T. CORPORATION’s employees and local elementary school students to plant trees, and hold a tree education class to learn about economic forest management and the utilization and functions of Sakhalin firs.



Tree planting by local elementary school students



Tree education class

**[Hiyoko Scholarship Foundation]** The Hiyoko Scholarship Foundation was established in 2021 with the aim of “contributing to the development of the next generation of talent and the promotion of academia, as well as enriching the lives of citizens and preserving the global environment, by providing scholarship support to students who face difficulties in continuing their education due to financial reasons.” The foundation operates with donations from our company and became a public interest incorporated foundation in 2022. As of August 2023, it provides scholarship support to 34 students across 23 universities who are studying in fields such as natural science and environmental technology.



# Efforts for Governance

## Compliance

### Approach to Compliance

Compliance is the foundation not only for corporate activities, but also for social activities, and without it, neither the comfortable and prosperous lives of our customers nor the survival of our company would be possible. Our corporate group not only adheres to laws and regulations, but also respects internal and external rules, ethics, and social norms. By practicing our corporate philosophy and code of conduct, we align our actions with societal demand and strive to meet our group's expectations. This approach is aimed at maintaining and enhancing the trust of all stakeholders and becoming a company loved by customers and societies around the world.

### Compliance System

Our compliance management structure includes a Human Rights Compliance Committee, which manages human rights initiatives along with other compliance matters, and is established under the Sustainability Council that centrally manages all risks.

Regarding roles and responsibilities, the committee is chaired by the executive officer in charge of the Corporate Value Enhancing Headquarters, which oversees human resources and legal affair, manages compliance-related risks. The members primarily consist of the heads of various departments within our corporate group. The Human Resources & General Affairs Department is in charge of the secretariat, which provides management and support, as well as awareness-raising and education for the entire group.

Regarding reporting, we hold the Human Rights Compliance Committee meetings five times a year. The chair reports the activities and decisions of these meetings to the Sustainability Council, as well as updating the Audit Committee on the status of the committee's activities.

The head of the Audit Office is responsible for the examination and reports to the President and CEO and the Audit Committee. The head of the Audit Office will make suggestions and recommendations to the executive officers in charge as necessary.

## Internal Control

With regard to the internal control of our corporate group, we will develop and continuously improve the systems necessary to ensure the reliability of financial reporting, to ensure the appropriateness and efficiency of organizational operations, to comply with laws and regulations related to corporate activities and internal rules, and to ensure the appropriateness of the operations of our entire corporate group.

### In-company Educational Activities

We carry out the following activities to further raise employees' awareness of compliance.

Enact a code of conduct and a whistle-blowing center (S.T. helpline).
Upload the collection of compliance-related cases to the Intranet.
Distribute an email magazine and compliance newsletters for education to every office of the company. (send once a month for each)
Conduct company-wide questionnaire survey on compliance. (once a year)
Conduct company-wide compliance test for self-checking. (twice a year)
Organizing study sessions in each department on laws and regulations relevant to their respective areas
Conducting compliance training for each job level
Exchanging information on legal amendments and other matters at the Human Rights Compliance Committee
Provision of educational materials from the Human Rights Compliance Committee secretariat to all group companies
Education on human rights

## Risk Management System

### Approach to Risk Management

S.T. Group conducts risk management for preventing various management risks surrounding our company and minimizing possible damages. In recent years, the demand for sustainability has increased, further amplifying the business risks surrounding corporations. Our group addresses these risks by managing them appropriately, thus realizing sustainable growth and enhancing corporate value.

We have established a risk management system to identify such risks that may affect management and to appropriately address and manage them.

### Risk Management System

Our organizational structure for risk management places the Sustainability Council directly under the Board of Executive Officers. Under this council, we have established committees for managing risks related to different issues, including the Risk Management Committee, Environmental Committee, Human Rights Compliance Committee, Health Committee, and Product Liability (PL) Committee.

The Sustainability Council, chaired by the President & CEO, oversees all risk management activities, with the President & CEO serving as the highest authority responsible for risk management. The members of the council are executives, with specific executives responding according to the nature of the risk. The secretariat of the Sustainability Council is managed by the Management Planning Department, which handles operations and support.

Regarding reporting, the Sustainability Council meets quarterly to deliberate and decide on matters, and the chairperson reports these to the Board of Directors.

The head of the Audit Office is responsible for the examination and reports to the President and CEO and the Audit Committee. The head of the Audit Office will make suggestions and recommendations to the executive officers in charge as necessary.

### Objectives of Each Committee

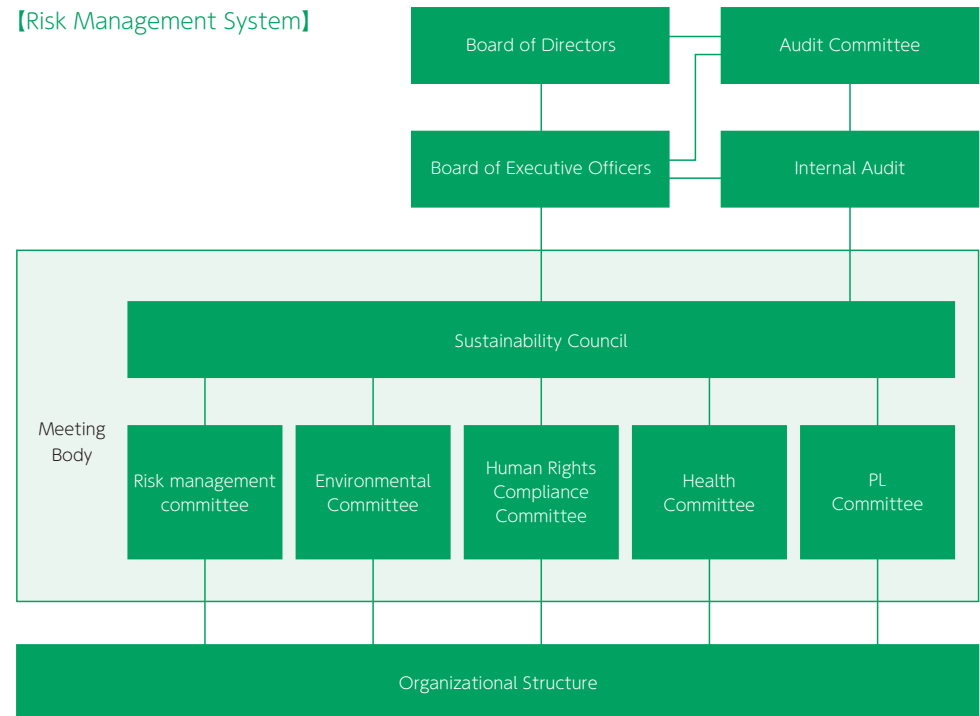
The Sustainability Council oversees all subordinate committees and collectively manages all risks of our corporate group. Major risks include those related to general corporate activities, financial activities, human rights and occupational safety and health, information storage management

and information system activities, sales activities, the environment, and purchasing activities. For example, the Environmental Committee prioritizes and sets goals and action plans to address risks related to the global environment, such as climate change, and continuously works on improvements with reviews.

### Production of a Business Continuity Plan (BCP)

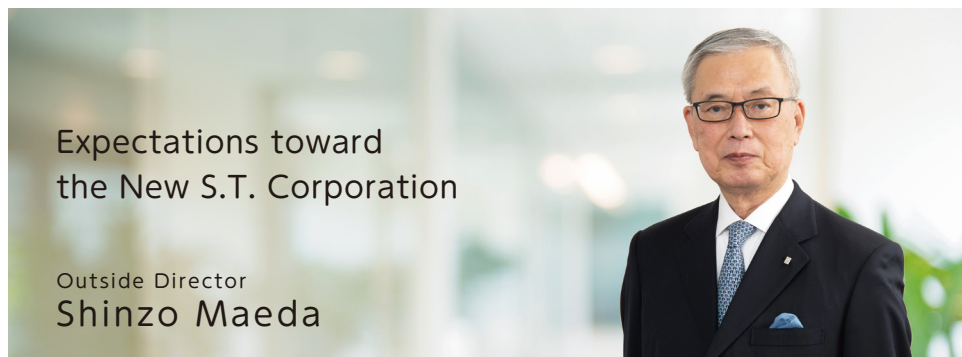
With regard to our corporate group's business continuity plan (BCP), S.T. Group is developing action plans for disasters and other events.

[Risk Management System]



# Efforts for Corporate Governance

## Message from Outside Directors



From the 77th fiscal year, the management has shifted from the founding family, marking the rebirth of the company as a public company. This change reflects the long-held aspirations of Seiichi Suzuki, the effective founder, and signifies the realization of his vision.

In 77 years since its founding, what has been continuously passed down is, in essence, the brand value of S.T. Corporation.

A brand represents (1) absolute trust and reassurance, (2) overwhelming presence, and (3) aspiration and pride. These values, recognized and cherished by our customers, are the testament to our journey so far. Thus, the history of S.T. Corporation can be described as a history of polishing the S.T. brand.

Everyone working at S.T. plays a role in enhancing this brand. The brand is polished by people, and in turn, people are polished by it.

S.T. strives to remain a company where the growth of its people aligns with the company's growth.

With the improvement of the management system, it is time to further cherish the trust of our customers nurtured so far and the brand value backed by it, maintain pride in being the leader in the "air business," accept the rigor of sustaining it, and expand our aspirations globally, stepping into a phase of significant leap.

Now, more than ever, the collective efforts of everyone are crucial.



This change in management, as a listed company on the Prime Market, must respond to investors' expectations for "sustainability-oriented management that brings sustainable growth." As a board member, I feel a profound sense of responsibility.

At S.T. Corporation, since last fiscal year, we have steadily advanced our sustainability efforts, including the expansion of policies on sustainability, environment, human rights, and procurement, the creation of integrated reports, endorsement of the TCFD, and joining the United Nations Global Compact (UNGC). We have also secured external assurance for our CO<sub>2</sub> emissions.

This fiscal year, to further accelerate our efforts, we have revamped our traditional risk management system and established the new Sustainability Council. The purpose of this council is to centralize the management of all risks, including the growing sustainability risks such as climate change, human rights, and responsible procurement, building on our traditional company-wide risk management. We also plan to explore sustainability opportunities, aligning them with our new business development initiatives from the previous year.

However, the effectiveness of these systems hinges on the support of the right talent. Therefore, talent development is a priority, alongside the thorough implementation of an evaluation system aligned with our company goals. For this, the integration of these goals and our corporate philosophy into every aspect of our operations is crucial.

Our company's survival depends on our ability to address social issues and lead toward a brighter future. We must foster a culture that encourages risk-taking and supports those who dare to challenge. Let's create and nurture this culture together!



## Approach to Corporate Governance

Our corporate group aims for sustainable synergistic development of enterprises and society. We believe that corporate governance is a “system to supervise” it. We recognize that it is important to establish an environment to ensure transparency and fairness in management, support proactive decision-making and appropriate disclosure of information.

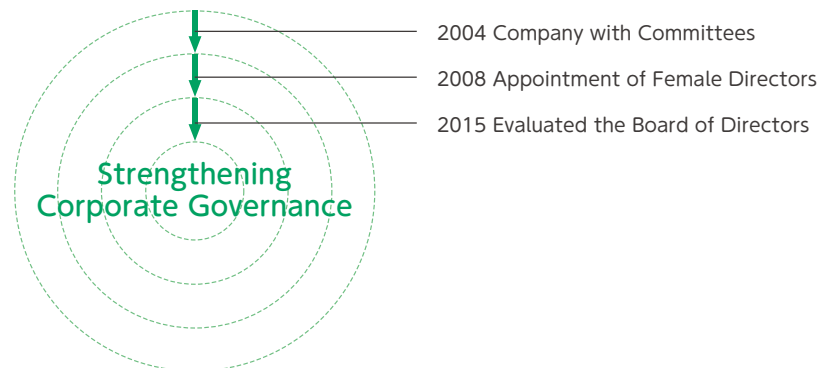
We recognize that shareholders, the environment and society entrust us with valuable managerial resources, and aim to realize the sustainable growth of the environment and society and create corporate value in the medium to long terms, in cooperation with stakeholders, and will fulfill our accountability.

## Efforts to Improve Corporate Governance

In June 2004, in order to enhance oversight function of the Board of Directors and the quality of management and enrich management practices such as prompt decision-making and agile execution of operation, the Company was reorganized into a company with committees (currently company with three committees), which is more transparent and fair and in which outside directors account for the majority of board members.

In June 2008, a female director was appointed for the first time, and in June 2023, female directors make up 33% of the board (one out of eight executive officers is also woman). In addition, we appoint outside directors with a wide array of knowledge, experience and skills such as management, marketing, accounting and legal affairs, etc.

Since 2015, a board evaluation has been also conducted on annual basis to improve the effectiveness of the Board.



## Overview of Corporate Governance

(Fiscal Year Ended March 2023)

Governance Type	Company with a nomination committee, etc.
Number of Board Member	10
Number of Outside Directors	5 (50%)
Number of Independent Outside Directors	5 (filed as designated by Tokyo Stock Exchange)
Board Diversity	4 female Directors (40%)
Number of Board Meetings Held per Year	9 times
Average Attendance Rate of Board Meetings	100%
Director's Term	1 year
Chairman and CEO	Concurrent holding of positions
Nomination Committee	5 members (3 outside directors, chaired by an outside director, number of meetings held: 4)
Audit Committee	5 members (5 outside directors, chaired by an outside director, number of meetings held: 6)
Compensation Committee	3 members (2 outside directors, chaired by an outside director, number of meetings held: 4)

## Remunerations of Directors and Executive Officers

The Compensation Committee sets and determines the remuneration policy. The remuneration system was revised on April 30, 2015 at the Compensation Committee, so that executive will be able to align interests with shareholders as they seek sustainable mid-term to long-term growth of corporate value. Moving towards the goal of mutual interests with shareholders, points are given to executive officers according to business results of each term, and a share remuneration system is adopted where shares are provided upon their retirement as part of a medium to long-term incentive.

(Revised by the Compensation Committee on April 30, 2015)

## Board Composition

(As of November 1, 2023)

Director	Nomination	Audit	Compensation	
Chairperson of the Board	○			Yo Kozuki ◎
Director				Seiichi Nishida ◎
Director				Kaoru Yonemoto ◎
Director	○		○	Kouichi Yoshizawa ◎
Director (Outside Director)★	○	○	○	Shinzo Maeda
Director (Outside Director)★	●	○	○	Shoichiro Iwata
Director (Outside Director)★	○	●		Hiroko Noda
Director (Outside Director)★		○		Yoko Wachi
Director (Outside Director)★		○	●	Masayoshi Miyanaga
9 (Five of whom are Outside Directors)	5 members	5 members	4 members	

● Chairperson ○ Committee member ◎ Holds the concurrent position of executive officer ★ Independent Outside Director

## Areas of Executive Officer Responsibility

(As of November 1, 2023)

Executive Officers	Responsibilities	
President & CEO	Overall management In charge of the Customer First Promotion Headquarters, the New Business Development Office, and the Strategic Investment Office Head of the Customer First Promotion Headquarters	Yo Kozuki ◎
Executive Vice President	CDO* In charge of the Corporate Value Enhancing Headquarters	Seiichi Nishida ◎
Senior Managing Executive Director	In charge of the Overseas Business Headquarters Head of the Overseas Business Headquarters	Kaoru Yonemoto ◎
Managing Executive Officer	In charge of the Business Administration Headquarters and responsible for Domestic Group Companies	Kouichi Yoshizawa ◎
Executive Officer	In charge of the Marketing Headquarters Head of the Marketing Headquarters	Naruaki Hashimoto
Executive Officer	In charge of the Manufacturing Headquarters	Hideki Naito
Executive Officer	In charge of the Research & Development Headquarters	Yosuke Maeda
Executive Officer	In charge of the Domestic Business Headquarters and the Marketing Planning Headquarters Head of the Domestic Business Headquarters and the Marketing Planning Headquarters	Kazunari Yamamoto

◎ Holds the concurrent position of director

\*Chief Digital Officer

## Skills Matrix of the Board of Directors

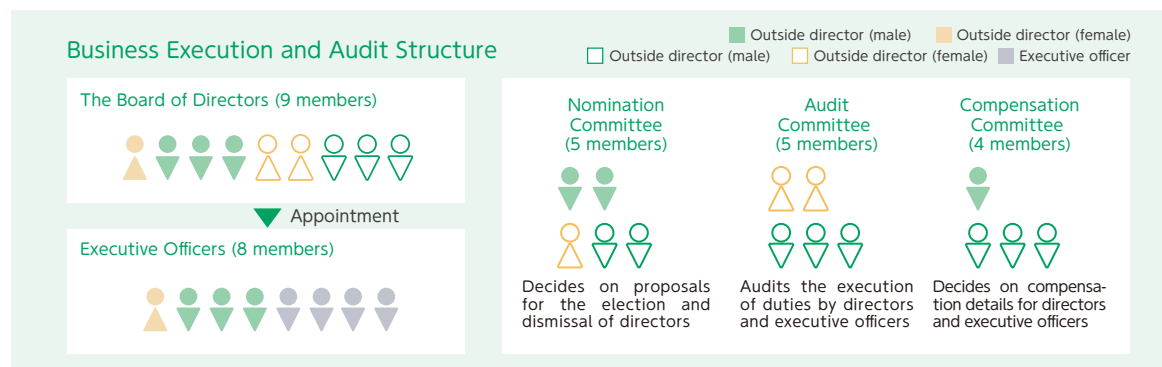
	Management strategy	Personnel development	Innovation	Sustainability	Brand and intellectual property strategies	Marketing	Global management strategy	IT and digital	Finance and accounting	Supply chain management	Compliance and risk control
Yo Kozuki	○	○			○	○					
Seiichi Nishida	○	○		○							○
Kaoru Yonemoto			○		○	○	○				
Kouichi Yoshizawa								○	○	○	
Shinzo Maeda	○			○			○			○	
Shoichiro Iwata	○		○			○		○			
Hiroko Noda		○		○					○		○
Yoko Wachi									○		○
Masayoshi Miyanaga	○			○					○		○

(As of November 1, 2023)

## Corporate Governance Structure

Under the company-with-nomination-committee system, the Board of Directors specializes in making decisions on important management matters, as well as supervising management. Executive Officers are delegated the authority to execute business operations in order to accelerate decision making and ensure agile business execution.

The “Nomination Committee,” “Audit Committee,” and “Compensation Committee” have been established as internal organs of the Board of Directors, of which the majority is comprised of Outside Directors, to enhance the effectiveness of supervision through the functions of each committee.





## List of Directors (As of November 1, 2023)



Yo Kozuki

### Career summary, position and responsibilities

- Apr. 1987 Joined S.T. Corporation
- Apr. 2002 Sales planning group manager
- Feb. 2004 Chief of Hiroshima Branch
- Apr. 2008 Management Planning Group manager
- Oct. 2009 Executive Officer, in charge of the Marketing Division
- Feb. 2011 Executive Officer, in charge of the R&D Division
- Jun. 2012 Managing Executive Officer, in charge of the Global Marketing Division
- Oct. 2013 Managing Executive Officer, in charge of the Sales Division
- Oct. 2019 Managing Executive Officer, in charge of the Business Administration Division and the Corporate Communication Division
- Sept. 2021 Managing Executive Officer, in charge of the Professional Use Business  
President of our subsidiary, S.T. PRO Co., Ltd.
- May 2023 Managing Executive Officer, in charge of the Professional Use Business
- Jun. 2023 Chair of the Board of Directors and President & CEO
- Nov. 2023 Chair of the Board of Directors and President & CEO, in charge of overall management, Customer First Promotion Headquarters, the New Business Development Office, and the Strategic Investment Office  
Head of the Customer First Promotion Headquarters (current position)

### Attendance at board meetings and other meetings

-

### Significant concurrent positions outside our company

-

### Number of our company's shares owned

20,000



Seiichi Nishida

### Career summary, position and responsibilities

- Apr. 1987 Joined Nippon Life Insurance Company
- Jun. 2010 Director, General Manager of the Corporate Planning Department, Nissay Information Technology Co., Ltd.
- Apr. 2011 Director, General Manager of the Corporate Planning Department, General Manager of the Legal Affairs and Compliance Management Office
- Apr. 2018 Director, Executive Officer, General Manager of the Corporate Planning Department, Nissay Leasing Company Limited
- Apr. 2020 Dispatched to our company, Manager assigned to the President
- Jun. 2020 Manager, Business Management Division
- Apr. 2021 Joined Our Company, Executive Officer, in charge of the Business Management Division
- Jun. 2021 Director and Executive Officer, in charge of the Business Management Division
- Sept. 2021 Director and Executive Officer, in charge of the Business Management Division, the Corporate Planning Office, and New Business Development
- Oct. 2021 Director and Executive Officer, in charge of the Business Management Division, the Corporate Planning Office, the ESG Promotion Office, and New Business Development
- Apr. 2022 Director and Managing Executive Officer, in charge of the Corporate Value Enhancing Division, the Customer First Promotion Division, New Business Development, and Management Reform
- Jan. 2023 Director and Senior Managing Executive Director, in charge of the Business Administration Division, the Corporate Value Enhancing Division, the Customer First Promotion Division, New Business Development, and Management Reform
- Nov. 2023 Director, Executive Vice President and CDO\*, in charge of the Corporate Value Enhancing Headquarters (current position)

\*Chief Digital Officer

### Attendance at board meetings and other meetings

Board meetings 9/9

### Significant concurrent positions outside our company

-

### Number of our company's shares owned

1,000



Kaoru Yonemoto

**Career summary, position and responsibilities**

- Apr. 1982 Joined Unicharm Corporation
- Oct. 2018 Joined Our Company; General Manager, Overseas No. 2 Business Unit, Business Administration Division
- Oct. 2019 General Manager, Overseas Business Division, Manager, Overseas Marketing Group
- Apr. 2020 Executive Officer, in charge of the Overseas Business Division, General Manager of the Overseas Group Companies Management Headquarters
- Apr. 2021 Executive Officer, in charge of the Overseas Business Division, Overseas Group Companies Management
- Apr. 2022 Managing Executive Officer, in charge of the Global Marketing Division, Corporate Communication Division, Research and Development Division, and Overseas Group Companies Management
- Jun. 2022 Director, Managing Executive Officer, in charge of the Global Marketing Division, Corporate Communication Division, Research and Development Division, and Overseas Group Companies Management
- Jan. 2023 Director, Senior Managing Executive Director, in charge of the Global Marketing Division, Manufacturing Division, Corporate Communication Division, Research and Development Division, and Overseas Group Companies Management
- Apr. 2023 Director, Senior Managing Executive Director, in charge of the Domestic Business Headquarters, Manufacturing Headquarters, Marketing Planning Headquarters, Overseas Business Headquarters, and Research and Development Headquarters
- Jul. 2023 Director, Senior Managing Executive Director, in charge of the Overseas Business Headquarters Head of the Overseas Business Headquarters (current position)

**Attendance at board meetings and other meetings**

Board meetings 6/6

**Significant concurrent positions outside our company**

-

**Number of our company's shares owned**

0



Kouichi Yoshizawa

**Career summary, position and responsibilities**

- Apr. 1985 Joined Our Company
- Apr. 2007 Manager, Finance and General Affairs Group
- Apr. 2009 Management Planning Group manager
- Apr. 2010 Assistant General Manager, Corporate Staff Division, and Manager of the Management Planning Group
- Apr. 2012 Assistant General Manager, Business Administration Headquarters, Business Administration Division, and Manager of the Management Planning Group
- Apr. 2013 Senior Manager of the Management Planning Group
- Apr. 2014 Executive Officer, in charge of the Business Strategy Division and responsible for Domestic Group Companies, and Manager of the Management Planning Group
- Jun. 2014 Director and Executive Officer, in charge of the Business Strategy Division and responsible for Domestic Group Companies
- Apr. 2017 Director and Executive Officer, in charge of the Business Strategy Division and Manufacturing Division
- Apr. 2018 Director and Executive Officer, in charge of the Business Strategy Division and responsible for Domestic Group Companies
- May 2018 Outside Director of NS FaFa Japan Co., Ltd.
- Oct. 2019 Director and Executive Officer, in charge of the Business Strategy Division and Business Management Division, and responsible for Domestic Group Companies
- Apr. 2023 Director and Executive Officer, in charge of the Business Administration Headquarters, and responsible for Domestic Group Companies
- Nov.2023 Director and Managing Executive Officer, in charge of the Business Administration Headquarters, and responsible for Domestic Group Companies (current position)

**Attendance at board meetings and other meetings**

Board meetings 9/9 Compensation Committee 4/4

**Significant concurrent positions outside our company**

-

**Number of our company's shares owned**

16,500



Shinzo Maeda

**Career summary, position and responsibilities**

- Apr. 1970 Joined Shiseido Company, Limited
- Jun. 1996 General Manager, Cosmetics Strategic Planning Department, Cosmetics Marketing Division
- Dec. 1997 Chief Officer of Asia-Pacific Regional Headquarters, International Operations Division, Shiseido Company, Limited, and Director and President, Shiseido Asia Pacific
- Apr. 2001 General Manager, Sales Promotion Department, Cosmetics Strategic Planning Department, Shiseido Company, Limited
- Jun. 2003 Director, Executive Officer, and General Manager of Corporate Planning Department
- Jun. 2005 President & CEO, Representative Director
- Apr. 2011 Chairman, Representative Director
- Apr. 2013 Chairman, Representative Director, President & CEO
- Apr. 2014 Chairman, Representative Director
- Jun. 2014 Senior Advisor
- Jun. 2015 Outside Director, Yuasa Trading Co., Ltd (current position)
- Sept. 2015 Outside Director, TOSHIBA Corporation
- Jun. 2021 Outside Director of our company (current position)

**Attendance at board meetings and other meetings**

Board meetings 9/9    Nomination Committee 4/4  
Compensation Committee 4/4    Audit Committee 6/6

**Significant concurrent positions outside our company**

Outside Director, Yuasa Trading Co., Ltd

**Number of our company's shares owned**

0



Shoichiro Iwata

**Career summary, position and responsibilities**

- Mar. 1973 Joined Lion Fat and Oil Co., Ltd. (currently Lion Corporation)
- Mar. 1986 Joined PLUS Corporation
- May 1992 General Manager, ASKUL Business Promotion Office, Sales Division
- Mar. 1997 President, ASKUL Corporation
- May 2000 President & Chief Executive Officer (CEO)
- June 2006 Outside Director, Shiseido Company, Limited
- Sept. 2019 Representative Director and CEO, FORCE marketing and management, inc. (current position)
- Jul. 2020 Outside Director, Safie Inc. (current position)
- June 2021 Outside Director of our company (current position)

**Attendance at board meetings and other meetings**

Board meetings 9/9    Nomination Committee 4/4  
Compensation Committee 2/2    Audit Committee 6/6

**Significant concurrent positions outside our company**

Representative Director and CEO, FORCE marketing and management, inc.  
Outside Director, Safie Inc.

**Number of our company's shares owned**

0



Hiroko Noda

### Career summary, position and responsibilities

- Apr. 1987 Joined KPMG Minato Audit Corporation (currently KPMG AZSA Co.)
- Aug. 1987 Joined Tokyo Branch of Prudential Securities Incorporated
- Mar. 1990 Registered as Certified Public Accountant, Representative of NODA C.P.A. Accounting Firm (current position)
- Aug. 1992 Joined Tokyo Branch of Banque Indosuez S.A. (currently Credit Agricole CIB)
- June 2000 Joined Tokyo Branch of Canadian Imperial Bank of Commerce
- July 2006 Joined BUSICOM Co., Ltd.
- Sept. 2007 Representative Director, Prominent Consulting Co., Ltd.
- May 2010 Representative Director, Probity Consulting Co., Ltd. (current position)
- Apr. 2014 Part-time Lecturer, Graduate School of Asian and International Business Strategy, Asia University (current position)
- Mar. 2019 Outside Director, MODEC, Inc. (current position)
- Mar. 2019 Outside Director (Audit & Supervisory Committee Member), Okabe Co., Ltd. (current position)
- June 2021 Outside Director of our company (current position)
- June 2022 Outside Director, CHORI Co., Ltd. (current position)

### Attendance at board meetings and other meetings

Board meetings 9/9 Audit Committee 6/6

### Significant concurrent positions outside our company

- Representative of NODA C.P.A. Accounting Firm
- Representative Director, Probity Consulting Co., Ltd.
- Part-time Lecturer, Graduate School of Asian and International Business Strategy, Asia University
- Outside Director, MODEC, Inc.
- Outside Director (Audit & Supervisory Committee Member), Okabe Co., Ltd.
- Outside Director, CHORI Co., Ltd.

### Number of our company's shares owned

0



Yoko Wachi

### Career summary, position and responsibilities

- Apr. 1989 Registered as a lawyer, and joined Kajitani Law Offices
- Apr. 2006 Mediator of Family Conciliations, Tokyo Family Court (current position)
- Apr. 2015 Outside Auditor, Nichias Corporation
- Mar. 2016 Outside Auditor, Otsuka Holdings Co., Ltd.
- Jan. 2019 Partner lawyer, Kajitani Law Offices (current position)
- Apr. 2019 Vice-chairperson of Tokyo Family Conciliation Association
- Jun. 2019 Outside Director, Nichias Corporation (current position)
- Jun. 2023 Outside Director of our company (current position)

### Attendance at board meetings and other meetings

-

### Significant concurrent positions outside our company

- Partner lawyer, Kajitani Law Offices
- Mediator of Family Conciliations, Tokyo Family Court
- Outside Director, Nichias Corporation

### Number of our company's shares owned

0





Masayoshi Miyanaga

### Career summary, position and responsibilities

- Apr. 1981 Joined Nippon Credit Bank, Ltd. (currently Aozora Bank, Ltd.)
- Feb. 1990 Temporarily served as an investment advisor of the Nippon Credit Bank, Ltd.
- Oct. 1991 Dispatched to Nippon Credit Gartmore Ltd. (UK)
- Apr. 1995 Joined Schroder Investment Management (Japan) Limited.
- Apr. 2000 Director
- Jan. 2001 Joined Prudential Asset Management Japan Inc. (currently PGIM Japan Co., Ltd.)  
Chief investment officer in charge of stocks
- Nov. 2003 Joined IRB Corporation (currently FALCON Research & Consulting Ltd.)  
Joint representative partner
- Nov. 2011 Representative Director of IRB
- Apr. 2017 Director, FALCON Research & Consulting Ltd. (current position)
- Apr. 2017 Professor, Graduate School of Innovation Studies, Tokyo University of Science (currently Graduate School of Management)
- Jun. 2017 Outside Director, Universal Entertainment Corporation (current position)
- Apr. 2023 Specially-appointment professor, Chuo Business School (current position)
- Jun. 2023 Outside Director of our company (current position)

### Attendance at board meetings and other meetings

-

### Significant concurrent positions outside our company

Director, FALCON Research & Consulting Ltd.  
Outside Director, Universal Entertainment Corporation  
Specially-appointment professor, Chuo Business School

### Number of our company's shares owned

0

# Financial Information

Accounting period	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
Fiscal year [million yen]										
Net Sales <sup>*1-2-3</sup>	46,992	48,263	48,351	45,957	48,626	47,782	47,545	49,673	45,469	45,576
Operating income	2,131	1,812	2,341	2,854	3,480	2,839	3,374	3,945	3,250	2,416
Ordinary income	1,496	1,597	1,724	2,902	3,469	2,722	3,344	3,737	3,481	2,730
Profit attributable to owners of parent	1,233	892	912	1,817	2,409	1,803	2,261	2,525	1,109	1,828
R&D expenses	563	512	536	610	596	642	724	790	851	774
Capital expenditures	942	1,485	1,757	608	1,821	3,060	3,136	1,335	2,695	840
Depreciation and amortization	894	844	1,128	996	969	1,108	1,389	1,349	1,196	1,407
Advertisement expenses	2,677	2,856	2,741	2,618	2,895	2,820	2,649	2,559	2,605	2,598
Free cash flow <sup>*4</sup>	2,624	369	1,856	4,528	834	-118	-46	2,859	996	3,119
End of the fiscal year										
Total assets	32,370	33,785	34,924	38,458	42,112	41,976	43,275	46,816	44,402	46,116
Total net assets	21,086	22,600	23,495	25,812	29,021	29,223	30,135	32,632	31,847	32,961
Number of issued outstanding shares [thousand] <sup>*5</sup>	21,852	21,850	21,699	21,876	22,062	22,112	22,152	22,205	22,227	22,240
Financial indicators [%]										
Operating income margin	4.5	3.8	4.8	6.2	7.2	5.9	7.1	7.9	7.1	5.3
Return on assets (ROA) <sup>*6</sup>	4.0	2.7	2.7	5.0	6.0	4.3	5.3	5.6	2.4	4.0
Return on equity (ROE) <sup>*7</sup>	6.1	4.2	4.1	7.6	9.0	6.3	7.8	8.2	3.5	5.7
Equite ratio <sup>*8</sup>	63.2	64.8	65.2	65.3	66.8	68.2	68.5	68.5	70.4	70.2
Per share data [yen]										
Earnings per share [EPS] <sup>*9</sup>	56.74	40.83	42.01	83.57	109.58	81.66	102.19	113.90	49.91	82.22
Book value per share [BPS] <sup>*10</sup>	936.06	1,001.84	1,049.58	1,148.41	1,285.01	1,295.38	1,337.42	1,445.14	1,407.03	1,456.38
Cash flow per share <sup>*11</sup>	92.52	75.49	88.71	122.33	146.94	126.62	158.74	168.51	100.26	140.69
Dividends per share (DPS)	22.00	22.00	22.00	24.00	31.00	36.00	36.00	37.00	38.00	40.00
Payout ratio [%] <sup>*12</sup>	38.8	53.9	52.4	28.7	28.3	44.1	35.2	32.5	76.1	48.6
Common stock price <sup>*13</sup>	999	1,021	1,114	1,809	2,286	1,892	1,601	1,955	1,527	1,563

\*1: The accounting policy was changed, and the new policy has been used from FY 3/2017.

\*2: As the accounting standards were changed in FY 3/2019, the new accounting standards have been used since FY 3/2018.

\*3: The accounting standards were changed in FY 3/2022.

\*4: Free cash flow = Cash flow from operating activities + Cash flow from investing activities

\*5: The number of outstanding shares does not include the number of treasury shares.

\*6: Return on assets (ROA) = Profit attributable to owners of parent ÷ Total assets (average of the values at the beginning and end of the term) × 100

\*7: Return on equity (ROE) = Profit attributable to owners of parent ÷ Equity capital (average of the values at the beginning and end of the term) × 100

\*8: Capital-to-asset ratio = Equity capital (term-end) ÷ Total assets (term-end) × 100

\*9: Earnings per share (EPS) = Profit attributable to owners of parent ÷ No. of outstanding shares (average in the term)

\*10: Book value per share = Net assets ÷ No. of outstanding shares (term-end)

\*11: Cash flow per share = (Profit attributable to owners of parent + Depreciation) ÷ No. of outstanding shares

\*12: Payout ratio = Dividend per share ÷ BPS × 100 (calculated from consolidated figures)

\*13: Closing share price as of the end of the term ending March

# Non-financial Information

Accounting period	2019/3	2020/3	2021/3	2022/3	2023/3
Environment					
Total CO <sub>2</sub> emissions [t-CO <sub>2</sub> ] <sup>2</sup>	3,499	4,038	3,863	2,891	3,055
Scope1 [t-CO <sub>2</sub> ]	976	972	956	978	959
Scope2 [t-CO <sub>2</sub> ] <sup>3</sup>	2,523	3,066	2,907	1,913	2,096
Total weight of waste [t]	848	1,329	1,183	1,432	1,362
Water consumption [m <sup>3</sup> ]	40,638	44,269	45,378	45,054	49,137
PRTR chemical substance emissions [t]	6.9	9.3	8.5	2.3	1.6
PRTR chemical substance transfer amounts [t]	1.7	2.0	3.2	1.3	1.2
Society					
No. of employees (consolidated)	948	1,032	997	953	859
No. of employees (domestic corporate group)	647	767	773	757	750
No. of regular employees	475	572	584	570	562
No. of female ones	147	199	211	209	218
No. of non-regular employees <sup>4</sup>	172	195	189	187	188
No. of female ones	138	151	145	138	124
Total actual working hours per person per year [h] <sup>5</sup>	1,674	1,691	1,743	1,744	1,716
Ratio of employees who took an annual paid leave [%] <sup>6</sup>	56.2	60.8	53.9	59.6	60.0
Ratio of female managers [%]	11.3	10.9	10.2	11.5	15.1
Favorability ranking of companies [place] <sup>7</sup>	156	131	168	138	121
Governance					
Ratio of independent outside directors [%]	55.6	55.6	50.0	50.0	50.0
Ratio of female directors [%]	33.3	33.3	37.5	30.0	40.0

- \*1: The subject organization is S.T. Group (in Japan), except the number of employees (consolidated), the favorability ranking of companies, the ratio of independent outside directors, and the ratio of female directors  
 \*2: Total CO<sub>2</sub> emissions mean the sum of Scopes 1 and 2.  
 \*3: Scope 2 emissions were calculated by using the adjusted emission coefficient for each electric power menu in principle. Others were calculated by using the national average emission coefficient.  
 \*4: The number of non-regular employees means the sum of the number of contract employees and the number of rehired retired employees.  
 \*5: Total actual working hours per person per year is the working hours of regular employees.  
 \*6: Ratio of employees who took an annual paid leave is the ratio of regular employees who have taken paid leave.  
 \*7: The favorability ranking of companies was taken from the Reputation-Business Person Edition of Nikkei Survey on Corporate Images.

# Stock Information (As of March 31, 2023)

## Stock Status

Total number of authorized shares	96,817,000
Total number of outstanding shares	23,000,000
No. of shares per trading lot	100
No. of shareholders	21,676

## Major Shareholders

Shareholder	No. of shares held [thousand]	Shareholding ratio [%]
Chardin Co., Ltd.	5,587	24.8
The Master Trust Bank of Japan, Ltd. (trust company)	1,732	7.7
Nippon Life Insurance Company	1,336	5.9
Mizuho Trust & Banking Co., Ltd.; Employee Pension Trust; Mizuho Bank Account Second-tier trustee: Custody Bank of Japan, Ltd.	884	3.9
Takashi Suzuki	665	3.0
Fumakilla Limited	541	2.4
MUFG Bank, Ltd.	524	2.3
Takako Suzuki	515	2.3
Kanichi Suzuki	500	2.2
Suzuki Kanichi Shoten Ltd.	433	1.9

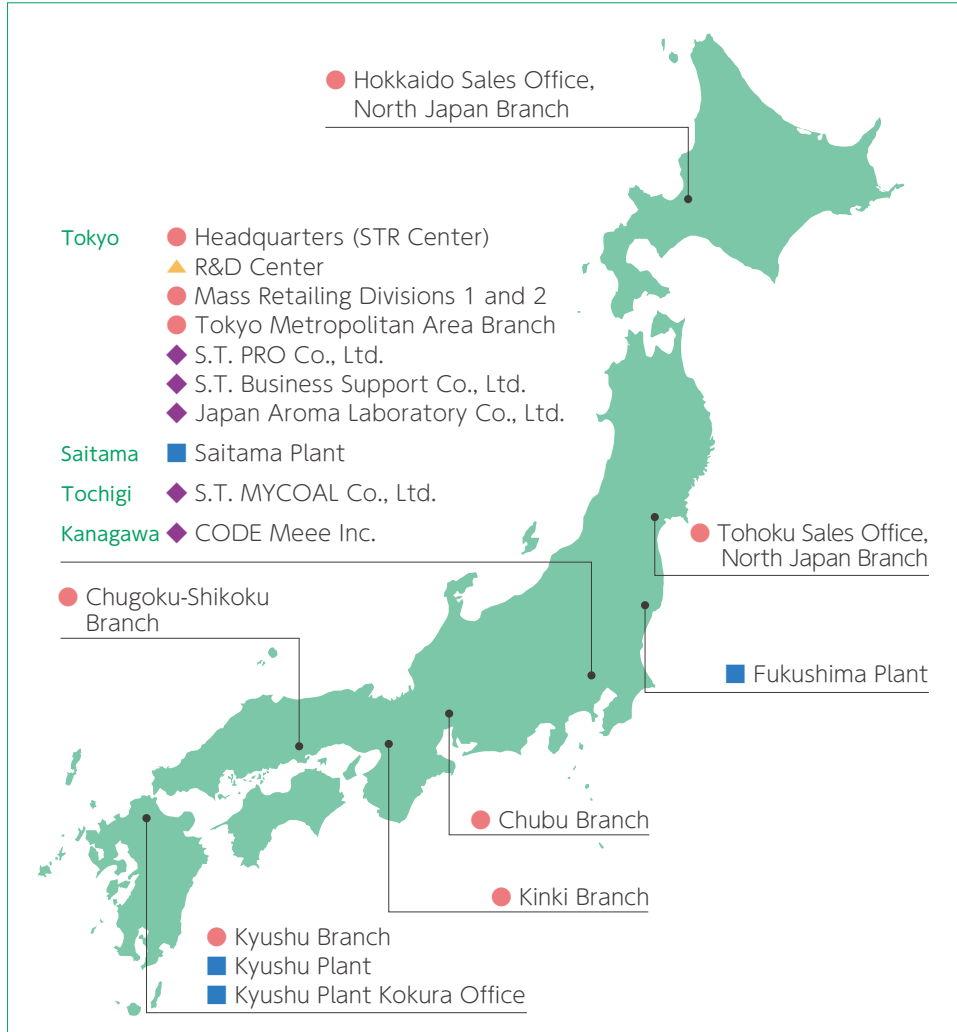
- \*1: Our company holds 488,000 treasury shares, but our company is not included in the above major shareholders.  
 \*2: Shareholding ratio was calculated while deducting treasury shares.  
 \*3: Shareholding ratio was calculated while taking into account 270,000 shares held by Custody Bank of Japan, Ltd. (Trustee E). Out of the 270,000 shares, 150,000 shares are for the Board Benefit Trust (BBT) for executive officers and 120,000 shares are for the Japanese Employee Stock Ownership Plan (J-ESOP).

## Shareholder Composition



# Location

## Japan



● Headquarters/marketing base ■ Manufacturing base ▲ Research base ◆ Major group companies

## Global





# Corporate Profile

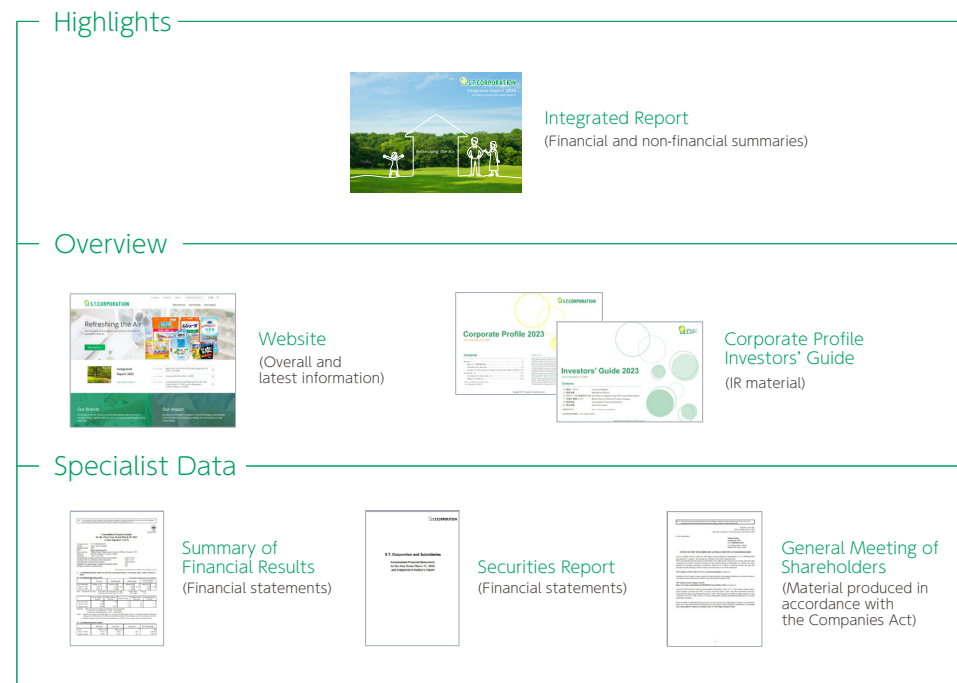
## Corporate Profile (As of March 31, 2023)

Corporate name: S.T. CORPORATION  
 Address of the headquarters: 1-4-10 Shimoochiai, Shinjuku-ku, Tokyo 161-8540  
 Tel: 03-3367-6111 (main)  
 Date of establishment: August 31, 1948  
 Account closing date: March 31  
 No. of employees: 859 (consolidated)/441 (non-consolidated), excluding part-timers and rehired retired employees  
 Listed on: Prime Market of Tokyo Stock Exchange

## Affiliated companies (As of November 1, 2023)

Consolidated subsidiaries	Non-consolidated subsidiary
S.T. PRO CO., LTD.	Japan Aroma Laboratory Co., Ltd.
S.T. Business Support Co., Ltd.	CODE Mee Inc.
S.T. MYCOAL CO., LTD.	Equity-method affiliates
S.T. (Thailand) Co., Ltd.	Aekyung S.T. Co., Ltd. (South Korea)
Family Glove Co., Ltd. (Taiwan)	NS FaFa Japan Co., Ltd.
S.T. Korea Corporation (South Korea)	Other affiliated company
Shaldan (Thailand) Co., Ltd.	Shaldan Co., Ltd.

# Entire Picture of Communication Tools



Our communication tools are available in "Library" of our website. Please feel free to browse them.

## Endorsement of, participation in and approval of external organizations (As of July 31, 2023)



2023 Outstanding Health and Productivity Management Organization



Eco-Ship Mark



Eco Rail Mark



1-4-10 Shimoochiai, Shinjuku-ku, Tokyo 161-8540  
<https://www.st-c.co.jp/english/>