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Press Release

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Recognized as a Company that Encourages Women's Success and Selected as a Nadeshiko Brand for the First Time

Idemitsu Kosan Co., Ltd. (Headquarters: Chiyoda-ku, Tokyo; Representative Director & Chief Executive Officer: Shunichi Kito; "Idemitsu" or the "Company") was recognized as a company that proactively and effectively encourages women's success and was selected jointly by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) as a Nadeshiko Brand for fiscal year 2022. This is the first time that the Company was awarded this designation.



Certification Award Ceremony

(Left: Susumu Nibuya, Executive Vice President and Chief Operating Officer of Idemitsu; Right: State Minister of Economy, Trade and Industry)

Nadeshiko Brands have been selected jointly by METI and TSE since fiscal year 2012, recognizing listed companies which are particularly proactive and effective at encouraging women's success. The program aims to support corporate promotion of women's careers by introducing attractive brands focused on medium-to-long-term enterprise value creation to investors.

In its eleventh year, the selection criteria for Nadeshiko Brand was significantly revised in light of recent trends towards human capital management and non-financial information disclosures, emphasizing 1) linking promotion of women's careers to management strategy and 2) promoting information disclosures relating to the promotion of women's careers.

In this fiscal year, 17 companies including Idemitsu were selected from about 3,700 companies listed on the TSE Prime, Standard, and Growth Markets.

Idemitsu was selected based on its strong commitment to encouraging women's success as a part of its management strategy in order to create "interactions and chemistry between various talents" to reform its operating structure, its inclusion of percentage of women in managerial positions, etc. as clear KPIs, and its disclosure of such KPIs in its medium-term plans and integrated reports.

Idemitsu was also selected as a Health and Productivity Management Organization, a designation awarded by METI and TSE to listed companies engaging in healthy and productive management.



KPIs	As of 2022	2030 Target	
Idemitsu Engagement Index*	67%	➔	≥80% ↑↑
D&I			
Female recruiting ratio	23%	➔	≥50%
Female ratio in management-level positions	3%	➔	≥10%
Male ratio taking childcare leave	56%	➔	100%
Investments in education per employee	¥43,000	➔	≥¥100,000 (top class in Japan) DX

*Quantifying the understanding of the corporate mission, support for corporate strategy and targets, understanding of one's own roles within the organization, visible personal growth, etc. every year and managing targets as an index

KPIs for the Human Capital Strategy

Since its inception, Idemitsu has always engaged in people-centered management, ensuring that employees can leverage their uniqueness and capabilities to grow and achieve their full potential through their work. In the medium-term plan announced last November (for fiscal years 2023-2025), the Company formulates its vision for 2050, “Shaping Change,” revealing plans to reform its operating structure towards the achievement of carbon neutrality and a recycling-oriented society. We will continue to fulfill our responsibility to provide stable energy supply while aiming to achieve our vision for 2050, tackling the challenging goal of achieving a low-carbon society through a human capital strategy that maintains our strong, flexible, and cutting-edge team as well as through business restructuring investments.

D&I serves as the foundation for creating an “open/flat/agile corporate culture,” which is crucial to achieve major reform of the operating structure. The Company is to “deepen D&I” to create new value, with “encouraging women’s success” positioned as a key initiative. We believe that a comfortable and engaging workplace for women is one which allows all employees to strike an ideal work-life balance and to leverage their various talents to the extent possible.

Idemitsu will continue to “deepen D&I” to create new value while achieving an enjoyable and fulfilling environment for all employees, regardless of gender.

■ Key Initiatives at Idemitsu

1) Launch of the mentoring program:

Female managers at other companies are assigned to women who are candidates for managerial positions and providing mentoring for 4 months. Fourteen, eleven, and eleven women participated in the program in fiscal years 2020, 2021, and 2022, respectively, of which six have been promoted to managerial positions to date.

2) Unconscious bias-Dialogs:

Idemitsu offers company-wide, dialogue-based workshops in groups of about 6 people from fiscal year 2020 aimed at enhancing awareness of unconscious biases, deepening understanding of others, and improving communication. Over 1,000 employees have participated in these workshops to date.

3) Inclusion training:

A 16-hour training course on unconscious bias, assertion and listening skills, coaching/ feedback, and facilitation was attended by over 1,000 employees, mainly at the managerial level, over the last 3 years.

4) Initiatives relating to creating an Open/Flat/Agile (OFA) corporate culture:

The “OFA Promotion Group” was established within the human resources department to 1) promote dialogue in the workplace to create an OFA corporate culture that serves as a foundation for encouraging women’s success and 2) provide career consulting services to promote employees’ autonomous life career development.

■ Activity Plan for Employers based on the Act on Promotion of Women's Participation and Advancement in the Workplace (3 years starting April 1, 2023)

1) Providing opportunities related to professional life for women workers

[Goal 1] Increase percentage of women in managerial positions to 5%* *As of July 1, 2026

- Creation and monitoring of development plans for female managers
- Expand the internal and external mentoring program to secure opportunities for development and growth
- Supporting for exchange of information networking among female employees

[Goal 2] Increase percentage of women in new graduate bachelor degree above hires to 50%

- Promote recruiting-related public relations efforts
- Strengthen ties with universities with a focus on science and engineering majors
- Strategic recruiting of experienced personnel

<Reference>

- METI website: Nadeshiko Brand

<https://www.meti.go.jp/policy/economy/jinzai/diversity/nadeshiko.html>

(This site is only available in Japanese.)

- Selected as a Health and Productivity Management Organization for 2 consecutive years
— Certified as a Health and Productivity Management Organization (White 500 Company) for the second consecutive year—

<https://www.idemitsu.com/jp/news/2022/230310.html>

(This site is only available in Japanese.)