

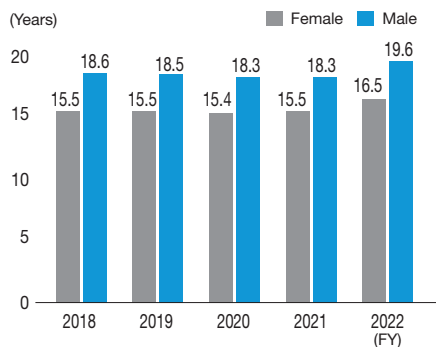
Non-Financial Highlights

Society

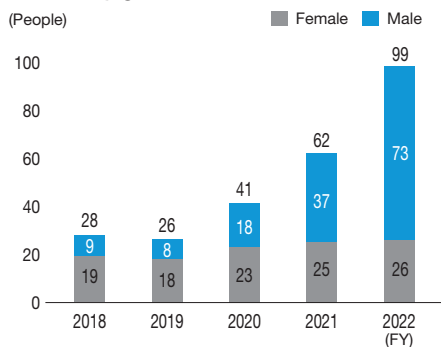
Results of Key Items in FY2022 and Targets for FY2025 and FY2030 (Non-Consolidated)

Key item	FY2022 Result	FY2025 Target	FY2030 Target
Annual number of participants in training programs for executives	60	80	—
Ratio of employees dispatched overseas (managers and technical and administrative staff)	21%	25% or more	—
Number of DX staff trained	190	270	400
Number of female managers	33	45 (4.0%)	100 (8.8%)
Ratio of local executives (vice presidents and above at overseas affiliates)	32% (Global)	40% or more (Global)	60%
Ratio of mid-career hires in management positions	30%	30% or more	30% or more
Employment of people with disabilities	2.79% (Domestic affiliates)	Achievement of legally mandated employment ratio (Domestic affiliates)	—
Engagement survey results (Positive evaluation)	59%	70% or more	75% or more
Average overtime hours	11.3 hr/month/person	10.0 hr/month/person or less	—
Percentage of employees taking paid vacations	94%	95% or more	—
Percentage of male employees taking childcare leave	44.8%	75%	100%
Wage difference between men and women	76.6%	77%	82%

Average years of service by gender (non-consolidated)

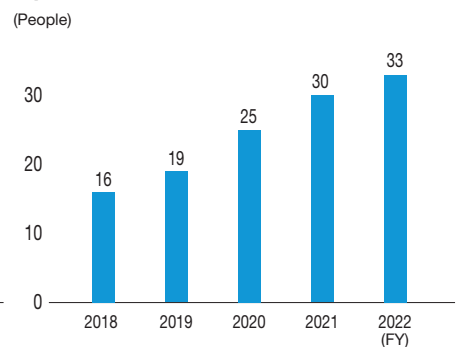


Number of employees taking childcare leave by gender (non-consolidated)*1

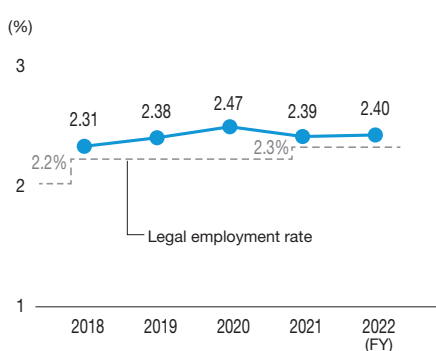


*1 Number of employees who started childcare leave during the fiscal year

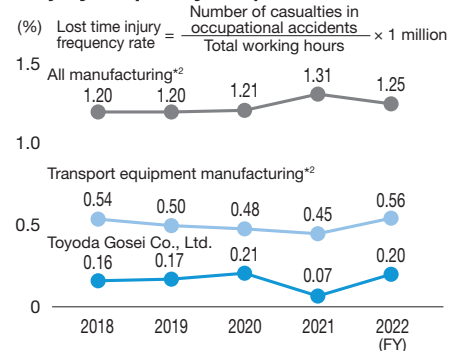
Number of women in management positions (non-consolidated)



Employment rate of persons with disabilities (non-consolidated)

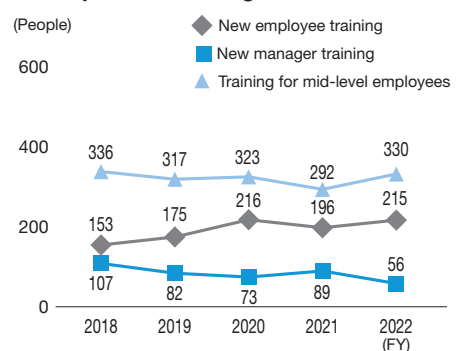


Occupational accident rate (lost time injury frequency rate) (non-consolidated)



*2 Results from the Ministry of Health, Labour and Welfare's survey on occupational accident trends (Survey period: January to December)

Number of employees receiving compliance training (non-consolidated)



Governance