

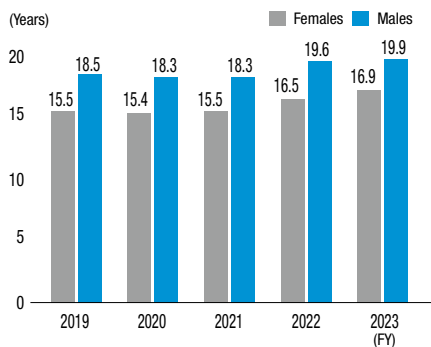
## Non-Financial Highlights

## Society

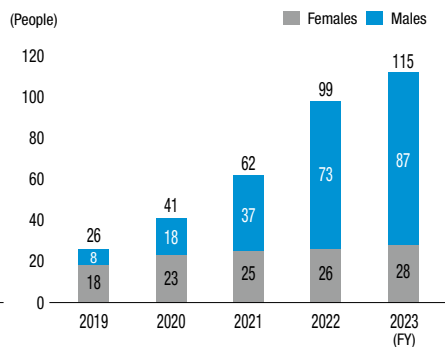
## Results of Key Items in FY2023 and Targets for FY2025 and FY2030 (Non-consolidated)

Key item	FY2023 Result	FY2025 Target	FY2030 Target
Annual number of participants in training programs for executives	43	80	—
Ratio of employees dispatched overseas (Managers and technical and administrative staff)	24%	25% or more	—
Number of DX staff trained	260	270	400
Number of female managers	39 (3.6%)	45 (4.0%)	100 (8.8%)
Ratio of national staff in executive positions (Vice presidents and above at overseas affiliates)	35% (Global)	40% or more (Global)	60%
Ratio of mid-career hires in management positions	33%	30% or more	30% or more
Employment of people with disabilities	2.70% (Domestic affiliates)	Achievement of legally mandated employment ratio (Domestic affiliates)	—
Engagement survey results (Positive evaluation)	56%	70% or more	75% or more
Average overtime hours	14.8 hr/month/person or less	10.0 hr/month/person or less	—
Percentage of employees taking paid vacations	91%	95% or more	—
Percentage of male employees taking childcare leave	59.6%	75%	100%
Wage difference between men and women	77.8%	77%	82%

## Average years of service by gender (Non-consolidated)

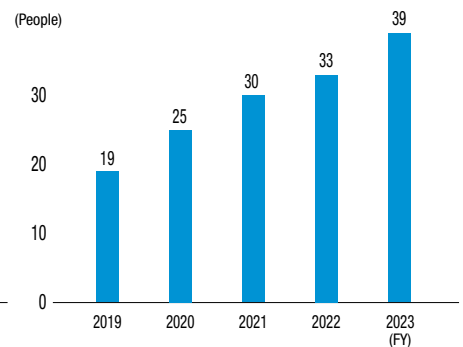


## Number of employees taking childcare leave by gender (Non-consolidated)\*1



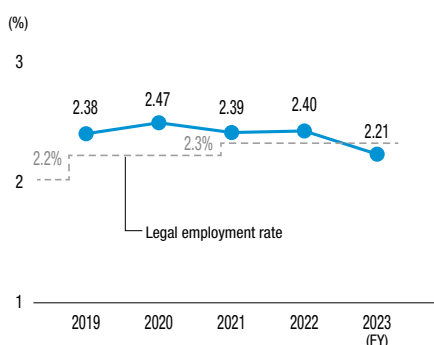
\*1 Number of employees who started childcare leave during the fiscal year

## Number of women in management positions (Non-consolidated)

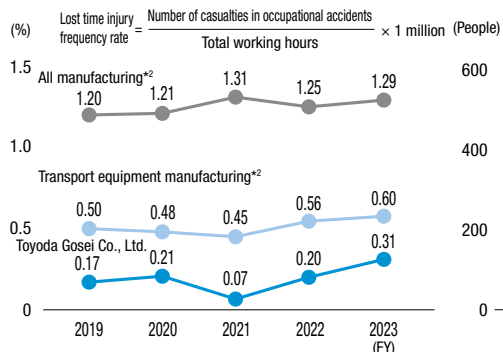


## Governance

## 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: From January to December)

## Number of employees receiving compliance training (Non-consolidated)

