

Human Resource-Related Data

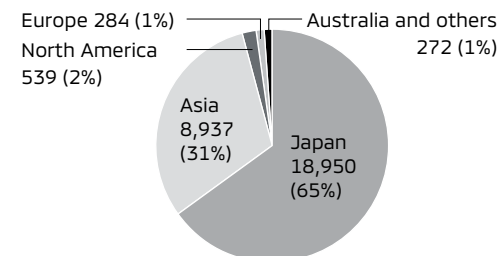
Number of Employees (persons)

			FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees (nonconsolidated)	Regular employees	Male	12,848	12,403	12,309	12,139	12,248
		Female	1,559	1,548	1,520	1,532	1,596
		Total	14,407	13,951	13,829	13,671	13,844
	Non-regular employees	Male	2,806	2,215	3,045	3,076	3,157
		Female	470	359	396	454	480
		Total	3,276	2,574	3,441	3,530	3,637
	Of which, parttime employees	Male	35	78	318	341	348
		Female	77	68	79	91	86
		Total	112	146	397	432	434
	Grand total			17,795	16,671	17,667	17,633
Number of employees (consolidated)	Regular employees		32,171	30,091	28,796	28,428	28,982
	Non-regular employees (Percentage of non-regular employees)		7,558 (19.0%)	6,434 (17.6%)	7,948 (21.6%)	8,123 (22.2%)	8,967 (23.6%)
	Total		39,729	36,525	36,744	36,551	37,949
Number of Employees by Region	Japan	Regular employees	–	–	–	18,847	18,950
		Non-regular employees	–	–	–	4,261	4,432
		Total	–	–	–	23,108	23,382
	Asia	Regular employees	–	–	–	8,518	8,937
		Non-regular employees	–	–	–	3,744	4,411
		Total	–	–	–	12,262	13,348
	North America	Regular employees	–	–	–	508	539
		Non-regular employees	–	–	–	50	49
		Total	–	–	–	558	588
	Europe	Regular employees	–	–	–	291	284
		Non-regular employees	–	–	–	57	56
		Total	–	–	–	348	340
	Australia and others	Regular employees	–	–	–	264	272
		Non-regular employees	–	–	–	11	19
		Total	–	–	–	275	291

(As of each fiscal year-end)

* From FY2023, the numbers of non-regular employees (parttime employees, fixed-term employees, dispatched employees, etc.) are shown as the annual average number of employees.

Number of Employees by Region in FY2023 (28,982 consolidated)



Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

		FY2019	FY2020	FY2021	FY2022	FY2023
Number of managerial employees	Persons	1,098	1,018	1,099	1,174	1,230
	Ratio	10.2%	10.6%	11.5%	12.3%	12.3%
Number of employees		10,736	9,631	9,549	9,581	10,032

Number of Management*

		FY2019	FY2020	FY2021	FY2022	FY2023
Persons	Male	1,775	1,567	1,512	1,515	1,574
	Female	83	70	81	98	106
Total		1,858	1,637	1,593	1,613	1,680
Female management ratio		4.5%	4.3%	5.1%	6.1%	6.3%

* Figures are as of end-March. Ratio is calculated based on the number of all managerial employees including Corporate Officers in the non-consolidated.

Number of Executives

		Jul. 2020	Jul. 2021	Jul. 2022	Jul. 2023	Jul. 2024
Persons	Male	22	22	22	21	19
	Female	4	2	2	2	3
Female executive ratio		15.4%	8.3%	8.3%	8.7%	13.6%

Employee Composition (non-consolidated)

		FY2019	FY2020	FY2021	FY2022	FY2023
Average age	Male	41.4	41.1	41.9	42.3	42.5
	Female	38.1	37.5	38.5	38.8	39.1
Average years of service	Male	16.2	15.8	15.9	15.8	15.8
	Female	11.6	11.1	11.7	11.9	11.8
Number of employees who have left the company	Retirement	381	203	191	298	217
	Voluntary retirement (Percentage of voluntary retirement)*1	303 (2.1%)	305 (2.2%)	418 (3.0%)	392 (2.9%)	354 (2.6%)
	Involuntary retirement	14	11	10	13	5
	Work transfer, other	37	483	25	36	25
	Total	735	1,002	644	739	601

*1 Ratio of voluntary retirement in a year among those enrolled at the end of the fiscal year

Number of New Graduates Hired

		FY2019	FY2020	FY2021	FY2022	FY2023
University graduate/ Master's degree or above	Male	229	204	42	104	150
	Female	76	76	16	23	26
Junior college/ vocational school graduates	Male	1	0	5	2	2
	Female	0	0	5	0	0
High school graduates/other	Male	138	182	54	74	75
	Female	16	9	1	4	3
Total	Male	368	386	101	180	227
	Female	92	85	22	27	29

Number of Mid-Career Employees

		FY2019	FY2020	FY2021	FY2022	FY2023
Administrative and engineering staff	Male	152	6	70	248	377
	Female	44	4	14	56	68
Manufacturing workers	Male	0	1	0	0	3
	Female	0	0	0	0	0
Total	Male	152	7	70	248	380
	Female	44	4	14	56	68

Wage Levels

(As of April 1, 2024)

		Monthly compensation	Comparison with local minimum wage*2
Starting salary	High school graduate Administrative and Engineering staff	¥191,100	115%
	High school graduate Manufacturing Worker	¥196,000	118%
	Technical college graduate	¥209,700	116%
	Junior college graduate	¥194,500	108%
	University graduate	¥246,700	136%
	Master's degree	¥263,000	146%
	Doctor of Philosophy	¥289,200	160%
Ratio of Performance-Linked Compensation	General Manager	Maximum of 37% of annual basic salary	
	General Manager (responsible for specific duties)	Maximum of 32% of annual basic salary	
	Manager	Maximum of 22% of annual basic salary	

*2 Minimum wages are calculated based on the minimum wage in Aichi Prefecture (¥1,027/hour) for high school graduates and the minimum wage in Tokyo (¥1,113/hour) for non-high school graduates as of April 2024, assuming eight-hour work days and 20.3 days per month. Salary levels are based on job classification, so there is no disparity in salary based on race, nationality, gender or other factors among people performing the same job.

		FY2023
Average salary of all employees	(annual)	¥7,863,000
Percentage of women's salaries to men's salaries	(annual)	78.9%

Working Hours and Ratio of Paid Leave Taken (annual)

	FY2019	FY2020	FY2021	FY2022	FY2023
Total working hours per person per year	2,013.6 hours	1,880.8 hours	1,960.3 hours	1,946.7 hours	1,947.6 hours
Overtime worked per person per year	288.6 hours	221.4 hours	248.7 hours	298.9 hours	297.5 hours
Ratio of annual paid leave taken*3	100.6%	99.2%	89.5%	94.8%	93.4%

*3 Days of annual paid leave taken during the year
(days carried forward from the previous year + days granted for the current year) ×100
Days of annual paid leave granted for the current year

Number of Persons Taking Childcare Leave

		FY2019	FY2020	FY2021	FY2022	FY2023
Number of persons taking childcare leave	Male	49	35	88	128	126
	Female	145	46	68	57	66
	Total	194	81	156	185	192

Retention Rate of Returnees from Childcare Leave

	FY2019	FY2020	FY2021	FY2022	FY2023
Retention rate of returnees*4	97.7%	96.0%	95.0%	94.0%	91.8%

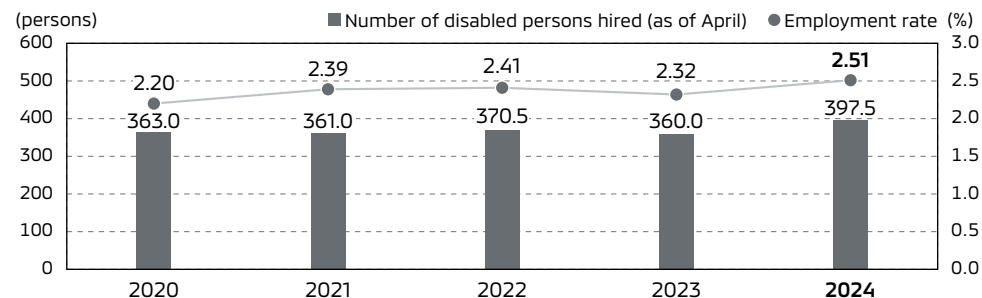
*4 Total number of employees still employed 12 months after returning to work from childcare leave ×100
Total number of employees whose childcare leave ended during the previous reporting period

Number of Persons Who Utilize Major Programs to Promote Work-Life-Balance

FY2023 Results		Male	Female	Total
Childcare	Pregnancy leave	–	8	8
	Maternity leave	–	83	83
	Spousal maternity leave	179	–	179
	Childcare leave	126	66	192
	Childcare leave at birth	69	–	69
	Child nursing leave	492	198	690
	Reduced working hours for childcare	18	196	214
Nursing care	Nursing care leave	6	4	10
	Short-term nursing care leave	291	74	365
	Reduced working hours for nursing care	2	3	5
Miscellaneous	Life plan leave	179	42	221
	Accumulation of unused paid leave	776	68	844
	Flextime system (including managerial employees)*1	6,278	1,154	7,432
	Reemployment system Number of employees registered as candidates for re-hiring under the reemployment system (Returnees in FY2022)	5 (0)	6 (2)	11 (2)
	Accompanying leave (Returnees in FY2022)	2 (0)	9 (1)	11 (1)

*1 With regard to the flextime system, the number of employees eligible to use the system (as of April 1, 2023)

Employment of People with Disabilities*2, 3



*2 The number of persons hired and the employment rate are calculated in accordance with the "Act to Facilitate the Employment of Persons with Disabilities," with the employment of one person with a severe physical or intellectual disability being counted as two persons.

*3 In principle, employment of a one with reduced working hour worker is calculated as 0.5 persons. However, one part-time worker with a severe physical or intellectual disability is counted as one person.

FY2023 Training Led by the Human Resources Division

Number of employees who took courses during the year (total)	9,010
Total number of hours attended	128,254 hours
Total training expenses	¥122,890,000
Number of course hours/days attended per employee*4	9.3 hours/1.16 days
Training expenses per employee*5	¥8,877

*4 Total number of hours attended/Number of regular employees (non-consolidated)

*5 Total training expenses/ Number of regular employees (non-consolidated)

Accident Rate (Accident Frequency)

	FY2019	FY2020	FY2021	FY2022	FY2023
Overall accident rate*6	0.42	0.30	0.20	0.31	0.33
Accident rate with loss of workdays*7	0.10	0.00	0.03	0.06	0.08

*6 Number of accidents with or without loss of workdays per 1 million working hours

*7 Number of accidents with loss of workdays per 1 million working hours

Number of Out of Operations, and Global Lost Work Days

	FY2021	FY2022	FY2023
Number of out of operations	0	0	0
Total number of out of operation days	0	0	0

Employee Shareholding Association

	As of March 2024
Number of members of the employee shareholding association	871
Membership rate	5.8%
Shares owned	1,986,026