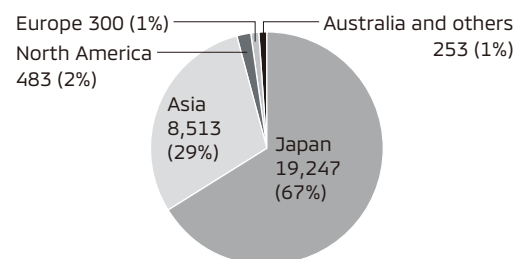


Human Resource-Related Data

Number of Employees

| | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|---|--------|--------|--------|--------|--------|--------|
| Number of employees (nonconsolidated) | Total | 13,693 | 14,171 | 14,407 | 13,951 | 13,829 |
| | Male | 12,336 | 12,695 | 12,848 | 12,403 | 12,309 |
| | Female | 1,357 | 1,476 | 1,559 | 1,548 | 1,520 |
| Number of employees (consolidated) | | 30,507 | 31,314 | 32,171 | 30,091 | 28,796 |
| Number of temporary workers (consolidated) | | 7,122 | 8,682 | 7,558 | 6,434 | 7,948 |
| (Percentage of temporary workers on a consolidated basis) | | (19%) | (22%) | (19%) | (18%) | (22%) |

Number of Employees by Region: 28,796 (consolidated)



Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

| | | |
|--------------------------------|---------|-------|
| Number of managerial employees | Persons | 1,099 |
| | Ratio | 11.5% |
| Number of employees | | 9,549 |

(As of March 2022)

Status of Female Management Promotions

| | | Jul. 2018 | Jul. 2019 | Jul. 2020 | Jul. 2021 | Jul. 2022 |
|-------------------------------|--------------------------|-----------|-----------|-----------|-----------|-----------|
| Number of female managers*1 | Persons | 58 | 68 | 74 | 80 | 94 |
| | Ratio | 3.5% | 3.9% | 3.5% | 4.1% | 4.7% |
| | General manager or above | 11 | 13 | 14 | 13 | 13 |
| Number of female executives*2 | Persons | 3 | 5 | 5 | 3 | 3 |
| | Ratio | 7.7% | 12.5% | 12.5% | 8.8% | 8.3% |

*1 Including dispatched personnel on leave and secondees, excluding medical workers

*2 Number of female executives includes outside directors

Employee Makeup (non-consolidated)

| | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|---|--------|-----------|-----------|-----------|-----------|-----------|
| Average age | Male | 41.9 | 41.6 | 41.4 | 41.1 | 41.9 |
| | Female | 39.2 | 38.5 | 38.1 | 37.5 | 38.5 |
| Average years of service | Male | 16.6 | 16.7 | 16.2 | 15.8 | 15.9 |
| | Female | 12.8 | 12.4 | 11.6 | 11.1 | 11.7 |
| Number of employees who have left the company (total) | | 539 | 533 | 735 | 1,002 | 644 |
| Retirement | | 248 | 272 | 381 | 203 | 191 |
| Voluntary retirement (Percentage of voluntary retirement) | | 249 (46%) | 240 (45%) | 303 (41%) | 305 (30%) | 418 (65%) |
| Involuntary retirement | | 2 | 7 | 14 | 11 | 10 |
| Work transfer, other | | 40 | 14 | 37 | 483 | 25 |

Number of New Graduates Hired

| | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--|--------|--------|--------|--------|--------|--------|
| Total | Male | 220 | 314 | 368 | 386 | 101 |
| | Female | 31 | 54 | 92 | 85 | 22 |
| University graduate/Master's degree or above | Male | 133 | 226 | 229 | 204 | 42 |
| | Female | 27 | 47 | 76 | 76 | 16 |
| Junior college/vocational school graduates | Male | 1 | 5 | 1 | 0 | 5 |
| | Female | 0 | 0 | 0 | 0 | 5 |
| High school graduates/other | Male | 86 | 83 | 138 | 182 | 54 |
| | Female | 4 | 7 | 16 | 9 | 1 |

Working Hours and Ratio of Paid Leave Taken

| | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|---|---------|---------|---------|---------|---------|
| Total working hours per person/per year | 2,115.5 | 2,131.2 | 2,013.6 | 1,880.8 | 1,960.3 |
| Overtime worked per person | 329.5 | 372.3 | 288.6 | 221.4 | 248.7 |
| Ratio of annual paid leave taken*3 | 82.6% | 86.6% | 100.6% | 99.2% | 89.5% |

*3 Days of annual paid leave taken during the year

$$\frac{(\text{days carried forward from the previous year} + \text{days granted for the current year})}{\text{Days of annual paid leave available for the year}} \times 100$$

Number of Persons Taking Childcare Leave and Retention Rate of Returnees

| | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--|--------|--------|--------|--------|--------|--------|
| Number of persons taking childcare leave | Total | 127 | 131 | 194 | 81 | 156 |
| | Male | 6 | 10 | 49 | 35 | 88 |
| | Female | 121 | 121 | 145 | 46 | 68 |
| Retention rate of returnees*1 | | 92.3% | 100% | 97.7% | 96% | 95% |

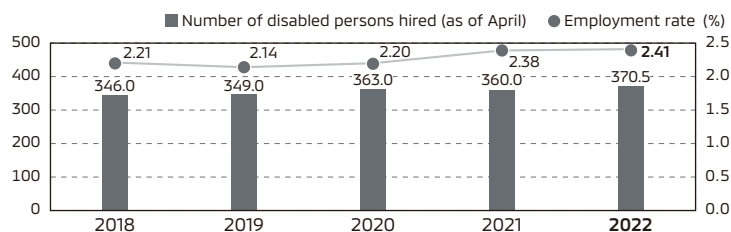
*1 Total number of employees still employed 12 months after returning to work from childcare leave
Total number of employees whose childcare leave ended during the previous reporting period ×100

Major Programs to Promote Work-Life Balance

| FY2021 Results | | Male | Female | Total |
|----------------|--|-------|--------|-------|
| Childcare | Pregnancy leave | — | 10 | 10 |
| | Maternity leave | — | 84 | 84 |
| | Childcare leave | 88 | 68 | 156 |
| | Child nursing leave | 328 | 164 | 492 |
| | Reduced working hours for childcare | 8 | 201 | 209 |
| Nursing care | Nursing care leave | 3 | 2 | 5 |
| | Short-term nursing care leave | 213 | 44 | 257 |
| | Reduced working hours for nursing care | 2 | 6 | 8 |
| Miscellaneous | Life plan leave | 115 | 35 | 150 |
| | Accumulation of unused paid leave | 663 | 34 | 697 |
| | Flexitime system (including managerial employees)*2 | 6,429 | 1,138 | 7,567 |
| | Reemployment system | | | |
| | Number of employees registered as candidates for re-hiring under the reemployment system (in FY2021, four employees were rehired under this program) | 7 | 16 | 22 |
| | Accompanying leave (three returnees in FY2021) | 0 | 16 | 16 |

*2 With regard to the flexitime system, the number of employees eligible to use the system (as of April 1, 2021)

Employment of People with Disabilities*3, 4



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

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

FY2021 training led by the Human Resources Division

| | |
|--|----------------------|
| Number of employees who took courses during the year (total) | 10,650 |
| Total number of hours attended | 96,770 hours |
| Number of course hours/days per employee | 7.0 hours /0.87 days |
| Training expenses per employee | ¥6,171 |

Wage Levels

| | Monthly compensation | Comparison with local minimum wage*5 |
|---|---|---------------------------------------|
| Starting pay | High school graduate Administrative and Engineering staff | ¥166,900 108% |
| | High school graduate Manufacturing Worker | ¥172,900 111% |
| | Technical college graduate | ¥186,600 110% |
| | Junior college graduate | ¥171,400 101% |
| | University graduate | ¥210,400 124% |
| | Master's degree | ¥232,400 137% |
| | Doctor of Philosophy | ¥266,400 158% |
| Average salary of all employees (annual) | ¥6,605,000 | |
| Percentage of women's salaries to men's salaries (annual) | 77% | |
| Ratio of Performance-Linked Compensation | General Manager | Maximum of 35% of annual basic salary |
| | General Manager (responsible for specific duties) | Maximum of 25% of annual basic salary |
| | Manager | Maximum of 20% of annual basic salary |

*5 Minimum wages are calculated based on the minimum wage in Aichi Prefecture (¥955/hour) for high school graduates and the minimum wage in Tokyo (¥1,041 /hour) for non-high school graduates as of April 2022, 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.

Accident Rate (Accident Frequency)

| | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|---------------------------------------|--------|--------|--------|--------|--------|
| Overall accident rate*6 | 0.60 | 0.41 | 0.42 | 0.30 | 0.20 |
| Accident rate with loss of workdays*7 | 0.09 | 0.10 | 0.10 | 0.00 | 0.03 |

*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

Employee Shareholding Association

| As of March 2022 | |
|--|-----------|
| Number of members of the employee shareholding association | 969 |
| Membership rate | 6.5% |
| Shares owned | 2,111,890 |