

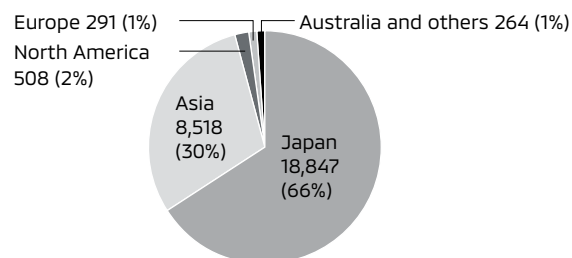
Human Resource-Related Data

Number of Employees (persons)

			FY2018	FY2019	FY2020	FY2021	FY2022
Number of employees (nonconsolidated)	Regular employees	Male	12,695	12,848	12,403	12,309	12,139
		Female	1,476	1,559	1,548	1,520	1,532
		Total	14,171	14,407	13,951	13,829	13,671
	Non-regular employees	Male	–	2806	2215	3045	3076
		Female	–	470	359	396	454
		Total	–	3276	2574	3441	3530
	Of which, part-time employees	Male	–	35	78	318	341
		Female	–	77	68	79	91
		Total	–	112	146	397	432
Number of employees (consolidated)	Regular employees		31,314	32,171	30,091	28,796	28,428
	Non-regular employees (Percentage of non-regular employees)		8,682 (22%)	7,558 (19%)	6,434 (18%)	7,948 (22%)	8,123 (22%)
Number of Employees by Region	Japan	Regular employees	–	–	–	–	18,847
		Non-regular employees	–	–	–	–	4,261
	Asia	Regular employees	–	–	–	–	8,518
		Non-regular employees	–	–	–	–	3,744
	North America	Regular employees	–	–	–	–	508
		Non-regular employees	–	–	–	–	50
	Europe	Regular employees	–	–	–	–	291
		Non-regular employees	–	–	–	–	57
	Australia and others	Regular employees	–	–	–	–	264
		Non-regular employees	–	–	–	–	11

(As of each fiscal year-end)

Number of Employees by Region in FY2022: 28,428 (consolidated)



Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

		FY2018	FY2019	FY2020	FY2021	FY2022
Number of managerial employees	Persons	1,028	1,098	1,018	1,099	1,174
	Ratio	11.0%	10.2%	10.6%	11.5%	12.3%
Number of employees		9,762	10,736	9,631	9,549	9,581

Number of Female Management*1

	FY2018	FY2019	FY2020	FY2021	FY2022
Persons	58	68	74	80	98
Ratio	3.5%	3.9%	3.5%	4.1%	6.0%
General manager or above	11	13	14	13	14

*1 Figures for FY2022 are as of end-March. FY2022 ratio is calculated based on the number of all managerial employees in the non-consolidated. From FY2018 to FY2021, figures are as of July of each year and include dispatched personnel on leave and secondees, excluding medical workers.

Number of Female executives

	Jul. 2019	Jul. 2020	Jul. 2021	Jul. 2022	Jul. 2023
Persons*2	5	5	3	3	3
Ratio	12.5%	12.5%	8.8%	8.3%	8.6%

*2 Number of female executives includes outside directors

Employee Composition (non-consolidated)

		FY2018	FY2019	FY2020	FY2021	FY2022
Average age	Male	41.6	41.4	41.1	41.9	42.3
	Female	38.5	38.1	37.5	38.5	38.8
Average years of service	Male	16.7	16.2	15.8	15.9	15.8
	Female	12.4	11.6	11.1	11.7	11.9
Number of employees who have left the company (total)	Retirement	272	381	203	191	298
	Voluntary retirement (Percentage of voluntary retirement)	240 (1.7%)	303 (2.1%)	305 (2.2%)	418 (3.0%)	392 (2.9%)
	Involuntary retirement	7	14	11	10	13
	Work transfer, other	14	37	483	25	36
	Total	533	735	1,002	644	739

Number of New Graduates Hired

		FY2018	FY2019	FY2020	FY2021	FY2022
University graduate/ Master's degree or above	Male	226	229	204	42	104
	Female	47	76	76	16	23
Junior college/ vocational school graduates	Male	5	1	0	5	2
	Female	0	0	0	5	0
High school graduates/other	Male	83	138	182	54	74
	Female	7	16	9	1	4
Total	Male	314	368	386	101	106
	Female	54	92	85	22	23

Number of Mid-Career Employees

		FY2018	FY2019	FY2020	FY2021	FY2022
Administrative and engineering staff	Male	200	150	7	143	252
	Female	64	35	4	23	57
Manufacturing workers	Male	0	0	0	275	0
	Female	0	0	0	5	0
Total	Male	200	150	7	418	252
	Female	64	35	4	28	57

Wage Levels

(As of April 1, 2023)

		Monthly compensation	Comparison with local minimum wage*1
Starting salary	High school graduate Administrative and Engineering staff	¥176,400	110%
	High school graduate Manufacturing Worker	¥181,300	113%
	Technical college graduate	¥195,000	112%
	Junior college graduate	¥179,800	103%
	University graduate	¥233,000	134%
	Master's degree	¥249,300	143%
	Doctor of Philosophy	¥275,500	158%
Average salary of all employees	(annual)	¥7,437,000	
Percentage of women's salaries to men's salaries	(annual)	78.9%	
Ratio of Performance-Linked Compensation	General Manager	Maximum of 35% of annual basic salary	
	General Manager (responsible for specific duties)	Maximum of 30% of annual basic salary	
	Manager	Maximum of 20% of annual basic salary	

*1 Minimum wages are calculated based on the minimum wage in Aichi Prefecture (¥986/hour) for high school graduates and the minimum wage in Tokyo (¥1,072 /hour) for non-high school graduates as of April 2023, 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.

Working Hours and Ratio of Paid Leave Taken

	FY2018	FY2019	FY2020	FY2021	FY2022
Total working hours per person per year	2,131.2 hours	2,013.6 hours	1,880.8 hours	1,960.3 hours	1,946.7 hours
Overtime worked per person per year	372.3 hours	288.6 hours	221.4 hours	248.7 hours	298.9 hours
Ratio of annual paid leave taken*2	86.6%	100.6%	99.2%	89.5%	94.8%

*2 Days of annual paid leave taken during the year

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

Number of Persons Taking Childcare Leave and Retention Rate of Returnees

		FY2018	FY2019	FY2020	FY2021	FY2022
Number of persons taking childcare leave*3	Male	10	49	35	88	150
	Female	121	145	46	68	57
	Total	131	194	81	156	207
Retention rate of returnees*4		100%	97.7%	96%	95%	94%

*3 The FY2022 figure of 150 male employees taking childcare leave includes 22 employees taking childcare leave at birth.

*4 $\frac{\text{Total number of employees still employed 12 months after returning to work from childcare leave}}{\text{Total number of employees whose childcare leave ended during the previous reporting period}} \times 100$

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

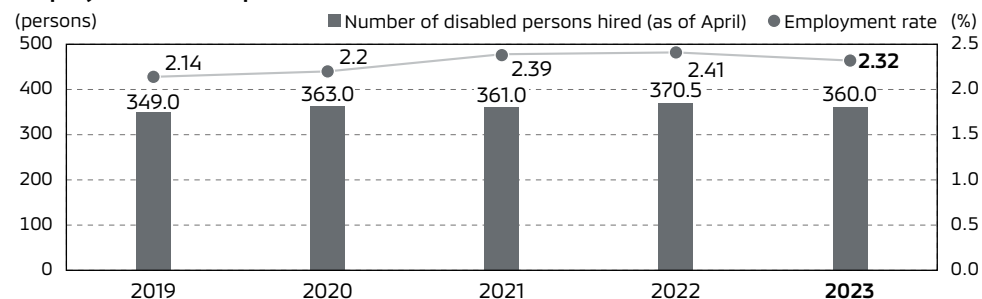
FY2022 Results		Male	Female	Total
Childcare	Pregnancy leave	–	11	11
	Maternity leave	–	70	70
	Spousal maternity leave	181	–	181
	Childcare leave	128	57	185
	Childcare leave at birth	22	–	22
	Child nursing leave	395	184	579
	Reduced working hours for childcare	8	159	167
Nursing care	Nursing care leave	7	2	9
	Short-term nursing care leave	304	69	373
	Reduced working hours for nursing care	1	3	4
Miscellaneous	Life plan leave	131	39	170
	Accumulation of unused paid leave	873	57	930
	Flextime system (including managerial employees)*1	6,345	1,175	7,520
	Reemployment system Number of employees registered as candidates for re-hiring under the re-employment system (Returnees in FY2022)*2	10 (0)	11 (0)	21 (0)
	Accompanying leave (Returnees in FY2022)*3	0 (0)	9 (1)	9 (1)

*1 With regard to the flextime system, the number of employees eligible to use the system (as of April 1, 2022)

*2 Four returnees in FY2021

*3 Three returnees in FY2021

Employment of People with Disabilities*4, 5



*4 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.

*5 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.

FY2022 training led by the Human Resources Division

Number of employees who took courses during the year (total)	10,089
Total number of hours attended	117,845 hours
Number of course hours/days attended per employee	8.6 hours/1.08 days
Training expenses per employee	¥9,414

Accident Rate (Accident Frequency)

	FY2018	FY2019	FY2020	FY2021	FY2021
Overall accident rate*6	0.54	0.42	0.30	0.20	0.31
Accident rate with loss of workdays*7	0.13	0.10	0.00	0.03	0.06

*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 2023
Number of members of the employee shareholding association	925
Membership rate	6.2%
Shares owned	2,002,092