

Human Capital Indicators

1. Diversity

Adoption rate for mid-career

FY2023	FY2024	FY2025
33.3%	61.8%	81.1%

* Proportion of mid-career hires among full-time employees newly hired during the fiscal year, including conversions from non-regular to full-time employment.

Percentage of non-regular employees

FY2023	FY2024	FY2025
6.0%	6.9%	7.0%

Percentage of full-time female employees

	FY2023	FY2024	FY2025	Target
Non-consolidated	25.0%	25.2%	25.4%	30.0%
Consolidated	28.5%	28.8%	31.9%	—

Percentage of female employees in management positions

	FY2023	FY2024	FY2025	Target
Non-consolidated	8.4% (11.3%)	9.5% (12.4%)	9.9% (12.6%)	15.0%
Consolidated	—	—	17.6% (20.6%)	—

* Percentages in parentheses include Deputy Section Managers, classified by Union Tool as managers.

Gender pay gap

	FY2023	FY2024	FY2025
All employee	79.1%	81.0%	83.6%
Managers	—	—	108.6%
Non-managers	—	—	86.8%
Regular employees	79.8%	81.5%	83.1%
Non-regular employees	72.3%	73.4%	89.7%

*Shows women's average annual wages as a percentage of men's average annual wages.

Percentage of employees with disabilities

FY2023	FY2024	FY2025	Target
2.0%	2.8%	2.4%	2.7%

* Calculated based on the statutory method for the employment rate of persons with disabilities.

For indicators without a distinction between “non-consolidated” and “consolidated”, the figures represent non-consolidated (parent company only) data.

2. Human Resources Development

Average training and development spend per employee

FY2023	FY2024	FY2025
JPY35,840	JPY54,672	JPY55,079

Average training and development hours per employee

FY2023	FY2024	FY2025
10 Hours 31 min.	11 Hours 21 min.	10 Hours 1 min.

E-learning participation rate

FY2023	FY2024	FY2025
93.7%	93.8%	96.7%

Number of improvement proposals submitted by employees

FY2023	FY2024	FY2025
1,668	1,295	1,232

3. Work-Life Balance

Average monthly overtime hours per employee

FY2023	FY2024	FY2025	FY2026 Target
14 Hours 42 min.	21 Hours 6 min.	26 Hours 3 min.	20 Hours

* This figure shows the average monthly overtime hours for all employees, including managers.

Average length of service (years)

	FY2023	FY2024	FY2025
Male	19.2 Years	19.5 Years	19.4 Years
Female	19.2 Years	19.1 Years	18.5 Years

Annual paid leave utilization rate

FY2023	FY2024	FY2025	FY2026 Target
82.2%	78.5%	—	85.0%

* Calculated for the period from April 1 to March 31 of the following year.

Percentage of male employees taking childcare leave

FY2023	FY2024	FY2025	FY2026 Target
64.3%	81.8%	83.3%	100%

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Average days of childcare leave taken by male employees

FY2023	FY2024	FY2025
37.9 Days	60.8 Days	47.7 Days

Employee turnover rate

FY2023	FY2024	FY2025
3.1%	2.6%	1.9%

Post-retirement reemployment rate

FY2023	FY2024	FY2025
77.8%	100%	95.2%

Employee engagement deviation score

	FY2024	FY2025	FY2026 Target
Work engagement	46.9	47.3	49.4
Employee engagement	47.2	48.1	50.0

4. Occupational Safety and Health

Number of Certified Management System Internal Auditors

	FY2023	FY2024	FY2025
Occupational Safety and Health	54	54	67
Environment	44	59	59
Quality	48	57	64

*There was an error in the previously disclosed figures for the "Number of Occupational Safety and Health Management System Internal Auditors (FY2024)." We hereby correct the figures and apologize for the inconvenience.

Occupational accidents: number of incidents, frequency rate, severity rate, and incidence rate per 1,000 employees

	FY2023	FY2024	FY2025
Total number of Occupational accidents	7	4	7
of which: lost time occupational accidents	1	0	1
Frequency rate	—	0.0%	0.49%
Severity rate	—	0.0%	0.02%
Annual incidence rate per 1,000 employees	—	0.0%	0.99%

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