

■ Society

		FY2021		FY2022		FY2023		FY2024		FY2025			
		On 28 February 2022		On 28 February 2023		On 29 February 2024		On 28 February 2025		On 28 February 2026			
		Number of people	Percentage	Number of people	Percentage	Number of people	Percentage	Number of people	Percentage	Number of people	Percentage		
Number of employees	Total	Male	307	79.9%	306	80.3%	310	80.1%	289	77.7%	291	77.8%	
		Female	77	20.1%	75	19.7%	77	19.9%	83	22.3%	83	22.2%	
		Subtotal	384	100.0%	381	100.0%	387	100.0%	372	100.0%	374	100.0%	
	Staff ^{*1}	Male	280	80.7%	277	82.0%	278	81.0%	259	79.0%	257	79.1%	
		Female	67	19.3%	61	18.0%	65	19.0%	69	21.0%	68	20.9%	
		Subtotal	347	100.0%	338	100.0%	343	100.0%	328	100.0%	325	100.0%	
		10s	4	1.2%	2	0.6%	0	0.0%	0	0.0%	0	0.0%	
		20s	48	13.8%	47	13.9%	50	14.6%	43	13.1%	39	12.0%	
		30s	101	29.1%	92	27.2%	93	27.1%	88	26.8%	88	27.1%	
		40s	113	32.6%	105	31.1%	110	32.1%	108	32.9%	108	33.2%	
		50s	76	21.9%	89	26.3%	88	25.7%	86	26.2%	87	26.8%	
		60s	5	1.4%	3	0.9%	2	0.6%	3	0.9%	3	0.9%	
		70s	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
		Subtotal	347	100.0%	338	100.0%	343	100.0%	328	100.0%	325	100.0%	
		Contract employees including temporary employees	Male	27	73.0%	29	67.4%	32	72.7%	30	68.2%	34	69.4%
			Female	10	27.0%	14	32.6%	12	27.3%	14	31.8%	15	30.6%
			Subtotal	37	100.0%	43	100.0%	44	100.0%	44	100.0%	49	100.0%
	10s		0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.0%	
	20s		1	2.7%	0	0.0%	2	4.5%	3	6.8%	3	6.1%	
	30s		5	13.5%	5	11.6%	4	9.1%	3	6.8%	4	8.2%	
40s	3		8.1%	7	16.3%	4	9.1%	3	6.8%	3	6.1%		
50s	5		13.5%	6	14.0%	6	13.6%	5	11.4%	6	12.2%		
60s ^{*2}	22		59.5%	22	51.2%	25	56.8%	28	63.6%	31	63.3%		
70s	1		2.7%	3	7.0%	3	6.8%	2	4.5%	1	2.0%		
Subtotal	37	100.0%	43	100.0%	44	100.0%	44	100.0%	49	100.0%			
Number of directors	Male	8	88.9%	8	88.9%	9	90.0%	9	90.0%	9	90.0%		
	Female	1	11.1%	1	11.1%	1	10.0%	1	10.0%	1	10.0%		
	Subtotal	9	100.0%	9	100.0%	10	100.0%	10	100.0%	10	100.0%		
Number of managers ^{*3}	Male	85	94.4%	78	90.7%	76	90.5%	68	88.3%	67	90.5%		
	Female	5	5.6%	8	9.3%	8	9.5%	9	11.7%	7	9.5%		
	Subtotal	90	100.0%	86	100.0%	84	100.0%	77	100.0%	74	100.0%		
New graduate hires (staff/high school graduates and above)	Male	8	88.9%	6	85.7%	5	83.3%	1	33.3%	2	66.7%		
	Female	1	11.1%	1	14.3%	1	16.7%	2	66.7%	1	33.3%		
	Subtotal	9	100.0%	7	100.0%	6	100.0%	3	100.0%	3	100.0%		
Mid-career hires (staff) ^{*4}	Male	5	55.6%	10	83.3%	13	92.9%	4	57.1%	10	76.9%		
	Female	4	44.4%	2	16.7%	1	7.1%	3	42.9%	3	23.1%		
	Subtotal	9	100.0%	12	100.0%	14	100.0%	7	100.0%	13	100.0%		
Mid-career hires (contract employees including temporary employees)	Male	4	80.0%	7	58.3%	11	100.0%	5	71.4%	4	50.0%		
	Female	1	20.0%	5	41.7%	0	0.0%	2	28.6%	4	50.0%		
	Subtotal	5	100.0%	12	100.0%	11	100.0%	7	100.0%	8	100.0%		
Number of employees who left the the company (staff) ^{*5}	Male	14	87.5%	6	75.0%	14	82.4%	19	90.5%	12	70.6%		
	Female	2	12.5%	2	25.0%	3	17.6%	2	9.5%	5	29.4%		
	Subtotal	16	100.0%	8	100.0%	17	100.0%	21	100.0%	17	100.0%		
Number of employees who left the company (contract employees including temporary employees)	Male	6	100.0%	4	80.0%	13	92.9%	5	83.3%	4	80.0%		
	Female	0	0.0%	1	20.0%	1	7.1%	1	16.7%	1	20.0%		
	Subtotal	6	100.0%	5	100.0%	14	100.0%	6	100.0%	5	100.0%		
Number of foreign employees ^{*6}	Male	4	1.3%	5	1.6%	5	1.6%	4	1.4%	4	1.4%		
	Female	3	3.9%	3	4.0%	3	3.9%	3	3.6%	3	3.6%		
	Subtotal	7	1.8%	8	2.1%	8	2.1%	7	1.9%	7	1.9%		

*1 Number of employees: Excluding employees seconded to domestic and overseas group companies

*2 Staff in their 60s are those who will retire at the end of the fiscal year.

*3 Including professionals

*4 Mid-career hires do not include the first year of rehiring.

*5 The number of employees who left the company does not include those who retired at the mandatory retirement age or expired rehired.

*6 Ratio to total number of employees

	FY2021	FY2022	FY2023	FY2024	FY2025	
Mid-career hiring ratio ^{*1}	50.0%	63.0%	75.0%	79.0%	TBC	
Turnover rate (staff with fewer than 3 years of employment)	4.3%	4.0%	4.4%	5.4%	4.8%	
Female management occupancy rate	5.6%	9.3%	9.5%	11.7%	9.5%	
Number of female employees among new graduate hires ^{*2}	11.1%	14.3%	16.7%	66.7%	33.3%	
Per capita training costs	73,000 yen	52,000 yen	51,000 yen	58,000 yen	54,000 yen	
Rate of taking annual paid leave	69.2%	73.7%	75.8%	74.7%	74.0%	
Number of childcare leave recipients	Male	3	5	7	7	8
	Female	1	6	3	2	2
	Subtotal	4	11	10	9	10

*1 Ratio of mid-career hires to employees hired during the fiscal year

*2 High school graduates and above