

Governance

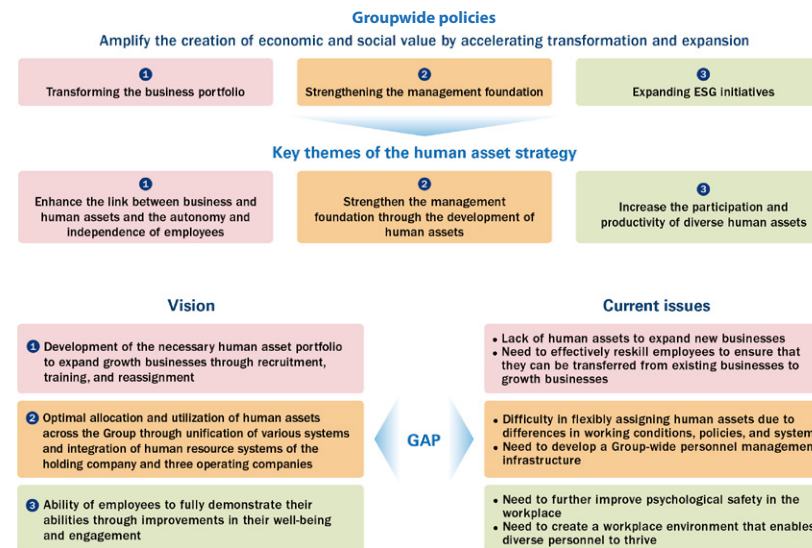
TOPPAN Holdings' Personnel & Labor Relations Division is responsible for planning initiatives related to human capital and diversity, including reforming personnel systems, formulating human asset recruitment plans and developing human asset development programs, and we are promoting understanding and penetration of these initiatives both internally and externally in coordination with the Human Capital Working Group (led by the Personnel & Labor Relations Division and supervised by the officer in charge) within the Corporate ESG Project, a sub-organization of the Sustainability Promotion Committee chaired by the president & representative director. The Board of Directors receives reports and continuously discusses, monitors and supervises initiatives related to human capital and diversity, including deliberation and approval of recruitment plans. For human asset development programs, the officer in charge of each theme also receives reports and grants approval.

Strategy and Measures

Issues and Responses

The TOPPAN Group determines Companywide policies under its human capital policy and then selects priority human asset strategy themes. For each priority theme, we identify the “ideal state” linked to our Medium Term Plan and the “current issues,” and in order to bridge the gap, we implement the following three human asset strategies.

- Building a human asset portfolio necessary to scale growth businesses
- Optimally allocating and utilizing human assets Groupwide through standardization of various systems and integration of human resources systems
- Maximizing employee capabilities through improvement of well-being and engagement



Strategy for Closing the Gap with the Ideal State

1. Building a human asset portfolio necessary to scale growth businesses

● Development of Management Human Assets (succession plan)

We conduct various programs to develop next-generation management personnel who become central to our businesses, such as the “Maro’s Innovation Program,” which offers young employees under 39 years old lectures and discussion sessions directly with top management to learn the mindset and action as leaders, and the “Next-generation Executive Training Program,” which aims to foster business execution skills such as corporate governance knowledge, decision-making, and leadership. We are actively sending our senior managers to external business schools and management development programs. We are also considering the development of a system for planned human asset exchanges among next-generation management candidates, with the aim of starting operation during fiscal 2025.



Participant in Maro's Innovation Program giving the final presentation to management

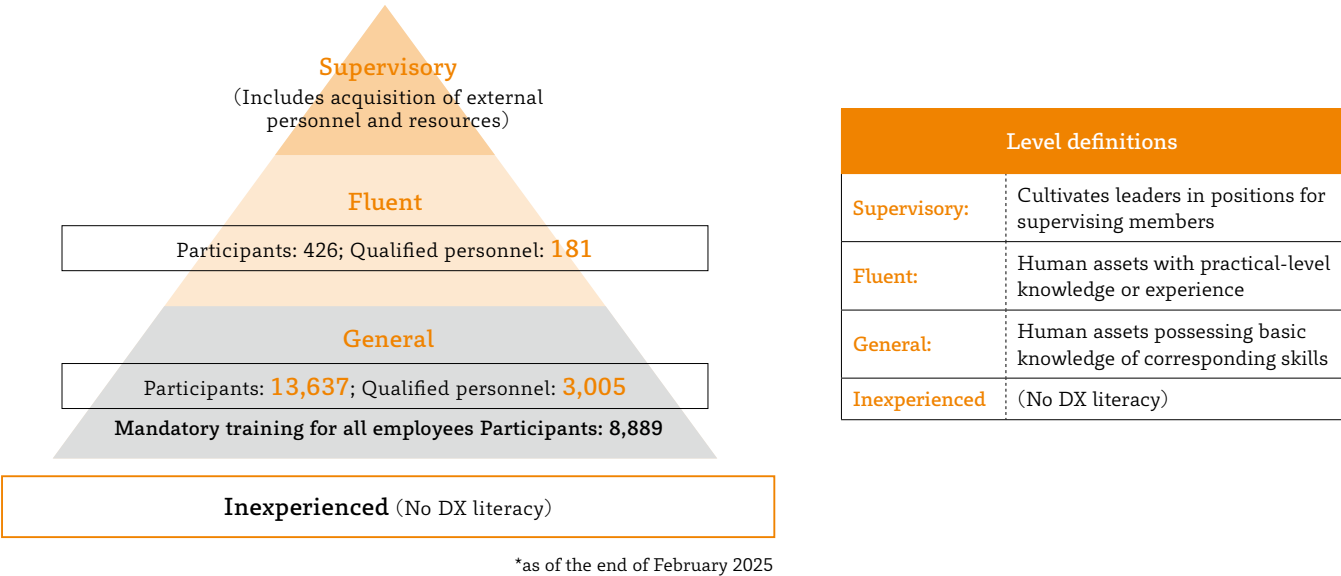
● Developing DX Human Assets

For developing DX human assets, we are advancing our initiatives based on a three-level approach: (1) Expanding “General” level personnel through reskilling of all employees; (2) Providing further learning opportunities for those who reach the general level to enhance the “Fluent” level group of future core DX personnel; and (3) Enhancing “Supervisory” level DX professionals such as scientists, engineers, and business designers by combining hands-on DX business experience with securing external resources.

Regarding “General” level, beginning in fiscal 2023, we introduced a program promoting acquisition of two of the three Di-Lite qualifications recommended by the Digital Literacy Council, a public-private partnership led by the Japanese Ministry of Economy, Trade and Industry: “AI Generalist G Certification” and “Data Scientist DS Certification.” A total of 248 employees obtained the AI Generalist G Certification and

119 obtained the Data Scientist DS Certification, strengthening our pool of prospective DX personnel.

DX Human Asset Skill Levels



Level definitions	
Supervisory:	Cultivates leaders in positions for supervising members
Fluent:	Human assets with practical-level knowledge or experience
General:	Human assets possessing basic knowledge of corresponding skills
Inexperienced	(No DX literacy)

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Examples of Initiatives for New Employee Training in Fiscal 2024

We conducted lectures for all new employees aimed at acquiring DX expertise and skills, with a focus on cloud utilization. After the employees were assigned to their respective departments, we sought those interested in obtaining Azure certification and provided support for the exam. More than 100 employees passed the exam.

Furthermore, during new employee training, we assigned tasks utilizing generative AI, encouraging education and practice so employees could immediately use generative AI in their work after assignment, not only acquiring knowledge but also increasing the number of DX human assets capable of leveraging cutting-edge technologies.

DX Human Asset Development Structure



● Developing SX Human Assets

Since 2013, TOPPAN has been organizing training programs to foster human assets adept in sustainable transformation (SX) as members of a group of corporations that create social value and contribute to a sustainable society through extensive ESG initiatives. We are developing a training system with the goal of understanding and practicing the overall picture of Nature Positive (Biodiversity) x Carbon Neutral (Decarbonizing) x Circular Economy (Recycling-oriented Society).

As basic training, we conducted lectures for all employees to understand global trends surrounding SX, with 16,238 participants cultivating fundamental literacy. In fiscal

2024, to strengthen our response to Carbon Neutrality (Decarbonizing), we established a new support program for the acquisition of the GX Certification basic qualification—decarbonization advisor qualification certified by the Ministry of the Environment of Japan—in accordance with the GX Literacy Standard (GX Skill Level 1) formulated by the GX League led by the Japanese Ministry of Economy, Trade and Industry. 486 people earned the basic qualification and, including solution proposals to business partners, are working on decarbonizing.

In Japan, we continue to conduct social innovation programs and fieldwork for the management class, with the theme of achieving next-generation innovation businesses that balance resolving social issues and creating economic

value. Fieldwork in Fukushima Prefecture, affected by the Great East Japan Earthquake, has been conducted continuously, and over 12 years, the cumulative number of employees who visited Fukushima has reached 1,955. Furthermore, as a business model that resolves social issues, we have run the “Kanosei Art Project” since 2018, which monetizes the works of artists with disabilities, utilizes them in business, and returns the value to the artists. This project is also used as a human asset development program. Currently, there are over 60 business uses per year, and the cumulative amount returned to artists has exceeded 23.7 million yen.

We will continue these SX human asset development programs and contribute to achieving a sustainable society.

SX Human Asset Fostering Programs

Program	Launched in	Concept & Outline	No. of Participants
Personnel dispatches to JICA-JOCV	2013	To foster human assets who will be able to lead Japanese society and the Japanese economy based on the objective viewpoints they have gained by comparing Japan's industrial, legal, and other systems with those in overseas countries where they have worked	17
Fieldwork programs for developing innovative businesses with a balanced approach to solving social issues and creating economic value			1,955
A total of 1,955 employees (incl. 535 online participants) who have visited Fukushima since 2013			
Social Innovation Program	2013	To equip employees with creative thinking abilities they can apply to the development of innovative next-generation businesses that balance solutions to social issues with economic value creation	488
“Shaping the Future”—advanced	2014	To create networks and drive the integrated strengths of the Group by encouraging employees to think and act independently and explore “what TOPPAN can do to solve social challenges”	971
Fieldwork program for managers in Fukushima	2015		530
Support for obtaining GX Certification (Basic)	2024	TOPPAN has introduced support for obtaining GX Certification (Basic), a Ministry of the Environment-certified decarbonization advisor qualification, to strengthen the development of human resources who can promote SX.	693 (Number of people who obtained the qualification: 486)

Expanded Organizations and Businesses	
We have established organizations that drive SX businesses. The human assets fostered by those organizations now sustain the businesses.	
Established in	Organization
Apr 2016	Social Business Center Information & Communication Division
Jan 2018	Social Innovation Center Information & Communication Division
Apr 2020	Social Innovation Subdivision Information & Communication Division
Apr 2023	Social Innovation Center Information & Communication Division *Organizational change
	SX Business Development Center Living & Industry Division
	Kansai SX Business Innovation Subdivision Nishinohon Division
Apr 2025	Social Business Center Information & Communication Division *Organizational change

● Fostering Human Assets Active in the Global Arena

TOPPAN hires non-Japanese individuals and arranges personnel exchanges between Japanese and overseas Group companies as part of efforts to adapt to more globalized operations.

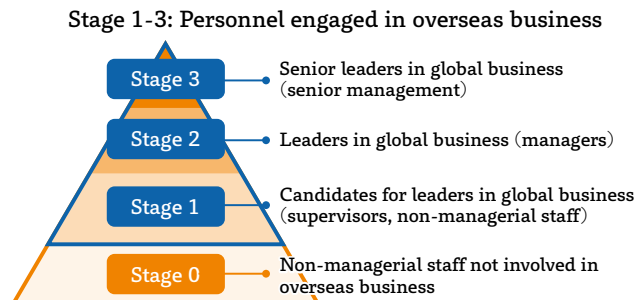
We believe human assets thrive in global arenas when they are business literate and have the requisite communication skills and overseas experience, along with advanced language and cross-cultural competencies. We work to visualize qualified personnel and formulate suitable training plans.

The annual Groupwide language-proficiency assessment identifies the global business potential of the workforce and estimates how many personnel should be assigned to international operations. Based on the results, we foster global personnel through a human resource system that

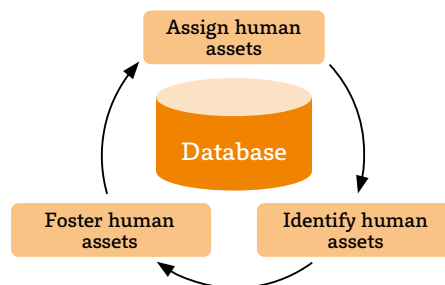
encourages employees to participate in global business programs, acquire basic literacy required for overseas business in fields such as accounting and finance, and gain experience outside of Japan.

As practical training, we utilize the Japan International Cooperation Agency (JICA) “Japan Overseas Cooperation Volunteers Dispatch Program” to send employees to developing countries to address global social issues. To date, a total of 17 employees have done so using their respective accumulated knowledge and skills. By initiating action and gaining experience in contributing to resolving social issues, they have acquired the mindset necessary for a sustainable society. In fiscal 2024 we resumed short-term trainee programs at overseas subsidiaries, with 11 participants gaining experience at sites around the world. Employees

Structure for Fostering Global Human Assets



Developing global human assets within the HR system



apply their experience to business upon returning to Japan.

● Developing Talent for New Businesses

We organize various training programs on the knowledge, skills, and mindsets needed to explore new businesses.

In “Shaping the Future” programs, employees from Group companies co-work to create innovative business models and new value by combining their competencies. The “New Business Innovation” program cultivates entrepreneurship among supervisors by taking a systematic approach to new business development. The “Next-generation Leaders Program” inspires managers to envision an ideal TOPPAN Group a decade into the future with scenario planning.

Fieldwork programs allow managers to explore ways to spur innovative ideas. Participants devise business plans with the Art Innovation Framework™, a value creation method that seeks to transcend subjective thinking by applying the creative thinking of artists. These programs have inspired the submission of 329 new business plan proposals, as of March 31, 2024. We will continue to nurture personnel capable of conceiving and actualizing new business ventures that bolster our portfolio transformation.

Target	Program	No. of Participants (cumulative)
Managers	Next-generation Leaders Program	302
	Art Innovation Framework™ Training	518
Supervisors	Program for New Business Innovation	627
Non-managerial staff	Shaping the Future	2,963
Total		4,410

→ New business plans: **329 proposals**

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From a Rank-based Training Session

As part of training, new employees take part in sessions with senior staff stationed outside of Japan to learn about our overseas sites and global businesses. Videos of workplaces and the lifestyles of our personnel around the world expand trainees’ horizons.



An expatriate staff member presenting video footage in a talk on his local life

Strategy for Closing the Gap with the Ideal State

2. Optimally allocating and utilizing human assets Groupwide through standardization of various systems and integration of human resources systems

● Supporting Employee Career Development

Challenging Job System

We operate an annual Challenging Job System, a program that promotes self-directed career development by enhancing the autonomy and independence of employees and nourishing a problem-solving, can-do mindset. This system encourages every regular employee to consider their own career aspirations and develop skill-enhancement plans.

Through this system, employees review their career history from scratch and create their own resumes to list out their own professional experiences, rediscover and recognize their unique strengths, and reexamine their future career paths.

By assigning human assets to positions suited to their individual motivations and qualifications, the system energizes each organization and reinforces TOPPAN as a whole through optimized personnel positioning across the Group. This system also gives employees periodic opportunities to exchange opinions with superiors on their career- and skill-enhancement plans, to encourage them to acquire the required skills and abilities.

Job Challenge System

Focusing on priority and growth businesses, we have introduced an internal job matching system that opens up internal positions and enables employees to take on various roles and organizational challenges in a proactive manner. This system provides opportunities for employees to leverage their skills and abilities in new roles, while also enabling human

assets to be allocated in an optimal manner aligned with business portfolio transformation. In fiscal 2024, a total of 60 employees transferred to growth businesses, achieving a shift in human assets aligned with the desired business portfolio.


Job Directory


We summarize details of businesses, desired human asset profiles, competencies, and skills by internal department, and make these available via the intranet. With this, we create internal career maps and visualize business-specific human asset requirements, enabling individuals to explore their own career paths.

Strategy for Closing the Gap with the Ideal State

3. Maximizing employee capabilities through improvement of well-being and engagement

Human assets are the source of business growth at the TOPPAN Group, and “innovation by people” continuously underpins the provision of socially valuable solutions. As a result of being committed to creating social value, the TOPPAN Group believes that our human-centric management, with its focus on well-being, is a virtuous cycle that begins with the creation of social value, which brings a sense of social contribution to human assets and motivates them to grow. To sustain this cycle, engagement between human assets and the Company is essential. Enhancing employee engagement serves as the driving force for new “innovation by people,” leading to sustainable corporate growth.

 Engagement (see page 25) >

 Integrated Report 2025 “Human Asset Strategy” >

<https://www.holdings.toppan.com/en/ir/material/annual.html>

Evaluation System

TOPPAN evaluates Group employees on their behavior, performance, and capabilities and reflects the evaluation results in their grade promotions, salary revisions, bonuses, and performance-based pay.

Our “capability evaluation” assesses the actual capabilities of an employee and how well the employee has demonstrated those capabilities in comparison with the specific requirements defined in our grade system.

Our “behavior evaluation” assesses how well an employee has taken valuable actions based on our grade-based behavioral standards. We expect our employees to adapt to social and business changes by duly considering our Purpose & Values and the Conduct Guidelines. Our evaluations also focus on an employee’s positive actions in response to growing global issues, such as the realization of a sustainable society, adherence to diversity & inclusion principles, respect for human rights, sustainability practices, and social value creation.

Our “performance evaluation,” meanwhile, is based on a management-by-objective (MBO) system. Routine dialogues, such as one-on-one meetings held one or more times per quarter, allow both the supervisor and employee to assess the latter’s progress towards goal achievement. Once every six months we assess an employee’s performance, review the levels of goal achievement, reset individual/team goals, and formulate a new action plan to attain the renewed goals. This PDCA cycle backs up an employee’s efforts to achieve personal and team goals.

Our capability and behavioral evaluations systematically focus on more than just personal performance. Through these evaluations, we seek to improve employee competency, and

ultimately corporate performance, by aligning expectations between management and employees regarding the actions, abilities, and skills to be acquired for individual growth. The evaluations are also designed to imbue employees with a sense of personal responsibility for corporate performance by reflecting divisional results into individual evaluations.

As another incentivization for employees, TOPPAN introduced a stock-based compensation system in fiscal 2023. In setting the number of shares awarded to employees, we have decided to base the compensation on the extent of their individual contributions to the attainment of the Medium Term Plan targets over the year. By linking their compensation with medium-to-long-term corporate and personal performance, we expect to bolster the motivation of employees to work towards corporate value enhancement.

Evaluation for	Interval	Evaluation on	Details
Grade promotion	Annual	Capability	Assess whether an employee has the required capacity to advance to the next grade
Salary revision	Annual	Capability Behavior Performance	Assess how well an employee has demonstrated the abilities expected of their current grade over the past year and determine the abilities they will be expected to demonstrate over the next year
Bonus	Semiannual	Behavior Performance	Assess the extent to which an employee has taken valuable actions and how completely the employee has achieved the goals set during the assessment period (semiannual assessment)
Performance-based pay	Semiannual	Behavior Performance	

Risk Management

Risks associated with human capital are specified in “Business and Other Risks” indicating major risk items related to the TOPPAN Group, and are incorporated in comprehensive risk management.

(For details on risk management related to sustainability risks, see section 2 of the Securities Report [issued in Japanese])

Metrics and Targets

Progress of Fiscal 2025 Medium-term Targets

Indicators to evaluate progress in securing human assets to support our business portfolio transformation include

Material Issue	Metrics	Base Year	Results	Results	Targets
		Fiscal 2021	Fiscal 2023	Fiscal 2024	Fiscal 2025
Employee health & job satisfaction	Number of employees (human assets) engaged in Erhoeht-X™*1	—	5,664	5,941	6,000
	Percentage of women in management*2	—	12.3%	12.9%	14.7%
	Engagement score (compared to fiscal 2021)*3	69.8p	0.3-point improvement	0.4-point improvement	Currently being revised to expand targets globally
	Health risk value (compared to fiscal 2021)*4	102.0p	1.0-point improvement	2.0-point improvement	6.0-point improvement
	Condition risk determination (compared to fiscal 2021)*5	21.1p	2.2-point improvement	0.0-point improvement	4.0-point improvement

*1 Covers TOPPAN Holdings Inc., TOPPAN Inc., TOPPAN Edge Inc., and TOPPAN Digital Inc.
*2 All consolidated subsidiaries including overseas.
*3 Covers 23 consolidated companies in fiscal 2021, 45 in fiscal 2023, and 44 in fiscal 2024. Score measuring and analyzing the gap between expectations and perceptions of employees in the organization regarding the stipulated items.
*4 Covers 40 consolidated companies in Japan. Score calculated based on the stress assessment.
*5 Covers 40 consolidated companies in Japan. Condition score calculated using our proprietary “3D Stress Check & Support” system.

Data

TOPPAN Group Employee-related Data

No. of Employees (Four TOPPAN Group companies) (Fiscal 2024)

Company	Sex	Total Employees ✔	Management Class ✔	Supervisors ✔	Part-time Workers	Dispatched Staff
TOPPAN Holdings Inc.	Male	1,294	341	284	3	61
	Female	429	60	118		
	Total	1,723	401	402		
TOPPAN Inc.	Male	5,744	1,460	1,337	143	1,047
	Female	2,240	116	395		
	Total	7,984	1,576	1,732		
TOPPAN Edge Inc.	Male	1,962	553	459	1,508	1,628
	Female	1,168	65	152		
	Total	3,130	618	611		
TOPPAN Digital Inc.	Male	666	135	173	3	20
	Female	184	8	41		
	Total	850	143	214		
Four TOPPAN Group companies	Male	9,666	2,489	2,253	1,657	2,756
	Female	4,021	249	706		
	Total	13,687	2,738	2,959		

● Announcing the Mid-career Hiring Rate

TOPPAN Inc. discloses the ratio of mid-career hires (both outside recruitment and indefinite-term employment of persons previously on fixed-term contracts) to the total number of regular employees in accordance with the Japanese Act on Comprehensive Promotion of Labor Measures, and of Employees, and Enrichment of Their Working Lives.

Mid-career Hiring Rate (TOPPAN Inc.)

Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
24%	29%	29%	34%	35%

Publication date: September 30, 2025

*Every indicator assured by an independent assurance provider is marked with an assurance stamp ✔.

● Japan Consolidated

No. of Employees

	Sex	Directors	Executive Officers	Total Employees	Management Class	Supervisors
Fiscal 2022	Male	371	45	27,769	5,318	5,442
	Female	17	1	7,280	345	993
	Total	388	46	35,049	5,663	6,435
	Percentage of women	4.4%	2.2%	20.8%	6.1%	15.4%
Fiscal 2023	Male	390	33	27,226	5,303	5,317
	Female	17	1	7,524	376	1,060
	Total	407	34	34,750	5,679	6,377
	Percentage of women	4.2%	2.9%	21.7%	6.6%	16.6%
Fiscal 2024	Male	359	19	26,804	4,841	5,201
	Female	15	0	7,703	410	1,063
	Total	374	19	34,507	5,251	6,264
	Percentage of women	4.0%	0.0%	22.3%	7.8%	17.0%

*Executive officers refer only to delegated executive officers

No. of Recruits

	Sex	New Graduates & Mid-career Recruitment
Fiscal 2022	Male	1,044
	Female	646
	Total	1,690
Fiscal 2023	Male	1,169
	Female	666
	Total	1,835
Fiscal 2024	Male	1,016
	Female	583
	Total	1,599

Turnover

	Sex	Total Turnover	Resignations for Personal Reasons
Fiscal 2022	Male	1,378	864
	Female	467	367
	Total	1,845	1,231
Fiscal 2023	Male	1,645	1,132
	Female	515	425
	Total	2,160	1,557
Fiscal 2024	Male	1,194	592
	Female	374	241
	Total	1,568	833

Average Years of Service by Sex

	Sex	Average Years of Service
Fiscal 2022	Male	20.6
	Female	10.8
	Total	18.2
Fiscal 2023	Male	20.4
	Female	10.9
	Total	17.9
Fiscal 2024	Male	20.2
	Female	10.9
	Total	17.6

Employees by Age-group

	Sex	Age-group	Total Employees	Management Class	Supervisors
Fiscal 2022	Male	1. Below 30 years old	3,829	1	5
		2. 30-50 years old	13,567	2,498	4,226
		3. Over 50 years old	10,373	2,819	1,211
	Female	1. Below 30 years old	2,075	0	6
		2. 30-50 years old	3,538	207	834
		3. Over 50 years old	1,667	138	153
	Total	1. Below 30 years old	5,904	1	11
		2. 30-50 years old	17,105	2,705	5,060
		3. Over 50 years old	12,040	2,957	1,364
Fiscal 2023	Male	1. Below 30 years old	3,993	1	25
		2. 30-50 years old	12,539	2,477	3,975
		3. Over 50 years old	10,694	2,825	1,317
	Female	1. Below 30 years old	2,286	0	6
		2. 30-50 years old	3,399	231	884
		3. Over 50 years old	1,839	145	170
	Total	1. Below 30 years old	6,279	1	31
		2. 30-50 years old	15,938	2,708	4,859
		3. Over 50 years old	12,533	2,970	1,487
Fiscal 2024	Male	1. Below 30 years old	3,891	0	12
		2. 30-50 years old	11,981	2,447	3,815
		3. Over 50 years old	10,932	2,394	1,374
	Female	1. Below 30 years old	2,251	0	7
		2. 30-50 years old	3,453	283	872
		3. Over 50 years old	1,999	127	184
	Total	1. Below 30 years old	6,142	0	19
		2. 30-50 years old	15,434	2,730	4,687
		3. Over 50 years old	12,931	2,521	1,558

*The data for fiscal 2022 and fiscal 2023 are adjusted based on revised calculation methods

No. of Employees by Nationality (Four TOPPAN Group Companies) (Fiscal 2024)

Company	Indicator	Nationality	Sex	Total Employees	Management Class	Supervisors
TOPPAN Holdings Inc.	No. of Employees	Japan	Male	1,287	341	282
			Female	423	59	118
			Total	1,710	400	400
		China	Male	3	0	2
			Female	4	1	0
			Total	7	1	2
		Other	Male	4	0	0
			Female	2	0	0
			Total	6	0	0
	Percentage of total	Japan	Male	99.46%	100.00%	99.30%
			Female	98.60%	98.33%	100.00%
		China	Male	0.23%	0.00%	0.70%
			Female	0.93%	1.67%	0.00%
		Other	Male	0.31%	0.00%	0.00%
			Female	0.47%	0.00%	0.00%
TOPPAN Inc.	No. of Employees	Japan	Male	5,693	1,456	1,331
			Female	2,222	116	392
			Total	7,915	1,572	1,723
		China	Male	11	2	4
			Female	15	0	2
			Total	26	2	6
		Other	Male	40	2	2
			Female	3	0	1
			Total	43	2	3
	Percentage of total	Japan	Male	99.11%	99.73%	99.55%
			Female	99.20%	100.00%	99.24%
		China	Male	0.19%	0.14%	0.30%
			Female	0.67%	0.00%	0.51%
		Other	Male	0.70%	0.14%	0.15%
			Female	0.13%	0.00%	0.25%

Company	Indicator	Nationality	Sex	Total Employees	Management Class	Supervisors
TOPPAN Edge Inc.	No. of Employees	Japan	Male	1,956	553	459
			Female	1,159	65	151
			Total	3,115	618	610
		China	Male	3	0	0
			Female	7	0	1
			Total	10	0	1
		Other	Male	3	0	0
			Female	2	0	0
			Total	5	0	0
	Percentage of total	Japan	Male	99.69%	100.00%	100.00%
			Female	99.23%	100.00%	99.34%
		China	Male	0.15%	0.00%	0.00%
			Female	0.60%	0.00%	0.66%
		Other	Male	0.15%	0.00%	0.00%
			Female	0.17%	0.00%	0.00%
TOPPAN Digital Inc.	No. of Employees	Japan	Male	659	135	171
			Female	175	7	38
			Total	834	142	209
		China	Male	5	0	1
			Female	7	0	2
			Total	12	0	3
		Other	Male	2	0	1
			Female	2	1	1
			Total	4	1	2
	Percentage of total	Japan	Male	98.95%	100.00%	98.84%
			Female	95.11%	87.50%	92.68%
		China	Male	0.75%	0.00%	0.58%
			Female	3.80%	0.00%	4.88%
		Other	Male	0.30%	0.00%	0.58%
			Female	1.09%	12.50%	2.44%

● Overseas Consolidated

No. of Employees

Region	Sex	Fiscal 2022			Fiscal 2023			Fiscal 2024		
		Directors	Total Employees	Management Class	Directors	Total Employees	Management Class	Directors	Total Employees	Management Class
Asia (excluding Japan)	Male	146	8,845	972	207	9,078	923	204	7,993	716
	Female	11	5,703	409	13	5,578	354	11	4,453	273
	Total	157	14,548	1,381	220	14,656	1,277	215	12,446	989
Europe	Male	46	1,414	176	47	1,295	150	73	1,565	186
	Female	9	530	72	9	507	78	10	645	98
	Total	55	1,944	248	56	1,802	228	83	2,210	284
North America	Male	27	1,312	229	23	1,339	207	35	1,347	243
	Female	5	731	95	6	714	99	5	664	90
	Total	32	2,043	324	29	2,053	306	40	2,011	333
Latin America	Male	0	88	8	0	93	10	0	98	11
	Female	0	16	5	0	19	7	0	25	8
	Total	0	104	13	0	112	17	0	123	19
Middle East	Male	0	3	1	1	172	34	1	194	50
	Female	0	3	2	0	60	14	0	68	11
	Total	0	6	3	1	232	48	1	262	61
Africa	Male	0	10	0	4	24	5	9	200	12
	Female	6	18	1	1	17	3	2	214	3
	Total	6	28	1	5	41	8	11	414	15
Oceania	Male							2	7	3
	Female							1	28	2
	Total							3	35	5
Overseas consolidated	Male	219	11,672	1,386	282	12,001	1,329	324	11,404	1,221
	Female	31	7,001	584	29	6,895	555	29	6,097	485
	Total	250	18,673	1,970	311	18,896	1,884	353	17,501	1,706
	Percentage of women	12.4%	37.5%	29.6%	9.3%	36.5%	29.5%	8.2%	34.8%	28.4%

*Data collection for Oceania began in fiscal 2024

No. of Recruits

Region	Sex	New Graduates & Mid-career Recruitment		
		Fiscal 2022	Fiscal 2023	Fiscal 2024
Asia (excluding Japan)	Male	2,488	1,432	1,727
	Female	1,386	1,008	1,066
	Total	3,874	2,440	2,793
Europe	Male	167	232	210
	Female	85	92	99
	Total	252	324	309
North America	Male	335	256	214
	Female	159	94	72
	Total	494	350	286
Latin America	Male	17	9	39
	Female	1	7	73
	Total	18	16	112
Middle East	Male	1	34	43
	Female	2	9	13
	Total	3	43	56
Africa	Male	2	13	15
	Female	5	3	5
	Total	7	16	20
Oceania	Male			0
	Female			3
	Total			3
Overseas consolidated	Male	3,010	1,976	2,248
	Female	1,638	1,213	1,331
	Total	4,648	3,189	3,579

*Data collection for Oceania began in fiscal 2024
*The data for fiscal 2022 and fiscal 2023 are adjusted based on revised calculation methods

Turnover

Region	Sex	Fiscal 2022		Fiscal 2023		Fiscal 2024	
		Total Turnover	Resignations for Personal Reasons	Total Turnover	Resignations for Personal Reasons	Total Turnover	Resignations for Personal Reasons
Asia (excluding Japan)	Male	1,774	1,216	1,358	1,012	1,665	1,338
	Female	1,222	825	1,090	927	1,228	948
	Total	2,996	2,041	2,448	1,939	2,893	2,286
Europe	Male	161	115	182	120	165	106
	Female	64	56	81	66	73	54
	Total	225	171	263	186	238	160
North America	Male	306	212	330	160	234	127
	Female	132	98	168	54	101	55
	Total	438	310	498	214	335	182
Latin America	Male	3	2	4	2	14	5
	Female	3	1	5	4	5	1
	Total	6	3	9	6	19	6
Middle East	Male	0	0	21	15	20	17
	Female	0	0	6	5	5	4
	Total	0	0	27	20	25	21
Africa	Male	2	1	4	4	16	10
	Female	0	0	1	1	32	15
	Total	2	1	5	5	48	25
Oceania	Male					0	0
	Female					0	0
	Total					0	0
Overseas consolidated	Male	2,246	1,546	1,899	1,313	2,114	1,603
	Female	1,421	980	1,351	1,057	1,444	1,077
	Total	3,667	2,526	3,250	2,370	3,558	2,680

*Data collection for Oceania began in fiscal 2024

Employees by Age-group

Region	Sex	Age-group	Fiscal 2022		Fiscal 2023		Fiscal 2024	
			Total Employees	Management Class	Total Employees	Management Class	Total Employees	Management Class
Asia (excluding Japan)	Male	1. Below 30 years old	2,302	15	2,135	5	2,055	7
		2. 30-50 years old	5,370	701	5,639	655	4,752	492
		3. Over 50 years old	1,173	256	1,304	263	1,186	217
	Female	1. Below 30 years old	1,685	11	1,757	7	1,304	5
		2. 30-50 years old	3,420	311	3,243	257	2,442	188
		3. Over 50 years old	598	87	578	90	707	80
	Total	1. Below 30 years old	3,987	26	3,892	12	3,359	12
		2. 30-50 years old	8,790	1,012	8,882	912	7,194	680
		3. Over 50 years old	1,771	343	1,882	353	1,893	297
Europe	Male	1. Below 30 years old	185	2	163	0	207	0
		2. 30-50 years old	862	111	776	89	852	103
		3. Over 50 years old	367	63	356	61	506	83
	Female	1. Below 30 years old	122	7	126	7	133	3
		2. 30-50 years old	306	53	275	56	345	70
		3. Over 50 years old	102	12	106	15	167	25
	Total	1. Below 30 years old	307	9	289	7	340	3
		2. 30-50 years old	1,168	164	1,051	145	1,197	173
		3. Over 50 years old	469	75	462	76	673	108
North America	Male	1. Below 30 years old	181	6	168	2	151	1
		2. 30-50 years old	544	75	541	65	551	81
		3. Over 50 years old	587	148	630	140	645	161
	Female	1. Below 30 years old	85	1	60	1	50	0
		2. 30-50 years old	282	37	266	34	256	32
		3. Over 50 years old	364	57	388	64	358	58
	Total	1. Below 30 years old	266	7	228	3	201	1
		2. 30-50 years old	826	112	807	99	807	113
		3. Over 50 years old	951	205	1,018	204	1,003	219

*The data for fiscal 2022 and fiscal 2023 are adjusted based on revised calculation methods

Region	Sex	Age-group	Fiscal 2022		Fiscal 2023		Fiscal 2024	
			Total Employees	Management Class	Total Employees	Management Class	Total Employees	Management Class
Latin America	Male	1. Below 30 years old	28	0	30	0	29	0
		2. 30-50 years old	54	8	52	8	57	8
		3. Over 50 years old	6	0	11	2	12	3
	Female	1. Below 30 years old	5	0	4	0	7	1
		2. 30-50 years old	10	4	13	5	16	5
		3. Over 50 years old	1	1	2	2	2	2
	Total	1. Below 30 years old	33	0	34	0	36	1
		2. 30-50 years old	64	12	65	13	73	13
		3. Over 50 years old	7	1	13	4	14	5
Middle East	Male	1. Below 30 years old	0	0	37	3	35	2
		2. 30-50 years old	2	0	118	23	133	30
		3. Over 50 years old	1	1	17	8	26	18
	Female	1. Below 30 years old	1	0	5	1	6	0
		2. 30-50 years old	1	1	50	13	54	11
		3. Over 50 years old	1	1	5	0	8	0
	Total	1. Below 30 years old	1	0	42	4	41	2
		2. 30-50 years old	3	1	168	36	187	41
		3. Over 50 years old	2	2	22	8	34	18
Africa	Male	1. Below 30 years old	2	0	9	0	36	0
		2. 30-50 years old	5	0	10	3	117	7
		3. Over 50 years old	3	0	5	2	47	5
	Female	1. Below 30 years old	1	0	1	0	36	0
		2. 30-50 years old	13	0	10	2	142	3
		3. Over 50 years old	4	1	6	1	36	0
	Total	1. Below 30 years old	3	0	10	0	72	0
		2. 30-50 years old	18	0	20	5	259	10
		3. Over 50 years old	7	1	11	3	83	5

Region	Sex	Age-group	Fiscal 2022		Fiscal 2023		Fiscal 2024	
			Total Employees	Management Class	Total Employees	Management Class	Total Employees	Management Class
Oceania	Male	1. Below 30 years old					0	0
		2. 30-50 years old					6	2
		3. Over 50 years old					1	1
	Female	1. Below 30 years old					12	0
		2. 30-50 years old					15	2
		3. Over 50 years old					1	0
	Total	1. Below 30 years old	0	0	0	0	12	0
		2. 30-50 years old	0	0	0	0	21	4
		3. Over 50 years old	0	0	0	0	2	1
Overseas consolidated	Male	1. Below 30 years old	2,698	23	2,542	10	2,513	10
		2. 30-50 years old	6,837	895	7,136	843	6,468	723
		3. Over 50 years old	2,137	468	2,323	476	2,423	488
	Female	1. Below 30 years old	1,899	19	1,953	16	1,548	9
		2. 30-50 years old	4,032	406	3,857	367	3,270	311
		3. Over 50 years old	1,070	159	1,085	172	1,279	165
	Total	1. Below 30 years old	4,597	42	4,495	26	4,061	19
		2. 30-50 years old	10,869	1,301	10,993	1,210	9,738	1,034
		3. Over 50 years old	3,207	627	3,408	648	3,702	653

*Data collection for Oceania began in fiscal 2024
*The data for fiscal 2022 and fiscal 2023 are adjusted based on revised calculation methods

● Consolidated Total

No. of Employees

	Sex	Directors	Executive Officers	Total Employees	Management Class	
					Supervisors	
Fiscal 2022	Male	590	45	39,441	6,704	5,442
	Female	48	1	14,281	929	993
	Total	638	46	53,722	7,633	6,435
	Percentage of women	7.5%	2.2%	26.6%	12.2%	15.4%
Fiscal 2023	Male	672	33	39,227	6,632	5,317
	Female	46	1	14,419	931	1,060
	Total	718	34	53,646	7,563	6,377
	Percentage of women	6.4%	2.9%	26.9%	12.3%	16.6%
Fiscal 2024	Male	683	19	38,208	6,062	5,201
	Female	44	0	13,800	895	1,063
	Total	727	19	52,008	6,957	6,264
	Percentage of women	6.1%	0.0%	26.5%	12.9%	17.0%

*Executive officers refer only to delegated executive officers

No. of Recruits

	Sex	New Graduates & Mid-career Recruitment
Fiscal 2022	Male	4,054
	Female	2,284
	Total	6,338
Fiscal 2023	Male	3,145
	Female	1,879
	Total	5,024
Fiscal 2024	Male	3,264
	Female	1,914
	Total	5,178

Turnover

	Sex	Total Turnover	Resignations for Personal Reasons
Fiscal 2022	Male	3,624	2,410
	Female	1,888	1,347
	Total	5,512	3,757
Fiscal 2023	Male	3,544	2,445
	Female	1,866	1,482
	Total	5,410	3,927
Fiscal 2024	Male	3,308	2,195
	Female	1,818	1,318
	Total	5,126	3,513

Employees by Age-group

	Sex	Age-group	Total Employees	Management Class	
				Supervisors	
Fiscal 2022	Male	1. Below 30 years old	6,527	24	5
		2. 30-50 years old	20,404	3,393	4,226
		3. Over 50 years old	12,510	3,287	1,211
	Female	1. Below 30 years old	3,974	19	6
		2. 30-50 years old	7,570	613	834
		3. Over 50 years old	2,737	297	153
	Total	1. Below 30 years old	10,501	43	11
		2. 30-50 years old	27,974	4,006	5,060
		3. Over 50 years old	15,247	3,584	1,364
Fiscal 2023	Male	1. Below 30 years old	6,535	11	25
		2. 30-50 years old	19,675	3,320	3,975
		3. Over 50 years old	13,017	3,301	1,317
	Female	1. Below 30 years old	4,239	16	6
		2. 30-50 years old	7,256	598	884
		3. Over 50 years old	2,924	317	170
	Total	1. Below 30 years old	10,774	27	31
		2. 30-50 years old	26,931	3,918	4,859
		3. Over 50 years old	15,941	3,618	1,487
Fiscal 2024	Male	1. Below 30 years old	6,404	10	12
		2. 30-50 years old	18,449	3,170	3,815
		3. Over 50 years old	13,355	2,882	1,374
	Female	1. Below 30 years old	3,799	9	7
		2. 30-50 years old	6,723	594	872
		3. Over 50 years old	3,278	292	184
	Total	1. Below 30 years old	10,203	19	19
		2. 30-50 years old	25,172	3,764	4,687
		3. Over 50 years old	16,633	3,174	1,558

*The data for fiscal 2022 and fiscal 2023 are adjusted based on revised calculation methods