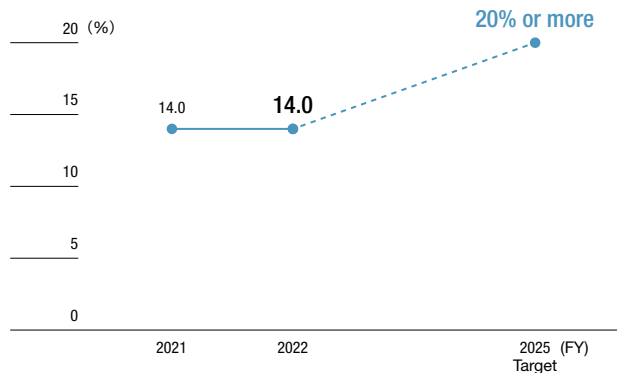


# 2025 MTMP Non-Financial Targets

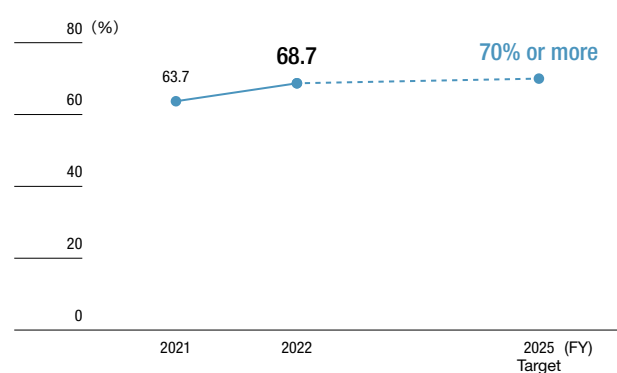
Capital	KPI	Targets (2025 MTMP)
Human Capital Intellectual Capital	Level of fulfillment of a talent portfolio in line with our management strategies	Formulate the talent portfolio framework and <b>visualize the level of fulfillment</b>
	Results of the employee engagement survey	Refine the survey content and <b>enhance analysis</b>
	Number of new DX-related businesses and products	<b>Develop a base for DX frameworks</b> (develop and acquire DX talent, system investment, etc.)
	Operational efficiency	
	Ratio of female managers* <sup>1</sup>	<b>20%</b> or more
	Rate of annual paid holidays taken by employees* <sup>1</sup>	<b>70%</b> or more
	Monthly average overtime hours* <sup>1</sup>	<b>14 hours</b> or less
	Ratio of taking childcare and maternity leave* <sup>1</sup>	<b>100%</b>
Manufacturing Capital Natural Capital Social and Relation Capital	GHG* <sup>2</sup> emissions amount (Scope 3)	Analyze the categories that have a major impact and <b>visualize Scope 3 emissions</b>
	GHG emissions amount (Scope 1, 2)	<b>-55%</b> in FY2030 vs. FY2019 and <b>net zero</b> in FY2050
	Energy consumption (domestic)	<b>-1%</b> YoY continually

\*<sup>1</sup> Figures are for the company only. \*<sup>2</sup> GHG: Green House Gas

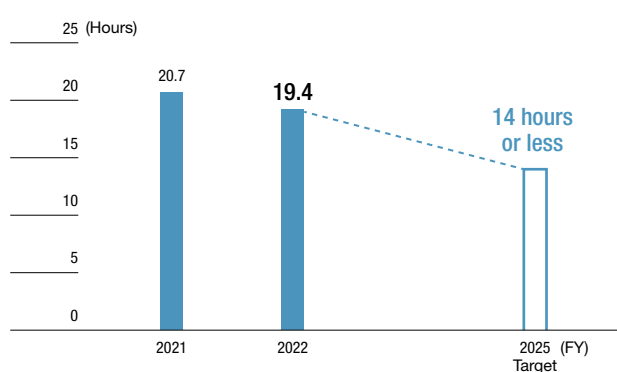
Ratio of Female Managers\*<sup>1</sup>



Rate of Annual Paid Holidays Taken by Employees\*<sup>1</sup>



Monthly Average Overtime Hours\*<sup>1</sup>



Ratio of Taking Childcare and Maternity Leave\*<sup>1</sup>

