

## Social and Governance Data | Contents

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#### Scope of social data

##### ◇ Scope of coverage

Non-consolidated: Only Daiwa House Industry Co., Ltd. (Data on human capital base exclude those on employees who work overseas)

Consolidated: 18 Daiwa House Group companies [Data coverage: 78.1%].  
(Daiwa House Industry Co., Ltd., Daiwa House Reform Co., Ltd., Daiwa House Real Estate Co., Ltd., DesignArc Co., Ltd., Daiwa Lantec Co., Ltd., Daiwa Living Co., Ltd., Daiwa House Chintai Reform Co., Ltd., Daiwa LifeNext Co., Ltd., Global Community Co., Ltd., Daiwa Lease Co., Ltd., Daiwa House Realty Mgt. Co., Ltd., Daiwa Roynet Hotels Co., Ltd., Royal Home Center Co., Ltd., World Tool Co., Ltd., Sports Club NAS Co., Ltd., Fujita Corporation, Daiwa Logistics Co., Ltd., Kouyama UNYU Co., Ltd.)

\* Based on the number of regular employees as of March 31, 2025. However, when fiscal years of individual companies differ from the parent, totals are calculated based on the fiscal years of the individual companies.

## Social Data

### The results of the whistleblowing system operation

Whistleblowing system	FY2021	FY2022	FY2023	FY2024
Corporate Ethics and Human Rights Hotline (of which consultation on harassment)	* 99 (24)	—	—	—
Power Harassment Prevention Hotline	* 45	—	—	—
Human Rights Hotline (of which consultation on harassment)	* 125 (51)	219 (95)	250 (135)	<b>187 (90)</b>
Risk Information Hotline	69	77	63	<b>61</b>
Partners Hotline	28	23	25	<b>120</b>
Lawyer Hotline	5	7	13	<b>7</b>
Global Whistleblowing System	0	0	4	<b>8</b>

\* The numbers for the Corporate Ethics and Human Rights Hotline and the Power Harassment Prevention Hotline were those accepted by the hotlines by September 2021. In October 2021, these two hotlines were integrated into the Human Rights Hotline, which has been open for consultation.

### Number of disciplinary cases for human rights violations (harassment)

Coverage	Disciplinary reason	FY2023	FY2024
Non-consolidated	Power Harassment (abuse of authority)	20	<b>5</b>
	Sexual harassment	7	<b>1</b>

### Conditions of human rights awareness-raising training

Coverage	Indicators	FY2021	FY2022	FY2023	FY2024
Non-consolidated	Number of participants*1	18,533	18,379	35,505	<b>30,464</b>
	Total training hours*2	9,267	9,190	17,753	<b>15,232</b>

\*1 Total number of participants. Trainings conducted twice in FY2024.

\*2 Training hours per person are counted as 0.5 hour.

### Engagement with key stakeholders concerning human rights issues

Organization type	Name of organization	Timing	Dialogue results
Human rights organization	Caux Round Table Japan	Jun.–Jul., 2024	We participated in the 2024 Stakeholder Engagement Programme in Japan hosted by Caux Round Table. The programme had NGOs/NPOs and academic experts raise a range of social issues, especially those on human rights and the environment, given the increased awareness in and outside Japan. We joined discussions involving various stakeholders to identify sector-specific human rights issues. Results of Caux Round Table's activities: Stakeholder Engagement Programme Final Report "Human Rights Issues by Sector v.13"
	Global Compact Network Japan (GCNJ)	FY2024	We participated in the Human Rights Due Diligence working groups (239 companies, 362 participants in FY2024). We engaged in dialogue and information exchanges with experts about issues and actual cases regarding corporate responsibilities for respecting human rights as required by international society, developments around the world with establishing rules regarding human rights, calls for implementing PDCA cycles for human rights risk as part of human rights due diligence, and the like. We exchanged information for each of the five themes concerning human rights due diligence and will utilize the information in our in-house activities.
	Fair Recruitment and Human Rights Center	FY2024	Fifteen major companies in the Kansai region, including Daiwa House Industry, have participated in the operations of the center since its inception as founding companies. The center has created and has been promoting a certification system for fair recruitment and human rights advancement (related government bodies also approved). For us to be certified as a company with the recruitment screening and human rights advancement systems meeting certain criteria set forth by the center, our recruitment and human rights managers underwent investigations and interviews by the researchers of the center in September 2024. We renewed the certification for the fourth time in November of the same year.

## Social Data

### Basic information

#### ■ Personnel composition (by age group)

Unit: people

Coverage	Indicators	FY2021 (2022/4/1)	FY2022 (2023/4/1)	FY2023 (2024/4/1)	FY2024 (2025/4/1)
Non-consolidated	Total	16,535	16,615	16,620	<b>16,802</b>
	Under 30 years old	4,305	4,277	4,240	<b>4,293</b>
	30–39 years old	3,891	3,780	3,674	<b>3,663</b>
	40–49 years old	4,232	4,059	3,842	<b>3,655</b>
	50–59 years old	3,541	3,783	4,048	<b>4,174</b>
	60–64 years old	565	715	811	<b>952</b>
	65 years old and over	1	1	5	<b>65</b>
Consolidated	Total	—	36,042	36,923	<b>40,632</b>
	Under 30 years old	—	8,526	8,186	<b>8,354</b>
	30–39 years old	—	8,173	8,611	<b>8,841</b>
	40–49 years old	—	8,675	8,695	<b>8,677</b>
	50–59 years old	—	8,780	9,361	<b>9,869</b>
	60–64 years old	—	1,871	2,043	<b>2,349</b>
	65 years old and over	—	17	27	<b>2,542*</b>

\* The increase is due to a change in the definition of the mandatory retirement system of Daiwa Life Next in FY2024.

#### ■ Personnel composition (Percentage of female employees by age group)

Unit: %

Coverage	Indicators	FY2021 (2022/4/1)	FY2022 (2023/4/1)	FY2023 (2024/4/1)	FY2024 (2025/4/1)
Non-consolidated	All ages	21.0	21.3	21.6	<b>21.7</b>
	Under 30 years old	27.1	26.9	26.8	<b>26.5</b>
	30–39 years old	26.4	27.2	27.7	<b>26.9</b>
	40–49 years old	21.0	22.8	24.2	<b>25.6</b>
	50–59 years old	9.9	10.0	11.1	<b>12.6</b>
	60–64 years old	6.7	8.0	7.8	<b>7.0</b>
	65 years old and over	0	0	0	<b>1.5</b>
Consolidated	All ages	—	26.3	26.3	<b>26.1</b>
	Under 30 years old	—	35.5	34.4	<b>34.3</b>
	30–39 years old	—	33.5	34.8	<b>35.5</b>
	40–49 years old	—	26.1	26.8	<b>28.4</b>
	50–59 years old	—	13.9	13.9	<b>15.3</b>
	60–64 years old	—	13.0	13.5	<b>13.1</b>
	65 years old and over	—	11.8	3.7	<b>13.3</b>

#### ■ Average number of years worked

Unit: years

Coverage	Indicators	FY2021 (2022/3/31)	FY2022 (2023/3/31)	FY2023 (2024/3/31)	FY2024 (2025/3/31)
Non-consolidated	female	11.2	11.7	12.2	<b>12.5</b>
	male	15.9	16.3	16.5	<b>16.5</b>
Consolidated	female	—	9.9	9.9	<b>10.0</b>
	male	—	14.9	14.6	<b>14.1</b>

#### ■ Average overtime hours worked

Unit: hours

Coverage	FY2021	FY2022	FY2023	FY2024
Non-consolidated	—	267.4	194.4	<b>168.7</b>
Consolidated	—	223.0	225.1	<b>183.3</b>

#### ■ Percentage of paid leave taken

Unit: %

Coverage	FY2021	FY2022	FY2023	FY2024
Non-consolidated	57.3	56.4	65.5	<b>66.5</b>

#### ■ Absentee rate

Unit: %

Coverage	FY2021	FY2022	FY2023	FY2024
Non-consolidated	0.3	0.4	0.3	<b>0.3</b>

#### ■ Retention rate of young employees (in their third year of service)\*

Unit: %

Coverage	FY2021 (2022/3/31)	FY2022 (2023/3/31)	FY2023 (2024/3/31)	FY2024 (2025/3/31)	Targets
Non-consolidated	76.6	76.6	77.6	<b>81.4</b>	<b>85</b>
Consolidated	—	80.6	78.7	<b>80.2</b>	—

\* Retention rate for employees who joined the company three years prior to the base date; in the case of the FY2024 data, this refers to the retention rate for employees who joined on April 1, 2022.

## Social Data

### Basic information

#### ■ New recruits

Unit: people

Coverage	Indicators	FY2021	FY2022	FY2023	FY2024
Non-consolidated	Number of recruits as new graduates	566	684	615	<b>733</b>
	Number of mid-career recruits	64	145	182	<b>185</b>
Consolidated	Number of recruits as new graduates	—	1,144	1,093	<b>1,273</b>
	Number of mid-career recruits	—	—	1,104	<b>1,546</b>

\* For new graduates, those joining the company on April 1 are counted; mid-career recruits are counted for individual fiscal years (April 1 through March 31).

#### ■ Percentage of females among new recruits

Unit: %

Coverage	Indicators	FY2021	FY2022	FY2023	FY2024	Targets
Non-consolidated	Number of recruits as new graduates	25.8	24.9	27.6	<b>24.7</b>	<b>30</b>
	Number of mid-career recruits	20.3	27.6	11.5	<b>14.1</b>	—
Consolidated	Number of recruits as new graduates	—	31.9	32.0	<b>32.0</b>	—
	Number of mid-career recruits	—	—	33.0	<b>32.9</b>	—

\* For new graduates, those joining the company on April 1 are counted; mid-career recruits are counted for individual fiscal years (April 1 through March 31).

#### ■ Turnover rate and voluntary turnover rate

Unit: %

Coverage	Indicators	FY2021	FY2022	FY2023	FY2024
Non-consolidated	Turnover rate	4.4	4.4	4.1	<b>4.0</b>
	Voluntary turnover rate	3.9	3.4	3.6	<b>2.7</b>
Consolidated	Turnover rate	5.9	5.6	5.6	<b>5.4</b>
	Voluntary turnover rate	5.0	4.5	4.5	<b>4.8</b>

#### ■ Percentage of employees with disabilities

Unit: %

Coverage	FY2021 (2022/6/1)	FY2022 (2023/6/1)	FY2023 (2024/6/1)	FY2024 (2025/6/1)	Targets (2026/6/1)
Non-consolidated	2.46	2.46	2.53	<b>2.53</b>	<b>2.70</b>

## Social Data

### Diversity indicators

#### ■ Women exerting efforts

Unit: %

Coverage	Indicators	FY2021 (2022/4/1)	FY2022 (2023/4/1)	FY2023 (2024/4/1)	FY2024 (2025/4/1)	Targets
Non-consolidated	Percentage of female employees	21.0	21.3	21.6	21.7	—
	Percentage of female executives*	10.5	10.0	10.5	10.5	—
	Percentage of female directors	14.3	14.3	15.4	15.4	—
	Percentage of female auditors	0.0	0.0	0.0	0.0	—
	Percentage of female executive officers (excluding directors)	1.8	1.9	1.8	1.8	—
	Percentage of females in managerial positions	4.9	5.2	5.8	✓ 6.1	8% (in 2027)
	(Number of females in managerial positions)	217	237	270	✓ 286	—
	Percentage of females in general managers and deputy general managers	1.8	1.7	1.8	1.8	—
	Percentage of female chiefs	19.2	21.3	23.4	24.0	25% (in 2027)
	Percentage of female construction personnel	4.8	5.0	5.5	6.9	—
	Percentage of female sales representatives	10.2	11.3	10.5	13.0	—
Consolidated	Percentage of female employees	—	26.3	26.3	26.1	—
	Percentage of female executives*	—	4.8	3.8	5.9	—
	Percentage of female directors	—	4.2	2.9	4.9	—
	Percentage of female auditors	—	6.9	6.5	9.4	—
	Percentage of female executive officers (excluding directors)	—	1.2	1.2	1.7	—
	Percentage of females in managerial positions	—	5.9	6.2	6.7	—
	Percentage of females in general managers and deputy general managers	—	2.8	2.5	2.8	—

\* Total of directors and auditors

## Social Data

### Diversity indicators

#### ■ Employment and hiring of seniors


Coverage	Indicators	Unit	FY2021 (2022/4/1)	FY2022 (2023/4/1)	FY2023 (2024/4/1)	FY2024 (2025/4/1)
Non-consolidated	Rate of seniors who continue to be employed at age 60*1	%	98.2	98.4	92.7	<b>94.1</b>
	Rate of seniors who continue to be employed at age 65*2		60.9	49.4	55.2	<b>57.6</b>
	Number of mid-career recruits at age 50 or older*3	People	13	12	42	<b>43</b>

\*1 Percentage of employees who became 60 years old in the previous fiscal year and have been continuously employed during the current fiscal year

\*2 Percentage of employees who became 65 years old in the previous fiscal year and have continuously been employed during the current fiscal year

\*3 Fiscal year figures

#### ■ Childbirth and childcare support

Coverage	Indicators	Unit	FY2021	FY2022	FY2023	FY2024	Targets
Non-consolidated	Childcare leave uptake (female) (%)*1	%	92.4	100.7	108.6	<b>100.7</b>	—
	Childcare leave uptake (male) (%)*1		41.9	62.2	66.5	 <b>68.9</b>	<b>80% (in 2026)</b>
	Lump-sum payment program for fostering the next generation	Million yen*2	636	643	609	<b>556</b>	—
	Number of users of shorter working hour system for childbirth & childcare	People	467	514	486	<b>584</b>	—
Consolidated	Childcare leave uptake (female) (%)*1	%	—	100.4	103.9	<b>107.3</b>	—
	Childcare leave uptake (male) (%)*1		—	44.3	57.6	<b>66.4</b>	—

\*1 The childcare leave uptake rate may exceed 100% given that the year a child is born does not necessarily match the year childcare leave is taken.

\*2 We provide a one-off payment of one million yen to employees to whom a child is born.

## Social Data

### Health management

Unit: %

Themes	Coverage	Indicators	FY2021	FY2022	FY2023	FY2024	Targets	Remarks
Periodic medical examinations	Non-consolidated	Percentage of employees receiving periodic medical examinations	100	100	100	100	Early achievement of 100% of the rate of employees receiving medical examinations	
	Consolidated		—	98.4	98.0	99.7	—	
	Non-consolidated	Percentage of follow-up testing of patients who were required to receive detailed tests or medical treatment	91.0	95.3	89.5	96.1	Early achievement of 100% of the rate of employees receiving medical examinations	
	Consolidated*	Percentage of employees receiving specific health guidance	12.4	21.5	44.5	35.7 (planned)	55.0	
Stress checks		Percentage of employees who receive stress checks	91.3	91.4	92.0	96.1	90.0	
		Percentage of employees who are identified as high stress receiving	12.1	11.4	10.4	8.7	10.0	
Prevention of lifestyle-related diseases		Exercise	25.2	26.2	28.2	29.6	30.0	Percentage of those who engaged in light, sweaty exercise for 30 minutes or more for two days or more per week for at least one year
		Meals	62.0	61.3	61.2	62.4	70.0	Percentage of those who have breakfast at least four times a week
		Sleep	68.6	70.4	70.7	71.4	75.0	Percentage of those who get enough rest through sleep
		Smoking	27.1	26.5	26.6	26.2	18.0 (FY2027)	Percentage of habitual smokers
		Percentage of people with obesity risk	38.9	39.3	39.1	38.8	38.0	Percentage of those whose BMI is 25 kg/m <sup>2</sup> or more or whose abdominal circumference is 85 cm or more for men and 90 cm or more for women
Percentage of those at high risk of lifestyle-related diseases	Non-consolidated	Percentage of people with blood pressure risk	23.9	25.2	23.7	28.5	24.0	Percentage of those with systolic 130 mmHg or higher or with diastolic 85 mmHg or higher
		Percentage of people with liver function risk	35.4	33.0	32.4	32.3	32.0	People with r-GT at 51 U/L or higher, AST at 31 U/L or higher, or ALT at 31 U/L or higher
		Percentage of people with abnormal lipid risk	58.5	55.6	53.9	54.6	54.0	People with neutral fat of 150 mg/dL or more, HDL of less than 40 mg/dL, or LDL of 120 mg/dL or more
		Percentage of people with blood sugar risk	21.8	21.0	24.6	26.2	20.0	People whose HbA1c is 5.6% or higher
		Percentage of people with metabolic syndrome	25.5	25.6	25.3	26.3	24.0	Including potential patients
		Presenteeism	—	81.8	83.4	82.3	81.8	SPQ of the University of Tokyo (Measured since FY2022)
Other		Implementation rate of health promotion activities	15.9	61.4	68.7	78.5	80.0	
		Absenteeism	—	—	3.4	3.2	—	Average days absent per worker (Estimates from FY2023)

\* 60 Daiwa House Group companies as members of the Daiwa House Industry Health Insurance Association

## Social Data

### Investment in human resource development

#### ■ Education investment results

Coverage	Indicators	Unit	FY2023	FY2024
Non-consolidated	Total amount invested	Thousand yen	2,050,357	<b>2,322,209</b>
	Total hours participated*	Hours	412,506	<b>574,097</b>
	Seminar cost (per employee)	Yen	127,075	<b>143,417</b>
	Hours participated (per employee)	Hours	25.6	<b>35.5</b>

\* We changed the counting method in FY2024 and started to include hours participated in trainings and study sessions held at each workplace, in addition to hours participated in educational programs organized by Head Office's divisions.

#### ■ Main educational programs attended by employees

Coverage	Educational program	Number of participants (persons) / Hours participated (per employee)	
		FY2023	FY2024
Non-consolidated	Recruit training (group training)	681 / 65.9	<b>611 / 52.0</b>
	Recruit training (practical training)	624 / 689.9	<b>602 / 654.3*1</b>
	Training for newly appointed chiefs	319 / 8.0	<b>424 / 18.0</b>
	Training for newly appointed managers	287 / 9.1	<b>163 / 30.5</b>
	Program to strengthen human resource and organizational management skills	—	<b>230 / 27.0</b>
	Job- and division-specific specialized education	57,976 / 9.4	<b>153,742*2 / 12.6*3</b>
	Self-directed learning	—	<b>8,008 / 5.7</b>
	Daiwa House Group's succession planning D-Succeed training program	241 / 22.6	<b>230 / 64.4</b>
	Multi-Experiential Career Support Program	82 / —*4	<b>73 / —*4</b>
	New working practices / cross-border programs included above	29 / 38.0	<b>25 / 39.8</b>
	External exchange courses for management leaders	23 / 49.6	<b>18 / 73.4</b>

\*1 This is not included in the result of "Total hours participated" for FY2024 (574,097 hours) in the above "Education investment results" table.

\*2 Total number of participants

\*3 Calculated by dividing the total hours participated by the total number of employees (16,192 persons).

\*4 Figures are unavailable due to inability to calculate working hours at other companies.



## Social Data

### Indicators related to wages and allowances

#### ■ Classifications of allowance provision to domestic employees

	Regular employees	Post-retirement specially commissioned employees	Limited-term contractual employees
Retirement allowance	○	×	×
Taking childcare leave	○	○	○
Leave for volunteer activities (acquisition of leave on an hourly basis)	○	○	○
Group insurance entry	○	○	○
Stock ownership entry	○	○	○

#### ■ Average salary

Unit: yen

Coverage	Indicators	FY2021	FY2022	FY2023	FY2024
Non-consolidated	All workers	—	8,855,197	9,225,708	<b>9,523,548</b>
	Regular employees	8,842,493	9,282,702	9,645,959	<b>9,917,586</b>
	Non-regular employees	—	4,629,020	4,929,224	<b>4,938,947</b>

\* The average salary includes bonuses and non-standard wages.

#### ■ Gender pay gap

Unit: %

Coverage	Indicators	FY2021	FY2022	FY2023	FY2024
Non-consolidated	All workers	—	61.3	57.9	<b>58.1</b>
	Regular employees	60.7	61.5	61.6	<b>61.8</b>
	Non-regular employees	—	65.3	58.3	<b>58.4</b>
Consolidated	All workers	—	55.6	49.1	<b>51.6</b>
	Regular employees	—	59.1	59.4	<b>62.3</b>
	Non-regular employees	—	67.2	71.4	<b>69.3</b>

### Indicators related to motivation\*1

Unit: %

Coverage	Theme	Indicators	FY2021	FY2022	FY2023	FY2024
Non-consolidated	Motivation	Degree of realization regarding motivation among all generations of employees*2	77	—	—	—
		Percentage of employees who feel motivated*3	—	82	83	<b>84</b>

\*1 The calculation method for indicators related to motivation has been changed since FY2022.

\*2 Calculated from questions on motivation in the Sustainability Survey.

\*3 Total percentage of respondents who answered "strongly agree," "agree," or "somewhat agree" in the Engagement Survey (questions about motivation).

## Social Data

### Achievements related to community co-creation activities (FY2024)

Items		Achievements
Investment in communities through community cocreation activities	Community co-creation activities by worksites converted into monetary value based on personnel expenses, donation amounts, etc.	56,885,880 yen
	Daiwa Sakura Aid fundraising results	7,153,366 yen
	(Breakdown)	
	Donation for cherry trees on-site on Mt. Yoshino	483,377 yen
	Vending machines with donation function	3,610,136 yen
	Donations at concerts and events	96,853 yen
	Donations via shareholder special benefits	2,963,000 yen
	Support results by Endless Donations Program (Number of supported organizations)	8 organizations
	(Amount)	13,045,285 yen
	Number of Group companies with donation systems in place*1	45 companies
	Number of employees registered with donations systems (Non-consolidated)	3,424
	(Consolidated)	3,960
	D-ROOM Community Cocreation Fund*3	10 organizations 2,100,000 yen
Results of community cocreation activities (Examples of social impacts)	Number of community co-creation activities	223 cases
	Number of activities conducted at Mt. Yoshino (Replanting of saplings and improvement of soil environment at planting sites)	6 times
	Number of saplings planted in the "cherry tree orchard" at Mt. Yoshino	About 900 seeds*2
	Sakura Project results	(FY2024 results) Held at 2 locations, a total of 615 children participated, and 5 cherry trees were planted (Cumulative total to date) Held at 333 locations, a total of 95,656*4 children participated, and 798 cherry trees were planted

\*1 Including Daiwa House Industry

\*2 No seed was collected in FY2023 due to poor harvest. Planted instead 900 seeds harvested in FY2022 that had been in storage.

\*3 A fund established by three companies (Daiwa House Industry, Daiwa Living, Daiwa House Chintai Reform) engaged in the Company's Rental housing business, for the purpose of supporting organizations addressing social issues

\*4 The total number of participants was revised following the correction of errors in counting in FY2024.

## Social Data

### Supply Chain Sustainability Guidelines

#### Agreement collection rate/Self-check response rate\*1

		Unit	FY2021	FY2022	FY2023	FY2024
Agreement	Target companies	companies	5,420	5,420	7,918	<b>7,888</b>
	Collection rate	%	94.1	94.1	82.3*2	<b>82.1</b>
Self-check	Target companies	companies	5,356	5,224	8,519	—
	Responding companies		2,426	2,772	4,888	—
	Response rate	%	45.3	53.1	57.4	—

\*1 Implementation status for just our business partners through FY2022. From FY2023, implementation status for business partners for Daiwa House Industry, Daiwa Lease, Daiwa House Reform, Fujita, Royal Home Center and DesignArc.

\*2 Acquired again due to guideline updates.

### Results of questionnaire surveys for business partners

Unit: %

	FY2021	FY2022	FY2023	FY2024
Response rate	79.8	77.0	91.6	<b>64.7</b>

\* Status of implementation for our business partners.

### Health and safety education

#### ■ Health education (FY2024) (Non-consolidated)

Health support for working women	404 attendees
Health seminars (sleep, bowel activity, etc.)*	708 attendees
Mental health self-care training*	611 attendees
Mental health line care training (e-learning)*	693 attendees

\* Total number of participants

#### ■ Safety education (FY2024) (Non-consolidated)

	FY2021	FY2022	FY2023	FY2024
Training for appointed safety managers (employees)	24	5	9	<b>11</b>
RST*1 (employees)	1	4	9	<b>41</b>
New CFT*2 (employees)	0	0	0	<b>23</b>
Health and safety education webinar (at construction sites)	—	—	16,266	<b>21,897</b>

\*1 Roudosyo Safety and health education Trainer (Ministry of Labour-style safety and health education trainer). The ministry is currently Ministry of Health, Labour and Welfare.

\*2 Construction Foreman Trainer

### Number of construction site industrial accidents

#### ■ Number of construction site industrial accidents (non-consolidated)\*1

Unit: accidents

	FY2021	FY2022	FY2023	FY2024	Targets
Employees	—	3	—	—	<b>0</b>
Of which, construction sites	4	1	1	<b>0</b>	<b>0</b>
Contractors' employees (at construction sites/factories)*2	35	33	31	<b>34</b>	<b>0</b>

\*1 Number of construction site industrial accidents requiring 4 or more days of missed work.

\*2 Only those covered by our on-site workers' industrial accident insurance.

#### ■ Number of fatalities in industrial accidents

Unit: people

	FY2021	FY2022	FY2023	FY2024	Targets
Employees (non-consolidated)	0	0	0	<b>0</b>	<b>0</b>
Contractors' employees (at construction sites)*	1	0	0	<b>1</b>	<b>0</b>
Employees (Consolidated)	—	3	—	—	<b>0</b>

\* Only those covered by our on-site workers' industrial accident insurance.

#### ■ Frequency rate of industrial accidents (non-consolidated)\*1

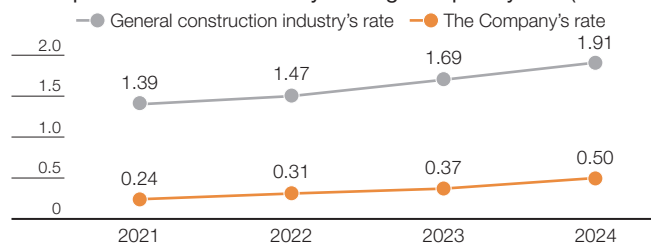
Unit: %

	FY2021	FY2022	FY2023	FY2024	FY2024 targets
Contractors' employees (at construction sites)*2	0.24	0.31	0.37	<b>0.50</b>	<b>Less than 0.25</b>
Contractors' employees (at factories)*2	0.15	0.16	0.80	<b>0.35</b>	<b>Less than 0.25</b>

\*1 "Frequency rate" refers to the number of work-related fatalities and injuries calculated per one million actual working hours. It refers to accidents, including heat stroke, that require four or more days off work.

\*2 Only those covered by our workers' industrial accident insurance.

#### · Comparison with the industry-average frequency rate (non-consolidated)



## Governance Data

### Status of holding committee meetings

#### ■ Status of holding Joint Management Council

(Expected attendees: Directors, Auditors and Executive Officers)

FY2024	First	Second	Third	Fourth
Month	Aug.	Sep.	Dec.	Feb.
Directors	14/14	14/14	13/13	13/13
Auditors	6/6	6/6	6/6	6/6
Executive Officers	55/55	55/55	55/55	55/55
Attendance rate	100%	100%	100%	100%

#### ■ Status of holding Corporate Governance Committee

(Expected attendees: External Directors, External Auditors, Fulltime Auditors, CEO, CFO and Representative Directors)

FY2024	First	Second
Month	Jul.	Jan.
Number of attendees	15/15	15/15
Attendance rate	100%	100%

#### ■ Status of holding Remuneration Advisory Committee

(Expected attendees: External Directors, CEO, General Manager of Management Administration Headquarters)

FY2024	First	Second	Third	Fourth
Month	May	Oct.	Jan.	Mar.
Number of attendees	7/7	8/8	8/8	8/8
Attendance rate	100%	100%	100%	100%

#### ■ Status of holding Nomination Advisory Committee

(Expected attendees: External Directors, CEO, General Manager of Management Administration Headquarters)

FY2024	First	Second	Third	Fourth	Fifth
Month	May	Aug.	Jan.	Feb.	Mar.
Number of attendees	7/7	8/8	8/8	8/8	8/8
Attendance rate	100%	100%	100%	100%	100%

## Governance Data

### Status of holding Board of Directors (Expected attendees: Directors and Auditors)

FY2024		First	Second	Third	Fourth	Fifth	Sixth	Seventh	Eighth	Nineth	Tenth	Eleventh	Twelfth	Thirteenth
Month		Apr.	May	Extraordinary meeting in May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Directors	Keiichi Yoshii	○	○	○	○	○	○	○	○	○	○	○	○	○
	Takeshi Kosokabe	○	○	○	○	○	○	○	○	○	○	○	○	○
	Yoshiyuki Murata	○	○	○	○	○	○	○	○	×	○	○	○	○
	Keisuke Shimonishi	○	○	○	○	○	○	○	○	○	○	○	○	○
	Hirotsugu Otomo	○	○	○	○	○	○	○	○	○	○	○	○	○
	Kazuhito Dekura	○	○	○	○	○	○	○	—	—	—	—	—	—
	Yoshinori Ariyoshi	○	○	○	○	○	○	○	○	○	○	○	○	○
	Toshiya Nagase	○	○	○	○	○	○	○	○	○	○	○	○	○
	Yukiko Yabu	○	○	○	—	—	—	—	—	—	—	—	—	—
	Yukinori Kuwano	○	○	○	○	○	○	○	○	○	○	○	○	○
	Miwa Seki	○	○	○	○	○	○	○	○	○	○	○	○	○
	Kazuhiro Yoshizawa	○	○	○	○	○	○	○	○	○	○	○	○	○
	Yujiro Ito	○	○	○	○	○	○	○	○	○	○	○	○	○
	Toshikazu Nambu	—	—	—	○	○	○	○	○	○	○	○	○	○
	Tomomi Fukumoto	—	—	—	○	○	○	○	○	○	○	○	○	○
	Percentage of Directors in attendance	13/13	13/13	13/13	14/14	14/14	14/14	14/14	13/13	12/13	13/13	13/13	13/13	13/13
Auditors	Tomoyuki Nakazato	○	○	○	○	○	○	○	○	○	○	○	○	○
	Tadatoshi Maeda	○	○	○	○	○	○	○	○	○	○	○	○	○
	Yoshinori Hashimoto	○	○	○	○	○	○	○	○	○	○	○	○	○
	Akihisa Watanabe	○	○	○	○	○	○	○	○	○	○	○	○	○
	Tatsuji Kishimoto	○	○	○	○	○	○	○	○	○	○	○	○	○
	Takashi Maruyama	○	○	○	○	○	○	○	○	○	○	○	○	○
	Percentage of Audit and Supervisory Board Members in attendance	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6
Matters to be resolved		1	5	5	6	3	5	7	5	6	9	3	10	8
Matters to be reported and discussed		8	3	0	3	9	1	4	9	3	0	9	1	4
Time required		135 min.	135 min.	30 min.	80 min.	150 min.	110 min.	145 min.	180 min.	160 min.	140 min.	130 min.	150 min.	135 min.