

Group

	FY2020	FY2021	FY2022	FY2023	FY2024
Employees (Group total)	448	536	671	859	1017
└ Female employees	48	58	74	99	127
└ Ratio	10.7%	10.8%	11.0%	11.5%	12.5%
└ Female managers	11	10	12	15	19
└ Ratio	9.2%	9.0%	10.3%	10.5%	11.4%
Employees (Overseas)	160	208	297	434	538
└ Locally hired employees	156	198	288	426	532
└ Ratio	97.5%	95.2%	97.0%	98.2%	98.9%

Japan headquarters

	FY2020	FY2021	FY2022	FY2023	FY2024
Employees (Japan)	288	328	374	425	479
└ Female employees	25	34	38	44	54
└ Ratio	8.7%	10.4%	10.2%	10.4%	11.3%
└ Female managers	2	2	2	3	3
└ Ratio	2.4%	2.4%	2.3%	3.3%	3.2%
└ Foreign nationals	4	7	10	12	15
└ Employees with disability	1	2	2	5	8
└ Employees re-hired after retirement	18	24	23	24	27
└ Newly hired employees	47	49	61	68	64
└ Percentage of mid-career employees among newly hired employees	78.7%	71.4%	83.6%	79.4%	71.9%
└ Turnover rate	3.9%	2.8%	2.7%	4.8%	1.2%
Gender pay gap	–	82.5%	78.0%	74.6%	76.1%
└ Permanent employees	–	83.1%	80.1%	76.2%	79.2%
└ Non-permanent employees¹	–	34.0%	32.5%	36.8%	34.5%