

Social

Item	Boundary	FY2022	FY2023	FY2024
Number of employees (people)	Japan (Teijin Limited)	9,594 (2,874)	9,634 (2,829)	8,535 (2,781)
	Overseas	12,890	12,200	11,744
	Japan and Overseas	22,484	21,834	20,279

* Based on the number of employed personnel as of March 31 of each fiscal year.

Workforce^{*1 *2}

Item	Boundary		FY2022	FY2023	FY2024
Number of permanent employees (people)	Japan	Male	7,864	7,394	6,573★
		Female	2,604	2,405	2,201★
		Total	10,468	9,799	8,774★
	Overseas	Male	7,916	7,974	5,282★ (7,900)
		Female	4,787	3,866	2,460★ (3,842)
		Total	12,703	11,840	7,742★ (11,742)
	Japan and Overseas	Male	15,780	15,368	11,855★ (14,473)
		Female	7,391	6,271	4,661★ (6,043)
		Total	23,171	21,639	16,516★ (20,516)
Number of permanent employees in managerial positions ^{*3} (people)	Japan	Male	2,700	2,659	2,272★
		Female	193	208	198★
		Total	2,893	2,867	2,470★
	Overseas	Male	857	853	570★ (737)
		Female	356	301	232★ (277)
		Total	1,213	1,154	802★ (1,014)
	Japan and Overseas	Male	3,557	3,512	2,842★ (3,009)
		Female	549	509	430★ (475)
		Total	4,106	4,021	3,272★ (3,484)
Number of temporary employees (people)	Japan	Male	774	656	469★
		Female	860	756	680★
		Total	1,634	1,412	1,149★

*1 Figures as of March 31 for each fiscal year. Teijin limited and group companies in Japan that hire employees directly / large group companies overseas.
(Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.)

*2 Teijin Automotive Technologies NA Holdings Corp. (hereinafter, "TAT-NA"), a consolidated subsidiary in the materials segment that operates the automotive composites business in North America, has been excluded from the scope of aggregation from FY2024 due to it being a discontinued operation. Past figures include TAT-NA, while figures for FY2024 exclude TAT-NA. The figures in parentheses are reference values that include TAT-NA and are not subject to third-party assurance.

*3 Management positions are at the level of section manager or higher.

Salary and Compensation

Item	Boundary		FY2022	FY2023	FY2024
Average annual salary ^{*1} (thousand yen)	Teijin Limited	Employed personnel	7,439	7,690	8,139
Gender pay gap ^{*2 *3} (%)	Teijin Limited	Permanent employees ^{*4}	79.2	81.2	81.2★
	Teijin Limited	Part-time employees and Temporary employees ^{*5}	58.6	58.0	59.9★
	Teijin Limited	All employees	76.4	77.9	78.2★

*1 Average annual salary includes bonuses and non-standard wages.

*2 The total amount of base salary, bonuses, and various allowances (excluding commuting allowance) including overtime pay, but excluding retirement benefits, is calculated. Overseas assignees are excluded from the calculation as their wages are effectively borne by the host country. The main causes of the gender pay gap are differences in job composition between males and females, differences in the utilization of childcare leave and reduced working hours for childcare between males and females, and differences in the amount of allowances such as overtime pay.

*3 Figures for previous years have been recalculated due to changes in boundaries.

*4 Includes full-time employees, part-time employees, and temporary employees.

*5 Includes part-time employees, fixed-term employees, etc (excluding dispatch employees).

Recruitment, Mobility and Turnover^{*1}

Item	Boundary		FY2022	FY2023	FY2024
Number of hires ^{*2} (people)	Japan	Male	222	196	222★
		Female	145	94	77★
		Total	367	290	299★
	Overseas	Male	2,718	2,997	762 (2,097)
		Female	1,850	1,517	293 (1,073)
		Total	4,568	4,514	1,055★ (3,170)
	Japan and Overseas	Male	2,940	3,193	984 (2,319)
		Female	1,995	1,611	370 (1,150)
		Total	4,935	4,804	1,354★ (3,469)
Number of new graduate hires ^{*2} (people)	Japan	Male	93	81	74
		Female	52	40	32
		Total	145	121	106
Percentage of mid-career hires ^{*3} (%)	Teijin Limited and Teijin Pharma Limited		45.5	40.9	59.8★
Percentage of mid-career hires in managerial positions ^{*3} (%)	Teijin Limited and Teijin Pharma Limited		-	38.1	40.1★

Number of employee turnover ^{*2} (people)	Japan	Male	320	356	393
		Female	130	95	65
		Total	450	451	458★
	Overseas	Male	2,515	2,795	703 (2,247)
		Female	1,668	1,437	244 (1,184)
		Total	4,183	4,232	947★ (3,431)
	Japan and Overseas	Male	2,835	3,151	1,096 (2,640)
		Female	1,798	1,532	309 (1,249)
		Total	4,633	4,683	1,405★ (3,889)
Employee turnover rate (%)	Teijin Limited and Teijin Pharma Limited		2.5	4.6	6.4
Voluntary employee turnover rate (%)	Teijin Limited and Teijin Pharma Limited		2.1	2.5	1.7

*1 Teijin Automotive Technologies NA Holdings Corp. (hereinafter, “TAT-NA”), a consolidated subsidiary in the materials segment that operates the automotive composites business in North America, has been excluded from the scope of aggregation from FY2024 due to it being a discontinued operation. Past figures include TAT-NA, while figures for FY2024 exclude TAT-NA. The figures in parentheses are reference values that include TAT-NA and are not subject to third-party assurance.

*2 Teijin limited and group companies in Japan that hire employees directly / large group companies overseas.

(Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.)

*3 Independently assured since FY2024.

Diversity^{*1}

Item	Boundary		FY2022	FY2023	FY2024
Average age (years)	Japan	Male	44.7	45.6	45.7
		Female	42.3	43.2	44.1
		Total	44.1	45.0	45.3
	Overseas	Male	41.5	42.0	42.7
		Female	40.0	41.2	41.4
		Total	41.0	41.8	42.3
	Japan and Overseas	Male	43.1	43.8	44.4
		Female	40.8	42.0	42.7
		Total	42.4	43.2	43.9
Disability employment rate (%)	Teijin Limited, Teijin Pharma Limited, Teijin Healthcare Limited, and Teijin Soleil Limited		—	2.62	2.86
Number of employees with disabilities ^{*2} (people)	Japan ^{*3}		276	285	277
Number of group companies below the statutory disability employment rate (companies)	Japan ^{*3}		16	10	7
Number of female executive officers in Teijin Limited ^{*4} (people)	Teijin Limited		5	3	5
Number of non-Japanese executive officers in Teijin Limited ^{*4} (people)	Teijin Limited		3	2	2

*1 Figures as of March 31 for each fiscal year.

*2 Number of employees with disabilities does not refer to the headcount, but to number of persons with disabilities calculated taking into consideration the type of disability and the working hours. These form the basis for calculating the employment rate of persons with disabilities as per the employment quota system for persons with disabilities. Calculated based on the employment situation as of March 31 of each fiscal year.

*3 Companies required by law to employ people with disabilities. Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.

*4 Directors and Statutory Auditors (from June 2025 onward, Audit & Supervisory Committee Members), and Group Corporate Officers.

Women's empowerment

Item	Boundary	FY2022	FY2023	FY2024
Percentage of female employees ^{*1 *2} (%)	Japan	24.9	24.5	25.1★
	Overseas	37.7	32.7	31.8★ (32.7)
	Japan and Overseas	31.9	29.0	28.2★ (29.5)
Percentage of female managers ^{*1 *2} (%)	Japan	6.7	7.3	8.0★
	Overseas	29.3	26.1	28.9★ (27.3)
	Japan and Overseas	13.4	12.7	13.1★ (13.6)
Percentage of female executive officers ^{*1 *2} (%)	Japan and Overseas	12.0	12.0	20.0 (20.0)
Number of female managers (section manager or higher) ^{*3 *4} (people)	Teijin Limited and Teijin Pharma Limited	137	149	149★
Percentage of female managers (section manager or higher) ^{*3 *4 *5} (%)	Teijin Limited and Teijin Pharma Limited	6.8	7.4	8.0★
Number of female new graduate hires in career-track positions ^{*4} (people)	Teijin Limited and Teijin Pharma Limited	14	12	10
Percentage of female new graduate hires in career-track positions ^{*4} (%)	Teijin Limited and Teijin Pharma Limited	28.6	31.6	28.6

*1 Teijin Automotive Technologies NA Holdings Corp. (hereinafter, "TAT-NA"), a consolidated subsidiary in the materials segment that operates the automotive composites business in North America, has been excluded from the scope of aggregation from FY2024 due to it being a discontinued operation. Past figures include TAT-NA, while figures for FY2024 exclude TAT-NA. The figures in parentheses are reference values that include TAT-NA and are not subject to third-party assurance.

*2 Figures as of March 31 for each fiscal year (includes employees loaned to companies other than Teijin and its consolidated subsidiaries, excludes employees received from external entities). Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries. Management positions are at the level of section manager or higher.

*3 Figures as of March 31 for each fiscal year.

*4 Figures for previous years have been recalculated due to changes in boundaries.

*5 Percentage of female managers: percentage of female managers among all managerial positions.

Childcare and family care

Item	Boundary		FY2022	FY2023	FY2024
Percentage of male employees taking childcare leave ^{*1 *2} (%)	Teijin Limited and Teijin Pharma Limited		89.1	84.6	67.9★
Number of employees taking childcare leave (people)	Japan ^{*3}	Male	124	120	79★
		Female	174	154	110★
		Total	298	274	189★
Number of employees taking family care leave (people)	Japan ^{*3}	Male	2	2	1★
		Female	4	6	6★
		Total	6	8	7★
Number of employees using the short-time work system for family care ^{*2} (people)	Teijin Limited and Teijin Pharma Limited		3	4	3

*1 Calculated with Article 71-4(i) Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members.

*2 Figures for previous years have been recalculated due to changes in boundaries.

*3 Teijin limited and group companies in Japan that hire employees directly / large group companies overseas.

(Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.)

Workstyles

Item	Boundary	FY2022	FY2023	FY2024
Average monthly overtime hours ^{*1*2} (hours)	Teijin Limited and Teijin Pharma Limited	13.0	13.3	13.2★
Annual paid leave utilization rate ^{*2} (%)	Teijin Limited and Teijin Pharma Limited	77	75	76
Number of employees using the Volunteer Leave System (people)	Teijin Limited and Teijin Pharma Limited	24	38	48
Number of rehired employees through the Hello-Again System (people)	Teijin Limited and Teijin Pharma Limited	15	16	16
Number of employees using reemployment systems (postretirement continued employment system) ^{*3} (people)	Japan	54	35	22

*1 Non-managerial employees (career-oriented and clerical positions).

*2 Figures for previous years have been recalculated due to changes in boundaries.

*3 Number of employees newly using reemployment system in each fiscal year.

Organizational culture

Item	Boundary		FY2022	FY2023	FY2024
Employee engagement score	Japan and Overseas		64	62	64
Employee engagement response rate (%)	Japan and Overseas		68	71	76
Three-year retention rate for new graduates (%)	Teijin Limited and Teijin Pharma Limited		—	92.2	91.7
Average years of service ^{*1} (years)	Japan	Male	17.6	18.4	18.7
		Female	14.7	15.6	16.5
		Total	16.9	17.7	18
	Overseas	Male	10.0	9.3	12.2
		Female	9.6	8.1	11.1
		Total	9.9	8.9	11.9
	Japan and Overseas	Male	13.8	13.7	15.8
		Female	11.4	11.0	13.6
		Total	13.1	12.9	15.2

*1 Teijin limited and group companies in Japan that hire employees directly / large group companies overseas.

(Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.)

Security and Disaster Prevention / Occupational Safety Activities^{*1 *2}

Item	Boundary	FY2022	FY2023	FY2024
Number of serious accidents and disasters (explosions/fires) ^{*3 *4}	Japan and Overseas	1	0	0
Number of serious accidents and disasters (leaks/spills/other) ^{*3 *4}	Japan and Overseas	0	0	0
Number of disaster-prevention diagnoses	Japan and Overseas	2	0	4 (4)
Number of mini-disaster-prevention diagnoses	Japan and Overseas	20	18	14 (14)
Number of process safety management (PSM)	Japan and Overseas	1	0	2 (2)
Lost-time injury frequency rate ^{*5} (%)	Japan and Overseas	0.43	0.44	0.54★ (0.50)
All occupational accident frequency rate ^{*6} (%)	Japan and Overseas	1.35	1.09	0.97★ (1.03)
Number of tier 1 process safety events (PSE) ^{*7}	Japan and Overseas	0.07	0.07	0.02 (0.04)
Number of fatal occupational accidents (group employees)	Japan and Overseas	0	0	0★
Number of fatal occupational accidents (contractors)	Japan and Overseas	0	0	0★

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

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*3 Serious accident refers to explosions or fire accidents, accidents involving leakage or outflow of hazardous materials or hazardous substances, which have caused human damage (lost-time injury accidents), or have affected the local community, or have involved full-scale company-external support.

*4 Figures are calculated based on calendar years.

*5 Lost-time injury frequency rate indicates number of lost-time injured persons per one million working hours (figures are calculated based on calendar years).

*6 All occupational accident frequency rate indicates both lost-time injured persons and non-lost-time injured persons per one million working hours (figures are calculated based on calendar years). Includes full-time employees, fixed-term employees, part-time employees, and temporary employees.

*7 The number of Tier 1 Process Safety Events (PSE) indicates the number of events per one million working hours. (figures are calculated based on calendar years).

ESH-related accounting^{*1}

Item	Boundary	FY2022	FY2023	FY2024
Environmental preservation investments (billions of yen)	Japan and Overseas	1.2	1.3	1.7
Safety and disaster prevention, and health investments (billions of yen)	Japan and Overseas	1.8	2.4	2.5
Environmental preservation expenses (billions of yen)	Japan and Overseas	6.6	8.4	8.9
Safety and disaster prevention, and health expenses (billions of yen)	Japan and Overseas	2.2	2.3	2.9

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

Supply chain sustainability

Item	Boundary	FY2022	FY2023	FY2024
Ratio of number of suppliers were classified into group A, B and C (Okay to continue business) (%)	Japan and Overseas	92	89	84
Green purchasing ratio of stationary and other office supplies (%)	Japan	55	51	51

Social contributions

Item	Boundary	FY2022	FY2023	FY2024
Total amount of expenses of social contribution activities (billions of yen)	Japan and Overseas	0.39	0.39	0.29