

March 16, 2026

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Correction: Partial Amendment to Notice of the Formulation of the Medium-term Management Plan <2026-2028> “Growth of Human Resources and Businesses That Respond to Societal Demands”

We have identified some errors in the Notice of the Formulation of the Medium-term Management Plan <2026-2028> “Growth of Human Resources and Businesses That Respond to Societal Demands” disclosed on March 16, 2026. Therefore, we are making the following corrections:

1. Reason for Correction:

Incorrect data were found in “Number of R&D projects contributing to decarbonization, resource circulation, and biodiversity” and “Number of R&D projects contributing to disaster prevention and mitigation and enhancing productivity” on page 33 III-3. Sustainability Strategy (5)Non-Financial KPIs, and we are correcting them to the accurate figures.

2. Details of Correction:

The corrected sections are indicated in red frames on the next page.

Before Correction:

III-3. Sustainability Strategy (5)Non-Financial KPIs



Materiality	KPIs	FY2026 targets	FY2028 targets
Reduce environmental impact and foster environmental value	Reduction rate of greenhouse gas emissions (Scope 1 and 2; compared with FY2020)	18.8%	31.4%
	Number of R&D projects contributing to decarbonization, resource circulation, and biodiversity	8 cases or more	
Value creation through technological innovation and DX	Number of R&D projects contributing to disaster prevention and mitigation and enhancing productivity	10 cases or more	
	Personnel capable of low-code development	80 persons or more	30% or more of all employees
	Development of DX promotion personnel	40 persons or more	60 persons or more
Safe and reliable manufacturing to protect people and society	Number of major quality nonconformance cases	0 cases	0 cases
	Customer satisfaction rating (government agencies, private sector)	80 points or more, B or above	80 points or more, B or above
	Number of serious accidents	0 cases	0 cases
Co-creation and growth with diverse stakeholders	Number of Individual IR and SR Meetings Held	120 meetings or more	150 meetings or more
	Number of new graduate career-track hires (plan achievement rate)	120 persons or more (100%)	120 persons or more (100%)
	Percentage of women in career-track hiring	15% or more	18% or more
	Employee engagement indicators	3.8 or more	3.8 or more
Sound governance and compliance	Response rate of the survey on social-issue initiatives among partner companies	70% or more	72% or more
	Number of serious information security incidents	0 cases	0 cases
	Number of serious violations of laws and regulations	0 cases	0 cases

Employee engagement indicators: The average score based on five-level ratings of eight items, including workplace environment, job content, interpersonal relationships, and growth opportunities, with a maximum score of 5 points.

After Correction:

III-3. Sustainability Strategy (5)Non-Financial KPIs



Materiality	KPIs	FY2026 targets	FY2028 targets
Reduce environmental impact and foster environmental value	Reduction rate of greenhouse gas emissions (Scope 1 and 2; compared with FY2020)	18.8%	31.4%
	Number of R&D projects contributing to decarbonization, resource circulation, and biodiversity	10 cases or more	
Value creation through technological innovation and DX	Number of R&D projects contributing to disaster prevention and mitigation and enhancing productivity	12 cases or more	
	Personnel capable of low-code development	80 persons or more	30% or more of all employees
	Development of DX promotion personnel	40 persons or more	60 persons or more
Safe and reliable manufacturing to protect people and society	Number of major quality nonconformance cases	0 cases	0 cases
	Customer satisfaction rating (government agencies, private sector)	80 points or more, B or above	80 points or more, B or above
	Number of serious accidents	0 cases	0 cases
Co-creation and growth with diverse stakeholders	Number of Individual IR and SR Meetings Held	120 meetings or more	150 meetings or more
	Number of new graduate career-track hires (plan achievement rate)	120 persons or more (100%)	120 persons or more (100%)
	Percentage of women in career-track hiring	15% or more	18% or more
	Employee engagement indicators	3.8 or more	3.8 or more
Sound governance and compliance	Response rate of the survey on social-issue initiatives among partner companies	70% or more	72% or more
	Number of serious information security incidents	0 cases	0 cases
	Number of serious violations of laws and regulations	0 cases	0 cases

Employee engagement indicators: The average score based on five-level ratings of eight items, including workplace environment, job content, interpersonal relationships, and growth opportunities, with a maximum score of 5 points.