

Tokuyama Corporation Action Plan to Promote Opportunities for Women

Duration: April 1, 2020–March 31, 2022

Target	Target Value	Performance (March 2016)	Performance (April 2018)	Performance (April 2020)
Target 1: Percentage of women among university graduates who are hired	No less than 20% (3-year moving average)	25%	23%	19%
Target 2: Percentage of women among all assistant managers	No less than 6%	4.7%	6.0%	6.1%
Target 3: Percentage of women among all managers*1	No less than 2%	1.2%	1.5%	1.8%
Target 4: Expand women's areas of responsibility	Sales positions:*2 10 employees All production divisions:*3 20 employees	Sales positions: 4 employees All production divisions: 13 employees	Sales positions: 7 employees All production divisions: 14 employees	Sales positions: 12 employees All production divisions: 19 employees
(New) Target 5: Average usage rate of annual paid leave	No less than 75%	—	—	72.2%

*1. Including positions equivalent to managerial position * . Sales positions includes persons externally engaged in direct client services, such as technical sales, quality assurance, etc. *3. Excluding supervisors