

Performance data related to promotion of women's empowerment

No.	Item	Year : 2021
1	Total number of employees in senior management (managers & above)	3094
2	Number of women in senior management	357
3	Percentage of women in senior management	11.5%
4	Number of women directors on board	1
5	Total number of directors on board	10
6	Percentage of women directors on the board	10.0%
7	Total workforce	26054
8	Number of women employees in workforce	5297
9	Percentage of women employees in total workforce	20.3%
10	Total number of newly hired employees *1	152
11	Number of women employees in new hires *1	31
12	Percentage of women employees in new hires *1	20.4%
13	Average years employed by the company for female employees *2	13.6
14	Average years employed by the company for male employees *2	17.6
15	Percentage difference in average employment years for female to male employees *2	-22.7%

*1 Resonac (non-consolidated) (Former Showa Denko (non-consolidated) + Former Showa Denko Materials (non-consolidated))

*2 Former Showa Denko (non-consolidated)