

Social Data

Personnel data

| Category | Target | Record date | Classification | | Units | 2023 | 2024 | 2025 |
|--------------------------|--|-------------|-----------------------|---|--------|---------|---------|---------|
| Employees | Global consolidated | 31-Mar | Total | | People | 233,391 | 228,420 | 207,548 |
| | | | By region | Japan | | 36 | 38 | 41 |
| | | | | Southeast Asia & Pacific | | 19 | 16 | 17 |
| | | | | China & Northeast Asia | | 18 | 17 | 16 |
| | | | | North America | % | 13 | 15 | 12 |
| | | | | Europe & CIS | | 8 | 8 | 7 |
| | | | | India, South Asia, Middle East & Africa | | 5 | 5 | 5 |
| | | | | Latin America | | 1 | 1 | 2 |
| | | | Job type | Indirect | % | 59 | 60 | 62 |
| | | | | Direct manufacturing | | 41 | 40 | 38 |
| | Japan (PHD, PEX, and operating companies ¹⁾) | 1-Apr | Total | | People | 64,159 | 65,808 | 60,565 |
| | | | Gender | Male | People | 51,057 | 52,091 | 47,272 |
| | | | | | % | 79.6 | 79.2 | 78.1 |
| | | | Female | People | 13,102 | 13,717 | 13,293 | |
| | | | | % | 20.4 | 20.8 | 21.9 | |
| | | | Employment type | New graduates | People | 49,706 | 49,652 | 44,843 |
| | | | | | % | 77.5 | 75.4 | 74.0 |
| | | | Mid-career hires | People | 14,453 | 16,156 | 15,722 | |
| | | | | % | 22.5 | 24.6 | 26.0 | |
| | | | Nationality | Japan | People | 63,565 | 65,105 | 59,832 |
| | | | | | % | 99.1 | 98.9 | 98.8 |
| | | | Non-Japanese citizens | People | 594 | 703 | 733 | |
| | | | | % | 0.9 | 1.1 | 1.2 | |
| | | | Employment status | Permanent employment | People | 59,480 | 59,905 | 54,613 |
| | | | | | % | 92.7 | 91.0 | 90.2 |
| | | | Fixed-term employment | People | 4,679 | 5,903 | 5,952 | |
| | | | | % | 7.3 | 9.0 | 9.8 | |
| | | | Age group | Up to 29 years old | People | 8,091 | 9,063 | 8,997 |
| | | | | | % | 12.6 | 13.8 | 14.9 |
| | | | | 30–39 | People | 9,395 | 10,248 | 9,904 |
| | | | | | % | 14.6 | 15.6 | 16.4 |
| | | | | 40–49 | People | 14,900 | 13,886 | 12,168 |
| | | | | | % | 23.2 | 21.1 | 20.1 |
| | | | | 50–59 | People | 27,332 | 26,988 | 23,875 |
| | | | | | % | 42.6 | 41.0 | 39.3 |
| | | | | 60 years old or older | People | 4,441 | 5,623 | 5,621 |
| | | | | | % | 6.9 | 8.5 | 9.3 |
| Average years of service | Japan (PHD, PEX, and operating companies) (Permanent employees) | 1-Apr | Total | | Years | 22 | 20 | 20 |
| | | | Gender | Male | | 22 | 21 | 20 |
| | | | | Female | | 20 | 19 | 19 |

Data on diversity and work styles

| Category | Target | Record date | Classification | | Units | 2023 | 2024 | 2025 |
|---|--|--|--|--|--------|------------|------------|------------|
| Management team diversity | PHD executive officers | April 1 | Total | | People | 14 | 12 | 13 |
| | | | | Female | People | 3 | 3 | 5 |
| | | | | Mid-career hires | People | 4 | 3 | 5 |
| | | | | Non-Japanese citizens | People | 1 | 1 | 2 |
| | | | | Diversity (excluding overlapping attributes) | People | 5 | 4 | 7 |
| | | | | % | 36 | 33 | 54 | |
| Managerial diversity | Japan (PHD, PEX, and operating companies) (Non-fixed-term employees) | April 1 | Total | | People | 13,084 | 13,547 | 12,346 |
| | | | Gender | Male | People | 12,285 | 12,593 | 11,366 |
| | | | | | % | 93.9 | 92.4 | 92.1 |
| | | | | Female | People | 799 | 954 | 980 |
| | | | | | % | 6.1 | 7.0 | 7.9 |
| | | | Employment type | New graduates | People | 10,832 | 10,941 | 9,640 |
| | | | | | % | 82.8 | 80.8 | 78.1 |
| | | | | Mid-career hires | People | 2,252 | 2,606 | 2,625 |
| | | | | | % | 17.2 | 19.2 | 21.3 |
| | | | Nationality | Japan | People | 12,993 | 13,458 | 12,251 |
| | | | | | % | 99.3 | 99.3 | 99.2 |
| | | | | Non-Japanese citizens | People | 91 | 89 | 95 |
| % | 0.7 | 0.7 | | | 0.8 | | | |
| Employed people with disabilities | Japan (PHD, PEX, and operating companies) | June 1 | Total | | % | 2.45 | 2.56 | 2.53 |
| Working hours | Japan (PHD, PEX, and operating companies) | April 1 | Target individuals | | People | 64,159 | 63,218 | 60,565 |
| | | | Shorter working hours ² | People | 962 | 866 | 860 | |
| | | | | % | 1.5 | 1.4 | 1.4 | |
| | | | Flexible working hours ³ | People | 54,009 | 51,146 | 51,976 | |
| | | | | % | 84.0 | 80.9 | 85.8 | |
| | | | Remote work ⁴ | People | 11,882 | 9,171 | 12,064 | |
| % | 19.0 | 14.5 | 19.9 | | | | | |
| Category | Target | Record date | Classification | | Units | Fiscal2023 | Fiscal2024 | Fiscal2025 |
| Gender wage gap ⁵ | Japan (PHD, PEX, and operating companies) | April 1–March 31 of the following year | All employees (ratio of female average to male average) | | % | 72.6 | 75.3 | 74.9 |
| | | | Managerial positions (ratio of female average to male average) | | | 93.4 | 95.8 | 91.9 |
| Childcare leave utilization | Japan (PHD, PEX, and operating companies) | April 1–March 31 of the following year | Male | Qualified male | People | 1,108 | 1,118 | 1,053 |
| | | | | Male who took leave | People | 718 | 850 | 894 |
| | | | | Male utilization rate | % | 64 | 76 | 84 |
| | | | | Leave days taken by male | Days | 21.5 | 36.2 | 45.2 |
| | | | Female | Qualified female | People | 237 | 250 | 257 |
| | | | | Female who took leave | People | 237 | 241 | 249 |
| | | | | Female utilization rate | % | 100 | 103 | 96 |
| | | | | Leave days taken by female | Days | 376.4 | 305.8 | 277.5 |
| Annual paid leave days taken and utilization rate | Japan (PHD, PEX, and operating companies) | April 1–March 31 of the following year | Leave days granted per year | | Days | 25 | 25 | 25 |
| | | | Average leave days taken | | | 20 | 18 | 19 |
| | | | Average utilization rate | | | % | 78.4 | 70.4 |
| Work styles | Japan (PHD, PEX, and operating companies) | April 1–March 31 of the following year | Selective four-day workweek | | People | — | 153 | 138 |
| | | | Remote work outside commuting distance | | People | — | 259 | 202 |
| | | | Side Jobs | People | — | 258 | 454 | |
| | | | | Contract work | People | — | 225 | 404 |
| | | | Employed by another company | | People | — | 33 | 50 |

Social Data

Career and human resources development data

| Category | Target | Record date | Classification | | Units | Fiscal 2023 | Fiscal 2024 | Fiscal 2025 | | |
|--|---|--|--|---|---------------------|-------------|-------------|-------------|-------|-------|
| Employee Opinion Survey | Global consolidated | Conducted annually every Q3 | Respondents | | People | 149,000 | 157,000 | 152,000 | | |
| | | | Unlock indicators | Global | % | — | — | 43 | | |
| | | | | Japan | | — | — | 32 | | |
| | | | Employee engagement | Global | | 67 | 68 | 68 | | |
| | | | Employee enablement | Global | | 65 | 66 | 66 | | |
| Recruitment | Japan (PHD, PEX, and operating companies) | April 1–March 31 of the following year | Total | | People | 2,597 | 3,692 | 3,175 | | |
| | | | Gender | Male | People | 2,001 | 2,853 | 2,365 | | |
| | | | | | % | 77.1 | 77.3 | 74.5 | | |
| | | | | Female | People | 596 | 839 | 810 | | |
| | | | | | % | 22.9 | 22.7 | 25.5 | | |
| | | | Employment status | Total permanent employees | | People | 2,441 | 3,537 | 2,922 | |
| | | | | Male | People | 1,908 | 2,755 | 2,187 | | |
| | | | | | % | 78.2 | 77.9 | 74.8 | | |
| | | | | Female | People | 533 | 782 | 735 | | |
| | | | | | % | 21.8 | 22.1 | 25.2 | | |
| | | | | Total fixed-term employees | | People | 156 | 155 | 253 | |
| | | | | Male | People | 93 | 98 | 178 | | |
| | | | | | % | 59.6 | 63.2 | 70.4 | | |
| | | | | Female | People | 63 | 57 | 75 | | |
| | | | | | % | 40.4 | 36.8 | 29.6 | | |
| | | | | Employment type | Total new graduates | | People | — | 1,355 | 1,546 |
| | | | | | Male | People | — | 985 | 1,117 | |
| | | | % | | | — | 72.7 | 72.3 | | |
| | | | Female | | People | — | 370 | 429 | | |
| | | | | | % | — | 27.3 | 27.7 | | |
| | | | Total mid-career hires | | People | — | 2,337 | 1,629 | | |
| | | | Male | | People | — | 1,868 | 1,248 | | |
| | | | | | % | — | 79.9 | 76.6 | | |
| | | | Female | People | — | 469 | 381 | | | |
| | | | | % | — | 20.1 | 23.4 | | | |
| Turnover [*] | Japan (PHD, PEX, and operating companies) | April 1–March 31 of the following year | Total | All reasons for resignation | | % | 3.6 | 3.4 | 3.3 | |
| | | | | For reasons other than mandatory retirement | | % | 2.2 | 1.5 | 1.6 | |
| | | | New graduates | All reasons for resignation | | % | — | — | 3.2 | |
| | | | | For reasons other than mandatory retirement | | % | — | — | 1.4 | |
| | | | Mid-career hires | All reasons for resignation | | % | — | — | 3.8 | |
| | | | | For reasons other than mandatory retirement | | % | — | — | 2.1 | |
| Internal open recruitment | Japan (PHD, PEX, and operating companies) | April 1–March 31 of the following year | Open recruitment results | | Number | 3,526 | 2,710 | 3,211 | | |
| | | | Transfer results | | | 1,256 | 1,278 | 1,420 | | |
| | | | Multiple Internal Roles (transfer results) | | | 38 | 46 | 33 | | |
| One-on-one | Japan (PHD, PEX, and operating companies) | Every December | Participation rate | | % | 82.8 | 83.0 | 82.3 | | |
| | | | Satisfaction rate | | | 83.9 | 83.5 | 84.6 | | |
| Training results | Japan (PHD, PEX, and operating companies) | April 1–March 31 of the following year | Total Groupwide training hours | | Hours | — | 2,160,311 | 2,220,805 | | |
| | | | Training hours per person | | | — | 35.6 | 38.7 | | |
| Progress in preparing successors ^{*7} | Japan (PHD, PEX, and operating companies) | March 31 | Total | | People | 115 | 129 | 125 | | |
| | | | | Appointment possible immediately | People | 19 | 25 | 24 | | |
| | | | | Appointment possible within five years | People | 36 | 34 | 35 | | |
| | | | | Appointment possible within ten years | People | 60 | 70 | 66 | | |

^{*1} Eight companies were targeted in 2025: Panasonic Holdings (PHD), Panasonic Corporation, Panasonic Entertainment & Communication, Panasonic Housing Solutions, Panasonic Connect, Panasonic Industry, Panasonic Energy, and Panasonic Operational Excellence (PEX). In 2024 and before, Panasonic Automotive Systems was also included in this list.
^{*2} The system's internal name is the Work and Life Support Program.
^{*3} Figures include managerial positions from fiscal 2024 onward.
^{*4} Employees who work from home for more than half of the days in a month
^{*5} Female wages as a percentage of male wages (with male wages set at 100%)
^{*6} Turnover rate is the number of annual resignations divided by the average number of employees per year (excluding re-employment after retirement and appointment to executive positions)
^{*7} Percentage of successors ready for appointment immediately, within five years, or within ten years for the positions of president in operating companies/division companies, or PHD executive officer

Other human resources systems and measures

◇ Examples of training programs related to successor development

| Name | Target | Details |
|------------------------------|---|--|
| Launching Executive Leaders | Successors for executive management positions | This program is for executive candidates who are expected to be promoted to business unit managers or affiliate company presidents within one to two years. The goal is to help participants gain the ability to lead organizations effectively through adverse situations by considering the importance of communicating a fact-based vision and management that brings out the best in people, while linking what they learn to practical application and establishing their own unwavering management philosophy. |
| Creating Executive Leaders | | This program is for executive candidates who are expected to be promoted to department managers or overseas company executive posts within one to two years. This self-improvement program fosters the insight and skills required for business management and the determination to want to become a member of a management team, providing candidates with the perspective, knowledge, management literacy, and determination necessary. |
| Management Literacy Training | | This program is for young executive candidates who are expected to be promoted to section managers or gain experience working overseas within one to two years. This program aims to provide opportunities to learn basic MBA skills (people, materials, and money) and practical management skills (e.g., SCM, design thinking) and to think about management as a whole. |

◇ Examples of initiatives related to career development and asset formation support

| Name | Target | Details | |
|---|---|---|---|
| A Better Dialogue (dialogue between an employee and their supervisor) | Japan (PHD, PEX, operating companies, and some affiliate companies) | This groupwide initiative supports individuals in their growth and overcoming challenges. Together with one-on-one meetings designed to elicit the thoughts and feelings of each individual, A Better Dialogue aims to improve the quality and quantity of dialogue between employees and their supervisors. It consists of three frameworks: career and skills development, goal management, and behavioral reflection using PLP. | |
| Internal open recruitment | | <div>□ e-Challenge: A program that allows employees to apply for open positions and transfer if they are accepted. Individuals apply at their own discretion for job postings published by business units.</div> <div>□ e-Appeal Challenge: A program that allows employees to promote themselves to their desired departments. Employees promote their strengths to their desired department and, if selected, gain the opportunity to take on new challenges.</div> <div>□ Multiple Internal Roles: A program where employees can apply for open positions and, if selected, take on additional responsibilities within the group while remaining in their current department. It promotes self-growth by testing employee's abilities and potential.</div> | |
| | | Career and Life Design Seminars | We hold these seminars to nurture individuals who continue to take on challenges and support self-directed and diverse career development both within and outside the Group. They promote understanding the importance of self-directed career development, encourage behavioral changes toward realizing a career vision, and offer support for preparing a fulfilling life plan. These seminars are for employees in target age groups, with 4,768 participants in fiscal 2025. |
| | | Middle management training | This training is for section managers, who are expected to demonstrate transformational leadership by setting their organization's direction and fostering an organizational culture in which each individual is highly motivated in their work. There were 4,213 participants in fiscal 2025. |
| Employee stock purchase program (Panasonic Group Employee Shareholding Association) | | We run this program to encourage employees to commit to company performance through the acquisition of Panasonic shares and help them build wealth. It promotes employee shareholding through a monthly installment-based purchase plan as one of the many incentives we offer. | |

Social Data

Occupational health and safety data

| Category | Target | Record date | Classification | | Units | Fiscal 2023 | Fiscal 2024 | Fiscal 2025 ^{*10} |
|---|---------------------|--|----------------|---------------|--------|-------------|-------------|----------------------------|
| Targets (fatal, serious, and major accidents) | Global consolidated | April 1–March 31 of the following year | | | Number | 0 | 0 | 0 |
| Serious accidents ^{*8} | Global consolidated | April 1–March 31 of the following year | Total | | | 11 | 2 | 7 |
| | | | By region | Japan | | 3 | 0 | 0 |
| | | | | Outside Japan | | 8 | 2 | 7 |
| Of which fatal accidents ^{*6,9} | Global consolidated | April 1–March 31 of the following year | By region | Japan | | 0 | 0 | 0 |
| | | | | Outside Japan | | 0 | 0 | 3 |
| | | | Total | | | 1 | 0 | 0 |
| Major accidents ^{*8} | Global consolidated | April 1–March 31 of the following year | Total | | | 0 | 0 | 0 |
| | | | By region | Japan | | 1 | 0 | 0 |
| | | | | Outside Japan | | | | |
| Accidents leading to lost work ^{*9} | Global consolidated | April 1–March 31 of the following year | Total | | | 134 | 150 | 123 |
| | | | By region | Japan | | 56 | 70 | 69 |
| | | | | Outside Japan | | 78 | 80 | 54 |

| Category | Target | Record date | Classification | Units | 2022 | 2023 | 2024 ^{*10} |
|--|--------|-----------------------|---|-------|-------|-------|--|
| Lost-time injury frequency rate ^{*11} | Japan | January 1–December 31 | Electronic machines and devices manufacturing | — | 0.53 | 0.54 | 0.54 |
| | | | Panasonic Group | | 0.13 | 0.24 | 0.23 (Including contractor's employees: 0.30) |
| | | | PHD, PEX, and operating companies | | 0.08 | 0.23 | 0.18 (Including contractor's employees: 0.26) |
| Severity rate ^{*12} | Japan | January 1–December 31 | Electronic machines and devices manufacturing | — | 0.02 | 0.01 | 0.01 |
| | | | Panasonic Group | | 0.003 | 0.005 | 0.005 (Including contractor's employees: 0.004) |
| | | | PHD, PEX, and operating companies | | 0.002 | 0.004 | 0.002 (Including contractor's employees: 0.007) |

| Category | Target | Record date | Classification | Units | Fiscal 2023 | Fiscal 2024 | Fiscal 2025 |
|------------------------------------|----------------------|--|---|-------|-------------|-------------|-------------|
| Health checkup utilization rates | Japan ^{*13} | April 1–March 31 of the following year | | % | 93.4 | 97.1 | 97.2 |
| Stress check utilization rates | Japan ^{*13} | April 1–March 31 of the following year | | | 92.0 | 92.6 | 92.9 |
| Proper lifestyle habits indicators | Japan ^{*13} | April 1–March 31 of the following year | Moderate drinking ^{*14} | % | 92.5 | 92.5 | 88.9 |
| | | | No smoking | | 78.2 | 78.7 | 79.1 |
| | | | Adequate sleep | | 60.7 | 59.3 | 58.0 |
| | | | Proper diet | | 46.3 | 46.2 | 45.6 |
| | | | Adequate exercise | | 32.2 | 33.8 | 35.2 |
| Health indicators | Japan ^{*13} | April 1–March 31 of the following year | Rate of awareness of steps taken per week | % | 59.6 | 58.0 | 59.8 |
| | | | Rate of exercise | | 24.4 | 24.8 | 25.9 |
| | | | Smoking rate | | 21.9 | 21.3 | 21.0 |
| | | | Obesity rate | | 29.0 | 28.7 | 29.4 |

^{*8} A "serious accident" is a fatal accident or an accident resulting in long-lasting physical disabilities. A "major accident" involves at least three employees. The data includes those of external contractors and contractor's employees.

^{*9} Three cases of fatal accidents in Fiscal 2025 involved two employees and a contractor's employee

^{*10} Excludes Panasonic Automotive Systems, Co., Ltd.

^{*11} Disabling injury frequency rate: The number of accidents that require time off from work per one million total working hours. The data for Panasonic Group, PHD, PEX, and operating companies include external contractors.

^{*12} Severity rate: Proportion of time lost per 1,000 total working hours. The data for Panasonic Group, PHD, PEX, and operating companies. The data includes those of external contractors.

^{*13} Panasonic Group companies in Japan (Figures in Fiscal 2025 include Panasonic Automotive Systems, Co., Ltd.).

^{*14} Questions in medical interview changed in Fiscal 2025.

| Category | Target | Record date | Classification | | | Units | Fiscal 2025 ^{*15} |
|---|---|--|--|--|--|--------|----------------------------|
| | | | Organizer | Target employees | Course name | | |
| Personal health & safety training (Safety-focused) | Japan (Panasonic Group (including affiliate companies)) | April 1–March 31 of the following year | Total | | | People | 1,026 |
| | | | Health and Safety Management Office | Occupational health and safety staff (within three years of appointment) | Occupational Health and Safety Staff Training (Introduction) | | 28 |
| | | | | For section and higher level managers (when newly appointed) | Occupational Health and Safety Seminar for HR Personnel | | 24 |
| | | | HR Function Planning Office | Regularly hired employees in their second year/employees changing their career/mid-career hires for HR | HR Knowledge Training | | 52 |
| | | | Monozukuri Training Center | Plant managers, manufacturing managers, and other relevant personnel | Occupational Health and Safety Seminar for Executives and Plant Managers | | 39 |
| | | | | Chemical engineering managers and other relevant personnel | Chemical Substance Management Training | | 250 |
| | | | | Manufacturing, production process, and quality assurance employees | Lectures on Creating and Using Equipment Safety Standards (C Training) | | 20 |
| | | | Health & Safety Management Office in Panasonic Electric Works Business Consulting & Training Co., Ltd. | Production technology, equipment safety, and health and safety | Equipment Safety Engineer Training (A Training) | | 264 |
| | | | | Production technology, equipment safety, health and safety, manufacturing line leaders | Equipment Safety Manager Training (B Training) | | 349 |
| | | | | | | | |
| Personal health & safety training (General training that includes safety) | Japan (Panasonic Group (including affiliate companies)) | April 1–March 31 of the following year | Total | | | People | 1,896 |
| | | | Team & Talent Development Center (T2DC) | New spring graduates | Introductory Training for New Spring Graduates | | 1,745 |
| | | | | Employees assigned to overseas manufacturing companies | Pre-Assignment Training for Overseas Manufacturing Companies | | 151 |

^{*15} Includes Panasonic Automotive Systems.

Corporate citizenship activities data

| Category | Target | Record date | Classification | | Units | Fiscal 2023 | Fiscal 2024 | Fiscal 2025 |
|---|---------------------|--|-----------------------------|--|-----------------|-------------|-------------|-------------|
| Corporate citizenship activity expenses | Global consolidated | April 1–March 31 of the following year | Total expenditures | | Millions of yen | 2,065 | 2,353 | 2,403 |
| | | | Activity expenses by region | Japan | Millions of yen | 1,060 | 1,143 | 1,029 |
| | | | | China & Northeast Asia | | 417 | 381 | 380 |
| | | | | Overseas Support from Japan | | 348 | 317 | 334 |
| | | | | India, South Asia, the Middle East & Africa | | 4 | 13 | 303 |
| | | | | North America | | 167 | 237 | 193 |
| | | | | Southeast Asia & Pacific | | 21 | 213 | 112 |
| | | | | Latin America | | 5 | 1 | 32 |
| | | | | Europe & CIS | | 43 | 49 | 21 |
| | | | Breakdown by field | Social welfare | % | 6.1 | 11.8 | 24.2 |
| | | | | Human development support | | 27.5 | 26.1 | 23.8 |
| | | | | Operating expenses | | 13.9 | 13.0 | 13.6 |
| | | | | Local communities | | 9.3 | 8.6 | 10.5 |
| | | | | Academic research | | 4.9 | 3.7 | 7.6 |
| | | | | Arts and culture | | 7.8 | 8.4 | 6.6 |
| | | | | Sports | | 4.8 | 5.5 | 6.3 |
| | | | | Environment | | 4.5 | 7.8 | 2.7 |
| | | | | Disaster relief | | 9.1 | 4.1 | 2.5 |
| | | | | Publicity | | 4.3 | 2.2 | 1.8 |
| | | | | Preservation of temples, shrines, and historic sites | | 0.4 | 0.4 | 0.4 |
| | | | | International exchanges | | 0.3 | 0.6 | 0.1 |
| | | | | Support for NPOs/NGOs ^{*16} | | 2.6 | 2.5 | N/A |
| | | | | Support for areas without electricity ^{*16} | | 2.4 | 2.2 | N/A |
| | | | | Support for economic organizations ^{*16} | | 2.0 | 1.8 | N/A |
| | | | | Health and medicine ^{*16} | | 0.2 | 1.2 | N/A |
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^{*16} Support for areas without electricity and health and medicine will be included in social welfare from fiscal 2025 onwards. Support for NPOs/NGOs will be allocated to social welfare or local communities depending on the type of support, while support for economic organizations will be allocated to local communities, academic research, or other areas depending on the type of support.