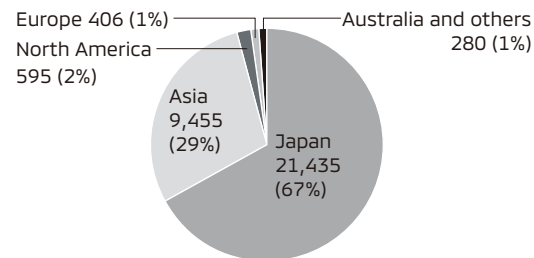


Human Resource-Related Data

Number of Employees

		FY 2016	FY 2017	FY 2018	FY 2019
Number of employees (non-consolidated)	Total	13,222	13,693	14,171	14,407
	Male	11,932	12,336	12,695	12,848
	Female	1,290	1,357	1,476	1,559
Number of employees (consolidated)		29,604	30,507	31,314	32,171
Number of temporary workers (consolidated)		3,892	7,122	8,682	7,558

Number of Employees by Region: 32,171 (consolidated)



Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

Number of managerial employees	Persons	1,098
	Ratio	10.2%
Number of employees		10,736

(As of March 2020)

Status of Female Management Promotions

		As of July 2017	As of July 2018	As of July 2019	As of July 2020
Number of female managers	Persons	49	58	68	74
	Ratio	2.9%	3.5%	3.9%	3.5%
	General manager or above	6	11	13	14
Number of female executives*1	Persons	2	3	5	5
	Ratio	5.1%	7.7%	12.5%	12.5%

*1 Number of female executives includes outside directors.

Employee Makeup (non-consolidated)

		FY 2016	FY 2017	FY 2018F	FY 2019
Average age	Male	41.1	41.9	41.6	41.4
	Female	38.3	39.2	38.5	38.1
Average years of service	Male	16.7	16.6	16.7	16.2
	Female	12.3	12.8	12.4	11.6
Number of employees who have left the company (total)		665	539	533	735
Retirement		221	248	272	381
Voluntary retirement		421	249	240	303
Involuntary retirement		8	2	7	14
Work transfer, other		15	40	14	37

Number of New Graduates Hired

		FY 2016	FY 2017	FY 2018F	FY 2019
Total	Male	298	220	314	368
	Female	40	31	54	92
University graduate/Master's degree or above	Male	196	133	226	229
	Female	34	27	47	76
Junior college/vocational school graduates	Male	2	1	5	1
	Female	0	0	0	0
High school graduates/other	Male	100	86	83	138
	Female	6	4	7	16

Working Hours and Ratio of Paid Leave Taken

		FY 2016	FY 2017	FY 2018F	FY 2019
Total working hours per person/per year		2,092.9 hours	2,115.5 hours	2,131.2 hours	2,013.6 hours
Overtime worked per person		328.3 hours	329.5 hours	372.3 hours	288.6 hours
Ratio of annual paid leave taken*2		81.6%	82.6%	86.6%	100.6%

*2 Days of annual paid leave taken during the year (days carried forward from the previous year + days granted for the current year) / Days of annual paid leave available for the year ×100

Number of Persons Taking Childcare Leave and Retention of Returnees

		FY 2016	FY 2017	FY 2018F	FY 2019
Number of persons taking childcare leave	Total	86	127	131	194
	Male	3	6	10	49
	Female	83	121	121	145
Retention rate of returnees*1		91.9%	92.3%	100%	97.7%

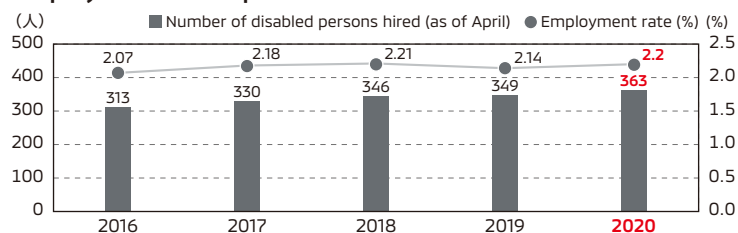
*1 Total number of employees still employed 12 months after returning to work from childcare leave
 Total number of employees whose childcare leave ended during the previous reporting period ×100

Major Programs to Promote Work-Life Balance

FY 2019 Results		Male	Female	Total
Childcare	Pregnancy leave	0	11	11
	Maternity leave	0	72	72
	Childcare leave	49	145	194
	Child nursing leave	319	186	505
	Reduced working hours for childcare	10	191	201
Nursing care	Nursing care leave	3	6	9
	Short-term nursing care leave	169	60	229
	Reduced working hours for nursing care	2	6	8
Miscellaneous	Life plan leave	98	33	131
	Accumulation of unused paid leave	208	13	221
	Flexitime system (including managerial employees)*2	7,015	1,157	8,172
	Telecommuting system	880	425	1,305
	Reemployment system			
	Number of employees registered as candidates for re-hiring under the reemployment system (in fiscal 2019, no employees were rehired under this program)	0	6	6
	Accompanying leave	0	8	8

*2 With regard to the flexitime system, the number of employees eligible to use the system (as of April 1, 2019)

Employment of People with Disabilities*3



*3 In accordance with the Act for Promotion of Employment of Persons with Disabilities, one severely disabled person is recognized as two people

Fiscal 2019 Training Results

Number of employees who took courses during the year (total)	26,811
Total number of hours attended	230,367 hours
Number of course hours/days per employee	16 hours / 2.0 days
Training expenses per employee	¥30,095

Wage Levels

Starting pay	High school graduate Administrative and Engineering staff	¥166,400
	High school graduate Manufacturing Worker	¥172,400
	Technical college graduate	¥186,100
	Junior college graduate	¥170,900
	University graduate	¥209,900
	Master's degree	¥231,900
Average salary of all employees (annual)	Doctor of Philosophy	¥265,900
	(annual)	¥7,311,000
Percentage of women's salaries to men's salaries (annual)		74%
Ratio of Valuable Compensation	General Manager	Maximum of 35% of annual basic salary
	General Manager (responsible for specific duties)	Maximum of 25% of annual basic salary
	Manager	Maximum of 20% of annual basic salary

Accident Rate (Accident Frequency)

	FY 2016	FY2017	FY2018	FY2019
Overall accident rate*4	0.54	0.60	0.41	0.42
Accident rate with loss of workdays*5	0.06	0.09	0.10	0.10

*4 Number of accidents with or without loss of workdays per 1 million working hours

*5 Number of accidents with loss of workdays per 1 million working hours

Employee Shareholding Association

As of March 2020	
Number of members of the employee shareholding association	1,211
Membership rate	7.8
Shares owned	1,881,798