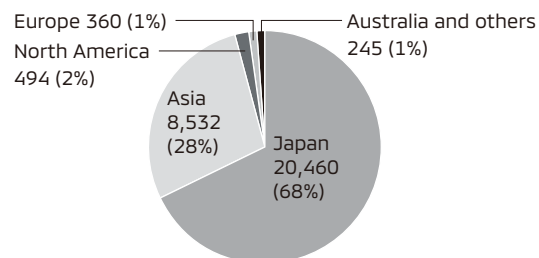


## Human Resource-Related Data

### Number of Employees

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Number of employees (nonconsolidated)	Total	13,222	13,693	14,171	14,407	13,951
	Male	11,932	12,336	12,695	12,848	12,403
	Female	1,290	1,357	1,476	1,559	1,548
Number of employees (consolidated)		29,604	30,507	31,314	32,171	30,091
Number of temporary workers (consolidated) (Percentage of temporary workers on a consolidated basis)		3,892 (13%)	7,122 (23%)	8,682 (28%)	7,558 (23%)	6,434 (21%)

### Number of Employees by Region: 30,091 (consolidated)



### Number of Locally-Hired Managerial Employees at Overseas Subsidiaries

Number of managerial employees	Persons	1,018
	Ratio	10.6%
Number of employees		9,631

(As of March 2021)

### Status of Female Management Promotions

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Number of female managers*1	Persons	49	58	68	74	80
	Ratio	2.9%	3.5%	3.9%	3.5%	4.1%
	General manager or above	6	11	13	14	13
Number of female executives*2	Persons	2	3	5	5	3
	Ratio	5.1%	7.7%	12.5%	12.5%	8.8%

\*1 Including dispatched personnel on leave and secondees, excluding medical workers

\*2 Number of female executives includes outside directors

### Employee Makeup (non-consolidated)

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Average age	Male	41.1	41.9	41.6	41.4	41.1
	Female	38.3	39.2	38.5	38.1	37.5
Average years of service	Male	16.7	16.6	16.7	16.2	15.8
	Female	12.3	12.8	12.4	11.6	11.1
Number of employees who have left the company (total)		665	539	533	735	1,002
Retirement		221	248	272	381	203
Voluntary retirement (Percentage of voluntary retirement)		421 (63%)	249 (46%)	240 (45%)	303 (41%)	305 (30%)
Involuntary retirement		8	2	7	14	11
Work transfer, other		15	40	14	37	483

### Number of New Graduates Hired

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total	Male	298	220	314	368	386
	Female	40	31	54	92	85
University graduate/Master's degree or above	Male	196	133	226	229	204
	Female	34	27	47	76	76
Junior college/vocational school graduates	Male	2	1	5	1	0
	Female	0	0	0	0	0
High school graduates/other	Male	100	86	83	138	182
	Female	6	4	7	16	9

### Working Hours and Ratio of Paid Leave Taken

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total working hours per person/per year	2,092.9 hours	2,115.5 hours	2,131.2 hours	2,013.6 hours	1,880.8 hours
Overtime worked per person	328.3 hours	329.5 hours	372.3 hours	288.6 hours	221.4 hours
Ratio of annual paid leave taken*3	81.6%	82.6%	86.6%	100.6%	99.2%

\*3 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 2018	FY 2019	FY 2020
Number of persons taking childcare leave	Total	86	127	131	194	81
	Male	3	6	10	49	35
	Female	83	121	121	145	46
Retention rate of returnees*1		91.9%	92.3%	100%	97.7%	96%

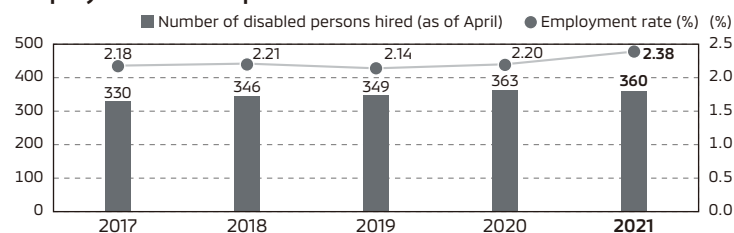
\*1  $\frac{\text{Total number of employees still employed 12 months after returning to work from childcare leave}}{\text{Total number of employees whose childcare leave ended during the previous reporting period}} \times 100$

### Major Programs to Promote Work-Life Balance

FY 2020 Results		Male	Female	Total
Childcare	Pregnancy leave	0	7	7
	Maternity leave	0	59	59
	Childcare leave	35	46	81
	Child nursing leave	248	151	399
	Reduced working hours for childcare	3	159	162
Nursing care	Nursing care leave	3	1	4
	Short-term nursing care leave	146	44	190
	Reduced working hours for nursing care	1	4	5
Miscellaneous	Life plan leave	68	26	94
	Accumulation of unused paid leave	194	9	203
	Flextime system (including managerial employees)*2	7,006	1,221	8,227
	Reemployment system Number of employees registered as candidates for re-hiring under the reemployment system (in FY2020, one employee was rehired under this program)	16	6	22
	Accompanying leave (two returnees in FY2020)	0	8	8

\*2 With regard to the flextime system, the number of employees eligible to use the system (as of April 1, 2021)

### 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

### FY2020 Training Results

Number of employees who took courses during the year (total)	12,834
Total number of hours attended	240,359 hours
Number of course hours/days per employee	17.2 hours /2.1 days
Training expenses per employee	¥5,296

### Wage Levels

Starting pay	High school graduate Administrative and Engineering staff	¥166,900
	High school graduate Manufacturing Worker	¥172,900
	Technical college graduate	¥186,600
	Junior college graduate	¥171,400
	University graduate	¥210,400
	Master's degree	¥232,400
	Doctor of Philosophy	¥266,400
Average salary of all employees (annual)	¥6,519,000	
Percentage of women's salaries to men's salaries (annual)	78%	
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	FY 2017	FY 2018	FY 2019	FY 2020
Overall accident rate*4	0.54	0.60	0.41	0.42	0.30
Accident rate with loss of workdays*5	0.06	0.09	0.10	0.10	0.00

\*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 2021	
Number of members of the employee shareholding association	1,038
Membership rate	6.0%
Shares owned	2,014,580