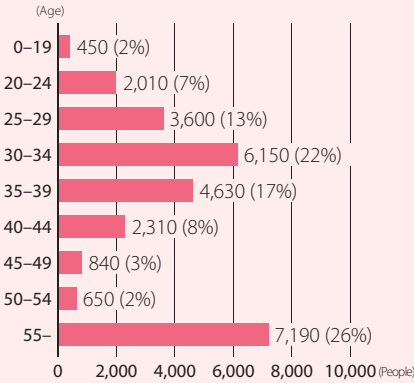


# Data related to human resources and motivation (non-consolidated)

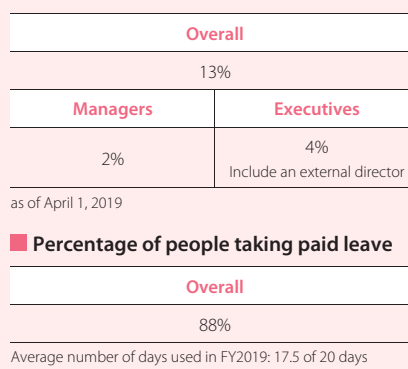
## Employee composition by age

(as of April 1, 2019)

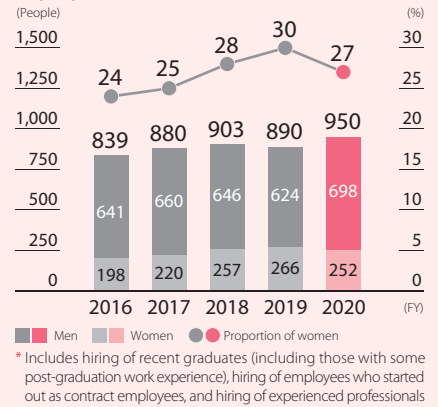


## Percentage of female workers

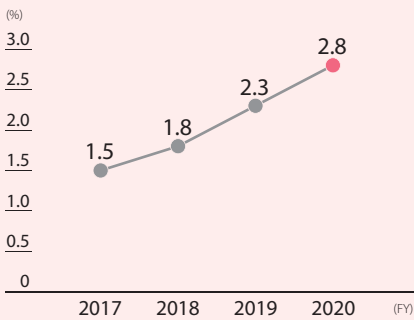
(Indicating managers and executives separately)



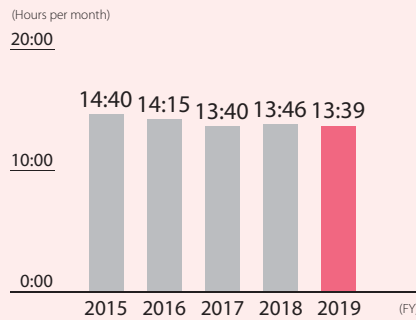
## Number of hires by gender and changes in proportion of women hires\*



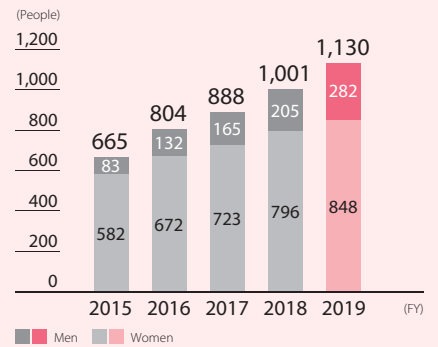
## Ratio of female managers and supervisors



## Average overtime hours



## People taking childcare leave



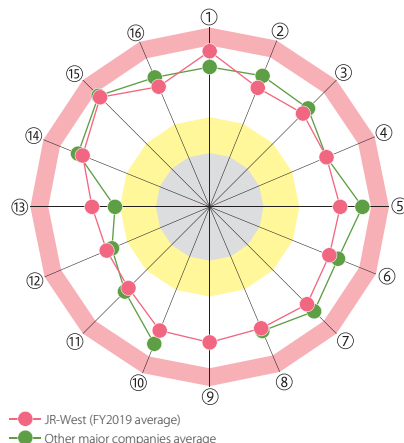
## FY2019 employee awareness survey

Since fiscal 2009, we have conducted a survey of all employees as one method for gauging the status of their motivation.

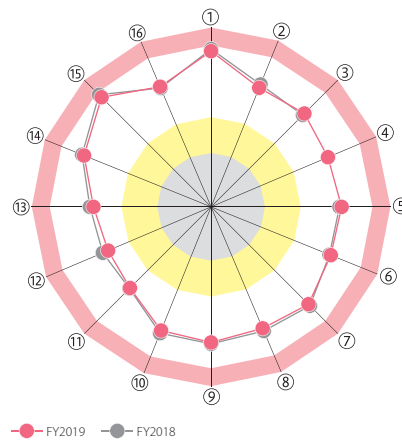
Compared to other major companies, we showed high marks for items (1) "pride and sense of mission in work" and (13) "reflection of front-line information in policies (workplace-based approach)," however, overall scores on the survey were below their previous level.

Nevertheless, there were positive changes, such as improved scores on four items, including (3) "initiative and capacity to think and act."

### Comparison with other major companies



### Comparison with FY2018



- ① Pride and sense of mission in work
- ② Meaningfulness and sense of achievement in work
- ③ Initiative and capacity to think and act
- ④ Mental and physical vitality
- ⑤ Participation in workplace initiatives
- ⑥ Work-life balance
- ⑦ Cultivation of a CS mindset
- ⑧ Workplace culture (synergy & compassion)
- ⑨ Initiatives to pass on technology and boost expertise
- ⑩ Communication with supervisors
- ⑪ Fair evaluations and compensation
- ⑫ Opportunities to improve skills
- ⑬ Reflection of front-line information in policies (workplace-based approach)
- ⑭ Dissemination & sharing of management policies (Medium-Term Plan, etc.)
- ⑮ Pride in the company
- ⑯ Diversity & workstyle reforms

- 4.0 average and above: very high
- 3.5 average and above: high
- 3.0 average and above: normal
- Less than 3.0 average: low

Note: Some questions are not part of surveys conducted by other major competitors.