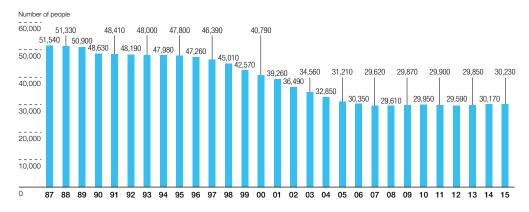
OPERATING ENVIRONMENT

Data

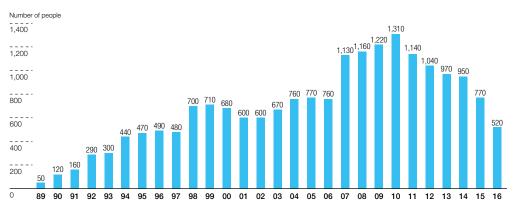
Employees (Consolidated, Non-Consolidated)

NUMBER OF EMPLOYEES (Non-Consolidated) As of April 1



NEW EMPLOYEES (Non-Consolidated) FY ended March 31

BUSINESS



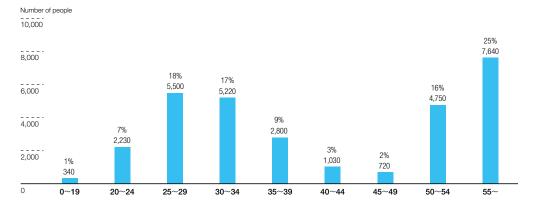
DATA

Note: Beginning the fiscal year ended March 2007, a new personnel system was adopted that promoted contract employees during the year to the status of full employees. These employee figures have been included in the fiscal year ended March 2007 and for years thereafter. (Please note, however, that in the fiscal year ending March 2016, this figure represents employees who joined the Company on April 1, 2015.) The employee figures do not include medical-related employees (doctors, technicians, nurses, etc.) and specialist employees recruited mid-career.

Number of people 50,000 47,794 47,565 45.995 45,703 45,402 45,326 46,006 46,104 45,250 45,240 44,080 43,118 43,093 43,354 44,021 43,394 40,000 16.440 - 968 30,000 -2,278 27,300 26.443 26 70 26 778 26,880 5 830 25.465 25.466 25.824 20,000 10,000 0 00 01 02 07 08 09 10 11 12 13 15 03 04 05 06 14 Transportation Retail Real Estate Other Businesses

NUMBER OF EMPLOYEES AT WORK (Consolidated) As of March 31

AGE DISTRIBUTION (Non-Consolidated) As of April 1, 2015



Non-Consolidated