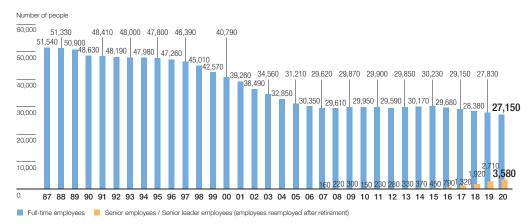


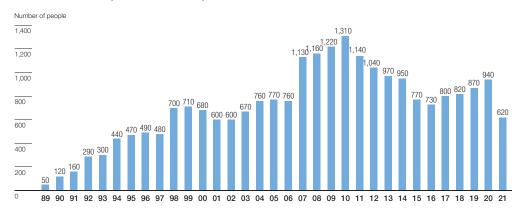
# Data

Employees (Consolidated, Non-Consolidated)

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



### NEW EMPLOYEES (Non-Consolidated) FY ended March 31



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 2021, this figure represents employees tho joined the Company on April 1, 2020.) The employee figures do not include medical-related employees (doctors, technicians, nurses, etc.) and specialist employees recruited mid-career.

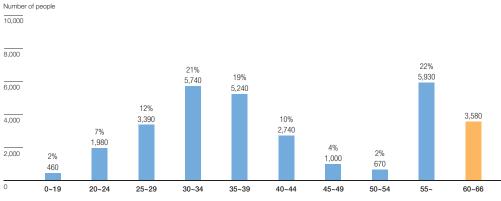
#### Number of people 47,565 47,456 47,38247,869 47,842 **48,323** 50,000 47,794 45,240 46,104 45,703 45,402 45,326 46,006 45 995 4<sup>45,250</sup> 44,080 43,118 43,093 43,354 44,021 43.394 40,000 18.551 506 -1,449 -2,943 30,000 25,830 25,465 25,466 25,824 26,443 26,705 26,778 26,889 27,300 26,886 26,555 25,82 125,291 24,866 24,439 20.000 25,380 10,000 0 00 01 02 03 04 07 08 09 11 12 13 14 15 16 17 18 19 20 05 06 10

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

Transportation Retail Real Estate Other Businesses

Non-Consolidated

AGE DISTRIBUTION (Non-Consolidated) As of April 1, 2020



 Full-time employees
 Senior employees / Senior leader employees (employees reemployed after retirement)

 Note:
 The percentages are based on employee numbers excluding employees reemployed after retirement.