

NSG Group: Human Resources Data

■ Number of employee by gender

		FY2019	FY2020	FY2021
NSG	Male FTEs	1,979	1,993	2,000
	Female FTEs	194	197	198
	Total FTEs	2,173	2,190	2,198
Subsidiaries	Male FTEs	22,689	21,925	21,573
	Female FTEs	4,538	4,510	4,534
	Total FTEs	27,226	26,435	26,106
NSG Group	Male FTEs	24,668	23,918	23,573
	Female FTEs	4,732	4,707	4,732
	Total FTEs	29,399	28,625	28,304

Data collection at the end of December

■ Number of employee by region and gender

		FY2019	FY2020	FY2021
Japan	Male FTEs	4,431	4,252	4,005
	Female FTEs	839	829	755
	Total FTEs	5,270	5,081	4,760
Asia	Male FTEs	2,834	2,963	2,802
	Female FTEs	583	571	548
	Total FTEs	3,417	3,534	3,350
Europe	Male FTEs	11,107	10,696	10,692
	Female FTEs	2,148	2,196	2,255
	Total FTEs	13,254	12,892	12,947
North America	Male FTEs	3,625	3,495	3,540
	Female FTEs	928	847	918
	Total FTEs	4,553	4,342	4,458
South America	Male FTEs	2,671	2,512	2,534
	Female FTEs	234	264	256
	Total FTEs	2,905	2,776	2,790
NSG Group	Male FTEs	24,668	23,918	23,573
	Female FTEs	4,732	4,707	4,732
	Total FTEs	29,399	28,625	28,304

Data collection at the end of December

■ Number of employee by gender and employment contract

			FY2019	FY2020	FY2021
NSG Group	Male	Permanent employees FTEs	22,482	22,038	21,832
		Temporary employees FTEs	2,186	1,880	1,741
		Total FTEs	24,668	23,918	23,573
	Female	Permanent employees FTEs	4,089	4,104	4,231
		Temporary employees FTEs	643	603	501
		Total FTEs	4,732	4,707	4,732
	Total	Permanent employees FTEs	26,571	26,142	26,063
		Temporary employees FTEs	2,829	2,483	2,241
		Total FTEs	29,399	28,625	28,304

Data collection at the end of December

NSG Group: Human Resources Data

■ Number of employee by region and employment contract

		FY2019	FY2020	FY2021
Japan	Permanent employees FTEs	4,407	4,252	3,990
	Temporary employees FTEs	863	829	770
	Total FTEs	5,270	5,081	4,760
Asia	Permanent employees FTEs	2,937	3,082	2,889
	Temporary employees FTEs	480	452	461
	Total FTEs	3,417	3,534	3,350
Europe	Permanent employees FTEs	11,931	11,796	12,056
	Temporary employees FTEs	1,324	1,097	891
	Total FTEs	13,254	12,892	12,947
North America	Permanent employees FTEs	4,431	4,285	4,421
	Temporary employees FTEs	122	57	37
	Total FTEs	4,553	4,342	4,458
South America	Permanent employees FTEs	2,865	2,728	2,707
	Temporary employees FTEs	40	48	83
	Total FTEs	2,905	2,776	2,790
NSG Group	Permanent employees FTEs	26,571	26,142	26,063
	Temporary employees FTEs	2,829	2,483	2,241
	Total FTEs	29,399	28,625	28,304

Data collection at the end of December

NSG Group: Human Resources Data

■ Number of employee by region, gender and age group

			FY21
Japan	Male FTEs	Under 30 years old	393
		30-50 years old	2,250
		Over 50 years old	1,362
		Total	4,005
	Female FTEs	Under 30 years old	61
		30-50 years old	432
		Over 50 years old	262
		Total	755
Asia	Male FTEs	Under 30 years old	732
		30-50 years old	1,774
		Over 50 years old	296
		Total	2,802
	Female FTEs	Under 30 years old	93
		30-50 years old	422
		Over 50 years old	33
		Total	548
Europe	Male FTEs	Under 30 years old	1,194
		30-50 years old	5,973
		Over 50 years old	3,525
		Total	10,692
	Female FTEs	Under 30 years old	270
		30-50 years old	1,415
		Over 50 years old	570
		Total	2,255
North America	Male FTEs	Under 30 years old	706
		30-50 years old	1,772
		Over 50 years old	1,062
		Total	3,540
	Female FTEs	Under 30 years old	198
		30-50 years old	436
		Over 50 years old	284
		Total	918
South America	Male FTEs	Under 30 years old	384
		30-50 years old	1,816
		Over 50 years old	334
		Total	2,534
	Female FTEs	Under 30 years old	95
		30-50 years old	147
		Over 50 years old	14
		Total	256
NSG Group	Male FTEs	Under 30 years old	3,409
		30-50 years old	13,585
		Over 50 years old	6,579
		Total	23,573
	Female FTEs	Under 30 years old	717
		30-50 years old	2,852
		Over 50 years old	1,163
		Total	4,732

Data collection at the end of December

NSG Group: Human Resources Data

■ Number of new permanent employees

			FY2019	FY2020	FY2021
NSG	New graduates recruitment	Male	21	28	25
		Female	3	6	1
		Total	24	34	26
	Mid-career recruitment	Male	39	58	7
		Female	4	9	1
		Total	43	67	8
	Total	Male	60	86	32
		Female	7	15	2
		Total	67	101	34

Data collection from April to March

■ Percentage of new permanent employees

		FY2019	FY2020	FY2021
NSG	New graduates and mid-career	2.9%	4.5%	1.6%

Data collection at the end of March

■ Retention rate of new graduates recruitment

		Male	Female
NSG	Number of new graduates recruitment at 1st April 2018	21	3
	Number of enrolled employees among them at 1st April 2021	16	2
	Retention rate after 3 years	76%	67%

■ Employment rate of permanent employees with disabilities

	FY2019	FY2020	FY2021
NSG and main subsidiaries in Japan	2.2%	2.2%	2.4%

Data collection at the end of March

Main subsidiaries in Japan:

NSG Building Products Co., Ltd., Thanxs Corporation Co.,Ltd.,
Nippon Sheet Glass WIN-TEC Co., Ltd.

■ Turnover of permanent employees

		FY2019	FY2020	FY2021
NSG	Number of employees leaving	34	41	73
	Turnover rate	1.5%	1.8%	3.4%

Data collection at the end of March

■ Percentage of senior management from the local community

	FY2019	FY2020	FY2021
NSG Group	81.3%	80.7%	82.5%

Data collection at the end of March

■ Percentage of female in managerial positions

	FY2019	FY2020	FY2021
NSG Group	12.8%	15.2%	14.0%

Data collection at the end of December

NSG Group: Human Resources Data

■ Union Organization Rate

	FY2019	FY2020	FY2021
NSG	70.0%	70.6%	71.1%

Data collection at the end of March

■ Parental leave of permanent employees

			FY2019	FY2020	FY2021
NSG	Number of employees taking parental leave	Male	1	1	6
		Female	3	6	3
		Total	4	7	9
	Return to work rate	Male	100%	100%	100%
		Female	100%	100%	100%
		Total	100%	100%	100%

Data collection from April to March

■ Work-life balance index of permanent employees

		FY2019	FY2020	FY2021
NSG	Acquisition rate of paid holidays	83.5%	83.5%	81.7%
	Annual overtime hours worked per person	179	169	114
	Annual actual working hours per person	1,902	1,869	1,840

Data collection from April to March

- [Notes]
- 1) "NSG" in the tables means Nippon Sheet Glass Co., Ltd.
 - 2) "FTE" in the tables means Full-Time Equivalent.