

## NSG Group: Human Resources Data

### ■ Number of employee by gender

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	
NSG	Male FTEs	1,943	1,979	1,993	2,000	1,958	1,928	1,952	2,012.0
	Female FTEs	201	194	197	198	193	195	204	215.0
	Total FTEs	2,144	2,173	2,190	2,198	2,151	2,123	2,156	2,227.0
Subsidiaries	Male FTEs	22,493	22,689	21,925	21,573	20,499	19,400	19,793	19,797.0
	Female FTEs	4,453	4,538	4,510	4,534	4,343	4,225	4,565	4,537.0
	Total FTEs	26,946	27,226	26,435	26,106	24,840	23,625	24,358	24,334.0
NSG Group	Male FTEs	24,436	24,668	23,918	23,573	22,457	21,328	21,745	21,809.0
	Female FTEs	4,654	4,732	4,707	4,732	4,536	4,420	4,769	4,752.0
	Total FTEs	29,090	29,399	28,625	28,304	26,991	25,748	26,514	26,561.0

Data collection at the end of December in each year

### ■ Number of employee by region and gender

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	
Japan	Male FTEs	4,428	4,431	4,252	4,005	3,755	3,541	3,777	3,812.5
	Female FTEs	818	839	829	755	715	578	770	772.5
	Total FTEs	5,246	5,270	5,081	4,760	4,469	4,119	4,547	4,585.0
Asia	Male FTEs	2,784	2,834	2,963	2,802	2,595	2,786	1,691	1,951.0
	Female FTEs	572	583	571	548	559	688	355	387.0
	Total FTEs	3,356	3,417	3,534	3,350	3,153	3,474	2,046	2,338.0
Europe	Male FTEs	11,049	11,107	10,696	10,692	10,191	9,414	10,198	9,740.5
	Female FTEs	2,132	2,148	2,196	2,255	2,151	1,977	2,291	2,171.0
	Total FTEs	13,181	13,254	12,892	12,947	12,342	11,391	12,489	11,911.5
North America	Male FTEs	3,530	3,625	3,495	3,540	3,433	3,558	3,817	4,105.0
	Female FTEs	914	928	847	918	849	854	1,017	1,066.5
	Total FTEs	4,444	4,553	4,342	4,458	4,282	4,412	4,834	5,171.5
South America	Male FTEs	2,645	2,671	2,512	2,534	2,483	2,293	2,264	2,200.0
	Female FTEs	219	234	264	256	262	297	337	355.0
	Total FTEs	2,864	2,905	2,776	2,790	2,745	2,590	2,601	2,555.0
NSG Group	Male FTEs	24,436	24,668	23,918	23,573	22,457	20,199	21,745	21,809.0
	Female FTEs	4,654	4,732	4,707	4,732	4,536	4,050	4,769	4,752.0
	Total FTEs	29,090	29,399	28,625	28,304	26,991	24,249	26,514	26,561.0

Data collection at the end of December in each year

### ■ Number of employee by gender and employment contract

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025		
NSG Group	Male	Permanent employees FTEs	22,234	22,482	22,038	21,832	20,942	20,199	20,405	20,696.0
		Temporary employees FTEs	2,202	2,186	1,880	1,741	1,515	1,129	1,340	1,113.0
		Total FTEs	24,436	24,668	23,918	23,573	22,457	21,328	21,745	21,809.0
NSG Group	Female	Permanent employees FTEs	4,016	4,089	4,104	4,231	4,041	4,050	4,299	4,391.0
		Temporary employees FTEs	638	643	603	501	494	370	470	361.0
		Total FTEs	4,654	4,732	4,707	4,732	4,535	4,420	4,769	4,752.0
NSG Group	Total	Permanent employees FTEs	26,250	26,571	26,142	26,063	24,983	24,249	24,704	25,087.0
		Temporary employees FTEs	2,840	2,829	2,483	2,241	2,009	1,499	1,810	1,474.0
		Total FTEs	29,090	29,399	28,625	28,304	26,991	25,748	26,514	26,561.0

Data collection at the end of December in each year

### ■ Number of employee by region and employment contract

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	
Japan	Permanent employees FTEs	4,354	4,407	4,252	3,990	3,784	4,119	4,016	4,013.0
	Temporary employees FTEs	892	863	829	770	684	172	531	572.0
	Total FTEs	5,246	5,270	5,081	4,760	4,468	4,291	4,547	4,585.0
Asia	Permanent employees FTEs	3,006	2,937	3,082	2,889	2,780	1,737	1,797	2,105.0
	Temporary employees FTEs	350	480	452	461	374	322	249	233.0
	Total FTEs	3,356	3,417	3,534	3,350	3,154	2,059	2,046	2,338.0
Europe	Permanent employees FTEs	11,839	11,931	11,796	12,056	11,475	11,391	11,615	11,257.5
	Temporary employees FTEs	1,342	1,324	1,097	891	867	917	939	654.0
	Total FTEs	13,181	13,254	12,892	12,947	12,342	12,308	12,554	11,911.5
North America	Permanent employees FTEs	4,249	4,431	4,285	4,421	4,266	4,412	4,829	5,165.5
	Temporary employees FTEs	195	122	57	37	16	12	9	6.0
	Total FTEs	4,444	4,553	4,342	4,458	4,282	4,424	4,838	5,171.5
South America	Permanent employees FTEs	2,803	2,865	2,728	2,707	2,677	2,590	2,514	2,546.0
	Temporary employees FTEs	61	40	48	83	68	76	87	9.0
	Total FTEs	2,864	2,905	2,776	2,790	2,745	2,666	2,601	2,555.0
NSG Group	Permanent employees FTEs	26,250	26,571	26,142	26,063	24,982	24,249	24,771	25,087.0
	Temporary employees FTEs	2,840	2,829	2,483	2,241	2,009	1,499	1,815	1,474.0
	Total FTEs	29,090	29,399	28,625	28,304	26,991	25,748	26,613	26,561.0

Data collection at the end of December in each year

### ■ Number of new permanent employees

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