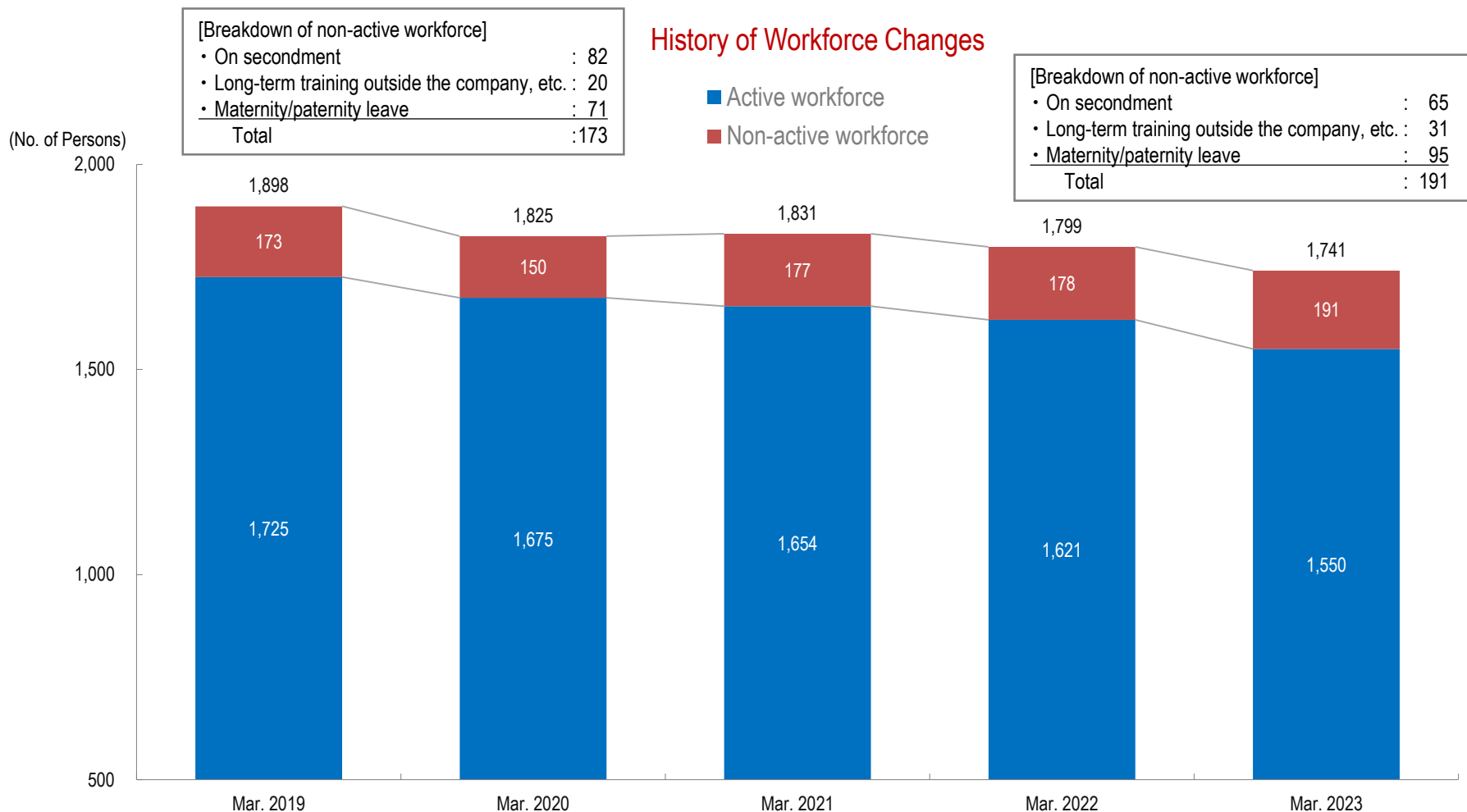


Workforce Planning

The active workforce decreased due to progress in efforts to improve operational efficiency. On the other hand, secondment, long-term training, and maternity/paternity leave were increased for non-active workforce.



Note: The number of active workforce: The figure obtained by subtracting trainees, seconded employees, dispatched employees, etc. from the total number of employees, and adding the number of employees seconded from outside.

Note: Non-active workforce: employees on secondment, long-term training, and maternity/paternity leave