

# With Employees



## CSR Charter

Our employees bring to us creativity and a spirit of challenge. They are our most cherished assets and the fuel for our growth. We will cultivate a corporate culture that allows them to fully exploit their talents and enables us to grow together with our employees.

## Group Code of Conduct

### Improvement of Workplace Environment

1. By considering the safety and health of employees, we will build a workplace environment where employees can work with a sense of security.
2. We will create a company, which enables employees to fully utilize their individual capabilities and to feel rewarded and challenged.

### Harassment and Discrimination

3. We will not commit and will prevent any acts that disturb the workplace environment such as sexual harassment, harassment by superiors and invasion of privacy.
4. We will not commit and will prevent both discriminatory acts that damage equal employment opportunity and discriminatory treatment based on such factors as a person's race, beliefs, sex, age, disability, academic background or family origin.

## Measures for COVID-19 and a Remote Work Environment

The Network team of the Platform Department is responsible for providing Internet lines and building, operating, and managing VPN systems necessary for remote work environments. The User Support Section is providing the support necessary for remote working, such as computer setup and online voice/video conferencing while also responding to inquiries from employees.

The outbreak of the virus forced almost all our employees to work remotely, so we upgraded all the necessary infrastructure in March and April, and our remote work operations have been going smoothly. We are always ready to provide IT support to maintain employee productivity as much as possible. While we expect remote work will become more prevalent, some issues remain to be addressed.

Therefore, we will continue to provide the best IT support to create a better remote work environment for the SEGA SAMMY Group.



Right: Takuro Ishimori  
Left: Yasuyuki Komiya  
Platform Dept., IT Solution Div.,  
SEGA SAMMY HOLDINGS INC.



## Developing Challenging Titles

I am currently involved in developing software for titles offered to casinos. My main responsibility is to create a package library that supports software development for slot machines. To sell titles in the casino market, we have to ensure they conform to the various regulations of each relevant country or region. In addition, we have to support functions that casino games require.

The package library provides basic functions that reduce the burden of worrying about how to implement them, allowing developers to concentrate on pursuing gameplay that is more challenging than ever before.

I will continue developing package libraries that contribute to the development of innovative titles that only SEGA SAMMY CREATION can produce.



**Ryu Azeura**

Software Development, R&D,  
SEGA SAMMY CREATION INC.

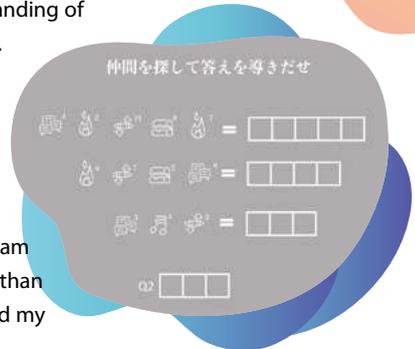
## Using Riddles to Understand Corporate Identity in a Fun Way

DARTSLIVE encourages employees to deepen their understanding of its unique corporate identity and apply it in their daily work. My division holds a monthly event in which employees speak about the corporate identity and culture from their own viewpoints. Since DARTSLIVE is an entertainment company, I wanted to come up with a fun way that everyone can enjoy deepening their understanding of the corporate identity. So, I decided to make up riddles, which I am good at. My use of riddles proved to be far more successful than I had expected and ultimately reached all employees beyond my division, of which I am very pleased and proud.



**Koji Hata**

Total Service Section, DL Service  
Strategy Div.,  
DARTSLIVE Co.,Ltd.



## “Ameche” Video-Sharing Community Site for Children’s Discovery of Their Interests and Strengths

We opened the “Ameche” video-sharing community site on the Amazing MEIJIN Channel in April 2020 to provide a service that enables children to discover and develop what they like and can do well.

Since the project was originally started to address the issue of collecting market data from children that SEGA TOYS was then addressing, General Affairs Department and Promotion Department are collaborating on the project. As the first media ever created by SEGA TOYS, we faced many obstacles along the way. We facilitated close communication within the team to share information effectively and sought opinions and ideas from the staff of the Group’s TMS ENTERTAINMENT CO., LTD. who had previous experience launching media. These efforts allowed us to explore different perspectives and consequently helped us to create exciting media.

We will be thrilled to see our media bring out the unique potential in children to become future stars in diverse genres and for the word “MEIJIN” to become universal.



<https://amchannel.top/>



Lower right: **Yoshiki Toho**

Upper middle: **Reoto Toida**

Promotion Div., Product Planning Dept.  
SEGA TOYS CO., LTD.

Upper left: **Shigeo Yamada**

Lower left: **Yuki Ito**

Lower middle: **Tetsuro Noda**

General Affairs Dept., Corporate Div.  
SEGA TOYS CO., LTD.

Upper right: **Genichiro Yajima**

Corporate Div., SEGA TOYS CO., LTD.



Promoting a Better Understanding of Diversity

SDGs

LGBTs

LGBTs Documentary Film and Discussion



We arranged for a viewing and discussion around an LGBT documentary film with the participation of actress Chizuru Azuma, who is also one of the producers.

The 60 employees who attended the event were given the opportunity to listen to the real voices of those in sexual minorities who continue to seek their own ways of life in the face of harsh realities. They also gained a deeper understanding of invisible obstacles this community has to deal with, such as misunderstandings, prejudices, misconceptions, stereotypes, and discrimination.

## "SDGs x LGBTs" Program — Promoting a Better Understanding of Diversity

### SDG Themes (Related SDGs)

Increasing job satisfaction and diversity while eliminating unfairness



Gender Equality



Decent Work and Economic Growth



Reduced Inequalities

### Program

#### 1. Film screening

The documentary film *I Am What I Am: Over the Rainbow*, with interviews of more than 50 members of sexual minorities, was written by, cast, and produced by actress Chizuru Azuma, directed by Genki Masuda, and made by Get in touch.

#### 2. A conversation between Chizuru Azuma and Haruki Satomi, President and Group COO of SEGA SAMMY HOLDINGS, INC.

#### 3. A discussion session with Chizuru Azuma

### Comments of Participants

- The program was great because it covered LGBTs and in a sense all minority communities.
- I learned that ignorance can hurt others and that it is important to understand the individuals as real people.
- Sometimes people close to members of sexual minorities feel uncomfortable about their own situations, not due to ignorance but because they have had few opportunities to learn about each other and are prone to have negative preconceptions, which is easier than accepting something that seems unfamiliar. This was a valuable opportunity for learning about sexual minorities while watching a film in a relaxed setting, and I highly recommend it to all employees.
- Participating in the program has made me more open to the concept of diversity.
- Falling in love with a man would make me a member of the LGBT community. If I or one of my family members were to become disabled after a car accident, then we would be members of the disabled community. Ms. Azuma and President Satomi really convinced me when they said they want to create a company and society that are open to such diversity and that everyone is a minority in some way.
- I know that the information I get from the Internet is merely knowledge. Listening to the real voices of those interviewed in the film broadened my understanding about LGBTs.
- It seems that President Satomi is putting a lot of effort into promoting specific measures, and I think his message in support of diversity will instill a sense of trust and security in employees.



### Comment from Ms. Chizuru Azuma

I have noticed more businesspeople wearing a shining SDGs badge on their suit collars. In fact, though, many companies have still not taken any action. The behavior of companies taking the initiative is significant. The LGBT program featuring a screening and discussion of *I Am What I Am: Over the Rainbow* offered a perfect opportunity to think about human rights and how companies should stand up for them. I hope that SEGA SAMMY HOLDINGS will continue to bring about significant positive impacts to other companies and society to open up the pathway to a "melting pot" society where no one gets left behind.



### TOPIC

## Tokyo Rainbow Pride 2020

Online #Ouchi-de-Pride

The SEGA SAMMY Group promotes diversity through the achievement of SDGs toward realizing a society in which everyone plays an active role. As part of this effort, we have been sponsoring Tokyo Rainbow Pride since 2019 to celebrate the diversity of life and gender while also raising awareness of sexual minority communities, including LGBT. Although Tokyo Rainbow Pride 2020 originally scheduled for April 25 to May 6, 2020 had been cancelled to prevent the spread of COVID-19, we participated in its online event, TRP2020 Online – #Ouchi-de-Pride (pride at home) during the same period. The online live talk and parade, watched by about 440,000 people, included a video of the SEGA SAMMY Group, and many of our Group employees shared the event with the rest of the world through social media.



## Cultivation and Evaluation of Human Resources

### Personal System

**E** At SEGA Holdings, SEGA Interactive and SEGA Games, we provide a dual-track career system to support the long-term career development and professional attitude of employees, who can choose between a management path for those who want to be organizational leaders or a specialist path for those who want to focus on applying their own knowledge and technical skills. We regularly conduct an employee satisfaction survey to identify their level of recognition and attention to issues, expected value, level of dissatisfaction and other items, and we incorporate our findings into various personnel measures.

In training, we have a system in which a coach is assigned to each new employee for both professional and personal support along with other training programs to support the development of younger employees. This involves new employee follow-up training and second year training.

In regard to personnel assessment and rewards, we use an assessment/incentive system. Through this we consider time productivity in addition to performance and conduct in order to reward employees who demonstrate high productivity.

**PP** Employees are provided with a personal choice system through which they can select a management or professional course, a scheme for promoting a sense of professionalism and the will to take on employee challenges. We believe we can draw out the best performance of each employee by clarifying the roles expected of them and properly treating them in accordance with their contribution to success in those roles.

In addition to personnel development training for different levels of employees, we are strengthening our management team and conducting fair personnel assessments by increasing the capacity building opportunities provided for managers. Through our Internal Commendation Program, we presented the Fiscal 2020 President's Award to 55 individuals involved in 10 projects and the Proactive and Pioneering Award to 47 involved in 9 projects, which encourage employees to take on challenges. Also, we launched our "Just Do It G30" system, through which employees propose ideas with the spirit of "always proactive, always pioneering." Of the roughly 500 ideas proposed over the past years, 63 have been implemented. In addition, we conduct employee satisfaction surveys and other measures, such as a self-declaration system that allows employees to declare the jobs they would like to try.

\* Award winners for fiscal 2020 have yet to be determined due to the impact of COVID-19.

### Human Resource Development

#### ● Online Training at SEGASAMMY College

At SEGASAMMY College, the Group's cross-organizational institution for human resource development, more than 4,000 employees annually develop their skills and knowledge through a variety of courses.

The learning styles offered by the college extend beyond conventional classroom training to include an online option to support all Group employees, including those overseas. For example, under the "learn from anywhere" concept, we have developed online versions of our level-specific Leadership Program and an optional format called Dojo to offer e-learning as well as real-time and hybrid-type sessions.

Classroom sessions could not be held for our new employee training program in April 2020 following the declaration of the state of emergency, so we converted it into an online, 16-day program. It was intended to both provide knowledge and encourage employees to search for themselves, deepen their discoveries with colleagues, and apply them in creating the experiences that move their heart at SEGA SAMMY.

SEGASAMMY College will continue to provide learning environments that enable employees to become game changers who meet the needs of the times.

■ Structural Diagram of SEGASAMMY College

	Level-Specific Training	Selective Training	Optional Training
Senior Management		Management School (External Training) <ul style="list-style-type: none"> <li>• Next Decade Program</li> <li>• Junior Fellows Leadership Program of Japan Association of Corporate Executives</li> <li>• Venture Training Program</li> </ul> Leadership Program Satomi School	
Management	Leadership Program Managers Level-specific Training (Main Training)	Leadership Program Haruki School	Optional Dojo
General Employees	Level-specific Training (Pre-requisite Dojo) <ul style="list-style-type: none"> <li>I. (Required) Business strategy, marketing, accounting, task management</li> <li>II. (Recommended) Finance, human resource management, coaching, empowerment, etc.</li> </ul> Leadership Program Leading Players Level-specific Training (Main Training) Level-specific Training (Pre-requisite Dojo) <ul style="list-style-type: none"> <li>I. (Required) Logical thinking, problem solving, communication skills</li> <li>II. (Recommended) Facilitation, negotiation, questioning skills, etc.</li> </ul>		Increasing motivation, portable skills, qualification acquisition, etc.
New Employees	New Employee Training SEGA SAMMY's Approach (Philosophy/Code of Conduct)		

## Number of Participants in Fiscal 2020

	Training Name	Number of participant(s)
Selective Training	Next Decade Program (15 days)	2
	Junior Fellows Leadership Program of Japan Association of Corporate Executives (15 days)	1
	Satomi School (10 days)	16
	Haruki School (9 days)	12
	Venture Training Progra	2
Level-specific Training	Level-specific Training (Main training)	276
	Level-specific Training (Pre-requisite Dojo)	1,413
	New Employee Training	212
Optional Training	Optional Dojo (53 courses) (including 7 courses taught by internal lecturers)	2,464
Total number of participants		4,398



Online New Employee Training

## Promoting Diversity

### Creating the Active Participation of Female Employees

**E** To grow as a corporation, an action plan is in place for accelerating the ability of female employees to participate at the highest possible level of achievement in our business operations, and efforts are being made to achieve its targets.

At SEGA Holdings, SEGA Games and SEGA Interactive, the four years from fiscal 2017 to 2021 have been set as a planning period for ensuring that women represent at least 30% of all new graduate applicants. The planning included the development of guidelines for equitable gender selection, and seminars for female students jointly conducted with universities. Various initiatives have also been taken to achieve the goal of a 100% return to work rate after childcare leaves, including updating information updates for those on leave and providing staff working shorter hours the same salary corresponding to full-time work until their child reaches the age of three. Since fiscal 2020, the flextime system has also been available to staff working shorter hours so they can handle childcare needs.

**PP** To support employees who are on childcare leave in the Pachislot and Pachinko Machines Business, we have introduced e-learning to develop skills and eliminate career gaps. It also provides a communication channel for them to monitor company activities during a leave. We are also continuing our efforts to support the career advancement of female employees, such as by launching a review project team of female staff who will take the initiative in activities related to developing career development policies in demand by female employees, and to introduce policies that better meet their needs. Other efforts include holding career advancement seminars and exchange meetings for female employees, introducing a mentoring system, and providing training for managers.

## Respect for Human Rights

### Initiatives to Eliminate Harassment

**E** At SEGA Holdings, SEGA Interactive and SEGA Games, we focus on preventing harassment so that every employee can work comfortably and can thus perform at their best. Measures to strengthen our effort include in-house training, mini-tests on the intranet and case studies. Several consultation counters are available inside and outside the company for executives and employees (including loaned employees, part-time staff and temp staff) who have concerns or issues.

## Creating a More Attractive Workplace

### Supporting Work-life Balance

**E** As part of the work style reforms initiated by the Group, we introduced a flextime system to SEGA Holdings, SEGA Games and SEGA Interactive in July 2017 to raise employee awareness about their time management as well as to improve labor productivity and achieve a better work-life balance. In addition, we introduced the Job Plus (JOB+) side job system in July 2018, which allows eligible employees to obtain side jobs, and a support system for LGBT employees in February 2019, continuing our efforts to embrace diversity in the workplace. SEGA Holdings in April 2019 and SEGA Games and SEGA Interactive in October 2019 also introduced the teleworking system for employees to work outside the office, including at home. These systems provide employees with a safe and productive work environment for balancing work with

various personal situations such as nursing care, childcare, and other types of caregiving.

**PP** To promote a work-life balance in our workplaces, we have introduced a flextime system and teleworking system, which was officially adopted in April 2018. Another flextime system was introduced for those working shorter hours due, for example, to childcare or nursing care. We also introduced the Job Plus system, which enables employees to strengthen their capabilities and facilitate self-realization with the experiences gained from both their main job (SAMMY) and their side job.

## Occupational Safety Initiatives

**E** The Health and Safety Committee meets every month to ensure employee well-being and safety. Also, we are working to achieve zero workplace accidents by constantly making efforts to prevent accidents and improve workplace safety. In the event of an accident, the cause is investigated and improvement measures are taken to prevent any recurrence.

**PP** SAMMY's Kawagoe Factory conducts what we call 6S patrols\*, in which employees check for latent risk factors around them and work for improvements case by case, and also 8S patrols, in which two Ss (security and saving energy) are added to 6S patrols, putting significant effort into the safeguarding of personnel health and safety. In fiscal 2020, our Health and Safety Committee reviewed our factory Safety and Sanitation Standards. We also regularly review our daily production operations and steadily raise our standards to correspond with actual production site conditions.

\* 6S refers to safety plus five Japanese terms (all starting with the letter S) relating to orderliness, cleanliness, and discipline.

## Health Maintenance

**PP** **E** When we consolidated our Group companies in Osaki, we integrated the health management center of SEGA HOLDINGS and the medical office of SAMMY to establish the SSHD health management center. Four occupational health staff members are available for consultation during work hours. Internal medicine and psychiatric doctors work in shifts to handle more specialized consultations.

Individual efforts by each company, such as Group-wide influenza vaccinations, stress level checks, and countermeasures for rubella, will also be reviewed to find a new approach.

Although the number of employees working long hours who are subject to health interviews has been decreasing since the flextime system was introduced, we continue to monitor their health conditions using questionnaires. We also ensure that managers appropriately oversee employee working hours and encourage them to take leave so all Group employees can maintain a healthy work-life balance.

**E** In addition, the monthly meetings of the Health and Safety Committee are jointly held with Group companies, mainly led by SSHD, to foster a common understanding among employees working in Osaki. Meeting minutes and other related information are posted on the intranet of each company to ensure that all employees are kept informed.

To ensure 100% participation in regular health checkups, we continue to provide mobile health screenings and offer financial assistance for receiving comprehensive medical examinations. In-house standards have been established from the viewpoint of health and safety, and health management interviews are conducted to manage presymptomatic health risks and to prevent lifestyle-related diseases.

**PP** Moreover, as part of our efforts to promote improved employee health, SAMMY held a number of events from September to November 2019 to encourage more exercise and help employees to stop smoking, with around 400 participants.

## TOPIC Group-wide Exchange with Developers through Study Sessions

Since the relocation of our head office, we have been actively encouraging communication and information exchanges among employees of SEGA and other Group companies.

We hold a variety of Group-wide study sessions, including the SEGA Developers Conference, a technical conference sponsored by SEGA; GITEN, an internal research and presentation meeting for basic technologies held by the arcade team; AI Tech Sharing Session; Automation Tech Sharing Meetings, and Game Jam.

Going forward, we will actively promote the exchange of personnel between Group companies to demonstrate even greater collective strength.

	Sammy's R&D division participates in SEGA's R&D exchange meeting as a presenter.
	Implementation of a Group-wide exchange meeting between development departments hosted by SEGA's Amusement Machine Sales division
	Exchange meetings on AI-related technologies held by Sammy (SEGA Games, Sammy Networks, etc.)
	Monthly information-sharing meeting related to automation technologies organized by SEGA
	Event hosted by SEGA, which produces a self-made game in two days



# CSR Seminars

Since fiscal 2014, we have been holding CSR seminars for employees of our Group companies. In fiscal 2020, we held 21 seminars, attended by 761 participants. A total of 148 seminars with 4,090 participants from 13 Group companies have been held. These are intended to deepen understanding of what it means for a company to exist in harmony with society and the CSR activities of the SEGA SAMMY Group through discussions and group work. The seminars also provide opportunities for employees to think about their roles in society as members of the Group.

## Seminars in Fiscal 2020

Company Name	Number of Seminars	Number of Participants
SSGE	1	64
Joint seminar for six companies (SSHD, Sammy, SE, SHD, SGC, and SIC)	5	242
Joint seminar for five companies (SSHD, SHD, Sammy, SGC, and SIC)	2	45
Joint seminar for 11 companies (SHD, Sammy, Atlas, DL, SE, SGC, SIC, SLS, SNW, SE, TMS, and TOYS)	4	172
Joint seminar for six companies (F55SSHD, SHD, Sammy, Atlas, SGC, and SIC)	5	190
PSR	3	48
SEGA SAMMY Baseball Club	1	30
Fiscal 2020 total	21	791
Total since fiscal 2014	148	4,090

## CSR Seminar Program

- 14:00 Opening with an explanation of the seminar's purpose
- 14:15 Lecture 1: What it means for a company to exist in harmony with society  
Lecture 2: CSR activities of the SEGA SAMMY Group
- 15:15 Break
- 15:25 Group work 1 (World Café)
- 16:45 Group work 2 (World Café)
- 17:20 Presentation
- 17:45 My CSR declaration, post-seminar questionnaire
- 18:00 Closing

\*1 Some content differs depending on target participants.

\*2 Group discussions of four to five people in a relaxed, café-like setting

## Seminar Details and Post-Seminar Questionnaire

- In the CSR seminar, participants deepen their understanding of what it means for a company to exist in harmony with society and CSR activities of the SEGA SAMMY Group through lectures.
- Participants then express their opinions and exchange ideas to address social issues in group sessions through brainstorming and discussion.
- Various groups interact with each other during the seminar, resulting in over 86% of the post-seminar questionnaire respondents confirming that it was helpful and fun. Of the participants, 89% demonstrated an understanding of the importance of CSR, and over 90% think the company's CSR initiatives are closely related to its sustainability.



## Participant Comments

- I did not know much about the SDGs. The seminar helped me understand them while also broadening my perspective.
- The seminar made me realize that CSR activities are essential for the growth of both employees and the company. I will do my best to find value.
- If there is anything that our baseball club could do, I want to work with local communities and other employees to make a social contribution.
- I learned that companies can improve their corporate value through CSR activities. As a member of the baseball club, I would like to be of help to the company to strengthen its sense of unity, teamwork, and public relations efforts.
- Winning is important, but there are things much more important than that. I would like to continue working on CSR activities with this in mind.
- I realized that instead of only focusing on improving my work skills, I need to also become a resourceful and respectable member of society.
- I realized that the reason for the long-standing presence of Japanese companies is their commitment to CSR.
- I will continue to engage in my daily tasks aware of how they contribute to the growth of our company and society.
- The seminar gave me an opportunity to interact with employees from other departments, and I enjoyed it very much.
- I initially had a somewhat limited view of CSR activities as being mostly about volunteer work, but the seminar made me realize that in fact they are very important for our company.
- I was new to the World Café method and enjoyed it very much. It seemed that discussions were carried out at different levels, depending on the members.
- Before the seminar, I did not know there were "defensive" and "offensive" approaches in CSR activities, but now I understand them well.
- It was very nice to learn that an entertainment company, which at first glance may not seem to have a role in addressing social issues, can actually contribute to society by providing the vitality needed for the future.
- During the World Café session, I was able to talk to many people with whom I typically had no opportunity to interact, so it was a great opportunity.
- The seminar taught me many good things about our Group, which made me prouder to be working here and consequently motivated me to work harder.

## Personnel and Labor Data

### Scope, and the "Count Method"

● FY2018 and FY2019: 15 domestic companies, 2 overseas companies, FY2020: 13 domestic companies, 2 overseas companies (composition of employees only)

\* Data coverage for FY2020: about 90% of the sales ratio and more than 70% of the regular employment ratio

Domestic : SSHD, SHD, SAMMY, BTF, DL, PSR, SE, SGC, SIC, SLS, SNW, TMS, TOYS

Overseas : SOA(Sega of America,Inc.)/SOE(Sega Europe Ltd.)

● Data of Composition of Employees, Employees with disabilities, Composition of Management-level staff is as of the end of March 2020.

\*For abbreviations, see page 2.

### ● Composition of Employees

	FY2020 (13 domestic companies)			FY2020 (2 overseas companies)		
	Total	Male	Female	Total	Male	Female
Number of employees	11,181	7,621	3,560	465	266	199
Regular employees	6,324	5,076	1,248	465	266	199
Non-regular employees	4,857	2,545	2,312	—	—	—
Number of foreign nationals	80	54	26	—	—	—
Average age of employees	40.3	41.1	37.3	—	—	—
Average length of service (year)	12.6	13.2	10.1	—	—	—

### ● Employees with Disabilities

	FY2018	FY2019	FY2020
Number of employees	205	212	211
Rate of employment	2.12	2.14	2.05

### ● Composition of Management-level Staff

	FY2018	FY2019	FY2020
Number of female management-level staff	81	102	86
Percentage of female management-level staff	5.0	6.6	6.4

### Detailed Composition FY2020

	Total	Specialists	Managers	Division Managers	Executive Officers	Directors
Number of board members by position	1,337	357	634	223	45	78
Male	1,251	326	590	216	43	76
Female	86	31	44	7	2	2
Ratio of females	6.4	8.7	6.9	3.1	4.4	2.6

Note: Specialists are included in the category of management-level staff from fiscal 2019.

### ● Recruiting

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of new graduates	139	86	53	135	84	51	201	126	75
Turnover rate of new employees (%) (within 3 years from employment)	20.4	16.4	28.1	15.7	5.3	31.4	22.6	10.8	40.7
Number of mid-career recruits	226	169	57	224	133	91	193	131	62
Rehired employees after retirement	43	40	3	57	50	7	60	54	6

### ● Occupational Health and Safety

	FY2020
Number of industrial accidents*	18

Note: Number of industrial accidents = number of accidents accompanied by lost worktime (4 or more days)

### ● Data on the System Supporting Both Professional and Private Lives

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Maternity/Childcare leave (number of employees)	55	—	55	66	—	66	70	—	70
Childcare leave (number of employees)	95	21	74	130	24	106	136	40	96
Number of employees who returned to work after childcare leave	56	20	36	82	22	60	73	39	34
Percentage of employees who returned to work after childcare leave	—	100	98.6	96.5	100	95.2	93.6	100	87.2

### ● Work-life Balance

	FY2018	FY2019	FY2020
Average overtime hours per month	21.9	19.7	19.4
Number of paid leaves taken	11.5	12.5	14.0
General employees	12.2	13.1	14.6
Management-level staff	9.3	10.5	12.0
Percentage of paid leaves taken	63.7	69.5	75.6
General employees	69.4	75.1	80.9
Management-level staff	48.0	54.5	61.0
Number of annual holidays	124.1	125.8	128.0
Total number of employees who took volunteer leave	46	42	16
Total number of days for volunteer leave taken	70	101	18

#### Notes

#### ■ Average overtime hours

We are promoting work style reforms and since fiscal 2018 have included overtime hours of discretionary employees, calculated based on their hours in attendance, insofar as possible.

#### ■ Percentage of paid leaves taken

Percentage of paid leaves taken is calculated by dividing the number of paid leaves taken per year by the number of statutory paid leaves given per year. Since fiscal 2018, figures of the management-level staff and general employees have been shown separately. Non-statutory paid leaves adopted by some Group companies have also been taken into account.

#### ■ Annual holidays

The number of annual holidays of relevant companies is calculated by the weighted average of the number of regular employees.

### ● Examples of the System Supporting Both Professional and Private Lives

#### Childcare

System	SSHD,SHD,SAMMY,etc.
Childcare leave	In cases where a child is still not admitted to a nursery school, even after having reached two years of age, until the day the child is admitted to such a school in the following April
Shorter working hours for childcare	- Up to 2 hours per day until the child enters elementary school - Up to 1 hour clock-out time earlier until the child reaches the third grade

#### Nursing

System	SSHD,SHD,SAMMY,etc.
Nursing leave	93 business days per person (including shorter working hours for nursing)
Shorter work hours for nursing	Up to 2 hours per day within 93 business days
Nursing paid leave	Allowed to take a long-term nursing leave up to the number of unused annual paid leave days