

## Information on Personnel

Activity results,  
performance dataNumber of Personnel (as of March 31) 

		Directors	Total Employees	Management Class	Supervisors	Average Tenure	Average Age	Sum Total Employees	Part-time Workers	Dispatched Staff
Fiscal 2016	Male	18	7,930	2,158	1,932	15.1	43.4	9,551	502	237
	Female	1	1,621	71	224	9.3	34.3			
Fiscal 2017	Male	19	7,964	2,201	1,914	15.2	43.6	9,699	451	246
	Female	1	1,735	79	266	9.3	34.6			
Fiscal 2018	Male	18	7,974	2,282	1,891	15.4	44.0	9,993	233	249
	Female	1	2,019	89	319	9.0	35.5			
Fiscal 2019	Male	15	8,123	2,366	1,908	15.1	44.5	10,330	183	375
	Female	1	2,207	101	378	8.9	35.8			
Fiscal 2020	Male	14	8,294	2,449	1,879	14.9	44.8	10,730	133	436
	Female	2	2,436	109	419	8.7	35.9			



\*Sum total employees: In the tally for fiscal 2018 and after, the total number of employees includes the number of part-time workers who have shifted to indefinite-term employment.

\*The average tenure: 20.3 years for male employees and 11.0 years for female employees, based on tallying periods of less than one year in month units, with the pre-retirement tenures of re-employed employees added.

## Personnel by Age-group (as of March 31)

	Sex	Age-group	Total Employees	Management Class	Supervisors
Fiscal 2016	Male	1. Below 30 years old	919		
		2. 30-50 years old	4,767	1,154	1,787
		3. Over 50 years old	2,244	1,004	145
	Female	1. Below 30 years old	557		
		2. 30-50 years old	980	53	214
		3. Over 50 years old	84	18	10
Fiscal 2017	Male	1. Below 30 years old	962		
		2. 30-50 years old	4,610	1,146	1,767
		3. Over 50 years old	2,392	1,055	147
	Female	1. Below 30 years old	605		
		2. 30-50 years old	1,019	55	252
		3. Over 50 years old	111	24	14
Fiscal 2018	Male	1. Below 30 years old	971		
		2. 30-50 years old	4,394	1,170	1,706
		3. Over 50 years old	2,609	1,112	185
	Female	1. Below 30 years old	687		
		2. 30-50 years old	1,149	57	297
		3. Over 50 years old	183	32	22
Fiscal 2019	Male	1. Below 30 years old	987		
		2. 30-50 years old	4,209	1,158	1,686
		3. Over 50 years old	2,927	1,208	222
	Female	1. Below 30 years old	770		
		2. 30-50 years old	1,224	66	350
		3. Over 50 years old	213	35	28
Fiscal 2020	Male	1. Below 30 years old	1,051		
		2. 30-50 years old	4,111	1,178	1,656
		3. Over 50 years old	3,132	1,271	223
	Female	1. Below 30 years old	873		
		2. 30-50 years old	1,302	66	390
		3. Over 50 years old	261	43	29

## Number of Recruits

			Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Regular recruitment of new graduates from universities and graduate schools	Sales, administration, etc.	Male	98	105	102	115	109	105
		Female	73	65	86	100	98	123
	Technical	Male	102	115	86	108	109	128
		Female	35	36	45	55	54	53
Regular recruitment of new graduates from high schools and colleges of technology	Male	3	1	6	4	5	3	
	Female	33	33	30	29	29	26	
Total number of regular recruits (percentage of women) 			344 (41.0%)	355 (37.7%)	355 (45.4%)	411 (44.8%)	404 (44.8%)	438 (46.1%)
Mid-career recruitment of experienced personnel (outside recruitment) 	Male	56	55	46	51	61	–	
	Female	20	22	13	17	36	–	

\*The starting salary of new university graduates was 211,000 yen (1,330 yen per hour) uniformly throughout Japan in fiscal 2020.

## Reasons for Leaving

	Sex	Age-group	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Personal reasons*	Male	1. Below 30 years old	43	53	70	94	44
		2. 30-50 years old	71	61	104	105	49
		3. Over 50 years old	38	41	39	57	42
	Female	1. Below 30 years old	26	41	50	50	25
		2. 30-50 years old	27	20	40	37	25
		3. Over 50 years old	1	1	2	4	4
Retirement	Male		84	119	124	180	174
	Female		1	1	8	5	0
Requested by the Company	Male		0	0	0	0	0
	Female		0	0	0	0	0
Other	Male		80	88	90	90	92
	Female		3	20	3	6	6
Total	Male		316	362	427	526	401
	Female		58	83	103	102	60
Turnover rate			3.8%	4.5%	5.2%	5.9%	4.3%

\*Six female and 29 male employees who left the Company for personal reasons in fiscal 2020 took advantage of Toppan's support system for employees leaving the Company to pursue new careers.

## Retention Rates for Recruits (Percentage of fiscal 2018 hires still working at Toppan)

	Male	Female
Hired on April 1, 2018	194	161
Still with Toppan as of April 1, 2021	168	142
Retention rates	87%	88%
Average for male and female employees	87.3%	
Percentage who leave the Company before working three years	12.7%	

## Average Annual Salary

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Average Annual Salary	6,956,597 yen	6,910,163 yen	6,644,621 yen	6,811,464 yen	6,775,518 yen