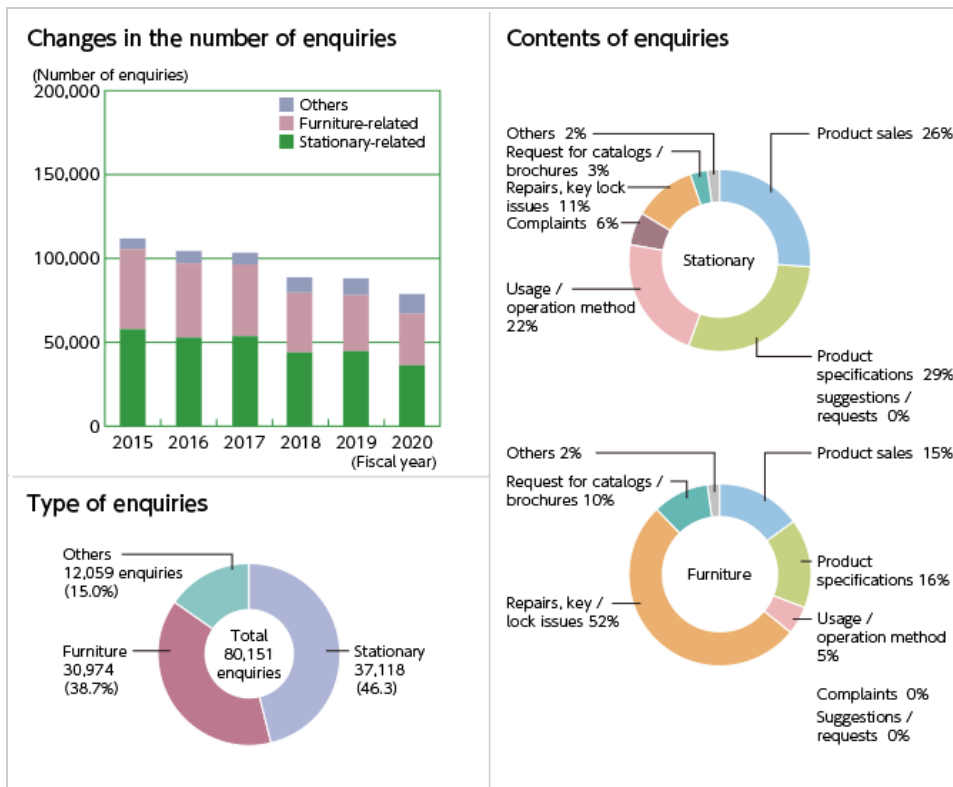


## Society

### ■ Reporting period

January 1 to December 31 of the applicable year (The results are current as of December 31)

■ Reflecting the views of customers



## Employee composition (by position)

		Subject	2016	2017	2018	2019	2020
Number of Executives and Directors	Inside	Non-consolidated	5	5	5	4	3
	Outside	Non-consolidated	3	3	4	3	4
	<b>Total</b>	<b>Non-consolidated</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>7</b>	<b>7</b>
Number of Auditors	Inside	Non-consolidated	2	0	0	0	1
	Outside	Non-consolidated	2	3	3	3	2
	<b>Total</b>	<b>Non-consolidated</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Number of employees	Male	Non-consolidated	1,509	1,514	1,498	1,631	1,634
	Female	Non-consolidated	490	500	521	583	607
	<b>Total</b>	<b>Non-consolidated</b>	<b>1,999</b>	<b>2,014</b>	<b>2,019</b>	<b>2,214</b>	<b>2,241</b>

## Employee composition (by gender)

		Subject	2016	2017	2018	2019	2020
Number of employees (KOKUYO Group)	Male	Consolidated	4,811	4,864	4,865	4,946	4,899
	Female	Consolidated	1,785	1,835	1,919	2,015	1,983
	<b>Total</b>	<b>Consolidated</b>	<b>6,596</b>	<b>6,699</b>	<b>6,784</b>	<b>6,961</b>	<b>6,882</b>

■ Employee composition (by contract type and by gender)

		Subject	2016	2017	2018	2019	2020
Total number of employees (KOKUYO Group)		Consolidated	6,596	6,699	6,784	6,961	6,882
Number of non-regular employees		Consolidated	2,244	3,399	1,854	1,832	2,333
Non-regular employee percentage		Consolidated	25.38	33.66	21.46	20.83	25.31
Regular employees	Male	The KOKUYO Group's Six major companies	—	2,565	2,499	2,494	2,511
	Female	The KOKUYO Group's Six major companies	—	732	780	829	888
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	—	<b>3,297</b>	<b>3,279</b>	<b>3,323</b>	<b>3,399</b>
Senior employees	Male	The KOKUYO Group's Six major companies	—	201	248	253	268
	Female	The KOKUYO Group's Six major companies	—	4	7	10	8
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	—	<b>205</b>	<b>255</b>	<b>263</b>	<b>276</b>
Contracted employees	Male	The KOKUYO Group's Six major companies	—	145	159	135	105
	Female	The KOKUYO Group's Six major companies	—	97	91	95	102
	<b>Total</b>	<b>The KOKUYO Group's Six</b>	—	<b>242</b>	<b>250</b>	<b>230</b>	<b>207</b>

		Subject	2016	2017	2018	2019	2020
		<b>major companies</b>					
Part-time/casual employees	Male	The KOKUYO Group's Six major companies	—	124	112	111	118
	Female	The KOKUYO Group's Six major companies	—	159	170	163	180
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	—	<b>283</b>	<b>282</b>	<b>274</b>	<b>298</b>
Temporary employees	Male	The KOKUYO Group's Six major companies	—	167	169	186	142
	Female	The KOKUYO Group's Six major companies	—	316	340	347	167
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	—	<b>483</b>	<b>509</b>	<b>533</b>	<b>309</b>

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

Employee composition (by contract type and by region)

		Subject	2016	2017	2018	2019	2020
Regular employees	Within Japan	Consolidated	—	3,982	3,991	4,090	4,145
	Overseas	Consolidated	—	2,045	2,443	2,475	2,347
	<b>Total</b>	<b>Consolidated</b>	—	<b>6,027</b>	<b>6,434</b>	<b>6,565</b>	<b>6,492</b>
Senior employees	Within Japan	Consolidated	—	238	284	300	322
	Overseas	Consolidated	—	8	3	4	4
	<b>Total</b>	<b>Consolidated</b>	—	<b>246</b>	<b>287</b>	<b>304</b>	<b>326</b>
Contracted employees	Within Japan	Consolidated	—	514	573	594	564
	Overseas	Consolidated	—	115	59	45	36
	<b>Total</b>	<b>Consolidated</b>	—	<b>629</b>	<b>632</b>	<b>639</b>	<b>600</b>
Part-time/casual employees	Within Japan	Consolidated	—	606	602	584	553
	Overseas	Consolidated	—	1,713	23	37	4
	<b>Total</b>	<b>Consolidated</b>	—	<b>2,319</b>	<b>625</b>	<b>621</b>	<b>557</b>
Temporary employees	Within Japan	Consolidated	—	550	578	589	379
	Overseas	Consolidated	—	0	1,642	1,401	974
	<b>Total</b>	<b>Consolidated</b>	—	<b>550</b>	<b>2,220</b>	<b>1,990</b>	<b>1,353</b>

Employee composition (by age group), average age, and average length of continuous service

		Subject	2016	2017	2018	2019	2020
Number of employees by age group	Under 30	The KOKUYO Group's Six major companies	288	318	376	423	470
	30s	The KOKUYO Group's Six major companies	654	619	605	579	591
	40s	The KOKUYO Group's Six major companies	1,524	1,443	1,326	1,233	1,150
	50s	The KOKUYO Group's Six major companies	826	917	971	1,086	1,188
	60s or older	The KOKUYO Group's Six major companies	182	205	256	265	276
Average age (years)	Male	The KOKUYO Group's Six major companies	45.87	46.15	46.35	46.57	46.8
	Female	The KOKUYO Group's Six major companies	38.82	39.24	39.36	39.33	39.32
	<b>Average</b>	<b>The KOKUYO Group's Six major companies</b>	<b>44.42</b>	<b>44.7</b>	<b>44.8</b>	<b>44.87</b>	<b>44.98</b>
Average length of continuous service (years)	Male	The KOKUYO Group's Six major companies	20.12	20.31	20.52	20.7	20.9
	Female	The KOKUYO Group's Six	14.32	14.52	14.3	14.06	13.83

Average length of continuous service (years)		Subject	2016	2017	2018	2019	2020
		major companies					
	<b>Average</b>	<b>The KOKUYO Group's Six major companies</b>	<b>18.93</b>	<b>19.09</b>	<b>19.14</b>	<b>19.14</b>	<b>19.18</b>

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

### Employee composition (by nationality)

		Subject	2016	2017	2018	2019	2020
Number of employees	Foreign nationals in the KOKUYO Group	The KOKUYO Group's Six major companies	16	13	12	12	11
	Foreign nationals at KOKUYO	Non-consolidated	15	12	12	12	11

### Employee composition (persons with disabilities)

	Subject	2016	2017	2018	2019	2020
Number of employees with disabilities	Special subsidiaries	106	106	122	128	129
Percentage of employees with disabilities	Special subsidiaries	2.11	2.03	2.26	2.31	2.3

## Breakdown of new employees

		Subject	2016	2017	2018	2019	2020
Number of graduate employees	Male	The KOKUYO Group's Six major companies	40	42	47	33	40
	Female	The KOKUYO Group's Six major companies	18	30	28	37	40
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	<b>58</b>	<b>72</b>	<b>75</b>	<b>70</b>	<b>80</b>
Number of mid-career employees	Male	The KOKUYO Group's Six major companies	24	28	27	32	28
	Female	The KOKUYO Group's Six major companies	13	12	22	21	23
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	<b>37</b>	<b>40</b>	<b>49</b>	<b>53</b>	<b>51</b>
Mid-career hiring rate (the rate of "Hired career-changing employees") *1		KOKUYO	—	—	32	27	22
Turnover rate	Male	The KOKUYO Group's Six major companies	1.15	1.43	2.38	1.60	1.96
	Female	The KOKUYO Group's Six major companies	2.16	3.11	2.73	2.95	1.81
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	<b>1.36</b>	<b>1.79</b>	<b>2.46</b>	<b>1.92</b>	<b>1.93</b>

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

\*1 The Labor Measures Comprehensive Promotion Act was amended April 2021. It is mandatory to announce the mid-career recruitment ratio.



■ Post appointments (by gender)

			Subject	2016	2017	2018	2019	2020
Number of post appointments	Executives and higher	Male	The KOKUYO Group's Six major companies	23	21	20	20	22
		Female	The KOKUYO Group's Six major companies	1	0	0	1	2
	Department heads	Male	The KOKUYO Group's Six major companies	122	82	62	63	65
		Female	The KOKUYO Group's Six major companies	3	3	3	4	4
	Section chiefs	Male	The KOKUYO Group's Six major companies	723	742	747	750	732
		Female	The KOKUYO Group's Six major companies	38	43	48	54	55
	Sub-section chiefs	Male	The KOKUYO Group's Six major companies	1,100	1,024	1,112	1,118	1,066
		Female	The KOKUYO Group's Six major companies	206	229	254	273	288
		<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	<b>2,216</b>	<b>2,144</b>	<b>2,246</b>	<b>2,283</b>	<b>2,234</b>

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

■ Post appointments (percentage of female employees)

		Subject	2016	2017	2018	2019	2020
Percentage of female employees in management positions (department heads, section chiefs)		The KOKUYO Group's Six major companies	4.63	5.29	5.93	6.66	6.89
Percentage of female employees ranked sub-section chief or higher	Executives and higher	The KOKUYO Group's Six major companies	4.17	0.00	0.00	4.76	8.33
	Department heads	The KOKUYO Group's Six major companies	2.40	3.53	4.62	5.97	5.80
	Section chiefs	The KOKUYO Group's Six major companies	4.99	5.48	6.04	6.72	6.99
	Sub-section chiefs	The KOKUYO Group's Six major companies	15.77	18.28	18.59	19.63	21.27
<b>Total</b>		<b>The KOKUYO Group's Six major companies</b>	<b>11.19</b>	<b>12.83</b>	<b>13.58</b>	<b>14.54</b>	<b>15.62</b>

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

■ Post appointments (number of non-Japanese employees)

		Subject	2016	2017	2018	2019	2020
Number of non-Japanese employees ranked sub-section chief or higher	Executives and higher	The KOKUYO Group's Six major companies	0	0	0	0	0
	Department heads	The KOKUYO Group's Six major companies	0	0	0	0	0
	Section chiefs	The KOKUYO Group's Six major companies	1	2	2	3	3
	Sub-section chiefs	The KOKUYO Group's Six major companies	6	5	7	7	6
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>10</b>	<b>9</b>

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

■ Post appointments (percentage of non-Japanese employees)

		Subject	2016	2017	2018	2019	2020
Percentage of non-Japanese employees ranked sub-section chief or higher	Executives and higher	The KOKUYO Group's Six major companies	0.00	0.00	0.00	0.00	0.00
	Department heads	The KOKUYO Group's Six major companies	0.00	0.00	0.00	0.00	0.00
	Section chiefs	The KOKUYO Group's Six major companies	0.13	0.25	0.25	0.37	0.38
	Sub-section chiefs	The KOKUYO Group's Six major companies	0.46	0.40	0.51	0.50	0.44
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	<b>0.32</b>	<b>0.33</b>	<b>0.4</b>	<b>0.44</b>	<b>0.40</b>

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

## Working time, and number of employees taking paid leave

	Subject	2016	2017	2018	2019	2020
Total working time (years)	The KOKUYO Group's Six major companies	2134.8	2129.8	2089.1	2060.6	2056.7
Non-prescribed work time (years)	The KOKUYO Group's Six major companies	307.2	298.7	274.9	256.3	226.9
Long-time worker rate (over 360 hours of total annual overtime)	The KOKUYO Group's Six major companies	31.3	23	28.7	23.5	17.4
Paid leave acquisition rate (%)	The KOKUYO Group's Six major companies	48.20	48.00	53.69	61.40	48.9
Yearly education and training costs per employee (yen)	The KOKUYO Group's Six major companies	41,914	38,297	37,156	37,408	35,562

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

■ Number of employees who taking childcare leave (by gender)

		Subject	2016	2017	2018	2019	2020
Number of employees taking child-care leave	Male	The KOKUYO Group's Six major companies	4	4	4	6	12
	Female	The KOKUYO Group's Six major companies	83	68	52	60	58
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	<b>87</b>	<b>72</b>	<b>56</b>	<b>66</b>	<b>70</b>

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

■ Number of employees taking nursing-care leave (by gender)

		Subject	2016	2017	2018	2019	2020
Number of employees taking nursing-care leave	Male	The KOKUYO Group's Six major companies	1	0	0	3	1
	Female	The KOKUYO Group's Six major companies	1	1	2	1	1
	<b>Total</b>	<b>The KOKUYO Group's Six major companies</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>2</b>

\* "The KOKUYO Group's Six major companies" includes KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.,.

## Health management

	Subject	2016	2017	2018	2019	2020
Regular health checkup attendance rate (%)	—	97.6	99.0	98.9	99.6	98.6
Voluntary checkup attendance number (breast cancer, colorectal cancer checkups)	—	557	269	346	1,222	1,551
Regular health checkup finding rate (%)	—	40.1	39.0	28.0	27.5	19.8
Lifestyle-related disease occurrence/specific health checkup attendance rate (%)	—	95.0	93.2	98	98	98
Lifestyle-related disease occurrence/specific health guidance rate (proactive support) (%)	—	30	39	35	34	39
Lifestyle-related disease occurrence/lifestyle-related disease medical costs (including health insurance dependents) (million yen)	—	130	133	143	139	161
Stretch check implementation response rate (%)	All companies that carried out employee surveys	94.0	94.0	96.0	94.8	96.4
Stretch check score (deviation value)	All companies that carried out employee surveys	54	54	54	54	55
Number of employees with poor mental health (proportion with high stress) (%)	All companies that carried out employee surveys	4.2	4.9	4.9	5.5	4.8
Number of employees who took leave due to poor mental health	KOKUYO Co., Ltd. (including former-KET), Kaunet Co., Ltd., KOKUYO Logitem Co., Ltd., KOKUYO Supply Logistics Co., Ltd., KOKUYO Marketing Co., Ltd.	13	15	11	10	16
Number of employees who took leave due to other illnesses	KOKUYO Co., Ltd. (including former-KET), Kaunet Co., Ltd., KOKUYO Logitem Co., Ltd., KOKUYO Supply Logistics Co., Ltd., KOKUYO Marketing Co., Ltd.	4	5	6	11	9
Number of employees who retired due to poor mental health	KOKUYO Co., Ltd. (including former-KET), Kaunet Co., Ltd., KOKUYO Logitem Co., Ltd., KOKUYO Supply Logistics Co., Ltd., KOKUYO Marketing Co., Ltd.	5	6	8	3	10

	Subject	2016	2017	2018	2019	2020
Number of employees who retired due to other illnesses	KOKUYO Co., Ltd. (including former-KET), Kaunet Co., Ltd., KOKUYO Logitem Co., Ltd., KOKUYO Supply Logistics Co., Ltd., KOKUYO Marketing Co., Ltd.	0	3	5	6	6
Employee engagement score (Deviation value)	All companies that carried out employee surveys	49	49	49	49	50



## ■ Labor Health and Safety

Subjects: KOKUYO Co., Ltd. Mie Factory and Shibayama Factory, KOKUYO Product Shiga Co., Ltd., KOKUYO MVP Co., Ltd., IWAMI Paper Industry Co., Ltd.

		2016	2017	2018	2019	2020
Number of work-related accident cases	<b>Consolidated production factories</b>	<b>4</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>5</b>
	Mie Factory	2	1	2	1	0
	Shibayama Factory	1	0	0	0	0
	KOKUYO Product Shiga	0	0	0	0	0
	KOKUYO MVP	1	1	3	1	3
	IWAMI Paper Industry	0	0	0	0	1
Work-related accident frequency rate *1 (%)	<b>Consolidated production factories</b>	<b>1.87</b>	<b>0.87</b>	<b>2.10</b>	<b>0.85</b>	<b>2.33</b>
	Mie Factory	3.27	1.56	2.82	1.37	0
	Shibayama Factory	1.78	0	0	0	0
	KOKUYO Product Shiga	0	0	0	0	0
	KOKUYO MVP	2.14	2.02	5.90	2.16	6.79
	IWAMI Paper Industry	0	0	0	0	6.67
Work-related accident severity rate *2 *3 (%)	<b>Consolidated production factories</b>	<b>0.01</b>	<b>0.01</b>	<b>0.14</b>	<b>0.05</b>	<b>0.02</b>
	Mie Factory	0.02	0.02	0.20	0.15	0
	Shibayama Factory	0	0	0	0	1.83
	KOKUYO Product Shiga	0	0	0	0	0
	KOKUYO MVP	0.00	0.00	0.39	0	0.09
	IWAMI Paper Industry	0	0	0	0	0.03
Number of work-related accident days of absence	<b>Consolidated production factories</b>	<b>20</b>	<b>15</b>	<b>415</b>	<b>132</b>	<b>63.5</b>
	Mie Factory	16	14	173	130	0
	Shibayama Factory	3	0	0	0	12
	KOKUYO Product Shiga	0	0	0	0	0
	KOKUYO MVP	1	1	242	2	46.5
	IWAMI Paper Industry	0	0	0	0	5

\*From 2016, the work-related accident case calculations are limited to accidents requiring one or more days absence from work (excluding commuting accidents). (Including accidents resulting in time off work in 2014 and 2015)

\*1 Work-related accident frequency rate =  
$$\frac{\text{Number of employees involved in accidents requiring absence from work}}{\text{Total number of working hours}} \times 1,000,000$$

\*2 Work-related accident severity rate =  
$$\frac{\text{Number of work-days lost}}{\text{Total number of working hours}} \times 1,000$$

\*3 The work-related accident rate is shown with the third decimal place rounded off

"0" .....Indicates that there were no deaths due to work-related accidents.

"0.00" ... Shows that when the third decimal place was rounded off, the number was smaller than two decimal places.