

## Employees

Category		Boundary	Unit	2017	2018	2019
Number of employees	Total number of employees	UBE Group	Persons	10,799	11,010	10,890
	Men		Persons	9,342	9,483	9,446
	Women		Persons	1,457	1,527	1,444
	(% women)		%	13.5	13.9	13.3
	Number of non-regular employees		Persons		1,180	1,135
	(% non-regular employees)	%		9.7	9.4	
	Total number of employees	Ube Industries	Persons	3,555	3,298	3,329
	Men		Persons	3,296	3,050	3,060
	Women		Persons	259	248	269
	(% women)		%	7.3	7.5	8.1
	Number of non-regular employees		Persons		256	247
	(% non-regular employees)	%		7.2	6.9	
	Total number of employees at Group companies in Japan	Group companies in Japan	Persons	5,693	6,054	6,019
	Men		Persons	4,934	5,233	5,193
	Women		Persons	759	821	826
	(% women)		%	13.3	13.6	13.7
	Total number of employees at Group companies outside Japan	Group companies outside Japan	Persons	1,551	1,658	1,542
	Men		Persons	1,112	1,200	1,193
	Women		Persons	439	458	349
	(% women)		%	28.3	27.6	22.6
	(% local employees)		%	96.7	96.7	96.9
By region		Persons	1,000	1,022	898	
Asia		Persons	460	543	559	
Europe		Persons	91	93	85	
Americas, other		Persons	91	93	85	
Age of employees	Average age	Ube Industries	Age	41.4	41.5	41.7
	Men		Age	41.5	41.7	41.9
	Women		Age	40.1	40.1	39.8
	By age		Persons	707	617	597
	20s or younger		Persons	922	893	924
	30s		Persons	892	828	849
	40s		Persons	801	757	757
	50s		Persons	233	203	202
60s or above		Persons	233	203	202	
Number of managers	UBE Group total	UBE Group	Persons	2,350	2,355	2,376
	Men		Persons	2,264	2,260	2,272
	Women		Persons	86	95	104
	(% women)		%	3.7	4.0	4.4
	Ube Industries total	Ube Industries	Persons	911	878	898
	Men		Persons	897	857	875
	Women		Persons	14	21	23
	(% women)		%	1.5	2.4	2.6
	Senior Management total	Ube Industries	Persons	89	90	86
	Men		Persons	88	89	85
	Women		Persons	1	1	1
(% women)	%		1.1	1.1	1.2	
Percentage of employees with disabilities	Fiscal year average	Ube Industries *	%	2.44	2.39	2.35

\*Includes a designated special subsidiary.

## Hiring

Category	Boundary	Unit	2017	2018	2019	
New graduate hires (Generalist positions)	Ube Industries	Number of hires	Persons	46	37	47
		Men	Persons	36	28	39
		Women	Persons	10	9	8
		(% women)	%	21.7	24.3	17.0
New graduate hires (Key employee positions)	Ube Industries	Number of hires	Persons	63	30	56
		Men	Persons	54	28	48
		Women	Persons	9	2	8
Mid-career hires	Ube Industries	Number of hires	Persons	12	57	64
		Men	Persons	11	54	57
		Women	Persons	1	3	7
3-year retention rate of new graduate hires (generalist positions)	Ube Industries	3-year retention rate	%	95.7	95.2	97.8
		Men	%	97.1	100	100
		Women	%	91.7	77.8	90.0
Turnover rate of regular employees (who resigned for personal reasons)	Ube Industries	Employee turnover	%	1.7	1.3	1.4
		Men	%	1.6	1.2	1.4
		Women	%	3.0	2.0	1.9
Average years of service	Ube Industries	Average years of service	Year	15.5	15.8	15.9
		Men	Year	15.5	15.9	16.0
		Women	Year	15.5	15.4	14.8
Reemployment rate of retired employees	Ube Industries	%	78.1	90.7	85.7	

## Labor

Category	Boundary	Unit	2017	2018	2019
Total actual annual working hours	Ube Industries	Hours per person	1,987	1,980	1,949
Average monthly overtime hours		Hours per person	16.2	16.6	14.7
Annual paid leave taken		Days per person	14.0	15.0	15.4
Annual paid leave granted		Days per person	19.0	19.1	19.0
Percentage of annual paid leave taken		%	73.7	78.2	81.3
Violations of Labor Standards Act	Ube Industries	Number of violations	0	0	0

## Support for Work-Life Balance

Category	Boundary	Unit	2017	2018	2019	
Number of employees taking childcare leave	Ube Industries	Number of employees using it	Persons	79	72	80
		Men	Persons	70	69	72
		Women	Persons	9	3	8
Percentage of employees taking childcare leave	Ube Industries	Men	%	50.0	60.0	63.2
		Women	%	100	100	100
Average number of childcare leave days taken	Ube Industries	Men	Days	6.8	7.0	5.2
		Women	Days	275	308	351
Percentage of employees returning after childcare leave	Ube Industries	Men	%	100	100	100
		Women	%	88.9	100	100
Number of employees taking maternity leave	Ube Industries	Women	Persons	9	6	8
Childbirth leave	Ube Industries	Men	Persons	113	92	91
		% of eligible employees using it	%	81.3	80.0	79.8
Number of employees taking child nursing leave	Ube Industries	Number of employees using it	Persons	4	4	9
		Men	Persons	3	1	2
		Women	Persons	1	3	7
Number of employees taking family nursing leave	Ube Industries	Number of employees using it	Persons	0	0	0
		Men	Persons	0	0	0
		Women	Persons	0	0	0
Number of employees taking family nursing short leave	Ube Industries	Number of employees using it	Persons	4	1	4
		Men	Persons	4	1	3
		Women	Persons	0	0	1
Number of employees taking shortened working time for child/family care	Ube Industries	Number of employees using it	Persons	16	25	24
		Men	Persons	0	1	1
		Women	Persons	16	24	23
Number of employees registered with career restart system (as of fiscal-year end)	Ube Industries	Persons	2	4	8	

## Labor Union

Category	Boundary	Unit	2017	2018	2019
Number of members	Ube Industries	Persons	2,409	2,318	2,401
Membership rate (collective bargaining coverage)		%	69.0	68.5	69.6