

Progress against materiality

Materiality	Non-financial KPIs	Actual				Targets	
		FY'22/2	FY'23/2	FY'24/2	FY'25/2	FY'25/2	FY'27/2
Created of diverse employment opportunities	High-quality jobs that meet the needs of diverse occupations, job types and work styles <sup>*1</sup>	1.16million <sup>*7</sup>	1.33million <sup>*7</sup>	1.39million <sup>*7</sup>	1.27million <sup>*7</sup>	Maintain No.1 in the industry	1.68million <sup>*7</sup>
	Number of jobs welcoming seniors	0.21million <sup>*7</sup>	0.31million <sup>*7</sup>	0.38million <sup>*7</sup>	0.37million <sup>*7</sup>	0.4million <sup>*7</sup>	0.45million <sup>*7</sup>
	Number of jobs that allow flexibility for childcare/nursing care	-	0.51million <sup>*7</sup>	0.61million <sup>*7</sup>	0.64million <sup>*7</sup>		0.8million <sup>*7</sup>
	Number of jobs available to foreigner workers/foreign students	-	0.14million <sup>*7</sup>	0.17million <sup>*7</sup>	0.16million <sup>*7</sup>		0.3million <sup>*7</sup>
	Number of jobs accepting high school students	-	0.15million <sup>*7</sup>	0.13million <sup>*7</sup>	0.13million <sup>*7</sup>		0.15million <sup>*7</sup>
	Number of workers in the medical, nursing care, and social-welfare industries <sup>*2</sup>	-	10,000	23,000	22,000		25,000
Improving human resources ,economic productivity ,and	Number of companies that have introduced DX and are subject to billing in the areas of recruiting, human resources, and sales promotion	-	12,000 <sup>*7</sup>	14,000 <sup>*7</sup>	14,000 <sup>*7</sup>		30,000 <sup>*7</sup>
	Number of jobs for which hourly wage increases or other improvements have been realized <sup>*3</sup>	0.85million <sup>*7</sup>	0.99million <sup>*7</sup>	1.09million <sup>*7</sup>	0.93million <sup>*7</sup>	1million <sup>*7</sup>	1.25million <sup>*7</sup>
Promoting DEIRespect for human rights	Jobs without age bias in hiring (number of jobs with optional age input)	-	0.13million <sup>*7</sup>	0.41million <sup>*7</sup>	0.42million <sup>*7</sup>		0.65million <sup>*7</sup>
	Employment Opportunities for People with Disabilities	One-off campaign	One-off campaign	Year-round campaign	Long-term campaign	Year-round campaign	Year-round campaign
	Certified as a provider of excellent recruitment information	Prior to the start of the system	Certificate received	Certificate received/ maintained	Certificate received/ maintained	Certificate received/ maintained	Certificate received/ maintained
	Number of cases violating labor laws and regulations	0	0	0	0	Maintain 0	Maintain 0
	Prohibit all postings that may be considered human rights violations	Implemented	Implemented	Implemented	Implemented	Continued to implement	Continued to implement
Response to the climate crisis	GHG emissions from all offices and data centers	567.7t-CO2e/year	334.2t-CO2e/year	175.3t-CO2e/year	Scheduled to be disclosed in July	Scope 1+2 and data centers Effectively 0 <sup>8</sup>	Scope 1+2 and data centers Effectively 0 <sup>8</sup>
Strengthening human capital connected with Philosophy	Engagement Index <sup>*4</sup>	3.82	3.84	3.96	3.59	4.0	4.2
	Percentage of female employees hired as new graduates and later promoted to management positions	41.3%	43.5%	45.2%	43.6%	50%	50%
	Percentage of females in management positions	33.2%	34.4%	36.2%	36.8%	40%	40%
	Percentage of female employees taking childcare leave	100%	98.3%	100.0%	100%	100%	100%
	Percentage of female employees returning to work after childcare leave <sup>*5</sup>	100%	100%	98%	100%	100%	100%
	Percentage of male who take childcare leave <sup>*6</sup>	61.1%	92.5%	100%	100%	100%	100%

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			FY'22/2	FY'23/2	FY'24/2	FY'25/2	FY'25/2	FY'27/2
Strengthening human capital connected with Philosophy	Percentage of employees with disabilities		2.6%	3%	2.20%	2.7%	Statutory employment rate or higher	Statutory employment rate or higher
	Percentage of paid leave taken		56.6%	59.4%	75%	80.7%	80%	80%
	Average overtime work		25.4 hours/month	23.0 hours/month	19.8 hours/month	18.1 hours/month	Not more than 20 hours/month	Not more than 20 hours/month
	Job turnover rate		15.2%	12.6%	13.7%	19.9%	10%	10%
	Training time	New graduate training	326hours	326hours	326hours	515hours	Continue to expand	Continue to expand
		New manager training	36hours	52hours	52hours	52hours		
		Next generation leaders development training	143hours	143hours	150hours	150hours		
Strengthening governance	Percentage of independent directors		50% <sup>9</sup>	2/3 <sup>10</sup>	2/3 <sup>11</sup>	2/3 <sup>12</sup>	At least 2/3 of the total	At least 2/3 of the total
	Percentage of female Directors		1/3 <sup>9</sup>	55.6% <sup>10</sup>	55.6% <sup>11</sup>	33.3% <sup>12</sup>	50% of the total	50% of the total
	Number of material legal violations		0	0	0	0	Maintain 0	Maintain 0
	Compliance training and testing participation rate		100%	100%	100%	100%	Maintain 100%	Maintain 100%
	Number of investor interviews		245/year	367/year	397/year	377/year	500/year	550/year

\*1: Videos, work experience functions, posting of "Message from dip-san," etc. Measures will be taken to further increase quality

\*2: Total number of workers who obtained a job by Permanent Placement Service and the number of workers by Media Service (in-house estimate)

\*3: Increased hourly wages, bonus for continued service, incentive payments upon employment

\*4: Indexes in our ES (Employee Satisfaction) surveys (maximum 5)

\*5: Based on the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, the percentage of employees taking childcare leave, etc. and leave for childcare purposes as stipulated in Article 71-6, Item 2 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members is calculated.

\*6: \* As of June 1 (as of the Ministry of Health, Labour and Welfare's report on the status of employment of people with disabilities), the statutory employment rate for private companies is 2.5% (revised in March 2024)

\*7:As of end of February

\*8: Scope 1 and Scope 2 (city gas and electricity in all offices. Recreation facilities and data centers are included in the scope of calculation for Scope 1 and 2 from the FY'23/2.)

\*9: As of May 31, 2022

\*10: As of May 31, 2023

\*11: As of May 31, 2024

\*12: As of May 31, 2025