

|                                                                                             |                                                  |                   | FY2021              |            | FY2022              |            | FY2023              |            | FY2024              |            | FY2025              |            |
|---------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|------------|
|                                                                                             |                                                  |                   | On 28 February 2022 |            | On 28 February 2023 |            | On 29 February 2024 |            | On 28 February 2025 |            | On 28 February 2026 |            |
|                                                                                             |                                                  |                   | Number of people    | Percentage | Number of people    | Percentage | Number of people    | Percentage | Number of people    | Percentage | Number of people    | Percentage |
| Number of employees                                                                         | Total                                            | Male              | 307                 | 79.9%      | 306                 | 80.3%      | 310                 | 80.1%      | 289                 | 77.7%      | 291                 | 77.8%      |
|                                                                                             |                                                  | Female            | 77                  | 20.1%      | 75                  | 19.7%      | 77                  | 19.9%      | 83                  | 22.3%      | 83                  | 22.2%      |
|                                                                                             |                                                  | Subtotal          | 384                 | 100.0%     | 381                 | 100.0%     | 387                 | 100.0%     | 372                 | 100.0%     | 374                 | 100.0%     |
|                                                                                             | Staff <sup>*1</sup>                              | Male              | 280                 | 80.7%      | 277                 | 82.0%      | 278                 | 81.0%      | 259                 | 79.0%      | 257                 | 79.1%      |
|                                                                                             |                                                  | Female            | 67                  | 19.3%      | 61                  | 18.0%      | 65                  | 19.0%      | 69                  | 21.0%      | 68                  | 20.9%      |
|                                                                                             |                                                  | Subtotal          | 347                 | 100.0%     | 338                 | 100.0%     | 343                 | 100.0%     | 328                 | 100.0%     | 325                 | 100.0%     |
|                                                                                             |                                                  | 10s               | 4                   | 1.2%       | 2                   | 0.6%       | 0                   | 0.0%       | 0                   | 0.0%       | 0                   | 0.0%       |
|                                                                                             |                                                  | 20s               | 48                  | 13.8%      | 47                  | 13.9%      | 50                  | 14.6%      | 43                  | 13.1%      | 39                  | 12.0%      |
|                                                                                             |                                                  | 30s               | 101                 | 29.1%      | 92                  | 27.2%      | 93                  | 27.1%      | 88                  | 26.8%      | 88                  | 27.1%      |
|                                                                                             |                                                  | 40s               | 113                 | 32.6%      | 105                 | 31.1%      | 110                 | 32.1%      | 108                 | 32.9%      | 108                 | 33.2%      |
|                                                                                             |                                                  | 50s               | 76                  | 21.9%      | 89                  | 26.3%      | 88                  | 25.7%      | 86                  | 26.2%      | 87                  | 26.8%      |
|                                                                                             |                                                  | 60s               | 5                   | 1.4%       | 3                   | 0.9%       | 2                   | 0.6%       | 3                   | 0.9%       | 3                   | 0.9%       |
|                                                                                             |                                                  | 70s               | 0                   | 0.0%       | 0                   | 0.0%       | 0                   | 0.0%       | 0                   | 0.0%       | 0                   | 0.0%       |
|                                                                                             |                                                  | Subtotal          | 347                 | 100.0%     | 338                 | 100.0%     | 343                 | 100.0%     | 328                 | 100.0%     | 325                 | 100.0%     |
|                                                                                             | Contract employees including temporary employees | Male              | 27                  | 73.0%      | 29                  | 67.4%      | 32                  | 72.7%      | 30                  | 68.2%      | 34                  | 69.4%      |
|                                                                                             |                                                  | Female            | 10                  | 27.0%      | 14                  | 32.6%      | 12                  | 27.3%      | 14                  | 31.8%      | 15                  | 30.6%      |
|                                                                                             |                                                  | Subtotal          | 37                  | 100.0%     | 43                  | 100.0%     | 44                  | 100.0%     | 44                  | 100.0%     | 49                  | 100.0%     |
|                                                                                             |                                                  | 10s               | 0                   | 0.0%       | 0                   | 0.0%       | 0                   | 0.0%       | 0                   | 0.0%       | 1                   | 2.0%       |
|                                                                                             |                                                  | 20s               | 1                   | 2.7%       | 0                   | 0.0%       | 2                   | 4.5%       | 3                   | 6.8%       | 3                   | 6.1%       |
|                                                                                             |                                                  | 30s               | 5                   | 13.5%      | 5                   | 11.6%      | 4                   | 9.1%       | 3                   | 6.8%       | 4                   | 8.2%       |
|                                                                                             |                                                  | 40s               | 3                   | 8.1%       | 7                   | 16.3%      | 4                   | 9.1%       | 3                   | 6.8%       | 3                   | 6.1%       |
|                                                                                             |                                                  | 50s               | 5                   | 13.5%      | 6                   | 14.0%      | 6                   | 13.6%      | 5                   | 11.4%      | 6                   | 12.2%      |
|                                                                                             |                                                  | 60s <sup>*2</sup> | 22                  | 59.5%      | 22                  | 51.2%      | 25                  | 56.8%      | 28                  | 63.6%      | 31                  | 63.3%      |
|                                                                                             |                                                  | 70s               | 1                   | 2.7%       | 3                   | 7.0%       | 3                   | 6.8%       | 2                   | 4.5%       | 1                   | 2.0%       |
|                                                                                             |                                                  | Subtotal          | 37                  | 100.0%     | 43                  | 100.0%     | 44                  | 100.0%     | 44                  | 100.0%     | 49                  | 100.0%     |
| Number of directors                                                                         |                                                  | Male              | 8                   | 88.9%      | 8                   | 88.9%      | 9                   | 90.0%      | 9                   | 90.0%      | 9                   | 90.0%      |
|                                                                                             |                                                  | Female            | 1                   | 11.1%      | 1                   | 11.1%      | 1                   | 10.0%      | 1                   | 10.0%      | 1                   | 10.0%      |
|                                                                                             |                                                  | Subtotal          | 9                   | 100.0%     | 9                   | 100.0%     | 10                  | 100.0%     | 10                  | 100.0%     | 10                  | 100.0%     |
| Number of managers <sup>*3</sup>                                                            |                                                  | Male              | 85                  | 94.4%      | 78                  | 90.7%      | 76                  | 90.5%      | 68                  | 88.3%      | 67                  | 90.5%      |
|                                                                                             |                                                  | Female            | 5                   | 5.6%       | 8                   | 9.3%       | 8                   | 9.5%       | 9                   | 11.7%      | 7                   | 9.5%       |
|                                                                                             |                                                  | Subtotal          | 90                  | 100.0%     | 86                  | 100.0%     | 84                  | 100.0%     | 77                  | 100.0%     | 74                  | 100.0%     |
| New graduate hires (staff/high school graduates and above)                                  |                                                  | Male              | 8                   | 88.9%      | 6                   | 85.7%      | 5                   | 83.3%      | 1                   | 33.3%      | 2                   | 66.7%      |
|                                                                                             |                                                  | Female            | 1                   | 11.1%      | 1                   | 14.3%      | 1                   | 16.7%      | 2                   | 66.7%      | 1                   | 33.3%      |
|                                                                                             |                                                  | Subtotal          | 9                   | 100.0%     | 7                   | 100.0%     | 6                   | 100.0%     | 3                   | 100.0%     | 3                   | 100.0%     |
| Mid-career hires (staff) <sup>*4</sup>                                                      |                                                  | Male              | 5                   | 55.6%      | 10                  | 83.3%      | 13                  | 92.9%      | 4                   | 57.1%      | 10                  | 76.9%      |
|                                                                                             |                                                  | Female            | 4                   | 44.4%      | 2                   | 16.7%      | 1                   | 7.1%       | 3                   | 42.9%      | 3                   | 23.1%      |
|                                                                                             |                                                  | Subtotal          | 9                   | 100.0%     | 12                  | 100.0%     | 14                  | 100.0%     | 7                   | 100.0%     | 13                  | 100.0%     |
| Mid-career hires (contract employees including temporary employees)                         |                                                  | Male              | 4                   | 80.0%      | 7                   | 58.3%      | 11                  | 100.0%     | 5                   | 71.4%      | 4                   | 50.0%      |
|                                                                                             |                                                  | Female            | 1                   | 20.0%      | 5                   | 41.7%      | 0                   | 0.0%       | 2                   | 28.6%      | 4                   | 50.0%      |
|                                                                                             |                                                  | Subtotal          | 5                   | 100.0%     | 12                  | 100.0%     | 11                  | 100.0%     | 7                   | 100.0%     | 8                   | 100.0%     |
| Number of employees who left the the company (staff) <sup>*5</sup>                          |                                                  | Male              | 14                  | 87.5%      | 6                   | 75.0%      | 14                  | 82.4%      | 19                  | 90.5%      | 12                  | 70.6%      |
|                                                                                             |                                                  | Female            | 2                   | 12.5%      | 2                   | 25.0%      | 3                   | 17.6%      | 2                   | 9.5%       | 5                   | 29.4%      |
|                                                                                             |                                                  | Subtotal          | 16                  | 100.0%     | 8                   | 100.0%     | 17                  | 100.0%     | 21                  | 100.0%     | 17                  | 100.0%     |
| Number of employees who left the company (contract employees including temporary employees) |                                                  | Male              | 6                   | 100.0%     | 4                   | 80.0%      | 13                  | 92.9%      | 5                   | 83.3%      | 4                   | 80.0%      |
|                                                                                             |                                                  | Female            | 0                   | 0.0%       | 1                   | 20.0%      | 1                   | 7.1%       | 1                   | 16.7%      | 1                   | 20.0%      |
|                                                                                             |                                                  | Subtotal          | 6                   | 100.0%     | 5                   | 100.0%     | 14                  | 100.0%     | 6                   | 100.0%     | 5                   | 100.0%     |
| Number of foreign employees <sup>*6</sup>                                                   |                                                  | Male              | 4                   | 1.3%       | 5                   | 1.6%       | 5                   | 1.6%       | 4                   | 1.4%       | 4                   | 1.4%       |
|                                                                                             |                                                  | Female            | 3                   | 3.9%       | 3                   | 4.0%       | 3                   | 3.9%       | 3                   | 3.6%       | 3                   | 3.6%       |
|                                                                                             |                                                  | Subtotal          | 7                   | 1.8%       | 8                   | 2.1%       | 8                   | 2.1%       | 7                   | 1.9%       | 7                   | 1.9%       |

<sup>\*1</sup> Number of employees: Excluding employees seconded to domestic and overseas group companies

<sup>\*2</sup> Staff in their 60s are those who will retire at the end of the fiscal year.

<sup>\*3</sup> Including professionals

<sup>\*4</sup> Mid-career hires do not include the first year of rehiring.

<sup>\*5</sup> The number of employees who left the company does not include those who retired at the mandatory retirement age or expired rehired.

<sup>\*6</sup> Ratio to total number of employees

|                                                                   |          | FY2021     | FY2022     | FY2023     | FY2024     | FY2025     |
|-------------------------------------------------------------------|----------|------------|------------|------------|------------|------------|
| Mid-career hiring ratio <sup>*1</sup>                             |          | 50.0%      | 63.0%      | 75.0%      | 79.0%      | 83.0%      |
| Turnover rate (staff with fewer than 3 years of employment)       |          | 4.3%       | 4.0%       | 4.4%       | 5.4%       | 4.8%       |
| Female management occupancy rate                                  |          | 5.6%       | 9.3%       | 9.5%       | 11.7%      | 9.5%       |
| Number of female employees among new graduate hires <sup>*2</sup> |          | 11.1%      | 14.3%      | 16.7%      | 66.7%      | 33.3%      |
| Per capita training costs                                         |          | 73,000 yen | 52,000 yen | 51,000 yen | 58,000 yen | 54,000 yen |
| Rate of taking annual paid leave                                  |          | 69.2%      | 73.7%      | 75.8%      | 74.7%      | 74.0%      |
| Number of childcare leave recipients                              | Male     | 3          | 5          | 7          | 7          | 8          |
|                                                                   | Female   | 1          | 6          | 3          | 2          | 2          |
|                                                                   | Subtotal | 4          | 11         | 10         | 9          | 10         |

<sup>\*1</sup> Ratio of mid-career hires to employees hired during the fiscal year

<sup>\*2</sup> High school graduates and above