

# Results and Review of Materiality Targets in the 2026 Mid-term Plan

| Materiality                                 |                                         | KPI                                                                                 |                                                                                                                   | FY2025 Targets      | FY2025 Results      | Status       | Comments                                                                                                                                                                                                |
|---------------------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Solving Social Issues through Our Business  | 1. Creating Work Opportunities          | Number of people for whom we created (provided/supported) better work opportunities |                                                                                                                   | 500,000 people      | 465,000 people      | Not Achieved | Although we did not reach the initially expected levels due to changes in market conditions and strategic policies, we have steadily expanded since the previous year.                                  |
|                                             | 2. Providing Diverse Work Styles        | Number of people for whom diverse work styles became possible                       |                                                                                                                   | 50,000 people       | 49,000 people       | Not Achieved | Although the growth rate did not reach the expected pace, steady progress was observed due to expansion from the previous year.                                                                         |
|                                             | 3. Providing Learning Opportunities     | Number of people who received each training service                                 | ① Providing learning opportunities for temporary staff                                                            | 160,000 people      | 210,000 people      | Achieved     | Although affected by changes in corporate demand and service transformation, we achieved our targets over three years and exceeded our targets.                                                         |
|                                             |                                         |                                                                                     | ② Corporate training aimed at upskilling and career autonomy<br>Provision of post-upskilling recruitment services | 120,000 people      | 121,000 people      |              |                                                                                                                                                                                                         |
|                                             |                                         |                                                                                     | ③ Providing learning opportunities for students and working adults                                                | —                   | 78,000 people       |              |                                                                                                                                                                                                         |
|                                             | 4. Increasing Productivity at Companies | Net sales of services related to increasing the productivity of companies           |                                                                                                                   | JPY 300 billion     | JPY 384 billion     | Achieved     | Although there were differences in growth across businesses, overall we achieved our plans and continued steady growth, with sales increasing compared to FY2022.                                       |
| Foundation for Achieving Sustainable Growth | 5. Active Roles of Diverse Personnel    | “Work and Smile” index (employee engagement index)                                  |                                                                                                                   | 75.0%               | 72.3%               | Not Achieved | Although the Percentage of women in managerial positions and the Ratio of childcare leave taken by male employees fell short of the targets, both are showing signs of improvement and steady progress. |
|                                             |                                         | Percentage of women in managerial positions                                         |                                                                                                                   | 30.8%               | 29.4%               |              |                                                                                                                                                                                                         |
|                                             |                                         | Number of employees with disabilities                                               |                                                                                                                   | 4,000 people        | 3,827 people        |              |                                                                                                                                                                                                         |
|                                             |                                         | Ratio of childcare leave taken by male employees (one day or longer)                |                                                                                                                   | 100%                | 93.6%               |              |                                                                                                                                                                                                         |
|                                             | 6. Strengthening Data Governance        | Percentage of all employees who have received privacy training                      |                                                                                                                   | 100%                | 99.3%               | Not Achieved | The training participation rate has remained high throughout the three years, and we continue to develop the foundation to strengthen data governance.                                                  |
|                                             | 7. Respect for Human Rights             | Percentage of all employees who have received human rights training                 |                                                                                                                   | 100%                | 99.3%               | Not Achieved | The training participation rate remains at a high level, and understanding of respect for human rights and the establishment of systems are progressing.                                                |
|                                             | 8. Response to Climate Change           | Percent reduction of Scope 1 + Scope 2 emissions (Base year: FY2021)                |                                                                                                                   | 17.3% reduction     | Calculating         | Not Achieved | We are developing our emissions calculation system and refining our data, and are promoting initiatives to enhance disclosure standards.                                                                |
|                                             |                                         | Reduction of Scope 3 emissions                                                      |                                                                                                                   | Under consideration | Under consideration | Not Achieved |                                                                                                                                                                                                         |