

DATABOOK

Social

Employees

Social Employees			FY2/2023	FY2/2024	FY2/2025
1	Number of employees (domestic group consolidated, including temporary employees)	Female	15,078	16,122	16,337
		Male (Employees)	3,876	4,227	4,113
		Total	18,954	20,349	20,450
2	Number of managers (excluding officers)	Female	199	210	229
		Male (Employees)	389	454	436
		Total	588	664	665
	Number of general managers	Female	13	20	20
		Male (Employees)	56	71	71
		Total	69	91	91
	Number of senior managers	Female	37	48	51
		Male (Employees)	178	210	211
		Total	215	258	262
	Number of department managers and equivalent	Female	159	162	178
		Male (Employees)	203	244	224
		Total	362	406	402
	Number of unit managers and equivalent	Female	320	333	372
		Male (Employees)	174	177	183
		Total	494	510	555

			FY2/2023	FY2/2024	FY2/2025
3	Number of new graduate hires	Female	228	159	204
		Male (Employees)	38	35	28
		Total	266	194	232
4	Number of mid-career hires	Female	159	223	242
		Male (Employees)	111	154	140
		Total	270	377	382
5	Number of new management appointments	Female	5	22	21
		Male (Employees)	11	21	18
		Total	16	43	39
6	Average years of employment of full-time employees	Female	7.0	7.1	8.3
		Male (Years)	8.8	8.8	9.7
		Total	7.5	7.6	8.7
7	Number of full-time employees that left the Company	Female	434	442	383
		Male (Employees)	142	177	178
		Total	576	619	561
8	Number of foreign employees	(Employees)	79	117	167
9	Employment rate of persons with disabilities (as of June 2025)	(%)	2.55	2.69	2.75

(Note) Scope of data: Adastria Group consolidated (Japan)

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10	Hours of overtime worked per month	Full-time employee average	(Hours)	8.0	7.7	7.4
		Employee average		3.5	3.9	3.4
11	Percentage of employees taking annual paid leave	Full-time employee average	(%)	60.7	68.7	68.9
		Employee average		57.1	67.0	68.4
12	Average number of days of annual paid leave taken	Full-time employee average	(Days)	10.6	11.4	11.7
		Employee average		7.5	6.4	6.8
13	Maternity leave taken by full-time employees	Number of employees who took the leave	(Employees)	207	186	217
		Acquisition rate	(%)	100.0	99.5	98.6
14	Full-time employees taking childcare leave and returning to work after taking childcare leave	Number of employees who took the leave	(Employees)	210	191	213
		Acquisition rate	(%)	98.6	98.9	98.6
		Return rate		95.1	84.0	95.0
		Number of employees who took the leave	(Employees)	9	41	33
		Acquisition rate	(%)	15.3	70.7	70.2
		Return rate		100.0	100.0	100.0
15	Average number of days of nursing care leave taken		(Days)	31.0	84.0	30.0
16	Male employees taking spouse maternity leave*	Number of employees who took the leave	(Employees)	8	7	3
		Acquisition rate	(%)	14.8	13.7	8.3

 Social Female				FY2/2023	FY2/2024	FY2/2025
17	Percentage of female full-time employees	(%)		72.6	72.3	79.9
18	Percentage of female officers** (Adastria non-consolidated)	Percentage of female officers	(%)	21.4	18.2	27.3
		Percentage of female directors		10.0	18.2	27.3
19	Percentage of female employees by rank	Percentage of female managers (excluding officers)	(%)	33.8	31.6	34.4
		Percentage of female senior managers		17.7	18.7	19.5
		Percentage of female general managers and equivalent		21.9	22.0	22.0
		Percentage of female department managers and equivalent		43.9	39.9	44.3
		Percentage of female unit managers and equivalent		64.8	65.3	67.0
20	Percentage of female new graduate hires	(%)		85.7	82.0	87.9
21	Percentage of female mid-career hires	(%)		58.9	59.2	63.4

(Note) Scope of data: Adastria Group consolidated (Japan)
* Certain consolidated domestic group results for FY2/2025 exclude zetton inc.
** Number of directors and executive officers as of the end of the annual general meeting of shareholders each year
Lines 29 and 30 in Governance Data represent results as of FY2/2025