Human capital data

					FY2/2024	FY2/2025	FY2/2026*1
1	Number of employees (domestic group consolidated, including temporary employees)		Female	(Employees)	16,122	16,337	**16,760**
			Male		4,227	4,113	**4,059**
			Total		20,349	20,450	**20,819**
2	Number of full-time employees by rank	Managers (excluding officers)	Female	(Employees)	210	229	**232**
			Male		454	436	**421**
			Total		664	665	**653**
		General managers	Female	(Employees)	20	20	**24**
			Male		71	71	**81**
			Total		91	91	**105**
		Senior managers	Female	(Employees)	48	51	**52**
			Male		210	211	**208**
			Total		258	262	**260**
		Department managers and equivalent	Female	(Employees)	162	178	**180**
			Male		244	224	**213**
			Total		406	402	**393**
		Unit managers and equivalent	Female	(Employees)	333	372	**414**
			Male		177	183	**279**
			Total		510	555	**693**

				FY2/2024	FY2/2025	FY2/2026*1
3	Number of new graduate hires	Female	(Employees)	159	204	**231**
		Male		35	28	**49**
		Total		194	232	**280**
4	Number of mid-career hires	Female	(Employees)	223	242	**298**
		Male		154	140	**131**
		Total		377	382	**429**
5	Number of new management appointments	Female	(Employees)	22	21	**19**
		Male		21	18	**17**
		Total		43	39	**36**
6	Average years of employment of full-time employees	Female	(Years)	7.1	8.3	**8.6**
		Male		8.8	9.7	**10.1**
		Total		7.6	8.7	**9.0**
7	Number of full-time employees that left the Company	Female	(Employees)	442	383	**448**
		Male		177	178	**191**
		Total		619	561	**639**
8	Number of foreign employees		(Employees)	117	167	**188**
9	Employment rate of persons with disabilities (as of June 2025)		(%)	2.69	2.75	**2.90**

*1 FY2/2026 figures for items are consolidated results for the Group in Japan, excluding KARRIMOR International Ltd.

Human capital data

					FY2/2024	FY2/2025	FY2/2026*1
10	Hours of overtime worked per month		Full-time employee average	(Hours)	7.7	7.4	**6.6**
			Employee average		3.9	3.4	**3.0**
11	Percentage of employees taking annual paid leave		Full-time employee average	(%)	68.7	68.9	**60.6**
			Employee average		67.0	68.4	**54.8**
12	Average number of days of annual paid leave taken		Full-time employee average	(Days)	11.4	11.7	**9.9**
			Employee average		6.4	6.8	**5.3**
13	Maternity leave taken by full-time employees		Number of employees who took the leave	(Employees)	186	217	**220**
			Acquisition rate	(%)	99.5	98.6	**87.3**
14	Full-time employees taking childcare leave and returning to work after taking childcare leave	Female	Number of employees who took the leave	(Employees)	191	213	**213**
			Acquisition rate	(%)	98.9	98.6	**101.4**
			Return rate		84.0	95.0	**86.3**
		Male	Number of employees who took the leave	(Employees)	41	33	**36**
			Acquisition rate	(%)	70.7	70.2	**85.7**
			Return rate		100.0	100.0	**100.0**
15	Average number of days of nursing care leave taken			(Days)	84.0	30.0	**45.0**
16	Male employees taking spouse maternity leave*2		Number of employees who took the leave	(Employees)	7	3	**17**
			Acquisition rate	(%)	13.7	8.3	**62.9**

				FY2/2024	FY2/2025	FY2/2026*1
17	Percentage of female full-time employees		(%)	72.3	79.9	**73.3**
18	Percentage of female officers*3 (Adastria non-consolidated)		(%)	18.2	27.3	**25.0**
19	Percentage of female employees by rank	Managers (excluding officers)	(%)	31.6	34.4	**35.5**
		Senior managers		18.7	19.5	**20.0**
		General managers and equivalent		22.0	22.0	**23.3**
		Department managers and equivalent		39.9	44.3	**45.8**
		Unit managers and equivalent		65.3	67.0	**67.8**
20	Percentage of female new graduate hires		(%)	82.0	87.9	**82.5**
21	Percentage of female mid-career hires		(%)	59.2	63.4	**69.5**

*1 FY2/2026 figures for items are consolidated results for the Group in Japan, excluding KARRIMOR International Ltd.
*2 Figures for item 16 are consolidated results for the Group in Japan, excluding zetton inc. and KARRIMOR International Ltd.
*3 Figures are as of the end of the annual general meeting of shareholders each year