

Environment

| Items | Unit | FY2020 | FY2021 | FY2022 | FY2023 | Coverage |
|--|------------------------|-----------|-----------|-----------|-----------|----------|
| Gross CO2 emissions (Scope 1 & 2) *1 | mtCO2e | 118,082 | 142,063 | 117,759 | 94,067 | 98.3% |
| Gross CO2 emissions (Scope 1 & 2 & 3 (upstream)) | mtCO2e | — | — | 2,155,646 | 2,280,992 | 83.4% |
| Gross CO2 emissions (Scope 1 & 2 & 3) | mtCO2e | — | — | 3,396,196 | 3,383,876 | 83.4% |
| Carbon offsets | mtCO2e | — | — | — | -1,500 | 98.3% |
| Emissions after offsets | mtCO2e | — | — | — | 3,382,376 | 83.4% |
| Gross CO2 emissions (Scope 1 & 2) per revenue | mtCO2e/ USD million | 10.84 | 11.03 | 9.47 | 7.36 | 98.3% |
| Gross CO2 emissions (Scope 1 & 2 & 3 (upstream)) per revenue | mtCO2e/ USD million | — | — | 173.35 | 178.39 | 83.4% |
| Gross CO2 emissions (Scope 1 & 2 & 3) per revenue | mtCO2e/ USD million | — | — | 273.12 | 264.65 | 83.4% |
| Scope 1 (t-CO2) *1 | mtCO2e | 3,696 | 3,721 | 3,646 | 3,554 | 98.3% |
| CO2 | mtCO2e | — | — | 3,430 | 3,151 | 98.3% |
| Methane | mtCO2e | — | — | 71 | 72 | 98.3% |
| Nitrous oxide | mtCO2e | — | — | 8 | 11 | 98.3% |
| Hydrofluorocarbon family of gases | mtCO2e | — | — | 137 | 321 | 98.3% |
| Perfluorocarbon family of gases | mtCO2e | — | — | 0 | 0 | 98.3% |
| Sulfur hexafluoride | mtCO2e | — | — | 0 | 0 | 98.3% |
| Nitrogen trifluoride | mtCO2e | — | — | 0 | 0 | 98.3% |
| City gas | m³ | 122,004 | 85,245 | 178,434 | 209,287 | 98.3% |
| Liquefied Petroleum Gas (LPG) | t | — | — | — | 9 | 98.3% |
| Light oil | kl | 557 | 591 | 488 | 447 | 98.3% |
| Heavy oil | kl | 97 | 95 | 77 | 52 | 98.3% |
| Kerosene | kl | 582 | 610 | 541 | 418 | 98.3% |
| Gasoline | kl | 115 | 100 | 94 | 130 | 98.3% |
| Scope 2 - Market-based | mtCO2e | 114,385 | 138,342 | 114,113 | 90,514 | 98.3% |
| Scope 2 - Location-based | mtCO2e | — | — | 224,093 | 273,912 | 98.3% |
| Hot water/cold water | GJ | 17,408 | 18,949 | 15,228 | 15,594 | 98.3% |
| Hot water | GJ | — | — | 6,534 | 5,064 | 98.3% |
| Cold water | GJ | — | — | 8,694 | 10,530 | 98.3% |
| Steam | GJ | — | — | 0 | 1,139 | 98.3% |
| Electricity | MWh | 287,355 | 441,924 | 537,280 | 622,872 | 98.3% |
| Electricity consumption from renewable sources | MWh | — | — | 290,275 | 393,243 | 98.3% |
| Ratio of electricity consumption from renewable sources to the total electricity consumption | % | — | — | 54.0 | 63.1 | 98.3% |
| Average PUE of data centers *3 | — | 1.38 | 1.36 | 1.33 | 1.33 | 98.3% |
| Total energy consumption | GJ | 2,983,240 | 4,396,085 | 5,317,059 | 6,149,426 | 98.3% |
| CO2 emission per energy consumption (scorp1&2) | mtCO2e/GJ | 0.04 | 0.032 | 0.022 | 0.015 | 98.3% |
| Renewable energy consumption | GJ | 350,972 | 1,643,542 | 2,833,082 | 3,838,048 | 98.3% |
| Non-renewable energy consumption | GJ | — | — | 2,483,977 | 2,311,377 | 98.3% |
| Renewable energy ratio | % | 11.8 | 37.4 | 53.3 | 62.4 | 98.3% |

*1 Gross CO2 emissions, Scope 1, and Light oil have been updated for FY2020 due to retroactive light oil consumption figures that were available. (Jan 2023)

*3 Calculation method of PUE has been revised for Yahoo! JAPAN's data centers and figures have been retroactively revised. (May 2021)

Environment

| Items | Unit | FY2020 | FY2021 | FY2022 | FY2023 | Coverage |
|---|------------------------|-----------|-----------|-----------|-----------|----------|
| Scope 3 per revenue | mtCO2e/ USD million | 206.44 | 212.96 | 263.74 | 257.29 | 83.4% |
| Scope 3 | mtCO2e | 2,248,755 | 2,743,708 | 3,278,437 | 3,289,809 | 83.4% |
| Category 1 : Purchased goods | mtCO2e | 1,162,808 | 1,175,765 | 1,505,167 | 1,604,858 | 83.4% |
| Category 2 : Purchased capital goods | mtCO2e | 149,377 | 185,808 | 388,584 | 406,502 | 83.4% |
| Category 3 : Purchased fuel/energy (other than Scope 1 & 2) | mtCO2e | 16,212 | 12,092 | 35,224 | 43,654 | 83.4% |
| Category 4 : Transportation and delivery (upstream) | mtCO2e | 31,494 | 165,057 | 97,269 | 109,971 | 83.4% |
| Category 5 : Waste | mtCO2e | 1,068 | 1,832 | 1,224 | 1,805 | 83.4% |
| Category 6 : Business travel | mtCO2e | 478 | 391 | 3,143 | 4,412 | 83.4% |
| Category 7 : Employee commuting | mtCO2e | 4,134 | 5,061 | 5,936 | 14,612 | 83.4% |
| Category 8 : Leased assets (upstream) | mtCO2e | — | 1,141 | 1,340 | 1,111 | 83.4% |
| Category 9 : Transportation and delivery (downstream) | mtCO2e | 603,376 | 716,763 | 678,913 | 627,508 | 83.4% |
| Category 10 : Processing of sold products | mtCO2e | — | — | — | 0 | 83.4% |
| Category 11 : Use of sold products *5 | mtCO2e | 139,342 | 336,491 | 404,695 | 287,307 | 83.4% |
| Category 12 : End-of-life treatment of sold products | mtCO2e | 140,465 | 143,307 | 156,220 | 175,147 | 83.4% |
| Category 13 : Leased assets (downstream)□ | mtCO2e | — | — | 723 | 12,922 | 83.4% |
| Category 14 : Franchises | mtCO2e | — | — | — | 0 | 83.4% |
| Category 15 : Investments | mtCO2e | — | — | — | 0 | 83.4% |

*5 In FY2023 Scope 3 category 11; Some voluntary disclosure items that were disclosed by group companies until FY2022 have been excluded.

Environment

| | Items | Unit | FY2020 | FY2021 | FY2022 | FY2023 | Coverage |
|--------------------------------------|---|-------------------|---------|---------|---------|---------|----------|
| Total water consumption *2 | Total | m | 687,586 | 605,206 | 628,288 | 666,818 | 98.3% |
| | Offices | m | 97,614 | 134,222 | 53,371 | 70,014 | 98.3% |
| | Data centers | m | 401,246 | 344,010 | 451,044 | 470,500 | 98.3% |
| | Distribution centers/warehouses | m | — | 126,974 | 122,024 | 120,470 | 98.3% |
| | Stores | m | — | — | 1,849 | 5,834 | 98.3% |
| Municipal potable water consumption | Total | m | — | 439,636 | 310,650 | 351,679 | 98.3% |
| | Offices | m | — | 93,801 | 37,995 | 51,452 | 98.3% |
| | Data centers | m | — | 218,861 | 148,782 | 173,924 | 98.3% |
| | Distribution centers and others | m | — | 126,974 | 122,024 | 120,470 | 98.3% |
| | Stores | m | — | — | 1,849 | 5,834 | 98.3% |
| Grey water consumption | Total | m | — | 121,965 | 310,417 | 308,150 | 98.3% |
| | Offices (harvested rainwater) | m | — | 302 | 10,249 | 282 | 98.3% |
| | Offices (groundwater) | m | — | — | — | 124 | 98.3% |
| | Offices (industrial water) | m | — | — | 2,789 | 0 | 98.3% |
| | Offices (other) | m | — | — | 1,544 | 17,615 | 98.3% |
| | Data centers (industrial water) | m | — | 121,663 | 297,379 | 286,442 | 98.3% |
| | Data centers (other) | m | — | — | 3,445 | 3,687 | 98.3% |
| Sewage water consumption | Total | m | — | 2,642 | 4,989 | 380,376 | 98.3% |
| | Offices | m | — | — | 1,544 | 70,014 | 98.3% |
| | Data centers | m | — | 2,642 | 3,445 | 184,058 | 98.3% |
| | Warehouse/Logistics center | m | — | — | — | 120,470 | 98.3% |
| | Store | m | — | — | — | 5,834 | 98.3% |
| Unclassified water consumption | Total | m | 498,860 | 40,963 | 2,231 | 6,989 | 98.3% |
| | Offices | m | 97,614 | 40,119 | 794 | 542 | 98.3% |
| | Data centers | m | 401,246 | 844 | 1,438 | 6,447 | 98.3% |
| Water consumption per revenue | | m/ USD million | 63.12 | 46.98 | 50.54 | 52.15 | 98.3% |
| Recycled | | t | 21,052 | 22,770 | 23,483 | 26,963 | 98.3% |
| Total emissions of waste | | t | 25,799 | 27,456 | 27,886 | 27,904 | 98.3% |
| Final disposal of waste | | t | 4,747 | 4,686 | 4,403 | 941 | 98.3% |
| Total emissions of waste per revenue | | t/ USD million | 2.37 | 2.13 | 2.24 | 2.11 | 98.3% |
| Final disposal of waste per revenue | | t/ USD million | 0.44 | 0.36 | 0.35 | 0.07 | 98.3% |
| Recycling rate of waste | | % | 81.6 | 82.9 | 84.2 | 96.6 | 98.3% |
| Green purchasing ratio*4 | | % | 46.1 | 49.9 | 84.9 | 59.2 | 59.1% |
| Total paper used | | t | 110.0 | 96.9 | 57.9 | 312.1 | 87.1% |
| NOx | | t | — | — | 2 | 3 | 98.3% |
| SOx | | t | — | — | 0 | 0 | 98.3% |
| Environmental Investment | Total | JPY million | — | 4,751.5 | 4,918.1 | 4,655.1 | 85.7% |
| | Investment in renewable energy | JPY million | — | — | 591.4 | 549.6 | 85.7% |
| | Investment in CO2 reduction and climate change measures | JPY million | — | 4,656.0 | 4,200.0 | 4,078.1 | 85.7% |
| | Investment in water resources | JPY million | — | 0.0 | 0.0 | 0.0 | 85.7% |
| | Investment in resource recycling and waste | JPY million | — | 14.7 | 19.7 | 20.9 | 85.7% |
| | Investment in conservation of biodiversity | JPY million | 9.0 | 76.9 | 105.0 | 4.0 | 85.7% |
| | Other investment in the environment | JPY million | — | 4.0 | 2.0 | 16.5 | 85.7% |

*2 Calculation method of Water consumption has been revised and figures of FY2021 have been revised. (Sep 2022)

We have corrected the water consumption and water discharge for FY2022 after a partial re-calculation. (May 2024)

*4 Green purchasing ratio is for office automation, PCs, household goods, stationery, office supplies, furniture and interiors.

Social

| Items | | | | Unit | FY2020 | FY2021 | FY2022 | FY2023 | Coverage | |
|---|---|---|---------|---------|-----------|----------|-----------|-----------------------------------|----------|-----------------------------------|
| Total number of employees covered in this report: gender composition | Total | | | Persons | 14,647 *1 | 19,785 | 28,481 *2 | 28,502 | 100% | |
| | | Male | | Persons | 9,205 | 12,041 | 17,012 | 17,150 | 100% | |
| | | | Ratio | % | 62.8% | 60.9% | 59.7% | 60.2% | | |
| | | Female | | Persons | 5,442 | 7,744 | 11,469 | 11,352 | 100% | |
| | | | Ratio | % | 37.2% | 39.1% | 40.3% | 39.8% | | |
| No. of employees in Japan | | | | Persons | 14,643 | 16,565 | 25,282 | 25,309 | 100% | |
| No. of employees overseas | | | | Persons | 161 *3 | 3,220 *4 | 3,589 | 3,193 | 100% | |
| No. of employees in managerial positions: gender composition; % of non-Japanese employees | Total | | | Persons | 2,690 | 3,815 | 4,705 | 4,816 | 100% | |
| | | Male | | Persons | 2,143 | 2,981 | 3,683 | 3,746 | 100% | |
| | | | Ratio | % | 79.7% | 78.1% | 78.3% | 77.8% | | |
| | | Female | | Persons | 547 | 834 | 1,022 | 1,070 | 100% | |
| | | | Ratio | % | 20.3% | 21.9% | 21.7% | 22.2% | | |
| | | Non-Japanese | | Persons | — | 585 | 777 | 735 | 100% | |
| | | | Ratio | % | — | 15.3% | 16.5% | 15.3% | | |
| No. of directors and Audit and Supervisory Committee members *5 | Directors and Audit and Supervisory Committee members | Male | | Persons | 120 | 161 | 172 | 162 | 100% | |
| | | | Ratio | % | 88.2% | 90.4% | 88.2% | 87.1% | | |
| | | Female | | Persons | 16 | 17 | 23 | 24 | 100% | |
| | | | Ratio | % | 11.8% | 9.6% | 11.8% | 12.9% | | |
| Gender composition by job title | Senior manager or higher | Male | | Persons | 846 | 1,020 | 1,298 | 1,325 | 100% | |
| | | | Ratio | % | 88.2% | 85.4% | 86.2% | 84.2% | | |
| | | Female | | Persons | 113 | 175 | 208 | 249 | 100% | |
| | | | Ratio | % | 11.8% | 14.6% | 13.8% | 15.8% | | |
| | Manager (section chief) | Male | | Persons | 1,367 | 1,878 | 2,308 | 2,329 | 100% | |
| | | | Ratio | % | 75.4% | 75.0% | 74.5% | 75.1% | | |
| | | Female | | Persons | 445 | 626 | 789 | 771 | 100% | |
| | | | Ratio | % | 24.6% | 25.0% | 25.5% | 24.9% | | |
| No. of employees and gender composition by job category | Revenue generating divisions *6*7 | Male | | Persons | 2,414 | 5,561 | 8,281 | 6,813 | 100% | |
| | | | Ratio | % | 63.9% | 57.0% | 55.4% | 50.8% | | |
| | | Female | | Persons | 1,366 | 4,190 | 6,678 | 6,611 | 100% | |
| | | | Ratio | % | 36.1% | 43.0% | 44.6% | 49.2% | | |
| Ratio of females in managerial positions (Revenue generating divisions *6) | Female | | Persons | — | — | — | 221 | LY Corporation (non-consolidated) | | |
| | | Ratio | % | — | — | — | 25.7% | | | |
| No. of employees and gender composition by job category | STEM divisions *6*7 | Male | | Persons | 1,509 | 4,525 | 5,538 | 7,550 | 100% | |
| | | | Ratio | % | 84.1% | 78.6% | 78.2% | 80.8% | | |
| | | Female | | Persons | 285 | 1,232 | 1,545 | 1,796 | 100% | |
| | | | Ratio | % | 15.9% | 21.4% | 21.8% | 19.2% | | |
| | | Ratio of females in managerial positions (STEM divisions *6) | Female | | Persons | — | — | — | 84 | LY Corporation (non-consolidated) |
| | | | | Ratio | % | — | — | — | 7.9% | |
| No. of employees and gender composition by job category | Other divisions *8 | Male | | Persons | — | — | 2,849 | 2,787 | 100% | |
| | | | Ratio | % | — | — | 49.0% | 48.6% | | |
| | | Female | | Persons | — | — | 2,965 | 2,945 | 100% | |
| | | | Ratio | % | — | — | 51.0% | 51.4% | | |
| | | Ratio of females in managerial positions (other divisions *8) | Female | | Persons | — | — | — | 139 | LY Corporation (non-consolidated) |
| | | | | Ratio | % | — | — | — | 28.1% | |

*1 Figure for FY2020 is the aggregate figure for the Z Holdings Group companies until February 28, 2021 (excluding average temporarily recruited employees) and nonconsolidated LINE Corporation.

*2 Major reason for the increase compared to the end of previous fiscal year is the increase in the Group companies covered in this data.

*3 LINE Corporation's FY2020 figure does not include figures for overseas bases since the integration was on March 1 (only one month until the end of fiscal year).

*4 Increase in FY2021 is mainly due to the inclusion of figures of LINE Group.

*5 Figures for FY2020 and FY2021 include the number of corporate officers.

*6 Revenue generating divisions refer to divisions in charge of sales + planning/business development, and STEM divisions refer to engineers and designers.

*7 Increase in FY2021 is due to a significant change in the response rate as a Group with a wider variety of business types.

*8 Other divisions refer to divisions other than revenue generating divisions and STEM divisions.

Social

| Items | | | Unit | FY2020 | FY2021 | FY2022 | FY2023 | Coverage |
|--|---|---------|---------|--------|----------|--------|--------|----------|
| New appointments of employees to managerial positions: gender composition | Total | | Persons | 740 | 904 | 1,078 | 1,029 | 100% |
| | Male | | Persons | 572 | 656 | 823 | 768 | 100% |
| | | Ratio | % | 77.3% | 72.6% | 76.3% | 74.6% | |
| | Female | | Persons | 168 | 248 | 255 | 261 | 100% |
| | | Ratio | % | 22.7% | 27.4% | 23.7% | 25.4% | |
| No. of non-Japanese employees (% to total employees) | Total | | Persons | 780 | 3,761 *4 | 5,089 | 4,753 | 87% |
| | | | Ratio | % | 5.5% | 19.0% | 17.9% | |
| No. of new employees recruited: gender composition | Total | | Persons | 1,502 | 2,774 | 3,907 | 2,074 | 100% |
| | Male | | Persons | 933 | 1,811 | 2,596 | 1,402 | 100% |
| | | Ratio | % | 62.1% | 65.3% | 66.4% | 67.6% | |
| | Female | | Persons | 569 | 963 | 1,311 | 672 | 87% |
| | | Ratio | % | 37.9% | 34.7% | 33.6% | 32.4% | |
| No. of newly graduated employees recruited (% to total new recruits): gender composition (%) | Total | | Persons | 422 | 553 | 723 | 680 | 100% |
| | | | Ratio | % | 28.1% | 19.9% | 18.5% | |
| | Male | | Persons | 269 | 390 | 503 | 510 | 100% |
| | | Ratio | % | 63.7% | 70.5% | 69.6% | 75.0% | |
| | Female | | Persons | 153 | 163 | 220 | 170 | 100% |
| | | Ratio | % | 36.3% | 29.5% | 30.4% | 25.0% | |
| No. of mid-career employees recruited (% to total new recruits): gender composition (%) | Total | | Persons | 1,080 | 2,221 | 3,184 | 1,394 | 100% |
| | | | Ratio | % | 71.9% | 80.1% | 81.5% | |
| | Male | | Persons | 664 | 1,421 | 2,093 | 892 | 100% |
| | | Ratio | % | 61.5% | 64.0% | 65.7% | 64.0% | |
| | Female | | Persons | 416 | 800 | 1,091 | 502 | 100% |
| | | Ratio | % | 38.5% | 36.0% | 34.3% | 36.0% | |
| % of non-Japanese employees in newly graduated and mid-career employees recruited: No. of non- Japanese newly graduated recruits in newly graduated recruits, no. of non- Japanese mid-career recruits in mid- career recruits | Total | | Persons | 129 *3 | 1,033 *4 | 1,308 | 393 | 100% |
| | | | Ratio | % | 8.6% | 37.2% | 33.5% | |
| | Newly graduated recruits | | Persons | — | 164 | 182 | 36 | 100% |
| | | Ratio | % | — | 29.7% | 25.2% | 5.3% | |
| | Mid-career recruits | | Persons | — | 869 | 1,126 | 357 | 100% |
| | | Ratio | % | — | 39.1% | 35.4% | 25.6% | |
| No. of employees with disabilities□ | | | Persons | 350 | 429 | 715 | 772 | 99% |
| % of employees with disabilities in overall workforce | | | % | 2.3% | 2.1% *9 | 2.3% | 2.4% | 98% |
| No. of post-retirement employees rehired | | | Persons | 57 | 20 | 48 | 83 | 100% |
| Average no. of temporary employees | | | Persons | 900 | 7,738 *7 | 7,461 | 7,659 | 100% |
| Contract employees | | | Persons | — | 2,608 | 2,284 | 1,992 | 100% |
| Average no. of non-permanent employees *10 | Total | | Persons | 7,206 | 9,562 | 12,529 | 21,074 | 100% |
| | Temporary staff Subcontract employee | | Persons | 1,934 | 2,980 | 3,477 | 5,792 | 100% |
| | | | Persons | 5,272 | 6,582 | 9,052 | 15,282 | 100% |
| No. of employees switched from temporary employees to permanent employees | Total | | Persons | 228 | 257 | 402 | 293 | 100% |
| | Male | Persons | 80 | 79 | 160 | 142 | 100% | |
| | Female | Persons | 148 | 178 | 242 | 151 | 100% | |
| No. of resignations | Voluntary resignation | | Persons | 929 | 1,740 | 1,772 | 1,711 | 100% |
| | Total | | Persons | — | 1,812 | 1,865 | 1,739 | 100% |
| Resignation rate | Voluntary resignation | | % | 6.3% | 8.7% | 6.8% | 6.7% | 100% |
| | Overall | | % | — | 9.1% | 7.2% | 6.8% | 100% |

*3 LINE Corporation's FY2020 figure does not include figures for overseas bases since the integration was on March 1 (only one month until the end of fiscal year).

*4 Major reason for the increase compared to the end of previous fiscal year is the increase in the Group companies covered in this data.

*7 Increase in FY2021 is due to a significant change in the response rate as a Group with a wider variety of business types.

*9 Item that has changed significantly due to a review of the calculation definition.

*10 Non-permanent employees are indirectly employed employees such as temporary staff and subcontract employees.

Social

| Items | | | Unit | FY2020 | FY2021 | FY2022 | FY2023 | Coverage | |
|--|--------------|---------|---------|---------|--------|--------|--------|----------|-------|
| Average length of service□ | Total | | Years | 6.5 | 5.9 | 5.8 | 6.6 | 99% | |
| | Male | | Years | 6.6 | 6.1 | 6.0 | 6.6 | 99% | |
| | Female | | Years | 6.1 | 5.5 | 5.5 | 6.6 | 99% | |
| Average age *11 | Total | | Age | 36.2 | 36.1 | 36.8 | 37.3 | 99% | |
| | Male | | Age | 36.7 | 36.9 | 37.3 | 37.7 | 99% | |
| | Female | | Age | 35.2 | 34.7 | 36.1 | 36.7 | 99% | |
| Age distribution of employees: gender composition | Under 30 | Total | | Persons | 3,689 | 6,003 | 6,825 | 6,467 | 99% |
| | | Male | Persons | 2,043 | 3,302 | 3,773 | 3,708 | 99% | |
| | Ratio | | % | 55.4% | 55.0% | 55.3% | 57.3% | | |
| | Female | Persons | 1,646 | 2,701 | 3,052 | 2,759 | 99% | | |
| | | Ratio | % | 44.6% | 45.0% | 44.7% | | 42.7% | |
| | 30's | Total | | Persons | 5,867 | 7,913 | 11,635 | 11,757 | 99% |
| | | Male | Persons | 3,689 | 4,776 | 6,949 | 6,938 | 99% | |
| | Ratio | | % | 62.9% | 60.4% | 59.7% | 59.0% | | |
| | Female | Persons | 2,178 | 3,137 | 4,686 | 4,819 | 99% | | |
| | | Ratio | % | 37.1% | 39.6% | 40.3% | | 41.0% | |
| | 40's | Total | | Persons | 3,601 | 5,155 | 7,275 | 7,584 | 99% |
| | | Male | Persons | 2,428 | 3,490 | 4,713 | 4,864 | 99% | |
| | Ratio | | % | 67.4% | 67.7% | 64.8% | 64.1% | | |
| | Female | Persons | 1,173 | 1,665 | 2,562 | 2,720 | 99% | | |
| | | Ratio | % | 32.6% | 32.3% | 35.2% | | 35.9% | |
| | 50's | Total | | Persons | 770 | 1,113 | 2,347 | 2,546 | 99% |
| | | Male | Persons | 510 | 755 | 1,403 | 1,538 | 99% | |
| | Ratio | | % | 66.2% | 67.8% | 59.8% | 60.4% | | |
| | Female | Persons | 260 | 358 | 944 | 1008 | 99% | | |
| | | Ratio | % | 33.8% | 32.2% | 40.2% | | 39.6% | |
| | 60 and above | Total | | Persons | 124 | 143 | 335 | 348 | 99% |
| | | Male | Persons | 102 | 117 | 237 | 244 | 99% | |
| | | | Ratio | % | 82.3% | 81.8% | 70.7% | | 70.1% |
| | | Female | Persons | 22 | 26 | 98 | 104 | 99% | |
| | Ratio | % | 17.7% | 18.2% | 29.3% | 29.9% | | | |

*11 Average age for FY2023 have been partially recalculated and revised. (Jul 2024)

Social

| Items | | | Unit | FY2020 | FY2021 | FY2022 | FY2023 | Coverage |
|---|---|---------------|--------------|----------|-----------|----------|-----------------------------------|-----------------------------------|
| Cost of recruitment | Total | | JPY billion | 11.6 | 30.0 | 39.0 | 21.0 | 91% |
| | Avg. cost per recruit | | JPY thousand | 774 | 1,105 | 1,234 | 1,014 | 91% |
| % of recruitment from internal sources *12 | Internal transfer, etc. | | % | — | 18.2% | 8.1% *13 | 10.8% | LY Corporation (non-consolidated) |
| Average annual remuneration of directors *14 | Basic remuneration only | Total | JPY thousand | — | 27,909 | 29,525 | 21,469 | 91% |
| | | Male | JPY thousand | 24,272 | 27,526 | 30,099 | 22,334 | 91% |
| | | Female | JPY thousand | 15,149 | 32,690 | 24,687 | 16,425 | 91% |
| | Basic remuneration + other cash remunerations | Total | JPY thousand | — | 39,215 | 42,151 | 31,075 | 91% |
| | | Male | JPY thousand | 27,864 | 38,705 | 43,059 | 32,841 | 91% |
| | | Female | JPY thousand | 16,464 | 45,596 | 34,496 | 20,774 | 91% |
| Average annual salary of employees in managerial positions *15 | Basic salary only | Total | JPY thousand | — | 7,724 | 8,424 | 8,770 | 100% |
| | | Male | JPY thousand | 6,943 | 7,877 | 8,645 | 8,995 | 100% |
| | | Female | JPY thousand | 6,260 | 7,213 | 7,662 | 7,990 | 100% |
| | Basic salary + bonus | Total | JPY thousand | — | 10,888 | 11,864 | 10,983 | 100% |
| | | Male | JPY thousand | 10,695 | 11,175 | 12,158 | 11,309 | 100% |
| | | Female | JPY thousand | 9,223 | 9,891 | 10,851 | 9,848 | 100% |
| Average annual salary of employees in non-managerial positions | Basic salary only | Total | JPY thousand | — | 5,041 | 5,077 | 5,135 | 100% |
| | | Male | JPY thousand | 4,514 | 5,429 | 5,494 | 5,453 | 100% |
| | | Female | JPY thousand | 3,934 | 4,455 | 4,445 | 4,614 | 100% |
| | Basic salary + bonus | Total | JPY thousand | — | 6,600 | 6,742 | 6,859 | 100% |
| | | Male | JPY thousand | 6,526 | 7,135 | 7,331 | 7,370 | 100% |
| | | Female | JPY thousand | 5,627 | 5,802 | 5,848 | 6,020 | 100% |
| Median of employee remuneration | Total | JPY thousand | — | — | — | 7,699 | LY Corporation (non-consolidated) | |
| Ratio of average annual salary (median) by gender *16*17 | Median< Male : Female > | — | — | 1.25:1 | 1.19:1 | 1.21:1 | LY Corporation (non-consolidated) | |
| Ratio of CEO's remuneration to average annual salary of employees *18 | Ratio by average | CEO:Employees | 18.25:1 | 20.3:1 | 42.5:1 *9 | 136.7:1 | LY Corporation (non-consolidated) | |
| No. of employees using childcare systems | Male | Persons | 103 | 899 *7 | 1,212 | 1,627 | 99% | |
| | Female | Persons | 248 | 1,525 *7 | 1,325 | 1,727 | 99% | |
| Utilization of childcare leave | Male | % | 36.6% | 41.8% | 36.8% | 50.9% | 99% | |
| | Female | % | 90.2% | 100% | 100% | 100% | 99% | |
| | % of returning to work | % | 94.3% | 82.3% | 88.0% | 94.8% | 99% | |
| No. of employees under shorter working hour system for childcare | Total | Persons | 608 | 626 | 667 | 783 | 98% | |
| | Male | Persons | 38 | 37 | 59 | 62 | 98% | |
| | Female | Persons | 570 | 589 | 608 | 721 | 98% | |
| No. of employees under shorter working hour system for nursing care | Total | Persons | 4 | 4 | 7 | 7 | 98% | |
| | Male | Persons | 2 | 1 | 1 | 2 | 98% | |
| | Female | Persons | 2 | 3 | 6 | 5 | 98% | |
| Paid leave | | % | 60.9% *19 | 64.4% | 72.4% | 76.9% | 99% | |
| Annual total working hours (average per employee) | | Hours | 1,939 | 1,965 | 1,904 | 1,883 | 100% | |
| Annual hours of overtime worked (average per employee) | | Hours | 228 | 246 | 127 | 155 | 100% | |
| No. of users of remote work system *12 | Total | Persons | 12,042 | 18,005 | 21,919 | 12,157 | LY Corporation (non-consolidated) | |
| | Overall utilization rate | % | 82.2% | 91.0% | 90.4% | 98.0% | LY Corporation (non-consolidated) | |

*7 Increase in FY2021 is due to a significant change in the response rate as a Group with a wider variety of business types.

*9 Item that has changed significantly due to a review of the calculation definition.

*12 From FY2023, figures are for non-consolidated LY Corporation.

*13 Item that has changed significantly due to a review of the calculation method and the number of hires and systems in some companies.

*14 From FY2021, calculation based on directors who are not outside directors or audit and supervisory committee members.

*15 Managerial positions refers to positions of managers and above, who are line managers of organizations, etc.

*16 Retrospectively revised the figures due to adoption of LY Corporation's standalone figures from FY2024. (Jun 2025)

*17 For FY2021 and FY2022, the figures are for standalone of Z Holdings Corporation.

*18 Comparison between the average annual salary (includes bonus and non-standard wages) of the employees of LY Corporation and the remuneration of the President and Representative Director, CEO.

*19 Significantly impacted by restrictions on leisure time and changes in work style due to COVID-19.

Social

| Items | Unit | FY2020 | FY2021 | FY2022 | FY2023 | Coverage |
|---|---------|---------|-------------|------------|---------|--------------------------------------|
| Volunteer leave | Persons | 203 | 317 | 486 | — | — |
| No. of employees on leave due to non-work-related illness or injury | Persons | 214 | 253 | 342 | 513 *9 | 99% |
| Incidence of industrial accidents resulting in leave | % | 0.70% | 0.01% | 0.03% | 0.08% | 99% |
| Incidence of industrial accidents | % | 0.47% | 0.26% | 0.11% | 0.99% | 99% |
| % of employees taking stress check | % | 89.5% | 86.1% | 81.9% | 83.5% | 94% |
| % of employees taking harassment check | % | 88.0% | 79.4% | 88.7% | 84.2% | 45% |
| % of employees taking regular medical checkups | % | 96.1% | 91.6% | 95.5% | 97.8% | 99% |
| % of employees with remarks in their medical checkups *20 | % | 59.6% | 51.2% | 42.8% | 38.3% | 96% |
| Smoking rate | % | 15.3% | 10.7% | 13.6% | 13.1% | 72% |
| Completion rate of specific health guidance | % | 43.5% | 35.0% | 49.3% | 35.1% | 85% |
| Total hours spent on capacity building training for employees | Hours | 134,333 | 725,595 *21 | 707,937 | 922,382 | 97% |
| Average training hours per employee (result) | Hours | 28 | 37 | 31 | 33 | 97% |
| Average training cost per employee (result) | JPY | 68,251 | 132,358 *22 | 72,608 *23 | 67,971 | 91% |
| % of respondents to engagement survey | % | — | — | — | 90.1% | LY Corporation (non-consolidated) |
| % of employees with high engagement score *24 | % | — | — | — | 61.2% | LY Corporation (non-consolidated) |
| % of unionized employees *25 | % | — | 5.2% | 19.2% | 31.8% | 9% |

*9 Item that has changed significantly due to a review of the calculation definition.

*20 For data on YG Health Insurance Society, includes figures for patients requiring observation to those undergoing treatment (therapy). Items subject to remarks differ by health insurance societies.

*21 Total training hours has increased due to the revision in calculation definitions.

*22 Average training cost has increased due to the revision in calculation definitions.

*23 Item that has changed significantly due to a review of the trainings subject to the calculation.

*24 Employees with a score of 7 or more in the engagement survey results (on a scale of 1 to 10).

*25 Calculated for some companies of the LY Corporation Group that have labor unions. Companies without labor unions also have employee representation systems.

Governance

| Items | | Unit | FY2020 | FY2021 | FY2022 | FY2023 | Coverage |
|--|---|-------------|--------|--------|--------|--------|-----------------------------------|
| No. of reported cases of whistle-blowing | | Accidents | 95 | 98 | 149 | 200 | 100% |
| Legal actions regarding corruption, bribery, etc. | | Accidents | 0 | 0 | 0 | 0 | 100% |
| Income tax expense recorded in Consolidated Statement of Profit or Loss *1 | | JPY million | 53,495 | 66,911 | 46,055 | 42,548 | 100% |
| No. of violations related to human rights abuse and harassment | Harassment | Accidents | 3 | 2 | 5 | 13 | 100% |
| | Insider trading (Violation of Financial Instruments and Exchange Act) | Accidents | — | — | 0 | 0 | 100% |
| | Acts of conflict of interest | Accidents | — | — | 0 | 0 | LY Corporation (non-consolidated) |
| % of employees taking compliance e-learning *2 | | % | 91.8% | 87.4% | 90.9% | 96.0% | 97% |

*1 We fulfill our tax obligation appropriately for the development of our nation and the regions in which our offices are located.

*2 Calculated based on the percentage of employees. The theme of learning carried out varies depending on the priorities and circumstances of each company.

* Please refer here for details on the composition of officers and their remunerations.
<https://www.lycorp.co.jp/en/sustainability/esg/governance/corporate-governance/>