

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	m	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	mtCO ₂ e/ USD million	206.44	212.96	263.74	257.29	83.4%
Scope 3	mtCO ₂ e	2,248,755	2,743,708	3,278,437	3,289,809	83.4%
Category 1 : Purchased goods	mtCO ₂ e	1,162,808	1,175,765	1,505,167	1,604,858	83.4%
Category 2 : Purchased capital goods	mtCO ₂ e	149,377	185,808	388,584	406,502	83.4%
Category 3 : Purchased fuel/energy (other than Scope 1 & 2)	mtCO ₂ e	16,212	12,092	35,224	43,654	83.4%
Category 4 : Transportation and delivery (upstream)	mtCO ₂ e	31,494	165,057	97,269	109,971	83.4%
Category 5 : Waste	mtCO ₂ e	1,068	1,832	1,224	1,805	83.4%
Category 6 : Business travel	mtCO ₂ e	478	391	3,143	4,412	83.4%
Category 7 : Employee commuting	mtCO ₂ e	4,134	5,061	5,936	14,612	83.4%
Category 8 : Leased assets (upstream)	mtCO ₂ e	—	1,141	1,340	1,111	83.4%
Category 9 : Transportation and delivery (downstream)	mtCO ₂ e	603,376	716,763	678,913	627,508	83.4%
Category 10 : Processing of sold products	mtCO ₂ e	—	—	—	0	83.4%
Category 11 : Use of sold products *5	mtCO ₂ e	139,342	336,491	404,695	287,307	83.4%
Category 12 : End-of-life treatment of sold products	mtCO ₂ e	140,465	143,307	156,220	175,147	83.4%
Category 13 : Leased assets (downstream) □	mtCO ₂ e	—	—	723	12,922	83.4%
Category 14 : Franchises	mtCO ₂ e	—	—	—	0	83.4%
Category 15 : Investments	mtCO ₂ e	—	—	—	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 ³	687,586	517,028	477,276	524,968	98.3%
	Offices	m ³	97,614	134,222	53,371	70,014	98.3%
	Data centers	m ³	401,246	255,832	300,032	328,650	98.3%
	Distribution centers/warehouses	m ³	—	126,974	122,024	120,470	98.3%
	Stores	m ³	—	—	1,849	5,834	98.3%
Municipal potable water consumption	Total	m ³	—	351,458	310,650	351,679	98.3%
	Offices	m ³	—	93,801	37,995	51,452	98.3%
	Data centers	m ³	—	130,683	148,782	173,924	98.3%
	Distribution centers and others	m ³	—	126,974	122,024	120,470	98.3%
	Stores	m ³	—	—	1,849	5,834	98.3%
Grey water consumption	Total	m ³	—	121,965	159,405	166,300	98.3%
	Offices (harvested rainwater)	m ³	—	302	10,249	282	98.3%
	Offices (groundwater)	m ³	—	—	—	124	98.3%
	Offices (industrial water)	m ³	—	—	2,789	0	98.3%
	Offices (other)	m ³	—	—	1,544	17,615	98.3%
	Data centers (industrial water)	m ³	—	121,663	146,367	144,592	98.3%
	Data centers (other)	m ³	—	—	3,445	3,687	98.3%
Sewage water consumption	Total	m ³	—	2,642	4,989	380,376	98.3%
	Offices	m ³	—	—	1,544	70,014	98.3%
	Data centers	m ³	—	2,642	3,445	184,058	98.3%
	Warehouse/Logistics center	m ³	—	—	—	120,470	98.3%
	Store	m ³	—	—	—	5,834	98.3%
Unclassified water consumption	Total	m ³	498,860	40,963	2,231	6,989	98.3%
	Offices	m ³	97,614	40,119	794	542	98.3%
	Data centers	m ³	401,246	844	1,438	6,447	98.3%
Water consumption per revenue		m ³ /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%	16.7%	
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%	32.8%	
	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%	67.2%	
	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%	18.9%	
	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%
No. of violations against codes of business conduct and ethical standards	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/>

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	m ³	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	mtCO ₂ e/ USD million	206.44	212.96	263.74	257.29	83.4%
Scope 3	mtCO ₂ e	2,248,755	2,743,708	3,278,437	3,289,809	83.4%
Category 1 : Purchased goods	mtCO ₂ e	1,162,808	1,175,765	1,505,167	1,604,858	83.4%
Category 2 : Purchased capital goods	mtCO ₂ e	149,377	185,808	388,584	406,502	83.4%
Category 3 : Purchased fuel/energy (other than Scope 1 & 2)	mtCO ₂ e	16,212	12,092	35,224	43,654	83.4%
Category 4 : Transportation and delivery (upstream)	mtCO ₂ e	31,494	165,057	97,269	109,971	83.4%
Category 5 : Waste	mtCO ₂ e	1,068	1,832	1,224	1,805	83.4%
Category 6 : Business travel	mtCO ₂ e	478	391	3,143	4,412	83.4%
Category 7 : Employee commuting	mtCO ₂ e	4,134	5,061	5,936	14,612	83.4%
Category 8 : Leased assets (upstream)	mtCO ₂ e	—	1,141	1,340	1,111	83.4%
Category 9 : Transportation and delivery (downstream)	mtCO ₂ e	603,376	716,763	678,913	627,508	83.4%
Category 10 : Processing of sold products	mtCO ₂ e	—	—	—	0	83.4%
Category 11 : Use of sold products *5	mtCO ₂ e	139,342	336,491	404,695	287,307	83.4%
Category 12 : End-of-life treatment of sold products	mtCO ₂ e	140,465	143,307	156,220	175,147	83.4%
Category 13 : Leased assets (downstream) □	mtCO ₂ e	—	—	723	12,922	83.4%
Category 14 : Franchises	mtCO ₂ e	—	—	—	0	83.4%
Category 15 : Investments	mtCO ₂ e	—	—	—	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 ³	687,586	605,206	628,288	666,818	98.3%
	Offices	m ³	97,614	134,222	53,371	70,014	98.3%
	Data centers	m ³	401,246	344,010	451,044	470,500	98.3%
	Distribution centers/warehouses	m ³	—	126,974	122,024	120,470	98.3%
	Stores	m ³	—	—	1,849	5,834	98.3%
Municipal potable water consumption	Total	m ³	—	439,636	310,650	351,679	98.3%
	Offices	m ³	—	93,801	37,995	51,452	98.3%
	Data centers	m ³	—	218,861	148,782	173,924	98.3%
	Distribution centers and others	m ³	—	126,974	122,024	120,470	98.3%
	Stores	m ³	—	—	1,849	5,834	98.3%
Grey water consumption	Total	m ³	—	121,965	310,417	308,150	98.3%
	Offices (harvested rainwater)	m ³	—	302	10,249	282	98.3%
	Offices (groundwater)	m ³	—	—	—	124	98.3%
	Offices (industrial water)	m ³	—	—	2,789	0	98.3%
	Offices (other)	m ³	—	—	1,544	17,615	98.3%
	Data centers (industrial water)	m ³	—	121,663	297,379	286,442	98.3%
	Data centers (other)	m ³	—	—	3,445	3,687	98.3%
Sewage water consumption	Total	m ³	—	2,642	4,989	380,376	98.3%
	Offices	m ³	—	—	1,544	70,014	98.3%
	Data centers	m ³	—	2,642	3,445	184,058	98.3%
	Warehouse/Logistics center	m ³	—	—	—	120,470	98.3%
	Store	m ³	—	—	—	5,834	98.3%
Unclassified water consumption	Total	m ³	498,860	40,963	2,231	6,989	98.3%
	Offices	m ³	97,614	40,119	794	542	98.3%
	Data centers	m ³	401,246	844	1,438	6,447	98.3%
Water consumption per revenue		m ³ /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%	16.7%	
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%	32.8%	
	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%	67.2%	
	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%	18.9%	
	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%
No. of violations against codes of business conduct and ethical standards	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/>