

Environment

Items	Unit	FY2021	FY2022	FY2023	FY2024	Coverage
Gross CO2 emissions (Scope 1 & 2)	mtCO2e	142,063	117,759	94,067	28,403	100.0%
Gross CO2 emissions (Scope 1 & 2 & 3(upstream))	mtCO2e	—	2,155,646	2,280,992	2,887,376	96.5%
Gross CO2 emissions (Scope 1 & 2 & 3)	mtCO2e	—	3,396,196	3,383,876	4,012,838	96.5%
Carbon offsets	mtCO2e	—	—	-1,500	-2,000	—
Emissions after offsets	mtCO2e	—	—	3,382,376	4,010,838	96.5%
Gross CO2 emissions (Scope 1 & 2) per revenue	mtCO2e/ million USD	11.03	9.47	7.36	2.26	100.0%
Gross CO2 emissions (Scope 1 & 2 & 3(upstream)) per revenue	mtCO2e/ million USD	—	173.35	178.39	229.26	96.5%
Gross CO2 emissions (Scope 1 & 2 & 3) per revenue	mtCO2e/ million USD	—	273.12	264.65	318.63	96.5%
Scope 1 (t-CO2)	mtCO2e	3,721	3,646	3,554	3,395	100.0%
CO2	mtCO2e	—	3,430	3,151	3,230	99.7%
Methane	mtCO2e	—	71	72	33	99.7%
Nitrous oxide	mtCO2e	—	8	11	5	99.7%
Hydrofluorocarbon family of gases	mtCO2e	—	137	321	124	99.7%
Perfluorocarbon family of gases	mtCO2e	—	0	0	0	99.7%
Sulfur hexafluoride	mtCO2e	—	0	0	0	99.7%
Nitrogen trifluoride	mtCO2e	—	0	0	0	99.7%
City gas	m³	85,245	178,434	209,287	242,567	99.7%
Liquefied Petroleum Gas (LPG)	t	—	—	9	9	99.7%
Light oil	kl	591	488	447	438	99.7%
Heavy oil	kl	95	77	52	199	99.7%
Kerosene	kl	610	541	418	353	99.7%
Gasoline	kl	100	94	130	57	99.7%
Scope 2 - Market-based	mtCO2e	138,342	114,113	90,514	25,008	100.0%
Scope 2 - Location-based	mtCO2e	—	224,093	273,912	237,682	100.0%
Hot water/cold water	GJ	18,949	15,228	15,594	18,593	99.7%
Hot water	GJ	—	6,534	5,064	6,091	99.7%
Cold water	GJ	—	8,694	10,530	12,502	99.7%
Steam	GJ	—	0	1,139	241	99.7%
Electricity	MWh	441,924	537,280	622,872	568,637	99.7%
Electricity consumption from renewable sources	MWh	—	290,275	393,243	509,095	99.7%
Ratio of electricity consumption from renewable sources to the total electricity consumption	%	—	54.0	63.1	89.5	99.7%
Average PUE of data centers *1	—	1.36	1.33	1.33	1.37	99.7%
Total energy consumption *2	GJ	4,396,085	5,317,059	6,149,426	2,116,327	99.7%
CO2 emission per energy consumption (scorp1&2) *2	mtCO2e/GJ	0.032	0.022	0.015	0.013	99.7%
Renewable energy consumption *2	GJ	1,643,542	2,833,082	3,838,048	1,849,732	99.7%
Non-renewable energy consumption *2	GJ	—	2,483,977	2,311,377	266,595	99.7%
Renewable energy ratio	%	37.4	53.3	62.4	87.4	99.7%

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

*2 In FY2024, the energy consumption decreased due to the revision of energy conversion factors.

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Items	Unit	FY2021	FY2022	FY2023	FY2024	Coverage
Scope 3 per revenue	mtCO2e/ million USD	212.96	263.74	257.29	316.37	96.5%
Scope 3	mtCO2e	2,743,708	3,278,437	3,289,809	3,984,435	96.5%
Category 1 : Purchased goods	mtCO2e	1,175,765	1,505,167	1,604,858	2,083,096	96.5%
Category 2 : Purchased capital goods	mtCO2e	185,808	388,584	406,502	597,382	96.5%
Category 3 : Purchased fuel/energy (other than Scope 1 & 2)	mtCO2e	12,092	35,224	43,654	39,608	96.5%
Category 4 : Transportation and delivery (upstream)	mtCO2e	165,057	97,269	109,971	116,096	96.5%
Category 5 : Waste	mtCO2e	1,832	1,224	1,805	2,178	96.5%
Category 6 : Business travel	mtCO2e	391	3,143	4,412	4,864	96.5%
Category 7 : Employee commuting	mtCO2e	5,061	5,936	14,612	14,820	96.5%
Category 8 : Leased assets (upstream)	mtCO2e	1,141	1,340	1,111	928	96.5%
Category 9 : Transportation and delivery (downstream)	mtCO2e	716,763	678,913	627,508	648,090	96.5%
Category 10 : Processing of sold products	mtCO2e	—	—	0	0	96.5%
Category 11 : Use of sold products *3	mtCO2e	336,491	404,695	287,307	286,822	96.5%
Category 12 : End-of-life treatment of sold products	mtCO2e	143,307	156,220	175,147	166,568	96.5%
Category 13 : Leased assets (downstream)	mtCO2e	—	723	12,922	23,982	96.5%
Category 14 : Franchises	mtCO2e	—	—	0	0	96.5%
Category 15 : Investments	mtCO2e	—	—	0	0	96.5%

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

Environment

	Items	Unit	FY2021	FY2022	FY2023	FY2024	Coverage
Total water withdrawal (by water source) *4	Total	m ³	—	—	524,968	597,472	99.7%
	Third-party sources (Municipal potable water)	m ³	—	—	—	302,589	99.7%
	Third-party sources (Industrial water)	m ³	—	—	—	193,197	99.7%
	Surface water	m ³	—	—	—	0	99.7%
	Seawater / Brackish water	m ³	—	—	—	0	99.7%
	Groundwater	m ³	—	—	—	73,643	99.7%
	Produced water	m ³	—	—	—	0	99.7%
	External wastewater	m ³	—	—	—	985	99.7%
	Harvested rainwater	m ³	—	—	—	71	99.7%
	Recycled water	m ³	—	—	—	26,987	99.7%
	Unknown	m ³	—	—	—	0	99.7%
Total water withdrawal (by facility)*4	Total	m ³	517,028	477,276	524,968	597,472	99.7%
	Offices	m ³	134,222	53,371	70,014	110,611	99.7%
	Data centers	m ³	255,832	300,032	328,650	319,573	99.7%
	Distribution centers/warehouses	m ³	126,974	122,024	120,470	165,256	99.7%
	Stores	m ³	—	1,849	5,834	2,032	99.7%
	Others	m ³	—	—	0	0	99.7%
Total water discharge (by discharge destination)*4	Total	m ³	—	—	—	376,718	99.7%
	Ocean discharge	m ³	—	—	—	4,336	99.7%
	Surface water / Fresh surface water discharge	m ³	—	—	—	24,502	99.7%
	Groundwater / Well discharge	m ³	—	—	—	0	99.7%
	Off-site water treatment / Third-party destinations discharge	m ³	—	—	—	347,880	99.7%
	Beneficial / other use total discharge	m ³	—	—	—	0	99.7%
Total water discharge (by facility)*4	Total	m ³	—	—	—	376,718	99.7%
	Offices	m ³	—	—	—	110,611	99.7%
	Data centers	m ³	—	—	—	126,616	99.7%
	Distribution centers/warehouses	m ³	—	—	—	137,459	99.7%
	Stores	m ³	—	—	—	2,032	99.7%
	Others	m ³	—	—	—	0	99.7%
Total water consumption (by facility)*4	Total	m ³	—	—	—	220,754	99.7%
	Offices	m ³	—	—	—	0	99.7%
	Data centers	m ³	—	—	—	192,957	99.7%
	Distribution centers/warehouses	m ³	—	—	—	27,797	99.7%
	Stores	m ³	—	—	—	0	99.7%
	Others	m ³	—	—	—	0	99.7%

*4 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)

Environment

	Items	Unit	FY2021	FY2022	FY2023	FY2024	Coverage
Municipal potable water consumption *4	Total	m ³	351,458	310,650	351,679	—	—
	Offices	m ³	93,801	37,995	51,452	—	—
	Data centers	m ³	130,683	148,782	173,924	—	—
	Distribution centers and others	m ³	126,974	122,024	120,470	—	—
	Stores	m ³	—	1,849	5,834	—	—
Grey water consumption *4	Total	m ³	121,965	159,405	166,300	—	—
	Offices (harvested rainwater)	m ³	302	10,249	282	—	—
	Offices (groundwater)	m ³	—	—	124	—	—
	Offices (industrial water)	m ³	—	2,789	0	—	—
	Offices (other)	m ³	—	1,544	17,615	—	—
	Data centers (industrial water)	m ³	121,663	146,367	144,592	—	—
	Data centers (other)	m ³	—	3,445	3,687	—	—
Sewage water consumption *4	Total	m ³	2,642	4,989	380,376	—	—
	Offices	m ³	—	1,544	70,014	—	—
	Data centers	m ³	2,642	3,445	184,058	—	—
	Warehouse/Logistics center	m ³	—	—	120,470	—	—
	Store	m ³	—	—	5,834	—	—
Unclassified water consumption *4	Total	m ³	40,963	2,231	6,989	—	—
	Offices	m ³	40,119	794	542	—	—
	Data centers	m ³	844	1,438	6,447	—	—
Water withdrawal intensity (per revenue) *5		m ³ /million USD	46.98	50.54	46.72	47.46	99.7%
Total emissions of waste		t	27,456	27,886	27,904	26,671	99.7%
Recycled *6		t	22,770	23,483	26,963	25,640	99.7%
Final disposal of waste		t	4,686	4,403	941	1,032	99.7%
Total emissions of waste per revenue		t/million USD	2.13	2.24	2.11	2.12	99.7%
Final disposal of waste per revenue		t/million USD	0.36	0.35	0.07	0.08	99.7%
Recycling rate of waste *6		%	82.9	84.2	96.6	96.1	99.7%
Green purchasing ratio *7		%	49.9	84.9	59.2	81.3	56.8%
Total paper used		t	96.9	57.9	312.1	51.1	72.7%
NOx		t	—	2	3	3	99.7%
SOx		t	—	0	0	0	99.7%
Environmental Investment	Total	million JPY	4,751.5	4,918.1	4,655.1	4,774.0	97.2%
	Investment in renewable energy	million JPY	—	591.4	549.6	629.8	97.2%
	Investment in CO2 reduction and climate change measures	million JPY	4,656.0	4,200.0	4,078.1	4,095.8	97.2%
	Investment in water resources	million JPY	0.0	0.0	0.0	0.0	97.2%
	Investment in resource recycling and waste	million JPY	14.7	19.7	20.9	15.1	97.2%
	Investment in conservation of biodiversity	million JPY	76.9	105.0	4.0	15.2	97.2%
	Other investment in the environment	million JPY	4.0	2.0	16.5	18.1	97.2%

*4 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)

*5 Reported figures regarding water usage at certain data centers (for FY2021–2024) have been corrected due to the discovery of aggregation errors (January 2026).

*6 Waste recycling includes energy recovery.

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

Social

Items				Unit	FY2021	FY2022	FY2023	FY2024	Coverage
Total number of employees covered in this report: gender composition	Total			Persons	19,785	28,481 *1	28,502	28,606	100%
		Male		Persons	12,041	17,012	17,150	17,087	100%
	Ratio		%	60.9%	59.7%	60.2%	59.7%		
	Female		Persons	7,744	11,469	11,352	11,519	100%	
		Ratio	%	39.1%	40.3%	39.8%	40.3%		
No. of employees in Japan				Persons	16,565	25,282	25,309	24,634	100%
No. of employees overseas				Persons	3,220	3,589	3,193	3,972	100%
No. of employees in managerial positions: gender composition; % of non-Japanese employees *2	Total			Persons	3,815	4,705	4,816	5,000	100%
		Male		Persons	2,981	3,683	3,746	3,887	100%
	Ratio		%	78.1%	78.3%	77.8%	77.7%		
	Female		Persons	834	1,022	1,070	1,113	100%	
		Ratio	%	21.9%	21.7%	22.2%	22.3%		
	Non-Japanese		Persons	585	777	735	932	100%	
		Ratio	%	15.3%	16.5%	15.3%	18.6%		
No. of directors and Audit and Supervisory Committee members *3	Directors and Audit and Supervisory Committee members	Male		Persons	161	172	162	138	100%
			Ratio	%	90.4%	88.2%	87.1%	85.7%	
		Female		Persons	17	23	24	23	100%
			Ratio	%	9.6%	11.8%	12.9%	14.3%	
Gender composition by job title	Senior manager or higher	Male		Persons	1,020	1,298	1,325	1,421	100%
			Ratio	%	85.4%	86.2%	84.2%	82.0%	
		Female		Persons	175	208	249	311	100%
			Ratio	%	14.6%	13.8%	15.8%	18.0%	
	section chief	Male		Persons	1,878	2,308	2,329	2,465	100%
			Ratio	%	75.0%	74.5%	75.1%	75.5%	
		Female		Persons	626	789	771	801	100%
			Ratio	%	25.0%	25.5%	24.9%	24.5%	
No. of employees and gender composition by job category *4	Revenue generating divisions *5	Male		Persons	5,561	6,563	5,114	4,215	100%
			Ratio	%	57.0%	57.4%	51.5%	49.7%	
		Female		Persons	4,190	4,875	4,811	4,271	100%
			Ratio	%	43.0%	42.6%	48.5%	50.3%	
Ratio of females in managerial positions (Revenue generating divisions *2*4*5*6)		Female		Persons	—	—	221	479	100%
			Ratio	%	—	—	25.7%	30.7%	
No. of employees and gender composition by job category	STEM divisions *5	Male		Persons	4,525	5,538	7,550	8,024	100%
			Ratio	%	78.6%	78.2%	80.8%	80.1%	
		Female		Persons	1,232	1,545	1,796	1,995	100%
			Ratio	%	21.4%	21.8%	19.2%	19.9%	
Ratio of females in managerial positions (STEM divisions *2*5*6)		Female		Persons	—	—	84	227	100%
			Ratio	%	—	—	7.9%	12.2%	
No. of employees and gender composition by job category *4	Other divisions *5	Male		Persons	—	4,567	4,486	4,848	100%
			Ratio	%	—	48.9%	48.6%	48.0%	
		Female		Persons	—	4,768	4,745	5,253	100%
			Ratio	%	—	51.1%	51.4%	52.0%	
Ratio of females in managerial positions (other divisions *2*4*5*6)		Female		Persons	—	—	139	407	100%
			Ratio	%	—	—	28.1%	25.9%	

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

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

*3 Figures for FY2021 include the number of corporate officers.

*4 No. of employees and gender composition by job category for FY2022 – FY2024 and ratio of females in managerial positions for FY2024 have been partially recalculated and revised. (Jun 2026)

*5 Revenue generating divisions refer to divisions in charge of sales + planning/business development, and STEM divisions refer to engineers and designers. Other divisions refer to divisions other than revenue generating divisions and STEM divisions.

*6 From FY2024, figures are for the LY Corporation Group.

Social

Items			Unit	FY2021	FY2022	FY2023	FY2024	Coverage
New appointments of employees to managerial positions: gender composition *2	Total		Persons	904	1,078	1,029	953	100%
	Male		Persons	656	823	768	690	100%
		Ratio	%	72.6%	76.3%	74.6%	72.4%	
	Female		Persons	248	255	261	263	100%
		Ratio	%	27.4%	23.7%	25.4%	27.6%	
No. of non-Japanese employees (% to total employees)	Total		Persons	3,761	5,089	4,753	3,705	87%
	Ratio		%	19.0%	17.9%	16.7%	16.9%	
No. of new employees recruited: gender composition	Total		Persons	2,774	3,907	2,074	1,928	100%
	Male		Persons	1,811	2,596	1,402	1,216	100%
		Ratio	%	65.3%	66.4%	67.6%	63.1%	
	Female		Persons	963	1,311	672	712	100%
		Ratio	%	34.7%	33.6%	32.4%	36.9%	
No. of newly graduated employees recruited (% to total new recruits): gender composition (%)	Total		Persons	553	723	680	404	100%
	Ratio		%	19.9%	18.5%	32.8%	21.0%	
	Male		Persons	390	503	510	258	100%
		Ratio	%	70.5%	69.6%	75.0%	63.9%	
	Female		Persons	163	220	170	146	100%
		Ratio	%	29.5%	30.4%	25.0%	36.1%	
No. of mid-career employees recruited (% to total new recruits): gender composition (%)	Total		Persons	2,221	3,184	1,394	1,524	100%
	Ratio		%	80.1%	81.5%	67.2%	79.0%	
	Male		Persons	1,421	2,093	892	958	100%
		Ratio	%	64.0%	65.7%	64.0%	62.9%	
	Female		Persons	800	1,091	502	566	100%
		Ratio	%	36.0%	34.3%	36.0%	37.1%	
% 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	1,033	1,308	393	665	100%
	Ratio		%	37.2%	33.5%	18.9%	34.5%	
	Newly graduated recruits		Persons	164	182	36	41	100%
		Ratio	%	29.7%	25.2%	5.3%	10.1%	
	Mid-career recruits		Persons	869	1,126	357	624	100%
		Ratio	%	39.1%	35.4%	25.6%	40.9%	
No. of employees with disabilities			Persons	429	715	772	878	100%
% of employees with disabilities in overall workforce			%	2.1%	2.3%	2.4%	2.7%	100%
No. of post-retirement employees rehired			Persons	20	48	83	72	100%
Average no. of temporary employees			Persons	7,738	7,461	7,659	7,547	100%
Contract employees			Persons	2,608	2,284	1,992	1,712	100%
Average no. of non-permanent employees *7	Total		Persons	9,562	12,529	21,074	17,641	100%
	Temporary staff		Persons	2,980	3,477	5,792	4,509	100%
		Subcontract employee	Persons	6,582	9,052	15,282	13,132	98%
No. of employees switched from temporary employees to permanent employees	Total		Persons	257	402	293	317	100%
	Male		Persons	79	160	142	100	100%
	Female		Persons	178	242	151	217	100%
No. of resignations	Voluntary resignation		Persons	1,740	1,772	1,711	1,695	100%
	Total		Persons	1,812	1,865	1,739	1,773	100%
Resignation rate	Voluntary resignation		%	8.7%	6.8%	6.7%	6.9%	99%
	Overall		%	9.1%	7.2%	6.8%	7.2%	99%

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

*7 Non-permanent employees are indirectly employed employees.

Social

Items			Unit	FY2021	FY2022	FY2023	FY2024	Coverage	
Average length of service	Total		Years	5.9	5.8	6.6	7.1	100%	
	Male		Years	6.1	6.0	6.6	7.1	100%	
	Female		Years	5.5	5.5	6.6	7.1	100%	
Average age *8	Total		Age	36.1	36.8	37.3	37.8	100%	
	Male		Age	36.9	37.3	37.7	38.3	100%	
	Female		Age	34.7	36.1	36.7	37.0	100%	
Age distribution of employees: gender composition	Under 30	Total		Persons	6,003	6,825	6,467	5,792	100%
		Male		Persons	3,302	3,773	3,708	3,246	100%
			Ratio	%	55.0%	55.3%	57.3%	56.0%	
		Female		Persons	2,701	3,052	2,759	2,546	100%
	Ratio		%	45.0%	44.7%	42.7%	44.0%		
	30's	Total		Persons	7,913	11,635	11,757	12,220	100%
		Male		Persons	4,776	6,949	6,938	7,159	100%
			Ratio	%	60.4%	59.7%	59.0%	58.6%	
		Female		Persons	3,137	4,686	4,819	5,061	100%
	Ratio		%	39.6%	40.3%	41.0%	41.4%		
	40's	Total		Persons	5,155	7,275	7,584	7,922	100%
		Male		Persons	3,490	4,713	4,864	5,055	100%
			Ratio	%	67.7%	64.8%	64.1%	63.8%	
		Female		Persons	1,665	2,562	2,720	2,867	100%
	Ratio		%	32.3%	35.2%	35.9%	36.2%		
	50's	Total		Persons	1,113	2,347	2,546	2,804	100%
		Male		Persons	755	1,403	1,538	1,728	100%
			Ratio	%	67.8%	59.8%	60.4%	61.6%	
		Female		Persons	358	944	1,008	1,076	100%
	Ratio		%	32.2%	40.2%	39.6%	38.4%		
	60 and above	Total		Persons	143	335	348	394	100%
		Male		Persons	117	237	244	273	100%
			Ratio	%	81.8%	70.7%	70.1%	69.3%	
		Female		Persons	26	98	104	121	100%
	Ratio		%	18.2%	29.3%	29.9%	30.7%		

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

Social

Items			Unit	FY2021	FY2022	FY2023	FY2024	Coverage
Cost of recruitment		Total	JPY billion	30	39	21	32	100%
		Avg. cost per recruit	JPY thousand	1,105	1,234	1,014	1,672	100%
% of recruitment from internal sources *9			%	18.2%	8.1% *10	10.8%	17.2%	LY Corporation (non-consolidated)
Average annual remuneration of directors *11	Basic remuneration only	Total	JPY thousand	27,909	29,525	21,469	24,298	94%
		Male	JPY thousand	27,526	30,099	22,334	25,177	94%
		Female	JPY thousand	32,690	24,687	16,425	17,657	94%
	Basic remuneration + other cash remunerations	Total	JPY thousand	39,215	42,151	31,075	35,664	94%
		Male	JPY thousand	38,705	43,059	32,841	37,617	94%
		Female	JPY thousand	45,596	34,496	20,774	20,910	94%
Average annual salary of employees in managerial positions *12	Basic salary only	Total	JPY thousand	7,724	8,424	8,770	9,415	100%
		Male	JPY thousand	7,877	8,645	8,995	9,604	100%
		Female	JPY thousand	7,213	7,662	7,990	8,757	100%
	Basic salary + bonus	Total	JPY thousand	10,888	11,864	10,983	12,015	100%
		Male	JPY thousand	11,175	12,158	11,309	12,268	100%
		Female	JPY thousand	9,891	10,851	9,848	11,136	100%
Average annual salary of employees in non-managerial positions	Basic salary only	Total	JPY thousand	5,041	5,077	5,135	6,036	100%
		Male	JPY thousand	5,429	5,494	5,453	6,462	100%
		Female	JPY thousand	4,455	4,445	4,614	5,349	100%
	Basic salary + bonus	Total	JPY thousand	6,600	6,742	6,859	7,410	100%
		Male	JPY thousand	7,135	7,331	7,370	7,934	100%
		Female	JPY thousand	5,802	5,848	6,020	6,566	100%
Median of employee remuneration		Total	JPY thousand	—	—	7,699	8,177	LY Corporation (non-consolidated)
Ratio of average annual salary (median) by gender *13*14		Median< Male : Female >	—	1.25:1	1.19:1	1.21:1	1.19:1	LY Corporation (non-consolidated)
Ratio of CEO's remuneration to average annual salary of employees *14*15		Ratio by average	CEO: Employees	20.3:1	42.5:1	136.7:1	96.4:1	LY Corporation (non-consolidated)
Utilization of childcare leave *16		Male	%	41.8%	36.8%	50.9%	60.9%	100%
		Female	%	100.0%	100.0%	100.0%	109.0%	100%
		% of returning to work	%	82.3%	88.0%	94.8%	96.5%	100%
No. of employees using childcare systems		Male	Persons	899	1,212	1,627	—	—
		Female	Persons	1,525	1,325	1,727	—	—
No. of employees under shorter working hour system for childcare		Total	Persons	626	667	783	741	100%
		Male	Persons	37	59	62	66	100%
		Female	Persons	589	608	721	675	100%
No. of employees under shorter working hour system for nursing care		Total	Persons	4	7	7	10	100%
		Male	Persons	1	1	2	2	100%
		Female	Persons	3	6	5	8	100%
Paid leave			%	64.4%	72.4%	76.9%	75.1%	100%
Annual total working hours (average per employee)			Hours	1,965	1,904	1,883	1,865	100%
Annual hours of overtime worked (average per employee)			Hours	246	127	155	192	100%
No. of users of remote work system *9		Total	Persons	18,005	21,919	12,157	12,130	LY Corporation (non-consolidated)
		Overall utilization rate	%	91.0%	90.4%	98.0%	100.0%	

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

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

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

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

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

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

*15 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.

*16 If the timing of childbirth and the subsequent period of childcare leave are not included in the same fiscal year, resulting in a total exceeding 100%, the figures are shown as 100% for FY2021–FY2023, while the actual figure is shown for FY2024. The FY2024 figure has been revised from 100% to the actual figure. (Jun 2026)

Social

Items	Unit	FY2021	FY2022	FY2023	FY2024	Coverage
Volunteer leave	Persons	317	486	—	—	—
No. of employees on leave due to non-work-related illness or injury	Persons	253	342	513 *17	501	100%
Incidence of industrial accidents resulting in leave	%	0.01%	0.03%	0.08%	—	—
Lost time incident rate	Number of incidents per one million total working hours	—	—	—	0.81	99%
Incidence of industrial accidents	%	0.26%	0.11%	0.99%	—	—
Total recordable incident rate	Number of incidents per one million total working hours	—	—	—	5.96	100%
% of employees taking stress check	%	86.1%	81.9%	83.5%	84.2%	100%
% of employees taking harassment check	%	79.4%	88.7%	84.2%	87.7%	96%
% of employees taking regular medical checkups	%	91.6%	95.5%	97.8%	91.8%	100%
% of employees with remarks in their medical checkups *18	%	51.2%	42.8%	38.3%	37.6%	98%
Smoking rate	%	10.7%	13.6%	13.1%	10.9%	84%
Completion rate of specific health guidance	%	35.0%	49.3%	35.1%	39.3%	87%
Total hours spent on capacity building training for employees	Hours	725,595	707,937	922,382	1,009,331	96%
Average training hours per employee (result)	Hours	37	31	33	35	96%
Average training cost per employee (result)	JPY	132,358	72,608 *19	67,971	152,369	100%
% of respondents to engagement survey *6	%	—	—	90.1%	88.9%	100%
% of employees with high engagement score *6*20*21	%	—	—	61.2%	53.7%	97%
% of unionized employees *22	%	5.2%	19.2%	31.8%	39.7%	100%

*6 From FY2024, figures are for the LY Corporation Group.

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

*18 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.

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

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

*21 % of employees with high engagement score for FY2024 have been partially recalculated and revised. (Sep 2025)

*22 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	FY2021	FY2022	FY2023	FY2024	Coverage
No. of reported cases of whistle-blowing	Accidents	98	149	200	197	100%
Legal actions regarding corruption, bribery, etc.	Accidents	0	0	0	0	100%
No. of violations related to human rights abuse and harassment	Harassment	2	5	13	30	100%
No. of violations against codes of business conduct and ethical standards	Insider trading (Violation of Financial Instruments and Exchange Act)	—	0	0	0	100%
	Disciplinary actions related to customer data privacy	—	—	—	2	100%
	Acts of conflict of interest	—	0	0	0	LY Corporation (non-consolidated)
% of employees taking compliance e-learning *1	%	87.4%	90.9%	96.0%	98.0%	80%

*1 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/>