

## | Non-Financial Information (as of March 31, 2025)

[Net Protections HD]

		FY ended March 31, 2023		FY ended March 31, 2024		FY ended March 31, 2025	
		%		%		%	
Number of directors	Total	8		10		11	
	Male	6	75.0%	8	80.0%	9	81.8%
	Female	2	25.0%	2	20.0%	2	18.2%
	Number of outside directors	Total	5	7	7		
		Male	3	60.0%	5	71.4%	71.4%
		Female	2	40.0%	2	28.6%	28.6%
	Number of independent directors	Total	3	5	5		
		Male	1	33.3%	3	60.0%	60.0%
		Female	2	66.7%	2	40.0%	40.0%

[Net Protections] \*1

			FY ended March 31, 2023		FY ended March 31, 2024		FY ended March 31, 2025	
			%		%		%	
Number of full-time employees	Total	264		302		301		
	Male	180	68.2%	203	67.2%	205	68.1%	
	Female	84	31.8%	99	32.8%	96	31.9%	
	managerial position	Total	98	112	122			
		Male	78	79.6%	90	80.4%	95	77.9%
		Female	20	20.4%	22	19.6%	27	22.1%
	Non-managerial position	Total	166	190	179			
		Male	102	61.4%	113	59.5%	110	61.5%
		Female	64	38.6%	77	40.5%	69	38.5%
Number of new recruits	New graduate	Total	34	36	25			
		Male	19	55.9%	21	58.3%	19	76.0%
		Female	15	44.1%	15	41.7%	6	24.0%
	Mid-career	Total	40	33	25			
		Male	25	62.5%	23	69.7%	21	84.0%
		Female	15	37.5%	10	30.3%	4	16.0%
Other	Childcare leave	Total	2	28.6%	6	75.0%	12	100.0%
		Male	2	28.6%	3	60.0%	9	100.0%
		Female	0	0.0%	3	100.0%	3	100.0%
	Employee turnover	Total	17	6.4%	29	9.6%	51	16.9%
		Male	14	7.8%	18	8.9%	38	18.5%
		Female	3	3.6%	11	11.1%	13	13.5%
	Gender pay gap *2	Total						
		Male (X times more than female)	130.0%	124.6%	119.3%			
		Female (X times more than male)	79.0%	80.3%	83.8%			

\*1 Excluding full-time employees enrolled in overseas offices.

\*2 The same remuneration system is applied to all. The difference is due to the grade structure.