Mission

Supporting corporate transformation for all customers and embracing the power of outsourcing to solve social issues

Input

Human capital

Younger people as a percentage of those in managerial positions (aged 35 and younger)

33%

Younger people as Realizing a society of normalization Promoting DEI

40%

Organizational and environmental capital

of ESG management

 Community revitalization

· Addressing climate change

· Expanding the scope

External changes,

social issues

· Low birth rates, ageing population, depopulation

Growing investment in human capital

a percentage of executive officers (aged 40 and younger)

46 facilities

BPO centers 23 facilities Logistics centers

2 facilities

Financial capital Investment in growth areas

4.4 billion ven

Social and relationship capital

Customer base 1.500

corporate clients 260

local government clients

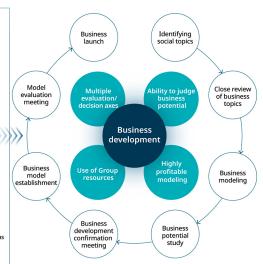
Logistics centers 14.000

persons registered for dispatch to clients

As of November 2023

Social Business

Sharing
Stock



Business structuring process

Structure for envisioning new services to provide various solutions to various social challenges

Value PERFORMANCE CHALLENGE ENJOY Surpassing client expectations

Taking on challenges Enjoying work without fear of failure

Output Existing services Domains for future expansion Developing diverse work styles for people with disabilities Digital transformation (DX) in the employment of people with disabilities Expanding fields of employment and supporting skills development Supporting diversity, equity, and inclusion (DEI) Human capital disclosure, Climate change decarbonizatior disclosure ISSB compliance Green supply chain management Circular economy EU taxonomy Nature regeneration management of carbon credi Sustainability information energy certificates management ESG assessment Carbon neutrality revitalization city support Business succession Local government DX/data-driven administration Administrative MaaS Relocation, permanent residence, entrepreneurship support Wide-area Inbound tourism

Disaster prevention, local government BCP

Childcare support and child safety

Outcome

Solutions to management topics

Meeting demands associated with social issues

Improved value for client firms

Social independence for people with disabilities

More employment opportunities for people with disabilities

Increased income for people with disabilities

Realizing a sustainable society

Realizing a decarbonized society

Promoting a resource recycling society

Protecting biodiversity and water resources

Rectifying regional disparities

Creating attractive employment environments

Creating comfortable communities through DX promotion

Stimulating local economies

Improved convenience through social infrastructure development

Increasing employee satisfaction

Rewarding work in businesses that contribute in significant ways to society

Diverse remuneration structures reflecting results

Increasing shareholder value

Returning profits through continual growth and stable dividends