Value Creation Process

The S-Pool Group develops businesses focused on addressing social issues, leveraging human and social capital cultivated in existing businesses to create new businesses. The successes of our business activities are positively changing clients' operations as well as society at large. By using our created value to strengthen financial and nonfinancial capital and then investing this capital in future growth, we have established a virtuous cycle that supports business expansion. The combined effect of such initiatives will help realize our aspirations for society.

Social Issues

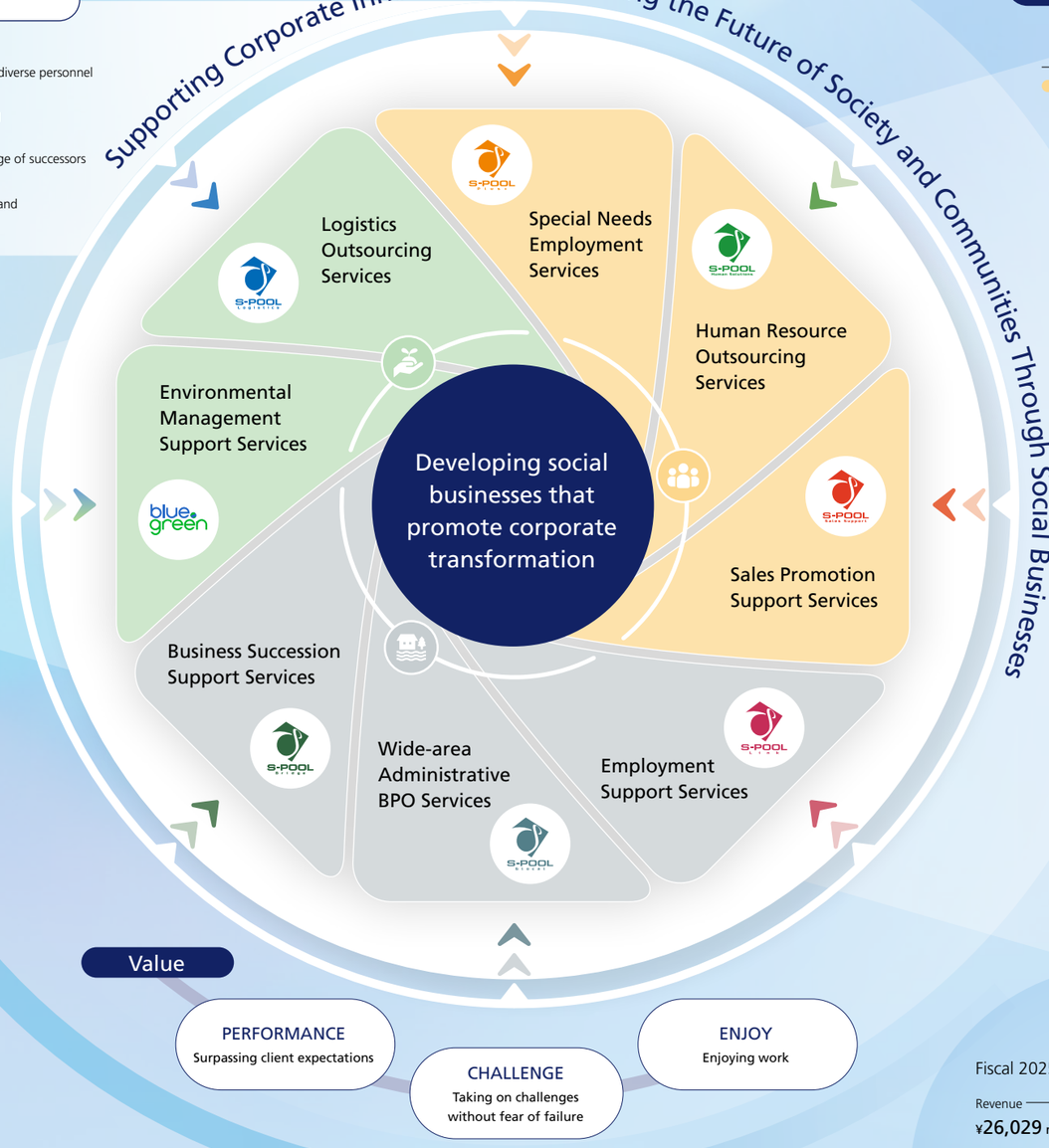
- Declining working-age population
- Limited opportunities for empowering diverse personnel
- Transition to a decarbonized society
- Regional disparities in employment and economic opportunities
- Aging business managers and a shortage of successors
- Need to improve labor productivity
- Imbalances in information distribution and customer contact points

Inputs

Page 33

- Human Capital
- Financial Capital
- Organizational and Environmental Capital
- Social Capital

Business Activities



Outputs

As of November 30, 2025

- Creation of employment opportunities for people with disabilities
  4,942 people
- Creation of employment opportunities for young people
  Approx. **10,000** people
  Note: From December 2009 until the end of November 2025
- Creation of employment opportunities for professionals
  Approx. **7,800** cases
  (Total number of assignments)
  Note: From December 2019 until the end of November 2025
- Creation of experiential opportunities through real-world contact points
  Approx. **15,000** times
  Note: From December 2024 until the end of November 2025
- Provision of shared BPO services for municipal authority operations
  391 municipal authorities
- Creation of employment in regions
  385 people
- Support for companies' climate change mitigation and decarbonization
  689 companies
- Support for municipal authorities' decarbonization
  97 municipal authorities

Fiscal 2025

Revenue	ROE
¥26,029 million	14.4%
Operating Profit	Dividend Payout Ratio
¥2,418 million	54.2%
Profit Attributable to Owners of Parent	
¥1,444 million	

Outcomes

Inclusive Society

- Developing diverse workstyles for people with disabilities
- Supporting diversity, equity, and inclusion (DE&I)
- Supporting employment of the inexperienced
- Creating employment opportunities for specialized personnel
- Narrowing the digital divide

Community Revitalization

- Eliminating worker shortages in rural areas
- Improving the efficiency of municipal authority operations
- Advancing digital transformation in rural areas
- Expanding the businesses of small and medium-sized regional enterprises
- Solving the "lack of successors problem"

Sustainability

- Advancing companies' sustainability management
- Supporting the creation and utilization of carbon credits
- Promoting the introduction of renewable energy to the logistics industry
- Mitigating the shortage of logistics personnel

Mission

Applying the power of outsourcing to support corporate innovation and solutions to society's challenges