

Data Pertaining to ESG at the Funai Soken Consulting Group

As of Mar. 31, 2026

ESG	Category	Item	Boundary	Unit	2019	2020	2021	2022	2023	2024	2025	Target
Social (Human Capital)												
Funai Soken Consulting Group Officers & Employees												
		Total employees	Gr	People	1,209	1,303	1,317	1,382	1,535	1,535	1,651	1,800 by 2025 2,000 by 2028
		Male employees	Gr	People	776	830	824	856	957	952	1,014	
		Female employees	Gr	People	433	473	493	526	578	583	637	
		Avg. no. of temporary employees (not incl. above)	Gr	People	37	68	52	63	90	93	104	
		Women as %age of workforce	Gr	%	35.8	36.3	37.4	38.1	37.7	38.0	38.6	40% by 2030
		Non-regular employees as %age of workforce	Gr	%	3.1	5.2	3.9	4.5	5.8	6.1	6.3	
		By category										
		Consultants	Gr	People	813	859	873	862	982	1,018	1,098	1,150 by 2025 1,400 by 2028
		Non-consultant employees	Gr	People	396	444	444	-	-	-	-	
		Business staff*	Gr	People	-	-	-	305	325	329	348	400 by 2025
		Workforce admin	Gr	People	-	-	-	215	228	188	206	
		**"Business staff" are those that work in consulting departments with a direct bearing on sales but who are not consultants; roles include development engineering, product sales, new business, management workshop operations staff, etc.										
		Management employees	Gr	People	-	270	243	269	304	307	345	
		Male management employees	Gr	People	223	215	186	205	235	233	251	
		Female management employees	Gr	People	43	55	57	64	69	74	94	
		%age of management positions held by women	Gr	%	16.2	20.4	23.5	23.8	22.7	24.1	27.2	30% by 2030
		%age held by female consultants & business staff	Gr	%	-	-	-	20.3	19.1	20.2	20.7	
		Level 1* management employees	Gr	People	-	-	-	139	162	154	198	
		Men	Gr	People	-	-	-	96	121	113	121	
		Women	Gr	People	-	-	-	43	41	41	77	
		%age of level 1* management positions held by women	Gr	%	-	-	-	30.9	25.3	26.6	38.9	
		*Level 1 management position: At Funai Soken Holdings: ranked manager; at Funai Consulting: ranked team leader										
		Senior* management employees	Gr	People	-	-	-	-	27	23	28	
		Male senior management employees	Gr	People	-	-	-	-	23	20	23	
		Female senior management employees	Gr	People	-	-	-	-	4	3	5	
		%age of senior management positions held by women	Gr	%	-	-	-	-	14.8	13.0	17.9	
		*Senior managment is the level of management below the executive team.										
		Executive officers & other corporate officers	Gr	People	-	-	-	33	35	33	40	
		Men	Gr	People	-	-	-	30	30	29	35	
		Women	Gr	People	-	-	-	3	5	4	5	
		%age of executive officer or other corporate officer positions held by women	Gr	%	-	-	-	9.1	14.3	12.1	12.5	
		%age of management positions held by mid-career hires	Gr	%	-	-	-	48.3	49.3	42.3	41.4	50% by 2030
		Labour Union Membership		HD, F, FSL, P, HRF, FAS	People	-	-	-	1,359	1,407	1,453	
		Unionization Rate		HD, F, FSL, P, HRF, FAS	%	-	-	-	-	100	97.2	

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	Hiring											
		Hires	Gr	People	-	242	408	461	336	242	303	
		Recent graduates	Gr	People	-	185	182	162	177	182	185	
		Male Recent graduates	Gr	People	-	-	120	104	118	129	123	
		Female Recent graduates	Gr	People	-	-	62	58	59	53	62	
		%age of recent-graduate consultant hires who come from families that run businesses*	F	%	-	-	-	-	40.0	35.6	37.5	
		*People from families who run businesses (e.g., children of business proprietors) as a %age of Funai Consulting's total consultant hires.										
		https://ssl4.eir-parts.net/doc/9757/ir_material_for_fiscal_ym8/177951/00.pdf#page=35										
		Mid-career	Gr	People	-	57	44	137	159	60	118	
		Male mid-career	Gr	People	-	-	32	79	104	37	82	
		Female mid-career	Gr	People	-	-	12	58	55	23	36	
		%age of mid-career hires among total hires	Gr	%	-	23.6	19.5	45.8	47.3	24.8	38.9	50% by 2030
		%age of mid-career hires among total hires per law	F	%	-	-	-	26.8	30.9	19.7	38.2	
		Consultants Hired	Gr	People	-	194	174	183	225	204	251	
		Recent graduates	Gr	People	-	168	144	140	152	170	161	
		Mid-career	Gr	People	-	26	30	43	73	34	90	
		Employees with disabilities	Gr	People	13	21	23	22	26	32	42	
		Employees with disabilities (converted to "count" units as per gov't regs)	HD, F, FSL, HRF	"Count" units	-	-	-	-	26.5	34.5	42.0	
		People with disabilities %age of total workforce										
		Funai Soken Holdings	HD	%	-	-	-	-	-	1.5	2.8	2.5% in 2025, 2.7% in 2026
		Funai Consulting	F	%	-	-	-	-	-	2.5	2.9	2.5% in 2025, 2.7% in 2026
		Funai Soken Logistics	FSL	%	-	-	-	-	-	0	1.1	2.5% in 2025, 2.7% in 2026
		HR Force	HRF	%	-	-	-	-	-	0	0.0	2.5% in 2025, 2.7% in 2026
		Turnover Rate	Gr	%	-	13.6	16.1	16.8	12.1	16.4	14.2	
		Consultants	Gr	%	-	-	-	-	-	16.5	16.7	
		Business staff	Gr	%	-	-	-	-	-	21.5	11.0	
		Workforce admin staff	Gr	%	-	-	-	-	-	6.3	6.7	
		Men	Gr	%	-	-	-	-	-	18.6	15.4	
		Women	Gr	%	-	-	-	-	-	12.8	12.2	
		Voluntary Turnover Rate*	Gr	%	-	-	-	-	-	16.2	13.5	
		*excl. those who reached retirement age, those whose post-retirement re-employment period ended, and those on secondment from other companies whose secondment period ended.										
		Cost per Hire (New Graduates/Mid-career Hires)*	Gr	¥ thousand	-	-	971	1,372	1,558	870	TBD	
		*Total recruitment expenses (e.g., advertising, agency fees, job fair costs) divided by the number of new graduates and mid-career hires in the respective fiscal year.										
		%age of positions filled internally*	Gr	%	-	-	-	-	-	98.3	100.0	
		*%age of internal promotions among employees appointed to management positions (Employees hired externally as managers are counted as external appointments).										
		%age of critical positions filled internally*	Gr	%	-	-	-	-	-	93.8	100.0	
		*%age of appointments to positions at or above General Manager level that are filled by internal candidates.										

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ESG	Category	Item	Boundary	Unit	2019	2020	2021	2022	2023	2024	2025	Target	
	Diversity & Inclusion												
		Childcare leave uptake											
		Men	Gr	%	3.9	4.8	17.2	20.0	68.6	67.9	100		
		Women	Gr	%	100	100	100	100	100	100	100		
		Return from childcare leave											
		Women	Gr	%	93.3	90.0	84.2	82.6	100	94.4	92.3		
		Male/female pay gap											
		Group Wide											
		Among regular employees	Gr	%	-	-	-	63.6	64.4	62.6	62.4		
		Among non-regular employees	Gr	%	-	-	-	68.2	60.0	65.3	66.8		
		Funai Soken Holdings											
		Among all employees	HD	%	-	-	-	-	56.4	63.0	62.6		
		Among regular employees	HD	%	-	-	-	-	60.6	63.7	62.9		
		Among non-regular employees	HD	%	-	-	-	-	9.3	36.4	52.1		
		Funai Consulting											
		Among all employees	F	%	-	-	-	63.9	65.9	63.1	62.2		
		Among regular employees	F	%	-	-	-	65.4	66.7	63.9	63.9		
		Among non-regular employees	F	%	-	-	-	40	36.7	76.8	75.9		
		Gender balance in per-employee base salary and total remuneration (female avg. ÷ male avg.)											
		Upper management (leadership)	F	%	-	-	-	-	-	-	71.1		
		Core employees (management, specialists)	F	%	-	-	-	-	-	-	80.7		
		General employees (associates)	F	%	-	-	-	-	-	-	92.1		
		Women as %age of total hires (Japan)											
		Hires (Japan)	JP	People	-	-	-	-	330	237	303		
		Female recent graduates (Japan)	JP	People	-	-	-	-	59	52	62		
		Female mid-career (Japan)	JP	People	-	-	-	-	53	22	36		
		Avg. years of employment											
		Men	JP	Years	-	-	-	6.08	5.35	6.02	6.03		
		Women	JP	Years	-	-	-	6.14	5.72	6.42	6.75		
		Male/female difference in avg. length of employment											
			JP	Years	-	-	-	0.06	0.37	0.40	0.72		
		Non-Japanese %age of total workforce											
		Total non-Japanese employees	Gr	People	-	-	-	-	-	-	58		
		Non-Japanese in management roles	Gr	People	-	-	-	-	-	-	6		
		Our workforce by nationality											
		Japan	Gr	People	-	-	-	-	-	-	1,593		
		China	Gr	People	-	-	-	-	-	-	40		
		India	Gr	People	-	-	-	-	-	-	3		
		Other	Gr	People	-	-	-	-	-	-	15		
		Management employees by nationality											
		Japan	Gr	People	-	-	-	-	-	-	339		
		China	Gr	People	-	-	-	-	-	-	5		
		India	Gr	People	-	-	-	-	-	-	0		
		Other	Gr	People	-	-	-	-	-	-	1		

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ESG	Category	Item	Boundary	Unit	2019	2020	2021	2022	2023	2024	2025	Target
Workforce Development												
		Skill development training for employees										
		Total *1	Gr	Hours	-	-	-	84,754	122,814	100,759	124,890	
		Avg. per employee *1	Gr	Hours	-	-	-	92.1	110.7	92.8	76	
		Total spent on skill development training for employees*2	Gr	¥ thousand	-	-	-	42,539	44,679	50,393	69,382	
		Avg. per employee	Gr	¥ thousand	-	-	-	30	29	32	42	
		*1. Definition revised in 2023. Figures now include hours spent on all-in meetings and daily reporting (activities that help ingrain policies and share knowledge). Figures for 2022 have been amended retroactively to reflect the new definition.										
		*2. Professional development investments (external expense) and travel expenses incurred in first-year training for new hires (excluding travel expenses billed to clients and commuting costs)										
		Avg. years until promotion to "chief"	F	Years	-	4 yr 1 mth	4 yr 1 mth	4 yr 1 mth	5yr	-		
		Avg. age of consultants*	F	y.o.	-	-	-	-	-	32.2	32.3	
		*The age distribution of Funai Consulting consultants is shown on the following website: https://ssl4.eir-parts.net/doc/9757/ir_material_for_fiscal_ym8/177951/00.pdf#page=35										
		Avg. annual salary of consultants*1	F	¥ thousand	-	-	-	-	-	7,760	8,322	¥10 mil. in 2030
		Avg. annual salary of 30 y.o. consultant*1	F	¥ thousand	-	-	-	-	-	9,135	9,536	
		Avg. annual salary of 40 y.o. consultant*1	F	¥ thousand	-	-	-	-	-	13,341	10,473	
		*1. Average annual salary includes bonuses and extra wages										
		Average employee compensation amt.	HD	¥ thousand	-	-	-	6,992	6,695	6,691	7,092	
		CEO compensation to avg. employee annual salary coefficient*2	HD		-	-	-	10.7	11.2	11.2	TBD	
		*2. Calculated by dividing the Group CEO's compensation by avg. employee annual salary (incl. bonuses and non-standard wages)										
		Employee satisfaction survey* response rate	Gr	%	-	-	100	100	100	100	TBD	
		Employee satisfaction survey results*1	Gr	%	-	-	77.0	78.8	80.6	78.2	TBD	Target: Sustained improvements in satisfaction
		Consulting business employees		%	-	-	78.4	80.0	82.1	78.9	TBD	Target: Sustained improvements in satisfaction
		Areas of high satisfaction*2	HD,F	%	-	-	-	88.7	89.9	86.0	TBD	Target: Sustained improvements in satisfaction
		Purpose (sharing group philosophy, vision; business promotion)	HD,F	%	-	-	-	93.9	94.6	91.7	TBD	
		Stress (trust in superiors, relationships among employees)	HD,F	%	-	-	-	87.3	88.2	86.7	TBD	
		Job satisfaction (personal vision for future, work assessments, pay, etc.)	HD,F	%	-	-	-	79.2	82.0	74.9	TBD	
		Happiness (working environment, diversity)	HD,F	%	-	-	-	94.1	94.9	91.0	TBD	
		Response rate in areas of high satisfaction	HD,F	%	-	-	-	92.0	97.5	95.1	TBD	
		*1. Survey comprises 40 questions; figures are shown divided into four categories.										
		*2. Satisfaction was rated using four degrees: Very high, high, low, and very low. In this document, "high satisfaction" refers to those who responded "very high" and "high."										

Figures Relevant to Human Capital ROI

a. Net sales	Gr	¥ million	-	-	22,816	25,635	28,238	30,645	
b. Operating expenses	Gr	¥ million	-	-	16,457	18,534	20,990	22,320	
c. Employee expenses*1	Gr	¥ million	-	-	9,667	10,538	11,058	12,691	
Total headcount (consolidated)	Gr	People	-	-	1,317	1,382	1,535	1,535	
*1. Incl. directors' compensation and stock options (for those ranked executive officer and above), salaries (including commuting expenses), statutory benefits, employee benefits, and recruitment costs.									
Human Capital ROI*2	Gr				1.66	1.67	1.66	1.66	TBD
*2. Calculated as (a-(b-c))÷c									

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ESG	Category	Item	Boundary	Unit	2019	2020	2021	2022	2023	2024	2025	Target
Occupational Health and Safety												
		%age of employees taking health check-up	Gr	%	-	97.6	95.6	98.4	98.4	100	100	100%
		Workplace accidents	Gr	Accidents	-	-	-	2	3	4	6	0
		Accidents resulting in fatalities	Gr	Accidents	0	0	0	0	0	0	0	0
		Lost Time Incident Rate										
		Funai Soken Holdings	HD	LTIR	-	0	0	0	0	0	0	
		Funai Consulting	F	LTIR	-	0	0	0	0	0	0	
		Paid leave uptake	Gr	%	-	-	-	-	-	59.9	61.8	
		Absenteeism: Unplanned leave	Gr	%	-	-	-	-	-	1.22	0.93	
		Funai Consulting	F	%	-	-	-	-	-	1.01	0.75	1 in 2024 1 in 2025 0.8 in 2026 4 in 2024
		Mental health leave*	Gr	%	-	-	-	-	2.8	4.5	3.8	4 in 2025 3.8 in 2026
*Calculated by dividing the number of employees on mental health leave as of end of business year by the total employee headcount.												
		Stress check-up uptake	JP	%	-	-	99.6	95.4	98.5	96.7	98.8	
		%age of employees with high stress levels	JP	%	-	-	10.1	10.2	11.1	9.2	TBD	

Governance

Mandatory compliance and risk management training: Participants (test takers) / total eligible, completion rate

Compliance risks and responses (bribery, misconduct, etc.)	Gr	People	-	-	-	-	-	-	-	-	1,506/1,639 (91.9%)	
Training on ethics in advertising	F	People	-	-	-	-	-	-	-	-	968/1,057 (91.6%)	
Alcohol-related compliance	Gr	People	-	-	-	-	-	-	-	-	1,588/1,619 (98.1%)	
Training on labor standards and human rights	Gr	People	-	-	-	-	-	-	1,408/1,614 (87.2%)	1,589/1,624	2025 Target: 95%, Actual 97.8% 2026 Target: 95%	
Training for managers on labor management	Gr	People	-	-	-	-	-	-	-	-	380/389 (97.7%)	2025 Target: 95%, Actual 97.7% 2026 Target: 95%
Actions relating to harassment in the workplace	Gr	People	-	-	-	-	-	-	-	-	1,567/1,624 (96.5%)	2025 Target: 95%, Actual 96.5% 2026 Target: 95%
Training for managers on dealing with harassment in the workplace	Gr	People	-	-	-	-	-	-	-	-	379/389 (97.4%)	2025 Target: 95%, Actual 97.4% 2026 Target: 95%
Defense against cyber attacks I	Gr	People	-	-	-	-	-	-	-	-	1,560/1,611 (96.8%)	2025 Target: 95%, Actual 96.8% 2026 Target: 95%
Defense against cyber attacks II	Gr	People	-	-	-	-	-	-	-	-	1,611/1,624 (99.2%)	2025 Target: 95%, Actual 99.2% 2026 Target: 95%
Targeted attack response training	Gr	People	-	-	-	-	-	-	-	-	1,585/1,617 (98.0%)	2025 Target: 95%, Actual 98.0% 2026 Target: 95%
Information security strategies	Gr	People	-	-	-	-	-	-	-	-	1,605/1,635 (98.2%)	2025 Target: 95%, Actual 98.2% 2026 Target: 95%
Key elements of the Act on the Protection of Personal Information	Gr	People	-	-	-	-	-	-	-	-	1,603/1,634 (98.1%)	
Business continuity planning, disaster mitigation	Gr	People	-	-	-	-	-	-	-	-	1,539/1,623 (94.8%)	

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Preventing Corruption												
		Total political donations	Gr	Yen	0	0	0	0	0	0	0	
		Officers and employees dismissed or otherwise subjected to disciplinary action under the group's anti-corruption policy	Gr	Cases	0	0	0	0	0	0	0	
		Disciplinary action, fines, or regulation breaches relating to bribery	Gr	Cases	0	0	0	0	0	0	0	
		Conflicts of Interest Cases	Gr	Cases	-	-	-	-	0	0	0	
		Money Laundering Breaches or Insider Trading Cases	Gr	Cases	-	-	-	-	0	0	0	
Taxes Paid												
		Japan	JP	¥ million	2,106	2,233	1,699	2,623	2,717	2,170	2,225	
		China	CN	¥ million	4	1	0	0	7	1	0	
		India	IN	¥ million	-	-	-	-	-	-	0	
		Singapore	SG	¥ million	-	-	-	-	-	-	0	
Community Contribution Expenditures												
		Contributions to social development (e.g., community revitalization, worker development and retention)	JP	¥ million	-	-	-	-	-	7	10	

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Environment											
INPUT											
Energy Consumption											
	Electricity	A	MWh	1,213	1,110	1,132	1,124	1,129	1,025	1,005	
	Renewable energy	A	MWh	0	0	152	256	272	225	567.205	
	Renewables as %age of total use	A	%	0.00	0.00	13.40	22.80	24.10	21.90	56.44	
	Thermal energy	A	GJ	932	880	883	890	925	2,467	3,268	
	Gasoline	A	KL	2.00	1.58	1.68	1.82	1.27	0.73	0.4	
Paper Usage											
	Office paper (assumes 1 sheet of A4 paper = 4g)	B	t	35.3	10.1	7.6	8.3	13.2	10.9	8.46	By 2030, we aim to reduce groupwide office paper use (per employee) by more than 50% compared with FY2019's 29.2kg/employee
	Office paper usage per employee	B	kg/employee	29.20	7.75	5.77	6.01	8.60	7.10	5.12	
OUTPUT											
GHG Emissions											
	Scope 1	A	t-CO ₂	4.7	3.7	3.9	4.2	2.9	1.7	0.9	50% of 2019 figures by 2025 75% of 2019 figures by 2028 (incorporates Scope 1 and Scope 2)
	Scope 2 (market-based)	A	t-CO ₂	753.5	627.2	571.6	496.8	432.7	536.3	332.7	
	Scope3 Total	A	t-CO ₂	11679.3	10,640.7	12,979.8	16,396.0	18,538.7	20767.1	24538.1	
	Scope3 Cat1	A	t-CO ₂	4440.4	3,913.0	5,202.7	4,854.3	4,991.3	5299.9	6881.5	
	Scope3 Cat2	A	t-CO ₂	1,498.7	791.1	790.6	1,272.1	2,235.0	3,398.3	5850.2	
	Scope3 Cat3	A	t-CO ₂	121.7	119.8	112.4	111.6	112.8	91.0	62.7	
	Scope3 Cat4	A	t-CO ₂	5,075.7	5,336.3	6,409.0	9,671.1	10,644.4	11,556.5	11,024.8	
	Scope3 Cat5	A	t-CO ₂	15.3	8.3	7.4	9.1	14.0	4.2	10.7	
	Scope3 Cat6	A	t-CO ₂	157.6	169.9	171.7	180.2	200.1	200.1	214.1	
	Scope3 Cat7	A	t-CO ₂	369.8	302.3	286.1	297.4	340.9	454.6	494.1	
Wastewater											
	Wastewater	D	m ³	-	-	-	1,924	2,199	2,500	2,639	
Total Waste											
	Total waste	B	t	53.9	26.5	36.9	40.5	45.8	46.6	53.9	
	Recycled waste	B	t	34.1	15.3	24.7	25.8	28.3	28.9	28.7	
	%age of total waste recycled	B	%	63.20	57.81	67.02	63.68	61.79	62.02	53.35	Target: Maintain monitoring, recycle 50+% of waste
	Industrial waste	C	t	-	2.7	3.0	4.1	4.5	7.8	5.5	
	Hazardous waste	C	t	-	-	-	0	0	0	0	
	Non-hazardous waste	C	t	-	-	-	40.5	45.8	46.6	53.9	
Hazardous Substances											
	NOx	A	kg	0.87	0.69	0.73	0.79	0.55	0.32	0.88	Target: Maintain monitoring
	SOx	A	kg	0.01	0.01	0.01	0.01	0.01	0.00	0.00	Target: Maintain monitoring
	VOCs	A	t	-	-	-	-	-	-	-	Target: Maintain monitoring
	Ozone-depleting substances	A	t	0	0	0.14t(0t-ODP)	0	0	0.14t(0t-ODP)	0	
Environmental Regulation Violations											
		A	Cases	0	0	0	0	0	0	0	

Data Pertaining to ESG at the Funai Soken Consulting Group

As of Mar. 31, 2026

ESG	Category	Item	Boundary	Unit	2019	2020	2021	2022	2023	2024	2025	Target
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Reporting Boundaries

Re. Social (Human Capital) & Governance

Gr: The whole Funai Soken Consulting Group (consolidated)
 HD: Funai Soken Holdings (non-consolidated)
 F: Funai Consulting (the group's core operating company)
 P: Proseed (integrated into Funai Consulting in Jan. 2026)
 FSL: Funai Soken Logistics (renamed Funai Soken Supply Chain Consulting in Jan. 2026)
 HRF: HR Force
 FAS: Funai Soken Agata FAS (joint venture with Agata Global Consulting; operations began Jan. 2025)
 JP: Japan only
 CN: China only

Re. Environment

A: The whole Funai Soken Consulting Group (consolidated)
 B: Marunouchi Office, Yaesu Office, Osaka Headquarters, Gotanda Office
 C: Marunouchi Office, Yaesu Office, Osaka Headquarters, Gotanda Office, Funai Soken Logistics Osaka Office
 D: Osaka Headquarters, Gotanda Office

Updates

Date	Item updated	Type of update
Mar. 31, 2026	2025 ESG performance (actual)	Addition
Mar. 31, 2026	Mental health leave	Revision 2023 figures revised
Jul. 30, 2025	GHG Emissions, Scope1 and 2	Revision Revision of Calculation Standards Due to Third-Party Assurance Acquisition
May. 14, 2025	Avg. annual salary of 40 y.o. consultant (Funai Consulting)	Revision
Apr. 30, 2025	%age of employees taking health check-up	Revision 2024 figures revised
Jan. 27, 2025	Male/female difference in avg. years of employment (Japan only)	Revision 2023 figures revised
Jan. 27, 2025	New hires (Japan)	Addition
Jan. 27, 2025	Female recent graduates hires (Japan)	Addition
Jan. 27, 2025	Female mid-career hires (Japan)	Addition