



Net One Systems Sustainability Data Book 2022 ESG Data

Net One Systems Co., Ltd.

Addendum to written matters

Scope of aggregation and abbreviations

Net One Group: Net One Systems Co., Ltd. and 11 subsidiaries

NOS: Net One Systems Co., Ltd.

NOP: Net One Partners Co., Ltd.

NOX: Net One Next Co., Ltd.

NOB: Net One Business Operations G.K.

EXT: eXtreak, Inc.

Aggregation target period

In principle, from April 1, 2021 to March 31, 2022. However, some initiatives before and after this period are also included.

Non-financial Data: Environment

*Scope of aggregation: In principle, this refers to NOS, NOP, NOX, and NOB among the Net One Group, which have acquired the EMS certification. However, there are some differences, as described in the scope of aggregation for various data.

ISO14001

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ISO14001 certification coverage rate: Percentage of business offices with ISO14001 certification (excluding satellite offices among business locations)	%	NOS, NOP, NOX, NOB	100	100	100	100	100

Total energy usage

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total energy usage	GJ	NOS, NOP, NOX, NOB	—	—	—	104,649	104,404
Electricity	1,000 kWh	NOS, NOP, NOX, NOB	—	—	—	9,444	9,772
Cold water, steam, heat	GJ	NOS, NOP, NOX, NOB	—	—	—	7,714	5,133

CO₂ emissions (Scope 1, Scope 2)

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CO ₂ emissions (Scope 1)	t-CO ₂	N/A	—	—	—	—	—
CO ₂ emissions (Scope 2) *Market standard (Method of using the emission factor for individually contracted electric power)	t-CO ₂	NOS, NOP, NOX, NOB	—	—	—	5,293	5,356

CO₂ emissions (Scope 3)

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CO ₂ emissions (Scope 3 total)	t-CO ₂	See below	—	—	—	460,417	569,460
Category 1 (Purchased goods and services)	t-CO ₂	NOS, NOP	—	—	—	367,410	486,192
Category 2 (Capital goods)	t-CO ₂	NOS	—	—	—	6,269	6,480
Category 3 (Fuel- and energy-related activities)	t-CO ₂	NOS, NOP, NOX, NOB	—	—	—	1,289	1,236
Category 4 (Upstream transportation and distribution)	t-CO ₂	NOS, NOP, NOX	—	—	—	163	163
Category 5 (Waste generated in operations)	t-CO ₂	NOS, NOP	—	—	—	20	41
Category 6 (Business travel)	t-CO ₂	NOS, NOP, NOX, NOB	—	—	—	711	817
Category 7 (Employee commuting)	t-CO ₂	NOS, NOP, NOX, NOB	—	—	—	372	169
Category 9 (Downstream transportation and distribution)	t-CO ₂	NOS, NOP	—	—	—	8	8
Category 11 (Use of sold products)	t-CO ₂	NOS, NOP	—	—	—	84,152	74,334
Category 12 (End-of-life treatment of sold products)	t-CO ₂	NOS, NOP	—	—	—	23	20

CO₂ emissions (Scope1+2+3)

*CO₂ emissions (Scope 1+2+3 total) are rounded off in the calculation process and do not necessarily match the total CO₂ emissions for each scope shown on the previous page.

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CO₂ emissions (Scope1+2+3 total)	t-CO ₂	See the Scope 1 to 3 scope of aggregation column.	—	—	—	465,709	574,818

Waste

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total amount of waste generated (primarily industrial waste)	t	NOS, NOP	80.8	61.4	53.3	118.7	90.2

Paper resources

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Paper usage (office paper)	1,000 sheets	NOS, NOP, NOX, NOB	—	—	8,053	4,537	3,874

Violations of environmental laws and regulations

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Number of violations of environmental laws and regulations	Cases	NOS, NOP, NOX, NOB	0	0	0	0	0

Non-financial Data : Social

Personnel

Registration of employees (Consolidated basis)

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2017	FY2018	FY2019	FY2020	FY2021	Remarks
Number of consolidated employees	Persons	As of the end of FY	Consolidated basis	—	—	—	—	2,703	
Number of employees by gender									
Male	Persons	As of the end of FY	same as above	—	—	—	—	2,191	
Female	Persons	As of the end of FY	same as above	—	—	—	—	512	
Ratio of female employees	%	As of the end of FY	same as above	—	—	—	—	18.9	
Number of employees by region									
Japan	Persons	As of the end of FY	same as above	—	—	—	—	2,576	
Overseas	Persons	As of the end of FY	same as above	—	—	—	—	127	Net One Asia Pte. Ltd. (Singapore)
Average number of temporary employees not included above	Persons	Same as accounting reporting period	same as above	—	—	—	—	311	Figures are the aggregate of temporary employees, and do not include contractors.

Registration of employees (Non-consolidated basis)

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2017	FY2018	FY2019	FY2020	FY2021	Remarks
Number of non-consolidated employees by gender	Persons	As of the end of FY	Non-consolidated basis *Rf: Remarks	2,321	2,372	2,353	2,434	2,570	In principle, employees (currently employed) include seconded employees, and exclude employees seconded outside of the Group and those on leave of absence.
Male	Persons	As of the end of FY	same as above	1,941	1,973	1,950	2,022	2,092	
Female	Persons	As of the end of FY	same as above	380	399	403	412	478	
Ratio of female employees	%	As of the end of FY	same as above	16.4	16.8	17.1	16.9	18.6	
Number of non-consolidated employees by job									
Engineers	Persons	As of the end of FY	same as above	1,331	1,378	1,361	1,441	1,503	
Sales	Persons	As of the end of FY	same as above	496	525	513	514	522	
Planning and administration	Persons	As of the end of FY	same as above	494	469	479	479	545	
Ratio of engineers	%	As of the end of FY	same as above	57.3	58.1	57.8	59.2	58.5	
Number of non-consolidated employees by age									
Under 30	Persons	As of the end of FY	same as above	—	—	—	—	505	
Ratio	%	As of the end of FY	same as above	—	—	—	—	19.6	
Male	Persons	As of the end of FY	same as above	—	—	—	—	341	
Female	Persons	As of the end of FY	same as above	—	—	—	—	164	
30s	Persons	As of the end of FY	same as above	—	—	—	—	694	
Ratio	%	As of the end of FY	same as above	—	—	—	—	27.0	
Male	Persons	As of the end of FY	same as above	—	—	—	—	545	
Female	Persons	As of the end of FY	same as above	—	—	—	—	149	
40s	Persons	As of the end of FY	same as above	—	—	—	—	873	
Ratio	%	As of the end of FY	same as above	—	—	—	—	34.0	
Male	Persons	As of the end of FY	same as above	—	—	—	—	762	
Female	Persons	As of the end of FY	same as above	—	—	—	—	111	

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2017	FY2018	FY2019	FY2020	FY2021	Remarks
50s	Persons	As of the end of FY	Non-consolidated basis *Rf: Remarks	—	—	—	—	413	In principle, employees (currently employed) include seconded employees, and exclude employees seconded outside of the Group and those on leave of absence.
Ratio	%	As of the end of FY	same as above	—	—	—	—	16.1	
Male	Persons	As of the end of FY	same as above	—	—	—	—	367	
Female	Persons	As of the end of FY	same as above	—	—	—	—	46	
60 or older	Persons	As of the end of FY	same as above	—	—	—	—	85	
Ratio	%	As of the end of FY	same as above	—	—	—	—	3.3	
Male	Persons	As of the end of FY	same as above	—	—	—	—	77	
Female	Persons	As of the end of FY	same as above	—	—	—	—	8	
Average age									
Overall	Age	As of the end of FY	same as above	—	—	—	—	40.1	
Male	Age	As of the end of FY	same as above	—	—	—	—	41.1	
Female	Age	As of the end of FY	same as above	—	—	—	—	36.0	
Average number of temporary employees not included above	Persons	Same as accounting reporting period	same as above	—	—	—	—	310	Figures are the aggregate of temporary employees, and do not include contractors.

Recruitment of employees

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY2022	Remarks
Number of new graduate hires	Persons	As of April 1	Net One Group *Rf: Remarks	49	49	95	107	90	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group
Male	Persons	As of April 1	same as above	35	31	61	69	56	
Female	Persons	As of April 1	same as above	14	18	34	38	34	
Female ratio	%	As of April 1	same as above	28.6	36.7	35.8	35.5	37.8	
3-year retention rate of new graduate hires	%	As of April 1	same as above	77.6	77.6	—	—	—	Retention rate in fiscal 2018: Employed as of April 1, 2021 (3 years later) Retention rate in fiscal 2019: Employed as of April 1, 2022 (3 years later)
Number of mid-career hires	Persons	Same as accounting reporting period	same as above	111	104	168	146	—	
Male	Persons	Same as accounting reporting period	same as above	92	91	140	105	—	
Female	Persons	Same as accounting reporting period	same as above	19	13	28	41	—	
Female ratio	%	Same as accounting reporting period	same as above	17.1	12.5	16.7	28.1	—	

Continued employment and turnover

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2017	FY2018	FY2019	FY2020	FY2021	Remarks
Average years worked at Net One Systems	Year	As of the end of FY	Non-consolidated basis *Rf: Remarks	8.43	8.72	9.27	9.24	9.34	In principle, employees (currently employed) include seconded employees, and exclude employees seconded outside of the Group and those on leave of absence.
Male	Year	As of the end of FY	same as above	8.55	8.83	9.39	9.41	9.64	
Female	Year	As of the end of FY	same as above	7.84	8.16	8.68	8.43	8.04	
Turnover rate	%	As of the end of FY	same as above	5.7	6.9	7.3	4.8	6.2	Engineer turnover rate in fiscal 2021: 5.2%

Salary

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY2022	Remarks
Average annual salary	Yen	Same as accounting reporting period	Non-consolidated basis	—	—	—	8,691,160	—	Figures are calculated according to the method used in the "average annual salary" in the Annual Securities Report. * Figures are actual amounts, including bonuses and non-standard wages * Excludes officers, vice presidents, contract employees, seconded employees, employees seconded within the Group, and employees seconded outside of the Group.
Gender differences in compensation (female : male) *Average annual salary (actual) ratio of female to male	—	Same as accounting reporting period	same as above	—	—	—	1 : 1.35	—	Figures are calculated according to the method used in the "average annual salary" in the Annual Securities Report. * Figures are actual amounts, including bonuses and non-standard wages * Excludes officers, vice presidents, contract employees, seconded employees, employees seconded within the Group, and employees seconded outside of the Group.
Managers									
Basic salary only	—	Same as accounting reporting period	same as above	—	—	—	1 : 1.13	—	
Total compensation	—	Same as accounting reporting period	same as above	—	—	—	1 : 1.14	—	
Non-managers									
Basic salary only	—	Same as accounting reporting period	same as above	—	—	—	1 : 1.10	—	
Total compensation	—	Same as accounting reporting period	same as above	—	—	—	1 : 1.20	—	
Ratio of average annual salary of employees to CEO's compensation (employee : CEO)	%	Same as accounting reporting period	same as above	—	—	—	1 : 6.40	—	Figures are calculated according to the method used in the "average annual salary" in the Annual Securities Report. * Figures are actual amounts, including bonuses and non-standard wages * Excludes officers, vice presidents, contract employees, seconded employees, employees seconded within the Group, and employees seconded outside of the Group.
Starting salary of new graduates									
Master's degree	Yen	April	same as above	—	—	—	—	235,000	
Bachelor's degree/advanced professional graduate	Yen	April	same as above	—	—	—	—	220,000	
College graduate/technical college graduate	Yen	April	same as above	—	—	—	—	210,000	

Increased diversity of core personnel

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY2022	Remarks
Ratio of female managers	%	As of April 1	Net One Group *Rf: Remarks	6.6	6.5	6.5	7.7	8.2	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.

Empowerment of diverse personnel

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY2022	Remarks
Employment rate of person with disabilities	%	As of April 1	Net One Group *Rf: Remarks	—	—	2.1	2.3	2.3	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.

Health and safety initiatives

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2017	FY2018	FY2019	FY2020	FY2021	Remarks
Rate of periodic health examination	%	Same as accounting reporting period	Net One Group *Rf: Remarks	—	—	—	—	97	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
Rate of persons eligible for specific health guidance	%	Same as accounting reporting period	same as above	—	—	—	11	—	
Completion rate of specific health guidance	%	Same as accounting reporting period	same as above	—	—	—	32	—	
Prevalence rate of periodic health examination	%	Same as accounting reporting period	same as above	—	—	—	—	74	
Total annual work hours per capita	Hours	Same as accounting reporting period	same as above	—	—	—	—	168	
Number of non-statutory working hours per capita	Hours	Same as accounting reporting period	same as above	8.7	8.0	5.5	7.7	8.8	
Rate of statutory interviews conducted for employees working excess hours	%	Same as accounting reporting period	same as above	—	—	—	—	100	
Ratio of employees working excess hours	%	Same as accounting reporting period	same as above	2	2	3	5	6	
Percentage of employees receiving stress checks	%	Month of each FY	same as above	89.7	92.2	96.2	95.6	97.2	
Workplace stress level	—	At the time of calculation of each FY	same as above	—	—	—	84	85	
Average number of days of paid leave taken	Days	Same as accounting reporting period	same as above	—	—	—	—	11.0	
Paid leave ratio	%	Same as accounting reporting period	same as above	68	69	68	55	59	
Number of business deaths	Persons	Same as accounting reporting period	same as above	—	—	—	—	0	
Number of occupational accidents	Cases	Same as accounting reporting period	same as above	—	—	—	—	0	
Number of employees on leave due to nonwork-related illness or injury	Persons	Same as accounting reporting period	same as above	—	—	—	—	88	

Working environment

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2017	FY2018	FY2019	FY2020	FY2021	Remarks
Use of remote working	%	Same as accounting reporting period	Net One Group *Rf: Remarks	58	63	74	—	—	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
Commuting rate	%	Same as accounting reporting period	same as above	—	—	—	25	20	Since we have shifted to a work style that is centered on remote working from fiscal 2020, we have changed the indicator from the use of remote working to the commuting rate.

Support for balancing work with childcare or nursing care

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2017	FY2018	FY2019	FY2020	FY2021	Remarks
Number of employees taking childcare leave	Persons	Same as accounting reporting period	Net One Group *Rf: Remarks	49	44	54	61	63	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group
Male	Persons	Same as accounting reporting period	same as above	6	4	8	14	20	
Female	Persons	Same as accounting reporting period	same as above	43	40	46	47	43	
Ratio of male employees taking childcare leave or special leave	%	Same as accounting reporting period	same as above	—	—	—	—	53	
Ratio of female employees taking childcare leave	%	Same as accounting reporting period	same as above	—	—	—	—	100	
Ratio of employees returning to work after childcare leave	%	Same as accounting reporting period	same as above	100	100	98.1	100	100	
Number of employees using the childcare time select system	Persons	Same as accounting reporting period	same as above	—	—	—	—	55	
Male	Persons	Same as accounting reporting period	same as above	—	—	—	—	1	
Female	Persons	Same as accounting reporting period	same as above	—	—	—	—	54	
Number of employees taking nursing care leave	Persons	Same as accounting reporting period	same as above	—	—	—	—	39	
Male	Persons	Same as accounting reporting period	same as above	—	—	0	—	25	
Female	Persons	Same as accounting reporting period	same as above	—	—	—	—	14	
Number of employees taking extended nursing care leave	Persons	Same as accounting reporting period	same as above	2	3	2	0	1	
Male	Persons	Same as accounting reporting period	same as above	2	2	1	0	0	
Female	Persons	Same as accounting reporting period	same as above	0	1	1	0	1	
Ratio of employees returning to work after nursing care leave	%	Same as accounting reporting period	same as above	100	100	100	—	100	

Personnel training

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY2022	Remarks
Total investment in personnel training	Million yen	Same as accounting reporting period	Net One Group *Rf: Remarks	—	—	—	326	—	Calculated from personnel development costs (including training costs), venue costs, and qualification costs Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
Average education and training expenses per capita	Yen	Same as accounting reporting period	Net One Group *Rf: Remarks	—	—	120,000	127,818	—	As above
Average training time per capita	Hours	Same as accounting reporting period	Net One Group *Rf: Remarks	—	—	—	74	—	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
Number of industry-academic collaboration projects	Number	As of May 31	same as above	—	—	6	4	6	Fiscal 2020 figures are as of the end of July 2020.

Corporate culture

	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY2022	Remarks
Personnel transfer implementation rate									
Company-wide average	%	As of April 1	Net One Group *Rf: Remarks	—	—	—	10.1	8.9	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
For managers	%	As of April 1	same as above	—	—	—	9.3	12.9	

Use of the internal job posting system: 25 applicants for 60 (45 cases) openings, transfer decided on for 19 applicants (fiscal 2021)

Personnel (qualification status)

* The scope of aggregation excludes some overseas subsidiaries and some domestic subsidiaries within the Net One Group.

Examples of information technology engineer qualifications and the number of persons who have passed examinations	Unit	Period of data aggregation As of data aggregation	FY 2020	FY 2021	Remarks
Information Technology Engineer, Network Specialist	Persons	As of the end of FY	97	99	
Information Technology Engineer, Information Security Specialist	Persons	As of the end of FY	81	78	
CISSP	Persons	As of the end of FY	—	22	CISSP: Acronym for Certified Information Systems Security Professional, an internationally recognized certification
Registered Information Security Specialist	Persons	As of the end of FY	37	41	
Applied Information Technology Engineer	Persons	As of the end of FY	—	102	
Information Technology Engineer, Project Manager	Persons	As of the end of FY	13	15	
Information Technology Engineer, Systems Auditor	Persons	As of the end of FY	7	8	
Information Technology Engineer, Information Technology Strategist	Persons	As of the end of FY	7	7	
PMP (Project Management Professional)	Persons	As of the end of FY	114	112	
Examples of technical qualifications related to service ratio enhancement and the number of persons who acquired the qualifications					
Information Technology Engineer, Information Technology Service Manager	Persons	As of the end of FY	10	9	
ITIL Expert	Persons	As of the end of FY	50	59	ITIL: Acronym for Information Technology Infrastructure Library. It is a guideline for the life cycle management of IT systems that systematizes successful cases (best practices) of IT service management, and is a qualification that serves as an indicator of IT service management ability.
Vendor-related qualifications					
(1) VMware	Persons	As of the end of FY	492	579	The number of holders of both (1) and (2) is 121 (as of the end of fiscal 2021)
(2) AWS/Azure/Google	Persons	As of the end of FY	—	557	Figures are based on the total number of persons. The number of holders is 303 (as of the end of fiscal 2021)
Comprehensive					
Number of technical qualification holders	Persons	As of the end of FY	1,479	1,580	

Personnel training (main training programs and their contents)

*The listed training is scheduled for fiscal 2022. In addition, some subsidiaries have different education systems.

Category	Program	Target	Contents
Orientation / early training			
	Work basics add-on training	Mid-career hires (sales personnel only)	Hands-on training on preparing quotations, explanation of use of manufacturer dedicated systems
	Work basics training	Mid-career hires	<ol style="list-style-type: none"> (1) Explanation of Net One Group services (Consulting services, operation and maintenance support services, security monitoring services, facility services, capital services) (2) Overview of facilities owned (Technical Center, Quality Control Center, eXpert Operation Center) (3) Specific training by job type (Internal system usage guidance, manufacturer maintenance training, facility training, quality control training, human error training)
	Orientation for mid-career hires	Mid-career hires	<ol style="list-style-type: none"> (1) Understanding of Net One Group companies (Corporate Philosophy, Vision, management strategies, missions of each organization, internal rules and personnel systems, ISMS education, compliance training) (2) Establishment of onboarding procedures and work environment for new employees (Employee ID cards, health insurance cards, procedures for establishing payroll accounts, etc., individual configuration of wireless LAN/VDI, etc., and training regarding usage) (3) Basic understanding of general internal operations (Product portfolio, business processing rules, person-hour management system, contract law, accounting literacy)
	New employee training	New graduate employees	Basic skills as business professionals, business manners, and business skills Understanding of Net One Group companies and basic understanding of general internal operations Acquiring technical knowledge and qualifications, primarily in the network field
	Training for recent graduate employees with work experience	Recent graduate employees with work experience	Basic skills as business professionals and business skills Understanding of Net One Group companies and basic understanding of general internal operations Acquiring technical knowledge and qualifications, primarily in the network field
	Third-year employees follow-up training	New graduate employees in their third year	Logical communication training (e.g., consulting, problem solving skills, and assertions) Career design training (e.g., developing a career plan and analyzing survey results)
	Second-year employees follow-up training	New graduate employees in their second year	Logical problem solving training (e.g., creative thinking and systems thinking) Career training (e.g., career design and visualization of career models)
	First-year employees follow-up training	New graduate employees in their first year	Training to strengthen conceptualization and proposal skills (e.g., logic trees and pyramid structures)
Basic training			
By grade			
	E grade training for promoted employees	E grade promoted employees	Coaching, facilitation, and leadership
	Management literacy basic training	S grade	Basic management (management strategy, marketing, organizational behavior management, human capital management)
	S grade training for promoted employees	S grade promoted employees	Raising awareness of changes in position and role expectations; changing awareness toward leadership and followership (management support), and team management
	J grade skills improvement training	J1 and J2 class employees	Guidance for junior staff
	BizMind Training	S and J grade	Organizational roles for one's self and others, members' roles, team perspective

Category	Program	Target	Contents
By job type			
	BMC (Business Model Canvas) training	E, S, or J grade	Training on inspection methods that visualize business structure / reconfirmation (analysis) of the internal organizations and business models of customers, and how to organize and utilize such information
	SBO (Strategic Business Orientation) training	Sales positions employees (E or S grade) Technical employees (Front/E grade)	Training for strategic business thinking / understanding sales strategies to outperform competitors, and common internal language
	PMP (Project Management Professionals) training	Full-time employees in E, S, or J grade who possess or will take the PMP	Acquisition of the PDU's (professional development units: continuing education units required for certification renewal) necessary to obtain and maintain PMP
	Technical skill improvement	E, S, or J grade	Improvement of professional skills in AI, machine learning, deep learning, security, automation, and software
	Technical basic	A or J grade	Basics of networking (computer networking, understanding TCP/IP, understanding IP address usage, overview of wireless LANs)
	Sales work basics	Employees changing jobs to sales positions	Understanding of the sales work flow, business processing standards, and basic system operations
By position			
	Training for executives	Newly appointed executives	Duties and responsibilities of executives, corporate governance, compliance, management strategy, financial accounting and management analysis, personnel strategy, investor relations, etc.
	Training for newly appointed directors	Newly appointed directors	Recognition of changes in the role of directors, analysis of the environment surrounding the Company such as vision development and transformation processes, identification of issues, and internal understanding (systems, etc.)
	Training for newly appointed managers	Newly appointed managers	Team management, labor relations, compliance, etc.
	Training for managerial positions	All managerial positions, with a focus on senior managers and managers	Evaluation, compensation, one-on-one education, talent management utilization methods
	OJT leader training	Employees responsible for on-the-job training for new employees and recent graduate employees with work experience	Guidance for new employees and formulation of education plans (for example, learning methods for providing guidance to new employees and methods for formulating education plans)
Mandatory			
	Operational rules	Sales positions and technical employees	Basic knowledge required for business execution in each departmental unit
	Finance	All employees	Basic knowledge of accounting (financial statements, balance sheets, and cash flows)
Goal-based training			
Mandatory			
	Risks, compliance, and harassment	All employees	(1) Case study meetings on fraudulent business practices, accounting fraud, and harassment, both at the Company and other companies (2) Opinion exchange meetings regarding the compliance activity plan by divisions (3) Group opinion exchange meetings, etc., on the subject of opinions expressed in opinion exchange meetings and case study meetings
	Diversity	(1) Employees who achieve a balance between work and childcare after childcare leave (2) Managers who have subordinates who are achieving a balance between work and childcare	(1) Career training to consider working styles and careers after life events, from a medium- to long-term perspective (2) Management training to achieve team missions, while supporting the activities of employees who are achieving a work-life balance
	e-learning	All employees	Corporate management, management, business skills, languages, etc.
Optional			
	Theme-specific seminars	J grade or higher	Corporate management, management, business skills, etc.
	Career seminar	Employees in their 40s and 50s	Career plans and financial plans
Selective training			
	Next-generation Leadership development program	Selected E-grade employees	Proposals for management challenges, business administration, English ability, etc.

Non-financial Data: Social
Customer satisfaction

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	Remarks
Number of surveyed companies and organizations	Companies and organizations	See remarks	178	292	252	347	Surveys were conducted on the number of companies and organizations listed on the left, among domestic customers of NOS and NOP.
Number of valid responses	Persons	See remarks	278	415	453	432	Responses from the companies and organizations surveyed above
Survey responses							
Satisfied	%	—	37.4	47.2	45.0	32.4	
Somewhat satisfied	%	—	51.1	42.2	46.2	45.8	
Overall satisfaction (Total number of satisfied, somewhat satisfied)	%	—	88.5	89.4	91.2	78.2	The survey policy was changed from fiscal 2021. We changed the survey policy significantly from the conventional “research on defects, challenges, and points of dissatisfaction,” with the aim of “clarifying the gap between the Company’s vision and customer expectations, as well the factors behind it.”

**Non-financial Data: Social
Social contribution activities**

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	Remarks
Total cost related to social contribution activities	Yen	Common company-wide activities on a non-consolidated basis	868,500	836,700	1,500,623,000	582,500	The scope of aggregation includes activities that are managed by the Head Office as common Company-wide activities, but does not include activities that are unique to each department or site.
Total donations (including matching donations)	Yen	As above	618,500	736,700	1,500,623,000	32,500	
Others	Yen	As above	250,000	100,000	—	550,000	
Number of courses offered at educational institutions	Courses	As above	1	1	1	1	Figures for fiscal 2018 to 2020 indicate the number of visits by junior and senior high school students to the Company, while figures for fiscal 2021 indicate the number of online class events held for junior high schools
Number of students who took our courses at educational institutions	Schools, persons	As above	1 school, 7 persons	1 school, 8 persons	1 school, 7 persons	9 schools	Only the number of participating schools is listed for fiscal 2021
Number of other social contribution activity programs	Cases	As above	15	9	7	17	Fundraising activities through the J.League (in-house events), soccer classes for children, gatherings with hearing-impaired persons, donations of spectator tickets, and the crown event Diversity & Inclusion Day, etc. are each counted as one event. Programs that are held regularly throughout the year are counted as one program (one time) throughout the year (Para Sports Experience Event , Healthy Kindergarten Support , Enjoy Futsal Tournament)

Non-financial Data: Social / Governance

Compliance

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Remarks
Number of reports at the Compliance Whistleblowing and Consultation Desk	Cases	Net One Group	56	49	48	49	68	Harassment (power harassment, sexual harassment, etc.), work environment, etc.
Number of reports at the Fraud Risk Whistleblowing and Consultation Desk	Cases	Net One Group	—	—	—	20	27	· Accounting fraud, fraud related to business transactions, etc. (matters other than those managed by the compliance whistleblowing / consultation desk) · Opened from June 2020
Number of significant incidents related to information security	Cases	NOS, NOP, NOX, NOB	0	0	0	0	0	NOS, NOP, NOX, and NOB, which are the scope of ISMS certification acquisition, are the scope of monitoring for this disclosure.
Number of personal information leaks	Cases	NOS, NOP, NOX, NOB	0	0	0	0	0	We monitor within the scope of PMS certification and ISMS certification (PMS certification scope: NOS)
Number of business partner companies participating in questionnaire surveys	Companies	Outsourcing contractors (*)	—	264	325	369	537	* Conducted at NOS. Figures are for outsourcing contractors with whom we have placed orders in the past year (not including product transactions)
Information security training participation rate	%	NOS, NOP, NOX, NOB	100	100	100	100	100	The participation rate refers to the rate at the time of implementation in July every year
Partners (outsourcing)	%	NOS, NOP, NOX, NOB	100	100	100	100	100	As above
Partners (temporary employees)	%	NOS, NOP, NOX, NOB	100	100	100	100	100	As above
Training attendance rate on personal information protection	%	NOS, NOP, NOX, NOB	100	100	100	100	100	As above
Partners (outsourcing)	%	NOS, NOP, NOX, NOB	100	100	100	100	100	As above
Partners (temporary employees)	%	NOS, NOP, NOX, NOB	100	100	100	100	100	As above

Human Rights

Item	Unit	Scope of aggregation	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Remarks
Harassment-related training participation rate	%	All employees, including our employees and partner company employees (NOS, NOP, NOX, NOB, EXT)	100	100	100	100	100	· The listed figures are for the participation rate of the annual training required for all employees. · In addition to the above, in fiscal 2018, we also held harassment training (group training) for managers. The participation rate is 97% (absentees are provided with supplementary training using separate teaching materials). In fiscal 2021, workshops on the theme of harassment were held at the "case study group" in each division. The department implementation rate is 100% (absentees are provided with supplementary training).
Number of violations related to harassment	Cases	Domestic Group	1	1	1	2	1	· The listed figures are for the number of disciplinary actions taken by the Rewards and Disciplinary Committee. · For each case of whistleblowing and consultation, we confirm the facts to the extent possible, and take disciplinary action against the subject after deliberation, in cases that are determined to fall under a violation. In addition to following up on the concerned parties, we conduct company-wide and departmental training and lectures to prevent recurrence, including those described above.

Non-financial Data: Governance

*Transition to a company with an Audit and Supervisory Committee from a company with an Audit & Supervisory Board, approved at the General Shareholders Meeting in June 22, 2022

Items	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Number of Executive Directors	Persons	As of June 30	Non-consolidated basis	9	11	11	10	7	9
Inside Executive Directors	Persons	As of June 30	Non-consolidated basis	6	7	7	6	4	3
Male	Persons	As of June 30	Non-consolidated basis	6	7	7	6	4	3
Female	Persons	As of June 30	Non-consolidated basis	0	0	0	0	0	0
Outside Executive Directors	Persons	As of June 30	Non-consolidated basis	3	4	4	4	3	6
(Audit & Supervisory Committee)	Persons	As of June 30	Non-consolidated basis	—	—	—	—	—	(3)
Male	Persons	As of June 30	Non-consolidated basis	2	3	3	3	2	4
(Audit & Supervisory Committee)	Persons	As of June 30	Non-consolidated basis	—	—	—	—	—	(2)
Female	Persons	As of June 30	Non-consolidated basis	1	1	1	1	1	2
(Audit & Supervisory Committee)	Persons	As of June 30	Non-consolidated basis	—	—	—	—	—	(1)
Number of Audit & Supervisory Board Members	Persons	As of June 30	Non-consolidated basis	4	4	4	4	4	—
Outside Audit & Supervisory Board Members	Persons	As of June 30	Non-consolidated basis	3	3	3	3	4	—
Female	Persons	As of June 30	Non-consolidated basis	0	0	0	1	1	—
Number of Independent Executives	Persons	As of June 30	Non-consolidated basis	6	7	7	7	7	6
Number of Vice Presidents	Persons	As of June 30	Non-consolidated basis	13	10	8	9	13	15
Vice Presidents Concurrently Serving as Executive Directors	Persons	As of June 30	Non-consolidated basis	6	6	6	5	4	3
Female	Persons	As of June 30	Non-consolidated basis	0	0	0	0	0	1
Number of Board of Directors Meetings	Times	Same as accounting reporting period	Non-consolidated basis	12	12	15	15	18	—
Number of Items Resolved by the Board of Directors	Matters	Same as accounting reporting period	Non-consolidated basis	48	63	62	79	108	—
Number of Items Reported by the Board of Directors	Matters	Same as accounting reporting period	Non-consolidated basis	57	58	46	55	98	—
Rate of attendance at Board of Directors Meetings by Executive Directors	%	Same as accounting reporting period	Non-consolidated basis	100	100	100	100	100	—
Rate of attendance at Board of Directors Meetings by Audit & Supervisory Board Members	%	Same as accounting reporting period	Non-consolidated basis	100	100	100	100	100	—
Number of Audit & Supervisory Board Meetings	Times	Same as accounting reporting period	Non-consolidated basis	13	13	13	13	16	—
Rate of attendance at Audit & Supervisory Board meetings by Audit & Supervisory Board Members	%	Same as accounting reporting period	Non-consolidated basis	100	100	100	100	100	—
Number of Advisory Committee Meetings	Times	Same as accounting reporting period	Non-consolidated basis	2	2	4	4	9	—