

Net One Systems Sustainability Data Book 2023 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 3 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.

Aggregation target period

In principle, from April 1, 2022 to March 31, 2023. 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 2018	FY 2019	FY 2020	FY 2021	FY 2022
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

*Concerning items marked with "**", some data from previous years have been revised in accordance with adjustments to calculation methods.

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total energy usage *	GJ	NOS,NOP,NOX,NOB	—	—	120,906	120,679	111,251
Electricity	1,000 kWh	NOS,NOP,NOX,NOB	—	—	9,444	9,772	8,769
Cold water, steam, heat **	GJ	NOS,NOP,NOX,NOB	—	—	19,669	17,110	17,518

CO₂ emissions (Scope 1, Scope 2)

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
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	5,303

CO₂ emissions (Scope 3)

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
CO ₂ emissions (Scope 3 total)	t-CO ₂	See below	—	—	460,417	569,460	458,356
Category 1 (Purchased goods and services)	t-CO ₂	NOS,NOP	—	—	367,410	486,192	369,930
Category 2 (Capital goods)	t-CO ₂	NOS	—	—	6,269	6,480	8,195
Category 3 (Fuel- and energy-related activities)	t-CO ₂	NOS,NOP,NOX,NOB	—	—	1,289	1,236	1,172
Category 4 (Upstream transportation and distribution)	t-CO ₂	NOS,NOP,NOX	—	—	163	163	163
Category 5 (Waste generated in operations)	t-CO ₂	NOS,NOP	—	—	20	41	25
Category 6 (Business travel)	t-CO ₂	NOS,NOP,NOX,NOB	—	—	711	817	921
Category 7 (Employee commuting)	t-CO ₂	NOS,NOP,NOX,NOB	—	—	372	169	224
Category 9 (Downstream transportation and distribution)	t-CO ₂	NOS,NOP	—	—	8	8	8
Category 11 (Use of sold products)	t-CO ₂	NOS,NOP	—	—	84,152	74,334	77,696
Category 12 (End-of-life treatment of sold products)	t-CO ₂	NOS,NOP	—	—	23	20	22

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 2018	FY 2019	FY 2020	FY 2021	FY 2022
CO ₂ emissions (Scope1+2+3 total)	t-CO ₂	See the Scope 1 to 3 scope of aggregation column.	—	—	465,709	574,816	463,659

Waste

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total amount of waste generated (primarily industrial waste)	t	NOS,NOP	61.4	53.3	118.7	90.2	41.6

Paper resources

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Paper usage (office paper)	1,000 sheets	NOS,NOP,NOX,NOB	—	8,053	4,537	3,874	3,519

Violations of environmental laws and regulations

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
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)

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY 2022	Remarks
Number of consolidated employees	Persons	As of the end of FY	Consolidated basis	—	—	—	2,703	2,548	In principle, employees (currently employed) include seconded employees and exclude employees seconded outside of the Group, those on leave of absence, and those seconded overseas or to NOB.
Number of employees by gender									
Male	Persons	As of the end of FY	same as above	—	—	—	2,191	2,065	
Female	Persons	As of the end of FY	same as above	—	—	—	512	483	
Ratio of female employees	%	As of the end of FY	same as above	—	—	—	18.9	19.0	
Number of employees by region									
Japan	Persons	As of the end of FY	same as above	—	—	—	2,576	2,548	
Overseas	Persons	As of the end of FY	same as above	—	—	—	127	0	
Average number of temporary employees not included above	Persons	April 1 through March 31 (following year)	same as above	—	—	—	311	349	Figures are the aggregate of temporary employees (not contractors) of NOS, NOP, and NOX.

Registration of employees (Non-consolidated basis)

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY 2022	Remarks
Number of non-consolidated employees by gender	Persons	As of the end of FY	Non-consolidated basis *Rf: Remarks	2,372	2,353	2,434	2,570	2,597	In principle, employees (currently employed) include seconded employees, and exclude employees seconded outside of the Group and those on leave of absence. * Aggregate exceeds the consolidated employee count due to the inclusion of employees seconded to group companies outside the Company's scope of consolidation.
Male	Persons	As of the end of FY	same as above	1,973	1,950	2,022	2,092	2,097	
Female	Persons	As of the end of FY	same as above	399	403	412	478	500	
Ratio of female employees	%	As of the end of FY	same as above	16.8	17.1	16.9	18.6	19.2	
Number of non-consolidated employees by job									
Engineers	Persons	As of the end of FY	same as above	1,378	1,361	1,441	1,503	1,504	
Sales	Persons	As of the end of FY	same as above	525	513	514	522	543	
Planning and administration	Persons	As of the end of FY	same as above	469	479	479	545	550	Positions without specifically identifiable job types have been included under "Planning and administration."
Ratio of engineers	%	As of the end of FY	same as above	58.1	57.8	59.2	58.5	57.9	
Number of non-consolidated employees by age									
Under 30	Persons	As of the end of FY	same as above	—	—	—	505	561	
Ratio	%	As of the end of FY	same as above	—	—	—	19.6	21.6	
Male	Persons	As of the end of FY	same as above	—	—	—	341	387	
Female	Persons	As of the end of FY	same as above	—	—	—	164	174	
30s	Persons	As of the end of FY	same as above	—	—	—	694	663	
Ratio	%	As of the end of FY	same as above	—	—	—	27.0	25.5	
Male	Persons	As of the end of FY	same as above	—	—	—	545	510	
Female	Persons	As of the end of FY	same as above	—	—	—	149	153	

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY 2022	Remarks
40s	Persons	As of the end of FY	Non-consolidated basis *Rf: Remarks	—	—	—	873	851	In principle, employees (currently employed) include seconded employees, and exclude employees seconded outside of the Group and those on leave of absence. * Aggregate exceeds the consolidated employee count due to the inclusion of employees seconded to group companies outside the Company's scope of consolidation.
Ratio	%	As of the end of FY	same as above	—	—	—	34.0	32.8	
Male	Persons	As of the end of FY	same as above	—	—	—	762	736	
Female	Persons	As of the end of FY	same as above	—	—	—	111	115	
50s	Persons	As of the end of FY	same as above	—	—	—	413	439	
Ratio	%	As of the end of FY	same as above	—	—	—	16.1	16.9	
Male	Persons	As of the end of FY	same as above	—	—	—	367	390	
Female	Persons	As of the end of FY	same as above	—	—	—	46	49	
60 or older	Persons	As of the end of FY	same as above	—	—	—	85	83	
Ratio	%	As of the end of FY	same as above	—	—	—	3.3	3.2	
Male	Persons	As of the end of FY	same as above	—	—	—	77	74	
Female	Persons	As of the end of FY	same as above	—	—	—	8	9	
Average age									
Overall	Age	As of the end of FY	same as above	—	—	—	40.1	40.1	
Male	Age	As of the end of FY	same as above	—	—	—	41.1	41.1	
Female	Age	As of the end of FY	same as above	—	—	—	36.0	36.0	
Average number of temporary employees not included above	Persons	April 1 through March 31 (following year)	same as above	—	—	—	310	329	

Recruitment of employees

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY 2022	FY 2023	Remarks
Number of new graduate hires	Persons	As of April 1	Net One Group *Rf: Remarks	49	95	106	90	77	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group
Male	Persons	As of April 1	same as above	31	61	68	56	55	
Female	Persons	As of April 1	same as above	18	34	38	34	22	
Female ratio	%	As of April 1	same as above	36.7	35.8	35.8	37.8	28.6	
3-year retention rate of new graduate hires	%	As of April 1	same as above	77.6	83.1	—	—	—	Retention rate in fiscal 2019: Employed as of April 1, 2022 (3 years later) Retention rate in fiscal 2020: Employed as of April 1, 2023 (3 years later)
Number of mid-career hires	Persons	April 1 through March 31 (following year)	same as above	104	168	146	134	—	
Male	Persons	April 1 through March 31 (following year)	same as above	91	140	105	107	—	
Female	Persons	April 1 through March 31 (following year)	same as above	13	28	41	27	—	
Female ratio	%	April 1 through March 31 (following year)	same as above	12.5	16.7	28.1	20.1	—	

Continued employment and turnover

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY 2022	Remarks
Average years worked at Net One Systems	Year	As of the end of FY	Non-consolidated basis *Rf: Remarks	8.72	9.27	9.24	9.34	9.58	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	8.83	9.39	9.41	9.64	9.91	
Female	Year	As of the end of FY	same as above	8.16	8.68	8.43	8.04	8.16	
Turnover rate	%	As of the end of FY	same as above	6.9	7.3	4.8	6.2	6.0	

Remuneration

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY 2022	FY 2023	Remarks
Average annual salary	Yen	April 1 through March 31 (following year)	Non-consolidated basis	—	—	8,691,160	7,661,604	—	
Gender differences in compensation (female : male) *Average annual salary (actual) ratio of female to male (Ratio of female compensation to male compensation indexed to 100)	—	April 1 through March 31 (following year)	same as above	—	—	74.2	74.0	—	
Managers									
Basic salary only	—	April 1 through March 31 (following year)	same as above	—	—	88.7	90.2	—	For calculation purposes, expert positions have been classified as non-manager positions since fiscal 2022.
Total compensation	—	April 1 through March 31 (following year)	same as above	—	—	87.8	89.1	—	As above
Non-managers									
Basic salary only	—	April 1 through March 31 (following year)	same as above	—	—	91.2	81.5	—	For calculation purposes, expert positions have been classified as non-manager positions since fiscal 2022.
Total compensation	—	April 1 through March 31 (following year)	same as above	—	—	83.3	78.6	—	As above
Ratio of average annual salary of employees to CEO's compensation (employee : CEO)	%	April 1 through March 31 (following year)	same as above	—	—	1 : 6.40	1 : 7.83	—	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	235,000	
Bachelor's degree/advanced professional graduate	Yen	April	same as above	—	—	—	220,000	220,000	
College graduate/technical college graduate	Yen	April	same as above	—	—	—	210,000	210,000	

Increased diversity of core personnel

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY 2022	FY 2023	Remarks
Employment rate of female managers	%	As of April 1	Net One Group *Rf: Remarks	6.5	6.5	7.7	8.2	7.8	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group. For calculation purposes, expert positions have been classified as non-manager positions since fiscal 2022.

Empowerment of diverse personnel

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY 2022	FY 2023	Remarks
Employment rate of person with disabilities	%	As of April 1	Net One Group *Rf: Remarks	—	2.1	2.3	2.3	2.5	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group. Rates have been rounded to the second decimal place.

Health and safety initiatives

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY 2022	Remarks
Rate of periodic health examination	%	April 1 through March 31 (following year)	Net One Group *Rf: Remarks	—	—	—	97	99	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
Rate of persons eligible for specific health guidance	%	April 1 through March 31 (following year)	same as above	—	—	11	16	—	
Completion rate of specific health guidance	%	April 1 through March 31 (following year)	same as above	—	—	32	28	—	
Prevalence rate of periodic health examination	%	April 1 through March 31 (following year)	same as above	—	—	—	74	72	
Total annual work hours per employee (monthly average)	Hours	April 1 through March 31 (following year)	same as above	—	—	—	168	171	
Non-statutory working hours per employee (monthly average)	Hours	April 1 through March 31 (following year)	same as above	8.0	5.5	7.7	8.8	10.0	
Rate of statutory interviews conducted for employees working excess hours	%	April 1 through March 31 (following year)	same as above	—	—	—	100	100	
Ratio of employees working excess hours	%	April 1 through March 31 (following year)	same as above	2	3	5	6	7	
Percentage of employees receiving stress checks	%	Month of each FY	same as above	92.2	96.2	95.6	97.2	97.9	
Workplace stress level	—	At the time of calculation of each FY	same as above	—	—	84	85	84	
Average number of days of paid leave taken	Days	April 1 through March 31 (following year)	same as above	—	—	—	11.0	12.1	
Paid leave ratio	%	April 1 through March 31 (following year)	same as above	69	68	55	59	65	
Number of business deaths	Persons	April 1 through March 31 (following year)	same as above	—	—	—	0	0	
Number of occupational accidents	Cases	April 1 through March 31 (following year)	same as above	—	—	—	0	1	
Number of employees on leave due to nonwork-related illness or injury	Persons	April 1 through March 31 (following year)	same as above	—	—	—	88	80	

Working environment

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY 2022	Remarks
Use of remote working	%	April 1 through March 31 (following year)	Net One Group *Rf: Remarks	63	74	—	—	—	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
Commuting rate	%	April 1 through March 31 (following year)	same as above	—	—	25	20	25	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

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2018	FY2019	FY2020	FY2021	FY 2022	Remarks
Number of employees taking childcare leave	Persons	April 1 through March 31 (following year)	Net One Group *Rf: Remarks	44	54	61	63	55	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group
Male	Persons	April 1 through March 31 (following year)	same as above	4	8	14	20	13	
Female	Persons	April 1 through March 31 (following year)	same as above	40	46	47	43	42	
Ratio of male employees taking both childcare leave and special paternity leave	%	April 1 through March 31 (following year)	same as above	—	—	—	53	68	Since fiscal 2022, the ratio of male employees taking both childcare leave and special paternity leave has been calculated using methods prescribed under the revised Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, which went into effect in April 2023.
Average number of childcare leave days taken by male employees	Days	April 1 through March 31 (following year)	same as above	—	—	—	—	110	Calculated figures indicate the average number of childcare leave days taken by employees who returned to work during the fiscal year prior to the publication of this Sustainability Data Book.
Ratio of female employees taking childcare leave	%	April 1 through March 31 (following year)	same as above	—	—	—	100	100	
Ratio of employees returning to work after childcare leave	%	April 1 through March 31 (following year)	same as above	100	98.1	100	100	100	
Number of employees using the childcare time select system	Persons	April 1 through March 31 (following year)	same as above	—	—	—	55	45	
Male	Persons	April 1 through March 31 (following year)	same as above	—	—	—	1	2	
Female	Persons	April 1 through March 31 (following year)	same as above	—	—	—	54	43	
Number of employees taking nursing care leave	Persons	April 1 through March 31 (following year)	same as above	—	—	—	39	33	
Male	Persons	April 1 through March 31 (following year)	same as above	—	—	—	25	20	
Female	Persons	April 1 through March 31 (following year)	same as above	—	—	—	14	13	
Number of employees taking extended nursing care leave	Persons	April 1 through March 31 (following year)	same as above	3	2	0	1	3	
Male	Persons	April 1 through March 31 (following year)	same as above	2	1	0	0	1	
Female	Persons	April 1 through March 31 (following year)	same as above	1	1	0	1	2	
Ratio of employees returning to work after nursing care leave	%	April 1 through March 31 (following year)	same as above	100	100	—	100	100	

Personnel training

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY 2022	FY 2023	Remarks
Total investment in personnel training	Million yen	April 1 through March 31 (following year)	Net One Group *Rf: Remarks	—	—	326	333	—	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 employee	Yen	April 1 through March 31 (following year)	Net One Group *Rf: Remarks	—	120,000	127,818	125,367	—	As above
Average training time per employee	Hours	April 1 through March 31 (following year)	Net One Group *Rf: Remarks	—	—	74	67	—	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
Number of industry-academic collaborations	Number	April 1 through March 31 (following year)	same as above	—	6	4	6	—	

Corporate culture

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY 2022	FY 2023	Remarks
Personnel transfer implementation rate									
Company-wide average	%	As of April 1	Net One Group *Rf: Remarks	—	—	10.1	8.9	6.4	Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
For managers	%	As of April 1	same as above	—	—	9.3	12.9	8.2	

Use of the internal job posting system: 28 applicants for 35 (32 cases) openings, transfer decided on for 17 applicants (fiscal 2022)

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	FY 2022	Remarks
Information Technology Engineer, Network Specialist	Persons	As of the end of FY	97	99	94	
Information Technology Engineer, Information Security Specialist	Persons	As of the end of FY	81	78	73	
CISSP	Persons	As of the end of FY	—	22	23	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	51	
Applied Information Technology Engineer	Persons	As of the end of FY	—	102	108	
Information Technology Engineer, Project Manager	Persons	As of the end of FY	13	15	16	
Information Technology Engineer, Systems Auditor	Persons	As of the end of FY	7	8	9	
Information Technology Engineer, Information Technology Strategist	Persons	As of the end of FY	7	7	7	
PMP (Project Management Professional)	Persons	As of the end of FY	114	112	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	11	
ITIL Expert / ITIL4 MP	Persons	As of the end of FY	50	59	60	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. ITIL 4 managing professionals have been included in this total since end-fiscal 2022 (ITIL 4 MPs: 5).
Vendor-related qualifications						The number of holders of both (1) and (2) was 123 as of end-fiscal 2022.
(1) VMware	Persons	As of the end of FY	492	579	591	Figures are based on the total number of individuals. The number of holders was 315 as of end-fiscal 2022.
(2) AWS/Azure/Google	Persons	As of the end of FY	—	557	590	Figures are based on the total number of individuals. The number of holders was 367 as of end-fiscal 2022.
Comprehensive						
Number of technical qualification holders	Persons	As of the end of FY	1,479	1,580	1,635	

Personnel training (main training programs and their contents)

*The listed training programs are scheduled for fiscal 2023. In addition, some subsidiaries have different education systems.

Category	Program	Target	Contents
Baseline education			
Orientation and early training			
	Orientation for mid-career hires	Mid-career hires	(1) Understanding of Net One Group companies (Corporate philosophy, 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 opening 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)
	Basic operational training	Mid-career hires	(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)
	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 Acquisition of technical knowledge and qualifications, primarily in the network field
	Third-year employees follow-up training	New graduate employees in their third year	Problem-setting and problem-solving training (framework application and analysis, problem-solving techniques, etc.) Career design training (career plan development, etc.)
	Second-year employees follow-up training	New graduate employees in their second year	Incident-based problem-solving training (logic tree, etc.)
	First-year employees follow-up training	New graduate employees in their first year	Additional operational understanding (legal knowledge, product knowledge, etc.) Logical communication training (pyramid structures, MECE, etc.)
By grade			
	Training for employees promoted to P3 grade	Employees promoted to P3 grade	Raising awareness of changes in position and role expectations Changing awareness toward leadership and followership (management support) and team management
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 managers (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, and identification of issues
	Training for newly appointed managers	Newly appointed managers	Understanding of job responsibilities, management basics, comprehension of internal systems, etc.
	Training for newly appointed specialists	Newly appointed specialists	Coaching, facilitation, and leadership
	Training for managers	All managerial positions (senior managers and managers in particular)	Goal setting, assessment, labor relations, health management, etc.
	OJT leader training	On-the-job training leaders responsible for new graduate employees	Support for the establishment of a human network of training recipients / development of OJT training plans
Common to all positions			
	Baseline education	P1, P2, and P3 grade personnel	e-learning (technical skills, human skills, conceptual skills), etc.
	Operational rules	All employees	Basic knowledge required for business execution in each departmental unit
	Finance	All employees	Basic knowledge of financial statements, etc.
	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 on the subject of opinions expressed in opinion exchange meetings and case study meetings, etc.

Category	Program	Target	Contents
Skill improvement education			
	ICT business positions		
	Technical skill improvement	All employees other than P1 grade personnel	Improvement of professional skills in AI, machine learning, deep learning, security, automation, and software
	Technical basics	P2 and P3 grade personnel	Basics of networking (computer networking, understanding TCP/IP, understanding IP address usage, overview of wireless LANs)
	Project Management Professional (PMP) training	Individuals who hold PMP certification or plan to take the certification exam	Acquisition of the professional development units (PDUs: continuing education units required for certification renewal) necessary to obtain and maintain PMP
	Corporate positions		
	Training of digital transformation personnel	Individuals selected for corporate positions	Business and service design, data science and engineering, etc.
	Common to all positions		
	Business model canvas (BMC) training	All employees	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
	Strategic business orientation (SBO) training	All employees	Training for strategic business thinking / understanding sales strategies to outperform competitors, and common internal language
	P2 grade skill improvement training	P2 grade personnel	Guidance for junior staff; mastery of business frameworks
	Diversity	All employees	Awareness building and knowledge acquisition related to diversity in general
	e-learning	All employees	Corporate management, management, business skills, languages, etc.
	Theme-specific seminars	P2 grade and above	Corporate management, management, business skills, etc.
	Career seminar	Employees in their 30s, 40s, or 50s	Career and life plans
Selective training			
	Executive development program	Selected managerial and specialist personnel	Proposals for management challenges, business administration, English ability, etc.
	Next-generation leadership development program	Selected managerial and specialist personnel	Self-awareness through assessment, study sessions attended by external experts, internal and external mentors, etc.

Customer satisfaction

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Remarks
Number of surveyed companies and organizations	Companies and organizations	See remarks	178	292	252	347	244	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	470	Responses from the companies and organizations surveyed above
Survey responses								
Satisfied	%	—	37.4	47.2	45.0	32.4	30.6	
Somewhat satisfied	%	—	51.1	42.2	46.2	45.8	47.7	
Overall satisfaction (Total number of satisfied, somewhat satisfied)	%	—	88.5	89.4	91.2	78.2	78.3	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."

Social contribution activities

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Remarks
Total cost related to social contribution activities	Yen	NOS	868,500	836,700	1,500,623,000	582,500	15,717,500	Comprises costs generated through activities managed by NOS
Total donations (including matching donations)	Yen	As above	618,500	736,700	1,500,623,000	32,500	15,067,500	
Others	Yen	As above	250,000	100,000	—	550,000	650,000	
Number of courses offered at educational institutions	Courses	As above	1	1	1	1	3	
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	11 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	22	Programs that are held regularly throughout the year are counted as single programs; other internal and external events are counted on a per-event basis.

**Non-financial Data: Social / Governance
Compliance**

Item	Unit	Scope of aggregation	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Remarks
Number of reports at the Compliance Whistleblowing and Consultation Desk	Cases	Net One Group	49	48	49	68	45	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	26	· 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 suggestion box submissions processed	Cases	Net One Group	—	—	—	389	481	· Appointed external (third-party) lawyers as points of contact to solicit candid opinions and evaluations from employees · Established in August 2021
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, 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 and ISMS certifications. (PMS certification scope: NOS)
Number of business partner companies participating in questionnaire surveys	Companies	Outsourcing contractors (*)	264	325	369	537	357	* 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 2018	FY 2019	FY 2020	FY 2021	FY 2022	Remarks
Harassment-related training participation rate	%	All employees, including our employees and partner company employees (NOS, NOP, NOX, NOB)	100	100	100	100	100	The listed figures indicate the participation rates associated with annual training required for all employees.
Number of violations related to harassment	Cases	Domestic Group	1	1	2	1	1	The listed figures indicate the number of disciplinary actions taken by the Rewards and Disciplinary Committee.

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	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Number of Executive Directors	Persons	As of June 30	Non-consolidated basis	11	10	7	9	9
Inside Executive Directors	Persons	As of June 30	Non-consolidated basis	7	6	4	3	3
Male	Persons	As of June 30	Non-consolidated basis	7	6	4	3	3
Female	Persons	As of June 30	Non-consolidated basis	0	0	0	0	0
Outside Executive Directors	Persons	As of June 30	Non-consolidated basis	4	4	3	6	6
(Audit & Supervisory Committee)	Persons	As of June 30	Non-consolidated basis	—	—	—	(3)	(3)
Male	Persons	As of June 30	Non-consolidated basis	3	3	2	4	4
(Audit & Supervisory Committee)	Persons	As of June 30	Non-consolidated basis	—	—	—	(2)	(2)
Female	Persons	As of June 30	Non-consolidated basis	1	1	1	2	2
(Audit & Supervisory Committee)	Persons	As of June 30	Non-consolidated basis	—	—	—	(1)	(1)
Number of Audit & Supervisory Board Members	Persons	As of June 30	Non-consolidated basis	4	4	4	—	—
Outside Audit & Supervisory Board Members	Persons	As of June 30	Non-consolidated basis	3	3	4	—	—
Female	Persons	As of June 30	Non-consolidated basis	0	1	1	—	—
Number of Independent Executives	Persons	As of June 30	Non-consolidated basis	7	7	7	6	6
Number of Vice Presidents	Persons	As of June 30	Non-consolidated basis	8	9	13	15	15
Vice Presidents Concurrently Serving as Executive Directors	Persons	As of June 30	Non-consolidated basis	6	5	4	3	3
Female	Persons	As of June 30	Non-consolidated basis	0	0	0	1	1
Number of Board of Directors Meetings	Times	April 1 through March 31 (following year)	Non-consolidated basis	15	15	18	15	—
Number of Items Resolved by the Board of Directors	Matters	April 1 through March 31 (following year)	Non-consolidated basis	62	79	108	78	—
Number of Items Reported by the Board of Directors	Matters	April 1 through March 31 (following year)	Non-consolidated basis	46	55	98	87	—
Rate of attendance at Board of Directors Meetings by Executive Directors	%	April 1 through March 31 (following year)	Non-consolidated basis	100	100	100	100	—
Rate of Board of Directors meeting attendance among Audit & Supervisory Committee (Audit & Supervisory Board) members	%	April 1 through March 31 (following year)	Non-consolidated basis	100	100	100	100	—
Number of Audit & Supervisory Committee (Audit & Supervisory Board) meetings	Times	April 1 through March 31 (following year)	Non-consolidated basis	13	13	16	13	—
Rate of Audit & Supervisory Committee (Audit & Supervisory Board) meeting attendance among committee (board) members	%	April 1 through March 31 (following year)	Non-consolidated basis	100	100	100	100	—
Number of Nomination Advisory Committee meetings	Times	April 1 through March 31 (following year)	Non-consolidated basis	—	—	—	10	—
Number of Remuneration Advisory Committee meetings	Times	April 1 through March 31 (following year)	Non-consolidated basis	—	—	—	10	—
Number of Advisory Committee Meetings	Times	April 1 through March 31 (following year)	Non-consolidated basis	4	4	9	2	—

IR activities

Activity	Unit of measurement	Aggregation period or time of aggregation	Scope of aggregation	FY 2020	FY 2021	FY 2022
IR briefing sessions	—	—	—	—	—	—
Financial results briefings	Number of events held	April 1 through March 31 (following year)	NOS	4	4	4
Business briefing / business strategy briefing sessions	Number of events held	April 1 through March 31 (following year)	NOS	1	1	1
Other briefing sessions	Number of events held	April 1 through March 31 (following year)	NOS	1	1	1
Individual IR meetings	—	—	—	—	—	—
Senior management	Number of events held	April 1 through March 31 (following year)	NOS	32	41	30
IR division	Number of events held	April 1 through March 31 (following year)	NOS	235	231	270
Outside executive directors	Number of events held	April 1 through March 31 (following year)	NOS	—	3	3