net one

Sustainability report 2024

Net One Systems Co., Ltd.

Through initiatives focused on our material priorities, we will develop into a company capable of delivering genuine social and economic value

Koji Tsuji

Vice president
Chief strategy & digital officer (CSDO)
Chairperson of
the sustainability committee

Photo location: netone valley's V-HALL

Regarding the photos on this page:

❶ **"netone valley" innovation center**
In May 2023, we established this facility in Tokyo's Shinagawa Ward to generate innovation through various collaborative efforts.

❷ **Wall art created through community engagement**
To commemorate the opening of netone valley, we invited local elementary school students to paint images of their dreams on the walls of the facility.

The Net One Group aims to contribute to the creation of a sustainable society while generating sustainable growth for the Group by rendering ICT services that create both social and economic value.

In pursuit of this objective, we are practicing sustainability management focused on our material priorities. In fiscal 2023, we largely achieved the annual non-financial KPI targets associated with our four material priorities (see page 3 for details). However, we also identified challenges we must address when examining whether our material priority-related activities truly contribute to the creation of social and economic value and the realization of a sustainable society.

Thanks to the efforts of our Sustainability Committee, which is now in its second year, our employees have begun to recognize that the growth of our business contributes to society, and they have become able to communicate this reality to our customers. We recognize that putting our Purpose into practice will be essential as we aim to achieve our material priority-related KPI targets for fiscal 2030. Accordingly, improving employee motivation and performance will be extremely important, and as a corporate group, we must prioritize investment in human capital first and foremost. Next in line is stakeholder engagement; we firmly believe we can further develop our sustainability management by distributing profits and value to our stakeholders, winning their support and approval, and obtaining feedback through which we can evaluate our material priorities and objectives.

The challenge of ensuring the societal impact of our efforts can be seen and felt will be critical over the long term. As we move forward with discussions regarding our next Medium-Term Business Plan, we recognize the importance of further aligning our business measures with our material priorities. In particular, we view human capital as both a persistent priority and a theme warranting our focused attention. Another core mission of ours is to analyze stakeholder views and incorporate this feedback into both our material priorities and our next Medium-Term Business Plan. We also view fiscal 2024 as critical for ensuring our material priority-related activities genuinely facilitate the achievement of social and economic value targets laid out under our current Medium-Term Business Plan. As we aim to achieve a sustainable society that we help sustain as a valued member, we will continue to intensify the efforts we undertake in pursuit of our objectives.

Contents

Editorial Policy

Our Sustainability report serves as a more detailed presentation of the ESG-related information included in our integrated report, "net one report." It highlights efforts aimed at addressing our material priorities through business activities while reporting extensively on non-financial information and introducing initiatives targeting sustainable growth through specific examples and employee anecdotes. In addition, our Sustainability report includes special features concerning non-financial topics and a thorough collection of ESG data.

Reporting Period
In principle, from April 1, 2023 to March 31, 2024; however, some initiatives adopted or executed before or after this period are also included.

Reporting Scope
In principle, the Net One Group (the Company and three subsidiaries). References to, or sections labeled with, "the Company" concern only Net One Systems Co., Ltd.
Abbreviations:Net One Systems Co., Ltd. (NOS), Net One Partners Co., Ltd. (NOP), Net One Next Co., Ltd. (NOX), and Net One Business Operations G.K. (NOB)

Four Material Priorities and the Status of Activities and KPIs for Fiscal 2023

Under our Sustainability Policy, we have identified four material priorities (key management issues) with the aim of ensuring an appropriate balance between our contributions to the achievement of a sustainable society and our efforts targeting sustainable growth for the Net One Group. To facilitate initiatives associated with these material priorities, we have set the following KPIs and are currently striving to fulfill these targets.

Realization of a safe and secure advanced information society

While focusing on two key themes ("provide solutions and services by challenge and domain" and "expand and promote the service business"), we contribute to the creation of a safe and secure advanced information society by delivering high-quality services made possible through our core expertise in network technology.

Overview of activities and KPIs for fiscal 2023

We achieved substantial results, with revenue from social challenge-solving solutions significantly exceeding targets. However, we adjusted our service ratio target (for the percentage of overall earnings secured through services) to 50% to reflect revisions made to consolidated financial targets in our Medium-Term Business Plan.

Thriving professional personnel

Concentrating on two key themes ("develop talent for the next generation" and "promote diversity and inclusion"), we are striving to generate sustainable growth by developing and securing diverse talent, which is the key to our competitiveness, and establishing work environments in which all personnel can thrive.

Overview of activities and KPIs for fiscal 2023

Our intensified certification support measures have taken root, and annual growth in certified personnel exceeded our target by a significant margin. Additionally, we have continued to implement career support measures for female employees, which led to an increase in our ratio of female managers.

Contribution to a decarbonized society

Guided by two key themes ("reduce greenhouse gas emissions through business" and "reduce emissions generated through our business operations"), we are addressing climate change by cutting greenhouse gas emissions and lowering our environmental impact.

Overview of activities and KPIs for fiscal 2023

Despite operating in an industry in which direct contributions to the reduction of greenhouse gas emissions are challenging, we established and achieved KPIs focused on expanding green solutions and reducing emissions per unit of revenue.

Maintaining and enhancing a governance structure for sustainable growth

Turning our attention to two key themes ("foster the corporate culture and enhance internal controls" and "realize Health and Productivity Management") with the aim of improving corporate value, we are advancing corporate culture reform, thereby strengthening governance and building stronger trust-based relationships with stakeholders.

Overview of activities and KPIs for fiscal 2023

We focused on realization of Health and Productivity Management as a key initiative and obtained certification as an Outstanding Organization for KENKO (health) Investment one year ahead of schedule. Additionally, we have continued conducting employee awareness surveys and disclosing the progress of recurrence prevention measures with the aim of improving our corporate value.

Figures in square brackets indicate fiscal 2023 targets.

- **Provide solutions and services by challenge and domain**
  Revenue from social challenge-solving solutions:
  ¥30.0 billion (fiscal 2024 target; fiscal 2023 result of ¥21.6 billion vs. target of ¥16.1 billion)

- **Expand and promote the service business**
  Service ratio:
  50%[1] (fiscal 2024 target; fiscal 2023 result of 49.1% vs. target of 50%)

*1 Lowered from previous target of 55%

Revenue from social challenge-solving solutions

¥21.6 billion

[¥16.1 billion]

- **Develop talent for the next generation** (as of March 31, 2024)
  Security personnel
  CISSP holders: 2030 target of 80 (fiscal 2023 result of 30 vs. target of 28)
  Registered information security specialists: 2030 target of 100 (fiscal 2023 result of 60 vs. target of 56)
  Cloud personnel
  Front divisions: 2030 target of 50% increase vs. fiscal 2021 (fiscal 2023 result of 516 personnel vs. target of 498)
  DX personnel
  Corporate divisions: Target increase of 150 personnel by 2030 (fiscal 2023 result of 42 personnel vs. target of 39)
  Business improvement proposals: Target cumulative total of 100 proposals for 2022–2030 (fiscal 2023 result of 28 proposals vs. target of 13)
  Training of ICT personnel
  Next-generation IT personnel training programs implemented through industry–academia collaboration
  (10 curricula, 52 courses, and 3,092 total participants for fiscal 2023)
- **Promote diversity and inclusion**
  Ratio of female managers: 2030 target of 15% (fiscal 2023 result of 8.1% vs. target of 7.5%)[2]
  Ratio of newly hired female graduates: 2030 target of 50% (fiscal 2023 result of 42.7% vs. target of 36.5%)[2]
  Ratio of male employees taking paternity leave and special leave for childbirth: 2030 target of 90% (fiscal 2023 result of 74.0% vs. target of 65.0%)[3]

*2 As of April 1, 2024   *3 As of March 31, 2024

Cloud personnel

516

[498]

- **Reduce greenhouse gas emissions through business**
  Expansion of green solutions
  Development and expansion of solutions and services that contribute to the reduction of greenhouse gas emissions generated by customers and society at large
  (Fiscal 2023 result of three solutions / services created vs. target of three)

- **Reduce emissions generated through our business operations**
  Expansion of sales of low-power-consumption products and services
  Scope 2 & 3 GHG emissions intensity per unit of revenue: Target reduction of 9.8% for fiscal 2024
  (fiscal 2023 result of -13.6% vs. target of -5.7%)

Development and expansion of solutions and services

Three solutions / services created

[Three solutions / services created]

- **Foster the corporate culture and enhance internal controls**
  Efforts aimed at fostering corporate culture
  Annual employee awareness survey (fiscal 2023 survey conducted at end-October 2023 for all employees)
  Progress report on recurrence prevention measures
  We release biannual reports on the operational status of recurrence prevention measures through our corporate website (detailed operational status reports released for both 1H and 2H of fiscal 2023).
  ▶ https://www.netone.co.jp/company/responsibility/prevention/ (Japanese only)
- **Realize Health and Productivity Management**
  Certification as an Outstanding Organization for KENKO (health) Investment:
  Target certification as an Outstanding Organization for KENKO (health) Investment in fiscal 2024
  (certified as a 2024 Outstanding Organization for KENKO (health) Investment under the large enterprise category in fiscal 2023)

External evaluation of health management

2024
健康経営優良法人
Health and productivity

Certified as a 2024
Outstanding Organization for
KENKO (health) Investment under
the large enterprise category

MISSION

Acquire the expertise necessary to address management issues facing our customers

Targeting the development of *TAKUMI* (expertly skilled personnel)
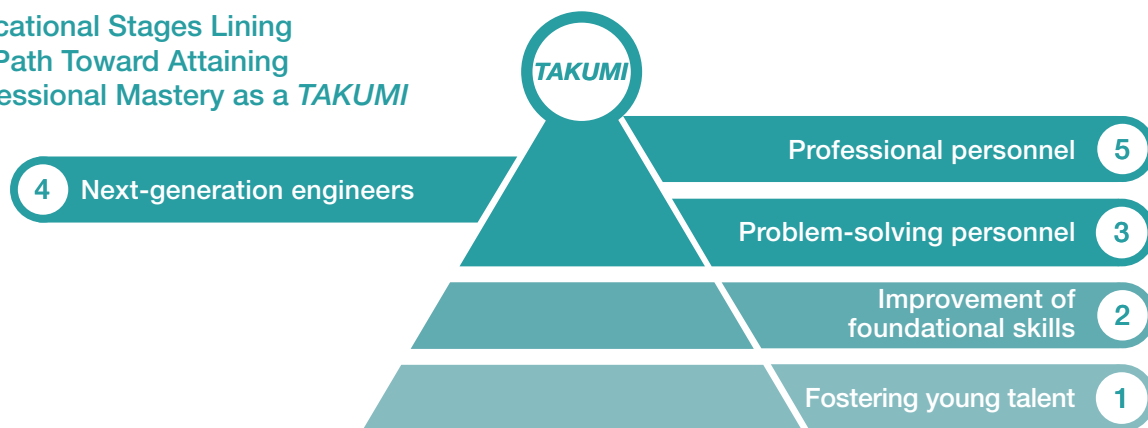
Five measures for the creation of personnel capable of demonstrating the skills and spirit of *TAKUMI*

Since our founding, we have consistently honed and maintained skill sets and mindset that embody the spirit of TAKUMI, while retaining our status as a professional corporate group specializing in ICT utilization, with network technology at its core. To support these efforts, we have long provided education and training that enable our employees to acquire necessary knowledge and skills while also establishing supportive learning environments. However, given the rapid evolution of the ICT industry, we have realized that continuing to expand our services while strengthening our competitive edge will require the urgent formulation of a both company-wide training policy and a systematic approach to education.

Accordingly, in fiscal 2022, we established a company-wide working group that focuses on professional development, involving members from all engineering divisions. At the same time, we are supporting the efforts of this working group by implementing the following five measures.

Educational Stages Lining the Path Toward Attaining Professional Mastery as a *TAKUMI*

TAKUMI

4 Next-generation engineers

5 Professional personnel

3 Problem-solving personnel

2 Improvement of foundational skills

1 Fostering young talent

① Fostering young talent
We provide various young employee training programs that support both new employees and inexperienced mid-career hires. At the same time, we hold vendor-related study sessions for beginner-level employees while offering training on request for proposal (RFP) preparation for newly recruited staff.

② Improvement of foundational skills
To facilitate the acquisition of conceptual technical knowledge not exclusive to specific products (infrastructure operation principles), we collect and disseminate educational content from both internal and external sources. Meanwhile, we are establishing learning infrastructure and formulating skill maps and skill paths to support employee development.

③ Developing problem-solving personnel
We foster personnel capable of comprehending customer strategies and adopting consulting-based approaches to address challenges collaboratively.

④ Developing next-generation engineers
We have collected and organized educational content from five priority areas (cloud technologies and services, security, API, data management, and service development) and are expanding and enhancing the skill paths associated with each area. Additionally, we hold regular study sessions to support qualification acquisition.

⑤ Developing professional personnel
We have formally defined the qualifications, skills, and characteristics we require from personnel we identify as IT consultants, project managers, or business architects. With participation from our sales and corporate divisions, we offer courses that equip our personnel with foundational knowledge while also providing workshops through which employees can acquire hands-on skills.

Fostering personnel who can implement effective approaches toward addressing the management challenges of customers

Historically, when providing products and services, we have adopted an approach focused on delivering technical solutions based on analyses of customer challenges. However, moving forward, we believe recommending solutions for the underlying business-related issues behind the technical challenges facing our customers will be critical for establishing long-term relationships and maintaining and expanding business opportunities.

With this belief in mind, we define talent capable of understanding customer strategies and addressing important challenges collaboratively through consulting-based approaches as "problem-solving personnel," and we are concentrating on the development of these personnel as a key strategic initiative.
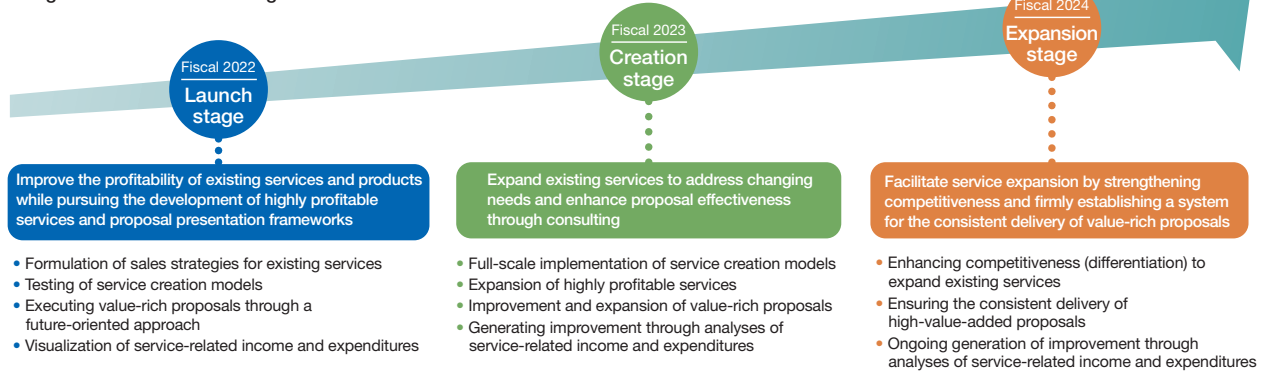
In fiscal 2022, we conducted skill assessment tests aimed at ensuring employee capabilities are clear and measurable while also providing training to facilitate understanding of employee development goals and improve consulting skills. Additionally,

we analyzed feedback secured primarily through interviews with participants and utilized the information thereby obtained to refine the content of our training programs.

During fiscal 2023, we implemented an e-learning initiative aimed at improving ICT-related soft skills for approximately 600 employees. For selected participants, we also held practical training regarding the creation and presentation of project proposals while running workshops that encouraged attendees to consider solutions and value from the business perspectives of our customers.

Moving forward, we aim to enhance customer analysis and expand our approaches in key focus areas, thereby increasing opportunities for participants to apply their knowledge in practical settings while monitoring their engagement in field activities. We will also apply this approach to our cyclical company-wide training program targeting both newly recruited university graduates and mid-career hires.
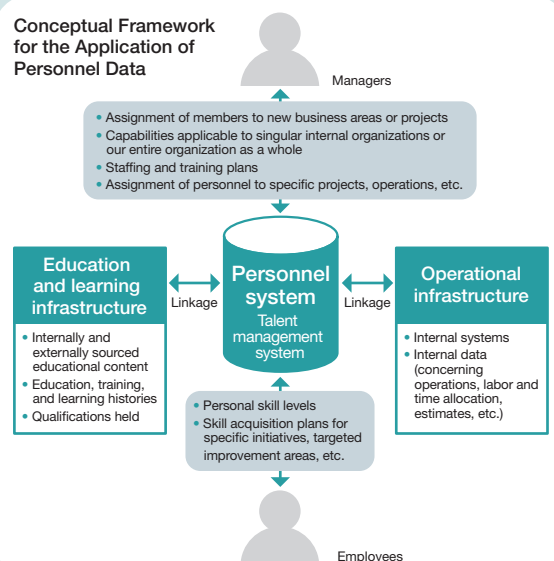
Training Plan for Problem-Solving Personnel

Fiscal 2022 — Launch stage

Improve the profitability of existing services and products while pursuing the development of highly profitable services and proposal presentation frameworks

- Formulation of sales strategies for existing services
- Testing of service creation models
- Executing value-rich proposals through a future-oriented approach
- Visualization of service-related income and expenditures

Fiscal 2023 — Creation stage

Expand existing services to address changing needs and enhance proposal effectiveness through consulting

- Full-scale implementation of service creation models
- Expansion of highly profitable services
- Improvement and expansion of value-rich proposals
- Generating improvement through analyses of service-related income and expenditures

Fiscal 2024 — Expansion stage

Facilitate service expansion by strengthening competitiveness and firmly establishing a system for the consistent delivery of value-rich proposals

- Enhancing competitiveness (differentiation) to expand existing services
- Ensuring the consistent delivery of high-value-added proposals
- Ongoing generation of improvement through analyses of service-related income and expenditures

Conducting personnel development in alignment with our business strategy while improving resource allocation

To ensure stronger alignment between our management strategies, our Medium-Term Business Plan, and the business strategies of our individual business segments (strategy map; see page 46 of our net one report 2024 integrated report for details), we are currently reviewing priority measures, examining improvement initiatives, and considering which processes should be discontinued. When determining the attributes we require from our personnel, we utilize our findings to visually map out both the engineer resources we will need moving forward and their ideal distribution, identify any differences between the current and ideal states of our workforce, and apply any insight thereby gained to support proper personnel placement and training decisions. Maintaining our ability to effectively manage human assets through the continual visualization of individual employee skills is critical to these efforts. Accordingly, starting in fiscal 2024, we will focus on establishing and improving our talent management systems and our infrastructure for learning and education. In the future, we will ensure that we remain consistently capable of measuring individual employee performance and will use the information we acquire through these efforts when assigning employees to new business areas or projects and when formulating staffing strategies and talent development programs. Through these activities, we will enhance the expertise of all our employees while providing them with further opportunities for success.

Conceptual Framework for the Application of Personnel Data

Managers
- Assignment of members to new business areas or projects
- Capabilities applicable to singular internal organizations or our entire organization as a whole
- Staffing and training plans
- Assignment of personnel to specific projects, operations, etc.

Education and learning infrastructure
- Internally and externally sourced educational content
- Education, training, and learning histories
- Qualifications held

Personnel system — Talent management system
Linkage

Operational infrastructure
- Internal systems
- Internal data (concerning operations, labor and time allocation, estimates, etc.)

- Personal skill levels
- Skill acquisition plans for specific initiatives, targeted improvement areas, etc.

Employees

Securing competitive advantage by establishing personnel development and assessment systems designed with a focus on long-term growth

To maintain stable competitiveness within the rapidly evolving ICT industry, we are intensively pursuing talent development through a wide range of approaches. Essential to these efforts is our commitment to developing next-generation personnel.

In fiscal 2023, we carried out personnel system reforms focused on professional personnel training and providing an environment where personnel can thrive with the aim of successfully implementing our personnel strategy: support management through the growth and success of our diverse personnel. These reforms centered on adjustments to our evaluation, grading, and remuneration systems.

In our evaluation system, we have ensured assessments emphasize procedures and behavior rather than focusing exclusively on results. Additionally, we promote corporate growth by supporting the long-term growth of our employees. Meanwhile, under our grading system, we have begun classifying positions under two new categories: ICT business positions and corporate positions. By improving expertise and professionalism for each position category, we aim to deliver added value for our customers while establishing a stable management base. With regard to our remuneration system, we have introduced pay and benefit structures that correspond to different position categories and their respective job grades. Furthermore, we have adopted competitive compensation standards based on market benchmarks. With these efforts, we aim to both retain and acquire talented professionals.

Alongside these reforms, we are striving to create environments in which employees can excel by establishing a variety of systems that support flexible working styles.

Ikko Fukuda

Operation director
Human Resources Department
Corporate Management & Administration Division

Developing next-generation personnel

Security personnel

CISSP holders: 80 (2030 target)	22 (for fiscal 2021)	▶	30 (for fiscal 2023)
Registered information security specialists: 100 (2030 target)	41 (for fiscal 2021)	▶	60 (for fiscal 2023)

Cloud personnel

Front divisions: raise fiscal 2021 total (232) 50% by 2030	516 (for fiscal 2023)

DX personnel (data analysis qualification holders)

Corporate division: Target increase of 150 personnel by 2030	42 (for fiscal 2023)
Business improvement proposals: Target cumulative total of 100 proposals for 2022–2030	28 (cumulative total for fiscal 2022–2023)

We have various training programs in place to improve the ICT skills of our employees.

Provided below is an example of feedback from participants of these programs.

Acquiring skills that enhance operational efficiency through the DX personnel development program has raised my awareness regarding solutions for everyday challenges

Aya Harada

Finance Service Department
Corporate Planning Division

Having opted for shorter working hours, I was wondering how I could deliver results within a limited timeframe. When I learned the Net One Group's DX personnel development program offers training on improving operational efficiency through automation, I decided to participate in the program.

I began by acquiring foundational knowledge and then moved on to studying data aggregation and analysis methods I could apply to my professional duties while also learning how to use tools to ensure efficient and accurate data analysis. Through my participation in this program, I gained the ability to establish systems through which I can complete tasks that formerly required one hour of manual work with just one click. I consider this a great achievement.

Before participating, I thought digital transformation was difficult, but I came to understand that, at its core, digital transformation is about finding solutions to challenges we face on a daily basis, while the application of tools is of secondary importance. I believe in the importance of maintaining a problem-solving mindset when fulfilling professional responsibilities and applying a PDCA cycle-driven approach when addressing challenges. Currently, I am actively applying these principles to my professional duties.

As we navigate a time during which business and security have become inseparable, I aim to strengthen our competitive advantage by expanding our team with qualified professionals

Nobuhito Sakurai

Manager
Strategy Consulting Department
Sales Engineering Division

I obtained CISSP certification[1] in 2008. This certification was rare at the time, with only about 1,000 certified individuals in Japan, but the Net One Group's comprehensive support for certification and renewal fees, along with its generous reward system, kept me highly motivated throughout my journey toward certification. Studying security requires a broad range of knowledge, but the Net One Group provides many opportunities for employees to gain deep insight into foundational network-related topics through their professional duties. These opportunities enable members of the Group to acquire qualifications for their futures.

Currently, as a member of the consulting division, I frequently receive requests for advice on enhancing security and improving system availability. Consequently, I now realize that business and security have become inseparable. Given this context, my CISSP certification has often enabled me to gain client trust. To encourage further certification among our staff, I will communicate the importance and appeal of obtaining qualifications to all next-generation personnel who aspire to become security experts.

[1] An internationally recognized certification identifying qualified information systems security professionals
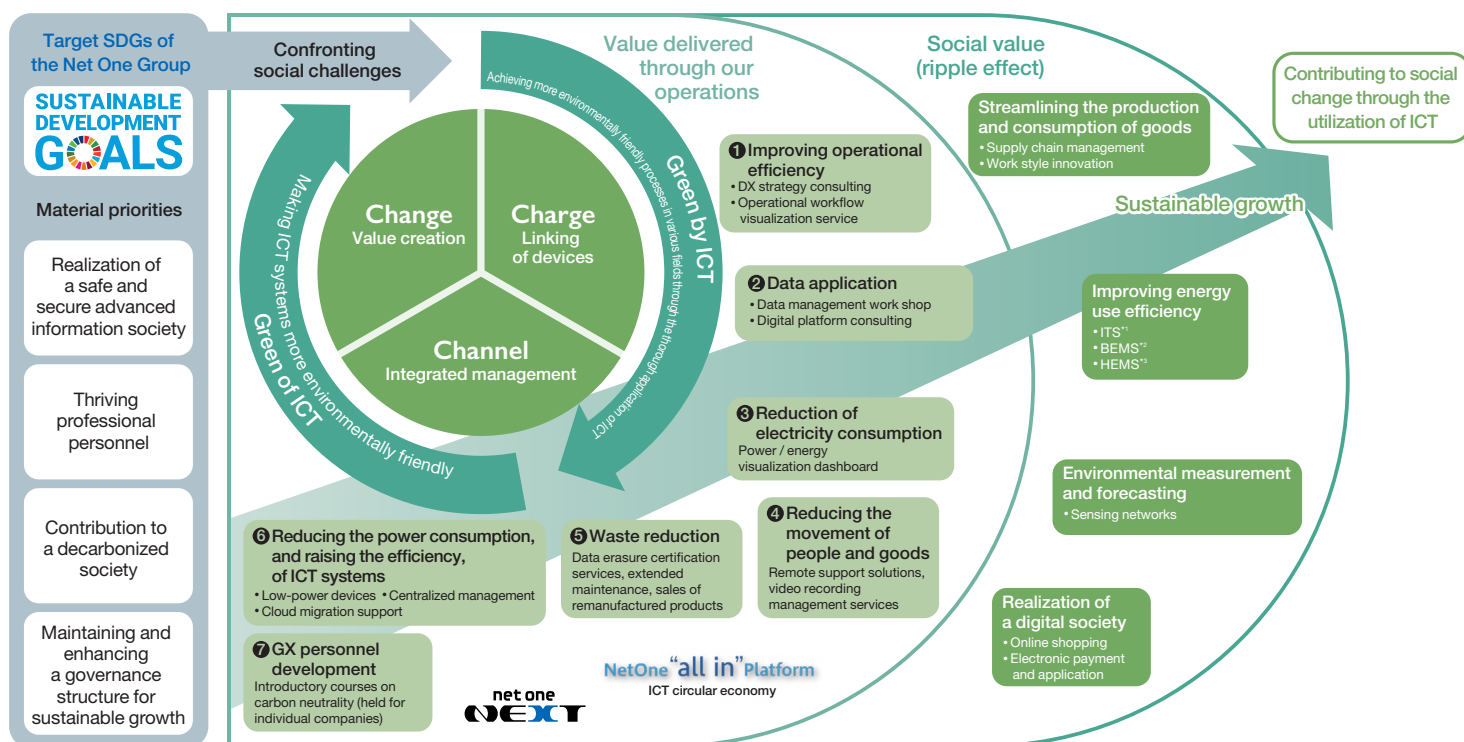
MISSION

Expansion of green solutions

ICT-based environmental impact reduction initiatives

The Net One Group is reassessing and reevaluating the environmental impact of its ICT solutions while expanding its development and delivery of green solutions.

While striving to reduce the power consumption and improve the efficiency of ICT systems, we additionally propose ICT-oriented solutions aimed at delivering a wide range of benefits including improvement in operational efficiency. At the same time, we are developing circular economy-based businesses designed to promote the recycling of resources and products through economic activity. With these initiatives, we aim to contribute to the sustainable growth of our customers and society as a whole.
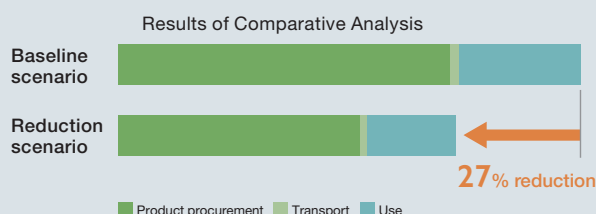
Green solutions portfolio

Target SDGs of the Net One Group

SUSTAINABLE DEVELOPMENT GOALS

Material priorities

- Realization of a safe and secure advanced information society
- Thriving professional personnel
- Contribution to a decarbonized society
- Maintaining and enhancing a governance structure for sustainable growth

Confronting social challenges

Value delivered through our operations

Achieving more environmentally friendly processes in various fields through the thorough application of ICT

Green by ICT

Making ICT systems more environmentally friendly
Green of ICT

Change Value creation

Charge Linking of devices

Channel Integrated management

❶ Improving operational efficiency
• DX strategy consulting
• Operational workflow visualization service

❷ Data application
• Data management work shop
• Digital platform consulting

❸ Reduction of electricity consumption
Power / energy visualization dashboard

❹ Reducing the movement of people and goods
Remote support solutions, video recording management services

❺ Waste reduction
Data erasure certification services, extended maintenance, sales of remanufactured products

❻ Reducing the power consumption, and raising the efficiency, of ICT systems
• Low-power devices • Centralized management
• Cloud migration support

❼ GX personnel development
Introductory courses on carbon neutrality (held for individual companies)

Social value (ripple effect)

Streamlining the production and consumption of goods
• Supply chain management
• Work style innovation

Improving energy use efficiency
• ITS[1]
• BEMS[2]
• HEMS[3]

Environmental measurement and forecasting
• Sensing networks

Realization of a digital society
• Online shopping
• Electronic payment and application

Sustainable growth

Contributing to social change through the utilization of ICT

NetOne "all in" Platform
ICT circular economy

net one NEXT

*1 intelligent transport system *2 building energy management system *3 home energy management system

Greenhouse Gas Emissions Reductions Achieved Through Green Solutions

Greenhouse gas emissions reduction per device

Results of Comparative Analysis

Baseline scenario

Reduction scenario

27% reduction

■ Product procurement ■ Transport ■ Use

Through our ICT circular economy initiatives, we purchase old equipment owned by customers, recycle it appropriately, and provide refurbished products, thereby reducing greenhouse gas emissions generated through product disposal and manufacturing. These efforts have reduced emissions per network device by 27%.

Assumptions underlying calculations
• The baseline scenario assumes equipment is used for five years and then replaced by a new model, which is then used for another three years. The reduction scenario assumes a recycled product (instead of the baseline scenario's new model) is used for the same three-year period.
• Calculations assume Cisco Catalyst 3750 series switches are used for the initial five years and the successor Cisco Catalyst 9300 series switches are used for the subsequent three-year period.
• Legend: "Product procurement" refers to purchasing of parts and manufacturing, while "transport" represents delivery from overseas airports to destination airports in Japan, and "use" indicates "product utilization."
• Methodology: Future emission reduction impact is measured in the year of sale.
• These solutions generate less than one percent of Net One Systems' total earnings.

The primary environmental burdens generated by our services are power consumption during service usage and waste produced through equipment manufacturing and disposal. Accordingly, our Business Development Division is focusing on developing technologies and services that address issues related to these environmental burdens while drawing on our vast repository of experience to provide environmental education programs for our customers. Below, we introduce two recent examples of our efforts in this area.

Kohei Kadowaki

Deputy director
Innovation and Incubation Department, Business Development Division

1 Launch of green transformation (GX) educational services

Supporting the acquisition of foundational knowledge concerning GX and carbon neutrality

The Net One Group provides its customers with an original introductory course regarding carbon neutrality, enabling them to acquire a comprehensive understanding of GX.
This three-hour course introduces the context and trends surrounding GX and carbon neutrality in Japan and overseas while also covering responses required of companies. Participants can concretely understand both the significance of addressing GX and the business opportunities that can arise from these efforts. The course also provides practical examples of our own initiatives and insights drawn from our market research results. With initiatives such as this educational course, we contribute to the broader spread of GX throughout society.

Our introductory carbon neutrality course is offered through Network Academy.
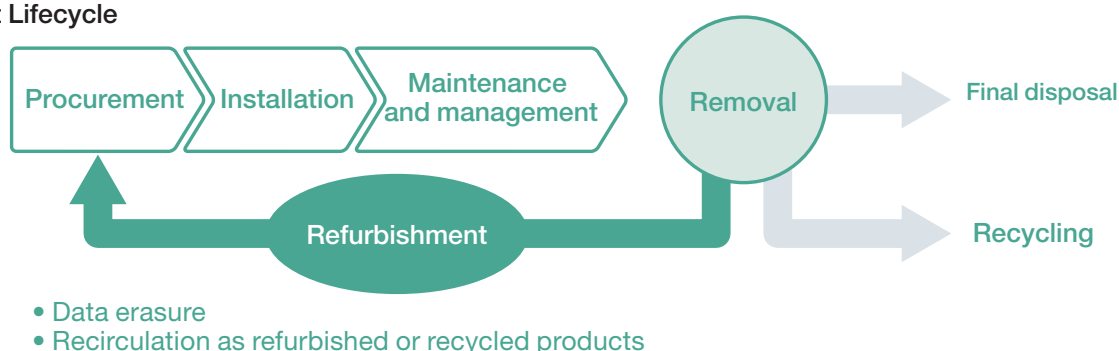https://www.netone.co.jp/service/lifecycle/academy/ (Japanese Only)

2 Promoting business activities that contributes to the creation of a recycling-oriented society

Maximizing investment efficiency by providing safe and reliable refurbished products

By leveraging refurbished products, consolidated subsidiary Net One Next supports the stable long-term utilization of customer ICT platforms. The Net One Group targets both environmental protection and profit generation by ensuring secure erasure of data stored on equipment to be refurbished, properly managing the refurbishment process, and enabling long-term use of recycled products.

In August 2024, we became a member of the Japan ITAD Association, an organization that brings together companies in Japan's IT asset disposition industry. Moving forward, we will continue to promote equipment reuse while contributing to the achievement of a sustainable society by sharing information through industry groups.

IT Asset Lifecycle

Procurement > Installation > Maintenance and management → Removal → Final disposal

Refurbishment

Recycling

- Data erasure
- Recirculation as refurbished or recycled products

Roundtable discussion among three independent outside executive directors

Recommendations concerning governance ideal for the achievement of medium-to long-term growth

Governance reform: Current status and upcoming challenges

Wada: Net One Systems has been undertaking comprehensive governance reforms in response to incidents of misconduct[1] that came to light in 2019 and 2020. However, due to the swift implementation of these reforms, many corresponding internal control mechanisms have yet to be systematized, and workload expansion stemming primarily from the need to conduct manual checks has become a challenge. For example, by automating verification processes associated with the operations we outsource to external vendors, we aim to further enhance governance while also improving operational efficiency and increasing profits.

Umino: I agree with Mr. Wada; the Company has rapidly developed and strengthened its governance, and while it is now well-structured on the surface, we are still encountering issues related to practical efficacy. In terms of the future, I firmly believe in the importance of enhancing the efficiency of our governance by effectively utilizing the mechanisms established through our governance reform efforts, while also ensuring their proper implementation throughout the Net One Group.

Ito: Over the three years since I became an independent outside executive director, the Company has undertaken numerous initiatives, including its transition into a company with an audit and supervisory committee, its establishment of a Nomination Advisory Committee and Remuneration Advisory Committee, and its delegation of a range of authorities. I do not

believe any other company has achieved as much progress through governance reforms in such a short time. I also feel the large quantities of employee effort required by this series of reforms has helped to instill an awareness regarding the importance of strengthening governance among members of our staff. After analyzing the results of these reforms, I would like to actively engage in discussions aimed at further strengthening our core businesses and driving medium- to long-term business growth, while also providing useful recommendations to our executive team as we adopt a more proactive management approach.

Umino: The Company is focusing on two major themes: strengthening governance and shifting to a service-oriented business model in furtherance of proactive management. These two themes are not mutually exclusive; to achieve a service-oriented business model, we must adjust our governance-related systems and approaches to ensure more appropriate alignment with a solution-oriented business strategy. Addressing these two themes simultaneously will be challenging, but we recognize this endeavor as an essential step toward future growth.

Wada: I completely agree, and I anticipate we will only truly realize a shift toward services once we have structured and enhanced our governance to reflect current changes in the business landscape. Accordingly, I plan to collaborate with our executive team to facilitate progress on this front.

Ito: With the aim of establishing a highly effective corporate governance system, Net One Systems has introduced chief executive positions across multiple fields (see page 19 of our "net one report 2024" integrated report for further details) while striving to enhance their functional impact by clearly defining their roles and responsibilities. Mr. Umino, what challenges have you identified in association with currently existing chief executive positions?

Umino: Chief executives are expected to serve as key advisors to the president. At the same time, they need to provide future-oriented direction, leadership, guidance, advice, and support in their respective areas of responsibility. However, they do not possess formal decision-making authority. Consequently, we still observe circumstances under which our chief executives and vice presidents hesitate to take initiative in decision-making.

Ito: Indeed, at present, the lack of authority for chief executives over decision-making and their departments has created

*1 For details, please visit the page titled "Progress of measures aimed at preventing the recurrence of misconduct"
▶ **https://www.netone.co.jp/company/responsibility/** (Japanese only)

Masayoshi Wada
Independent outside executive director
Chairperson of the Remuneration
Advisory Committee

Maya Ito
Independent outside executive director
Chairperson of the Board of Directors
Attorney at law

Shinobu Umino
Independent outside executive director
Chairperson of the Nomination
Advisory Committee

Photo location: Head office's collaboration lounge

ambiguity surrounding their responsibilities. Accordingly, I believe in the importance of clarifying the roles and responsibilities of our chief executives moving forward. Given this context, we need to reaffirm the original purpose behind our introduction of the chief executive system and pursue deeper, more detailed discussions as we aim to define the roles of these executives more clearly.

Umino: Frontline employees seek communication from chief executives regarding both future plans and current operations. Furthermore, these employees can motivate chief executives when they independently drive business expansion. If we can promote this type of mutual encouragement moving forward, I believe we can generate growth for the Company.

The path to realizing the optimal vision for our Board of Directors

Umino: In fiscal 2023, we outsourced the evaluation of the Board of Directors' effectiveness to a third-party organization, which conducted a thorough analysis and assessment, for the first time. I am confident this approach provided us with an objective perspective regarding the board's performance. However, whether this viewpoint aligns with the course the Net One Group should follow moving forward is a different matter altogether; I firmly believe in the importance of conducting our own evaluations rather than simply accepting all assessments as they are presented.

Ito: I believe carefully reviewing the third-party organization's recommendations and pushing forward with reforms while drawing from the valuable insights they provide will improve the Company's standing within the stock market. For example, under the Board of Directors' current framework, other

independent outside executive directors and I cannot confirm the progress of measures implemented in response to our suggestions unless we proactively take the initiative to verify it. On this point, the third-party evaluation indicated that adequate sharing of management information and the board's method of monitoring business execution remain ongoing issues. I am confident this evaluation provided us with both practical and actionable advice.

Wada: The evaluation was certainly objective, but it does not provide a blueprint for how we should optimize the Board of Directors moving forward. I recognize the issues associated with the Board of Directors and believe we would be better served by prioritizing audits focused on specific themes. For example, the Company's shift toward services will require more elaborate discussions informed by data concerning factors such as patent count growth and rises in customer satisfaction. Additionally, consistently generating valuable services means more than just evaluating each service on its own; we also need to define, maintain, and refine target service levels for the entire organization. Looking ahead, I would like to ensure our discussions focus more intently on themes specifically related to the Company's shift toward services.

Ito: I believe the discussions Mr. Wada has identified are just what we need to facilitate proactive management. In my view, when conducting forward-leaning discussions such as these during meetings of the Board of Directors, the executive team must first provide us, the independent outside executive directors, with input regarding current industry trends and other relevant information.

Umino: I also feel we still lack sufficient discussion targeting proactive management. In particular, I believe we should focus more intensely on which services we plan to provide and to whom. As a prerequisite for these discussions, a clear vision

for the type of organization we wish to become must be established through company-wide dialogue. At the same time, we will need to consider recruitment strategies aimed at acquiring the personnel necessary to realize this vision.

Wada: Yes, I believe talent utilization is an essential management issue with material impact on our ability to generate sustainable growth through proactive management. We need to adopt a strategic approach to both recruitment and personnel development moving forward. For example, we must forecast the number of project managers we will require three years from now and develop plans for training the necessary personnel. I believe this approach will help support employee retention as well. Notably, we have many employees with exceptional skill and expertise in the field of networking, and such talent is rare among other IT companies. Improving salaries and other elements of compensation certainly helps improve employee retention and prevent loss of talent to competitors, but I am confident improving employee satisfaction, particularly in terms of job fulfillment, is even more critical. In my opinion, we should delve deeper into discussions regarding these personnel-related topics during meetings of the Board of Directors.

Performance and challenges associated with the Nomination Advisory Committee and Remuneration Advisory Committee

Umino: Leading up to our recent appointment of Ms. Yuka Uehara to the position of independent outside executive director, the Nomination Advisory Committee, which I chair, interviewed several candidates and evaluated them from a variety of perspectives. Subsequently, the Board of Directors discussed the matter at length before selecting Ms. Uehara. We are also carefully reviewing the CEO succession plan currently under development, taking meticulous steps to ensure all processes are carried out thoroughly and appropriately.

Ito: Mr. Umino, what qualities are you looking for in the Company's next CEO?

Umino: The Company has achieved both growth and transformation under Takafumi Takeshita, its current CEO. Given the size of our organization and the number of talented employees we employ in various roles, I hope the next CEO will be able to trust and delegate responsibility to these skilled personnel. At the same time, I believe establishing a system through which projects are entrusted to project leaders will support further growth. The ideal candidate for the Company's top position would be someone capable of managing such a system. At the moment, our organization as a whole seems to be placing too much emphasis on uniformity and protocols, which in some cases appears to be stifling individual potential. Looking ahead, we need to establish a system that leverages the individual capabilities of personnel throughout our organization, thereby driving its growth.

Ito: Mr. Wada, as the chair of the Remuneration Advisory Committee, what issues do you perceive in connection with the Company's executive remuneration system?
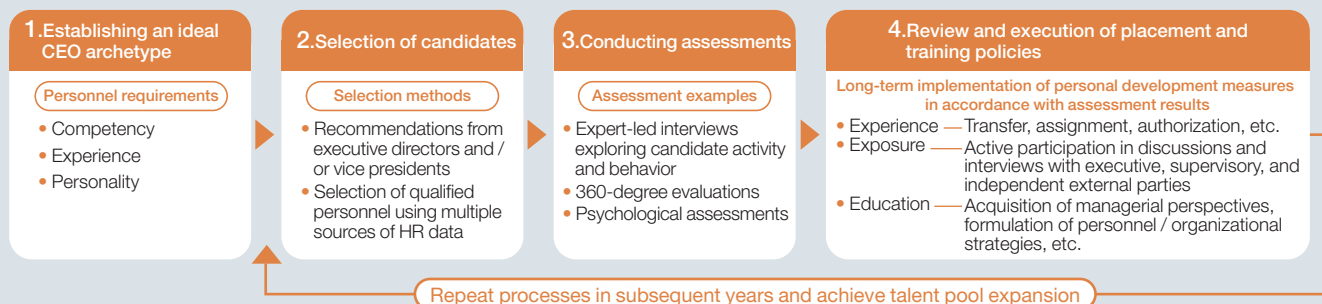
Wada: The Company's remuneration system for vice presidents places a greater weight on performance-based compensation than the system for standard employees. Regardless, awareness regarding performance-based compensation among vice presidents still tends to be low. To transform this mindset, we are focusing on short-term incentives (STIs), and in fiscal 2024, we raised the STI cap, which was previously set at 150% of the baseline payout amount, to 200%. We made this change to ensure all personnel take full responsibility for their performance. Moving forward, we plan to establish a more universally accepted remuneration system by maintaining the fixed salary portion of compensation while increasing the share of compensation provided through STIs.

Ito: Evaluating long-term incentives (LTIs) can be challenging; what are your thoughts on this topic?

Wada: As you pointed out, evaluating LTIs is quite challenging, and we currently utilize a system through which stocks are issued based on stock price performance. Our focus for fiscal 2024 will be on analyzing other companies' LTIs and developing more suitable evaluation methods. We are currently refining our approach through trial and error. Ms. Ito, what are your thoughts on issues surrounding the Nomination Advisory Committee and Remuneration Advisory Committee?

Ito: Both committees receive support from external advisors who assist in gathering some information serving as the basis for committee discussions. For example, when we most recently selected new executive directors, the members of these committees established a short list of eligible candidates from an initial lineup including dozens of candidates selected through assessments performed by external advisors. Ideally, we would identify promising candidates ourselves and then narrow down the list of eligible candidates internally.

As a member of both committees, I would like to cooperate more closely with both of you as we aim to improve relevant systems and structures.

Review procedures for the formulation and implementation of a CEO succession plan

1. Establishing an ideal CEO archetype

(Personnel requirements)
- Competency
- Experience
- Personality

2. Selection of candidates

(Selection methods)
- Recommendations from executive directors and / or vice presidents
- Selection of qualified personnel using multiple sources of HR data

3. Conducting assessments

(Assessment examples)
- Expert-led interviews exploring candidate activity and behavior
- 360-degree evaluations
- Psychological assessments

4. Review and execution of placement and training policies

Long-term implementation of personal development measures in accordance with assessment results
- Experience — Transfer, assignment, authorization, etc.
- Exposure — Active participation in discussions and interviews with executive, supervisory, and independent external parties
- Education — Acquisition of managerial perspectives, formulation of personnel / organizational strategies, etc.

Repeat processes in subsequent years and achieve talent pool expansion

Breakdown of executive remuneration*1

	Annual base salary (ABS)	Short-term incentives (STIs): Bonus	Long-term incentives (LTIs): Stock compensation
CEO	44%	22%	33%
CxO	50%	20%	30%
Vice presidents	55%	25%	20%

*1 Figures have been rounded to the nearest percentage point and therefore may not add up to 100%.

STI breakdown

STI bonus amounts are awarded based on the degree to which these performance targets are achieved and can range from 0% to 200% of the baseline amount.

	Performance and commitment to shareholders				Forward-looking initiative*2	
	Revenue	Operating margin / operating income*4	Service strategy	ROE	Corporate culture reform	Material priorities
Executive directors	5%	30%	25%	10%	15%	15%
Chief executives Vice presidents	5%	25%	20%	10%	15%	10%	15%

Performance   Forward-looking initiative   Personal targets / Commitment*3

*2 This metric does not exclusively track short-term financial results; instead, it also measures the degree of responsibility one assumes for generating results within a given fiscal year while executing initiatives aimed at maintaining and enhancing corporate value over the long term.

*3 This metric measures the degrees to which chief executives and vice presidents assume responsibility for fulfilling their commitments, which involve cooperating closely with the CEO as members of management to generate solid performance and lay strategic groundwork by facilitating appropriate day-to-day operations and action.

*4 "Operating margin" is used as a performance indicator for executive directors, chief executives, and vice presidents who do not oversee business departments. "Operating income" is used for vice presidents overseeing business departments.

Fiscal 2024 changes
- All performance indicators used to calculate bonuses have been reviewed and adjusted.
- Performance indicators and their relative weightings have been modified for executive directors, chief executives, and vice presidents who do not oversee business departments.
- Maximum payment amounts have been raised from 150% of the baseline payout amount (which is awarded based on the degree to which performance targets are achieved) to 200%.

Expectations for the executive team

Wada: To achieve our shift toward services, we must establish organizational structures capable of providing services stably and continuously. As we pursue this objective with the support of personnel we have developed thus far, I would like to see the Company consider new future-oriented recruitment strategies including the acquisition of highly skilled and knowledgeable professionals of all ages, including 60 and over.

Umino: The executive team should clearly define the Company's overarching vision while mapping out the path toward achieving this vision and presenting this information to employees. I believe in the importance of instilling an independent mindset in each employee, motivating them to work toward the realization of this vision. ICT is currently the fastest-growing industry in the world. At the same time, the generation of extensive profits is a source of pride and satisfaction for many. I am confident that members of the Net One Group, which plays a key role in this dynamic industry, derive great fulfillment from working in positions of responsibility under a clear vision. I am also convinced this fulfillment contributes to employee retention.

Ito: As you both pointed out, talent utilization is crucial, and the Net One Group has many outstanding personnel. On the other hand, I still feel relatively few employees demonstrate initiative for taking leadership roles within the organization. The other independent outside executive directors and I look forward to engaging with the executive team to cultivate a corporate culture that draws out the abilities and proactivity of each employee, enabling the Group to evolve into a stronger and more growth-oriented organization.

ESG data

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, 2023 to March 31, 2024; however, some initiatives adopted or executed before or after this period are also included.

Accounting period
From April 1 to March 31 of following year

Environment (E)

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	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
ISO14001 certification coverage rate Percentage of business offices with ISO14001 certification[1]	%	Accounting period	Net One Group	100	100	100	100	100

[1] Excluding satellite business offices

Total energy usage

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Total energy usage[1]	GJ	Accounting period	Net One Group	–	120,906	120,679	111,251	126,313
Electricity	1,000 kWh	Same as above	Same as above	–	9,444	9,772	8,769	10,323
Cold water, steam, heat[1]	GJ	Same as above	Same as above	–	19,669	17,110	17,518	17,363

[1] Some data from previous years have been revised in accordance with adjustments to calculation methods.

Greenhouse gas emissions (Scope 1, Scope 2)

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Greenhouse gas emissions (Scope 1)	$t\text{-}CO_2$	Accounting period	Net One Group	–	–	–	–	38
Greenhouse gas emissions (Scope 2)[1]	$t\text{-}CO_2$	Same as above	Same as above	–	5,293	5,356	5,303	4,978

[1] Market standard (Method of using the emission factor for individually contracted electric power)

Greenhouse gas emissions (Scope 3)

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Greenhouse gas emissions (Scope 3)	$t\text{-}CO_2$	Accounting period	See below	–	460,417	569,460	458,356	426,832
Category 1 (Purchased goods and services)	$t\text{-}CO_2$	Same as above	NOS, NOP	–	367,410	486,192	369,930	331,521
Category 2 (Capital goods)	$t\text{-}CO_2$	Same as above	NOS	–	6,269	6,480	8,195	24,262
Category 3 (Fuel- and energy-related activities)	$t\text{-}CO_2$	Same as above	NOS, NOP, NOX, NOB	–	1,289	1,236	1,172	1,212
Category 4 (Upstream transportation and distribution)	$t\text{-}CO_2$	Same as above	NOS, NOP, NOX	–	163	163	163	163
Category 5 (Waste generated in operations)	$t\text{-}CO_2$	Same as above	NOS, NOP	–	20	41	25	53
Category 6 (Business travel)	$t\text{-}CO_2$	Same as above	NOS, NOP, NOX, NOB	–	711	817	921	607
Category 7 (Employee commuting)	$t\text{-}CO_2$	Same as above	Same as above	–	372	169	224	272
Category 9 (Downstream transportation and distribution)	$t\text{-}CO_2$	Same as above	NOS, NOP	–	8	8	8	8
Category 11 (Use of sold products)	$t\text{-}CO_2$	Same as above	Same as above	–	84,152	74,334	77,696	68,729
Category 12 (End-of-life treatment of sold products)	$t\text{-}CO_2$	Same as above	Same as above	–	23	20	22	5

Greenhouse gas emissions (Scope1+2+3)

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Greenhouse gas emissions (Scope1+2+3 total)	t-CO_2	Accounting period	Scope1-3[1]	–	465,709	574,816	463,659	431,848

[1] See the Scope 1 to 3 scope of aggregation column.
Note: Greenhouse gas emissions (Scope 1+2+3 total) are rounded off in the calculation process and do not necessarily match the total greenhouse gas emissions for each scope shown on the previous page.

Waste

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Total amount of waste generated (primarily industrial waste)	t	Accounting period	NOS, NOP	53.3	118.7	90.2	41.6	135.0

Paper resources

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Paper usage (office paper)	1,000 sheets	Accounting period	Net One Group	8,053	4,537	3,874	3,519	3,333

Violations of environmental laws and regulations

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Number of violations of environmental laws and regulations	Cases	Accounting period	Net One Group	0	0	0	0	0

Social (S)

■ Personnel

Registration of employees (Consolidated basis)

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Number of consolidated employees[1]	People	As of the end of FY	Consolidated basis	–	–	2,703	2,548	2,579
Number of employees by gender								
Male	People	Same as above	Same as above	–	–	2,191	2,065	2,076
Female	People	Same as above	Same as above	–	–	512	483	503
Ratio of female employees	%	Same as above	Same as above	–	–	18.9	19.0	19.5
Number of employees by region								
Japan	People	Same as above	Same as above	–	–	2,576	2,548	2,579
Overseas	People	Same as above	Same as above	–	–	127	0	0
Average number of temporary employees not included abov								
Total[2]	People	Accounting period	Same as above	–	–	311	349	428

[1] In principle, employees (currently employed) include employees accepted on secondment and exclude employees seconded outside of the Group (as well as personnel seconded to certain overseas and domestic subsidiaries) and those on leave of absence.
[2] Figures are the aggregate of temporary employees (not contractors) of NOS, NOP, and NOX.

Registration of employees (NOS)

Note: Methods for calculating employee registration data have been revised, effective from fiscal 2023. Starting from fiscal 2023, figures used to calculate employee registration data do not include NOS employees seconded to consolidated or non-consolidated Group companies.

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees by gender								
Total	People	As of the end of FY	NOS	2,353	2,434	2,570	2,597	2,285
Male	People	Same as above	Same as above	1,950	2,022	2,092	2,097	1,857
Female	People	Same as above	Same as above	403	412	478	500	428
Ratio of female employees	%	Same as above	Same as above	17.1	16.9	18.6	19.2	18.7
Number of employees by job[*1]								
ICT business positions	People	Same as above	Same as above	–	–	–	–	1,991
Corporate positions	People	Same as above	Same as above	–	–	–	–	294
Engineers	People	Same as above	Same as above	1,361	1,441	1,503	1,504	–
Sales	People	Same as above	Same as above	513	514	522	543	–
Planning and administration[*2]	People	Same as above	Same as above	479	479	545	550	–
Ratio of engineers	%	Same as above	Same as above	57.8	59.2	58.5	57.9	–
Number of employees by age								
Under 30	People	Same as above	Same as above	–	–	505	561	507
Ratio	%	Same as above	Same as above	–	–	19.6	21.6	22.2
Male	People	Same as above	Same as above	–	–	341	387	354
Female	People	Same as above	Same as above	–	–	164	174	153
30s	People	Same as above	Same as above	–	–	694	663	569
Ratio	%	Same as above	Same as above	–	–	27.0	25.5	24.9
Male	People	Same as above	Same as above	–	–	545	510	442
Female	People	Same as above	Same as above	–	–	149	153	127
40s	People	Same as above	Same as above	–	–	873	851	735
Ratio	%	Same as above	Same as above	–	–	34.0	32.8	32.2
Male	People	Same as above	Same as above	–	–	762	736	641
Female	People	Same as above	Same as above	–	–	111	115	94
50s	People	Same as above	Same as above	–	–	413	439	401
Ratio	%	Same as above	Same as above	–	–	16.1	16.9	17.5
Male	People	Same as above	Same as above	–	–	367	390	353
Female	People	Same as above	Same as above	–	–	46	49	48
60 or older	People	Same as above	Same as above	–	–	85	83	73
Ratio	%	Same as above	Same as above	–	–	3.3	3.2	3.2
Male	People	Same as above	Same as above	–	–	77	74	67
Female	People	Same as above	Same as above	–	–	8	9	6
Average age								
Overall	Age	Same as above	Same as above	–	–	40.1	40.1	40.1
Male	Age	Same as above	Same as above	–	–	41.1	41.1	41.0
Female	Age	Same as above	Same as above	–	–	36.0	36.0	35.9
Average number of temporary employees not included above								
Total[*3]	People	Accounting period	Same as above	–	–	310	329	357

*1 Until fiscal 2022, jobs were grouped into three categories: engineer positions, sales positions, and planning and administration positions. Effective from fiscal 2023, jobs are exclusively categorized as either ICT business positions or corporate positions.

*2 Positions without specifically identifiable job types have been included under "Planning and administration."

*3 Average monthly number of NOS-employed personnel on temporary assignment; excludes personnel employed by Group companies

Recruitment of employees

Item	Unit	Period of data aggregation / As of data aggregation	Scope of aggregation	FY2020	FY2021	FY2022	FY2023	FY2024
Number of new graduate hires	People	As of April 1	Net One Group[*1]	95	106	90	77	75
Male	People	Same as above	Same as above	61	68	56	55	43
Female	People	Same as above	Same as above	34	38	34	22	32
Female ratio	%	Same as above	Same as above	35.8	35.8	37.8	28.6	42.7
3-year retention rate of new graduate hires[*2]	%	Same as above	Same as above	83.1	87.3	–	–	–
Number of mid-career hires	People	Accounting period	Same as above	168	146	134	98	–
Male	People	Same as above	Same as above	140	105	107	68	–
Female	People	Same as above	Same as above	28	41	27	30	–
Female ratio	%	Same as above	Same as above	16.7	28.1	20.1	30.6	–

*1 Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
*2 Retention rate in fiscal 2020: Employed as of April 1, 2023 (3 years later) / Retention rate in fiscal 2021: Employed as of April 1, 2024 (3 years later)

Continued employment and turnover

Item	Unit	Period of data aggregation / As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Average years worked at Net One Systems	Year	As of the end of FY	NOS[*1]	9.27	9.24	9.34	9.58	9.75
Male	Year	Same as above	Same as above	9.39	9.41	9.64	9.91	10.35
Female	Year	Same as above	Same as above	8.68	8.43	8.04	8.16	8.57
Turnover rate	%	Same as above	Same as above	7.3	4.8	6.2	6.0	5.9

*1 In principle, employees (currently employed) include seconded employees and exclude employees seconded outside of the Group and those on leave of absence.

Remuneration

Item	Unit	Period of data aggregation / As of data aggregation	Scope of aggregation	FY2020	FY2021	FY2022	FY2023	FY2024
Average annual salary	Yen	Accounting period	NOS	–	8,691,160	7,661,604	8,302,710	–
Gender differences in compensation[*1]	%	Same as above	Same as above	–	74.2	74.0	74.1	–
Managers								
Basic salary only[*2]	%	Same as above	Same as above	–	88.7	90.2	87.3	–
Total compensation[*2]	%	Same as above	Same as above	–	87.8	89.1	87.0	–
Non-managers								
Basic salary only[*2]	%	Same as above	Same as above	–	91.2	81.5	81.6	–
Total compensation[*2]	%	Same as above	Same as above	–	83.3	78.6	78.0	–
Ratio of average annual salary of employees to CEO's compensation (employee : CEO)[*3, 4, & 5]	–	Same as above	Same as above	–	1 : 6.40	1 : 7.83	1 : 6.63	–
Starting salary of new graduates								
Master's degree	Yen	April	Same as above	–	–	235,000	235,000	275,000
Bachelor's degree / advanced professional graduate	Yen	Same as above	Same as above	–	–	220,000	220,000	260,000
College graduate / technical college graduate	Yen	Same as above	Same as above	–	–	210,000	210,000	260,000

*1 Ratio of actual average annual salary for female employees to male employees (with male compensation indexed to 100)
*2 For calculation purposes, expert positions have been classified as non-manager positions since fiscal 2022.
*3 Figures are calculated according to the method used in the "average annual salary" in the Annual Securities Report.
*4 Figures are actual amounts, including bonuses and non-standard wages
*5 Excludes officers, vice presidents, contract employees, seconded employees, employees seconded within the Group, and employees seconded outside of the Group.

Increased diversity of core personnel

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2020	FY2021	FY2022	FY2023	FY2024
Ratio of female managers[2]	%	As of April 1	Net One Group[1]	6.5	7.7	8.2	7.8	8.1

*1 Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
*2 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	FY2020	FY2021	FY2022	FY2023	FY2024
Employment rate of people with disabilities	%	As of April 1	Net One Group[1]	2.1	2.3	2.3	2.5	2.6

*1 Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.

Health and safety initiatives

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Rate of periodic health examination	%	Accounting period	Net One Group[1]	–	–	97	99	99
Rate of people eligible for specific health guidance	%	Same as above	Same as above	–	11	16	–	–
Completion rate of specific health guidance	%	Same as above	Same as above	–	32	28	–	–
Prevalence rate of periodic health examination	%	Same as above	Same as above	–	–	74	72	72
Total annual work hours per employee (monthly average)	Hours	Same as above	Same as above	–	–	168	171	173
Non-statutory working hours per employee (monthly average)	Hours	Same as above	Same as above	5.5	7.7	8.8	10.0	13.0
Rate of statutory interviews conducted for employees working excess hours	%	Same as above	Same as above	–	–	100	100	100
Ratio of employees working excess hours	%	Same as above	Same as above	3	5	6	7	10
Percentage of employees receiving stress checks	%	Month of each FY	Same as above	96.2	95.6	97.2	97.9	98.1
Workplace stress level	–	At the time of calculation of each FY	Same as above	–	84	85	84	82
Average number of days of paid leave taken	Days	Accounting period	Same as above	–	–	11.0	12.1	13.0
Paid leave ratio	%	Same as above	Same as above	68	55	59	65	70
Number of business deaths	People	Same as above	Same as above	–	–	0	0	0
Number of occupational accidents	Cases	Same as above	Same as above	–	–	0	1	0
Number of employees on leave due to nonwork-related illness or injury	People	Same as above	Same as above	–	–	88	80	81

*1 Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.

Working environment

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Use of remote working	%	Accounting period	Net One Group[1]	74	–	–	–	–
Commuting rate[2]	%	Same as above	Same as above	–	25	20	25	29

*1 Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
*2 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	FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees taking childcare leave	People	Accounting period	Net One Group[*1]	54	61	63	55	85
Male	People	Same as above	Same as above	8	14	20	13	30
Female	People	Same as above	Same as above	46	47	43	42	55
Ratio of male employees taking both childcare leave and special paternity leave[*2] Numbers in parentheses indicate the ratio of employees taking long-term childcare leave only (excludes short-term leave taken for childcare purposes)	%	Same as above	Same as above	–	–	53.0	68.0 (16)	74.0 (34)
Average number of childcare leave days taken by male employees[*3]	Days	Same as above	Same as above	–	–	–	110	70
Ratio of female employees taking childcare leave	%	Same as above	Same as above	–	–	100	100	100
Ratio of employees returning to work after childcare leave	%	Same as above	Same as above	98.1	100	100	100	100
Number of employees using the childcare time select system	People	Same as above	Same as above	–	–	55	45	55
Male	People	Same as above	Same as above	–	–	1	2	1
Female	People	Same as above	Same as above	–	–	54	43	54
Number of employees taking nursing care leave	People	Same as above	Same as above	–	–	39	33	44
Male	People	Same as above	Same as above	–	–	25	20	30
Female	People	Same as above	Same as above	–	–	14	13	14
Number of employees taking extended nursing care leave	People	Same as above	Same as above	2	0	1	3	0
Male	People	Same as above	Same as above	1	0	0	1	0
Female	People	Same as above	Same as above	1	0	1	2	0
Ratio of employees returning to work after nursing care leave	%	Same as above	Same as above	100	–	100	100	–

*1 Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
*2 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.
*3 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.

Personnel training

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2020	FY2021	FY2022	FY2023
Total investment in personnel training[*2]	Million yen	Accounting period	Net One Group[*1]	–	326	333	228
Average education and training expenses per employee[*2]	Yen	Same as above	Same as above	120,000	127,818	125,367	84,898
Average training time per employe	Hours	Same as above	Same as above	–	74	67	41
Number of industry-academic collaboration							
Project count	Projects	Same as above	Same as above	6	4	6	–
Instructional sessions provided[*3]	Sessions	Same as above	Same as above	–	–	–	52
Total participants[*3]	Participants	Same as above	Same as above	–	–	–	3,092

*1 Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
*2 Total personnel development costs (including training costs), venue costs, and qualification costs
*3 Added to reporting content effective from fiscal 2023

Corporate culture

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2020	FY2021	FY2022	FY2023	FY2024
Employee-initiated personnel transfers executed via the internal job posting system[*2]								
Personnel transfer implementation rate Company-wide average	%	As of April 1	Net One Group[*1]	–	10.1	8.9	6.4	8.9
For managers	%	Same as above	Same as above	–	9.3	12.9	8.2	9.4
Impact of efforts targeting an ideal organizational culture								
Employee engagement	%	Number of months implemented	Same as above	–	–	47	52	–

*1 Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
*2 Use of the internal job posting system: 15 applicants for 21 (19 cases) openings, transfer decided on for 7 applicants (fiscal 2023)

Qualifications

Qualification name	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2020	FY2021	FY2022	FY2023
Examples of information technology engineer qualifications and the number of people who have passed examinations							
Information Technology Engineer, Network Specialist	People	As of the end of FY	Net One Group[*1]	97	99	94	98
Information Technology Engineer, Information Security Specialist	People	Same as above	Same as above	81	78	73	71
CISSP[*2]	People	Same as above	Same as above	–	22	23	30
Registered Information Security Specialist	People	Same as above	Same as above	37	41	51	60
Applied Information Technology Engineer	People	Same as above	Same as above	–	102	108	111
Information Technology Engineer, Project Manager	People	Same as above	Same as above	13	15	16	17
Information Technology Engineer, Systems Auditor	People	Same as above	Same as above	7	8	9	9
Information Technology Engineer, Information Technology Strategist	People	Same as above	Same as above	7	7	7	8
PMP®[*3]	People	Same as above	Same as above	114	112	112	114
Examples of technical qualifications related to service ratio enhancement and the number of people who acquired the qualifications							
Information Technology Engineer, Information Technology Service Manager	People	Same as above	Same as above	10	9	11	12
ITIL Expert / ITIL4 MP[*4&5]	People	Same as above	Same as above	50	59	60	86
Vendor-related qualifications[*6]							
(1) VMware[*7]	People	Same as above	Same as above	492	579	591	615
(2) AWS / Azure / Google[*8]	People	Same as above	Same as above	–	557	590	671
Comprehensive							
Number of technical qualification holders[*9]	People	Same as above	Same as above	1,479	1,580	1,635	1,679

*1 Excludes some overseas subsidiaries and some domestic subsidiaries within the Group.
*2 CISSP: Acronym for Certified Information Systems Security Professional, an internationally recognized certification
*3 PMP®: Acronym for Project Management Professional, an internationally recognized project management qualification
*4 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.
*5 ITIL 4 managing professionals have been included in this total since end-fiscal 2022.
*6 The number of holders of both (1) and (2) was 131 as of end-fiscal 2023.
*7 Figures are based on the total number of individuals. The number of holders was 328 as of end-fiscal 2023.
*8 Figures are based on the total number of individuals. The number of holders was 402 as of end-fiscal 2023.
*9 Total number of individuals (holders of multiple qualifications not counted more than once)

Main training programs and their content (1): Baseline education

Category	Program	Target	Contents
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[1]	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 experts	Newly appointed experts	Leadership, scenario-based innovation planning, design thinking
	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.

*1 P1 and P2 designate general employees, while P3 applies to chief.

Main training programs and their content (2): Skill improvement education

Category	Program	Target	Contents
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
	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	Creer and life plans

Main training programs and their content (3): Selective training

Category	Program	Target	Contents
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	Period of data aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Number of surveyed companies and organizations [1]	Companies and organizations	Accounting period	292	252	347	244	275
Number of valid responses [2]	People	Same as above	415	453	432	470	505
Survey responses							
Satisfied	%	Same as above	47.2	45.0	32.4	30.6	42.2
Somewhat satisfied	%	Same as above	42.2	46.2	45.8	47.7	41.2
Overall satisfaction (Total number of satisfied, somewhat satisfied) [3]	%	Same as above	89.4	91.2	78.2	78.3	83.4

[1] Surveys were conducted on the numbers of companies and organizations listed for each given fiscal year (among domestic customers of NOS and NOP).
[2] Responses from the companies and organizations surveyed
[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 Group's vision and customer expectations, as well the factors behind it."

■ Social contribution activities

Social contribution activities

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Total cost related to social contribution activities[1]	Yen	Accounting period	NOS	836,700	1,500,623,000	582,500	15,717,500	15,997,750
Total donations (including matching donations)	Yen	Same as above	Same as above	736,700	1,500,623,000[4]	32,500	15,067,500	15,347,750
Others	Yen	Same as above	Same as above	100,000	–	550,000	650,000	650,000
Number of courses offered at educational institutions	Courses	Same as above	Same as above	1	1	1	3	2
Number of students who took our courses at educational institutions[2]	Schools, people	Same as above	Same as above	1 school, 8 people	1 school, 7 people	9 people	11 people	10 people
Number of other social contribution activity programs[3]	Cases	Same as above	Same as above	9	7	17	22	28

[1] Comprises costs generated through activities managed by NOS
[2] Only the number of participating schools is listed for fiscal 2021
[3] 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.
[4] Includes donations accepted in support of COVID-19 countermeasures

Governance (G)

■ Compliance

Compliance-related indicators

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Number of reports at the Compliance Whistleblowing and Consultation Desk[1]	Cases	Accounting period	Net One Group	48	49	68	45	56
Number of reports at the Fraud Risk Whistleblowing and Consultation Desk[2 & 3]	Cases	Same as above	Same as above	–	20	27	26	12
Number of suggestion box submissions processed[4]	Cases	Same as above	Same as above	–	–	389	481	474
Number of significant incidents related to information security[6]	Cases	Same as above	Same as above	0	0	0	0	1[5]
Number of personal information leaks[7]	Cases	Same as above	Same as above	0	0	0	0	1[5]
Number of business partner companies participating in questionnaire surveys[8]	Companies	Same as above	Outsourcing contractors[9]	325	369	537	357	366
Information security training participation rate[6 & 10]	%	Same as above	Net One Group	100	100	100	100	100
Partners (outsourcing)	%	Same as above	Same as above	100	100	100	100	100
Partners (temporary employees)	%	Same as above	Same as above	100	100	100	100	100
Training attendance rate on personal information protection[10]	%	Same as above	Same as above	100	100	100	100	100
Partners (outsourcing)	%	Same as above	Same as above	100	100	100	100	100
Partners (temporary employees)	%	Same as above	Same as above	100	100	100	100	100

[1] Reports / consultations related to harassment (power harassment, sexual harassment, etc.), work environment, etc.
[2] Reports / consultations related to accounting fraud, fraud related to business transactions, etc. (matters other than those managed by the compliance whistleblowing / consultation desk)
[3] Effective from June 2020, our Consultation Desk was split into the Compliance Whistleblowing and Consultation Desk and the Fraud Risk Whistleblowing and Consultation Desk. (Since fiscal 2022, we have been operating a whistleblower platform that enables anonymous reporting.)
[4] Since August 2021, we have maintained an external consulting and reporting channel managed by a third-party attorney.
[5] Notification and Apology Concerning Personal Data Leakage (July 24, 2023)
  ▶ https://www.netone.co.jp/news/information/20230724_news.html (Japanese Only)
[6] NOS, NOP, NOX, and NOB, which are the scope of ISMS certification, are the scope of monitoring for this disclosure.
[7] We monitor within the scope of PMS and ISMS certifications. (PMS certification scope: NOS)
[8] Survey conducted to assess compliance and identify any potential issues
[9] Evaluated by NOS; figures are for outsourcing contractors (excludes product-related transactions) with whom orders were placed over the past year
[10] The participation rate refers to the rate at the time of implementation in July every year

■ Human rights

Human rights-related education and training

Item	Unit	Period of data aggregation	Scope of aggregation	FY2019	FY2020	FY2021	FY2022	FY2023
Harassment-related training participation rate[1]	%	Accounting period	Net One Group	100	100	100	100	100
Number of violations related to harassment[2]	Cases	Same as above	Same as above	1	2	1	1	2

[1] The listed figures indicate the participation rates associated with annual training required for all employees.
[2] The listed figures indicate the number of disciplinary actions taken by the Rewards and Disciplinary Committee.

Corporate governance

Note: Through the approval of a corresponding resolution presented during the 35th Annual Shareholders Meeting held on June 22, 2022, we have transitioned from a company with an audit and supervisory board into a company with an audit and supervisory committee.

Corporate governance-related indicators

Item		Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2020	FY2021	FY2022	FY2023	FY2024
Number of executive directors		People	As of June 30	NOS	10	7	9	9	9
Ratio of outside executive directors		%	Same as above	Same as above	40.0	42.9	66.7	66.7	66.7
Ratio of female executive directors		%	Same as above	Same as above	10.0	14.3	22.2	22.2	33.3
Inside executive directors		People	Same as above	Same as above	6	4	3	3	3
(Audit and Supervisory Committee)		People	Same as above	Same as above	–	–	(0)	(0)	(1)
Male		People	Same as above	Same as above	6	4	3	3	3
(Audit and Supervisory Committee)		People	Same as above	Same as above	–	–	(0)	(0)	(1)
Female		People	Same as above	Same as above	0	0	0	0	0
(Audit and Supervisory Committee)		People	Same as above	Same as above	–	–	(0)	(0)	(0)
Outside executive directors		People	Same as above	Same as above	4	3	6	6	6
(Audit and Supervisory Committee)		People	Same as above	Same as above	–	–	(3)	(3)	(2)
Male		People	Same as above	Same as above	3	2	4	4	3
(Audit and Supervisory Committee)		People	Same as above	Same as above	–	–	(2)	(2)	(1)
Female		People	Same as above	Same as above	1	1	2	2	3
(Audit and Supervisory Committee)		People	Same as above	Same as above	–	–	(1)	(1)	(1)
Number of Audit & Supervisory Board members		People	Same as above	Same as above	4	4	–	–	–
Outside Audit & Supervisory Board members		People	Same as above	Same as above	3	4	–	–	–
Female		People	Same as above	Same as above	1	1	–	–	–
Number of independent executives		People	Same as above	Same as above	7	7	6	6	6
Number of vice presidents		People	Same as above	Same as above	9	13	15	15	15
Vice presidents concurrently serving as executive directors		People	Same as above	Same as above	5	4	3	3	2
Female		People	Same as above	Same as above	0	0	1	1	1
Directors meetings	Number of Board	Times	Accounting period	Same as above	15	18	15	18	–
	Number of items resolved	Matters	Same as above	Same as above	79	108	78	58	–
	Number of items reported	Matters	Same as above	Same as above	55	98	87	67	–
	Number of items deliberated	Matters	Same as above	Same as above	–	–	7	8	–
	Rate of attendance at Board of Directors meetings	%	Same as above	Same as above	100	100	100	100	–
	Rate of Board of Directors meeting attendance among Audit & Supervisory Committee (Audit & Supervisory Board) members	%	Same as above	Same as above	100	100	100	100	–
Audit & Supervisory Committee (Audit & Supervisory Board)	Number of meetings	Times	Same as above	Same as above	13	16	13	13	–
	Rate of meeting attendance	%	Same as above	Same as above	100	100	100	100	–
Number of Nomination Advisory Committee meetings		Times	Same as above	Same as above	–	–	10	10	–
Number of Remuneration Advisory Committee meetings		Times	Same as above	Same as above	–	–	10	9	–
Number of Advisory Committee meetings		Times	Same as above	Same as above	4	9	2	–	–

■ Stakeholder communication

IR activities

Item	Unit	Period of data aggregation As of data aggregation	Scope of aggregation	FY2020	FY2021	FY2022	FY2023
IR briefing sessions							
Financial results briefings	Number of events held	Accounting period	NOS	4	4	4	4
Business briefing / business strategy briefing sessions	Number of events held	Same as above	Same as above	1	1	1	0
Other briefing sessions	Number of events held	Same as above	Same as above	1	1	1	1
Individual IR meetings							
Senior management	Number of events held	Same as above	Same as above	32	41	27	33
IR division	Number of events held	Same as above	Same as above	235	231	270	313
Outside executive directors	Number of events held	Same as above	Same as above	–	3	3	7

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