

Material Issues: 2025 Results and Progress Overview

Key Themes	Material Issues	KPI	Target	Planned Due Date	Scope of Target*1	Fiscal 2025 Results	
						Result vs. Target	Reflecting on Results and Looking Ahead
Development, mobilization of a diverse team of professionals	Strengthening of human capital	Employee count	Year-end headcount of over 6,000 employees	2027	Consolidated	4,618 people (+ 205 people YoY)	1. Continued proactive recruitment of both new graduates and mid-career professionals, while restructuring the human resource development framework.
		Operating profit per person	¥5.25 million	2027	Consolidated	¥4.96 million(+0.19 million YoY)	1. Performance improved compared with the previous year, and steady improvement is expected to continue into fiscal 2026.
		Average training expenses per person	¥200 thousand	2027	Non-consolidated	¥182 thousand(-17 thousand YoY)	1. The number of new employees decreased by 25% year on year, resulting in a significant reduction in new employee training expenses, which in turn lowered the company-wide average training cost. 2. Meanwhile, training expenses excluding new employee education have shown an increasing trend, driven by the strengthening of technical training. 3. Going forward, in addition to further expanding technical training, mechanisms will be established to promote effective utilization of training budgets across each department.
		Engagement score	Maintain a score of 70% or higher obtained from survey conducted by Great Place to Work® Institute Japan	Every year	Non-consolidated	Positive responses: 75% (+4 pp YoY)	1. Certified as a “Great Place to Work” by Great Place To Work® Institute Japan for the fourth consecutive year. The survey response rate improved to 83% in 2025 compared with the previous year.
		Presenteeism*2 loss ratio	12%	2027	Non-consolidated	12.75%(Improved by 0.2 pp YoY)	1. Toward achieving the 2027 targets, initiatives supporting employee health and reducing workloads will continue to be promoted, with the aim of improving productivity.
		Absenteeism*3 lost days*4	Within 4.0 days	Every year	Non-consolidated	3.59 days(Decreased by 0.39 days YoY)	1. Achieved the target of within 4.0 days and will continue to steadily promote initiatives aimed at maintaining and enhancing employee health.
	Promotion of DEI	Percentage of female managers	16.5%	2030	Non-consolidated	6.5%(+0.5 pp YoY)	1. The percentage of female managers increased year on year. 2. At the same time, recognizing challenges in raising awareness among promotion candidates and fostering a culture of talent development, initiatives are being advanced to enhance career awareness and address work–life balance challenges, while promoting the creation of an environment that supports the active participation of managers.
		Percentage of female hires	30%	Every year	Non-consolidated	32.7%(+9.1 pp YoY)	1. Achieved its target for the percentage of female hires. 2. The ratio of women among new graduate hires joining in April 2026 was 35.1%, remaining at a level largely comparable to the previous year. Going forward, initiatives targeting female students and recruitment branding efforts will continue to be strengthened to expand the pool of female university student candidates.
		Disabled employee retention rate	Over 90% after 1 year	Every year	Domestic Group 1	100%	1. The one-year retention rate of employees with disabilities reached 100%, maintaining a high level. Retention support measures and workplace environment improvements will continue to be enhanced.
Solution of social, environmental issues; provision of new value through our businesses	Contribution to the resolution of social and environmental issues	Regional revitalization-related sales	¥5.0 billion	2027	Non-consolidated	¥1.5 billion	1. As part of initiatives to address the aforementioned material issues, representative projects are disclosed, including the following: - Supported the “Front Yard Reform” of Nobeoka City, Miyazaki Prefecture. (Japanese version only) - "Cuuvet®," a regional co-creation application developed by DENTSU SOKEN, was adopted as the platform for the “San-in Wallet” provided by The San-in Godo Bank, Ltd. (Japanese version only) 2. Toward achieving the 2027 targets, focus will be placed on municipal administrative DX, regional currencies, and solutions in the areas of disaster prevention and healthcare.
	Creation of new businesses	R&D investments	Cumulative three-year investment of ¥15.0 billion	2027	Consolidated	¥4.4 billion	1. R&D investment will prioritize three initiatives from 2026 onward—productivity reforms for in-house software products, the construction of new development processes utilizing AI, and the strengthening of solutions for the financial sector—with the aim of accelerating the creation of new businesses.
	Demonstration of our technological implementation capabilities	Advanced project lead personnel *5	125 employees	2027	Non-consolidated *6	76 employees	1. While addressing challenges in institutional design, the development of 125 highly advanced project lead personnel by 2027 is targeted.
Establishment of governance systems worthy of stakeholder trust	Strengthening of corporate governance	Evaluation of Board of Director effectiveness	Ensure and improve effectiveness	Every year	Consolidated	Assessed as effective	(For details, please refer to the Corporate Governance Report.)
	Enforcing of ethical compliance and respect for human rights	Number of major compliance violations	0	Every year	Consolidated	0 (-3 YoY)	1. Continued efforts to ensure thorough compliance awareness through employee education.
		Percentage of employees receiving (e-learning-based) training related to ethics and compliance (including harassment training)	100%	Every year	Domestic group 2	99.1%(+0.7 pp YoY)	1. Strengthened follow-up for employees who had not yet completed training, with the aim of achieving a 100% participation rate.
		Important supplier procurement survey response rate	100%	Every year	Non-consolidated	94%	1. Strengthened follow-up for companies that had not yet responded, with the aim of achieving a 100% response rate.
	Enhancing of information security management	Information security compliance training attendance rate	100%	Every year	Non-consolidated	100%	1. All employees completed information security training, and under a continuous education framework, strict compliance with internal rules was ensured.
		Number of serious leaks of client project-related information, personal information	0	Every year	Domestic group 2	0(Maintained at 0 incidents YoY)	1. Through the thorough implementation of information management measures, including strengthened monitoring of non-business use of company-provided PCs, zero incidents were achieved.

Notes:

1. Non-consolidated: the Company only; Domestic Group 1: the Company and its domestic consolidated subsidiaries (excluding ESTECH Corporation and Mitsue-Links Co., Ltd.); Domestic Group 2: the Company and its domestic consolidated subsidiaries; Consolidated: the Company and its domestic and overseas consolidated subsidiaries

2. A situation in which productivity is declining due to health problems

3. Absence from work due to health problems (sick leave)

4. The taking of leave by employees still working due to poor health

5. High-level personnel who have cleared our certification standards related to project management or advanced technology fields

6. Applies to Technology Headquarters employees