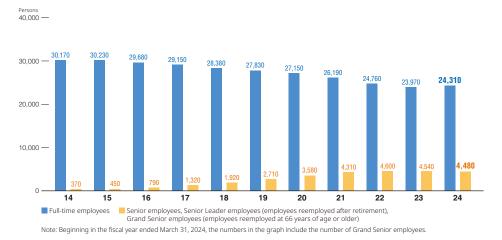
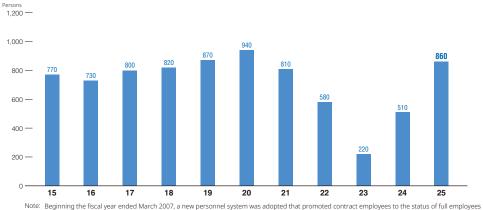
OTHER



## Number of Employees (Non-Consolidated) As of April 1





Off: Beginning the fiscal year ended March 2007, a new personnel system was adopted that promoted contract employees to the status of full employees during the year, and they are included in the numbers in the graph. (Please note, however, that for the fiscal year ending March 31, 2025, this figure represents employees who joined the Company on April 1, 2024.) The employee figures do not include medical-related employees (doctors, technicians, nurses, etc.) and specialist employees recruited mid-career.

Persons 50,000 -48.323 47.984 47 565 47.869 47.842 47 456 47 38 46 779 46.006 44,897 44.366 3,106 1,895 40,000 -2,929 2,502 30.000 -20,000 -អាទ 21.314 10,000 -33,934 0 14 15 16 17 18 19 20 21 22 23 24 Transportation Retail Real Estate Other Businesses Non-consolidated New business segments have been adopted from the fiscal year ended March 31, 2024,. Mobility Retail Real Estate Travel and Regional Solutions Other Businesses Non-consolidated

## Number of Employees at Work (Consolidated) As of March 31

## Age Distribution (Non-Consolidated) As of April 1, 2024

