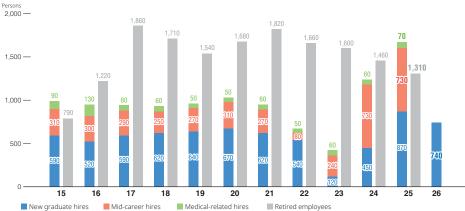
Employees (Consolidated, Non-Consolidated)

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



Number of New Hires and Resignations (Non-Consolidated) Fiscal years ended March 31



Note: The fiscal year ending March 31, 2026 includes the number of new graduate recruits who joined on April 1, 2025.

The number of new graduates and mid-career hires does not include medical-related staff.

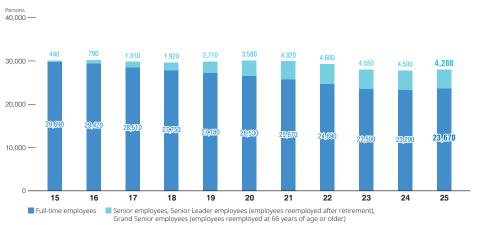
Since the fiscal year ended March 31, 2007, the company has introduced a personnel system to promote contract employees to regular employees mid-year, and the number of mid-career hires includes those promotions.

The number of mid-career hires also includes specialist employees and contract employees.

The number of medical-related hires includes not only new graduates, but also mid-career hires.

CORPORATE OPERATING **BUSINESS** DATA OVERVIEW ENVIRONMENT

Number of Employees (Non-Consolidated) As of March 31



Note: Beginning in the fiscal year ended March 31, 2024, the numbers in the graph include the number of Grand Senior employees.

Age Distribution (Non-Consolidated) As of March 31, 2025

