

# Value Creation Process

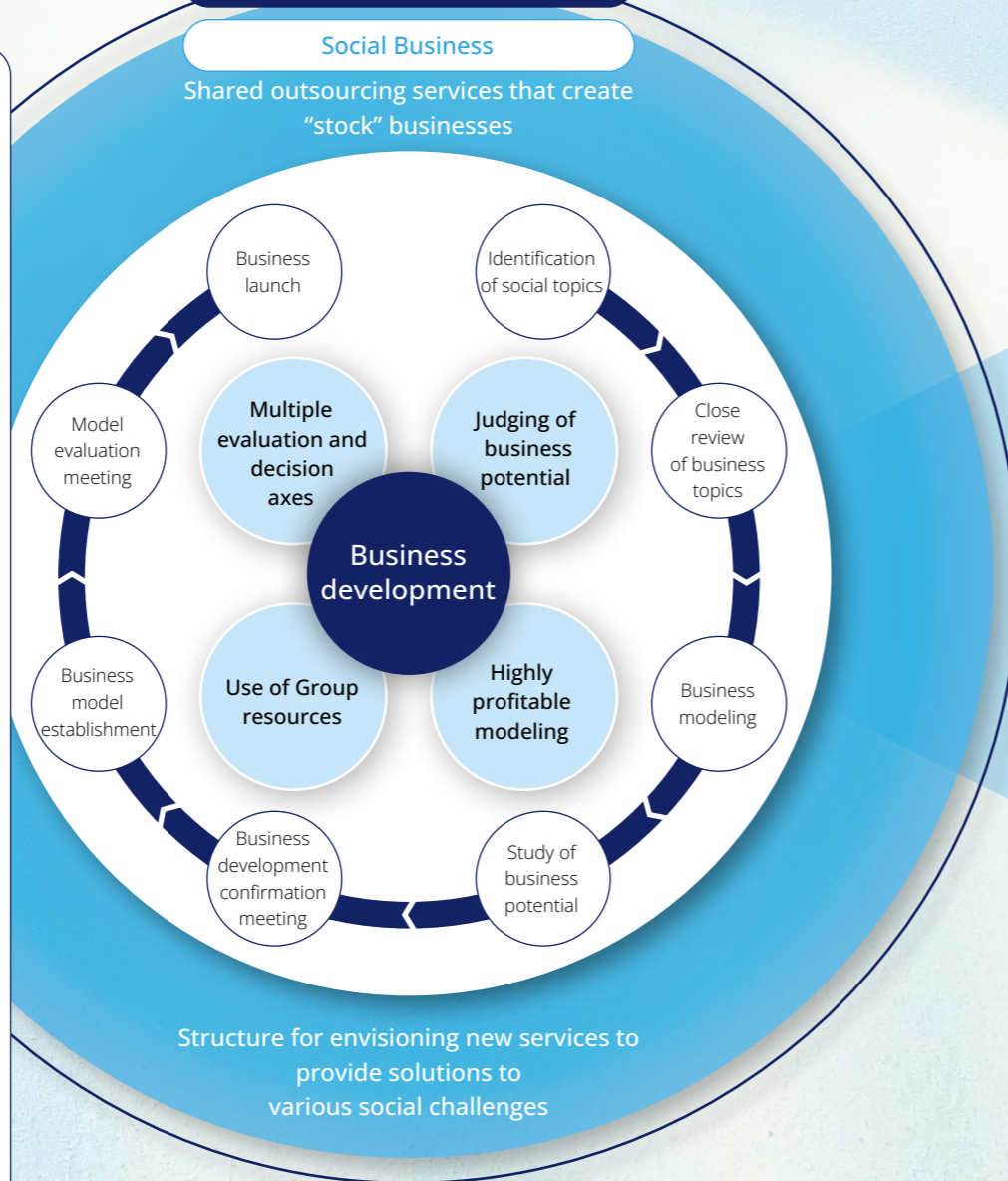
## INPUT

<b>Human capital</b>	Younger people as a percentage of those in managerial positions (aged 35 and younger) <b>29.8%</b> <small>As of December 1, 2024</small>
	Younger people as a percentage of executive officers (aged 40 and younger) <b>35.3%</b>
<b>Organizational and environmental capital</b>	Farms <b>53</b>
	BPO (Business Process Outsourcing) centers <b>24</b> facilities
	Logistics centers <b>2</b> facilities
<b>Financial capital</b>	Investment in growth areas <b>¥3.0</b> billion
<b>Social and relational capital</b>	Corporate clients <b>1,800</b> companies
	Municipal clients <b>400</b> (cumulative total)
	Persons registered for dispatch to clients <b>14,000</b> people <small>As of November 30, 2024</small>

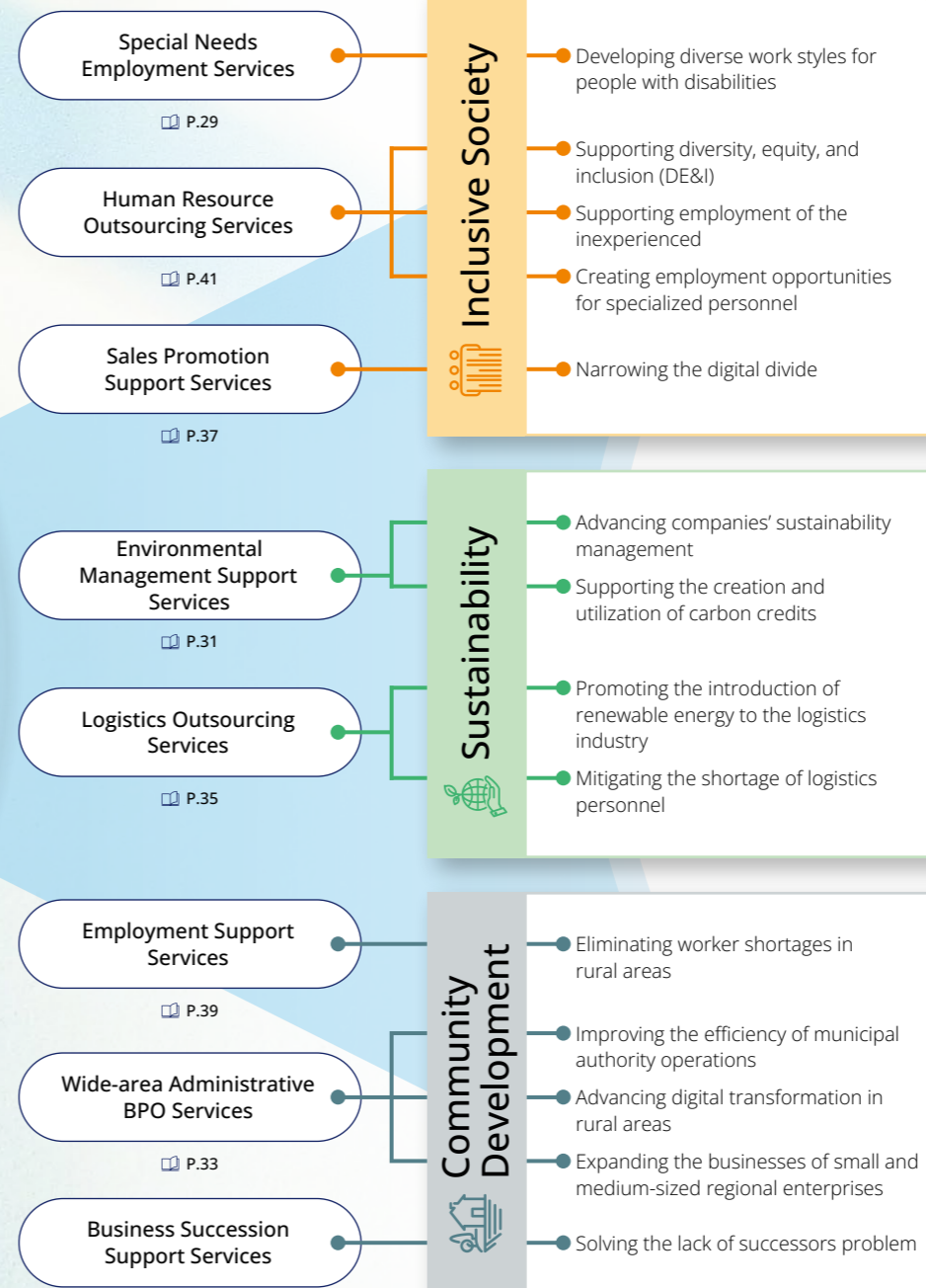
### Social Issues

- Employment of people with disabilities
- Securing of workers
- Decarbonization
- Unemployment issues
- Regional disparities
- Aging management personnel
- Business efficiency

## Business Structuring Process



## OUTCOME



## OUTPUT

<b>Financial Value</b>
Revenue <b>¥25,554</b> million
Operating profit <b>¥2,783</b> million
Profit attributable to owners of parent <b>¥2,099</b> million
ROE <b>22.9%</b>
Dividend payout ratio <b>37.6%</b> <small>P.73</small>
<b>Nonfinancial Value</b>
<b>Inclusive Society</b> Creation of a more inclusive society by creating jobs for people with few employment opportunities
<b>Sustainability</b> Realization of a sustainable society by supporting the decarbonization efforts of companies and municipal authorities
<b>Community Development</b> Support for community development by addressing the issues of regional municipal authorities and supporting sustainable development

## Material Issues

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## VALUE

<b>PERFORMANCE</b> Surpassing client expectations	<b>CHALLENGE</b> Taking on challenges without fear of failure	<b>ENJOYMENT</b> Enjoying work
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