

HakuhodoDY holdings

ESG Data Book 2025

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Editorial Policy

Published by	Hakuhodo DY Holdings Inc.
About the ESG Data Book	This report presents quantitative environmental, social, and governance (ESG) data for the Hakuhodo DY Group.
Reporting Period	Fiscal 2024 (April 1, 2024 to March 31, 2025) Unless otherwise noted, all data are as of March 31.
Coverage	The report covers the Hakuhodo DY Group. Details on the specific scope of coverage are noted for each item in accordance with the descriptions below.

Notation		Coverage
Hakuhodo DY Group		Hakuhodo DY Holdings Inc. and its consolidated subsidiaries
Hakuhodo DY Holdings		Hakuhodo DY Holdings Inc.
Hakuhodo and Hakuhodo DY Media Partners		Hakuhodo Inc., Hakuhodo DY Media Partners Inc.
Five major companies in Japan (coverage of environmental data)		Hakuhodo Inc., Daiko Advertising Inc., YOMIKO ADVERTISING INC., Hakuhodo DY Media Partners Inc., HAKUHODO PRODUCT'S INC.
Major operating companies in Japan	Companies covered up to and including fiscal 2021 (six companies)	Hakuhodo Inc., Daiko Advertising Inc., YOMIKO ADVERTISING INC., IREP Co., Ltd., Hakuhodo DY Media Partners Inc., D.A.Consortium Inc.
	Companies covered in fiscal 2022 and fiscal 2023 (seven companies)	Hakuhodo Inc., Daiko Advertising Inc., YOMIKO ADVERTISING INC., IREP Co., Ltd., SoldOut, Inc., Hakuhodo DY Media Partners Inc., D.A.Consortium Inc.
	Companies covered in fiscal 2024 (eight companies)	Hakuhodo Inc., Daiko Advertising Inc., YOMIKO ADVERTISING INC., IREP Co., Ltd., SoldOut, Inc., Hakuhodo DY Media Partners Inc., D.A.Consortium Inc., HAKUHODO Technologies Inc.

Third-Party Guarantee	We have received third-party guarantees for certain environmental data up to and including fiscal 2023. For details, please see the following. <u>GHG emissions (Scope 1, 2, 3) report (fiscal 2023) (Japanese only)</u>
Guidelines Referenced	We referenced the GRI Standards.

ESG Data

Environmental

Greenhouse Gases

Category	Target	Coverage	Unit	Base year (fiscal 2019)	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Percentage reduction / rate of introduction
Total CO ₂ emissions	Carbon neutral by fiscal 2050	Five major companies in Japan (coverage of environmental data)	Tons	41,237	23,480	26,992	24,706	28,563	23,789	42.3% reduction
Scope 1 CO ₂ emissions* ¹	—		Tons	403	325	354	160	355	369	8.4% reduction
Scope 2 CO ₂ emissions* ¹	—		Tons	10,771	9,109	9,252	6,799	5,794	5,515	48.8% reduction
Scope 1 and Scope 2 CO ₂ emissions* ¹	Reduction of 50% by fiscal 2030		Tons	11,174	9,434	9,607	6,959	6,149	5,884	47.3% reduction
Scope 3 CO ₂ emissions	Reduction of 30% by fiscal 2030		Tons	30,063	14,046	17,385	17,747	22,414	17,905	40.4% reduction
Rate of introduction of renewable energy	60% by fiscal 2030, 100% by fiscal 2050		%	0.0%	0.0%	0.0%	1.8%	36.5%	58.8%	58.8%
Amount of energy conserved	Reduction of 30%		kl	5,372	4,560	4,652	2,858	3,231	3,173	40.9% reduction

*¹ Scope 1 and 2 are calculated on the basis of location.

Waste

Category	Target	Coverage	Unit	Base year (fiscal 2019)	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Percentage reduction / recycling rate
Amount of waste reduced	Maintain average reduction of 50% or more	Hakuhodo Inc. head office (Akasaka Biz Tower)	Tons	486	262	311	228	290	215	55.8% reduction
Recycling rate	85% or more		%	82.2%	84.8%	84.6%	79.0%	83.5%	74.7%	74.7%

Water Resources

Category	Target	Coverage	Unit	Base year (fiscal 2019)	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Rate of achievement
Water usage	—	Hakuhodo Inc. head office (Akasaka Biz Tower)	m ³	—	280	253	252	237	309	—

ESG Data

Social

Employees

Category				Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of Group employees			Full-time employees	Hakuhodo DY Group	People	24,775	25,522	27,936	28,894	29,386
			Temporary employees		People	10,793	10,361	11,027	11,061	13,007
Composition of employees*2	Number of people	Total	Total	Major operating companies in Japan	People	—	8,227	9,101	9,407	9,386
			Male		People	—	5,261	5,683	5,816	5,774
			Female		People	—	2,966	3,418	3,591	3,612
			Non-Japanese		People	—	—	175	181	176
		Regular employees	Total		People	—	—	8,287	8,707	8,820
			Male		People	—	—	5,356	5,504	5,501
			Female		People	—	—	2,931	3,203	3,319
			Non-Japanese		People	—	—	156	162	165
		Temporary employees	Total		People	—	—	768	637	543
			Male		People	—	—	304	282	263
			Female		People	—	—	464	355	280
			Non-Japanese		People	—	—	18	18	11
		Part-time	Total		People	—	—	46	63	23
			Male		People	—	—	23	30	10
			Female		People	—	—	23	33	13
			Non-Japanese		People	—	—	1	1	0
	Percentage	Total	Total		%	—	100.0%	100.0%	100.0%	100.0%
			Male		%	—	63.9%	62.4%	61.8%	61.5%
			Female		%	—	36.1%	37.6%	38.2%	38.5%
			Non-Japanese		%	—	—	1.9%	1.9%	1.9%
		Regular employees	Total		%	—	—	91.1%	92.6%	94.0%
			Male		%	—	—	64.6%	63.2%	62.4%
			Female		%	—	—	35.4%	36.8%	37.6%
			Non-Japanese		%	—	—	1.9%	1.9%	1.9%
		Temporary employees	Total		%	—	—	8.4%	6.8%	5.8%
			Male		%	—	—	39.6%	44.3%	48.4%
			Female		%	—	—	60.4%	55.7%	51.6%
			Non-Japanese		%	—	—	2.3%	2.8%	2.0%
		Part-time	Total		%	—	—	0.5%	0.7%	0.2%
			Male		%	—	—	50.0%	47.6%	43.5%
			Female		%	—	—	50.0%	52.4%	56.5%
			Non-Japanese		%	—	—	2.2%	1.6%	0.0%
Number of employees by age group	Number of people	Total	Total	In fiscal 2021, Hakuhodo and Hakuhodo DY Media Partners	People	—	3,712	9,101	9,407	9,386
			Male		People	—	2,587	5,683	5,816	5,774
			Female		People	—	1,125	3,418	3,591	3,612
		Under 30	Total	From fiscal 2022, major operating companies in Japan	People	—	651	2,883	3,016	2,914
			Male		People	—	379	1,496	1,516	1,440
			Female		People	—	272	1,387	1,500	1,474
		30-39	Total		People	—	1,234	2,900	3,027	3,022
			Male		People	—	825	1,783	1,847	1,833
			Female		People	—	409	1,117	1,180	1,189
		40-49	Total		People	—	904	1,844	1,850	1,910
			Male		People	—	667	1,256	1,277	1,322
			Female		People	—	237	588	573	588

*2 Number of non-Japanese employees excludes Daiko Advertising Inc.

ESG Data

Employees (Continued)

Category				Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of employees by age group	Number of people	50-59	Total		People	—	797	1,242	1,290	1,310
			Male		People	—	604	946	991	988
			Female		People	—	193	296	299	322
		60 or older	Total		People	—	126	232	224	230
			Male		People	—	112	202	185	191
			Female		People	—	14	30	39	39
	Percentage	Total	Total		%	—	100.0%	100.0%	100.0%	100.0%
			Male		%	—	69.7%	62.4%	61.8%	61.5%
			Female		%	—	30.3%	37.6%	38.2%	38.5%
		Under 30	Total		%	—	17.5%	31.7%	32.1%	31.0%
			Male		%	—	58.2%	51.9%	50.3%	49.4%
			Female		%	—	41.8%	48.1%	49.7%	50.6%
		30-39	Total		%	—	33.2%	31.9%	32.2%	32.2%
			Male		%	—	66.9%	61.5%	61.0%	60.7%
			Female		%	—	33.1%	38.5%	39.0%	39.3%
		40-49	Total		%	—	24.4%	20.3%	19.7%	20.3%
			Male		%	—	73.8%	68.1%	69.0%	69.2%
			Female		%	—	26.2%	31.9%	31.0%	30.8%
		50-59	Total		%	—	21.5%	13.6%	13.7%	14.0%
			Male		%	—	75.8%	76.2%	76.8%	75.4%
			Female		%	—	24.2%	23.8%	23.2%	24.6%
		60 or older	Total		%	—	3.4%	2.5%	2.4%	2.5%
			Male		%	—	88.9%	87.1%	82.6%	83.0%
			Female		%	—	11.1%	12.9%	17.4%	17.0%
Number of employees by country / region*3	Number of people	Total	Total	For fiscal 2023 and earlier, "Japan" refers to major operating companies in Japan and "overseas" refers to overseas subsidiaries of Hakuholdo. For fiscal 2024, "Japan" refers to major operating companies in Japan and "overseas" refers to overseas subsidiaries of Hakuholdo and the kyu Group (excluding certain companies).	People	—	—	14,660	15,588	17,066
			Male		People	—	—	8,268	8,824	9,396
			Female		People	—	—	6,392	6,764	7,655
			Other		People	—	—	—	—	12
			No response		People	—	—	—	—	3
		Japan	Total		People	—	—	9,101	9,407	9,386
			Male		People	—	—	5,683	5,816	5,774
			Female		People	—	—	3,418	3,591	3,612
		Asia (excluding Japan)	Total		People	—	—	5,440	6,046	6,181
			Male		People	—	—	2,531	2,950	2,997
			Female		People	—	—	2,909	3,096	3,184
		Americas	Total		People	—	—	6	7	1,124
			Male		People	—	—	3	1	450
			Female		People	—	—	3	6	659
			Other		People	—	—	—	—	12
			No response		People	—	—	—	—	3
		Europe	Total		People	—	—	90	106	375
			Male		People	—	—	40	47	175
			Female		People	—	—	50	59	200
		Other	Total		People	—	—	23	22	0
			Male		People	—	—	11	10	0
			Female		People	—	—	12	12	0

*3 Period: "Overseas" for fiscal 2022 is as of April 1, 2022; for fiscal 2023 is as of November 30, 2023; and for fiscal 2024 is as of December 31, 2024.

ESG Data

Employees (Continued)

Category				Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of employees by country / region*3	Percentage	Total	Total		%	—	—	100.0%	100.0%	100.0%
			Male		%	—	—	56.4%	56.6%	55.1%
			Female		%	—	—	43.6%	43.4%	44.9%
			Other		%	—	—	—	—	0.1%
			No response		%	—	—	—	—	0.0%
		Japan	Total		%	—	—	62.1%	60.3%	55.0%
			Male		%	—	—	62.4%	61.8%	61.5%
			Female		%	—	—	37.6%	38.2%	38.5%
		Asia (excluding Japan)	Total		%	—	—	37.1%	38.8%	36.2%
			Male		%	—	—	46.5%	48.8%	48.5%
			Female		%	—	—	53.5%	51.2%	51.5%
		Americas	Total		%	—	—	0.0%	0.0%	6.6%
			Male		%	—	—	50.0%	14.3%	40.0%
			Female		%	—	—	50.0%	85.7%	58.6%
			Other		%	—	—	—	—	1.1%
			No response		%	—	—	—	—	0.3%
		Europe	Total		%	—	—	0.6%	0.7%	2.2%
			Male		%	—	—	44.4%	44.3%	46.7%
			Female		%	—	—	55.6%	55.7%	53.3%
		Other	Total		%	—	—	0.2%	0.1%	0.0%
			Male		%	—	—	47.8%	45.5%	—
			Female		%	—	—	52.2%	54.5%	—
Average age*4		Hakuhodo Inc.	Total	Individual companies on a stand-alone basis	Years	—	—	—	39.0	39.0
			Male		Years	—	—	—	40.3	40.4
			Female		Years	—	—	—	35.9	35.8
		Daiko Advertising Inc.	Total		Years	—	—	—	39.4	40.5
			Male		Years	—	—	—	42.4	42.9
			Female		Years	—	—	—	36.5	36.2
		YOMIKO ADVERTISING INC.	Total		Years	—	—	—	39.0	39.0
			Male		Years	—	—	—	40.0	41.0
			Female		Years	—	—	—	35.0	35.0
		IREP Co., Ltd.	Total		Years	—	—	—	30.4	31.1
			Male		Years	—	—	—	31.3	32.0
			Female		Years	—	—	—	29.5	30.2
		SoldOut, Inc.	Total		Years	—	—	—	33.2	33.3
			Male		Years	—	—	—	33.7	34.0
			Female		Years	—	—	—	32.3	32.3
		Hakuhodo DY Media Partners Inc.	Total		Years	—	—	—	38.7	38.7
			Male		Years	—	—	—	39.8	40.0
			Female		Years	—	—	—	35.6	35.3

*3 Period: "Overseas" for fiscal 2022 is as of April 1, 2022; for fiscal 2023 is as of November 30, 2023; and for fiscal 2024 is as of December 31, 2024.

*4 Average age of regular employees

ESG Data

Employees (Continued)

Category			Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Average age* ⁴	D.A.Consortium Inc.	Total		Years	—	—	—	31.5	31.9
		Male		Years	—	—	—	31.9	32.3
		Female		Years	—	—	—	31.1	31.6
	Hakuhodo Technologies Inc.	Total		Years	—	—	—	—	35.9
		Male		Years	—	—	—	—	36.3
		Female		Years	—	—	—	—	34.2
Average years of service* ⁵	Hakuhodo Inc.	Total	Individual companies on a stand-alone basis	Years	—	—	—	12.9	13.1
		Male		Years	—	—	—	14.0	14.3
		Female		Years	—	—	—	10.1	10.1
	Daiko Advertising Inc.	Total		Years	—	—	—	11.5	11.8
		Male		Years	—	—	—	13.7	14.4
		Female		Years	—	—	—	7.1	7.2
	YOMIKO ADVERTISING INC.	Total		Years	—	—	—	11.0	12.3
		Male		Years	—	—	—	12.0	13.8
		Female		Years	—	—	—	8.0	9.2
	IREP Co., Ltd.	Total		Years	—	—	—	4.1	4.7
		Male		Years	—	—	—	4.1	4.7
		Female		Years	—	—	—	4.2	4.8
	SoldOut, Inc.	Total		Years	—	—	—	5.2	5.7
		Male		Years	—	—	—	5.2	5.8
		Female		Years	—	—	—	4.9	5.5
	Hakuhodo DY Media Partners Inc.	Total		Years	—	—	—	12.4	12.3
		Male		Years	—	—	—	13.5	13.6
		Female		Years	—	—	—	9.4	9.1
	D.A.Consortium Inc.	Total		Years	—	—	—	4.2	4.9
		Male		Years	—	—	—	4.6	5.2
		Female		Years	—	—	—	3.8	4.5
	Hakuhodo Technologies Inc.	Total		Years	—	—	—	—	1.2
		Male		Years	—	—	—	—	1.2
		Female		Years	—	—	—	—	1.3

*⁴ Average age of regular employees*⁵ Average years of service of regular employees

ESG Data

Diversity

Category				Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Gender composition of executives*6	Number of people	Total	Total	For fiscal 2023 and earlier, "Japan" refers to major operating companies in Japan and Hakuholdo DY Holdings, and "overseas" refers to overseas subsidiaries of Hakuholdo. For fiscal 2024, "Japan" refers to major operating companies in Japan and Hakuholdo DY Holdings, and "overseas" refers to overseas subsidiaries of Hakuholdo and the kyu Group (excluding certain companies).	People	—	—	145	335	463
			Male		People	—	—	141	273	352
			Female		People	—	—	4	62	111
		Japan	Total		People	—	—	145	155	161
			Male		People	—	—	141	146	148
			Female		People	—	—	4	9	13
		Asia (excluding Japan)	Total		People	—	—	—	165	182
			Male		People	—	—	—	115	132
			Female		People	—	—	—	50	50
		Americas	Total		People	—	—	—	2	97
			Male		People	—	—	—	2	56
			Female		People	—	—	—	0	41
		Europe	Total		People	—	—	—	11	23
			Male		People	—	—	—	8	16
			Female		People	—	—	—	3	7
		Other	Total		People	—	—	—	2	0
			Male		People	—	—	—	2	0
			Female		People	—	—	—	0	0
	Percentage	Total	Total		%	—	—	100.0%	100.0%	100.0%
			Male		%	—	—	97.2%	81.5%	76.0%
			Female		%	—	—	2.8%	18.5%	24.0%
		Japan	Total		%	—	—	100.0%	46.3%	34.8%
			Male		%	—	—	97.2%	94.2%	91.9%
			Female		%	—	—	2.8%	5.8%	8.1%
		Asia (excluding Japan)	Total		%	—	—	—	49.3%	39.3%
			Male		%	—	—	—	69.7%	72.5%
			Female		%	—	—	—	30.3%	27.5%
		Americas	Total		%	—	—	—	0.6%	21.0%
			Male		%	—	—	—	100.0%	57.7%
			Female		%	—	—	—	0.0%	42.3%
		Europe	Total		%	—	—	—	3.3%	5.0%
			Male		%	—	—	—	72.7%	69.6%
			Female		%	—	—	—	27.3%	30.4%
		Other	Total		%	—	—	—	0.6%	0.0%
			Male		%	—	—	—	100.0%	—
			Female		%	—	—	—	0.0%	—

*6 "Overseas" for fiscal 2022 is as of April 1, 2022; for fiscal 2023 is as of November 30, 2023; and for fiscal 2024 is as of December 31, 2024.
The number of executives in Japan includes executive officers.

ESG Data

Diversity (Continued)

Category				Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Gender composition of managers*7	Number of people	Total	Total	For fiscal 2022, "Japan" refers to major operating companies in Japan. For fiscal 2023, "Japan" refers to major operating companies in Japan and "overseas" refers to overseas subsidiaries of Hakuholdo. For fiscal 2024, "Japan" refers to major operating companies in Japan and "overseas" refers to overseas subsidiaries of Hakuholdo and the kyu Group (excluding certain companies).	People	—	—	1,356	2,633	2,691
			Male		People	—	—	1,200	1,826	1,860
			Female		People	—	—	156	807	828
			Other		People	—	—	—	—	1
			No response		People	—	—	—	—	2
		Japan	Total		People	—	—	1,356	1,461	1,483
			Male		People	—	—	1,200	1,269	1,278
			Female		People	—	—	156	192	205
		Asia (excluding Japan)	Total		People	—	—	—	1,138	918
			Male		People	—	—	—	540	458
			Female		People	—	—	—	598	460
		Americas	Total		People	—	—	—	0	222
			Male		People	—	—	—	0	84
			Female		People	—	—	—	0	135
			Other		People	—	—	—	—	1
			No response		People	—	—	—	—	2
		Europe	Total		People	—	—	—	30	68
			Male		People	—	—	—	13	40
			Female		People	—	—	—	17	28
		Other	Total		People	—	—	—	4	0
			Male		People	—	—	—	4	0
			Female		People	—	—	—	0	0
	Percentage	Total	Total		%	—	—	100.0%	100.0%	100.0%
			Male		%	—	—	88.5%	69.4%	69.1%
			Female		%	—	—	11.5%	30.6%	30.8%
			Other		%	—	—	—	—	0.0%
			No response		%	—	—	—	—	0.1%
		Japan	Total		%	—	—	100.0%	55.5%	55.1%
			Male		%	—	—	88.5%	86.9%	86.2%
			Female		%	—	—	11.5%	13.1%	13.8%
		Asia (excluding Japan)	Total		%	—	—	—	43.2%	34.1%
			Male		%	—	—	—	47.5%	49.9%
			Female		%	—	—	—	52.5%	50.1%
		Americas	Total		%	—	—	—	0.0%	8.2%
			Male		%	—	—	—	—	37.8%
			Female		%	—	—	—	—	60.8%
			Other		%	—	—	—	—	0.5%
			No response		%	—	—	—	—	0.9%
		Europe	Total		%	—	—	—	1.1%	2.5%
			Male		%	—	—	—	43.3%	58.8%
			Female		%	—	—	—	56.7%	41.2%
		Other	Total		%	—	—	—	0.2%	0.0%
			Male		%	—	—	—	100.0%	—
			Female		%	—	—	—	0.0%	—

*7 "Overseas" for fiscal 2022 is as of April 1, 2022; for fiscal 2023 is as of November 30, 2023; and for fiscal 2024 is as of December 31, 2024.

ESG Data

Diversity (Continued)

Category			Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Gender pay gap* ⁸	Hakuhodo Inc.	Total	Individual companies on a stand-alone basis	%	—	—	70.1%	70.0%	72.7%
		Regular employees		%	—	—	77.4%	73.6%	74.4%
		Temporary and part-time employees		%	—	—	80.0%	83.2%	78.1%
	Daiko Advertising Inc.	Total		%	—	—	72.9%	72.3%	72.0%
		Regular employees		%	—	—	75.6%	72.0%	71.2%
		Temporary and part-time employees		%	—	—	70.2%	117.9%	95.4%
	YOMIKO ADVERTISING INC.	Total		%	—	—	77.8%	72.4%	71.2%
		Regular employees		%	—	—	82.5%	74.7%	73.8%
		Temporary and part-time employees		%	—	—	76.7%	109.0%	98.6%
	IREP Co., Ltd.	Total		%	—	—	74.5%	73.3%	74.3%
		Regular employees		%	—	—	74.1%	72.9%	73.7%
		Temporary and part-time employees		%	—	—	112.8%	95.0%	104.9%
	SoldOut, Inc.	Total		%	—	—	73.3%	72.3%	71.4%
		Regular employees		%	—	—	80.7%	76.0%	75.9%
		Temporary and part-time employees		%	—	—	98.1%	131.7%	132.6%
	Hakuhodo DY Media Partners Inc.	Total		%	—	—	67.4%	68.6%	70.8%
		Regular employees		%	—	—	77.8%	75.5%	75.2%
		Temporary and part-time employees		%	—	—	84.0%	98.5%	94.5%
	D.A.Consortium Inc.	Total		%	—	—	78.0%	78.2%	79.7%
		Regular employees		%	—	—	77.1%	77.4%	79.3%
		Temporary and part-time employees		%	—	—	133.5%	82.8%	82.2%
	Hakuhodo Technologies Inc.	Total		%	—	—	—	—	77.6%
		Regular employees		%	—	—	—	—	78.1%
		Temporary and part-time employees		%	—	—	—	—	—

*8 Calculated as the average annual wage for women divided by the average annual wage for men.

ESG Data

Diversity (Continued)

Category				Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Non-Japanese employees and mid-career hires in management positions* ⁹	Number of people	Total	Total	Major operating companies in Japan	People	—	—	1,356	1,461	1,483
			Male		People	—	—	1,200	1,269	1,278
			Female		People	—	—	156	192	205
			Non-Japanese		People	—	—	8	10	10
		New-graduate hires	Total		People	—	—	759	842	830
			Male		People	—	—	676	741	723
			Female		People	—	—	83	101	107
			Non-Japanese		People	—	—	3	4	4
		Mid-career hires	Total		People	—	—	597	619	653
			Male		People	—	—	524	528	555
			Female		People	—	—	73	91	98
			Non-Japanese		People	—	—	5	6	6
	Percentage	Total	Total		%	—	—	100.0%	100.0%	100.0%
			Male		%	—	—	88.5%	86.9%	86.2%
			Female		%	—	—	11.5%	13.1%	13.8%
			Non-Japanese		%	—	—	0.6%	0.7%	0.7%
		New-graduate hires	Total		%	—	—	56.0%	57.6%	56.0%
			Male		%	—	—	89.1%	88.0%	87.1%
			Female		%	—	—	10.9%	12.0%	12.9%
			Non-Japanese		%	—	—	0.4%	0.5%	0.5%
		Mid-career hires	Total		%	—	—	44.0%	42.4%	44.0%
			Male		%	—	—	87.8%	85.3%	85.0%
			Female		%	—	—	12.2%	14.7%	15.0%
			Non-Japanese		%	—	—	0.8%	1.0%	0.9%
Childcare leave taken* ¹⁰	Number of people taking leave	Total	Major operating companies in Japan	People	—	—	253	265	334	
		Male		People	—	—	125	156	196	
		Female		People	—	—	128	109	138	
	Rate of leave taken	Total		%	—	—	69.1%	81.3%	93.8%	
		Male		%	—	—	58.7%	74.3%	88.7%	
		Female		%	—	—	83.7%	94.0%	102.2%	
	Days of leave taken	Total		Days	—	—	180	181	110	
		Male		Days	—	—	20	30	45	
		Female		Days	—	—	335	365	368	
	Return rate	Total		%	—	—	96.2%	97.7%	98.0%	
		Male		%	—	—	96.7%	99.0%	98.8%	
		Female		%	—	—	95.6%	96.4%	96.7%	
Nursing care leave taken	Nursing care-related statutory leave - Number of people taking leave		Major operating companies in Japan	People	—	—	5	13	10	
	Leave other than nursing care-related statutory leave - Number of people taking leave			People	—	—	20	24	19	
Rate of employment of people with disabilities		Employment rate		Rate of employment of people with disabilities at Hakuhodo DY Group	%	2.48%	2.54%	2.50%	2.54%	2.64%

*⁹ Figures for non-Japanese employees exclude Daiko Advertising Inc.

*¹⁰ Calculated including leave for childcare purposes in some Group companies

Return rate = Number of employees who returned to work after maternity leave that fiscal year ÷ (Number of employees who returned to work after maternity leave that fiscal year + Number of employees who left the company after maternity leave)

ESG Data

Recruitment and Turnover

Category			Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
New graduates hired* ¹¹	Number of people	Total	Figures up to and including fiscal 2021 are for Hakuholdo and Hakuholdo DY Media Partners; figures from fiscal 2022 are for major operating companies in Japan.	People	—	—	464	545	466
		Male		People	—	—	237	265	224
		Female		People	—	—	227	280	242
		Non-Japanese		People	—	—	14	18	10
	Percentage	Total		%	100.0%	100.0%	100.0%	100.0%	100.0%
		Male		%	50.1%	55.0%	51.1%	48.6%	48.1%
		Female		%	49.9%	45.0%	48.9%	51.4%	51.9%
		Non-Japanese		%	—	—	3.0%	3.3%	2.1%
Three-Year retention rate for new-graduate hires* ¹¹		Total	Major operating companies in Japan	%	—	—	74.7%	82.8%	85.2%
		Male		%	—	—	74.9%	80.7%	83.7%
		Female		%	—	—	74.6%	85.2%	86.8%
		Non-Japanese		%	—	—	66.7%	60.0%	85.0%
Mid-career hires* ¹¹	Number of people	Total	Major operating companies in Japan	People	—	—	926	497	312
		Male		People	—	—	495	253	216
		Female		People	—	—	431	244	96
		Non-Japanese		People	—	—	29	15	13
	Percentage	Total		%	—	—	100.0%	100.0%	100.0%
		Male		%	—	—	53.5%	50.9%	69.2%
		Female		%	—	—	46.5%	49.1%	30.8%
		Non-Japanese		%	—	—	3.1%	3.0%	4.2%
Total new employee hires* ¹¹	Number of people	Total	Major operating companies in Japan	People	—	—	1,390	1,042	778
		Male		People	—	—	732	518	440
		Female		People	—	—	658	524	338
		Non-Japanese		People	—	—	43	33	23
	Percentage	Total		%	—	—	100.0%	100.0%	100.0%
		Male		%	—	—	52.7%	49.7%	56.6%
		Female		%	—	—	47.3%	50.3%	43.4%
		Non-Japanese		%	—	—	3.1%	3.2%	3.0%
Turnover rate* ¹¹ * ¹²	Turnover rate	Total	Figures up to and including fiscal 2021 are for Hakuholdo and Hakuholdo DY Media Partners; figures from fiscal 2022 are for major operating companies in Japan.	%	2.2%	6.4%	5.3%	6.7%	7.7%
		Male		%	—	—	5.2%	6.5%	7.8%
		Female		%	—	—	5.6%	7.1%	7.4%
		Non-Japanese		%	—	—	10.3%	14.2%	21.8%

*¹¹ Figures for non-Japanese employees exclude Daiko Advertising Inc. *¹² Turnover rate for regular employees

Workstyle

Category			Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Working hours and overtime work hours	Average total hours worked per person		Major operating companies in Japan	Hours	—	—	2,119	2,045	2,048
	Average overtime work hours per month		Figures up to and including fiscal 2021 are for Hakuholdo and Hakuholdo DY Media Partners; figures from fiscal 2022 are for major operating companies in Japan.	Hours	27.1	26.4	47.3	33.5	34.5
	Reduction in working hours (% year on year)		Major operating companies in Japan	%	98.1%	102.9%	99.2%	99.8%	100.8%

ESG Data

Workstyle (Continued)

Category		Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Leave taken	Days of annual paid vacation taken per person	Major operating companies in Japan	Days	10.8	10.0	10.6	10.3	10.5
	Percentage of annual paid vacation taken per person	Major operating companies in Japan	%	—	—	56.7%	55.6%	52.7%
	Days of paid vacation taken per person (including special paid vacation)	Figures up to and including fiscal 2022 are for Hakuholdo and Hakuholdo DY Media Partners; figures from fiscal 2023 are for major operating companies in Japan.	Days	—	—	18.0	15.1	16.6
	Percentage of paid vacation taken per person (including special paid vacation)	Major operating companies in Japan	%	—	—	—	61.3%	65.5%

Human Resource Development

Category		Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Investment in education	Amount of investment in education to cultivate human resources	Major operating companies in Japan	Billions of yen	1.68	2.32	2.16	2.42	2.67
	Amount of investment in education to cultivate human resources per employee		Thousands of yen per person	211	277	238	258	285
	Total annual hours of training	Major operating companies in Japan (figures for fiscal 2020 and fiscal 2021 exclude D.A.Consortium Inc.)	Hours	—	—	—	159,423.5	205,325.0
	Average annual hours of training per employee		Hours per person	27.5	24	19.7	16.9	21.9
	Total interview hours for managing employee targets and developing capabilities		Hours	15,249	15,983	16,045	17,110	19,292
	Annual interview hours per employee		Hours per person	2.3	2.3	1.8	2.4	2.7
Percentage of employees who felt they have grown from the previous year	Hakuholdo Inc.	Individual companies on a standalone basis	%	73.9%	71.6%	—	73.2%	73.5%
	Hakuholdo DY Media Partners Inc.		%	74.9%	69.0%	—	72.5%	76.3%
	Hakuholdo Inc., Hakuholdo DY Media Partners Inc.		%	—	—	72.0%	—	—
Status of training and seminars to develop capabilities	Total participants to date in Emergent Management Program (KSP)*13	Major operating companies in Japan	People	493	535	618	705	789
	Total participants to date in Growth Action Program (GAP)*14	Major operating companies in Japan	People	25	63	110	183	223
	Number of employees who served as in-house lecturers	Major operating companies in Japan	People	1,346	1,403	1,787	1,779	1,633

*13 Management human resource development training targeting the Hakuholdo DY Group

*14 GAP: Human resource training for Hakuholdo DY Group employees, centered on people in their 30s

ESG Data

Health and Productivity Management

Category		Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Percentage of employees receiving health examinations* ¹⁵		Major operating companies in Japan	%	93.0%	99.8%	98.5%	95.8%	94.6%
Percentage of employees receiving comprehensive medical examinations* ¹⁵		Major operating companies in Japan	%	85.0%	84.3%	73.7%	81.0%	78.0%
Checkup Championship	Number of participants	Hakuhodo and Hakuhodo DY Media Partners	People	1,160	1,087	1,049	1,366	1,176
	Health improvement rate among participants* ¹⁶		%	76.4%	75.0%	74.4%	75.0%	67.2%
Status of health-related seminars and events	Times held	Hakuhodo and Hakuhodo DY Media Partners	Times	—	—	6	6	13
	Number of participants		People	—	—	1,448	529	1,273
Stress check participation rate* ¹⁷		Major operating companies in Japan	%	—	—	78.2%	83.0%	86.7%
Occupational accident frequency rate		Major operating companies in Japan	—	—	—	—	0.13	0.11
Number of fatalities due to occupational accidents		Figures for fiscal 2020 and fiscal 2021 are for Hakuhodo and Hakuhodo DY Media Partners; figures from fiscal 2022 are for major operating companies in Japan.	People	0	0	0	0	0

*¹⁵ Examination rate is as of March 31.*¹⁶ From fiscal 2024, stricter criteria are applied for determining improvement rates.*¹⁷ Stress check participation rate is as of March 31.

ESG Data

Governance

Corporate Governance

Category			Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Status of directors	Number of directors	Total	Hakuhodo DY Holdings	People	9	10	10	10	9
		Of whom, outside directors		People	3	4	4	4	4
		Of whom, independent outside directors		People	3	4	4	4	4
	Percentage of independent outside directors			%	33.3%	40.0%	40.0%	40.0%	44.4%
	Number of female directors			People	0	0	1	1	1
	Percentage of female directors			%	0.0%	0.0%	10.0%	10.0%	11.1%

Compliance

Category		Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Training to enhance compliance awareness	Percentage attendance for training on information security	Hakuhodo and Hakuhodo DY Media Partners	%	100.0%	100.0%	100.0%	100.0%	100.0%
	Percentage attendance for training on compliance		%	100.0%	100.0%	100.0%	100.0%	100.0%
Number of whistleblower reports	Number of reports to the whistleblower hotline	Major operating companies in Japan	Cases	—	—	—	25	23

Human Rights

Category		Coverage	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Human rights due diligence	Rate of attendance for human rights training	Major operating companies in Japan	%	—	—	—	88.5%	90.4%
	Human rights assessment participation rate		%	—	—	—	—	79.4%
Employee union*18	Labor union membership rate	Of the major operating companies in Japan, those Group companies with labor unions	%	—	—	—	76.2%	78.2%

*18 Membership rate is calculated based on eligible employees; membership structures vary by Group company.

GRI Content Index

Disclosure items		Disclosure locations
GRI 2: General Disclosures 2021		
2-1	Organizational details	<ul style="list-style-type: none"> • Corporate Outline • Group Overview • Subsidiaries and Affiliates
2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> • Corporate Outline • Group Overview • Subsidiaries and Affiliates • ESG Data Book 2025 (Editorial Policy)
2-3	Reporting period, frequency, and contact point	• ESG Data Book 2025 (Editorial Policy)
2-4	Restatements of information	• ESG Data Book 2025 (Update History)
2-5	External assurance	<ul style="list-style-type: none"> • CO₂ Emissions Report (in Japanese) • Integrated Report 2025 (Contributing to a Sustainable Global Environment)
2-6	Activities, value chain, and other business relationships	<ul style="list-style-type: none"> • Medium-Term Business Plan • Integrated Report 2025 (Progress on the Medium-Term Business Plan)
2-7	Employees	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Social / Employees)
2-9	Governance structure and composition	<ul style="list-style-type: none"> • Corporate Governance • Integrated Report 2025 (Corporate Governance)
2-10	Nomination and selection of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance • Integrated Report 2025 (Corporate Governance)
2-11	Chair of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance • Integrated Report 2025 (Corporate Governance)
2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> • Sustainability Implementation Structure • Integrated Report 2025 (Sustainability at the Hakuhold DY Group)
2-13	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> • Sustainability Implementation Structure • Integrated Report 2025 (Sustainability at the Hakuhold DY Group)
2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> • Sustainability Implementation Structure • Integrated Report 2025 (Sustainability at the Hakuhold DY Group)
2-15	Conflicts of interest	• Hakuhold DY Holdings Corporate Governance Guidelines
2-16	Communication of critical concerns	<ul style="list-style-type: none"> • Sustainability Implementation Structure • Compliance • Integrated Report 2025 (Compliance Initiatives)
2-17	Collective knowledge of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance Evaluations of the Board of Directors' Effectiveness • Corporate Profile Directors, Corporate Officers, Audit & Supervisory Board Members • Integrated Report 2025 (Corporate Governance)
2-18	Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance Evaluations of the Board of Directors' Effectiveness • Integrated Report 2025 (Corporate Governance)
2-19	Remuneration policies	• Integrated Report 2025 (Corporate Governance)
2-20	Process to determine remuneration	• Integrated Report 2025 (Corporate Governance)
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> • Message on Sustainability from the President • Integrated Report 2025 (Message from the President)
2-23	Policy commitments	<ul style="list-style-type: none"> • Corporate Governance Guidelines / Report • Environmental Management Hakuhold DY Group Environmental Policy • Diversity, Equity and Inclusion Hakuhold DY Group's Diversity, Equity & Inclusion (DE&I) Policy • Human Rights The Hakuhold DY Group's Human Rights Policy
2-24	Embedding policy commitments	<ul style="list-style-type: none"> • Corporate Governance Guidelines / Report • Environmental Management Hakuhold DY Group Environmental Policy • Diversity, Equity and Inclusion Hakuhold DY Group's Diversity, Equity & Inclusion (DE&I) Policy • Human Rights The Hakuhold DY Group's Human Rights Policy
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> • Compliance • Integrated Report 2025 (Compliance Initiatives)

GRI Content Index

Disclosure items		Disclosure locations
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> • Compliance • Integrated Report 2025 (Compliance Initiatives)
2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> • Compliance • ESG Summary • Integrated Report 2025 (Compliance Initiatives) • ESG Data Book 2025 (Governance / Compliance)
2-28	Membership associations	<ul style="list-style-type: none"> • Sustainability Policy • Environmental Management • Initiatives and External Evaluation
2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> • Sustainability Policy
2-30	Collective bargaining agreements	<ul style="list-style-type: none"> • ESG Data Book 2025 (Governance / Human Rights)
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	<ul style="list-style-type: none"> • Materiality & KPIs • Integrated Report 2025 (Materiality)
3-2	List of material topics	<ul style="list-style-type: none"> • Materiality & KPIs • Integrated Report 2025 (Materiality)
3-3	Management of material topics	<ul style="list-style-type: none"> • Materiality & KPIs • Integrated Report 2025 (Materiality)
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> • Annual Securities Report (in Japanese)
201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> • Addressing Climate Change and the TCFD • Integrated Report 2025 (Contributing to a Sustainable Global Environment)
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	<ul style="list-style-type: none"> • Social Contribution Activities
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> • Compliance • Integrated Report 2025 (Compliance Initiatives) • Integrated Report 2025 (Message from the CCO) • ESG Data Book 2025 (Governance / Compliance)
205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> • Compliance • Integrated Report 2025 (Compliance Initiatives) • Integrated Report 2025 (Message from the CCO) • ESG Data Book 2025 (Governance / Compliance)
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<ul style="list-style-type: none"> • Integrated Report 2024 (Message from the CCO)
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Environmental / Greenhouse Gases)
302-4	Reduction of energy consumption	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Environmental / Greenhouse Gases)
GRI 303: Water and Effluents 2018		
303-5	Water consumption	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Environmental / Water Resources)
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Environmental / Greenhouse Gases)
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Environmental / Greenhouse Gases)
305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Environmental / Greenhouse Gases)
305-5	Reduction of GHG emissions intensity	<ul style="list-style-type: none"> • Addressing Climate Change and the TCFD • Integrated Report 2025 (Contributing to a Sustainable Global Environment)

GRI Content Index

Disclosure items		Disclosure locations
GRI 306: Waste 2020		
306-3	Waste generated	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Environmental / Waste)
306-4	Waste diverted from disposal	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Environmental / Waste)
306-5	Waste directed to disposal	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Environmental / Waste)
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> • Supply Chain
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover Parental leave	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Social / Recruitment and Turnover)
401-3	Parental leave	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Social / Diversity)
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2025 (Promotion of Well-Being) • Health and Productivity Management and Workstyles (in Japanese) (Hakuhodo)
403-2	Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2025 (Promotion of Well-Being) • Health and Productivity Management and Workstyles (in Japanese) (Hakuhodo)
403-3	Occupational health services	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2025 (Promotion of Well-Being) • Health and Productivity Management and Workstyles (in Japanese) (Hakuhodo)
403-4	Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2025 (Promotion of Well-Being) • Health and Productivity Management and Workstyles (in Japanese) (Hakuhodo)
403-5	Worker training on occupational health and safety	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Social / Health and Productivity Management)
403-6	Promotion of worker health	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • ESG Summary • Integrated Report 2025 (Promotion of Well-Being) • ESG Data Book 2025 (Social / Health and Productivity Management) • Health and Productivity Management and Workstyles (in Japanese) (Hakuhodo)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2025 (Promotion of Well-Being) • Health and Productivity Management and Workstyles (in Japanese) (Hakuhodo)
403-8	Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> • Healthy and Sound Workstyles • Integrated Report 2025 (Promotion of Well-Being) • ESG Data Book 2025 (Social / Health and Productivity Management) • Health and Productivity Management and Workstyles (in Japanese) (Hakuhodo)
403-9	Work-related injuries	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Social / Health and Productivity Management)
403-10	Work-related ill health	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Social / Health and Productivity Management)

GRI Content Index

Disclosure items		Disclosure locations
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> • ESG Summary • ESG Data Book 2025 (Social / Human Resource Development)
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> • Cultivating Human Resources • ESG Summary • ESG Data Book 2025 (Social / Human Resource Development)
404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> • Cultivating Human Resources • ESG Summary • ESG Data Book 2025 (Social / Human Resource Development)
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> • Diversity, Equity and Inclusion • ESG Summary • Annual Securities Report (in Japanese) • Integrated Report 2025 (Implementing Diversity, Equity, and Inclusion) • ESG Data Book 2025 (Social / Employees, Diversity, Recruitment and Turnover Governance / Corporate Governance)
405-2	Ratio of basic salary and remuneration of women to men	<ul style="list-style-type: none"> • ESG Summary • Annual Securities Report (in Japanese) • ESG Data Book 2025 (Social / Diversity)
GRI 412: Human Rights Assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	<ul style="list-style-type: none"> • Human Rights • ESG Summary • Annual Securities Report (in Japanese) • Integrated Report 2025 (Respect for Human Rights) • ESG Data Book 2025 (Governance / Human Rights)
412-2	Employee training on human rights policies or procedures	<ul style="list-style-type: none"> • Human Rights • ESG Summary • Annual Securities Report (in Japanese) • Integrated Report 2025 (Respect for Human Rights) • ESG Data Book 2025 (Governance / Human Rights)
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> • Integrated Report 2023 (Community Contribution Initiatives by Group Companies)
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	<ul style="list-style-type: none"> • Supply Chain

Update History

Date of update	Page(s) updated	Section(s) updated	Details of update
2025/11/5	Environmental	Greenhouse Gases	Revision of fiscal 2023 data
2025/11/5	Overall	Overall	Publication of this report
2025/12/19	Social	Diversity / Gender composition of executives	Revision of fiscal 2022 data

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