



**Open up individual potential  
through rewarding work**

# Supporting individuals to open up their potential in four domains

**Former BeNEXT Group Inc.**

Staffing services for the manufacturing, machinery, electronics, and IT software fields (Japan and overseas)



Absorption-type merger (swap ratio 1:0.63)

**Former Yumeshin Holdings Co., Ltd.**

Staffing services for the machinery, electronics, and IT software fields, Largest provider of staffing services for the construction engineering field



**Formed April 2021**

**Holding company**

**BeNext-Yumeshin Group Co.**

Formulates Group strategy and oversees the management of Group companies



**Net sales**  
**¥95.1 billion**  
Fiscal year ended June 2021

\*Net sales shows sales to external customers, figure has been rounded off

In April 2021, Yumeshin Holdings Co., Ltd., a staffing service specializing in the construction management, machinery, electronics, and IT software fields, and BeNEXT Group Inc., a staffing service specializing in the machinery, electronics, manufacturing, and IT software fields, integrated to create BeNext-Yumeshin Group Co.

Each Group company is now demonstrating its strengths in the four domains of “machinery, electronics, and IT software,” “construction,” “manufacturing,” and “overseas.” We are exercising our employment capabilities, such as the ability to cultivate and dispatch engineers, in order to raise the corporate value of client companies by helping them generate innovation and to contribute to advancing industry and realizing a society where everyone can participate actively in the workplace.

**Machinery, electronics, and IT software domain**  
**¥49,060 million (51.6% of net sales)**

Dispatch, subcontracting, and outsourcing covering the development, design, and operations and maintenance fields


- BeNEXT Technologies Inc.
- YUME TECHNOLOGY Co., Ltd.
- YUME PROENG Co., Ltd.
- BeNEXT Solutions Inc.
- AXIS CREATE Inc.
- Arrow Information Co.Ltd.
- ArrowTrust Systems Co., Ltd.
- InformationPort Co., Ltd.
- NEPLUS K.K.
- sbo Co., Ltd.
- Garenet Co., Ltd.



**Construction management domain**  
**¥8,720 million (9.2% of net sales)**

Dispatch of construction managers and CAD operators for the construction industry


- YUMESHIN Co., Ltd.
- YUMESHIN EXPERT Co., Ltd



**Manufacturing domain**  
**¥8,660 million (9.1% of net sales)**

Dispatch, subcontracting, and outsourcing catering for areas such manufacturing processes at customer companies

- BeNEXT Partners Inc.



**Overseas domain**  
**¥28,290 million (29.8% of net sales)**

Dispatch, subcontracting, and human resources services covering engineering and manufacturing fields overseas

- Gap Personnel Holdings Limited
- PT.TRUST TECH ENGINEERING SERVICE INDONESIA
- Shandong Trust-Bridge Human Resource Inc. (affiliate company accounted for by the equity method)
- Shanghai Trust tech, Ltd.
- Guangzhou Trust Dianmi Human Resources Inc.
- HKTT Ltd.
- L&A INVESTMENT CORPORATION (affiliate company accounted for by the equity method)



**Other** **¥360 million (0.4% of net sales)**

- Samurai, Inc.
- BeNEXT With Inc.

# Open up individual potential through rewarding work

## The spirit expressed by our purpose

Just as each individual has a different way of thinking about happiness, We believe that rewarding work for workers is also diverse.

Our role is to create many doors to open up possibilities and a milestone toward a rewarding work for each employee.

We support the workers to open the doors.

- For some people, the challenge to a new job.
- For some people, to improve their skills in training.
- For some people, the time to consult future careers.

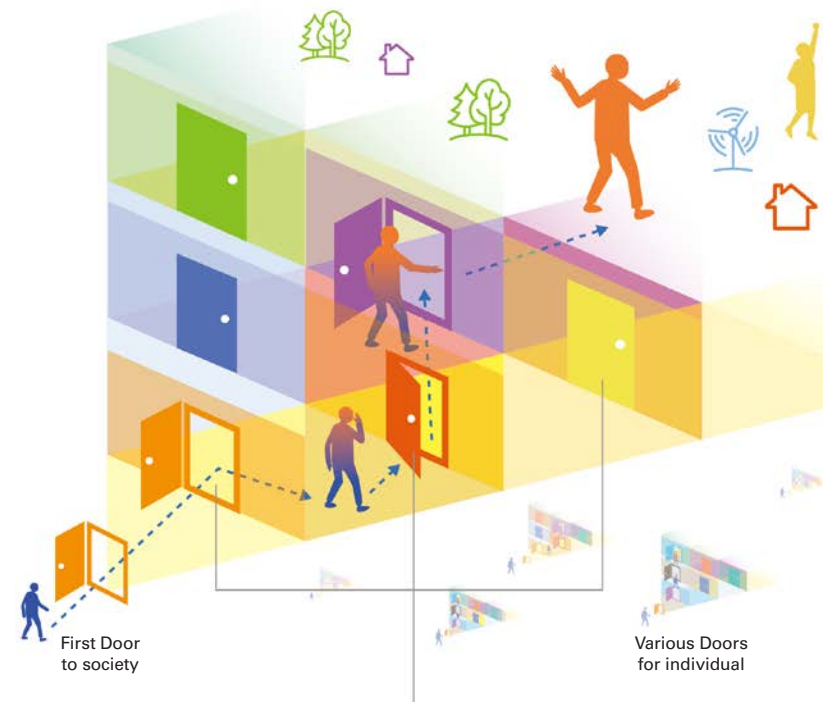
We believe that people will always grow and drive the society forward when they open the next door.

We will increase the number of people who open the door to the next to make society more diverse and prosperous.

We the BeNext-Yumeshin Group exists to create such a future.



Make society more diverse and prosperous



Doors are Opportunities



## To realize a sustainable society by attaining our purpose

### Yutaka Nishida

Chairman and  
Representative Director, CEO

### Daio Sato

President and  
Representative Director, COO

### To offer staffing services for bring about new possibilities for many enterprises, organizations, and individuals

On April 1, 2021, BeNEXT Group Inc. and Yumeshin Holdings Co., Ltd. integrated their businesses to take a new step as BeNext-Yumeshin Group Co. Both companies have been actively conducting M&A activities in Japan and overseas since before the integration. However, with this business merger, we have become one of the largest temporary staffing companies in Japan with the most significant number of engineers. In addition, we are confident that we will be able to further promote growth through a business portfolio that allows us to mutually utilize the technological domains that have been the strengths of respective companies.

Even before the merger, both groups had very similar philosophies that they focused on when operating the temporary staffing business. In particular, they share the same idea that the business should be designed through providing services centering on “workers.” Further growth of the group after the merger is determined by not only the increase in sales and profits, but also how we define the group’s meaning of existence as a temporary staffing company and how we proceed toward realizing an ideal society. Therefore, our human resources-centered vectors must be the same. These commonalities allowed us to set our “purpose” shortly after the integration.

Our purpose is “Open up individual potential through rewarding work.” We also would like you to look at the accompanying plots (thoughts put into our purpose). We believe that the society guided by our purpose has a promising future for many stakeholders, not just our group’s employees.

We symbolically use “rewarding work” in our purpose. A certain job is not always rewarding. Mr./Miss A can find a fun job and be able to utilize his/her abilities through it, while Mr./Miss B might hate that

job and find it boring. I think that there are people who perform better at a job when they are motivated, which makes them feel joy through their work. Some people are happy to have a job they have no experience in and see as an opportunity to take on challenges. Some other people need to prioritize their personal life, so they feel happy when they have a job where they can achieve a balance between work and their personal life.

Our corporate group suggests various job possibilities to each person as work occupies most of their lives, and wants to be their companion when needed. In addition, being a reliable platform that can achieve such work styles in society unlocks new possibilities for many companies and organizations. We can operate our business by incorporating staffing services such as dispatch of workers into managerial resources in a more meaningful manner and make society more diverse and prosperous.

Our purpose is also a compass for our corporate group's continuous and sustainable growth. As the scale of our business expands, our impact on society and responsibility naturally increase. When aiming for growth, it is essential to face social issues and have a business strategy in harmony with society. In the temporary staffing business, compliance related to human rights and labor is essential. We also grasp social demands and changes and focus on the corresponding internal governance and risk management processes.

### We will prepare and expand various doors such as employment opportunities, various training programs, and career counseling.

We drew doors to portray the world view of our purpose. We believe that we can provide doors to increase the number of people who open up their potential through "rewarding work." Of course, respective people require different doors, but we can provide a variety of doors,

which is our strength.

One of these doors is the provision of "employment opportunities." The expansion of our business scale through the merger will enhance employment projects and contract work with client companies. Through cooperation within our corporate group, our business companies are seeking and seizing project opportunities. Through collaboration within our corporate group, we would like to expand employment opportunities by proposing projects across business companies, enhancing our recruiting website, offering online consultations and interviews, referral recruitment, and active recruitment to new graduates and mid-career personnel.

We also offer doors centered on "workers." For example, we ask on-site officers of various client companies to directly examine resumes based on engineers' skills and experience to discover the needs for potential human resources and propose a framework that matches the skills of engineers with the companies that need them. In addition, we will accumulate and analyze recruitment data, accurately identify skills and career orientation using statistics and AI, and aim for effective matching.

Various training programs are included in our doors. The most crucial element for sustainable business expansion is that each employee demonstrates and improves technological skills, knowledge, and abilities such as cooperative skills that client companies trust. One of our group's strengths is our model that trains inexperienced employees to produce employable engineers. We have created an environment where even inexperienced people can grow in a way that allows them to become work-ready in a few years by, for example, providing training to acquire qualifications that are highly needed for personnel to hit the ground running in the IT field and establishing a system for supporting acquisition of qualifications related to quality assurance and construction. Moreover, we have established a system for personal follow-ups with a dedicated department to accurately

grasp the skills of employees, the evaluations on them at each workplace, and employees' motivation. Also, by utilizing systems such as the talent management system, we are working to identify career turning points and desired work styles and provide timely potential opportunities for the next career, such as a transfer to a new job and training.

Furthermore, we offer opportunities for career counseling, and our group also provides doors such as opportunities to transfer to a new place of employment. If companies prioritize only business achievement, they will want to retain employees, but if employees are recognized for their abilities and can exert their full potential at the transfer destination, then supporting them is part of our purpose.

Additionally, we have decided to set a "Purpose Index" to share the degree of realization of our purpose with stakeholders. It is an indicator that is different from sales and profits. It represents the expansion and number of doors for our purpose and the state of the employees' satisfaction at work.

The medium-term management plan "BY25" up to June 2025 was established in August 2021, and this medium-term management plan will improve both the "Purpose Index" in conjunction with the financial performance.

\*Details of the Purpose Index are shown on page 15. In addition, from 2022, the latest progress will be disclosed on the website quarterly.

**Yutaka Nishida**  
Chairman and  
Representative Director, CEO

**Daio Sato**  
President and  
Representative Director, COO

### Regarding the market environment of our business

#### Machinery, electronics, and IT software domain

The machinery, electronics, and IT software domain is included in our core business like the construction domain, and have growth potential. For example, the needs for our services are expected to remain strong, as there is latent demand for workers since the technical fields for engineering are changing and IT software is being developed for producing electric vehicles (EVs) and improving safety performance.

We consider the expansion and growth of the IT domain as an important strategy. At present, the needs for experienced engineers who can immediately engage in the development of IT software are strong, but they are scarce. Accordingly, our corporate group will train inexperienced workers who aim to become middle-level ones and improve our systems for dispatching them to client companies and determining shifts according to their levels. From now on, we will offer training for obtaining qualifications recognized by many client companies, such as AWS, Azure, and Salesforce, and dispatch trained IT engineers to client companies to meet their needs for IT engineers for in-house production and operation.

On the other hand, among machinery, electronic, and electrical engineers engaged in the development of automobiles, etc. for manufacturers, engineers for new technologies and fields and engineers who support the conventional technological field are insufficient. Therefore, external workers are increasingly hired. In this field, there is room for increasing average spending and growing business through the improvement and visualization of the skills of engineers. Our corporate group will select optimal

business companies and structures in each field and each area flexibly, while expecting that engineers will be able to flourish on various scenes by utilizing their support system and skill data, and expand our business.

#### Construction management domain

The construction management domain is included in our core business like the machinery, electronics, and IT software domain. The scale of our business is the largest in the Japanese market of dispatch of construction management engineers in the construction field. Even after the demand for construction related to the Olympic Games subsided, the demand for redevelopment and repair remains strong. In addition, the aging of workers in this field is an issue, and workers are decreasing, so engineers will become scarcer. Accordingly, the needs for workers are strong in this field.

Our corporate group can “improve transactions” by lengthening the period of each transaction with leading client companies and implementing measures for streamlining business operations with client companies, by taking advantage of our No.1 position in the worker dispatch market.

From now on, we aim to strengthen the functions of specialized organizations while training young engineers and putting importance on follow-up systems. In addition, companies in the construction field need to increase the retention rate of employees. We will lead the worker dispatch business in this field, by supporting the growth of workers at their workplaces and helping them flourish through assistance and career counseling.

#### Manufacturing domain

The demand for workers in the temporary staffing market in the manufacturing field is more volatile than those in other fields, so it is already recovering in the post-pandemic period. On the other hand, the shortage of semiconductors affects manufacturing processes, so demand has not recovered fully, and there are uncertainties.

Under these circumstances, our corporate group will make efforts to increase customers and improve staffing efficiency in target areas with our strategies focused on business efficiency, rather than hastily expanding our business scale. For recruitment, we will develop a base for growth by increasing visitors to our website and enhancing our unique recruitment.

#### Overseas domain

Our corporate group has business companies in the U.K. in Europe and China, Indonesia, and Vietnam in Asia, and operates the businesses of dispatching workers to manufacturing lines and introducing engineers. The overseas markets have been affected by the spread of COVID-19 like in Japan, and the number of employees in service and transactions for introducing personnel decreased, but we secured profit while receiving subsidies, and have entered the recovery phase. From now on, we will put a brake on large-scale investment and the foray into new countries, increase profitability, reshuffle the business portfolio in each country where we operate business, and seek business opportunities in the changing markets.

# Aiming to realize a prosperous society by raising the value of each individual

- Social issues**
- Rigidity of employment systems
  - Low birthrates and an aging population
  - Worker shortages caused by changes in industrial structure
  - Diversity and inclusion
  - Regional revitalization
  - Climate change



**Raise Purpose Index scores**

- BY25 employee number
- Employment opportunities
- Advancement
- Retention
- Engagement

For details, see Non-financial Data on p.15

**Achieve medium-term management plan**

**Realize our purpose**

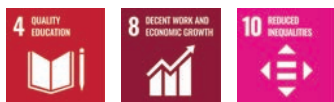
Open up individual potential through rewarding work

- Vitalize industry
- Realize a prosperous society
- Contribute to the achievement of the SDGs

## Establishing systems that enable everyone to participate actively and with peace of mind

Our employees are an important asset which is key to the Group's value creation. We believe that maintaining and enhancing work environments that enable everyone to participate actively and with peace of mind is the foundation for drawing out the potential of each individual. As a group of companies that provide staffing services, we will strive to fulfill our social responsibilities and improve employee engagement through a variety of initiatives.

### ▶P. 15-16 Non-financial Data



### Respect for human rights

In order to establish work environments that enable everyone to participate actively and with peace of mind, we think it is important that all Group employees fully understand the concept of respecting human rights and to create a framework for effectively maintaining a respect for human rights on a Groupwide basis.

Therefore, in our Corporate Ethics for Society, Human Rights, and the Environment, we have made it clear that the human rights and personal dignity of an individual are to be respected and that we will not tolerate any actions that are discriminatory or that violate human rights, including language and behavior that discriminates on grounds such as nationality, race, ethnicity, religion, ideology, social status, family situation, age, ability or disability, gender, sexual orientation, or gender identity, violent actions, sexual harassment, and power harassment.

We also use forums such as employee training and cross-company meetings to deepen all employees' understanding of respect for human rights in order to prevent any violations of an individual's human rights and personal dignity. We have established a whistle-blower system through which employees can make confidential and anonymous reports. This system enables us to prevent work-related legal violations and to quickly detect and respond swiftly to improper behavior.

On the same theme, we have also established systems for auditing operations and oversight by the Board of Directors.

### Promoting diversity

We believe that if a diverse range of individuals realize their potential through their work, it will create a prosperous society. Our Corporate Ethics for Society, Human Rights, and the Environment states that we will establish environments that provide decent work for all individuals, regardless of whether they have a disability or not, and which are free from employment conditions based on gender or nationality. Specific initiatives we implement for employees of foreign nationality include Japanese language education, support for establishing a life in Japan, checking of visa type and validity period and of the details of work provided by employers, ensuring the thoroughness of management, follow-up activities by a specialist division, and monitoring through compliance meetings. At our Group companies overseas, we comply with local laws and regulations and carry out proper employment practices that prohibit involvement in forced or child labor.

For employees with disabilities, we assess the nature and severity of each individual's disability and then place them in positions that are well suited to their specific capabilities. We also provide additional support through training. Currently we have around 300 employees with disabilities working in Japan and we are actively working to further promote the employment of people with disabilities as the Group grows in scale.

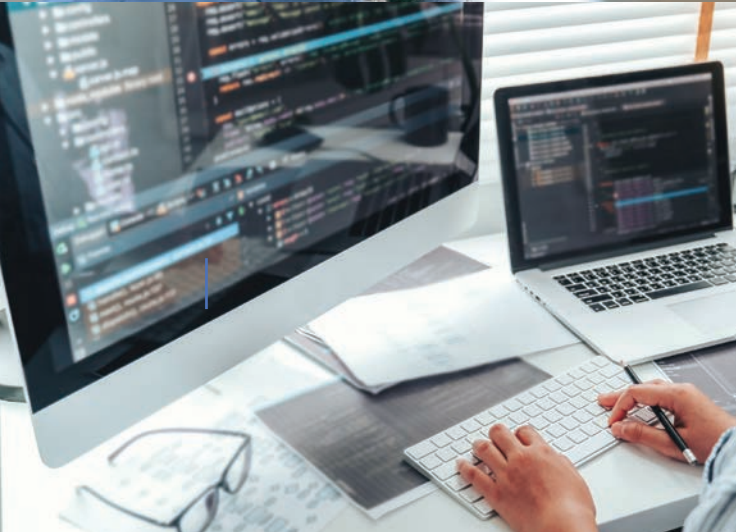


Our special subsidiary company BeNEXT With Inc. has been designated as a Sagami-hara SDGs Partner



BeNEXT With Inc. has also acquired Monisu certification recognizing its excellence in employing people with disabilities





### Establishing pleasant work environments

As we enter the era of 100-year lifespans, establishing work environments that enable individuals to maintain physical and mental health while continuously advancing their skills and career is an important issue.

As a Group, in addition to assessing the ratio of employees that are receiving regular health checks and managing situations related to this, we also promote health and productivity management with the aim of detecting and treating diseases at an early stage and understanding health risks.

We practice thorough management and oversight regarding working hours and at our Group companies in Japan, we hold compliance meetings once a month in order to monitor efforts to prevent health problems caused by long working hours and unsafe work environments. We also deal strictly with companies that use our staffing services by encouraging them to make improvements and terminating agreements in cases where said improvements are not made.

We provide our employees with health and safety training to improve work environments and prevent workplace accidents. Also, in addition to sharing guidance from labor authorities and labor standards inspection offices on a Groupwide basis, we also strive to address issues that need to be dealt with, shorten working hours, handle initiatives concerning laws and regulations in an appropriate manner, and maintain pleasant work environments that are considerate of occupational health and safety and mental health.

### Supporting skill-building through education and training

In order to live a rewarding work life, it is extremely important that workers are able to improve their skills and increase the contribution

they can make to customers. We want to build a society with workplaces that accommodate all workers, from the young to the elderly, and enable them to continue to enjoy their work.

As shown in the figures for total hours spent on training and total investment in education in the Non-financial Data section (p. 15-16), we place an emphasis on education and training. Our particular strengths are in cultivating and reskilling employees at all levels, from fresh recruits to mid-level engineers, and a system that supports employees in acquiring IT certifications, which are in high demand from customers in the markets.

Training and education provide an employee, regardless of their age or work experience, with skills that can be used to make a greater contribution to customers and obtain higher-level work or compensation. This results in a more rewarding experience in the long-term. We hope to increase the number of satisfied workers by putting people into work in Japanese industries that are experiencing personnel shortages, and particularly in the IT industry, which is experiencing the most severe shortages.

#### ■ Winning the AWS Japan Certification Award 2020 Rising Star of the Year



Since March 2020, YUME TECHNOLOGY Co., Ltd., a Group company in the IT field, has been focused on cultivating engineers who have Amazon Web Service (AWS) certifications. In recognition of its efforts, it received the Rising Star of the Year award which is presented to AWS partner companies that acquire significant numbers of certifications.

\*Amazon Web Service and AWS are trademarks of Amazon.com, Inc. and its affiliates in the U.S. and/or other countries.

#### ■ Achievement of 100 Salesforce-Certified Engineers



YUME TECHNOLOGY Co., Ltd. has been made a consulting partner of Salesforce.com and since January 2020, it has been focusing on cultivating Salesforce-certified engineers. Over approximately a year, it has produced 100 certified engineers.

# Activities for realizing a sustainable society, including environmental conservation and regional revitalization

## Environmental conservation



### Regular disclosure of the outcomes of initiatives

We recognize that our business activities produce greenhouse gas emissions, which contribute to climate change, and have an impact on water resources. Therefore, we are working to reduce these effects by advancing environmental initiatives as prescribed by the Environmental Policy section of our Corporate Ethics for Society, Human Rights, and the Environment. On our website, we regularly disclose information on the amount of paper purchased and recovered, paper recycling rates, and on the amount of CO<sub>2</sub> emissions generated.

Each year we also carry out a climate change risk assessment and if a severe risk is identified, it is reported to the Board of Directors and at management meetings so that countermeasures can be discussed.

#### Environmental initiatives

- Appropriate management of energy use
- Enhancement of office environmental performance
- Reduction of paper use and recycling of paper waste
- Modal shift
- Usage of environmentally friendly products

#### ■ Recovery and recycling of paper used by the Group

Our special subsidiary company BeNEXT With Inc., which employs people with disabilities, recovers and recycles used paper by processing it into promotional materials. In fiscal 2020, it recovered a total of around five tons of paper and going forward, it aims to recover 10 tons per year.

The recovered paper is soaked in water and then converted into handmade paper using a traditional Japanese method. Water usage, including the water used in this process, is controlled to keep monthly volumes to around 6,500 liters (roughly equivalent to the monthly water use of one member of a household\*). Once the paper-making process is finished, the paper is dried using natural methods and without using electricity. The water used in the process is also filtered using a two layered filter to eliminate almost all pollutants before it is discharged.



Traditional paper making at BeNEXT With

\*Based on Tokyo Metropolitan Government Bureau of Waterworks data for 2019

## SDGs initiative examples

### Regional revitalization

### Contributing to regions through the corporate version of the Hometown Tax



Since fiscal 2019, we have made successive donations to Takizawa, Iwate Prefecture, through the Regional Revitalization Tax System (the corporate version of the Hometown Tax). This system enables companies to make donations to regional revitalization projects that are recognized by the Japanese government in exchange for a corporate tax deduction.

We chose to donate to Takizawa because its philosophy on HR development is in line with our Group's Purpose and it also aims to utilize and promote education of cutting-edge technologies such as IT as a way to develop human resources.

We will continue to be involved in regional revitalization and we hope to expand our participation in regional revitalization projects that will help us achieve our Purpose in the future.



Making a donation to a regional revitalization project in Takizawa through the Regional Revitalization Tax System

### Supporting regional human resources development

### Contributing to regional revitalization through HR development in IT



Our involvement with Takizawa through the Regional Revitalization Tax System has also led to us establishing and sending engineers to BeNEXT Lab Takizawa, a laboratory within the Takizawa IPU Innovation Center. This center was set up to facilitate a public-private collaboration between Takizawa City and Iwate Prefectural University. In 2020, we participated in the Project to Develop Takizawa's Human Resources through Cutting Edge Training and Linking Youth to Businesses, which is one of the city's regional revitalization projects. An IT engineer from our Group participated as a lecturer in a website creation course organized to teach students IT skills and give them insight that will help them find employment in the future. We will continue to expand our involvement in the city's HR development initiatives as well as the university's human resources development and technological open innovation activities.



A lecture held as part of the HR development program's website creation course

### Respect for diversity

### Helping people with disabilities to become self-sufficient



Bringing out the potential of employees is the Group's reason for being, so we support the ideals of AVENIR, a company established with the aim of helping people with disabilities become self-sufficient as professional entertainers. Since 2018, we have been sponsoring readings and performances put on by the company.



A reading held in 2019

# Ensuring the soundness and transparency of management while aiming for swift decision making and efficient organizational operation

## Corporate Governance framework

The Company's directors, who are elected through General Shareholders' Meetings, are responsible for making decisions on important matters concerning the management of the Group and for overseeing management with a view to making the soundness of management more transparent and ensuring that operations are implemented in an appropriate manner. Additionally, we established a Board of Auditors based on the thinking that non-executive auditors who are not involved in business operations are most suitable for auditing the execution of duties by directors to ensure sound management.

Also, in addition to holding management meetings with the aim of realizing swifter and more efficient decision making and operational execution, we have also appointed five outside directors among our 10 directors in order to reinforce management oversight, which includes supervising the appropriateness of the execution of duties by directors. In order to ensure audit effectiveness, all four auditors are independent outside auditors, and these auditors strive to regularly collaborate with the accounting auditor and the Internal Audit Department.

We also hold compliance meetings at our main Group companies in order to strengthen the Group's compliance framework.

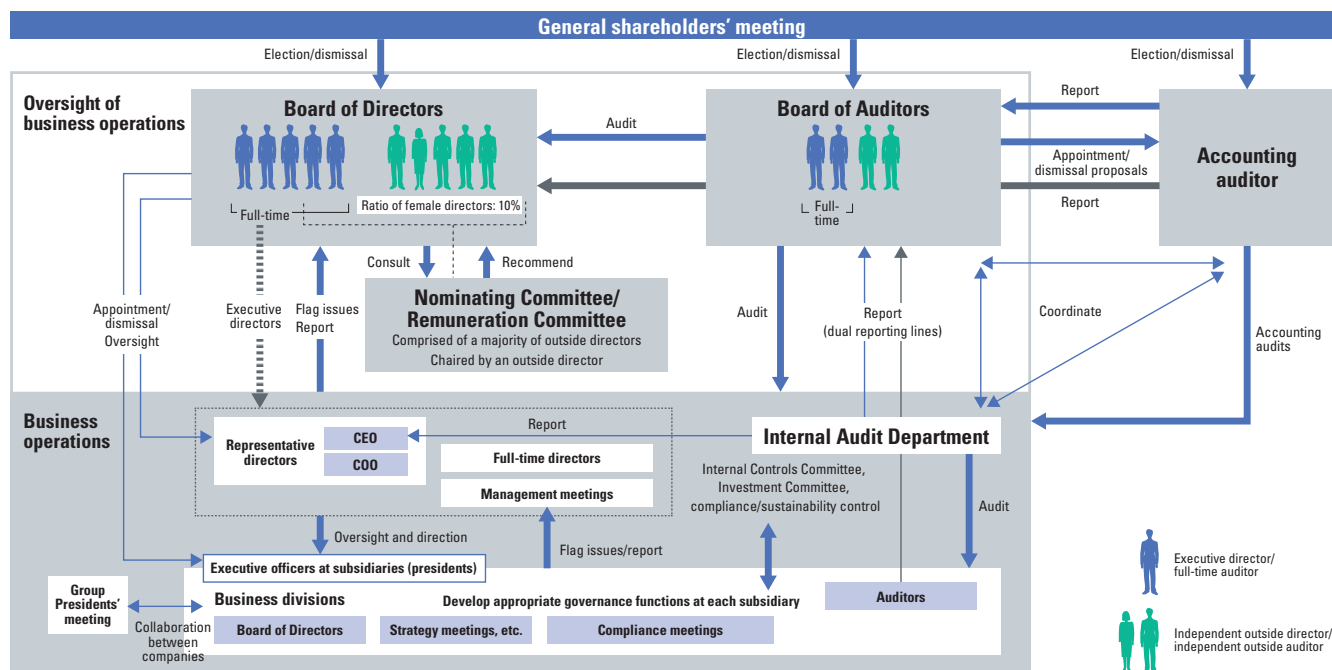
### Directors/Board of Directors

As a general rule, ordinary Board meetings are held once a month and extraordinary Board meetings are held as needed. The Board decides matters stipulated by law and other important management matters, and also monitors director performance.

### Auditors/Board of Auditors

The Board of Auditors consists of four members (four of whom are outside auditors) and meetings are held once a month as a general rule. Each member audits the performance of the directors based on the audit policies, audit plans, and division of duties decided at Board of Auditors meetings.

## Governance framework



### Management meetings

Management meetings are attended by representative directors and full-time directors. They are held to discuss important matters related to our business operations and decisions are made based on the majority of votes among those present. Management meetings are held as appropriate to speed up decision-making.

### Nominating Committee/Remuneration Committee

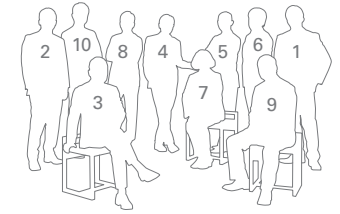
Although we are not a company with committees as stipulated in Japan's Companies Act, we have set up a Remuneration Committee and Nominating Committee with the aim of ensuring management transparency and objectivity. Members of both committees are appointed through resolutions of the Board of Directors and in order to ensure objective decision-making, a majority of members must be directors who

are not directly involved in business operations. The Remuneration Committee recommends a policy for determining director remuneration to the Board of Directors and then decides the amount and content of remuneration for each individual director through discussion based on this policy. The Nominating Committee selects candidates for Directors to be elected at General Shareholders' meetings and submits these as recommendations to the Board of Directors.

### Accounting Auditor

We have appointed Ernst & Young ShinNihon LLC. as our accounting auditor. Our Board of Auditors and Internal Audit Department work with the accounting auditor to enhance the quality and efficiency of audits.

## Leadership



- |   |  |
|---|--|
| <p><b>1 Yutaka Nishida</b><br/>Chairman and Representative Director, CEO<br/>Fiscal year ended June 2021<br/>Board of Directors meetings 19/19</p>                          | <p><b>2 Daio Sato</b><br/>President and Representative Director, COO<br/>Fiscal year ended June 2021<br/>Board of Directors meetings 5/5</p>   |
| <p><b>3 Kenjiro Ogawa</b><br/>Director, President and Representative Director of Yumeshin Co., Ltd.<br/>Fiscal year ended June 2021<br/>Board of Directors meetings 5/5</p> | <p><b>4 Hiroshi Sato</b><br/>Director, CFO<br/>Fiscal year ended June 2021<br/>Board of Directors meetings 15/15</p>   |
| <p><b>5 Noriyuki Murai</b><br/>Director in charge of ESG<br/>Fiscal year ended June 2021<br/>Board of Directors meetings 19/19</p>  |  |
| <p><b>6 Tomohiro Sakamoto</b><br/>Outside director</p>  | <p>Also works as a representative of Sakatomo Law Office and as an outside director at SBI FinTech Solutions Co., Ltd.<br/>Fiscal year ended June 2021<br/>Board of Directors meetings 5/5</p>   |
| <p><b>7 Rieko Zamma</b><br/>Outside director</p>  | <p>Also works as an outside director at SHIMA SEIKI MFG., Ltd., Fujita Kanko Inc., and IBJ, Inc., and as the representative director and president of Candid Produce Co., Ltd.<br/>Fiscal year ended June 2021<br/>Board of Directors meetings 18/19</p> |
| <p><b>8 Arata Shimizu</b><br/>Outside director</p>  | <p>Also works as an outside director at Interworks, Inc. and MISUMI Group Inc. and as a director at P&amp;E Directions, Inc.<br/>Fiscal year ended June 2021<br/>Board of Directors meetings 18/19</p>   |
| <p><b>9 Hajime Mita</b><br/>Outside director</p>  | <p>Also works as a corporate auditor at Medic Planning Office Co., Ltd. and as an outside director at PointThree Co., Ltd. and LENDEX Co., Ltd.<br/>Fiscal year ended June 2021<br/>Board of Directors meetings 5/5</p>                                  |
| <p><b>10 Yoichi Wada</b><br/>Outside director</p>   | <p>Also works as a director at Metaps Inc., and an outside director at WonderPlanet Inc., Mynet Inc., and GENDA Inc.<br/>Fiscal year ended June 2021<br/>Board of Directors meetings – (newly elected)</p>   |



The profile of each director can be found on the [Leadership page](#) of our website.

## Director skills matrix

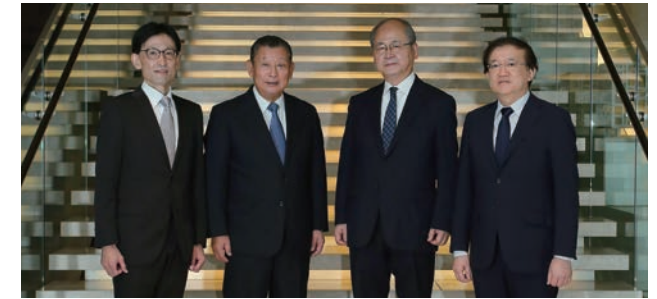
\*The matrix shows the top three skills each director is particularly expected to demonstrate for the Group.  
For representative directors, the skill each director is particularly expected to demonstrate for the Company is represented by a ◎mark.

Position at the Company	Name	Age	Gender	Type		Knowledge and experience that are important for Group management (skill categories)							
				Outside	Independent	Industry experience	Management experience	Officer experience at other listed companies	International experience	M&As, investment, and PMI	Finance and financial strategy	Governance, social responsibility, and sustainability	Digital technology and cyber security
Chairman and Representative Director, CEO	Yutaka Nishida	58	Male			◎	○						○
President and Representative Director, COO	Daio Sato	37	Male			○	◎			○			
Director	Kenjiro Ogawa	48	Male			○	○					○	
Director	Hiroshi Sato	64	Male					○	○		○		
Director	Noriyuki Murai	49	Male			○					○	○	
Director	Tomohiro Sakamoto	58	Male	●	●					○	○	○	
Director	Rieko Zamma	71	Female	●	●		○	○			○		
Director	Arata Shimizu	49	Male	●	●			○	○				○
Director	Hajime Mita	70	Male	●	●		○	○			○		
Director	Yoichi Wada	62	Male	●	●		○	○			○		

Ages current as of November 1, 2021

## A mix of skill categories tailored to the Group's management environment and business characteristics and the work history of our directors

Industry experience	The Group puts an emphasis on growth potential so we need directors who can make management judgements based on actual experience of the changes, challenges, opportunities, and other aspects of the human resources industry (at least 10 years)
Management experience	As a Group comprising multiple business companies, we need directors with experience of overall management (in positions such as president), including business promotion and risk management
Officer experience at other listed companies	We need directors who have experience of business promotion and risk management in a variety of industries which enables them to contribute to enhancing the objectivity and transparency of the Group's management
International experience	The Group conducts business in the UK and many other countries around the world, so we need directors who have international management experience and an understanding of overseas markets
M&As, investment, and PMI	We have positioned M&As as a key strategy in our medium-term management plan, so we need directors who have diverse experience in regard to M&As
Finance and financial strategy	The Group is looking to invest in growth (M&As) and to stably enhance shareholder return, so we need directors with wide-ranging knowledge and experience of finance and other related matters
Governance, social responsibility, and sustainability	We aim to realize sustainable growth while staying in harmony with society, so we need directors with experience in fields such as governance, risk management, and social contribution
Digital technology and cyber security	The Group is advancing a digital transformation, so we need directors with vast knowledge and experience of making appropriate judgements in this field and of the new risks associated with IT



From left: Toshio Nago, Hirofumi Takahashi, Fujio Shimokawa, and Hiroaki Rokugawa

- Fujio Shimokawa**  
Full-time auditor

Fiscal year ended June 2021  
Board of Directors meetings 19/19  
Board of Auditors meetings 17/17

**Reason for appointment** Fujio Shimokawa has served in key management posts at the financial institution Sumitomo Bank (now Sumitomo Mitsui Banking Corporation). He possesses vast experience related to corporate governance and compliance and a considerable level of finance and accounting knowledge. He has been designated as an independent officer of the Company.
  - Hirofumi Takahashi**  
Full-time auditor

Fiscal year ended June 2021  
Board of Directors meetings 5/5  
Board of Auditors meetings 5/5

**Reason for appointment** Hirofumi Takahashi has a wealth of experience from his time at the financial institution Wako Securities Inc. (now Mizuho Securities Co., Ltd.). He possesses wide-ranging knowledge, a high level of acumen backed by information, and is able to audit the execution of duties by directors from an objective, neutral standpoint. He has been designated as an independent officer of the Company.
  - Toshio Nago**  
Auditor

Fiscal year ended June 2021  
Board of Directors meetings 19/19  
Board of Auditors meetings 17/17

Also works as a standing Audit & Supervisory Board member at Retrieve, Inc. and as an auditor at Everyleaf Corporation

**Reason for appointment** Toshio Nago has vast experience in areas such as finance, accounting, legal affairs, and internal auditing gained by working at a financial institution and several business companies. He also possesses wide-ranging knowledge and a high level of acumen backed by information. He has been designated as an independent officer of the Company.
  - Hiroaki Rokugawa**  
Auditor

Fiscal year ended June 2021  
Board of Directors meetings 5/5  
Board of Auditors meetings 5/5

Also works as a lecturer at the Advanced Institute of Industrial Technology, as a representative partner of OGASAWARA, KONNO, & ROKUGAWA Law Office, as an outside auditor at Aoyama Zaisan Networks Co., Ltd. and OKWAVE, Inc., and as an outside director at Abalance Corporation

**Reason for appointment** Hiroaki Rokugawa has vast experience as an attorney at law. He possesses wide-ranging knowledge, a high level of acumen backed by information, and is able to audit the execution of duties by directors from an objective, neutral standpoint. He has been designated as an independent officer of the Company.
- The profile of each auditor can be found on the [Leadership page](#) of our website.

## Officer remuneration

Our policy for determining the remuneration of directors and auditors is as follows.

### a. Policy for Determining Officer Remuneration, etc.

The amount of remuneration, etc., awarded to officers of the Company is determined according to the following policy, within the scope of the total amount of remuneration, etc., stipulated by a resolution of the General Shareholders' Meeting.

#### (Executive Directors)

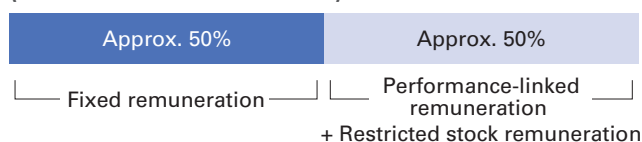
Remuneration comprises fixed remuneration, performance-linked remuneration, and restricted stock remuneration.

Fixed remuneration is a monetary amount paid on a monthly basis. Performance-linked remuneration is a monetary amount paid determined based on the Group's business performance over each fiscal year. It is paid as a short-term incentive with the aim of strengthening the executive directors' commitment to enhancing business performance. A base value is set for each officer position and the amount remuneration is determined by multiplying this value by 0-150% depending on the achievement of ordinary profit targets (meaning non-payment is also a possibility). Restricted stock remuneration is an allotment of shares in the Company awarded each year with the aim of encouraging commitment to enhancing corporate value in the medium to long term and strengthening management from a shareholder perspective. These shares come with conditions such as a restriction period and an option for the Company to reacquire the shares without compensation.

#### (Outside Directors)

Remuneration comprises fixed remuneration only in order to preserve a standpoint independent of business operations. The amount paid to

### Breakdown of executive officer remuneration (Fiscal Year Ended June 2021)



### Total amounts of officer remuneration, etc., for the fiscal year under review (Fiscal year ended June 2021)

Type of Officer	Total remuneration, etc. (millions of yen)	Total of each type of remuneration (millions of yen)			Number of eligible officers
		Fixed remuneration	Performance-linked remuneration	Restricted stock remuneration	
<b>Directors</b>	184	133	—	51	12
(outside directors)	(27)	(27)	(—)	(—)	(5)
<b>Auditors</b>	15	15	—	—	5
(outside auditors)	(13)	(13)	(—)	(—)	(4)

#### Notes:

- The table above includes one director who retired as of the conclusion of the 16th Ordinary General Shareholders' Meeting held on September 30, 2020, and one director and one auditor who resigned as of April 1, 2021.
- Restricted stock remuneration as shown above refers to the restricted stock remuneration awarded based on the restricted stock remuneration system introduced by resolution of the 14th Ordinary General Shareholders' Meeting held on September 21, 2018, and comprises the expenses allocated under the system in the fiscal year under review. Officers eligible for remuneration under this system are directors, excluding outside directors, and allotted shares are awarded with a set restriction period and an option for the Company to reacquire the shares without compensation.
- At an extraordinary general shareholders' meeting held on March 26, 2021, it was resolved that 1) total monetary remuneration for directors shall be no more than 600 million yen per year, of which no more than 100 million yen should be allocated to outside directors (however, this does not include the employee salary of directors who double as employees), and 2) the total amount of remuneration paid to directors, excluding outside directors, under the restricted stock remuneration system, which is separate to the amount outlined in 1), shall be no more than 400 million yen per year, and the total number of shares allotted shall be no more than 300,000 shares per year. At the time that the extraordinary general shareholders' meeting was held, there were 10 directors (comprising four outside directors and six inside directors).
- At an extraordinary general shareholders' meeting held on March 26, 2021, it was resolved that total monetary remuneration for auditors shall be no more than 100 million yen per year. At the time that the extraordinary general shareholders' meeting was held, there were four auditors (comprising four outside auditors).

each director is determined based on professional expertise and other factors.

#### (Auditors)

Remuneration comprises fixed remuneration only in order to preserve a standpoint independent of business operations. The amount paid to each auditor is determined based on discussions with said auditor.

### b. Processes for determining officer remuneration, etc.

Regarding remuneration for directors, we ensure the transparency and objectivity of the entire remuneration system, including remuneration levels and processes for determining remuneration, by having it considered by the Remuneration Committee, which is comprised of a majority of outside directors by resolution of the Board of Directors.

The determination of fixed and performance-linked remuneration is entrusted to the representative director (in cases where there is more than one representative director, a decision

is made through discussion between these directors) following discussion by the Board of Directors based on the advice and recommendations of the Remuneration Committee. This authority entrusted to the representative director is limited to the amount of fixed remuneration for each director and the base value for performance-linked remuneration. Restricted stock remuneration is determined by the Board of Directors based on the advice and recommendations of the Remuneration Committee. We do not have a policy for determining the ratio of each type of remuneration within the overall total, but following discussion by the Remuneration Committee to ensure these ratios do not fluctuate too wildly from year to year, remuneration for the fiscal year under review shall comprise roughly 50% fixed compensation, with the sum of the performance-linked remuneration base value and restricted stock remuneration making up the rest.

## Assessing the effectiveness of the board of directors

Once each fiscal year, we carry out an assessment of the effectiveness of the Board of Directors in order to verify that the Board is properly fulfilling the functions expected of it and to identify any issues that require improvements. An overview of the analysis and assessment of the effectiveness of the Board of Directors in the fiscal year ended June 2021 is as follows.

### Questionnaires

- **Targets** All directors and auditors (14 people in total)
- **Assessment method** An anonymous questionnaire survey was carried out and an assessment of the Board of Directors was made based on the aggregation and analysis of the survey answers.

### Results

In the fiscal year under review, the merger of Yumeshin Holdings Co., Ltd. and BeNEXT Group Inc. on April 1, 2021, resulted in a change of half of the Company's directors and auditors. However, the careful preparation and smooth implementation of the post-merger integration meant that during said fiscal year, the Board of Directors was assessed to have not only properly fulfilled the functions expected of it, including providing management oversight and making decisions on important matters, but also to have done so in an effective manner.

- The composition of the Board of Directors is both diverse and of an appropriate size
- All members are provided with the information needed to deliberate and exchange opinions
- Board meeting agendas include appropriate discussion items and reports based on an annual plan and members are able to speak freely and exchange frank opinions
- An operational structure that enables the above is being maintained
- The Board is fulfilling its functions in areas such as processes for deciding remuneration and nominations

### Issues

- Include a schedule for sustainability-related matters in the annual plan and strengthen frameworks for providing the Board with required information and enabling decision making
- Include a schedule for exchanges of opinion with independent outside officers in the annual plan and strengthen frameworks such as directions for reporting matters to executives when necessary
- Clarify appointment standards and processes connected to succession planning and education
- Enhance the provision of advance materials and administration of Board meetings in order to further improve deliberation on agenda items and discussion of management matters by the Board of Directors

## Compliance

In addition to complying with laws and regulations, officers and employees of the Group also uphold social morals and we impose strict professional ethics on ourselves. We formulated our Corporate Ethics for Society, Human Rights, and the Environment as a guideline for acting with proper insight and self-discipline.

In particular, our main business in human resources is regulated under the Labor Standards Act, the Worker Dispatching Act, and the Employment Security Act. Compliance efforts contribute to the proper maintenance and declaration of licenses, the safety, health, and human rights of employees, and risk management, and we believe these enable us to carry out sustainable business operations.

### Compliance meetings

Each month, we hold a compliance meeting (or carry out a report and assessment) at each Group company to monitor compliance matters and enable agile risk management.

Compliance meetings cover a comprehensive list of topics including laws and regulations that concern the staffing and fee-charging employment industry, employment conditions such as work hours, matters pertaining to other laws and regulations, human rights, environmental issues, information management, and reports of improper behavior or harassment. Also, if a law or regulation is revised, we receive guidance from an authority, or if a problem or accident occurs, the meeting is used to determine the cause or form a response and relevant measures are shared and implemented on a Group-wide basis. Additionally, a report on the overall compliance status is made to the Board of Directors each month so that any important matters that occur can be decided on and responded to swiftly. Information on recent compliance matters is disclosed as non-financial information through our website.

## Whistleblower systems

We have established whistleblower systems which are accessible to employees with the aim of preventing work-related legal violations and quickly detecting and responding to improper behavior.

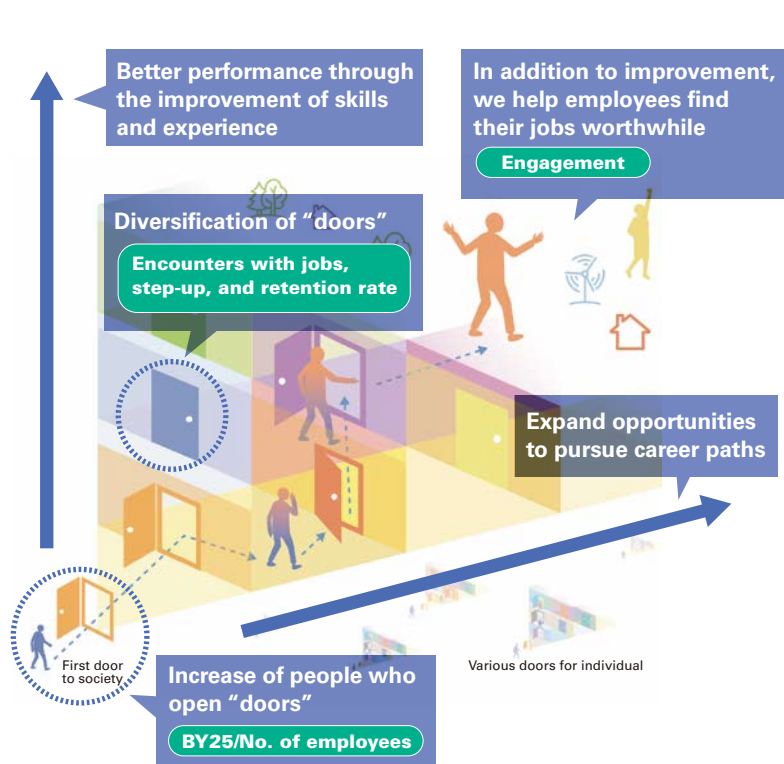
In addition to providing an internal whistleblower system that can be used to make reports regarding any kind of matter, including reports concerning improper behavior, human rights, harassment, leaks, and complaints, we also provide an external channel to an independent legal firm. These facilitate the prevention or early detection of legal and regulatory violations. We also have rules and systems in place to ensure the protection of whistleblowers. Information on the recent status of our whistleblowing systems is disclosed as non-financial information through our website.

## Risk management

Once a year, we concurrently verify our internal controls risk catalog and identify any risks in our business. Any risks that require significant measures to be taken are discussed and resolved at the holding company's management meetings and meetings of the Board of Directors. In fiscal 2020, the COVID-19 pandemic required a Group-wide response. We advanced initiatives such as providing vaccines through workplaces and carrying out operations through methods including remote work and as a result, the impact of the pandemic on our employees and business operations was limited.

Also, in order to strengthen our ability to respond to risks and opportunities in the medium- to long-term, from the fiscal year ending June 2022 we are practicing climate change risk management based on the Task Force on Climate-related Financial Disclosures model. Also, information regarding the status of our initiatives to assess the amount of CO<sub>2</sub> emissions generated through our business and to reduce this amount through controlled purchasing and streamlining measures is disclosed as non-financial information through our website.

## To share the degree of attainment of our purpose: “Open up individual potential through rewarding work” with stakeholders by a “Purpose Index”



The “Purpose Index” represents how much our purpose has been attained in various aspects. The increase of the happiness indicator and the expansion of business would lead to the improvement in sustainable corporate value, and contribute to the achievement of related SDGs.



### BY25 No. of employees

We recognize the number of employees as one of “Purpose Index” when evaluating our purpose, because it has the greatest growth potential. In the medium-term management plan “BY25,” we aim to increase the number of employees in Japan to 30,000 by the end of the period (the end of June 2025). As of the end of June 2021, the number of employees was 17,985. We plan to disclose the number of employees in our website from 2022, and update the information on a quarterly basis.

### Encounters with jobs

We think that the number of opportunities to get a new job (the door in the illustrated purpose) is important for attaining our purpose. We define the cumulative number of doors, which increase through employment in our corporate group until the end of the period of BY25 (the end of June 2025), as one of “Purpose Index.” Since July 2021, we have been counting it in the period of BY25. We plan to disclose it in our website from 2022, and update the information on a quarterly basis.

### Step-up

In order to attain our purpose, it is necessary to utilize opportunities for employees to grow from inexperienced ones and become able to flourish (the door in the illustrated purpose). Accordingly, we define the cumulative number of engineers in Japan reaching the middle level recognized by our company as one of “Purpose Index.” We have been counting employees who have completed the mid-level training, qualified ones, and mid-level ones since July 2021 in the period of BY25. We plan to disclose them in our website from 2022, and update the information on a quarterly basis.

### Retention rate

We think that the resignation for seizing the next opportunity for growth is a necessary option for individuals (the door in the illustrated purpose), from the viewpoint of attaining the purpose. We strive to increase the retention rate of employees, but considering the purpose, a high retention rate is not necessarily favorable. We defined the improvement in retention rate for each fiscal year, including the number of employees who have resigned for joining a client company because of their splendid performance (number of employees transferred), as one of “Purpose Index.” We plan to disclose it in our website from 2022, and update the information on a quarterly basis.


### Engagement

We think that it is important to realize an environment in which employees can work while feeling that their jobs are worthwhile, in order to attain our purpose. As our core business is the dispatch of workers, we measure employee’s engagement levels in their company, workplaces, and backup systems, and defined their improvement level as one of “Purpose Index.” The improvement level is gauged mainly by checking whether employees recommend our company to others, whether they are satisfied with our career counseling, and whether they continuously give a valid response (reliable answers) to the engagement survey. We plan to update them every fiscal year.



We actively disclose non-financial data, including Purpose Index. The merger carried out in April 2021 means that it is difficult to appropriately reflect data for past fiscal years, including the fiscal year ended June 2021, but we are disclosing information for data items that will be used going forward as necessary through our website (data is disclosed on either a quarterly or annual basis).




### Breakdown of human resources



Item	Most recent data	
Human resources composition	Field personnel:	91.3%
	Office managers:	1.3%
	Regular office personnel:	7.4%
Age composition	29 and under	42.5%
	30-39	31.3%
	40-49	16.0%
	50-59	9.0%
60 and over	1.2%	
Ratio of female employees	25.5% <sup>*2</sup>	
Ratio of female managers	10.3% <sup>*2</sup>	
Ratio of non-Japanese employees	4.6% <sup>*1</sup>	
Ratio of employees who are 60 and over	1.2% <sup>*1</sup>	
Ratio of employees with disabilities	2.5% <sup>*1</sup>	

<sup>\*1</sup> Ratio as of June 30, 2021/Japan only  
<sup>\*2</sup> Ratio as of September 30, 2021/Japan only/Office staff only

### Human resources performance indicators

Item	Most recent data
Total hours spent on training	163,525
Total investment in education	364 million yen
Voluntary turnover rate (ratio of employees who resigned for personal reasons/Japan only)	94.8%
Number of transfers (Employees who transferred to customer companies)	65
Paid leave utilization rate	Updated on a yearly basis Data to be disclosed at the end of the fiscal year
Employees taking childcare/nursing care leave	246 <sup>*3</sup>
Male employees among these	23 <sup>*3</sup>

<sup>\*3</sup> Ratio as of September 30, 2021/Japan only

As a general rule, the figures below are for the first quarter of the fiscal year ending June 2022



### Governance



Item	Most recent data
Ratio of female directors	10% <sup>*4</sup>
Ratio of outside directors	50% <sup>*4</sup>
Ratio of non-Japanese directors	0% <sup>*4</sup>
Independent officers' meetings (Around three per year planned)	0
Serious workplace accidents (accidents resulting in residual disabilities or at least four days of missed work)	4
Serious advisories concerning licenses	0
Criminal or corruption claims or high-value legal actions	0
Reports made through whistleblowing channels	20
Reports concerning highly serious matters made through the whistleblowing system	0
Information leaks	0
Ratio of employees who received compliance training	Updated on a yearly basis Data to be disclosed at the end of the fiscal year
Ratio of employees who received training on personal information management, etc.	Updated on a yearly basis Data to be disclosed at the end of the fiscal year
Amount spent on regional and social contribution activities	26 million yen <sup>*5</sup>
Amount spent on political donations and lobbying	0 yen <sup>*5</sup>

<sup>\*4</sup> As of the end of the General Shareholders' Meeting held in September 2021  
<sup>\*5</sup> Data for the fiscal year ended June 2021

### Environmental conservation

Item	Most recent data
Amount of paper purchased (by weight)	4.2 t
Amount of paper recovered (by weight, materials that can be used to make recycled paper)	5 t (fiscal year ended June 2021)
CO <sub>2</sub> emissions (amount generated by office electricity use and gasoline consumption during commutes)	197 t

## Major financial indicators

	Unit: Millions of yen	Reference: Former BeNEXT Group Inc. Unit: Millions of yen				
	FY ended June 2021	FY ended June 2016	FY ended June 2017	FY ended June 2018	FY ended June 2019	FY ended June 2020
	Japanese GAAP	Japanese GAAP				
Net sales	95,110	30,143	43,035	65,363	81,596	81,755
SG&A expenses	15,917	4,643	6,124	9,005	11,171	11,142
Operating income	3,356	2,549	3,220	4,297	5,719	4,666
Ordinary income	4,935	2,528	3,185	4,228	5,606	4,771
Profit attributable to owners of parent	2,611	1,523	1,923	2,569	3,706	1,335
Total assets	129,374	11,914	16,805	28,127	31,207	31,730
Net assets	96,169	5,322	6,697	13,715	15,802	14,765
Shareholders' equity ratio (%) <sup>*1</sup>	74	44.6	39.2	48.3	49.5	46.2
Current ratio (%) <sup>*2</sup>	176.6	137.6	157.0	168.8	159.9	147.9
Number of employees <sup>*3</sup>	30,067	5,861	10,041	17,552	20,329	18,125
Gross profit margin (%)	20.3	23.9	21.7	20.4	20.7	19.3
G&A expenses ratio (%)	16.7	15.4	14.2	13.8	13.7	13.6
Operating income ratio (%)	3.5	8.5	7.5	6.6	7.0	5.7
Return on equity <sup>*4</sup>	4.7	31.3	32.3	25.5	25.5	8.9
Return on assets <sup>*5</sup>	3.8	25.7	22.2	18.8	18.9	15.2
Net assets per share <sup>*6</sup> (yen)	1,057.43	137.4	169.68	320.65	364.26	341.89
Profit per share (yen)	47.65	39.45	49.58	64.31	87.47	31.34
Cash dividends per share (yen)	44.0	20.0	22.5	27.5	35.0	40.0
Dividend payout ratio (%) <sup>*7</sup>	92.3	50.7	45.4	42.8	40.0	127.6
Price-earnings ratio (times) <sup>*8</sup>	26.8	17.1	22.0	30.3	17.5	30.0
Price-book value ratio (times) <sup>*9</sup>	1.2	4.9	6.4	6.0	4.2	3.5
Free cash flow	2,160	(388)	(121)	2,424	3,598	2,830

	Reference: Former Yumeshin Holdings Co., Ltd. Unit: Millions of yen					
	FY ended September 2016	FY ended September 2017	FY ended September 2018	FY ended September 2019	FY ended September 2020	Q2 of FY ended September 2021 (six months)
	Japanese GAAP				IFRS	
Net sales/revenue	23,270	30,510	40,419	52,505	58,669	26,106
SG&A expenses	4,129	6,418	7,152	10,552	10,248	5,509
Operating income	2,433	2,361	5,186	4,719	5,306	1,905
Ordinary income	2,463	2,423	4,940	4,557	—	—
Net income/profit for the period	1,622	1,426	3,635	2,504	3,557	706
Total assets	19,117	20,461	23,571	28,863	36,399	31,728
Net assets	13,511	13,080	13,972	11,920	11,561	10,854

Financial statements for the fiscal year ended June 2021 have been compiled using Japanese GAAP and comprise the full year results of the former BeNEXT Group Inc. and three months of the results of the former Yumeshin Holdings Co., Ltd.

Merged on April 1, 2021 Surviving company: BeNEXT Group Inc.

Records related to the merger are as follows.

- Goodwill 70 billion yen (amortization period: 20 years)
- Purchase price allocation 1 billion yen (amortization period: Max. 1 year)

From the fiscal year ending June 2022, securities reports will be released using IFRS.

#### Note

Financial indicator trends from the fiscal year ended June 2021 changed significantly as a result of the merger. Please consider these financial indicators in conjunction with the various IR materials available on [our website](#).

\*1 Shareholders' equity pertaining to common stock/total assets x 100

\*2 Current assets/current liabilities x 100 \*3 Includes contract workers

\*4 Profit attributable to owners of parent pertaining to common stock/average shareholders' equity x 100

\*5 Ordinary income/average total assets x 100 (for the FY ended June 2021, year-end total assets was used)

\*6 (Net assets – non-controlling interests – subscription rights to shares)/(number of shares outstanding – year-end treasury stock)

\*7 Cash dividends per share/profit attributable to owners of parent per share x 100

\*8 Share price (year-end)/profit per share \*9 Share price (year-end)/net assets per share

(Note)

For points 7-9, the figures for cash dividends per share have been adjusted to reflect stock splits of one share for each 100 shares implemented on July 1, 2013, and one share for every 2 shares implemented on April 1, 2016, and July 1, 2019.

## Current situation in each business domain (Fiscal year ended June 2021)

### Machinery, electronics, and IT software

Employee numbers increased following the merger and although income rose, profits decreased due to the pandemic

The assimilation of the former Yumeshin Holdings Co., Ltd.'s engineer staffing businesses, including YUMETECHNOLOGY Co., Ltd., following the merger on April 1, 2021, led to an increase in the number of engineers in fields such as systems development, IT infrastructure, and mechanical and electrical engineering. However, the impact of the COVID-19 pandemic resulted in a decrease in overtime hours, working days, and dispatch prices. Although we managed to avoid effects like contract cancellations for dispatched engineers, there was a fall in demand for entry-level personnel which meant there were few placements available for less-experienced engineers, such as new graduates. As a result, utilization rates dropped.

### Manufacturing

The number of active employees has increased and we have improved profitability by optimizing costs

Although the COVID-19 pandemic had a strong impact at the beginning of the fiscal year, in the second half of the year, each of our companies in the manufacturing domain saw a recovery in demand for dispatch employees to a wide range of industries. As a result of active recruitment and placement in response to this demand, employee utilization rates increased. Also, in regard to contracts, cost optimization efforts led to a recover in the volume of orders which has boosted profitability.

### Construction management

\*Business results have only been recorded for the three-month period following the merger

Although new placements have slowed, following up on placed engineers has led to improved retention rates

In the construction industry, the impact of the COVID-19 pandemic and a lull in demand following the Olympics meant that the speed of decision making concerning new placements remained slow and the number of engineers on our staff fell. In response to this situation, we recruited fewer new engineers than initially planned and we have strived to improve retention rates by strengthening follow up efforts concerning placed engineers through a dedicated team. Also, the amortization expenses of the goodwill and purchase price allocation generated by the merger have been applied to the anticipated earnings of our companies in this segment, resulting in the recording of around 1.3 billion yen in segment amortization expenses.

### Overseas

Profits decreased due to a slowdown at our staffing business in the UK

A lockdown in the UK from the beginning of the fiscal year led to a severe market contraction, but demand continued to recover in the second half of the year, particularly in the dispatch business. However, our staffing business, which is a significant contributor to profits, was impacted by ongoing inactivity at customer companies and efforts such as lowering the amount of goodwill amortized and reducing fixed expenses were not enough to offset the fall in profits.

## Business Results by Segment

Unit: Millions of yen

	Machinery, electronics, and IT software	Construction management	Manufacturing	Overseas
	FY ended June 2021	FY ended June 2021	FY ended June 2021	FY ended June 2021
Net sales	49,077	8,721	8,662	28,423
Segment profit (loss)	5,050	(517)	550	28
Segment assets	31,973	78,664	1,968	10,218

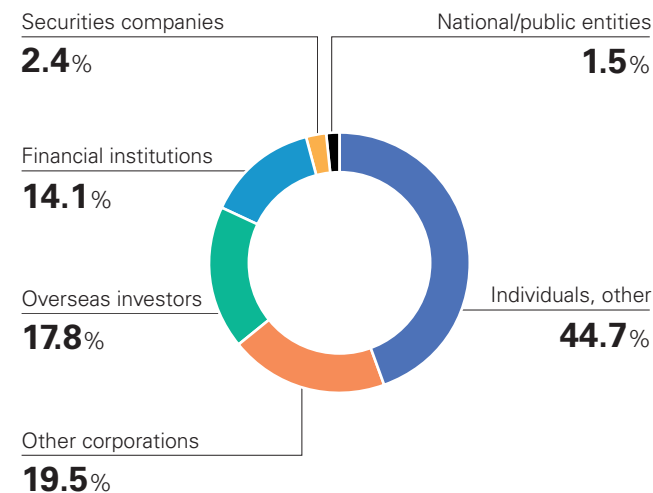
<b>Name</b>	BeNext-Yumeshin Group Co.
<b>Head office</b>	2-14-1 Higashi-shimbashi, Minato-ku, Tokyo 105-0021, Japan <a href="https://www.yumeshin-benext.co.jp/en/">https://www.yumeshin-benext.co.jp/en/</a>
<b>Representative directors</b>	Yutaka Nishida, Chairman and Representative Director, CEO Daio Sato, President and Representative Director, COO
<b>Established</b>	August 1997
<b>Capital</b>	4,436 million yen (as of June 30, 2021)
<b>Employees (consolidated)</b>	30,067
<b>Business description</b>	Dispatch, outsourcing, subcontracting, and fee-charging employment placement of engineers

<b>Securities code</b>	2154
<b>Stock listing</b>	Tokyo Stock Exchange, First Section *We have applied for a listing on the new Prime market segment
<b>Authorized shares</b>	360,000,000
<b>Shares outstanding</b>	91,000,534
<b>Share trading unit</b>	100 shares
<b>Shareholders</b>	20,146

#### Major shareholders

Name of individual or organization	Shares held	Shareholding ratio (%)
Hayao Nakayama	8,378,000	9.20
Amuse Capital, Inc	8,240,000	9.05
Kokoro Co.,Ltd	6,773,256	7.44
Yoshiko Sato	5,809,054	6.38
The Master Trust Bank of Japan, Ltd. (Trust Account)	4,366,400	4.80
Custody Bank of Japan, Ltd. (Trust Account)	3,989,205	4.38
Daio Sato	1,538,778	1.69
Kanto Local Finance Bureau	1,368,737	1.50
STATE STREET LONDON CARE OF STATE STREET BANK AND TRUST, BOSTON SSBTC A/C UK LONDON BRANCH CLIENTS-UNITED KINGDOM	1,293,522	1.42
Yoshimi Sato	1,261,777	1.39

#### Breakdown of shareholders by type



**Disclaimer** Statements in this Integrated Reports, such as forecasts and estimates, are judgements based on the information available at the time of issuance and the complete accuracy of such statements cannot be guaranteed. Furthermore, they are subject to change without warning going forward. While every effort was made to use the latest information in the formulation and issuing of this report, the Company and information providers are not to be held liable in the unlikely event that said information causes loss or damage. Thank you for your understanding.