

<Reference Material> Key Human Resources: Companywide Summary

In addition to previous definitions based on qualifications and training, etc., by adding determination criteria such as acquired skill levels, we revised the definitions and target values from when the Medium-Term Management Plan was announced.

	DXS			NWS			ESS			Company total			
	FY23/3	FY25/3	Diff.	FY23/3	FY25/3	Diff.	FY23/3	FY25/3	Diff.	FY23/3	FY25/3	Diff.	Previous target
Consulting personnel	39	190	151	—	—	—	—	—	—	39	190	151	400
Advanced DX professionals	380	1,000	620	21	50	29	43	140	97	444	1,190	746	1,800
Beyond 5G professionals	192	290	98	605	700	95	419	590	171	1,216	1,580	364	800

* Consulting human resources correspond to sales division personnel

<Scope of Key Human Resources: Major Changes>

- Consulting human resources: Upstream SEs who provide advice, etc. from technical perspectives classified as technical human resources (advanced DX, beyond 5G professionals) (excluded from consulting human resources)
- Advanced DX professionals: With the narrowing of the definition of human resources to those with more sophisticated skills, this excludes staff and other human resources who merely utilize DX tools
- Beyond 5G professionals: In addition to dedicated technical human resources, this includes project management and industry-specific SEs