KADOKAWA Group statistics

*Percentages are rounded to the second decimal place and are shown to the first decimal place.

■Number of employees (as of March 31, 2026)

		Male		Female		Total	
		Employees	Percentage *1	Employees	Percentage *1	Employees	Percentage *2
KADOKAWA	Full-time employees	1,253	54.3%	1,056	45.7%	2,309	80.9%
	Contract employees	198	36.3%	347	63.7%	545	19.1%
	Total	1,451	50.8%	1,403	49.2%	2,854	100%
KADOKAWA Group	Full-time employees	4,266	58.1%	3,073	41.9%	7,339	79.0%
	Contract employees	941	48.2%	1,010	51.8%	1,951	21.0%
	Total	5,207	56.0%	4,083	44.0%	9,290	100%

*1 Percentage of male and female workers by employment status. *2 Percentage by employment status. *Corporate Officers are included in full-time employees.
*Contract employees include non-regular employees, part-time employees, and employees rehired after retirement, but do not include temporary staff members from staffing agencies or outsourced workers.
*Due to differences in employment forms used to collect data, the number of employees shown in the securities report differs from the total number of employees shown above.

■Number of Managers and Officers (as of March 31, 2026)

		Male		Female		Total
		Employees	Percentage	Employees	Percentage	Employees
KADOKAWA	Middle management *1	188	68.6%	86	31.4%	274
	Senior management *2	100	76.9%	30	23.1%	130
	Management total	288	71.3%	116	28.7%	404
	Officers *3	21	91.3%	2	8.7%	23
	Total managers and officers	309	72.4%	118	27.6%	427
KADOKAWA Group	Middle management *1	554	66.7%	277	33.3%	831
	Senior management *2	289	76.7%	88	23.3%	377
	Management total	843	69.8%	365	30.2%	1,208
	Officers *4 *5	144	88.3%	19	11.7%	163
	Total managers and officers	987	72.0%	384	28.0%	1,371

*1 Middle management: section chiefs *2 Senior management: department heads *3 Board Members and Corporate Officers *4 Total number of officers. Board Members and Corporate Officers
*5 Ten internally promoted female officers

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■Hiring new graduates (FY2025)

	Male		Female		Total
	Employees	Percentage	Employees	Percentage	Employees
KADOKAWA	8	27.6%	21	72.4%	29
KADOKAWA Group	88	50.0%	88	50.0%	176

■New graduate employee retention rate (FY2025)

	Number of new graduate employees hired in FY2023	Number of new graduate employees hired in FY2023 who were still employed in FY2025	Three-year retention rate for new graduate employees
KADOKAWA	32	32	100%

■Employment of persons with disabilities (as of March 31, 2026)

	Full-time employees	Contract employees	Total
	Employees	Employees	Employees
KADOKAWA CORPORATION and special subsidiary companies	33	79	112
Other domestic group companies	11	17	28

*Other domestic group companies are companies that are legally obligated to employ persons with disabilities.

■Number of mid-career employees (FY2025)

	Full-time employees					Contract employees					Total
	Male		Female		Total	Male		Female		Total	
	Employees	Percentage	Employees	Percentage	Employees	Employees	Percentage	Employees	Percentage	Employees	Employees
KADOKAWA	48	49.5%	49	50.5%	97	73	31.9%	156	68.1%	229	326
KADOKAWA Group	229	49.0%	238	51.0%	467	448	46.6%	514	53.4%	962	1,429

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■Number of non-Japanese employees (as of March 31, 2026)

	Full-time employees		Contract employees		Total	
	Male	Female	Male	Female		
	Employees	Employees	Employees	Employees	Employees	Percentage *1
KADOKAWA Group	354	663	45	55	1,117	12.0%

*1 Non-Japanese employees as a percentage of all employees

■Number of temporary employees (as of March 31, 2026)

	Employees	Percentage *1
KADOKAWA	629	18.1%
KADOKAWA Group	1,086	10.5%

*1 Proportion of temporary (haken) employees to all employees, including contract workers

■Ratio of men to women in average annual income (FY2025)

	Full-time employees		Part-time employees and fixed-term workers		All workers (full-time employees, part-time employees and fixed-term workers) total	
	Male	Female	Male	Female	Male	Female
KADOKAWA	100	81.4	100	62.2	100	74.3
Domestic group companies (including KADOKAWA)	100	85.3	100	81.6	100	80.0

■Average years of Employment (as of March 31, 2026)

	Full-time employees		Contract employees	
	Male	Female	Male	Female
KADOKAWA	5.5 years	4.9 years	4.0 years	2.6 years
KADOKAWA Group	6.4 years	5.6 years	3.2 years	2.7 years

*Average years of employment for KADOKAWA as a single company are counted from July 1, 2019.

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■Number of turnovers (April 1, 2025, to March 31, 2026)

	Full-time employees					
	Male		Female		Total	
	Employees	Percentage *1	Employees	Percentage *1	Employees	Percentage *2
KADOKAWA	38	71.7%	15	28.3%	53	2.3%
KADOKAWA Group	239	55.7%	190	44.3%	429	5.8%

*1 Turnover rate by gender *2 Turnover rate of full-time employees

■Childcare Leave Taken at KADOKAWA Group (April 1, 2025, to March 31, 2026)

		Male	Female
KADOKAWA	Eligible employees	37	42
	Employees taking leave	21	25
	Percentage of employees taking childcare leave	56.8%	59.5%
	Rate of return from childcare leave	-	100%
	Turnover ratio after taking childcare leave	-	0%
Domestic group companies (including KADOKAWA)	Eligible employees	113	88
	Employees taking leave	76	80
	Percentage of employees taking childcare leave	67.3%	90.9%
	Rate of return from childcare leave	-	100%
	Turnover ratio after taking childcare leave	-	0%

*The percentage of male employees taking childcare leave is the ratio of male employees whose spouses gave birth to the number of male employees who took childcare leave.
The percentage of female employees taking childcare leave is the ratio of female employees who gave birth to the number of female employees who took childcare leave.
The percentage may be greater than 100% because the year the child is born may be different from the year when childcare leave started.

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