

Human Capital Initiatives

The Group recognizes that accumulating and utilizing human capital is an important issue to improve corporate value through the realization of the Basic Management Policy and Medium- to Long-term Management Direction.

In particular, to realize the “SX,” “DX,” and “business transformation” shown in the “medium- to long-term management direction” and achieve the performance indicators at which the Group aims, it will accumulate and leverage necessary human capital in terms of both quality and quantity.

Medium- to long-term themes we aim to achieve and details of our initiatives

In accumulating and utilizing human capital, we uphold the two themes of “fulfillment of a talent portfolio” and “maintaining and improving MHC engagement” to be accomplished in the medium-to-long term. In order to accomplish these themes, in particular, we will prioritize working on two matters: “reconstruction of the human resource management base” and “creation of a system for maintaining and improving MHC engagement.”

What we want to accomplish	Fulfillment of a talent portfolio	Maintaining and improving MHC engagement
Policy	<p>Secure and develop human resources contributing to the Group’s realization of strategies (quality and quantity)</p> <ul style="list-style-type: none"> • We define the quality and quantity of human resources necessary to realize the medium- to long-term management direction and visualize a talent portfolio. • We understand a gap between necessary human resources and current human resources in terms of quality and quantity, and implement measures for filling the gap. 	<p>Maintain and improve the three elements of MHC engagement</p> <ul style="list-style-type: none"> • Initiative (actively working towards things that should be done, or that you want to be done) • Diversity (a situation in which employees with a diversity of values, backgrounds, and talents respect each other and there is active communication among them) • Workplace (corporate culture, systems, and workstyles, etc. that affect Initiative and Diversity)
Metrics and targets	(To be announced around the date of disclosure of the FY2025 financial results.)	<p>Both Initiative and Diversity achieved scores of at least 67 points for “Good” (a positive response from two out of three of respondents), with both also exceeding 50 points for “Mostly good” (a positive response from the majority of respondents). The organization was ranked highly as being one that is “Good” or “Mostly good,” and in which employees work together in pursuit of value creation.</p>
Detailed results of initiatives for FY2024	<p>Reconstruction of the human resource management base</p> <ul style="list-style-type: none"> • The medium- to long-term management direction: Define positions necessary for realization of the direction. • Specify and visualize the human resources requirement for each of the defined positions. • Understand and visualize the human resources information (experience, skills and competency) by carrying out an assessment. 	<p>Creation of a system for maintaining and improving MHC engagement</p> <ul style="list-style-type: none"> • Enhance the analysis of the engagement survey by reviewing questions • Show the survey results using indices <p>Result</p> <p>75% of respondents ranked the organization as “Good” or “Mostly good” (non-consolidated)</p>

Human Capital Initiatives

Fulfillment of a talent portfolio Human resource development system

We believe that it is important to transform the quality of human resources, who contribute to realizing our management strategies, and to foster an awareness of career ownership—the idea that each of them takes the initiative in developing their own career—among our employees. Based on this belief, we have established a human resource development system with a policy focusing on (1) designing human resource development programs aligned with our Basic Management Policy, (2) designing human resource development programs that contribute to realizing Our 10-year Vision, “Together we innovate, challenge, and explore the frontiers of the future,” and (3) fostering and instilling an awareness of career ownership.

We have established six main themes: foundation (what we aim for as employees of our Company), career

(cultivating the career of each employee), organizational level (the mindset and skills required for each level), key skills (skills necessary for developing advanced human resources), self-development (reskilling for employees to learn when they want to learn), and specialization (skills required for each department). In the “foundation” area, we have developed a program to equip our employees with basic skills, focusing on Our Mission, Our Vision, and our Action Principles, which constitute our Basic Management Policy, while further dividing these basic skills into six themes.

In order to realize Our 10-year Vision, we have established a new system of temporary transfers to startup companies with the aim of sending employees to external programs in which other companies also participate, exposing them to values and perspectives that they would not normally encounter in their daily work, and

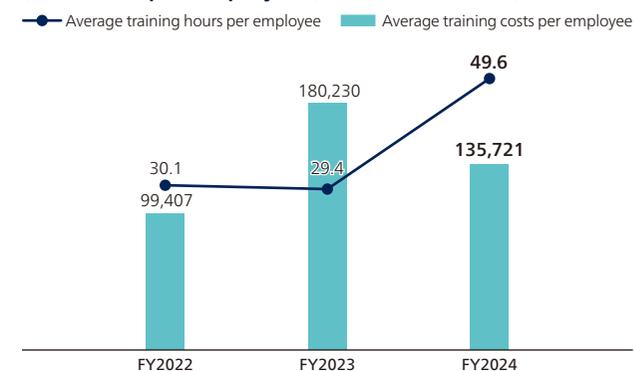
allowing them to experience taking on the challenge of starting new businesses as well as the speed of decision-making in real business situations.

In addition, to foster and spread of awareness of career ownership, we are expanding our age-specific career training program, which encourages employees to proactively envision their future career and consider steps to achieve it, while we are also expanding the use of various training programs open to all employees. By adopting these programs open to all employees, we aim to enable each and every employee to think more proactively about their own career and take action accordingly. We are shifting to a human resource development system in which employees can choose the topics and timing of courses based on their current situation, professional role, and skill level, in line with the career path they wish to pursue.

We will continue to focus on each and every one of our employees to step up our initiatives to provide skill and career development opportunities.

Programs (themes)	Objectives	No. of programs	No. of participants	
Foundations	DX	Maintaining employees' mindsets and skills for DX and enhancing the capabilities of DX promotion personnel	6	2,761
	Diversity	Promoting women's participation and advancement in the workforce, promoting senior participation in the workforce, and fostering a culture of diversity	9	2,308
	Sustainability	Acquiring knowledge about sustainability in general and raising awareness of human rights	2	4,204
	Integrity	Promoting integrity (eliminating harassment and improving moral and ethical standards)	2	24
	Global	Fostering a global mindset and improving various skills	9	286
	Finance	Supporting employee career advancement and reskilling	4	89
Careers	Fostering employee career ownership and career development	3	179	
Organizational level	Improving the mindset and skills required at each level	24	3,315	
Key skills	Improving the strategic thinking of human resources who will drive the evolution and layering of business models	2	26	
Self-development, professional development, etc.	Financial support mainly for the self-development and professional development of employees in each department	6	2,111	
Total		67	15,303	

Average training hours (annual, hours) and costs (annual, ¥) per employee (non-consolidated)



Note: From FY2024, preconditions were revised, such as expanding the scope of data aggregation. The calculation of training hours includes some estimates.

Human Capital Initiatives

Fulfillment of a talent portfolio

Securing and developing professional human resources

As the business environment surrounding our Group is becoming increasingly sophisticated due to the acceleration of globalization and digital transformation, securing and developing human resources to support corporate growth has become a key challenge. In terms of securing human resources, we are accelerating the diversification of recruitment methods: in mid-career hiring, we are utilizing a referral recruitment system based on employee referrals and a “comeback” recruitment system that re-employs former employees who have left the Company, as well as direct recruiting. As for human resource development, we are working to develop future global core human resources. We offer young employees opportunities to gain hands-on experience in overseas business operations and directly participate in the management of their dispatch destinations at an early stage by utilizing training aimed at fostering the desire to work overseas and the Overseas Trainee Program.

Additionally, in the area of DX, we are currently laying the groundwork to realize our goal of creating and improving customer value through the use of data and digital technologies. In June 2024, we achieved ahead of schedule the 2025 MTMP target, 80% or more personnel at the standard level or above in DX Assessment. Going

Number of mid-career hires (persons) (non-consolidated)



forward, we will implement programs to maintain and improve a higher level of DX literacy and to select and train candidates to become DX promotion personnel to focus on further human resource training and development.

Securing and developing talent on a global basis

Our Group conducts business globally and has offices in more than 20 countries and regions, mainly in Europe, the Americas, and Asia. In our overseas Group companies, we actively hire local human resources from the perspective of promoting highly specialized global and local businesses. Approximately half of the top management of our overseas Group companies are locally hired, and we are promoting the appointment of the right management personnel in the right positions from a global perspective.

In addition, the top management of the Group gathers for a global conference every year to disseminate Our Mission and strategies on a global basis. Furthermore, from the viewpoint of human resource development, we

hold locally hired employee training at the Tokyo head office for managers and others hired locally at overseas Group companies in order to deepen their understanding of our Group, strengthen global leadership, and reinforce relationships among Group companies. Adding to the above, Corporate Center divisions and business divisions hold regular meetings for the purpose of collaboration on a global basis, as well as to share information and to foster a sense of unity across the Group. We will continue to promote initiatives on a global basis.



Locally hired employee training at the Tokyo head office

Voice Employee comments

Initiatives for training professional human resources

Qualities of global human resources learned through the Overseas Trainee Program

In my second year at the Company, when I was in charge of foreign-affiliated companies, I repeatedly encountered situations where what was considered common sense in Japan was perceived as lacking common sense in other countries. I realized that being bound by domestic standards would undermine flexibility and competitiveness. Based on this experience, I decided to participate in the Overseas Trainee Program in order to cultivate a broader perspective and a more flexible mindset.

I believe that globally active human resources are not simply “dictionaries” who can speak foreign languages, but rather people who understand and empathize with different cultures and have the flexibility to convey Japanese values appropriately.

I hope that the Company continues to work on creating an environment where we respect diversity, including foreign employees and employees of local subsidiaries, accept differences positively, and leverage each individual’s unique characteristics to turn differences into strengths.

I would like to utilize my experience to understand diverse values and serve as a bridge between them, contributing to a wider field.



Binxue Li
Structured Finance Department

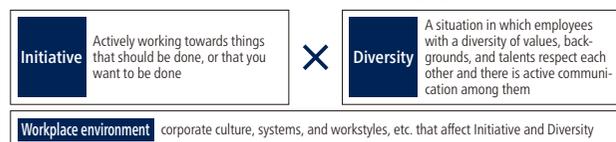
Human Capital Initiatives

Maintaining and improving MHC engagement

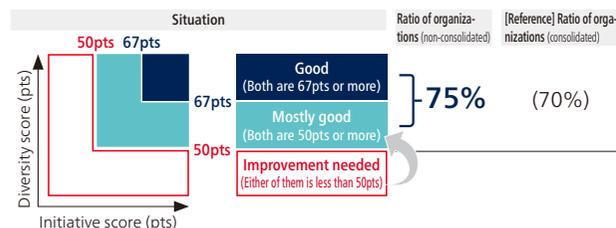
Defining and quantifying MHC engagement

The Group defines a situation in which employees work together in pursuit of value creation as the situation in which MHC engagement is highly met.

The three elements of MHC engagement



In FY2024, we upgraded our previously conducted survey and quantified MHC engagement. We classified workplace conditions into three categories based on the scores of each office. The state is defined as “Good” when scores of Initiative and Diversity are both 67 points (two out of three respondents gave a positive answer) or higher, and is defined as “Mostly good” when the scores are both 50 points (half of the respondents gave a positive answer) or higher. Organizations in the state of “Good” or “Mostly good” are assessed as being in a state in which all employees work together in the pursuit of value creation.



In FY2024, more than half (75%) of all organizations (non-consolidated) were in the state of “Good” or “Mostly good.” We will continue our efforts to maintain and improve MHC engagement.

Promoting DEIB

We promote diversity, equity, inclusion, and belonging (DEIB) by having the following policy: “We seek to foster a vibrant corporate culture where each individual, as a member of an organization, creates new value with a sense of purpose, pride, and aspiration, by developing a work environment where diverse talent can leverage one another’s strengths to maximize the impact of their individual motivations and abilities.”

In addition to enhancing support systems for employees with diverse attributes and at different stages of life, we also focus on efforts to promote understanding of DEIB among all employees.

We have designated every May as DEIB Month for internal information dissemination as well as e-learning and internal events for deepening understanding of DEIB. In April 2025, we introduced a same-sex partnership system* and will continue to strive to create a company where diverse human resources can work with peace of mind.



- Diversity** A situation in which diverse personnel with nationality, age, gender, sexual, orientation, gender identity, race, disability or values, etc. are present.
- Equity** Elimination of inequities and barriers, and realization of the provision of equal opportunities.
- Inclusion** A situation in which diversity is respected, abilities are mutually recognized, and talents are being utilized.
- Belonging** A sense of belonging as a member of an organization. The ability to grow while having satisfaction, pride, and ambition.

*A system that includes same-sex partners and their children in the definitions of “spouse” and “child” as specified in the Company’s work regulations and personnel regulations, and applies various leave systems and welfare benefits to these parties.

Health and safety initiatives

Our Company was certified as a 2025 Health & Productivity Management Outstanding Organization in

the large enterprise category for the seventh year in a row. In FY2024, we implemented various initiatives under the name Happy Healthy Project in order to further promote health and productivity management within the Company. We issued an internal magazine called “Health and Productivity Management Magazine” with the aim of raising employee awareness and literacy regarding health, while we also covered the cost of employees’ genetic testing. In addition, to encourage employees to develop regular exercise habits, we held two walking events (each attended by more than 500 employees) that awarded incentive points worth ¥5,000 through the employee health insurance association’s app. Furthermore, with the aim of achieving the target of 14 hours or less of monthly average overtime hours laid out in the 2025 MTMP, we have set “leave work early” days and carried out an initiative called the “Less than 14-hour Overtime Challenge” in August and December. We aim to improve employees’ work-life balance by promoting a flexible working style, and will continue to strive to create a comfortable workplace.

Monthly average overtime hours per employee / Rate of annual paid holidays taken by employees (non-consolidated)

