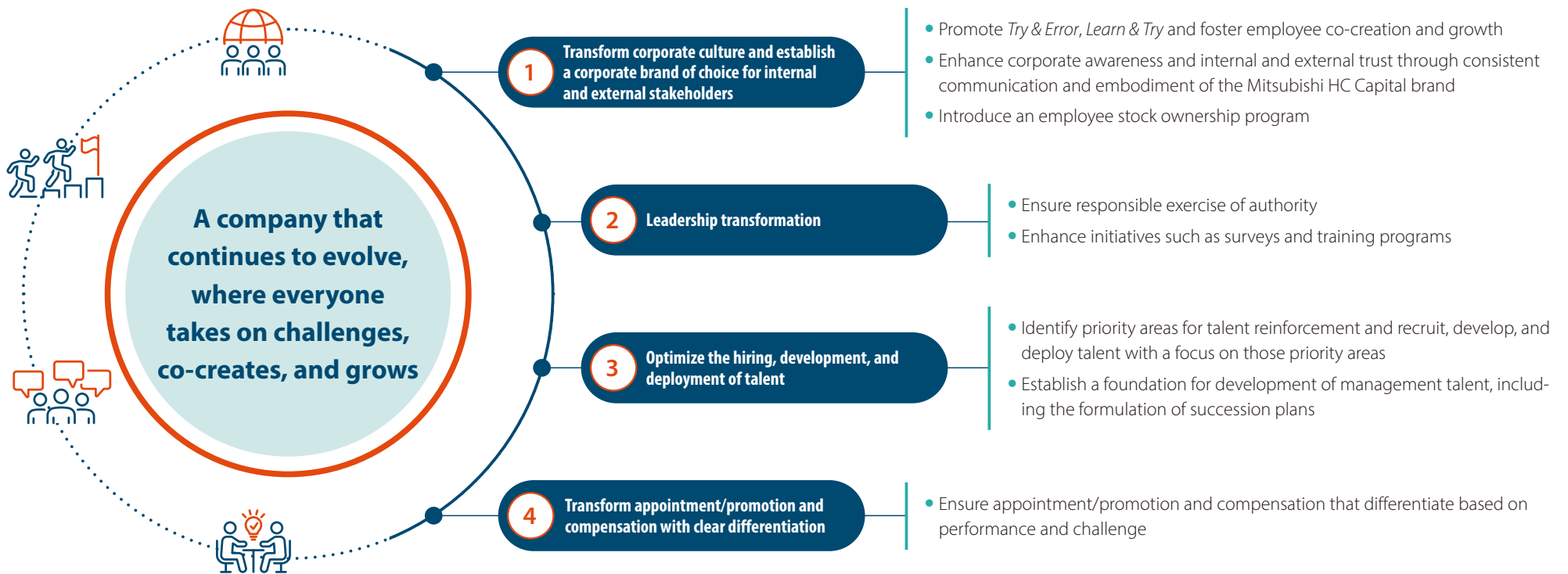


Talent and Culture Strategies

Talent and culture are the source of all value creation activities for the Group. The starting point of every strategy is none other than people and corporate culture. Under the 2028 MTMP, we will place top priority on embedding a culture of challenge and transformation, and accelerate the realization of Our FY2031 Vision for talent and culture: "A company that continues to evolve, where everyone takes on challenges, co-creates, and grows."



Targets (FY2025) → FY2028	MHC engagement	Talent portfolio coverage ratio	Awareness ¹	Investment in talent development ²
	(73%) → 75% or higher	80% or higher	(37%) → 50% or higher	(Approx. ¥0.65 billion) → 1.5 times or higher

1. The percentage of respondents who have a certain level of awareness of the Company, based on an awareness survey targeting business professionals conducted by a third party.

2. Increase from the FY2025 estimate in investments in initiatives to strengthen recruitment capabilities and develop talent (including leadership and management talent development).