

## Human Resource Strategy

### Diversity, Equity, and Inclusion (DE&I)

#### Creating spaces where diverse talents feel they belong and providing platforms that shine a light on their individuality and contributions

In June 2024, I was appointed as a Chief of Diversity to lead the Company's diversity efforts. By fostering a workplace environment where individuals of all backgrounds can find purpose and excel, the Company aims to respect diverse experiences and values, enhance organizational strength, and drive sustainable growth.

Hiroko Ando  
Chief Diversity Officer



#### Basic Philosophy

To incorporate diverse values and fresh perspectives into management, the Company has actively implemented the recruitment, development, and promotion of individuals from a wide range of backgrounds and attributes. Since 2020, the Company has focused on creating spaces and opportunities where diverse talents are welcomed and can thrive. Efforts have been directed toward fostering a culture of inclusion by developing systems, policies, and educational frameworks to support this goal. In 2023, to further embed the Company's diversity initiatives, employees were invited to propose ideas for a symbolic logo and slogan. The chosen slogan, "Let's advance together towards a diverse future through DE&I."



**DE & I**

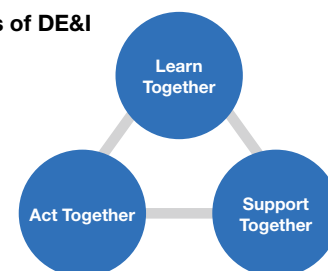
Let's advance together  
towards a diverse future

#### Key Initiatives for Diversity, Equity, and Inclusion (DE&I)

To ensure the success of DE&I initiatives, we have developed an action plan centered on the principles of understanding and learning about diversity, supporting one another, and translating these efforts into meaningful actions.

We are implementing the following key initiatives to raise awareness among all employees, including lectures by external speakers, community activities planned by volunteers, and the establishment of "Empathy Month" as an awareness-raising event.

##### Core Pillars of DE&I Initiatives



Key Initiatives	Description and Key Activities	
1. Women's Empowerment	Administrative and Technical Roles	<ul style="list-style-type: none"> <li>Advance Program: Identifies developmental challenges for promotion to management roles, provides necessary responsibilities and opportunities, and improves skills</li> <li>Encourage Program: Training for mid-career female employees to help them develop their careers by creating a leadership image that makes the most of their strengths through year-round training, workplace practice, and internal and external networking</li> </ul>
	Skilled Roles	<ul style="list-style-type: none"> <li>Creating a workplace where everyone can thrive: Led by female leaders in manufacturing, efforts are focused on improving workplace accommodations (e.g., enhancing managerial literacy and organizing intercompany networking events to develop role models)</li> </ul>
2. People with Disabilities	<ul style="list-style-type: none"> <li>Workplace accommodations</li> <li>Collaborations with special subsidiary companies to meet statutory employment rates</li> <li>Expansion of workplaces and job categories where employees with disabilities can thrive</li> </ul>	
3. Support for Work-Life Balance	<ul style="list-style-type: none"> <li>Policy Design and Systems Development: Expanded childcare and caregiving leave and systems for reduced working hours exceeding statutory requirements</li> <li>Awareness Campaigns: Seminars for balancing childcare and work (targeted at managers) and caregiving seminars (for employees aged 55+)</li> </ul>	
4. LGBTQ	<ul style="list-style-type: none"> <li>Policy Design and Systems Development: Application of employee benefits to those with partnership certificates</li> <li>Awareness Campaigns: Creation of educational guidebooks</li> </ul>	

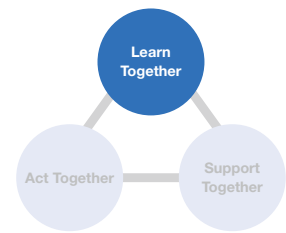
## 《 1. Women's Empowerment 》

In the manufacturing industry, the proportion of female employees tends to be low, and workplace environments are often designed with male employees as the default. This, combined with a lack of female role models, has delayed the promotion and development of female managers in the Company. To address this, we have set a target of promoting 45 female managers by 2025 and 100 by 2030, accelerating initiatives to support women's empowerment.

As one specific measure for administrative staff, we launched the Encourage Program, which helps participants better understand themselves, identify their strengths, and envision leadership roles that align with those strengths. For employees in manufacturing roles, we have started initiatives led by female leaders to create workplaces where everyone can work

comfortably.

Recent measures to create better workplaces for women include installing shelves for sanitary products in women's restrooms and assigning female consultants at each factory to create an environment where employees can easily seek advice. To further boost motivation, we actively organize exchange programs with other manufacturing companies. These programs provide opportunities for employees to learn from and engage with diverse role models of women thriving in manufacturing settings.



## 《 2. Employment of People with Disabilities 》

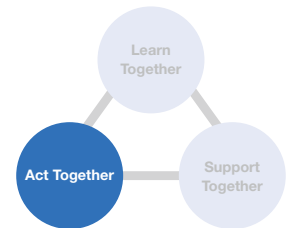
The Company has consistently conducted hiring of individuals with disabilities, particularly in manufacturing roles. To help prospective employees gain a clear understanding of what working in a manufacturing environment entails, we conduct pre-employment internships in collaboration with special support schools. By experiencing practical work during these internships, candidates are able to adapt more quickly to the workplace after joining the Company, setting the stage for their success.

From FY2024, we are enhancing our efforts to hire individuals for staff roles. This includes expanding the range of job categories available and actively participating in job fairs specifically designed for individuals with disabilities. These efforts aim to position the Company as an employer of choice. To ensure long-term employee

satisfaction, we have assigned life consultants at each business site. These consultants conduct regular care meetings to address concerns and help create a more supportive and accommodating workplace environment.



Mentoring an intern



## 《 3. Support for Work-Life Balance 》

We aim to create systems that enable employees to balance their careers with childcare, caregiving, or medical treatment while staying true to themselves. Additionally, we are fostering a workplace culture rooted in mutual support, reflecting the Japanese "otagaisama" spirit. Since 2023, we have been holding seminars for employees aged 55 and above to equip them with foundational knowledge for balancing caregiving and work. These seminars cover topics such as collaboration

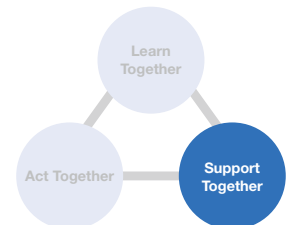


Caregiving practice session during a seminar



with local community support centers and basic caregiving techniques. For childcare support, we have implemented policies that exceed the standards set by the Childcare and Caregiver Leave Act. These include extended childcare leave until a child turns two years old and special leave that can be used for school events, among other purposes.

We have also actively promoted awareness campaigns targeting supervisors and workplace teams to encourage greater usage of childcare leave. These efforts have led to a significant increase in male employees taking childcare leave. Recognizing these initiatives, we were awarded the Platinum Kurumin Certification in FY2024.



## 《 4. LGBTQ Inclusion 》

In 2023, we introduced a Partnership Recognition System to create an environment where employees, regardless of sexual orientation, gender identity, or gender, can work authentically and vibrantly. Initiatives include hosting lectures for managers and developing internal educational guidebooks. In recognition of these efforts, we were awarded the Silver Rating in the PRIDE Index for FY2024.

