

Human Resource Strategy: Human Resource Management

Basic Concept

By hiring, developing, and deploying talent and ensuring fair and appropriate evaluation and treatment, we are promoting the success of talent who support our core businesses as well as talent with management skills and expertise to drive the transformation of business operations.

Employment Statistics¹

		Men	Women
Number of employees	Non-consolidated ²	761	173
	Consolidated	4,520	1,554
Average age		42.0	38.9
Average years of service		15.4	14.3
Number of new graduate hires ³		66	29
Number of mid-career hires ⁴		53	
Number of rehires ⁵		66	
Voluntary turnover rate ⁶		1.93	

¹ As of March 31, 2025. All figures except "Number of employees" are for non-consolidated employees. ² Full-time employees, not including seconded staff

³ Those joining the Company in April 2025 ⁴ Actual figure for FY2024

⁵ Includes part-time employees ⁶ Actual figure for FY2024 (including seconded staff)

Human Resource Management Promotion System

Under the direction of the executive officer in charge of personnel, the Personnel Department takes the lead in formulating management policies in line with business strategies, and works with other departments and affiliates in implementing various measures. Key issues are deliberated by the Management Committee and then submitted to the Board of Directors.

Hiring

Our aim is to hire human resources who can think and act for themselves and have qualities to shape the future. We make our hiring information public on our website and in hiring informational sessions, and all hiring is done with a fair and unbiased approach.

Human Resource Development Programs

To respond flexibly to environmental changes, such as carbon neutrality, and digital transformation (DX), and to foster human resources who can promote transformation, we develop the capabilities of our employees based on on-the-job training while effectively combining group training and self-development. We also provide expanded opportunities for challenge and growth through the development of human resources in enhancement areas such as DX exchanges with other industries, such as joint training with other industries and placement at outside companies.

		Younger employees	Mid-level employees	Management level
Group training	Rank- and role-specific training	Rank-specific training for promoted employees, mid-level leader training, etc.		Training for employees promoted to management level, management training, etc.
	Selective training	Problem-solving training, cross-industry training, ⁷ DX training, etc.		Strategy workshops ⁸
	Career development and diversity	Career training for women, seminars prior to maternity and childcare leave		Diversity training, seminars on women's health issues
Self-development		Obtaining official certification (incentive payments)		
		Online training, outside training (expense assistance)		
		Study abroad system, internal certification testing, etc.		—
On-the-job training		Development while on the job		

⁷ Training to develop leadership and innovation abilities by interacting with people outside the Company from different industries

⁸ Training to enhance management abilities by developing company growth strategies and preparing employees for future managerial positions

Opportunities for Transfers and Career Development

Employees are provided opportunities each year to discuss their career plan with their supervisor, and this is used to confirm transfers and as support for career development. Our aim is to place the right person in the right place so that employees can feel motivated and satisfied with their work. We also support

voluntary career development of employees such as through an internal recruitment program and study abroad program.

System	Overview
Internal recruitment	We recruit employees seeking transfers, mainly in strategic business fields such as new business and electricity-related business. Transferees are determined through a selection process that includes interviews.
Studies at graduate schools in Japan and abroad	We offer outside positions so that employees can gain advanced, specialized expertise, such as an MBA or business planning.
Language training	We provide online English-language training and supplementary learning to develop future international employees.
Field work at overseas locations	To develop employees for international positions, we dispatch them to overseas offices and train them in business English as well as cultivate their knowledge and skills required to live and work overseas.

We confirm the employee's desire to transfer in an interview and support their career development.



Placing the right person in the right place

Creating a transfer plan for mid-level and younger employees

Internal recruitment program

Improved motivation and job satisfaction

Personnel Treatment System

We have adopted a multi-track role grading system and performance management system to help foster diverse talent, nurture self-driven individuals, and reflect performance and results. By promoting personal growth through work and providing appropriate evaluation and feedback on performance, results, and the process involved, we are aiming to create a sense of satisfaction and motivation.

We are also considering a new human resource system to further strengthen the virtuous cycle of taking on challenges and personal growth.