

Minutes of IR DAY on February28, 2023

2nd part: Human Resource Strategy 14:10-15:00

Presenter: Executive Officer in charge of Human Resources Department Kohei Akiyama

Q1. What are organizational culture reforms after the Scandal in 2002?

At the time of the scandal, an outside investigation committee pointed out the vertical organization. We have been promoting the implementation of inter-departmental transfers and the reform of various organizational climate. We will continue to pursue cross-divisional initiatives aimed at reforming its organizational culture.

Q2. What is development of management and specialist human resources?

In training human resources, we shift to selective training rather than unified membership-based training. After clarifying the evaluation system, we will promote training tailored to each employee.

Q3. What is utilization of external human resources to strengthen overseas business and marketing?

We have not promoted actively career recruitment. However, we realize the need of external recruitment for human resources with expertise in foreign countries, IT, and corporate functions. Over the past few years, we have hired managers as careers. In the future, we will hire mid-career employees while also utilizing our current human resources.

Q4. What is our uniqueness in enhancing human capital?

Our strengths are the twin pillars of our product development and sales capabilities. We aim to improve management skills while valuing expertise that leverages this strength.