

Investment in human capital

Message from executive officer responsible for human resources



Koji Shibata Executive Officer

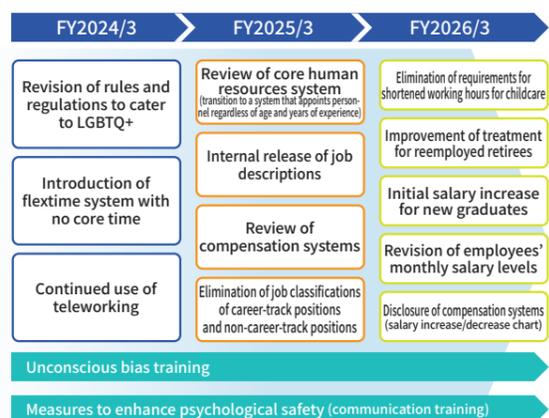
A company that believes in the growth potential of each employee and interacts with them in a warm and kind manner

It has now been two years since the start of the Corporate Culture Transformation & Human Resources Medium-term Plan that aims to become “a company that employees can take pride in.” In this section, we interview Executive Officer Koji Shibata, responsible for human resources, about the current state of the Company’s human resource strategies and the future outlook.

Q Please tell us about the plan’s progress to date.

We are a company that sees “human resources as our most important capital.” As the Company’s business itself undergoes a major transformation, the Company and each employee are also called upon to change. We believe that the growth of each employee and the maximization of their capabilities can lead to organizational growth and development and creation of platforms and opportunities for them to grow. To drive this virtuous growth cycle, we have focused on creating an organization where diverse human resources can flourish and where everyone can achieve growth across these past two years, and reviewed our systems and sought to change mindset across the organization with a sense of speed. FY2026/3, the final year of the Corporate Culture Transformation & Human Resources Medium-term Plan, will be an important year for steadily implementing the Plan based on systems and mechanisms we have worked on to date and successfully transforming it to our cultural employee engagement.

Key initiatives



Q What challenges have you encountered to date?

Up until now, our systems for human resources have been based on a conventional employee profile. For example, our systems for ratings, assessments, and rotations were based on rigorous criteria of “how it should be,” while there were also requirements for certain types in terms of workstyles and achievements. As a result, employees who did not fit these types struggled to fully demonstrate their capabilities, which in some cases led to them leaving the Company altogether. Although we promoted the idea that human resources were our most important capital, we need to reflect on the fact that we were not fully realizing their potential. As such, we focused on the creation of comfortable workplace systems that would enable individuals with diverse values and backgrounds to maximize their capabilities.

Q Please tell us about the Company’s initiatives to promote employees’ skills development and growth.

Alongside the creation of comfortable workplace systems, we have also worked to “create an organization where everyone can achieve growth.” For employees to be glad to work for the Company, in addition to a comfortable working environment, it is also paramount that they can gain a sense of self-growth. This is why we promote measures for “career autonomy.” Specifically, we aim to encourage employees understand their strengths and values, and independently think, make selections, and take action for their careers based on this understanding. Our role in promoting career autonomy is to work alongside our employees, provide them with the relevant information and opportunities,

and support them through internal systems. Specifically, we offer career meetings, internal open recruitment systems, internal internship program, and more. We also take care to allow employees to accumulate experience that is in line with their interests and values. It is when employees feel that they are with us out of choice that their confidence and trust in the Company increases. Our aim is to build an organization in which employee growth and company growth go hand in hand.

Q What was behind your decision to set the employee engagement score as a non-financial indicator?

We believe that enhancing employees’ autonomy can improve entire organizational engagement, and in turn lead to new ideas and innovation. The Company underwent significant transformation with changes in its major shareholders during this fiscal year. This might have created a sense of unease among employees about the future. To counter this, we held numerous detailed discussions between management and the workforce. As a result, we feel that, over the course of six months, this sense of unease has gradually lifted. Recently, we have set up an engagement improvement taskforce under the direct control of the President and are rolling out the cross-departmental initiatives. While continuing to analyze the factors that contribute to

lower engagement scores, we will move forward with companywide activities and workplace initiatives.

Q What makes “a company that employees can take pride in”?

“A company that employees can take pride in” contains our ideal workplace vision we aim for. We want to create a company that employees can boast about to their families and friends with words like “The company I work for is nice,” or “I’m happy to be in this company.” Fundamental to this is, in a rather old-fashioned phrase, “a company that values its employees.”

This of course does not mean a company that is soft on its employees. With full belief in the growth potential of each of our employees, we expect them to dedicate themselves to their expected roles and achievements. We then interact with them in a warm and kind manner and work to grow alongside them. It is relationships of trust like this that can create “a company that employees can take pride in.” That is, one where they find meaning in their work and one that they are inspired to talk about. This is the key to driving the Company forward. It may take time for this approach to thoroughly take root. That said, we will steadily move forward with initiatives toward achievement of the Group Vision 2030.

Message from outside director

Career self-reliance to facilitate innovation and challenges—Creating workplaces to be proud of

In the final year of the Medium-term Plan 2025, which pursues “innovation and challenges,” the achievement of the “Corporate Culture Transformation & Human Resources Medium-term Plan,” which was formulated in line with the Company’s business strategies, is growing in importance. As major changes in our business environment continue, the key to growth and development is creating “a company that employees can take pride in.” The Company continues to actively engage in various activities to enhance its organizational capabilities, including dialog between the management team and employees, introduction of various human resource measures, and employee support for career self-reliance.

I recently had an opportunity to interact directly with employees who all had an interest in developing their careers. I have a strong expectation that those diverse individuals, regardless of gender, age group, and background, who had a strong desire to grow and improve their contribution to the organization, can drive organizational reform. In the future, I look forward to the Company’s ongoing efforts to



Takako Hagiwara
Representative Director of DDD Corporation

build internal workplace relationships that support employees’ personal growth.

In the era of so-called career self-reliance, aligning individual growth with corporate development can lead to improved engagement, which in turn can be the driving force behind the improvement of corporate value. It is important that the organization’s course of action and vision is in line with employees’ motivation, and that there is constant communication to support this association. This leads to supporting ambitious employees who are not afraid to change, who believe in themselves, and who are willing to continue taking on new challenges. I look forward to seeing that a motivated workforce seeking constant growth will become the driver of the Company’s continuous reform, growth, and development.