

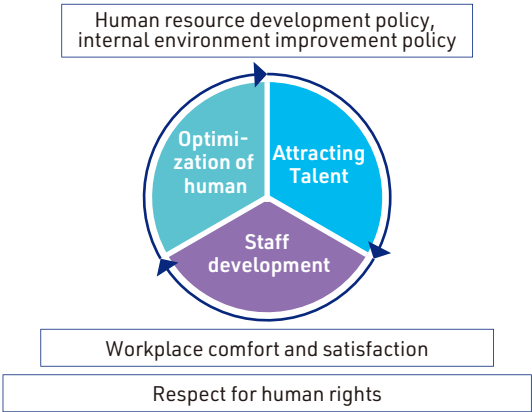
Strategic HR Initiatives

Embodying "Action! It's My Turn!"
we are driving the transformation of our corporate culture to empower every employee to take on challenges for their own growth and success.

Head of Human Resources and General Affairs Group
Managing Executive Officer
Toshiyuki Takezawa

1. Basic Concept

Every employee is viewed as a valuable asset by our team. We believe that management strategy must establish an environment where people may function with vitality in order to accomplish the "Mission," "Vision," and "Values" outlined by our management philosophy. In order to do this, we are strengthening psychological safety and fostering employee development so that they can contribute actively to our team for many years to come.



1 HR Development Policy

Our company's goals are to push for more change, broaden our business areas, offer solutions that appropriately meet the potential and variety of needs of our clients, and support business strategies that help our clients resolve societal problems. In order to accomplish this, we want to foster a culture of "voluntary and autonomous challenge" within our organization while incorporating the following HR tactics naturally to build a talent pool that complements our long-term business plan.

- Strengthening recruitment and retention of staff from Japan and overseas with diverse values and skills.
- Developing employees with expertise and the potential to become next-generation managers who aspire to solve social issues.
- Effectively deploying staff based on thorough evaluation and proper treatment.
- Strategically matching people with their most suitable roles.

This graphic explains our recruiting process in support of our business strategies

[Desirable employees]

- People who can take on challenges, implement change, and grow as part of a team.

[Required qualities and abilities]

- Temperament and skills that instill a strong motivation to tackle tough problems proactively and independently.
- Temperament and skills that ensure the ability to take diverse requirements and make them a reality based on solutions driven by expertise.
- Respect for diversity and ability to interact with others in a cooperative and flexible manner.

2 Policies for Improving the Work Environment

Our organization strives to ensure that each and every employee feels a sense of fulfillment, satisfaction, and purpose by providing ample career opportunities and creating an environment where employees can take pride in their work and thrive.

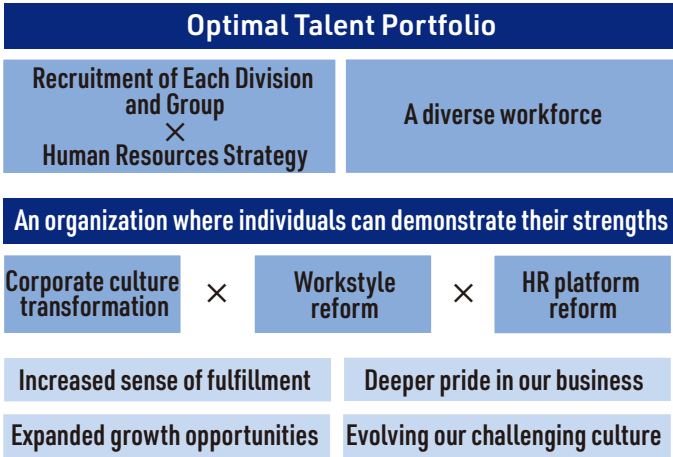
[Goals]

- We will ensure a comfortable, safe and pleasant working environment where employees can prosper and feel at ease.
- We will create a workplace where coworkers respect each other and where there is no discrimination or harassment.

3 Human Resources Strategy for Promoting Business Strategy

We are considering the following human resource strategy to reliably promote our business strategy.

- Formulate human resources strategies in line with the business strategies of each division and group, and secure diverse human resources who can respond to advanced strategies.
- As a foundation to support business strategy, combine corporate culture transformation, work style reform, and HR platform reform to build an organization where individual strengths can be maximized.



2. Attracting and Developing Staff

Results for 2024

New graduate recruitment

13 men, 16 women; female ratio 55.1%

Mid-career recruitment

23

1 Attracting Talent

(1) New graduate recruitment

We prioritize selection based on the individuality of each person, and while utilizing internships, we are hiring individuals who "spark intellectual curiosity and can take initiative in their actions." Currently, women account for about half of new graduates hired for general positions each year.

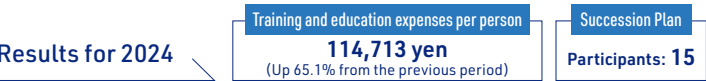


(2) Mid-career recruitment

We are increasing mid-career recruitment to secure highly specialized human resources to achieve sustainable growth in response to the rapidly evolving business environment, which includes the deepening of business models and the expansion of business areas through collaboration with alliance partners, as well as increased competition with other companies. The diverse experiences and insights of employees recruited through mid-career recruitment provide new stimulation to those around them and greatly contribute to the growth and evolution of the entire group. In order to pursue flexible and multifaceted recruitment, we have also implemented mechanisms to encourage the hiring of different personnel, such as a "job return system" that permits former employees to be re-employed and a "referral hiring system" that is based on employee recommendations.

Strategic HR Initiatives

2 Staff development



(1) Education and training

We offer diverse training programs to help employees at every level –from new hires to managers– acquire the knowledge and skills they need. We have implemented an ondemand learning platform companywide, creating an environment where all employees –including midcareer hires and new graduates– can efficiently acquire necessary knowledge and skills anytime. This creates a framework that allows workers to individually learn the information they need while guaranteeing the uniform application of required training for all staff members, such as human rights education.

	Selection, promotion and nomination	Training by level or topic	Career design & life planning training	OJT	Training by objective or function	Diversity-related	Self-development, certification assistance, etc.
Senior management	Next-generation management leader development	Team management Management Evaluator	Career design (40s) Life planning (50s)	Supervisors			
Leaders / Mid-level employees	Next-generation development Post-promotion training	Midlevel staff Design thinking		Instructors Mentoring	Digital human resources development program Training for mid-career hires, etc. Practical skills & knowledge, relationship management	Building a network for female employees Caregiving roundtable Correspondence courses	In-house e-learning and external online video learning Certification incentive system External training
Young employees		Presentation Financial analysis Follow-up training Second year training					
New employees		Logical thinking training PC training New employees training (multiple times after assignment) Onboarding					

(2) Next-generation management candidates (succession plan)

In order to accomplish systematic management development and highly transparent director selection, we place a high value on the Corporate Governance Code and are seeking to discover and develop the skills and competencies of next-generation management candidates. We are promoting a succession plan program designed to foster an environment where the next generation of talent can inspire each other, sharpen their skills through mutual competition, and grow together, enabling their systematic development over the medium to long term. Starting this fiscal year, we have also in-troduced the “Next-Generation Leadership Development Program,” which has expanded its scope to include midlevel employees, thereby establishing a framework for developing future management talent at an earlier stage.

3 Optimization of Human Resources (Diversity & Inclusion)



(1) Promoting the active participation of women

Through training and roundtable conversations with female managers who are succeeding at other organizations, we assist female employees in developing independent careers. As a result, they are able to reach their full potential, stay motivated over the long term, and actively seek managerial positions. Furthermore, we implement initiatives such as fostering communities among female employees and providing training for managers on developing female subordinates. These efforts not only promote individual growth but also focus on expanding understanding and support from those around them. With regard to the ratio of female managers, we have set a target of 15% by fiscal 2025. As of the end of March 2025, we had reached 13.0%. In addition, the company met certain standards based on the Act on Promotion of Women's Participation and Advancement in the Workplace and was recognized for its proactive efforts to promote women's participation in the workplace, receiving the "Eruboshi" certification (certification level: 2) in January 2025.



(2) Active participation of senior employees

To continuously leverage the expertise and insights of our experienced employees, we introduced a mandatory retirement age of 65 starting in fiscal 2019. We provide life planning training to senior staff members so they can stay highly motivated and carry on doing quality work. This supports the creation of complete life plans with an eye toward the future and promotes career restructuring.

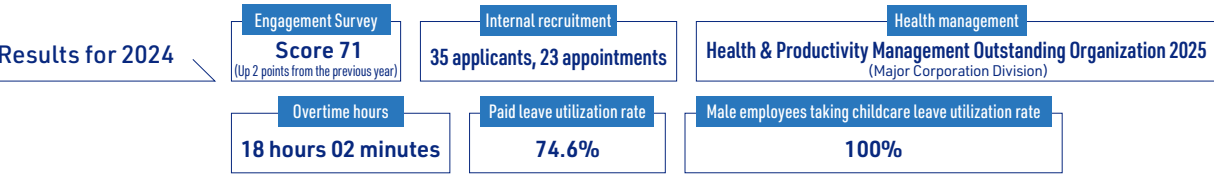
Supporting para sports

We have signed an official partnership agreement with Japan Para Athletics (JPA) since October 2019. By sending employees to cheer athletic events, and holding in-house lectures and parasports experience sessions by para-athletes, we have endeavored to raise the awareness of diversity in society.



(撮影：日本パラ陸上競技連盟)

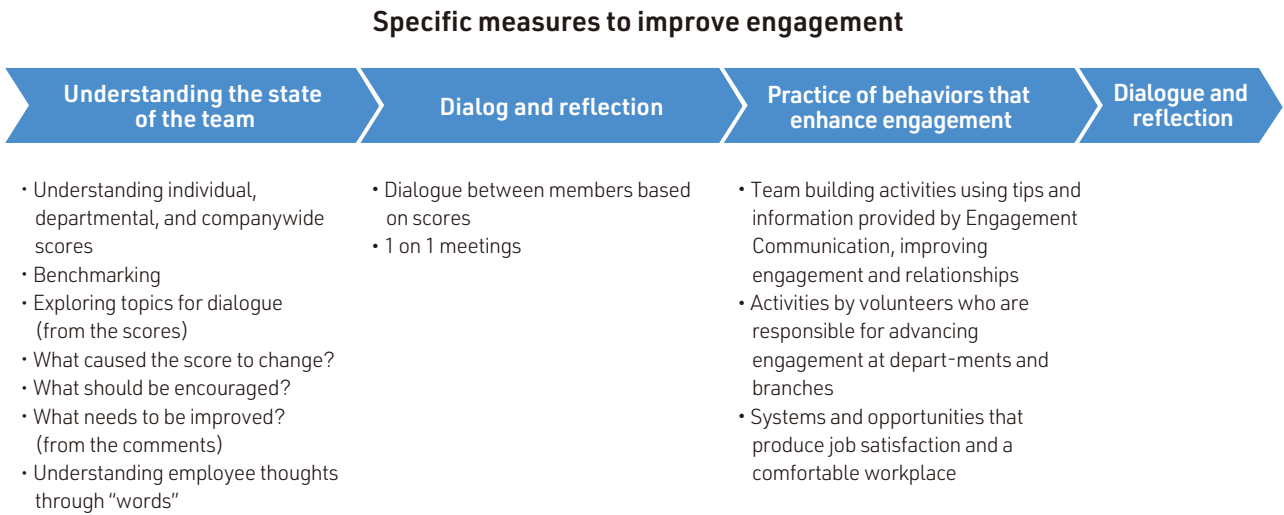
3. Workplace comfort and job satisfaction



(1) Strengthening employee engagement

In order to better grasp the realities of employees' "work engagement" and "well-being" in real-time and to foster an atmosphere where they may participate more proactively in their job, we have started conducting engagement surveys every three months since August 2021. We are implementing various initiatives to ensure every employee deeply understands the concept of engagement and can enhance it through their own actions. Starting in fiscal 2023, we are selecting members to proactively promote engagement improvement activities in the departments, while also exchanging opinions both internally and externally, to advance more effective initiatives.

Strategic HR Initiatives



(2) Internal recruitment

We are expanding our open recruitment system to realize career paths aligned with employees' motivation and abilities, and to foster a sense of self-directed career awareness. In addition to the Career Challenge Recruitment program, which recruits people to move to different departments, and the Role Change Recruitment program, which allows people to change jobs flexibly in line with their motivation to take on new challenges and lifestyle changes, we have also introduced an open-challenge recruiting system, which allows younger employees to stand for election as a department or branch manager. These are just some of the career programs that encourage employees to take the initiative in shaping their own careers.

(3) Health management

We regard the physical and mental well-being of our employees as a vital foundation supporting our business. Based on this philosophy, we have established a Health Management Declaration. Through seminars on health management and lifestyle habits, the introduction of health promotion apps, and employee-participation health events, we encourage effective and sustainable self-management of health. In addition to annual health checkups, we also conduct stress checks, recognizing that mental health is essential for ensuring a comfortable, safe, and easy-to-work-in workplace environment.

These efforts have been recognized, and our company has been certified as a KENKO Investment for Health (Large Enterprise Category) for three consecutive years starting in 2023.



(4) Improving work-life balance and worksite flexibility

We are promoting flexible work arrangements that support a healthy work-life balance through initiatives such as advancing remote work, utilizing satellite offices, and enhancing vacation systems. The paid leave utilization rate for fiscal 2024 increased by approximately 4 points compared to the previous year, reaching 74.6%. Furthermore, starting in February 2025, we have introduced a flex-time system to promote operational efficiency and encourage a balanced, flexible work style. Furthermore, by advancing the adoption of Activity-Based Working (ABW) in the office environment and implementing "DANSHARI" initiatives, the average overtime hours remained at the previous year's level of 18 hours and 2 minutes. We are also working to further reduce overtime hours by strengthening collaboration with the IT and administrative departments and promoting digital transformation (DX).

(5) Initiatives for Work-Life Balance Support

[Balancing Work and Childcare]

We have established a consultation desk regarding childcare leave, providing information on systems related to childbirth and child-rearing, as well as offering individual explanations about childcare leave acquisition to eligible male employees. We support both female and male employees in balancing work with childbirth and child-rearing. As a company that is actively working to foster the next generation of children, we received Platinum Kurumin certification from the Ministry of Health, Labour, and Welfare in December 2020.

Additionally, the rate of childcare leave taken by men has achieved 100% according to our standards, continuing from the previous year. (The percentage of male employees who started childcare leave between the previous year and the day before the first birthday of their child, among male employees who will celebrate their child's first birthday in the relevant year)



[Balancing work and nursing care]

In addition to distributing a caregiving handbook, providing caregiving-related information, and offering e-learning to deepen understanding of dementia, we are also working on creating an environment where employees can balance caregiving and work with confidence. This includes hosting a "Dementia Seminar" led by external instructors with extensive experience as care managers, organizing "Caregiver Roundtables" for employees struggling with caregiving to exchange information and support each other, and establishing a free consultation service.

(6) Side jobs and multiple jobs

To promote diverse work styles, foster innovation, and broaden perspectives, we have introduced a second/side job system from December 2022. We support the acquisition of external knowledge under rules designed to minimize impact on primary duties.

4. Organizational Strengthening

(1) Investment in human capital

In response to changing social conditions, we are implementing measures to enhance employee satisfaction and strengthen our recruitment capabilities. This includes reviewing compensation packages, such as raising starting salaries, to create a secure working environment where employees can feel confident in their roles. Furthermore, we are further strengthening our investment in education to cultivate the talent who will lead the future.

(2) Revision of the HR platform (HR system)

As our business strategy evolves, we aim to create new value beyond the traditional framework of a leasing company by becoming a "multi-solution platform provider." As part of our talent strategy to adapt to business model transformation, we will implement revisions to our HR platform (HR system) starting October 2025.

With a focus on pillars like "expanding growth opportunities for young and mid-career employees," "developing a foundation to support the roles of management," "promoting the success of operational staff," and "further promoting the achievements of senior employees," the goal is to create a system where each employee can maximize their abilities and feel fulfilled and purposeful in their work.

(3) Town hall meetings (dialogue between executives and employees)

We regularly hold town hall meetings where top management and all employees can engage in direct dialogue. By conveying the thoughts and aspirations embedded in the corporate philosophy and medium-term management plan in their own words, executives are deepening each employee's understanding and empathy. We aim to create an open and transparent organization that values two-way communication, not just one-sided instructions from executives, by listening to honest opinions and suggestions from employees and utilizing them in corporate management.

(4) Activation of internal communication

We believe that deepening the vertical, horizontal, and diagonal relationships among executives and employees strengthens the company organization, and we are actively promoting internal communication. We also focus on building relationships that maintain psychological safety by communicating and sharing information and deepening mutual understanding through such means as our "Almost Monthly Company Bar (Cafe)," which is attended by 200-300 people each time; our "Company Social Media" where individuals can post; the "Omoro Fest Project," which is a forum for deepening knowledge and thinking through various events and putting into practice the ideas that arise; and "One-on-One Meetings," where anyone can talk about anything.

(5) Dispatching human resources to other companies

We actively dispatch employees to companies in other industries, enabling them to absorb cutting-edge knowledge while introducing fresh perspectives not found within our company. We foster flexible thinking that transcends the boundaries of traditional leasing business, strengthening our organization through its application in business.