

Global HR Policy

As a Japanese global company, promote capability development and training of diverse personnel, assuming long-term employment and reward capabilities and results that contribute to enhancing corporate value. Personal information will be managed centrally for the purpose of employee personnel development and human resources management. The handling of personal information will be in accordance with the laws and regulations of each country, and information will be gathered and managed appropriately.

1. Job Grading System

- **Establish job grades that are globally standardized**
Standardize the main positions globally
- **Set job grade based on job descriptions and guarantee fairness internally and externally**
Periodically evaluate job grade using a globally shared method and ensure fairness internally and externally based on the latest job grade
- **Disclose job descriptions and open positions**
Job descriptions and vacant positions will be made open to enable personnel utilizations within the Group as well as for the career development of employees themselves

2. Compensation System

- **Set compensation according to job grade**
Compensation will be dependent on job grade, and a review of compensation standards will be conducted periodically
- **Set compensation standards based on external competitiveness**
Ensure compensation standards are externally competitive for the retention of personnel and the acquisition of external personnel
- **Distribute capital in line with budgeted labor costs**
Compensation is job-based, but the total payment amount will be within the scope payable by the company, and will be distributed within the capital framework in the management plan

3. Evaluation System

- **Link an individual's goal to management's strategic direction**
Align the goals of the company and the individual
- **Set goals that are flexible and responsive to changes in the environment**
Conduct timely goal setting, review, and feedback, and set targets that can be flexibly altered in accordance with environmental changes
- **Integrate evaluation systems and conduct fair and objective evaluations**
Introduce shared evaluation methodology for main positions and fairly evaluate performance and competency

4. Development of Human Resources (Talent Management)

- **Executives and supervisors are responsible for the personnel development of their subordinates**
Executives and managers must be proactively involved in personnel development and bear the important responsibility of cultivating their own successors
- **Conduct personnel development using job descriptions and career development plans as a foundation**
Based on the job description and each individual's career development plan, support the actualization of careers and develop successors
- **Prioritize internal recruitment**
For vacant positions, prioritize employees when considering the position