

The 4th Nippon Kayaku Action Plan based on the Women's Participation Promotion Act

Our company strives to employ a diverse array of talent irrespective of gender, educational background, nationality, age and disability. With a view to creating a workplace environment in which each employee can thrive through exhibiting individual ability and personality to the fullest, our KAYAKU: ZenKatsu approach promotes enhanced roles for not only women but all employees.

We do, however, specifically perceive enhanced roles for women in our push for sustainable corporate growth as a Key Management Issue, and are promoting a workplace environment in which women can sufficiently maximize their abilities and play bigger roles in every field, including decision-making. We view support for a better work-life balance as a key foundation for this. As such, we are readying a workplace environment that reassures all employees and enables them to keep working long-term through finding the right balance between domestic circumstances (childcare and caring duties) and career development. The following Action Plan has therefore been formulated to foster a workplace climate that is both comfortable and rewarding, and help us realize a sustainable environment and society as well as improved corporate value.

1. Action Plan Period

April 1st 2026 to March 31st 2029

2. Targets

1) Provision of working life opportunities for female workers

Aim to achieve a female manager ratio of at least 10%.

2) Preparation of employment conditions that strike a balance between work-life balance

Maintain Paid Leave Take-up Rates at 70% or greater

3. Initiative Details

1) Initiatives aimed at achieving a female manager ratio of at least 10%.

- Set up initiatives to increase the rate of female graduate hires and experienced hires
- Create opportunities for managers and fixed-contract workers to reform attitudes on this issue
- Recognized and select female manager candidates as key talent, and systematically advance initiatives for development, deployment and appointment
- Utilize a talent management system to advance visualization of our female management candidate pool, enhance development opportunities and provide progress reports.
- Set up work-life balance support through a Home Working System
- Ease anxieties around managerial appointments and support career development via expanded opportunities for dialogue and consultation
- Move forward with the exploration of creche and other support initiatives based on needs, business site characteristics and cost-benefit analyses for an increasingly effective work-life balance

2) Initiatives for maintaining Paid Leave Take-up Rates at 70% or greater

- Promote paid leave take-up via our intranet

- Create a workplace environment which welcomes paid leave through sharing individualized paid leave plans
- Promote paid leave among low take-up groups (management and males)
- Set up Paid Leave Promotion Days and encourage employees to use them
- Press forward with the creation of a workplace which welcomes consultation on work-life balance, and map out improved effectiveness of our Work-Life Balance System

The above initiatives will be enacted in the period April 1st 2026 to March 31st 2029.

End