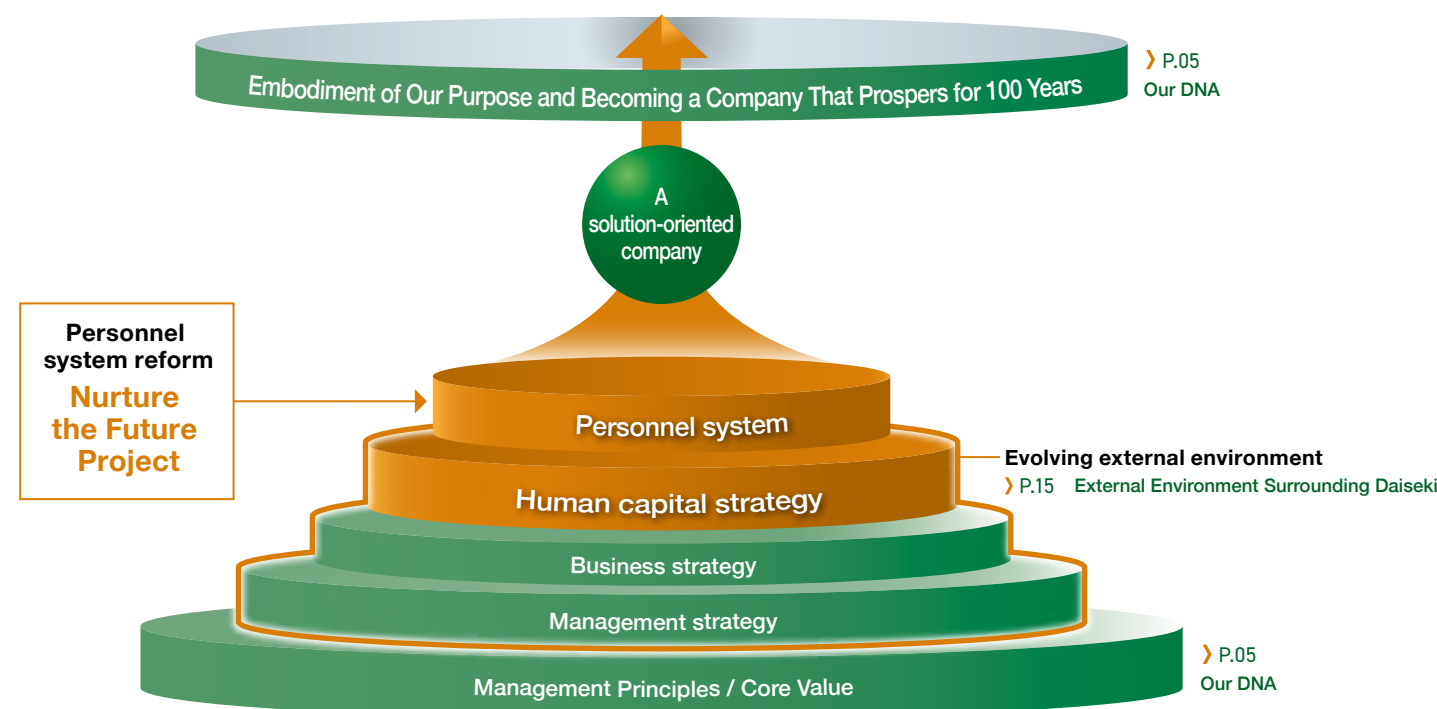


Strengthening Human Capital Management

Aiming to become a company that prospers for 100 years, Daiseki positions human capital as one of its most essential assets. We are working to strengthen our human capital in order to pass on a sustainable and promising future to the next generation.

>> Overview of Human Capital Management Aimed at Evolving into a Solution-Oriented Company

Daiseki's goal is to embody its Purpose and continue to achieve sustainable growth as an enterprise. To achieve this goal, we aim to evolve into a company that solves the challenges facing our clients. Accordingly, we need human capital capable of identifying the challenges our clients will face in the future as well as potential challenges they may not even be aware of, and proactively propose solutions. Therefore, by identifying the gap between our current and desired state, and by implementing a human capital strategy aligned with our management strategy, we aim to strengthen our human capital.



>> Roadmap for Personnel System Reform

In FY2026, we launched the "Nurture the Future Project." Under this plan, we will gradually implement reforms to our personnel system to better evaluate the challenges our employees take on.

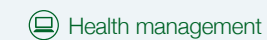


As part of step 1, we are currently taking the first steps toward overhauling our personnel system by starting work on formulating a basic policy, as well as policies on workforce engagement, human capital allocation, recruitment, development, and workplace satisfaction and environment. In addition, as the foundation for these policies, we are continuing to explore a core personnel system policy that provides fair evaluation and treatment based on individual abilities, roles, and contributions.

>> Key Initiatives

To become a company that prospers for 100 years, Daiseki is rigorously enforcing health, safety, and compliance standards, and enhancing sustainability. Furthermore, to achieve further growth as an enterprise, we are promoting initiatives to develop the next generation of human capital, improve the workplace environment, and promote Group-wide collaboration.

Health Management



We have assigned two public health nurses to the Health Promotion Division to provide support so as to maintain and promote the physical and mental health of our Group employees.

Initiatives

- Provision of health consultations, employee training, and wellness seminars by public health nurses
- Implementation of mental and physical health consultations and targeted health guidance through external specialists
- Ongoing employee engagement surveys

Results

- Health management investment amount



A health seminar underway

Compliance



To strengthen our governance framework, we are establishing a compliance system and enhancing employee training.

Initiatives

- Establishment of the Group's Environmental Policy, Human Rights Policy, and Anti-Corruption Policy
- Conducting monthly compliance study sessions for all employees
- Holding department-specific study sessions to acquire the specialized knowledge needed for work operations

Results

- Situation of training implementation, etc.



A compliance study session

Improving Employee Engagement

We are implementing measures to improve employee engagement.

Initiatives

- Implementation of activities to improve the workplace environment at Daiseki, and the establishment of a secretariat to facilitate such activities by serving as an intermediary between employees and the relevant departments
- Introduction of an employee stock ownership association system with a 15% incentive grant rate in the Daiseki Group
- Granting of 100 shares to Daiseki employees under an employee restricted stock system in 2024

Results

- Number of stock ownership association members



A Workplace Environment Improvement Project meeting at the Nagoya Works

Safety Assurance



To ensure the safety of our employees and maintain our clients' trust, we are working to strengthen our safety management system and thoroughly prevent accidents.

Initiatives

- Establishment of the Group's Health and Safety Policy
- Establishment of Safety and Health Management System
- Appointment of Safety Promotion Managers at each worksite
- Implementation of safety education and training programs
- Elimination of unsafe conditions

Results

- Number of occupational accident occurrences



Safety Promotion Manager Appointment

Developing the Next Generation of Human Capital



We are working to strengthen our human capital, and are developing personnel to take charge of the next generation of our management.

Initiatives

- Management training utilizing GLOBIS's eMBA program
- Study sessions for managers and next-generation leaders featuring external guest speakers
- Fostering critical thinking and a culture of taking on challenges through calls for new business ideas

Results

- Situation of training implementation, etc.



Management training

Group-Wide Collaboration

To strengthen collaboration and create synergies among Group companies, Daiseki is dispatching executive officers, including the President, from Daiseki to Group companies, with the aim of establishing unified management as well as a system for human capital exchange.

Initiatives

- Dispatching one director each from Daiseki to Daiseki MCR, System Kikou, and Hokuriku Daiseiki
- Holding individual management meetings with Group companies (refer to "Corporate Governance")

Reference

- P.59 Corporate Governance (Governance of Group Companies)



Addressing client challenges as a unified Group