

## Work Style Reform

We promote work style reform from three perspectives: flexible work styles, business reforms, and the use of IT and AI. By improving operational efficiency and offering diverse working styles, we aim to achieve an improved work-life balance for each employee and create a work environment where employees can achieve results while feeling pride and job satisfaction.

### Promotion of work-life balance

Based on the concept of “work hard, rest well,” we will promote an ideal work-life balance through flexible work styles. In addition to weekly no-overtime days as well as refreshment leave and memorial leave systems, we have the following systems in place. In FY2024, one employee made use of the flexible leave system.

#### ► Systems to promote work-life balance

System	Contents
Telecommuting system	A telecommuting system for full-time employees (contract and temporary employees may apply at the discretion of their department head) with no restrictions on the reason or number of days of use
Annual paid vacation accumulation system (Expired paid vacation reserve system)	The number of days accumulated is five days/year (up to 40 days). Vacation leave can be taken on a full-day, half-day, or hourly basis.
Super flextime system	A flextime system with no core hours that allows employees to voluntarily and systematically set their working hours
Hourly paid holiday system	A system of taking time off work in one-hour increments
Flexible leave system	A system that allows employees to take personal leave for up to two years, regardless of the reason
Work and childcare balance support system	Childcare leave can be taken until the child turns one year old (up to three years if there is a reason. Both men and women are paid for a total of 28 days from the start of the leave). It also supports men taking childcare leave, allows reduced, short-time, and staggered working hours for childcare, and provides subsidies for babysitting and childcare fees for sick children.
Nursing care support system	A total of 365 days of nursing care leave can be taken (the legal limit is 93 days), and working hours can be reduced by two hours a day for nursing care (as required by law).
Internal multiple role system	A system that allows employees to take on their own challenges in parallel with their existing work

### Employee engagement

We provide opportunities for in-depth dialogue with executives and people in various positions in the organization to create an environment where employees

feel job satisfaction and pride and have a strong desire to contribute to the company while voluntarily demonstrating their abilities.

Dialogue with executives	The Dojo is a program in which an executive acts as the dojo owner, recruiting descendants (employees) and holding monthly meetings for six months to one year. Each Dojo has 6 to 8 participants (descendants), and dialogue topics (what the dojo owner wants to convey to employees) are left to his or her discretion. In FY2024, 12 Dojos were opened. This program is expected to continue in the future. Moreover, monthly all-hands morning meetings, in which executives give talks to all employees, continue to be held.
Training retreats	A program in which business divisions or departments (10 to 30 people) discuss their organization's dreams and challenges over one to two days
Salon	A program in which managers and above act as Salon leaders, holding discussions with several employees about R&D, management, and other topics
Roundtable discussion	A place where opinions can be freely exchanged regardless of rank with the purpose of improving the quality of relationships between generations, thereby reducing the psychological distance between them