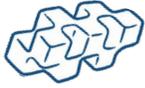


# Talent Management Policy





## Intro

Based on our purpose, "Presenting a tomorrow you can't wait for," Kokuyo has carefully addressed the various issues confronting its customers by maximizing the strengths and creative ideas of each business.

The driving force behind this is everyone's desire to achieve something. I believe that this desire sits at the core of Kokuyo's efforts to grow sustainably while being needed by society. It will also help as you grow your career with a sense of fulfillment in your work at Kokuyo.

This Talent Management Policy represents a fundamental idea that supports each and every individual's motivation to achieve their vision for the future and to create change in society, in order to create the opportunities and environments where they can realize it.

I believe that each and every one of you has more potential than you realize. The purpose of documenting this policy is to maximize the potential of each individual and to grow Kokuyo as a company where everyone is excited about the future of their careers.

You may read this Talent Management Policy and feel a gap between your current self and reality. However, for your future and the future of Kokuyo, we will steadily and continuously work to create an environment where everyone can work proactively based on this idea.



Managing Officer of Human  
Talent & Culture Division

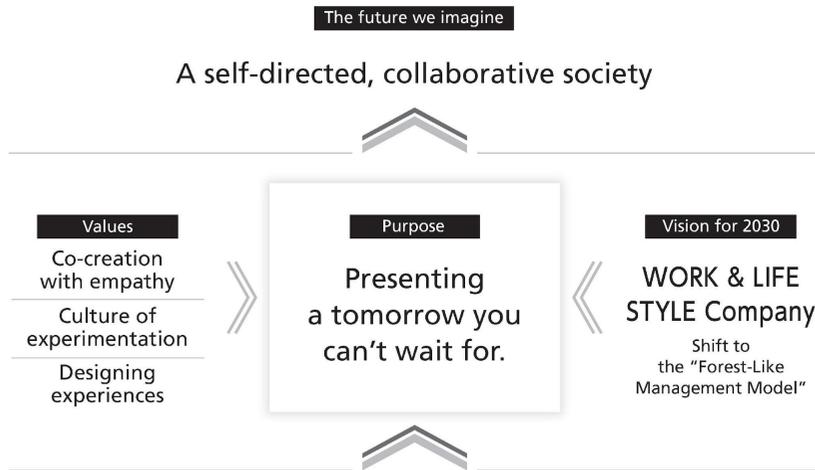
**Yasunari Koshikawa**



# Kokuyo's Talent Management

In order to encourage the active participation of talent necessary to realize our long-term vision, we compiled the Talent Management Policy laying our best practices for managing our people and the Leadership Requirements 2024 defining the traits of Kokuyo's future leaders.

## Value System



### Our philosophy

# be Unique.

Stimulate creativity and celebrate uniqueness.

## Talent Management Policy

Individual employee is an asset of society, Kokuyo will produce talent that can contribute to business growth and society while empowering every individual to reach their potential.

## Leadership Requirements 2024

"Presenting a tomorrow you can't wait for"





# Talent Management Policy

The Talent Management Policy describes Kokuyo's best practices and approaches to relating with our employee. We would like to clarify these and utilize them as criteria for drawing out the value of each individual.

**Individual employee is an asset, Kokuyo will produce talent that can contribute to business growth and society while empowering every individual to reach their potential**

- 1** Engage in open, simple and fair organizational management for all to maximize the capabilities of our diverse workforce
- 2** Expect employees of all ages and experience levels to grow and provide talent with capabilities and growth appetite with opportunities to actively take on challenges
- 3** While respecting the career aspirations of each individual, view job transfers as an opportunity to discover and grow one's own unrealized potential, and provide opportunities for diverse activities that transcend departments and countries from a company-wide perspective
- 4** Encourage employees to think about their own career pathways autonomously and provide employees committed to results and growth with the right roles and compensation



## Four Actions to Fulfill the Talent Management Policy

By ensuring that all employees have a shared understanding of our actions in talent management, Kokuyo aims to maximize the effects of various measures to be implemented in the future. Kokuyo will support the growth of its diverse workforce while empowering every individual to pursue their potential together.

**01**

**Provide opportunities for every individual to make a difference at work**

**02**

**Maximize the growth speed of capable and ambitious employees**

**03**

**Support the development of diverse and vibrant career pathways**

**04**

**Foster leaders who create value in team settings**

# 01

## Provide opportunities for every individual to make a difference at work

- We expect employees of all ages to reskill and grow, and encourage them to update their tacit knowledge, such as experience and expertise, and pass it on to the next generation.
- In the era of the 100-year life, we will support autonomous career development that allows employees to choose their own place of work both inside and outside the company in order to enrich their professional lives.
- We will provide well-balanced roles and incentives to those who have created results and updated their expertise, and provide them with opportunities to play an active role even after retirement.



## 02

### Maximize the growth speed of capable and ambitious employees

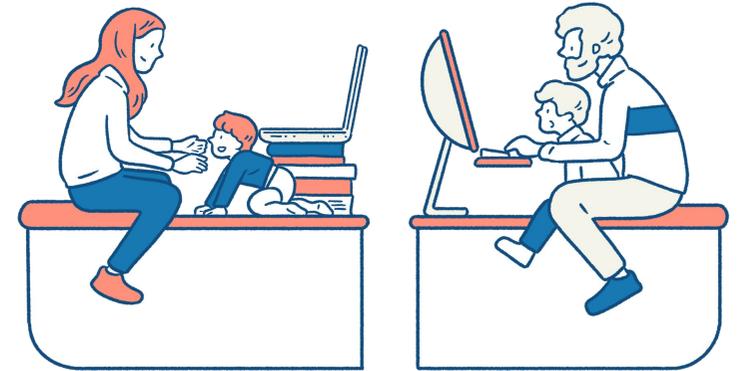
- Rather than assigning work based on experience, i.e., avoiding “too young, too early,” we expect employees with skills and growth appetite to set even more stretching goals from an early stage.
- We maximize the speed of growth by increasing perspective through transfers and mission changes over a period of several years.



## 03

## Support the development of diverse and vibrant career pathways

- We will eliminate unconscious bias and provide equal opportunities regardless of age, gender, or nationality.
- Career interruptions due to childcare or nursing care do not impact a career at Kokuyo; we support talent with the capabilities and growth appetite in their ambitions to step up their career and play a more active role at work.
- We recognize the division of labor between men and women as a social issue and support the active involvement of talent who can become leaders.



## 04

## Foster leaders who create value in team settings

- We respect the diversity of our workforce and expect leaders to maximize their individual creativity.
- Leaders closely monitor team members during their career and growth, and are responsible not only for the company's performance, but also for enhancing their self-fulfillment and career life.
- We will give our team members stretch goals with expectations and support their growth through feedback based on discussion of diverse perspectives.
- Rather than waiting for a turn based on age or experience, we pass roles according to leadership and appoint and dismiss the right people for the right positions.





# Leadership Requirements 2024

Leadership Requirements 2024 provides a set of leadership guidelines that apply to everyone working at Kokuyo so that the company can achieve its long-term vision. We are looking to increase the number of leaders capable of “bringing an exciting future to life” and who also understand Kokuyo’s philosophy and how to create new value in team settings.

## Presenting a tomorrow you can't wait for

### Ability to present a clear vision

Develop strategies with an understanding of customers and purposeful thinking, and demonstrate creativity

Customer-focused

Strategic planning

Creativity

### Ability to draw out the value in people

Promote talent development while respecting diversity and managing people with integrity

Integrity

Respect for diversity

Talent development

### Ability to encourage others to take on challenges

Make decisions independently, repeat successes and failures, savor new challenges, and persevere

Ambition

Experimentation

Perseverance





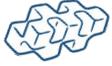
# Ability to present a clear vision

Develop strategies with an understanding of customers and purposeful thinking, and demonstrate creativity

	Customer-focused	Strategy planning	Creativity
C4 C3	Highly sensitive to information about the company <b>as a whole</b> , including <b>not only their own but also other businesses</b> , and aware of customer issues and unmet needs from a <b>medium- to long-term</b> perspective based on an understanding of customers.	Identifies issues from a bird's-eye view of not only their own department but also the <b>company as a whole</b> , and formulates not only <b>medium-term (around three years)</b> , but also <b>long-term strategy using a company-wide perspective</b> , including what to do and why.	<b>Fosters a culture of sticking to ideas</b> in the organization and <b>plans novel, new value</b> for customers and management.
C2	Highly sensitive to information about <b>not only their own department, but the business as a whole</b> , and aware of customer issues and unmet needs from a <b>medium-term</b> perspective based on an understanding of customers.	Identifies issues from a <b>bird's-eye view of their own business as a whole</b> , and formulates <b>medium-term strategy (around three years)</b> using a <b>business perspective</b> , including what to do and why.	<b>Elicits ideas from diverse team members</b> of the organization and makes <b>unprecedented plans</b> to solve problems and improve processes.
C1L C1 C	Highly sensitive to information about the <b>market of the area one is responsible for</b> , and aware of customer issues and unmet needs based on an understanding of customers.	Identifies issues from a <b>bird's-eye view of their own division</b> , and formulates <b>short-term strategy using a division perspective</b> , including what to do and why.	<b>Elicits ideas from team members and elaborate plans</b> that focus on solving problems and improving processes.

Expected level ↑





# Ability to draw out the value in people

Promote talent development while respecting diversity and managing people with integrity

	Integrity	Respect for diversity	Talent development
C4 C3	Confronts issues and works with people in good faith, and acts in a manner that is consistent with the company and their own values, even in situations where large risks and costs are expected.	Embraces diverse values and leverages uniqueness to sustainably grow the organization.	Expects the potential of the organization and team members, promotes initiatives that foster the growth of the organization, while improving motivation, and develops leaders.
C2	Confronts issues and works with people in good faith, and acts in a manner that is consistent with the company and their own values, even in stressful situations.	Embraces diverse values and leverages uniqueness to foster organizational collaboration.	Conveys expectations to team members and improves their motivation while working alongside them for medium- to long-term growth and unlocking potential.
C1L C1 C	Explores ideas seriously, confronts issues, works with people in good faith, and acts in a manner that is consistent with the company and their own values.	Embraces diverse values and builds a team while leveraging uniqueness.	Conveys expectations to team members, improves motivation, encourages them to learn the work, and develops them into full-fledged employees.

Expected level ↑





## Ability to encourage others to take on challenges

Make decisions independently, repeat successes and failures, savor new challenges, and persevere

### Challenge

### trial and error

### Accomplish

C4  
C3

Makes decisions to achieve high standards that will lead to change, enjoys challenges on their own, and draws out challenges of the entire organization.

Repeats experiments while formulating hypotheses using the big picture, learns from successes and failures of the organization through trial and error, and connects them to the next strategy.

While gaining the understanding of internal and external stakeholders, creates value by persevering with conviction and not running away even in the face of maior difficulties and conflicts.

C2

Makes decisions to achieve high standards, enjoys challenges on their own, and draws out the challenges of those involved.

Repeats experiments while formulating hypotheses, learns from successes and failures through trial and error, and connects them to the next initiative.

While gaining the understanding of stakeholders, creates value by persevering from difficult issues and situations without running away from them.

C1L  
C1  
C

Decides what is needed to achieve goals, enjoys challenges on their own, and draws out the challenges of team members.

Repeats experiments while formulating hypotheses, and learns from successes and failures through trial and error.

While gaining the understanding of team members, aligns interests, works toward goals, and creates value.

Expected level



**KOKUYO**

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