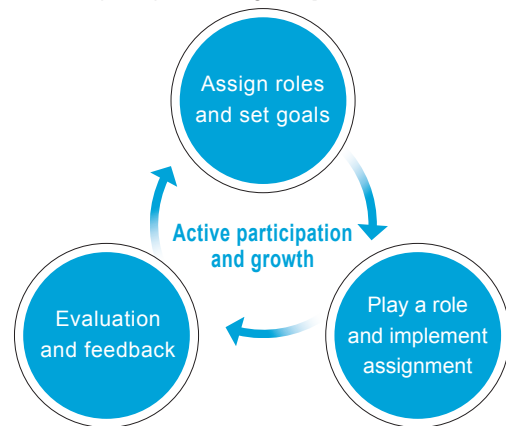


Human Resource Development

Human resource development initiatives

To enable each and every employee to maximize their abilities, we firmly implement the “cycle of active participation and growth” by having a regular interview three times a year between superiors and subordinates and conducting various types of training consisting of training by job grade, function, and workplace. In particular, in training by job grade, we implement “preparatory training” to acquire the mindset, stance, and skills equivalent to higher role qualifications, aiming to smooth role fulfillment after promotion. We also provide reskilling opportunities to existing employees. Specifically, by learning the skills to respond to digitalization in line with market needs, we will expand the field of activity and realize the growth of the employees and the company. Along with this, Tokai Rika Training School's educational curriculum is also shifting to a focus on software.

[Cycle of active participation and growth]



[Main training conducted in 2022]

Training name	Timing of implementation	Training period	No. of participants	Eligible employees
Training for new employees	April 2022	One month	89 people	New employees
Preparatory training (managerial position/ assistant manager/ instructional position)	Jun.-Nov. 2022	7 days	424 people	Assistant manager/ instructional position/staff 3
Problem-solving training for second-year employees	Dec. 2022	1 day	45 people	Second year employees (administrative and engineering)
Training for instructors of second year employees	Jun.-Aug. 2022	2 days	45 people	Mentors of new employees
Language training for overseas expats	Year round	Up to 80 hours	40 people	Overseas expats

Development of human resources who will function as an axis in the technical workplace

The environment surrounding us is undergoing major changes, including protection of the global environment, coexistence with society, the global economy, and the pursuit of true wealth for people. In this changing environment, we must respond quickly to the globalization of the market and continue to provide world-class products. To achieve this, we need human resources with solid core skills, the ability to discover and solve problems on their own, and a rich sense of humanity to lead others.

《School student education》

- Basics, practical skills, and academics of manufacturing
- Human resources who are familiar with both hardware and software
- Human resources with a rich sense of humanity, initiative and cooperation.



Production employee training

We aim to pass on and raise the level of the “Tokai Rika Core Skills” required to provide outstanding specialized skills, achieve industry-leading manufacturing quality, and support the development of human resources who will function as an axis in their workplaces. To that end, we are working to teach technical skills to school students, improve the skills of experienced employees, and develop technicians.

[Number of participants in 2022]

Tokai Rika Japan	Domestic affiliated companies	Overseas subsidiaries	Total
1,053	206	0	1,259

Prefectural “Aichi no Meiko” (“Master craftsman of Aichi”) Award

In order to raise general awareness of certified skilled workers, their place in society, and the advancement of technical standards, those who have excellent skills that work within the prefecture and have contributed to society with their skills are awarded the “Aichi no Meiko” (“Master Craftsman of Aichi”) award. Three employees from our company received the award in FY 2021, and 65 people, including the winners this time, have been selected as “Aichi no Meiko.”

Comment from the “Aichi no Meiko” (“Master craftsman of Aichi”) Award winner

In 2022 nine people received the award, the highest number ever

Shinichi Ayukawa, Human Resources Div. and Tokai Rika Training School

In receiving the “Aichi no Meiko” Award, I would like to express my gratitude to everyone at my workplace and related parties for their continued guidance. In order to live up to the name of “Aichi no Meiko”, I will continue to work hard to improve the skills of the Tokai Rika Group, through providing national skill certification training for younger generations.



Diversity

Positioning diversity and inclusion (D&I) as one of the most important human resources strategies, we are working to foster systems and awareness that allow diverse human resources to play an active role.

As part of our efforts to disseminate the idea of diversity within the company, we have designated April and October as “Diversity Promotion Months” and hold various events related to diversity: In October 2022, we welcomed wheelchair tennis player Tokito Oda and held a talk discussion and wheelchair trial session, as well as a Crossroad Diversity Game trial session where employees could learn about the differences in their values and ways of thinking. In April 2023, we held a lecture by the former Japan men's national volleyball team coach Mr. Tatsuya Ueta, a discussion between the President and the labor union chairperson, and a painting class by para-art artist Ms. Megumi Mine.

- Distribution of the video “Tell me diversity” about Tokai Rika's approach to diversity and the current situation
- “Yu-Café”, an after-hours social gathering for employees
- Mutual tours between Tokai Rika plants, discussions to promote understanding between own and other divisions



Talk discussion with Mr. Tokito Oda

Promotion of women's active participation

We aim to create a work environment where motivated employees can play an active role regardless of differences in gender, generation, and nationality, or whether they have a handicap. In particular, regarding the active participation of female employees, we have set a goal of more than doubling the number of female managers by 2026 (compared to 2021). Therefore, we are actively working to enhance the system, foster awareness, and foster the corporate culture.

We held career development support seminars to give employees an opportunity to think about their own careers, a roundtable discussion between Ms. Minako Miyama, External Director, and female engineers, and a “Working Moms meeting” as a place for mothers who work while raising children to interact with each other. While valuing individual perspectives, we will promote the development of a comfortable working environment in which female employees can work enthusiastically and demonstrate their abilities to the fullest.

In September 2022, we received “Platinum Kurumin” (the highest rank) Certification from the Minister of Health, Labor and Welfare as a company that supports childcare.

Going forward, we will not only promote the active participation of female employees, but also develop initiatives to support the active participation of diverse human resources. By doing so, we will illuminate the

abilities and individual characteristics of each employee and link the synergies generated by them to the sustainable growth of the company.



“Kurumin,” a certification mark for the “Act on Advancement of Measures to Support Raising Next-generation Children”



Roundtable discussion with Ms. Miyama, Director

Promotion of active participation of people with disabilities

In order to create an environment where employees with disabilities can work energetically, we are focusing on activities to deepen understanding of disability among workplace supervisors and co-workers.

For example, we visit a special needs school in the neighborhood and see with our own eyes the environment in which people with disabilities learn, and this helps us improve the environment in our own workplaces. We also hold lectures and study sessions by experts such as government officials and specialists, and create and distribute manuals to support people with disabilities to help them stay in the workplace. Furthermore, we provide hardware support that can be used by people with disabilities, such as introducing an automatic transcription tool for hearing impaired.



Study session on disability characteristics

Second career support

As support for senior employees, we hold roundtable discussions with employees who continue to work at our company after retirement and employees in their 40s and above, with a focus on “cultivating a culture of thinking about their own future.” We also interviewed former employees, who have already retired from our company and are living a second life, about their current lives and their outlook on life. In this way, we continue to carry out activities that allow our current employees to imagine how they would live in an era where people live for 100 years.

In addition, while assuming that our employees will continue to work within our company after retirement, we also support employees who wish to transfer outside our company for various reasons. Specifically, we collaborate with public institutions, NPOs, and other private companies to carry out support activities related to their reemployment.



OB interview article