

# Employee skills development

## Basic policy

FineToday Group aims to provide an environment in which all people across national and regional boundaries, regardless of race, gender, age, or nationality, can thrive while thinking and acting on their own.

Fine Today & Tomorrow 2030, the medium- to long-term vision targeting the year 2030, identifies investment in talent as one of its goals. In addition to focusing on skills development through activities such as education and training, FineToday Group ascertains the state of employee engagement periodically through surveys and other means and puts the findings to use to make further improvements. Dividing human-resource measures into three phases for the period from 2021, when it began doing business, through 2030, it has established specific themes for each phase. During Phase One, “*Wakuwaku* (excitement) I,” of establishing our independence, measures are focusing on improving the motivation and psychological safety that serve as the driving forces behind the work of each and every employee.

Through these initiatives, FineToday Group aims to realize an environment in which all employees can continue to have positive impacts on the organization and society conscious of their own Purposes for working, while taking on and striving to achieve the FineToday Purpose.

Three phases of human-resource measures

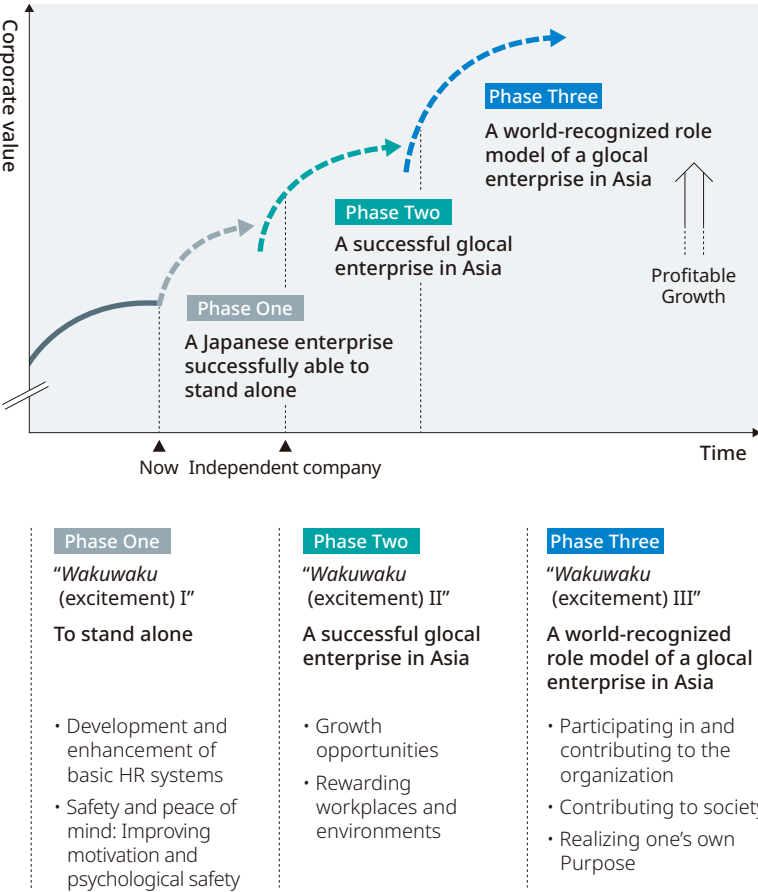
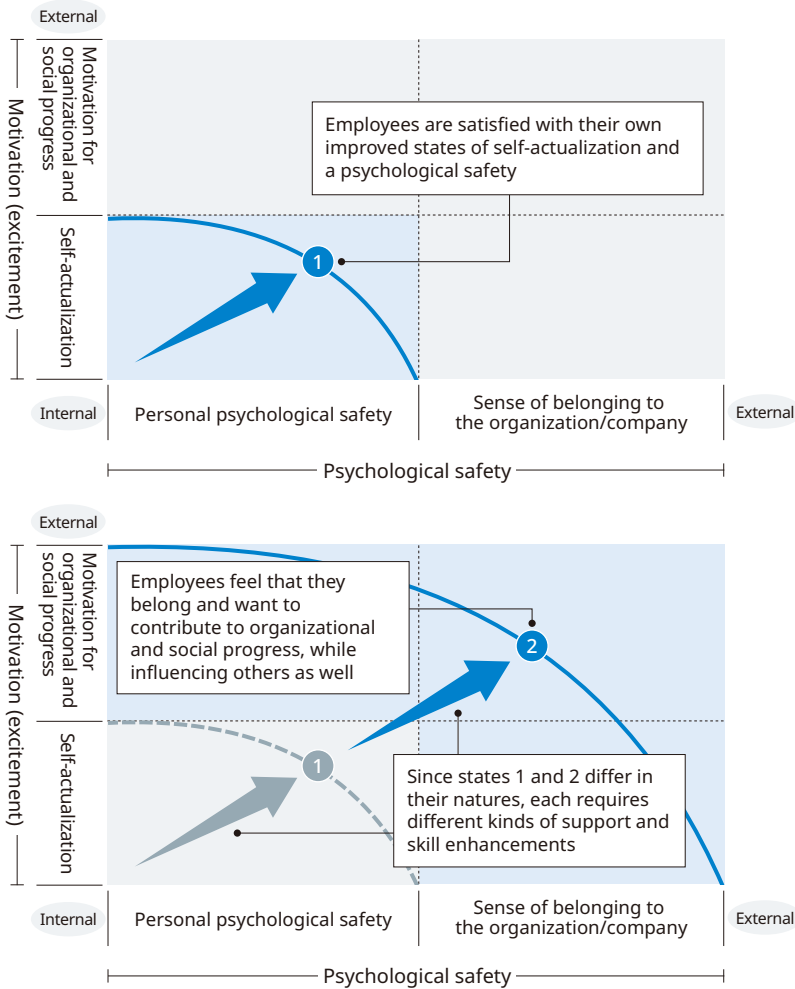


Illustration of improving motivation and psychological safety



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## Programs to support skills development

In addition to individual programs designed to deepen understanding of the company's business, FineToday offers training programs for individual posts, to improve individuals' specialized abilities, and programs to support self-learning and growth so that people who are motivated can learn on their own.

### Business simulation programs

Our *ICHIGANize* business simulation program provides employees with a deeper understanding of the fundamental Values & Leadership Behavior shared by all of FineToday's businesses and group companies. Participants in the program held for senior managers in FY2023 engaged in company management simulations that provided deeper insight into the company's characteristics and the standard of value that FineToday upholds.

### e-Learning

The company's e-learning service was created to support employees seeking to improve their skills. The service covers 20 categories and some 8,000 topics ranging from basic business and management skills to marketing and digital transformation.

We provide an environment that encourages employees to learn at their own pace and as often as they desire at any time or location so each employee can take the initiative and enjoy developing skills for their daily activities and career development.

— Education and training systems (FY2023) <FineToday>

Classifi- cation	All job types				Specialty	Individual job tiers and courses		Upper management	Self-education
Executives	Onboarding	Required compliance and governance training	FineToday business fundamentals	ICHIGANize business simulation program	By department			MLP coaching program	e-learning
						Upper management	Training for new executives		
						Coaching			
General employees						Self-leadership		International work experience program	

### Onboarding support

Orientations for new mid-career hires help them to adjust smoothly to their new workplaces. Mid-career hires also have free access to the Knowledge Site containing a wealth of in-house information to ensure a successful transition into the company.

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## Enhancement of engagement

The level of achievement and necessary environment of employees' motivation and psychological safety may vary widely. In addition to skills development for self-confidence and career formation, it also is vital to develop a culture of acceptance of diversity among colleagues.

The FineToday Group clearly states its approach in the Group's fundamental Values & Leadership Behavior. We are conducting workshops and building an organizational culture designed to instill in each individual with leadership behavior. We also regularly monitor employee engagement through surveys and other methods.

### Engagement surveys

Once every half-year, FineToday Group conducts an engagement survey of all employees, using an external survey tool. This initiative not only assesses objectively the state of matters such as ease of work but also plays an important role in identifying current issues in each organization in the Group and encouraging autonomous improvements.

Management in each organization uses the survey findings to identify actions for employee improvement. Individual employees also strive to improve their organizations under the slogan "We Do."

## Global meetings

FineToday Group regularly holds G3 Meetings and townhall meetings in which all employees, from Japan, China, and APAC, take part.

The G3 Meetings provide opportunities for communication across national and regional boundaries, to stimulate interpersonal exchange within the organization and enhance its cooperative structures. The townhall meetings share information on strategies and financial results as well as global best practices, aiming to generate new ideas and promote mutual understanding. Management answers questions from employees on any topic in these meetings and using our Sharepoint systems.

Although these meetings had been held online in principle since FineToday Group began doing business in July 2021, the G3 Meeting in December 2022, held in person while taking care to stop the spread of COVID-19, provided the first opportunity for employees from all over Japan to come together in one place. Attendees introduced themselves to colleagues from other sites and expressed surprise at how many people were there. The meeting was followed by social gatherings of employees from each region. The meeting proved an opportunity to reaffirm the commitment to further solidarity in the Group's initiatives in FY2023.

### Highlight

#### "Cultureship" workshop creates an employee-led Group organizational culture

The FineToday Group celebrated the first anniversary of its founding in July 2022 by establishing our Purpose (reason for being) and our Values (ideals and principles). In FY2023 we defined the Leadership Behavior—the specific ways we expect employees to conduct themselves as we seek to embody these high-level concepts. We also held a "Cultureship" workshop for participants to give thought to the Group's organizational culture. Participants led discussions about how the company should change and what actions each of us could take to create our own unique organizational culture.

