

Conservation and Improvement of Adequate Working Environment

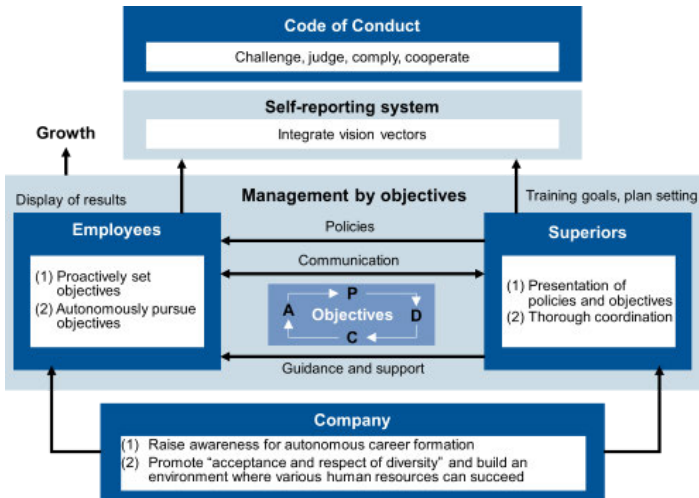
Mid to Long-term Human Resources Development

Fostering Autonomous-minded Human Resources

The GS Yuasa Group focuses efforts on the development of autonomous-minded human resources and support measures through on-the-job training* centered on the management by objective system so that we can achieve "innovation and growth," our corporate philosophy. Autonomous-minded human resources refer to personnel who have high motivation for personal growth and the ability to manage themselves and are able to act on their own initiative. The Group actively invests in the development of the autonomous-minded human resources who will play key roles in the future. The Group has also established educational programs that provide self-initiated learning opportunities so that all employees can promote self-innovation. Furthermore, we are investigating personal programs that enable employees to perform important roles and participate in business regardless of age or experience and receive evaluations commensurate with their results. The Group believes that through these measures, we can increase the mobility of human resources within the Company, promote individual growth and engagement, and accelerate the creation of new value. Developing leaders with global perspectives is essential for the Group's sustainable growth. Accordingly, we not only encourage human resource mobility among businesses, we also systematically conduct training and talent management to develop the next generation of leaders.

*A method of human resource development where knowledge and skills are gained through practice at the worksite.

Fundamentals in human resource development



■ Training system by rank

| Rank | Training name |
|-----------------------------|--|
| Tentatively hired applicant | ●Tentative hire training |
| First year after hiring | ●New employee training (excluding mid-career employees) ●New-employee follow-up training (excluding mid-career employees) ●Mid-career employee training (only mid-career employees) ●CSR, compliance, environmental issues, and health and safety training |
| Second year after hiring | ●Logical communication training |
| Third year after hiring | ●Skills improvement training ●New employee supporter on-the-job training ●CSR and health and safety training |
| Fourth year after hiring | ●Power-up training ●New employee supporter on-the-job training ●CSR and health and safety training |
| Sixth year after hiring | ●Career advancement training ●Career enhancement follow-up training ●New employee supporter on-the-job training ●CSR and IR training |
| Assistant manager | ●New leader training ●Next-generation business leader development training ●Career interview support training ●CSR, environmental issues, and health and safety training |
| Manager | ●New manager training ●Management training (management follow-up training) ●Next-generation business leader development training ●CSR and compliance training |
| General manager | ●New division manager training ●Next-generation business leader development training ●CSR, compliance, and environmental issues training |

■ Training system by category

| Classification | Training name |
|-----------------------------------|---|
| Rank | (See training system by rank) |
| Business Skills | ●Logical communication training ●Facilitation training ●Time management training ●Project Management Training ●Training for coaching ●English email writing training ●Technical and skills classroom courses |
| Acquiring Certifications | ●Machine Maintenance Skills Test ●The Japan Business Law Examination (external) ●Business Accounting Examination (external), ●Quality Control Test |
| Personal Development | ●TOEIC ●Online language lessons ●Distance learning, online courses |
| Diversity | ●Training for women leaders' career advancement ●Training for diversity management (managerial positions) ●Leadership enhancement program ●Women's health management program ●Diversity management program |
| Global Human Resource Development | ●Overseas practical training program (Training of candidates for overseas assignments) ●Pre-overseas assignment training (language, management skills, etc.) ●Training for nurturing next-generation management |
| Career autonomy | ●Rank-based career design training ●Career design training 42 (for employees in their 40's) ●Career design training 57 (for employees in their 50's) ●Career interview support training (management positions) |

■ Training hours for human resources development (Fiscal 2024, GS Yuasa International Ltd.)

| Item | Classification | Average training hours (Hour/Person) | Total training hours (Hour) |
|-------------------|----------------------|--------------------------------------|-----------------------------|
| Gender | Male | 6.66 | 22,849 |
| | Female | 9.30 | 5,560 |
| | Total | 7.05 | 28,409 |
| Employee category | Regular employees | 7.62 | 28,238 |
| | Fixed-term employees | 0.53 | 171 |
| | Total | 7.05 | 28,409 |

Employee Career Development Support

The GS Yuasa Group implements measures to help employees achieve their individual career visions while creating new value for the company.

To bolster our efforts for diverse career development by employees, we introduced age-based career design training that promote career autonomy to supplement existing rank-based career development training. We also conduct support training to enable managers to conduct effective career interviews, thereby supporting the career autonomy of employees.

In addition, we launched a program that promotes the development of human resources with the skills needed to carry out digital transformation with the objective of having employees acquire skills in line with our management strategies. Going forward, we plan to introduce training that allows employees to select the courses they will take with the aims of having employees acquire the skills and techniques necessary for their individual work and improving creativity in new businesses. Furthermore, we launched a new business idea proposal program as a mechanism that enables employees to utilize their individual skills and advance their careers. This program is intended to create new business opportunities by providing all employees opportunities to propose new business ideas.

We are also taking measures to promote the operation of a career goal self-reporting system and encourage rank-based career development training to support the autonomous career development of employees. In addition, we introduced an in-house recruiting system for recruiting human resources from within the company, thereby responding flexibly to business strategies and implementing measures that enable employees to autonomously develop their own careers.