

## Human resources

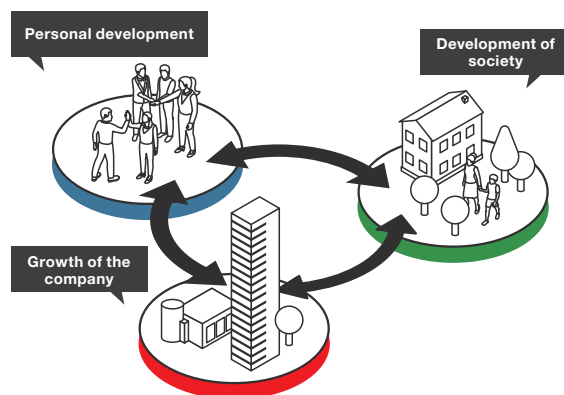
### Basic stance

Happiness and Stability for Employees is a part of the Sansha Electric Manufacturing Group's corporate philosophy, and we see our employees as a force driving the growth of our corporation. In accordance with our philosophy, we have envisioned a virtuous cycle of personal development, the growth of the company and the development of society. By 2030, we seek to realize a future in which individual employees grow to support the continuous growth of the company, leading to the development of society as a whole.

The medium-term management plan that commenced in FY2024 **P18** positions our human resource strategy as a core measure that supports corporate growth. Among other initiatives, the development of the next generation of leaders and the support for diversity and inclusion will promote the establishment of a self-driven organization and a vibrant corporate culture. We are building a strong organizational base that can respond flexibly to change.

We seek personnel that will support initiatives resulting in the growth of the corporation. We seek personnel with a spirit of taking on challenges in global markets, diverse communication skills, extensive interests, a stance of continuing to learn and the ability to think in multiple ways. We will recruit and develop personnel like this to create value and achieve the continued improvement of the competitiveness of our corporation.

#### Vision for 2030



### FY2025 priority issues

The Group will enrich our training for the development of leaders and review our conventional personnel affairs programs and practices. For the medium and long term, we will change work styles to increase motivation and work efficiency.

#### Goals of the work style reforms

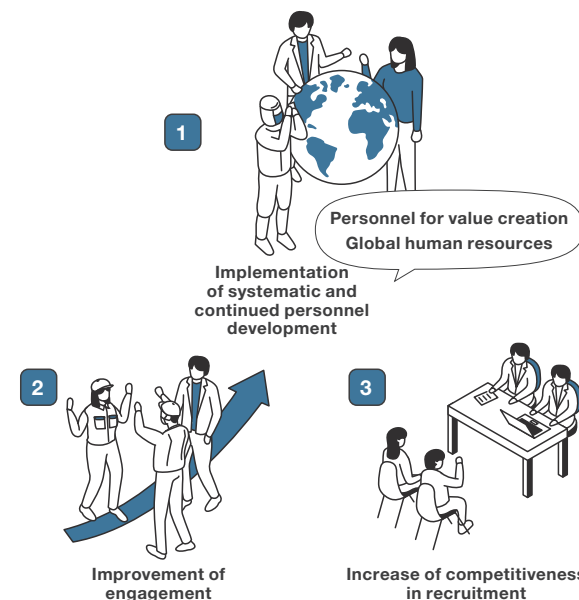
In our efforts to reform work styles, we aim to increase work efficiency and the labor force participation rate. Specific measures include the introduction of flexible work styles, automation of operations, support for life events and encouragement of cooperation inside teams. We will implement these measures with a view to increasing work efficiency and the labor force participation rate.

### Personnel development

The Group is stepping up its personnel development initiatives to build an organization with the ability to accomplish the medium-term management plan. Specifically, we will discover and develop next-generation leaders, encourage women employees to actively participate in the Group, cultivate personnel with a global perspective, and implement other initiatives. We are implementing a wide variety of development programs to train personnel to create a broad range of types of value so that we can achieve the continued growth of the corporation.

Through our personnel development system, we provide a full array of programs including job-class-specific training programs to enhance the training of our employees. By regularly setting targets and providing guidance, we help individual employees develop skills and their careers. We recruit new graduates and mid-career professionals on an ongoing basis based on our labor and recruitment plans which reflect our workforce composition, with a view toward the early development of young workers and their retention.

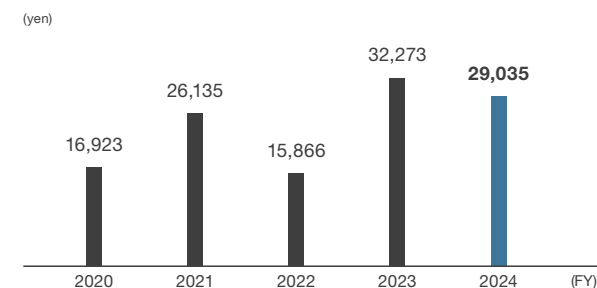
In addition, we encourage employees to acquire the qualifications they need to fulfill their duties and create a system for increasing their motivation to learn and their awareness of personal growth. Accordingly, we provide an environment that enables them to live up to their potential and fully display their abilities. In doing this, we reinforce



the foundations of our workforce that helps us continuously create corporate value.

Our basic principle in designing the programs we will introduce in the future is to tangibly associate organizational growth with personal growth. We will revise our assessment and wage systems to establish a mechanism for fairly evaluating employees' growth and achievements. We will implement these measures to develop a structure for ensuring that employees are able to grow personally, and that this leads to the growth of the Group as a whole.

#### Training costs per person



The data covers Sansha Electric Manufacturing Co., Ltd. and its group companies based in Japan.

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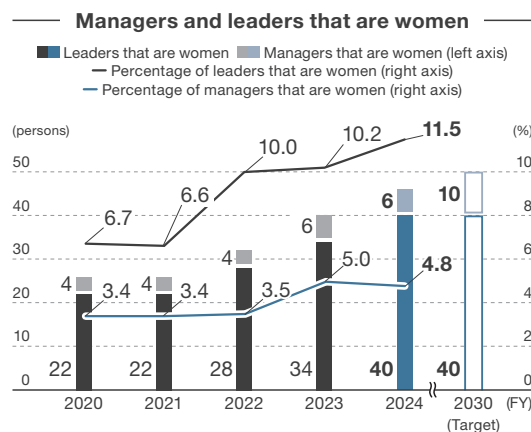
### Diversity & Inclusion

The Group had identified the promotion of diversity and the development of human resources as two of the material issues it is facing [P16]. We are endeavoring to build a workplace environment where diverse personnel can fully live up to their potential. We believe improving the workplace environment will increase our ability to flexibly adapt to market changes leveraging the creativity and diverse perspectives of our human resources. In particular, expanding global operations urgently requires embracing diverse values regardless of gender, age, nationality, or ability, and leveraging them in management.

In our diversity and inclusion promotion activities, we are focused on encouraging women to actively participate in the Group. We are training women who are candidates for management positions and providing women with more opportunities to play an active role in the Group. We are also striving to accelerate the reform of the mindsets of all of our employees, to increase their awareness of their careers and improve their management skills, and to actively appoint women to positions of responsibility.

In the future, we will provide training regarding unconscious biases and carry out initiatives to eliminate unconsciously held stereotypes and prejudice. We are devising a plan to present a role model for women managers all of our personnel's awareness of their careers.

Regarding our employment of people with disabilities, we assign employees to duties that are suited to their individual characteristics and organize plant tours and workplace internships in collaboration with institutions supporting the employment of people with disabilities to provide an environment where workers with disabilities can work with peace of mind and help them play an active role in the Group as valuable human resources. Through these efforts we will create workplaces that help diverse personnel work actively and increase our corporate value.



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### Offering flexible work style options

Since 2024, the Group has been addressing the issue of flexible work styles matched to the personal situation of the employee, such as their need to provide childcare or nursing care. We newly introduced a work-from-home program to ensure that our operations can be continued especially in the event of a natural disaster or other emergency to ensure that our personnel are able to work safely. This makes it possible for our employees to help establish lively workplaces and adapt to various situations. Our promotion of flexible work styles is closely associated with our medium-term management plan [P18]. The goal of the program is to improve the performance of our organization as a whole.

### AC Cafe, an opportunity for the president and employees to engage in dialogue

The Group's strengths are in technologies for converting chokuryu (direct current, or DC) electricity into koryu (alternate current, or AC) electricity and vice versa. The name AC Cafe reflects the Group's determination to be good at koryu (which can also mean "interaction") between people as well.

#### Sharing the Group's purpose and developing trust and teamwork

The Group has been organizing AC Cafe events since FY2023. They are events where our president and employees can engage in face-to-face dialogue to share information about the Group's corporate philosophy, purpose and vision, and about their implementation. Our president visits the headquarters, plants, branch, sales offices and Group companies. At each location, the president talks with a small group of seven or eight employees over a cup of coffee. In a relaxed atmosphere, they exchange views not only about business but also personal interests and everyday topics. This event helps create an open atmosphere and improve psychological security. As of April 2025, a total of 138 AC Cafe events have been held, and 983 employees have participated in them. New employees who joined the company in 2025 participated in an AC Cafe event at an early stage in their careers. It was a valuable opportunity that helped them understand the positions of the company. We will continue to aim to foster internal dialogue and a better corporate culture.

Total\* since FY2023

138  
events held

983  
participants

\*As of April 2025

The Group values a healthy work-life balance. We are working to enhance benefit programs to help employees live happily in good health. They include a program that allows employees to use their expired annual leave for purposes related to medical treatment and nursing care, a program that gives employees days off on their children's birthdays, and a program that enables employees to work shorter working hours until their children graduate from elementary school. Through efforts such as these, we are making sure that our diverse personnel can work energetically.

We are also particularly focused on encouraging male employees to take childcare leave. To increase their use of this leave program, we thoroughly inform employees about the childcare leave program and ask supervisors to encourage their subordinates to use it. In addition, we are working hard to encourage our personnel to take annual paid leave so that they are refreshed. In recognition of our initiatives for establishing a healthy work-life balance, the Group was granted Kurumin certification by the Ministry of Health, Labour and Welfare. Through these activities, we support our employees' many different work styles and endeavor to provide an environment that leads to our sustainable growth.

