

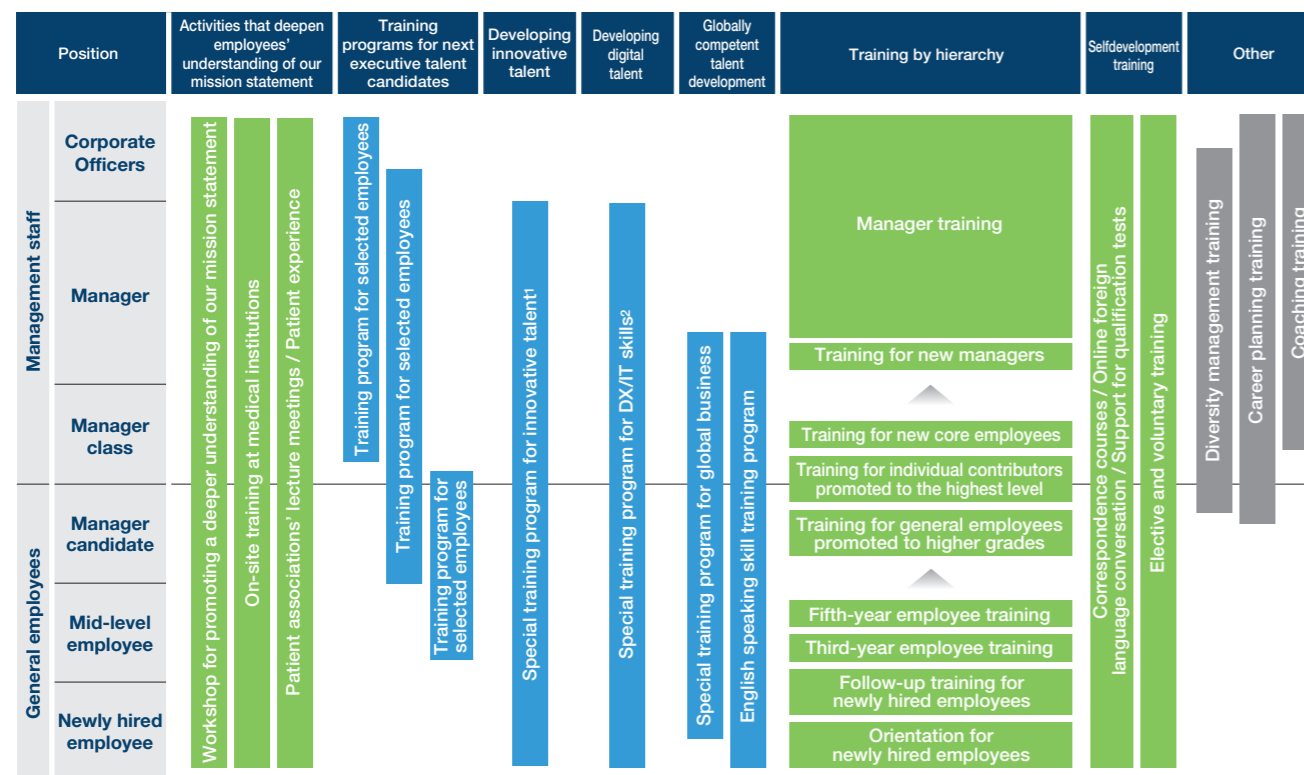
Material Issue 8

# Expansion of Human Capital

## Management of Priority Issues

<b>Reason for being a priority issue</b>	To achieve sustainable growth, it is essential to secure talent that can execute strategies as passionate challengers towards achievement of our corporate philosophy.
<b>Vision over the medium to long term</b>	We provide talent development programs to selected people, approximately 30% of employees of our group companies, and the creation of corporate value is driven through talent development. In particular, the enhancement of executive talent, globally competent talent, digital talent, and innovation talent have been set as important themes.
<b>Indicators</b>	(Total number of persons up to 2026) <ul style="list-style-type: none"> <li>• In next executive talent pool: 250 or more</li> <li>• In globally competent talent pool: 300 or more</li> <li>• Persons who will have participated in digital talent development and training program: 500 or more Including those who can plan, manage, and execute the DX project: 100 or more</li> <li>• Core innovation talent: 150 or more</li> </ul>
<b>Major initiatives</b>	<ul style="list-style-type: none"> <li>• Next executive talent: Promoting the training for selected employees and the strategic personnel transfers</li> <li>• Globally competent talent: Promoting development plans based on global development and implementing global strategic personnel transfers</li> <li>• Digital talent: Developing talent to plan and lead the digital transformation, and providing training programs for them</li> <li>• Innovation talent: Providing programs to trigger innovations, and promoting innovation</li> <li>• Other: Engaging in activities to disseminate mission statements, providing voluntary-participation type training, developing a self-development learning support system, etc.</li> </ul>

## Summary of Common Education and Training Programs for All Divisions in FY2021



1 Ono Innovation Platform, assignment to venture companies, etc. 2 "DX mindset" seminar, "IT passport" lecture, "G test accreditation" lecture, etc.

## Policy on Human Capital and Talent Development

We regard the increase of human capital as one of the major issues in our management foundation and focus on talent development to support our growth strategy. We also provide a variety of growth opportunities so that each employee can always take on challenges and work autonomously. Furthermore, through the development of future executive talent, global talent, digital talent, and innovative talent, we are pursuing strategic talent development initiatives that will help us make the leap to a being a "Global Specialty Pharma."

## Activities to disseminate our mission statement

We have Dedicated to the Fight against Disease and Pain as our mission statement, and we aim to ensure that each and every employee thinks and acts based on a full understanding of how patients who use our pharmaceutical products, and their families, are dealing with their illnesses and undergoing treatment. To disseminate this mission statement, we are working on three main activities: a workshop for deep understanding of our mission statement, on-site training at medical institutions<sup>1</sup>, and efforts for improving the patient perspective.

Since FY2019, we have been holding a virtual reality patient experience session. This is an opportunity for healthy people to experience the symptoms of patients with dementia and gain perspectives that they may not have been aware of. In FY2021, we introduced training in understanding the patient experience to foster a more patient-oriented mindset by understanding the values held by patients, which will lead to the creation of new drugs and the provision of other value.

The workshop for deep understanding of our mission statement aims to promote empathy with the mission statement and action. For employees of overseas subsidiaries and mid-career hires, president personally explains how the mission statement was formulated and the history of our company's taking on challenges which is the background to the formulation, after which participants share their impressions and what actions they would like to take in the future. The workshop is designed to achieve Level 3: Know specific examples and models that symbolize the philosophy, and Level 4: Can interpret the philosophy in one's own way in the 14 stages of philosophy dissemination.<sup>2</sup>

<sup>1</sup> Not done for FY2021 due to COVID-19  
<sup>2</sup> Masako Tanaka, Keiei Rinen Sintou no Mekanizumu, Chuokeizai-sha Holdings, Inc., 2016.

## Talent Development Strategy

We are committed to developing a diverse range of human resources, such as future executive talent, global talent, digital talent, and innovative talent. We consider these talents to be valuable shared human capital that cuts across divisions, and we are working to develop them through strategic personnel

transfers.

The development training program for future executive talent is designed to instill the basic principles of management, the ability to think, and the ability to involve others. Selective training for general employees is conducted for a year to develop talent who can be the next generation of leaders. Selective training for managers is conducted over a two-year period to develop talent who can be the next generation of senior directors, executive directors, and company management. After completing the selective training, personnel are strategically transferred to jobs that they should experience as future executive candidates, and this is determined through meetings where all executive managers and division directors can discuss the issues from the same perspective.

In developing global talent, we implement a Global Skill Improvement Program, which aims to develop talent who can exercise global leadership and perform their duties in appropriate cooperation with those around them. The Global Skill Improvement Program includes a self-improvement training subsidy system, voluntary training, and selective language training in stages to develop not only English language skills but also international perspectives and cross-cultural communication skills. Digital transformation talent is defined as those who can improve the experience of patients and their families, healthcare professionals, employees, and partners through the use of digital and IT technologies. The digital skills training program is designed for each level of employees, such as those who understand and encourage digital transformation (DX), those who can actually participate in DX projects, and those who can lead DX projects at a higher level, meaning it is not only for technical skill. We define innovative talent as those who are capable of personal growth through taking on the challenge of innovation. In developing innovative talent, we established the "Ono Innovation Platform" (OIP, see pp. 53-54) with the aim of increasing the number of employees who can take on challenges as their own personal matters and act on them, and to have this activity take root in our corporate culture.

## Promotion of Diversity and Inclusion

We believe that it is important to deepen our understanding of the diversity of the attributes, values, and behavioral characteristics of the members of our organization and to recognize their personalities in order to respond quickly and flexibly to changes in the environment and improve our corporate value. Thus, we promote various related initiatives. In order to understand the significance of diversity and to utilize it for the management of various human resources, we promote understanding by incorporating the promotion of diversity, inclusion, and social integrity into both the training by year of employment and rank-based training. In addition to our own activities, we also

## Development training program for the next generation of executives

	Talents capable of serving as the next generation of leaders	Talents capable of serving as the next generation of managers of a business office	Talents capable of serving as the next generation of general managers and management
<b>Training</b>	Selection training for general employees	Selection training I for management employees	Selection training II for managers
<b>Length</b>	1 Year	2 Years	2 Years

participate in study sessions and seminars that transcend the boundaries of companies, and strive to collect know-how and information on initiatives for improving diversity.

**Activities to promote female employee participation in the workplace**

We have focused on creating a system in which women can work actively. As a result of proactive recruitment of women and measures to prevent turnover associated with life events, the number of female employees has steadily increased, and the employment rate of female employees as of March 2022 had increased by 4.7% compared to March 2013. We established an action plan based on the Act on Promotion of Female Participation and Career Advancement in the Workplace. In accordance with the action plan, to be implemented from April 1, 2021 to March 31, 2023, we are improving the employment environment to increase the number of female potential managers and to support the balance of working and family life. In addition, we hold seminars called "Support Balancing Work and Child-raising after Returning from Childcare Leave" twice a year to support employees who are balancing their work and child-raising. By providing information about the seminars and opportunities to consider participation with childcare and balancing of work and child-raising, not only for women but for all employees, we are creating a friendlier working environment.

**Goals and action plans for FYs 2021 to 2022**

Goals	Action plan	Results for FY2021
<b>Increase the percentage of women in the section chief level to 15% or more</b>	<ul style="list-style-type: none"> <li>Provide opportunities to consider careers, regardless of gender, so that future careers, including management, can be envisioned</li> <li>Provide systems to support the careers of subordinates in order to foster a culture for training the next generation of managers</li> </ul>	14.0%
<b>Increase the rate of male employees taking child-care leave to at least 75%</b>	<ul style="list-style-type: none"> <li>Implement an approach to have the superiors of male employees encourage them to take childcare-related leave and use the support system for work-life balance after the birth of a child</li> <li>Disseminate childcare-related leave and programs to support systems for balancing work and family life</li> </ul>	79.0%

**Effort made for promoting active participation of people with disabilities and employing people mid-career**

We actively promote the employment of people with disabilities as part of our promotion of diversity and inclusion and are working to create an environment in which people with disabilities can work comfortably. In April 2022, we established Ono Pharma UD Co., Ltd., a wholly owned subsidiary, to provide more work opportunities for people with disabilities. We are starting with a printing business, and in the future, we plan to contribute to the promotion of a sustainable society by providing opportunities for employment that are rewarding for people with disabilities to fully demonstrate their abilities and play active roles in a wide variety of tasks. In addition, we are also focusing on recruiting mid-career people, people with the skills, knowledge, and experience that we need and can immediately contribute to our business. Especially since FY2014, when we started to actively promote the hiring of mid-career people in view of changes in the business environment, we have been hiring them in a broad range of jobs, including MR, development, safety information management, digital / IT, and management. In FY2021, we hired about 50 mid-career recruits and they now play their respective roles, applying their experience and expertise.

**TOPICS Use of UD Talk**

We introduced UD Talk\* for business in 2016 as a communication tool for hearing-impaired people, and use it in almost all departments that have hearing-impaired employees. Currently, subtitles are displayed in real time on the screen of the Web conferencing system, and we will support an environment where people with hearing impairments can work energetically without any inconvenience through in-house communication, even in a telework environment.

\* UD Talk: It is an application used for communication mainly with hearing-impaired people, using a smartphone. It converts voice into text using automatic speech recognition.

**Cultivation of Employee-friendly Workplaces, and Safety and Health**

We are moving ahead to create workplaces where employees can work with peace of mind. We are continually working to develop support systems and working conditions that help employees work in various styles, as well as improve their work-life balance, so that each and every person in our diverse workforce can bring energy to their work and demonstrate their full potential.

**Promoting Work Style Reform**

We have been promoting work style reform since FY2015 to enhance productivity by simultaneously enhancing work efficiency and creating an attractive working environment. To make this a company-wide initiative, we have appointed employees from each division to be promotion committee members and are working to raise awareness, increase operational efficiency, and promote the use of paid vacation days. At the same time, we have been improving systems that make use of IT and introducing flexible working hours, telecommuting systems, and interval work systems. In FY2021, due to the impact of COVID-19, employees were required to work in a different way than before. As a result, the amount of work increased, resulting in an average of 16.3 hours of overtime per month and 62.5% of available paid vacation taken overall. From now on, we will further enhance new working styles, such as telecommuting, and enhance work efficiency. In FY2022, we aim to have average monthly overtime work hours per employee of 13 hours, and 70% or more of available paid vacation taken.

**Regular feedback on employee evaluations**

We have an interview system for work goals to improve employees' motivation and develop human resources. Employees have eight interviews with their supervisors each year. All employees set goals for their work every six months and align their course of action to our corporate vision. In the middle of the fiscal year, the progress toward the goals is checked, and the course is revised in an interim meeting with the manager. At the end of the term, feedback is provided about the employee's overall performance, strengths and weaknesses, and evaluation results, and also the next term's work plan, development policy, and future career development are discussed. Evaluation consists of performance evaluation and behavior evaluation; the performance evaluation evaluates the degree of achievement against individual goals based on the outcomes and process each employee used, and the behavior evaluation is based on how the employees behaved compared to the required behaviors determined according to each employee's roles; results that combine the performance evaluation and the behavior evaluation are the final evaluation. Also, as a rule multiple people do the evaluations, which ensures objectivity and fairness, and the results are reflected in employee compensation.

**Childcare Support Initiatives**

We believe that society as a whole should support families raising children and that creating an environment that supports childbearing and childrearing is one of the challenges that companies should address. We formulated an action plan based on the "Act on Advancement of Measures to Support Raising Next-Generation Children," and are working to help employees

balance their work and childrearing. As a result, we were certified by the Minister of Health, Labor and Welfare as a standard-compliant general company, and we were awarded the mark of certification as a childcare support company (Kurumin) five times between 2008 and 2020. We introduced a new childcare support system in April 2017: Encouraging Leave for Childcare Participation, and as a way to promote understanding in the workplace of male employees who take childcare leave, that child-rearing is a life event for both men and women. We are also promoting the creation of an environment in which men can actively participate in childcare. Specifically, we hold seminars to support work-life balance, in which employees and their superiors can participate, to help employees balance their work and childrearing. In addition, we publish open newsletters about the experiences of men taking childcare leave. In recognition of these activities to support a balance of work and childcare and create a supportive work environment, we were awarded the Platinum Kurumin certification in November 2019. In order to continue promoting male participation in childcare after April 2021, we have set a target of increasing the percentage of male employees taking childcare-related leave to 75% or more, and are promoting further efforts to support both male and female employees by establishing various personnel systems and conducting seminars about balancing work and childcare.



**Various Support Systems for Creating a Pleasant Workplace**

In addition to the systems stipulated in laws and regulations, we have established various other systems to create a rewarding and pleasant work environment. We continuously develop systems so that employees can have many options in working styles, by constructing systems that meet employees' needs, or by establishing systems that exceed legal standards. The following systems are applicable to all employees, in principle. Furthermore, we have prepared a handbook that summarizes these systems and posted it on our intranet to ensure that employees are fully aware of what they are and how to use them.

**Expanding the Telecommuting and Flexible Working Time Systems**

The conventional telecommuting and flexible time systems were limited in terms of reasons, frequency, and working hours, but we are considering expanding their use to improve productivity and bring about flexible work styles during the COVID-19 pandemic.

**Expanding the open recruitment system**

We have an open recruitment system to entice employees to take on challenges and increase inter-departmental transfers. In FY2021, while more than 80 employees applied, only about 10% of the applicants were transferred through the open recruitment system because the application conditions were too strict. From FY2022, we have eased conditions for applying based on the needs of employees, and greatly expanded the number of departments and positions available, renewing the system to raise awareness among more employees.



• Introduction of an internal challenge job system

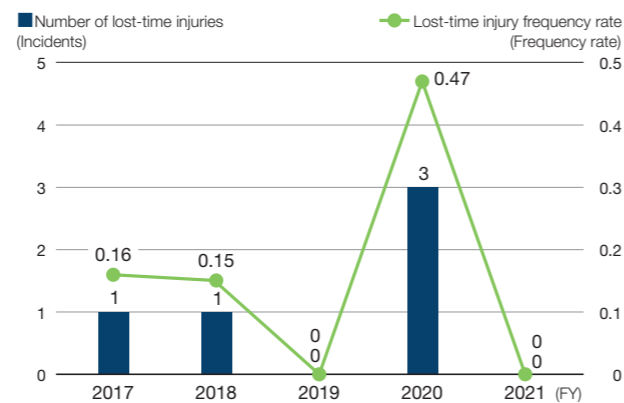
Based on the needs of employees who wish to expand their horizons by learning about work in areas other than their own department, grow professionally, or deepen person-to-person exchanges across departments, we have introduced an internal challenge job system with the aim of challenging employees to work in another department for 20% of their prescribed working hours while still being in their current department, and raising employees' skills and providing career support. We plan to proceed with trial operation in limited departments in FY2022.

Support Systems

<b>Systems that exceed the standards specified by labor-related laws</b>	Childcare leave, shortened work hours for childcare, nursing care leave
<b>Legally required systems</b>	Shortened work hours for nursing care, family care leave, nursing care leave
<b>Systems that promote flexible work styles</b>	Flexible working hours, telecommuting system, hourly-basis annual leave, selective retirement system, support for transfer
<b>Various leave and subsidy systems</b>	Accumulated holidays, holidays to encourage employees to take part in child-raising, maternity protection leave, support of employee volunteer activities and bone-marrow donor leave, subsidies for day-care centers and baby-sitting, subsidies for sick child care, support for medical checkups
<b>Other systems and benefits</b>	Support for employees with cancer, use of company cars to pick up and drop off children, day-care center concierge (day-care center enrollment support system), re-employment for employees who have quit ONO, non-regular re-employment, etc.

management objectives, and have established a basic policy for activities related to the environment, health, and safety. Regarding health and safety at manufacturing bases and research institutes, we conduct risk assessments to identify issues regarding the risk of exposure to chemical substances handled at each site and risks that could lead to injury or accidents. The Safety and Health Committee meets regularly to address the issues identified and to continually improve the workplace environment. In addition, at manufacturing bases and research institutes, we conduct workplace inspections based on laws and regulations, such as for fire prevention measures and emergency equipment, the safe handling of machinery, the level of safe work practices, transportation work, and for organization, orderliness, and cleanliness. The findings are shared with the committee, which makes suggestions for improvement. Health committees at the head office and other sites where they have been established, take various measures to maintain the health of employees based on the results of workplace environment measurements. At the semi-annual meetings of the Central Safety and Health Committee, the Safety and Health Committees and Health Committees from the various sites report on the status of health management initiatives, share information and exchange opinions on company-wide health issues, and discuss measures that contribute to health in a unified company-wide effort. In FY2020, we installed AI-powered telematics (in-vehicle equipment with communication capabilities) in all our sales vehicles and have been working to improve employee awareness of safe driving and eco driving by detecting dangerous driving behavior. In addition to ensuring employee safety, we aim to reduce CO<sub>2</sub> emissions by decreasing traffic accidents and violations and improving fuel efficiency through eco-driving. In addition, the Environment, Health, and Safety Promotion Office checks these activities at each business site and promotes continual improvement activities related to occupational health and safety.

Number of Lost-time Injuries and Lost-time Injury Frequency Rate



\* Scope of data collection: Employees at all worksites in Japan  
Lost-time injury frequency rate = (number of lost-time injuries / total number of actual working hours) × 1,000,000

Promoting Health and Productivity Management

For ONO to contribute to society through the creation of innovative drugs, it is important that all employees are mentally and physically healthy, that our worksites are places where individual abilities can be used to their utmost, and that the lives of employees and their families are satisfying. With the President, Representative Director's health up declaration we organized a

Health Up Committee, and are engaging in the promotion of health and productivity management in a systematic way with our company, labor union, industrial health staff members, and health insurance society working together as a single team. These activities are being recognized, and in March 2022, we were recognized for the fourth consecutive year in the Health & Productivity Management Outstanding Organizations 2022 - White 500 (large enterprise category), promoted jointly by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi. Also, for the second consecutive year we were in the top 50 companies among respondents (FY2021: 2,869 companies) and received high marks. We will continue to engage in health and productivity management through various activities.



Health Management Support

In 2021, we opened a health management portal site to transmit and share information on health. We will promote efforts to encourage employees to consider self-care as their own issue by bringing together interviews of the president on health promotion and other health-related contents. Also, we have linked the health management portal site with an existing site where employees can check the results of their annual complete medical checkups and periodic health checkups at any time via their terminals. In addition, the site includes information to help employees correctly understand checkup results and improve their lifestyle habits, and personalized advice on lifestyle according to their individual health conditions. We are working to enhance the contents of the portal site to raise employees' awareness of their health.

Health Management Theme

<b>1. Prevent Passive Smoking</b>	<ul style="list-style-type: none"> <li>Prohibit smoking at company sites (since April 2019)</li> <li>Raise awareness by conducting internal questionnaires, displaying original posters, etc.</li> <li>Support employees trying to quit smoking by granting subsidies to see a doctor at a smoking cessation clinic, providing online programs for smoking cessation, etc.</li> </ul>
<b>2. Lifestyle-related Diseases and Cancer Measures</b>	<ul style="list-style-type: none"> <li>Require employees to receive an annual health checkup (Employees over 35 years old undergo a complete medical checkup instead of a statutory health checkup)</li> <li>Establish contract facilities for complete medical checkups in prefectures throughout Japan Percentage receiving complete medical checkups :99.8% (FY2021)</li> <li>Support the cost of screening tests for each type of cancer</li> <li>After the medical checkup, occupational health staff may provide health guidance, or recommend that employees visit a medical institution, or participate in specific health instructions, etc., as required</li> </ul>
<b>3. Mental Health Measures</b>	<ul style="list-style-type: none"> <li>Provide internal training on mental health and have occupational health staff conduct individual consultations</li> <li>Provide stress checks to all employees once a year</li> <li>Establish an external free consulting service counter and have a system where employees can consult with experts via phone or e-mail in addition to face-to-face consultations</li> </ul>
<b>4. Develop a Self-care Environment</b>	<ul style="list-style-type: none"> <li>Operate a portal site where employees can check the results of their complete medical checkup and regular health checkups at any time and Health Management Sites that compile information from the stress-check system and a health consultation counter</li> <li>Provide healthcare application software for lifestyle correction and improvement</li> <li>Conduct a walking campaign every year in the company</li> <li>Conduct an annual session to measure body composition, blood vessel age, bone density, and more at major workplaces</li> <li>Distribute health age notifications that are calculated based on the health checkup results and show the difference between health age and actual age</li> </ul>

Message from the Director in Charge

Aiming to be a company where it is "natural" for each and every employee to take on management challenges as if they were their own.

I think Ono's goal in expanding human capital is to become a company that continues to enhance a culture that recognizes those who take on the challenge of difficult goals as their own, and don't give up if they fail, and a system that encourages them to do so. For example, globalization, innovation, and DX are all important management issues for our company, but if they are left as big words, we will never find a solution. When each of us starts thinking and trying to make them "our own business," far-reaching issues will be brought closer to us and attempts to find solutions will begin. By continuing to support the tireless efforts of our employees, Ono hopes to become a company where it is natural for each and every employee to continue to seek challenges on a daily basis with a sense of excitement.



**Toshihiro Tsujinaka**  
Member of the Board of Directors, Senior Executive Officer, Executive Director, Corporate Strategy & Planning

TOPICS Support for Employees with Cancer

Employees who are diagnosed with cancer will work in the midst of many challenges, including regular hospital visits, side effects from various treatments, and financial problems. To support employees who wish to continue working while receiving cancer treatment, we have the following systems: a leave of absence extension system, an income guarantee system to eliminate non-earning periods, a system that allows employees to take their accumulated leave in half-day units, and a system that allows employees to work shorter hours for cancer treatment. Furthermore, we are implementing multifaceted initiatives to support employees with cancer, including the establishment of a workplace support system to ensure that employees with cancer receive adequate support in their workplace and disseminating information on this workplace support system thoroughly to our employees.

Commitment to Safety and Health

We have positioned minimizing environmental impact and ensuring the health and safety of our employees as major

TOPICS Training Talent to be Innovative

# Started the Ono Innovation Platform to Nurture Talent

## The Ono Innovation Platform

### Supporting Employees' Taking on Challenges with a Program to Train Innovative Talent

In May 2021, we launched the Ono Innovation Platform, a program to develop innovative talent with the aim of inspiring each and every employee to challenge themselves. The program consists of three opportunities: learning, experiencing, and taking on challenges, and helps employees discover what they want to accomplish and take on challenges on their own initiative. In order to focus our limited management resources on the creation and development of innovative new drugs, we have invested heavily

in the creation of new innovations and developing the talent that will be the source of such innovations. Going forward, to dramatically grow into a global specialty pharmaceutical company, we need to develop more talent with the will and qualities to pursue innovation. In this program, we aim to create an environment where employees are excited to take on challenges and grow into innovators. In FY2021, the first year of the program, a total of 1,445 employees participated.

#### Overview of the Ono Innovation Platform



## Opportunity for experience

### Nurturing the capability to make decisions and act via a program to dispatch employees to venture companies

We established a relocation program called V2V (Voyage to Venture) so employees can gain experience in a way that is not possible in the company. Employees leave behind their affiliation with ONO and, while they test their own capabilities, they nurture a mind to continually take on challenges and grow by thinking on their own and acting in an environment without precedent or results, which

is a venture company. From October 2021, five employees were dispatched to venture companies for one year. At the venture companies they are contributing to developing business, and when they return to ONO, they will plow the experiences they gained at the venture businesses back into ONO, strengthening our organization.

#### Venture company dispatch results

Venture companies	Venture companies (business details)
NPO Japan Kodomo-Shokudo Support Center "MUSUBIE"	cooperates with businesses and supports the activities of organizations that support children's dining rooms
K-three Inc.	develops and operates products that strengthen citizen communication
General Incorporated Association Platform for Sustainable Education and Community	provides support to regional high school students for entry into higher-level schools in other prefectures
Lightblue Technology, Inc.	develops image analysis software to contribute to mechanization and automation
camelove, Inc.	provides subscriptions to camera equipment

#### Comment from a dispatched employee

I was placed in a position where I was required to think and act on my own, which made it an opportunity for me to improve the speed of my growth. After returning to Ono, I would like to share this experience within the company and link it to my taking on new challenges at Ono. (Business Strategy Division, 30s)

## Opportunity for learning

### Providing opportunities for knowledge, exposure, and experience

We operate the Innovation Cafe as an opportunity to learn, providing programs where it is possible to gain knowledge, be exposed to things, and experience things. We hold various seminars and workshops so employees can not only get basic knowledge, but can also learn on the job and gain practical skills. In FY2021 we held 10 programs on themes such as learning the latest trends in business and healthcare, and how to solve

customers' issues with a customer-oriented approach. A total of 1,315 employees participated. In addition, we provided a full range of opportunities for learning about open innovation, which we focus on, such as by inviting outside experts to hold seminars. Going forward, too, not only will employees gain knowledge and skills, we will provide them with opportunities where they can accomplish that which they themselves want to accomplish (WILL).

#### FY2021 Innovation Cafe Contents (partial)

Program	Course content	When held	No. of participants
Knowledge	Lecture by a venture capitalist, and discussion with the Executive Director of Research	June 2021	235
	Seminar on stimulating a business creation mindset	Sept. 2021	90
	Lecture by management experts on the danger of destructive innovation and countermeasures	Nov. 2021	194
	Lecture about the latest technology and digital trends	Feb. 2022	119
Exposure	Lecture and discussion with an entrepreneur in the healthcare field	June 2021	211
	Talk session by the person responsible for our company's new businesses	Aug. 2021	120
Experience	Workshop on hypothetical proposals and verification for customer issues	July to Oct. 2021 (5 days, half day each)	69

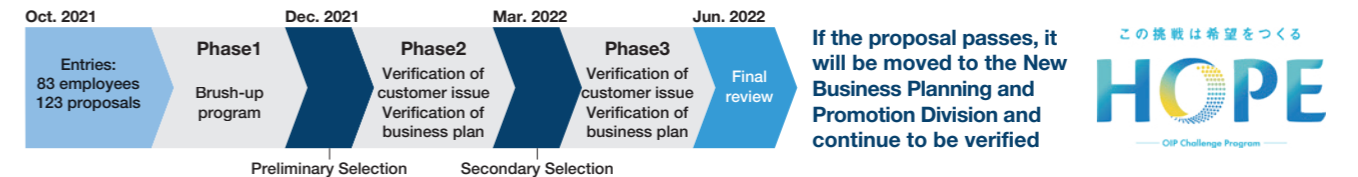
## Opportunity for taking on challenges

### Holding of a Business Contest as a Place for Employees to Take on Challenges

We held a "HOPE" business contest as an opportunity for employees to voluntarily take on the challenge of putting what they have learned and experienced into practice. The name HOPE reflects our belief that our innovation leads to hope for patients and their families. For our first contest in 2021, we received 123 proposals from 83

employees. The business proposals were based on the employees' own original experiences and customer issues, such as solutions to support patients in their fight against illness, and support services for childcare. After a final review that will include top management, the selected themes will continue to be examined with the aim of commercialization and the creation of new innovations.

#### The Selection Process for HOPE



#### Comments from HOPE 2021 Participants

Participants commented such as "I started to want to make a difference in the world," "it gave me the experience of thinking as hard as I could and making decisions on my own," and "I was inspired by people who were willing to take on challenges." HOPE has become an opportunity for participants to stimulate each other, enhance their perspectives, and draw out the potential of employees. We will continue to develop talent who will proactively tackle various issues.

