Human Resources Strategy Targets

The Daigas Group strongly recognizes the need to further strengthen human capital initiatives to achieve sustainable growth. We position “support employees to shine in their roles” as a human resource strategy, which is a key pillar in the management strategy in the Medium-Term Management Plan 2026 announced in March 2024. We will drive forward (1) talent acquisition and development, (2) strategic deployment of talent to align with job requirements, and (3) revitalization of individuals, with KPIs set in addition to materiality indicators.

We will acquire and develop enough talent to allow them to operate appropriately with sound room on their plates, and both secure the quantity and improve the quality.

We will promote the strategic deployment of talent to align with job requirements, such as expanding talent management to all employees, so that we are more likely to both deploy employees to serve the purpose of business operations and achieve higher levels of employee satisfaction.

We will work on the revitalization of individuals, where we achieve both the creation of an environment that makes employees feel more rewarded and motivated and the maximization of the overall output.

Materiality indicators (key performance indicators)

Strategy to enhance employee success in their roles		Specific initiatives and KPI	FY2026 Results	FY2027 target
Talent acquisition and development	Expansion of recruitment	Total number of new graduates and mid-career recruitments (career-track hires)	250 people (cumulative total for FY2025 and FY2026)	Cumulative total of 3 years: 330 people
		Mid-career hire ratio	46.3%	Approx. 30%
		Recruitment of recent graduates	In practice	In practice
		Ratio of female career-track employees	31.5%	30% or higher
		Development of an alumni network	33 people	More than 50 people
	Enhancement of talent development	Recruitment of DX core staff	310 employees	300 employees
		Common training hours to strengthen the management foundation (/person)	12.1 hours	15 hours
		Management training participation rate	97%	100%
		Extension of retirement age	Extension commenced	Phased extension planned to start in the current mid-term period
Strategic deployment of talent to align with job requirements	Talent management	Expanded to all employees	Applied to all employees	Applied to all employees
		Reserve ratio of next-generation management personnel	280%	250% or higher
Revitalization of individuals	Autonomous career development	Information disclosure and exchange at Career Portal (number of registered employees)	1,158 employees	More than 300 people
		Assignment of employees in light of their preferences	In practice	Continued implementation
	Provision of support for diverse ways of work	Ratio of female directors	26.7%	25% or higher
		Percentage of female employees promoted to managerial positions	17.4%	20% or higher
		Percentage of male employees who have taken childcare leave	98%	90% or higher
		Group company programs applied to LGBT partners	Applied	Put into practice
		Employment of people with disabilities and continuous support	In practice	Continued implementation
		Work engagement score*	52.8	50 or more

* Deviation in work engagement results for companies using the Advantage Toughness Survey