

CHAPTER 3

TRAINING



Developing i-Companies

One key element for increasing organizational and human resource capabilities is the development of independent human resources. We emphasize that each employee should adopt the viewpoint of being the manager of their own “i-Company” to independently develop their careers. By thinking in this way, they will develop the ability to objectively grasp their current situation from the perspective of their i-Company’s customers, partners and competitors. This provides an accurate understanding of the expectations of others, as well as their own strengths and challenges. It also leads to independent and autonomous career development.

For all these reasons, the Group provides abundant opportunities for each of its employees to develop an i-Company. LM College, our in-house institution for human resource development, provides opportunities for employees to consider the expectations of others as they hone all the skills required of working adults.

Since 2021, we have been concurrently conducting a new program to develop the next generation of managers to ensure our sustainable corporate growth. Given that the growth of the Group is accelerating, we are focusing on developing human resources who will support that growth and expansion.

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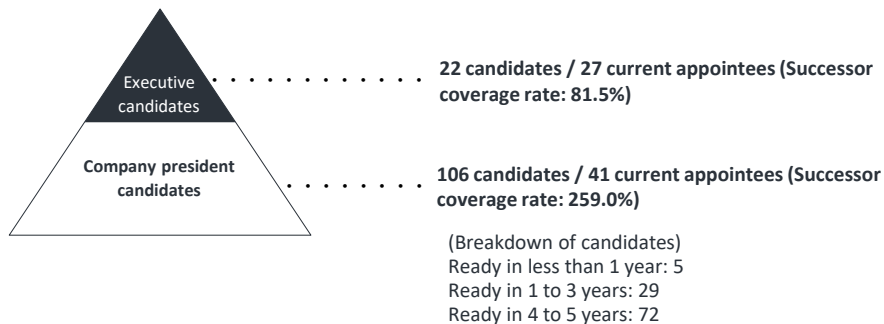
01 Cultivating Management Personnel to Support the Group's Future

“TOP GUN SELECTION” Training for Management Personnel

Selective Training Program (Excerpt)

Class	Objective	No. of Participants	
		2021	2022
Corporate officers	Raise the level of corporate officers	—	5
Company presidents and managers	Cultivate future officer candidates	10	14
General employees	Cultivate the next group of manager candidates	6	6

Prospective Management Personnel (As of December 31, 2022)



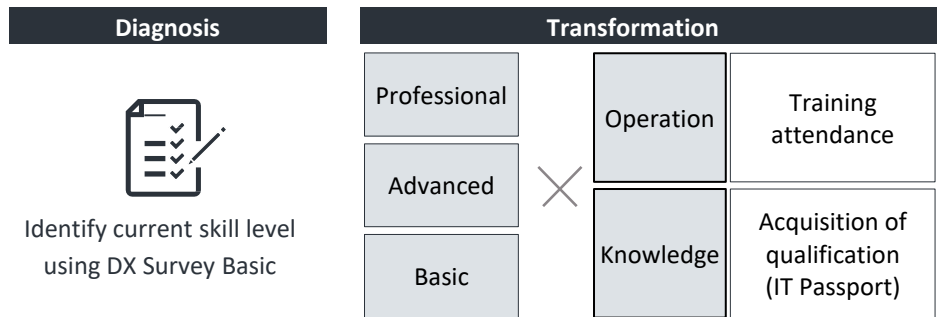
Cultivating Human Resources Who Can Adapt to Product, Labor and Capital Markets for Discontinuous Corporate Growth

Cultivating management personnel to lead the organization is indispensable for business expansion and growth. The Link and Motivation Group's management personnel are expected to **be able to adapt to product, labor and capital markets, and to think from a Group-wide perspective**. However, in carrying out day-to-day duties, there is a tendency to adapt only to the product market and to take the perspective of one's own particular field. Therefore, since 2021 we have been implementing the selective training program **Top Gun Selection** as an opportunity for growth separate from actual work. The year-long program selects participants from each level, from general employees to senior managers, to **learn the perspective and approach a manager should have**.

In 2022, we provided training at all levels for a total of 25 people. We felt the training helped participants develop as future management personnel, with comments including, "Now I understand the **different standards required to be ready** to take on a management role," and "I came to strongly feel that I **want to play a role in creating our future**."

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02 Updating Literacy for Contemporary Needs



DX Survey Results

		2021	2022
Number of trainees	People	1,367	1,499
Average DX Score	Points	98.9	123.3

Note: DX score is the sum of the scores for digital knowledge and Excel skills. Since each has a maximum of 100 points, the maximum DX score is 200 points.

Overview of Level-Specific Training Courses

Level	Training
Professional	Excel, PowerPoint, Python, AI, RPA, GAS, HTML/CSS, SEO, etc.
Advanced	
Basic	Excel basics, PowerPoint basics, typing basics, etc.

Updating Literacy for Contemporary Needs to Improve Productivity

Skills and competencies in areas such as foreign languages and IT that are required across industries and businesses are referred to as literacy. We believe literacy must be updated in line with contemporary needs. This is similar to the concept of **reskilling**, which has been attracting attention recently. Employees must continue acquiring essential skills, even as what constitutes “essential” changes.

Lately, **improving the IT literacy of each employee** has become crucial for increasing productivity as an organization. Therefore, since 2021, we have been working to improve individual IT literacy by rolling out DX support measures for individuals at companies, which is provided by the Individual Development Division.

The average score on the DX Survey, which measures individual IT knowledge and IT operation proficiency (DX score), was **123.3 out of 200 for the Link and Motivation Group** in 2022, surpassing our target for the year of 110 points.

We will continue working to further improve productivity through reskilling of individuals in line with contemporary needs.