

ID&E Holdings Action Guidelines for Human Resource Development

Based on the Group's Human Resource Development Policy, the ID&E Holdings Group advances the following initiatives.

1. Definition of Our Ideal Talent Profile

(1) Human resources with distinguished expertise and high ethical standards

Human resources with distinguished expertise and high ethical standards represent individuals who cultivate enduring stakeholder relationships through continuous self-development, disciplined advancement of specialised competencies, unwavering public service commitment, exceptional professional integrity, and consistent delivery of results.

(2) Ideal Talent Profile Aligned with Corporate Strategy

We develop employees with global perspectives and advanced digital transformation (DX) capabilities and management skills in line with our corporate management strategies. Global professionals can contribute to an international society by leaning in to their expertise while respecting local culture to continuously generate corporate value. Employees with DX skills can support business innovation, growth and development by making use of digital technologies. Employees with management skills refer to:

- i. those who are capable of conducting organisational management of ID&E and its main companies, and
- ii. those who can conduct corporate management, including the growth strategies of Group Companies.

2. Provision of Training Opportunities within Human Resource Development

(1) Building an Education and Training Platform

We aim to build an education and training platform that enables all employees to independently develop their skills and expertise. We encourage individual learning by providing training programs that meet learning needs.

(2) Training for Organisational Integrity

We aim to strengthen organisational functions by focusing on the strategic direction of the organisation and build a sense of unity through periodic training on the corporate management philosophy, code of conduct, and compliance, as well as for learning the roles and skills required at each level of the organisation.

(3) Providing Opportunities for Supporting Independent Growth

We strive to implement training programs on our platform to support employees' independent career development and skill development. We encourage employees to see themselves as a professional inside and outside of the company, and set up incentive systems for acquiring qualifications and contributing to thought leadership.

3. Systematise Talent Development and Career Pathways

We utilise talent management systems to understand employee capabilities and enable knowledge transfer from exemplary skill sets and role models identified within the organisation. We also strive to ensure fair and equitable evaluation and treatment, so that each employee, regardless of their nationality, gender, age, and employment status, can accurately see and design their career development and are encouraged to grow further.

4. Enhancement Collaboration with Stakeholders

The ID&E Group strives to develop our talent through external engagement such as academic partnerships, professional association participation, thought leadership initiatives, international study programmes and social impact initiatives. We expand our networks and knowledge beyond what would normally be acquired from carrying out our business, and engage in external partnerships to inspire innovation and co-creation of new ideas for a sustainable society.

5. Disclosure of Human Resource Development Information

While taking into account relevant laws, social norms, and working environments in each country, we disclose information on our human resource development initiatives, including performance data. We also set clear goals and indicators, and regularly monitor and review progress to ensure accountability and continuous improvement.

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