

People as a Source of Value Creation

The greatest asset of the Hakuholdo DY Group—and the source of its competitiveness—is its people, who bring creativity to life. Our human resource development is driven by three perspectives: harnessing the diverse powers of individuals with eclectic talents, bringing out the power of mutually enhancing teams, and generating a high degree of creativity. Specifically, we provide a wide range of learning opportunities that encourage each employee's self-directed growth, foster a culture of co-creation within the organization, and work to enhance creativity grounded in *sei-katsu-sha* insight.

Each Group company builds their own distinctive personnel systems and training programs, tailored to their specific business characteristics, based on these three perspectives. In addition, to generate Group synergies, we implement initiatives such as inter-company personnel exchanges and cross-Group training programs for selected management and young talent.

Harness the Diverse Powers of Individuals with Eclectic Talents



Draw out each employee's latent abilities and sensitivities and nurture their strengths. Provide a wide range of learning opportunities to allow them to understand their current capabilities and enable them to respond promptly to business changes.

Bring Out the Power of Mutually Enhancing Teams



Combine the powers of individuals with diverse strengths, maximize their powers in teams, and enrich the foundation for producing results that connect *sei-katsu-sha*, organizations and society, enriching the co-creation culture.

Generate a High Degree of Creativity



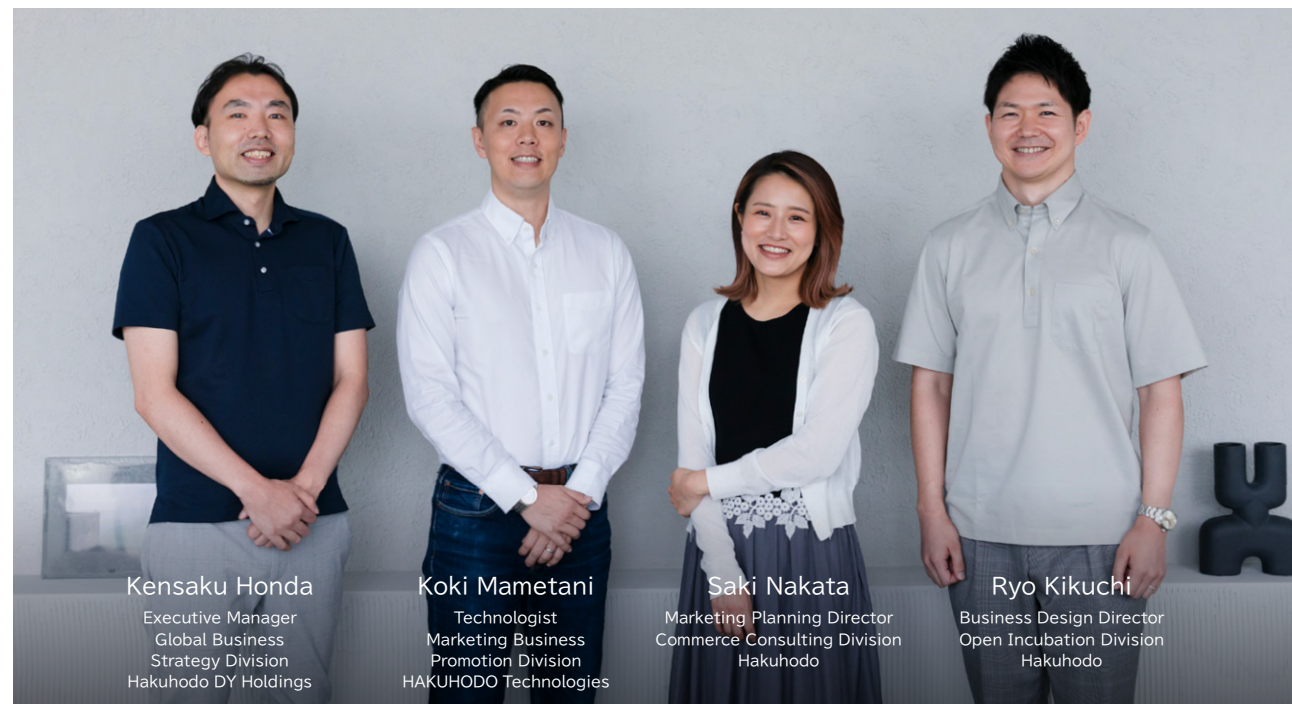
Create opportunities to gain deep insight, ask creative questions, and engage in deeper thinking to address increasingly complex issues. From these experiences emerges the advanced creativity that generates new value.

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Roundtable with Career-Level New Hires

Diverse Professionals Driving the Future of the Group Share Their Thoughts on Potential and Fulfillment

The Hakuhold DY Group is venturing beyond traditional advertising into diverse fields such as technology, global business, and incubation, boldly creating new value. Four new employees from diverse backgrounds came together to talk about their impressions since joining, the appeal of their work, and their vision for the future.



Beyond the Image of a Conventional Ad Agency: What Attracted Us to Join

Kikuchi To be honest, before joining, my image of the company was that it was a glamorous advertising agency that made TV commercials.

Honda I felt exactly the same. Coming from a technical, manufacturing background, I saw Hakuhold DY Group as a traditional ad agency: a creative company in the classic sense. But at my previous job when I became involved in M&A and benchmarked other companies, I discovered that

the Group was transforming its business portfolio through M&A, including in the technology space. I thought this was the perfect arena to leverage my strengths and experience, and it inspired me to take on the challenge.

Kikuchi I can relate to that shift in perspective. My view changed completely after talking with the person who is now my supervisor. I was struck by how the Group is seriously embracing the challenge of going beyond advertising with its incubation businesses and building the foundation for future society. For cutting-edge technology to permeate society and become part of culture, deep

expertise in the interface with *sei-katsu-sha* is indispensable. I was impressed that the Group, with its profound understanding of *sei-katsu-sha*, aims to be a driving force in business creation. I also felt a strong sense of social significance in that mission.

Mametani My perspective is a little different, but I too was drawn to that spirit of transformation. The job posting included the phrase “social implementation of generative AI,” which fascinated me. This was before ChatGPT launched, so I was amazed and intrigued that the Group, which is not your typical IT company, had already

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recognized the potential of emerging technologies like AI and was preparing for the next generation.

Nakata Specific keywords also attracted me. Coming from a manufacturing background, the idea of *sei-katsu-sha* insight resonated strongly. I felt I could propose initiatives that would truly drive purchasing decisions. The opportunity to work across both manufacturers and retailers, and in a broader range of roles than before, was very appealing.

Mametani In my previous job, I focused mainly on voice AI, a very specialized field. I was excited by the chance to engage with a wide variety of industries and companies here. The Group has historically influenced Japan and the world through advertising, and I sensed there would be projects on a much larger scale than anything I'd experienced. I wanted to grow and take on those kinds of challenges.

Group Strengths We Discovered Since Joining

Honda After joining, I truly felt the power of people. It's remarkable how much creative value this company has generated through the sheer ability of its people. The successes and failures accumulated over our 130-year-plus history are, I believe, a critical asset for sustaining growth.

Mametani That "power of people" connects directly to what I see as our strength: the ability to generate unimagined ways. Before joining, I had a vague notion of the Group as a creative company. But once inside, I found that we're asked, "What do you think is interesting?" and our perspective is respected. That said, ideas don't stop at being interesting; we're expected to back them up, show a clear path forward, rally others, and carry them through to completion.

Nakata I agree. That human strength and the ability to generate unimagined ways are why we have so many opportunities to create something from nothing, true zero-to-one work. My previous job was mainly about expanding existing businesses, but here, I often get to experience the process of shaping my own ideas into reality.

Mametani Another strength is the Group's extensive network across industries and domains, enabling collaboration with a wide range of business partners. Our reach goes far beyond advertising, opening doors to solving social challenges, which is unique to this Group.

Kikuchi Absolutely. Our ability to capture social insights, design future culture, and shape public momentum is a value only the Group can deliver. Supporting this value is a vast network built over many decades, and not just with companies, but also with government agencies, academia, and international organizations. These trusted

relationships are the foundation for mobilizing society as a whole.

Nakata That's so true. When working on zero-to-one projects, there's always someone to consult, no matter the challenge. We can complete projects entirely within the Group, and many clients say, "We can just leave it to Hakuhodo. They'll handle it."

Fulfillment in a Culture That Respects Initiative

Kikuchi The greatest source of fulfillment for me is the culture that lets you expand your scope of work as long as you have the will. Each person starts with "What do I want to achieve this year?" and builds their department's annual direction from there. There's no sense of being forced. Because it's self-driven, the ownership to see things through grows naturally.

Mametani I feel that too. On top of that, it's deeply rewarding to take on projects so large I could never handle them alone, by joining forces with highly capable colleagues.

Nakata When something I've worked on takes shape, reaches *sei-katsu-sha*, and produces results, it's not just about contributing to the client. I feel we've made everyday life a little better.

Honda My perspective is slightly different since I work globally, but the essence is the same. I manage relationships with more than 20 overseas Group companies, each with its own culture and growth stage. It's a long road of persistent dialogue to find optimal solutions together, but when we succeed and I hear words of thanks from partners, that's what powers me forward.

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A Culture Where Eclectic Talents Resonate

Honda The Group is truly a treasure trove of eclectic talent that sparkle in different lights. We have an extraordinary diversity of abilities, and what stands out most to me is the sheer number of people who create value not from a single specialty but by multiplying two or more areas of expertise. The capabilities of each individual are what lifts the organization's output, making it faster and of higher quality.

Nakata People here come from an astonishing variety of backgrounds. Every time I take on a new project, I meet someone new, and that's exciting. You can feel that Hakuho genuinely values this eclectic diversity. I notice that many people here are particularly tenacious—the kind of people who polish and refine their work right up until launch. That attitude is always inspiring to me.

Mametani I feel the same way. That tenacity seems tied to a mindset of putting your whole self into each decisive moment. I also notice that many employees place great importance on their passions and hobbies, and the things they love become the wellspring of their ideas and work. Those individual traits resonate with one another, and because of that, horizontal connections are strong. It's natural to reach out and say, "You know a lot about this topic—let's work on it together," and that builds a very flat, collaborative culture.

Kikuchi Like Mr. Mametani, I feel this is a collective of professionals who each have a clear, personal aesthetic within their own field of expertise. A defining characteristic here is a powerful intellectual curiosity: when something strikes them as interesting, people dive deep,

regardless of their role or formal position, and pursue it as far as it will take them.

Envisioning the Future of the Group from Our Different Positions

Mametani With the arrival of generative AI, I am convinced that technology can influence human creativity more profoundly than ever before. Personally, my greatest joy comes from drawing out people's imaginative power through technology, shaping intriguing ideas into reality, and enriching society. From that perspective, I see both driving the development of CREATIVITY ENGINE BLOOM, our Groupwide initiative to make work more efficient and sophisticated, and using technology to create entirely new business value as equally significant and challenging endeavors.

Kikuchi My long-term goal is for the Group to serve as a catalyst for building an open incubation ecosystem that involves industry, government, academia, and even global partners. Through that, I want to help bring to life as many truly valuable technologies as possible, technologies that can transform *sei-katsu-sha* values and reshape the future of society.

Honda For me, the priority is to deliver concrete, reliable results in the role I currently hold. My goal is to guide each project to success with care and certainty, acting as a bridge between operations and management. Looking ahead, I want to build on the trust earned through that work to help create new opportunities that drive the growth of the entire Group.

Nakata I want to take on work that's even more closely tied to the daily lives of *sei-katsu-sha*. Not just in retail media, but by supporting both manufacturers and retailers to create new kinds of solutions. I'd also like to introduce products and services that I personally love to a wider audience and see them embraced. Going forward, I hope to keep being part of work that, even in small ways, makes people's everyday lives better.

