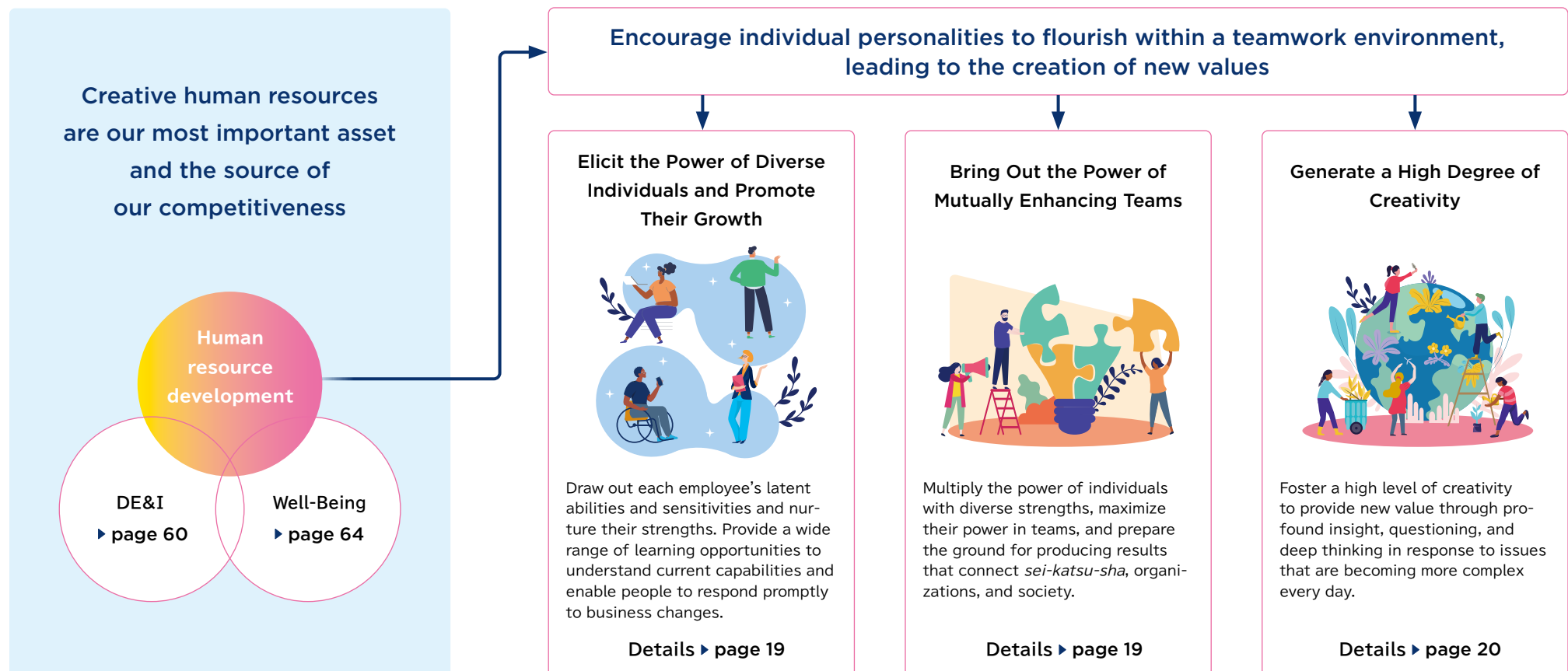


## People as the Source of Value Creation

The Group adopts “Encourage individual personalities to flourish within a teamwork environment, leading to the creation of new values” as part of its Group philosophy. We believe the ability to identify societal changes and continuously provide value through advanced creativity springs from the strong determination of each employee to grow on their own. We are committed to creating an environment and fostering a culture that allows everyone to embrace challenges in new areas, adopt a sense of career ownership, and generate results with diverse colleagues.

As part of our Group management, we promote the exchange of talent among Group companies and conduct cross-Group training on *Sei-katsu-sha* Insight, which is a core belief of the Hakuodo DY Group. At the same time, we place importance on optimizing the implementation of personnel and training systems to take into account the diverse business characteristics of each company. Each operating company uses these systems to leverage its own uniqueness.



## People as the Source of Value Creation

## Measures to Cultivate Human Resources That Demonstrate Creativity

## Elicit the Power of Diverse Individuals and Promote Their Growth

Creating New Value Through *Sei-katsu-sha* Insight and *Sei-katsu-sha* Data

## Digital / Data Basic Training

(Hakuhodo / Hakuhodo DY Media Partners)

Digital / Data Basic Training aims to cultivate the fundamental skills and mindset for digital data marketing. These are essential aspects that drive the current business and enable each employee to unleash their creativity based on *Sei-katsu-sha* Insight.

To achieve sustainable growth amid ongoing digital transformation, the Hakuhodo DY Group believes it is crucial for employees to make data-driven decisions and propose creative solutions. To expand our business beyond advertising, we are helping employees enhance their digital / data marketing skills and transform them into a fundamental skillset.

Through this training, participants learn foundational knowledge and skills for digital data marketing, including reading, writing, and mental calculation methods, through practical training as well as classroom learning. Through exercises, tests, app development, and web ad placements, participants learn how to gain insights from *sei-katsu-sha* data and develop the ability to envision the next generation of business.

Many employees including new hires, employees undergoing regular four-yearly rotation, and participants in our internal reskilling program have taken this training, aiming to help create new value through the combination of *sei-katsu-sha* insight and *sei-katsu-sha* data.

By utilizing *sei-katsu-sha* data to meet *sei-katsu-sha* needs, we will increase our competitiveness while also benefiting society as a whole.



Training in session

## Bring Out the Power of Mutually Enhancing Teams

Turning the Power of Teams into Innovative Ideas

## Growth Action Program

The Growth Action Program is a training program that lasts around 15 days and aims to foster innovation among some 40 participants from Group companies. Participants are nominated or selected through public solicitation.

In the program, participants explore their personal aspirations and the Company's purpose, and develop "innovation ideas" they hope to achieve in three to five years. The learning process gradually expands across three areas: "knowing yourself," "knowing the Company / Group," and "knowing society," in order to generate ideas. The program includes both classroom-based learning and an on-site curriculum of "innovation trips" to locations where innovation is taking place. Participants also attend lectures by key innovators, conduct interviews with relevant individuals, collaborate with employees responsible for specific business, and personally experience services as a *sei-katsu-sha*.

By connecting young employees across the Group and encouraging the sharing of profound experiences, this program serves as a starting point for generating power as a team and fostering creativity.



Innovation trip: A beach cleanup experience in Atami, Shizuoka Prefecture



Completion ceremony: A lecture by President Mizushima and a certificate of completion