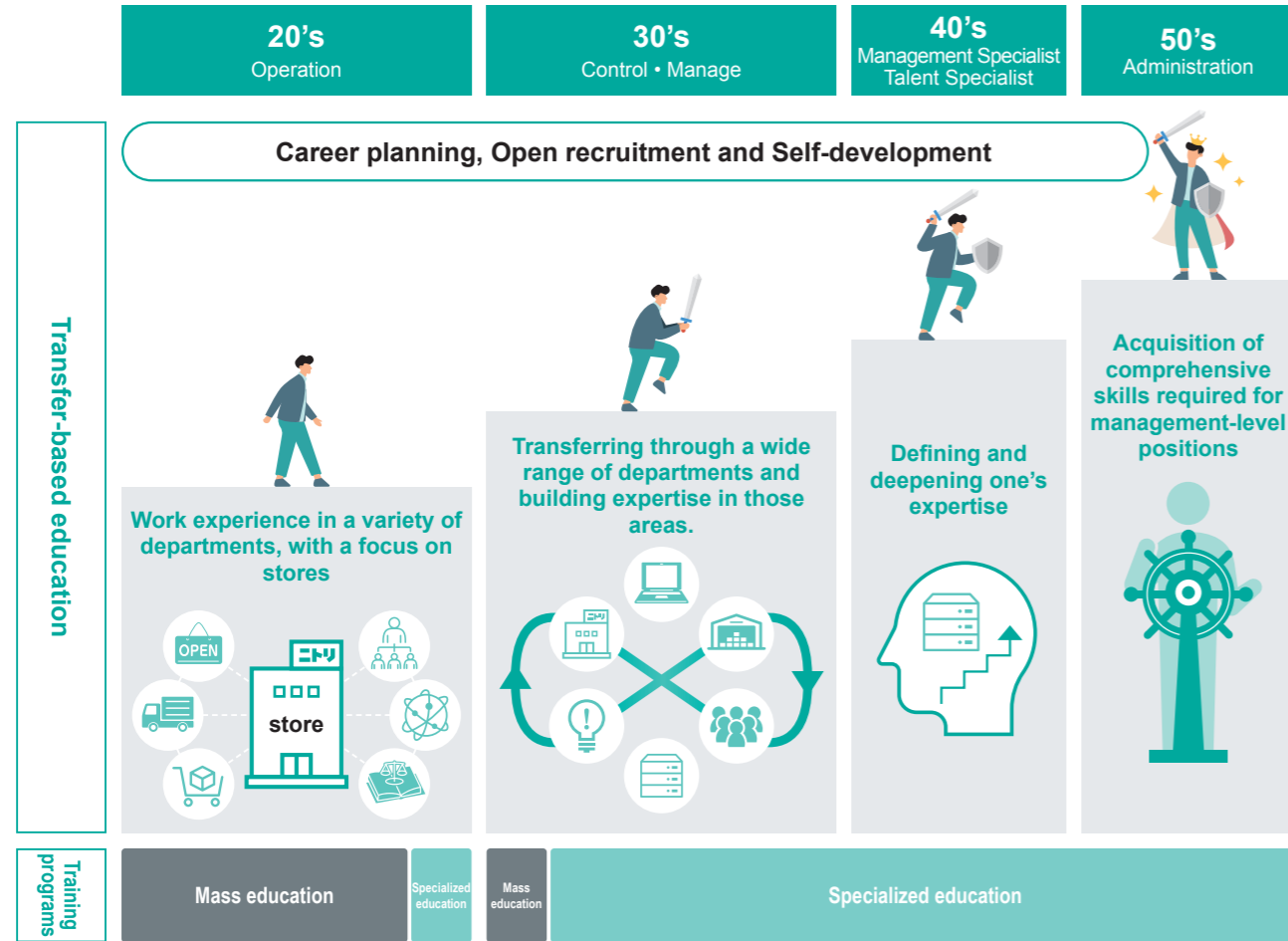


Promote development of human resources and organization

Policy

NITORI Group aims to realize an organization with wealth of elites through human resource development based on transfer-based education, which allows employees to experience a variety of occupations every two to three years in a wide range of business fields and by providing a variety of training programs at NITORI University that is tailored to the individual. In order to achieve this goal, we will continue to create an organization and corporate culture that values and nurtures people who continue to take on new challenges.

→ Related Page: P13-19 Human Capital of NITORI Group Trilogy: Human Resource Development, the Key to Realizing NITORI Group's Mission



Career support to realize your "ideal self"

At NITORI Group, all employees have the opportunity twice a year to think about your "ideal self" in the next 30 years and submit it to the company in the form of a "30-year career design sheet". The responses, learning status, counseling history and all other information are stored in the talent management system and by identifying individual interests, skills and aptitude, we design job assignments in line with business plans.

Furthermore, from FY2022, we have introduced company-wide 1-on-1 meetings at least once a month. By deepening the relationship between managers and their subordinates and extracting learning from day-to-day work, we encourage proactive employee behaviors and improve productivity for the entire organization.

For Global and IT Human Resource Development

To develop global human resources, we have an internal open recruitment system for overseas assignments and dispatch task forces to overseas, and actively promote employees who voluntarily raise their hands in their desired careers. In addition, we provide specialized IT training to enable employees who do not have IT backgrounds to become IT personnel, including basic education, cloud technology and data science.



→ Related Page: P14 Global Human Resource Development, IT Human Resource Development

Education system

In order to nurture true specialists who can contribute to the society, we have an education system that allows each employee to explore his or her own potential through various educational opportunities, and to move forward with an eye on your "ideal self".

Number of years of employment	Base					Career support	Theory	Overseas		Core competency			
	Analytical thinking skills	Competitive growth capabilities	Communication	Leadership / HR development	Achievement orientation			Global	Chain store theory	Coordinate	IT		
From 11th year onward	Visionary Leader Development Training V					General / matching Nitori World Circle (NWC)	Seminars by Chairperson, President, and Other Executives (Mission / Vision)	Japan	Overseas	Policy Seminar/ JRC Dispatch	NITORI Coordination Training Programs (NCS) Basic Course / Advisor Course / Planning Course / Specialized Course	Coordinate Mate	Data Analysis Human Resource Development
	Visionary Leader Development Training IV							Global Training IV	Overseas Training II	Innovative organization training			
6th-10th year	Visionary Leader Development Training III							Global Training III	Overseas Training I	Numerical Table Utilization Seminar for Quantitative Analysis			
4th-6th year	Visionary Leader Development Training II							Global Training II	Overseas Training I	U.S. seminar (Trainee Course)			
3rd year	Visionary Leader Development Training I							Global Training I	Overseas Training I	Line Staff Training Program			
2nd year	Training for 1st to 3rd year employees					Fresh NWC	Small-group selective training programs	Overseas Training I	ASEAN Seminar	Creative Line Training Program	Digital Literacy Training III		
1st year								Overseas Training I	Chain IV Seminar on how to strengthen products				
								Overseas Training I	Chain III Basic seminar on the sales floor and products	U.S. seminar (Introductory Course)	Digital Literacy Training II		
								Overseas Training I	Chain II Seminar about in-store operations				
								Overseas Training I	Chain I Mid-career development seminar	Store Comparison Training	Digital Literacy Training I		
								Overseas Training I	Chain training for new employees				

→ Related Page: P74 Sustainability Data book (Human Resource Development)

PICK UP U.S. seminar (Introductory Course)

The U.S. seminar is one of the NITORI Group's unique educational curriculums. All employees in their third year of employment participate in the introductory course, where they experience the "joy of shopping" and the "enriched life" in the United States, the starting point of NITORI Group's mission. In order to maximize the learning experience, we have established an education system whereby employees are exposed to chain store theory through various training programs from their first year, and after gaining knowledge, they participate in the U.S. seminar in which they establish a structure where they continue to learn even after returning from the U.S. seminar.

