



We will steadily implement the action plan, which was formulated based on the vision for the human capital strategy, and maximize the value of our human capital, which we position as the critically important and essential factor for sustainable growth.

To achieve the targets set forth in the Medium-Term Business Plan (FY2024–2026) and realize sustainable growth, it is essential to foster an organizational climate in which diverse and motivated human capital can gather, develop, demonstrate their abilities, and work in a stress-free environment. Identifying the human capital necessary for the implementation of the Medium-Term Business Plan, our group will strive to realize the vision for the human capital strategy based on the desirable human capital.

Managing Executive Officer, Deputy Head of Corporate Planning & Coordination Division KATAGIRI Sadamitsu

Desirable Human Capital

One of the important policies of the Medium-Term Business Plan is “human capital development / human capital strategy based on the idea of human capital,” which is the foundation of our business strategy. Specifically, we have identified human capital with the skills shown below as priority human capital to be emphasized in order to promote our future business strategy.

- Human capital to further strengthen R&D capabilities in core businesses
- Specialized human capital to strengthen the company-wide governance system
- Global human capital who can effectively work overseas
- Human capital capable of creating business systems

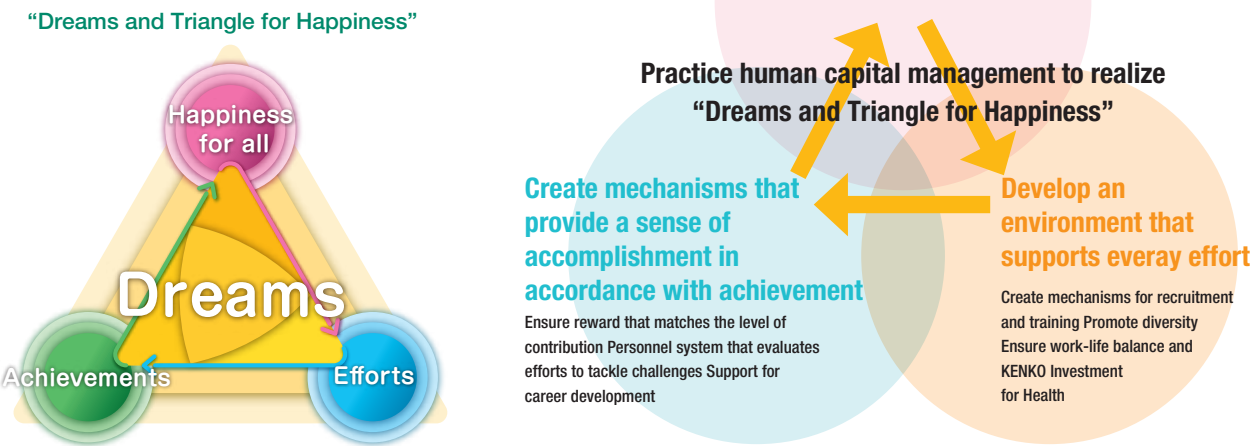
- Human capital who is familiar with production and procurement and promote their improvement for stable supply of products and services

We have also set out an image of the expected human capital for realizing the mindset and diversity that is a common requirement company-wide.

- Human capital capable of taking on challenges in new fields and creating innovations and new businesses
- Generalist human capital with leadership skills and managerial instincts
- Experienced professionals, women, foreigners, and senior human capital to break through organizational homogeneity

Vision for the Human Capital Strategy

Our group's slogan is “Dreams and Triangle for Happiness.” We aspire to create a stream in which each individual has dreams and then works to achieve them, and where satisfaction can be experienced through accomplishment, resulting in happiness.



To create a system such that the human capital of the “desirable human capital” can gather at our group, achieve growth through their work, and work sustainably with a sense of accomplishment and job satisfaction, we have formulated a vision for the human capital strategy whose essence is expressed by the slogan “Dreams and Triangle for Happiness.”

The first step is to develop an environment that supports every effort. In other words, we will create mechanisms for human capital who has dreams and strive to achieve them to gather and grow. We will also vigorously promote diversity

to cultivate an environment in which diverse human capital can strive to make the most of their strengths.

The next step is to create mechanisms that provide a sense of accomplishment in accordance with achievement. We will enhance the linkage between contributions and rewards so that employees can feel a sense of accomplishment and establish a personnel system that evaluates efforts to tackle challenges. We will also visualize career paths and support individuals' continuous efforts and their achievements.

Through these efforts, we will strive to realize happiness for everyone, thus deepening engagement.

Major Initiatives Conducted in FY2024 and Review

In FY2024, for the steady realization of the vision for the human capital strategy, we began working on personnel system reforms with the aim of incorporating the action plans for the eight categories of measures that were set in FY2023, namely recruitment, training, diversity and inclusion (D&I), work-life balance (WLB), personnel system, evaluations, remuneration, and deployment and career development, into specific systems.

Specifically, to develop an environment that supports every effort, we have clarified the requirements for priority human

capital in connection with the Medium-Term Business Plan, and promoted recruitment in line with those requirements. We have also improved the company-wide education and training system, enhanced training for managers, and developed tools for systematic on-the-job training (OJT) which we are gradually putting into practice. Furthermore, we have clarified our vision of diversity and inclusion (D&I), established a working group to identify issues and promote measures, and deepened consideration for the promotion of measures. In conjunction with

Vision for the human capital strategy	Category	Action plan
Realize happiness for everyone	—	● Implement the action plan to improve employee engagement
Develop an environment that supports every effort	Recruitment	● Specify requirements for priority human capital and develop recruitment and staffing plans for each department/division ● Upgrade recruitment activities for systematic and efficient selection of core human capital from both new graduates and experienced professionals
	Training	● Improve the company-wide education and training system, and enhance development programs for each position (managers, manager candidates, etc.) ● Modify OJT planning formats to help advance the OJT system
	D&I	● Prepare diversity and inclusion (D&I) implementation plans by clarifying the policy and vision, and put them into practice ● Build an internal system for the promotion of women's active participation in the workplace, formulate measures for achieving targets, and put them into practice
	WLB	● Identify issues around work-life balance (WLB), formulate measures to resolve essential issues and implement them ● Develop a KENKO Investment for Health promotion system and obtain accreditation under the Certified KENKO Investment for Health Outstanding Organizations recognition program
Create mechanisms that provide a sense of accomplishment in accordance with achievement	Personnel system	● Design the personnel system on the basis of rewards matching the role and performance results, eliminating the seniority idea, and encouraging active participation of diverse human capital ● Enhance the specialist system, realize diverse work styles, and revise the current personnel organization incorporating region-specific employee systems and corresponding to life events
	Evaluation	● Introduce systems encouraging proactive challenges and developing the professional ability to fulfill the necessary responsibilities ● Review the evaluation system to improve fairness and persuasiveness, and implement feedback interviews with every employee
	Remuneration	● Revise the system to one that is more clear-cut with remuneration based on job responsibilities and actual contribution ● Set wages in line with job characteristics and revise allowances to increase job satisfaction
	Deployment and career development	● Visualize career paths and clarify career vision through development of career maps ● Enhance career development support, including introduction of career training and an internal recruitment system

these efforts, we will promote measures to improve work-life balance according to the circumstances of each department/division, such as by encouraging employees to take leave.

As an action plan to create mechanisms that provide a sense of accomplishment in accordance with achievement, we will review our personnel treatment system, including the expansion of the specialist system and the realization of diverse work styles. We will also review the evaluation system to further improve fairness and persuasiveness and aim for its transparent operation.

Furthermore, we will revise the remuneration system to emphasize job responsibilities and contributions, and review various benefits to improve job satisfaction. At the same time, through the expansion of career development support measures, we will create an environment where diverse human

capital can work in a sustainable manner.  
By promoting the action plan in a comprehensive manner, we will improve happiness and engagement of all employees.



A scene from a training session

Outlook and Initiatives for the Future

As a professional group with a wealth of knowledge of agricultural chemicals, we have contributed to the advancement of agriculture for many years. We understand that, going forward, the creation of new value is essential for the Company to solve global social issues related to agriculture, such as food insecurity due to global population growth and climate change. To this end, while protecting our advanced technological capabilities and depth of knowledge, for the creation of new value, it is essential that we have diverse human capital who possess a wide range of knowledge, experience, and perspectives.

We will steadily progress personnel system reform for the implementation of the new personnel system in FY2026. At the same time, to become a company where everyone can work comfortably and play an active role, which is the aim of our D&I, we will also develop an environment where all officers and employees from diverse backgrounds are given fair opportunities in all aspects and in which they can work and demonstrate their potential through their preferred work styles. In this way, we will continue to make steady progress toward becoming an influential presence as a leader in the agricultural industry.

D&I Vision

Officers and Employees

**We will create an environment that everyone will find comfortable to work in and where all officers and employees can work happily and with vitality.**

- We will strive to create an environment where all officers and employees understand the importance of D&I and are able to participate in active discussions while respecting the individuality and opinions of others.
- We will strive to create an environment where officers and employees from diverse backgrounds can work and demonstrate their potential through their preferred work styles.
- We will strive to create a work environment where gender equality is achieved in all aspects.
- With the establishment of the Detailed Regulation for Handling Wellness Leave, we will encourage the taking of menstrual leave and expand coverage of infertility treatment, etc.

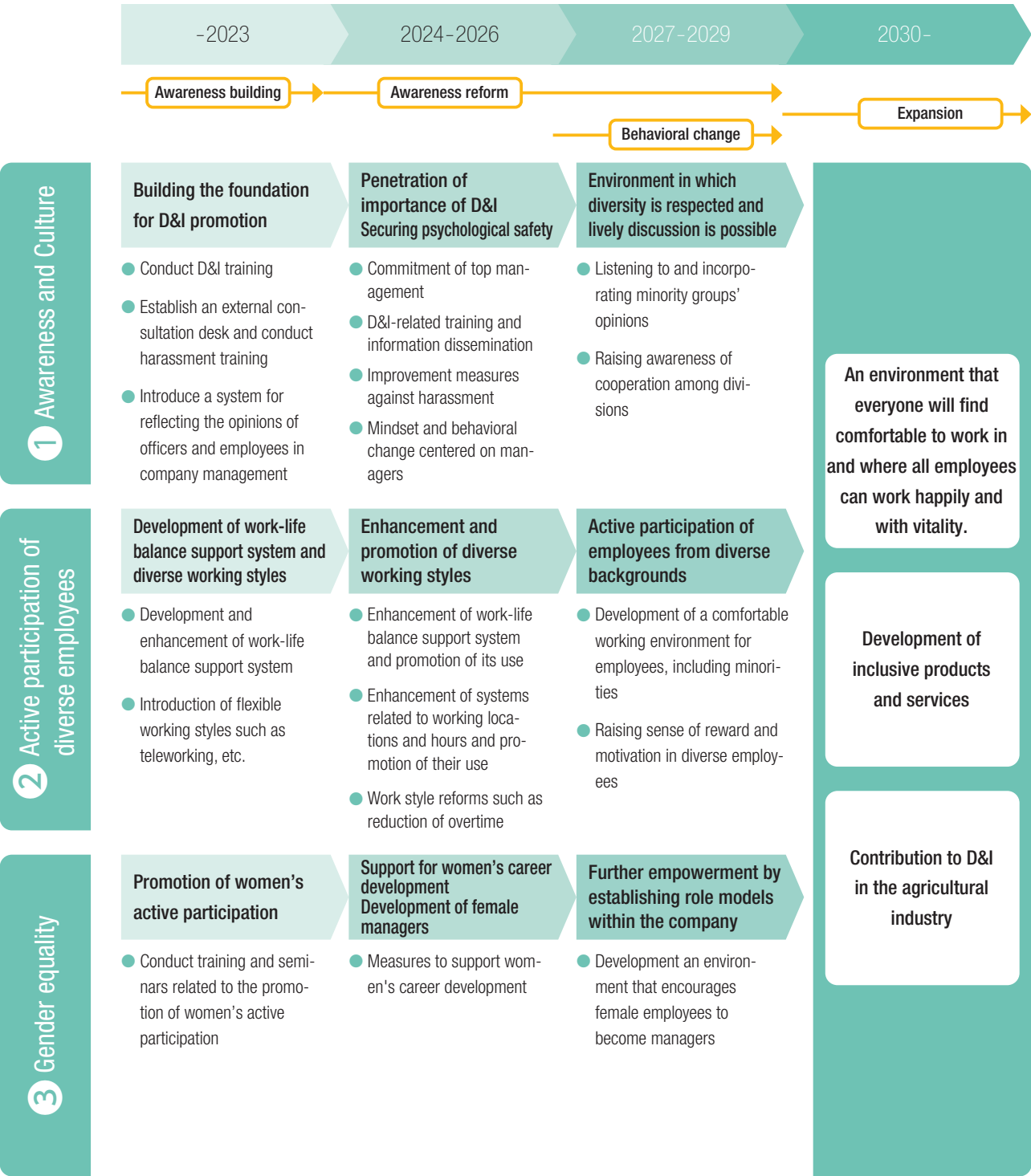
Products and Services

**Our aim is that our products and services can be used by many more customers safely and securely through the development of new agricultural chemical application methods and other means.**

Industry and Community

**With pride as a leader in agriculture, we will contribute to D&I in the agricultural industry.**

Promotion Roadmap



Working group activities