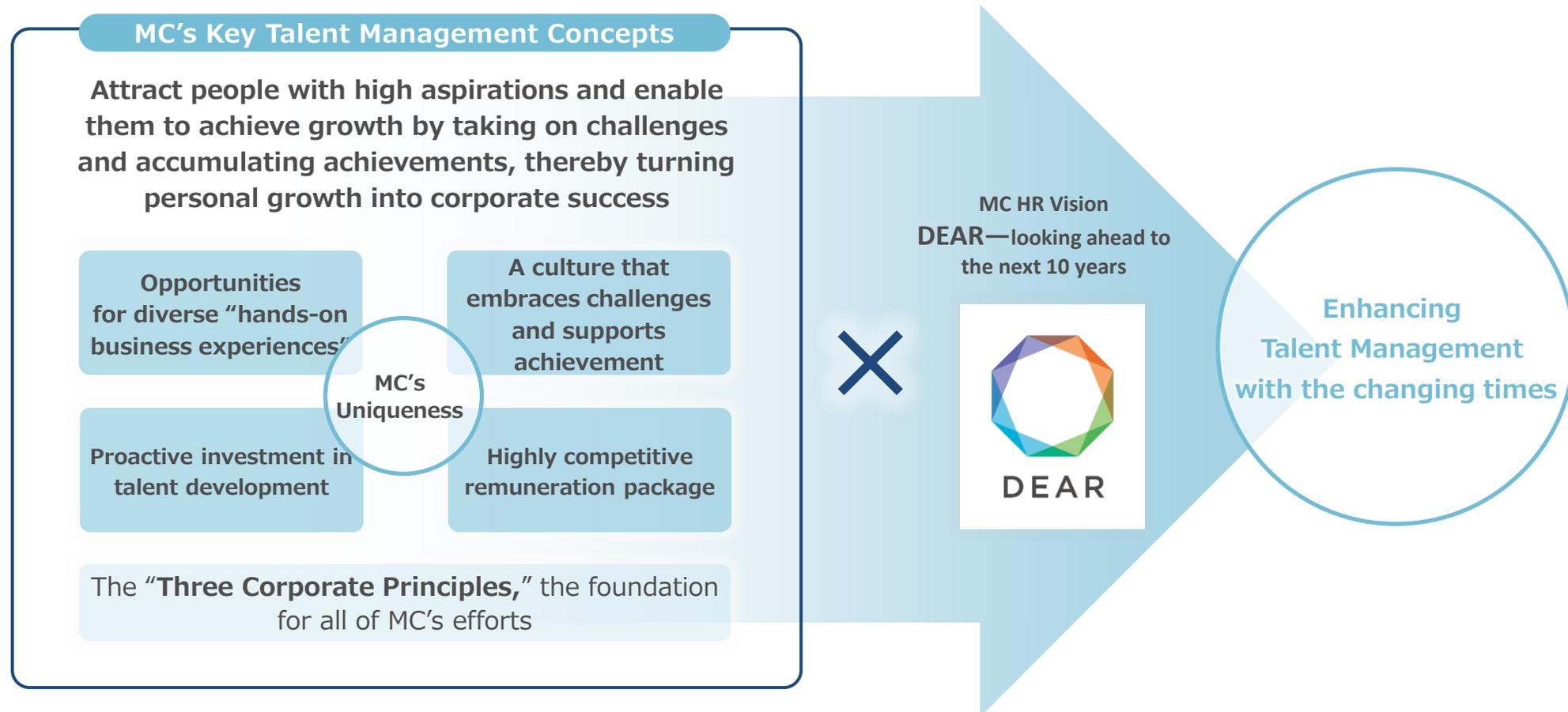


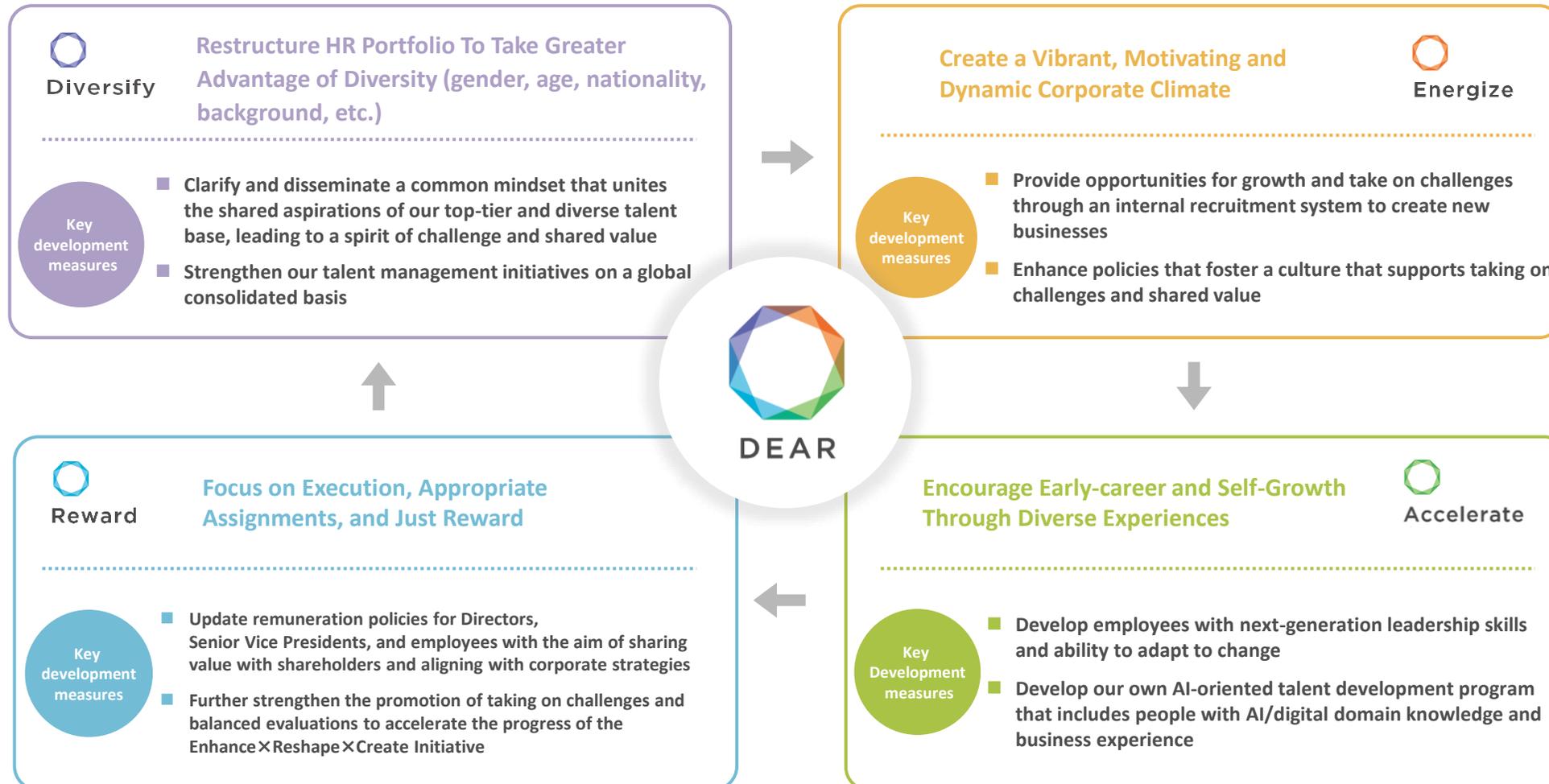
Key Talent Management Concepts

- While returning to MC's fundamental Key Talent Management Concepts, we will continuously develop various human resource initiatives based on MC HR Vision DEAR to accelerate the Enhance, Reshape, Create(E•R•C) Initiatives set forth in Corporate Strategy 2027 (CS 2027).



Key Talent Management Initiatives

■ In addition to existing initiatives, the strategic focus for enhancing our talent management under CS 2027 are as follows.



Appendix

MC's 10-year HR Vision: "DEAR – Diversify, Energize, Accelerate and Reward"

Diversify

Restructure HR Portfolio To Take Greater Advantage of Diversity (gender, age, nationality, background, etc.)

- Hire and utilize talented people of all genders, ages, nationalities and career experience.
- Diversify hiring practices (ex; new graduation, mid-career professionals, students who may have graduated later than their original graduating classes.).
- Hire and utilize talent more broadly (at subsidiaries or group companies)

Energize

Create a Vibrant, Motivating and Challenging Corporate Climate

- Continue to encourage and engage the workforce.
- Inspire all employees, including young ones, to take on new challenges.
- Promote diversity, equity and inclusion to build working environments that welcome employees of all backgrounds.
- Promote health management, flexible working styles and work processes reforms to maximize each employee's capabilities and their organizations' productivity.
- Foster connectivity and unity that rely on diversity.

Focus on Execution, Appropriate Assignments, and Just Reward

- Ensure that compensation levels are high enough to secure and retain excellent talents.
- Assign the right people to challenging positions regardless of their genders, ages, nationalities, and so on.
- Observe and evaluate each employee fairly and appoint them to positions they are best suited to (more personalized approach).
- Be more accepting of flexible working styles and individuality but be certain to treat employees fairly and appropriately based on their job descriptions and performance.

Encourage Early-career and Self-Growth Through Diverse Experience

- Equip employees with diverse, practical experience in a planned, stepwise fashion to stimulate their growth and engagement.
- Support each employee's individual career path and their self growth.
- Dynamically transfer and appoint employees in accordance with management strategies.
- Provide opportunities for employees to re-skill and boost their adaptability and strengthen their leadership skills in tune with the evolving business environment.

Reward

Accelerate

