

Securing and Cultivating Human Capital

Policy

The Group has established a “Human Capital Development Policy” to achieve sustainable organizational growth and enhance our competitive edge. Under this policy, we actively pursue human capital development with the goal of bringing out the full capabilities of every individual employee. Additionally, in our career-track recruitment, we conduct the hiring process based on clearly defined required qualities.

🔗 [“Human Capital Development Policy” and “Required Qualities” \(Japanese only\)](https://www.nikkeikinholdings.co.jp/news/common/pdf/hd13.pdf#page=32)
<https://www.nikkeikinholdings.co.jp/news/common/pdf/hd13.pdf#page=32>

Framework

Securing human capital

At the NLM Group, periodic career-track worker recruitment efforts are made jointly by three companies, Nippon Light Metal Co., Ltd., Nikkeikin Aluminium Core Technology Co., Ltd., and Nikkei MC Aluminium Co., Ltd. By enhancing a recruiter system for administrative and engineering positions and providing a wealth of internship programs, we are committed to securing diverse talent. Further, Nippon Light Metal Co., Ltd. has launched an employee referral program to strengthen its mid-career recruitment efforts.

Human capital development

We have been committed to Group-wide training and education in addition to the training programs provided by each Group company. Previously, Group companies took part voluntarily in Nippon Light Metal Co., Ltd.'s training system. To further strengthen Group collaboration, however, we transitioned in FY2025 to mandatory standardized training for all career-track employees across our Group companies in Japan.

Key Target and Result

KPI	FY2023 results	FY2024 results	FY2030 target
Annual number of employees who completed next-generation management training	13 trainees	15 trainees	10 or more trainees
Percentage of managers who completed new manager training	100%	100%	100%
Percentage of career-track hires (NLM)	48.7%	58.5%	50% or more

Plan, Initiatives, Evaluation, and Future Actions

Securing human capital

Regarding Nippon Light Metal Co., Ltd.'s regular career-track recruitment, we have strengthened our hiring activities at local universities in South Korea and Taiwan, resulting in the regular recruitment of seven global talents in FY2025. In FY2025, we also launched a scholarship initiative for engineering students, alongside efforts to enhance our internship offerings and redesign our recruitment website for new graduates.

Regarding mid-career recruitment, the mid-career hiring ratio in FY2024 reached 58.5%, exceeding our target. Additionally, in FY2024, we hired six talented individuals through our employee referral program. This not only enhances the alignment between job candidates and roles but also contributes to enhanced employee engagement as employees themselves communicate the company's appeal. Moving forward, we will continue to strengthen our referral recruitment efforts to achieve better job matches.

Human capital development

In FY2024, 15 employees completed next-generation management training and 100% of managers completed new manager training. This was an achievement of the targets for both of these indicators.

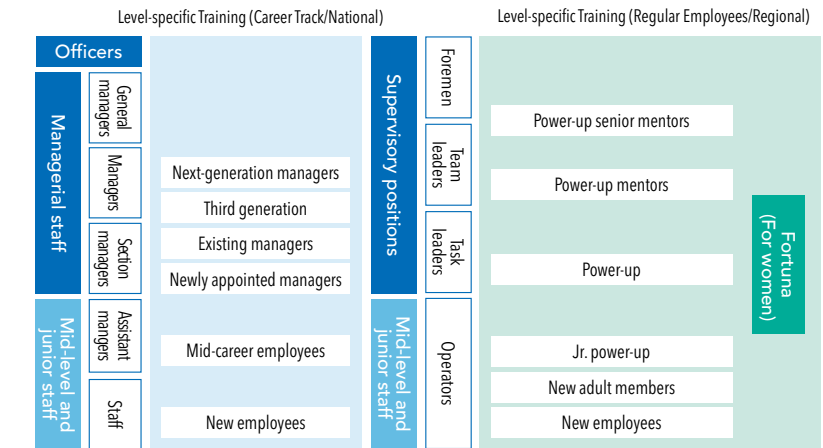
The annual training and education expenditure per Group employee was 35.4 thousand yen, a decrease from the previous year; however, LMS utilization has been trending upward, indicating progress in establishing more efficient learning practices. Going forward, we will regularly review content based on participation data and further strengthen both individual and organizational growth through a hybrid development framework that combines LMS with in-person training.

Additionally, Nippon Light Metal Co., Ltd. launched an internal job posting system in FY2025 and is promoting initiatives to support employees in taking on challenges and achieving growth. Going forward, we will further expand the system's use by raising awareness and ensuring transparency.

Changes in the amount of expenditure for education and training

	FY2022	FY2023	FY2024
Average annual amount of expenditure for education/ training per employee	31.1	50.9	35.4

Education and Training System (excluding theme- and job function-based programs)



VOICE

I took a new step forward through the employee referral program!

At my former company, I primarily handled the assembly and installation of automated production lines, but I resigned due to a demanding workload and family circumstances. Later, at a high school reunion, a friend who works at Nippon Light Metal Co., Ltd. told me about the company's attractive working conditions and benefits, which prompted me to join through their referral program. It has been a year since I joined the company, and just as I was told, the workplace provides a supportive environment that allows me to take different types of leave, such as family care support leave, and maintain a good work-life balance. Additionally, I have the opportunity to take on new tasks and pursue certifications, and I've met colleagues with whom I can discuss personal matters, so I am very grateful to the friend who referred me. Going forward, I will tackle my work with a fresh perspective and work toward achieving longer and more stable equipment operation.



Hiromasa Kawaguchi
 Machinery Maintenance
 Subsection, Equipment Section
 Shimizu Plant
 Nippon Light Metal Co., Ltd.