Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

# Creating an Environment in Which Employees Can Work with Peace of Mind

The TRANSACTION Group (hereinafter, “the Group”) has long conducted annual “stress check” surveys (comprising 80 questions) of employees to gauge the stress situation in workplaces and improve the work environment through multi-faceted analysis. As a result of implementing essential measures in each workplace based on the results of the analysis, the overall stress check score has improved year by year, and has been maintained at a good level compared to the national average.

Furthermore, in October 2025, in order to assess the level of engagement in each workplace, we have introduced “engagement surveys,” which will enable more detailed and frequent analysis to be performed. By taking appropriate measures based on the results, we will increase job satisfaction and fulfillment among employees.

We believe that fostering a work environment in which engagement levels are high will lead to sustainable growth for the Group through improved productivity.

## Key Initiatives

**[Work-Life Balance]**

- Reduction of prescribed working hours
- Introduction of system of staggered work start times
- Introduction of system of time-based leave
- Extension of applicable period of shorter working hours for childcare (up to the third grade of elementary school)
- Increase in child allowance

**[Diversity & Inclusion]**

- Increase in proportion of management positions who are female
- Increase in proportion of management positions who are foreign nationals
- Increase in proportion of management positions who were mid-career hires

**[Physical and Mental Health Care]**

- Stress check surveys
- Physical health checkups and examinations
- Subsidies for influenza vaccination
- Office refurbishment and expansion of space

**[Increases in Wages and Remuneration Levels, etc.]**

- Increases in salaries, allowances, and bonuses
- Fiscal year-end bonuses for goal achievement
- Employee stock ownership plan
- Defined contribution pension scheme

Updated November 27, 2025