

To All Concerned

Company Name: Neturen
Neturen Co., Ltd.
Representative: Katsumi Omiya, Representative
Director, Member of the Board,
President and Chief Executive Officer
(Code Number 5976, Prime Market of
the Tokyo Stock Exchange)
Contact: Naoki Hisada, Senior Executive Officer
and Head of Corporate Planning Office
(TEL. 03-3443-5441)

Announcement Regarding the Introduction of a New Personnel System

We will be implementing a new personnel system from April 1, 2027, as follows.

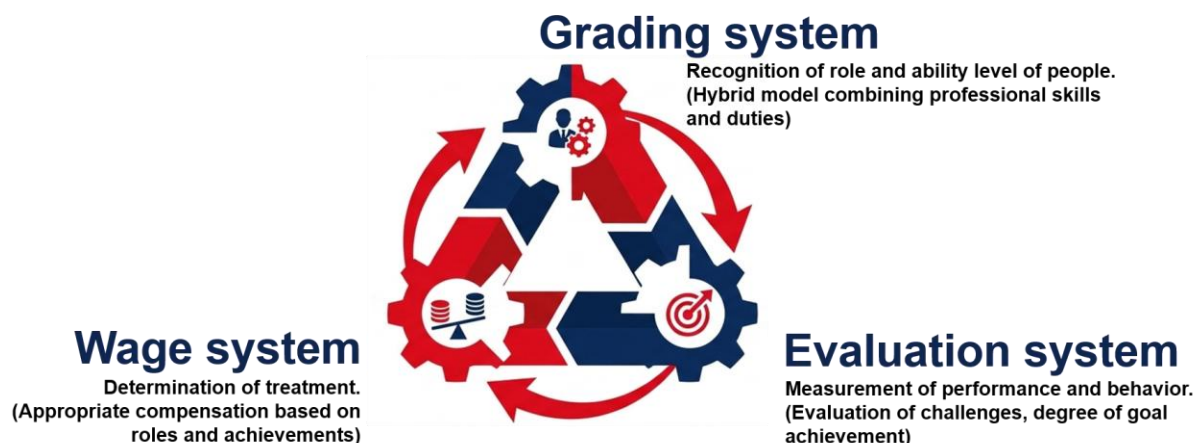
1. Purpose of introducing the new personnel system

In order to realize our long-term management vision "NETUREN VISION 2030," our Group has set forth "Support our employees to grow as individuals with a self-motivated mind-set of contribution" as one of the basic strategies of our 16th Mid-Term Management Plan, and we are working to strengthen our human resource base.

The new personnel system we are introducing aims to support diverse career development and challenges by more clearly reflecting each employee's abilities, work, roles, and achievements in their compensation. We will comprehensively review our grading, wage, and evaluation systems and promote them as a form of human resource investment that balances employee growth with enhancing corporate value.

2. Overview of the new personnel system: Three mechanisms working together as the “Trinity of Growth”

The new personnel system will integrate three elements—a grading system, wage system, and evaluation system—to create a mechanism where compensation is determined according to work, roles, and achievements. This aims to create a system that more appropriately evaluates individuals who take on challenges and achieve results, while maintaining a foundation that allows them to work with peace of mind for the long term.



3. Main content of the new personnel system

We will introduce a hybrid grading system that evaluates employees based on a combination of their abilities, skills, and the work and roles they undertake, thereby establishing dual-track career paths for managerial positions and specialists.

Furthermore, we will promote merit-based early promotions linked to job titles and aim to cultivate motivated and capable individuals as quickly as possible.

In addition, we will review job-based pay to bring it to an appropriate level and more appropriately reflect the responsibilities and roles that employees undertake in their compensation.

Standards (Theme)	Current situation	After revision
Scope of work	Focus on professional skill qualification grading based on abilities	Combines abilities (professional skills) and roles (duties) Hybrid grading system
Career path	Single career path for managerial positions	Select management and specialist positions Dual-track career paths
Early development for managerial positions	Takes a long time to develop for managerial positions	Merit-based early promotions linked to job titles
Responsibilities and salary	Mismatch between responsibilities and salaries	Sets appropriate monetary levels for job-based pay

4. The future vision of the new personnel system:

A Y-shaped career model that leverages the strengths of both management-oriented and specialist-oriented individuals



5. Positioning as an investment in human resources

We position the introduction of this system as part of our investment in human resources that will support our future growth. We aim to enhance the vitality of the entire organization and contribute to the sustainable improvement of corporate value by creating an environment where employees can leverage their strengths and continuously take on challenges and grow.

6. Implementation period

April 1, 2027