

Respect for Human Rights

Message from the Director

Contribute to creating a comfortable workplace and ensuring health and safety in the workplace by preventing human rights risks through detailed identification of current conditions and early remediation

The CITIZEN Group, whose corporate philosophy is “Loved by Citizens, Working for Citizens,” has always had respect for people’s dignity and rights at the core of its corporate stance, and has aimed to contribute broadly to the lives of people around the world through our business activities.

Since human rights issues can harm the dignity of individuals and damage the value of a company’s brand, we always maintain a sense of tension and crisis, and conduct strict risk management, including suppliers. Under the leadership of the Group Human Resources Committee, we conduct human rights due diligence at Group companies in Japan and utilize a reporting system to prevent risks.

In FY2023, we conducted a survey on the working environment at manufacturing sites that handle chemical substances and worked to raise awareness of human rights risks by encouraging reports from manufacturing sites, including requests for facility modifications. For suppliers, the Group Sustainable Procurement Committee takes the lead in identifying risks and ensuring compliance with human rights through explanatory meetings and responses to SAQ (Self-Assessment Questionnaire) surveys.

The labor environment at our overseas manufacturing bases is where human rights risks are a particular concern for the CITIZEN Group. Since we have numerous manufacturing bases in Asian countries, we have been working to prevent poor working environments and long working hours, and to ensure health and safety in the workplace. Specifically, in addition to conducting online briefings and SAQs, we are striving to ensure a proper working environment by actually going overseas to conduct on-site surveys, listening to the real opinions of employees working there to understand the situation in detail and striving for early improvement.

With regard to compliance with local laws and regulations, we also announced the Statement on the CITIZEN Group Human Rights Policy and the CITIZEN Group Responsible Mineral Procurement Policy to share awareness of human rights issues and clarify our proactive stance as a global company in addressing these issues.

By taking appropriate responses on human rights issues, the CITIZEN Group will ensure a stable supply chain and fulfill The CITIZEN Group Vision 2030, which aims to build trust with employees and local communities.

Director
Yoshiaki Miyamoto

Respect for Human Rights / Human Rights Due Diligence Initiatives

CITIZEN Group is developing communication activities and training measures to inform and disseminate various policies and regulations to employees and suppliers to ensure respect for the human rights of all stakeholders related to our business activities.

Regarding human rights due diligence, we conduct awareness surveys of employees of domestic group companies to identify human rights risks. We also utilize an internal reporting system (including a “Speak Up” system) to receive reports, consultations, opinions, and suggestions regarding human rights issues from employees, and we use this system to address risks and prevent them from occurring. For suppliers, we ensure that they are aware of

risk identification and human rights compliance through responses to the SAQ (Self-Assessment Questionnaire) based on the Group CSR Procurement Guidelines.

CITIZEN Group, as a member of the international community, fulfills its responsibility to resolve human rights issues by disclosing the “Statement Regarding Modern Slavery and Human Trafficking” at the beginning of each year, since it has a company covered by the UK Modern Slavery Act. For foreign employees, we implement CSR human rights survey checklists translated into their native languages and conduct interviews, etc., to investigate human rights risks in the workplace environment at each Group company.

The CITIZEN Group’s Value Chain and Stakeholders

Value Chain	Suppliers	CITIZEN Group (employees, temporary workers, technical trainees)	Consumers	Local communities
	The CITIZEN Group Human Rights Policy / Statement on the UK Modern Slavery Act			
Understanding and permeation of policies, rules, etc.	<ul style="list-style-type: none"> Group CSR Procurement Guidelines Responsible Minerals Procurement Policy Supplier Briefing 	<ul style="list-style-type: none"> Activities toward permeation of the CITIZEN Group Code of Conduct Business and human rights training Safety management of chemical substances based on the Environmental Policy 	<ul style="list-style-type: none"> Privacy Policy 	<ul style="list-style-type: none"> Privacy Policy Safety management of chemical substances based on the Environmental Policy and engagement
Identification of risks	<ul style="list-style-type: none"> Surveying suppliers Sending SAQ Conducting on-site fact-finding (which were equivalent to auditing) Supplier Hotline 	<ul style="list-style-type: none"> Conducting CSR attitude surveys Stress check (Web) Setting up suggestion boxes at business sites Group Compliance Hotline Harassment Hotline Personal consultation center (CITIZEN WATCH) Health consultation Human Rights Due Diligence Survey 	<ul style="list-style-type: none"> Customer contact center Requests for products and services 	<ul style="list-style-type: none"> Surveying participants in plant tours and other events Voices to community business facilities Engagement with NGOs and others

Progress on the Roadmap on Respect for Human Rights

Fostering Awareness of and Respect for Human Rights

In FY2023, we continued to promote awareness of human rights through e-learning training for Group employees. The participation rate was 99.6% (average of 11 Group companies), maintaining the same high rate as the previous year. We also designated December as “CITIZEN Group Human Rights Month” and deepened the understanding towards

diversity by posting an article in the company newsletter. In this manner, we will expand awareness-raising of human rights through internal training and newsletters. In FY2024, we will implement measures related to “respect for diversity.”

Human Rights Roadmap

	FY2022	FY2023	FY2024	FY2030
Target	<ul style="list-style-type: none"> Establishment of human rights due diligence (identification of negatives – formulation of goals and plans), compliance with labor-related laws and regulations, and dissemination of the Basic Health and Safety Policy. 		<ul style="list-style-type: none"> Establishment of human rights due diligence (goals, plans, operation, and monitoring), compliance with labor-related laws and regulations and dissemination of the Basic Health and Safety Policy. 	<ul style="list-style-type: none"> Compliance with the Group’s human rights policy (monitoring and redress process), compliance with labor-related laws and regulations, and establishment of the Basic Health and Safety Policy.
KPI	<ul style="list-style-type: none"> 100% participation rate in human rights e-learning Compliance with laws and regulations regarding overtime and annual paid leave 	<ul style="list-style-type: none"> 100% participation rate in human rights e-learning Compliance with laws and regulations regarding overtime and annual paid leave 	<ul style="list-style-type: none"> Compliance with laws and regulations regarding overtime work and acquisition of annual paid leave Compliance with laws and regulations regarding the treatment of regular/non-regular employees 	<ul style="list-style-type: none"> Establishment of human rights due diligence at overseas sites Zero lost-time injuries from work
Measures	<ul style="list-style-type: none"> Promotion of “The CITIZEN Group Human Rights Month” and “Human Rights Panel Exhibition” Implementation of a human rights e-learning program Plan to follow human rights due diligence process at domestic sites Legal compliance monitoring Promoting awareness of the Basic Health and Safety Policy (Japan) 	<ul style="list-style-type: none"> Implementation of a human rights e-learning program Plan to follow human rights due diligence process at domestic sites Plan to follow human rights due diligence process at domestic sites Promoting awareness of the Basic Health and Safety Policy (Japan) 	<ul style="list-style-type: none"> Continuation of activities to disseminate the Basic Health and Safety Policy at domestic and overseas bases Monitoring and legal compliance Promoting awareness of the Basic Health and Safety Policy 	<ul style="list-style-type: none"> Establishment of consultation services for employees at all locations Improving the human rights due diligence process Monitoring and legal compliance Continuation of activities based on the Basic Health and Safety Policy

Human Capital Management

Basic Concept for Human Resource Management

The CITIZEN Group regards its employees as human capital and have set a group vision that “each employee contributes to the realization of long-term vision and is proud of working for Citizen.” Each Group company takes the initiative in developing human capitals capable of driving the growth of company in line with the management

strategy and business environment of each company.

In addition to acquiring and developing human capital, we focus on creating an inclusive and diverse workplace and aim to craft a new tomorrow for each and every employee.

To Enhance Decent Work

In The CITIZEN Group, engagement surveys have been regularly conducted across CITIZEN WATCH, CITIZEN MACHINERY, and CITIZEN FINEDEVICE. Based on the result, CITIZEN WATCH, as company-wide measures,

measures to support career autonomy, expansion of the management staff reskilling menu, are implemented to improve “provision of career opportunities,” “relationship with superiors.”

Supporting Autonomous Career Development

At CITIZEN WATCH, we aim to be a company where individual growth and self-fulfillment contribute to corporate growth and value enhancement, supporting autonomous career development. We have introduced an ‘in-house side job system’ that allows employees to spend up to 20% of their total working hours on internal duties unrelated to their primary job role. This initiative has expanded opportunities

for participants to develop their skills and brought diverse perspectives to existing departments. In FY2023, in-house side job project was underway in four divisions, involved in examining the circular economy and updating fine tuning services. Additionally, through our ‘internal job posting system,’ employee-driven transfers have been successfully implemented to better meet individual preferences.

Diversity & Inclusion

It is The CITIZEN Group’s duty as a company to respect each employee, respect diversity, and create an environment in which employees can thrive. CITIZEN WATCH is taking the lead in setting a goal of increasing the percentage of female management staff in the Company to 20% or more by 2030, and is promoting the activities of diverse human resources and the development and promotion of female management staff throughout the Group. CITIZEN WATCH has established a system to support the balancing

of work with childcare, nursing care, specified illnesses, and infertility treatment in order to help diverse human resources play an active role in the company. We also have been promoting the creation of an environment where employees can utilize their diverse values and experiences to demonstrate their abilities, such as by setting up a LGBTQ-related training and verifying our current initiatives based on external indicators.

Recognized as one of the “Certified Health & Productivity Management Organizations Recognition Program—White 500”

CITIZEN WATCH was recognized as one of the “Certified Health & Productivity Management Organizations Recognition Program 2024” (Large Corporation Category, White 500) by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. To promote the health of our employees, we have continued to implement various measures, including the promotion of a non-smoking

campaign, expansion of health checkup items, implementation of health seminars for women, offering healthy menus at the company cafeterias, etc. To enable each and every one of our employees to demonstrate his or her maximum performance in good mental and physical health, we will promote to create safe and comfortable working environments.

Human Capital Development Roadmap

As per its management strategy, The CITIZEN Group aims to develop the human capitals required to manage and transform the Group and its companies and to achieve growth for Group companies and their employees. Since FY2022, in addition to providing training at each operating company, we have strengthened group-wide collaboration

regarding training starting with Group Transformation Promotion Training and Basic Management Training.

Part of the Group Transformation Promotion Training is held jointly with the management staff reskilling at CITIZEN Watch.

Classification	FY2023 Results	FY2024	FY2030 Goal
Target	Establish a group-wide system to develop human capital necessary for the transformation and growth of the Group and individual companies.		Based on the management strategy, develop human capitals necessary for the management and transformation of the Group and its individual companies, and achieve the growth for both the companies and their individual employees.
KPI	More than 200 participants in the Group Transformation Promotion Training (70% of CITIZEN WATCH management staff participated in the reskilling training) Result: More than 500 participants (87% participated in the reskilling training) More than 30 participants in the Basic Management Training Result:45 participants	More than 200 participants in the Group Transformation Promotion Training (100% of CITIZEN WATCH management staff participated in the reskilling training) More than 30 participants in the Basic Management Training	Accumulated total of more than 1,000 participants in the Group Transformation Promotion Training and the Management human capital Development Training programs
Measures	<ul style="list-style-type: none"> Group Transformation Promotion Training Basic Management Training Implementation of the Group succession plan 		

Enhancing Quality Compliance

Basic Concept for Quality Compliance

The CITIZEN Group has been conducting awareness campaigns for the dissemination of The CITIZEN Group Quality Code of Conduct, which was formulated based on Article 2 of The CITIZEN Group Code of Conduct through the leadership of the “Group Quality Compliance Committee,” established in FY2018. These efforts aim to ensure a shared understanding of quality compliance, including at overseas bases, by considering the situation of each business.

This Committee comprises executives responsible for quality at various group companies and is dedicated to promoting the permeation of compliance with quality standards from the perspective of The CITIZEN Group as a whole, transcending individual business units. The Commit-

tee also focuses on enhancing the effectiveness of the internal reporting system and incorporates ESG/SDGs perspectives. Additionally, it drives activities to respond to requests from stakeholders in various business domains.

In FY2022, the Committee included the heads of quality assurance departments from various group companies as observers. By engaging in discussions that incorporate viewpoints from both the group perspective and the operational perspective of each business unit, we are addressing the issue of quality compliance, which is at the core of quality management. These discussions are intended to establish an organizational culture that prevents “quality scandals.”

Progress on the Quality Compliance Roadmap

In FY2023, efforts to strengthen quality compliance were successful in achieving the target of “two activities to disseminate The CITIZEN Group Quality Code of Conduct.” We continue to implement activities to promote awareness by training both domestic and overseas employees, displaying posters featuring the Group Quality Code of Con-

duct at overseas sites and disseminating the information through the company intranet.

As FY2024 is the final year of the mid-term management plan, the Quality and Compliance Committee plans to summarize and review the FY2030 roadmap, which will be discussed by the Quality and Compliance Committee.

	FY2022	FY2023	FY2024	FY2030
Target	<ul style="list-style-type: none"> Ensuring the independence of the quality assurance department of the business controlling company and development of an effective monitoring system 	<ul style="list-style-type: none"> Ensuring the independence of the quality assurance department of the business controlling company and development of an effective monitoring system 	<ul style="list-style-type: none"> Effective risk identification and correcting the status of compliance with the Group Quality Code of Conduct at all sites 	<ul style="list-style-type: none"> Compliance with the Group Quality Code of Conduct by all Group executives and employees
KPI	<ul style="list-style-type: none"> Two activities to disseminate the Group Quality Code of Conduct E-learning participation rate: 98% (result:99.3%) 	<ul style="list-style-type: none"> Two activities to disseminate the Group Quality Code of Conduct E-learning participation rate: 98.4% 	<ul style="list-style-type: none"> Implementing multilingual e-learning programs Introduction of an anti-fraud system 	<ul style="list-style-type: none"> Zero violations of the Group Quality Code of Conduct 90% awareness of the Compliance Hotline
Measures	<ul style="list-style-type: none"> Activities to disseminate the Group Quality Code of Conduct (+ training programs about the Group Quality Code of Conduct) Expansion of the Group Quality Code of Conduct to overseas sites Creation of a quality compliance audit checklist 	<ul style="list-style-type: none"> Activities to disseminate the Group Quality Code of Conduct Conducting audits from a quality compliance perspective 	<ul style="list-style-type: none"> Activities to disseminate the Group Quality Code of Conduct Introduction of a quality data tampering prevention system into the Group 	<ul style="list-style-type: none"> Deployment of the Group Quality Code of Conduct to all Group sites

Efforts to Improve Customer Satisfaction

At CITIZEN WATCH, which handles a wide range of products for general customers, we have established a dedicated inquiry desk that promptly and sincerely addresses customer inquiries, consultations, and complaints to enhance customer satisfaction. Valuable information and issues raised by customers are reported in a timely manner

to top management and shared across business divisions, leading to product improvements and service enhancements. In the event of a serious incident requiring prompt repair or replacement of a product, we make announcements on our website. Citizen Watch received a total of 50,804 inquiries in FY2023.

Formulation of Audit Checklist Common to the Group from Quality Compliance Perspective

The CITIZEN Group has been actively devising quality enhancement strategies tailored to the distinct circumstances of each constituent company within the Group and is conducting audit based on the Audit Checklist created in FY2022 to be used across the Group. To date, no serious problems have been found.

However, there have been some issues found regarding storage and handling of quality data. As the progress of the audit differs among each Group companies, they are reported to management (management review) as a FY2023 interim report. We will continue to conduct group-wide quality compliance audits in FY2024.

Items of Audit Checklist from Quality Compliance Perspective

	Major Items	Audit Items
1	Promoting awareness/understanding of The CITIZEN Group Quality Code of Conduct	1 Item
2	Quality assurance departments	3 Items
3	Quality-related data	2 Items
4	Communication and information sharing with customers / suppliers / related departments	4 Items
5	Handling of substandard products	3 Items
6	4M change management	2 Items
7	Internal reporting system	1 Item
8	Triangle of quality fraud (KDS)	3 Items
9	Auditing and checking functions	1 Item
	Total 9 Items	Total 20 Items

Handling of Defects and Complaints

Both CITIZEN WATCH and CITIZEN WATCH MANUFACTURING have devised individual quality manuals and implemented Quality Management System (QMS) initiatives aligned with ISO 9001 stipulations. The primary objective of these manuals is to establish a robust framework for quality management across the watch business. They serve to uphold the quality policy, adhering to the standards set forth by The CITIZEN Group Quality Code of Conduct. Additionally, these companies engage in an annual internal audit to validate the efficacy of their QMS activities.

Customer complaints are managed in strict accordance with the Market Complaint Handling Standard and the Product Incident Response Standard. When complaints are received that carry the potential to drive product and

service enhancements, the companies duly address them and integrate the insights into the Quality Standards. This integration involves additions to or revisions of the Standards. Swift action is taken when confronted with complaints relating to product quality. For significant cases, a comprehensive array of measures is deployed, including notifications to the Consumer Affairs Agency and the National Institute of Technology and Evaluation (NITE), as well as communication to senior leadership, including the president, during Management Meetings and other pertinent forums. Furthermore, pertinent information is disseminated on the company website through prominently displayed notices, signifying their importance.

Investigation and Corrective Action for Defective Products

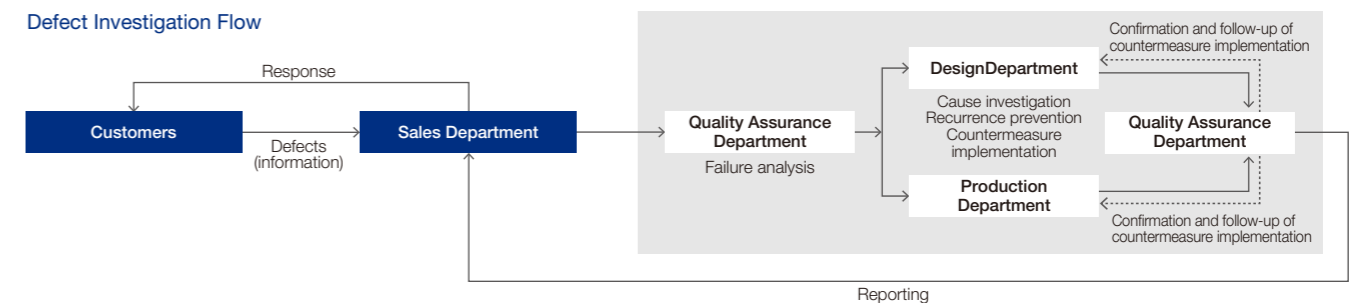
Upon receiving a customer inquiry concerning a product defect, CITIZEN MACHINERY takes appropriate measures tailored to the situation. These measures can include dispatching replacement parts and organizing repair arrangements. In cases where the inquiry demands it, an emergency response meeting convenes, involving pertinent personnel to exchange information and probe the root cause of the issue. Following this, a recurrence prevention meeting is conducted, findings are reported to upper management, and corrective actions, encompassing product enhancements, are executed.

Furthermore, the company has established a quantitative confirmation system to tally the number of inquiries and

complaints received. This system acts as a basis for making enhancements and streamlining processes.

In response to internally identified process defects, the company initiates strategies to avert future occurrences and ensure that flawed products do not reach the market. Vigilant monitoring of process defects is conducted, leading to updates of standard documents and work manuals and the execution of process enhancements. This concerted effort aims to curtail the incidence of defects. Swift dissemination of defect-related information to overseas bases ensures the swift implementation of countermeasures. Consequently, a uniform quality standard is upheld across all global sites.

Defect Investigation Flow



Promoting Sustainable Procurement

Basic Concept for Sustainable Procurement

CITIZEN Group aims to contribute to a sustainable society through the realization of “sustainable factories” that take into consideration not only its own factories but also their manufacturing processes. A “sustainable factory” is a concept in which the entire value chain, including suppliers, is a sustainable factory.

Collaboration with suppliers, who play a key role

upstream in the value chain, is essential for the realization of the sustainable factory, and we practice sustainable procurement (CSR procurement, responsible mineral procurement, and green procurement) as well as production system development that comprehensively considers compliance, human rights, labor practices, BCP, and productivity improvement.

Progress on the Roadmap

In adherence to The CITIZEN Group CSR Procurement Guidelines, The CITIZEN Group has charted a roadmap extending to 2030. This trajectory aims at achieving “100% of The CITIZEN Group and 70% of its pivotal suppliers.” In FY2023, we will accomplish instituting a supplier hotline and initiating a web-based SAQ collection in both

English and Chinese languages. Moving forward to FY2024, we will continue to promote the reinforcement of actual situation investigation, correction, etc. to reveal the risk of suppliers through SAQ (Supplier Assessment Questionnaire) surveys and creating analytical tools.

Roadmap to 2030

	FY2022	FY2023	FY2024	FY2030
Target	<ul style="list-style-type: none"> Identification of human rights in the business controlling company Determination of corrective measures for human rights in the watch business 	<ul style="list-style-type: none"> Decide on corrective measures for human rights risks at the business controlling company 	70% of the Group adheres 100% to CSR procurement guidelines	100% of the Group and 70% of major suppliers comply with 100% of the CSR Procurement Guidelines
KPI	<ul style="list-style-type: none"> Reduce the number of high-risk suppliers to 0% 75% of major suppliers participate in the briefing SAQ distributed to 75% of suppliers 	<ul style="list-style-type: none"> Distribution of SAQ to all key clients, totaling 100% 100% participation of all key clients in the briefing sessions 	<ul style="list-style-type: none"> Distribution of SAQ to 100% of key clients 100% participation of all key clients in the briefing sessions 	<ul style="list-style-type: none"> 100% of major suppliers responded to SAQ 70% of major suppliers have 100% SAQ overall score rate
Measures	Due diligence conducted by each company's procurement department in major business / CSR procurement study sessions conducted for all Group employees (including overseas employees)	<ul style="list-style-type: none"> Watch Business, Responsible Mineral Sourcing Disclosure Launch of supplier survey for SBT-based decarbonization 	<ul style="list-style-type: none"> 100% of major suppliers comply with green procurement standards Disclosure of information on group business Ongoing communication and action for remediation 	<ul style="list-style-type: none"> 100% of major suppliers comply with green procurement standards Ongoing communication and action for remediation

Survey Using the Supplier Questionnaire (SAQ)

As part of our efforts to understand CSR procurement risks, since FY2019 The CITIZEN Group has begun conducting surveys of domestic suppliers using the SAQ*1 and a supplier fact-finding survey*2 using the Fact-Finding Survey Check Sheet, which was created independently by the Group.

In FY2022, we conducted a comprehensive video briefing session for our suppliers across Japan and overseas, centered around The CITIZEN Group CSR Procurement Guidelines and related content. This initiative was undertaken to provide a profound understanding of the Group's approach to CSR procurement. Additionally, a Supplier Assessment Questionnaire (SAQ) survey was conducted.

Furthermore, we have implemented a risk classification system, ranking suppliers based on the comprehensive score rate derived from the SAQ radar chart analysis. This system enables us to identify suppliers with heightened procurement risks, as demonstrated by the survey results

and responses from the previous year (2021).

In FY2022, we commenced web-based SAQ data collection for domestic operational entities. Additionally, a novel analytical tool was developed to process the collected data, aiding in the identification of suppliers with potential risks.

In FY2023, our plans encompass the rollout of a web-based SAQ collection in English and Chinese versions. The overarching objective is to achieve a cumulative response rate of 100% for SAQs from key suppliers.

Recognizing that supplier risk assessments can fluctuate in response to external circumstances, we are committed to refining our risk evaluation processes. This includes conducting supplementary surveys utilizing the “Actual Status Survey Check Sheet” for select high-risk companies, thereby ensuring more accurate risk assessments and fostering improvement endeavors.

*1 The common SAQ of the Global Compact Network Japan (GCNJ) is adopted.
*2 CITIZEN Group's term for on-site supplier audits and monitoring

Promoting Digital Transformation (DX)

Basic Concept for DX Promotion

In the “Citizen Value Creation Story,” which models sustainable management, The CITIZEN Group positions digital transformation (DX) as closely related to all business activities, from product development to manufacturing, distribution, and sales.

In The CITIZEN Group Vision 2030, we outlined our DX vision “To be a corporate group that can continuously create and improve value from the user's perspective.” In

line with this vision, our basic policy is to promote digital technology and data use. To realize this objective, we will promote DX in a wide range of areas, from business reform to human resource development. Our efforts in this context will be based on the three pillars of “transformation to a highly profitable structure by transforming business processes,” “creation of new user value through product and service reform,” and “reform of corporate culture.”

DX Vision of The CITIZEN Group

To be a corporate group that can continuously create and improve value from the users' perspective

Three pillars to realize the vision: **Transformation to a highly profitable structure, Creation of new user value, Reform of corporate culture**

Vision	Three pillars	Specific measures	
To be a corporate group that can continuously create and improve value from the users' perspective	Transformation to a highly profitable structure through reform of business processes	Improving efficiency and sophistication of operations	<ul style="list-style-type: none"> Optimization of existing business processes through utilization of digital technology Integration and updating of business systems for data utilization Improving operational efficiency and sophistication of decision making through data utilization
		Sophistication of decision making through data utilization	
		Evolution of manufacturing through utilization of digital technology	<ul style="list-style-type: none"> Promoting efficiency and automation of processes in factories Reducing the burden of management by digitizing design/parts information Product and service development based on user data
	Creation of new user value through product and service reform	Providing new user experiences	<ul style="list-style-type: none"> Strengthening customer contacts Improving customer satisfaction and expanding sales Enhancing user experience Evolution of IoT services Development of business models that connect with users
		Creating a new business model	
		Measures to support the above	
	Reform of corporate culture	Development of human resources to promote reforms	<ul style="list-style-type: none"> Development of human resources to promote reforms Reform of corporate culture
		Corporate environment improvement	

Securing and developing human resources to promote transformation

Within The CITIZEN Group, individuals accountable for becoming the pillar of realizing the DX vision and the transformation of corporate culture are categorized as “transformation-promoting human resources.” As part of this approach, we undertake comprehensive DX-oriented training tailored to specific job levels and roles across the organization. In the inaugural phase of our medium-term management strategy (FY2022-FY2024), our primary emphasis was/is on cultivating data scientists equipped to contribute effectively in practical operational contexts. Our training endeavors extend beyond the basics of data analysis, encompassing programming and database skills. We also

provide specialized training to acquire advanced competencies in data analysis, encompassing areas such as machine learning.

In FY2023, we also conducted a DX assessment of approximately 400 CITIZEN WATCH employees and about 10 employees of group companies to understand the human resource requirements of each department, their scale, and the anticipated contours of the forthcoming business landscape. In addition, we are also working to improve the DX skills of management staff and general employees by providing basic training in data analysis for department heads and other management staffs at group companies.