



April 6, 2021

To whom it may concern

TOKAI Holdings Corporation
Katsuhiko Tokita, President & CEO
(Code No. 3167 Tokyo Stock Exchange First Section)

Efforts for new work styles about "Work Style Reform"

In April 2021, we introduced a new work style centered on telework. The concept of "Work Style Reform" is "The Company actively supports more flexible work styles and provides an environment in which each employee can demonstrate their vitality and brilliance. Employees can constantly take on challenges for self-transformation in that environment."

We will make the best use of mobile PCs, smartphones, and "free addressing of offices" to shift to a new way of working that is mainly teleworking.

Aiming for an attendance rate of 50% in 2022, the office area will be reduced in consideration of the rate.

Going forward, we will continue to actively consider the realization of more flexible work styles, support the active participation of diverse human resources, and promote a work environment in which everyone can play an active role.

[Main initiatives for new work styles]

- **Office renovation**
Securing a free address for the office and a conference room mainly for teleworking
- **Providing opportunities for "work-life balance design for each individual"**
Flexible work style is possible by combining telework and super flex
- **Improvement of productivity by reviewing business processes**
By teleworking, review and improve the conventional way of working
- **Support for working from home**
Provide telecommuting allowance to employees who work from home
- **Revision of personnel evaluation system**
Revised to a system that embodies job content, clarifies deliverables, actions, etc., and is easy to evaluate
- **Utilization of diversity human resources**
Prepare an environment where diverse human resources can play an active role through flexible working styles

Contact: Junichi Yamada
Managing Executive Officer in charge of Human Resources Planning Department
TEL: +81-(0)54-273-4932