

## Features

# SAKURA's Human Capital Management

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## The Unique Approach Driving SAKURA's Long-Term Growth

### Shaping the Future with SAKURA's Unique Tapestry of Talent

At SAKURA internet, we regard our employees' ambition and growth as the driving force behind the value we create for society and our customers. Our people are vital assets supporting our progress toward becoming a leading digital infrastructure company.

Our corporate culture is rooted in respect for individual diversity and in bringing out each person's unique strengths to drive organizational growth. This vibrant culture sustains our ongoing growth and empowers every individual's efforts to help shape the future.

#### How exposure to diverse perspectives transformed my communication skills

Through my work on medium-term business planning and management accounting, I've refined how I communicate quantitative insights. Constructive feedback from my manager and open conversations with many colleagues have fostered an environment where I can confidently take on new challenges.

**Yoko Tsuzuku**  
Mid-career hire in 2020  
Corporate Management Department,  
Corporate Strategy Division

#### Working with truly inspiring colleagues

Through service proposals to clients, I've gained knowledge in new fields and can feel my skills growing every day. Working alongside colleagues I truly respect makes the job even more rewarding, and watching their dedication motivates me to keep improving.

**Misato Shimizu**  
Mid-career hire in 2018  
Sales Engineer Department,  
Technical Solutions Division

#### How a career transition broadened my perspective

After joining as an engineer, I wanted to engage more directly with customers, so I transferred to the sales department. Drawing on that experience, I now work in the data utilization division, using both technology and data to help create new value for our business and its customers.

**Atsushi Watanabe**  
Mid-career hire in 2016  
Marketing Department,  
Marketing Division

#### Finding fulfillment in growing together with our services

I joined the company to take on the challenge of web streaming technology. With the support of those around me, I've built up my technical skills and now also work in product management. Each year, when I look back, I'm amazed by how many new things I've achieved.

**Nozomi Inanami**  
Mid-career hire in 2018  
Internet Service Department,  
Internet Service Division

#### How collaboration across roles has broadened my perspective

As a member of the customer support team, I collaborate with colleagues from various departments to deliver better experiences for our customers. Working with people from different roles and perspectives has helped me develop a more well-rounded view.

**Kenji Kobayashi**  
New graduate hire in 2020  
Customer Reliability Department,  
Cloud Business Division

#### Acting with initiative and ownership

Shortly after joining the company, I was part of a project where I felt supported in taking on challenges, empowering me to take initiative out of the belief that even small contributions matter. That experience became a source of confidence and continues to drive my proactive approach today.

**Yuta Tanaka**  
Mid-career hire in 2024  
Legal & Governance Department,  
Corporate Division

#### Open conversations, regardless of position

My work in network operations involves broad internal coordination, which can sometimes be demanding. But I'm supported by SAKURA's culture of open and honest communication. Through this, I've come to feel my own sense of responsibility and perspective evolving.

**Chikara Ito**  
Mid-career hire in 2007  
Platform Department,  
Cloud Business Division

#### Empowering each individual to grow

I was entrusted with building and operating systems larger and more complex than anything I'd handled before, gaining knowledge and experience through hands-on work. I was also given the chance to manage streaming operations—an area I'd always been interested in—and even took on major projects such as shareholder meeting broadcasts.

**Yukio Koizumi**  
Mid-career hire in 2008  
Information Systems Management Office

#### A flat organization with the freedom to pursue your goals

SAKURA offers an environment where everyone embraces change and growth with a positive attitude. I'm currently working on launching a new team, taking part in developing strategies and building the framework. Being directly involved in shaping what comes next gives me a strong sense of fulfillment.

**Sachiyo Shibuya**  
Mid-career hire in 2006  
CEO's Office

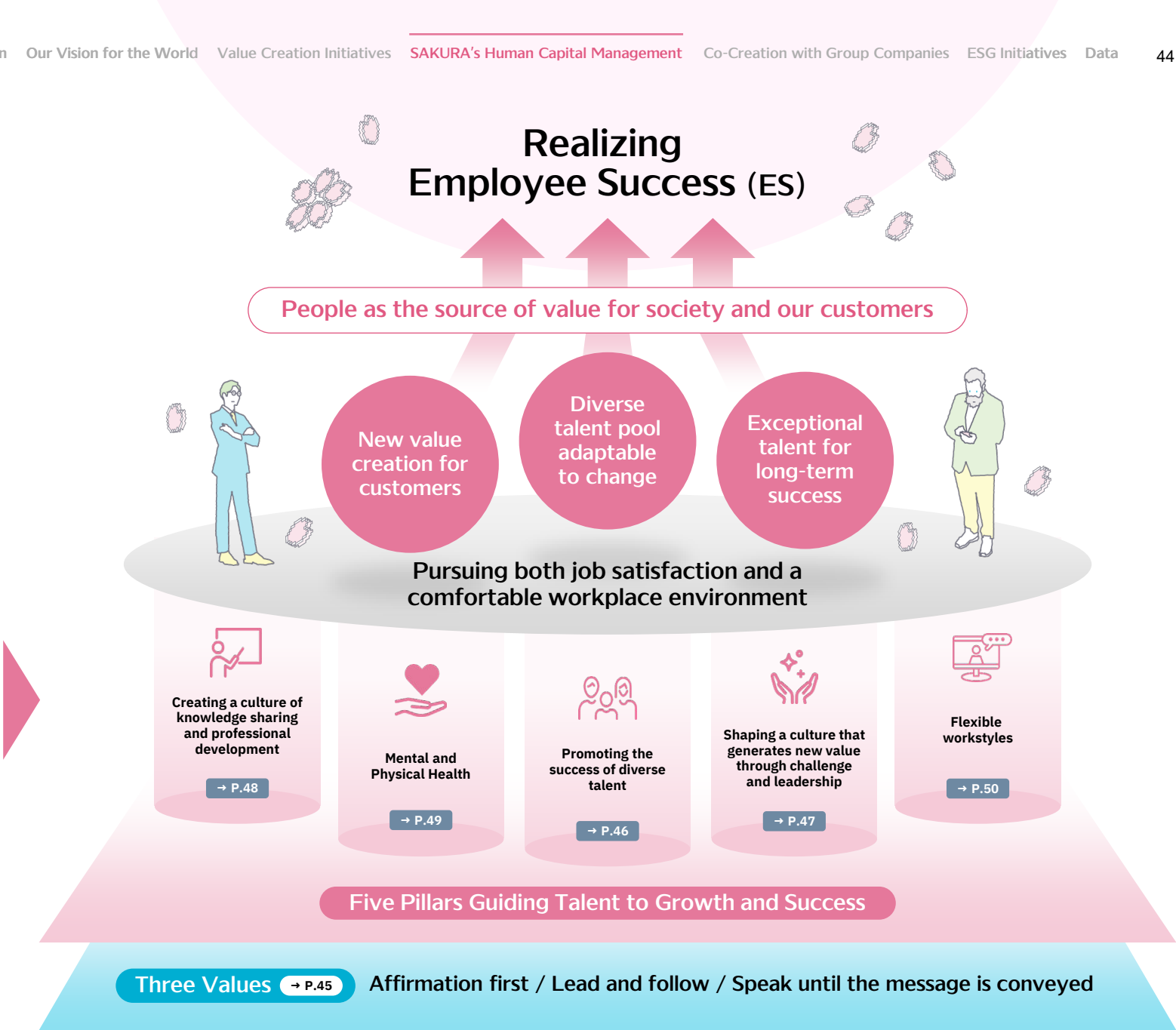
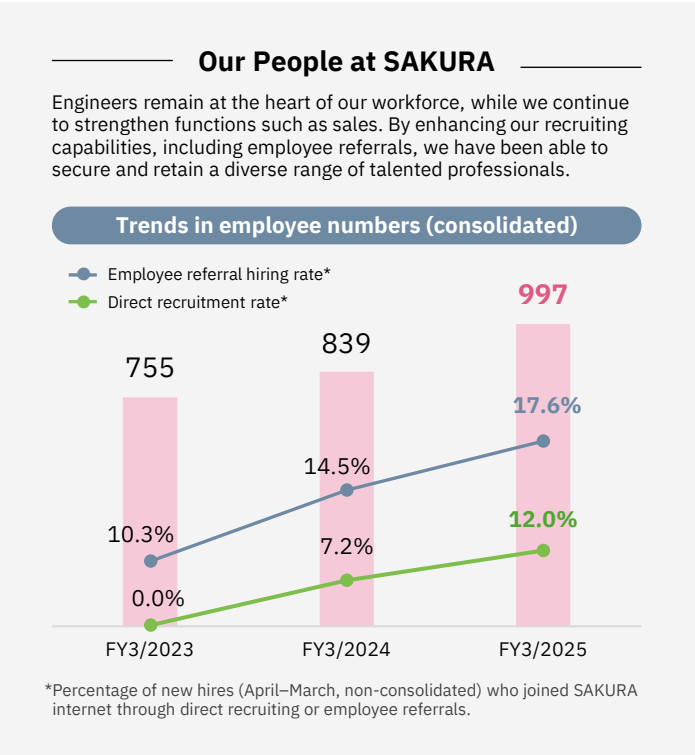
#### A supportive team and an environment for challenge

I believe I've developed both a willingness to embrace new challenges and the confidence to rely on those around me thanks to the opportunities I've been given and to the support of my supervisors and colleagues. I continue to be challenged with opportunities to plan new initiatives and feel myself growing every day.

**Sumire Nagaoka**  
New graduate hire in 2023  
Marketing Department, Marketing Division

Operating Capital

At SAKURA internet, we have made strategic investments in the cloud services field, strengthened our sales organization, and hired around 200 new employees to support initiatives driving sustainable growth. In addition to securing exceptional talent, we recognize the importance of developing our people and creating a supportive workplace where a diverse workforce can learn from each other and consistently perform at a high level. We are committed to investing in human capital that enables both a comfortable work environment and job satisfaction for all employees.





## Three Values: Guiding Principles Designed to Spark Collaboration Within Teams

We are committed to building an organization that prioritizes psychological safety, creating an environment where new ideas and challenges naturally emerge. Our culture of open, flat communication encourages employees to share opinions and suggestions, which are readily heard and embraced.

### Embedding Our Values

All of our employees practice these three values, which serve as guiding principles designed to spark collaboration within teams, and in doing so, help shape our company culture.

#### Affirmation first

As the foundation for genuine communication, we place importance on first receiving others' views with openness and acceptance before engaging in discussion or making suggestions.

#### Lead and follow

Both leadership and followership are vital to a team's success. Some take the lead in setting the vision and guiding others forward, while others offer full support and demonstrate strong followership. We value each individual's ability to act with autonomy—leading at times, supporting at others.

#### Speak until the message is conveyed

Many interpersonal issues stem from unspoken or misaligned expectations. By talking until we're on the same page and listening until we truly understand, we make expectations clear and prevent misunderstandings.

### Company-Wide Meeting: "All Hands 2025"

"All Hands 2025" is our annual company-wide event held to share SAKURA's overall direction and future strategy. It offers a valuable opportunity to reaffirm where we stand as a company and where we are heading next. Despite our remote-first approach to work, around 800 employees from across Japan joined this year's event. In addition to sharing management policies, it provided a space for new connections and for strengthening our sense of unity as a team. Through such events, we continue to foster shared understanding and engagement across the entire group.



Value in  
action  
Ad hoc teams  
tackle a puzzle  
challenge

Five Pillars Guiding Talent to Growth and Success

Promoting the Success of Diverse Talent

At SAKURA internet, we strive to create an environment where every employee can find job satisfaction, regardless of gender, age, nationality, professional background, or lifestyle. Through the active participation of diverse talent, we aim to achieve sustainable organizational growth and create new value.



A Culture that Celebrates Achievements and Challenges

At our company-wide “All Hands 2025” meeting held in March 2025, employees voted to recognize their colleagues’ everyday contributions and efforts to take on new challenges. By making a spirit of challenge visible, we have fostered a positive ripple effect throughout the organization.



Achieving Diverse Workstyles (as of March 2025)

Percentage of female officers  
(including executive officers)



By increasing the number of executive officers, we have enhanced our business execution framework while simultaneously developing future management talent. The appointment of female executive officers is expanding diversity within our leadership team and is expected to provide role models for the next generation of female leaders.

Average age of managers



As we do not employ the traditional seniority system, our management team is relatively young. The average age of section managers and above is 45.5 years, compared to the national average of 49.3 years for section manager level, according to the Ministry of Health, Labour and Welfare’s 2024 Basic Survey on Wage Structure. Many of our executive officers and senior directors in their thirties play central roles and drive the company’s growth.

Place of residence



To foster an environment where employees can work effectively regardless of location, we have adopted a remote-first approach to work. We have also restructured our workflows to remove the assumption of office attendance, leading to an increasing number of employees living and working in regions distant from our offices.

Five Pillars Guiding Talent to Growth and Success

Shaping a Culture That Generates New Value Through Challenge and Leadership

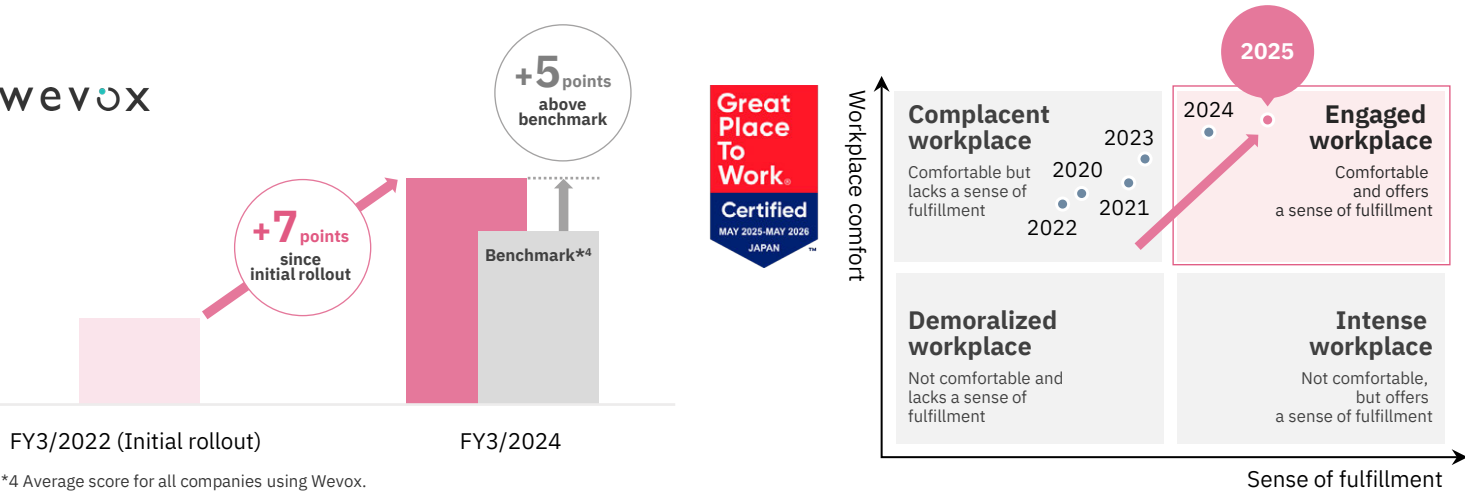
Employees demonstrate leadership by taking on business creation and new ventures. By creating opportunities and an environment where diverse talent can collaborate and pursue new challenges with creativity and freedom, we aim to deliver new value to our customers. The whole purpose of creating and launching new businesses is to deliver new value to our customers. By building the structures and culture to support this, we are shaping a company that celebrates those who take on challenges and act with initiative.

Continuous Organizational Improvement Through Engagement Survey Tools

Engagement scores reach an all-time high

Our engagement scores reached a record high<sup>\*1</sup>, driven by ongoing initiatives such as the “SaBuLiCo” [→ P.50](#) program—which supports both broad career development and fulfilling personal lives, channeling the knowledge and experience gained from both into co-creation—and efforts to enhance employee motivation. Momentum from our Government Cloud certification<sup>\*2</sup>, the rapid growth of our GPU Cloud Services, and the recruitment of exceptional talent have strengthened organizational cohesion. As a result, our workplace has evolved from a “lukewarm environment” at the time of tool adoption into a “vibrant, energized workplace.”<sup>\*3</sup>

<sup>\*1</sup> Based on engagement survey results from “Wevox” (provided by Atræ, Inc.) and “GPTW (Great Place To Work®)” by the Great Place To Work® Institute Japan.  
<sup>\*2</sup> Approval is conditional, based on the requirement that all technical criteria are met by the end of FY2025.  
<sup>\*3</sup> Each question in the GPTW survey was classified as relating to “workplace comfort,” “job satisfaction,” or both. The average scores for these categories were plotted and analyzed in a four-quadrant matrix using SAKURA’s proprietary method.



First selection as a “GPTW Certified Company” by GPTW Japan

Each year, we participate in the “Great Place To Work®” survey conducted by GPTW Japan. This certification is granted to companies that meet or exceed defined standards based on survey results and evaluations of their corporate culture.

**Top 3 Workplace Strengths Highly Rated by Employees<sup>\*5</sup>**

- 1 Active encouragement of work–life balance
- 2 Excellent employee benefits and perks
- 3 Strong employment stability<sup>\*6</sup>

A “GPTW Certified Company” refers to an organization recognized by GPTW Japan—one of the world’s largest employee survey institutions—as having an exceptional work environment, based on survey results that surpass established benchmarks among participating companies.

<sup>\*5</sup> The above top three strengths were identified from our employee survey as relative advantages compared with companies of similar size.  
<sup>\*6</sup> The original survey question was phrased as, “I feel I have job security at this company.”



Five Pillars Guiding Talent to Growth and Success

Creating a Culture of Knowledge Sharing and Professional Development

Through a wide range of educational programs and support systems—from digital skills training to career development—we enable employees to learn independently and generate new value. By supporting employees in maximizing their abilities and developing their own career paths, we expand individual potential while enhancing the organization’s overall value and adaptability to change.

Continuous Learning Opportunities for All Employees

Since May 2023, we have encouraged all regular employees to obtain the national “Information Technology Passport Examination” to enhance digital literacy across the company. In October of the same year, we expanded our recommended qualifications to include “Di-Lite,” which covers the Data Scientist and JDLA Deep Learning for GENERAL, in order to support talent driving DX initiatives, including in the field of generative AI.

Enhancing organizational problem-solving capabilities by broadening skills and knowledge

By deepening employee skills and broadening their knowledge, we aim not only to optimize operations, but also to enable personal growth, achievement, and the development of new career trajectories throughout the learning process.

Recommending the “Di-Lite” Qualification\*



\*“Di-Lite” refers to the scope of digital literacy that all business professionals should acquire in order to effectively use digital technologies.

Growth support programs

We actively support employees who are eager to learn and grow through a range of initiatives.

- 01 Career Consultation Desk  
Advisors assigned according to consultation topic
- 02 Access to external online learning platforms  
Accounts issued upon request
- 03 Financial support for qualification acquisition  
Full reimbursement for textbook purchases and other related expenses
- 04 Full reimbursement for generative AI service usage fees  
Eligible employees: Those who have passed the “Information Technology Passport Examination”

In-house education program: DX Journey

As a company that supports clients in their digital transformation (DX), we are working to increase the number of employees who can actively apply DX within our organization. Non-engineering employees also participate in specialized training covering programming, IT infrastructure, and other technical skills.

Course Structure Designed for Real-World Application

- Employees of various ages, particularly those in back-office departments, voluntarily participate in the program.
- Based on survey results, we have designed practical courses aimed at application in daily work.
- A new course has also been introduced to teach effective ways to utilize generative AI, which is increasingly essential for boosting productivity and driving business transformation.

Foundation

IT Literacy

Fundamental theories, computer systems, networks, security, and more

Application

Business Tool Utilization

Programming, automation, and related tools

Application

Business AI Communication

Technology trends, risks, and effective usage

Course offerings and duration

Business Tool Utilization	Total: 6 hours
Business AI communication	Total: 7 hours
IT Literacy	Total: 6 hours

Participant feedback

- The lectures were useful and easy to follow
- I'd like to learn more about AI tool guidelines and use cases
- I want to stay up to date with the latest technological trends
- I gained practical insights on tool usage



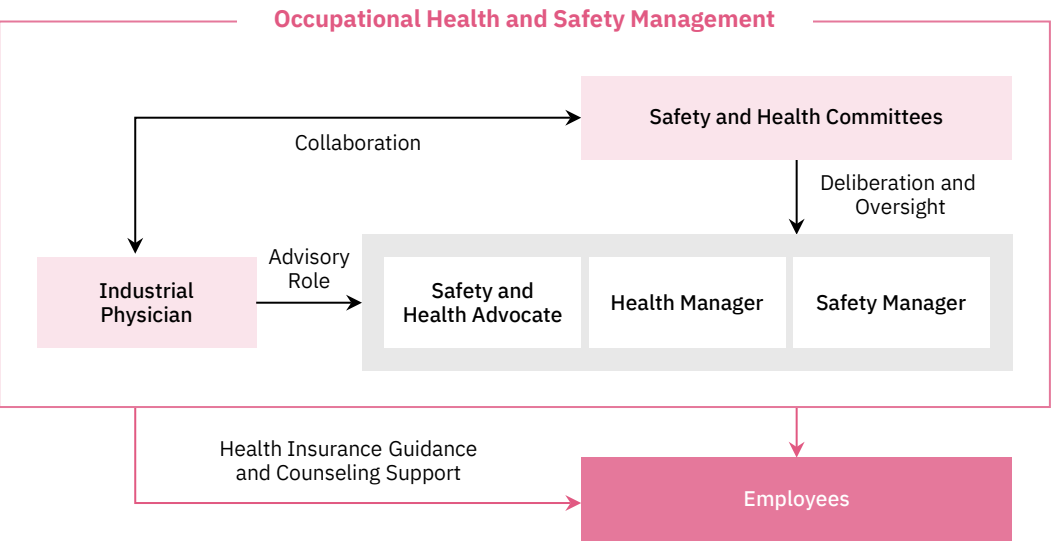
Five Pillars Guiding Talent to Growth and Success

Mental and Physical Health

Both mental and physical health are essential to ensure every employee can reach their full potential and find fulfillment in their work. At SAKURA internet, we believe that a healthy mind and body are the foundation for our entire business. By fostering an organizational culture that prioritizes safety, hygiene, health promotion, and care for both mind and body, we practice well-being management, aiming to achieve sustainable growth and success for both our employees and the company.

Occupational Health and Safety Framework

The well-being of every employee, both mental and physical, is the foundation of sustainable corporate growth. Guided by occupational health and safety principles, we work to prevent workplace accidents and illnesses, protect employee health, and continuously improve the work environment to enhance well-being. We also promote efficient and effective environmental, safety, and health initiatives across the organization. In particular, as remote work has made it more difficult to monitor employees' health conditions, we have strengthened initiatives that directly promote employee well-being.



Initiatives to support mental and physical health

We conduct lectures on how to interpret and use health check results, along with various wellness seminars. For mental health, employees have access to external counseling and telephone consultation services.

\*Source: 2024 Monthly Labour Survey

Real-time monitoring and automated reminders for overtime, supporting autonomous time management

FY2024:  
Average overtime  
**10 hours 46 minutes**  
FY2024 Industry average (information and communications): 15.8 hours\*

Health updates from company nurses via internal newsletters and a dedicated health consultation desk

"Nurse's Newsletter," a regular wellness column in the internal newsletter

Accumulated paid leave system for illness, injury, and caregiving

Hosting caregiving seminars and walking events

Conducting company-wide health surveys to improve organizational well-being



Five Pillars Guiding Talent to Growth and Success

Flexible Workstyles

We continue to support flexible workstyles through a range of internal policies, including remote work and parallel careers. We are also expanding support systems to make it easier for working parents to balance career and family, while actively promoting gender diversity, such as increasing the proportion of female employees and proactively appointing women to management positions.



Our initiatives for realizing both job satisfaction and workplace comfort are collectively known as “SaBuLiCo” (Sakura Business and Life Co-Creation). We regularly review and update these programs based on how employees use them, ensuring that they remain practical and easy to use.

Short 30  
Early leave for seminars and other activities

Employees who complete their work early may leave up to 30 minutes before the official end of the workday

If daily tasks are completed, employees may leave at 18:00 instead of the regular 18:30 (our standard working hours are 9:30–18:30). Leaving early does not result in any pay reduction.

Refresh  
Diverse leave programs

Leave programs designed to promote both physical and mental rejuvenation

Employees receive 125 annual days off and are granted 20 days of paid leave upon joining the company. Additional options include special leave for anniversaries, vacations, illness, and caregiving, as well as allowances for consecutive days of paid leave. We actively encourage employees to take time off to recharge.

Time Management  
Enhancing motivation

Advance payment of overtime allowance equivalent to 20 hours

To promote efficiency and encourage early departures, all regular employees receive an advance payment equivalent to 20 hours of overtime each month, with any additional overtime paid in one-minute increments the following month.

Flex Time  
Also available for personal use

Work hour adjustments allowed in 10-minute increments on the day

Employees can adjust their working hours in 10-minute increments around the core time of 12:00–16:00, with schedules ranging from as early as 7:00–16:00 to as late as 12:00–21:00.

Group Connect  
From sports to gaming

Encouraging employee connection

To promote engagement and team connection, the company subsidizes part of the cost of non-work events and activities organized by employees for everything from sports to gaming.

Family Time  
Supporting childcare and family needs

Flexible shorter working hours

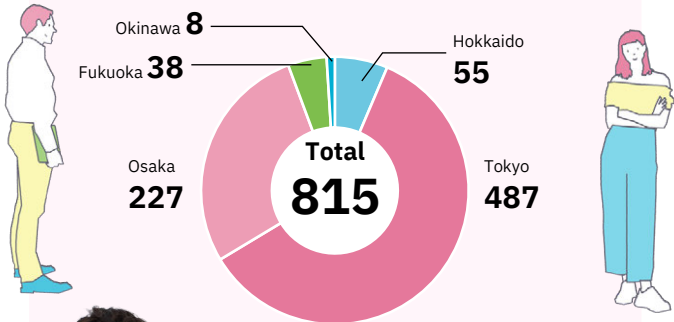
All employees, regardless of gender, can work reduced hours and smoothly transition back to work after parental leave. Combined with remote work and other flexible arrangements, this system supports diverse and adaptable work styles.

SAKURA's Human Capital Management by the Numbers

We are committed to creating flexible environments, including remote work and support for parallel careers, that empower every individual to reach their full potential. As a result, employees can take on new challenges and develop new skills, which in turn drives growth for the entire company. We also publish data on workforce composition and benefits usage to enhance transparency and have received “Gold” White Company certification and “Kurumin certification.” Our culture, which encourages both work-life balance and personal growth, has been highly recognized.

Number of employees

This figure indicates the total number of employees working in Osaka, Tokyo, the Ishikari Data Center, Fukuoka, and Okinawa.



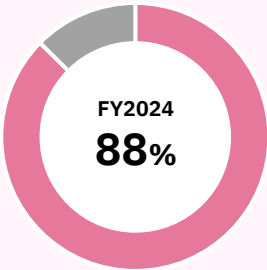
\*The total of 815 includes only full-time employees and does not include seconded staff. The consolidated workforce totals 997, including seconded employees. (As of March 31, 2025)

Employee Voices

It's not just the systems. The genuine kindness and consideration of my colleagues is a big part of what makes this such a comfortable place to work. Through daily interactions and company events, I truly feel I am growing as a person.

**Rikiya Akena**  
Mid-career hire in 2024  
Corporate Communication Office

Percentage of mid-career hires



(Published as of March 2025)

We are strengthening our recruitment capabilities, including active use of referrals, to attract talent with diverse experience. While engineers remain our main focus, we are also expanding our sales team.



Paid leave utilization rate

Paid leave utilization rate (FY2024)

**72.5%**

Reference

FY2024 Information and Communications Industry

Average: **67.1%\***

\*Source: 2024 General Survey on Working Conditions

Employee Voices

The company's programs aren't just for show. Thanks to the "SaBuLiCo Short 30" initiative and a culture where taking paid leave is customary, I feel both comfortable and secure at work. My first impression from my job interview hasn't changed: there are many approachable and kind people here.

**Sona Tanaka**  
Mid-career hire in 2024  
Marketing Department, Marketing Division



Gender ratio in management

FY2024 Gender Ratio in Management

Male **86.0%** Female **14.0%**

Reference

FY2024 Average for Companies with 1,000–4,999 Employees

Female: **12.0%\***

\*Source: FY2023 Basic Survey of Gender Equality in Employment Management



Turnover rate

FY2024 Turnover rate

**2.7%**

Reference

FY2024 Information and Communications Industry

(First Half): **5.8%\***

\*Source: 2024 First Half Survey on Employment Trends

Employee Voices

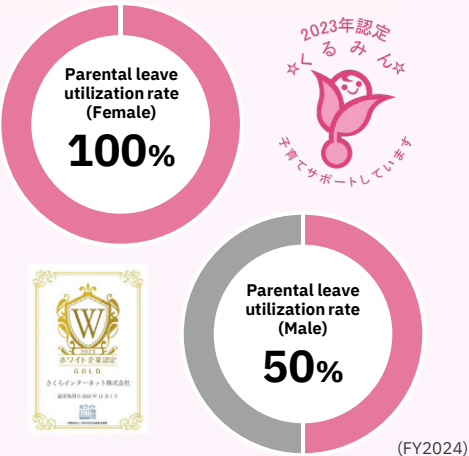
The first thing I noticed after joining was the open, welcoming atmosphere. It's not just the many programs for employee satisfaction. The culture of mutual respect and support also makes this a much better place to work.

**Hiroyuki Takao**  
Mid-career hire in 2015  
Customer Reliability Department, Cloud Business Division



SAKURA's Human Capital Management by the Numbers

Parental leave utilization rate



Employee Voices

I took maternity and childcare leave in 2023. The entire team sent warm messages of encouragement, and I experienced how supportive our company culture is during important life milestones. Prior to childcare leave, I worked in career recruitment. Now, I'm taking on new challenges, supporting career development through internal transfers. Every day, I strive to create an environment that brings out people's potential.

**Rie Yano**  
Mid-career hire in 2018  
Human Resources Planning Department,  
ES Division

Overtime hours

Average overtime in FY2024

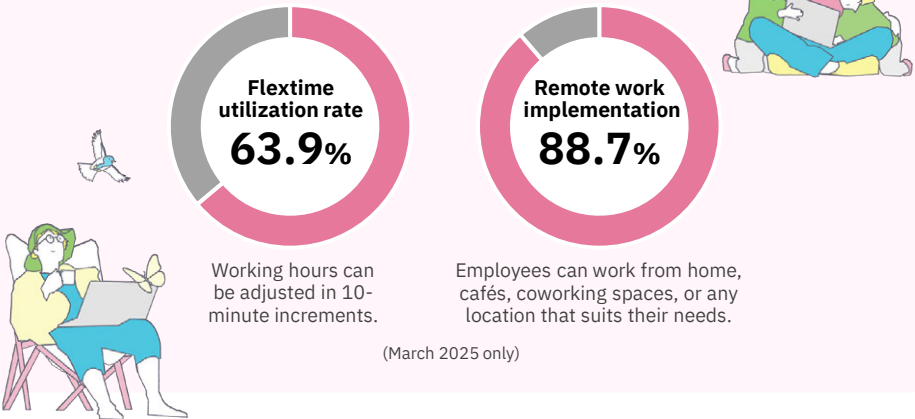
**10 hours 46 minutes**

Reference

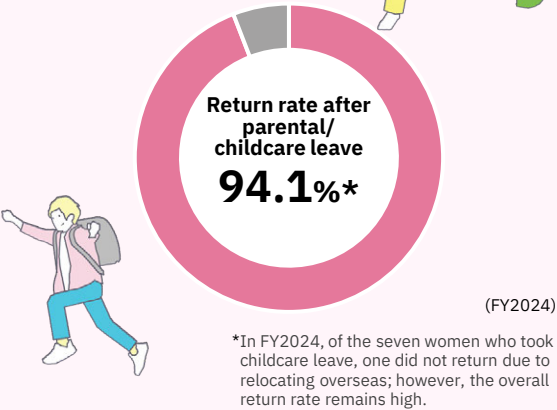
FY2024 Information and Communications Industry  
Average: **15.8 hours\***  
\*Source: 2024 Monthly Labour Survey



Flextime and remote work



Return rate after parental leave



Employee Voices

I returned to work after maternity and childcare leave and am now working while raising my five-year-old and newborn, taking advantage of options like reduced working hours. There's even a dedicated channel in our internal chat tool for employees raising children. It's easy to communicate across departments, so I never feel isolated. Our company's high rate of men taking parental leave is a key part of our unique culture. With the support of this environment, I hope to continue growing as an engineer.

**Rina Yanagida**  
Mid-career hire in 2016  
Platform Department, Cloud Business Division