

Strengthening global human resources

5-2

We are working to strengthen our human resource base for global business expansion.

Basic Thinking

In 2013, Asahi Intecc Group formulated the AI (Asahi Intecc) Human Resources Vision, and we have been promoting value penetration and human resource development through the basic principles of "Challenge," "Practical Competence," "Self-Support," "Global Best," and "Creative Manufacturing Group," which is our DNA.

In recent years, our Group aims for market expansion and growth on a global scale, and strengthening global human resources based on the AI Human Resources Vision has become an urgent issue in our international business

development. To address this issue, we have established the issues and KPIs (strategies and indicators) as seen below from the perspectives of human resource management and cultivating a fulfilling workplace, with the aim to build a system that is suitable for a global company.

In order to pursue further growth in the future, we will develop human resources that understand diversity and that are capable of viewing things from a wide range of perspectives, thereby enhancing an organizational capacity that is suitable for a global company.

Promotional Structure

To reinforce the initiative to strengthen our global human resources, we have established global human resource functions, thereby strengthening the support and cooperation of organizational development and human resources strategies (such as the establishment of various policies, recruitment, and human resource development), based on the penetration of Asahi Intecc's DNA to Asahi Intecc Group's companies and bases in Japan and abroad.

		Issues	Strategies and Targets (KPIs)		Actual Results for FYE June 2023	Goal
Strengthening global human resources	Human resource management	Penetration of human resources vision	Inheritance of ASAHI-DNA	Number of Meisters (Asahi Intecc only) (persons)	5	-
			Fostering self-support	Practical competence improvement projects Number of registered groups (global) (groups)	155	-
			Training global human resources	Number of foreign language training participants (Asahi Intecc only) (persons)	10	-
		Reform of personnel system	Forming a creative manufacturing group	Ratio of R&D personnel (Asahi Intecc only) (%)	43.5	-
	Creation of fulfilling workplace	Creating safe and healthy workplaces	Health management Correcting long working hours	Average monthly overtime (Asahi Intecc only) (hours)	24.4	-
				Rate of taking paid leave (Asahi Intecc only) (%)	74.6	-
		Creating workplaces for a diverse workforce	Promoting the employment of people with disabilities	Employment ratio of people with disabilities (Asahi Intecc only) (%)	25.7	-
				Promoting diversity	Promoting the success of women	Ratio of female managers (global) (%) ^{*1}
		Ratio of female managers (Asahi Intecc only) (%) ^{*2}	12.0			13% or more as of FYE June 2026
		Employment ratio of new female graduates (Asahi Intecc only) (%)	26.5			Maintain 25% or more
		Employment ratio of new female graduates in technical positions (Asahi Intecc only) (%)	21.9			Maintain 20% or more
		Diversifying human resources	Ratio of foreign employees (global) (%)		86.2	-
			Ratio of foreign managers (global) (%) ^{*1}	65.9	-	

^{*1} Calculated based on the managerial position criteria set forth in Asahi Intecc Group's rules and regulations.

^{*2} Calculated by applying the disclosure standards of the Annual Securities Report.

Strengthening global human resources

5-2

Human resource management

① Measures for HR Vision Penetration

We are constructing an education and training system to promote value penetration and human resource development through the basic principles of "Challenge," "Practical Competence," "Self-Support," "Global Best," and "Creative Manufacturing Group," which is our Group's DNA.

Position-based training provides staff members with

training appropriate for each layer and required roles, and supports continuous growth of staff members. Particularly as an R&D-oriented company striving for globalization in each field of sales, production, and development, we will focus more on engineer education and global education. The total annual hours of training offered to staff members is 12,211 hours, and the cumulative annual number of staff members receiving training is 901 in FYE June 2023.

① Inheritance of ASAHI-DNA

To constantly manufacture products at a high level as an R&D company, Asahi Intecc Group considers the technologies and skills (know-how) that skilled technicians have cultivated as our assets, transmits them beyond the borders of generations and regions, and has established the AI Technology Academy for fostering human resources and business continuity and helping improvement in added value.

Employees who have advanced core skills in manufacturing and production are designated as Meisters, and are responsible for improving skills and human resource development at each site. Meisters then train apprentices who eventually become Meisters themselves, ensuring the succession of skills.

[Results]

■ **28 graduates from Academy (as of the end of June 2023)**

■ **Five employees became certified Meisters (as of the end of June 2023)**

Human Resources Vision

	<div>ASAHI-DNA</div> <ul style="list-style-type: none">• Viewpoint of ASAHI-DNA• Catch the Wave• Speed × Decision × Response × Solidarity• Three Actuals (Actual Place, Actual Material, Actual Situation)• Hands-on approach	<div>Viewpoint of ASAHI-DNA</div>
<div>Global Best</div> <ul style="list-style-type: none">• Contribution to customers• Pursuit of best practice on a global basis• Only One×Number One	<div><div>Challenge</div><div>Challenge</div><div>Passion</div><div>Dream</div><div>Realization of dream</div><div>Challenge boldly</div></div>	<div>Creative Manufacturing Group</div> <ul style="list-style-type: none">• Pursuit of technical skills and expertise• Meister team• Technological innovation
<div>Asahi-likeness/Viewpoint of Specialized Abilities</div>	<div>Self-support</div> <ul style="list-style-type: none">• Succeed as a self-supporting person• Self-starting and collaborative, capable of working in a team• Pursuit of performance: Contribution to business growth and expansion of business performance	

I Strengthening global human resources

5-2

Human resource management

② Fostering Self-support

With the purpose of encouraging improvement and reform based on employees' own initiatives, various sites around the world have organized their own Practical Competence Improvement Projects, and these small groups independently establish their own activities and work to meet these targets. In addition, we support these activities by annually awarding teams that achieve outstanding results.

When this project was launched in FYE June 2011, there were 56 registered groups, but the project has gained steam year by year as shown by the number of registered groups increasing to 155 groups as of the FYE June 2023. In addition to result-oriented projects, such as newly implementing various methods and know-how in the development process or optimizing and improving the efficiency of inventory management through process improvements in overseas manufacturing departments, projects that are deemed to have a high potential to impact the future have also received many awards, and in recent years, there has been an increase in the number of activities aimed at promoting information sharing by visualizing vast amounts of data and diverse technologies in the value chain such as product development, manufacturing, logistics, and management. In addition, activities aimed not only at improving efficiency and streamlining but also at achieving a balance between quality and the environment have been born, and the intent of the Practical Competence Improvement Projects is steadily expanding. Through these activities, we promote the development of human resources with high levels of ability to think for themselves and the strengthening of cooperative

organizations, thereby fostering the self-support set forth in the Human Resources Vision and contributing to the growth of business and the expansion of its performance.

③ Training Global Human Resources

We support a smooth transfer overseas by providing language training to those who wish to, or those who are scheduled to, be transferred overseas and strengthening their global communication skills.

And as part of our efforts to reinforce the development of global human resources, we are working to expand the Global Human Resources Development Program, including management for the directors of overseas bases. We will offer training on the importance of diversity and how to get along with people from different cultures so that each employee engaged in overseas business and each

employee of our Group who plays an active role at an overseas base can vigorously do his/her work with members with diversified backgrounds in our company.

④ Forming a Creative Manufacturing Group

By promoting product development and manufacturing meetings with participation from all management and the R&D Division where employees can partake in free and easy discussions, we maximize the creativity and ideas of our employees and strengthen the human resources of the R&D Division.

The ratio of employees in Asahi Intecc's Development Division has expanded to 43.5% (as of FYE June 2023) globally, and we will further enhance our development capacity in order to realize the Mid-Term Management Plan "Asahi Going Beyond 1000."



ASAHI INTECC EUROPE B.V.

Strengthening global human resources

5-2

Human resource management

② Reform of Personnel System

Asahi Intecc Group puts emphasis on the following three points about human resources strategies toward strategic exploitation in the global market, establishment of our global R&D production development system, creation of new businesses, and establishment of our management base for continuous growth.

1. Securing the human resources of management leaders to establish a strong management base
2. Securing innovators to create new businesses and human resources with advanced technology and expertise
3. Securing global human resources who can lead diverse human resources

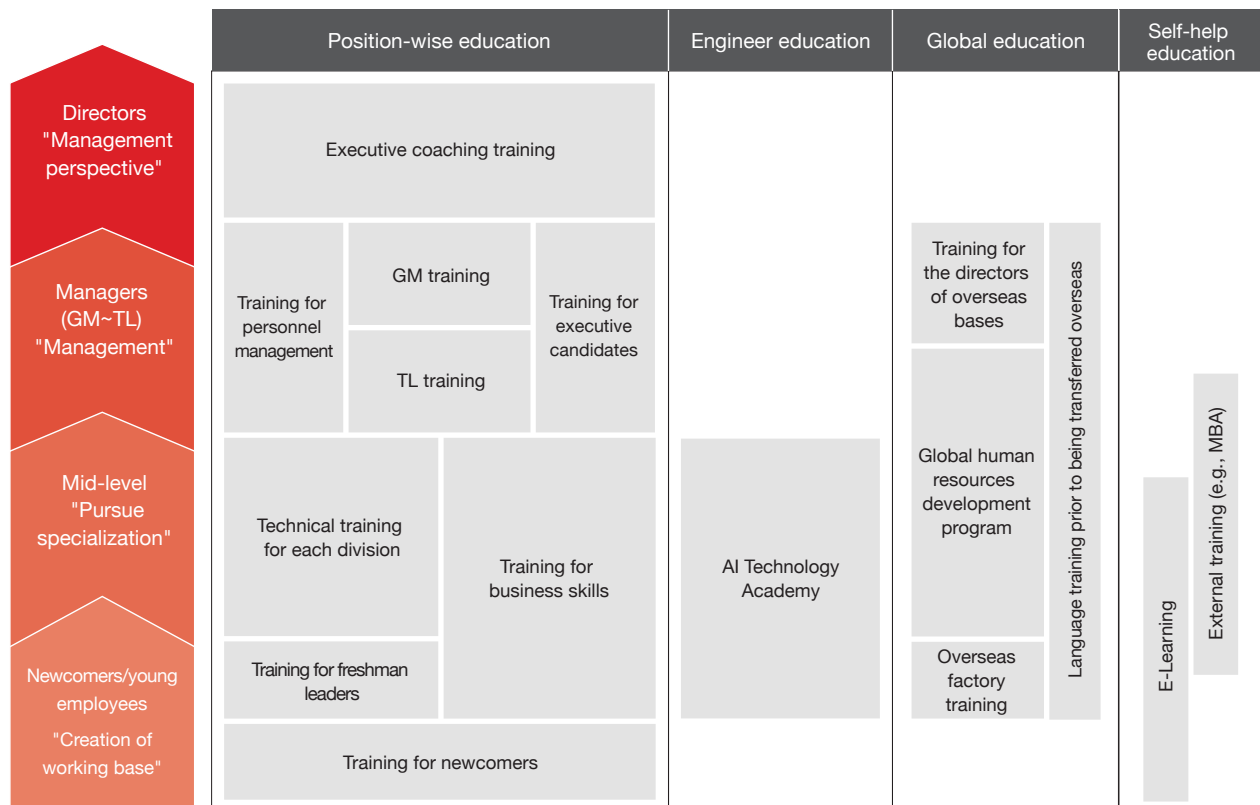
In order to achieve the above policy, we introduced a new personnel evaluation system in June 2020 as a measure to properly evaluate and motivate each employee.

The new personnel evaluation system consists of two evaluation classifications: One is "competency (behavioral characteristics) evaluation" defined in line with the AI human resources vision; employees are evaluated as to how they change their behavior in their role in line with the AI human resources vision. The other is "performance evaluation," from the perspective of Good Results; evaluation will be based on target settings according to the role criteria for each class to improve engagement of employees.

③ Development of Next-Generation Managerial Personnel

Since it is urgent for our Group to secure human resources for management leaders in the future, we are promoting the discovery and development of human resources through training for executive candidates. The

purpose of this training is to develop executive candidates who will be able to lead our Group in the future. It is not just an input but practical, as it enables selected candidates to challenge stretch tasks such as formulating management strategies.



Strengthening global human resources

5-2

Creating Fulfilling Workplace

① Creating Safe and Healthy Workplaces (Health Management)

Securing the safety and health of working people is a social responsibility of a company and an important issue to support continuous growth. Our Group is also working to ensure the safety and health of our employees in all business activities and to create a comfortable working environment.

Measures toward Work-Life Balance

As part of our efforts to achieve a better work-life balance, we are working to reduce overtime hours, increase the paid leave utilization rate, and create an environment that allows for flexible work styles.

① Work-at-home System (Teleworking)

The COVID-19 pandemic triggered the introduction of a teleworking system. Upon clarifying the rules for work attendance and treatment, we officially launched the work-at-home system in August 2021.

② Flextime System

The flextime system was introduced in July 2019 to improve the operational efficiency of employees and for work-life balance, except for some bases and departments. We will promote the flextime systems so that employees can do their jobs comfortably.

③ Others

- System for shorter working hours for childcare, • slide working system, • daycare use system
- Paid leave system that allows people to take a paid leave on an hourly basis

Measures toward Work-Life Balance

	FYE June 2021	FYE June 2022	FYE June 2023
Average monthly overtime (Asahi Intecc only) (hours)	23.5	24.3	24.4
Rate of taking paid leave (Asahi Intecc only) (%)	65.3	69.2	74.6
Flextime system Number of sites with flextime systems (in Japan) (sites)	4	5	6
Voluntary turnover rate of regular employees (Asahi Intecc only)* (%)	3.0	5.6	6.1

*Recruitment activities have increased with the end of the COVID-19 pandemic, and the turnover rate has increased. But we recognize that our turnover rate is very low compared to other companies' averages.

Support for Balancing Medical Treatments and Jobs

To support employees that need cancer treatment, special work programs have been introduced. 18 employees have used the system to continue working, as of the end of FYE June 2023.

System	Special paid leave for cancer	Work schedule for rehabilitation period	Shorter hours for continued cancer treatment
Overview	Specially granted paid leave for up to 60 days when long-term treatment is necessary	Allows people to work on an hourly basis for up to one month after treatment and before returning to work	Allows people to work on an hourly basis because of continued treatment

Setting up a Training Gym and Distributing Training Videos

We have set up a training gym in our Global Headquarters and R&D Center to provide an environment for employees to use. In addition, we are promoting initiatives to improve employee health by

distributing training videos internally by our company employees and fitness trainers to the entire Group.



Cafeteria Operation

The cafeteria established at our Global Headquarters serves not only lunch but also breakfast and dinner. Since our Group has many employees who live alone or live away from home, we have created an environment where those employees can easily eat three nutritious meals. In this way, we are working to improve the health of our employees through food, which is a fundamental aspect of health.



I Strengthening global human resources

5-2

Creating Fulfilling Workplace

② Creating Workplaces for a Diverse Workforce

Respect for Human Rights

① Basic Thinking

Human rights are the most important and universal rights that every human being has, and at a time when human rights issues are becoming more and more of a concern, we believe that it is difficult to remain as a company that is needed in a global society without respect for human rights.

As a global company contributing to healthcare around the world, Asahi Intecc Group will recognize the importance of respecting human rights in our business activities and earnestly work on preventing the occurrence of human rights issues and resolving them.

Our Group has been taking measures and providing employee training to respect human rights for a long time. Now, with the aim of spreading our view on human rights throughout the Company and enhancing its effectiveness, we have formulated "Asahi Intecc Group Human Rights Policy" with the approval of the Board of Directors.

*See our websites for details of Human Rights Policy.

[Asahi Intecc Group Human Rights Policy](#)

② Participation in International Initiatives

Asahi Intecc signed the United Nations Global Compact (hereinafter referred to as "UNGC"), which is advocated

by the United Nations, and was registered as a participant on May 15, 2023. We will continue to contribute to the realization of a sustainable society by supporting and practicing the Ten Principles of the UNGC and further strengthening our commitment to sustainability.



③ Education and Enlightenment

Regarding harassment, our Directors and managers have received harassment training from external experts. In this training, all participants have submitted written pledges, and if discovered, harassment will be dealt with strictly in accordance with the rules for disciplinary action.

See pages 74 and 119 for details.

④ Correction and Relief

The ASAHI Group Compliance Hotline has been established as an internal reporting system for internal human rights issues such as harassment.

In addition to the internal contact points for reporting and consultation, we have established an external contact point attended by an attorney, and the name of any whistleblower shall not be disclosed to parties related to the Company without the consent of the whistleblower or reasonable grounds.

See page 118 for details.

⑤ Response to the Modern Slavery Act

Regarding matters related to the Modern Slavery Act, we constantly check legal and regulatory trends, including those overseas. We are working to establish a system that will allow us to respond without delay if implementation is required.

⑥ Approaches to Business Partners

Our Group also asks its suppliers and other business partners to respect human rights.

From FYE June 2022, our Group has added items related to compliance with laws and social norms and environmental considerations to its questionnaires that have been conventionally implemented for suppliers. As such, through our entire supply chain, we have been strengthening our efforts to respect human rights. We will continue to steadily implement measures to protect human rights by commanding a view of the entire supply chain. See pages 86 and 87 for details.

Strengthening global human resources

5-2

Creating Fulfilling Workplace

② Creating Workplaces for a Diverse Workforce

⑦ Human Rights Due Diligence

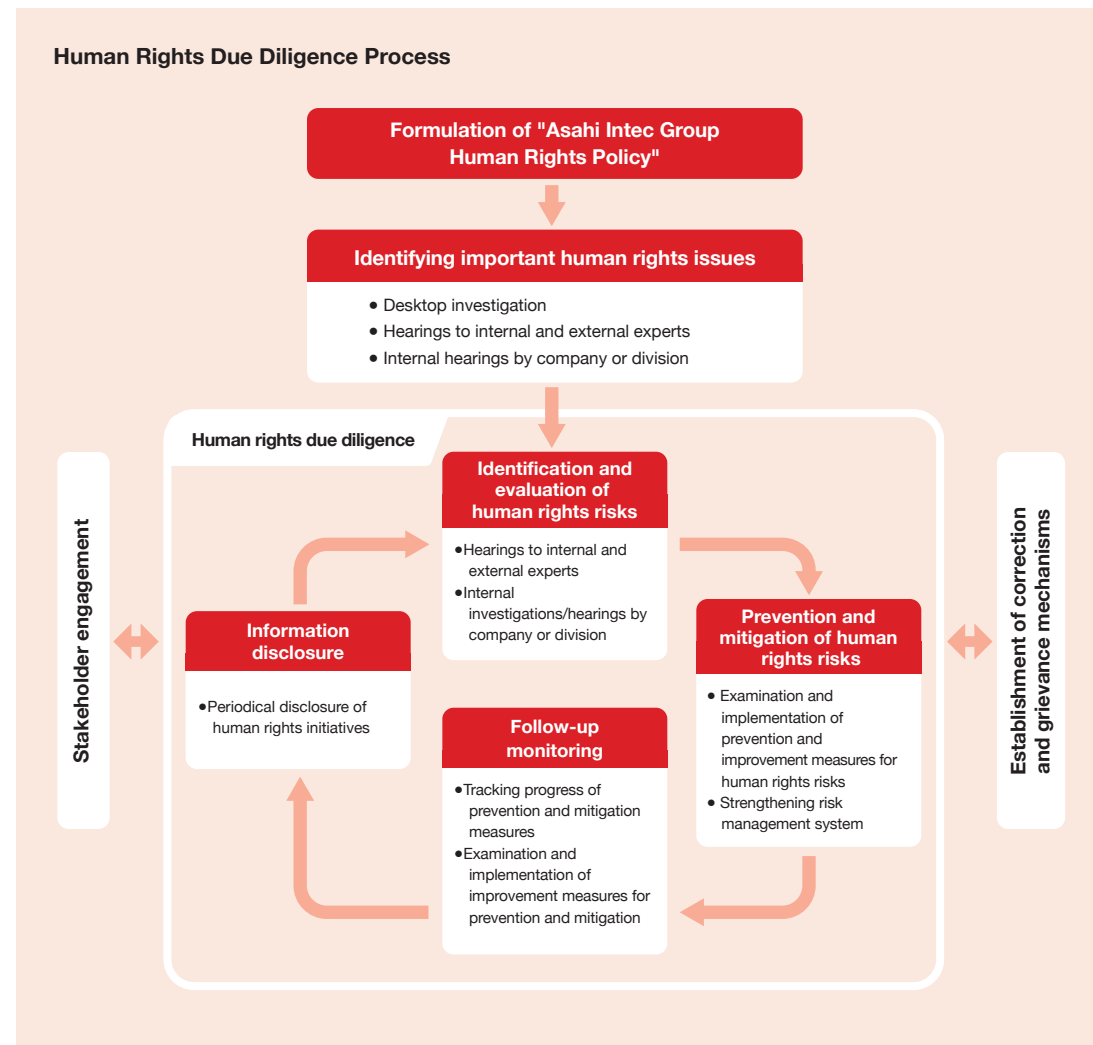
Asahi Intecc Group has established a mechanism for human rights due diligence to prevent or mitigate adverse impacts on human rights, by evaluating and identifying potential or actual risks and setting countermeasures for them.

Regarding the planning and execution of human rights due diligence, we will refer to the procedures outlined in the "United Nations Guiding Principles on Business and Human Rights," and proceed in stages from the items with the highest impact on society.

■ Promotional Structure

In FYE June 2023, Asahi Intecc Group has established the Human Rights Due Diligence Secretariat to strengthen the system for addressing human rights issues throughout the Company. The Secretariat is composed of members from several departments, mainly the Legal Affairs Group, and is directed and supervised by the Director and General Manager of the Administration Division.

In the event that human rights issues are identified during the due diligence process, they will be addressed in coordination with department heads from relevant companies in Japan and overseas.



Strengthening global human resources

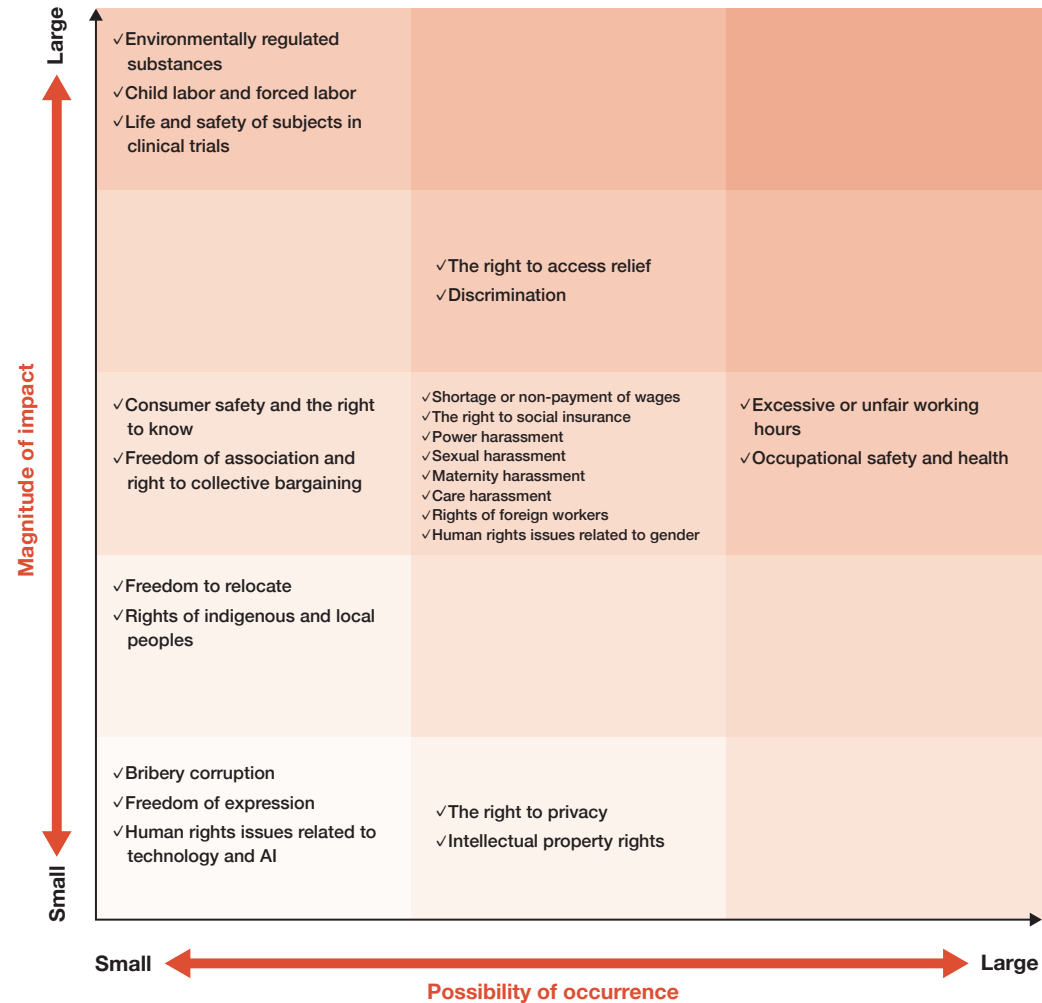
5-2

Creating Fulfilling Workplace

② Creating Workplaces for a Diverse Workforce

Risk Assessment

We have implemented the mapping for human rights issues that may be negatively affected by our Group's business activities. We consider these items to be the priority risk items to be dealt with in our Group, and we will implement a detailed risk assessment based on the human rights due diligence process. We will work to solve problems for actual human rights risks and take measures to prevent and mitigate negative impacts on the potential risks.



Strengthening global human resources

5-2

Creating Fulfilling Workplace

② Creating Workplaces for a Diverse Workforce

Prevention of Harassment

Asahi Intecc Group has set the "Asahi Intecc Harassment Prevention Policy" for all employees and workers who work for our Group, including full-time employees, part-time employees, and temporary workers, and deploys education and measures for harassment prevention.



Engagement with Employees

Asahi Intecc Group values opportunities of dialogue between management and employees so that our employees listen to the voices of management and voluntarily take actions to solve management issues. Company-wide meetings are held to convey the details of voting in regular management meetings directly to our employees. And the in-house SNS Asahigram and

in-house publication AINET provide information to be shared between employees and upper management.



Promoting the Employment of People with Disabilities

From the perspective of disability welfare, we aim to fulfill our corporate social responsibility and expand our contributions to society. In FYE June 2019, we made Ficus

Co., Ltd., which is certified as a Continuous Employment Assistance Type A* company, a wholly owned subsidiary, and by outsourcing a portion of Asahi Intecc Group's operations, we have worked to expand employment of people with disabilities, and the employment rate of people with disabilities stands at 2.57% (FYE June 2023), maintaining the legally mandated rate of 2.3%. In addition, July 2023, Ficus Co., Ltd. moved its head office, and is steadily expanding its business scale while contributing to society with it as our unconsolidated subsidiary.

*Continuous Employment Assistance Type A: Support services that conclude employment contracts, etc., to provide opportunities for employment and productive activities, as well as other training necessary for the improvement of knowledge and skills needed for employment to persons who are unable to be employed at ordinary businesses but capable of working under employment contracts.



Strengthening global human resources

5-2

Creating Fulfilling Workplace

③Promoting Diversity

With the aim of increasing corporate value through the diversification of human resources, we, Asahi Intecc Group, are striving to create an environment in which individual employees can fully realize their potential regardless of nationality, race, gender, age, or disability. Moreover, with development on a global scale, we will proactively employ foreign nationals globally, which will lead to increased corporate value through the diversification of human resources.

We have established the Diversity Promotion Project to reform corporate culture and are working on to increase the ratio of foreign nationals, mid-career hires, and women in managerial positions in order to ensure diversity in the recruitment of core human resources.

The ratio of foreign nationals and mid-career hires in managerial positions is currently high at over 50% each. Therefore, we have not set any targets, because we have already secured sufficient diversity.

Ratio of foreign employees/Ratio of foreign managers

	FYE June 2021	FYE June 2022	FYE June 2023
Ratio of foreign employees (global) (%)	87.7	84.5	86.2
Ratio of foreign managers (global)* (%)	64.3	65.3	65.9

*Calculated based on the managerial position criteria set forth in Asahi Intecc Group's rules and regulations.

Ratio of mid-career hires in managerial positions

	FYE June 2021	FYE June 2022	FYE June 202
Ratio of mid-career hires in managerial positions (global)* (%)	59.9	61.4	54.7

*Calculated based on the managerial position criteria set forth in Asahi Intecc Group's rules and regulations.

Promoting the Success of Women

Asahi Intecc Group proactively promotes the success of women such as recruitment of female employees and appointment to managerial positions. We have arranged a system design where work and childbearing can be easily balanced by introducing a short-time work system, a flextime system, and a work-at-home system. In the survey of employees' attitudes, these measures have earned a reputation for being "a comfortable work place for female employees."

In Asahi Intecc Group, the ratio of women in management positions is relatively high at 36.3%, and we believe that the organizational culture of actively appointing women in managerial positions has taken root globally.

On the other hand, the ratio of women in management positions is 12.0% at Asahi Intecc, which shows that overseas employees have higher motivation to become a manager than Japanese employees. To reform such a corporate culture, we conducted panel discussions in which not only our female managers and employees participated but also female managers from other companies were invited. In the discussions, they talked about their experiences of how those who originally did not aim to become managers have changed since becoming managers, the benefits of becoming managers, and the balance between family and work. By sharing their experiences, we encourage female employees to come into contact with new values and raise their awareness of managers.

The content of the panel discussions is distributed throughout the Company using the internal E-Learning system, and we also conduct surveys and solicit opinions from employees.

The ratio of women in managerial positions is maintained at

30% or more for the entire Group, and we have set the goal of exceeding 13% at Asahi Intecc.

Ratio of female employees/Ratio of female managers

	FYE June 2021	FYE June 2022	FYE June 2023	Goal
Ratio of female employees (global) (%)	77.1	77.2	76.2	—
Ratio of female managers (global)*1 (%)	32.5	33.9	36.3	Maintain 30% or more
Ratio of female managers (Asahi Intecc only)*2 (%)	7.7	7.9	12.0	13% or more as of FYE June 2026

*1 Calculated based on the managerial position criteria set forth in Asahi Intecc Group's rules and regulations.

*2 Calculated by applying the disclosure standards of the Annual Securities Report.

Gender pay gap

	FYE June 2021	FYE June 2022	FYE June 2023
Gender pay gap (Asahi Intecc only) (%)	—	—	61.1
Gender pay gap of regular workers*1	—	—	82.0
Gender pay gap of part-time and fixed-term workers*2	—	—	24.3

*1 Although there is no difference in wages between men and women in the wage system and wage structure, the difference is attributable to the small proportion of female workers in the upper level of regular workers and the fact that the average length of service of women is about two years shorter than that of men.

*2 Although there is no difference in wages between men and women in the wage system and wage structure, the difference in the wages of men and women, such as part-time and fixed-term workers, is attributable to differences in employment status based on employment contracts. Treatment of re-employment employees after retirement age is determined based on the job description and qualifications prior to retirement, which is a factor causing differences.

Employment ratio of new female graduates/Employment ratio of new female graduates in technical positions

	FYE June 2021	FYE June 2022	FYE June 2023	Goal
Employment ratio of new female graduates (Asahi Intecc only) (%)	24.5	14.9	26.5	Maintain 25% or more
Employment ratio of new female graduates in technical positions (Asahi Intecc only) (%)	18.2	12.9	21.9	Maintain 20% or more

Strengthening global human resources

5-2

Creating Fulfilling Workplace

Promotion of Taking Childcare Leave

Our Group recommends both male and female employees to take childcare leave.

In order to promote a culture in which both men and women can actively take childcare leave, we hold panel discussions among male and female employees who have taken childcare leave. During the panel discussions, we encouraged our employees to get in touch with new values and overcome the hurdles of taking childcare leave, regardless of gender, by asking male managers with respect to the new values, knowledge, and experience they have gained through the experience of single childcare leave (a wife returning to work and a husband taking a leave of absence alone to become the full childcare provider), as well as asking female managers to talk about their concerns during their leave of absence and when they return to work, and the support they wish to receive in balancing work and family life.

The content of the panel discussions is distributed throughout the Company using the internal E-Learning system, and we also conduct surveys and solicit opinions from employees. The ratio of men taking childcare leave is currently 54.5%, and we aim to maintain the rate at 50% or higher in the future.

■Rate of taking childcare leave by male and female employees

	FYE June 2021	FYE June 2022	FYE June 2023	Goal
Rate of taking childcare leave by female employees (Asahi Intecc only) (%)	100.0	100.0	100.0	—
Rate of taking childcare leave by male employees (Asahi Intecc only) (%)	7.4	20.7	54.5	Maintain 50% or more

Measures to Promote Diversity (LGBT)

Asahi Intecc Group respects the diversity of its employees and promotes an environment in which individual employees can work to be themselves.

In August 2023, we endorsed the Seto City LGBT Friendly Corporation System, which is being implemented by Seto City, home of our Global Headquarters and R&D Center, and registered with the System.

This system was introduced by Seto City "To contribute to the promotion of understanding of LGBT and other sexual minorities, with the aim of realizing a society in which individuals respect human rights, recognize the diversity of sexuality, live to be themselves and succeed and thrive."

Our Group will continue to develop an environment for a fulfilling workplace while striving to coexist with local communities in the future.

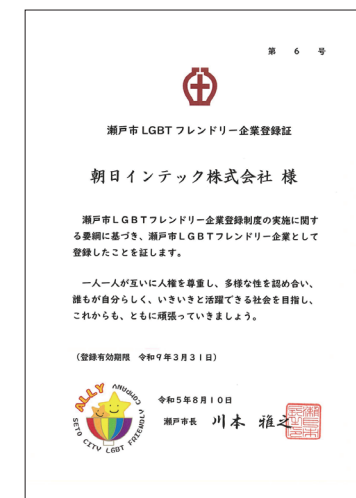
Diversity promotion project



Panel discussion to increase the rate of taking childcare leave by male employees



Panel discussion to further promote the advancement of women by inviting female managers from other companies



Seto City LGBT Friendly Company
Registration Certificate

I Strengthening global human resources

5-2

Creating Fulfilling Workplace

Internal Interviews

Asahi Intecc Group is striving to create an environment in which individual employees can fully demonstrate their abilities and be duly recognized for their achievements regardless of nationality, race, gender, age, or disability. Although there are many overseas bases in our Group, exchanges between local employees and between local employees and Japanese employees are also taking place proactively, creating a corporate culture in which all employees work together in the same direction regardless of their individual circumstances, such as nationality, race or gender. We will continue to respect diversity and promote the creation of an environment in which individual employees can work as they are, thereby increasing corporate value through the diversification of human resources.



Mr. Kriengkrai Prasongsukarn

ASAHI INTECC THAILAND CO., LTD.
(Thailand Factory)
Executive Vice President and Director

I have been deeply involved in the management of Asahi Intecc's Thailand Factory since its inception, including the establishment of its overall corporate functions such as the establishment of organizational structures and regulations, and coordination with the Thai government and related organizations.

Regarding diversity, I believe that different cultural backgrounds lead to different approaches to problem solving. In addition, I believe that foreign employees are important in providing valuable and diverse perspectives when solving problems. I think that by promoting cross-cultural exchange and collaboration, companies can solve problems from a broader perspective and foster a culture of innovation. The Thailand Factory ensures that there is no unreasonable discrimination in recruitment, employee retention, training, or employee capability development based on age, disability, gender (including transsexuals), or other non-work-related issues. I feel that society and the work environment can grow and prosper when all employees have mutual understanding, trust and respect.



Ms. Sarunrat Chayatavaj

ASAHI INTECC THAILAND CO., LTD.
(Thailand Factory)
Junior Board

As a member of the Junior Board, I have participated in the creation of a transparent procurement system, and in order to ensure a smooth business operation system in the company, including tax incentives, I have established a management system while coordinating with the Thai government and related organizations.

I believe that creating a culturally diverse workplace is not just about being "right," but also about being better for business. In some industries, there may be a shortage of human resources with expertise domestically, but recruiting from a global human resources pool can help fill this gap. By leveraging the skills and knowledge of global human resources regardless of nationality or race, companies can gain a competitive advantage and drive organizational growth. At the Thai Factory, we always promote creativity and respect diversity among our employees, and I feel that the variety of solutions created by the various experiences of our employees has led to an increase in productivity throughout the company.



Ms. Simona Bruni

KARDIA S.R.L (Kardia)
Account Manager

I joined Kardia, which was an Italian distributor at the time of the M&A, and as an Account Manager, I have been deeply involved in the smooth integration of management and the establishment of the management system after the integration.

When I joined Kardia, it had just entered the Asahi Intecc Group, giving me the opportunity to meet wonderful new colleagues from multiple organizations and countries around the world. On the one side, I could absorb the best of what each person and each culture had to offer. On the other side, I entered a diverse, stimulating, and harmonious environment where I feel safe and appreciated, regardless of any gender barriers. Being part of such a dynamic and challenging reality empowers me to contribute to a healthier future for all, ensuring quality, innovation, and patient safety woven together.