

## 5-2 Strengthening Global Human Resources

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 of building 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 2024	Goal
Strengthening global human resources	Human resource management	Penetration of human resources vision	Inheritance of ASAHI-DNA	Human resources for fellow course pesonnel (Asahi Intecc only) (persons)	3	—
			Fostering self-support	Practical competence improvement projects Number of registered groups(global)(groups)	152	—
		Reform of personnel system	Training global human resources	Number of foreign language training participants (Asahi Intecc only) (persons)	8	—
			Forming a creative manufacturing group	Ratio of R&D personnel (Asahi Intecc only) (%)	42.6	—
	Creation of a fulfilling workplace	Creating safe and healthy workplaces	Health management Correcting long working hours	Average monthly overtime (Asahi Intecc only) (hours)	23.9	—
				Rate of taking paid leave (Asahi Intecc only) (%)	72.1	—
		Creating workplaces for a diverse workforce	Promoting the employment of people with disabilities	Employment ratio of people with disabilities (in Japan) (%)	3.05	—
		Promoting diversity	Promoting the success of women	Ratio of female managers (global) (%)*1	35.8	Maintain 30% or more
				Ratio of female managers (Asahi Intecc only) (%)*2	12.3	13% or more as of FYE June 2026
				Employment ratio of new female graduates (Asahi Intecc only) (%)	33.3	Maintain 25% or more
				Employment ratio of new female graduates in technical positions (Asahi Intecc only) (%)	33.3	Maintain 20% or more
		Diversifying human resources		Ratio of foreign employees (global) (%)	84.0	—
				Ratio of foreign managers (global) (%)*1	60.5	—

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

<sup>\*2</sup> Calculated by applying the disclosure standards of the Annual Securities Report.

## 5-2 Strengthening Global Human Resources

## 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 sup-

ports 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 13,718 hours, and the cumulative annual number of staff members receiving training is 1,197 in the FYE June 2024.

## 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 achieve improvements in added value to pass on these technologies to a wide range of people.

【Results】 28 graduates from the Academy (as of the end of June 2024)

## Human Resources Vision

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



## 5-2 Strengthening Global Human Resources

### 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, and now 152 registered groups are actively involved in this project as of the FYE June 2024. 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 organi-

zations, 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 smooth transfer overseas by providing language training to those who wish to or are scheduled to be transferred overseas and by strengthening their global communication skills and cross-cultural management. 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 skills for managers of the overseas bases. We 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 is 42.6% (as of FYE June 2024) globally, and we will strive to further expand the therapeutic area and develop the Company's business by strengthening our R&D capabilities.



ASAHI INTECC EUROPE B.V.

## 5-2 Strengthening Global Human Resources

### ② Reform of Personnel System

Asahi Intecc Group puts emphasis on the following three points for 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 foundation for continuous growth.

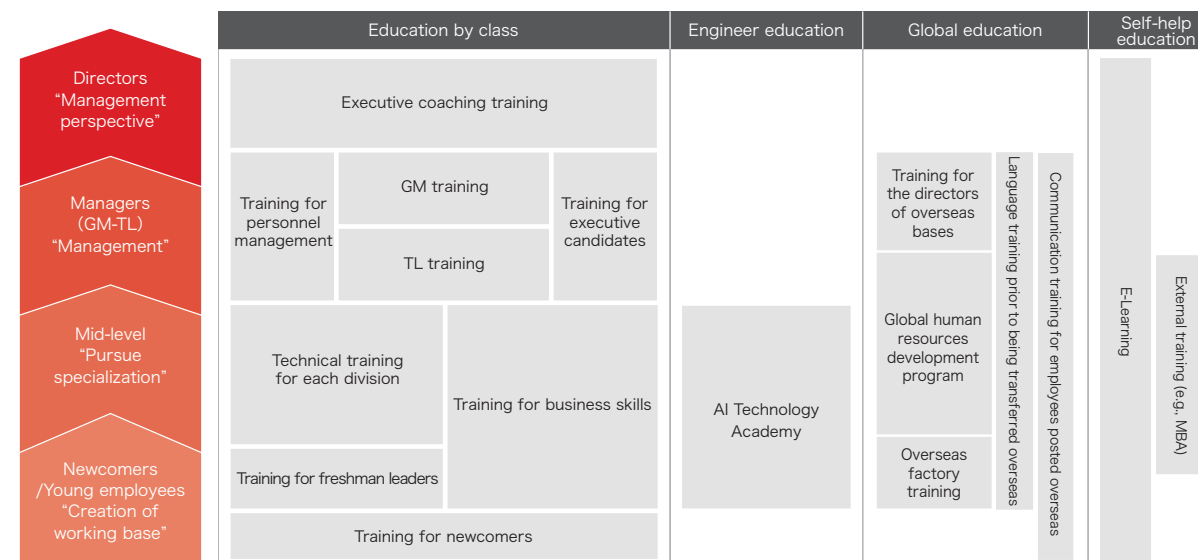
1. Securing the human resources of management leaders to establish a strong management base
2. Securing innovators to create new businesses and human resources with advanced technology and expertise
3. Securing global human resources who can lead diverse human resources

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.



### ④ Establishment of AI Career Course: Career Paths for Special Professionals

We established the AI Career Course in July 2023. In addition to the conventional management course aimed at becoming a management leader, we have established the Fellow Course, in which human resources outstanding in terms of skills and knowledge aim to become fellows (special professionals), with the aim of realizing career paths that match the characteristics of human resources. As of June 2024, three technical personnel have been appointed to the Fellow Course to further develop their skills and provide guidance to young human resources.

## 5-2 Strengthening Global Human Resources

## Creating a 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 paid leave on an hourly basis

#### Measures toward Work-Life Balance

	FYE June 2022	FYE June 2023	FYE June 2024
Average monthly overtime (Asahi Intecc only) (hours)	24.3	24.4	23.9
Rate of taking paid leave (Asahi Intecc only) (%)	69.2	74.6	72.1
Flextime system/Number of sites with flextime systems (in Japan) (sites)	5	6	6
Voluntary turnover rate of regular employees (Asahi Intecc only) (%)	5.6	6.1	6.5

\*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 low compared to other companies' averages.

#### Support for Balancing Medical Treatment and Jobs

To support employees that need cancer treatment, special work programs have been introduced. 20 employees have used the system to continue working, as of the end of FYE June 2024.

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

#### Counselling Service

We have introduced a counseling service for employees. In addition to the conventional medical consultation sys-

tem conducted by an industrial physician from a medical perspective, individual employees are now able to easily consult with external specialists about their worries and concerns. There is total freedom with the content of the consultation, including the workplace, family and relationship with friends, and we are promoting mental health care for employees.

#### 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.





## 5-2 Strengthening Global Human Resources

## 》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. In May 2023, with the aim of spreading our view on human rights throughout the Company and enhancing its effectiveness, we have formulated the Asahi Intecc Group Human Rights Policy with the approval of the Board of Directors.

See our website for details of the 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 78 and 136 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 inter-

nal 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 135 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 becomes mandatory.

#### 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 76 and 77 for details.

## 5-2 Strengthening Global Human Resources

### ⑦ Human Rights Due Diligence

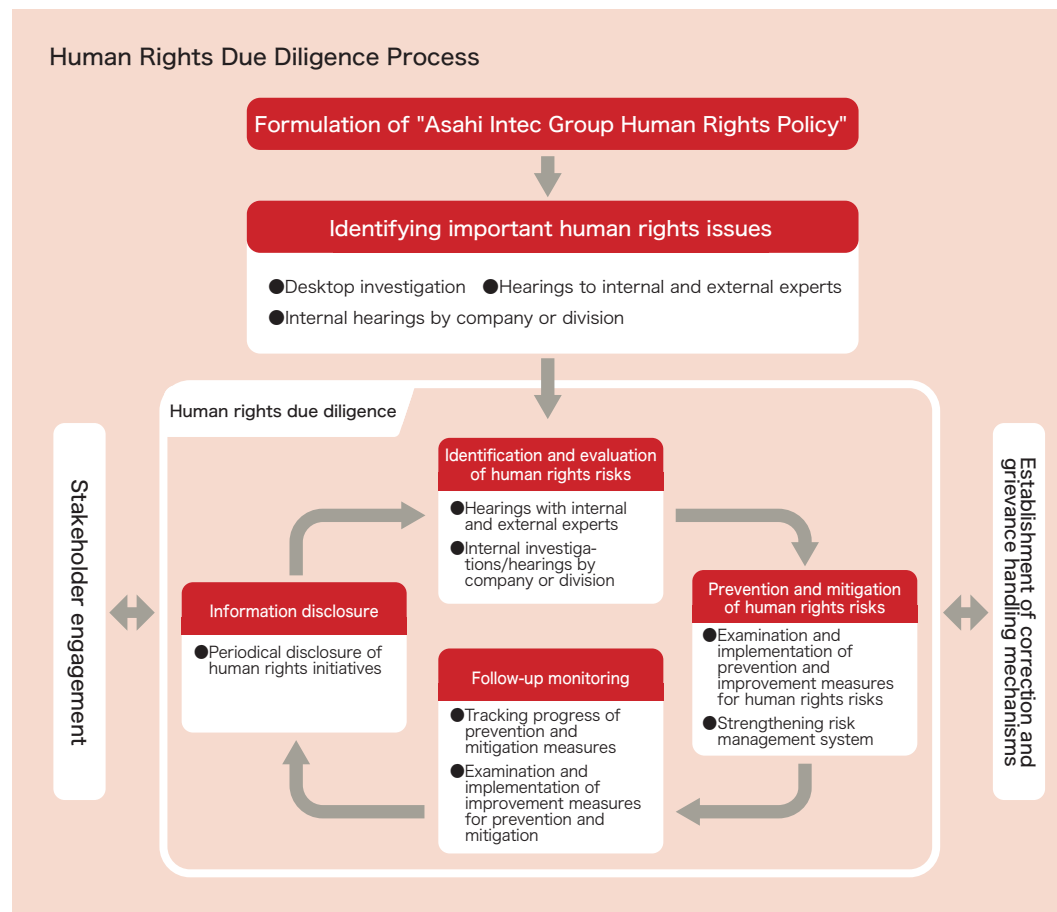
Asahi Intecc Group has established a mechanism for human rights due diligence to prevent or mitigate adverse impacts on human rights, by evaluating and identifying potential or actual risks and setting countermeasures for them.

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 Administrative Division.

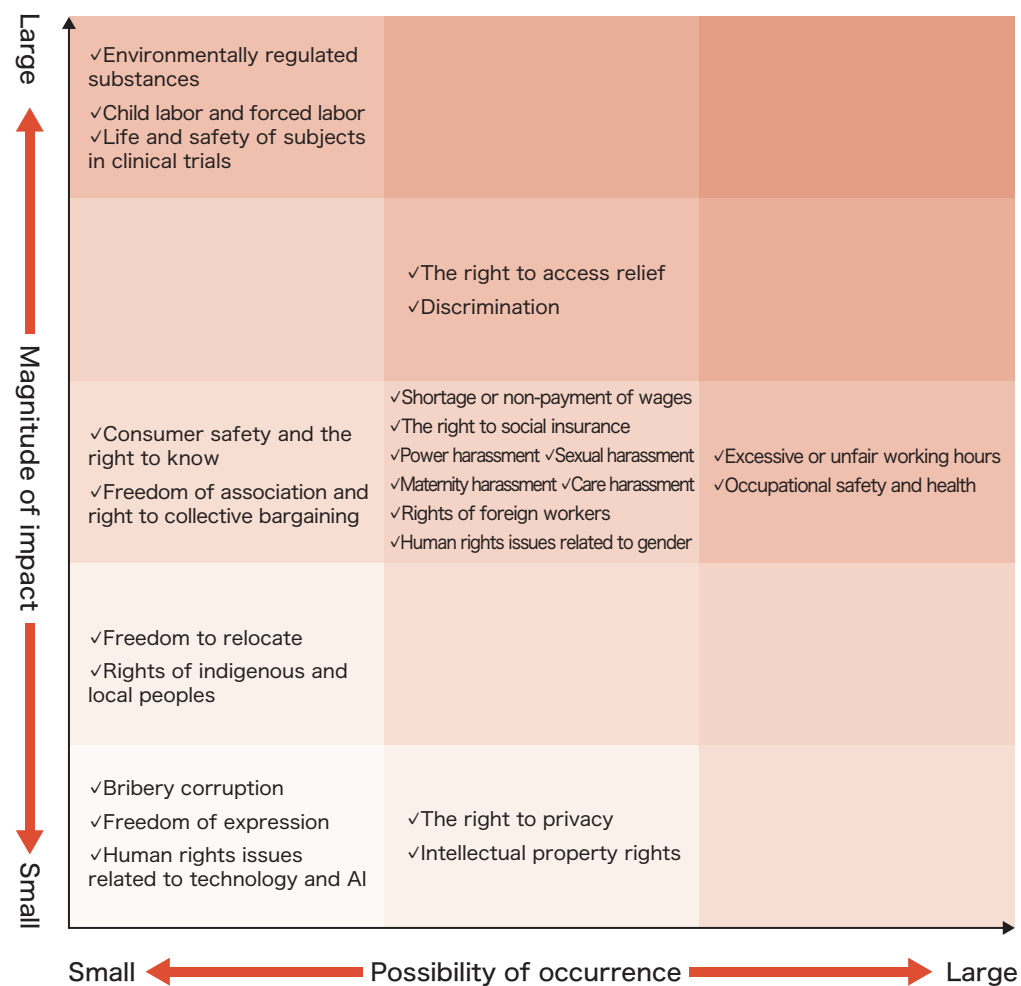
In the event that human rights issues are identified during the due diligence process, they will be addressed in coordination with department heads from relevant companies in Japan and overseas.



## 5-2 Strengthening Global Human Resources

### 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.





## 5-2 Strengthening Global Human Resources

## 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. In addition to providing education and implementing measures for harassment prevention on a regular basis, we have also established the internal reporting system.

See page 135 for details on the internal reporting system.



## 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 contribution 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 the employment of people with disabilities, and the employment rate of people with disabilities stands at 3.05% (FYE June 2024), ensuring the legally mandated rate of 2.5%. In addition, in July 2023, Ficus Co., Ltd. moved its head office near the station, 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.



## 5-2 Strengthening Global Human Resources

### ③ Promoting DE&I (Diversity, Equity and Inclusion)

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 2022	FYE June 2023	FYE June 2024
Ratio of foreign employees (global) (%)	84.5	86.2	84.0
Ratio of foreign managers (global)* (%)	65.3	65.9	60.5

\*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 2022	FYE June 2023	FYE June 2024
Ratio of mid-career hires in managerial positions (global)* (%)	61.4	54.7	57.6

\*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 flex-time 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.

At Asahi Intecc Group, the ratio of women in management positions is relatively high at 35.8%, 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 12.3% 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 2022	FYE June 2023	FYE June 2024	Goal
Ratio of female employees (global) (%)	77.2	76.2	73.7	—
Ratio of female managers (global)*1 (%)	33.9	36.3	35.8	Maintain 30% or more
Ratio of female managers (Asahi Intecc only)*2 (%)	7.9	12.0	12.3	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 2022	FYE June 2023	FYE June 2024
Gender pay gap (Asahi Intecc only) (%)	—	61.1	61.2
Gender pay gap of regular workers*1	—	82.0	81.7
Gender pay gap of part-time and fixed-term workers*2	—	24.3	27.3

\*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 a technical position

	FYE June 2022	FYE June 2023	FYE June 2024	Goal
Employment ratio of new female graduates (Asahi Intecc only) (%)	14.9	26.5	33.3	Maintain 25% or more
Employment ratio of new female graduates in a technical position (Asahi Intecc only) (%)	12.9	21.9	33.3	Maintain 20% or more

## 5-2 Strengthening Global Human Resources

### 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 57.7%, and we aim to maintain the rate at 50% or higher in the future.

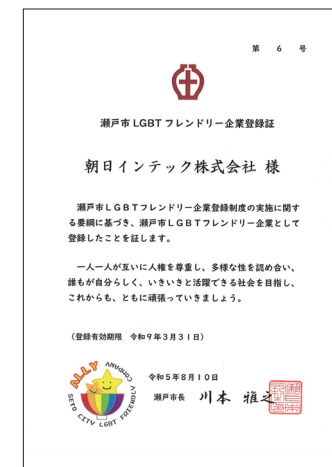
#### ■ Rate of taking childcare leave by male and female employees

	FYE June 2022	FYE June 2023	FYE June 2024	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) (%)	20.7	54.5	57.7	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 by inviting female managers from major companies



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



## 5-2 Strengthening Global Human Resources

### Measures to Promote Diversity (Holding Lectures and Encouraging Overseas Transfer)

At the Osaka R&D Center in June 2024, the “Lecture on Women’s Advancement” was given by a female executive officer from a major company, and a Panel Discussion on Encouraging Overseas Transfer was held, which also included our company employees.

In the lecture on women’s advancement, a female executive officer working at a major company gave a lecture on the concept of career building while taking the balance between family and work as a matter of course, and organizational issues and their solutions, including her real experiences. This helped both men and women to enhance their self-supporting ability to think and act on their own for career advancement.

In addition, in the panel discussion to encourage overseas transfer, both male and female employees with experience of overseas transfer took the stage. They shared their experiences gained from their overseas transfer as well as questions and opinions from young employees who are interested in overseas transfer. This helps to foster a culture that encourages employees to take on the challenge of overseas transfer. Videos of the lecture and panel discussion are posted on the company-wide intranet to promote diversity throughout the entire company. We will continue to strive to increase corporate value by enhancing diversity through various initiatives.



A lecture by a female executive officer from a major company on women’s advancement



Panel discussion to encourage overseas transfer

## 5-2 Strengthening Global Human Resources

### » 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.



#### Christian Okamoto

Vice President of Sales Operations  
ASAHI INTECC USA, INC.  
Board Member  
Asahi Intecc Europe B.V.  
Board Member  
Toyoflex Cebu Corporation (Cebu Factory)

I joined Asahi Intecc (Europe) in 2008, starting out in sales, then moving on to marketing and then to operations. I was seconded to Asahi Intecc USA in 2018, where I am now responsible for its sales operations. My responsibilities include supply chain, customer service, and business planning.

I strongly believe that one of the key reasons of Asahi Intecc's global success is the diversity of its employees with different nationalities and multicultural backgrounds. The company was able to build strong relationships with Key Opinion Leaders and partners worldwide, thanks to a talent pool that could communicate the company's vision effectively to a global audience, and at the same time, able to capture and interpret the market demands.

Asahi Intecc ensures that these diverse talents are nurtured and are well represented within the company by providing career advancement opportunities that do not discriminate between nationality, sexual orientation, religion, or cultural background.

Moreover, the company has always encouraged deep collaboration and strong communication between its Japanese and international employees. This proved to be very

valuable during the COVID-19 pandemic. Even though international travel was severely limited, the strong sense of unity and creative ideas of our team members enabled us to continue collaborating borderless.

I am very proud to be part of a company that is well respected in the world not only because of its superior products, but for its culture. Asahi Intecc is a company that successfully merges its Japanese roots and traditions with the courage and openness to new and diverse ideas, making it a truly global company.

## 5-2 Strengthening Global Human Resources



### Lydia Lin

Deputy General Manager  
Taiwan Branch  
ASAHI INTECC CO.,LTD.

I have been deeply involved in the establishment of the Taiwan branch since I first joined the company, participating in all important decisions and watching its growth and development. Seeing our Taiwan branch evolve into the vibrant company it is today has been one of the most fulfilling experiences of my career.

At the Taiwan branch, I believe that diversity is not just a corporate value, but a fundamental element of who we are as a team.

I also believe that it is our responsibility to create an environment in which each employee has his or her own unique skills and expertise, can fully utilize their strengths, and can contribute to the company's success to the fullest extent possible. By recognizing and nurturing individual talent, I strive to make everyone feel valued and empowered to excel in their roles.

I would also like to emphasize that diversity goes beyond nationality and gender. I have worked in a traditionally male-dominated Japanese company, but I have always demonstrated my expertise and made great contributions. This experience has deepened my conviction that gender does not limit possibilities at Asahi Intecc, but rather is recognized and admired.

Through our commitment to diversity, we not only enrich our corporate culture, but we also enhance our collective capacity to innovate and succeed. By respecting and embracing the individuality of each employee, we build a stronger and more cohesive team that is better equipped to meet the challenges of an evolving global marketplace.



### Bui Thi Bon

Assistant Division Manager  
Production Division  
ASAHI INTECC HANOI CO.,LTD.

Fortunately for me, I had the opportunity to join ASAHI INTECC HANOI CO., LTD. in early 2008, two years after Asahi Intecc decided to build a new overseas plant in Hanoi and started operations.

Over a period of 16 years since I joined the company, I have worked in various positions. I have been active mainly in two divisions, the Quality Assurance Division and Production Division, and I am currently working as Assistant Division Manager of the Production Division. Asahi Intecc Group, with its many subsidiaries and branches around the world, is a culturally diverse company, and I believe this diversity is the key to our superior technology and sustainable development.

With more than 2,000 employees, the Hanoi Factory is diverse in terms of occupation, experience, age, gender and nationality. Language and cultural differences lead to differences in thinking, perception, and problem-solving approaches, but we've used those differences to drive productivity and quality improvement. In addition, by creating a homely and friendly work environment that is easy to work in, and creating a special corporate culture, we are breaking down barriers between Japanese and Vietnamese, and everyone communicates and interacts with each other, with the goal of making the company feel like a second family. These efforts provide motivation and joy to employees, improve operational efficiency, maintain performance, and improve the position of the Hanoi Factory within the Asahi Intecc Group.

In order to realize our slogan of "Your dreams. Woven together," we will continue to strive even harder and devote ourselves to operations without forgetting our feelings of gratitude.