

## 5-2 Strengthening Global Human Resources

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

### Basic Approach

In 2013, Asahi Intecc Group formulated the Asahi Intecc (AI) 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 has been aiming 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 task in our international business development. To address this challenge, we have established the issues and goals 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	Actual Results for FYE June 2025	Goal	
Human resource management	<ul style="list-style-type: none"> <li>Inheritance of ASAHI-DNA</li> <li>Fostering self-support</li> <li>Training global human resources</li> <li>Forming a creative manufacturing group</li> </ul>	<ul style="list-style-type: none"> <li>Human resources for Fellow Course personnel (Asahi Intecc only) (persons)</li> <li>Practical competence improvement projects</li> <li>Number of registered groups (global) (groups)</li> <li>Number of foreign language training participants (Asahi Intecc only) (persons)</li> <li>Ratio of R&amp;D personnel (Asahi Intecc only) (%)</li> </ul>	<ul style="list-style-type: none"> <li>3</li> <li>47</li> <li>10</li> <li>42.6</li> </ul>	
Strengthening global human resources	<ul style="list-style-type: none"> <li>Penetration of human resources vision</li> <li>Reform of personnel system</li> <li>Creating safe and healthy workplaces</li> <li>Creating workplaces for a diverse workforce</li> <li>Promoting diversity</li> </ul>	<ul style="list-style-type: none"> <li>Health management</li> <li>Correcting long working hours</li> <li>Promoting the employment of people with disabilities</li> <li>Promoting the success of women</li> <li>Diversifying human resources</li> </ul>	<ul style="list-style-type: none"> <li>Average monthly overtime (Asahi Intecc only) (hours)</li> <li>Rate of taking paid leave (Asahi Intecc only) (%)</li> <li>Employment ratio of people with disabilities (in Japan) (%)</li> <li>Ratio of female managers (global) (%)<sup>*1</sup></li> <li>Ratio of female managers (Asahi Intecc only) (%)<sup>*2</sup></li> <li>Employment ratio of new female graduates (Asahi Intecc only) (%)</li> <li>Employment ratio of new female graduates in technical positions (Asahi Intecc only) (%)</li> <li>Ratio of foreign employees (global) (%)</li> <li>Ratio of foreign managers (global)<sup>*1</sup></li> </ul>	<ul style="list-style-type: none"> <li>21.8</li> <li>75.6</li> <li>2.76</li> <li>33.5</li> <li>14.3</li> <li>29.1</li> <li>20.5</li> <li>82.8</li> <li>64.9</li> </ul>
Creation of fulfilling workplace			<ul style="list-style-type: none"> <li>Maintain 30% or more</li> <li>13% or more as of FYE June 2026</li> <li>Maintain 25% or more</li> <li>Maintain 20% or more</li> </ul>	

\*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.

## 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 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 number of annual hours of training offered to staff members is 11,813 hours, and the cumulative annual number of staff members receiving training is 2,420 in FYE June 2025.

### Human Resources Vision

		ASAHI-DNA		Viewpoint of ASAHI DNA
		Challenge	Dream	Creative Manufacturing Group
Global Best		Challenge Passion	Realization of Dreams Challenge Boldly	Pursuit of Technical Skills and Expertise Meister Team Technological Innovation
Asahi-Likeness / Viewpoint of Specialized Abilities		Self-Support		<ul style="list-style-type: none"> <li>Succeed as a Self-Supporting Person</li> <li>Self-Starting and Collaborative Organization, Self-Supporting Personnel Teamwork</li> <li>Pursuit of Performance: Contribution to Business Growth and Expansion of Business Performance</li> </ul>

## ① Inheritance of ASAHI DNA

To constantly manufacture products at a high level as an R&D-oriented 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 2025)



## 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 the targets. As of FYE June 2025, 47 groups are actively involved in this project, which involves voluntary improvements at manufacturing sites, mainly at overseas factories. In addition to result-oriented projects, such as newly implementing various methods and know-how in the development process, improving the efficiency in overseas manufacturing departments through process improvements, and optimizing inventory management, and projects that are deemed to have a high potential to impact the future have also received many awards. 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.



ASAHI INTECC HANOI CO., LTD.



ASAHI INTECC USA, INC.



ASAHI INTECC EUROPE B.V.

### ③ Training Global Human Resources

We support smooth transfers 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. In addition, 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 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 43.6% (as of FYE June 2025), and we will strive to further expand the treatment area and develop the company's business by strengthening our R&D capabilities.

### ⑤ On-Site Training by New Employees

Our company places importance on the *monozukuri* (manufacturing) site, and conducts one-week on-site training for all new employees at its Thailand factory after they have been employed for one year. We aim to optimize the group from a global perspective by understanding the actual production process regardless of department/division. During the COVID-19 pandemic, the on-site training was suspended owing to restrictions on overseas travel, but now it has gradually resumed and will continue to be held as a valuable opportunity to understand manufacturing.



ASAHI INTECC THAILAND CO., LTD.

## 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 sustainable 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 pursuing performance, evaluation will be reviewed based on target settings according to the role criteria for each class to improve the 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 take on stretch assignments 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 course (Management Course) aimed at fostering management leaders, we have established the Fellow Course, in which human resources outstanding in terms of skills and knowledge aim to become a fellow (special professional), with the aim of realizing a career path that matches the characteristics of human resources. As of June 2025, three technical personnel are assigned to the Fellow Course, and three persons further develop their skills and provide guidance to young human resources as a fellow.

Education by level	Engineer education	Global education	Self-help education
Executive coaching training			
Training for personnel management	GM training	Training for executive candidates	Training for the directors of overseas bases
	TL training		Language training prior to being transferred overseas
Technical training for each division		Training for business skills	Communication training for employees posted overseas
Training for freshman leaders			Overseas factory training
Training for newcomers			E-Learning
			External training (e.g., MBA)

## 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 the company and an important task to support sustainable growth. Our group is 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. The system started at some sites and was introduced at all sites in July 2024.

We will promote the flextime system 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 2023	FYE June 2024	FYE June 2025
Average monthly overtime (Asahi Intecc only) (hours)	24.4	23.9	21.8
Rate of taking paid leave (Asahi Intecc only) (%)	74.6	72.1	75.6
Flextime system Number of sites with flextime system (in Japan) (sites)	6	6	8
Voluntary turnover rate of regular employees (Asahi Intecc only)* (%)	6.1	6.5	5.1

\*Recruitment activities have increased with the end of the COVID-19 pandemic, and the turnover rate has increased. However, 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. As of the end of FYE June 2025, 24 employees have used the system to continue working.

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	After treatment, allows people to work on an hourly basis for up to one month after 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 system 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.



Training gym

#### 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 nutritious meals three times a day. In this way, we are working to improve the health of our employees through food, which is a fundamental aspect of health.



ANNEX building cafeteria



Global Headquarters and R&D Center cafeteria

## ②Creating Workplaces for a Diverse Workforce

### Respect for human rights

#### ①Basic Approach

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 [↗](#)

#### ②Participation 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 have continuously renewed our membership since then. We will 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. Details of UNGC-related

activities for FYE June 2025 are available on the UNGC website.

UNGC Website [↗](#)



#### ③Education 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 72 and 129 for details.

#### ④Correction 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 and other information that could identify the whistleblower shall not be disclosed to parties related to the company without the consent of the whistleblower or reasonable grounds. At overseas bases, we have established a contact point for receiving consultation and reports at each base. See page 128 for details.

#### ⑤Response 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.

#### ⑥Approaches to Business Partners

Our group 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 conventional questionnaires for suppliers. As such, through our entire supply chain, we have been strengthening our efforts to respect human rights, such as by announcing our requests to suppliers that include human rights, the environment, and anti-corruption in FYE June 2025. We will continue to steadily implement measures to protect human rights by commanding a view of the entire supply chain.

See pages 70 and 71 for details.

## 5-2 Strengthening Global Human Resources

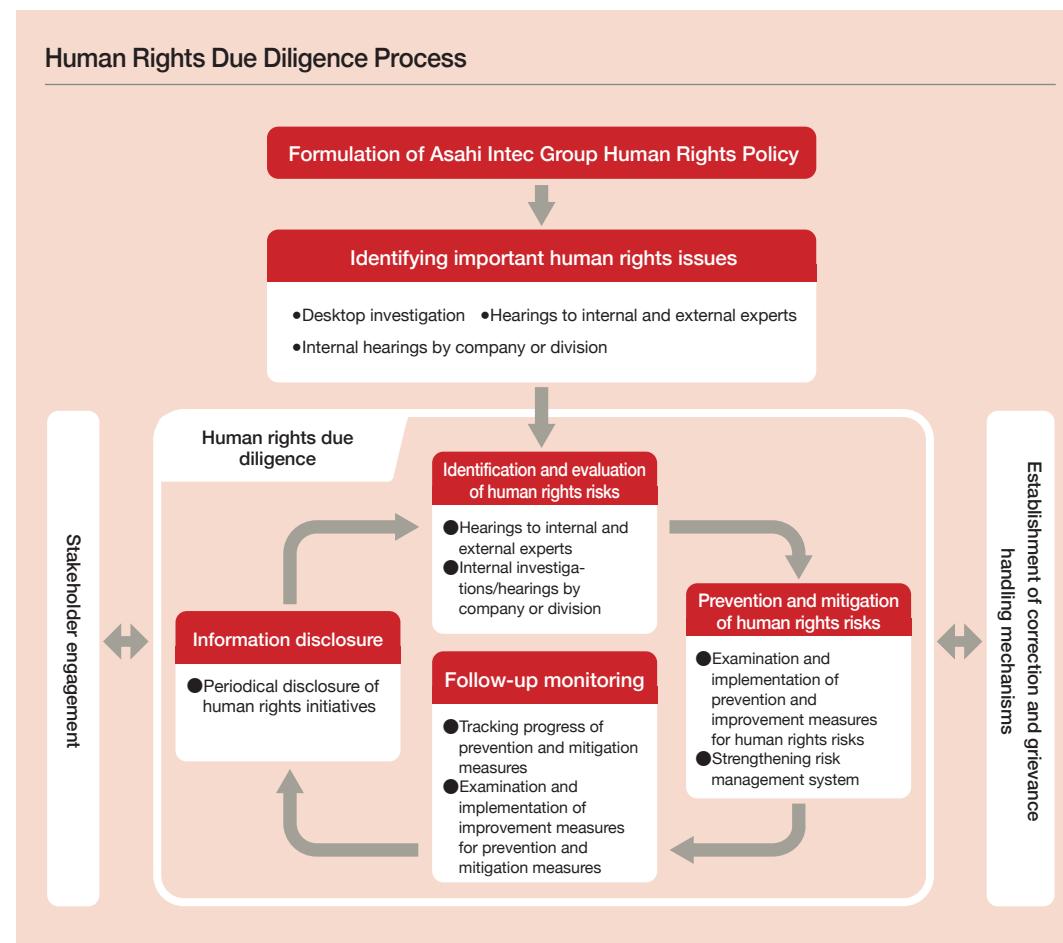
## 7 Human Rights Due Diligence

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.

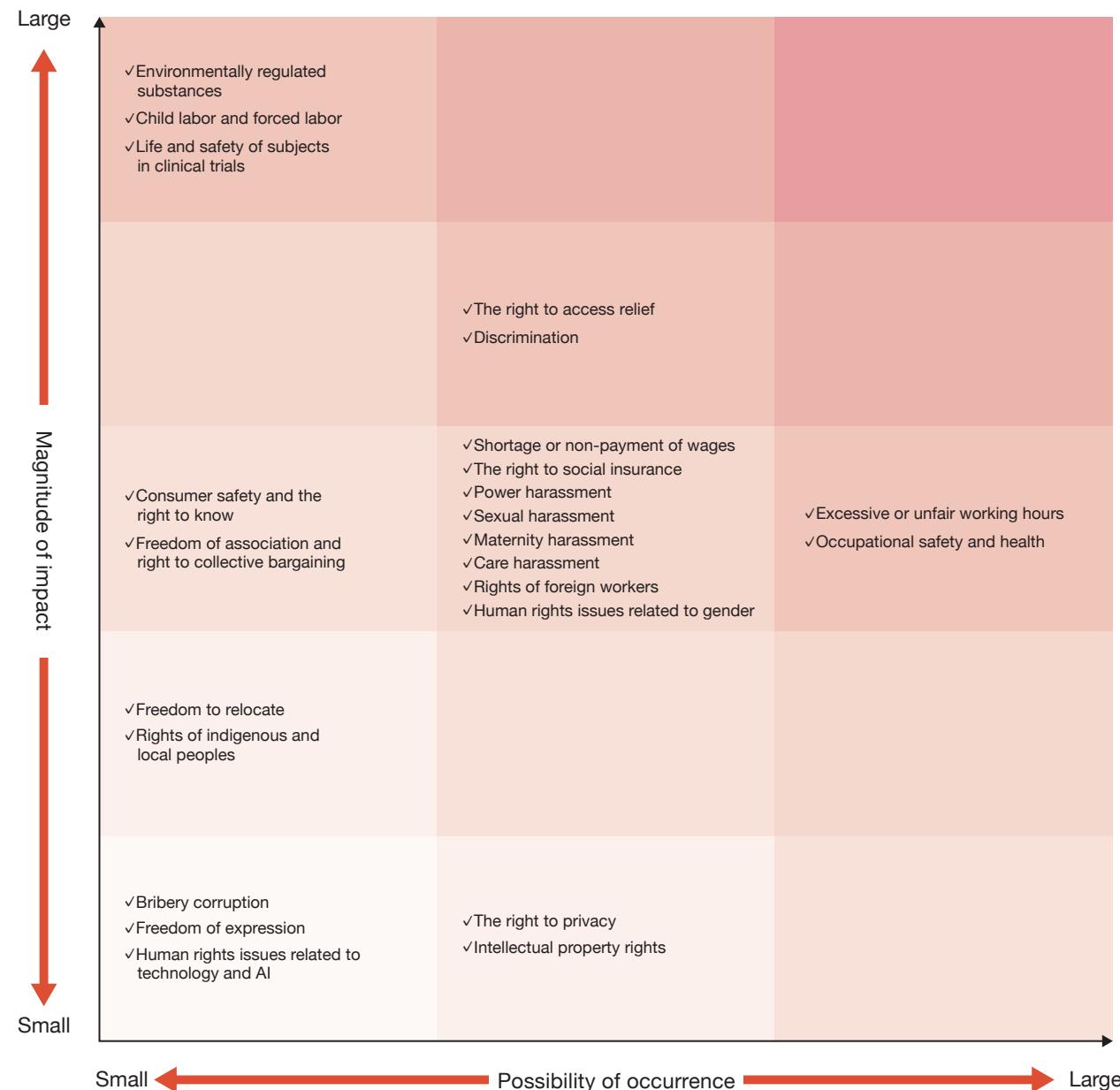


## 5-2 Strengthening Global Human Resources

### 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 the occurrence of the potential risks and mitigate their impacts.



## 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 128 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 upper 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. In addition, the in-house social networking service 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 to Ficus, we have worked to expand the employment of people with disabilities. The employment rate of people with disabilities stands at 2.76% (FYE June 2025), 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 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.



It is conveniently located just a one-minute walk from Hongo Station on the Nagoya Municipal Subway.



Ficus Co., Ltd.

## 5-2 Strengthening Global Human Resources

### ③Promoting 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 increasing 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. We have not set any targets because we have already secured sufficient diversity.

#### Ratio of foreign employees / Ratio of foreign managers

	FYE June 2023	FYE June 2024	FYE June 2025
Ratio of foreign employees (global) (%)	86.2	84.0	82.8
Ratio of foreign managers (global)* (%)	65.9	60.5	64.9

\*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 2023	FYE June 2024	FYE June 2025
Ratio of mid-career hires in managerial positions (global)* (%)	54.7	57.6	60.3

\*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. At Asahi Intecc Group, the ratio of women in management positions is relatively high at 33.5%, 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 14.3% 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 a manager have changed since becoming a manager, the benefits of becoming a manager, 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 2023	FYE June 2024	FYE June 2025	Goal
Ratio of female employees (global) (%)	76.2	73.7	73.8	—
Ratio of female managers (global)*¹ (%)	36.3	35.8	33.5	Maintain 30% or more
Ratio of female managers (Asahi Intecc only)*² (%)	12.0	12.3	14.3	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 2023	FYE June 2024	FYE June 2025
Gender pay gap (Asahi Intecc only) (%)	61.1	61.2	62.2
Gender pay gap of regular workers*¹	82.0	81.7	80.1
Gender pay gap of part-time and fixed-term workers*²	24.3	27.3	30.9

\*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 2023	FYE June 2024	FYE June 2025	Goal
Employment ratio of new female graduates (Asahi Intecc only) (%)	26.5	33.3	29.1	Maintain 25% or more
Employment ratio of new female graduates in technical positions (Asahi Intecc only) (%)	21.9	33.3	20.5	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 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 68.0%, 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 2023	FYE June 2024	FYE June 2025	Goal
Rate of taking childcare leave by female employees (Asahi Intecc only) (%)	100.0	100.0	90.0	—
Rate of taking childcare leave by male employees (Asahi Intecc only) (%)	54.5	57.7	68.0	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.



## 5-2 Strengthening Global Human Resources

## Voices of Those Who Have Taken Childcare Leave



Solo childcare, which I experienced many times, and balancing it with a managerial position supported by the system

**Keiji Akutsu**

Team Leader, Legal Affairs Division, Asahi Intecc Co., Ltd.

I have been engaged in legal affairs in the administrative division, and have focused on corporate risk management, including the preparation and review of contracts and response to compliance. Since 2021, I have also been managing a team within the Legal Affairs Division. I started thinking about taking childcare leave by myself in 2018 when my third child was born. Until then, my wife took childcare leave, and with the help of our parents, we put our children into a nursery school and worked full-time. However, raising multiple children while working on a full-time basis was burdensome and caused great anxiety. Just around that time, a questionnaire about working styles was conducted in our company, and the system of short working hours was expanded. Shorter working hours are now available until a child reaches the fifth grade of elementary school, and the company has shown its willingness to support positively a balance between work and childcare. Taking advantage of the expansion of this system, I daringly consulted with my boss about childcare leave and shorter working hours after returning to work, and he replied that the department would willingly support me. Since then, I took childcare leave upon the birth of my third and fourth child and have also been working shorter hours. I feel that childcare leave has improved the balance of sharing housework and childcare, and more than anything, has deepened family ties. After returning to work, I am able to work flexibly, and it was during my short working period that I was assigned to a managerial position. I am able to maintain high motivation at work without being affected by family circumstances on my job evaluation. Recently, other male employees have also taken childcare leave and have been able to interact with each other as fathers. I feel that an environment is in place to choose childcare leave naturally.

In the past, there were relatively few men taking childcare leave, but now there are more men pushing strollers on the streets and picking up and dropping off their children at nursery schools. Our company supports both men and women who strive for work and childcare. I hope that an environment where people can cherish time with their families while working becomes more widespread.



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



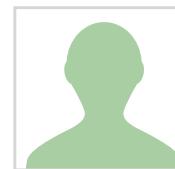
The value of childcare leave experienced as a development leader

**Yuki Kato**

Team Leader, Medical Product Development Group, Asahi Intecc Co., Ltd.

Since joining the company, I have been involved in the development of guidewires and catheters. I am currently in charge of product development and management of members as a team leader of the guidewire development team in the Neuro and IVR Product Development Group.

I took two months of childcare leave to coincide with the birth of my second child. When I asked my boss about taking it, he readily agreed, and I remember him being rather caring and asking me, "Is two months enough?" In addition, the team members also willingly took over my duties during the leave, and I was able to take childcare leave with worry. Through childcare leave, despite the short period of time, I was able to realize the difficulty and joy of childcare and gain a deeper understanding of the feelings of those who take childcare leave. This was an extremely valuable experience for me both privately and professionally.



Supported by a workplace where co-workers say "welcome back"

**Yuki Taki**

Business Development Group, New Business Development Division Asahi Intecc Co., Ltd.

After being assigned for about two years in the development section, I am currently in charge of mainly collaborative facilitation and interpretation work with a start-up company. In February 2025, I took two months of childcare leave for the birth of my second child. Guidance on the submission of various advance application documents and everyone's responses were quick and easy to understand, which was very helpful during a stressful time when my wife was expecting a baby. The childcare leave period was a time when I keenly felt the gratitude of being able to spend time with my family. Not only was I able to share the physical and mental burden of my wife, but I was also able to focus on the mental care of my eldest son, who was suffering from mental stress because my wife had to completely devote herself to the care of our second child. I think I spent a very meaningful time during that period. When I returned to the team, they greeted me "Oh, welcome back" in a homely atmosphere, and I was able to return to work with a calm mind. I'm so grateful.

## 5-2 Strengthening Global Human Resources

## Voices of Active Women



Management that creates an environment where younger employees can continue to take on challenges with diverse expertise

**Masako Manabe**

Group Manager, Clinical Development Group, Asahi Intecc Co., Ltd.

I am responsible for the system development and human resource development in the Clinical Development Division. The mission of the Division is to contribute to improving the quality of healthcare through scientific-evidence-based development in collaboration with members with diverse expertise. Our company has a system to support flexible working styles that enable sustainable career development while incorporating individual life events. Under the corporate culture of supporting the individual challenges regardless of gender, the major attraction is that cooperation and consultation among divisions are easy while maintaining discretion as manager. In the future, I would like to support a workplace where diverse human resources can demonstrate their abilities by creating a system allowing for younger employees to take on the challenge for their growth through their own initiatives, regardless of gender or life stage.



Becoming a person who supports challenge and innovation as a female manager

—Supported by a corporate culture that embraces challenges

**Yumi Horio**

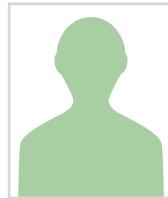
Team Leader, Import/Export Management Group, Asahi Intecc Co., Ltd.

As the leader of the team responsible for the import/export of products to overseas customers, I am involved in building a logistics system. I am always aware of reform as a leader, and I am working to build a more efficient and flexible system in the rapidly changing global market and logistics environment. As a manager, I try to support the growth of each of my subordinates, proactively create opportunities to take on new challenges and high goals, and closely follow the progress and the matters to be addressed for each individual. I feel that moving side-by-side with the team members on a daily basis has led to their growth, raising the level of the entire team and their revitalization. Our company has a culture in which everyone, whether male or female, can take on challenges, and there is also a system in place to support different life stages, such as childcare leave and family care leave. I expect those who aim to become managers to have a firm understanding of the company's vision and direction, chart their career paths, think about their roles and contributions, and act proactively.



## 5-2 Strengthening Global Human Resources

### Voices of Active Women



Applying my experience to current management as a pioneer of taking childcare leave

**Yuki Yoshioka**

Team Leader, Marketing Communication Team, Asahi Intecc Co., Ltd.

Since joining the company, I have belonged to the marketing department. At first, I produced product catalogs and other promotional materials while in charge of mainly clinical and academic areas in the cardiac field. After that, I was responsible for setting up the product website and creating "Ichiyaku Branding" guidelines to unify the brand of all products. Currently, I plan and manage international conferences held in Japan.

I took childcare leave for about one and a half years ten years ago. At that time, there were only a few people around me who had taken childcare leave and returned to work, so it was not common practice within the company. However, I decided to take a leave of absence until my child turned one year old, and after that, I worked hard to search for daycare so that I could return to work as soon as possible. Remote and flexible working systems offered by a company are important for mothers who are working while raising children. In our company, such systems have gradually been established, and the understanding for the systems and support of superiors and those around me were very encouraging.

I am currently in a management position, leading diverse teams that include members who work while raising children. I also want to make it important to create an environment where everyone can move forward without giving up their career while making use of the power and flexibility cultivated through childcare.



Warm words and a solid system that supported the return from long-term childcare leave

—Supported by the reassurance of a nursery school next to my workplace

**Erina Noro**

Cash Management Group, Asahi Intecc Co., Ltd.

I joined the company in 2012 after graduating from commercial high school, and after two years of experience in the accounting group, I was assigned to the Cash Management Group in 2014. I was in charge of and had extensive experience in deposit and withdrawal processing, deposit management, accounts receivable management, and outstanding receivables management. During that time, I had also acquired business automation skills.

I took childcare leave for two years from April 2023 to April 2025. I was provided with an environment where I could work from home during pregnancy before childcare leave, and consideration was also given to the content of my duties after returning from the leave.

After returning from the childcare leave, even if I had to take a short break owing to my child's poor health conditions, there was a backup system in the department, which made it easy for me to take a break. Since I use a company-led nursery school near our head office, I have peace of mind because of its proximity.

I was nervous and anxious about returning to work, but thanks to the warm words of my superiors and people around me, I have been able to work positively on balancing childcare and work.



## 5-2 Strengthening Global Human Resources

## Voices of Global Human Resources

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.



Strong presence and growth in the Chinese market through China-Japan collaboration and corporate culture



**Yanjun Zhou**  
Executive Vice President  
ASAHI INTECC Scientific (Beijing) Co.,Ltd.

When Asahi Intecc products first entered the Chinese market, the company where I used to work was fortunate to become the first commercial partner to collaborate with ASAHI INTECC. Personally, I joined Asahi Intec Scientific (Beijing) Co., Ltd. on January 1, 2018 and became a member of this family. Currently, as an executive vice president, I am responsible for all aspects of daily business operations, including product sales, marketing, bidding, and logistics. Thanks to the clear guidance and wise leadership of the president of our Chinese subsidiary (see page 43) and the close cooperation of our colleagues in each division, our day-to-day operations are efficiently managed, and this is the foundation for the Chinese subsidiary's stable growth. Coronary intervention surgery in China has been developing since 1984 and has undergone 41 years of evolution to date. Since its entry into the Chinese market, Asahi Intecc has established a leading position in product characteristics and advantages that other companies do not have, as well as in specific product areas within the industry. We are particularly proud of our guide wire products, which have established a

leading position in the Chinese domestic market. Superior products are generated from the spirit of monozukuri (manufacturing) and are recognized by the market, but what is even more essential is corporate culture. Our employees have overcome day-to-day difficulties with specialized skills, effective collaboration and accurate decision-making. As a global company dedicated to specialized fields, our employees in Japan and China maintain effective communication and actively promote exchanges, further demonstrating our advanced capabilities as a global company.

There is an old Chinese saying, "Where there is a will, there is a way." Based on the unwavering vision of the president of the Chinese subsidiary, all of our employees will continue to make efforts to contribute to the development of Asahi Intecc Group.

## 5-2 Strengthening Global Human Resources

### Voices of Global Human Resources



Global quality assurance supported by a corporate culture and climate that respects true diversity



**Cynthia Valenzuela**

Director, Quality Systems

ASAHI INTECC USA, INC.

Since I joined ASAHI INTECC USA Inc in November 2018, I have taken on a progressive leadership role while leveraging my regulatory expertise and commitment to quality. In 2023, I also served as Director of Quality System and Quality Engineering, overseeing the administration of AIU's quality management system and each function of quality assurance, quality control and quality technology. I am proud that I have guided and nurtured the team and worked to ensure continuous improvement and company-wide compliance. As Director of the Quality Systems Department since June 2025, I have been focusing on continuously improving internal quality systems and document management, and instilling a quality-oriented culture throughout the organization. As for the corporate culture of Asahi Intecc Group, I feel that true diversity is at the core of our global organization. At our sites around the world, local employees lead culturally appropriate business operations, and our Japanese colleagues consistently embody Asahi Intecc's core values. This dynamism creates an inclusive work environment where people respect each other, everyone has a voice, and their ideas are taken seriously.

As for teamwork at Asahi Intecc, all employees work together toward a common goal. The slogan "Your Dreams. Woven Together." not only represents our mission to provide innovative, high-quality medical devices in a customer-oriented manner, but also represents the way we work within the company. Each employee aligns his or her own dreams and goals with the company's vision and makes every effort to contribute to patients and technological innovation through collaboration and mutual respect. I will continue to do my utmost to seek better quality and cultivate a better corporate culture.