



## Chapter 5

# Sustainability Bolstering Non-financial Capital

Sustainability - Non-financial capitals

- 5-1 | On-site problem solving through innovation
  - Strengthening social capital
  - Strengthening Intellectual Capital 1
  - Strengthening manufacturing capital
  - Promotion of Digital Transformation (DX)
- 5-2 | Strengthening Global Human Resources
  - Human resource management
  - Creating Fulfilling Workplace



# 5-1 | On-site problem solving through innovation

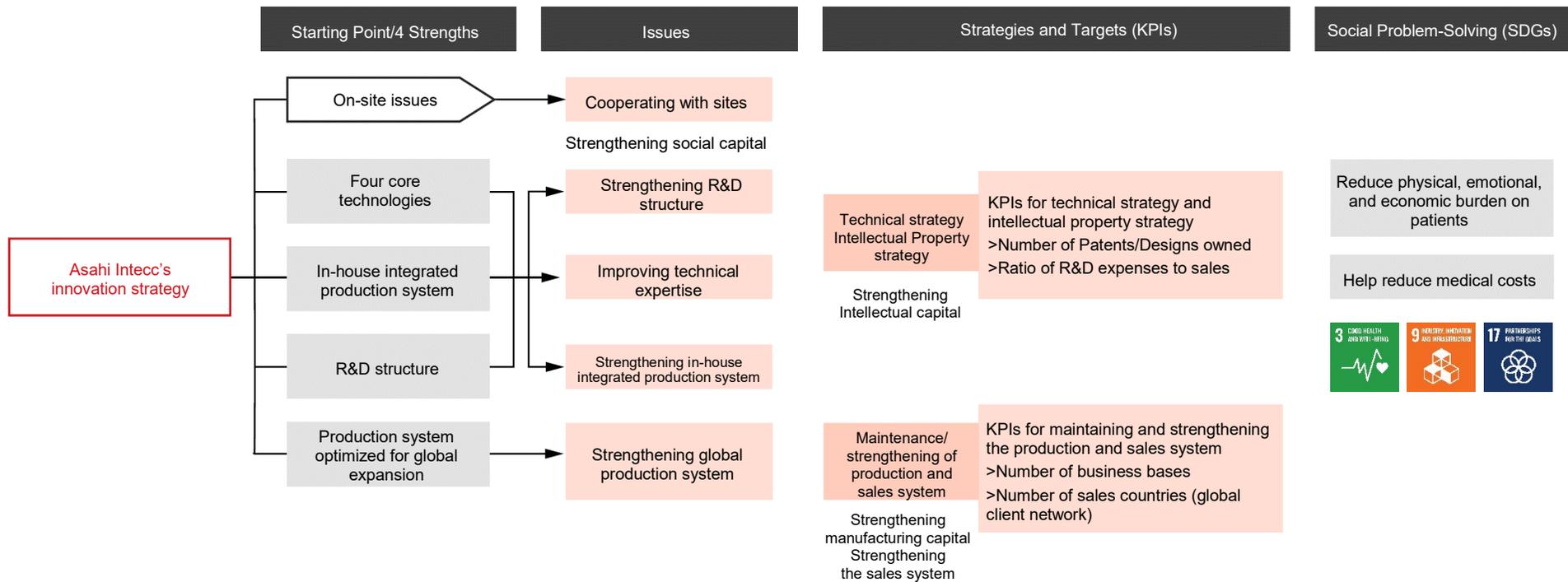
We are working to further create innovation by bolstering non-financial capital.

## Basic Thinking

Our Group's innovation comes from our four strengths: "advanced and highly unique material processing technology based on four core technologies," "in-house integrated production system," "R&D structure," and

"production system optimized for global distribution." Supporting these four strengths is our management foundation made up of non-financial capital including excellent human resources (human capital) that pass on

the DNA of the company, as well as manufacturing capital, intellectual capital, and social capital. By bolstering this non-financial capital, our Group will work strategically to solve on-site issues for achieving greater innovation.



## 5-1 |On-Site Problem Solving Through Innovation

## Social Issues to be Solved and Measures

**1 Social Issues Asahi Intecc Wants to Address**

The starting point of business activities of our Group is solving on-site issues. We aim to supply the world with one-and-only technologies and number one products in the fields of medical devices and industrial components so that, based on safety and reliability, we solve on-site issues, realize dreams, and contribute to society as a whole.

**2 Specific Measures**

- Developing Products That Reduce the Physical, Emotional, and Economic Burden on Patients (Medical Division)

Our Group has developed and marketed products such as PCI guide wires and penetration catheters, which have a high product advantage unmatched by other companies and are capable of CTO treatment, and have contributed to expanding the selection rate of PCI treatment in the CTO field.

By focusing on medical challenges and supplying products that meet doctors' needs, we are also reducing the physical, emotional, and economic burden on patients by contribution to improvements in treatment success rate and to reduction in treatment duration by increasing choices at medical facilities.

**■ New Products and Technologies**

Recently, we have established and promoted the following new products and technologies described below.

In the FYE June 2022, "GAIA Next 4th" was launched as the latest model of our "GAIA Next" series in the field of PCI guide wires for CTO treatment, in which our technology has the greatest strengths. With improvement of the penetration of hard constricted areas, this product has the potential to contribute to shortening the treatment time for chronic complete occlusion, which has been difficult with conventional lineups.

In addition, our "Tornus ES" dilator for digestive organs

more easily penetrates through the target site by rotating the device at hand, unlike conventional electric dilators. By combining our core technologies with product technologies cultivated in penetrating catheters for endovascular treatment, we have realized the demands of clinical site in our new products.

The number of new medical device products launched in the FYE June 2022 was 2. We continue to create new medical items every term.

At the same time, we created new value by combining our core technologies with laser processing technology, precision processing technology, and molding technology in response to the diversifying needs of the medical component market. These technologies are starting to be implemented in the processing of various components. We also undertook multiple innovation initiatives, including applying an overseas startup's sensors to our guide wires in a joint R&D project.

5-1 | On-Site Problem-Solving Through Innovation

Strengthening social capital

Cooperating with sites

■ Medical Division

Over the past few years, we have developed products matching medical workplace needs by strengthening our system of joint R&D with highly experienced top doctors in each medical field. We sign contracts with top doctors and medical institutions in cardiology, peripheral blood vessels, neurovascular, and gastrointestinal field, and together develop products based on the needs we hear of in clinical settings.

We also do this overseas, establishing a development division in the United States and building a system for reflecting local doctors' needs in prototypes, as well as incorporating the needs of doctors at home and abroad in product development. We have established a near-clinical environment with a simulation room that recreates an actual operating room in our Global Headquarters and R&D Center. In the simulation room, we have top Japanese and foreign doctors try out our Group's technologies and products on proprietary human models so we can immediately apply their desires and feedback to our product development.

■ Device Division

Our Group's origins lie in the manufacture and processing of ultra-fine stainless steel wire ropes. Currently, in addition

to manufacturing and processing ultra-fine stainless steel wire ropes, we are highly regarded in the manufacture and processing of resin products, and products in the device business are widely used as components in the medical equipment and industrial equipment fields.

We meet our customers' diverse needs by developing components to their unique specifications in response to their requests.

We aim to pioneer new, minimally invasive treatments based on feedback from doctors around the world.

Cardiovascular Field



**William L. Lombardi, M.D.**  
Clinical Professor, Medicine, Division of Cardiology, Director, Complex Coronary Artery Disease Therapies, University of Washington Medical Center



I think with the move of ASAHI to ownership of their guide wires and their micro-catheter, we are going to see much more knowledgeable sales people who are more vested in the success of that technology. And I think that we, hopefully, will see ongoing investment in research and physician education via in some ways in one nimble sales force.



**Prof. Junbo Ge**  
Academician of Chinese Academy of Sciences, Director of the Department of Cardiology, Zhongshan Hospital, Fudan University



I guess, maybe in the next years, PCI in the whole of China should be over three million. Therefore, I think we have a lot of things to do. We have to train our colleagues, especially our young colleagues, to encourage them to get involved for PCI. And the more local hospitals, especially in the county hospitals, also now get involved to handle acute myocardial infarctions, especially for primary PCI treatments.

Neurovascular Field



**Demetrius K. Lopes, M.D.**  
Surgical Director, Director of Cerebrovascular Surgery and the Comprehensive Stroke Program, Advocate Health Care



Asahi Intecc is something that was for me very much synonym of a great technology and a great product. I always felt that the quality associated with Asahi is a very high standard. This became very true when I started using a lot of the Asahi products. You start getting the reliability and the consistency of the products.



**Prof. Dr. René Chapot**  
Head of Department of Neuroradiology and Radiology, Alfried Krupp Hospital



As the volume of procedures is increasing a lot, we need much more specialized products. We need a range of guiding catheters, such as balloon guiding catheters, small wires and wires that facilitate the navigation of the aspiration catheter. There are so many things to do, and I'm sure that soon we have a new family of products coming out by Asahi.

Gastrointestinal Field



**Kei Ito, M.D., Ph.D**  
Director of Center of Gastroenterology, Sendai City Medical Center Sendai Open Hospital



I am quite impressed by the ability and speed at which ASAHI transfers its technologies accumulated in the cardiovascular field to the field of gastroenterology. They have a corporate culture that allows many engineers to openly express their opinions and rack their brains together to solve problems. I believe that Asahi is a company capable of choosing the optimal path in this way.

We have listened to feedback from doctors at academic conferences held all over the world.



CCT (Japan)



SCAI (USA)



CIT (China)

5-1 |On-Site Problem Solving Through Innovation

## Strengthening Intellectual Capital 1

### Strengthening R&D structure

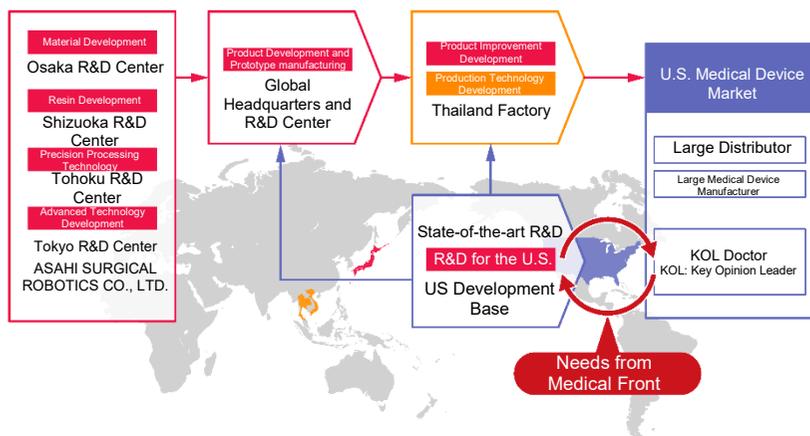
#### ■ Measures to Strengthen/Improve Our R&D Structure

At our Global Headquarters and R&D center, we integrate the material and processing technology research results cultivated in our Japanese R&D bases to enhance our product development.

For details, please refer to the Basic Policy (3) "Develop R&D and Production System Optimized for Global Expansion" in our Medium-Term Management Plan "Asahi Going Beyond 1000" (page 33).

#### ■ R&D System Covering Product Development from Upstream to Downstream

We strengthen our "practical competence" through globalization of R&D systems, including prototyping.



#### ■ Develop R&D System Optimized for Global Expansion



5-1 |On-Site Problem Solving Through Innovation

## Strengthening Intellectual Capital 2

### Improving Technical Expertise (Technical Strategy/Intellectual Property Strategy)

#### Measures to Strengthen/Improve Our Technical Expertise

In order to respond to rapidly changing market needs in a timely, precise fashion, we will continue to evolve our four core technologies, introduce new technologies and, through innovation based on synergy between core and new technologies, strengthen and improve our foundation of technical expertise.

With our four core technologies, we are constantly considering and working on how we can respond to new and sophisticated needs in the fields of medical devices and industrial components from new perspectives as well as how we can expand their applications to new materials or achieve new synergy between core technologies. Furthermore, with technologies like laser processing and precision processing, we strive to cultivate new core technologies. We have recently been promoting research into new underlying technologies such as sensors and plasma through external partnerships, proactively engaging in activities based on open innovation. We are also combining and supplementing technologies to produce in-house synergy using these new technologies and our four core technologies.

#### Intellectual Property Strategy

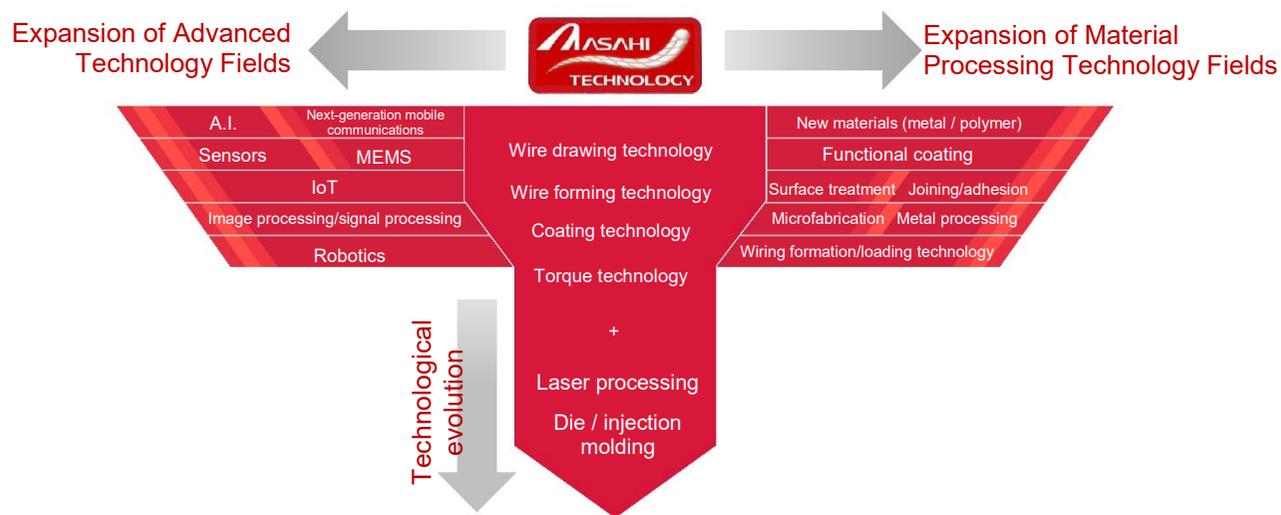
Asahi Intecc Group has established the intellectual property management rules to manage intellectual property. We protect new technological fruits obtained by technical development as the foundation of our Group's activities, by applying for and obtaining patents. However, to avoid disclosing technical details in the patent application process, we have elected to keep our most important, most unique material processing technology inside the company and not apply for patents. In terms of strengthening and protecting our brand, we are proactive

in registering the trademarks and designs of our products and technologies.

#### (Actions for Patent Infringement and Lawsuit)

Our Group has built a system to catch patent infringements in a timely manner using a database dedicated for intellectual property that contains information on laws and regulations in countries around the world as the routine management system of intellectual property. Any infringement on intellectual property we own will be dealt by the Intellectual Property Committee, chaired by the CEO, according to the management regulations.

### Evolution and Expansion of Our Group's Technology



5-1 |On-Site Problem Solving Through Innovation

## Strengthening manufacturing capital

### Measures to Enhance Production System

#### ■ Production System

Our Group specializes in R&D and prototyping in Japan, while mass production is generally transferred to consolidated subsidiaries overseas, a system that enables integrated production from materials to finished product in overseas factories (Asahi Intecc Thailand Co., Ltd. [Thailand factory], Asahi Intecc Hanoi Co., Ltd. [Hanoi factory], and Toyoflex Cebu Corporation [Cebu factory]). In this context, from the perspectives of risk management and BCP, we are optimizing production bases across the entire Group by enabling all three factories to manufacture the same products so that in the event of one or more factories ceasing operation due to local factors or otherwise, another factory can cover the majority of the lost production. We will also build a new building (to be completed in June 2024), and furnish our Japanese production bases (Asahi Intecc Co., Ltd.), which currently do not have mass production capabilities, with the equipment to cover production in an emergency.

#### ■ Measures to Strengthen/Improve Our Technical Expertise

We continue to promote mechanization, labor force reduction, and automation in our mass production factories to further improve productivity and stabilize product quality. These activities are led by the engineers at each factory based on the expertise accumulated there. They include not only installing outside equipment but also prototyping, designing, manufacturing, and modifying core equipment and machinery at each base. The technical information

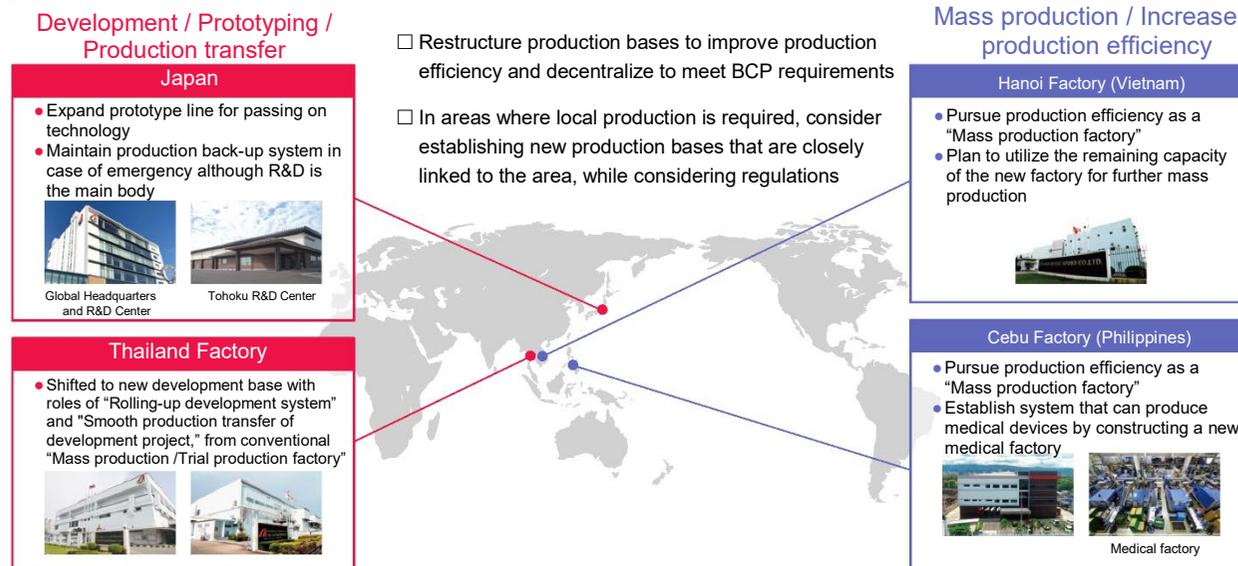
gleaned from these activities is then shared among the bases (Thailand factory, Hanoi factory, Cebu factory, and Japan) to collaboratively strengthen and improve our technical expertise. We also continue to consider technologies compatible with IoT and are progressively implementing them at our mass production sites.

#### ■ Measures to Enhance Production Platform

We have made numerous improvements to each overseas base (introducing equipment, machinery, and jigs, streamlining tasks, etc.) to improve productivity. Through

these activities, we have enhanced our production platform. In addition, we have enhanced the Cebu factory's mass production system to improve BCP (Business Continuity Planning). We transferred production of the Hanoi factory's products to Cebu, mainly increasing the number of guide wires, our main product, that we can manufacture. For the transfer, we installed in the Cebu factory manufacturing equipment machinery and jigs designed and built in the Thailand factory and Hanoi factory, establishing a stable production line.

### Development of Production System Optimized for Global Expansion



## 5-1 |On-Site Problem Solving Through Innovation

## Promotion of Digital Transformation (DX)

**Measures to Strengthen Intellectual Capital and Production System****■ Launch of DX Promotion Project**

In order to promote and strengthen Group-wide DX initiatives, our Group launched a Group-wide cross-sectional project to promote DX in the FYE June 2022, and has studied the definition of DX, the organizational structure and human resources needed to effectively promote DX activities, and the promotion schedule. We have named the DX project AIX (Asahi Intecc Transformation) internally and decided to use it for internal public relations and educational activities. In this context, we have newly established a position of Chief Digital Officer (CDO) in the FYE June 2023, expanded the scale of the project team, and completed the system to smoothly promote DX in the future. DX is an activity to further enhance the competitiveness of

a company by transforming operations, business models, and corporate culture and climate through the use of data and digital technology. In the FYE June 2023, we will instill the purpose of DX within the Group by organizing the data base that underlies our activities, developing human resources (education and enlightenment activities), and promoting trial projects, aiming for full-scale company-wide deployment in the future.

**■ Real-time Monitoring System at Overseas Factories**

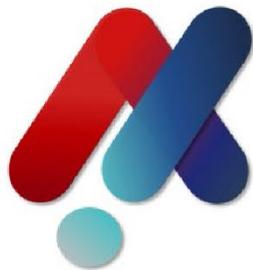
Our Group's manufacturing sites are located overseas. However, due to the pandemic of the COVID-19, from the FYE June 2020 onward, it has been difficult to provide on-site guidance, such as moving to each manufacturing site or transferring design and manufacturing operations on business trips, to investigate defects in the manufacturing process, and to confirm detailed processes for formulating

countermeasures.

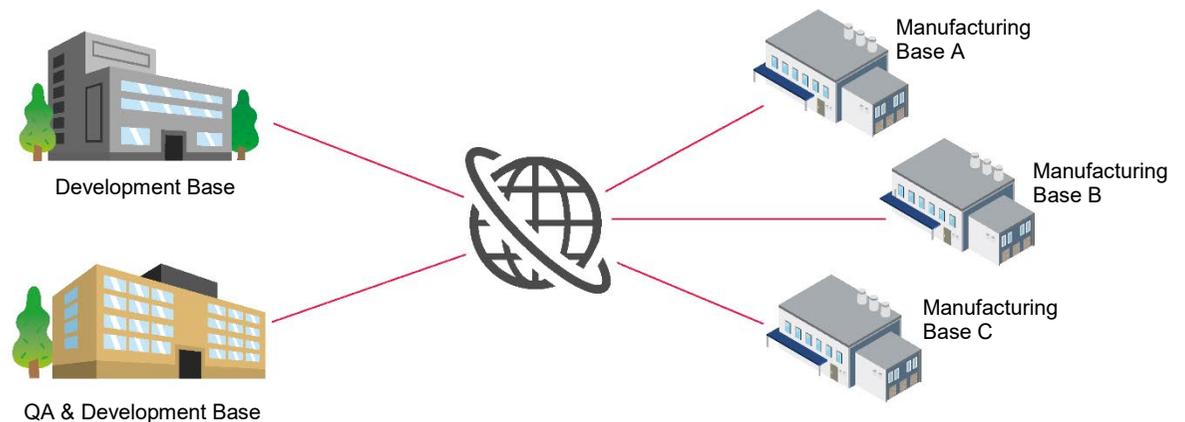
In order to overcome this situation, in February 2021, we introduced a high-speed dedicated line between all development and manufacturing sites in Japan and overseas, and installed a system that enables real-time high-definition video distribution in both directions. This system enables us to grasp the actual conditions of manufacturing sites and provide guidance and instructions for manufacturing operations at the same level as with on-site visits.

In the future, we will use data and digital technologies to transform our products, services, and business models to improve our global competitiveness.

As for corporate culture and climate, we will carry out daily reforms while inheriting the ASAHI-DNA, which is the root of our Group's value creation.



DX internally referred to as "AIX"  
Asahi Intecc Transformation



## 5-2 | Strengthening Global Human Resources

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

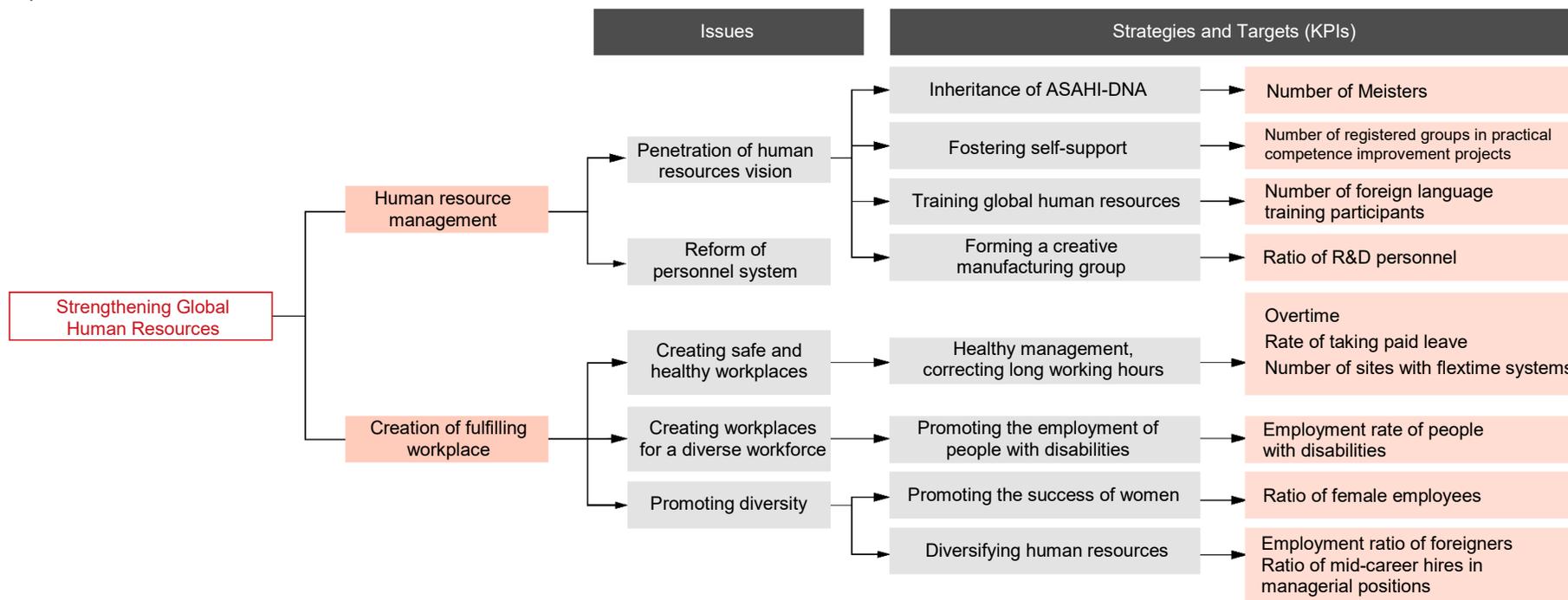
### Basic Thinking

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 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 placed global human resource functions in the Administrative Division, 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.



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 individual layer and required roles, and support continuous growth of staff members. Particularly as an R&D-oriented company, we, striving for “globalization” in each field of sales, production, and development, will focus more on engineer education and global education. The total annual hours of training offered to staff members

is 11,833 hours, and the cumulative annual number of staff members receiving training is 1,060 in the FYE June 2022.

#### (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 “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 2022)
- 5 employees became certified Meisters (as of the end of June 2022)

### Human Resources Vision



## 5-2 | Strengthening Global Human Resources

## 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 the 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 152 groups as of the FYE June 2022. 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 aim to strengthen the global communication skills of those who wish to, or those who are scheduled to, be transferred overseas, by providing language training. Moreover, we support smooth transitions by providing opportunities to attend on-site training in places such as Cebu, Philippines, for those scheduled to be transferred overseas about one month prior to their assignment. And as part of our efforts to reinforce development of global human resources, we plan to expand the "Global Human Resources Development Program" including management for the directors of overseas bases. We will offer training about 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 of 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 47.9% (as of the FYE June 2022) globally, and we will further enhance our development capacity in order to realize the Mid-Term Management Plan "Asahi Going Beyond 1000."



5-2 | Strengthening Global Human Resources

## 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.

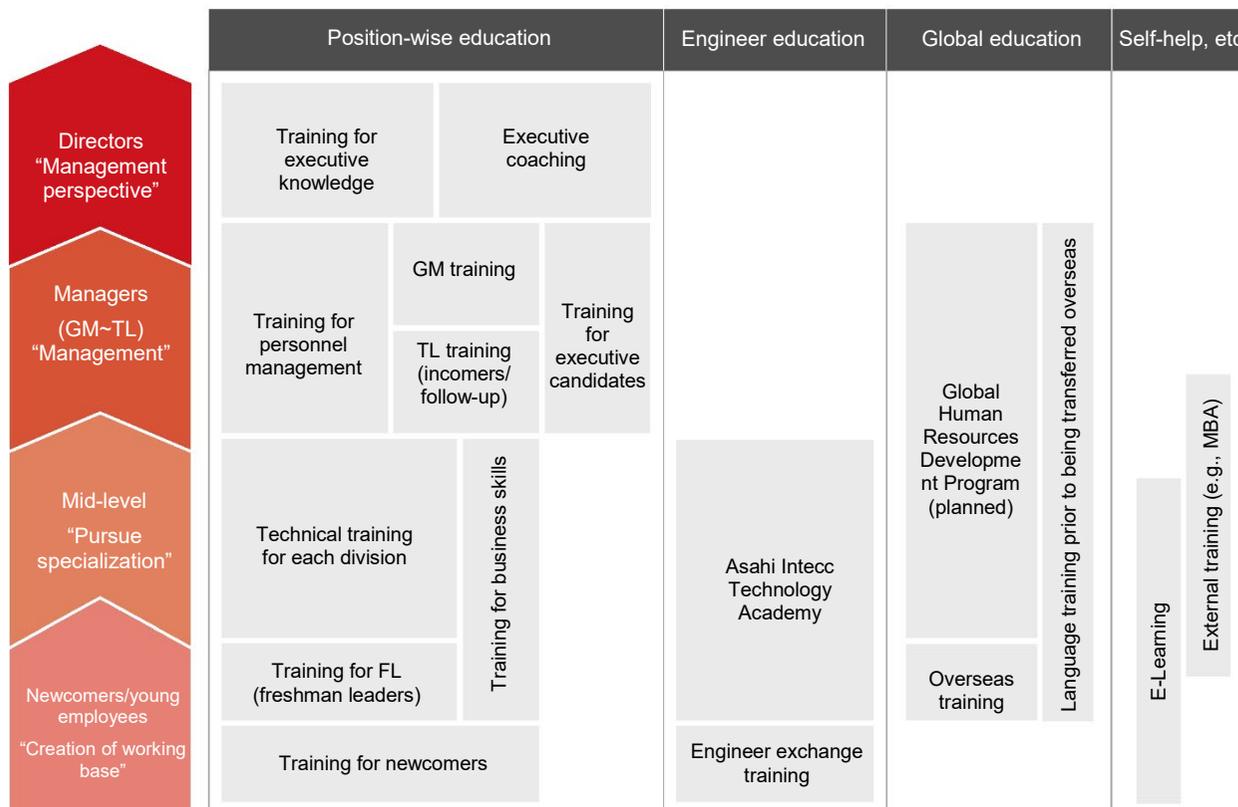
1. Securing the human resources of management leaders to establish a strong management base
2. Securing innovators to create new businesses and human resources with advanced technology and expertise
3. Securing global human resources who can lead diverse human resources

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.



5-2 | Strengthening Global Human Resources

## 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 to 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. We will continue to promote a free-addresses system in offices.

#### (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. In the FYE June 2022, we newly introduced a flextime system at one site.

We will promote the flextime systems so that employees can do their jobs comfortably.

#### Measures toward Work-Life Balance

	FYE June 2020	FYE June 2021	FYE June 2022
Average monthly overtime (hours)	23.5	23.5	24.3
Rate of taking paid leave (%)	66.0	65.3	69.2
Number of sites with flextime systems (sites)	4	4	5
Voluntary turnover rate of regular employees (%)	3.7	3.0	5.6
Rate of taking childcare leave by male employees (%)	-	-	20.7

Scope: Full-time employee in Japan (Asahi Intecc only) \*Tabulation has started since FYE June 2022.

#### <Support for balancing medical treatments and jobs>

To support employees that need cancer treatment, special work programs have been introduced. 13 employees have used the system to continue working, as of the end of June 2022.

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

### 2 Creating workplaces for a diverse workforce

#### <Respect for Human Rights>

Asahi Intecc Group advocates in "Asahi Intecc Charter of Corporate Behavior (hereinafter 'Chapter of Corporate Behavior')" that "the company achieves the feeling of free of pressure and affluence in employees and secures safe and comfortable environments for them, and respects the

diversity, personalities, and individual characters of employees," and we respect the human rights of each employee and prevent discrimination and harassment.

#### <Prevention of harassment>

Asahi Intecc Group has set "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 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 the 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 2.33% (FYE June 2022), maintaining the legally mandated rate of 2.3%.

\*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 are capable of working under employment contracts.

## 5-2 | Strengthening Global Human Resources

## Creating Fulfilling Workplace

**3 Promoting 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 employee 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.

In addition, we are working 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. As 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,

**Ratio of foreign employees / Ratio of foreign managers**

	FYE June 2020	FYE June 2021	FYE June 2022
Ratio of foreign employees (%)	88.1	87.7	84.5
Ratio of foreign managers (%)	59.3	64.3	65.3

Scope: Asahi Intecc Group

**Ratio of mid-career hires in managerial positions**

	FYE June 2020	FYE June 2021	FYE June 2022
Ratio of mid-career hires in managerial positions (%)	58.9	59.9	61.4

Scope: Asahi Intecc Group

because we have already secured sufficient diversity.

**<Promotion of success in female employees>**

Asahi Intecc Group proactively recruits female employees and promotes their success. We recruit mainly technical positions and only a few female students make an entry, and we have faced a challenge of low ratio of female employees, for Asahi Intecc only. We believe that stable recruitment of female persons will build a basis for successes of female employees, such as their future appointment as managers.

And we arrange 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 to promote a comfortable workplace for female employees.

As part of these efforts, in the FYE June 2021, in order to

**Ratio of female employees / Ratio of female managers**

	FYE June 2020	FYE June 2021	FYE June 2022
Ratio of female employees (%)	76.5	77.1	77.2
Ratio of female managers (%)	32.2	32.5	33.9

Scope: Asahi Intecc Group

further promote the advancement of women, we conducted an attitude survey of female employees, and in the FYE June 2022, we invited female managers from other companies to participate in panel discussions.

A survey of employees' attitudes shows that they have a high level of awareness that it is a good place for female employees to work. On the other hand, it is shown that overseas employees have higher motivation to become a manager than do Japanese employees. We will continue to develop various activities to further enhance the comfortable working conditions.

We set the goal to maintain the ratio of women in managerial positions at 30% or more for the entire Group and the goal to maintain the ratio of women in technical employment with new graduates at 20%.

**Employment ratio of new female graduates / Employment ratio of new female graduates in technical position**

	FYE June 2020	FYE June 2021	FYE June 2022
Employment ratio of new female graduates (%)	19.4	24.5	14.9
Employment ratio of new female graduates in technical positions (%)	15.4	18.2	12.9

Scope: Full-time employees in Japan (Asahi Intecc only)