

## Human Capital Initiatives

ROHM's Basic Management Policy states that we will "search extensively for capable human resources and cultivate them as cornerstones for building long-term prosperity." Our Company's history, technologies, and assets accumulated since our foundation are important assets for the Company, and it is undeniably our human resources that have cultivated these assets. That is why ROHM aims to achieve cyclical growth for the Company and its employees by focusing on human resource development that invests in the growth of each individual with determination, and by providing a stage where a wide range of talented human resources can play an active role.

Human Capital Management <https://www.rohm.com/sustainability/human-capital>

Material issues	<b>Strengthening Employee Engagement</b>	<b>Diversity Development</b>	<b>Ensuring the Health and Safety of Employees</b>
	<ul style="list-style-type: none"> <li>Foster a corporate culture that creates challenges</li> <li>Enhancement of job satisfaction</li> <li>Improve employee engagement scores</li> </ul>	<ul style="list-style-type: none"> <li>Promote women's active participation</li> <li>Global capacity development and personnel allocation</li> </ul>	<ul style="list-style-type: none"> <li>Securing a safe workplace</li> <li>Promotion of health management</li> </ul>
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### Human Capital Management Initiatives

In order to become a major global player, ROHM's vision for 2030, as stated in our Medium-Term Management Plan, we place emphasis on our connections with human resources, especially in terms of human resource development and diversity. As global competition in the semiconductor business

intensifies, it is necessary to develop human resources who can respond quickly and flexibly to changing world demands in order to develop products that are chosen by customers. To this end, we have established a system to promote employees' autonomous career and skills development.

#### Specialist System

In order to develop products that are chosen by customers on the global marketplace, it is necessary to enhance the capabilities of individual engineers. To enable highly specialized human resources who support ROHM's sustainable growth to fully demonstrate their abilities, we have drastically revised our career system and established the Specialist System in FY2019. This system recognizes employees, regardless of whether they have subordinates or not,

who contribute to the Company with their highly specialized skills as "Specialist workers" and clarifies their career paths as leading experts in their fields. With this system, we are systematically developing highly specialized human resources with the aim of passing on technology and expertise, fostering future generations, and enhancing corporate value through innovation.

#### Job posting

Launched in FY2022, the Job posting system (internal recruitment system) provides opportunities for employees to transfer to a new position of their own free will. As of March 2023, nine employees have already started working in the division of their choice using this system. By having each employee proactively and continuously address his or her

own career development and having the Company support them, we are revitalizing career development and increasing the internal mobility of human resources. Through this system, we will be able to respond quickly to rapid changes in the business environment and secure the human resources needed for our key businesses.

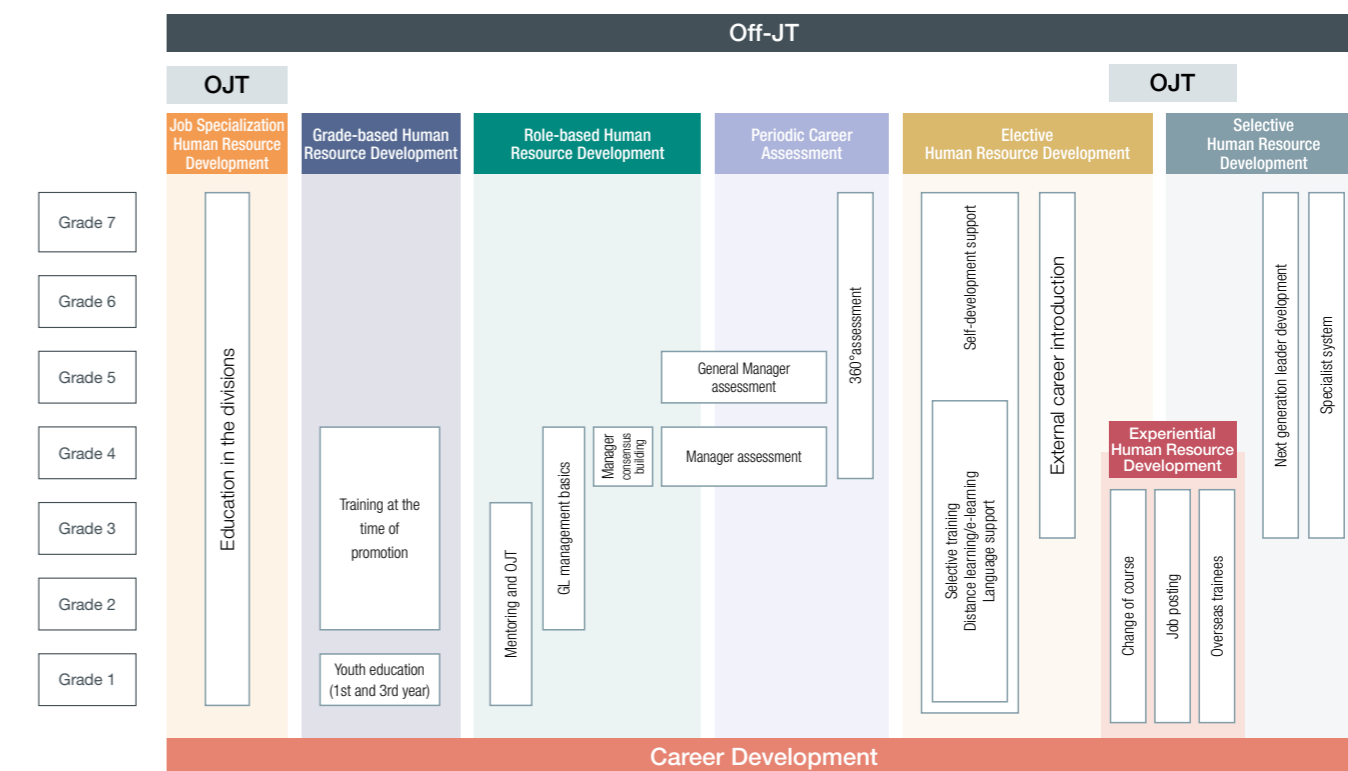
#### Human resource development system

ROHM defines the human resources that should be developed via educational training in Basic Goals for Education and Training and Basic Policy for Education and Training, included in the Company Mission and Policies, which has been ROHM's corporate philosophy since it was founded. In accordance with the Basic Goals for Education and Training, we are working to establish and operate an education and training system at the Group level and to systematically develop human

resources who will be responsible for the next generation of management, as described in the chart on the right.

In addition to the training that all employees take at each level in the Company, we have established Selective Human Resource Development that enables employees to learn the knowledge and skills necessary for their careers at the time they need them, providing opportunities for learning according to the challenges and careers of each employee.

### Human capital development system



Human Resource Development Structure	Objective
1. Career Development	Learn the mindset, knowledge, and skills to think about and design one's career and involve others in its realization.
2. Job Specialization Human Resource Development	Learn the specialized knowledge and skills needed to perform one's job.
3. Grade-based Human Resource Development	Learn the minimum required knowledge and skills as a ROHM human resource, as well as the thinking skills that form the foundation for capacity development.
4. Role-based Human Resource Development	Learn the knowledge and skills required for the development and management of subordinates and junior staff, and organizational development.
5. Periodic Career Assessment	Reflect on oneself with objectivity and deep introspection, leading to self-improvement.
6. Elective Human Resource Development	Learn the knowledge and skills necessary for one's career on one's own, when they are needed.
7. Selective Human Resource Development	A system for discovering, selecting, and systematically developing human resources who will support the Company's management and technology.
8. Experiential Human Resource Development	Gain the experience opportunities one needs for one's career.

### Enhancing Employee Engagement

#### Conducting engagement surveys

ROHM aims to increase the number of employees who understand and appreciate the Company's vision, and who can voluntarily demonstrate their abilities toward achieving it. Since FY2021, the Group has been conducting engagement surveys to measure the level of understanding, appreciation, and motivation of employees in these areas, setting the Employee Engagement Score as a non-financial KPI.

We will continue to use the Engagement Survey to understand the gap between the ideal state of the organization and the current situation and issues, and to implement effective measures to improve engagement to create a stage where excellent human resources can play an active role with vigor.

FY2021 Engagement Survey Response Results (ROHM Co., Ltd.)

Fiscal year	Number surveyed	Number of respondents	Response rate	Score
FY2021	3,625	3,606	99.0%	76.0%

FY2022 Engagement Survey Response Results (32 Worldwide Group Companies (excluding ROHM Co., Ltd.))

Fiscal year	Number surveyed	Number of respondents	Response rate	Score
FY2022	19,761	17,743	90.0%	91.0%

\* The score represents the percentage of employees who responded favorably to the question regarding "high willingness to contribute toward achieving goals and a strong sense of belonging to the organization."

\* ROHM manages engagement scores through the Willis Towers Watson (WTW) employee engagement survey.

## Human Capital Initiatives

### Creating a Good Workplace

We have introduced various systems to enable each employee to work flexibly according to his/her own lifestyle and life stage. In addition to providing childcare and nursing care leave, we also focus on creating an environment where employees can continue to work with peace of mind through telecommuting and work-location change systems.

Additionally, in order to improve employee engagement, it

### Conducting roundtable discussions with the President

As one of our initiatives to improve employee engagement, we have been holding roundtable discussions involving employees and the President since FY2021. A total of 27 discussions were held from November 2022 to June 2023, with 205 participants. In addition, as a new initiative to deepen understanding of dialogue and promote its practice

### Promoting Diversity

ROHM has manufacturing sites and sales offices around the world, and we have employees of many different nationalities. We believe that bringing together employees with diverse backgrounds to work as a team will lead to corporate innovation, and furthermore contribute to solving social issues and increasing corporate value. Therefore, at ROHM,

### Women's active participation

ROHM has identified "diversity development" as an important management issue for sustainable growth, and its Medium-Term Management Plan and its achievement targets include promotion of women's career development and appointment of women and non-Japanese to management positions. The active participation of women is not only expected to lead to the securing of excellent human resources, but also to various effects such as "improved results" by understanding and solving problems from a different perspective than men, "improved career development image" for young female employees through the presence of role models, and "reform of corporate culture" by creating a corporate climate in which one can play an active role regardless of gender.

In May 2021, we set the target of increasing the ratio of female managers in the entire ROHM Group to at least 15% and increasing the ratio of female or non-Japanese executives at ROHM Co., Ltd. to at least 10% by FY2025. We will continue to enhance training opportunities, revise existing systems, and introduce new systems to achieve these targets.

is essential that employees are healthy both physically and mentally and that they can work with peace of mind. To ensure that physical and mental health is not compromised in all workplace environments, in addition to preventing harassment and other forms of abuse, we will proactively invest in the health of our employees to ensure the health of each individual, thereby revitalizing the organization.

in the workplace, dialogue workshops for managers were held a total of 29 times, with 344 participants. We will continue to foster a corporate culture that enables sustainable growth by providing opportunities for direct dialogue between employees and management, helping to encourage dialogue in every workplace.

we focus on the following five fields for promoting diversity and inclusion. In particular, we believe that incorporating diverse ideas, rather than relying on homogeneity in decision-making, is necessary to enhance our competitive advantage.



### Active participation of senior employees

Creating an environment in which competent senior employees who want to work can actively participate is extremely important from the perspective of securing labor capacity. Assets such as the experience, skills, and internal and external human networks that seniors have cultivated over their

long careers are precious assets for ROHM. By creating an environment in which senior employees can play an even more active role in the future, we will work to strengthen our organizational structure so that they can continue to produce significant output.

### Active participation of people with disabilities

In promoting diversity and inclusion, we are also proactively hiring people with disabilities and promoting their participation in society with the aim of creating a working environment where employees with disabilities can play an active role. As of March 2023, our employment rate for people with disabilities

was 2.29% (statutory employment rate: 2.30%) for the entire Group due to strong demand for semiconductors, mainly in the automobile-related market, and an increase in the number of employees overall in order to handle the supply.

## Ensuring the Health and Safety of Employees

### Ensuring a safe workplace

The ROHM head office conducts comprehensive health and safety audits with the aim of strengthening the operation status of the safety and health management system and reducing risks. By checking manufacturing sites through the eyes of a third party, we prevent the omission of risk identification

and bias at the safety management level. In FY2022, safety audits were conducted at a total of eight domestic and overseas manufacturing sites (remote audits for overseas sites), and we are systematically correcting and confirming the risks and issues identified.

- Regularly conduct safety and health patrols, industrial physician patrols, and site manager patrols.
- Conduct fire extinguisher drills, earthquake evacuation drills, and night evacuation drills for chemical and gas leaks.
- Implement KYT (Japanese: "kiken yochi training," or hazard prediction training), small group activities, 5S activities, and proposal activities.
- Conduct chemical handling workshops (courses available on-site and online).


Additionally, in order to promote improvement activities, we have established an award system to award subcontractors for outstanding activities.

Employee Column
▶▶ Expectations for expansion of professional development programs for overseas employees

Currently, I am Assistant General Manager of the Euro-American Sales Division at ROHM Semiconductor Singapore and responsible for the sales growth for non-Japanese customers. As I like communication and the challenge of negotiation, I was looking for a sales job when ROHM came along.

ROHM's definition of quality is not only focused on products, but also on the quality of employees and services to customers. Therefore, improvement of quality is emphasized throughout our operations, such as ensuring a stable supply chain and making efforts to minimize environmental impacts. I feel that the Company values employees and fosters a culture of respect towards diversity, emphasizes teamwork and provides opportunities for personal growth. The Company also encourages employees to have a good work life balance, and flexible working hours were implemented so that employees can balance work and family. This support system enables working mothers to continue working and participating actively in society. Personally, I think it is wonderful that ROHM is promoting diversity and targeting an increase in the global female manager ratio.

I believe that ROHM's head office places a strong emphasis on continuous improvement and innovation and commits to ongoing learning and professional development for employees. Thus, I expect the Company to extend the same emphasis and commitment to professional development to overseas employees. I hope that the Company will become a major global player through continued focus on human resources and enhancement of the value and motivation of such resources.



**Kelly Ang**  
ROHM Semiconductor Singapore  
Euro-American Sales Division  
Assistant General Manager