

# 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 invests in the growth of each employee with the determination to fully demonstrate his or her capabilities, focuses on human resource development, and aims for the cyclical growth of the company and its employees through the provision of a stage where a wide range of talented personnel can play an active role.

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



## ROHM's Approach to Human Capital Management

ROHM defines human capital management as follows: Incorporating employees' growth into the company's corporate value, and reinvesting the corporate profit into human resources so that employees' personal value in the labor market can be enhanced, thereby achieving a sustainable growth cycle that involves individual employees and the company.

The company provides employees with the appropriate environment and opportunities for growth, and actively supports their development. Attracted by these, individuals gather at ROHM, grow through their work, and enhance their own market value. As a result, the company's value increases, which in turn

enables further reinvestment in its employees. This continuous cycle is the essence of ROHM's human capital management.

Furthermore, our image of the ideal human resource and organization we need to become a major global player includes professionals who empathize with the company's mission, policies, and vision and who continue to grow autonomously. While respecting diverse personalities, these professionals come together as ONE ROHM to contribute to the growth of our business. By promoting human capital management, ROHM aims to achieve sustainable business growth and increase corporate value in the medium to long term.



## Human Resources Strategy

In order to strongly promote ROHM's human capital management and become a major global player, the Head Office Human Resources Division underwent a structural change in April 2024. As part of our corporate transformation, this included the organization of the Human Resources as Business Partner (HRBP) function.

With this, ROHM aims to explore the talent and organizational frameworks that will support becoming a major global player, and drive actions on the key material issues of strengthening employee engagement, diversity development, and ensuring health and safety of employees.

### 1. Human resources strategy function

A team that assembles human resource strategies from a managerial and comprehensive perspective of the entire global landscape. The team develops global common rules and decides how to separate them from local rules, thereby moving the company forward toward becoming a global enterprise through trial and error.

### 2. Human resources function

A team responsible for most of the traditional human resource functions. The key difference from before is that the team pursues best practices across Group companies, aiming to consolidate and standardize human resource systems, documents, and know-how across the organization. The team also promotes efficiency through the introduction of technology.

### 3. HRBP function

ROHM follows the IDM model and has a wide variety of job roles, leading to extremely diverse human resource and development challenges. This internal consulting team works closely with each business unit's strategy and human resource issues, to help solve them together.

### 4. Welfare function

A team that focuses on realizing the well-being of each employee in alignment with the Health and Productivity Management Declaration, from a perspective separate to systems and management. In these turbulent times, the team focuses on the importance of ensuring that employees have stable and healthy lives while nurturing their humanity and intellect.

## Strengthening Employee Engagement

To ensure the continuous development and retention of human resources over the long term, it is crucial to create a stage where a wide range of talented personnel can play an active role. It is also important to strengthen and enhance

human resource measures and systems to increase employee engagement and productivity, as well as to ensure that each employee can fully demonstrate his or her capabilities.

## Job Posting System

Since FY2022, the Job Posting System has offered employees the opportunity to voluntarily apply for internal transfers. As of FY2023, 48 employees have used this system to start working in their departments of choice. This system encourages employees to take an active and continuous role in shaping their own career development while the company supports them, thereby stimulating career development and enhancing

internal mobility of human resources. Additionally, the system enables a quick response to rapid environmental changes, helping to secure the necessary human resources for key business areas. A survey conducted among 30 employees within 1-2 months of transferring using the system showed increased satisfaction with their work content and career, as well as greater motivation to engage with their tasks.

## Challenges for the Future

### Fostering a continuously evolving corporate culture through the Job Posting System

Until November 2023, I was involved in production management for the Print Head Division of the Module Business Unit. However, I applied to the Job Posting System, which provides opportunities for voluntary transfers, and in December 2023, I was transferred to my current department, where I am now responsible for profit and loss control and cost management for the SiC power device business. In the past, most organizational changes were made at the company's discretion. However, similar to how I was able to transfer departments, I feel that system enhancements have been implemented through ROHM's human resource strategy, allowing employees to reflect their own intentions, find a sense of purpose in their work, and increase their motivation and willingness to contribute.

I applied for the transfer because I felt that the Power Devices Business Unit exemplified ROHM's goal of fostering a corporate culture that boldly takes on challenges and continues to evolve. In fact, in the SiC power device business, which I am responsible for, each of us is taking on challenges to increase sales and profits in our assigned roles.

I believe the SiC power device business will continue to grow, and I aim to support department and division heads as a business partner by analyzing metrics, competitor comparisons, and other data. I look forward to the company supporting me in attending external training and seminars in order to achieve this.



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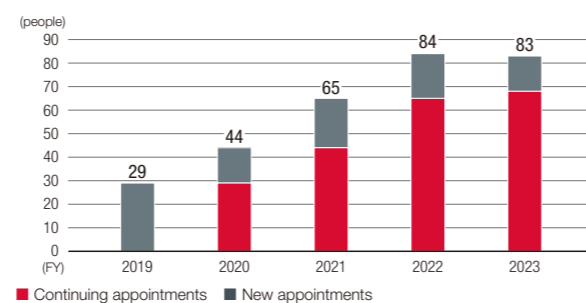
## Human Capital Initiatives

### Specialist System

In order to develop products that are chosen by customers in the global market, it is necessary to enhance the expertise and capabilities of individual engineers. As part of our career development framework, we have established the Specialist System to ensure that highly specialized human resources who support ROHM's sustainable growth can fully demonstrate their abilities. This system recognizes employees, regardless of whether they have subordinates or not, who contribute to the company with high-level specialized skills as "specialists" and clarifies their career paths as leading experts in their fields. Among these specialists, top-level professionals are given the titles of "Fellow" and "Senior Fellow," with the expectation that they play a role in developing human resources that maximize results and contribute significantly to the company through their expertise and technical skills. To date, three Fellows and Senior Fellows have been appointed. Senior Fellows are treated as equivalent to directors of headquarters or corporate

officers, providing a structure that motivates continued growth as highly specialized personnel. We are systematically developing professional human resources with the aim of passing on technology and expertise, fostering future generations, and enhancing corporate value through innovation.

Appointments of Specialists



### Conducting Engagement Surveys

To further reinforce unified Group management, ROHM recognizes that understanding and empathy from employees regarding the company's goals and desired outcomes are essential. Since FY2021, we have conducted engagement surveys across the entire Group to measure the level of employee engagement, analyze the findings, and develop

strategies to address evolving challenges.

The employee engagement score has been set as a non-financial KPI in the Medium-Term Management Plan. Based on the honest feedback gathered through the survey, ROHM aims to create a company where each employee works with pride and rises to new challenges.

#### FY2023 Survey Results (ROHM Co., Ltd.)

The percentage of employees who responded favorably to questions on "sustainable engagement," which is a KPI, was 75%, significantly exceeding the industry average. Across all 14 categories, including "Challenge" and "Communication," the percentage of employees giving positive responses was higher than the industry average. On the other hand, the survey also highlighted issues, such as in the "perceived understanding of employees by management," "employees' understanding of the connection between their work and customers," and "whether different opinions are accepted, and employees feel comfortable voicing their opinions."

To further improve employee engagement, organizational leaders will engage in dialogue with employees based on the survey results, linking these discussions to actions aimed at solving issues. In addition to this, we will work to cultivate a

culture of open dialogue within the organization, by planning and implementing initiatives such as the "Web Cafe" to foster interaction among younger employees and between younger employees and management.

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

Fiscal year	Number surveyed	Number of respondents	Response rate	Score
FY2021	3,625	3,606	99.5%	76.0%
FY2023	4,004	3,744	93.5%	75.0%

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

Fiscal year	Number surveyed	Number of respondents	Response rate	Score
FY2022	19,761	17,743	89.8%	91.0%

\* The score represents the percentage of employees who responded favorably to questions regarding "sustainable engagement"

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

and furthermore contributes to solving social issues and increasing corporate value. In particular, we believe incorporating diverse ideas, rather than relying on homogeneity in decision-making, can enhance our competitive advantage.

### Women's active participation

Our Medium-Term Management Plan calls for the promotion of women's career development and the appointment of women and non-Japanese to management positions, and sets the target of increasing the ratio of female managers in the entire 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.

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 anyone can play an active role regardless of gender.

Currently, the proportion of female managers in the Group is 13.0%, while at ROHM Co., Ltd., the ratio is 1.6%. We will continue to revise existing systems, introduce new systems, and expand training opportunities to achieve our targets for women in managerial roles.

### Course Change System

ROHM has revised its career track system to promote change of career for limited position staff\* who wish to become core position staff\* to broaden the scope of their duties and take on the challenge of further career advancement. Under this system, all employees who wish to apply for

core positions can do so, and those who pass the examination can transfer career tracks.

To date, 68 employees have successfully transferred to core positions and expanded the scope of their work.

### Active participation of senior employees

With the advent of the era of the 100-year lifespan, work and lifestyles are changing dramatically and it is crucial to create an environment where senior employees with the willingness and ability to work can play an active role. The experience, skills, and internal and external human networks that seniors have cultivated over their long careers are precious assets for ROHM. By introducing systems such as post-retirement reemployment and career design training, we will continue to improve the environment for senior employees to play an active role, aiming to strengthen the organizational framework that enables them to consistently produce significant output.

### Active participation of people with disabilities

In promoting diversity and inclusion, we are proactively hiring people with disabilities and promoting their participation with the aim of creating a working environment where employees with disabilities can play an active role.

As of June 2024, our domestic Group employs 116 people with disabilities, an employment rate of 2.35%.

\* Explained in the Glossary

## Ensuring the Health and Safety of Employees

Accidents in the workplace threaten the lives of employees and can also impact business continuity. We consider it important to create a workplace where all employees, as well as stakeholders involved in operations, can work safely in order to protect the lives and human rights of our employees. Moreover, for each employee to find purpose in their work and maximize their potential, it is necessary for them to be both physically and mentally healthy. Therefore, we actively work to ensure a safe, secure, and sanitary workplace while promoting and maintaining the physical and mental health of employees.

### Ensuring a safe workplace

The 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 FY2023, we conducted safety checks and discussions with members at a total of seven manufacturing sites in Japan and overseas, and are systematically confirming and correcting the risks and issues we have identified.

### Efforts to promote health management

The "Health Management Declaration" has been established by top management and has identified employee well-being as a material issue for achieving the goals of the Medium-Term Management Plan and for ROHM's sustainable growth. ROHM has set up the "Health Up Challenge 7," in which each employee makes efforts to achieve the seven health-related goals (sleep, stress, exercise, diet, drinking, non-smoking, and communication) with the aim of improving their presenteeism and achieving well-being.

### Health and safety activities with contractors and on-premises vendors

In order to create a safe working environment for everyone involved in our business, we must create a comfortable and safe working environment not only for our employees, but also for the contractor and on-premises vendors (cafeteria, cleaning, etc.) who work with us on our premises. ROHM cooperates with contractors and on-premises vendors on our sites to conduct various safety initiatives.