

Messages from Corporate Officers

In January 2022, Showa Denko began operating under the guidance of a new president and a new team of corporate officers.

On the following pages, you will find messages from the new management team in which they explain the action they will take to help fulfill our purpose.

Improvement of Corporate Value to Become Japan's First World-Leading Functional Chemical Manufacturer under the Guidance of the New Management Team

My leadership policies are grounded on the idea of everyone focusing on the things that only they can do. In my case, this includes supporting human resource development and engaging more closely with employees. However, if I am going to focus on these tasks, we need to be able to promote management through a unified team of trustworthy individuals.

If we do not change anything, whether it be what we do, how we do it, or who does it, we will see no progress. Recognizing this, together with our management team, I seek to transform Showa Denko into a company that can compete on global scale, guided by our purpose of "Change society through the power of chemistry." I hope you will look forward to our future undertakings.

Profile
Hidehito Takahashi joined Showa Denko in 2015 after working at The Mitsubishi Bank, Ltd. (current MUFG Bank, Ltd.), and GE Japan Holding Corporation, and was involved in the acquisition of the former Hitachi Chemical and the establishment of the ideal portfolio for the newly integrated company as chief strategy officer (CSO). He assumed his current position in January 2022. Mr. Takahashi emphasizes the importance of psychological security above all else and thus hopes to cultivate an environment in which people feel free to present critical opinions or bad news to him. His favorite expression is "Change before you have to."



Hidehito Takahashi
Chief Executive Officer (CEO)

Contribution to the Development of a Sustainable, Digital-Infused Society with a Focus on Speed and Co-creation

Since the establishment of the JOINT2 consortium in 2021, the Preparation Office for Electronics Business Headquarters has been engaging in open innovation with consortium members to move ahead with the development of the next-generation semiconductor mounting technologies that will be indispensable to the future. We have also begun developing a system for integrated management and tracking of information regarding suppliers in an effort to strengthen supply chains amid the recent uncertainty. My division will continue to deliver solutions created through co-creative material development projects, to contribute to the happiness and prosperity of people and to harmony with the global environment.

Profile
Hiroyuki Yamashita joined the former Hitachi Chemical in 1982, where he gained experience in the sale and planning of inorganic material products, overseas sales (in the United States), and the management of friction material operations. He later came to hold positions such as director of a regional headquarters company in China and head of automotive product and telecommunications business divisions at Hitachi Chemical. He assumed his current position at Showa Denko in 2021. His motto is "Balance is crucial to management." To Mr. Yamashita, this motto does not necessarily mean to always take the middle ground, but more that he aims to make decisions by considering as many interested parties as possible. He is also constantly aware of the importance of taking the perspectives of others into account in decisions, even while remaining mindful of the need for personal standards.



Hiroyuki Yamashita
General Manager,
Preparation Office for Electronics
Business Headquarters
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Keiichi Kamiguchi
Chief Risk Management Officer (CRO)
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Support for Proactive Transformation by Tracking and Preemptively Addressing Risks from a Range of Perspectives

As CRO, I will play a leadership role in addressing the increasingly diverse and complicated spectrum of risks by developing systems for comprehensively managing strategy, operational, hazard, and other risks to ensure that we can fulfill our purpose. Moreover, I will help establish the Group Code of Conduct and global compliance standards for the newly integrated company, to ensure compliance with laws and regulations as well as with so-called "soft law" standards. I also aim to support transformation by strengthening Groupwide oversight and monitoring functions and consequently corporate governance systems.

Profile
Keiichi Kamiguchi joined Showa Denko in 1983, after which he was positioned in roles responsible for corporate planning and industrial gas and basic chemical operations. In the years that followed, he has overseen legal affairs, internal audits, general affairs, human resources, and purchasing supply chain management as CRO before assuming his current position in January 2022. Mr. Kamiguchi emphasizes trust in his work. His management approach is aimed at winning stakeholder trust by improving corporate value through business operation with a focus on soundness, effectiveness, and transparency.



Hiroshi Sakai
Chief Technology Officer (CTO)
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Hideki Somemiya
Chief Financial Officer (CFO)
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Masterful Financial Guidance of the Newly Integrated Company, Coupled with Promotion of Unending Corporate Transformation to Maximize Corporate Value

The role of a CFO is to help investors understand the direction of a company, to ensure a fair evaluation of its corporate value in capital markets. At the same time, the CFO has a role to play in internal fund and resource allocation by promoting resource allocation and financial management in a way that contributes to maximizing corporate value. For this reason, I am driving organization and human resource development with the goal of facilitating the cross-organizational creation of value.

Profile
Hideki Somemiya held positions at Nomura Research Institute, Ltd., Merrill Lynch Japan Securities Co., Ltd., and JPMorgan Securities Japan Co., Ltd., where he was managing director of the Technology, Media & Telecommunication Group of the Investment Banking Division prior to joining Sony Corporation. At Sony, Mr. Somemiya was in charge of groupwide M&A activities, served as CFO of semiconductor operations, and took part in the launch of an AI sensing solution business. He joined Showa Denko in October 2021 and took up his current position in January 2022. His favorite analects is "Stay hungry, stay foolish!"

Acceleration of R&D in a Borderless Environment Where People Feel Safe to Take Risks and Fail

For those of us involved in R&D, our four values were a matter of course even before they were put into words. Looking ahead, I hope to develop an environment in which we can focus even more strongly on R&D and intellectual property activities, while acting with speed and an open mind to ensure that our research projects produce results.

By promoting coordination with business divisions in a manner that unites our R&D and intellectual property activities with our technology, I will strive to make us a world-leading functional chemical manufacturer.

Profile
After joining Showa Denko in 1986, Hiroshi Sakai was assigned to a finely crushed substance research center in Shiojiri City, Nagano Prefecture, where he was involved in the research of magnetic barium ferrite powder. He later was sent to study overseas before being placed in a hard disk media research and development position in 1993. He took part in the development of SiC epitaxial wafers in 2019, became CTO in 2020, and assumed his current position in January 2022. His credo is to be positive and forward-looking and to enjoy everything.

Enhance Mobility and Ability to Communicate across Internal and External Borders to Facilitate a World-Leading Mindset

I serve as CSO in the new management team launched in 2022. My role in this position is to broadly and strongly emphasize the purpose of the newly integrated company—"Change society through the power of chemistry"—by defining and by leading to what it means to have a strong presence in the global market. To this end, I will drive a diverse range of flexible co-creative initiatives, together with both internal and external partners, to shape the future of the Company based on solid foresight.

Profile
After starting his career at A.T. Kearney, Inc., Tomomitsu Maoka moved to Infineon Technologies Japan K.K., and then to Lenovo Japan K.K., where he was involved in business strategies and business model transformation, before joining Renesas Electronics Corporation. At the company, he covered various roles including corporate planning, the entire operations in China, etc., as senior vice president. He joined Showa Denko in October 2021 and took up his current position in January 2022. Mr. Maoka's motto is "God only gives us trials that we can overcome."



Tomomitsu Maoka
Chief Strategy Officer (CSO)
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Messages from Corporate Officers

Refinement of Technologies and Businesses to Engage in Enthusiastic Co-creation Initiatives

By capitalizing on the material insight gained through R&D activities and our understanding of contemporary market needs and people, I aim to build on the material-related strengths of the newly integrated company to maximize the value we provide. I am enthusiastic about creating niche products, and I aim to enjoy this process and to propose new materials that help resolve social issues. I hope that the Company can evolve to become a team of frank and wholesome functional material specialists.

Profile

Joining the former Hitachi Chemical in 1987, Mitsuo Katayose has been involved in R&D in areas ranging from materials to electronics and displays. He has also held roles in functional material business planning, automotive product planning and operations, and marketing, even serving as CTO and manager of the life science business, before assuming his current position in January 2022. His favorite saying is "Having value is more important than being successful. One's value is measured not by what one has gained, but by what one has given."



Mitsuo Katayose
General Manager,
Preparation Office for Advanced
Functional Materials Business
Headquarters

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Creation of Networks Spreading Outside of the Organization to Continue Developing Highly Profitable Businesses

I hope that our cross-business marketing and sales divisions will be organizations capable of quickly assessing changes in social and market needs and making timely proposals which capitalize on Showa Denko's technology and product value in response to such change. For this reason, it is crucial for us to develop marketing and sales networks that allow for the sharing of information among divisions and the proposal of our value to customers around the world.

Profile

Shigeru Fujita joined the former Hitachi Chemical in 1987, where he sold semiconductor materials. After serving as president of overseas sales companies in Taiwan and Singapore, he became general manager of Hitachi Chemical's marketing and sales operations in April 2017, before taking up a concurrent position as deputy general manager of its telecommunications operations in April 2019. He was appointed to his current position in January 2022. His basic stance on sales is to take an approach that satisfies the buyer, the seller, and the greater society.



Shigeru Fujita
Chief Marketing Officer (CMO)

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Never-Ending Ambitions Pursued with Speed That Outpaces Social Change to Make Our Dreams a Reality

The automotive industry currently finds itself at a once-in-a-century turning point. In this industry, vehicles are being made of lighter weight while adopting electrification and autonomous driving technologies, for the purpose of providing comfortable and eco-friendly mobility options. We are thus poised to contribute to society by offering solutions that incorporate the technologies and products which will support next-generation automobiles. To ensure that we can take advantage of this prime position, we should engage in open discussion with our colleagues and customers who are working around the world, in an ambitious quest to create new value.

Profile

Yoshito Ishii joined the former Hitachi Chemical in 1992, where he was involved in the development, mass production, and ultimately commercialization of graphite anode materials for lithium-ion batteries. After taking up positions leading development and business divisions at Hitachi Chemical, he transferred to Hitachi Power Solutions Co., Ltd., eventually overseeing its electricity and energy business as president. Returning to Hitachi Chemical in April 2019, he was placed in charge of the energy business before assuming his current position in November 2021. His favorite saying is by Peter Drucker: "The best way to predict the future is to create it."



Yoshito Ishii
General Manager,
Preparation Office for Mobility
Business Headquarters

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Cultivating an Organizational Culture in Which Our Values Are Expressed through Actions to Achieve Our Purpose

The ultimate strategy for becoming a functional material manufacturer that contributes to the resolution of social issues is development of people. In an era of volatility, uncertainty, complexity, and ambiguity, I want our people to be able to act with autonomy, connecting with others and going beyond boundaries to engage in the co-creation of new values. Nurturing talent is the most important responsibility of a leader. I, as CHRO, and my team are committed to partnering with leaders of the Company, building up frameworks that enable our people to become aware of their own potential, and creating opportunities for them to unleash everyone's potential.

Profile

After joining the former Hitachi Chemical in 1995, Nori Imai cultivated her business acumen through corporate planning, sales in the United States (dispatched), and business planning at several business units before assuming her current role in January 2022. Her mottoes are "Where there is a will, there is a way" and (with Steve Jobs) "If today were the last day of my life, would I want to do what I am about to do today?" She is thus motivated in fostering a corporate culture, which enables everyone to think and act freely, aiming for their ideal career goals, and aligning individual power for sustainable transformation of the Company.



Nori Imai
Chief Human Resource Officer (CHRO)

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Cross-Functional Action Founded on Pride to Earn Enduring Trust

The larger a company becomes, the more difficult it becomes to facilitate effective communication within the organization. This situation can erect barriers that discourage people from commenting on others' work or on other functions, which in turn makes for people and organizational cultures that cannot accurately determine the best course of action to create results. It is important for people to take part in open discussions, commenting, and collaboration that crosses the boundaries of functions on topics such as our strengths and weaknesses and what needs to be done to give form to our values. I therefore want to work together with all members of our team to provide cross-functional support to people and organizations that are committed to creating results. I also think it is important to be quick to deliver bad news and to be appreciative of those with the courage to do so.

Profile

Masami Tobito has a background in production technologies, manufacturing, and purchasing supply chain management that was gained at Toyota Motor Corporation, Amazon.com, Inc., and GKN Driveline Japan Ltd. He joined Showa Denko in 2017 and worked in the Carbon Division, where he was involved in the integration of operations with SGL GE, reforms to purchasing supply chain management and other aspects of manufacturing operations, and management. Mr. Tobito became a corporate officer in July 2021 and assumed his current position in January 2022. He is a fan of Taiichi Ohno's belief that not being aware of any issues in one's work is itself an issue. Mr. Tobito realizes that naturally it is important to follow instructions and resolve issues that may arise. More importantly, though, he seeks to work together with all team members to remove any obstacles that may impede the Company in achieving future progress or realizing its vision.



Masami Tobito
Chief Operations, Manufacturing and
Engineering Officer (CMEO)
Chief Quality Officer (CQO)

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Transformation of Business and Management by Linking People and Information through IT and Digital Technologies

Companywide digital transformation will allow us to standardize our operating processes, structure our data, and reform our culture while fundamentally transforming our business model, in a manner that is more conducive to autonomous growth and high levels of competitiveness. I therefore look to cultivate the digital-proficient human resources that will be imperative to such digital transformation, to drive the ongoing improvement and evolution of business processes and data. Through such exhaustive data utilization, I aim to link people and information across internal and external business chains and thereby contribute to co-creation with stakeholders and the creation of social value.

Profile

Hideki Shibata held positions heading the IT planning and robotics innovation divisions of FUJIFILM Holdings Corporation and the ICT strategy division of FUJIFILM Corporation prior to joining Showa Denko in May 2019. At the Company, he promoted digital transformation as the general manager of the Information Systems Department before taking up a concurrent position as associate counselor in January 2020 and then his current position in January 2022. He likes to emphasize the importance of chance encounters and how a preoccupation with one's past can cost one the future.



Hideki Shibata
Chief Digital Officer (CDO)

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