

# “Co-Creative Chemical Company”

- Toward global top-level  
functional chemical company -

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The logo for Resonac, featuring the word "RESONAC" in a bold, blue, sans-serif font. A stylized blue symbol, resembling a double vertical bar with a horizontal bar at the top, is positioned to the left of the text.

Resonate × Chemistry = **RESONAC**  
Chemistry for Change

A Co-Creative Chemical Company  
Co-creation and connection  
with all stakeholders

## Purpose

**Change society through the power of chemistry**

Contribute to the sustainable development of global society by creating functions required as a partner in advanced material area.

## Global top-level functional chemical company from Japan

### **Can compete on the world stage**

World-class competitiveness and profitability

### **Contributes to a sustainable global society**

Capability to create innovations and to develop New businesses

### **Develops talent**

That represents Japan's manufacturing industry

# To achieve long-term growth

Y2022

- Y2025

- Y2030

CXO team  
Started up

**CXO team  
leads reformation**

Portfolio restructuring  
Improve profitability

**CEO focuses on  
longer-term challenges**

A company where people  
with shared Values  
making changes autonomously  
with a healthy competition

## Our Materiality

Gain social credibility through responsible business management

Strengthen competitiveness and create social value through innovation

Foster corporate culture that nurtures autonomy and creativity

Corporate  
Value

=



Corporate Value

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To specialize in **“functional chemistry”**



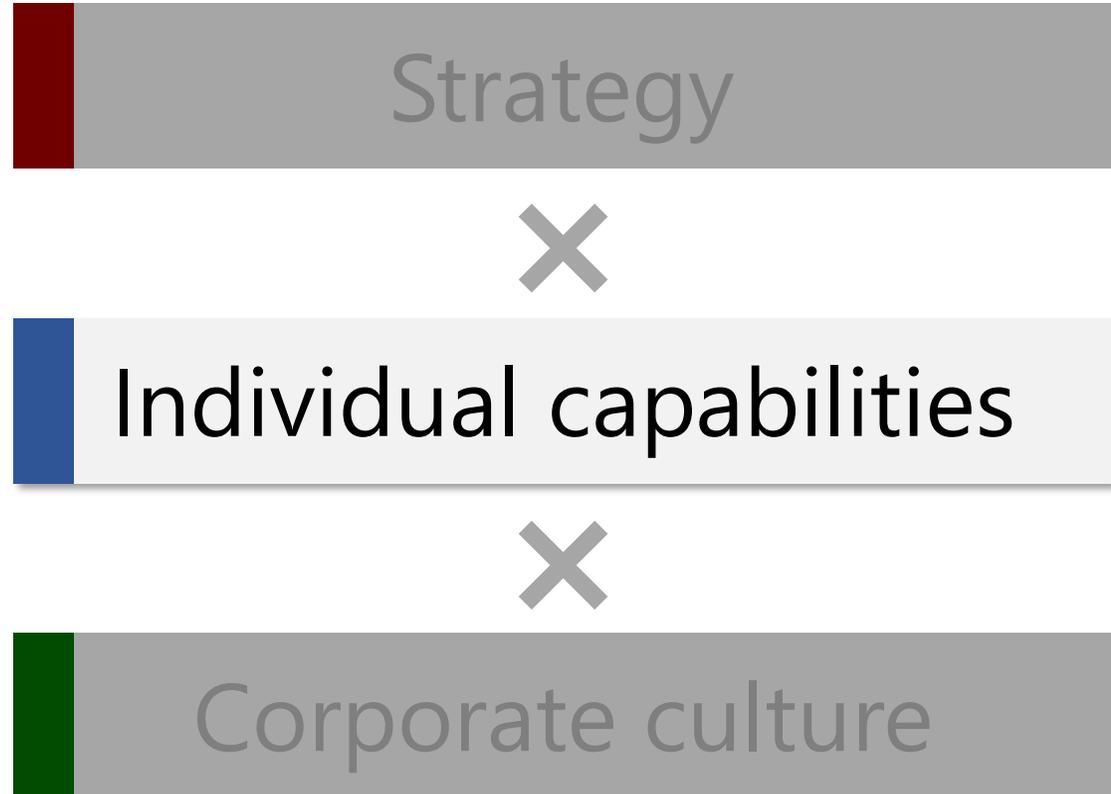
We develop

**“CO-CREATIVE PEOPLE”**

Human Capital Management in Resonac :  
Developing talents who can put portfolio strategy into practice.

Corporate Value

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## Develop leaders

## Diversity, equity and inclusion

## Career ownership

- Co-creation collaboration skills training (360°Feedback)
- Co-creative leadership training
- Fast track program
- Strategic job-rotation
- Talent review
- Value-based appraisal
- Internal job posting
- Dual ladder career path



# CEO's Results : 360°Feedback



Psychological safety



Unconscious bias



Active listening

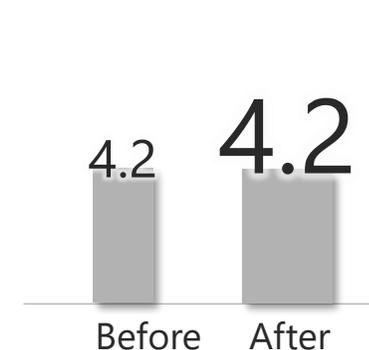
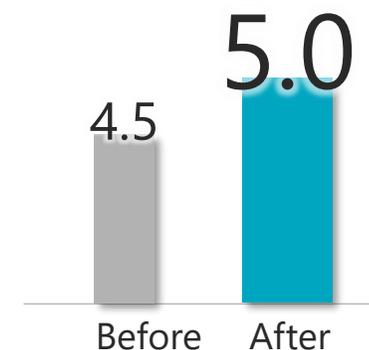
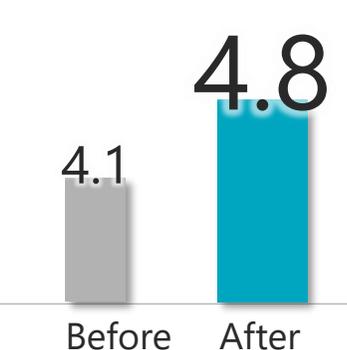
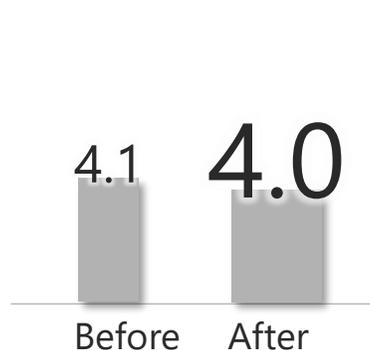
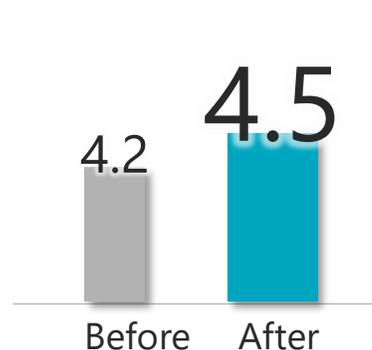


Influencing



Facilitation

Score changes before and after training



Percentage who felt CEO's improvement



- \* **Listens carefully.**
- \* Gives a sense of psychological safety concern.

- \* Not show much unconscious bias.
- \* **Can be unwittingly biased.**

- \* **Evokes an easy atmosphere to talk to.**
- \* Asks questions that elicit diverse opinions.

- \* **Sends out the right amount and quality.**
- \* Sends his thoughts in his own words honestly.

- \* **Facilitates to elicit more opinions.**
- \* Only a few people speak.

Corporate Value

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## Purpose/values as a criteria

- PV\* Workplace Workshop
- The Co-Creation at "14 Meters' Distance Workbook"
- Purpose Values Practice Casebook

\*PV : Purpose/Value

## Cross-functional connections for co-creation

- Awards for value practices "Global Awards"
- Spontaneous collaborations  
"Dhematical" "REBLUC"



CEO/CHRO visited 70 locations, conducted 61 town hall meetings and 110 round tables, and had face-to-face conversations with over 1100 employees.

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**Foster corporate culture that nurtures autonomy and creativity**

**Under Planning**

Talent Materiality	Professional-Talent Acquisition & Development	Improvement of employee engagement	Fostering a "Co-Creation" culture	Securing healthy working environment
KPI examples	<ul style="list-style-type: none"> <li>- Succession readiness rate</li> <li>- Internal job posting for career ownership</li> </ul>	<ul style="list-style-type: none"> <li>- Engagement-related scores</li> </ul>	<ul style="list-style-type: none"> <li>- Evolution and enhancement of co-creative initiatives</li> <li>- PV understanding scores</li> <li>Ratio of female managers</li> </ul>	<ul style="list-style-type: none"> <li>- Psychological safety scores</li> </ul>

***RESONAC***

### Note

Performance forecast and other statements pertaining to the future as contained in this presentation are based on the information available as of today and assumptions as of today regarding risk factors that could affect our future performance. Actual results may differ materially from the forecast due to a variety of risk factors, including, but not limited to, the influence of the coronavirus disease 2019 (COVID-19) on the world economy, the international situation, costs of naphtha and other raw materials, demand or market conditions for our products such as graphite electrodes and other commodities and foreign exchange rates. We undertake no obligation to update the forward-looking statements unless required by law.