

Strengthening Internal Communication within our Group

In January 2023, we embarked on a fresh journey under the new company name of "Resonac." We are committed to fulfilling our social responsibilities and delivering value to all our stakeholders. By doing so, we aim to earn their trust and esteem, paving the way for co-creation. The foundation for this lies in internal communication within our Group. We are strengthening our communication as a group to enhance sustainable corporate value and address societal challenges through our business activities.

April 2020

Completed the TOB (Tender Offer Bid) for the former Hitachi Chemical

January 2022

Effectively merged via the unification of management structures

January 2023

Resonac is born (corporate merger)
Holding company: Resonac Holdings Corporation
Newly merged company (operating company): Resonac Corporation



Strategy for Realizing the Long-term Vision

We aim to be a company that can compete on a global stage. To drive transformation, create synergies through the merger of the two companies, and foster co-creation, it is essential for us to bridge any gaps in understanding and awareness between management and employees. We will do this through town hall meetings and face-to-face events with the CEO and other members of the leadership team, as well as through transparent communication such as Internal Group magazines that showcase the faces of our employees.

Initiatives in 2022

Since the effective merger of the two companies in January 2022, we have been focusing on promoting mutual understanding, communicating the progress of the merger and other business information, as well as encouraging dialogue between management and employees. This has included town hall meetings between the leadership and employees, "Global Kickoff Meetings" where members of the management team from all our worldwide locations convene, as well as a New Year's address by the President. Additionally, we have been actively disseminating information via our Internal Group magazines. The New Year's address by the President was planned and executed with a greater emphasis on two-way communication. In the town hall meetings, our president has listened to employee requests and concerns, and communicated his action plans. We've further enhanced our direct communication with employees by holding sessions in Japanese, English, and Chinese, complemented with real-time Q&A sessions. We have also revamped the traditional Internal Group magazine format and launched the Internal Group magazine titled "BRIDGE," which is centered around the concept of showcasing the faces of our employees and communicating initiatives and achievements that can make us proud of the Group." It overlays the company's direction, management policies, and sentiments with the efforts of our employees. The online Internal Group magazine places emphasis on articles with the themes of co-creation, purpose & values, as well as our



"WITH UNSUNG LEADERS" features. For employees who don't typically use computers, we produce digests of our online Internal Group magazines that are displayed at our physical locations.

**"WITH UNSUNG LEADERS" features highlight those unheralded leaders in our company who bravely confront challenges and continuously learn through trial and error, all in pursuit of a brighter future. We develop articles based on this concept on our website and in Internal Group magazines.



Topics Global Kickoff Meeting 2023

In February 2023, we held our first "Global Kickoff Meeting." At the meeting, 178 attendants, consisting of the Group's senior executives and presidents of our major affiliated companies, shared the strategies and policies of each business unit and corporate function, and deepened their understanding of the Group's current priority initiatives. Lively two-way discussions were held, fostering a sense of unity within the management team.



Topics Creation of the "Resonac Pride Award" to Recognize and Encourage Employee Sustainability Activities

We established the "Resonac Pride Award" to honor employees who, through their involvement in social contributions, environmental conservation, and cultural or sporting activities, embody our purpose and values. Their efforts contribute towards enhancing our company image and invigorating internal morale and vitality. In 2022, we received 65 nominations from ten different countries. Ms. Fujichika from our Oita Office, who founded and manages the futsal club "ENTRADA" for those with intellectual disabilities, received the gold award.

