

Team Takahashi

Thoughts on Human Resource Development

—Toward a company that develops co-creative talent—

Here, the Team Takahashi management team of Resonac introduces what they keep in mind in human resource development and what is expected from employees.

What the management team holds in their hands are the values that each emphasizes the most in human resource development within one's organization. The Company's four values are "Passionate & Results-Driven," "Agile & Flexible," "Open Minds & Open Connections," and "Solid Vision & Solid Integrity." We strive to practice these values in various situations.

The most important value in human resource development within one's organization



Hidehito Takahashi
Chief Executive Officer (CEO)

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People who can execute strategy are what Resonac needs for development

What I want to create is a group of people who can act autonomously. Whether a company is good or not depends on how many people are able to execute strategies. This ability to execute means thinking about what should be done toward a goal, deciding what needs to be decided, and having the power to see it through. We will implement various personnel reforms so that employees can unleash their potential and work with vitality and enthusiasm.

Hideki Somemiya
Chief Financial Officer (CFO)

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I want to develop the best financial navigators who can demonstrate abilities beyond their roles

I hope that members of the CFO organization will aim to be the best navigators for Resonac as a whole and its operating companies. The more each individual can utilize their specialized skills beyond the confines of existing organizations and daily operations, the closer we get to enhancing corporate value and achieving "best navigator." As a CFO, I will ensure that everyone is conscious of this in their work.

Keiichi Kamiguchi
Chief Risk Management Officer (CRO)

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Supporting the Group's initiatives with a strong sense of ethics and becoming a trusted company

For Resonac to remain a trusted company, I expect the members of the CRO organization to refine their knowledge and skills while maintaining a strong sense of ethics and foresight for the future as governance professionals. By doing so, we believe we can firmly support the transformation of employee consciousness and efforts toward co-creation, and provide services that satisfy both internal and external stakeholders.

Tomomitsu Maoka
Chief Strategy Officer (CSO)

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Communication beyond boundaries is vital, not bound by preconceived notions or precedents

Because the CSO organization plays a role in guiding the entire Company's direction while constantly communicating with internal and external stakeholders, transcending boundaries is of utmost importance. In addition, as Resonac takes on many new challenges, there is no need to follow any preconceived notions or precedents. In other words, we demand members to transcend existing boundaries even in their ideas.

Shigeru Fujita

Chief Marketing Officer (CMO)



Sharing information beyond business unit boundaries to deliver additional value

As a cross-functional organization for the entire Company's sales and marketing functions, we aim to develop human resources who autonomously drive Resonac's sustainable growth and the expansion of high value-added products. By sharing market and customer information beyond business unit boundaries, each member broadens the scope of information, and by understanding Resonac's products and technologies, we aim to deliver more value to our customers.

Nori Imai

Chief Human Resource Officer (CHRO)



Flexible thinking, changing processes, and management skills to lead teams are essential

Human Resources' operations often tend to be approached with caution and take time because of its significant impact on employees. However, sometimes testing on the go is necessary to respond quickly to changes in the world. We encourage members of the CHRO organization to co-create with other units from the conceptual stage, move flexibly, link business strategies and Human Resources activities, and support transformation according to the different ways of delivering value in each business.

Masami Tobito

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



Open-minded communication is the key to achieving results

Having an open mind toward the people we work with is the most important thing for responding quickly and achieving results. We aim to foster a culture that values psychological safety throughout the Group and encourages helping professionals from various fields through "Open Minds & Open Connections." For a safe and secure workplace, we also promote the principle of "Bad News First, Fast."

Hideki Shibata

Chief Digital Officer (CDO)

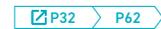


I want to nurture individuals who can flexibly and positively accept diverse ideas and grow on their own

"Open Minds & Open Connections" is a key for driving DX for improving corporate value, and is essential for personal and organizational growth. We strive to develop people who, without being constrained by fixed boundaries and biases, can flexibly and positively accept diverse ways of thinking. We will promote internal and external collaboration, and encourage active engagement with new ideas.

Masato Fukushima

Chief Technology Officer (CTO)



I want to develop people who have the courage to win others over and create excitement

Co-creative technology development can only be achieved when a person with the ability and confidence as a professional strives to win others over, possessing respect for what they don't know and the capabilities of others. We believe that people who can transform the communication environment into a bright, fun, and motivated world will shape the future of Resonac.

Hiroyuki Yamashita

General Manager, Electronics Business Headquarters



A deep commitment to results and taking on challenges with pride

In units directly involved in the business, where the results of one's efforts are easily reflected in numbers, I indeed hope that members will remain focused on outcomes. Although efforts might not always be rewarded, we still believe that our pride of being "Passionate & Results-Driven" will contribute to the growth and development of the Company, which in turn will produce results that meet the expectations of our customers, shareholders, many stakeholders, and future employees.

Yasushi Makabe

General Manager,
Device Solutions
Business Unit

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Promote coaching to discover personal strengths and desires

People have diverse perspectives, some conservative, others eager to take on the challenge of trying various things. Though careers are self-designed, often people might not realize what they want to do and what suits them. People are often reminded of what they are good at by feedback from others. We emphasize human resource development offering as many of these opportunities as possible.

Yoshito Ishii

General Manager,
Mobility Business
Headquarters

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Developing teams that take on the challenge of change and lead transformations in the CASE era

The automotive industry faces a once-in-a-century transformation, and a radical business turnaround is necessary to achieve SDGs and CASE. We are faced with the need to consciously increase our speed, think flexibly without being anchored in the past, and open up new businesses. We value the agility and flexibility to support the CASE era, transforming into teams that embrace the challenge of change without fear.

Mitsuo Katayose

General Manager,
High Performance
Materials Business
Headquarters

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Expanding connections with people and co-creation to enhance the added value of materials

The High Performance Materials Business Headquarters possesses diverse materials and members with diverse experiences. Through internal and external co-creation, we will discover new market opportunities and enhance the added value of Resonac's materials. We believe that people who practice "Open Minds & Open Connections" and connect autonomously with others can achieve this.

Hirotsugu Fukuda

General Manager,
Olefins & Derivatives
Business Unit

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Building relationships where one can discuss freely without barriers leads to results

Trust and respect for values are the basics of not only business but also human relationships. Improving communication is essential to achieve this. It starts with the person next to you, then moves on to the neighboring group, department, and business unit. Only when barriers are removed and a relationship in which one can freely discuss is built, can we fully harness the strengths of individuals and teams.

Satoshi Hara

General Manager,
Basic Chemicals
Business Unit

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Working with passion and pride to realize the Kawasaki Chemical Park*

Although the basic chemicals business has a long history at Resonac, there is no business that simply continues from the past to the future. We want to move forward and continue creating new value, aiming to establish the Kawasaki Chemical Park*. To this end, we want to be a group that possesses passion and pride, is thoroughly committed to results, and exhibits high capability through co-creation.

* Please refer to [P84](#).

Makoto Takeda

General Manager,
Graphite Business Unit

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Engaging with team members with an open mind and supporting future potential

Engaging with team members with an open mind and supporting future potential. In human resource development, it is important to gain a variety of experiences from early stage of business career and not to limit future possibilities by narrowing the boundaries of one's career. We will realize a positive cycle of human resource development by approaching each individual with an open mind and managing our organization flexibly to ensure that employees can envision their own careers and excel in the appropriate paths.

Team Takahashi— Excelling in Times of Change

Resonac's current management team, Team Takahashi, is structured in a manner suitable for a period of transformation. CEO Hidehito Takahashi leverages the characteristics of LM (leadership personnel) to lead everyone, while TG (tugboat personnel) is responsible for pioneering, and ML (management personnel) is in charge of improvements. Going forward, Resonac will utilize the FFS theory in its organizational structuring to create teams where each individual can demonstrate his or her strengths.

Five Factors & Stress (FFS) Theory

The following five items are quantified numerically, indicating whether the characteristic is strong or weak.

- **Condensable Factor:** Intensity of commitment
- **Receptive Factor:** Ability to accept unconditionally
- **Discriminative Factor:** Ability to distinguish between black and white
- **Diffusible Factor:** Ability to break out and move forward
- **Preservative Factor:** Ability to build up while maintaining

The following becomes possible with quantification.

- Understanding whether an individual's latent strengths are being positively or negatively expressed
- Enabling the optimal team configuration by objectively understanding and evaluating the relationships between people

Developer: Dr. Keichi Kobayashi

The Five Factors & Stress (FFS) theory was developed in the study of stress and personality. It measures the patterns of how people think and act, either deliberately or unconsciously, in five factors, and analyzes whether they react positively or negatively in terms of stress values. As a result, an individual's latent strengths can be objectively understood.

