

Resonac Holdings Corporation

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Resonac Moves to the Next Phase, Building on the Embodiment of a Co-Creative Culture and Our Growth to Date

— CEO Takahashi gives new year message —

Resonac Holdings Corporation and Resonac Corporation (both led by President and CEO Hidehito Takahashi) have reached their third anniversary of their establishment. In his New Year message, Hidehito Takahashi, President and CEO of Resonac, stated to employees: "My purpose is to make Resonac a company where working is truly enjoyable—a place where every employee can feel happiness." He also called on them: "As we strive to change society through the power of chemistry and maximize our corporate value, let's move forward together to the next phase!"

[Outline of CEO's new year message]

Over the four years since I became CEO, we have transformed our corporate culture significantly and built a foundation for co-creation both inside and outside the company. As the saying goes, "Preceding Discontinuity and Subsequent Common Sense," many things are now common sense. On the performance side, excluding Crasus Chemical Inc., which aims for a partial spin-off, our EBITDA margin for July–September quarter of 2025 reached 20.7%, surpassing our 20% target for the first time in a single quarter.

Building on these achievements, we have defined the period from this year through 2030 as a new phase and will announce a new long-term vision in the future. Details will be shared at the financial results briefing in February, but under the Purpose of "Change Society through the Power of Chemistry," we aim to co-create a society where people can live happily and to hand down the beautiful Earth to the next generation, and to become "A world-class functional chemical company."

To achieve this vision, we have defined seven key management issues, with particular focus on: Promotion of co-creative innovation; Practice of sustainability; Productivity improvement and value creation through the utilization of AI; and Embodiment of a co-creative culture and improvement of employee happiness.

Promotion of Co-creative Innovation:

Last year, Resonac and 26 other companies launched "JOINT3," a consortium to develop semiconductor packaging technology for large substrates. The opportunities we can gain by leading this game-changing transformation are tremendous. We will continue to promote co-creative development of cutting-edge technologies and concepts, including other consortia.

Practice of Sustainability:

In 2025 we secured subsidies for hydrogen co-firing gas turbines, enabling significant reduction in greenhouse gas emissions across the Resonac Group. We remain committed to achieving carbon neutrality by 2050.

Enhancement of Productivity and Value Creation through AI:

For two years we have emphasized “decide what to stop.” As one of these measures, please limit the number of approvers to three and promote the delegation of authority. Encourage bottom-up workplace improvements. Let’s actively integrate AI and other IT tools into daily work to boost efficiency.

Embodying a Culture of Co-Creation and Enhancing Employee Happiness:

I have been thinking deeply about what only humans can do in the age of AI. I believe those things are “aspiration,” “value-judgment,” and “innovation.” From this year, as we move to the next phase, I ask that you take time to fully understand the importance of Purpose, Values, Autonomy, and Co-Creation, put them into action, and ensure they are appropriately reflected in personnel evaluation and development.

My purpose is to make Resonac a company where working is truly enjoyable—a place where every employee can feel happiness. To achieve this, we need to build connections with colleagues who share the same aspirations, live out our Values, challenge and inspire each other, and grow together—both as individuals and as an organization. Because within that process lies genuine, intrinsic joy and fulfillment.

As we strive to change society through the power of chemistry and maximize our corporate value, let’s move forward together to the next phase!

[About Resonac]

Resonac is a functional chemical company that produces and sells products related to semiconductor and electronic materials, mobility, innovation enabling materials, chemicals, etc. The Company has a wide variety of materials and advanced material technologies applicable to midstream to downstream of supply chains of various products. In January 2023, Showa Denko and former Hitachi Chemical merged into the Resonac. The trade name “RESONAC” was created as a combination of two English words, namely, the word of “RESONATE” and “C” as the first letter of CHEMISTRY. As a “co-creative chemical company,” Resonac aims to continue growing and enhance its corporate value through co-creation. The Company recorded net sales of about 1.4 trillion yen in 2024, and its overseas sales accounted for 56% of net sales. The Company has deployed production/sales bases in 24 countries and regions and continues operating its business globally (as of February 2025).

For detail, please refer to our Website.

Resonac Holdings Corporation: <https://www.resonac.com/>

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