

SPECIAL TALK —Human Resources Department Roundtable Discussion—

Many people are involved in helping each employee develop a successful career at Denka. Their work covers recruitment, human resources development, talent deployment, health and productivity management, payroll and benefits, and HR policy design. Six members of the Human Resources Department came together to discuss their respective roles and the shared commitment behind their work.



Experience to Date

Iijima (Labor Relations Group):

- Joined Denka in 2012. After working in general affairs and personnel at the Shibukawa Plant, transferred to head office in April 2026.
- Responsible for HR system design and labor-management consultations in the Labor Relations Group.

Tokunaga (Human Resources Development Promotion Section):

- Joined Denka in 2024. After handling HR operations in the General Affairs Section at the Omuta Plant, transferred to head office in January 2026.
- Responsible for training younger employees and Grade 7 employees.

Tsuchida (Wellness and DE&I Promotion Section):

- Joined Denka in 2020. Transferred from Sales Division to the Wellness and DE&I Promotion Section in April 2025.
- Mainly responsible for health and productivity management, as well as employee benefits and diversity promotion.

Furuyama (Personnel and Systems Group):

- Joined Denka as an experienced hire in 2023 and was assigned to the Human Resources Department.
- Responsible for organizational and personnel matters, and the operation and use of HR systems.

Sakai (Compensation and Benefits Group):

- Joined Denka in 2017. After working in sales administration, transferred to the Human Resources Department in 2019.
- Responsible for managing and administering social insurance and employee benefit programs.

Shimizu (Recruitment Group):

- Joined Denka in 2023. Worked in the Recruitment Group since joining the Company.
- Responsible for all aspects of new graduate recruitment, as well as hiring and contract management for temporary staff.

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Supporting the Workplace from Different Perspectives

Iijima: Today, I want to take a fresh look at the work we do at the Human Resources Department. We have different responsibilities within the same department, but our work is actually quite closely connected, isn't it?

Shimizu: I agree. As someone in charge of recruitment, an employee's first day is a milestone, but it certainly doesn't feel like the end of our work. Even compared with when I joined in 2023, recruitment methods and channels have become much more diverse. Every year, we keep thinking about how to best communicate what makes Denka an attractive place to work at. I also handle hiring and contract management for temporary staff, always trying to bring in the people our workplaces need at the right time.

Tokunaga: And that's where we take over.

Shimizu: That's exactly how it feels (laughing). I send them off thinking, "I'll leave them in your hands from here on."

All: (Laughing)

Tokunaga: We provide training under our development policy of helping people to "be the best they can." But holding training sessions isn't an end in itself. Can employees put what they've learned into practice at work? That is what matters most to me. So we check the impact of training afterward and use the findings to improve the content.

Shimizu: Being responsible for recruitment, we're also interested in how people are doing after they join the Company. It makes me really happy when someone says, "Here's what I'm working on now."

Furuyama: By the time it comes to that stage, their careers begin to overlap with our work too.

Iijima: That's true. Helping people make the most of their abilities is really an extension of recruitment and development.

Furuyama: I agree. We invest in recruiting and cultivating people, but that effort is wasted if they don't have an environment where they are able to use their abilities. We discuss possibilities with each division, asking questions like, "Could this person thrive in a different department?" or "Would this team give them

more room to apply their strengths?" HR systems and data management provide the foundation for that work.

Tokunaga: During training, we sometimes notice that someone is demonstrating a particular strength. It is rewarding when those insights lead to a suitable placement and help that person succeed.

Furuyama: Exactly. Recruitment, development, and talent deployment may look like separate jobs, but they're all connected within an employee's career.

Iijima: Since transferring from the plant to the head office, I've become more aware of those connections too. People work differently at plants and at the head office, and even the same policy can be received differently. So when I work on HR policies, I always ask myself, "Will this really be easy for people to use at their workplaces?"

Tsuchida: I think health is part of that continuity too. No matter how many opportunities people have to grow, it's difficult to keep performing at their best if they aren't healthy. Together with health checkups and stress checks, we also hold Denka Health Week and walking events.

Iijima: So raising awareness among younger employees is one of your priorities?

Tsuchida: Exactly. I think it's important for people to be mindful of their health every day, rather than waiting until a problem arises.

Sakai: I handle payroll and benefits, and I think being able to work with peace of mind is fundamental. People expect their pay to be accurate every month. They also expect social insurance to be available when they need it.

Tsuchida: Making sure these norms are available is important.

Sakai: It is. Consistently meeting those expectations creates an environment where employees are able to focus on their work without worry.

Iijima: I noticed something after listening to you all today—at first, I thought we'd each be talking mainly about our own responsibilities. But as the conversation went on, we all ended up talking about employees.

All: (Nodding)

Iijima: Our roles are different, but we're working toward the same goal. The work each of us does connects to support each person's growth and success. That's how we keep passing on the baton.



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How Do We Carry the Baton into the Future?

Iijima: So far, we've talked about how our work is connected. How do we carry that baton forward from here? When I hear the president talk about "self-directed resources" and "earning power," it makes me wonder what kind of people Denka will need in the years ahead. What would you all like to focus on going forward?

Shimizu: For recruitment, securing diverse talent with an eye on the future will become increasingly important. New graduate recruitment and experienced-hire recruitment play different roles, and both are essential to the Company's growth.

Furuyama: I think maintaining that balance is also important. We look to new graduates for their future growth potential, and to experienced hires for fresh perspectives and expertise. When people with those different strengths work together, I think it generates a new buzz of energy within the organization and leads to innovation.

Tsuchida: That idea of diverse talent is linked to DE&I too. It's not enough simply to have employees with different values and backgrounds—we also need an environment where each person can thrive as themselves.

Shimizu: I agree. That's why I'd like us to use new recruitment channels, such as employee referrals and rehiring former employees, to connect with more people who are able to bring diverse experiences and values.

Tokunaga: And once people join, it's equally important to create an environment where they can keep growing. For that process, we'd like to encourage more people to learn and take on challenges on their own initiative. Of course, we won't just say, "Please learn on your own," and leave it at that (laughing). We want to create an environment where everyone is able to keep learning in a proactive manner, so employee growth drives the Company's growth. I'd like to boost that positive cycle even further.

Sakai: For people to take on challenges on their own initiative, it's important to have an environment where they can work with peace of mind. Alongside responding promptly to legislative and policy changes, I'd like to focus on helping employees understand the programs that are available to them. I want to make the information they need easier to access, so they are able to make use of those programs with confidence.

Iijima: That means encouraging more people to take on challenges and creating an environment where they can do so need to go hand in hand.

Furuyama: In creating such an environment, I'd also like to make greater use of HR data. We can make each employee's experience, expertise, and skills visible and use that information in placement and development decisions. That will help us find the best fit for both individuals and the organization.

Tokunaga: When we can see each person's strengths and experiences, it's also easier to plan their development.

Tsuchida: Health is essential if people are to keep performing at their best. I'd like to expand our efforts to improve health literacy, creating an environment where employees take an active interest in their own health and can continue contributing over the long term.

Sakai: Policies and health have that in common—it is not enough for the Company just to provide support. Employees need to understand it themselves.

Tsuchida: Exactly. I want to create an environment where everyone is able to thrive as themselves throughout their long career.

Iijima: Through this discussion, I can see that while our future priorities differ, they all come back to the same question: how can we bring out the full potential of every employee?

Recruitment, development, and talent deployment, supported by health and productivity management, payroll, and benefits. We connect those efforts to ensure that every employee can thrive over the long term. That's our role.

To achieve that, I think combining people, systems, and digital technologies will become even more important. By listening closely to workplace feedback and unspoken needs, applying them in our policies, and actively using data and AI, we want to make our human resources management even more valuable.

Bringing out the full potential of people and organizations, and creating an environment where autonomous talent can thrive. I believe that is the mission of the Human Resources Department in supporting the achievement of Management Plan "Mission 2030."

