

Messages from Outside Directors



Takayuki Hayakawa

Primary Independent Outside Director
Audit & Supervisory Committee Member

Enhancing R&D Capabilities, Human Capital, and Group Governance toward Advancement of Global Management

FY2022 was the first fiscal year of the medium-term business plan. Amid a harsh environment that included the COVID-19 pandemic, even though the situation was heading toward less restrictions, and high raw material prices, President Tokiwa and all employees united as one to steadily implement detailed initiatives under four strategies. As a result, performance trended strongly, and new record highs were set for both net sales and profits. RIKEN TECHNOS also set forth “Contribute to solving environmental and social issues” as one of the strategies and established the Sustainability Committee, putting in a place a structure that allows further promotion of initiatives based on discussions with a wider range of people.

It was under these circumstances that I attended important meetings, including meetings of the Board of Directors, Management Committee, Audit & Supervisory Committee, Nomination Committee, and Compensation Committee, as an independent outside director. I also actively engaged in exchanges of opinions with the representative directors, remote meetings led by overseas sites during the pandemic, meetings with frontline employees during factory audits, and information exchange with the accounting auditor, among other things.

The Company also actively provides such opportunities, including conducting Board of Directors meetings at factories and R&D Centers followed by organizing discussions on predetermined themes with those in management positions at these sites.

Based on an open, sincere, and hardworking corporate culture of the challenger stated in the Company’s corporate philosophy RIKEN TECHNOS WAY, we will need to continue to focus on strengthening of R&D and technological capabilities as well as to enhance human capital. I hope to provide advice for audits, supervision, and such from a position independent of the management to contribute toward strengthening Group governance, placing importance on the perspectives of our stakeholders while taking into consideration a balance between business expansion—such as an overseas net sales ratio exceeding 50%—and the Group’s internal control.

Toward Further Progress in Global Management and Sustainability Promotion

RIKEN TECHNOS’s mission is stated as “We are a challenger that harnesses the power of science to improve the quality of life and create a safe, affluent society.” The Company has played the role of improving lives in a wide range of fields, using the synthetic resin processing technologies developed since its establishment as its basis. As an independent outside director, with the Company in an environment that is changing at an unprecedented speed and scale, I think we have entered an era where RIKEN TECHNOS’s true value as a challenger will be further tested. Based on this understanding of the situation, let me state two areas that I focus on monitoring.

First is the intensification of global management. In view of the target of an overseas net sales ratio exceeding 50% in the current medium-term business plan, various measures are being implemented under the strategy of “Intensify global management and generate synergies.” A common issue in the manufacturing industry, RIKEN TECHNOS cannot be said to have an abundance of human resources who can evenly manage manufacturing, sales, and administration at high levels at overseas sites. The Company has been working on this issue even before the appearance of voices advocating the importance of human capital and human resources development, and I am focusing on this area given anticipation of even greater advancement of global management.

The second area is sustainability. As a manufacturer undertaking chemistry from a scientific point of view, it will be necessary to address social issues such as environmental problems. Although the antibacterial and antiviral film RIKEGUARD®—which gathered attention due to the COVID-19 pandemic—was a product developed before the pandemic, it came to show a part of RIKEN TECHNOS’s unceasing technological development capabilities against social issues. Sustainability is a vast theme and it is difficult to predict the appearance of new issues, but I hope the Company will hold firm to this stance and carry through its mission toward realizing a sustainable society.



Shigeharu Nakamura

Independent Outside Director
Audit & Supervisory Committee Member



Shigeru Ehara

Independent Outside Director
Audit & Supervisory Committee Member

Undertaking Management Founded on Beliefs Because These Are VUCA Times

RIKEN TECHNOS has a vibrant and open corporate culture. The top management and other officers and employees convey the situation and issues frankly to outside directors, allowing us to participate in Board of Directors and other meetings with a direct sensing about the execution of operations.

Centered on the resin formulations and manufacturing technologies developed in Japan over a period of more than 70 years, the Company is a plastic material manufacturer that also has manufacturing and sales sites in Asia, the United States, and other locations. Today, more than 50% of net sales come from outside Japan. Besides Japan and the United States, going forward, the Company will continue to take on challenges with ASEAN and other Asian countries as the main targets to seek supple growth through the provision of new value and the approach of environmental friendliness. I think this is an appropriate direction. At the same time, the surrounding environment has remained in a state of turbulence called VUCA (volatile, uncertain, complex, and ambiguous) for the past few years, including climate change, the global spreading of a virus, armed invasion, the revolution in green energy, and digital transformation (DX). It will therefore be important to have ideas that are not bound by the past as well as a sense of speed. Under such circumstances, the importance of human capital is fully recognized, various measures are in place to acquire talents through providing opportunities for development and enhancing opportunities and environments that allow employees to play active roles. At the same time, I think the long-term vision and RIKEN TECHNOS WAY will serve as guideposts for the diversifying talents.

For RIKEN TECHNOS to carry out institutional decision making based on its beliefs after taking in an overview of the domestic and international situation, I intend to offer recommendations and advice while also keeping an eye on Group governance that strikes a balance between offense and defense.

Toward Nurturing Remarkable Corporate Governance through Serious Discussions

I was appointed as an outside director in 2022 and attended meetings such as those of the Board of Directors and Management Committee. RIKEN TECHNOS takes proper time to conduct serious discussions about important management issues and strives to strengthen governance. Outside directors make up more than half of the members for both the Nomination Committee and Compensation Committee, guaranteeing fair decision making.

Amid a difficult social situation that includes climate change and COVID-19, companies have to grow their businesses while responding to the Sustainable Development Goals (SDGs) and environmental, social, and governance (ESG) aspects. The spirit of venture passed down since the time of establishment has evolved into the core of the corporate philosophy in the form of the term “challenger.” Based on this spirit, the Company’s Code of Conduct was formulated to realize a sustainable society and improve corporate value, and the medium-term business plan substantiates measures to achieve these goals.

These are VUCA times, and we are required to identify changes and respond to them. Focusing on the development of safe and functional products that are friendly to the environment, the Company enhanced its R&D Centers. Furthermore, it established the Start-up Office for New Business Development and is working on business diversification and expansion.

With an overseas net sales ratio exceeding 50%, the Company recognizes the need for human resources development both in Japan and overseas to promote future globalization. There are various programs in place, such as development of talents for the Company’s future management and female managers, deepening of compliance awareness, and enhancement of health.

Going forward, I will continue to use the experiences gained through being an accountant for more than 30 years, look at the results of the Company’s various measures with a stakeholder perspective, and offer fair and frank opinions that help to nurture remarkable corporate governance. As RIKEN TECHNOS’s first female director, I also hope to support the active participation of women in whatever way that I can.



Aogi Suemura

Independent Outside Director
Audit & Supervisory Committee Member