



The 33rd JCCP
International Symposium
January 22, 2015

Development of competitive human resources of Showa Shell

Showa Shell Sekiyu Co., Ltd

Outline

- Our Value Chain
- Our history
- Our Mid-term Business Action Plan
- Talent vision
- Human Development Plan

Our Business

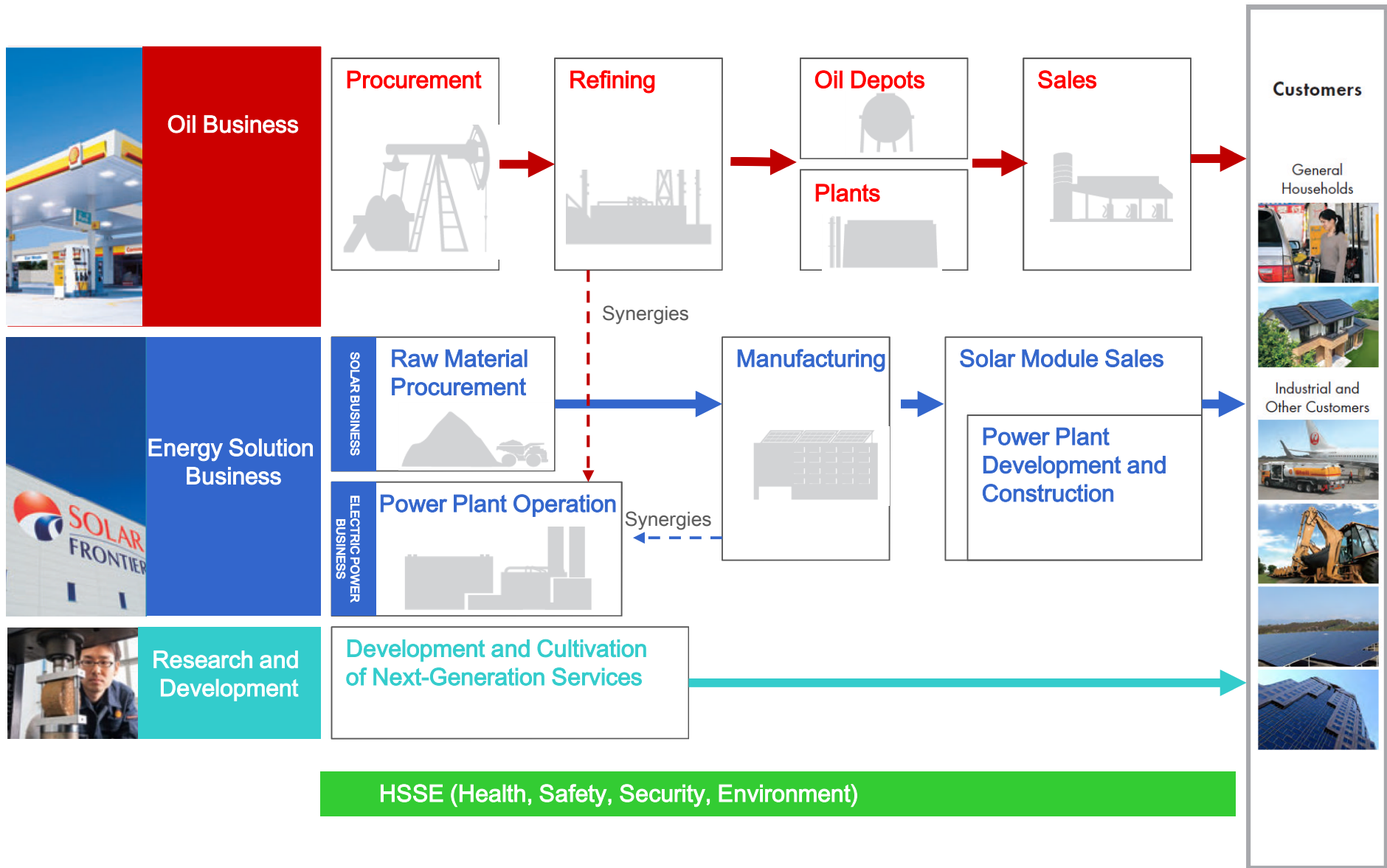


Oil Business

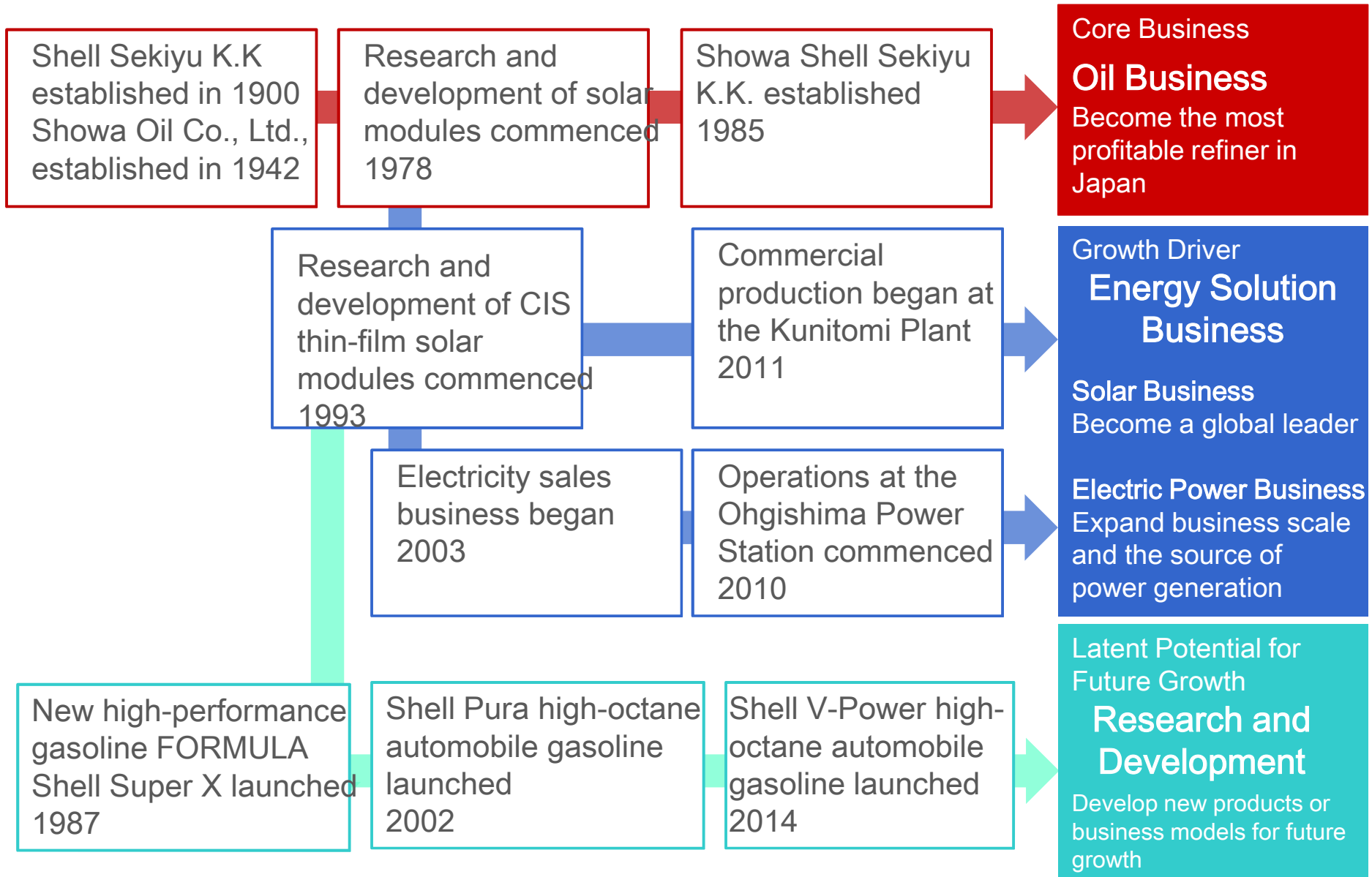


**Energy Solution
Business**

Our Value Chain



Our History



Our Mid-term Business Action Plan

Enhancing profitability of the Oil Business

Become the most profitable refiner in Japan

- Establish profitable marketing network
- Become the top-class efficient Asian refiner
- Overseas petrochemical business expansion

Enhancing competitiveness of the Solar Business

Become a global leader

- World-leading cost competitiveness
- High added-value solution proposition

Fostering seeds for future growth

Develop new products or business models for future growth

- Develop next generation energy technology for products and services
- Strengthen tie with Shell group and other strategic partners
- Investigate new business fields

Expanding the Power Business

Expand business scale and the source of power generation

- Start-up of No.3 Plant of Ohgishima Power
- Capacity expansion
- Diversify the sources of power production

Global business expansion on the strong domestic business base

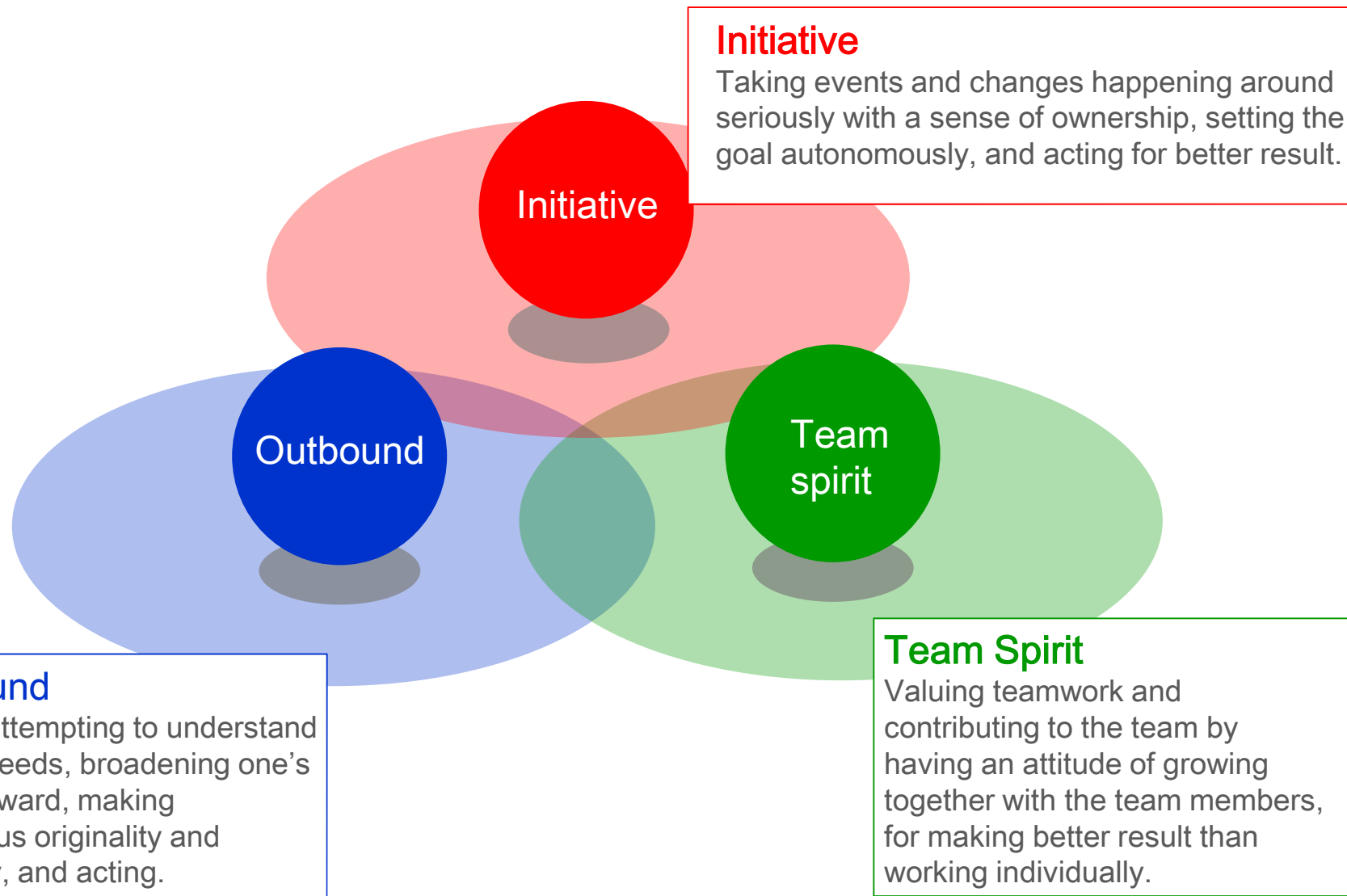
New

Employment Statistics

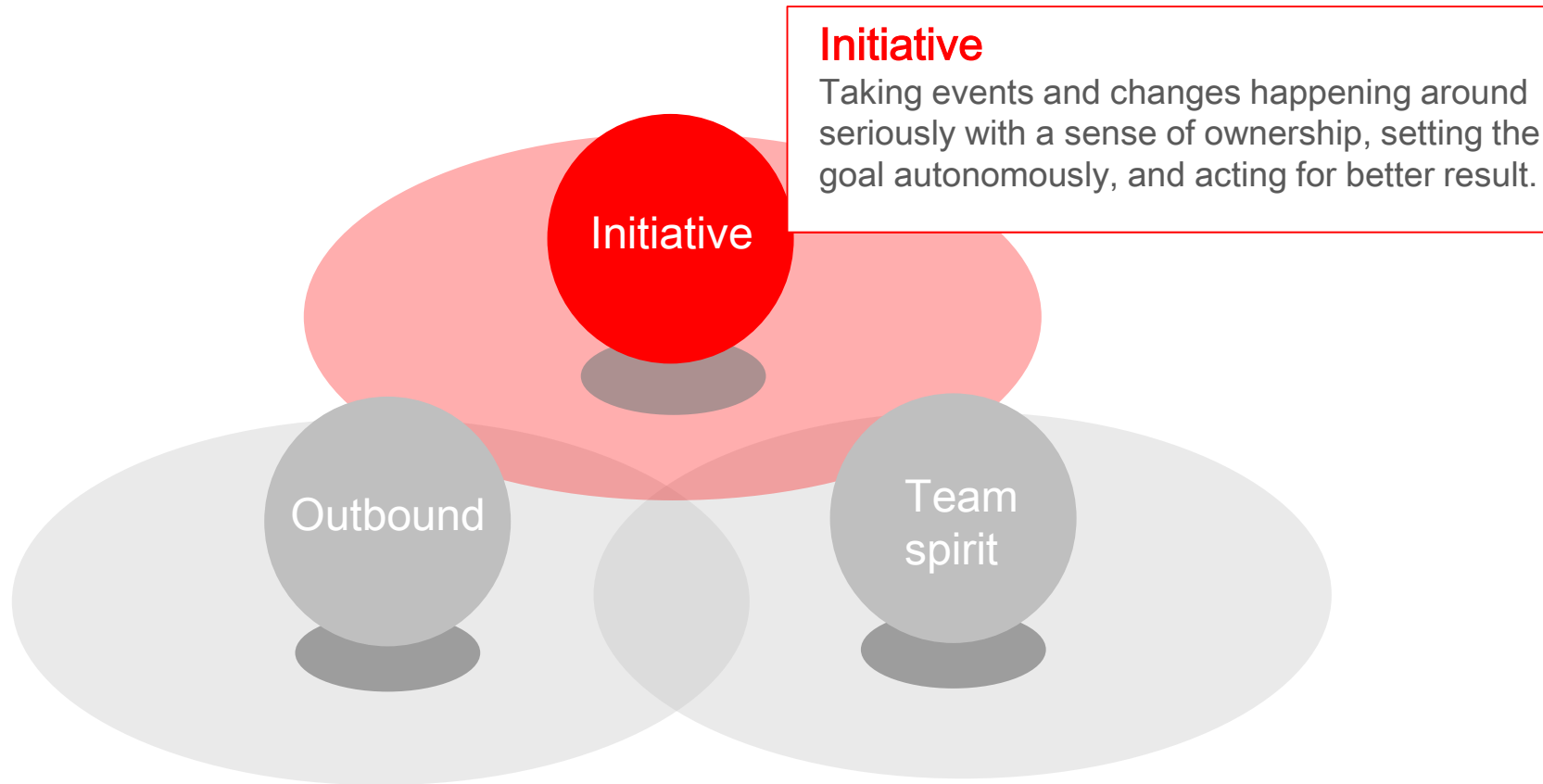
Showa Shell on a non-consolidated basis
* As of December 31, 2013

Number of employees	953
Percent of employees that are female	22.4%
Number of managers (including executives)	223
Percent of managers that are female	2.2%
Average age	44.5 years old
Average length of employment	20.5 years

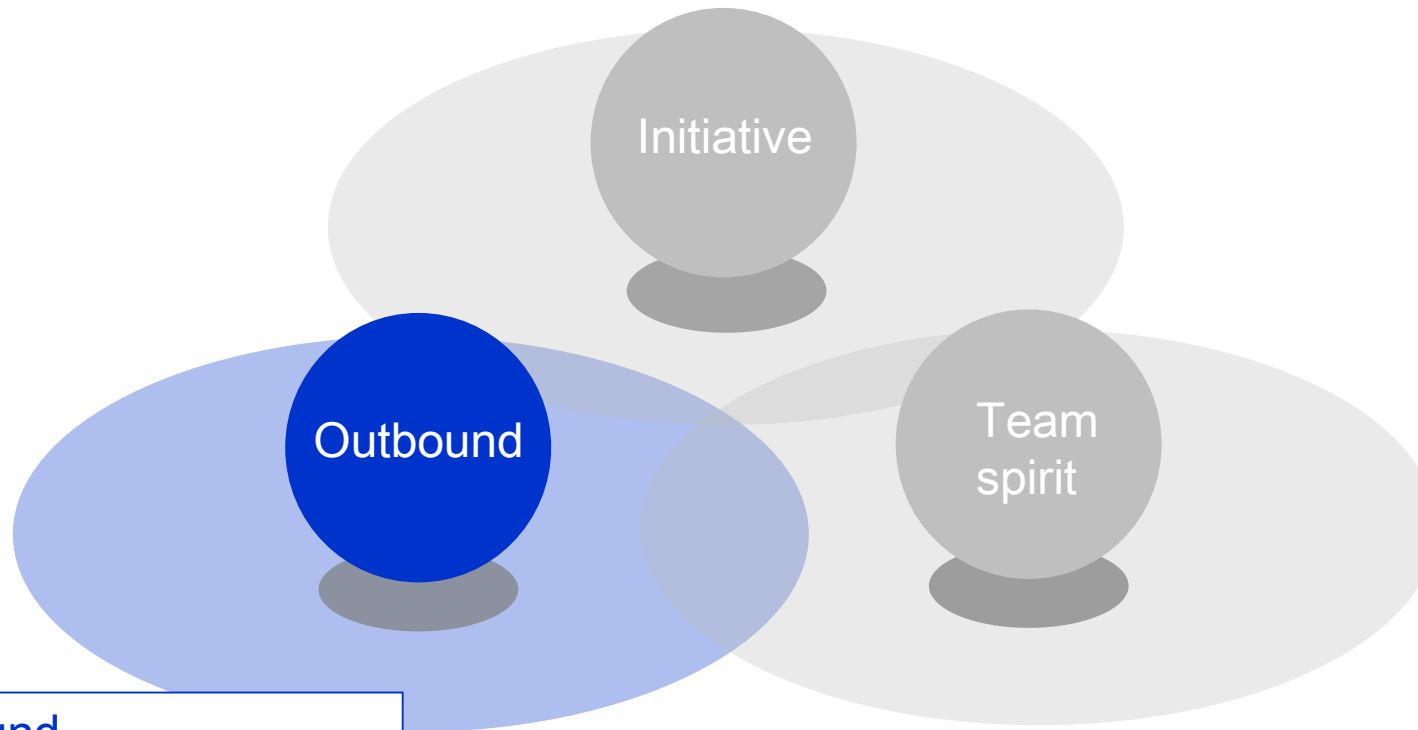
Talent Vision



Talent Vision Initiative



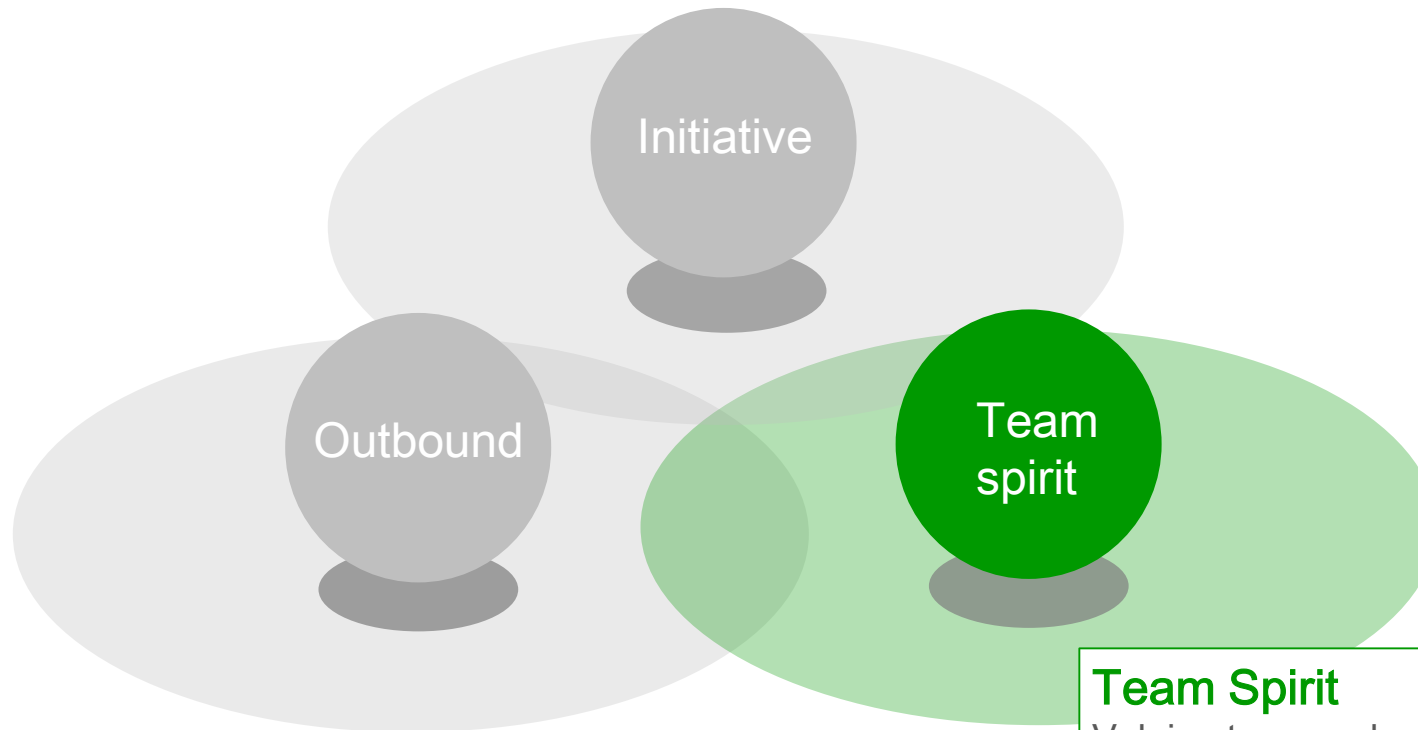
Talent Vision Outbound



Outbound

Always attempting to understand clients' needs, broadening one's mind outward, making continuous originality and ingenuity, and acting.

Talent Vision Team Spirit



Team Spirit

Valuing teamwork and contributing to the team by having an attitude of growing together with the team members, for making better result than working individually.

Toward Realization of the Talent Vision

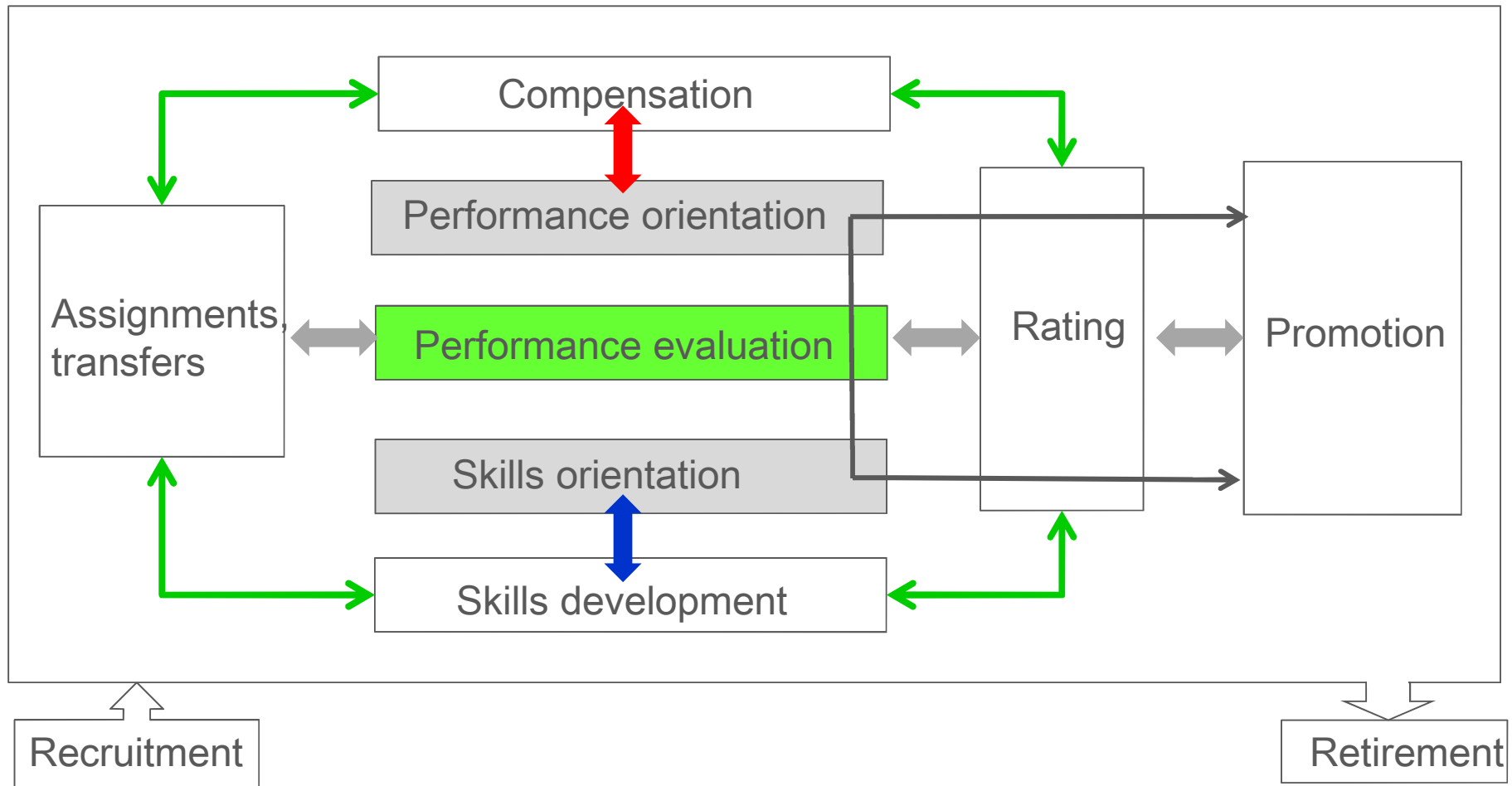
Our training systems are focused on strategically strengthening human resources through programs in three areas

- Development of competency and way of thinking,
- Development of professional talent
- Improvement of adaptability to an ever increasing global business environment.

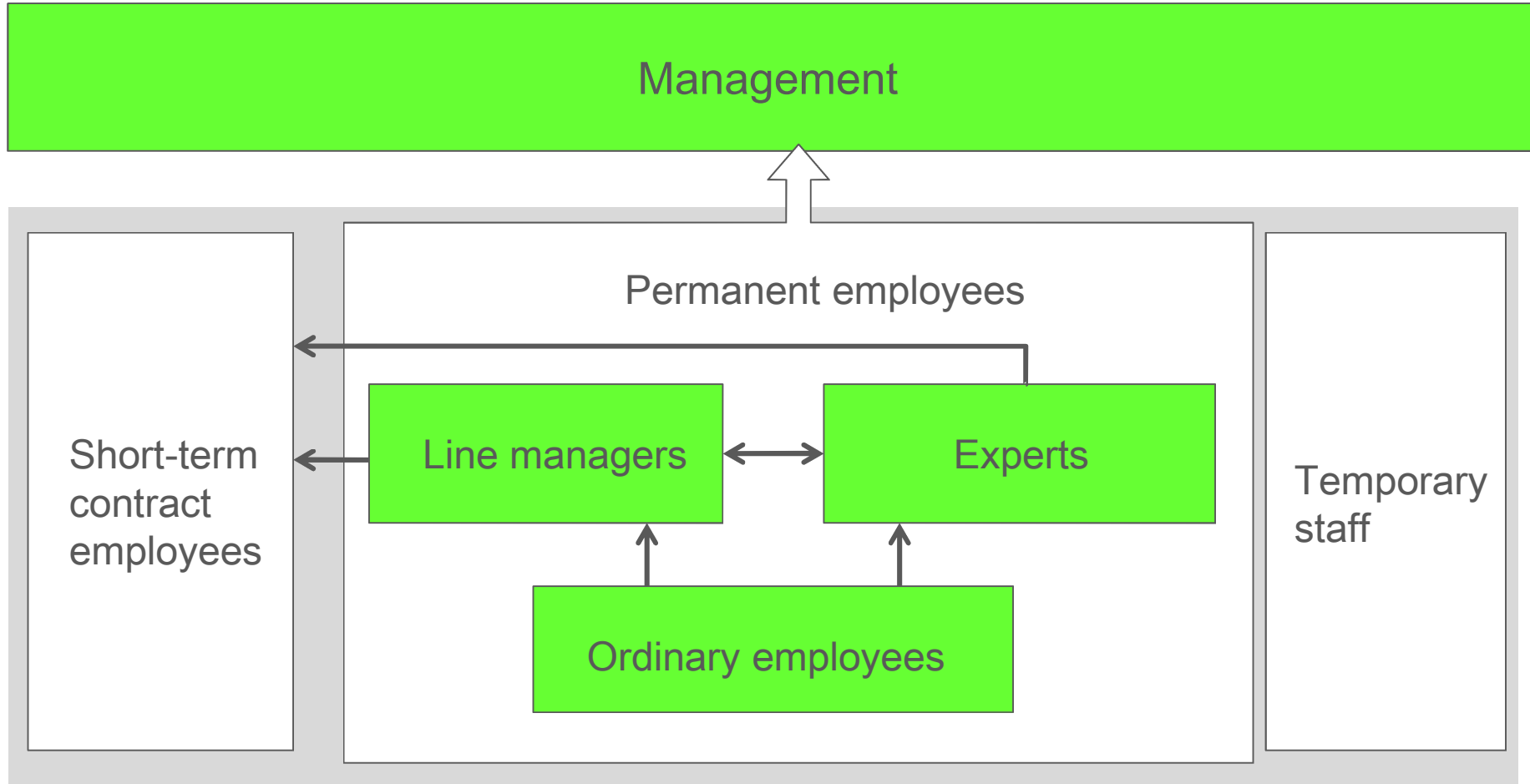
Toward Realization of the Talent Vision

	Development of Competency and Way of Thinking		Development of Professional Talent			Improvement of Adaptability to Global Business Environment		Others	
	HR Division		Business Segments			HR Division & Business Segments	Test	Support for Self-Education	
GM	Training Programs of General Managers								
Manager	Training Programs of New Managers, MBO, and Managers		Elective Domestic Off-Site Training	Advanced Courses by Business Segment	Specialized Skill Dev. Courses by Business Segments	Support for Specialized Skill Dev. Courses Outside of the Company	Shell Overseas Training	Elective Overseas Off-Site Training	TOEIC Test (Offered Companywide)
Solid Employees	Basic Management Training								
	Leadership Training								
Junior Employees (1~3 Years)	Basic Leadership Training		Basic Courses by HR Division				Studying Abroad Program		
Pre-Employment	Training Programs of New Grads and Based on Number of Years at the Company			Training before Entering					

Total Personnel System



Human Resources Portfolio



Creation of a Worker-Friendly Environment

- Respect for Human Rights
- Discussions with Labor Unions
- Efforts to Ensure Fair, Impartial, and Diverse Hiring
- Reemployment of People Retiring at Retirement Age
- Employment of Women
- Employing Differently Abled People
- Systems to Promote a Work-Life Balance
- Employee Opinion Surveys

