

Ryusuke.Nakamura

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Dear Nakamura-san

The next week is coming closer, and we are getting excited on seeing you all for lively discussions.

We would like to take the opportunity of your presence to interview you, and put a summary of this interview in the UBE NEWS –special article on UBE 25. The interview would be taken by one of the younger members. In order to think a bit, here are some of the questions we are curious about. If possible, you can already send your answers, and then, we can go over it at the interview itself, to smoothen it, and catch well the nuances, or add some additional items that you would like to input. You even can propose a “counter interview” to the younger member !

1. **BIOGRAPHY**

Short Biography & timeline – hometown, study, career in UBE, Position in Europe. Role & contribution. Career till retirement. Present activities. Family. (already given to Miss Kazuko)- some anecdotes can be given at your best convenience – most strange/dangerous/funny situation-business-person.. while you were in UEG.

2. **VISION**

Difficulties & Dreams at your career start and at your start in Europe – and how you look back to it now.

3. **DECISION TAKING**

In your experience of decision taker, what was necessary in order to take a good decision ?
What could make it difficult to decide ? What decision are you proud of, what decision or absence of decisions do you regret ?

4. **LEADERSHIP**

What were for you inspiring and effective leaders in your career, and why.

5. **SUPERVISION & TRAINING**

Who was a good teacher and supervisor, why. When you supervised or trained your supervisor, what mattered most – what did you watch most ?

6. **EXPERIENCE in UEG.**

What meant the UEG experience in your career afterwards ? How did it affect your family ?
How did they experience it ? Is there anything you still use from those days ?

7. **COMPANY CULTURE**

How would you describe UBE’s Company culture at the time you entered and at the time you left ? In your personal perception :

- a. What are some of the companies that you respect most and why ?
- b. What is UBE’s greatest value compared to other companies ? What is the UBE core value that is unique and that can be shared between every employee and department or subsidiary of UBE industries ?
- c. Which value do you appreciate most in Japan, and most Europe ? Which Japanese value is missing most in Europe, and the other way round ?
- d. Could UBE’s culture be transferred to UEG or UCE ?

8. FUTURE

What is most important for UBE to grow successfully in the world ? Where do you see the chance for UBE in the future ? What do you wish for yourself, your family and UBE ? – how do you see your living environment, your family, UBE, UCE.. in 2037 ?

I hope it is not too big inconvenience to give you this homework ! On the Thursday and Friday morning, we will have the workshops on this issue of successful company culture for UBE in Europe.

Do not hesitate to give me your comments regarding the questions.

See you soon !!

Bruno

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