

Create new value through the power of chemistry

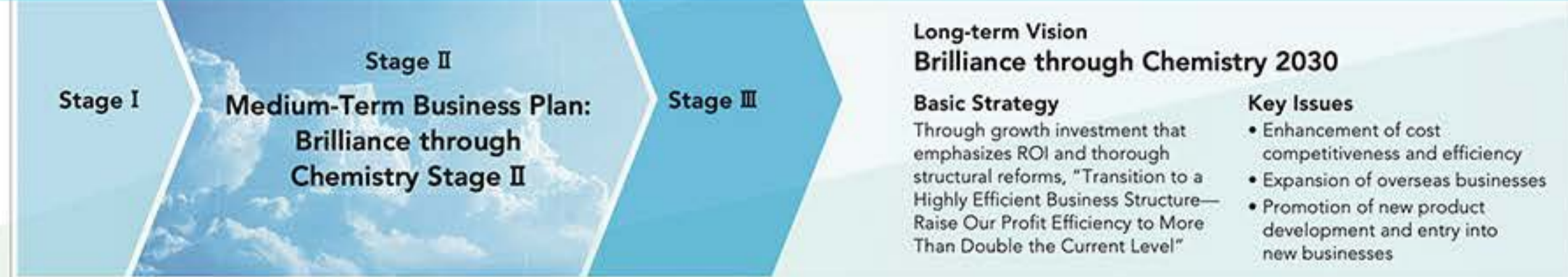
Megatrends

- Population growth**
Increase in food and feed production and improvement of production efficiency
- Global warming**
Increase in the incidence of crop pests and diseases
- Improvement in living standards**
Increased demand for pharmaceuticals and improved QOL
- Social security cost issues**
Increasing health consciousness and awareness of preventive medicine
- Achievement of a sustainable society**
Reduction of environmental burden
Building a resource-recycling-based society
- Progress in information and communication technologies**
Popularization of smart devices
Rising needs for technological innovation

Input capital

- Financial capital**
- Manufacturing capital**
- Intellectual capital**
- Human capital**
- Social capital**
- Natural capital**

Business activities



Long-term Vision
Brilliance through Chemistry 2030

Basic Strategy
Through growth investment that emphasizes ROI and thorough structural reforms, "Transition to a Highly Efficient Business Structure—Raise Our Profit Efficiency to More Than Double the Current Level"

Key Issues

- Enhancement of cost competitiveness and efficiency
- Expansion of overseas businesses
- Promotion of new product development and entry into new businesses

Outputs

- Agrochemicals**
- Pharmaceutical Additives**
- Eco Business Products**
- Specialty Chemicals**

Outcomes

- Increasing corporate value**
- ROS (Operating profit on sales) target: **10% or more**
 - ROA (Operating profit on assets) target: **7% or more**
 - ROE (Return on equity) target: **12%**
(Targets for FY 2030, the final year of our long-term vision)
- Diverse human resources**
- Mid-career hires **19.2%** (FY 2024)
 - Female employees **13.3%** (FY 2024) (Non-consolidated)
 - Employees with disabilities **1.8%** (FY 2024) (Non-consolidated)
- Progress toward enhancing competitiveness**
- Improving core technologies
 - Creating in-demand products and services
 - Increasing market share
- Reduced environmental footprint**
- Reduced GHG emissions by **32.8%** (Compared with FY 2014) (Non-consolidated)
 - Reduced energy use by **34.4%** (Compared with FY 2014) (Non-consolidated)



Sustainability Management

Increasing Corporate Value

Increasing Social Value

Materialities

- Agriculture**
Securing food and achieving sustainable agriculture
- 2 ZERO WASTE**
- Healthcare**
Healthy lives to all people
- 3 GOOD HEALTH AND WELL-BEING**
- Environment**
Toward a resource recycling society
- 6 CLEAN WATER AND SANITATION**
- 11 SUSTAINABLE TOURISM**
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION**
- 15 LIFE ON LAND**
- ICT**
Applying the functionality of chemicals to IT devices
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**