

Our Value Creation Process

In response to the world we envision for the future, we will make use of six types of business capital nurtured across 109 years of history, creating business value and striving to realize a sustainable society.

INPUT (Six types of business capital)



Human Capital

▶P61

International and diverse human resources

- Number of employees (consolidated) 6,514 (as of March 31, 2024)
- FY2023 ratio of female managers 4.8%
- FY2023 ratio of non-Japanese employees 15.6%



Intellectual Capital

▶P33

Core technologies that captured megatrends

- Research sites 1 in Japan + 3 overseas
- FY2023 number of research staff 864



Natural Capital

▶P55

Efficient use of resources

- FY2023 renewable energy ratio 41%
 - Hydroelectric power plants 17 locations
- Note: includes co-owned plants



Manufacturing Capital

A production system that supports global competitiveness

- Manufacturing sites 13 in Japan + 9 overseas
- FY2023 investment in equipment ¥43.7 billion



Social Capital

▶82

Our partnerships with stakeholders



Financial Capital

▶P29

The financial base and investment for value creation

- Consolidated total assets ¥616.244 billion
- Net DE ratio 0.45 times

PURPOSE

Make the world a better place as specialists in chemistry.

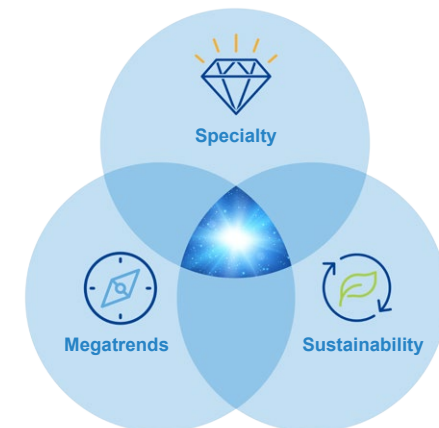
BUSINESS MODEL

Management Plan “Mission 2030”

▶P23-32



Business Value Creation



Human Resources Value Creation

Management Value Creation

Materiality

▶P15-16

Responsibility for and Contributing to a Sustainable Society

Strengthening our business foundation

OUTPUT

New Business
Development

▶ P33-38

Electronics &
Innovative Products

▶ P43-44

Life Innovation

▶ P45-46

Elastomer &
Infrastructure Solutions

▶ P47-48

Polymer Solutions

▶ P49-50

OUTCOME

Increased Sustainability
and Corporate Value

Operating income (FY2030)

¥100 billion or more (15% or more operating income ratio)

ROE (FY2030)

15% or more

ROIC (FY2030)

10% or more

Make **100%** of businesses
“three-star business” that incorporate
the three elements of specialty,
megatrends, and sustainability

Eight-year investment cash flow total

¥470 billion

R&D spending (including ¥50 billion for basic research)

¥180 billionContributing to a
sustainable society

ICT&Energy



- Ensure universal access to affordable, reliable, and modern energy services (7.1)
- Substantially increase the share of renewable energy in the global energy mix (7.2)
- Double the global rate of improvement in energy efficiency (7.3)

Healthcare



- End epidemics of infectious and communicable diseases (3.3)
- Reduce premature mortality from non-communicable diseases (3.4)
- Achieve universal health coverage (3.8)

Sustainable
Living

- Ensure access for all to adequate, safe, and affordable housing and basic services (11.1)
- Provide access to safe, affordable, accessible, and sustainable transport systems for all (11.2) Enhance inclusive and sustainable urbanization and capacity for participatory, integrated, and sustainable human settlement planning and management (11.3)
- Reduce the adverse environmental impact of cities by paying special attention to air quality and municipal and other waste management (11.6)

**SUSTAINABLE
DEVELOPMENT GOALS**