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March 4th, 2022

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Corporate Strategy for Vision 2030
WakuWaku Explosion 2030
To be a company wholly committed to a “Waku Waku Future”

Sanyo Chemical Industries, Ltd. announces that the company has defined a vision toward 2030 for our further sustainable growth and the management policy “WakuWaku* Explosion 2030” toward our vision at the March 4, 2022 Board of Directors.

Under the company motto, “Let us contribute to building a better society through our corporate activities,” we have been pursuing the 10th mid-term management plan, “New Sanyo for 2027,” since 2018. We aim to be a “global, unique, and excellent corporate group” that creates valuable products with customers.

With the slogan “KAERU (committed to change)” the company has been making efforts to improve the business performance and establish environments that respect diverse values so that every employee works with pride and job satisfaction.

Toward the 2030 vision, we will be striving to improve further the stable profit structure and corporate culture that we have been fostering under a new management system with the initiative by President Akinori Higuchi.

*” Waku Waku” is a Japanese word that means positive, bright, up-lifting feeling inspired by inner motivations and/or own wills.

Management Policy Toward the 2030 Vision “WakuWaku Explosion 2030”

1. Vision

We have changed our slogan “KAERU (committed to change)” to “WakuWaku” and also put our passion for sustainable growth into the word “Explosion.”

Together with “WakuWaku” and “Explosion,” we have defined a new Mission, Values, and Vision.

The Mission, Values of Sanyo

Company
Motto

“Let us contribute to building a better society
through our corporate activities”

Society we want to achieve

- A circular society in harmony with the environment
- A society where people can live in health and peace
- A society where each individual can shine

Sanyo's
Contribution

**Support the
Environment**

Contribution to Carbon Neutral

**Support people
and their lives**

Improvement of QOL

**Support the
Diversity**

Improvement of Job Satisfaction

What we think important (Values)

- Waku Waku feeling from all stakeholders
- Co-creation* of the environmental and social value and economical value together with stakeholders.
- Every employee contributes to value creation

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* Co-creation : Creating value with all stakeholders

The Vision of Sanyo

All employees feel pride and satisfaction from their work.
Grow into a global, unique, and highly profitable company



With the creativity of a diverse group of individuals,
by combining the "power" of our company and all our stakeholders,
we continue implementing rapid improvement
and we will be an innovator beyond the boundaries of chemistry.

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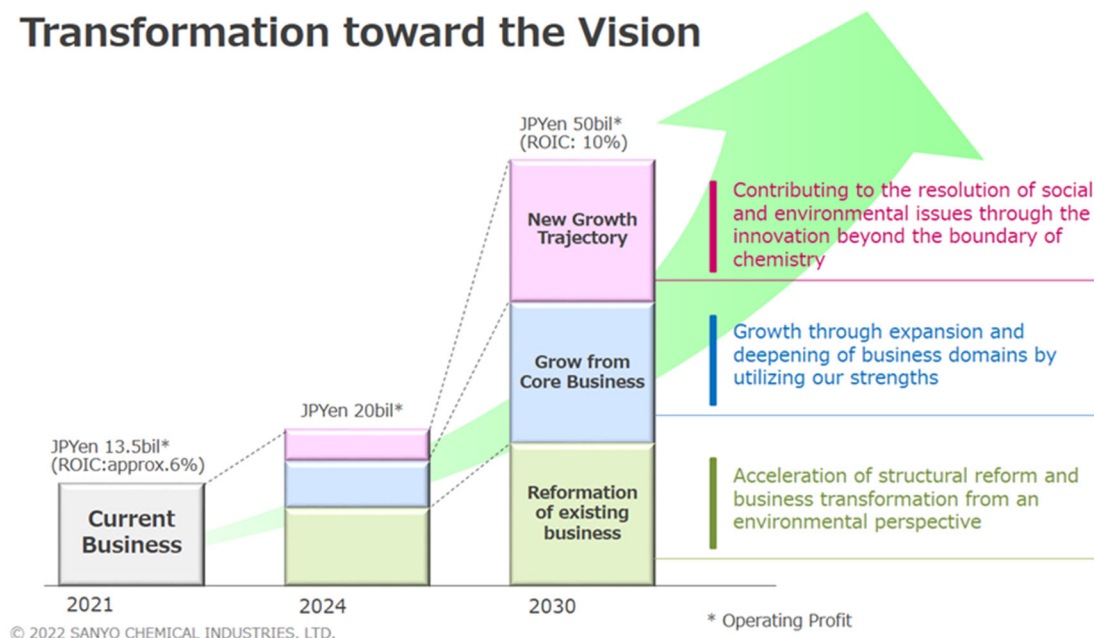
In our management policy, the Mission (company motto) includes “better society,” which refers to the circular society in harmony with the environment, a society where people live in health and peace and where each individual can shine. With these goals in mind, we will work together and strive to achieve them.

As for the Vision, while we retain the idea of the 10th mid-term management plan, we specified action principles “With the creativity of a diverse group of individuals, and by combining the “power” of our company and all our stakeholders, we continue implementing rapid improvement and will become an innovator beyond the boundaries of chemistry” and “Co-create the environmental and social value and economical value” to deliver “Enhanced Corporate Value.”

2. Transformation toward the Vision

We have designed the 2024 vision, one of the milestones toward the 2030 vision. The company's business activities have been re-organized and divided into 3 categories of "New Growth Trajectory," "Grow from Core Business," and "Reformation of existing business." We will re-build and reinforce the business portfolio under the policy of these categories.

Transformation toward the Vision



3. Activities to support the transformation

Under the idea "Every employee in various situations plays a leading role," which includes employees of our overseas sites and production sites as well as the headquarter sector, we are determined to spotlight everyone so that every employee can shine and experience a sense of accomplishment. We have made a slogan "All departments are profit centers" which expresses the idea.

We believe that being a company that makes every employee Waku Waku is a key activity that supports the transformation toward the vision.

Specifically, we have defined action plans for corporate reform such as production site reform, corporate function strategy to generate profit, DEI (diversity, equity & inclusion), workplace reform, and the use of DX.

Activities to support the Transformation

“All departments are profit centers”

- Each and every employee of the Sanyo Group plays a leading role.
- Promoting WakuWaku works by spotlighting everyone.

Support the diversity

Improvement of job satisfaction

Business Division

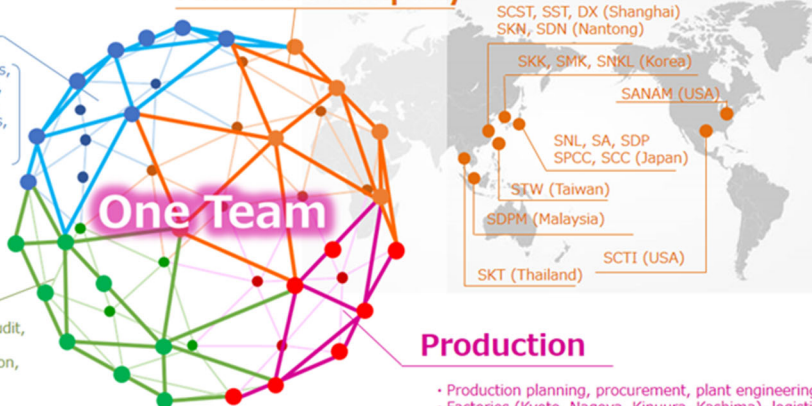
• Division
Lubricant Additives, Imaging Materials, Biotechnology & Medical, Surfactants, Performance Materials, Polyurethane, Industrial Chemicals, Energy business, Digital Olfaction Business, Beauty & Personal Care

• Sales offices
(Nagoya, Hiroshima, Fukuoka)

Headquarters

• HR, General Affairs, Accounting, Audit, ERP, Planning, Financing, Administrative Affairs (administration, sales, research), Responsible Care

Affiliated company



Production

- Production planning, procurement, plant engineering
- Factories (Kyoto, Nagoya, Kinuura, Kashima), logistics

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4. Sustainability initiatives

As the sustainability initiatives, we will further enhance the activities that we have engaged in and strive to achieve the Vision from a sustainability perspective.

Sustainability Policy to Support Corporate Activities



5. Final note

We have made a logo that expresses our management policy (See the end of the document), and with this, we will make efforts to improve the engagement. This red human motif expresses the sense of exaltation and expectancy toward the "Waku Waku future." "Interface Innovator" expresses our passion for being an innovator beyond the boundaries of chemistry with the use of surface activity control technology that is one of our "power."

We will promote this management policy to enhance the corporate value and eventually enrich

returns to the stakeholders.



Toward a “Waku Waku Future”

All Sanyo Chemical Group companies will work together to proactively resolve various issues in order to build a sustainable and better society.

In order to achieve this goal, we will work together with all of our stakeholders to realize an “Waku Waku future” while always striving to achieve new goals and valuing the job satisfaction of each and every employee, including global staff.



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