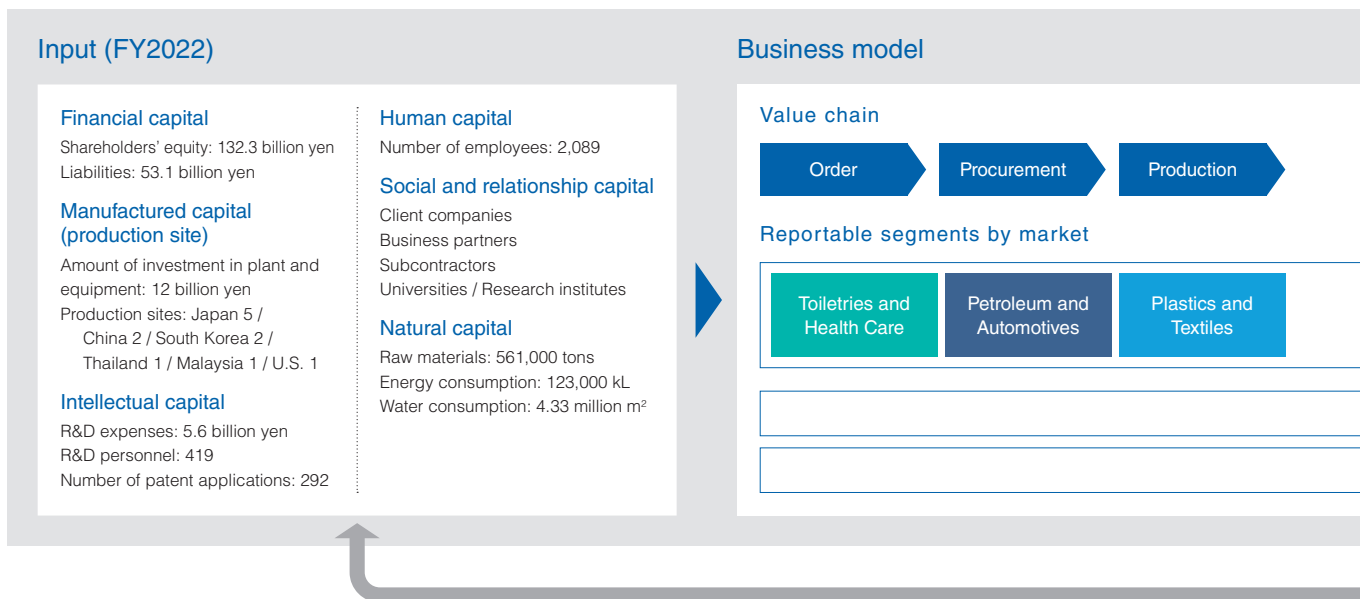
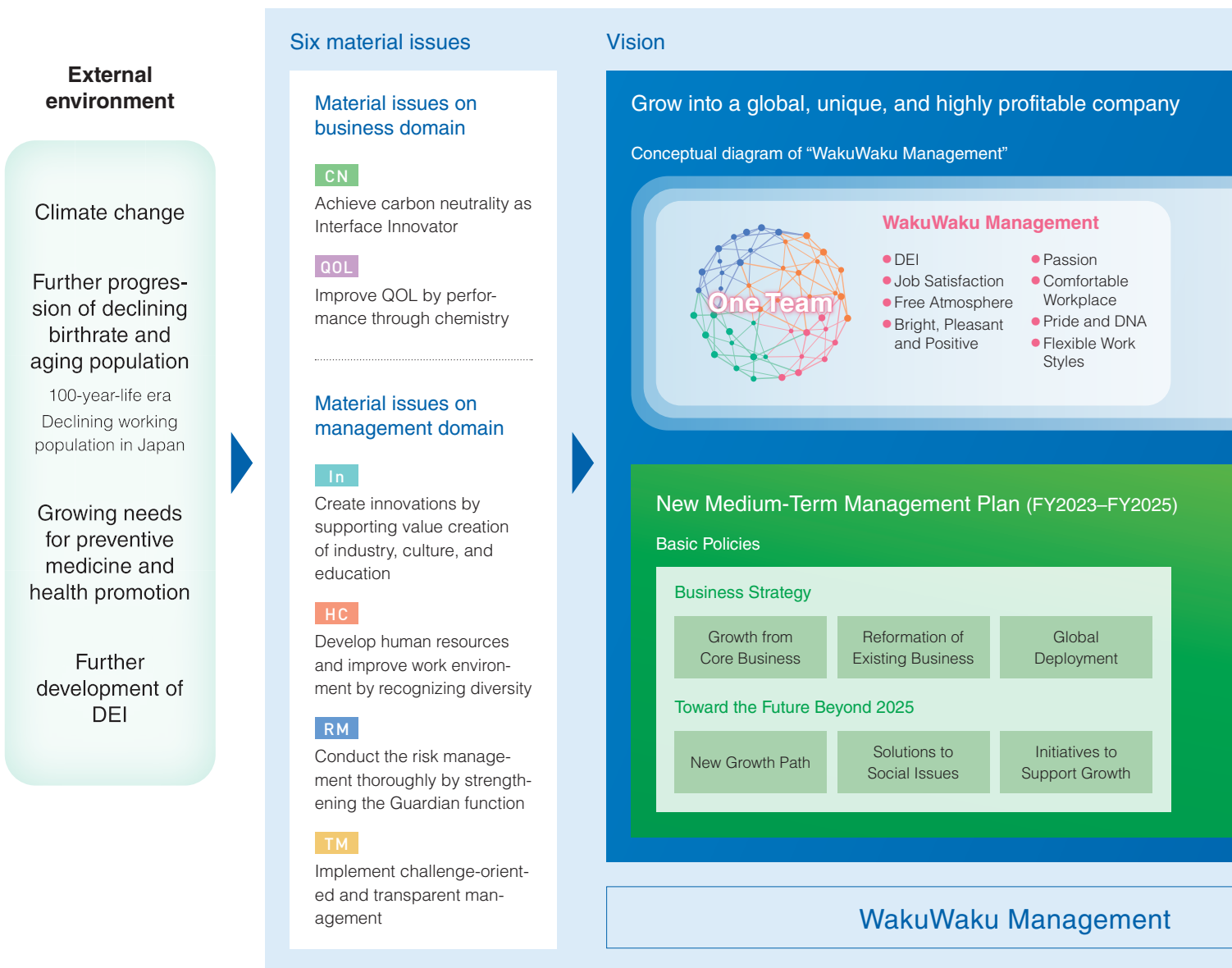


Sanyo Chemical Group Value Creation Process



where every employee feels pride and satisfaction from his/her work

Interface Innovator

- Interface Control Technology
- Creation of New Business Model
- Link People to People
- Creation of Innovation
- Providing Solutions
- Beyond the Boundaries of Chemistry

Outcome

- "WakuWaku" of Everyone
- "WakuWaku Company"
- "WakuWaku" Influence
- Support the Environment
- Support Diversity
- Support People and Their Lives

FY2030 Quantitative Targets

Operating profit:
50 billion yen

ROIC:
10.0%

Company mission

Society we want to achieve

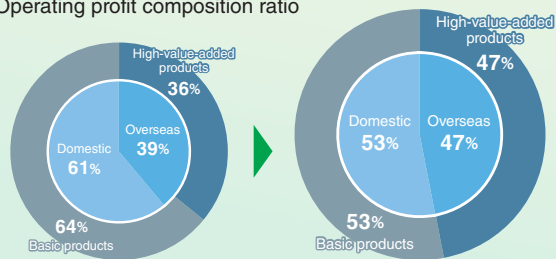
An environment-friendly circular-oriented society

A society where people can live healthily and safely

A society where everyone can shine with their personality

Transformation of Business Portfolio

Operating profit composition ratio



FY2021: **11.8 billion yen**

FY2025: **15.0 billion yen**

FY2025 Quantitative Targets

Operating profit:
15 billion yen

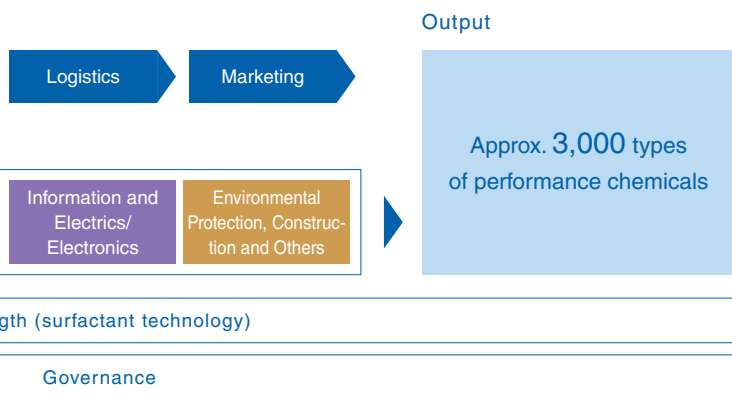
Operating profit ratio:
7.5%

ROIC:
7.0%

Establish a better society through our corporate activities

× Sustainable Management

Value creation (FY2022)



Value to shareholders

Payout ratio: 66%
ROE: 3.9%

Value to society

Contribution to carbon neutrality
Improvement of QOL
Creation of industrial, cultural, and educational innovation

Value to the company

Operating profit: 8.4 billion yen
Cash flows from operating activities: 10.8 billion yen
Improvement of employee job satisfaction and engagement