

Management Policy and Management Approach

In March 2022, the Sanyo Chemical Group formulated its long-term management policy, “WakuWaku Explosion 2030,” expressing its determination to grow together with society by contributing to a sustainable society. As a management approach appropriate to this purpose, we have adopted WakuWaku management, which inspires WakuWaku feeling from all stakeholders, and sustainability management, which increases economic, social, and environmental value, as the foundations of our management.

We are now in the final year of the MPT 2025, the first phase of “WakuWaku Explosion 2030.”

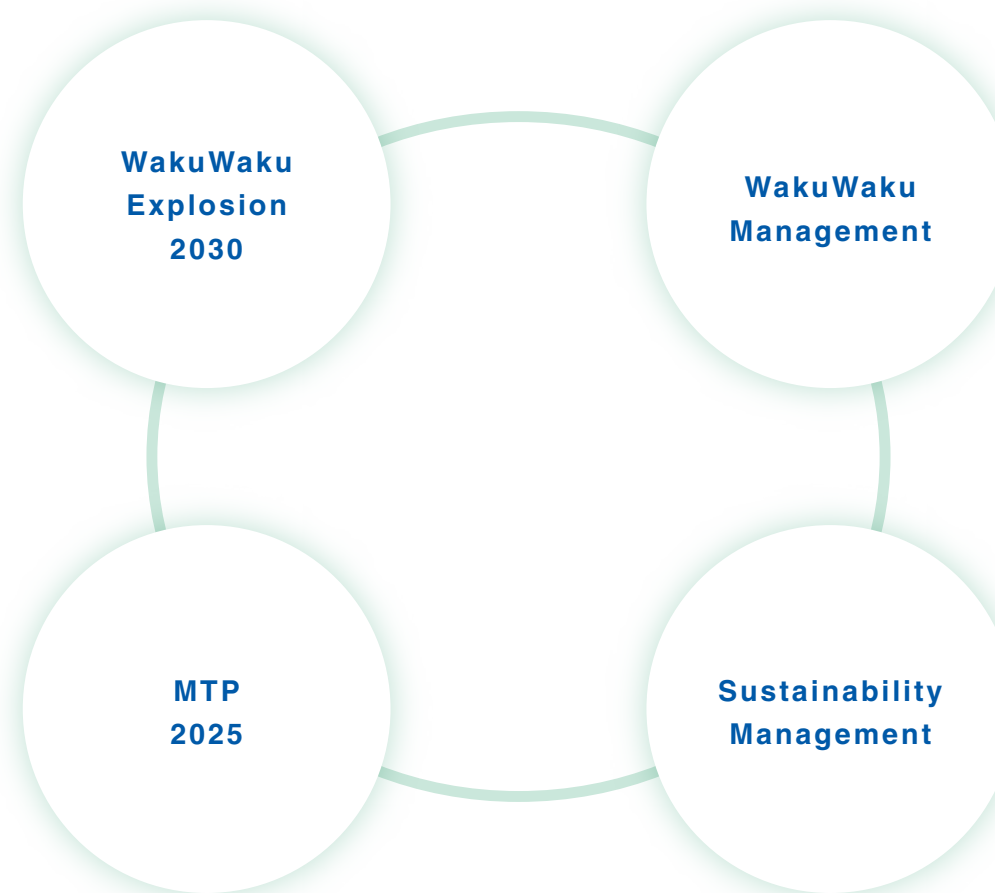
Management Policy toward Our Vision 2030 and the New Medium-Term Management Plan 2025

Management policy “WakuWaku Explosion 2030”

This defines our mission, values, and vision with the aim of realizing our Vision of “growing into a global, unique, and highly profitable company where every employee feels pride and satisfaction from his/her work” through the co-creation of economic, environmental, and social value and corporate value enhancement. Our quantitative targets for FY2030 are operating profit of 50 billion yen and ROIC of 10% or more.

New Medium-Term Management Plan 2025

The MPT 2025 was planned as the first phase of “WakuWaku Explosion 2030.” Our core focus is on a business strategy that promotes business model transformation and structural reforms, the creation of new businesses and investment in human capital with a view to the future, and efforts to resolve social issues. Although our quantitative targets for FY2025 are operating profit of 15 billion yen and ROIC of 7%, we have decided to revise the timing for achieving the targets (FY2025 forecast: Operating profit of 10 billion yen).



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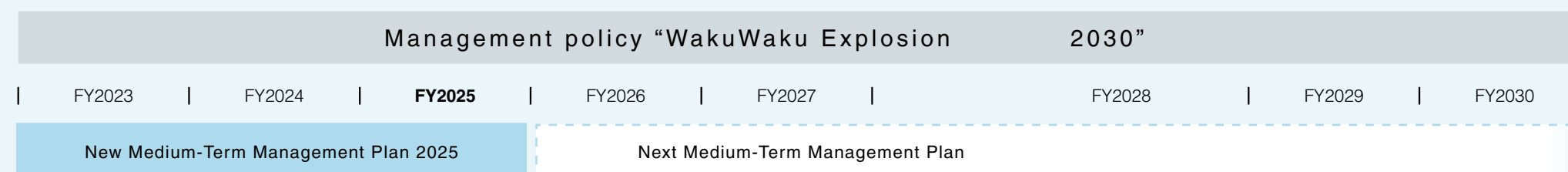
WakuWaku Management

This management approach puts the spotlight on each employee to create a strong framework for “One Team” with a focus on profits, inspiring WakuWaku feeling from all stakeholders. WakuWaku management will further invigorate the interface (contact point) between stakeholders and the Group to build a better society for a WakuWaku future.

Sustainability Management

The Basic Sustainability Policy states: “Our mission has been to establish a better society through our corporate activities since our foundation. Sanyo Chemical Group aims for sustainable growth in the future by enhancing both economic and social value in close cooperation with all stakeholders.” In line with this, the Group will enhance social and environmental values.

WakuWaku Explosion 2030 Quantitative Targets and Current Status



FY2025 forecast:
Operating profit
10 billion yen
ROIC 10.9%*

* The initial forecast for FY2025 was 5.6%. However, due to the recording of tax expenses (gains), including corporate taxes and corporate tax adjustments, following the merger of SDP Global Co., Ltd., which is a temporary factor, we expect ROIC for FY2025 to be 10.9%.

FY2030 targets
Operating profit 50 billion yen
ROIC 10% or more