

## Groundwork to Achieve Our “Vision2030”

# 4th Medium-Term Management Plan

In all business segments, we will cultivate existing business, develop new business, expand global business, to achieve our “Vision2030,” and work proactively to solve environmental and other social issues and enhance our corporate value.



| Numerical targets (fiscal year ending March 31, 2025)  |   |   |                                    |
|--|---|---|------------------------------------|
| Net sales<br><b>¥130 billion</b><br>Chemicals: ¥56 billion /<br>Engineering: ¥20 billion /<br>Toll processing: ¥52 billion / Other: ¥2 billion | Operating income<br><b>¥16.9 billion</b><br>Operating income to net sales ratio<br><b>13% or more</b> | Ordinary income<br><b>¥19.5 billion</b><br>Ordinary income to net sales ratio<br><b>15% or more</b> | ROE<br><b>8% to 10%</b><br>or more |
| Results (fiscal year ended March 31, 2023)   |   |   |                                    |
| Net sales<br><b>¥119.1 billion</b>   | Operating income<br><b>¥12.6 billion</b>  | Ordinary income<br><b>¥16.6 billion</b>   | ROE<br><b>6.1%</b>                 |

### Basic policy

**Growth strategies to achieve our “Vision2030”**

- Cultivate existing markets (auto, steel)
- Development of new businesses (medical devices, electronic components, healthcare)
- Expand global business
- Strengthen research and development.
- Strengthen quality control and quality assurance.
- Improve the profitability of existing business.
- Examine potential M&A

We aim to achieve further growth by accelerating our move into new markets, such as non-metals, composite materials, and medicine while responding to the demands of EVs and a decarbonized society with surface modification technologies.

**Contributing to solving social issues**

- Expanding sales of environmentally friendly products
- Research and development related to SDGs
- Appropriate management of chemical substances
- Initiatives to reduce the environmental load
- Respect for human rights

As a leader in surface modification, we contribute to reducing the environmental impact by developing environmentally friendly technologies and selling our products. We also contribute to addressing social issues, including carbon neutrality, from the perspective of ESG and the SDGs.

**Corporate innovation**

- Enhancing Group governance
- Promoting diversity
- Developing global human resources
- Digital transformation

We will provide new value to society by achieving corporate innovation through reviewing our business portfolio, strengthening our Group governance, and pursuing initiatives in human resource development.