

Purpose We transform the potential of fine particles into new possibilities for our world.

Management Principle Our Group will further improve the fine particle synthesis technology we have developed with iron oxides and will always continue lively growth and development. We will work on a foundation built on sincerity and trust and we will bring together our creativity and manufacturing strength to make a contribution to society in general with attractive new materials and solutions that are full of originality.

Management Policy (Our Vision)		Material Issues	Value We Bring to Society	Initiatives Aimed at Achievement	Indicators	Current Status	Target	Year of Achievement
<p>We will establish a management foundation as a "Manufacturing Company" that can contribute to society and will continue to grow and develop even 100 years after its establishment.</p> <p>Keyword Imagine and create the future</p>	<p>We will refine our only-one technologies and continue to offer products and solutions that have high added value.</p>	Product Innovation	<p>Contributing to future society through innovative fine particle synthesis technologies</p>	Accelerate open innovation	Number of collaborative themes pursued with companies and universities	45 per year	At least 50 per year	2025
				Creation of new products and technologies that contribute to the environment	Ratio of developed products that are environmentally friendly/harmonious	38%	70% or higher	2030
				Strengthening of intellectual property strategy	Number of applications	20 per year	At least 50 per year	2030
		Process Innovation		Switching to new manufacturing methods	Number of projects commercialized	—	3 or more	2030
				Toughening of infrastructure and facilities	Amount invested in toughening infrastructure and facilities	0.4 billion yen	4.5 billion yen	2026
				Circular economy	Commercialization of battery material recycling	—	Commercialization	2030
		Value-centric Marketing		Branding that utilizes our strengths	Number of press releases (cumulative)	3.0%	16 or more	2030
					Marginal profit rate (consolidated)	37.8%	50% or higher	—
				Cultivate global market	Percentage of overseas sales (consolidated)	59.7%	70% or higher	2030
				Swift coordination between manufacturing, development and sales	—	—	—	—
	<p>We will become a company that is essential on a global level and increase the corporate value of the Group.</p>	Stable Supply	<p>Building a sustainable supply chain</p>	Pursuit of zero quality defects	Number of defects occurring	29 per year	10 per year or fewer	2030
				Pursuit of zero serious accidents	Occupational accident rate	1.39	1.20% or less	2030
				Stable procurement	Excellent supplier ratio	74%	85% or higher	2030
		Climate Change		Encourage carbon neutrality	GHG emissions (Japan, Scope 1 and 2)	41,100 t per year	22,000 t per year or lower	2030
					Specific energy consumption reduction rate (in Japan, vs. 2013 base year)	18%	At least 17%	2030
				Renewable energy usage rate (Japan)	0%	At least 17%	2030	
				Repurposing and effective utilization of resources	Industrial waste reduction rate (in Japan, vs. 2013 base year)	19%	25% or higher	2030
		Conversion of crude raw materials and by-products into raw materials			0	3 or more	2030	
		Financial Base		Optimization of the business portfolio	Stabilization of ROE (consolidated)	20.6%	10% or higher	—
				Improved cashflow	Operating profit ratio (consolidated)	3.9%	8% or higher	2030
	Equity ratio (consolidated)		30.5%		40% or higher	2030		
	<p>We will seek the happiness of our employees and their families and will be a company that is constantly trusted by our stakeholders.</p>	DE&I	<p>Being a better corporate citizen and a better social institution</p>	Workplace development that unlocks people's potential	Ratio of female employees	17.1%	25% or higher	2030
					Ratio of female managers	2.8%	10% or higher	2030
					Rate of childcare leave and leave for childcare purposes taken by eligible male employees	91.7%	95% or higher	2030
		Personnel Development		Development of a workplace environment enabling employees to display creativity	Improvement of employee engagement	—	Start of measurements in 2023	—
					Human resource development supporting a company built upon technology	Cost of education per person (consolidated, base year: 2022)	19,800 yen per person	30,000 yen per person
		Governance		Improved transparency and effectiveness of Board of Directors	Number of participants selected for next-generation management candidate training	—	6 or more per year	—
Strengthening compliance					Improved analysis and functioning through ongoing evaluations of effectiveness	—	—	—
Information Management				Strengthening information security of the Group	Number of serious legal or regulatory violations	0	Zero violations	—
		Strengthening information security of the Group			Incident identification within 24 hours and expanded scope of response	Japan	Consolidated subsidiaries	2030
		Improved information literacy Groupwide		Number of digitalization projects led by user departments (cumulative)	17	250	2030	