

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)	Value We Bring to Society	Materialities	Related SDGs	Initiatives Aimed at Achievement	Indicators	Year of Achievement	Target	FY 2022	FY 2023	
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.	We will refine our only-one technologies and continue to offer products and solutions that have high added value.	Product Innovation	7, 9, 12, 13, 17	Accelerate open innovation	Number of collaborative themes pursued with companies and universities	2025	At least 50 per year	45 per year	42 per year	
				Creation of new products and technologies that contribute to the environment	Ratio of developed products that are environmentally friendly/harmonious	2030	70% or higher	38%	37%	
				Strengthening of intellectual property strategy	Number of applications	2030	At least 50 per year	20 per year	15 per year	
		Process Innovation	7, 9, 12, 13	Switching to new manufacturing methods	Number of projects commercialized	2030	3 or more	—	0	
				Toughening of infrastructure and facilities	Amount invested in toughening infrastructure and facilities	2026	4.5 billion yen	0.4 billion yen	1 billion yen	
				Circular economy	Commercialization of battery material recycling	2030	Commercialization	—	Under development	
		Value-centric Marketing	8, 12	Branding that utilizes our strengths	Number of press releases (cumulative)	2030	16 or more	3	3	
					Marginal profit rate (consolidated)	—	50% or higher	37.8%	43.3%	
				Cultivate global market	Percentage of overseas sales (consolidated)	2030	70% or higher	59.7%	48.5%	
				Swift coordination between manufacturing, development and sales	—	—	—	—		
	We will become a company that is essential on a global level and increase the corporate value of the Group.	Building a sustainable supply chain	Stable Supply	3, 9, 12, 16	Pursuit of zero quality defects	Number of defects occurring	2030	10 per year or fewer	28 per year	24 per year
					Pursuit of zero serious accidents	Occupational accident rate	2030	1.20 or less	1.39	3.47
					Stable procurement	Excellent supplier ratio	2030	85% or higher	74%	64%
		Climate Change	6, 7, 12, 13, 14, 15	Encourage carbon neutrality	GHG emissions (Japan, Scope 1 and 2)	2030	22,000 t per year or lower	41,067t per year	25,059t per year	
					Specific energy consumption reduction rate (in Japan, vs. 2013 base year)	2030	At least 17%	18%	24%	
Repurposing and effective utilization of resources				Renewable energy usage rate (Japan)	2030	At least 17%	0%	47%		
				Industrial waste reduction rate (in Japan, vs. 2013 base year)	2030	25% or higher	19%	37%		
Financial Base		8	Optimization of the business portfolio	Stabilization of ROE (consolidated)	—	10% or higher	23.1%	-24.1%		
				Improved cashflow	Operating profit ratio (consolidated)	2030	8% or higher	3.9%	0.4%	
				Equity ratio (consolidated)	2030	40% or higher	30.5%	25.8%		
We will seek the happiness of our employees and their families and will be a company that is constantly trusted by our stakeholders.	Being a better corporate citizen and a better social institution	DE&I	3, 5, 10, 16	Workplace development that unlocks people's potential	Ratio of female employees	2030	25% or higher	17.1%	17.2%	
					Ratio of female managers	2030	10% or higher	2.8%	1.9%	
				Rate of childcare leave and leave for childcare purposes taken by eligible male employees	2030	95% or higher	92%	100%		
				Development of a workplace environment enabling employees to display creativity	Improvement of employee engagement	—	Start of measurements in 2023	—	4.66 out of 7 points	
		Personnel Development	4, 8	Human resource development supporting a company built upon technology	Cost of education per person (consolidated, base year: 2022)	2030	30,000 yen per person	19,800 yen per person	21,783 yen per person	
					Number of participants selected for next-generation management candidate training	—	6 or more per year	—	6 per year	
	Governance	8, 10, 12, 16	Improved transparency and effectiveness of Board of Directors	Improved analysis and functioning through ongoing evaluations of effectiveness	—	—	—	—		
				Strengthening compliance	Number of serious legal or regulatory violations	—	Zero violations	0	0	
	Information Management	9, 16	Strengthening information security of the Group	Incident identification within 24 hours and expanded scope of response	2030	Consolidated subsidiaries	Japan	2 out of 9 overseas companies		
				Improved information literacy Groupwide	Number of digitalization projects led by user departments (cumulative)	2030	250	17	38	