Long-term Vision

Based on the principle of “Jiri-Rita Koushi-Ichinyo,” we have defined our long-term corporate vision as becoming an “Innovative Solution Provider.” To achieve this, we have identified four societal issues we should address—Food, ICT, Healthcare, and Environment—chosen based on our technological strengths and business assets. We have reorganized our business sectors to address these four issues. We will continuously create innovative solutions and deliver them widely to society by drawing on six core technologies that we have cultivated over more than 100 years of history, and by using the three X’s (GX, DX, and BX) born from them as key assets.

Long-term Vision

Innovative Solution Provider

Become a company that leverages innovative technologies to solve society’s challenges

Food
Contribute to regenerative agriculture

ICT
Innovate IT

Healthcare
Spread leading-edge medicine

Environment
Reduce environmental impact

Products and services as solutions

- Low environmental impact agrochemicals
- Biorationals and botanical products
- Cutting-edge photoresist and Semiconductor performance chemicals, Polarizers for OLED
- Regenerative medicine & cell therapies
- Small molecule drugs CDMO
- Various GX technologies

Agro & Life Solutions	ICT & Mobility Solutions	Advanced Medical Solutions	Essential & Green Materials
			

Assets for solutions

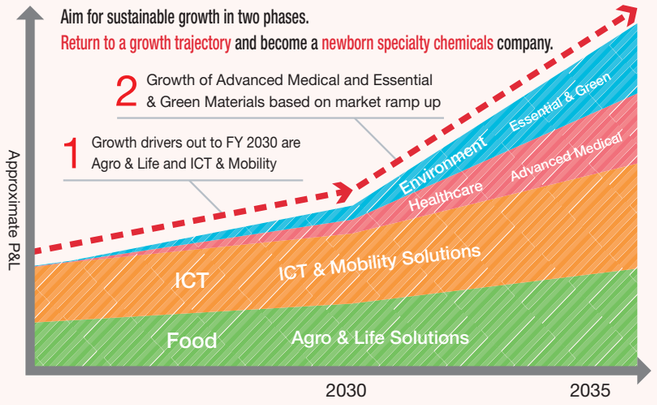
BX -Bio- | DX -Digital- | GX -Green-

6 core technologies

- Biological Mechanism Analysis
- Precision Processing
- Organic & Polymer Material Function Design
- Inorganic Material Function Design
- Device Design
- Catalyst Design

Long-term growth scenario

Until 2030, the Agro & Life Solutions Sector and ICT & Mobility Solutions Sector will drive growth in our portfolio. From 2030 onward, we will introduce solutions in the healthcare and environmental fields to help address the four critical societal issues. These initiatives will put us back on a growth trajectory and help us to remain a prominent global company. As a reborn specialty chemicals enterprise, our focus will be on enhancing sustainable corporate value.



Contributions to Four Key Areas through Our Businesses

We will contribute to address societal issues by offering solutions developed with innovative products and technologies in four key areas, building on our strengths. Our approach to addressing challenges within each of these areas is outlined below.

Contributions in the field of Food

Through the realization of regenerative agriculture, we aim to address challenges such as improving agricultural productivity and solving environmental issues.

Society’s challenges

- Growing demand for food driven by population growth
- Stagnant growth in cultivated acreage
- Impact on biodiversity
- Soil erosion and GHG emissions from agricultural activities

We need new and sustainable agricultural systems

Direction for solutions

Realize and spread regenerative agriculture that recovers natural capital while also maintaining and enhancing agricultural productivity

Contributions in the field of ICT

In order to address challenges such as improving energy efficiency, we will contribute to the advancement of next-generation technologies by offering innovative solutions based on our proprietary core technologies and accumulated expertise.

Society’s challenges

- Technological development designed to enable the realization of societal reforms
- Increased energy consumption resulting from the spread of generative AI

Advanced technological innovations **Further increased energy efficiency**

Direction for solutions

Fuse our proprietary core technologies and developed know-how to contribute to “new” industrial revolutions driven by total solutions that accelerate customer innovations

Contributions in the field of Healthcare

In response to the growing demand for diverse medical needs and personalized medicine, we will provide regenerative medicine and cell therapy solutions centered on iPS cells.

Society’s challenges

- Increase in lifestyle-related diseases
- Multiple comorbidities in aging society
- Individual differences in treatment effects
- Progression of resistance to medicines

Supporting diversification of medical needs **Supporting individualized medicine**

Direction for solutions

- Development of cutting-edge medical technologies such as regenerative medicine & cell therapies
- Supporting diverse treatment and pharmaceutical modalities
- Longer life spans and enhanced quality of life

Contributions in the field of Environment

Our goal is to implement technologies that reduce environmental impact on a social level, such as recycling and biomass usage.

Society’s challenges

- Greenhouse gas emissions (during manufacture and incineration)
- Depletion of petroleum resources
- Release of plastics into the ocean

We need technologies that can leverage diverse carbon sources in a circular manner including recycling and biomass

Direction for solutions

Establish and spread chemical products manufacturing technologies that achieve a reduced environmental impact, including mechanical recycling, high-efficiency chemical recycling, and the use of biomass