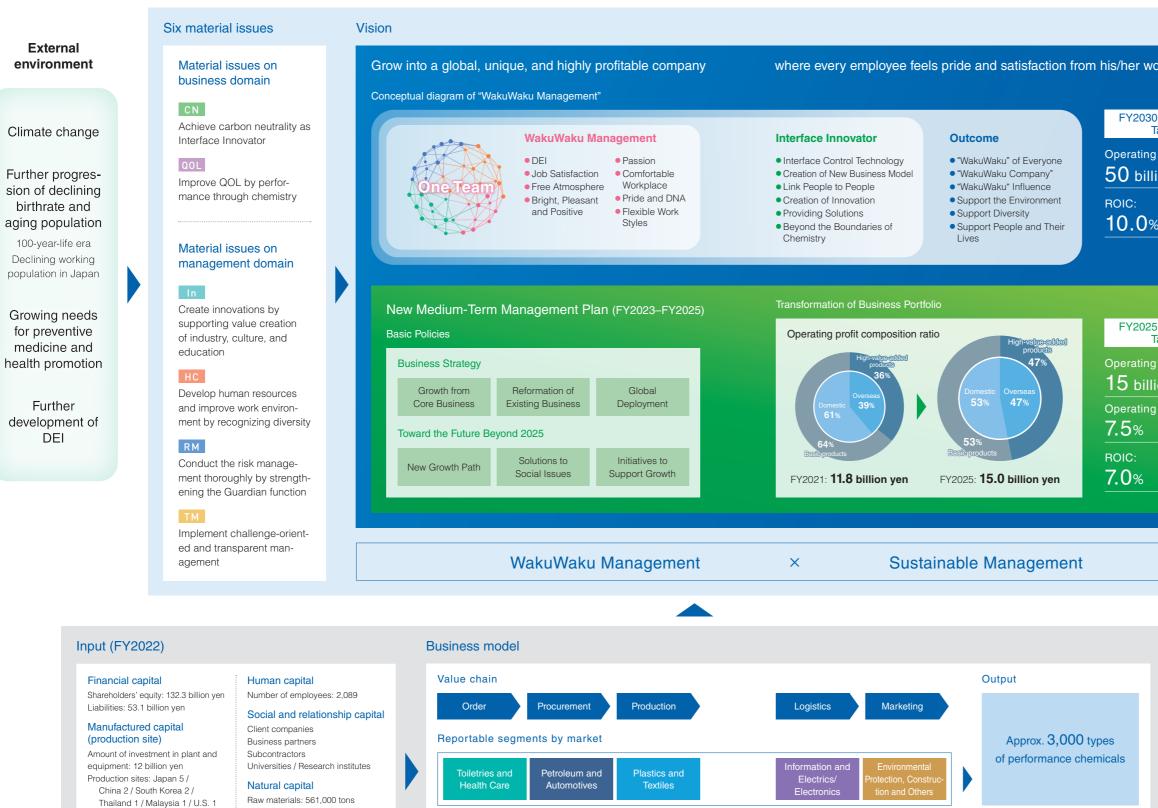
Sanyo Chemical Group Value Creation Process



Strength (surfactant technology)

Governance

Intellectual capital

R&D expenses: 5.6 billion yen R&D personnel: 419 Number of patent applications: 292 Energy consumption: 123,000 kL

Water consumption: 4.33 million m²

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Strategy

Foundation

| er work | | Society we want to achieve |
|--|--|---|
| 2030 Quantitative Targets ating profit: billion yen : 0% | Company mission | An environment-friendly circular-oriented society A society where people can live healthily and safely A society where everyone can shine with their personality |
| 2025 Quantitative Targets ating profit: billion yen ating profit ratio: % : % | Establish a better society through our corporate activities | |

Value creation (FY2022)

Value to shareholders

Payout ratio: 66% ROE: 3.9%

Value to society

Contribution to carbon neutrality Improvement of QOI Creation of industrial, cultural, and educational innovation

Value to the company

Operating profit: 8.4 billion yen Cash flows from operating activities: 10.8 billion ven Improvement of employee job satisfaction and engagement