

CONTENTS

2 On the Publication of Integrated Report 2024

Vision Story

- 3 The Future the Sanyo Chemical Group Aims For
- 5 Source of Our Competitive Advantage
- 7 Technological Capabilities and Product History
- 9 At a Glance
- 11 Value Creation Process

Business Strategy

- 13 Message from the President
- 21 Special Feature: New Growth Path
- 23 Message from the Director in Charge of Finance
- 27 Business Overview by Segment
- 29 Overview of High Value-added Products
- 31 Message from the Director in Charge of R&D
- 32 R&D/Intellectual Property

Reinforcement of the Corporate Base

- 33 Message from the Director in Charge of Sustainability
- 34 Respect for Human Rights
- 35 Climate Change (response to TCFD recommendations)
- 37 Digital Transformation (DX) Strategy
- 38 HR Development
- 39 Diversity, Equity & Inclusion (DEI)
- 40 Work Style Reform
- 41 Health and Productivity Management
- 42 Occupational Safety and Health/Accident Prevention
- 43 Roundtable Discussion between Outside Directors
- 47 Corporate Governance
- 52 Compliance
- 53 Risk Management
- 54 Directors, Auditors, and Executive Officers
- 57 Material Issues
- 59 Eleven-year Financial and Non-financial Summary
- 61 Stock Information
- 62 Company Overview

Editorial Policy

Organizations covered

As a rule, this report covers the entire Sanyo Chemical Group, which comprises a total of 27 companies (as of March 31, 2024)—specifically, Sanyo Chemical Industries, Ltd., 20 subsidiaries, and six affiliates.

Period covered

FY2023 (from April 1, 2023 to March 31, 2024). However, some disclosures and business activities undertaken after April 2024 are included.

Reference materials

In editing this report, we have referred to the International Integrated Reporting Framework advocated by the International Integrated Reporting Council (IIRC) and the World Intellectual Capital/Assets Initiative (WICI), and the Guidance for Collaborative Value Creation published by the Ministry of Economy, Trade and Industry of Japan.

For more details of the financial report in the Sanyo Chemical Group Integrated Report 2024, please refer to the securities report (in Japanese).

Overview of the Sanyo Chemical Group's Annual Reports



Integrated Report
Short-, medium-, and long-term strategies



Securities report (in Japanese)
Financial information (details)



Sustainability report
Comprehensive disclosure of ESG information

WEB [Securities report \(in Japanese\)](#) >

WEB [Sustainability report](#) >

Disclaimer

This document contains forward-looking statements regarding the plans, strategies, and performance of the Sanyo Chemical Group. These forward-looking statements are based on information available as of August 6, 2024. However, actual results may differ significantly due to economic conditions surrounding the Sanyo Chemical Group's business domains, competitive conditions, changes in product development status, related laws and regulations, exchange rate fluctuations, and other factors. Please note that factors that affect these statements are not limited to the factors above.

On the Publication of Integrated Report 2024

The Sanyo Chemical Group Integrated Report 2024 is issued with the aim of informing stakeholders of our future direction and approach as well as our strategies based thereon.

This report consists of three sections: "Vision Story," "Business Strategy," and "Reinforcement of the Corporate Base."

The Vision Story outlines what kind of corporate group the Sanyo Chemical Group is. It explains our vision, values, history, and spiritual pillars as well as the source of our competitive advantage supporting our growth and current position.

In the Business Strategy section, the progress of the New Medium-Term Management Plan 2025 ("MTP 2025"), which started in FY2023 and is in its second year, is reported. The main content is a detailed report of progress and outlook of the MTP 2025 through messages from the President and the Director in charge of finance. The status of each business is also described here.

The Reinforcement of the Corporate Base section provides ESG information on strengthening the corporate base to support the Group's future growth. It also presents the voices of employees who promote ESG activities on-site and a roundtable discussion between outside directors, as well as my message as the Director in charge of sustainability and corporate strategy. The Sanyo Chemical Group material issues are listed at the end of this section.

We hope that this report will help our investors, employees, and other stakeholders gain a deeper understanding of our company.

September 2024

Hiroyuki Susaki

Director, Managing Executive Officer
in charge of Sustainability and Corporate Strategy

