

Long-Term Vision

With an eye on the social environment of 2050, we have established Vision 2030 to address social issues represented by the SDGs, and we are working to achieve our Vision by visualizing what we want to be in terms of finance, business, and management infrastructure.



In addition to fulfilling corporate social responsibility (CSR) through its business operation by reducing environmental impact, strengthening social cooperation and promoting transparent, sound and lawful corporate governance, companies are now expected to actively contribute to solving social problems.

Our catalysts are used in a wide range of industries, including petrochemical, automotive and pharmaceutical, supporting industrial development. At the same time, they help improve the environment, for example by detoxifying harmful substances in auto emission. Catalysts are also expected to make a significant contribution to solving social problems that have become increasingly serious in recent

years, such as global warming, ocean pollution, and food problems. Therefore, we have set Vision 2030 as our medium- to long-term goal, which visualizes our ideal state from the three perspectives of finance, business, and management infrastructure, and we are advancing initiatives to achieve this vision.

The realization of this Vision 2030 requires the development and transformation of the internal structure. To this end, we have established the 16 Key Drivers as the foundation and structure of the company. By ensuring the implementation of each of these key drivers, we will provide new value in catalysts to realize a sustainable society and further contribute to the protection of the global environment.

16 Key Drivers to Achieve Vision 2030

Finance

- (1) Strengthen business management process and financial base focusing on ROIC

Business

- (2) Restructure the business execution framework to strengthen existing businesses and create new businesses
- (3) Explore new areas and develop new technologies (products)
- (4) Strengthen marketing functions and optimize the value chain
- (5) Streamline the development process and create new technologies by utilizing digital transformation (DX), etc.
- (6) Establish a lean production process by strengthening the process engineering functions
- (7) Improve the overall process through the promotion of Lean Six Sigma (LSS) activities
- (8) Strengthen procurement functions and secure a sound supply chain
- (9) Optimize the precious metal management process
- (10) Establish a system to promote corporate-wide digital transformation (DX)

Management Infrastructure

- (11) Reduce environmental load substances throughout the business activities; prevent environmental and labor accidents
- (12) Strengthen the management of precious metals and chemical substances at plants
- (13) Enforce safe & hygiene workplace and environmental management through promotion of responsible care (RC) activities
- (14) Strengthen stakeholder engagement through appropriate information disclosure and dialogue
- (15) Establish an HR system to encourage and support aggressive challenges
- (16) Promote ESG management and create a lively working environment