

## FY2026 Sustainability Action Plan

Division: **Eco-Chemical & Life Science Division**

	Section	Internal/External	Materiality	SDGs	Sustainability Aspect	Risk	Opportunity	Sustainability Objective	Action Plan	Performance Indicators
1	Water Treatment & Friction Materials	External Issues	Contributing to Healthy and Stable Procurement	6: Clean Water and Sanitation 14: Life Below Water	Health & Medical Water Resources	Delayed response to regulatory changes and evolving market demands; need for operational readiness	Growing demand driven by increased needs for water quality management and environmental solutions	Contributing to healthy, safe, and secure living environments through material development and stable supply	Promoting stable supply of eco-friendly products through water treatment materials and components	Sales performance, supply chain maintenance and enhancement, application development progress, and new business opportunities
2	Water Treatment & Friction Materials Section	External Issues	Contributing to Healthy and Fulfilling Lives Stable Procurement	3: Good Health and Well-being	Health & Medical Pollution Prevention and	Demand fluctuations due to automotive market trends and changing material requirements	Growing demand for high-performance friction materials meeting environmental, safety, and comfort needs	Contributing to healthy, safe, and secure living environments through material development and stable supply	Advancing supply of functional materials for brake friction applications with consideration for human health and the environment	Sales performance, supply chain maintenance and enhancement, application development progress, and new business opportunities
3	Food Science Section	External Issues	Contributing to Healthy and Fulfilling Lives	12: Responsible Consumption and Production	Food Safety	Delayed response to stricter food safety regulations and elevated quality standards	Entry into prepared food market; rising demand for quality preservation solutions	Contributing to healthy, safe, and secure living environments through material development and stable supply	Promoting supply of products that reduce food loss and preserve quality through shelf-life extension agents	Sales and adoption results, progress on food loss reduction initiatives, application development, and new business opportunities
4	Food Science Section	External Issues	Contributing to Healthy and Fulfilling Lives	3: Good Health and Well-being	Food Safety	Reduced profitability due to tighter regulations and intensified price competition in the health food market	Growing demand for functional food ingredients driven by increasing health consciousness	Contributing to healthy, safe, and secure living environments through material development and stable supply	Advancing supply of products meeting health-conscious consumer needs through functional food ingredients	Sales and adoption results, application development, proposal activities progress, and new business opportunities