

FY2026 Sustainability Action Plan

Division: Performance Products Division

	Section	Internal/External	Materiality	SDGs	Sustainability Aspect	Risk	Opportunity	Sustainability Objective	Action Plan	Performance Indicator
1	Additives & Iodine Section	External Issue	Contributing to Healthy and Stable Procurement and Supply	12. Responsible Consumption 13. Climate Action	Healthcare Pollution Prevention and Resource	Supply constraints, regulatory tightening leading to procurement instability and cost increases	Expanding supply of recycled products and creating new distribution channels driven by growing demand for resource circulation and stable supply	Advancing resource circulation business to establish recycling and sustainable supply systems	Building stable supply systems through supply chain collaboration for recycling recovered materials	Supply and sales performance of recycled materials, progress of collection/recycling initiatives, and creation of new applications and business opportunities
2	Additives & Iodine Section	External Issue	Contributing to Healthy and Stable Procurement and Supply	12. Responsible Consumption 13. Climate Action	Healthcare Pollution Prevention and Resource	Business continuity risk due to stricter waste management and regulatory compliance requirements	Expanding circular business driven by growing demand for resource circulation	Advancing resource circulation business to establish recycling and sustainable supply systems	Promoting circular business and building stable supply systems through expansion of recycling business for circular resource-derived materials	Supply and sales performance of recycled materials, progress of collection/recycling initiatives, and creation of new applications and business opportunities
3	Fines & Minerals Section	External Issue	Addressing Climate Change	9. Industry, Innovation and 14. Life Below Water	Pollution Prevention and Resource Circulation	Loss of competitiveness due to regulatory tightening and delayed environmental response	Expanding alternative materials market driven by growing demand for eco-friendly materials	Contributing to health and safe living environments through development and stable supply of materials	Promoting expanded applications of marine-degradable materials as microplastic alternatives	Sales and adoption performance, progress of proposals and application development, and creation of new business opportunities
4	Fines & Minerals Section	External Issue	Addressing Climate Change	9. Industry, Innovation and 14. Life Below Water	Pollution Prevention and Resource Circulation	Delayed market penetration of new materials	Creating new markets driven by growing demand for renewable resources and biodegradable products	Building stable supply systems and promoting adoption of eco-friendly chemicals through development and supply of bio-based materials	Promoting development and adoption of alternative packaging products using biomass-based paper additives	Development and adoption performance, progress of product rollout and promotion initiatives, and creation of new business opportunities
5	Adhesives & Speciality Resins Section	External Issue	Stable Procurement and Supply	11. Sustainable 13. Climate 15. Life on Land	Value Chain	Supply stability, market needs, cost, and quality requirements	Declining competitiveness of existing products due to raw material supply instability and higher requirements	Building stable supply systems and promoting adoption of eco-friendly chemicals through development and supply of bio-based materials	Promoting customer proposals and distribution channel transformation toward replacing conventional epoxy resins with bio-based epoxy resins	Sales and adoption performance, progress of proposals and application development, and creation of new business opportunities
6	Tokyo Silicone Section	External Issue	Addressing Climate Change	7. Affordable and Clean Energy	Climate Change Opportunity	Declining profitability due to intensified price competition and rising costs	Expanding high-performance building materials business driven by growing demand for energy-efficient housing	Addressing climate change and reducing environmental impact through supply and expanded applications of energy-efficient and electrification-ready materials	Promoting supply and adoption of products that enhance energy efficiency through sales of UA products for ZEH (Zero Emission House) insulation materials	Sales performance, progress of product proposals and promotion initiatives, and creation of new business opportunities
7	Tokyo Silicone Section	External Issue	Addressing Climate Change	7. Affordable and Clean Energy	GHG Emissions	Business uncertainty due to EV market slowdown and demand fluctuations	Growing demand for battery and thermal management materials driven by EV adoption	Addressing climate change and reducing environmental impact through supply and expanded applications of energy-efficient and electrification-ready materials	Promoting material supply and application development for battery performance enhancement through sales of thermal management materials for EVs	Sales and adoption performance, progress of application development and customer proposals, and creation of new business opportunities
8	Osaka Silicone Section	External Issue	Addressing Climate Change	7. Affordable and Clean Energy 13. Climate Action	GHG Emissions	Business uncertainty due to EV market slowdown and demand fluctuations	Growing demand for automotive electronic component materials driven by EV adoption	Addressing climate change and reducing environmental impact through supply and expanded applications of energy-efficient and electrification-ready materials	Promoting supply and expanded applications of EV-compatible materials through sales of thermal management materials for automotive electrification	Sales and adoption performance, progress of application development and customer proposals, and creation of new business opportunities
9	Nagoya Silicone & Intermediate Chemicals Section	External Issue	Business Evolution Addressing Climate Change	9. Industry, Innovation and Infrastructure	Innovation GHG Emissions	Automotive market volatility and delayed response to technological innovation	Addressing growing demand for automotive sensor materials driven by automation and electrification	Contributing to industrial development and new value creation through stable supply and expanded applications of advanced materials for autonomous driving	Promoting application development and performance enhancement through sales of sensor materials for autonomous driving	Sales and adoption performance, progress of application development and customer proposals, and creation of new business opportunities
10	Nagoya Silicone & Intermediate Chemicals Section	External Issue	Business Evolution Addressing Climate Change	9. Industry, Innovation and Infrastructure 13. Climate Action	Innovation GHG Emissions	Loss of competitiveness due to intensified market competition and delayed response to technological evolution	Growing demand for electronic component materials driven by EV adoption	Addressing climate change and reducing environmental impact through supply and expanded applications of energy-efficient and electrification-ready materials	Promoting application development and performance enhancement through sales of electric drivetrain component materials for automotive electrification	Sales and adoption performance, progress of application development and customer proposals, and creation of new business opportunities