

Final Year of Stage II (FY2026)

- •Operating income: Greater than ¥19 billion
- ROE: 10% or more
- (Estimated net sales: Greater than ¥160 billion) • Consolidated dividend payout ratio: 40%

Toward achieving Vision 2030, we are implementing numerous initiatives in fiscal 2025, the second year of the medium-term business plan Stage II.

These focus on strengthening R&D capabilities and improving efficiency for greater originality, accelerating globalization, pursuing ROIC management, and continuing stable returns for shareholders. We continue to grow with people at our core and accelerate transformation.

Vision 2030

- Operating income: Greater than ¥24 billion (Estimated net sales: Greater than ¥180 billion)
- ROE: Maintaining 10% or more steadily







Purpose

To continue contributing to better living environments through chemical technologies



Corporate Philosophy



Our Vision Towards 2050



Vision 2030

Originality. Acceleration. Global Reach. Transforming Lives Through the Power of Chemistry.

Vision 2030 Management targets

Operating income:

Greater than

¥24 billion

Estimated net sales:

Greater than

 180

ROE:

10% or more

Contining stable return for shareholders

Contributing to realization of a sustainable society together with improving our corporate value through such business activities.

- $\bullet \ \mathsf{Escalating} \ \mathsf{climate} \ \mathsf{change} \ \mathsf{issues}, \mathsf{transition} \ \mathsf{to} \ \mathsf{a} \ \mathsf{carbon-neutral} \ \mathsf{society}$
- Aging populations as a result of greater longevity
- Megatrends
- Growth of the global population and food problems
- Growth of emerging economies Unstable political situations around the world
- Development of digital technologies Improvement in the standard of living

Stakeholders

- Shareholders and investors
 Local communities
- Customers and business partners Employees

Value Provided by ISK and Our Initiatives

Organic chemicals business Supply unique products that directly enhance customer value across the world, and support people's nutrition, health and life to contribute to realizing a sustainable society.

| Agrochemicals Improving agricultural production stability and quality | |
|---|---|
| $ Animal\ health\ products\\ Attain\ a\ comfortable\ life\ with\ companion\ animals\$ | , |
| Pharmaceuticals Contributing to medical care | |

- Pursuing development and commercialization in a way that's aware of the value chain
- Accelerating the creation of value and restoring our growth trajectory by improving and evolving in-house technologies
- Manufacturing flagship products at the lowest cost in the world and supplying them in a stable manner to customers

Inorganic chemicals business Create new value based on the technologies developed for titanium dioxide products, to support the environment and digital society, and contribute to realizing a sustainable society.

Functional materials ------ Creating a range of comfort

Titanium dioxide ------ Providing a variety of colors and hues

Environmental products ----- Achieving both innovation

and environmental protection

- Contributing to the resolution of social issues such as the adoption of information and communications technologies and the electrification of automobiles through functional materials
- Diversifying the optical properties of titanium dioxide to realize new value creation
- Reducing environmental impacts while streamlining production through a revolution in production structures

New businesses, others

- Building a new business portfolio
- Strengthening development of environmentally friendly products by investing resources (people and money) with an awareness
 of environmental, social, and corporate governance (ESG) considerations
- Establishing structures to pursue carbon neutrality by 2050

Business in Brief

Organic chemicals business

Underpinning food production worldwide and saving animal lives

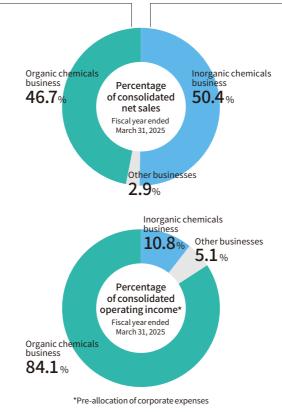
Our organic chemicals business, whose flagship agrochemical products include herbicides, fungicides, and insecticides, is building a broad network that encompasses the Americas, Europe, and Asia. The value of its exports places it among the leading domestic businesses in its sector. Furthermore, we've identified animal health products created through the application of agrochemical development technologies as a new growth sector, and we're working to start sales in major countries worldwide.

Agrochemicals

Since introducing the first agrochemical technologies to Japan about 70 years ago, we've supplied environmentally friendly agrochemicals to the global market by drawing on world-class development capability as a pioneer in the segment. In December 2025, we will open our Technology Research Center, Hyogo-Ono, a new research facility (located in the city of Ono in Hyogo Prefecture) dedicated to further improving our production technologies.

Animal health products

PANOQUELL™, the world's first canine anti-pancreatitis drug, is a flagship product in this segment. We're already manufacturing and selling it in Japan, and we expect to obtain full regulatory approval and transition to full-scale sales in the U.S. in the near future. We're also working to broaden the applications of the major ingredient fuzapladib sodium hydrate to include other conditions, including other inflammation diseases, in ways that take advantage of its unique action mechanism.



Inorganic chemicals business

Supplying products that help realize a comfortable, sustainable society

The flagship products of our inorganic chemicals business include functional materials like electronic component materials and thermal barrier materials. We're also the only domestic manufacturer to produce titanium dioxide in chloride process*, which has a lower environmental impact, and we supply the material as a white pigment to a broad range of fields, including for use in industrial products like paints, plastics, and inks as well as cosmetics and synthetic fibers.

*A manufacturing method that requires advanced technologies and that is characterized by low industrial waste emissions.

Functional materials, titanium dioxide, and other chemical products

Electronic materials

We offer newly developed materials needed to fuel progress in digital technologies, including high-purity titanium dioxide, a raw material used in laminated ceramic capacitors.

Functional color materials

We contribute to a comfortable living environment by using proprietary material design technologies to develop functional materials. These include high jet-black pigments, conductive materials, layered titanate, cosmetic-use pigments, and micro-granular titanium dioxide.

Fine chemicals

We supply fine chemicals including titanium dioxide for use in pigments, which is our core business, as well as high-weather-resistant titanium dioxide. chemical products. and HASClav™.

Business in Brief Ishihara Sangyo: Present and Future Sustainable Growth Strategy Management Foundation Corporate Data

Key Figures

Fiscal year ended March 31, 2025



Net Sales 145.1 billion yen

Operating Income

10.4 billion yen

Operating

7.2 %



7.6%



Capital Adequacy

50.8%



10.7 billion yen



Group employees 1,807

Europe **Net Sales** 25.6 billion yen of Group Bases 218%

Asia Net Sales Sales Composition 35.2 billion yen Ratio Number of Group Bases 8 Products

Net Sales 58.3 billion yen of Group Bases Products

Japan



Major countries and regions in each category

China, Taiwan, South Korea, Thailand, Indonesia, Singapore, India Asia

Americas U.S., Canada, Brazil, Argentina, Mexico

Europe Germany, Netherlands, France, U.K., Belgium, Italy, Eastern Europe, Middle East

Others Australia, New Zealand, Africa

Pictograms representing major products

(The product with the highest sales in each region is shown in a larger size.)









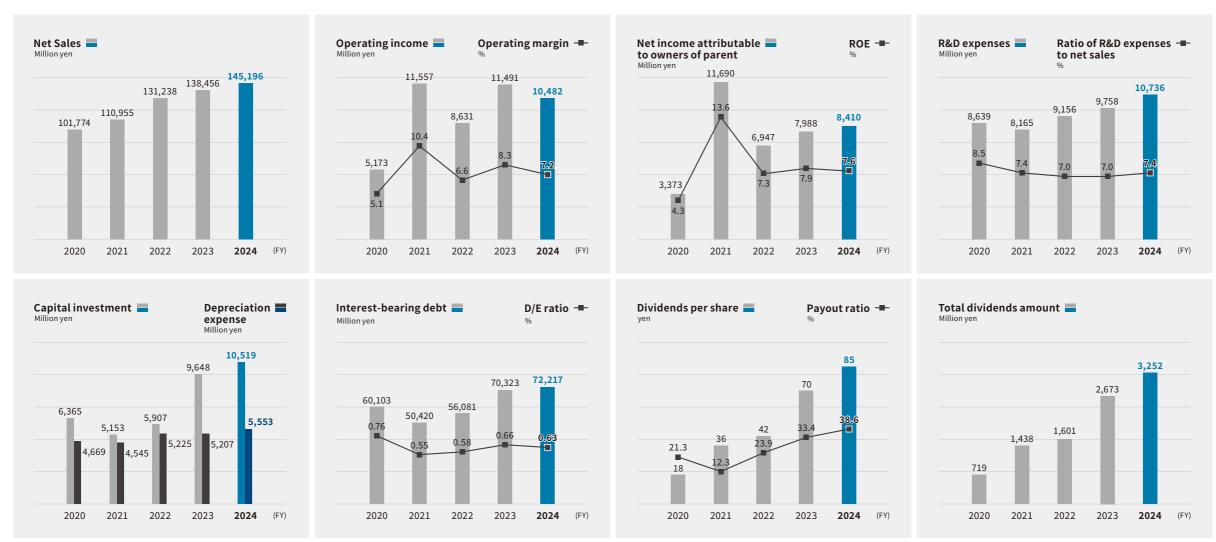


Others

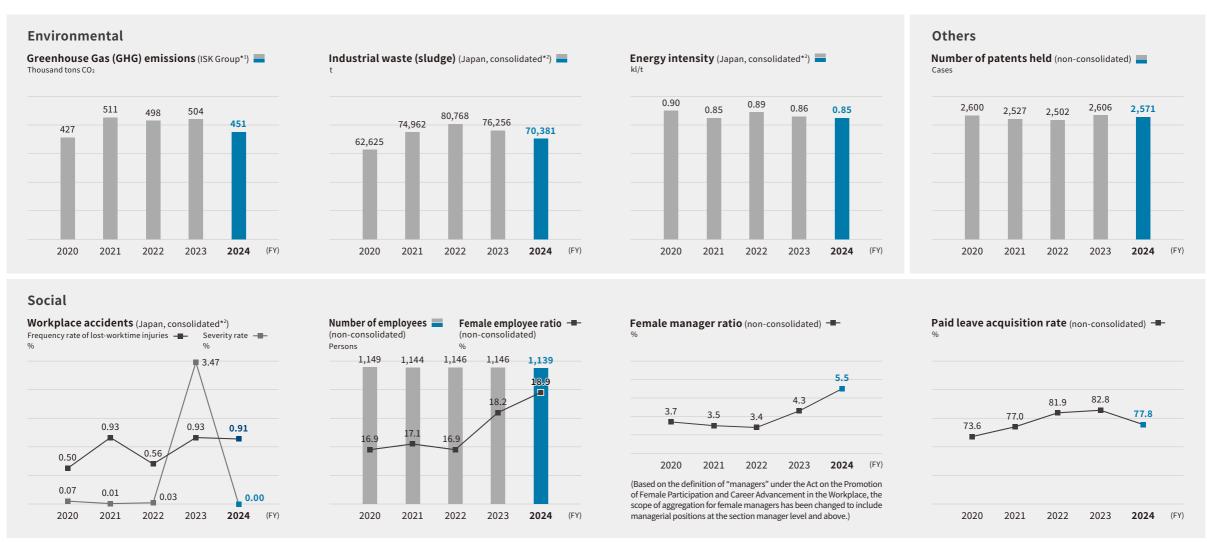
Net Sales 2 billion yen

Products 🜳

Financial Highlights (Consolidated)



Non-Financial Highlights



^{*1} Entire ISK Group *2 Operated by ISK and Fuji Titanium Industry Co., Ltd. Production facilities only.

Purpose

To continue contributing to better living environments through chemical technologies

Our purpose captures the significance of our existence, the spirit of challenge that the ISK Group has cultivated over its long history. We supply society with products that play an essential role in consumer lifestyles.

Agrochemicals make a significant contribution to our ability to feed the Earth's population,

which will continue to increase going forward.

Titanium dioxide is essential for rich and satisfying lifestyles

characterized by vivid color.

And barium titanate is an essential material in capacitors, which will be used in an ever-broader range of fields in the future, including computers, smartphones, self-driving systems, and electric vehicles.

Our strengths lie in proprietary chemical technology and technological development.

We're proud to offer unique technologies that sparkle with potential. Our mission is to use them to deliver value and products

sought by all in society and to create anew that which is lacking.

We will help resolve the world's problems and realize better living environments through chemical technologies. The Company's purpose lies in this mission, and this purpose comprises the foundation of all our business activities.

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Message from the President

Tasking the Current Management Team with Taking Action Focused on the Next 10 Years Hiroshi Okubo

Intellectual Property Management

A Small Team Tackling the Rapidly Changing Needs of Cosmetic Raw Materials

The introduction of a divisional system is changing the business style of the Inorganic Chemicals Business Headquarters. Operations have become faster and more agile, and a system is now in place that enables rapid responsiveness to new needs. We sat down with three members of the Cosmetics Team, which is part of the newly established Functional Color Materials Business Division, to talk with them about their work on commercializing new cosmetic raw materials (positions are as of June 2025).

