

Mission Statement
 We leverage superior technology to contribute to our Customers and Society in a sustainable manner, with innovative Products and Services, through a competent workforce, built on a culture of Customer focus, Integrity and Respect to our Stakeholders.

Financial capital

Manufacturing capital

Intellectual capital

Human capital

Social and relationship capital

Natural capital

Risk and Opportunities

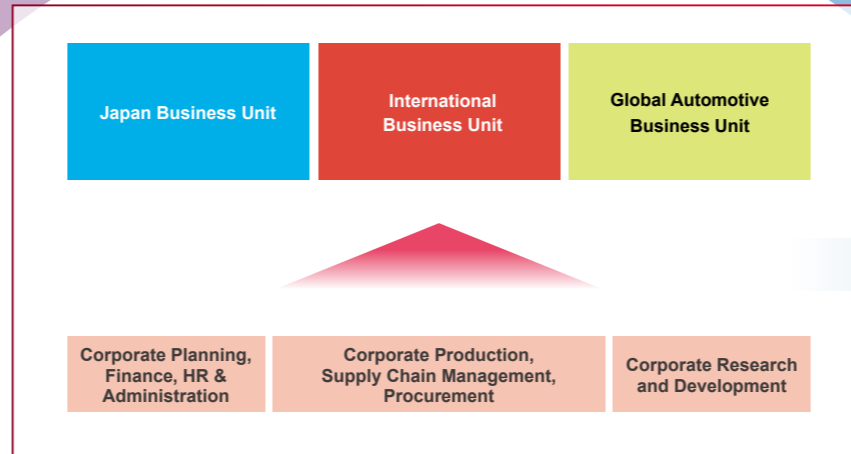
- ▶ Climate change
- ▶ Transition to a sustainable world
- ▶ Uncertainties (conflicts, epidemics, natural disasters, etc.)
- ▶ Digital shift
- ▶ Diversity

2021 Results
 EBITDA: 12.8%
 ROE: 10.0%

2025 Targets
 EBITDA: over **18%**
 ROE: over **13%**

Performance

Business Activities



Out put



Strategy and Asset Allocation

- ▶ Cash generation through increased profitability
- ▶ Proactive investment in growth areas
- ▶ Strengthening of the business management infrastructure
- ▶ Investment in IT transformation

- ▶ Increasing uncertainties including climate change and natural disasters
 → Supply chain reform and streamlining production plant
- ▶ Constantly changing market needs
 → Optimization of the business portfolio and new business development
- ▶ Diversification of talent
 → Appropriate assignments and continuous talent development

Outlook

Financial capital

Manufacturing capital

Intellectual capital

Human capital

Social and relationship capital

Natural capital

Materiality

1. Realizing decarbonization
2. Improvement of QOL (Quality of Life)
3. Enhancement of achieving resource and economic circulation
4. Transformation into a Group where diverse people play active roles