Value Creation Process

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.

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

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

Performance
- 2021 Results
  EBITDA: 12.8%
  ROE: 10.0%

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

Business Activities
- Japan Business Unit
- International Business Unit
- Global Automotive Business Unit
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Out put
- Paint and paint-related products
  Design of color and provision of color matching information

Outcome
- 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

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

Input
- Financial capital
- Manufacturing capital
- Intellectual capital
- Human capital
- Social and relationship capital
- Natural capital

Outcome
- Financial capital
- Manufacturing capital
- Intellectual capital
- Human capital
- Social and relationship capital
- Natural capital

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