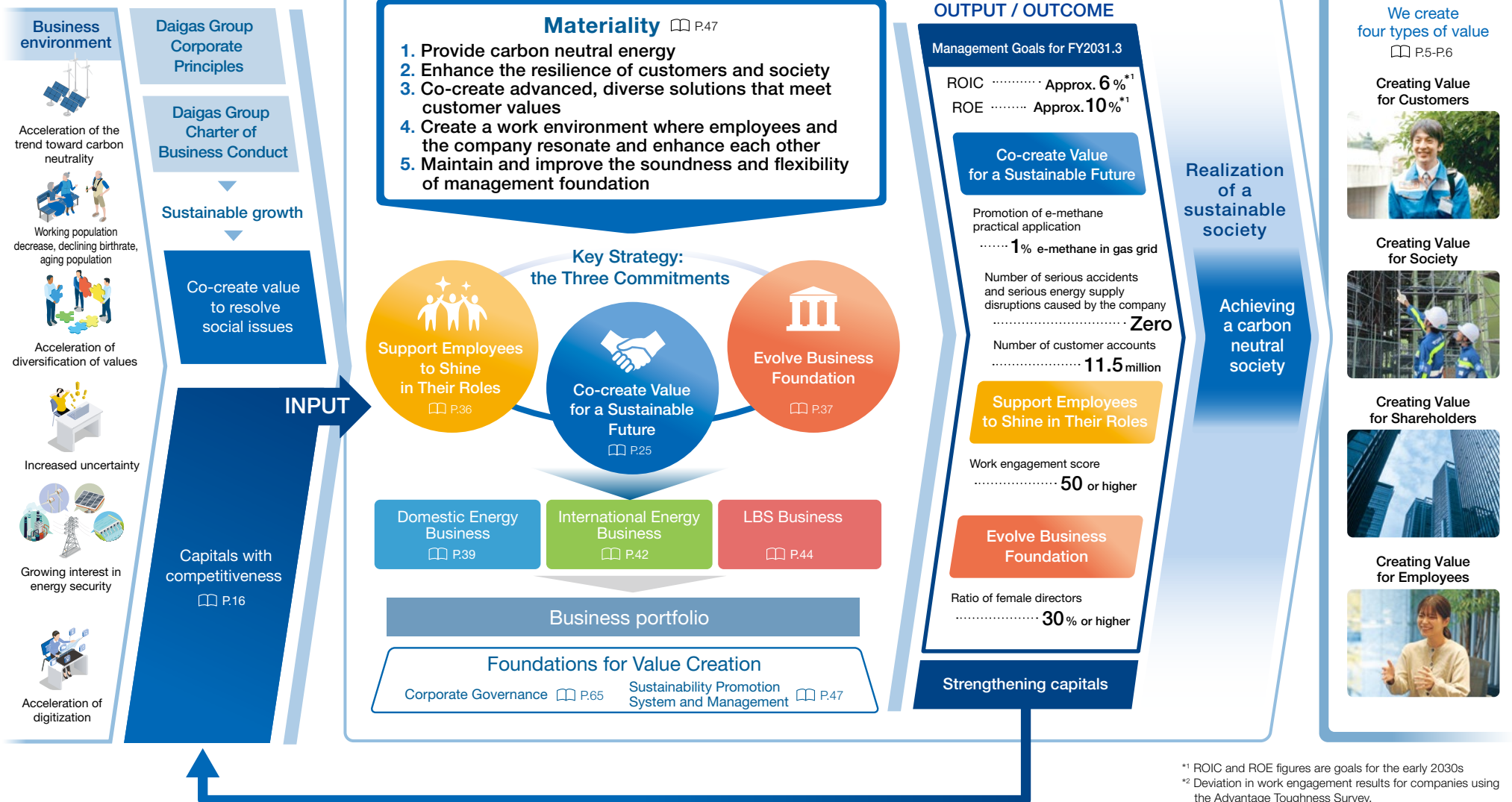


Value Creation Process

We aim to realize a sustainable society and value creation by leveraging our capitals with competitiveness and following our values that have been long cherished since the company's foundation.



^{*1} ROIC and ROE figures are goals for the early 2030s
^{*2} Deviation in work engagement results for companies using the Advantage Toughness Survey.