

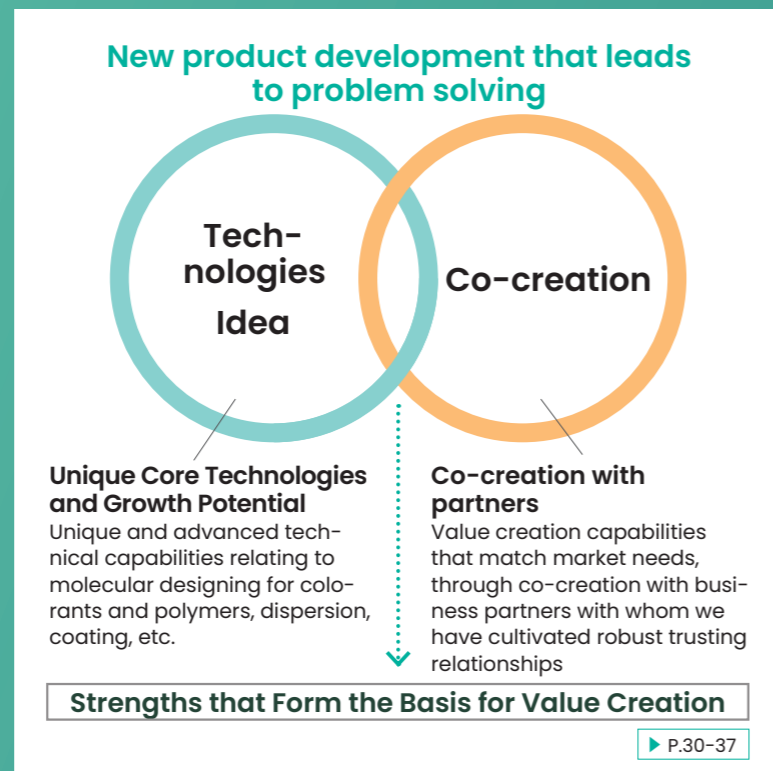
# Value Creation Model

The Group works to provide value through products and services created through its business activities, with the aim of sustainable growth of the Group and society. We recognize and understand the many different social and environmental issues around the world. We will continue, without interruption, our business model of creating ways to help solve these issues in collaboration with our partners by demonstrating the Group's technological strengths. As a company that delivers pioneering value using leading-edge technology to people around the world, we will push forward the upward spiral of the value creation process.

## INPUT ..... Value Creation Process ..... OUTPUT ..... OUTCOME

- Capital Sources of Value Creation**
- Financial Capital**  
A sound financial base that emphasizes the balance between investment and shareholder returns
  - Human Capital**  
Diverse human resources and good employee engagement to support value creation
  - Manufactured Capital**  
A manufacturing platform that creates value that will resonate with the senses
  - Intellectual Capital**  
Technology infrastructure and systems to drive the creation and expansion of new businesses
  - Social and Relationship Capital**  
Network for promoting local production for local consumption and sound supply chain
  - Natural Capital**  
Global environment and resources supporting sustainability of the Group and society

▶ P.20-21



### Medium-term Management Plan artience2027

- Basic Policy 1**  
Shift to existing businesses with high profitability
- Basic Policy 2**  
Creation of strategic priority businesses
- Basic Policy 3**  
Reform of business foundation

▶ P.24-29

### Five material issues

1. Provide value that exceeds customer expectations and contribute to society
2. Co-exist in harmony with the environment through innovative technologies
3. Co-exist and co-prosper with the supply chain and fulfill the trust of stakeholders
4. Value employees and pursue their happiness and job satisfaction
5. Build a solid base that underpins trust

▶ P.66-67



### Three strategic priority businesses

- Mobility and Battery Related Businesses
- Display and Advanced Electronics Related Businesses
- Next-generations Businesses (Environmental, biotechnology and energy)

