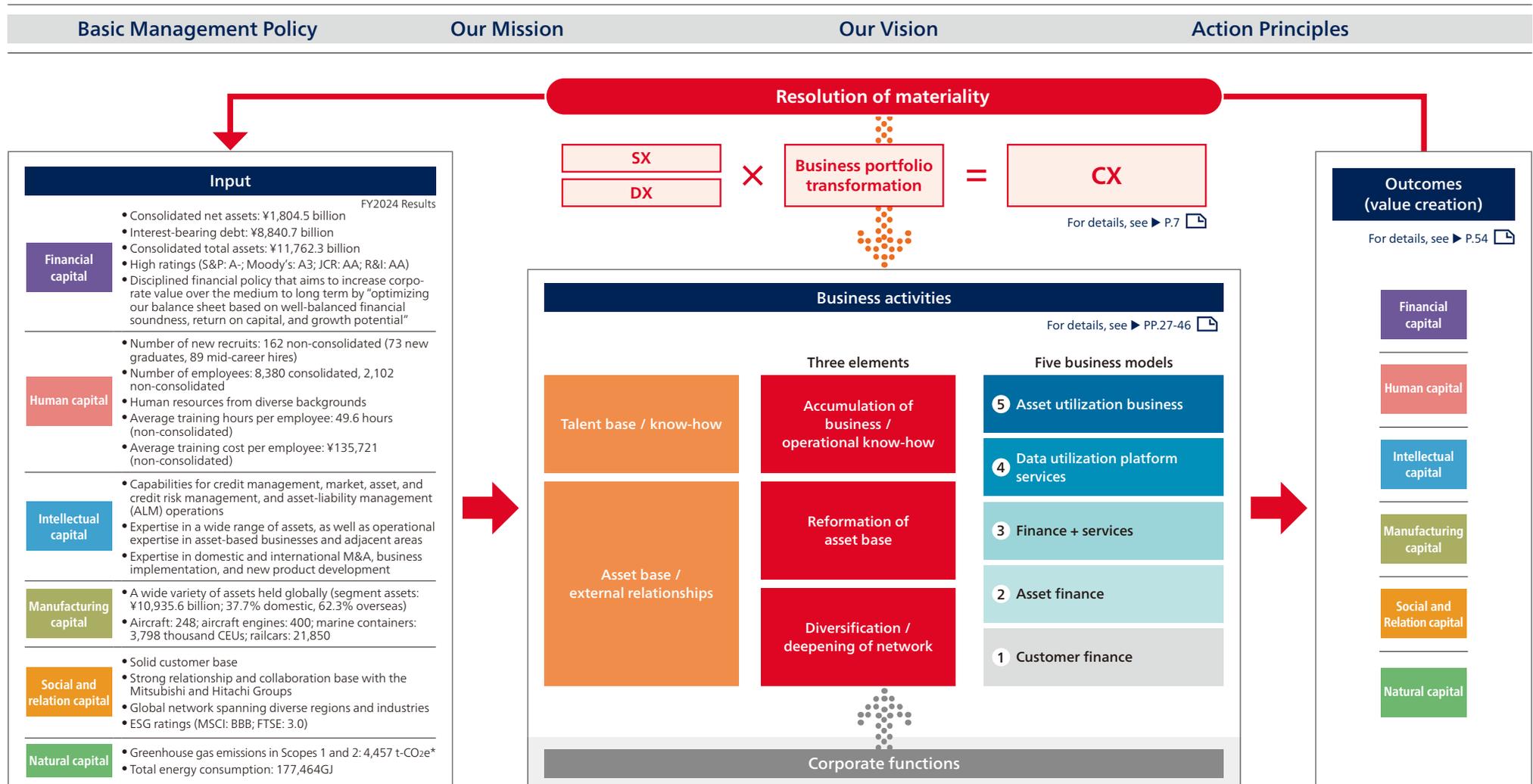


Value Creation Process

Our Group will achieve corporate transformation (CX) toward Our 10-year Vision by leveraging our diverse global assets and strong customer base to create value with stakeholders through our business activities. This value creation process is the Company-wide common guideline and language of our Group.



* Preliminary figures prior to obtaining third-party certification. Actual results after obtaining third-party certification will be disclosed on our website at a later date.