

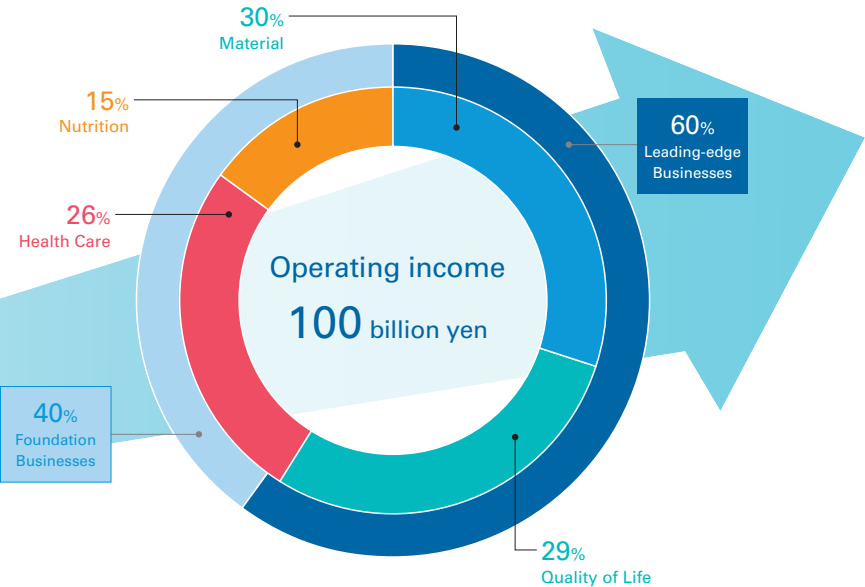
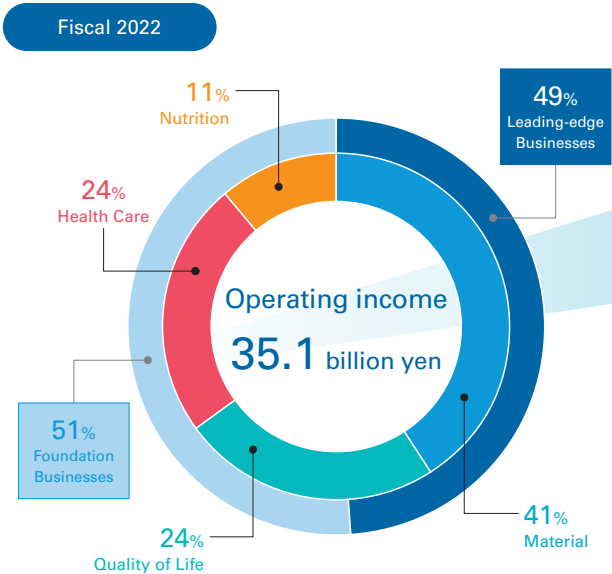


Promoting Portfolio Transformation

We will accelerate the transformation of our business portfolio through hybrid management. We aim to create unique and valuable new solutions, combining a wide variety of different technologies and solutions to help solve social issues.

Fiscal 2025 + X

Operating Income Ratio by Solutions Unit (SU)

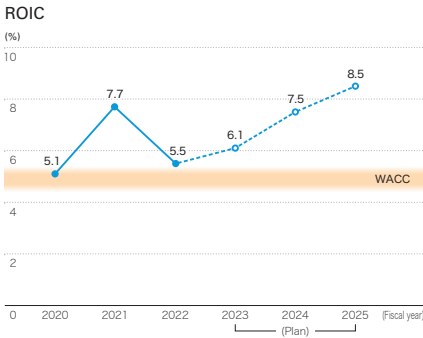
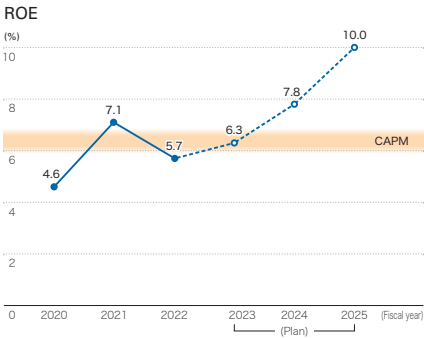


Investment Plan

We will accelerate the process of selection and concentration in our investments, expanding the domain of "life science for a healthier planet." We will strategically invest resources (people, goods, and money) to develop unique and differentiated technologies that cannot be copied. We will expand

the business of our leading-edge business groups. Our foundation businesses will also work to bolster their business foundations by thoroughly strengthening differentiation capabilities and making capital investments to enhance supply capabilities.

Capital Return Indicators



Nutrition SU

- Construct new dairy product plant
- Construct new probiotics product plant
- Increase coenzyme Q10 capacity
- Increase overseas food plant capacity

Health Care SU

- Construct new catheter plant
- Increase blood purification device capacity
- Increase biopharmaceutical capacity
- Increase mRNA capacity
- Increase in small molecule pharmaceutical capacity

Material SU

- Increase biodegradable polymer capacity
- Increase MS capacity
- Increase PVC capacity

Quality of Life SU

- Increase high-performance polyimide film capacity
- Increase optical film resin capacity
- Increase PV heterojunction cell capacity
- Increase modacrylic fiber capacity

