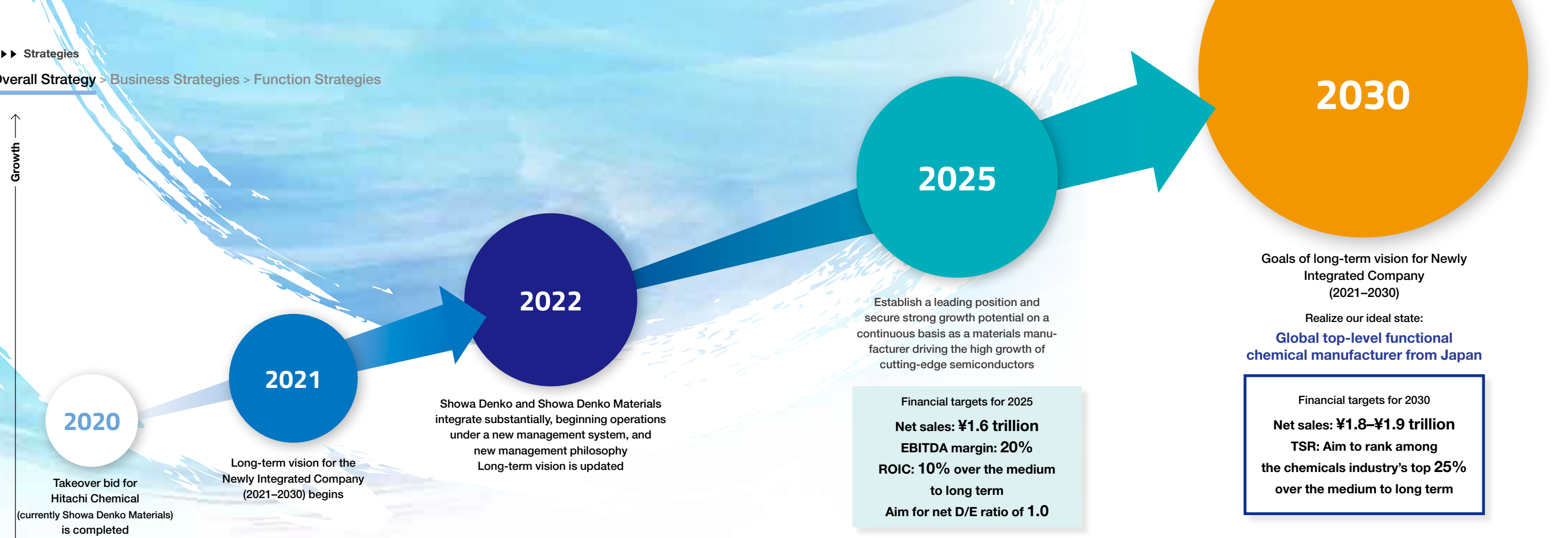


Growth ↑



## Overview of Our Long-Term Vision

Earning capacity →

With the unification of the management systems of Showa Denko and Showa Denko Materials in January 2022, both companies have effectively realized their integration through a system in which management is executed by 12 corporate officers common to both companies, under the president and CEO.

In conjunction with the launch of a new management system and the establishment of a new corporate philosophy, we also updated the long-term vision that we had announced in December 2020 and are moving forward with initiatives to achieve our ideal state in 2030.

### Purpose (Our Aspiration)

## Change society through the power of chemistry

Contribute to the sustainable development of global society by creating functions required of the times as an advanced material partner

### Ideal State

As we aim to realize the goal in our long-term vision of becoming a global top-level functional chemical manufacturer, we will strive to be a company that can compete on the world stage in both qualitative and quantitative terms, a company that contributes to the sustainable development of a global society through innovation and the capability to develop new businesses, and a company that attracts the attention of other corporations by developing co-creative talent that represents Japan's manufacturing industry.

### Global Top-Level Functional Chemical Manufacturer from Japan

Company that can compete on the world stage	Company that contributes to a sustainable global society	Company that develops co-creative talent that represents Japan's manufacturing industry
World-class competitiveness and profitability	Capability to create innovations and to develop new businesses	Ability to train competitive talent with shared values

### Main Strategies

Our long-term vision positions sustainability as an essential component of our Companywide strategies. Accordingly, we will establish a platform to become a global top-level functional chemical manufacturer and promote strategies incorporating our material issues for sustainability aimed at establishing a world-class revenue base, improving portfolio management, and spurring innovation.

