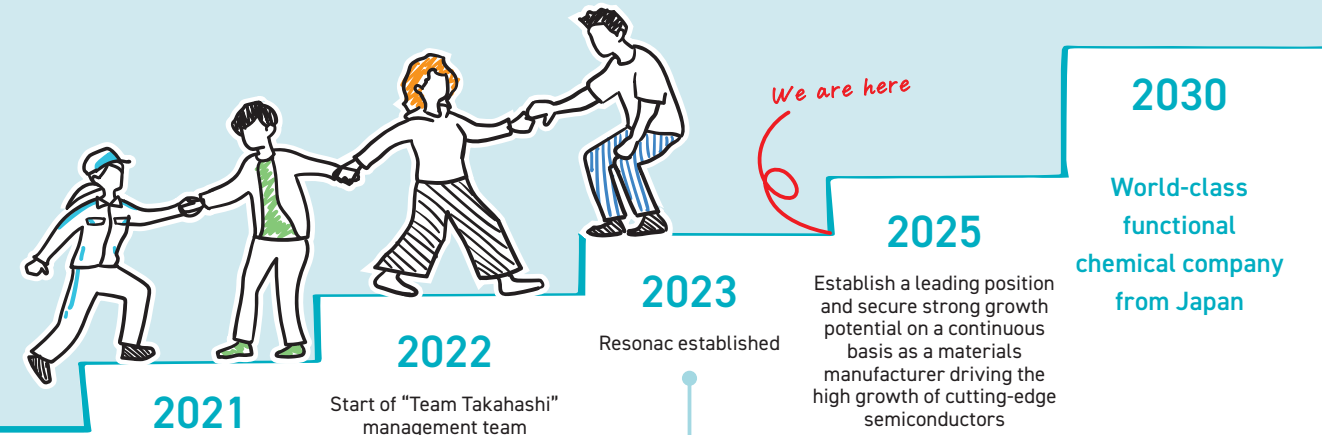


## Overview of the Long-Term Vision

Showa Denko and Hitachi Chemical were integrated to form Resonac in 2023. We see this as our second founding, and with the stated goals of the long-term vision to transform into a world class functional chemical company from Japan by 2030, we are moving forward with our journey of value creation.

Based on the belief that sustainability is the cornerstone of its corporate strategy, Resonac has established financial and non-financial KPIs and targets linked to material issues for sustainability and its envisioned ideal state. It has established strategies for each business and function and is making progress on related initiatives.



▶ Portfolio reform ▶ Focusing management resources on semiconductor materials business

## Change society through the power of chemistry

### Purpose

### Material Issues for Sustainability



### Non-financial KPIs



### Long-term vision Ideal state

### Financial KPIs

### Key strategies

- 1 Establishment of a world-class revenue base
- 2 Improvement in Portfolio Management
- 3 Innovation (technology x business model)
- 4 Strengthening of management foundation (platform)

### Financial and Non-financial KPIs

#### Results in 2023

Financial KPIs	
Net sales	¥1.3 trillion
EBITDA margin	8.2%
ROIC	0.5%
Net D/E ratio	1.00
Scores of the survey on implementation of the Purpose and Values	
Purpose: 48% Values: 51%	
Greenhouse gas emissions (Scope 1 + Scope 2)	4,226 kt-CO <sub>2</sub>
Serious occupational accidents	0
Non-financial KGI / KPI targets that measure the progress of 15 components linked to material issues	

▶ P83 / Material Issues and Non-financial KPIs

- Active investment in semiconductor growth field
- Acceleration of co-creative innovation
- Cultural transformation and human resource development
- Improvement of the market environment and capitalization of opportunities
- Improvement of internal efficiency
- Portfolio optimization

#### Targets for 2025

Financial KPIs	
Net sales	Over ¥1 trillion
EBITDA margin	20%
ROIC	10% over the medium to long term
Net D/E ratio	1.0X in a stable manner
Inculcation of Purpose and Values and cultivation of a co-creation culture	
Greenhouse gas emissions (Scope 1 + Scope 2)	30% reduction from the level of 2013 (* 2030 target)
Serious occupational accidents	0
Non-financial KGI / KPI targets that measure the progress of 15 components linked to material issues	

▶ P83 / Material Issues and Non-financial KPIs