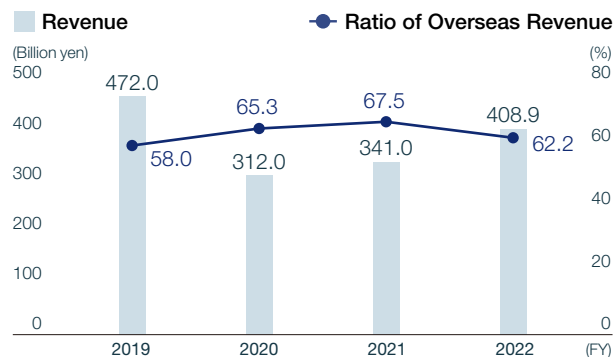
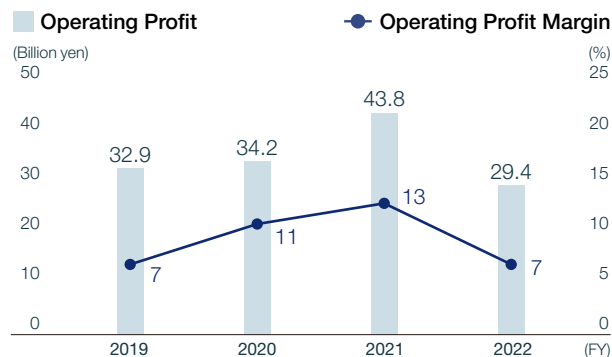


Financial Information

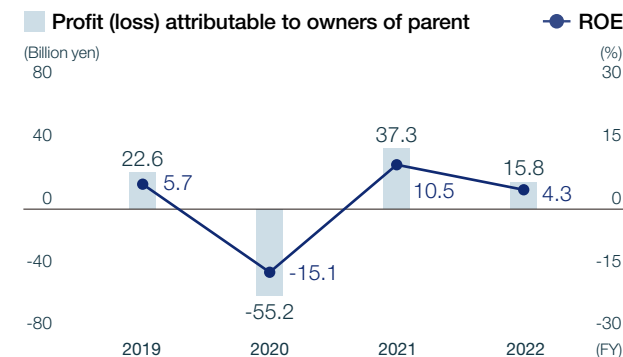
* The Elastomers Business has been categorized as a discontinued business from FY2021. Certain data for FY2020 is presented after reclassification.



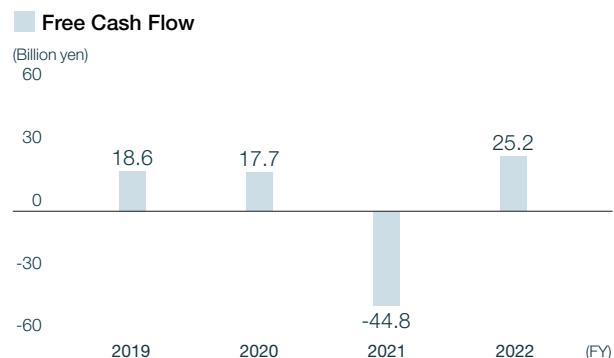
Revenue rose in the Semiconductor Materials Business and Life Sciences Business. The main markets of these two core businesses are located outside of Japan and, consequently, the ratio of overseas revenue continues to increase.



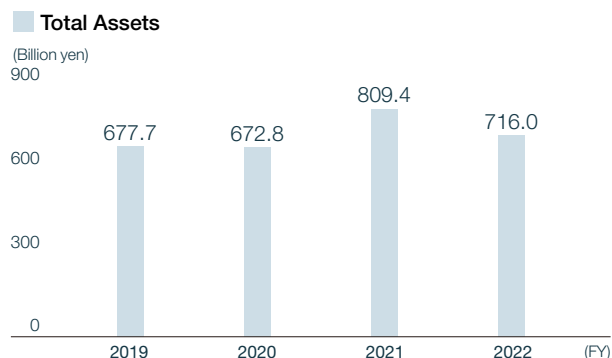
In order to achieve record-high profits of over 60 billion yen as set out in our management policy for FY2024, we will prioritize capital investment on high value-added products and strive to further improve profit margins.



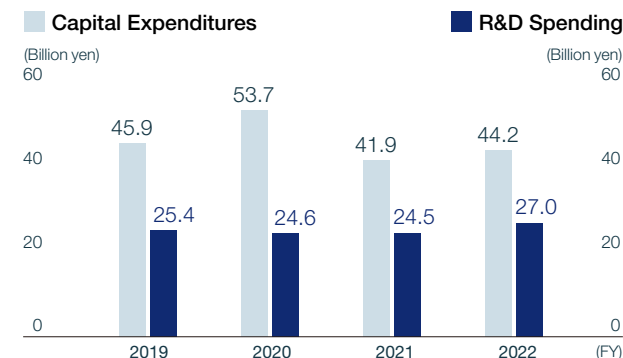
In order to achieve the ROE target of 10% or higher laid out in management policy for FY2024, we will prioritize the deployment of capital in high value-added products and further increase profits in an effort to boost ROE.



We are achieving sustainable profit growth while seeking to increase corporate value by steadily implementing investments in growth fields.



Assets are trending upward on M&A to expand our business operations. To maintain financial soundness, we have established medium-term resource allocation plans and manage asset efficiency and investment efficiency using ROIC and ROE on a company-wide and business segment basis. We are also working on debt capacity monitoring to maintain financial soundness and diversification of capital procurement methods.



We anticipate operating cash flow of around 250 billion yen during management policy period. Around 140 billion yen of this amount will be committed to CAPEX in the form of investments in the Semiconductor Materials Business and Life Sciences Business. Other uses will involve growth investments, including M&A, while increasing agility and flexibility.