

Management Briefing Material

KAGA ELECTRONICS

TSE Prime Market 8154

March, 2023

KAGA ELECTRONICS CO., LTD.

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Introduction

Today's messages

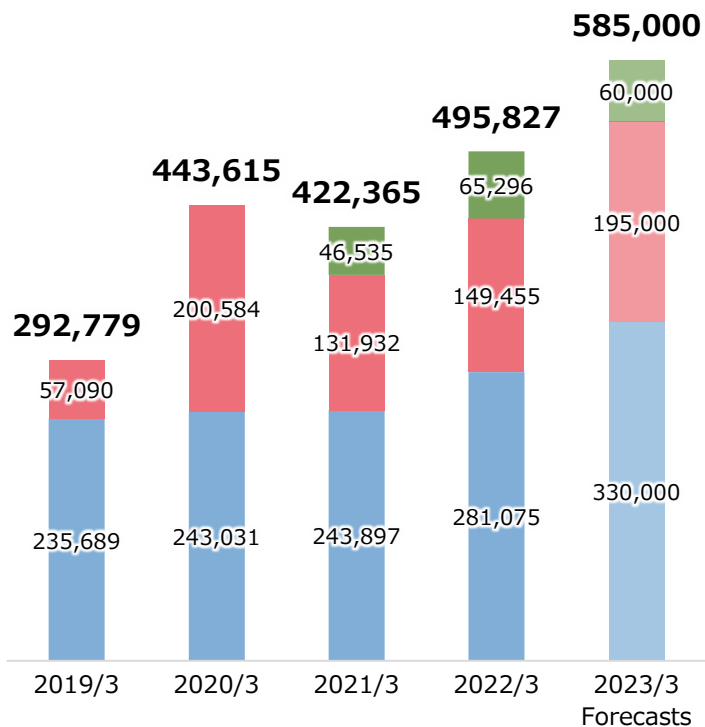
- 1 Sustainable profit growth
- 2 Profit-focused management
- 3 Management focusing on capital efficiency
- 4 Proactive return to stakeholders
- 5 Form fair value and enhance corporate value

Sustainable profit growth

KAGA Electronics will realize “sustainable profit growth” with “organic growth + strategic M&As + PMI” as growth drivers, anticipating further industry consolidation.

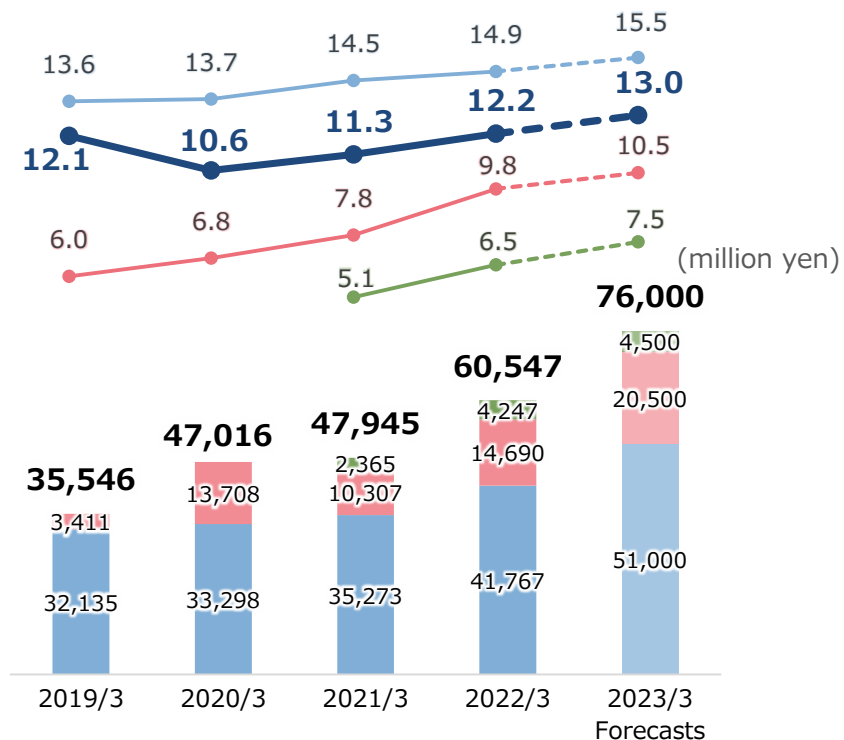
Net sales (by Company)

■ KAGA ELECTRONICS (million yen)
 ■ KAGA FEI
 ■ EXCEL



Gross profit / Gross profit margin

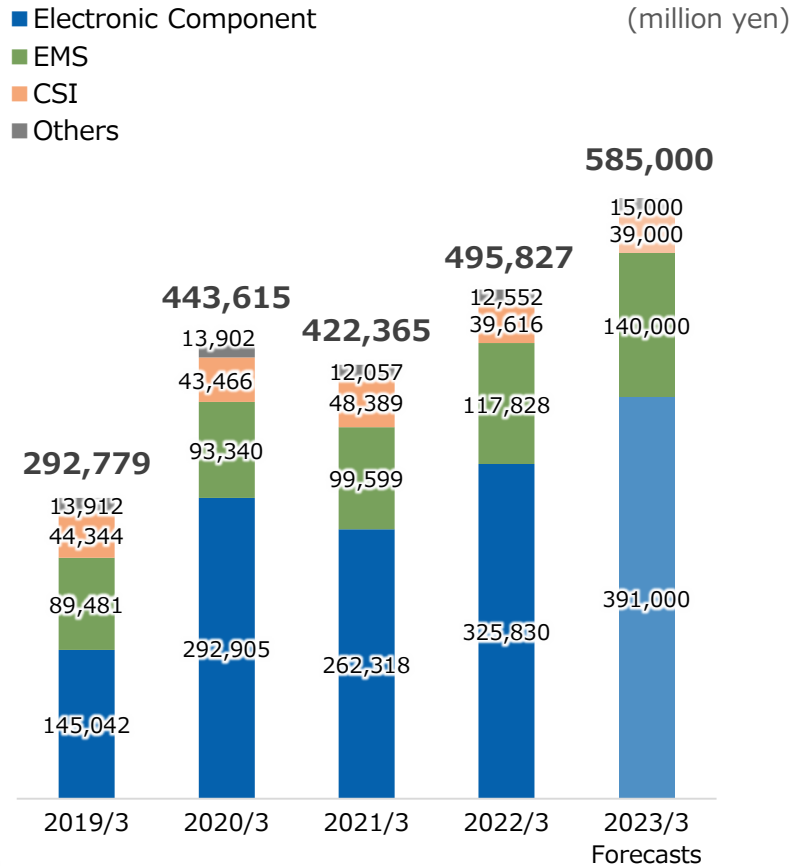
■ KAGA ELECTRONICS (million yen) ■ Total (%)
 ■ KAGA FEI
 ■ EXCEL



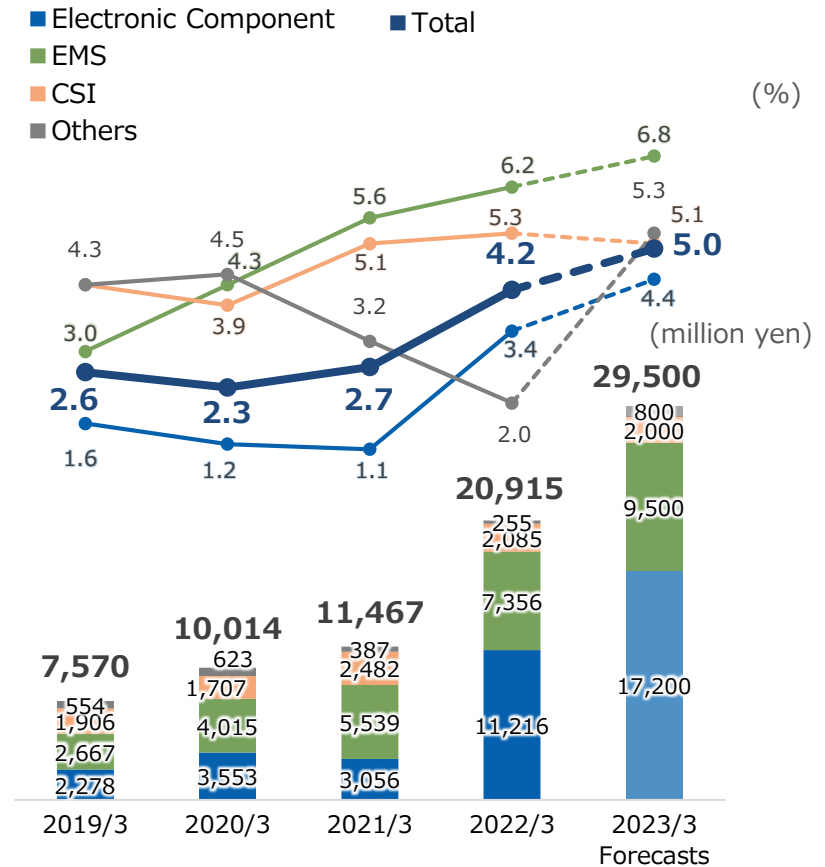
Profit-focused management

KAGA Electronics is not just an electronic components trading company. It is a general electronics trading company engaged in high value-added businesses, including EMS, based on “profit-focused management.”

Net sales (by Segment)



Operating income / Operating income margin



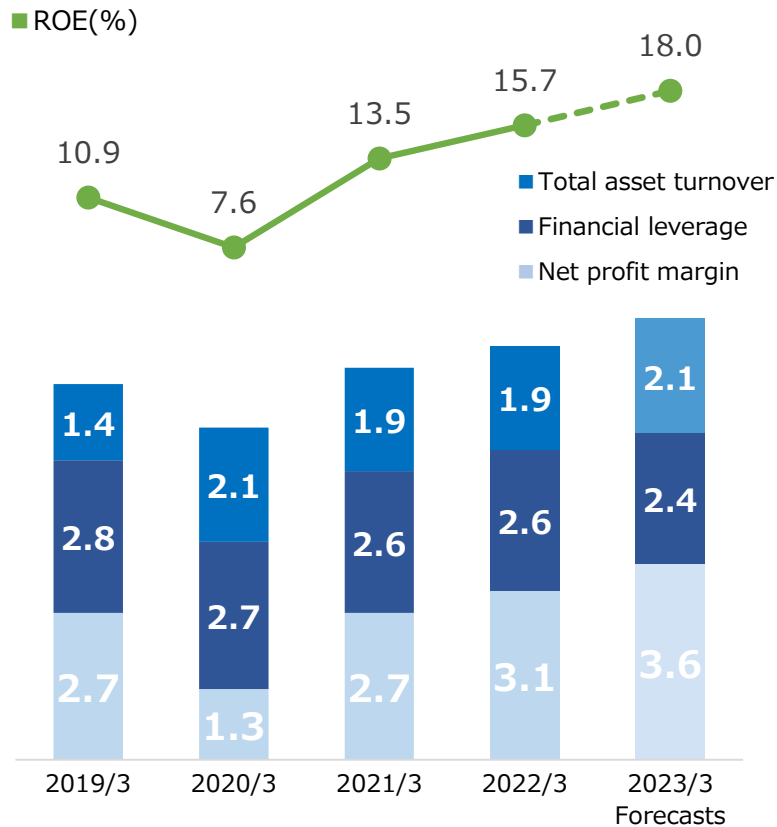
Management focusing on capital efficiency

KAGA Electronics practices business management focusing on the cost of equity and capital efficiency.

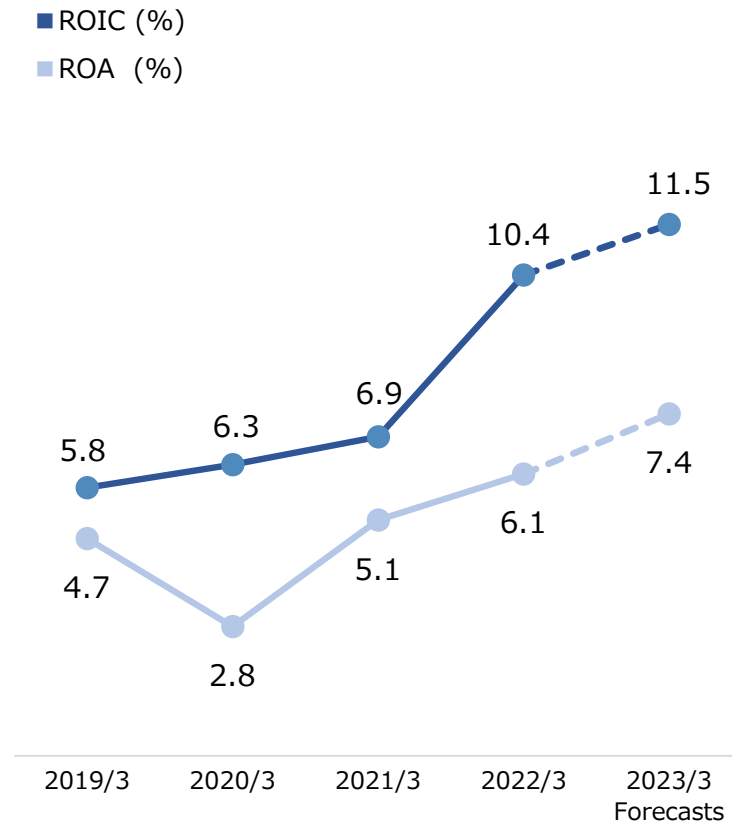
※ROE:18.0% > Cost of Equity:7~8%

ROIC:11.5% > WACC:5~6%

ROE



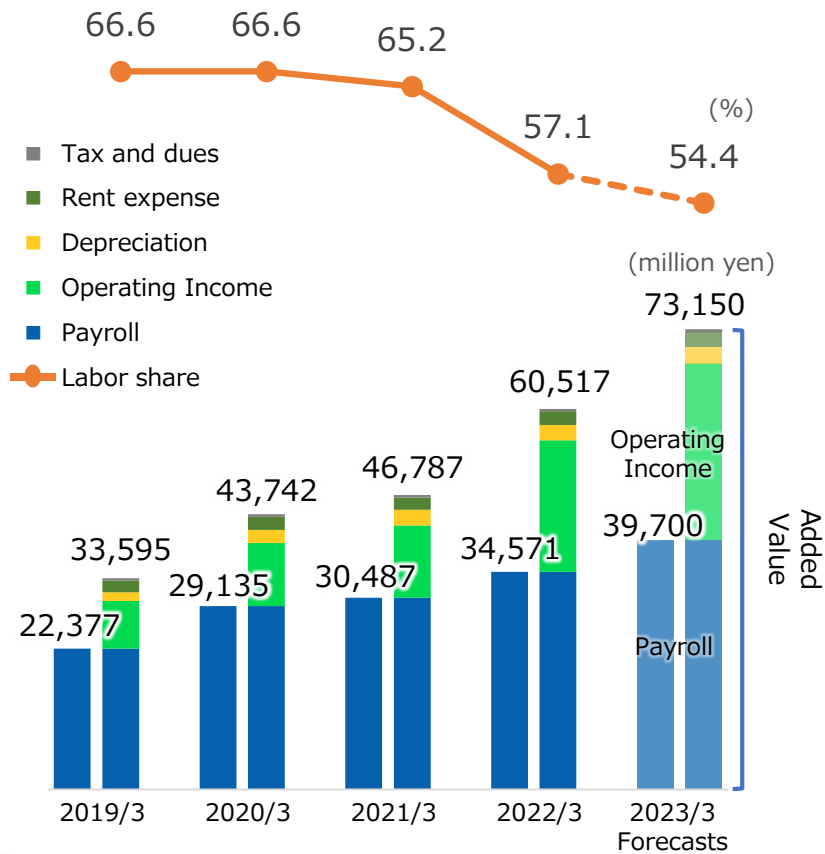
ROIC·ROA



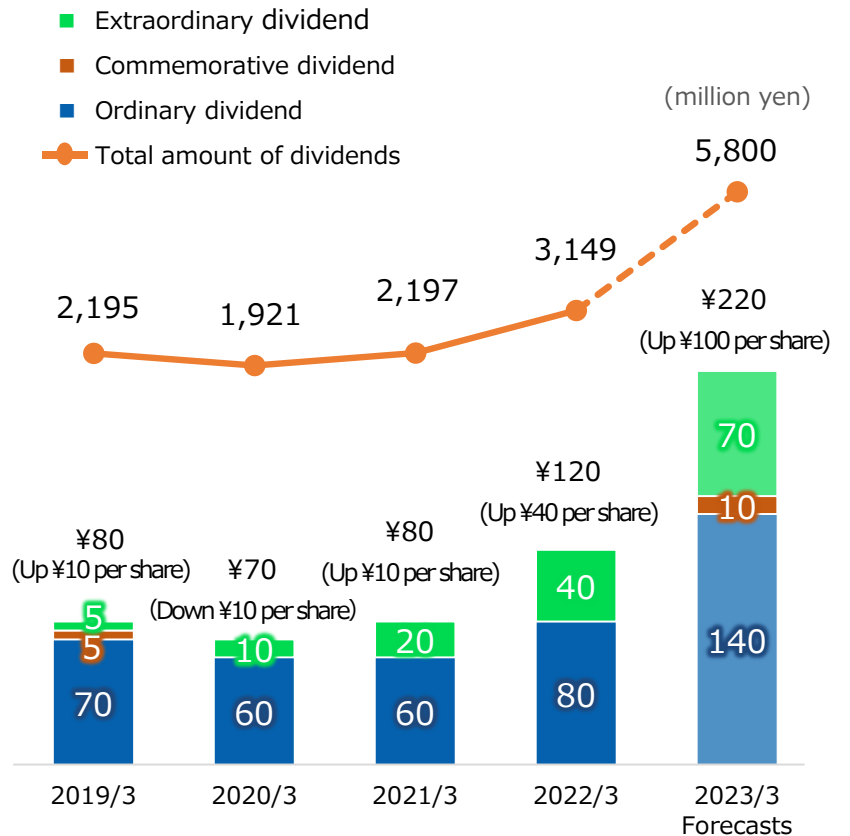
Proactive return to stakeholders

Inheriting the founder's spirit that "profits are to be shared," KAGA Electronics implements profit distribution and return to stakeholders proactively.

Labor share



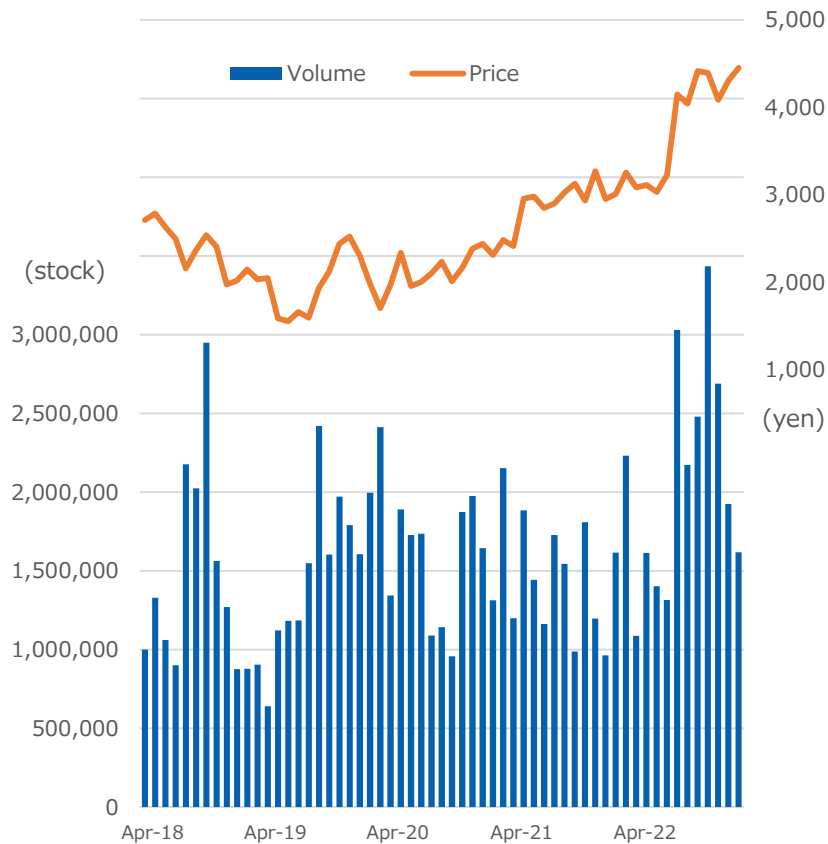
Dividend per share & Total dividends



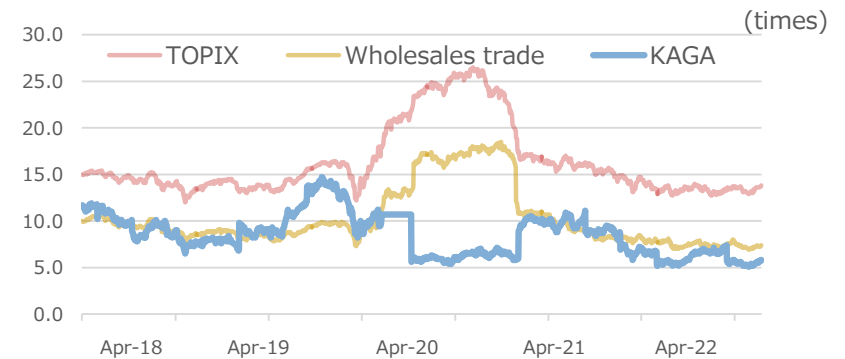
Form fair value and enhance corporate value

KAGA Electronics actively engages in IR activities, aiming at formation of fair value and further enhancement of corporate value.

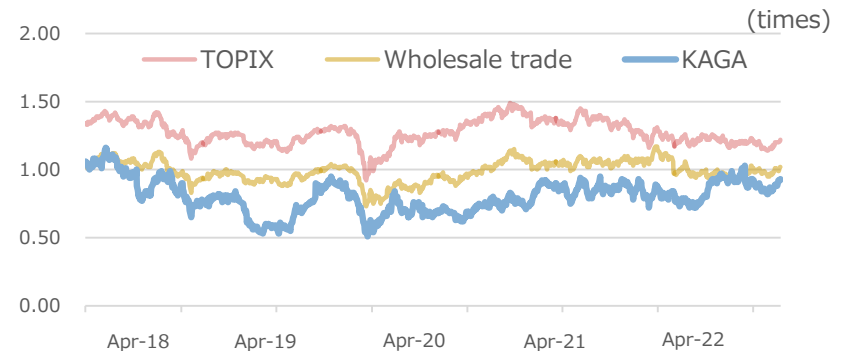
Changes in stock price/trading volume



Changes in PER



Changes in PBR



Note

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Corporate Profile

Corporate Outline

An independent trading company for general electronics with one-stop services

- Company Name: KAGA ELECTRONICS CO., LTD.
- Representatives: Founder & CEO: Isao TSUKAMOTO
President & COO: Ryoichi KADO
- Head Office: 20 Kanda matsunagacho,
Chiyoda-ku Tokyo 101-8629, Japan
- Established: September 12, 1968
- Paid-in Capital: JPY12,133 million
- Stock listing: Prime Market, Tokyo Stock Exchange
(securities code: 8154)
- Number of Group Companies: 63 Companies (as of April 1, 2022)
- Number of Employees: 7,959 (FY ended March 2022)

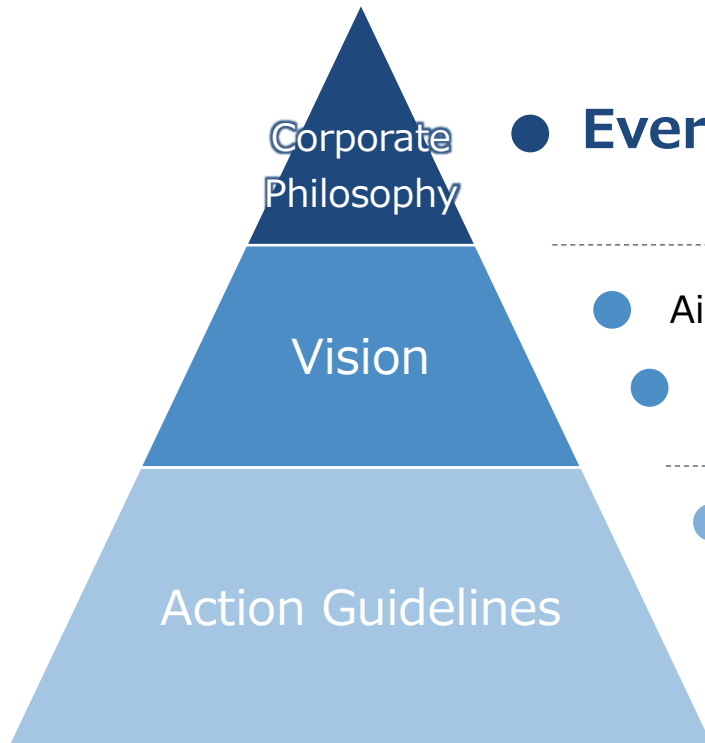


Founder & CEO
Isao TSUKAMOTO

President & COO
Ryoichi KADO

Corporate Philosophy

“Everything we do is for our customers” – Since Kaga Electronics was founded, by intently listening to the voices of our customers and earnestly catering to their needs, we have expanded our business domain to include our EMS business, which includes everything from kitting to processing and manufacturing electronic components and semiconductors, and our information equipment business, which conducts sales of finished products. Going forward, we will continue to aim to be Japan’s No. 1 corporate group in the industry and become a competitive World-Class company.



● Everything we do is for our customers

- Aim to be “Japan’s No.1 corporate group in the industry”
 - Aim to become a competitive “World Class Company”
-

- “F.Y.T.” : Flexibility, Young at heart, Try
- “3G” : General, Global, Group
- “KAGA-ism” : Management mindset,
Sales mindset,
Readiness as a member of society

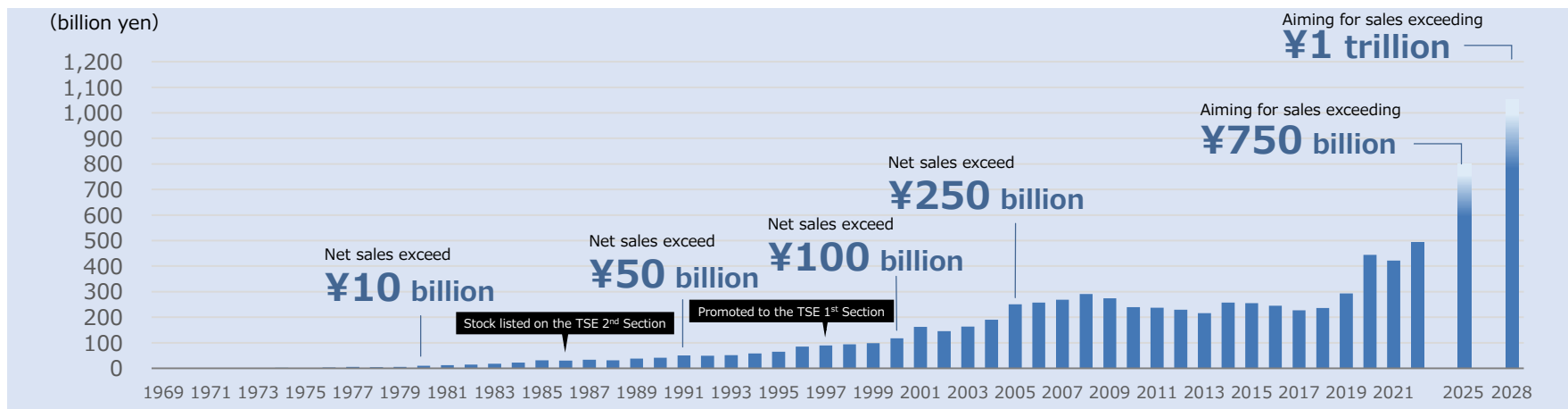
KAGA-ism (Behavior Guideline)

There have been many sayings supported by the experiences of the founder and our forebears since the company's foundation, and these should be treated as treasures. They are our DNA that we will carry into the future as a foundation for our actions to overcome daily competition.

Three Pillars	Basic Principle
1. Mindsets as a manager Behavior with the awareness of "being one of the managers"	1-1. Be a manager with a grand dream and a strong will
	1-2. Cultivate a hungry spirit to continue challenging yourself in everything that you do
	1-3. Act first with high ambition
2. Mindsets as a salesperson Awareness and behavior as a "trading company employee or businessman"	2-1. Make TAXAN (much) effort to gain TAXAN (a large) profit, and become TAXAN (very) happy
	2-2. Personal connections are intangible assets
	2-3. Always be curious
3. Mindsets as a member of society Awareness and behavior in proceeding with business as a member of society	3-1. Self-improvement
	3-2. Reward good work and punish bad work
	3-3. Be fair and upright

New technologies. New products. Always listening to the voice of the times. We grew together with the electronics industry.

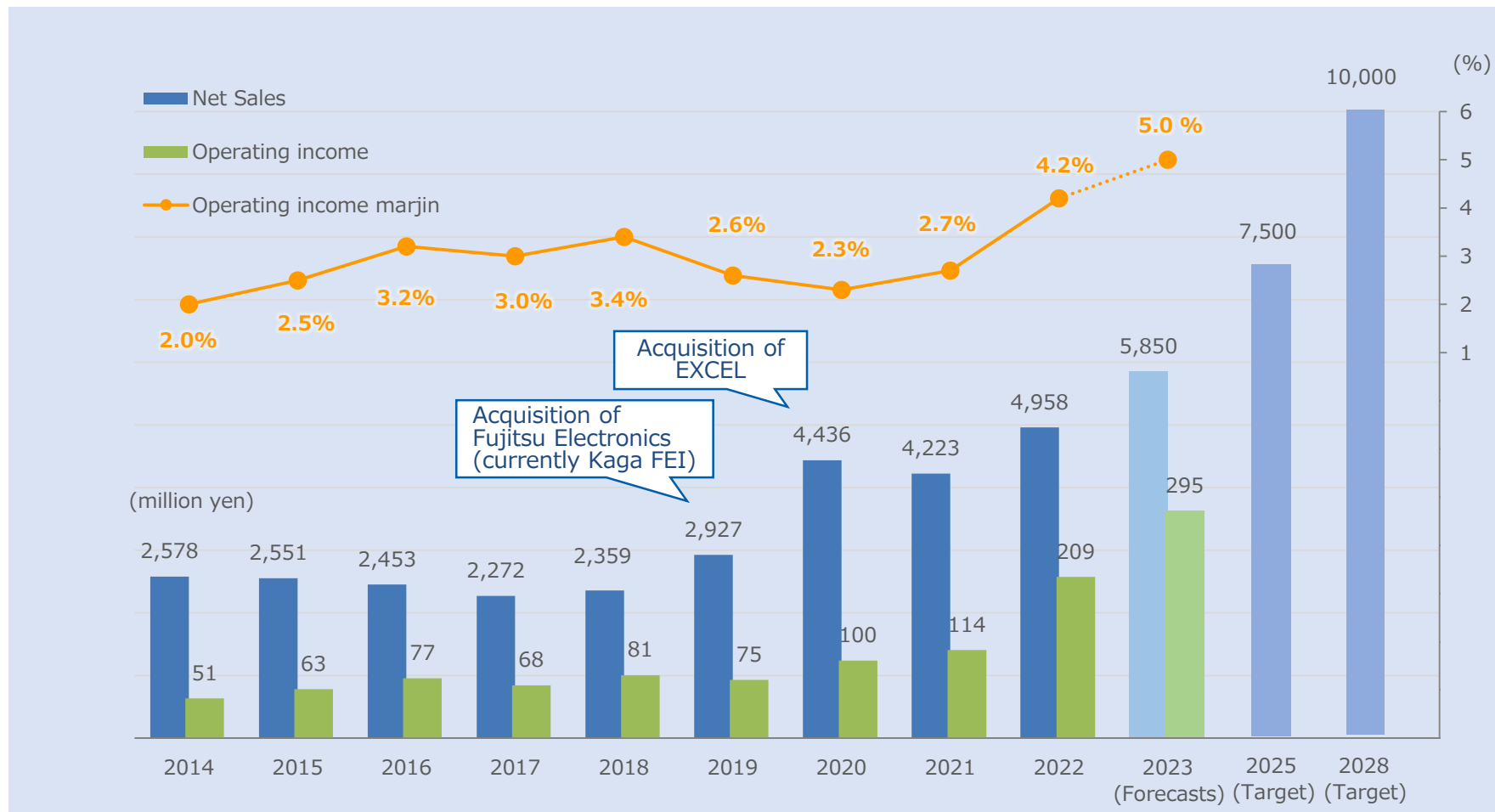
Kaga Electronics has continued to grow, driven by our keen ability to rapidly sense changes in the times. This ability has ensured our consistent growth in an era of accelerating technological innovation. In more recent years, we have been proactive in efforts to create new businesses. With the information-gathering ability and sales network that we have cultivated over our long history as our foundation, we will continue to evolve towards unlimited possibilities, pushed ahead by unique ideas and unrestricted by our existing businesses.



<p>Established at Soto-Kanda, Chiyoda-ku, Tokyo, with a capital of ¥10 million</p> <p>1968</p>	<p>Arrival of Space Invaders games boom</p> <p>1978</p>	<p>Launch of KG-12, an own brand monitor for Apple</p> <p>1981</p>	<p>Commencement of home video game business</p> <p>1983</p>	<p>Establishment of the first own factory KAGA (SHENZHEN)</p> <p>1999</p>	<p>Establishment of KAGA (THAILAND)</p> <p>2002</p>	<p>Establishment of TAXAN MEXICO</p> <p>2017</p>	<p>Completion of KAGA MICRO SOLUTION's Fukushima Factory</p> <p>2019</p>
<p>Arrival of CB transceiver boom</p> <p>1975</p>	<p>Establishment of TAXAN USA</p> <p>1981</p>	<p>Launch of TAXAN RGB VISION, n brand monitor</p> <p>1983</p>	<p>Establishment of KAGA (H.K.)</p> <p>1992</p>	<p>Establishment of KAGA COMPONENTS (MALAYSIA)</p> <p>2000</p>	<p>Establishment of KD TEC in the Czech Republic</p> <p>2009</p>	<p>KAGA FEI (former Fujitsu Electronics) becomes consolidated subsidiary</p> <p>2019</p>	<p>Aiming for sales exceeding ¥1 trillion</p> <p>2028</p>

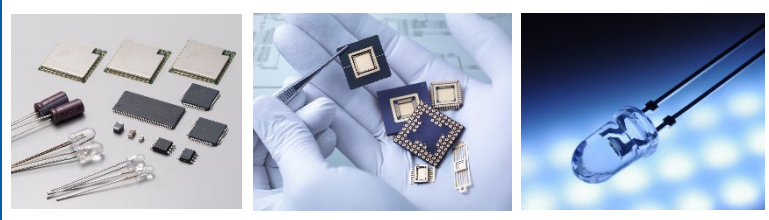
Earnings Trends Over Past 10 Years

Management with an emphasis on profit has taken root in the Group since 2014, resulting in an improvement in both operating income and the operating income margin. The Company has aggressively carried out M&A since 2016, shifting to a growth trajectory. We aim for an ongoing increase in revenue.



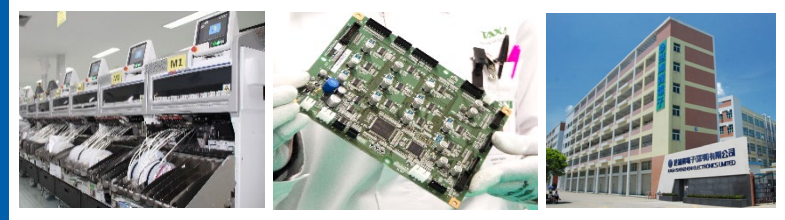
The Group's Strength-① : Business Domain

Electronic part and Semiconductors



Sales agent activities for general electronic components and semiconductors for customers in Japan and worldwide

EMS



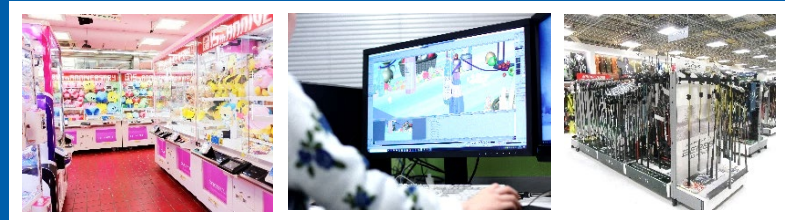
Providing total support for design, development, and manufacture of products ranging from semi-finished to finished products

Information Equipment



Supplying PCs and peripherals to domestic and international distribution channels, and serving the network solutions field

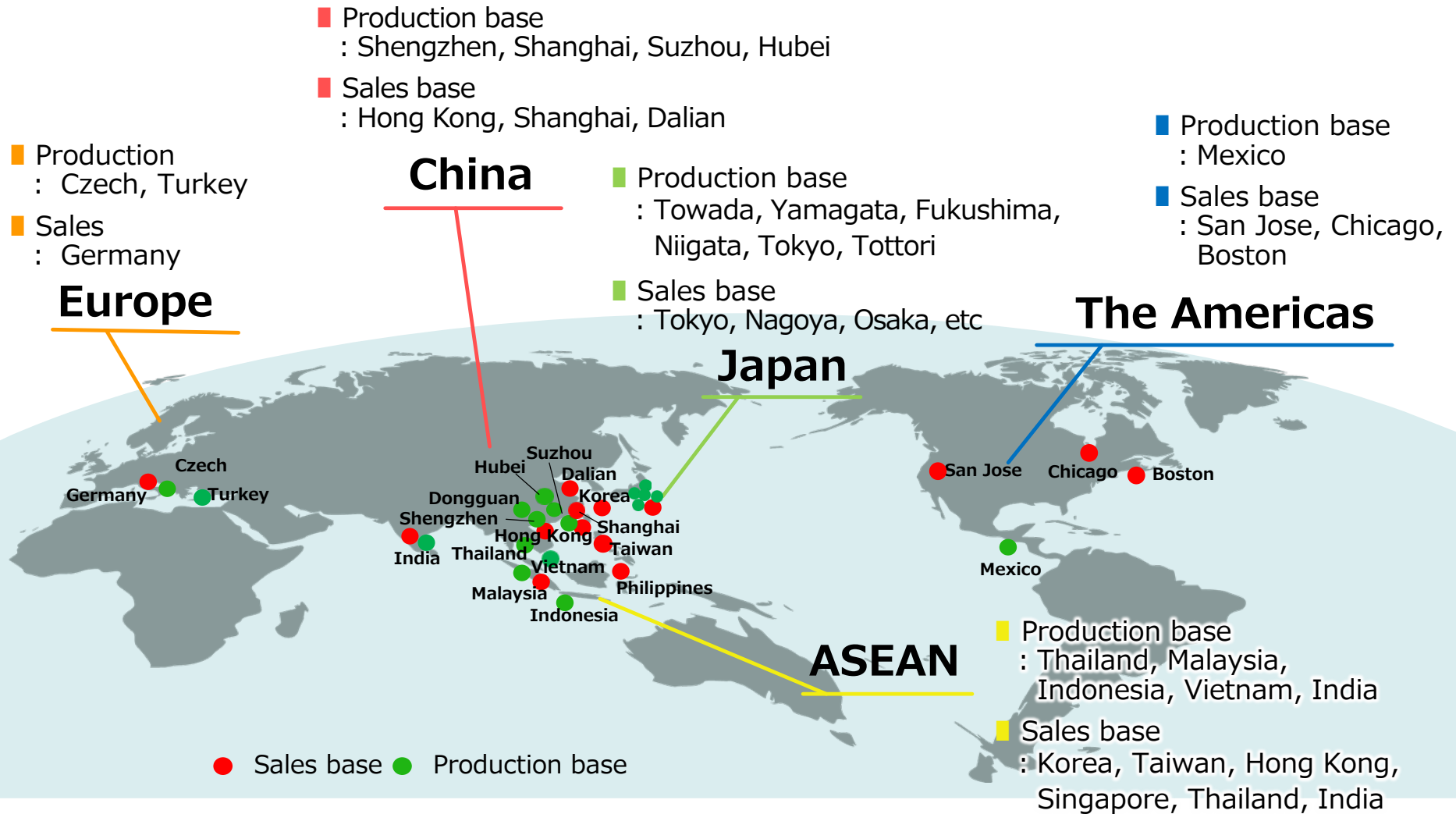
New Businesses



Development, manufacture, and sale of amusement-related products and software

The Group's Strength-② : Global Network

Global EMS production system with 21 bases in 10 countries to respond swiftly and flexibly to customer needs.



The Group's Strength-③ : One-Stop Service

Not just contract manufacturing but offer one-stop service from sales to after-sales support

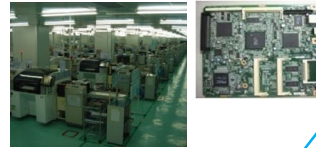
Planning/Design/
Development



Components
Procurement/Kitting



EMS/Contract
manufacturing



Sales/Distribution



Support/
After-sales service



KAGA ELECTRONICS

KAGA TECHNO SERVICE

KAGA DEVICES

KAGA MICRO SOLUTION

KAGA SOLUTION NETWORK

SANKOH Engineering

KAGA AMUSEMENT

AD DEVICE

KAGA AMUSEMENT

DIGITAL MEDIA LAB

KAGA TECH

KAGA SPORTS

EXCEL

EXCEL

KAGA EMS TOWADA/Kyokuto Electric

KAGA FEI(former:Fujitsu Electronics)

KAGA FEI AMERICA

KAGA (TAIWAN)
KAGA FEI (DALIAN)

TAXAN MEXICO
KAGA COMP(MALAYSIA)

KAGA (Shanghai) / KAGA (H.K.)

KAGA (THAILAND)/KAGA(VIETNAM)

KAGA (SINGAPORE)

KAGA (INDIA)

KDTEC (Czech) / KDTEC (Turkey)

Note

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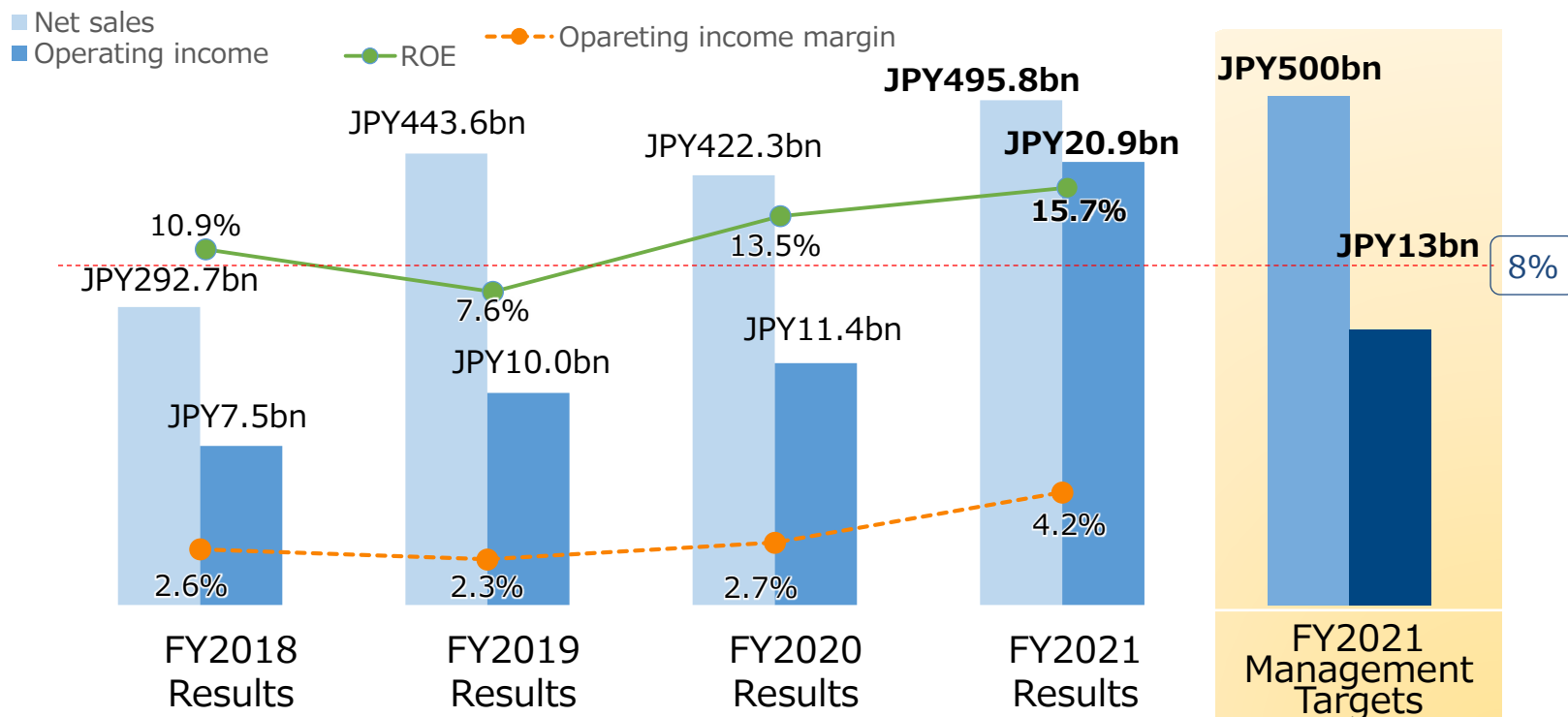
KAGA's Growth Scenario

Medium Term Management Plan 2024

(Extract from materials published on November 25, 2021)

Review of Medium-Term Management Plan 2021 : Management Targets

Predict for exceeding operating income and ROE targets by executing "profit-focused management", despite unmet net sales target due to losses of major commercial rights



Net sales	JPY292.7bn	JPY443.6bn	JPY422.3bn	JPY495.8bn	JPY500bn
Operating income	JPY7.5bn	JPY10.0bn	JPY11.4bn	JPY20.9bn	JPY13bn
ROE	10.9%	7.6%	13.5%	15.7%	8% or higher

Medium-Term Management Plan 2021

Medium-Term Management Plan 2024 : Management Targets

Realize sustainable growth by organic growth and further M&A challenges

FY2021 Results

Net Sales	JPY 495.8 bn
Operating Income	JPY 20.9 bn

FY2024 Management Targets

Organic growth	Including new M&As
JPY 600 bn	JPY 750 bn
JPY 20 bn	

With cost of shareholders' equity (7-8%) in mind,

ROE	15.7 %
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stable 8.5 % or higher

Medium-Term Management Plan 2024: Basic Policy

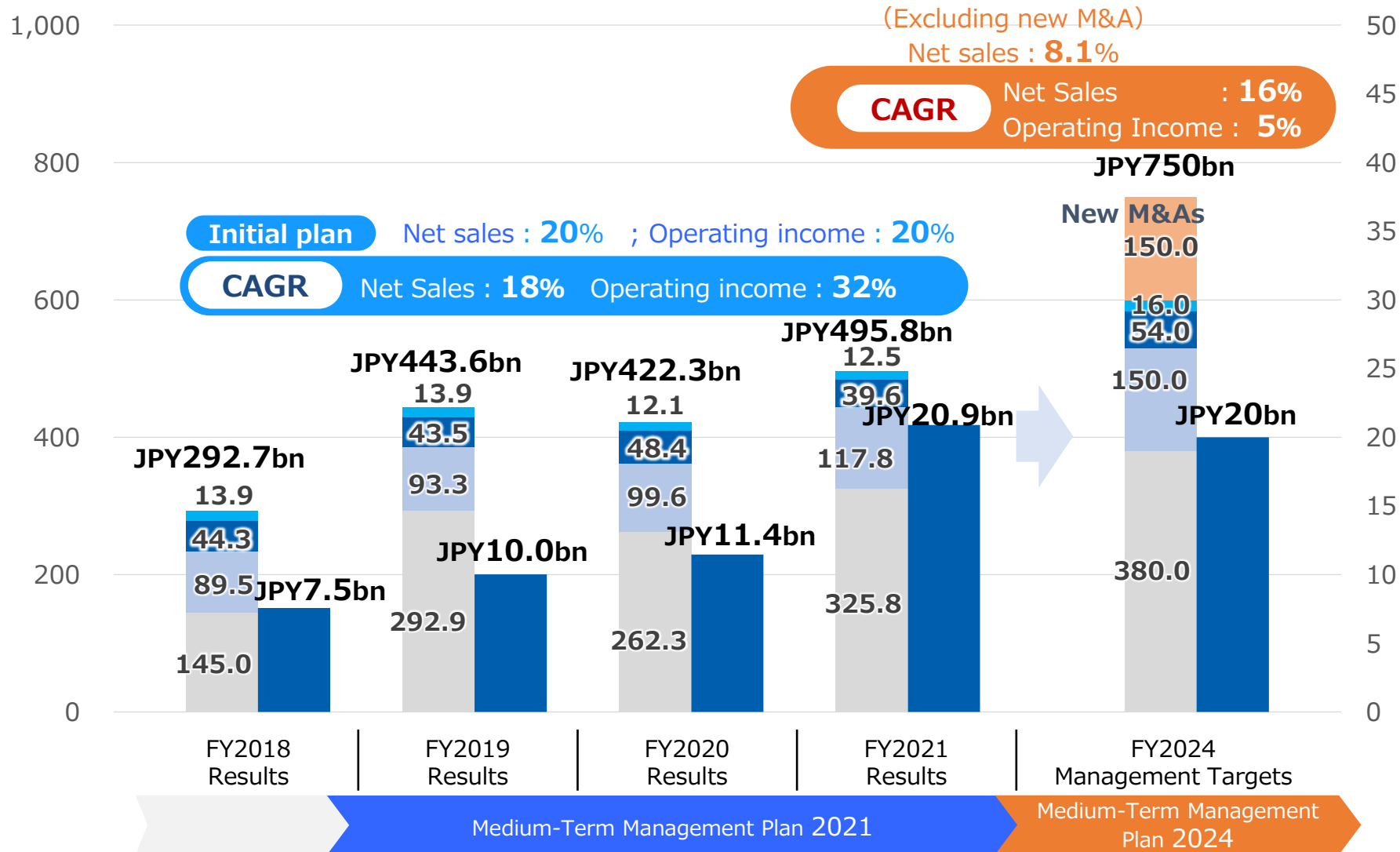
Basic policy and key issues/actions

Further Reinforcement of Profitability	Predicting the era to focus on markets with potential for high growth and profitability	<ul style="list-style-type: none">• Selection and concentration in growth fields: Mobility, Communications, Environment, Industrial equipment, Medical/Health care• Reinforcement and expansion of EMS business and overseas business
Reinforcement of Management Base	Pursuit of further efficiency and soundness, and transformation to a Group management foundation worthy of "Japan's No. 1 corporate group in the industry"	<ul style="list-style-type: none">• Reinforcement of corporate governance• Efficient Group management• Investments in human capital
Creation of New Businesses	Active use of venture investments and M&As to create new businesses and strengthen resistance to change in the external environment	<ul style="list-style-type: none">• Initiatives in new fields• Promotion of open innovation through venture investments• M&A efforts aimed at discontinuous growth
Promotion of SDGs Management	Promotion of management that seeks to achieve solutions to social issues and sustainable growth as a company	(See "Medium-Term Sustainability Management Plan" for details)

Medium-Term Management Plan 2024 : Business Portfolio

*CSI: Consumer & System Integrator

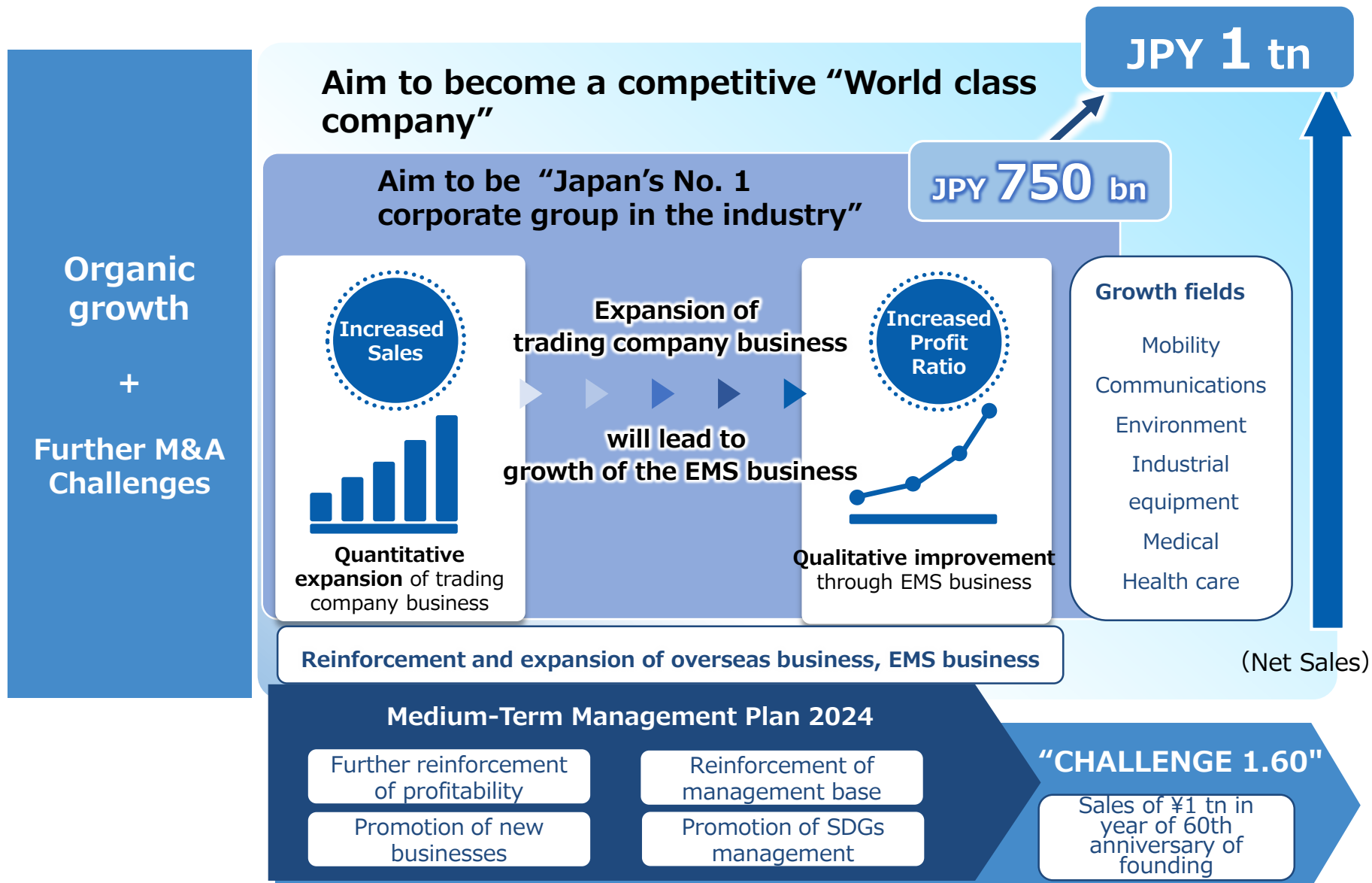
■ Electronic Components ■ EMS ■ CSI ■ Others



Basic Strategy for Four Major Businesses

	FY2024 sales targets	Priority measures
Electronic Components Business	JPY 380 bn	<ul style="list-style-type: none"> Expansion of industrial equipment business Rollout of new products in vehicular markets Enhancement of products in communications field
EMS Business	JPY 150 bn	<ul style="list-style-type: none"> Reinforcement and expansion of customer base Shift in value chain to high value-added areas Reinforcement of business base
CSI Business	JPY 54 bn	<ul style="list-style-type: none"> Acquisition of new products/suppliers and new sales channels Promotion of collaboration within Group and integration of overlapping organizations
Other Business	JPY 16 bn	<ul style="list-style-type: none"> Review of unprofitable businesses Creation of new businesses through venture investments and M&As

Medium-Term Management Plan 2024 : Summary



A Sound Financial Foundation to Support Growth Strategies

Borrowing capacity

- ▲ Net D/E ratio: **0.04 times**
- ▲ Cash position: **JPY 40.1 bn**
- ▲ Commitment line: **JPY 15 bn**

*End of September 2021

Cash generation ability

- ▲ Total 3-year operating cash flow: **JPY 30.8 bn**
*FY2018–FY2020
- ▲ Use of cash: ① **Growth investments**
② **Shareholder returns**
③ **Repayment of borrowing**

Capital efficiency

- ▲ ROE: **13.5%** > Cost of shareholders' equity 7.6%

Assumptions for calculations

- ① Risk-free interest rate : 0.02%/10-year Japanese government bond, five-year average
- ② Market risk premium : 6.3%/TOPIX yield
- ③ β (beta) : 1.2%/Five-year, weekly

*FY2020 results

Stability and credit rating

- ▲ Equity ratio : **39.6%**

*End of September 2021

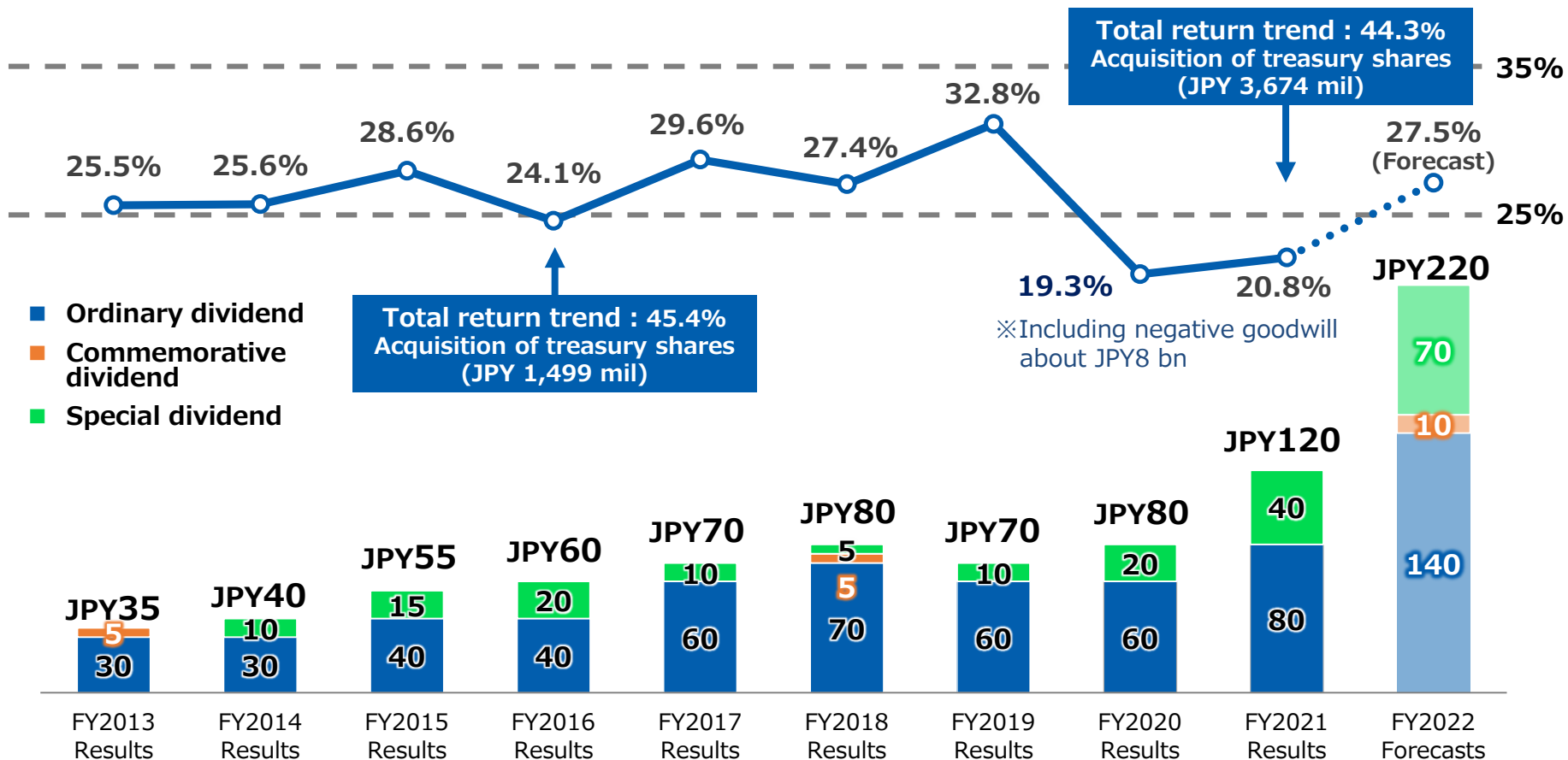
- ▲ Bond rating : **A-** → **A**
(Stable) → **(Stable)**
* November 24, 2022

*Japan Credit Rating Agency, Ltd. (JCR)

Shareholder Return

Basic Policy on Dividends of Surplus

- We shall perform **stable dividends**, while securing a **consolidated dividend payout ratio of 25 to 35%**.
- We shall use **funds for business investments, capital investments, and M&A**, etc. in order to contribute to future growth.
- Decisions on the **acquisition of treasury shares** shall be made appropriately, in consideration of capital efficiency and share price, etc.



KAGA ELECTRONICS'
Electronic Components Business

The Strengths of Kaga's Electronic Components Business

Our strengths are our independence, meaning that we are not affiliated with any other manufacturer, our global reach, which extends around the world, and the professional skills of our technical teams.

The advantage of an independent trading company

As an independent comprehensive trading company, we have access to a vast range of parts. We have earned our customers' trust and developed vast expertise in our 50 years of business.

- Kaga Electronics trades directly with more than 2,000 suppliers in Japan and abroad and more than 4,000 customer businesses (7,000 accounts).
- As an independent trading company, we are not limited in the goods that we carry. We use this advantage and our worldwide network to connect large numbers of suppliers and customers and ensure that customers get the optimal product in the ideal form.

The power of a global network

We utilize our ability to gather information to foresee the future, as well as the power of a Group working in a wide range of fields.

- Kaga Electronics boasts a global network of more than 60 companies around the world, including North America, Europe, and Asia. Our Group power enables us to rapidly gather and deliver the latest knowledge and unpublished information that is unavailable to our competitors.
- We also offer full support through our local subsidiaries. We provide the solutions you need, wherever you need them.

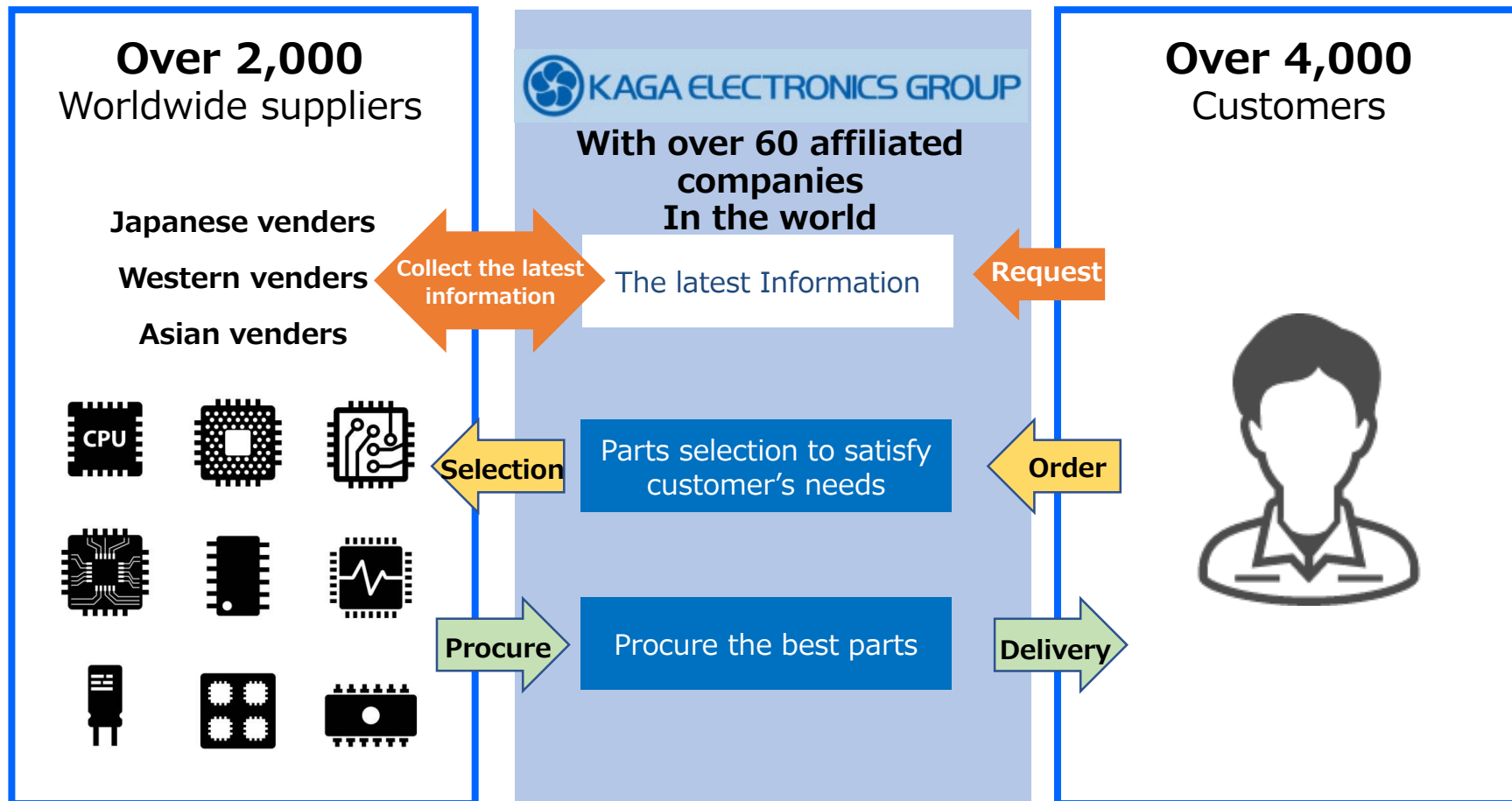
Technical support system

Our experienced technical teams can be counted on. Our dependable system today is the product of years of earning trust.

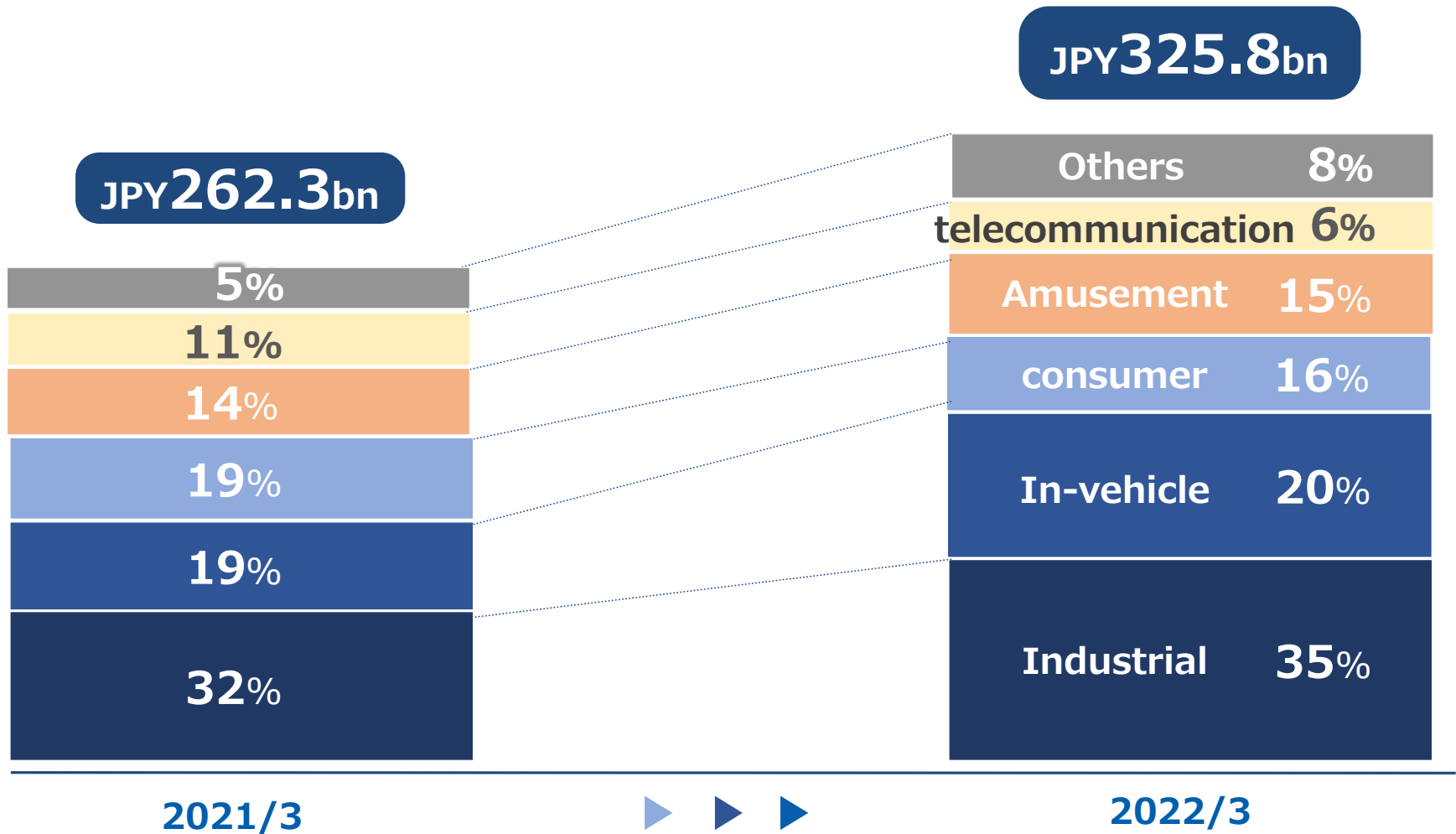
- Our technical teams include field application engineers (FAEs) who are experts in the latest technologies. We offer not only optimal products, but also a sense of trust backed up by our track record.
- This gives our customers peace of mind even when using products developed by cutting-edge venture companies that are not yet well known.

Business Flow of the Electronic Components Business

We provide optimal solutions to customers through our cutting-edge information network and our component procurement system, which leverage the Group's network.



Portfolio by Industry in Electronic Component Business

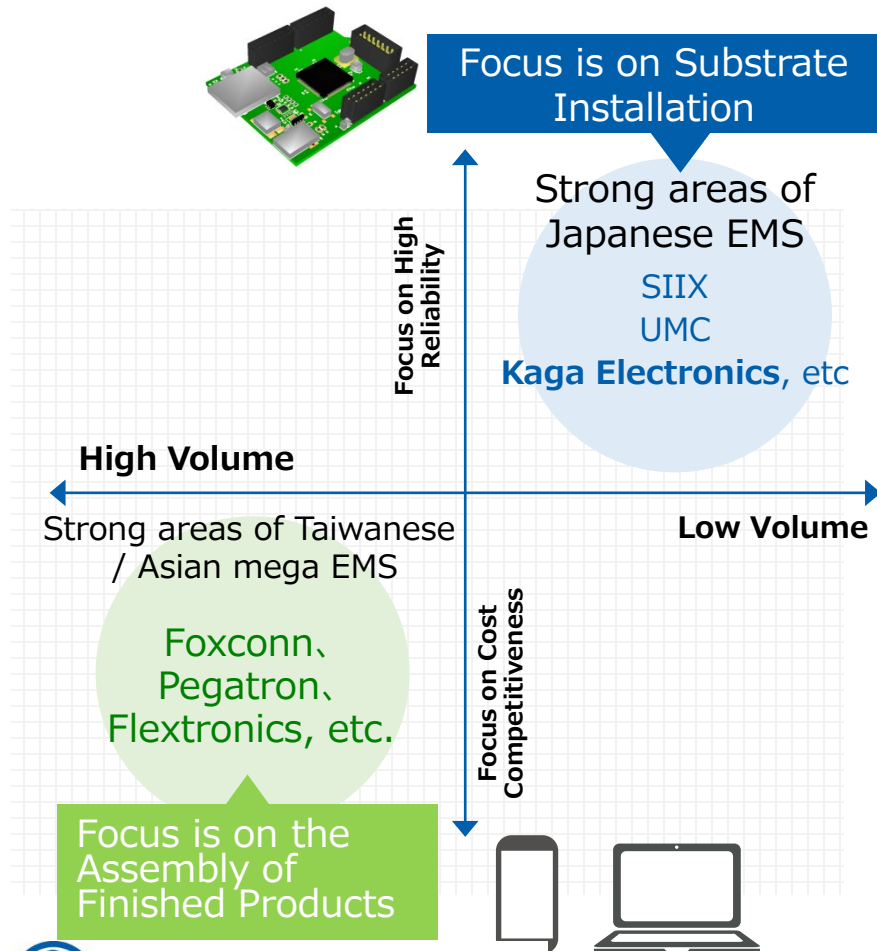


EMS Business

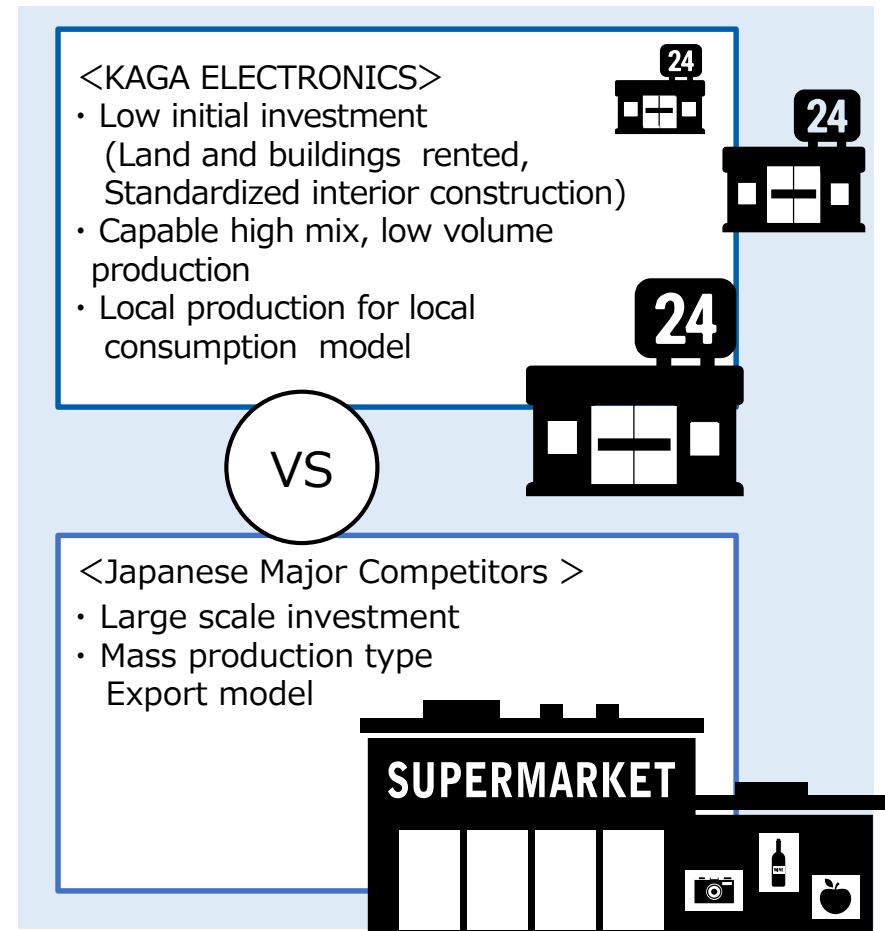
The Strengths of Kaga's EMS : Convenience Store EMS

Kaga Electronics globally deploys a "Convenience Store EMS" that is convenience and valuable for its customers.

Japanese EMS vs Taiwanese / Asian EMS



Convenience Store EMS vs GMS EMS



Major Production Bases: China

Kaga Electronics (Shenzhen)

Established	1 9 9 9
Number of Employees	1 1 8 0
Products	Automotive-related units, industrial equipment, OA equipment, amusement equipment, communications equipment.



< Shenzhen Factory >

Kaga Technology (Suzhou) Electronics

Established	2 0 0 9
Number of Employees	4 1 7
Products	Automotive-related units, medical equipment, industrial equipment, residential equipment, electronic musical instruments, communications equipment



< Suzhou First Factory (For Export) >

Major Production Bases: ASEAN

KAGA ELECTRONICS (THAILAND)

Established	2 0 0 2
Number of Employees	9 7 5
Products	Automotive-related units, OA equipment, air conditioning equipment, industrial equipment



<Thailand Factory>

KAGA ELECTRONICS (VIETNAM)

Established	2 0 1 7
Number of Employees	1 2 2
Products	Automotive-related units, air conditioning equipment, business equipment, medical equipment



< Vietnam Factory >

Major Production Bases: Europe and the Americas

KD TEC

Established	2 0 0 9
Number of Employees	1 0 4
Products	Air conditioning equipment.



< Czech Factory >

TAXAN MEXICO

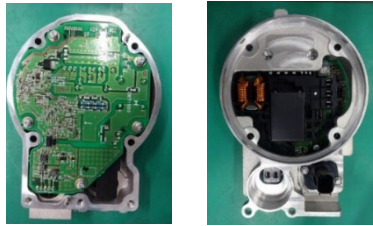
Established	2 0 1 7
Number of Employees	3 2 4
Products	Automotive-related units, business equipment, industrial equipment.



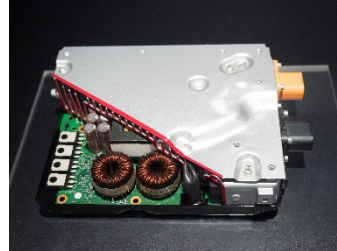
< Mexico Factory >

Major Products: In-vehicle Products

Electrical Compressor Units



AC Inverter Units



Automotive Navigation System



Lighting Units for Automotive

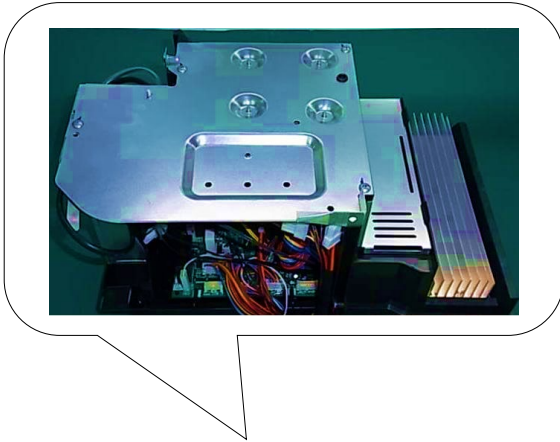


In-vehicle Auxiliary Battery Packs



Major Products: HVAC and Industrial Equipment

Air Conditioner Unit



Products for Electrical Tools



Major Products: Medical related Equipments

Medical Equipment

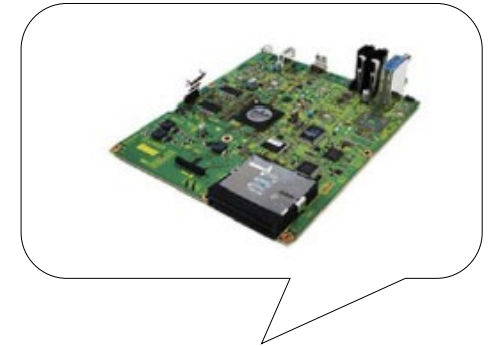


<Automated Medication Dispensing Cabinet>

Medical Examination Equipment



<Reagent Testing Equipment>



<Blood Flow Testing Equipment>

Major Products: Consumer Electrical Equipment and Office Equipment

Washing Toilet

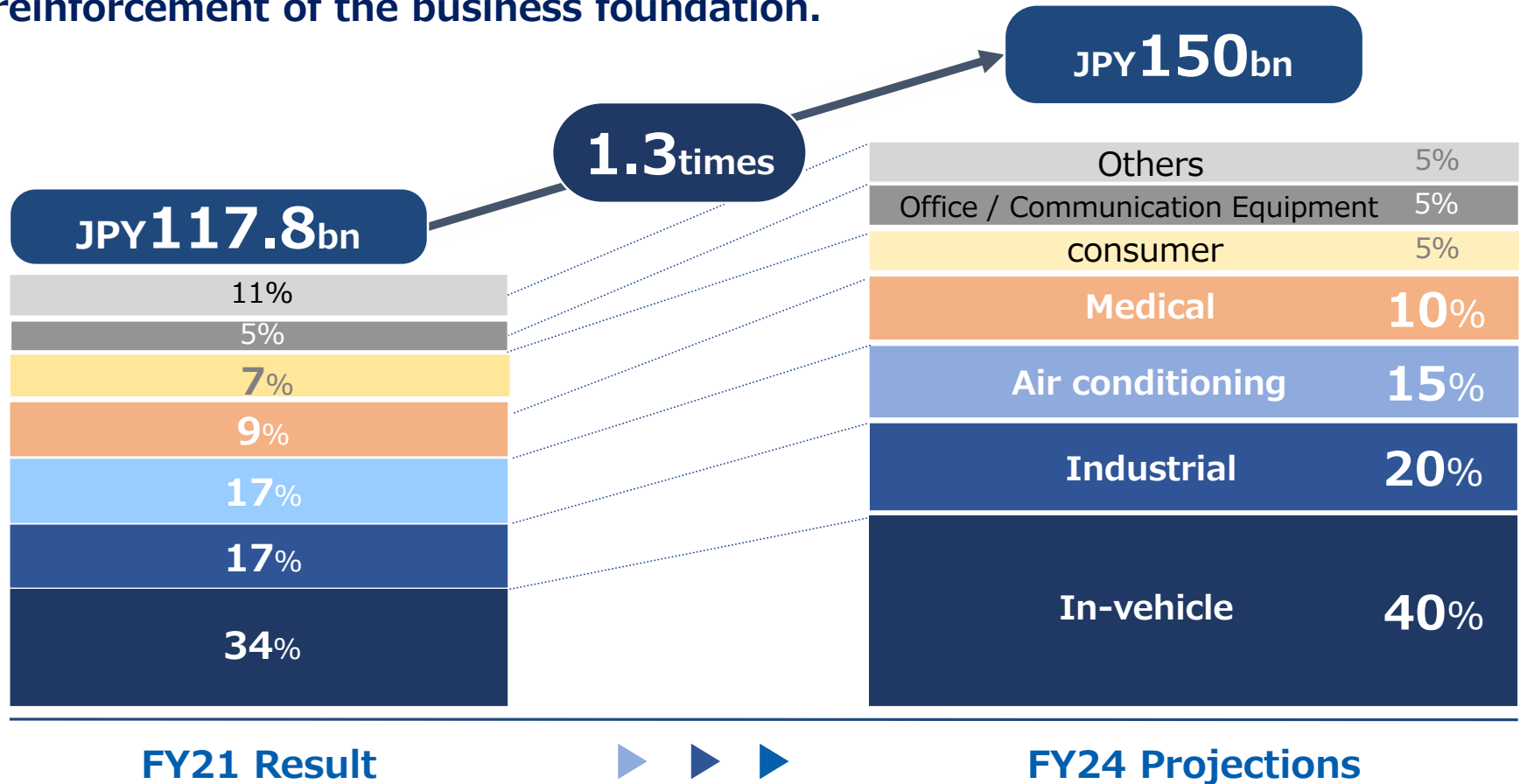


Substrate for Office Equipment



Portfolio by Industry in EMS Business

We are aiming for dramatic growth that is 1.3 times higher than FY2021 levels with a strategy prioritizing reinforcement and expansion of the customer foundation, a shift in the value chain to high value-added areas, and reinforcement of the business foundation.



Measures to Increase Competitiveness -① : Increasing of Production Capacity

We will respond flexibly and nimbly to the movement to shift production out of China due to the prolonged trade tensions between the US and China and the movement to restore domestic production to avoid exchange rate fluctuations and increasing labor expenses.

Fukushima Factory



Business Content

Manufacture, repair, reuse, and recycling of communications equipment, PCs, and PC peripherals

Operation start date

October 2019

Amata Nakhon 2nd Factory



Business Content

Installation of substrates for multifunction devices, printers and automotive related units

Operation start date

December 2019

Malaysia Factory (Relocation)



Business Content

Various power supply products and sanitary equipment, industrial equipment, and electrical equipment substrates for consumer electronics

Operation start date

October 2022

Turkey Factory (Relocation)



Business Content

Electrical units for air conditioners and Substrates for electric tools, Automotive equipment substrates

Operation start date

June 2023

Measures to Increase Competitiveness -② : Strengthening Manufacturing Capabilities

Through the acquisition of Towada Pioneer Corporation (currently KAGA EMS TOWADA CO., LTD.), we will further improve the quality level of the EMS business and improve our competitive advantage compared to other competitors, by sharing the tangible and intangible assets developed through many years as a specialist electronics manufacturer, such as manufacturing know-how, exceptional production personnel and equipment, jig design, and quality assurance systems. We will also designate KAGA EMS TOWADA as the “mother factory” of the EMS business, connect with overseas sites, promote overall optimization, strengthen the management framework, and improve business efficiency.

KAGA EMS TOWADA



Factory Outline

Address : 15-1, MOTOMACHI HIGASHI 1-CYOME,
TOWADA-SHI, AOMORI, JAPAN

Number of employees : 290

【1st Factory】

【2nd Factory】

Site area 22,363m² Site area 7,201m²

Building area 10,719m² Building area 2,545m²

Main production items

Circuit board mounting and electronic equipment
assembly and inspection

- ◆ Automotive related
- ◆ Medical device related
- ◆ Consumer product and industrial equipment
related, food processing equipment related, etc.

Acquisition date

October 2019

Measures to Increase Competitiveness -③ : In-house Development of Manufacturing Equipment

We will provide customers with total substrate mounting solutions with overwhelming cost competitiveness, high quality, and high reliability, by merging with major Chinese equipment manufacturers and developing, designing, and producing manufacturing equipment.

Introduction of HATTEN Equipment



1 Modular soldering baths

■ Product lineup

- ① 1-head unit ISF-300
- ② 2-head unit ISF-450-II
- ③ 4-head unit ISF-450D
- ④ 4-head unit ISF-450-4H
- Modular high-speed soldering bath
- ⑤ Modular flux applicator



2 Surface Mounting Equipment

■ Product lineup

- ① CPM H2
Chip component mounting
- ② CPM F2
Non-standard component mounting
- ③ CPM/FH
Miniature chip component mounting
- ④ HATTEN line
*Mass production underway by Kaga in Jiangsu



3 Testing Equipment

■ Product lineup

- ① 3D SPI
Cream solder testing
- ② Post-SMT AOI equipment
Visual inspection of mounted components
- ③ Pre-soldering bath S-AOI
Inspection of hand-inserted components
- ④ Post-soldering bath AOI
Solder-lifting inspection
Component float inspection



4 Vertical High-temperature Furnaces

■ Product lineup

- ① Coating hardening furnace
After coating final hardening
- ② Potting hardening furnace
After potting final hardening
- ③ High temperature deterioration testing furnace
Product deterioration testing



Medium- to Long-Term Sustainability Management Plan

(Extract from materials published on November 25, 2021)



Sustainability Policy

Under our corporate philosophy of "Everything we do is for our customers," the Kaga Electronics Group seeks to achieve both a sustainable society and sustainable growth of the Group. Toward this purpose, we will respect dialogue with customers, business partners, shareholders, investors, employees, local communities, and all other stakeholders, based on our Basic CSR Policy, Environmental Policy, and Action Guidelines. We will work to increase our corporate value as we play an active role in achieving a sustainable society.

① We will tackle environmental issues through our business activities

Through our business activities, we will take action to cut CO₂ emissions, reduce waste, and promote reuse. At the same time, by providing environmentally considerate products and services, we will contribute to bringing about a society that values the global environment.

② We will respect human rights and develop human resources











We will respect the human rights of all stakeholders, regardless of gender, age, nationality, social status, disabilities, or other personal attributes. We will develop work environments in which diverse employees can work in safety and health, both physically and mentally, and will develop personnel systems and education and training systems that allow these employees to maximize their individual abilities. We will further work to develop human resources who will take on the challenge of innovation.

③ We will work to build mutual trust with society

We will work to be a company that earns the trust of society by observing laws and regulations, by strengthening our governance structure, and by sincerely engaging in fair competition, the provision of high-quality products and services, timely and appropriate information disclosure, and other corporate activities.

Materiality

The Kaga Electronics Group is committed to seriously addressing a variety of issues relevant not only to itself but also communities around the world and thereby living up to the expectations of society. In line with this commitment, the Group has employed four perspectives— Environmental (E), Social (S), Governance (G) and Business (B)—to identify priority issues that are deemed to exert significant impact on its business operations, as listed below. Through its efforts to tackle the materiality of these issues, the Group will practice corporate activities aimed at contributing to the realization of a sustainable society, with the aim of further improving its corporate value.

	Materiality	Related SDGs	Changes in the socio-economic environment	Our initiatives
E	Create a clean global environment	 	<ul style="list-style-type: none"> • Growing seriousness of global warming and other environmental problems • Urgent call for carbon neutrality 	<ul style="list-style-type: none"> • Provide products and services designed to help resolve environmental and energy issues • Continue initiatives to reduce the environmental burden
S	Create an inclusive company as well as an affluent society	  	<ul style="list-style-type: none"> • Changes in social structure as we move toward the popularization of the new normal • Human resource shortages attributable to a low birthrate and an aging population 	<ul style="list-style-type: none"> • Promote workforce diversity and innovative work styles to better adapt to the new normal • Develop human resources by passing down and updating KAGA-ism
G	Create a sustainable management base	 	<ul style="list-style-type: none"> • Public calls for more robust corporate governance • Growing need for business resilience against changes in the operating environment 	<ul style="list-style-type: none"> • Further strengthen corporate governance and compliance • Thoroughly practice a profit-focused management approach
B	Realize sustainable business growth	  	<ul style="list-style-type: none"> • Progress in digital transformation • Coming of a “super-smart” society due to the popularization of ICT, such as IoT and AI • Intensification of global competition 	<ul style="list-style-type: none"> • Provide products and services that contribute to the transition to a digital-driven society • Create new businesses aimed at helping

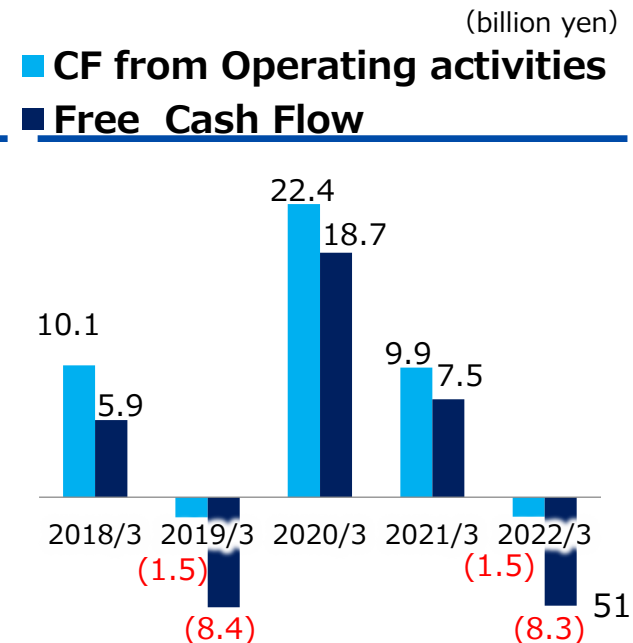
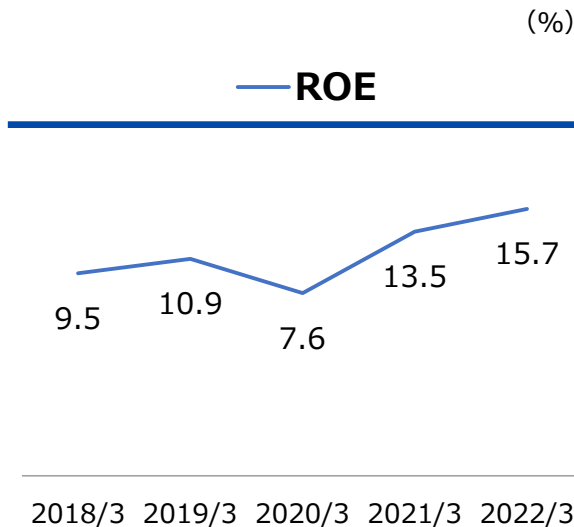
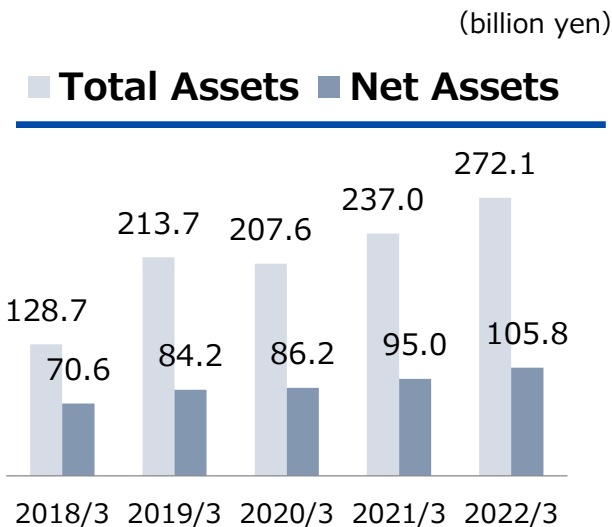
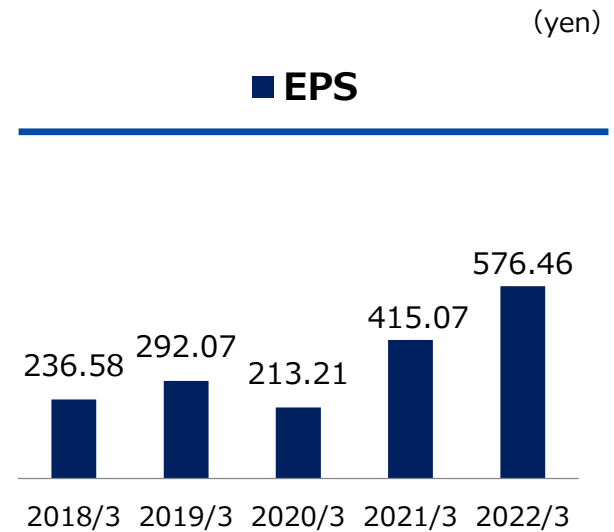
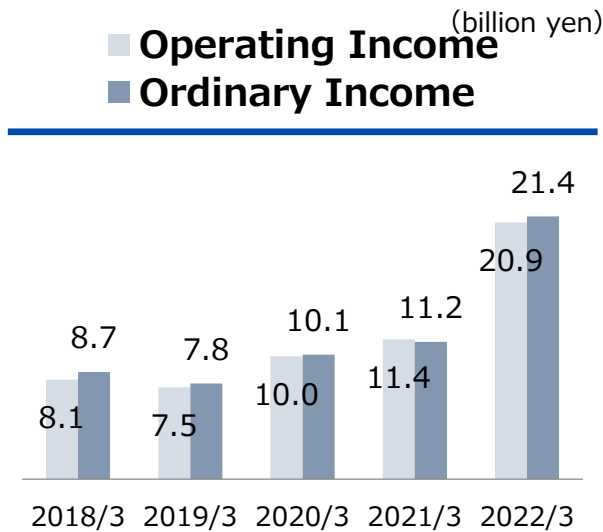
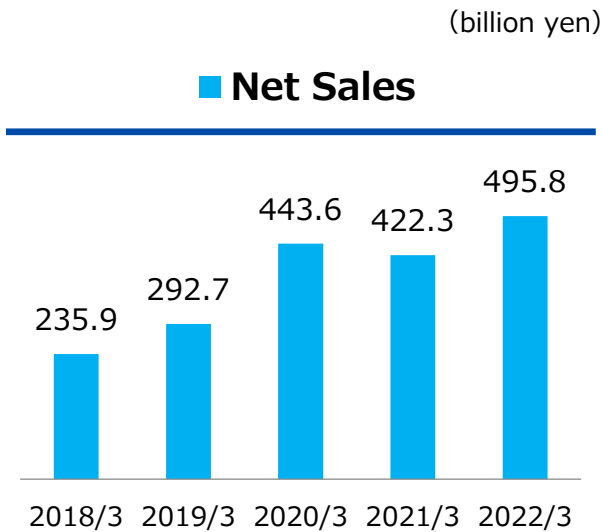
Medium- to long-term sustainability targets and major KPIs

	Key themes	Issues to address and issues to examine	Medium-term targets	Long-term targets
E	Achievement of shift to 100% renewable energy	<ul style="list-style-type: none"> Adoption of renewable energy at domestic sales offices Adoption of renewable energy at domestic manufacturing sites Adoption of renewable energy at overseas manufacturing sites 	2024: 40% (1%) By 2024: Information gathering/analysis and determination of policy •In-house power generation/external procurement •Solar panel/biomass power generation/renewable energy businesses	2030: 100% 2030: 50% 2050: 100% 2030: 30% 2050: 100%
	Shift to electricity for company-owned vehicles	<ul style="list-style-type: none"> Switch to electric vehicles for domestic sales vehicles (EV, HV, PHV, FCV) 	2024: 85% (78.5%)	2030: 100%
S	Diversity and human resource management	<ul style="list-style-type: none"> Ensuring diversity in core human resources (Women, foreign nationals, mid-career hires) Initiatives to employ elderly workers and persons with disabilities 	Percentage of female new graduates in general positions 2023: 30% (5.8%) Percentage of women in management positions 2024: 15% (13.3%)	Percentage of female new graduates in general positions 2028: 40% Percentage of women in management positions 2029: 17%
	Work-life management and enhancement of productivity	<ul style="list-style-type: none"> Enhancement of programs such as childcare/family-care and telework Acquisition of certification as a Health and Productivity Management Organization 	2022: Implementation of review 2023: Certification	2025: Certification by outside party 2024 onward: Continuation of certification
G	Restructuring the governance structure in response to the revision of the Corporate Governance Code and the reorganization of Tokyo Stock Exchange	<ul style="list-style-type: none"> Independent Outside Directors: at least 1/3 Establishment of Nomination and Compensation Committee 	Performed in June 2021	Setting of targets in line with next Corporate Governance Code revision
	Further strengthening the supervisory and oversight functions of top management over business execution	<ul style="list-style-type: none"> Diversification of the Board of Directors Full compliance with Corporate Governance Code for Prime Market Adoption of delegation-based executive officer structure Transition to structure of company with committees 	By June 2022: Determination of policy Performed in November 2021 April 2022: Enactment By March 2023: Determination of policy	

*Numbers in parentheses represent current values

References

5-Year Financial Summary



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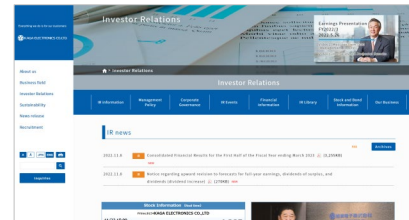
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Other IR Information

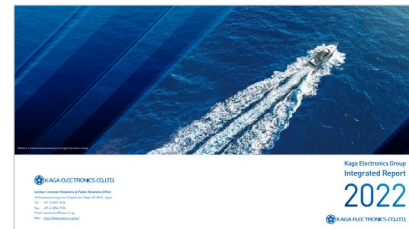
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- IR Information Services

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