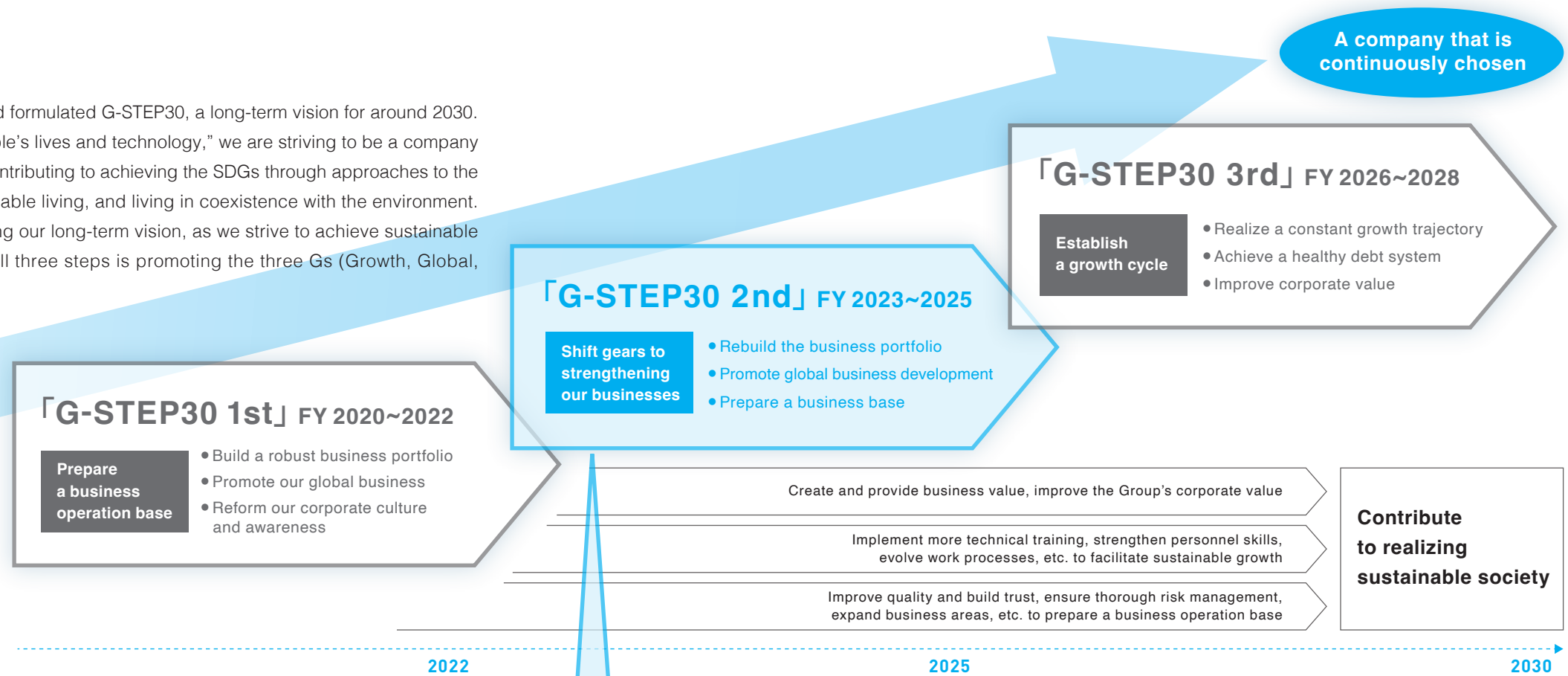


## Long-term vision

In May 2020, we revised the desired image of the Unitika Group, and formulated G-STEP30, a long-term vision for around 2030. Under our philosophy of “contributing to society by connecting people’s lives and technology,” we are striving to be a company that is continuously chosen by customers, with the Group mission of contributing to achieving the SDGs through approaches to the “three types of living”, safe and secure living, convenient and comfortable living, and living in coexistence with the environment. We are moving forward with our three-step initiatives toward realizing our long-term vision, as we strive to achieve sustainable growth and contribute to society. The single theme that underlies all three steps is promoting the three Gs (Growth, Global, Governance), and managing their progress.

**Desired image in the long-term vision**  
We are aiming to be a “company that is continuously chosen by customers.”



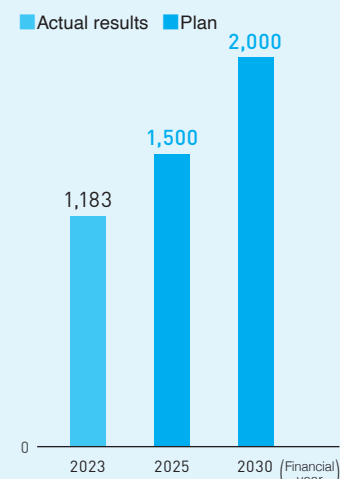
## Medium-term management plan G-STEP30 2nd: Starting from FY 2023~

Based on the issues in the previous plan, the current medium-term management plan carries on the concept of the three Gs, which are the theme of the long-term vision G-STEP30, and establishes the basic policies of “**Growth: Rebuild the business portfolio**,” “**Global: Promote**

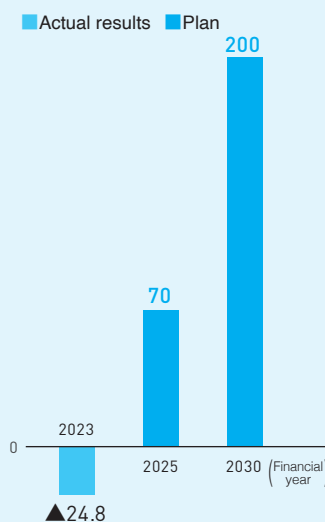
**global business development**,” and “**Governance: Prepare a business base**.” In line with these policies, we are aiming to implement measures for each of the three Gs to achieve the targets, and to be a “company that is continuously chosen.”

### 【Financial targets】

Consolidated net sales (100 million yen)



Consolidated operating profit (100 million yen)



(100 million yen)	Actual results FY 2023	Medium-term plan FY 2025	Long-term vision FY 2030
Ordinary profit	▲10.1	50	—
Net income	▲54.4	20	—
Capital adequacy ratio	19.7%	23%	30%
ROE	▲13.8%	5% or more	—
ROIC	▲1.9%	4% or more	—
Overseas sales ratio	24.3%	25%	35%
Net assets	382	486	—
Interest-bearing liabilities	921	903	—

(100 million yen)	Total FY 2020-2022	Total FY 2023-2025
Capital investment	224	200
Depreciation	157	224
R&D expenditures	110	110

## Basic Policies / Main Measures

	Basic Policies	Main Measures
Growth Rebuild the business portfolio	Enact fundamental measures for unprofitable business areas	Reduce costs and fully increase prices to cover costs Identify unprofitable business areas
	Promote growth strategies	Strengthen the nylon film business — Line up gas barrier products such as “Emblem HG”
	Expand sales of highly functional products	Develop and promote sustainable products — “Emblem CE”, “XecoT”, hollow fiber membrane Sales of high value-added products — “Uniamide”, special glass fabric
Global Promote global business development	Prepare global production and sales systems	PT. Emblem Asia (Indonesia), Thai Unitika Spunbond Co., Ltd. (TUSCO) (Thailand) — Expand sales within and outside the region, centering on Asia, Europe, and the Americas
	Develop and strengthen global human resources	
Governance Prepare a business base	Reform our organizational culture and develop human resources	Diversity management — Develop core personnel, promote women's participation Focus on development of next-generation management Cultivate an open organizational culture
	Pass on skills, prepare production sites	Go back to basics in manufacturing and strengthen manufacturing sites — Develop production site leaders through selective education — Promote the digital transformation (DX), utilize production management system data Create safe and secure workplaces — Carry out health management — Prepare production sites consistent with risk management (measures for aging equipment)