## **Medium-Term Management Plan**

#### 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."

## 「G-STEP30 1st」 FY 2020~2022

operation base

- Build a robust business portfolio
- Promote our global business
- Reform our corporate culture and awareness

A company that is continuously chosen

## G-STEP30 3rd FY 2026~2028

a growth cycle

- Realize a constant growth trajectory
- Achieve a healthy debt system
- Improve corporate value

**G-STEP30 2nd** FY 2023~2025

**Basic Policies/Main Measures** 

**Basic Policies** 

Enact fundamental measures

Shift gears to strengthening our businesses

- Rebuild the business portfolio
- Promote global business development
- Prepare a business base

Create and provide business value, improve the Group's corporate value

**Main Measures** 

Reduce costs and fully increase prices to cover costs

Implement more technical training, strengthen personnel skills. evolve work processes, etc. to facilitate sustainable growth

Improve quality and build trust, ensure thorough risk management, expand business areas, etc. to prepare a business operation base Contribute to realizing sustainable society

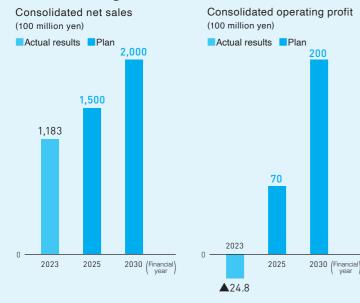
2022 2025 2030

# 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)



(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	<b>▲</b> 13.8%	5% or more		_
ROIC	<b>▲</b> 1.9%	4% or more		_
Overseas sales ratio	24.3%	25%		35%
Net assets	382	486		_
Interest-bearing liabilities	921	903		_
(100 million you)	Total			Total

FY 2020-2022

224

157

110

Capital investment

R&D expenditures

FY 2023-2025

200

224

110

	for unprofitable business areas		Identify unprofitable business areas
Growth	Dromoto growth stratogics	\	Strengthen the nylon film business  Line up gas barrier products such as "Ei
Rebuild the business portfolio	rusiness per tiene	Develop and promote sustainable production "Emblem CE", "XecoT", hollow fiber men	
	Expand sales of highly functional products		Sales of high value-added products  "Uniamide", special glass fabric
Global	Prepare global production and sales systems	\	PT. Emblem Asia (Indonesia), Thai Unitika Spunbond Co., Ltd. (TUS
Promote global business development	Develop and strengthen global human resources		□ Expand sales within and outside the Europe, and the Americas
	Reform our organizational culture		Diversity management  Develop core personnel, promote wome
	and develop human resources		Focus on development of next-genera Cultivate an open organizational cultu
Governance Prepare a business base	Pass on skills, prepare	>	Go back to basics in manufacturing and st Develop production site leaders through Promote the digital transformation (DX), utilize production management system of
	production sites		Create safe and secure workplaces  — Carry out health management  — Prepare production sites consistent with  (measures for aging equipment)

Growth Rebuild the business portfolio	Promote growth strategies		Strengthen the nylon film business  Line up gas barrier products such as "Emblem HG"  Develop and promote sustainable products  "Emblem CE", "XecoT", hollow fiber membrane		
	Expand sales of highly functional products		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)		
	Develop and strengthen global human resources		─ Expand sales within and outside the region, centering on Asia, Europe, and the Americas		
	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	>	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		
	production sites		Create safe and secure workplaces  — Carry out health management  — Prepare production sites consistent with risk management (measures for aging equipment)		

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