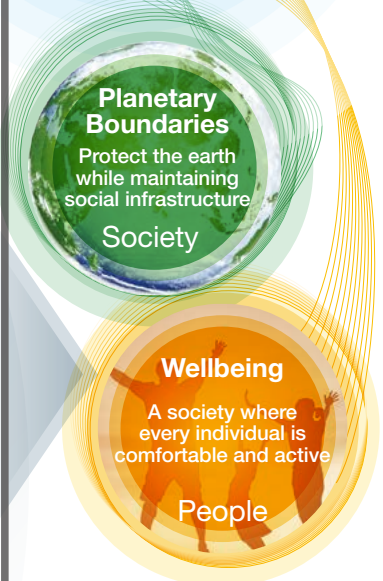
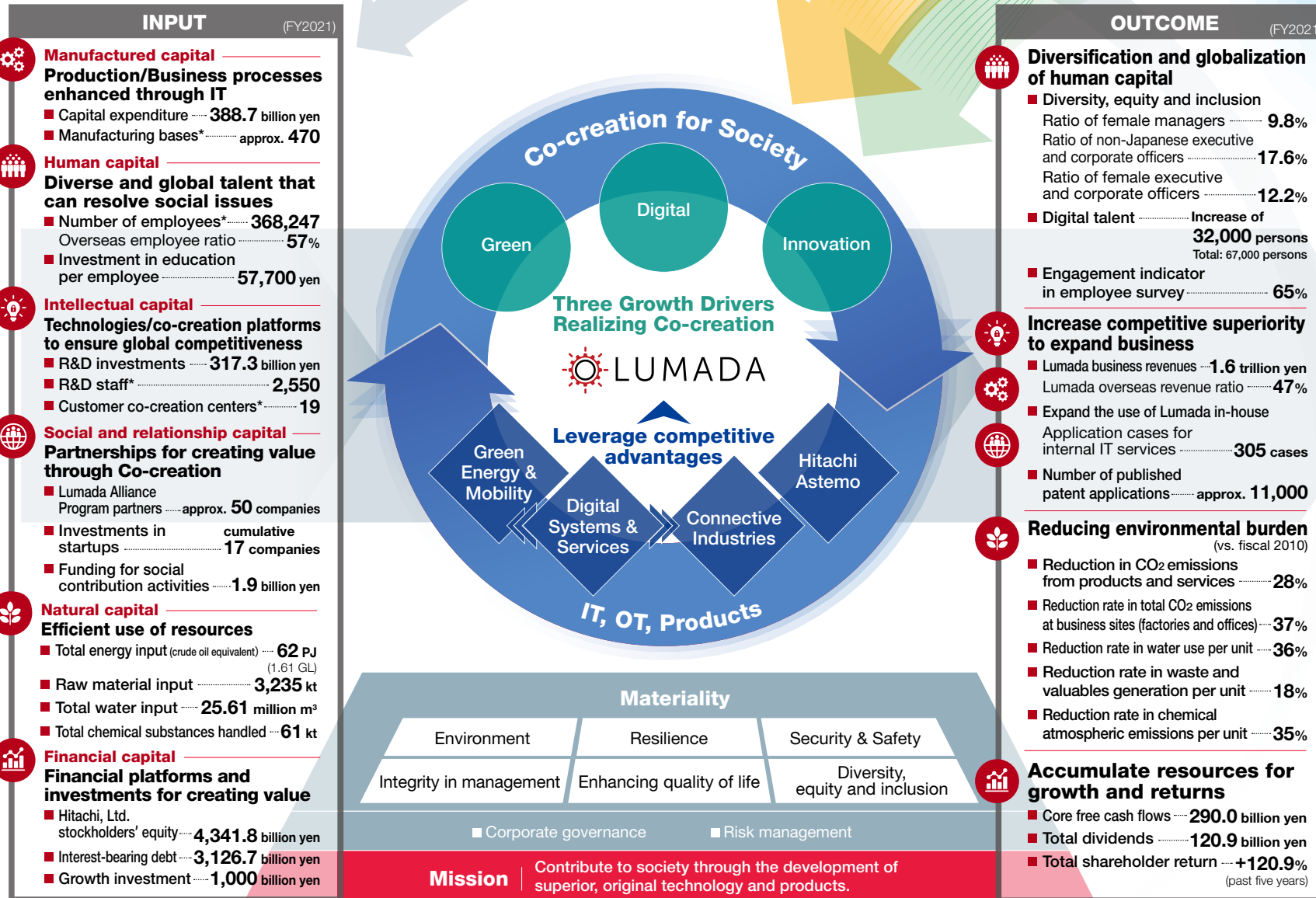


# The Value Creation Process

Mid-term Management Plan 2024 -Vision

**Support People's Quality of Life with Data and Technology that Fosters a Sustainable Society**



\*Number of employees, R&D staff and customer co-creation centers are as of end of fiscal 2020; manufacturing bases are as of April 2021.