

External Factors

1. Shareholder trends
2. Competitors
3. Customer needs
4. Fundraising
5. Technology innovation
6. Country risks
7. Financial and exchange market
8. Climate change
9. Carbon neutral strategy
10. Terrorism/Vandalism
11. Natural disasters
12. Cyber attacks
13. Infectious diseases
14. Raw material price fluctuations
15. Loss of natural capital
16. Industrial policy in Japan
17. Chemical substances control regulations
18. Economic security

Business Activities

- | | | | |
|-------------------------------------|--------------------------|--|----------------------------------|
| 19. Management resources allocation | 21. External partnership | 23. Business innovation | 25. Business cycles (Innovation) |
| 20. Investment decisions | 22. Sales channel policy | 24. New business and products (Innovation) | |
- Value chain**

26. Product brands	31. Production engineering	36. Outsourcing production	41. Import and export control
27. R & D	32. Technical services	37. Contract management	42. Business processes
28. Product development	33. Marketing & Sales	38. Customer relations	43. Business continuity (BCP)
29. Intellectual properties	34. Sales prices	39. Quality control	44. Safety and prevention
30. Purchasing & Procurement	35. Logistics	40. Production facilities	

Management Base

- | | | |
|---|-----------------------------------|--|
| 45. Internal communication | 57. Occupational health | 65. Litigation/Disputes |
| 46. Corporate brand | 58. Human resources management | 66. Personal information management |
| 47. Management philosophy | | 67. Information systems |
| 48. Sustainable growth | | 68. Digital transformation (DX) |
| 49. Corporate culture | 59. Diversity, Equity & Inclusion | 69. Information security |
| 50. Effectiveness of the Board of Directors | 60. Human rights | 70. Insurance contracts |
| 51. Organizational structure (authority/responsibility/segregation of duties) | 61. Credit & Credit Management | 71. Public relations (external) |
| 52. Group governance | 62. Accounting | |
| 53. Corporate ethics/Code of conduct | 63. Taxation | 72. Investors (institutional and individual) |
| 54. Social issue perspective marketing | 64. Compliance | |
| 55. Business models | | |
| 56. Business portfolio | | |

External Report

73. Internal control assessment
74. Financial information disclosure
75. Non-financial information disclosure
76. Reporting to supervisory authorities