

## Annual Report Update Details

Update date	Section	Updated content
January 19, 2022	Messages from Business Heads	New content
	Solutions for Supply Chain Transformation	
	Message from the CTO	
	Message from the CIO	
	Message from the CHRO	
	ESG Positioning and Initiatives (Opportunities and Social Responsibilities)	
	Messages from Outside Directors	
	Message from the Environmental Compliance Administrator/Initiatives towards the Environment	
	Initiatives regarding People, Organizations, and Corporate Culture	
	Responsible Procurement Activities	
	Non-Financial Highlights	
September 9, 2021	Management Philosophy	New content
	Our Corporate History	
	Message from the Chairman of the Board	
	Message from the CEO	
	Progress of Mid-term Strategy Initiatives	
	Transition to an Operating Company System	
	Helping Solve Global Environmental Issues	
	Message from the CFO	
	Directors, Audit & Supervisory Board Members, and Executive Officers (As of June 24, 2021)	
	Corporate Governance Structure and Initiatives	
	Financial Highlights	
	At a Glance	
	10-Year Financial Summary	
	Financial Review	
Corporate Data / External Recognition		