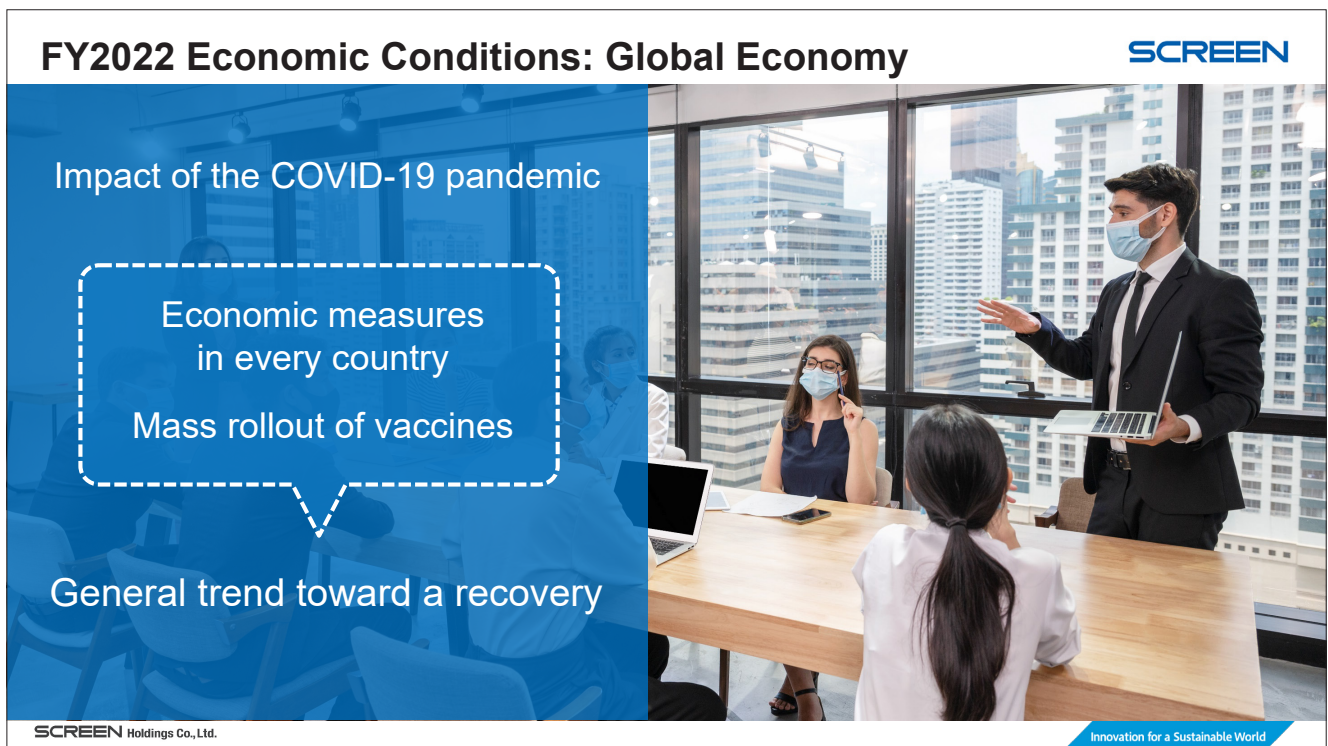


# Excerpts of Slides from the Business Report and Distributed at The Ordinary General Meeting of Shareholders



## FY2022 Economic Conditions: Global Economy

SCREEN

Growing geopolitical risk

Soaring resource prices

Material shortages  
and price rises

Supply-side restrictions

**Deepening uncertainty  
about the future**



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## FY2022 Business Environment: Electronics Industry

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Progress of the IoT and DX  
Expansion of data center demand  
Establishment of remote work



**Demand for semiconductor  
devices is rising**

GX-focused investment  
in semiconductor miniaturization  
Investment in the mounting  
technology field  
Investment in the transition  
to electric vehicles (EV)  
Investment in the resolution of  
semiconductor shortages



**Investment in  
semiconductor  
manufacturing and  
PCB-related facilities  
is progressing strongly**

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## FY2022 Business Environment: **Graphic Arts Industry**

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Growing awareness of GX/DX  
Economic recovery in North America  
and Europe



**Appetite for capital  
investment in POD  
equipment is recovering**

Truepress  **Jets20 HD**



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## FY2022 Business Results

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**Best-ever results**

(Figures rounded down to nearest 100 million yen)

Net sales

**¥411.8 bn** YoY **28.6%** 


Operating income

**¥61.2 bn** YoY **150.2%** 

Ordinary income

**¥59.4 bn** YoY **161.6%** 

Profit attributable to owners of parent

**¥45.4 bn** YoY **199.9%** 

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## Issues to Be Addressed

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### Operating environment of the SCREEN Group

Conditions are changing rapidly with high uncertainty but **many opportunities also exist**

Fiscal Year 2021 – 2024

**Concept**

Establishing a presence in the industry  
as a Solution Creator

**“Value Up 2023” Medium-term Management Plan**

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## Issues to Be Addressed

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### Solution Creator

A Solution Creator refers to a company that enhances corporate value by providing technologies, products and services that solve social issues and needs and, through this, contributes to the development of a sustainable society

**SCREEN Value = Social Value + Economic Value**  
(Sustainable Value)

**Promote profit generation and shareholder returns**

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## Issues to Be Addressed

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### Medium-term Management Plan 2nd Year

Minimize the impact of supply chain management and  
**fulfill our supply responsibilities in each business field**

Accelerate our ongoing efforts to improve capital efficiency and  
**further solidify our profit structure and financial base**

**Make significant progress in achieving our targets  
for economic value**

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## Value Up 2023 Results of Key Initiatives

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### 1 Enhance corporate value by creating innovation and a sustainable growth cycle

Aggressively **invested in R&D**  
to strengthen competitiveness

Improved capacity at our automated S<sup>3</sup>-3 factory  
to 100% to strengthen our production system and  
**further enhance profitability**

**Began construction of new S<sup>3</sup>-4 factory** to  
create renewed growth



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# 1 Enhance corporate value by creating innovation and a sustainable growth cycle

## Strengthening of innovation management

Endeavored to create new businesses

### Energy field

Began joint development of a water electrolysis system to promote low-cost production of green hydrogen

# 2 Generate cash flows equivalent to profits that are earned in pursuit of profitability and efficiency

## Progressive adoption of ROIC management

Promoted business portfolio management using **ROIC and growth rates for net sales** as criteria for evaluation

Set **gamba KPI** linked to **ROIC values** to penetrate employees

Increased operating cash flow

**We achieved our target for accumulated cash flow in the Medium-term Management Plan ahead of schedule**

### 3 Target ESG initiatives to be a sustainable corporation

#### Sustainable Value 2023 medium-term CSR plan

We are currently developing a medium-term plan focused on the creation of a sustainable society and improvement of our social value

**E** Moved toward achieving our SBT targets  
Introduced renewable energy at our Head Office, Hikone Plant and Taga Plant  
Announced support for the Task Force on Climate-related Financial Disclosures (TCFD) (December 2021)

Climate change	Risks Opportunities
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▶ Performed scenario analyses of the likely impacts on Group businesses

We took various proactive steps to enhance our environmental management, including disclosing the results of our analyses on our Website

### 3 Target ESG initiatives to be a sustainable corporation

#### Sustainable Value 2023 medium-term CSR plan

We are currently developing a medium-term plan focused on the creation of a sustainable society and improvement of our social value

**S** Developed health management and personnel measures to create a more rewarding work environment  
Actively engaged in social contribution activities

**G** Implemented improvements based on the results of an effectiveness evaluation (conducted with third party guidance)  
Strengthened our risk management system and business continuity plan (BCP)

## Value Up 2023 Key Initiatives

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### Achieve our numerical targets for economic value one year ahead of schedule and prepare for our next medium-term management plan

- Implement strategic investments
- Apply our systematic approach to business portfolio management
- Strengthen our initiatives for innovation management
- Strengthen our risk management system
- Enhance our policies in the area of human resources
- Initiatives for Sustainable Value 2023

**We will strive to be a corporation that all our stakeholders can be proud of**

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## Value Up 2023 Medium-term Management Plan

Excerpted from materials for business condition briefings

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### Achievement of economic value targets one year ahead of schedule

	Targets for Economic Value in Final Year	FY2021/03 (1st Year Result)	FY2022/03 (2nd Year Result)	FY2023/03 (3rd Year Forecast)
Net sales	¥400.0 bn or above	¥320.3 bn	¥411.8 bn	¥460.0 bn
Operating income ratio	15% or above	7.6%	14.9%	16.2%
ROE	15% or above	7.9%	19.9%	20% or above
Operating CF	Cumulative total of ¥120.0 bn in 4 years	¥57.2 bn	¥138.9 bn (Two-year cumulative)	¥170.0–190.0 bn (Three-year cumulative)
Shareholder returns	Total consolidated shareholder return ratio of 30% or above (FY2022 and after)	27.7%	30.1%	30.0% or above

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