

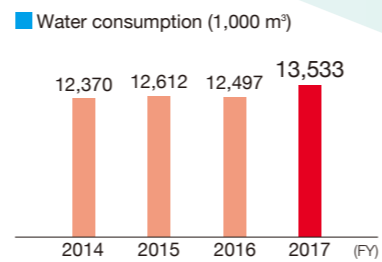
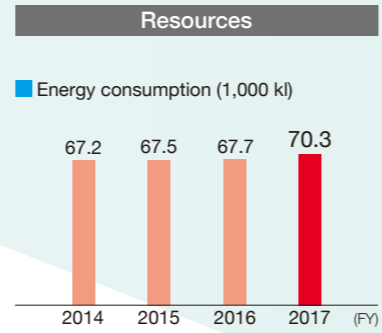
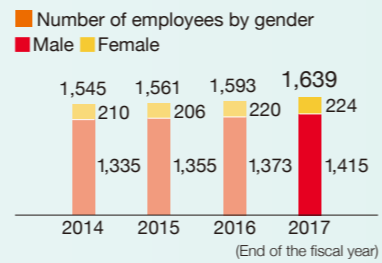
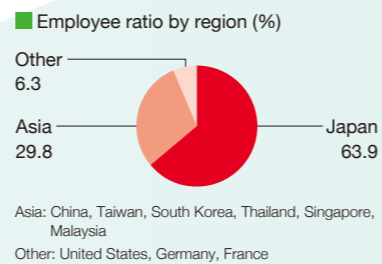
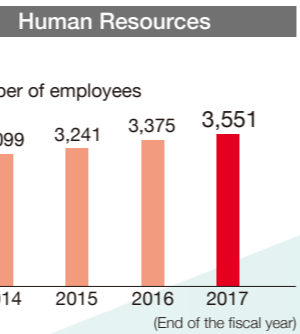
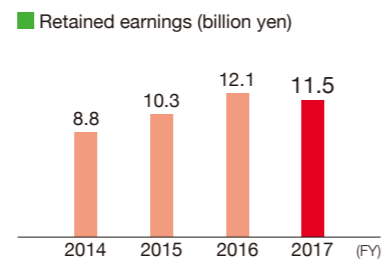
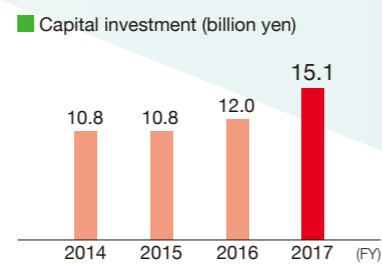
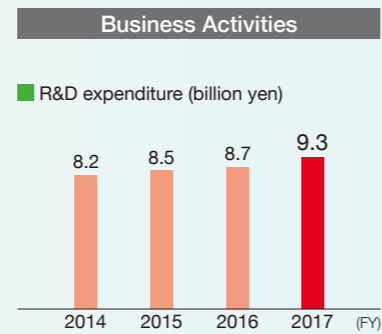
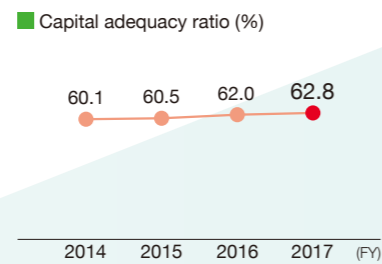
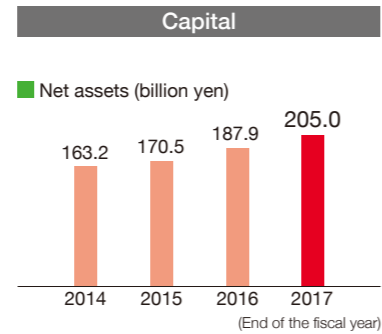
Value Share with Stakeholders

ADEKA shares value with stakeholders through the investment of its management resources.

Scope indicated by color:
■ ADEKA ■ ADEKA Group (consolidated)
■ ADEKA and 11 ADEKA Group companies

Please refer to pages 9 and 10 for consolidated companies.

Capital



Customers and consumers

Business partners

Competitors

Shareholders and investors

Local community

Employees

Administrative agencies

Environment

OUTPUT Creation of Value

