

**Detailed Opportunity List**

| Category  | Item   | Time-frame   | Liability              | Impact degree | Potential financial impact | Assumed Opportunities   | Assumed Impact on Business  | Responses  |
|---|--|--------------|------------------------|---------------|----------------------------|---|---|--|
| Resource efficiency   | Demand for low-emission products and a diverse variety of new products and services through R&D and technological innovation | Medium~long  | About as likely as not | Medium        | B/A                        | <ul style="list-style-type: none"> <li>• Demand or activation for recycling involved with the efficient use of resources.</li> <li>• Increased worldwide demands for decreasing GHG emissions including CO2.</li> <li>• Increased demand for product's low CO2 emissions through life cycle.</li> <li>• Political measures such as GX bonds and subsidy.</li> <li>• Select suppliers based on the degree of reducing GHG emissions.</li> </ul>  | <ul style="list-style-type: none"> <li>• Promote services such as collecting products by the activations of recycling.</li> <li>• Expand needs for products that are easier to recycle.</li> <li>• The opportunity that the environmental aspects of products are regarded as more important, which becomes a larger element of generating added values.</li> <li>• Increased demand by the market that must include proposal of energy saving.</li> </ul>  | <ul style="list-style-type: none"> <li>• Accelerate technology innovation of flagship products based on environmental aspects as well.</li> <li>• Applied research of easy recyclable materials for products.</li> <li>• Develop products based on the assumption of recycling.</li> <li>• Make unconstrained efforts to reduce packaging wastes.</li> <li>• Expand environment-related services business.</li> <li>• Secure a first-hand advantage by accelerating investment in development.</li> <li>• Provide low-emission products and services throughout the life cycle, based on the concept of developing eco-friendly product we have currently addressed.</li> </ul>  |
|   | Shifting consumer preferences  |              |                        |               |                            | B   |   |  |
| Products and Services   | Shift to alternative materials /diversification / new technologies   | Short~medium | About as likely as not | Medium        | B                          | <ul style="list-style-type: none"> <li>• Increased demand for a new technology that can respond to diverse labor environmental changes involved with climate change.</li> <li>• Develop unmanned and remote technologies caused by diverse labor environment and decrease of productive-age population.</li> <li>• Increased demands for well-being at workers' workplaces involved with the increase in environmental stress such as temperature change caused relating to climate change.</li> <li>• Increase in demand for building unchanging environment such as constant temperature and humidity.</li> </ul> | <ul style="list-style-type: none"> <li>• Increased needs of remote monitor and auto control involve with workers remote working and the unmanned workplace.</li> <li>• The opportunity of new business with technologies of recognition and determination by software such as AI</li> <li>• Expanded FA-relating business by switching equipment and increasing investment on maintenance.</li> <li>• Expand demand for safety-relating product business in response to worsening labor environment caused by abnormal weather.</li> <li>• Expand system-relating business by unmanned and automated mechanism.</li> <li>• The opportunity of achieving well-being by the new activation of human resources at workplaces.</li> </ul> | <ul style="list-style-type: none"> <li>• Breakaway from prolongation of our conventional technologies.</li> <li>• Enhance software and systems-related technologies by promoting M&amp;A and business collaborations, etc. as well as adoption and development of human resources.</li> <li>• Promote the incorporation of new technologies to respond to diverse needs through partnerships and collaborations with other companies.</li> <li>• Foster a corporate culture of well-being</li> <li>• Develop products utilizing HMI and sensing technologies and propose solutions through systematization and packaging.</li> <li>• Develop new products to meet the demands for market well-being and promote proposals for solutions.</li> <li>• Promote safety, ANSHIN, and well-being to the world.</li> <li>• Enhance lineup of environmental tolerance products.</li> </ul> |
|   | Transition to distributed energy generation and new market entry   |              |                        |               |                            | Short~long  | likely  | Medium   |
| Participate in the renewable energy program and adapt to energy-saving measures |  |              |                        |               |                            |   |   |  |

A: Increased sales through entry into new and developing markets B: Increased sales as a result of increased demand for products and services C: Reduction of indirect costs (operating expenses)