

Corporate Philosophy

Materiality (Key issues)

Protecting the global environment

Providing sustainable value

Happiness of employees

Responsible procurement, production and supply

Corporate ethics and governance

INPUT

FY2024/As of March 31, 2025

Financial Capital

- Shareholders' equity 213.1 billion yen
- Interest-bearing debt 168.8 billion yen

Fixed Capital

- Production sites (49 domestic plants and five countries overseas)
- Capital expenditures 21.4 billion yen

Human Capital

- Employees 12,318
- Annual expenditure on education and training 35.4 thousand yen /employee

Intellectual Capital

- Number of patents held 1,255
- Research and development expenses 5,856 million yen

Social Capital

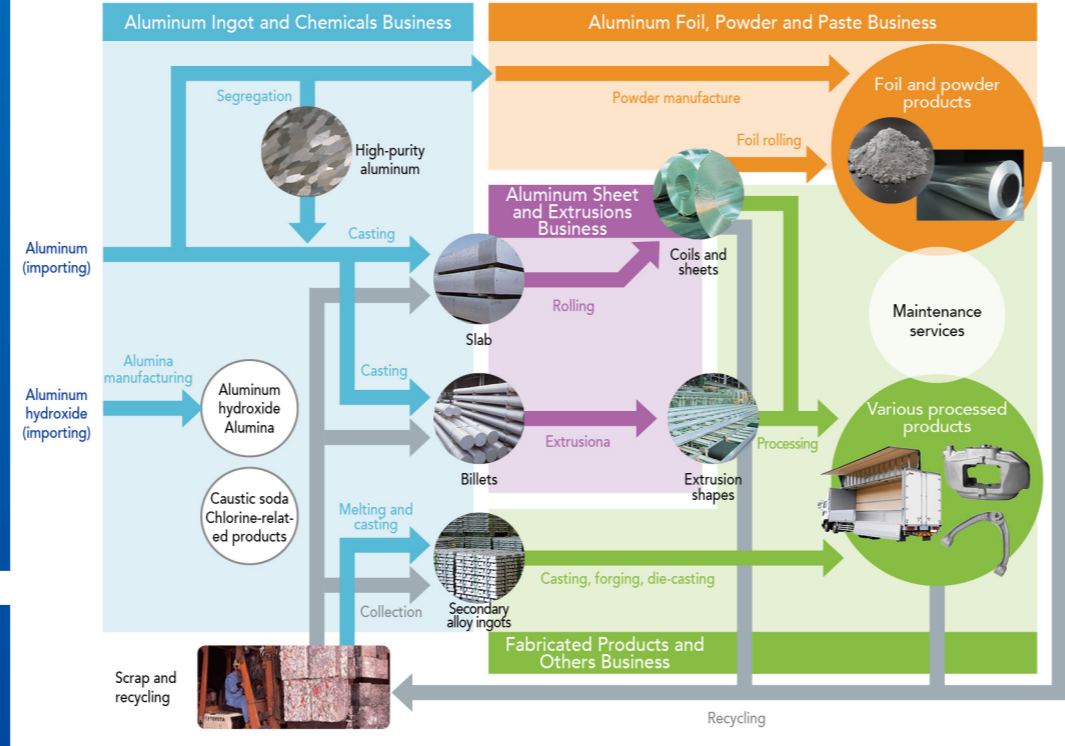
- Strong relationships that can respond to customer needs
- Wide variety of customer groups through a broad range of business field

Natural Capital

- Electrical energy usage 7.2 PJ
- Water consumption 1.3 million m³

Conversion into various types of capital through increased social value

Business Activities



Accumulation of various types of capital through business activities

Market Sectors

Automobiles

Machinery, Electronics, and Communications

Environment, Safety, and Energy

Public works, Landscape, Construction

Transportation

Food, Health & Industrial Products

OUTCOME

Value provided directly to stakeholders

Shareholders and investors

Improving corporate value
Stable dividends

Customers

Provision of solutions to problems

Global environment

Environmental impact, reducing GHG emissions

Employees

Safe and secure workplace and job fulfillment

Business partners and partner companies

Co-existence and co-prosperity

Local communities

Coexisting with local communities

Creating social value

Improvement of people's quality of life

Protecting the global environment