



A Sustainable Society

Societal Issues / Market Needs

Contribution to its realization

MANAGEMENT CAPITALS

Financial Capital (See pages 27–29.)

Solid financial base
Equity ratio: 72.1%

Human Capital (See pages 30–31 and 36–37.)

Diverse human resources and corporate culture
Number of employees: 5,311
R&D system
Researchers: Approx. 200

Intellectual Capital (See pages 30–32 and 34–35.)

Four core technologies and applications
Patents held: 6,199
R&D expenses: ¥10.1 billion
DX promotion

Manufacturing Capital (See page 33.)

Global production and sales structure
Capital expenditures: ¥20.6 billion

Natural Capital (See pages 48–50.)

Harmony with the environment
Raw materials: 219.7 thousand tons
Total energy use: 85 thousand kl

Social Capital (See pages 51–53.)

Relationships of trust with stakeholders
Meetings with institutional investors and analysts: Total of 311 companies

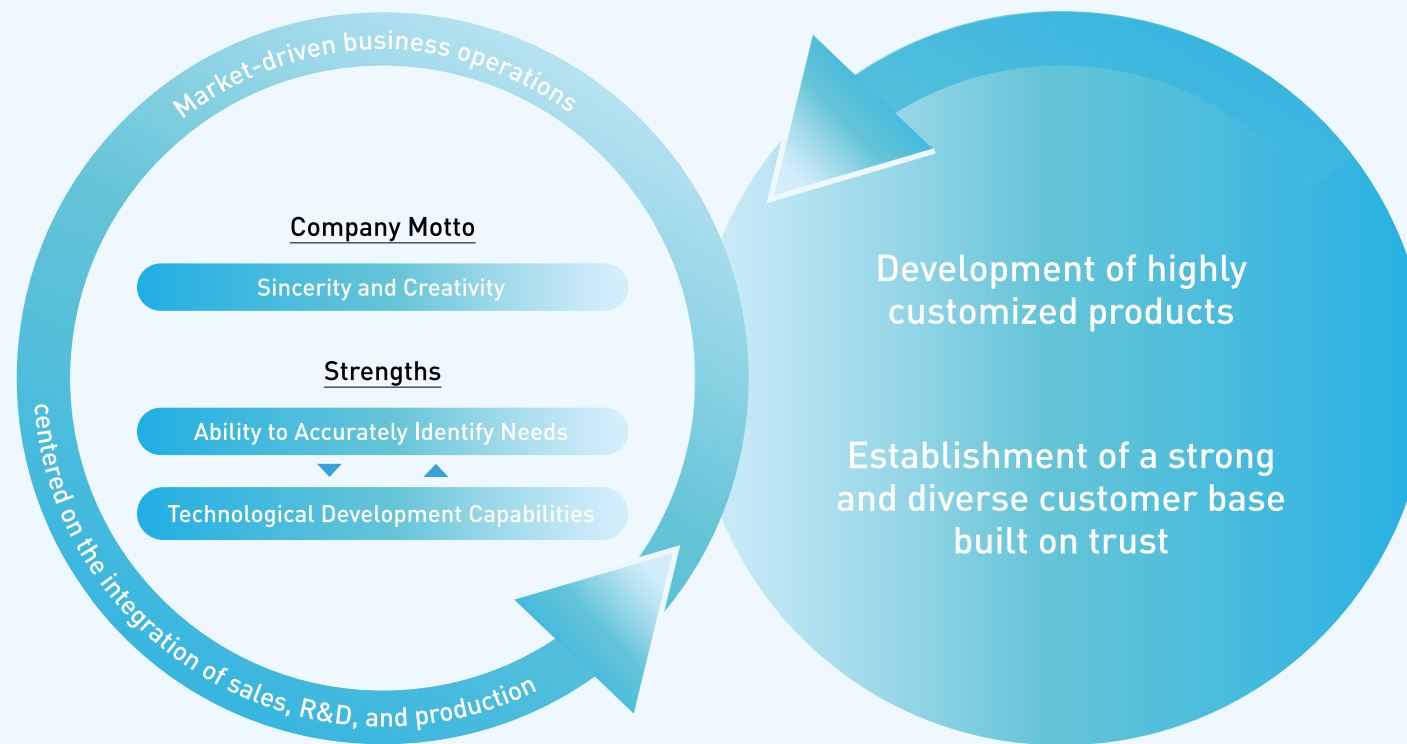
BUSINESS ACTIVITIES

Contributing to a Sustainable Society

Long-Term Vision (LSV 2030)
▶ See page 18.

Medium-Term Business Plan
▶ See page 19.

Material Issues
▶ See pages 20–21.



OUTCOME

Social Value

Help meet the SDGs



Economic Value

Maintain a strong financial base and enhance capital efficiency

etc.

Reinvestment