Management Capitals

Financial Capital

Solid financial base
Equity ratio: **75.1**%

Human Capital

Diverse human resources and corporate culture
Number of consolidated employees: **5,237**

R&D system
Researchers: Approx. **230**

Intellectual Capital

Four core technologies and applications
Patents held in Japan and overseas: **6,291**
R&D expenses: ¥**11.3** billion

Manufacturing Capital

Global production and sales structure
Capital expenditures: ¥**15.3** billion

Natural Capital

Harmony with the environment
Raw materials: **221.3** thousand tons
Total energy use: **83** thousand kl

Social Capital

Relationships of trust with stakeholders
Meetings with institutional investors and analysts:
Total of **284** companies

DX Promotion

A Sustainable Society

Societal Issues / Market Needs

BUSINESS ACTIVITIES

Contributing to a Sustainable Society

Long-Term Vision (LSV 2030)

Medium-Term Business Plan

Material Issues

Market-driven business operations

Company Motto

Sincerity and Creativity

Strengths

Ability to Accurately Identify Needs

Technological Development Capabilities

Business Model

Integrated production for adhesive products and total solutions for materials and equipment

centered on the integration of sales, R&D, and production

Development of highly customized products at an early stage

Establishment of a strong and diverse customer base built on trust

■ **Printing and Industrial Materials Products**

Printing & Variable Information Products Operations
Industrial & Material Operations

■ **Electronic and Optical Products**

Advanced Materials Operations
Optical Products Operations

■ **Paper and Converted Products**

Fine & Specialty Paper Products Operations
Converted Products Operations

Contribution to Its Realization

OUTCOME

Social Value

Help meet the SDGs

SUSTAINABLE DEVELOPMENT GOALS

Economic Value

Maintain a strong financial base and enhance capital efficiency

etc.

Reinvestment

Governance