



Our management capital is invested in our businesses, thereby solving our customers' issues with "Visionary Technology" and creating shared value for customers and the Company. The value created in this way then flows back to capital, leading to further value creation.

Importance of Each Type of Capital		Status of FY2024	Strengthening Measures	Published Page
Internal Capital	Human resources/ Human capital	<ul style="list-style-type: none"> <li>● Number of employees (consolidated) 480</li> <li>● Number of employees (non-consolidated) 277</li> <li>● Male to female ratio of employees 69 : 31</li> <li>● Male to female ratio managerial staff 74 : 26</li> <li>● Male to female ratio of newly hired employees 56 : 44</li> </ul>	<ul style="list-style-type: none"> <li>● Autonomous self-propulsion and solidarity</li> <li>● Human resource strategy</li> <li>● Promoting the active participation of women</li> <li>● Implement systems that do not discriminate between men and women and promote take-up</li> <li>● Engagement</li> </ul>	<ul style="list-style-type: none"> <li>➔ P.02, 06, 08, 12, 22-26</li> </ul>
	Intellectual property/ Business expertise	<ul style="list-style-type: none"> <li>● Number of Patents Held Japan 57 Overseas 169</li> <li>● R&amp;D investment 1.3 billion yen</li> <li>● Metal surface treatment technologies</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthen existing business areas and develop new businesses</li> <li>● Development of products that reduce environmental impact and launch</li> <li>● Trust from stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>➔ P.02, 06, 08, 11</li> </ul>
	Production capital	<ul style="list-style-type: none"> <li>● 7 production sites in 5 countries</li> <li>● Quality control technology and systems</li> <li>● Total production volume (in Japan) 17,372t</li> </ul>	<ul style="list-style-type: none"> <li>● Improve production and supply capabilities at each site</li> <li>● New BCP, including the new plant, is being created</li> </ul>	<ul style="list-style-type: none"> <li>➔ P.06, 08, 11, 17</li> </ul>
	Financial capital/ Base	<ul style="list-style-type: none"> <li>● Total assets 33.0 billion yen</li> <li>● Shareholders' equity 26.8 billion yen</li> <li>● ROE 8.9%</li> <li>● Operating cash flow 4.2 billion yen</li> <li>● Equity ratio 81.4%</li> </ul>	<ul style="list-style-type: none"> <li>● Appropriate risk management</li> <li>● Timely disclosure</li> <li>● Credibility cultivated through dialogue with stakeholders and capital markets</li> </ul>	<ul style="list-style-type: none"> <li>➔ P.02, 06, 08, 11, 12, 19, 20, 28</li> </ul>
External Capital	Social capital/ Network	<ul style="list-style-type: none"> <li>● Numerous customers and business partners around the world</li> <li>● Relationships of trust with suppliers</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthening our network</li> <li>● Build relationships of trust with good partners</li> <li>● Build a sustainable supply chain</li> </ul>	<ul style="list-style-type: none"> <li>➔ P.08, 11, 19, 20</li> </ul>
	Natural capital	<ul style="list-style-type: none"> <li>● Conducting activities related to forests in Amagasaki City, Hyogo Prefecture and Nagaoka City, Niigata Prefecture</li> <li>● Electricity consumption 3,809,442 kWh</li> <li>● Water usage 35,620 m<sup>3</sup></li> <li>● Solar power generation 178,340 kWh</li> </ul>	<ul style="list-style-type: none"> <li>● Initiatives to respond to climate change</li> <li>● Consideration of transition to renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>➔ P.02, 06, 08, 11, 13-17, 21</li> </ul>