

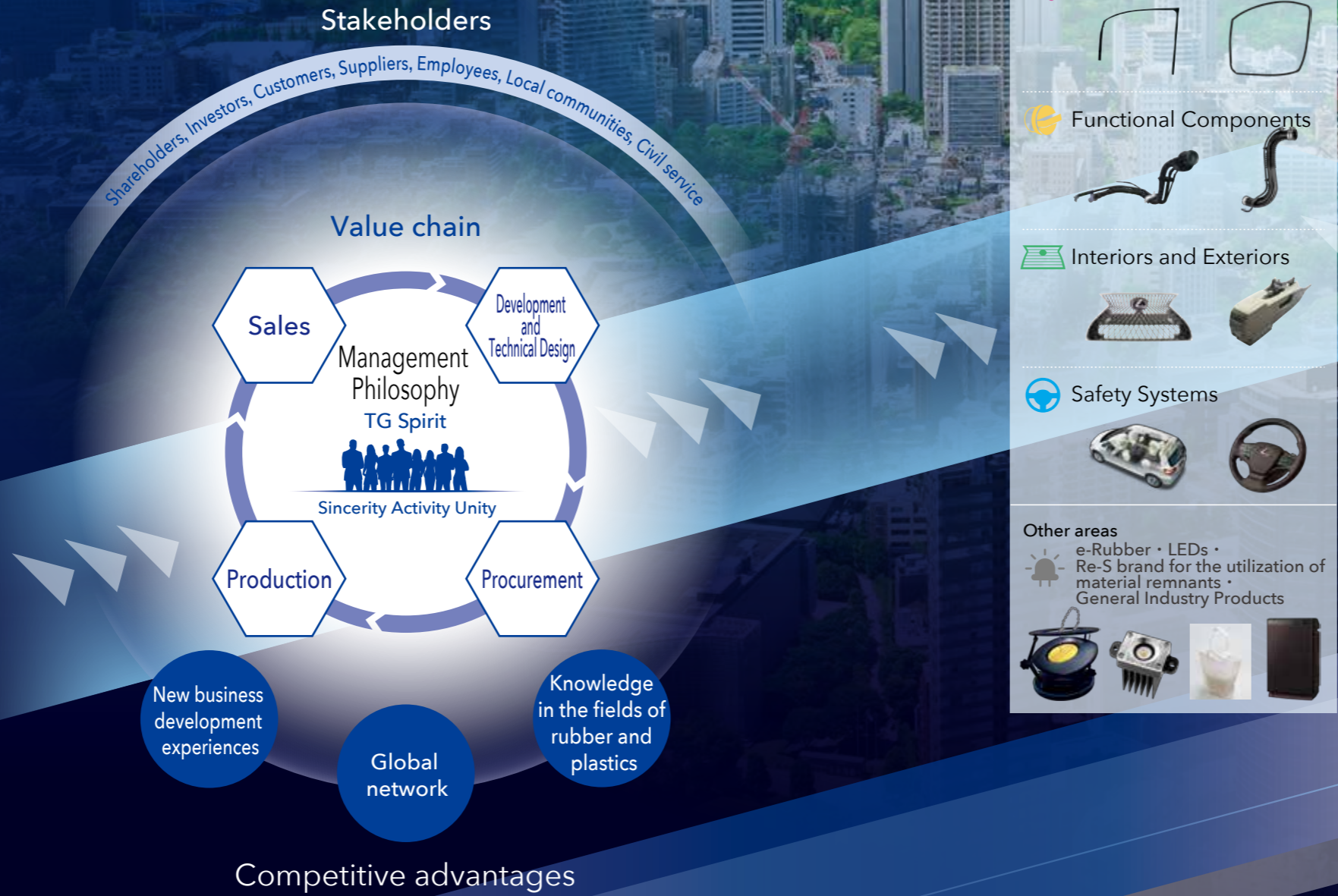
Value Creation Process

Environmental and social issues

- Deepening social issues**
 - Global warming
 - Depletion of resources
 - Water risks from droughts and floods
 - Increasing number of endangered species
 - Aging populations
- Acceleration of technical innovation**
 - IoT/AI
 - Electrification
- Changing values**
 - Diversification of values
 - Changing consumer behaviors
 - From ownership to shares

Management resources (input)

- Human**
 - Number of employees 38,823
- Manufactured**
 - Number of locations 94
 - Capital investment ¥46.5 billion
- Intellectual**
 - R&D expenses ¥31.0 billion
- Social and relationship**
 - Number of suppliers 737
- Natural**
 - Total energy input 2,371,000GJ
 - Total material input 39,248t
 - Water resource input 1,150,000m³
- Financial**
 - Total assets ¥775.1 billion
 - Interest-bearing debt ¥152.2 billion



Business, Products

- Automotive**
 - Weatherstrips
 - Functional Components
 - Interiors and Exteriors
 - Safety Systems
- Other areas**
 - e-Rubber · LEDs · Re-S brand for the utilization of material remnants · General Industry Products

Solving social issues

Social value

- Achieving a decarbonized society (SDG 13)
- Providing safety and comfort (SDG 9)
- Supporting aging societies (SDG 3)
- Contributing to the local community (SDG 11)

Achieving the 2025 Business Plan

Management foundation that supports sustainable growth

Corporate Governance