

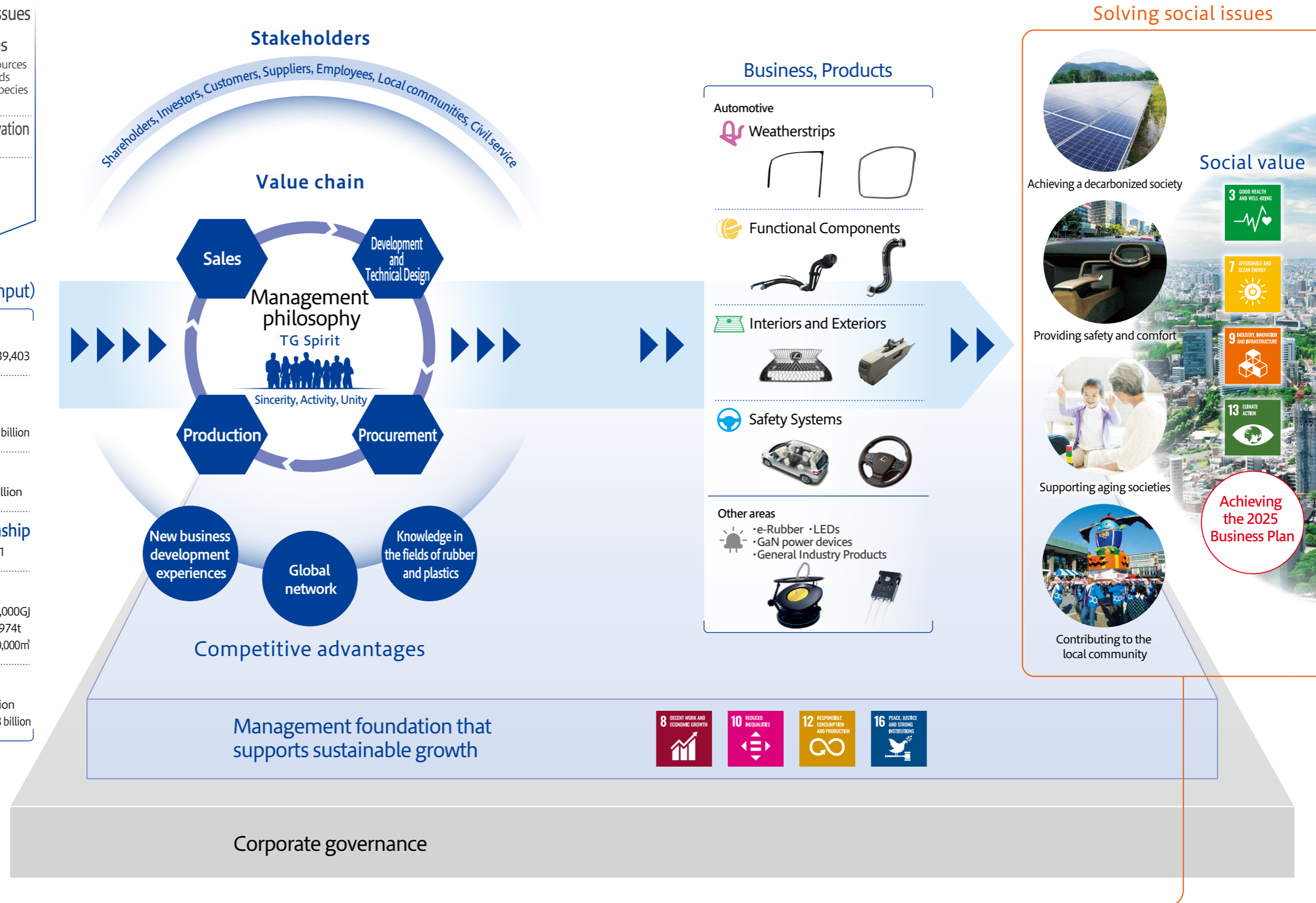
Value Creation Process

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 39,403
- Manufactured**
 - Number of locations 94
 - Capital investment ¥41.8 billion
- Intellectual**
 - R&D expenses ¥31.3 billion
- Social and relationship**
 - Number of suppliers 701
- Natural**
 - Total energy input 2,571,000GJ
 - Total material input 45,974t
 - Water resource input 1,260,000m³
- Financial**
 - Total assets ¥709.1 billion
 - Interest-bearing debt ¥148 billion



Solving social issues

Social value

- Achieving a decarbonized society:** Represented by a solar panel image and SDG 7 (Affordable and Clean Energy).
- Providing safety and comfort:** Represented by a car interior image and SDG 9 (Industry, Innovation and Infrastructure).
- Supporting aging societies:** Represented by an elderly person image and SDG 3 (Good Health and Well-being).
- Contributing to the local community:** Represented by a community event image and SDG 13 (Climate Action).

Achieving the 2025 Business Plan