

Materiality	Management Strategy	Initiatives	Outcome Indicators / KPI (FY2029)
Solving social issues through technology and innovation	Innovation	<ul style="list-style-type: none"> -Solving social issues by promoting innovation -Creating new businesses from synergies and integrating business areas -Providing solutions in W/W by proactively entering the global market -Bolstering our R&D structure 	<ul style="list-style-type: none"> -Innovation sales: over ¥100 billion -Operating profit margin: 5.0% or more -Net sales in X-Tech/new businesses: ¥23.5 billion -Sales from overseas affiliates: 124% compared with FY2024 -Improving value-added per capita (gross profit margin)
Creating a safe and secure society and way of life	Supply chain	<ul style="list-style-type: none"> -Establishing a supplier management system -Building a quality assurance system for our brands -Improving operational quality and productivity by means of reforming sales and operations -Adapting environment to changing demand and reducing risk -Developing and utilizing digital information infrastructure 	<ul style="list-style-type: none"> -Improving labor productivity (operating income) per capita -Number of serious defects for which we are responsible: 0
	Stakeholder engagement	<ul style="list-style-type: none"> -Reinforcing branding -Promoting IR-SR activities -Taking on more social contribution activities 	<ul style="list-style-type: none"> -Improving the external reputation score for the brand -Number of IR meetings: double that of FY2024 -Number of social contribution activities: Maintain the number of activities
Living in harmony with the Earth	Stakeholder engagement	<ul style="list-style-type: none"> -Reducing GHG emissions -Providing environmentally friendly products and services -Ascertaining our company's dependence and impact on natural capital 	<ul style="list-style-type: none"> -Reducing / curtailing GHG emissions: 36% reduction in Scope 2 compared with FY2023 21% reduction in Scope 3 compared with FY2023 -Increasing sales of environmentally friendly products and services: 200% compared with FY2024 -Ascertaining our company's dependence on and impact on natural capital: concluding disclosures in line with the TNFD
Growing talent that embodies our purpose and building an environment that supports our growth and success	Human capital	<ul style="list-style-type: none"> -Increasing employee engagement -Active investment in human capital that will form the driving force to co-create the future 	<ul style="list-style-type: none"> -Engagement score (deviation): 52 points or higher -Proportion of women in management positions: 10% or more -Annual development investment per employee/year: ¥200,000 or more
Building a sustainable circular economy through strategic capital optimization	Financial	<ul style="list-style-type: none"> -Execution of growth investments that contribute to the sustainable elevation of corporate value -Solid base for financial affairs -Realization of a recurring growth cycle with an awareness of market valuation (=stock prices) via appropriate growth investments and shareholder returns 	<ul style="list-style-type: none"> -PBR: 1.0x or more -ROE: 10% or more -Improvement of ROIC and formulation of an optimal investment mechanism using ROIC -Commercial investments in growth drivers: 25 - 35 billion yen (cumulative total for FY2025 - 2029)
Advancing corporate governance practices	Governance	<ul style="list-style-type: none"> -Bolstering governance -Enforcing compliance -Evolution of risk management -Active use of data to advance the sophistication of governance 	<ul style="list-style-type: none"> -Evaluation of the effectiveness of the Board of Directors: Improving the evaluations of the Board -Women on the Board of Directors: 30% or more -The reduction / avoidance of risk in response to an ever-changing business environment -Maintain zero serious violations of laws and regulations