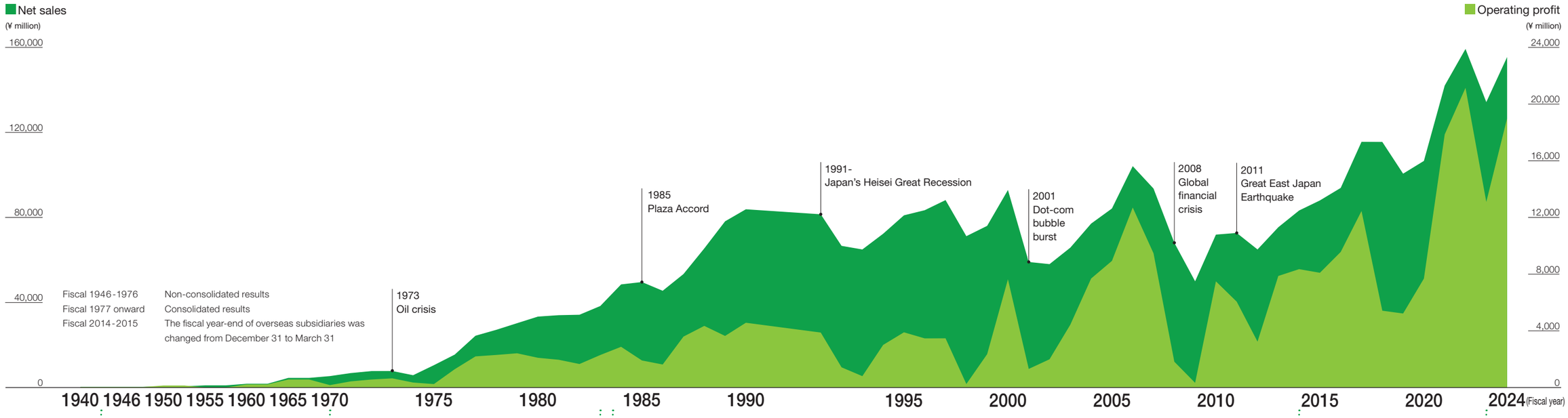
CKD's History

**CKD has been engaged in the research and development of automation technology and fluid control technology for over 80 years since its establishment in 1943.
Our lineup of over 500,000 products is proof that we have created the same number of products as there are customer needs.**



1943-

Establishment and two businesses

Established as Japan Aircraft Electric Co., Ltd. in Nagoya City, Aichi Prefecture in 1943 and subsequently renamed Chukyo Electric Co., Ltd. in 1945.

In 1947, commenced the manufacture of vacuum tube manufacturing equipment, the first step toward automatic machinery. Subsequently, the AC solenoid A Series was developed based on solenoids manufactured in-house for tube manufacturing machinery, and in 1956, the Component Products segment was established.

In 1961, relocated its factory to Komaki City, Aichi Prefecture.

1970-

Electronics-based technologies

In an era of accelerating factory automation, as a pioneer in factory automation, developed innovative technologies such as pin board control and pneumatic circuits that integrate pneumatic technology with machinery technology. This enabled the commercialization of the pneumatic industrial robot Cell Arm, and we have subsequently provided machinery and component products demanded by various industries.

In 1979, company name changed to CKD Corporation. Listed on the first section of the Tokyo Stock Exchange.

Cell Arm

1983-

Full-fledged entry into the semiconductor business

In 1984, developed Fine system components for semiconductor manufacturing equipment. We realize cutting-edge process control in support of semiconductor industry with extensive variations that cover everything from supply systems to exhaust systems for semiconductor and liquid crystal manufacturing equipment, including chemical liquid, gas, and vacuum control.

Chemical liquid valve

1984-

Overseas expansion

In 1984, established M-CKD PRECISION SDN. BHD. in Malaysia, and in 1985, established CKD USA CORPORATION in the U.S. The Company subsequently established overseas subsidiaries in China, Thailand, Singapore, and elsewhere and now has a global network spanning Europe, North America, Latin America, and Asia to conduct product development and provide services that focus on our customers around the world.

In 2012, company name changed to CKD Corporation.

2014-

Aiming for a sustainable society

In pharmaceutical packaging machines, we have put into practical use PTP packaging, which uses plant-based biomass plastic, and Clear E-Sheet, which reduces the plastic waste generated in the packaging process by 70% or more.

In addition, based on the concept of people-friendly, we developed the PowerArm assistance device, which helps create workplace environments that are safe and comfortable for everyone, including seniors and women. We are developing and expanding the sale of low environmental impact products, considering not only energy and resource savings but the entire lifecycle.

In 2022, transitioned to the TSE Prime Market and NSE Premier Market.

Pharmaceutical products packaging machine, Eco Blister

PowerArm

2023-

Revising our principles

In 2023, CKD celebrated its 80th anniversary and replaced its previous Corporate Philosophy and Corporate Commitment with a new Purpose and Values.

Going forward, we will develop business while further pursuing technological innovation based on our automation technology and fluid control technology. We will continue to address all the challenges faced by customers, support global manufacturing, and strive toward social contribution and the realization of a sustainable society.

Corporate Value Creation Model

Inputs

Human capital
- Number of employees: 4,641
- Education and training expenses: ¥87 million

Intellectual capital
- R&D expenses: ¥3.5 billion

Financial capital
- Net assets: ¥136.5 billion
- Equity ratio: 64.7%

Manufacturing capital
- Global production bases
  Japan: 8
  Overseas: 8
- Capital investment: ¥5.0 billion

Social capital
- Trust of stakeholders

Natural capital
- Water consumption: 565 thousand m³
- Solar power generation output: 7,451 MWh

Business Model

CKD's Strengths P.15-16

Purpose

We will continue to explore and co-create automation technologies to cultivate a healthy global environment and a prosperous future.

Values

C-SHIP
~ CKD-SHIP ~
CKD-ness

- **C**ustomer — "Customer first"
- **S**ustainability
- **H**uman — "Human resource"
- **I**nnovation
- **P**rofessionalism

Material Issues

Business | Environment | Social | Foundation

Material Issues P.20-22

Long-Term Management Vision

10-Year VISION: GO CKD!

Medium-Term Management Plan

Exciting CKD 2025

Management goals

Net sales ¥180.0 billion

ROE 10-13%

Dividend payout ratio
Around 40%

Medium-Term Management Plan P.23-24

Key initiatives

- Focus industries: Semiconductors, rechargeable batteries
- Focus region: Global
- Human resource development/ Governance

Strategies to grow the business

- Strategy by Business

Strategy by Business P.27-30

- Capital Strategies

Capital Strategies P.33-50

Outputs

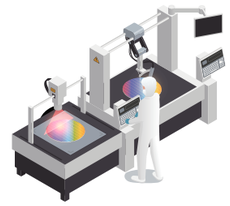
Automatic Machinery Business
- Packaging machines
- Lithium-ion battery winding machines
- 3D solder paste inspection machines
- Service solutions

Component Products Business
- Fine system components for semiconductor front-end processing
- Precision components for leading-edge processes
- Pneumatic and electric motion components for realizing automation
- Energy-related products
- Low environmental impact products
- Software for smart factories
- Service solutions

Outcomes

Creating corporate value

Development of digital infrastructure



Building smart factories

Creating a decarbonized society

Creating a safe and secure society

CKD's Corporate Value that Helps Solve Social Issues P.19

CKD's Strengths

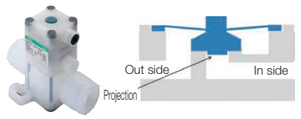
Leveraging the Company's strengths cultivated over its long history, we will strive to achieve technological innovation and value creation in order to solve various social issues, and contribute to the realization of a prosperous society and the creation of a new era through a variety of products.

Various technical capabilities linked to automation

For over 80 years since our founding, we have pursued automation technology, establishing diverse technologies that support over 500,000 products in automatic machinery and component products, and we continue to evolve.

We contribute to solving diverse social issues, including labor shortages due to the shrinking labor force, rising safety awareness among workers, and the standardization of manufacturing quality.

Ultimate cleanliness



Contribute to semiconductor manufacturing

Low dust technology

Toughness that transcends limits

Overwhelmingly stable operation

Contributing to factories that never stops

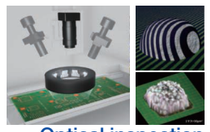
Precision, high-durability technology

Smart vision for detecting anomalies

Unique inspection method

High measurement accuracy and repeatability

Detection of even invisible abnormalities

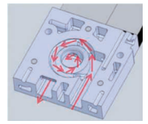


Optical inspection technology

Flow management

Thin and flat high-flow

Achieving products with compact size and high flow rates with a streamlined process



Fluid analysis technology

Precision magnetic drive

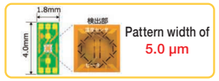
Compact, high-resolution actuators

Contribute to smaller facilities

Magnetic control technology

Micro, high-speed sensing

MEMS sensor that uses semiconductor manufacturing technology



Quickly detect flows with high-sensitivity sensors

Sensing technology

Innovation capabilities that combine technologies to generate new proposals

The Company is one of the few in the world to develop its business around the two linchpins of Automatic Machinery and Component Products. Starting with system unit proposals that integrate multiple branching technologies, we create new value by combining fluid control, automation technology, and digital technology.

Automatic Machinery × Component Products

Co-creation capabilities that closely meet customer needs

The Company's products are used in a wide variety of industries, including automobiles, semiconductors, healthcare and pharmaceuticals, and food products. By utilizing the Company's technologies and co-creating with stakeholders, including customers and suppliers, we are addressing various societal needs, including the realization of high precision, high quality, energy saving, cleanliness, miniaturization, high speed, high-frequency use, and longer service life.

Semiconductor manufacturing process Evolution of fine system components

Through our technical capabilities accumulated since the 1980s, dedication to core components, and rigorous manufacturing process control, we have consistently achieved high precision, stable quality, and high purity in semiconductor manufacturing processes over the long term. We will continue to provide our customers with ease of use.

Special Feature P.16-17

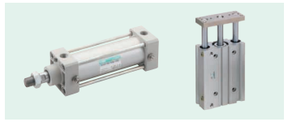
Technology map

Main core technologies	Semiconductors	Healthcare and pharmaceuticals	Food products	Rechargeable batteries	Electronic components	Automobiles	Machine tools
Image processing technology		Sheet foreign matter tablet inspection device			3D solder paste inspection machine		
Resin film molding technology		Pharmaceutical products packaging machine	Food packaging machine				
Resin film seal (welding) technology		Pharmaceutical products packaging machine	Food packaging machine				
Tablet filling technology		Pharmaceutical products packaging machine					
Film transport technology		Pharmaceutical products packaging machine	Food packaging machine	Lithium-ion battery winding machine			
Servo control technology				Lithium-ion battery winding machine			
Software technology	Image processing AI tool	Device visual programming tool					
Compact coil design	Directional control valve				Directional control valve	Directional control valve	
Low friction, low slip technology	Process gas valve				Pneumatic cylinder	Pneumatic cylinder	
Flow analysis technology	Chemical liquid valve	Fluid control valve					
Microfabrication management technology	Chemical liquid valve						
Water hammer reduction technology	Chemical liquid valve						Fluid control valve
Air servo control technology	Vacuum valve Electro-pneumatic regulator				Electro-pneumatic regulator		
MEMS technology	Sensor component			Sensor component	Sensor component	Sensor component	Sensor component
Diaphragm design technology	Chemical liquid valve Process gas valve	Medical analysis-specific valve	Fluid control valve				
Cleanliness technology	Chemical liquid valve Process gas valve	Medical analysis-specific valve	Fluid control valve				
Compact resolver technology	Direct drive motor				Direct drive motor		
Gas separation membrane technology			Conditioning and pressure regulation component	Conditioning and pressure regulation component	Conditioning and pressure regulation component		
Porous control technology	Static pressure bearing vacuum pad			Vacuum plate	Static pressure bearing vacuum plate		

Contribute to the environment through integrated technologies

Lithium-ion battery winding machine (Automatic machinery & component products)

Lithium-ion battery winding machine

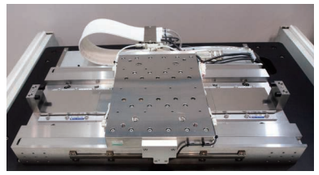


Components for rechargeable batteries

Lithium-ion battery winding machines, packed with technologies such as servo control from automatic machinery and low dew point environment adaptation from component products, contribute to reducing environmental impact by improving battery quality and safety.

Development of units integrating Group technologies

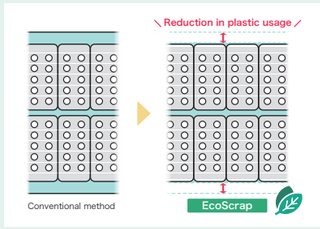
High-precision linear stage (CKD & CKD NIKKI DENSO)



Through integrating pneumatic technology and magnetic technology, we developed a high-precision linear stage. It contributes to precision positioning for inspection and other devices.

Combining strengths with customers to realize environmentally friendly pharmaceutical packaging

Sharing with customers the goal of reducing environment impact, we revised our long-standing manufacturing method, and substantially reduced plastic waste generated in the packaging process.



EcoScrap Technology

CKD's proprietary environmentally friendly technology for reducing plastic use

Special Feature

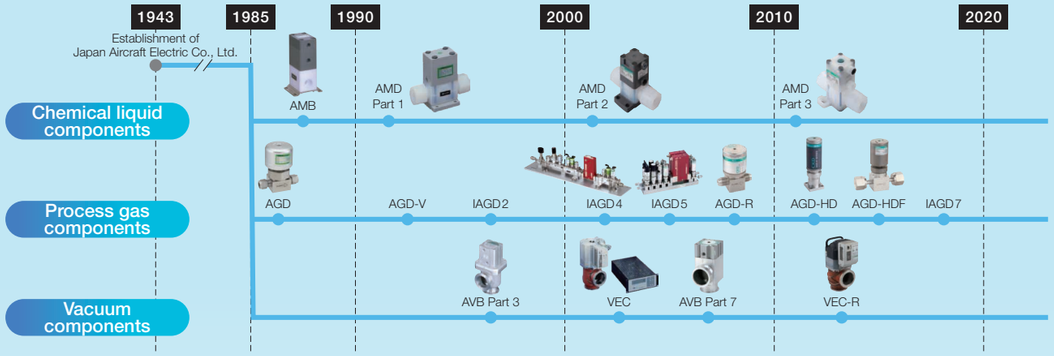
CKD's Fine System Components Supporting Semiconductor Manufacturing

The Company refers to components developed to control high-function, high value-added fluids, such as special chemical fluids and gases used in the semiconductor manufacturing process, as fine system components. In recent years, the semiconductor industry is projected to expand into a trillion-dollar market by 2030, driven by the rapid advancement of generative AI and EV/autonomous driving technologies. At the forefront of semiconductor manufacturing supporting these growth sectors, we introduce the role our fine system components play and the reasons behind the long-standing trust we have earned from leading-edge equipment manufacturers.

Evolving semiconductor manufacturing and fine system components

With a history of leveraging fluid control technology, our core technology, to enable various types of fluid control, the Company's fine system components began with the development of solenoid valves for chemical liquid in the 1980s. Thereafter, as the semiconductor manufacturing process evolved, we expanded our lineup to include chemical fluids, chemical gases, and vacuum components. A major strength of CKD is its extensive involvement in both wet and dry processes of the semiconductor manufacturing process.

Furthermore, based on our unique fine philosophy, we have cultivated our technical capabilities by developing and manufacturing products that closely address our customers' challenges and needs over the long term. Moreover, through our dedication to core components and rigorous manufacturing process control, we have achieved high precision, stable quality, and high purity for semiconductor manufacturing processes. Responding to requirements stemming from the advancement of manufacturing processes, through dialogue with customers we leverage our development approach and technological capabilities to engage in product development, production process development, and service provision, thereby earning widespread support.



❶ Chemical liquid components

Components for controlling fluids like pure water and chemical liquids in the semiconductor process. They are widely used in semiconductor manufacturing, from utilities to fluid control within manufacturing equipment.

Representative products

Valves
Air operated valve AMD**3R

Regulators
Pilot operated regulator PMP

Strengths

By in-sourcing the production process, we enable thorough manufacturing control, achieving stable product quality and a reliable supply of products. Furthermore, for diaphragms—a core component in chemical liquid valves—we handle everything from material selection to processing in-house. This ensures stable product performance while accommodating various conditions such as the fluids, temperature, and pressure used by customers.

❷ Process gas components

Components for controlling process gas in the etching and film deposition stages of the semiconductor process. We have released the industry's first gas aggregation system that simultaneously solves space-saving and maintenance improvement challenges in process gas supply systems, and it is being utilized by many customers.

Representative products

Valves
Air operated valve AGD (high temperature, high durability)

Systems
Integrated gas supply system IAGD

Strengths

In the high-precision dry process etching and film deposition steps, high quality is required in terms of usage environment, operating speed, and durability. We continue to upgrade our products to meet these quality requirements.
In leading-edge semiconductor manufacturing processes, the increased valve operation speed leads to a higher number of valve openings and closings, demanding greater durability. In response, the Company has integrated various technologies to achieve the required high speed and durability.

❸ Vacuum components

In semiconductor processes, these valves precisely control chamber exhaust during processes such as film deposition, similar to process gas components.

Representative products

Valves
Air operated valve AVB

System components
Proportional control system VEC-R

Strengths

In the dry process of film deposition, as films are becoming thinner and uniform thickness is required, more precise pressure control within the vacuum chamber is necessary. Before CKD developed the vacuum pressure control valve, the film deposition process relied on a combination of butterfly valves, vacuum valves, needle valves, and mass flow controllers to achieve pressure control within the vacuum chamber. CKD's vacuum pressure control valve is capable of providing the functions of all these components in a single unit, helping to save space for semiconductor manufacturing equipment and increase the precision of vacuum pressure control. Furthermore, we continue to develop further functions for the unit in line with the progress of the process, and the unit currently is an essential product in the semiconductor process.

■ Semiconductor manufacturing process

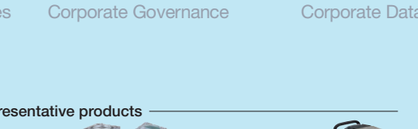
Semiconductor manufacturing: front-end processes											Facility	
	Cleaning	Film deposition	Resist coating	Exposure	Developing	Etching	Resist stripping	Polishing	Ion insertion	Annealing	Chemical liquid supply	Gas supply
❶ Chemical liquid components	○		○	○	○	○		○			○	
❷ Process gas components		○				○	○		○	○		○
❸ Vacuum components		○				○	○		○	○		

Robust production system

To accommodate growth of semiconductor industry going forward, we have built more robust production system, including the launch of the Hokuriku Plant in fiscal 2024 and completion of a new plant in Malaysia. Furthermore, to meet the expectations of customers, we are aiming to further raise our profile in the industry by pursuing cleanliness, advanced function and high performance.

● Ultra Fine philosophy in pursuit of cleanliness

Based on CKD's unique Ultra Fine philosophy, which involves implementing thorough cleanliness across all critical factors of product development, we rigorously manage product cleanliness.



● Quality control supporting high cleanliness

We have established a comprehensive quality management system extending all the way to the parts level, not just for finished products. Regarding cleanliness, which is particularly critical for quality, we have established internal standards for each impurity to ensure unwavering quality.

● Development and production bases

We operate production facilities equipped with cleanrooms essential for manufacturing components for semiconductor manufacturing equipment worldwide, enabling rapid product delivery and the dispersal of supply risks. Furthermore, newly completed production bases have further enhanced production capacity by increasing automation levels. In addition, by attaching a development division, we are able to provide close support to our customers and develop products tailored to their needs.

Clean room at the Hokuriku Plant

Automated warehouse at the Tohoku Plant

Japan
Development and Production
- Kasugai Plant (Komaki City, Aichi Prefecture)
- Tohoku Plant (Ohira-mura, Kurokawa-gun, Miyagi Prefecture)
- Hokuriku Plant (Komatsu City, Ishikawa Prefecture) Launched operations in 2024

Asia (Other)
Development and Production
- Korea Plant (Siheung)
- China Plant (Wuxi)
- New Malaysia Plant (Kulim) Completed in 2025

Development
Taiwan Technical Center (Hsinchu)

U.S. and Europe
Production
USA AUSTIN MANUFACTURING (Austin)
Development
America Technical Center (Santa Clara)

Achieve Purpose through fine system components

Fine system components

CKD's foundation
Technologies (core technologies), design concepts, production system

Outputs

Contributes to the further realization of processes Meet the needs and expectations of various customers

Contribution to global digital infrastructure
- Higher density devices
- Stable quality, increased productivity
- Stronger environmental performance

Realization of our Purpose

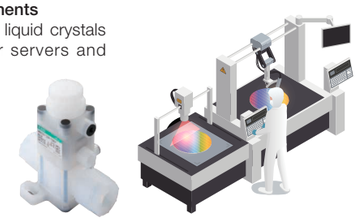
CKD's Corporate Value that Helps Solve Social Issues

Technologies for always safely delivering pharmaceuticals and food products, technologies for solving issues on the frontlines of manufacturing and in agriculture, technologies that contribute to the environment. The products and services born of CKD's technologies support people's lives and a prosperous society in diverse settings.

Development of a digital society

Enhancement of the living environment

Fine system components
Semiconductors and liquid crystals used in data center servers and tablet devices. CKD's control components also play active roles in the clean working environment in which these products are manufactured.



Contribution to advanced functionality and more compact size

3D solder paste inspection machine
CKD's technology, which never misses defects in the manufacturing of printed circuit boards for smartphones, contributes to the advanced functionality and more compact size of electronic components.

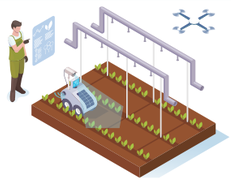
Building smart factories

Contribution to global automation

Electric actuators/Pneumatic cylinders
Actuators, which are indispensable in manufacturing plants, are another of CKD's products. The Company also contributes to the reduction of environmental impact through the optimal mix of pneumatic and electrical systems, long-life cylinders, etc.

Increasing agricultural productivity

Fluid control components
CKD's technology, which controls all kinds of fluids, is used in a variety of fields that make people's lives more convenient, such as park sprinkler systems and machine tools.



Software services and products
Our services and programming tools are used to improve productivity in factories, agriculture, aquaculture, etc.

Facilea
ExiaStudio

Creating a decarbonized society

Accommodating vehicle electrification

Lithium-ion battery winding machines/ Battery manufacturing components
Lithium-ion batteries are widely used as the latest type of storage battery, particularly in hybrid and electric vehicles. CKD's technology is also used in the manufacturing of these batteries.

Consideration for the environment

Solar cell manufacturing components
Solar power generation has been adopted across various fields with the aim of shifting to sustainable energy. CKD's products are also used in the solar cell manufacturing process.

Creating a safe and secure society

Stable supply of pharmaceuticals

Automatic pharmaceutical packaging systems/Life science components
CKD's technology is also used in machinery and components for pharmaceutical products and medical devices that support safe medical care, such as packaging for drugs, oxygen concentrators, analyzing devices, and dental equipment control.

Food safety and long-term preservation

Automatic food packaging systems/Food production components
There is a growing number of packaged foods being developed with the aim of improving added value, such as preserving food quality and hygiene. CKD's food packaging technology ensures food safety and delivers peace of mind to people.

Material Issues

To realize our Purpose, the CKD Group has identified material issues (key issues) for sustained growth with society through solving social issues. We will work to resolve these issues through our business activities and strive to enhance our corporate value.

For details of this page, please refer to 'Material Issues' on our website.
https://www.ckd.co.jp/en/sustainability/materiality/

Material issues identification process

As for the material issues identification process, we first collected various types of outside information and identified social issues. Next, we analyzed important risks in the CKD Group's business environment and business activities to identify management issues.

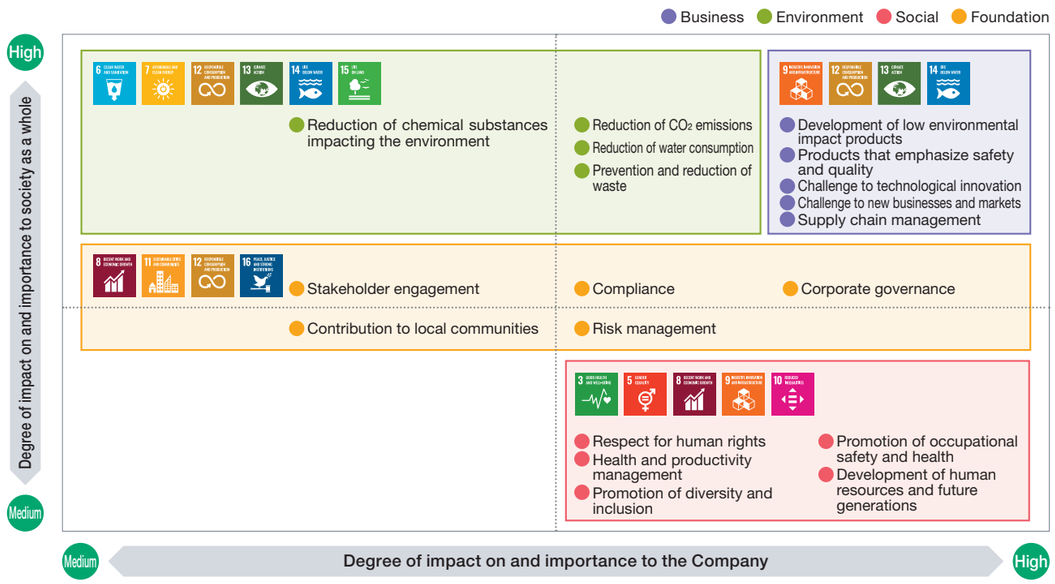
After considering a matrix (connections) centered on the impacts on society as a whole and the impacts on our own business, the CKD Group has identified material issues to be prioritized for resolution and improvement in its medium- to long-term management plan across four domains: business, environment, social, and foundation.

Furthermore, through dialogue with stakeholders, we identify challenges facing society and the CKD Group, review material issues, and incorporate these findings. Additionally, we review key indicators for the continuous enhancement of corporate value, their relevance to the SDGs, and activities undertaken to achieve them.

Material issues is identified by initial reviews by the relevant divisions, after which the Sustainability Committee, chaired by the President, regularly deliberates the material issues as well as determines the degree of their impact and importance by linking them to risk management. The material issues are then finally discussed and finalized by the Board of Directors. Therefore, all Directors have a shared awareness of material issues.

STEP 1	Extract social issues	Extract social issues with reference to the social situation, SDGs, GRI Standards, ISO 26000, etc.
STEP 2	Extract issues of the CKD Group	Extract management issues by analyzing important risks in the CKD Group's business environment and business activities
STEP 3	Identify material issues	Identify material issues from the perspective of enhancing corporate value through regular deliberations by the Sustainability Committee and, finally, deliberations by the Board of Directors.
STEP 4	Hold dialogue with stakeholders	

Material Issues Matrix



Material Issues

Material issues medium-term targets

	Material Issues	Targets *The target fiscal year is fiscal 2025 if no target year is stated.	Progress (Fiscal 2024)	Relevant SDGs	Relevant page
Business	Development of low environmental impact products	Develop machinery for plastic-free packaging	Developed mono-material PTPs aimed at horizonal plastic recycling		
		Develop technology to reduce packaging material scraps	Contributed to the environment by selling pharmaceutical packaging machines that use EcoScrap Technology to reduce waste from packaging material scraps		
		Optimize environmental impact assessment standards and operations for development evaluation	Incorporated contributions to CO_2 reduction into environmental assessment standards in product development		
	Products that emphasize safety and quality	Improve product safety and quality by proposing new inspection machines	Contributed to product quality and higher productivity at customer plants by taking orders for and supplying transparent object inspection machines		
		100% implementation rate of customer safety and product quality enhancement by utilizing quality analysis methods	Implemented evaluation and management using quality analysis methods in all processes of new product development and manufacturing		
	Challenge to technological innovation	Develop elemental technologies to improve environment conservation efforts, customer safety, and product quality	Promoted higher quality by developing tablet inspection devices with advanced tablet printing inspection functions		
		Accumulate core technologies through technological innovation to contribute to society	Accumulated 30 core technologies		
	Challenge to new businesses and markets	Expand service businesses	Expanded service businesses, including maintenance-service packages that contribute to stable production by customers		
		Develop new businesses	Developed elemental technologies related to leading-edge semiconductor processes, where innovation happens daily, and plan to commercialize them in line with customer requirements		
	Supply chain management	100% compliance rate of CKD Green Procurement Guide by major suppliers	Exchanged documents regarding awareness of and compliance with the CKD Green Procurement Guide with 67 major suppliers, in addition to 20 suppliers from the previous fiscal year, with a compliance rate of 100%		
Environment	Reduction of CO_2 emissions	CO_2 emissions reduction: 50% reduction in total volume by fiscal 2030 (compared to fiscal 2022)	Fiscal 2024 result: 3.5% reduction (compared to fiscal 2022)		
		CO_2 emissions reduction: 50% reduction per unit of sales by fiscal 2030 (compared to fiscal 2013)	Fiscal 2024 result: 37.4% reduction (compared to fiscal 2013)		
		Promote environmental investments (prepare to install additional solar power generation facilities and systematically introduce energy-saving equipment)	Introduced energy-saving devices and equipment (air conditioners, LED lighting, compressors, transformers, etc.)		
	Reduction of water consumption	2% reduction compared to the previous fiscal year (per unit of sales, CKD (non-consolidated))	Fiscal 2024 result: Increased by 0.01% (compared to the previous fiscal year)		
	Prevention and reduction of waste	2% reduction compared to the previous fiscal year (per unit of sales, CKD (non-consolidated))	Fiscal 2024 result: Reduced by 13.8% (compared to the previous fiscal year)		
	Reduction of chemical substances impacting the environment	100% of applicable products are RoHS Directive compliant	100%		
Social	Promotion of occupational safety and health	Creation of a safe and secure workplace environment and improving safety awareness among all employees	· Continued company-wide priority accident prevention activities · Number of industrial accidents: Increased by 13% from the previous fiscal year		
	Development of human resources and future generations	Carry out next-generation leader training for a cumulative total of 81 employees (number of training participants since fiscal 2017)	Cumulative total 59 employees		
		Carry out global talent training for a cumulative total of 65 employees (number of training participants since fiscal 2012)	Cumulative total 57 employees		
		Carry out digital talent training for a cumulative total of 1,000 employees (number of training participants since fiscal 2022)	Cumulative total 868 employees		
	Respect for human rights	Conduct human rights due diligence once a year	Conducted surveys of 87 major suppliers and all subsidiaries and followed up on the results as needed on an individual basis		
	Health and productivity management	Recognition as a White 500 enterprise	Recognized as an Outstanding Organization for Health & Productivity Management in 2025		
		Average paid leave usage rate of at least 65%	74.7%		
	Promotion of diversity and inclusion	Send a cumulative total of 23 trainees from overseas to Japan (number of training participants since fiscal 2014)	Cumulative total 19 trainees		
		Ratio of employees who took childcare leave: male 70%; female 100%	Male: 60.3% Female: 100%		
		Ratio of female managers: 10% (by fiscal 2030)	5.2%		
Foundation	Corporate governance	Raise the effectiveness of the Board of Directors (further enhance discussions)	· Enhanced discussions by the Board of Directors (medium-term management strategy, activities reports from overseas bases) · Established opportunities for exchanging opinions off-site · Convened the Nomination & Remuneration Advisory Committee with the participation of a third-party organization		
	Compliance	Promote compliance throughout the entire Group, including overseas bases	Conducted compliance training for priority overseas bases (confidential information management, whistleblower system)		
	Risk management	Strengthen the risk management system of the entire Group, including overseas bases	Grasped the current status of confidential information management and promoted countermeasures		
	Stakeholder engagement	Disclose ample information to stakeholders	· Established a special website for Newsletter to Our Shareholders on the Company's website and continued to communicate information · Held individual meetings, etc. with shareholders, investors, and suppliers · Continued to hold investor relations (IR) introductory workshops for employees · Continued to hold town hall meetings as an opportunity for direct interactions between management and employees		
		Deviation value of 52 based on external work engagement survey results	Fiscal 2024 survey: 48.6		
	Contribution to local communities	Support the development of the future generation, carry out environmental protection activities for rivers and forests	Sponsored various competitions for students (university and high school students), held factory tours and science classes for local elementary school students, conducted forestation activities and river-cleaning activities		

P.17-18
P.44
P.50
P.41-44
P.37-40
P.49
P.37-40
P.44
P.57-62
P.65
P.66