Value Creation Process

Social Issues

Population growth / Increasing demand for food
Energy issues become more serious

Escalating climate change / Loss of biodiversity

Greater demand for environmental protection

Greater interest in safe and secure daily life

Output

Input

Human capital Number of employees (Consolidated): 1,832

Intellectual capital R&D expenses: 5.1 billion yen Number of proprietary products: 19

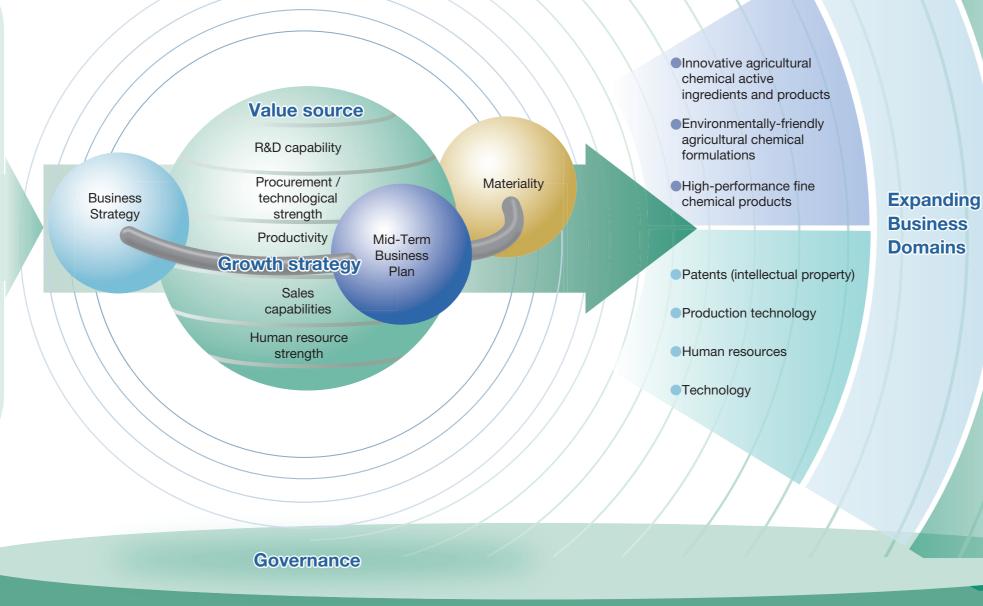
Manufacturing capital Capital investment: 3.9 billion Manufacturing bases (Japan): 3 bases (Kumiai) 9 bases (Group)

Social related capital Number of countries where sold: Over 50 Overseas sales ratio: 56.5%

Financial capital Total assets: 204.6 billion yen

Natural capital Raw materials: 71,892 tons Energy consumption: 33,199 kl*

*Crude oil equivalent



Corporate Philosophy, Vision, and Code of Conduct

Create the Future

-The Challenge for New Possibilities-Achieving Our "Ultimate Goals" as a 100-Year Old Company



Providing economic value

- Net sales: 145.3 billion yen
- Operating income: 12.7 billion yen
- Net income: 16.3 billion yen
- Equity ratio: 56.4%
- Dividend payout ratio: 16.2%

Providing social value

- Contributing to the stable supply of agricultural products and agricultural innovation
- Providing materials that support safe and secure living
- Providing environmental-friendly business, products, and services that support living

Establishing rewarding workplaces

