

Chapter 4 Corporate Data

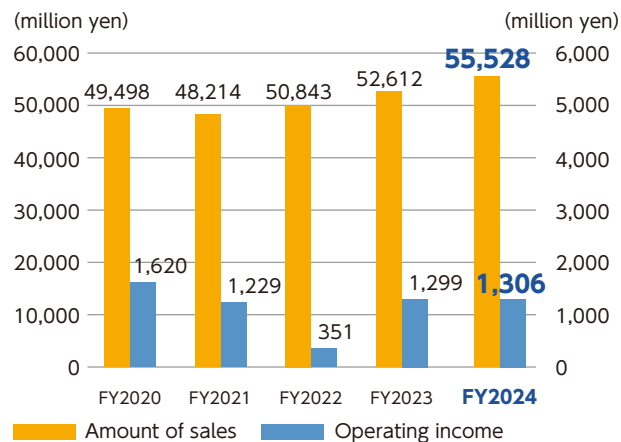
We make sustainable growth visible from both financial and non-financial perspectives to enhance corporate value. We are also strengthening our corporate governance while ensuring transparent information disclosure.



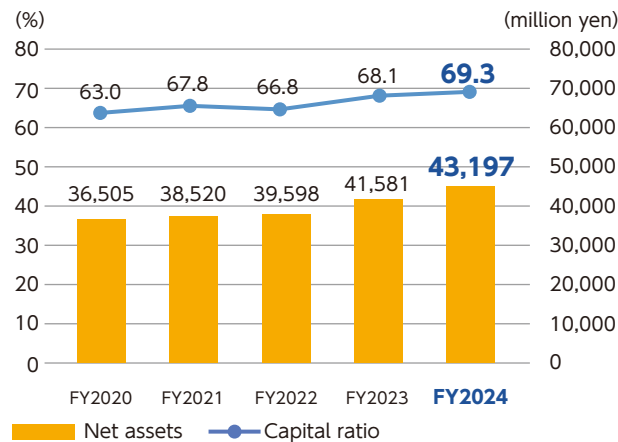
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Financial Highlights

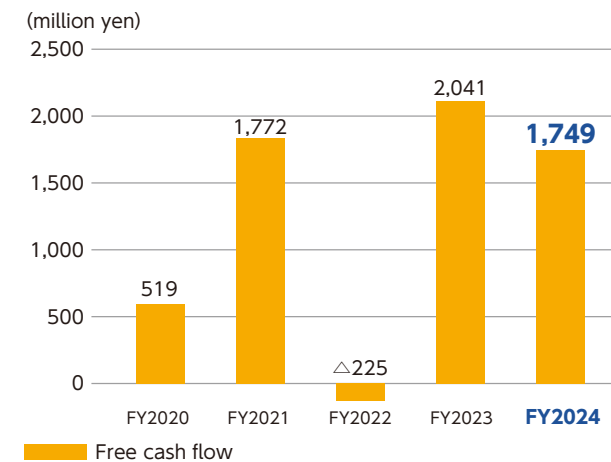
Amount of sales & Operating income



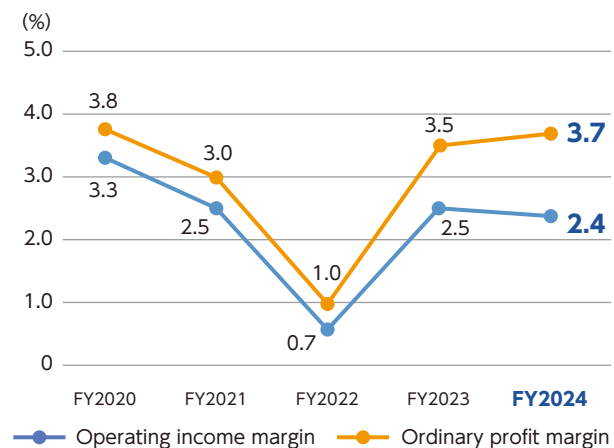
Capital ratio & net assets



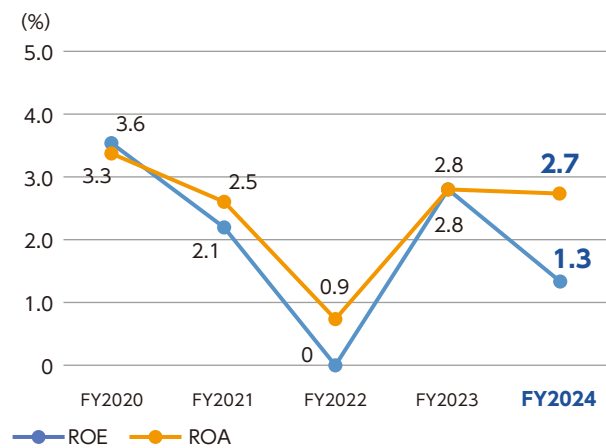
Free cash flow



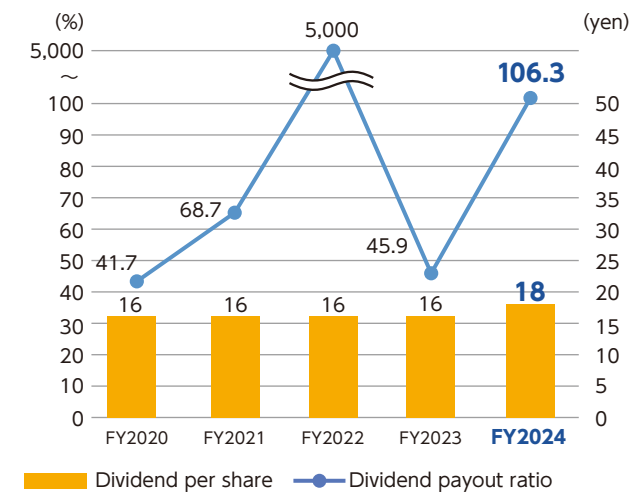
Operating income margin & ordinary profit margin



Owned capital Return on equity (ROE) & Total assets business Return on Assets (ROA)

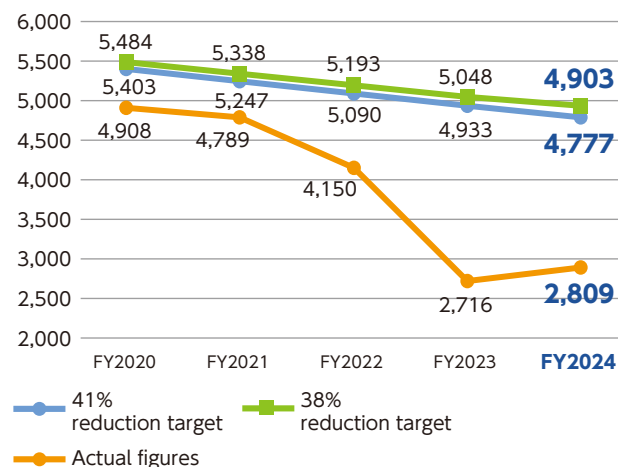


Dividend payout ratio & dividend per share



Non-financial Highlights

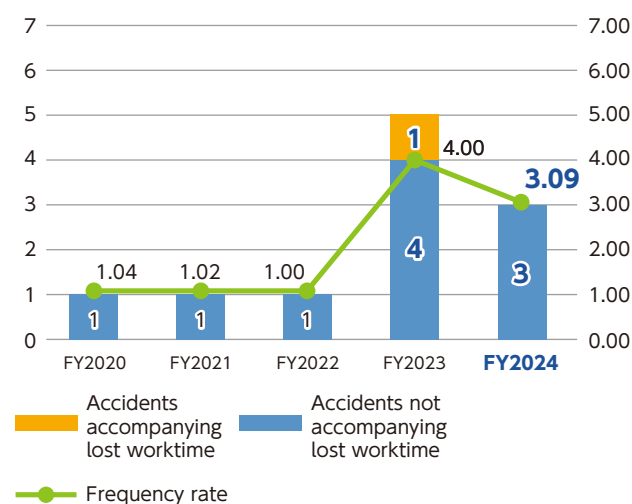
Trends in CO₂ emissions

CO₂ emissions (t-CO₂)

Number of work-related accidents and their frequency rate

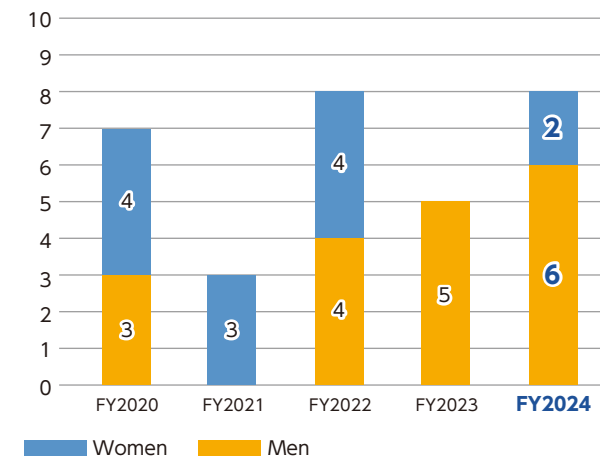
Number of work-related accidents (no. of cases)

Frequency rate (%)



Number of employees taking parental leave

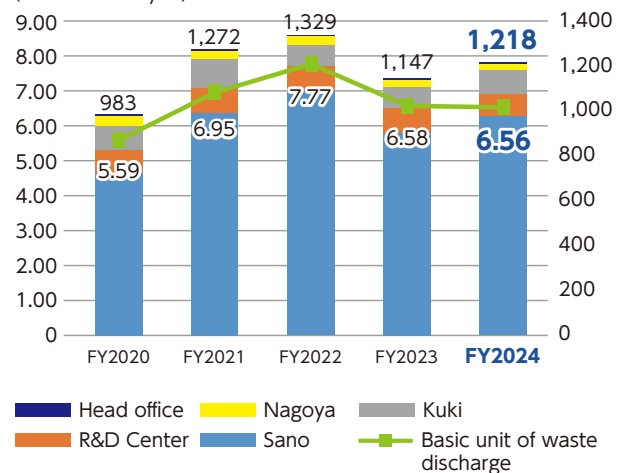
Number of employees taking parental leave (no. of people)



Trends in the discharge of waste and the basic unit of waste discharge

Basic unit of waste discharge (t/100 million yen)

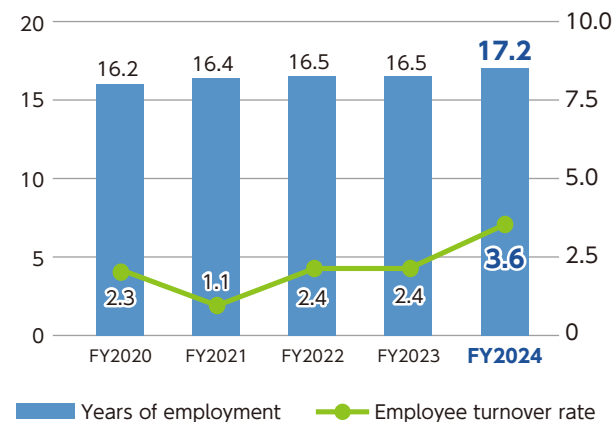
Discharge of waste (t)



Average years of employment and employee turnover rate

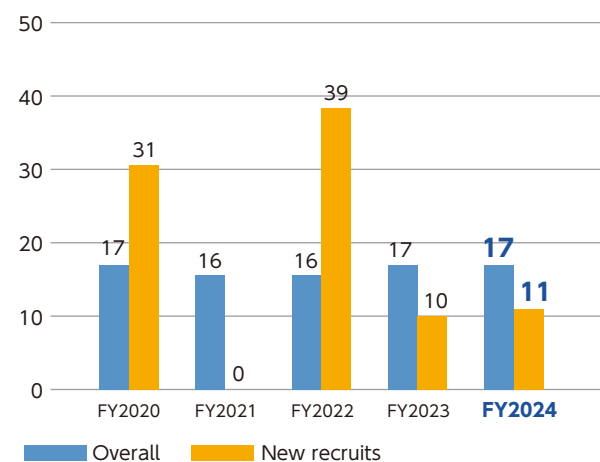
Years of employment (year)

Employee turnover rate (%)



Ratio of female employees and new female graduate recruits

Ratio of female employees and new female graduate recruits (%)



Corporate Governance

In the investment field, the term ESG is commonly used as a collective concept, but we regard E (environment) and S (society) as being on an equal level and G (governance) as the foundation upon which E and S activities are implemented. We are committed to developing an even stronger governance framework, to engage in activities as one with the aim of promoting co-existence and co-prosperity between all employees and society and achieving sustainable growth.

Our basic concept of corporate governance

We regard corporate governance as a priority management issue, and engage in various policies to increase business efficiency, promote prompt decision-making, and strengthen the supervisory function of management. We will also act on our basic internal control policy to balance efficiency and control toward increasing corporate value and to aim to create internal controls appropriate to our company.

Our corporate control framework

(1) Board of Directors

Our Board of Directors is composed of 8 directors, 2 outside directors and 4 directors who are Audit and Supervisory Committee members. As decision-making bodies, the Board of Directors and the Executive Committee discuss, deliberate, and decide on company-wide management issues. Additionally, a business executive meeting composed of directors and department managers is held regularly every month to promote effective business management.

(2) Audit and Supervisory Committee

Pursuant to the Companies Act, we have installed an Audit and Supervisory Committee. It is composed of four Audit and Supervisory Committee members, including three outside directors.

(3) Nomination and Remuneration Committee

We have a Nomination and Remuneration Committee in place that serves as an arbitrary advisory body to the Board of Directors.

The committee is composed of three members that include one inside director and two outside directors.

In 2025, the committee convened in January, February, and April to formulate and submit draft recommendations to the board of directors. The recommendations pertained to candidate directors and other board members for the following year, and to individual remunerations including the performance-based remuneration for directors, among others.

Directors

Post	Name	Role and responsibility
Chairman	Daisuke Kato	
President	Susumu Kurihara	
Senior Vice President	Hisashi Kajiwara	Director of the R&D Center; Division Director of the Architectural Coatings Division; responsible for affiliated companies (three sales companies in the architectural coatings business)
Senior Vice President	Hitoshi Kawaguchi	General Manager of the Coatings for Plastics Division; responsible for affiliated companies (overseas); President of Chukyo Paint Service Co., Ltd.; Chairman of Fujikura Kasei Coating (Tianjin) Co., Ltd.; Chairman of Fujikura Kasei (Foshan) Coating Co., Ltd.; Chairman of Shanghai Fujikura Kasei Coating Co., Ltd.; President of Fujikura Kasei (Thailand) Co., Ltd.
Executive Director	Toyohiro Tsuchiya	General Manager of Administration Headquarters; responsible for the Corporate Auditing Office and Sustainability Promotion Department; responsible for affiliated companies (domestic)
Executive Director	Takahiro Ishii	Division Director of the Electronics Materials Division and Medical Materials Department; responsible for affiliated companies (synthetic resins business)
Executive Director	Kazuhiro Suto	Director of the Sano Plant; responsible for the Environment and Safety Department and Export Administration Office
Executive Director	Takayuki Ishimoto	Deputy Director of the R&D Center; Division Director of the Functional Polymers/Polymers & Resins Division; responsible for the Quality Assurance Department
Outside Director	Yoichi Nagahama	Outside Director of Fujikura Composites Inc.
Outside Director	Katsuyuki Kawai	Outside Audit and Supervisory Board Member of B-R 31 Ice Cream Co., Ltd.; Principal of Kawai Katsuyuki Certified Public Accountant Office; Certified Public Accountant
Executive Director (Full-time audit and supervisory committee member)	Hiroaki Watanabe	
Outside Director (Audit and supervisory committee member)	Tomoko Senoo	Director of Gyosei Consulting Co., Ltd.; Certified Public Accountant
Outside Director (Audit and supervisory committee member)	Hiroshi Miyagawa	Principal of Miyagawa Certified Public Accountant and Tax Accountant Office; Certified Public Accountant; Tax Accountant
Outside Director (Audit and supervisory committee member)	Yuki Mukaeda	Lawyer

Corporate Governance

FY2024 initiatives

(1) Reduction of cross-shareholdings

We reviewed our cross-shareholdings, such as whether our reason for holding them remains appropriate and whether their benefits and risks justify their capital cost in light of changes in the business environment.

By selling shares we deem unnecessary to continue holding, we are proceeding to reduce our cross-shareholdings.

(2) Responses to items described in the annual securities report for the term ended March 2025

We are addressing the two items below with regard to our sustainability principles and initiatives described in the annual securities report for the term ended March 2025.

1. Response to climate change (information disclosure based on the TCFD recommendation)
2. Human capital and diversity

(3) Skills matrix of the board of directors

A skills matrix summarizes the skills of all directors in one chart. At our company, we strive to identify the skills of each director, ensure diversity, and disclose relevant information to our stakeholders.

● Skills matrix of the board of directors

Name	Corporate management	Business strategy	Technology & manufacturing	Global leadership	Financial affairs & accounting	Legal affairs & compliance	Knowledge of other industries	ESG & social contribution
Daisuke Kato	○	○		○				
Susumu Kurihara	○	○				○		
Hisashi Kajiware	○	○		○				
Hitoshi Kawaguchi	○	○		○				
Toyohiro Tsuchiya				○	○	○		
Takahiro Ishii		○		○				○
Kazuhiro Suto		○	○					○
Takayuki Ishimoto		○	○					○
Yoichi Nagahama	○	○			○			
Katsuyuki Kawai					○	○	○	
Hiroaki Watanabe			○			○		○
Tomoko Senoo					○		○	○
Hiroshi Miyagawa					○		○	
Yuki Mukaeda						○	○	○

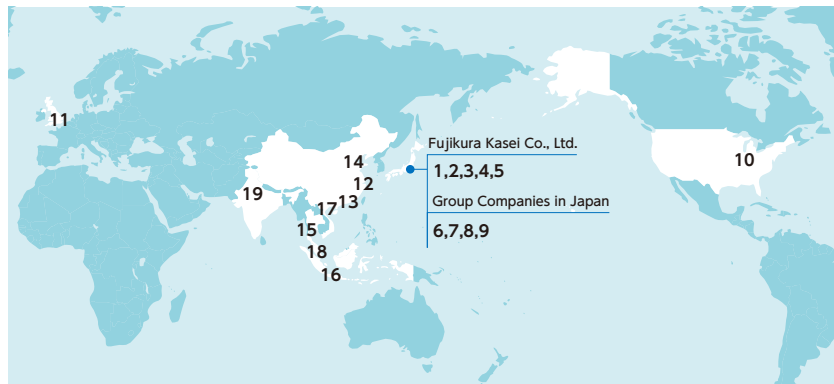
*The above shows up to three areas that are particularly expected of each candidate director.

● Reasons for selecting each skill

Corporate management & business strategy	Corporate management experience and business achievements are needed. Additionally, such skills and knowledge are needed to formulate growth strategies for enhancement of corporate value.
Technology & manufacturing	Abundant technical knowledge accumulated through the development of new technologies, and skills and knowledge concerning the manufacturing of people- and environment-friendly products are needed.
Global leadership	To maximize the results of our global expansion, the experience of serving as a representative of an overseas subsidiary or equivalent position, and the skills and knowledge of managing a business overseas, are needed.
Financial affairs & accounting	To maximize our corporate value based on the efficient operation of capital, financial and accounting skills and knowledge are needed to formulate financial and capital strategies toward building a resilient financial foundation, promotion of growth investments, and strengthening of shareholder returns.
Legal affairs and compliance	For our company to strengthen the effectiveness of managing and supervising the entire Group, knowledge of legal affairs and skills and knowledge in the risk management area are needed.
Knowledge of other industries	It is necessary to listen to the views of knowledgeable persons in other industries and acquire knowledge beyond corporate and organizational bounds from the perspective of diversity and other such aspects.
ESG & social contribution	Skills and knowledge in this area need to be strengthened.

Overview of the Fujikura Kasei Group

Group Company Network



Fujikura Kasei Co., Ltd.

1. Head Office

6-15, Shibakoen 2-chome,
Minato-ku, Tokyo
105-0011

[Main businesses]
Business
management,
sales



2. Sano Plant

Sakaecho 12-1, Sano-shi,
Tochigi
327-0816

[Main businesses]
Manufacture of coatings for
plastics, architectural coatings,
conductive coatings, functional
polymers/polymers and resins,
delivery management



3. R&D Center

13-1, Sakurada, 5-chome,
Kuki-shi, Saitama
340-0203

[Main businesses]
Development of
technologies and products



4. Nagoya Branch

Sanbanwarinaka 3-banchi,
Nawa-machi, Tokai-shi,
Aichi 476-0002

[Main businesses]
Color matching and sales
of coatings for plastics,
delivery management



5. Kuki Logistics Center

1205, Takayanagi, Kuki-shi,
Saitama
349-1125

[Main businesses]
Color matching of coatings
for plastics, delivery
management



Group Companies in Japan

6. Fujichemi Tokyo Co., Ltd.

Nihonbashi Horidomecho First 5F, 1-2-10
Nihonbashi Horidomecho, Chuo-ku,
Tokyo

[Main business]
Sales and construction management of
architectural coatings



7. Fujichemi Kinki Co., Ltd.

Nichirei Tenmabashi Bldg. 1F, 1-3-21
Tenma, Kita-ku, Osaka-shi, Osaka

[Main business]
Manufacture, sales and construction
management of architectural coatings;
manufacture and sales of coatings for
plastics; sales of electroconductive
coatings and polymers/resins



8. Fuji Chemical Co., Ltd.

2-3-10 Aratsu, Chuo-ku, Fukuoka-shi,
Fukuoka

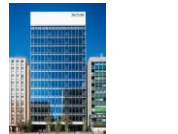
[Main business]
Manufacture, sales and construction
management of architectural coatings



9. Tohkoh Jushi Co., Ltd

PMO 10F Tamachi, 5-31-17 Shiba,
Minato-ku, Tokyo

[Main business]
Sales of raw materials for synthetic
resins; sales of processed items



Group Companies Overseas

10. Red Spot Paint & Varnish Co., Inc.

1107 East Louisiana St., Evansville,
Indiana 47711 U.S.A.

[Main business]
Development, manufacture and sales of
coatings for plastics



11. Fujichem Sonneborn Ltd.

Jaxa Industrial Finishes 91-95 Peregrine
Road, Hainault, Ilford Essex, IG6 3XH
England

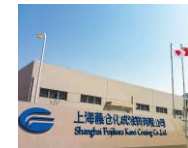
[Main business]
Development, manufacture and sales of
coatings for plastics



12. Shanghai Fujikura Kasei Coating Co., Ltd.

No.177 Yingong Road, Fengxian district,
Shanghai 201417, China

[Main businesses]
Manufacture and sales of coatings for
plastics



13. Fujikura Kasei (Foshan) Coating Co., Ltd.

Room No. E317/318 (Second Region)
JiaXin City Plaza, Xingshun Road,
Daliang Town, Shunde District, Foshan
City, Guangdong Province, China 528300

[Main businesses]
Manufacture and sales of coatings for
plastics



14. Fujikura Kasei Coating (Tianjin) Co., Ltd.

Room 2706, Teda Central Hotel,
No.16, 3rd Avenue, Teda, Tianjin,
China 300457

[Main businesses]
Manufacture and sales of coatings for
plastics



15. Fujikura Kasei (Thailand) Co., Ltd.

88/69 Asia Industrial Estate
Suvarnabhumi (AIES) Moo 4, Khlongsuan,
Bangbo, Samutprakarn 10560 Thailand

[Main business]
Manufacture and sales of coatings for
plastics; sales of architectural coatings
and electroconductive coatings



16. PT. Fujikura Kasei Indonesia

Kawasan Industri Jatake, Jl. Industri 3,
Blok AC No. 68, Bunder, Cikupa,
Tangerang, Banten, Indonesia 15710

[Main business]
Manufacture and sales of coatings for
plastics



17. Fujikura Kasei Vietnam Co., Ltd.

Plot 13.1, Road no.10, Cam Dien-Luong
Dien Industrial Park,
Luong Dien Commune, Cam Giang
District, Hai Duong Province, Vietnam

[Main business]
Manufacture and sales of coatings for
plastics



18. Fujikura Kasei Malaysia Sdn. Bhd.

No.2, Jalan Palam 34/18A, Taman
Perindustrian Pak Chun, 40470 Shah
Alam, Selangor Darul Ehsan, Malaysia.

[Main business]
Manufacture and sales of coatings for
plastics



19. Fujikura Kasei Coating India Private Ltd.

Plot No. 201-202, 225-226, Sector-9,
Phase-3, IMT-BAWAL, 123501, Haryana,
India

[Main business]
Manufacture and sales of coatings for
plastics



Company information

Business overview

In addition to the paints and resin materials, which have been at the core of our business since our founding, the Fujikura Kasei Group has expanded its business domain to include products related to in vitro diagnostics.

The Coatings for Plastics Business focuses on coating materials for plastic substrates, serving a wide range of industries such as automotive parts, home appliances, cosmetic containers, and hobby products.

The Architectural Coatings Business specializes in exterior paints for residential housing, offering comprehensive solutions from new construction to repainting and renovation projects.

The Electronics Materials Business, under the Dotite® brand, supplies a variety of electroconductive resin materials—including pastes, adhesives, and shielding agents—to the electrical and electronics industries.

The Functional Polymers/Polymers & Resins Business handles resin-based materials, expanding into diverse markets including pressure-sensitive adhesives, toner resins, molding materials, electronic component materials, and medical materials.

The Synthetic Resins Business, operated by a Group subsidiary, sells synthetic resin raw materials and processed resin products.

Profile

■ **Founding** September 22, 1938 (Fujikura Kasei Co., Ltd.)

■ **No. of employees (as of March 31, 2025)** 1,222 (437 in Fujikura Kasei alone)

■ **Capital related information (as of March 31, 2025)**

- Capital: 5.352 billion yen
- No. of issued shares: 30,850,000
- No. of shareholders: 5,607
(excl. shareholders owning shares of less than one unit)
- Major shareholder: Fujikura, Ltd.

■ **Consolidated financial information**
(for the term ended March 2025)

- Total assets: 59.048 billion yen
- Net assets: 43.196 billion yen
- Capital ratio: 69.3%
- Book value per share: 1,367 yen

■ **Consolidated R&D related information**
(for the term ended March 2025)

- R&D expenses: 2.902 billion yen
- Percentage of sales: 5.23%

Editorial policy

Editorial policy (regarding the publication of the Sustainability Report)

This Sustainability Report covers the Fujikura Kasei Group (on a consolidated basis), which conducts business both in Japan and overseas. It provides stakeholders with a comprehensive overview of our performance, management policies, and business strategies aimed at medium- to long-term value creation, integrating both financial and non-financial information.

Scope of coverage

This report covers the business activities of Fujikura Kasei Co., Ltd. and its group companies.

Reporting period

Mainly from April 1, 2024, to March 31, 2025

Note: Some information includes ongoing initiatives and specific activities outside the stated period.

Reference guidelines

This report has been prepared with reference to the following guidelines:

- ISO 26000 (International Organization for Standardization): Guidance on Social Responsibility
- United Nations Global Compact
- GRI (Global Reporting Initiative): Sustainability Reporting Standards
- SASB Standards
- Ministry of Economy, Trade and Industry (METI): Guidance for Collaborative Value Creation

Information on our sustainability website

- ☑ For the latest information, please visit the Sustainability section of our corporate website.

