Relevant

SDGs

Value Creation Process

Management Philosophy

"To become a world leader as a general manufacturer of oil-less bearings and serve society through technology"

Long-Term Vision

In order to fulfill our management philosophy, we intend to be:

- · A company that contributes to the preservation of the global environment and delivers safety, security and comfort through the products and technologies required by the world
- · A market-creating company that pursues tribology technology (friction, wear, lubrication) and damping technology (vibration control) to create oneof-a-kind products
- A company that fulfills its corporate social responsibility (CSR) and helps realize a sustainable society through business with high social contribution











15 UFE ON LAND









Social Issues

Increasing risk of climate change

Financial Need for continuous technological innovation

Stable Financial Base

Consolidated total assets: 85.5 billion yen Consolidated net assets: 66.6 billion yen Capital asset ratio: 77.2%

INPUT (Strengths)*

Global Business Development

Number of domestic production bases: 13

Number of overseas production bases: 6

Capital investment: 3.4 billion yen

Declining birthrate, aging population and decreasing workforce



Global Human Resources (Japan, Europe, North and South America,

China Asia) Group employees: 2,506 Employees of domestic subsidiaries: 598

Employees of overseas subsidiaries: 838

Transition to a new mobility society



Increasing natural disasters and rising risk of infectious diseases

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Natural

High R&D and Technological Capabilities Based on Two Core Technologies

Number of domestic and overseas industrial property rights: 2,490 R&D expenses: 2.4 billion yen R&D and Engineering Departments: 187 employees

Environmentally Friendly Use of Energy and Water

Total energy input: 651,032 GJ Water consumption: 202,000 m3

(Japan, Europe, North and South America, China, Asia) Number of consolidated subsidiaries: 16

Developing Original Materials and Applications

by the R&D and Engineering Departments

Dealing with Customers

through collaboration among the Sales, Engineering and R&D Departments

Pursuit of two core technologies

Tribology

Damping

Respect for Diversity of **Employees**

Human Resource

Development and

Improving the

Reliability

of product quality

Production System

that promotes quality improvement, cost reduction and work safety, as well as automation using IoT

Promoting CSR

to create a sustainable society

Risk Management and Compliance

Sustainable Investment in Management Resources

OUTPUT*

•Oil-less bearings that reduce the

Products

 Seismic Isolators and vibration control devices that reduce damage from major earthquakes

conditioning

Operating Results

Consolidated net sales: 59.9 billion yen

Promoting Diversity

Ratio of female employees in the Group: 24.8 %

Environment

CO₂ emissions: **30,893** t-CO₂

Contributed to the Creation of

a Sustainable Society

Reduced environmental

impact (decreased

greenhouse gases)

OUTCOME

environmental impact

· Architectural devices that provide not only safety from fire but also healthy air

Consolidated operating profit:

5.9 billion yen Operating cash flow: 5.9 billion yen

A safe, secure and comfortable society

A better environment in which employees can have a sense of fulfillment in their work

Nature

Financial

Results

Human

Resources

*Data as of March 31, 2022 or FY2021