

Supporting today, changing tomorrow



C.I. TAKIRON

Annual Report 2021

(2020.4.1~2021.3.31)

C.I. TAKIRON Corporation

Annual Report 2021

For the Fiscal Year Ended March 31, 2021

(This document adopts the format of Annual Select®.)

C.I. TAKIRON Corporation

NORTH GATE BUILDING, 3-1-3, Umeda, Kita-ku, Osaka

(Securities Code: 4215)

Contact us via email from the following website:

<https://www.takiron-ci.co.jp/english/>

【Group Corporate Philosophy】

Mission

Creating a people- and earth-friendly future

That is to say, we will carry on fulfilling our responsibility and role in people's lives and the global environment. And to do so, we will tap into the various business resources we have built over the years. Since our founding in 1919, the C.I. Takiron Group has been supporting people's daily lives and creating a better tomorrow, and we will continue to be a corporate group that provides peace of mind and comfort for the future.

Aspired Corporate Culture

Pride in our accumulated value and the courage to transform

These are things that are important for us to have in order to achieve our Mission. While remaining proud of the fact that we have refined our technology and built up trust over the past 100 years, we will continue to nurture a corporate culture that never settles for the status quo, is willing to transform, and always has the courage to boldly take on new challenges.

【Corporate Message】

Supporting today, changing tomorrow

I. Summary of Selected Financial Data (Consolidated)

Year ended March 31,	122 nd fiscal year 2017	123 rd fiscal year 2018	124 th fiscal year 2019	125 th fiscal year 2020	126 th fiscal year 2021
Net sales (Millions of yen)	75,118	147,805	150,650	139,432	134,470
Ordinary profit (Millions of yen)	4,519	8,204	9,200	7,611	8,807
Profit attributable to owners of parent (Millions of yen)	2,695	6,579	6,391	13,091	5,332
Comprehensive income (Millions of yen)	3,962	7,351	6,474	11,685	7,846
Net assets (Millions of yen)	49,435	69,909	74,310	82,840	87,367
Total assets (Millions of yen)	88,997	141,116	138,251	144,956	142,743
Net assets per share (Yen)	685.44	700.99	746.42	835.82	880.28
Basic earnings per share (Yen)	37.95	67.49	65.62	134.47	54.77
Diluted earnings per share (Yen)	–	–	–	–	–
Equity ratio (%)	54.7	48.4	52.6	56.1	60.0
Return on equity (ROE) (%)	5.7	9.6	8.8	17.0	6.4
Price earnings ratio (PER) (Times)	15.3	10.3	9.1	4.5	12.4
Net cash provided by (used in) operating activities (Millions of yen)	6,579	9,328	9,805	11,017	4,365
Net cash provided by (used in) investing activities (Millions of yen)	(2,537)	(1,575)	(9,620)	(5,922)	(2,191)
Net cash provided by (used in) financing activities (Millions of yen)	(1,749)	(9,160)	(9,160)	(3,115)	(4,292)
Cash and cash equivalents at end of period (Millions of yen)	16,046	15,800	6,835	8,746	6,712
Number of employees [Separately, average number of temporary employees] (Persons)	1,889 [497]	3,369 [750]	3,412 [718]	3,369 [687]	3,299 [690]

- (Notes)
1. Net sales do not include consumption taxes.
 2. Diluted earnings per share is not presented since there were no potential shares.
 3. The Company carried out an absorption-type merger on April 1, 2017, with the Company as the surviving company and C. I. Kasei Company, Limited as the extinct company. This merger falls under a reverse acquisition for the purpose of accounting for business combinations and as such the Company is the acquiree and C. I. Kasei Company, Limited is the acquirer. Accordingly, the fair value of the assets and liabilities recorded in the Company's consolidated financial statements was measured immediately before the merger, and has been transferred to C. I. Kasei Company, Limited's consolidated balance sheets. Due to this, continuity has been lost between the balance at the end of the fiscal year ended March 31, 2017 and the balance at the end of the fiscal year ended March 31, 2018. As a result, there is a significant difference when comparing the Selected Financial Data figures for the 123rd fiscal year onward with figures from the 122nd fiscal year or before.
 4. The Group has applied the "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) and relevant Guidances effective from the beginning of the 124th fiscal year. The Selected Financial Data pertaining to the 123rd fiscal year consists of figures that have been adjusted retrospectively to reflect the aforementioned accounting standard, etc.

II. Message from the President

“Creating a people- and earth-friendly future”



Kazuya Saito
Representative Director
President

In 2021, the C.I. Takiron Group formulated a new Group Corporate Philosophy in line with its ambition as a corporate group that continues to be trusted and needed by society.

【Group Corporate Philosophy】

Mission : **Creating a people- and earth-friendly future**

Aspired corporate culture : **Pride in our accumulated value and the courage to transform**

Since its founding in 1919, the C.I. Takiron Group has worked to support people’s life today and change society tomorrow. We will continue to be a corporate group that creates the value of “Peace of mind and Comfort” for the future.

We are required to take even stronger action for today’s growing social and environmental challenges. The C.I. Takiron Group has put the first priority for “Solve social issues” in its medium-term management plan “Commit to Transformation 2023 (CX2023)” that it started in 2021. Through our business activities, we will tackle various social issues as represented by SDGs such as decarbonization, climate change, water resources, food issues, and human rights. We have a century-long history of solving actual social issues. We will contribute to the realization of a sustainable society by responding to changes in the world and continuing to pursue new possibilities by making full use of the technology of the C.I. Takiron Group.

We sincerely appreciate your continued support.

III. Business Progress and Results

In the Japanese economy in the fiscal year under review, although the economy was picking up while raising the level of socioeconomic activities amid the significant impact of the novel coronavirus disease (COVID-19) pandemic, the outlook remains uncertain due to a resurgence in the number of infections. Against this background, the Group has implemented measures in the final fiscal year of its medium-term management plan, “Good Chemistry Good Growth 2020,” to maximize beneficial effects of the merger and enhance the growth and profit-earning capability of the entire Group, and focused on system enhancements for steady growth in the future.

As a result, the Company reported the following results for the fiscal year ended March 31, 2021. Net sales amounted to ¥134,470 million (down 3.6% year on year), operating profit amounted to ¥8,511 million (up 15.4% year on year), ordinary profit amounted to ¥8,807 million (up 15.7% year on year), and profit attributable to owners of parent amounted to ¥5,332 million (down 59.3% year on year), due to a negative rebound effect following the recording of extraordinary income in the previous fiscal year as a result of the transfer of non-current assets at a consolidated subsidiary of the Company.

Operating results by business segment are as follows.

Construction Materials Business Segment

In the Housing Materials Business, sales of its mainstay polycarbonate daylighting building materials and housing materials decreased as a result of a slump in new housing construction projects despite continued steady sales for home centers due to demand from people staying at home in response to the COVID-19 pandemic. As the other negative factor, in the Commercial Signage Business, the demand for commercial facilities significantly shrank due to the impact from users reducing advertising expenses. As a result, the Housing Materials Business recorded lower sales on a year-on-year basis.

In the Flooring and Decorative Materials Business, sales of the flooring department decreased as a result of the large impact from cancellations or postponements of apartment building renovation projects caused by the COVID-19 pandemic. The decorative materials department also recorded a significant drop in sales of products for construction projects in Japan and, despite the recovery trend in some areas overseas, there were no signs of a recovery in the North American and Chinese markets. Accordingly, the Flooring and Decorative Materials Business recorded significantly lower sales on a year-on-year basis.

As a result, net sales of the Construction Materials Business segment was ¥42,147 million (down 9.0% year on year), and operating profit was ¥2,069 million (down 38.0% year on year).

Environmental Materials Business Segment

In the Agricultural Materials Business, despite the rush in demand ahead of the price increase of some materials for plastic greenhouses at the end of the fiscal year and other factors, demand has not fully recovered overall due to the impact of the pull-back following the special demand caused by wind damage in the previous year, manufacturers refraining from purchasing due to the COVID-19 pandemic, delays or

postponements of business projects, etc., and sales of film for agriculture and plastic greenhouse-related materials decreased.

In the Infrastructure Materials Business, although sales decreased slightly due to the continued impact of construction delays caused by the COVID-19 pandemic and heavy snowfall, sales for disaster-recovery demand and pipe rehabilitation work were steady and sales of Hawer pipes for large projects were favorable. Accordingly, profits grew considerably.

As a result, net sales of the Environmental Materials Business segment was ¥54,930 million (down 1.3% year on year), and operating profit was ¥2,329 million (up 68.7% year on year).

High Functional Materials Business Segment

In the High Functional Materials Business, sales of its mainstay industrial plates recovered quickly due to increased demand for semiconductor manufacturing equipment. Sales of PET plates also continued to be favorable, mainly for panels for blocking airborne droplets. Sales of nanomaterials grew, driven by strong demand for telecommunications equipment and data center facilities. However, despite signs of a pickup for some products of polycarbonate sheets for optical applications and eyeglass frame materials, the High Functional Materials Business recorded lower sales as a result of the impact of the COVID-19 pandemic. As a result, net sales in the High Functional Materials Business segment was ¥17,478 million (up 1.2% year on year) and operating profit was ¥1,803 million (up 37.3% year on year).

Specialty Films Business Segment

In the BONSET Business, sales decreased due to difficult conditions regarding sales of shrinkable film in Japan and the European market despite the demand in the North American market from people staying at home in response to the COVID-19 pandemic.

Sales in the SANZIP Business increased as sales of re-closable zipper tape were firm, mainly in Japan, Asia, Europe and America.

As a result, net sales in the Specialty Films Business segment was ¥19,464 million (down 1.1% year on year), and operating profit was ¥1,984 million (up 71.7% year on year).

Net Sales and Operating Profit by Business Segment

(Millions of yen)

	Fiscal year ended March 31, 2020		Fiscal year ended March 31, 2021	
	Net sales	Operating profit	Net sales	Operating profit
Construction Materials Business	46,310	3,338	42,147	2,069
Environmental Materials Business	55,639	1,381	54,930	2,329
High Functional Materials Business	17,267	1,313	17,478	1,803
Specialty Films Business	19,684	1,155	19,464	1,984
Other	531	66	448	47
Adjustment	–	117	–	277
Total	139,432	7,372	134,470	8,511

- (Notes)
1. The “Other” category is a business segment not included in reportable segments under which operations such as sales of test machines are classified.
 2. The adjustment to operating profit represents corporate expenses not allocated to each segment.
 3. Total operating profit corresponds to operating profit of Consolidated Statements of Income.

IV. Corporate Governance

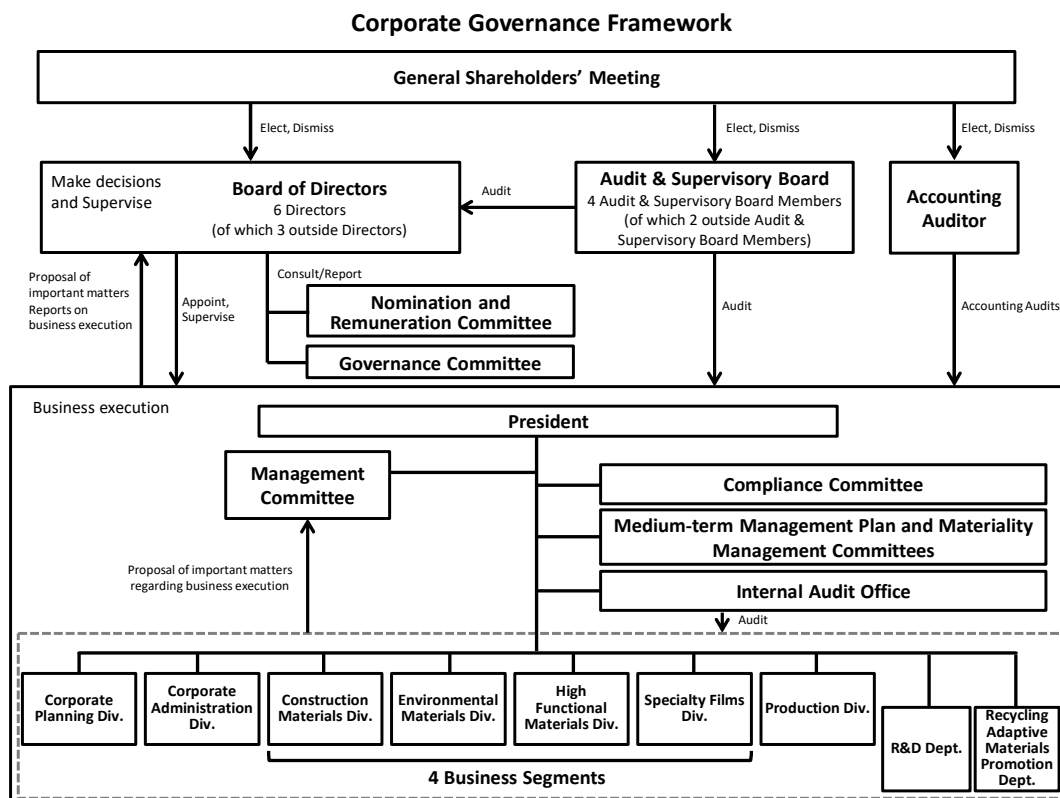
Basic Approach to Corporate Governance

C.I. TAKIRON Corporation regards strengthening corporate governance as a management issue of primary importance in order to improve management efficiency and transparency, earn the trust of all stakeholders including shareholders, and continuously improve corporate value.

Reasons for Implementation of Corporate Governance Framework

C.I. TAKIRON Corporation employs the corporate governance framework of a company with audit and supervisory board members. Three of the directors are outside directors with specialist knowledge, experience and an independent perspective, in order to provide advice from an external viewpoint and enhance deliberations by the directors while also monitoring and supervising the execution of their duties. Alongside auditing with respect to legality by the audit and supervisory board members and the Audit & Supervisory Board, efforts are also made to strengthen governance.

C.I. TAKIRON Corporation's corporate governance framework is as shown in the diagram below.



V. Consolidated Financial Statements

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2020	As of March 31, 2021
Assets		
Current assets		
Cash and deposits	8,746	6,712
Notes and accounts receivable - trade	38,036	37,092
Electronically recorded monetary claims - operating	7,182	9,093
Merchandise and finished goods	13,779	13,337
Work in process	3,435	3,694
Raw materials and supplies	5,431	5,800
Deposits paid	12,220	9,897
Other	1,378	2,994
Allowance for doubtful accounts	(46)	(38)
Total current assets	90,165	88,584
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	15,604	15,235
Machinery, equipment and vehicles, net	9,272	10,248
Land	12,903	12,904
Leased assets, net	294	247
Construction in progress	1,909	873
Other, net	2,039	2,437
Total property, plant and equipment	42,023	41,947
Intangible assets	2,956	2,661
Investments and other assets		
Investment securities	3,274	4,052
Deferred tax assets	3,598	2,776
Retirement benefit asset	22	24
Other	2,917	2,699
Allowance for doubtful accounts	(2)	(2)
Total investments and other assets	9,810	9,550
Total non-current assets	54,790	54,158
Total assets	144,956	142,743

(Millions of yen)

	As of March 31, 2020	As of March 31, 2021
Liabilities		
Current liabilities		
Notes and accounts payable - trade	25,854	24,392
Electronically recorded obligations - operating	4,488	4,120
Short-term borrowings	5,085	4,034
Lease obligations	303	285
Income taxes payable	4,854	978
Accrued consumption taxes	684	1,202
Provision for bonuses	2,204	2,178
Provision for bonuses for directors (and other officers)	262	180
Notes payable - facilities	423	207
Other	5,523	7,258
Total current liabilities	49,683	44,839
Non-current liabilities		
Long-term borrowings	–	404
Lease obligations	1,066	1,478
Deferred tax liabilities	476	762
Provision for product warranties	–	195
Provision for share awards	50	60
Retirement benefit liability	8,986	5,758
Asset retirement obligations	157	158
Other	1,695	1,717
Total non-current liabilities	12,432	10,535
Total liabilities	62,115	55,375
Net assets		
Shareholders' equity		
Share capital	15,189	15,189
Capital surplus	30,981	30,981
Retained earnings	36,738	38,757
Treasury shares	(100)	(86)
Total shareholders' equity	82,808	84,840
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	(530)	499
Deferred gains or losses on hedges	(3)	(0)
Foreign currency translation adjustment	(536)	(157)
Remeasurements of defined benefit plans	(376)	524
Total accumulated other comprehensive income	(1,446)	866
Non-controlling interests	1,478	1,660
Total net assets	82,840	87,367
Total liabilities and net assets	144,956	142,743

**(2) Consolidated Statements of Income and
Consolidated Statements of Comprehensive Income**

(Consolidated Statements of Income)

(Millions of yen)

	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Net sales	139,432	134,470
Cost of sales	100,632	95,456
Gross profit	38,799	39,013
Selling, general and administrative expenses	31,427	30,502
Operating profit	7,372	8,511
Non-operating income		
Interest income	12	23
Dividend income	142	109
Rental income	155	146
Subsidy income	68	68
Other	394	330
Total non-operating income	772	679
Non-operating expenses		
Interest expenses	112	59
Sales discounts	57	55
Rental costs	98	89
Foreign exchange losses	55	28
Restructuring loss	91	-
Other	118	150
Total non-operating expenses	534	382
Ordinary profit	7,611	8,807
Extraordinary income		
Gain on sale of non-current assets	12,331	9
Gain on sale of investment securities	59	305
Gain on sale of businesses	78	-
Total extraordinary income	12,470	315
Extraordinary losses		
Loss on disposal of non-current assets	258	86
Impairment losses	757	469
Loss on sale of investment securities	0	1
Loss on valuation of investment securities	46	363
Loss on valuation of golf club membership	3	0
Loss on liquidation of business	-	305
Provision for product warranties	-	195
Total extraordinary losses	1,065	1,422
Profit before income taxes	19,015	7,700
Income taxes - current	5,754	1,841
Income taxes - deferred	81	348
Total income taxes	5,835	2,189
Profit	13,180	5,510
Profit attributable to non-controlling interests	88	178
Profit attributable to owners of parent	13,091	5,332

(Consolidated Statements of Comprehensive Income)

(Millions of yen)

	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Profit	13,180	5,510
Other comprehensive income		
Valuation difference on available-for-sale securities	(548)	1,030
Deferred gains or losses on hedges	(4)	3
Foreign currency translation adjustment	(274)	401
Remeasurements of defined benefit plans, net of tax	(667)	900
Total other comprehensive income	(1,494)	2,335
Comprehensive income	11,685	7,846
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	11,623	7,645
Comprehensive income attributable to non-controlling interests	62	200

(3) Consolidated Statements of Changes in Net Assets

Fiscal year ended March 31, 2020

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	15,189	30,978	26,571	(80)	72,658
Changes during period					
Dividends of surplus			(2,924)		(2,924)
Profit attributable to owners of parent			13,091		13,091
Purchase of treasury shares				(21)	(21)
Disposal of treasury shares				1	1
Change in ownership interest of parent due to transactions with non-controlling interests		2			2
Net changes in items other than shareholders' equity					-
Total changes during period	-	2	10,167	(19)	10,150
Balance at end of period	15,189	30,981	36,738	(100)	82,808

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	13	0	(282)	290	22	1,629	74,310
Changes during period							
Dividends of surplus							(2,924)
Profit attributable to owners of parent							13,091
Purchase of treasury shares							(21)
Disposal of treasury shares							1
Change in ownership interest of parent due to transactions with non-controlling interests							2
Net changes in items other than shareholders' equity	(543)	(4)	(254)	(666)	(1,468)	(151)	(1,620)
Total changes during period	(543)	(4)	(254)	(666)	(1,468)	(151)	8,530
Balance at end of period	(530)	(3)	(536)	(376)	(1,446)	1,478	82,840

Fiscal year ended March 31, 2021

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	15,189	30,981	36,738	(100)	82,808
Changes during period					
Dividends of surplus			(3,314)		(3,314)
Profit attributable to owners of parent			5,332		5,332
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares				13	13
Net changes in items other than shareholders' equity					-
Total changes during period	-	-	2,018	13	2,032
Balance at end of period	15,189	30,981	38,757	(86)	84,840

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	(530)	(3)	(536)	(376)	(1,446)	1,478	82,840
Changes during period							
Dividends of surplus							(3,314)
Profit attributable to owners of parent							5,332
Purchase of treasury shares							(0)
Disposal of treasury shares							13
Net changes in items other than shareholders' equity	1,029	3	379	901	2,312	181	2,494
Total changes during period	1,029	3	379	901	2,312	181	4,526
Balance at end of period	499	(0)	(157)	524	866	1,660	87,367

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Cash flows from operating activities		
Profit before income taxes	19,015	7,700
Depreciation	4,682	5,378
Impairment losses	757	469
Increase (decrease) in provision for bonuses	67	(36)
Increase (decrease) in retirement benefit liability	(902)	(2,201)
Interest and dividend income	(154)	(133)
Interest expenses	112	59
Loss (gain) on sale of investment securities	(59)	(303)
Loss (gain) on valuation of investment securities	46	363
Loss (gain) on disposal of non-current assets	(12,073)	76
Decrease (increase) in trade receivables	8,140	(834)
Decrease (increase) in inventories	(267)	(12)
Increase (decrease) in trade payables	(5,989)	(1,415)
Payments for accounts payable - other resulting from transition to defined contribution pension plan	(509)	–
Increase (decrease) in provision for product warranties	–	195
Loss (gain) on sale of businesses	(78)	–
Restructuring loss	91	–
Other, net	418	2,487
Subtotal	13,298	11,793
Interest and dividends received	154	133
Interest paid	(118)	(48)
Income taxes paid	(2,316)	(7,512)
Net cash provided by (used in) operating activities	11,017	4,365
Cash flows from investing activities		
Purchase of property, plant and equipment	(10,433)	(4,817)
Proceeds from sale of property, plant and equipment	15,159	18
Purchase of intangible assets	(936)	(427)
Purchase of investment securities	(490)	(13)
Proceeds from sale of investment securities	109	551
Proceeds from sale of businesses	95	–
Decrease (increase) in deposits paid	(9,004)	2,322
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	–	25
Other, net	(421)	149
Net cash provided by (used in) investing activities	(5,922)	(2,191)

(Millions of yen)

	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	299	(1,108)
Proceeds from long-term borrowings	–	375
Repayments of long-term borrowings	(15)	–
Repayments of lease obligations	(243)	(198)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(99)	–
Purchase of treasury shares	(21)	(0)
Dividends paid	(2,924)	(3,314)
Dividends paid to non-controlling interests	(111)	(46)
Net cash provided by (used in) financing activities	(3,115)	(4,292)
Effect of exchange rate change on cash and cash equivalents	(68)	83
Net increase (decrease) in cash and cash equivalents	1,911	(2,034)
Cash and cash equivalents at beginning of period	6,835	8,746
Cash and cash equivalents at end of period	8,746	6,712

VI. Company Information

Company Information (as of March 31, 2021)

Trade name:	C.I. TAKIRON Corporation
Date of establishment:	December 1935
Listing date:	October 1961
Business year:	From April 1 to March 31
Share capital:	¥15,189 million
Number of employees:	3,989 (including 690 temporary employees; on a consolidated basis)
Head office:	NORTH GATE BUILDING, 3-1-3, Umeda, Kita-ku, Osaka, 530-0001 Japan
Telephone:	+81-6-6453-3700
Consolidated subsidiaries:	SANWA SIGNWORKS CO., LTD. TAKIRON KC HOME IMPROVEMENT CO., LTD. NIPPON POLYESTER CO., LTD. BONLEX EUROPE S.R.L. TAKIRON MATEX CO., LTD. HOKKAIDO SANPLUS CO., LTD. YOKOBI CO., LTD. C.I. AGRO CO., LTD. C.I. MATEX CORPORATION SHANGHAI C.I. KASEI TRADING COMPANY LTD. PT. TAKIRON INDONESIA DAILITE CO., LTD. DAIPLA CORPORATION TAKIRON ENGINEERING CO., LTD. TAKIRON-ROWLAND LIMITED TAKIRON POLYMER CO., LTD. CIK NANOTEK CORPORATION TAKIRON PLASTICS (CHANGZHOU) CO., LTD. MAVERIQ PARTNERS INC. TAKIRON TECH CO., LTD. SHANGHAI CIK ELECTRONICS CO., LTD. BONPACK CO., LTD. BONSET AMERICA CORPORATION BONSET LATIN AMERICA S.A. SHANGHAI SANPLUS PLASTIC CO., LTD. C.I. TAKIRON LOGISTICS CO., LTD. DAIPLA WINTES CO., LTD.

- (Notes) 1. During the fiscal year ended March 31, 2021, the Company acquired shares of MAVERIQ PARTNERS INC. and made it a consolidated subsidiary.
2. On April 1, 2021, TAKIRON KC HOME IMPROVEMENT CO., LTD. changed its trade name to C.I. TAKIRONPLUS CORPORATION after becoming the succeeding company in the Company's company split of a part of the sales business relating to the construction materials area of the housing construction materials division.
3. On April 1, 2021, DAIPLA CORPORATION changed its trade name to C.I. TAKIRON CIVIL CORPORATION after conducting an absorption-type merger of TAKIRON ENGINEERING CO., LTD., and then becoming the succeeding company in C.I. MATEX CORPORATION's company split of its civil engineering division.

Directors and Audit & Supervisory Board Members (as of June 25, 2021)

Representative Director President	Kazuya Saito
Director Senior Managing Executive Officer	Takahisa Miyake
Director Senior Managing Executive Officer	Akihiro Ueda
Director*	Mune Iwamoto
Director*	Kenichi Hatano
Director*	Yoshiko Kosaka

Audit & Supervisory Board Member	Toshiro Okajima
Audit & Supervisory Board Member	Kenji Takai
Audit & Supervisory Board Member**	Masako Osuna
Audit & Supervisory Board Member**	Takashi Araki

Managing Executive Officer	Hideharu Iwasaki
Managing Executive Officer	Toshio Tamaki
Managing Executive Officer	Yukihiro Iwata
Managing Executive Officer	Hironori Kikuchi
Managing Executive Officer	Hidehiro Shima
Managing Executive Officer	Hiroji Kimura
Executive Officer	Tsutoshi Miki
Executive Officer	Kenji Matsui
Executive Officer	Kenji Watanabe
Executive Officer	Yukio Hiraiwa
Executive Officer	Ryojiro Ogawa
Executive Officer	Akihiko Shiraishi
Executive Officer	Takashi Yamasaki

* Outside Director ** Outside Audit & Supervisory Board Member

Stock Status (as of March 31, 2021)

Total number of authorized shares: 220,000,000 shares
Total number of issued shares: 97,500,000 shares
Number of shareholders
(excluding shareholders holding shares less than one unit (100 shares)): 7,311

Major shareholders (Top 10)

Shareholder name	Number of shares held (Thousands)	Share-holding ratio to number of issued shares (excluding treasury shares) (%)
ITOCHU Corporation	54,142	55.54
The Master Trust Bank of Japan, Ltd. [trust fund]	3,253	3.34
Custody Bank of Japan, Ltd. [trust fund]	2,092	2.15
Sekisui Jushi Corporation	1,439	1.48
Nippon Life Insurance Company	1,384	1.42
Kaneka Corporation	1,318	1.35
Tosoh Corporation	1,070	1.10
C.I. TAKIRON Employee Stock Ownership Association	993	1.02
DFA INTL SMALL CAP VALUE PORTFOLIO (Standing proxy: Citibank, N.A., Tokyo Branch)	975	1.00
Watanabe Pipe Co., Ltd.	874	0.90

(Note) Of the shares held above, the number of shares related to trust business is as follows:

The Master Trust Bank of Japan, Ltd. [trust fund] 3,253 thousand shares
Custody Bank of Japan, Ltd. [trust fund] 2,092 thousand shares

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