

## Key Management Resources

In addition to financial capital, we regard manufactured capital (such as factories and production facilities), diverse human capital, intellectual capital (including research & development capabilities and intellectual property), social capital (e.g., global brand capability) and natural capital (such as energy resources) as key management resources.

In this section, we provide a brief discussion of our approach to the different types of capital, and their current status.

### Financial Capital (financial position)

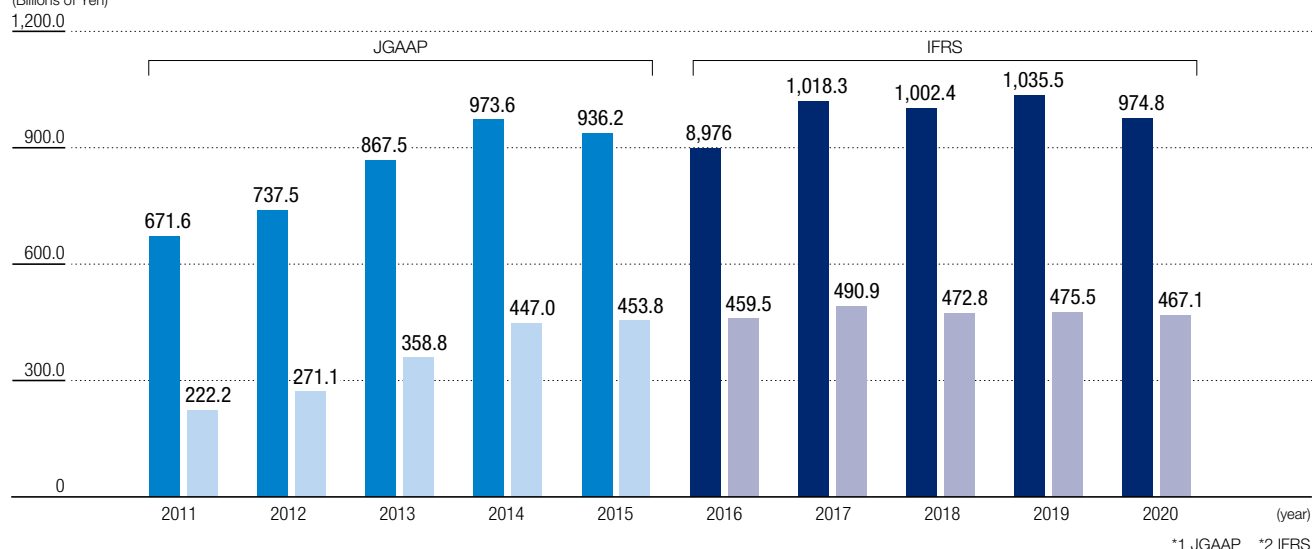
For the Group, sound financial capital is a key management resource that supports sustainable growth.

Total assets at the end of fiscal 2020 were ¥974.8 billion and total equity was ¥467.1 billion.

#### Total Assets / Net Assets, Total Equity

■ Total assets\*1 ■ Net assets\*1  
■ Total assets\*2 ■ Total equity\*2

(Billions of Yen)



### Financial Position

Total assets at the end of fiscal 2020 were ¥974.8 billion, a decrease of ¥60.7 billion from the end of the previous fiscal year.

Current assets fell ¥23.4 billion due to declines in inventories, while restraints on investment and a decrease in property, plant and equipment reflecting foreign exchange effects led to a decrease of ¥37.3 billion in non-current assets.

Total liabilities at the end of fiscal 2020 were ¥507.7 billion, a decrease of ¥52.2 billion from the end of the previous fiscal year. Interest-bearing debt came to ¥276.7 billion, falling ¥48.8 billion from the end of the previous fiscal year.

Total equity at the end of fiscal 2020 was ¥467.1 billion, of which total equity attributable to owners of parent was ¥454.7 billion, for a ratio of equity attributable to owners of parent of 46.6%. Equity attributable to owners of parent per share was ¥1,729.05.

### Securing Liquidity

Going forward, the Group's policy is to continue its program of capital expenditures for the purpose of increasing production capacity in order to support the expansion of sales, primarily overseas. While increasing sales volumes and improving profitability so as to expand cash flows from operating activities, we will also utilize funding from financial markets and institutions, etc., as required, seeking a balance between growth on the one hand and securing liquidity and improving our financial position on the other. Through these endeavors, we will strive to achieve a D/E Ratio below 0.5 times in line with our Midterm Plan, which was announced on February 13, 2020.