

(Fiscal 2022)

### Management Resources (Input)

Solid Financial Base (As of March 31, 2023)	
Shareholders' equity	¥320 billion
Interest-bearing debt	¥124.7 billion
Equity ratio	52.63%

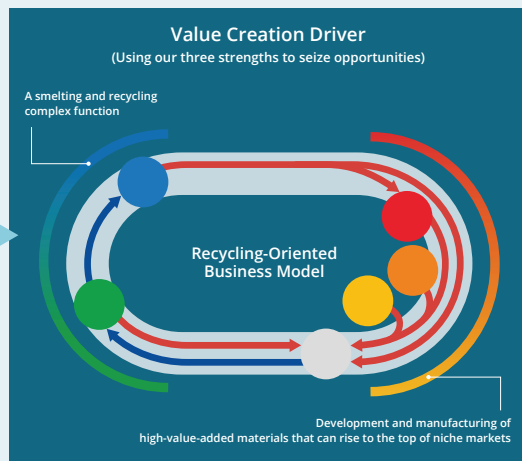
Plants and Waste Treatment Facilities	
Japan	43 bases
Overseas	28 bases
Capital expenditures	¥34.1 billion

Diverse and Wide-Ranging Core Technologies	
R&D expenses	¥8.5 billion

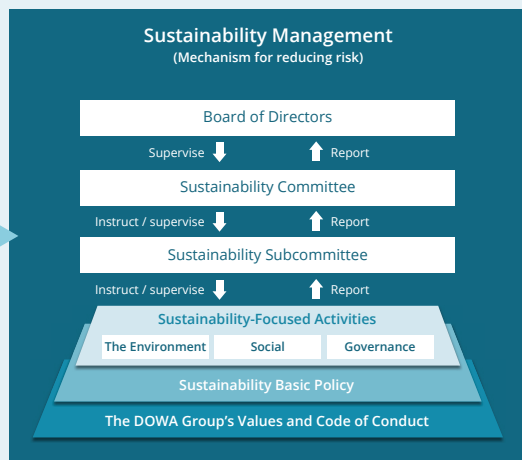
Number of employees (consolidated)	11,188 (7,168 Japan, 4,020 overseas)
------------------------------------	--------------------------------------

Relationships of Trust with Stakeholders	
Number of countries that have granted waste treatment permits	6

Total energy input	17.5PJ
Raw material use	1,041 thousand tons
Amount of waste received	1,680 thousand tons
Water resources used	101 million m <sup>3</sup>



### Integrated Management



### Realization of Our Corporate Mission

Contribute to creating an affluent, recycling-oriented society through our business activities worldwide

### Achievement of Our Vision (Our Goal in 2030)

Contribute continuously to building a sustainable future through our core businesses, the promotion of resource recycling, and the provision of excellent materials and technologies

### Value Created over the Medium to Long Term (Outcome)



### Management Targets (Output)

<b>Increase Economic Value</b>	
Fiscal 2024 targets	
Operating income	¥60.0 billion
Ordinary income	¥70.0 billion
ROA	10% or higher
ROE	12% or higher
<b>Increase Social Value</b>	
Reduce GHG emissions	
Increase ratio of recycled metal usage	
Eliminate work-related accidents	
Contribute to local communities	
Utilize DX to transform business	
etc.	