

Third-Party Opinion



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The Integrated Report 2025 takes the newly formulated 10-Year Plan 2035 (the “10-Year Plan”) as its main theme and employs various innovations to enhance its narrative and messaging.

The first notable aspect is the revision of Business Overview at the beginning. It is an excellent introduction that compactly states your company’s characteristics, such as its business activities, industry position, and comparative advantages. The world map plotting global locations and project achievements is a commendable effort that makes a visual appeal for your company’s global presence.

The President’s Message compellingly encapsulates the report’s entire content. The 10-Year Plan, as a culmination of open discussions among all officers, establishes a long-term vision of your goals while defining the significance of providing clear direction for pursuing medium-term performance, and it is effectively conveyed that this vision is underpinned by the consistently emphasized strengths of engineering and global capabilities. The strategic shift from a labor-intensive to a capital-intensive business model, along with the role of digital transformation and human capital investment, is presented with vivid clarity, offering an outstanding message with a vivid sense of immediacy, that includes the future direction.

The Round Table Discussion with Outside Directors is a hallmark of your company’s reports. It focuses on diverse discussions surrounding the 10-Year Plan this time. In light of the industry characteristic that, precisely because there is abundant data for medium-term forecasting, setting a distant future vision and backcasting are difficult, President Osada describes the decision to tackle challenges head-on and establish a new planning framework as a mind reset. This is a testament to the effective incorporation of the perspectives of Outside Directors. In discussions on future prospects—including the allocation of growth investments, human capital, and the management foundation—the emphasis on both “offensive” and “defensive” governance, represented by forums such as the Growth Strategy Council, demonstrates that the Company places strong importance on the effectiveness of its corporate governance throughout the report.

Structuring a detailed description of the 10-Year Plan after this foundation effectively deepens reader comprehension. The Eight Strategic Focal Points are substantiated by systematic and abundant information and are persuasive. The structure that runs this essence through the entire document and reconfirms it at various points, is likely the most significant feature of this edition. The dialogue between the Chief General Managers of the Green Technology System Division and the Paint Finishing System Division symbolizes this, and as indicated by the title “Collaboration and Co-Creation,” it raises the resolution of the goals through each division’s strengths and the expectations for synergy. Specific achievements, such as strengthening the business foundation in the ASEAN market and increasing presence in the European automotive market, provide strong reinforcement. The reports on results in each section, including the revision of the CO₂ roadmap and the establishment of a Human Rights Policy, demonstrate steady progress, and the 10-Year Plan further clarifies their positioning within the broader picture.

This report reaffirms the inseparability of economic value and social value in your company’s business model. As succinctly indicated by the concept of engineering that contributes to building a sustainable society, and given your company’s characteristic of the two values being inherently intertwined, it would seem worthwhile to reconsider the appropriateness of presentations that place the two values in opposition, such as the value creation process diagram and the setting of non-financial indicators on pages 31–32. I look forward to further evolution.

In Response to the Third-Party Opinion



Masanori Nakagawa,

Director, Executive Vice President
Corporate Officer in charge of
Sustainability Promotion

I am deeply grateful to Mr. Takegahara for the insightful opinions and warm encouragement he offers each time.

This fifth edition of our Integrated Report strives to clearly convey, in a compelling and coherent narrative, how our aspirations for the future set in the Long-term Vision are being systematically developed and organically integrated within the 10-Year Plan and Medium-Term Business Plan formulated in May this year. Furthermore, setting “Engineering” and “Global,” the keywords of our goals, as major themes, and incorporating the real voices of top management and employees, we present how the Company is progressing toward its targets.

Going forward, under the banner of our strong belief that economic value and social value are inseparable in our business model, we will continue to refine our efforts to clearly demonstrate the path to the milestones set in the 10-Year Plan.

We would like to ask you to continue giving us candid advice and opinions.