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**Capital Policy and Financial Strategy of the Neturen Group and Course of Action  
to Achieve PBR of 1.0 or Above**

**Fiscal 2024 Results and Fiscal 2025 Plans**

**— Action for the Realization of Management Conscious of the Cost of Capital and Share Price —**

The Neturen Group (the “Group”) has set forth its basic directions for capital policy and financial strategy as described below. By implementing initiatives for the early achievement of PBR of 1.0 or above and an ROE of 8.0% or above, the Group is making progress toward the achievement of its 16th Medium-term Management Plan, “Aggressive Challenge One NETUREN 2026,” which was announced on May 9, 2024, and the long-term management vision, “NETUREN VISION 2030,” which was formulated in May 2021.

**1. Basic directions for capital policy and financial strategy of the Neturen Group**

The Group has set forth the following as its basic directions for capital policy and financial strategy:

- We will aim for the early achievement of PBR of 1.0 or above and ROE of 8% or above and an equity ratio of 60-65% as stated in the target balance sheet.
- While striving for strategic investments oriented toward future growth and stable business operations, we will continue to strengthen our shareholder returns (purchase of treasury shares and dividend policy).

Specifically, by executing the following four actions:

- (1) implementation of strategic investments;
- (2) early achievement of an ROE of 8.0% or above;

(3) optimization of financial foundations; and

(4) strengthening of shareholder returns,

the Group aims for management that is conscious of the cost of capital, the sustainable improvement of corporate value, and the early achievement of PBR of 1.0 or above.

## 2. Course of action for achieving PBR of 1.0 or above

The Group considers the fact that PBR remains at 1.0 or less to be its most important management issue. Recognizing the background to the current situation and the issues involved, the Group will proceed with concrete measures to realize the early achievement of PBR of 1.0 or above and ROE of 8.0% or above and the medium- to long-term improvement of corporate value.

The attached document outlines results in fiscal 2024, the first year of the 16th Medium-term Management Plan, and plans for fiscal 2025, in line with the basic directions and policies described above.

Moving forward, the Group will unite in its efforts to carry out initiatives toward early realization of PBR of 1.0 or above and ROE of 8.0% or above.

# 1. Basic Directions for Capital Policy and Financial Strategy: Fiscal 2024 Results and Fiscal 2025 Plans

## Basic Directions

- We will aim for the early achievement of PBR of 1.0 or above and ROE of 8.0% or above and an equity ratio of 60-65% as stated in the target balance sheet.
- While striving for strategic investments oriented toward future growth and stable business operations, we will continue to strengthen our shareholder returns (purchase of treasury shares and dividend policy)

### Implementation of strategic investments

**M&A**  
Fiscal 2025: Acquisition of Dohken Co., Ltd. as subsidiary (Acquisition price: 1,915 bill. yen)  
Continue with M&As

**Investment in human capital**  
Fiscal 2024: 0.352 bill. yen (actual result)  
Fiscal 2025: 0.471 bill. yen (plan)  
(Both capital investment only)

**Capital investment (strategic/regular)**  
Fiscal 2024: 2.716 bill. yen (actual result)  
Fiscal 2025: 6.479 bill. yen (plan)

### Strengthening of shareholder returns

**Stable dividends: DOE of 3.0% or above → Amended to DOE of 4.0% or above**  
Fiscal 2024: 51 yen/year (actual result)  
Dividend total: 1.8 bill. yen  
Fiscal 2025: 67 yen/year (plan)  
Dividend total: 2.3 bill. yen

**Purchase of treasury shares**  
Fiscal 2024: 2.0 bill. yen (actual result)  
Fiscal 2025: 2.0 bill. yen (plan)

- Management conscious of cost of capital
- Sustainable improvement of corporate value
- Early achievement of ROE of 8.0% or above and PBR of 1.0 or above

### Early achievement of ROE of 8.0% or above

**Improve profitability and efficiency**  
Fiscal 2024: Launched plant reorganization project "REBORN Kariya." Aim to improve profitability and efficiency by establishing efficient production plants.

**Use financial leveraging**  
Fiscal 2024: Borrowed 6.0 bill. yen  
(Equity ratio 74.4% (Fiscal 2023) → Reduce by 3.3% to 71.1%)

### Optimization of financial foundations

**Aim for equity ratio of 60-65%**  
Fiscal 2024: 71.1% (actual result)  
Fiscal 2025 and 2026: Aim for 60-65%

**Consider balance between financial soundness and capital efficiency**  
Fiscal 2024: JCR rating: A-  
Fiscal 2025: Aim to maintain rating

**Reduce cross-shareholdings**  
Fiscal 2024 (as against March 2020):  
Holdings: 49 issues → 15 issues  
(down 34 issues / 69.3%)  
Book value: 3,301 bill. yen → 1,148 bill. yen  
(down 2,153 bill. yen / 65.2%)

## 2. Course of Action for Achieving PBR of 1.0 or Above Fiscal 2024 Results and Fiscal 2025 Plans

We consider the fact that PBR remains at 1.0 or below to be our most important management issue. Recognizing the background to the current situation and the issues involved, we will proceed with concrete measures to realize the early achievement of PBR of 1.0 or above and ROE of 8.0% or above and the medium- to long-term improvement of corporate value.

