



Introduction of directors and corporate auditors

Skill	Skill definition
General management	Skill to lead business reform from a long-term perspective based on extensive experience in corporate management and business headquarters to realize the Group Philosophy
Overseas business	Skill to lead corporate management strategies from a global perspective based on management experience in growing overseas business and extensive knowledge of economic conditions and cultures within the Group, which operates globally.
Sales and marketing	Skill to identify growth areas and lead business reform based on extensive knowledge, experience, and expertise in sales and marketing, as well as in-depth knowledge of sales matters and understanding customers' needs, the Group's capital, and seeds
Sustainability	Skill to understand society's demands on companies and lead sustainability management as an expert in broad sustainability areas, such as climate change, social issues, and governance, or based on extensive experience in the corporate sustainability field
Production technology	Skill to lead innovations in production operations and technologies based on extensive knowledge and experience in production and development, the ability to enhance intellectual property and technological capital, and "KKR + A," our basic development philosophy.
Finance and accounting	Skills to evaluate the profitability of businesses, achieve high capital efficiency by allocating managerial resources and making growth investments (including M&As), strengthen our financial base, and lead financial strategies as a certified public accountant specializing in corporate management or based on extensive knowledge and experience in accounting, tax affairs, and finance.
Legal affairs and risk management	Skill to make decisions that are legal and beneficial to the Company with respect to regulations relating to our business, compliance, risk management, and the development and operation of internal controls, as a licensed professional in legal affairs, risk management, and compliance, or based on extensive experience in corporate legal and risk areas
IT & digital	Skills to improve operations, promote business reform, strengthen management base and cost competitiveness, recognize issues facing companies and society, and present solutions based on broad knowledge and experience in IT and digital transformation (DX)

Skill Matrix

As of August 30, 2024

Name	Tenure	Skills the Company expects from directors and corporate auditors								Reason for appointment	
		General management	Overseas business	Sales and marketing	Sustainability	Production technology	Finance and accounting	Legal affairs and risk management	IT & digital		
Directors	1 President and Representative Director Teppei Nagata	7 years	●	●	●		●				He has promoted CSR, compiled management plans, and served in charge of IR. He has also served as president of a core Group company of the Interior Fittings Business Headquarters and has a wealth of experience in working in the Functional Materials Business Headquarters.
	2 Managing Director and Representative Director Hiroaki Usugi	4 years	●					●	●	●	He was appointed the General Manager of the Accounting Department and was responsible for accounting. He has abundant business experience in the field of accounting.
	3 Director Norihisa Murase	2 years	●		●	●				●	He serves as the president of a core Group company of the Interior Fittings Business Headquarters and has extensive business experience in this business segment.
	4 Director Kazuaki Suwa	-	●	●	●						At the Automotive Textiles Business Headquarters, he serves as a manager in two major overseas subsidiaries and has extensive overseas service and work experience.
	5 Outside Director Independent Director Haruo Shimizu	8 years	●	●	●						We have appointed him in the hope that he will provide valuable opinions and suggestions that would contribute to further improving the corporate governance of the Company based on his extensive experience and insights gained as CEO of EXEDY Corporation.
	6 Outside Director Independent Director Kohei Nomura	6 years				●				●	We have appointed him in the hope that he will appropriately perform his duties as outside director from an objective standpoint, based on his extensive legal knowledge that he has accumulated through many years of practicing law, and by leveraging his excellent insight and wide-ranging experience as an outside director and auditor of other companies.
	7 Outside Director Independent Director Yumiko Oida	3 years							●	●	We have appointed her in the hope that she will contribute to further improving the corporate governance of the Company based on her extensive knowledge and expertise in accounting and tax affairs from many years as a certified public accountant and a licensed tax accountant, as well as her management experience in the company she belongs to and her broad insight as an outside director.
	8 Outside Director Yuko Shibuya	1 year		●	●	●					We have appointed her in the hope that she will contribute to further improving the corporate governance of the Company based on her extensive and broad insights as an executive officer of Takashimaya Co., Ltd.
Corporate Auditors	9 Full-time Corporate Auditor Kiyokazu Ichikawa	4 years		●			●	●	●		He has many years of experience in production management at the Group's flagship factory and ample knowledge acquired through his experience in managing and overseeing major overseas Group companies.
	10 Outside Corporate Auditor Takafumi Katayama	4 years	●	●	●						We have appointed him in the hope that he will bring his extensive experience and insight into the textile industry gained at Marubeni Corporation to our audit system.
	11 Outside Corporate Auditor Hidesuke Amachi	-	●		●					●	We have appointed him in the hope that he will bring his extensive experience and insights gained at KANEKA CORPORATION and his management experience as President of CEMEDINE CO., LTD. to our audit system.

*Please note that the above matrix does not list all of the skills, knowledge, and experience possessed by each individual.

Each FY ended May 31

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
Operating results												
Net sales (Million yen)	88,219	91,182	97,529	96,038	97,872	98,617	91,512	79,702	81,713	94,828	103,478	
Operating income (Million yen)	2,809	3,101	2,553	1,297	2,247	3,118	1,557	1,049	110	1,294	3,300	
Operating margin (%)	3.2	3.4	2.6	1.4	2.3	3.2	1.7	1.3	0.1	1.4	3.2	
Ordinary income (Million yen)	3,401	3,729	2,883	1,364	2,358	2,956	1,323	1,211	950	1,575	3,668	
Profit attributable to owners of parent (Million yen)	1,968	1,815	245	26	1,083	467	142	409	281	320	874	
EBITDA (Million yen)	4,449	4,964	4,447	2,917	3,973	4,888	3,588	3,028	2,026	3,524	5,557	
Cash flows												
Cash flows from operating activities (Million yen)	4,479	3,701	1,453	983	3,519	4,760	5,901	4,167	375	1,803	7,450	
Cash flows from investing activities (Million yen)	-1,221	-1,231	-3,211	-2,170	-244	-1,448	-1,536	-754	-1,191	-2,834	-2,323	
Free cash flow (Million yen)	3,257	2,470	-1,757	-1,186	3,274	3,311	4,365	3,413	-816	-1,030	5,127	
Cash flows from financing activities (Million yen)	-895	-2,756	119	354	-843	-4,964	-1,702	-3,174	-2,074	-52	-4,204	
Financial position												
Total assets (Million yen)	85,841	90,126	86,878	90,254	92,182	87,975	86,272	83,669	84,801	88,151	92,199	
Interest-bearing debts (Million yen)	15,501	15,134	16,959	18,946	19,396	18,548	20,184	18,689	18,999	21,280	18,090	
Shareholders' equity (Million yen)	21,552	22,860	22,614	22,111	22,664	20,560	18,641	18,878	19,711	19,458	21,431	
Shareholders' equity ratio (%)	25.1	25.4	26.0	24.5	24.6	23.4	21.6	22.6	23.2	22.1	23.2	
Per share data*1												
Profit per share (EPS) (Yen)	26.09	24.07	3.25	3.50	143.66	65.36	21.88	64.84	44.44	50.55	132.22	
Book-value per share (Yen)	409.77	466.15	441.61	441.23	4,515.26	4,469.04	4,438.11	4,438.67	4,470.49	4,549.75	4,742.69	
Annual dividend per share (Yen)	6	6	7	7	—	70	50	35	70	55	70	
Payout ratio (%)	23.0	24.9	215.4	—	48.7	107.1	228.5	54.0	157.5	108.8	52.9	
Other data												
Return on equity (ROE) (%)	6.6	5.5	0.7	0.1	3.2	1.4	0.5	1.5	1.0	1.1	2.9	
Capital expenditure*2 (Million yen)	1,502	1,422	820	2,722	1,171	1,617	3,516	2,677	4,636	2,441	3,875	
Depreciation (Million yen)	1,640	1,862	1,893	1,620	1,725	1,769	2,030	1,979	1,915	2,229	2,257	
R&D expenses (Million yen)	371	380	348	289	268	254	1,117	948	984	1,073	1,060	
Number of employees	2,554	2,604	2,786	2,830	2,850	2,899	2,822	2,724	2,640	2,779	2,812	

*1 The Company consolidated its common shares on a 10-for-1 basis effective December 1, 2017.

Considering the impact of the share consolidation, the annual dividend per share for the fiscal year ended in May 2018 is omitted.

*2 Capital expenditure for the fiscal year ended May 2020 and later includes not only property, plant and equipment, intangible assets, and investments but also an increase in leased assets owing to the application of IFRS 16 "Leases."

Operation Sites of the SUMINOE GROUP

Overseas group companies

China

- 1 SPM Automotive Textile Co., Ltd.
- 2 Suzhou Suminoe Koide Automotive Accessories Co., Ltd.
- 3 Suzhou Suminoe Textiles Co., Ltd.
- 4 Suminoe Textile Shanghai Co., Ltd.

India

- 5 Suminoe Teijin Techno Krishna India Pvt. Ltd.

Vietnam

- 6 Suminoe Textile Vietnam Co., Ltd.

Thailand

- 7 Suminoe Koide (Thailand) Co., Ltd.
- 8 T.C.H. Suminoe Co., Ltd.

Indonesia

- 9 PT. Sinar Suminoe Indonesia
- 10 PT. Suminoe Surya Techno

United States

- 11 Suminoe Textile of America Corporation
- 12 Bondtex, Inc.

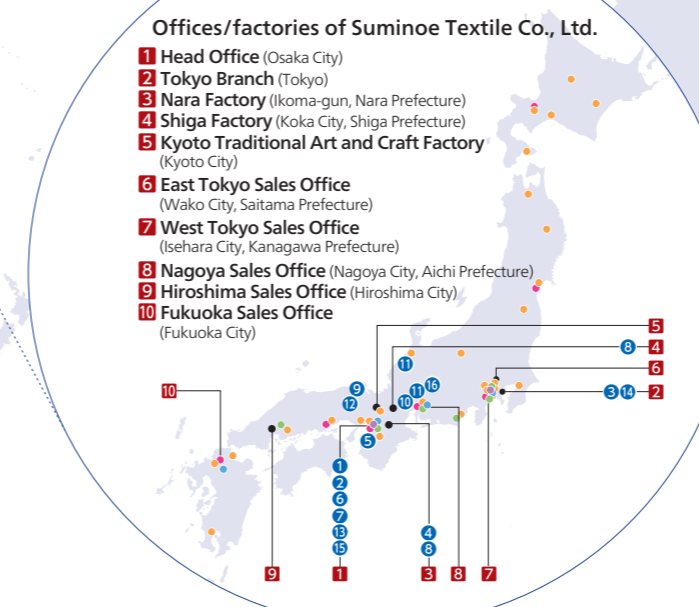
Mexico

- 13 Suminoe Textile de Mexico, S.A. de C.V.

- Interior Fittings
- Automotive Textiles
- Traffic Facilities
- Functional Materials
- Arts and Crafts Textiles

Group companies in Japan (head office)

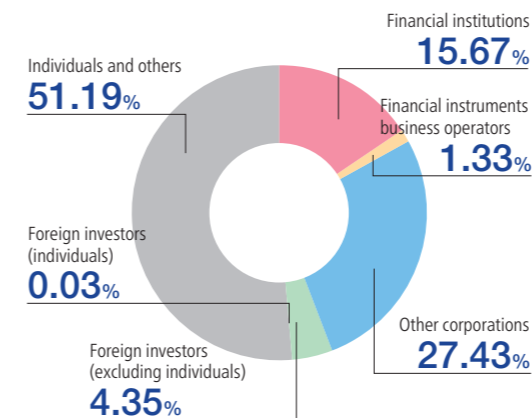
- 1 Suminoe Textile Co., Ltd. (Osaka City)
- 2 Suminoe Co., Ltd. (Osaka City)
Planning and sales of interior products, mainly carpets and curtains
- 3 RUNON CO., LTD. (Tokyo)
Planning and sales of interior products, mainly wallpapers
- 4 Suminoe Logistics Co., Ltd. (Ikoma-gun, Nara Prefecture)
Product storage, handling, processing, and delivery
- 5 Kansai Laboratory Co., Ltd. (Matsubara City, Osaka Prefecture)
Testing and inspection services
- 6 Suminoe Teijin Techno Co., Ltd. (Osaka City)
Production and sales of automotive textiles, mainly seat covering materials
- 7 Marunaka Soei Co., Ltd. (Osaka City)
Wholesale of traffic facility textiles
- 8 Suminoe Techno Co., Ltd. (Osaka City)
Production and processing of carpets, continuous fiber yarn (including recycled), and needle punch carpets
Shiga Factory (Koka City, Shiga Prefecture)
Nara Factory (Ikoma-gun, Nara Prefecture)
- 9 TANGO TEXTILE Co., Ltd. (Kyotango City, Kyoto Prefecture)
Production and sales of drop curtains, hand-woven carpets, hooked rugs, and other rugs
- 10 Teijin Teclath Ltd. (Inazawa City, Aichi Prefecture)
Production and sales of automotive seat covering materials, chair upholstery fabrics, and clothing textiles
- 11 Owari Seisen Co., Ltd. (Aichi Prefecture)
Dyeing and finishing of automotive seat covering materials and interior fabrics
Head Office (Ichinomiya City, Aichi Prefecture)
Ishikawa Factory (Nomi City, Ishikawa Prefecture)
- 12 Sewing Hyogo Co., Ltd. (Tamba City, Hyogo Prefecture)
Sewing and processing of fabric products
- 13 INTEC CO., LTD. (Osaka City)
Development, design, and sales of test equipment and measuring instruments
- 14 CPO Co., Ltd. (Tokyo)
Interior design, construction and supervision, manufacture and sale of custom-made furniture
- 15 PRETERIOR-TEXTILE Inc. (Osaka City)
Interior finish work and sales of interior options
- 16 Seki Textile Co., Ltd. (Seki City, Gifu Prefecture)
Production and sales of textiles for traffic facilities and automobiles



Corporate Summary (As of May 31, 2024)

Company Name	Suminoe Textile Co., Ltd.	Fiscal year end	May 31 each year
Head office	11-20, Minami-Semba 3-Chome, Chuo-ku, Osaka 542-8504, Japan	Annual general meeting of shareholders	Late August each year
Founded	1883	Number of shares per unit	100 shares
Incorporated	December 25, 1913 Suminoe Textile Joint-Stock Company	Stock listing	Prime Market of the Tokyo Stock Exchange
Organizational change	December 26, 1930 Suminoe Textile Co., Ltd.	Stock code	3501
Capital	¥9,554,000,000	Shareholder registry administrator	Mizuho Trust & Banking Co., Ltd.
Number of employees	258 (Consolidated group companies: 2,812)	Accounting auditor	KPMG AZSA LLC
URL	https://suminoe.co.jp/en/		
Number of consolidated subsidiaries	28		
Number of equity-method affiliates	2		

Shareholder Distribution



Authorized issued shares

Authorized issued shares	30,000,000
Issued shares	7,682,162
Number of shareholders	10,608

Major Shareholders

Name	Number of shares held (Thousands)	Shareholding ratio (%)
Takashimaya Co., Ltd.	924	13.69
Nippon Life Insurance Company	476	7.06
Marubeni Corporation	366	5.43
Hayashi Telempu Holdings Corporation	233	3.45
The Master Trust Bank of Japan, Ltd. (as trustee for Retirement Benefit Trust of UNITIKA LTD.)	178	2.65
Suminoe Textile Employee Shareholding Association	147	2.18
Suminoe Textile Kyoeikai	144	2.15
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	133	1.98
Toray Industries, Inc.	129	1.92
The Master Trust Bank of Japan, Ltd. (Trust account)	117	1.74

*1. The numbers of shares held are rounded down to the nearest thousand.
*2. The Company holds treasury stock (926,816 shares) but is not included in the above list of major shareholders. Treasury stock is excluded from the calculation of shareholding ratios.