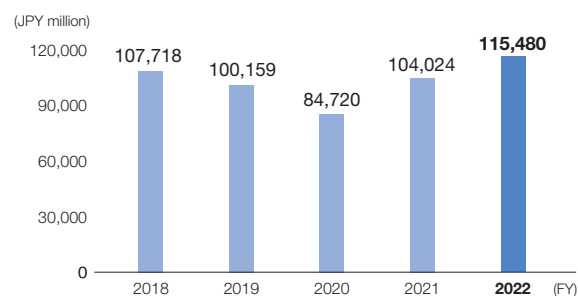


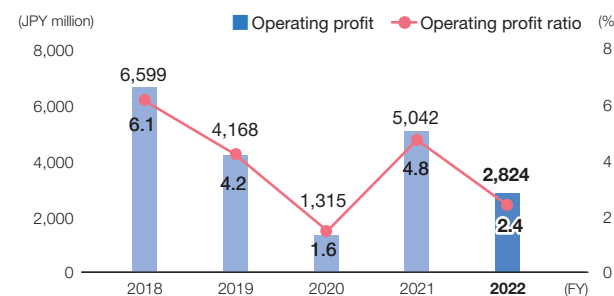
Financial and Non-financial Highlights

Major Financial Information

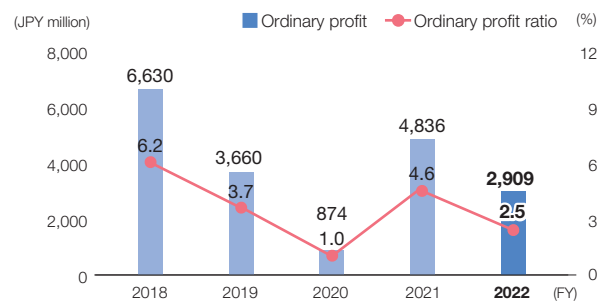
Net sales



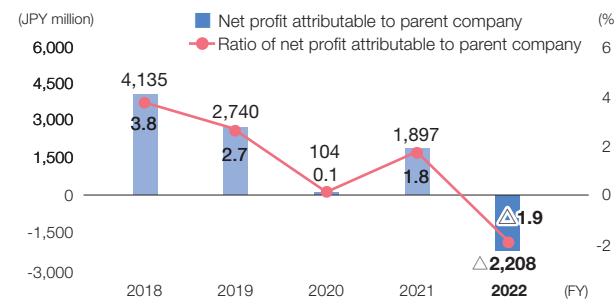
Operating profit



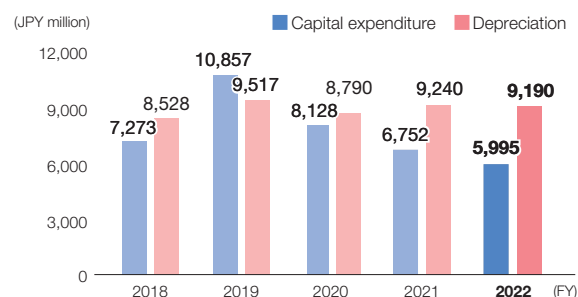
Ordinary profit



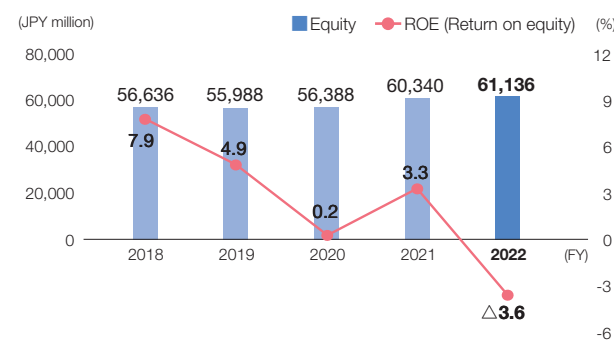
Net profit attributable to parent company



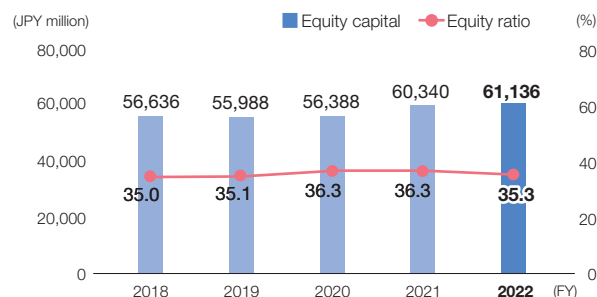
Capital expenditure / Depreciation



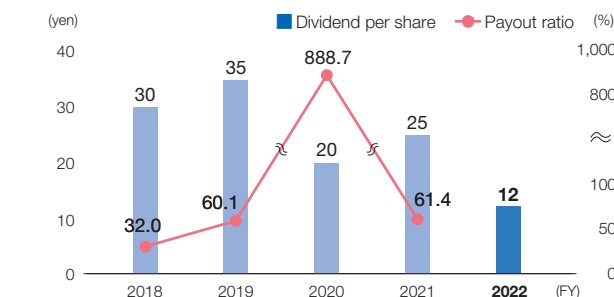
ROE (Return on equity)



Equity ratio



Dividend per share / Payout ratio

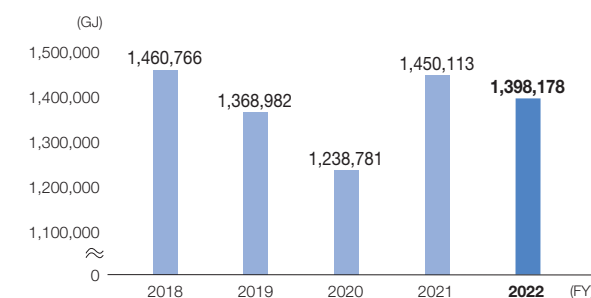


Major Non-financial Information

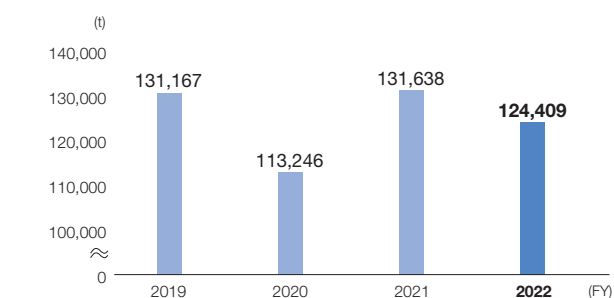
*1. Financial information, total CO₂ emissions, and employee count figures are on a consolidated basis. Figures for energy consumption include the domestic Group, and other information is shown on a non-consolidated basis (← please reflect).
*2. The figure shown for the number of employees comprises those working for the Company (excluding employees seconded to other companies but including those seconded to our Company from other companies)

E (Environment)

Energy consumption

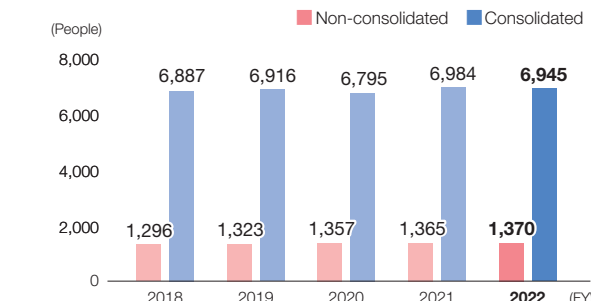


Total CO₂ emissions

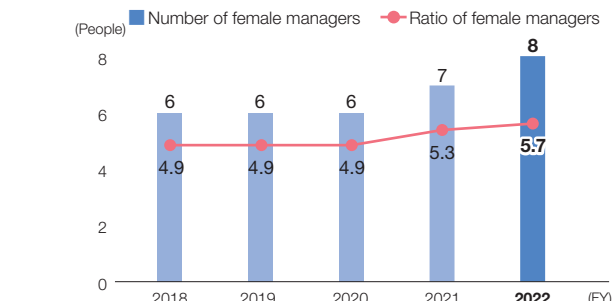


S (Society)

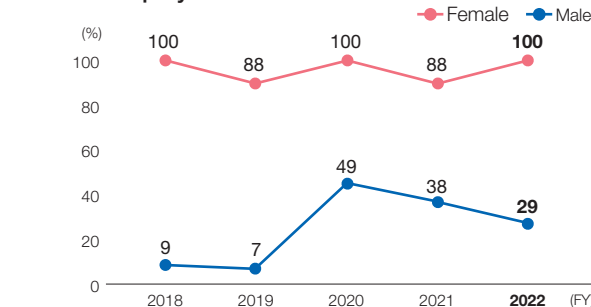
Number of employees / Consolidated number of employees



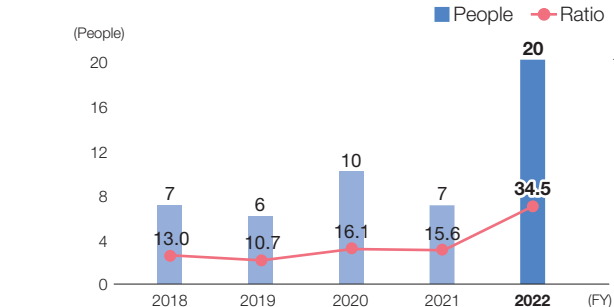
Number of female managers / Ratio of female managers



Ratio of employees who took child care leave

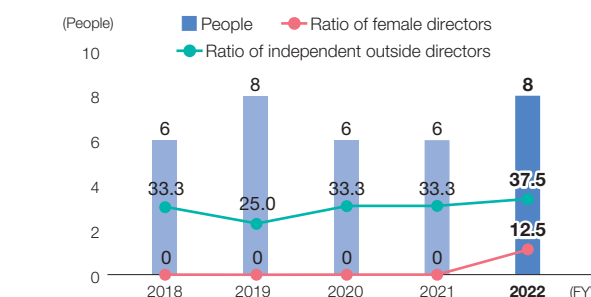


Number of mid-career recruits / Ratio of recruits



G (Governance)

Number of directors / Independent outside director / Ratio of female directors



Number of whistleblowing / Reporting consultations

