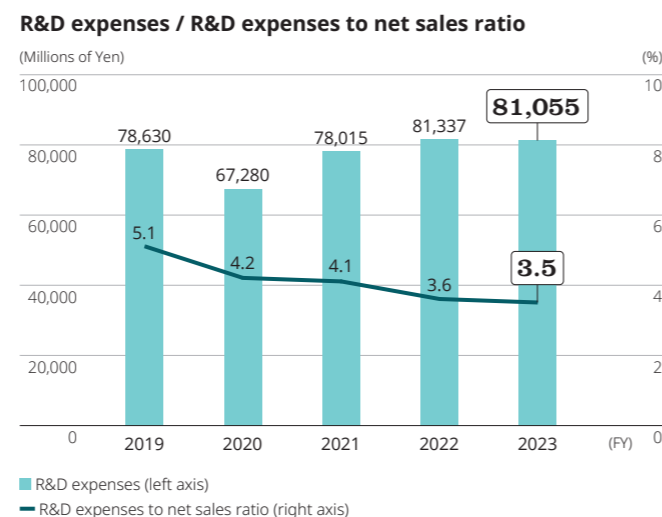
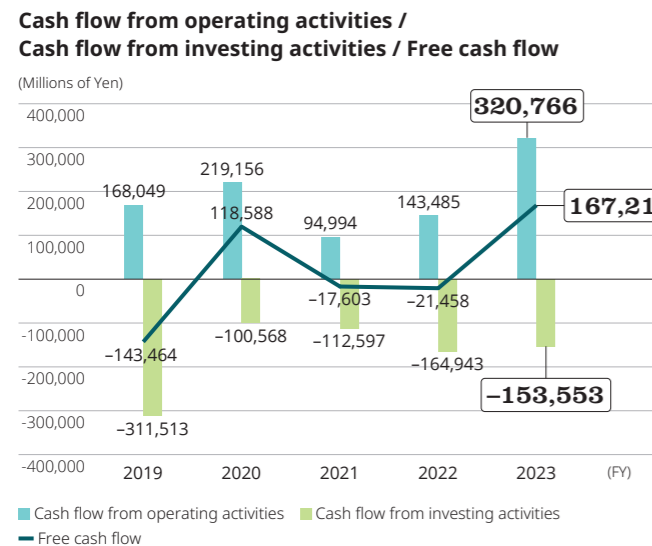
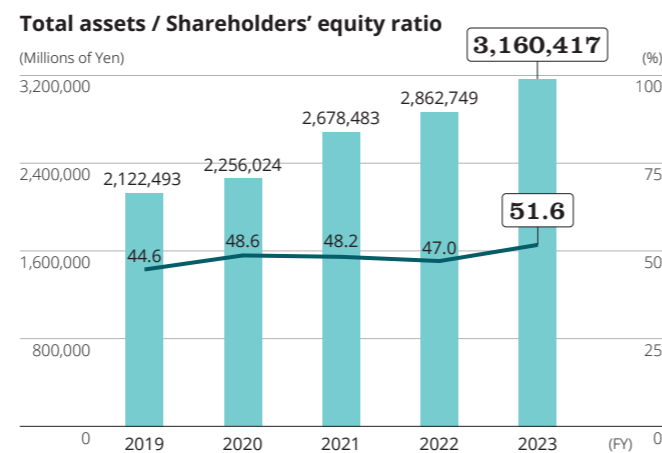
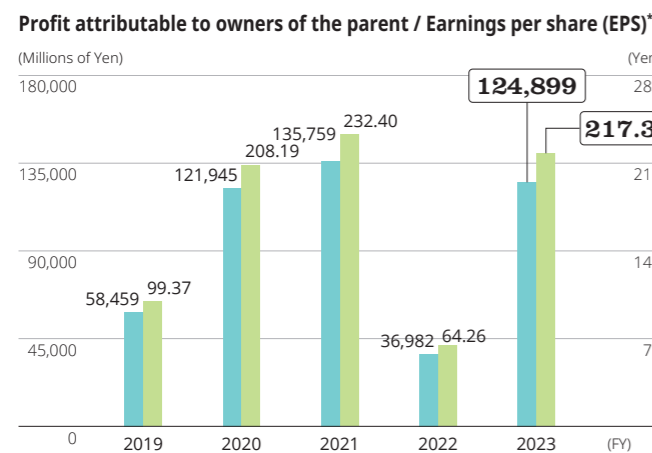
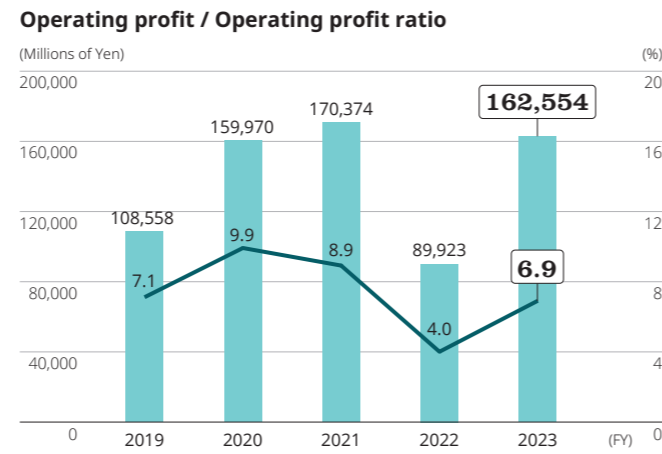
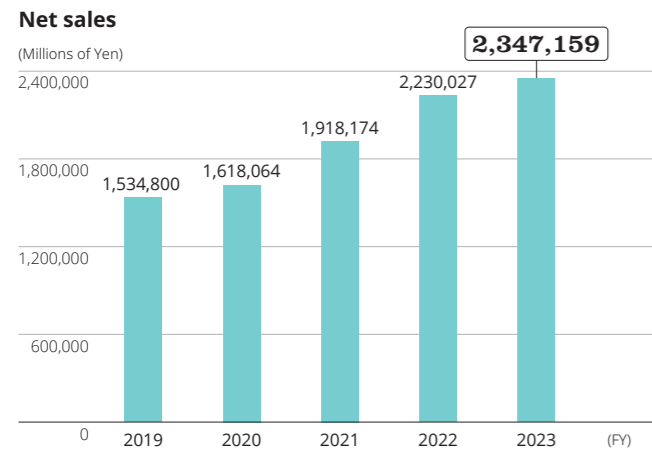
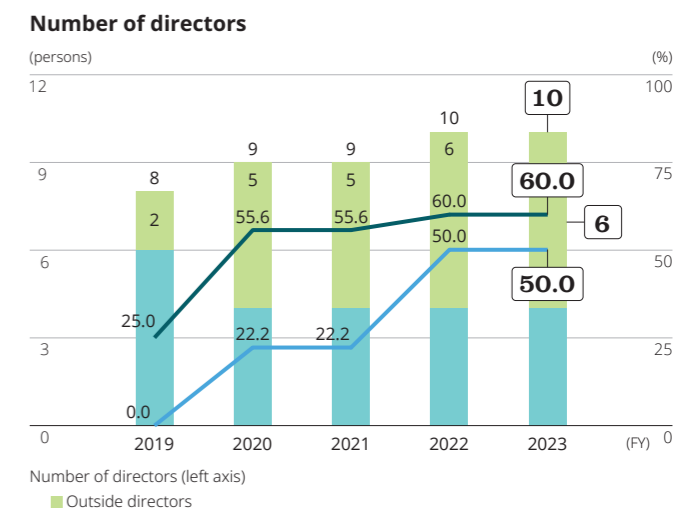
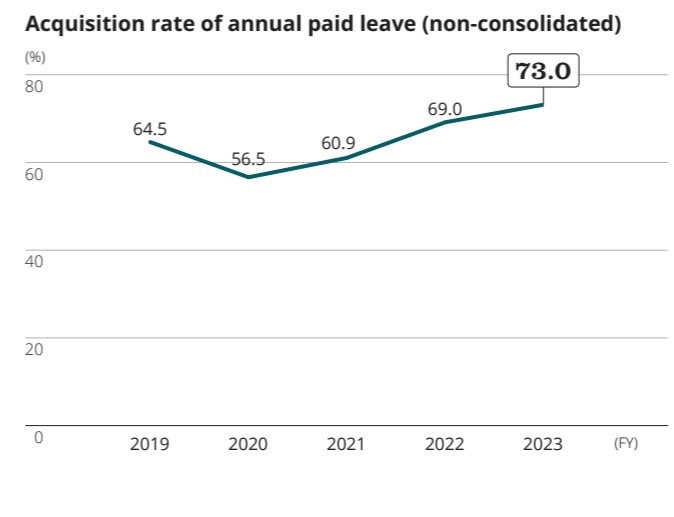
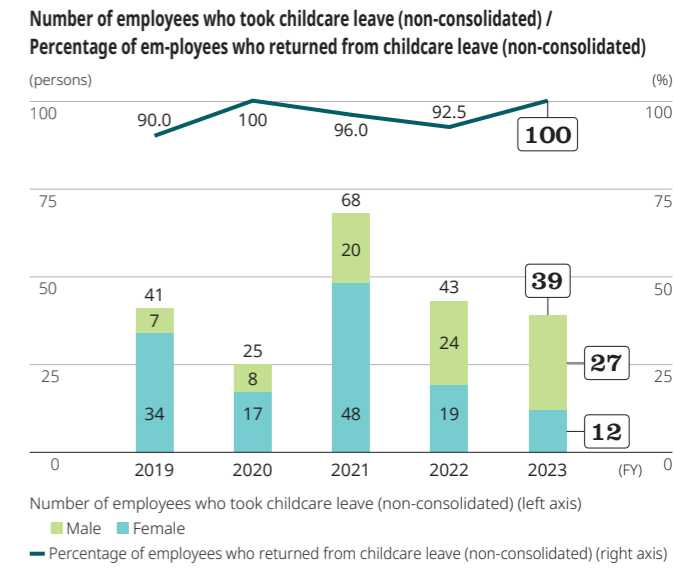
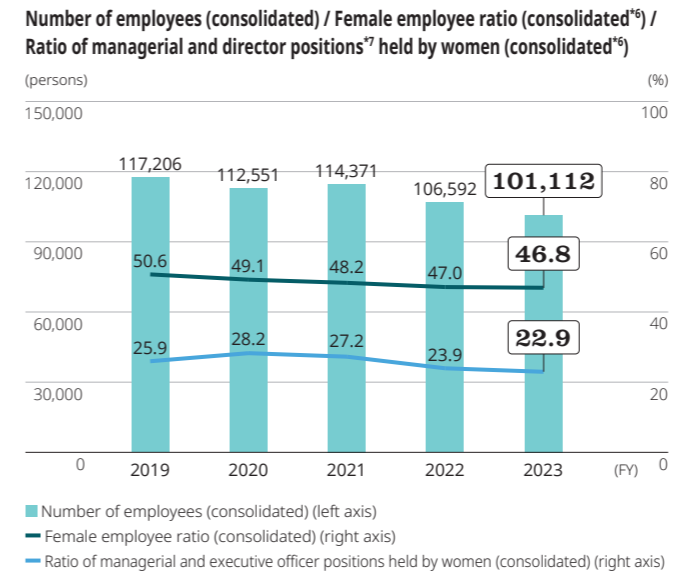
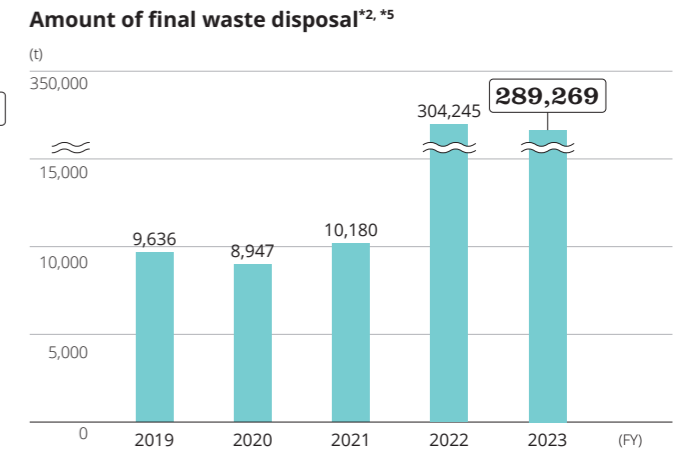
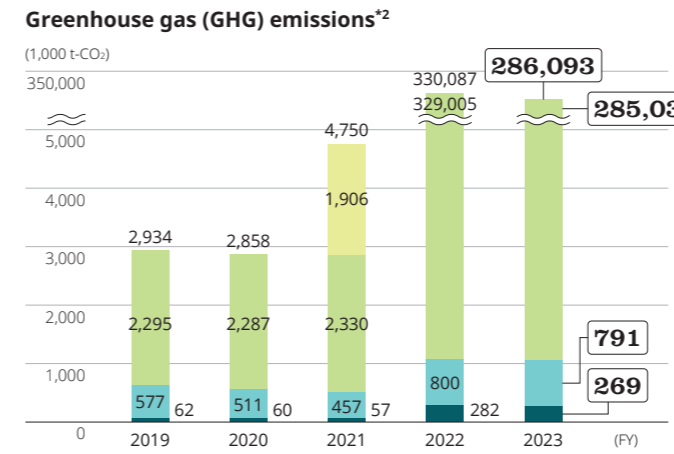


Performance Highlights

Financial Information



Non-financial Information



*1 Adjusted based on the 2-for-1 split implemented as of April 1, 2020. "EPS" and "Dividends" are expressed assuming that the stock split occurred at the beginning of FY2017.
 *2 Data coverage rate relative to sales: FY2019: 59.2%, FY2020: 58.7%, FY2021: 53.5%, FY2022: 100%, FY2023: 100%.
 *3 For calculation of the FY2022 data, IEA country-specific emission factors have started to be used. To calculate the data of FY2021 and before, the Ministry of the Environment's Calculation Method and Emission Factors Chart in the Accounting, Reporting, and Disclosure System was referred to.
 *4 The GHG emissions in FY2021 doubled compared to those in FY2020 due to the expansion of businesses subject to data acquisition in Category 1 (marked by ■). The GHG emissions significantly increased in FY2022 compared to FY2021 as calculations for categories 8, 11, 12, and 15 started.

*5 For FY2021 and before, calculation was performed based on solid waste only.
 *6 Calculation of consolidated data began from FY2019. In FY2023, 87.7% of employees of consolidated Group companies were surveyed.
 *7 Managerial positions of section chief level or higher, and officers. Outside directors are included. Section chief level: Employees who fit the description (1) or (2) below, or those in equivalent positions.
 (1) Position responsible for directing and implementing activities to achieve the daily operational goals of the organization, and for communicating the instructions of managerial staff to the relevant subordinates (2) The head of an organization with two or more subsections, or 10 or more members