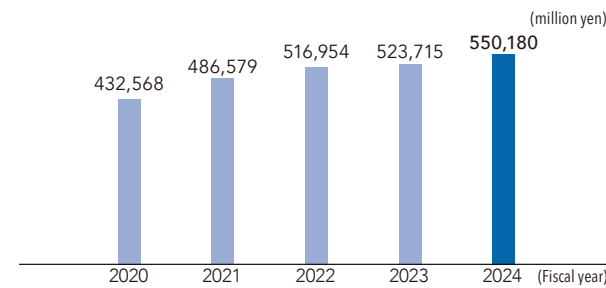


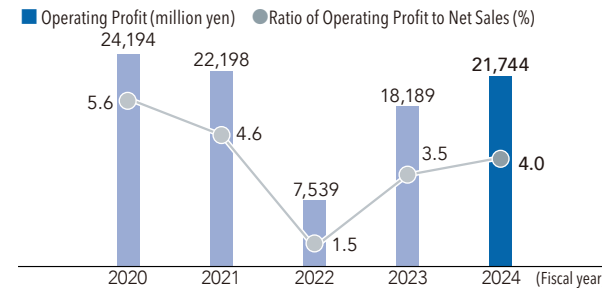
Financial and Non-Financial Highlights

Financial Highlights

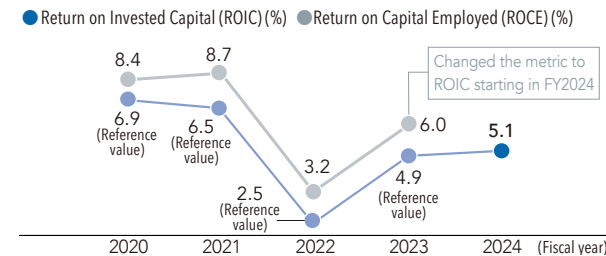
Net Sales



Operating Profit /Ratio of Operating Profit to Net Sales

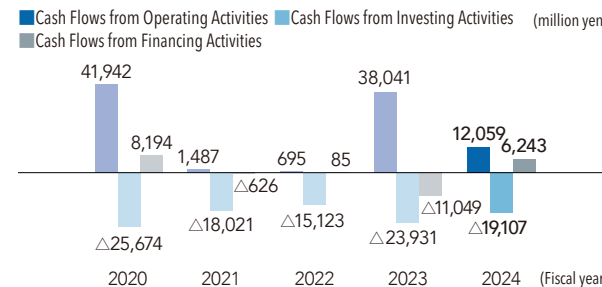


Return on Invested Capital (ROIC)

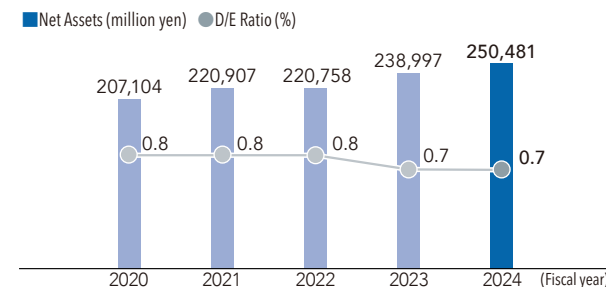


*ROIC = Ordinary profit before interest expenses / Invested capital at the beginning of the period (Working capital (Accounts receivable + Inventories - Accounts payable) + Fixed assets)

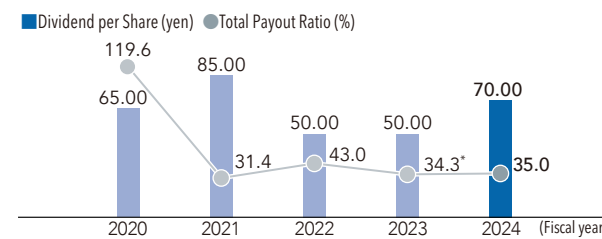
Cash Flows (From Operating/Investing/Financing Activities)



Net Assets/D/E Ratio



Dividend per Share/Total Payout Ratio

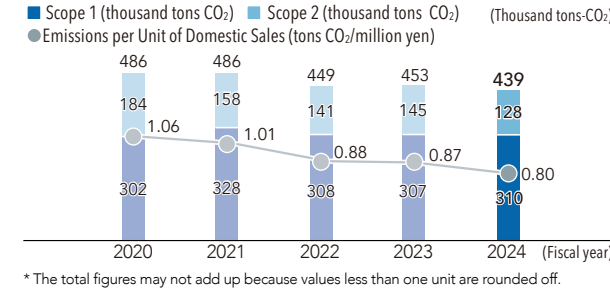


*The financial results for the first half of FY2024 were retroactively corrected to reflect changes in accounting policies, and profit attributable to owners of parent for FY2023 was corrected from 9.0 billion yen to 9.9 billion yen. However, the total payout ratio for FY2023 indicated above was calculated based on profit before the correction.

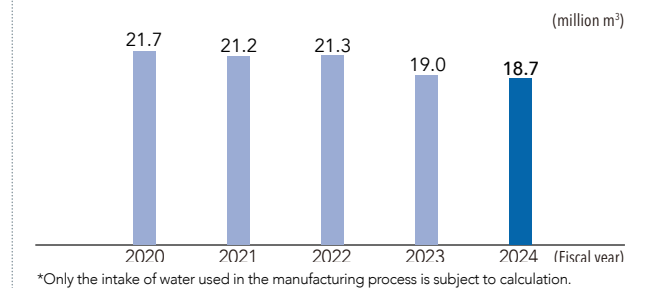
● Operating Results and Financial Analysis (P.69)

Non-Financial Highlights

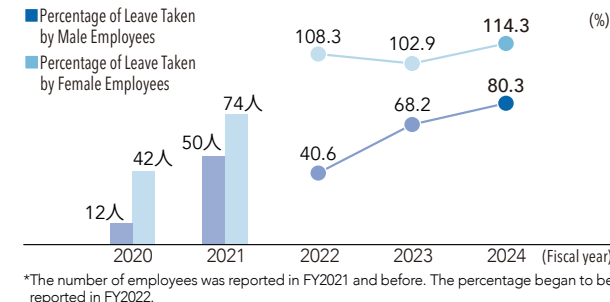
Greenhouse Gas Emissions



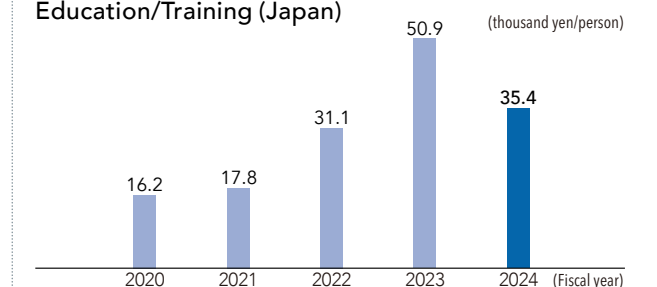
Quantity of Water Intake



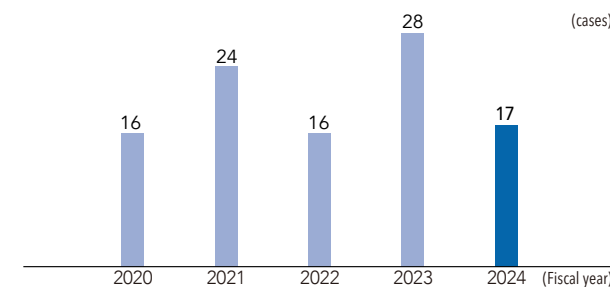
Percentage of Newly Taken Childcare Leave (Japan)



Average Annual Amount of Expenditure for Education/Training (Japan)



Number of Whistleblowing Cases



Number of Violations of Laws or Regulations

