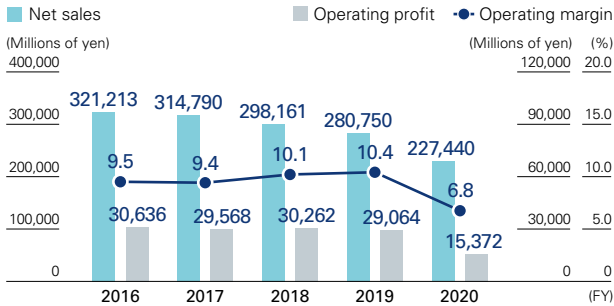


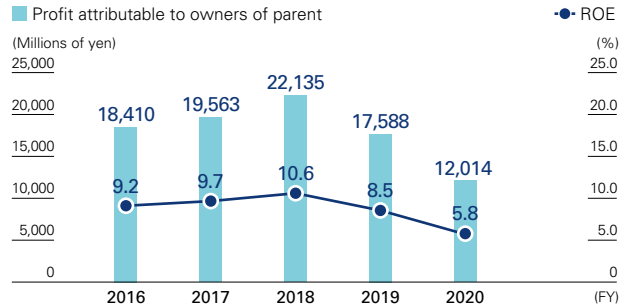
# Financial and Nonfinancial Highlights

## Financial Highlights

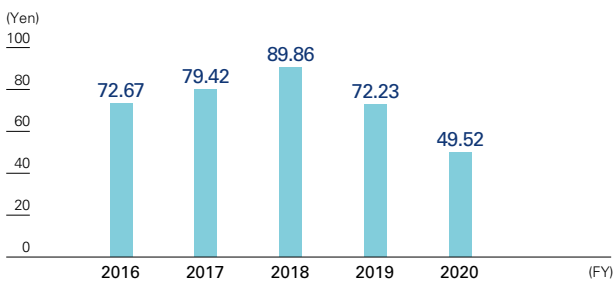
### Net Sales/Operating Profit/Operating Margin



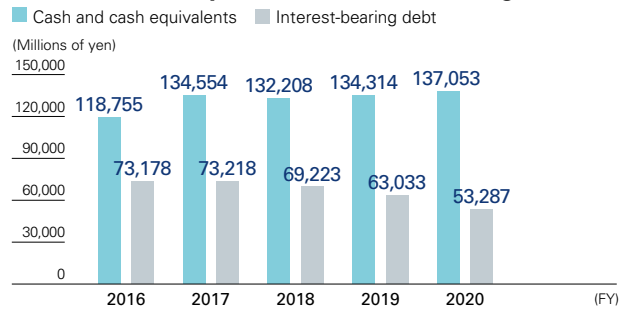
### Profit Attributable to Owners of Parent/Return on Equity (ROE)



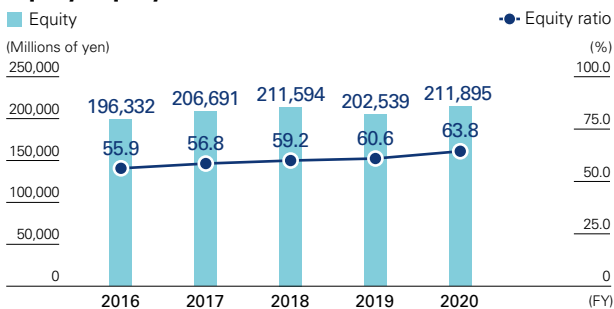
### Earnings per Share (EPS)



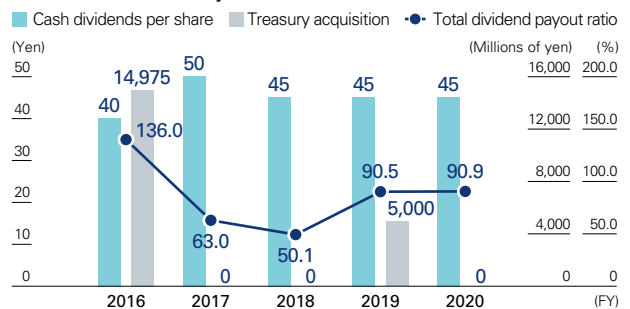
### Cash and Cash Equivalents/Interest-Bearing Debt



### Equity/Equity Ratio



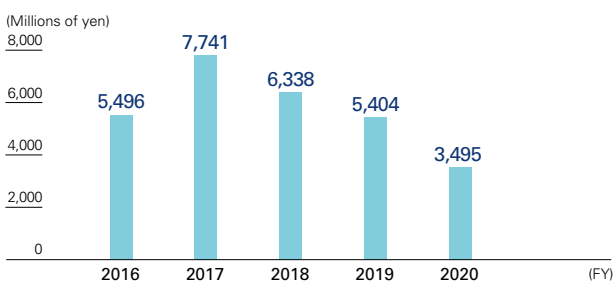
### Cash Dividends per Share/Treasury Acquisition/Total Dividend Payout Ratio



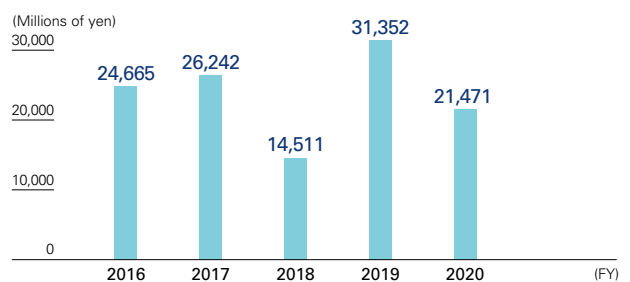
Note: As of FYE 3/2019, we applied the Partial Amendments to Accounting Standards for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018). These accounting standards have been applied retroactively for figures from FYE 3/2018.

Note: The per share amount of 50 yen for FYE 3/2018 includes a 60th anniversary commemorative dividend of 10 yen.

### Capital Investment

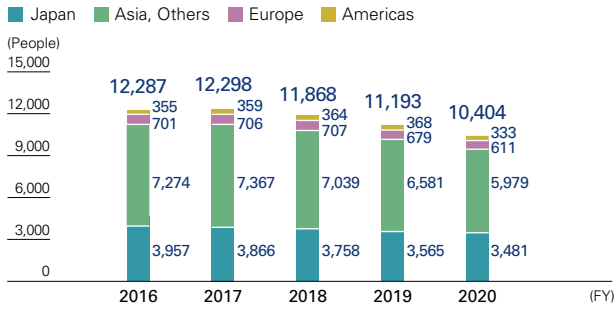


### Free Cash Flows

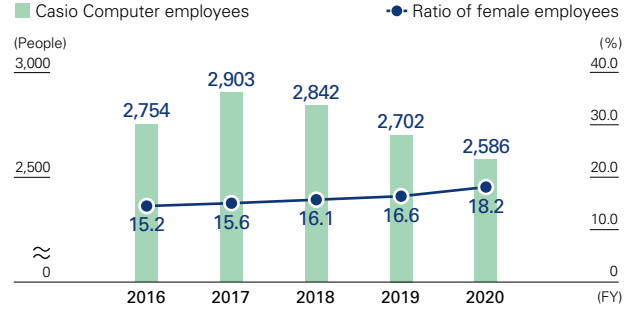


## Nonfinancial Highlights

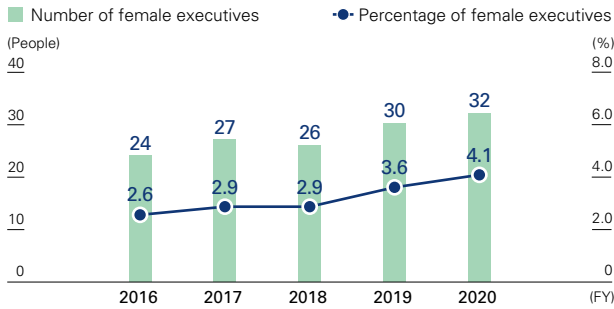
### Number of Employees (by Region)



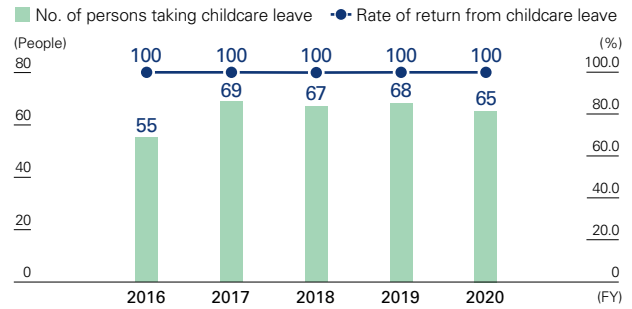
### Number of Employees/Ratio of Female Employees



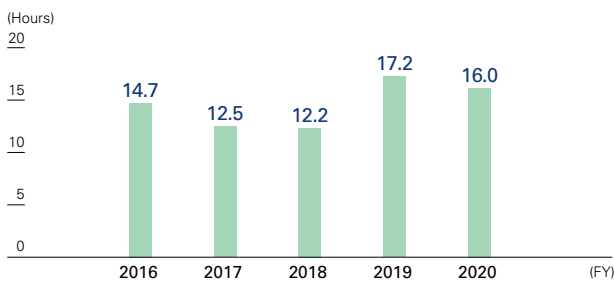
### Number of Female Executives/ Ratio of Female Executives



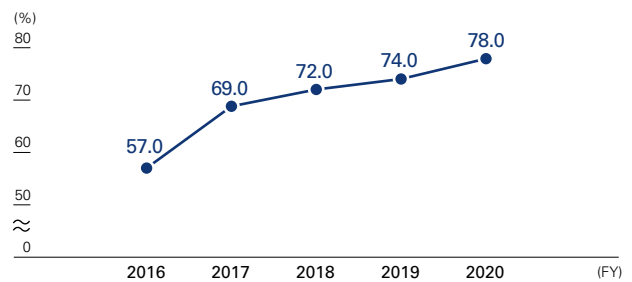
### No. of Persons Taking Childcare Leave/ Rate of Return from Childcare Leave



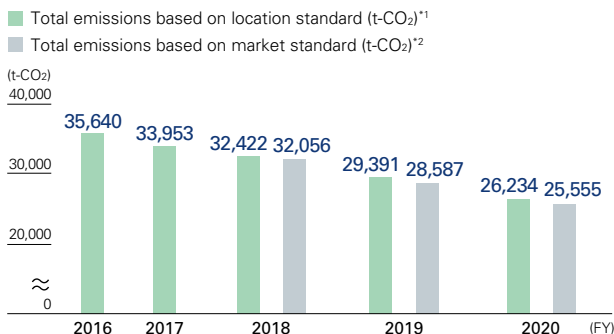
### Overtime Hours (Average per Month)



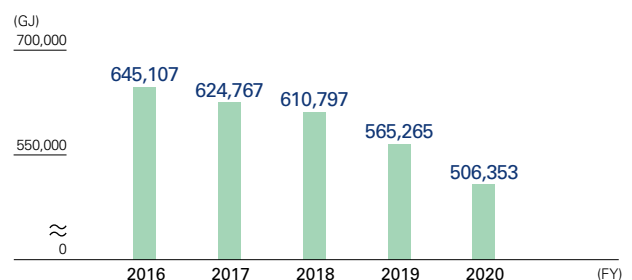
### Green Star Product Sales Ratio



### Greenhouse Gas Production Volume



### Heat Calculated Using Energy Consumption



\*1. The conversion factor for CO<sub>2</sub> emissions from electricity usage was taken from International Energy Agency (IEA) Emission Factors 2020.

\*2. The conversion factor for CO<sub>2</sub> emissions from electricity usage differs according to power transmission and distribution business operator (the IEA factor is used if not applicable).

Note: Total greenhouse gases have been recalculated based on the standard change.