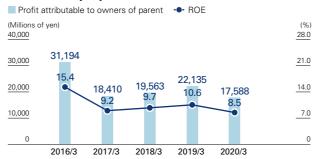
Financial and Nonfinancial Highlights

Financial Highlights

Net Sales / Operating Profit / Operating Margin



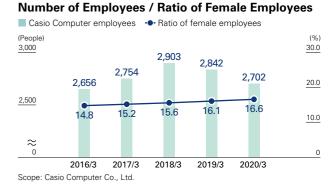
Profit Attributable to Owners of Parent / Return on Equity (ROE)



Number of Employees (by Region)

Nonfinancial Highlights

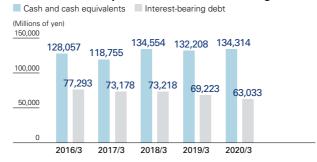




Earnings per Share (EPS)



Cash and Cash Equivalents / Interest-Bearing Debt



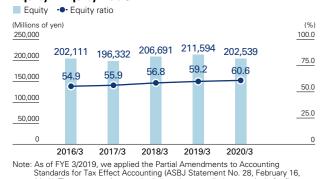
Number of Female Executives / **Ratio of Female Executives**



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



Equity / Equity Ratio

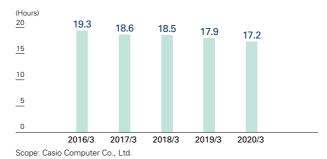


2018). These accounting standards have been applied retroactively for figures

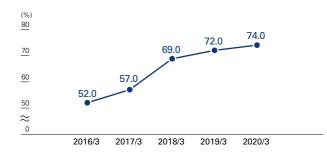
Cash Dividends per Share / Treasury Acquisition / **Total Dividend Payout Ratio**



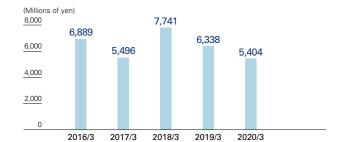
Overtime Hours (Average per Month)



Green Star Product Sales Ratio



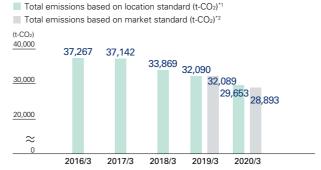
Capital Investment



Free Cash Flows

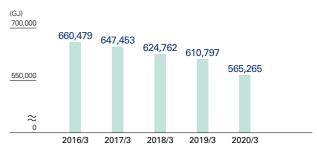


Greenhouse Gas Production Volume



- *1. The conversion factor for CO2 emissions from electricity usage was taken from International Energy Agency (IEA) Emission Factors 2019.
- *2. The conversion factor for CO₂ emissions from electricity usage differs according to power transmission and distribution business operator (the IEA factor is used

Heat Calculated Using Energy Consumption



Note: The amount of heat from energy consumption has been re-calculated to reflect the change to the standards for greenhouse gas production volume

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