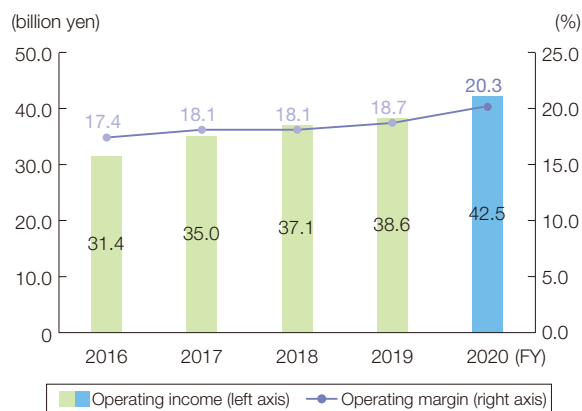


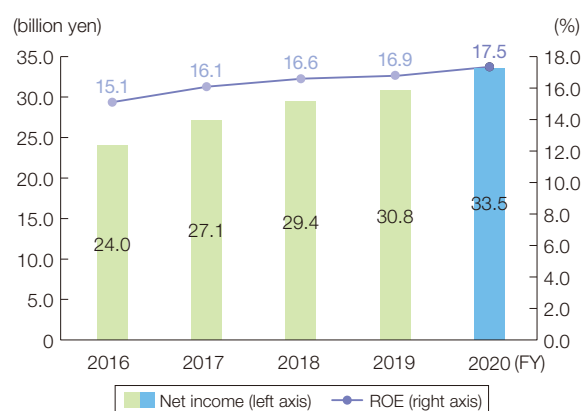
Financial and Non-Financial Highlights

Operating income/Operating margin



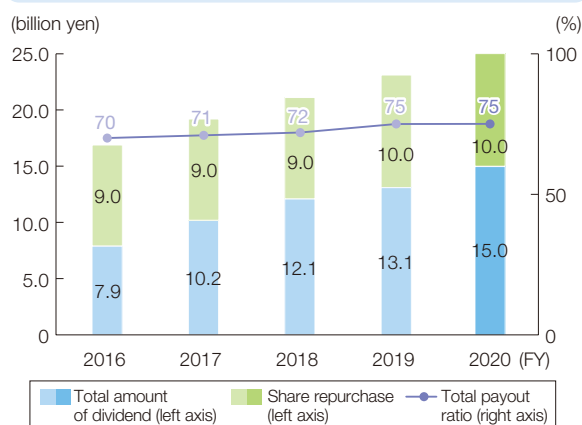
Operating income reached record highs for seven consecutive years. Our operating margin has maintained levels of 10% or more for 18 consecutive years since FY2003.

Net income attributable to owners of parent/ROE



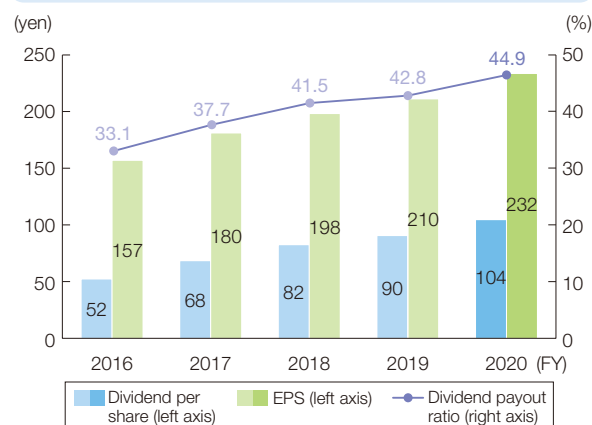
Net income reached record highs for eight consecutive years. ROE exceeded the level achieved in the previous year and exceeded the earning outlook of 16.6% announced in November 2020. ROE target during the Mid-term Business Plan (FY2019-FY2021) is 16% or higher.

Total amount of dividend/Share repurchase/Total payout ratio



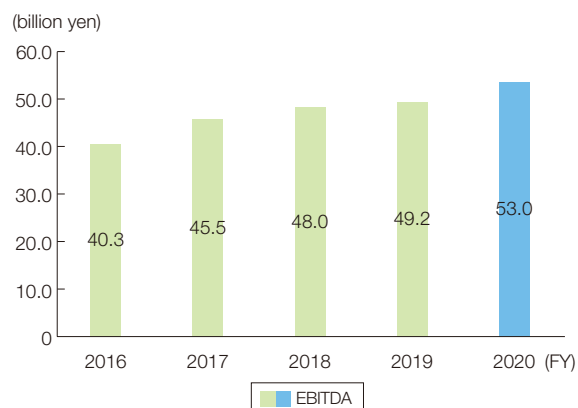
Total payout ratio target during the Mid-term Business Plan (FY2019-FY2021) is 72.5% for FY2019 and 75% for FY2020 and beyond.

Dividends/EPS (net income per share)/Dividend payout ratio

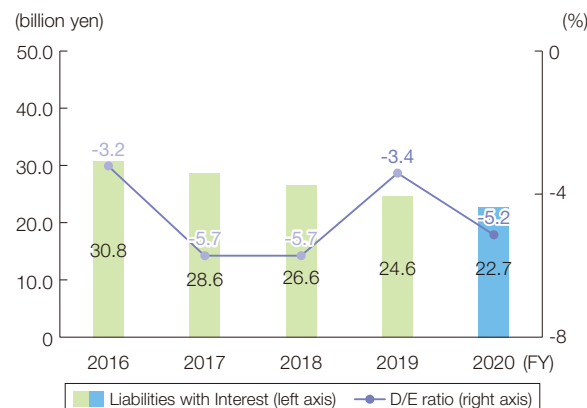


Dividends have increased for nine consecutive years from FY2012 to FY2020. The dividend payout ratio target during the Mid-term Business Plan (FY2019-FY2021) is 42.5% for FY2019 and 45% for FY2020 and beyond.

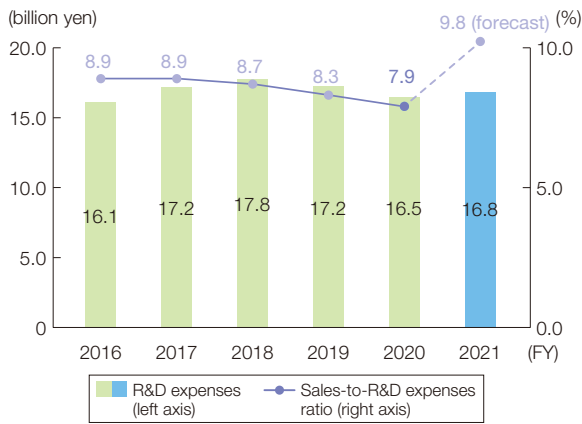
EBITDA



Liabilities with interest/ D/E ratio

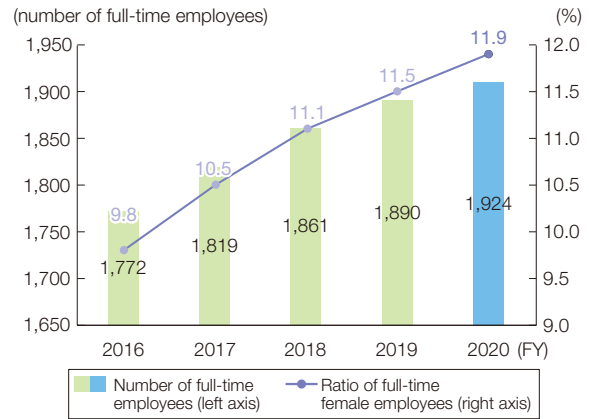


R&D expenses/Sales-to-R&D expenses ratio

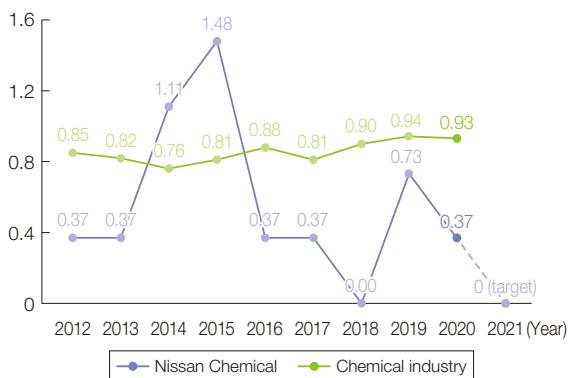


Placing importance on R&D, we have maintained a high sales-to-R&D expenses ratio of 8-9%.

Number of full-time employees/ Ratio of females among full-time employees

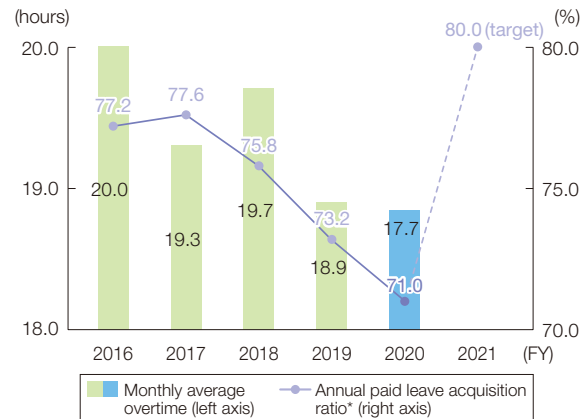


Lost-time injury frequency rate*



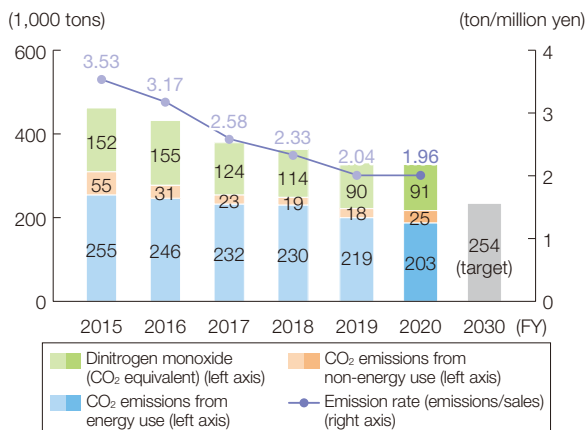
* Number of deaths and injuries due to occupational accidents per million actual working hours

Monthly average overtime/Annual paid leave acquisition ratio



* Figures from FY2019 also include annual paid leave acquisition by managers

GHG emissions/GHG emission rate (emissions/sales)



Waste generation/Recycling rate

