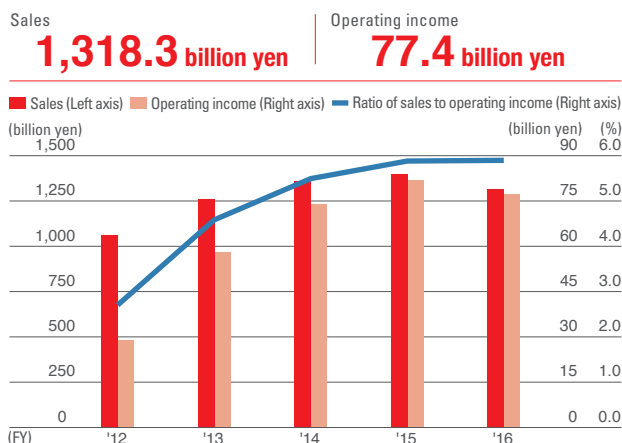
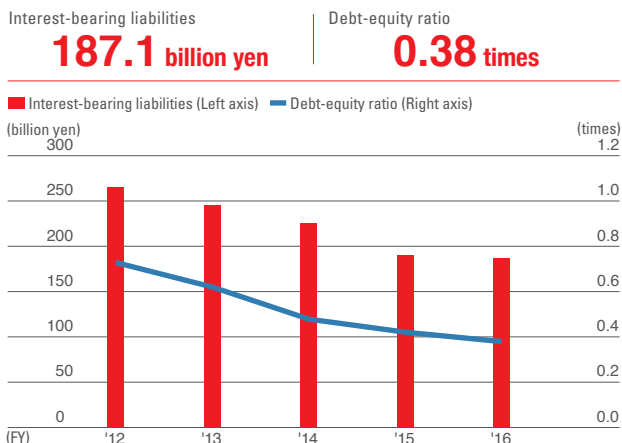


Financial / Non-financial highlights

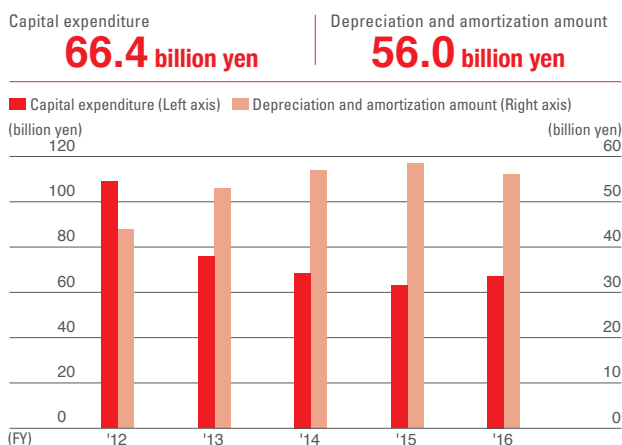
Sales / Operating income



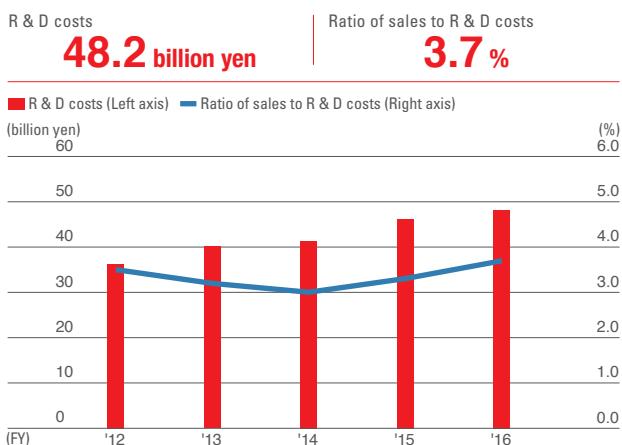
Interest-bearing liabilities



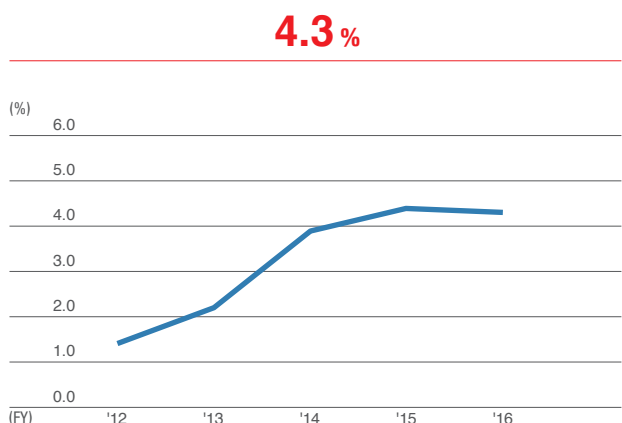
Capital expenditure / Depreciation and amortization amount



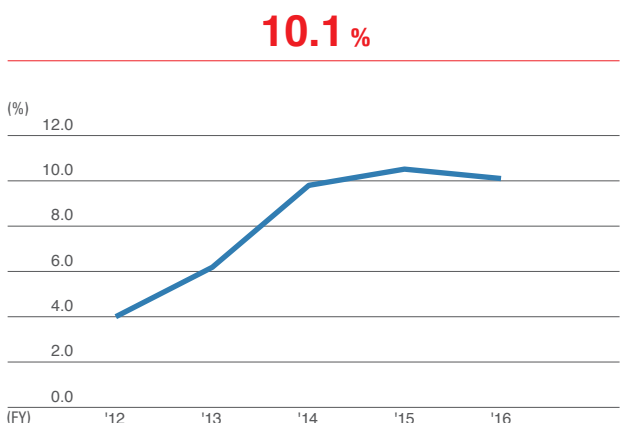
R & D costs



Return on assets (ROA)

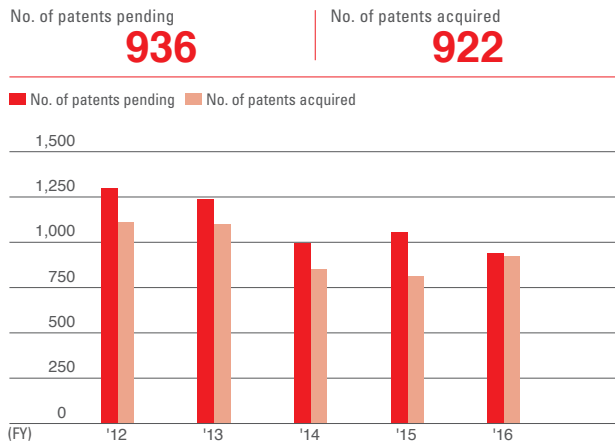


Return on equity (ROE)

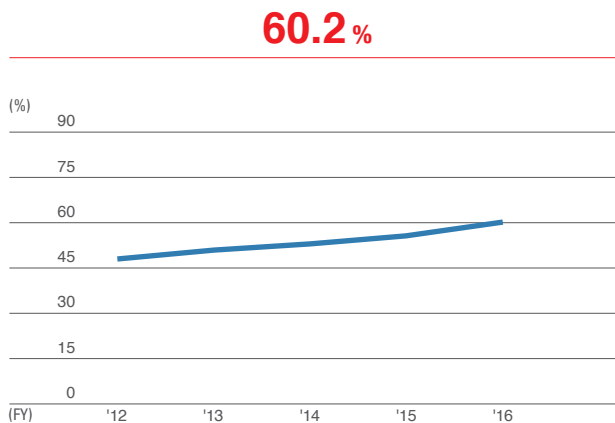


- *1 In order to avoid the same quality issue occurring twice, the product on which the issue occurred and the reason and countermeasure thereof are displayed internally.
- *2 CO₂ emissions reduction due to an environmentally-considerate design at the product usage stage. The amount calculated globally is shown for each year. The calculation method changed partially from FY2016.
- *3 The percentage that chose "Extremely Good" out of the five levels given in a questionnaire held once a year to assess workplace stress levels with the aim of more effective improvements.

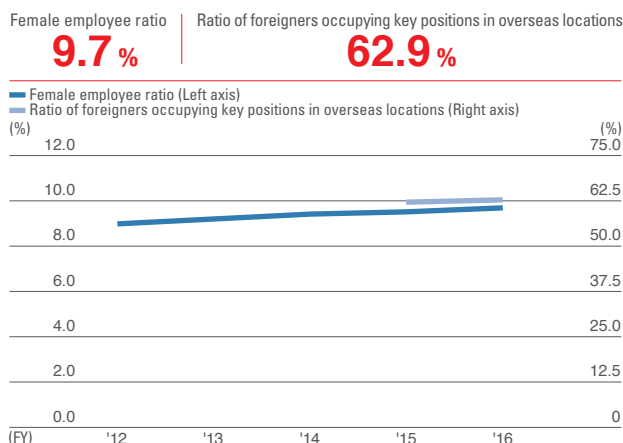
No. of patents pending / patents acquired for the realization of "Building Value"



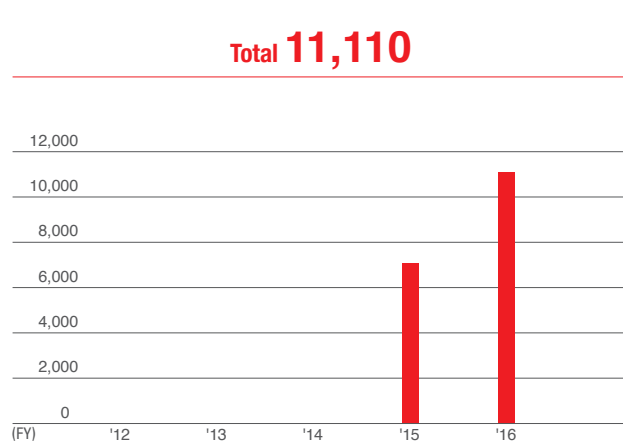
Level of understanding by employees of own division's vision in order to realize "Building Professionals"



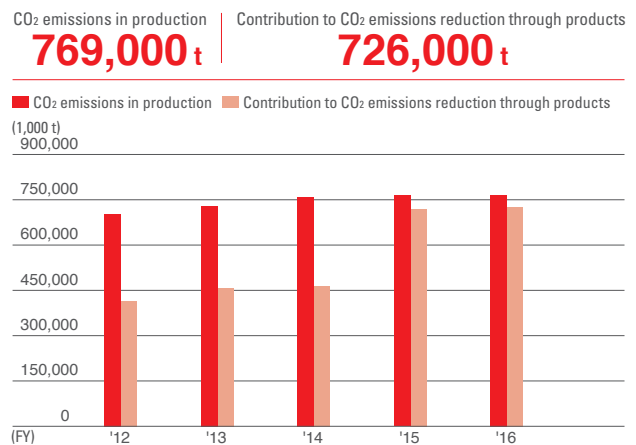
ESG-focused management Improvement of diversity Female employee ratio / Ratio of foreigners occupying key positions in overseas locations



No. of visitors to quality exhibitions for the realization of "Building Excellent Products" (*1)



ESG-focused management Contribution to the environment CO₂ emissions / Contribution to CO₂ emissions reduction through products (*2)



ESG-focused management Mental and physical health of employees Percentage of vigorous and vibrant workplaces (*3)

