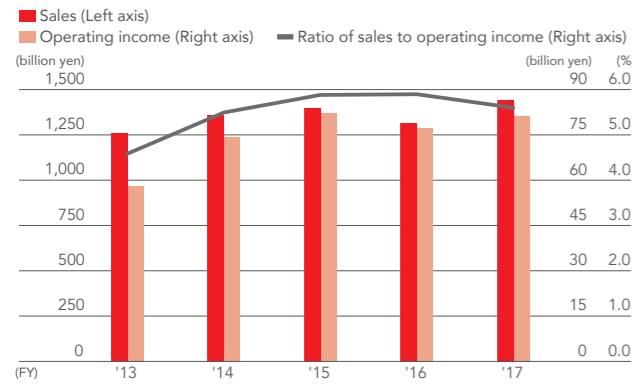
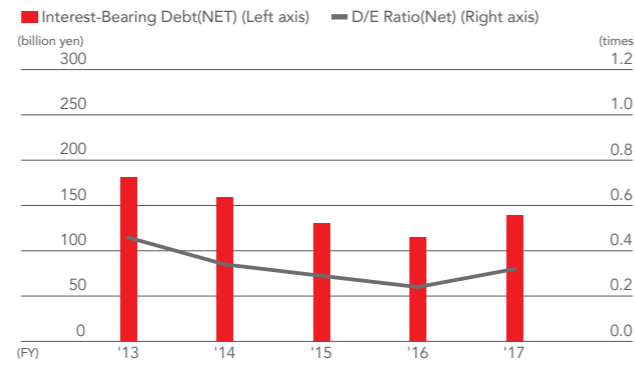


Financial / Non-financial highlights

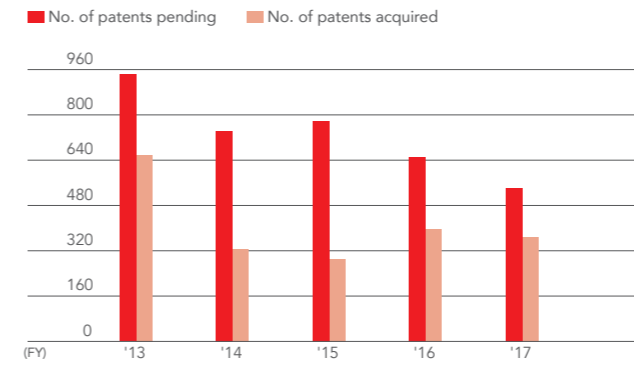
Sales / Operating income **1,441.1 billion yen** **81.3 billion yen**



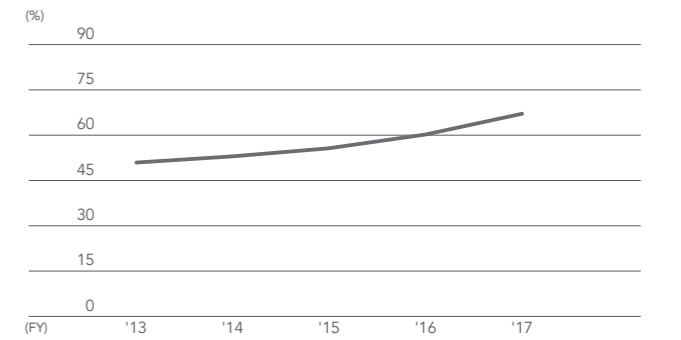
Interest-Bearing Debt (NET) **139.5 billion yen** **0.32 times**



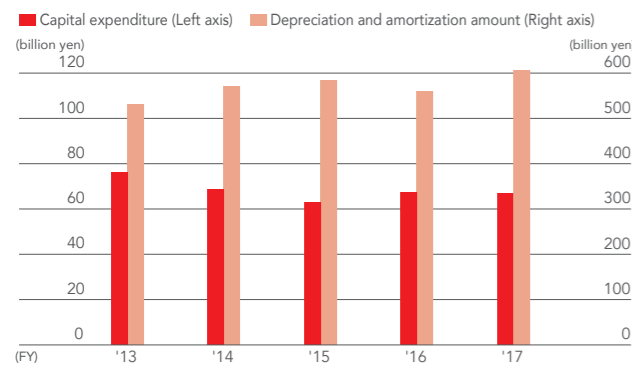
No. of patents pending / patents acquired for the realization of "Building Value" **543** **368**



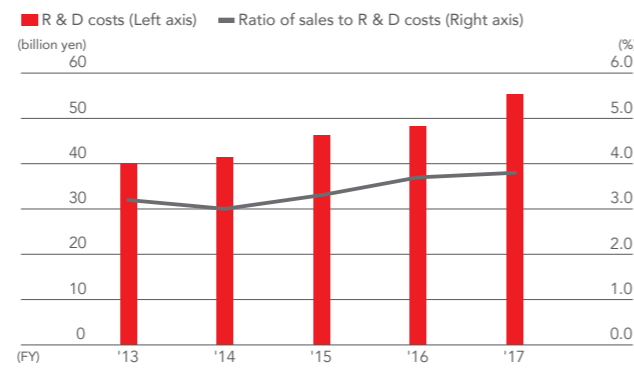
Level of understanding by employees of own division's vision in order to realize "Building Professionals" **67.1%**



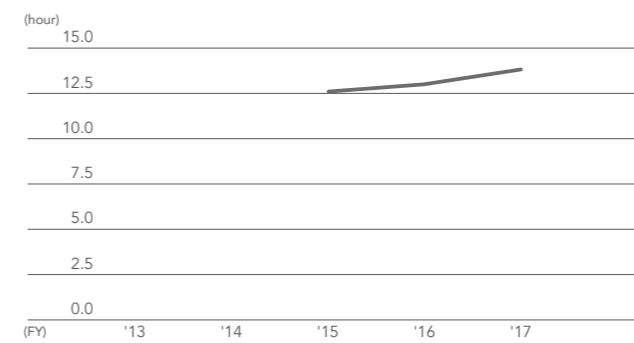
Capital expenditure / Depreciation and amortization amount **66.6 billion yen** **60.4 billion yen**



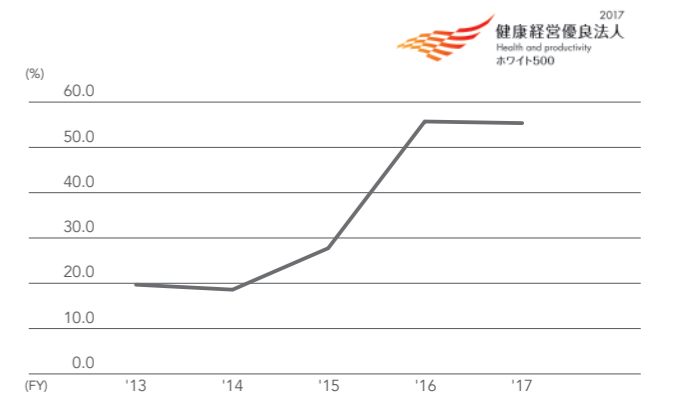
R & D costs **55.2 billion yen** **3.8%**



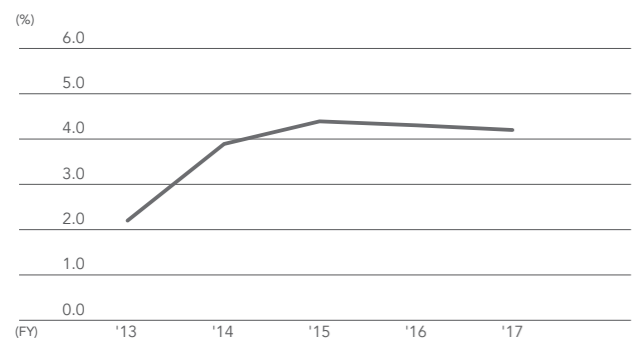
Average hours of training per year per employee vision in order to realize "Building Professionals" **13.9 hour**



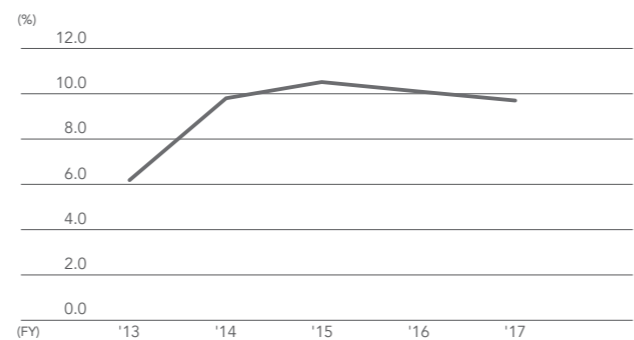
ESG-focused management Mental and physical health of employees Percentage of vigorous and vibrant workplaces *1 **55.3%**



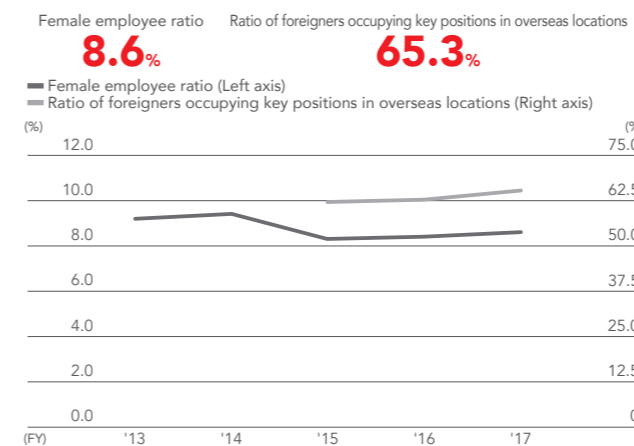
Return on assets (ROA) **4.2%**



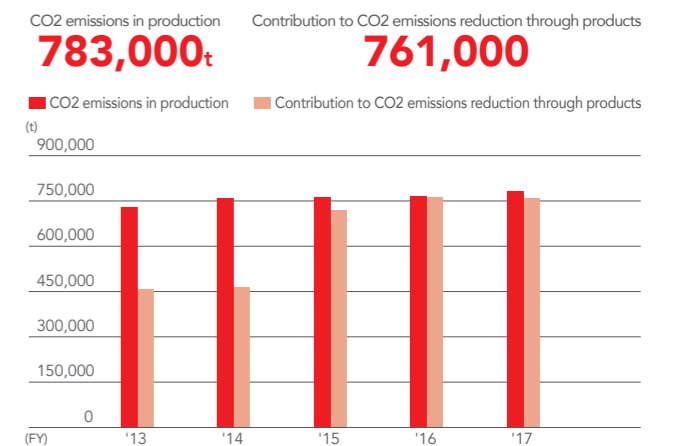
Return on equity (ROE) **9.7%**



ESG-focused management Improvement of diversity Female employee ratio / Ratio of foreigners occupying key positions in overseas locations **8.6%** **65.3%**



ESG-focused management Contribution to the environment CO2 emissions / Contribution to CO2 emissions reduction through products *2 **783,000t** **761,000**



*1 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.
*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.