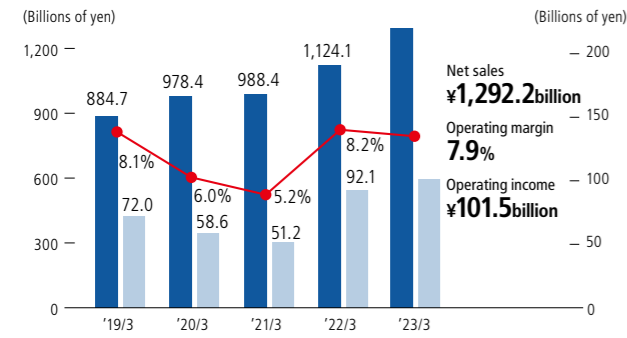


Financial & Non-financial Highlights

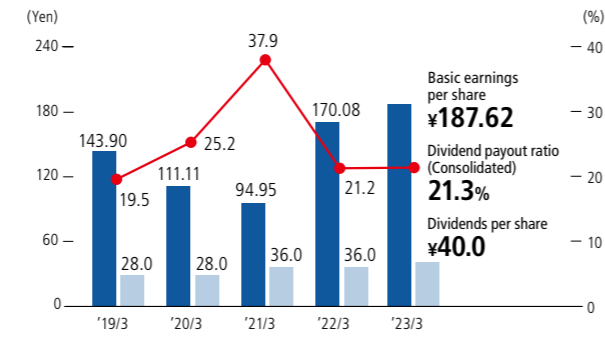
Financial highlights

Net sales, operating income and operating margin



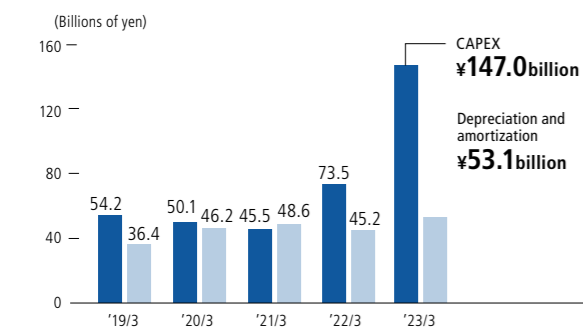
All figures, including net sales and operating income, were the highest ever. Net sales increased for the eleventh consecutive year, and operating income for the second consecutive years.

EPS and dividends



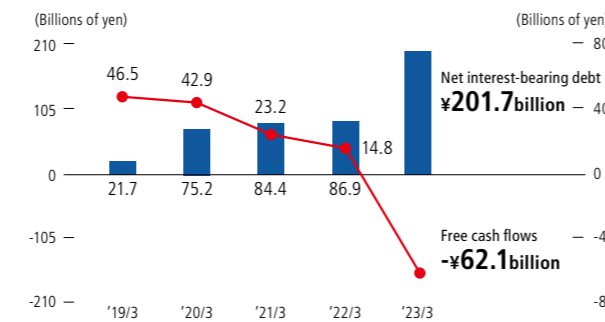
Dividend per share for the fiscal year ended March 2023 was 40 yen, an increase of 4 yen from the previous fiscal year.

CAPEX, depreciation and amortization



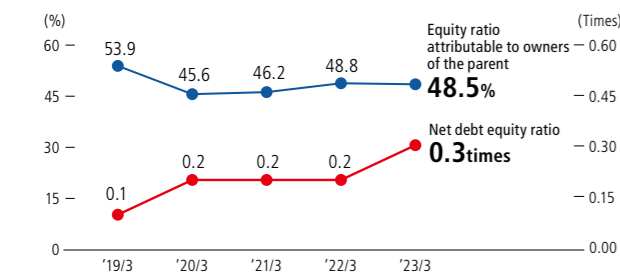
CAPEX was incurred mainly due to that related to the Tokyo X Tech Garden. *CAPEX in the fiscal years ended March 2022 and 2023 include a portion of acquisition expenses for the Tokyo X Tech Garden.

Net interest-bearing debt and free cash flows



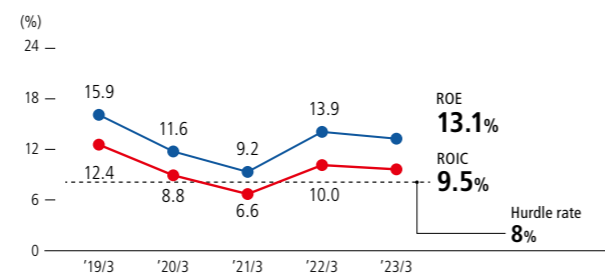
Free cash flows turned to negative owing to an increase in working capital because of the acquisition of the Tokyo X Tech Garden, expenses for M&As, and an increase in inventories. Then net interest-bearing debt increased.

Equity ratio attributable to owners of the parent and net debt equity (D/E) ratio



Equity ratio attributable to owners of the parent was at the same level as that for the previous fiscal year. Net debt equity ratio was 0.3 times, as such factors as the acquisition of the Tokyo X Tech Garden, expenses for M&As and an increase in working capital resulted in increased net interest-bearing debt.

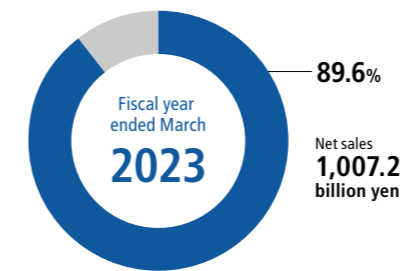
ROE and ROIC



Both ROE and ROIC are maintained at high levels. ROIC has stayed above our hurdle rate, and we have been enhancing our corporate value while increasing capital efficiency.

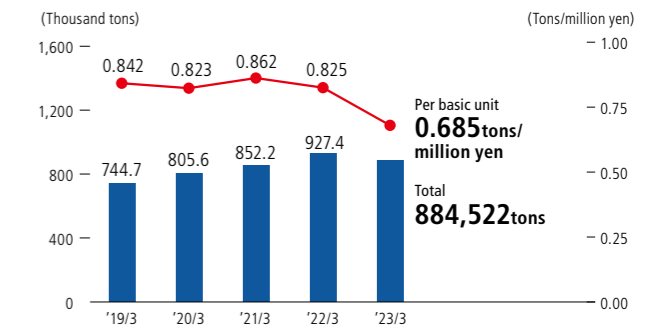
Non-financial highlights

Percentage of net sales of Green Products



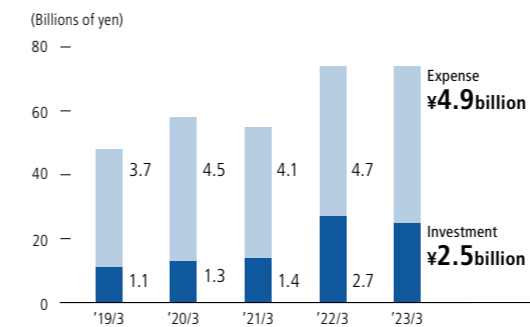
The net sales of Green Products in the fiscal year ended March 2023 amounted to 1,007.2 billion yen, which was 89.6% of the total net sales (excluding products that cannot be designed in-house).

CO₂ equivalent greenhouse gas emissions



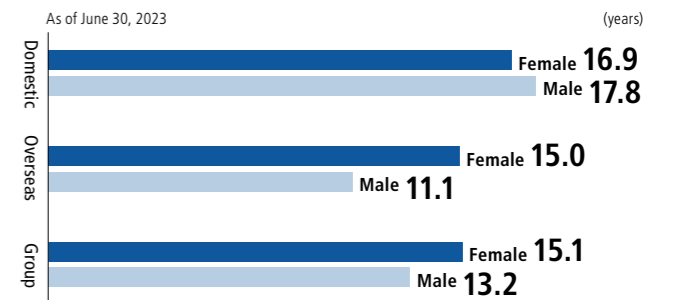
Since greenhouse gases are considered to be a cause of climate change, we examine total emissions and emissions per unit sales. In the fiscal year ended March 2023, our greenhouse gas emissions decreased 4.6% in total volume and decreased 17.0% per unit sales, in comparison with the previous fiscal year.

Environmental conservation costs



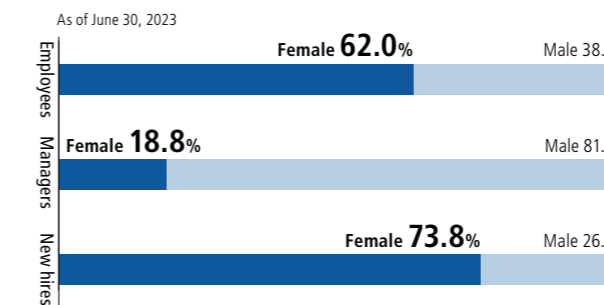
Environmental conservation costs are calculated as the total of investment and expense on the basis of the "Environmental Accounting Guidelines 2005" published by Japan's Ministry of the Environment. We incurred 7.4 billion yen in environmental conservation costs, including investment and expense combined, in the fiscal year ended March 2023.

Average of working years by gender



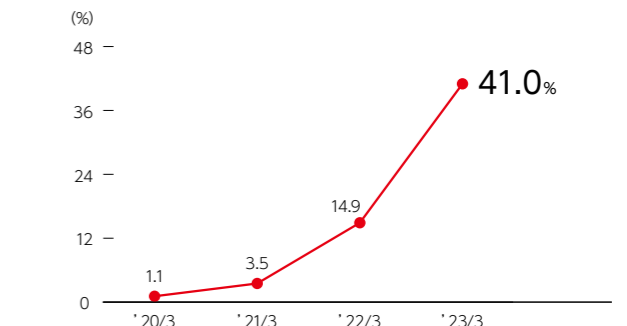
The average years of service for female employees of the overall Group is high, and there are no substantial differences between genders. To support this, we are taking steps to enhance our workplace where possible to support working families.

Proportion of female employees (employees, managers, and new hires)



We have fostered workplace environments where our diverse group of employees are able to maximize their talents and are empowered to create new values and competitiveness. Female accounted for 62.0% of our employees and 18.8% of our managers as of June 30, 2023. (Aggregate total worldwide)

Percentage of male employees taking childcare leave



In the fiscal year ended March 2023, the percentage of male employees taking childcare leave was 41.0%. (Aggregate total on a non-consolidated basis)