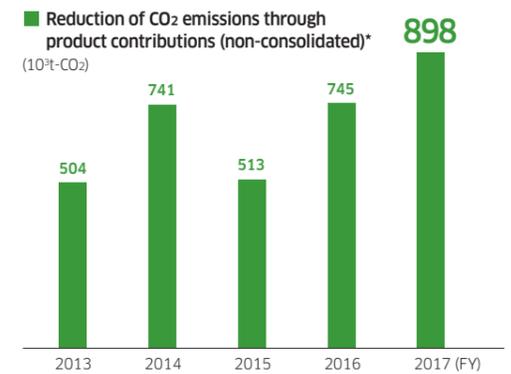
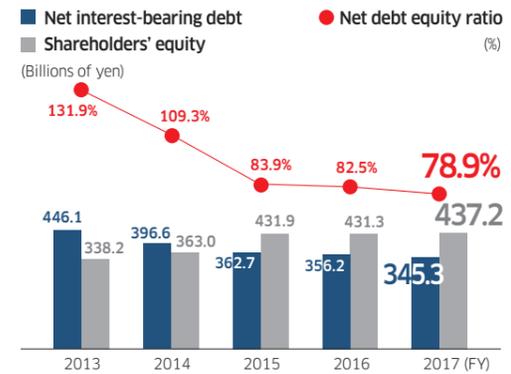
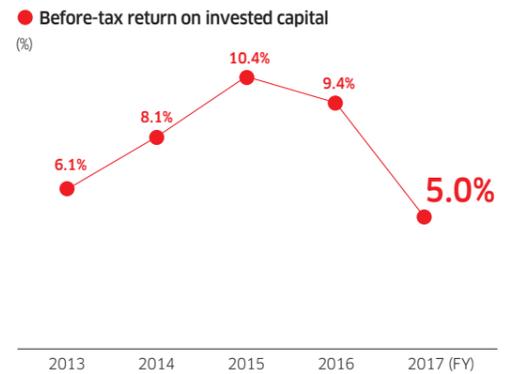
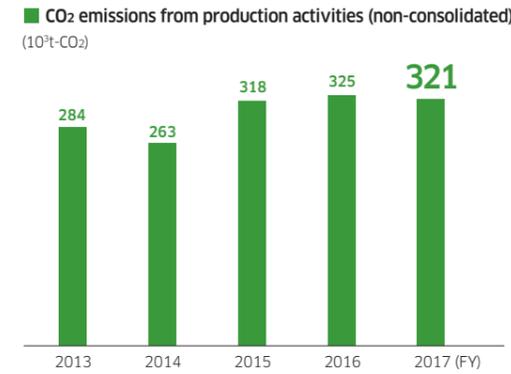
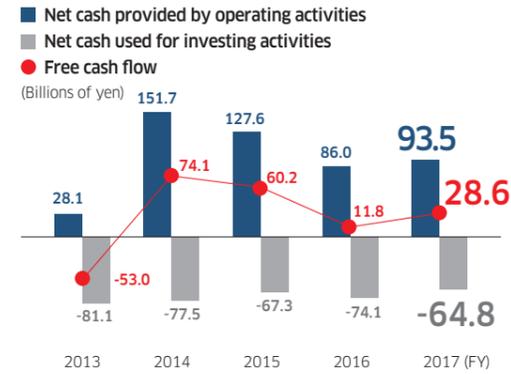
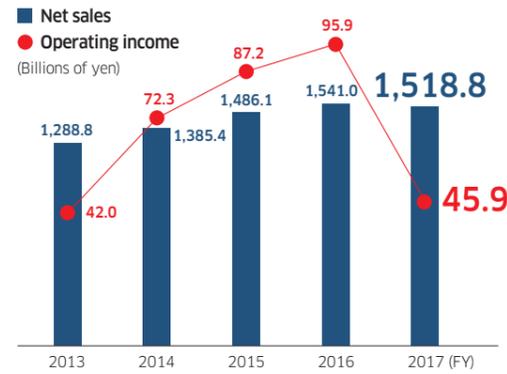


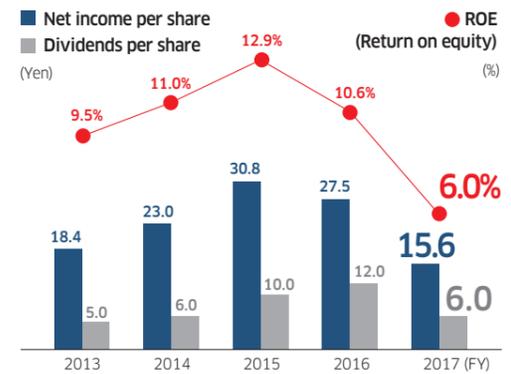
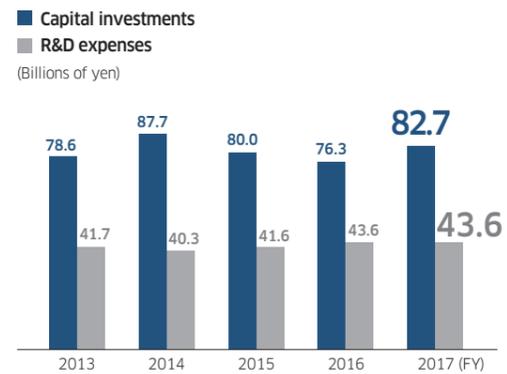
Performance Highlights



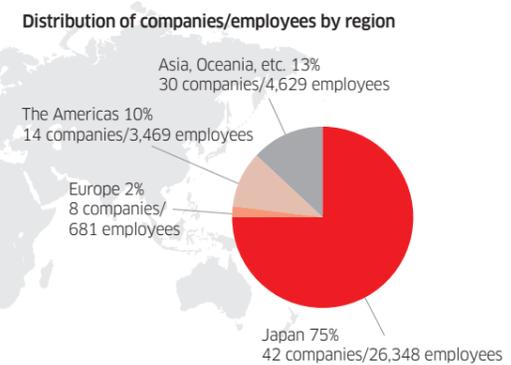
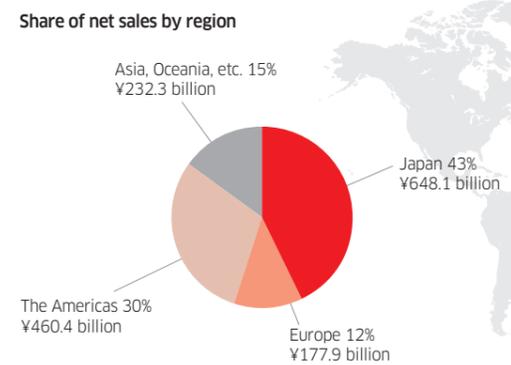
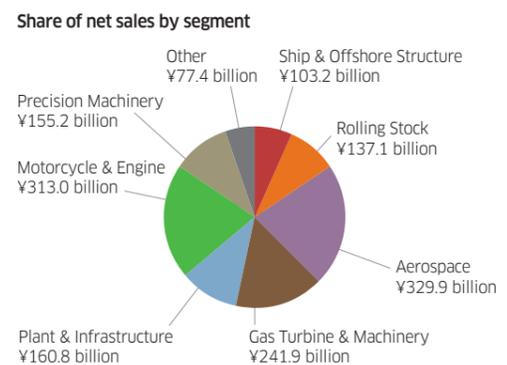
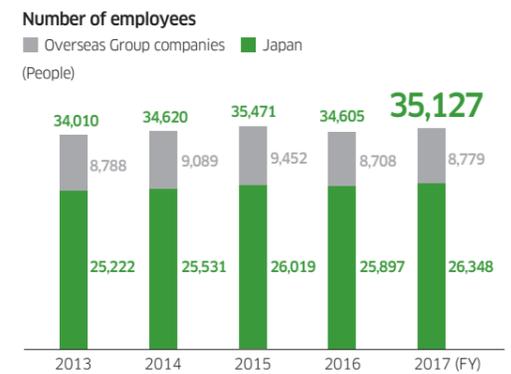
Before-tax return on invested capital = EBIT (Income before income taxes and non-controlling interests + Interest expense) / Invested capital (Interest-bearing debt + Shareholders' equity)

Net debt equity ratio = Net interest-bearing debt (Interest-bearing debt - Cash on hand and in banks) / Shareholders' equity

*Estimates based on actual delivery record



Return on equity = Profit attributable to owners of the parent / Shareholders' equity



ESG-Related External Evaluations

The Dow Jones Sustainability Index is a leading Sustainability Investing (SI) index which assesses and selects leading sustainability-driven companies in terms of economic, environmental, and social criteria.



Created by the global index provider FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company), the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.



MSCI ESG Leaders Indexes include companies with high ESG ratings relative to their sector peers.



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The Morningstar Socially Responsible Investment Index is the first index in Japan of socially responsible investment stock. The stock prices of socially responsible companies selected from all those listed in Japan by Morningstar Japan K.K. are converted into an index.



The Certified Health & Productivity Management Organization Recognition Program identifies large corporations, small and medium-sized companies and other organizations that engage in outstanding health and productivity management practices, based on initiatives to address health-related issues in regional communities and to promote health-conscious activities promoted by the Nippon Kenko Kaigi.



The Eruboshi system is based on the Act on Promotion of Women's Participation and Advancement in the Workplace. Of companies that draw up and submit general employer action plans under the Act, only those subsequently judged to meet certain standards and provide excellent conditions to encourage women to be more active in the workplace are eligible for certification by the Minister of Health, Labour and Welfare under the Eruboshi system.



The Kurumin Mark is a certification logo presented by the Ministry of Health, Labour and Welfare to companies that have achieved targets stated in the business action plans formulated by each company in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children and have met certain criteria. The logo indicates such companies are childcare-supportive employers.

