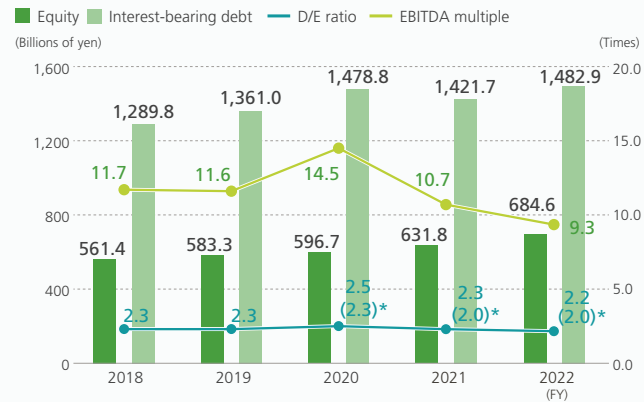
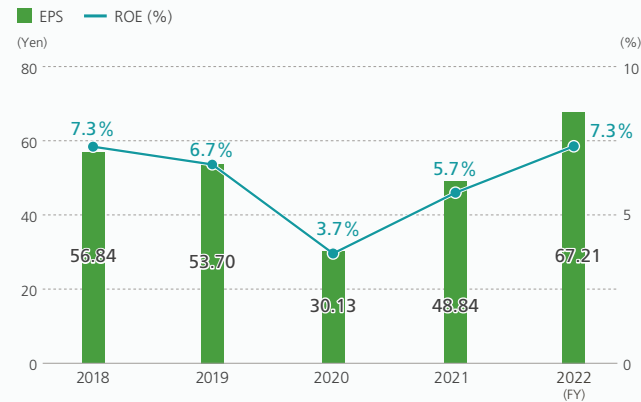


## Key financial indicators

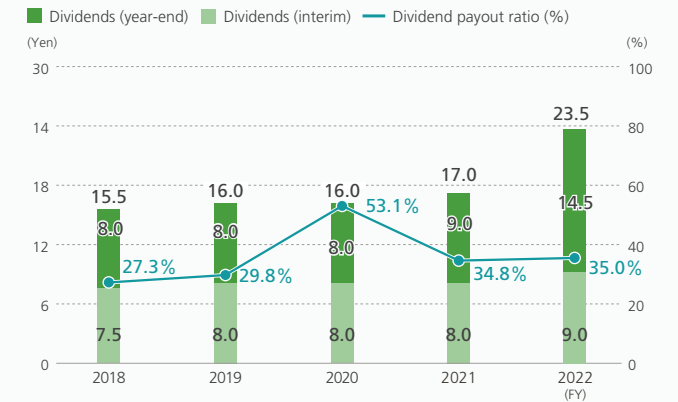
### Changes in equity and interest-bearing debt



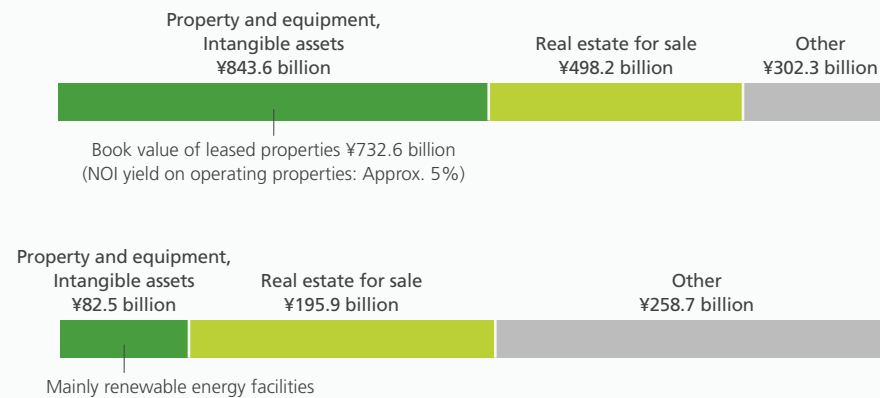
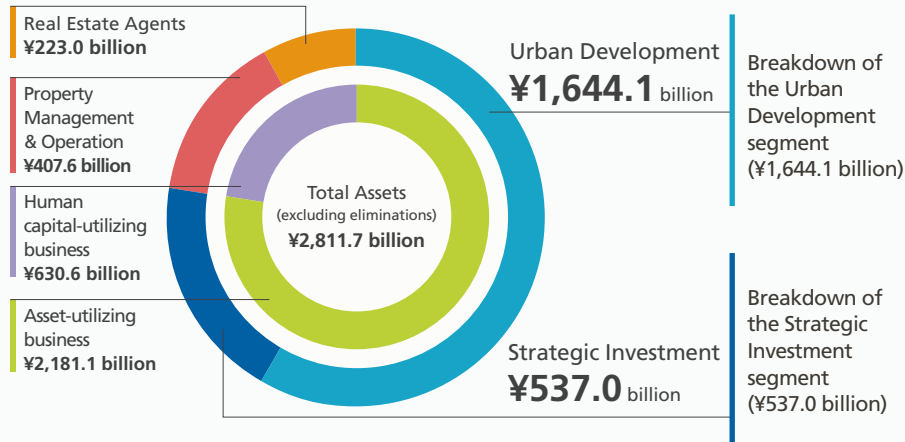
### Changes in EPS and ROE



### Changes in dividends and dividend payout ratio



### Asset breakdown by segment

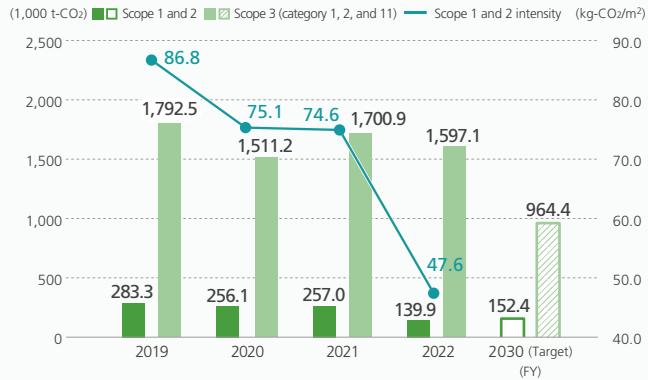


\* D/E ratio after taking hybrid financing into account

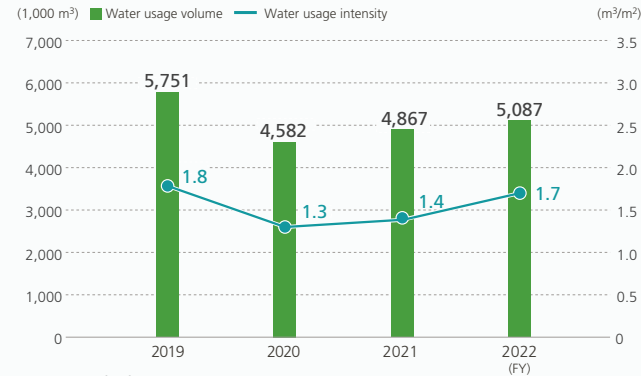
## Key non-financial indicators

\*Some of the figures for fiscal 2022, including for CO2 emissions, have yet to undergo third party verification.

### CO2 emissions volume and intensity

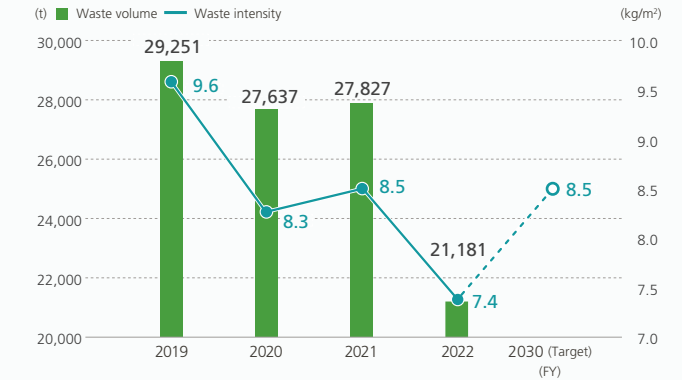


### Water usage volume and intensity

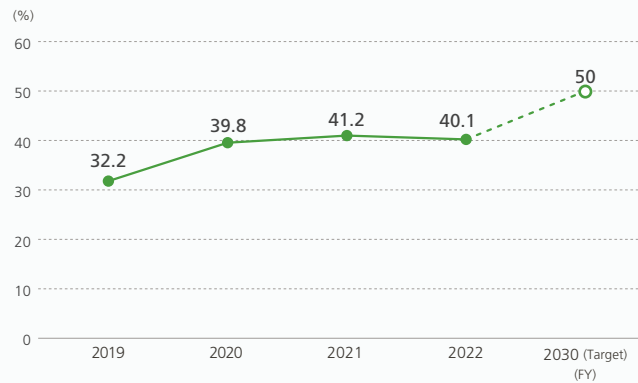


\* The target for fiscal 2030 is a year-on-year reduction

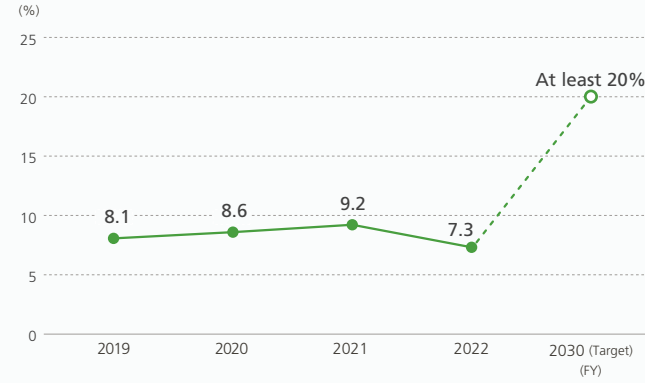
### Waste volume and intensity



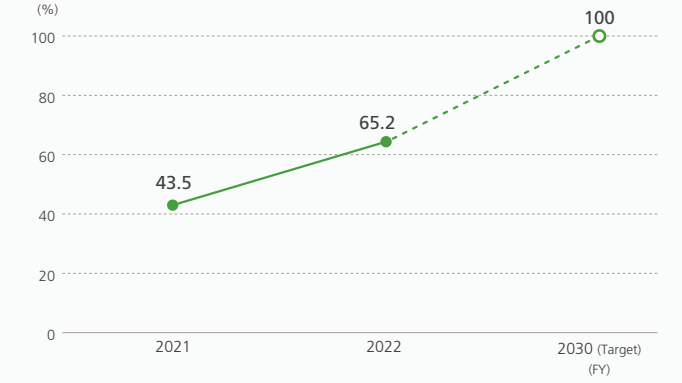
### Ratio of women among new graduate hires



### Ratio of female managers



### Ratio of childcare leave taken by male employees



## Financial Indicators

	(Unit)	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Operating revenue	Billions of yen	595.9	714.1	773.1	815.5	808.5	866.1	901.9	963.2	907.7	989.0	1,005.8
Operating gross profit	Billions of yen	126.8	145.3	148.8	163.8	173.0	182.5	193.4	201.7	164.8	193.9	197.2
Operating profit	Billions of yen	52.0	61.4	63.3	68.8	73.2	77.5	80.2	79.3	56.5	83.8	110.4
Ordinary profit	Billions of yen	39.9	50.6	51.7	56.4	63.6	68.7	70.7	67.5	46.6	72.8	99.6
Net profit*1	Billions of yen	22.1	23.7	25.2	28.7	31.5	35.2	37.5	38.6	21.7	35.1	48.2
Total assets*2	Billions of yen	1,718.4	1,789.8	1,973.8	1,984.4	2,067.2	2,173.2	2,405.2	2,487.4	2,652.3	2,634.3	2,738.5
Current assets	Billions of yen	324.0	416.0	572.6	491.9	588.0	649.8	872.7	889.0	1,005.0	1,037.0	1,115.6
Real estate for sale*3	Billions of yen	175.3	245.9	394.7	364.4	418.6	473.7	568.0	658.0	680.6	757.4	795.2
Non-current assets	Billions of yen	1,394.4	1,373.8	1,401.2	1,492.4	1,479.1	1,523.4	1,532.2	1,598.1	1,647.2	1,597.4	1,622.9
Total net assets	Billions of yen	307.0	369.2	398.3	422.4	446.3	475.3	568.7	594.2	608.7	643.3	700.7
Equity	Billions of yen	268.7	364.5	395.3	418.8	442.3	468.1	561.4	583.3	596.7	631.8	684.6
Interest-bearing debt	Billions of yen	974.1	991.0	1,125.4	1,106.1	1,137.9	1,210.4	1,289.8	1,361.0	1,478.8	1,421.7	1,482.9
Cash flows from operating activities	Billions of yen	70.2	(13.5)	(38.5)	87.9	68.9	12.3	44.5	(6.7)	100.4	76.5	94.7
Cash flows from investing activities	Billions of yen	42.5	19.7	(100.3)	(112.4)	(71.0)	(96.4)	(60.4)	(147.2)	(116.0)	(31.8)	(120.1)
Cash flows from financing activities	Billions of yen	(90.5)	3.0	139.2	(30.5)	23.0	82.4	139.1	65.1	108.3	(81.3)	42.8
Capital investment	Billions of yen	43.8	77.5	126.7	78.8	60.3	44.6	89.8	136.1	108.7	41.7	79.8
Depreciation	Billions of yen	20.2	20.0	20.2	21.0	23.5	23.1	24.6	32.3	39.8	43.3	44.5
EPS (net profit per share of common stock)	Yen	41.71	41.61	41.45	47.18	51.77	57.80	56.84	53.70	30.13	48.84	67.21
BPS (net assets per share of common stock)	Yen	505.99	598.73	649.40	687.92	726.59	768.85	780.78	811.04	829.50	878.32	964.77
Dividends per share	Yen	7.00	8.00	10.00	12.00	13.00	14.50	15.50	16.00	16.00	17.00	23.50
ROA	%	3.0	3.5	3.4	3.5	3.6	3.7	3.5	3.3	2.2	3.2	4.1
ROE	%	8.7	7.5	6.6	7.1	7.3	7.7	7.3	6.7	3.7	5.7	7.3
Equity ratio	%	15.6	20.4	20.0	21.1	21.4	21.5	23.3	23.5	22.5	24.0	25.0
D/E ratio	Times	3.6	2.7	2.8	2.6	2.6	2.6	2.3	2.3	2.5 <sup>4</sup>	2.3 <sup>4</sup>	2.2 <sup>4</sup>
Dividend payout ratio	%	16.8	19.2	24.1	25.4	25.1	25.1	27.3	29.8	53.1	34.8	35.0
EBITDA*5	Billions of yen	72.4	84.6	88.0	94.3	101.7	106.1	110.2	117.1	101.7	132.5	160.2
EBITDA multiple*6	Times	13.5	11.7	12.8	11.7	11.2	11.4	11.7	11.6	14.5	10.7	9.3

\*1. Net profit has been reclassified as profit attributable to owners of parent from fiscal 2015

\*2. The Partial Amendments to Accounting Standard for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018) took effect at the beginning of the first quarter of fiscal 2018, and this Accounting Standard was applied retroactively to the main management indexes from fiscal 2017

\*3. Real estate for sale: Includes real estate for sale in process and costs of uncompleted construction contracts

\*4. D/E ratio before taking hybrid financing into account

\*5. EBITDA: Operating profit before depreciation = Operating profit + Depreciation + Amortization of goodwill

\*6. EBITDA multiple: Interest-bearing debt/EBITDA (Operating profit before depreciation)

## Social indicators

	(Unit)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Number of employees	Persons	17,594	18,243	19,230	20,421	21,091	21,976	22,953	23,411	21,276	21,614
Ratio of female managers	%	4.8	5.7	5.9	5.7	8.6	8.3	8.1	8.6	9.2	7.3
Female directors (non-consolidated)	Persons	0	0	0	0	0	1	1	1	2	2
Female Audit & Supervisory Board members (non-consolidated)	Persons	0	0	0	0	0	0	0	0	0	0
Female operating officers*	Persons	1	2	2	2	2	2	4	4	6	2
Average years of service (male)	Year	13.2	13.2	13.0	12.9	12.7	13.1	13.2	12.7	12.7	10.4
Average years of service (female)	Year	8.8	9.0	8.7	8.8	8.7	9.2	8.9	8.5	8.7	7.6
Ratio of female full-time employees	%	23.7	24.2	25.3	26.5	27.2	28.5	29.8	30.9	31.8	31.9
Ratio of new female employee hires to total hires	%	31.5	33.0	35.4	41.6	40.1	39.5	32.2	39.8	41.2	40.1
Ratio of childcare leave taken by male employees	%	–	–	–	–	–	–	–	–	43.5	65.2
Deepening understanding of DE&I (percentage of employees who took an e-learning course)	%	–	–	–	–	–	–	–	–	30.0	86.5
Respect for human rights in the supply chain	%	–	–	–	–	–	–	–	–	41.9	72.7

\* Includes female directors who serve as operating officers. However, the number of directors who serve as operating officers is not included in the scope of third-party verification.

(As of March 31, 2023)

- Discrepancies between the wages of male and female employees will be disclosed through our corporate website in November. [➔ For details, see our website](#)
- Fiscal 2022 figures also include data that has yet to undergo third party verification. If adjustments are made, the new data will be disclosed through our website as needed.

## Environmental indicators

	(Unit)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
CO <sub>2</sub> emissions (Scope 1 and 2)	1,000 t of CO <sub>2</sub>	228.3	234.8	210.7	233.0	227.5	230.5	283.3	256.1	257.0	139.9
Intensity	kg-CO <sub>2</sub> /m <sup>2</sup>	98.6	101.9	98.4	106.7	101.0	96.1	86.8	75.1	74.6	47.6
CO <sub>2</sub> emissions (Scope 3)	1,000 t of CO <sub>2</sub>	–	–	821.9	682.1	585.9	1,295.5	1,913.0	1,618.8	1,801.7	1,705.7
Category 1, 2, and 11	1,000 t of CO <sub>2</sub>	–	–	–	–	–	–	1,792.5	1,511.2	1,700.9	1,597.1
Water use	1,000 m <sup>3</sup>	3,042	3,141	2,811	2,650	2,548	2,612	5,751	4,582	4,867	5,087
Intensity	m <sup>3</sup> /m <sup>2</sup>	1.33	1.39	1.32	1.23	1.14	1.10	1.8	1.3	1.4	1.7
Waste volume	t	14,189	18,796	18,908	25,127	25,569	22,932	29,251	27,637	27,827	21,181
Intensity	kg/m <sup>2</sup>	10.3	10.2	10.1	12.5	12.6	10.2	9.6	8.3	8.5	7.4

• For figures from fiscal 2019 onward, the coverage of this scope has been changed in accordance with the setting of SBT-approved targets.

(As of March 31, 2023)

- Fiscal 2022 figures for CO<sub>2</sub> emissions have yet to undergo third party verification. If adjustments are made, the new data will be disclosed through our website as needed.