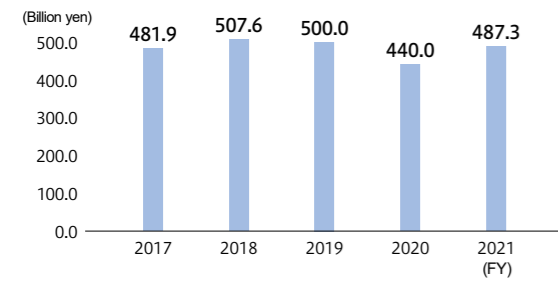


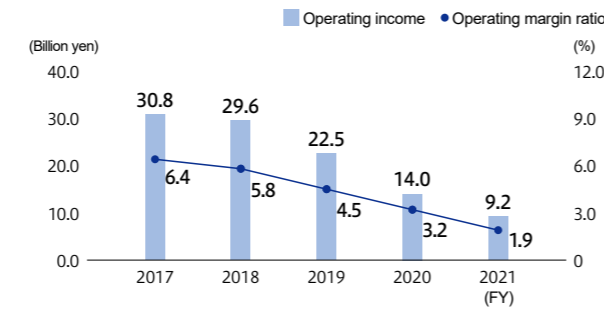
Past Achievements

Financial Highlights

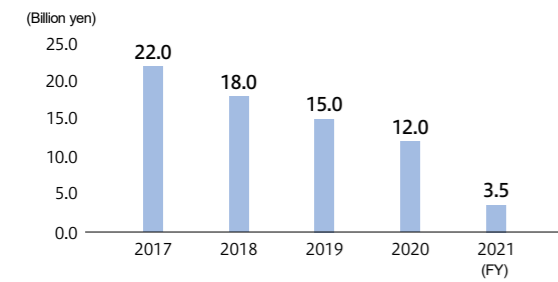
Net sales



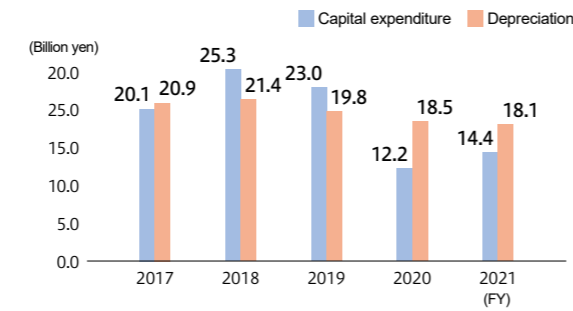
Operating income / Operating margin ratio



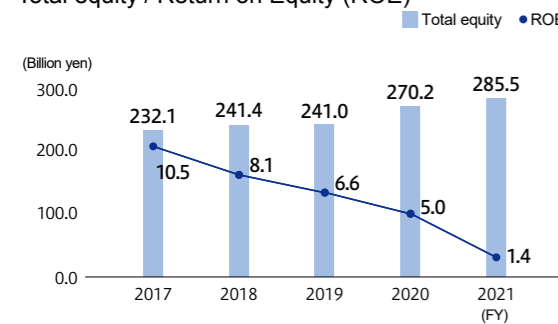
Profit attributable to owners of parent



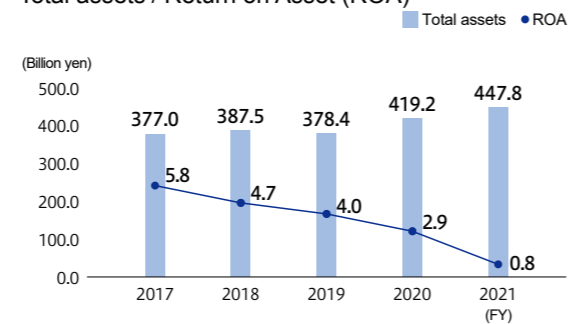
Capital expenditure / Depreciation



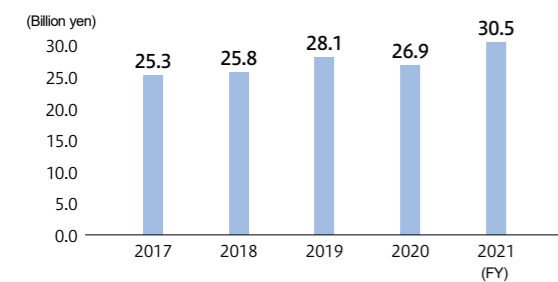
Total equity / Return on Equity (ROE)



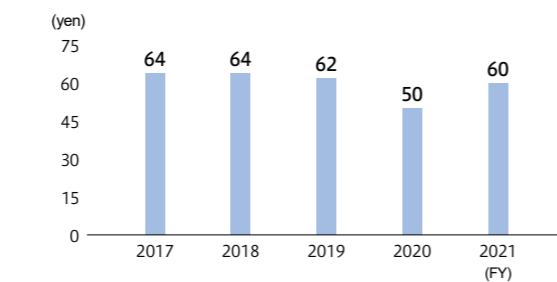
Total assets / Return on Asset (ROA)



R&D expenses

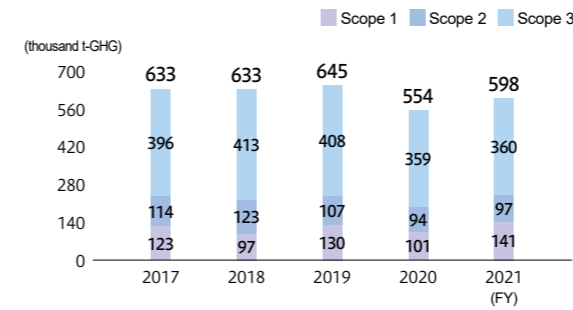


Dividend per share

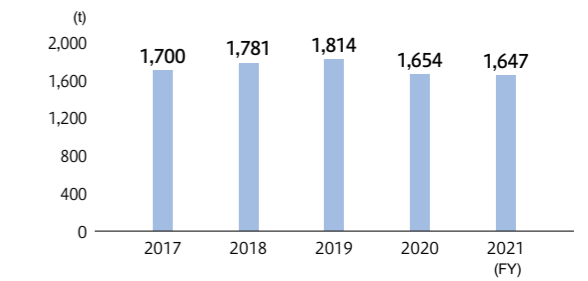


Non-financial Highlights

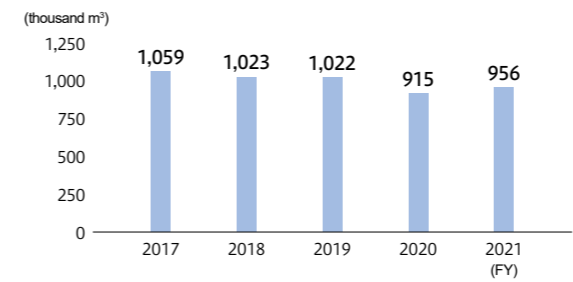
GHG discharge (Tokai Rika Group)



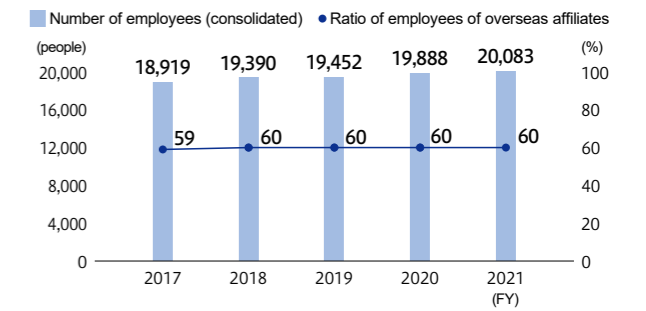
Discharge of waste materials (Tokai Rika)



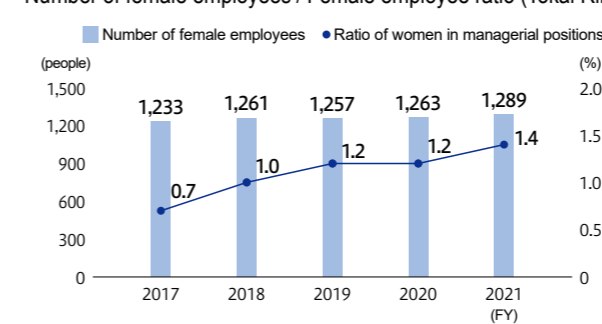
Water withdrawal (Tokai Rika Group)



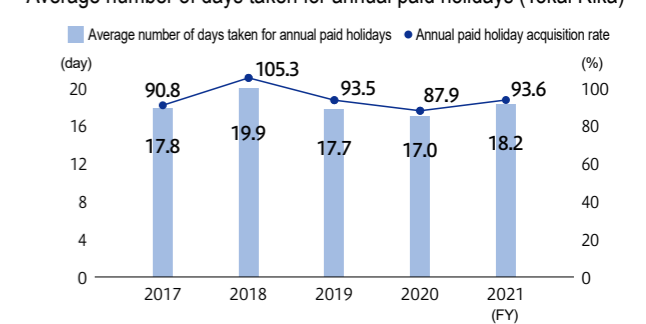
Number of employees (Tokai Rika Group)



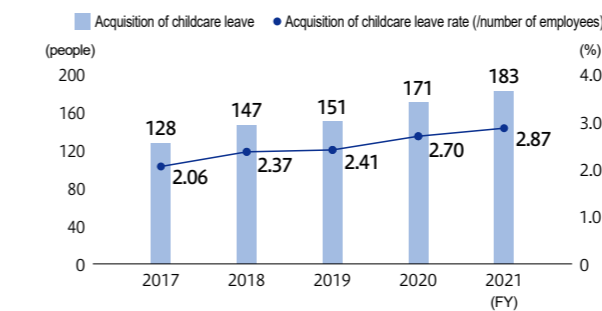
Number of female employees / Female employee ratio (Tokai Rika)



Average number of days taken for annual paid holidays (Tokai Rika)



Acquisition of childcare leave (Tokai Rika)



Industrial accident (Tokai Rika)

