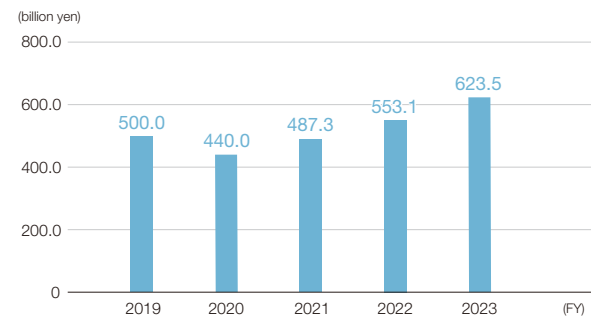
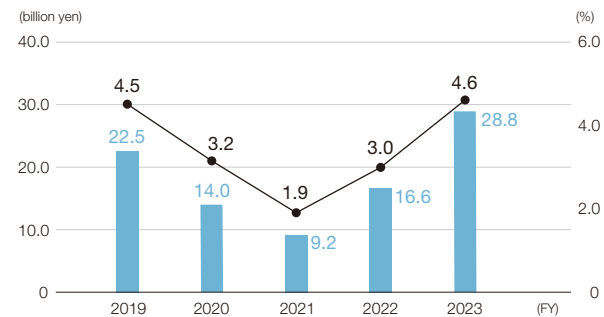


Financial and Non-financial Highlights

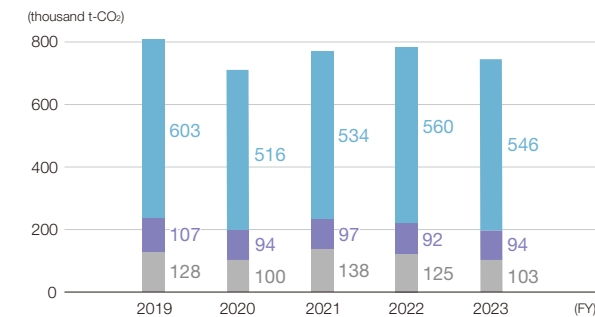
Financial highlights

Net sales

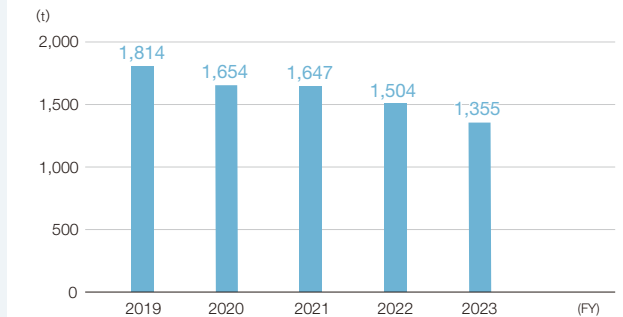
Operating profit/
Operating profit ratio

Non-financial highlights

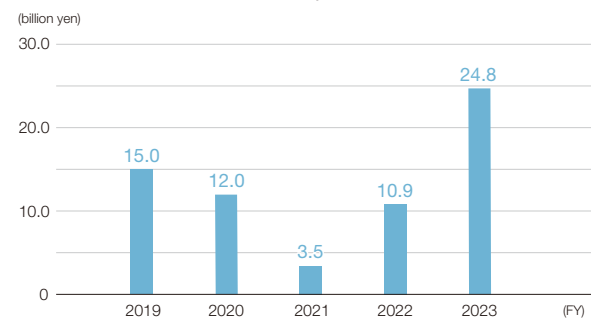
GHG discharge (Tokai Rika Group)



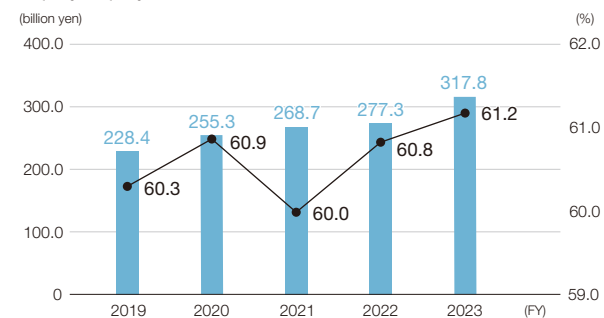
Discharge of waste materials (Tokai Rika Group)



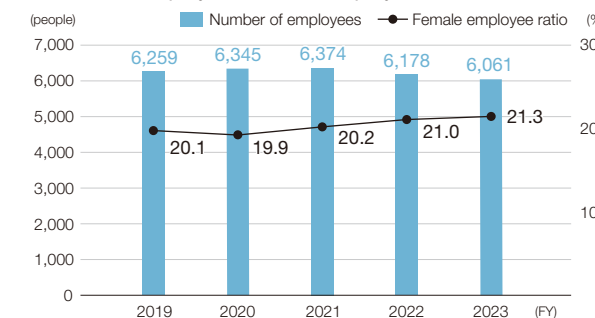
Profit attributable to owners of parent



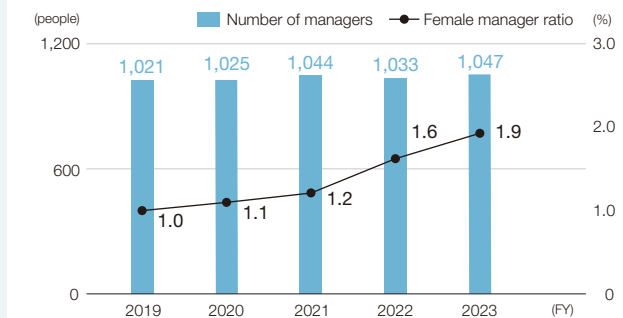
Equity/Equity ratio



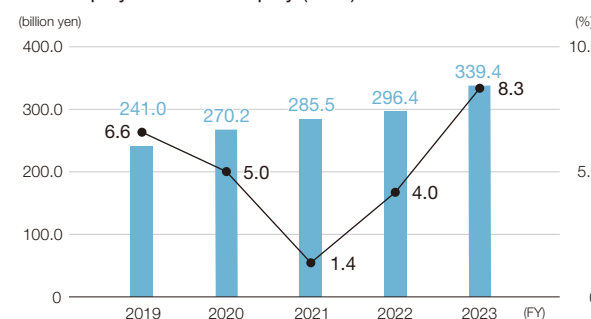
Number of employees/Female employee ratio (Tokai Rika)



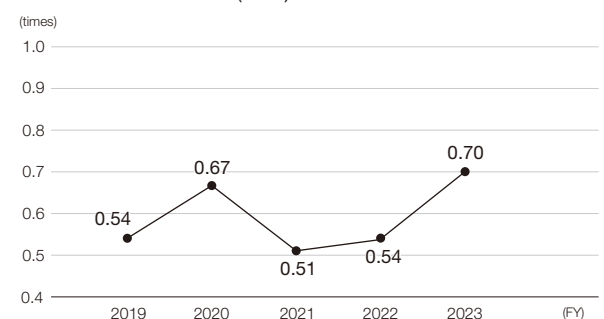
Number of managers/Female manager ratio (Tokai Rika)



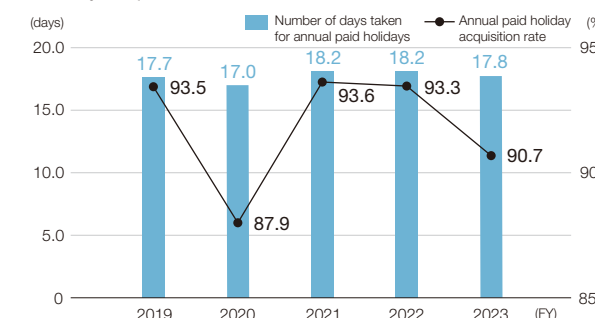
Total equity/Return on Equity (ROE)



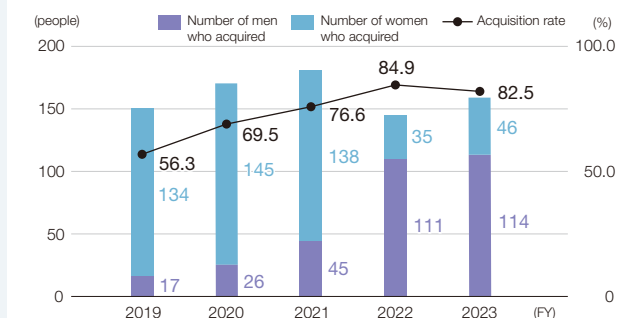
Price-book value ratio (PBR)



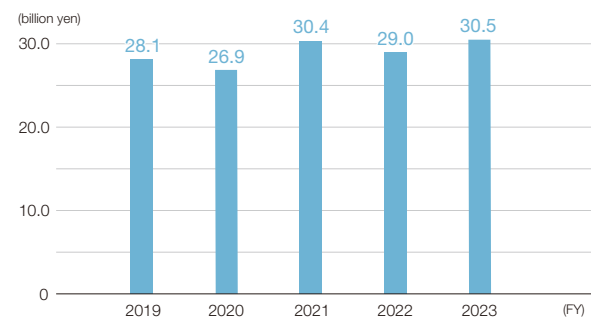
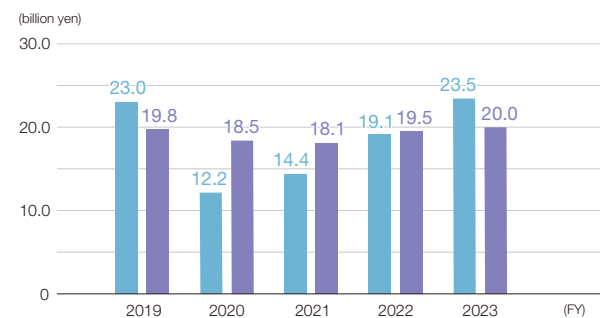
Number of days taken for annual paid holidays/Annual paid holiday acquisition rate (Tokai Rika)



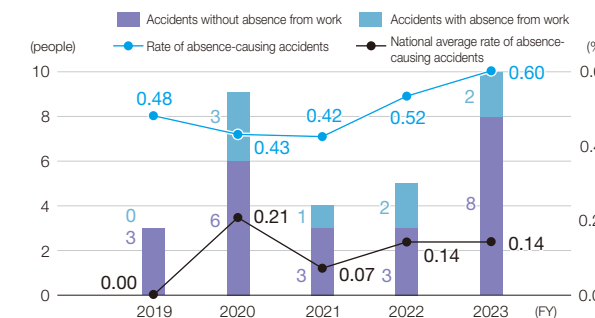
Number and rate of childcare leave acquired by men and women (Tokai Rika)



R&D expenses

Capital expenditure/
Depreciation

Rate of absence-causing accidents/National average rate of absence-causing accidents (Tokai Rika)



Social contribution expenditure (Tokai Rika)

