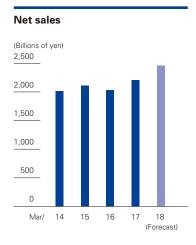
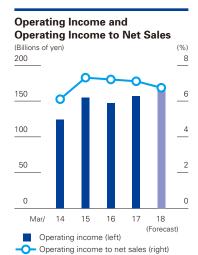
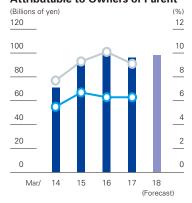
Financial & Non-financial Highlights

Financial Highlights





ROA, ROE and Net Income Attributable to Owners of Parent



Net Income Attributable to Owners of Parent (left)

ROA (right) - ROE (right)

Net Assets and Equity Ratio



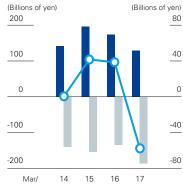
Net assets (left)

Equity ratio (right)

(Billions of yen)

Depreciation

Cash Flows

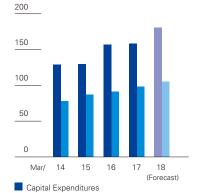


Cash flows from operating activities (left)
Cash flows used in investing activities (left)
Free cash flows (right)

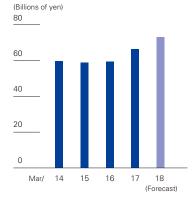
Dividend per Share and Payout Ratio



Capital Expenditures and Depreciation



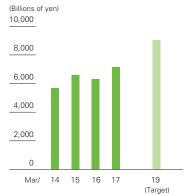
R&D Expenses



 $^{^{\}ast}$ Total of tangible assets and intangible assets (excluding goodwill)

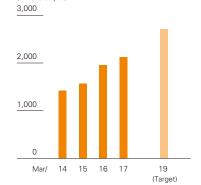
Non-financial Highlights

Net Sales of Green Innovation Businesses

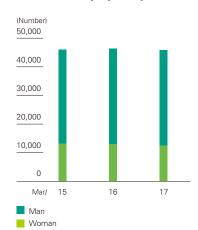


Net Sales of Life Innovation Businesses

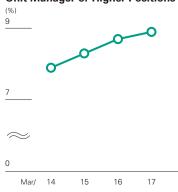
(Billions of yen)



Number of Employees by Gender



Percentage of Woman in Unit Manager or Higher Positions



Reduction of Greenhouse Gas Emissions (Toray)



Reduction of Atmospheric VOC Emissions



Comparative Water Usage per Unit of Sales (FY2001, set to an index value of 100)



Waste Recycling Rate

