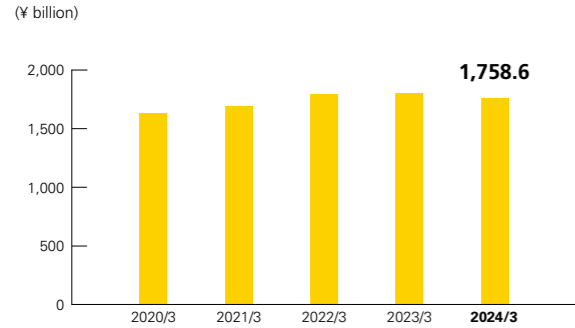


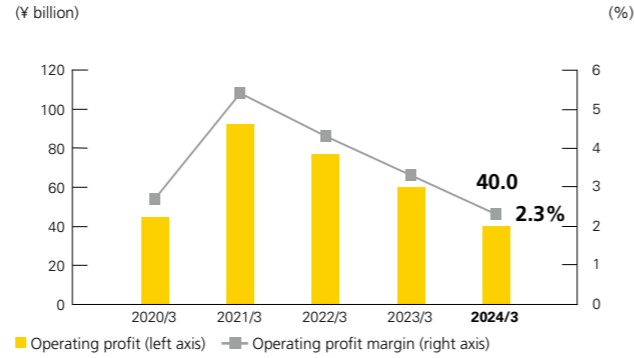
Performance Highlights

(Year Ended March 31, 2024)

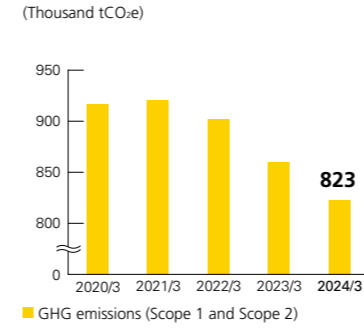
Operating Revenues



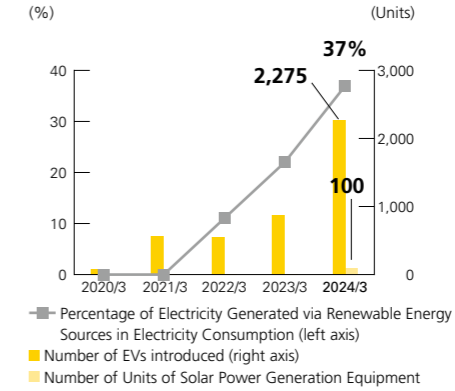
Operating Profit / Operating Profit Margin



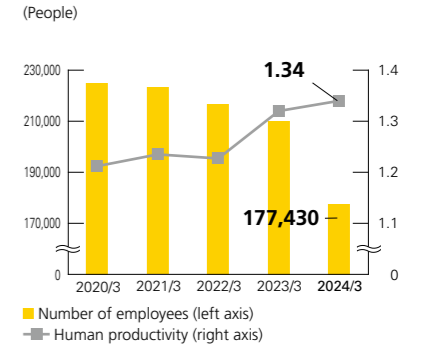
GHG Emissions**



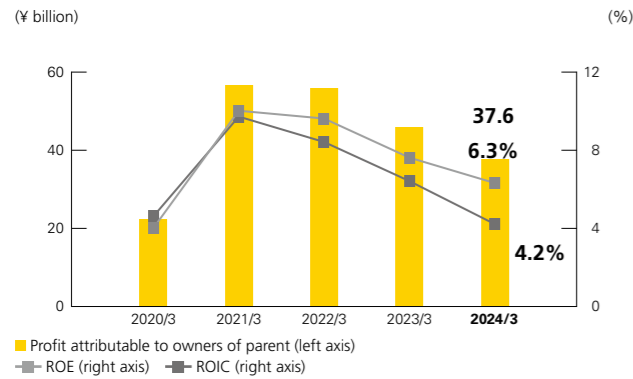
Percentage of Electricity Generated via Renewable Energy Sources in Electricity Consumption** / Number of EVs Introduced / Number of Units of Solar Power Generation Equipment



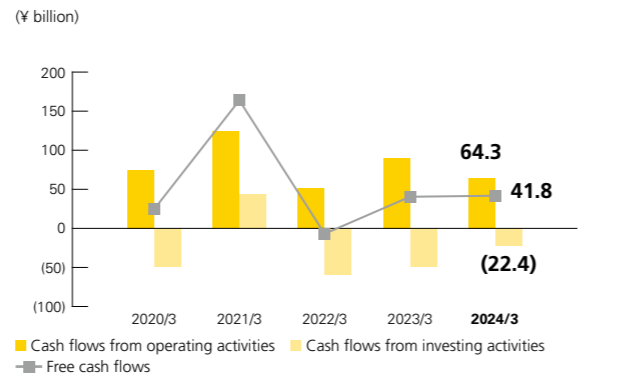
Number of Employees / Human Productivity**



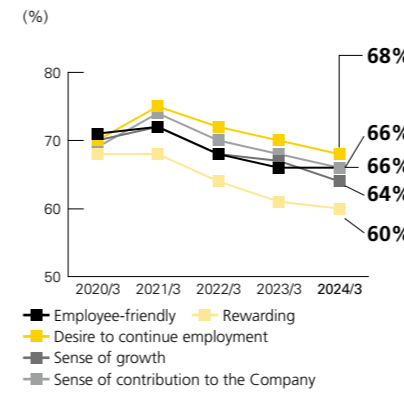
Profit Attributable to Owners of Parent / ROE*1 / ROIC*2



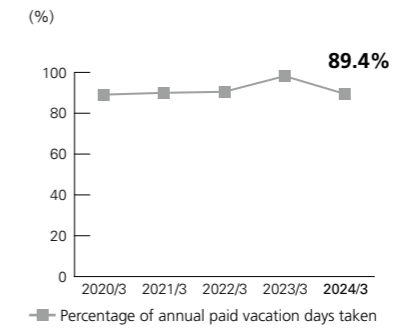
Operating and Investing Cash Flows / Free Cash Flows*3



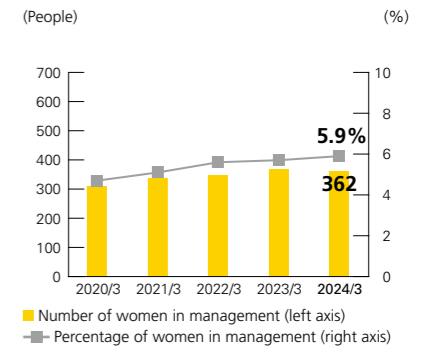
Employee Awareness Surveys*7



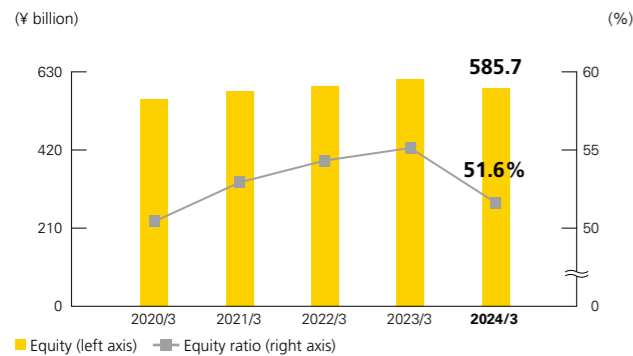
Percentage of Annual Paid Vacation Days Taken*8



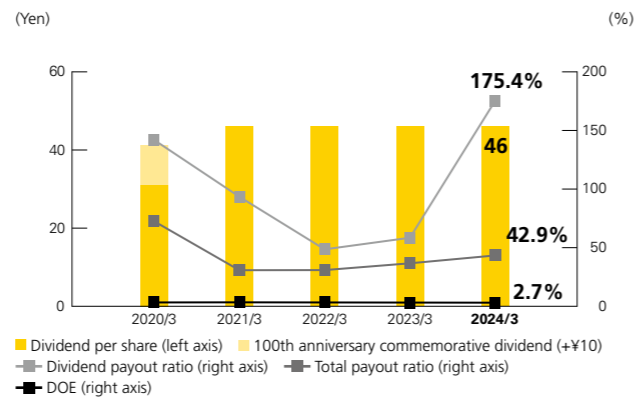
Number of Women in Management / Percentage of Women in Management*4



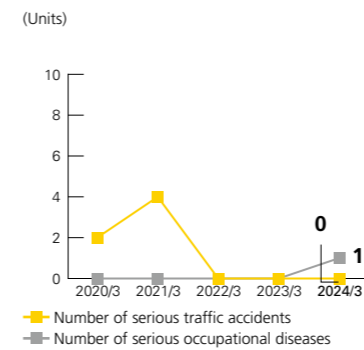
Equity / Equity Ratio



Shareholder Returns



Number of Serious Traffic Accidents*9 / Number of Serious Occupational Diseases*10



*1 ROE (Return on Equity) = Profit attributable to owners of parent ÷ Average equity during the period
 *2 ROIC (Return on Invested Capital) = Net operating profit after tax (Operating income × (1-tax rate of 30.6%)) ÷ Average invested capital during the period
 *3 Free cash flows = Cash flows from operating activities + Cash flows from investing activities
 *4 Scope: Consolidated companies in Japan and Swan Co., Ltd.
 *5 Electricity generated via renewable energy sources (MWh) ÷ Total power generated (MWh)
 *6 (Consolidated operating revenues – consolidated subcontracting expenses) ÷ consolidated personnel expenses
 *7 Awareness surveys regarding working styles administered on an annual basis (Target: Consolidated companies in Japan and Swan Co., Ltd.)
 *8 Number of annual paid vacation days taken per employee in respective fiscal year ÷ Number of annual paid vacation days granted per employee in respective fiscal year × 100 (Scope: Full-time employees of consolidated companies in Japan and Swan Co., Ltd.)
 *9 Fatal traffic accidents (for which the employee is responsible)
 *10 Incidents involving a fatality