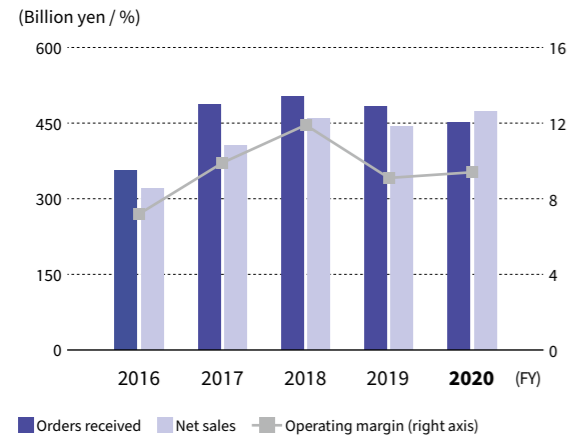
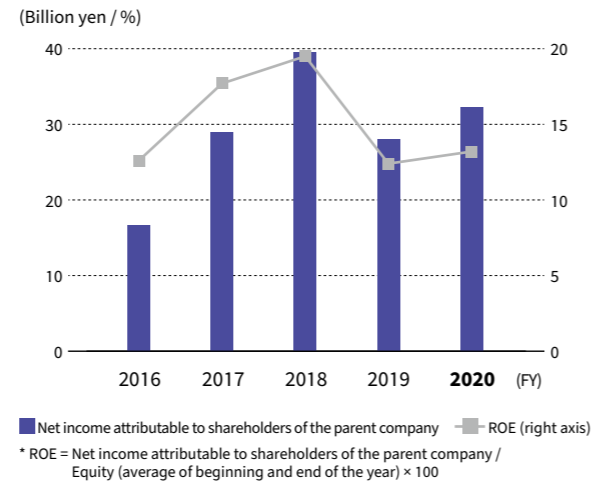


Key Performance Indicators

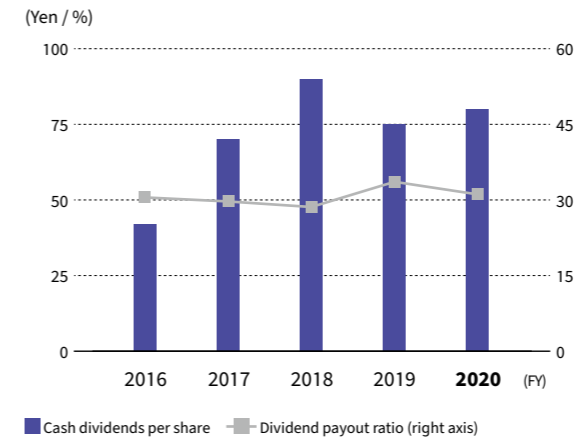
Orders received, net sales, operating margin



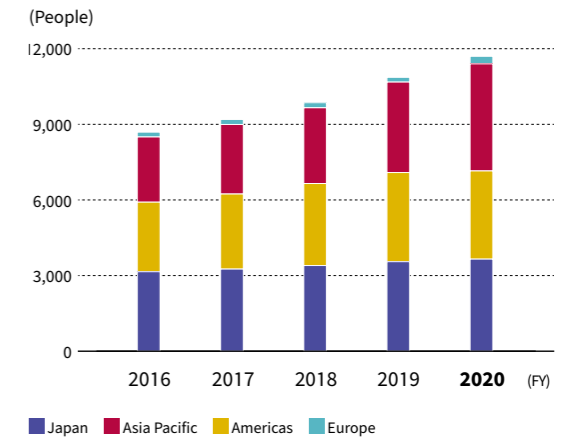
Net income attributable to shareholders of the parent company, ROE*



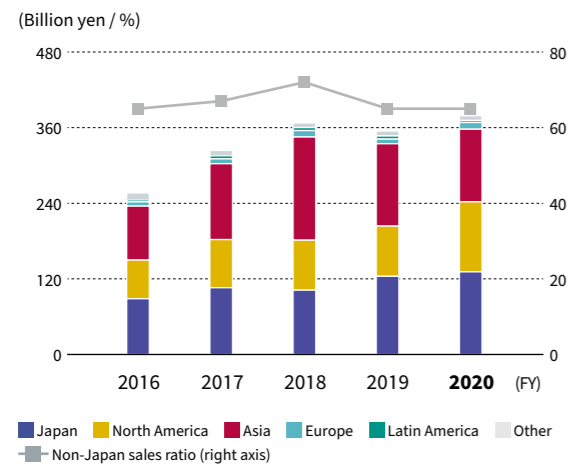
Cash dividends per share, dividend payout ratio



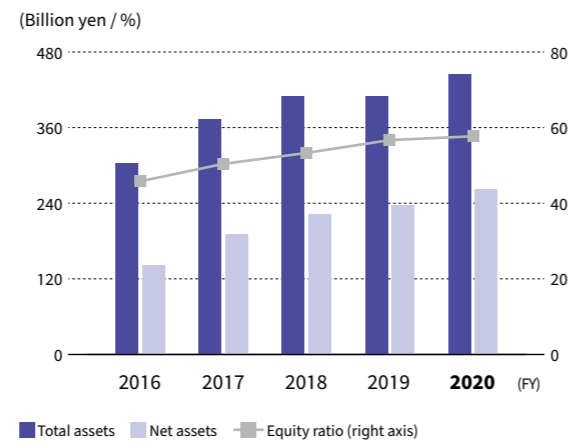
Employees by region



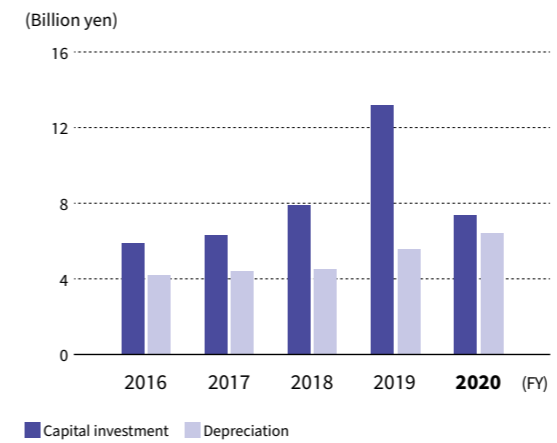
Sales by destination, non-Japan sales ratio



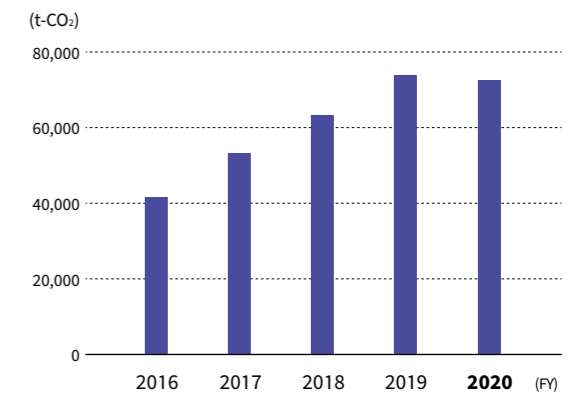
Total assets, net assets, equity ratio



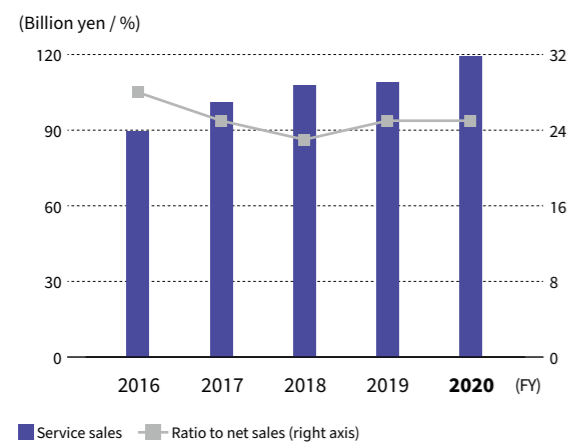
Capital investment, depreciation



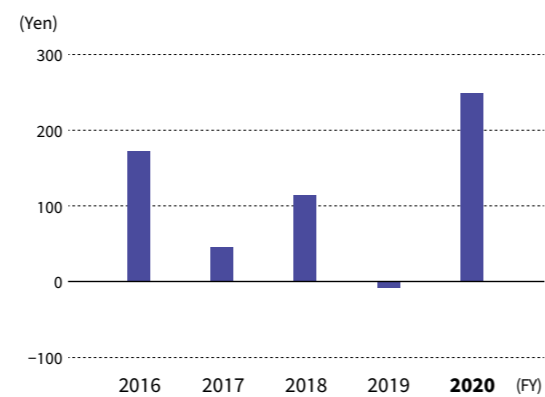
CO₂ reduction contribution (products and services)



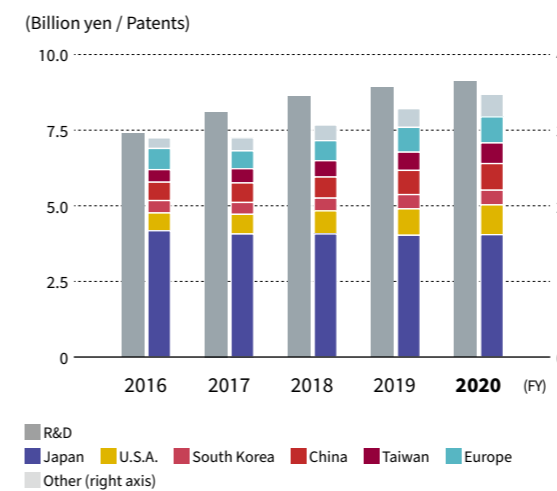
Service sales, ratio to net sales



Free cash flow per share



R&D, patents held by region



Visitors to Hini Arata Kan demo center

