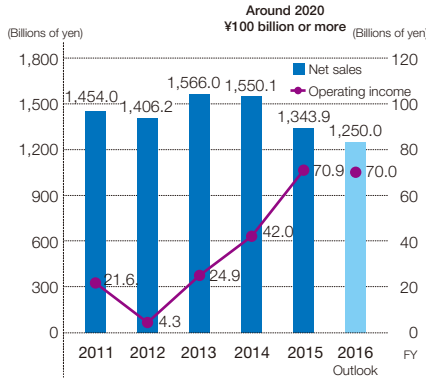


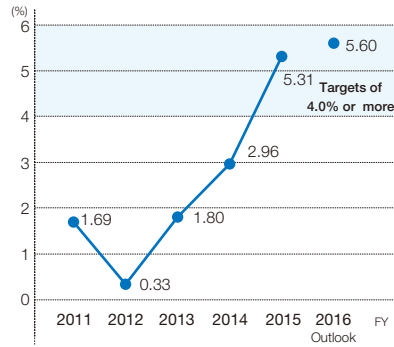
# Value Creation Indicators

(As of May 13, 2016)

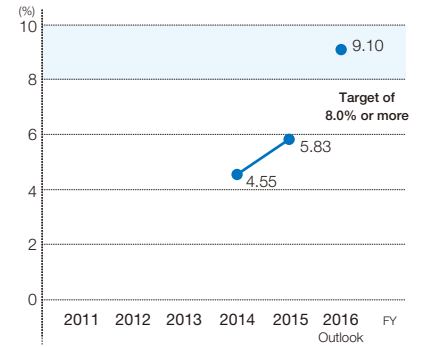
## Net sales/Operating income



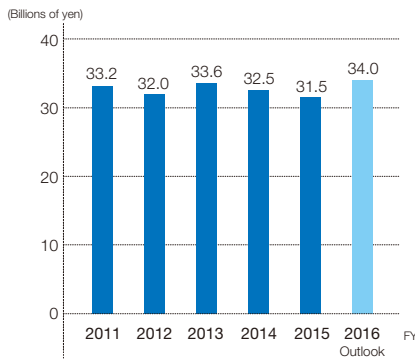
## ROA



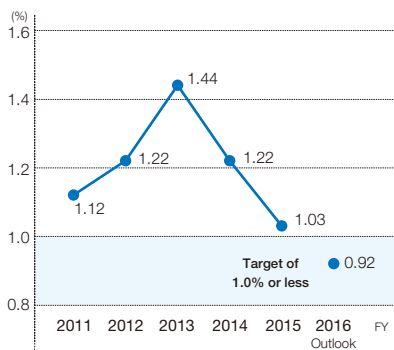
## ROE



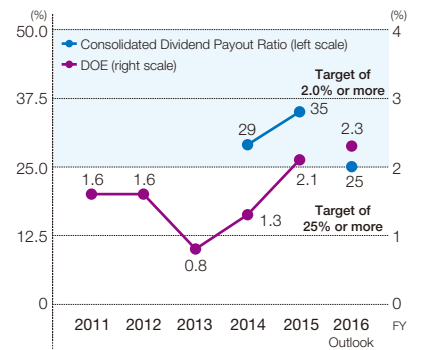
## R&D expenses



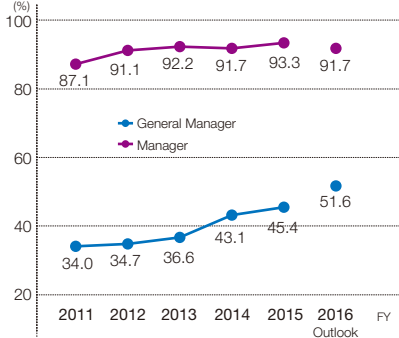
## Net D/E ratio



## Consolidated dividend payout ratio/DOE

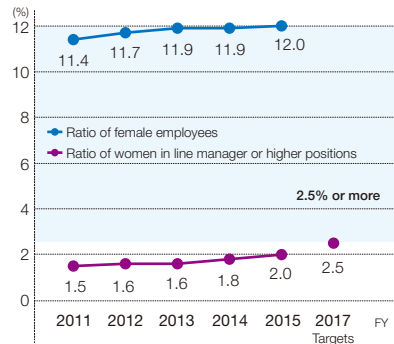


## Ratio of local employees appointed to the general manager\*

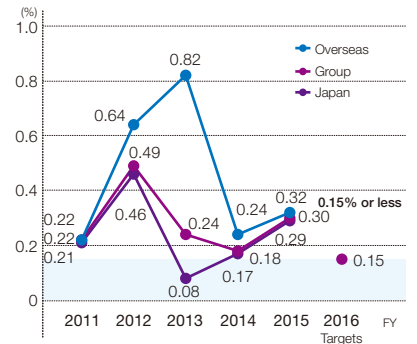


\*Promotion of local human resources at overseas affiliated companies (excluding mergers and acquisitions)

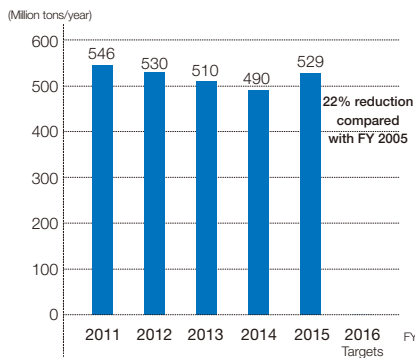
## Ratio of female employees



## Work-related significant occupational injury frequency rate

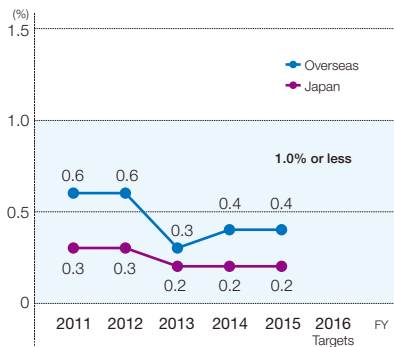


## Greenhouse gas emissions\*

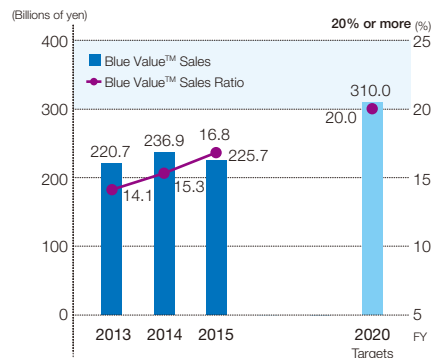


\*Management targets based on operations at full capacity  
Graph display based on operating results

## Average landfill ratio for industrial waste



## Blue Value™ product\* sales



\*Environmental contribution products

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Our Operations

Our Resources

Our Foundation

Financial Section