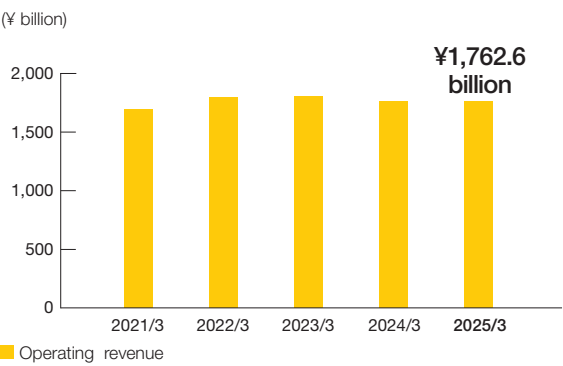


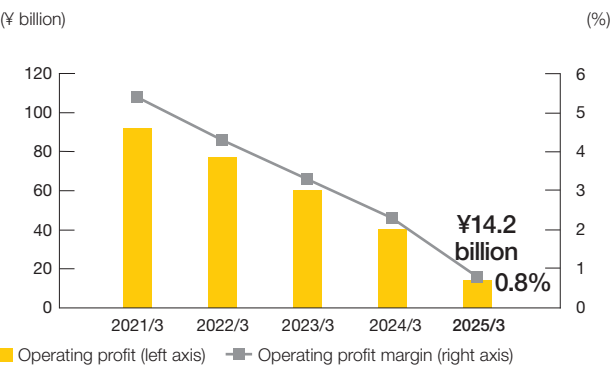
Performance Highlights

Fiscal Year Ended March 31, 2025

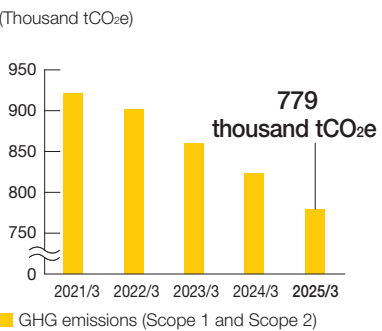
Operating Revenue



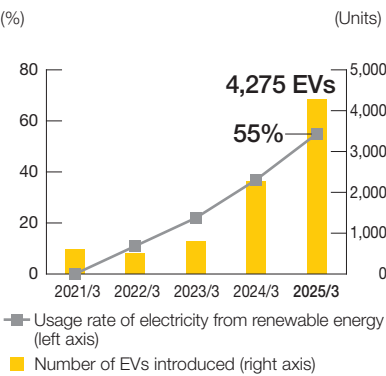
Operating Profit / Operating Profit Margin



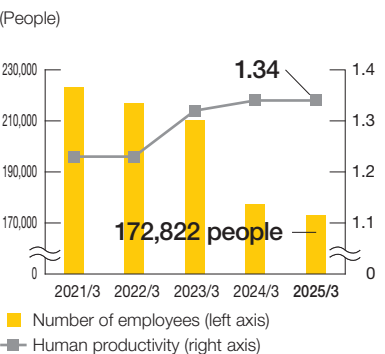
GHG Emissions⁴



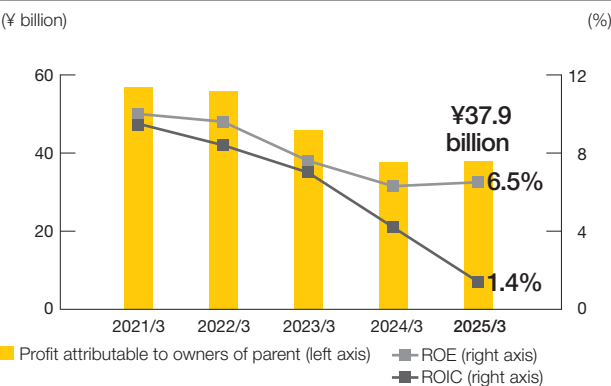
Usage Rate of Electricity from Renewable Energy^{4,5} / Number of EVs Introduced



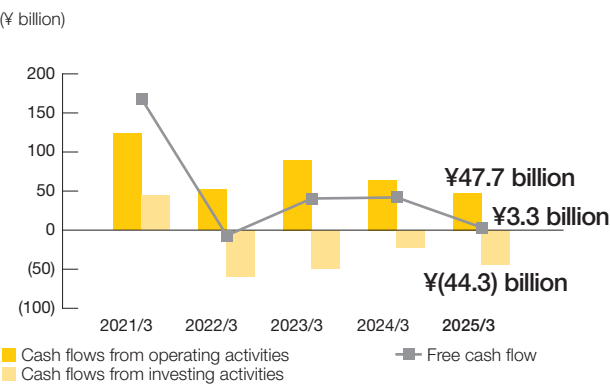
Number of Employees / Human Productivity⁶



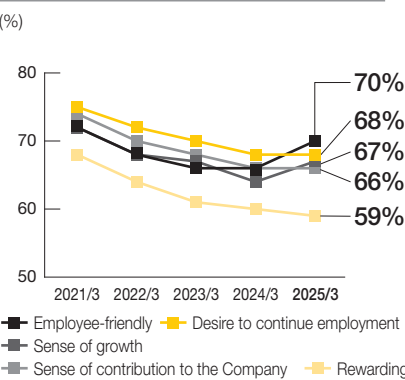
Profit Attributable to Owners of Parent / ROE¹ / ROIC²



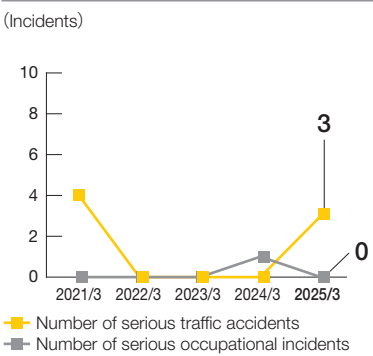
Operating and Investing Cash Flows / Free Cash Flow³



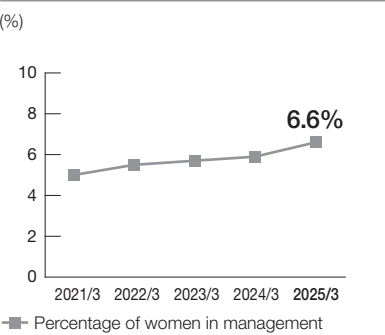
Employee Awareness Surveys⁷



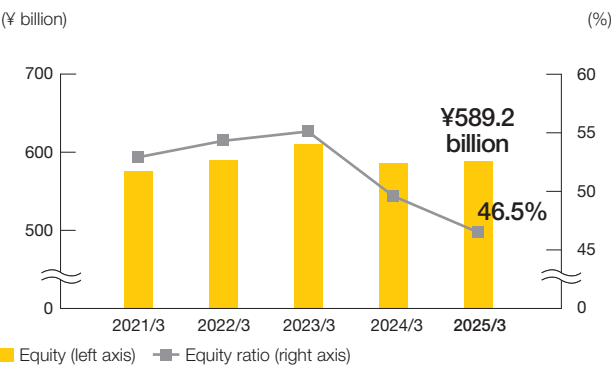
Number of Serious Traffic Accidents⁸ / Number of Serious Occupational Incidents⁹



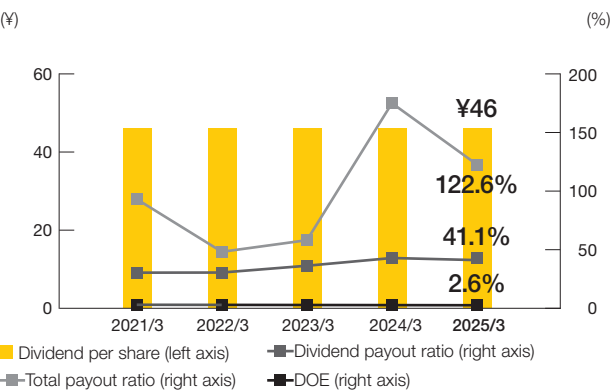
Percentage of Women in Management⁴



Equity / Equity Ratio



Shareholder Returns



- 1. Return on equity (ROE) = Profit attributable to owners of parent ÷ Average equity during the period
- 2. Return on invested capital (ROIC) = Net operating profit after tax ÷ (Average interest-bearing liabilities during the period + Average equity during the period)
- 3. Free cash flow = Cash flows from operating activities + Cash flows from investing activities
- 4. Scope: Consolidated companies in Japan and Swan Co., Ltd.
- 5. Electricity generated from renewable energy sources (MWh) ÷ Total power generated (MWh)
- 6. Human productivity = (Consolidated operating revenue – Consolidated subcontracting expenses) ÷ Consolidated personnel expenses
- 7. Awareness surveys regarding working styles administered on an annual basis (Scope: Consolidated companies in Japan and Swan Co., Ltd.)
- 8. Fatal traffic accidents (for which the employee is responsible)
- 9. Incidents involving a fatality