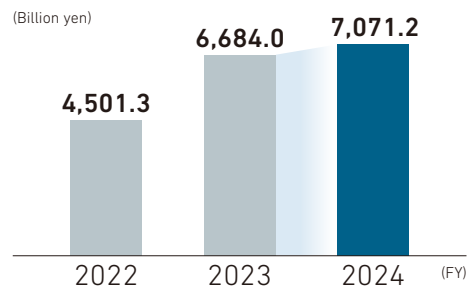
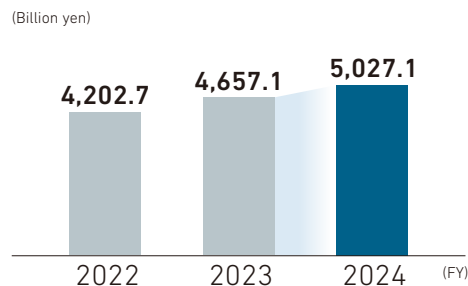


## At a Glance (For the Year Ended March 31, 2025)

### Orders Received



### Revenue



### EBITDA

**¥541.3 billion**  
(+¥108.7 billion YoY)

### Free Cash Flow

**¥342.7 billion**  
(+¥142.6 billion YoY)

### ROE

**10.7%**  
(−0.4 pts YoY)

### DOE

**4.28%**  
Annual dividend:  
¥23.00 per share  
(+¥3.00 YoY)<sup>1</sup>

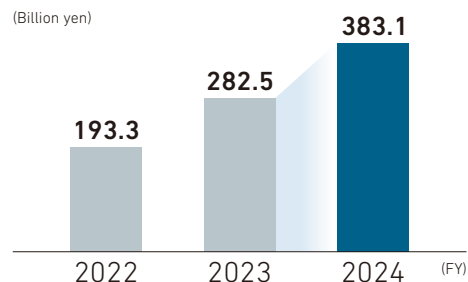
### R&D Expenses

**¥218.6 billion**  
(+¥40.3 billion YoY)

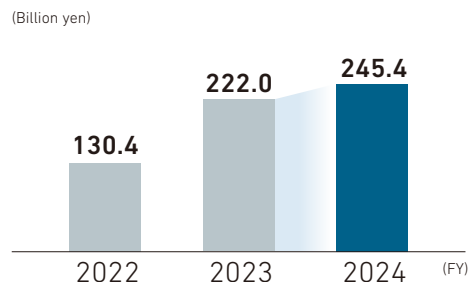
### Number of Patents Held<sup>2</sup>

**25,649**

### Profit from Business Activities



### Profit Attributable to Owners of the Parent



### External Evaluations<sup>3</sup>

#### Long-Term Credit Ratings

Standard & Poor's (S&P)

**A-**

Japan Credit Rating Agency, Ltd. (JCR)

**AA**

Rating and Investment Information, Inc. (R&I)

**AA-**

#### Status of Inclusion in ESG Indexes

Member of  
**Dow Jones  
Sustainability Indices**  
Powered by the S&P Global CSA



**FTSE Blossom  
Japan Index**

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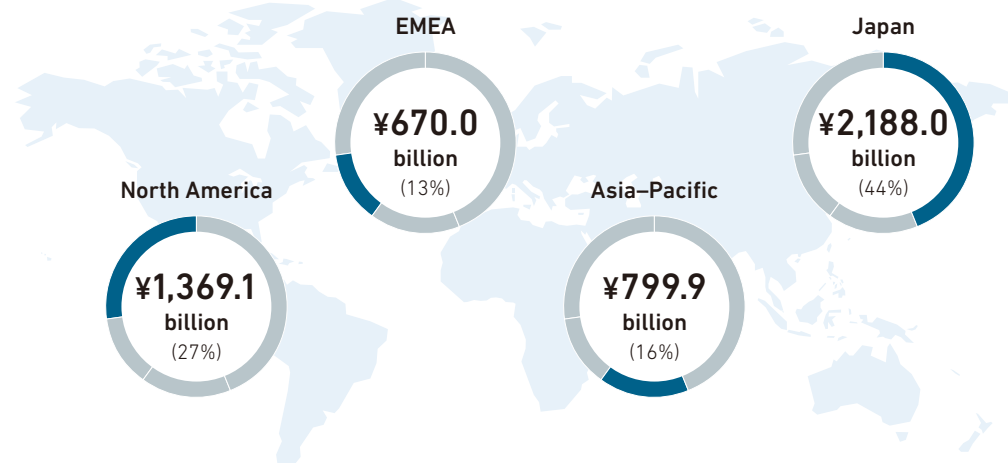


**FTSE Blossom  
Japan Sector  
Relative Index**

**2025**  
  
**Sompo Sustainability Index**



### Sales by Region



### No. of Group Companies<sup>2</sup>

**256**

### No. of Employees (consolidated)<sup>2</sup>

**77,274**