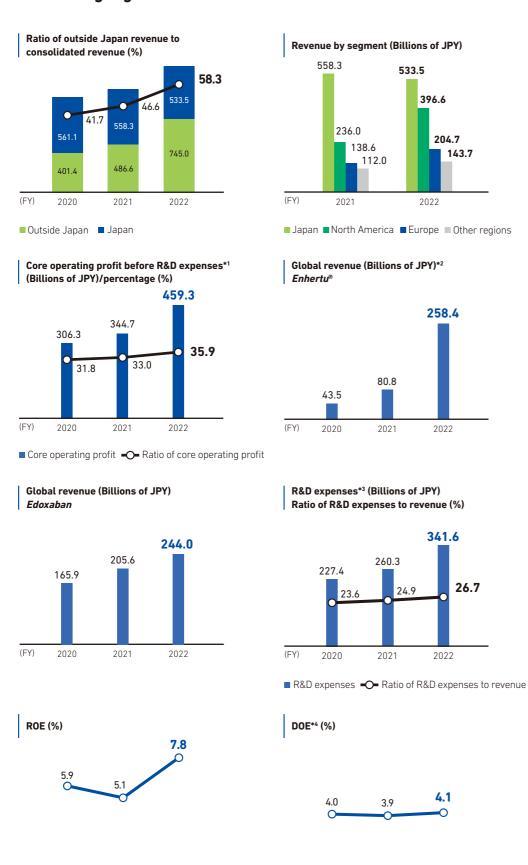
Financial and Non-Financial Highlights

Changes in financial data



2020

2021

2022

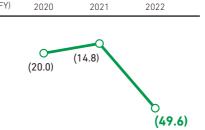
2021

2020

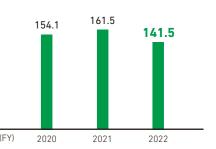
2022

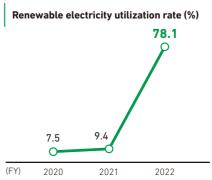
Changes in environmental data

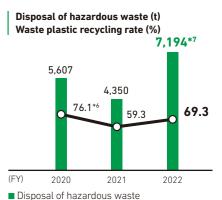
CO₂ emissions (Scope 1 + Scope 2) reduction rate*5 (%)



CO₂ emissions (Scope 3, Cat.1) intensity based on sales (t-CO₂/ ¥100 million)



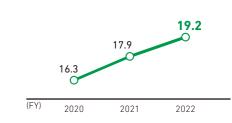




■O■ Waste plastic recycling rate

Changes in social data

Percentage of female in senior managerial Number of employees by region 17,435 employees (global) (%) 16,458 16,033



■ Japan ■ North America ■ Europe ■ Other regions

2,338

9,135

2,315

8.979

2020

2,556

2,554

9.263

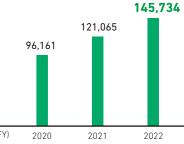
Positive response rate on engagement survey (%)



■ Corporate culture & work environment

■ Development & growth opportunities

Amount of training/development investments per employee (¥)



^{*1} Operating profit excluding temporary income and expenses (income and expenses related to sales of fixed assets etc.)
*2 Revenue including upfront payment, regulatory /sales milestone payment, etc.

^{*3} R&D expenses: Expenses excluding temporary income/expenses
*4 Dividend on Equity = Total dividend amount / Equity attributable to owners of the company

^{*5} Compared to FY2015

^{*6} Japan only
*7 Includes waste temporarily generated from soil remediation at Odawara plant of Daiichi Sankyo Chemical Pharma Co.