



FY 4/2022 (ended April 2022)

Q4 Financial Results

June 10, 2022

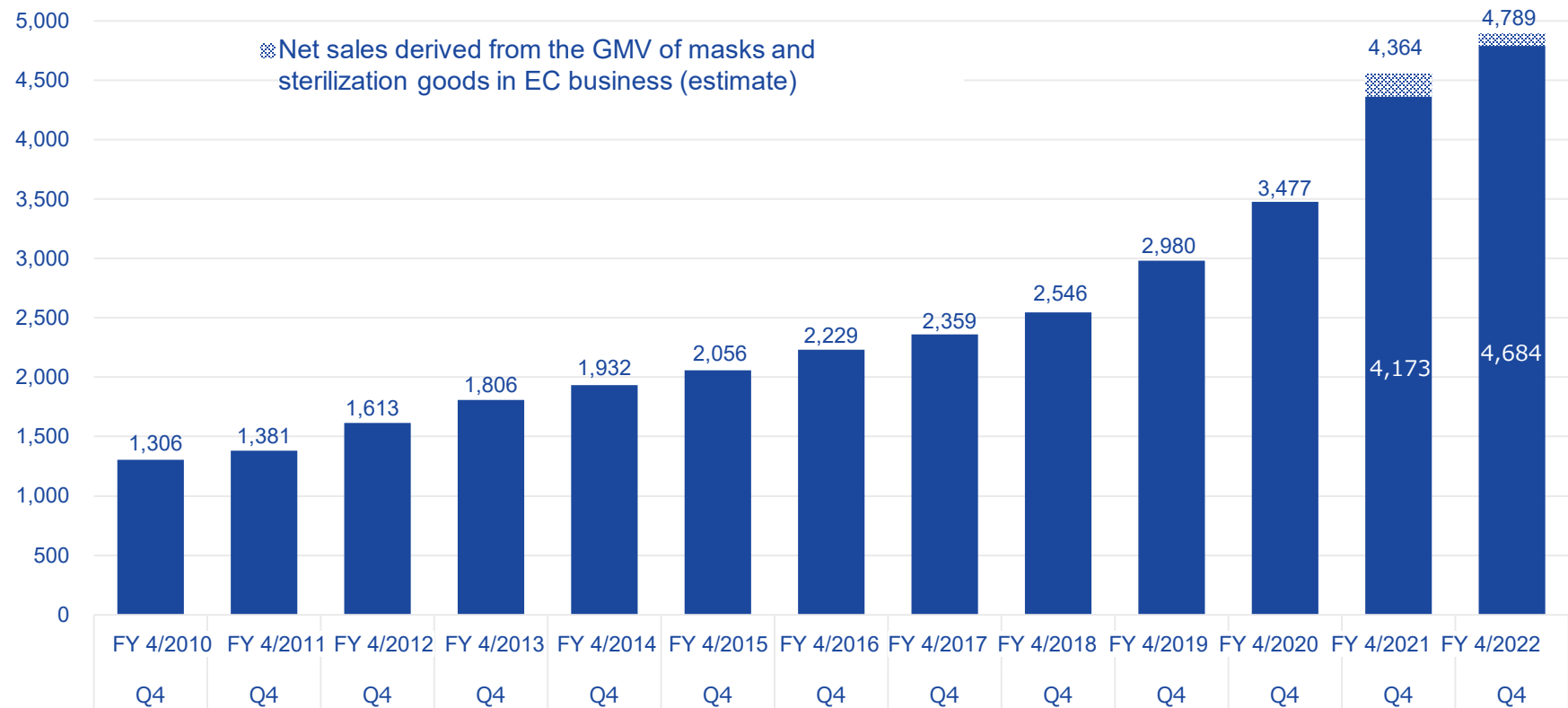
FY 4/2022 Q4 Results

- FY 4/2022 started with a low growth rate compared to FY 4/2021, a year that saw a rapid growth in sales thanks to special demand due to COVID-19. The number of users, however, increased steadily owing to continued high demand for each service, assuring a digital shift is continuing to take place in BtoB transactions.
- From the second half of the year, with the recovery of the domestic economy, growth in sales showed a positive trend, resulting in a 9.7% increase in net sales year on year. Net sales excluding net sales derived from the GMV of masks and sterilization goods in the EC business increased 12.2% year on year, recording double-digit growth.
- The domestic gross merchandise value of SUPER DELIVERY is steadily increasing with the recovery of the domestic economy. The gross merchandise value of business operators other than retailers rose sharply, accounting for a larger portion. As the value of transactions per customer of these operators is low, the overall value of transactions per customer slightly decreased from Q3 to Q4, which is viewed positively as expansion of the user base.
- SUPER DELIVERY overseas has enjoyed continuous growth in GMV backed by demand for the service, which outweighed factors that could hinder growth in the short term such as delays in deliveries due to container shortages and higher shipping costs owing to surging crude oil prices, as well as the situation in Ukraine and lockdowns of major cities in China.

- For Paid in the Financial business, the value of transactions of member companies grew and the number of member companies increased from the second half of the year on the back of recovery in the domestic economy. As a result, the value of transactions and net sales increased 19.4% and 16.7% year on year, respectively, achieving a very positive result.
- The number of defaults in the Financial business continued to rise gradually due to the relaxation of credit screening criteria as the domestic economy returns toward normal but remained far lower than pre-pandemic levels.
- The number of URIHO projects continued to increase steadily. Sales increased 56.4% year on year.
- Operating income decreased 5.9% year on year as a result of higher selling, general and administrative expenses comprising an increase in advertising expenses (+19.9% YoY) due to the strengthening of promotion and higher personnel expenses (+11.0% YoY) due to an increase in the number of staff.
- We recorded an impairment loss of goodwill of 147 million yen as extraordinary losses, as a result of reviewing future plans of RACCOON RENT, Inc., a consolidated subsidiary providing a rent guarantee business, in light of the deterioration of the external environment caused by the prolonged COVID-19 pandemic and other factors.

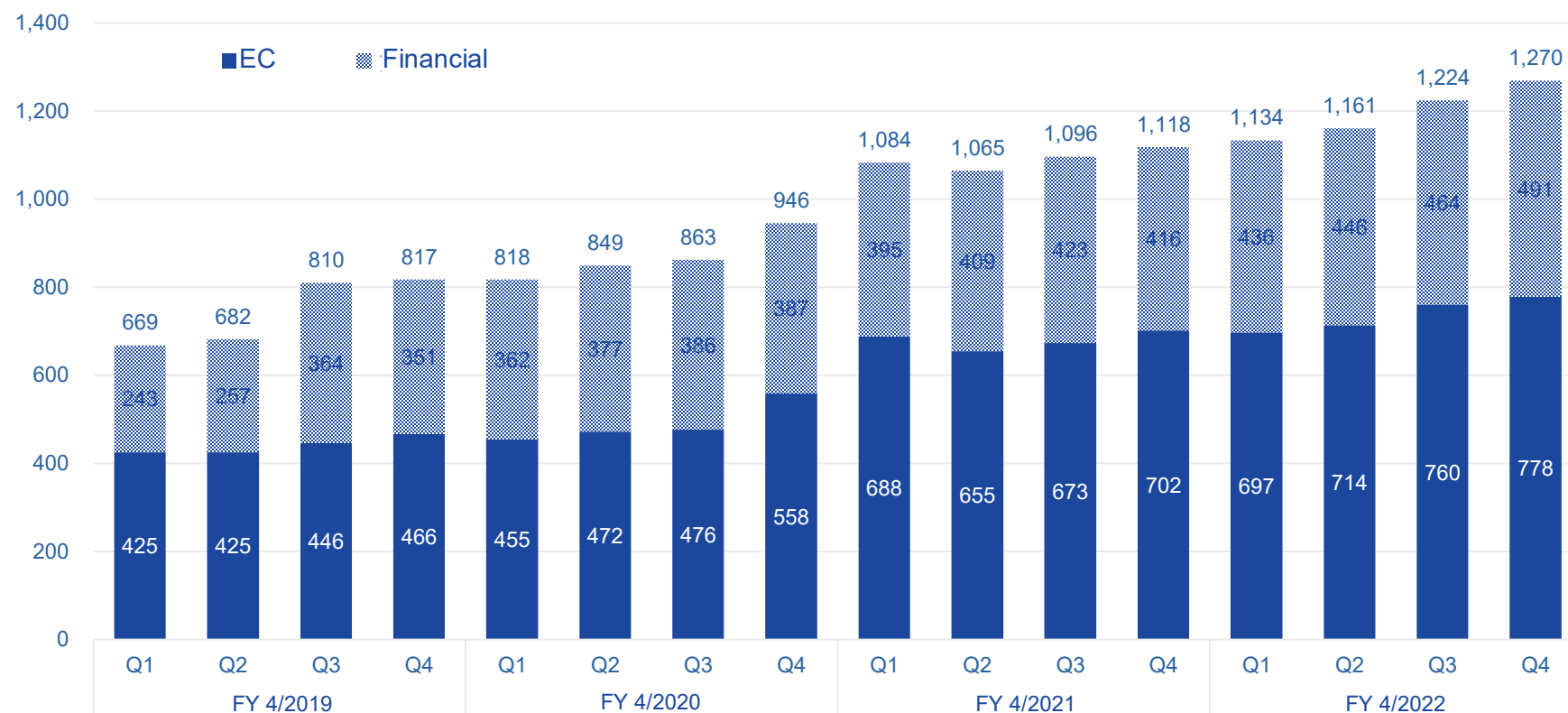
Consolidated net sales excluding net sales derived from the GMV of masks and sterilization goods in the EC business increased 12.2% year on year, recording double-digit growth

(Unit: Million Yen)



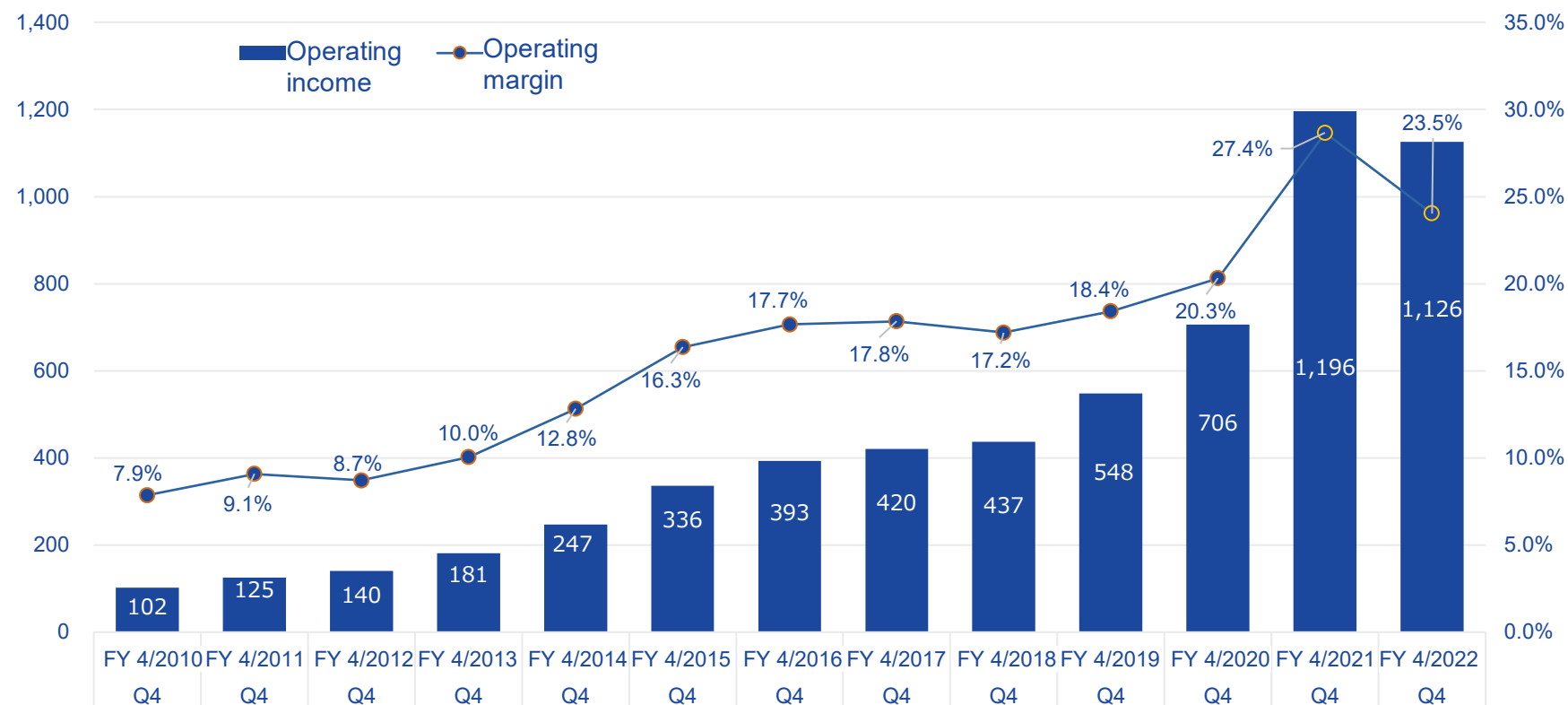
From the second half of the year, the growth rates of both the EC business and the Financial business continued to rise, recording a year-on-year increase of 13.5% in Q4

(Unit: Million Yen)



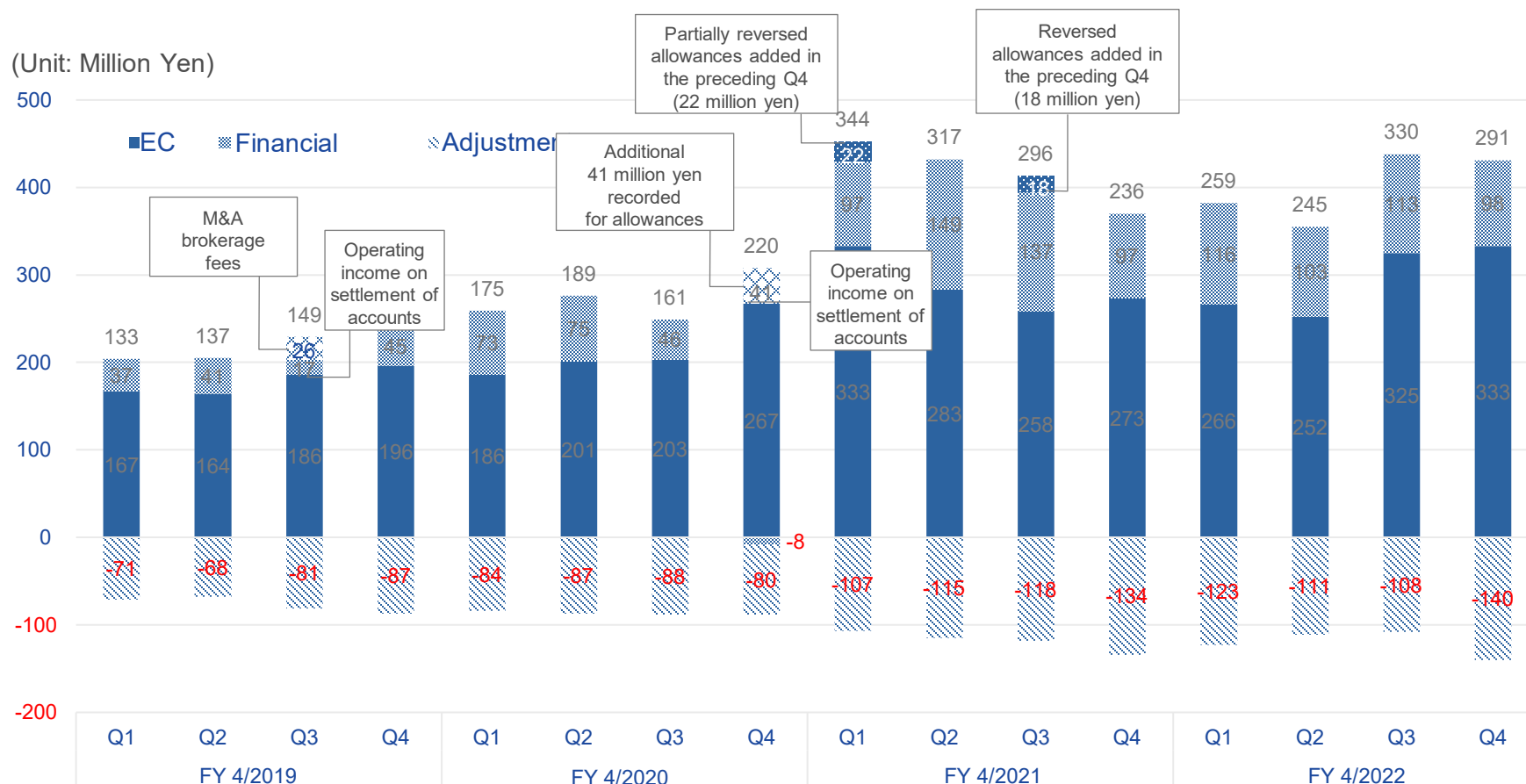
Due to an increase in selling, general and administrative expenses as a result of investing advertising expenses and personnel expenses, operating income decreased 5.9% year on year, and operating margin came to 23.5%.

(Unit: Million Yen)



Trends in Consolidated Operating Income by Quarter (2)

Adjustments tend to increase in Q4 every year due to the recording of new graduate recruiting costs. Quarterly consolidated operating income was down 11.8% quarter on quarter, but up 23.1% year on year.



Net income decreased 55.7% year on year due to the recording of a loss on valuation of investment securities caused by poor performance at some investment targets and an impairment loss of goodwill of a subsidiary

(Unit: Million Yen)

	FY 4/2022	FY 4/2021	YoY	Earnings forecasts	Achievement rate
Net sales	4,789	4,364	9.7%	4,759	100.7%
Gross profit	3,951	3,714	6.4%	—	—
Selling, general and administrative expenses	2,825	2,518	12.2%	—	—
- Advertising and sales promotion expenses	610	508	19.9%	—	—
EBITDA	1,268	1,339	-5.3%	1,230	103.1%
Operating income	1,126	1,196	-5.9%	1,090	103.3%
Operating margin	23.5%	27.4%	-3.9pt	22.9%	—
Ordinary income	1,135	1,216	-6.7%	1,080	105.1%
Net income attributable to owners of parent	354	800	-55.7%	440	80.6%

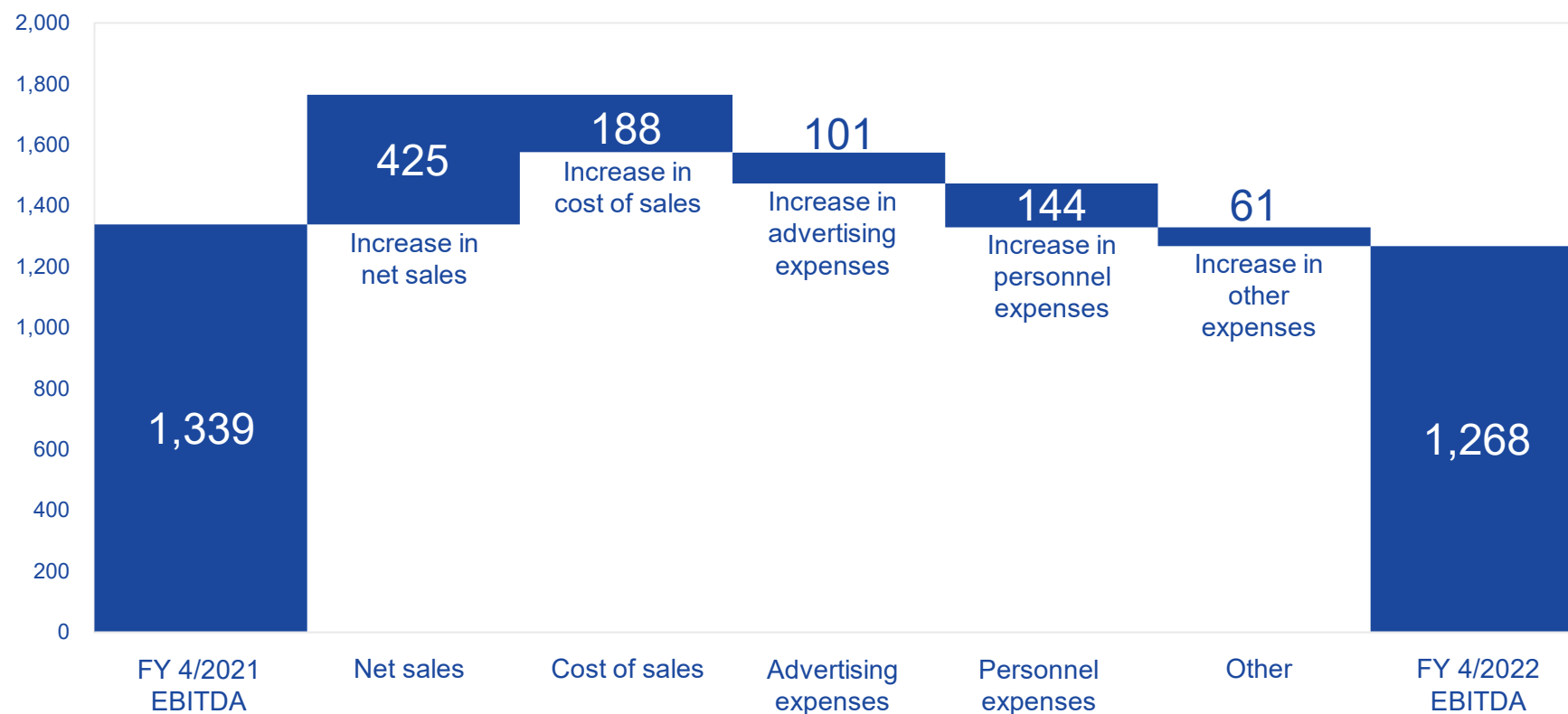
Gross profit increased 3.0% quarter on quarter due to higher net sales, and operating margin was 22.9% due to an increase in selling, general and administrative expenses

(Unit: Million Yen)

	FY 4/2021	FY 4/2022			
	Q4	Q1	Q2	Q3	Q4
Net sales	1,118	1,134	1,161	1,224	1,270
Gross profit	946	948	958	1,007	1,037
Selling, general and administrative expenses	709	689	713	676	745
- Advertising and sales promotion expenses	188	135	154	151	168
Operating income	236	259	245	330	291
Operating margin	21.1%	22.9%	21.1%	27.0%	22.9%
Ordinary income	260	257	237	328	311
Net income attributable to owners of parent	170	169	-171	299	58

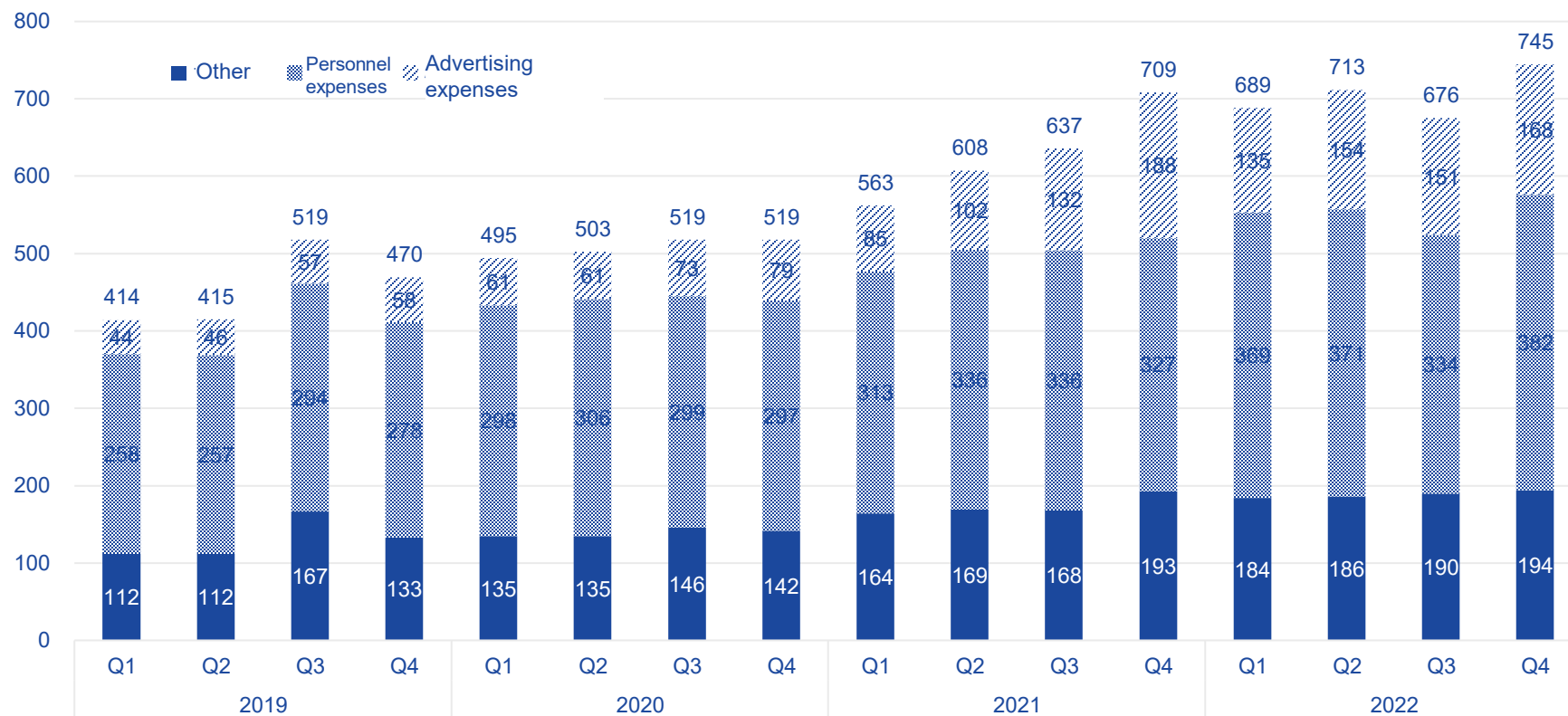
EBITDA was 1,268 million yen (a decrease of 5.3% year on year) due to a gradual increase in the rate of cost of sales in the previous fiscal year, which had remained at a level lower than past years, coupled with a 188 million yen increase in cost of sales, as well as increases in advertising expenses and personnel expenses

(Unit: Million Yen)



Due to increases in advertising expenses and personnel expenses, selling, general and administrative expenses stayed at a high level

(Unit: Million Yen)



Non-current assets (intangible assets) decreased due to the recording of a loss on valuation of investment securities caused by poor performance at some investment targets and an impairment loss of goodwill of a subsidiary

(Unit: Million Yen)

	FY 4/2022	FY 4/2021	Difference	Compared with the end of the previous fiscal year
Current assets	11,796	9,872	1,923	119.5%
Non-current assets	2,264	2,579	-315	87.8%
- Property, plant and equipment	1,436	1,460	-23	98.4%
- Intangible assets	336	463	-127	72.6%
- Investments and other assets	490	655	-164	74.9%
Current liabilities	7,629	5,859	1,770	130.2%
Non-current liabilities	1,066	1,250	-184	85.3%
Net assets	5,364	5,342	22	100.4%
Total assets	14,060	12,452	1,608	112.9%

Cash flows from operating activities increased because the irregularly early payment of accounts payable-trade made at the end of the previous fiscal year due to the consecutive holidays in April –May, which caused accounts payable-trade to temporarily decrease significantly, was normalized

(Unit: Million Yen)

	FY 4/2022	FY 4/2021	Difference
Cash flows from operating activities	1,856	184	1,671
Cash flows from investment activities	-197	-43	-153
Cash flows from financing activities	-1,128	-1,972	844
Increase/decrease in cash and cash equivalents	531	-1,831	2,362
Cash and cash equivalents at end of period	5,333	4,802	531

Summary by Segment

		YoY
Segment sales	2,950 million yen	+ 8.5%
Segment profit	1,178 million yen	+ 2.6%

	YoY	Year-on-year comparison excluding masks and sterilization goods
Domestic gross merchandise value	+ 1.5%	+ 8.2%
Overseas gross merchandise value	+ 39.3%	+ 38.8%



Total gross merchandise value: 21,687,918,000 yen

(+9.2% YoY Excluding masks and sterilization goods +14.9%)

In terms of sales

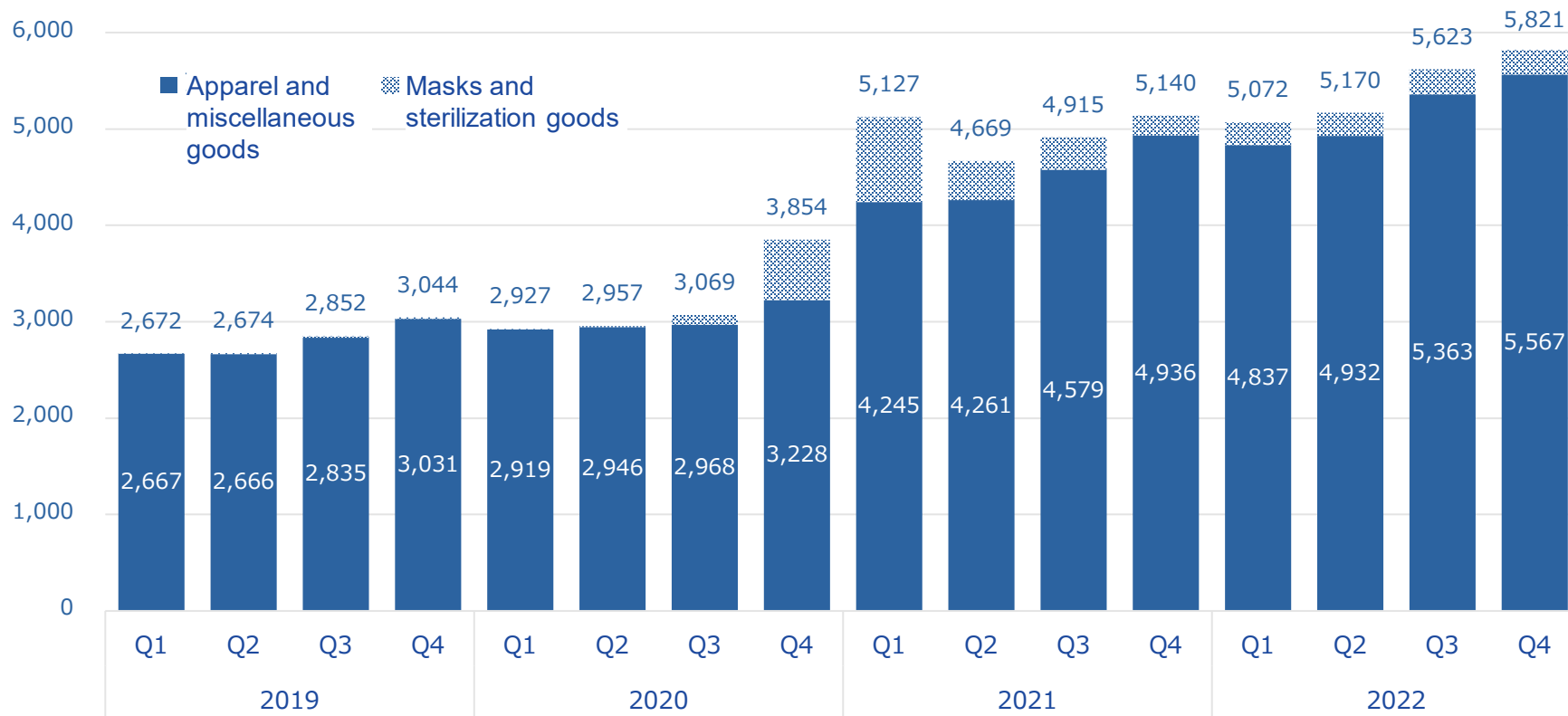
- In Japan, with a gradual decrease in cases of the Omicron variant, restrictions were relaxed in stages. An increase in the number of buying customers was led by business operators other than retailers. As the value of transactions per customer of these operators is low, the overall value of transactions per customer in Japan dropped quarter on quarter, while gross merchandise value increased steadily.
- Overseas, both the number of buying customers and the value of transactions per customer increased, achieving a quarter-on-quarter increase in gross merchandise value, despite many negative factors such as shipping costs that remained high, delays in deliveries due to container shortages, and a deterioration in overseas conditions.

In terms of expenses

- Advertising expenses increased by 17.3% year on year due to ongoing proactive development of promotions. Personnel expenses increased by 12.7% year on year due to the ongoing increase in the number of staff associated with business expansion.

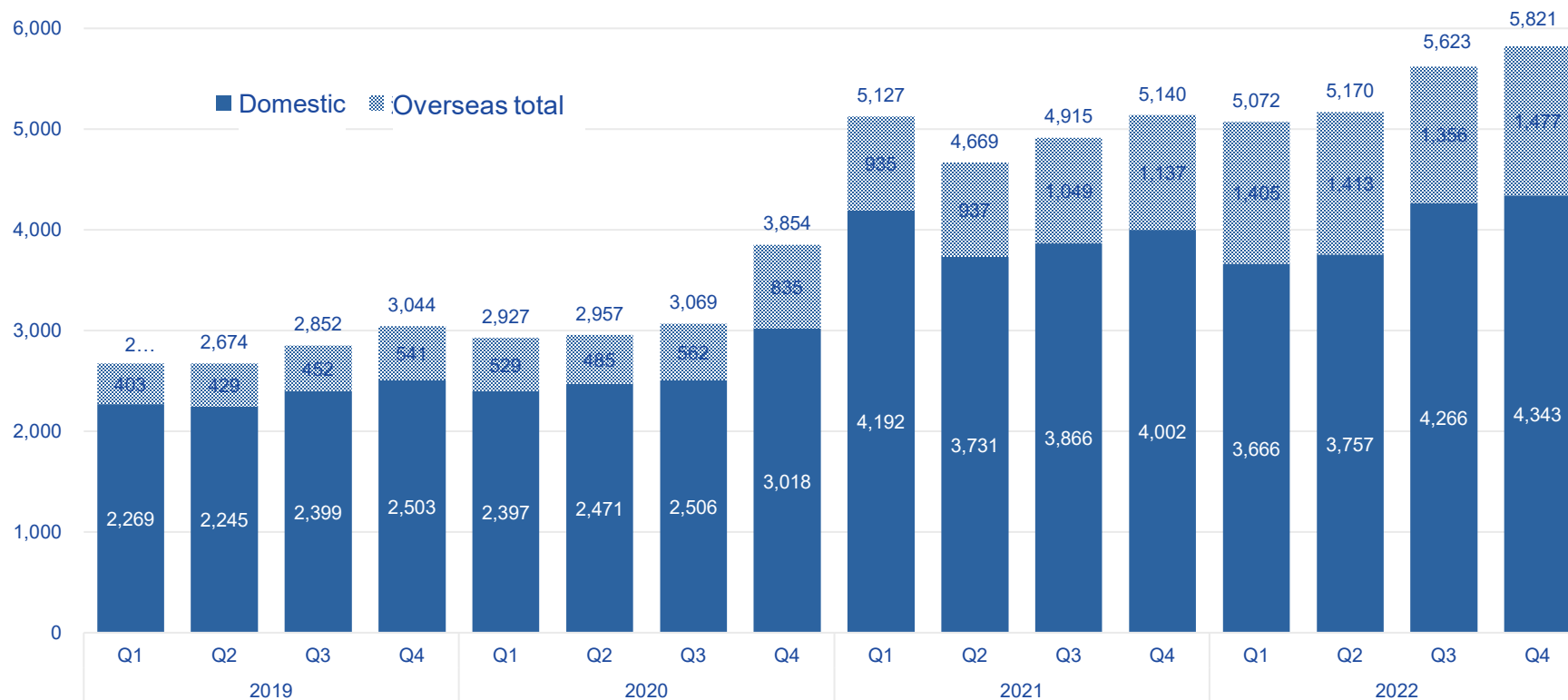
The gross merchandise value of masks and sterilization goods remained steady, causing almost no impact year on year for Q4. The quarterly gross merchandise value of apparel and miscellaneous goods steadily increased by 3.8% quarter on quarter and 12.8% year on year. Total quarterly gross merchandise value hit a new record high

(Unit: Million Yen)

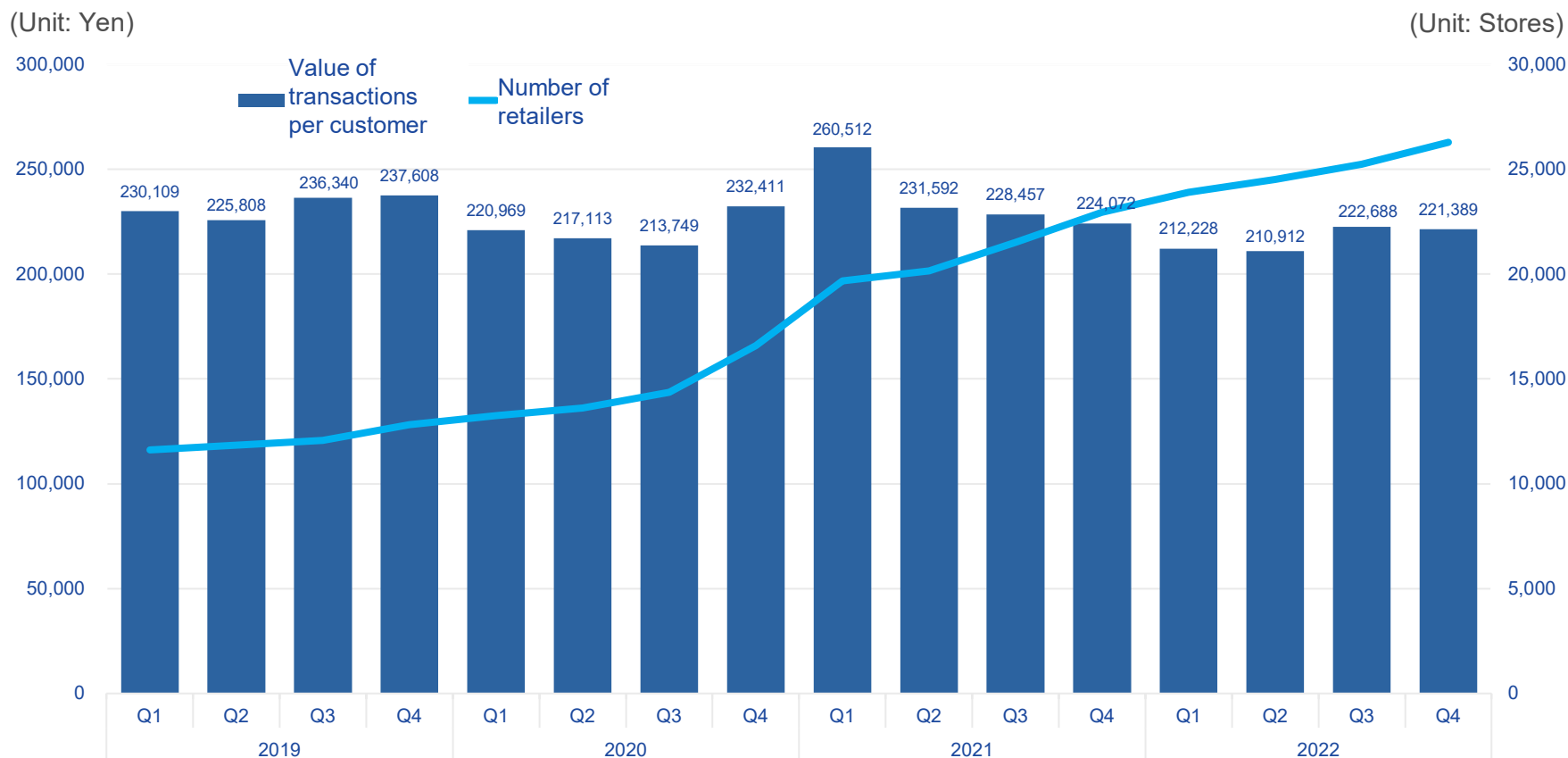


Achieved record-high gross merchandise value for both in Japan and overseas.
 Overseas gross merchandise value increased by 8.9% quarter on quarter despite various impacts such as soaring shipping costs, delays in deliveries due to container shortages, and a deterioration in overseas conditions.

(Unit: Million Yen)



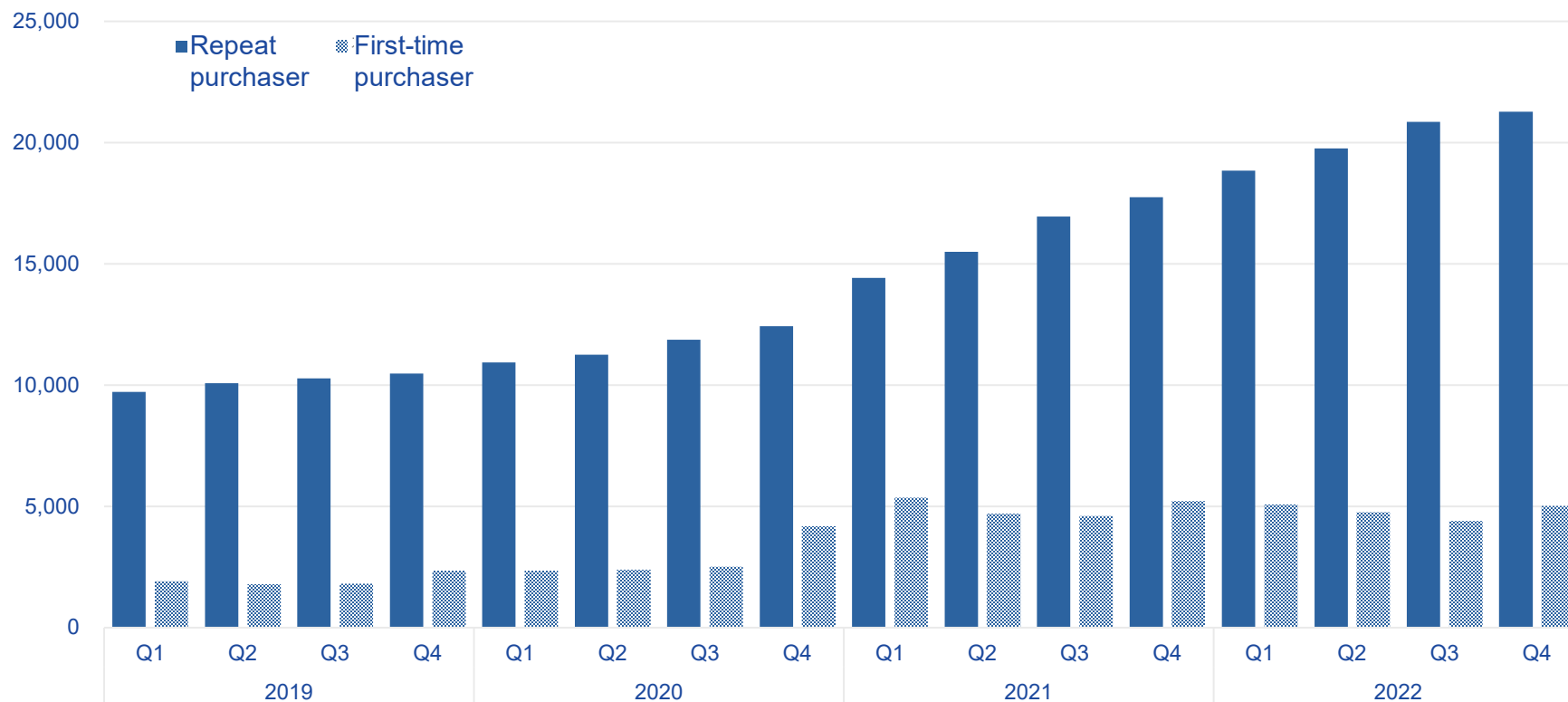
The ratio of business operators other than retailers, which have low value of transactions per customer, increased, causing a slight decrease in value of transactions per customer



(Reference) Breakdown of No. of Buying Customers

The number of first-time purchasers recovered. Growth in the number of repeat purchasers overseas was flat due to soaring shipping costs, while those in Japan increased smoothly, steadily accumulating higher purchaser numbers overall

(Unit: Store)

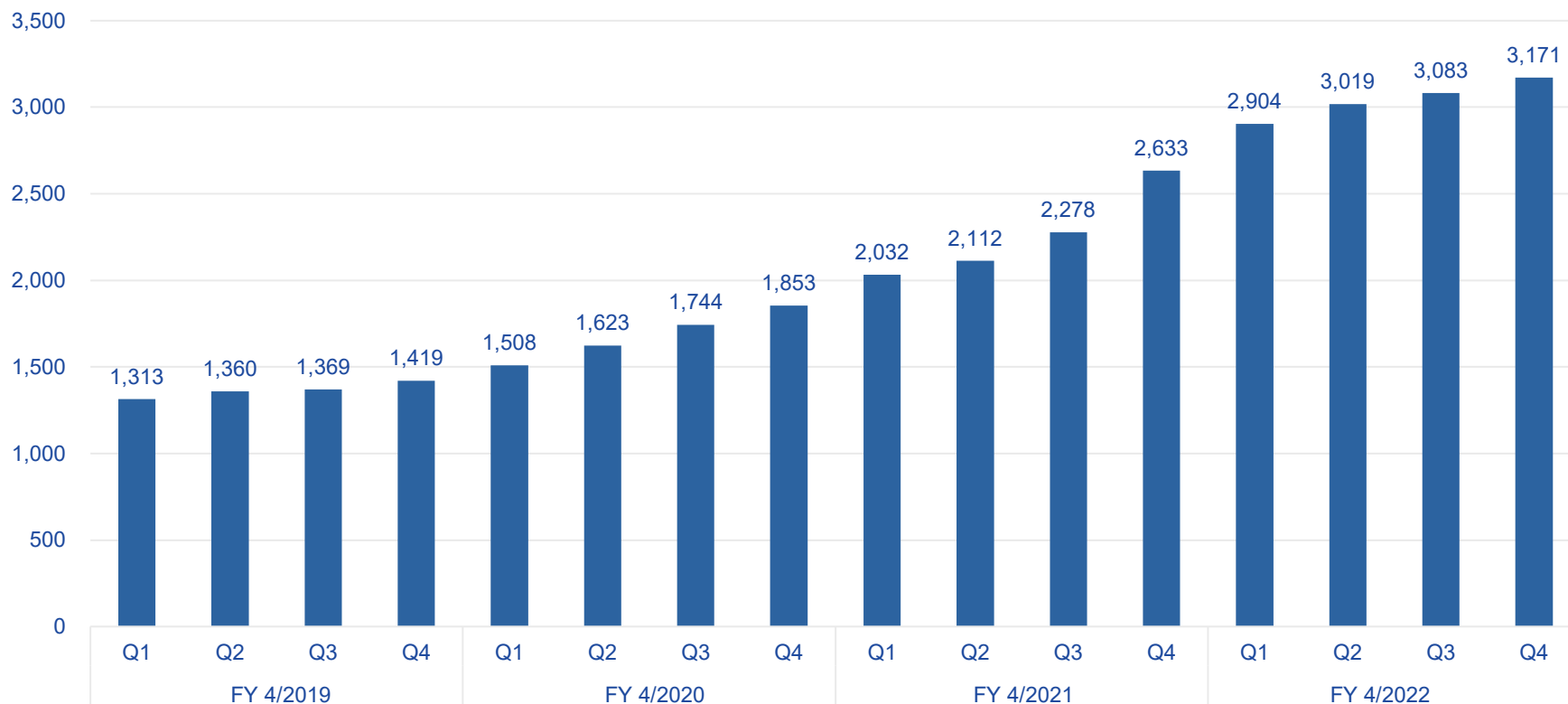


* First-time purchasers are business operators who made purchases for the first time during the quarter. Those who made additional purchases during the same quarter after their initial purchase are counted as first-time purchasers.

(Reference) Change in Number of Participating Companies

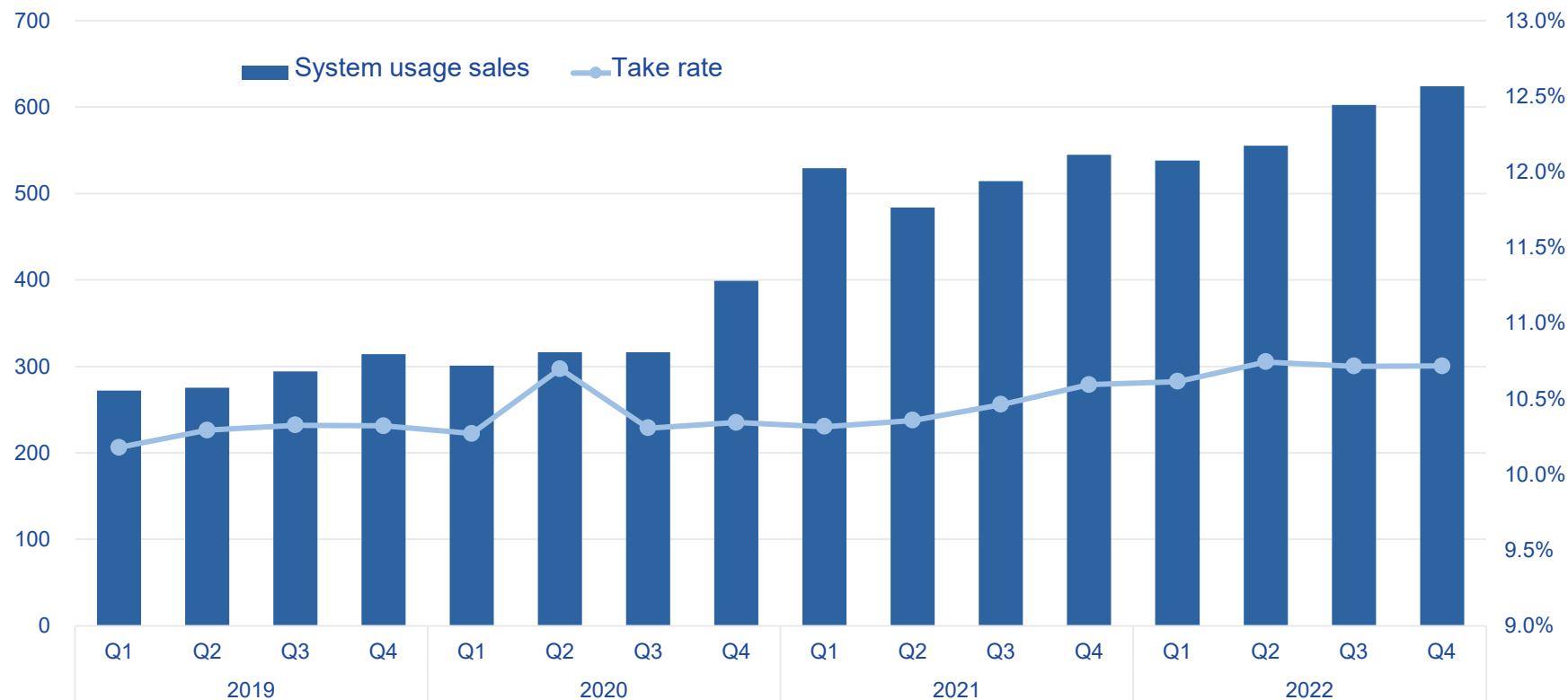
The number of participating companies continued to steadily increase

(Unit: Company)



The take rate remained flat as it will take some time for the gross merchandise value of participating companies with high rates to grow

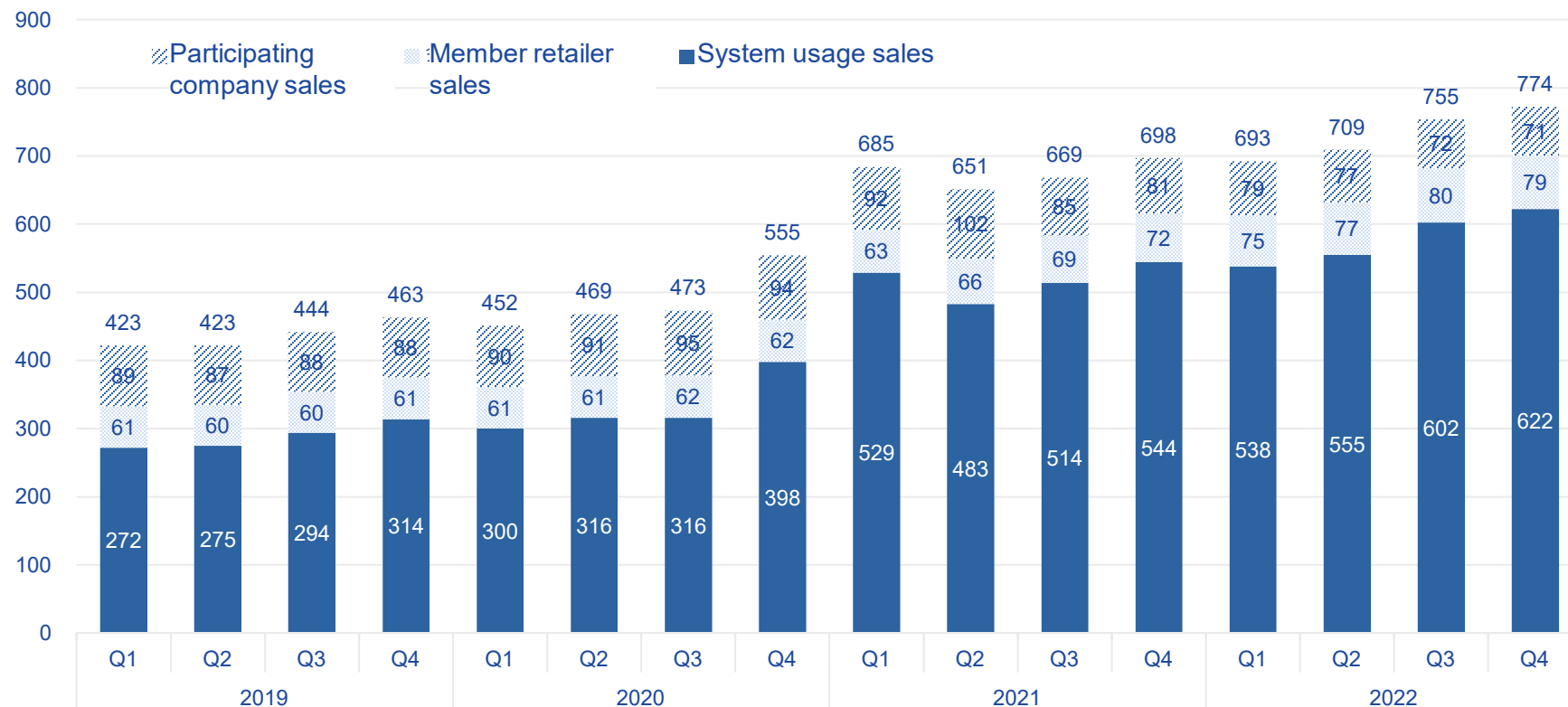
(Unit: Million Yen)



* Take rate = System usage sales/gross merchandise value

System usage sales increased due to the increase in gross merchandise value
 System usage sales accounted for over 80% of sales

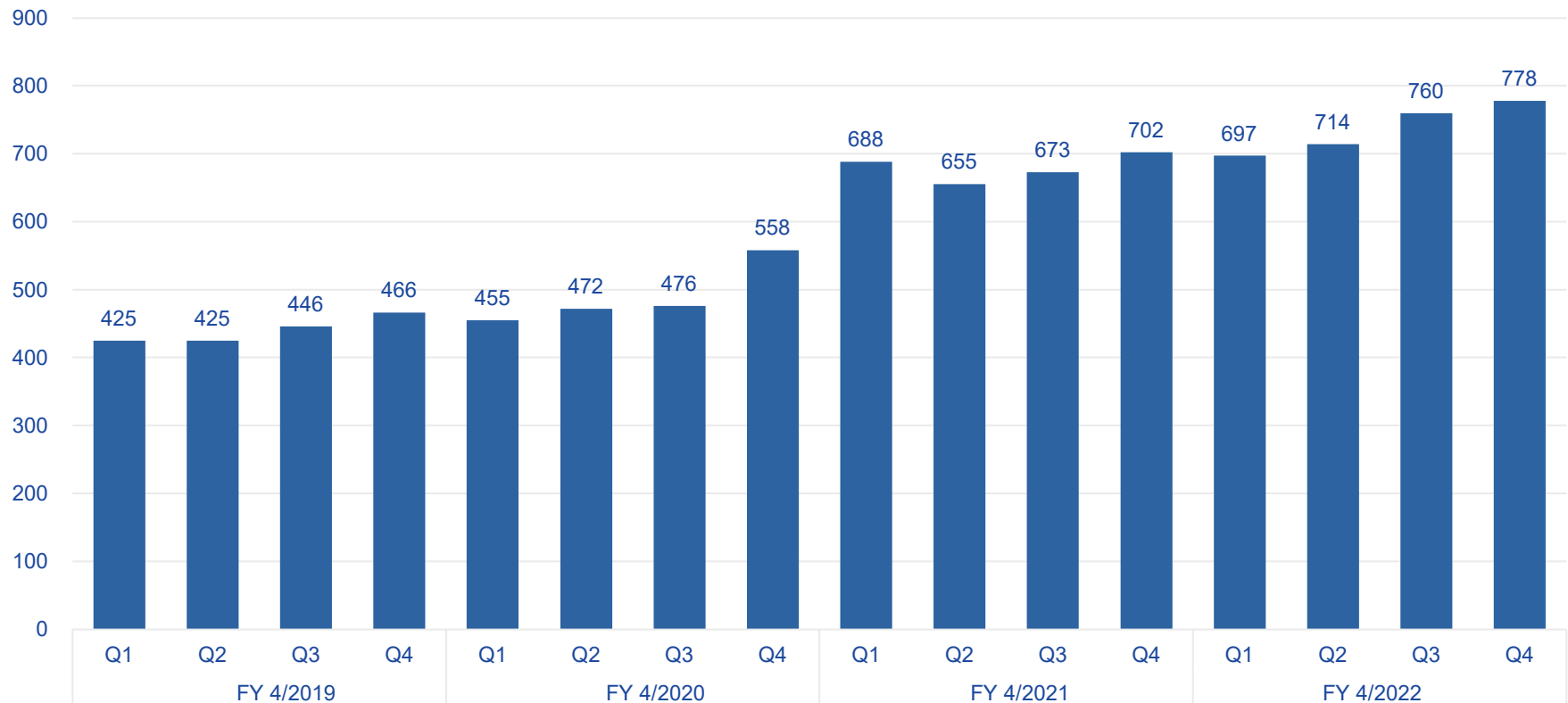
(Unit: Million Yen)



* System usage sales = fees calculated by charging a certain rate to GMV and collected from participating companies
 Participating company sales = basic participation fees
 Member retailer sales = monthly membership fees (collected from domestic retailers only)

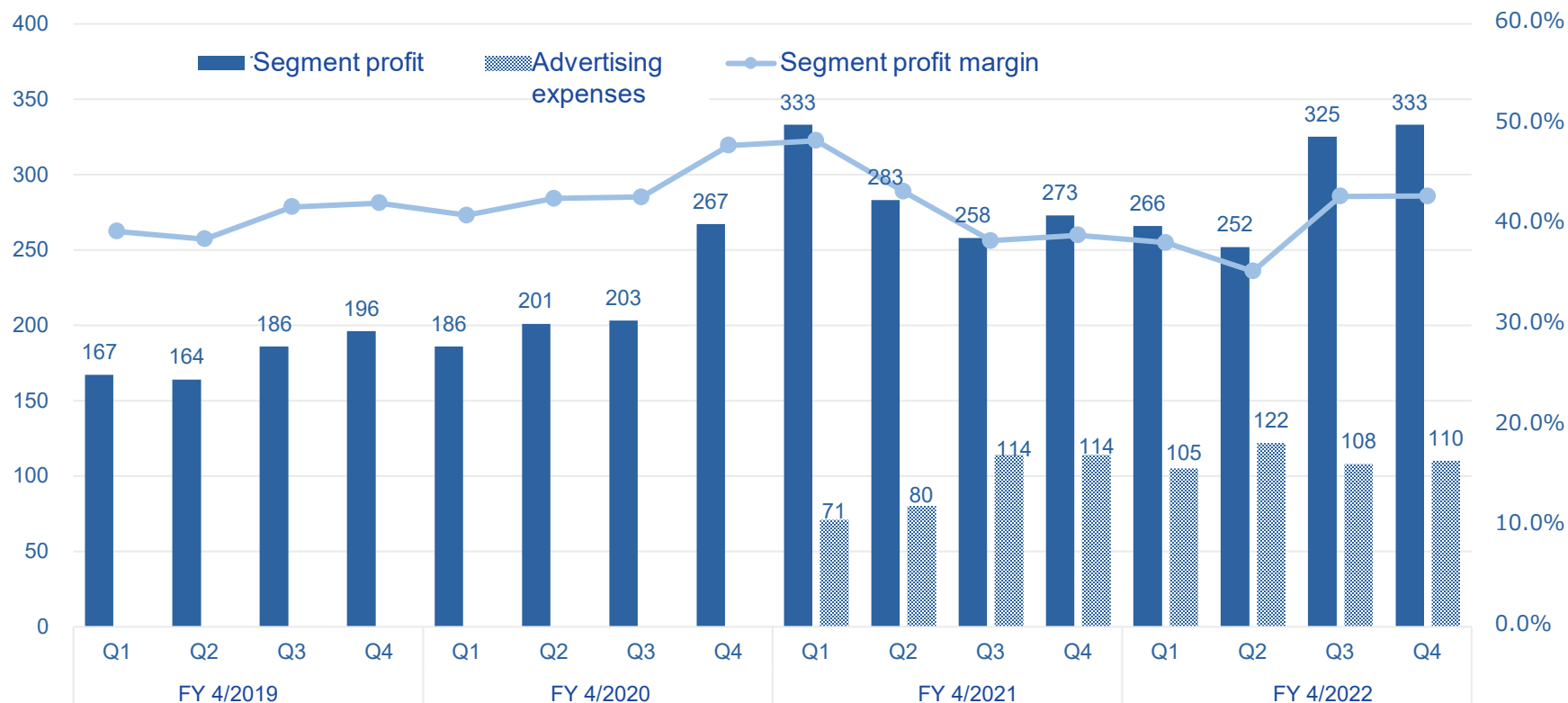
Overall quarterly net sales for EC increased by 10.8% year on year and 2.5% quarter on quarter

(Unit: Million Yen)



Quarterly segment profit increased by 21.9% year on year
 Segment profit margin remained flat at 42.9%

(Unit: Million Yen)



YoY Substantial year-on-year comparison deducting the reversal of additional allowances from the segment profit for the previous fiscal year

Segment sales	2,074 million yen	+11.8%	-
Segment profit	431 million yen	-17.4%	-10.3%

In terms of sales		YoY
Guarantee	The guarantee balance of URIHO increased 58.4% compared with the end of the previous fiscal year due to a steady increase in the number cases	+2.9%
		+56.4%
Payment	From the second half of the year, partly due to the recovery of the domestic economy, transaction volume continued to increase, resulting in a year-on-year increase of 19.4%	+16.7%
		* Comparison excluding internal sales
Rent guarantee	The guarantee balance continued to steadily accumulate	-0.2%

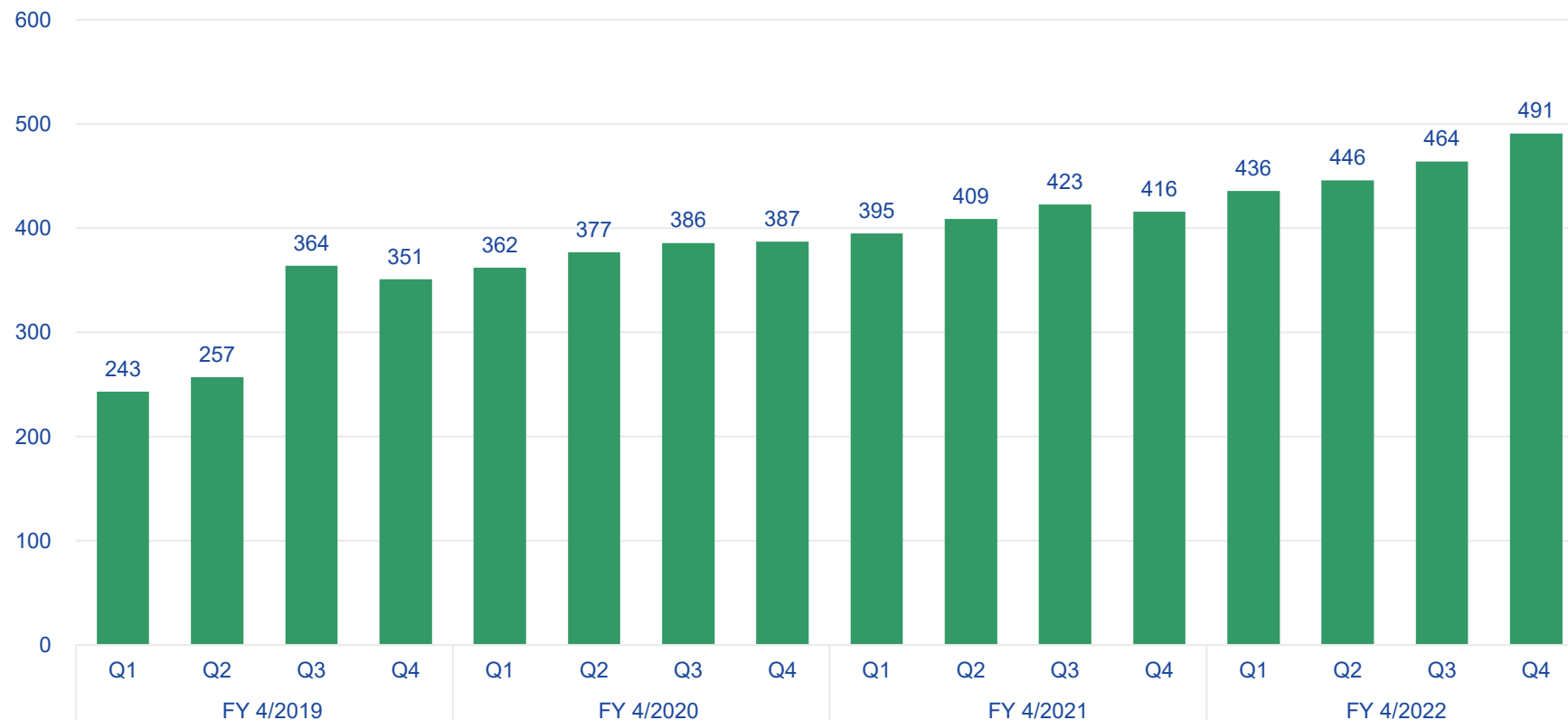
In terms of expenses

- The amount of guarantees provided increased moderately but remained lower than pre-pandemic levels.
- +
- Advertising expenses increased 32.4% year on year as a result of the strengthening of promotions
- +
- Personnel expenses increased 12.1% year on year due to the increase in the number of staff associated with the business expansion

Segment profit margin dropped 6.9pt year on year to 20.8%.
Segment profit was down 17.4% year on year.

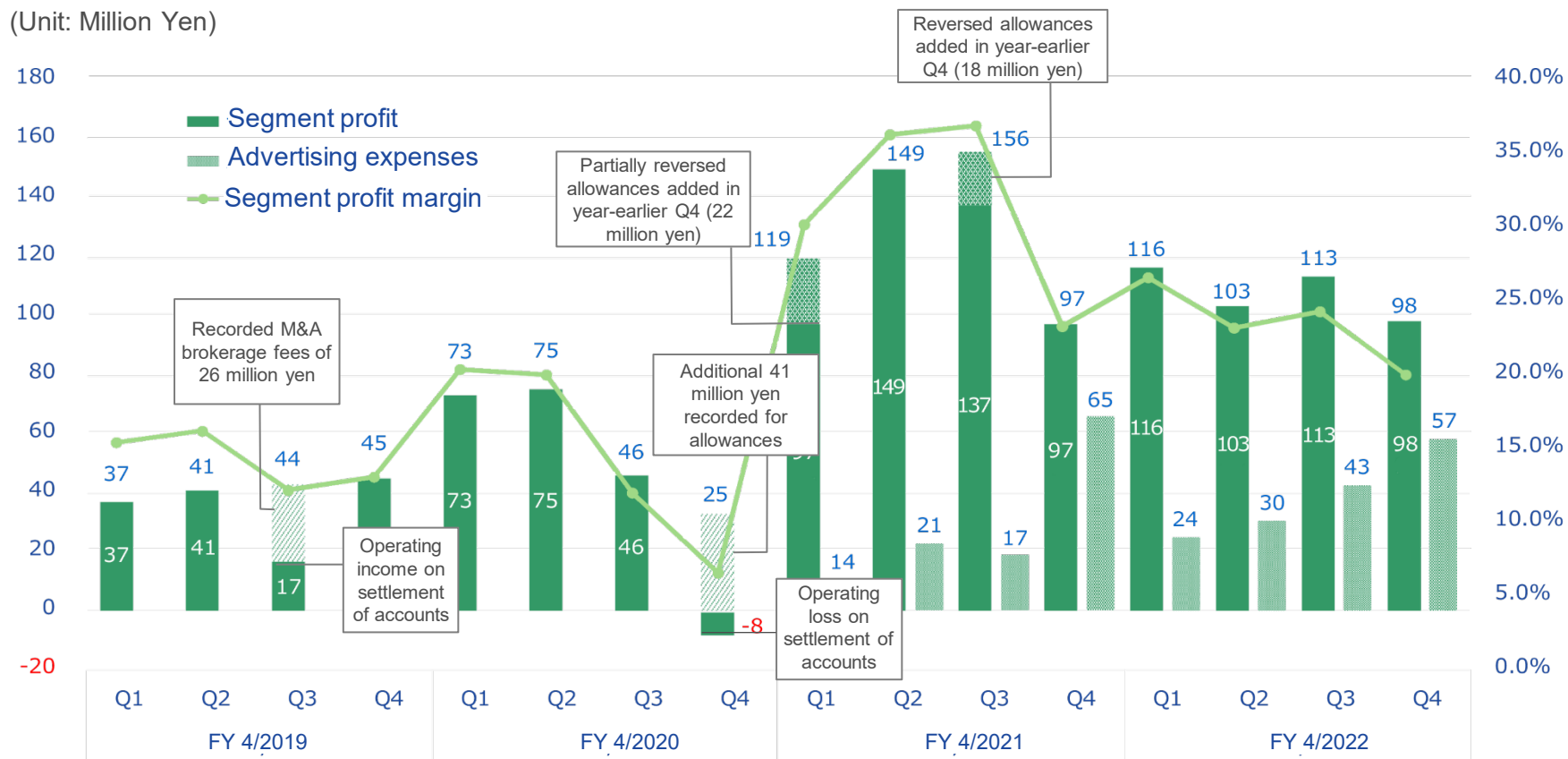
Net sales excluding inter-segment transactions increased by 5.7% quarter on quarter and 18.1% year on year, recording double-digit growth

(Unit: Million Yen)



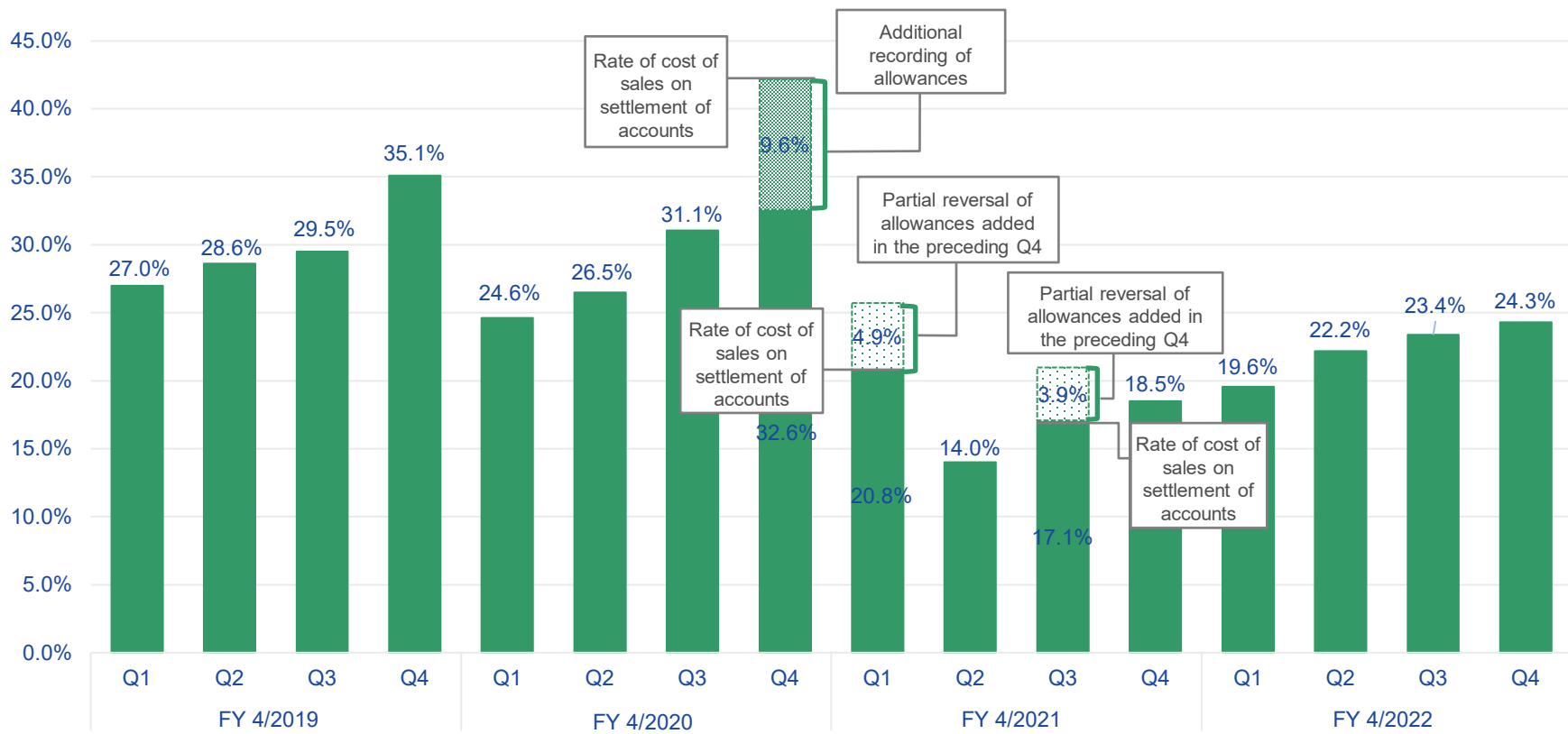
* Inter-segment transactions are excluded.

Quarterly segment profit margin remained around 24% throughout the year, higher than pre-pandemic levels, despite a gradual increase in default costs and calculated increases in personnel expenses and advertising expenses



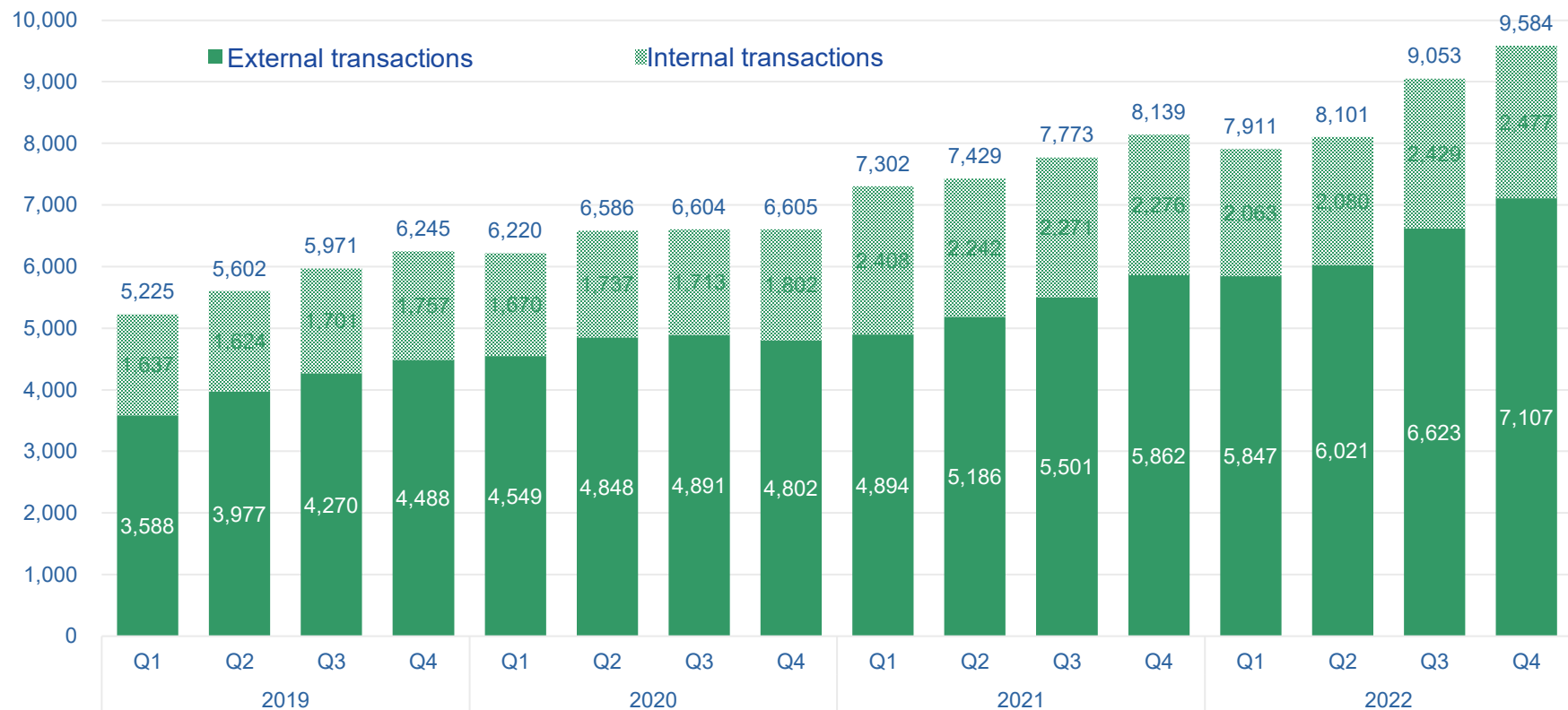
* Segment profit margin calculated excluding Inter-segment transactions.

Rate of cost of sales is increasing gradually due to the relaxation of credit screening criteria, but remained lower than the pre-pandemic levels



Transactions of member companies continued to increase steadily, causing external transactions to increase by 7.3% quarter on quarter and 21.2% year on year

(Unit: Million Yen)



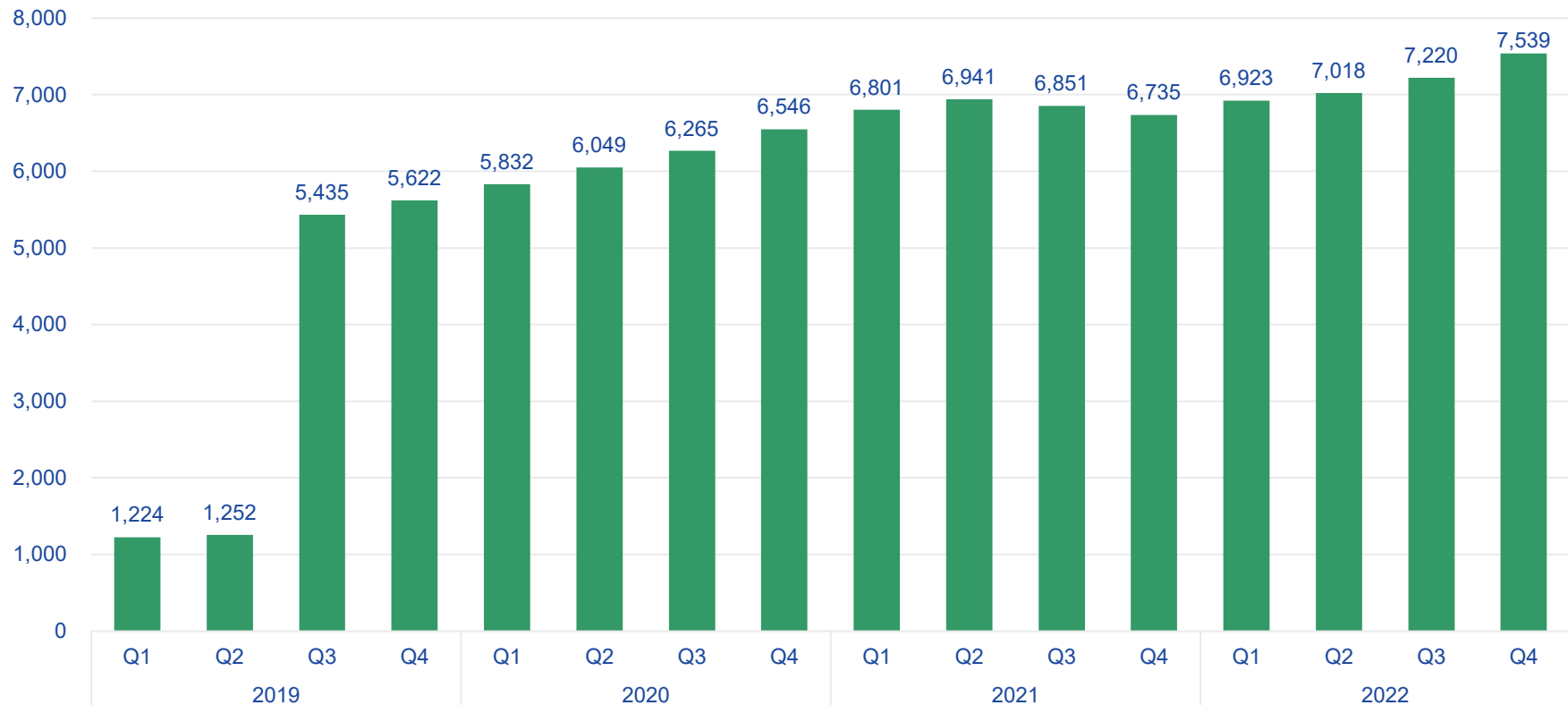
The guarantee balance of URIHO increased by 14.7% quarter on quarter and 58.4% year on year, contributing to the accumulation of the total guarantee balance (a year-on-year increase of 33.3%)

(Unit: Million Yen)



The pace of growth in guarantee balance picked up for both residential properties and businesses

(Unit: Million Yen)



* The figures indicate the actual guarantee balance calculated by the formula of guarantee balance / guarantee period x average implementation period. Accordingly, the figures differ from the balances indicated in the relevant Summary of Financial Results and Securities Report.

Earnings Forecasts for the Fiscal Year Ending April 2023

Earnings Forecasts for the Fiscal Year Ending April 2023

(Unit: Million Yen)

	FY 4/2023 (Forecast)	FY 4/2022 (Actual)	YoY
Net sales	5,500	4,789	+14.8%
EBITDA	1,450	1,268	+14.3%
Operating income	1,300	1,126	+15.4%
Ordinary income	1,300	1,135	+14.5%
Net income	810	354	+128.4%
Net income per share	36.76 Yen	15.97 Yen	—

Net sales

As the digital shift in B2B transactions has been progressing, it is expected that the business environment for the Company's services will continue to be favorable.

Although the impact of COVID-19 is unpredictable, the impact on special demand products such as masks and sterilization goods will be roughly the same as in FY 4/2022 in the EC business.

Cost of sales

Defaults in the Financial business

To steadily capture opportunities for business expansion brought about by the ongoing favorable business environment and the normalization of economic activity, the Company will more actively offer credit lines compared to the previous fiscal year. Therefore, a slight increase in the default rate is anticipated.

Profit growth rate

Operating margin is projected to be flat due to higher costs to achieve growth in net sales, along with increases in advertising expenses and personnel expenses.

Increase in advertising expenses

Continue to strengthen promotion activities. The Company will also strengthen sales promotion aimed at improving customer LTV for SUPER DELIVERY in the EC business. As such, advertising expenses are assumed to increase by slightly over 25% year on year.

Increase in personnel expenses

Actively hire engineers and designers, while decreasing recruitment in other positions. As such, personnel expenses are assumed to increase by slightly less than 15% year on year. For system development, we will consider the use of system engineering services and other outsourcing contractors. An increase in associated costs is therefore projected.

Reference: Appendix

Trends in Consolidated Net Sales by Quarter

(Unit: Thousand Yen)

	2017				2018			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
EC	392,285	393,391	409,310	416,992	411,858	422,816	429,159	431,392
Financial	177,263	182,555	189,081	198,432	200,454	204,346	218,443	227,608
Total	569,548	575,946	598,391	615,424	612,313	627,162	647,603	659,000

	2019				2020			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
EC	425,150	425,472	446,243	466,189	455,214	472,263	476,792	558,665
Financial	243,873	257,229	364,526	351,713	362,899	377,467	386,461	387,906
Total	669,023	682,702	810,769	817,902	818,113	849,730	863,254	946,571

	2021				2022			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
EC	688,464	655,525	673,588	702,650	697,548	714,229	760,062	778,836
Financial	395,763	409,649	423,019	416,060	436,585	446,940	464,588	491,192
Total	1,084,227	1,065,175	1,096,607	1,118,710	1,134,133	1,161,169	1,224,651	1,270,028

Trends in Consolidated Operating Income by Quarter

(Unit: Thousand Yen)

	2017				2018			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
EC	139,203	140,305	154,643	150,387	150,866	159,467	165,583	169,227
Financial	13,878	13,679	14,979	13,470	26,952	19,235	25,016	5,055
Adjustment	-58,634	-48,480	-51,960	-60,661	-71,758	-72,556	-68,443	-70,957
Total	94,448	105,504	117,662	103,197	106,060	106,146	122,156	103,325

	2019				2020			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
EC	167,308	164,168	186,450	196,600	186,422	201,232	203,865	267,602
Financial	37,533	41,638	17,839	45,823	73,979	75,589	46,154	-8,196
Adjustment	-71,567	-68,219	-81,257	-87,592	-84,626	-87,353	-88,140	-80,443
Total	133,274	137,587	123,032	154,831	175,775	189,468	161,878	178,963

	2021				2022			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
EC	333,001	283,910	258,746	273,772	266,643	252,695	325,573	333,849
Financial	119,745	149,092	156,609	97,068	116,433	103,780	113,023	98,347
Adjustment	-107,999	-115,067	-118,415	-134,296	-123,752	-111,402	-108,200	-140,909
Total	344,748	317,936	296,940	236,544	259,324	245,073	330,395	291,287

EC: Trends in “SUPER DELIVERY” Sales

(Unit: Thousand Yen)

	2017				2018			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
System usage sales	236,045	238,416	252,671	260,824	254,911	267,006	275,823	277,465
Member retailer sales	61,362	62,442	61,854	61,986	61,538	61,342	61,050	61,002
Participating company sales	94,181	91,496	93,793	92,986	94,273	93,141	90,785	91,183
Total	391,589	392,354	408,319	415,797	410,722	421,490	427,659	429,651
Gross merchandise value	2,373,604	2,364,000	2,504,825	2,592,073	2,540,172	2,607,775	2,704,572	2,731,729

	2019				2020			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
System usage sales	272,082	275,301	294,524	314,239	300,684	316,377	316,321	398,846
Member retailer sales	61,170	60,712	60,888	61,070	61,814	61,801	62,315	62,285
Participating company sales	89,903	87,312	88,610	88,415	90,066	91,213	95,092	94,418
Total	423,155	423,326	444,023	463,724	452,564	469,392	473,730	555,550
Gross merchandise value	2,672,949	2,674,929	2,852,157	3,044,716	2,927,620	2,957,307	3,069,019	3,854,776

	2021				2022			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
System usage sales	529,040	483,696	514,329	544,552	538,446	555,520	602,578	623,737
Member retailer sales	63,129	66,147	69,678	72,320	75,702	77,266	80,136	79,748
Participating company sales	92,962	102,087	85,787	81,772	79,199	77,072	72,793	71,656
Total	685,132	651,931	669,794	698,644	693,347	709,859	755,507	774,141
Gross merchandise value	5,127,935	4,669,605	4,915,725	5,140,681	5,072,675	5,170,706	5,623,323	5,821,213

EC: No. of Buying Customers That Purchased Via “SUPER DELIVERY” and Value of Transactions Per Customer

	2015				2016			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
No. of buying customers (stores)	8,759	8,662	8,796	8,937	8,919	8,763	8,875	9,027
Value of transactions per customer (yen)	263,338	275,998	273,161	272,449	254,966	268,478	270,505	283,623

	2017				2018			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
No. of buying customers (stores)	9,077	9,129	9,318	9,654	9,829	10,210	10,497	11,046
Value of transactions per customer (yen)	261,496	258,955	268,815	268,497	258,436	255,413	257,651	247,304

	2019				2020			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
No. of buying customers (stores)	11,616	11,846	12,068	12,814	13,249	13,621	14,358	16,586
Value of transactions per customer (yen)	230,109	225,808	236,340	237,608	220,969	217,113	213,749	232,411

	2021				2022			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
No. of buying customers (stores)	19,684	20,163	21,517	22,942	23,902	24,516	25,252	26,294
Value of transactions per customer (yen)	260,512	231,592	228,457	224,072	212,228	210,912	222,688	221,389

Financial: Trends in “Paid” Transaction Value

(Unit: Thousand Yen)

	2015				2016			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Internal transactions	1,598,398	1,735,527	1,703,691	1,750,567	1,637,797	1,699,168	1,733,022	1,869,146
External transactions	728,416	839,188	980,724	1,157,949	1,355,857	1,539,287	1,681,144	1,888,849
Total	2,326,815	2,574,716	2,684,416	2,908,517	2,993,654	3,238,455	3,414,167	3,757,996

	2017				2018			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Internal transactions	1,652,225	1,672,828	1,741,922	1,767,514	1,682,372	1,724,556	1,751,225	1,737,694
External transactions	2,000,291	2,311,575	2,597,637	2,841,259	2,829,913	2,920,373	3,105,237	3,297,511
Total	3,652,516	3,984,403	4,339,560	4,608,774	4,512,285	4,644,930	4,856,462	5,035,205

	2019				2020			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Internal transactions	1,637,880	1,624,883	1,701,840	1,757,236	1,670,517	1,737,978	1,713,416	1,802,943
External transactions	3,588,014	3,977,456	4,270,115	4,488,159	4,549,949	4,848,632	4,891,303	4,802,197
Total	5,225,894	5,602,340	5,971,955	6,245,395	6,220,467	6,586,611	6,604,719	6,605,141

	2021				2022			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Internal transactions	2,408,086	2,242,342	2,271,979	2,276,493	2,063,159	2,080,501	2,429,434	2,477,309
External transactions	4,894,563	5,186,738	5,501,080	5,862,713	5,847,946	6,021,341	6,623,795	7,107,072
Total	7,302,650	7,429,081	7,773,059	8,139,206	7,911,105	8,101,843	9,053,230	9,584,381

Financial: Trends in the Credit Guarantee Balance

(Unit: Thousand Yen)

2016				2017			
1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
5,241,870	5,447,712	5,629,359	6,267,980	5,803,443	5,895,684	5,689,826	6,158,819

2018				2019			
1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
6,785,008	7,743,693	8,583,315	9,907,803	10,311,384	11,403,717	12,193,958	13,609,462

2020				2021			
1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
14,073,465	15,093,308	16,011,597	18,029,768	18,403,599	18,835,716	20,865,449	23,076,794

2022			
1Q	2Q	3Q	4Q
24,328,307	26,046,103	27,656,974	30,755,223

(Unit: Thousand Yen)

2016				2017			
1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
117,323	170,098	221,702	267,139	340,143	402,415	458,777	594,519

2018				2019			
1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
737,035	857,787	979,309	1,113,485	1,224,871	1,252,870	5,435,686	5,622,052

2020				2021			
1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
5,832,274	6,049,021	6,265,811	6,546,084	6,801,684	6,941,143	6,851,240	6,735,393

2022			
1Q	2Q	3Q	4Q
6,923,983	7,018,401	7,220,875	7,539,978

* The figures indicate the actual guarantee balance calculated by the formula of guarantee balance / guarantee period x average implementation period. Accordingly, the figures differ from the balances indicated in the relevant Summary of Financial Results and Securities Report.

ESG Information

Corporate Philosophy

Making corporate activities more efficient and convenient

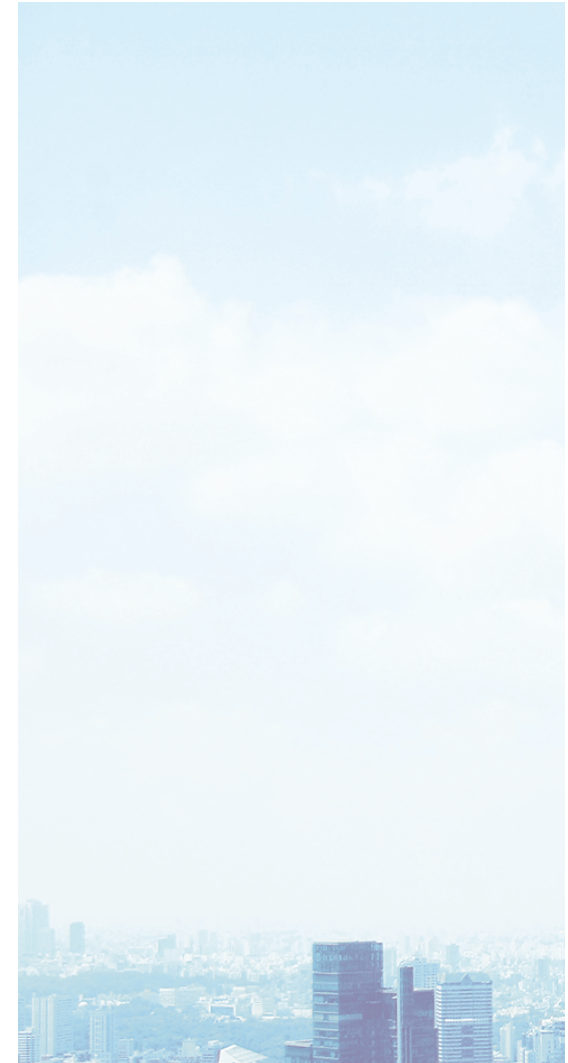
Providing business infrastructure to support a wide range of transactions

Basic Policy

Solving social issues through business

We will strive to improve corporate value by appropriately managing and minimizing risks inherent in our business operations and maximizing business opportunities

Furthermore, we will contribute to the realization of a sustainable global environment and society together with our stakeholders



Identify materiality (important issues) to conduct specific actions and formulate KPIs

Environment	Social	Governance	
<p>Solving Social Issues Through Business</p> <ul style="list-style-type: none"> • Actions for climate change • Fair & equitable trading environment • Regional revitalization • Sustainable consumption 	<p>Establishment of Pleasant Work Environment</p> <ul style="list-style-type: none"> • Diverse work styles • Ensuring occupational health and safety • Respect for employees' human rights  <p>Promotion of Diversity</p> <ul style="list-style-type: none"> • Graduate, mid-career & foreign national employee ratios • Maternity and childcare leave acquisition rates • Gender ratio of managers, etc. 	<p>Engagement with Communities/Society</p> <ul style="list-style-type: none"> • Volunteering • Joining industry associations 	<p>Fair Business Practices</p> <ul style="list-style-type: none"> • Compliance • Corporate governance • Risk management • Assuring a reliable business infrastructure 

Disclaimer

Opinions and estimates contained in this document are based on the judgement of the Company at the time of preparation and may include inaccuracies.

Actual decisions and results may differ due to various changes in the business environment.