Overall Manager	ment Indicator	Dec. 9, 2021 Spring Capital Co., Ltd.
		Score (50 as average in all companies)
(All 29 sectors)	Score From the Top Ranking	30 40 <b>50</b> 60 70
Overall Management Indicator (OMI)	59.1 14.3 % 495 among	3472 ********
Major 4 Categories Compo	sing "Overall Management Indicator"	30 40 <b>50</b> 60 70
Growth Potential	53.3 33.5 % 1163 among	3472 ********************************
Asset & Capital Profitability	61.6 9.4 % 328 among	3472 ************************************
Sales Profitability	54.9 22.8 % 790 among	3472 ***********************************
Sound Dividend Payout Ratio	57.9 17.8 % 619 among	3472 *********
( In the Sector )	Score From the Top Ranking	OMI
Overall Management Indicator	59.1 36.7 % 169 among	461 0 20
Growth Potential	53.3 57.5 % 265 among	461 Growth 60 Sound Dividen
Asset & Capital Profitability	61.6 25.6 % 118 among	461 Potential 980 Payout Ratio
Sales Profitability	54.9 42.7 % 197 among	
Sound Dividend Payout Ratio	57.9 29.3 % 135 among	461 Asset & Capital Sales Profitability Profitability
	···· Within the Top 30%	Distribution Chart (Organize the Company)

## Overall Management Indicator 3472 Companies in 29 Sectors Distribution Chart (Orange: the Company)

(right axis: no. of companies)

Based on the data as of Nov. 2021



Overall Management Indicator Historical Ranking / Percentage from the Top

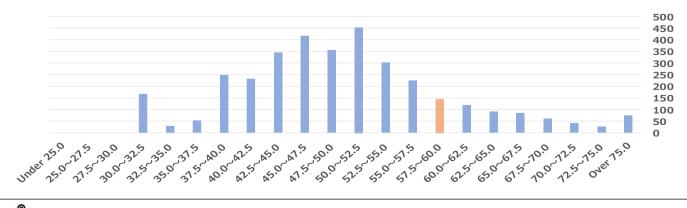
CRESCOLTD (4674 TSE 1st Section)

Accounting Period	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Reference Date	May 2016	May 2017	May 2018	May 2019	May 2020	May 2021
No. of companies	3238	3326	3372	3408	3366	3472
Ranking	255	308	335	451	416	471
From the Top	7.9 %	9.3 %	9.9 %	13.2 %	12.4 %	13.6 %

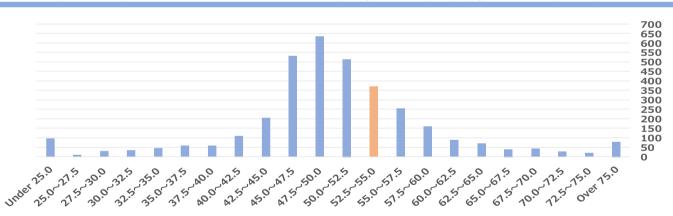




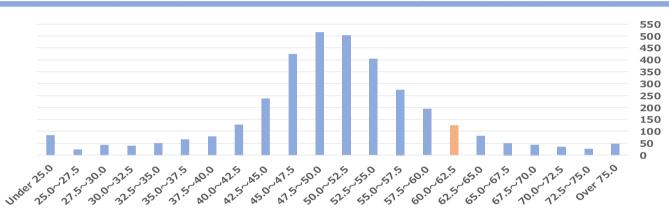
P2



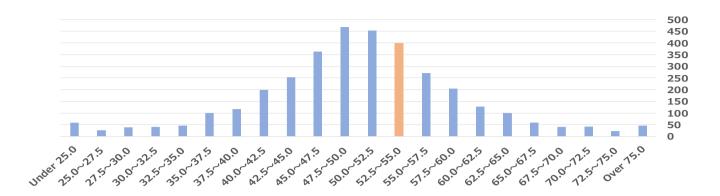
Sound Dividend Payout Ratio 3472 Companies in 29 Sectors Distribution Chart (Orange: the Company) (right: no. of companies)



Sales Profitability 3472 Companies in 29 Sectors Distribution Chart (Orange: the Company) (right: no. of companies)



Asset & Capital Profitability 3472 Companies in 29 Sectors Distribution Chart (Orange: the Company) (right: no. of companies)



Growth Potential 3472 Companies in 29 Sectors Distribution Chart (Orange: the Company) (right: no. of companies)

Management Indicators Ranking Report

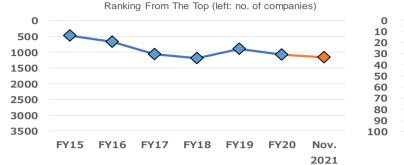
Distribution of All Companies in Major 4 Categories

Dec. 9, 2021 Spring Capital Co., Ltd.

Based on the data as of Nov. 2021

## Management Indicators Ranking Report Historical Ranking of Major 4 Categories

## Growth Potential Historical Chart



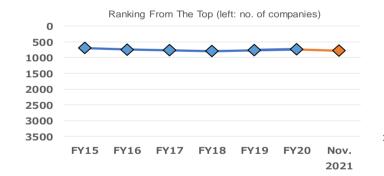
Ranking From The Top (left: %)

#### Assset & Capital Profitability Historical Chart

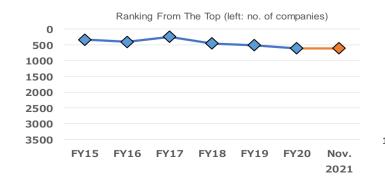


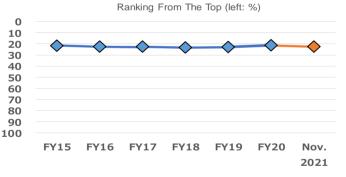


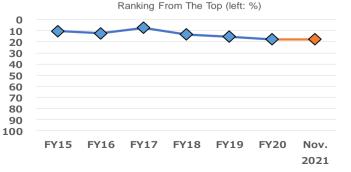
#### Sales Profitability Historical Chart













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## Management Indicators Ranking Quintile Chart (All Categories)

	From the Top				
	80% ~ 100%	60% ~ 80%	40% ~ 60%	20% ~ 40%	within 20%
【 Overall Management Indicator】 ····★					*

[ Major 4 Categories ] ····☆	From the Top 80% ~ 100%	From the Top 60% ~ 80%	From the Top 40% ~ 60%	From the Top 20% ~ 40%	From the Top within 20%
[ Growth Potential ]				Å	
[ Asset & Capital Profitability ]					☆
[ Sales Profitability ]				Å	
[ Sound Dividend Payout Ratio ]					☆

Growth Potential - Intermediate Categories ····●	From the Top 80% ~ 100%	From the Top 60% ~ 80%	From the Top 40% ~ 60%	From the Top 20% ~ 40%	From the Top within 20%
< Minor Categories > $\cdots $ $\odot$					
( 3 terms )				•	
< Sales Growth Rate >				Ø	
< Operating Profit Growth Rate $>$				Ø	
< Recurring Profit Growth Rate $>$				Ø	
< Net Profit Growth Rate >				Ø	
(Previous Term)				•	
< Sales Growth Rate >				Ø	
< Operating Profit Growth Rate >			Ø		
< Recurring Profit Growth Rate >				Ø	
< Net Profit Growth Rate $>$			Ø		
(This Term)			•		
< Sales Growth Rate >			Ø		
< Operating Profit Growth Rate >			Ø		
< Recurring Profit Growth Rate >		Ø			
< Net Profit Growth Rate $>$		Ø			



#### Management Indicators Ranking Quintile Chart (All Categories) Continued

Asset & Capital Profitability - Intermediate Categories ····●	From the Top 80% ~ 100%	From the Top 40% ~ 60%	From the Top 20% ~ 40%	From the Top within 20%
< Minor Categories > $\cdots $ $\odot$				
( ROA )				•
< ROA 3 Terms >				Ø
< ROA Previous Term $>$				Ø
< ROA This Term $>$				Ø
( ROE )				•
< ROE 3 Terms >				O
< ROE Previous Term >				Ø
< ROE This Term >				Ø

Sales Profitability - Intermediate Categories ····● < Minor Categories > ···· ◎	From the Top 80% ~ 100%	From the Top 60% ~ 80%	From the Top 40% ~ 60%	From the Top 20% ~ 40%	From the Top within 20%
(Previous Term)				•	
< Operating Profit ROS > < Recurring Profit ROS > < Net Profit ROS >				0	Ø
(This Term)				•	
< Operating Profit ROS > < Recurring Profit ROS > < Net Profit ROS >				0 0 0	

Sound Dividend Payout Ratio - Intermediate Categories ····●	From the Top 80% ~ 100%	From the Top 60% ~ 80%	From the Top 40% ~ 60%	From the Top 20% ~ 40%	From the Top within 20%
< Minor Categories > $\cdots $ $\odot$					
( 3 terms )				•	
< Dividend Payout Ratio >				Ø	
< DOE >					Ø
(Previous Term)					•
< Dividend Payout Ratio >				Ø	
< DOE >					Ø



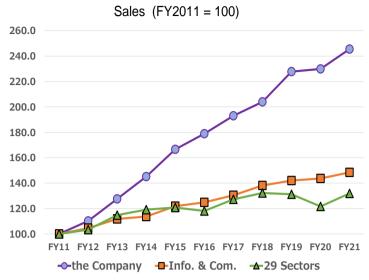
### Reference

## Average of Management Indicator Scores by Sector

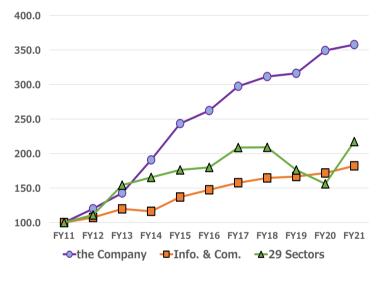
	Number of companies	Overall Management Indicator	Ranking	Growth Potential	Ranking	Asset & Capital Profitability	Ranking	Sales Profitability	Ranking	Sound Dividend Payout Ratio	Ranking
Fishery, Agriculture & Forestry	11	50.6	9	51.3	6	50.1	8	49.9	17	50.1	13
Mining	6	47.4	23	46.3	24	48.4	21	54.6	1	44.7	28
Construction	168	50.6	7	49.3	15	51.9	3	50.0	16	50.8	7
Foods	122	49.8	14	49.1	17	49.4	13	49.3	19	51.7	2
Textiles and Apparels	54	44.1	28	44.4	28	43.4	28	45.5	26	49.3	17
Pulp and Paper	26	47.1	24	49.2	16	47.7	22	49.8	18	44.7	27
Chemicals	210	51.8	4	50.1	13	51.1	5	53.1	5	51.6	3
Pharmaceutical	60	48.0	20	51.0	9	44.1	27	49.0	22	49.6	16
Oil and Coal Products	11	52.3	3	52.3	2	50.0	9	51.0	11	53.4	1
Rubber Products	18	48.8	17	45.9	25	49.8	11	52.0	6	50.0	14
Glass and Ceramics Products	57	49.2	15	48.8	20	49.7	12	51.8	9	47.9	19
Iron and Steel	44	47.6	22	50.4	12	47.1	24	49.2	21	45.7	26
Nonferrous Metals	33	48.9	16	51.2	7	49.0	17	48.2	23	47.5	22
Metal Products	93	48.0	21	47.9	21	49.0	18	50.3	13	47.3	23
Machinery	227	50.2	11	48.8	19	49.9	10	51.9	7	50.6	9
Electric Appliances	240	51.5	5	52.1	3	50.2	7	51.8	10	50.2	12
Transportation Equipment	89	46.1	25	45.6	26	46.8	25	47.6	24	48.4	18
Precision Instruments	49	50.9	6	51.0	8	49.3	14	51.9	8	50.6	8
Other Products	109	50.2	12	50.4	11	48.9	19	50.0	14	51.0	6
Electric Power and Gas	24	48.6	19	47.0	23	49.2	16	50.4	12	49.8	15
Land Transportation	66	44.8	27	44.6	27	47.4	23	45.1	28	47.3	24
Marine Transportation	12	50.6	8	52.0	4	49.3	15	54.1	2	46.9	25
Air Transportation	5	34.3	29	38.7	29	37.2	29	32.5	29	43.1	29
Warehousing and Harbor Transportation	40	49.9	13	50.8	10	51.0	6	50.0	15	47.8	20
Information & Communication	461	54.4	1	55.2	1	53.7	1	53.4	3	50.6	10
Wholesale Trade	313	48.6	18	49.0	18	48.9	20	47.4	25	50.4	11
Retail Trade	330	45.8	26	47.5	22	46.5	26	45.1	27	47.8	21
Real Estate	136	52.5	2	51.3	5	52.4	2	53.3	4	51.2	4
Services	458	50.5	10	49.5	14	51.5	4	49.3	20	51.1	5
All Sectors	3472	50.0		50.0		50.0		50.0		50.0	



## **Growth Potential**



# Recurring Profit (FY2011 = 100)



## Sales Change (yoy, %)

	the Company	Info. & Com.	29 Sectors
FY2012	10.2	4.5	3.4
FY2013	15.7	7.0	11.1
FY2014	13.8	1.7	3.8
FY2015	14.8	7.2	1.4
FY2016	7.4	2.4	-2.3
FY2017	7.9	4.5	7.8
FY2018	5.7	5.9	3.9
FY2019	11.7	2.8	-0.7
FY2020	0.9	1.2	-7.3
FY2021	6.8	3.3	8.4
FY2011-FY2021			
10 Term Average	9.4	4.0	2.8
FY2016-FY2021			
5 Term Average	6.5	3.5	2.2

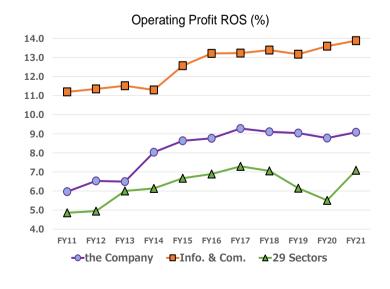
## Recurring Profit Change (yoy, %)

EV2012

the Company Info. & Com. 29 Sectors 20.0 7 / 11 1

FIZUIZ	20.0	7.4	11.1
FY2013	18.9	11.5	38.9
FY2014	33.7	-3.0	7.2
FY2015	27.5	17.8	6.6
FY2016	7.7	7.7	2.1
FY2017	13.5	6.9	15.9
FY2018	4.8	4.4	0.2
FY2019	1.5	1.3	-15.7
FY2020	10.5	3.1	-11.4
FY2021	2.4	6.0	39.3
FY2011-FY2021			
10 Term Average	13.6	6.2	8.1
FY2016-FY2021			
5 Term Average	6.4	4.3	3.8

## Sales Profitability



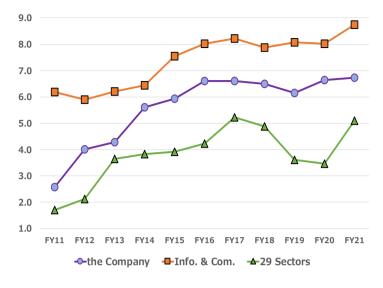
## **Operating Profit ROS (%)**

	the Company	Info. & Com.	29 Sectors
FY2011	6.0	11.2	4.9
FY2012	6.5	11.4	4.9
FY2013	6.5	11.5	6.0
FY2014	8.0	11.3	6.1
FY2015	8.6	12.6	6.7
FY2016	8.8	13.2	6.9
FY2017	9.3	13.2	7.3
FY2018	9.1	13.4	7.1
FY2019	9.0	13.2	6.1
FY2020	8.8	13.6	5.5
FY2021	9.1	13.9	7.1
FY2011-FY2021			
11 Term Average	8.2	12.6	6.2
FY2017-FY2021			
5 Term Average	9.1	13.5	6.6



## Sales profitability Comparison / Net Profit ROS ROE / ROA Comparison

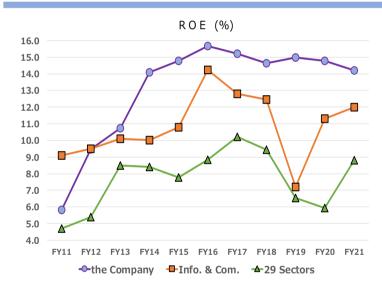
## Net Profit ROS (%)



## Net Profit ROS (%)

e Company	Info. & Com.	29 Sectors
2.6	6.2	1.7
4.0	5.9	2.1
4.3	6.2	3.6
5.6	6.4	3.8
5.9	7.6	3.9
6.6	8.0	4.2
6.6	8.2	5.2
6.5	7.9	4.9
6.2	8.1	3.6
6.6	8.0	3.5
6.7	8.7	5.1
5.6	7.4	3.8
6.5	8.2	4.5
	4.0 4.3 5.6 5.9 6.6 6.6 6.5 6.2 6.6 6.7 5.6	4.0 5.9   4.3 6.2   5.6 6.4   5.9 7.6   6.6 8.0   6.6 8.2   6.5 7.9   6.2 8.1   6.6 8.0   6.7 8.7   5.6 7.4

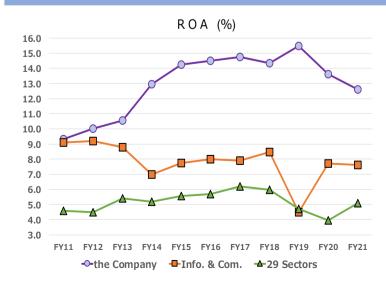
ROE



#### ROE (%)

	the Company	Info. & Com.	29 Sectors
FY2011	5.8	9.1	4.7
FY2012	9.5	9.5	5.4
FY2013	10.7	10.1	8.5
FY2014	14.1	10.0	8.4
FY2015	14.8	10.8	7.8
FY2016	15.7	14.2	8.8
FY2017	15.2	12.8	10.2
FY2018	14.6	12.5	9.4
FY2019	15.0	7.2	6.5
FY2020	14.8	11.3	5.9
FY2021	14.2	12.0	8.8
FY2011-FY2021			
11 Term Average	13.1	10.9	7.7
FY2017-FY2021			
5 Term Average	14.8	11.1	8.2

ROA



## ROA (%)

	the Company	Info. & Com.	29 Sectors
FY2011	9.3	9.1	4.6
FY2012	10.0	9.2	4.5
FY2013	10.6	8.8	5.4
FY2014	13.0	7.0	5.2
FY2015	14.3	7.7	5.6
FY2016	14.5	8.0	5.7
FY2017	14.8	7.9	6.2
FY2018	14.3	8.5	6.0
FY2019	15.5	4.5	4.7
FY2020	13.6	7.7	3.9
FY2021	12.6	7.6	5.1
FY2011-FY2021			
11 Term Average	12.9	7.8	5.2
FY2017-FY2021			
5 Term Average	14.2	7.2	5.2



Simplified Fact She Valuation Data, Pro		dicators ar	nd Ranking			Dec. 9, 2021 Spring Capital Co., Ltd.		
/aluation and Market Data	as of Dec. 9	, 2021						
Closing Price	2,007	.0	Year High		2,294.0	11/	1/4/2021	
PER (estimated)	14.8	31	Year Low		1,241.0	1/1	9/2021	
PER (actual)	16.0	2	6-Month % Cha	ange	18.6 %	( TOPIX )	1.7 %	
PBR (actual)	2.0	5	12-Month % Cl	nange	56.0 %	( TOPIX )	11.9 %	
Dividend Yield (forecast)	1.9	9 %	12-Month Histo	rical Volatility	31.4 %	( TOPIX )	15.8 %	
EV/EBITDA	7.4	5						
PSR (forecast)	1.0	0						
PSR (actual)	1.0	6						
Profitability Indicators and A (29 sectors excluding finan		-						
Fiscal Year		2016	2017	2018	2019	2020	2021	
Accounting Period		2017/03	2018/03	2019/03	2020/03	2021/03	2022/03	
		Actual	Actual	Actual	Actual	Actual	Est	
No. of Companies		3467	3512	3512	3418	3651	3628	
Sales	Y mil	30,893	33,328	35,230	39,337	39,706	42,400	
Ranking		1683	1637	1636	1459	1417	1408	
Operating Profit	Y mil	2,707	3,091	3,207	3,556	3,484	3,850	
		1275	1254	1232	1068	983	1079	
Ranking		3,078	3,492	3,658	3,712	4,101	4,200	
	Y mil	0,010		4400	1055	936	1048	
Ranking Recurring Profit Ranking	Y mil	1186	1190	1183		000	1010	
Recurring Profit	Y mil Y mil	,	2,202	2,285	2,421	2,634	2,850	

\* Percentage from the Top is not calculated for this section to exclude company size effects.

Operating Profit ROS	%	8.8	9.3	9.1	9.0	8.8	9.1
All Companies	%	6.7	7.3	7.2	5.9	5.5	7.1
Ranking		925	892	901	823	879	948
Percentage from the Top	%	26.7	25.4	25.7	24.1	24.1	26.1
Recurring Profit ROS	%	10.0	10.5	10.4	9.4	10.3	9.9
All Companies	%	6.7	7.4	7.2	6.1	5.9	7.5
Ranking		784	760	772	798	713	865
Percentage from the Top	%	22.6	21.6	22.0	23.3	19.5	23.8
Net Profit ROS	%	6.6	6.6	6.5	6.2	6.6	6.7
All Companies	%	4.3	5.2	4.9	3.5	3.5	5.1
Ranking		811	903	900	854	816	897
Percentage from the Top	%	23.4	25.7	25.6	25.0	22.4	24.7



## ROE / ROA / Dividend Payout Ratio / DOE / Ranking

# ROE, ROA, Dividend Payout Ratio, and DOE Indicators and Rankings as of Nov. 2021. (29 sectors excluding financials) (calculated by Spring)

Fiscal Year		2016	2017	2018	2019	2020	2021
Accounting Period		2017/03	2018/03	2019/03	2020/03	2021/03	2022/03
		Actual	Actual	Actual	Actual	Actual	Est.
ROE	%	15.7	15.2	14.6	15.0	14.8	14.2
29 Sectors	%	8.8	10.2	9.4	6.5	5.9	8.8
Ranking		521	605	584	533	492	652
No. of Companies		3438	3493	3507	3509	3615	3597
Percentage from the Top	%	15.2	17.3	16.7	15.2	13.6	18.1

\* ROE is an important indicator, calculated as net profit / equity (\* shareholders' equity), that measures the final profit secured using shareholders' equity.

As the average of term-end equity of 2 terms is used as the denominator, companies posting zero or negative equity during the relevant terms are excluded.

ROE for the latest quarter is calculated using estimated net profit for this term and shareholders' equity as of the end of the previous term and of the latest quarter.

ROA	%	14.5	14.8	14.3	15.5	13.6	12.6
29 Sectors	%	5.7	6.2	6.0	4.7	3.9	5.1
Ranking		304	321	315	279	337	453
No. of Companies		3450	3540	3512	3522	3644	3627
Percentage from the Top	%	8.8	9.1	9.0	7.9	9.2	12.5

\* ROA is calculated as Earnings before Interest and Taxes (operating profit + interest revenue + dividend income and interest on securities) / total assets. It is justifiable for a company to expand its business by financial leverage using debt, if the company's ROA exceeds the company's financing cost (e.g. cost of issuing 10-year corporate bonds = 2%).

Interest coverage ratio shown on P11 indicates the ratio of Earnings before Interest and Taxes to financial expenses (interest and discount expenses), with 10 times regarded as ideal.

If the interest coverage ratio holds a sufficient level with a high ROA and Profit Ratio of Sales, a company has no problem in financing aggressively.

As the average of term-end equity of 2 terms is used as the denominator, companies unable to be measured with the same standard are excluded.

ROA for the latest quarter is calculated using estimated operating profit for this term and total assets as of the end of the previous term and of the latest quarter.

Dividend Payout Ratio	%	30.5	35.5	31.6	31.0	30.3	
29 Sectors	%	30.1	27.4	32.4	46.8	48.3	
Ranking		1032	595	1010	1190	1335	
No. of Companies		3438	3525	3579	3548	3651	
Percentage from the Top	%	30.0	16.9	28.2	33.5	36.6	

\* Dividend Payout Ratio is calculated as total dividend / net profit. It should be noted that it may differ from the figure announced by the companies calculated from profit per share according to the accounting principle.

Data for total annual dividend exceeding net profit and dividend of unprofitable companies are excluded from the rankings.

DOE	%	4.8	5.4	4.6	4.6	4.5	
29 Sectors	%	2.8	2.9	3.0	3.1	2.8	
Ranking		287	212	357	375	377	
No. of Companies		3438	3493	3507	3509	3615	
Percentage from the Top	%	8.3	6.1	10.2	10.7	10.4	

\* DOE, calculated as ROE times the dividend payout ratio, can be called the "true dividend payout ratio", and is closely tracked by global investors.

Its inverse (1 / DOE) equals the period (year) to recover shareholders' equity via the dividend.

As the average of term-end equity of two terms is used as the denominator, companies posting zero or negative equity during the relevant terms are excluded.



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## Simplified Fact Sheet

#### Review of Financial Indicators and Financial Soundness based on Business Results

Management Indicators, Cash Flow, and Financial Indicators Calculated by Spring based on Business Results Announced by the Company (million yen, %, multiple)

Fiscal Year Accounting Period		2016 2017/03	2017 2018/03	2018 2019/03	2019 2020/03	2020 2021/03	Latest Quarter
Data Source		Securities Report	Financial Results				
Current Ratio	%	293.3	275.8	277.9	298.9	280.7	298.2
Fixed Assets Ratio	%	54.7	61.2	56.3	53.3	52.7	55.8
Equity Ratio	%	66.9	62.6	63.6	60.4	64.2	66.6
Debt Ratio	%	49.5	59.8	57.2	65.4	55.7	50.2
D/E Ratio	%	1.5	9.1	6.2	15.8	9.8	9.6
Interest Coverage Ratio	Multiple	2,902.0	1,104.0	887.8	806.8	648.2	Calc. only year-end
Financial Leverage	Multiple	1.5	1.6	1.6	1.7	1.6	1.5
CF from Operating Activities	Y mil	1,144	2,174	1,824	3,693	3,155	
CF from Investing Activities	Y mil	-505	-179	-1,238	2	-47	
CF from Financing Activities	Y mil	-604	-606	-1,278	-511	-1,479	
(Cash and Cash Equivalents)	Y mil	(5,503)	(6,892)	(6,201)	(9,384)	(11,015)	
(EBITDA)	Y mil	(3,265)	(3,701)	(3,856)	(3,962)	(4,372)	

Review of Financial Soundness as of Dec. 9, 2021

Comparison with average data of all companies in the TSE 29 industrial sectors (excluding 4 financial sectors) and with the sector

		A 29 sectors	B Sector	Standard Criterion	Standard Value	Desirable Value	The Company	Result
Current Ratio	%	147.5	109.9	Lower of A or B	109.9	Higher	298.2	Positive
Fixed Assets Ratio	%	142.9	193.9	Higher of A or B	193.9	Lower	55.8	Positive
Equity Ratio	%	40.6	34.0	Lower of A or B	34.0	Higher	66.6	Positive
Debt Ratio	%	140.5	182.3	Higher of A or B	182.3	Lower	50.2	Positive
D/E Ratio	%	149.7	195.5	Higher of A or B	195.5	Lower	9.6	Positive

#### Corporate Information as of Dec. 9, 2021

Ticker Code	4674							
Company Name	CRESCO LTD.	CRESCO LTD.						
Head Office	Shinagawa Intercity	Shinagawa Intercity A-tower 25th-27th Floor, 2-15-1 Kounan, Minato-ku, Tokyo, 108-6026 JAPAN						
Stock Listings	The Tokyo Stock Exc	change, First Section						
TSE Industrial Sector	Information & Comm	Information & Communication						
Investment Unit	100 shares							
Minimum Investment	200,700	President	Hiroyuki Nemoto					
Date of Listing	7/23/1997	Paid-in Capital	2,514 mil yen					
Date of Establishment	9/9/1948	Market Capitalization	46,161 mil yen ranked 1,184 of 3,889 companies					
Accounting Period	March	25-Day Average Trading Value	71 mil yen ranked 1,738 of 3,889 companies					
Floating Stock Ratio	8.5%	Market Cap as of March-end 2021	37,099 mil yen ranked 1,354 of 3,858 companies					
Major Shareholder Ownership	74.9%	Average Trading Value in FY2020	88 mil yen ranked 1,796 of 3,858 companies					



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Dec. 9, 2021

Spring Capital Co., Ltd.

Disclaimers

• This report has been prepared under a contract between CRESCO LTD. (hereinafter, the "Company") and Spring Capital Co., Ltd. (hereinafter, "SC") by SC. In the contract, the Company has consented that SC prepare this report based entirely upon the standards of SC only and excluding any intervention by the Company on all items, including the qualitative information, the management indicators adopted in the Management Indicator Ranking, and the classification of business sectors (or the Company's business sector) chosen for the comparison report.

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• "All sectors" in this report refer to the 29 sectors that remain when the four financial sectors (Banks, Securities and Commodity Futures, Insurance, and Other Financials), which use different accounting standards, are excluded from the 33 sectors as defined by the Tokyo Stock Exchange, and consist of all companies whose common shares were listed on the Japanese stock market as of the end of March 2021. Since calculations of the Growth Potential, the ROA, the ROE, and other items use values from the full-year financial results of the most recent four fiscal years, the ranking excludes companies that did not announce full-year financial results and companies that had posted zero or negative equity at least once during the four-year period, as well as companies GAAP and companies that had not been able to announce the financial results for FY 2020 by May 28, 2021. A total of 3,472 companies have been analyzed in the ranking.

• The values for FY 2021 used in this report have been adopted from one of the following sources in the order of decreasing priority: (1) the numbers in a company's disclosed financial results; (2) a company's forecast; or (3) estimates made by SC. In this current report based on Nov. 2021 data, SC's estimates for FY 2021 have been used for 48 companies.

• Going forward, the FY 2021 reports are scheduled to be prepared following the announcements of quarterly results by companies whose accounting period ends in March. Reports will be created based on the values available as of February 2022 and will be published the following respective month. The finalized ranking report for FY 2021 will be based on the values available as of May 2022 and will be published the following month.

• The Overall Management Indicator (scored by SC) in this report represents an overall score for the major categories (Growth Potential, Asset & Capital Profitability, Sales Profitability, and Sound Dividend Payout Ratio). The weighting for each category is 30%, 25%, 20%, and 25%, respectively.

• The intermediate and minor categories that compose each of the major categories are described on P4 and P5. For the minor categories, extreme values have been adjusted so that the highest and the lowest deviation values are 80 and 20, respectively. For the intermediate and major categories, no adjustment has been made since SC scored both categories based on the minor categories, but the average SC score for the major categories is 50 due to the repeated processing to seek deviation values.

• On P7-P8, a comparison is made for the Growth Potential, Sales Profitability, ROE, and ROA with the 29 business sectors and with the Company's sector as defined by the Tokyo Stock Exchange. The figures for ROE and ROA used in the comparison match those on P10. However, regarding the Growth Potential and the Sales Profitability, the figures do not match those on P9. This difference is due to the fact that, for the purpose of comparing the Growth Potential over the long term, the target companies for the comparison report have been limited to only those in the 29 business sectors and the Company's sector (as defined by the Tokyo Stock Exchange) that have continuously announced their full-year financial results from FY 2011 to FY 2020. Adjustment of the universe for the comparison of the Growth Potential is conducted every year in the finalized ranking report for the previous fiscal year that is based on the values available as of May.

• The data in this report on corporate financial results are owned by SC, and a part of the data has been verified for greater accuracy with information vendors with whom SC has a contract. However, SC does not guarantee integrity of its data. The contents of this report were relevant as of the time that this report was created and may change without prior notice.

