CRESCO LTD. (4 Overall Manager		Based on the data as of Feb. 2021 Mar. 12, 2021 Spring Capital Co., Ltd.		
( All 29 sectors )	Score From the Top	o Ranking	Score (50 as average in a 30 40 <b>50</b>	all companies) 60 70
Overall Management Indicator (OMI)	61.2 11.0 %	370 among 3366	*****	*****
Major 4 Categories Compos	sing "Overall Managemen	30 40 <b>50</b>	60 70	
Growth Potential	56.2 22.6 %	762 among 3366	****	*
Asset & Capital Profitability	62.6 8.9 %	299 among 3366	****	****
Sales Profitability	55.1 22.2 %	748 among 3366	*********	r l
Sound Dividend Payout Ratio	59.4 15.4 %	517 among 3366	*******	****
( In the Sector )	Score From the Top	o Ranking	OMI	
Overall Management Indicator	61.2 29.3 %	127 among 433	0 20	
Growth Potential	56.2 46.2 %	200 among 433	Growth 60	Sound Dividend
Asset & Capital Profitability	62.6 22.9 %	99 among 433	Potential 9 100	Payout Ratio
Sales Profitability	55.1 40.9 %	177 among 433		
Sound Dividend Payout Ratio	59.4 25.6 %	111 among 433	Asset & Capital	Sales Profitability
	··· Within the Top 30%			

## Overall Management Indicator 3366 Companies in 29 Sectors Distribution Chart (Orange: the Company)

(right axis: no. of companies)



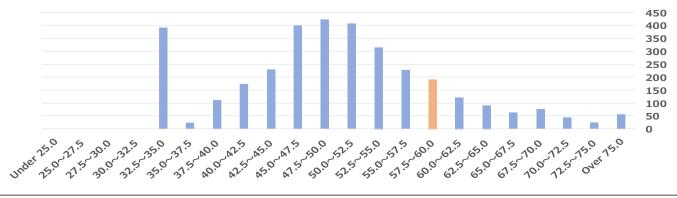
Overall Management Indicator Historical Ranking / Percentage from the Top

Accounting Period	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Reference Date	May 2015	May 2016	May 2017	May 2018	May 2019	May 2020
No. of companies	3220	3238	3326	3372	3408	3366
Ranking	314	255	308	335	451	416
From the Top	9.8 %	7.9 %	9.3 %	9.9 %	13.2 %	12.4 %

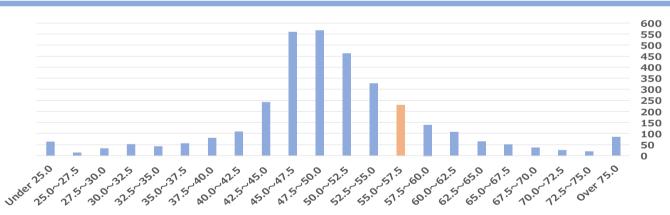




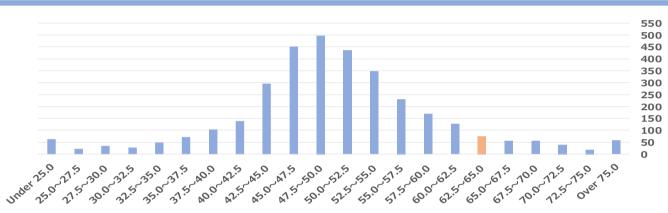
P2



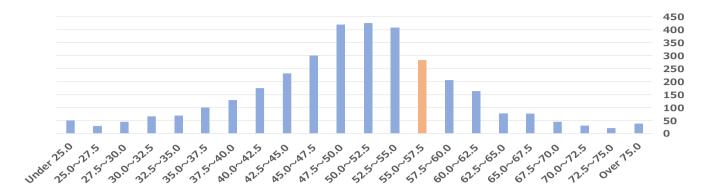
Sound Dividend Payout Ratio 3366 Companies in 29 Sectors Distribution Chart (Orange: the Company) (right: no. of companies)



Sales Profitability 3366 Companies in 29 Sectors Distribution Chart (Orange: the Company) (right: no. of companies)



Asset & Capital Profitability 3366 Companies in 29 Sectors Distribution Chart (Orange: the Company) (right: no. of companies)



Growth Potential 3366 Companies in 29 Sectors Distribution Chart (Orange: the Company) (right: no. of companies)

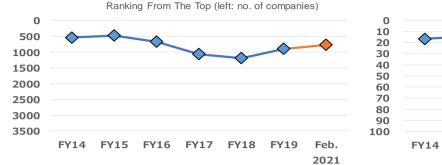
Management Indicators Ranking Report

Distribution of All Companies in Major 4 Categories

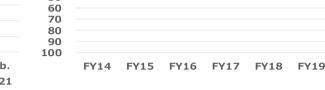
Feb.

2021

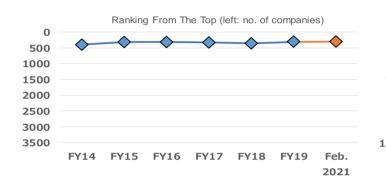
#### Growth Potential Historical Chart

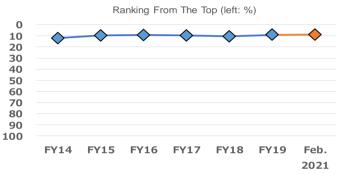


Ranking From The Top (left: %)

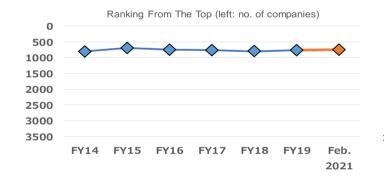


#### Assset & Capital Profitability Historical Chart





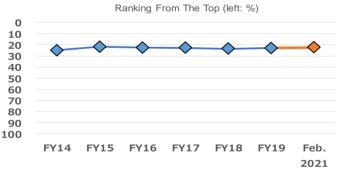
#### Sales Profitability Historical Chart

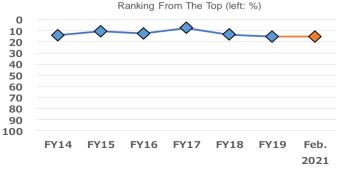


#### Sound Dividend Payout Ratio Historical Chart











0

# 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 60% ~ 80%	From the Top 40% ~ 60%	From the Top 20% ~ 40%	From the Top within 20%
< Minor Categories > $\cdots $ $\odot$					
( ROA )					•
< ROA 3 Terms > < ROA Previous Term > < ROA This Term >					© ©
( ROE )					•
< ROE 3 Terms > < ROE Previous Term > < ROE This Term >					© ©

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 >				© ©	
(This Term)				•	
< Operating Profit ROS > < Recurring Profit ROS > < Net Profit ROS >				© ©	

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

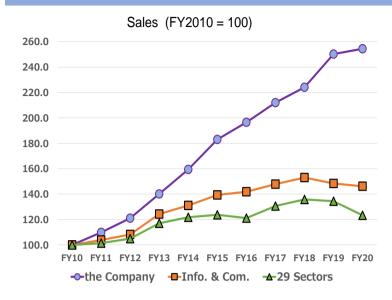
# Average of Management Indicator Scores by Sector

	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	48.5	18	50.6	9	48.2	18	49.1	17	47.2	24
Mining	6	48.7	14	48.7	15	48.6	15	53.6	2	46.2	27
Construction	161	52.0	4	52.4	5	52.2	4	50.5	12	50.5	10
Foods	123	49.6	10	49.9	11	48.9	14	49.1	18	50.6	8
Textiles and Apparels	54	43.4	27	43.8	26	43.4	29	44.9	28	48.6	17
Pulp and Paper	25	48.1	20	50.8	7	46.8	23	49.5	16	47.0	26
Chemicals	207	51.0	6	49.0	14	50.4	5	52.7	4	51.4	4
Pharmaceutical	61	48.5	16	53.1	4	43.7	28	50.2	14	48.0	21
Oil and Coal Products	11	46.4	22	42.7	28	47.1	22	48.1	20	52.5	1
Rubber Products	15	48.4	19	45.3	25	50.0	6	50.4	13	50.6	7
Glass and Ceramics Products	56	48.9	12	48.5	17	49.4	9	51.4	6	48.1	20
Iron and Steel	45	45.3	25	45.6	22	46.2	25	47.8	21	47.0	25
Nonferrous Metals	31	46.3	23	45.3	24	48.0	19	47.7	22	48.5	19
Metal Products	90	48.5	17	48.6	16	49.0	13	50.6	11	47.7	22
Machinery	218	49.3	11	46.2	20	49.9	8	51.4	8	51.6	3
Electric Appliances	230	49.9	9	49.4	12	49.2	11	50.7	10	50.6	9
Transportation Equipment	85	44.8	26	42.9	27	46.2	24	46.4	25	49.6	13
Precision Instruments	48	50.2	7	50.4	10	49.3	10	51.4	7	49.7	12
Other Products	106	48.9	13	48.0	18	47.8	20	49.1	19	51.9	2
Electric Power and Gas	24	51.4	5	54.2	2	49.1	12	51.7	5	48.6	16
Land Transportation	64	46.3	24	46.1	21	48.4	17	47.3	23	47.4	23
Marine Transportation	12	42.8	28	45.5	23	43.9	27	45.9	26	43.3	28
Air Transportation	5	39.0	29	39.7	29	45.6	26	39.5	29	42.4	29
Warehousing and Harbor Transportation	38	49.9	8	50.8	8	50.0	7	49.8	15	48.9	15
Information & Communication	433	53.8	2	55.4	1	53.2	3	52.9	3	49.4	14
Wholesale Trade	306	48.6	15	49.4	13	48.4	16	47.3	24	50.2	11
Retail Trade	330	46.5	21	48.0	19	47.2	21	45.4	27	48.6	18
Real Estate	130	54.6	1	53.7	3	54.2	1	54.9	1	51.3	6
Services	441	52.4	3	51.6	6	53.2	2	50.8	9	51.3	5
All Sectors	3366	50.0		50.0		50.0		50.0		50.0	



# Growth Potential Comparison / Sales Recurring profit Sales Profitability Comparison / Operating Profit ROS

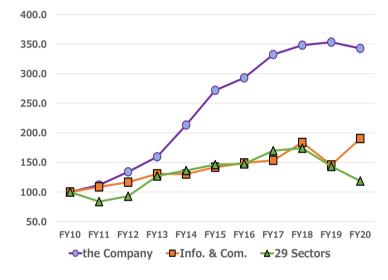
# **Growth Potential**



# Sales Change (yoy, %)

	the Company	Info. & Com.	29 Sectors
FY2011	9.9	3.8	1.5
FY2012	10.2	4.3	3.4
FY2013	15.7	14.9	11.5
FY2014	13.8	5.4	4.0
FY2015	14.8	6.3	1.6
FY2016	7.4	1.8	-2.1
FY2017	7.9	4.2	7.8
FY2018	5.7	3.5	4.0
FY2019	11.7	-3.0	-1.1
FY2020	1.7	-1.5	-8.3
FY2010-FY2020			
10 Term Average	9.8	3.9	2.1
FY2015-FY2020			
5 Term Average	6.8	1.0	-0.1
5 Territ Average	0.0	1.0	-0.1

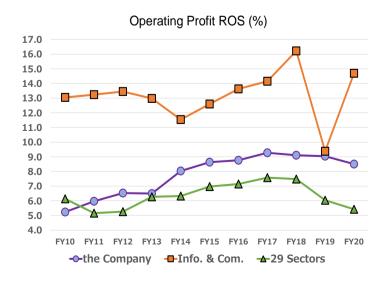
#### Recurring Profit (FY2010 = 100)



## Recurring Profit Change (yoy, %)

	the Company	Info. & Com.	29 Sectors
FY2011	11.7	8.6	-16.3
FY2012	20.0	7.3	10.9
FY2013	18.9	12.1	36.9
FY2014	33.7	-0.2	7.3
FY2015	27.5	8.9	7.4
FY2016	7.7	4.9	0.8
FY2017	13.5	3.1	15.1
FY2018	4.8	19.7	2.5
FY2019	1.5	-20.8	-17.7
FY2020	-3.0	30.7	-17.2
FY2010-FY2020			
10 Term Average	13.1	6.6	1.7
FY2015-FY2020			
5 Term Average	4.7	6.0	-4.1

## Sales Profitability

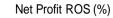


## Operating Profit ROS (%)

	the Company	Info. & Com.	29 Sectors
FY2010	5.2	13.0	6.1
FY2011	6.0	13.2	5.2
FY2012	6.5	13.5	5.3
FY2013	6.5	13.0	6.3
FY2014	8.0	11.5	6.3
FY2015	8.6	12.6	7.0
FY2016	8.8	13.6	7.1
FY2017	9.3	14.2	7.6
FY2018	9.1	16.2	7.5
FY2019	9.0	9.4	6.0
FY2020	8.5	14.7	5.4
FY2010-FY2020	1		
11 Term Average	e 7.8	13.2	6.3
FY2016-FY2020			
5 Term Average	8.9	13.6	6.7



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

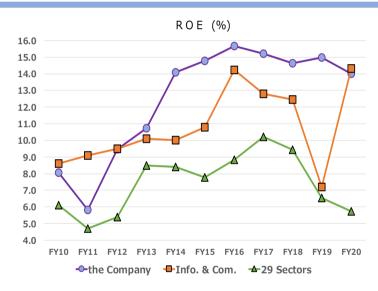




#### Net Profit ROS (%)

	the Company	Info. & Com.	29 Sectors
FY2010	3.9	6.1	2.6
FY2011	2.6	7.1	1.9
FY2012	4.0	7.0	2.3
FY2013	4.3	6.9	3.8
FY2014	5.6	7.0	4.0
FY2015	5.9	7.6	4.1
FY2016	6.6	10.1	4.7
FY2017	6.6	9.6	5.4
FY2018	6.5	9.8	5.0
FY2019	6.2	5.6	3.6
FY2020	6.1	11.3	3.4
FY2010-FY2020			
11 Term Average	5.3	8.0	3.7
FY2016-FY2020	0.4	0.0	
5 Term Average	6.4	9.3	4.4

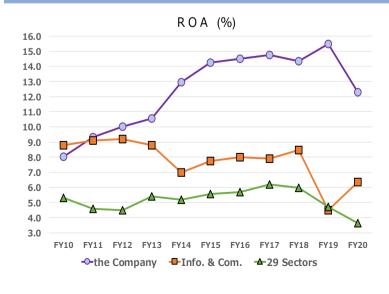
ROE



# ROE (%)

	the Company	Info. & Com.	29 Sectors
FY2010	8.1	8.6	6.1
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	14.0	14.3	5.7
FY2010-FY2020			
11 Term Average	12.5	10.8	7.4
FY2016-FY2020			
5 Term Average	14.9	12.2	8.1

ROA



#### ROA (%)

	the Company	Info. & Com.	29 Sectors
FY2010	8.0	8.8	5.3
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	12.3	6.4	3.6
FY2010-FY2020			
11 Term Average	12.4	7.8	5.2
FY2016-FY2020			
5 Term Average	14.3	7.0	5.2



Simplified Fact She Valuation Data, Prot		licators and	Ranking			Mar. 12, 2021 Spring Capital Co., Ltd.	
Valuation and Market Data	as of Mar. 12	2, 2021					
Closing Price	1,555.0	S	ince last year H	1/16/2020			
PER (estimated)	13.34	S	ince last year L	wo	1,007.0	3/1	9/2020
PER (actual)	13.50	6	Month % Chan	ge	26.3 %	( TOPIX )	19.2 %
PBR (actual)	1.73	1:	2-Month % Cha	nge	16.5 %	( TOPIX )	46.9 %
Dividend Yield (forecast)	2.32 %	o 1:	2-Month Histori	cal Volatility	42.1 %	( TOPIX )	21.9 %
EV/EBITDA	6.37						
PSR (forecast)	0.82						
PSR (actual)	0.83						
(29 sectors excluding finance) Fiscal Year		2015	2016	2017	2018	2019	2020
Accounting Period		2016/03	2017/03	2018/03	2019/03	2020/03	2021/03
		Actual	Actual	Actual	Actual	Actual	Est
No. of Companies		3443	3467	3512	3512	3418	3512
Sales	Y mil	28,775	30,893	33,328	35,230	39,337	40,000
Ranking		1742	1683	1637	1636	1459	1392
Operating Profit	Y mil	2,484	2,707	3,091	3,207	3,556	3,400
Ranking		1287	1275	1254	1232	1068	947
Recurring Profit	Y mil	2,857	3,078	3,492	3,658	3,712	3,600
Ranking		1220	1186	1190	1183	1055	925
Net Profit	Y mil	1,705 1233	2,042	2,202	2,285	2,421	2,450
			1180	1214	1182	998	889

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

Operating Profit ROS	%	8.6	8.8	9.3	9.1	9.0	8.5
All Companies	%	6.2	6.7	7.3	7.2	5.9	5.4
Ranking		906	925	892	901	823	816
Percentage from the Top	%	26.3	26.7	25.4	25.7	24.1	23.2
Recurring Profit ROS	%	9.9	10.0	10.5	10.4	9.4	9.0
All Companies	%	6.2	6.7	7.4	7.2	6.1	5.6
Ranking		721	784	760	772	798	779
Percentage from the Top	%	20.9	22.6	21.6	22.0	23.3	22.2
Net Profit ROS	%	5.9	6.6	6.6	6.5	6.2	6.1
All Companies	%	3.6	4.3	5.2	4.9	3.5	3.4
Ranking		862	811	903	900	854	782
Percentage from the Top	%	25.0	23.4	25.7	25.6	25.0	22.3



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

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

Fiscal Year		2015	2016	2017	2018	2019	2020
Accounting Period		2016/03	2017/03	2018/03	2019/03	2020/03	2021/03
		Actual	Actual	Actual	Actual	Actual	Est.
ROE	%	14.8	15.7	15.2	14.6	15.0	14.0
29 Sectors	%	7.8	8.8	10.2	9.4	6.5	5.7
Ranking		536	521	605	584	533	454
No. of Companies		3421	3438	3493	3507	3509	3489
Percentage from the Top	%	15.7	15.2	17.3	16.7	15.2	13.0

\* ROE is an important indicator, calculated as net profit / equity (*z* 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	%	14.3	14.5	14.8	14.3	15.5	12.3
29 Sectors	%	5.6	5.7	6.2	6.0	4.7	3.6
Ranking		317	304	321	315	279	361
No. of Companies		3427	3450	3540	3512	3522	3512
Percentage from the Top	%	9.3	8.8	9.1	9.0	7.9	10.3

\* 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	%	33.0	30.5	35.5	31.6	31.0	
29 Sectors	%	33.8	30.1	27.4	32.4	46.8	
Ranking		813	1032	595	1010	1190	
No. of Companies		3238	3438	3525	3579	3548	
Percentage from the Top	%	25.1	30.0	16.9	28.2	33.5	

\* 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	%	4.9	4.8	5.4	4.6	4.6	
29 Sectors	%	2.7	2.8	2.9	3.0	3.1	
Ranking		214	287	212	357	375	
No. of Companies		3238	3438	3493	3507	3509	
Percentage from the Top	%	6.6	8.3	6.1	10.2	10.7	

\* 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		2015	2016	2017	2018	2019	Lates
Accounting Period		2016/03	2017/03	2018/03	2019/03	2020/03	Quarte
Data Source		Securities Report	Financial Resul				
Current Ratio	%	255.1	293.3	275.8	277.9	298.9	333.9
Fixed Assets Ratio	%	59.2	54.7	61.2	56.3	53.3	54.1
Equity Ratio	%	63.3	66.9	62.6	63.6	60.4	66.1
Debt Ratio	%	57.9	49.5	59.8	57.2	65.4	51.1
D/E Ratio	%	1.9	1.5	9.1	6.2	15.8	11.(
Interest Coverage Ratio	Multiple	1,323.5	2,902.0	1,104.0	887.8	806.8	Calc. only year-en
Financial Leverage	Multiple	1.6	1.5	1.6	1.6	1.7	1.5
CF from Operating Activities	Y mil	1,543	1,144	2,174	1,824	3,693	
CF from Investing Activities	Y mil	-1,287	-505	-179	-1,238	2	
CF from Financing Activities	Y mil	-286	-604	-606	-1,278	-511	
(Cash and Cash Equivalents)	Y mil	(5,470)	(5,503)	(6,892)	(6,201)	(9,384)	
(EBITDA)	Y mil	(3,025)	(3,265)	(3,701)	(3,856)	(3,962)	

Review of Financial Soundness as of Mar. 12, 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	%	145.1	112.6	Lower of A or B	112.6	Higher	333.9	Positive
Fixed Assets Ratio	%	145.6	183.7	Higher of A or B	183.7	Lower	54.1	Positive
Equity Ratio	%	39.1	33.9	Lower of A or B	33.9	Higher	66.1	Positive
Debt Ratio	%	150.3	186.1	Higher of A or B	186.1	Lower	51.1	Positive
D/E Ratio	%	153.5	190.4	Higher of A or B	190.4	Lower	11.0	Positive

## Corporate Information as of Mar. 12, 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 & Comn	nunication						
Investment Unit	100 shares							
Minimum Investment	155,500	President	Hiroyuki Nemoto					
Date of Listing	7/23/1997	Paid-in Capital	2,514 mil yen					
Date of Establishment	9/9/1948	Market Capitalization	35,765 mil yen ranked 1,389 of 3,863 companies					
Accounting Period	March	25-Day Average Trading Value	92 mil yen ranked 1,715 of 3,863 companies					
Floating Stock Ratio	9.4%	Market Cap as of March-end 2020	34,176 mil yen ranked 1,218 of 3,816 companies					
Major Shareholder Ownership	77.2%	Average Trading Value in FY2019	92 mil yen ranked 1,587 of 3,816 companies					



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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 2020. 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 fouryear period, as well as companies whose disclosed full-year financial results could not be recalculated into reasonable figures based on the Japanese GAAP and companies that had not been able to announce the financial results for FY 2019 by May 29, 2020. A total of 3,366 companies have been analyzed in the ranking.

• The values for FY 2020 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 Feb. 2021 data, SC's estimates for FY 2020 have been used for 108 companies.

- Going forward, the finalized ranking report for FY 2020 will be based on the values available as of May 2021 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 2010 to FY 2019. 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.

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