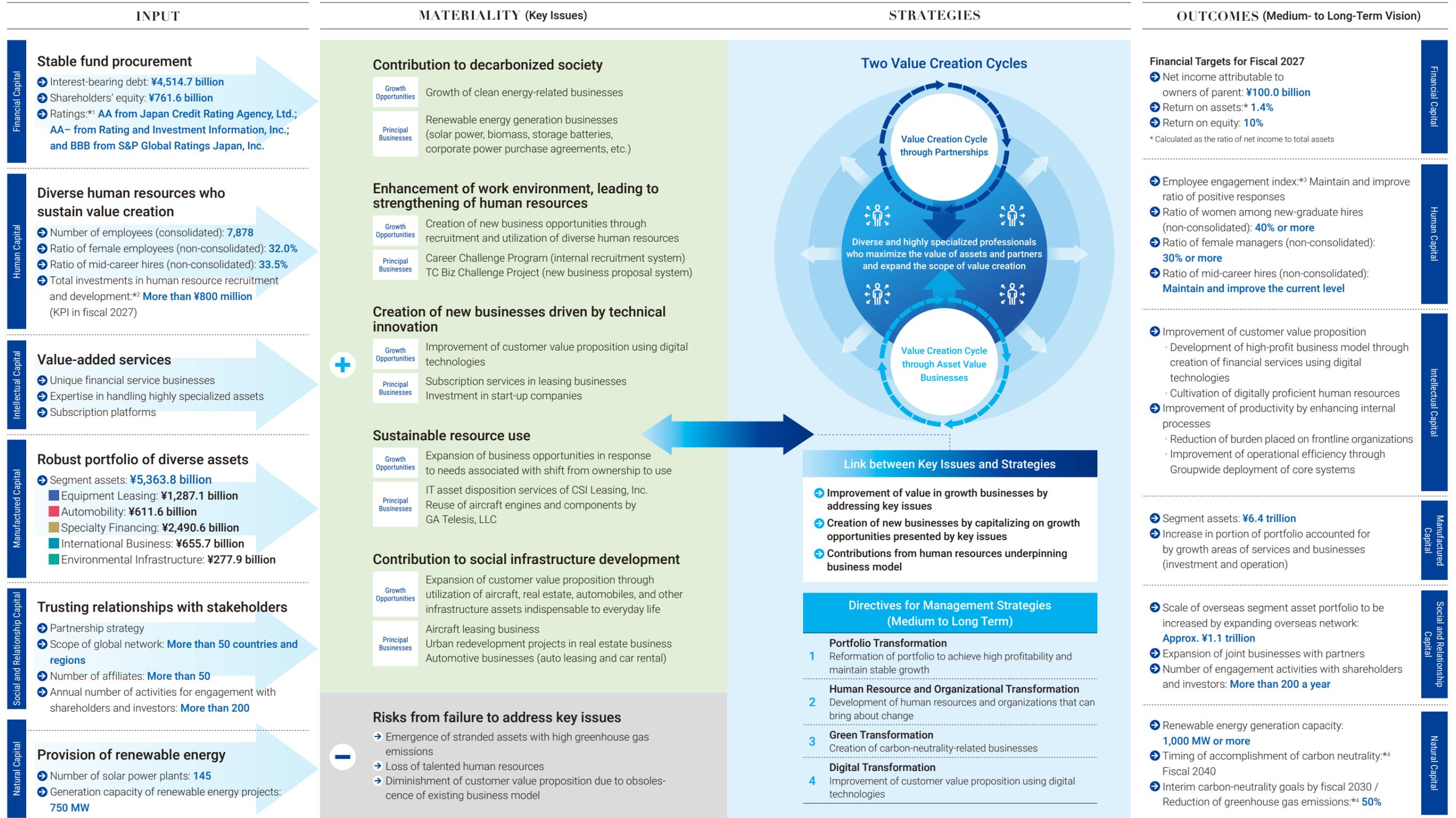


The Tokyo Century Group's Value Creation Process

The Tokyo Century Group is advancing initiatives based on the five key issues that represent growth opportunities and management strategies for improving business value in order to increase its management resources and maximize its positive outcomes.

*1 As of July 1, 2023
 *2 Training expenses + (Number of training sessions × Personnel expenses) + Recruitment expenses
 *3 Based on ratio of positive responses to multiple choice questions on 2022 employee awareness survey (63% in fiscal 2022)
 *4 Rate of reduction of Scope 1 and Scope 2 greenhouse gas emissions from base year of fiscal 2021



Note: Figures above are as of March 31, 2023.