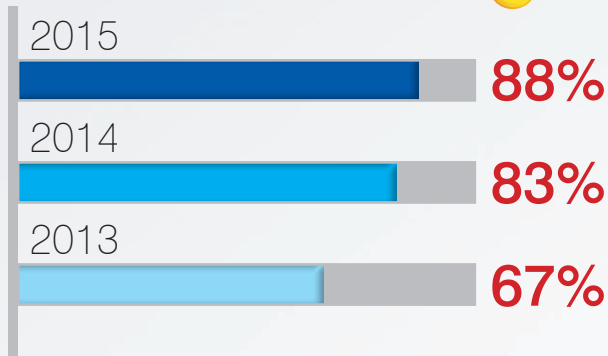


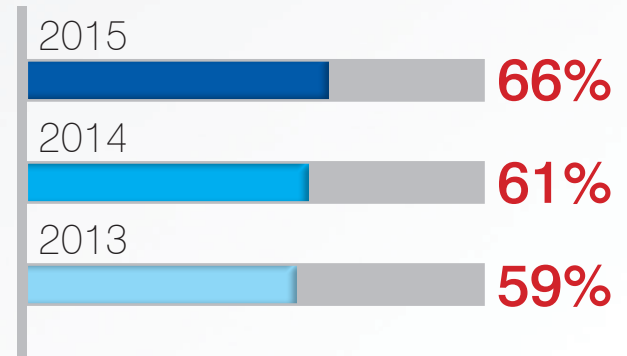


## ○○○ EUROPE OVERALL RESULTS ○○○

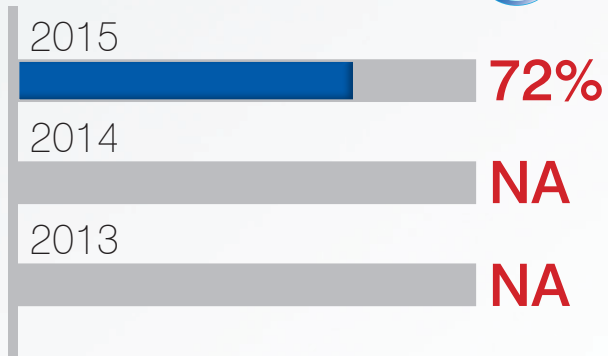
### REDEMPTION RATE



### ENGAGEMENT INDEX



### SIMPLICITY INDEX



Simplicity Index is the extent to which a business creates the conditions and empowers employees to do their work effectively. It evaluates the organization's commitment to high levels of customer service and product quality to achieve superior business results.

## ○○○ KEY FOCUS POINTS ○○○

Provide confidence into the future



Developing people



Fostering cooperation

