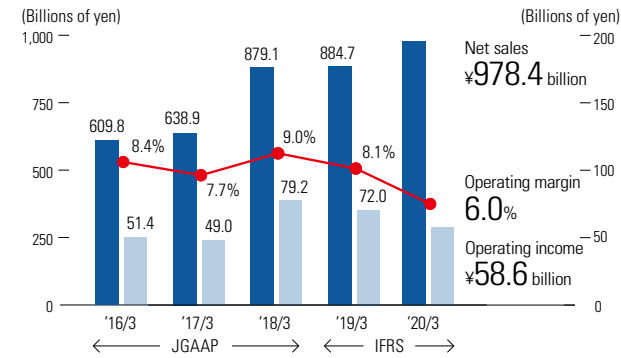


# Financial and Non-financial Highlights

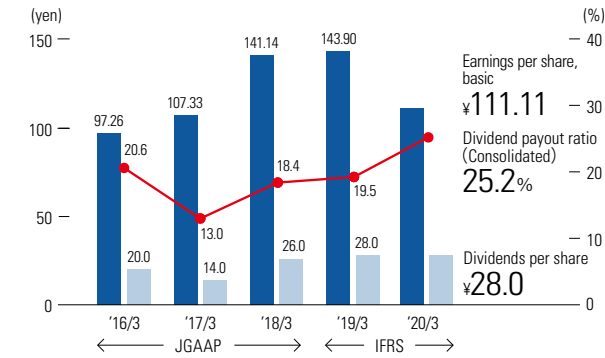
## Financial highlights

### Net sales, operating income and operating margin



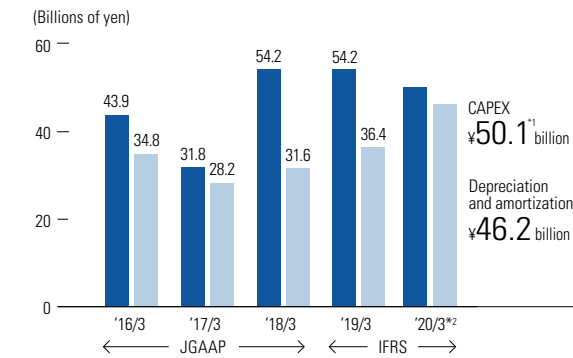
In order to realize a further increase in profitability, we have been concentrating on cutting costs, creating high-value-added products, developing new technologies, and enhancing our marketing approach, and as a result reached historic highs in net sales.

### EPS and dividends



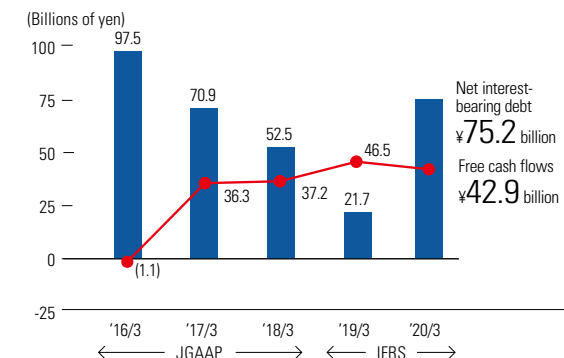
Dividends for the fiscal year ended March 2020 were 28 yen, the same amount as the previous fiscal year, as a result of efforts to provide shareholder returns at levels that better reflect business performance.

### CAPEX, depreciation and amortization



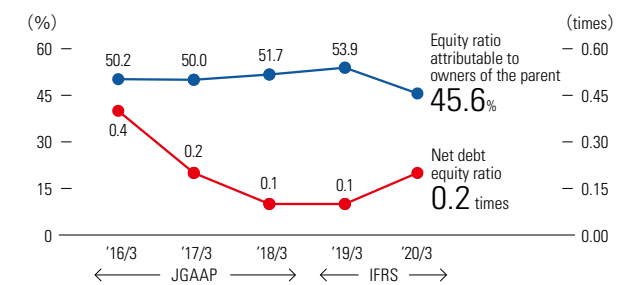
CAPEX was incurred mainly due to investment undertaken to strengthen operations in the Electronic Devices and Components business.  
 \*1 CAPEX does not include the increase in leased assets at the IFRS 16 application start date.  
 \*2 FY3/20 includes 4.6 billion yen of CAPEX and 4.6 billion yen of depreciation and amortization for U-Shin Ltd.

### Net interest-bearing debt and free cash flows



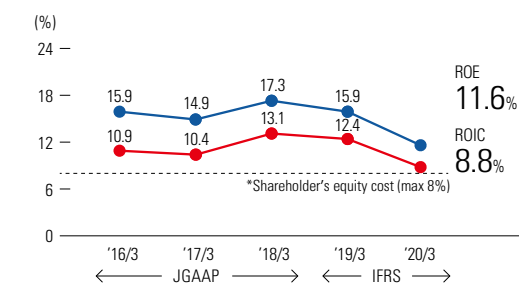
Net interest-bearing debt increased due to the business integration of U-Shin Ltd. upon having made it a subsidiary, while persistently generating high levels of free cash flows.

### Equity ratio attributable to owners of the parent and net debt equity ratio



In association with the business integration of U-Shin Ltd., the equity ratio attributable to owners of the parent decreased 8.3 percentage points YoY and the net debt equity ratio stood at 0.2 times.

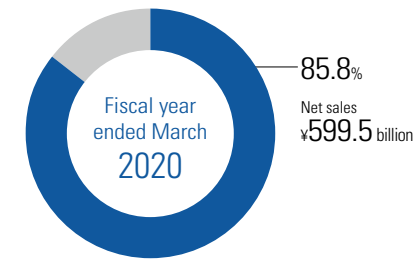
### ROE and ROIC



Both ROE and ROIC have been maintained at high levels. ROIC has stayed above our shareholder's equity cost (max 8%), and we have been raising our corporate value while increasing capital efficiency.

## Non-financial highlights

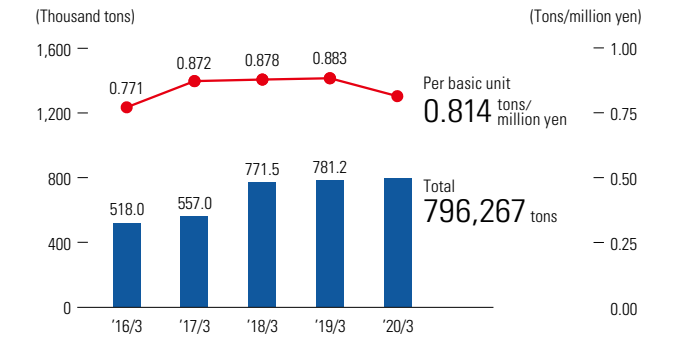
### Percentage of net sales of Green Products



The net sales of Green Products in the fiscal year ended March 2020 amounted to 599.5 billion yen, which was 85.8% of the total net sales (excluding products that cannot be designed in-house).

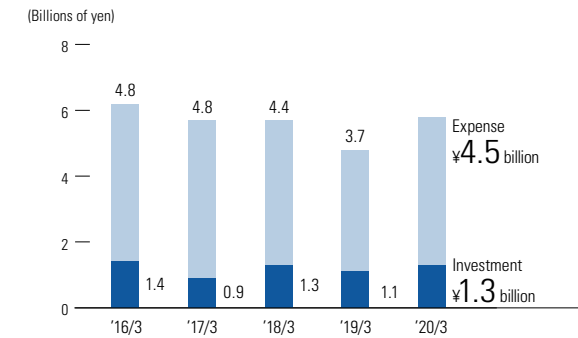
Green Products Page 47

### CO2 emissions



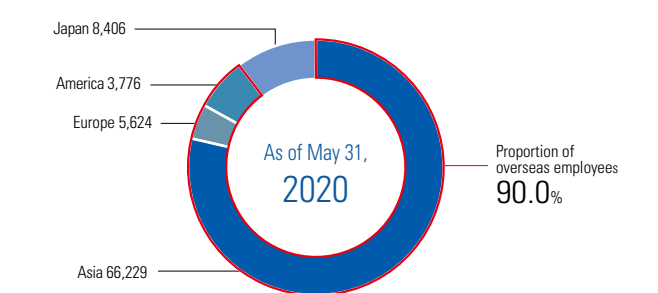
We address the matter of CO2 emissions related to climate change both in terms of total volume and per basic unit of output. In the fiscal year ended March 2020, our CO2 emissions increased 1.9% in total volume and decreased 7.8% per basic unit of output, in comparison with the previous fiscal year.

### Environmental conservation costs



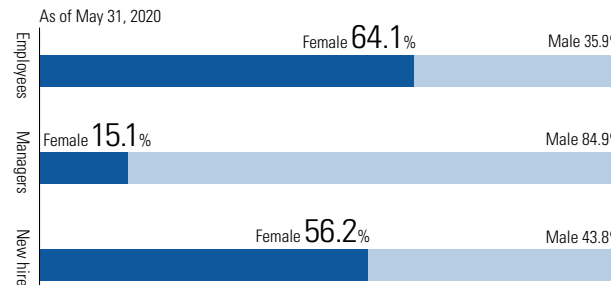
Environmental conservation costs are calculated as the total of investment and expense on the basis of the "Environmental Accounting Guidelines 2005" published by Japan's Ministry of the Environment. We incurred 5.8 billion yen in environmental conservation costs which encompassed investment and expense combined in the fiscal year ended March 2020.

### Number of employees by region



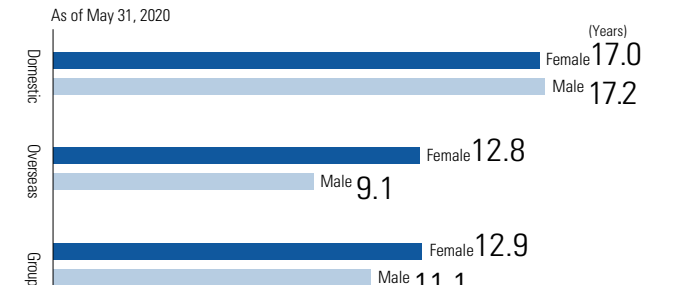
The Group's proportion of employees based overseas is high at 90.0% given that some 70% of its net sales are generated outside of Japan and roughly 90% of its production takes place abroad.

### Proportion of female employees (employees, managers, and new hires)



We have been creating workplace environments where our diverse group of employees is able to maximize their talents. This involves promoting the empowerment of our female employees with the aims of creating new values and competitiveness. Female accounted for 64.1% of our employees and 15.1% of our managers as of March 31, 2020.

### Average of working years by gender



The average years of service for female employees of the overall Group is high, and there are no substantial gender differences in that regard. As such, we are taking steps to develop workplace environments where it is possible for employees to continue working after having taken childcare leave.