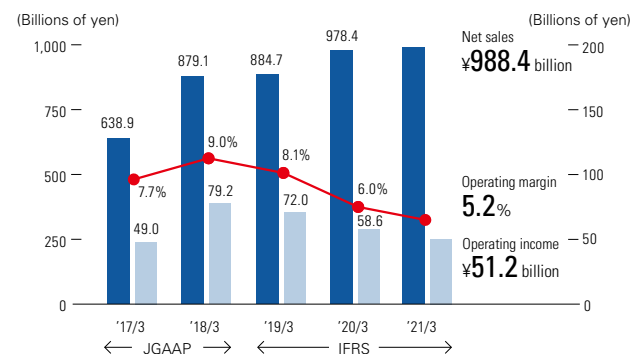


Financial & Non-financial Highlights

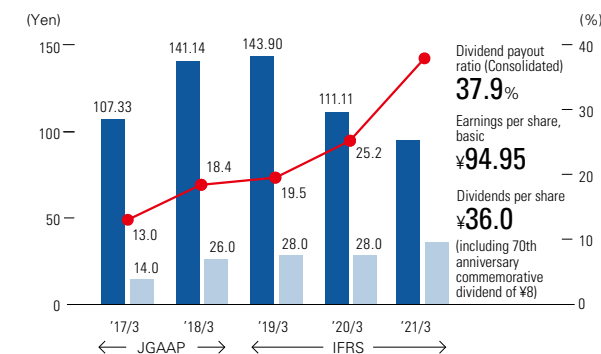
Financial highlights

Net sales, operating income and operating margin



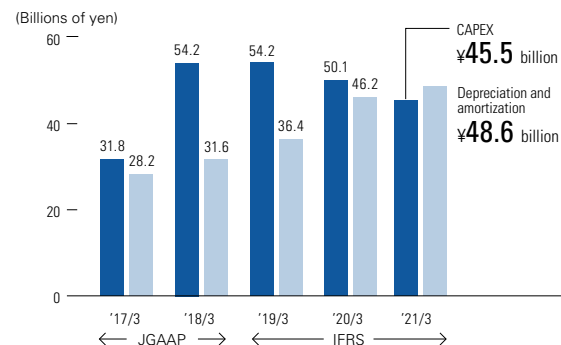
In order to realize a further increase in profitability, we have been concentrating on cutting costs, creating high-value-added products, developing new technologies, and enhancing our marketing promotion, and as a result reached record highs in net sales.

EPS and dividends



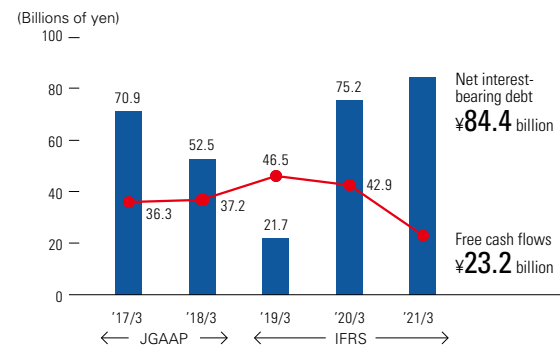
An 8-yr commemorative dividend for the 70th anniversary was added to the year-end dividend, bringing it to 22 yen. This was done to express our gratitude to our shareholders and bring shareholder returns to a level that better reflects business performance. The dividend for the fiscal year ended March 2021 came to 36 yen.

CAPEX, depreciation and amortization



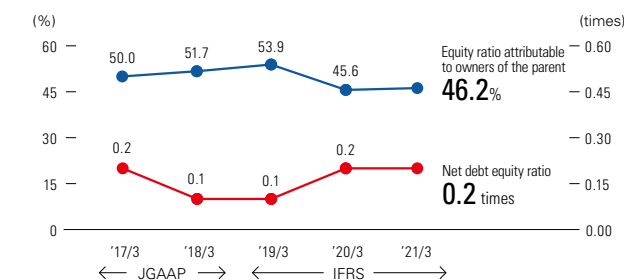
CAPEX was incurred mainly due to investment undertaken to strengthen operations in the Electronic Devices and Components business.

Net interest-bearing debt and free cash flows



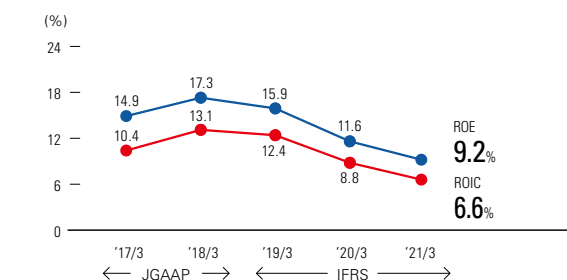
Net interest-bearing debts increased as a result of the business integration with ABLIC and the purchase of additional shares of consolidated subsidiary C&A TOOL ENGINEERING, INC.

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



The equity ratio attributable to owners of the parent improved year on year, while the net debt equity ratio remained at the same level. We maintain financial discipline.

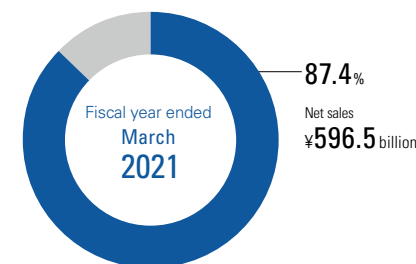
ROE and ROIC



ROE and ROIC decreased due primarily to the impact of the sudden drop in orders in the first quarter associated with COVID-19 and one-time expenses in the fourth quarter (including U-Shin structural reform expenses in Europe).

Non-financial highlights

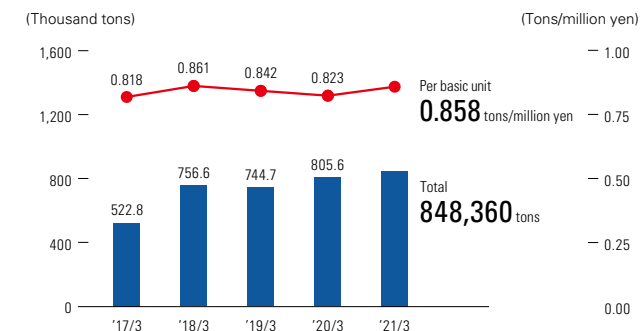
Percentage of net sales of Green Products



The net sales of Green Products in the fiscal year ended March 2021 amounted to 596.5 billion yen, which was 87.4% of the total net sales (excluding products that cannot be designed in-house).

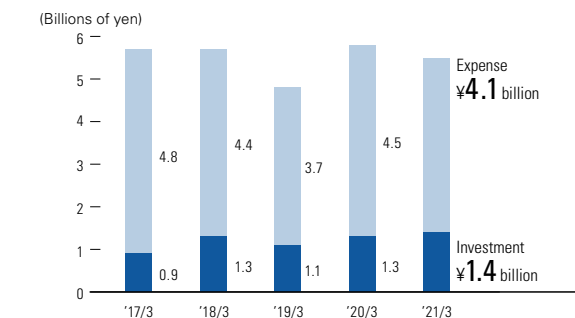
[Green Products](#) [Page 54](#)

CO₂ emissions



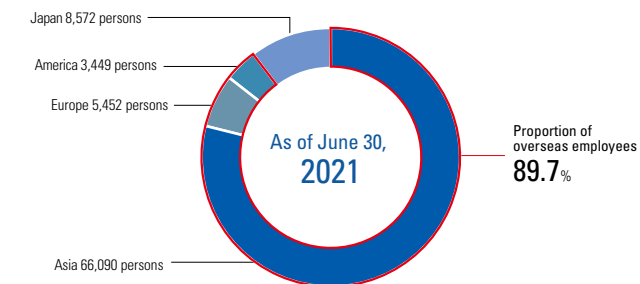
We address the matter of CO₂ emissions related to global warming in terms of total volume and per basic unit of output. In the fiscal year ended March 2021, our CO₂ emissions increased 5.3% in total volume and 4.3% per basic unit of output, in comparison with the previous fiscal year.

Environmental conservation costs



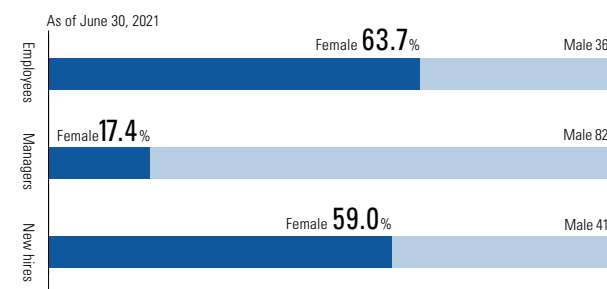
Environmental conservation costs are calculated as the total of investment and expense on the basis of the "Environmental Accounting Guidelines 2005" published by Japan's Ministry of the Environment. We incurred 5.5 billion yen in environmental conservation costs which encompassed investment and expense combined in the fiscal year ended March 2021.

Number of employees by region



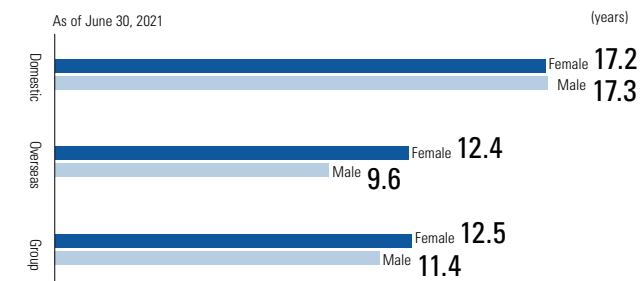
The Group's proportion of employees based overseas is high at 89.7% given that some 70% of its net sales are generated outside of Japan and roughly 90% of its production takes place abroad.

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 63.7% of our employees and 17.4% of our managers as of March 31, 2021.

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.