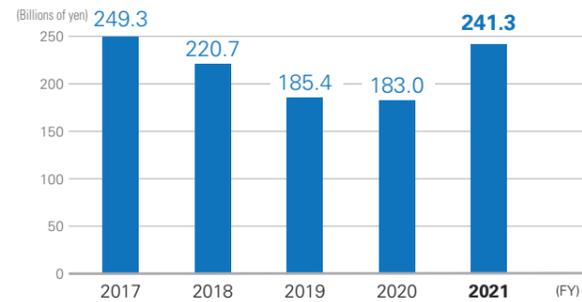


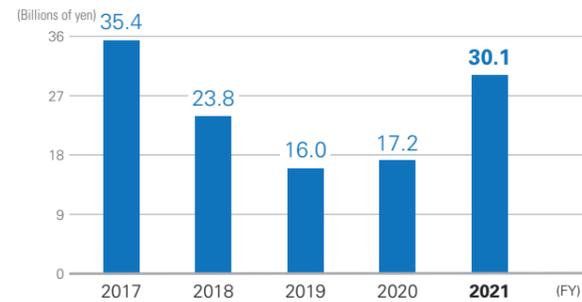
Consolidated Financial and Non-financial Highlights

Consolidated Financial Highlights

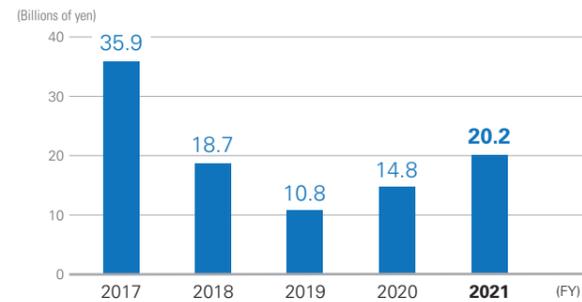
Net sales



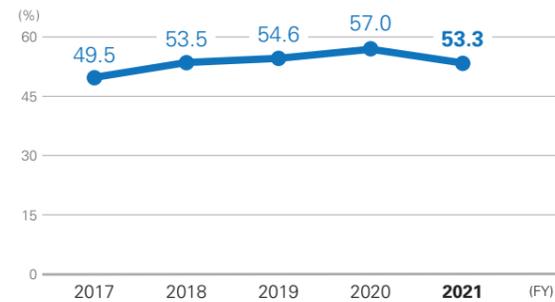
Operating profit



Profit attributable to owners of parent



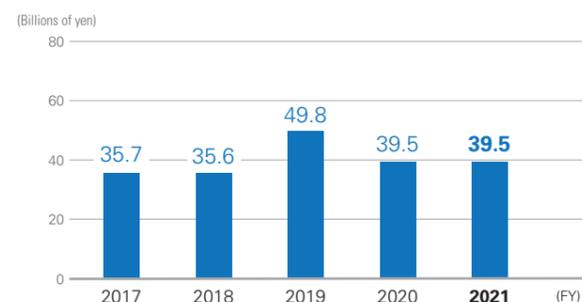
Shareholders' equity ratio



ROE (Return on equity)



Interest-bearing debt



Non-financial Highlights

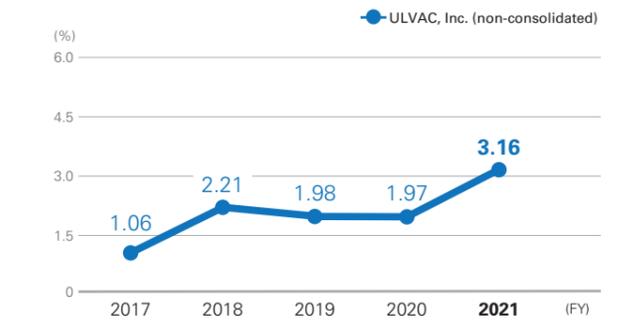
Rate of lost-work-time injuries



*Source for average data for all industries and manufacturing industry: "Survey on Industrial Accidents 2021" by the Ministry of Health, Labour and Welfare of Japan. ULVAC has been promoting various safety initiatives, including risk assessment, through the operation of the Occupational Safety and Health Management System (OSHMS), resulting in safe workplaces that meet industry standards. With "safety first" as the Group's principle, we will work to eliminate occupational accidents.

For details [P.60](#)

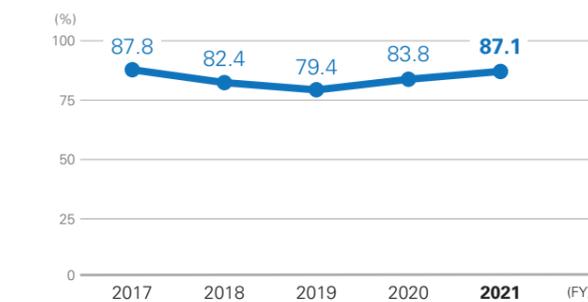
Voluntary retirement rate



We recognize that people are the source of sustainable value creation and our most important asset. Although the number of employees who retired for personal reasons temporarily increased in FY 2021 owing to the introduction of an early retirement system to support job changes, we will continue to promote the retention of human resources through various initiatives.

For details [P.55](#)

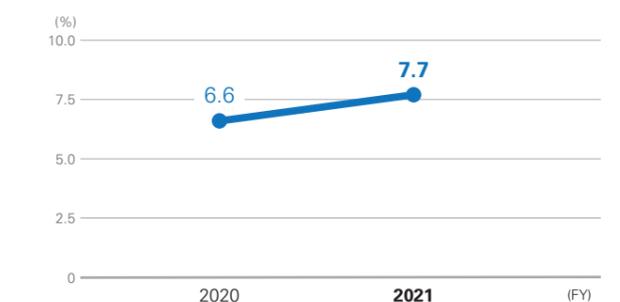
Localization ratio of presidents of overseas subsidiaries



Convinced it is preferable to appoint people of the respective countries and regions to be in charge of management of overseas bases, we have been fostering and promoting local managers and next-generation executives while also promoting assignment of local employees to other important positions overseas.

For details [P.55](#)

Ratio of women in managerial positions



We are making Group-wide efforts to actively promote women to managerial positions with the target of "10% or more by June 2026" and will implement human resources policies that take into consideration the need for a working environment that is pleasant for women and motivates them to seek promotion.

For details [P.55](#)

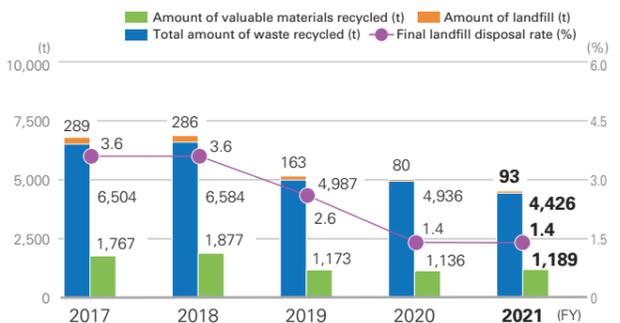
CO₂ emissions



Recognizing that electricity accounts for a large proportion of energy consumption, we are promoting energy saving in production and product development and evaluation while introducing facilities with excellent energy-saving performance.

For details [P.63](#)

Waste emissions



We are taking steps to reduce landfill disposal of waste and increase the recycling rate while promoting resource-conscious manufacturing, including design to reduce processing losses and minimize waste materials.

For details [P.63](#)