Strategies to Maximize Value Creation

**Data for Dialogue** 

https://www.yuasa.co.jp/en/ir/

**Securities Report** 



(fiscal year)

**Key Financial Data** 

Financial Data (consolidated)	Unit	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021*	FY2022	FY2023
Net sales	millions of yen	442,213	441,723	442,042	446,335	461,749	493,627	491,348	432,185	462,725	504,806	526,569
Operating profit	millions of yen	9,518	9,815	10,357	10,923	11,402	12,517	11,871	8,983	11,880	14,599	14,723
Ordinary profit	millions of yen	9,782	10,353	11,039	11,704	12,149	13,437	12,804	10,011	11,744	15,382	15,737
Profit attributable to owners of parent	millions of yen	5,483	7,494	7,190	7,777	8,261	9,038	8,950	6,930	8,058	10,079	11,812
Total assets	millions of yen	205,669	204,897	202,891	216,984	235,022	247,747	237,071	237,487	259,413	271,218	290,989
Interest-bearing debt	millions of yen	22,296	11,935	4,972	3,117	3,138	3,048	4,290	4,472	3,709	3,691	7,421
Net debt to equity ratio	times	(0.10)	(0.37)	(0.45)	(0.47)	(0.46)	(0.44)	(0.49)	(0.42)	(0.54)	(0.51)	(0.34)
Net cash provided by (used in) operating activities	millions of yen	9,407	12,476	9,114	11,908	6,645	4,387	12,970	5,982	10,213	8,338	24,094
Net cash provided by (used in) investing activities	millions of yen	(880)	3,550	(589)	(3,652)	(1,355)	(873)	(2,843)	(3,509)	4,776	(2,845)	(34,240)
Net cash provided by (used in) financing activities	millions of yen	(11,782)	(11,810)	(8,982)	(5,501)	(2,418)	(3,182)	(3,509)	(3,713)	(3,553)	(6,890)	(478)
EPS (basic earnings per share)	yen	250.78	340.82	326.27	352.45	373.22	408.27	403.55	313.03	364.54	466.23	561.88
BPS (net assets per share)	yen	2,010.64	2,369.99	2,573.88	2,910.02	3,236.29	3,464.20	3,635.18	4,057.16	4,160.75	4,483.99	4,848.90
Dividend per share	yen	6	_	100	95	110	140	150	100	123	140	182
ROA (return on assets)	%	4.9	5.0	5.4	5.6	5.4	5.6	5.3	4.2	4.7	5.8	5.6
ROE (return on equity)	%	13.4	15.6	13.2	12.9	12.2	12.2	11.4	8.1	8.9	10.8	12.0
Equity ratio	%	21.4	25.5	28.0	29.6	30.5	30.9	34.0	37.7	35.5	34.9	35.0
Total payout ratio	%	23.9	24.9	30.6	27.0	29.5	34.3	37.2	31.9	33.7	67.0	34.9

\* Net sales from FY2021 onward show figures after the application of the Revenue Recognition Accounting Standard

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## **Non-financial Data**

About the scope: [Non-consolidated] YUASA TRADING CO., LTD. [Group companies] Subsidiaries and affiliates (excluding companies accounted for using the equity method)

ESG Data https://www.yuasa.co.jp/en/sustainability/esg/



### **Environment-related Items**

CO <sub>2</sub> emissions (Scope 1 & 2)	Unit	FY2021	FY2022	FY2023	
	Scope1	t-CO <sub>2</sub>	943	1,025	995
[Non-consolidated]	Scope2	t-CO <sub>2</sub>	1,261	1,232	813
	Scope1+2	t-CO <sub>2</sub>	2,204	2,257	1,808
	Scope1	t-CO2	_	3,020	3,094
[Group companies]	Scope2	t-CO <sub>2</sub>	_	1,405	1,431
	Scope1+2	t-CO <sub>2</sub>	_	4,425	4,526
[Non-consolidated + Group companies]	Scope1+2	t-CO <sub>2</sub>	_	6,682	6,335

CO <sub>2</sub> emissions (Scope 3)		Unit	FY2021	FY2022	FY2023
[Non-consolidated]	Emissions related to logistics and data centers	t-CO <sub>2</sub>	688	639	631

Society [non-consolidated]		Unit	FY2021	FY2022	FY2023
Number of employees <sup>*1</sup> (figures in parentheses are consolidated)		persons	1,074 (2,489)	1,103 (2,533)	1,184 (2,621)
	(Male)	persons	644	660	686
	(Female)	persons	430	443	498
Number of employees in comprehensive work position		persons	786	795	800
	(Male)	persons	754	762	768
	(Female)	persons	32	33	32
Percentage of female employees in comprehensive work position		%	4.1	4.2	4.0
Percentage of female managers		%	1.5	1.9	2.0
New graduate employees (total)		persons	59	57	76
	(Male)	persons	44	35	43
	(Female)	persons	15	22	33
New graduate employees in comprehensive work position (total)		persons	48	39	46
	(Male)	persons	43	35	43
	(Female)	persons	5	4	3
Percentage of new graduate female employed comprehensive work position	es in	%	10.4	10.3	6.5
New graduate general office work employees	(total)	persons	10	18	30
Percentage of permanent employees who are mid-career recruits	2	%	28.4	29.9	32.0
Number of employees with disabilities		persons	19	20	24

		Unit	FY2021	FY2022	FY2023
Full-time employees: Average annual income*2		thousands of yen	_	7,950	8,195
	(Male)	thousands of yen	-	9,479	9,877
	(Female)	thousands of yen	-	5,315	5,570
Full-time employees: Percentage of average annu received by females $^{\star 2,3}$	al income	%	_	56.1	56.4
Contract and part-time employees: Percentage of income received by females <sup>*2</sup>	average annual	%	_	53.9	49.4
All employees: Percentage of average annual inco females <sup>*2</sup>	me received by	%	-	55.4	55.8
Average age*1		years old	38.4	38.7	38.7
	(Male)	years old	39.4	39.7	39.5
	(Female)	years old	37.0	37.2	37.6
Average length of service <sup>*1</sup>		years	12.8	12.8	12.5
	(Male)	years	13.5	13.5	13.3
	(Female)	years	11.8	11.8	11.4
Percentage of return to work after childcare leave		%	100.0	100.0	96.3
Percentage of male employee taking childcare lea the purpose of childcare	ive and leave for	%	34.3	78.1	72.5
Employees working shortened hours		persons	35	46	56
Percentage of taking paid leave*1		%	56.2	62.8	67.8
Average hours of labor*1		hours	1,977	1,955	1,934
Average time of office arrival (non-management e	mployees)*1	time	8:26	8:28	8:29
Average time of leaving office (non-management	employees)*1	time	18:29	18:27	18:22
Average time spent in office (excluding breaks) (ne employees) $^{*1}$	on-management	hours	9:02	8:58	8:52
Percentage of health checkups <sup>*1</sup>		%	100.0	100.0	100.0
Stress check rate*1		%	100.0	100.0	99.4
Number of fatalities*1		persons	0	0	0
Number of fatal incidents*1		cases	0	0	0
Number of negligent incidents of injury or death*	1	cases	0	0	0
Number of occupational injuries*1		persons	0	0	0

\*1: Excludes seconded employees \*2: Excludes overseas seconded employees

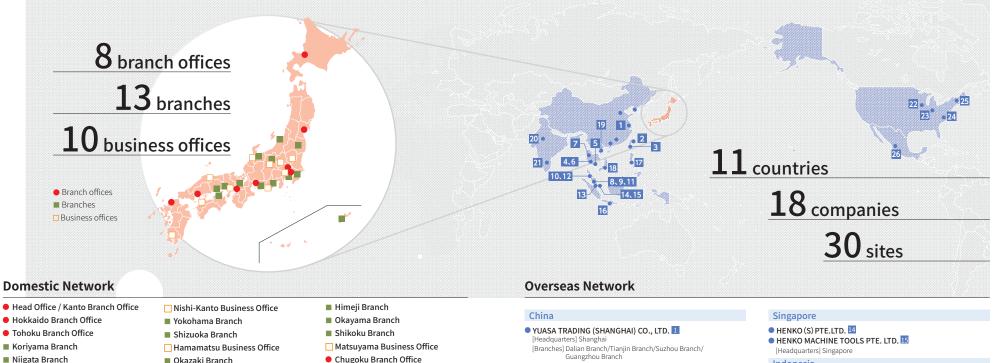
\*3: There is no wage difference between men and women who have the same role grade age and evaluation in the same job duties

Governance		Unit	FY2021	FY2022	FY2023
Number of Directors (including Outside Directors)		persons	8	8	9
	(Male)	persons	7	7	8
	(Female)	persons	1	1	1
Percentage of female Directors (including Outside Directors)		%	12.5	12.5	11.1

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# YUASA TRADING Group Network (as of May 31, 2024)



#### Taiwan

YUASA TRADING (TAIWAN) CO., LTD. [Headquarters] Taipei 2 [Branches] Taichung 3 Thailand

- YUASA TRADING (THAILAND) CO., LTD. [Headquarters] Bangkok 4 [Branch] Sriracha 5
- YUASA ENGINEERING SOLUTION (THAILAND) CO., LTD. 6 [Headquarters] Bangkok
- HENKO TECHNOLOGIES (THAILAND) CO., LTD. 1 [Headquarters] Pathum Than

### Malaysia

## YUASA MECHATRONICS (M) SDN. BHD.

- NICHI-MA SEIKO REMANUFACTURING (M) SDN. BHD. 9 [Headquarters] Kuala Lumpur
- BME INDUSTRIES (M) SDN.BHD. [Headquarters] Penang 10 [Branch] Kuala Lumpur 11
- BME TECHNICS SDN. BHD. 12 [Headquarters] Penang
- HENKO MACHINE TOOLS SDN. BHD. 13 [Headquarters] Johor Bahru

#### Indonesia

PT. YUASA SHOJI INDONESIA 16 [Headquarters] Cikarang The Philippines

YUASA TRADING (PHILIPPINES) INC. 17 [Headquarters] Manila

Vietnam YUASA TRADING VIETNAM CO., LTD.

- [Headquarters] Ho Chi Minh City 18 [Branch] Hanoi 19 India
- YUASA TRADING INDIA PRIVATE LIMITED [Headquarters] Gurugram 20 [Branch] Bangalore 21 U.S.

### • YUASA-YI, INC. [Headquarters] Chicago 22

[Branch] Cincinnati 23 South Carolina 24 New England 25

### Mexico

YUASA SHOJI MEXICO. S.A. DE C.V. 26 [Headquarters] León

Okazaki Branch Chubu Branch Office Hokuriku Branch Kanazawa Business Office Kyoto Branch

Kansai Branch Office

Kobe Business Office

SANEI CO., LTD.

TAKACHIHO CORP.

- Yonago Business Office
- Kyushu Branch Office

- Okinawa Branch

## Group Companies in Japan

KOKKO CO., LTD.

Nagano Branch

Matsumoto Business Office

Kita-Kanto Branch Office

Takasaki Business Office

Higashi-Kanto Branch

Utsunomiya Business Office

- YUASA NEOTEC CO., LTD.
- YOUR TECHNICA CO., LTD.
- ROBOT ENGINEERING CO., LTD.
- NAKAGAWA KINZOKU CO., LTD.
- YUASA PRIMUS CO., LTD.
- YUKO CORPORATION

- MARUBOSHI CO., LTD.

- FUSHIMAN SHOJI CO., LTD.
- YUASA QUOBIS CO., LTD.
- URAYASU KOGYO CO., LTD.
- YUASA LUMBER CO., LTD.
- YUASA MACROS CO., LTD.
- FUJI QUALITY HOUSE CO., LTD.

- YUASA SYSTEM SOLUTIONS CO., LTD.
- YUASA BUSINESS SUPPORT CO., LTD.
- - MARUKEN SERVICE CO., LTD.
  - YUASA NENRYO CO., LTD.
  - CHUBU IBI CO., LTD.
- connectome.design inc.

## Kagoshima Business Office

History and Vision

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Major shareholders (top 10)

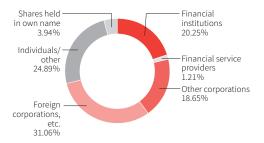
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## Share Information (as of March 31, 2024)

Total number of	40,000,000 shares		
Total number of issued shares	(including treasury share of 871,267 shares)		
Number of shareholders 7,364			

\*1 The number of shares constituting one unit is 100 shares.

### Shareholder ratio



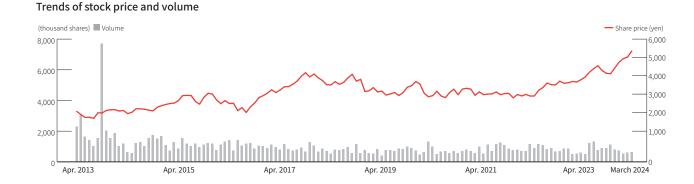
Shareholder name	Number of shares (thousand shares)	Ratio of shareholding (%)
The Master Trust Bank of Japan, Ltd.	2,435	11.47
BNYM AS AGT/CLTS 10PERCENT	986	4.64
YUASA Tankyo Shareholding Association	935	4.40
STATE STREET BANK AND TRUST CLIENT OMNIBUS ACCOUNT OM02 505002	904	4.25
HIKARI TSUSHIN, INC.	833	3.92
Custody Bank of Japan, Ltd.	759	3.57
East YUASA Yamazumi Shareholding Association	634	2.99
West YUASA Yamazumi Shareholding Association	632	2.97
YUASA Trading Employee Shareholding Association	518	2.44
Okuma Corporation	398	1.87
*2 The number of shares shown in the above list are rounded down *3 The ratio of shareholding is calculated by deducting treasury stoc *4 The company holds 871,000 shares as treasury share, which is no charge (32000 charge) hold by the poord lengerity Place in paties	k and rounded down to the t included in the above table	second decimal place.

shares (223,000 shares) held by the Board Incentive Plan is not included in treasury shares. \*5 Of the trust bank holding listed above, the number of shares related to trust operations of trust banks is as follows.

The Master Trust Bank of Japan, Ltd.	2,435 thousand shares
Custody Bank of Japan, Ltd.	759 thousand shares

### Shares issued to company executives as compensation for the execution of their duties during the fiscal year under review

Categories	Number of shares	Number of grantees
Directors (excluding Outside Directors)	5,680 shares	1



# **Company Profile**

(as of March 31, 2024)



Company name	
Headquarters	7, Kanda-Mitoshirocho, Chiyoda-ku, Tokyo
Founded	
Established	June 25, 1919
Share capital	¥20,644 million
Number of employees	2,621 (consolidated) 1,184 (non-consolidated)
Stock exchange listing	Prime Market of Tokyo Stock Exchange
Security code	8074
Fiscal year	April 1 – March 31 of the following year (fiscal year ends in March)
Main financial	[Banking] Sumitomo Mitsui Banking Corporation [Life insurance] SUMITOMO LIFE INSURANCE COMPANY [General insurance] Mitsui Sumitomo Insurance Company, Limited [Securities] Nomura Securities Co., Ltd.