

FY2025

Financial Results

Briefing

May 12, 2026

YUASA CO., LTD.

President and CEO Hiroyuki Tamura



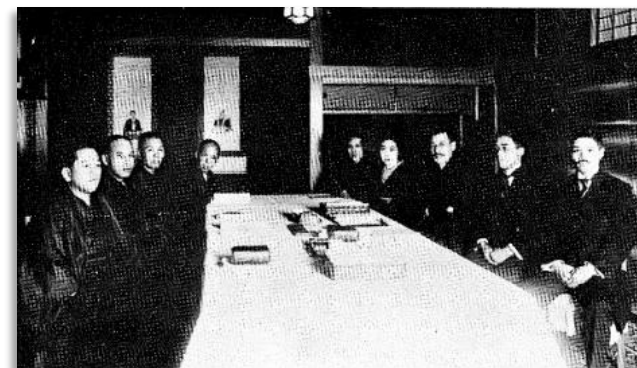
Since 1666

History

Year	History
1666 (Kanbun 6)	Founded in Kyoto by Shokuro Yuasa as a charcoal shop
1671 (Kanbun 11)	Closed the charcoal shop and opened a knives wholesale store
1674 (Enpo 2)	Opened an outlet in Edo (Tokyo)
1816 (Bunka 13)	Opened an outlet in Osaka
1909 (Meiji 42)	For the purpose of domestic production of Western metal products, established YUASA IRON WORKS in Sakai City, Osaka Prefecture.
1919 (Taisho 8)	Established YUASA SHICHIZAEMON SHOTEN CO., LTD.
1940 (Showa 15)	Changed company name to YUASA HARDWARE CO., LTD.
1978 (Showa 53)	Changed company name to YUASA TRADING CO., LTD.
1992 (Heisei 4)	Changed company name to YUASA TRADING CO., LTD.
2019 (Reiwa 1)	Celebrated the 100th anniversary since the establishment of the company
2026 (Reiwa 8)	360th anniversary of founding Current company name changed to YUASA Co., Ltd.



Sumiya (YUASA's trade name) was located in Edo, Nihonbashi, Tori-Aburacho (currently Nihonbashi Odenmachi, former Head Office location)



YUASA SHICHIZAEMON SHOTEN CO., LTD.
Scene from the inaugural general meeting (1919)



YUASA CO.,LTD.

On April 1, 2026, YUASA TRADING CO., LTD. changed its name to "YUASA CO., LTD."

The new company name reflects our unwavering determination for the future, which goes beyond the conventional framework to:

- **Create new value that goes beyond "Trading" together with our business partners**
- **Further strengthen global expansion (alphabetical notation)**

Our Business Model

Major Suppliers

About 6,000

Okuma
 Makino
 FANUC
 DAIFUKU
 TSUGAMI
 KITO
 Tungaloy
 DAIKIN INDUSTRIES
 Panasonic
 TOTO
 LIXIL
 Cleanup
 Rinnai
 NORITZ
 KITZ
 EBARA
 Inaba Seisakusho
 Sekisui Jushi
 TACHIKAWA
 SHIKOKU KASEI
 Kubota
 Yanmar
 AIRMAN and more.

YUASA's Business Field

Manufacturing



Housing environment



Town Building



Lifestyle Building



Major Customers

About 20,000

Machine tool & equipment dealers
 Machine tool dealers

Exports

Overseas
 subsidiaries

Housing equipment stores
 Pipe material stores
 Various wholesalers

Subcontractors
 House makers
 Construction shops
 Contractors

Exterior wholesalers
 Hardware wholesalers
 Various wholesalers

Construction machinery stores / Rental stores
 Civil engineering material stores

Fuel wholesalers / Oil retailers
 Home centers / Home appliance mass retailers
 Timber wholesalers
 Secondary processing manufacturers

Users



Manufacturing industry



Building owners



Developers



Construction industry



General consumers

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01

FY2025 Financial Results Overview

Full-Year Results

Unit: 100 million yen (rounded down)
Percentages are rounded to the nearest displayed digit

✓ All profit levels reached record highs

	Results			Plan	
	3/2024	3/2025	Year on Year	3/2025	Comparison with plan
Net sales	5,283	5,450	+3.1%	5,500	99.1%
Gross profit (Percentage)	613 (11.60%)	650 (11.93%)	+6.1%		
Selling, general and administrative expenses	455	482	+6.0%		
Operating income (Percentage)	157 (2.98%)	167 (3.07%)	+6.2%	177	94.6%
Ordinary income (Percentage)	160 (3.03%)	172 (3.16%)	+7.7%	180	95.8%
Attributable to owners of parent Profit	102	120	+17.4%	120	100.2%

Segment Performance

Unit: 100 million yen (rounded down)
Percentages are rounded to the nearest displayed digit

- ✓ Although the recovery of machine tools was delayed, **growth in the home building and environment building sectors** led to an increase in sales and profit.

		Net sales		Operating income	
		3/2024	3/2025	3/2024	3/2025
Manufacturing	Industrial Equipment & Tools	777	777 (-0.0%)	25	27 (+9.1%)
	Machine Tools	1,074	1,054 (-1.8%)	43	37 (-13.8%)
Housing environment Infrastructure	Housing, Air & Fluidic Control Systems	2,096	2,234 (+6.6%)	98	110 (+12.1%)
Town Building	Building Suppliers & Exterior	573	638 (+11.3%)	22	21 (-3.9%)
	Construction Machines	368	370 (+0.6%)	10	13 (+32.0%)
Other	Energy	186	174 (-6.0%)	2	2 (+1.2%)
	Other	207	199 (-3.6%)	2	1 (-53.0%)

Consolidated Balance Sheet

Unit: 100 million yen (rounded down)
Percentages are rounded to the nearest displayed digit

✓ Shareholder's Equity Ratio: 39.5%

Balance Sheet Status		Comparative Consolidated Balance Sheet [Major Breakdown]		Previous	Current	±
Current Assets 2,152	Current Liabilities 1,732	Assets	Current Assets	2,103	2,152	+49
	Non-current Liabilities 87		Fixed Assets	Tangible Fixed Assets	454	467
Intangible Fixed Assets (*)				115	156	+41
Investment & Other Assets	207			257	+50	
Fixed Assets 882	Net Assets 1,214	Total Fixed Assets		777	882	+104
		Total Assets		2,880	3,035	+154
		Liabilities	Current Liabilities	1,701	1,732	+31
			Non-current Liabilities (*)	85	87	+2
			Total Liabilities		1,786	1,820
		Net Assets	Shareholder's Equity	1,040	1,118	+77
			Accumulated Other Comprehensive Income	47	81	+33
			Share Options	1	1	(0)
			Non-control Interests	4	14	+9
		Total Net Assets		1,094	1,214	+120
		Total Liabilities & Net Assets		2,880	3,035	+154
		Shareholder's Equity Ratio		37.8%	39.5%	+1.7%

*Some corrections have been made to the results for the previous fiscal year-end due to the finalization of the valuation of intangible fixed assets related to consolidated subsidiaries.

Consolidated Cash Flow Statement

Unit: 100 million yen (rounded down)

✓ Repayment of short-term borrowings

Item	Previous	Current	±	Main Reason
Operating activities	159	195	+35	Increase/decrease in trade payables +11.4 billion yen Increase/decrease in trade receivables (8.2 billion yen)
Investing activities	(99)	(63)	+35	
Financing activities	(47)	(90)	(42)	Borrowings (3.5 billion yen)
Net increase/decrease in cash and cash equivalents	16	42	+26	
Cash and cash equivalents at <u>beginning</u> of period	420	437	+16	
Cash and cash equivalents at <u>end</u> of period	437	484	+47	

02

Review of Previous Long-term Vision (YUASA VISION 360) **and**
Previous Mid-Term Management Plan (Growing Together 2026)

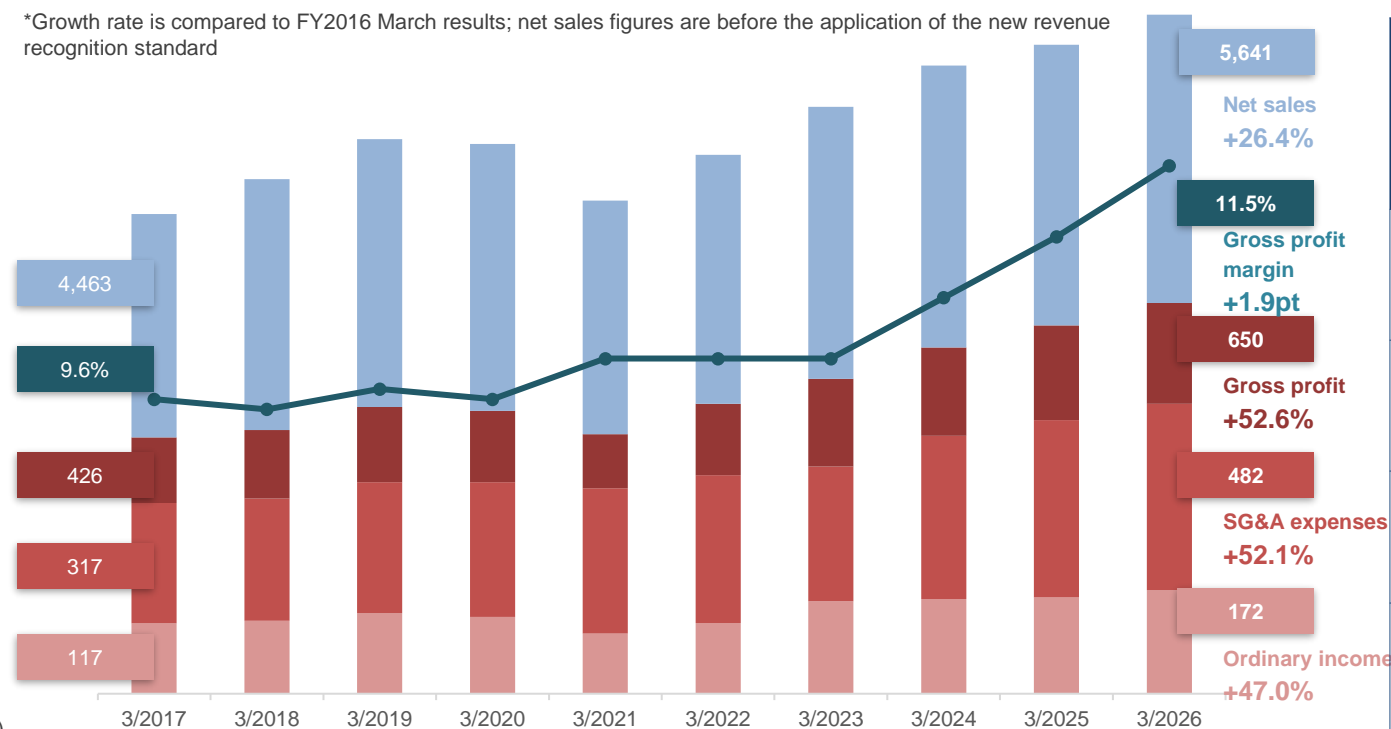
YUASA VISION 360: Quantitative Results

Unit: 100 million yen (rounded down)
Percentages are rounded to the nearest displayed digit

- ✓ Net sales and profit grew steadily, overcoming the temporary decline caused by the COVID-19 pandemic
- ✓ Increase in SG&A expenses was covered by the increase in gross profit

[YUASA VISION 360] Trend of Net Sales, Gross Profit, and SG&A Expenses

*Growth rate is compared to FY2016 March results; net sales figures are before the application of the new revenue recognition standard



(Unit: %)

	3/2017	3/2018	3/2019	3/2020	3/2021	3/2022	3/2023	3/2024	3/2025	3/2026
Ordinary profit margin	2.62	2.63	2.72	2.61	2.32	2.54	3.05	2.99	3.03	3.06
Shareholder's Equity Ratio	29.6	30.5	30.9	34.0	37.7	35.5	34.9	35.0	37.8	39.5
ROE	12.9	12.2	12.2	11.4	8.1	8.9	10.8	12.0	9.7	10.5

	YUASA VISION 360	
	Plan (As of April 2017)	Results (FY2025 March)
Net sales	6,000	5,641
Ordinary income	200	172
Ordinary profit margin	3.3%	3.1%
Return on equity (ROE)	11.7%	10.5%
Shareholder return ratio	33.0%	33.6%

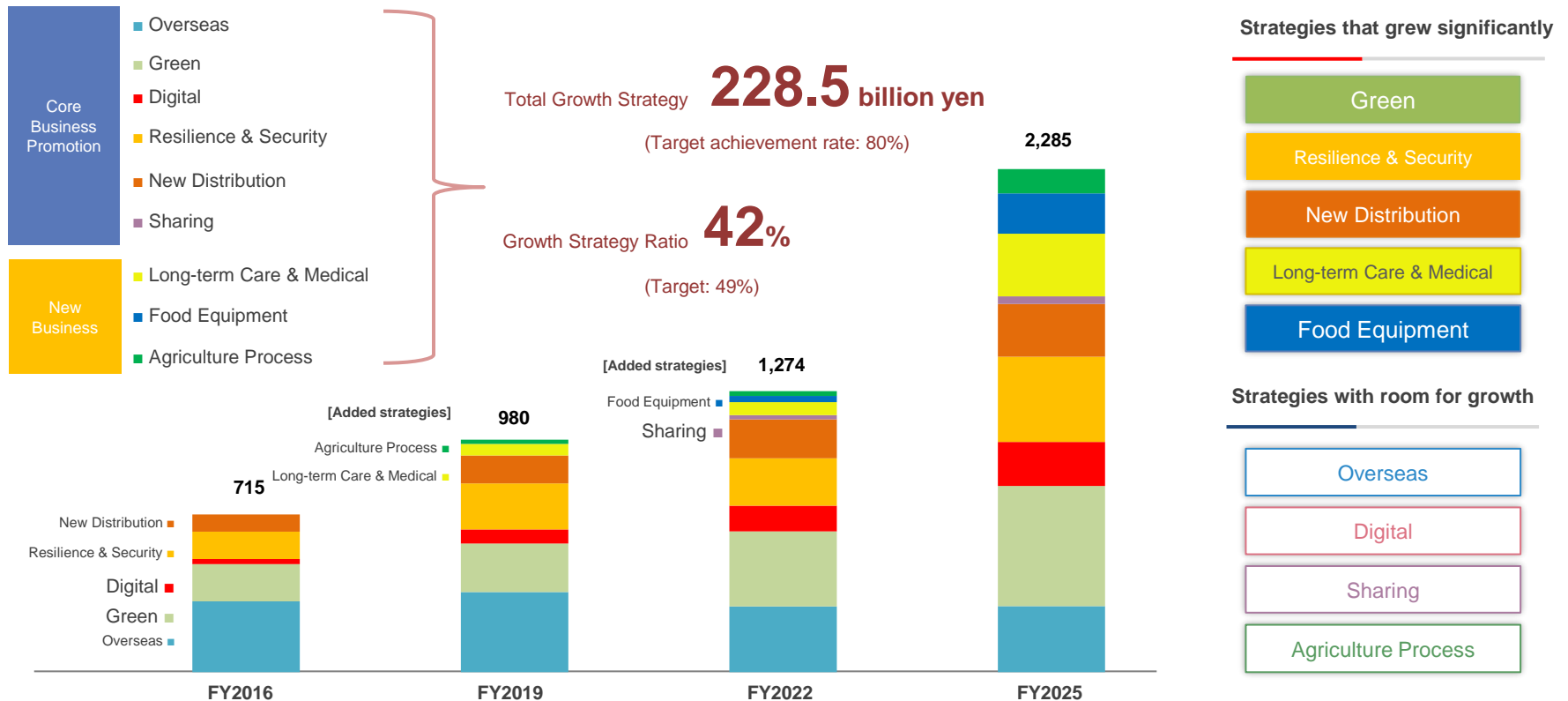
YUASA VISION 360: Growth Strategy

Unit: 100 million yen (rounded down)
Percentages are rounded to the nearest displayed digit

- ✓ Agilely added strategic fields, centered on strengthening Core Business and developing new markets
- ✓ While pioneering new business areas progressed, results showed room for growth in areas such as Overseas and Digital

[YUASA VISION 360] Growth Strategy Results

*Net sales results are figures before the application of the new revenue recognition standard



✓ In parallel with current business growth, we are promoting market development, functional enhancement, and product development for future growth.

	FY2023 Results	FY2024 Results	FY2025 Results
Net sales	5,265	5,283	5,450
Operating income	147	157	167
Ordinary income	157	160	172
Ordinary profit margin	2.99%	3.03%	3.16%
Profit	118	102	120
Return on equity (ROE)	12.0%	9.7%	10.5%
Shareholder return ratio (*)	34.9%	39.4%	33.6%
Dividend on equity (DOE)	4.1%	4.0%	3.5%

Main Initiatives and Progress

[Promotion of Overseas Business]

- Held the first overseas Grand Fair in Thailand
- Comprehensive development in Thailand (New office building with showroom functions, opening of a model house where products can be experienced in an actual living environment)
- M&A of a local capital dealer (HENKO Group)

[Strengthening of Group Functions]

- Conducted a total of 9 M&As in Japan and overseas with the aim of strengthening functions and expanding sales channels

[New Product Development]

- Number of our original "connecting" solutions products increased from 20 to 35

[Investment Results]

- Executed a total of 25.73 billion yen in investments for business growth and the DX•IT digital fields (105% comparison with plan)

* Results for shareholder return ratio includes share repurchases.

Growing Together 2026: Non-financial KPI

Percentages are rounded to the nearest displayed digit

- ✓ Steady progress in HR development and reduction of total working hours
- ✓ Continue to work on improving non-financial value from the perspective of strengthening the human resource base in the next plan

	FY2023 Results	FY2024 Results	FY2025 Results	Plan
CO2 emissions (t-CO2) (*1)	6,335t-CO ₂	6,447 t-CO ₂	Calculating	Compared to FY2022 30% reduction
Percentage of women in management positions	2.0%	1.7%	2.2%	3.0%
Percentage of women in management track positions	4.0%	5.6%	7.1%	6.0%
Percentage of women hired for management track positions	6.5%	19.0%	13.8%	12.0%
Ratio of usage of childcare leave and other leave taken for childcare purposes by male employees	72.5%	74.4%	75.7%	100%
Paid leave usage rate	67.8%	64.0%	70.5%	70.0%
Average annual hours worked	1,934 hours	1,923 hours	1,876 hours	1,920 hours or less
Management HR development * Number of participants in training programs (total)	280 persons	335 persons	278 persons	370 persons
Digital HR development * Successful candidates for original YUASA program	IT talents (*2) : 109 persons	IT talents : 316 persons	IT talents: 641 persons DX talents (*3) : 61 persons	IT talents: 600 persons DX talents: 40 persons

(*1) CO2 emissions are for the entire Group (consolidated); other KPIs are for the Company on a non-consolidated basis.

(*2) IT talents: Personnel who are able to use IT tools and digital technologies in their own work and implement digital initiatives.

(*3) DX talents: Personnel who use the results of data analysis and use knowledge specific to marketing and management strategy to formulate and promote new proposals.

Ongoing Issues and Direction for the Next Plan

Ongoing Issues for the Next Plan

Internal Environment	Business	<ul style="list-style-type: none"> Financial base and capital efficiency remain in good condition, but there is still room for improvement Redefinition of strategy is necessary based on the summary of the Growth Strategy and the future market environment. Review of the Overseas Strategy is particularly urgent Leverage the comprehensive strengths of the entire Group more than ever to enhance synergy effects in order to respond to diversifying market needs As uncertainty in the market environment intensifies, further speed-up is required for New Business and new field development along with functional enhancement
	Human Resources	<ul style="list-style-type: none"> Further promotion of diversity and development of an environment where diverse people can play an active role is urgent. Drastic reforms in both systems and mindsets are necessary to promote challenges and foster employee experience It is important to move away from work styles that rely on individual know-how and consider evaluation and organizational reforms Phase 1 of the YUASA PRIDE Project has been completed. Commenced system design (Phase 2) based on the results of hearings with employees
External Environment	<ul style="list-style-type: none"> Serious impact across all business areas due to Labor Shortage and high costs (delays in delivery, delays in construction periods, shortage of craftspeople, etc.) Decrease in new housing starts, decrease in consumption due to fewer households, increase in urban redevelopment, and aging infrastructure Major transformation in the automotive industry as seen in "CASE" and "MaaS," and shift of competitive axis to software and data Transformation of business models (shift from ownership to sharing, circular economy, etc.) Intensifying competitive environment due to AI, practical application of physical AI, and increased demand for data centers Structural changes in human capital and labor markets, diversification of risks (geopolitics, cyberattacks, etc.), and changes in requests from capital markets 	



Future Direction	<ul style="list-style-type: none"> View the uncertain and rapidly changing environment as an opportunity and create new value
	<p>Rebuild the foundation for solving various issues.</p> <hr/> <ul style="list-style-type: none"> Move away from reliance on individual skills and promote reforms in systems and mindsets that allow diverse human resources to take on challenges, fostering the growth and experience of employees.

03

Long-term Vision "YUASA vision 370" and Mid-Term Management Plan "Reborn 2031"

Senior Executive Officer, Assistant to the President **Hideaki Murayama**



Senior Executive Officer, Assistant to the President

Hideaki Murayama

Born July 3, 1970, from Saitama, Japan

Career Summary

April 1994	Joined the YUASA TRADING (currently YUASA) Kanto Building Materials Engineering Department
April 2006	Seconded to YUASA HIRANO (currently YUASA QUOVIS)
April 2012	Corporate Planning Department
October 2016	President and CEO of TOYO SANGYO (currently YUASA QUOVIS)
January 2019	President and CEO of YUASA QUOVIS
April 2023	Executive Officer President and CEO of YUASA QUOVIS
April 2024	Executive Officer Deputy General Manager of Corporate Management Division
April 2026	Senior Executive Officer Assistant to the President

*Scheduled to be appointed President and CEO following the Ordinary General Meeting of Shareholders and Board of Directors resolution to be held on June 25, 2026

Formulation of Group Vision

- ✓ Formulated a new vision for the YUASA Group looking ahead to our 400th anniversary

The society we want to realize

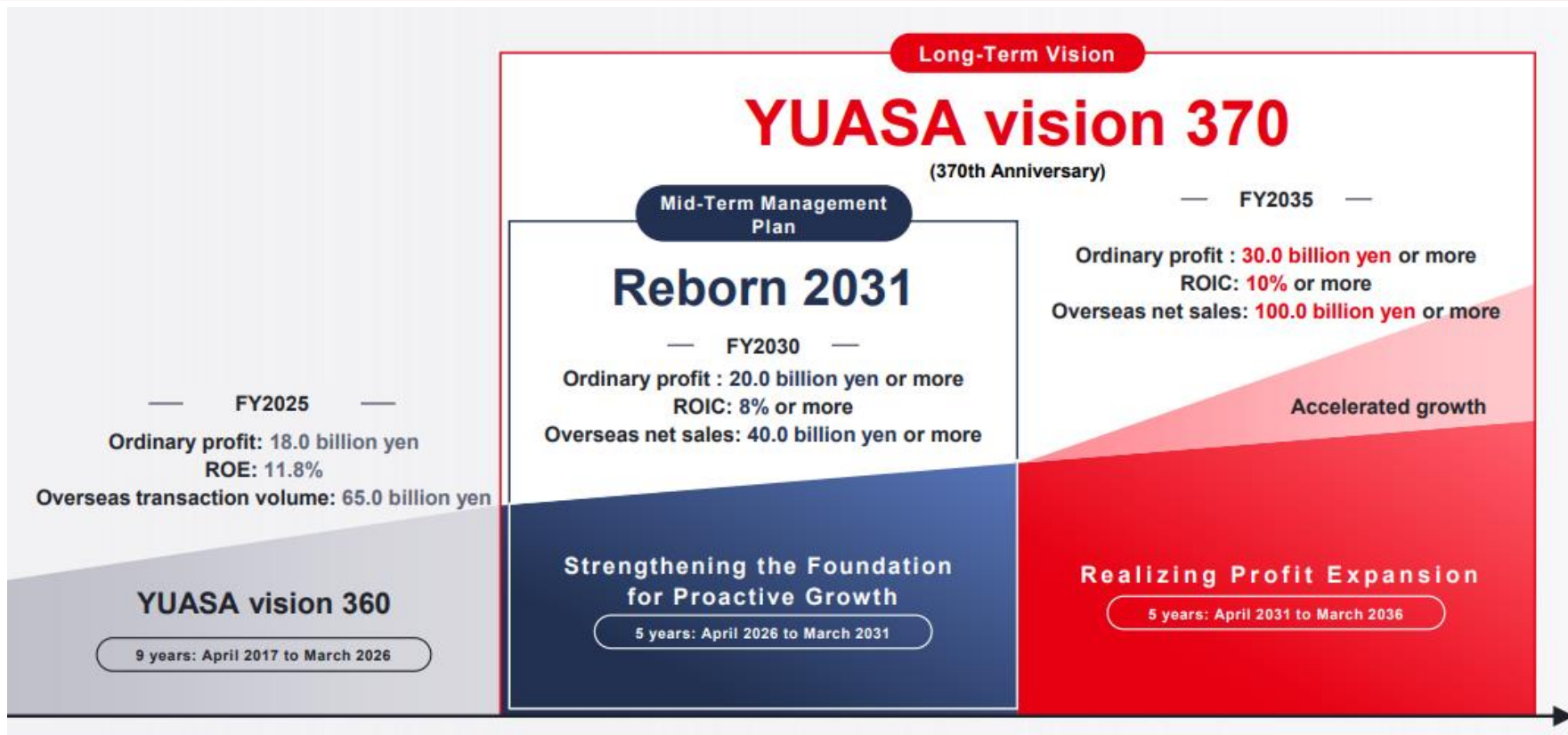
Supporting the foundations of society with the power of connecting, and realizing a prosperous future that is resilient to change

Our ideal state

Nurturing the imagination and experience of employees, and solving social issues with people and solutions

New Long-Term Vision and New Mid-Term Management Plan

- ✓ The nine-year "YUASA VISION 360" ending in FY2025 March has concluded
- ✓ The next five years will focus on **building a foundation for continuous growth** as "YUASA vision 370"



- ※ [Overseas Strategy] While overseas transaction volume (imports and overseas sales) was previously used as an indicator, the target has been changed to actual results for overseas net sales (overseas sales) only.
- ※ [Setting ROIC Targets] Instead of the previous ROE, ROIC has been adopted as a KPI for proactive investment and effectiveness verification to realize high-gradient growth, to reform awareness of "capital efficiency" at the field level, and to strengthen portfolio management (visualization of earning power).

New Long-term Vision and New Mid-Term Management Plan

- ✓ Promoting the Strengthening of Three Foundations: Business, Human Resources, and Management

【YUASA vision 370】

Enhancing Corporate Value

Realization of Sustainability Management

Corporate Culture Reform

← April 2026 – March 2031 (5 years) →

Reborn 2031

Strengthening the Foundation for Proactive Growth



Strengthening Business Foundation



Strengthening the Management Foundation



Strengthening Human Capital Foundation

← April 2031 – March 2036 (5 years) →

Realizing Profit Expansion

High-Growth Trajectory

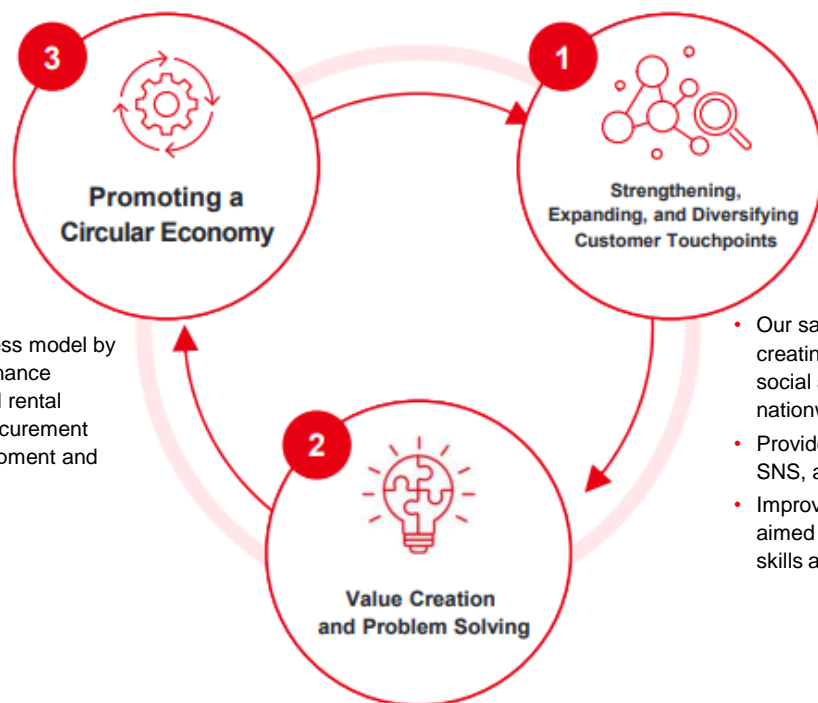


Strengthening the Business Foundation

Key Points

- Based on our strength in the customer network, while complementing and strengthening functions and creating value By running an endless loop of problem-solving **for social and market issues**, we will achieve long-term growth together with our business partners.
- Introduce the concept of promoting a circular economy as the third stage following market contact points (1st) and problem-solving (2nd)

Target Business Model



- Build a circular business model by strengthening maintenance functions, sharing and rental functions, and the procurement and sale of used equipment and facilities

- Our sales representatives (value-creating human resources) collect social and market issues from the nationwide customer network
- Provide value utilizing exhibitions, SNS, and websites
- Improve accuracy through training aimed at enhancing employee skills and the use of AI analysis

- Demonstrate total coordination skills such as engineering functions of our Group, Group company functions, the knowledge and experience of specialized personnel, and customer networks to create new value and solutions and solve problems by "connecting" various things and technologies
- Increase reproducibility by not only relying on the abilities of individual employees but also by systematizing, organizing, and digitizing problem-solving methods

By continuing to rotate the loop of (1) to (3) on the left, we will achieve the following results:

Realizing Growth Potential

Rotate an endless loop of solving social and market challenges

Realizing Profitability

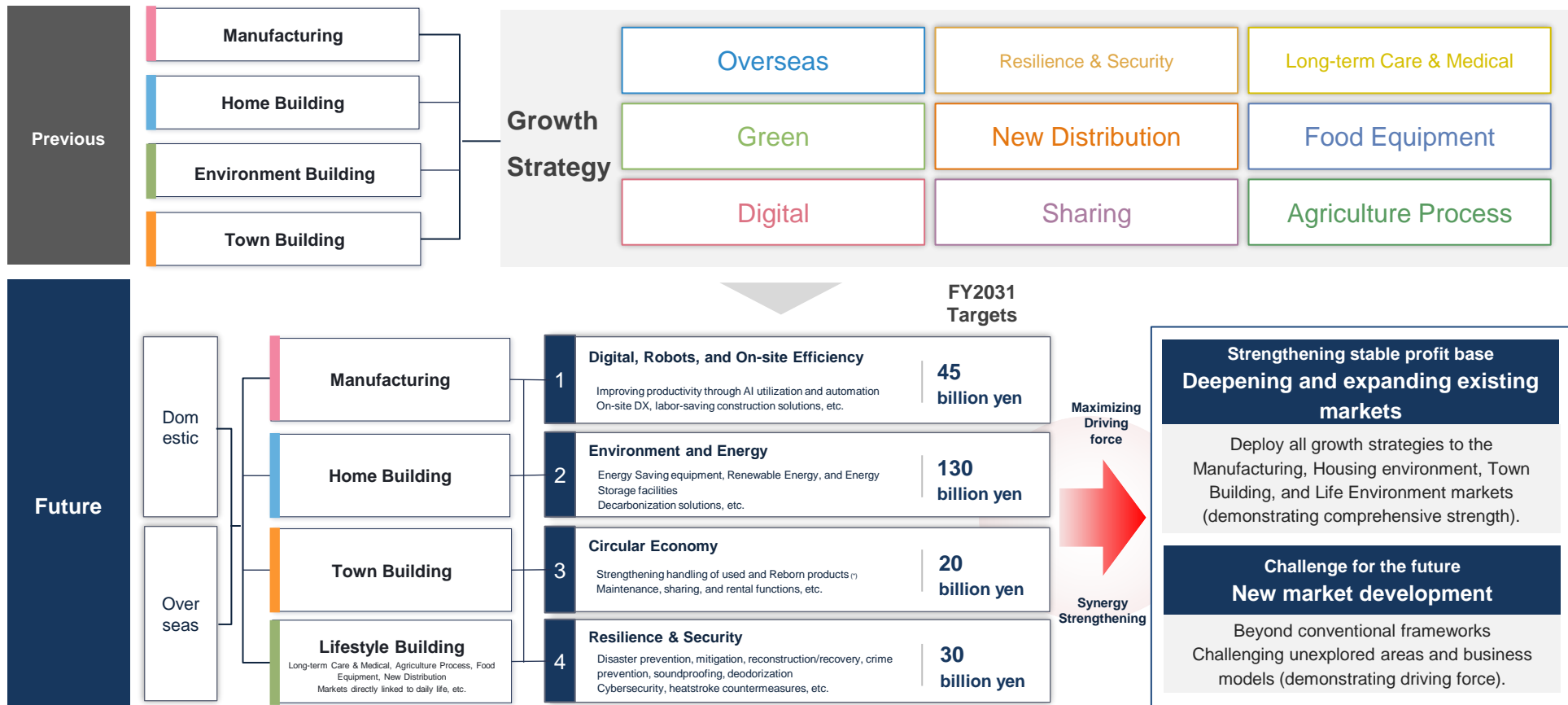
Secure profitability through differentiation with YUASA TRADING CO., LTD.'s unique "connecting" function and collective strength

Realizing Efficiency

Thorough institutionalization through organizational strength and digitalization

Strengthening Business Foundation: Business Fields and Growth Strategy

- ✓ Redefining and reorganizing business fields and growth strategies to be deployed
- ✓ Strengthening both "deepening existing markets" and "developing new markets" with four growth strategies as driving forces



(*) Reborn products: A general term for refurbished products that have been repaired and adjusted to be reusable.


Total Growth Strategy: 225 billion yen


Strengthening Business Foundation: Overseas Strategy


- ✓ Comprehensive development of strengths in multiple fields cultivated in domestic business for overseas markets with large growth potential

Business Foundations




Demonstrating comprehensive capabilities and expanding locations 

Strengthening engineering and construction functions 

Expanding procurement and sales networks through alliances with local companies 


Strengthening handling of used and refurbished products 

Exporting Japanese products and technologies for Food Tech 


Strengthening information dissemination through exhibitions (cross-divisional displays) and SNS 


Human Capital Foundations




Strengthening local hiring 

Developing local managers 

Expanding the overseas selection system 

Enhancing training systems in Japan 

Active recruitment of foreign national human capital 

Basic Policy and Strategy

- Demonstrating comprehensive capabilities at overseas bases
- Horizontal expansion of case studies from Thailand to other countries (Vietnam, India, USA, etc.)

Business Development in Thailand (Topics)



Local Subsidiary Head Office (Bangkok)

Installation of the latest Japanese products and equipment
Equipped with a showroom on the first floor where processing tests and other activities can be conducted



Model house in Bangkok "YUASA SAKURA HOUSE"

Experience Japanese housing solutions entirely within an actual living space

- Utilization of "YUMAC," our unique used auction platform
 - Currently focused on construction and agricultural machinery, but will expand products to all business areas in the future
- Base Policy
 - Focus on ASEAN, India, and North America areas, centered on Thailand
 - Especially for India, expand to 8 locations by 2031 (currently 4 locations)

Goal Setting

Net Sales for the FY2030

40 billion yen

(Of which, new products: 34 billion yen;
used products: 6 billion yen)

Net Sales for the FY2035

100 billion yen

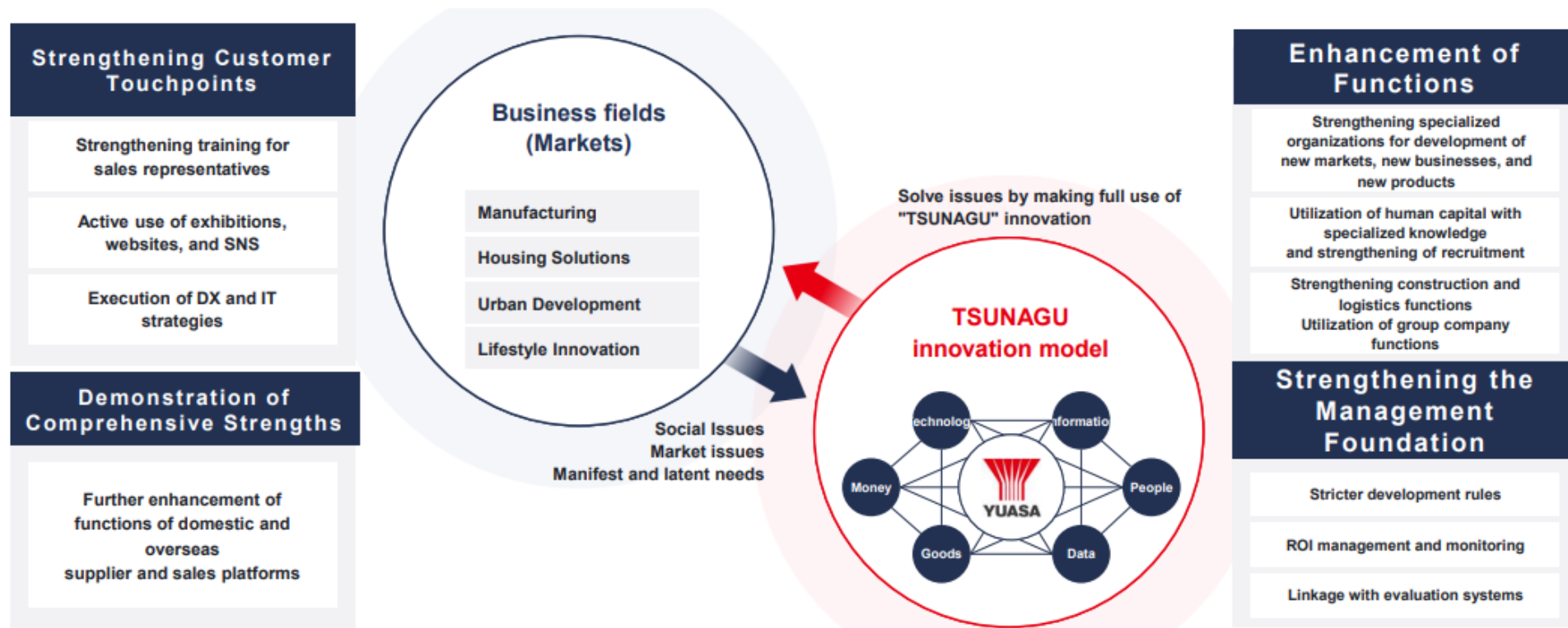
*The KPI for the Overseas Strategy has been changed from the previous "transaction volume (total of imports and overseas sales)" to "Overseas Net Sales (overseas sales only)."

Strengthening Business Foundations: "TSUNAGU" Innovation

What is "TSUNAGU" Innovation?

- A development model that creates new value by combining various elements in a multifaceted way **to address issues and needs that cannot be solved by a single company or product**
- By connecting various elements, we develop and solve problems with our original new products and services.

→ "TSUNAGU" Solutions



Strengthening Business Foundation: Carbon Neutrality

- ✓ Changed carbon neutrality target from fiscal 2030 to fiscal 2050
- ✓ Aiming to contribute to the entire value chain, focusing on reducing environmental impact through core business

Composition of CO2 emissions for our entire business



Scope 1 & 2
Less than 2%

Based on the fact that **more than 98% of CO2 emissions for the entire business are emitted from the value chain (Scope 3)**, we have revised our environmental targets based on the perspective of materiality.

Scope 1 & 2 Carbon Neutrality Target Year

FY 2030

FY 2050

*Aligned with Japanese government targets

**Initiative
Policy**

Focus on reducing environmental impact across the entire value chain (Scope 3) and contribute to CO2 emission reductions through business

Environment-contributing products and services developed by our Group

- Solar power generation equipment, storage batteries, power conditioners
- High-efficiency air conditioners and water heaters
- Energy-saving machine tools
- Energy-saving equipment for factories
- Low-carbon construction machines
- Energy efficiency support
- Used, rental, sharing, etc.

Estimated annual reduction contribution for the fiscal year ending March 2031

Approx. **1 million t-CO2**

Strengthening Human Resources Foundation

Our ideal state

A state where company growth and employee growth are linked in a demanding yet rewarding environment

Improving Engagement

- Balancing "job satisfaction" and "ease of work"
- Authenticity and autonomy
- Acceptance of diverse values

Sense of "Self-efficacy"

- Strong conviction and a spirit of challenge
- Tenacity and grit
- Autonomous learning and sense of ownership

Corporate culture reform



Pursuit of "Job Satisfaction" and "Ease of Work"

- Unleashing potential
- Value creation toward solving social issues
- The true thrill of work that is "uniquely YUASA"
- Authentic choices

Sense of "Collective Efficacy"

- Cooperativeness and teamwork orientation
- Cultivating mutual trust and psychological safety
- Perspective of total optimization

Driven by the conviction that "I can do it, we can do it," continue to rotate the positive spiral

Realize **corporate culture reform** where autonomous challenges are linked in a chain

Policy measures in human resources system reform

- | | | | | | |
|---|---|---|-------------------------------------|---|------------------------------------|
| 1 | Strategic human resource allocation and acquisition | 2 | Renewal of evaluation system | 3 | Support for autonomous learning |
| 4 | Management reform | 5 | Support for flexible working styles | 6 | Establishment of monitoring system |

Strengthening Management Foundation

- ✓ Strengthening the management foundation from four aspects

Strengthening Governance

- Development of a risk monitoring system for strengthening risk-based management
- Strengthening the three lines model of internal auditing

Creating Infrastructure to Realize Business Strategies

- Reorganization of bases at domestic and overseas group companies, continuation of the New Head Office Project

Optimal Allocation of Management Resources

- Building a management foundation aimed at expanding earnings
- Establishment of a sustainable growth cycle

Building a Next-Generation Management Foundation (Utilization of AI and Digital Technology)

- Strengthening profitability through "defensive" IT and "offensive" DX

Strengthening Management Foundation: Investment Strategy

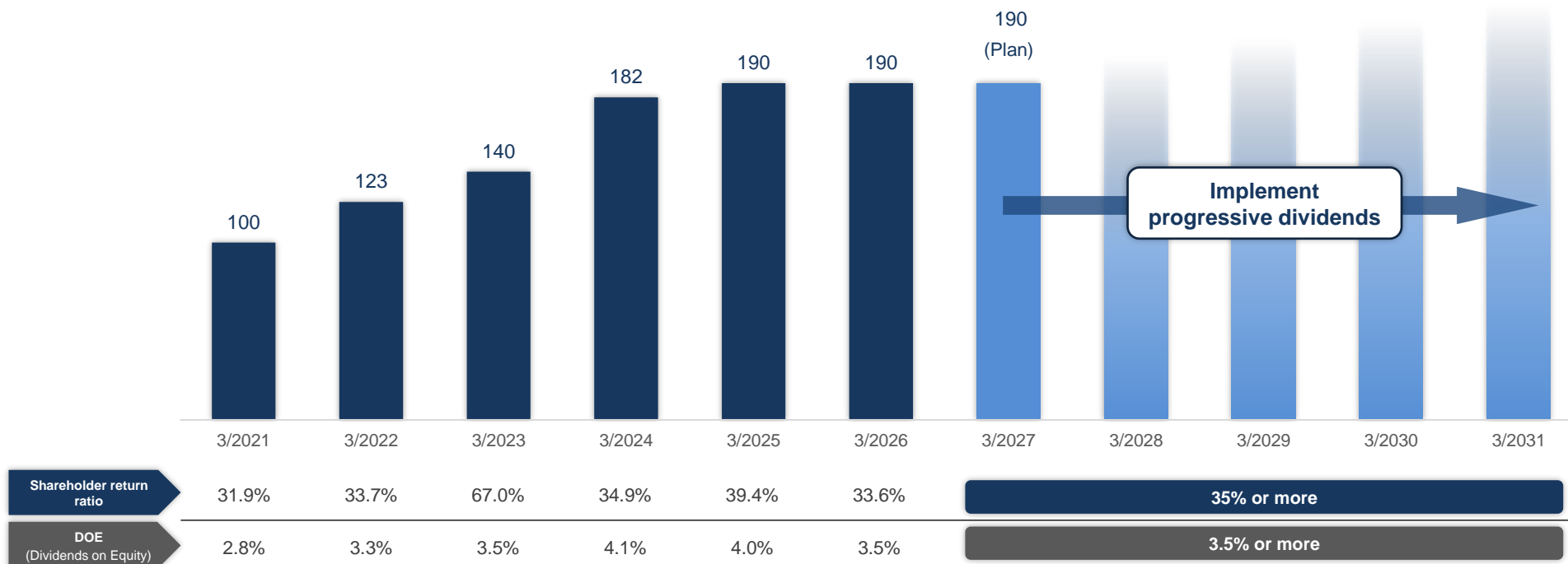
- ✓ [Aggressive Stance] Execute investments aggressively while maintaining **discipline, without being bound** by investment frameworks
- ✓ [Soundness] Stably implement business strengthening investments and returns based on stably generated operating cash flow
- ✓ Newly established a "**Human Resource Investment Framework** (approx. 3 billion yen)" to build a human resource foundation that supports growth



Shareholder Return Policy

- ✓ Implemented in accordance with the previous Mid-Term Management Plan policy of "shareholder return ratio of 33% or more" and "DOE of 3.5% or more"
- ✓ Under the new policy, "**progressive dividends,**" "**shareholder return ratio of 35% or more,**" and "**DOE of 3.5% or more**" shall be the principles

Dividends per Share Results and Plan



※ *The shareholder return ratio includes purchases of treasury stock.
The above dividend policy is subject to change in the event of sudden changes in the business environment.

FY2026 March Quantitative Plan

Unit: 100 million yen (rounded down)
Percentages are rounded to the nearest displayed digit

Item	FY2025 March Results		FY2026 Plan			
	2Q	Full Year	2Q	YoY Change	Full Year	YoY Change
Net sales	2,507	5,450	2,517	+0.4%	5,460	+0.2%
Operating income (Percentage)	62	167 (3.07%)	64	+2.2%	170	+1.6%
Ordinary income (Percentage)	65	172 (3.16%)	67	+2.4%	175	+1.5%
Attributable to owners of parent Profit	48	120	44	(8.8%)	115	(4.3%)

Non-financial KPI

		FY2025 Results	Plan
Percentage of women in management positions		2.0%	[FY2030] 5.0 % or more
Percentage of diverse human resources in new graduate recruitment (Women in management track positions, foreign employees, DX human resources, etc.)		31.0%	[FY2030] 40 % or more
Ratio of usage of childcare leave and other leave by male employees		67.8%	Aiming for 100 % achievement
Human Resource Development	Training hours per person		Implementation of initiatives based on separate target setting
	Training expenses per person		

Disclaimer

The forecasts and forward-looking statements contained in this material are based on available information, certain assumptions, and expectations as of the date of this material's announcement. Therefore, actual business results and outcomes may differ significantly due to various risks and uncertainties, such as economic trends, market price conditions, and changes in various systems. Our company assumes no responsibility whatsoever for any damages arising from the use of the information in this material.

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