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May 13, 2022

Consolidated Financial Results for the Fiscal Year Ended March 31, 2022 (Under Japanese GAAP)

Company name: YUASA TRADING CO., LTD.
 Listing: Tokyo Stock Exchange
 Securities code: 8074
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 Scheduled date of ordinary general meeting of shareholders: June 24, 2022
 Scheduled date to commence dividend payments: June 6, 2022
 Scheduled date to file annual securities report: June 24, 2022
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2022 (from April 1, 2021 to March 31, 2022)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2022	462,725	–	11,880	32.3	11,744	17.3	8,058	16.3
March 31, 2021	432,185	(12.0)	8,983	(24.3)	10,011	(21.8)	6,930	(22.6)

Notes: 1. YUASA TRADING CO., LTD. (the “Company”) has applied the “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020) and relevant revised ASBJ regulations from the beginning of the fiscal year ended March 31, 2022, and each figure for the fiscal year ended March 31, 2022, is the figure after applying said accounting standard and relevant revised ASBJ regulations. The percentage of year-on-year change is not shown for net sales. If said standard, etc. were not applied, net sales would be ¥480,193 million (up 11.1% year on year).

2. Comprehensive income For the fiscal year ended March 31, 2022: ¥4,992 million [(57.4)%]
 For the fiscal year ended March 31, 2021: ¥11,730 million [62.2%]

Fiscal year ended	Basic earnings per share	Diluted earnings per share	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
	Yen	Yen	%	%	%
March 31, 2022	364.54	362.23	8.9	4.7	2.6
March 31, 2021	313.03	310.87	8.1	4.2	2.1

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended March 31, 2022: ¥(1,439) million
 For the fiscal year ended March 31, 2021: ¥(160) million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2022	259,413	92,605	35.5	4,160.75
March 31, 2021	237,487	90,242	37.7	4,057.16

Reference: Equity

As of March 31, 2022: ¥91,981 million

As of March 31, 2021: ¥89,601 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2022	10,213	4,776	(3,553)	53,536
March 31, 2021	5,982	(3,509)	(3,713)	41,947

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2021	–	30.00	–	70.00	100.00	2,228	31.9	2.6
Fiscal year ended March 31, 2022	–	49.00	–	74.00	123.00	2,742	33.7	3.0
Fiscal year ending March 31, 2023 (Forecast)	–	60.00	–	80.00	140.0		32.3	

Notes: 1. Total cash dividends for the fiscal year ended March 31, 2021 include dividends of ¥19 million for the Company's shares owned by the Board Incentive Plan (BIP) Trust.

2. Total cash dividends for the fiscal year ended March 31, 2022 include dividends of ¥23 million for the Company's shares owned by the Board Incentive Plan (BIP) Trust.

3. Consolidated earnings forecasts for the fiscal year ending March 31, 2023 (from April 1, 2022 to March 31, 2023)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2022	230,000	8.9	5,600	25.6	6,100	62.5	4,040	50.2	182.89
Full year	490,000	5.9	13,500	13.6	14,500	23.5	9,570	18.7	433.23

* **Notes**

- (1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
 - (ii) Changes in accounting policies due to other reasons: None
 - (iii) Changes in accounting estimates: None
 - (iv) Restatement: None

(3) Number of issued shares (common shares)

- (i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2022	23,155,882 shares
As of March 31, 2021	23,155,882 shares

- (ii) Number of treasury shares at the end of the period

As of March 31, 2022	1,048,982 shares
As of March 31, 2021	1,071,190 shares

- (iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2022	22,105,484 shares
Fiscal year ended March 31, 2021	22,139,210 shares

Note: The shares of the Company held by the “Board Incentive Plan (BIP) Trust” are included in the number of treasury shares at the end of the period (188,917 shares as of March 31, 2022 and 196,129 shares as of March 31, 2021). Also, the shares of the Company held by the “Board Incentive Plan (BIP) Trust” are included in treasury shares that are deducted for calculation of the average number of shares outstanding during the period (190,720 shares for the fiscal year ended March 31, 2022 and 146,124 shares for the fiscal year ended March 31, 2021).

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2022 (from April 1, 2021 to March 31, 2022)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2022	327,375	–	8,111	30.1	10,461	18.1	6,504	(5.8)
March 31, 2021	349,238	(13.1)	6,233	(10.7)	8,860	(5.9)	6,901	(4.5)

Notes: The Company has applied the “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020) and relevant ASBJ regulations from the fiscal year ended March 31, 2022, and the result of Net sales are the figures after applying the accounting standard and relevant ASBJ regulations. The percentage of year-on-year change is not shown. Without the application of this standard, net sales would have been ¥384,698 million (up 10.2% year on year).

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2022	294.25	292.38
March 31, 2021	311.71	309.55

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2022	226,864	74,923	32.9	3,378.31
March 31, 2021	206,675	73,212	35.3	3,301.81

Reference: Equity

As of March 31, 2022: ¥74,684 million

As of March 31, 2021: ¥72,939 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

* Proper use of earnings forecasts, and other special matters

(Caution regarding forward-looking statements)

The forward-looking statements, including earnings forecasts, contained in this document are based on information currently available to the Company and on certain assumptions deemed to be reasonable. These statements do not purport that the Company pledges to realize such statements. Actual business and other results may differ substantially due to various factors. For the suppositions that form the assumptions for earnings forecasts and cautions concerning the use thereof, please refer to “1. Overview of Operating Results, (4) Future outlook” on page 6 of the attached material.

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1. Overview of Operating Results

(1) Overview of operating results for the fiscal year ended March 31, 2022

The Company has applied the “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020) and relevant revised ASBJ regulations from the beginning of the fiscal year ended March 31, 2022. Therefore, the following explanation of the operating results shows the actual values of the net sales during the previous fiscal year, which do not retroactively apply the “Accounting Standard for Revenue Recognition” and relevant revised ASBJ regulations, without showing the net sales compared to the previous fiscal year (%).

For details, please refer to “Change in accounting policy” of “(5) Notes to consolidated financial statements” in “3. Consolidated financial statements and significant notes thereto.”

During the fiscal year under review (April 1, 2021 to March 31, 2022), the Japanese economy showed signs of a pickup in production activities, however, with no end in sight to the COVID-19 pandemic, the economy remained uncertain due to the global tight supply and demand situation for semiconductors and increased geopolitical risks.

In the industrial field, while demand for capital investment picked up at an accelerated pace and the order environment for machine tools, etc. recovered, the breakdown of the supply chain for some components and the shortage of semiconductors and related components continued for a long period of time, resulting in production cuts and other effects, mainly in the automobile-related industry. In the housing and construction field, in addition to public works investments, the number of new housing starts, mainly for condominiums, was increased.

For overseas economies also, although there were some suspensions of plant operations due to lockdowns and supply chain disruptions and a rise seen in the prices of parts and materials, economic recovery continued mainly in the US. In addition, the economies of Thailand, Vietnam, Indonesia, and other Southeast Asian countries also showed signs of recovery.

Under these circumstances, based on the Group Medium-term Management Plan “Growing Together 2023,” aiming to evolve into a “TSUNAGU Service Integrated Shosha Group,” we executed various policies under the basic policies of a “growth business strategy,” “core business strategy,” and “strengthening management foundation” while also strengthening our initiatives on “ESG” and “SDGs.”

In the “growth business strategy,” we concentrated on the development of new products and services in fields such as climate change, infection countermeasures, labor-saving and automation measures, based on the understanding that growth businesses are businesses that solve social issues. As for “core business strategy,” we strengthened and expanded our efforts toward becoming a “TSUNAGU Service Integrated Shosha Group,” which enables us to demonstrate our comprehensive strengths in one-stop, while promoting the deep cultivation of our core businesses. At the Kanto Grand Fair held, we proposed innovations that resolve various social issues in order to realize a sustainable society throughout the supply chain. In addition, the AI Solution website, launched in March 2022, disseminates information on AI solutions in a timely manner. We promoted proposal-based sales and marketing aimed at connecting AI with customers’ manufacturing, home, environmental, and community development sites to enhance the advancement and efficiency of customers’ on-site operations.

Under “strengthening management foundation,” we worked on various measures to strengthen our competitiveness, launching initiatives aimed at transforming into a digital trading company shifting “From Single Item Business to Integrated Product-Service” through the promotion of DX. In addition, as part of our efforts toward “ESG” and “SDGs,” in March 2022 we established “Transaction Policy,” “Human Rights Policy,” and “Diversity Policy” as our action policies for Environmental (E), Social (S), and Governance (G). Also, we have expressed our support for the TCFD (Task Force on Climate-related Financial Disclosure) and will actively contribute to the establishment of a sustainable society.

As a result, Group consolidated net sales for the fiscal year under review were ¥462,725 million (¥432,185 million in the same period of the previous fiscal year). Operating profit was ¥11,880 million (up 32.3% year on year), ordinary profit was ¥11,744 million (up 17.3% year on year), and profit attributable to owners of parent was ¥8,058 million (up 16.3% year on year).

Net sales show the actual value for the previous fiscal year, which does not retroactively apply the “Accounting Standard for Revenue Recognition” and relevant revised ASBJ regulations.

Taking into consideration the aforementioned operating results as well as the need to strengthen our financial position and increase internal reserves for business expansion, the Board of Directors resolved on May 13,

2022 to pay a year-end ordinary dividend of 74 yen per share for the fiscal year under review. As a result, the annual dividend, including the interim dividend of 49 yen per share paid in December 2021, will be 123 yen per share, resulting in a consolidated shareholder return ratio of 33.7%.

Results by reportable segment are as follows:

<Industrial Equipment & Tools Division>

In the Industrial Equipment & Tools Division, demand for cutting tools, measuring instruments, and other equipment increased, as plant utilization remained at high levels mainly in the automobile-related and semiconductor-related industries, despite delivery delays due to the shortage of semiconductor-related part, etc. Demand for logistics equipment and others for food-related industries also expanded.

Under these circumstances, on our e-commerce site “Growing Navi,” we held a campaign, and worked to strengthen our logistics capabilities. In addition, as part of our efforts to become carbon neutral, we promoted sales of control-related equipment such as compressors with high energy-saving performance and made proposals for automation and streamlining of production sites, and focused on sales of robot equipment, logistics-related equipment, and machine tool peripherals, resulting in net sales of ¥74,115 million (¥61,520 million in the previous fiscal year).

<Machine Tools Division>

Regarding the Machine Tools Division, despite the impact of the global shortage of semiconductors on production activities and rising raw material costs, orders for machine tools continued to grow as semiconductor-related industries and mainly batteries and motors for EVs in automotive-related industries, maintained strong sales. Overseas, the economic recovery trend continued, mainly in the US and Southeast Asia.

Under these circumstances, we focused on sales of “Robo Combo,” a robot system using articulated robots developed by the Company, and “Bub Power,” a microfine bubble system for coolant equipment, as well as on proposals for switching to unmanned and cost reduction systems by taking advantage of various subsidies. In addition, as a result of efforts mainly in Southeast Asia to develop locally-owned companies as customers and to meet demand for automation, resulted in net sales of ¥102,258 million (¥82,723 million in the previous fiscal year).

<Housing, Air & Fluidic Control Systems Division>

In the Housing, Air & Fluidic Control Systems Division, demand for housing fixtures remained firm due to an increase in new housing starts and strong demand for remodeling. Consumer demand for ventilation as a countermeasure against infectious diseases remained high, and sales of air-conditioning equipment, etc. remained firm, despite some supply-related effects. In the renewable energy field, demand for peripheral devices such as storage batteries increased with a view toward carbon neutrality. At the same time, there were delays in deliveries of water heaters, housing fixtures and pumps, etc. due to shortages in the supply of semiconductors and other related components and activity restrictions caused by the spread of COVID-19 in the countries where they were produced.

Under these circumstances, as a result of efforts to sell products in the non-residential field such as sales of valves, air-conditioning equipment, etc. and efforts such as system proposals toward becoming carbon neutral and strengthening engineering capability resulted in net sales of ¥162,038 million (¥158,970 million in the previous fiscal year).

<Building Supplies & Exterior Division>

For the Building Supplies & Exterior Division, although redevelopment projects were reviewed and construction was delayed due to the impact of COVID-19, there was a gradual pick-up mainly in landscape exterior products and building hardware products. Investment in public works such as measures to cope with natural disasters and to prevent traffic accidents remained firm, mainly in the Tokyo metropolitan area. In addition, sales increased due to growing needs for storage sheds and delivery boxes as a result of changing lifestyles.

Under these circumstances, in line with the Fundamental Plan for National Resilience, we expanded sales of resilience products, such as bollards (buffer stops) with flood sensors, water stop plates, and aluminum panel

fences that replace concrete walls, which are at risk of tipping over, resulting in net sales of ¥48,734 million (¥56,624 million in the previous fiscal year).

<Construction Machines Division>

For the Construction Machines Division, demand was sluggish in some areas due to construction delays and a review of private capital investment caused by a shortage of construction skilled workers and other factors. At the same time, civil engineering projects related to public works such as infrastructure development, disaster recovery, and disaster prevention and mitigation work remained firm, and demand for construction machinery from rental companies and civil engineering-related commercial products was also firm, but there were delays in deliveries for some construction machinery due to the semiconductor shortage.

Under these circumstances, we expanded the range of products we handle with an emphasis on safety measures at construction sites and strengthened sales of compact construction machinery, temporary civil engineering materials, etc. to our mainstay rental companies. In addition, we focused on expanding our used construction machinery auction business, and enhancing container house manufacturing, and construction machinery maintenance and rental functions, resulting in net sales of ¥33,528 million (¥36,102 million in the previous fiscal year).

<Energy Division>

For the Energy Division, although there was a recovery trend in economic activities despite the impact of declarations of a state of emergency issued etc., the volume of petroleum product shipments continued to decline slightly due to the proliferation of fuel-efficient vehicles and other factors. At the same time, soaring crude oil prices affected the prices of petroleum products such as gasoline and diesel fuel.

Under these circumstances, the gas station retail business, which operates mainly in the Tokai region, worked to strengthen car care services such as car washing, automobile inspections, and coatings, among others. In addition, efforts to strengthen sales of marine fuel in the Keihin area resulted in net sales of ¥18,888 million (¥15,555 million in the previous fiscal year).

<Others>

For Others, in the consumer goods business, seasonal household appliances faced difficult sales conditions from the delay in imports due to the impact of lockdowns in the producing countries and a reactionary decline to “stay-at-home demand” from COVID-19. At the same time, in the online sales business, sales remained firm in response to diversifying consumer needs. For wood products business, amid the continuing difficult sales situation due to the prolonged impact of the lumber crisis and rising production costs, the division focused on sales of domestically produced lumber while also working to develop new suppliers to expand procurement channels.

As a result, net sales of Others were ¥23,161 million (¥20,687 million in the previous fiscal year).

(2) Overview of financial position as of March 31, 2022

(Assets)

As of March 31, 2022, total assets were ¥259,413 million, an increase of ¥21,926 million from the end of the previous fiscal year. This was mainly due to notes and accounts receivable - trade, and contract assets increased to ¥121,531 million (notes and accounts receivable - trade were ¥107,874 million at the end of the previous fiscal year), and electronically recorded monetary claims – operating increased by ¥4,121 million, while investment securities decreased by ¥5,789 million.

(Liabilities)

Total liabilities at the end of the fiscal year under review increased by ¥19,563 million from the end of the previous consolidated fiscal year to ¥166,808 million. This was mainly due to an increase of ¥11,870 million in electronically recorded obligations - operating, while deferred tax liabilities decreased by ¥1,184 million.

(Net assets)

Total net assets at the end of the fiscal year under review increased ¥2,363 million from the end of the previous fiscal year to ¥92,605 million. This was mainly due to an increase in retained earnings of ¥5,406 million as a result of recording profit attributable to owners of parent, while the valuation difference on available-for-sale securities decreased by ¥2,536 million. As a result, the equity-to-asset ratio was 35.5% (37.7% at the end of the previous fiscal year).

(3) Overview of cash flows for the fiscal year ended March 31, 2022

Cash and cash equivalents (hereinafter, “cash”) as of March 31, 2022 increased by ¥11,589 million from the end of the previous fiscal year to ¥53,536 million.

The respective cash flow positions for the fiscal year ended March 31, 2022, and the factors thereof are as follows.

(Cash flows from operating activities)

Net cash provided by operating activities during the fiscal year under review was ¥10,213 million (up ¥4,231 million year on year). This was mainly due to recording an increase in trade receivables of ¥17,599 million and profit before income of ¥12,685 million, while recording an increase in trade payables of ¥17,778 million and income taxes paid of ¥2,548 million.

(Cash flows from investing activities)

Net cash provided by investing activities was ¥4,776 million (up ¥8,285 million year on year). This was primarily due to the recording of proceeds from the sale of investment securities of ¥2,899 million and proceeds from the sale of property, plant and equipment of ¥2,604 million, while recording expenditure of ¥1,104 million for the purchase of property, plant and equipment.

(Cash flows from financing activities)

Net cash used in financing activities was ¥3,553 million (down ¥159 million year on year). This was primarily due to the recording of dividends paid of ¥2,652 million.

(Reference) Trends in cash flow indicators

	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022
Equity ratio (%)	34.0	37.7	35.5
Equity ratio on market value basis (%)	26.8	29.0	24.7
Cash flow to interest-bearing liabilities ratio (years)	0.3	0.8	0.4
Interest coverage ratio (times)	12.7	6.7	11.4

Equity Ratio: Equity / Total assets

Equity ratio on market value basis: Total market capitalization / Total assets

Cash flow to interest-bearing liabilities ratio: Interest-bearing debt / Cash flow

Interest coverage ratio: Cash flow / Paid interest

Notes: 1. All indicators are calculated based on consolidated financial figures.

2. Market capitalization is calculated by multiplying the closing stock price at the end of the period by the number of shares outstanding (less treasury stock) at the end of the period.

3. Cash flow is the net cash provided by operating activities in the consolidated statement of cash flows.

4. Interest-bearing liabilities are all liabilities on the consolidated balance sheet for which interest is paid. For interest payments, the amount of interest paid in the consolidated statement of cash flows is used.

(4) Future outlook

(i) Outlook for the next fiscal year

Regarding the future economic situation, the economic environment in both the domestic and global economies is expected to remain uncertain due to the impact of geopolitical risks such as the situation in Russia and Ukraine and the impact of soaring crude oil prices, while there is no prospect for the COVID-19 pandemic coming under control. At the same time, normalization of economic activities is expected to progress with a view toward post-pandemic, mainly in Europe and the US, and countries are also expected to achieve economic recovery through fiscal and monetary policies among others. In particular, further expansion is expected in capital investment demand for automation and labor saving using AI/IoT and robot technologies, as well as for environmental and energy-saving measures with a view toward carbon neutrality.

Under these circumstances, as we enter the final year of our Medium-Term Management Plan, “Growing Together 2023,” we will implement the various policy measures of “growth business strategy,” “core business strategy,” and “strengthening management foundation,” aiming to grow into a “TSUNAGU Service Integrated Shosha Group,” with a top-level profit structure in the industry.

In addition, with the rapid spread of global economic activities aimed at reducing environmental impact and the need for companies to work toward the realization of a sustainable society, we have expressed our support for the TCFD and will strengthen our efforts toward “ESG” and “SDGs” through our business activities.

(ii) Basic policy on profit distribution and dividends for the current and next fiscal years

The Company’s basic policy is to maintain a dividend policy that balances appropriate and stable dividends in line with business performance as one of our important management issues, with the need to strengthen the Company’s financial position and increase internal reserves based on our growth strategy. Based on this basic policy, we will strive to meet the expectations of our shareholders by implementing a flexible dividend policy, including share buybacks as an effective means of returning profits to shareholders, while taking into consideration trends in the stock price and our financial condition. The Company’s Articles of Incorporation stipulate that matters stipulated in each item of Article 459, Paragraph 1 of the Companies Act, such as dividends from surplus, shall be determined by a resolution of the Board of Directors rather than a resolution of the General Meeting of Shareholders, except as otherwise provided by law.

Based on this basic policy, the Board of Directors has resolved to pay a year-end ordinary dividend of 74 yen per share for the fiscal year under review, taking into consideration the aforementioned business performance and the enhancement of internal reserves necessary to strengthen the Company’s financial position and expand its business. As a result, the annual dividend will be 123 yen per share, including the

interim dividend of 49 yen per share paid in December 2021, for a consolidated shareholder return ratio of 33.7%.

For the next fiscal year, we plan to pay an interim dividend of 60 yen per share and a year-end dividend of 80 yen per share, for an annual dividend of 140 yen per share (consolidated shareholder return ratio of 32.3%).

2. Basic policy regarding the selection of accounting standards

For the time being, our group's policy is to prepare consolidated financial statements in accordance with Japanese GAAP, taking into consideration periodic comparability of consolidated financial statements and inter-company comparability.

The Company intends to consider the application of International Financial Reporting Standards (IFRS) in the future, taking into account trends in the ratio of foreign shareholders and the application of IFRS by other domestic competitors in the same industry.

3. Consolidated financial statements and significant notes thereto

(1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2021	As of March 31, 2022
Assets		
Current assets		
Cash and deposits	42,567	53,744
Notes and accounts receivable - trade	107,874	–
Notes and accounts receivable - trade, and contract assets	–	121,531
Electronically recorded monetary claims - operating	18,678	22,799
Inventories	14,574	16,147
Other	2,159	3,420
Allowance for doubtful accounts	(77)	(59)
Total current assets	185,777	217,584
Non-current assets		
Property, plant and equipment		
Non-current assets for rent	4,912	4,967
Accumulated depreciation	(3,835)	(3,757)
Non-current assets for rent, net	1,076	1,209
Buildings and structures	8,901	7,556
Accumulated depreciation	(5,701)	(4,624)
Buildings and structures, net	3,199	2,932
Machinery and equipment	645	696
Accumulated depreciation	(523)	(562)
Machinery and equipment, net	122	134
Tools, furniture and fixtures	2,724	2,476
Accumulated depreciation	(2,240)	(2,092)
Tools, furniture and fixtures, net	483	384
Land	10,647	7,826
Leased assets	282	303
Accumulated depreciation	(171)	(131)
Leased assets, net	111	171
Construction in progress	24	9
Total property, plant and equipment	15,665	12,667
Intangible assets		
Goodwill	2,910	2,133
Other	2,237	1,202
Total intangible assets	5,148	3,336
Investments and other assets		
Investment securities	13,679	7,889
Long-term money claims	1,292	1,129
Deferred tax assets	218	241
Retirement benefit asset	12,205	12,385
Other	3,950	4,523
Allowance for doubtful accounts	(449)	(343)
Total investments and other assets	30,896	25,826
Total non-current assets	51,710	41,829
Total assets	237,487	259,413

(Millions of yen)

	As of March 31, 2021	As of March 31, 2022
Liabilities		
Current liabilities		
Notes and accounts payable - trade	90,009	96,112
Electronically recorded obligations - operating	33,945	45,815
Short-term borrowings	3,744	3,128
Lease liabilities	68	79
Income taxes payable	995	2,870
Provision for bonuses	2,383	2,623
Provision for bonuses for directors (and other officers)	66	70
Other	6,868	8,251
Total current liabilities	138,081	158,953
Non-current liabilities		
Long-term borrowings	728	581
Lease liabilities	104	129
Deferred tax liabilities	3,912	2,728
Provision for retirement benefits for directors (and other officers)	196	153
Provision for share awards	139	191
Provision for share awards for directors (and other officers)	127	173
Retirement benefit liability	947	998
Other	3,007	2,898
Total non-current liabilities	9,163	7,854
Total liabilities	147,245	166,808
Net assets		
Shareholders' equity		
Share capital	20,644	20,644
Capital surplus	6,815	6,831
Retained earnings	54,749	60,155
Treasury shares	(1,735)	(1,692)
Total shareholders' equity	80,474	85,938
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,334	1,798
Deferred gains or losses on hedges	20	48
Foreign currency translation adjustment	(272)	46
Remeasurements of defined benefit plans	5,044	4,149
Total accumulated other comprehensive income	9,126	6,042
Share acquisition rights	272	238
Non-controlling interests	368	385
Total net assets	90,242	92,605
Total liabilities and net assets	237,487	259,413

(2) Consolidated statement of income and consolidated statement of comprehensive income
Consolidated statement of income

(Millions of yen)

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022
Net sales	432,185	462,725
Cost of sales	389,004	414,487
Gross profit	43,181	48,237
Selling, general and administrative expenses	34,197	36,356
Operating profit	8,983	11,880
Non-operating income		
Interest income	1,361	1,473
Dividend income	235	249
Other	576	533
Total non-operating income	2,173	2,255
Non-operating expenses		
Interest expenses	903	894
Share of loss of entities accounted for using equity method	160	1,439
Other	81	57
Total non-operating expenses	1,145	2,391
Ordinary profit	10,011	11,744
Extraordinary income		
Gain on sale of non-current assets	0	140
Gain on sale of investment securities	679	2,163
Gain on step acquisitions	33	–
Gain on extinguishment of tie-in shares	16	–
Total extraordinary income	729	2,304
Extraordinary losses		
Loss on sale of non-current assets	2	1,176
Loss on retirement of non-current assets	41	33
Loss on sale of investment securities	–	51
Loss on valuation of investment securities	88	3
Loss on liquidation of subsidiaries and associates	–	54
Loss on dissolution of investments in capital	3	–
Loss on disaster	10	–
Loss on COVID-19	117	43
Total extraordinary losses	265	1,363
Profit before income taxes	10,475	12,685
Income taxes - current	3,048	4,332
Income taxes - deferred	496	276
Total income taxes	3,544	4,608
Profit	6,930	8,077
Profit attributable to non-controlling interests	0	18
Profit attributable to owners of parent	6,930	8,058

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022
Profit	6,930	8,077
Other comprehensive income		
Valuation difference on available-for-sale securities	1,821	(2,537)
Deferred gains or losses on hedges	19	28
Foreign currency translation adjustment	(163)	319
Remeasurements of defined benefit plans, net of tax	3,122	(895)
Total other comprehensive income	4,799	(3,084)
Comprehensive income	11,730	4,992
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	11,729	4,974
Comprehensive income attributable to non-controlling interests	0	18

(3) Consolidated statement of changes in equity

Fiscal year ended March 31, 2021

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	20,644	6,804	50,269	(1,362)	76,356
Changes during period					
Dividends of surplus			(2,450)		(2,450)
Profit attributable to owners of parent			6,930		6,930
Purchase of treasury shares				(400)	(400)
Disposal of treasury shares		10		27	38
Net changes in items other than shareholders' equity					
Total changes during period	–	10	4,479	(373)	4,117
Balance at end of period	20,644	6,815	54,749	(1,735)	80,474

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	2,515	0	(110)	1,921	4,327	299	45	81,028
Changes during period								
Dividends of surplus								(2,450)
Profit attributable to owners of parent								6,930
Purchase of treasury shares								(400)
Disposal of treasury shares								38
Net changes in items other than shareholders' equity	1,819	19	(161)	3,122	4,799	(26)	323	5,096
Total changes during period	1,819	19	(161)	3,122	4,799	(26)	323	9,213
Balance at end of period	4,334	20	(272)	5,044	9,126	272	368	90,242

Fiscal year ended March 31, 2022

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	20,644	6,815	54,749	(1,735)	80,474
Changes during period					
Dividends of surplus			(2,652)		(2,652)
Profit attributable to owners of parent			8,058		8,058
Purchase of treasury shares				(2)	(2)
Disposal of treasury shares		15		46	61
Net changes in items other than shareholders' equity					
Total changes during period	–	15	5,406	43	5,464
Balance at end of period	20,644	6,831	60,155	(1,692)	85,938

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	4,334	20	(272)	5,044	9,126	272	368	90,242
Changes during period								
Dividends of surplus								(2,652)
Profit attributable to owners of parent								8,058
Purchase of treasury shares								(2)
Disposal of treasury shares								61
Net changes in items other than shareholders' equity	(2,536)	28	319	(895)	(3,084)	(33)	17	(3,101)
Total changes during period	(2,536)	28	319	(895)	(3,084)	(33)	17	2,363
Balance at end of period	1,798	48	46	4,149	6,042	238	385	92,605

(4) Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022
Cash flows from operating activities		
Profit before income taxes	10,475	12,685
Depreciation	1,429	1,671
Amortization of goodwill	698	777
Loss (gain) on step acquisitions	(33)	–
Loss (gain) on extinguishment of tie-in shares	(16)	–
Loss (gain) on sale of non-current assets	2	1,035
Loss on retirement of non-current assets	41	33
Loss (gain) on sale of investment securities	(679)	(2,111)
Loss (gain) on valuation of investment securities	88	3
Loss on dissolution of investments in capital	3	–
Loss on liquidation of subsidiaries and associates	–	54
Loss on disaster	10	–
Loss on COVID-19	117	43
Decrease (increase) in retirement benefit asset	(986)	(1,470)
Increase (decrease) in retirement benefit liability	45	48
Increase (decrease) in allowance for doubtful accounts	55	(125)
Increase (decrease) in provision for bonuses	(156)	238
Increase (decrease) in provision for bonuses for directors (and other officers)	(19)	4
Increase (decrease) in provision for share awards	31	51
Increase (decrease) in provision for share awards for directors (and other officers)	46	46
Interest and dividend income	(1,596)	(1,722)
Interest expenses	903	894
Share of loss (profit) of entities accounted for using equity method	160	1,439
Decrease (increase) in trade receivables	9,663	(17,599)
Decrease (increase) in inventories	2,030	(1,355)
Increase (decrease) in trade payables	(10,850)	17,778
Decrease (increase) in long-term money claims	(23)	163
Other, net	(1,424)	(646)
Subtotal	10,017	11,938
Interest and dividends received	1,598	1,720
Interest paid	(894)	(896)
Income taxes paid	(4,739)	(2,548)
Net cash provided by (used in) operating activities	5,982	10,213

(Millions of yen)

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022
Cash flows from investing activities		
Payments into time deposits	(63)	(64)
Proceeds from withdrawal of time deposits	464	488
Purchase of property, plant and equipment	(906)	(1,104)
Proceeds from sale of property, plant and equipment	21	2,604
Purchase of intangible assets	(505)	(243)
Proceeds from sale of intangible assets	–	280
Purchase of investment securities	(2,324)	(77)
Proceeds from sale of investment securities	1,035	2,899
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(1,216)	–
Proceeds from collection of loans receivable	27	0
Other, net	(41)	(5)
Net cash provided by (used in) investing activities	(3,509)	4,776
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(59)	(525)
Proceeds from long-term borrowings	623	–
Repayments of long-term borrowings	(1,306)	(237)
Repayments of lease liabilities	(92)	(74)
Purchase of treasury shares	(388)	(3)
Proceeds from sale of treasury shares	–	0
Dividends paid	(2,450)	(2,652)
Other, net	(39)	(61)
Net cash provided by (used in) financing activities	(3,713)	(3,553)
Effect of exchange rate change on cash and cash equivalents	(73)	152
Net increase (decrease) in cash and cash equivalents	(1,313)	11,589
Cash and cash equivalents at beginning of period	43,246	41,947
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	13	–
Cash and cash equivalents at end of period	41,947	53,536

(5) Notes to consolidated financial statements

Notes on going concern assumption

No item to report.

Change in accounting policy

Application of Accounting Standard for Revenue Recognition, Etc.

The Company has applied the “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020) and relevant revised ASBJ regulations from the beginning of the fiscal year ended March 31, 2022, and it has recognized revenue at the time the control of promised goods or services is transferred to the customer at the amount expected to be received upon exchange of said goods or services. As a result of this application, for transactions in which our group’s role in the sale to the customer corresponds to that of an agent, the Company has changed its method from recognizing revenue as the total amount of consideration received from the customer to recognizing revenue as the net amount calculated by deducting the amount paid to the supplier of the goods from the amount received from the customer.

In addition, the Company applies the alternative treatment prescribed in paragraph 98 of the “Guidance on Accounting Standard for Revenue Recognition,” and recognizes revenue at the time of shipment if the period between the time of shipment and the time of transfer of goods to the customer is a normal period for domestic sales of goods.

The application of the Accounting Standard for Revenue Recognition and relevant revised ASBJ regulations is subject to the transitional treatment provided for in the proviso to paragraph 84 of the Accounting Standard for Revenue Recognition. The cumulative effect of the retrospective application, assuming the new accounting policy had been applied to periods prior to the beginning of the fiscal year ended March 31, 2022, was added to or deducted from the opening balance of retained earnings of the fiscal year ended March 31, 2022, and thus the new accounting policy was applied from such opening balance; however, that the new accounting policy was not retrospectively applied to contracts for which nearly all the revenue amounts had been recognized according to the previous treatment in periods prior to the beginning of the fiscal year ended March 31, 2022, by applying the method provided for in paragraph 86 of the Accounting Standard for Revenue Recognition.

As a result of this change, for the current fiscal year, net sales decreased by ¥17,468 million, cost of sales decreased by ¥17,443 million, while operating profit, ordinary profit and profit before income taxes each decreased by ¥24 million. There is no impact on the balance of retained earnings at the beginning of the current fiscal year.

The effect of this change on per share information is immaterial.

Due to the application of the Accounting Standard for Revenue Recognition and relevant revised ASBJ regulations, “Notes and accounts receivable - trade” under current assets of the consolidated balance sheet as of the end of the previous fiscal year has been presented in “Notes and accounts receivable - trade, and contract assets” under current assets from the consolidated balance sheet as of the fiscal year ended March 31, 2022. In accordance with the transitional treatment provided for in paragraph 89-2 of the Accounting Standard for Revenue Recognition, figures for the previous fiscal year have not been reclassified in accordance with the new approach to presentation.

Application of Accounting Standard for Fair Value Measurement, Etc.

The Company has applied the “Accounting Standard for Fair Value Measurement” (ASBJ Statement No. 30, July 4, 2019) and relevant revised ASBJ regulations from the beginning of the fiscal year ended March 31, 2022, and it has applied new accounting policies stipulated in the Accounting Standard for Fair Value Measurement and relevant revised ASBJ regulations prospectively, in accordance with the transitional treatment provided for in paragraph 19 of the Accounting Standard for Fair Value Measurement and paragraph 44-2 of the “Accounting Standard for Financial Instruments” (ASBJ Statement No. 10, July 4, 2019). This has no effect on the consolidated financial statements.

Segment information

Segment information

1. Overview of reportable segments

The Company's reportable segments are constituent units of the Company for which separate financial information is available and which are subject to regular periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate their performance.

The Company has established headquarters and business divisions classified by the type and nature of products handled, and the headquarters and business divisions formulate comprehensive domestic and overseas strategies for the products and services they handle and develop business activities.

Accordingly, the Company is composed of segments classified by similarities in the types and nature of products handled based on the headquarters and business divisions, and is classified into the following reportable segments.

- (i) Industrial Equipment & Tools: Sales of tools, industrial equipment and materials, control equipment, and logistics equipment
- (ii) Machine Tools: Sales of industrial machinery and equipment
- (iii) Housing, Air & Fluidic Control Systems: Sales of pipe materials, air conditioning equipment, housing fixtures, housing equipment, design supervision and contracting of construction work, residential land and building transactions
- (iv) Building Supplies & Exterior: Sales of building materials, landscapes, exteriors, civil engineering materials, etc., design supervision and contracting of exterior material installation work
- (v) Construction Machines: Sales of construction machinery and materials, leasing and rental, manufacturing and sales of assembly-type temporary houses (container houses)
- (vi) Energy: Sales of petroleum products

2. Explanation of measurements of the amount of net sales, profit/loss, assets, liabilities and other items for each reportable segment

The method of accounting for reported business segments complies with the accounting policy that has been adopted for preparing consolidated financial statements.

Reportable segment profit is based on operating profit.

Inter-segment revenues and transfers are based on prevailing market prices.

3. Information on the amount of net sales, profit/loss, assets, liabilities and other items for each reportable segment

Fiscal year ended March 31, 2021

(Millions of yen)

	Reportable segments							Others (Note 1)	Total	Adjustment (Note 2)	Amount recorded in the consolidated statement of income (Note 3)
	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Total				
Net sales											
Sales to external customers	61,520	82,723	158,970	56,624	36,102	15,555	411,497	20,687	432,185	–	432,185
Intersegment sales or transfers	11,842	3,950	7,516	4,657	4,622	32	32,621	154	32,776	(32,776)	–
Total	73,363	86,673	166,487	61,282	40,725	15,587	444,119	20,842	464,961	(32,776)	432,185
Segment profit	1,073	2,525	5,434	1,827	948	343	12,153	274	12,427	(3,444)	8,983
Segment assets	34,322	37,711	62,721	20,295	22,975	4,438	182,466	11,231	193,697	43,789	237,487
Other items											
Depreciation	184	167	344	109	376	34	1,218	46	1,264	164	1,429
Increase in property, plant and equipment and intangible assets (Note 4)	271	148	402	65	165	37	1,090	128	1,218	100	1,318

Notes: 1. The classification “Others” is a segment of business not included in the reportable segments and includes businesses selling lifestyle-related products and wood products.

2. The adjustment of the segment profit of negative ¥3,444 million represents mainly costs related to the administration division of the Company that has not been attributed to a reportable segment.

3. Total segment profit is adjusted to operating profit as recorded on the consolidated statement of income.

4. Increase in property, plant and equipment and intangible assets includes increase in long-term prepaid expenses.

Fiscal year ended March 31, 2022

(Millions of yen)

	Reportable segments							Others (Note 1)	Total	Adjustment (Note 2)	Amount recorded in the consolidated statement of income (Note 3)
	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Total				
Net sales											
Sales to external customers	74,115	102,258	162,038	48,734	33,528	18,888	439,563	23,161	462,725	–	462,725
Intersegment sales or transfers	13,058	4,337	8,203	4,416	4,524	32	34,572	319	34,892	(34,892)	–
Total	87,173	106,596	170,241	53,150	38,053	18,920	474,136	23,481	497,617	(34,892)	462,725
Segment profit	1,824	4,354	5,634	1,948	846	280	14,888	156	15,044	(3,163)	11,880
Segment assets	36,554	47,695	65,690	21,025	23,161	4,542	198,669	12,038	210,708	48,705	259,413
Other items											
Depreciation	207	158	357	111	588	31	1,455	63	1,519	151	1,671
Increase in property, plant and equipment and intangible assets (Note 4)	95	117	433	62	649	23	1,381	13	1,381	74	1,469

Notes: 1. The classification “Others” is a segment of business not included in the reportable segments and includes businesses selling lifestyle-related products and wood products.

2. The adjustment of the segment profit of negative ¥3,163 million represents mainly costs related to the administration division of the Company that has not been attributed to a reportable segment.

3. Total segment profit is adjusted to operating profit as recorded on the consolidated statement of income.

4. Increase in property, plant and equipment and intangible assets includes increase in long-term prepaid expenses.

Information about amortization and unamortized balance of goodwill by reportable segment

Fiscal year ended March 31, 2021

(Millions of yen)

	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Others	Unallocated amounts	Total
amortization during period	45	–	398	–	255	–	–	–	698
balance at end of period	634	–	1,264	–	1,010	–	–	–	2,910

Fiscal year ended March 31, 2022

(Millions of yen)

	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Others	Unallocated amounts	Total
amortization during period	135	–	383	–	257	–	–	–	777
balance at end of period	498	–	880	–	753	–	–	–	2,133

Per share information

(Yen)

Items	As of/fiscal year ended March 31, 2021	As of/fiscal year ended March 31, 2022
Net assets per share	4,057.16	4,160.75
Basic earnings per share	313.03	364.54
Diluted earnings per share	310.87	362.23

Note: Basis of calculation

(1) Net assets per share

Items	As of March 31, 2021	As of March 31, 2022
Total net assets (Millions of yen)	90,242	92,605
Amounts deducted from total net assets (Millions of yen)	641	624
[Of which share acquisition rights (Millions of yen)]	[272]	[238]
[Of which non-controlling interests (Millions of yen)]	[368]	[385]
Net assets related to common stock at end of period (Millions of yen)	89,601	91,981
Number of shares of common stock issued and outstanding at end of period (Thousands of shares)	23,155	23,155
Number of shares of common stock held as treasury shares at end of period (Thousands of shares)	1,071	1,048
Number of shares of common stock at the year-end used in calculation of net assets per share (Thousands of shares)	22,084	22,106

Note: In the calculation of net assets per share, the Company's shares held by the BIP trust for executive compensation (188 thousand shares at the end of the fiscal year under review and 196 thousand shares at the end of the previous fiscal year) are included in the number of treasury stock deducted from the total number of shares outstanding at the end of the period.

(2) Basic earnings per share and diluted earnings per share

Items	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022
Basic earnings per share		
Profit attributable to owners of parent (Millions of yen)	6,930	8,058
Profit (loss) not attributable to common shareholders (Millions of yen)	–	–
Profit related to common stock attributable to owners of parent (Millions of yen)	6,930	8,058
Average number of shares during the period (Thousands of shares)	22,139	22,105
Diluted earnings per share		
profit attributable to owners of parent (Millions of yen)	–	–
Increase in number of shares of common stock (Thousands of shares)	154	141
[of which stock acquisition rights (thousand shares)]	[154]	[141]
Summary of dilutive shares not included in the calculation of diluted earnings per share due to the absence of dilutive effects	–	–

Note: In the calculation of earnings per share and diluted earnings per share, the Company's shares held by the BIP trust for executive compensation (190 thousand shares in the fiscal year under review and 146 thousand shares in the previous fiscal year) are included in the number of treasury stock deducted in the calculation of average number of shares during the fiscal year.

Significant events after reporting period

(Purchase of treasury shares)

At the Board of Directors meeting held on May 13, 2022, the Company resolved to purchase treasury shares as follows as provided for in the Articles of Incorporation in accordance with the provision of Article 459, Paragraph 1 of the Companies Act.

- (1) Reason for purchase of treasury shares
To improve shareholder returns and capital efficiency, and enable the implementation of a flexible capital policy in response to changes in the business environment.
- (2) Type of shares to be purchased
Common shares of the Company
- (3) Total number of shares to be purchased
1,700,000 shares (maximum)
(7.62% of shares issued (excluding treasury shares))
- (4) Total acquisition price of shares to be purchased
JPY 4.0 billion (maximum)
- (5) Purchase period
From May 16, 2022 to May 12, 2023
- (6) Purchase method
Open-market purchase on the Tokyo Stock Exchange

4. Other

Changes in Directors and Audit and Supervisory Board Members (effective June 24, 2022)

(i) New candidate for election as Director

Director	Mamoru Hamayasu (currently, Senior Executive Officer, Chief General Manager of Industrial Market Headquarters)
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(ii) New candidate for Audit & Supervisory Board Member

Audit & Supervisory Board Member (full-time)	Takeshi Maeda (currently, Audit & Supervisory Board Members Office)
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(iii) Retiring Director

Director	Toshiyuki Takachio
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(iv) Retiring Audit & Supervisory Board Member (full-time)

Audit & Supervisory Board Member (full-time)	Kazumi Mizumachi
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<Reference>

Executive Structure as of June 24, 2022 (tentative)

(Director)

Representative Director, President & CEO	In charge of Overseas Business Development	Hiroyuki Tamura
Representative Director, Senior Managing Director	Supervisory Manager of Management Administration, In Charge of Regional Groups Committee Chairperson of Export Administration Department, Ethics and Compliance Committee Internal Control Committee	Haruo Sanoki
Senior Managing Director	Supervisory Manager of Sales Division Chief General Manager of Living Environment Market Headquarters Chairperson, Representative Director of YUASA PRIMUS CO., LTD. (part time)	Kenichi Tanaka
Director	Chief General Manager of Construction Market Headquarters	Naomi Nakayama
Director	Chief General Manager of Industrial Market Headquarters Chairperson, Director of KOKKO CO., LTD. (part time) Chairperson, Representative Director of YUASA NEOTEC CO., LTD. (part time)	Mamoru Hamayasu (New Candidate)
Outside Director		Shinzo Maeda

Outside Director	Keiko Toya
Outside Director	Kyosuke Kimura

(Note) Directors, excluding Outside Directors, will concurrently serve as executive officers.

(Audit & Supervisory Board Member)

Audit & Supervisory Board Member (full-time)	Yoshiyuki Furumoto
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Audit & Supervisory Board Member (full-time)	Takeshi Maeda (New Candidate)
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Outside Audit & Supervisory Board Member	Susumu Tsuruta
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Outside Audit & Supervisory Board Member	Mitsuhiro Honda
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