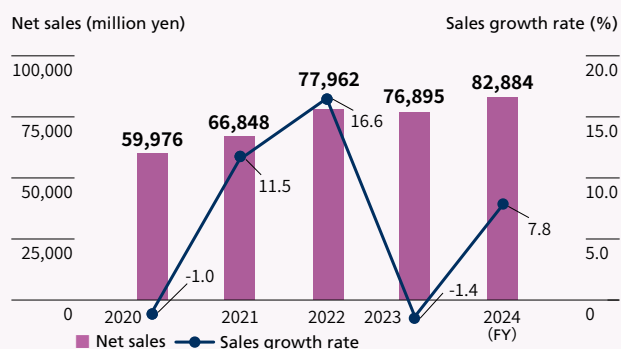


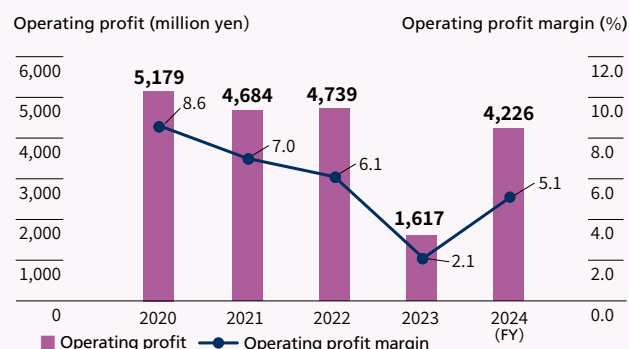
Data

Financial Highlight

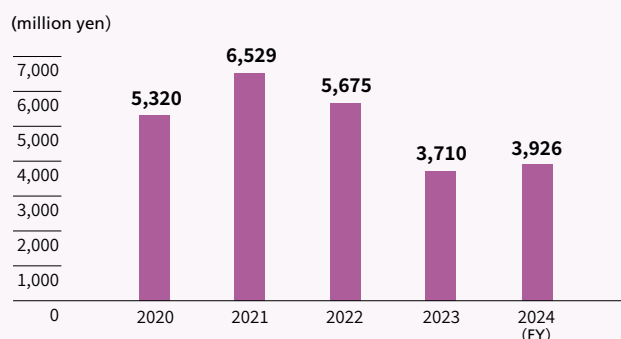
Net sales



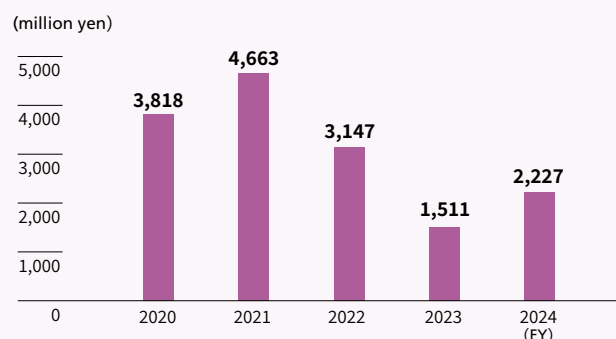
Operating profit



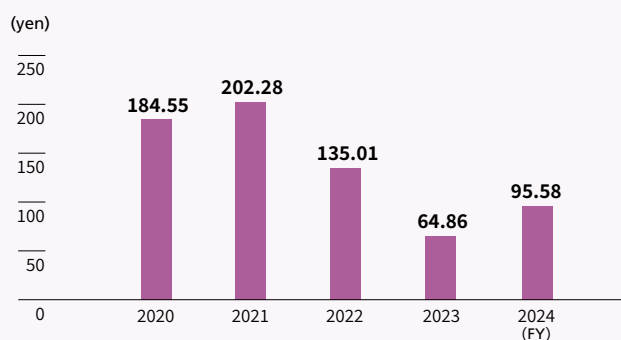
Ordinary profit



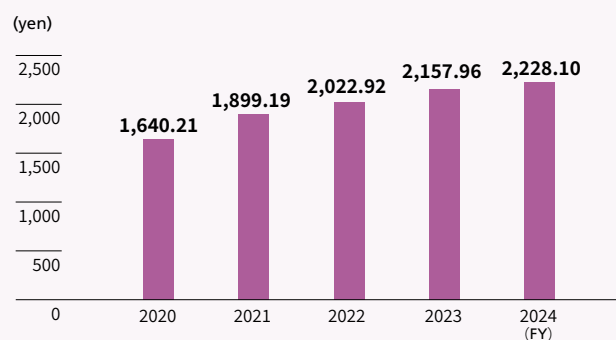
Profit attributable to owners of parent



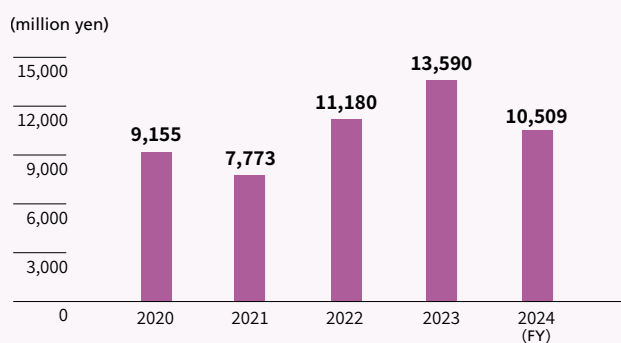
Basic earnings per share



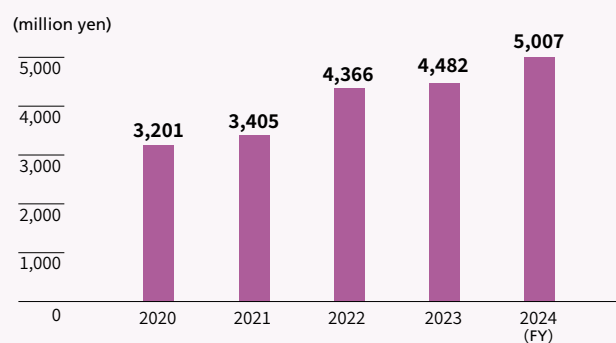
Net assets per share



Interest bearing debt*



Research and development expenses



* Borrowing + lease liabilities

Data

Main Financial Data

(FY)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Operating Results										
Net sales (million yen)	39,998	44,077	51,919	54,752	60,595	59,976	66,848	77,962	76,895	82,884
Japan (million yen)	13,982	16,117	18,542	20,159	20,366	19,587	18,579	18,580	22,603	25,477
Europe/US (million yen)	14,909	15,624	15,952	16,158	17,934	17,272	19,466	26,400	30,456	32,957
Asia (million yen)	11,105	12,335	17,424	18,433	22,293	23,116	28,801	32,980	23,835	24,449
Gross profit (million yen)	6,963	8,826	10,107	10,378	13,067	12,895	13,209	14,894	11,977	15,705
Gross profit margin (%)	17.4	20.0	19.5	19.0	21.6	21.5	19.8	19.1	15.6	18.9
Operating profit (million yen)	1,057	2,516	3,135	3,028	4,916	5,179	4,684	4,739	1,617	4,226
Operating profit margin (%)	2.6	5.7	6.0	5.5	8.1	8.6	7.0	6.1	2.1	5.1
Ordinary profit (million yen)	822	2,608	2,911	3,286	4,583	5,320	6,529	5,675	3,710	3,926
Profit (loss) attributable to owners of parent (million yen)	412	2,381	2,337	2,209	3,440	3,818	4,663	3,147	1,511	2,227
Financial Position										
Total assets (million yen)	29,448	33,319	37,030	42,781	48,134	56,868	66,870	70,656	76,408	76,278
Interest-bearing debt (million yen)	3,642	4,569	4,561	7,589	10,435	9,155	7,773	11,180	13,590	10,509
Net assets (million yen)	18,950	20,836	23,284	24,486	26,532	36,202	44,328	47,224	50,384	52,030
Cash Flows										
Net cash provided by operating activities (million yen)	535	3,284	1,980	4,055	6,490	5,139	3,677	7,312	4,823	7,239
Net cash used in investing activities (million yen)	-729	-1,902	-2,518	-3,847	-3,282	-4,619	-5,967	-5,857	-5,125	-4,085
Free cash flow (million yen)	-194	1,381	538	207	3,207	520	-2,289	1,455	-301	3,154
Net cash provided by financing activities (million yen)	1,073	393	-549	2,270	2,143	1,905	171	1,531	-260	-4,615
Cash and cash equivalents at end of period (million yen)	4,055	5,818	4,596	7,189	12,352	15,295	13,816	17,687	18,702	17,122
Other Financial Data										
Return on equity (ROE) (%)	2.1	12.0	10.6	9.3	13.5	12.2	11.6	6.9	3.1	4.4
Return on invested capital (ROIC) (%)	—	—	—	—	—	—	—	5.8*	1.8	4.1
Equity ratio (%)	64.3	62.5	62.9	57.2	55.1	63.6	66.2	66.7	65.8	68.1
Price earnings ratio (PER) (%)	25.1	11.6	16.9	14.8	12.7	14.7	12.8	15.5	24.4	14.3
Price-to-book ratio (PBR) (%)	0.5	1.3	1.7	1.3	1.7	1.7	1.4	1.0	0.7	0.6
Capital expenditures (million yen)	1,606	2,189	3,073	4,231	3,625	4,430	5,092	5,448	4,741	3,972
Depreciation (million yen)	1,733	1,700	1,880	2,199	2,706	2,987	3,302	3,833	4,013	3,996
Research and development expenses (million yen)	1,898	2,105	2,636	3,260	3,592	3,201	3,405	4,366	4,482	5,007
Per Share Information										
Basic earnings per share (yen)	20.61	118.94	115.82	109.18	169.85	184.55	202.28	135.01	64.86	95.58
Net assets per share (yen)	946.30	1,034.63	1,150.65	1,209.36	1,306.58	1,640.21	1,899.19	2,022.92	2,157.96	2,228.10
Annual dividend per share (yen)	14.00	18.00	22.00	26.00	30.00	36.00	40.00	50.00	44.00	48.00
Dividend on equity (DOE) (%)	1.4	1.8	2.0	2.2	2.4	2.4	2.3	2.5	2.1	2.2
Consolidated payout ratio (%)	67.9	15.1	19.0	23.8	17.7	19.5	19.8	37.0	67.8	50.2
Year-end stock price (yen)	517	1,378	1,954	1,614	2,162	2,713	2,588	2,090	1,580	1,369
Stock-related										
Total number of year-end shares outstanding (thousand shares)	20,849	20,849	20,849	20,849	20,849	22,579	23,849	23,849	23,849	23,849
Number of year-end treasury shares (thousand shares)	845	728	621	613	564	538	538	538	539	539

*Reference value

Data

Non-Financial Data

Environment

(FY)	2020	2021	2022	2023	2024
Greenhouse gas emissions (t-CO ₂ e)					
Scope 1	498	538	578	807	967
Scope 2	19,509	20,566	21,274	21,824	20,155
Scope 1 + Scope 2	20,007	21,104	21,853	22,631	21,122
Scope 3 total	–	8,897	98,418	122,851	209,564
1. Purchased goods and services	–	–	42,134	52,484	127,546
2. Capital goods	–	–	5,914	17,026	7,039
3. Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	–	2,520	2,745	3,675	5,908
4. Upstream transportation and distribution	–	–	2,064	1,925	15,608
5. Waste generated in operations	–	699	770	452	1,210
6. Business travel	–	1,099	1,108	1,205	956
7. Employee commuting	–	3,826	3,859	4,197	4,991
8. Upstream leased assets	Calculation for Scope 1 and 2				
9. Downstream transportation and distribution			N/A		
10. Processing of sold products			N/A		
11. Use of sold products	–	–	37,781	38,171	44,031
12. End-of-life treatment of sold products	–	–	1,180	2,716	1,366
13. Downstream leased assets	–	753	863	1,001	865
14. Franchises			N/A		
15. Investments		N/A			44
Reduction rate compared to FY2014 (Scope 1, 2)	109%	115%	119%	123%	115%
Energy consumption (GWh)	35	35	37	43	46
Water usage (m ³)	283,100	260,100	273,800	303,600	304,400
Usage rate compared to FY2020	0	-18	-26	-16	-22
Percentage of recycled plastic used	Calculations are currently being prepared. To be made available in subsequent activities.				
Generated waste (t)	1,056	1,430	1,500	1,665	1,921
Waste recycling rate (%)	87	85	70	74	71
PRTR substance usage (kg)	8,262	10,503	11,377	12,440	9,370

Social

Number of Employees*¹

(FY)	2020	2021	2022	2023	2024
Yokowo total	8,428	8,499	8,304	9,244	8,942
Japan	1,209	1,322	1,504	1,341	1,496
Europe and the U.S.	81	79	79	80	73
Asia	7,138	7,098	6,721	7,823	7,373
Breakdown by business segment					
VCCS	6,373	6,484	6,087	7,148	6,683
CTC	835	816	961	894	930
FC	503	446	406	434	460
MD	248	273	300	202	303
Incubation Center	0	0	0	32	23
Common to all segments	469	480	550	534	543

*1 Includes temporary staff

The following is calculated excluding temporary staff from the number of employees.

(FY)	2020	2021	2022	2023	2024
Total employees (persons)					
Consolidated	7,203	7,184	6,895	7,346	7,236
Non-consolidated	764	798	814	808	846
Ratio of women (%)					
All Employees	73	74	71	73	73
YOKOWO CO., LTD.	18	19	16	17	18
Average age	40.9	40.7	40.7	41	40.7
Average years of service	12.2	11.9	11.7	11.7	11.5
New graduate hires	22	28	22	40	32
Ratio of women (%)	9.1	14.3	18.2	25.0	37.5
Mid-career hires (persons)	30	60	57	21	39
Ratio of women (%)	16.7	16.7	21.1	38.1	33.3
Ratio of employees with disabilities (%)	1.6	1.5	1.5	1.1	0.86 ^{*2}
Re-employed older employees (persons)	30	34	38	49	57
Number of TISP hires/employees (persons)	61	71	72	75	87
Annual Employee turnover (persons)	34	20	26	42	23
Employee turnover rate (%)	2.0	3.6	3.5	5.5	3.0
Number of managers (persons)	205	217	242	252	262
Male	204	213	237	243	250
Female	1	4	5	9	12
Ratio of female managers (%)	0.5	1.8	1.2	3.6	4.6
Ratio of paid leave utilization (%)	63.6	65.2	71.5	67.6	72.3
Ratio of male/female employees taking childcare leave (%)					
Male	0.0	5.3	23.1	41.0	91.0
Female	100.0	100.0	100.0	100.0	100.0
Male-female wage gap (%)					
All Employees	59.1	62.4	57.7	55.4	53.4
Permanent employees	66.4	66.2	65.5	67.8	69.4
Part-time and fixed-term employees	47.5	56.4	47.9	41.6	37.3
General employee education (number of e-learning participants) (persons)	301	118	90	527	639
Position-specific training attendance (persons)	83	57	72	94	160
Work accident frequency (%)	0.59	2.20	1.02	0.00	0.00
Number of serious occupational accidents (cases)	0	0	0	0	0
Number of industrial accidents resulting in lost workdays (cases)	2	3	2	0	0

*2 2.8% employment rate at domestic Group companies including special subsidiaries.

Governance

(FY)	2020	2021	2022	2023	2024
Number of Directors (persons)	5	5	6	7	8
Outside Directors (persons)	2	2	2	3	4
Ratio of Outside Directors (%)	40.0	40.0	33.3	42.9	50.0
Female Directors	1	1	1	1	2
Ratio of female Directors (%)	20.0	20.0	16.7	14.3	25.0
Number of Audit & Supervisory Board Members (persons)	3	3	4	4	4
Outside Audit & Supervisory Board Members (persons)	2	2	3	3	3
Ratio of Outside Audit & Supervisory Board Members (%)	66.7	66.7	75.0	75.0	75.0
Board of Directors Meeting attendance rate (%)	100.0	98.9	98.0	100.0	97.3
Director attendance rate (%)	100.0	100.0	98.4	100.0	95.2
Outside Director attendance rate (%)	100.0	97.2	97.1	100.0	100
Audit & Supervisory Board attendance rate (%)	98.0	98.0	100.0	100.0	100
Director attendance rate (%)	100.0	100.0	100.0	100.0	100
Outside Director attendance rate (%)	97.1	97.1	100.0	100.0	100

Company Profile (As of March 31, 2025)

Company Name	YOKOWO CO., LTD.
Founded	September 1, 1922
Incorporated	June 14, 1951
Capital	¥7,819 million
Number of Employees	1,040 (Group total 8,942)
Head Office Location	JR Kanda Manseibashi Bldg. 14F, 1-25, Kandasuda-cho, Chiyoda-ku, Tokyo 101-0041, Japan

Stock Information (As of March 31, 2025)

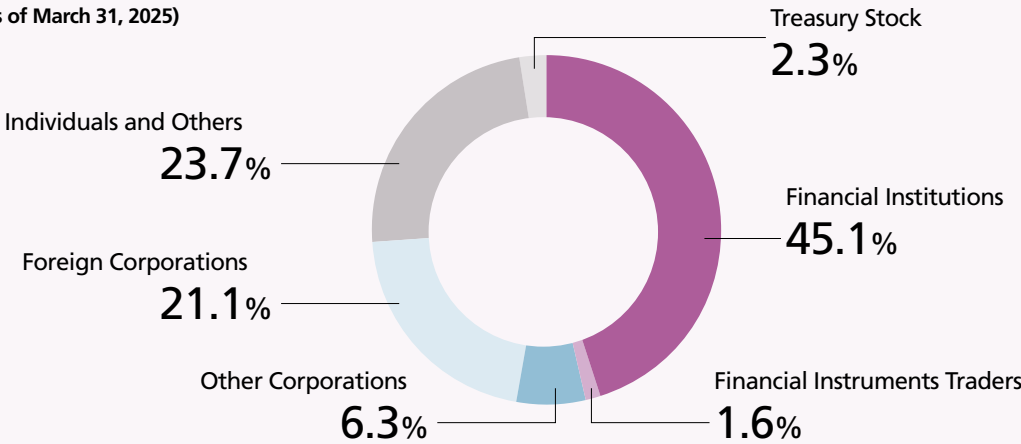
Listed Securities Exchange	Tokyo Stock Exchange Prime Market
Stock Exchange Code	6800
Number of Shares Issuable	40,000,000 shares
Number of Shares Issued	23,849,878 shares (including 539,193 treasury shares)
Number of Shareholders	6,312

Major Shareholders (As of March 31, 2025)

Shareholder	Number of shares held (in thousands)	Percentage of shares held
The Master Trust Bank of Japan, Ltd. (trust account)	4,483	19.2
Custody Bank of Japan, Ltd. (trust account)	1,847	7.9
The Gunma Bank, Ltd.	990	4.2
Yokowo Business Partners Shareholders' Association	819	3.5
Mitsubishi UFJ Trust and Banking Corporation	595	2.5
Company's Stock Investment	490	2.1
The Dai-ichi Life Insurance Company, Limited	450	1.9
MUFG Bank, Ltd.	446	1.9
Resona Bank, Limited	445	1.9
Mizuho Bank, Ltd.	420	1.8

* The Company holds 539 thousands of its treasury stocks, but not counted as a major shareholder.
* The number of shares is rounded to the nearest thousand.
* Percentage of shares held is calculated excluding treasury stocks and is rounded down to one decimal place.

Stock Distribution (As of March 31, 2025)



Editorial Policy

Covered Organization: YOKOWO CO., LTD.
5 Domestic Group Companies
19 Overseas Group Companies

Period: Fiscal Year 2024
(April 1, 2024 - March 31, 2025)
Some of these activities include those from before and after this period.

Published: September 30, 2025

Publishing Cycle: Annually

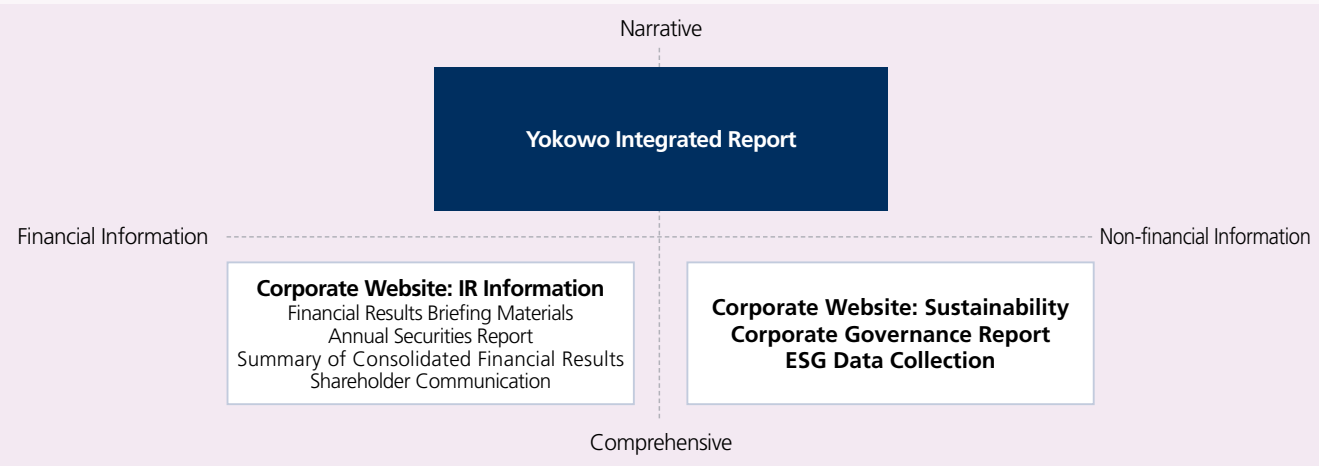
Reference Guidelines:
IFRS Foundation "International Integrated Reporting Framework"
Ministry of Economy, Trade and Industry Guidance for Collaborative Value Creation

Information Disclosure:
The Yokowo Group discloses information accurately, promptly and proactively in order to build long-term relationships of trust with its shareholders, investors and other stakeholders.

Forward-looking Statements:
Certain statements in this report such as "plan," "forecast" and "strategy" constitute forward-looking statements and are based upon reasonable judgements and assumptions given the information available at the time of publication. Please note that due to various factors, actual results may differ significantly from those anticipated in such statements.

Departments Responsible for the Report: Public Relations Department / Sustainability Promotion Department, SCI (Sustainability & Corporate Integrity) H.Q.
Tel: +81-3-3916-3111 (main number)
Inquiry Form: <https://www.yokowo.co.jp/english/inquiry/>

Information Disclosure System



Third-Party Evaluations and Initiative Participation

Selected for two consecutive years since 2024 as a constituent stock of the FTSE Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index.

Received a B rating in climate change from the CDP.

Received a silver rating, which is given to the top 15%, for two consecutive years from EcoVadis.

Announced participation in the UN Global Compact (GCNJ) in April 2024.