

Financial Results Briefing for the First Half of the Fiscal Year Ending March 31, 2023

November 18, 2022

yokowo

*** Information contained in these materials is based on various assumptions and does not guarantee the achievement of planned values and measures in the future.**

- Financial Results for the First Half of the Fiscal Year Ending March 31, 2023 and the Forecast for Fiscal Year Ending March 31, 2023

Koichi Fukagawa
Director,
Senior Managing Executive Officer

- Future Business Outlook

Takayuki Tokuma
Representative Director,
President and Executive Officer

Financial Results for the First Half of
the Fiscal Year Ending March 31, 2023 and
the Forecast for Fiscal Year Ending March 31, 2023

Koichi Fukagawa
Director, Senior Managing Executive Officer

Summary of Financial Results for the First Half of the Fiscal Year Ending March 31, 2023

(Unit: Million yen)

◆ Vehicle communication equipment

Net sales **22,162** (YoY +**17.6%**)
Operating income **▲1,475**
(**▲488** in the previous fiscal year)

【VCCS (Vehicle Communication Comfort & Safety) segment】

- Net sales increased by the weakening of the yen and recovery of the global automotive production in second quarter
- Loss by greater physical distribution costs attributable to higher labor costs at production bases in China and Vietnam associated with the strengthening of the local currencies despite the partially collection of cost increases

◆ Circuit testing connectors

Net sales **13,054** (YoY +**73.1%**)
Operating income **4,388** (YoY +**150.0%**)

【CTC (Circuit Testing Connector) segment】

- Net sales increase under the stable demand for semiconductor testing, despite there are a sign of a slowdown in semiconductor market
- Increased sales and higher profit associated with the weakening of yen

◆ Personal communication equipment

Net sales **4,989** (YoY +**8.8%**)
Operating income **593** (YoY **▲19.4%**)

【FC (Fine Connector) and MD (Medical Devices) segment】

- Sales in both the fine connector business and the medical device business increased
- A higher labor cost in China production base and low sales in FC segment due to a strong yuan and changes in the business structure.

◆ An exchange gain of ¥2,940 million attributable to the weakening of the yen, among other factors

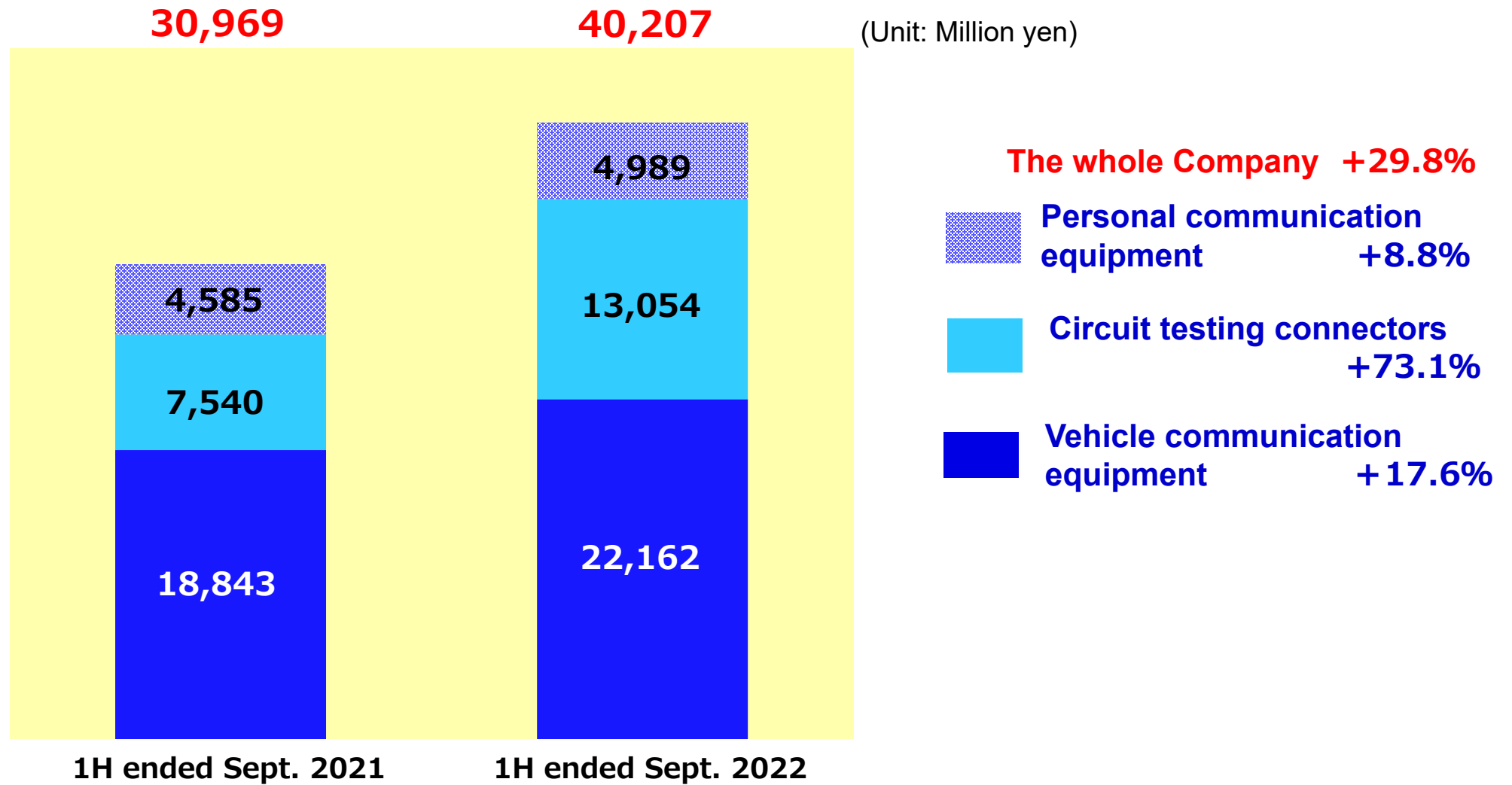
Ordinary income **6,538** (YoY +**196.9%**)
Profit attributable to owners of parent **4,179** (YoY +**173.7%**)

Summary of Financial Results for the First Half of the Fiscal Year Ending March 31, 2023

(Unit: Million yen)

	Previous First Half (Apr.-Sept. 2021) Results	First Half under review (Apr.-Sept. 2022) Forecast	First Half under review (Apr.-Sept. 2022) Results	YoY	Compared with previous Forecast
Net sales	30,969	37,900	40,207	29.8%	6.1%
Operating income	2,003	2,700	3,507	75.1%	29.9%
Ordinary income	2,202	3,700	6,538	196.9%	76.7%
Profit	1,526	2,450	4,179	173.7%	70.6%

Trends in Net Sales by Segment



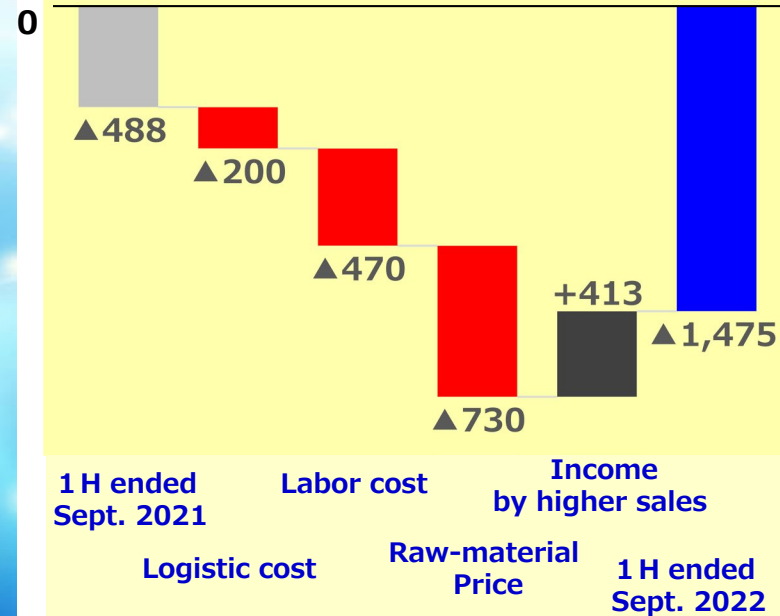
Analysis of gain and loss for operating income by segment (YoY)

(Unit: Million yen)

< Vehicle communication equipment >

<Factors for operating income>

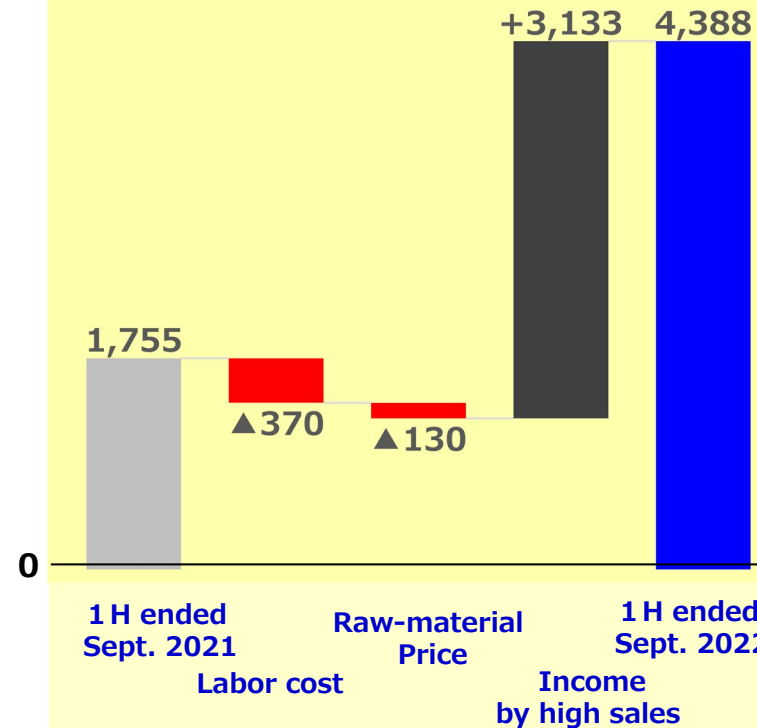
- Increase in logistic cost ▲200
- Increase in labor cost ▲470
- Rise materials' price ▲730
- Increase in income by higher sales (including 120 million yen in the collection of cost increase) +413



< Circuit testing connectors >

< Factors for operating income >

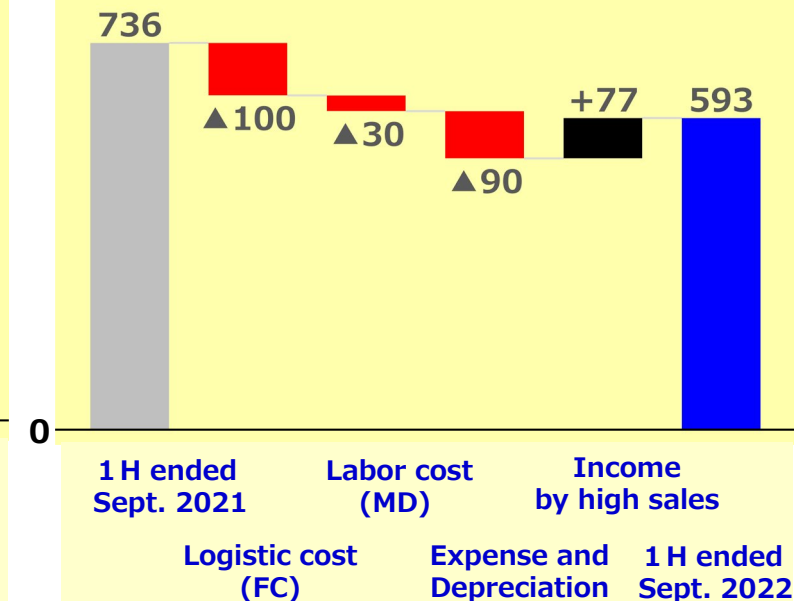
- Increase in labor cost ▲370
- Rise materials' price ▲130
- Increase in income by higher sales +3,133



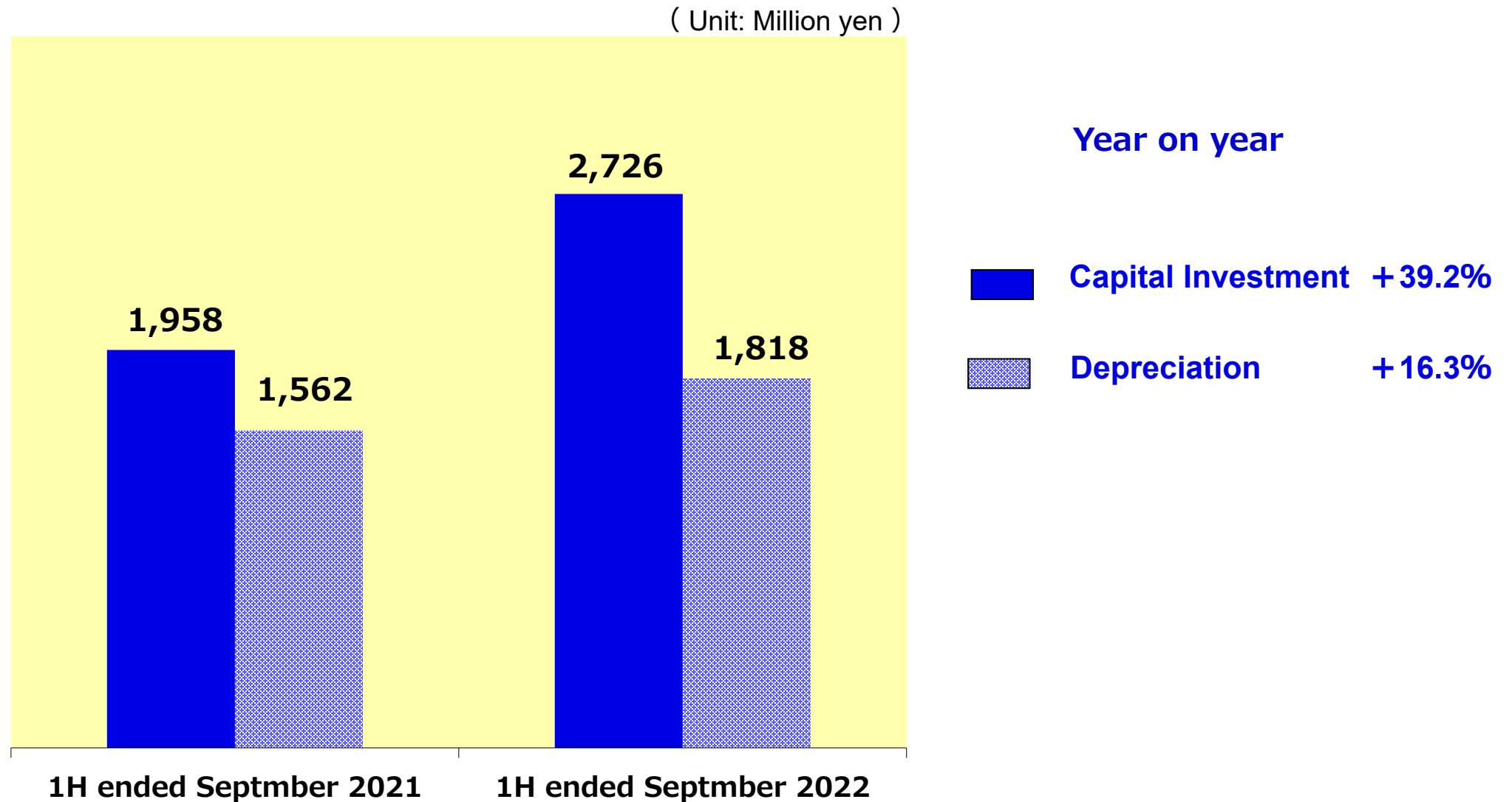
< Personal communication equipment >

< Factors for operating income >

- Increase in labor cost (FC) ▲100
- Increase in labor cost (MD) ▲30
- Increase in expense and depreciation ▲90
- Increase in income by higher sales +77



Capital Investment and Depreciation



Consolidated Balance Sheets

	End of March 2022	End of September 2022	YoY
Cash and deposits	13,816	17,177	3,300
Notes and accounts receivable - trade	13,057	13,946	888
Inventories	15,681	17,832	2,151
Other current assets	1,983	2,341	357
Property, plant and equipment	16,544	18,295	1,750
Intangible assets	1,162	1,253	91
Investments and other assets	4,623	5,685	1,062
Total assets	66,870	76,472	9,602
Notes and accounts payable - trade	7,991	9,223	1,232
Other current liabilities	12,193	14,782	2,589
Non-current liabilities	2,357	2,403	46
Total liabilities	22,541	26,409	3,867
Net assets	44,328	50,063	5,734
Total liabilities and net assets	66,870	76,472	9,602

(Unit: Million yen)

Income tax payable 705
Accounts payable for facilities 573
Accrued expenses
 (mainly Freight cost in America) 515
Short-term borrowings 471

Increase in retained earnings 3,676
Foreign currency translation adjustment
 1,911

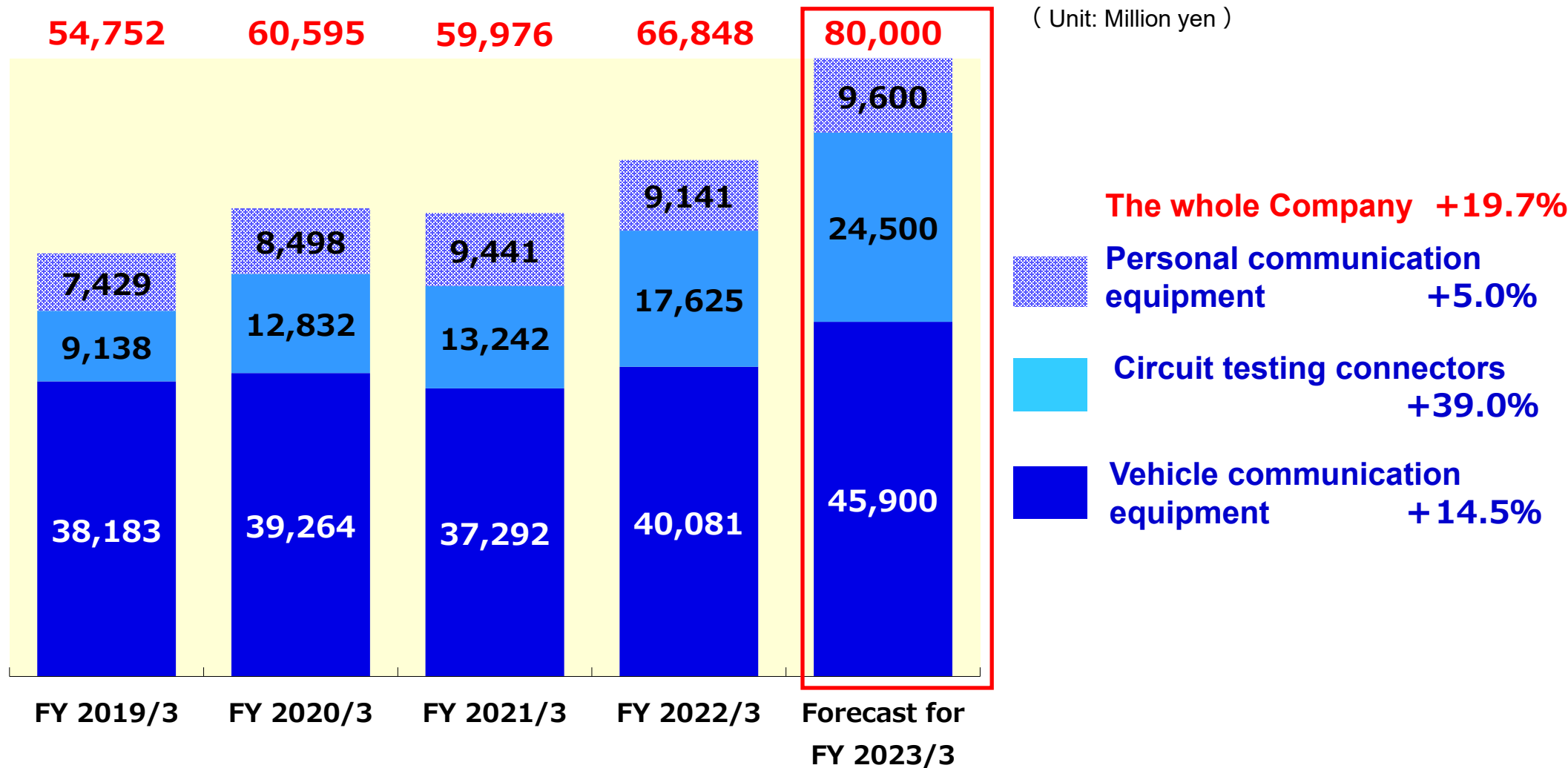
*Amounts are rounded off to the million yen.

Full-year Results Forecast

(Unit: Million yen)

	FY2022/3 Results	FY2023/3 Previous Forecast (Announced in August. 2022)	FY2023/3 Current Forecast	YoY	Compared with Previous Forecast
Net sales	66,848	76,000	80,000	19.7%	+5.3%
Operating income	4,684	7,000	7,400	58.0%	+5.7%
Ordinary income	6,529	8,000	9,600	47.0%	+20.0%
Profit	4,663	5,500	6,250	34.0%	+13.6%

Forecast for Sales by segment



Forecast for operating income by segment

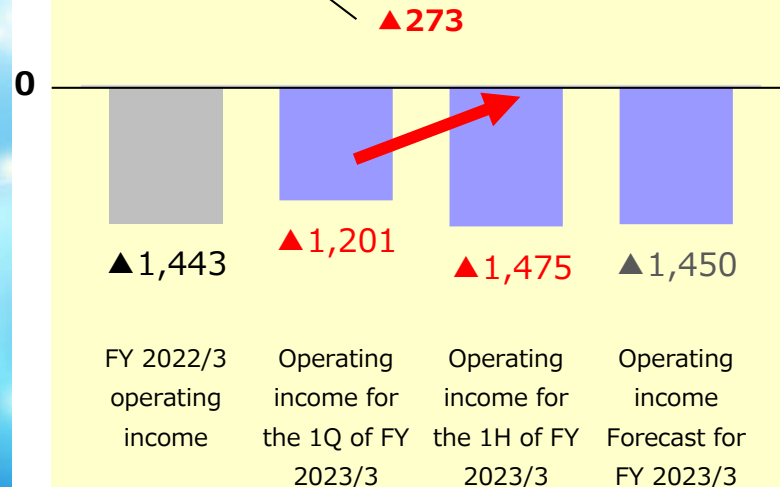
(Unit: Million yen)

< Vehicle communication equipment >

<Prerequisite>

- Sales are expected to increase due to easing the shortage of semiconductor and parts supply stagnation
 - Logistic cost is expected to decrease by the plateauing of ocean freight increases
 - Income improved, especially in the second half, due to the negotiations over the selling price review to meet the cost increase.
- Operating income expects to improved a zero-based.

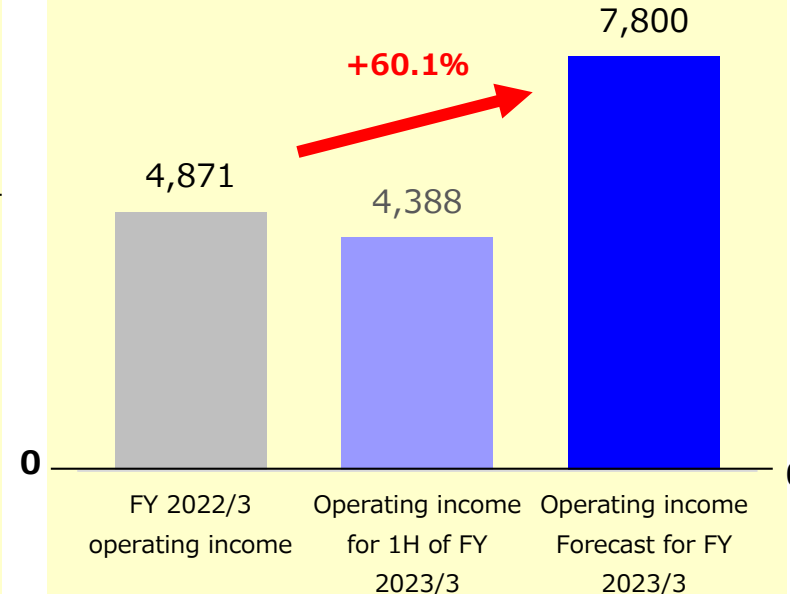
Operating loss in the second quarter improved significantly from the first quarter due to the collection of cost increases and a decrease in the deduction of unrealized profit



<Circuit testing connectors >

< Prerequisite >

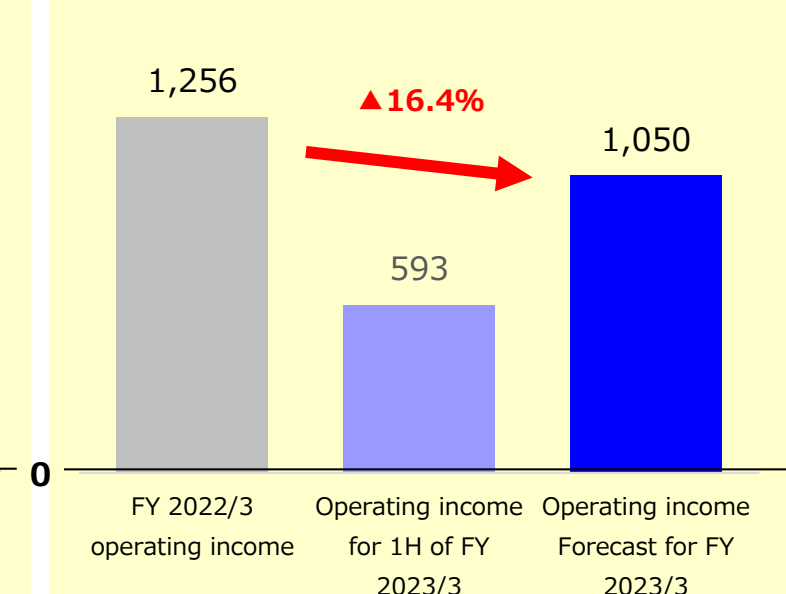
- Compared to the First half, sales are expected to decrease by low demand related to personal computer and smart-phone
 - Sales are expected to increase year-on-year due to higher profit
 - Raw-material cost remain high
- Operating income expect to increase



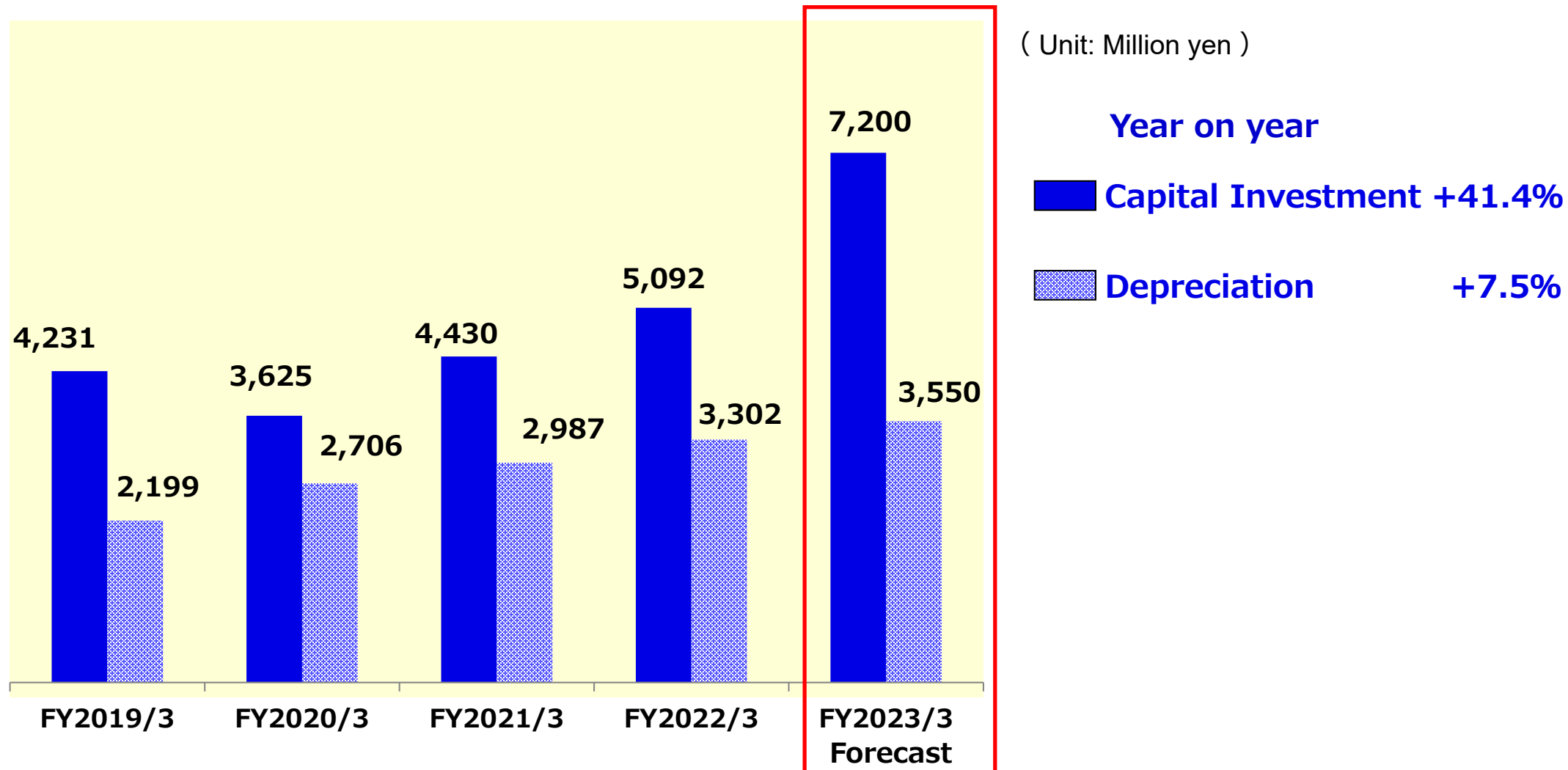
< Personal communication equipment >

< Prerequisite >

- FC :
- Low sales are expected to remains due to the shortage of semiconductor
- MD :
- Sales are expected to increase in the Second half
- Operating income expect to decrease



Forecast for Capital Investment and Depreciation



Dividends

(Unit: Yen per share)

	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3 * Figures in parentheses are forecast
Interim	12	14	16	18	25 <small>Including commemorative dividend 3 yen per share</small>
Year-end	14	16	20	22	(25) <small>Including commemorative dividend 3 yen per share</small>
Annual	26	30	36	40	(50)
Consolidated payout ratio	23.8%	17.7%	19.5%	19.8%	18.6%

An increase of ¥4 per share from the previous forecast

Future Business Outlook

< New Medium-Term Management Plan >

GO BEYOND
~Challenge the Next Stage~

Takayuki Tokuma
Representative Director, President and Executive Officer

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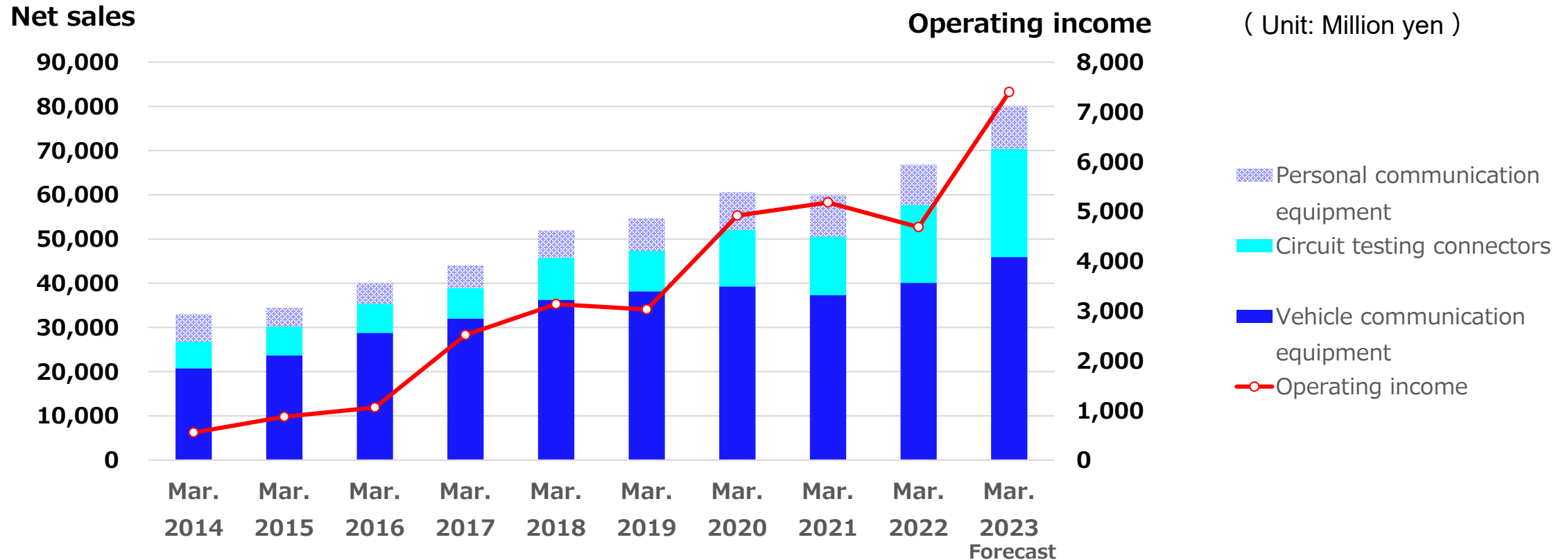
1. Current Business Position
2. Basic Management Policy and Growth Strategies
3. Business Strategies
4. Capital Investment Plan
5. Medium-Term Management Targets
6. New initiatives -To be 「a good company」-

1. Current Business Position

1. Current Business Position

① Trends in results

● Trends in consolidated net sales and operating income

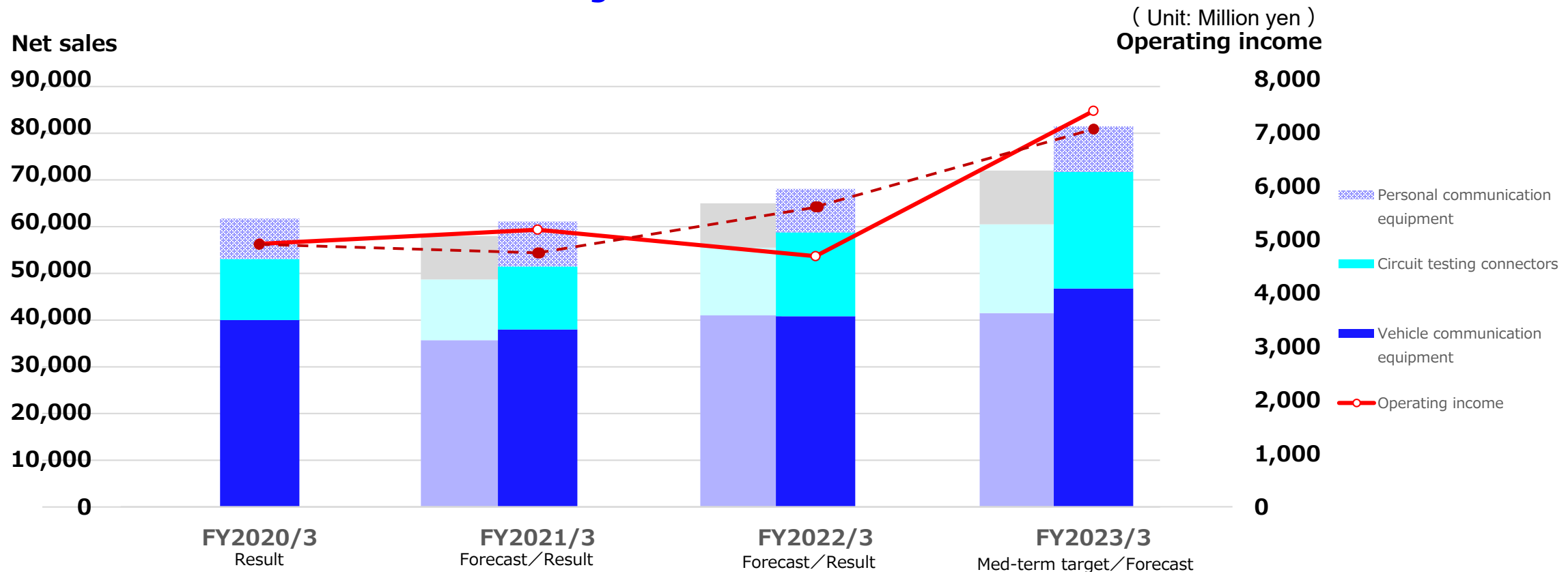


- FY 2020/3: Continued growth in both sales and profits.
- FY 2021/3: Operating income reached a record high despite a slight decrease in net sales due to the impact of COVID-19 pandemic.
- FY 2022/3: Net sales reached a record high, over 10%, despite a slight decrease in operating income

1. Current Business Position

● Trend in the financial results through New Med-Term Plan

② Compared with Med-term

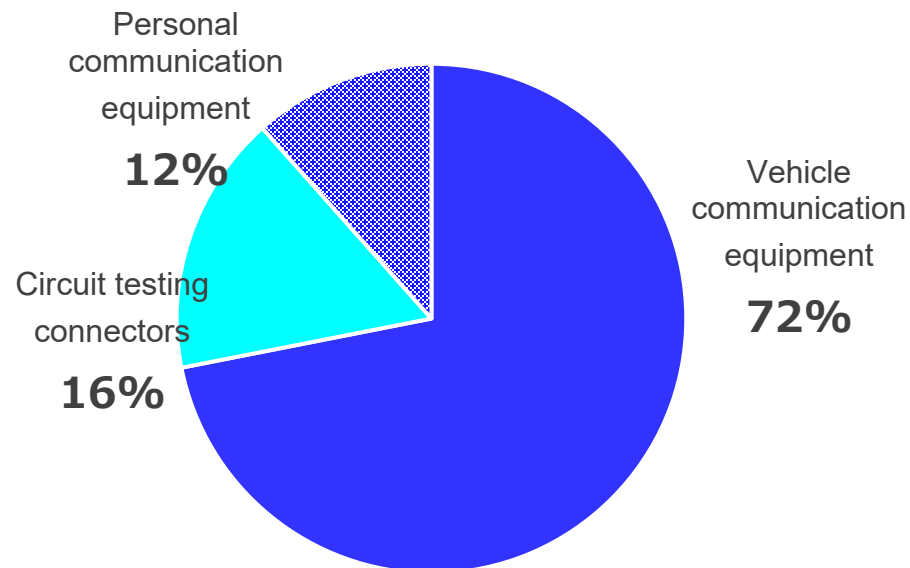


- Net sales are expected to exceed 10% of the new Med-term plan, due to expectation of high growth in Vehicle Communication Equipment and Circuit Testing Connectors segment by benefits from the weakening of the yen despite an struggle with Personal Communication Equipment segment.
- Although operating income is driven by the surge of Circuit Testing Connectors segment, operating income is expected to slightly exceed the new Med-term because Vehicle Communication Equipment segment is expected to break away from the deficit and Personal Communication Equipment segment is expected to remain struggling.

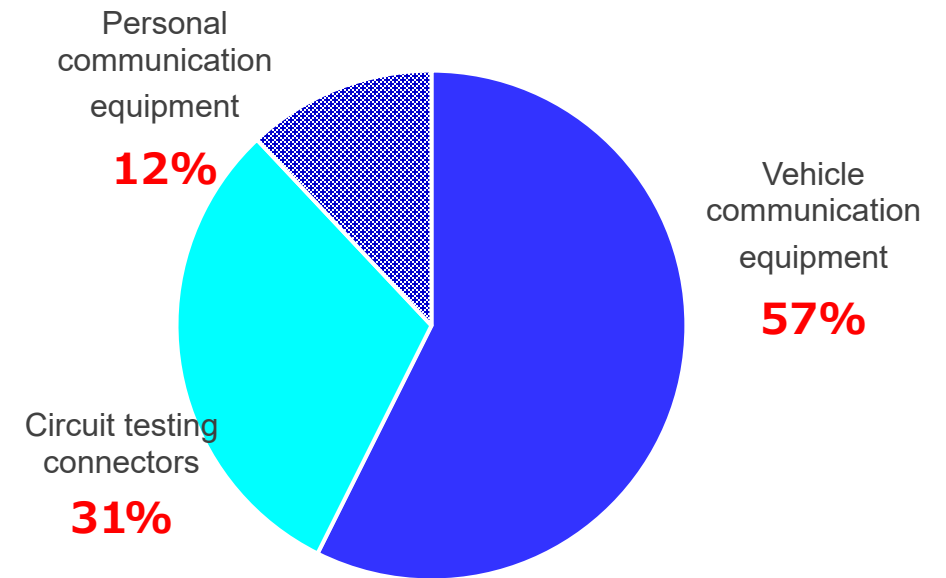
1. Current Business Position

③ Changes in the breakdown of sales

Breakdown of sales in fiscal year
ended March 31, 2016



Breakdown of sales in fiscal year
ending March 31, 2023

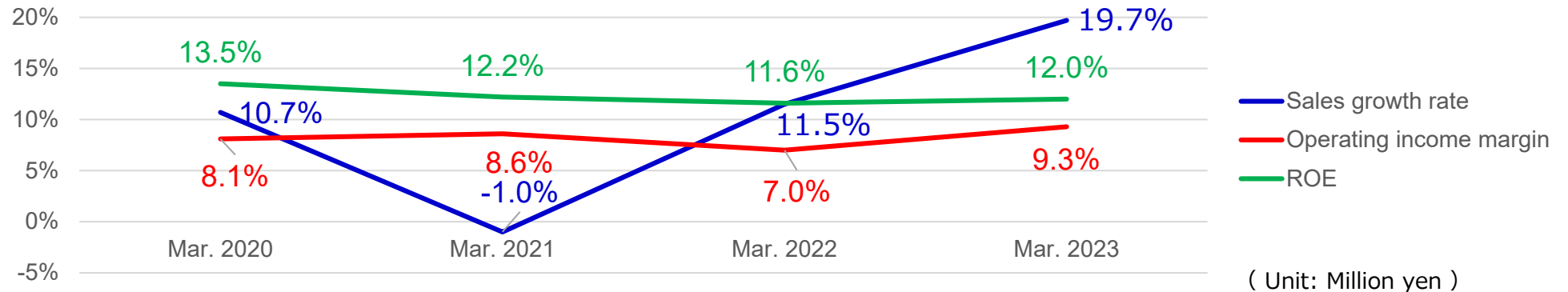


- The Company has been building a multi-layered business structure, especially Circuit Testing Connectors segment, and as a result **the sales breakdown is well balanced.**

1. Current Business Position

④ Trends in major management indicators

Indicator of Exceeding 8



Fiscal year	Mar. 2020	Mar. 2021	Mar. 2022	Mar. 2023 Forecast
Net sales	60,595	59,976	66,848	80,000
Operating income	4,916	5,179	4,684	7,400
Profit	3,440	3,818	4,663	6,250
Total assets	26,532	36,152	44,328	52,134

- FY 2020/3: All major indicators exceeded 8%.
- FY 2021/3: Operating income margin and ROE secured at least 8% despite sales growth rates went negative.
- FY 2022/3: Net sales back to a recovery trend but operating income margin is decreased.
- FY 2023/3: Aiming to achievement of Minimum 8, Vehicle communication equipment and Circuit testing connectors are under reconstruction.

1. Current Business Position

⑤ The Company's features and strengths

■ Coordination with prominent customers

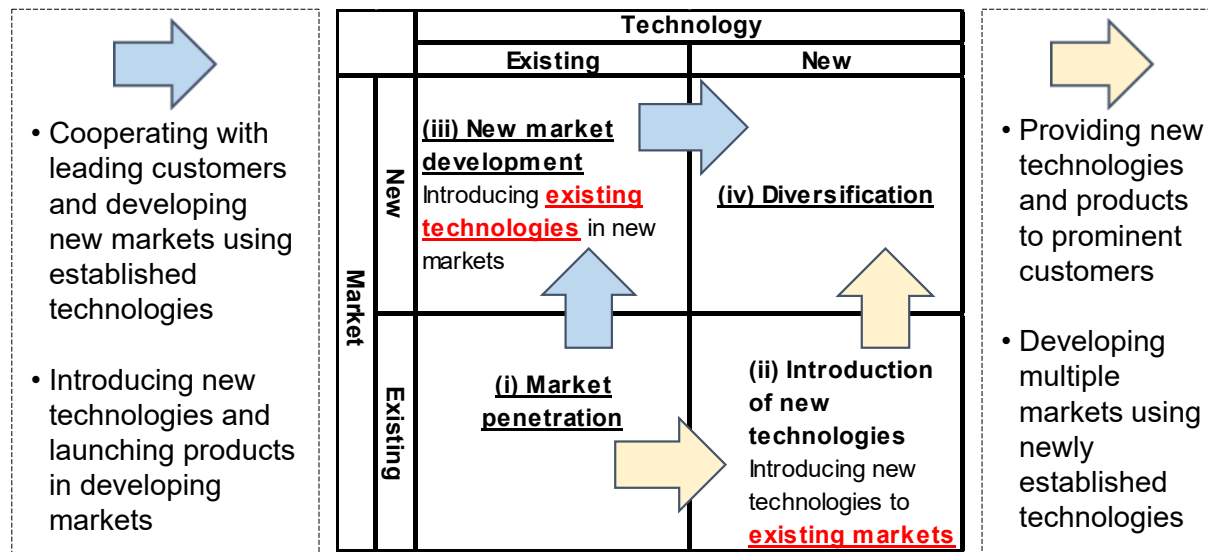
- The Company coordinates with prominent customers, who take the lead in the evolution of each business. The Company has been meeting the stringent process requirements (cost, L/T, and quality) and technical requirements (new designs, new technologies, etc.) of leading customers and following trends in the B2B business ahead of competitors.

■ Tradition of continuing to introduce new technologies and finding new markets

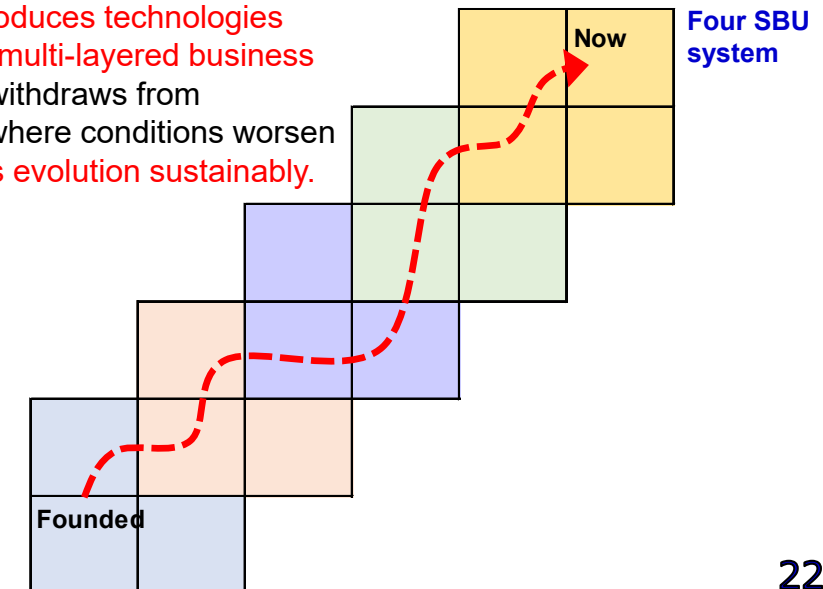
- Since the foundation in 1922, the Company has been introducing new technologies and striving to find new markets and customers. It has strategically withdrawn from markets where conditions (profitability and growth) worsened and has always generated and developed business.

Taking advantage of these strengths, the Company will build a multi-layered business structure and will evolve its business sustainably.

Cycle of business creation and development



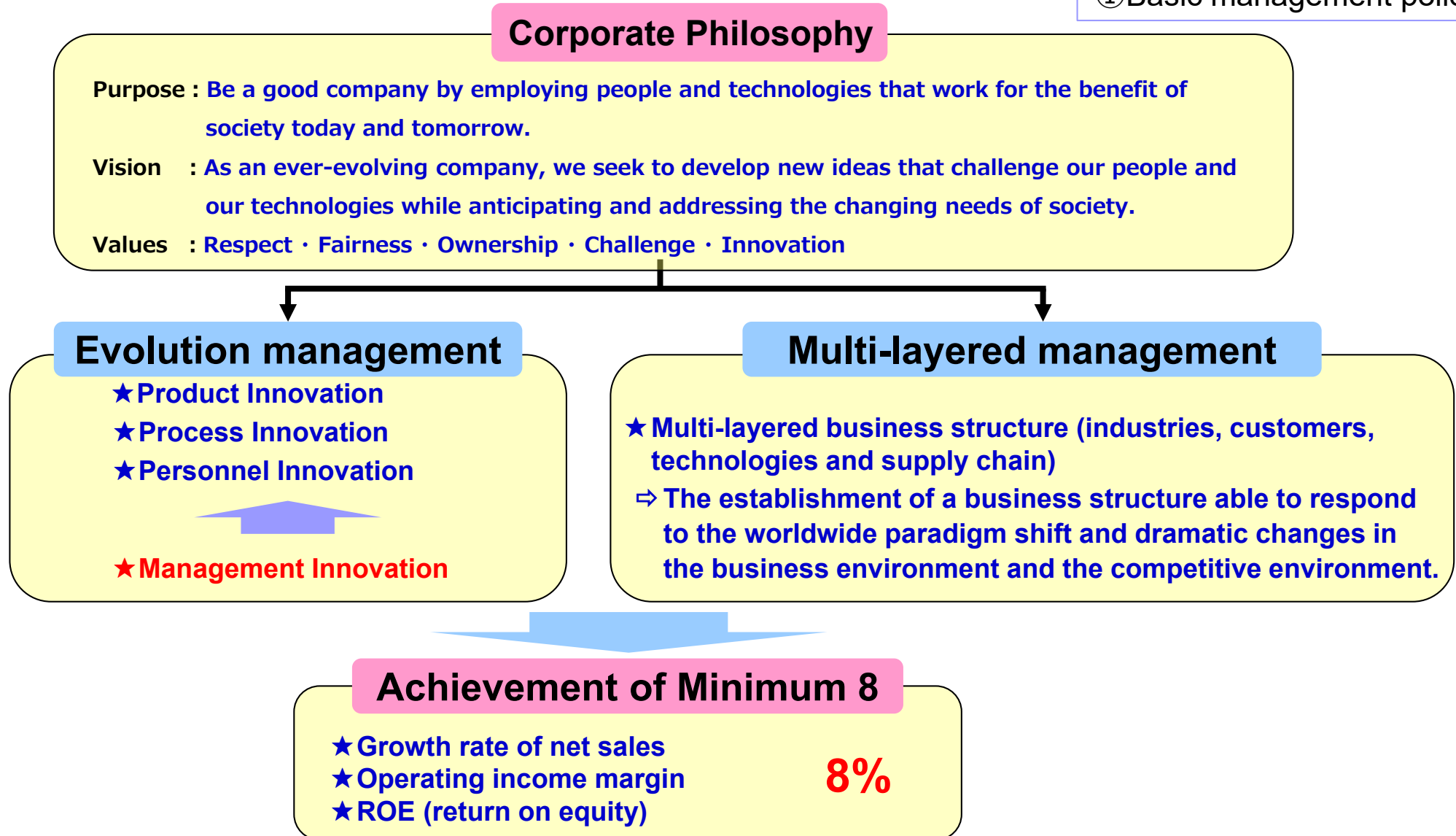
The Company develops new markets, introduces technologies and builds a multi-layered business structure. It withdraws from businesses where conditions worsen and achieves evolution sustainably.



2. Basic Management Policy and Growth Strategies

2. Basic Management Policy and Growth Strategies

① Basic management policy



2. Basic Management Policy and Growth Strategies

② Issues in business structure and progress in initiatives

■ Achieving growth and strengthening the earnings base in major markets (automobile, semiconductor inspection, mobile devices and B2B terminals)

● Restructuring the earnings structure in the VCCS business

- ⇒ Struggling with income due to high logistics cost from persistently high ocean freight, upsurges in raw material costs, cost increases associated with rising raw materials prices and a weaker yen, and unpredictable and uncertain customer plan caused by the shortage of semiconductor
- ⇒ In short-term, profitability is improving as a result of the settlement of almost all negotiations for cost increases and efforts are being made to facilitate a major reform of fixed expenses with a view to securing reliable profitability
- ⇒ In mid- to long-term, expanding the Company's antenna technology for a smart society into the system field at the level of quality, delivery time and cost competitiveness in the automobile industry and entering highly profitable markets other than the automotive products market.

● Searching and pursuing themes for evolution in the three main businesses (VCCS, CTC, and FC)

- ⇒ Pursuing multiple promising themes in the advanced applications field

■ Expanding the MD business (medical field), which the Company aims to make a fourth core business

● Evolving into a development-oriented OEM supplier with an integrated manufacturing system covering parts processing to ASSY to coating

- ⇒ Demand for medical device returns to be recovery because the load of medical front are mitigated due to the global adoption to life-style coexisting with COVID-19.
- ⇒ The Company is preparing to launch unique products in cooperation with a medical equipment venture ecosystem (hospitals, universities and venture companies). An innovative new products, that gain popularity in academic societies and markets, contribute to sales growth.

2. Basic Management Policy and Growth Strategies

② Issues in business structure and progress in initiatives

- **Evolving business domains and business mixes, which will increase stability in growth and earnings in the entire Company**
 - **Encouraging initiatives in borderless and crossover fields**
 - **Encouraging initiatives for expanding the domains of the three main businesses**
 - ⇒ The semiconductor front-end testing turnkey, sockets for high-frequency testing(5G), and YPX business is growing rapidly and entering the full-scale expansion stage
 - ⇒ Expanding the incorporation of connectors in the IoT product area, and increasing the lineup of connecting parts for high-capacity communication (5G and AI) transmissions
 - ⇒ Expanding systematization of vehicle antennas that applicable to cutting-edge applications, such as ADAS, automatic driving, connected and MaaS / Developing products for 5G
- **Executing growth strategies, reorganizing the Company-wide supply chain to increase profitability**
 - **Changing the supply chain in the VCCS business to increase cost competitiveness**
 - ⇒ The production ratio of China base and Vietnam is almost 4 : 6 by progress in transferring production capacity
 - ⇒ Reorganizing the Chinese base its production structure to focus on products for the Chinese market and strengthening its marketing and innovation functions
 - ⇒ The Philippine base starts operation from April 2022 and is shifting production from Vietnam base.
 - **Strengthening production system (capacity / process innovation) for meeting increased orders in the CTC business**
 - ⇒ In addition to existing bases in Japan and Malaysia, launching two new production bases with full production capacity from the start (Domestic branch base: In October; Vietnam base: In January)
 - ⇒ Thoroughly promoting drastic reform of productivity and change of processes in response to the difficulty in securing human resources (Automating production line → RPF : Robotic Process Factory)
 - **Building a Company-wide optimal production system through the effective selection of all in-house strategies in consideration of business characteristics**
 - ⇒ Promoting production ecosystems through alliances with other companies

2. Basic Management Policy and Growth Strategies

③ Basic policy for Company-wide growth strategies

- Strengthening the growth and earnings base in the main markets (automobile, semiconductor inspection, mobile devices and B2B terminals)
- Expanding the MD business (medical field), which the Company aims to make a fourth core business
- Evolving business domains and business mixes, which will increase stability in growth and earnings in the entire Company by pursuing themes for business evolution



★ Encouraging initiatives to build a multi-layered customer mix

- Focusing on customers that are expected to grow
- Developing new, promising customers by supporting initiatives to expand domains

★ Endorsing product innovations that change customers' business models, the industry and market structures

- Participating innovative application projects
 - ⇒ ADAS, automatic driving, connected, MaaS, IoT, AI, 5G (high-speed, high-capacity transmission), and advanced medicine
- Developing strategic products that can change the industry structure

2. Basic Management Policy and Growth Strategies

④ Capital efficiency

Implementation of a deep review of business portfolio management
~Improvement of capital efficiency through the monitoring and utilization of **ROIC and WACC by business**~

Although new record high results have been achieved on a companywide basis, the following challenges have not been addressed in business

- Profitability in VCCS business has been at low levels for a long time.
 - The operating loss has been large for the past two years partly due to the impact of the COVID-19 pandemic (restrictions on factory operations, fluctuations in orders received, stagnation of logistics, increase in raw material prices and logistics cost, etc.).
 - Liquidity on hand has not increased as expected because capital has not been generated due to ballooning inventories.
- ⇒ The transition from a sales-oriented approach to a **capital efficiency-oriented approach**
(monitoring and utilization of ROIC and WACC by business)
- ⇒ Further improvement and stabilization of profitability to accomplish Minimum 8 and move further ahead.

3. Business Strategies

3. Business Strategies

① Vehicle communication equipment

Basic growth strategy

Changing the cost structure, creating core product businesses in new application areas and system product areas, including CASE and MaaS, and expanding business in the global market (new growth market).

Subject for reconstructing a high-profitable business

- Promotion of fixed and variable cost structure reform
- Reviewing and improving business operation systems/business processes, increasing efficiency and eliminating loss costs
- Selecting investment projects to improve capital efficiency

Evolving products for new application areas

- Commercializing antenna units for connected cars
- Expanding business domain and strengthening strategic coordination, using antenna technology

Multi-layered development and production

- Enhancing the development function at the base in China and shifting production to a production base in Philippines
- Expanding the transfer of production capacity to the Vietnam baes from the China baes
- Enhancing market and innovation functions in China base

Changing fixed cost structure

- Strengthening planning capability of reducing cost from product design
- Increasing efficiency by reorganizing the supply chain
- Expanding labor saving / automated production lines
- Minimizing China base

Reconstructing VCCS business by changing the business and earnings structures

3. Business Strategies

②Circuit testing connectors equipment

Basic growth strategy

Evolve into a business that provides solutions to testing from the front-end to the back-end in semiconductor processing

As the only semiconductor testing jig manufacturer with antenna technology in the world, the Company will provide world-class products and solutions.

- Deepening and evolving the world-class micro precision processing technology and microwave technology,
- Introducing (possibly through M&A) and establish MEMS and a new molding technology underpinned by chemical technology,
- Encouraging the production process change and the use of digital transformation in response to the need for semiconductor (especially for communications and servers) testing, which is increasing, reflecting the emergence of AI, the IoT and 5G, and
- Promoting saving labor production base for BCP(Business Continuity Planning) with utilization of DX and RPF(Robotic Process Factory).

Evolution of the business model

- Expanding and evolving turnkey businesses (from integrated production of testing jigs to provision of solutions)
- Strengthening the field application engineer (FAE) function
- Expansion of business domains by actively promoting alliances with external companies in all areas of development, manufacturing and sales

Strengthening production capacity and enhancing BCP structure for business expansion

- Expanding the application of new 5S production lines
- Increasing extra-fine probe production capacity significantly
- Expanding the production capacity and strengthening BCP structure by multi-layered supply -chain, such as establishing a production base in the Philippines and Japan.

Evolution of technologies and products

- Significantly enhancing multi-pin, coaxial sockets for high-speed testing for data centers
- Strengthen the lineup of products for high frequencies
- Developing high-temperature, high-current probes for vehicle IC testing
- Expanding sales of YPX (probe cards for the measurement of high-frequency devices) in earnest
- Developing new products utilizing MEMS technology and new materials for new device terminals.

3. Business Strategies

③ Personal communication equipment: FC

Basic growth strategy

Product differentiation through the continued creation of new products, markets and processing technologies, and resulting multi-layered products, markets and technologies, and high-speed transmission using unique technologies

Responding to the need for market differentiation and standard products in multiple markets, the Company will respond to the needs by providing sophisticated UX, user experience.

- Enhancing product development and accelerate production speed by changing the supply chain and expanding standard products,
- Expanding unique, high-speed transmission connectors, and
- Undertaking DX initiatives while changing business processes

Evolution of the business model

- Expanding sales of standard products using Internet tools and tapping into new demand (increasing use of the web and establishing e-commerce and market-automation)
- Changing delivery time at the estimation, prototyping and first delivery stages, and making situations visible to customers

Increase in production capacity and sophistication

- Changing the supply chain based on local production for local consumption
- Automating processing and assembling in smart production lines
- Transforming the plating process in Japan and Malaysia

Evolution of technologies and products

- Undertaking initiatives for high reliability, advanced plating, high ratings, low-cost waterproofing and adding product functions
- Mass producing optical connectors using the technology for the world's smallest photoelectric conversion device

3. Business Strategies

④ Personal communication equipment: MD

Basic growth strategy

Expanding business and contributing to the development of society by evolving into a development-oriented OEM in the advanced medical field and building a venture ecosystem

To establish a fourth core business, Yokowo will expand business and contribute to society.

- Proposing products, taking advantage of its competitive advantage in technology,
- Establishing a new technological advantage based on basic research, and
- Building a venture ecosystem based on the above for treating difficult-to-cure diseases by innovating medical technology, following the trend toward less invasive solutions for improving the QOL.

Evolution of the business model

- Evolving into a development-oriented OEM
 - ⇒ Integrated business system for product design, ASSY and coating
- +
Building a venture ecosystem
- Innovating new product.

Increase in production capacity and sophistication

- Using new 5S production lines
- Transferring production to bases overseas to increase assembly capabilities and price competitiveness
- Building flexible trial production lines to support a venture ecosystem
- Enchaining the product control system

Evolution of technologies and products (high added value)

- Proposing high added-value products, leveraging Smartweld®, micro precision processing technology and microwave technology
 - ⇒ Devices with sensors
 - Devices for the brain
- Starting a high value-added stent business (femtosecond laser and electro-polishing)

4. Capital Investment Plan

4. Capital Investment Plan

New investments for growth and strengthening infrastructure

Plans to invest a total of 18 billion yen in capital investment for the three fiscal years beginning in the fiscal year ending March 2023

	Domain	Theme	Investment	VCCS	CTC	FC	MD	Others
R & D investment - Product development investment	VCCS	Reinforcement development and evaluation facilities of 5G and in-vehicle antenna themes	5,800	600	1,900	1,000	500	1,800
	CTC	Introduction of evaluation equipment for full-scale turnkey business						
		New and expanded production lines for MEMS probe cards						
	FC	Promoting Robotic Process Factory						
		Installing production line for high-functional plating						
MD	Realization of new therapeutic methods and device development through a venture ecosystem							
	Constructing Micro Process R & D Center							
Increased production investment	VCCS	Shift production from the China plant to the Vietnam plant and strengthen production technology	8,300	2,500	3,800	1,000	1,000	0
		Launch of Philippine plant to strengthen cost competitiveness and BCM (started operation in April 2022)						
	CTC	Increase probe production capacity (monthly production from 12 million to 15 million units)						
		Increase production capacity for ultra-fine probes (from 400,000 to 1,200,000 units per month)						
MD	Expansion of Clean Rooms and Coating Facilities to Expand the Assy Business							
	Expansion of femtosecond laser processing machines, etc.							
Rationalization investment	VCCS	Building a Smart Factory in the Philippines to make manufacturing processes More Visible	3,700	1,500	800	1,300	100	0
	CTC	Full-scale introduction of new 5S automatic assembly line (Efficient assembly lines+ Automatic inspection system using AI)						
		Introduction of an automatic inspection system using AI						
	FC	Installing plating production line for small batches to response to various customer's needs						
Installing infrastructure in facility	All Group	Providing communication terminals to employees in the group, including employees on production line	500	0	0	0	0	500
		Installing JOB-type personnel system						
		Using electric vehicles as company vehicles / Installing charging equipment for EV and solar photovoltaics						
		Installing JOB-type personnel system						
All			18,300	4,600	6,500	3,300	1,600	2,300

- In addition
- ① Plans to invest capital investment (Max 6 billion yen) for developing alliance themes by segment
 - ② Plans to invest a total of 10 billion yen in capital investment for the three fiscal years

5. Medium-Term Management Targets

5. Medium-Term Management Targets

① Med-term target

(Unit: Million yen)

		FY 2020/3	FY 2021/3	FY 2022/3	FY 2023/3 Forecast	FY 2025/3 Target
Net sales		60,595	59,976	66,848	80,000	88,000
	Vehicle communication equipment	39,264	37,292	40,081	45,900	47,000
	Circuit testing connectors equipment	12,832	13,242	17,692	24,500	30,000
	Personal communication equipment	8,498	9,441	9,141	9,600	11,000
Operating income		4,916	5,179	4,684	7,400	10,600
Ordinary income		4,583	5,320	6,572	9,600	10,000
Profit		3,440	3,818	4,663	6,250	7,200
Minimum 8	Growth rate of net sales	10.7%	-1.0%	11.5%	19.7%	5.0%
	Operating income margin	8.1%	8.6%	7.0%	9.3%	12.0%
	ROE	13.5%	12.2%	11.6%	12%level	10%over
Reference: ROIC		10.1%	8.7%	6.6%	10.0%	12.0%
Average dollar/yen exchange rate for the period		108.70	106.10	112.50	140.00	140.00

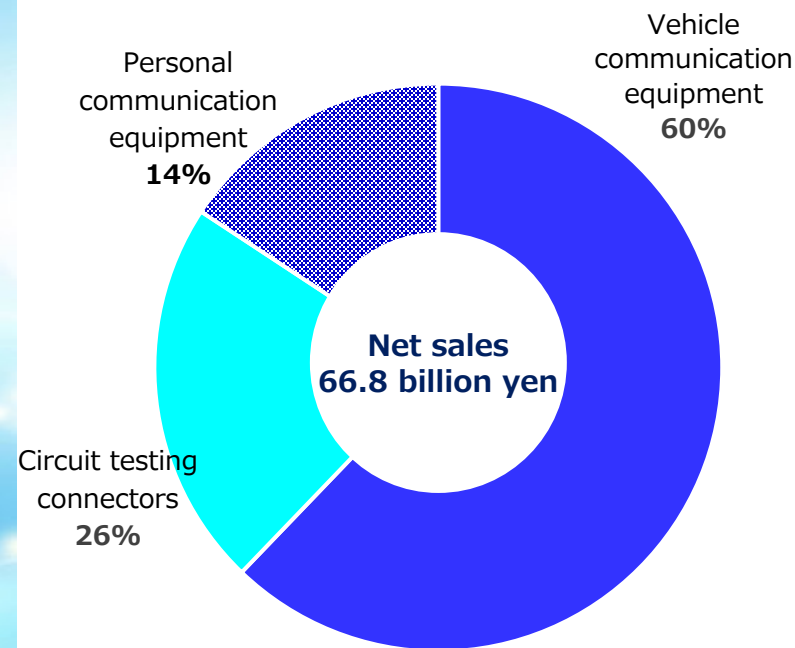
Prerequisites for achieving FY2023, March / FY2025, March Target :

- ① Ensuring stable production activities by progressing in Southeast and East Asia to a policy of coexisting with COVID-19 ((eliminating extreme operational restrictions))
- ② Normalizing of procurement of materials including semiconductors and resins and materials cost
- ③ Easing of an increase in logistics cost

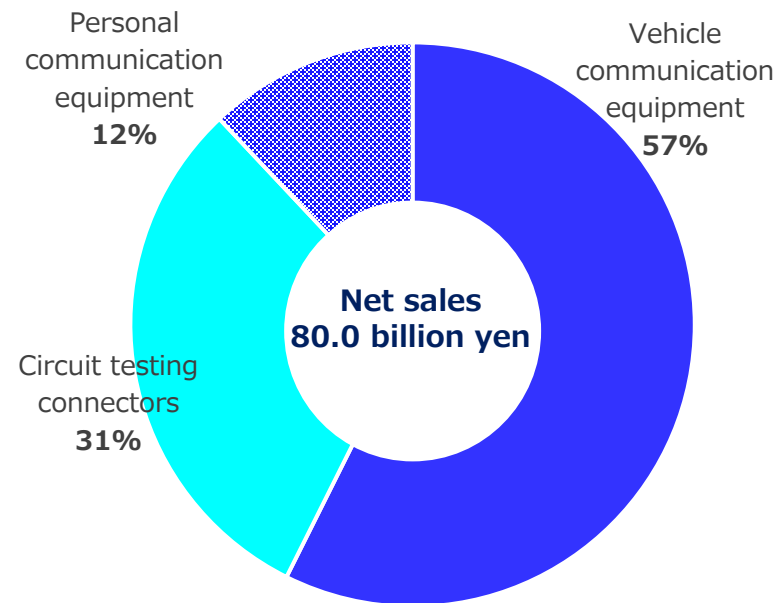
5. Medium-Term Management Targets

② Expected the breakdown of sales by segment

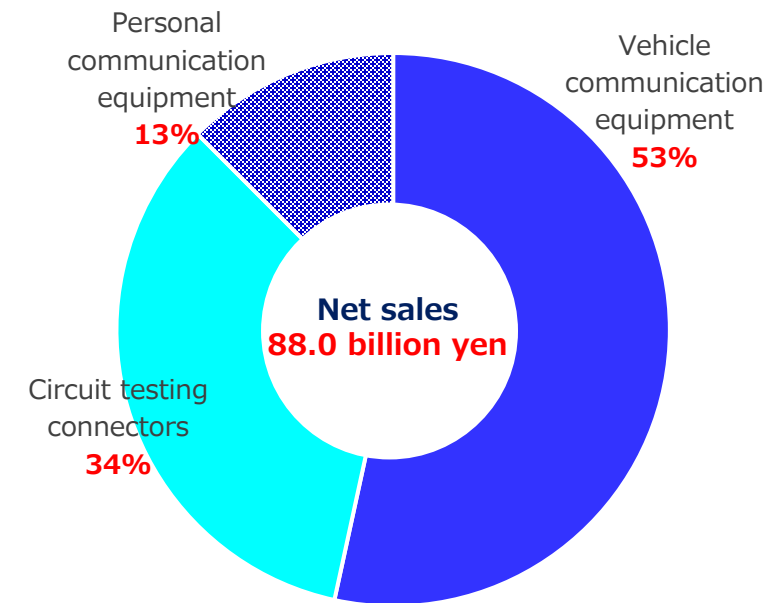
Breakdown of sales in fiscal year ended March 31, 2022



Expected breakdown of sales in fiscal year ending March 31, 2023



Expected breakdown of sales in fiscal year ending March 31, 2025



- Aiming to the balanced sales breakdown

4. New initiative

-To be 「a good company」-

6. New initiatives -To be 「a good company」-

Renew Corporate Philosophy

Purpose

Be a good company by employing people and technologies that work for the benefit of society today and tomorrow.

Vision

As an ever-evolving company, we seek to develop new ideas that challenge our people and our technologies while anticipating and addressing the changing needs of society.

6. New initiatives -To be 「a good company」-

Renew Corporate Philosophy

Values

Respect

Respect human diversity, keep an open mind and treat others with sincerity.

Fairness

Act with fairness and transparency.

Ownership

Take the initiative and be personally responsible for all your actions.

Challenge

Be fearless, try new things and make the most of any situation.

Innovation

Be flexible and consistently apply your skill to encourage innovative change

6. New initiatives -To be 「a good company」-

I think that a better company is...

- A company about which customers say, “It was good that we have conducted business with Yokowo. We will expand our business relationship with Yokowo.”
- A company about which contractors say, “It was good that we performed business operations for Yokowo. We will work harder to contribute more,” and about which people in the local community say, “It is good that we have Yokowo in our town. We are happy to have our children work there.”
- and most importantly, a company where the employees of the Yokowo Group think, “I am very satisfied with to be working for this company. I will work harder to make it an even better company.”

6. New initiative -To be 「a good company」-

Concept

To achieve advanced business activities and social contribution as three priority issues, environment, local communities, and Diversity and inclusion

Environment

- ◆ Countermeasure to the Climate Change
 <Target for FY2030> Reducing greenhouse gas emissions from our bases (Scope 1 & 2) by 35% by FY2014
- ◆ Protecting the global environment by promoting energy saving, resource conservation, and recycling
- ◆ Preserving the global environment eliminating by use of hazardous chemical substances.

Local Communities

- ◆ Fulfilling social responsivity of supply chain
 - Coexistence with customer through continuous and stable growth
- ◆ Contributing to community development with communication local communities
 - Using electric vehicles as company vehicles and installing charging equipment on the premises to contribute to the regional power supply when disasters occur
 - Engaging communication with local communities
 - Supporting for local community activities and events

Diversity and inclusion

- ◆ Promotion and development of workforce diversity and inclusion
 - Hiring 100 international specialists and promoting the planning of TISP (Tomioka International Specialist Park), which will contribute to galvanizing business activities that reflect diversity and communication with local communities
 - Establishing the special subsidiary company for participating and promoting to hire person with disability
- ◆ Installing JOB-type personnel system
- ◆ Work-style reform by spreading the teleworking system