

## Consolidated balance sheets

(million yen)			(million yen)		
	FY2021 88th business period	FY2022 89th business period		FY2021 88th business period	FY2022 89th business period
<b>Assets</b>			<b>Liabilities and net assets</b>		
Total current assets	20,819	22,510	Current liabilities	6,905	7,519
Non-current assets			Non-current liabilities	431	498
Property, plant and equipment	5,259	5,499	Total liabilities	7,336	8,017
Intangible assets	143	123	Shareholders' equity	18,795	19,965
Investments and other assets	924	949	Accumulated other comprehensive income	1,014	1,100
Total non-current assets	6,326	6,572	Total net assets	19,810	21,065
<b>Total assets</b>	27,146	29,083	<b>Total liabilities and net assets</b>	27,146	29,083

## Consolidated statements of income

(million yen)			(million yen)		
	FY2021 88th business period	FY2022 89th business period		FY2021 88th business period	FY2022 89th business period
Net sales	22,675	28,088	Profit	1,147	1,241
Cost of sales	17,227	21,600	Other comprehensive income	557	85
Gross profit	5,447	6,488	Comprehensive income	1,704	1,327
Selling, general and administrative expenses	4,131	4,858	(Comprehensive income attributable to)		
Operating profit	1,316	1,629	Comprehensive income attributable to owners of parent	1,704	1,327
Ordinary profit	1,313	1,651			
Profit before income taxes	1,320	1,651			
Total income taxes	173	409			
Profit	1,147	1,241			
Profit attributable to owners of parent	1,147	1,241			

## Consolidated statements of comprehensive income

(million yen)		
	FY2021 88th business period	FY2022 89th business period
Profit	1,147	1,241
Other comprehensive income	557	85
Comprehensive income	1,704	1,327
(Comprehensive income attributable to)		
Comprehensive income attributable to owners of parent	1,704	1,327

## Consolidated statements of cash flows

(million yen)		
	FY2021 88th business period	FY2022 89th business period
Net cash provided by (used in) operating activities	940	△ 198
Net cash provided by (used in) investing activities	△ 317	△ 799
Net cash provided by (used in) financing activities	△ 1,666	△ 189
Effect of exchange rate changes on cash and cash equivalents	198	120
Net increase (decrease) in cash and cash equivalents	△ 844	△ 1,066
Cash and cash equivalents at beginning of period	5,870	5,026
Cash and cash equivalents at end of period	5,026	3,959

## Non-financial data

## Environmental data

	Scope			FY20218 85th business period	FY20219 86th business period	FY2020 87th business period	FY2021 88th business period	FY2022 89th business period
	Sansha Electric Manufacturing Co., Ltd.	Domestic group companies	Overseas group companies					
<b>Energy consumption</b>								
Power consumption (MWh)	●	●	●	17,915	16,768	16,689	17,628	18,319
Utility gas consumption (m <sup>3</sup> )	●	●	●	207,332	184,658	178,412	216,795	205,361
Heavy oil consumption (liters)	● (Okayama Plant)			83,558	80,051	75,028	71,210	9,676
Water consumption (thousand m <sup>3</sup> )	●	●	●	236	218	178	191	190
CO <sub>2</sub> emissions (tons CO <sub>2</sub> )	●	●	●	12,364	10,836	10,056	9,916	10,063
Industrial waste (tons)	●	●	●	794	626	610	704	668
Recycling rate (%)	●	●	●	98.2	98.5	99.0	98.7	98.7
The volume of PRTR substances handled (tons)	●			53.3	42.1	43.7	54.0	49.8
The volume of VOCs which require notification handled (tons)	●			70.0	44.0	56.6	53.7	43.3

## Employee-related data

	Scope			FY20218 85th business period	FY20219 86th business period	FY2020 87th business period	FY2021 88th business period	FY2022 89th business period
	Sansha Electric Manufacturing Co., Ltd.	Domestic group companies	Overseas group companies					
<b>Basic data</b>								
Number of employees (persons)	●	●	●	1,414	1,402	1,381	1,405	1,465
Number of male employees (persons)	●	●	●	929	925	926	933	987
Number of female employees (persons)	●	●	●	485	477	455	472	478
Female employee ratio (%)	●	●	●	34.3	34.0	32.9	33.6	32.6
Average age	●			44.6	45.1	45.8	46.2	46.2
Average years of service (years)	●	●		17.8	18.2	18.8	18.7	18.9
Average years of service of male employees (years)	●	●		18.6	19.1	19.6	19.6	19.8
Average years of service of female employees (years)	●	●		14.2	14.6	15.2	15.1	15.0
Turnover ratio (%)	●	●		3.4	2.8	2.4	2.6	3.0
Average annual salary (yen)	●			5,452,559	5,633,151	4,990,469	5,353,204	5,625,233
Wage gap between men and women (%)*	●	●		66.9	66.0	69.6	72.5	73.5
<b>Diversity</b>								
Number of leaders (persons)	●	●		330	338	330	334	279
Number of leaders that are women (persons)	●	●		13	19	22	22	28
Percentage of leaders that are women (%)	●	●		3.9	5.6	6.7	6.6	10.0
Number of managers (persons)	●	●		108	120	118	116	113
Number of managers that are women (persons)	●	●		3	3	4	4	4
Percentage of managers that are women (%)	●	●		2.8	2.5	3.4	3.4	3.5
Number of employees with disabilities (persons)	●	●		16.0	23.5	23.5	24.5	24.0
Percentage of employees with disabilities (%)	●	●		1.8	2.7	2.7	2.7	2.6
<b>Employment</b>								
New graduate hires (persons)	●	●		11	18	18	17	11
Male new graduate hires (persons)	●	●		10	13	14	14	10
Female new graduate hires (persons)	●	●		1	5	4	3	1
Mid-career hires (persons)	●	●		13	7	3	18	27
Number of male mid-career hires (persons)	●	●		5	3	3	13	21
Number of female mid-career hires (persons)	●	●		8	4	0	5	6
<b>Work-life balance</b>								
Average overtime hours (hours per month)	●	●		14.8	10.1	9.4	13.3	13.2
Paid leave acquisition rate (%)	●	●		71.7	74.8	72.3	74.2	81.5
Number of employees taking childcare leave (persons)	●	●		12	5	19	13	13
Number of male employees taking childcare leave (persons)	●	●		0	1	4	1	9
Percentage of employees returning from childcare leave (%)	●	●		88.9	91.7	100.0	100.0	100.0
Percentage of male employees returning from childcare leave (%)	●	●		0.0	100.0	100.0	100.0	100.0
Percentage of female employees returning from childcare leave (%)	●	●		88.9	90.9	100.0	100.0	100.0
Percentage of employees with shortened working hours to care for children (%)	●	●		31.3	33.3	30.0	16.6	21.1
Percentage of male employees with shortened working hours to care for children (%)	●	●		0.0	0.0	0.0	0.0	0.0
Percentage of female employees with shortened working hours to care for children (%)	●	●		62.5	90.0	75.0	66.6	80.0
Number of employees taking nursing care leave (persons)	●	●		0	0	0	0	2
Percentage of employees with shortened working hours to provide nursing care (%)	●	●		0	0	0	0	1
<b>Personnel development</b>								
Training costs per person (yen)	●	●		18,454	17,023	16,923	26,135	15,866
Number of employees with public qualifications (persons)	●	●		7	13	16	20	18
<b>Occupational safety</b>								
Number of occupational accidents with lost worktime (cases)	●	●		0	0	0	1	1

\* Calculated based on the provisions of the Act on the Promotion of Female Participation and Career Advancement in the Workplace