

Consolidated balance sheets

(million yen)

	FY2022 89th business period	FY2023 90th business period
Assets		
Total current assets	22,510	27,393
Non-current assets		
Property, plant and equipment	5,499	5,770
Intangible assets	123	211
Investments and other assets	949	1,959
Total non-current assets	6,572	7,941
Total assets	29,083	35,334

Liabilities and net assets

(million yen)

	FY2022 89th business period	FY2023 90th business period
Liabilities and net assets		
Current liabilities	7,519	10,522
Non-current liabilities	498	378
Total liabilities	8,017	10,901
Shareholders' equity	19,965	22,493
Accumulated other comprehensive income	1,100	1,939
Total net assets	21,065	24,432
Total liabilities and net assets	29,083	35,334

Consolidated statements of income

(million yen)

	FY2022 89th business period	FY2023 90th business period
Net sales	28,088	31,005
Cost of sales	21,600	22,423
Gross profit	6,488	8,582
Selling, general and administrative expenses	4,858	5,174
Operating profit	1,629	3,407
Ordinary profit	1,651	3,473
Profit before income taxes	1,651	3,473
Total income taxes	409	518
Profit	1,241	2,955
Profit attributable to owners of parent	1,241	2,955

Consolidated statements of comprehensive income

(million yen)

	FY2022 89th business period	FY2023 90th business period
Profit	1,241	2,955
Other comprehensive income	85	838
Comprehensive income	1,327	3,794
(Comprehensive income attributable to)		
Comprehensive income attributable to owners of parent	1,327	3,794

Consolidated statements of cash flows

(million yen)

	FY2022 89th business period	FY2023 90th business period
Net cash provided by (used in) operating activities	(198)	2,303
Net cash provided by (used in) investing activities	(799)	(1,097)
Net cash provided by (used in) financing activities	(189)	488
Effect of exchange rate changes on cash and cash equivalents	120	171
Net increase (decrease) in cash and cash equivalents	(1,066)	1,865
Cash and cash equivalents at beginning of period	5,026	3,959
Cash and cash equivalents at end of period	3,959	5,825

Non-financial data

Environmental data

Energy consumption

	Scope			FY2019	FY2020	FY2021	FY2022	FY2023
	Sansha Electric Manufacturing Co., Ltd.	Domestic group companies	Overseas group companies	86th business period	87th business period	88th business period	89th business period	90th business period
Power consumption (MWh)	●	●	●	16,998	16,919	17,826	18,319	17,933
Utility gas consumption (m ³)	●	●	●	184,852	178,568	216,984	205,375	213,139
Heavy oil consumption (liters)	●			80,051	75,028	71,210	9,676	0
Water consumption (thousand m ³)	●	●	●	219	178	191	193	187
CO ₂ emissions (tons CO ₂)	●	●	●	10,836	10,056	9,916	10,063	10,261
Industrial waste (tons)	●	●	●	642	619	726	698	688
Recycling rate (%)	●	●	●	97.5	99.0	98.2	98.1	98.0
The volume of PRTR substances handled (tons)	●			42.1	43.7	54.0	49.8	58.4
The volume of VOCs which require notification handled (tons)	●			44.0	56.6	53.7	43.3	29.8

Employee-related data

Scope

	Sansha Electric Manufacturing Co., Ltd.	Domestic group companies	Overseas group companies	FY2019 86th business period	FY2020 87th business period	FY2021 88th business period	FY2022 89th business period	FY2023 90th business period
Basic data								
Number of employees (persons)	●	●	●	1,402	1,381	1,405	1,465	1,418
Number of male employees (persons)	●	●	●	925	926	933	987	969
Number of female employees (persons)	●	●	●	477	455	472	478	449
Female employee ratio (%)	●	●	●	34.0	32.9	33.6	32.6	31.7
Average age	●			45.1	45.8	46.2	46.2	46.4
Average years of service (years)	●	●		18.2	18.8	18.7	18.9	18.7
Average years of service of male employees (years)	●	●		19.1	19.6	19.6	19.8	16.9
Average years of service of female employees (years)	●	●		14.6	15.2	15.1	15.0	14.5
Turnover ratio (%)	●	●		2.8	2.4	2.6	3.0	3.6
Average annual salary (yen)	●			5,633,151	4,990,469	5,353,204	5,625,232	5,829,583
Wage gap between men and women (%)*	●	●		66.0	69.6	72.5	73.5	70.8
Diversity								
Number of leaders (persons)	●	●		338	330	334	279	332
Number of leaders that are women (persons)	●	●		19	22	22	28	34
Percentage of leaders that are women (%)	●	●		5.6	6.7	6.6	10.0	10.2
Number of managers (persons)	●	●		120	118	116	113	121
Number of managers that are women (persons)	●	●		3	4	4	4	6
Percentage of managers that are women (%)	●	●		2.5	3.4	3.4	3.5	5.0
Number of employees with disabilities (persons)	●	●		23.5	23.5	24.5	24.0	26.5
Percentage of employees with disabilities (%)	●	●		2.7	2.7	2.7	2.6	2.5
Employment								
New graduate hires (persons)	●	●		18	18	17	11	19
Male new graduate hires (persons)	●	●		13	14	14	10	11
Female new graduate hires (persons)	●	●		5	4	3	1	8
Mid-career hires (persons)	●	●		7	3	18	27	32
Number of male mid-career hires (persons)	●	●		3	3	13	21	26
Number of female mid-career hires (persons)	●	●		4	0	5	6	6
Work-life balance								
Average overtime hours (hours per month)	●	●		10.1	9.4	13.3	13.2	8.9
Paid leave acquisition rate (%)	●	●		74.8	72.3	74.2	81.5	84.8
Number of employees taking childcare leave (persons)	●	●		5	19	13	13	10
Number of male employees taking childcare leave (persons)	●	●		1	4	1	9	8
Percentage of employees returning from childcare leave (%)	●	●		91.7	100.0	100.0	100.0	100.0
Percentage of male employees returning from childcare leave (%)	●	●		100.0	100.0	100.0	100.0	100.0
Percentage of female employees returning from childcare leave (%)	●	●		90.9	100.0	100.0	100.0	100.0
Percentage of employees with shortened working hours to care for children (%)	●	●		33.3	30.0	16.6	21.1	27.2
Percentage of male employees with shortened working hours to care for children (%)	●	●		0.0	0.0	0.0	0.0	11.1
Percentage of female employees with shortened working hours to care for children (%)	●	●		90.0	75.0	66.6	80.0	100.0
Number of employees taking nursing care leave (persons)	●	●		0	0	0	2	0
Percentage of employees with shortened working hours to provide nursing care (persons)	●	●		0	0	0	1	0
Personnel development								
Training costs per person (yen)	●	●		17,023	16,923	26,135	15,866	32,273
Number of employees with public qualifications (persons)	●	●		13	16	20	18	9
Occupational safety								
Number of occupational accidents with lost worktime (cases)	●	●		0	0	1	1	1

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