

VT Holdings (7593, Corporate)

A strong position

3rd April 2025

Share price: ¥484

Market cap: ¥59.3bn

The combination of an improving used car market, rising new car prices & overseas strength leaves VT Holdings in a strong position.

Company sector

Specialty Retail (GICS Industry)

Stock data

Price (¥)	484
Mkt cap (¥bn)/(\$m)	59.3 / 404.2
52-week range (¥)	432 - 533
Shares O/S (m)	122.6
Average daily value (\$m)	1.3
Free float (%)	75.2
Foreign shareholding (%)	14.5
Ticker	7593
Exchange	Tokyo Prime
Net Debt/Equity (x)	111.3



Source: Bloomberg

BUSINESS OVERVIEW

VT Holdings sells automobiles, replacement parts, & used cars, provides vehicle maintenance & repair services & arranges automobile financing & insurance. It also has a housing & condominium construction business.

Next event

FY 3/2025 results in May 2025

Storm Corporate: +44 (0) 121 288 3402

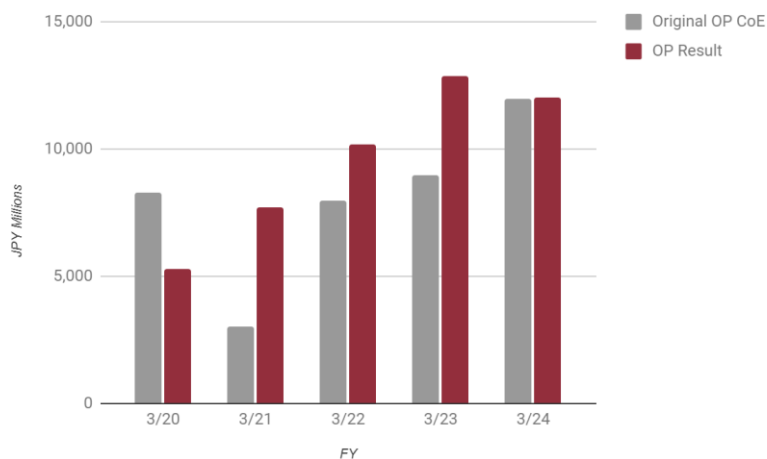
info@stormresearch.co.uk[Storm corporate profile page](#)

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- **VT Holdings sustained robust 1-3Q sales growth of +16.0%YoY versus its FY estimate of +5.9%YoY. Although a lack of Nissan (7201) model releases weighed on new domestic vehicle demand, growth in used vehicle sales, overseas vehicle sales, the Maintenance business & the Rent-a-Car businesses was strong.**
- **Having improved delivery lead times – by >50% in some cases – & with work ongoing to improve them further, the company continues to ship its large order backlog, which eased QoQ from approx. 8,200 units at 1H results to approx. 7,300 units at 1-3Q results.**
- **The small decline in 1-3Q 3/25 OP is partly explained by rapid overseas business expansion, led by its Spanish M-AUTO Group business, which increased unit sales +54.1%YoY. This has led to an increasing proportion of overseas sales, which generates lower average GP per unit, negatively impacting the sales mix. Housing-related business cost increases not fully offset by price adjustments were also a factor.**
- **Improving new car market supply, including higher quality inventory & an increasing number of trade-ins, bodes well for used car volume growth. Similarly positive for VT Holdings is the rising average new car sales price due to an increasing percentage of standard versus mini cars, as well as increasing inspection, test & repair orders driving steady Maintenance sales growth.**
- **Given its strong order backlog, as well as the 4Q Mar busy season when Nissan sales are concentrated, & typically conservative guidance, we expect VT Holdings to achieve its FY 3/25 estimates. The company is currently considering its FY 3/26 guidance. We anticipate continued steady domestic Honda (7267) sales & a 2H Nissan rebound with new model releases, combined with sustained strong overseas growth.**
- **On 7.5x FY 3/25 P/E & 0.8x P/B, we are encouraged by progress to date & prospects for further growth in FY 3/26 & the medium term & recommend investors schedule time with senior management to build the investment thesis: [here](#).**

Year end	3/2023	3/2024	1-3Q 3/2025	3/2025E
Sales (¥bn)	266.3	311.6	257.7	330.0
OP (¥bn)	12.9	12.0	9.1	13.0
NP (¥bn)	7.2	6.7	4.7	7.0
EPS (¥)	61.9	56.9	39.3	57.8
DPS (¥)	23.5	24.0	12.0	24.0
Sales growth YoY (%)	11.9	17.0	16.0	5.9
OP growth YoY (%)	26.1	-6.6	-0.6	8.3
NP growth YoY (%)	-38.5	-6.7	-11.2	4.5
EPS growth YoY (%)	-38.7	-8.1	-13.7	1.7
PER (x)	8.2	9.4	9.8	7.5
EV/EBITDA (x)	6.0	5.4	5.1	5.4
PBR (x)	0.9	0.9	0.8	0.8
ROE (%)	12.4	9.8	8.1	n/a
ROIC (%)	6.3	4.9	4.4	n/a
FCF yield (%)	n/a	n/a	n/a	n/a
Dividend yield (%)	4.6	4.9	n/a	5.0

Source: Company & Bloomberg

RESULTS VS
FORECAST HISTORY

EARNINGS

- 1-3Q 3/25:

- Sales: 1-3Q sales were marginally above plan at ¥257.7bn +16.0%YoY, as delivery lead times improved & VT Holdings continued to ship its large order backlog. Sales accounted for 78.1% of the FY company estimate. We note the company also aims to set conservative guidance with readily achievable sales progression.

In the 1H, it **successfully cut the order-sales lead time from >1 year on certain models to an average 4-6 months**. It is working to reduce lead times marginally further in 3Q. The order backlog declined QoQ from approx. 8,200 to approx. 7,300 units.

- OP: Following 1H growth of +12.4%YoY to ¥6.4bn, 3Q OP declined -22.3%YoY to ¥2.7bn, resulting in broadly flat 1-3Q OP of ¥9.1bn -0.6%YoY.

The 3Q OP decline was primarily due to:

- Rising material, land, & labour construction costs in the Housing-related business, exceeding the amount VT Holdings offset through price adjustments.
- Rapid growth in overseas new auto sales, which generate lower GP per vehicle than domestic sales, causing slight deterioration in the divisional sales mix.

Whilst 1-3Q OP totalled 70.2% of the FY 3/25 company estimate, VT Holdings confirms **progression was marginally above plan**. The company does not yet have a full view of 4Q sales, but it expects its high order backlog, combined with the typically strong Mar season, to help it achieve its estimates. In addition, VT Holdings anticipates the domestic sales proportion increasing marginally QoQ in the 4Q, as Nissan (7201) typically concentrates sales in that period.

The company sees a potential risk to 4Q sales from Nissan's domestic reputation declining with the recently aborted Honda-Nissan merger. Conversely, we expect the impact to be limited & contend the rapidly growing overseas business is largely insulated from this risk. We also note VT Holdings tends to be conservative when setting sales & OP targets & **believe it has set an OP estimate it can comfortably surpass**.

- NP: 1-3Q NP declined -11.2%YoY to ¥4.7bn. This was partly due to an approx. ¥130m 2Q accounting adjustment on non-100%-owned subsidiaries in the Rent-a-Car & Housing-related

businesses, a provisions adjustment with the abolition of executive retirement benefits, & tax-related factors. VT Holdings had therefore assumed a YoY NP decline from the 1H onwards.

- Outlook: As delivery times have improved & the order backlog has returned to more normal levels, we believe VT Holdings is likely to balance new order growth & deliveries, maintaining a broadly flat order backlog YoY in FY 3/26. However, we note the company is still in the process of considering its forecast.

We expect a smaller boost from accelerating order delivery in FY 3/26 than FY 3/25 YTD but forecast stable sales growth & new order demand as Honda (7267) sales remain firm & 2H Nissan sales recover with a new model launch.

We note VT Holdings continues to actively seek long-term growth sources including M&A, but it is uncertain about the timing of its next acquisition as the company is waiting for a favourable opportunity.

AUTO SALES-RELATED

(JPY millions)	3/24		1Q 3/25		1H 3/25		1-3Q 3/25	
	Results	YoY	Results	YoY	Results	YoY	Results	YoY
- New cars	156,408	21.9%	42,634	27.0%	85,572	17.4%	129,299	14.9%
- Used Cars	65,272	6.9%	18,965	30.8%	37,712	23.5%	56,704	23.4%
- Maintenance	47,563	11.4%	12,717	14.5%	25,596	11.5%	38,851	11.6%
- Rent-a-Car	15,176	23.3%	4,209	25.2%	9,230	26.4%	13,905	26.1%
Total Auto Sales	284,418	16.4%	78,526	25.6%	158,110	18.3%	238,758	16.8%
- New cars	14,622	22.8%	3,460	7.4%	6,983	0.2%	10,556	-1.3%
- Used Cars	9,250	-5.0%	2,879	36.6%	5,785	31.5%	8,537	29.3%
- Maintenance	16,107	13.1%	4,296	18.6%	8,762	12.2%	13,020	12.3%
- Rent-a-Car	5,093	19.9%	1,326	21.7%	3,183	29.5%	4,508	23.0%
Total Auto GP	45,072	12.3%	11,962	19.1%	24,713	14.2%	36,620	12.5%
GPM	15.8%	-0.6%	15.2%	-0.8%	15.6%	-0.6%	15.3%	-0.6%
OP	8,858	2.7%	2,764	34.7%	5,693	23.1%	7,987	8.5%
OPM	3.1%	-0.4%	3.5%	0.2%	3.6%	0.1%	3.3%	-0.3%

- Domestic business:

- New cars: 1-3Q domestic new car units sold declined -1.6%YoY to 19,918, in part due to model certification issues halting production at certain automobile manufacturers. At present, VT Holdings believes domestic auto production has returned to broadly normal levels at all manufacturers excluding Toyota & Daihatsu.

- Honda: New Honda vehicle sales were flat YoY in the 1-3Q at 5,488 units. 3Q Honda mini car (K-car) sales fell -23.1%YoY to 2,224 units due to high hurdles from strong FY 3/24 demand, but standard model sales increased +25.7%YoY to 3,264 units.

Within standard models, VT Holdings recorded particular demand for the new Honda Freed, [released Jun 2024](#). As standard models have a higher GPM than mini cars, this was positive for Honda's model sales mix. We note Honda is consistently releasing new models at regular intervals, leading to stable order growth (exact percentage undisclosed).

- Nissan: 1-3Q new Nissan cars sold declined -6.8%YoY to 11,170, which we attribute to fewer new Nissan model releases. Assuming limited reputational damage from Nissan's recent

aborted merger efforts, VT Holdings anticipates a 2H 3/26 Nissan sales rebound with the resumption of new models.

- Used cars: Domestic used car units sold, primarily consisting of trade-in models from new car sales, increased +4.8%YoY to 19,574. With improving supply in the new car market, excluding Toyota & Daihatsu models, **trade-ins are rising & the supply & quality of used car inventory is improving**, positively supporting used car sales volume growth.

Conversely, as supply eases, the GP per car is growing at a more sluggish pace.

- *Overseas business*: 1-3Q 3/25 new overseas car sales were strong. Overseas sales of new cars increased +18.6%YoY to 17,702, offsetting the Nissan-related domestic new car sales decline & leaving total new cars sold at 37,620 +7.0%YoY. This rapid expansion was driven primarily by the Spanish M-AUTO Group business, benefiting from M&A-induced dealership growth & increased new unit sales growth of +54.1%YoY to 7,594.

Smaller contributions were led by the South African business, TRUST ABSOLUT AUTO, which recorded +12.5%YoY 1-3Q growth in new units sold to 3,089.

UK sales declined -4.3%YoY to 6,935 units, but this was fully offset by Spanish growth. Similarly, overseas used car sales declined -1.4%YoY to 8,637 units, but used export growth was robust at 6,242 +47.6%YoY units sold.

We expect overseas sales strength to continue into FY 3/26.

- *Domestic & overseas GP impact*: **VT Holdings' average new car sales price is increasing due to growth in the proportion of standard versus mini car sales**, whilst the average used car price is not changing significantly.

Conversely, lower demand for car unit accessories in the overseas market compared to the domestic market has led to average GP per car declining with an increasing proportion of overseas sales.

- *Maintenance*: 1-3Q Maintenance sales were broadly in line with plan at ¥38.9bn +11.6%YoY. The company is recording **growing orders for vehicle inspections, tests, & repairs**. We note this is a comparatively stable area as domestically mandated vehicle inspections & significant earnings volatility is unusual. We expect Maintenance sales to continue to grow in tandem with car sales over the medium-long term.

- *Rent-a-Car*: 1-3Q Rent-a-Car sales increased +26.1%YoY to ¥13.9bn propelled by the ongoing post-COVID rebound. Reopening effects have included greater domestic tourism demand for car rental, plus a greater number of insurance courtesy cars loaned, as more driving results in more accidents. VT Holdings anticipates continued Rent-a-Car growth in the short-medium term, aided by store expansion.

HOUSING-RELATED

(JPY millions)	3/24		1Q 3/25		1H 3/25		1-3Q 3/25	
	Results	YoY	Results	YoY	Results	YoY	Results	YoY
Sales	26,993	23.5%	6,240	12.8%	11,977	6.4%	18,750	6.0%
OP	1,954	-42.5%	403	13.8%	746	6.6%	863	-22.6%
OPM	7.2%	-8.3%	6.5%	0.1%	6.2%	0.0%	4.6%	-1.7%

1-3Q Housing-related sales increased +6.0%YoY to ¥18.8bn, driven mainly by growth in renewal & renovation of commercial facilities, such as other companies' auto dealerships. Condominium sales were more sluggish.

1-3Q OP declined -22.6%YoY to ¥863m largely due to increasing material, land, & labour costs in construction. VT Holdings began raising prices to pass on cost increases in FY 3/24, but cost increases outpaced the company's expectations, & higher prices were insufficient to fully absorb the negative impact.

The company is working to keep the division on track through the 4Q, but we believe there is a minor shortfall risk. In this event, we expect any Housing-related shortfall to be offset by Auto Sales-related growth.

PREVIOUS REPORTS

- 21st January 2025: ['Cost of capital focus'](#)
- 30th September 2024: ['Substantial order backlog'](#)
- 26th June 2024: ['Initiating coverage: Car dealer M&A'](#)

COMPANY
INFORMATION

Company Timeline

Mar 1983	HONDA Verno TOKAI CO., LTD. founded at Marune, Kagi Yamachi, Tokai, Aichi Prefecture with capital of 40 million yen.
Apr 1983	Signed a basic agreement for a Verno dealership with HONDA MOTOR CO., LTD. and opened the Tokai store in Kagi Yamachi, Tokai, Aichi Prefecture.
May 1994	Relocated head office to Dadaboshi, Kagi Yamachi, Tokai, Aichi Prefecture.
Sep 1998	Listed on the Second Section of Nagoya Stock Exchange.
Mar 1999	Acquired FORD LIFE CHUBU CO., LTD. (currently FLC CO., LTD) and HONDA MOTOR SALES MEINAN CO., LTD. (currently HONDA CARS TOKAI CO., LTD.)
Jun 1999	Established ORIX RENT-A-CAR CHUBU CORPORATION (currently J-NET RENTAL & LEASE CO., LTD.)
Mar 2000	Established NEW STEEL HOMES JAPAN CORPORATION (currently ARCHISH GALLERY CO., LTD.)
Apr 2000	Expanded Honda dealership territory into Gifu prefecture by taking over sales areas from HONDA Verno GIFU CO., LTD. Established ORIX RENT-A-CAR OSAKA CORPORATION (currently J-NET RENTAL & LEASE CO., LTD.) Acquired CHUKYO HONDA CO., LTD. (currently HONDA CARS TOKAI CO., LTD.)
Jun 2000	Listed on the Nasdaq Japan Market.
Oct 2000	CHUKYO HONDA CO., LTD. merged with HONDA JIHAN MEINAN CO., LTD. and changed the company name to HONDA PRIMO TOKAI CO., LTD. (currently HONDA CARS TOKAI CO., LTD.)
Mar 2002	ORIX RENT-A-CAR CHUBU CORP. merged with ORIX RENT-A-CAR OSAKA CORP. and changed the company name to ORIX RENT-A-CAR MEIHAN CORP. (currently J-NET RENTAL & LEASE CO., LTD.)
Mar 2003	Acquired TRUST CO., LTD.
Apr 2003	Auto Sales-related business transferred to the newly established HONDA Verno TOKAI CO., LTD. Changed the trade name to VT HOLDINGS CO., LTD. and became a holding company.
Jan 2004	Acquired C.E.S CO., LTD.
Sep 2004	Established FACE ON CO., LTD. (currently PCI. CO. LTD.)
Nov 2004	TRUST CO., LTD. listed on TSE Mothers market.
Apr 2005	Acquired LCI. CO. LTD.
Jul 2005	Established E-ESCO CO., LTD. (currently MIRAIZ CO., LTD.)
Dec 2005	Acquired NAGANO NISSAN AUTO CO., LTD. and its three subsidiaries.
Jul 2006	Acquired SHIZUOKA NISSAN AUTO CO., LTD. and its subsidiary. Acquired MIKAWA NISSAN AUTO CO., LTD. and its two subsidiaries.
Aug 2006	HONDA Verno TOKAI CO., LTD. merged with HONDA PRIMO TOKAI CO., LTD. and changed the trade name to HONDA CARS TOKAI CO., LTD.
Feb 2011	Acquired WESTERN BREEZE TRADING 23 (PROPRIETARY) LIMITED (currently TRUST ABSOLUT AUTO (PTY) LTD.)
Oct 2011	Acquired SOJITZ ABSOLUT AUTO(PTY) LTD. (currently SKY ABSOLUT AUTO (PTY) LTD.)
Apr 2012	Acquired COLT CAR RETAIL LIMITED (CCR MOTOR CO. LTD. currently GRIFFIN MILL GROUP LIMITED) Acquired NISSAN SATIO SAITAMA CO., LTD. and its subsidiary. Acquired NISSAN SATIO NARA CO., LTD.
Aug 2014	Acquired MG HOME CO., LTD. (currently AMG HOLDINGS CO., LTD.)
Oct 2014	Acquired SCOTTS MOTORS ARTARMON PTY LTD.
Dec 2014	Acquired GRIFFIN MILL GARAGES LIMITED. (currently GRIFFIN MILL GROUP LIMITED)
May 2015	Transferred listing from the JASDAQ (Standard) Market to the TSE First Section and from the Second Section to the First Section of the Nagoya Stock Exchange.
Aug 2015	Acquired MG SOGO SERVICE CO., LTD.
Feb 2016	Established MOTOREN SHIZUOKA CO., LTD.
May 2016	Acquired WESSEX GARAGES HOLDINGS LIMITED.
July 2016	Relocated the head office to Nagoya, Aichi prefecture.
Oct 2016	Acquired MASTER AUTOMOCION, S.L. and its 11 subsidiaries.
Sep 2017	Established MASTER DEALER DE AUTOMOCION 2017, S.L.
Nov 2017	Acquired MOGACAR DE AUTOMOCION, S.L.
March 2018	Acquired QUIAUTO, S.A.
Aug 2019	Acquired KOYO AUTO CO. LTD. Established MOTOREN MIKAWA CO., LTD.

July 2020	Acquired TAKI HOUSE CO., LTD.
Jan 2021	Acquired HONDA YONRIN HANBAI MARUJUNE CO., LTD. (currently HONDA CARS TOKAI CO., LTD.)
April 2021	MG HOME CO., LTD. changed its name to AMG HOLDINGS CO., LTD. and became a holding company. The successor company changed its name to MG HOME CO., LTD. and took over the Housing-related business. Acquired CATERHAM CARS GROUP LIMITED and its two subsidiaries.
Jun 2021	Established M-MOTORBIKES ESPANA, S. L.
Nov 2021	HONDA YONRIN HANBAI MARUJUN CO., LTD. (currently HONDA CARS TOKAI CO., LTD.) became a wholly owned subsidiary through a share purchase. Acquired TAKAGAKI GUMI, INC.
Apr 2022	Transferred listing from the First Section to the TSE Prime Market, and from the First Section to the Premier Market of the Nagoya Stock Exchange. HONDA CARS TOKAI CO., LTD. merged with HONDA YONRIN HANBAI MARUJUNE CO., LTD.
Jun 2022	CCR MOTOR CO., LTD. took over the business of GRIFFIN MILL GARAGES LTD.
Sep 2022	Established MOTOREN DONAN CO., LTD.
Oct 2022	Acquired KAWASAKI HOUSING CO., LTD. and HOUMAINTÉ CO., LTD.
May 2023	The real estate leasing business split off and was taken over from HONDA CARS TOKAI CO., LTD. through an absorption-type split. Established CATERHAM EVO LIMITED.
Jul 2023	Acquired FUJI MOTOREN CO., LTD.

Company Contact Details

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Major Shareholders	Stake (%)
S&I	13.76
The Master Trust Bank of Japan	10.25
Mitsui Sumitomo Insurance	6.25
Custody Bank of Japan	5.30
Sompo Japan	3.26
Aioi Nissay Dowa Insurance Company	3.02
Tokio Marine & Nichido Fire Insurance	3.02
Kazuho Takahashi	2.92
Junko Takahashi	2.65
Tomoji Takhashi	1.60

Source: Company

MANAGEMENT

Kazuho Takahashi	President & Representative Director
Career History	
Mar 1983	Founded VT Holdings and became President and Representative Director (current position)
Apr 2003	Appointed President and Representative Director of Honda Verno Tokai (currently Honda Cars Tokai)
Apr 2006	Appointed President and Representative Director of LCI (current position)
Jun 2015	Appointed President and Representative Director of Honda Cars Tokai (current position)
May 2017	Appointed President and Representative Director of PCI (current position)
	Appointed President and Representative Director of Motoren Shizuoka
Aug 2019	Appointed President and Representative Director of Motoren Mikawa
Masahide Ito	Senior Managing Director, Head of Business Strategy
Career History	
Oct 1996	Joined VT Holdings
Apr 1997	Appointed Manager of General Affairs
Jun 1998	Appointed Director and Manager of General Affairs
Jun 1999	Appointed Managing Director in charge of affiliated companies and Manager of General Affairs
Apr 2003	Appointed Managing Director and Head of Business Strategy
Jul 2005	Appointed President and Representative Director of E-Esco (currently Miraiz) (current)
Apr 2007	Appointed President and Representative Director of Trust
Jun 2008	Appointed Senior Managing Director and Head of Business Strategy of the same
Jun 2011	Appointed President and Representative Director of Archish Gallery (current)
Aug 2013	Appointed President and Representative Director of SCI
Jun 2014	Appointed Senior Managing Director and Head of Business Strategy and Lead of Compliance Promotion
Dec 2014	Appointed Senior Managing Director and Head of Business Strategy (current)
Jun 2015	Appointed President and Representative Director of PCI
Jun 2016	Appointed Chairman and Representative Director of J-Net Rental & Lease (current)
Aug 2019	Appointed President and Representative Director of Koyo Auto (current)
Jan 2024	Appointed President and Representative Director of Fuji Motoren (current)
Ichiro Yamauchi	Executive Director and General Manager
Career History	
Jan 1999	Appointed as Accounting Manager at VT Holdings
Apr 2003	Appointed General Manager
Jun 2003	Appointed Director and General Manager
Jun 2006	Appointed President and Representative Director of J-Net Rental & Lease
Jun 2007	Appointed Director and General Manager
Jun 2008	Appointed Managing Director and Head General Manager
Oct 2014	Appointed Managing Director and General Manager
Jul 2022	Appointed Managing Director and Head General Manager (current position)
Naoki Hori	Director
Career History	
Jul 1996	Joined VT Holdings
Oct 2000	Appointed General Manager of the Housing-related division
Apr 2003	Appointed General Manager of new businesses
Aug 2004	Appointed President and CEO of Honda Verno Tokai (currently Honda Cars Tokai)
Jun 2006	Appointed Director and General Manager of Administration at VT Holdings
Aug 2006	Appointed Executive Vice President, Honda Cars Tokai
Oct 2006	Appointed Director and Head of Compliance Promotion
Jun 2007	Appointed President and Representative Director of Yamashina (current)
Jun 2014	Appointed Director at VT Holdings (current)
Other positions	President and Representative Director of Yamashina

Tsutomu Nakashima Director	
Career History	
Dec 1989	Joined Honda Verno Tokai (currently Honda Cars Tokai)
Apr 2014	Joined VT Holdings Appointed President and Representative Director of Nissan Satio Nara
Jun 2015	Appointed President and Director of Honda Cars Tokai (current)
Jun 2021	Appointed Director at VT Holdings (current)
Other positions	President and Director of Honda Cars Tokai
Kazushige Ito Director	
Career History	
Jul 2004	Joined VT Holdings
Dec 2007	Appointed Sales Manager at Trust
Apr 2008	Appointed General Manager at Trust
Jun 2008	Appointed Director at Trust (current)
Apr 2011	Appointed to TRUST ABSOLUT AUTO(PTY) / SKY ABSOLUT AUTO (PTY) (South Africa)
Dec 2016	Appointed to Master Automocion, S.L. (Spain)
Dec 2018	Appointed Overseas Businesses Promotion Chief of Business Strategy Division (Spain)
Nov 2020	Appointed Overseas Businesses Promotion Chief of Business Strategy Division and Deputy General Manager
Feb 2021	Appointed Overseas Businesses Promotion Chief of Business Strategy Division and Deputy General Manager and M&A Group Chief
May 2022	Appointed Overseas Businesses Promotion Chief of Business Strategy Division and Deputy General Manager
Jul 2022	Appointed Overseas Businesses Promotion Chief of Business Strategy Division and General Manager
Jun 2024	Appointed Director (current)
Takuya Yamazaki Director	
Career History	
Apr 1991	Joined Toyota Motor
Jan 2017	Appointed to Toyota Motor North America (US) Appointed Group Vice President, Sales, Corporate Strategy & Planning
Jan 2020	Appointed MS Control Chief
Sep 2021	Joined VT Holdings Appointed Strategic Planning Chief of Business Strategy Division (current)
Jun 2024	Appointed Director (current)
Hisatake Yamada External Director	
Career History	
Apr 1992	Registered as an attorney with the Nagoya Bar Association (currently the Aichi Bar Association) Joined Koyama Hitoshi Law Office
Apr 1996	Founded and served as representative of Shobu Law Office
Apr 2008	Appointed Professor at Shizuoka University Law School
Sep 2009	Appointed Auditor for the Japan Third Sector Management Society (current position)
Apr 2012	Appointed Vice Chairman of the Aichi Bar Association
Oct 2013	Founded and served as representative of Shobu Law Offices (current position)
Jun 2015	Appointed External Director at VT Holdings (current position)
Sep 2017	Appointed Representative Director of Legal AI (current position)
Jun 2020	Appointed External Director of Maruhachi Securities (current position)
Other positions	Representative of Shobu Law Offices
Miki Shinjo External Director	
Career History	
Sep 1989	Appointed Audit Manager at Deloitte & Touche Accounting, Los Angeles office
Jun 1997	Appointed Director of Marketing and Finance, Administrative Division, at Coca-Cola Japan
May 2003	Appointed Director and Head Administrative Manager at DHL Japan
Sep 2010	Appointed Part-time Auditor at DHL Japan Appointed Executive Managing Director, Finance and Administration Division

	Appointed Executive Officer, General Manager of the Finance and Administration Division at Sanofi K.K.
Jan 2016	Appointed Vice President, Senior Executive Officer, Chief Financial Officer at Warner Bros. Japan
Jun 2022	Appointed External Director at VT Holdings (current position)

Mari Fujitani	External Director
Career History	
Oct 1997	Joined Auditing Firm Ito Accounting Office (currently PwC Japan LLC and KPMG AZSA LLC)
May 2001	Registered as a Certified Public Accountant
Sep 2002	Deregistered as a Certified Public Accountant
Jul 2007	Re-registered as a Certified Public Accountant
Sep 2007	Joined Toyo Audit Corporation, Nagoya Office
Aug 2013	Joined Ion Tax Corporation, Tajimi Office (current)
Jun 2024	Joined VT Holdings as External Director (current)
Other positions	Ion Tax Corporation, Tajimi Office

J GAAP Financial statements

Income statement (¥bn)	FY 3/22	FY 3/23	FY 3/24
Sales	237.9	266.3	311.6
COGS	198.0	222.4	262.0
Gross profit	39.9	43.9	49.6
Gross profit margin (%)	16.8	16.5	15.9
Operating expense	30.3	33.6	39.0
Total OP	10.2	12.9	12.0
OP margin (%)	4.3	4.8	3.9
Non-Op Income (Loss)	-7.8	0.2	0.6
Pretax Income	18.0	12.6	11.5
Tax	5.5	3.3	3.8
Effective tax rate (%)	30.8	26.2	33.5
Net income	11.7	7.2	6.7

Balance sheet (¥bn)	FY 3/22	FY 3/23	FY 3/24
Cash & equivalents	11.9	12.8	13.5
Accounts & notes receivable	17.0	19.4	27.9
Inventories	37.5	56.2	72.3
Other short-term assets	7.2	9.2	9.6
Current assets	73.7	97.5	123.4
Property, plant & equipment (net of depreciation)	68.3	73.4	89.2
Long term investments & receivables	25.9	38.3	7.4
Other long-term assets	20.1	20.7	52.9
Total non-current assets	114.3	132.3	149.5
Total assets	188.0	229.8	272.9
Payables & accruals	30.8	38.7	60.4
Short-term debt	35.4	49.3	49.2
Other short-term liabilities	22.1	21.6	23.5
Total current liabilities	88.2	109.6	133.1
Long term debt	35.7	36.6	22.1
Other long-term liabilities	7.2	10.9	35.6
Total non-current liabilities	42.9	47.5	57.8
Total liabilities	131.1	157.1	190.9
Share capital & APIC	7.3	7.4	9.3
Treasury stock	0.9	0.9	0.7
Retained earnings	43.4	56.1	60.8
Other equity	1.5	1.8	3.5
Equity before minority interest	51.3	64.5	72.9
Total equity	56.9	72.7	82.0
Total liabilities & equity	188.0	229.8	272.9

Source: Bloomberg

Cash flow statement (¥bn)	FY 3/22	FY 3/23	FY 3/24
Net income/pre-tax profit	11.7	7.2	6.7
Depreciation/amortization	9.6	10.7	12.4
Other non-cash items	-3.9	0.1	0.6
Changes in working capital	-0.6	-6.8	-7.6
Net cash from discontinued operations	0.0	0.0	0.0
Cash from Operating Activities	16.8	11.2	12.1
Change in fixed & intangible assets	-7.1	-10.9	-10.2
Net change in long-term investments	0.1	0.5	0.1
Net cash from acquisitions & divestitures	-0.8	1.0	-0.1
Other investing activities	2.1	-0.3	-0.1
Net cash from discontinued operations	0.0	0.0	0.0
Cash from Investing Activities	-5.6	-9.8	-10.3
Dividends paid	-2.4	-2.6	-2.8
Cash from (repayment) debt	-6.3	2.1	-1.0
Cash from (repurchase) of equity	0.0	0.0	2.6
Other financing activities	-0.1	0.0	2.6
Net cash from discontinued operations	0.0	0.0	0.0
Cash from Financing Activities	-8.7	-0.6	-1.4
FX impact	0.2	0.0	0.5
Net cash flow	2.7	0.8	0.8
Free cash flow	8.0	-2.3	-1.6
EBITDA	19.8	23.5	24.4

Key metrics	FY 3/22	FY 3/23	FY 3/24
Profitability			
Gross margin (%)	16.8	16.5	15.9
Operating margin (%)	4.3	4.8	3.9
Net margin (%)	4.9	2.7	2.1
ROIC (%)	5.6	6.3	4.9
Liquidity			
Current ratio (x)	0.8	0.9	0.9
Quick ratio (x)	0.3	0.3	0.3
Leverage			
Debt/Equity ratio	138.4	133.1	97.8
Net Debt/Equity ratio	103.8	100.5	111.3

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