

YUASA TRADING CO., LTD. COMPANY PROFILE

### Solving Social Issues

The YUASA TRADING Group ("the Group") was founded in 1666 and as such is one of the oldest corporate groups in Japan; the Group will celebrate the 360th anniversary of its founding in 2026. Throughout its long history, the Group has adhered to the three pillars of its corporate philosophy: Honesty and Trust, Enterprise and Innovation, Regard for the Individual. I always return to this corporate philosophy when I make important management decisions because it encompasses the elements of sustainability, innovation, and engagement. Our medium-term management plan, Growing Together 2026, was developed on the basis of this corporate philosophy to maximize the Group value. In the medium-term management plan, our aim is to transform the business model and create new value as a service integrated shosha (trading company) through "TSUNAGU" (connecting) innovation. "TSUNAGU" innovation is our proprietary business model, which is designed to solve social issues by connecting people, goods, money, technology, information, and data with approximately 6,000 major suppliers and 20,000 major sales partners in the fields of manufacturing, home building, environment building, and town building. To build the foundation for the transformation of this business model, we have implemented initiatives to reform the corporate culture and promote digital transformation (DX) and sustainability. Looking ahead to the 400th anniversary of our founding, we intend to further improve corporate value together with our stakeholders by transforming into a corporate group where "TSUNAGU" innovation is the norm. We look forward to your continued support.

President and CEO Hiroyuki Tamura



### Corporate philosophy

#### Honesty and Trust

Yuasa Trading Co., Ltd. contributes to the further development of prosperous, humanitarian societies by valuing mutually beneficial, symbiotic relationships in all countries and regions of the world, with a focus on maintaining harmony with the global environment. Yuasa Trading Co., Ltd. strives to establish itself as a trusted and well-recognized company by conducting fair activities with an integrity based on our awareness and understanding of racial, religious, cultural, behavioral and regulatory diversity throughout the

#### **Enterprise and Innovation**

Yuasa Trading Co., Ltd. properly assesses the scope of its business flexibly and in response to social needs, with the aim of forming a group of advanced, innovation-oriented companies. With its lean and rational structure, the company also seeks to provide a high level of customer satisfaction by introducing outstanding technologies and products, and developing systems and services through its highly specialized divisions and group companies.

#### Regard for the Individual

Yuasa Trading Co., Ltd. respects the individuality and rights of its employees. With both its organization and rules based on principles of mutual trust and cooperation, the company pursues entrepreneurship and innovative ideas, focusing on developing a workplace environment conducive to their realization. Its employees clarify their own goals and responsibilities, pursue results, and share management roles while demonstrating their creativity. The company ensures it distributes the fruits of its business activities in recognition of the contribution of its employees.

### **■** Corporate Profile

Company Name Representative Director Address of Head Office YUASA TRADING Co., Ltd. Hiroyuki Tamura, President and CEO 7 Kanda-Mitoshirocho, Chiyoda-ku, Tokyo 101-8580, Japan

Stock Exchange Listing Stock code Financial Period

Principal Financial References Bank

The Tokyo Stock Exchange Prime Market

From April I to March 3I of the following year (March 31 financial closing)

Sumitomo Mitsui Banking Corporation, MUFG Bank, Ltd., Resona Bank, Limited, Sumitomo Mitsui Trust Bank, Limited

## YUASA TRADING by Numbers

Founded

1666

Established

1919

**Employees** 

Consolidated

2,533

(Non-consolidated: 1,103)

Offices

**Domestic Consolidated** 

(Non-consolidated, domestic: 31 offices)

Overseas

23 10 curties

Group Companies

Domestic

Overseas

Capital

20,644 million yen

**Net Sales\*** 

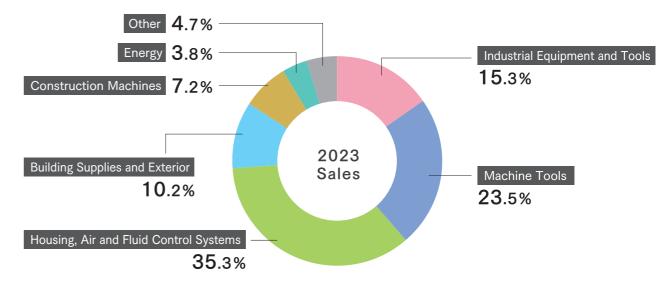
504,806 million yen

15,382 million yen

**Ordinary Profit** 

(as of the end of March 31, 2023)

### ■ Net Sales by Segment



## YUASA TRADING Corporate History

The history of YUASA TRADING ("the Company") dates to 1666, when letsuna Tokugawa, the fourth shogun of the Tokugawa dynasty. The Company started business as a charcoal merchant. In its fifth year, the Company switched its business line to wholesaling cutting tools. It was the first innovation that the Company made, which set the stage for starting the business of handling machines, tools, and equipment, a business that has lasted for 350 years and counting. Since then, the Company has taken on the challenge of creating innovation as a pioneer in the industry.

With the aim of contributing to the global environment through our business, the company started an environmental and energy-saving business. In 2013, the company became the first in the industry to launch a full-scale resilience business (disaster prevention and mitigation, business continuity planning [BCP]). Both businesses have now grown to have net sales of more than 30 billion yen.

# 1919

As a result of the Meiji Restoration, people were allowed to have Western-style haircuts, which created demand for hair clippers, Rasha cutting scissors, and haircutting scissors. By quickly seizing this business opportunity, the company imported and sold this merchandise in Japan. In addition, the company took on the challenge of producing hardware products in Japan and succeeded in being the first to domestically produce hinges and frying pans.



#### Shokuro Yuasa, the founder of the

Company, started as a wholesaler of charcoal to swordsmiths. With the end of the Warring States period (Sengoku jidai) and as swordsmiths one after another switched their businesses to manufacturing mattocks or knife smithing, in the fifth year after starting business, he closed the charcoal wholesale business and switched to being a wholesaler of metal instruments, which marks the starting point of the Company.





Kicking off Medium-Term Management Plan -**Growing Together 2026** As the final stage toward the realization of YUASA VISION

360, the company have promoted the medium-term management plan Growing Together 2026, which covers the three-year

period starting from April 2023.





#### Becoming a "TSUNAGU" Service Integrated Shosha Group

Looking ahead to the 360th anniversary of our founding in 2026, the company published the long-term vision YUASA VISION 360, which aims to transform the business structure from selling products to selling services. In 2020, the company established the catchphrase, "TSUNAGU" Service Integrated Shosha Group, with the aim of solving social issues by creating "TSUNAGU" (connecting) innovation that demonstrates the Group's comprehensive strengths.



Service Integrated Shosha Group

1978

#### Starting as a System Trading Company for Machinery and Housing

The private exhibition, Grand Fair was sponsored and co-sponsored by the YUASA Yamazumi Shareholding Association, a network of the company sales partners, and the YUASA Tankyokai, a network of the company to become a system trading company for machinery and housing



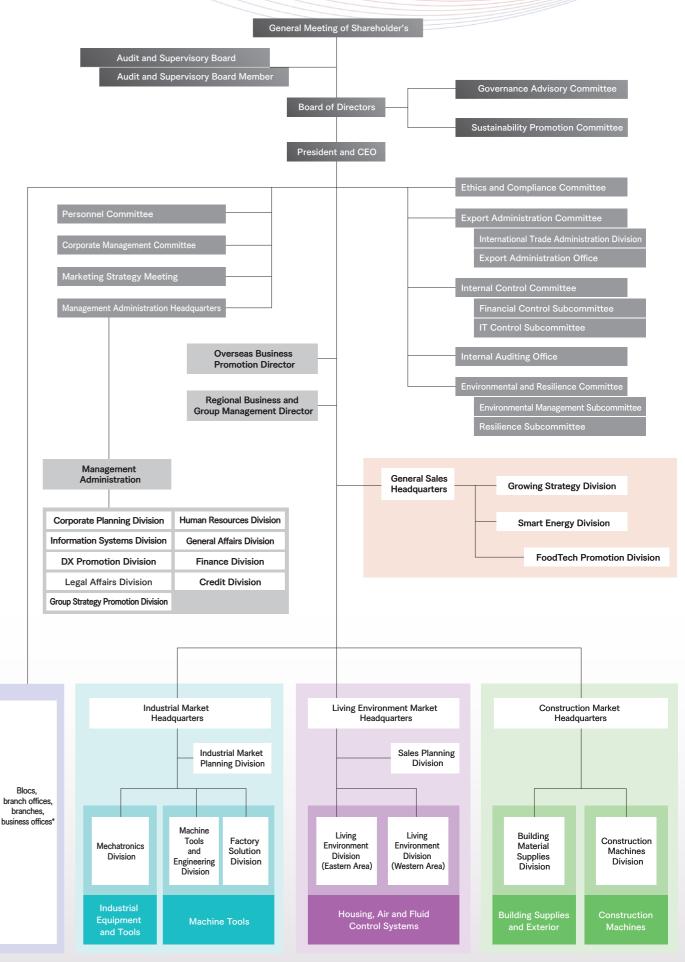
**1780** 

#### Birth of the Spirit of Service with Good Products

The sixth generation descendent of the founder, who demonstrated shrewd business acumen, stamped on the extremely sharp razors a mark saying, "Sumiya\* offers no guarantee" (meaning no quality assurance), and distributed them to post towns along the Tokaido Road. When people used them, they were surprised by how smooth and sharp they cut, spreading the good reputation of how smooth and the razors guaranteed by Sumiya would cut, resulting in the name of Sumiya becoming known nationwide. \*Sumiya was the name of the Company in the Edo era.



### Organization



\*For more information on branch offices, branches and business offices, please refer to page 14

Together with our business partners,
we are committed to solving social issues
in the fields of manufacturing, home building,
environment building, and town building by connecting goods
and services as well as products and systems.

From diverse product lineups in a wide range of fields, you can quickly search for the product you wish.

欲しいモノ 何でもそろう

Growing Navi

産業とくらしの情報プラットフォーム

URL: https://www.growingnavi.com





#### Business Fields

### Industrial Equipment and Tools Division

- Cutting tools
- Machine element parts
- Logistics and storage equipment
- Inspection and measuring equipment
- Environment-related equipment
- Communications infrastructure

#### **Machine Tools Division**

■ Machine tools

- Peripheral devices for machine tools
- Forge-rolling sheet metal processing machines
- Specialized machines
- Labor-saving devices and equipment, such as robotic systems
- Internet of things (IoT) / digital transformation (DX) systems

### Housing, Air, and Fluidic Control Systems Division

- Housing equipment
- Fluid equipment and piping materials
- Air-conditioning equipment and devices
- Sanitary equipment and devices
- Eco-friendly energy-creating devices

## Building Supplies and Exterior Division

- Landscape materials
- House exteriors
- Exterior construction materials
- Architectural hardware
- Interior decorating and interior design
- Materials for civil engineering work

#### **Construction Machines Division**

- Machines for civil engineering, building and road construction
- Materials for civil engineering and road construction
- Temporary materials and equipment
- Power sources and welding machines
- Information equipment and devices
- Event-related products

- Other (Energy, Consumer Products, Timber)
  Division
- Petroleum products
- Home electrical appliances (electric room fans, humidifiers, electric kotatsu heaters, etc.)
- Timber products

### Introduction of Division

We introduce each of the business units that are involved in the Group's core businesses related to manufacturing, home building, environment building, and town building.

### Industrial Market Headquarters

### Industrial Equipment and Tools Division

In the Industrial Equipment and Tools Business Unit, by using our proprietary information technology (IT) systems and nationwide supply chain network, we can rapidly supply cutting tools, control and measuring equipment, and material handling equipment, all of which are indispensable to support Japan's monozukuri (manufacturing) craftsmanship. In addition, with our industry-leading product lineup and consulting expertise, we propose not only individual products but also a one-stop solution for the entire production line. Focusing on energy and operational improvements, we help realize a highly efficient, labor-saving, and sustainable production environment



- Kokko Co., Ltd.
- Nakagawa Kinzoku Co., Ltd.
- Nagaisangyo Co., Ltd.

#### Machine Tools Division

In the Machine Tools Business Unit, we propose the customization of machine tools that precisely meet customer needs, as well as a solution that enables the optimal operation of production lines. In addition, we optimize the layout of new and existing facilities / equipment and build an optimal production system that ensures high efficiency and labor-saving in collaboration with the Group Companies, engineering capabilities. With our global network, trading business expertise, and support system linking Japan and overseas countries, we support the delivery of products to our customers' overseas factories.



- Yuasa Neotec Co., Ltd
- Your Technica Co., Ltd.
- Robot Engineering Co., Ltd.
- Overseas Group Companies (See page 14)

### Living Environment Market Headquarters

### Housing, Air, and Fluidic Control Systems Division

In the Housing, Air, and Fluidic Control Systems Business Unit, we make proposals for equipment improvements in a wide range of fields that range from housing equipment (such as kitchens and bathrooms) and piping products (such as pumps and valves) to HVAC (heating, ventilation, and air conditioning) systems for buildings and utility equipment for factories. In addition to solar power generation equipment for single-family houses, we support our customers in achieving carbon neutrality in nonresidential buildings as well by utilizing energy-creating and/or energy-saving equipment. In collaboration with the Group Companies specializing in construction, we offer integrated technologies and services, ranging from proposal to sales, construction, management, and maintenance.



- Sanei Co., Ltd.
- Fushiman Shoji Co., Ltd. Takachiho Corp.
- Urayasu Kogyo Co., Ltd.
- Maruboshi Co., Ltd. Yuasa Quobis Co., Ltd. Yuasa Engineering Solution(THAILAND) Co., Ltd.

## Construction Market Headquarters

### Building Supplies and Exterior Division

In the Building Supplies and Exterior Business Unit, we handle all construction materials related to town building, including construction materials for building structures (such as buildings, commercial facilities, and condominiums), landscaping and civil engineering materials for public infrastructure (such as roads, bridges, and parks), and exterior materials for installation on the exterior of single-family houses, condominiums, and other buildings. In addition, we support the realization of a resilient society by offering a wide range of products that are designed to protect people's lives and their livelihoods from natural disasters that have occurred frequently in recent years, such as floods and earthquakes.



#### Construction Machines Division

In the Construction Machines Business Unit, we are in a position to propose solutions that meet customer needs with a wide lineup of products available in Japan and overseas that range from construction machines and road pavers essential for civil engineering and construction work to peripheral materials. In addition, we are in the process of developing original products using the combination of the Internet of Things (IoT) infrastructure and Artificial Intelligence (AI) technologies to help solve social issues, such as labor shortages at construction sites and global warming. We also sell high-quality secondhand construction machines made in Japan and peripheral equipment globally through the YUMAC Business, which holds auctions for used construction machinery.



- Yuasa Macros Co., Ltd.
- Fuji Quality House Co., Ltd.
- Maruken Service Co., Ltd.

### Other (Energy, Consumer Products, and Timber) Division

Yuasa Nenryo, the Group's energy division, which is primarily an operator of gas stations, has now expanded its services to include vehicle maintenance and other services. Yuasa Lumber, which is an importer and seller of wood products from around the world, has expanded into selling domestic lumber. Yuasa Primus, which is a wholesaler of home appliances to home centers and home appliance retailers, now sells products at its online store, Yuasa Primus.com. Yuasa System Solutions runs its business in a wide range of fields, including providing total support for information systems. Additionally, the company provides consulting on Al utilization strategies through a capital and business partnership with connectome.design Co.



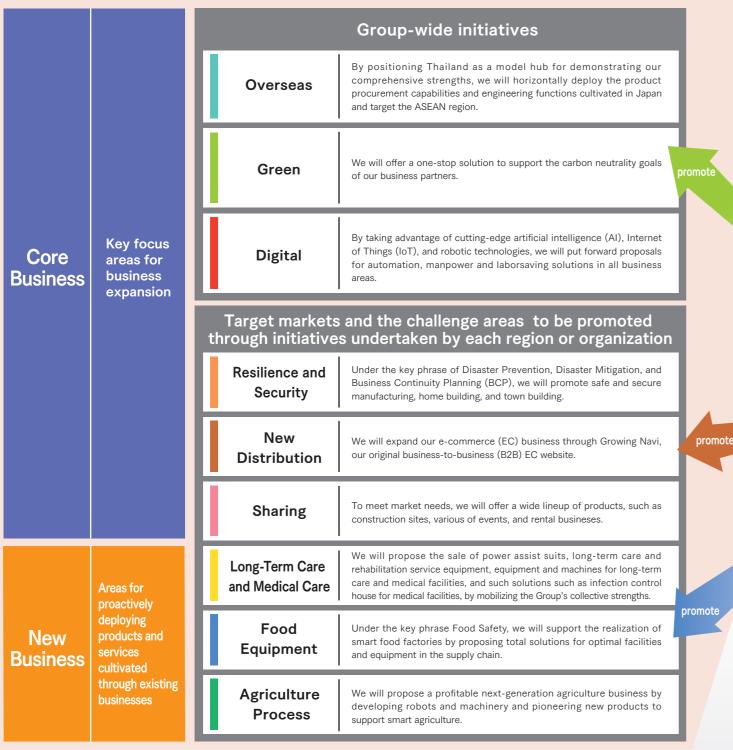
- Yuasa Lumber Co., Ltd. Yuasa Nenryo Co., Ltd

- Yuasa Primus Co., Ltd. Yuasa System Solutions Co., Ltd.
- Chubu IBI Co.. Ltd.
- Yuasa Business Support Co., Ltd.
- connectome.design Co., Ltd. (equity method affiliate)

## **Growth Strategy**

By deploying the strengths (i.e., our products and solutions) that we have cultivated through our businesses over the years, we aim to further expand existing businesses and develop new businesses through the cultivation of new markets.

### **Nine Areas of Growth Strategy**



The overseas, green, and digital areas are where further market growth is expected, and we will further expand these business areas through Group-wide, cross-functional initiatives. The other six areas are positioned as target markets and challenge areas for promotion through initiatives undertaken by each region or organization. Among these six areas, long-term care and medical care, food equipment, and the agriculture process are indispensable areas for people's lives and their livelihoods. We will focus on growing these areas as the Company's new markets.

## Organization for Promoting Growth Strategy

We introduce the three business units that are responsible for promoting our growth strategy cross-functionally across the organization, including Group companies.



### **Growing Strategy Division**

The Growing Strategy Division comprises the New Business Development Division YES (YUASA Environment Solution) Division

Resilience and Security Office and Integrated Engineering Office

As an organization for promoting the Company's growth strategy, the Growing Strategy Division implements and supports the planning of strategies and the sharing of information cross-functionally across the organization. The Integrated Engineering Office, which is staffed with many qualified personnel in construction and construction work, plays a leading role as the technical group in the Group's engineering functions.

For details on the YES Division, please refer to the Sustainability Page (page 13).





### **Smart Energy Division**

Smart Energy

This department promotes new energy-related businesses, including solar power generation.

**New Distribution** 

This department offers a wealth of products and services to customers who deploy e-commerce business cross-functionally





#### FoodTech Promotion Division

In order to address the issues faced by food factories, we will propose total solutions that range from equipment and machines for food production to factory logistics and air conditioning systems by utilizing the Group's comprehensive strength. We will also promote our proprietary solutions that realize "TSUNAGU" (connecting) innovation.



### Medium-Term Management Plan "Growing Together 2026"

As the third stage towards the realization of YUASA VISION 360, which looks ahead to the 360th anniversary of the founding in 2026, the Group has been promoting the medium-term management plan Growing Together 2026, which covers the three-year period starting from April 2023. In this medium-term management plan, we aim to transform the business model and create new value as a "TSUNAGU" Service Integrated Shosha Group through "TSUNAGU" innovation.

> For more information on our medium-term management plan Growing Together 2026, please visit the Company's website.





## **Examples of Our Solutions**

The Group's four business domains of manufacturing, home building, environment building, and town building include a variety of social issues. By grasping the needs of the market and connecting everything, including things to things, things to information, and things to technology and people, we aim to create added value and create "TSUNAGU" (connecting) innovations to address social issues.

Microfine **Bubbles** 



Machine Tools

**Acoustic Emission** (AE) Sensors





#### Machine Tool Processing Environment Solutions

Cleaning machines and tools using microfine bubbles can extend the useful service life and improve the processing efficiency of machine tools. By connecting the microfine bubble generator Bub Power 2 to a microfiltration device, and a high-precision acoustic emission (AE) sensor to a machine tool, we developed a system in which parts made of brittle materials, such as ceramics and silicon, which are essential for semiconductors, can be processed stably. Our goal is to contribute to the carbon neutrality efforts of our customers by maximizing the performance of machine tools, stabilizing processing quality, and reducing machine maintenance costs and consumables purchase costs.





Construction **Materials** 



AI-based Image Recognition Technology





#### Al-based Quantity Control System for Temporary Materials

The developed system is designed so that the objects to be counted are photographed and that the resulting quantity is instantaneously counted using Al-based image recognition technology. When developing an automatic counting system, we faced the challenge of how to accurately count the quantity of materials as they come in a wide variety of shapes. We overcame this challenge using an Al-based model optimized for each type of material. This system enabled us to accurately complete the counting of the quantity of materials in only a few minutes, which used to take time to complete because it was performed manually. In the construction industry where the number of available workers is declining, this system is expected to contribute to manpower and labor savings and to productivity improvements.







In addition to the four business domains of manufacturing, home building, environment building, and town building, we are proceeding with

**New Business** 

**Medical Care** 

**Container House** 



Medical Care

#### Promotion of Remote Intensive Care Unit (ICU) Prefabricated Ward Installation Project

In order to quickly respond to the shortage of hospital beds in the event of an infectious disease outbreak or a disaster, medical facilities have the need for transportation and must be highly airtight and sturdy from a hygienic point of view. For the first time as medical facilities, we introduced container houses that can satisfy these conditions. To ensure that the diverse needs of medical facilities can be met, we proposed a total solution for these medical container houses by installing air-conditioning systems and medical equipment. As part of the Japan International Cooperation Agency's (JICA) Remote ICU Prefabricated Ward Installation Project for developing countries, we installed 16 ICU prefabricated ward units in Kenya and 12 in Palau.





#### **Effective Use of Electricity**



Exterior

#### Gatepost with Delivery Box Equipped with Vehicle-to-Home (V2H) Functions

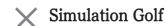
The V2H (Vehicle to Home) system, which enables electricity to be exchanged between the home and electric vehicles, is effective for efficient use of electricity and savings on electricity by charging the vehicle at night, when electricity rates are low, and consuming the electricity at home when needed. The V2H system is combined with a well-designed exterior, and blends easily into the house and exterior as a wood-patterned gatepost with various functions such as a parcel delivery box and mailbox in addition to the V2H system. Even in the event of power outages due to disasters, etc., V2H can be used as an emergency power source for electric vehicles.



Idle Land Utilization



Garage Series X







#### Garage Golf

As a solution for the effective use of idle land, we developed Garage Golf, which requires a space that can park two or more cars. Garage Golf, which combines the Garage Series, a product of Inaba Seisakusho Co., Ltd., with a simulated golf facility, is fully equipped with heating, ventilating, and air-conditioning (HVAC) systems. In addition, we installed a facial recognition entry system so that the need for the management and storage of keys has been eliminated. The construction of Garage Golf can be completed within 1.5 months of commencement to meet the needs of people who want to enjoy golf quickly and conveniently It can also be used as part of a health management plan or as part of a welfare and wellness program.



#### Autonomous Running Robots X Moisture Sensors







#### Robot for Unmanned Management and Curing of Wet Concrete with Water Sprinkle

At construction sites, because wet curing after concrete placement requires a high level of quality control, it is always visually inspected by experienced engineers. To address the urgent task of achieving manpower and labor savings, we developed a sensor to automatically identify wet concrete surface conditions (patent pending). By integrating this sensor into an autonomous running robot, it is now possible to automatically manage wet conditions on the surfaces of a wide range of concrete floors.



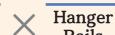


"TSUNAGU" innovations in new business fields that we will take on the challenge of entering going forward.

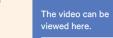
**New Business** 

**Agriculture** 

Agricultural



Rails





#### Harvesting and Transportation Systems

Hanger rails and lifting wheels conventionally used for opening and closing doors have been converted to agricultural work. Harvesting work, which requires repetitive standing and sitting, is physically demanding, and the number of farmers has been decreasing for this reason. Using the hanger rail, a worker sits on a swing-like chair and slides it into place, making seated work possible. A basket can also be hung from the side of the chair to transport the harvest



## Promotion of Sustainability

In order to further advance the management foundation that has been passed down for more than 350 years, we will continue to actively contribute to the construction of a sustainable society through the Sustainability Declaration (formulated in October 2021) based on our corporate philosophy.

#### Sustainability Declaration

#### Harmony with the **Global Environment**

We aim to be carbon neutral across the entire YUASA TRADING Group by FY2030. We will also focus on creating a relationship of mutual benefits, respond to climate change, and strive to reduce our environmental impact across the entire supply chain.

#### **Business Activities for Service** with Good Products

Based on the mindset of "service with good products" that has been passed down from the founding of the company, we conduct fair, honest, and reliable commercial transactions as well as promoting the creation of a safe, secure, and rich society with our stakeholders as a "TSUNAGU" Service Integrated Shosha Group.

#### Management that Respects Humanity

We operate diversity management that respects the individuality and human rights of employees.

We will develop as a corporate group where each employee can feel their work is meaningful and that they are able to grow.

### The Group's Initiatives

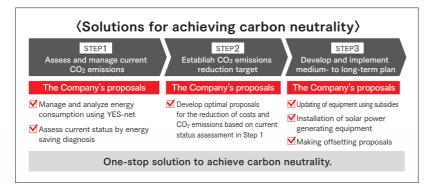
In accordance with the Sustainability Declaration, we will contribute to a sustainable society in terms of both our business and the Group.

For more information, please visit the Company's website.



#### YES Division Supports Business Partners' Efforts to Achieve Carbon Neutrality

With its wide range of expertise and sophisticated proposal capabilities, the YUASA Environment Solution (YES) Division, a division dedicated to consulting on energy savings, supports customers' efforts to achieve carbon neutrality. In addition, the YES Division proposes a one-stop solution that ranges from providing energy analyses using YES-net, an integrated energy management system, and energy-saving diagnoses, including advice on operational improvements through on-site investigations, to developing an action plan, such as updating equipment using subsidies and the introduction of renewable energy sources.



### The Group's Initiatives to Respond to Climate Change

The Group continues to implement Group-wide initiatives to improve environmental performance and reduce the environmental impact of its products and services by using the ISO 14001 standard, which incorporates the PDCA cycle approach towards continuous improvements. Our goal is for the entire Group to achieve carbon neutrality by FY 2030. To achieve this goal, we are considering the upgrading of facilities and equipment and the introduction of renewable energy sources. In addition, in collaboration with the Japan Malaysia Association, we are engaged in environmental conservation activities through mangrove forest restoration.





Recognizing climate change as one of the important management issues, the Group declared its support of the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) in March 2022.

### **NETWORK**

#### Domestic

YUASA TRADING has a total of 31 local offices in Japan: 8 branch offices,

13 branches, and 10 business offices. By connecting things to services and products to systems, we are fully fulfilling the function of proposing proprietary solutions.

☐ Hokkaido Branch Office □Tohoku Branch Office ☐ Kita-Kanto Branch Office Chuhu Branch Office Chugoku Branch Office

■ Niigata Branch Office

■ Higashi-Kanto Branch Office 
■ Nishi-Kanto Business Office

☐ Kyushu Branch Office

Okazaki Branch Office

■ Okayama Branch Office

Hokuriku Branch Office ■ Kyoto Branch Office ■ Himeji Branch Office

Shikoku Branch Office Okinawa Business Office

□ Head Office / Kanto Branch Office ■ Koriyama Branch Office ● Matsumoto Business Office Takasaki Business Office

■ Nagano Branch Office 
■ Utsunomiya Business Office

■ Yokohama Branch Office 
■ Hamamatsu Business Office

■ Shizuoka Branch Office 
■ Kanazawa Business Office

For more information please visit the Company's website.

Domestic Network

Overseas Network

#### Overseas

The YUASA TRADING Group's overseas network consists of 23 local offices in 10 countries.

We offer new value by demonstrating product strengths and fulfilling the function of proposing solutions in overseas markets, both of which have been cultivated in Japan over the years.

·YUASA TRADING (SHANGHAI) CO.,LTD. [Head office] SHANGHAI

[Branch office] DALIAN/TIANJIN/SUZHOU/GUANGZHOU

#### Taiwan

·YUASA TRADING (TAIWAN) CO..LTD.

[Head office] TAIPEI [Branch office] TAICHUNG

#### Thailand

·YUASA TRADING (THAILAND) CO.,LTD.

[Head office] BANGKOK [Branch office] SRIRACHA ·YUASA ENGINEERING SOLUTION(THAILAND)CO.,LTD

[Head office] BANGKOK

•YUASA MECHATRONICS (M) SDN. BHD.

•NICHI-MA SEIKO REMANUFACTURING (M) SDN. BHD. [Head office] KUALA LUMPUR

#### •Indonesia

PT. YUASA SHOJI INDONESIA

[Head office] CIKARANG

#### Philippines

•YUASA TRADING (PHILIPPINES) INC. [Head office] MANILA

#### Vietnam

YUASA TRADING VIETNAM CO..LTD.

[Head office] HO CHI MINH CITY [Branch office] HANOI

#### India

YUASA TRADING INDIA PRIVATE LIMITED

[Head office] GURGAON [Branch office] BANGALORE

#### ●The United States

·YUASA-YI, INC.

[Head office] CHICAGO

[Branch office] CINCINNATI / SOUTH CAROLINA / NEW ENGLAND

•YUASA SHOJI MEXICO. S.A. DE C.V.

[Head office] LEON