

YUASA TRADING Group's Competitiveness and its Resources

A corporate culture that encourages employees to take on challenges

- A corporate culture that encourages employees to take on challenges, embodying our corporate philosophy of "Enterprise and Innovation"
- Develop professional human resources with enterprise spirit
- Develop personnel and organizations that respect the individuality and human rights of employees



Networks connecting us to our business partners

- Sales partners: approx. 20,000 companies
 - YUASA Yamazumi Shareholding Association members: approx. 3,000 companies
 - YUASA Growing Association members: approx. 250 companies
- Suppliers: approx. 6,000 companies
 - YUASA TANKYOKAI members: approx. 500 companies
- The biggest network of its kind in the industry
- A very extensive product line-up, with over 5 million individual product items
- Creating new value by connecting ("TSUNAGU") products and services with systems



Collective strengths of the Group as a whole

- Industry-leading business area coverage
- Business management based on twin engines of trade and solution businesses
- Expand engineering functions
- Strengthen trade business foundation (EC functions, logistics functions)
- Solutions sales know-how
- Group companies skilled in specialty areas



Sound financial foundations and aggressive investment in growth areas

- Net debt to equity ratio: -0.54 times
- Basic earnings per share: ¥364.54



Strengths

Strategic direction for further strengthening the Group

- Growth Strategy P.23
- Management that Respects Humanity P.41

- Business Activities for Service with Good Products
Relationship with business partners P.37
- Contribution activities through our business P.39

- Relationship between Core Businesses and Growth Strategy P.11
- TSUNAGU Business Model P.16

- Growing Together 2023 (Growth-oriented Investment and Capital Policy) P.12

Core Businesses

Industrial Market Headquarters

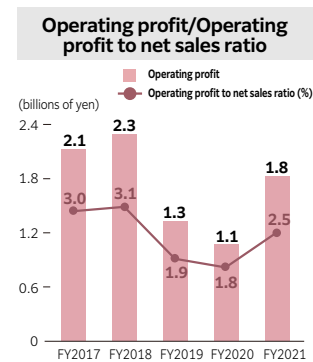
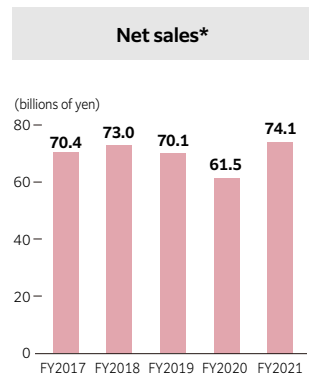
Industrial Equipment & Tools Division

FY2021 Net Sales*

¥74.1 billion

FY2021 Operating Profit

¥1.8 billion



*Net sales for FY2021 on p.17-22 (Core Businesses) show figures after the application of the revenue recognition standard.

Business overview of FY2021

Despite the impact of factors such as delivery delays due to shortages of semiconductor components, the plant utilization remained at high levels, mainly in the automobile-related and semiconductor-related industries, and demand for cutting tools and measurement equipment increased. Demand for logistics-related and other equipment for use in food-related industries also expanded.

Under these circumstances, we implemented campaigns through our "Growing Navi" e-commerce site and worked to strengthen logistics functions.

As a result, net sales for FY2021 were ¥74,115 million (¥61,520 million in the previous fiscal year).

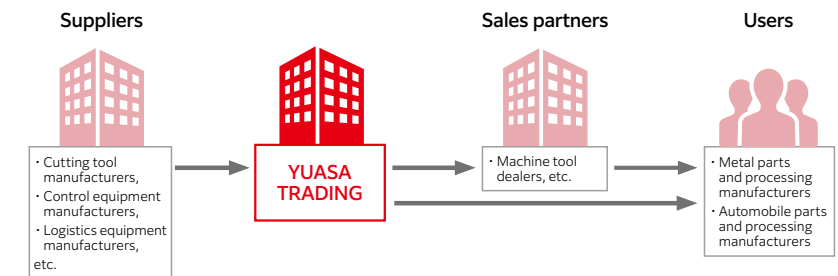
Business fields

[Main markets]

- Manufacturing industry, mainly automobile manufacturing
- Manufacturing industry, including IT, semiconductor manufacturing equipment, and consumer information equipment

- General machinery manufacturing
- Food manufacturing
- All other manufacturing industry

[Main distribution channels]



Business environment analysis

Strengths

- Product lineup focused on tools, control, and logistics
- Logistics functions
- E-commerce function (Growing Navi)

Opportunities

- Expanding semiconductor market
- Rising investment in labor savings due to falling birthrate and aging population
- Rising investment in factory business continuity planning (BCP)

Vision and related initiatives

TOPICS

Strengthening logistics functions

In order to provide a one-stop upstream through downstream support in the warehousing business, we are strengthening our logistics functions.

We are working to reduce logistics costs by using AI algorithms to calculate optimal vehicle dispatch and minimize travel distance. At our Kanto Logistics Center, we have also turned one quarter of the total floor space into unmanned transportation areas and are installing automation equipment for automated transport by robots. Furthermore, we connect the needs of suppliers and customers by providing pre-delivery logistics processes such as refurbishment of air conditioning, cleaning, automated valve assembly, chain slinging and other services in addition to the storage function.



We use Loogia, an automated vehicle dispatch cloud-based system, to prepare delivery plans for each driver's area of responsibility.

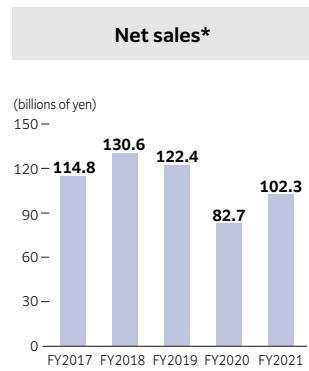
Core Businesses

Industrial Market Headquarters Machine Tools Division



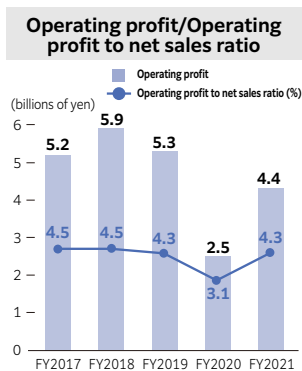
FY2021 Net Sales*

¥102.3 billion



FY2021 Operating Profit

¥4.4 billion



Business overview of FY2021

Semiconductor-related industries and automobile-related industries, mainly batteries and motors for EVs, remained strong, and orders for machine tools continued to grow. Overseas, the economic recovery trend continued, mainly in the U.S. and Southeast Asia. Under these circumstances, we focused on sales of “Robo Combo,” a robot system using articulated robots developed by the company, and “Bub Power,” a microfine bubble system for coolant equipment. As a result, net sales for FY2021 were ¥102,258 million (¥82,723 million in the previous fiscal year).

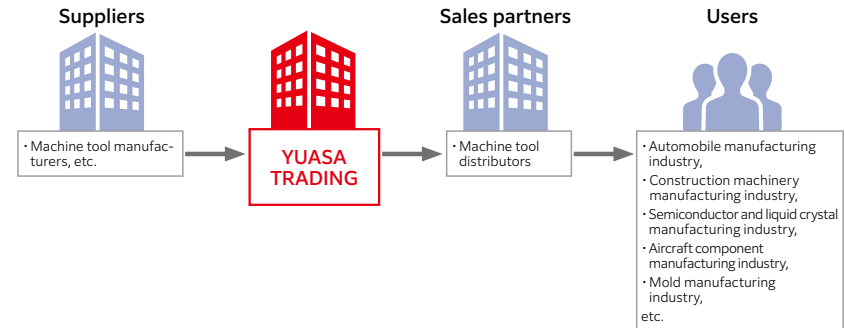
Business fields

[Main markets]

- Manufacturing industry, mainly automobile manufacturing
- Manufacturing industry, including IT, semiconductor manufacturing equipment, and consumer information equipment

- General machinery manufacturing
- Food manufacturing
- All other manufacturing industry

[Main distribution channels]



Business environment analysis

- Strengths**
 - Japan’s leading machine tool sales capabilities
 - Network strengths of business partners
 - Engineering capabilities through the Group companies
- Opportunities**
 - Return of overseas production plants to Japan
 - Acceleration of automation due to labor shortages and rising sales of DX and system products
 - Expanding ultra-precision market due to advances in IT digital technologies

Vision and related initiatives

TOPICS Aluminum chip recycling system for sustainable manufacturing

Our Group company, YUASA NEOTEC, proposed an aluminum chip recycling system as a solution for carbon neutrality. The system reduces greenhouse gas (CO₂) emissions and costs by recycling plant waste.

We will continue to provide not only “needs” but also “seeds” (development of products and services based on our own technology and know-how and new materials we have developed), as well as proposing original products that match the times as a trading company.

WEB <https://www.youtube.com/watch?v=KoU-mjhETZI>



Aluminum chip recycling system

Core Businesses

Living Environment Market Headquarters Housing, Air & Fluidic Control Systems Division

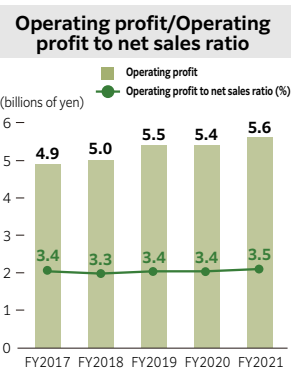
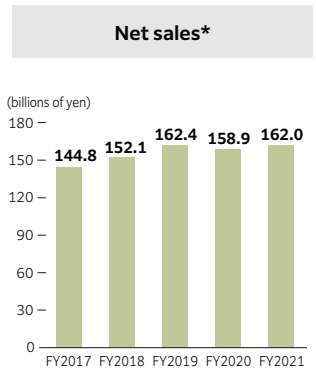


FY2021 Net Sales*

¥162.0 billion

FY2021 Operating Profit

¥5.6 billion



Business overview of FY2021

Demand for housing equipment remained firm due to an increase in new housing starts and strong demand for renovation. In the renewable energy field, demand for storage batteries and other peripheral equipment increased with a view toward carbon neutrality. At the same time, there were delays in deliveries of water heaters, housing fixtures, pumps, and so on due to shortages in the supply of semiconductors and other related components and activity restrictions caused by the spread of COVID-19 in producing countries.

As a result, net sales for FY2021 were ¥162,038 million (¥158,970 million in the previous fiscal year).

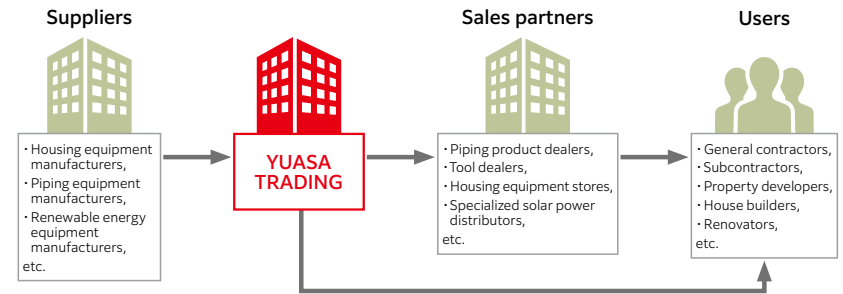
Business fields

[Main markets]

- Piping product dealers,
- Factory and plant engineering companies,
- Housing equipment stores and equipment companies,

- Property developers, builders, and construction companies, etc.

[Main distribution channels]



Business environment analysis

- Strengths**
- Diverse product lineup, centered on housing equipment, pipes, and air conditioning
 - Capability to propose solutions by departments specializing in the environment and energy savings
 - Logistics functions
- Opportunities**
- Expanding renovation market
 - Rising demand for carbon neutrality
 - Rising demand in overseas markets

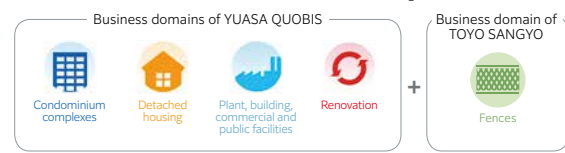
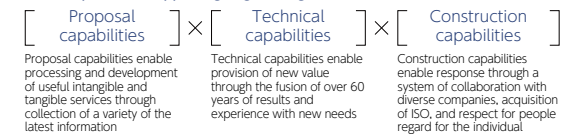
Vision and related initiatives

TOPICS YUASA QUOBIS offers engineering functions

Our Group company, YUASA QUOBIS, offers added-value integrated technologies and services from proposal through to sales, construction, management, and maintenance. It has expanded its business domains from the housing complex to the detached housing, building construction, and building equipment, as well as the renovation.

Through its October 2022 merger with TOYO SANGYO, another YUASA TRADING consolidated subsidiary. YUASA QUOBIS is also working to strengthen and streamline its construction functions for building material products. This will boost the business and competitiveness of the entire Group in the building materials field in addition to improving business performance and maximizing corporate value.

Three capabilities supporting engineering functions



Core Businesses

Construction Market Headquarters Building Supplies & Exterior Division

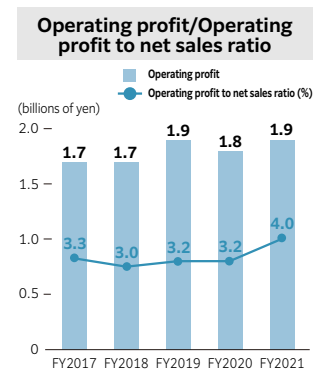
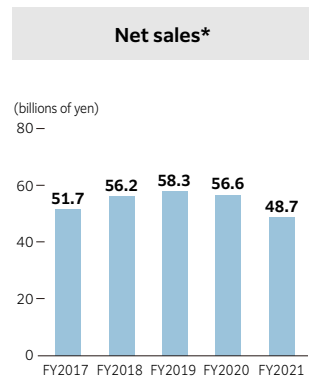


FY2021 Net Sales*

¥48.7 billion

FY2021 Operating Profit

¥1.9 billion



Business overview of FY2021

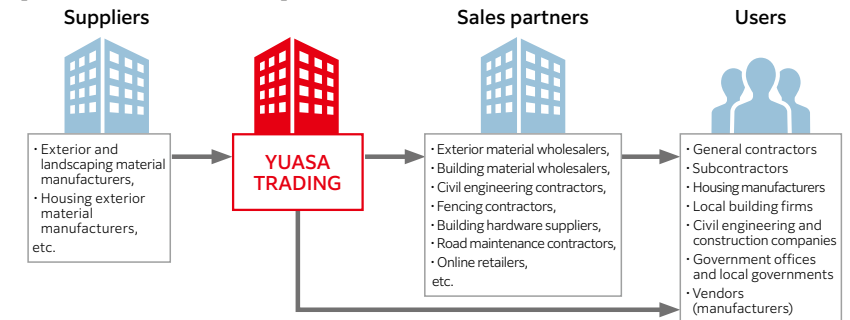
There was a moderate recovery, mainly in landscape exterior products and building hardware products. Investment in public works such as natural disaster measures and measures to prevent traffic accidents remained firm, mainly in the Tokyo metropolitan area. Under these circumstances, in line with the Fundamental Plan for National Resilience, we focused on expanding sales of resilience products, such as bollards (buffer stops) with flood sensors, water stop plates, and aluminum fencing to replace concrete walls with a risk of falling down. As a result, net sales for FY2021 were ¥48,734 million (¥56,624 million in the previous fiscal year).

Business fields

[Main markets]

- General contractors and subcontractors (general contractors for roads),
- Housing manufacturers,
- Local building firms,
- Civil engineering and construction companies,
- Government officers and local governments, etc.

[Main distribution channels]



Business environment analysis

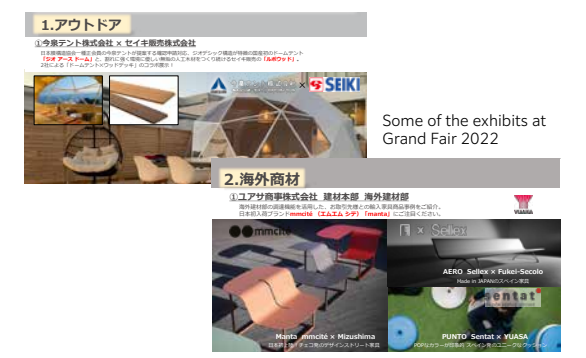
- Strengths**
 - Leading exterior and landscaping materials sales capabilities in Japan
 - Ability to propose solutions by departments specializing in resilience
 - Overseas product and material procurement capabilities
- Opportunities**
 - Demand for updating of social infrastructure
 - Redevelopment projects in major cities
 - Rising investment in traffic-related IoT

Vision and related initiatives

TOPICS Proposal of new lifestyles

Recently, partly due to the COVID-19 pandemic, lifestyles have diversified, and the ways people enjoy themselves have also become more varied. The outdoors, which is receiving renewed attention, is in the midst of a major boom.

Outdoor living has become the focus even within the outdoor market we specialize. In addition to domestic products and materials, the popularity of overseas products has also increased, and there is a growing demand for outstanding design features. We are responding to these changing market needs with "New Lifestyle" as our keyword leveraging the networks we have cultivated to date.



Some of the exhibits at Grand Fair 2022

/ Core Businesses

Construction Market Headquarters Construction Machines Division

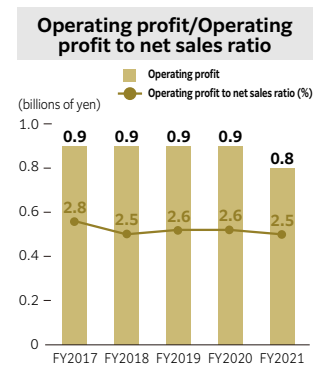
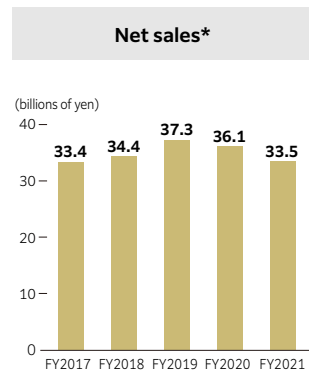


■ FY2021 Net Sales*

¥33.5 billion

■ FY2021 Operating Profit

¥0.8 billion



▶ Business overview of FY2021

Demand was sluggish in certain parts due to construction delays from a shortage of skilled construction workers and revisions to private capital expenditures. At the same time, civil engineering projects related to public works such as infrastructure development, disaster recovery, and disaster prevention/mitigation work remained firm, and demand for construction machinery from rental companies and civil engineering products was also firm, but there were also delays in deliveries for some construction machinery due to the semiconductor shortage. Under these circumstances, we strengthened sales, including expansion of handling of products emphasizing safety measures at construction site. As a result, net sales for FY2021 were ¥33,528 million (¥36,102 million in the previous fiscal year).

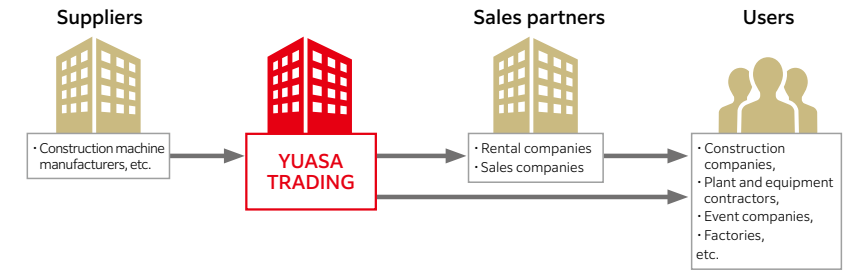
▶ Business fields

[Main markets]

- Construction companies and plant
- Equipment contractors and event companies
- Factories

- Construction machine rental companies
- Agriculture and forestry

[Main distribution channels]



■ Business environment analysis

Strengths

- Network based on rental company association (YRA)
- Used construction machine sales (YUMAC) business
- Pre-shipment inspection function for imported products (Chubu Center)

Opportunities

- Rising demand for redevelopment of infrastructure to address disasters/disaster mitigation
- Adoption of IoT/ICT on construction sites
- Demand for infrastructure in emerging nations

■ Vision and related initiatives

TOPICS

YUASA MACROS provides one-stop solutions for events

Our Group company, YUASA MACROS, has leveraged the strengths of the housing and equipment rental business to develop an event production business that listens to the needs and issues of event organizers and proposes solutions. The company provides a one-stop service from planning, quotations, and preparation through to operations on the day for various kinds of events, including induction ceremonies, sports tournaments, exhibitions, anniversary celebrations, inauguration ceremonies, and a variety of parties and other ceremonies.



YUASA MACROS' event business

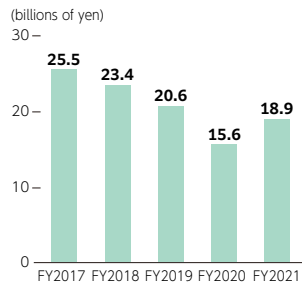
/ Core Businesses

Energy Division

FY2021 Net Sales*

¥18.9 billion

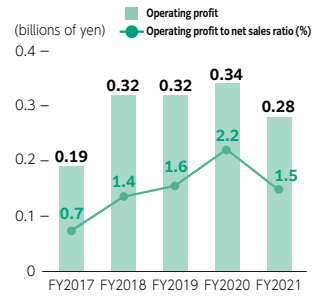
Net sales*



FY2021 Operating Profit

¥0.3 billion

Operating profit/Operating profit to net sales ratio



Business overview of FY2021

Although there was a recovery trend in economic activities despite the impact of the state of emergency declarations in response to the COVID-19 pandemic, the volume of petroleum product shipments continued to decline due to the proliferation of fuel-efficient vehicles and other factors. At the same time, soaring crude oil prices affected the prices of petroleum products such as gasoline and diesel fuel. Under these circumstances, the gas station retail business, which operates mainly in the Tokai area, worked to strengthen car care services such as car washing. As a result, net sales for FY2021 were ¥18,888 million (¥15,555 million in the previous fiscal year).

Functions of the Energy Division

Trading functions

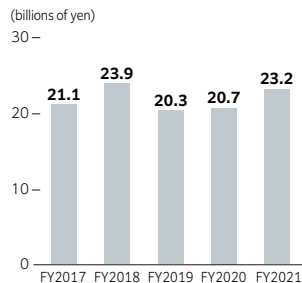
- Operation of gas stations as an energy solution partner for local regions
- Sale of various fuels, including marine fuels, industrial fuels, consumer fuels, petroleum products, and lubricants
- Providing car-life support, including operating of designated car inspection facilities, sales of used vehicles, and providing car coating service

Other (Consumer Products & Timber)

FY2021 Net Sales*

¥23.2 billion

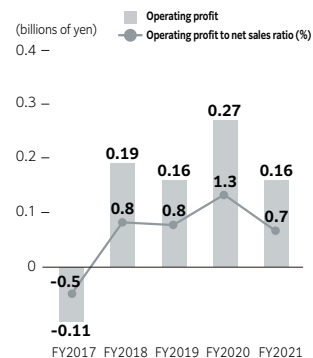
Net sales*



FY2021 Operating Profit

¥0.2 billion

Operating profit/Operating profit to net sales ratio



Business overview of FY2021

In the Consumer Products Business, seasonal household appliances faced difficult sales conditions from the delay in imports due to the impact of lockdowns in response to the COVID-19 pandemic in producing countries.

In the Timber Business, amid the continuing difficult sales situation due to the prolonged impact of the lumber crisis and rising production costs, the division focused on sales of domestically produced lumber while also working to develop new suppliers to expand procurement channels.

As a result, net sales of Other for FY2021 were ¥23,161 million (¥20,687 million in the previous fiscal year).

Functions of Consumer Products & Timber Division

Marketing functions

- Development, import, and sale of seasonal appliances (fans and kotatsu table heaters) and lifestyle and cooking appliances for home centers, consumer electronics retailers, and large-scale supermarkets
- Collection of user needs and development of original consumer electronics (private brand products) to match changes in consumer lifestyles
- Operation of online retail site YUASA PRIMUS.com

Trading functions

- Import and sale of timber and wood products from around the world, including Europe, North America, Russia, China, Southeast Asia, and South America
- Sale of secondary wood products based on strong relationships of trust with domestic manufacturers



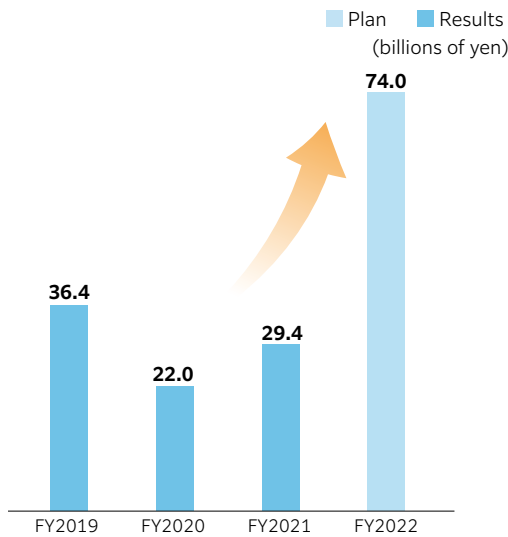
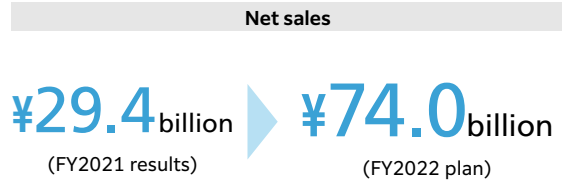
Growth Strategy

Overseas Business Connecting the World and Japan

Brings products and solutions developed in Japan to overseas markets and provides new value.

Overview of Growth Strategy

- Concentrates Group business resources on North America, Southern Asia, and Eastern Asia regions.



Positioning of Overseas Business

In the Overseas Business, major market expansion is expected in the areas of housing and factory construction and infrastructure investment, particularly in emerging countries.

The YUASA TRADING Group takes advantage of the product procurement capabilities and engineering functions cultivated in Japan and the Group's overseas network to capture overseas demand and work to improve the living standards of local people.

Progress of Growing Together 2023

- Exhibited at METALEX, the largest machine tools and metalworking technology exhibition in Thailand and the ASEAN region
- Implemented Thailand project (establishment of mini-YUASA in Thailand with plans to hold Grand Fair in 2025)
- Disseminated information to users through social network in Thailand



Yuasa Engineering Solution Thailand social network page



500 companies and 775 people visited METALEX. (March 9 – 12, 2022)

TOPICS

Yuasa-YI, INC., our Group company, exhibited at IMTS2022 (the biggest trade fair for manufacturing technology in the U.S.)

Yuasa-YI, INC. exhibited at IMTS2022 (International Manufacturing Technology Show 2022), the biggest trade fair for manufacturing technology in the U.S., which was held from September 12 – 17, 2022 in the U.S. Although it was the first time the trade fair had been held in four years, partly due to the impact of COVID-19, it was a lively event with around 86,000 visitors.

Many of the customers at the booth were highly purchase-oriented and brought with them work they actually wanted to process or made requests for specific processing considerations. Working with various manufacturers, we were able to promote the products on display that met a variety of customer needs, such as state-of-the-art machinery, automation, and process consolidation. Employees made concerted efforts to follow up with sales activities, including visits to interested customers after the trade fair.



/ Growth Strategy

Robot (AI) & IoT Business

Connecting Data/Technology and People



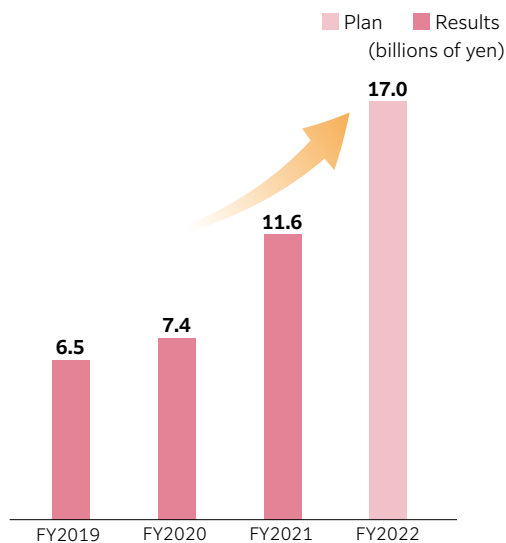
Proposes Robot (AI) & IoT solutions with the key concept of automation easily at a low price.

► Overview of Growth Strategy

- Aims to grow our entire customer network through proposals for cutting-edge AI/IoT and robot technology.

Net sales

¥11.6 billion (FY2021 results) → ¥17.0 billion (FY2022 plan)



► Positioning of Robot (AI) & IoT Business

Through a large number of projects, the YUASA TRADING Group has put forward proposals for labor saving, streamlining, and environmental improvement solutions in factories as well as proposals for automated production lines overseas.

Taking advantage of our network as an Integrated Service Shosha Group in addition to our many years of on-site expertise and the AI technology capabilities of connectome.design inc., the YUASA TRADING Group will continue to solve customer problems with our ability to coordinate the creation of the future society.

Progress of Growing Together 2023

- Published our AI solution website that provides one-stop support for every step in the process of introducing AI
- Proposed a broad range of AI solutions at exhibitions, including Grand Fair, FOOMA JAPAN, ROBOT TECHNOLOGY JAPAN, and AI EXPO
- Expanded sales of the robot system "Robo Combo" that realizes automation easily at a low price

WEB <https://ai-yuasa.com/>



AI solutions website

TOPICS AI contaminant inspection device for beverages

In the beverage industry, visually checking for contamination after bottles and other containers have been filled with liquids is a demanding task. We have used the AI technology capabilities of our business alliance partner connectome.design inc. to jointly develop a device that can distinguish between bubbles, foreign matter, and scratches using AI with a machinery manufacturer.



Contaminant inspection device for beverages on display at FOOMA JAPAN

/ Growth Strategy

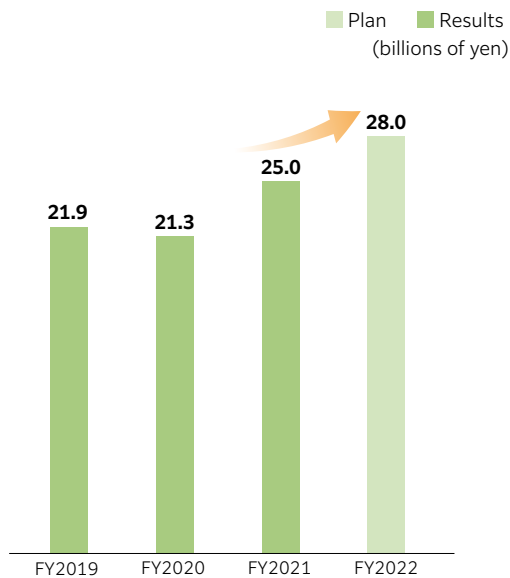
Eco & Energy Solution Business Connecting the Future and Smart Energy

Provides customers with support for carbon neutrality through one-stop solutions.

► Overview of Growth Strategy

- Aims to realize a decarbonized society through renewable energy for efficient use of energy and ensuring resilient lifeline infrastructure.

Net sales



► Positioning of the Eco & Energy Solution Business

The introduction of renewable energy to realize carbon neutrality and initiatives to reduce CO₂ emissions by ensuring energy conservation are now trends with a direct connection to corporate value. In 2009, we led the industry in rolling out YES-net, an energy management system that enables current CO₂ emissions to be assessed as the first step toward carbon neutrality. We offer a one-stop system for optimal services based on the environmental solution know-how we have accumulated to date.

Progress of Growing Together 2023

- Deploy solutions that combine solar power generation, storage batteries, and V2H
- Support conversion of factories to 100% renewable energy

TOPICS Our solutions for achieving carbon neutrality



Carbon neutrality support video

Step 1 Assess and managing current CO₂ emissions

- ✓ Assess and manage based on CO₂ emissions intensity
- ✓ Assess and manage based on energy flow

YUASA TRADING's proposals

- ✓ Manage and analyze energy consumption using YES-net
- ✓ Assess current situation with energy saving diagnosis

Step 2 Formulate CO₂ emissions reduction target

- ✓ First formulate reduction targets for each target fiscal year toward realization of government target of 46% by 2030

YUASA TRADING's proposals

- ✓ Optimal proposals for cost and CO₂ emissions reductions based on assessment of current situation in Step 1

Step 3 Prepare and implement medium- to long-term plan

- ✓ Prepare and implement 3 – 5 years plan for introduction and updating in order to achieve and maintain targets for CO₂ emissions reductions

YUASA TRADING's proposals

- ✓ Update equipment using subsidies
- ✓ Install solar power generating equipment
- ✓ Offset proposals

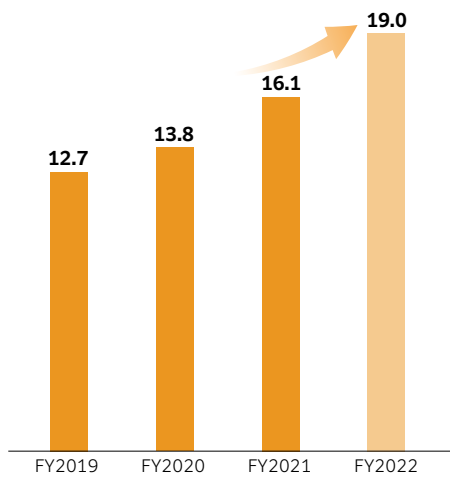
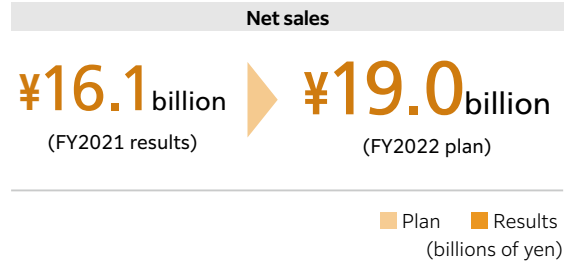
/ Growth Strategy

New Distribution Business Connecting Information Platforms with Business Partners

Expanding our electronic trading business (Growing Navi) together with business partners.

► Overview of Growth Strategy

- Expand the e-commerce business across divisions and enhance the functionality of the Growing Navi site. (Enhance search functions, deploy B-to-B-to-U, etc.)



► Positioning of New Distribution Business

The e-commerce business has become more important due to the spread of COVID-19 in addition to the digitalization of business.

YUASA TRADING will utilize Growing Navi for transactions that are possible through e-commerce and promote it as a digital sales tool for an era of living with COVID-19.

Progress of Growing Together 2023

- Increase order amount for Growing Navi (FY2022 results ¥5.4 billion → FY2023 plan ¥10.0 billion)
- Deploy B-to-B-to-U platform that ties together sales partners and users (from April 2021)
- Promote provision of products at one-stop-shop through the across divisions New Distribution Business Division



Growing Navi homepage

TOPICS Deployment of Growing Navi B-to-B-to-U

From May 2018, YUASA TRADING has operated a B-to-B site called “Growing Navi” that connected sales partners with the company. From April 2021, we have been operating a B-to-B-to-U system that connects sales partners (B) with users (U).

Sales partners can use the system as their own e-commerce site.

Benefits for sales partners

- Can be used as digital sales tools in the COVID-19 and post-COVID era
- Can list inventory and price information
- Simple set up to be usable from the next day

■ Concept of Growing Navi B to B to U



Growing Navi has been developed as an e-commerce site for sales partners.



Introductory leaflet for Growing Navi B to B to U

/ Growth Strategy

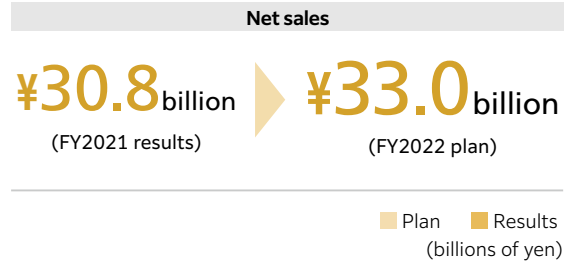
Resilience & Security Business Connecting Security Technology and BCP Know-How



Connects security technology and BCP know-how to maintain safety and security while continuing business.

► Overview of Growth Strategy

- We promote safe and secure manufacturing, home building, and town building with disaster prevention, disaster mitigation, and BCP as our keywords.



► Positioning of the Resilience & Security Business

Since 2012, we have been working continuously to promote products and services related to disaster prevention, disaster mitigation, and business continuity that lead to the resilience of social infrastructure. We utilize the know-how we have cultivated to date to combat new social issues such as increasingly severe natural disasters and COVID-19 with the aim of realizing a safe and secure society.

Progress of Growing Together 2023

- Made the Resilience & Security Office a company-wide division, further improved proposal capabilities. P.35
- Eight consecutive years of winning the Japan Resilience Award P.35
- Sold aluminum privacy fence "YACHIBEI®" used for improving concrete walls (Won Award for Excellence, Japan Resilience Award 2022) P.35
- Held the Northern Kanto and Shinetsu Resilience & Security/ESG Fair (Won Award for Superior Performance, Japan Resilience Award 2022) P.38



TOPICS

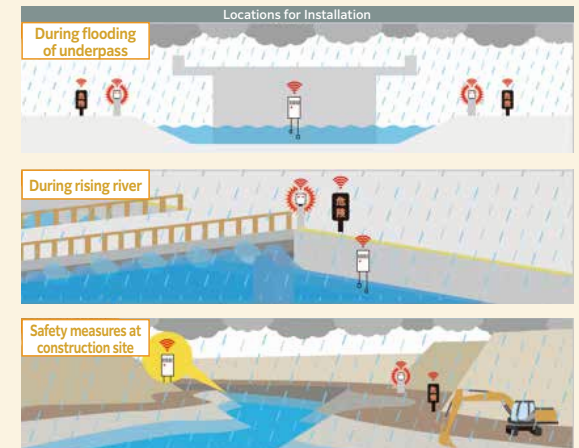
New flood detection and warning system KIZUKI MIRAI SIGNAL

We proposed "KIZUKI MIRAI SIGNAL" flood detection and warning system for inland flooding and rising rivers in urban areas due to flash torrential rains. When the base unit, which has a flooding sensor, detects flooding, flood information is displayed. The system protects valuable lives and equipment from flood damage by preventing gridlock due to flooding, through the provision of warnings about flooded underpasses, for example.

■ Flow during flooding



■ Location where flooding sensor is installed



/ Growth Strategy

Agriculture Process Business Creating Next-generation “Earning Agriculture”



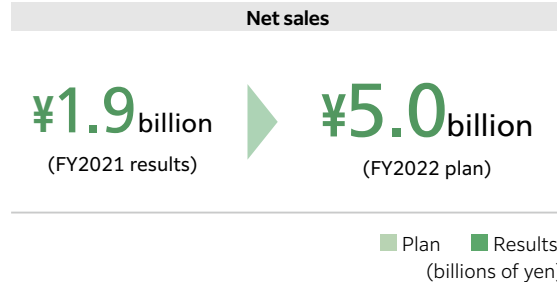
We solve problems for producers and propose next-generation earning agriculture.

► Overview of Growth Strategy

- Develop and propose robots and machinery that support smart agriculture
- Develop agriculture-related equipment through collaborations with supplier manufacturers

► Positioning of Agriculture Process Business

Positioned as a growth area under the 1st stage (previous Medium-term Management Plan) to address the aging and decrease of the agricultural workforce, we developed and proposed products to reduce the workload of famers and realize efficient agriculture. Hereforth, we will propose next-generation “earning agriculture” as a pillar of our business activities.



Progress of Growing Together 2023

- Propose original rolling machine that can mix feed using raw materials available in Japan
- Commence sale of “Own Greens,” the world’s first independent hydroponic system
- Delivered over 2,000 UV-B fluorescent lamps to strawberry farmers
- Exhibited at Agriculture Week (a comprehensive agriculture and livestock exhibition)



“Own Greens” independent hydroponic system

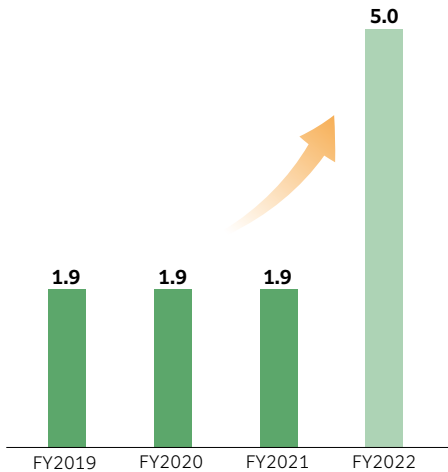
TOPICS

Transportation system for harvesting work

With a rail attached to the frame of a greenhouse, harvesting work can be performed while seated in the swing attached to the system rail. It is also possible to move horizontally together with the harvest basket. Watering can also be performed by suspending a sprinkler from the system rail. The system reduces physical strain due to working for long periods in a crouching or squatting position and contributes to greater efficiency and labor savings in harvesting work.



Contributing to greater work efficiency and labor savings with a hanger rail and pulley



/ Growth Strategy

Long-term Care & Medical Business Connects Next-generation Long-term Care and Medical Services



Proposes both hard and soft solutions for comfortable living in an aging society.

► Overview of Growth Strategy

- We combine the collective strength of the Group to provide support for improving long-term care and medical facilities.

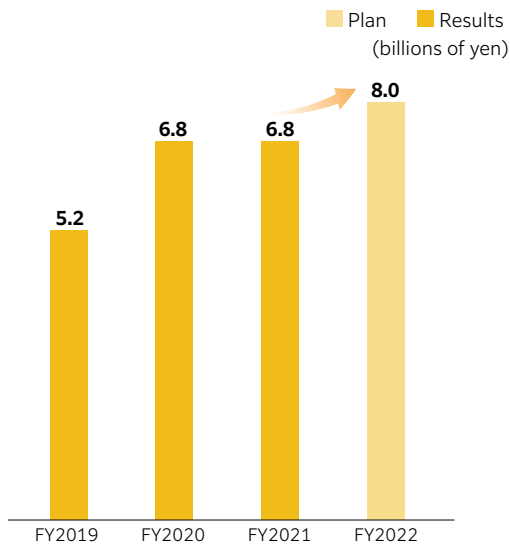
► Positioning of Long-term Care & Medical Business

We will provide support for improving long-term care and medical facilities to solve social issues such as the aging society, labor shortages, and disruption to medical facilities due to infectious diseases.

We not only offer sales of sterilization and sanitation products to combat infectious diseases and equipment and machinery for facilities, such as power assist suits and long-term care and rehabilitation equipment, but also combine the collective strength of the YUASA TRADING Group to propose infection control houses and other solutions.

Net sales

¥6.8 billion (FY2021 results) → ¥8.0 billion (FY2022 plan)



Progress of Growing Together 2023

- Project to install remote pre-fabricated ICU wards for developing countries
- Propose infection control house for medical facilities and mass vaccination sites
- Promote measures to combat infectious diseases for long-term care and medical facilities that utilize subsidies



Ozone generator. Deodorizes and removes viruses by generating low concentration ozone with no impact on the human body (OHNIT CO., LTD.)



TOPICS

Implementation of project to install remote pre-fabricated ICU wards

We have been working with Japan International Cooperation Agency (JICA) on a project to install remote pre-fabricated ICU wards.

Under the project, wards for patients with severe COVID-19 in developing countries are pre-fabricated and intensive care is provided from Japan using a remote ICU system. Our Group company, FUJI QUALITY HOUSE provided support with delivery of the pre-fabricated hospital wards and air conditioning equipment, and we will extend the project to other developing countries after installation and handover in Kenya and Palau from June 2022 onward.

Remote Pre-fabricated ICU ward (Kenya)



/ Growth Strategy

Sharing Business

▶ Positioning of Sharing Business

In the future, there is expected to be a shift from ownership to sharing in various sectors due to an expansion in the approach to consumption that calls for a broad range of benefits, including for the global environment and social contribution.

We offer a wide-ranging product lineup aligned with market needs for construction sites, various events, and the rental business.

▶ Overview of Growth Strategy

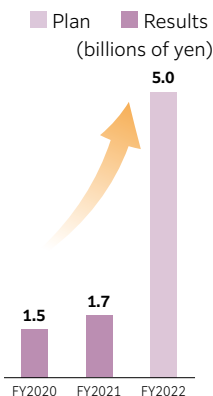
● Fields under consideration for the Sharing Business

- Factory equipment, industrial equipment, robots
- Various logistics center functions
- Trunk rooms utilizing empty space
- Service and maintenance field

● Create sharing platform

Net sales

¥1.7 billion
(FY2021 results) → ¥5.0 billion
(FY2022 plan)



Progress of Growing Together 2023

- Provided temporary toilets for event venues
- Formed partnership with rental company to start e-commerce rental business for other industries

TOPICS

Launch of “Kariru Net” online industrial and lifestyle rental business

E-commerce rental service that enables rentals using electronic payments

WEB

<https://www.karirunet.com/>


Food Equipment Business

▶ Positioning of Food Equipment Business

We promote total proposals for the optimal facilities and equipment in the supply chain with food safety as the keyword, rather than selling actual food products.

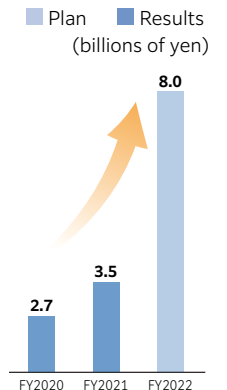
We will apply know-how cultivated by the specialist team that currently handles food equipment in Japan and overseas to realize safe, low food loss, high productivity smart factories.

▶ Overview of Growth Strategy

- Promote total proposals to realize smart food factories
- Strengthen sales of food equipment/factory logistics equipment
- Propose testing equipment that prevents the mixing of outside substances (improve food safety)
- Support introduction of HACCP to improve food safety and ensure quality management
- Propose environment improvements (air conditioning, air purification, lighting, etc.)

Net sales

¥3.5 billion
(FY2021 results) → ¥8.0 billion
(FY2022 plan)



Progress of Growing Together 2023

- Developed original rewritable laser system
- Proposed equipment for picking up food ingredients
- Proposed testing equipment that prevents the mixing of outside substances

TOPICS

Equipment for picking up food ingredients utilizing haptic technology under development

We have been promoting development to incorporate haptic technology which adjusts the degree of force in accordance with the object.



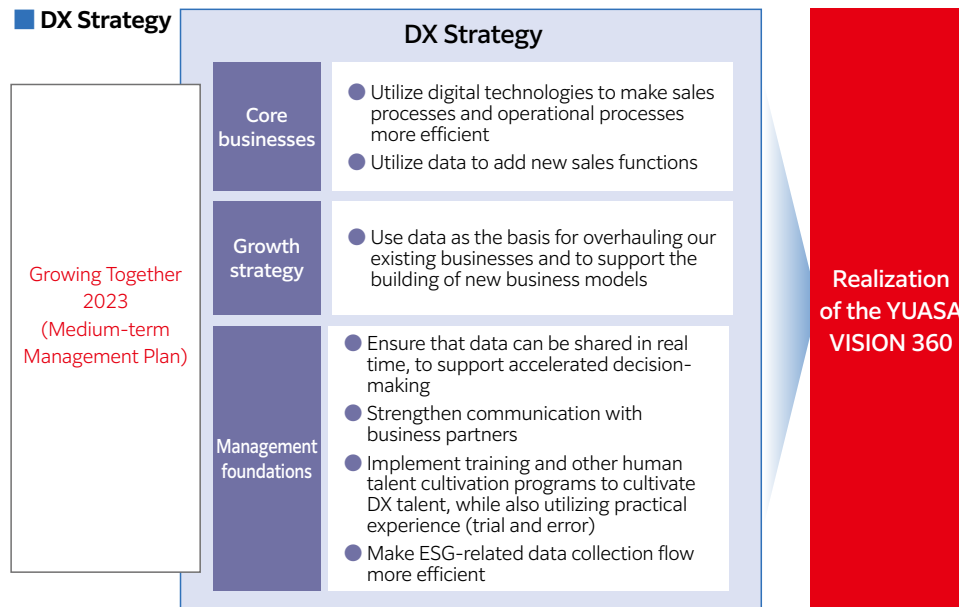
Picking up chopped green onions

Promotion of Digital Transformation (DX)

Aiming to become a digital trading company with “Integrated Product-Service” through DX promotion, we plan to shape our know-how and experience into data as much as possible, as well as collating general market data and the information obtained from our network of current suppliers and sales partners. By analyzing this data, we can link it to new services and proprietary product development that solves social issues, to realize the shift from “Single Item Business” to “Integrated Product-Service.”

Positioning of Our DX Strategy

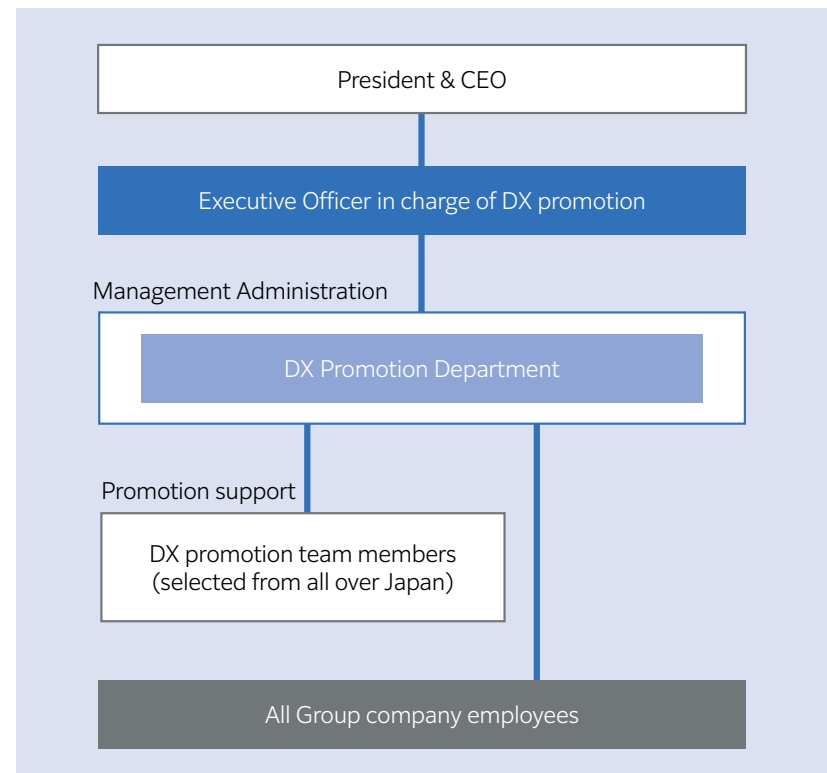
To help realize the YUASA VISION 360 and achieve the goals of the Growing Together 2023 plan, we have formulated a DX strategy to support our core businesses, growth strategy and management foundations.



Establishment of the DX Promotion Department

To facilitate the formulation of the DX promotion strategy and the operation of a system for effective accumulation and utilization of data, in April 2022 we established a new DX Promotion Department composed of experienced sales personnel with IT know-how and personnel with system establishment experience.

DX Promotion Structure



IT Digital Investments

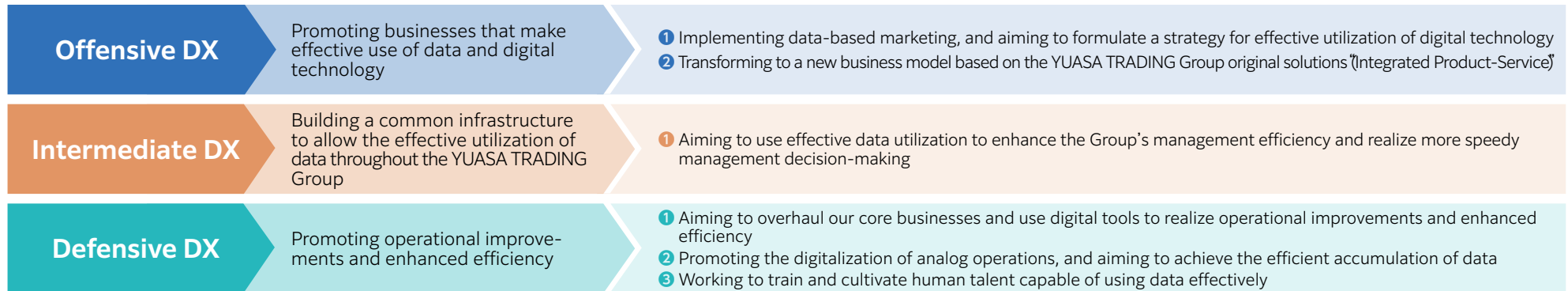
¥4.0 billion + ¥8.0 billion = ¥12.0 billion
FY2020 – FY2022 FY2023 – FY2025 FY2020 – FY2025

／ Promotion of Digital Transformation (DX)

To realize the transformation from “Single Item Business” to “Integrated Product-Service,” we have begun the process of data collection and collation with the aim of using accumulated data collected from a variety of customer touchpoints to analyze customers’ sentiments and behavior, so that we can build a new business model from a customer-focused perspective.

Promotion Implemented in Phases – Offensive, Intermediate, and Defensive

▶ We are promoting DX in the YUASA TRADING Group in three phases: Offensive, Intermediate, and Defensive



Promote Business Originated in Data

▶ **Adoption of the SFA sales support system to improve our ability to respond to business partners’ needs**

With the adoption of an SFA system starting from 2020, we are aiming to enhance customer satisfaction through the sharing of data accumulated through day-to-day sales activities.

▶ **Enhancing our ability to offer proposals at the Grand Fair**

By converting information relating to visitors to the Grand Fair event into digital data, we are able to strengthen follow-up after the event.

