

Message from the President



Taking our unchanging corporate philosophy as the foundation for our decision-making

Any discussion of the YUASA TRADING Group needs to take our history into account. I would like to begin my message by outlining why our company has reached the position where it is now. Having been founded in 1666, and thus having been in existence for 356 years, YUASA TRADING is one of the oldest companies in Japan. Founded as a charcoal business, in 1671 the company became a wholesaler handling metal implements, and for 350 years since then it has continued to build a solid foundation. In the Showa era (which began in 1926), as a metal implements wholesaler, YUASA TRADING began to focus heavily on metal fittings for buildings and on machine tools, laying the groundwork for today's core businesses. YUASA TRADING has long been committed to helping solve social issues, and was one of the first companies in the industry to establish an Environment business and Resilience business. Recently, we have expanded into new fields: Agriculture, and the Long-term Care and Medical business. The previous President's watchword was that "A long-established business can always come up with something new," and I believe that this is a perfect description of YUASA TRADING, which has been able to identify new trends and transform itself repeatedly in response to changing times.

Over our long history, we have continued to hold to a corporate philosophy based on three elements: "Honesty and Trust," "Enterprise and Innovation," and "Regard for the Individual." This philosophy embraces the modern concepts of diversity and engagement, and when making important management decisions, I often find myself going back to our corporate philosophy.

I would like to relate an incident which really brought the value of YUASA TRADING corporate philosophy home to me. In 1995, I was posted to Malaysia as a sales manager for the Machine Tools Division, to set up a new sales office there. This was at a time when many Japanese manufacturers were moving production overseas, and I had initiated this project myself, motivated by a feeling of profound concern driven by the shrinking of the Japanese domestic market. However, there were

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many aspects of the new project that I did not fully appreciate until after I arrived in Malaysia. Firstly, I soon realized that, unlike with the machinery business in Japan, where you can rely on manufacturers to provide follow-up support, in Malaysia you needed to have your own equipment maintenance company in order to get a business off the ground. A further point was that, in order to be able to meet the diverse needs of this rapidly-growing economy, just selling machines on their own would not be enough; we needed to conduct sales by offering proposals that made use of the combined capabilities of the YUASA TRADING Group as a whole. At the time, I was still only in my 30s, but I worked persistently to convince my superiors that, besides the sales company that we had originally intended to set up, we also needed to establish a dedicated maintenance company too. In the end, they adopted my suggestion, and we ended up setting up two local subsidiaries in the same country at around the same time, with me serving as CEO of both. This experience seemed to me to be entirely in line with the “Enterprise and Innovation” and “Regard for the Individual” aspects of YUASA TRADING’s corporate philosophy, which emphasize “pursuing the entrepreneurial spirit and revolutionary ideas” and “respecting employee individuality and rights.” Today, I see “Total Coordination Skills,” “Challenging Spirit” and “Communication” as being the keywords that embody the sources of growth for the YUASA TRADING Group.

YUASA VISION 360 and Growing Together 2023

Aiming for “TSUNAGU” value creation

We established “YUASA VISION 360” as our vision for the year 2026, which marks the 360th anniversary of the founding of the Group.

The aim of this vision is for the YUASA TRADING Group to grow into a “TSUNAGU” Service Integrated Shosha Group with an industry-leading profit structure. This plan established numeric targets of consolidated net sales of ¥600.0 billion, ordinary profit of ¥20.0 billion, an ordinary profit to net sales ratio

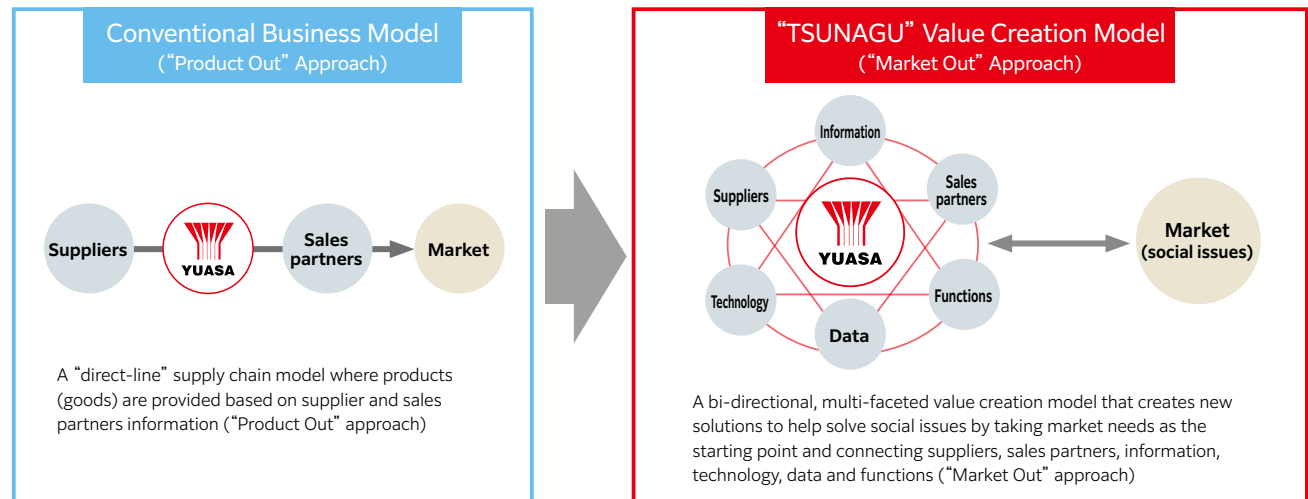
of 3.3%, an ROE of at least 11.7%, and a total payout ratio of at least 33.0%, for the fiscal year ending March 31, 2026.

To this end, in April 2020 we announced the Medium-term Management Plan “Growing Together 2023,” the implementation period for which ends in the fiscal year ending March 31, 2023, as the second stage.

Taking “Total Coordination Skills,” “Challenging Spirit” and “Communication” as keywords, by strengthening our existing core business and developing and cultivating nine growth businesses as businesses that help to solve social issues, we are aiming to further strengthen our management foundations. As a result of our efforts in this regard, the company’s performance in the fiscal year ended March 31, 2022, the second year of plan implementation, was as follows: Net sales totaled ¥462.7 billion, our operating profit rose by 32.3%, ordinary profit rose by 17.3%, and profit attributable to the owners of the parent company rose by 16.3%.



Value Provision (“TSUNAGU” Value Creation) that YUASA TRADING Group is Aiming to Achieve



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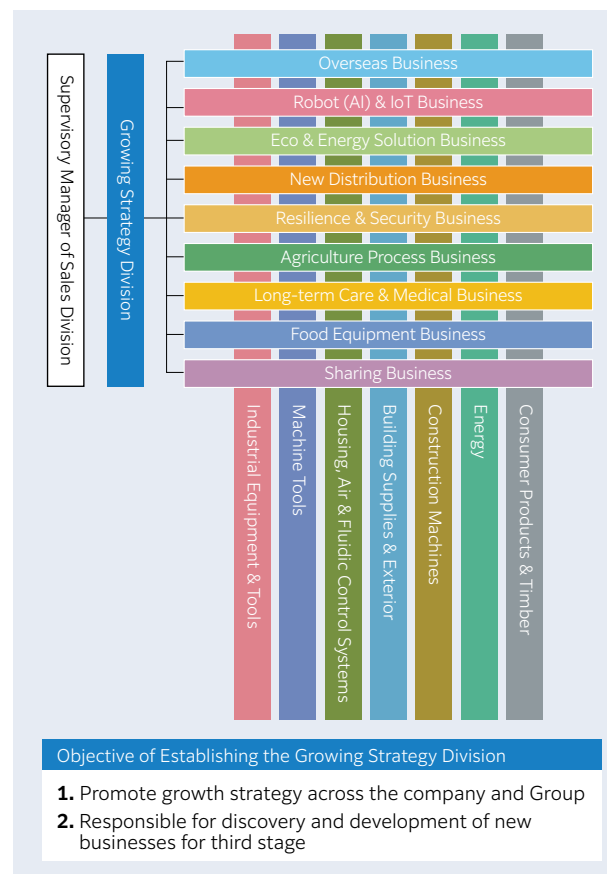
When I was serving as a senior managing director, I was involved in the formulation of the company's Medium-term Management Plan; this was the time when we switched over to implementing the plan over a period of three years. While change is important, there are also some fundamental aspects that should not be changed, and I did wonder whether it was advisable to adopt a completely new Medium-term Management Plan every three years without first clarifying what these aspects are. After intensive discussion, it was decided to set a long-term vision, looking ahead nine years to 2026, the year of the company's 360th anniversary. Having clarified our vision of which direction the company should be heading in, we then aimed to realize this vision by drawing up Medium-term Management Plans that specified methods, strategies and measures to be implemented over periods of three years.

In the past, Shosha (trading companies) have excelled at business areas that link people, goods and money directly in a "straight line." This is what is generally referred to as "trading business." By contrast, the YUASA VISION 360 sees the YUASA TRADING Group as becoming a business group that links together not only people, goods and money, but also information, technology and data in various different ways, thereby generating new value-added and being able to successfully respond to the market's demand.

To accelerate this process, on the organizational side, in 2020 (the year in which the second stage of plan implementation began), we established the Growing Strategy Division as a company-wide organization. As a Shosha (trading company), YUASA TRADING excels at structuring things vertically, and this was a key issue for us when considering "Total Coordination Skills." Starting from the Growing Strategy Division, with its horizontal structure, we have put in place a framework for centralized promotion, particularly with respect to growth businesses, covering every stage from product and system planning and development through to sales and customer support.

The FY2021 is the final year of implementation of the second stage of the Medium-term Management Plan – Growing Together 2023, and the YUASA TRADING Group is introducing

▶ The Growing Strategy Division — a company-wide, horizontal organization



a wide range of original product packages. In the future, besides continuing to focus on rolling out "TSUNAGU" solution businesses, we will also be concentrating on M&A in growth areas and on investment in digital transformation (DX) to develop solutions that effectively utilize data.

"Market Out" Approach That is Vital for "TSUNAGU" Solutions

Moving away from "Product Out," and undertaking talent cultivation

While the Growing Strategy Division has put in place the organizational framework needed for realizing the YUASA VISION 360, there is an issue in relation to talent cultivation. In particular, while we need to cultivate as many employees as possible who are capable of developing "TSUNAGU" solution businesses, this is not something that you can learn to do just by taking classes.

When developing solution sales, it is vitally important to accumulate personal experience and to internalize the frustration of failure and the joy of success. Making the effort to identify customers' latent needs, and having the "TSUNAGU" capabilities required for developing solutions, are also extremely important.

Since taking over as President, I have often commented in internal meetings on the importance of the "Market Out" approach. In the past, we switched from a "Product Out" approach to a "Market In" approach. With the "Product Out" approach, product sales are conducted from a manufacturer-centric perspective, and with the "Market In" approach, the idea is to procure and sell the products that you think the buyer needs. By contrast, with the "Market Out" approach, one identifies market and buyer needs first, and then develops and proposes products and product packages that meet these needs. YUASA TRADING is undertaking "TSUNAGU" value creation based on a "Market Out" approach.

I hope that the YUASA TRADING Group employees will be able to experience both the challenges and the joys of solution sales, using "TSUNAGU" packages that have been created by our company based on market needs. I want us to put in place the environment needed for as many employees as possible to experience the feeling of being of use to society through sales activity, and to focus on talent cultivation.

Message from the President

Our Sustainability Declaration that connect us to the future

Based on our corporate philosophy, in October 2021 we announced our Sustainability Declaration with the aim of realizing a further evolution in our management foundations, which have developed over a period of more than 350 years, and of connecting us to the coming future.

To provide the framework for promoting initiatives to realize the Sustainability Declaration, we have established a Sustainability Promotion Committee, which is chaired by the Representative Director and Senior Managing Director, and a Sustainability Promotion Office, inside the Corporate Planning Department, and promote action plans.

In more concrete terms, besides aiming to make the YUASA TRADING Group as a whole carbon neutral by FY2030, we have also drawn up a Transaction Policy, Human Rights Policy, and Diversity Policy, and we have begun to implement sustainability-related training for the Group employees and to implement projects for strengthening employee engagement.

The phrase “service with good products” which appears in our Sustainability Declaration is something that has been important to our company for a very long time. It reflects the business ethics which have remained unchanged at our company since it was first established, which emphasize serving the market by providing good-quality products, and in doing so helping to realize sustainability.

Spreading awareness of the need for “Challenging Spirit” to employees throughout the world

One of the distinguishing features of the YUASA TRADING Group employees is, to put it concisely, “seriousness.” They take a serious approach to business, to their thinking, and to how they act. As I see it, this is what our corporate philosophy refers to as “Honesty and Trust.”

However, if we are to continue growing to be a company that survives for 360 years and then 400 years, just focusing on seriousness is not enough; we also need a spirit of being

willing to challenge oneself, without fear of failure. In a sense, the achievement of the YUASA VISION 360 depends on the extent to which we can break free from existing ways of doing things. To this end, it is important for us to cultivate a corporate culture that values taking on new challenges.

Immediately after taking over as President, I held round table meeting with employees, and made numerous visits to the Group’s business locations both within and outside Japan over the course of a year. Unfortunately, the COVID-19 pandemic put a stop to this, but starting from this fiscal year I have once again begun to make these visits, and I plan to visit all our business locations over a period of two years. By holding round table meeting, I have been able to get across to individual employees the importance of challenging oneself, and answer employees’ questions to the best of my ability, thereby ensuring that we are all on the same page. I also want to emphasize once again, based on my own personal experience, just how important the three elements of “Total Coordination Skills,” “Challenging Spirit” and “Communication” are for YUASA TRADING Group employees and for the future of the company as a whole.

To Our Stakeholders

By striking the right balance between business investment and profit return to shareholders, we are working to enhance corporate value

Our basic approach to profit distribution is to allocate one-third each to retained earnings, future investment, and returning profits to shareholders. In other words, our target is to return at least 33% of profits to shareholders. Of course, if our overall profits increase, then the absolute amount total payout ratio will also increase, even if the percentage share remains unchanged. We believe that it is important to maximize profits, and we are implementing various measures under our current Medium-term Management Plan in order to achieve this.

To implement these measures, in some cases prior investment is needed, and while maintaining the share of

profits returned to shareholders at 33% or more, we will also be investing in growth areas.

Henceforth, while striking the right balance between business investment and returning profits to shareholders, and while maintaining financial soundness, we will also be reinvesting the profits that we earn through our business activities to maximize corporate value and enhance shareholder value.

I look forward to receiving your continued support in the future.



YUASA VISION 360 (Long-term Vision)

Taking on the Challenge of Becoming a “TSUNAGU” Service Integrated Shosha Group with an Industry-leading Profit Structure

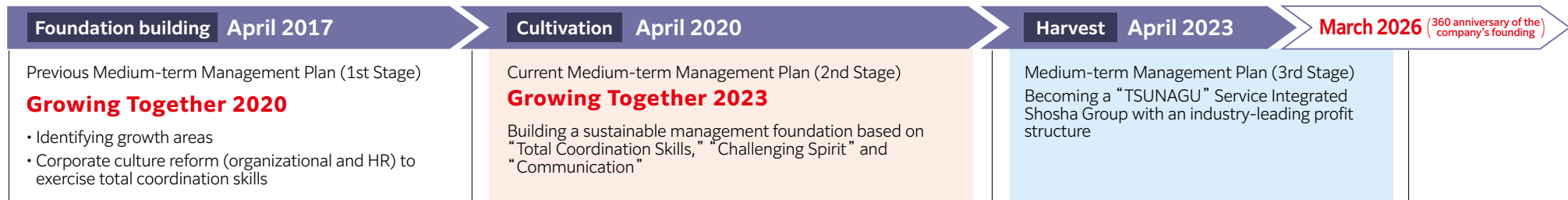
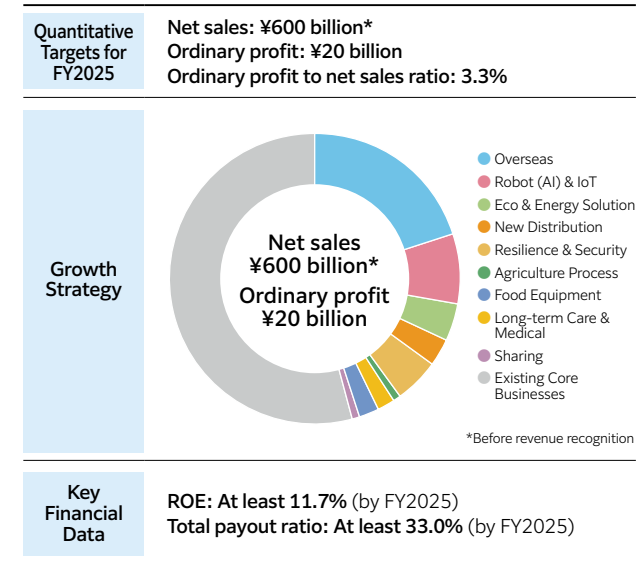
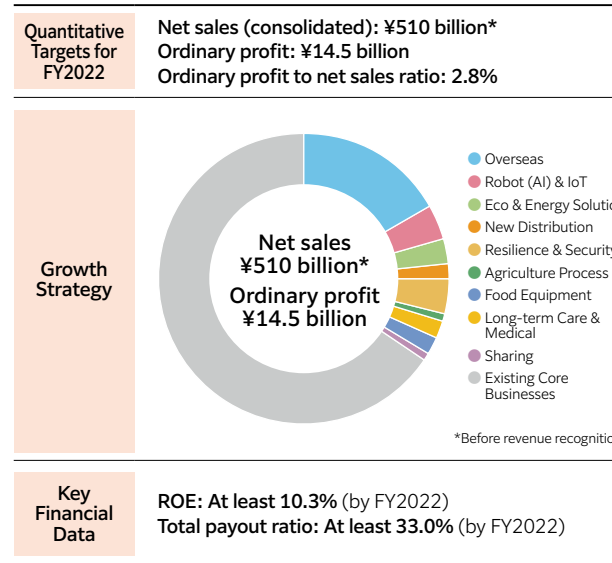
YUASA VISION 360

With the aim of realizing our vision for 2026 (the 360th anniversary of our company’s founding), which is to become a “TSUNAGU” Service Integrated Shosha Group with an industry-leading profit structure, we have formulated the YUASA VISION 360, and we have also been drawing up and implementing three-year Medium-term Management Plan to realize this.

In the second stage of YUASA VISION 360 – “Growing Together 2023,” with 2023 as the target year, we have taken “Total Coordination Skills,” “Challenging Spirit” and “Communication” as keywords, and positioned addressing social issues as our growth strategy. Besides identifying and developing growth businesses, we have also been working to enhance productivity through workstyle reform.

Business Restructuring and Reform for YUASA VISION 360

In the YUASA VISION 360, we are working to expand our growth strategy, with the aim of having growth businesses account for around one-third of total sales by the fiscal year ending March 31, 2023 (FY2022), and around half of total sales by the fiscal year ending March 31, 2026 (FY2025).



Growing Together 2023 (Medium-term Management Plan)

Create a sustainable management foundation through “Total Coordination Skills,” “Challenging Spirit” and “Communication”

Growing Together 2023 – Strategy

1	Growth Business Strategy	<ul style="list-style-type: none"> ● Defining growth businesses as those that help to solve social issues, and putting those businesses on a growth track, with our company-wide innovation promotion organization (the Growing Strategy Division) taking the lead ● In addition to Agriculture and Long-term Care/Medical, entering the Food sector and developing the Sharing business as a new strategy with our sights set on the 3rd Stage 	<div style="border: 1px solid black; padding: 2px; display: inline-block;">P.23~27</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">P.28~30</div>
2	Core Business Strategy	<ul style="list-style-type: none"> ● Strengthening total coordination skills: Promoting “Integrated Product-Service” proposals throughout the Group ● Strengthening engineering functions: Promoting “total orders” in relation to properties through the Integrated Engineering Office ● Enhancing logistics capabilities: Demonstrating the capabilities of the new distribution centers (in Kanto, Chubu, Kansai and Kyushu) ● Strengthening e-commerce functions: Developing a B-to-B-to-U (user) platform ● Strengthening Group functions: Increasing market share and strengthening Group functions through business succession 	<div style="border: 1px solid black; padding: 2px; display: inline-block;">P.17~22</div>
3	Strengthening Management Foundations	<ul style="list-style-type: none"> ● Promoting digital transformation (DX): Strengthening governance and realizing meaningful workstyle reform through DX ● IT and digital investment: Establishing common infrastructure globally and across the Group ● Human resources and organizational reform: Strengthening recruitment of people with a science background, career-track female employees, and international students, and building an organizational culture that inspires innovation 	<div style="border: 1px solid black; padding: 2px; display: inline-block;">P.31</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">P.41</div>

Growth Together 2023 - Targets

Financial KPIs

Item	Plan (FY2022)	Results (FY2021)
Net sales*	¥510 billion	¥480.1 billion
Operating profit	¥13.5 billion	¥11.8 billion
Ordinary profit	¥14.5 billion	¥11.7 billion
Ordinary profit to net sales ratio	2.8%	2.5%
Adjusted net income before tax	¥9.5 billion	¥8.0 billion
ROE	At least 10.3%	8.9%
Total payout ratio	At least 33.0%	33.7%

*Before revenue recognition

Non-financial KPIs

Item	Targets (FY2022)	Results (FY2021)
Female employee ratio in comprehensive work position	5.0%	4.1%
Female employee hiring ratio in comprehensive work position	12.0%	10.4%
Percentage of taking paid leave	60.0%	56.2%
Average hours of labor	1,900 hours	1,977 hours

Relationship between Core Businesses and Growth Strategy

▶ Approach to growth in YUASA VISION 360

Taking advantage of the network and know-how the YUASA TRADING Group has cultivated, we will strengthen our existing core businesses while expanding business in areas where growth is expected as businesses that solve social issues as we aim for business portfolio transformation and growth as a “TSUNAGU” Service Integrated Shosha Group with an industry-leading profit structure.

▶ Positioning of core businesses and growth strategy

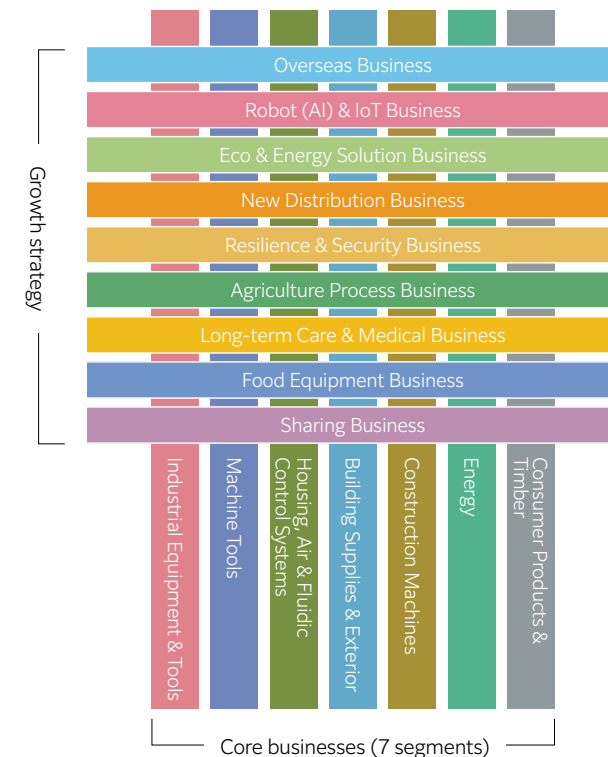
Further Strengthening Core Businesses

Our core businesses are the YUASA TRADING Group’s main business activities related to manufacturing, home building, environment building, and town building and consist of seven segments.

Henceforth, we will further strengthen our core businesses by improving our collective strength and coordination functions and promoting “Integrated Product-Service” proposals throughout the Group.

Solving Social Issues through Growth Strategy

The growth strategy is a Group-wide effort under YUASA VISION 360 and Growing Together 2023 to work on nine areas that have a strong affinity with the core businesses of YUASA TRADING and where future growth is expected as businesses that solve social issues. We will continue working on future expansion of our business areas and change of our business portfolio by proposing new solutions that aim to solve social issues.



▶ Serves as engine to promote the growth businesses “Growing Strategy Division”

In April 2020, the company established the Growing Strategy Division as the organization to promote the Growth businesses across divisions including the Group companies.

This organization is comprised of the New Business Development Division, YES (YUASA Environment Solution) Division, New Distribution Business Division, Resilience & Security Office, and Integrated Engineering Office.

It generates new businesses for the future through cross-Group efforts. There are many personnel certified in construction in the Integrated Engineering Office. They are responsible for the Group engineering functions as a group of technicians. The Growing Strategy Division will continue to identify and nurture new businesses for the 3rd stage of YUASA VISION 360.

Growth-oriented Investment and Capital Policy

Growth investments

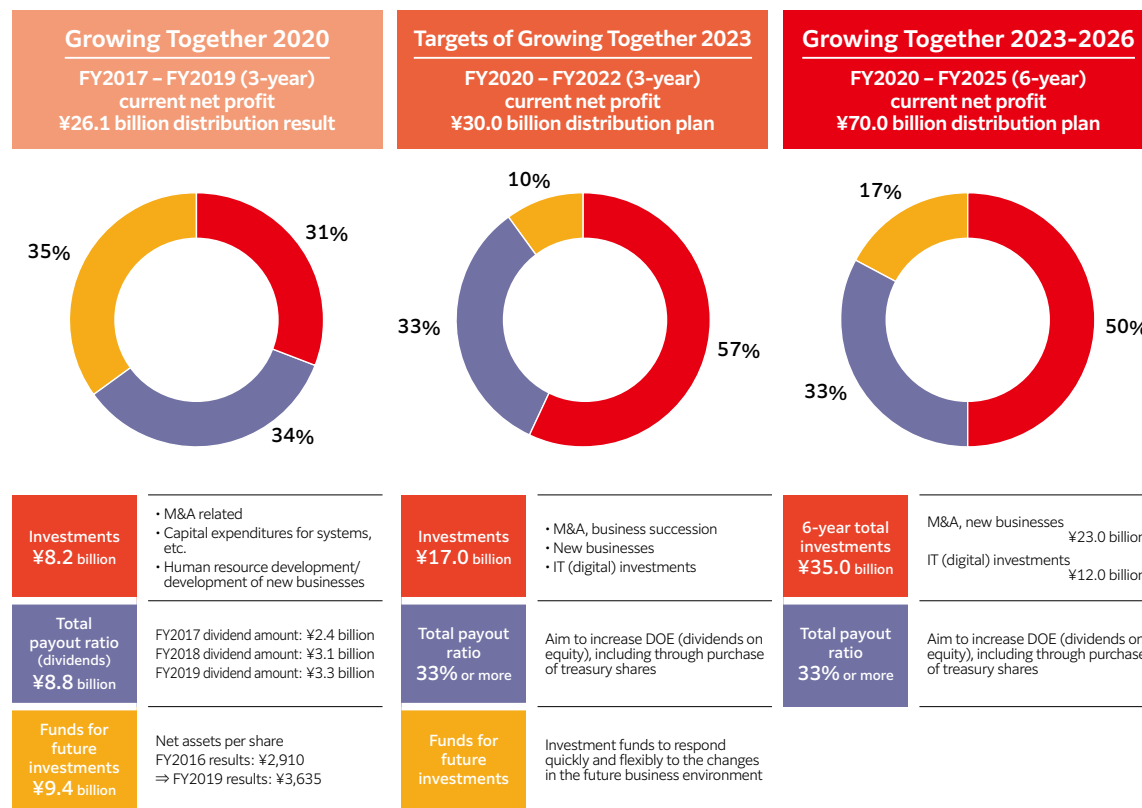
We have allocated a total of ¥17 billion in growth investments for Growing Together 2023. In the second year of implementation, the fiscal year ended March 31, 2022, we have invested ¥6.0 billion. In the future, we will accelerate investments for the Overseas Business field and for digital transformation (DX) that will lead to further growth.

Growth strategy	Investments (3 years)	Results (2 years)	Investment details (including forecasts)
Overseas Business	¥4.0 billion	—	Strengthening our business locations in Thailand, holding the YUASA Grand Fair in Thailand, implementing M&A, etc.
Robot (AI) & IoT Business	¥4.0 billion	¥1.8 billion	Business and capital alliances with AI startups, robots for use on construction sites, etc.
Eco & Energy Solution Business	Total ¥5.0 billion *Existing Core business investments included	¥3.6 billion	Power purchase agreement (PPAs) project scheme development, etc.
New Distribution Business			EC site Growing Navi function development, etc.
Resilience & Security Business			"TSUNAGU" BCP Package KIZUKI MIRAI Bollard, etc.
Agriculture Process Business			Investments in agriculture robotics companies, development of animal feed mixing machine (Appenki), etc.
Long-term Care & Medical Business			Remote ICU prehab hospital building construction business, etc.
Food Equipment Business			Development of inspection devices for detecting contaminants in beverage, etc.
Sharing Business			Online rental business Platform development, etc.
Core businesses			M&A to strengthen our functional capabilities, and logistics and processing function improvement, etc.
IT (digital) investments			¥4.0 billion
Total	¥17.0 billion	¥6.0 billion	

Capital policy

In the Growing Together 2020 Medium-term Management Plan, as initially planned, the ratio of investments, return to shareholders, and funds for the future investments were around one-third each. In Growing Together 2023, the ratio of investments is to be increased to ¥17.0 billion, or 57%, while the total payout ratio is maintained at at least 33%.

In the plan through FY2025, investments would be 50% while the total payout ratio maintained at at least 33%, as described below.



Promotion of Sustainability Management and Materiality

Sustainability Promotion ▶



Based on our corporate philosophy of “Honesty and Trust,” “Enterprise and Innovation” and “Regard for the Individual,” the YUASA TRADING Group has contributed 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.

In order to further advance our management foundation passed down over 350 years, we enacted a “Sustainability Declaration” based on this corporate philosophy and we are doing our utmost to contribute to the construction of a sustainable society.

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.

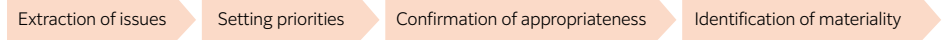
Support for TCFD



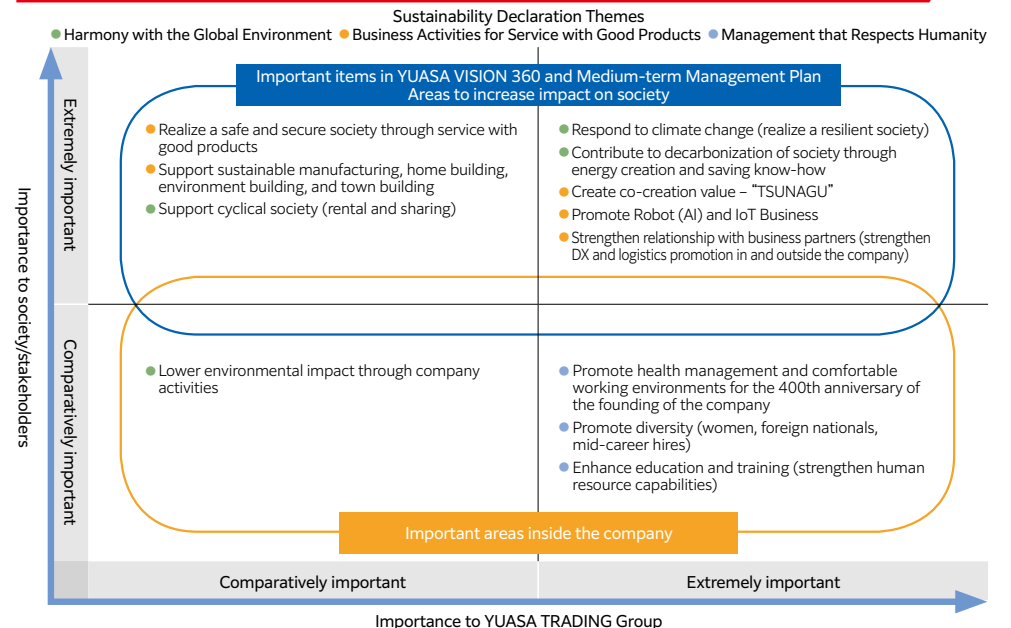
Recognizing climate change as an important management issue, in March 2022 the YUASA TRADING Group declared its support for the Task Force on Climate-Related Financial Disclosures (TCFD). We are enhancing our information disclosure on how climate change affects our Group business activities based on the recommendations of the TCFD.

Materiality Selection Process

We believe sustainability is the resolution of social issues through business designated as targets in the YUASA VISION 360. An evaluation team that combined YUASA staff with outside experts identified our materiality through the following procedure.



Materiality Matrix



/ Promoting Sustainability Management

Action Plan

1

Harmony with the Global Environment

(1) Calculate the CO₂ emissions inside the YUASA TRADING Group and determine reduction targets. Evaluate the financial impact and disclose as appropriate.

(For more information about Medium- and Long-term Environmental Objectives, see [P.33](#))

- a) Calculate the CO₂ emissions (Scope 1&2)
- b) Calculate the CO₂ emissions (Scope 3)
- c) Comply with TCFD

(Note)

Scope 1: Direct greenhouse gas emissions through the business itself (consuming fuel, industrial processes)
 Scope 2: Indirect emissions through use of electricity, heat, or steam supplied by another company
 Scope 3: Indirect emissions not covered in Scope 1 or Scope 2 (emissions from another company related to business activities)

(2) Respond to climate change (adaptation)

(For more information about initiatives aimed at realizing a resilient society, see [P.35](#))

- a) Promote the Resilience & Security Business
- b) Confirm the climate change risks of major sites and business partners in and outside Japan

(3) Respond to climate change (mitigation)

(For more information about initiatives to achieve carbon neutrality, see [P.33](#))

- a) Promote the Eco & Energy Solution Business

Initiatives to achieve carbon neutrality

Implement renewable energy	Reduce purchased electricity and CO ₂ emissions by consuming electricity generated by solar power on site with no CO ₂ emissions
Promote energy-saving (operation and equipment)	Reduce purchased electricity and CO ₂ emissions by energy-saving, such as making operations improvements and updating to more efficient equipment (lighting/air conditioning)
Switch to eco-friendly company vehicles	Reduce CO ₂ emissions by switching to eco-friendly vehicles for sales and distribution
Fix CO₂ by company-owned forests	Fix CO ₂ by ongoing management of the Group-owned forests
Purchase renewable energy	Reduce CO ₂ emissions by purchasing power generated by zero carbon renewable energy (power with no net CO ₂ emissions as offset by non-fossil certificates (credits), etc.)
Utilize emission credits	Offset emissions through CO ₂ emission credits held by the company

2

Business Activities for Service with Good Products

(1) Formulate transaction policy with business partners

(For more information about YUASA TRADING Group Transaction Policy, see [P.37](#))

(2) Formulate action plan directed at compliance with transaction policy

(3) Spread awareness of transaction policy to business partners and conduct a questionnaire to check on current situation

3

Management that Respects Humanity

(1) Establish diversity policy and targets

(For more information about YUASA TRADING Group Diversity Policy, see [P.43](#))

(2) Establish human rights policy and other policies

(For more information about YUASA TRADING Group Human Rights Policy, see [P.44](#))

(3) Consider conducting in-house education and training program and other initiatives; continuously conduct

4

Gathering, management, and disclosure of ESG-related data

Gather data related to ESGs and enhance information disclosure

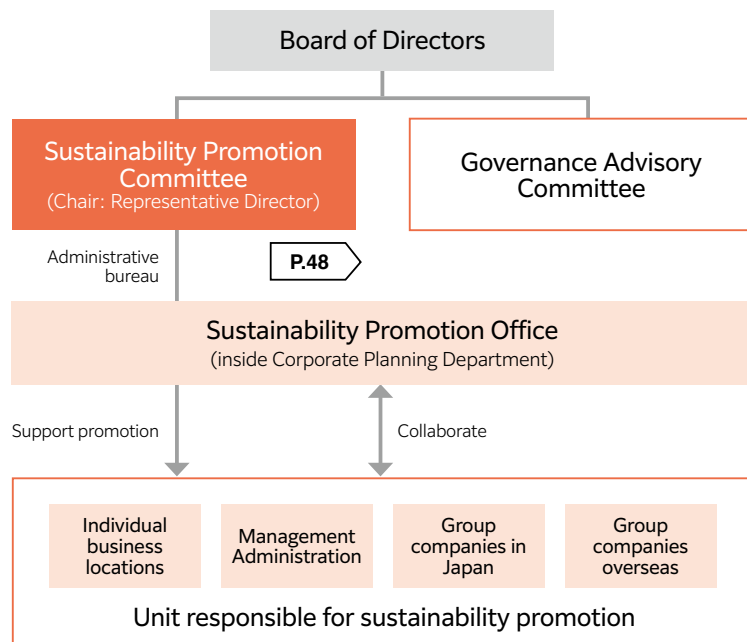
(For more information about non-financial data, see [P.54](#))

/ Promoting Sustainability Management

Sustainability Management Promotion System

Along with the “Sustainability Declaration,” we established the Sustainability Promotion Committee in October 2021. This committee, which is comprised of Directors and Senior Executive Officers and chaired by the Representative Director, will inquire and provide advice about important sustainability issues to the Board of Directors.

The administrative bureau is the Sustainability Promotion Office, which was established in the Corporate Planning Department. It will collaborate with each business division, formulate policies, gather and manage data related to ESG, and conduct improvement activities.



- Sustainability Promotion Committee meetings: Twice per year
- Meetings of the unit responsible for sustainability promotion: Once every two months

**Message from the Officer in Charge of Sustainability Promotion
(Chair of the Sustainability Promotion Committee)**

YUASA TRADING Group’s sustainability promotion

The YUASA TRADING Group believes that it is important to conduct business management in such a way that the global environment, society and the economy can all be sustainable.

Based on the three key aspects of the Sustainability Declaration, besides aiming to address social issues through our business and help build a prosperous society, we are also working actively to implement information disclosure. By using management based on respect for human beings to enhance employee motivation and make work more employee-friendly, we seek to enhance employee engagement and satisfaction, and be an enterprise where all Group company employees can grow as individuals with enthusiasm for their work.



Haruo Sanoki
Representative Director,
Senior Managing Director
Supervisory Manager of
Management Administration

Comment from an expert

The YUASA TRADING Group as a whole has been steadily implementing sustainability initiatives. YUASA TRADING has for many years now provided large numbers of products and services that help to address social issues, for example in relation to the environment and disaster preparedness, and has contributed toward realizing a sustainable society. Thanks to the relationships of trust built up over many years, YUASA TRADING’s employees have played an important role in fostering the widespread adoption by society of high-quality products from YUASA TRADING’s business partners, which include many large corporations, as well as medium-sized companies and SMEs. I hope that, in the future, by making effective use of the connections that it has built up as a Shosha trading company, YUASA TRADING will continue to enhance its corporate value through its business.



Miki Mitsunari
Director, FINEV Inc.