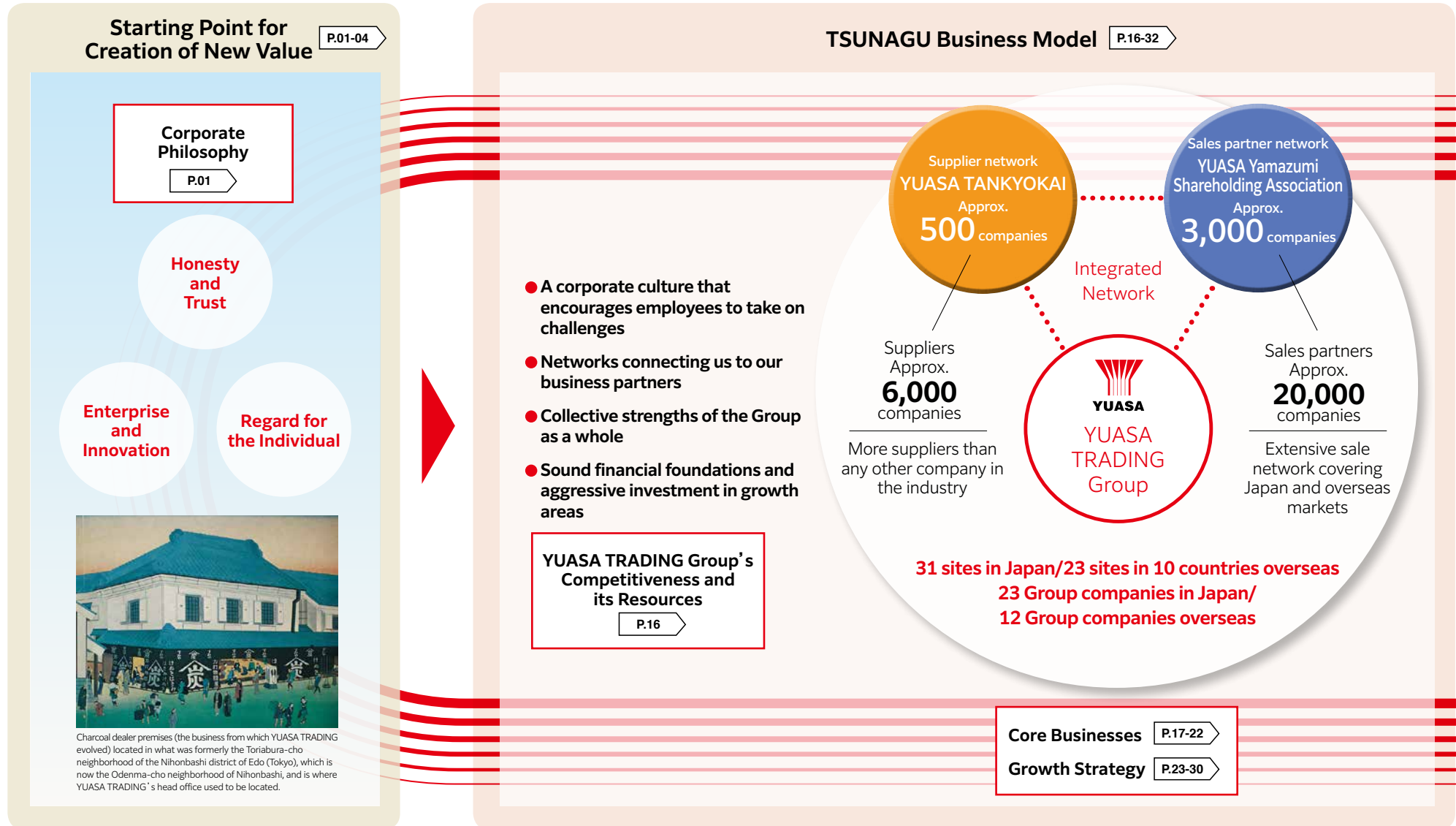


# YUASA TRADING Group's Value Creation Model

Taking our corporate philosophy as our foundation, we challenge ourselves to help solve social issues by connecting together products, services and systems through our network of around 6,000 suppliers and approximately 20,000 sales partners.

We are taking on the challenge of creating new value through the core businesses, growth strategies, and the promotion of sustainability management outlined in our "YUASA VISION 360" long-term vision, and in our "Growing Together 2023" Medium-term Management Plan.



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**YUASA VISION 360**  
Grow into a “TSUNAGU” Service Integrated Shosha Group with an industry-leading profit structure.

Numeric Targets (FY2025)	
Consolidated net sales	<b>¥600 billion*</b>
Consolidated ordinary profit	<b>¥20 billion</b>
Ordinary profit to net sales ratio	<b>3.3%</b>

\*Before revenue recognition

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**Growing Together 2023**

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

Numeric Targets (FY2022)	
Consolidated net sales	<b>¥510 billion*</b>
Consolidated ordinary profit	<b>¥14.5 billion</b>
Ordinary profit to net sales ratio	<b>2.8%</b>

\*Before revenue recognition

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**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.

Environmental Initiatives Performance (FY2021)	
CO <sub>2</sub> emissions (non-consolidated)	<b>2,892 t-CO<sub>2</sub></b>
Energy use monitoring locations	<b>192 locations</b>

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**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.

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**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.

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