

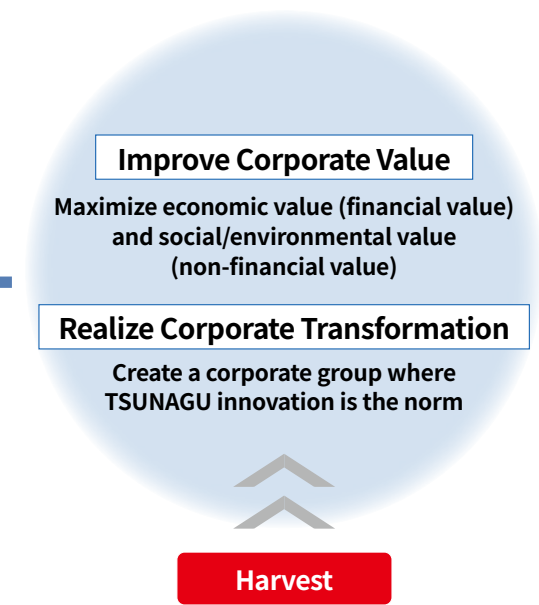
Strategies to Maximize Value Creation

Long-term Vision and Medium-term Management Plan

Positioning of Long-term Vision and Medium-term Management Plan

The YUASA TRADING is celebrating its 360th anniversary in 2026, and in 2017, the Group established the YUASA VISION 360, and summarized our efforts to enhance corporate value and achieve a corporate transformation in our three-year medium-term management plan, “Growing Together.” Growing Together 2026, which began in April 2023, represents the harvest stage for the achievement of YUASA VISION 360.

By promoting business models that aim to resolve social issues in manufacturing, home building, environment building, and town building, and becoming a company in which TSUNAGU innovation is normalized, we aim to improve corporate value both in terms of social and environmental value.



Growing Together 2026

3rd Stage (April 2023 - March 2026)

2023

Aim to improve corporate value by proposing businesses

< Core Measures >

- Business transformation P.15
 - Improving profitability through TSUNAGU innovation
 - Developing our strengths in growing markets
 - Developing our business partner network
- Strengthening management foundations P.21
 - Corporate culture reform, DX promotion, Sustainability promotion
 - Strengthening Group Governance

Cultivation

Growing Together 2023

2nd Stage

(April 2020 - March 2023)

2020

Build a sustainable management foundation based on “Total Coordination Skills,” “Challenging Spirit” and “Communication”

< Core Measures Implemented >

- Rolled out TSUNAGU solutions to solve social issues
- Launched full-scale operation of carbon-neutrality promotion business in environmental area
- Established cross-departmental organization (Growing Strategy Division) to demonstrate total coordination skills
- Launched project for promotion of DX
- Started initiatives for announcing and realizing Sustainability Declaration

2021

From October 2021

Sustainability Declaration

P.23

Foundation building

Growing Together 2020

1st Stage

(April 2017 - March 2020)

2017

Corporate culture reform to discover growth areas and exercise total coordination skills

< Core Measures Implemented >

- Strengthened sales to local companies in overseas business
- Concluded capital and business alliance with connectome.design inc. (AI consultant)
- Strengthened interdepartmental cooperation by implementing a regional block system
- Fostered a corporate culture of challenge (implemented internal FA system, internal recruitment system, and challenging project system)

YUASA VISION 360 Where the Group should be in March 2026

Corporate Philosophy Honesty and Trust, Enterprise and Innovation, and Regard for the Individual

Strategies to Maximize Value Creation

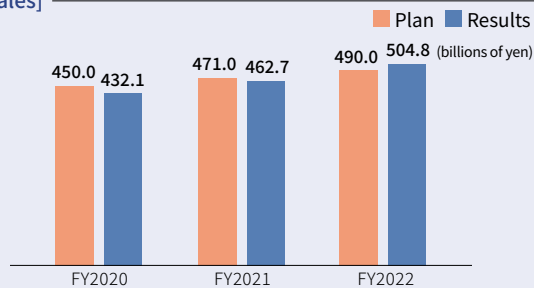
Long-term Vision and Medium-term Management Plan

Review of the Medium-term Management Plan

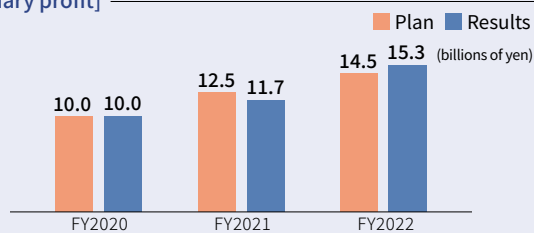
2nd Stage

Growing Together 2023

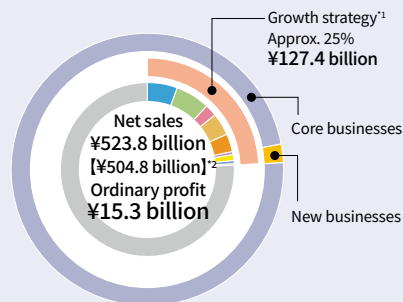
[Net sales]



[Ordinary profit]



■ FY2022



¹ The breakdown inside the graph corresponds to the color coding of the growth strategies on P.12.

² Net sales figures in brackets are after revenue recognition.

Growing Together 2023 Summary

Main Initiatives

In Growing Together 2023, the second stage of YUASA VISION 360, we aim to evolve into a “TSUNAGU” Service Integrated Shosha Group with a basic policy of strengthening our growth strategy, core business strategy, and management foundation. Specifically, we regard the resolution of social issues as a growth business, and focus on the development and commercialization of new products and services in collaboration with our own companies and other companies, and have put forward various plans for climate change measures, automation, labor saving, and the like. Based on our Sustainability Declaration, we are promoting carbon neutrality for the entire Group and also stepping up efforts to help build a sustainable society such as our domestic forest maintenance activities in Japan, which have been certified under the J-Credit Scheme.

Results

Net sales for FY2022 were ¥504.8 billion, an increase of approximately 9% over the previous year. Operating income, ordinary profit, and net income all increased, marking FY2022 as a record high. From April 2020 to March 2023, business activities overseas were largely restricted due to the impact of COVID-19. The percentage of growth strategy fields increased to around 25%, contributing to the expansion of business performance.

Ongoing Topics

The final stage of the YUASA VISION 360 is the Growing Together 2026 Medium-term Management Plan, which continues to address the following matters.

- Improving the profitability of existing businesses
- Further promoting growth strategies
- Identifying things that should be changed and things that should not be changed, and implement measures accordingly
- Strengthening Group-wide initiatives for “Total Coordination Skills,” “Challenging Spirit” and “Communication”
- Building a system that can accumulate and utilize data for strategic planning and developing DX talent
- Promoting sustainability management

Strategies to Maximize Value Creation

Long-term Vision and Medium-term Management Plan

Review of the Medium-term Management Plan

Overview of Growth Strategy

The overall growth strategy set out in the plan was not achieved, but growth of about 20% for FY2019 was achieved, serving as a driver of growth for the performance of the entire Group.

(All amounts are units of billion yen)

Growth Strategy	FY2019 Results	FY2022 Plan	FY2022 Results	Growth from FY2019	Summary
Overseas Business	36.4	74.0	29.8	-18.1%	<ul style="list-style-type: none"> ● Sales and investment activities were restricted due to impact of COVID-19 ● Launched new business expansion with focus on making Thailand local subsidiary an integrated entity
Eco & Energy Solution Business (currently Green Business)	21.9	28.0	34.0	+55.3%	<ul style="list-style-type: none"> ● Carbon-neutrality proposals through use of YES-net ● Promoted sales that combined solar power generation, storage batteries, and V2H ● Promoted JCM (Joint Crediting Mechanism) proposals
Robot (AI) & IoT Business (currently Digital Business)	6.5	17.0	11.7	+80.0%	<ul style="list-style-type: none"> ● Promoted AI solutions with connectome.design inc. ● Developed original robot products such as “Robo Combo” robot system
Resilience & Security Business	20.8	33.0	21.5	+3.4%	<ul style="list-style-type: none"> ● Promoted development of TSUNAGU solution products (e.g., aluminum privacy fence YACHIBEI®, bollard with flooding sensor “KIZUKI MIRAI”)
New Distribution Business	12.7	19.0	17.7	+39.4%	<ul style="list-style-type: none"> ● Expanded e-commerce transactions on Growing Navi site ● Enhanced products posted on Growing Navi site
Long-term Care & Medical Business	5.2	8.0	5.8	+11.5%	<ul style="list-style-type: none"> ● Promoted proposals for measures to combat infectious disease targeting long-term care and medical facilities ● Rolled out remote pre-fabricated ICU wards for developing countries
Food Equipment Business	-	8.0	2.9	-	<ul style="list-style-type: none"> ● Concentrated efforts on original products through FOOMA (Food Processing Technology EXPO), etc., but fell short of plan ● Original product development (device for detecting contaminants in beverages, rewritable laser system, etc.)
Agriculture Process Business	1.9	5.0	2.1	+10.5%	<ul style="list-style-type: none"> ● Promoted proposals for original animal feed mixing machine (Appenki) ● Promoted development of transportation system for harvesting work ● Promoted proposals for UV-B fluorescent lamps for immuno-stimulation of crops
Sharing Business	-	5.0	1.9	-	<ul style="list-style-type: none"> ● No progress in event rental business due to impact of COVID-19 ● Launched agricultural equipment and operator sharing business ● Launched online rental business “Kariru Net”
Growth Strategy—Total	105.4	197.0	127.4	+20.9%	

Strategies to Maximize Value Creation

Long-term Vision and Medium-term Management Plan

Overview of Medium-term Management Plan “Growing Together 2026”

Medium-term Management Plan “Growing Together 2026”

Basic Policy

In the fields of manufacturing, home building, environment building, town building, we will work with our business partners to solve social issues through TSUNAGU innovation to create new markets, expand domestically and internationally, to increase corporate value.

Priority Measures

Business Transformation	Toward a Highly Profitable Business Model P.16 Through TSUNAGU innovation, we will work together with our business partners to solve social issues and form highly profitable businesses.
	Deployment of Growth Strategy P.31 For the fiscal year ending March 31, 2026, we will increase the share of sales in growth strategy areas to approximately 48%.
	Domestic and Overseas Market Expansion P.18 We will expand new and growing markets created through TSUNAGU innovation by further developing our network of business partners both in Japan and overseas.
Strengthening Management Foundations	Corporate Culture Reform P.44 We will foster a corporate culture that has normalized TSUNAGU innovation through the means of personnel reforms, environment building, and strengthened governance.
	DX Promotion P.40 To promote business transformation, we will build a data utilization infrastructure, develop DX talent, reform operational processes, and create innovation.
	Sustainability Promotion P.23 In line with our Sustainability Declaration, we will contribute to a sustainable society both in terms of our Group and our businesses.

Recognition of Issues

Ongoing Issues from the Previous Medium-term Management Plan	Business Transformation to a Market Out Approach
<ul style="list-style-type: none"> Improving the profitability of existing businesses Further promoting growth strategies Identifying things that should be changed and things that should not be changed, and implement measures accordingly Strengthening Group-wide initiatives for “Total Coordination Skills,” “Challenging Spirit,” and “Communication” Building a system that can accumulate and utilize data for strategic planning, and developing DX talent Promoting sustainability management 	<ul style="list-style-type: none"> Improving profitability by promoting TSUNAGU solution proposals that solve social issues Creating new markets and promoting growth strategies Market creation and deployment through existing trading networks Strengthening the management foundation, reforming the corporate culture, and promoting sustainability to realize transformation

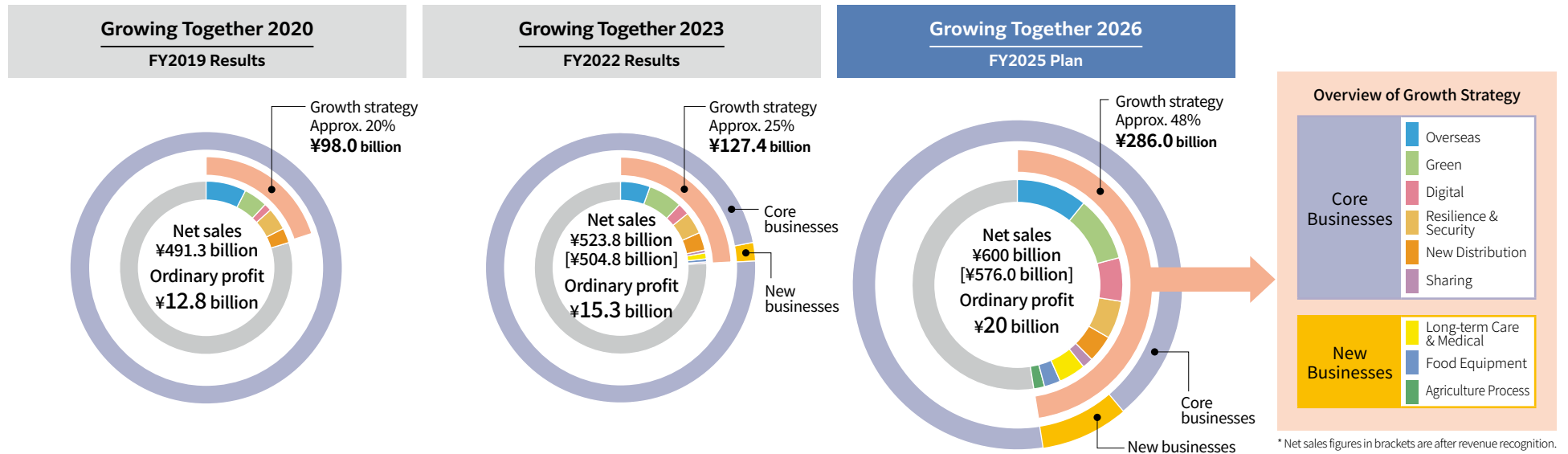
Strategies to Maximize Value Creation

Long-term Vision and Medium-term Management Plan

Overview of Medium-term Management Plan “Growing Together 2026”

Scale of YUASA VISION 360 and Transitioning Our Growth Strategy

For the third stage of YUASA VISION 360, we aim to achieve consolidated net sales of ¥600 billion and consolidated ordinary profit of ¥20 billion.



Financial KPIs

Item	FY2022 Results	FY2025 Plan
Net sales* ¹	504.8	576.0
Operating profit	14.5	19.0
Ordinary profit	15.3	20.0
Ordinary profit to net sales ratio	3.0%	3.4%
Adjusted net income before tax	10.0	13.2
Return on equity (ROE)	10.8%	11.8%
Total payout ratio* ²	67.0%	At least 33%
Dividend on equity (DOE)	3.4%	At least 3.5%

*¹ Net sales after revenue recognition.

*² Total payout ratio results for FY2022 include ¥3.7 billion used for purchase of treasury shares.

Non-financial KPIs*³

Item	FY2022 Results	FY2025 Plan
CO ₂ emissions (Scope 1&2)	6,682t-CO ₂	30% reduction (compared with FY2022)
Percentage of female managers	1.9%	3.0%
Percentage of female employees in comprehensive work position	4.2%	6.0%
Percentage of employed females in comprehensive work position	10.3%	12.0%
Percentage of male employee taking childcare leave and leave for the purpose of childcare	78.1%	90.0%
Percentage of taking paid leave	62.8%	70.0%
Average hours of labor	1,955 hours	1,920 hours
Managerial talent cultivation (number of training program participants: total)	84 persons	370 persons
Digital talent cultivation (successful candidates from our original program)	-	IT talent* ⁴ : 600 persons DX talent* ⁵ : 40 persons

*³ Of the non-financial KPIs, all indicators except CO₂ emissions are for YUASA TRADING (non-consolidated).

*⁴ Personnel who can utilize IT tools and digital technologies in their own work and carry out digital measures.

*⁵ Personnel who utilize the results of data analysis and formulate and promote new plans based on specialized knowledge of marketing and management strategies.

Strategies to Maximize Value Creation

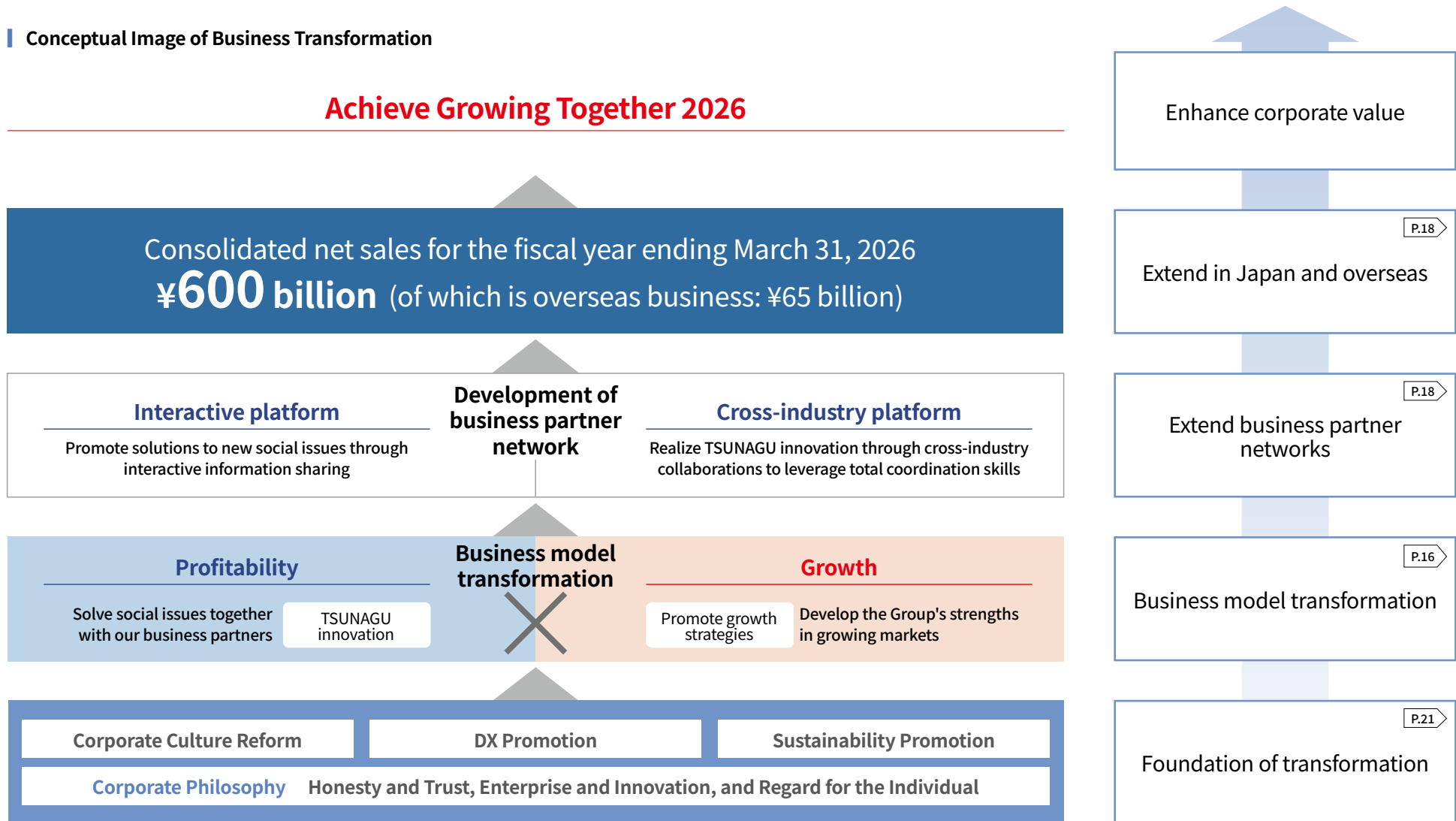
Business Transformation

Overview of Business Transformation

The Group will expand existing business and implement growth strategies domestically and internationally by transforming business models and developing existing business partner networks.

Conceptual Image of Business Transformation

Achieve Growing Together 2026



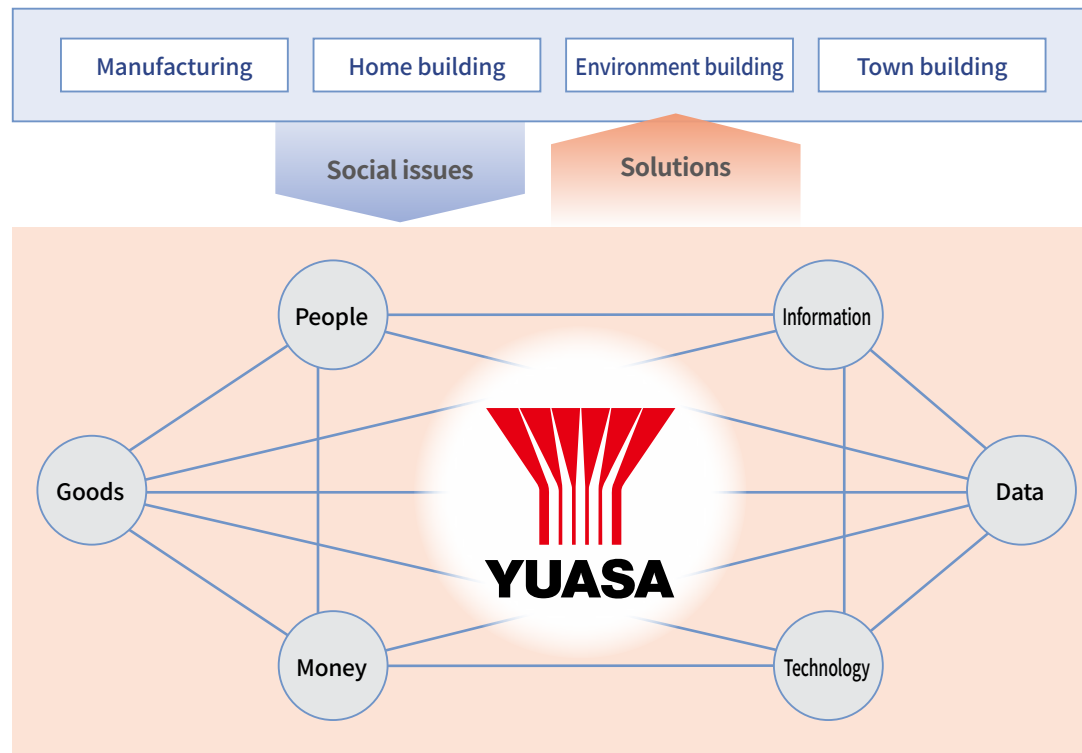
Strategies to Maximize Value Creation

Business Transformation

Business Model Transformation: Shift to More Profitable Business Model

We are creating a high valued-added business model that accurately grasps market needs with a market out approach and also connects information, data, and technologies in addition to the conventional aspects of people, goods, and money. We aim to improve profitability by positioning this market out business model as TSUNAGU innovation and promoting it throughout the Group.

■ TSUNAGU Innovation Business Model



- By connecting (TSUNAGU) various things such as people, goods, money, information, data, and technology, solve social issues and expand both “single item business” and “integrated product-service” businesses
- Establish a business model with a market out approach
- Maximize synergies among divisions and Group companies to create new value
- Take on the challenge of subscription and sharing services

Topics

Examples of TSUNAGU solutions

The KIZUKI MIRAI Bollard with flood sensor can be delivered quickly to locations with frequent flood damage



冠水検知通信システム
KIZUKI MIRAI ボラード
キヅキミライ ボラード

The KIZUKI MIRAI Bollard at Izu-Kogen in Ito City, Shizuoka Prefecture (installed August 2022)

The KIZUKI MIRAI Bollard serves as a countermeasure against flood damage from typhoons and torrential rains. Installed beside roads and other familiar places in low-lying areas, these bollards can quickly detect flooding.

This product was developed in cooperation with exterior manufacturer Sunpole Co., Ltd. (Hiroshima Prefecture) and OYO Corporation, a geological survey company headquartered in Tokyo. As Japan experiences frequent natural disasters, flood damage is a pressing issue that requires countermeasures. However, the high number of rivers throughout the country makes developing a monitoring system a burden in terms of time and costs.

To solve this issue, it is possible to build a wide-area and precise flood monitoring network by installing flood sensors on bollards, which are already well established as part of the infrastructure in Japan.

Strategies to Maximize Value Creation

Business Transformation

Business Transformation: Develop into a Growth Strategy

Promoting Growth Strategy

This growth strategy consists of projects to expand core businesses and developing new businesses for growth in new markets, aiming to achieve sales of ¥286 billion, or approximately 48% of total sales, by FY2025.

We will promote our growth strategy by deploying the strengths we have cultivated in our core businesses and aggressively investing.

Positioning of Growth Strategy and Core Businesses



Sales Targets by Growth Strategy for FY 2025



Projects to expand core businesses: ¥235 billion

New businesses: ¥51 billion

Growth strategy total: ¥286 billion for FY2025

Strategies to Maximize Value Creation

Business Transformation

Business Partner Network Development

Platforms for a market out approach

Business Partner Network

Work to solve social issues with one of the industry's largest networks of business partners

Integrated Network



“Grand Fair” promotion event held at five locations across Japan

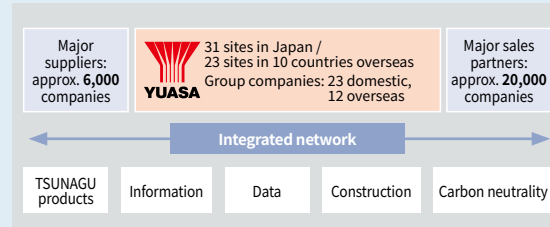


With a 45-year history, our “Grand Fair” is the Group’s largest promotional event for leveraging our integrated network. Grand Fairs are held annually in five regions (Kanto, Kansai, Chubu, Tohoku, and Kyushu). These events serve not only as a venue to secure sales but also to create new business opportunities. In 2023 Grand Fairs are scheduled from July to September, with an expected 50,000 visitors.

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Interactive Platforms

Create new business by capturing market needs and sharing information and knowhow with customers



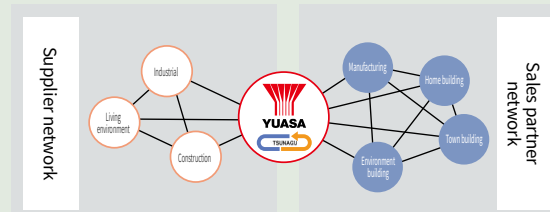
Solution for utilization of idle facilities development and deployment of the Garage Golf system

Garage Golf combines the products, technologies, and ideas of YUASA TRADING and manufacturers to address the phenomenon of idle/unused facilities through the enjoyment of simulated golf.



Cross-Industry Platforms

New innovation to address social issues in the market through a network that transcends industry boundaries



Development and deployment of gateposts with V2H device and delivery boxes P.35

