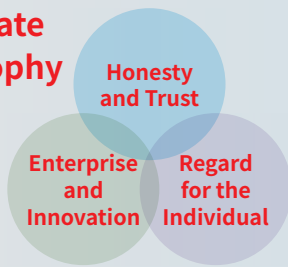


Corporate Philosophy and Our History

A corporate philosophy based on our founding ethos, and a history of innovation that captures the spirit of the times.

Corporate Philosophy



Social credibility through fair and honest dealings, new value from a spirit of enterprise, and building people and an organization that respect individuality and rights of employees. In over 350 years of history, YUASA has captured the times to transform itself again and again, while honoring a corporate philosophy based on its founding ethos.

1666 Founded

Shokuro Yuasa, our founder, launched a charcoal trading business in Kyoto.



Founder Shokuro Yuasa

1670 Our First Innovation

When the Warring States period ended, sword-smiths gradually switched to making scissors and kitchen knives. In its 5th year, the company closed its charcoal business, entering its second incarnation as a cutlery wholesaler. Our founder's decision to look to the future was YUASA TRADING's first innovation and forms the foundation for the transformation that continues today.

1674 Expanded to Edo (Tokyo)

Opened an Edo outlet in Hongoku-cho, Nihonbashi after years of hardship peddling wares from Kyoto. It was the founder Shokuro's active and enterprising nature and his keen eye for the times that began over 350 years of history.

1780 Start of the ethos of quality service

The 6th generation owner had great business acumen, and he engraved "Charcoal smithy: no assurances" (quality not guaranteed) on his outstandingly sharp razors, before distributing them for free around Tokaido highway inns. On trying them, people were amazed at the blades' keenness and wondered just how sharp the quality-guaranteed ones would be, thus his name spread around the whole of Japan.

* The company store during the Edo Period.



1909 Japan's first home-produced Western-style hardware

In 1909, Mr. Yuasa founded an iron works in Sakai, Osaka to take on the overseas imports with Japan-produced hardware. Added to spanners and pick axes, he succeeded with the first Japan-made hinges and frying pans.



1919 Establishment of Yuasa Shichizaemon Shoten

The 12th generation made major revisions to store rules to bring a new style of family business and forged ahead with a succession of reforms and new businesses, including the founding of a factory (YUASA Iron Works), the creation of YUASA Battery Manufacturing Co. Ltd, and expansion into China.



1978 Launch as a Machinery and Housing systems trading company

YUASA Ironworks Co., Ltd became YUASA Trading Co., Ltd, aiming to further develop from a Hardware Wholesaler to a Machinery & Housing systems trading company. The sales partner network “YUASA Yamazumi Association” and the supplier network “YUASA Charcoal Association” work together to organize a “Machinery & Housing Grand Sale” private exhibition. This leads to the current “Grand Fair.”



1992 Mergers and New Overseas Business Development

YUASA Trading Co., Ltd. and YUASA Sangyo Co., Ltd. merge to form the current YUASA TRADING Co., Ltd.

From the early 1990s, after the bursting of the bubble economy, the company dispatched first-line sales reps to Asia in response to the “hollowing out of industry” caused by the overseas expansion of Japanese companies. This laid the foundation for our current overseas operations.

2009 Challenges in business solutions to social issues

Start of environmental and energy-saving solutions business, aiming to “contribute to the global environment through business.” We established a team specialized in energy-saving consultation (the present YES Department) and began providing one-stop services to our clients’ factories and offices, including energy-saving assessments and plan proposals, with follow-up support.



2016 350th anniversary of the company’s founding

A commemorative ceremony was held with approximately 900 suppliers in attendance. We adopted the slogan “Together we dare; together we move forward. Growing Together,” in which we take on challenges and move forward together with our history of value creation and challenging ourselves to create new value.

Medium-term Management Plan

NEXTAGE 2014

Widening the stage from Japan to “a trading company that contributes to industry and lifestyles in Asia.”

YUASA LEGACY 350

Toward our 350th founding anniversary in 2016, the year of our Medium-term Management Plan. Aiming to build the foundation for one of Asia’s largest “distribution platforms for industry and lifestyle.”

2017 Formulating YUASA VISION 360

We formulate YUASA VISION 360 about where the Group should ideally be as we approach 2026, the 360th year since our foundation. We culminated our efforts to enhance corporate value and achieve a corporate transformation in our three-year Medium-term Management Plan “Growing Together,” and began implementing the first stage.

2020 Becoming a “TSUNAGU” Service Integrated Shosha Group

Aiming to generate “TSUNAGU” innovations by leveraging the Group’s total coordinate skills and solve social issues, we devise the catchphrase “TSUNAGU” Composite Specialty Trading Company Group. In addition, we launch the “Growing Strategy Headquarters” to promote business solutions for social issues across divisions, including group companies.

Long-term Vision: YUASA VISION 360

Growing Together 2020

The path to realizing the YUASA VISION 360 is divided into three stages, with the groundwork laid in the first stage, Growing Together 2020. Implementing reform of corporate culture to discover growth areas and demonstrate our total coordinate skill.

Growing Together 2023

In the second stage, Growing Together 2023, the company strengthens its existing core businesses under the keywords of “Total coordination skill,” “challenge,” and “communication,” while discovering and fostering nine growth strategies to further enhance its management foundation.

Growing Together 2026

In the final stage, Growing Together 2026, we aim to promote our proposals business to finalize and reap the rewards of its position, thereby increasing our corporate value.

2021 Formulation of a Declaration on Sustainability

In order to further evolve the management foundation handed down over 350 years, we have formulated a Sustainability Declaration based on our corporate philosophy.

2023 Launch of Growing Together 2026

As we aim to be a corporate Group where “TSUNAGU” innovation is normalized, we created a new slogan and icon to convey this to all of our stakeholders.



2024

■ Current Status of YUASA TRADING Group (FY2023 Results)

| | |
|--------------------|-------------------------------------|
| Net sales | ¥545.915 billion [¥526.569 billion] |
| Ordinary profit | ¥15.737 billion |
| ROE | 12.0% |
| Total payout ratio | 34.9% (includes share buybacks) |

* Net sales figures in brackets are after revenue recognition.

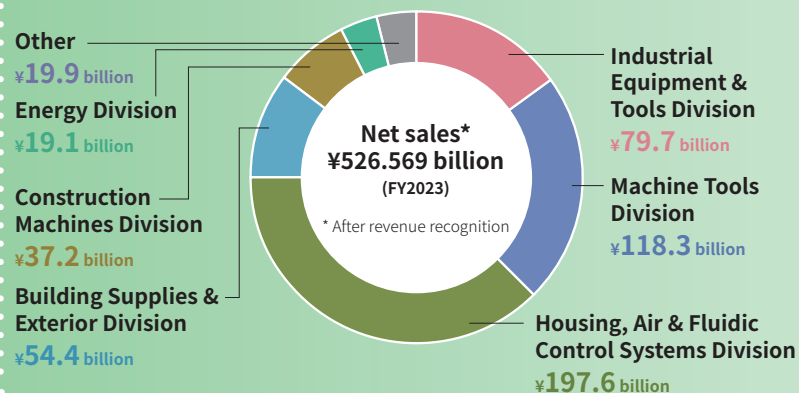
2026

■ Long-term “YUASA VISION 360” (FY2025 Plan)

| | |
|--------------------|-----------------------------|
| Net sales | ¥600 billion [¥576 billion] |
| Ordinary profit | ¥20 billion |
| ROE | 11.8% |
| Total payout ratio | At least 33.0% |

Collective Response to Diverse Needs

■ Share of Total Sales Held by Each Segment



■ YUASA TRADING Group Network (as of March 31, 2024)

| Domestic | Overseas |
|---|---|
| 135 sites <small>(Non-consolidated, 31 locations in Japan)</small> | 23 sites in 10 countries |
| 23 companies <small>Group Companies in Japan</small> | 12 companies <small>Group companies overseas</small> |



Achievement of YUASA VISION 360

Realize Corporate Transformation

Create a corporate group where “TSUNAGU” innovation is the norm

Improve Corporate Value

Maximize economic value (financial value) and social/environmental value (non-financial value)



Positioning of Integrated Report 2024

Integration of financial and non-financial information



Financial information

YUASA REPORT (business report)
Summary of Consolidated Financial Results and Securities Report

Non-financial information

Company Profile
Corporate Governance Report and ESG Data

YUASA TRADING Website
<https://www.yuasa.co.jp/en/>



For the Publication of the Integrated Report

The purpose of this Integrated Report is to convey to all stakeholders, including shareholders and investors, how to increase corporate value in the future while leveraging the unique strengths of the YUASA TRADING Group, with a story in an easy-to-understand manner.

The Value Creation Process focuses on the vision we aim to achieve in our Medium-term Management Plan, “Growing Together 2026,” which started in April 2023, and conveys the medium- to long-term growth story of the YUASA TRADING Group in terms of both financial and non-financial information.

Going forward, in order to strengthen our communication, we will continue to disclose information as an indispensable and important tool for dialog with stakeholders.

Published in September 2024

Kenichi Tanaka

Representative Director, Senior Managing Director
Supervisory Manager of Management Administration

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Reference Guidelines

- IFRS Foundation “Integrated Reporting Framework” and “ISSB”
- Ministry of Economy, Trade and Industry “Guidance for Collaborative Value Creation 2.0”
- Global Reporting Initiative (GRI) “Sustainability Reporting Standards”



Scope of Items Reported

In principle, the results include YUASA TRADING and 35 Group companies (30 of which are consolidated subsidiaries) as of March 31, 2024 (April 1, 2023 – March 31, 2024).

* Some organizational structures and measures include information for FY2025.

Precautions on Forward-looking Statements

In the statements of this Integrated Report, statements other than historical facts are forward-looking statements that reflect the YUASA TRADING Group's plans and expectations. Please note that actual results and performance may vary from these statements as a result of various risks, uncertainties and other factors.