

Strategies to Maximize Value Creation

In a volatile economic climate, simply providing products or services is no longer enough to ensure a company's permanent growth.

We also need a strategy geared toward generating and maximizing new value for clients and markets.

In our long-term vision YUASA VISION 360 and the medium-term management plan "Growing Together 2026," the YUASA TRADING Group utilizes our know-how and strengths cultivated through TSUNAGU innovation, linking products and services in the fields of manufacturing, home building, environment building and town building, for sustainable growth through new value creation.

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

Recognition of Issues

Ongoing Issues from the Previous Medium-term Management Plan

- 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 cultivation of DX talent
- Promoting sustainability management

Business Transformation to a “Market-Out” Approach

- Improve profitability by promoting “TSUNAGU” solution proposals that solve social issues
- Create new markets and promote growth strategies
- Market creation and deployment through existing trading networks
- Strengthen the management foundation, reform the corporate culture, and promote sustainability to realize transformation

Priority Measures

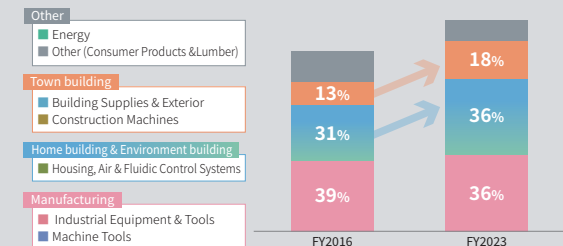
Business Transformation	Toward a Highly Profitable Business Model Through “TSUNAGU” innovation, we will work together with our business partners to solve social issues and form highly profitable businesses.
	Deployment of Growth Strategy For the fiscal year ending March 31, 2026, we will increase the share of sales in growth strategy areas to approximately 48%.
	Domestic and Overseas Market Expansion 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 We will foster a corporate culture that has normalized “TSUNAGU” innovation through the means of personnel reforms, environment-building, and strengthened governance.
	DX Promotion To promote business transformation, we will build a data utilization infrastructure, foster DX talent cultivation, reform business processes, and create innovation.
	Sustainability Promotion In line with our Sustainability Declaration, we will contribute to a sustainable society both in terms of our Group and our businesses.

Strengthening Our Business Portfolio through Our Long-term YUASA VISION 360

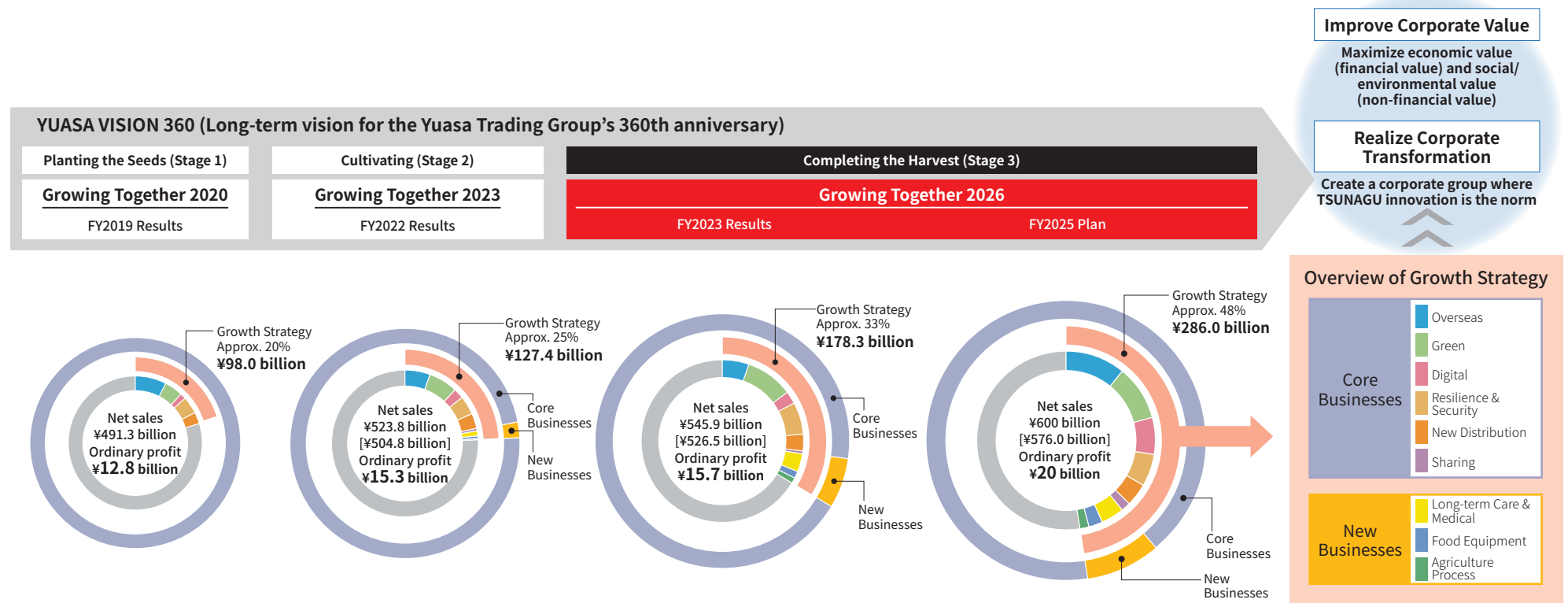
One major change in our long-term YUASA VISION 360, for the 9 years since 2017 ending in 2026 on the 360th anniversary of our founding, is to strengthen our business portfolio.

Up till now, the Group has placed great weight on manufacturing, with performance affected by trends in machinery orders and other factors. However, our growth strategies have helped us expand each of the home building, environment building, and town building segments, leading to a strengthened business portfolio that demonstrates our collective strength as a Group. Through promotion of our growth strategy, we will continue to transform our business model to make it less susceptible to trends in specific segments, countries, regions, and the economy.

Trends by Business Field (2017 to 2024)



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



Financial KPIs

Item	FY2023 Results	FY2025 Plan
Net sales*1	¥526.5 billion	¥576.0 billion
Operating profit	¥14.7 billion	¥19.0 billion
Ordinary profit	¥15.7 billion	¥20 billion
Ordinary profit to net sales ratio	2.99%	3.4%
Adjusted net income before tax	¥11.8 billion	¥13.2 billion
Return on equity (ROE)	12.0%	11.8%
Total payout ratio	34.9%	At least 33%
Dividend on equity (DOE)	4.1%	At least 3.5%

*1 Net sales after revenue recognition.

Non-financial KPIs*2

Item	FY2023 Results	FY2025 Plan
CO2 emissions (Scope 1 & 2)	6,335 t-CO ₂	30% reduction (compared with FY2022)
Percentage of female managers	2.0%	3.0%
Percentage of female employees in comprehensive work position	4.0%	6.0%
Percentage of employed females in comprehensive work position	6.5%	12.0%
Percentage of male employee taking childcare leave and leave for the purpose of childcare	72.5%	100.0%
Percentage of taking paid leave	67.8%	70.0%
Average hours of labor	1,934 hours	1,920 hours
Managerial talent cultivation (number of training program participants: total)	280 persons	370 persons
Digital talent cultivation (successful candidates from our original program)	IT talent*3: 109 persons	IT talent: 600 persons DX talent*4: 40 persons

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

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

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

* Net sales figures in brackets are after revenue recognition.

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

