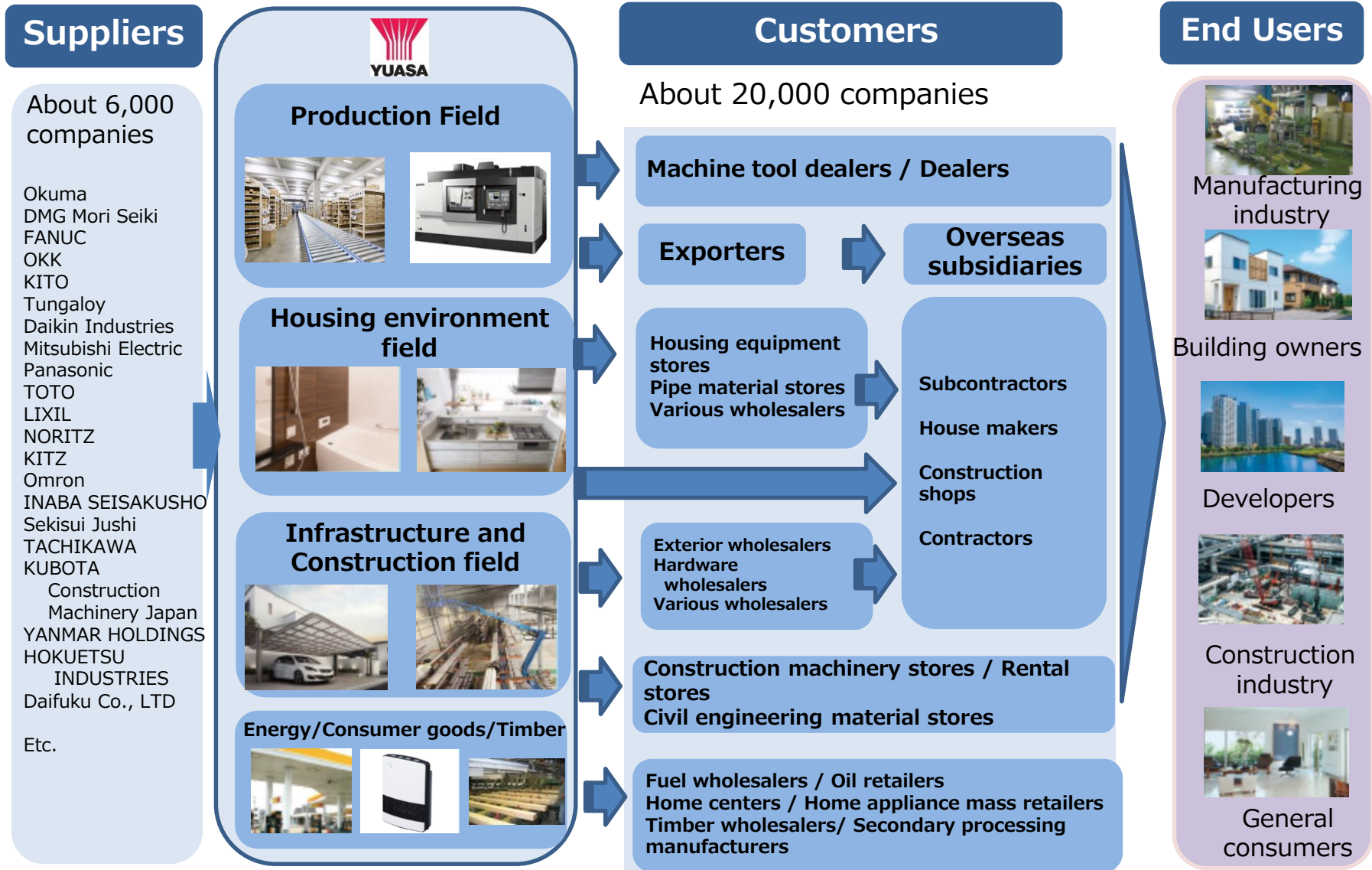


Financial Results Briefing for the 2Q of the Fiscal Year Ending March 31, 2023

November 16th, 2022
Hiroyuki Tamura, President and CEO

Our business model



1 Summary of the Financial Results
for the 2Q of the Fiscal Year Ending March 31, 2023

2 Earnings Forecast for the Fiscal Year Ending
March 31, 2023

3 Progress on the Medium-Term Management Plan
“Growing Together 2023”

4 Promotion of Sustainability

5 Shareholder Return Policy

Summary of the Financial Results for the 2Q of the Fiscal Year Ending March 31, 2023

1

Consolidated Income Statement

YoY increase in sales and profit

In billions of yen (rounded down)

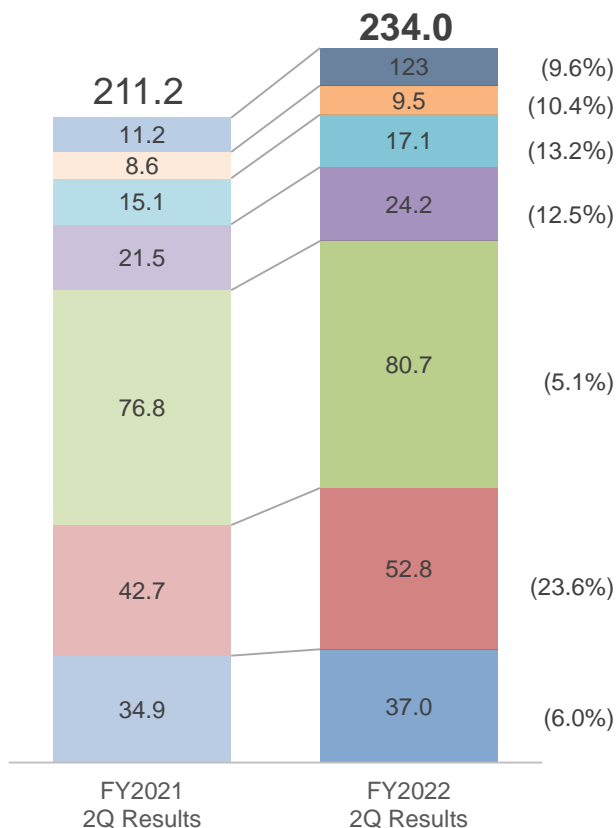
	Results			Forecast	
	FY2021 (2Q)	FY2022 (2Q)	Change	FY2022 (2Q)	Comparison with plan
Net sales	211.2	234.0	+10.8%	230.0	+1.7%
Gross profit (percentage)	22.0 (10.44%)	24.2 (10.37%)	+10.0% (-0.07P)		
Selling, general and administrative expenses	17.5	19.1	+8.7%		
Operating income (percentage)	4.4 (2.11%)	5.1 (2.19%)	+15.1% (+0.08P)	5.6 (2.43%)	-8.3% (-0.32P)
Ordinary income (percentage)	3.7 (1.78%)	5.6 (2.43%)	+51.5% (+0.65P)	6.1 (2.65%)	-6.8% (-0.31P)
Attributable to owners of parent Profit	2.6	3.6	+36.3%	4.0	-8.4%

* The sales figures are after the application of the revenue recognition standard.

* The gross profit margin, operating income ratio and ordinary income ratio are calculated based on net sales after the application of the revenue recognition standard.

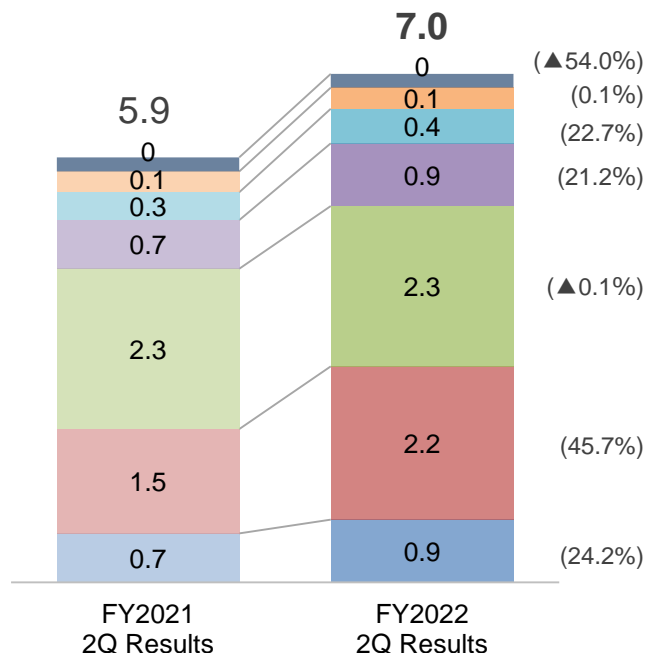
Sales and Operating Income by Segment

Sales by Segment



Operating Income by Segment

In billions of yen (rounded down)



Main Factors of Change

- **Industrial Equipment & Tools**
 Factory operating rates are steady in the semiconductor industry
 The automobile industry has been impacted by reduced production and longer delivery times for parts
- **Machine Tools**
 Japan: Semiconductor production is strong, and increase in demand due to subsidies
 Overseas: Increase in demand with full-scale economic activity in the US and Southeast Asia
- **Housing, Air & Fluidic Control Systems**
 Housing equipment is steady due to demand for renovations
 Sales of ventilation and airconditioning-related equipment are steady
 Increase in demand for renewable energy-related products such as storage batteries
- **Building Suppliers & Exterior**
 Exterior products and architectural hardware products are steady
 Investment in public facilities remains firm, centered on measures against natural disasters
 Focused on expanding sales of resilience products
- **Construction Machines**
 Steady demand for construction machines and for civil engineering-related products by rental companies
- **Energy**
 Soaring crude oil prices affected the prices of petroleum products such as gasoline and diesel oil
- **Other**
 Consumer Products: Affected by soaring raw materials costs and the devaluation of the yen
 Timber: Expanded procurement channels, focused on sales of domestically produced timber

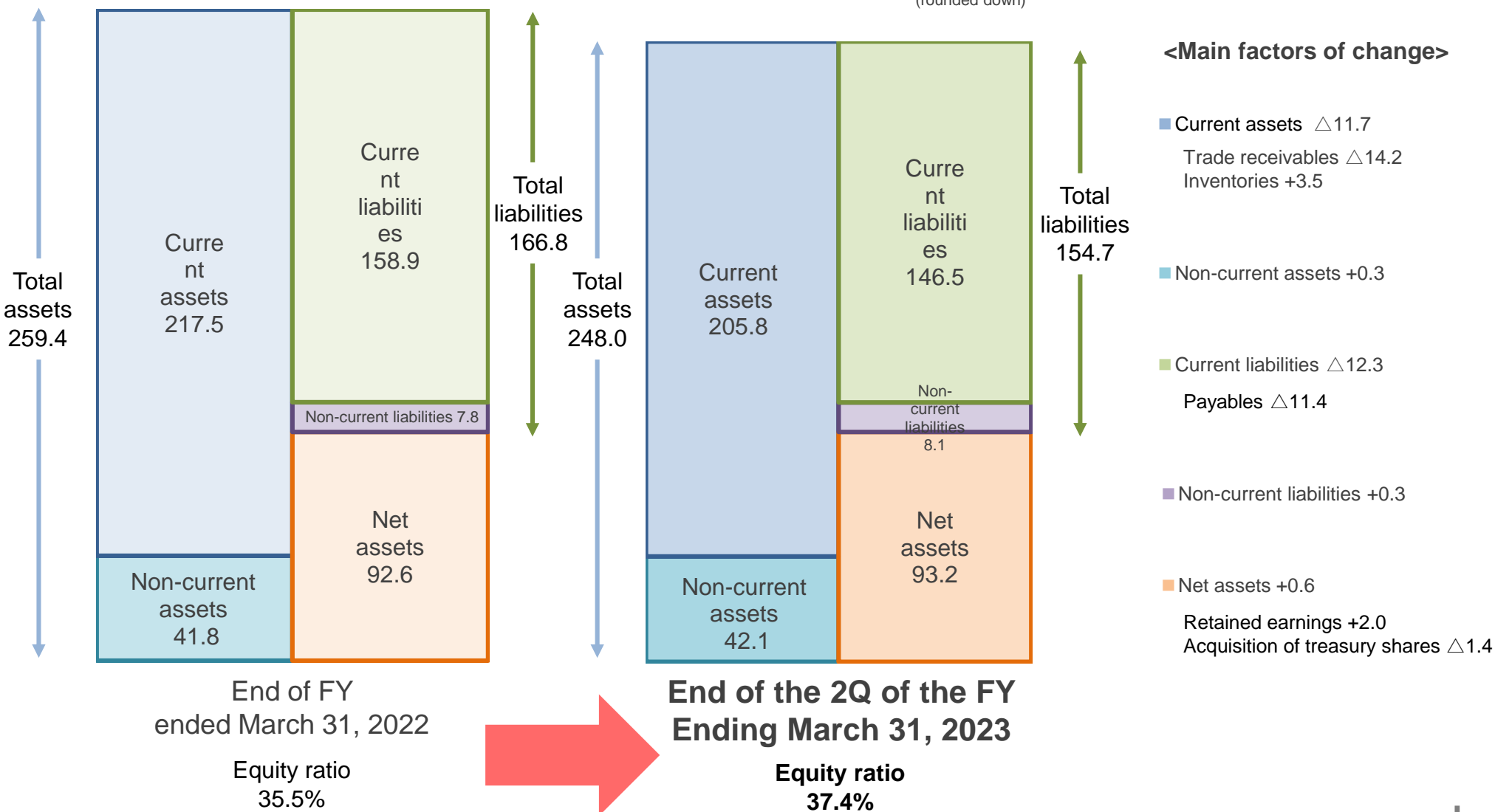
■ Industrial Equipment & Tools
 ■ Machine Tools
 ■ Housing, Air & Fluidic Control Systems
 ■ Building Suppliers & Exterior
■ Construction Machines
 ■ Energy
 ■ Other

* The figure inside () is the rate of change after the application of the revenue recognition standard

Consolidated Balance Sheet

Decrease in receivables and payables, and increase in equity ratio

In billions of yen
(rounded down)



Consolidated Cash Flows

Through acquisition of treasury shares, etc., cash flow \triangle 1.7 bin yen

In billions of yen (rounded down)

Items	FY2021 2Q results	FY2022 2Q results	Main factors
Net cash provided by (\triangle used in) operating activities	3.0	1.6	Profit before income taxes: +5.6 Income from decrease in trade receivables: +14.5 Expenses due to decrease in accounts payable : \triangle 11.7 Income tax payment: \triangle 2.9
Net cash provided by (\triangle used in) investing activities	0.7	\triangle 0.3	Expenses from purchase of property, plant and equipment: \triangle 0.3
Net cash provided by (\triangle used in) financing activities	\triangle 2.3	\triangle 3.3	<u>Expenses from acquisition of treasury shares: \triangle1.6</u> Dividends paid: \triangle 1.6
Net increase (\triangle decrease) in cash and cash equivalents	1.4	\triangle 1.7	
Cash and cash equivalents at the <u>beginning of period</u>	41.9	53.5	
Cash and cash equivalents at the <u>end of period</u>	43.3	51.8	

2

Earnings Forecast for the Fiscal Year Ending March 31, 2023

FY2022 Earnings Forecast

Full-year earnings forecast remains unchanged

In billions of yen (rounded down)

FY2022	First Half			Second Half			Full Business Year		
	Prev. terms results	Current terms results	Change	Prev. terms results	Forecast	Change	Prev. terms results	Forecast	Change
Net sales	211.2	234.0	+10.8%	251.5	255.9	+1.7%	462.7	490.0	+5.9%
Operating income (percentage)	4.4 (2.03%)	5.1 (2.11%)	+15.1% (+0.08P)	7.4 (2.95%)	8.3 (3.26%)	+12.7% (+0.31P)	11.8 (2.5%)	13.5 (2.8%)	+13.6% (+0.3P)
Ordinary income (percentage)	3.7 (1.71%)	5.6 (2.34%)	+51.5% (+0.63P)	7.9 (3.17%)	8.8 (3.44%)	+10.2% (+0.27P)	11.7 (2.4%)	14.5 (3.0%)	+23.5% (+0.6P)
Attributable to owners of parent Profit	2.6	3.6	+36.2%	5.3	5.8	+8.6%	8.0	9.5	+18.7%

* The sales figures are after the application of the revenue recognition standard.

* The operating income ratio and ordinary income ratio are calculated based on net sales after the application of the revenue recognition standard.

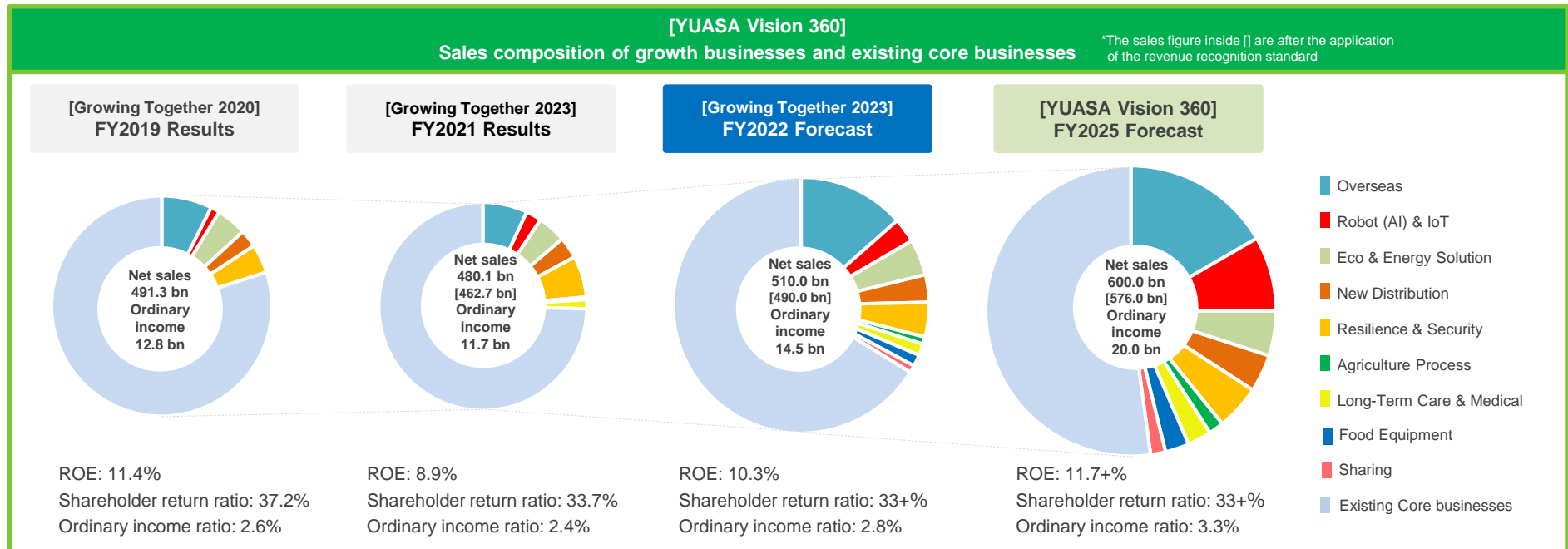
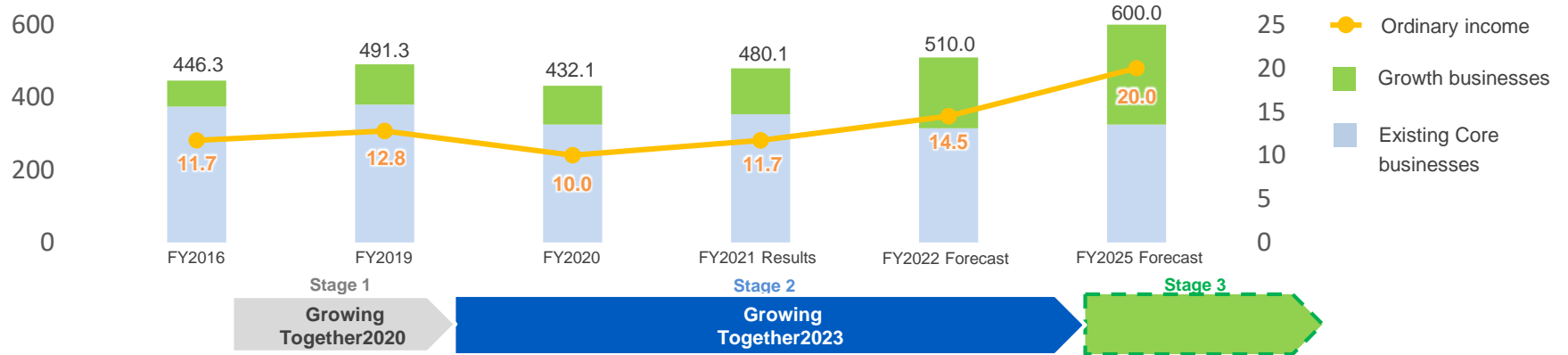
Promotion of the Medium-term Management Plan

3

“Growing Together 2023” Progress

We will aim for growth as Service Integrated Shosha Group with its profit structure top-ranked in the industry.

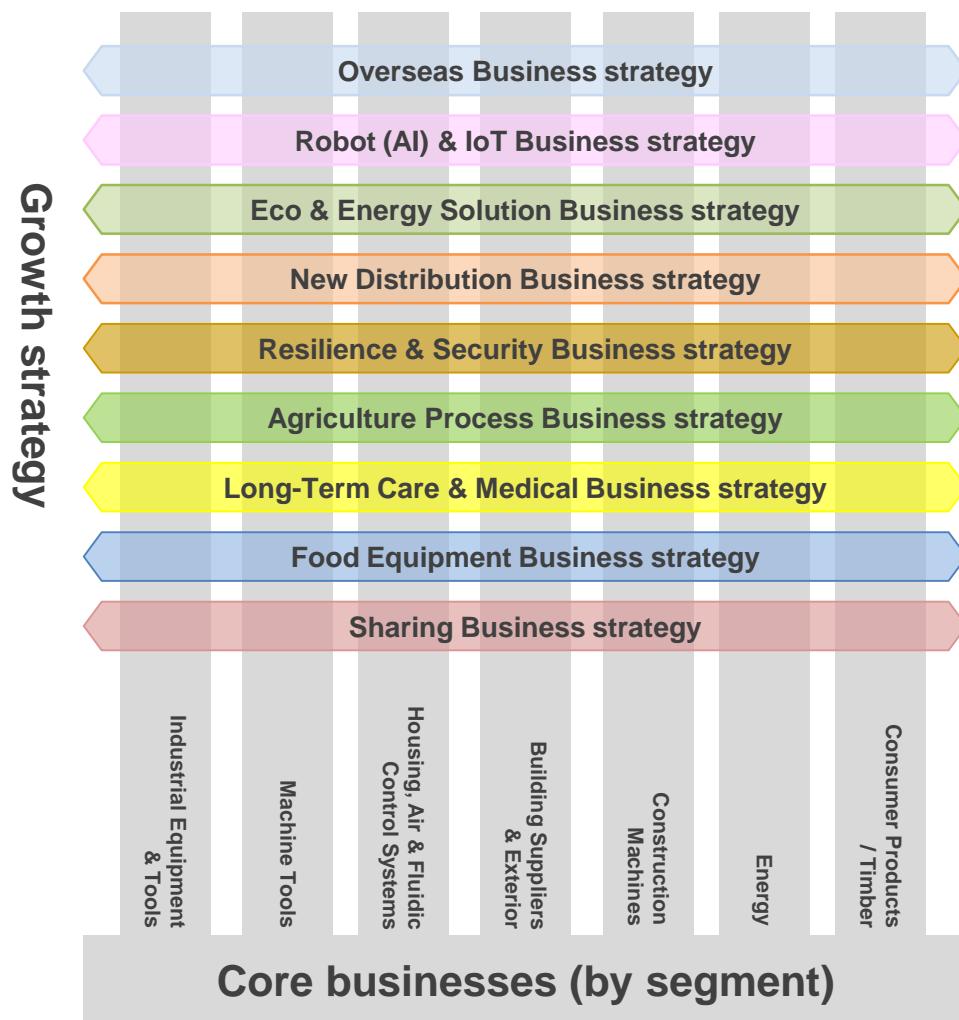
Net Sales and Ordinary Income (in billions of yen) *Sales are before the application of the revenue recognition accounting standard



Positioning of Core Businesses and Growth Strategy

Growth strategy is the driver of growth in all segments

Positioning of Core Businesses and Growth strategy



Net sales by growth strategy (transaction volume)

In billions of yen
(rounded down)

Growth strategy	FY2022 targets	FY2022 2Q results
Overseas Business	74.0	14.4
Robot (AI) & IoT Business	17.0	5.0
Eco & Energy Solution Business	28.0	15.2
New Distribution Business	19.0	8.9
Resilience & Security Business	33.0	11.7
Agriculture Process Business	5.0	1.1
Long-Term Care & Medical Business	8.0	3.1
Food Equipment Business	8.0	1.0
Sharing	5.0	0.8
Total	197.0	61.2

Robot (AI) & IoT Business

Through many projects, we are promoting proposals for labor-saving, efficiency-improving, environmentally-friendly solutions and proposals for automated lines overseas.

Growing Together 2023 Progress

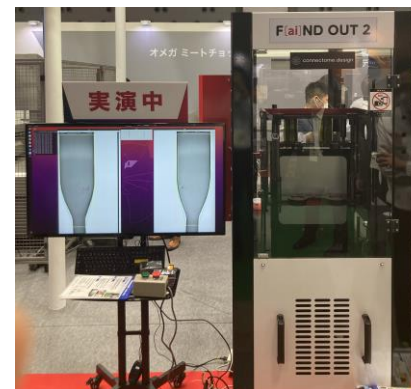
■ Net Sales

11.6 bn → 17.0 bn
FY2021 results FY2022 forecast

5.0 bn
FY2022
2Q results

■ TOPICS

- **Inspection devices for preventing foreign substance contamination of drinks. “FaiND OUT2”**
 - AI is used to distinguish between foreign substances and bubbles, improving the accuracy of the foreign substance detection device, which previously had many misdetections
 - Contributes to manpower- and labor-saving in the beverage manufacturing process by automating the rigorous visual inspection
- **Processing environment solution**
 - Realizes productivity improvements in manufacturing processing
 - We coordinate a total solution for development, starting with our original product micro fine bubble “Bub Power”, visualization of the effect using high-performance filtration and sensing technology, and analysis using AI
- **One stop for supporting all steps of introducing AI**
 - Through a capital alliance with connectome.design, YUASA solves customers' issues with coordination strength that leverages our group's many years of on-site know-how and AI technological capabilities, and network as a complex, specialized trading company



Inspection devices for preventing foreign substance contamination of drinks. “FaiND OUT2”

Micro fine bubble “Bub Power”



[Future initiatives]

- Promote AI and IoT solution development projects, and propose broadly utilizing exhibitions such as the AI EXPO
- Promote sales of our original Robo Combo

Overseas Business

We provide new value by expanding the product appeal and solutions cultivated in Japan overseas.

Growing Together 2023 Progress

■ Net Sales

29.4 bn → 74.0 bn
 FY2021 Results FY2022 Forecast

14.4 bn
 FY2022
 2Q results

■ TOPICS

- North America : Exhibited in IMTS2022, the largest manufacturing technology trade fair in the US
- East Asia : Supporting business negotiations for automobiles parts processing
- South Asia : Promotion of the design, construction, and sale of solar power generation systems in Thailand
 Supporting business negotiations for automobiles and motorcycles parts processing



Scene at IMTS exhibition

[Future initiatives]

Plan to establish a mini-YUASA as a Thailand project, and hold the Grand Fair in Thailand in 2025

Eco & Energy Solution Business

Support carbon neutral for our customers with one-stop solutions.

Growing Together 2023 Progress

■ Net Sales

25.0 bn → 28.0 bn
 FY2021 Results FY2022 Forecast

15.2 bn
 FY2022
 2Q results

■ TOPICS

- Solar : Net Sales 10.5 bn yen
 (solar panels, peripheral equipment, storage batteries)
- Energy saving : Promote carbon neutral for our customers with one-stop solutions ranging from visualization of CO₂ emissions utilizing Support YES-net, through to equipment renewal and introduction of renewable energy
- New product : Proposal of a solution that combined a V2H (Vehicle to Home) system which focused on electric vehicles becoming widespread




Installation image of YUASA's original
 "Gatepost with delivery box equipped with V2H function"

[Future initiatives]

- Support understanding of the current CO₂ situation (YES-net)
- Focus on proposals for storage batteries and rapid chargers for EV

TSUNAGU (Connect) Solution Cases (1)

Robot (AI) & IoT Business

- Materials quantity counting system AI** The degree of damage and quantity of materials is automatically detected using AI
- Robo Combo** All kinds of manufacturing sites + Automation
 Robot system that realizes affordable and simple automation
- 
Processing environment solution A system that extends the life of machining and cleaning fluids, improves machining conditions and efficiency, and optimizes equipment and tools
- Inspection device for preventing foreign substance contamination of drinks. "FaiND OUT2"** Use of AI-equipped robot to prevent foreign substance contamination of drinks.

Micro fine bubble "Bub Power"



Installation image of "Gatepost with delivery box equipped with V2H function"





Eco & Energy Solution Business

- Gatepost with delivery box equipped with V2H function** A gatepost with delivery box that functions not only to charge EV, but can also use surplus power in household

Aluminum privacy fence "YACHIBEI®"



Resilience & Security Business

- 
Flood detection and warning system KIZUKI MIRAI Signal Prevention of flood damage through flood warnings for overflowing inland waters and rising rivers
- TSUNAGU BCP package** KIZUKI MIRAI Bollard (Bollard equipped with flooding sensor) + Generator + Pump
- 
YACHIBEI® Developed by three companies: a sales partner, supplier and YUASA
 Replace a dangerous concrete assembly fence with safe aluminum fence

Harvesting transportation system using hanger rails



Agriculture Process Business

- Harvesting transportation system** Harvesting can be done while sitting on the swing with the hanger rail and sash pulley

TSUNAGU (Connect) Solution Cases (2)

Long-Term Care & Medical Business

- Infection-reducing house

An infection-reducing house for medical care that combines container house manufacturing know-how with the technology of exhaust equipment and filter manufacturers

- Remote ICU prefab ward installation business

Our group designs hospital wards, manufactures prefabricated houses, and installs equipment such as air conditioners, for total proposals

Food Equipment Business

- Rewritable laser system

With a laser printer + Sier, developed an original printer for reusable shipping cartons

- Side dish picking robot

With six-axis robot +AI, pick up random-shaped side dishes

- Pressing machine

Enables feed blends using raw materials procured in Japan

Sharing Business

- Agricultural machinery sharing

Agricultural equipment and driver sharing platform

- Kariru Net

EC rental service that enables rentals using electronic payments

Other

- ITENE

Development connecting an apartment management company and system vendor, and reservation management system for apartment complexes

- Yuasa LDX team project

Established a project team jointly with six companies, and promoted the efficiency of logistics sites

- Concrete compaction control system

Joint development with Zenitaka and Informatix Using MR (Mixed Reality) for “visualization” of concrete compaction position and degree of compaction with colors and numbers

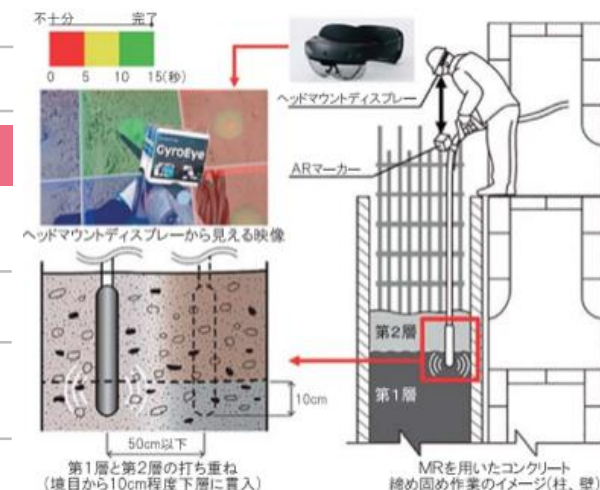
Pressing machine



Kariru Net



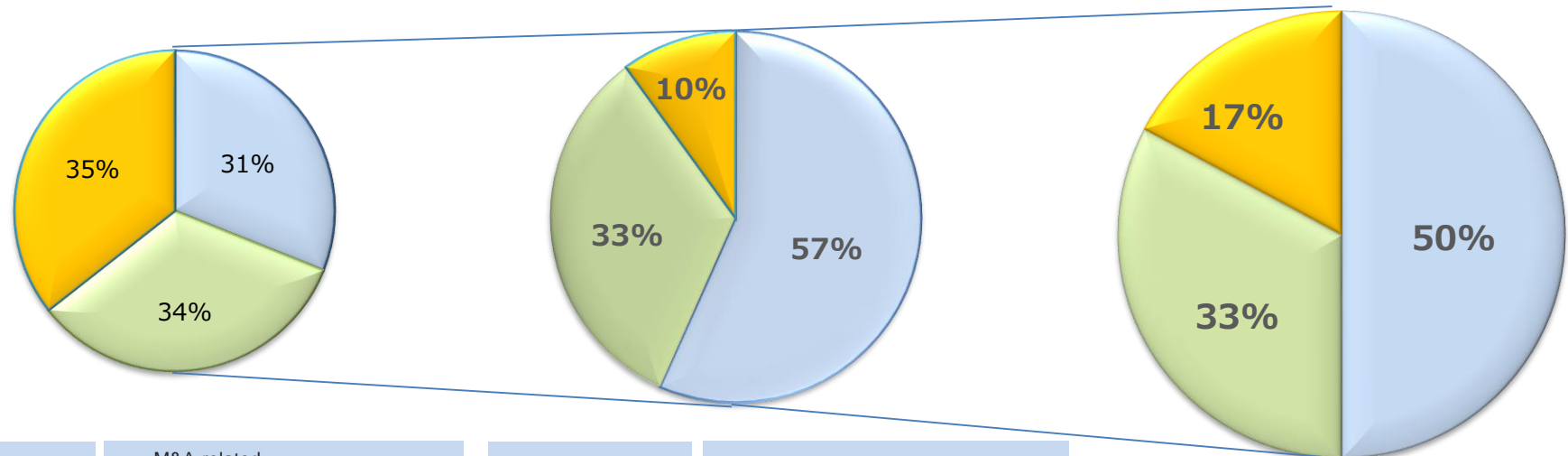
Concrete compaction control system



Investment and Equity Policy

By investing the profits we generate through our business activities in growth areas, while maintaining our financial soundness, we aim to increase the dividend paid per share and improve the value for our shareholders.

<p>[Growing Together 2020] Distributed the cumulative net profits (26.4 bn yen) for the 3-year period from FY2017 to FY2019</p>	<p>[Goal of Growing Together 2023] Planned distribution of cumulative net profits (30.0 bn yen) for the 3-year period from FY2020 to FY2022</p>	<p>[Growing Together 2023-2026] Planned distributed of cumulative net profits (70.0 bn yen) for the 6-year period from FY2020 to FY2025</p>
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Investment quota 8.2 bn yen	<ul style="list-style-type: none"> M&A-related Capital expenditures such as systems Training of human resources and new business development 	Investment quota 17.0 bn yen	<ul style="list-style-type: none"> M&A, business succession New business IT digital investment 	6-year cumulative investment quota 35.0 bn yen	Breakdown <ul style="list-style-type: none"> M&A, new business 23.0 bn yen I T digital investment 12.0 bn yen 		
Shareholder returns (Dividends) 8.8 bn yen	FY2017 dividends: 2.4 bn yen FY2018 dividends: 3.1 bn yen FY2019 dividends: 3.3 bn yen	Shareholder return ratio 33% or more	We are striving for improved DOE (dividends on equity), including acquisition of treasury shares.			Shareholder return ratio 33% or more	We are striving for improved DOE (dividends on equity), including acquisition of treasury shares.
Investment capital for the future 9.4 bn yen	Net assets per share FY2016 results: 2,910 yen ⇒FY2019 results: 3,635 yen	Investment capital for the future	Investment capital for rapidly and flexibly responding to future changes in the business environment.				

Investment budget aimed at growth

Growth strategy	Investment budget (3 years)	Investment results (2.5 years)	Remaining investment budget (0.5 years)	Description of investment (including planned)
Overseas business	4.0 bn yen	-	4.0 bn yen	Enhancement of site in Thailand, holding the Grand Fair in Thailand, M&A, etc.
Robot (AI) & IoT Business	4.0 bn yen	1.9 bn yen	2.1 bn yen	Business capital alliances with AI ventures Robots for construction sites, etc.
Eco & Energy Solution Business	5.0 bn yen *Including investment budget in core businesses	3.7 bn yen	1.3 bn yen	Development of PPA (power purchase agreement) scheme, etc.
New Distribution Business				Development of functions for EC site "Growing Navi", etc.
Resilience & Security Business				TSUNAGU BCP package, KIZUKI MIRAI Bollards, etc.
Agriculture Process Business				Investment in agricultural robot company, development of pressing machines, etc.
Long-Term Care & Medical Business				Remote ICU prefab ward installation business, etc.
Food Equipment Business				Development of inspection devices for preventing foreign substance contamination of drinks. "FaiND OUT2"
Sharing Business				Development of online rental business platform, etc.
Core Businesses				M&A to strengthen functions and enhancement of distribution processing function, etc.
IT digital investment				4.0 bn yen
Total	17.0 bn yen	6.4 bn yen	10.6 bn yen	

Growing Together 2023 Quantitative Plan and KPIs

In billions of yen (rounded down)

Financial KPIs	FY2020 Results	FY2021 Results	FY2022 Forecast
Net sales	432.1	462.7	490.0
Operating income	8.9	11.8	13.5
Ordinary income	10.0	11.7	14.5
Ordinary income ratio*	2.32%	2.54%	2.95%
Profit	6.9	8.0	9.5
ROE	8.1%	8.9%	10.3%
Shareholder returns	31.9%	33.7%	32.3%

The sales figures are after the application of the revenue recognition standard.

The operating income ratios for FY2021 and FY2022 are calculated based on net sales after the application of the revenue recognition standard.

Non-financial KPIs	FY2020 Results	FY2021 Results	FY2022 Forecast
Percentage of females in career-track positions	3.8%	4.1%	5.0%
Percentage of females recruited for career-track positions	10.4%	10.4%	12.0%
Paid leave utilization ratio	52.1%	56.2%	60%
Average working hours	2,013 hours	1,977 hours	1,900 hours

4 Promotion of Sustainability

Promotion of Digital Transformation (DX)

Through DX, we aim to be a digital trading company of “Integrated Product Services”

Among the initiatives that we started in this term, we will introduce examples from the logistics and promotion fields



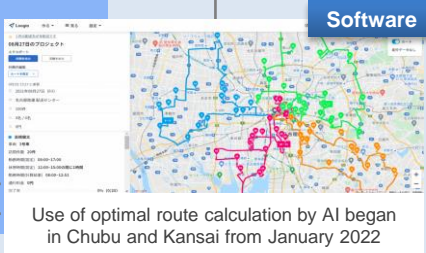
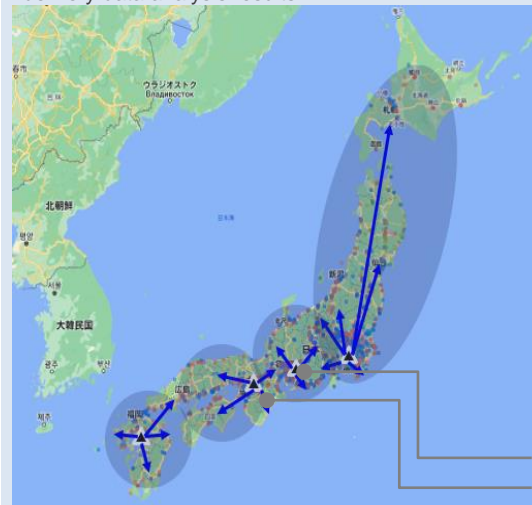
Strengthening of logistics function based on data

Timely delivery of standard products to customers

- Information on products shipped from the four major logistics centers nationwide is collected via the cloud
- Analyze product demand by region and place products in warehouses closer to customers

We are working on building a delivery network that can deliver ordered products in a timely manner

Optimization of product placement based on delivery data analysis results



Follow-up after Grand Fair (Exhibition)

Building of event information platform

- Collect and analyze visitor behavior logs obtained at event venues and publish on a dedicated page
- Obtain the “who, when and for what purpose” for booth visits, and their impressions and comments

We share customer information with our network of sales destinations and suppliers, which leads to further proposals after the Grand Fair



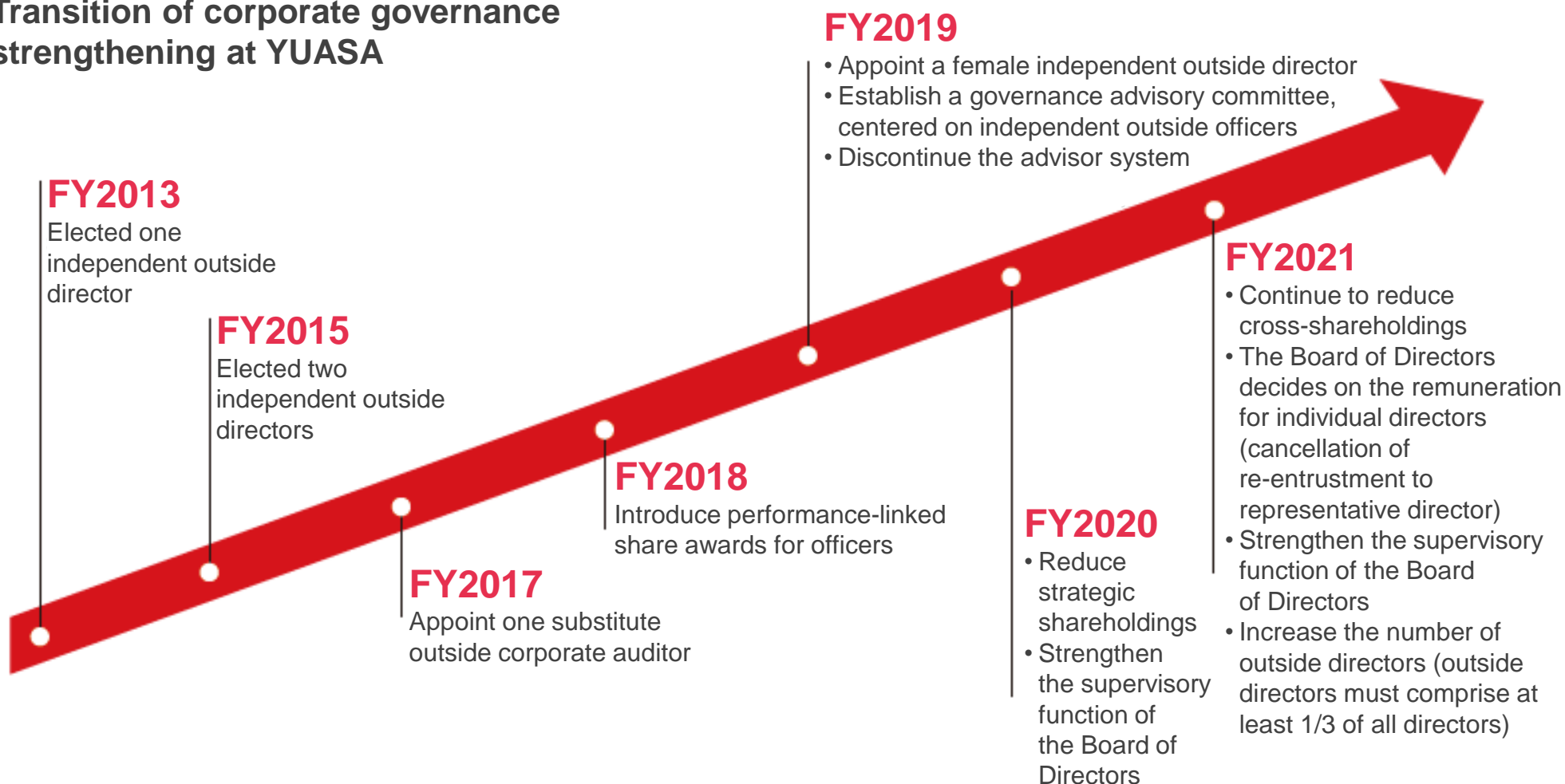
Grand Fair at five locations nationwide obtained visitor information at venues



Strengthening of Corporate Governance

As a company listed on the Prime market, we will strengthen our support to align with the corporate governance code

Transition of corporate governance strengthening at YUASA



5 Shareholder Return Policy

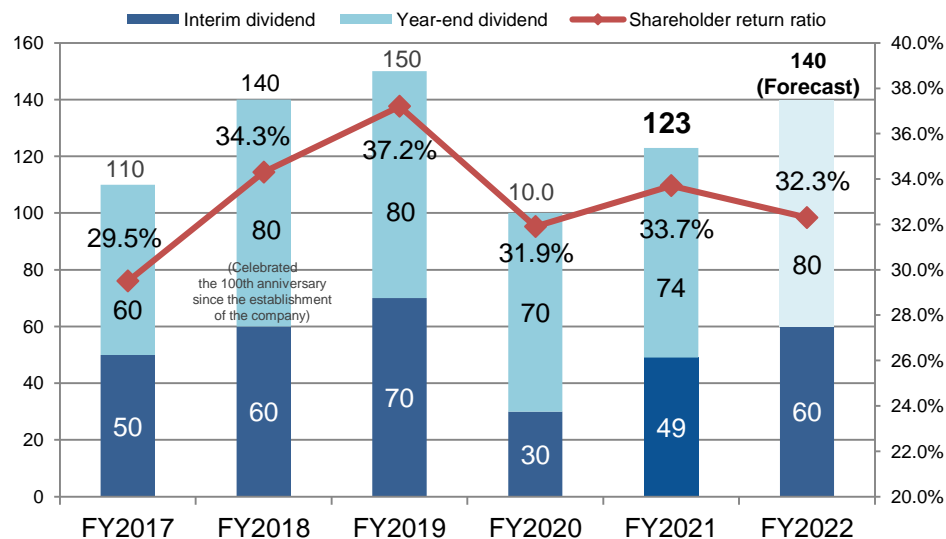
Shareholder Return Policy

We aim for a consolidated shareholder return rate (dividend / acquisition of treasury stock) of 33% or higher

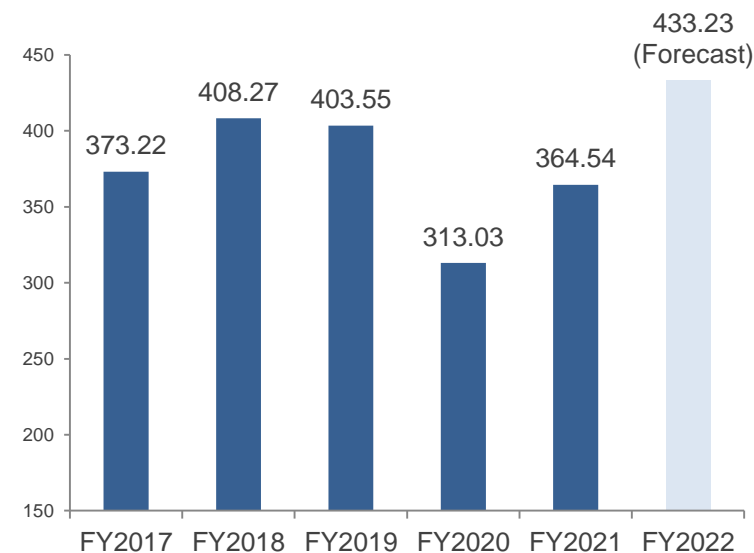
- ◆ Dividends (FY2022)
 - Interim: 60 yen
 - Year-end: 80 yen (forecast)
 - Total: 140 yen (forecast)

- ◆ Acquisition of treasury shares
 - Limit on number of shares: 1,700,000 shares (7.62% of the total number of shares issued (excluding treasury shares))
 - [Result] Cumulative total at end of Oct.: 580,000 shares
 - [Plan] Limit on total amount: 4 bn yen
 - [Result] Cumulative total at end of Oct.: 2.0 bn yen
 - Period: May 16, 2022 to May 12, 2023

■ Dividend paid per share and shareholder return ratio (yen)



■ Profit per share (yen)





YUASA TRADING CO., LTD.

**Service Integrated
Shosha Group**

Forecasts and forward-looking statements in this document are based on information available as of the date of this document's release and on certain assumptions and expectations

Accordingly, actual results may differ materially due to various risks and uncertainties, such as economic trends, market price conditions, and changes in various systems, and the Company assumes no responsibility for any losses resulting from the use of this information

In addition, the Company assumes no obligation to revise the forecasts and forward-looking statements contained in this document