



YUASA TRADING CO., LTD.



# Financial results briefing for the Fiscal Year Ending March 2022

---

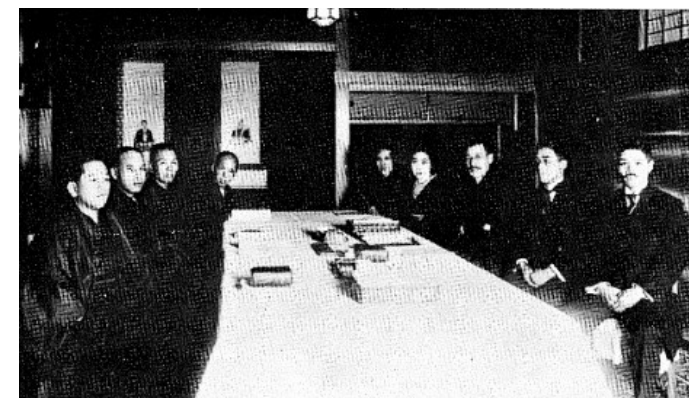
May 30, 2022  
Hiroyuki Tamura, President and CEO

## History of YUASA

Year	History
1666	Founded in Kyoto by Shokuro Yuasa as a charcoal shop
1671	Closed the charcoal shop and opened a knives wholesale store
1674	Opened an outlet in Edo (Tokyo)
1816	Opened an outlet in Osaka
1910	Established a base in China (Wuhan)
1915	Opened a Yuasa storage battery factory(Formerly Yuasa Battery. Integrated into GS Yuasa in 2004)
1919	Established Yuasa Shichizaemon Shoten Co., Ltd. (head office in Kyoto)
1940	Changed company name to Yuasa Hardware Co., Ltd
1992	Yuasa Shoji Co., Ltd. merged with Yuasa Sangyo (Yuasa Trading Co., Ltd.) under the new name Yuasa Trading Co., Ltd.
2016	Reached the 350th anniversary since the foundation of the company
2019	Celebrated the 100th anniversary since the establishment of the company

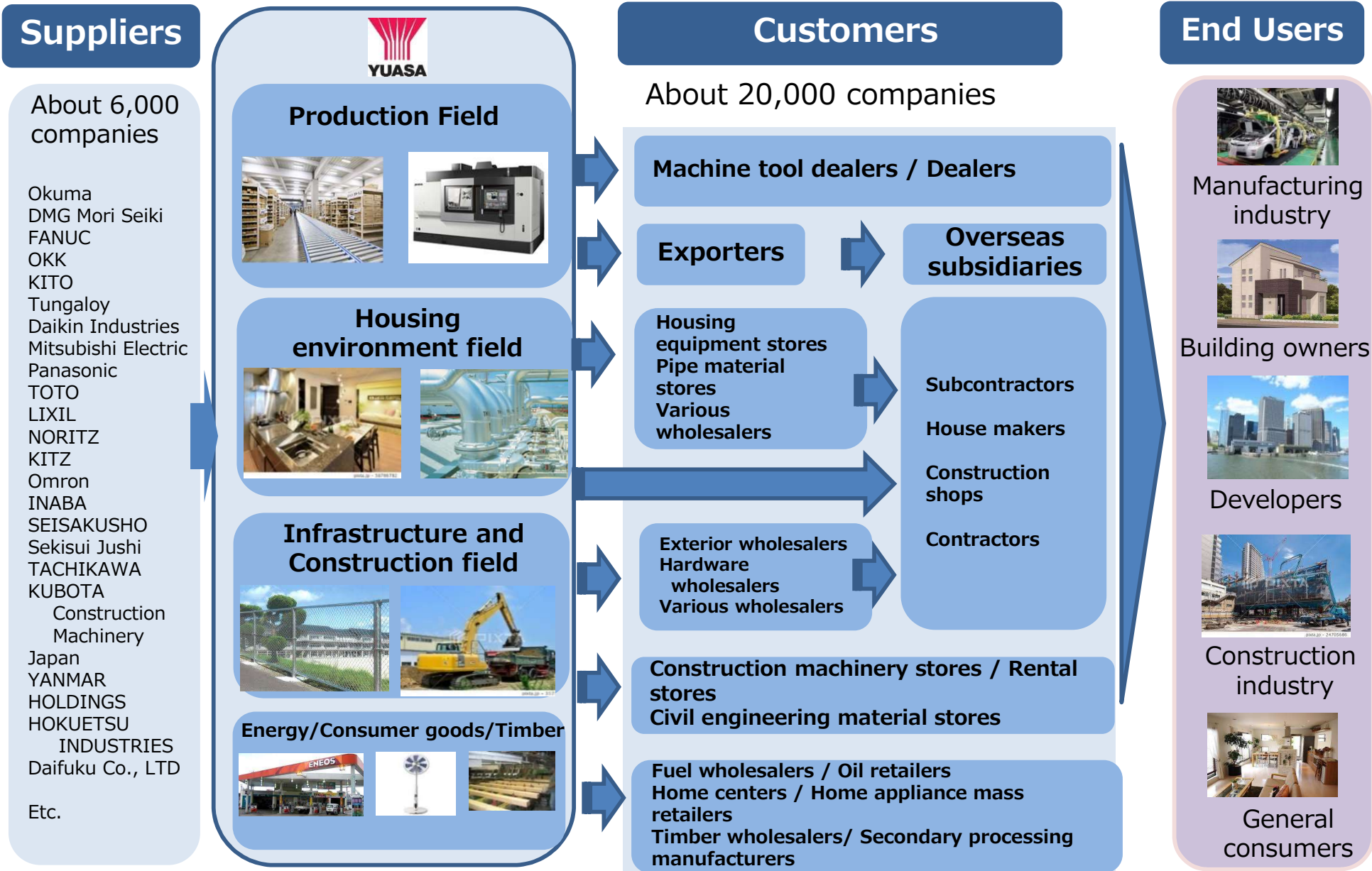


Charcoal shop (Yuasa Trading's name) was located in Edo, Nihonbashi, Tori-Aburacho (currently Nihonbashi Odenmachi, former head office location)



Company establishment commemorative meeting (1919)

## Our business model



- 1** Summary of the Financial Results  
for the Fiscal Year Ended March 31, 2022
- 2** Earnings Forecast for the Fiscal Year Ended March 31, 2023
- 3** Progress on the Medium-Term Management Plan  
“Growing Together 2023”
- 4** Promotion of Sustainability
- 5** Shareholder Return Policy

**1**

# Summary of the Financial Results for the Fiscal Year Ended March 31, 2022

---

# Consolidated Income Statement

In billions of yen (rounded down)

	FY2021/3	FY2022/3	Change	Full-year forecast (Disclosed figures)	Comparison with plan
<b>Net sales</b> [After the application of the new revenue recognition standards]	432.1	<b>480.1</b> [462.7]	+11.1%	492.0 [471.0]	△2.4% [△1.8%]
<b>Gross profit</b> (percentage)	43.1 (9.99%)	<b>48.2</b> <b>(10.05%)</b>	+11.7% (+0.06P)		
<b>Selling, general and administrative expenses</b>	34.1	<b>36.3</b>	+6.3%		
<b>Operating income</b> (percentage)	8.9 (2.08%)	<b>11.8</b> <b>(2.47%)</b>	+32.3% (+0.39P)	11.7 (2.38%)	+1.5% (+0.09P)
<b>Ordinary income</b> (percentage)	10.0 (2.32%)	<b>11.7</b> <b>(2.45%)</b>	+17.3% (+0.13P)	11.3 (2.29%)	+3.9% (+0.16P)
<b>Profit</b> attributable to owners of parent	6.9	<b>8.0</b>	+16.3%	7.6	+6.0%

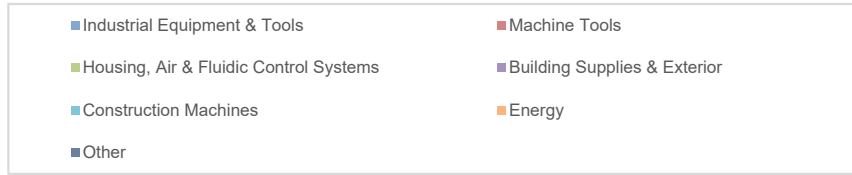
\*The figures in [ ] are after the application of the new revenue recognition standards.

\*The change, gross profit margin, operating income ratio and ordinary income ratio in the current forecast are calculated based on net sales before the application of the revenue recognition standard.

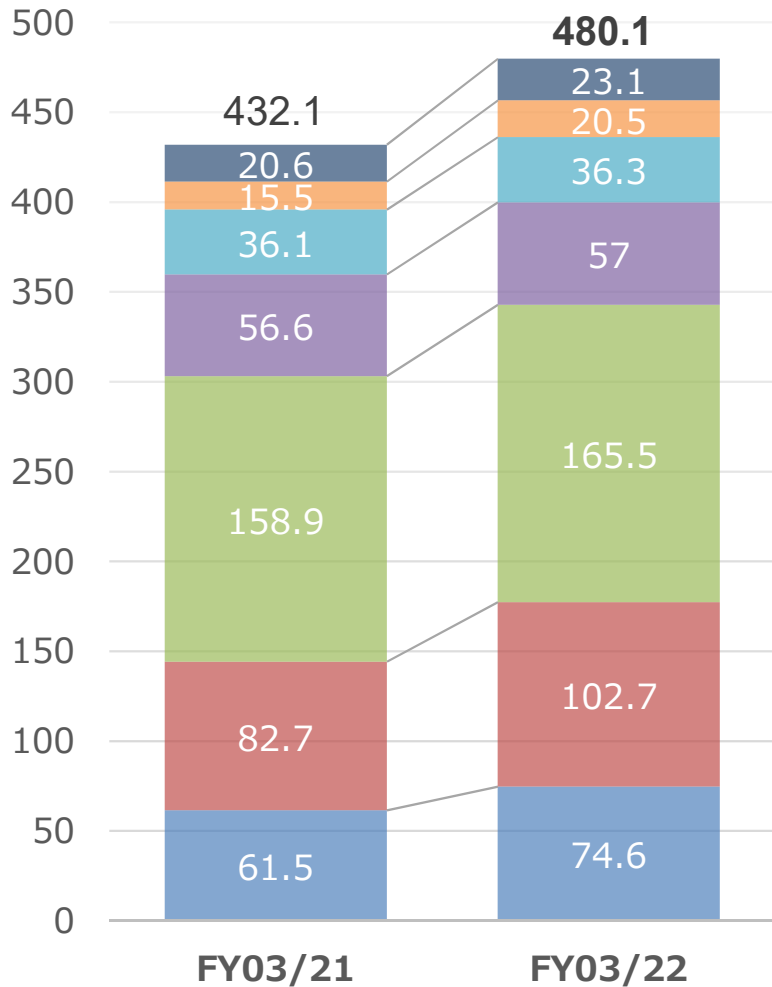
# Sales by Segment



Service Integrated Shosha Group



In billions of yen (rounded down)



Segment	Growth	Main factors of change
Industrial Equipment & Tools	+21.4%	Factory operating rates remain strong in the automobile and semiconductor industries
Machine Tools	+24.2%	Japan: Increase in demand in the automobile and semiconductor industries Overseas: Economy is recovering in the US and Southeast Asia
Housing, Air & Fluidic Control Systems	+4.2%	Housing equipment strong due to demand for renovations Air conditioning equipment strong as a measure against infectious diseases Increase in demand for renewable energy-related products such as storage batteries
Building Supplies & Exterior	+0.8%	Landscape exterior products and architectural hardware products picked up Investment in public facilities remained stable, mainly in the Tokyo metropolitan area Focused on expanding sales of resilience products
Construction Machines	+0.8%	Strong demand for construction machines and for civil engineering-related products by rental companies
Energy	+32.3%	Soaring crude oil prices affected the prices of petroleum products such as gasoline and diesel oil.
Other	+12.0%	Consumer Products: Sales dropped due to the impact of lockdowns in producing countries Timber: Expanded procurement channels, focused on sales of domestically produced timber

Before the application of the new revenue recognition standards

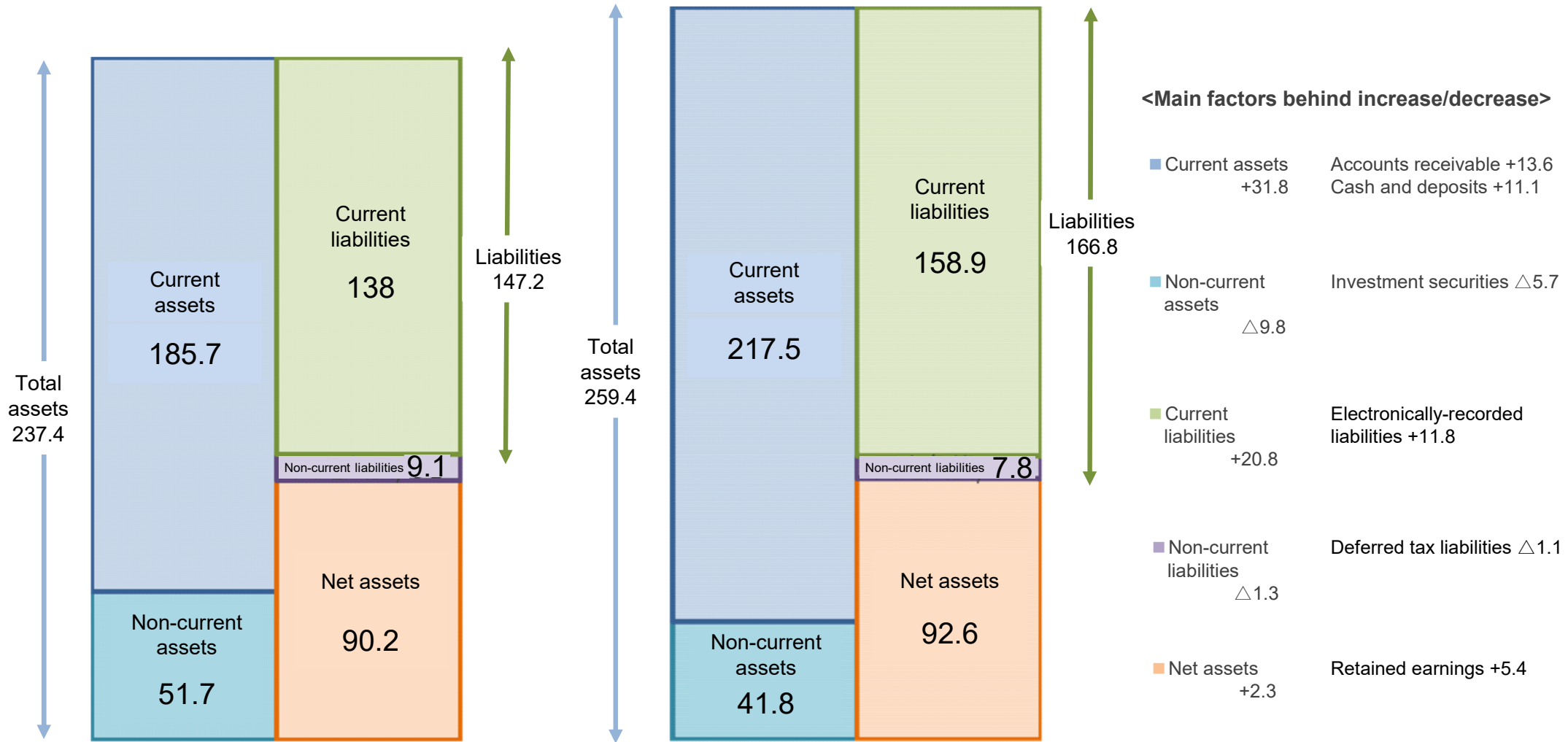


# Consolidated Balance Sheet



Service Integrated Shosha Group

Unit: billion yen  
(smaller amounts are rounded down)



End of FY ended March 31, 2021

End of FY ended March 31, 2022

Equity ratio  
37.7%

Equity ratio  
35.5%



# Consolidated cash flows



Service Integrated Shosha Group

In billions of yen (rounded down)

Item	FY03/21	FY03/22	Main factors
	Full-year results	Full-year results	
Net cash provided by (△used in) operating activities	5.9	10.2	Profit before income taxes: +12.6 Income from increase in trade receivables: △17.5 Income from increase in accounts payable: 17.7 Income tax payment: △2.5
Net cash provided by (△used in) investing activities	△3.5	4.7	Revenue from sales of property, plant and equipment: +2.6 Expenses from acquiring property, plant and equipment: △1.1 Revenue from sales of investment securities: +2.8
Net cash provided by (△used in) financing activities	△3.7	△3.5	
Net increase (△decrease) in cash and cash equivalents	△1.3	11.5	
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	1.3		
Cash and cash equivalents at the end of period	41.9	53.5	

2

## Earnings Forecast for the Fiscal Year Ended March 31, 2023

---

In billions of yen (rounded down)

	FY03/23 First Half			FY03/23 Second Half			FY03/23 Full Year		
	Prev. term results	Forecast	Change	Prev. term results	Forecast	Change	Prev. term results	Forecast	Change
<b>Net sales</b> [Before the application of the new revenue recognition standards]	211.2 [219.5]	<b>230.0</b> [239.5]	<b>+8.9%</b> [+9.1%]	251.5 [260.6]	<b>260.0</b> [270.4]	<b>+3.4%</b> [+3.8%]	462.7 [480.1]	<b>490.0</b> [510.0]	<b>+5.9%</b> [+6.2%]
<b>Operating income</b> (percentage)	4.4 (2.0%)	<b>5.6</b> <b>(2.4%)</b>	<b>+25.6%</b> <b>(+0.4P)</b>	7.4 (2.8%)	<b>7.9</b> <b>(3.0%)</b>	<b>+6.4%</b> <b>(+0.2P)</b>	11.8 (2.5%)	<b>13.5</b> <b>(2.8%)</b>	<b>+13.6%</b> <b>(+0.3P)</b>
<b>Ordinary income</b> (percentage)	3.7 (1.7%)	<b>6.1</b> <b>(2.7%)</b>	<b>+62.5%</b> <b>(+1.0P)</b>	7.9 (3.0%)	<b>8.4</b> <b>(3.2%)</b>	<b>+5.1%</b> <b>(+0.2P)</b>	11.7 (2.4%)	<b>145</b> <b>(3.0%)</b>	<b>+23.5%</b> <b>(+0.6P)</b>
<b>Profit</b> attributable to owners of parent	2.6	<b>4.0</b>	<b>+50.2%</b>	5.3	<b>5.5</b>	<b>+3.0%</b>	8.0	<b>9.5</b>	<b>+18.7%</b>

\*The figures in [ ] are before the application of the new revenue recognition standards.

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

3

## Promotion of the Medium-term Management Plan “Growing Together 2023” Progress

---

# YUASA Vision 360 and Numeric Targets for Growing Together 2023

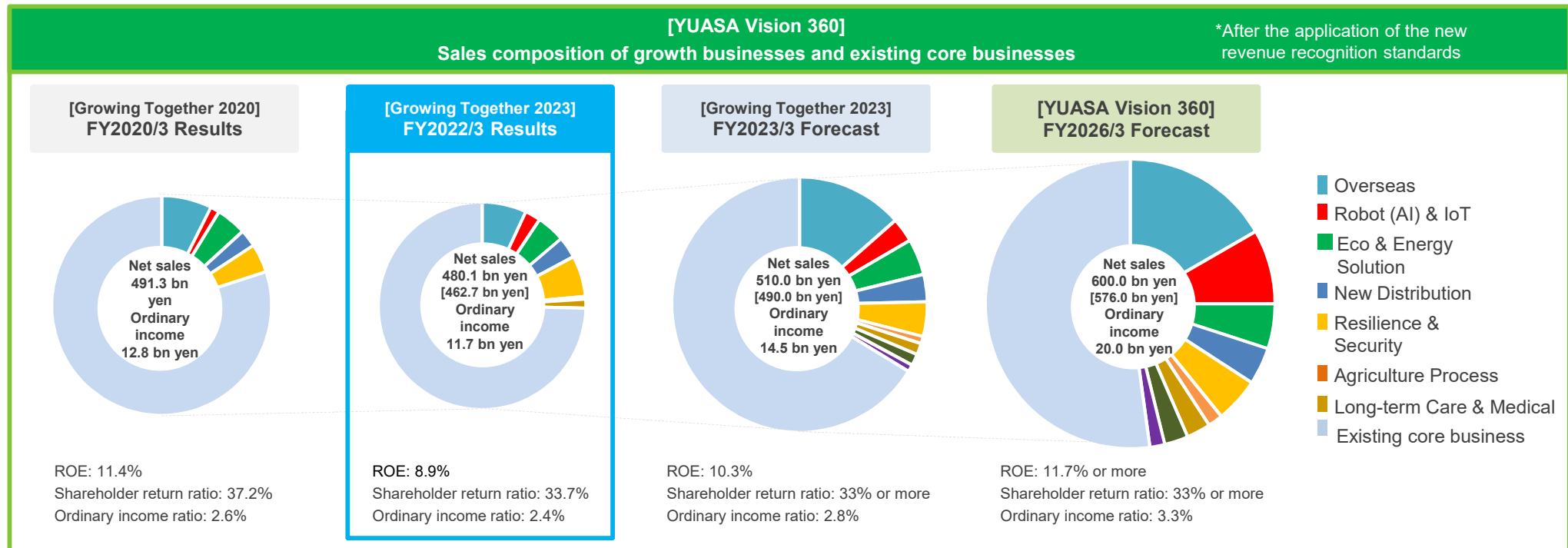
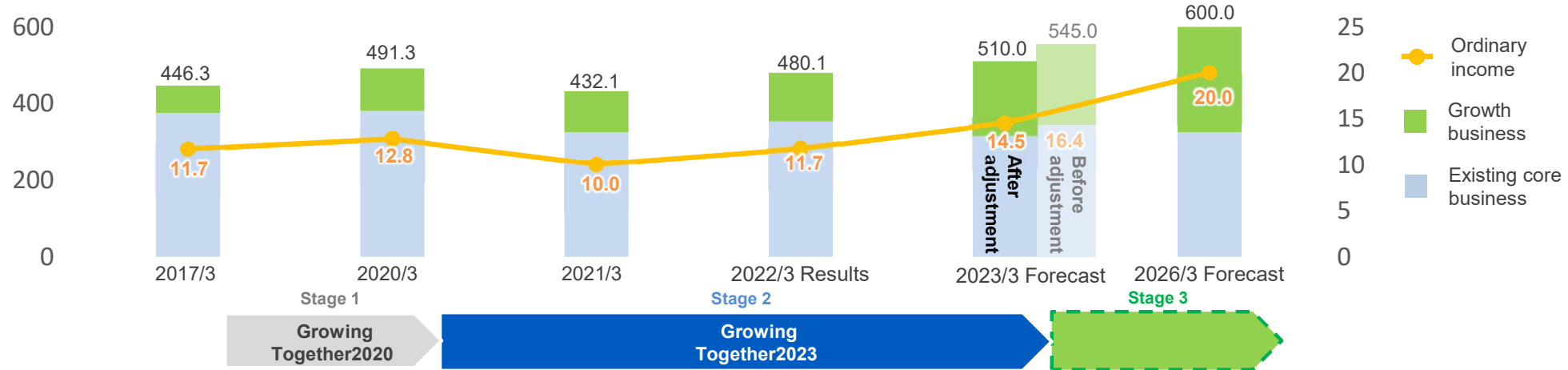


Service Integrated Shosha Group

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

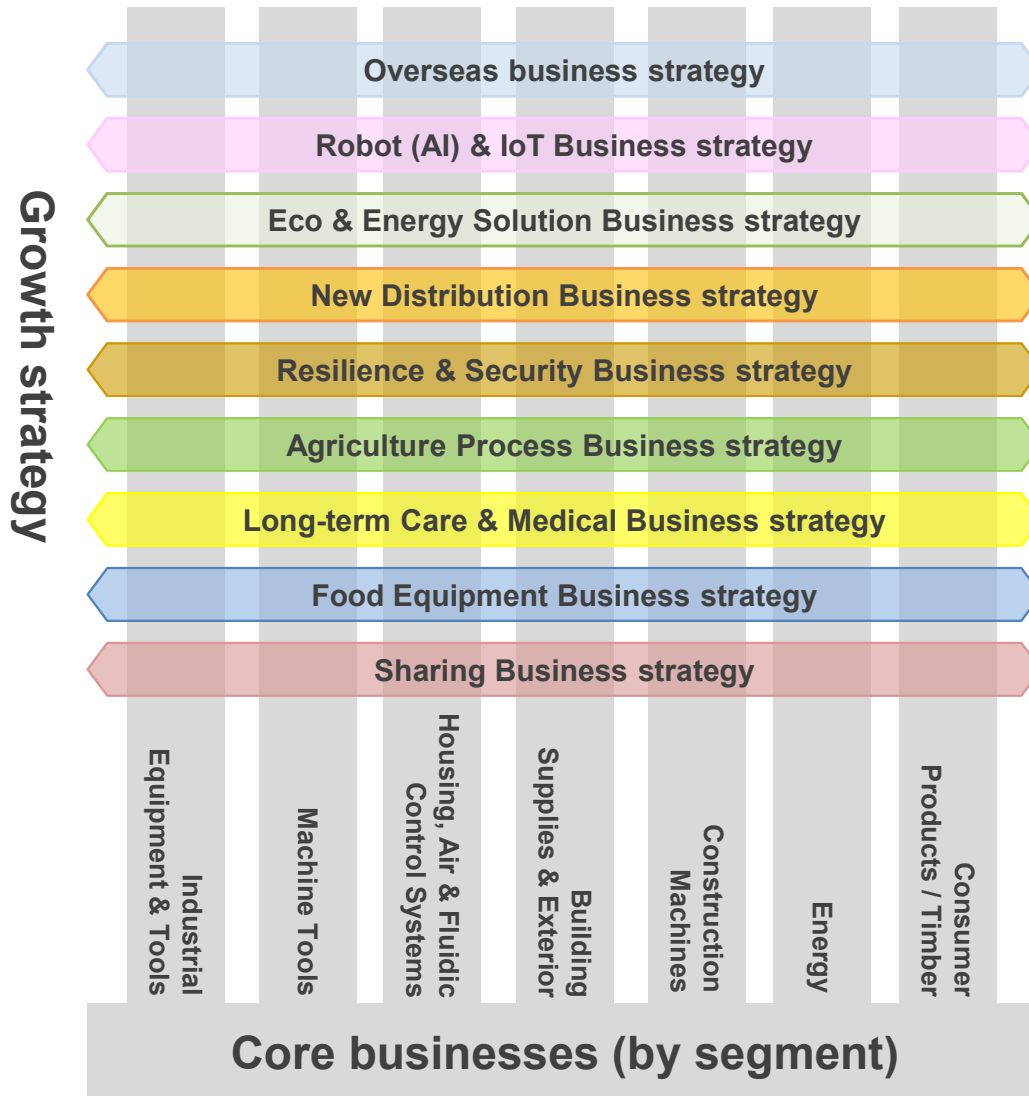
## ■ Net Sales and Ordinary Income (in billions of yen)

\*Before the application of the new revenue recognition standards



## Growth strategy is the driver of growth in all segments

### Positioning of Core Businesses and Growth Strategy



### Net sales by growth strategy

In billions of yen  
(rounded down)

Growth strategy	FY2021/ 3 results	FY2022 3 results
Overseas Business	22.0	29.4
Robot (AI) & IoT Business	7.4	11.6
Eco & Energy Solution Business	21.3	25.0
New Distribution Business	13.8	16.1
Resilience & Security Business	28.3	30.8
Agriculture Process Business	1.9	1.9
Long-term Care & Medical Business	6.8	6.8
Food Equipment Business	2.7	3.5
Sharing Business	1.5	1.7
<b>Total</b>	<b>105.7</b>	<b>126.8</b>

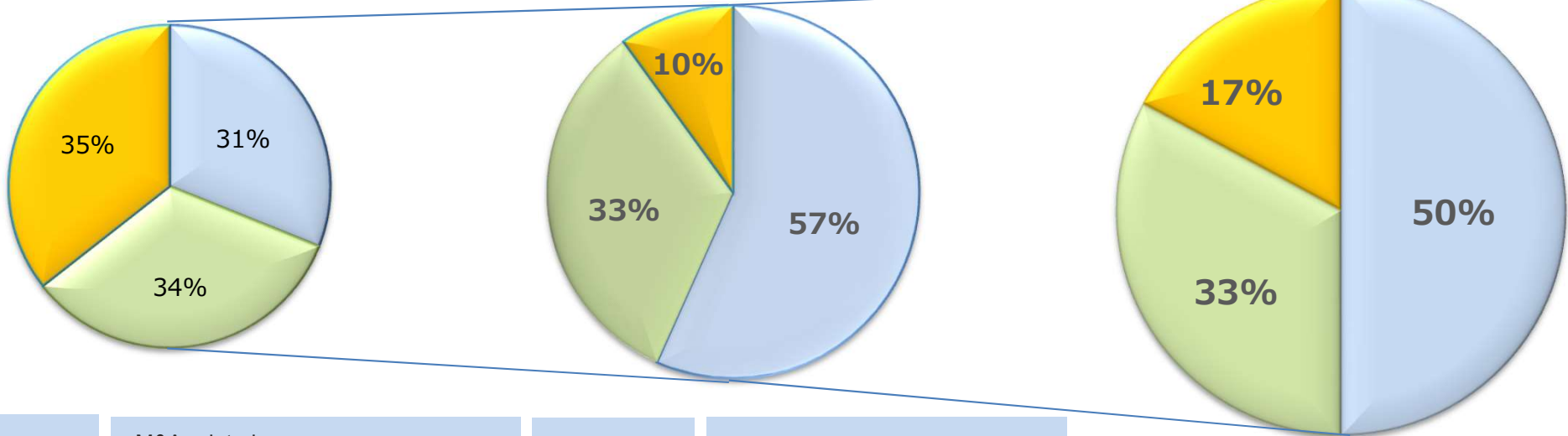
# Investment and Equity Policy



Service Integrated Shosha Group

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 FY2018/3 to FY2020/3</p>	<p>[Goal of Growing Together 2023] Planned distribution of cumulative net profits (30.0 bn yen) for the 3-year period from FY2021/3 to FY2023/3</p>	<p>[Growing Together 2023-2026] Planned distributed of cumulative net profits (70.0 bn yen) for the 6-year period from FY2021/3 to FY2026/3</p>
---	---	---



<p>Investment quota 8.2 bn yen</p>	<ul style="list-style-type: none"> <li>• M&amp;A-related</li> <li>• Capital expenditures such as systems</li> <li>• Training of human resources and new business development</li> </ul>	<p>Investment quota 17.0 bn yen</p>	<ul style="list-style-type: none"> <li>• M&amp;A, business succession</li> <li>• New business</li> <li>• IT digital investment</li> </ul>	<p>6-year cumulative investment quota 35.0 bn yen</p>	<p>Breakdown</p> <ul style="list-style-type: none"> <li>• M&amp;A, new business 23.0 bn yen</li> <li>• IT digital investment 12.0 bn yen</li> </ul>
<p>Shareholder returns (Dividends) 8.8 bn yen</p>	<p>FY18/3 dividends: 2.4 bn yen FY19/3 dividends: 3.1 bn yen FY20/3 dividends: 3.3 bn yen</p>	<p>Shareholder returns 33% or more</p>	<p>We are striving for improved DOE (dividends on equity), including acquisition of treasury shares.</p>	<p>Shareholder returns 33% or more</p>	
<p>Investment capital for the future 9.4 bn yen</p>	<p>Net assets per share FY17/3 results: 2,910 yen ⇒FY20/3 results: 3,635 yen</p>	<p>Investment capital for the future</p>	<p>Investment capital for rapidly and flexibly responding to future changes in the business environment.</p>		<p>We are striving for improved DOE (dividends on equity), including acquisition of treasury shares.</p>



# Investment budget aimed at growth

Growth strategy	Investment budget (3 years)	Investment results (2 years)	Remaining investment budget (1 year)	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	1.8 bn yen	2.2 bn yen	Business capital alliances with AI ventures Robots for construction sites, etc.
Eco & Energy Solution Business	<b>Total</b> <b>5.0 bn yen</b> *Including investment budget in core businesses	<b>3.6 bn yen</b>	<b>1.4 bn yen</b>	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 drink, etc.
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
<b>Total</b>	<b>17.0 bn yen</b>	<b>6.0 bn yen</b>	<b>11.0 bn yen</b>	

# TSUNAGU (Connect) Solution Cases (1)

Product/Project	Outline	Social issue that can be resolved
Rewritable laser system	Development of original printing machine for reusable shipping cartons, using a laser printing machine + Sier	Labor-saving, reduces label waste
Side dish picking robots	Picking of irregular-shaped side dishes in bulk with a 6-axis robot + AI	Labor-saving
Device to prevent foreign substance contamination of drink	Prevent foreign substance contamination of drink with an AI-equipped robot	Labor-saving
Materials quantity counting system AI	The degree of damage and quantity of materials is automatically detected using AI	Labor-saving at construction sites
Power storage warehouse for disaster prevention	Solar-panel equipped power storage warehouse for disaster prevention, developed with the cooperation of three companies	National resilience
CITY CONNECT “Light Station”	LED street lighting that does not require power, developed with the cooperation of three companies	National resilience
Make resilience stations at tourist terminals	Disaster-prevention equipment warehouse developed jointly with a major private rail company	National resilience
Infection-reducing houses	Infection-reducing houses for medical care, developed by combining know-how in container house manufacturing and the technology of exhaust equipment and filter manufacturers	Measure against COVID-19 infection
Agricultural machinery sharing	Agricultural machinery and driver sharing platform	Labor shortage

# TSUNAGU (Connect) Solution Cases (2)

Product/Project	Outline	Social issue that can be resolved
Sanitation robot “ElepHunter”	Sprayer-equipped transport robot “Thouzer” developed in cooperation with Doog	Measure against COVID-19 infection
Robo Combo	All kinds of manufacturing sites + Automation. Robot system that realizes affordable and simple automation.	Labor-saving at manufacturing sites
Processing environment solution	Development of a total solution that connects Bub Power (Monozukuri Grand Award by Nikkan Kogyo Shimbun), filtration equipment, etc.	Improved efficiency of manufacturing sites
Flood detection and communication system, KIZUKI MIRAI Bollard	Bollard + Flooding sensor + Wireless warning light system	Wide-range countermeasure against flooding
TSUNAGU BCP package	KIZUKI MIRAI Bollard (Bollard equipped with flooding sensor) + Generator + Pump	Flooding damage
YACHIBEI	Developed by three companies: a sales partner, supplier and YUASA. Replace a dangerous concrete assembly fence with safe aluminum fence	Disaster-prevention, disaster-mitigation
ITENE	Development connecting an apartment management company and system vendor	Improved efficiency of construction work inspection business
Remote ICU prefab ward installation business	A total solution by our group that involves the design of the ward, making of the prefab house, and assembly of equipment such as air conditioners.	Medical care support for developing countries
YUASA LDX team project	Establishment of project team with the cooperation of six companies	Improved efficiency of distribution sites

We aim to realize a sustainable society at proposal not only for leading edge products and solutions toward solving various societal issues, but also the future business that utilizes AI (digitalization)

www.yuasa.co.jp/grandfair

つなぐ **グランドフェア** 2022

モノづくり / すまいづくり / 環境づくり / まちづくり

**Growing Together**

SUSTAINABLE DEVELOPMENT GOALS

グランドフェアは、検温・消毒・マスク着用・館内換気・人数のコントロール等を徹底して安心・安全な会場運営につとめてまいります

※写真は年内のグランドフェアの様子です。

### 2022年度「グランドフェア」開催スケジュール

開催地域	開催日程	開催場所
関東グランドフェア	2022年 7/8 (10:00~17:30) * 9 (9:30~14:30)	幕張メッセ 9-11ホール
東北グランドフェア	2022年 7/22 (10:00~17:00) * 23 (9:00~14:00)	夢メッセみやぎ
中部グランドフェア	2022年 9/2 (10:00~17:00) * 3 (9:30~14:30)	ポートメッセ なごや 第3展示館
九州グランドフェア	2022年 9/9 (10:00~17:00) * 10 (9:30~14:00)	マリンメッセ福岡 A館・B館
関西グランドフェア	2022年 9/16 (10:00~17:00) * 17 (9:00~14:00)	インテックス大阪 6号館 A・B

# Growing Together 2023 Quantitative Plan and KPIs

In billions of yen (rounded down)

Financial KPIs	FY2021/3 Results	FY2022/3 Results	FY2023/3 Forecast
Net sales	432.1	462.7	490.0
Operating income	8.9	11.8	13.5
Operating income ratio*	2.08%	2.55%	2.76%
Ordinary income	10.0	11.7	14.5
Profit	6.9	8.0	9.5
ROE	8.1%	8.9%	10.3%
Shareholder returns	31.9%	33.7%	32.3%

\*The operating income ratio for FY2022/3 and FY2023/3 is calculated based on net sales after the application of the revenue recognition standard.

Non-financial KPIs	FY2021/3 Results	FY2022/3 Results	FY2023/3 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

---

## Initiatives through business

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



- **Simple input**  
Only need to input the usage volume in the monthly invoices (approx. 5 mins per invoice)
- **Simple fees**  
Monthly usage fee: 1,000 yen per site  
(Initial setup cost: 200,000 yen)
- **Convenient system**  
Display list of CO2 emissions for whole company in table/graph



Energy management system YES-net



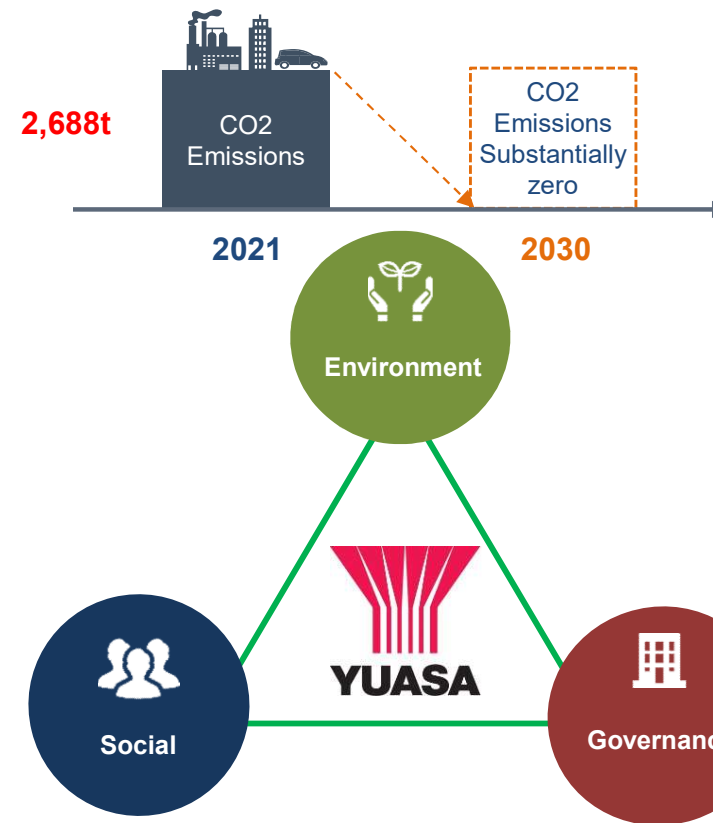
Fast chargers for housing complexes

### [Initiative for the current period]

- Support understanding of the current CO2 situation (YES-net)
- Focus on proposal of storage batteries, EV for fast chargers, and so on

## Initiatives within the Group

We will aim for the whole corporate group to be carbon neutral by FY2030.



### [Initiative for the current period]

- Start measuring CO2 emissions at all Group sites
- Disclose information related to ESG and climate change (Integrated Report, website, etc.)





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

IT digital investment quota

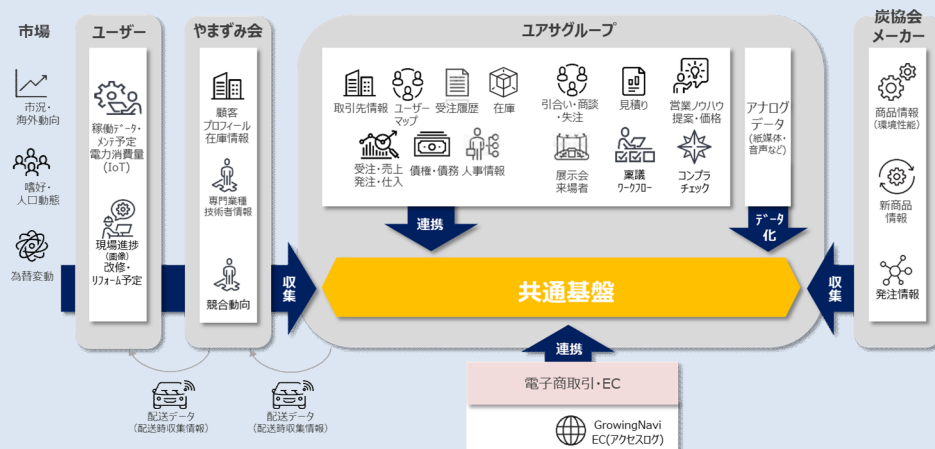


### Promotion of business that starts from data

#### Start sorting and collecting data toward data utilization

With view to transformation from Single Item Business to Integrated Product Service, we started sorting and collecting data to build a new customer-focused business model by collecting data at all manner of customer contact points, and analyzing the customers' emotions and behavior from the accumulated data.

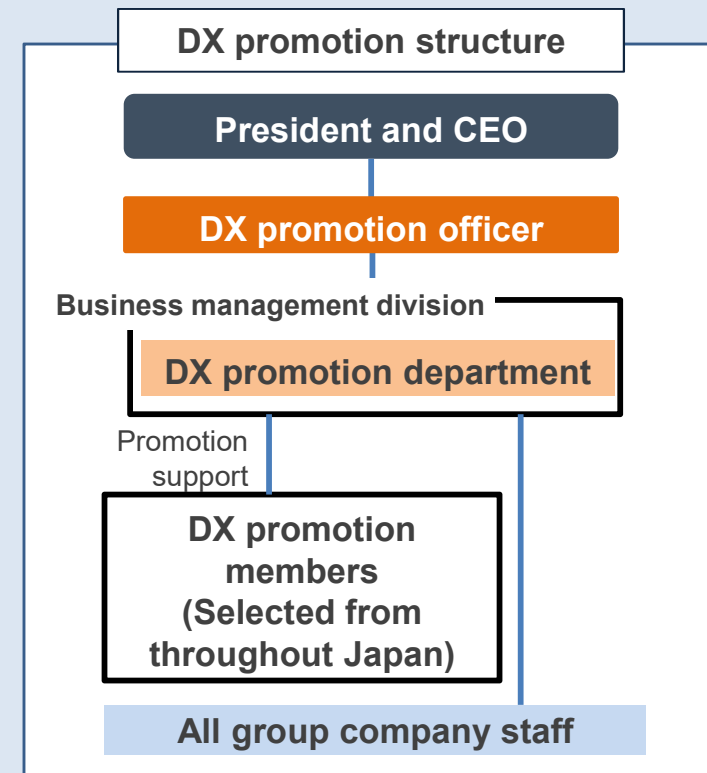
- ✓ Batch aggregation of EC site operations division at systems division toward sorting the master data
- ✓ Accumulation of sales know-how and proposal content utilizing SFA
- ✓ Collect information from exhibit visitors



### Strengthening of the DX promotion structure

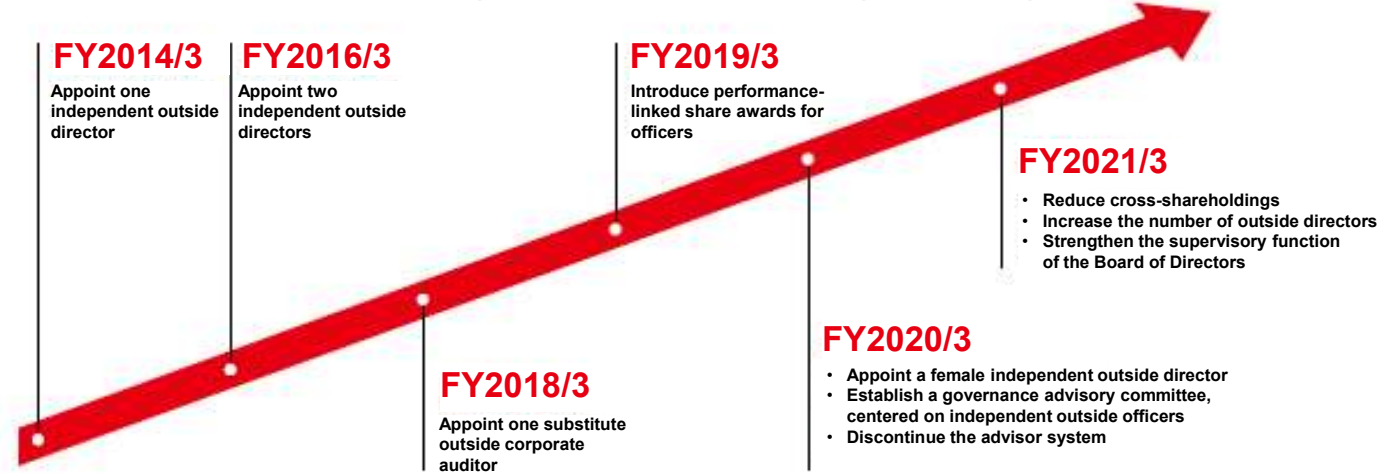
#### Establish DX promotion department

A DX promotion department comprising experienced sales staff with IT knowledge and experienced systems builders was newly established in April 2022 in order to propose DX strategies and build a system that accumulates and utilizes data.



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



### (1) Support the TCFD recommendations

- Support the TCFD recommendations and start initiative to disclose information related to climate change (2022/3)

### (3) Reduce cross-shareholdings (continuous)

- Sales results for FY2022/3 16 stocks, 991,000 shares
- Sales results for FY2021/3 14 stocks, 605,000 shares

### (2) Ratio of outside directors: 33.33% or more (continuous)

- Maintain ratio of independent outside directors of 37.5% from 2021

Full-time directors	Independent outside directors	Ratio of independent outside directors
5	3	37.5%

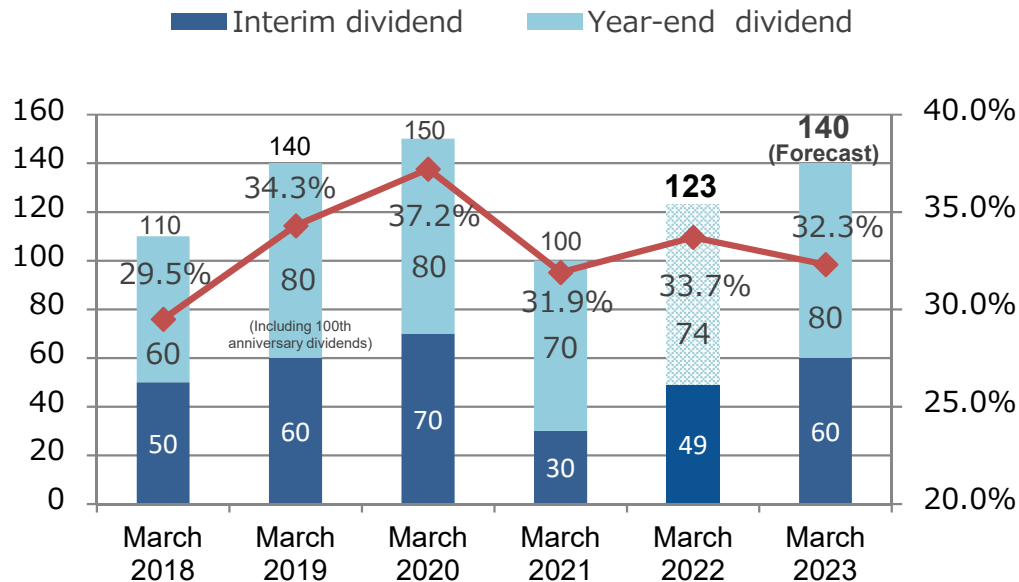
# 5 Shareholder Return Policy

---

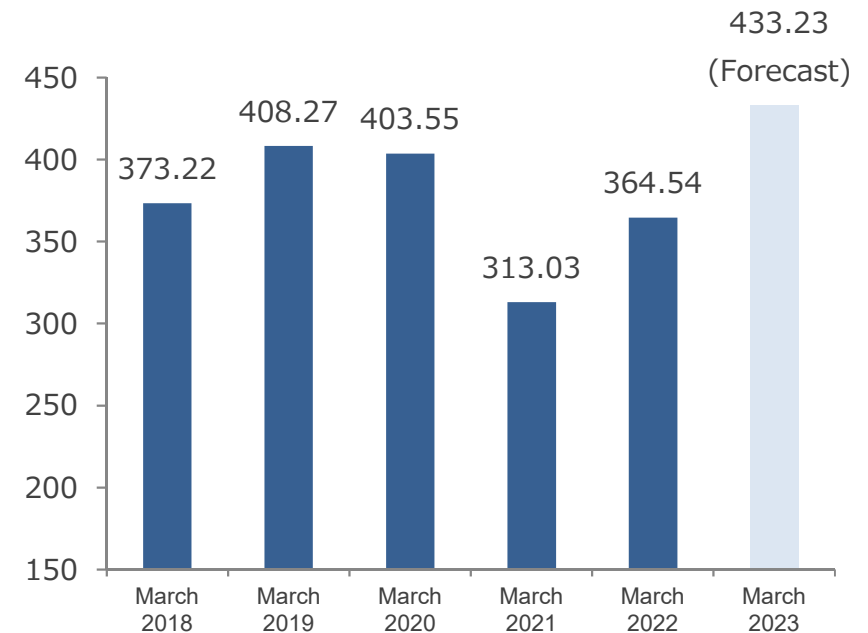
## We aim for a consolidated shareholder return rate (dividend / acquisition of treasury stock) of 33% or higher.

- ◆ Dividends (FY2022/3)
  - Interim: 49 yen
  - Year-end : 74 yen
  - Total: 123 yen
- ◆ Dividend forecast (FY2023/3)
  - Interim: 60 yen
  - Year end: 80 yen
  - Total: 140 yen
- ◆ 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))
  - Limit on total amount: 4 bn yen
  - Term: May 16, 2022 to May 12, 2023

■ Dividend paid per share and dividend payout ratio (yen)



■ Net income 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.