

Social

Message from the Director in Charge of Human Resources

Based on the idea that "people grow the organization" rather than "the organization develops people," we believe that "autonomous-minded human resources" who embrace change positively and continue to grow independently are the ones who will lead the Company into the future. However, autonomous-minded human resources do not come together by chance. Therefore, in order to nurture these employees, we are focused on creating an environment where each individual can proactively plan their own career and take on new challenges. Our strategy for human capital is designed and implemented in line with our management strategy, in turn based on our corporate philosophy. In addition to securing and developing human resources, we are promoting initiatives to improve the placement of the right people in the right positions and increase human resource mobility, which are issues we face. Going forward, we plan to enhance our human resources portfolio with the aim of realizing Vision 2035.

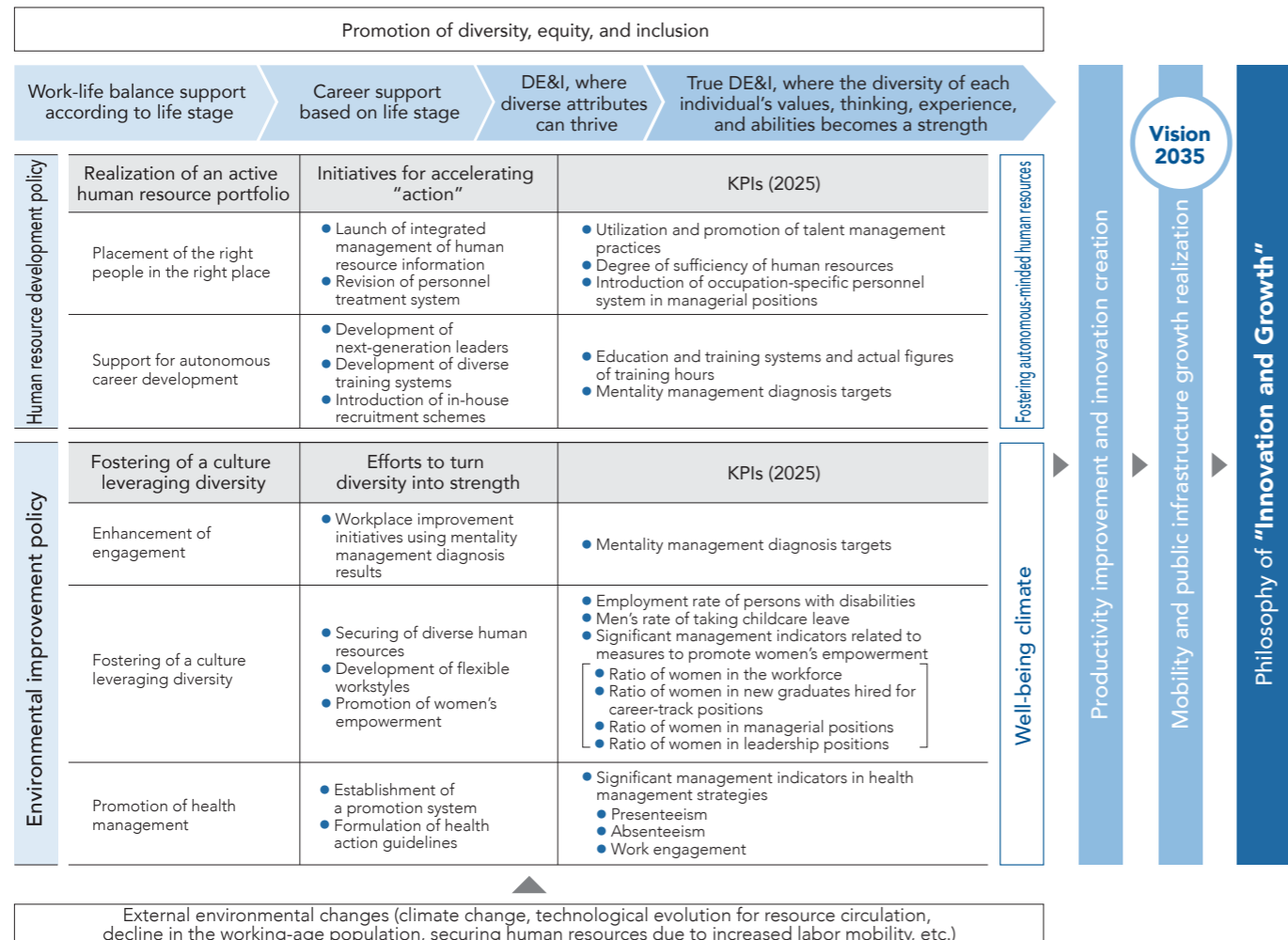
The Company has focused on creating a comfortable working environment, and we have been committed to establishing flexible working styles to support the balance between work and childcare or nursing care. Going forward, we will focus on improving employee satisfaction and will work to foster a system and culture in which our employees can feel a sense of growth and accomplishment. We are promoting the creation of an environment where diverse human resources can adopt challenges and a system where efforts and achievements are fairly rewarded, in line with the mission of our Human Resources Division: "When people change, organizations change too. When organizations change, companies evolve." We will continue to realize this vision.



Kenji Higuchi

Director and General Manager,
Human Resources Division,
GS Yuasa International Ltd.

Human resource strategy linked with management strategy



Social – Social Initiatives

Respect for Human Rights

The GS Yuasa Group is aware that respect for human rights is at the foundation of business activities and that preventing the occurrence of human rights violations through the Group's decision-making and activities is a key element of management. Furthermore, we believe that appropriate management of human rights issues not only within GS Yuasa and its Group companies, but also in our transactional relationships with business partners including Japanese and overseas suppliers is essential.

For our policy on respect for human rights, please refer to our CSR policy. <https://www.gs-yuasa.com/en/csr/policy.php>

Identifying and addressing human rights risks


We conduct risk assessments regarding human rights issues and determine priority issues to be addressed. We use human rights risk response checklists that enable us to determine the status of responses to human rights issues and the occurrence of human rights risk and assess the degree of impact on human rights. We address priority human rights issues by taking human rights risk countermeasures integrated into existing business processes.

Promoting human rights education

Informative and educational initiatives help employees to grasp various human rights issues and the importance of business activities keyed to human rights. In FY2024, workplace training on human rights and harassment prevention was conducted, and lively brainstorming took place at 93 workplaces. Also, when necessary, personnel participate in human rights management training sessions, nurturing and expanding knowledge vital in properly recognizing and evaluating human rights risks and their negative effects.

Education on respect for human rights

- Workplace education (meetings, discussions) on the topics of respect for human rights and harassment
- Distribution of booklets and internal email newsletters created for the purpose of raising awareness of respect for human rights
- Distribution of manuals explaining the Group's CSR Policy
- Holding briefing sessions on human rights risks for overseas site managers



CSR Manual

Management of human rights risks involving foreign workers

We have created guidelines to appropriately manage human rights risks related to the employment of foreign workers based on international guidelines on responsible employment management for foreign workers. These guidelines set out management principles for human rights risks that should be considered throughout the employment process, from recruitment to retirement. They are being rolled out to domestic and overseas Group companies. We confirm compliance with these guidelines for Group companies employing foreign workers and make operational improvements where necessary. In addition, in the supply chain, we have established and require suppliers to adhere to the Responsible Procurement Guidelines, which set forth management guidelines for responsible corporate behavior, including addressing human rights issues unique to foreign workers. We regularly verify suppliers' compliance with the Responsible Procurement Guidelines and request improvements where necessary.

Human Resource Development / Respect for Diversity

At the Group, we believe that front-line workplaces are the engines that generate corporate value, and the lead players in those workplaces are employees. Thus, we encourage the development of "autonomous-minded human resources" who can think independently, work proactively, and generate results at their day-to-day work sites, which are the very best places for developing human resources. In addition, in order to nurture a culture in which diverse human resources can grow together and play an active role, we undertake diversity management so that we can fully utilize the diverse individuality of employees and strengthen organizational capabilities.

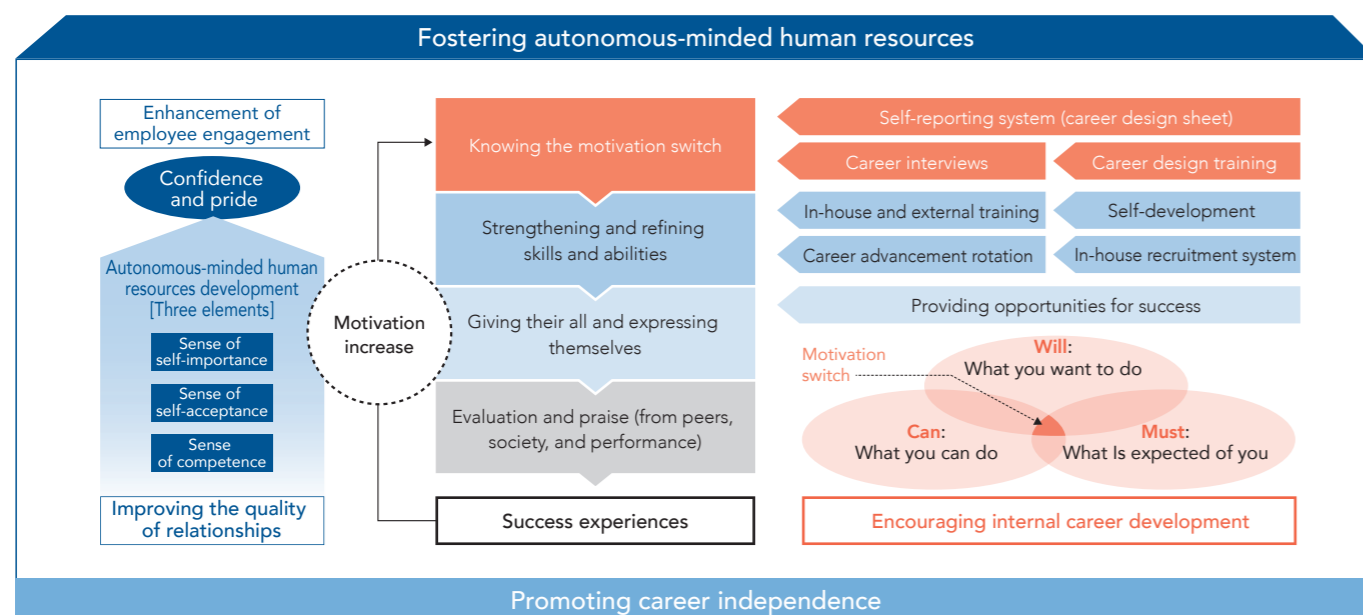
Social – Social Initiatives

Fostering autonomous-minded human resources

We have developed a flow chart and implement measures to foster autonomous-minded human resources who embody our corporate philosophy of "Innovation and Growth" and to create a system in which diverse human resources can play an active role. In addition, we will also continue to actively invest in highly motivated, autonomous-minded human resources who have a high willingness to grow. We have developed an educational system that provides everyone with opportunities to learn independently for self-improvement, and are considering introducing a personnel system that allows personnel to take on important roles and jobs regardless of age and years of experience, who are then evaluated according to performance. These initiatives will increase internal personnel mobility and enable employees to choose and grow independently, thereby enhancing engagement and accelerating the creation of new value.

In addition, cultivating business leaders with a global perspective is essential for the continued growth of the Group. We plan to promote not only the mobility of human resources between business units, but also the education and talent management of the next generation of human resources.

Concept of autonomous-minded human resource development



Spinning the cycle of autonomous-minded human resources development and achieving a high state of engagement

VOICE

Comments from the training program planning staff



Training program planning team members of Human Resources Development Group, Human Resources Division, GS Yuasa International Ltd.

The Human Resources Division's Human Resources Development Group believes that the growth of each individual employee leads to the growth of the organization, and conducts training to support employees in becoming autonomous-minded human resources who can realize their own career visions. The Company conducts approximately 150 training sessions per year designed to constantly review existing training content to ensure that it includes topics relevant to current trends, such as DX and reskilling, and that it strengthens the skills required by the organization. We are also engaged in the planning of new training programs and the refinement of existing ones.

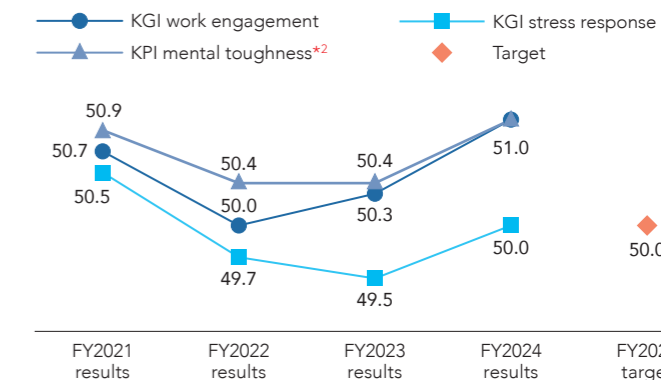
Enhancement of employee engagement

The Group conducts an annual mentality management diagnosis that combines both engagement and mental health to regularly monitor the state of our employees and organization. Based on the diagnosis results, we conduct group analysis and implement activities to improve ourselves, promoting the creation of a vibrant organization. In addition, by comprehensively analyzing various factors such as individual career autonomy, trust relationships, and psychological safety, we utilize the results to verify and improve the effectiveness of human resources policies

In the FY2024 mentality management diagnosis, initiatives such as strengthening career development support, a key human capital management strategy, along with the results of organizational improvement activities across business units and departments, led to the best scores in the past four years for the two indicators: work engagement and mental toughness. When viewed by business unit and department, most of these have improved their performance indicators compared to last year, although some organizations have not met their targets.

Diagnostic results are fed back to the heads of departments. Each department is proactively undertaking organizational improvement activities, such as deploying video materials on harassment, conducting one-on-one interviews with department heads, and communicating the results to their members, while the Human Resources Division also provides support for these activities.

Important management indexes of mentality management diagnosis (deviation value)*1



*1 Results for GS Yuasa International Ltd., including employees seconded to other companies and excluding employees seconded from other companies
*2 This index correlates both stress response and engagement

Introduction of an occupation-specific personnel system

In April 2025, we introduced our own occupation-specific personnel system for managers. Compared to previous systems, we will adopt treatment based on the roles and responsibilities of each employee, regardless of age or years of experience, and make it easier for them to take on more challenging roles and tasks than before, enabling us to promote personnel selection, independent career development, and swift responses to managerial strategies.

System	Changes
Grading system	Change to a grading system based on current roles and responsibilities
Remuneration system	Change to a remuneration system based on the importance of duties (roles and responsibilities)
Evaluation system	Expansion of performance-based evaluation

Shift the focus of treatment from "people" to "work (roles)" and revise the personnel treatment system to an occupation-specific personnel system that reflects the importance of each employee's role and responsibilities (i.e., occupation-specific factors)

Career development support initiatives

We are striving to promote initiatives that balance the career visions of each employee with creating new corporate value.

Initiatives	Target	Details
Career design training	All employees (by rank and by age)	Training to reflect on one's career at key milestones.
Career interview support training	Management-level employees	Training for supervisors to acquire the skills necessary to conduct effective career interviews with their subordinates.
In-house recruitment system "Job Challenge"	All employees	A system to allow employees to apply for positions in other departments. By FY2024, 78 people had applied, and 32 job matches had been secured.



Career Interview Support Handbook (For Employees)

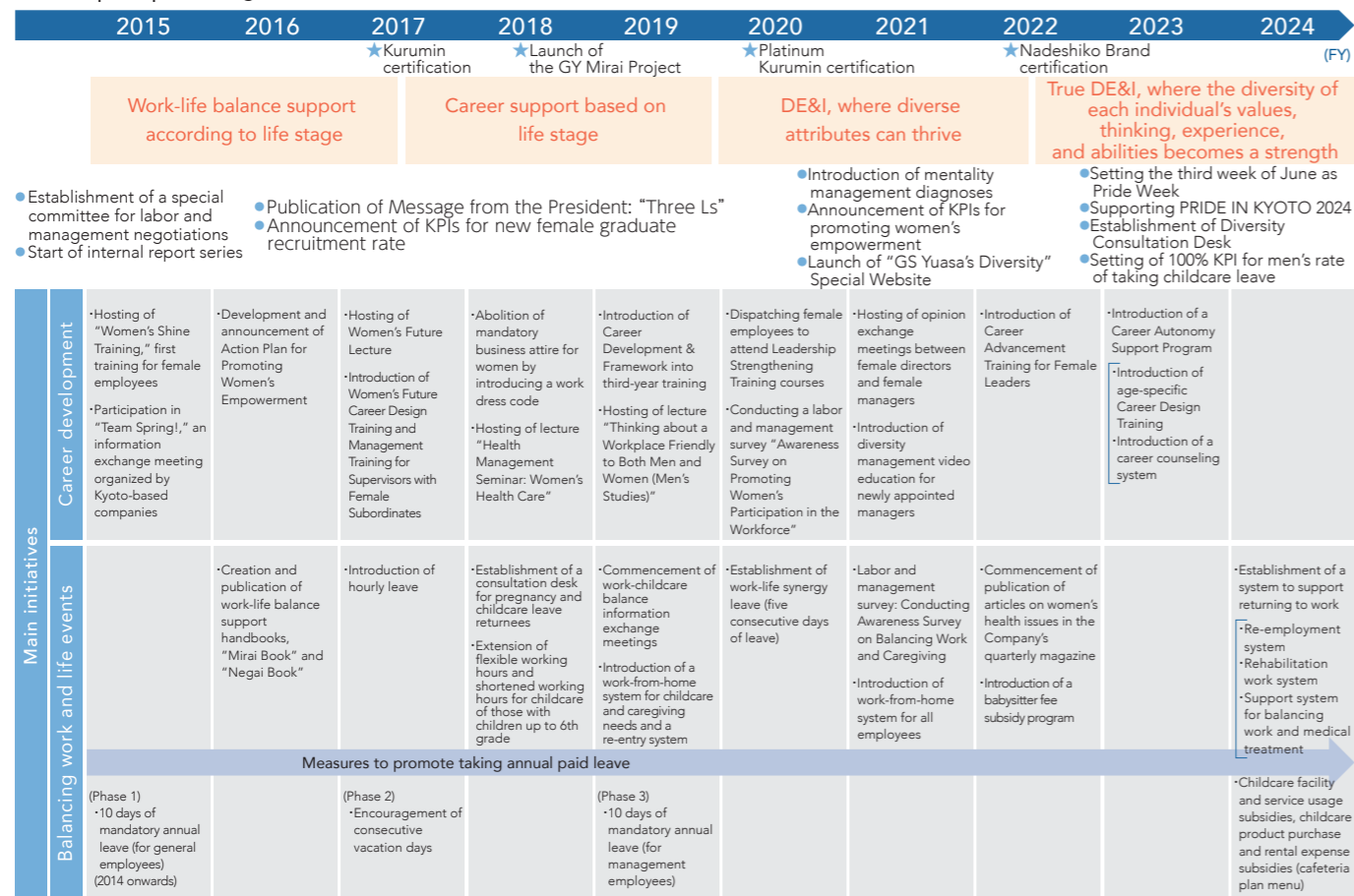
Fostering a culture that leverages diversity

To continue the proactive recruitment of diverse talent and create an environment where each individual can fully utilize their unique personality and abilities, we launched the GY Mirai Project in 2018. We are working to create a workplace where everyone can work with a sense of enthusiasm and fulfillment.

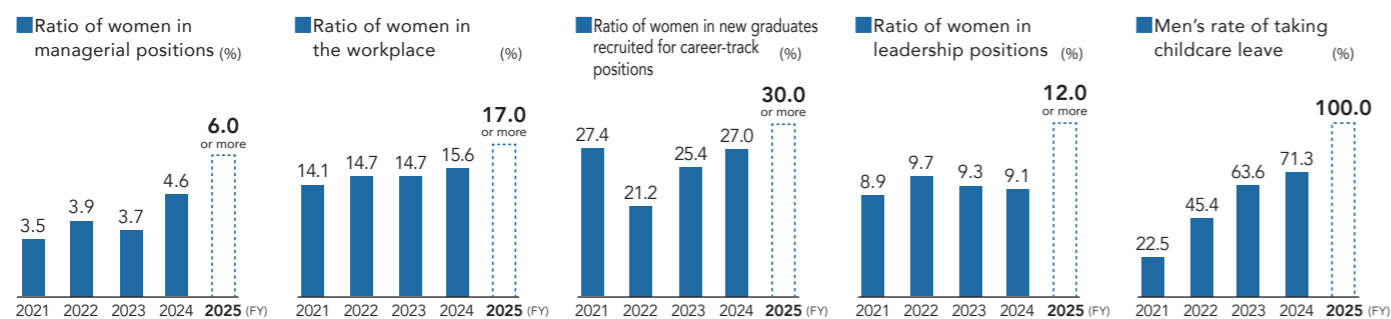
Discussions on DE&I (Diversity, Equity & Inclusion) are held in executive meetings and reported regularly to the Board of Directors. DE&I-related topics are set as critical issues for directors, incorporating DE&I initiatives into management objectives.

Social – Social Initiatives

Roadmap for promoting DE&I



Achievements and KPIs related to respect for diversity (FY2025)



TOPICS

Hosting of work-childcare balance information exchange meetings

As part of our efforts to create a workplace where both male and female employees can balance work and life events, we have been holding regular work-childcare balance information exchange meetings since 2019. In FY2024, two meetings were held and in the first meeting, a total of four panelists, including men who had taken childcare leave and their supervisors, exchanged opinions on communication with supervisors and colleagues when taking childcare leave, how to spend time during this leave, and balancing work and childcare after returning to work. In the second meeting, male and female employees who had taken childcare leave served as panelists and discussed what they consider important in balancing work and childcare, as well as their actual experiences and honest opinions. We aim to create an environment and atmosphere where men and women can feel comfortable taking childcare leave as a matter of course and develop a workplace where work and childcare can be balanced.

Average period obtained for paternity leave (FY2024)

1.8 months

Ratio of participants who responded "very good" in the post-event survey (FY2024, total of two times)

97%

Promoting employment of persons with disabilities

The Company actively employs people with disabilities through our Group company, GS Yuasa Socie Ltd., which is a special subsidiary. Since 2016, the Company has introduced a system to ensure safe and stable employment by designating all employees as "regular employees" with indefinite-term employment regardless of whether they have a disability or not. We will continue to work to maintain and improve a work environment that is inclusive of the abilities and characteristics of disabled employees.

Employment rate of employees with disabilities (As of April 2025)

2.93%

Wage disparity between male and female workers

The wage disparity between male and female employees indicates the ratio of women's wages to men's wages. There is no difference in wages between men and women in our personnel system for the same qualifications, rank, or position, and any disparity is due to differences in personnel composition across qualifications, rank, or positions. We will continue to promote efforts to increase the ratio of female managers.

Wage disparity between male and female workers Target period: April 2024 - March 2025

	All workers	Regular workers	Fixed-term workers
GS Yuasa	74.5%	72.9%	84.0%
GS Yuasa Fieldings Ltd.	74.1%	77.5%	74.0%

Note: GS Yuasa wages include base pay, overtime wages, and bonuses; commuting allowances and severance pay are not included. GS Yuasa Fieldings wages include base pay, overtime wages, bonuses, and commuting allowances; severance pay is not included. Regular workers include employees seconded to other companies and exclude employees seconded from other companies. Fixed-term workers include contract employees, re-hired employees, and part-time employees and do not include dispatch (temporary) employees.

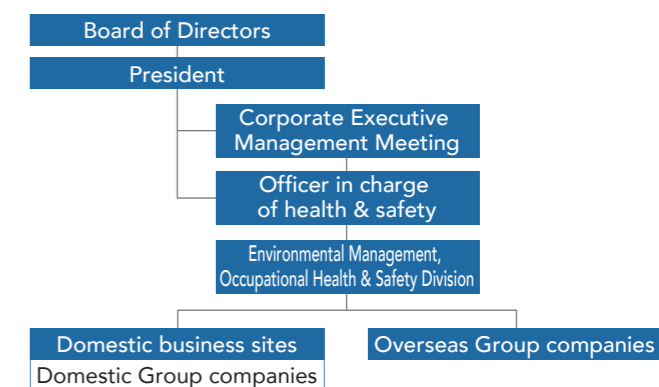
Enhancement of Work Environments and Occupational Health and Safety

We consider creating a workplace where employees can work comfortably as a critical issue and actively work to improve labor conditions and occupational health and safety. We strive to prevent workplace accidents by identifying safety risks in advance and implementing appropriate measures. We also continuously work on improving the work environment to ensure a healthy and comfortable workplace.

Promoting occupational health and safety

The GS Yuasa Group believes that securing the health and safety of its workers is the paramount priority in doing business and has established a Fundamental Health and Safety Policy for the promotion of company-wide endeavors to build a corporate culture of safety. Furthermore, to ensure the health and safety of all employees who work for the Group directly or indirectly including subcontractors and temp workers, we have appointed an organization to conduct Group-wide integrated management of health and safety. This has been instrumental in strengthening health and safety management at both domestic and overseas business sites and Group companies. In addition, we are undertaking initiatives based on our Fundamental Health and Safety Policy by creating organizational structures centered on safety and health committees established in business units and companies.

Health and safety organizational structure overview



Our Fundamental Health and Safety Policy is available on our website. https://www.gs-yuasa.com/en/csr/working_env.php

Reducing occupational accident risk

At domestic business sites and domestic Group companies, we use risk assessment techniques to identify potential hazard sources by conducting general inspections and implement mitigation measures according to the scale of the risk. Similar measures are also taken concerning safety patrol activities conducted under the leadership of the safety and health officer. Additionally, we are also promoting efforts to reduce the risk of workplace accidents at overseas Group companies through regular safety audits conducted by the Company's safety and health promotion members.

Social – Social Initiatives

Health management

The Group considers it essential to create an environment where all employees can perform their duties in a healthy physical and mental state and achieve their maximum performance in order to realize our corporate philosophy of "Innovation and Growth." Therefore, based on the Health Management Policy established by our President and the Health Code of Conduct that outline specific guidelines for employee behavior, we are promoting company-wide initiatives to maintain and improve the health of our employees and their families.

In conjunction with initiatives such as workstyle reforms and the promotion of women's success, we analyze data from health checkups and stress checks to identify employee health issues as part of our health-building efforts. For issues that are identified, we adopt measures for promoting health, and formulate plans to resolve the issues after verifying the effectiveness of the measures.

For more information on our health management initiatives, please refer to pages 33-36 of our securities report.
▶ https://ir.gs-yuasa.com/en/ir/news/news-5527454867911216090/main/0/link/yo_ho_e_2025.pdf

TOPICS

Certified by the Ministry of Economy, Trade and Industry as 2025 Outstanding Organizations of KENKO Investment for Health

The Company and three Group Companies have been certified as 2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category) under the Ministry of Economy, Trade and Industry's Recognition Program for the Outstanding Organizations of KENKO Investment for Health. This is the eighth time that the Company has been certified under the Recognition Program for the Outstanding Organizations of KENKO Investment for Health.

This award was given in highly regarded recognition of the Company's efforts such as treating time for follow-up health and cancer screenings, as well as gynecological exams, as work hours, encouraging participation in severe disease prevention programs led by medical staff, promoting online smoking cessation services, and implementing company-wide no-smoking hours.



See here for details
▶ <https://newsroom.gs-yuasa.com/news-release/301> (in Japanese)

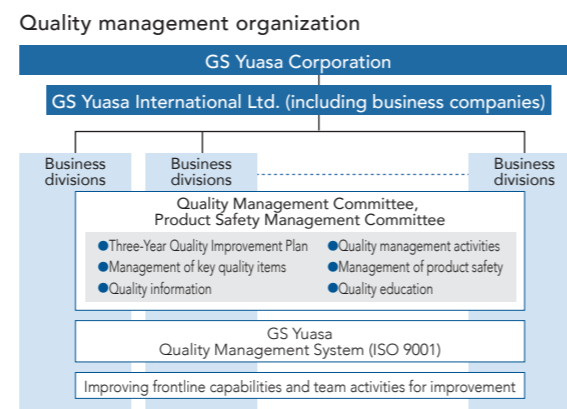
Provision of High-quality Products

The GS Yuasa Group believes that it is important that we approach manufacturing activities and strive to enhance quality of products and services from the customer's perspective so that we can remain a manufacturer trusted by customers at all times. We are aware that since the Group's products store, control, and convert electrical energy, product safety is of paramount importance.

Implementation of a quality management system

We undertake Group-wide activities aimed at improving the quality of products and services provided to customers based on our Quality Policy. To this end, the Group has formulated, the GS Yuasa Quality Management System based on the ISO 9001 standard, under the leadership of top management. The aim is to promote a quality management system that crosses business divisions. The quality of our products and services is discussed every month by the Quality Management Committee, which is chaired by the executive officer in charge of quality, to enable us to enhance quality on an ongoing basis.

We are also making utmost efforts to bolster the awareness of quality among employees and to boost their understanding and skills related to quality management through quality-related education courses to all employees and team activities for improvement company-wide, thereby enhancing the quality of our products and services.



Please refer to our website for our Quality Policy.
▶ https://www.gs-yuasa.com/en/csr/quality_index.php

TOPICS

Efforts to implement plant inspections by top management

We are systematically conducting top management inspections, in which executives visit our domestic factories and branches. The purpose of these inspections is for executives to observe the workplace as it is and engage in dialogue with frontline employees. By focusing on the quality of work, we share activities and challenges related to safety, quality, and the environment, facilitating communication between management and employees. Frontline employees and young managers report on workplace challenges and activities, creating opportunities for exchanging opinions with executives.



Scenes from inspections by top management

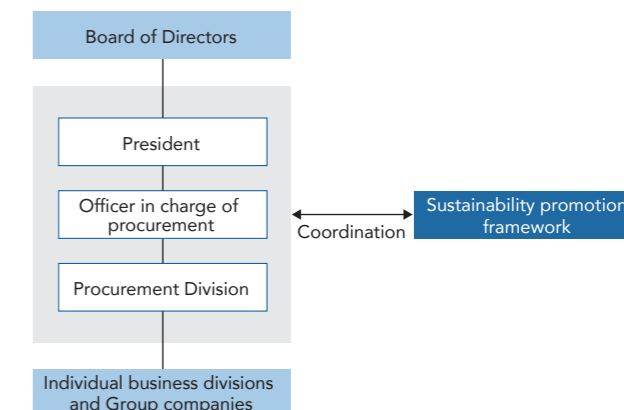
Responsible Procurement Promotion

The Group advances materials procurement based on awareness of such international social issues as forced labor, child labor, and environmental destruction. Along with quality, performance, pricing, delivery deadlines, and other conventional supply demands, we also consider it essential to promote procurement activities with the highest priority on CSR elements (including human rights, working conditions, and the global environment). For this, rather than engaging only in in-house CSR activities, we aim to continue implementing responsible procurement that responds to social issues in cooperation with suppliers.

Implementation of responsible procurement

On the basis of partnerships with suppliers, we have issued Responsible Procurement Guidelines that require suppliers to address CSR issues with the aim of reducing risks that affect the improvement of mutual performance and business continuity by contributing to a sustainable society. We are also working to enforce these guidelines across the global supply chain, raising awareness of CSR issues (such as workers' rights) among suppliers. In new transactions, we select suppliers that agree to the guidelines and conclude contracts that include social standards such as environmental protection, legal compliance, respect for human rights, fair trade, and the exclusion of anti-social forces.

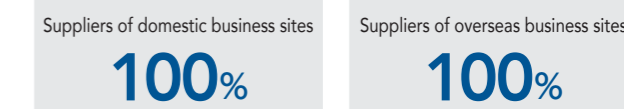
Responsible procurement promotion framework



Responsible procurement survey of suppliers

To realize a sustainable supply chain, we periodically survey our major suppliers concerning their compliance with the requirements in the Responsible Procurement Guidelines. We are working in collaboration with our suppliers to resolve the CSR issues in the supply chain in order to strengthen our business foundation.

Improvement measure completion rate based on supplier CSR surveys (FY2024)



Responsible mineral procurement

The Group believes that addressing social issues (armed conflict, human rights violations, etc.) that may arise during the extraction, transport, and trading of minerals used in our products is crucial in the global mineral supply chain. In our promotion of responsible mineral procurement, we have established a policy that sets out our basic approach based on the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, an international framework for ensuring the responsible procurement of minerals throughout the supply chain.

Please refer to our website for the responsible mineral procurement policy.
▶ https://www.gs-yuasa.com/en/csr/pdf/rmpp_200407e.pdf