

Vision 2035

(Briefing on Long-Term Vision and Sixth Mid-Term Management Plan)



April 6, 2023

GS Yuasa Corporation

Business Environment

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Business Environment

1. Mega Trend toward 2050



Economic and social transformation due to resource and environmental constraints

Transition to a digital economy through the Fourth Industrial Revolution



Rising geopolitical risks



Growing importance of resilience



Slowdown in global population growth rate



Source: Prepared by the Company based on "Industrial Technology Vision 2020," Ministry of Economy, Trade and Industry

2. Business Environment surrounding GS Yuasa

Environment surrounding GS Yuasa

Mobility

- Acceleration of electrification toward zero emissions
- Advancing levels of self-driving cars
- Acceleration of shift from ownership to use (e.g., car sharing)

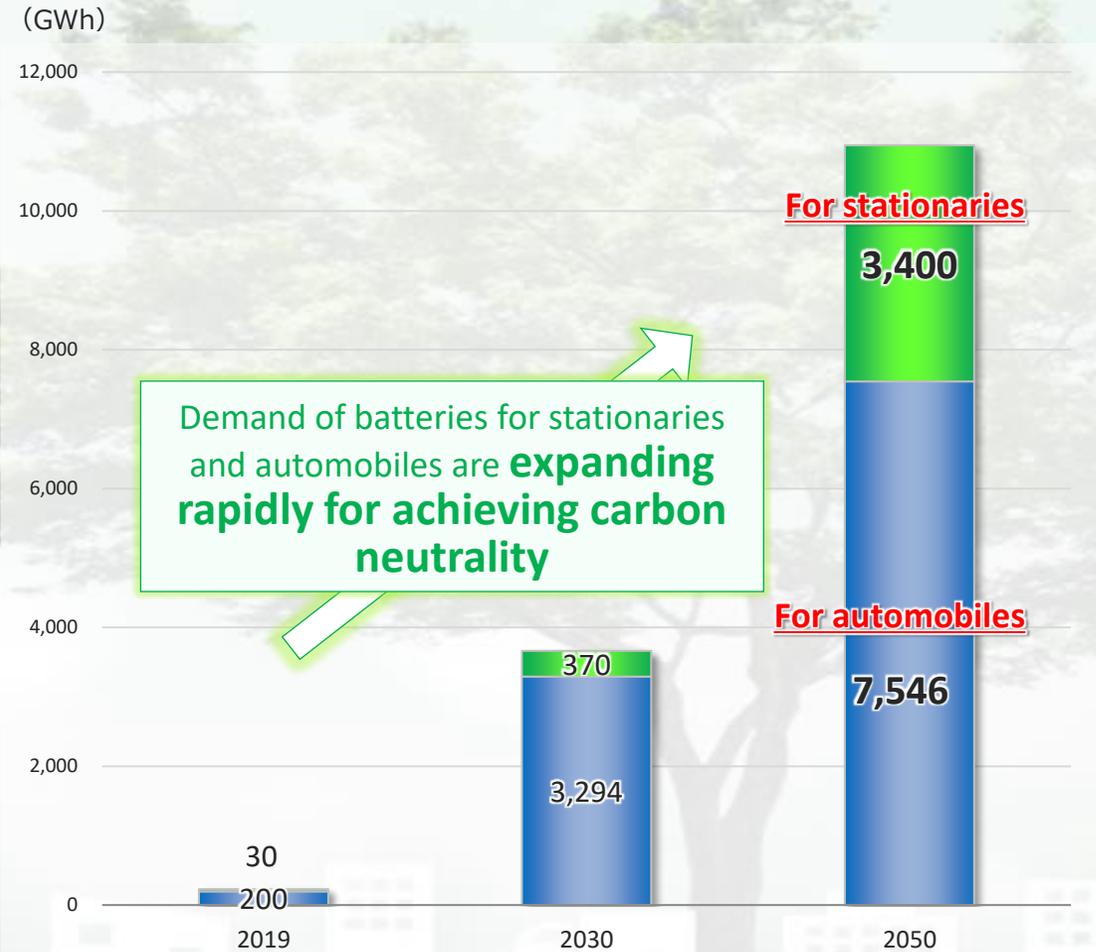
Public Infrastructure

- As the introduction of renewable energy expands, the importance of storage batteries to control fluctuations and adjust supply and demand also expands. Demand for energy management is also expanding
 - Increasing importance of backup for electric power, information, and communication infrastructure, etc.

Specialized Batteries

- Expanding space utilization
- Expanding marine resource exploration

Forecast of storage batteries installation (Global)



Source: Prepared by the Company based on data from IRENA Global Renewables outlook 2020 "Energy Transformation 2050"

Vision 2035 (Long-Term Vision)

1. History of GS Yuasa

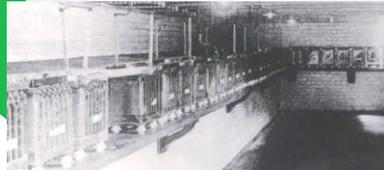


GS (Japan Storage Battery)



Inventor's spirit
contribute to society
by developing high
quality products

Founder of Japan
Storage Battery Co., Ltd.
Genzo Shimadzu



Contributing to the steady supply of electric power and the development of public infrastructure

1900s
Manufacture of large-capacity storage batteries for auxiliary power



Challenging spirit
develop new
businesses ahead of
time

Founder of Yuasa Storage
Battery Co., Ltd.
Shichizaemon Yuasa

YUASA (Yuasa Corporation)



Contributing to the development of the automotive industry

1910s
Manufacture of automotive lead-acid batteries



Ushering in a new EV era

2000s
Supply of lithium-ion batteries for the i-MiEV, the world's first mass-produced EV



Honda "FIT HYBRID"



Mitsubishi Motors "Eclipse Cross PHEV"

2010s
Supply of lithium-ion batteries for PHEVs to Mitsubishi Motors Corporation

Contributing to electrification of Japanese automakers

2010s
Supply of lithium-ion batteries for HEVs to Honda Motor Co.,Ltd.



TOYOTA "Harrier"

2020s
Supply of lithium-ion batteries for HEVs to Toyota Motor Corporation

Contributing to the promotion of clean energy



2000s
Development of renewable energy storage systems



Contributing to the realization of decarbonized society

2020s
Delivery of a world-class storage battery facility for wind power generation

For the next 100 years

Supporting the development of aircrafts



2000s
Receiving orders of lithium-ion battery system for Boeing 787 in the U.S.

Support safety from deep sea to outer space under harsh conditions



2010s
Installation of lithium-ion batteries on the International Space Station



2010s
Mass production of Japan's first lithium-ion batteries for submarines

Philosophy

Innovation and Growth

We are committed to people, society and the global environment through innovation and growth of our employees and business entities.

Policy on Sustainability Management

We are committed to utilizing advanced technologies developed in the field of stored energy solutions to deliver security and comfort to our customers around the globe, to make a real contribution to the global effort toward sustainability, and to grow corporate value.

1. We will strive to help address the challenges to sustainability and seek lasting growth together with the community.
2. We will pursue fair and healthy business practices, and maintain steadfast business foundations able to support sustained growth.
3. We will strive to earn the understanding and trust of a diverse range of stakeholders through dialogue.

3. Vision 2035

Vision of GS Yuasa in 2035

Based on the “Four Re’s” formula, we strive for innovation in energy technology, endeavor to address the challenges facing society through the development of mobility and other public infrastructures, and seek to create comfortable living environments and play our part in the global effort toward sustainability.



3. Vision 2035

Past

Future

Innovating

Business areas

Automobiles
Industrial batteries
and power supplies



Mobility (BEVs)
Public infrastructure
(Electricity, tele-communication, information)

**The value
we provide**

“Mono” (Products)



Solutions & Services

Eternal

Philosophy

**Philosophy “Innovation and Growth”
that inherited from founders**

**Commitment to
technical innovation**

**Sustainable development of energy storage technology
that has polished up for more than 100 years**

3. Toward Achieving Vision 2035 (“Innovation and Growth” of Our Business)

Reform business structure adapting to changes in the market environment

Vision for 2050

Vision for 2035

Present business

New initiatives

- Contribute to society utilizing GS Yuasa’s technology

Industrial Batteries and Power Supplies

Automotive Lithium-ion Batteries

Automotive Batteries (Lead)

Specialized Batteries

Regular field (Renewable energy)

High-capacity, high-output lithium-ion batteries (Utilize joint venture company with Honda)

Batteries for BEVs (Including next-generation batteries)

Public infrastructure

Mobility

Ensure **high profitability** by contributing to the realization of sustainable public infrastructure

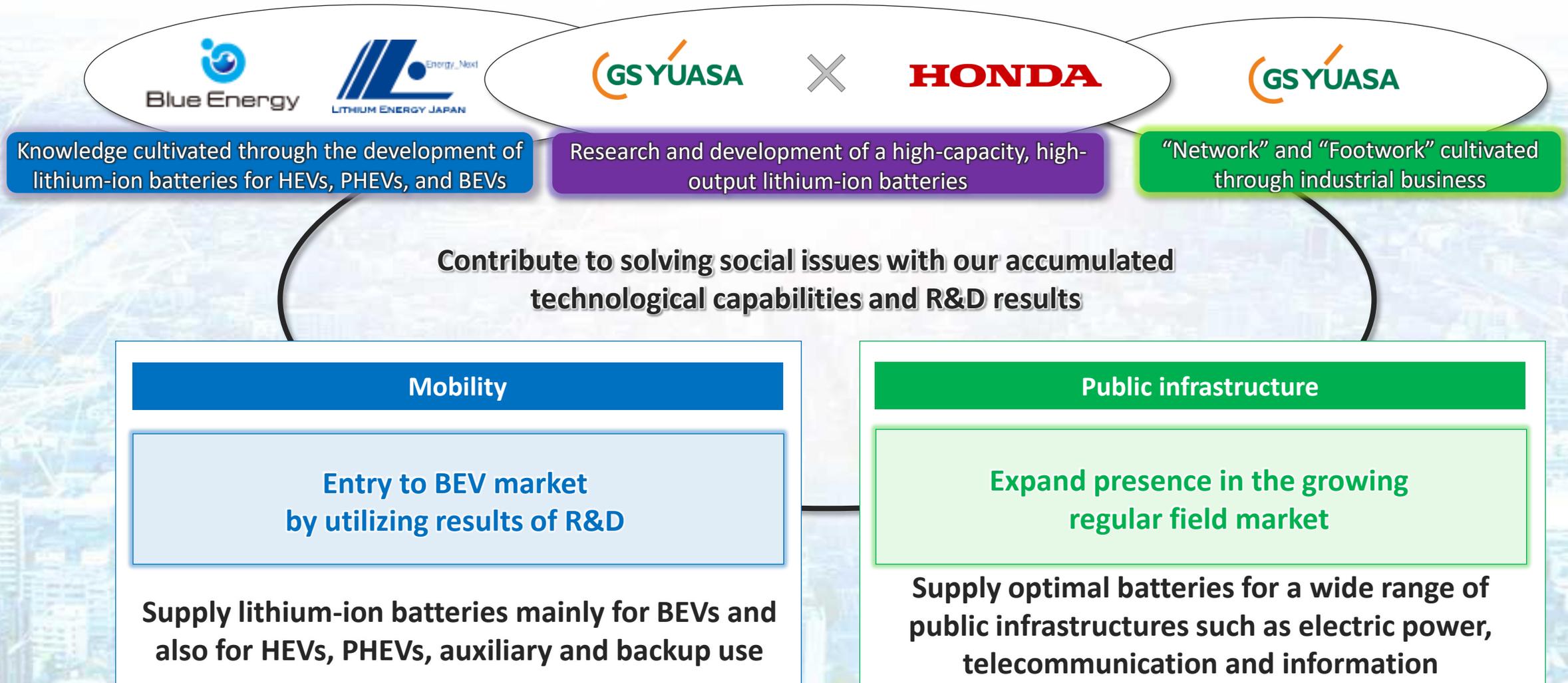
Realize **high growth** by delivering innovative storage batteries technology to a wide range of society

Secure **fund for growth** due to optimization of regional strategies

2035

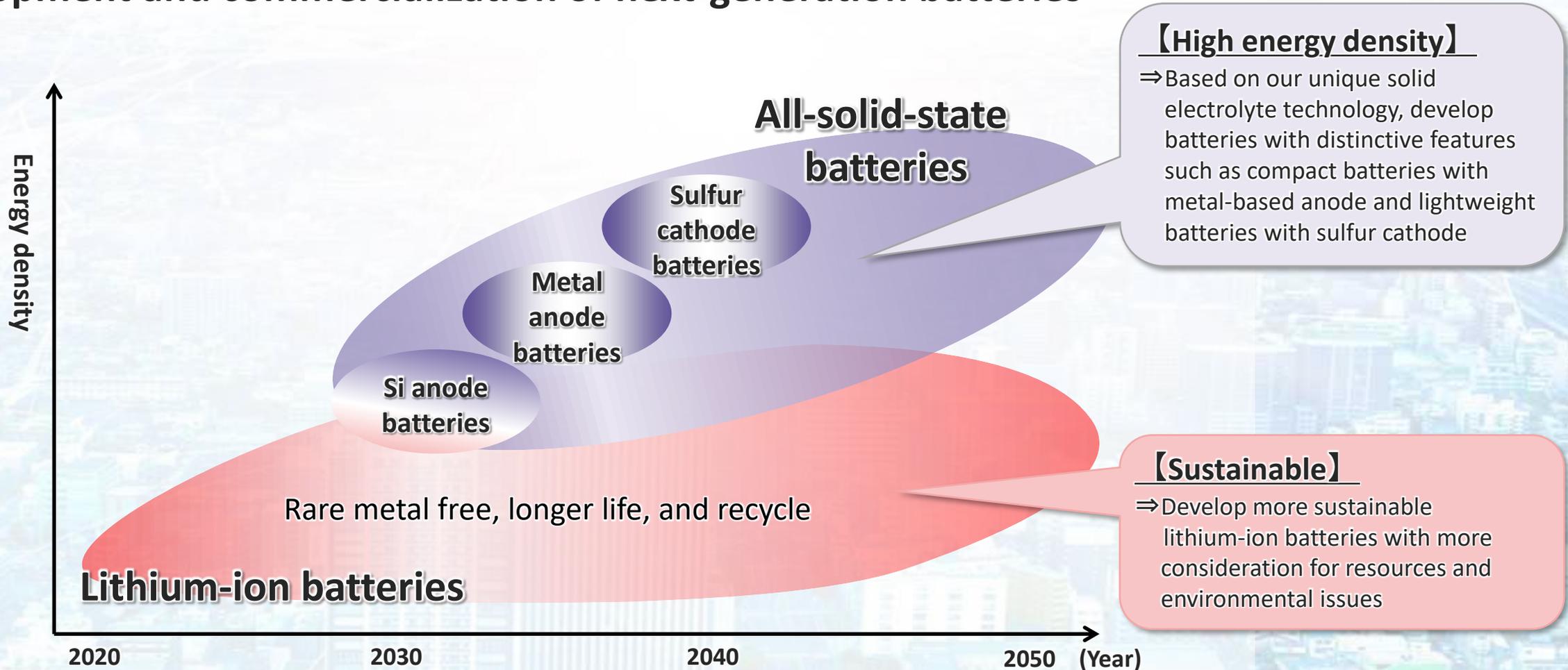
2050 (FY)

3. Toward Achieving Vision 2035 (Point of “Innovation of Growth”)

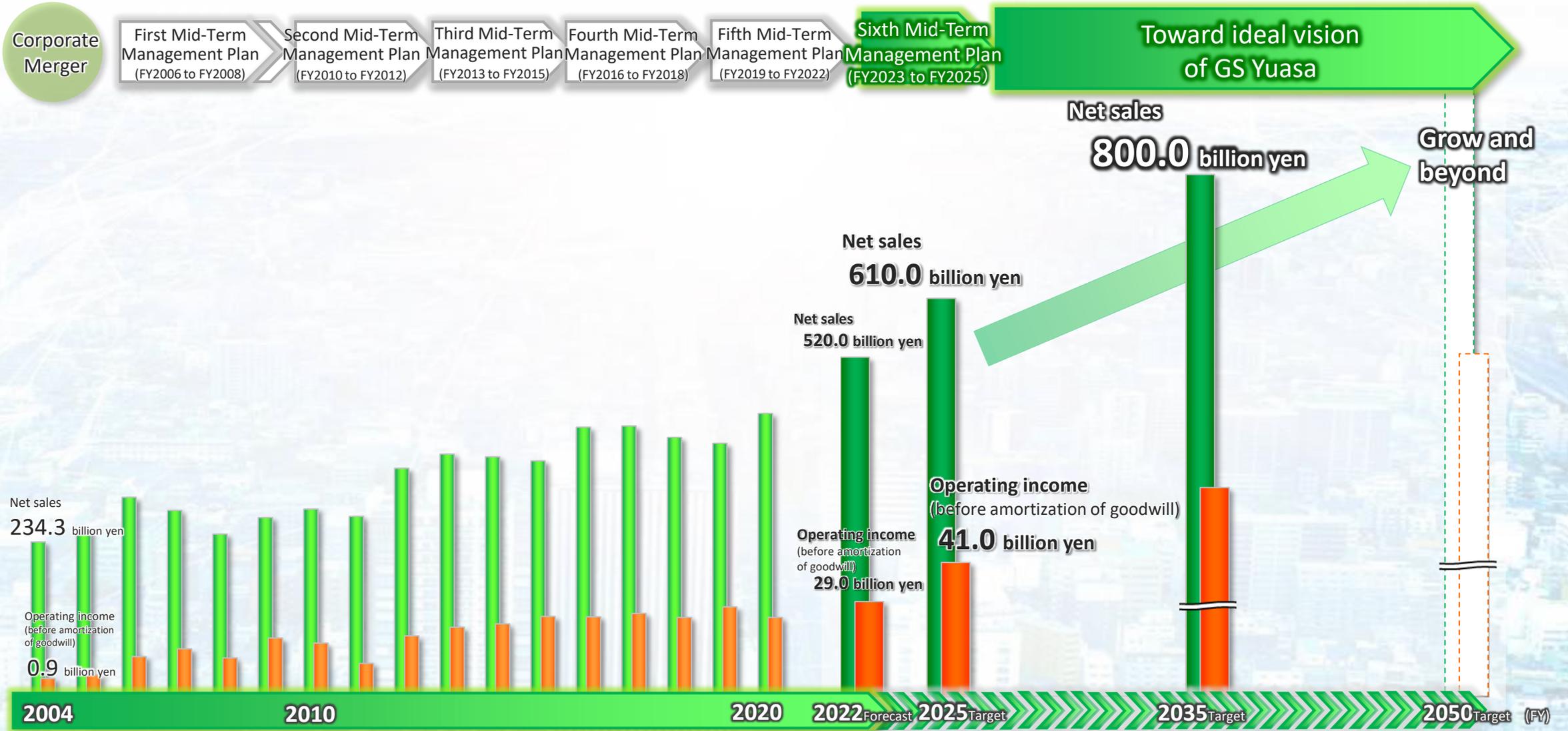


3. Toward Achieving Vision 2035 (Road map of Research and Development)

Contribute to the realization of carbon neutrality through research, development and commercialization of next-generation batteries



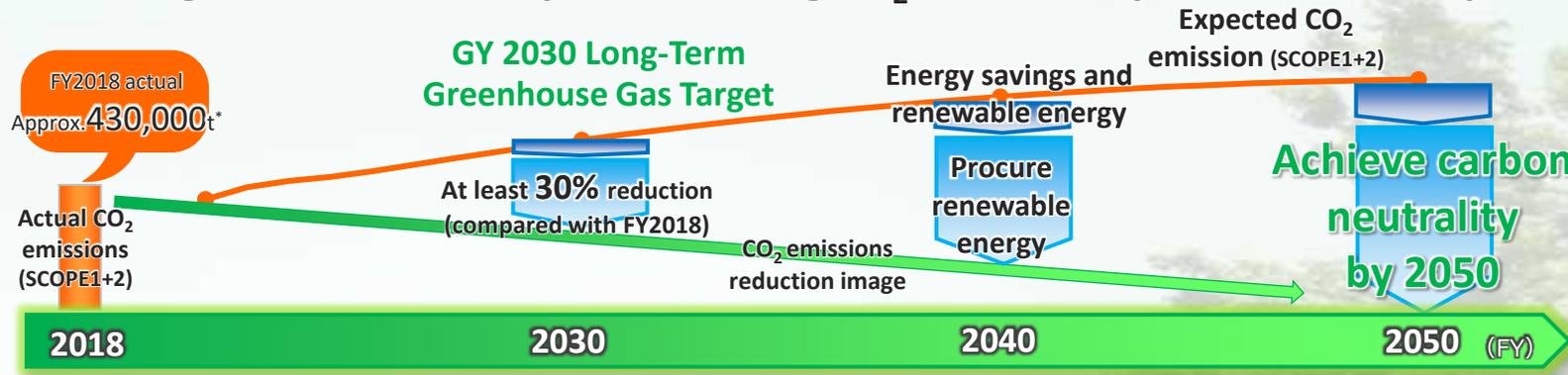
3. Toward Achieving Vision 2035 (Growth Story of Our Business)



Note: Scale of operating income graph is adjusted.

4. GY 2050 Carbon Neutrality Target

We are committed to people, society and the global environment through achieving Carbon Neutrality and reducing CO₂ emission by environmentally considered products



Promote energy-saving measures

- ① Contribute to energy-saving equipment
- ② Develop prescriptions for efficient charging methods and develop new ones

Promote of generating renewable energy

- ① Maximize introduction in all offices and plants in Japan and overseas
- ② Introduce own products (ESS, etc.) and conduct a demonstration experiment

Procure renewable energy

- ① Purchase electric power that uses renewable energy
- ② Procure reports of renewable energy

Contribute to reducing CO₂ emissions through expanding sales of environmentally considered products

- Lithium-ion batteries for HEVs / PHEVs / BEVs
- Lead-acid batteries for ISS vehicles
- Power conditioners / Industrial lithium-ion batteries etc.

Reduce further CO₂ emissions by products

Reducing CO₂ emissions by products

FY2021
At least 8 million t

* GS Yuasa Group's CO₂ emissions aggregation standards have been changed, and in FY2018, we are undergoing third-party verification again.
 1) Recalculated using the 2018 emission coefficient obtained from the Ministry of the Environment and IEA
 2) Adopted the control standard as the calculation standard, and consolidated subsidiaries that can be directly influenced are included in the scope of calculation.

Sixth Mid-Term Management Plan (FY2023-2025)

1. Review of Fifth Mid-Term Management Plan (Policies, Outcomes, and Issues)

Fifth Mid-Term Management Policy

Based on the *Mono-Koto Zukuri* (product and service creation) concept, GS Yuasa will engage in strategic activities that lead to sustainable growth of both the lead-acid battery and lithium-ion battery businesses through creation of new value.

Achievements and Issues of Efforts

① Automotive Battery Business

Achievements

- Creating synergistic effect with GS Yuasa Energy
- Converting Turkish site into a consolidated subsidiary

Issues

- Intensifying competition in China
- Revise sales price due to soaring raw material price etc.

② Industrial Battery and Power Supply Business

Achievements

- Delivery of lithium-ion batteries for wind power generation in Hokkaido
- Acquisition of the social infrastructure systems business from Sanken Electric Co., Ltd.
- Starting “*Koto-zukuri business*” such as STARELINK service

Issues

- Delivery delay due to shortage of components and materials
- Secure profits in regular field business

③ Automotive Lithium-ion Battery Business

Achievements

- Start of operation of Blue Energy No.2 plant
Production ability : FY2019 20million cells/year⇒FY2022 50million cells/year
- Start of supply lithium-ion batteries for HEVs for Toyota Motor Corporation
- Establishment of the BEV Battery Development Department
- Signing of basic agreement toward collaboration with Honda

Issues

- Response to entry into EV market

1. Review of Fifth Mid-Term Management Plan (Management Results)

Management Results

	FY2022 (Apr. 2022 - Mar. 2023)		Achievement rate
	Mid-Term Management Target (Initial)	Forecast (As of 3Q)	
Net sales	¥460.0 bn or more	¥520.0 bn	+13.0 %
Operating income	¥28.0 bn or more	¥29.0 bn	+3.6 %
ROE (Return on equity)	8 % or more	-	-
Total return ratio	30 % or more	-	-

Note: The above indices are based on income before amortization of goodwill (operating income and profit).

Segment Results

(Billion yen)

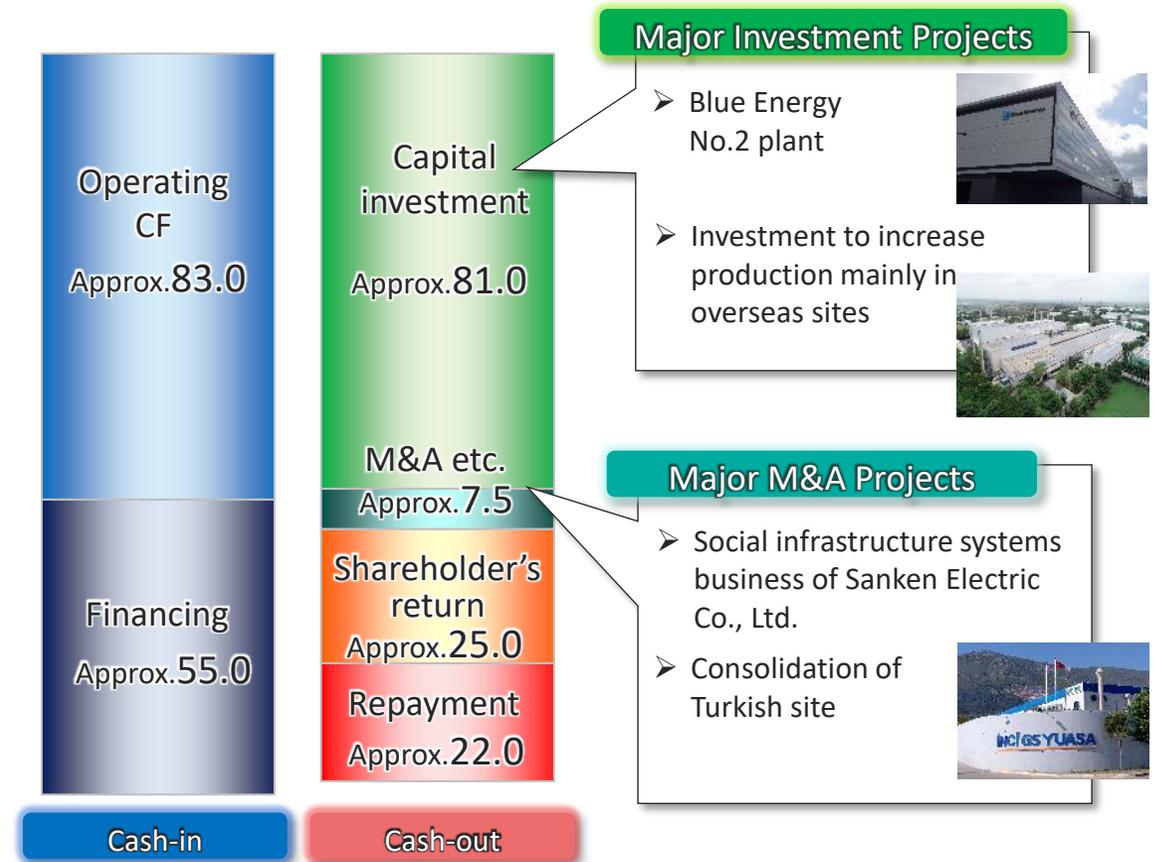
		FY2022 Target (Initial)		FY2022 Forecast (As of 3Q)		Change	
		Net sales	Operating income	Net sales	Operating income	Net sales	Operating income
Automotive Batteries	Japan	85.0	7.0	88.0	5.0	+3.0	-2.0
	Overseas	200.0	13.0	240.0	14.0	+40.0	+1.0
Industrial Batteries and Power Supplies		100.0	8.0	108.0	9.0	+8.0	+1.0
Automotive Lithium-ion Batteries		55.0	1.0	69.0	1.0	+14.0	±0.0
Specialized Batteries and Others		20.0	-1.0	15.0	0.0	-5.0	+1.0
Total		460.0	28.0	520.0	29.0	+60.0	+1.0

Note: Operating income is operating income before amortization of goodwill.

Capital Allocation (Apr. 2019 – Sep. 2022)

(Billion yen)

Note: Figures for FY2022 are based on figures as of 2Q



Sixth Mid-Term Management Policy

Positioning this period as one for laying the foundation for reform to realize the vision envisioned in Vision 2035, we will implement a variety of measures to reform our business structure.

Implementation Measures

① Development of batteries for BEVs

Measures

- Development of a high-capacity, high-output lithium-ion batteries by utilizing joint venture company with Honda
- Establishment of production and supply systems of batteries for BEVs to expand mobility and public infrastructure business

② Reinforcement of earning capacity in existing business

Measures

- Thorough value-added creation and improvement in profitability
- Maximization of profits due to unparalleled superiority in Industrial Batteries and Power Supplies Business in Japan
- Transformation of regional strategy including review of business in China, maximization of profits by concentrating resources at main sites

③ DX / new business

Measures

- DX promotion to enable business structure transformation
- Creation of new business that contribute to solving social issues

3. Management Target

Management Plan Period

Three years from April 2023 to March 2026

Mid-Term Management Targets (targets for FY2025)

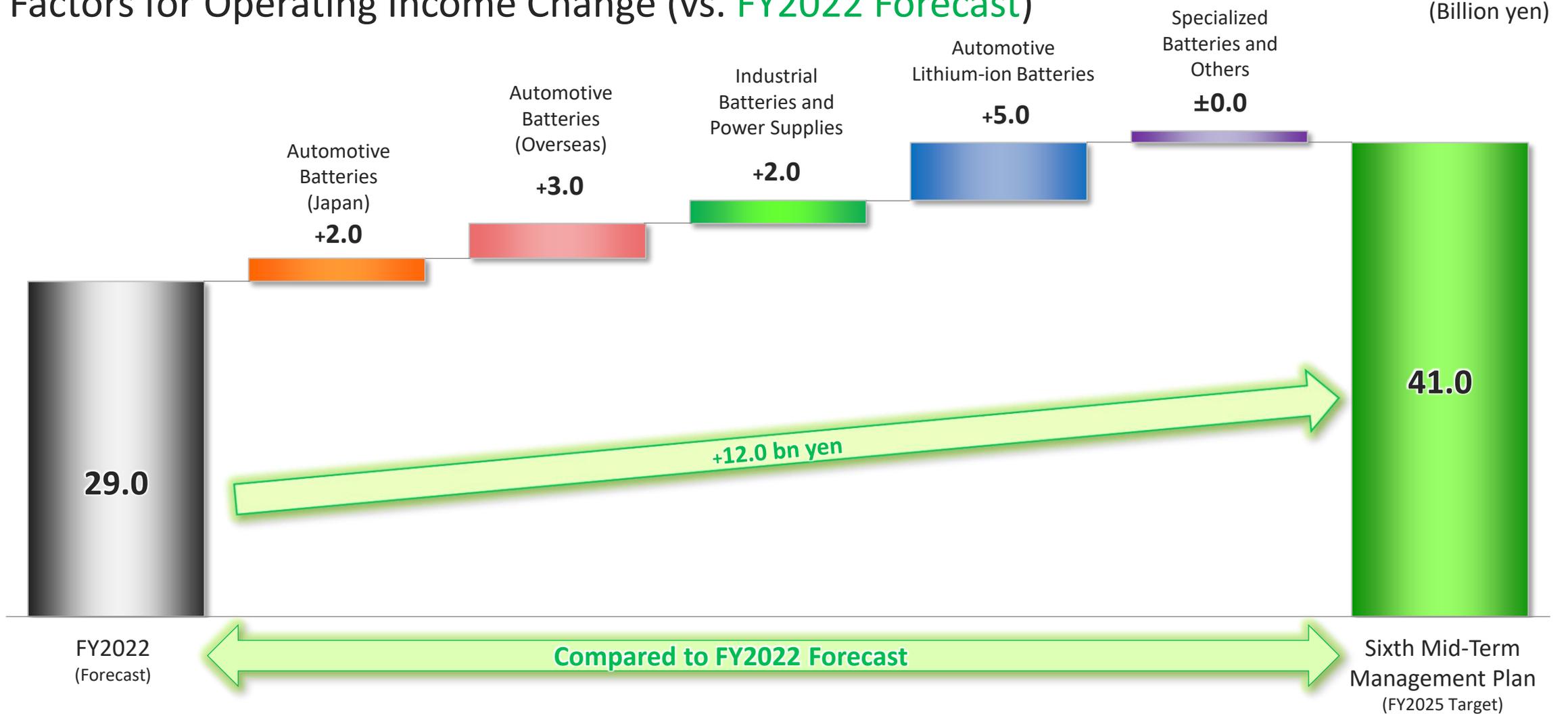
	Fifth Mid-Term Management Final Target (FY2022 Forecast)	Sixth Mid-Term Management Target (FY2025 Target)	Difference
Net sales	520.0 billion yen	610.0 billion yen	+17.3 %
Operating income	29.0 billion yen	41.0 billion yen	+41.4 %
ROE (Return on equity)	-	8 % or more	-
ROIC (Return on invested capital)	-	10 % or more	-
Total return ratio	-	30 % or more	-
Domestic lead price quote	341,000 yen/t	342,000 yen/t	-
LME	2,300 US\$/t	2,000 US\$/t	-
Exchange rate	120 yen/US\$	140 yen/US\$	-

Notes:1. ROE is based on net income before the amortization of goodwill, and ROIC is relative to operating income before the amortization of goodwill.

2. ROIC is calculated as operating income before amortization of goodwill, etc. ÷ invested capital (fixed assets (excluding goodwill, etc.) + working capital). Invested capital is the average of the beginning and end of the period.

4. Changes of FY2022 Target and Sixth Mid-Term Management Plan Target

Factors for Operating Income Change (vs. FY2022 Forecast)



Note: Operating income is operating income before amortization of goodwill.

5. Segment Targets

(Billion yen)

		FY2022 Forecast		FY2025 Target		Change	
		Net sales	Operating income (Op. income ratio: %)	Net sales	Operating income (Op. income ratio: %)	Net sales	Operating income (Op. income ratio: PP)
Automotive Batteries	Japan	88.0	5.0 (5.7)	100.0	7.0 (7.0)	+12.0	+2.0 (+1.3)
	Overseas	240.0	14.0 (5.8)	240.0	17.0 (7.1)	±0.0	+3.0 (+1.3)
Industrial Batteries and Power Supplies		108.0	9.0 (8.3)	140.0	11.0 (7.9)	+32.0	+2.0 (-0.4)
Automotive Lithium-ion Batteries		69.0	1.0 (1.4)	110.0	6.0 (5.5)	+41.0	+5.0 (+4.1)
Specialized Batteries and Others		15.0	0.0 (-)	20.0	0.0 (-)	+5.0	±0.0 (-)
Total		520.0	29.0 (5.6)	610.0	41.0 (6.7)	+90.0	+12.0 (+1.1)

Note: Operating income is operating income before amortization of goodwill and operating income ratio is operating income ratio before amortization of goodwill.

5. Segment Targets and Strategies (Automotive Batteries (Japan))

Automotive Batteries (Japan)

Business Policy

Build an optimal supply system in response to change of business environment and improve profit rate

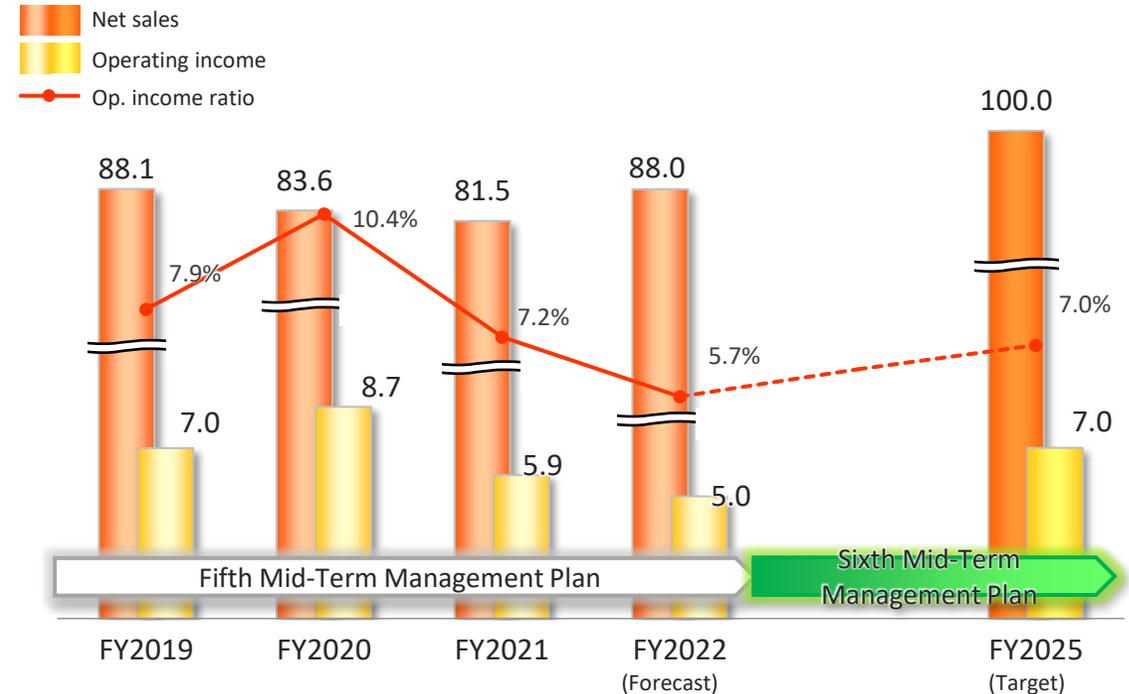
Strategies and Important Tasks

- [Production]
 - Establish supply system that enables both rapid response to demand fluctuations and inventory reduction
- [Sales - For new automobiles]
 - Improve profit ratio due to optimal price revision such as raw material prices
- [Sales - For replacement]
 - Rebuilt marketing strategies and maintain high market share
 - Improve efficiency utilizing IoT and DX

SWOT

Strengths <ul style="list-style-type: none"> • Technology and quality cultivated by response to new automobiles • Brand (domestic No.1 share) 	Weaknesses <ul style="list-style-type: none"> • Impact on production due to change in volume of new vehicles
Opportunities <ul style="list-style-type: none"> • Expand market of high value-added products 	Threats <ul style="list-style-type: none"> • Cost competition due to commoditization • Rising costs due to response to environment

Net sales, Operating income and Op. ratio (Billion yen)



Factors for Operating Income Change (Sixth Mid-Term Management Plan)



Note: Operating income is operating income before amortization of goodwill and operating income ratio is operating income ratio before amortization of goodwill.

5. Segment Targets and Strategies (Automotive Batteries (Overseas))

Automotive Batteries (Overseas)

Business Policy

Reform management structure for the future by selection and concentration and strengthen profitability

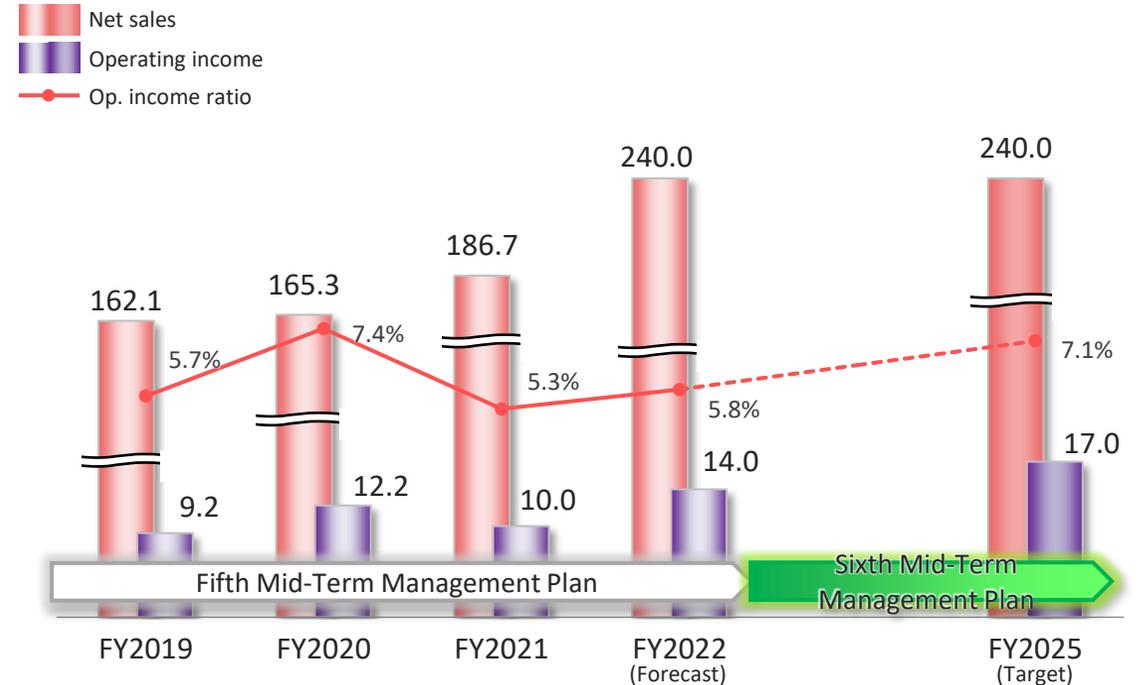
Strategies and Important Tasks

- [Southeast Asia]
 - Maximize profit by strengthening sales in ASEAN area
- [China] • Promote fundamental review of business
- [Europe] • Supply steadily to Europe utilizing Turkish site and expand sales to the Middle and Near East or North Africa
- [Other (Australia)] • Strengthen production base and expand market share of replacement batteries

SWOT

Strengths <ul style="list-style-type: none"> • High technology and quality • No.1 share in ASEAN and brand 	Weaknesses <ul style="list-style-type: none"> • Decentralization of resources • Sales ability in area without sites
Opportunities <ul style="list-style-type: none"> • Progress of motorization in emerging countries • Expansion of auxiliary batteries market 	Threats <ul style="list-style-type: none"> • Decrease in starting batteries due to electrification

Net sales, Operating income and Op. ratio (Billion yen)



Factors for Operating Income Change (Sixth Mid-Term Management Plan)



Note: Operating income is operating income before amortization of goodwill and operating income ratio is operating income ratio before amortization of goodwill.

5. Segment Targets and Strategies (Automotive Batteries)

Strategy of Automotive Battery Business



Europe, United Kingdom

- Establish sustainable business model

Respond to growing business demand of automotive replacement batteries and storage batteries for UPS



Japan ➢ Maintain high market share both of batteries for new automobiles and replacement

Improve profit ratio due to optimal price revision such as raw material price



Turkey

- Maintain high market share as a core site

Expand export business of automotive batteries



Export sales

FY2023
2.8 million units / year



FY2025
3 million units / year



Southeast Asia

- Maintain high market share as a core site
- Strengthen production and sales base by building optimal production system**



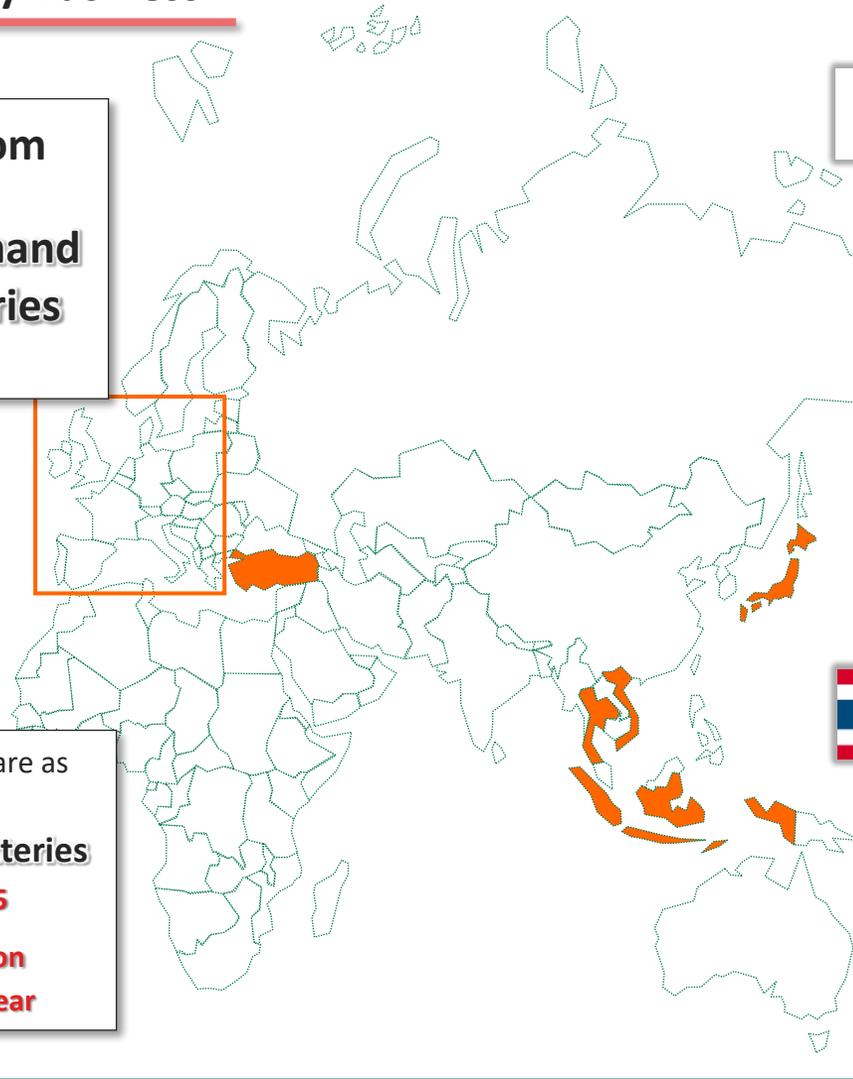
Thailand

Sales volume

FY2023
4.5 million units / year



FY2025
5 million units / year



5. Segment Targets and Strategies (Industrial Batteries and Power Supplies)

Industrial Batteries and Power Supplies

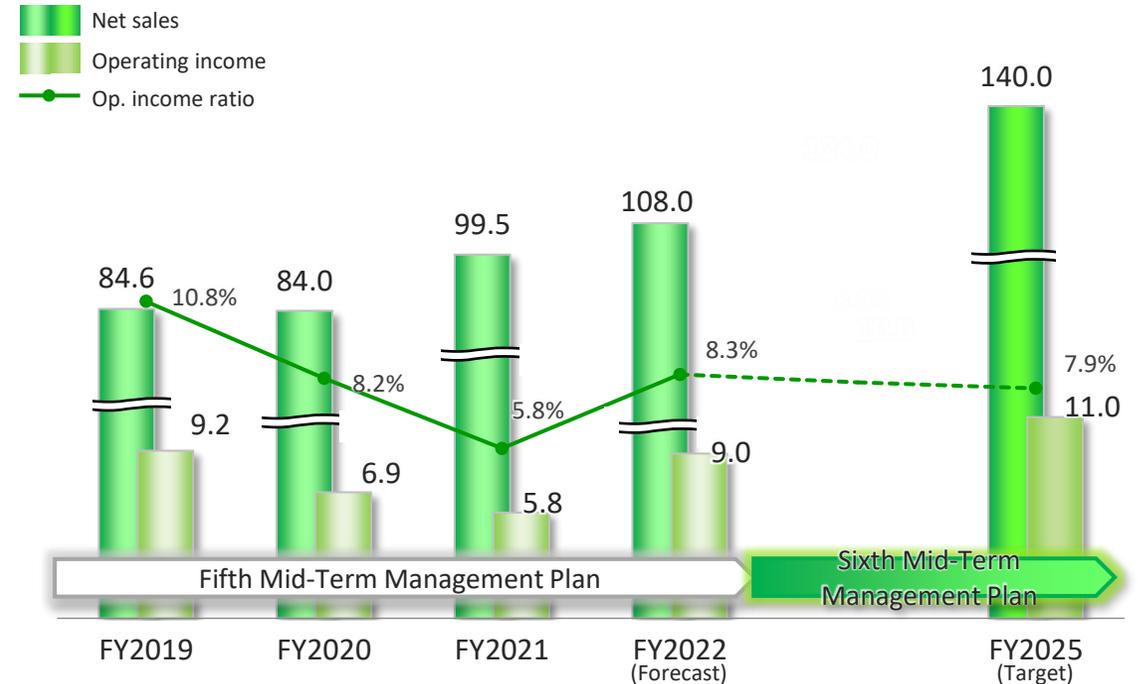
Business Policy

Building a business foundation to capture the growth of the next generation

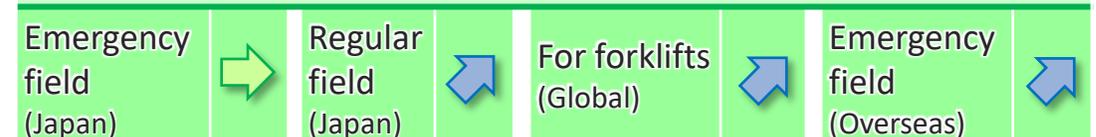
Strategies and Important Tasks

- [Emergency field (Japan)]
 - Expand our remote monitoring services
 - Maximize profit by utilizing unparalleled superiority
- [Regular field (Japan)]
 - Setting the stage for a second pillar of business
- [Emergency field (Overseas)]
 - Strengthen competitive ability by expanding product lineup

Net sales, Operating income and Op. ratio (Billion yen)



Factors for Operating Income Change (Sixth Mid-Term Management Plan)



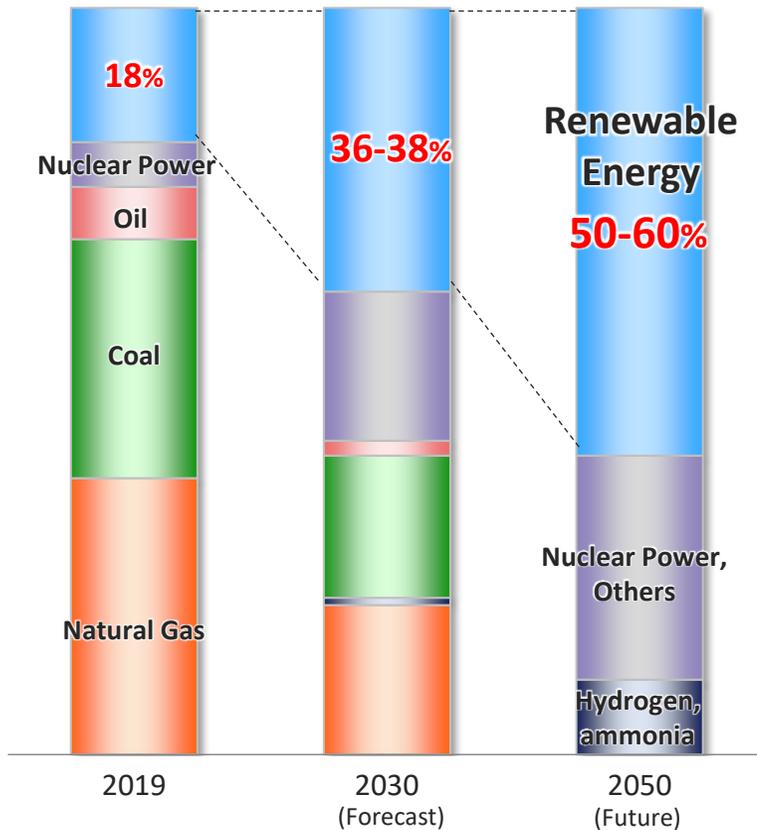
SWOT

Strengths	• High presence in Japan	Weaknesses	• Low market share in overseas
Opportunities	• Expansion of renewable energy market	Threats	• Entering renewable energy market by global competitors

5. Segment Targets and Strategies (Industrial Batteries and Power Supplies)

Strategy of Regular Field

Power Supply Composition Forecast in Japan



Source: Agency for Natural Resources and Energy, "Considerations for Achieving Carbon Neutrality in 2050" and "The Sixth Energy Basic Plan"

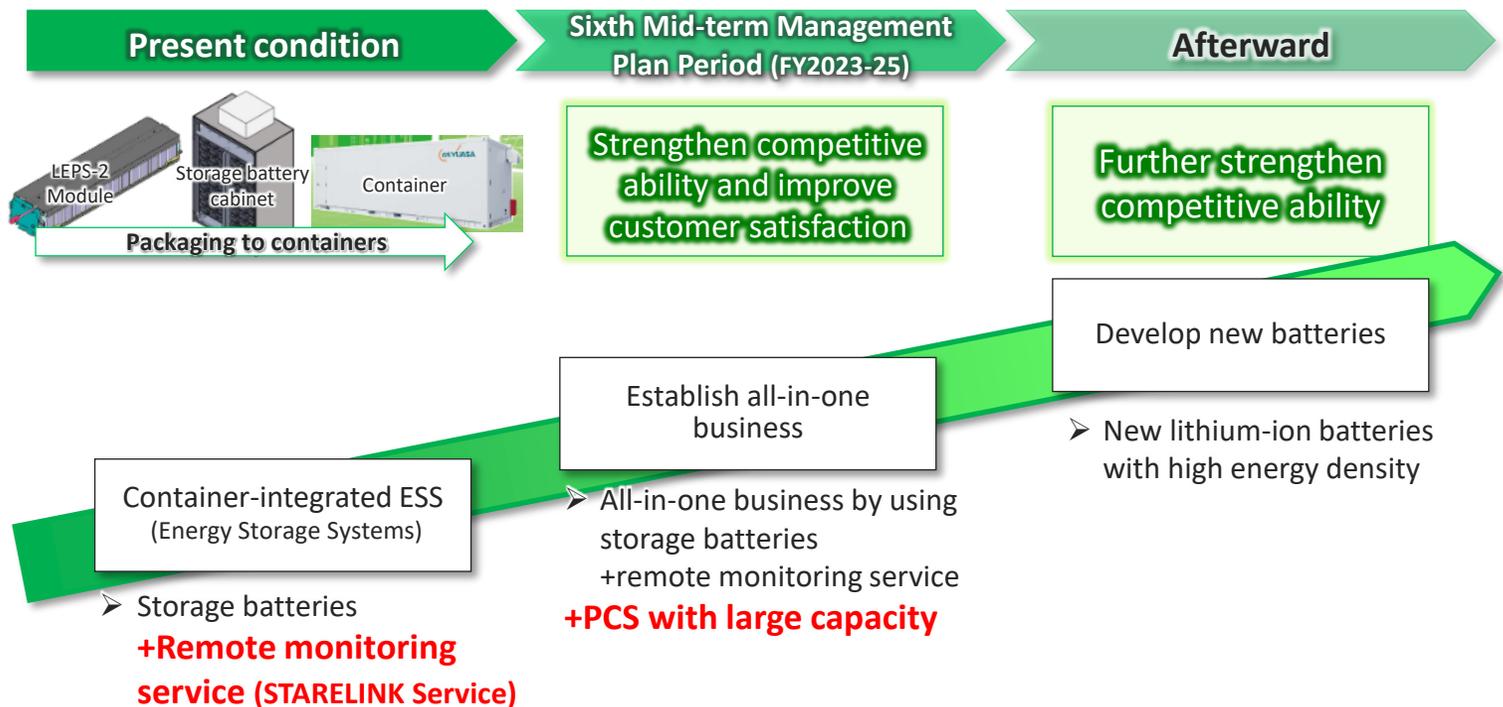
Growing importance of storage batteries

With the expansion of renewable energy introduction, the importance of storage systems (ESS) to control fluctuations and adjust supply and demand is increasing.

Increase the value we provide to customers by adding high value

with all-in-one business

Enhance presence in regular field market



5. Segment Targets and Strategies (Automotive Lithium-ion Batteries)

Automotive Lithium-ion Batteries

Business Policy

Achieve sustainable growth in the lithium-ion battery business by taking carbon neutrality and government targets as opportunities

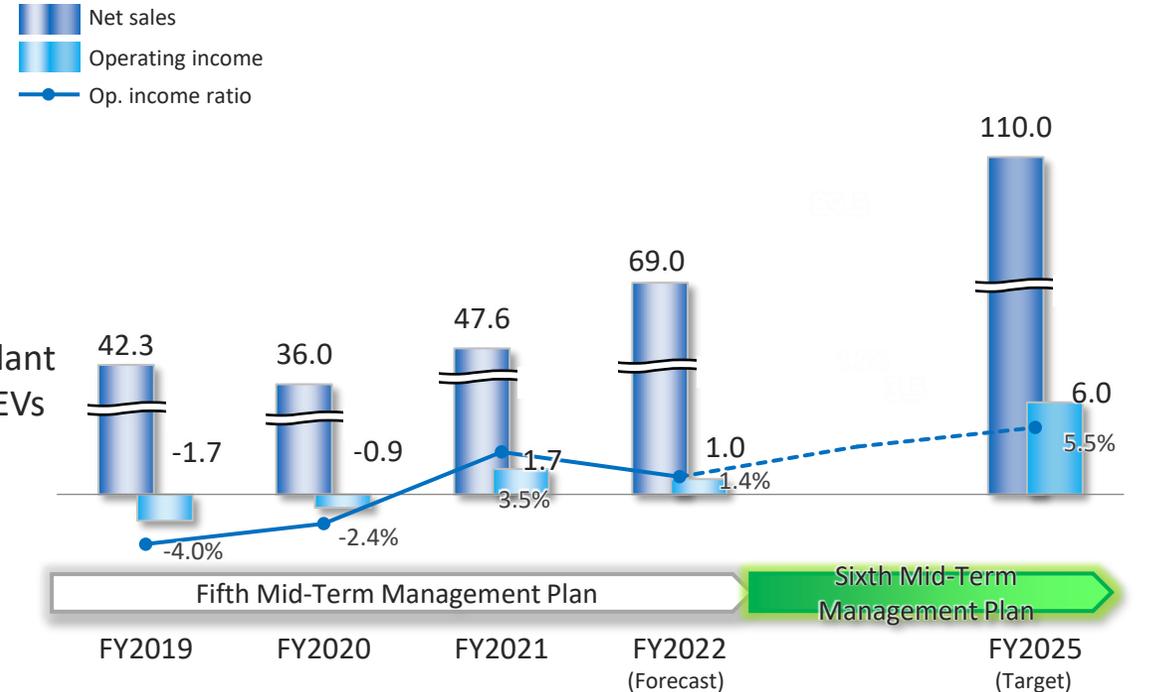
Strategies and Important Tasks

- [HEV, PHEV]
 - Improve yield rate and plant utilization rate
 - Establish further increasing production system of Blue Energy No.2 plant
 - Strengthen development and production systems of batteries for PHEVs
- [BEV]
 - Strengthen development systems of batteries for BEVs
 - Prepare for entering market of batteries for BEVs
- [Auxiliary and backup use]
 - Development of products / preparation of production

SWOT

Strengths <ul style="list-style-type: none"> • Connection with automakers in Japan • High utilization rate of BEC and LEJ 	Weaknesses <ul style="list-style-type: none"> • Corporate scale compared to manufacturers in China and Korea • Concentration of production sites in Japan
Opportunities <ul style="list-style-type: none"> • Expand demand for HEVs by automakers in Japan • Expand demand for BEV batteries 	Threats <ul style="list-style-type: none"> • Concerns about stable procurement of raw materials • Legal regulation • High market share by foreign manufacturers

Net sales, Operating income and Op. ratio (Billion yen)



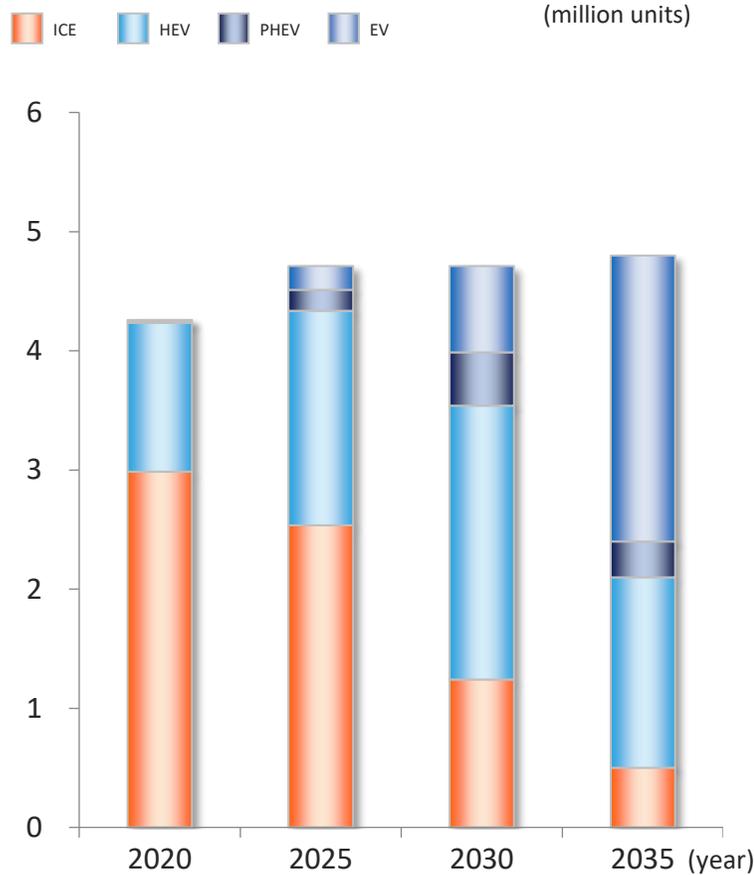
Factors for Operating Income Change (Sixth Mid-Term Management Plan)

HEV, PHEV	➡	BEV, Auxiliary and backup use	—
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5. Segment Targets and Strategies (Automotive Lithium-ion Batteries)

Strategy of batteries for HEVs

Forecast of sales of new vehicles in Japan

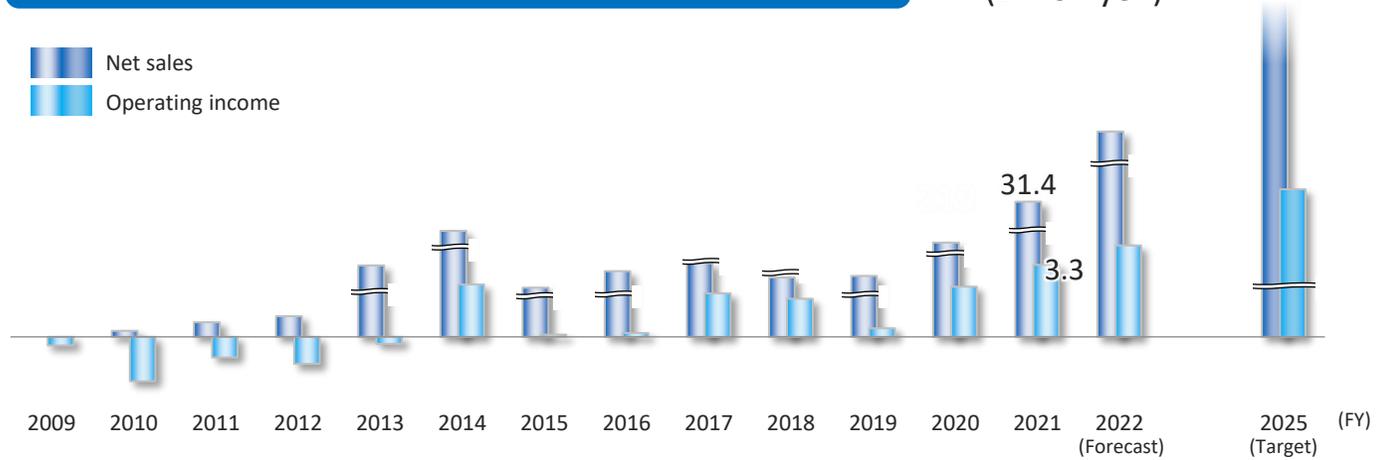


Note: Our estimate by reference to documents of securities companies

Change in net sales and operating profit of Blue Energy

(Billion yen)

Net sales
Operating income



FY2009 :
Establishment
of Blue Energy

FY2011 :
Start of installation
for Honda

FY2013 :
Adoption to
FIT, VEZEL

FY2020 :
Start of installation
for TOYOTA

FY2022 :
Start of operation of second plant

Blue Energy
Production
capacity
(Annual)



FY2019
20 million cells

Second half of
FY2022
50 million cells

FY2025
70 million cells
(Target)

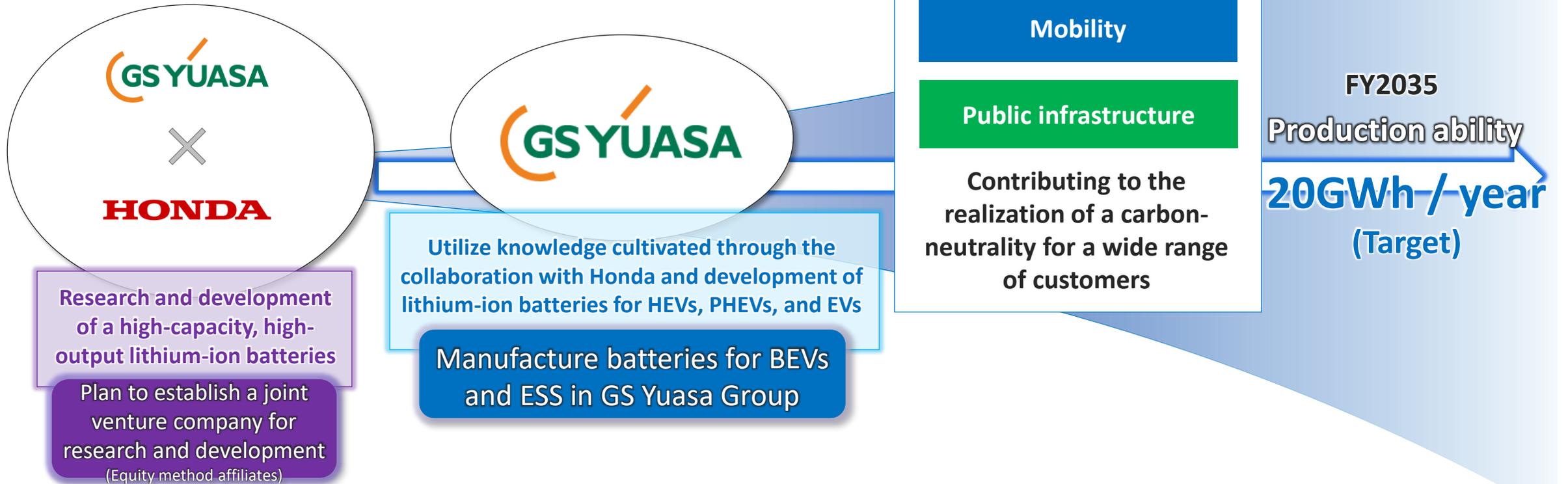
Growing demand of **LiB for HEVs**

Increase in HEVs until 2030s especially for Japanese automakers' vehicles

Expand production ability of BEC No.2 plant
70 million cells / year during Sixth Mid-Term
Management Plan period
Expand sales significantly

5. Segment Targets and Strategies (Automotive Lithium-ion Batteries)

Strategy of batteries for BEVs



5. Segment Targets and Strategies (Specialized Batteries and Others)

Specialized Batteries and Others

Business Policy

Contribute to the building of new public infrastructure through batteries with the highest level of performance and quality

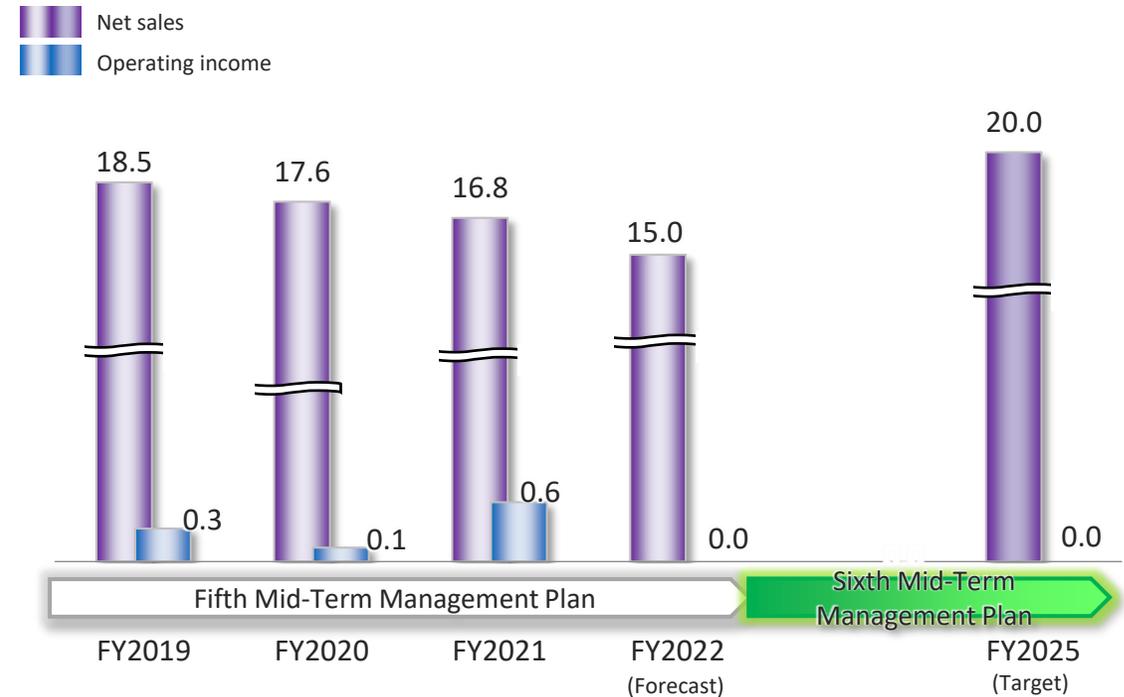
Strategies and Important Tasks

- [Specialized batteries business]
 - Improve profitability due to efforts to strengthen the foundation of the defense industry
 - Development of next-generation LiB for submarines
 - Response to expand sales of LiB for aircrafts
 - Expand sales of LiB for satellites
- [Others]
 - Increase in environmental response costs
 - Increase in costs for DX and creation of new business

SWOT

Strengths	<ul style="list-style-type: none"> • The only one specialized batteries manufacturers in Japan • High technology and reliability 	Weaknesses	<ul style="list-style-type: none"> • Delay in digitalization • Aging equipment
Opportunities	<ul style="list-style-type: none"> • Formulation of the Three Principles on Defense Equipment Transfer • Expansion of new market such as for space use 	Threats	<ul style="list-style-type: none"> • Higher costs due to increased development difficulty • Increased social responsibility

Net sales, Operating income and Op. ratio (Billion yen)



Factors for Operating Income Change (Sixth Mid-Term Management Plan)

LiB for submarines



LiB for aircrafts



6. Financial Policy and Capital Policy

Financial Policy

- Maintain a shareholders' equity ratio of 40% or more while investing in growth in mobility and public infrastructure
- Target of total return ratio before amortization of goodwill, etc. is 30% or more
(achieve both investment in growth and stable dividends to shareholders)

	FY2025 targets (Apr. 2025 – Mar. 2026)
Interest-bearing debt to operating cash flow ratio*1	Approx. 3 years
Total return ratio*2	30 % or more
Equity ratio	maintain 40 % or more

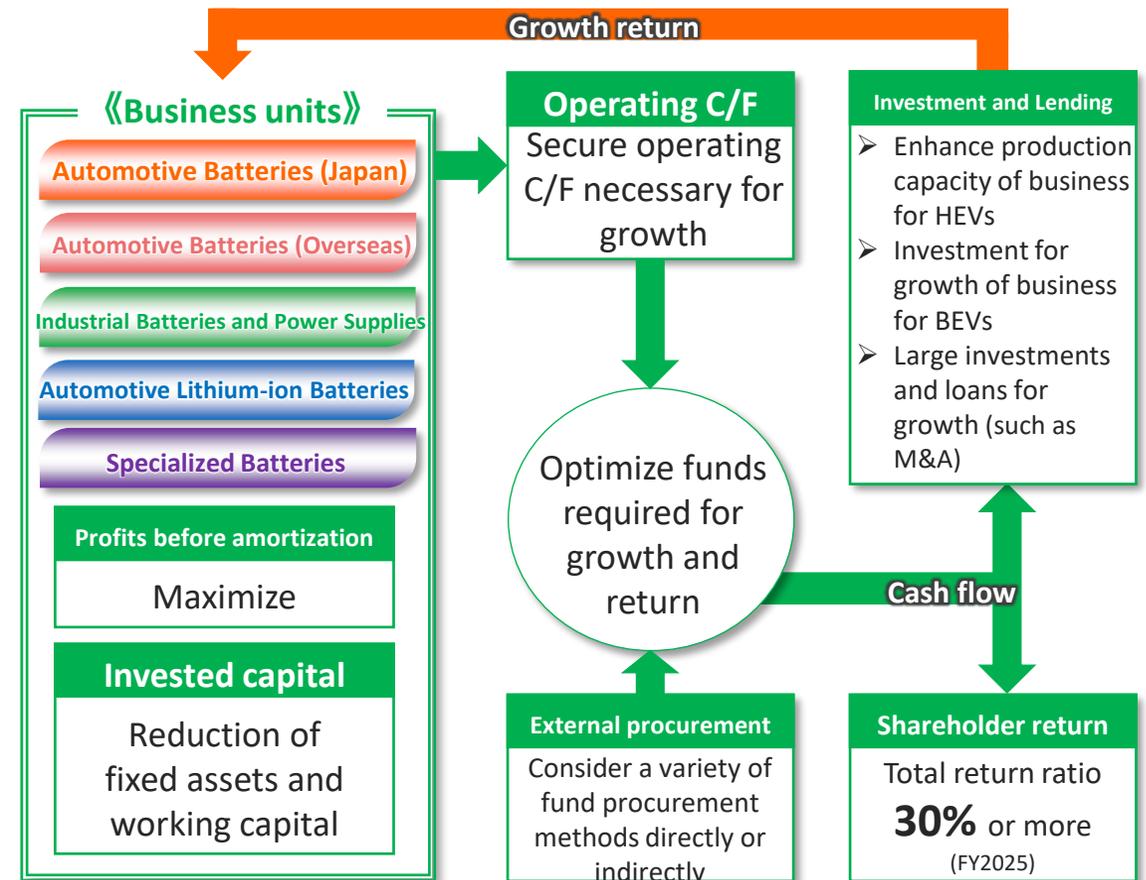
*1 Interest-bearing debts (including lease obligations) / operating cash flow

*2 The total return ratio for FY2025 is before goodwill amortization

	Sixth Mid-Term Management Plan 3-year total
Operating cash flow	¥140.0 bn
Investing cash flow	-¥190.0 bn
Free cash flow	-¥50.0 bn

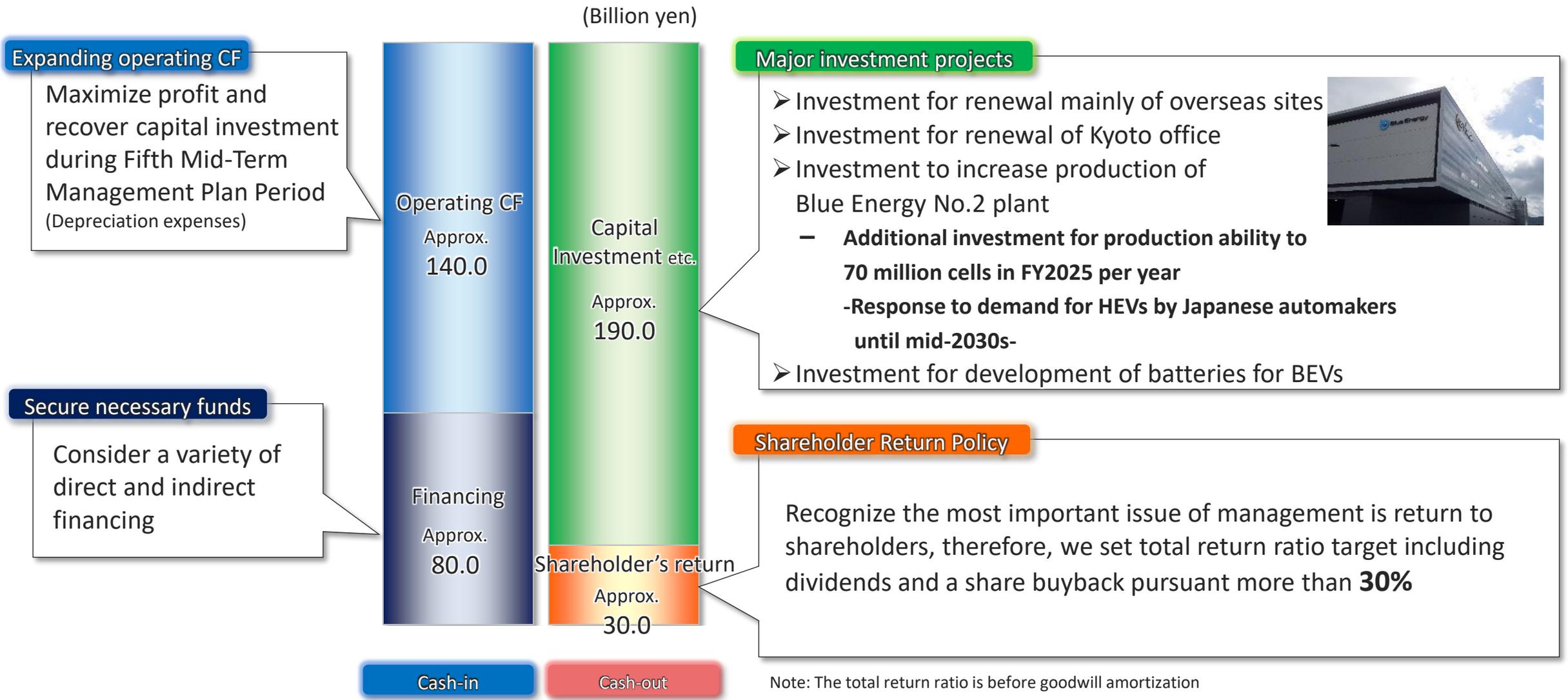
Capital Policy

- Achieve both investment in growth and shareholder returns by maximizing profits through ROIC management and utilizing optimal financing



Note: The total return ratio is before goodwill amortization

7. Capital Allocation (FY2023-2025)



8. Capital Investment, Depreciation, R&D Costs

		Fifth Mid-Term Management Plan (FY2019-2022)	Sixth Mid-Term Management Plan (FY2023-2025)	(Billion yen)
		Actual (4years total)	Plan (3years total)	Change
Capital Investment		102.0	190.0	+88.0
Automotive Batteries		12.4	12.0	-0.4
		22.8	20.0	-2.8
Industrial Batteries and Power Supplies		8.5	16.0	+7.5
Automotive Lithium-ion Batteries		29.6	105.0	+75.4
Others		28.6	37.0	+8.4
Depreciation		67.0	65.0	-2.0
Automotive Lithium-ion Batteries		14.1	24.0	+9.9
R&D Costs		46.6	60.0*	+13.4
(Ratio of R&D expenses to net sales)		2.7%	3.3%	+0.6P

Note: Figures for FY2022 are based on figures as of 2Q

*R&D costs in equity method affiliates are included

9. Medium-term Environmental Target (FY2023-2025)

Accelerate the reduction of environmental impact from our business activities and **expand our contribution to the circular economy**

Reduction of CO₂ emissions **15% or more** (compared with FY2018)

- Implementation of energy conservation measures through energy visualization
- In-house consumption of renewable energies through the introduction of solar power generation equipment
- Replacement of old equipment with energy-saving equipment



Solar power generation facility of Ritto office

Reducing water use
15% or more
(compared with FY2018)

Percentage of environmentally considered products in total sales
45% or more

Increasing usage rate of recycled lead
70% or more

10. Initiatives for Sustainability (Materiality)

Materiality	Major Activities and targets
<p>➤ Environment – Contribute to sustainability of the global environment as an energy device company</p>	
<p>E</p> <ul style="list-style-type: none"> ➤ Developing and popularizing environmentally considered products ➤ Promoting environmental protection 	<ul style="list-style-type: none"> ➤ Ratio of reduction of CO₂ emissions 15% or more (compared with FY2018) ➤ Ratio of reduction of water use 15% or more (compared with FY2018) ➤ Ratio of recycled lead used 70% or more ➤ Percentage of environmentally considered products in total sales 45% or more
<p>➤ Social – Respect for human rights and contribution to society</p>	
<p>S</p> <ul style="list-style-type: none"> ➤ Respect for individuality ➤ Respect for diversity ➤ Human resources development ➤ Enhancement of work environments and occupational health and safety ➤ Provision of high-quality products ➤ Responsible procurement promotion 	<ul style="list-style-type: none"> ➤ Promotion of human rights education and thorough management of human rights risks ➤ Promotion of diversity & inclusion ➤ Promotion of work-life balance and health management ➤ Promotion of human resource development programs ➤ Promotion of occupational health and safety risk management ➤ Strengthening of product safety management, promotion of quality improvement and strengthening of quality communication ➤ Responses to responsible mineral procurement and managing CSR risks in the supply chain
<p>➤ Governance – Promotion of fair, transparent, and swift group-wide governance</p>	
<p>G</p> <ul style="list-style-type: none"> ➤ Thoroughly fulfilling our CSR and ensuring compliance ➤ Protection of intellectual property ➤ Thorough management of confidential information 	<ul style="list-style-type: none"> ➤ Promotion of compliance education, provision and thorough of legal information ➤ Thorough avoidance of infringement and elimination of counterfeit products ➤ Promotion of security measures and information security training

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