

Annual Securities Report

22nd fiscal year
From April 1, 2025 to March 31, 2026

GS Yuasa Corporation

Annual Securities Report

- 1 This document was prepared for printing by adding a table of contents and pages to the Annual Securities Report pursuant to Article 24, Paragraph 1 of the Financial Instruments and Exchange Act filed as data using the Electronic Disclosure for Investors' NETwork (EDINET) prescribed in Article 27-30-2 of the Financial Instruments and Exchange Act.
- 2 The Audit Report attached to the Annual Securities Report filed as described above and the Internal Control Report and Confirmation Letter filed in conjunction with the above Annual Securities Report are included at the end of this document.

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[Cover]

Document title	Annual Securities Report
Clause of stipulation	Article 24, Paragraph 1 of the Financial Instruments and Exchange Act
Place of filing	Director-General of the Kanto Local Finance Bureau
Filing date	June 23, 2026
Fiscal year	22nd fiscal year (from April 1, 2025 to March 31, 2026)
Company name	Kabushiki Kaisha GS Yuasa Corporation
Company name in English	GS Yuasa Corporation
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Place for public inspection	Tokyo Office, GS Yuasa Corporation (1-7-13, Shiba-koen, Minato-ku, Tokyo, Japan) Tokyo Stock Exchange, Inc. (2-1, Nihombashi Kabutocho, Chuo-ku, Tokyo, Japan)

Part I. Company Information

I. Overview of the Company

1. Trends in key financial indicators

(1) Consolidated financial indicators

Fiscal year	18th	19th	20th	21st	22nd	
Fiscal year ended	March 2022	March 2023	March 2024	March 2025	March 2026	
Net sales (Millions of yen) (Thousands of U.S. dollars)	¥432,133	¥517,735	¥562,897	¥580,340	¥608,995	\$3,809,076
Ordinary profit (Millions of yen) (Thousands of U.S. dollars)	24,684	24,213	43,981	46,345	58,229	364,204
Profit attributable to owners of parent (Millions of yen) (Thousands of U.S. dollars)	8,468	13,925	32,064	30,416	41,863	261,840
Comprehensive income (Millions of yen) (Thousands of U.S. dollars)	25,047	25,590	71,592	31,167	66,644	416,838
Net assets (Millions of yen) (Thousands of U.S. dollars)	249,938	270,890	373,880	390,987	444,098	2,777,696
Total assets (Millions of yen) (Thousands of U.S. dollars)	480,763	540,906	656,663	693,738	740,985	4,634,632
Net assets per share (Yen) (U.S. dollars)	2,675.70	2,867.23	3,289.95	3,460.02	3,934.07	24.61
Basic earnings per share (Yen) (U.S. dollars)	105.23	173.11	369.74	303.25	417.33	2.61
Diluted earnings per share (Yen) (U.S. dollars)	—	—	—	—	—	—
Equity ratio (%)	44.8	42.6	50.3	50.0	53.3	—
Return on equity (%)	4.1	6.2	11.4	9.0	11.3	—
Price earnings ratio (Times)	22.25	13.76	8.51	7.86	12.64	—
Cash flows from operating activities (Millions of yen) (Thousands of U.S. dollars)	12,879	28,330	63,180	39,296	49,543	309,876
Cash flows from investing activities (Millions of yen) (Thousands of U.S. dollars)	(30,204)	(26,567)	(46,192)	(58,824)	(44,898)	(280,823)
Cash flows from financing activities (Millions of yen) (Thousands of U.S. dollars)	5,203	8,826	3,480	14,235	(31,758)	(198,636)
Cash and cash equivalents at end of period (Millions of yen) (Thousands of U.S. dollars)	25,845	36,027	60,307	56,681	31,975	199,994
Number of employees [Separately, average number of temporary employees] (Persons)	13,571 [3,043]	14,317 [2,714]	12,892 [2,845]	12,478 [3,296]	12,562 [3,389]	— [—]

- Notes
- Information on diluted earnings per share is omitted due to an absence of potential shares.
 - The Company has introduced a performance-linked share-based payment system for its directors (excluding outside directors) and has set up an Officer Stock Grant Trust. The Company's own shares held by the trust are included in the number of treasury shares presented in the consolidated financial statements. In line with this, for the calculation of net assets per share, the number of the Company's own shares held by the trust was included in the number of treasury shares that is deducted from the total number of shares issued at the end of the period. In addition, for the calculation of basic earnings per share and diluted earnings per share, the number of the Company's own shares held by the trust was included in the number of treasury shares that is subtracted from the average number of common stock shares during the term.
 - From the 19th fiscal year, the GS Yuasa Group has consolidated the financial statements of its Turkish subsidiary after making accounting adjustments in accordance with IAS 29 "Financial Reporting in Hyperinflationary Economies." The key financial indicators for the 19th fiscal year onward are those after reflecting the impact of the consolidation.

(2) Financial indicators of reporting company

Fiscal year	18th	19th	20th	21st	22nd	
Fiscal year ended	March 2022	March 2023	March 2024	March 2025	March 2026	
Operating revenue (Millions of yen) (Thousands of U.S. dollars)	¥5,802	¥5,814	¥6,101	¥8,892	¥9,955	\$62,265
Ordinary profit (Millions of yen) (Thousands of U.S. dollars)	6,714	6,761	6,631	9,718	11,209	70,109
Profit (Millions of yen) (Thousands of U.S. dollars)	5,909	5,950	5,846	8,737	9,784	61,196
Share capital (Millions of yen) (Thousands of U.S. dollars)	33,021	33,021	52,841	52,841	52,841	330,504
Total number of shares issued (Thousands of shares)	80,599	80,599	100,446	100,446	100,446	–
Net assets (Millions of yen) (Thousands of U.S. dollars)	131,423	133,380	174,999	176,092	177,366	1,109,370
Total assets (Millions of yen) (Thousands of U.S. dollars)	195,038	201,451	237,851	241,642	235,222	1,471,241
Net assets per share (Yen) (U.S. dollars)	1,633.81	1,657.87	1,744.71	1,755.62	1,768.02	11.06
Dividend per share [of which, interim dividends per share] (Yen) (U.S. dollars)	50 [15]	50 [15]	70 [15]	75 [20]	90 [30]	0.56 [0.19]
Basic earnings per share (Yen) (U.S. dollars)	73.43	73.96	67.42	87.11	97.54	0.61
Diluted earnings per share (Yen) (U.S. dollars)	–	–	–	–	–	–
Equity ratio (%)	67.4	66.2	73.6	72.9	75.4	–
Return on equity (%)	4.5	4.5	3.8	5.0	5.5	–
Price earnings ratio (Times)	31.88	32.20	46.66	27.35	54.10	–
Payout ratio (%)	68.1	67.6	103.8	86.1	92.3	–
Number of employees [Separately, average number of temporary employees] (Persons)	11 [7]	14 [6]	14 [5]	18 [6]	18 [7]	– [–]
Total shareholder return (%) [Comparison benchmark: Nikkei 225 (Nikkei Stock Average)] (%)	79.7 [95.3]	82.7 [96.1]	110.5 [138.4]	87.6 [122.1]	187.1 [175.0]	– [–]
Highest share price (Yen) (U.S. dollars)	3,170	2,597	3,184	3,407	5,616	35.13
Lowest share price (Yen) (U.S. dollars)	2,041	1,991	1,923	1,913	1,944	12.16

- Notes
1. Information on diluted earnings per share is omitted due to an absence of potential shares.
 2. The Company has introduced a performance-linked share-based payment system for its directors (excluding outside directors) and has set up an Officer Stock Grant Trust. The Company's own shares held by the trust are included in the number of treasury shares presented in the financial statements. In line with this, for the calculation of net assets per share, the number of the Company's own shares held by the trust was included in the number of treasury shares that is deducted from the total number of shares issued at the end of the period. In addition, for the calculation of basic earnings per share and diluted earnings per share, the number of the Company's own shares held by the trust was included in the number of treasury shares that is subtracted from the average number of common stock shares during the term.
 3. The highest and lowest share prices are those quoted on the Tokyo Stock Exchange Prime Market on or after April 4, 2022, and on the Tokyo Stock Exchange 1st Section before April 4, 2022.
 4. The Company issued new shares by way of public offering of 15,219 thousand shares of common stock and by way of paid-in third-party allotment of 2,497 thousand shares of common stock that sets Honda Motor Co., Ltd. as an allottee with the payment date of December 5, 2023. In addition, in relation to the secondary offering of shares by

way of overallotment associated with the public offering, the Company issued new shares through paid-in third-party allotment of 2,129 thousand shares of common stock with the payment date of December 28, 2023.

5. The year-end dividend of ¥60 per share included in the ¥90 per share dividend for the 22nd fiscal year is subject to resolution at the annual general meeting of shareholders to be held on June 26, 2026.

2. History

April 2004	Japan Storage Battery Co., Ltd. and Yuasa Corporation established the Company through the share transfer. The Company's common stock was listed on the 1st Section of Tokyo Stock Exchange, Inc. and the 1st Section of Osaka Securities Exchange, Inc.
October 2005	Tata AutoComp GY Batteries Pvt. Ltd. was established as a joint venture company with Tata AutoComp Systems Limited in the Tata group in India.
April 2006	The Company issued 1st Series Unsecured Convertible Bond-type Bonds with Stock Acquisition Rights. In March 2007, the entire amount was converted to shares, bringing the Company's share capital to ¥16,505 million.
December 2007	Lithium Energy Japan Ltd. was established as a joint venture company with Mitsubishi Corporation and Mitsubishi Motors Corporation.
April 2009	Blue Energy Co., Ltd. was established as a joint venture company with Honda Motor Co., Ltd.
July and August 2009	The Company issued new shares by way of public offering and by way of third-party allotment, bringing the Company's share capital to ¥33,021 million.
December 2010	The Company increased its investment in PT. Trimitra Baterai Prakasa, an associate of the Company. As a result, PT. Trimitra Baterai Prakasa became a non-consolidated subsidiary accounted for using the equity method of the Company due to an increase in its portion of ownership. PT. Trimitra Baterai Prakasa became a consolidated subsidiary of the Company from the fiscal year ended March 31, 2015.
March 2012	The Ritto I Plant of Lithium Energy Japan Ltd. was built in Ritto City, Shiga, Japan, and the production was commenced.
May 2013	The Company increased its investment in Siam GS Battery Co., Ltd. which was an associate of the Company. As a result, Siam GS Battery Co., Ltd. became a consolidated subsidiary of the Company due to an increase in its portion of ownership.
March 2014	The Company issued Zero Coupon Convertible Bonds due 2019.
October 2015	The Company acquired shares in İnci Akü Sanayi ve Ticaret Anonim Şirketi in the Republic of Türkiye. The acquired company became an equity-method associate of the Company, with its company name changed to İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi.
December 2015	Siam GS Battery Co., Ltd., a consolidated subsidiary of the Company, acquired shares in Yuasa Battery Malaysia Sdn. Bhd. which was an associate of the Company. As a result, Yuasa Battery Malaysia Sdn. Bhd. became a consolidated subsidiary of the Company due to an increase in its portion of ownership.
October 2016	The Company acquired 85.1% of the shares in Panasonic Storage Battery Co., Ltd. based on the share transfer agreement regarding the lead-acid battery business of Panasonic Corporation. The acquired company became a consolidated subsidiary of the Company, with its company name changed to GS Yuasa Energy Co., Ltd.
September 2017	The Company issued 1st unsecured bonds.
October 2017	GS Yuasa Hungary Limited Liability Company was established and became a consolidated subsidiary of the Company.
September 2018	The Company acquired 14.9% of the shares in GS Yuasa Energy Co., Ltd., thereby making its ownership 100%.
December 2018	The Company issued 2nd unsecured bonds.
May 2021	The Company acquired 100% of the shares in Sanken Densetsu Co., Ltd. based on the share transfer agreement concerning the acquisition of the Infrastructure Business of Sanken Electric Co., Ltd. The acquired company became a consolidated subsidiary of the Company, with its company name changed to GS Yuasa Infrastructure Systems Co., Ltd.
April 2022	Following the Tokyo Stock Exchange's reorganization of market categories, the listing of the Company was transitioned from the 1st Section to the Prime Market of the Tokyo Stock Exchange.
May 2022	The Company acquired additional shares in İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi, which was an equity-method associate of the Company. As a result, İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi became a consolidated subsidiary of the Company due to an increase in its portion of ownership.

April 2023	GS Yuasa Infrastructure Systems Co., Ltd., which was a consolidated subsidiary of the Company, was excluded from the scope of consolidation after its liquidation through an absorption-type merger with GS Yuasa International Ltd., which is also a consolidated subsidiary of the Company, as the surviving company.
July 2023	Honda GS Yuasa EV Battery R&D Co., Ltd. was established as a joint venture company with Honda Motor Co., Ltd.
October 2023	Tianjin GS Battery Co., Ltd., and Yuasa Battery (Shunde) Co., Ltd., which were consolidated subsidiaries of the Company, were excluded from the scope of consolidation and included in the scope of associates accounted for under equity method due to GS Yuasa International Ltd., also a consolidated subsidiary of the Company, transferring a part of its holdings.
December 2023	The Company issued new shares by way of public offering and by way of third-party allotment, bringing the Company's share capital to ¥52,841 million.
March 2024	GS Yuasa International Ltd., a consolidated subsidiary of the Company, acquired the business of Lithium Energy Japan Ltd., also a consolidated subsidiary of the Company.
September 2024	Lithium Energy Japan Ltd., which was a consolidated subsidiary of the Company, was excluded from the scope of consolidation due to the completion of its liquidation process.
September 2024	The Company issued the sustainability-linked bonds as its 3rd unsecured bonds.
June 2026	İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi, which was a consolidated subsidiary of the Company, was excluded from the scope of consolidation due to GS Yuasa International Ltd., also a consolidated subsidiary of the Company, transferring all of its equity interest therein.

3. Description of business

The Group consists of the Company, 51 subsidiaries and 19 associates.

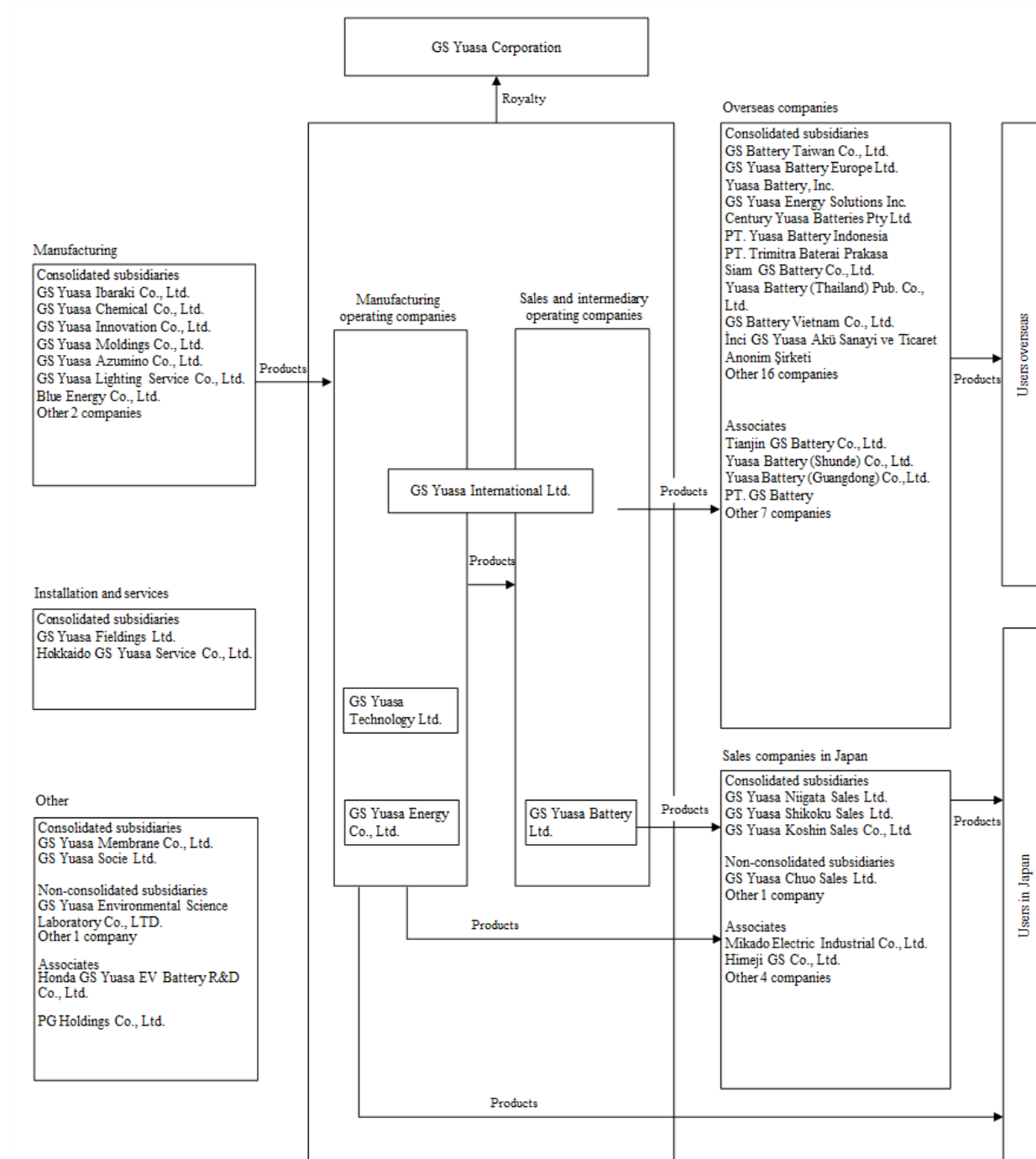
The Group's main business is the manufacture and sale of batteries, power supplies, lighting equipment and other battery and electrical equipment. The positioning of the main subsidiaries and associates within the Group's business and their relation to the segment information are as follows.

The Company is categorized as a specified Listed Company, etc. prescribed in Article 49, Paragraph 2 of the Cabinet Office Order on Restrictions on Securities Transactions. Accordingly, criteria for considering a material fact to be of minor importance for purposes of the insider trading regulations are determined on the basis of consolidated figures.

Categories	Main products	Operating companies	Subsidiaries other than those listed to the left	Associates
Automotive Batteries-Japan	Lead-acid batteries for automobiles and motorcycles Automotive related equipment	GS Yuasa International Ltd. (Automotive Battery Business Unit-Japan) GS Yuasa Battery Ltd. GS Yuasa Energy Co., Ltd.	GS Yuasa Moldings Co., Ltd. GS Yuasa Azumino Co., Ltd. GS Yuasa Niigata Sales Ltd. GS Yuasa Shikoku Sales Ltd. GS Yuasa Chuo Sales Ltd. GS Yuasa Koshin Sales Co., Ltd. Other 1 company	Mikado Electric Industrial Co., Ltd. Himeji GS Co., Ltd. Yuasa Battery Service Co., Ltd. TOA ELECTRIC INDUSTRY CO., LTD. Other 2 companies
Automotive Batteries-Overseas	Lead-acid batteries for automobiles and motorcycles	GS Yuasa International Ltd. (Automotive Batteries Business Unit-Overseas)	GS Battery Taiwan Co., Ltd. GS Yuasa Battery Europe Ltd. Yuasa Battery, Inc. Century Yuasa Batteries Pty Ltd. PT. Yuasa Battery Indonesia PT. Trimitra Baterai Prakasa Siam GS Battery Co., Ltd. Yuasa Battery (Thailand) Pub. Co., Ltd. GS Battery Vietnam Co., Ltd. İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi Other 13 companies	Tianjin GS Battery Co., Ltd. Yuasa Battery (Shunde) Co., Ltd. Yuasa Battery (Guangdong) Co., Ltd. PT. GS Battery Taiwan Yuasa Battery Co., Ltd. SEBANG GLOBAL BATTERY Co., Ltd. Oriental Yuasa Battery Corporation Other 2 companies
Industrial Batteries and Power Supplies	Lead-acid batteries for stationary applications, railways, electric vehicles and other purposes Small lead-acid batteries Alkaline stationary batteries Rectifier General power supply Other power supplies Lighting equipment Ultraviolet irradiation devices Far-ultraviolet light source equipment	GS Yuasa International Ltd. (Industrial Batteries & Power Supplies Business Unit)	GS Yuasa Fieldings Co., Ltd. Hokkaido GS Yuasa Service Co., Ltd. GS Yuasa Chemical Co., Ltd. GS Yuasa Ibaraki Co., Ltd. GS Yuasa Innovation Co., Ltd. GS Yuasa Iwaki Co., Ltd. GS Yuasa Lighting Service Co., Ltd. GS Yuasa Energy Solutions, Inc. Other 2 companies	GS Yuasa Siam Sales Ltd. Other 1 company

Categories	Main products	Operating companies	Subsidiaries other than those listed to the left	Associates
Automotive Lithium-ion Batteries	Automotive lithium-ion batteries	GS Yuasa International Ltd. (Lithium-ion Batteries Business Unit)	Blue Energy Co., Ltd. GS Yuasa Hungary Limited Liability Company	Honda GS Yuasa EV Battery R&D Co., Ltd.
Other	Battery related tools Battery manufacturing facilities Environmental related equipment Mobile communication batteries Batteries for other applications	GS Yuasa Technology Ltd.	GS Yuasa Socie Ltd. GS Yuasa Membrane Co., Ltd. Other 3 companies	PG Holdings Co., Ltd.

Group business organization chart is as follows.



- Notes
1. Since GS Yuasa International Ltd. is engaged in multiple businesses, its business units are listed by segment.
 2. İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi has been excluded from the scope of consolidation due to GS Yuasa International Ltd. transferring all of its equity interest therein as of June 17, 2026.

4. Overview of subsidiaries and associates

Consolidated subsidiaries

Name	Address	Share capital or investments in capital (Millions of yen)	Principal contents of business	Ratio of voting rights holding (%)	Relationship	
					Interlocking officers (Persons)	Business transactions
GS Yuasa International Ltd. Notes 2 and 8	Minami-ku, Kyoto, Japan	10,000	Automotive Batteries-Japan, Automotive Batteries-Overseas, Industrial Batteries and Power Supplies, Automotive Lithium-ion Batteries, and Other	100.0	6	Management guidance Trademark licensing
GS Yuasa Battery Ltd.	Minato-ku, Tokyo, Japan	310	Automotive Batteries-Japan	(100.0)	1	Management guidance Trademark licensing
GS Yuasa Energy Co., Ltd.	Kosai, Shizuoka, Japan	3,850	Same as above	(100.0)	1	Management guidance Trademark licensing
GS Yuasa Technology Ltd.	Fukuchiyama, Kyoto, Japan	480	Other	(100.0)	1	Management guidance Trademark licensing
Blue Energy Co., Ltd. Note 2	Minami-ku, Kyoto, Japan	7,500	Automotive Lithium-ion Batteries	(51.0)	1	—
GS Yuasa Fieldings Co., Ltd.	Shinagawa-ku, Tokyo, Japan	54	Industrial Batteries and Power Supplies	(100.0)	1	—
GS Battery Taiwan Co., Ltd.	Yongkang District, Tainan, Taiwan	902,824 thousand New Taiwan dollars	Automotive Batteries-Overseas	(100.0)	—	—
GS Yuasa Battery Europe Ltd. Note 2	Swindon, the United Kingdom	47,500 thousand pounds sterling	Same as above	(100.0)	—	—
Yuasa Battery, Inc.	Pennsylvania, U.S.A.	6 thousand U.S. dollars	Same as above	(100.0)	—	—
GS Yuasa Energy Solutions, Inc.	Georgia, U.S.A.	6,660 thousand U.S. dollars	Industrial Batteries and Power Supplies	(100.0)	—	—
Century Yuasa Batteries Pty Ltd.	Queensland, Australia	15,600 thousand Australian dollars	Automotive Batteries-Overseas	(50.0)	—	—
PT. Yuasa Battery Indonesia	Tangerang, Indonesia	3,154,000 thousand Indonesian rupiah	Same as above	(50.0)	—	—
Siam GS Battery Co., Ltd.	Samuthprakarn, Thailand	71,400 thousand Thai baht	Same as above	(60.0)	—	—
Yuasa Battery (Thailand) Pub. Co., Ltd.	Samuthprakarn, Thailand	107,625 thousand Thai baht	Same as above	(40.7)	—	—
GS Battery Vietnam Co., Ltd.	Binh Duong, Vietnam	113,592 million Vietnamese dong	Same as above	(100.0)	—	—
İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi Note 7	Manisa, Türkiye	692,000 thousand Turkish lira	Same as above	(60.0)	—	—
Other 31 companies						

Equity-method associates

Name	Address	Share capital or investments in capital (Millions of yen)	Principal contents of business	Ratio of voting rights holding (%)	Relationship	
					Interlocking officers (Persons)	Business transactions
Honda GS Yuasa EV Battery R&D Co., Ltd.	Minami-ku, Kyoto, Japan	7,500	Automotive Lithium-ion Batteries	(50.0)	1	—
Mikado Electric Industrial Co., Ltd.	Wakabayashi-ku, Sendai, Japan	45	Automotive Batteries-Japan	(33.3)	—	—
Tianjin GS Battery Co., Ltd.	Tianjin Economic-Technological Development Area, China	673,056 thousand yuan	Automotive Batteries-Overseas	(22.5)	—	—
Yuasa Battery (Shunde) Co., Ltd.	Guangdong, China	213,999 thousand yuan	Same as above	(30.0)	—	—
PT. GS Battery	Karawang, Indonesia	8,959,000 thousand Indonesian rupiah	Same as above	(40.0)	—	—
Taiwan Yuasa Battery Co., Ltd.	New Taipei, Taiwan	435,187 thousand New Taiwan dollars	Same as above	(36.0)	—	—
SEBANG GLOBAL BATTERY Co., Ltd. Note 6	Seoul, South Korea	7,000,000 thousand won	Same as above	(16.8)	1	—
Other 6 companies						

- Notes
1. Descriptions in the “Principal contents of business” column are names of segments.
 2. The company falls under the category of “specified subsidiary.”
 3. No company listed above has filed a securities registration statement or securities report.
 4. There are no insolvent companies that have material impact on the consolidated financial statements.
 5. The number within the parenthesis of the ratio of voting rights holding is the ratio of voting rights which are indirectly held.
 6. The company is considered to be an associate because the Company has a substantial influence thereon despite its holding of less than 20%.
 7. İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi has been excluded from the scope of consolidation due to GS Yuasa International Ltd. transferring all of its equity interest therein as of June 17, 2026.
 8. The net sales of GS Yuasa International Ltd. (excluding internal sales between consolidated companies) exceeded 10% of the consolidated net sales.

Key profit and loss information	(GS Yuasa International Ltd.)
(i) Net sales	¥225,464 million
(ii) Ordinary profit	¥25,826 million
(iii) Profit	¥14,090 million
(iv) Net assets	¥119,046 million
(v) Total assets	¥383,942 million

II. Overview of business

1. Management policy, management environment, issues to be addressed, etc.

The Group's management policy, management environment, and issues to be addressed, etc. are as follows. Forward-looking statements in this article represent the judgement of the Group as of the end of the fiscal year ended March 31, 2026.

(1) Basic management policies

Under the corporate philosophy of being committed to people, society and the global environment through the "Innovation and Growth" of our employees and business entities, the Group will utilize advanced technologies developed in the field of stored energy solutions to deliver security and comfort to our customers around the globe. The Group will strive to realize a sustainable society and enhance corporate value in accordance with the following basic management policies.

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

(2) Medium- to long-term corporate management strategy

In May 2026, the Group formulated the "Seventh Mid-Term Management Plan" and updated "Vision 2035." Positioning the period covered by the Seventh Mid-Term Management Plan as a phase of building business foundations for the two pillars of "Mobility" and "Public Infrastructure," the Group will implement various measures to achieve the goals of each business.

For details, please refer to the Group's website (<https://ir.gs-yuasa.com/en/ir/management/plan.html>).

(3) Target management indicators

In the "Seventh Mid-Term Management Plan," the Group targets net sales of ¥720,000 million, operating profit of ¥65,000 million, ROE of 9% or more, and ROIC of 9% or more on a consolidated basis in the fiscal year ending March 31, 2029.

(4) Priority business and financial issues to be addressed

(i) Management environment and medium- to long-term issues

Efforts to achieve carbon neutrality remain an important global trend, and the introduction of renewable energy and the advancement of energy utilization are progressing in various countries and regions. On the other hand, the progress of electrification varies by region, and uncertainties in the business environment surrounding energy are increasing further, such as the uneven distribution of raw material procurement and processing processes, and rising geopolitical risks.

Under these circumstances, the Company recognizes its responsibility to provide value in areas of high social demand through its businesses based on technologies for storing and utilizing electricity. At the same time, when identifying growth opportunities and making investment decisions, it is crucial to accurately assess changes in the market environment and business risks, and to make flexible, phased management decisions that are mindful of capital efficiency.

The Company has established "Vision 2035" as its long-term vision for 2035 and is working to achieve it. Under the Sixth Mid-Term Management Plan, the Company has promoted measures focused on reinforcing earning capacity in existing businesses and has achieved certain results in improving its revenue base. On the other hand, in light of changes in the business environment including electrification, the rearrangement of its business structure to support future growth and optimization of the allocation of management resources have become important issues.

(ii) Issues to be addressed in each business segment

1. Mobility field

In the mobility field, centered on the Automotive Batteries (lead-acid batteries) business, the Company will continue to strive to enhance added value in line with demand trends, improve profitability, and secure stable sales and profits, thereby ensuring that this field fulfills its role as a business that supports the Company's management foundation. Through this, the Company aims to build a business portfolio that makes it possible to secure its current revenue base while continuing to invest in future growth areas.

2. Public Infrastructure field (Industrial Batteries and Power Supplies business, and Aviation, Space and Defense business)

In the Seventh Mid-Term Management Plan (fiscal 2026 to 2028), in light of the slowdown in the BEV market's development, the Company has redefined its growth drivers and is focusing on businesses centered on the Public Infrastructure field. Specifically, the Company positions the regular and defense fields of the Industrial Batteries and Power Supplies business, which support renewable energy and electric power infrastructure, as key areas for the Company's future growth, and will actively invest in them. While stable demand is expected in both fields, it will take some time before they become profitable. Therefore, from the Eighth Mid-Term Management Plan onwards, the Company will promote business development from a medium- to long-term perspective, with a view to achieving substantial revenue contributions.

As a company-wide issue to be addressed, the Company will also promote management that focuses on profitability and capital efficiency while maintaining its quality-conscious basic stance. By developing human resources and promoting DX, the Company will work to enhance its management foundation, enabling it to adapt flexibly to changes in the business environment. In addition, to secure new growth opportunities over the medium to long term, the Company launched a new business development program called "Biz Challenge" in fiscal 2023. One of the business proposals that emerged from this program was "participation in the energy storage business," and its demonstration experiments were initiated in fiscal 2025. In fiscal 2026, the program will be renewed as "Biz Challenge -Next Core-" to further promote the generation of new business ideas in areas closely related to the Company's business divisions. Through these initiatives, the Company is committed to achieving sustainable growth and enhancing its corporate value while fulfilling its social responsibility.

2. Approach and initiatives for sustainability

The Group's approach and initiatives for sustainability are as follows.

Forward-looking statements in this article represent the judgement of the Group as of the end of the fiscal year ended March 31, 2026.

(1) Response to overall sustainability issues

(i) Governance

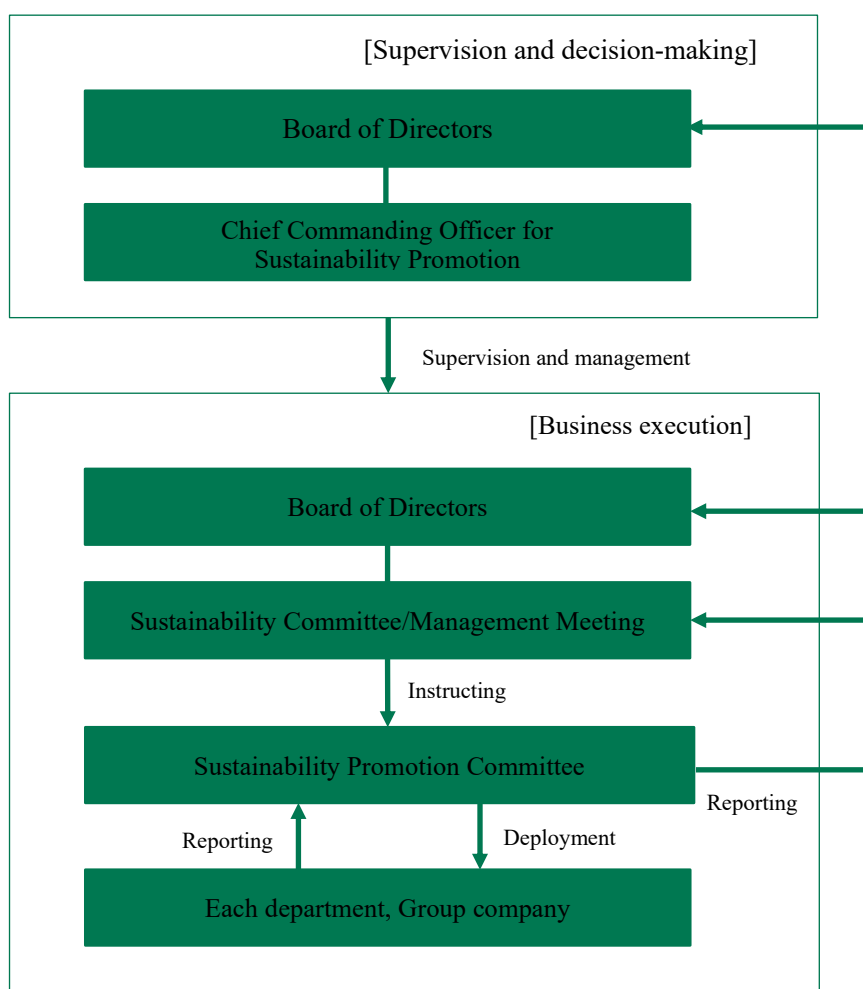
The Group has in place a governance framework centering on the Sustainability Promotion Committee under the supervision of the Board of Directors, to promote sustainability initiatives by the entire Group from a medium- to long-term and multilateral perspective. In addition, the Group has established a "Sustainability Committee" comprised of members of the Management Meeting of GS Yuasa International Ltd., its core operating company, and chaired by a Director. Under the leadership of the highest levels of management, it is working to further enhance its framework for the promotion of sustainability management.

In this framework, the Company's President supervises group-wide sustainability activities as the "Chief Commanding Officer for Sustainability Promotion," and its corporate governance framework centering on the Board of Directors supervises and manages the appropriateness of sustainability management of the entire Group. In addition, GS Yuasa International Ltd. has established a Sustainability Promotion Committee to serve as a conference body responsible for deliberating on sustainability issues, and planning and promoting sustainability-related initiatives, to promote sustainability management throughout the Group.

The Sustainability Committee or the Management Meeting deliberates on important matters deliberated at the meetings of the Sustainability Promotion Committee and provides feedback to the Sustainability Promotion Committee on guidelines for implementing effective sustainability management. The Sustainability Promotion Committee utilizes this feedback as the basis for determining response measures and management resources, which are then subject to resolutions at the Boards of Directors of the Company and GS Yuasa International Ltd. before deployment throughout the Group.

When the Group discloses its sustainability information externally, the Sustainability Promotion Committee first reviews the information, followed by a final review and approval by the Board of Directors to ensure the transparency and reliability of the information to be disclosed.

Sustainability promotion framework



For details of the corporate governance framework, please see “IV. Information about reporting company, 4. Status of corporate governance, etc.”

(ii) Strategy

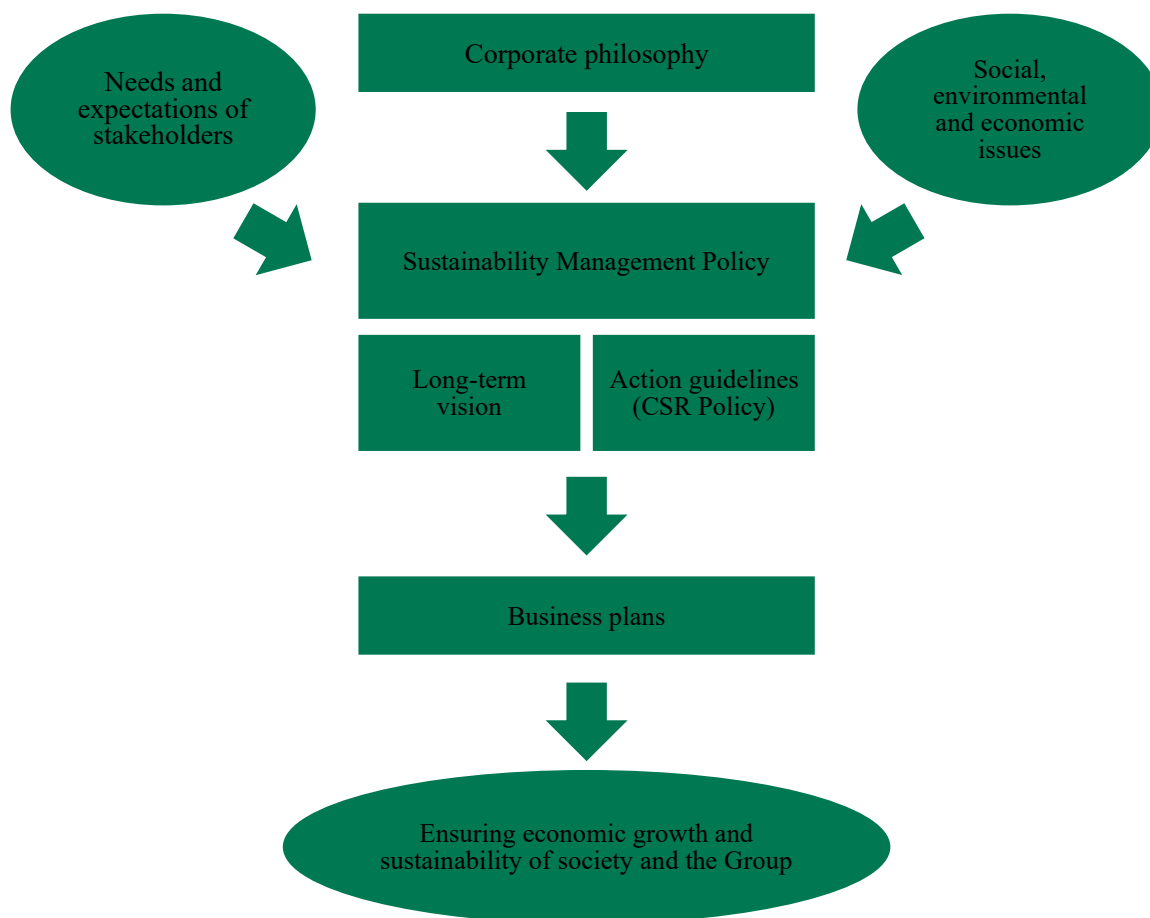
The Group aims to enhance corporate value and stakeholder satisfaction by implementing a sustainability promotion process based on the corporate philosophy reflecting the Group’s enduring values.

To practice the corporate philosophy, the Group has created the Sustainability Management Policy, which determines its future direction for realizing a sustainable society and enhancing corporate value. This policy indicates the Group’s commitment to emphasize dialogue with stakeholders, contribute to solving sustainability issues, and maintain a strong business foundation.

To achieve the Sustainability Management Policy, the Group is currently operating a medium- to long-term business strategy process (including the Mid-Term Management Plan aimed at achieving the long-term vision and taking into account sustainability issues). The Group also promotes initiatives to address sustainability issues relating to its employee action guidelines (hereinafter the “CSR Policy”), which it has formulated to achieve the Sustainability Management Policy. For both policies, the Group has devised business plans to ensure economic growth and sustainability in society and the Group, taking into account the needs and expectations of stakeholders and social, environmental and economic issues. Furthermore, the Group makes continuous efforts to improve its sustainability initiatives by properly analyzing and assessing the status of responses to significant risks and opportunities related to sustainability issues and reviewing the plans as necessary. For practicing the CSR Policy, the Group has

compiled the CSR Code of Conduct to define specific action standards for responsible business conduct, which has been shared with all employees.

Overview of sustainability promotion process



Overview of sustainability initiatives relating to the CSR Policy

- Developing Fair, Transparent, and Sound Business, and Anti-Corruption
- Respect for Human Rights
- Conservation and Improvement of Adequate Working Environment
- Fulfillment of Our Responsibilities to Provide Safe and Secure Products and Services
- Global Environmental Conservation
- Building Better Relationships with Local Communities
- Ensuring Social Responsibility within Our Supply Chain

For details of the corporate philosophy, the Sustainability Management Policy, and action guidelines, please refer to the Group's website (<https://www.gs-yuasa.com/en/company/philosophy.php>).

For details of its sustainability initiatives relating to the CSR Policy, please refer to the Group's website (<https://ir.gs-yuasa.com/en/ir/management/esg.html>). Information on initiatives for fiscal 2025 is scheduled to be renewed at the end of September 2026.

(iii) Risk management

The Group identifies the risks and opportunities relating to the action guidelines (the CSR Policy) aimed at achieving the Sustainability Management Policy and assesses the impacts on its businesses and society to determine key sustainability issues (materiality) concerning the CSR Policy. In addition, the Group has compiled business plans to deal with materiality (the materiality response plans), taking into account such aspects as enhancement of business foundation and corporate value, and has set management indicators and targets to measure the progress of the plans. The conference body (the Sustainability

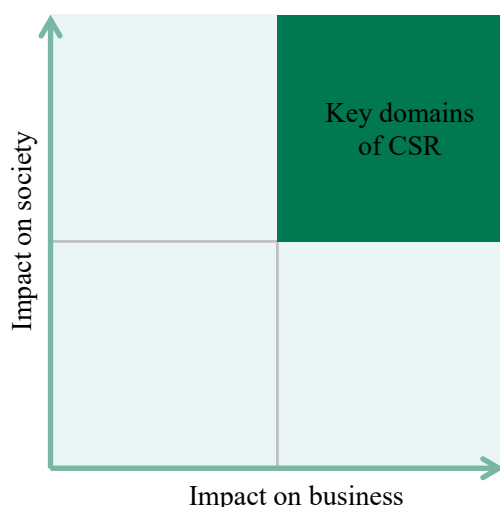
Promotion Committee), tasked with promoting sustainability in the Group, regularly reviews and determines materiality and the materiality response plans, taking into account the needs and expectations of stakeholders and sustainability issues. As for significant risks relating to the CSR Policy, the Group implements appropriate responses to them by utilizing its risk management system.

By managing the business process incorporating materiality into the long-term vision and the Mid-Term Management Plan, the Group seeks to improve the management quality of financial and non-financial operations and ensure sustainable growth of businesses and society.

Materiality identification process

- **Step 1: Select risks and opportunities relating to the CSR Policy**
The Group selects risks and opportunities relating to the CSR Policy, taking into account key issues of the Mid-Term Management Plan formulated based on the Sustainability Management Policy. When selecting risks and opportunities, the Group refers to international guidelines related to responsible business conduct.
- **Step 2: Identify significant risks and opportunities relating to the CSR Policy**
The Group conducts a scoring evaluation on the risks and opportunities selected in Step 1 and identifies the risks and opportunities that may have significant impacts on businesses. Regarding the risks and opportunities with significant impacts, the Group then assesses the impacts of its business activities on society and identifies significant risks and opportunities relating to the CSR Policy.

Domains for identifying significant risks and opportunities relating to the CSR Policy (key CSR domains)



- **Step 3: Determine materiality**
The Group analyzes the risks and opportunities identified in Step 2 and determines key sustainability issues (materiality) relating to the CSR Policy. The Group determines materiality, incorporating the opinions of external experts and other stakeholders, to ensure the appropriateness of materiality.

(iv) Metrics and targets

In introducing the Mid-Term Management Plan starting from fiscal 2023, the Group formulated a new set of materiality response plans incorporating the sustainability issues addressed in the management plan. The Group compiled the materiality response plans for fiscal 2023 and beyond, after evaluating the materiality response plans for fiscal 2022 and reviewing materiality. In the plans, the Group not just sets metrics and targets to manage the impacts of sustainability issues on society, but also evaluates the progress using financial indicators to understand the impacts on businesses.

The Group makes continuous improvements in materiality and ensures effective maintenance and management through measurable target management and criteria-based operations management. The plans formulated are reviewed as necessary in response to changes in sustainability issues and the needs and expectations of stakeholders.

The Group is currently working to comprehensively identify materiality including its growth strategy and to update its response plans accordingly, based on its Sustainability Management Policy. In connection with this, the Group is currently reviewing the framework based on its existing CSR policy. Detailed information regarding the new materiality for fiscal 2026 and beyond will be published on the Company's website at the end of September 2026.

(2) Measures against climate change

Recognizing climate-related issues as one of its important management issues, the Group has disclosed climate-related information in accordance with the TCFD framework.

For details, please check the Group's website (<https://ir.gs-yuasa.com/en/ir/management/tcfd.html>).

(i) Governance

GS Yuasa International Ltd., the Group's core operating company, plans and implements measures against climate change. The Board of Directors of the Company oversees the entire Group by receiving regular progress reports from GS Yuasa International Ltd. and providing guidance as necessary. The Group has transitioned to a structure in which climate-related policies, targets, and important matters are formulated and deliberated upon by the Sustainability Promotion Committee, chaired by a Director, and then reported to the Sustainability Committee, chaired by a Director, or the Management Meeting, headed by the President, for further deliberation. This structure allows the Group to promote efforts to address climate-related issues as part of its Group-wide sustainability initiatives. Based on the Sustainability Committee's feedback on important matters deliberated upon, the Sustainability Promotion Committee determines response measures and the allocation of management resources, which are then subject to resolutions at the Boards of Directors of the Company and GS Yuasa International Ltd. before deployment throughout the Group.

(ii) Strategy

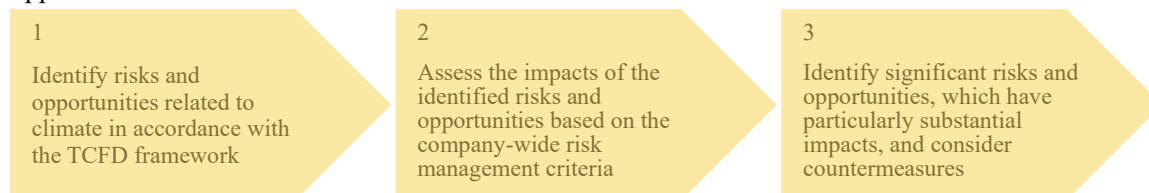
The Group conducted the scenario analyses, referring to scenarios published by international organizations such as the Intergovernmental Panel on Climate Change (IPCC) and International Energy Agency (IEA), which assume temperature increases of 1.5°C and 3°C. For the analysis, the Group set the assumed time horizons as short term (next fiscal year), medium term (2030), and long term (2050). Main risks and opportunities identified by the results of the analysis are as follows.

Type of scenario	Classification	Domain	Assumed time horizons	Description
1.5°C scenario	Transition risks	Operations	Medium/Long term	Increase in carbon tax
			Short/Medium/Long term	Increased costs associated with the introduction of renewable energy
	Transition risks and opportunities	Mobility	Medium/Long term	Shrinking market for internal combustion engine vehicles
			Short/Medium/Long term	Expanding market for battery electric vehicles
3°C scenario	Physical risks	Operations	Long term	Damage to facilities due to storms and floods
			Long term	Increased loss of profit due to operational suspension
	Opportunities	Public Infrastructure	Short/Medium/Long term	Expansion in demand for emergency electricity to cope with serious disasters

The Company will seek to increase resilience by examining measures against the identified significant risks and opportunities.

(iii) Risk management

In the above governance framework, the Group identifies and evaluates climate-related risks and opportunities as follows.



The Group manages the significant risks and opportunities identified in the scenario analyses in the above governance framework.

(iv) Metrics and targets

In May 2021, the Group announced the “GY 2030 Long-Term Greenhouse Gas Targets” (aimed at reducing CO₂ emissions for fiscal 2030 by 30% or more compared to fiscal 2018) to promote CO₂ reduction. It then aims to achieve carbon neutrality by 2050. The Group has introduced the internal carbon pricing (ICP), and the pricing in fiscal 2026 is ¥15,000 per t-CO₂. This price is taken into account in capital investment decisions as the cost of carbon to expedite CO₂ reduction in its business operations.

(3) Initiatives for human capital and diversity

- Response to human capital

The Group’s corporate philosophy of “Innovation and Growth” and its persistence to technological innovation for the sustainable development of storage battery technologies, which the Group has developed over the past century since its establishment, should never be changed.

To realize its corporate philosophy “Innovation and Growth” and achieve “Vision 2035,” the Company needs human resources capable of creating the future, and flexibility and robustness are crucial for taking the

initiative in business structure reforms and technological innovation to resolve social challenges and respond to various environmental changes and provide new values.

Believing that diversity can be a source of creating competitive advantage, the Company promotes diversity, equity and inclusion (DE&I) as one of its management issues. In the human resource domain as well, the Company promotes “provision of an environment where each employee’s individuality and ability are respected and they can work lively and enthusiastically” as the Human Resources Division’s basic policy, and sets “promotion of DE&I” and “linkage with management strategy” as the central pillars of its human resource strategy in the Sixth Mid-Term Management Plan.

The Company invests in strategic human capital to increase vibrant workplaces, turn its employees into autonomous-minded human resources who would lead “Innovation and Growth” in the future, and accelerate productivity improvement and innovation creation by implanting the human resource strategy.

- “Every Employee Thriving and Contributing” toward realization of “Vision 2035”

As its ideal vision of human capital, the Company hopes to achieve “Every Employee Thriving and Contributing”*, where all employees are given the opportunity to demonstrate their values, experiences, skills, and knowledge to the fullest and realize they are growing together with the organization by collaborating with each other positively.

* “Every Employee Thriving and Contributing” refers to a state in which everyone, regardless of gender, age, position, experience, or work style, understands their own strengths and roles, connects with people around them, engages positively in their work through collaboration, and contributes to the organization’s achievement.

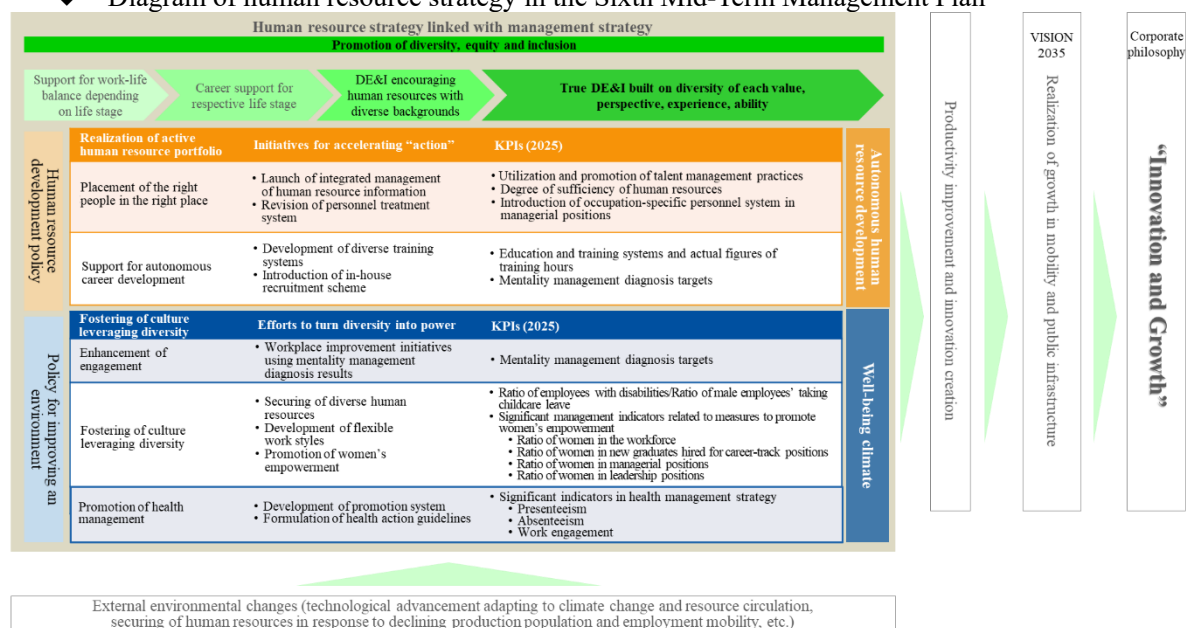
(i) Governance

GS Yuasa International Ltd., the Group’s core operating company, plans and implements initiatives for human capital and diversity. The Board of Directors of the Company oversees the entire Group by receiving regular progress reports from GS Yuasa International Ltd. and providing guidance as necessary.

At GS Yuasa International Ltd., the Sustainability Promotion Committee formulates policies and targets related to human capital, and reports them to a committee headed by the President. The policies and targets are reviewed in the final year of the Mid-Term Management Plan, and the results of the review are reflected in the next Mid-Term Management Plan.

(ii) Strategy

◆ Diagram of human resource strategy in the Sixth Mid-Term Management Plan



It is difficult to present the indicators and targets in the Group as a whole, as only companies engaged in core businesses manage data on the relevant indicators and take specific measures, and not all the companies included in the Group’s consolidation do so.

Therefore, the indicators described here are basically those of companies that are included in the Group’s consolidation and engaged in core businesses.

Human resource development policy

The Company draws a flow for fostering “autonomous-minded human resources” who can realize its corporate philosophy of “Innovation and Growth” and establishing a system enabling various human resources to work successfully.

The Company will also make an active investment in autonomous-minded human resources who have great enthusiasm for growth. The Company has developed educational systems allowing all employees to have the opportunity to learn proactively for self-innovation and aims to enable them to undertake important positions or jobs regardless of their age or year of experience and receive descent evaluation commensurate with their achievement. Based on this approach, the Company revised its personnel system for employees in managerial positions in fiscal 2025.

These initiatives are expected to support business growth by increasing internal human resource mobility and, at the same time, to enhance engagement by enabling employees to autonomously obtain growth opportunities, thereby accelerating new value creation.

To ensure sustainable growth of the Group, it is also important to foster leaders from a global perspective. The Company will promote not just human resource mobility between businesses, but also systematic education through the development of human resources who can lead the next generation and talent management practices.

(a) Placement of the right people in the right place

Promotion of talent management

The Company has worked toward managing human resource information in an integrated manner and utilizing accumulated data to place the right people in the right place in line with management strategies. In job matching interviews in the in-house recruitment scheme, skill data and other information are utilized to assess the level of matching.

The Company believes that the utilization and promotion of talent management practices help foster next-generation leaders who can spearhead global innovation and growth, ensure smooth internal human resource mobility adapting to business environment changes, and respond speedily to management strategies. This approach is already being widely adopted in the in-house recruitment scheme, and going forward, the Company will further strengthen the coordination with each business unit to accelerate the realization of a dynamic human resource portfolio.

Employees can gain a sense of growth by visualizing how much their skills and capabilities have improved and utilize the in-house recruitment scheme for career change to other positions in the company, and the Company believes that these programs contribute to the development of autonomous-minded human resources.

Revision of personnel treatment system

In fiscal 2025, the Company introduced a unique, occupation-specific personnel system in managerial positions.

The new system aims to enable more autonomous career formation and a speedier response to management strategies by treating employees depending on their expertise required for the specific role or task—regardless of their age or years of experience—and encouraging them to apply for a more challenging role or task.

Policy for determining employee salaries, etc.

The basic policy of the Company and GS Yuasa International Ltd. is to secure, develop, and retain the human resources necessary to realize the corporate philosophy “Innovation and Growth” and achieve “Vision 2035,” and build a compensation system that allows each employee to fully demonstrate their individuality and abilities and grow sustainably. In determining employee salaries, etc., efforts are made to ensure fairness, persuasiveness, and competitiveness by comprehensively considering factors such as the description and level of responsibility of the job, the abilities, skills, and expertise possessed, the results achieved, the degree of contribution to the organization, and competitiveness in the external labor market.

Due to its integrated approach from development to production and sale, the Company believes that technological innovation, safety, quality, stable operations and improvement on the production sites, productivity improvement through optimized production management and logistics, and the transfer of advanced skills are the sources of its medium- to long-term competitiveness.

Therefore, the Company has introduced a system that appropriately evaluates not only short-term performance but also contributions to cross-sectional collaboration and other initiatives for high-value-added manufacturing from a customer perspective. This makes it possible to achieve both enhanced manufacturing capabilities and the creation of sustainable corporate value.

In addition, employees receive support for career self-reliance, and a range of systems and training programs exist to enable diverse career formation such as career paths that deepen expertise or those that broaden roles through cross-organizational experience. Rather than adopting a one-size-fits-all approach, flexible compensation plans are designed such that they are tailored to job category, rank, role, and business characteristics. Efforts are made to maintain and improve salary levels that make it possible to secure the necessary human resources and maintain long-term employment relationships, while taking into account factors such as wage levels at peer companies and in the region, and job market conditions.

Base pay and salary increases are generally determined based on an individual's skills and abilities, as well as performance against role expectations. Specifically, decisions are made based on factors such as the degree to which the ability to perform duties is exercised, the status of progress on key issues and various key performance indicators (KPIs), as well as macroeconomic indicators such as the cost of living and the CPI. The bonus system is designed to appropriately reflect performance in the applicable fiscal year by taking into account, among others, company performance and individual performance, so that employees can feel a direct link between the growth of the company and its business and their own personal growth. Allowances are managed based on their necessity and appropriateness, from perspectives such as living-related and job-related factors, taking into account job characteristics, work arrangements, working environment, regional characteristics, and other relevant factors.

The average annual salary for the fiscal year under review and the year-on-year increase/decrease are influenced by factors such as salary increases and promotions, bonus levels, changes in the composition of new hires and retirees, changes in the composition of job categories, and changes in production sites and business structure. Taking these variable factors into account, the Company and GS Yuasa International Ltd. strive to maintain appropriate compensation levels for their employees while securing human resources. For the amount and the year-on-year increase/decrease, please refer to "IV. Information about reporting company, 5. Information about employees, etc., (2) Information about employees."

(b) Support for autonomous career development

Development of next-generation leaders

To realize its corporate philosophy "Innovation and Growth" and achieve "Vision 2035," fostering next-generation leaders who will drive the Company is one of the most important issues. The Company conducts next-generation leader development training in an aim to develop human resources responsible for the management of generation to come at an early stage.

This training was offered in three years of the Sixth Mid-Term Management Plan, and the Company has seen positive changes through the training program and practice, with work engagement and mental toughness levels among the training participants improving each year. By encouraging work engagement and providing opportunities to demonstrate leadership through the placement of the right people in the right place, the Company will make continuous efforts to foster human resources.

Establishment of diverse training systems

The Company has prepared a variety of training systems with the aim of balancing realization of individual employees' career visions and creation of new corporate values.

The Company has newly provided specific career designing trainings for each level and age group to promote their career self-reliance, in addition to conventional career development training for each level. The Company also provides career consultation support trainings targeting all employees in managerial positions, thereby strengthening the system to promote career self-reliance among employees. Following the career consultation support trainings, counseling sessions are conducted

for employees in managerial positions to help them clarify their own views on career development and deepen their understanding of career consultations. The career consultations have received positive feedback, with 94% of respondents finding them beneficial and 82% reporting that their concerns were resolved. Going forward, the Company will work to strengthen support capabilities for those in managerial positions and share best practices gained from consultations, thereby making the consultations more effective development opportunity.

The Company also focuses on expanding the offering of open application trainings. During the three-year period of the Sixth Mid-Term Management Plan, a total of 28 section managers and 38 leaders participated in the next-generation leader development training.

As part of the skill acquisition in line with management strategies, the Company launched in fiscal 2023 the “DX Training Dojo” aimed at developing DX human resources, which are the sources of its competitiveness in future businesses. A total of 93 employees completed the program during the period of the Sixth Mid-Term Management Plan. They are currently assigned to various business divisions as DX leaders, where they are undertaking DX promotion activities by applying the skills they acquired. In addition, to accelerate operational improvements through the use of the latest tools such as generative AI and AI agents, the Company has been holding seminars on how to use them and hands-on workshops for all employees, aiming to enhance digital literacy across the organization.

Introduction of in-house recruitment scheme

In terms of career development, the Company supports individual career formation through reviews of career formation based on the self-reporting system and career development trainings for each level.

In the Sixth Mid-Term Management Plan, the Company has introduced an in-house recruitment scheme to promote autonomous career formation as a program to help individuals realize each ideal career. There have been five recruitment calls to date, and 129 applications were submitted for 240 open positions and 62 talents were matched with new positions. Of the 62 talents matched with new positions, 36 talents, or nearly 60%, have transferred into positions in cutting-edge, new technology fields, which serves as a mechanism that supports new value creation.

Employees who transferred using the in-house recruitment scheme were found to have a positive outlook on their career and the new environment as reflected in indicators like “sense of fit with the Company” and “positive rethinking behavior” in the mentality management diagnosis, and the scheme provides good opportunities for career change.

Meanwhile, there are certain impacts of human resource mobility, and the Company is also addressing related issues by emphasizing the attractiveness of the open positions such as disclosing organizational missions of open positions to eliminate application bias and by replenishing personnel through mid-career recruitment to departments from which they transfer out.

The Company will continue to activate the scheme as a mechanism linked to talent management in collaboration with each business division, a mechanism to realize a dynamic human resource portfolio in line with its management strategy through opportunities to promote career self-reliance and exchange of skills within the Company.

◆ Training systems

Level	General employees										Managerial position		
	Prospective employees	1st year	2nd year	3rd year	4th year	5th year	Group leader	Supervisor	Assistant manager/leader	Section manager	General manager		
For each level	Training for prospective employees	New employees training New employees follow-up training	2nd year logical communication training	Skill improvement training	Strengthening training	Career development training			New assistant manager/leader training	Training for newly appointed managers GV management training (Follow-up training for managerial positions)	Training for newly appointed general managers		
				New employee supporter/OJT training					Training to develop next-generation business leaders				
		Training for mid-career employees											
		Career designing training											
										Career consultation support training			
		CSR, compliance, IR, environment, safety and health education											
Business skill				Logical communication training									
				Training to enhance facilitation skills									
				Time management training									
				Coaching training									
				Project management training									
				Training to improve English email writing skills									
				Commuting courses for technologies and skills*									
	* Courses organized by the Kyoto Industrial Association, Kyoto Productivity Center, Human Resource Development Promotion Centers and Training Centers (Polytechnic Centers/Colleges)												
Qualification							Plant Maintenance Test						
							Japan Business Law Examination (Grade 3)						
							Business Accounting Examination (Grade 3)						
	QC KENTEI (Grade 4)		QC KENTEI (Grade 3)										
Self-development				TOEIC									
				Online English conversation course									
				Correspondence education									
DEI			Career advancement training for women							Managerial position Diversity management training			
							Leadership enhancement program (Commuting course)				Diversity management program		
						Health management program for women							
Global human resources				Pre-education for employees to be posted overseas									
				Practical training system for overseas posting									
Level/ Age group	Prospective employees	1st year	2nd year	3rd year	4th year	5th year	40s		50s		60s		
Career self-reliance		Career designing training for each level					Career designing training 42		Career designing training 50	Career designing training 57	Career designing training 60		
		Career consultation support training for managers											

* Training systems organized by the Human Resources Division at GS Yuasa International Ltd.

◆ Training hours for human resource development (in fiscal 2025)

Item	Category	Average training hours (Hour/Person)	Total training hours (Hour)
Gender	Male	6.86	24,390.6
	Female	10.00	6,431.0
	Total	7.34	30,821.7
Employee category	Regular workers	7.98	30,669.1
	Fixed-term workers	0.43	152.6
	Total	7.34	30,821.7

* The above refers to training programs organized by the Human Resources Division at GS Yuasa International Ltd.

* The figures refer to the results in the period from April 2025 to March 2026.

* Regular workers include employees seconded to other companies, but exclude those seconded from other companies.

* Fixed-term workers include contract employees, re-hired employees, and part-time employees, but exclude dispatch employees.

Policy for improving the work environment

Based on the Human Resources Division's basic policy, the Company has introduced initiatives focusing on making employees feel comfortable and rewarded, in order to provide an environment where each employee's individuality and ability are respected and they can work lively and enthusiastically.

To help employees feel comfortable and rewarded in the workplace so they can work lively, the Company has actively been engaged in establishing a framework allowing them to work flexibly depending on their respective life stage, providing learning opportunities to expand diversity and deepen understanding, and fostering the well-being of corporate culture to boost employee engagement.

(a) Enhancement of engagement

Workplace improvement initiatives using mentality management diagnosis results

The Company believes that providing an environment where employees can fully demonstrate their abilities and continue to work in good mental and physical health will result in improvement of labor productivity, creation of innovation, and securing of diverse human resources.

To monitor the conditions of employees and workplaces, the Company has then introduced and conducted an annual mentality management diagnosis combining work engagement and mental health.

To promote the creation of lively workplaces where employees can maintain both good work engagement and mental health, and to verify the effects of its various human resource measures, the Company analyzes the diagnosis results (such as individual viewpoints of career self-reliance, ensuring of trust relationships with superiors and colleagues and psychological safety, and the progress of its initiatives for diversity) from a multilateral perspective and uses the analysis results to verify the effects of the initiative and make improvements.

Workplace improvement activities based on group analysis results are now in place, and initiatives to promote the creation of a well-being workplace, such as sharing of best practice between departments, are in progress.

(b) Fostering of culture leveraging diversity

GS Yuasa International Ltd., the Company's core operating company, actively promotes DE&I as a management issue based on the Human Resources Division's basic policy.

In fiscal 2018, GS Yuasa International Ltd. launched "GY Mirai Project" to promote the recruitment and development of diverse human resources and creation of an environment where each individual can demonstrate their skills to the fullest. GS Yuasa International Ltd. supports "Every Employee Thriving and Contributing" by ensuring that employees can stay filled with a sense of well-being in workplaces where they can take advantage of their respective characteristics, and where their diverse work styles and career values are respected.

Securing of diverse human resources

● Enhancement of mid-career recruitment

The Company actively recruits mid-career human resources with diverse expertise and backgrounds. To encourage mid-career employees to demonstrate to the fullest their individuality and abilities at an early stage, it supports their smooth onboarding and retention by promoting exchanges among such employees and holding a program to help them deeply understand the corporate philosophy by learning about the Company's history.

In the Sixth Mid-Term Management Plan, the Company expands various recruitment methods including referral recruiting and alumni recruiting, which led to increase in number of applicants (106.7% compared to the previous year) and 144 new hires.

◆ Number and ratio of newly hired employees (in fiscal 2025)

Age group	Number of newly hired employees		Ratio (%)		Breakdown of newly hired employees			
					New graduates		Mid-career employees	
	Male	Female	Male	Female	Male	Female	Male	Female
10s	40	6	13.4	2.0	40	6	0	0
20s	118	37	39.5	12.4	83	26	35	11
30s	61	13	20.4	4.3	0	0	61	13
40s	15	6	5.0	2.0	0	0	15	6
50s	1	0	0.3	0.0	0	0	1	0
60s	2	0	0.7	0.0	0	0	2	0
Total	237	62	79.3	20.7	123	32	114	30

* The figures show actual results for total workers at GS Yuasa International Ltd.

* The total workers include regular and fixed-term workers.

* Regular workers include employees seconded to other companies, but exclude those seconded from other companies.

* Fixed-term workers include contract employees, re-hired employees, and part-time employees, but exclude dispatch employees.

● Measures to hire foreign nationals

The Company promotes the recruitment of foreign nationals with skills and specialized knowledge regardless of their nationality. The Company also believes that understanding and respecting the customs, cultural values, religions, etc. of each country will lead to good relationships among employees and effective business operations.

● Promotion of recruitment of persons with disabilities

GS Yuasa Socie Ltd., a special subsidiary, actively employs persons with disabilities. It actively engages in information exchange and interactions with various companies across Japan, and makes particular efforts in creating an environment where employees with or without disabilities can work lively and enthusiastically. The Company monitors and visualizes the employment rate by business division to raise awareness of the status of employment and creation of work environment. The Group also has a website for recruiting persons with disabilities, disclosing information on the past employment data, workers, and its safe and secure work environment.

Development of flexible work styles

The Company has introduced systems enabling employees to work flexibly depending on their respective life stage or lifestyle.

As part of the Sixth Mid-Term Management Plan, the Company has been promoting productivity improvement through working from home, flextime, and other working systems and supporting employees in balancing work and childcare/elderly nursing, in response to changing attitudes toward work styles and work environments in the post-COVID-19 era. The Company believes that, while ensuring diversity in human resources, views on work styles should also be diverse. Going forward, the Company will continue to examine and offer various work styles enabling employees to work lively in response to their needs.

● Establishment of environmental foundation

The Company's efforts to help employees balance work and family commitment such as housework, childcare, elderly nursing, etc., have contributed to reduction of long working hours and improvement in the ratio of taking annual leave. The number of male employees who take childcare leave has also increased, indicating deepened understanding of work-life balance in the entire Company.

● Development of return-to-work support programs

The Company offers return-to-work support programs as part of its health management initiatives to support employees who need to take leave or undergo medical treatment.

• Return-to-work program

The Company has introduced a support program for attending external return-to-work support facilities to ensure smooth return to work and prevent relapse or repeated leaves of absence.

• Gradual return-to-work program

To support a full-fledged return to work, the Company provides gradual return-to-work plans at the returning workplace to make decisions about returning to work.

• Program to support managing both work and medical treatment

Employees with medical conditions that require hospital visits and treatment can work shorter hours with the approval of an occupational physician to support managing a balance between work and medical treatment.

◆ Changes in average annual total working hours

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Average annual fixed working hours	1,685	1,689	1,677	1,701	1,692
Average annual overtime working hours	200	203	189	176	166
Total	1,885	1,892	1,866	1,877	1,858

* The figures show actual results for regular workers at GS Yuasa International Ltd. (excluding those on leave and working overseas).

* Regular workers include employees seconded to other companies, but exclude those seconded from other companies.

* The data only refer to general employees among regular workers, excluding those in managerial positions.

* The hours refer to those calculated by deducting holiday hours and hours of absence (late arrivals, early departures, etc.) from fixed working hours.

* The aggregation period of each fiscal year starts in April and ends in March.

◆ Changes in ratio of taking annual paid leave

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Ratio of taking annual paid leave	%	79.2	83.3	84.3	85.8	87.3
Average number of days of annual paid leave taken	Day	16.8	17.8	18.0	18.4	18.6

* The figures show actual results for regular workers at GS Yuasa International Ltd. (excluding those on leave and working overseas).

* Regular workers include employees seconded to other companies, but exclude those seconded from other companies.

* The data only refer to general employees among regular workers, excluding those in managerial positions.

* Utilization rate of legally granted paid leave days in FY2024: 101.7%

* The aggregation period of each fiscal year starts in September and ends in August of the following year.

◆ Utilization of childcare support program (childcare leave)

Fiscal year	Female			Male		
	Number of users	Ratio of users (%)	Ratio of those who returned (%)	Number of users	Ratio of users (%)	Ratio of those who returned (%)
2021	21	100.0	100.0	27	22.5	100.0
2022	15	93.8	100.0	49	45.4	100.0
2023	21	100.0	100.0	84	63.6	100.0
2024	23	100.0	100.0	87	71.3	100.0
2025	32	100.0	100.0	112	80.0	100.0

* The figures show actual results for regular workers at GS Yuasa International Ltd.

* Regular workers include employees seconded to other companies, but exclude those seconded from other companies.

Promotion of women's empowerment

To promote DE&I in the Sixth Mid-Term Management Plan, the Company focuses on two axes -- "career formation" and "balancing of work and life events" for all employees, and adopts three-L slogans: "Let's strengthen the link among employees (Link)," "support their balancing of work and life events (Life)," and "lead them to opportunities for autonomy and growth (Lead)." The Company believes that new value creation and productivity improvement through the success of more diverse human resources contribute to the enhancement of the competitive advantage and corporate value. Therefore, it places top priority on the promotion of women's empowerment in particular and has been promoting it accordingly. The Company's unique ESG indicators, which are comprised of promotion of women's empowerment, employee engagement, and other items, are used as the evaluation factors in the calculation of short-term performance-linked remuneration for officers of GS Yuasa International Ltd., the Company's core operating company.

To date, its integrated approach to recruitment, placement, development, promotion, and establishment of systems has yielded tangible results in the recruitment, development, and promotion of women.

● Dialogue with management

The Company regards promotion of women's empowerment as the top priority issue in its management strategy, and management has taken the lead in promotion.

The Company makes increased commitment to promotion of women's empowerment, by incorporating related KPIs into business strategies, reporting the progress and investor opinions to the Board of Directors and the Sustainability Committee, and regularly communicating with management.

● Dialogue with employees

In promoting women's empowerment, GS Yuasa International Ltd., the core operating company, held opinion exchange sessions to understand the current challenges faced by its female employees. The sessions revealed that young employees and middle-level employees were confronting different challenges respectively. In response, GS Yuasa International Ltd. has taken such measures as support in human resource management, improvement of the environment to encourage demonstration of their abilities, and support for raising employee awareness for career development.

● Initiatives and results for promoting women's empowerment

In 2004, GS Yuasa International Ltd., the core operating company, launched its initiative to support employees' balancing of work and childcare first with creation of an environment where childrearing women can continue to work, and started in 2015 creating an environment where employees, regardless of their gender, can demonstrate their abilities. GS Yuasa International Ltd. then launched the GY Mirai Project in 2018, and formulated the roadmap and KPIs for promotion of women's empowerment in order to accelerate its efforts in accordance with the "Diversity 2.0" guidelines, and the project has yielded the following results.

• Diversification of human resources

The ratio of new female employees exceeded 20% over the past five years, and the Company's recruitment power has been growing, through such efforts as revising recruitment process and

increasing the ratio of women in recruitment interviewers, showcasing them as role models for female applicants.

The Company has increased the number of workplaces to which it assigns female employees, encouraging the diversification of human resources at each workplace. On the other hand, around 50% of female employees have humanities background while less than 20% have science background, showing a notable difference in ratio remains. The Company will continue to strengthen its efforts to ensure diversity by highlighting an environment where female science students can feel secure in taking on new challenges, including by expanding measures targeting female science students and increasing the number of positions covered by the “WILL recruitment” program that guarantees their initial assignment.

- Enhancement of engagement

The Company conducts an annual mentality management diagnosis for all employees and examines the effects of various program expansions and career development support initiatives for promotion of women’s empowerment. In the most recent diagnosis, both men and women earned higher scores, in particular, in indicators of women’s empowerment, namely, “diversity,” “consideration for career,” and “work-life balance” compared to the previous fiscal years, and a higher ratio of engagement, which shows that the support focusing on two axes, “career formation” and “balancing of work and life events,” has been effective.

- External evaluation

In 2017, the Company obtained the “Kurumin” certification. The Company has then devised an action plan to further promote support for work-life balance and to expand its effects, and taken such measures to improve an environment as extension of eligibility period for reduced working hours and introduction of telecommuting program among employees engaged in childcare, leading to the acquisition of “Platinum Kurumin” in fiscal 2020.

In March 2022, the Company was also designated as one of the Nadeshiko Brands, an initiative jointly organized by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.

- Diversification of leaders by strategic development

In response to the increasing number of female employees, the Company has adopted various measures aimed at supporting sustainable career formation, such as enhancement of career development trainings and other human resource development programs and establishment of an environment where employees can work flexibly depending on their respective life stages.

Under the Sixth Mid-Term Management Plan, the Company has expanded opportunities for successor development, including training for female manager candidates and next-generation leader development training. As a result, the ratio of women in managerial positions has increased (from 3.7% in fiscal 2023 to 4.6% in fiscal 2024 and to 5.0% in fiscal 2025), and the ratio of female leaders in their 30s to all female leaders has more than doubled from fiscal 2015 (from 17.9% in fiscal 2015 to 41.1% in fiscal 2025).

The engagement scores of promoted employees have remained strong, exceeding the company-wide results. To enable them to maintain a high level of engagement and pursue career advancement, the Company will continue to provide support such as career consultations with focus on improving mental toughness level, including a positive outlook on changes in roles and job descriptions and skills to cope with them.

The Company will continue to work on the creation of an environment where diverse leaders developed through the promotion of women’s empowerment will be fostered and can succeed.

- Toward “Every Employee Thriving and Contributing,” the next step in promoting DE&I

In order to embed DE&I within the Company and deliver results, the Company believes that it is essential not only to treat the promotion of women’s empowerment as an isolated initiative but also to develop it into an effort to create a workplace where everyone can demonstrate their abilities, regardless of gender, age, position, experience, or work style.

For this purpose, the Company conducted a survey of all employees to assess the Company’s DE&I initiatives and the current status of DE&I under the Sixth Med-Term Management Plan. Through the survey, the Company has identified such issues as recognition of the significance of DE&I, equal access to and use of systems, management practices of employees in managerial positions, elimination of dependence on specific employees, and uneven distribution of career opportunities.

Going forward, based on these findings, the Company will promote such initiatives as helping employees in managerial positions unlearn and reskill, ensuring equal access to and use of systems, expanding growth opportunities through transfers between departments and Group companies, and reviewing the personnel system.

The Company believes that, in advancing these initiatives, it is essential to maintain close coordination through regular reporting to management and monitoring of KPIs.

The Company will leverage the knowledge and culture developed through the efforts to promote DE&I as invaluable assets, and realize “Every Employee Thriving and Contributing”*, where every employee demonstrates their strengths and contributes to value creation across the entire organization, thereby driving the sustainable enhancement of the Group’s corporate value.

* “Every Employee Thriving and Contributing” refers to a state in which everyone, regardless of gender, age, position, experience, or work style, understands their own strengths and roles, connects with people around them, engages positively in their work through collaboration, and contributes to the organization’s achievement.

(c) Promotion of health management

Health management policy

In order to realize the “Innovation and Growth” of all employees and business entities, GS Yuasa International Ltd. supports employees and their families in collaboration with health insurance society so as to ensure that they maintain their own health and encourages “health promotion” so that all employees can work zealously and with a sense of fulfillment.

Development of promotion framework

The Group promotes health management led by the Representative Director and President as the chief health management officer.

Material health management issues are deliberated mainly by the Sustainability Promotion Committee, and reported to the Sustainability Committee headed by a Director.

In addition, the Group holds health management promotion meetings attended by the health management officer (concurrently serving as chairperson of the health insurance society) and labor union executives to promote measures for employee health issues.

For occupational health staff, the Company appoints a chief occupational health physician (a contracted occupational health physician) at the head office and occupational health physicians at its main offices, with a total of 10 full-time nurses and public health nurses being assigned nationwide.

Further, in order to detect mental disorders at an early stage and prevent them from becoming severe, employees have regular access to counseling by clinical psychotherapists at the head office and main offices.

● KPIs of health management

In the materiality response plans for fiscal 2023 to 2025 under the Group’s Sustainability Management Policy, “the ratio of highly stressed individuals to be 10% or less” in stress checks has been set and promoted as the KPI for health management, which has been achieved for three consecutive years.

The ratio of highly stressed individuals is an important indicator for maintaining good mental health and enhancing work performance in the face of various environmental changes. Through self-care education for individuals and encouraging the use of various consultation services, line-care education for managers, leaders, and supervisors, and utilization of group analysis results of MM diagnosis (stress check and engagement survey), the Group has continued to achieve target since fiscal 2015 when stress checks became mandatory.

Formulation of Health Code of Conduct

In an aim to further promote future health management, the Company formulated a new Health Code of Conduct.

It aims to realize the corporate philosophy of “Innovation and Growth” by ensuring that each employee maintains their own health and creating a vibrant workplace where they can stay energetic in mind and body as described below.

Proactive maintenance and management of health

- Ability to understand one’s mental and physical condition and recognize health issues
- Ability to autonomously review lifestyle habits to maintain better health
- Ability to be mindful of work-life balance and make efforts to maintain an appropriate amount of rest and vitality

Contribution to the creation of a work-friendly corporate culture (health culture)

- Participation in creating a workplace where people care about each other’s health and support each other
- Ability to utilize consultation services and support programs for balancing work and personal life as needed
- Active participation in health management initiatives and commitment to fostering health culture

● Health management strategy map

In order for each employee to realize the “Innovation and Growth” based on the Health Code of Conduct, the Company has systematized its initiatives as a strategy map linking health management issues, initiatives, and expected effects. For details of the health management strategy map, please refer to the Group’s website (https://www.gs-yuasa.com/jp/csr/pdf/healthpromotion_2025.pdf).

● Health ENERGY-6

Health ENERGY-6 summarizes the action goals for each employee to maintain their own health and correct their lifestyle autonomously so that they can work energetically. Just as a battery is charged to store energy, the six elements of health promotion work together seamlessly to represent how vitality is stored. The way energy is supplied through “communication” and “utilization of programs” represents the desire to create a corporate culture (health culture) in which everyone supports each others’ health promotion.

The Company believes that increasing the practice of Health ENERGY-6 by each individual will lead to improving mental and physical health conditions and work performance indicators, and contribute to productivity improvement. Through various initiatives related to Health ENERGY-6, the Company will encourage the improvement of health literacy, i.e., the ability of each employee to choose healthy behaviors autonomously and support the realization of wellbeing.

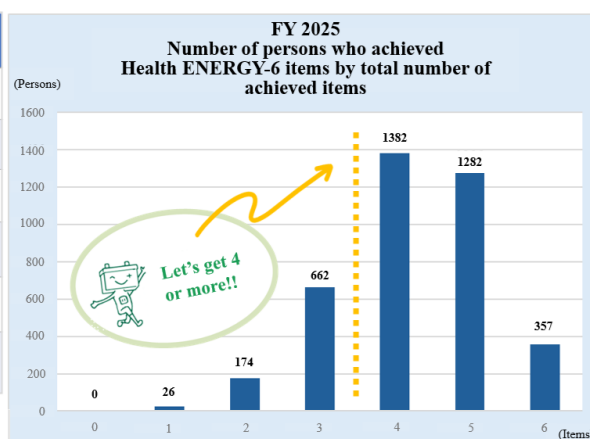


Health ENERGY-6	Main Goal	Behavioral Indicators
Exercise	Make exercise a habit and create a strong body	Exercise for at least 30 minutes a day, at least two days a week
Nutrition	Maintain a healthy weight and prevent lifestyle-related diseases	Maintain a BMI between 18.5 and 25
Rest & sleep	Rest the body and mind to cultivate the energy to work actively	Ensure adequate rest through sleep
Alcohol	Enjoy drinking in a way that does not increase the risk of lifestyle-related disease	Maintain moderate drinking habits
Tobacco	Support abstinence from smoking and create a workplace free from secondhand smoke	Avoid habitual smoking
Check-ups & Consultation	Understand the importance of check-ups and consultation and make self-checks a habit	Undergo an annual health check-up, and if necessary attend follow-up examinations

*Moderate drinking: Habits that do not fall into the heavy drinking categories (a or b below)

a: Those who answered "every day" for drinking frequency and "More than 540 ml" or "Between 360 and 540 ml" for drinking amount

b: Those who answered "occasionally" for drinking frequency and "More than 540 ml" for drinking amount



Taking the opportunity of the start of the formulation of the Seventh Mid-Term Management Plan starting in fiscal 2026, the Company will establish six KPIs for Health ENERGY-6 and promote health promotion projects. In addition, as an indicator of health literacy among employees, the Company will review the “percentage of employees achieving 4 or more items” over time and promote efforts to support individual self-care.

(iii) Metrics and targets

The Group adopts the following metrics in the policy related to the improvement of the internal environment described above. It is difficult to present the metrics and targets in the Group as a whole, as only companies engaged in core businesses manage data on the relevant metrics and take specific measures, and not all the companies included in the Group’s consolidation do so. Therefore, the targets and actual results regarding the metrics described here are basically those of companies that are included in the Group’s consolidation and engaged in core businesses. The targets and actual results of the metrics are as follows.

(a) Enhancement of engagement

◆ Significant management indicators for mentality management diagnosis

KGI	Target (FY2025)	Results (FY2021)	Results (FY2022)	Results (FY2023)	Results (FY2024)	Results (FY2025)
Work engagement	Maintain 50.0 or more	50.7	50.0	50.3	51.0	50.9
Stress response	50.0 or more	50.5	49.7	49.5	50.0	50.1

KPI	Target (FY2025)	Results (FY2021)	Results (FY2022)	Results (FY2023)	Results (FY2024)	Results (FY2025)
Mental toughness level	Maintain 50.0 or more	50.9	50.4	50.4	51.0	51.1

* The figures show actual results for all workers at GS Yuasa International Ltd. (excluding those on leave).

* The total workers include regular and fixed-term workers.

* Regular workers include employees seconded to other companies and some employees seconded from other companies.

* Fixed-term workers include contract employees, re-hired employees, and part-time employees, but exclude dispatch employees.

* The figures indicate deviations.

* Work engagement indicates the psychological state of being proactively engaged in work.

* Mental toughness level is an indicator that correlates with both stress response and work engagement. An increase in mental toughness level helps improve stress resistance and work engagement.

(b) Fostering of culture leveraging diversity

Securing of diverse human resources

◆ Change in employment rate for persons with disabilities

Category	Target (FY2025)	FY2021	FY2022	FY2023	FY2024	FY2025
Change in employment rate for persons with disabilities (%)	2.70	2.56	2.68	2.52	2.64	2.97

- * For fiscal 2021 through 2024, the figures show actual results for all workers at GS Yuasa International Ltd. and GS Yuasa Socie Ltd.
- * For fiscal 2025, the figures show actual results for all workers at GS Yuasa International Ltd., GS Yuasa Socie Ltd., and GS Yuasa Battery Ltd.
- * The total workers include regular and fixed-term workers.
- * Regular workers include employees seconded to other companies, but exclude those seconded from other companies.
- * Fixed-term workers include contract employees, re-hired employees, and part-time employees, but exclude dispatch employees.

Development of flexible work styles

◆ Management indicator for male employees taking childcare leave

Category	Target (FY2025)	Results (FY2025)
Ratio of male employees taking childcare leave (%)	100	80.0

- * The figures show actual results for regular workers at GS Yuasa International Ltd.
- * Regular workers include employees seconded to other companies, but exclude those seconded from other companies.

Promotion of women's empowerment

◆ Significant management indicators related to measures to promote women's empowerment

	Target (FY2025)	Results				
		FY2021	FY2022	FY2023	FY2024	FY2025
Ratio of women in the workforce (%)	17.0 or more	14.1	14.7	14.7	15.6	16.0
Ratio of women in new graduates hired for career-track positions (%)	30.0 or more every year	27.4	21.2	25.4	27.0	18.6
Ratio of women in managerial positions (%)	6.0 or more	3.5	3.9	3.7	4.6	5.0
Ratio of women at assistant managers rank (%)	12.0 or more	8.9	9.7	9.3	9.1	9.3

- * The figures show actual results for regular workers at GS Yuasa International Ltd.
- * Regular workers include employees seconded to other companies, but exclude those seconded from other companies.
- * “Ratio of women in managerial positions” and “Ratio of women at assistant managers rank” are calculated in accordance with the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015). “Ratio of women at assistant managers rank” corresponds to “ratio of female employees among those at the rank of assistant manager” in the same provisions.

(c) Promotion of health management

◆ Significant management indicators of the health management strategy

Category	Item	Target (FY2025)	Results		
			FY2023	FY2024	FY2025
Final target	Presenteeism (points)	67.0 or more	64.9	66.2	65.8
	Absenteeism (days)	3.5 or less	3.9	3.9	4.3
	Work engagement (deviation score)	50.0 or more	50.3	51.0	50.9
Regular health checkups	Examination ratio (%)	100.0	100.0	100.0	100.0
	Re-examination ratio (%)	65.0 or more	59.7	61.0	62.4
	Percentage of employees with poorly controlled health conditions (%)	1.0 or less	0.9	1.1	0.8
	Percentage of employees requiring medical treatment (%)	5.0 or less	5.9	5.9	4.8
Stress checks	Examination ratio (%)	100.0	93.1	92.2	93.2
	Ratio of highly stressed individuals (%)	10.0 or less	9.8	9.2	8.5
	Overall health risks (points)	90.0 or less	84	82	81
	Mental toughness level (deviation score)	50.0 or more	50.4	51.0	51.1
Health ENERGY-6 Action goals for the health management	Employees who exercise regularly (%)	27.0 or more	24.5	26.1	26.1
	Employees at a healthy weight (%)	68.0 or more	70.6	67.2	67.7
	Employees who feel they sleep well (%)	65.0 or more	65.4	64.4	63.1
	Employees with proper drinking habits (%)	91.0 or more	90.5	89.2	89.9
	Employees who do not smoke (%)	83.0 or more	80.9	81.1	80.9
	Employees who seek medical care appropriately (%)	97.0 or more	95.5	95.4	95.8

* The figures show actual results for all workers at GS Yuasa International Ltd. (excluding those on leave and working overseas).

* The total workers include regular and fixed-term workers.

* Regular workers include employees seconded to other companies, but exclude those seconded from other companies.

* Fixed-term workers include contract employees, re-hired employees, and part-time employees, but exclude dispatch employees.

* Presenteeism: Employee survey results using WHO-HPQ's absolute presenteeism. Scores indicate the degree of performance.

* Absenteeism: Tracked and recorded the number of days applied for when taking seven or more days of leave or vacation due to injury or sickness

* ADVANTAGE Risk Management Co., Ltd.'s mental health assessment is used to measure "work engagement," and the results are calculated and shown as deviations.

* Presenteeism and Work engagement: 3,964 respondents surveyed in fiscal 2025; response rate 92.2%

* Overall health risks: An indicator used to determine the extent to which the current status of stress affects the health of workers. With the national average set at 100, a lower level indicates lower health risks for workers.

3. Business risks

Basic approach to risk management

Risk management is essential for a company's sustained growth. As part of risk management efforts to prevent the occurrence of risks and the resulting crisis events that could seriously affect the Group and society, the Group believes the following two measures are important.

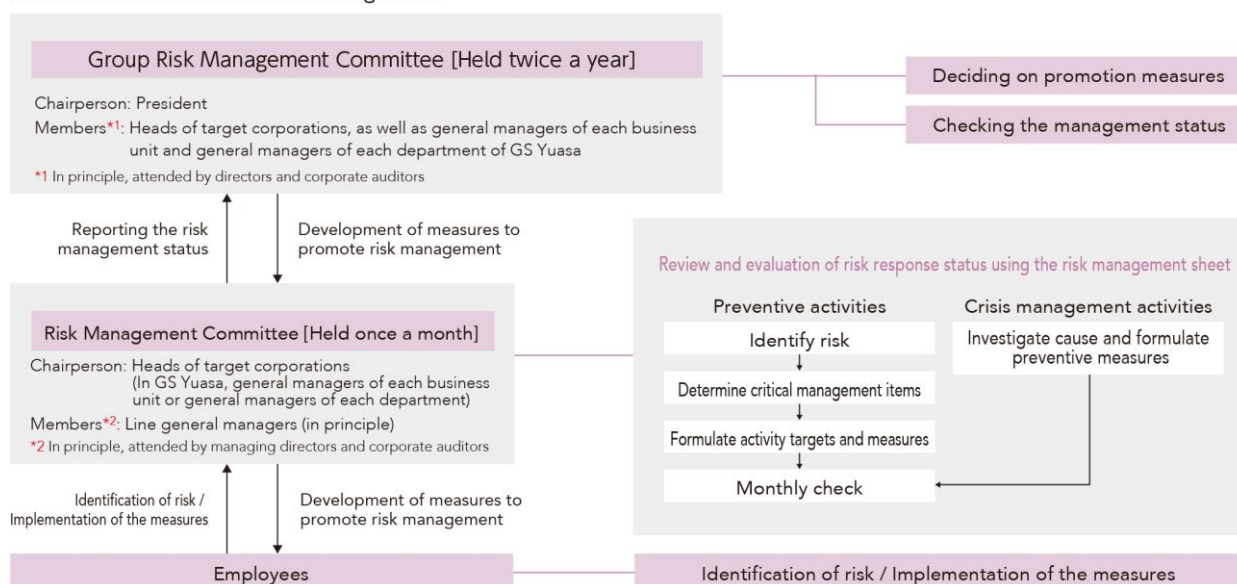
- 1: Risk avoidance (preventing the occurrence of risks (occurrence of crisis events) by foreseeing and identifying risks and taking appropriate preventative measures)
- 2: Risk reduction (taking effective measures in advance to minimize losses and other impacts in the event of a crisis event)

Based on this approach, the Group has formulated risk management rules and regulations that define the responsibilities of employees and other relevant personnel, as well as the framework for promoting risk management.

Risk management system

To promote risk management and share information needed to manage risks, the Group has set up the "Group Risk Management Committee" chaired by the President, which determines measures to promote risk management within the Group and monitors the progress.

Structure and functions of risk management



The following risks may affect the Group's operating results and financial position, etc.

Forward-looking statements in this Annual Securities Report represent the judgment of the Company as of the filing date of this document (June 23, 2026).

(1) Raw material market fluctuations

- Impacts of the risk on operating results, etc. when it occurs
Lead is a key raw material used in lead-acid batteries, the Group's main product, and lead price fluctuations cannot be reflected immediately in its product prices, thus possibly affecting the Group's performance and financial position.
- Possibility and timing of risk occurrence and countermeasures
The Group is aware that the risk may occur at any time in the next fiscal term as well. The Group will promote an overall optimization of its production system to further reduce costs, and also build an optimal supply system.

(2) Intensification of price competition

- Impacts of the risk on operating results, etc. when it occurs

The Group is exposed to intense competition in respective markets of its businesses, and it has been difficult to set advantageous prices for the Group. On top of domestic rivals in the same business domain, the entry of foreign companies supplying lower-cost products has further intensified the competition, diminishing the Group's prospect of expanding or even maintaining market share or of securing profitability in the future. If business profitability declines as a result, it may cause impairment of non-current assets and other risks, thus possibly affecting the Group's performance and financial position.

- Possibility and timing of risk occurrence and countermeasures

The Group is aware that the risk may occur at any time in the next fiscal term as well. As countermeasures for the risk, the Group promotes measures to reduce all costs and strengthen sales capabilities.

(3) Exchange rate and interest rate fluctuations

- Impacts of the risk on operating results, etc. when it occurs

The Group operates in Japan, Asia, North America, Europe, and other areas. Account items such as sales, expenses, and assets denominated in local currency of each site are converted into yen for compilation of consolidated financial statements. Even if the value of these items is unchanged in local currencies, the value after converted into yen may be affected by exchange rates at the time of conversion. A possible appreciation of local currencies in the areas where the Group is engaged in production may push up the manufacturing and procurement costs there, and medium- to long-term currency fluctuations may impede the Group's ability to procure, manufacture, distribute, and sell goods as planned. Exchange rate fluctuations may thus affect the Group's performance and financial position.

In addition, as the Group's interest-bearing liabilities include those that may be affected by interest rate fluctuations, an increase in interest rates may push up its funding costs.

- Possibility and timing of risk occurrence and countermeasures

The Group is aware that the risk may occur at any time in the next fiscal term as well. The Group conducts currency-hedge transactions and works to minimize the adverse impact of short-term exchange rate fluctuations. Furthermore, in the Seventh Mid-Term Management Plan, the Group predicts that the interest-bearing liabilities will increase reflecting its efforts to boost growth investment, yet keeps the debt redemption period to around three years in an effort to achieve the balance between growth and financial discipline.

(4) International activities and overseas expansion

- Impacts of the risk on operating results, etc. when it occurs

The Group is engaged in production and sales in Japan, Asia, North America, Europe, and other areas. These business activities overseas face the following potential risks, which may affect the Group's performance and financial position.

- (i) Unexpected changes in laws or regulations
- (ii) International tax-related risks such as transfer pricing taxation
- (iii) Difficulty in hiring and securing human resources
- (iv) Possibility of unestablished technological infrastructure affecting the Group's manufacturing and other activities or undermining the reputation of its products among customers
- (v) Social turmoil stemming from terrorism, wars, and other factors

- Possibility and timing of risk occurrence and countermeasures

The Group is aware that there is a considerable possibility of the risk occurring at any time in the next fiscal term as well. The Group will build a system to provide products and services promptly in response to the needs in regions around the world, by strengthening the communication between the headquarters and each regional office.

(5) M&A

- Impacts of the risk on operating results, etc. when it occurs

The Group regards mergers and acquisitions (M&A) as an important and effective means for future business expansion. In carrying out M&A, the Company examines the transaction thoroughly from a broad range of perspectives such as the financial standing of the target company and potential synergy with the Group's businesses. If the acquired business doesn't perform as initially planned due to drastic changes in

business environment or other factors, however, the Group may fail to recover its invested funds or incur goodwill impairment losses, possibly affecting its performance and financial position.

- Possibility and timing of risk occurrence and countermeasures
The Group needs to be considerably aware that the risk may occur. The Group monitors its performance on a monthly basis.

(6) Supply chains

- Impacts of the risk on operating results, etc. when it occurs
The Group operates in Japan, Asia, North America, Europe, and other areas, and its supply chain extends to the entire world. A disruption in the supply chain in each country or region could impede the Group's ability to procure parts and materials and sell products, possibly affecting its performance and financial position.
- Possibility and timing of risk occurrence and countermeasures
The Group is aware that the risk may occur at any time. The Group will seek to strengthen communication between the headquarters and each regional office, to promote an overall optimization of its production system, and to build an optimal supply system.

(7) Information security

- Impacts of the risk on operating results, etc. when it occurs
The Group possesses important and confidential information such as technical, management, and marketing information in business operations. An information leakage due to improper handling of information devices or information leakage or tampering due to external cyberattacks may force the Group to suspend its business operations, thus possibly affecting its performance and financial position.
- Possibility and timing of risk occurrence and countermeasures
The Group is aware that the risk may occur at any time. The Group has stepped up its efforts to prevent malware infection of endpoints and build a system for early detection and swift response to any such infection. The Group also prevents unauthorized access through continuous monitoring of communications and the use of an unauthorized connection detection system. It also offers educational programs to raise employee awareness for compliance with internal rules to improve their information security levels. The Group also conducts an inspection on security measures at Group companies overseas in light of Japanese standards and provides guidance to address any vulnerability.

(8) Product quality

- Impacts of the risk on operating results, etc. when it occurs
The Group promotes initiatives aimed at improving the quality of products and services to be provided by the entire Group to its customers based on its basic quality policy. However, in case any defect is found in the Group's product or service, the Group may have to bear the liability for the damages caused by the defect or pay substantial costs to deal with the defect.
- Possibility and timing of risk occurrence and countermeasures
The Group is aware that there is a considerable possibility of the risk occurring at any time in the next fiscal term as well. To improve the quality of its products and services, the Group has formulated the "GS Yuasa Quality Management System" based on the ISO 9001 standard under which it promotes a cross-sectional quality management system spearheaded by top management.

(9) Development and production of batteries for BEVs

- Impacts of the risk on operating results, etc. when it occurs
The Group aims to start operating production lines for mass production of lithium-ion batteries for BEVs in fiscal 2027. However, the Group is still in the development phase of such batteries and has not started production yet. It has yet to be made clear if the Group can begin production in the target year and the overall trend and competition in the BEV market could also influence the situation, thus possibly affecting its financial position and operating results, etc.

- Possibility and timing of risk occurrence and countermeasures

In recent years, major automakers have revised their expansion strategies for BEVs, and changes in the market environment have become apparent in the form of a “slowdown in the expansion of BEVs.” The Group recognizes that business feasibility is difficult to determine due to changes in the assumption for the BEV market. This raises concerns about potential impacts on future revenue plans.

In response to risks associated with fluctuations in the BEV market, the Company will carefully assess changes in the business environment and enhance its resilience to such risks by seeking to improve the utilization of existing production capacity and profitability in the Automotive Lithium-ion Batteries business for applications other than BEVs and by strengthening stable cash generation from its lead-acid battery business to secure the resources for growth investments.

(10) Compliance

- Impacts of the risk on operating results, etc. when it occurs

As the Group conducts business globally, it is subject to the laws and regulations of Japan as well as other countries and regions, including antitrust laws and proper transaction laws, and it strives to comply with these laws and regulations. However, violations of laws and regulations or lawsuits related to the Group’s business activities may possibly affect its performance and financial position.

- Possibility and timing of risk occurrence and countermeasures

The Group is aware that the risk may occur in the next fiscal term as well. The Group promotes business activities based on the CSR Policy and the Code of Conduct, and distributes a manual (CSR Manual) to all employees that elucidates the corporate philosophy and rules that must be complied with as an employee of the Group, in order to raise awareness of compliance within the Group. At the same time, the Group ensures the effectiveness of compliance by establishing a whistleblowing system (Corporate Ethics Hotline) that facilitates anonymous reporting of compliance violations, including potential violations.

(11) Human rights

- Impacts of the risk on operating results, etc. when it occurs

As the Group conducts business globally, it is important to appropriately manage human rights issues not only within the Company and Group companies, but also in its business relationships with its suppliers and other business partners in Japan and overseas. However, the occurrence of human rights issues due to unforeseen circumstances may possibly affect the Group’s performance and financial position.

- Possibility and timing of risk occurrence and countermeasures

The Group is aware that the risk may occur in the next fiscal term as well. The Group’s President Policy (CSR Policy), which serves as the basis for the Group’s overall CSR activities, outlines the Group’s basic approach to respect for human rights and is communicated to all employees. The Group also promotes human rights risk management utilizing human rights due diligence based on the “Guiding Principles on Business and Human Rights,” an international human rights norm.

(12) Climate change

- Impacts of the risk on operating results, etc. when it occurs

Climate change is an issue making significant impacts beyond national and regional boundaries, becoming a global social challenge that needs to be resolved. Recognizing climate-related issues as one of its important management issues, the Group declared its endorsement for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and has been working on the reduction of greenhouse gas emissions in its business operations. If events or unforeseen circumstances occur that would make it extremely difficult for the Group to adapt to environmental regulations, that could lead to more-than-expected increases in environmental costs, damage to facilities due to storms and floods, or other causes, and resultant restrictions of business operations, consequently affecting the Group’s performance and financial position.

- Possibility and timing of risk occurrence and countermeasures

It is difficult to fully predict the risks entailed in climate change, but the Group will seek to help reduce greenhouse gas emissions in the entire society through such measures as promotion of renewable energy leveraging its storage battery technologies, and will further promote information disclosure in accordance with the TCFD recommendations.

For details on measures against climate change, please see “II. Overview of business, 2. Approach and initiatives for sustainability, (2) Measures against climate change.”

(13) Disasters and accidents

- Impacts of the risk on operating results, etc. when it occurs

If earthquakes, storms and floods, snowstorms, or other natural disasters occur or if fires, explosions, destructions, or other accidents occur at the Group’s business sites, that entails risks of unforeseen circumstances arising.

- Possibility and timing of risk occurrence and countermeasures

The Group is aware that the risk may occur at any time in the next fiscal term as well. As countermeasures for the risk, the Group has been working on the creation of a guideline compiling measures against earthquakes, floods and snowstorms, and the enhancement of fire-prevention and disaster-prevention management.

4. Management analysis of financial position, operating results and cash flows

(1) Overview of operating results, etc.

(i) Operating results

In the fiscal year ended March 31, 2026, the global economy remained generally resilient. However, the outlook remains uncertain due to geopolitical risks stemming from the situations in the Middle East and Ukraine, the impact of U.S. tariff policies, and fluctuations in financial markets.

In this economic environment, the GS Yuasa Group's consolidated net sales for the fiscal year ended March 31, 2026 totaled ¥608,995 million, up ¥28,655 million or 4.9%, from the previous fiscal year. This increase in Group sales reflects an increase in sales of industrial batteries and power supplies, automotive lithium-ion batteries, and automotive batteries-Japan. In line with this, operating profit came to ¥60,172 million (operating profit before amortization of goodwill came to ¥61,008 million), up ¥10,143 million or 20.3% from the previous fiscal year. Ordinary profit came to ¥58,229 million, up ¥11,883 million or 25.6% from the previous fiscal year, due to an increase in profit at operating profit level and a decrease in foreign exchange losses. Profit attributable to owners of parent came to ¥41,863 million, up ¥11,446 million or 37.6% from the previous fiscal year, due to an increase in gain on sale of investment securities and a decrease in impairment losses.

Operating results by reportable segment are as follows.

Automotive Batteries

Net sales in Japan for the fiscal year ended March 31, 2026 totaled ¥108,006 million, a year-on-year increase of ¥6,083 million or 6.0%, due to the increase in sales volume and the measures to revise sales prices. Segment profit (before goodwill amortization) came to ¥11,682 million, up ¥1,013 million or 9.5% from the previous fiscal year.

Overseas net sales totaled ¥264,511 million, a year-on-year increase of ¥4,435 million or 1.7%, due to the increase in sales volume in Southeast Asia and Europe. Segment profit (before goodwill amortization) came to ¥24,485 million, up ¥5,782 million or 30.9% from the previous fiscal year, mainly due to the impact of the increase in net sales and subsidies under US Inflation Reduction Act of 2022 (IRA).

As a result, the Automotive Batteries segment's combined net sales in Japan and overseas in the fiscal year ended March 31, 2026 totaled ¥372,518 million, a year-on-year increase of ¥10,519 million or 2.9%. Segment profit (before goodwill amortization) came to ¥36,168 million, up ¥6,795 million or 23.1% from the previous fiscal year.

Industrial Batteries and Power Supplies

As a result of increased demand for lithium-ion batteries for energy storage system (ESS) and large orders received for emergency power supply systems, net sales in the Industrial Batteries and Power Supplies segment totaled ¥124,093 million, a year-on-year increase of ¥10,958 million or 9.7% from the previous fiscal year. In line with this, segment profit (before goodwill amortization) came to ¥18,409 million, up ¥554 million or 3.1% from the previous fiscal year.

Automotive Lithium-ion Batteries

Net sales in the Automotive Lithium-ion Batteries segment totaled ¥89,928 million, a year-on-year increase of ¥7,137 million or 8.6%, due to an increase in sales volume of lithium-ion batteries for hybrid vehicles and lithium-ion batteries for plug-in hybrid vehicles. Segment profit (before goodwill amortization) came to ¥4,927 million, up ¥3,543 million or 256.1% from the previous fiscal year, which had been affected by lower sales prices resulting from falling raw material prices.

Other

Net sales in the Other segment totaled ¥22,454 million, a year-on-year increase of ¥39 million or 0.2%, due to an increase in sales volume of lithium-ion batteries for space, etc. Segment profit after adjustments for corporate expenses, etc. (before goodwill amortization) came to ¥1,502 million, down ¥634 million or 29.7% from the previous fiscal year.

(ii) Financial position

Total assets amounted to ¥740,985 million, an increase of ¥47,246 million from the end of the previous fiscal year. This mainly reflects increases in trade receivables, inventories, machinery, equipment and vehicles, construction in progress, and retirement benefit asset, despite a decrease in cash and deposits.

Liabilities decreased to ¥296,886 million, down ¥5,864 million from the end of the previous fiscal year. This mainly reflects repayments of borrowings, despite increases in provision for loss on liquidation of subsidiaries and associates and deferred tax liabilities.

Net assets totaled ¥444,098 million, an increase of ¥53,110 million from the end of the previous fiscal year. This mainly reflects an increase due to the recording of profit attributable to owners of parent, which outweighed outflows from dividends paid.

(iii) Cash flows

Cash and cash equivalents as of March 31, 2026, amounted to ¥31,975 million, a decrease of ¥24,705 million or 43.6%, from the end of the previous fiscal year.

Cash flow status in the fiscal year under review and its main factors are as follows.

Cash flows from operating activities

Net cash provided by operating activities in the fiscal year ended March 31, 2026 amounted to ¥49,543 million, compared with net cash provided of ¥39,296 million in the previous fiscal year. There were main contributions from profit before income taxes, partially offset by income taxes paid.

Cash flows from investing activities

Net cash used in investing activities totaled ¥44,898 million, compared with net cash used of ¥58,824 million in the previous fiscal year. The main cash outflow from investments was the purchase of property, plant and equipment.

Cash flows from financing activities

Net cash used in financing activities amounted to ¥31,758 million, compared with net cash provided of ¥14,235 million in the previous fiscal year. The main cash outflows were repayments of borrowings and dividends paid.

(iv) Results of production, orders and sales

a. Production

Production by segments for the fiscal year under review is as follows.

Segment name	Year ended March 31, 2026	Year-on-year comparison (%)
Automotive Batteries-Japan (Millions of yen)	87,488	105.5
Automotive Batteries-Overseas (Millions of yen)	182,195	99.9
Industrial Batteries and Power Supplies (Millions of yen)	87,745	113.2
Automotive Lithium-ion Batteries (Millions of yen)	94,328	114.9
Reportable segments total (Millions of yen)	451,757	106.3
Other (Millions of yen)	18,151	102.7
Total (Millions of yen)	469,909	106.1

Note These amounts are based on the cost of production and before adjustment of intersegment transfer.

b. Orders received

There are no matters to be noted regarding orders received and orders backlog as the Group mainly adopts a make-to-stock production scheme for its products except large storage batteries, large power supplies, and some other products.

c. Sales

Sales by segments for the fiscal year under review are as follows.

Segment name	Year ended March 31, 2026	Year-on-year comparison (%)
Automotive Batteries-Japan (Millions of yen)	108,006	106.0
Automotive Batteries-Overseas (Millions of yen)	264,511	101.7
Industrial Batteries and Power Supplies (Millions of yen)	124,093	109.7
Automotive Lithium-ion Batteries (Millions of yen)	89,928	108.6
Reportable segments total (Millions of yen)	586,540	105.1
Other (Millions of yen)	22,454	100.2
Total (Millions of yen)	608,995	104.9

Notes 1. Intersegment transactions have been eliminated.

2. The actual sales recorded by each major business partner and the ratio of the respective sales to total sales are omitted as there were no major business partners whose ratio exceeded 10% of the total sales.

(2) Details of analysis and considerations regarding the status of operating results, etc. from management's perspective

The details of recognition as well as analysis and considerations regarding the status of operating results, etc. of the Group from management's perspective are as follows.

Forward-looking statements in this Annual Securities Report represent the judgment of the Group as of the filing date of this document (June 23, 2026).

(i) Significant accounting estimates and assumptions used for making the estimates

Consolidated financial statements of the Group are prepared based on the accounting standards recognized as generally fair and appropriate in Japan.

The compilation of consolidated financial statements requires the selection and application of an accounting policy by management, and estimates of the impacts on reporting amounts of assets, liabilities, revenues, and expenses, as well as on disclosure. Management makes reasonable judgements on these estimates, taking into account the past results, etc. However, actual results may differ from these estimates due to uncertain nature of estimates.

For significant accounting estimates made for the compilation of consolidated financial statements and assumptions used for the estimates, please see "V. Financial information, 1. Consolidated financial statements and other information, (1) Consolidated financial statements, Notes, Significant accounting estimates."

(ii) Details of recognition as well as analysis and considerations regarding the status of operating results, etc. of the fiscal year ended March 31, 2026

Operating results

For operating results of the fiscal year ended March 31, 2026, please see "II. Overview of business, 4. Management analysis of financial position, operating results and cash flows, (1) Overview of operating results, etc., (i) Operating results."

Factors having significant impacts on operating results

The management environment surrounding the Group remained generally resilient. However, the outlook remains uncertain due to geopolitical risks stemming from the situations in the Middle East and Ukraine, the impact of U.S. tariff policies, and fluctuations in financial markets. Sales volume of lead-acid batteries for vehicles, the Group's main product, is also greatly impacted by seasonal changes, especially climate changes (cool summer, warm winter, etc.). In terms of costs, meanwhile, lead-acid batteries, the Group's main product, use lead as a key raw material, and its price fluctuations affect manufacturing costs.

The Group will strive to strengthen its earning power to respond to changes and build a solid foundation for growth by leveraging its omnidirectional framework for automotive batteries, industrial batteries and power supplies, automotive lithium-ion batteries, and special batteries.

Analysis on capital sources and liquidity of funds

a. Cash flows

For the analysis of cash flows in the fiscal year ended March 31, 2026, please see “II. Overview of business, 4. Management analysis of financial position, operating results and cash flows, (1) Overview of operating results, etc., (iii) Cash flows.”

b. Funding needs

The Group’s main funding needs are long-term needs such as capital expenditures and equity investments, and needs for operating funds such as the purchase of materials and parts for product manufacturing, manufacturing expenses, as well as selling, general and administrative expenses.

c. Financial policies

The Group sets appropriate funding for business operations, maintenance of appropriate liquidity, and stabilization of the financial structure, as its financial policies.

The Group will enhance corporate value through balanced allocations of operating cash flows and cash on hand to investments and loans for medium- to long-term growth, enhancement of financial foundation to support growth, and proper shareholders’ returns.

The trends of the Group’s cash flow-related indicators in the fiscal year ended March 31, 2026 are as follows.

	Year ended March 31, 2024	Year ended March 31, 2025	Year ended March 31, 2026
Equity ratio (%)	50.3	50.0	53.3
Equity ratio on a market-capitalization basis	48.1	34.5	71.4
Ratio of interest-bearing liabilities to cash flow (yearly)	1.4	3.0	2.1
Interest coverage ratio	17.33	8.15	7.40

- Notes
1. Equity ratio: Total equity / Total assets
Equity ratio on a market-capitalization basis: Market capitalization / Total assets
Ratio of interest-bearing liabilities to cash flow: Interest-bearing liabilities / Cash flow from operating activities
Interest coverage ratio: Cash flow from operating activities / Interest paid
 2. All indicators are calculated using consolidated financial data.
 3. Market capitalization is calculated by multiplying the fiscal year-end closing share price by the fiscal year-end number of outstanding shares (after deducting treasury shares).
 4. Calculations involving cash flow use cash flows from operating activities shown on the consolidated statements of cash flows. Interest-bearing liabilities include all liabilities recorded on the consolidated balance sheets for which interest is paid.
The amount of interest paid is the figure used in the consolidated statements of cash flows.

Objective indicators, etc., to judge the progress of management policy, management strategy, and management targets

In the “Sixth Mid-Term Management Plan” which was updated in May 2025, the Group aims to achieve net sales of ¥600,000 million, operating profit of ¥52,000 million (before amortization of goodwill, etc.), ROE (profit before amortization of goodwill, etc.) of 9.5%, ROIC of 13% (Note), and total payout ratio (profit before amortization of goodwill, etc.) of 23.6% on a consolidated basis as its final targets for the fiscal year ended March 31, 2026, and has been working on the improvement of profitability and asset efficiency.

The Group achieved its respective targets for the fiscal year ended March 31, 2026, with net sales of ¥608,900 million, operating profit of ¥61,000 million (before amortization of goodwill, etc.), ROE (profit before amortization of goodwill, etc.) of 11.5%, and ROIC of 14.8% (Note) on a consolidated basis. The total payout ratio (profit before amortization of goodwill, etc.) will be 21.2%. While this did not achieve the target, in light of the expansion of profits, the Group carried out shareholders’ returns with a focus on continuous and foreseeable dividends while seeking a balance with growth investment. The Group will continue to make concerted efforts to achieve the targets of the Seventh Mid-Term Management Plan.

Note ROIC is calculated as operating profit before amortization of goodwill $\div$ invested capital (non-current assets (excluding goodwill, etc.) + working capital). Invested capital is the average of balances at the beginning and end of the period.

5. Material contracts, etc.

At a Board of Directors meeting held on February 25, 2026, the Company resolved that GS Yuasa International Ltd., a consolidated subsidiary of the Company, would transfer all of its equity interest in İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi, its consolidated subsidiary located in the Republic of Türkiye, to Inci Holding A.S. (“IH”), and GS Yuasa International Ltd. entered into an equity transfer agreement with IH on March 24, 2026. The equity transfer under such agreement was completed as of June 17, 2026.

For details, please see “V. Financial information, 1. Consolidated financial statements and other information, (1) Consolidated financial statements, Notes, Significant subsequent events.”

6. Research and development activities

The Group is actively engaged in research and development on a broad range of technologies from platform technologies to product and manufacturing technologies in the Automotive Batteries, Industrial Batteries and Power Supplies, Automotive Lithium-ion Batteries, and Other businesses.

Research and development in the automotive lead-acid batteries business in Japan is undertaken by the Research and Development Division and the Technology Division of Automotive Battery Business Unit at GS Yuasa International Ltd., the Technology Development Division of GS Yuasa Energy Co., Ltd., etc. Research and development overseas is undertaken by the Technology Development Divisions at production sites abroad; the Research and Development Division and the Technology Division of Automotive Battery Business Unit at GS Yuasa International Ltd.; GS Yuasa Asia Technical Center Ltd.; etc.

Research and development in the Industrial Batteries and Power Supplies business is undertaken by the Research and Development Division; the Technology Department of the Industrial Battery Production Headquarters; the Power Supply System Development Headquarters; and the Technology Department of the Power Supply System Production Headquarters—all at GS Yuasa International Ltd.—as well as GS Yuasa Lighting Service Co., Ltd., etc.

Research and development in the Automotive Lithium-ion Batteries business is undertaken by the Research and Development Division and the Technology Development Division of Lithium-ion Batteries Business Unit of GS Yuasa International Ltd., the Technology Development Department of Blue Energy Co., Ltd., Honda GS Yuasa EV Battery R&D Co., Ltd. (hereinafter “HGYB”), etc.

Research and development in the Other business is undertaken by the Research and Development Division of GS Yuasa International Ltd., the Technology Department of GS Yuasa Technology Ltd., the Technical Production Department of GS Yuasa Membrane Co., Ltd., etc.

Research and development expenses in the fiscal year ended March 31, 2026 totaled ¥21,141 million (calculated by adding the total research and development expenses of ¥9,331 million at HGYB, an equity method associate, to the Group’s consolidated research and development expenses of ¥11,810 million). Although HGYB is an equity method associate, the Group regards the company as a key development entity, thus including the expenses in the amount above. All the expenses refer to research and development expenses related to the Automotive Lithium-ion Batteries business.

The purpose of research, main issues, research results, and research and development expenses in each business segment in the fiscal year ended March 31, 2026 are as follows.

(1) Automotive Batteries

In the automotive lead-acid batteries business, the Group proceeds with the research and development of lead-acid batteries for automobiles and motorcycles in Japan and abroad.

For automotive lead-acid batteries in Japan and abroad, the Group is continuously engaged in the development of auxiliary batteries in HEVs and BEVs for which the markets are both expanding. The EN-battery series for the maintenance market, incorporating the liquid plug with catalyst “GR Tech Liquid Plug®,” developed jointly with W. L. Gore & Associates G.K., has received a certain level of positive recognition by the market since its launch in June 2023. Auxiliary batteries are required to offer charging performance and durability that differ from those of conventional batteries. The Group is leveraging technologies developed through the development of batteries for vehicles equipped with idling stop systems to develop batteries that meet these performance requirements.

Overseas, in anticipation of growing demand for mobility electrification mainly in Europe, the Group joined the move for the international standardization of lead-acid batteries for auxiliary and backup applications, which are in as great demand as lithium-ion drive batteries, and is developing VRLA (AGM) batteries compatible with the standard. In addition, BEVs made by Chinese manufacturers are entering Southeast Asian countries, particularly in Thailand, and the Group is developing auxiliary batteries suitable for these vehicles.

In the field of lead-acid batteries for motorcycles, the Group is engaged in the development, both in Japan and overseas, of new technologies adapting to needs for automotive auxiliary batteries in addition to needs for leisure motorcycles and commuter motorcycles for general use. Reflecting increasing interest in environmentally friendly motorcycles equipped with idling stop systems and hybrid engines, the Group’s lead-acid batteries with high durability and charging performance are widely applied in motorcycles.

In the European market, more and more vehicles are using lead-acid batteries for motorcycles as automotive auxiliary batteries (for 12V power supply), and the Group is working on the expansion and release of the

lineup under the GYAUX series. In addition, in the Indian market with high growth potential, the Group has developed valve-controlled lead-acid batteries for hybrid vehicles as well as vehicles with idling stop systems and has begun production and selling through Tata AutoComp GY Batteries.

In addition to establishing the impression of GY brands as high-performance batteries, both domestically and internationally, and for both automobiles and motorcycles, the Group promotes the development of cost-effective products that are designed to be less susceptible to raw material cost fluctuations and to improve production efficiency. Toward achievement of carbon neutrality, the Group is also working on energy savings by improving its production methods. Furthermore, the Group is promoting the development and evaluation of parts and materials for its Business Continuity Plan (BCP) in response to growing importance of addressing supply chain risks.

Research and development expenses for this area totaled ¥2,345 million.

(2) Industrial Batteries and Power Supplies

In the Industrial Batteries and Power Supplies business, the Group is engaged in the research and development of industrial lead-acid batteries, industrial lithium-ion batteries, power storage systems, power supplies, lighting equipment, etc.

In the field of industrial lead-acid batteries, the Group promotes environmentally friendly products centering on 3R (recycling, reuse and reduction). The Group is working to increase the usage of recyclable parts and materials through circular use by taking advantage of highly recyclable lead-acid batteries, and to develop new technologies that enable recycled parts and materials to be applied with consistent quality. The Group is also promoting technological initiatives that contribute to a recycling-oriented society aiming for carbon neutrality, by such means as initiating the reuse of copper parts and materials (connecting plates and cables), whose production involves relatively high CO₂ emissions, and achieving reductions in power consumption during mass production through new manufacturing methods.

In the field of electric vehicle applications, the Group began mass production in phases at its new plant in Japan in the previous fiscal year and has achieved a reduction of 10% or more in production energy compared to the old plant.

In the field of power storage systems, starting in fiscal 2024, the Group has been selling the “LINE BACK Mega Grid” (equipped with lithium-ion batteries), a power storage system with power conditioning systems (PCSs) that is applicable across a wide range of stationary storage applications including grid use, co-location with renewable energy, and customer-side installations. In fiscal 2025, the Group additionally developed an autonomous discharging function to enhance support for BCP applications. Furthermore, it has developed multi-unit operation control capabilities for “LINE BACK Mega Grid” and STARELINK site controller for EMS that features primary control capabilities for the supply-demand balancing market.

Also for power supplies, with compact and high-efficient as the development concepts, the Group is promoting the development of a circuit technology for power converters and an energy utilization technology through joint research with electricity firms. The Group also considers developing a new technology related to power supply enclosure and structure to achieve further downsizing and improve customer convenience. Incorporating these technologies, it has developed a 1U rack-mount rectifier that achieves a conversion rate of 98%.

In the field of lighting equipment, the Group is engaged in research and development of products focusing on saving energy and resources. In fiscal 2025, the Group successfully entered two new market segments. The Group will continue to focus on the commercialization of unique and customer-oriented products.

Research and development expenses for this area totaled ¥4,483 million.

(3) Automotive Lithium-ion Batteries

In the Automotive Lithium-ion Batteries business, the Group deals with lithium-ion batteries for hybrid electric vehicles (HEVs), which are produced by Blue Energy Co., Ltd. (hereinafter “BEC”), and lithium-ion batteries for plug-in hybrid electric vehicles (PHEVs) as well as 12V automotive lithium-ion batteries, which are produced at GS Yuasa’s Ritto Plant.

In the field of lithium-ion batteries for HEVs, the Group expanded the production capability of BEC’s second plant and established a new module production process at GS Yuasa’s Ritto Plant. Together with the stable operation of its first plant, BEC has established the production system that will meet future increases in orders from customers.

In the field of lithium-ion batteries for PHEVs, the Group began mass production of LEV65, a new battery that provides increased energy density by 40% or more compared to conventional batteries, and began delivery to its customers.

For lithium-ion batteries for BEVs, the construction of a new plant for lithium-ion batteries for BEVs is in progress at the planned site. Technological development for the design and manufacturing of a highly competitive lithium-ion battery for BEVs with high input/output and long-life performance is in progress at HGYB, a joint venture company with Honda Motor Co., Ltd. In addition, the Group is working on the establishment of a supply chain for key raw materials and an efficient production system to improve cost competitiveness.

For 12V automotive lithium-ion batteries, the Group is working to expand its production capabilities for 12V lithium-ion batteries tailored to its customers' specific applications, including an auxiliary battery for BEVs, which, in addition to the outstanding low-temperature output performance that the Group has achieved in the development of starter batteries, features improved life performance.

In the field of all-solid-state batteries, the Group is engaged in the development of unique batteries to achieve high energy density based on its original solid electrolyte technology, using the subsidy adopted in the "Next-generation Storage Battery and Motor Development" of the "Green Innovation Fund Projects" organized by the New Energy and Industrial Technology Development Organization (NEDO) in 2022. The Group is currently preparing a pilot plant for the prototype production of large-format cells. For all-solid-state batteries, the Group will advance development for applications that take advantage of their unique characteristics.

Research and development expenses for this area totaled ¥13,688 million (calculated by adding the total research and development expenses of ¥9,331 million at HGYB to the overall segment research and development expenses of ¥4,357 million).

(4) Other

In the Other business, the Group is engaged in research and development related to aerospace lithium-ion batteries, membrane products, and a CO₂ separation and capture technology.

For aircraft applications, the Group currently supplies lithium-ion batteries for the Boeing 787 aircraft developed by Boeing of the United States. For space applications, the Company supplies lithium-ion batteries for liquid-fueled rockets of "H-IIA" and "H3." For applications in artificial satellites, the Group's batteries are installed in various satellite bodies such as power supplies for the space station, the Advanced Land Observing Satellite "DAICHI-4," the Quasi-Zenith Satellite System "MICHIBIKI," and the space station resupply spacecraft "Cygnus" and "HTV-X." The Company's batteries have been installed in over 250 artificial satellites and spacecraft including the space station resupply spacecraft, making it one of the world's leading manufacturers in terms of volume for sending batteries into orbit.

In addition, with the aim of achieving carbon neutrality, the Group is developing an innovative CO₂ separation and capture technology that applies electrochemistry. In July 2025, the Group began operation of a small-scale demonstration unit incorporating this technology, and is currently conducting verification tests aimed at achieving high energy efficiency, recovering high-concentration CO₂ gas, and reducing environmental impact. Going forward, the Group plans to scale up the demonstration unit and further accelerate development toward the practical application of products incorporating this technology.

In the field of membrane products, the Group is engaged in the development of membranes for separation, refining, purification, etc. by applying the separation technology in lead-acid batteries. These membrane products are used for a wide range of applications.

Particularly in the field of liquid-solid separation, the Group has started mass production of membrane modules that feature energy-saving performance and compact size, which it has been developing on an ongoing basis.

Furthermore, the Group developed a proprietary device that accelerates the sedimentation separation of inorganic wastewater, enabling it to propose wastewater treatment systems capable of accommodating a wide range of customer-specific liquid characteristics.

Research and development expenses for this area totaled ¥624 million.

III. Information about facilities

1. Overview of capital investments, etc.

The total amount of capital investments (based on receipt of property, plant and equipment and intangible assets) during the fiscal year ended March 31, 2026 amounted to ¥54,362 million, and the breakdown is as follows.

	(Millions of yen)
Automotive Batteries-Japan	3,793
Automotive Batteries-Overseas	11,558
Industrial Batteries and Power Supplies	3,970
Automotive Lithium-ion Batteries	8,173
Subtotal	27,495
Other	26,867
Total	54,362

2. Major facilities

Major facilities of the Group are as follows.

(1) Reporting company

There are no major facilities.

(2) Domestic subsidiaries

As of March 31, 2026

Company name	Business site name (Location)	Segment name	Details of facilities	Carrying amount (Millions of yen)							Number of employees (Persons)
				Buildings and structures	Machinery, equipment and vehicles	Land (Thousands of square meters)	Leased assets	Right-of-use assets	Other	Total	
GS Yuasa International Ltd.	Kyoto Plant (Minami-ku, Kyoto, Japan)	Automotive Batteries-Japan Automotive Batteries-Overseas Industrial Batteries and Power Supplies Automotive Lithium-ion Batteries Other	Manufacturing facilities for automotive and industrial lead-acid batteries, power supplies, and automotive lithium-ion batteries, manufacturing facilities for lighting equipment, leased facilities for subsidiaries and associates, etc.	20,341	10,207	221 (209)	32	—	3,242	34,046	1,751
	Gunma Plant (Isesaki, Gunma, Japan)	Automotive Batteries-Japan Other	Manufacturing facilities for automotive lead-acid batteries	1,893	1,725	1,307 (147)	—	—	603	5,530	130
	Osadano Plant (Fukuchiyama, Kyoto, Japan)	Automotive Batteries-Japan Industrial Batteries and Power Supplies Other	Manufacturing facilities for automotive and industrial lead-acid batteries	13,239	2,374	3,275 (171)	7	—	324	19,221	170
	Shiga Plant (Ritto, Shiga, Japan)	Automotive Lithium-ion Batteries Other	Manufacturing facilities for automotive lithium-ion batteries, leased facilities for subsidiaries and associates, etc.	6,517	3,542	4,444 (99)	8	—	5,087	19,600	198
	Kawagoe Plant (Kawagoe, Saitama, Japan)	Industrial Batteries and Power Supplies	Manufacturing facilities for power supplies	541	344	1,630 (124)	4	—	131	2,651	214
	Planned site for a new factory (Moriyama, Shiga, Japan)	Other	Planned site for a new factory	—	—	6,808 (107)	—	—	39,962	46,771	—
	Other	Automotive Batteries-Japan Automotive Batteries-Overseas Industrial Batteries and Power Supplies Other	Manufacturing facilities for automotive and industrial lead-acid batteries Leased facilities for subsidiaries and associates, etc.	4,329	588	2,362 (930)	216	—	1,970	9,468	458
GS Yuasa Energy Co., Ltd.	Hamanako Plant (Kosai, Shizuoka, Japan)	Automotive Batteries-Japan	Manufacturing facilities for automotive lead-acid batteries	1,389	2,908	1,806 (71)	14	—	514	6,633	375
GS Yuasa Technology Ltd.	Kyoto Plant (Minami-ku, Kyoto, Japan)	Other	Manufacturing facilities for large lithium-ion batteries	490	1,618	—	—	—	1,679	3,789	227
	Kusatsu Plant (Kusatsu, Shiga, Japan)	Other	Manufacturing facilities for large-capacity lithium-ion batteries	275	58	—	33	—	93	460	73
Blue Energy Co., Ltd.	Osadano Plant (Fukuchiyama, Kyoto, Japan)	Automotive Lithium-ion Batteries	Manufacturing facilities for automotive lithium-ion batteries	6,385	20,558	—	4	—	2,728	29,677	246

(3) Foreign subsidiaries

As of March 31, 2026

Company name	Business site name (Location)	Segment name	Details of facilities	Carrying amount (Millions of yen)							Number of employees (Persons)
				Buildings and structures	Machinery, equipment and vehicles	Land (Thousands of square meters)	Leased assets	Right-of-use assets	Other	Total	
GS Battery Taiwan Co., Ltd.	Head office and plant (Yongkang District, Tainan, Taiwan)	Automotive Batteries-Overseas	Manufacturing facilities for lead-acid batteries	433	356	5,681 (41)	–	63	316	6,851	387
Siam GS Battery Co., Ltd.	Head office and plant (Samuthprakarn, Thailand)	Automotive Batteries-Overseas	Manufacturing facilities for lead-acid batteries	2,562	3,112	1,080 (101)	–	220	2,584	9,560	660
Century Yuasa Batteries Pty Ltd. and other 2 companies	Head office and plant, etc. (Queensland, Australia, etc.)	Automotive Batteries-Overseas	Manufacturing facilities for lead-acid batteries	1,539	2,095	505 (69)	3	3,818	3,126	11,088	648
GS Yuasa Hungary Limited Liability Company	Head office and plant (Miskolc, Hungary)	Automotive Lithium-ion Batteries	Manufacturing facilities for automotive lithium-ion batteries	933	138	243 (140)	–	–	1	1,317	56
GS Yuasa Battery Europe Ltd. and other 6 companies	Head office, etc. (Swindon, the United Kingdom, etc.)	Automotive Batteries-Overseas	Manufacturing facilities for lead-acid batteries	130	2,028	105 (72)	12	4,106	1,612	7,994	707
İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi	Head office and plant (Manisa, Türkiye)	Automotive Batteries-Overseas	Manufacturing facilities for lead-acid batteries	3,896	6,106	8,715 (130)	–	143	846	19,707	799

- Notes
1. The carrying amount of “Other” assets is the total amount of tools, furniture and fixtures, and construction in progress.
 2. There is currently no suspension of facilities that could have a material impact on production capacity.

3. Planned additions, retirements, etc. of facilities

Additions, etc. of important facilities

With regard to the Group's capital investment, each company basically creates an individual plan by taking its medium-term forecast on demand, production planning, investment-to-profit ratio, and other factors into consideration. As for important plans, etc., the Company takes the initiative in making adjustments, focusing on optimization for the entire Group.

Capital investments planned for one year after the end of the fiscal year ended March 31, 2026 total roughly ¥90,000 million, and the segment breakdown is as follows.

Segment name	Planned investment amount (Millions of yen)	Main descriptions and purposes of facilities	Method of financing
Lead-acid Batteries (Japan)	5,500	Streamlining, cost reduction, maintenance and upgrade, etc.	Internally generated funds, borrowings, etc.
Lead-acid Batteries (Overseas)	14,000	Expansion of production capacity, streamlining, cost reduction, maintenance and upgrade, etc.	Internally generated funds, borrowings, etc.
Lithium-ion Batteries	12,000	Expansion of production capacity, streamlining, cost reduction, maintenance and upgrade, additions of manufacturing facilities, etc.	Internally generated funds, borrowings, etc.
Industrial Batteries and Power Supplies	43,500	Additions of new plants, streamlining, cost reduction, maintenance and upgrade, etc.	Internally generated funds, borrowings, etc.
Aviation, Space and Defense	4,000	Expansion of production capacity, streamlining, cost reduction, maintenance and upgrade, etc.	Internally generated funds, borrowings, etc.
Other	11,000	Streamlining, cost reduction, maintenance and upgrade, additions of new plants, etc.	Internally generated funds, borrowings, etc.
Total	90,000		

Note Due to the change in segment categories from the following fiscal year, the revised reportable segments have been used for the statement. For details, please see "V. Financial information, 1. Consolidated financial statements and other information, (1) Consolidated financial statements, Notes, Significant subsequent events."

IV. Information about reporting company

1. Information about shares, etc.

(1) Total number of shares, etc.

(i) Total number of shares

Class	Total number of authorized shares (Shares)
Common stock	280,000,000
Total	280,000,000

(ii) Issued shares

Class	Number of shares issued as of the end of the fiscal year (Shares) (March 31, 2026)	Number of shares issued as of the filing date (Shares) (June 23, 2026)	Name of listed financial instruments exchange or registered or licensed financial instruments firms association	Description
Common stock	100,446,442	100,446,442	Tokyo Stock Exchange (Prime Market)	Common stock is the standard type of shares issued by the Company without limitations on the shareholders' rights, and the number of shares constituting one unit is 100 shares.
Total	100,446,442	100,446,442	—	—

(2) Share acquisition rights, etc.

(i) Description of stock option plan

Not applicable

(ii) Description of rights plan

Not applicable

(iii) Other information about share acquisition rights

Not applicable

(3) Exercise status of bonds with share acquisition rights containing a clause for exercise price adjustment

Not applicable

(4) Changes in number of shares issued, share capital, etc.

Date	Increase (decrease) in total number of shares issued (Thousands of shares)	Balance of total number of shares issued (Thousands of shares)	Increase (decrease) in share capital (Millions of yen)	Balance of share capital (Millions of yen)	Increase (decrease) in legal capital surplus (Millions of yen)	Balance of legal capital surplus (Millions of yen)
November 30, 2021 (Note 1)	(2,115)	80,599	—	33,021	—	79,336
December 5, 2023 (Note 2)	15,219	95,818	15,116	48,138	15,116	94,453
December 5, 2023 (Note 3)	2,497	98,316	2,587	50,725	2,587	97,041
December 28, 2023 (Note 4)	2,129	100,446	2,115	52,841	2,115	99,156

Notes 1. The Board of Directors resolved on November 5, 2021 to cancel treasury shares pursuant to the provision in Article 178 of the Companies Act, and as of November 30, 2021, the total number of shares issued by the Company decreased by 2,115 thousand shares to 80,599 thousand shares.

2. Paid-in public offering
 - Issuance price per share ¥2,072.0
 - Issuance amount per share ¥1,986.54
 - Capital increase per share ¥993.27
 - Total amount to be paid-in ¥30,233 million
3. Paid-in third-party allotment
 - Issuance price per share ¥2,072.0
 - Capital increase per share ¥1,036.0
 - Allottee Honda Motor Co., Ltd.
4. Paid-in third-party allotment (third-party allotment of new shares in relation to the secondary offering of shares by way of overallotment)
 - Issuance price per share ¥1,986.54
 - Capital increase per share ¥993.27
 - Allottee Nomura Securities Co., Ltd.

(5) Shareholding by shareholder category

As of March 31, 2026

Category	Shareholding status (Number of shares per share unit: 100 shares)								Shares less than one share unit (Shares)
	Government and municipality	Financial institutions	Financial instruments business operators	Other corporations	Foreign corporations, etc.		Individuals, etc.	Total	
					Non-individuals	Individuals			
Number of shareholders (Persons)	1	55	43	356	331	89	26,148	27,023	—
Number of shares held (Units)	20	454,571	20,910	100,850	298,703	356	127,492	1,002,902	156,242
Shareholding ratio (%)	0.001	45.325	2.084	10.055	29.783	0.035	12.712	100.000	—

- Notes
1. 3,259 treasury shares are included in the columns “Individuals, etc.” as 32 units and “Shares less than one share unit” as 59 shares.
 2. “Other corporations” column above includes 16 units of shares held in the name of Japan Securities Depository Center, Incorporated.

(6) Major shareholders

As of March 31, 2026

Name	Address	Number of shares held (Thousands of shares)	Ratio of shares held to total number of shares issued (excluding treasury shares) (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	Akasaka Intercity AIR, 1-8-1 Akasaka, Minato-ku, Tokyo	17,549	17.47
Custody Bank of Japan, Ltd. (Trust Account)	1-8-12 Harumi, Chuo-ku, Tokyo	9,731	9.69
Honda Motor Co., Ltd.	2-2-3 Toranomon, Minato-ku, Tokyo	4,915	4.89
Meiji Yasuda Life Insurance Company	2-1-1 Marunouchi, Chiyoda-ku, Tokyo	2,800	2.79
STATE STREET BANK AND TRUST COMPANY 505223 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	P.O. Box 351 Boston, Massachusetts, 02101 U.S.A. (Shinagawa Intercity A Building, 2-15-1 Konan, Minato-ku, Tokyo)	2,387	2.38
Toyota Motor Corporation	1 Toyota-cho, Toyota City, Aichi	2,236	2.23
MUFG Bank, Ltd.	1-4-5 Marunouchi, Chiyoda-ku, Tokyo	1,865	1.86
Nippon Life Insurance Company	1-6-6 Marunouchi, Chiyoda-ku, Tokyo	1,789	1.78
The Bank of Kyoto, Ltd.	700 Yakushimae-cho, Karasuma-dori, Matsubara-Agaru, Shimogyo-ku, Kyoto	1,548	1.54
Sumitomo Mitsui Trust Bank, Limited	1-4-1 Marunouchi, Chiyoda-ku, Tokyo	1,470	1.46
Total	—	46,293	46.09

Notes 1. The number of shares held is rounded down to the nearest thousand shares.

- Of the number of shares held by The Master Trust Bank of Japan, Ltd. (Trust Account) and Custody Bank of Japan, Ltd. (Trust Account), the number of shares related to trust business is 9,926 thousand shares and 5,877 thousand shares, respectively.
- The 9,731 thousand shares held by Custody Bank of Japan, Ltd. (Trust Account) include 123 thousand shares of the Company held in the “Officer Stock Grant Trust” set up by the Company. These shares are presented as treasury shares in the consolidated financial statements and non-consolidated financial statements.
- The Large Volume Holding Report (Change Report) made available for public inspection on December 5, 2025 contained the information listed below regarding shares held by Asset Management One Co., Ltd. and its joint shareholder companies, Mizuho Securities Co., Ltd. and Asset Management One International Ltd., as of November 28, 2025. However, because the Company was unable to verify the actual number of shares held as of March 31, 2026, these companies were omitted from the list of major shareholders above.

The content of the aforementioned Large Volume Holding Report was as follows.

Name	Address	Number of shares held (Thousands of shares)	Shareholding as a proportion of total shares issued and outstanding (%)
Asset Management One Co., Ltd.	1-8-2 Marunouchi, Chiyoda-ku, Tokyo	5,671	5.65
Mizuho Securities Co., Ltd.	1-5-1 Otemachi, Chiyoda-ku, Tokyo	103	0.10
Asset Management One International Ltd.	30 Old Bailey, London, EC4M 7AU, UK	357	0.36
Total	—	6,132	6.11

5. The Large Volume Holding Report (Change Report) made available for public inspection on April 3, 2026 contained the information listed below regarding shares held by Nomura Securities Co., Ltd. and its joint shareholder companies, Nomura International PLC and Nomura Asset Management Co., Ltd., as of March 31, 2026. However, because the Company was unable to verify the actual number of shares held as of March 31, 2026, these companies were omitted from the list of major shareholders above.

The content of the aforementioned Large Volume Holding Report was as follows.

Name	Address	Number of shares held (Thousands of shares)	Shareholding as a proportion of total shares issued and outstanding (%)
Nomura Securities Co., Ltd.	1-13-1 Nihombashi, Chuo-ku, Tokyo	323	0.32
Nomura International PLC	1 Angel Lane, London, EC4R 3AB, United Kingdom	473	0.47
Nomura Asset Management Co., Ltd.	2-2-1 Toyosu, Koto-ku, Tokyo	2,295	2.29
Total	—	3,092	3.08

6. The Large Volume Holding Report (Change Report) made available for public inspection on April 6, 2026 contained the information listed below regarding shares held by Sumitomo Mitsui Trust Bank, Limited and its joint shareholder companies, Sumitomo Mitsui Trust Asset Management Co., Ltd. and Amova Asset Management Co., Ltd., as of March 31, 2026. However, because the Company was unable to verify the actual number of shares held as of March 31, 2026 (except for those held by Sumitomo Mitsui Trust Bank, Limited), these companies were omitted from the list of major shareholders above.

The content of the aforementioned Large Volume Holding Report was as follows.

Name	Address	Number of shares held (Thousands of shares)	Shareholding as a proportion of total shares issued and outstanding (%)
Sumitomo Mitsui Trust Bank, Limited	1-4-1 Marunouchi, Chiyoda-ku, Tokyo	1,470	1.46
Sumitomo Mitsui Trust Asset Management Co., Ltd.	1-1-1 Shibakoen, Minato-ku, Tokyo	1,713	1.71
Amova Asset Management Co., Ltd.	9-7-1 Akasaka, Minato-ku, Tokyo	3,053	3.04
Total	—	6,237	6.21

(7) Voting rights

(i) Issued shares

As of March 31, 2026

Category	Number of shares (Shares)	Number of voting rights (Units)	Description
Shares without voting rights	—	—	—
Shares with restricted voting rights (Treasury shares, etc.)	—	—	—
Shares with restricted voting rights (Other)	—	—	—
Shares with full voting rights (Treasury shares, etc.)	(Treasury shares held) Common stock 3,200	—	Common stock is the standard type of shares issued by the Company without limitations on the shareholders' rights, and the number of shares constituting one unit is 100 shares.
	(Reciprocally held shares) Common stock 29,200	—	
Shares with full voting rights (Other)	Common stock 100,257,800	1,002,578	Same as above
Shares less than one share unit (Note)	Common stock 156,242	—	—
Total number of shares issued	100,446,442	—	—
Total number of voting rights	—	1,002,578	—

- Notes 1. The common stock in the column “Shares with full voting rights (Other)” includes 123,700 shares (1,237 units of voting rights) of the Company’s shares held by the trust account related to the “Officer Stock Grant Trust.”
2. The number of shares in the “Shares less than one share unit” column includes 59 shares of treasury shares held by the Company and 56 shares and 82 shares of reciprocally held shares held by Aomori Yuasa Battery Sales Co., Ltd. and Sanin GS Yuasa Co. Ltd., respectively.

(ii) Treasury shares, etc.

As of March 31, 2026

Name of shareholder	Location of shareholder	Number of shares held under own name (Shares)	Number of shares held under the name of others (Shares)	Total number of shares held (Shares)	Proportion of number of shares held against total number of issued shares (%)
(Treasury shares held) GS Yuasa Corporation	1 Inobanba-cho, Nishinosho, Kisshoin, Minami-ku, Kyoto	3,200	—	3,200	0.00
(Reciprocally held shares) Aomori Yuasa Battery Sales Co., Ltd.	11-5 Ishie-Edo, Aomori City	21,600	6,500	28,100	0.03
(Reciprocally held shares) Sanin GS Yuasa Co. Ltd.	2923-37 Yomi-cho, Yonago City, Tottori	—	1,100	1,100	0.00
Total	—	24,800	7,600	32,400	0.03

- Notes 1. Aomori Yuasa Battery Sales Co., Ltd. and Sanin GS Yuasa Co. Ltd. are members of a shareholding association (GS Yuasa Business Partners Shareholding Association, 1 Inobanba-cho, Nishinosho, Kisshoin, Minami-ku, Kyoto) consisting of the Company’s business partners, and the former owns 6,500 shares and the latter 1,100 shares in the name of the association.
2. In addition to the above, there are 123,700 shares of the Company’s shares held by the trust account related to the “Officer Stock Grant Trust.”

2. Acquisition and disposal of treasury shares

Classes of shares: Acquisition of common shares that falls under Article 155, item (vii) of the Companies Act

(1) Acquisition by resolution at the General Meeting of Shareholders

Not applicable

(2) Acquisition by resolution at the Board of Directors meeting

Not applicable

(3) Acquisition not based on resolution at the General Meeting of Shareholders or Board of Directors meeting

Category	Number of shares (Shares)	Total value (Yen)
Treasury shares acquired during the fiscal year ended March 31, 2026	1,771	6,385,390
Treasury shares acquired during the period after the reporting period to the filing date of this report	139	876,114

Note Treasury shares acquired during the period after the reporting period to the filing date of this report do not include the shares acquired through the purchase of odd-lot shares from June 1, 2026 until the filing date of the Annual Securities Report.

(4) Disposal of acquired treasury shares and number of treasury shares held

Category	Year ended March 31, 2026		Period after the reporting period to the filing date of this report	
	Number of shares (Shares)	Total value of disposal (Millions of yen)	Number of shares (Shares)	Total value of disposal (Millions of yen)
Acquired treasury shares for which subscribers were solicited	—	—	—	—
Acquired treasury shares that were cancelled	—	—	—	—
Acquired treasury shares that were transferred due to a merger, share swap, share allotment, or company split	—	—	—	—
Other	—	—	—	—
Number of treasury shares held	3,259	—	3,398	—

Note Treasury shares held during the period after the reporting period to the filing date of this report do not include the number of shares acquired through the purchase of odd-lot shares from June 1, 2026 until the filing date of the Annual Securities Report.

3. Dividend policy

The Company considers the return of profits to shareholders the most important management issue. As a general policy, the Company decides the level of dividends based on a comprehensive analysis of consolidated earnings results, the financial condition, and the dividend payout ratio. Internal reserves are used to improve future earnings by maintaining and enhancing investments and competitiveness. Based on these initiatives, the Company aims to continue its growth into the future and secure long-term stable returns to shareholders.

The Company's basic policy is to pay dividends of surplus twice a year, an interim dividend and a year-end dividend. The decision-making bodies for these dividends are the Board of Directors for the interim dividends and the General Meeting of Shareholders for the year-end dividends.

For the year ended March 31, 2026, the Company achieved the initial profit target for profit attributable to owners of parent. Accordingly, the Company plans to pay an annual dividend per share of ¥90 (as ¥30 was provided as an interim dividend in the second quarter, ¥60 will be provided for the year-end dividend). The consolidated payout ratio will therefore be 21.6%.

The Company's Articles of Incorporation stipulate that the payment of dividends of surplus (interim dividends) as provided for by Article 454, paragraph 5 of the Companies Act may be effected by a resolution of the Board of Directors, with the date of record for such dividends being September 30.

Dividends of surplus whose record date belongs to the fiscal year ended March 31, 2026 are as follows. The total amounts of year-end dividend of ¥6,026 million and the per share dividend of ¥60 are subject to resolution at the Annual General Meeting of Shareholders to be held on June 26, 2026.

Date of resolution	Total dividends (Millions of yen)	Dividend per share (Yen)
November 6, 2025 Resolution of the Board of Directors (Note)	3,013	30
June 26, 2026 Resolution of Annual General Meeting of Shareholders (scheduled) (Note)	6,026	60

Note The total amounts of dividends of ¥3,013 million and ¥6,026 million include ¥3 million and ¥7 million, respectively, in dividends for treasury shares held in trust.

4. Status of corporate governance, etc.

(1) Overview of corporate governance

(i) Basic approach to corporate governance

The Group's basic approach to corporate governance is to develop an organization and structure that enable fast responses to a changing business environment, while at the same time making every effort to maximize corporate value through thoroughly implementing and strengthening compliance management, and improving the soundness and transparency of management.

Based on this approach, all employees are working earnestly every day to achieve this goal.

(ii) Corporate governance framework and reasons for adopting such framework

A Overview of corporate governance framework

The Company has chosen the "Company with a Board of Corporate Auditors" corporate governance system. In addition to this, the Company has established a corporate governance framework that includes an internal audit system and other systems appropriate to the Group's structure. In addition, functions are shared between the Company (GS Yuasa Corporation, a pure holding company) and GS Yuasa International Ltd. (the core operating subsidiary). While GS Yuasa International Ltd. has been made the main decision-making body for business execution in the Group to improve agility, the Company focuses on the formulation of management strategies, overall control, and supervision of the Group's business as a whole, thereby enhancing and strengthening the management system and improving the transparency and efficiency of management. An outline of this is as follows.

(a) Board of Directors

The Board of Directors of the Company makes important management decisions for the Group and supervises the directors' execution of their duties. The Board determines the medium- to long-term strategies of the Group, and based on these strategies, each division of each company, centered on GS Yuasa International Ltd., sets and implements its priority tasks to achieve faster and more efficient decision-making within the Group.

As of the filing date of the Annual Securities Report (June 23, 2026), the Board of Directors consists of seven directors, including three outside directors, and is chaired by Chairman Osamu Murao. The members of the Board of Directors are as follows.

Chairman Osamu Murao, President Takashi Abe, Executive Vice President Masahiro Shibutani, Director Hiroaki Matsushima, Outside Director Yoshiko Nonogaki, Outside Director Koji Nitto, and Outside Director Mitsugu Yamaguchi

The Company appoints several outside directors so that they can fully exercise their monitoring functions at the Board of Directors meetings, and the Board of Directors secretariat and secretarial office, etc. play a central role in providing support to outside directors. In addition, the relevant divisions provide prior individual explanations concerning important matters when necessary. The term of office for directors is set at one year in order to further clarify their management responsibility and to increase the opportunity for confidence of shareholders at the General Meeting of Shareholders.

(b) Board of Corporate Auditors

The Board of Corporate Auditors of the Company determines the appointment and dismissal of full-time corporate auditors by the corporate auditors appointed at the General Meeting of Shareholders, audit policies and plans, methods of investigation of the Company's business and financial conditions, preparation of audit reports, and other matters related to the execution of duties by the corporate auditors.

As of the filing date of the Annual Securities Report (June 23, 2026), the Board of Corporate Auditors consists of four corporate auditors, including two outside corporate auditors, and is chaired by Masaya Nakagawa, a full-time corporate auditor, who is elected by mutual vote. The members of the Board of Corporate Auditors are as follows.

Full-time Corporate Auditor Masaya Nakagawa, Full-time Corporate Auditor Yoshiyuki Sanada, Outside Corporate Auditor Akira Tsujiuchi, and Outside Corporate Auditor Miya Miyama

The Board of Corporate Auditors meeting is held once a month in principle. In addition to attending meetings of the Board of Directors, the Group Risk Management Committee, and other important meetings to express their opinions and recommendations, corporate auditors, in accordance with the audit policies and the assignment of duties, conduct appropriate audits by hearing the

performance of duties from directors and employees, reviewing important approval documents and resolution documents, examining the status of assets, and receiving reports from directors and employees at important meetings on the state of business operations and risk management. Corporate auditors fulfill the function of monitoring management. Furthermore, corporate auditors maintain close coordination with the accounting auditor and the internal auditing division to strengthen their respective auditing functions.

(c) Nomination and Compensation Committee

The Nomination and Compensation Committee is established as a non-statutory advisory body to the Board of Directors aimed at strengthening the independence, objectivity, and accountability of the Board of Directors' functions, such as the nomination and remuneration of directors. The Nomination and Compensation Committee deliberates on matters on which the Board of Directors consults it and reports the results of its deliberations to the Board.

As of the filing date of the Annual Securities Report (June 23, 2026), the Nomination and Compensation Committee consists of five directors, including three outside directors who are independent of management, and is chaired by Yoshiko Nonogaki, an outside director. The members of the Nomination and Compensation Committee are as follows.

Outside Director Yoshiko Nonogaki, Outside Director Koji Nitto, Outside Director Mitsugu Yamaguchi, President Takashi Abe, and Executive Vice President Masahiro Shibutani

B Status of implementation of internal control and risk management systems

The Company has established a basic policy concerning the establishment of an internal control system, and in particular, is committed to improving the compliance structure with laws and regulations and the Articles of Incorporation as well as the risk management system and the efficiency of business operations within the Group.

The status of implementation is as follows.

(a) Compliance structure with laws and regulations and the Articles of Incorporation within the Group

- a. Established a structure that enables implementing CSR, risk, and compliance initiatives in a unified manner
- b. Established CSR Policy, CSR Code of Conduct, etc., as guidelines and codes of conduct to be complied with by directors and employees in the execution of their duties
- c. Established the Sustainability Committee to provide advice for group-wide decision-making related to sustainability management; and identified important issues for sustainability (materiality) and established the Sustainability Promotion Committee to promote various measures in a systematic manner
- d. Established the Group Risk Management Committee to implement the Group's organizational initiatives
- e. Conducted systematic training within the Group
- f. Established Group internal and external whistleblower desks
- g. Improving a structure that does not have any relationship with antisocial forces

(b) Risk management system

The Company has formulated risk management rules and regulations to prevent the occurrence of crises that could seriously affect the Group's management, and has also established a structure to minimize the impact of an actual crisis and promptly return to normal operations.

(c) Improvement of business efficiency

- a. The Company ensures that efficient decision-making is carried out in the Group through thorough implementation of the Group Decision Rules, Rules on Administrative Authority, Affiliate Company Management Rules, and the Group approval system.
- b. The Company is promoting efforts to streamline and computerize its operations.

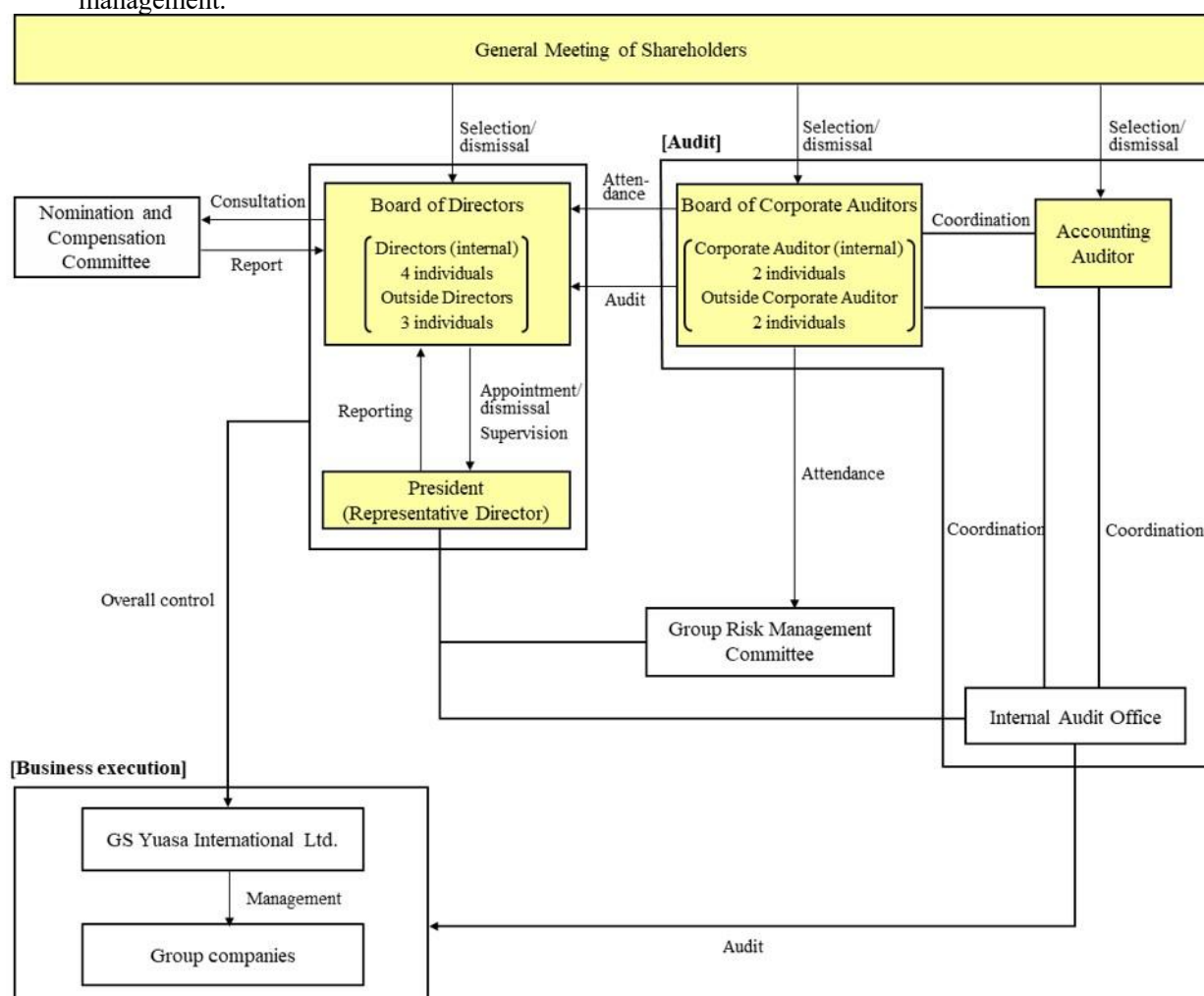
(d) System related to the execution of duties by corporate auditors

- a. Appointment of assistants
- b. Authorization of corporate auditors to state their opinions concerning personnel matters of their assistants

- c. Establishment of a system in which corporate auditors have the authority to direct and order the performance of duties in support of their duties
- d. Establishment of a system for reporting to corporate auditors and prohibition of disadvantageous treatment of persons making such reports
- e. Budgeting for expenses and other costs required for audits by corporate auditors
- f. Holding regular meetings with directors to exchange opinions
- g. Holding regular meetings with the internal auditing division to exchange opinions
- (e) Other

To ensure the appropriateness of the Group's operations, the Internal Audit Office, the internal auditing division, conducts internal audits of the Company and major Group companies.

The diagram below shows the structure of the Company for execution of operations and supervision of management.



C Activity status of the Board of Directors and any non-statutory committees established in relation to corporate governance

(a) Activity status of the Board of Directors

The Board of Directors meetings are held once a month in principle, and extraordinary meetings are held as necessary, or resolutions are made or reports are made in writing. In the fiscal year under review, the Board of Directors held 17 meetings and the status of attendance of each director is as follows.

Name	Number of meetings	Number of attendances
Osamu Murao	17	17
Takashi Abe	17	17
Masahiro Shibutani	17	17
Hiroaki Matsushima	17	17
Takayoshi Matsunaga	4	4
Yoshiko Nonogaki	17	17
Koji Nitto	17	17
Mitsugu Yamaguchi	13	13

Note Director Takayoshi Matsunaga retired from his position as Director at the conclusion of the Annual General Meeting of Shareholders held on June 27, 2025, and the status of his attendance at Board of Directors meetings held during the period up to the time of his retirement is presented.

Director Mitsugu Yamaguchi was elected at the Annual General Meeting of Shareholders held on June 27, 2025, and the status of his attendance at Board of Directors meetings held after his election is presented.

The Board of Directors deliberated or reported on specific matters for consideration, including the decision on convocation and agenda items of the General Meeting of Shareholders, medium- to long-term management strategies, corporate governance, accounts closing, organizational and personnel matters, verification of cross-shareholdings, and other important business execution.

(b) Activity status of the Nomination and Compensation Committee

The Nomination and Compensation Committee meetings are held as necessary. In the fiscal year under review, the Nomination and Compensation Committee held nine meetings and the status of attendance of each member is as follows.

Name	Number of meetings	Number of attendances
Takayoshi Matsunaga	3	3
Yoshiko Nonogaki	9	9
Koji Nitto	9	9
Mitsugu Yamaguchi	6	6
Takashi Abe	9	9
Masahiro Shibutani	9	9

Note Director Takayoshi Matsunaga retired from his position as Director at the conclusion of the Annual General Meeting of Shareholders held on June 27, 2025, and the status of his attendance at Nomination and Compensation Committee meetings held during the period up to the time of his retirement is presented.

Director Mitsugu Yamaguchi was selected at the Board of Directors meeting held on June 27, 2025, and the status of his attendance at Nomination and Compensation Committee meetings held after his selection is presented.

The Nomination and Compensation Committee deliberated on specific matters related to the nomination of candidates for directors, the selection of representative directors and directors with executive positions, the policy on remuneration, etc. for directors, and the remuneration, etc. of individual directors.

D Overview of limited liability agreements

Pursuant to the provision in Article 427, paragraph 1 of the Companies Act, the Company has entered into an agreement with outside directors and outside corporate auditors to limit their liabilities for damages under Article 423, paragraph 1 of the Companies Act. The maximum amount of liability for damages under such agreement is ¥10 million or the minimum liability limit stipulated in Article 425, paragraph 1 of the Companies Act, whichever is higher, for both outside directors and outside corporate

auditors. Such limitation of liability is limited to cases where the outside director or outside corporate auditor has performed his or her duties in good faith and without gross negligence.

E Overview of a directors and officers liability insurance policy

The Company has concluded a directors' and officers' liability insurance contract provided for in Article 430-3, paragraph 1 of the Companies Act with an insurance company, which insures all directors, corporate auditors, executive officers and officers (the "officers, etc.") of the Company and its subsidiaries GS Yuasa International Ltd., GS Yuasa Battery Ltd., GS Yuasa Energy Co., Ltd., GS Yuasa Technology Ltd. and Blue Energy Co., Ltd. The policy covers damages, legal expenses, and other payments incurred by the insured due to claims for damages arising out of acts (including omissions) committed by the insured in his or her duties as the officers, etc. of the company. However, by excluding from compensation the damage caused by criminal acts, such as bribery, and the damage caused by the officers, etc. who intentionally commit illegal acts, the Company has taken measures to ensure that the appropriateness of the execution of duties by the officers, etc. is not compromised. The insurance premiums are fully borne by the Company so that the insured persons do not have to pay any premiums.

F Requirements for a resolution on the appointment of directors

The Company's Articles of Incorporation stipulate that a resolution on the appointment of directors be adopted by a majority of the voting rights of shareholders present at a meeting where shareholders holding one-third or more of all voting rights of shareholders who are entitled to exercise their voting rights are present, and also that the appointment of directors shall not be by cumulative voting.

G Matters that may be resolved by the Board of Directors on matters to be resolved at the General Meeting of Shareholders

(a) Purchase of treasury shares

The Company's Articles of Incorporation stipulate that the Company may purchase treasury shares by a resolution of the Board of Directors pursuant to the provision in Article 165, paragraph 2 of the Companies Act in order to implement flexible capital measures in response to changes in the business environment.

(b) Interim dividends

To enable the expeditious return of profits to shareholders, the Company's Articles of Incorporation stipulate that the payment of dividends of surplus (interim dividends) as provided for by Article 454, paragraph 5 of the Companies Act may be effected by a resolution of the Board of Directors, with the date of record for such dividends being September 30.

(c) Exemption from liabilities for directors and corporate auditors

In order to ensure that directors and corporate auditors can fully fulfill their expected roles in the execution of their duties, the Company's Articles of Incorporation stipulate that directors (including former ones) and corporate auditors (including former ones) may be exempted from liabilities for damages due to negligence of their duties to the extent permitted by laws and regulations by a resolution of the Board of Directors pursuant to the provision in Article 426, paragraph 1 of the Companies Act.

H Requirements for a special resolution at the General Meeting of Shareholders

To enable a quorum to be more reliably met for special resolution at the General Meeting of Shareholders as defined in Article 309, paragraph 2 of the Companies Act, the Company's Articles of Incorporation stipulate that such special resolution be adopted by two-thirds or more of the voting rights of shareholders present at a meeting where shareholders holding one-third or more of all voting rights of shareholders who are entitled to exercise their voting rights are present.

(iii) Status of initiatives to improve corporate governance during recent one-year period

In order to enhance the internal control system and compliance system, the Company, under the leadership of the Group Risk Management Committee, formulates action plans for all divisions and implements focused management with respect to risks that require special systematic and focused efforts from the perspective of ensuring thorough compliance and strengthening monitoring of Group companies. In addition, the following other initiatives were undertaken during recent one-year period.

A Training related to compliance was conducted at rank-specific training, workplace meetings on sustainability, training for employees posted overseas, and other training programs. In addition, the

Company made efforts to raise internal awareness of matters related to compliance, such as individual laws and regulations related to business operations, through training and the distribution of internal news via e-mail.

- B The Company established the Sustainability Committee, which is chaired by a Director, and managed and supervised the Sustainability Promotion Committee responsible for deliberating on group-wide issues for sustainability and planning and promoting sustainability-related initiatives, and provided advice as necessary to the Board of Directors of the Company.
- C With respect to BCP responses within the Group, the Company held quarterly BCP Promotion Meetings and shared the results and issues of the activities based on the annual plan.

The Company will continue its efforts to further strengthen structures and develop and enhance internal control systems and risk management systems.

In order to increase the transparency of management, the Company is working to expand IR activities to disclose a wide range of information, including providing corporate and financial information via the Internet and proactively explaining the Company's business performance. The Company will further enhance such activities in the future.

(2) Information about officers

(i) Officers

- a. As of the filing date of the Annual Securities Report (June 23, 2026), the status of the Company's officers is as follows.

Men: 9, Women: 2 (Ratio of female officers: 18%)

Title and position	Name	Date of birth	Career summary	Term of office	Number of shares held (Hundreds of shares)
Chairman	Osamu Murao	January 15, 1960	Apr. 1982 Joined Japan Storage Battery Co., Ltd. (currently GS Yuasa International Ltd.) Apr. 2010 General Manager of Industrial Battery Production Division, Industrial Batteries & Power Supplies Business Unit of GS Yuasa International Ltd. June 2011 Officer June 2012 Director of the Company June 2015 Director of GS Yuasa International Ltd. President and Chief Executive Officer (CEO) of the Company June 2024 President of GS Yuasa International Ltd. Chairman of the Company (current position) Chairman of GS Yuasa International Ltd. (current position)	Note 1	203
President (Representative Director) CEO	Takashi Abe	October 17, 1965	Apr. 1989 Joined Japan Storage Battery Co., Ltd. (currently GS Yuasa International Ltd.) Mar. 2003 President of GS Battery U.S.A. Inc. June 2016 Corporate Officer of GS Yuasa International Ltd. Oct. 2016 Executive Vice President of GS Yuasa Energy Co., Ltd. Apr. 2018 Deputy Business Unit Manager of Industrial Batteries & Power Supplies Business Unit of GS Yuasa International Ltd. Apr. 2022 Director Apr. 2023 Business Unit Manager of Automotive Battery Business Unit June 2024 President and Chief Executive Officer (CEO) of the Company (current position) President of GS Yuasa International Ltd. (current position)	Note 1	65

Title and position	Name	Date of birth	Career summary		Term of office	Number of shares held (Hundreds of shares)
Executive Vice President (Representative Director)	Masahiro Shibutani	November 2, 1960	Apr. 1984 Jan. 2006 Apr. 2007 Apr. 2010 Apr. 2012 June 2014 June 2016 June 2019 Apr. 2020 Apr. 2021 June 2021 June 2022 June 2023	Joined Yuasa Battery Co., Ltd. (currently GS Yuasa International Ltd.) General Manager of Finance and Accounting Division of the Company Director of GS Yuasa Accounting Service Ltd. (currently GS Yuasa International Ltd.) President and Director of Yuasa (Tianjin) Technology Ltd. General Manager of Corporate Office of the Company General Manager of Internal Control Office Officer of GS Yuasa International Ltd. Audit & Supervisory Board Member of GS Yuasa Battery Ltd. Corporate Officer of GS Yuasa International Ltd. President of GS Yuasa Battery Ltd. Senior Officer of GS Yuasa International Ltd. Director Managing Director Managing Director of the Company Senior Managing Director Senior Managing Director of GS Yuasa International Ltd. Executive Vice President of the Company (current position) Executive Vice President of GS Yuasa International Ltd. (current position)	Note 1	76
Director CFO	Hiroaki Matsushima	January 15, 1966	Apr. 1989 Apr. 2015 June 2016 June 2017 June 2018 Apr. 2020 Apr. 2021 June 2022	Joined Yuasa Battery Co., Ltd. (currently GS Yuasa International Ltd.) General Manager of Corporate Office of the Company General Manager of Finance and Accounting Division of GS Yuasa International Ltd. Director of GS Yuasa Accounting Service Ltd. (currently GS Yuasa International Ltd.) Corporate Auditor of GS Yuasa Fieldings Ltd. (currently GS Yuasa Fieldings Co., Ltd.) Officer of GS Yuasa International Ltd. President of GS Yuasa Accounting Service Ltd. (currently GS Yuasa International Ltd.) Head of Corporate Office of the Company (current position) Director of GS Yuasa International Ltd. (current position) Director of the Company (current position) Chief Financial Officer (CFO) (current position)	Note 1	84
Director (Part-time)	Yoshiko Nonogaki	July 31, 1957	Apr. 1980 Sept. 1992 July 1994 Apr. 1999 Apr. 2006 Apr. 2009 Apr. 2013 June 2015 June 2019 June 2020 June 2021	Joined Sony Corporation (currently Sony Group Corporation) President and Representative Director of Sony Poland sp.zo.o General Manager of Sales and Marketing Department, Recording Media and Energy Company of Sony Corporation (currently Sony Group Corporation) General Manager of Planning and Marketing Department, Personal IT Network Company General Manager of Business Planning Department, Business and Professional Solutions Group Senior General Manager of Planning and Marketing Division, Business and Professional Solutions Group Director of Global Diversity, Personnel HQ Outside Director of Jolly-Pasta Co., Ltd. Outside Director of Nifco Inc. (current position) Director of the Company (current position) Outside Director of SATO HOLDINGS CORPORATION (currently SATO CORPORATION) (current position)	Note 1	13

Title and position	Name	Date of birth	Career summary		Term of office	Number of shares held (Hundreds of shares)
Director (Part-time)	Koji Nitto	February 1, 1961	Apr. 1983	Joined OMRON TATEISI ELECTRONICS CO. (currently OMRON Corporation)	Note 1	7
			Mar. 2011	Senior General Manager of Global Resource Management HQ of OMRON Corporation		
			June 2011	Executive Officer		
			Mar. 2013	Senior General Manager of Global SCM and IT Innovation HQ		
			Apr. 2013	Managing Executive Officer		
			Mar. 2014	Senior General Manager of Global Strategy HQ		
			Apr. 2014	Senior Managing Executive Officer		
			June 2014	Director, Senior Managing Executive Officer		
			Apr. 2017	Director, Senior Managing Executive Officer and Chief Financial Officer (CFO)		
			June 2023	Outside Director of WACOAL HOLDINGS CORP. (current position)		
			June 2024	Outside Director (Audit and Supervisory Committee Member) of T&D Holdings, Inc. (current position) Director of the Company (current position)		
Director (Part-time)	Mitsugu Yamaguchi	January 8, 1958	Apr. 1981	Joined Kobe Steel, Ltd.	Note 1	1
			Apr. 2006	General Manager of Planning & Administration Department, Machinery & Engineering Company		
			Apr. 2010	Senior General Manager, General Manager of Planning & Administration Department, Machinery Business		
			Apr. 2011	Officer, General Manager of Corporate Planning Department		
			Apr. 2013	Senior Officer		
			Apr. 2014	Senior Officer, Deputy General Manager of Compressor Division, Machinery Business; General Manager of Planning & Administration Department, Machinery Business		
			Apr. 2015	Executive Officer, General Manager of Industrial Machinery Division, Machinery Business		
			June 2016	Director, Senior Managing Executive Officer, Head of Machinery Business		
			Apr. 2017	Executive Vice President and Director, Head of Machinery Business		
			Apr. 2018	President, CEO and Director		
			June 2024	Senior Advisor (current position)		
			June 2025	Director of the Company (current position)		

Title and position	Name	Date of birth	Career summary		Term of office	Number of shares held (Hundreds of shares)
Corporate Auditor (Full-time)	Masaya Nakagawa	July 13, 1963	Apr. 1987 July 2008 Apr. 2015 Aug. 2015 June 2016 Apr. 2017 Apr. 2018 June 2019 June 2023	Joined Japan Storage Battery Co., Ltd. (currently GS Yuasa International Ltd.) President of GS Battery Vietnam Co., Ltd. Deputy Division Manager of Planning Division, International Business Unit of GS Yuasa International Ltd. General Manager of Technical Strategic Planning Office, Global Technical Headquarters Division Manager of Planning Division, International Business Unit General Manager of Strategy Planning Department, Planning Division, International Business Unit Officer General Manager of Quality Management Department, Business Development Division, International Business Unit Division Manager of Planning Division, Automotive Battery Business Unit General Manager of Strategy Planning Department, Planning Division, Automotive Battery Business Unit General Manager of Technical Strategic Planning Office, Global Technical Center Director Deputy Business Unit Manager of Automotive Battery Business Unit Full-time Corporate Auditor of the Company (current position) Full-time Corporate Auditor of GS Yuasa International Ltd. (current position) Auditor of Blue Energy Co., Ltd. (current position) Corporate Auditor of GS Yuasa Fieldings Ltd. (currently GS Yuasa Fieldings Co., Ltd.) (current position) Corporate Auditor of Honda GS Yuasa EV Battery R&D Co., Ltd. (current position)	Note 2	99
Corporate Auditor (Full-time)	Yoshiyuki Sanada	February 16, 1963	Apr. 1985 June 2004 Oct. 2005 June 2006 Oct. 2008 Apr. 2010 Mar. 2011 Apr. 2012 July 2014 June 2016 Apr. 2020 June 2024	Joined Japan Storage Battery Co., Ltd. (currently GS Yuasa International Ltd.) Director of GS Yuasa Accounting Service Ltd. (currently GS Yuasa International Ltd.) Director of GS Yuasa Business Support Ltd. (currently GS Yuasa International Ltd.) General Manager of Finance and Accounting Division of the Company General Manager of Internal Control Office General Manager of Corporate Office Director of Lithium Energy Japan Ltd. General Manager of Business Planning Department, Automotive Battery Business Unit of GS Yuasa International Ltd. General Manager of Technical Strategic Planning Office, Global Technical Headquarters General Manager of Corporate Office of the Company General Manager of Corporate Strategic Planning Office of GS Yuasa International Ltd. Officer General Manager of Secretarial Office Full-time Corporate Auditor of the Company (current position) Full-time Corporate Auditor of GS Yuasa International Ltd. (current position) Corporate Auditor of GS Yuasa Technology Ltd. (current position) Audit & Supervisory Board Member of GS Yuasa Battery Ltd. (current position) Corporate Auditor of GS Yuasa Energy Co., Ltd. (current position)	Note 2	54

Title and position	Name	Date of birth	Career summary	Term of office	Number of shares held (Hundreds of shares)
Corporate Auditor (Part-time)	Akira Tsujiuchi	May 24, 1954	Feb. 1978 Joined Tohmatsu Aoki & Co. (currently Deloitte Touche Tohmatsu LLC) Mar. 1982 Registered as a certified public accountant June 1998 Partner of Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) June 2019 Outside Director (Audit & Supervisory Committee Member) of Estic Corporation July 2019 Head of Tsujiuchi Accounting Office (current position) Jan. 2020 Outside Director of Gakujo Co., Ltd. (current position) June 2020 Outside Corporate Auditor of Sekisui Jushi Corporation (current position) June 2021 Corporate Auditor of the Company (current position) June 2022 Director of The Japanese Institute of Certified Public Accountants Kinki Chapter	Note 2	7
Corporate Auditor (Part-time)	Miya Miyama	June 13, 1972	Oct. 2002 Public Prosecutor (Public Prosecutor of Tokyo District Public Prosecutors Office) July 2013 Head of Compliance department of The Innovation Network Corporation of Japan July 2016 Registered as an attorney at law (Dai-Ichi Tokyo Bar Association) Joined CITY-YUWA PARTNERS Apr. 2018 Regular Delegate of Dai-Ichi Tokyo Bar Association Jan. 2019 Partner Attorney of CITY-YUWA PARTNERS (current position) Apr. 2020 Vice Chair of Gender Equality Committee of Kanto Federation of Bar Associations June 2021 Outside Director of Totetsu Kogyo Co., Ltd. (current position) Mar. 2022 Outside Corporate Auditor of Renesas Electronics Corporation June 2025 Outside Audit & Supervisory Board Member of JCR Pharmaceuticals Co., Ltd. (current position) Corporate Auditor of the Company (current position)	Note 2	0
Total					609

- Notes
1. From the conclusion of the Annual General Meeting of Shareholders for the fiscal year ended March 31, 2025 to the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending March 31, 2026.
 2. From the conclusion of the Annual General Meeting of Shareholders for the fiscal year ended March 31, 2025 to the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending March 31, 2029.
 3. Directors Yoshiko Nonogaki, Koji Nitto and Mitsugu Yamaguchi are outside directors as defined in Article 2, item 15 of the Companies Act.
 4. Corporate Auditors Akira Tsujiuchi and Miya Miyama are outside corporate auditors as defined in Article 2, item 16 of the Companies Act.

5. The Company has appointed one substitute corporate auditor as stipulated in Article 329, paragraph 3 of the Companies Act in preparation for a shortage in the number of corporate auditors as stipulated in laws and regulations.

Career summary of the substitute corporate auditor is as follows. Mitsuaki Nakakubo is eligible for outside corporate auditor.

Name	Date of birth	Career summary	Number of shares held (Hundreds of shares)
Mitsuaki Nakakubo	November 24, 1966	Apr. 1995 Registered as an attorney at law (Daini Tokyo Bar Association) Jan. 2001 Partner Attorney of Asahi Law Offices (current position) Apr. 2008 Permanent member of the Daini Tokyo Bar Association June 2015 Outside Audit & Supervisory Board Member of NIKKISO CO., LTD. June 2017 Substitute Corporate Auditor of the Company (current position) June 2019 Outside Director of FANCL CORPORATION Mar. 2021 Outside Director of NIKKISO CO., LTD. (current position)	—

6. The Company concentrates on formulating, overseeing and supervising the management strategy of the entire group business, and positions GS Yuasa International Ltd., a core operating subsidiary, and its Board of Directors as the central decision-making body for business execution.

GS Yuasa International Ltd. has the following 12 directors.

Chairman	Osamu Murao	
President	Takashi Abe	(Internal Audit)
Executive Vice President	Takashi Taniguchi	(Strategic Business Supervision, Management Strategies, Procurement)
Executive Vice President	Masahiro Shibutani	
Managing Director	Kazuto Nezu	(Automotive Batteries Business)
Director	Takao Omac	(Health and Safety, Environment, Quality Control, Lead-acid Batteries Development, Production Technology)
Director	Hiroaki Matsushima	(Finance and Accounting, Corporate Communication, Internal Control, Information System)
Director	Yoshikazu Nose	
Director	Koichi Nishiyama	(Intellectual Property, R&D, Lithium-ion Batteries Development)
Director	Kenji Higuchi	(Human Resources, General Affairs, Legal Affairs, Logistics, Risk Management)
Director	Yasuyuki Nakamura	(Industrial Batteries and Power Supplies Business)
Director	Yoshiaki Moriizumi	(Lithium-ion Batteries Business)

- b. The Company proposes “Election of Eight (8) Directors” and “Election of One (1) Corporate Auditor” as matters to be resolved at the Annual General Meeting of Shareholders to be held on June 26, 2026. If these proposals are approved and adopted, the status of the Company’s officers and their terms of office will be as follows.

The titles and positions of officers include the contents of matters (titles and positions) to be resolved at the Board of Directors meeting to be held immediately after the above Annual General Meeting of Shareholders.

Men: 9, Women: 3 (Ratio of female officers: 25%)

Title and position	Name	Date of birth	Career summary	Term of office	Number of shares held (Hundreds of shares)
Chairman	Osamu Murao	January 15, 1960	Apr. 1982 Joined Japan Storage Battery Co., Ltd. (currently GS Yuasa International Ltd.) Apr. 2010 General Manager of Industrial Battery Production Division, Industrial Batteries & Power Supplies Business Unit of GS Yuasa International Ltd. June 2011 Officer June 2012 Director of the Company June 2015 Director of GS Yuasa International Ltd. President and Chief Executive Officer (CEO) of the Company June 2024 President of GS Yuasa International Ltd. Chairman of the Company (current position) Chairman of GS Yuasa International Ltd. (current position)	Note 1	203
President (Representative Director) CEO	Takashi Abe	October 17, 1965	Apr. 1989 Joined Japan Storage Battery Co., Ltd. (currently GS Yuasa International Ltd.) Mar. 2003 President of GS Battery U.S.A. Inc. June 2016 Corporate Officer of GS Yuasa International Ltd. Oct. 2016 Executive Vice President of GS Yuasa Energy Co., Ltd. Apr. 2018 Deputy Business Unit Manager of Industrial Batteries & Power Supplies Business Unit of GS Yuasa International Ltd. Apr. 2022 Director Apr. 2023 Business Unit Manager of Automotive Battery Business Unit June 2024 President and Chief Executive Officer (CEO) of the Company (current position) President of GS Yuasa International Ltd. (current position)	Note 1	65

Title and position	Name	Date of birth	Career summary	Term of office	Number of shares held (Hundreds of shares)
Executive Vice President (Representative Director)	Takashi Taniguchi	November 16, 1961	Apr. 1984 Joined Japan Storage Battery Co., Ltd. (currently GS Yuasa International Ltd.) Apr. 2012 Division Manager of Business Management Division, Industrial Batteries & Power Supplies Business Unit of GS Yuasa International Ltd. Apr. 2013 Division Manager of Business Planning Division, Lithium-ion Batteries Business Unit June 2014 Executive Vice President of Lithium Energy Japan Ltd. June 2015 Officer of GS Yuasa International Ltd. Oct. 2015 Division Manager of Power Supply System Sales Division, Industrial Batteries & Power Supplies Business Unit June 2017 General Manager of Corporate Office of the Company Corporate Officer of GS Yuasa International Ltd. General Manager of Corporate Strategic Planning Office Corporate Auditor of GS Yuasa Energy Co., Ltd. June 2019 Managing Executive Officer of GS Yuasa International Ltd. Deputy Business Unit Manager of Industrial Batteries & Power Supplies Business Unit Division Manager of Power Supply System Sales Division, Industrial Batteries & Power Supplies Business Unit Apr. 2020 Director Director of GS Yuasa Technology Ltd. Apr. 2022 Business Unit Manager of Industrial Batteries & Power Supplies Business Unit of GS Yuasa International Ltd. Apr. 2023 Managing Director Apr. 2025 Senior Managing Director Director of GS Yuasa Technology Ltd. Apr. 2026 Executive Vice President of GS Yuasa International Ltd. (current position) June 2026 Executive Vice President of the Company (current position)	Note 1	81
Director CFO	Hiroaki Matsushima	January 15, 1966	Apr. 1989 Joined Yuasa Battery Co., Ltd. (currently GS Yuasa International Ltd.) Apr. 2015 General Manager of Corporate Office of the Company June 2016 General Manager of Finance and Accounting Division of GS Yuasa International Ltd. Director of GS Yuasa Accounting Service Ltd. (currently GS Yuasa International Ltd.) Corporate Auditor of GS Yuasa Fieldings Ltd. (currently GS Yuasa Fieldings Co., Ltd.) June 2017 Officer of GS Yuasa International Ltd. June 2018 President of GS Yuasa Accounting Service Ltd. (currently GS Yuasa International Ltd.) Apr. 2020 Head of Corporate Office of the Company (current position) Apr. 2021 Director of GS Yuasa International Ltd. (current position) June 2022 Director of the Company (current position) Chief Financial Officer (CFO) (current position)	Note 1	84

Title and position	Name	Date of birth	Career summary		Term of office	Number of shares held (Hundreds of shares)
Director (Part-time)	Koji Nitto	February 1, 1961	Apr. 1983 Mar. 2011 June 2011 Mar. 2013 Apr. 2013 Mar. 2014 Apr. 2014 June 2014 Apr. 2017 June 2023 June 2024	Joined OMRON TATEISI ELECTRONICS CO. (currently OMRON Corporation) Senior General Manager of Global Resource Management HQ of OMRON Corporation Executive Officer Senior General Manager of Global SCM and IT Innovation HQ Managing Executive Officer Senior General Manager of Global Strategy HQ Senior Managing Executive Officer Director, Senior Managing Executive Officer Director, Senior Managing Executive Officer and Chief Financial Officer (CFO) Outside Director of WACOAL HOLDINGS CORP. (current position) Outside Director (Audit and Supervisory Committee Member) of T&D Holdings, Inc. (current position) Director of the Company (current position)	Note 1	7
Director (Part-time)	Mitsugu Yamaguchi	January 8, 1958	Apr. 1981 Apr. 2006 Apr. 2010 Apr. 2011 Apr. 2013 Apr. 2014 Apr. 2015 June 2016 Apr. 2017 Apr. 2018 June 2024 June 2025	Joined Kobe Steel, Ltd. General Manager of Planning & Administration Department, Machinery & Engineering Company Senior General Manager, General Manager of Planning & Administration Department, Machinery Business Officer, General Manager of Corporate Planning Department Senior Officer Senior Officer, Deputy General Manager of Compressor Division, Machinery Business; General Manager of Planning & Administration Department, Machinery Business Executive Officer, General Manager of Industrial Machinery Division, Machinery Business Director, Senior Managing Executive Officer, Head of Machinery Business Executive Vice President and Director, Head of Machinery Business President, CEO and Director Senior Advisor (current position) Director of the Company (current position)	Note 1	1
Director (Part-time)	Yumiko Hirai	March 30, 1960	Apr. 1982 Mar. 2005 Sept. 2009 Apr. 2011 Apr. 2015 Apr. 2018 Jan. 2020 Mar. 2025 June 2026	Joined Suntory Limited Executive General Manager of Career Planning & Development Department Executive General Manager of Personnel Division of Suntory Holdings Limited Executive General Manager of Diversity Promotion Section President of Suntory Publicity Service Limited President of Sunlive Co., Ltd. (currently Suntory Field Expert Co., Ltd.) President & Chief Executive Officer of Haagen-Dazs Japan, Inc. Outside Audit & Supervisory Board Member of Lion Corporation (current position) Director of the Company (current position)	Note 1	—

Title and position	Name	Date of birth	Career summary		Term of office	Number of shares held (Hundreds of shares)
Director (Part-time)	Chigusa Ogawa	September 7, 1965	Apr. 1987 Oct. 2009 Oct. 2015 Jan. 2018 Jan. 2019 Jan. 2020 June 2024 June 2026	Joined Japan Tobacco Inc. Director of Global Supply Chain Capital Equipment Procurement of JT International S.A. Vice President of CSR Division of Japan Tobacco Inc. Senior Vice President, CSR Senior Vice President, Sustainability Management Senior Vice President, Leaf Procurement Group, Tobacco Business Headquarter Executive Board Director of Japan Philanthropic Association (Public Interest Incorporated Association) (current position) Director of the Company (current position)	Note 1	—
Corporate Auditor (Full-time)	Yoshiyuki Sanada	February 16, 1963	Apr. 1985 June 2004 Oct. 2005 June 2006 Oct. 2008 Apr. 2010 Mar. 2011 Apr. 2012 July 2014 June 2016 Apr. 2020 June 2024	Joined Japan Storage Battery Co., Ltd. (currently GS Yuasa International Ltd.) Director of GS Yuasa Accounting Service Ltd. (currently GS Yuasa International Ltd.) Director of GS Yuasa Business Support Ltd. (currently GS Yuasa International Ltd.) General Manager of Finance and Accounting Division of the Company General Manager of Internal Control Office General Manager of Corporate Office Director of Lithium Energy Japan Ltd. General Manager of Business Planning Department, Automotive Battery Business Unit of GS Yuasa International Ltd. General Manager of Technical Strategic Planning Office, Global Technical Headquarters General Manager of Corporate Office of the Company General Manager of Corporate Strategic Planning Office of GS Yuasa International Ltd. Officer General Manager of Secretarial Office Full-time Corporate Auditor of the Company (current position) Full-time Corporate Auditor of GS Yuasa International Ltd. (current position) Corporate Auditor of GS Yuasa Technology Ltd. (current position) Audit & Supervisory Board Member of GS Yuasa Battery Ltd. (current position) Corporate Auditor of GS Yuasa Energy Co., Ltd. (current position)	Note 2	54
Corporate Auditor (Part-time)	Akira Tsujiuchi	May 24, 1954	Feb. 1978 Mar. 1982 June 1998 June 2019 July 2019 Jan. 2020 June 2020 June 2021 June 2022	Joined Tohmatsu Aoki & Co. (currently Deloitte Touche Tohmatsu LLC) Registered as a certified public accountant Partner of Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) Outside Director (Audit & Supervisory Committee Member) of Estic Corporation Head of Tsujiuchi Accounting Office (current position) Outside Director of Gakujo Co., Ltd. (current position) Outside Corporate Auditor of Sekisui Jushi Corporation (current position) Corporate Auditor of the Company (current position) Director of The Japanese Institute of Certified Public Accountants Kinki Chapter	Note 2	7

Title and position	Name	Date of birth	Career summary		Term of office	Number of shares held (Hundreds of shares)
Corporate Auditor (Part-time)	Miya Miyama	June 13, 1972	Oct. 2002 July 2013 July 2016 Apr. 2018 Jan. 2019 Apr. 2020 June 2021 Mar. 2022 June 2025	Public Prosecutor (Public Prosecutor of Tokyo District Public Prosecutors Office) Head of Compliance department of The Innovation Network Corporation of Japan Registered as an attorney at law (Dai-Ichi Tokyo Bar Association) Joined CITY-YUWA PARTNERS Regular Delegate of Dai-Ichi Tokyo Bar Association Partner Attorney of CITY-YUWA PARTNERS (current position) Vice Chair of Gender Equality Committee of Kanto Federation of Bar Associations Outside Director of Totetsu Kogyo Co., Ltd. (current position) Outside Corporate Auditor of Renesas Electronics Corporation Outside Audit & Supervisory Board Member of JCR Pharmaceuticals Co., Ltd. (current position) Corporate Auditor of the Company (current position)	Note 2	0
Corporate Auditor (Part-time)	Hideki Matsuyama	January 26, 1958	Apr. 1981 July 2009 July 2011 July 2012 July 2014 July 2016 July 2017 Aug. 2018 June 2019 June 2021 June 2026	Joined Osaka Regional Taxation Bureau Chief Examiner of Twelfth Large Enterprise Examination Group, Second Large Enterprise Department Management Supervisor of Office of Management Supervision Director of Consumption Tax Division Director of First Personnel Division Deputy Assistant Regional Commissioner of Second Taxation Department Assistant Regional Commissioner (Collection) Representative of Hideki Matsuyama Tax Accountant Office (current position) Outside Corporate Auditor of OHSHO FOOD SERVICE CORP. (current position) Outside Corporate Auditor of GS Yuasa International Ltd. Corporate Auditor of the Company (current position)	Note 3	5
Total						507

- Notes
1. From the conclusion of the Annual General Meeting of Shareholders for the fiscal year ended March 31, 2026 to the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending March 31, 2027.
 2. From the conclusion of the Annual General Meeting of Shareholders for the fiscal year ended March 31, 2025 to the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending March 31, 2029.
 3. From the conclusion of the Annual General Meeting of Shareholders for the fiscal year ended March 31, 2026 to the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending March 31, 2030.
 4. Directors Koji Nitto, Mitsugu Yamaguchi, Yumiko Hirai and Chigusa Ogawa are outside directors as defined in Article 2, item 15 of the Companies Act.
 5. Corporate Auditors Akira Tsujiuchi, Miya Miyama and Hideki Matsuyama are outside corporate auditors as defined in Article 2, item 16 of the Companies Act.

6. The Company has appointed one substitute corporate auditor as stipulated in Article 329, paragraph 3 of the Companies Act in preparation for a shortage in the number of corporate auditors as stipulated in laws and regulations.

Career summary of the substitute corporate auditor is as follows. Mitsuaki Nakakubo is eligible for outside corporate auditor.

Name	Date of birth	Career summary	Number of shares held (Hundreds of shares)
Mitsuaki Nakakubo	November 24, 1966	Apr. 1995 Registered as an attorney at law (Daini Tokyo Bar Association) Jan. 2001 Partner Attorney of Asahi Law Offices (current position) Apr. 2008 Permanent member of the Daini Tokyo Bar Association June 2015 Outside Audit & Supervisory Board Member of NIKKISO CO., LTD. June 2017 Substitute Corporate Auditor of the Company (current position) June 2019 Outside Director of FANCL CORPORATION Mar. 2021 Outside Director of NIKKISO CO., LTD. (current position)	—

7. The Company concentrates on formulating, overseeing and supervising the management strategy of the entire group business, and positions GS Yuasa International Ltd., a core operating subsidiary, and its Board of Directors as the central decision-making body for business execution.

GS Yuasa International Ltd. has the following ten directors.

Chairman	Osamu Murao	
President	Takashi Abe	(Internal Audit)
Executive Vice President	Takashi Taniguchi	(Strategic Business Supervision, Management Strategies, Procurement)
Managing Director	Kazuto Nezu	(Automotive Batteries Business)
Director	Takao Omac	(Health and Safety, Environment, Quality Control, Lead-acid Batteries Development, Production Technology)
Director	Hiroaki Matsushima	(Finance and Accounting, Corporate Communication, Internal Control, Information System)
Director	Koichi Nishiyama	(Intellectual Property, R&D, Lithium-ion Batteries Development)
Director	Kenji Higuchi	(Human Resources, General Affairs, Legal Affairs, Logistics, Risk Management)
Director	Yasuyuki Nakamura	(Industrial Batteries and Power Supplies Business)
Director	Yoshiaki Moriizumi	(Lithium-ion Batteries Business)

(ii) Information about outside officers

As of the filing date of the Annual Securities Report (June 23, 2026), the Company has three outside directors and two outside corporate auditors.

Outside Director Yoshiko Nonogaki has extensive knowledge to supervise overall management based on experience as an Outside Director of Nifco Inc. and SATO CORPORATION in addition to her experience in business departments of Sony Corporation (currently Sony Group Corporation) and in management at an overseas subsidiary. Although there are transactions between Nifco Inc. as well as SATO CORPORATION and the Group, the amount of such transactions is immaterial, accounting for less than 0.01% of consolidated net sales for both parties, and there is no material contractual relationship between the Company and her. Therefore, she is not restricted by the executive management, and the Company has elected her because the Company believes that her abundant experience and insight enable her to fully exercise the supervisory function at the Board of Directors as an outside director and, furthermore, to strengthen the supervisory function of the Company's Board of Directors with respect to the execution of business operations. Although she holds 1,361 shares of the Company, the number of shares held is minimal and there is no relationship that would cause a conflict of interest.

Outside Director Koji Nitto has extensive knowledge to supervise overall management based on experience as an Outside Director of WACOAL HOLDINGS CORP. and T&D Holdings, Inc., in addition to his experience as CFO and in business departments of OMRON Corporation. There is no business relationship between the Company and the said companies, nor is there any material contractual

relationship between the Company and him. Therefore, he is not restricted by the executive management, and the Company has elected him because the Company believes that his abundant experience and insight enable him to fully exercise the supervisory function at the Board of Directors as an outside director and, furthermore, to strengthen the supervisory function of the Company's Board of Directors with respect to the execution of business operations. Although he holds 722 shares of the Company, the number of shares held is minimal and there is no relationship that would cause a conflict of interest.

Outside Director Mitsugu Yamaguchi has extensive knowledge to supervise overall management based on his experience in management and business departments as President, CEO and Director of Kobe Steel, Ltd. Although there is a business relationship between said company and the Group, the annual amount of such transactions is immaterial, accounting for less than 0.01% of consolidated net sales for both parties. There is no material contractual relationship between the Company and him. Therefore, he is not restricted by the executive management, and the Company has elected him because the Company believes that his abundant experience and insight enable him to fully exercise the supervisory function at the Board of Directors as an outside director and, furthermore, to strengthen the supervisory function of the Company's Board of Directors with respect to the execution of business operations. Although he holds 131 shares of the Company, the number of shares held is minimal and there is no relationship that would cause a conflict of interest.

Outside Corporate Auditor Akira Tsujiuchi had previously been an engagement partner of Deloitte Touche Tohmatsu LLC, which was the Company's accounting auditor until June 2020, but he resigned from this position in June 2019. Although there are transactions between the firm and the Group, the amount of such transactions is immaterial, accounting for less than 0.03% of consolidated net sales for both parties. In addition, he concurrently serves as the head of Tsujiuchi Accounting Office, Outside Director of Gakujo Co., Ltd. and Outside Corporate Auditor of Sekisui Jushi Corporation. Although there are transactions between Gakujo Co., Ltd. and the Group, the amount of such transactions is immaterial, accounting for less than 0.01% of consolidated net sales for both parties. There is no material contractual relationship between the Company and him. Therefore, he is not restricted by the executive management, and the Company has elected him because the Company believes that his abundant experience and insight enable him to enhance the auditing function of corporate auditors with respect to the execution of duties by the Board of Directors and directors. Although he holds 775 shares of the Company, the number of shares held is minimal and there is no relationship that would cause a conflict of interest.

Outside Corporate Auditor Miya Miyama is a Partner Attorney of CITY-YUWA PARTNERS. Although there is a contractual relationship for legal services between the Company and the said law office, the annual transaction amount is immaterial, accounting for less than 0.1% of consolidated net sales for both parties. In addition, she concurrently serves as Outside Director of Totetsu Kogyo Co., Ltd. and Outside Audit & Supervisory Board Member of JCR Pharmaceuticals Co., Ltd. There are no business relationships between the Company and said companies, nor is there any material contractual relationship between the Company and her. Therefore, she is not restricted by the executive management, and the Company has elected her because the Company believes that her abundant experience and insight enable her to enhance the auditing function of corporate auditors with respect to the execution of duties by the Board of Directors and directors. Although she holds 39 shares of the Company, the number of shares held is minimal and there is no relationship that would cause a conflict of interest.

When nominating candidates for outside directors and outside corporate auditors, the Company ensures they meet the requirements for outside qualifications as stipulated in the Companies Act, and have the experience and insight to objectively and neutrally judge the legality and appropriateness of the execution of the company's operations from the standpoint of shareholders, without being restricted by executive management. This has enabled the Company's outside directors to strengthen the supervisory function of business execution by the Board of Directors and the Company's outside corporate auditors to enhance the auditing function of business execution by the Board of Directors and directors, thereby fulfilling their monitoring functions appropriately and sufficiently to realize sound corporate governance.

- (iii) Cooperation between supervision or audit by outside directors or outside corporate auditors and internal audit, audit by corporate auditors, and audit by the accounting auditor, as well as relationship with internal control division

For the main activities of outside directors and outside corporate auditors, the administrative office for various meetings and secretarial office, etc. play a central role in providing support to them. In addition, the relevant divisions provide prior individual explanations concerning important matters when

necessary. Corporate auditors seek to closely coordinate with the internal auditing division and the accounting auditor to strengthen their functions by holding liaison meetings to achieve regular and close coordination with them, etc.

(3) Information about audit

(i) Information about audits by corporate auditors

As of the filing date of the Annual Securities Report (June 23, 2026), audits by corporate auditors are conducted by four corporate auditors, including two outside corporate auditors, in accordance with the audit policies and assignment of duties determined by the Board of Corporate Auditors. Corporate auditors confirm the proceedings, results, and progress regarding important management matters by the audit procedures such as attending meetings of the Board of Directors, the Group Risk Management Committee and other important meetings, hearing the performance of duties from directors and employees, reviewing minutes of important meetings and important documents including approval and resolution documents, examining the financial condition, and receiving reports from directors and employees at important meetings regarding the business situation and the status of risk management. Furthermore, corporate auditors hold individual meetings with the senior management to exchange opinions on the status of execution of duties. In addition, two assistants are appointed to assist corporate auditors in the execution of their duties, and the administration office for various meetings and the secretarial office, etc. play a central role in providing necessary assistance as needed. Full-time Corporate Auditor Yoshiyuki Sanada, Outside Corporate Auditor Miya Miyama, and Outside Corporate Auditor Akira Tsujiuchi have extensive knowledge of finance and accounting through the work experience in the accounting and finance division, through the work as an attorney at law, and through the work as a certified public accountant, respectively.

The meeting of the Board of Corporate Auditors of the Company is held monthly prior to the meeting of the Board of Directors, and as needed. In the fiscal year under review, the Board of Corporate Auditors held 16 meetings and the status of attendance of each corporate auditor is as follows.

Name	Number of meetings	Number of attendances
Masaya Nakagawa	16	16
Yoshiyuki Sanada	16	16
Tsukasa Fujii	4	3
Akira Tsujiuchi	16	16
Miya Miyama	12	11

Note Corporate Auditor Tsukasa Fujii retired from his position as Corporate Auditor at the conclusion of the Annual General Meeting of Shareholders held on June 27, 2025, and the status of his attendance at Board of Corporate Auditors meetings held during the period up to the time of his retirement is presented.

Corporate Auditor Miya Miyama was elected as Corporate Auditor at the Annual General Meeting of Shareholders held on June 27, 2025, and the status of her attendance at Board of Corporate Auditors meetings held after her election is presented.

The Board of Corporate Auditors deliberates on specific matters including the formulation of audit policies and plan, preparation of audit report, appropriateness of accounting audit, evaluation of the accounting auditor and agreement on amounts of audit fees, etc., audit of the maintenance and operation of internal control systems, and examination of the contents of agenda items for the General Meeting of Shareholders.

The activities of the Board of Corporate Auditors included regular meetings with the President and outside directors, and individual meetings with directors of the Company and GS Yuasa International Ltd., the core operating company, to exchange opinions on the status of execution of duties and the status of audits. In addition, corporate auditors have gained an understanding of the status of Group companies particularly in key domestic and overseas sites through conducting on-site audits or remote interviews, as well as hearing from the senior management of each company, etc. Furthermore, corporate auditors exchanged opinions in close coordination with KPMG AZSA LLC, the accounting auditor, on matters that the accounting auditor paid attention to during the stage of audit planning for the fiscal year under review and during the audit procedures. These matters include areas of risk requiring special consideration and areas of high uncertainty in estimation. Among them, with respect to the appropriateness of the amount and the reporting timing of net sales for the Industrial Batteries and Power Supplies business of GS Yuasa International Ltd., which was a major audit issue that the accounting

auditor paid particular attention to in the audit procedures, corporate auditors received detailed explanations from KPMG AZSA LLC regarding their audit responses, and exchanged opinions with them. Corporate auditors also held monthly liaison meetings with the internal auditing division and regular meetings to share information with corporate auditors of domestic Group companies to exchange opinions.

(ii) Information about internal audit

Internal audits are conducted by 15 members of the Internal Audit Office in accordance with the Internal Audit Regulations. The Internal Audit Office prepares an annual audit plan every fiscal year, conducts operational audits, accounting audits, and special mission audits, provides guidance for improvement, and reports the results to the President, corporate auditors, other relevant persons and divisions without delay, as well as to the Board of Directors in a summary report. The Internal Audit Office also presents and explains the audit plan to the corporate auditors at the beginning of each fiscal year, and regularly shares information with corporate auditors and the accounting auditor during the fiscal year to establish and implement a system that enables closely coordinated internal audits.

(iii) Information about accounting audit

a. Name of the audit firm

The Company has appointed KPMG AZSA LLC as its accounting auditor and has entered into an audit contract with it for audits in accordance with the provisions of the Companies Act and the Financial Instruments and Exchange Act, and audits are conducted in accordance with generally accepted auditing standards.

b. Length of continuous tenure

Six years

c. Certified public accountants who executed audit duties

Designated Limited Liability Partner	Engagement Partner	Tomoya Kurokawa	*
Designated Limited Liability Partner	Engagement Partner	Tetsuo Yamada	*

*The number of years of continuous auditing has been omitted because the relevant number of years is less than seven years.

d. Assistants who participated in audits

Assistants who participated in accounting audit operations of the Company are 26 certified public accountants, nine persons who have passed the certified public accountant examination, and 23 others.

e. Policy and reason for selecting the audit firm

The Board of Corporate Auditors of the Company has determined that KPMG AZSA LLC is a suitable accounting auditor as a result of a comprehensive review of its independence, appropriateness, quality control system, and other factors based on the criteria for determining the suitability of accounting auditor for the Company. In the event that there is an obstacle preventing the accounting auditor from performing its duties, the Board of Corporate Auditors of the Company, if it is deemed necessary, will determine the content of a proposal to be proposed to the General Meeting of Shareholders concerning the dismissal or non-reappointment of the accounting auditor. Also, the Board of Corporate Auditors of the Company will dismiss the accounting auditor if it judges that any of the items stipulated in Article 340, paragraph 1 of the Companies Act is applicable to the accounting auditor, based on the consent of all corporate auditors. In such event, the corporate auditor selected by the Board of Corporate Auditors of the Company shall, at the first General Meeting of Shareholders convened after such dismissal, report the fact that the accounting auditor has been dismissed and the reason for such dismissal.

f. Evaluation of the audit firm conducted by the corporate auditors and Board of Corporate Auditors

The Board of Corporate Auditors of the Company has formulated criteria for evaluating the accounting auditor from the perspective of audit quality and quality control, independence and professional ethics, overall capabilities (professional expertise), and effectiveness and efficiency in conducting audits. In light of such criteria, the Board of Corporate Auditors has comprehensively reviewed the audit results for the past fiscal years and the results of hearings from KPMG AZSA LLC regarding the audit system, audit plan and audit procedures, etc., and has determined that KPMG AZSA LLC is appropriate as the Company's accounting auditor.

(iv) Details of audit fee, etc.

a. Remuneration for certified public accountants, etc. for audits

Category	Year ended March 31, 2025		Year ended March 31, 2026	
	Fees for audit certification services (Millions of yen)	Fees for non-audit services (Millions of yen)	Fees for audit certification services (Millions of yen)	Fees for non-audit services (Millions of yen)
Reporting company	81	4	85	2
Consolidated subsidiaries	72	41	67	–
Total	153	45	152	2

Description of non-audit services for the reporting company by certified public accountants, etc. for audits

Year ended March 31, 2025

Non-audit services for the reporting company include preparation of a letter of comfort related to the issuance of bonds and advisory services related to the consolidated financial statements in English.

Year ended March 31, 2026

Non-audit services for the reporting company include advisory services related to the consolidated financial statements in English.

Description of non-audit services for the consolidated subsidiaries by certified public accountants, etc. for audits

Year ended March 31, 2025

Non-audit services for the consolidated subsidiaries include advisory services related to sustainability information disclosure.

Year ended March 31, 2026

Not applicable

b. Remuneration for organizations that belong to the same network (KPMG) of certified public accountants, etc. for audits (excluding a.)

Category	Year ended March 31, 2025		Year ended March 31, 2026	
	Fees for audit certification services (Millions of yen)	Fees for non-audit services (Millions of yen)	Fees for audit certification services (Millions of yen)	Fees for non-audit services (Millions of yen)
Reporting company	–	–	–	49
Consolidated subsidiaries	85	35	86	116
Total	85	35	86	165

Description of non-audit services for the reporting company by organizations that belong to the same network of certified public accountants, etc. for audits

Year ended March 31, 2025

Not applicable

Year ended March 31, 2026

Non-audit services for the reporting company include advisory services related to sustainability information disclosure.

Description of non-audit services for the consolidated subsidiaries by organizations that belong to the same network of certified public accountants, etc. for audits

Year ended March 31, 2025

Non-audit services for consolidated subsidiaries include advisory services related to transfer pricing taxation.

Year ended March 31, 2026

Non-audit services for consolidated subsidiaries include advisory services related to the EU's Batteries Regulation and transfer pricing taxation.

c. Details of other major remuneration for audit certification services

Not applicable

d. Policy on determining audit fee

Not applicable

e. Reasons for approval of the remuneration, etc. for the accounting auditor by the Board of Corporate Auditors

The Board of Corporate Auditors of the Company analyzed and evaluated the audit results of the accounting auditor for the past fiscal years, confirmed the reasonableness and appropriateness of the audit plan for the fiscal year under review submitted by the accounting auditor, compared it with the results of the past fiscal years, and examined the audit hours, the basis for calculating the unit price and amount of remuneration, the details thereof, and the staffing plan involving audit personnel. As a result, the Board of Corporate Auditors of the Company has confirmed that the amount of remuneration, etc. for the accounting auditor is reasonable and appropriate, and has agreed to the amount of such remuneration, etc.

(4) Remuneration, etc. for officers

(i) Matters related to policy for determining remuneration amounts paid to officers and the method of calculating such amount

a. Policy on remuneration

The remuneration of directors is set at a level and in a system that takes into consideration the recruitment and retention of excellent human resources and their motivation to enhance business performance in order to continuously increase corporate value and strengthen corporate competitiveness.

At a meeting held on February 25, 2021, the Board of Directors of the Company approved a policy for determining the details of remuneration of individual directors, which was changed at the Board of Directors meetings held on June 27, 2023 and February 27, 2024. When the Board of Directors of the Company made such a resolution, it consulted the Nomination and Compensation Committee on the details of the resolution in advance and received the report from the Committee.

With respect to remuneration, etc. for individual directors for the fiscal year under review, the Board of Directors has confirmed that the method of determining the details of remuneration, etc. and the details of remuneration, etc. determined are consistent with the policy of determination resolved by the Board of Directors and that the report from the Nomination and Compensation Committee has been respected, therefore, the Board of Directors has concluded that such remuneration, etc. is in line with the said policy of determination.

b. Policy for determining calculation method

In February 2019, the Company established a non-statutory Nomination and Compensation Committee, chaired by an independent outside director, as an advisory body to the Board of Directors to strengthen the independence, objectivity, and accountability of the functions of the Board of Directors concerning the nomination and remuneration, etc., of senior management and directors. The Nomination and Compensation Committee met nine times in the fiscal year ended March 31, 2026 to discuss the appropriateness of remuneration, etc., for directors. The Board of Directors has decided to delegate the specific amount of remuneration, etc. for directors to the President within the limit of the amount of remuneration approved by the General Meeting of Shareholders, based on the report of the Nomination and Compensation Committee.

Directors' remuneration consists of a fixed basic remuneration, a performance-linked annual bonus as a short-term incentive, and a performance-linked stock remuneration as a medium- to long-term incentive.

Policy regarding the determination of details of remuneration, etc. for individual directors is as follows.

A Policy on basic remuneration

The basic remuneration (monetary remuneration) has been determined by the standard amount based on each director's position, etc., and by taking into consideration the level of listed companies with similar business scale to that of the Company.

B Policy on performance-linked remuneration

Performance-linked remuneration consists of annual bonuses (short-term performance-linked remuneration) and stock remuneration (medium- to long-term performance-linked remuneration).

Annual bonuses shall be paid to directors (excluding outside directors, the same shall apply hereinafter) based on the approval of the General Meeting of Shareholders for the purpose of enhancing their awareness of contributing to the continuous improvement of business performance and increase in corporate value. The calculation of the annual bonuses has been taken into consideration the degree of improvement from the previous year in consolidated results for a single fiscal year (net sales, profit attributable to owners of parent, ratio of profit attributable to owners of parent, and ROIC) and the degree of target achievement, as well as the degree of achievement of individual tasks.

As for stock remuneration, the Company introduced a performance-linked stock remuneration scheme by resolution of the Annual General Meeting of Shareholders held on June 29, 2021, for the purpose of enhancing directors' awareness of contributing to improvement in medium- and long-term business performance and increase in corporate value (the number of eligible directors was four as of the conclusion of the said Annual General Meeting of Shareholders).

Under the scheme, money is entrusted to a trust established by the Company (the "Trust" in this section) and the Trust acquires common stock of the Company (the "Company's stock" in this section). The Company's stock shall be delivered to directors through the Trust in proportion to the number of points granted to them based on their position and their achievement of the Mid-term Management Plan in accordance with the Share Delivery Regulations established by the Board of Directors. As a rule, directors receive the delivery of the Company's stock at the time of their retirement from office of directors.

The points for granting stock remuneration consist of performance-linked points that fluctuate in the range of 0% to 100% according to the degree of achievement of performance targets.

Indicators for the performance-linked point are set using consolidated net sales, ratio of operating profit before amortization of goodwill, and ROIC (return on invested capital) which evaluates the efficiency of business activities, as the mid-term management targets.

The actual results of performance indicators for the fiscal years ended March 31, 2025 and 2026 for the payment of performance-linked remuneration for the fiscal year under review are as follows.

Fiscal year		21st	22nd
Year ended		March 31, 2025	March 31, 2026
Net sales	(Millions of yen)	580,340	608,995
Operating profit before amortization of goodwill	(Millions of yen)	50,748	61,008
Ratio of operating profit before amortization of goodwill	(%)	8.7	10.0
Profit attributable to owners of parent	(Millions of yen)	30,416	41,863
Ratio of profit attributable to owners of parent	(%)	5.2	6.9
ROIC	(%)	14.8	14.8

Note ROIC is calculated as operating profit before amortization of goodwill ÷ invested capital (non-current assets (excluding goodwill, etc.) + working capital). Invested capital is the average of balances at the beginning and end of the period.

C Policy on proportion of remuneration, etc.

The percentage of remuneration by type of director is designed to increase the weight of performance-linked remuneration for higher positions, while taking into account the level of remuneration at benchmark companies that have a similar business scale to that of the Company.

D Matters concerning delegation of authority to determine remuneration, etc. for directors

Takashi Abe, President and Chief Executive Officer (CEO), determines the amount of basic remuneration and bonus for each director after being delegated the specific details of such determination by the Board of Directors.

The reason for the delegation is that the Company has judged that it is the most appropriate in evaluating each director's responsibilities while considering the Company's overall performance, etc. In order to ensure that such authority is properly exercised within the limit of remuneration approved by the General Meeting of Shareholders, the Board of Directors shall consult with the Nomination and Compensation Committee on the fairness and appropriateness of the draft plan prepared by the President, and shall receive the report from the Committee on the results of such consultation.

(ii) Matters on remuneration for corporate auditors

Remuneration for corporate auditors has been determined by discussion among corporate auditors within the range of the amount of remuneration resolved at the 1st Annual General Meeting of Shareholders held on June 29, 2005. From the viewpoint of their role and independence, their remuneration is only basic remuneration, which is fixed remuneration.

(iii) Total amount of remuneration, etc., total amount of remuneration, etc. by type and number of eligible officers

Category of officers	Total amount of remuneration , etc. (Millions of yen)	Total amount of remuneration, etc. by type (Millions of yen)				Number of eligible officers (Persons)
		Basic remuneration	Performance-linked bonus		Non-monetary remuneration included in the remuneration to the left	
			Bonus	Stock remuneration		
Directors (excluding outside directors)	143	97	28	17	17	4
Corporate auditors (excluding outside corporate auditors)	29	29	—	—	—	2
Outside officers	45	45	—	—	—	7

Notes 1. The maximum amount of remuneration for directors was resolved at the 1st Annual General Meeting of Shareholders held on June 29, 2005 to be within ¥30 million per month in total (not including employee salaries paid to directors

concurrently serving as employees) (the number of directors at the conclusion of the said Annual General Meeting of Shareholders was seven).

2. The maximum amount of remuneration for corporate auditors was resolved at the 1st Annual General Meeting of Shareholders held on June 29, 2005 to be within ¥10 million per month in total (the number of corporate auditors at the conclusion of the said Annual General Meeting of Shareholders was four).
3. The maximum amount of bonuses for directors (excluding outside directors) was resolved at the 21st Annual General Meeting of Shareholders held on June 27, 2025 to be within ¥40 million in total (the number of eligible directors at the conclusion of the said Annual General Meeting of Shareholders was four). In addition, the Company proposes “Election of Eight (8) Directors” and “Payment of Bonuses for Directors” as matters to be resolved at the Annual General Meeting of Shareholders to be held on June 26, 2026. If the proposals are approved and adopted, the maximum amount of bonuses for directors (excluding outside directors) will be within ¥40 million in total (the number of eligible directors at the conclusion of the said Annual General Meeting of Shareholders will be four).
4. The maximum amount and number of shares of performance-linked stock remuneration for directors (excluding outside directors) were resolved at the 17th Annual General Meeting of Shareholders held on June 29, 2021 to be within ¥40 million per year in total and 21,600 shares per year in total (the number of eligible directors at the conclusion of the said Annual General Meeting of Shareholders was four).
5. The above bonus amount is the amount of the provision provided for the fiscal year under review. A reversal of ¥0 million of the provision recorded in the annual securities report for the previous fiscal year was realized.
6. In addition to the above, the consolidated subsidiaries in which they concurrently served paid a total of ¥162 million to four directors (including ¥108 million in basic remuneration, ¥33 million in bonuses, and ¥20 million in stock remuneration) and ¥24 million in basic remuneration to two corporate auditors.

(iv) Total amount of consolidated remuneration, etc. by director

Name	Total amount of remuneration, etc. (Millions of yen)	Category of officers	Category of companies	Total amount of remuneration, etc. by type (Millions of yen)			
				Basic remuneration	Performance-linked bonus		Non-monetary remuneration included in the remuneration to the left
					Bonus	Stock remuneration	
Takashi Abe	109	Director	Reporting company	36	11	7	7
		Director	Consolidated subsidiaries GS Yuasa International Ltd.	36	11	7	7

Note Only persons whose total amount of consolidated remuneration, etc. was ¥100 million or more are presented.

(5) Share ownership

(i) Policy and concept of the classification of investment shares

The Company classifies investment shares based on the following criteria.

Pure investment	Investment shares held exclusively for the purpose of gaining profits from fluctuations in the value of the shares or from the receipt of dividends
Other than pure investment	Investment shares held for purposes other than pure investment, such as strengthening business relationships

(ii) Shareholdings in GS Yuasa International Ltd.

Among the Company and its consolidated subsidiaries, shareholdings in GS Yuasa International Ltd., which is the company with the largest amount of investment shares on its balance sheet (investment shares book value) (largest holding company), are as follows.

a. Investment shares held for purposes other than pure investment

- (a) Method for inspecting the holding policy and the rationality of ownership, and the details of inspections by the Board of Directors and the like concerning the propriety of the ownership of individual issues

The Group believes that holding shares other than pure investments, which are expected to maintain medium- to long-term relationships with investees, expand transactions, and generate synergies, will contribute to the Company’s sustainable growth through the smooth promotion of business

activities and expansion of transactions, as well as contribute to the development of the local economy by maintaining and deepening good relationships with the local community.

Therefore, the Group's policy is to hold in principle those shares for which the overall rationality of the holding, including economic rationality, can be confirmed, in addition to the significance of such holdings. The Board of Directors of the Company annually verifies the rationality of each individual issue of specified investment shares held, focusing on the following points.

Qualitative information	Quantitative information
Status of business relationship	Most recent transaction volume and profit
Significance of holding other than business relationship	Annual amount of dividends received, gains or losses on valuation of shares
Possibility of future transactions and alliances	
Risks of disposing of shares	

The Company shall reduce, as appropriate, those shares that it deems to be unreasonable to hold as a result of the verification process.

(b) Number of issues and balance sheet amount

	Number of issues (Issues)	Total amount of balance sheet amount (Millions of yen)
Unlisted shares	23	569
Shares other than unlisted shares	23	27,337

Issues whose number of shares increased in the fiscal year under review

	Number of issues (Issues)	Total acquisition costs associated with increase in number of shares (Millions of yen)	Reason for increase in number of shares
Unlisted shares	—	—	—
Shares other than unlisted shares	1	3	Acquisition of shares through business partners' shareholding associations

Issues whose number of shares decreased in the fiscal year under review

	Number of issues (Issues)	Total sale value associated with decrease in number of shares (Millions of yen)
Unlisted shares	—	—
Shares other than unlisted shares	2	7,403

Note Issues whose number of shares increased or decreased due to reverse share splits, share splits, share transfers, share exchanges, mergers or other similar transactions are not listed in the table above.

(c) Information about the numbers of specified investment shares and deemed holdings of shares by issue, balance sheet amounts, etc.

Specified investment shares

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
SHIMADZU CORPORATION	2,455,080	2,455,080	(Purpose of holding) Held as a business partner of the Group to enhance corporate value by maintaining and strengthening business relationships.	Yes
	9,056	9,157	(Overview of business alliance, etc.) As companies with the same founder, the Company and Dai Nippon Toryo Company, Limited are working together to enhance the value of each corporate brand. (Quantitative holding effects) (Note 1)	
Kyoto Financial Group, Inc.	1,412,024	1,412,024	(Purpose of holding) Held as a financial counterparty of the Group to facilitate financial activities. (Overview of business alliance, etc.)	Yes
	5,734	3,213	The Company has continuous financial transactions with THE SHIGA BANK, LTD., including financing, and cooperates and collaborates with THE SHIGA BANK, LTD. to enhance the medium- to long-term corporate value of the Group. (Quantitative holding effects) (Note 1)	
THE SHIGA BANK, LTD. (Note 2)	316,328	316,328	(Purpose of holding) Held as a financial counterparty of the Group to facilitate financial activities. (Overview of business alliance, etc.)	Yes
	2,946	1,663	The Company has continuous financial transactions with THE SHIGA BANK, LTD., including financing, and cooperates and collaborates with THE SHIGA BANK, LTD. to enhance the medium- to long-term corporate value of the Group. (Quantitative holding effects) (Note 1)	

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
MITSUBISHI ESTATE CO., LTD.	307,633	307,633	(Purpose of holding) Held as a sales counterparty of the Group to enhance corporate value by maintaining and strengthening business relationships.	Yes
	1,329	748	(Overview of business alliance, etc.) The Company conducts inspections of storage battery facilities of MITSUBISHI ESTATE CO., LTD. every year and receives orders for existing renewal properties, etc. from MITSUBISHI ESTATE CO., LTD. (Quantitative holding effects) (Note 1)	
Sumitomo Mitsui Trust Group, Inc.	263,400	263,400	(Purpose of holding) Held as a financial counterparty of the Group to facilitate financial activities.	Yes
	1,291	979	(Overview of business alliance, etc.) The Company has continuous financial transactions with a group company of Sumitomo Mitsui Trust Group, Inc., including financing, and cooperates and collaborates with the group company to enhance the medium- to long-term corporate value of the Group. The Company has also outsourced its administrative operations as a shareholder register administrator and special account administrator. (Quantitative holding effects) (Note 1)	
Tokio Marine Holdings, Inc.	165,375	165,375	(Purpose of holding) Held as a business alliance partner of the Group to enhance corporate value by maintaining and strengthening business relationships.	No
	1,208	948	(Overview of business alliance, etc.) The Company continues to contract non-life insurance with Tokio Marine & Nichido Fire Insurance Co., Ltd., a core company of Tokio Marine Holdings, Inc. (Quantitative holding effects) (Note 1)	

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
Nippon Shinyaku Co., Ltd.	232,500	232,500	(Purpose of holding) Held as a business partner of the Group to maintain smooth relations with local companies by maintaining business relationships.	Yes
	1,188	883	(Overview of business alliance, etc.) The Company regularly exchanges information with SCREEN Holdings Co., Ltd. on business matters. (Quantitative holding effects) (Note 1)	
SCREEN Holdings Co., Ltd. (Note 3)	54,088	54,088	(Purpose of holding) Held as a business partner of the Group to maintain smooth relations with local companies by maintaining business relationships.	Yes
	967	518	(Overview of business alliance, etc.) The Company regularly exchanges information with SCREEN Holdings Co., Ltd. on business matters. (Quantitative holding effects) (Note 1)	
Yellow Hat Ltd. (Note 4)	543,032	271,516	(Purpose of holding) Held as a sales counterparty of the Group to enhance corporate value by maintaining and strengthening business relationships.	Yes
	838	749	(Overview of business alliance, etc.) The Company has concluded a nationwide contract with Yellow Hat Ltd. for national brand batteries and motorcycle batteries as core products in addition to private brands. (Quantitative holding effects) (Note 1)	
Dai Nippon Toryo Company, Limited	466,108	466,108	(Purpose of holding) Held as a sales counterparty of the Group to enhance corporate value by maintaining business relationships.	Yes
	570	543	(Overview of business alliance, etc.) As companies with the same founder, the Company and Dai Nippon Toryo Company, Limited are working together to enhance the value of each corporate brand. (Quantitative holding effects) (Note 1)	

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
Sumitomo Mitsui Financial Group, Inc.	100,386	100,386	(Purpose of holding) Held as a financial counterparty of the Group to facilitate financial activities. (Overview of business alliance, etc.) The Company has continuous financial transactions with a group company of Mitsubishi UFJ Financial Group, Inc., including financing, and cooperates and collaborates with the group company to enhance the medium- to long-term corporate value of the Group. (Quantitative holding effects) (Note 1)	Yes
	502	380		
The Nanto Bank, Ltd. (Note 5)	52,088	52,088	(Purpose of holding) Held as a financial counterparty of the Group to facilitate financial activities. (Overview of business alliance, etc.) The Company has continuous financial transactions with a group company of Mitsubishi UFJ Financial Group, Inc., including financing, and cooperates and collaborates with the group company to enhance the medium- to long-term corporate value of the Group. (Quantitative holding effects) (Note 1)	Yes
	366	205		
Mitsubishi Research Institute, Inc.	43,300	43,300	(Purpose of holding) Held as a business partner of the Group to facilitate financial activities. (Overview of business alliance, etc.) The Company is cooperating and collaborating with Mitsubishi Research Institute, Inc. to improve fund financial efficiency by utilizing the financial management system provided by Mitsubishi Research Institute, Inc. (Quantitative holding effects) (Note 1)	No
	201	203		

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
SEIWA ELECTRIC MFG. CO., LTD.	270,000	270,000	(Purpose of holding) Held as a business partner of the Group to enhance corporate value by maintaining and strengthening business relationships. (Overview of business alliance, etc.) The Group has continued a mutually cooperative relationship with SEIWA ELECTRIC MFG. CO., LTD., including jointly developed pedestrian walkway lights and contract manufacturing of tunnel fixtures. The Company engages in technological exchange with SEIWA ELECTRIC MFG. CO., LTD. as a local company. (Quantitative holding effects) (Note 1)	Yes
	194	140		
Dai-ichi Life Holdings, Inc. (Note 6)	136,000	34,000	(Purpose of holding) Held as a business partner of the Group to enhance corporate value by maintaining business relationships. (Overview of business alliance, etc.) The Company cooperates and collaborates with Dai-ichi Life Holdings, Inc. through insurance transactions, etc., to enhance the medium- to long-term corporate value of the Group. (Quantitative holding effects) (Note 1)	Yes
	193	154		
DOWA HOLDINGS CO., LTD.	17,200	17,200	(Purpose of holding) Held as a purchasing business partner of the Group to enhance corporate value by maintaining business relationships. (Overview of business alliance, etc.) Toho Zinc Co., Ltd. is a major supplier of lead and conducts continuous transactions. (Quantitative holding effects) (Note 1)	Yes
	150	79		

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
Mizuho Financial Group, Inc.	24,298	24,298	(Purpose of holding) Held as a financial counterparty of the Group to facilitate financial activities. (Overview of business alliance, etc.) The Company has continuous financial transactions with a group company of Mitsubishi UFJ Financial Group, Inc., including financing, and cooperates and collaborates with the group company to enhance the medium- to long-term corporate value of the Group. (Quantitative holding effects) (Note 1)	Yes
	147	98		
AUTOBACS SEVEN CO., LTD.	68,256	66,119	(Purpose of holding) Held as a sales counterparty of the Group to enhance corporate value by maintaining business relationships. (Overview of business alliance, etc.) The Company has concluded a nationwide contract with AUTOBACS SEVEN CO., LTD. mainly for national brand and motorcycle batteries. (Reason for increase in number of shares) The number of shares increased due to acquisition of shares through the shareholding association of the business partner. (Quantitative holding effects) (Note 1)	No
	106	99		
Mitsubishi UFJ Financial Group, Inc.	40,050	40,050	(Purpose of holding) Held as a financial counterparty of the Group to facilitate financial activities. (Overview of business alliance, etc.) The Company has continuous financial transactions with a group company of Mitsubishi UFJ Financial Group, Inc., including financing, and cooperates and collaborates with the group company to enhance the medium- to long-term corporate value of the Group. (Quantitative holding effects) (Note 1)	Yes
	104	80		

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
Toho Zinc Co., Ltd.	82,900	82,900	(Purpose of holding) Held as a purchasing business partner of the Group to enhance corporate value by maintaining business relationships. (Overview of business alliance, etc.) Toho Zinc Co., Ltd. is a major supplier of lead and conducts continuous transactions. (Quantitative holding effects) (Note 1)	No
	98	50		
Hino Motors, Ltd. (Note 7)	192,937	192,937	(Purpose of holding) Held as a sales counterparty of the Group to enhance corporate value by maintaining and strengthening business relationships. (Overview of business alliance, etc.) The Company has been engaged in delivery transactions with Hino Motors, Ltd., mainly for 12V lead-acid batteries for engine starting. (Quantitative holding effects) (Note 1)	Yes
	74	80		
Keihan Holdings Co., Ltd.	14,844	14,844	(Purpose of holding) Held as a business partner of the Group to enhance corporate value by maintaining business relationships. (Overview of business alliance, etc.) Through the distributors, the Company engages in transactions with Keihan Holdings Co., Ltd. for the delivery of critical equipment, mainly power supplies for substations and telecommunications. (Quantitative holding effects) (Note 1)	No
	47	48		

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
Toyota Motor Corporation	5,155	5,155	(Purpose of holding) Held as a sales counterparty of the Group to enhance corporate value by maintaining and strengthening business relationships. (Overview of business alliance, etc.) The Company has been engaged in delivery transactions with Toyota Motor Corporation, mainly for 12V lead-acid batteries for engine starting. Lithium-ion batteries are traded for high-voltage HEVs. (Quantitative holding effects) (Note 1)	Yes
	16	13		
Mitsubishi Logisnext Co., Ltd. (Note 8)	—	4,701,000	The Company held the shares of Mitsubishi Logisnext Co., Ltd. as a business partner of the Group to enhance corporate value by maintaining and strengthening business relationships; however, all shares were sold in the fiscal year ended March 31, 2026.	Yes
	—	9,999		
Mitsubishi Materials Corporation	—	63,078	The Company held the shares of Mitsubishi Materials Corporation as a purchasing business partner of the Group to enhance corporate value by maintaining business relationships; however, all shares were sold in the fiscal year ended March 31, 2026.	No
	—	154		

- Notes
1. Since it is difficult to describe the effect of quantitative holdings in specified investment shares, the methods used to verify the rationality of the holdings are described. The Company verified the rationality of holding specified investment shares as of March 31, 2026 at the Board of Directors meeting of the Company held on June 23, 2026. As a result, for those issues for which it is determined that reduction should be considered, the Company will proceed with the study to reduce the number of issues.
 2. THE SHIGA BANK, LTD. conducted a stock split of common stock into five shares for each share of common stock on April 1, 2026. The number of shares for the year ended March 31, 2026 represents the number before the stock split.
 3. SCREEN Holdings Co., Ltd. conducted a stock split of common stock into two shares for each share of common stock on April 1, 2026. The number of shares for the year ended March 31, 2026 represents the number before the stock split.
 4. Yellow Hat Ltd. conducted a stock split of common stock into two shares for each share of common stock on April 1, 2025.
 5. The Nanto Bank, Ltd. conducted a stock split of common stock into five shares for each share of common stock on April 1, 2026. The number of shares for the year ended March 31, 2026 represents the number before the stock split.
 6. Dai-ichi Life Holdings, Inc. conducted a stock split of common stock into four shares for each share of common stock on April 1, 2025. It has also changed its trade name to Daiichi Life Group, Inc. on April 1, 2026.
 7. Hino Motors, Ltd. implemented a share exchange with ARCHION Corporation at a ratio of one share for each common share on April 1, 2026.

8. Mitsubishi Logisnext Co., Ltd. changed its company name to Logisnext Co., Ltd. on April 30, 2026.

Deemed holdings of shares

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen) (Note 2)	Balance sheet amount (Millions of yen) (Note 2)		
Mitsubishi UFJ Financial Group, Inc.	9,879,200	9,879,200	(Purpose of holding) Held for the right to direct the exercise of voting rights under the retirement benefit trust agreement. (Quantitative holding effects) (Note 3)	Yes
	25,685	19,867		
Toyota Motor Corporation	7,585,000	7,585,000	(Purpose of holding) Held for the right to direct the exercise of voting rights under the retirement benefit trust agreement. (Quantitative holding effects) (Note 3)	Yes
	23,983	19,842		

- Notes
1. At the stage of selecting the top issues in terms of balance sheet amount, specified investment shares and deemed holdings of shares are not combined.
 2. Deemed holdings of shares are held in trust as a retirement benefit trust and are not recorded on the Company's balance sheet. The "Balance sheet amount" column of the deemed holdings of shares is the amount obtained by multiplying the market value of the deemed holdings of shares on the last day of the fiscal year by the number of shares subject to the authority to exercise voting rights.
 3. Since it is difficult to describe the effect of quantitative holdings in deemed holdings of shares, the methods used to verify the rationality of the holdings are described. The Company verified the rationality of holding deemed holdings of shares as of March 31, 2026 at the Board of Directors meeting of the Company held on June 23, 2026.

b. Investment shares held for the purpose of pure investment

Not applicable

(iii) Shareholdings in the reporting company

Shareholdings in the reporting company were as follows.

a. Investment shares held for purposes other than pure investment

- (a) Method for inspecting the holding policy and the rationality of ownership, and the details of inspections by the Board of Directors and the like concerning the propriety of the ownership of individual issues

In accordance with the Group's holding policy, the Board of Directors of the Company conducts a verification every year. Please refer to the above for the Group's holding policy and verification method.

(b) Number of issues and balance sheet amount

	Number of issues (Issues)	Total amount of balance sheet amount (Millions of yen)
Unlisted shares	1	2
Shares other than unlisted shares	2	377

Issues whose number of shares increased in the fiscal year under review

Not applicable

Issues whose number of shares decreased in the fiscal year under review

Not applicable

(c) Information about the numbers of specified investment shares and deemed holdings of shares by issue, balance sheet amounts, etc.

Specified investment shares

Issue	Year ended March 31, 2026	Year ended March 31, 2025	Purpose of holding, overview of business alliance, etc., quantitative effect of holding and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
Honda Motor Co., Ltd.	300,000	300,000	(Purpose of holding) Held as a sales counterparty of the Group to enhance corporate value by maintaining and strengthening business relationships.	Yes
	377	402	(Overview of business alliance, etc.) Honda Motor Co., Ltd. is a business alliance partner in a joint venture, and the Company supplies lithium-ion batteries for hybrid vehicles. In FY2023, the Company established a joint venture company for collaboration on high-capacity, high-output lithium-ion batteries to jointly conduct research and development with Honda Motor Co., Ltd. The Company has been engaged in delivery transactions with Honda Motor Co., Ltd., mainly for 12V lead-acid batteries for engine starting. For 12V lithium-ion batteries, information is being exchanged. (Quantitative holding effects) (Note 1)	
Dai-ichi Life Holdings, Inc. (Note 2)	400	100	(Purpose of holding) Held as a business partner of the Group to enhance corporate value by maintaining business relationships.	Yes
	0	0	(Overview of business alliance, etc.) The Company cooperates and collaborates with Dai-ichi Life Holdings, Inc. through insurance transactions, etc., to enhance the medium- to long-term corporate value of the Group. (Quantitative holding effects) (Note 1)	

- Notes
1. Since it is difficult to describe the effect of quantitative holdings in specified investment shares, the methods used to verify the rationality of the holdings are described. The Company verified the rationality of holding specified investment shares as of March 31, 2026 at the Board of Directors meeting of the Company held on June 23, 2026. As a result, the Company confirmed that all of the issues were held for purposes consistent with the policy.
 2. Dai-ichi Life Holdings, Inc. conducted a stock split of common stock into four shares for each share of common stock on April 1, 2025. It has also changed its trade name to Daiichi Life Group, Inc. on April 1, 2026.

Deemed holdings of shares

Not applicable

- b. Investment shares held for the purpose of pure investment
Not applicable

5. Information about employees, etc.

(1) Basic policy, etc. on human resources strategy

For the basic policy on human resources strategy, please see “II. Overview of business, 2. Approach and initiatives for sustainability, (3) Initiatives for human capital and diversity, ● Response to human capital and ● ‘Every Employee Thriving and Contributing’ toward realization of ‘Vision 2035.’”

In addition, for the policy for determining the amounts and details of employee salaries and other benefits for the Company and the company with the largest number of employees, please see “II. Overview of business, 2. Approach and initiatives for sustainability, (3) Initiatives for human capital and diversity, (ii) Strategy – Policy for determining employee salaries, etc.” The employees of GS Yuasa Technology Ltd. consist primarily of employees seconded from GS Yuasa International Ltd., and since determination of salaries, etc. is based on the compensation system of GS Yuasa International Ltd., the seconding company, it is in line with the policy of GS Yuasa International Ltd.

(2) Information about employees

(i) Consolidated companies

As of March 31, 2026

Segment name	Numbers of employees (Persons)
Automotive Batteries-Japan	1,271 [243]
Automotive Batteries-Overseas	7,409 [921]
Industrial Batteries and Power Supplies	1,961 [701]
Automotive Lithium-ion Batteries	550 [1,171]
Reportable segment total	11,191 [3,036]
Other	1,371 [353]
Total	12,562 [3,389]

- Notes
1. The number of employees indicates the number of working employees, and the average number of temporary employees during the fiscal year under review is given in square brackets separately.
 2. The number of employees excludes employees seconded to other companies, but includes those seconded from other companies.

(ii) Reporting company

As of March 31, 2026

Numbers of employees (Persons)	Average age (Years)	Average length of service (Years)	Average annual salary (Yen)	Year-on-year increase/decrease of average annual salary (%)
18 [7]	52.1	26.4	10,910,113	1.54

Segment name	Numbers of employees (Persons)
Other	18 [7]
Total	18 [7]

- Notes
1. The number of employees indicates the number of working employees, and the average number of temporary employees during the fiscal year under review is given in square brackets separately. The employees of the Company have been seconded from GS Yuasa International Ltd. The average length of service is the total of the number of length of service at the Company and GS Yuasa International Ltd.
 2. Average annual salary includes bonuses and extra wages.

(iii) The company with the largest number of employees

A The company with the largest number of employees during the fiscal year under review

GS Yuasa International Ltd.

As of March 31, 2026

Numbers of employees (Persons)	Average age (Years)	Average length of service (Years)	Average annual salary (Yen)	Year-on-year increase/decrease of average annual salary (%)
2,623 [474]	42.2	17.0	8,142,305	3.49

- Notes
1. The number of employees indicates the number of working employees, and the average number of temporary employees during the fiscal year under review is given in square brackets separately.

2. The number of employees excludes employees seconded to other companies, but includes those seconded from other companies.
3. Average annual salary includes bonuses and extra wages.

B The company with the next largest number of employees after GS Yuasa International Ltd.

GS Yuasa Technology Ltd.

As of March 31, 2026

Numbers of employees (Persons)	Average age (Years)	Average length of service (Years)	Average annual salary (Yen)	Year-on-year increase/decrease of average annual salary (%)
357 [154]	43.0	19.2	8,082,784	3.67

- Notes
1. The number of employees indicates the number of working employees, and the average number of temporary employees during the fiscal year under review is given in square brackets separately.
 2. The number of employees excludes employees seconded to other companies, but includes those seconded from other companies.
 3. Average annual salary includes bonuses and extra wages.

(iv) Status of labor union

There are no matters to be noted between the Company and the labor union.

(v) Ratio of female employees in management positions, rate of male employees taking childcare leave, and wage gap between male and female employees

Reporting company and consolidated subsidiaries

Year ended March 31, 2026 Note 1					
Name	Ratio of female employees in management positions (%) Notes 2 and 10	Ratio of male employees taking childcare leave (%) Notes 2, 3, 4, and 10	Wage gap between male and female employees (%) Notes 2, 5, 6, 7, 8, 9, and 10		
			All workers	Regular workers	Fixed-term workers
GS Yuasa International Ltd.	5.0	80.0	73.1	71.6	81.1
GS Yuasa Battery Ltd.	1.2	—	82.2	80.4	95.5
GS Yuasa Fieldings Co., Ltd.	3.4	81.8	76.5	80.0	75.3
GS Yuasa Iwaki Co., Ltd.	12.5	—	—	—	—
GS Yuasa Ibaraki Co., Ltd.	16.7	—	88.6	88.6	—

- Notes
1. The figures refer to the results in the fiscal year ended March 31, 2026 (from April 2025 to March 2026).
 2. Calculated in accordance with the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015) (the "Women's Active Engagement Promotion Act").
 3. The ratio of employees taking childcare leave is calculated using the formula "the number of employees taking childcare leave divided by the number of employees giving birth (or employees whose spouses have given birth) multiplied by 100."
 4. Since there are no applicable fixed-term workers, description by employment category is omitted.
 5. The wages of GS Yuasa International Ltd. and GS Yuasa Battery Ltd. include base pay, overtime wages, and bonuses; commuting allowances and severance pay are not included.
 6. The wages of GS Yuasa Fieldings Co., Ltd. and GS Yuasa Ibaraki Co., Ltd. include base pay, overtime wages, bonuses, and commuting allowances; severance pay is not included.
 7. Regular workers include employees seconded to other companies and exclude employees seconded from other companies.
 8. Fixed-term workers include contract employees, re-hired employees, and part-time employees, but exclude dispatch employees.
 9. The wage gap between male and female employees indicates the ratio of women's wages to men's wages. There are no differences in wages for the same qualifications, rank, or position, and the gap is due to differences in the composition of personnel for each qualification, rank, and position.
 10. Only companies that disclosed the ratio of female employees in management positions, the rate of male employees taking childcare leave, or the wage gap between male and female employees in accordance with the Women's Active Engagement Promotion Act are listed.

V. Financial information

1. Preparation of consolidated financial statements and non-consolidated financial statements

The accompanying consolidated financial statements of GS Yuasa Corporation (the “Company”) have been prepared in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Act and its related accounting regulations and in accordance with accounting principles generally accepted in Japan (“Japanese GAAP”), which are different in certain respects as to the application and disclosure requirements from International Financial Reporting Standards.

The Company’s consolidated financial statements are prepared in line with “Regulation on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements” (Ministry of Finance Order No. 28 of 1976).

The consolidated financial statements are stated in Japanese yen, rounded down to the nearest million yen. Also, solely for the convenience of readers outside Japan, yen amounts have been translated into U.S. dollars at the rate of ¥159.88 to U.S. \$1.00, the approximate exchange rate on March 31, 2026. The translations should not be construed as representations that the Japanese yen amounts have been, could have been or could in the future be converted into U.S. dollars at this or any other rate.

2. Note on independent audit

As stipulated in Article 193-2, Paragraph 1 of the Financial Instruments and Exchange Act, the Company received an audit of its consolidated financial statements and non-consolidated financial statements for the fiscal year ended March 31, 2026 (April 1, 2025–March 31, 2026) by KPMG AZSA LLC.

3. Special efforts to ensure fair presentation of consolidated financial statements, etc.

The Company has made remarkable efforts to ensure the fair presentation of its consolidated financial statements, etc. Concrete efforts include joining the Financial Accounting Standards Foundation and participating in seminars in order to properly ascertain the details of accounting standards and other items and create a system that makes it possible to appropriately respond to changes in accounting standards and other items.

4. Summary of significant accounting policies

a. Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements – Under Accounting Standards Board of Japan (“ASBJ”) Practical Issues Task Force (“PITF”) No. 18, Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements, the accounting policies and procedures applied to a parent company and its subsidiaries for similar transactions and events under similar circumstances should in principle be unified for the preparation of the consolidated financial statements. However, financial statements prepared by foreign subsidiaries in accordance with either International Financial Reporting Standards (“IFRS”) or generally accepted accounting principles in the United States of America (Financial Accounting Standards Board Accounting Standards Codification) tentatively may be used for the consolidation process, except for the following items that should be adjusted in the consolidation process so that net income is accounted for in accordance with Japanese GAAP, unless they are not material: (a) amortization of goodwill; (b) scheduled amortization of actuarial gain or loss of pensions that has been recorded in equity through other comprehensive income; (c) expensing capitalized development costs of R&D; (d) cancellation of the fair value model of accounting for property, plant and equipment and investment properties and incorporation of the cost model of accounting; and (e) recording a gain or loss through profit or loss on the sale of an investment in an equity instrument for the difference between the acquisition cost and selling price and recording impairment loss through profit or loss for other-than temporary declines in the fair value of an investment in an equity instrument when a foreign subsidiary elects to present in other comprehensive income subsequent changes in the fair value of an investment in an equity instrument.

b. Business Combinations – Business combinations are accounted for using the purchase method.

Acquisition related costs, such as advisory fees and professional fees, are accounted for as expenses in the periods in which the costs are incurred. If the initial accounting for a business combination is incomplete by the end of the reporting period in which the business combination occurs, the acquirer shall report in its financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, which shall not exceed one year from the acquisition, the acquirer shall retrospectively adjust the provisional amounts recognized at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and that would have affected the measurement

of the amounts recognized as of that date. Such adjustments shall be recognized as if the accounting for the business combination had been completed at the acquisition date. A parent's ownership interest in a subsidiary might change if the parent purchases or sells ownership interests in its subsidiary. The carrying amount of a non-controlling interest is adjusted to reflect a change in the parent's ownership interest in its subsidiary while the parent retains its controlling interest in its subsidiary. Any difference between the fair value of the consideration received or paid and the amount by which the non-controlling interest is adjusted is accounted for as capital surplus as long as the parent retains control over its subsidiary.

1. Consolidated financial statements and other information

(1) Consolidated financial statements

(i) Consolidated balance sheets

	(Millions of yen)		(Thousands of U.S. dollars)	
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026	
	Amount	Amount	Amount	
Assets				
Current assets				
Cash and deposits	36,747	60,788	229,841	
Notes and accounts receivable - trade, and contract assets	*2 111,560	*2, *4 101,946	*2 697,773	
Electronically recorded monetary claims - operating	7,347	10,812	45,953	
Merchandise and finished goods	73,883	67,704	462,115	
Work in process	27,378	24,863	171,241	
Raw materials and supplies	38,831	32,170	242,876	
Other	17,932	22,490	112,159	
Allowance for doubtful accounts	(505)	(557)	(3,159)	
Total current assets	313,176	320,219	1,958,819	
Non-current assets				
Property, plant and equipment				
Buildings and structures, net	*8 70,275	*4, *8 68,403	*8 439,548	
Machinery, equipment and vehicles, net	*8 66,316	*8 47,940	*8 414,786	
Land	*7 40,525	*7 38,325	*7 253,471	
Leased assets, net	387	348	2,421	
Right-of-use assets, net	9,463	*4 7,640	59,188	
Construction in progress	58,606	49,508	366,562	
Other, net	*8 9,470	*8 7,469	*8 59,232	
Total property, plant and equipment	*1 255,045	*1 219,636	*1 1,595,228	
Intangible assets				
Goodwill	485	813	3,034	
Leased assets	292	486	1,826	
Other	3,743	3,497	23,411	
Total intangible assets	4,520	4,797	28,271	
Investments and other assets				
Investment securities	*5 79,005	*5 78,432	*5 494,152	
Investments in capital	*5 4,700	*5 3,963	*5 29,397	
Long-term loans receivable	39	40	244	
Retirement benefit asset	75,132	58,972	469,927	
Deferred tax assets	4,651	3,279	29,091	
Lease receivables	3,127	2,488	19,558	
Other	1,927	2,250	12,053	
Allowance for doubtful accounts	(341)	(342)	(2,133)	
Total investments and other assets	168,242	149,084	1,052,302	
Total non-current assets	427,808	373,519	2,675,807	
Total assets	740,985	693,738	4,634,632	

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
	Amount	Amount	Amount
Liabilities			
Current liabilities			
Notes and accounts payable - trade	49,240	51,705	307,981
Electronically recorded obligations - operating	24,696	22,023	154,466
Short-term borrowings	38,226	*4 44,255	239,092
Accounts payable - other	18,510	16,244	115,774
Income taxes payable	9,169	8,903	57,349
Notes payable - facilities	—	22	—
Electronically recorded obligations - facilities	3,028	4,944	18,939
Provision for bonuses for directors (and other officers)	269	269	1,683
Provision for loss on liquidation of subsidiaries and associates	3,318	—	20,753
Other	*3 37,223	*3 37,904	*3 232,818
Total current liabilities	183,683	186,273	1,148,880
Non-current liabilities			
Bonds payable	20,000	20,000	125,094
Long-term borrowings	29,600	41,400	185,139
Lease liabilities	11,495	9,377	71,898
Deferred tax liabilities	36,748	31,507	229,847
Deferred tax liabilities for land revaluation	*7 800	*7 800	*7 5,004
Provision for retirement benefits for directors (and other officers)	43	37	269
Retirement benefit liability	6,016	5,429	37,628
Long-term income taxes payable	309	—	1,933
Other	8,188	7,925	51,213
Total non-current liabilities	113,203	116,478	708,050
Total liabilities	296,886	302,751	1,856,930
Net assets			
Shareholders' equity			
Share capital	52,841	52,841	330,504
Capital surplus	72,975	73,450	456,436
Retained earnings	186,794	153,468	1,168,339
Treasury shares	(330)	(375)	(2,064)
Total shareholders' equity	312,281	279,384	1,953,221
Accumulated other comprehensive income			
Valuation difference on available-for-sale securities	16,900	18,975	105,704
Deferred gains or losses on hedges	(48)	(257)	(300)
Revaluation reserve for land	*7 1,771	*7 1,771	*7 11,077
Foreign currency translation adjustment	34,294	25,809	214,498
Remeasurements of defined benefit plans	29,464	21,361	184,288
Total accumulated other comprehensive income	82,382	67,661	515,274
Non-controlling interests	49,434	43,940	309,194
Total net assets	444,098	390,987	2,777,696
Total liabilities and net assets	740,985	693,738	4,634,632

(ii) Consolidated statements of income and comprehensive income
Consolidated statements of income

	(Millions of yen)				(Thousands of U.S. dollars)	
	Year ended March 31, 2026		Year ended March 31, 2025		Year ended March 31, 2026	
	Amount		Amount		Amount	
Net sales	*1	608,995	*1	580,340	*1	3,809,076
Cost of sales	*3	453,946	*3	440,859	*3	2,839,292
Gross profit		155,048		139,481		969,777
Selling, general and administrative expenses	*2, *3	94,875	*2, *3	89,452	*2, *3	593,414
Operating profit		60,172		50,028		376,357
Non-operating income						
Interest income		721		673		4,510
Dividend income		778		736		4,866
Share of profit of entities accounted for using equity method		1,301		1,903		8,137
Gain on net monetary position		3,562		2,134		22,279
Other		1,134		941		7,093
Total non-operating income		7,497		6,389		46,891
Non-operating expenses						
Interest expenses		6,697		4,824		41,888
Loss on sale of receivables		1,007		1,370		6,298
Foreign exchange losses		270		2,504		1,689
Other		1,466		1,372		9,169
Total non-operating expenses		9,441		10,072		59,051
Ordinary profit		58,229		46,345		364,204
Extraordinary income						
Gain on sale of non-current assets	*4	1,580	*4	608	*4	9,882
Gain on sale of investment securities		6,998		—		43,770
Insurance claim income		359		—		2,245
Gain on receipt of national subsidies		575		455		3,596
Gain on transfer of investments in capital of subsidiaries and associates		—		1,460		—
Reversal of special suspense account for tax purpose reduction entry		80		313		500
Compensation income		—		4,219		—
Total extraordinary income		9,593		7,057		60,001
Extraordinary losses						
Loss on retirement of non-current assets	*5	645	*5	628	*5	4,034
Loss on sale of non-current assets	*6	34	*6	7	*6	213
Loss on tax purpose reduction entry of non-current assets		71		490		444
Provision for special suspense account for tax purpose reduction entry		510		80		3,190
Impairment losses		—	*7	4,922		—
Provision for loss on liquidation of subsidiaries and associates	*8	3,318		—	*8	20,753
Loss on fire		—		317		—
Environmental expenses		544		—		3,403
Loss on change in equity		151		15		944
Total extraordinary losses		5,276		6,462		33,000
Profit before income taxes		62,545		46,940		391,200

	(Millions of yen)		(Thousands of U.S. dollars)	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	
	Amount	Amount	Amount	
Income taxes - current	*9 15,986	12,065	*9 99,987	
Income taxes - deferred	(944)	974	(5,904)	
Total income taxes	15,042	13,040	94,083	
Profit	47,503	33,900	297,117	
Profit attributable to non-controlling interests	5,639	3,483	35,270	
Profit attributable to owners of parent	41,863	30,416	261,840	

Consolidated statements of comprehensive income

	(Millions of yen)		(Thousands of U.S. dollars)	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	
	Amount	Amount	Amount	
Profit	47,503	33,900	297,117	
Other comprehensive income				
Valuation difference on available-for-sale securities	(2,374)	(910)	(14,849)	
Deferred gains or losses on hedges	305	643	1,908	
Revaluation reserve for land	—	(22)	—	
Foreign currency translation adjustment	11,489	411	71,860	
Remeasurements of defined benefit plans, net of tax	8,102	(2,288)	50,676	
Share of other comprehensive income of entities accounted for using equity method	1,617	(565)	10,114	
Total other comprehensive income	* 19,141	* (2,733)	* 119,721	
Comprehensive income	66,644	31,167	416,838	
Comprehensive income attributable to				
Comprehensive income attributable to owners of parent	56,584	26,164	353,915	
Comprehensive income attributable to non-controlling interests	10,060	5,002	62,922	

(iii) Consolidated statements of changes in equity

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	52,841	73,450	153,468	(375)	279,384
Changes during period					
Dividends of surplus			(8,537)		(8,537)
Profit attributable to owners of parent			41,863		41,863
Purchase of treasury shares				(6)	(6)
Disposal of treasury shares		0		51	51
Purchase of shares of consolidated subsidiaries		(475)			(475)
Net changes in items other than shareholders' equity					—
Total changes during period	—	(475)	33,326	45	32,896
Balance at end of period	52,841	72,975	186,794	(330)	312,281

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	18,975	(257)	1,771	25,809	21,361	67,661	43,940	390,987
Changes during period								
Dividends of surplus								(8,537)
Profit attributable to owners of parent								41,863
Purchase of treasury shares								(6)
Disposal of treasury shares								51
Purchase of shares of consolidated subsidiaries								(475)
Net changes in items other than shareholders' equity	(2,075)	208	—	8,485	8,102	14,720	5,493	20,214
Total changes during period	(2,075)	208	—	8,485	8,102	14,720	5,493	53,110
Balance at end of period	16,900	(48)	1,771	34,294	29,464	82,382	49,434	444,098

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	52,841	74,008	131,542	(314)	258,078
Changes during period					
Dividends of surplus			(7,526)		(7,526)
Profit attributable to owners of parent			30,416		30,416
Purchase of treasury shares				(270)	(270)
Disposal of treasury shares		58		208	266
Purchase of investments in capital of consolidated subsidiaries		(616)			(616)
Change in scope of equity method			(963)		(963)
Net changes in items other than shareholders' equity					—
Total changes during period	—	(558)	21,926	(61)	21,306
Balance at end of period	52,841	73,450	153,468	(375)	279,384

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	19,869	(637)	1,794	27,236	23,650	71,913	43,888	373,880
Changes during period								
Dividends of surplus								(7,526)
Profit attributable to owners of parent								30,416
Purchase of treasury shares								(270)
Disposal of treasury shares								266
Purchase of investments in capital of consolidated subsidiaries								(616)
Change in scope of equity method								(963)
Net changes in items other than shareholders' equity	(893)	380	(22)	(1,427)	(2,288)	(4,252)	52	(4,199)
Total changes during period	(893)	380	(22)	(1,427)	(2,288)	(4,252)	52	17,106
Balance at end of period	18,975	(257)	1,771	25,809	21,361	67,661	43,940	390,987

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Thousands of U.S. dollars)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	330,504	459,407	959,895	(2,346)	1,747,461
Changes during period					
Dividends of surplus			(53,396)		(53,396)
Profit attributable to owners of parent			261,840		261,840
Purchase of treasury shares				(38)	(38)
Disposal of treasury shares		0		319	319
Purchase of shares of consolidated subsidiaries		(2,971)			(2,971)
Net changes in items other than shareholders' equity					—
Total changes during period	—	(2,971)	208,444	281	205,754
Balance at end of period	330,504	456,436	1,168,339	(2,064)	1,953,221

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	118,683	(1,607)	11,077	161,427	133,606	423,199	274,831	2,445,503
Changes during period								
Dividends of surplus								(53,396)
Profit attributable to owners of parent								261,840
Purchase of treasury shares								(38)
Disposal of treasury shares								319
Purchase of shares of consolidated subsidiaries								(2,971)
Net changes in items other than shareholders' equity	(12,978)	1,301	—	53,071	50,676	92,069	34,357	126,432
Total changes during period	(12,978)	1,301	—	53,071	50,676	92,069	34,357	332,187
Balance at end of period	105,704	(300)	11,077	214,498	184,288	515,274	309,194	2,777,696

(iv) Consolidated statements of cash flows

	(Millions of yen)		(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
	Amount	Amount	Amount
Cash flows from operating activities			
Profit before income taxes	62,545	46,940	391,200
Depreciation	26,627	24,660	166,544
Impairment losses	—	4,922	—
Amortization of goodwill	485	406	3,034
Loss on fire	—	317	—
Compensation income	—	(4,219)	—
Insurance claim income	(359)	—	(2,245)
Environmental expenses	544	—	3,403
Provision for loss on liquidation of subsidiaries and associates	3,318	—	20,753
Loss (gain) on sale of investment securities	(6,998)	0	(43,770)
Loss (gain) on transfer of investments in capital of subsidiaries and associates	—	(1,460)	—
Increase (decrease) in allowance for doubtful accounts	(35)	180	(219)
Increase (decrease) in retirement benefit liability	(3,918)	(4,206)	(24,506)
Interest and dividend income	(1,499)	(1,409)	(9,376)
Interest expenses	6,697	4,824	41,888
Foreign exchange losses (gains)	(4)	139	(25)
Loss (gain) on sale of non-current assets	(1,546)	(600)	(9,670)
Loss on retirement of non-current assets	645	628	4,034
Loss on tax purpose reduction entry of non-current assets	71	490	444
Gain on receipt of national subsidies	(575)	(455)	(3,596)
Provision for special suspense account for tax purpose reduction entry	510	80	3,190
Reversal of special suspense account for tax purpose reduction entry	(80)	(313)	(500)
Share of loss (profit) of entities accounted for using equity method	(1,301)	(1,903)	(8,137)
Gain on net monetary position	(3,562)	(2,134)	(22,279)
Loss (gain) on change in equity	151	15	944
Decrease (increase) in trade receivables and contract assets	(2,190)	(5,000)	(13,698)
Increase (decrease) in contract liabilities	(166)	3,306	(1,038)
Decrease (increase) in inventories	(10,770)	(11,762)	(67,363)
Increase (decrease) in trade payables	(1,720)	(12,149)	(10,758)
Other, net	(3,166)	3,668	(19,802)
Subtotal	63,703	44,964	398,443
Interest and dividends received	2,497	1,822	15,618
Interest paid	(6,697)	(4,824)	(41,888)
Proceeds from compensation	5,486	—	34,313
Proceeds from insurance income	359	—	2,245
Income taxes paid	(15,805)	(2,666)	(98,855)
Net cash provided by (used in) operating activities	49,543	39,296	309,876

	(Millions of yen)		(Thousands of U.S. dollars)	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	
	Amount	Amount	Amount	
Cash flows from investing activities				
Purchase of property, plant and equipment	(50,372)	(65,506)	(315,061)	
Proceeds from sale of property, plant and equipment	1,622	1,558	10,145	
Purchase of intangible assets	(771)	(745)	(4,822)	
Purchase of investment securities	(3)	(13)	(19)	
Proceeds from sale of investment securities	7,414	0	46,372	
Payments for transfer of investments in capital of subsidiaries and associates resulting in change in scope of consolidation	—	*2 (725)	—	
Proceeds from transfer of investments in capital of subsidiaries and associates resulting in change in scope of consolidation	*3 912	*3 2,497	*3 5,704	
Purchase of shares of subsidiaries and associates	(3,500)	(2,000)	(21,891)	
Subsidies received	575	455	3,596	
Loan advances	(27)	(1)	(169)	
Proceeds from collection of loans receivable	—	6,068	—	
Other, net	(748)	(413)	(4,679)	
Net cash provided by (used in) investing activities	(44,898)	(58,824)	(280,823)	
Cash flows from financing activities				
Increase (decrease) in short-term borrowings and commercial papers	(6,438)	7,601	(40,268)	
Proceeds from long-term borrowings	—	21,000	—	
Repayments of long-term borrowings	(10,307)	(9,093)	(64,467)	
Proceeds from issuance of bonds	—	10,000	—	
Purchase of treasury shares	(6)	(270)	(38)	
Proceeds from disposal of treasury shares	51	266	319	
Dividends paid	(8,537)	(7,526)	(53,396)	
Dividends paid to non-controlling interests	(3,685)	(3,210)	(23,049)	
Purchase of investments in capital of subsidiaries not resulting in change in scope of consolidation	—	(2,300)	—	
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(815)	—	(5,098)	
Other, net	(2,018)	(2,231)	(12,622)	
Net cash provided by (used in) financing activities	(31,758)	14,235	(198,636)	
Effect of exchange rate change on cash and cash equivalents	2,026	208	12,672	
Adjustment for hyperinflation	381	1,457	2,383	
Net increase (decrease) in cash and cash equivalents	(24,705)	(3,626)	(154,522)	
Cash and cash equivalents at beginning of period	56,681	60,307	354,522	
Cash and cash equivalents at end of period	*1 31,975	*1 56,681	*1 199,994	

Notes

Basis of preparation of consolidated financial statements

1. Scope of consolidation

- (1) Number of consolidated subsidiaries: Forty-seven (47) companies

The names of major consolidated subsidiaries are provided in “I. Overview of the Company, 4. Overview of subsidiaries and associates.”

- (2) Number of non-consolidated subsidiaries: Four (4) companies

The main non-consolidated subsidiary is GS Yuasa Chuo Sales Ltd.

These non-consolidated subsidiaries are small in scale and have no material impact on the consolidated financial statements in terms of total assets, net sales, profit/loss (amounts attributable to the equity) and retained earnings (amounts attributable to the equity) and are therefore excluded from the scope of consolidation.

2. Application of the equity method

- (1) Number of non-consolidated subsidiaries and associates accounted for using the equity method: Thirteen (13) companies

The names of major non-consolidated subsidiaries and associates are provided in “I. Overview of the Company, 4. Overview of subsidiaries and associates.”

- (2) Four (4) non-consolidated subsidiaries and six (6) associates are not accounted for under the equity method because they are insignificant in terms of their impact on the Company’s consolidated profit/loss (amounts attributable to the equity) and consolidated retained earnings (amounts attributable to the equity), as well as in terms of their importance to the Group.

- (3) For companies accounted for by the equity method with fiscal year-end dates that differ from the consolidated fiscal year-end date, the financial statements that were closed at their fiscal year-end dates or provisionally closed at the consolidated fiscal year-end date were used for consolidation.

3. Fiscal year-end date of consolidated subsidiaries and related matters

The fiscal year-end date for Yuasa Battery (Thailand) Pub. Co., Ltd. is December 31. Consolidated financial statements were prepared using its financial statements as of its fiscal year-end date instead of using its financial statements provisionally closed at the consolidated fiscal year-end date. However, for important transactions that took place between the fiscal year-end date of this company and the consolidated year-end date, adjustments necessary for consolidation were performed.

4. Accounting policies

- (1) Standards and methods for valuation of principal assets

(i) Securities

- a. Shares of subsidiaries and associates

The moving average cost method is used.

- b. Available-for-sale securities

Marketable securities:

Marketable securities are reported at fair value, with unrealized gains and losses, net of applicable taxes, reported as a separate component of net assets. The cost of securities sold is determined based on the moving average method.

Non-marketable securities:

The moving average cost method is used.

(ii) Derivatives

Derivatives are measured at fair value.

(iii) Inventories

Merchandise and finished goods, work in process, raw materials and supplies:

Inventories are principally stated at the lower of cost, determined by the average method, or net realizable value.

(2) Depreciation/amortization of principal non-current assets

(i) Property, plant and equipment (except for leased assets)

The straight-line method is used.

Assets held by the Company or its domestic consolidated subsidiaries with an acquisition price of ¥100 thousand or more and less than ¥200 thousand are depreciated using the straight-line method over three years.

The principal useful lives are as follows.

Buildings and structures: 5 to 50 years

Machinery, equipment and vehicles: 2 to 18 years

(ii) Intangible assets (except for leased assets)

The straight-line method is used.

(iii) Leased assets

(Leased assets related to finance lease transactions that do not transfer ownership)

These assets are depreciated using the straight-line method with the lease term as the useful life and assuming no residual value.

(iv) Right-of-use assets

The straight-line method is used based on the lease term.

(3) Accounting standards for principal provisions and allowances

(i) Allowance for doubtful accounts

The Company and its domestic consolidated subsidiaries provide allowances for doubtful accounts to prepare for potential losses from uncollectible receivables. For ordinary receivables, the allowance amount is estimated based on the historical loan-loss ratio. For doubtful receivables requiring special attention, an allowance is provided for the estimated uncollectible amounts based on an individual review of the collectability of each receivable. Foreign consolidated subsidiaries provide allowances for doubtful accounts estimated mainly through the analysis of individual receivables.

(ii) Provision for bonuses for directors (and other officers)

To prepare for the payment of bonuses to directors, a provision is recorded based on the amount expected to be paid.

(iii) Provision for retirement benefits for directors (and other officers)

To prepare for the payment of retirement benefits for directors and executive officers, the necessary amount at the end of the fiscal year is recorded in accordance with internal regulations of certain consolidated subsidiaries.

(iv) Provision for loss on liquidation of subsidiaries and associates

To prepare for losses associated with the liquidation of subsidiaries and associates, a provision is recorded based on the amount of losses expected to be incurred.

(4) Accounting treatment for retirement benefits

To prepare for the payment of employee retirement benefits, retirement benefit liability was recorded in the amount calculated by subtracting the value of plan assets from the amount of retirement benefit obligations estimated on March 31, 2026.

- (i) The method for attributing expected retirement benefits to periods of employee service

For the calculation of retirement benefit obligations, a benefit formula is applied to attribute expected retirement benefits to the period up to the end of the fiscal year under review (March 31, 2026).

- (ii) Actuarial gains or losses and past service cost

The amounts of retirement benefit plans of some consolidated subsidiaries with an established retirement benefits trust are recorded to expenses.

Past service cost is amortized using mainly the straight-line method over a certain number of years, which is within the average remaining service periods of employees at the time when the service cost was incurred.

Actuarial gains or losses are amortized from the fiscal year that starts after the accrual of the gains or losses using principally the straight-line method over a certain number of years (mainly 7 to 14 years) within the average remaining service periods of the employees who will receive the benefits.

Unrecognized actuarial gains or losses and unrecognized past service cost are recorded in accumulated other comprehensive income of the net assets under the account “remeasurements of defined benefit plans” after being adjusted with tax effects.

- (5) Standards for recognition of principal revenues and expenses

The details of the main performance obligations related to revenues from contracts with customers of the Company and its consolidated subsidiaries and the timing when we typically satisfy our performance obligations (typical timing of revenue recognition), etc., are as follows.

Consideration for these performance obligations is received within approximately one year after they are satisfied, and does not include any significant financial component.

- (i) Sale of merchandise and finished goods

The main business of the Company and its consolidated subsidiaries is the manufacture and sale of batteries, power supplies, lighting equipment, and other battery and electrical equipment. We recognize revenue from the sale of such merchandise and finished goods once our obligations have been satisfied and control has been transferred to the customer. As a rule, this is at the point in time at which the merchandise and finished goods have been delivered or at the point in time as specified in International Commercial Terms. We recognize revenue upon shipment for domestic transactions when control over the finished goods is transferred to customers in a typical period after the shipment, in line with Paragraph 98 of the Implementation Guidance on Accounting Standard for Revenue Recognition.

Sales contracts for batteries and other items include variable consideration because they are sold with a discount, etc. based on the sales volume. When sold with a discount, etc., the transaction price is calculated by deducting the estimated amount of the discount, etc., from the consideration promised to the customer in the contract.

- (ii) Provision of services

The Company and its consolidated subsidiaries provide services, such as work related to the installation of batteries and power supplies. With regard to such installation work, etc., the performance obligation is considered to be satisfied when the provision of services is completed, and revenue is recognized at that time.

Batteries, power supplies, etc., and installation work, etc., are usually sold together. For transactions in which delivery and installation work are identified as separate performance obligations, transaction prices are allocated to each performance obligation by using the observable prices such as the contractually stated price or the stand-alone selling price estimated by the sum of the expected cost of the finished goods plus an appropriate margin.

- (6) Standards for translating principal assets or liabilities denominated in foreign currencies into Japanese yen

Foreign currency-denominated receivables and payables are translated into Japanese yen at the spot rate prevailing on the consolidated balance sheet date. Foreign exchange gains or losses are recorded on the statement of income. The assets and liabilities of foreign consolidated subsidiaries are also translated into Japanese yen at the spot rate prevailing on the balance sheet date, while their revenues and expenses are translated into Japanese yen at the average rate for the period. Any translation gains or losses are recorded

in the net assets under the accounts “foreign currency translation adjustment” and “non-controlling interests.”

However, revenues and expenses of subsidiaries operating in hyperinflationary economies are translated into Japanese yen at the spot rate prevailing on the consolidated balance sheet date, as hyperinflationary accounting will be applied.

(7) Significant hedge accounting

(i) Hedge accounting method

If derivatives used for hedging purposes qualify for hedge accounting because of the high correlation and effectiveness between the hedging instruments and the hedged items, gains or losses on those derivatives are deferred until the maturity of the hedged transactions. When a foreign exchange forward contract or foreign currency swap meets certain conditions, the hedged item is stated at the forward exchange contract rate. Interest rate swaps which qualify for hedge accounting and meet specific matching criteria are not remeasured at market value, but the differential paid or received under the swap agreements is recognized and included in interest expense (a specific accounting method).

(ii) Hedging instruments and hedged items

Hedging instruments: Interest rate swaps, foreign exchange forward contracts, commodity price swaps, and foreign currency swaps

Hedged items: Interest on borrowings, foreign currency-denominated receivables and payables, and trade payables

(iii) Hedging policy

- a. In accordance with the Group’s internal rules, we utilize interest rate swaps whose notional principal amounts, conditions for receiving and paying interests, and contract terms, etc. match those of the hedged items, as hedging instruments in order to reduce the risk of interest rate fluctuations.
- b. We utilize foreign exchange forward contracts and foreign currency swap contracts with the aim of reducing the risks associated with future foreign exchange rate fluctuations against import/export transactions and foreign currency-denominated debt that are conducted or incurred in the ordinary course of business.
- c. We utilize commodity price swaps to reduce price fluctuation risks for lead, etc., the principal raw material for our business.

(iv) Method for evaluating hedge effectiveness

We evaluate hedge effectiveness by comparing the accumulated change in market values of the hedging instrument and of the hedged item over the period from the inception of the hedging relationship to the time for evaluation. For interest rate swaps which adopt a specific accounting method, evaluation of hedge effectiveness is omitted.

(8) Amortization method and period for goodwill

Goodwill is amortized principally on a straight-line basis over a period of five years.

(9) Scope of cash and cash equivalents in the consolidated statements of cash flows

Cash and cash equivalents in the consolidated statements of cash flows are composed of cash on hand, bank deposits able to be withdrawn on demand, and short-term investments with maturities of three months or less from the date of acquisition that are readily convertible into cash and represent a minor risk of fluctuation in value.

(10) Research and development expenses

Research and development expenses are charged to income as incurred.

(11) Increases/decreases and transfer of common stock, reserve, and surplus

Under Japanese laws and regulations, the entire amount paid for new shares is required to be designated as capital stock. However, a company may, by a resolution of the Board of Directors, designate an amount not exceeding one half of the price of the new shares as additional paid-in capital, which is included in capital surplus. The Companies Act requires that an amount equal to 10% of dividends must be

appropriated as a legal reserve (a component of retained earnings) or as additional paid-in capital (a component of capital surplus) depending on the equity account charged upon the payment of such dividends until the aggregate amount of legal reserve and additional paid-in capital equals 25% of the common stock. Under the Companies Act, the total amount of additional paid-in capital and legal reserve may be reversed without limitation. The Companies Act also provides that common stock, legal reserve, additional paid-in capital, other capital surplus and retained earnings can be transferred among the accounts within equity under certain conditions upon resolution of the shareholders.

(12) Other important information on preparation of the consolidated financial statements

Accounting treatment in hyperinflationary economies

During the fiscal year ended March 31, 2023, since the cumulative three-year inflation rate in Türkiye exceeded 100%, the GS Yuasa Group determined that its subsidiary in Türkiye, whose functional currency is the Turkish lira, was operating in a hyperinflationary economy. Therefore, from the fiscal year ended March 31, 2023, the GS Yuasa Group has made accounting adjustments to the financial statements of its Turkish subsidiary in accordance with the requirements set forth in IAS 29 “Financial Reporting in Hyperinflationary Economies.” IAS 29 requires that the financial statements of subsidiaries in a hyperinflationary economy be restated by applying the unit of measurement as of the end of the reporting period before inclusion in the consolidated financial statements. The Group uses conversion factors calculated from the Consumer Price Index (CPI) of Türkiye published by the Turkish Statistical Institute (TURKSTAT) for the purpose of adjusting the financial statements of its subsidiary in Türkiye. For the subsidiary in Türkiye, non-monetary items such as property, plant, and equipment presented at cost are adjusted using conversion factors based on the acquisition date or the reevaluation date. Monetary and non-monetary items presented at current cost are not adjusted, since they are considered to be presented in the unit of measurement as of the end of the reporting period. The effect of inflation on net monetary items is presented in non-operating income/expenses in the consolidated statements of income. The financial statements of the Turkish subsidiary are translated into Japanese yen at the spot rate prevailing on the consolidated balance sheet date and reflected in the consolidated financial statements of the GS Yuasa Group.

Significant accounting estimates

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

Not applicable.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

Valuation of non-current assets

(1) Amount recorded on the consolidated financial statements for the current fiscal year

(Millions of yen)	
	Current fiscal year
Property, plant and equipment	219,636
Intangible assets	4,797
Impairment losses	4,922

(2) Information on the nature of significant accounting estimates for identified items

(i) Method in making the accounting estimates

The Group applies Japanese accounting standards for Japanese bases and International Financial Reporting Standards, etc., for overseas bases in line with Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries, etc., for Consolidated Financial Statements (PITF No. 18).

When considering impairment losses on non-current assets, we group assets used for business based on the smallest unit that generates independent cash flows, such as a business category used for managerial accounting. Real estate for rent and idle assets are grouped individually.

An indication of impairment is deemed to exist when our business activities result in continued operating losses, there is a significant deterioration in the business environment, or there is a notable decline in the market value of non-current assets, among other factors. However, when new businesses are launched, if a rational business plan is formulated and it is projected from the beginning that sales activities will result in sustained losses, this is not considered as an indication of impairment unless the actual losses are significantly greater than the projected losses in the business plan.

Asset groups are tested for impairment when there is an indication that an asset may be impaired. If the recoverable amount of the asset is less than its carrying amount, the carrying amount of the asset shall be reduced to its recoverable amount. The recoverable amount is the higher of the asset's value in use and net realizable value (for Japanese accounting standards) or the asset's fair value less costs of disposal (for International Financial Reporting Standards). When calculating the value in use, we make certain assumptions regarding future cash flows, discount rates, and other factors.

(ii) Key assumptions used in accounting estimates

The net realizable value or the asset's fair value less costs of disposal used to recognize and measure impairment losses is based on the appraisal value obtained from an external asset appraisal expert, and other items.

(iii) Impact on the consolidated financial statements for the following fiscal year

Indications of impairment of non-current assets, as well as the recognition and measurement of impairment losses, are based on management's best estimates, but there is uncertainty in management's assumptions and judgments. If future stricter environmental regulations, the impact on the market environment of fiercer price competition with rivals in the same industry, or other developments result in significant changes in the assumptions and conditions incorporated into business plans, appraisal values, and other items that are part of the assumptions used for estimates, this could have a significant impact on the valuation of non-current assets in the following fiscal year.

Accounting standards issued but not yet applied

Accounting Standard for Leases, Etc.

- “Accounting Standard for Leases” (ASBJ Statement No. 34, September 13, 2024)
- “Implementation Guidance on Accounting Standard for Leases” (ASBJ Guidance No. 33, September 13, 2024), etc.

(1) Overview

As part of its efforts for ensuring that Japanese GAAP is consistent with international accounting standards, the ASBJ conducted a review, taking into consideration international accounting standards, toward the development of the Accounting Standard for Leases for recognizing assets and liabilities for all leases held by a lessee. Accordingly, the ASBJ issued the Accounting Standard for Leases, etc., which were developed under a basic policy with the aim of being simple and highly convenient by incorporating only the key provisions of IFRS 16 instead of all the provisions, despite being based on the single accounting model of IFRS 16, while also making revisions basically unnecessary even when the provisions of IFRS 16 are applied for non-consolidated financial statements.

Regarding the method for allocating the lessee's lease expenses in the lessee's accounting treatment, a single accounting model is applied for recording the depreciation related to right-of-use assets and the amount equivalent to the interest on lease liabilities for all leases regardless of whether a lease is a finance lease or an operating lease. This is the same as under IFRS 16.

(2) Scheduled date of application

These accounting standards and relevant ASBJ regulations will be applied from the beginning of the fiscal year ending March 31, 2028.

(3) Effects of application of the accounting standards, etc.

The effects of applying the Accounting Standard for Leases and relevant ASBJ regulations on the consolidated financial statements are currently under evaluation.

Accounting Standard for Subsequent Events, Etc.

- “Accounting Standard for Subsequent Events” (ASBJ Statement No. 41, January 9, 2026)
- “Implementation Guidance on Accounting Standard for Subsequent Events” (ASBJ Guidance No. 35, January 9, 2026)

(1) Overview

The “Accounting Standard for Subsequent Events,” etc., establish accounting treatment and disclosure provisions regarding subsequent events. They were developed with priority given to establishing a comprehensive accounting standard that addresses the definition, accounting treatment, disclosure, etc., of subsequent events. As a basic policy, the standards, in principle, carry on and incorporate into ASBJ standards the accounting provisions set forth in Auditing Standards Statement No. 560, Practical Guideline No. 1, “Audit Considerations Regarding Subsequent Events,” issued by the Auditing and Assurance Standards Committee of the Japanese Institute of Certified Public Accountants (JICPA). The standards revise the wording and clarify the evaluation period for subsequent events, while also newly requiring notes regarding the approval of the release of financial statements, etc.

(2) Scheduled date of application

These accounting standards and relevant ASBJ regulations will be applied from the beginning of the fiscal year ending March 31, 2028.

Consolidated balance sheets

*1. Accumulated depreciation of property, plant and equipment was as follows:

	(Millions of yen)	(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025
	As of March 31, 2026	As of March 31, 2026
Accumulated depreciation of property, plant and equipment	291,348	269,714
		1,822,292

*2. Notes and accounts receivable - trade and contract assets that are receivables or contract assets arising from contracts with customers were as follows:

	(Millions of yen)	(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025
	As of March 31, 2026	As of March 31, 2026
Notes receivable - trade	717	2,168
Accounts receivable - trade	106,218	95,460
Contract assets	4,625	4,318
		28,928

*3. Other current liabilities that are contract liabilities were as follows:

	(Millions of yen)	(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025
	As of March 31, 2026	As of March 31, 2026
Contract liabilities	9,811	9,999
		61,365

*4. Assets pledged as collateral and secured liabilities

Assets pledged as collateral were as follows:

	(Millions of yen)	(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025
	As of March 31, 2026	As of March 31, 2026
Accounts receivable - trade	—	140
Buildings and structures	—	8
Right-of-use assets	—	5
Total	—	154

Secured liabilities were as follows:

	(Millions of yen)	(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025
	As of March 31, 2026	As of March 31, 2026
Short-term borrowings	—	154
Total	—	154

*5. Items related to non-consolidated subsidiaries and associates were as follows:

	(Millions of yen)	(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025
	As of March 31, 2026	As of March 31, 2026
Investment securities (stocks)	50,711	46,242
[of which investment in jointly controlled entities]	[2,258]	[2,047]
Investments in capital	4,513	3,824
		28,227

6. Trade notes receivable endorsed

	(Millions of yen)	(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025
	As of March 31, 2026	As of March 31, 2026
Trade notes receivable endorsed	2,096	2,482
		13,110

*7. Land revaluation

Land used for business by some consolidated subsidiaries was revaluated, and the difference in land revaluation was recorded under net assets based on the Act on Revaluation of Land (Act No. 34 of 1998).

(1) Date of revaluation: March 31, 2002

(2) Revaluation method

Revaluation is calculated by making rational adjustments to the “price recorded in the land tax ledger of Article 341, Item 10 of the Local Tax Act or in the supplementary land tax ledger of Item 11 of the same article,” stipulated in Article 2, Item 3 of the Order for Enforcement of the Act on Revaluation of Land (Cabinet Order No. 119 of 1998).

	(Millions of yen)	(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025
Difference between the fair value of revalued land at the end of the fiscal year and the post-revaluation carrying amount	(174)	(174)
		(1,088)

*8. Tax purpose reduction entry reflecting a deduction from the purchase price because national subsidies were received

	(Millions of yen)	(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025
Buildings and structures	1,215	1,234
Machinery, equipment and vehicles	8,033	8,002
Other	88	85
		550

Consolidated statements of income

*1. Revenue from contracts with customers

The revenue from contracts with customers and other revenue are not separately presented in net sales. The amount of revenue from contracts with customers is provided in Note “Revenue recognition, 1. Disaggregation of revenue from contracts with customers.”

*2. Main selling, general and administrative expense items were as follows:

	(Millions of yen)	(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025
Packing and freight expenses	13,858	12,900
Employee salaries and bonuses	29,783	28,093
Welfare expenses	4,144	4,255
Retirement benefit expenses	(267)	(480)
Rent expenses on real estate	1,034	1,141
Depreciation	4,345	4,160
Research and development expenses	8,184	7,686
		51,188

*3. Total research and development expenses included in general and administrative expenses and manufacturing costs for the period were as follows:

	(Millions of yen)	(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025
	11,810	11,291
		73,868

*4. Breakdown of gain on sale of non-current assets is as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	
Buildings and structures	65	Buildings and structures	3
Machinery, equipment and vehicles	13	Machinery, equipment and vehicles	7
Land	1,494	Land	585
Other	7	Other	12
Total	1,580	Total	608

(Thousands of U.S. dollars)

Year ended March 31, 2026	
Buildings and structures	407
Machinery, equipment and vehicles	81
Land	9,345
Other	44
Total	9,882

*5. Breakdown of loss on retirement of non-current assets is as follows:

(Millions of yen)

Year ended March 31, 2026		Year ended March 31, 2025	
Buildings and structures	222	Buildings and structures	232
Machinery, equipment and vehicles	137	Machinery, equipment and vehicles	205
Other	286	Other	191
Total	645	Total	628

(Thousands of U.S. dollars)

Year ended March 31, 2026	
Buildings and structures	1,389
Machinery, equipment and vehicles	857
Other	1,789
Total	4,034

*6. Breakdown of loss on sale of non-current assets is as follows:

(Millions of yen)

Year ended March 31, 2026		Year ended March 31, 2025	
Buildings and structures	1	Buildings and structures	3
Machinery, equipment and vehicles	30	Machinery, equipment and vehicles	4
Other	2	Other	0
Total	34	Total	7

(Thousands of U.S. dollars)

Year ended March 31, 2026	
Buildings and structures	6
Machinery, equipment and vehicles	188
Other	13
Total	213

*7. Impairment losses

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

Not applicable.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

The Group recorded impairment losses on the following asset groups.

(Millions of yen)			
Location	Use	Type	Impairment losses
Fukuchiyama, Kyoto, Japan	Idle assets	Buildings and structures	679
		Machinery, equipment and vehicles	3,753
		Construction in progress	480
		Other property, plant and equipment	9
		Total	4,922

Grouping method

Assets used for business are grouped based on the smallest unit that generates independent cash flows, such as a business category used for managerial accounting.

Real estate for rent and idle assets are grouped individually.

Recognizing impairment losses and methods used to calculate recoverable amount

As the above idle assets owned by a consolidated subsidiary remain idle and their future use has not been determined, the Group judged that there were indications of impairment and decided to recognize and measure impairment losses.

Therefore, the carrying amount was reduced to the recoverable amount, and the resulting decrease in the carrying amount was recognized as an impairment loss under extraordinary losses.

The recoverable amount was measured as the asset's net realizable value and was calculated with the assistance of an asset appraisal expert.

*8. Provision for loss on liquidation of subsidiaries and associates

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

This represents the amount of losses expected to arise in the future as a result of GS Yuasa International Ltd., a consolidated subsidiary of the Company, having entered into an equity transfer agreement involving İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi, its consolidated subsidiary located in the Republic of Türkiye.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

Not applicable.

*9. The amount of income taxes for global minimum tax included in income taxes - current is as follows:

(Millions of yen)	
Year ended March 31, 2026	Year ended March 31, 2025
309	—

(Thousands of U.S. dollars)
Year ended March 31, 2026
1,933

Consolidated statements of comprehensive income

* Reclassification adjustments, and income taxes and tax effects related to other comprehensive income

	(Millions of yen)	(Thousands of U.S. dollars)	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Valuation difference on available-for-sale securities:			
Amount for the current fiscal year	3,515	(952)	21,985
Reclassification adjustments	(6,998)	0	(43,770)
Before income taxes and tax effect adjustments	(3,482)	(952)	(21,779)
Income taxes and tax effect	1,108	41	6,930
Valuation difference on available-for-sale securities	(2,374)	(910)	(14,849)
Deferred gains or losses on hedges:			
Amount for the current fiscal year	269	637	1,683
Reclassification adjustments	8	—	50
Before income taxes and tax effect adjustments	278	637	1,739
Income taxes and tax effect	27	5	169
Deferred gains or losses on hedges	305	643	1,908
Revaluation reserve for land:			
Income taxes and tax effect	—	(22)	—
Foreign currency translation adjustment:			
Amount for the current fiscal year	13,378	2,098	83,675
Reclassification adjustments	—	(1,687)	—
Before income taxes and tax effect adjustments	13,378	411	83,675
Income taxes and tax effect	(1,889)	—	(11,815)
Foreign currency translation adjustment	11,489	411	71,860
Remeasurements of defined benefit plans, net of tax:			
Amount for the current fiscal year	15,033	274	94,027
Reclassification adjustments	(3,241)	(3,139)	(20,271)
Before income taxes and tax effect adjustments	11,792	(2,864)	73,755
Income taxes and tax effect	(3,689)	575	(23,074)
Remeasurements of defined benefit plans, net of tax	8,102	(2,288)	50,676
Share of other comprehensive income of entities accounted for using equity method:			
Amount for the current fiscal year	1,617	(399)	10,114
Reclassification adjustments	—	(165)	—
Share of other comprehensive income of entities accounted for using equity method	1,617	(565)	10,114
Total other comprehensive income	19,141	(2,733)	119,721

Consolidated statements of changes in equity

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

1. Class and total number of issued shares and class and number of treasury shares

	Number of shares at the beginning of the current fiscal year (Thousands of shares)	Current fiscal year Increase in number of shares (Thousands of shares)	Current fiscal year Decrease in number of shares (Thousands of shares)	Number of shares at the end of the current fiscal year (Thousands of shares)
Issued shares				
Common stock	100,446	—	—	100,446
Total	100,446	—	—	100,446
Treasury shares				
Common stock Notes 1, 2, and 3	144	1	19	126
Total	144	1	19	126

- Notes
1. The number of treasury shares (common stock) at the beginning and end of the current fiscal year includes treasury shares held in trust for performance-linked share-based payment system (143 thousand shares at the beginning and 123 thousand shares at the end of the current fiscal year).
 2. The increase in the number of treasury shares (common stock) of one thousand shares was from the purchase of shares less than one share unit.
 3. The decrease in the number of treasury shares (common stock) of 19 thousand shares was because of the provision of shares for performance-linked share-based payment system.

2. Dividends

(1) Dividends paid

Resolution	Class of shares	Total dividends		Dividend per share		Record date	Effective date
		(Millions of yen)	(Thousands of U.S. dollars)	(Yen)	(U.S. dollars)		
June 27, 2025, annual general meeting of shareholders	Common stock	5,524	34,551	55	0.34	March 31, 2025	June 30, 2025
November 6, 2025, Board of Directors meeting	Common stock	3,013	18,845	30	0.19	September 30, 2025	December 1, 2025

Note The total amounts of dividends of ¥5,524 million (US\$34,551 thousand) and ¥3,013 million (US\$18,845 thousand) include ¥7 million (US\$44 thousand) and ¥3 million (US\$19 thousand), respectively, in dividends for treasury shares held in trust.

(2) Those with a record date in the current fiscal year but effective date in the following fiscal year

The following is to be submitted as a proposal at the Annual General Meeting of Shareholders that will be held on June 26, 2026.

Resolution	Class of shares	Total dividends		Dividend source	Dividend per share		Record date	Effective date
		(Millions of yen)	(Thousands of U.S. dollars)		(Yen)	(U.S. dollars)		
June 26, 2026, annual general meeting of shareholders	Common stock	6,026	37,691	Retained earnings	60	0.38	March 31, 2026	June 29, 2026

Note The total amount of dividends includes ¥7 million (US\$44 thousand) in dividends for treasury shares held in trust.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

1. Class and total number of issued shares and class and number of treasury shares

	Number of shares at the beginning of the current fiscal year (Thousands of shares)	Current fiscal year Increase in number of shares (Thousands of shares)	Current fiscal year Decrease in number of shares (Thousands of shares)	Number of shares at the end of the current fiscal year (Thousands of shares)
Issued shares				
Common stock	100,446	—	—	100,446
Total	100,446	—	—	100,446
Treasury shares				
Common stock Notes 1, 2, and 3	143	96	95	144
Total	143	96	95	144

- Notes
1. The number of treasury shares (common stock) at the beginning and end of the current fiscal year includes treasury shares held in trust for performance-linked share-based payment system (48 thousand shares at the beginning and 143 thousand shares at the end of the current fiscal year).
 2. The increase in the number of treasury shares (common stock) of 96 thousand shares was from the acquisition by trust for performance-linked share-based payment system (95 thousand shares) and the purchase of shares less than one share unit (one thousand shares).
 3. The decrease in the number of treasury shares (common stock) of 95 thousand shares was from the contribution to trust for performance-linked share-based payment system.

2. Dividends

(1) Dividends paid

Resolution	Class of shares	Total dividends (Millions of yen)	Dividend per share (Yen)	Record date	Effective date
June 27, 2024, annual general meeting of shareholders	Common stock	5,519	55	March 31, 2024	June 28, 2024
November 6, 2024, Board of Directors meeting	Common stock	2,007	20	September 30, 2024	December 2, 2024

Note The total amounts of dividends of ¥5,519 million and ¥2,007 million include ¥2 million and ¥0 million, respectively, in dividends for treasury shares held in trust.

(2) Those with a record date in the current fiscal year but effective date in the following fiscal year

Resolution	Class of shares	Total dividends (Millions of yen)	Dividend source	Dividend per share (Yen)	Record date	Effective date
June 27, 2025, annual general meeting of shareholders	Common stock	5,524	Retained earnings	55	March 31, 2025	June 30, 2025

Note The total amount of dividends includes ¥7 million in dividends for treasury shares held in trust.

Consolidated statements of cash flows

- *1. The relationship between cash and cash equivalents at the end of the period and amounts stated on the consolidated balance sheets is as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Cash and deposits	36,747	60,788	229,841
Time deposits with terms exceeding three months	(4,771)	(4,106)	(29,841)
Cash and cash equivalents	31,975	56,681	199,994

- *2. Major breakdown of assets and liabilities of the company that ceased to be a consolidated subsidiary due to the transfer of investment equity

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

Not applicable.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

The amounts of assets and liabilities of the company that ceased to be a consolidated subsidiary due to the transfer of investment equity are omitted as immaterial.

- *3. This was attributable to the receipt of accounts receivable related to the transfer of investment equity in the previous fiscal year in Tianjin GS Battery Co., Ltd. and Yuasa Battery (Shunde) Co., Ltd., which were excluded from the scope of consolidation in the fiscal year ended March 31, 2024; and in the current fiscal year in Yuasa Battery (Guangdong) Co., Ltd., which was excluded from the scope of consolidation in the fiscal year ended March 31, 2025.

Leases

1. Finance lease transactions (as lessee)

Finance leases for which ownership of the leased assets does not transfer to the lessees

- (i) Description of leased assets

- a. Property, plant and equipment

Mainly production facility (machinery, equipment and vehicles)

- b. Intangible assets

Software

- (ii) Depreciation/amortization of leased assets

See: Basis of preparation of consolidated financial statements, 4. Accounting policies, (2) Depreciation/amortization of principal non-current assets.

2. Operating lease transactions (as lessee)

Future minimum lease payments under non-cancelable operating leases

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
Within one year	467	429	2,921
Exceeding one year	364	631	2,277
Total	832	1,060	5,204

3. Lease transactions under International Financial Reporting Standards

(i) Right-of-use assets

Mainly office leasing, vehicles and transportation equipment

(ii) Depreciation/amortization of right-of-use assets

See: Basis of preparation of consolidated financial statements, 4. Accounting policies, (2) Depreciation/amortization of principal non-current assets.

Financial instruments

1. Matters concerning the status of financial instruments

(1) Policy for financial instruments

The Group's funds are invested in highly secure financial assets. Funding is procured mainly through borrowings from banks and other financial institutions, and bonds, based on demand in capital investment, investment and financing plans, and other capital needs. Derivatives are used to avoid the risks described below, and speculative transactions are prohibited.

(2) Financial instruments, their risks, and risk management

Notes and accounts receivable - trade and electronically recorded monetary claims - operating are exposed to customer credit risk. The Company manages the risk by, among other things, monitoring due dates and outstanding balances for each customer and periodically evaluating the status of major customers in order to identify and mitigate collection concerns at an early stage.

Investment securities are mainly stocks of companies with which the Company has business relationships and are exposed to market price fluctuations and other risks. However, the Company regularly monitors market conditions, market prices, and the financial status and business relationships of the issuing companies and reviews its holdings on an ongoing basis.

Most notes and accounts payable - trade and electronically recorded obligations - operating are due within five months, and the Company manages liquidity risk by preparing monthly funding plans for each group company and division.

Of borrowings, short-term borrowings are used mainly for working capital, while long-term borrowings and bonds payable are mainly for capital investment. With regard to long-term borrowings, the Company uses interest rate swaps and currency swap transactions as necessary to limit the risk of fluctuations in interest rates payable and foreign currency exchange rate fluctuations.

Receivables and payables denominated in foreign currencies related to operating transactions are vulnerable to exchange rate fluctuations, against which foreign exchange forward contracts are used to hedge the risk of exchange rate fluctuations, except for receivables and payables denominated in the same foreign currencies within the balance of the receivables and payables.

These derivative transactions are executed and managed by the department in charge in accordance with internal rules, and the internal auditing division conducts audits to determine whether they are executed and managed appropriately in accordance with the rules.

The procurement price for lead, etc., the principal raw material for our business, is susceptible to the risk of market price fluctuations. In order to avoid the risk of significant spikes in prices, the Company hedges this risk by using commodity price swaps and other methods for certain transactions.

Hedging instruments and hedged items, hedging policy, and methods for evaluating the effectiveness of hedging with respect to hedge accounting are described in "Basis of preparation of consolidated financial statements, 4. Accounting policies, (7) Significant hedge accounting."

Consolidated subsidiaries operate under the principle of self-management and self-responsibility based on their own rules and regulations, and the Company is aware of such rules and regulations. In addition, the Company receives regular risk management reports and conducts monitoring and control.

(3) Supplementary explanation on fair value of financial instruments and related matters

Since variable factors are incorporated in the measurement of the fair value of financial instruments, such values may change due to the adoption of different assumptions and other factors. In addition, the contract amounts of derivative transactions set forth in these Notes do not indicate the market risk involved in derivative transactions themselves.

2. Fair value of financial instruments and related matters

Consolidated balance sheet amounts, fair values and their differences are as follows:

As of March 31, 2026

(Millions of yen)

	Consolidated balance sheet amount	Fair value	Difference
(1) Investment securities	56,291	42,246	(14,045)
Total assets	56,291	42,246	(14,045)
(2) Bonds payable	20,000	19,448	(551)
(3) Long-term borrowings (including current portion)	41,400	40,195	(1,204)
(4) Lease liabilities (including current portion)	13,982	13,438	(543)
Total liabilities	75,382	73,083	(2,299)
Derivatives (*2)	(38)	(38)	—

- (*1) “Cash and deposits,” “notes and accounts receivable - trade, and contract assets,” “electronically recorded monetary claims - operating,” “notes and accounts payable - trade,” “electronically recorded obligations - operating,” “short-term borrowings,” “accounts payable - other,” “income taxes payable,” and “electronically recorded obligations - facilities” are omitted because they are in cash or their fair value approximates their book value due to their short maturities.
- (*2) Net receivables and payables arising from derivative transactions are shown as net amounts, and items that are net liabilities in total are shown in parentheses.
- (*3) Unlisted shares, etc. (consolidated balance sheet amount: ¥22,713 million), and investments in capital (¥4,700 million) are not included in (1) Investment securities in the table above because they are stocks and other securities without market prices.

As of March 31, 2025

(Millions of yen)

	Consolidated balance sheet amount	Fair value	Difference
(1) Investment securities	57,416	47,345	(10,070)
Total assets	57,416	47,345	(10,070)
(2) Bonds payable	20,000	19,530	(469)
(3) Long-term borrowings (including current portion)	50,960	50,146	(814)
(4) Lease liabilities (including current portion)	11,506	11,297	(209)
Total liabilities	82,467	80,974	(1,492)
Derivatives (*2)	(101)	(101)	—

- (*1) “Cash and deposits,” “notes and accounts receivable - trade, and contract assets,” “electronically recorded monetary claims - operating,” “notes and accounts payable - trade,” “electronically recorded obligations - operating,” “short-term borrowings,” “accounts payable - other,” “income taxes payable,” “notes payable - facilities,” and “electronically recorded obligations - facilities” are omitted because they are in cash or their fair value approximates their book value due to their short maturities.
- (*2) Net receivables and payables arising from derivative transactions are shown as net amounts, and items that are net liabilities in total are shown in parentheses.
- (*3) Unlisted shares, etc. (consolidated balance sheet amount: ¥21,015 million), and investments in capital (¥3,963 million) are not included in (1) Investment securities in the table above because they are stocks and other securities without market prices.

As of March 31, 2026

(Thousands of U.S. dollars)

	Consolidated balance sheet amount	Fair value	Difference
(1) Investment securities	352,083	264,236	(87,847)
Total assets	352,083	264,236	(87,847)
(2) Bonds payable	125,094	121,641	(3,446)
(3) Long-term borrowings (including current portion)	258,944	251,407	(7,531)
(4) Lease liabilities (including current portion)	87,453	84,051	(3,396)
Total liabilities	471,491	457,112	(14,380)
Derivatives (*2)	(238)	(238)	—

- (*) “Cash and deposits,” “notes and accounts receivable - trade, and contract assets,” “electronically recorded monetary claims - operating,” “notes and accounts payable - trade,” “electronically recorded obligations - operating,” “short-term borrowings,” “accounts payable - other,” “income taxes payable,” and “electronically recorded obligations - facilities” are omitted because they are in cash or their fair value approximates their book value due to their short maturities.
- (*2) Net receivables and payables arising from derivative transactions are shown as net amounts, and items that are net liabilities in total are shown in parentheses.
- (*3) Unlisted shares, etc. (consolidated balance sheet amount: US\$142,063 thousand), and investments in capital (US\$29,397 thousand) are not included in (1) Investment securities in the table above because they are stocks and other securities without market prices.

Note 1. Scheduled redemptions for monetary claims after the consolidated fiscal year-end date

As of March 31, 2026

(Millions of yen)

	One year or less	One to five years	Five to ten years	Over ten years
Cash and deposits	36,747	—	—	—
Notes and accounts receivable - trade, and contract assets	111,560	—	—	—
Electronically recorded monetary claims - operating	7,347	—	—	—
Total	155,655	—	—	—

As of March 31, 2025

(Millions of yen)

	One year or less	One to five years	Five to ten years	Over ten years
Cash and deposits	60,788	—	—	—
Notes and accounts receivable - trade, and contract assets	101,946	—	—	—
Electronically recorded monetary claims - operating	10,812	—	—	—
Total	173,547	—	—	—

As of March 31, 2026

(Thousands of U.S. dollars)

	One year or less	One to five years	Five to ten years	Over ten years
Cash and deposits	229,841	—	—	—
Notes and accounts receivable - trade, and contract assets	697,773	—	—	—
Electronically recorded monetary claims - operating	45,953	—	—	—
Total	973,574	—	—	—

Note 2. Scheduled repayments of bonds payable, long-term borrowings, lease liabilities and other interest-bearing liabilities after the consolidated fiscal year-end date

As of March 31, 2026

(Millions of yen)

	One year or less	One to two years	Two to three years	Three to four years	Four to five years	Over five years
Short-term borrowings	26,426	—	—	—	—	—
Bonds payable	—	10,000	—	10,000	—	—
Long-term borrowings	11,800	2,200	5,200	12,200	10,000	—
Lease liabilities	2,486	1,273	1,144	1,018	758	7,300
Total	40,712	13,473	6,344	23,218	10,758	7,300

As of March 31, 2025

(Millions of yen)

	One year or less	One to two years	Two to three years	Three to four years	Four to five years	Over five years
Short-term borrowings	34,694	—	—	—	—	—
Bonds payable	—	—	10,000	—	10,000	—
Long-term borrowings	9,560	11,800	2,200	5,200	12,200	10,000
Lease liabilities	2,129	1,159	1,068	853	719	5,575
Total	46,384	12,959	13,268	6,053	22,919	15,575

As of March 31, 2026

(Thousands of U.S. dollars)

	One year or less	One to two years	Two to three years	Three to four years	Four to five years	Over five years
Short-term borrowings	165,286	—	—	—	—	—
Bonds payable	—	62,547	—	62,547	—	—
Long-term borrowings	73,805	13,760	32,524	76,307	62,547	—
Lease liabilities	15,549	7,962	7,155	6,367	4,741	45,659
Total	254,641	84,269	39,680	145,221	67,288	45,659

3. Fair value hierarchy of financial instruments

The fair value of financial instruments is classified into the following three levels based on the observability and materiality of the inputs used to calculate fair value.

Level 1: Calculated based on quoted market prices in an active market for the assets or liabilities for which the observable fair value is calculated.

Level 2: Calculated using inputs with observable fair values other than Level 1 inputs.

Level 3: Calculated using inputs with unobservable fair value measurements.

When multiple inputs that have a significant impact on the measurement of fair value are used, the fair value is classified at the Level from which the lowest levels of inputs were used.

(1) Financial instruments carried on the consolidated balance sheets at fair value

As of March 31, 2026

(Millions of yen)

	Fair value			
	Level 1	Level 2	Level 3	Total
Securities and investment securities				
Available-for-sale securities				
Equity securities	27,715	—	—	27,715
Total assets	27,715	—	—	27,715
Derivatives (*)				
Currency related	—	(55)	—	(55)
Commodities	—	16	—	16
Total derivatives	—	(38)	—	(38)

(*) For derivatives, receivables and payables are shown as net amounts, and items that are net liabilities in total are shown in parentheses.

As of March 31, 2025

(Millions of yen)

	Fair value			
	Level 1	Level 2	Level 3	Total
Securities and investment securities				
Available-for-sale securities				
Equity securities	31,600	—	—	31,600
Total assets	31,600	—	—	31,600
Derivatives (*)				
Currency related	—	(82)	—	(82)
Commodities	—	(18)	—	(18)
Total derivatives	—	(101)	—	(101)

(*) For derivatives, receivables and payables are shown as net amounts, and items that are net liabilities in total are shown in parentheses.

As of March 31, 2026

(Thousands of U.S. dollars)

	Fair value			
	Level 1	Level 2	Level 3	Total
Securities and investment securities				
Available-for-sale securities				
Equity securities	173,349	—	—	173,349
Total assets	173,349	—	—	173,349
Derivatives (*)				
Currency related	—	(344)	—	(344)
Commodities	—	100	—	100
Total derivatives	—	(238)	—	(238)

(*) For derivatives, receivables and payables are shown as net amounts, and items that are net liabilities in total are shown in parentheses.

(2) Financial instruments not carried on the consolidated balance sheets at fair value

As of March 31, 2026

(Millions of yen)

	Fair value			
	Level 1	Level 2	Level 3	Total
Securities and investment securities				
Shares of associates				
Equity securities	14,530	—	—	14,530
Total assets	14,530	—	—	14,530
Bonds payable	—	19,448	—	19,448
Long-term borrowings (including current portion)	—	40,195	—	40,195
Lease liabilities (including current portion)	—	13,438	—	13,438
Total liabilities	—	73,083	—	73,083

As of March 31, 2025

(Millions of yen)

	Fair value			
	Level 1	Level 2	Level 3	Total
Securities and investment securities				
Shares of associates				
Equity securities	15,745	—	—	15,745
Total assets	15,745	—	—	15,745
Bonds payable	—	19,530	—	19,530
Long-term borrowings (including current portion)	—	50,146	—	50,146
Lease liabilities (including current portion)	—	11,297	—	11,297
Total liabilities	—	80,974	—	80,974

As of March 31, 2026

(Thousands of U.S. dollars)

	Fair value			
	Level 1	Level 2	Level 3	Total
Securities and investment securities				
Shares of associates				
Equity securities	90,881	—	—	90,881
Total assets	90,881	—	—	90,881
Bonds payable	—	121,641	—	121,641
Long-term borrowings (including current portion)	—	251,407	—	251,407
Lease liabilities (including current portion)	—	84,051	—	84,051
Total liabilities	—	457,112	—	457,112

Note Valuation techniques and inputs used in the measurement of fair value

(1) Investment securities

The fair value of listed equity securities is estimated using quoted market prices. Since listed equity securities are traded in active markets, their fair value is classified as Level 1.

(2) Derivatives

The fair value of foreign exchange forward contracts is determined using the discounted present value method with observable inputs such as exchange rates and is classified as Level 2. In addition, the fair value of commodity swaps is determined based on observable inputs such as exchange rates and the market prices of the underlying commodities, and is classified as Level 2.

(3) Bonds payable

The fair value of bonds payable is calculated by discounting the total amount of principal and interest at the interest rate that would be applicable if similar new financing were procured, and is classified as Level 2.

(4) Long-term borrowings

The fair value of long-term borrowings is calculated by discounting the total amount of principal and interest at the interest rate that would be applicable if similar new borrowings were arranged, and is classified as Level 2. The fair value of long-term borrowings that qualify for specific treatment in interest rate swaps is calculated by discounting the total amount of principal and interest accounted for together with the interest rate swaps by the reasonably estimated interest rate that would be applicable to similar borrowings, and is classified as Level 2.

(5) Lease liabilities

The fair value of lease liabilities is calculated by discounting the total amount of principal and interest using the interest rate that would apply to a new lease contract with the same remaining term and conditions, and is classified as Level 2.

Securities

1. Available-for-sale securities

As of March 31, 2026

(Millions of yen)

	Class	Consolidated balance sheet amount	Acquisition cost	Difference
Securities whose consolidated balance sheet amount exceeds acquisition cost	Equity securities	27,617	3,470	24,146
Securities whose consolidated balance sheet amount does not exceed acquisition cost	Equity securities	98	99	(1)
Total		27,715	3,570	24,145

Note Unlisted shares, etc. (consolidated balance sheet amount: ¥577 million), are not included in available-for-sale securities in the table above because they are stocks and other securities without market prices.

As of March 31, 2025

(Millions of yen)

	Class	Consolidated balance sheet amount	Acquisition cost	Difference
Securities whose consolidated balance sheet amount exceeds acquisition cost	Equity securities	31,549	3,872	27,677
Securities whose consolidated balance sheet amount does not exceed acquisition cost	Equity securities	50	99	(48)
Total		31,600	3,971	27,628

Note Unlisted shares, etc. (consolidated balance sheet amount: ¥589 million), are not included in available-for-sale securities in the table above because they are stocks and other securities without market prices.

As of March 31, 2026

(Thousands of U.S. dollars)

	Class	Consolidated balance sheet amount	Acquisition cost	Difference
Securities whose consolidated balance sheet amount exceeds acquisition cost	Equity securities	172,736	21,704	151,026
Securities whose consolidated balance sheet amount does not exceed acquisition cost	Equity securities	613	619	(6)
Total		173,349	22,329	151,020

Note Unlisted shares, etc. (consolidated balance sheet amount: US\$3,609 thousand), are not included in available-for-sale securities in the table above because they are stocks and other securities without market prices.

2. Available-for-sale securities sold

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Millions of yen)

Class	Sale amount	Total gain on sale	Total loss on sale
Equity securities	7,414	6,998	—
Total	7,414	6,998	—

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(Millions of yen)

Class	Sale amount	Total gain on sale	Total loss on sale
Equity securities	0	—	0
Total	0	—	0

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Thousands of U.S. dollars)

Class	Sale amount	Total gain on sale	Total loss on sale
Equity securities	46,372	43,770	—
Total	46,372	43,770	—

Derivatives

1. Derivative transactions to which hedge accounting is not applied

(1) Currency related

As of March 31, 2026

(Millions of yen)

Categories	Class of transaction	Contract amount, etc.	Contract amount, etc., exceeding one year	Fair value	Valuation gains/losses
Non-market transactions	Foreign exchange forward contracts Long (buy) USD	3,975	—	(55)	(55)
Total		3,975	—	(55)	(55)

As of March 31, 2025

(Millions of yen)

Categories	Class of transaction	Contract amount, etc.	Contract amount, etc., exceeding one year	Fair value	Valuation gains/losses
Non-market transactions	Foreign exchange forward contracts				
	Short (sale)				
	USD	73	—	0	0
	Long (buy)				
	USD	5,617	—	(82)	(82)
Total		5,691	—	(82)	(82)

As of March 31, 2026

(Thousands of U.S. dollars)

Categories	Class of transaction	Contract amount, etc.	Contract amount, etc., exceeding one year	Fair value	Valuation gains/losses
Non-market transactions	Foreign exchange forward contracts				
	Long (buy)				
	USD	24,862	—	(344)	(344)
Total		24,862	—	(344)	(344)

(2) Interest rate related

As of March 31, 2026

Not applicable.

As of March 31, 2025

Not applicable.

2. Derivative transactions to which hedge accounting is applied

(1) Currency related

As of March 31, 2026

Not applicable.

As of March 31, 2025

Not applicable.

(2) Interest rate related

As of March 31, 2026

Not applicable.

As of March 31, 2025

Not applicable.

(3) Commodities

As of March 31, 2026

(Millions of yen)

Method of hedge accounting	Class of transaction	Main hedged item(s)	Contract amount, etc.	Contract amount, etc., exceeding one year	Fair value
Standard method of accounting	Commodity swap(s) Fixed payment/variable receipt	Copper	275	151	16
Total			275	151	16

As of March 31, 2025

(Millions of yen)

Method of hedge accounting	Class of transaction	Main hedged item(s)	Contract amount, etc.	Contract amount, etc., exceeding one year	Fair value
Standard method of accounting	Commodity swap(s) Fixed payment/variable receipt	Copper	208	105	(18)
Total			208	105	(18)

As of March 31, 2026

(Thousands of U.S. dollars)

Method of hedge accounting	Class of transaction	Main hedged item(s)	Contract amount, etc.	Contract amount, etc., exceeding one year	Fair value
Standard method of accounting	Commodity swap(s) Fixed payment/variable receipt	Copper	1,720	944	100
Total			1,720	944	100

Retirement benefit plans

1. Outline of current retirement benefit plans

Certain domestic consolidated subsidiaries have defined benefit plans, such as corporate pension fund plans and lump-sum retirement benefit plans, and have established retirement benefit trusts. Certain overseas consolidated subsidiaries also have defined benefit plans.

In addition, certain consolidated subsidiaries have adopted defined contribution pension plans.

2. Defined benefit plans

(1) Reconciliation of the beginning and ending balances of the retirement benefit obligations

	(Millions of yen)	(Thousands of U.S. dollars)	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Retirement benefit obligations balance at beginning of period	39,412	46,201	246,510
Service cost	1,989	2,005	12,441
Interest cost	483	75	3,021
Actuarial gains (losses) accrued	(1,725)	(4,719)	(10,789)
Retirement benefits paid	(2,859)	(2,897)	(17,882)
Decrease due to plan termination	—	(1,138)	—
Other	(3)	(114)	(19)
Retirement benefit obligations balance at end of period	37,296	39,412	233,275

(2) Reconciliation of the beginning and ending balances of plan assets

	(Millions of yen)	(Thousands of U.S. dollars)	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Plan assets at beginning of period	92,955	98,287	581,405
Expected return on assets	1,281	1,310	8,012
Actuarial gains (losses) accrued	13,308	(4,445)	83,237
Employer contribution	1,363	1,361	8,525
Retirement benefits paid	(2,500)	(2,429)	(15,637)
Decrease due to plan termination	—	(1,138)	—
Other	4	8	25
Plan assets at end of period	106,412	92,955	665,574

(3) Reconciliation of retirement benefit obligations and plan assets at the end of the period with retirement benefit liability and retirement benefit asset recognized in the consolidated balance sheets

	(Millions of yen)	(Thousands of U.S. dollars)	
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
Retirement benefit obligations of funded plans	32,074	34,810	200,613
Plan assets	(106,412)	(92,955)	(665,574)
	(74,337)	(58,144)	(464,955)
Retirement benefit obligations of unfunded plans	5,222	4,601	32,662
Net liabilities and assets recognized in the consolidated balance sheets	(69,115)	(53,543)	(432,293)
Retirement benefit liability	6,016	5,429	37,628
Retirement benefit asset	(75,132)	(58,972)	(469,927)
Net liabilities and assets recognized in the consolidated balance sheets	(69,115)	(53,543)	(432,293)

Note Certain consolidated subsidiaries use the simplified method to calculate retirement benefit obligations.

(4) Amount of retirement benefit expenses and their breakdown

	(Millions of yen)		(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Service cost (Note)	1,989	2,005	12,441
Interest cost	483	75	3,021
Expected return on assets	(1,281)	(1,310)	(8,012)
Amortization of past service cost	(8)	(50)	(50)
Amortization of actuarial gains (losses)	(3,233)	(3,088)	(20,221)
Retirement benefit expenses related to defined benefit plan	(2,049)	(2,369)	(12,816)

Note Retirement benefit expenses of the consolidated subsidiaries using the simplified method are included in "service cost."

(5) Amounts recognized in other comprehensive income (before income taxes and tax effect adjustments) for the years ended March 31, 2026 and 2025 were as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Past service cost	(8)	(50)	(50)
Actuarial gains (losses)	11,800	(2,814)	73,805
Total	11,792	(2,864)	73,755

(6) Amounts recognized in accumulated other comprehensive income (before income taxes and tax effect adjustments) as of March 31, 2026 and 2025 were as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
Unrecognized past service cost	24	33	150
Unrecognized actuarial gains (losses)	42,947	31,146	268,620
Total	42,972	31,180	268,777

(7) Matters related to plan assets

(i) Breakdown of plan assets

The following table shows the main categories of plan assets by ratio of total plan assets.

	As of March 31, 2026	As of March 31, 2025
Equity securities	59%	54%
General account	18	20
Bonds	7	9
Investment trust(s)	9	10
Cash and deposits	5	6
Short-term assets	1	1
Other	1	1
Total	100	100

Note Retirement benefit trusts established for corporate pension plans accounted for 48% of total plan assets in the previous fiscal year and 52% in the current fiscal year.

(ii) Method used to determine the expected long-term rate of return on plan assets

To determine the expected long-term rate of return on plan assets, the Company considers the current and projected allocation of plan assets and the current and expected long-term rate of return from the various assets comprising the plan assets.

(8) Actuarial basis of accounting

Principal actuarial basis

	As of March 31, 2026	As of March 31, 2025
Discount rate	1.6-2.2%	1.0-1.5%
Expected long-term rate of return on assets	0.7-2.0%	0.7-2.0%

The projected rate of salary increase is based on the salary increase index of service points and qualification points calculated on the last day of the fiscal year.

The discount rate applied in the calculation at the beginning of the current fiscal year was 1.0% to 1.5%. However, as a result of reviewing the discount rate at the end of the fiscal year, the Company determined that a change in the discount rate would have a significant impact on the amount of retirement benefit obligations and changed the discount rate to 1.6% to 2.2%.

3. Defined contribution plan

Required contributions to the defined contribution plan by the Company and its consolidated subsidiaries were ¥1,208 million in the previous fiscal year and ¥1,296 million (US\$8,106 thousand) in the current fiscal year.

Stock options, etc.

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

Not applicable.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

Not applicable.

Income taxes

1. Significant components of deferred tax assets and liabilities

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
Deferred tax assets			
Accrued bonuses	1,906	2,019	11,921
Enterprise tax payable	518	645	3,240
Unrealized gain	724	690	4,528
Loss on valuation of inventories	1,004	1,095	6,280
Retirement benefit liability	4,490	4,184	28,084
Allowance for doubtful accounts	165	178	1,032
Impairment losses	1,551	1,863	9,701
Investment securities	1,681	1,703	10,514
Tax loss carryforwards (Note 2)	2,228	2,985	13,935
Temporary differences related to investments in subsidiaries and associates	2,798	—	17,501
Other	4,190	3,548	26,207
Subtotal of deferred tax assets	21,258	18,915	132,962
Valuation allowance for tax loss carryforwards (Note 2)	(1,129)	(1,829)	(7,062)
Valuation allowance for total deductible temporary differences, etc.	(3,503)	(4,032)	(21,910)
Subtotal of valuation allowance (Note 1)	(4,633)	(5,862)	(28,978)
Total deferred tax assets	16,625	13,052	103,984
Deferred tax liabilities			
Reserve for tax purpose reduction entry of non-current assets	(3)	(4)	(19)
Valuation difference on available-for-sale securities	(7,519)	(8,628)	(47,029)
Valuation excess of property	(3,097)	(2,894)	(19,371)
Undistributed earnings of foreign subsidiaries and associates	(10,528)	(9,427)	(65,849)
Retirement benefit asset	(23,529)	(18,566)	(147,167)
Foreign currency translation adjustment	(1,889)	—	(11,815)
Other	(2,154)	(1,761)	(13,473)
Total deferred tax liabilities	(48,722)	(41,281)	(304,741)
Net deferred tax assets (liabilities)	(32,097)	(28,229)	(200,757)

Notes 1. The amount of valuation allowance decreased by ¥1,229 million (US\$7,687 thousand). The main factors were a ¥529 million (US\$3,309 thousand) decrease in valuation allowance for temporary differences, etc. due to a reasonable estimate of future taxable income in certain consolidated subsidiaries and a ¥700 million (US\$4,378 thousand) decrease in valuation allowance for tax loss carryforwards due to the utilization of tax loss carryforwards and an increase in the estimated future taxable income.

2. Tax loss carryforwards and deferred tax assets by carryforward period

As of March 31, 2026

	(Millions of yen)						
	One year or less	One to two years	Two to three years	Three to four years	Four to five years	Over five years	Total
Tax loss carryforwards (a)	—	7	—	—	—	2,220	2,228
Valuation allowance	—	—	—	—	—	(1,129)	(1,129)
Deferred tax assets	—	7	—	—	—	1,090	(b) 1,098

(a) Tax loss carryforwards are multiplied by the statutory tax rate.

- (b) Deferred tax assets of ¥1,098 million were recognized for tax loss carryforwards of ¥2,228 million (multiplied by the statutory tax rate). No valuation allowance is recognized for the portion of such tax loss carryforwards that are deemed recoverable based on expected future taxable income and other factors.

As of March 31, 2025

(Millions of yen)

	One year or less	One to two years	Two to three years	Three to four years	Four to five years	Over five years	Total
Tax loss carryforwards (a)	—	—	8	—	—	2,977	2,985
Valuation allowance	—	—	—	—	—	(1,829)	(1,829)
Deferred tax assets	—	—	8	—	—	1,147	(b) 1,155

- (a) Tax loss carryforwards are multiplied by the statutory tax rate.

- (b) Deferred tax assets of ¥1,155 million were recognized for tax loss carryforwards of ¥2,985 million (multiplied by the statutory tax rate). No valuation allowance is recognized for the portion of such tax loss carryforwards that are deemed recoverable based on expected future taxable income and other factors.

As of March 31, 2026

(Thousands of U.S. dollars)

	One year or less	One to two years	Two to three years	Three to four years	Four to five years	Over five years	Total
Tax loss carryforwards (a)	—	44	—	—	—	13,885	13,935
Valuation allowance	—	—	—	—	—	(7,062)	(7,062)
Deferred tax assets	—	44	—	—	—	6,818	(b) 6,868

- (a) Tax loss carryforwards are multiplied by the statutory tax rate.

- (b) Deferred tax assets of US\$6,868 thousand were recognized for tax loss carryforwards of US\$13,935 thousand (multiplied by the statutory tax rate). No valuation allowance is recognized for the portion of such tax loss carryforwards that are deemed recoverable based on expected future taxable income and other factors.

2. Significant components of the difference between the statutory tax rate and the effective tax rate

	As of March 31, 2026	As of March 31, 2025
Statutory tax rate	30.5%	30.5%
(Adjustments)		
Expenses not deductible for income tax purposes, such as entertainment expenses	0.3	0.3
Inhabitant per capita taxes	0.1	0.2
Increase/decrease in valuation allowance	(2.0)	0.8
Lower income tax rates applicable to income in certain foreign countries	(2.7)	(3.0)
Increase/decrease in undistributed earnings of foreign subsidiaries and associates	1.8	1.5
Share of profit/loss of entities accounted for using equity method	(0.6)	(1.3)
Expiration of foreign tax credit carryforwards	0.1	0.1
Foreign withholding taxes, etc.	1.1	1.4
Tax credit for R&D, etc.	(2.0)	(1.5)
Effects of change in tax rates	—	0.3
Consolidation adjustments for loss/gain on transfer of investments in capital of subsidiaries and associates	—	(1.3)
Consolidation adjustments for provision for loss on liquidation of subsidiaries and associates	(3.8)	—
Other	1.4	(0.2)
Effective tax rate	24.1	27.8

3. Accounting treatment of income taxes and local income taxes and the related tax effect accounting

The Company and certain domestic consolidated subsidiaries apply the group tax sharing system, and conduct the accounting treatment for income taxes and local income taxes or related accounting treatment and disclosure for tax effect accounting in accordance with the Practical Solution on the

Revenue recognition

1. Disaggregation of revenue from contracts with customers

Net sales of the Company and its consolidated subsidiaries consist primarily of revenue recognized from contracts with customers, broken down by geographic region of the Company and its consolidated subsidiaries as follows:

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable segment						Other	Total
	Automotive Batteries			Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Total		
	Japan	Overseas	Subtotal					
Major regional markets								
Japan	107,820	15	107,835	108,888	82,483	299,207	19,855	319,062
Asia	182	121,365	121,547	5,953	—	127,500	329	127,830
Europe	4	82,189	82,193	450	7,445	90,089	1,800	91,889
North America	—	11,624	11,624	7,704	—	19,329	296	19,626
Other	—	49,317	49,317	1,096	—	50,413	0	50,414
Revenue from contracts with customers	108,006	264,511	372,518	124,093	89,928	586,540	22,283	608,823
Other revenues	—	—	—	—	—	—	171	171
Revenues from external customers	108,006	264,511	372,518	124,093	89,928	586,540	22,454	608,995

Note “Other” comprises operating segments that are not included in any other reportable segments. Operating segments that are not included in reportable segments include the special batteries business among others.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segment						Other	Total
	Automotive Batteries			Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Total		
	Japan	Overseas	Subtotal					
Major regional markets								
Japan	101,745	31	101,776	95,640	73,776	271,194	19,952	291,146
Asia	165	125,891	126,057	6,997	—	133,054	195	133,250
Europe	11	75,925	75,937	678	9,014	85,630	1,826	87,457
North America	—	12,249	12,249	8,634	—	20,883	244	21,128
Other	—	45,977	45,977	1,183	—	47,161	—	47,161
Revenue from contracts with customers	101,922	260,076	361,999	113,134	82,791	557,924	22,219	580,144
Other revenues	—	—	—	—	—	—	196	196
Revenues from external customers	101,922	260,076	361,999	113,134	82,791	557,924	22,415	580,340

Note “Other” comprises operating segments that are not included in any other reportable segments. Operating segments that are not included in reportable segments include the special batteries business among others.

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Thousands of U.S. dollars)

	Reportable segment						Other	Total
	Automotive Batteries			Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Total		
	Japan	Overseas	Subtotal					
Major regional markets								
Japan	674,381	94	674,475	681,061	515,906	1,871,447	124,187	1,995,634
Asia	1,138	759,101	760,239	37,234	—	797,473	2,058	799,537
Europe	25	514,067	514,092	2,815	46,566	563,479	11,258	574,737
North America	—	72,705	72,705	48,186	—	120,897	1,851	122,755
Other	—	308,463	308,463	6,855	—	315,318	0	315,324
Revenue from contracts with customers	675,544	1,654,435	2,329,985	776,163	562,472	3,668,626	139,373	3,808,000
Other revenues	—	—	—	—	—	—	1,070	1,070
Revenues from external customers	675,544	1,654,435	2,329,985	776,163	562,472	3,668,626	140,443	3,809,076

Note “Other” comprises operating segments that are not included in any other reportable segments. Operating segments that are not included in reportable segments include the special batteries business among others.

2. Understanding revenue from contracts with customers

For a fundamental understanding of revenue, see: “Basis of preparation of consolidated financial statements, 4. Accounting policies, (5) Standards for recognition of principal revenues and expenses.”

3. Understanding the amount of revenue in the current and subsequent fiscal years

(1) Remaining balance, etc., of contract assets and liabilities

The balances of receivables from contracts with customers, contract assets and contract liabilities were as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
Receivables from contracts with customers (balance at beginning of period)	108,441	104,133	678,265
Receivables from contracts with customers (balance at end of period)	114,283	108,441	714,805
Contract assets (balance at beginning of period)	4,318	7,050	27,008
Contract assets (balance at end of period)	4,625	4,318	28,928
Contract liabilities (balance at beginning of period)	9,999	6,696	62,541
Contract liabilities (balance at end of period)	9,811	9,999	61,365

Contract assets are rights to consideration received in exchange for satisfaction of a portion of the performance obligations at the balance sheet date for the sale and installation, etc. of batteries and power supply equipment, excluding receivables. Upon completion of installation, etc., conditions other than the passage of time are resolved and the assets are transferred to receivables. Contract assets are transferred to receivables from contracts with customers when the rights of the Company and its consolidated subsidiaries become unconditional. Consideration for such installation work, etc., is invoiced at the time of fulfillment of the performance obligations in accordance with the terms of the contract and is generally received within one year.

Contract liabilities primarily relate to advances received from customers under the terms of contracts for the sale of batteries and power supplies, lighting fixtures, and other battery and electrical equipment to customers for which revenue is recognized upon the satisfaction of performance obligations. Contract liabilities are reversed upon the recognition of revenue.

The amount of revenue recognized in the previous fiscal year that was included in the contract liability balance at the beginning of the period was ¥2,617 million. Changes in contract assets resulted primarily from revenue recognition and transfers to receivables. Changes in contract liabilities resulted primarily from receipt of advances received and recognition of revenue.

The amount of revenue recognized in the previous fiscal year from performance obligations that were satisfied (or partially satisfied) in prior periods is not material.

The amount of revenue recognized in the current fiscal year that was included in the contract liability balance at the beginning of the period was ¥5,498 million (US\$34,388 thousand). Changes in contract assets resulted primarily from revenue recognition and transfers to receivables. Changes in contract liabilities resulted primarily from receipt of advances received and recognition of revenue.

The amount of revenue recognized in the current fiscal year from performance obligations that were satisfied (or partially satisfied) in prior periods is not material.

(2) Transaction price allocated to remaining performance obligations

The Company and its consolidated subsidiaries apply the practical expedient method in noting the transaction price allocated to the remaining performance obligations and do not include contracts with an initial expected contract term of one year or less in notes. The aggregate transaction price allocated to unsatisfied performance obligations as of the end of the previous fiscal year and the end of the

current fiscal year, and the period over which revenue is expected to be recognized were as follows.
The maximum period over which revenue is expected to be recognized is 19 years or less.

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
One year or less	28,297	20,870	176,989
Exceeding one year	20,413	19,246	127,677
Total	48,710	40,117	304,666

Segment and other information

Segment information

1. Overview of reportable segments

The Company's reportable segments are components of the Company about which separate financial information is available. These segments are subject to periodic examinations to enable the Company's Board of Directors to decide how to allocate resources and assess performance.

The GS Yuasa Group consists of segments based on business units. The reportable segments comprise Automotive Batteries-Japan, Automotive Batteries-Overseas, Industrial Batteries and Power Supplies, and Automotive Lithium-ion Batteries.

The Automotive Batteries-Japan segment consists of the manufacturing and marketing of lead-acid batteries for automobiles. The Automotive Batteries-Overseas segment consists of the manufacturing and marketing of batteries overseas. The Industrial Batteries and Power Supplies segment consists of the manufacturing and marketing of industrial batteries and power supply systems. The Automotive Lithium-ion Batteries segment consists of the manufacturing and marketing of lithium-ion batteries for automobiles.

2. Measurement of net sales, profit/loss, assets, and other amounts by reportable segment

Accounting methods applied in the reported operating segments are the same as those presented in the Notes under "Basis of preparation of consolidated financial statements."

Reportable segment profit is based on operating profit before goodwill amortization.

Intersegment sales and transfers are based mainly on market price and cost of goods manufactured.

3. Net sales, profit/loss, assets, and other amounts by reportable segment

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable segment						Other (Note)	Total
	Automotive Batteries			Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Total		
	Japan	Overseas	Subtotal					
Net sales								
Revenues from external customers	108,006	264,511	372,518	124,093	89,928	586,540	22,454	608,995
Intersegment sales and transfers	1,609	3,125	4,734	15,183	13,607	33,524	(33,524)	—
Total	109,615	267,637	377,252	139,276	103,536	620,065	(11,069)	608,995
Segment profit	11,682	24,485	36,168	18,409	4,927	59,506	1,502	61,008
Segment assets	74,083	265,000	339,084	99,888	100,518	539,492	201,492	740,985
Other items								
Depreciation/amortization	3,075	8,657	11,732	2,146	7,276	21,155	5,471	26,627
Investments in entities accounted for using equity method	498	52,112	52,610	623	1,308	54,542	949	55,491
Increase in property, plant and equipment, and intangible assets	3,793	11,558	15,352	3,970	8,173	27,495	26,867	54,362

Notes 1. "Other" comprises operating segments that are not included in any other reportable segments, adjustment for segment profit, etc. Operating segments that are not included in reportable segments include the special batteries business among others.

2. Adjustments were as follows:

- (1) Adjustment for segment profit was ¥(2,503) million, which included ¥(867) million elimination of intersegment transactions and ¥(1,635) million of unallocated corporate expenses. The main component of these unallocated corporate expenses was general and administrative expenses not attributable to reportable segments.
 - (2) Adjustment for segment assets was ¥179,026 million, which included ¥(137,821) million elimination of intersegment receivables and payables, and ¥316,847 million of unallocated corporate assets. The main components of these unallocated corporate assets were the Company's surplus funds for investment, long-term investment funds, assets associated with administrative departments and some laboratory facilities.
 - (3) Adjustment for depreciation/amortization was ¥4,828 million, consisting of depreciation and amortization charges for corporate assets.
 - (4) Adjustment for increase in property, plant and equipment, and intangible assets was ¥24,473 million, consisting of the acquisition price of property, plant and equipment, and intangible assets classified as corporate assets.
3. The difference between the total segment profit in the table above and the operating profit of ¥60,172 million on the consolidated statements of income represents amortization of goodwill and other intangible assets of ¥835 million. These goodwill and other intangible assets included identifiable assets acquired on the effective date of the business combination.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segment						Other (Note)	Total
	Automotive Batteries			Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Total		
	Japan	Overseas	Subtotal					
Net sales								
Revenues from external customers	101,922	260,076	361,999	113,134	82,791	557,924	22,415	580,340
Intersegment sales and transfers	1,550	3,493	5,044	16,252	9,590	30,886	(30,886)	—
Total	103,472	263,570	367,043	129,386	92,381	588,811	(8,471)	580,340
Segment profit	10,669	18,703	29,372	17,855	1,383	48,612	2,136	50,748
Segment assets	70,043	233,277	303,321	88,016	103,432	494,769	198,968	693,738
Other items								
Depreciation/amortization	2,936	8,380	11,317	1,862	6,149	19,328	5,331	24,660
Investments in entities accounted for using equity method	471	47,118	47,589	551	927	49,067	1,120	50,188
Increase in property, plant and equipment, and intangible assets	3,005	8,849	11,854	5,738	13,040	30,633	28,130	58,763

Notes 1. “Other” comprises operating segments that are not included in any other reportable segments, adjustment for segment profit, etc. Operating segments that are not included in reportable segments include the special batteries business among others.

2. Adjustments were as follows:

- (1) Adjustment for segment profit was ¥(1,892) million, which included ¥(420) million elimination of intersegment transactions and ¥(1,471) million of unallocated corporate expenses. The main component of these unallocated corporate expenses was general and administrative expenses not attributable to reportable segments.
 - (2) Adjustment for segment assets was ¥179,988 million, which included ¥(124,376) million elimination of intersegment receivables and payables, and ¥304,364 million of unallocated corporate assets. The main components of these unallocated corporate assets were the Company’s surplus funds for investment, long-term investment funds, assets associated with administrative departments and some laboratory facilities.
 - (3) Adjustment for depreciation/amortization was ¥4,721 million, consisting of depreciation and amortization charges for corporate assets.
 - (4) Adjustment for increase in property, plant and equipment, and intangible assets was ¥26,508 million, consisting of the acquisition price of property, plant and equipment, and intangible assets classified as corporate assets.
3. The difference between the total segment profit in the table above and the operating profit of ¥50,028 million on the consolidated statements of income represents amortization of goodwill and other intangible assets of ¥719 million. These goodwill and other intangible assets included identifiable assets acquired on the effective date of the business combination.

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Thousands of U.S. dollars)

	Reportable segment						Other (Note)	Total
	Automotive Batteries			Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Total		
	Japan	Overseas	Subtotal					
Net sales								
Revenues from external customers	675,544	1,654,435	2,329,985	776,163	562,472	3,668,626	140,443	3,809,076
Intersegment sales and transfers	10,064	19,546	29,610	94,965	85,108	209,682	(209,682)	—
Total	685,608	1,673,987	2,359,595	871,128	647,586	3,878,315	(69,233)	3,809,076
Segment profit	73,067	153,146	226,220	115,143	30,817	372,192	9,395	381,586
Segment assets	463,366	1,657,493	2,120,866	624,769	628,709	3,374,356	1,260,270	4,634,632
Other items								
Depreciation/amortization	19,233	54,147	73,380	13,423	45,509	132,318	34,219	166,544
Investments in entities accounted for using equity method	3,115	325,944	329,059	3,897	8,181	341,143	5,936	347,079
Increase in property, plant and equipment, and intangible assets	23,724	72,292	96,022	24,831	51,120	171,973	168,045	340,018

Notes 1. “Other” comprises operating segments that are not included in any other reportable segments, adjustment for segment profit, etc. Operating segments that are not included in reportable segments include the special batteries business among others.

2. Adjustments were as follows:

- (1) Adjustment for segment profit was US\$(15,655) thousand, which included US\$(5,423) thousand elimination of intersegment transactions and US\$(10,226) thousand of unallocated corporate expenses. The main component of these unallocated corporate expenses was general and administrative expenses not attributable to reportable segments.
 - (2) Adjustment for segment assets was US\$1,119,752 thousand, which included US\$(862,028) thousand elimination of intersegment receivables and payables, and US\$1,981,780 thousand of unallocated corporate assets. The main components of these unallocated corporate assets were the Company’s surplus funds for investment, long-term investment funds, assets associated with administrative departments and some laboratory facilities.
 - (3) Adjustment for depreciation/amortization was US\$30,198 thousand, consisting of depreciation and amortization charges for corporate assets.
 - (4) Adjustment for increase in property, plant and equipment, and intangible assets was US\$153,071 thousand, consisting of the acquisition price of property, plant and equipment, and intangible assets classified as corporate assets.
3. The difference between the total segment profit in the table above and the operating profit of US\$376,357 thousand on the consolidated statements of income represents amortization of goodwill and other intangible assets of US\$5,223 thousand. These goodwill and other intangible assets included identifiable assets acquired on the effective date of the business combination.

Information associated with reportable segments

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

1. Information for each product and service

A description is omitted because the product and service categories are the same as the reportable segment categories.

2. Information for each region

(1) Net sales

(Millions of yen)

Japan	Asia	Europe and North America	Other	Total
319,234	127,830	111,515	50,414	608,995

Note Net sales are based on the location of customers and are classified by country or region.

(Thousands of U.S. dollars)

Japan	Asia	Europe and North America	Other	Total
1,996,710	799,537	697,492	315,324	3,809,076

Note Net sales are based on the location of customers and are classified by country or region.

(2) Property, plant and equipment

(Millions of yen)

Japan	Asia	Europe and North America	Other	Total
182,173	49,393	12,390	11,088	255,045

(Thousands of U.S. dollars)

Japan	Asia	Europe and North America	Other	Total
1,139,436	308,938	77,496	69,352	1,595,228

3. Information for each main customer

This information is omitted because no specific customer accounted for 10% or more of the net sales in the consolidated statements of income, based on revenues from external customers.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

1. Information for each product and service

A description is omitted because the product and service categories are the same as the reportable segment categories.

2. Information for each region

(1) Net sales

(Millions of yen)

Japan	Asia	Europe and North America	Other	Total
291,342	133,250	108,585	47,161	580,340

Note Net sales are based on the location of customers and are classified by country or region.

(2) Property, plant and equipment

(Millions of yen)

Japan	Asia	Europe and North America	Other	Total
157,503	44,576	11,217	6,338	219,636

3. Information for each main customer

This information is omitted because no specific customer accounted for 10% or more of the net sales in the consolidated statements of income, based on revenues from external customers.

Information about impairment losses of non-current assets for each reportable segment

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Millions of yen)

	Automotive Batteries-Japan	Automotive Batteries-Overseas	Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Other	Total
Impairment losses	—	—	—	—	—	—

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(Millions of yen)

	Automotive Batteries-Japan	Automotive Batteries-Overseas	Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Other	Total
Impairment losses	—	—	—	4,922	—	4,922

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Thousands of U.S. dollars)

	Automotive Batteries-Japan	Automotive Batteries-Overseas	Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Other	Total
Impairment losses	—	—	—	—	—	—

Amortization and unamortized balance of goodwill for each reportable segment

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Millions of yen)

	Automotive Batteries-Japan	Automotive Batteries-Overseas	Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Other	Total
Amortization during period	—	485	—	—	—	485
Balance at end of period	—	485	—	—	—	485

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(Millions of yen)

	Automotive Batteries-Japan	Automotive Batteries-Overseas	Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Other	Total
Amortization during period	—	406	—	—	—	406
Balance at end of period	—	813	—	—	—	813

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Thousands of U.S. dollars)

	Automotive Batteries-Japan	Automotive Batteries- Overseas	Industrial Batteries and Power Supplies	Automotive Lithium-ion Batteries	Other	Total
Amortization during period	—	3,034	—	—	—	3,034
Balance at end of period	—	3,034	—	—	—	3,034

Information about gain on bargain purchase for each reportable segment

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

Not applicable.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

Not applicable.

Related party(ies) information

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

1. Related party transactions

Not applicable.

2. Notes on parent company and significant associates

(1) Information on parent company

Not applicable.

(2) Summary financial information of significant associates

Not applicable.

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

1. Related party transactions

Not applicable.

2. Notes on parent company and significant associates

(1) Information on parent company

Not applicable.

(2) Summary financial information of significant associates

Not applicable.

Per share information

Item	(Yen)		(U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Net assets per share	3,934.07	3,460.02	24.61
Basic earnings per share	417.33	303.25	2.61

Notes 1. Diluted earnings per share is not provided here, as there are no residual securities.

2. Calculation of basic earnings per share was as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Basic earnings per share			
Profit attributable to owners of parent	41,863	30,416	261,840
Amount not attributable to common stockholders	—	—	—
Profit attributable to common stockholders of parent	41,863	30,416	261,840
Average number of common stock shares during term (Thousands of shares)	100,313	100,302	100,313

Note The Company has introduced a performance-linked share-based payment system for its directors (excluding outside directors) and has set up an Officer Stock Grant Trust. The Company's own shares held by the trust are recorded as treasury shares in the consolidated financial statements. In line with this, for the calculation of basic earnings per share, the number of the Company's own shares held by the trust was included in the number of treasury shares that is subtracted from the average number of common stock shares during the term. In addition, for the calculation of net assets per share, the number of the Company's own shares held by the trust was included in the number of treasury shares that is deducted from the total number of shares issued at the end of the period.

The average number of treasury shares during the term deducted in the calculation of basic earnings per share was 71,785 shares in the previous fiscal year and 131,278 shares in the current fiscal year. For the calculation of net assets per share, the number of treasury shares deducted at the end of the period was 143,100 shares in the previous fiscal year and 123,700 shares in the current fiscal year.

Significant subsequent events

Equity transfer of consolidated subsidiary

At the Board of Directors meeting held on February 25, 2026, the Company resolved that GS Yuasa International Ltd. (“GS Yuasa”), a consolidated subsidiary of the Company, would transfer all of its equity interest in İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi (“IGYA”), its consolidated subsidiary located in the Republic of Türkiye, to İnci Holding A.S. (“IH”), and the equity transfer was carried out on June 17, 2026.

As a result of this equity transfer, IGYA will be excluded from the Company’s scope of consolidation from the first quarter of the fiscal year ending March 31, 2027.

1. Overview of equity transfer

(1) Name and business of transferee company

Counterparty name: İnci Holding A.S.

Description of business: Shareholding operations

(2) Name and business of transferred subsidiary

Name: İnci GS Yuasa Akü Sanayi ve Ticaret Anonim Şirketi

Description of business: Manufacture and sale of lead-acid batteries for automobiles and forklifts

(3) Reason for equity transfer

Since IGYA joined the Group in 2015, GS Yuasa has invested its technological development capabilities in IGYA, and as a production site for the European market, IGYA has generated synergies with the Group’s sales companies in Europe to expand its market share.

However, after carefully reviewing its strategic portfolio and holding extensive discussions with its local partner IH, the Company has determined that locally-led management will be in the best interests of both parties.

Going forward, while the Company’s equity interest in IGYA will be transferred to its joint venture partner, IGYA will continue to serve as the supply base for the Group’s sales companies in Europe, which it has done hitherto, and the Group will reconfigure its relationship with IGYA as a manufacturing subcontractor and work to expand sales in Europe.

(4) Equity transfer date

June 17, 2026

(5) Other matters related to overview of transaction, including legal structure

Transfer of equity with consideration received as cash

2. Overview of accounting treatment performed

(1) Amount of gain or loss on transfer

Currently being determined. In the current fiscal year, the amount of losses expected to arise in the future was recorded under extraordinary losses as a provision for loss on liquidation of subsidiaries and associates.

(2) Fair book value of assets and liabilities related to transferred subsidiary and major breakdown thereof

Currently being determined.

3. Reportable segment in which transferred subsidiary was included

Automotive Batteries-Overseas segment

4. Estimated amount of profit and loss related to transferred subsidiary as recorded on consolidated statements of income for current fiscal year

Net sales: ¥33,339 million (US\$208,525 thousand)

Operating loss: ¥(2,349) million (US\$(14,692) thousand)

5. Overview of continuing involvement

The Group has concluded a battery supply agreement for lead-acid batteries for automobiles and forklifts with IGYA.

Changes in reportable segments

While the Group previously had the five reportable segments of “Automotive Batteries-Japan,” “Automotive Batteries-Overseas,” “Industrial Batteries and Power Supplies,” “Automotive Lithium-ion Batteries,” and “Other,” these will be changed to the six segments of “Lead-acid Batteries (Japan),” “Lead-acid Batteries (Overseas),” “Lithium-ion Batteries,” “Industrial Batteries and Power Supplies,” “Aviation, Space and Defense,” and “Other” from the following fiscal year.

The Company considers its Seventh Mid-Term Management Plan as a phase focused on building a business foundation centered on the two pillars of the Mobility field and the Public Infrastructure field. Reportable segments after the change will comprise “Lead-acid Batteries (Japan),” “Lead-acid Batteries (Overseas),” and “Lithium-ion Batteries” under the Mobility field, as well as “Industrial Batteries and Power Supplies” and “Aviation, Space and Defense” under the Public Infrastructure field.

Following the change, the Company aims to enhance the level of information disclosure by making its “Aviation, Space and Defense” business, which was previously included in “Other,” into a standalone reportable segment because the business is a key investment area. In addition, the Company aims to clarify its business strategy and revenue structure by reclassifying its overseas industrial business, which was previously partially included in “Automotive Batteries-Overseas,” into “Industrial Batteries and Power Supplies” under the Public Infrastructure field.

Net sales, profit/loss, assets, and other amounts by reportable segment for the current fiscal year based on the segment classifications after the change are currently being determined.

(v) Consolidated supplemental schedules

Schedule of bonds payable

(Millions of yen)

Company name	Issue	Date of issue	Balance at beginning of period	Balance at end of period	Interest rate (%)	Secured/unsecured	Maturity
GS Yuasa Corporation	1st unsecured bonds	September 13, 2017	10,000	10,000	0.44	Unsecured	September 13, 2027
GS Yuasa Corporation	3rd unsecured bonds	September 20, 2024	10,000	10,000	0.86	Unsecured	September 20, 2029
Total	—	—	20,000	20,000	—	—	—

(Thousands of U.S. dollars)

Company name	Issue	Date of issue	Balance at beginning of period	Balance at end of period	Interest rate (%)	Secured/unsecured	Maturity
GS Yuasa Corporation	1st unsecured bonds	September 13, 2017	62,547	62,547	0.44	Unsecured	September 13, 2027
GS Yuasa Corporation	3rd unsecured bonds	September 20, 2024	62,547	62,547	0.86	Unsecured	September 20, 2029
Total	—	—	125,094	125,094	—	—	—

Note The total scheduled amount of redemption within five years following the consolidated fiscal year-end date on a yearly basis is as follows.

(Millions of yen)

One year or less	One to two years	Two to three years	Three to four years	Four to five years
—	10,000	—	10,000	—

(Thousands of U.S. dollars)

One year or less	One to two years	Two to three years	Three to four years	Four to five years
—	62,547	—	62,547	—

Schedule of borrowings

(Millions of yen)

Categories	Balance at beginning of period	Balance at end of period	Average interest rate (%)	Repayment deadline
Short-term borrowings	34,694	26,426	21.63	—
Current portion of long-term borrowings	9,560	11,800	0.64	—
Current portion of lease liabilities	2,129	2,486	3.50	—
Long-term borrowings (excluding current portion)	41,400	29,600	0.80	2027 to 2031
Lease liabilities (excluding current portion)	9,377	11,495	3.98	2027 to 2049
Total	97,161	81,808	—	—

(Thousands of U.S. dollars)

Categories	Balance at beginning of period	Balance at end of period	Average interest rate (%)	Repayment deadline
Short-term borrowings	217,000	165,286	21.63	—
Current portion of long-term borrowings	59,795	73,805	0.64	—
Current portion of lease liabilities	13,316	15,549	3.50	—
Long-term borrowings (excluding current portion)	258,944	185,139	0.80	2027 to 2031
Lease liabilities (excluding current portion)	58,650	71,898	3.98	2027 to 2049
Total	607,712	511,684	—	—

- Notes
1. The “average interest rate” is the weighted average interest rate on the balance at the end of the period.
 2. The aggregate annual maturities of long-term borrowings and lease liabilities (excluding the current portion) within five years of the consolidated fiscal year-end date are as follows.

(Millions of yen)

	One to two years	Two to three years	Three to four years	Four to five years
Long-term borrowings	2,200	5,200	12,200	10,000
Lease liabilities	1,273	1,144	1,018	758

(Thousands of U.S. dollars)

	One to two years	Two to three years	Three to four years	Four to five years
Long-term borrowings	13,760	32,524	76,307	62,547
Lease liabilities	7,962	7,155	6,367	4,741

Schedule of asset retirement obligations

Since the amount of asset retirement obligations at the beginning and end of the current fiscal year was 1/100 or less of the total liabilities and net assets at the beginning and end of the current fiscal year, the description is omitted pursuant to Article 92-2 of the Regulations for Consolidated Financial Statements.

(2) Other information

Semi-annual and full-year information for the fiscal year ended March 31, 2026

	Six months ended September 30, 2025	Year ended March 31, 2026
Net sales (Millions of yen)	272,151	608,995
Profit before income taxes (Millions of yen)	18,541	62,545
Profit attributable to owners of parent (Millions of yen)	10,465	41,863
Basic earnings per share (Yen)	104.33	417.33

	Six months ended September 30, 2025	Year ended March 31, 2026
Net sales (Thousands of U.S. dollars)	1,702,220	3,809,076
Profit before income taxes (Thousands of U.S. dollars)	115,968	391,200
Profit attributable to owners of parent (Thousands of U.S. dollars)	65,455	261,840
Basic earnings per share (U.S. dollars)	0.65	2.61

2. Non-consolidated financial statements and other information

(1) Non-consolidated financial statements

(i) Non-consolidated balance sheets

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
	Amount	Amount	Amount
Assets			
Current assets			
Cash and deposits	2,896	30,836	18,114
Accounts receivable - trade	* 577	* 508	* 3,609
Short-term loans receivable from subsidiaries and associates	53,404	31,066	334,026
Accounts receivable - other	* 113	* 997	* 707
Other	113	63	707
Total current assets	57,105	63,473	357,174
Non-current assets			
Property, plant and equipment			
Tools, furniture and fixtures, net	0	0	0
Total property, plant and equipment	0	0	0
Investments and other assets			
Investment securities	380	405	2,377
Shares of subsidiaries and associates	79,722	79,722	498,636
Long-term loans receivable from subsidiaries and associates	98,000	98,000	612,960
Deferred tax assets	13	40	81
Other	1	1	6
Total investments and other assets	178,117	178,169	1,114,067
Total non-current assets	178,117	178,169	1,114,067
Total assets	235,222	241,642	1,471,241

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
	Amount	Amount	Amount
Liabilities			
Current liabilities			
Short-term borrowings	3,709	3,349	23,199
Current portion of long-term borrowings	9,600	7,200	60,045
Accounts payable - other	* 256	* 1,304	* 1,601
Accrued expenses	37	48	231
Income taxes payable	772	866	4,829
Provision for bonuses for directors (and other officers)	28	28	175
Other	10	46	63
Total current liabilities	14,413	12,843	90,149
Non-current liabilities			
Bonds payable	20,000	20,000	125,094
Long-term borrowings	23,000	32,600	143,858
Long-term income taxes payable	309	–	1,933
Other	132	107	826
Total non-current liabilities	43,442	52,707	271,716
Total liabilities	57,855	65,550	361,865
Net assets			
Shareholders' equity			
Share capital	52,841	52,841	330,504
Capital surplus			
Legal capital surplus	99,156	99,156	620,190
Other capital surplus	58	58	363
Total capital surplus	99,214	99,214	620,553
Retained earnings			
Other retained earnings			
Retained earnings brought forward	25,566	24,319	159,907
Total retained earnings	25,566	24,319	159,907
Treasury shares	(330)	(375)	(2,064)
Total shareholders' equity	177,291	175,999	1,108,900
Valuation and translation adjustments			
Valuation difference on available-for-sale securities	75	92	469
Total valuation and translation adjustments	75	92	469
Total net assets	177,366	176,092	1,109,370
Total liabilities and net assets	235,222	241,642	1,471,241

(ii) Non-consolidated statements of income

	(Millions of yen)		(Thousands of U.S. dollars)	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	
	Amount	Amount	Amount	
Operating revenue	*1 9,955	*1 8,892	*1 62,265	
General and administrative expenses	*1, *2 1,635	*1, *2 1,471	*1, *2 10,226	
Operating profit	8,319	7,420	52,033	
Non-operating income				
Interest and dividend income	*1 3,756	*1 2,905	*1 23,493	
Other	8	31	50	
Total non-operating income	3,764	2,936	23,543	
Non-operating expenses				
Interest expenses	460	402	2,877	
Interest expenses on bonds	130	87	813	
Other	283	149	1,770	
Total non-operating expenses	874	639	5,467	
Ordinary profit	11,209	9,718	70,109	
Profit before income taxes	11,209	9,718	70,109	
Income taxes - current	*3 1,390	990	*3 8,694	
Income taxes - deferred	34	(9)	213	
Total income taxes	1,425	980	8,913	
Profit	9,784	8,737	61,196	

(iii) Non-consolidated statements of changes in equity

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity						
	Share capital	Capital surplus			Retained earnings	Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings		
					Retained earnings brought forward		
Balance at beginning of period	52,841	99,156	58	99,214	24,319	(375)	175,999
Changes during period							
Dividends of surplus					(8,537)		(8,537)
Profit					9,784		9,784
Purchase of treasury shares						(6)	(6)
Disposal of treasury shares			0	0		51	51
Net changes in items other than shareholders' equity							—
Total changes during period	—	—	0	0	1,246	45	1,291
Balance at end of period	52,841	99,156	58	99,214	25,566	(330)	177,291

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	92	92	176,092
Changes during period			
Dividends of surplus			(8,537)
Profit			9,784
Purchase of treasury shares			(6)
Disposal of treasury shares			51
Net changes in items other than shareholders' equity	(17)	(17)	(17)
Total changes during period	(17)	(17)	1,274
Balance at end of period	75	75	177,366

Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity						
	Share capital	Capital surplus			Retained earnings	Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings		
					Retained earnings brought forward		
Balance at beginning of period	52,841	99,156	0	99,156	23,107	(314)	174,791
Changes during period							
Dividends of surplus					(7,526)		(7,526)
Profit					8,737		8,737
Purchase of treasury shares						(270)	(270)
Disposal of treasury shares			58	58		208	266
Net changes in items other than shareholders' equity							—
Total changes during period	—	—	58	58	1,211	(61)	1,208
Balance at end of period	52,841	99,156	58	99,214	24,319	(375)	175,999

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	208	208	174,999
Changes during period			
Dividends of surplus			(7,526)
Profit			8,737
Purchase of treasury shares			(270)
Disposal of treasury shares			266
Net changes in items other than shareholders' equity	(115)	(115)	(115)
Total changes during period	(115)	(115)	1,092
Balance at end of period	92	92	176,092

Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(Thousands of U.S. dollars)

	Shareholders' equity						
	Share capital	Capital surplus			Retained earnings	Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings		
					Retained earnings brought forward		
Balance at beginning of period	330,504	620,190	363	620,553	152,108	(2,346)	1,100,819
Changes during period							
Dividends of surplus					(53,396)		(53,396)
Profit					61,196		61,196
Purchase of treasury shares						(38)	(38)
Disposal of treasury shares			0	0		319	319
Net changes in items other than shareholders' equity							—
Total changes during period	—	—	0	0	7,793	281	8,075
Balance at end of period	330,504	620,190	363	620,553	159,907	(2,064)	1,108,900

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	575	575	1,101,401
Changes during period			
Dividends of surplus			(53,396)
Profit			61,196
Purchase of treasury shares			(38)
Disposal of treasury shares			319
Net changes in items other than shareholders' equity	(106)	(106)	(106)
Total changes during period	(106)	(106)	7,968
Balance at end of period	469	469	1,109,370

Notes

Significant accounting policies

1. Standards and methods for valuation of assets

(1) Standards and methods for valuation of securities

(i) Shares of subsidiaries ····· The moving average cost method is used.

(ii) Available-for-sale securities

Marketable securities: Marketable securities are reported at fair value, with unrealized gains and losses, net of applicable taxes, reported as a separate component of net assets. The cost of securities sold is determined based on the moving average method.

Non-marketable securities: · The moving average cost method is used.

(2) Standards and methods for valuation of derivatives

Derivatives: ····· Derivatives are measured at fair value.

2. Depreciation/amortization of non-current assets

The straight-line method is used.

Assets with an acquisition price of ¥100 thousand or more and less than ¥200 thousand are depreciated using the straight-line method over three years.

The principal useful lives are as follows.

Tools, furniture and fixtures: Generally ten years

3. Accounting standards for provisions and allowances

Provision for bonuses for directors (and other officers)

To prepare for the payment of bonuses to directors, a provision is recorded based on the amount expected to be paid.

4. Standards for recognition of revenues and expenses

The Company conducts brand management for its subsidiaries, etc., which it treats as its customers.

The Company identifies, as performance obligations, the provision of the brand image and business credibility, which it has built, to its subsidiaries, etc. by licensing them to use its brand. Such performance obligations are fulfilled with the recognition of revenue by the customers using the brand. The Company records, as revenue, amounts derived by multiplying the net sales of those customers by a fixed rate.

5. Other significant matters forming the basis for preparation of non-consolidated financial statements

Accounting for hedging

If derivatives used for hedging purposes qualify for hedge accounting because of the high correlation and effectiveness between the hedging instruments and the hedged items, in principle, gains or losses on those derivatives are deferred until the maturity of the hedged transactions. When a foreign exchange forward contract meets certain conditions, the hedged item is stated at the forward exchange contract rate. Interest rate swaps which qualify for hedge accounting and meet specific matching criteria are not remeasured at market value, but the differential paid or received under the swap agreements is recognized and included in interest expense (a specific accounting method).

Non-consolidated balance sheets

* Subsidiaries and associates

Assets and liabilities towards subsidiaries and associates other than those that have been categorized and stated are as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
Short-term monetary claims	681	1,506	4,259
Short-term monetary obligations	72	1,208	450

Non-consolidated statements of income

*1. Transactions with subsidiaries and associates were as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Amount of operating transactions			
Operating revenue	9,952	8,892	62,247
Other	340	403	2,127
Amount of non-operating transactions	3,735	2,883	23,361

*2. Main expense items were as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
Outsourcing fees	546	361	3,415
Secondment fees	316	299	1,976
Remuneration for directors (and other officers)	219	205	1,370
Taxes and dues	195	301	1,220

*3. The amount of income taxes for global minimum tax included in income taxes - current were as follows:

	(Millions of yen)		(Thousands of U.S. dollars)
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026
	309	—	1,933

Securities

As of March 31, 2026

As shares of subsidiaries are classified as stocks and other securities without market prices, their fair value is omitted.

The balance sheet amount for these shares of subsidiaries is as follows:

(Millions of yen)	
Category	As of March 31, 2026
Shares of subsidiaries	79,722
Total	79,722

As of March 31, 2025

As shares of subsidiaries are classified as stocks and other securities without market prices, their fair value is omitted.

The balance sheet amount for these shares of subsidiaries is as follows:

(Millions of yen)	
Category	As of March 31, 2025
Shares of subsidiaries	79,722
Total	79,722

As of March 31, 2026

As shares of subsidiaries are classified as stocks and other securities without market prices, their fair value is omitted.

The balance sheet amount for these shares of subsidiaries is as follows:

(Thousands of U.S. dollars)	
Category	As of March 31, 2026
Shares of subsidiaries	498,636
Total	498,636

Income taxes

1. Significant components of deferred tax assets and liabilities

	(Millions of yen)		(Thousands of U.S. dollars)
	As of March 31, 2026	As of March 31, 2025	As of March 31, 2026
Deferred tax assets			
Enterprise tax payable	37	72	231
Shares of subsidiaries and associates	326	326	2,039
Other	26	21	163
Subtotal of deferred tax assets	390	420	2,439
Valuation allowance	(326)	(326)	(2,039)
Total deferred tax assets	64	94	400
Deferred tax liabilities			
Valuation difference on available-for-sale securities	(34)	(42)	(213)
Other	(16)	(11)	(100)
Total deferred tax liabilities	(50)	(53)	(313)
Net deferred tax assets (liabilities)	13	40	81

2. Significant components of the difference between the statutory tax rate and the effective tax rate

	As of March 31, 2026	As of March 31, 2025
Statutory tax rate	30.5%	30.5%
(Adjustments)		
Expenses not deductible for income tax purposes, such as entertainment expenses	0.2	0.1
Income not taxable permanently, such as dividend income	(20.4)	(20.7)
Inhabitant per capita taxes	0.0	0.0
Income taxes for global minimum tax	2.8	—
Other	(0.3)	0.1
Effective tax rate	12.7	10.0

3. Accounting treatment of income taxes and local income taxes and the related tax effect accounting

The Company applies the group tax sharing system, and conducts the accounting treatment for income taxes and local income taxes or related accounting treatment and disclosure for tax effect accounting in accordance with the Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System (ASBJ Practical Solution No. 42, August 12, 2021).

(iv) Supplemental schedules

Schedule of property, plant and equipment

(Millions of yen)

Categories	Type of assets	Balance at beginning of period	Increase during period	Decrease during period	Depreciation during period	Balance at end of period	Accumulated depreciation
Property, plant and equipment	Tools, furniture and fixtures	0	—	—	0	0	0
	Total	0	—	—	0	0	0

(Thousands of U.S. dollars)

Categories	Type of assets	Balance at beginning of period	Increase during period	Decrease during period	Depreciation during period	Balance at end of period	Accumulated depreciation
Property, plant and equipment	Tools, furniture and fixtures	0	—	—	0	0	0
	Total	0	—	—	0	0	0

Schedule of provisions

(Millions of yen)

Account items	Balance at beginning of period	Increase during period	Decrease during period	Balance at end of period
Provision for bonuses for directors (and other officers)	28	28	28	28

(Thousands of U.S. dollars)

Account items	Balance at beginning of period	Increase during period	Decrease during period	Balance at end of period
Provision for bonuses for directors (and other officers)	175	175	175	175

(2) Details of major assets and liabilities

This information is omitted because the Company prepares the consolidated financial statements.

(3) Other information

Not applicable.

VI. Overview of share-related administration of the reporting company

Fiscal year	From April 1 to March 31
Annual General Meeting of Shareholders	In June
Record date	March 31
Record date for dividends of surplus	September 30 March 31
Number of shares constituting unit	100 shares
Purchase of shares less than one unit	
Business handling office	Stock Transfer Agency Business Planning Department Sumitomo Mitsui Trust Bank, Limited 4-5-33, Kitahama, Chuo-ku, Osaka, Japan
Shareholder register administrator	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan
Forwarding office	—
Fee for purchase	The amount per unit is calculated using the following formula and is then apportioned based on the number of shares constituting less than one unit that are purchased. (Formula) Of the total amount obtained by multiplying the purchase price per share by the number of shares constituting one unit ¥1 million or less 1.150% Over ¥1 million up to ¥5 million 0.900% (Amounts of less than one yen are rounded down.) However, if the amount calculated per unit is less than ¥2,500, the fee shall be ¥2,500.
Method of public notice	Public notices will be disclosed by electronic public notice; provided, however, that in the event electronic public notice is unavailable due to an accident or any other unavoidable reason, the public notice shall be given through publication in the Nikkei (Nihon Keizai Shimbun) newspaper. URL for public notice. http://www.pronexus.co.jp/koukoku/6674/6674.html (only in Japanese)
Special benefits to shareholders	None

Note As provided for in the Company's Articles of Incorporation, a shareholder of the Company holding shares less than one unit may not exercise any rights other than the rights listed below.

- (1) The rights set forth in items of Article 189, Paragraph 2 of the Companies Act
- (2) The right of request pursuant to the stipulations of Article 166, Paragraph 1 of the Companies Act
- (3) The right to receive allocations of offered shares and offered stock acquisition rights in accordance with the number of shares owned by the shareholder

VII. Reference information on the reporting company

1. Information on the parent company or equivalent of the reporting company

The Company has no parent company or equivalent as prescribed in Article 24-7, Paragraph 1 of the Financial Instruments and Exchange Act.

2. Other reference information

The Company filed the following documents in the period from the beginning of the fiscal year under review to the date of submission of the Annual Securities Report.

(1)	Annual Securities Report and its attachments and Confirmation Letter	(21st fiscal year	From April 1, 2024 to March 31, 2025	June 25, 2025 Filed to Director-General of the Kanto Local Finance Bureau
(2)	Internal Control Report and its attachments			June 25, 2025 Filed to Director-General of the Kanto Local Finance Bureau
(3)	Semi-annual Securities Report and Confirmation Letter	(First half of the 22nd fiscal year)	From April 1, 2025 to September 30, 2025	November 6, 2025 Filed to Director-General of the Kanto Local Finance Bureau
(4)	Extraordinary Report	(Filed based on Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Item 9-2 of the Cabinet Office Order on Disclosure of Corporate Affairs (Results of the exercise of voting rights at the General Meeting of Shareholders).		June 30, 2025 Filed to Director-General of the Kanto Local Finance Bureau
		(Filed based on Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Item 9 of the Cabinet Office Order on Disclosure of Corporate Affairs (Changes to the representative director of a reporting company).		May 13, 2026 Filed to Director-General of the Kanto Local Finance Bureau
(5)	Shelf Registration Statement (stock certificates, corporate bonds, etc.) and its attachments			March 13, 2026 Filed to Director-General of the Kanto Local Finance Bureau
(6)	Amendment to Shelf Registration Statement	(Amendment to the Shelf Registration Statement originally filed on March 13, 2026		May 13, 2026 Filed to Director-General of the Kanto Local Finance Bureau

Part II. Information on Guarantors for the Reporting Company

Not applicable.

Independent Auditor's Report on the Financial Statements
and
Internal Control Over Financial Reporting

June 23, 2026

To the Board of Directors of GS Yuasa Corporation:

KPMG AZSA LLC
Kyoto Office, Japan

Tomoya Kurokawa
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Tetsuo Yamada
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of GS Yuasa Corporation (“the Company”) and its consolidated subsidiaries (collectively referred to as “the Group”) provided in the “Financial Information” section in the company’s Annual Report, which comprise the consolidated balance sheets as at March 31, 2026 and the consolidated statements of income and comprehensive income, statements of changes in equity and statements of cash flows for the year then ended and a basis of preparation of consolidated financial statements, other explanatory information and supplemental schedules, in accordance with Article 193-2(1) of the Financial Instruments and Exchange Act of Japan.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at March 31, 2026, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the

context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Appropriateness of the reporting timing and the amounts of net sales for the Industrial Batteries and Power Supplies business of GS Yuasa International Ltd.	
The key audit matter	How the matter was addressed in our audit
The Industrial Batteries and Power Supplies business of GS Yuasa Corporation engages in the manufacturing and marketing of industrial batteries and power supply systems. As described in Note “<i>Segment and other information</i>,” to the consolidated financial statements, net sales for the Industrial Batteries and Power Supplies business totaled ¥124,093 million in the fiscal year ended March 31, 2026. Of those, net sales of the Industrial Batteries and Power Supplies business (GYPS) of the consolidated subsidiary GS Yuasa International Ltd. account for a substantial portion. As described in Note “<i>Basis of preparation of consolidated financial statements</i>, 4. Accounting policies, (5) Standards for recognition of principal revenues and expenses” to the consolidated financial statements, GYPS usually sells products, such as batteries and power supply equipment, and installation together. For products where delivery and installation work are identified as separate performance obligations, revenue from the sale of products is recognized at a time when the products are delivered to the customer, and revenue from the provision of services, such as work related to the installation of products, is recognized at the time the service provision is completed. Regarding the net sales of GYPS, there is a potential risk that net sales will be reported in an inappropriate accounting period or in an inappropriate amount mainly due to the following reasons. • Sales of products, such as batteries and power supply equipment, and installation in the Industrial Batteries and Power Supplies business tend to be for a relatively large monetary amount per project. • Due to the contractual relationship with customers, net sales in the last month of the fiscal year tend to be higher. • Many projects involve individual made-to-order production, and due to design changes or other reasons, the order amount may change from the amount when the order was originally recorded. We, therefore, determined that our assessment of the appropriateness of the reporting timing and the amounts of net sales for the Industrial Batteries and Power Supplies business of GS Yuasa International Ltd. was of most significance in our audit of the consolidated financial statements for the current fiscal year, and accordingly, a key audit matter.	The primary procedures we performed to assess the appropriateness of the reporting timing and the amounts of net sales for the Industrial Batteries and Power Supplies business of GS Yuasa International Ltd. included the following audit procedures: (1) Internal control testing The design and operating effectiveness of certain internal controls relevant to the sales process of GYPS were tested. The testing focused on controls for confirming consistency between the materials as evidence of the shipment of products / the completion of installation work and the dates of sales recognized, as well as controls for confirming the amounts of sales reported. (2) Consideration for the appropriateness of the reporting timing and the amounts of net sales In order to consider whether the net sales of GYPS were reported in an appropriate accounting period and in an appropriate amount, we performed audit procedures that included the following. • From the net sales reported in the last month of the fiscal year, we selected transactions that meet certain conditions, and agreed the sales recognition dates to the dates indicated in the documented evidence that serves as the basis for that information (statement of delivery, work completion report, etc.). • From the net sales reported in the last month of the fiscal year, we selected transactions that meet certain conditions, and agreed the amounts reported for sales to the amounts indicated in the documented evidence that serves as the basis for that information (purchase order, invoice, etc.).

Other Information

The other information comprises the information included in the GS Yuasa Report 2026, but does not include the consolidated financial statements, the financial statements, and our auditor’s reports thereon. Management is responsible for the preparation and presentation of the other information. Corporate auditors and the board of corporate auditors are responsible for overseeing the directors’ performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties including the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with corporate auditors and the board of corporate auditors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Audit of the Internal Control Report

Opinion

We also have audited the accompanying internal control report of GS Yuasa Corporation as at March 31, 2026, in accordance with Article 193-2(2) of the Financial Instruments and Exchange Act of Japan.

In our opinion, the accompanying internal control report, which states that the internal control over financial reporting was effective as at March 31, 2026, presents fairly, in all material respects, the results of the assessments of internal control over financial reporting in accordance with assessment standards for internal control over financial reporting generally accepted in Japan.

Basis for Opinion

We conducted our audit of the internal control report in accordance with auditing standards for internal control over financial reporting generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Internal Control Report* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Internal Control Report

Management is responsible for the design and operation of internal control over financial reporting and the preparation and fair presentation of the internal control report in accordance with assessment standards for internal control over financial reporting generally accepted in Japan.

Corporate auditors and the board of corporate auditors are responsible for overseeing and examining the design and operation of internal control over financial reporting.

Internal control over financial reporting may not completely prevent or detect financial statement misstatements.

Auditor's Responsibilities for the Audit of the Internal Control Report

Our objectives are to obtain reasonable assurance about whether the internal control report is free from material misstatement based on our audit of the internal control report and to issue an auditor's report that includes our opinion.

As part of our audit in accordance with auditing standards for internal control over financial reporting generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Perform procedures to obtain audit evidence about the results of the assessments of internal control over financial reporting in the internal control report. The procedures for the audit of the internal control report are selected and performed, depending on the auditor's judgment, based on significance of effect on the reliability of financial reporting.
- Evaluate the overall presentation of the internal control report, including the appropriateness of the scope, procedures and results of the assessments that management presents.
- Plan and perform the audit of the internal control report to obtain sufficient appropriate audit evidence about the results of the assessments of internal control over financial reporting in the internal control report. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the internal control report. We remain solely responsible for our audit opinion.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of our audit of the internal control report, the results thereof, material weaknesses in internal control identified during our audit of internal control report, and those that were remediated.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Fee-related Information

Fees paid or payable to our firm and to other firms within the same network as our firm for audit and non-audit services provided to the Company and its subsidiaries are described in Status of corporate governance, etc., (3) Information about audit included in "Information about reporting company"

Interest required to be disclosed by the Certified Public Accountants Act of Japan

We do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Audit Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Financial Instruments and Exchange Act of Japan.

Independent Auditor's Report

June 23, 2026

To the Board of Directors of GS Yuasa Corporation:

KPMG AZSA LLC
Kyoto Office, Japan

Tomoya Kurokawa
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Tetsuo Yamada
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of GS Yuasa Corporation ("the Company") provided in the "Financial Information" section in the company's Annual Report, which comprise the non-consolidated balance sheets as at March 31, 2026 and the non-consolidated statements of income, statements of changes in equity for the year then ended, and significant accounting policies, other explanatory information and supplemental schedules, in accordance with Article 193-2(1) of the Financial Instruments and Exchange Act of Japan.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at March 31, 2026, and its financial performance for the year then ended in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We believe that we have nothing to report on key audit matters on this Auditor's Report.

Other Information

The other information comprises the information included in the GS Yuasa Report 2026, but does not include the consolidated financial statements, the financial statements, and our auditor's reports thereon.

Management is responsible for the preparation and presentation of the other information. Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties including the design, implementation and maintenance of the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or

conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate whether the presentation and disclosures in the financial statements are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with corporate auditors and the board of corporate auditors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Fee-related Information

Fee-related information is described in the auditor's report on the consolidated financial statements.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

We do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Audit Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Financial Instruments and Exchange Act of Japan.

[Cover]

Document title	Confirmation Letter
Clause of stipulation	Article 24-4-2, Paragraph 1 of the Financial Instruments and Exchange Act
Place of filing	Director-General of the Kanto Local Finance Bureau
Filing date	June 23, 2026
Company name	Kabushiki Kaisha GS Yuasa Corporation
Company name in English	GS Yuasa Corporation
Title and name of representative	Takashi Abe, President and CEO
Title and name of chief financial officer	Hiroaki Matsushima, Director and CFO
Address of registered headquarters	1, Inobanba-cho, Nishinosho, Kisshoin, Minami-ku, Kyoto, Japan
Place for public inspection	Tokyo Office, GS Yuasa Corporation (1-7-13, Shiba-koen, Minato-ku, Tokyo, Japan) Tokyo Stock Exchange, Inc. (2-1, Nihombashi Kabutocho, Chuo-ku, Tokyo, Japan)

1. Appropriateness of the descriptions in this Annual Securities Report

Takashi Abe, President and CEO of the Company, and Hiroaki Matsushima, Director and CFO of the Company, confirmed that information contained in the Company's Annual Securities Report for the 22nd fiscal year (from April 1, 2025 to March 31, 2026) was described appropriately in accordance with the Financial Instruments and Exchange Act and related regulations.

2. Special notes

Confirmed with no particular matters to be noted.

[Cover]

Document title	Internal Control Report
Clause of stipulation	Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act
Place of filing	Director-General of the Kanto Local Finance Bureau
Filing date	June 23, 2026
Company name	Kabushiki Kaisha GS Yuasa Corporation
Company name in English	GS Yuasa Corporation
Title and name of representative	Takashi Abe, President and CEO
Title and name of chief financial officer	Hiroaki Matsushima, Director and CFO
Address of registered headquarters	1, Inobanba-cho, Nishinosho, Kisshoin, Minami-ku, Kyoto, Japan
Place for public inspection	Tokyo Office, GS Yuasa Corporation (1-7-13, Shiba-koen, Minato-ku, Tokyo, Japan) Tokyo Stock Exchange, Inc. (2-1, Nihombashi Kabutocho, Chuo-ku, Tokyo, Japan)

1. Basic framework for internal controls regarding the financial reporting

Takashi Abe, President and CEO of GS Yuasa Corporation (the “Company”), and Hiroaki Matsushima, Director and CFO of the Company, are responsible for the design and operation of internal control over financial reporting. The Company has designed and operated internal control over financial reporting in accordance with the basic framework for internal control set forth in “On the Revision of the Standards and Practice Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting (Council Opinions)” released by the Business Accounting Council.

Internal control is intended to achieve its objectives to a reasonable extent through the organic integration and unified functioning of each basic element of internal control. Therefore, internal control over financial reporting may not completely prevent or detect financial statement misstatements.

2. Scope of assessment, record date, and assessment procedures

The Company assessed its internal control with March 31, 2026 as the record date, which is the last day of the fiscal year ended.

The assessment of internal control over financial reporting was conducted in accordance with assessment standards for internal control over financial reporting generally accepted in Japan.

In accordance with the “2025 Internal Control Basic Plan” (approved at the Board of Directors meeting held on March 25, 2025) that was formulated based on these standards, the Company assessed the design and operation of Company-wide internal control. Based on the results of the assessment, the Company analyzed the business processes within the scope of the internal control subject to the assessment, selected the key controls that may have a significant impact on the credibility of financial reporting, and with respect to the key controls, assessed whether the basic elements of the internal control were functioning.

As for the scope of the assessment of internal control over financial reporting, a necessary scope was determined from the viewpoint of significance of impact on credibility of financial reporting. Significance of impact on credibility of financial reporting was reasonably determined in consideration of significance in terms of the amount and quality, as well as the likelihood of the occurrence.

The Group operates as a consolidated group engaged in a wide range of businesses, primarily the manufacturing and marketing of automotive batteries, industrial batteries, and power supply systems. Net sales has been determined as the most comprehensive and appropriate indicator for measuring the scale and performance of these business activities, and has been adopted as the criterion for selecting significant business entities. The significant business entities were determined by combining the net sales of each business entity in the previous fiscal year, starting with the business entity with the highest amount, until the combined amount reached approximately two-thirds of the consolidated net sales, and taking into consideration the earnings forecast for the current fiscal year. The Company determined this fixed ratio of “approximately two-thirds” to be a reasonable level to appropriately cover the entire corporate business activities, considering the significance of the impact on the credibility of financial reporting. It was because the Company-wide internal control assessment for the Company and its consolidated subsidiaries and associates, excluding minor business entities, was determined effective, and the remaining one-third consists of relatively small-scale business entities with minimal impact on financial reporting in terms of the amount.

Account items that are closely associated with the Company’s business objectives in the selected significant business entities are those deemed important by stakeholders such as general investors who use financial statements to assess the operating results and financial position, etc. of the Company’s main businesses. These items include net sales, accounts receivable - trade, and inventories.

In the manufacturing and marketing activities of automotive batteries, industrial batteries, and power supply systems, which are the main businesses of the Group, these account items are extremely important for users of the financial statements to assess the company’s revenue-generating activities, fund recovery, and production and inventory management status, and the Company has determined that any misstatements in financial reporting could have a significant impact.

Furthermore, regardless of the selected significant business entities, as for the scope including other business entities, taking into account the impact on financial reporting, from among account items involving estimates and management forecasts, as well as business processes related to atypical and irregular transactions, those with a high risk of misstatements and requiring particular attention, specific transactions and events, such as business processes related to taxes and tax effects, were also subject to individual assessments.

3. Results of the assessment

As a result of conducting the above assessment, the Company judged that its internal control over financial reporting was effective as of the end of the current fiscal year.

4. Supplementary notes

Not applicable.

5. Special notes

Not applicable.