

To Our Shareholders

GS Yuasa Corporation

Summary of Questions and Answers at the 22nd Annual General
Meeting of Shareholders

This document contains a summary of the questions received and answers given at the Company's 22nd Annual General Meeting of Shareholders held on Friday, June 26, 2026.

Q1	Progress and effects of the occupation-specific personnel system for managers
A	In April 2025, we introduced a new occupation-specific personnel system for managers. Under the new system, we have implemented a compensation structure that divides employees in managerial positions into six job grades based on the scope of their roles and responsibilities. The main objectives of the system change are the following three. (1) Evaluate managerial positions based on the scope of their roles and responsibilities and provide compensation commensurate with those factors. (2) Promote the selection and early development of young employees (3) Encourage employees to autonomously grow and take on new challenges When the new system was first introduced, there were concerns that “transfers between different job grades would be avoided, leading to rigid staffing.” However, with the understanding of the system by each department head, we have been able to carry out appropriate personnel transfers without the feared loss of flexibility. At the same time, we were able to achieve our initial goal of selecting young employees and challenging them with new job roles. Going forward, we will continue to work closely with each division and collect feedback from employees, making flexible adjustments as necessary to further refine this system so that it aligns with GS Yuasa’s corporate culture.

Q2	Procurement status of resins and other materials and the impact on production due to naphtha supply concerns
A	When the situation in the Middle East first began to deteriorate, we were concerned about the impact on the procurement of various components and materials. In fact, when we checked with our suppliers and distributors, they responded that “while there will be no disruptions to procurement, stable supply cannot be guaranteed.” However, by continuing to engage in frequent negotiations with our suppliers, we are able to receive the necessary quantities of raw materials. Furthermore, we are able to procure resins, which are the raw materials for battery cells and other materials and are key for battery production, from regions other than the Middle East, so there are no delays in battery production due to naphtha-related issues. Given these circumstances, please rest assured that we are producing enough lead-acid batteries to meet demand.