

Conservation and Improvement of Adequate Working Environment

Optimizing Work Hours

Ensuring Appropriate Working

Aiming to be a workplace that protects the health of employees and enables them to work with peace of mind, the GS Yuasa Group is striving to ensure the most appropriate work hours through cooperation between labor and management. GS Yuasa International Ltd. has introduced and managed systems to accurately understand and manage work hours (attendance management system and access control system). Moreover, an expert committee combining labor and management is held monthly, and we check the condition of employees working long hours and other related matters, making efforts to manage appropriate working hours.

We are taking steps to reduce labor hours for employees who had worked long hours by providing consultation with an industrial physician and through an advisory system (see "Work Style Reform" below) for supervisors. In addition, we provide compliance-related education with the themes of promoting understanding of work hour rules and appropriately managing work hours, to employees.

Our Group is committed to striving to prevent overwork by consolidating an environment which allows all employees to work within appropriate working hours. We also actively promote initiatives to prevent overwork both within the Group and throughout our entire supply chain.

■ Changes in average annual total working hours (GS Yuasa International Ltd.)

Items	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Remarks
Average annual fixed working hours	1,710	1,697	1,687	1,690	1,697	The hours refer to those calculated by deducting holiday hours and hours of absence (late arrivals, early departures, etc.) from fixed working hours.
Average annual overtime working hours	196	198	205	192	179	Monthly average number of overtime hours worked: 14.9 hours (FY 2024)
Total	1,906	1,895	1,892	1,882	1,876	

*Notes: Employees do not include personnel on leave or those working overseas.

*Period: January to December

Work Style Reform

At GS Yuasa Group, labor and management are working as one to reduce long work hours and encourage employees to take annual paid leave with the aims of improving work efficiency and enhancing creativity at work by making sure employees stay physically and mentally healthy.

Examples of initiatives to provide variation in work style (GS Yuasa International Ltd.)

- Setting one "no overtime" day a week
- Making it compulsory to take at least 10 days of annual paid leave
- Setting Work-life synergy leave (consecutive paid leave is recommended)
- Prohibiting two consecutive days of work on prescribed holidays
- In principle, prohibiting late-night overtime work (10 p.m. to 5 a.m.)
- Postponing the start-time next day in case of overtime work till late night (securing rest time)
- Introducing a system to monitor employees working in excess of the standard hours, and providing advice to supervisors on how to deal with overtime issues
- Promoting improvement activities that contribute to the enhancement of work efficiency and creativity and the optimization of work allocation
- Implementing a commendation system for improvement activities that have enhanced workability and productivity beyond a certain level

■ Status of Annual Paid Leave Taken (GS Yuasa International Ltd.)

Items	Unit	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Eligible employees	Method of Calculation
Ratio of taking annual paid leave	%	77.8	79.2	83.3	84.3	85.8	General employees	Total number of days of paid leave taken divided by Total number of days of annual paid leave
Ratio of acquisition for the number of statutory days granted	%	93.3	94.2	98.2	100.9	99.2	General employees	Total number of days of paid leave taken divided by Total number of days of statutory paid leave granted
Average number of days of annual paid leave take	Days	16.5	16.8	17.8	18.0	18.4	General employees	Total number of days of paid leave taken divided by Total number of subject persons

*Notes: Employees do not include personnel on leave or those working overseas.

*Period: September to August

Payment of Proper Wages

Securing the Minimum Wage

In order for employees to live a safe and healthy life, it is important that wages that are the source of daily bread for employees are paid properly and reliably.

In order to ensure employee wages are calculated accurately and payments made without delay, the Group operates thoroughly based on internal rules that establish methods for paying appropriate labor compensation and so on. In addition, the Group also provides clearly comprehensible payment statements when making wage payment, and enough information is included on the payment statement to verify labor compensation. Further, there is no system (gender-based wage structure, personnel evaluation standards etc.) that lead to gender pay gaps.

Besides paying employees a basic salary above the local minimum wage, the Group promotes initiatives to ensure fair treatment regardless of type of employment.

■ Comparison of standard newcomer salary to local minimum wage (Fiscal 2025, GS Yuasa International Ltd.)

Occupation	Ratio (average)
Career-track positions	150%
Manufacturing jobs, clerical work	127%

*Calculated based on data on status of minimum wage revisions by region (Ministry of Health, Labour, and Welfare)