

Conservation and Improvement of Adequate Working Environment

Respect for Individual Work-Life Balance

Promoting Women's Empowerment

At GS Yuasa International Ltd., we are committed to increasing opportunities for female employees to play an active role by supporting the two axes of "career development" and "support for work-life balance."

In 2018, the Company launched the GY Mirai Project to actively recruit diverse human resources and continuously develop an environment that allows each individual to make the most of their individuality and abilities, and to create a workplace where each individual can continue to work with enthusiasm and fulfillment. Further, top management regularly sends out messages to all employees about the importance and significance of promoting women's empowerment.

President's Message

We are committed to "fostering autonomous-minded human resources" and "diversity and inclusion," and to the actualization of our corporate philosophy of "Innovation and Growth."

Our objective is to be a company where individuals and organizations can both grow by respecting the individuality and capabilities of each person with diversity as a source of competitiveness for building a sustainable future.

We adopted "the three Ls" as our slogan and cultivate diversity, equity, and inclusion that enables all employees to continue shining, embracing their individual capabilities.

■ The "three Ls"



Strengthen links among our people



Support for work and life events

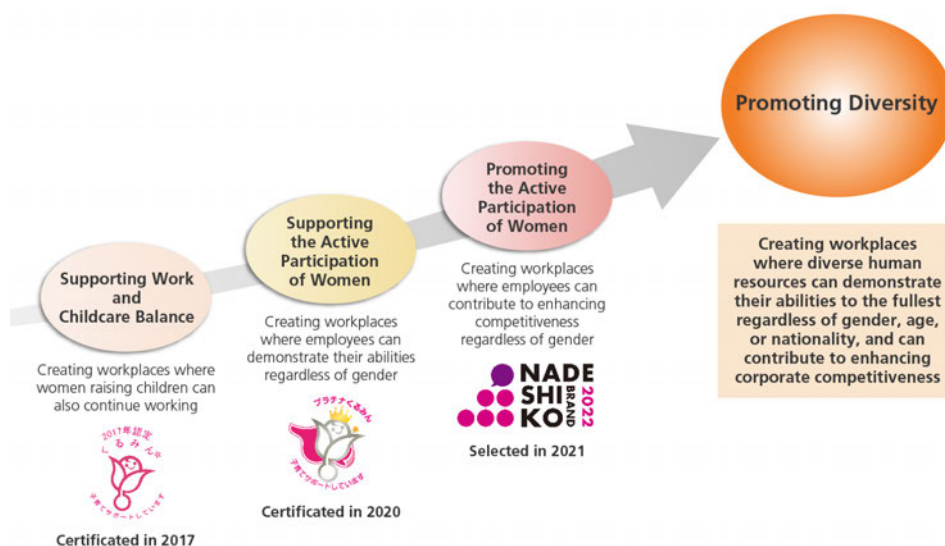


Lead women toward opportunities for autonomy and growth

■ DE&I at GS Yuasa International Ltd.

Diversity	Respect the individuality and abilities of each individual and accept diverse perspectives
Equity	Provide equal opportunity to play active roles through individualized support
Inclusion	Develop a workplace culture where all opinions are accepted and individuals and organizations can grow together

■ Roadmap for promoting women's empowerment



Action Plan Promoting Women's Empowerment (April 1, 2023 to March 31, 2026)

- Objective 1 Raise ratio of women in managerial positions to 6% or more by the end of March 2025
- Objective 2 Raise ratio of women among new graduates recruited for career-track positions every year to over 30%
- Objective 3 Increase the percentage of paid leave taken by all general employees to 70% or more each fiscal year

■ Important management indicators regarding measures to promote the active participation of women (unit: %)

Classification	Targets (FY2025)	Results (FY2024)
Ratio of women in new graduates hired for career-track positions	30 or more	27.0
Ratio of women in the workforce	17 or more	15.6
Ratio of women in managerial positions	6 or more	4.6
Ratio of women at assistant managers rank	12 or more	9.1
Ratio of male employees' taking childcare leave	100	71.3

■ Initiatives to expand opportunities for active participation of female employees

- Establishing processes for incorporating initiatives to promote women's empowerment in evaluation indicators for managers and evaluation criteria for appointment to managerial positions
- Ensuring fairness in promotions and appointments (responding to life events) and assigning roles according to expertise
- Strategic appointment of female managers and officers (including medium- to long-term securing of female employees with advanced abilities and high motivation for promotion)
- Considering mid-career recruitment of female managers (including candidates for managerial positions)

TOPICS

Selected for the fiscal 2021 Nadeshiko Brand

In March 2022, our company was selected for the Nadeshiko Brand that is jointly sponsored by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. The Nadeshiko Brand aims to promote investment in companies and accelerate corporate initiatives by introducing listed Japanese companies that excel in promoting women's empowerment every fiscal year to investors who place importance on improving corporate value over the medium to long term.



TOPICS

Conducting Career Advancement Training for Female Employees

The Group conducts training for female employees with it the aim of increasing the percentage of managerial positions filled by women. In fiscal 2024, we conducted career advancement training for female assistant manager candidates in order to develop assistant managers who can become management candidates. The training program included panel discussions featuring female managers from within the Company and guest lecturers with the objective of fostering a mindset of envisioning one's career while facing the challenges and concerns of career development for positive career advancement. By making participants feel that leadership positions are more accessible, we are promoting a mindset shift that considers assistant manager and manager positions as future career options.

Employment of People with Disabilities

To promote the employment of people with disabilities, GS Yuasa International Ltd. offers a wide range of opportunities to people with disabilities, including in a company certified as a special subsidiary* in December 2007.

As of April 1, 2025, GS Yuasa's employment rate of people with disabilities meets the legally mandated employment rate of 2.5%.

We will continue to manage employment so that people with disabilities can put their skills and qualities to good use in an effort to maintain and improve a pleasant work environment.

*Special subsidiary: A system based on the Disabled Persons Employment Promotion Law, under which, when a subsidiary is certified by Japan's Ministry of Health, Labor and Welfare as giving special consideration to the employment of people with disabilities, it can be regarded as one of the parent company's business establishments when calculating the employment rate of people with disabilities.

■ Change in employment rate for persons with disabilities

Scope of application	April, 2021	April, 2022	April, 2023	April, 2024	April, 2025
GS Yuasa International Ltd.	2.56	2.68	2.52	2.64	2.93

Rehiring of Elderly Employees

At GS Yuasa International Ltd., we operate a rehiring system by which employees who have reached mandatory retirement age can continue to work and utilize their wealth of experience and high-level skills and abilities. If an employee who has reached mandatory retirement age wishes to extend his or her employment with us, appropriate decisions on conditions and personnel assignment are made based on an evaluation of job necessity, the employee's work ability, and other factors. Furthermore, as with currently active employees, we operate a work target management system and reflect job performance in conditions so that rehired employees can work with motivation.

In the future, as Japanese society continues to be characterized by a low birthrate and further aging, the securing of human resources is expected to become increasingly difficult. Not only does our Group see the employment of senior citizens as one measure to alleviate the labor shortage, but we aim to improve our capacity for sustained business growth by enabling outstanding elderly people to display their skills and know-how.

■ State of Rehiring of Elderly Employees (Fiscal 2024, GS Yuasa International Ltd.)

Classification	Number of rehired employees (persons)	Rehiring ratio (%)	Employment ratio of rehire applicants (%)
Male	58	73.4	100
Female	3	100	100
Total	61	74.4	100

*Rehiring ratio: Ratio of rehired employees to retirees.

*Employment ratio of rehire applicants: Ratio of employment of retirees wishing to be rehired.

TOPICS

Life-Planning Seminars Held

GS Yuasa International Ltd. conducts seminars on career training and life-planning targeting employees above 50 and 57 years of age. The aim of life-planning seminars is to support employees in deepening their understanding of life-money planning and asset management and assist them in leading an enriched second life after retirement.

Supporting Work Alongside Childcare/Nursing Care

At GS Yuasa International Ltd., we aim to create an environment that makes it easy for employees to participate in childcare and nursing care and to this end we have established a support system for childbirth, childcare, and nursing care. To encourage employees to use this system, we have also set up an in-house electronic message board called Childcare & Nursing Care Support, where we provide information on childcare- and nursing-related systems to employees. Further, the company has released a Handbook on Supporting Work-Childcare Balance targeting superiors and subordinates, and distributed it to all employees. In addition, we aim to create workplaces where all employees, regardless of gender, can use the systems, by raising awareness of the systems through trainings by rank for the management as well, and by other means.

Starting in fiscal 2025, we introduced a Selective Employee Benefits System (Cafeteria Plan) that allows employees to choose benefit programs according to their individual lifestyles and needs. The system provides various support programs for childcare and nursing care as well as leisure support, such as self-development and recreational activities. For employees performing childcare and nursing care, we subsidize costs related to the purchase or rental of equipment and use of facilities and services.

In the future, we will continue our efforts to develop workplace environments and further enhance systems that enable employees to maximize their abilities while balancing work with childcare and nursing care responsibilities.

■ Childbirth, Childcare and Nursing care support systems

Item	System	Details
Childbirth, Childcare	Alleviation of commutation during pregnancy	System under which work at the beginning or the end of working hours is exempted for female employees who are pregnant (up to 60 minutes/day)
	Maternity leave	System under which a leave of absence for six weeks before childbirth (14 weeks in case of multiple pregnancy) and eight weeks after childbirth can be obtained
	Leave for going to hospital during pregnancy/ maternity protection leave	System under which female employees who are pregnant or have spent only less than one year after childbirth can obtain a leave for medical examination, etc.
	Maternity protection leaves	System under which female employees who are pregnant or have spent only less than one year after childbirth can take leave (up to one year)
	Paid leave for births	System under which employees who have a newborn can take leave (three days)
	Childcare leave	System under which employees who are bringing up a child/children can take leave (as the maximum period, until a child reaches the age of two)
	Short-time working due to childcare	System under which employees who have a child in the sixth grade or under in elementary school or a child with disability can work for a short time or work with a flexible schedule
	Nursing care or other leave	System under which employees can take leave for nursing a child in the sixth grade or under in elementary school (five days/year for one child; ten days/year for two children or more)
	Childcare time	System under which employee with a child under the age of one year can take time off
	Exemption/limitation of overtime work and late-night work	System under which employees who are raising a child can be exempt from/limit overtime and late-night work
	Issuing discount vouchers for babysitter dispatch services	A system in which employees who use babysitters can avail subsidized usage fees (up to 4,400 yen/day per child)
	Subsidies for use of childcare facilities and services	A system that subsidizes expenses for daycare facilities, babysitters, and other use fees for employees with a child who has not entered elementary school
	Subsidies for purchase or rental of childcare goods	A system that subsidizes expenses for purchase or use of childcare goods for employees with a child who has not entered elementary school
Nursing care	Long-term nursing care leave	System under which employees who are caring for a family member can take leave (up to one year)
	Short-term nursing care leave	System under which employees can take leave for nursing a family member (five days/year for one person; ten days/year for two persons or more)
	Short-time working due to nursing care	System under which employees who are caring for a family member can work for a short time or work with a flexible schedule (up to three years)
	Exemption/limitation of overtime work and late-night work	System under which employees who are caring for a family member can be exempt from/limit overtime and late-night work
	Subsidies for use of nursing care facilities and services	A system that subsidizes expenses for nursing care and nursing care services for employees caring for a family member within the second degree of kinship, including a spouse
	Subsidies for purchase or rental of nursing care goods	A system that subsidizes expenses for the purchase or rental of nursing care goods for employees caring for a family member within the second degree of kinship, including a spouse
Others	Accumulated leave	System under which employees can accumulate the number of days for annual paid leave whose validity has expired (up to 40 days, acquired for the reason of nursing care for a family member or raising a child in the third grade or under in elementary school, etc.)
	Leave in hourly units	System under which employees can take leave in hourly units from granted annual paid leave (maximum of 40 hours/year)
	Telecommuting program	A program that allows employees to work from home, so they can balance work with childcare or nursing care
	Return to work program	A program for rehiring employees who left work for childcare, nursing care or other similar reasons to return to work if certain conditions are met

■ Utilization of Childcare Support System (Childcare Leave) (GS Yuasa International Ltd.)

Fiscal year	Females			Males		
	Number of users (person)	Usage rate (%)	Return-to-work rate (%)	Number of users (person)	Usage rate (%)	Return-to-work rate (%)
2020	14	100	100	9	9.1	100
2021	21	100	100	27	22.5	100
2022	15	93.8	100	49	45.4	100
2023	21	100	100	84	63.6	100
2024	23	100	100	87	71.3	100

■ Utilization of Nursing care support system (GS Yuasa International Ltd.)

FY	Long-term nursing care leave		Short-term nursing care leave	
	Number of users (person)	Return-to-work rate (%)	Number of users (person)	Total Number of days (day)
2020	1	0	24	116.0
2021	1	0	23	70.1
2022	3	33.3	40	161.5
2023	4	100	43	129.0
2024	1	0	74	292.0

*Note concerning nursing care leave use data: From fiscal 2020 to fiscal 2022, the calculation period for short-term nursing care leave was for September to August of the following year, but starting in fiscal 2024, the calculation period was changed to April to March of the following year. Accordingly, data was compiled for fiscal 2023 as a transition period covering the seven-month period from September 2023 to March 2024.

TOPICS

GS Yuasa has received Platinum Kurumin* certification

GS Yuasa has long worked to create environments where employees can continue to work while caring for children and first received Kurumin certification in 2017. Since then, we have established action plans to promote support and enhance its effects, expanded the applicable period of the program for reduced working hours for childcare, introduced a telecommuting program for employees who are taking care of children, and took other measures, leading to the Platinum Kurumin certification in fiscal 2020.



The Group is committed to promoting the creation of workplaces where employees can balance work and childcare with peace of mind.

*Platinum Kurumin is a program of certification granted by Japan's Ministry of Health, Labour and Welfare to organizations that provide high levels of childcare support.

TOPICS

Conducting Information Exchange Meetings on Work-Childcare Balance

GS Yuasa International Ltd. has been conducting information exchange meetings twice a year since fiscal 2019, with the objective of supporting employees, to balance work and childcare successfully and engage in work with a sense of fulfillment. Presentations on experiences of employees who use the company's childcare support system while being actively engaged in work, and exchange of views among participants, are meaningful occasions for both employees who are balancing work and childcare and those who are in the midst of challenging themselves to achieve this balance going forward. In addition, majority of the participants in these information sessions are male employees, demonstrating that the percentage of male employees availing childcare leave in the Group is rising year by year.

Business Operations Considering Religious Customs

At the GS Yuasa Group's overseas sites in Indonesia where Muslims are the large majority, we are conducting business operations considering Islamic traditions and customs. PT. Yuasa Battery Indonesia, PT. Trimitra Baterai Prakasa and PT. GS Battery have a mosque in their respective offices. These companies allow employees to offer prayers at a mosque during working hours, and Muslims gather for prayers on Fridays from both the office and outside the company. We also established a multi-purpose room that can be used as a mosque on the site of the Group's Kyoto Plant and allow employees to pray during working hours.

The GS Yuasa Group believes that understanding and respecting customs, cultural values and religion in each region are indispensable for building a good relationship with local employees and effectively operating businesses.

Supporting Volunteer Activities by Employees

At GS Yuasa International Ltd., we introduced a volunteer leave program to establish an environment where employees can participate in social contribution activities under their own initiative. This program enables employees to participate in volunteer activities (such as environmental preservation, social service, and social welfare) under their own initiative so that they can have a positive impact on their local communities. By providing an environment where employees can engage in social contribution, we seek to encourage self-actualization and heightened awareness of social issues by employees.

As work styles and ideas concerning time off diversify, the Group is working to increase employee engagement by responding flexibly to changing employee lifestyles and preferences.