

Conservation and Improvement of Adequate Working Environment

Occupational Health and Safety Management

Promoting Occupational Health and Safety

The GS Yuasa Group believes that securing the health and safety of its workers is the paramount priority in doing business and has established the Group Policy (The Fundamental Health and Safety Policy) for the promotion of company-wide endeavors to build a corporate culture of safety. Furthermore, to ensure the health and safety of all employees who work for the Group directly or indirectly including subcontractors and temp workers, we have appointed an organization to conduct group-wide integrated management of health and safety. This has been instrumental in strengthening health and safety management at both domestic and overseas business sites and Group companies. In addition, we are undertaking initiatives based on our Fundamental Health and Safety Policy by creating organizational structures centered on safety and health committees established in business divisions and companies.

Our Group's domestic business sites have obtained the occupational health and safety management systems in compliance with international standards (ISO 45001) certification. In addition, a majority of the production companies of our overseas Group companies have also obtained ISO 45001 certification. Our Group companies in Japan are currently working to acquire ISO 45001 certification and seek to achieve effective management aimed at Group-wide attainment of the Fundamental Health and Safety Policy. We are committed to continual improvement of our health and safety performance by making effective use of systematic mechanisms based on the PDCA cycle.

Fundamental Health and Safety Policy

- **Fundamental Philosophy**

We will create a corporate culture that ensures worker's safety and health.

- **Action Agenda**

Top management presents the following action agendas for the succession of advanced energy technologies developed in our battery business and for the realization of our fundamental philosophy.

1. We will fulfill legal requirements, invest resources and stipulate procedures for all of our operations in order to ensure a healthy and safe working environment.
2. We will promote continuous improvement to the management system to achieve determined goals for health and safety.
3. Managers/supervisors will grasp the root causes of dangers associated with safety and health and take measures systematically to lower their risks.
4. Through conference and discussion, managers/supervisors will reflect opinions of employees to activities promoting health and safety.
5. Managers/supervisors will not overlook unsafe behavior of employees and will provide guidance to correct them.
6. Employees will follow predetermined rules related to safety and health in order to protect their own selves.
7. Employees will make a report to their superiors requesting for improvement of facilities or procedures when he or she finds the root cause of danger.

ISO 45001 certification acquisition rate at domestic and overseas production sites

94%

■ Overview of Organizational Structure



Reducing Occupational Accident Risk

At domestic business sites and domestic group companies, we identify potential hazard sources by conducting general inspections using risk assessment methods and take mitigation measures according to the scale of the risk. Similar measures are also taken concerning safety patrol activities conducted under the leadership of the safety and health officer. In the event of an industrial accident, information on accident occurrence status is shared with all employees at domestic business sites in a timely manner, the cause of the occurrence is investigated, and measures are taken to prevent recurrence. In workplaces dealing with hazardous substances, we take risk reduction measures utilizing risk assessment of chemical substances, and regularly monitor the working environment and workers' health in accordance with laws and regulations.

Since fiscal 2020, we have been focusing on adopting essential measures (including eliminating hazard sources) and engineering measures (including improvements towards equipment that comes with safety functions) to eradicate "getting stuck or caught in machinery" accidents which are the top industrial disasters. We also implement ergonomic measures (such as encouraging the use of power assist suits that reduce the physical burdens on workers) by workers who perform work that imposes physical burdens. In addition, to prevent the occurrence of lower back pain associated with the carrying of heavy objects, working for extended periods, and repetitive work, we are working on strict implementation of operations based on safety guidelines and on the creation and distribution of videos on prevention of back pain.

Also, the Group's personnel responsible for promoting health and safety conduct regular safety audits of overseas sites and take other action as a part of our efforts to mitigate the risk of occupational accidents at overseas Group companies.

■ Implementation period of safety and health risk assessment

- Adoption of new raw materials or changes in raw materials
- Adoption of new equipment or changes in equipment
- Adoption of new work methods and procedures or changes in work methods and procedures
- Installation, repair, and dismantling of structures
- Occurrence of occupational accidents
- Changes in risk factors (aging of machinery, equipment, etc.)

■ Status of occurrence of occupational accidents (GS Yuasa International Ltd.)


| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|---|---------|---------|---------|---------|---------|
| Missed work frequency rate*1 | 0.55 | 0.30 | 0.60 | 0.36 | 0.58 |
| Average frequency rate in manufacturing industry | 1.21 | 1.31 | 1.25 | 1.29 | 1.30 |
| Rate of intensity*2 | 0.00 | 0.00 | 0.01 | 0.01 | 0.02 |
| Average rate of intensity in manufacturing industry | 0.07 | 0.06 | 0.08 | 0.08 | 0.06 |

*1 Missed work frequency rate is the number of people missing work per 1,000,000 work hours

*2 Rate of intensity is the number of lost days due to accidents per 1,000 work hours

■ Targets related to occupational accidents risk (Fiscal 2025)

| Items | Target | |
|---|-------------------------|--------------------------|
| | Domestic business sites | Overseas Group companies |
| Number of serious occupational accidents | None | None |
| Number of workers not meeting our blood lead concentration management standards | None | None |
| Number of accidents resulting in missed work | 2 or less | 26 or less |

 [Refer here for details in targets and results for previous fiscal year \(https://www.gs-yuasa.com/en/csr/pdf/materiality_2024.pdf\)](https://www.gs-yuasa.com/en/csr/pdf/materiality_2024.pdf)

Raising Worker Awareness Concerning Safety

The GS Yuasa Group conduct activities intended to raise the awareness of safety among all employees who work for the Group directly or indirectly including subcontractors and temp workers in order to maintain and improve safety and health management operations. We also ensure that safety and health activities are well-established and raise their levels by conducting education and training to prevent safety and health risks from occurring.

From fiscal 2023, we have also introduced virtual reality (VR) experience-based training devices as part of our educational initiatives on hazard simulation which allow trainees to actually experience and understand workplace hazards. We are committed to continued efforts to promote health and safety education through hands-on training for hazards (such as falls from working at heights, contact with forklifts, and electric shocks), that could not be experienced in the past with conventional devices.

Examples of activities for raising safety awareness

- Posting statements of management intent concerning occupational safety at all worksites
- Distribution of safety compliance cards with basic site safety information
- Periodically conducting safety and health awareness surveys
- Display of awareness posters for raising awareness of basic safety behavior* in the premises

*Such as not walking with your hands in your pockets, not using cell phones while walking, holding a railing when climbing or going down stairs, not crossing diagonally, ensuring pointing and calling when crossing

Examples of education and training to prevent safety and health risks from occurring

- Periodic training on hazard avoidance techniques (including risk prediction and risk assessment)
- Periodic experience-based risk training (including suppliers)



Experience-based risk training (Kyoto Plant)



VR experience-based risk training (Kyoto Plant)

■ Participation in safety and health education (Fiscal 2024, GS Yuasa International Ltd.)

| Classification | Items | Number of participants (persons) | Intended audience |
|-----------------------|--------------------------------|----------------------------------|---|
| General education | Experience-based risk training | 2,459 | All employees (including contractors), suppliers |
| | Courses on risk assessment | 89 | |
| | Training for hazard prediction | 36 | |
| Specialized education | Education of safety trainers | 190 | Persons (including contractors) promoting activities for workplace safety |

Health Management

Health Management Initiatives

The GS Yuasa Group believes that in order to realize our corporate philosophy of "Innovation and Growth," it is important that we create workplace environments to enable our all employees to perform their duties while maintaining good physical and mental health so as to demonstrate maximum performance. To this end, we are promoting company-wide initiatives to maintain and improve the health of employees and their families, in accordance with the Health Management Policy, formulated by the company president, and the Health Code of Conduct, which outlines specific behavioral guidelines for employees.

In addition, we position employee health as an important management issue and seek to improve productivity and enhance the medium- to long-term corporate value of the entire group by fostering a corporate culture that emphasizes health and establishing workplace environments that facilitate work. To achieve this, we formulated a Health Management Strategy Map as a strategy for making effective investment in health. This strategy map sets health management indicators in stages and proceeds by visualizing and verifying the effectiveness of initiatives, thereby maximizing the quality and outcomes of health measures.

The Group will continuously and systematically promote health management initiatives by utilizing various evaluation criteria to encourage changes in employee health status and health awareness and behavior in order to achieve the final targets of our health management strategy.

Health Management Policy

In order to realize the "Innovation and Growth" of our employees and business entities, the GS Yuasa Group 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.

- We strive to prevent the onset and severity of lifestyle-related diseases and mental disorders.
- We support managing of both work and medical treatment so that everyone can engage in decent work.
- We encourage health promotion to maintain and improve health.

Health Code of Conduct

Strive to realize our corporate philosophy of "Innovation and Growth" by having each employee address their health in the following ways and creating workplaces that are healthy and vibrant, both physically and mentally.

■ 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

■ Final Targets under the Health Management Strategy

| KPI | Target Value | Result | | Explanation of KPI |
|-----------------|-------------------|-------------|-------------|---|
| | FY 2025 | FY 2023 | FY 2024 | |
| Presenteeism | 67 points or more | 64.9 points | 66.2 points | An indicator for assessing the state where an employee's work performance ability and productivity have declined due to poor physical condition or other factors. |
| Absenteeism | 3.5 days or less | 3.9 days | 3.9 days | An indicator measuring labor losses due to employee absence and leave due to illness |
| Work engagement | 50 or more | 50.3 | 51.0 | An indicator for visualizing the psychological state of employees who are motivated and fulfilled in their work |

*Actual values for presenteeism and work engagement in fiscal 2024 were measured using a sample of 3,837 employees, with a response rate of 90.2%.

*For absenteeism, the number of days reported by employees when absence or leave due to illness extends to seven or more days is totaled.

*Work engagement figures are calculated as deviation values.

[Please see here for our Health Management Strategy Map \(in Japanese\)](https://www.gs-yuasa.com/en/csr/pdf/healthpromotion_2025.pdf)
(https://www.gs-yuasa.com/en/csr/pdf/healthpromotion_2025.pdf)

Promotion Framework

The Company positions the president as the chief officer of health management and works to promote health management across the entire Group. Important issues related to health management are discussed by the Sustainability Promotion Committee, a body established within the core business company, and content will be reported to the Sustainability Committee, which is made up of the management team of the core business company. In addition, the Group collaborates with the health insurance society to conduct health management promotion meetings attended by the health management officer (who concurrently serves as chairperson of the health insurance society) and labor union executives to promote measures to address employee health issues. Regarding the occupational health system, we assigned a dedicated general occupational health physician to the head office, appointed occupational health physicians at major offices, and have 10 full-time nurses and public health nurses. Further, in order to detect mental disorders at an early stage and prevent them from becoming severe, we have established an environment that is conducive to counseling by clinical psychotherapists that can be accessed regularly at our head office and major business sites.

Promoting Autonomous Health Management

At GS Yuasa International Ltd., the Group's core business company, to encourage individual employees to autonomously address their own health and promote lifestyle improvements, we set behavioral targets for six areas: exercise, diet, rest and sleep, alcohol consumption, smoking, and health checkups and medical visits. By encouraging good practices in each of these areas, we seek to maintain and improve employee physical and mental health and link this to improved work performance and productivity. Going forward, we will continuously monitor the percentage of employees who achieve the targets for four or more of the six items as an indicator to evaluate employees' ability to autonomously choose healthy behaviors (health literacy), and based on the results, we will promote self-care.

By implementing various measures relating to the behavior targets, the Group will support improved health literacy and the realization of employee well-being.

■ Details of Behavioral Targets Relating to Lifestyle Habits

| Item | Behavioral target | Behavioral indicator |
|------------------------------------|---|---|
| Exercise | Make exercise a habit and develop a healthy body | Exercise for at least 30 minutes per session at least two days per week |
| Diet | Maintain a healthy body weight and prevent lifestyle-related diseases | Maintain a BMI of at least 18.5 and less than 25 |
| Rest & sleep | Rest the body and mind to gain the energy to work with vitality | Adequately rest through sleep |
| Alcohol consumption | Consume alcohol in a way that does not increase the risk of lifestyle-related diseases | Maintain appropriate alcohol consumption habits* |
| Smoking | Support smoking cessation and create workplaces without passive smoking | Maintenance of no-smoking habit |
| Health checkups and medical visits | Understand the importance of health checkups and medical visits and be mindful of self-checks | Undergo regular checkups annually and be sure to undergo secondary exams when necessary |

*Appropriate alcohol consumption habits refer to not drinking large amounts of alcohol, such as 360 ml or more every day or 540 ml or more occasionally.

■ Status of Employee Implementation of Behavioral Targets Relating to Lifestyle Habits

| Number of items implemented | Number of employees | |
|-----------------------------|---------------------|---------|
| | FY 2023 | FY 2024 |
| 0 | 4 | 1 |
| 1 | 15 | 27 |
| 2 | 153 | 163 |
| 3 | 624 | 645 |
| 4 | 1,248 | 1,256 |
| 5 | 1,289 | 1,219 |
| 6 | 360 | 345 |
| Total | 3,693 | 3,656 |

Specific Measures Supporting Employee Health

In our Group, in conjunction with measures such as work style reform and promotion of women's empowerment, data about employee health checkups and stress checks is analyzed to identify health issues of employees. For issues that are identified, we adopt measures for promoting health, and formulate plans to resolve the issues after verifying the effectiveness of the measures. The Group ensures effective health promotion by addressing employee health issues using the PDCA cycle.

1. Prevention of lifestyle-related diseases

- Encouraging medical examinations and follow ups according to the seriousness of the health risk to the person with abnormal findings in regular health checkups
- Implementation of health consultations and education for new graduates and mid-career employees to improve health literacy in early stages
- Conducting health events targeting all employees (walking events twice a year, showing videos on health promotion during regular health checkups, etc.)
- Implementing measures for promoting health through collaborations between the Company and health insurance societies (conducting cancer screenings during regular health checkups, periodic distribution of "health email magazines" aimed at employee health promotion, conducting smoking cessation outpatient clinics and implementing measures to prevent increase in severity of illnesses via online means, etc.)

2. Early detection and treatment of mental disorders

- Setting up an internal consultation system and an external consultation desk (consultation, counseling, etc. with an industrial physician, nurse, or public health nurse)
- Support for individuals identified as high risk through stress checks (individual consultations with a doctor, nurse, or public health nurse) and provision of information to encourage self-care
- Continued access to "line care (care by supervisors)" and "self-care (care based on the awareness of individuals)" training sessions
- Reviewing programs for human resources based on results of analysis of stress checks and employee engagement surveys (including sharing information on issues through feedback to individual departments and support for workplace environment improvement measures)

3. Early detection and treatment of cancer

- Inclusion of various cancer screenings and gynecological examinations in regular health checkups (no individual payments)
- Regular distribution of cancer self-examination kits to employees and family members (no individual payments)
- Recommending medical examinations and follow ups to persons with abnormal findings in cancer screening results

4. Increase awareness and prevention of diseases and conditions specific to women

- Encouraging consultations for gynecological checkups through our in-house quarterly magazine
- Providing information on cervical cancer vaccines and women-specific diseases through our in-house quarterly magazines

5. Infection countermeasures

- Providing opportunities for vaccination against influenza and subsidizing vaccination expenses
- Conducting orientations and providing vaccinations for employees who will be stationed overseas to prevent the contraction and spread of various infectious diseases

■ Targets and Actuals for health promotion (GS Yuasa International Ltd.)

| Classification | Items | Targets | Results | | | | |
|-----------------------------|--|-------------------|-----------|-----------|-----------|-----------|-----------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
| Regular health checkups | Examination ratio | 100% | 100% | 100% | 100% | 100% | 100% |
| | Re-examination ratio | 65% or more | 59% | 66% | 68% | 60% | 61% |
| | Percentage of employees with poorly controlled health conditions | 1.0% or less | 1.2% | 1.1% | 1.0% | 0.9% | 1.1% |
| | Percentage of employees requiring medical treatment | 5.0% or less | 4.7% | 5.0% | 5.4% | 5.9% | 5.9% |
| Stress checks | Examination ratio | 100% | 94% | 93% | 90% | 93% | 92% |
| | Ratio of highly stressed individuals | 10% or less | 8% | 8% | 10% | 10% | 9% |
| | Overall health risks | 90 points or less | 86 points | 83 points | 83 points | 84 points | 82 points |
| | Mental toughness level (deviation score) | 50 or more | --- | 50.9 | 50.4 | 50.4 | 51.0 |
| Measures against smoking | Ratio of smokers | 20% or less | 22% | 21% | 20% | 19% | 19% |
| Gynecological examinations | Examination ratio | 100% | 62% | 56% | 60% | 55% | 52% |
| Colorectal cancer screening | Examination ratio | 100% | 67% | 80% | 77% | 78% | 78% |

*This table covers regular employees and fixed-term employees (excluding employees on leave and those working overseas). Regular employees include employee seconded to other companies and exclude employees seconded from other companies. Fixed-term employees includes contract employees, re-hired employees, and part-time employees and excludes dispatched (temporary) employees.

*The re-examination ratio under regular health checkups includes figures only from the Kyoto Plant.

TOPICS

Implementation of Programs to Prevent Worsening of Lifestyle-related Diseases

The Group continuously implements health management and health guidance for employees at high risk of severity in collaboration with the health insurance society with the aim of preventing the progression of lifestyle-related diseases. By using medical data analysis services and programs to support improvement of lifestyle habits, we link this to effective health guidance tailored to individual conditions. In fiscal 2024, ten employees participated in this program, and as of the end of April 2025, although one employee had not completed the program, we continue to provide necessary support to that employee.

■ Operational Status of Programs to Prevent Worsening of Lifestyle-related Diseases

| Items | FY 2022 | FY 2023 | FY 2024 |
|------------------------|---------|---------|---------|
| Participants (persons) | 10 | 20 | 10 |
| Completion rate (%) | 100 | 100 | 90 |

TOPICS

Health Promotion Events

The Group has continuously held walking events twice each year, in spring and autumn, since 2019 in collaboration with the health insurance society to improve employee health literacy and foster health awareness. These events use smartphones and activity trackers to have teams compete on the number of steps within a certain period in an enjoyable manner and are characterized by enabling employees to encourage one another across departments and locations while promoting good health. The number of participants has increased each year, with a record high of 2,643 participants in total in 2024.

In connection with these events, we also focus on promoting health management using personal health records (PHRs). The PHR is a system whereby individuals record and manage their own health information such as step counts, weight, and blood pressure and utilizes information for lifestyle improvement and disease prevention. The Group actively promote registration with health management apps that utilize PHR, and employee registration rate is steadily increasing year by year.

Through these initiatives, the Group collaborates with the health insurance society to improve employee health awareness and provide information that promotes better health behaviors. Going forward, we will continue to hold events and enhance the PHR utilization support system to create an environment where employees can actively and enjoyably engage in health promotion.

■ Status of Employee Participation in Health Promotion Events

| Classification | Items | FY 2020 | | FY 2021 | | FY 2022 | | FY 2023 | | FY 2024 | |
|------------------------|----------------------------------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|
| | | Spring* | Autumn | Spring | Autumn | Spring | Autumn | Spring | Autumn | Spring | Autumn |
| Walking events | Number of participants (persons) | --- | 929 | 903 | 1,021 | 982 | 1,103 | 1,075 | 1,206 | 1,262 | 1,381 |
| | Participation rate (%) | --- | 24.7 | 23.5 | 26.7 | 25.4 | 28.9 | 26.0 | 29.4 | 30.0 | 33.0 |
| Health management apps | Registration rate (%) | 42.4 | 44.4 | 58.6 | 60.0 | 61.6 | 64.8 | 63.0 | 65.7 | 67.3 | 68.6 |

*The event was not held in the spring of fiscal 2020 due to the COVID-19 pandemic.

TOPICS

Increase the Consultation Rate of Medical Re-examination of Persons with Abnormal Findings in Regular Health Checkups and of Gynecological Examinations

At GS Yuasa International Ltd., we have always considered hours required for cancer screening of employees to be working hours as is the case for regular checkups. In fiscal 2022, we commenced a system in which the time required to re-examine abnormal findings in regular medical examinations or cancer screenings at an external medical institution, or gynecological examinations at an external institution, are considered as working hours. The Group is encouraging health promotion measures through collaboration between the Company and health insurance societies to prevent disease-severity through early detection of illnesses.

TOPICS

Implementation of Mentality Management Diagnosis

The GS Yuasa Group believe that enabling employees to demonstrate their full potential and continuously work under physically and emotionally safe conditions leads to higher worker productivity, promotion of innovation, and recruitment of diverse human resources. To periodically monitor the status of employees and organizations, we conduct annual mental health management diagnoses that combine engagement and mental health. We then conduct group analysis based on the results and implement organizational improvement measures to support the formation of vibrant organizations. We also use comprehensive analyses of various elements, such as individual careers, autonomy, trust, and psychological safety, to verify and improve the effectiveness of personnel policies.