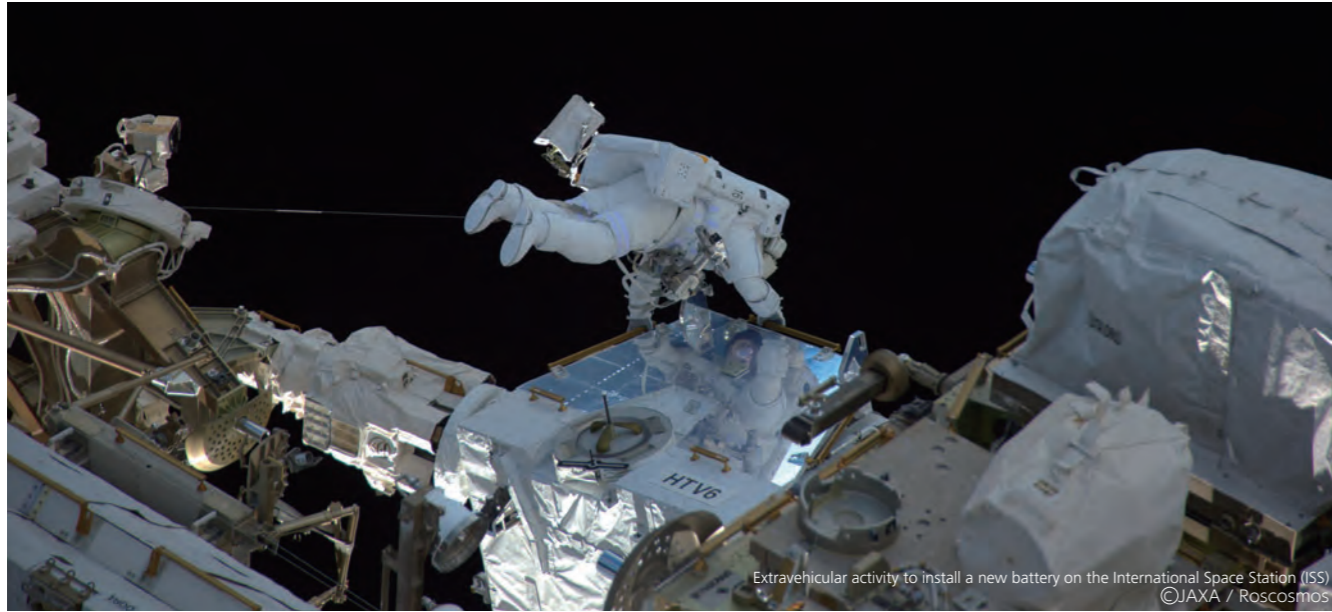


Others



Mid-Term Business Policy (Fifth Mid-Term Management Plan)

Business policy

Contribute to the building of new societal infrastructure through batteries with the highest level of performance and quality

Strategy and important tasks

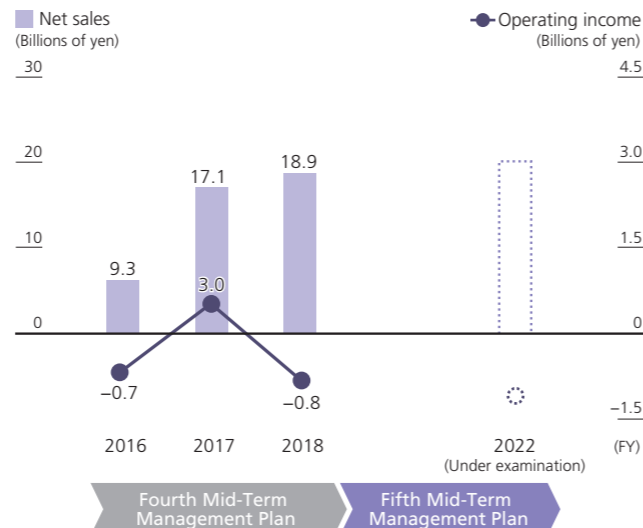
- Work to provide stable supply of lithium-ion batteries for submarines and enhance their quality
- Expand sales of lithium-ion batteries for aircraft and satellites by improving reliability and durability

Extreme environments from deep sea to outer space

Pursue further improvements to technological capabilities by providing storage batteries able to continue supplying power even under harsh conditions

Performance plan

The Fifth Mid-Term Management Plan originally covered the period from fiscal 2019 to fiscal 2021. Due to the impact of the novel coronavirus pandemic, however, we have excluded fiscal 2020 as a single-fiscal-year plan and changed the fifth plan to a four-year plan ending in fiscal 2022 (the term ending in March 2023). Performance by business sector in fiscal 2022 is currently being examined.



Review of operations

Fiscal 2019 (fiscal year ended March 31, 2020)

Net sales generated by other business in fiscal 2019 totaled 18,525 million yen (down 422 million yen year on year), and operating income was 322 million yen (improved 1,077 million yen year on year).

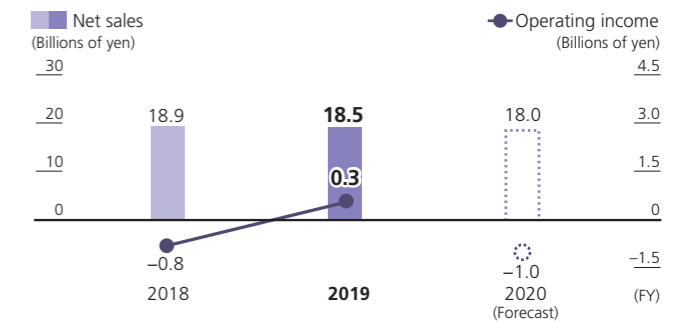
Production of lithium-ion batteries for submarines proceeded steadily. Sales of lithium-ion batteries for aircraft also expanded. However, sales of lithium-ion batteries for satellites contracted. Profitability improved over the previous year as a result of cost reductions in administration and research and development.

Fiscal 2020 (fiscal year ending March 31, 2021)

Our business forecast for fiscal 2020 is as follows: net sales of 18 billion yen (down 2.8% year on year), operating loss of 1 billion yen (deteriorated 1,322 million yen year on year).

We will continue to provide a stable supply of lithium-ion batteries for submarines, and we will expand this technology to other applications as well. We will also focus on expanding sales of lithium-ion batteries for use in aircraft and satellites.

Financial performance



In Focus

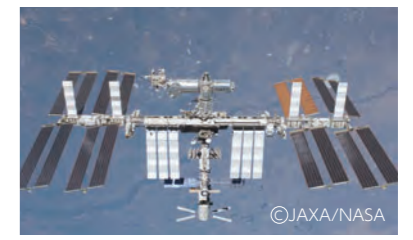
Supplying lithium-ion batteries for the International Space Station

Lithium-ion battery manufactured by the GS Yuasa Group for the International Space Station (ISS) were loaded onto the H-II Transfer Vehicle (HTV) Kounotori 9, which was successfully launched by the H-IIB Launch Vehicle Rocket No. 9 in May 2020. Following on from 2016, 2018, and 2019, this is the fourth time that such a transfer was successfully achieved. The batteries transported to the ISS will be installed by the astronauts in the course of their extravehicular activities (EVA) to replace earlier units, starting with the older nickel-metal hydride batteries.

The HTVs transporting supplies to the ISS have been using lithium-ion batteries manufactured by our Group since the first vehicle, and they have also been selected for use in the new H-II Transfer Vehicle (HTV-X), which is scheduled for launch in 2021 and beyond. In this way, the Group will continue to support ISS operation in the future as well, contributing to the progress of society by developing and delivering batteries for use in space.



Lithium-ion batteries (cells) for International Space Station



International Space Station