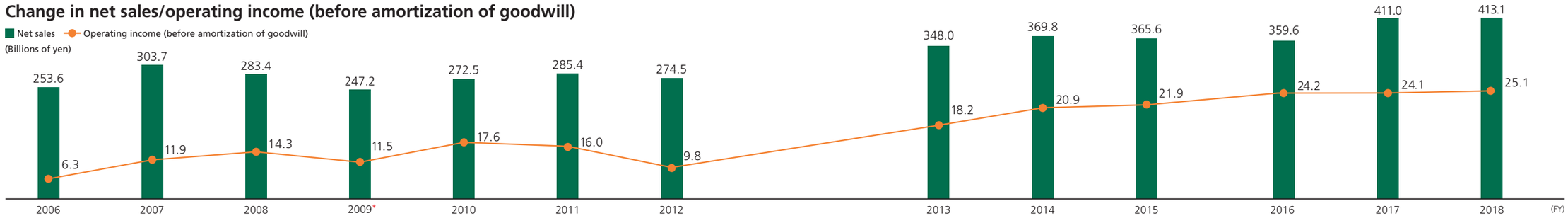
Previous Mid-Term Management Plans

Change in net sales/operating income (before amortization of goodwill)



	First Mid-Term Management Plan (FY2006 to FY2008)	Second Mid-Term Management Plan (FY2010 to FY2012)	Third Mid-Term Management Plan (FY2013 to FY2015)	Fourth Mid-Term Management Plan (FY2016 to FY2018)
Cumulative three-year capital investment amount	27.0 billion yen	92.0 billion yen	42.5 billion yen	56.6 billion yen
Description of main capital investments	● Lithium Energy Japan: Plant facility	● Lithium Energy Japan: Plant facility ● Blue Energy: Plant facility	● Overseas site: Lead-acid batteries production facility	● Lithium-ion batteries for submarines production facility ● Overseas site: Lead-acid batteries production facility
	Increase productivity to create strong group management	Form a high-profit global company that contributes to society and the environment	Become an energy device company that offers comfort and security	Build a foundation for sustainable growth over the long term with the aim of becoming an energy device company, the "Renewed GS Yuasa"

Strategic pillars

First Mid-Term Management Plan

Automotive batteries business
- Improve profits in the domestic automotive batteries business
- Expand business in China and Asia
- Full-scale entry into the hybrid electric vehicles (HEVs) and electric vehicles (EVs) markets

Industrial batteries and power supplies business
- Strengthen earnings foundation of the industrial batteries and power supplies business
- Strengthen service business
- Expand large lithium-ion batteries business

Peripheral business
- Strengthen promising peripheral business

Second Mid-Term Management Plan

Lithium-ion batteries business
- Develop the lithium-ion batteries business for EVs, HEVs and industrial uses

Overseas business
- Expand automotive batteries business, primarily in China and Asia

Automotive batteries business and industrial batteries and power supplies business
- Strengthen earning power of existing domestic business

Third Mid-Term Management Plan

Lithium-ion batteries business
- Stabilize foundations of business by building a competitive advantage for new businesses (lithium-ion batteries and new energy sectors)

Overseas business
- Improve position through global expansion based around overseas growth markets

Automotive batteries business and industrial batteries and power supplies business
- Improve earning power by leveraging technological strengths and cost responsiveness of existing domestic business

Fourth Mid-Term Management Plan

New business
- Ensure profit in the lithium-ion batteries business and firmly put the business on a stable growth track

Growth business
- Further expand the business domain of overseas operations and improve its profitability

Existing business
- Expand and stabilize cash flow from the automotive batteries business and industrial batteries and power supplies business, and invest for future growth

Main achievements/issues

First Mid-Term Management Plan

Achievements
- Improved earnings in domestic business
- Expanded overseas business
- Launched joint venture companies for, respectively, lithium-ion batteries for EVs and HEVs

Issues
- Measures to address worsening business conditions
- Addressing shrinking domestic demand

Second Mid-Term Management Plan

Achievements
- Improved earnings in existing domestic business
- Launched Lithium Energy Japan and Blue Energy

Issues
- Addressing delays in the spread of EVs in the lithium-ion batteries business

Third Mid-Term Management Plan

Achievements
- Strengthened business structure overseas through corporate acquisitions, etc.
- Improved profitability through increased sales of automotive batteries for vehicles with start-stop systems (ISS: idling stop systems).

Issues
- Responding flexibly to intensifying competition and other changing market conditions

Fourth Mid-Term Management Plan

Achievements
- Expanded applications for industrial lithium-ion batteries
- New plant in Turkey began operations, boosting sales to Europe, the Middle and Near East and North Africa
- New company launched in Myanmar, strengthening sales in the Mekong economic zone
- Expanded earnings with the acquisition of Panasonic Corporation's lead-acid batteries business, solidifying the structure of the domestic automotive batteries business

Issues
- Ensuring early returns on investments in a severe competitive environment
- Strategy for conquering undeveloped regions
- Responding to rising raw material and other costs
- Ensuring earnings in the industrial batteries and power supplies business in response to changes in market conditions

Note: Fiscal 2009 was set aside as a stand-alone fiscal plan based on the impact of a serious recession in the global economy.