

Strategies to Maximize Value Creation

Interview with Outside Directors

We spoke with the YUASA TRADING Group outside directors about the Growing Together 2026 Medium-term Management Plan.



Investing in business resources cultivated in our core businesses and applying them overseas as well as TSUNAGU innovation

Shinzo Maeda
Outside Director

I believe this plan is well-anchored in changes to social conditions and the market environment. A good point about the plan is the aggressive investment of business resources into our core businesses and leveraging our strengths to expand areas of business growth. Among these growth strategies, the one that most draws my attention is overseas business development, which I believe is very important.

Japan's future population decline will create a tendency toward shrinking markets. As such, it will be very important to build a strong and stable presence in overseas markets. We will make the "mini-YUASA" we have established in Thailand succeed as a way of demonstrating the total coordination skills of the Group. I believe this initiative will determine the success or failure of our future overseas expansion. The key to overseas success will be the people; those engaged in management and sales overseas need to understand the YUASA TRADING Group corporate philosophy and management strategies. I believe the "Grand Fair" exhibition in Japan is a unique business development method, and I would very much like to see business development in Thailand lead to a successful Grand Fair there. If the percentage of overseas sales can exceed 30%, then employee awareness will change and a culture of thinking about business from a global perspective will be created. As is true in Japan, global expansion is not possible without diversity. It is necessary to consider cultures, religions, legal systems and the like when developing our business overseas.

The promotion of TSUNAGU innovation is also a strategy that demonstrates the strength of a well-developed business partner network for our core businesses. However, the axis of assessment for the products and solutions developed by companies has shifted in recent years. Simply contributing to the sales and profits of certain customers is not enough; customers have started to select products and solutions in line from various perspectives such as product background and processes, degree of social contribution and consideration for the environment. Through the TSUNAGU innovation, I hope the Group continues providing value to society, which makes us the reason to be chosen by people.



Measures to increase the value we provide and expand the markets we supply

Kyosuke Kimura
Outside Director

Taking into account the current and future business environment, it can be assessed that the measures taken by the YUASA TRADING Group to improve its corporate value are comprehensive. Of these various measures, the most commendable is that the Group is increasing the value it provides and expanding the markets it supplies.

I believe that many stakeholders were under the impression that we are an industrial machinery trading company focused on the domestic market. As such, it would be difficult for stakeholders to fully assess the existing value and growth potential of the Group. No matter how stable the operating cash flow is, the image of business development in a limited market would seem somewhat unattractive.

Today, we are gradually breaking away from such pre-conception. I feel that our stakeholders have come to recognize the value that results from the connecting (TSUNAGU) that leverages the Group's network-building over more than 350 years of doing business. The Medium-term Management Plan calls for a business transformation from a product out to a market out approach, and the promotion of TSUNAGU innovation and growth strategies; I believe this approach will increase the value provided by the YUASA TRADING Group and expand markets that demand such value.

This promotion of TSUNAGU innovation is a continuation from the previous Medium-term Management Plan, and I hope to see it further accelerated. It doesn't matter how niche an innovation is—if stakeholders recognize that we are deeply involved in such matters, and if they understand the value we provide and the breadth of the market, then I believe that profitability will follow.

Also, it is human resources that drive these changes. I believe that if YUASA TRADING Group employees hone their sense of integrated product-services and effectively utilize the intellectual property that has been created, it will lead to an increase in corporate value. In promoting overseas strategies, it will be necessary to instill the corporate philosophy and Medium-term Management Plan among locally hired human resources. I hope the Group will continue to place importance on investing in human resources.

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Having welcomed two new outside directors, we spoke with them about the Group's Medium-term Management Plan, Growing Together 2026.



Strengthening human resources development and environment building that leverages our business partner network

Yoshiro Hirai

Outside Director

Newly appointed

It is my great pleasure to join the Board of Directors.

For more than 350 years, the YUASA TRADING Group has been in tune with changes in the world, but in recent years the pace of change has rapidly accelerated. While it is of course important to preserve good and necessary traditions, I believe it is also essential to be able to respond quickly and flexibly to drastic changes. I hope to contribute to a strong foundation that can support pioneering for a new future and an environment in which employees can work with vigor and vitality.

In terms of the Medium-term Management Plan and recognizing the issues to be addressed to improve corporate value, I believe that the YUASA TRADING Group's focus on a business transformation from a product out to a market out approach is appropriate in light of the times and changes in the market. I believe the Group's greatest asset and strength is its network of business partners. How we choose to leverage this extensive network will be vital, but it is none other than employees who can make this a success. To this end, the question then becomes how actively employees can approach their own work—it is important to not just passively do one's work but to also take an interest in it.

Creating new value by associating various events is much more difficult than one might imagine. Making connections among unlimited possibilities and solving the issues of business partners and the market will require an even greater ability to imagine and implement than before. The key here is to develop human resources and build an environment that allows them to flourish. To do all of this, it is therefore vital to reform the corporate culture, including the fostering of human resources.

YUASA values include having a "Challenging Spirit," and I believe it is important for management-level and higher employees to first change their own behaviors. If upper levels set a good example of a challenging spirit in action, that attitude will spread throughout the company.



Sustainability and competitiveness through enhanced risk management

Miki Mitsunari

Outside Director

Newly appointed

I am very pleased and humbled to be appointed to the Board of Directors.

I have been associated with the YUASA TRADING Group since its Sustainability Declaration announcement in October 2021, and I find it to be a very dynamic organization. With a diverse range of business partners, products, and services, there are many areas with growth potential. I believe that in order to create new innovation, it is important to have a vibrant and enjoyable workplace. In the future, I will fully support the moves toward being a company that is not only carbon neutral but also one where employees find it a joy to work, where business partners are happy, and where innovation happens.

In terms of the Medium-term Management Plan, I think that an overall good balance has been achieved with the strategy of further expanding existing business and working in new fields that are less susceptible to economic circumstances. Without solid profits generated from existing businesses, we cannot invest in new solutions. Moreover, enhancing profitability with TSUNAGU innovation requires abilities and knowledge to coordinate both sides of the TSUNAGU equation. For this reason, I can greatly appreciate the measures everyone is taking to improve the internal environment so employees can demonstrate their total coordination skills. In the future, I hope to see the employees working on these efforts set goals and have a sense of accomplishment when they achieve those goals, and I look forward to a corporate culture in which employees can feel even more fulfilled in their work.

From the perspective of sustainability promotion, it has become very important to further enhance risk management infrastructure to ensure transaction security. In particular, there is a need to increase transparency throughout the value chain. Since the Group will handle a great amount of data, I would like to see the YUASA TRADING Group improve its competitiveness by properly and appropriately disclosing business transaction information through means such as digital transformation (DX).