YUASA INTEGRATED REPORT 2023

Business Strategy for Realizing Business Transformation

Core Businesses

Messages from the Headquarters General Managers

Business Overview for FY2022 and Vision

Industrial Market Headquarters

(Industrial Equipment & Tools Division and Machine Tools Division)

Mamoru Hamayasu Director,

Director, Chief General Manager of Industrial Market Headquarters



Aiming to Realize Factory Automation Based on "Digital" and "Green"

The Industrial Market Headquarters contributes to "monozukuri" in Japan and around the world by selling machine tools and general factory equipment and delivering cutting-edge technology for tools, industrial equipment and machinery, control equipment, and logistics equipment to manufacturing sites in Japan, China, the rest of Asia, and North America.

In FY2022, we achieved sales and profit growth. This was the result of focusing our efforts on sales of products related to automation and rationalization of production sites to help realize factory automation and updating of obsolete equipment making use of various subsidies, in addition to sales of high-precision processing machinery in order to improve competitiveness.

Looking at the domestic and overseas markets, sales of multitask machines are increasing in Japan as the decline in the working age population becomes a significant problem and demands for labor saving and automation grow. In overseas, there have been negative factors such as surging prices of raw materials due to trade friction between the United States and China and component shortages. However, the increase in large-scale projects for production equipment was greater than the impact from these negative factors.

We will continue to support "monozukuri" in Japan and around the world through our global network that extends worldwide, our know-how in trading we have accumulated to date, and our support system that collaborates in Japan and overseas. In order to support factory automation, we will also provide one-stop proposals for equipment that produces high returns on investment across an entire production line, in addition to driving the carbon neutrality of our business partners through energy-creating and energy-saving products.

Living Environment Market Headquarters

(Housing, Air & Fluidic Control Systems Division and Consumer Products Division)

Kenichi Tanaka Senior Managing Director, Chief General Manager of Living Environment Markers



Strengthening Functions Leveraging Total Coordination Skills of YUASA TRADING

The Living Environment Market Headquarters provides proposals for improving equipment across a wide range of sectors, including housing equipment, piping products, building air conditioning, and factory utility equipment.

In FY2022, we achieved sales and profit growth despite anticipated delays in deliveries of some products such as water heaters as a result of the global shortage of components. This was the result of working on sales of non-housing products and providing proposals for systems aimed at realizing carbon neutrality.

In the housing sector, amid an anticipated decline in demand for new-build housing due to the low birthrate and aging population, we will continue contributing to the realization of better living by expanding sales of high-functionality, high value-added products. In addition, we will target the renovation market, which is predicted to remain robust, with solutions that leverage the total coordination skills of YUASA TRADING. We will also provide proposals for improving equipment utilizing energy-saving, highly efficient products for buildings in the non-residential sector where carbon neutrality is being called for recently.

Furthermore, in order to strengthen our engineering functions, we will put in place a system that can offer an integrated service from proposal and cost estimate through construction and maintenance across Japan by increasing the number of our construction partners all around the country to build a nationwide construction system, as well as leveraging the strengths of Group companies that specialize in construction.

Construction Market Headquarters

(Building Supplies & Exterior Division, Construction Machines Division, Energy Division, and Timber Division)





Aiming to Create New Value by Connecting Different Business Domains

The Construction Market Headquarters consists of the Building Supplies & Exterior Division, which provides integrated support for building materials, landscaping and exterior materials, and civil engineering materials from cost estimates through to construction, the Construction Machines Division, which offers suggestions on cutting-edge industrial rental products and small construction machines for road paving and civil engineering work, the Energy Division, and the Timber Division.

The headquarters aim to identify changing market needs and flexibly offer new lifestyles. In particular, we are the only building materials wholesaler with a nationwide sales network, which is one of our strengths together with the large number of products we handle. In FY2022, we captured steady demand and achieved sales and profit growth despite some remaining delivery delays and other impacts from surging material and energy prices and the semiconductor shortage.

Under the Medium-term Management Plan, we will further expand our construction and road materials sales and construction sales. We will also aim to create new value by expanding into the Thai market and uncovering demand for machine rental and maintenance, in addition to connecting the different business domains of the Group such as sales of timber and the energy business.

Moreover, to prepare for frequent disasters, we will contribute to sustainable urban development thereby creating the future through promotions of businesses that solve social issues such as expanding maintenance of aging infrastructure as well as disaster prevention/mitigation and BCP products, labor-saving solutions for workload and labor saving at construction sites, and product proposals related to the SDGs.