

Corporate Philosophy and Our History

The history of YUASA TRADING (“the Company”) dates back to 1666, during the era of Ietsuna Tokugawa, the fourth shōgun of the Tokugawa dynasty.

The Company started out as a charcoal merchant. In its fifth year, the Company switched its business line to wholesaling cutting tools. It was the first innovation that the Company made, and it set the stage for starting the business of handling machines, tools, and equipment, a business that has lasted for 350 years and counting. Since then, the Company has continued to take on the challenge of fostering innovation as a pioneer in the industry.

Photograph: The Edo branch of the charcoal business, located in Toriabura-cho in Edo's Nihonbashi district (today's Nihonbashiodenma-cho, Chuo-ku, Tokyo, and where the Company's head office was formerly located).

Corporate Philosophy

Honesty and Trust

YUASA TRADING has contributed to the further development of prosperous, humanitarian societies by valuing mutually beneficial, symbiotic relationships in all countries and regions of the world, with a focus on maintaining harmony with the global environment. YUASA TRADING has striven to establish itself as a trusted and well-recognized company by conducting fair and sound activities with an integrity based on our awareness and understanding of racial, religious, cultural, behavioral and regulatory diversity throughout the world.

Enterprise and Innovation

YUASA TRADING properly assesses the scope of its business flexibly and in response to social needs, with the aim of forming a group of advanced, innovation-oriented companies. With its lean and rational structure, the Company also seeks to provide a high level of customer satisfaction by introducing outstanding technologies and products and developing systems and services through its highly specialized divisions and Group companies.

Regard for the Individual

In addition to respecting employee individuality and rights, YUASA TRADING pursues an entrepreneurial spirit and revolutionary ideas and focuses on shaping the workplace environment based on an organization and rules founded on concepts of mutual trust and a collaborative mindset. Employees clarify their own goals and responsibilities, pursue outcomes, and divide management roles by exercising creativity in business activities. The Company distributes the results and responds to employee contributions based on the results of activities.



Early years
(starting from the Company's founding in 1666)
Building the foundations that would underpin the Company right down to the present day

- Establishment as a charcoal trading business in Kyoto
- Transition to become a cutlery wholesaler five years after the business was founded
- Establishment of a branch in Edo (Tokyo)
- Renaming of the business as “Sumiya” (“Charcoal Merchant”)

1900 onwards
Business diversification and strengthening of the foundations in line with Japan's modernization

- Becoming the first company in Japan to realize domestic production of Western-style hardware
- Expansion overseas
- Establishment of Yuasa Shichizaemon Shoten, the originator of YUASA TRADING (1919)
- Listing on Tokyo Stock Exchange and Osaka Exchange

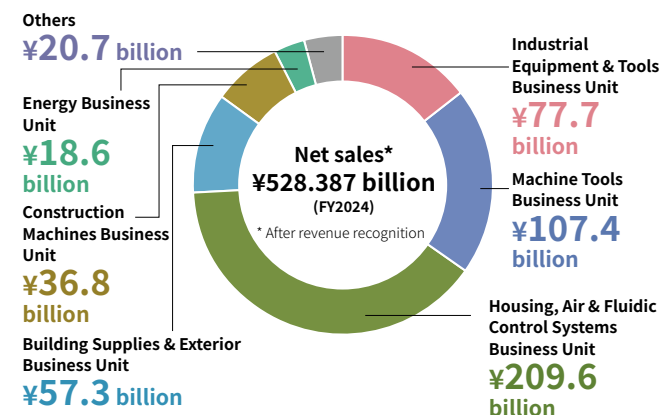
2000 onwards
Taking on the challenge of generating economic value while also providing value for society

- Taking on the challenge of providing business solutions to social issues
- Formulation of a Declaration on Sustainability
- Becoming a “TSUNAGU” Service Integrated Shosha Group
- Celebrating the Company's 360th anniversary (2026)

YUASA TRADING's Strengths

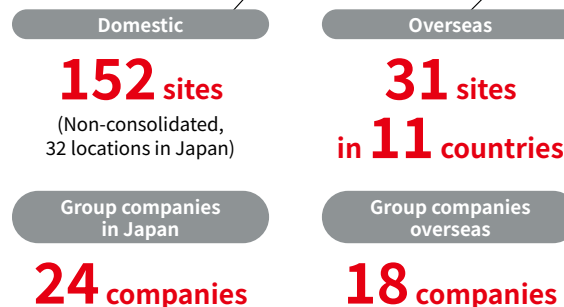
A business portfolio that makes full use of our total coordination skills

Share of Total Sales Held by Each Segment



One of the largest networks of business partners in the industry

YUASA TRADING Group Network
(as of March 31, 2025)



A corporate culture which fosters innovation

YUASA TRADING Group's original products and services generated by "TSUNAGU" innovation

Approximately **40** solutions
No. of New Business Proposal System proposals



Strong financial foundations and proactive investment in growth areas

Current Status of YUASA TRADING Group
(FY2024 Results)



Investment strategy for the "Growing Together 2026"
Medium-term Management Plan

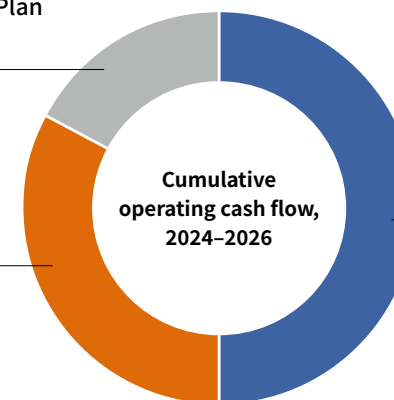
Spare investment capacity



Returning value to shareholders

At least **33%**

P. 9



Investment in growth strategies (including core businesses)

At least **50%**

P. 25

Establishing “TSUNAGU” Linkage Between Business Partners



Developing links between construction materials suppliers and exterior materials manufacturers to create spaces that people can relax and stroll in

Building Walkable Cities

Japan's Ministry of Land, Infrastructure, Transport and Tourism has been promoting the concept of “Creating cities that are comfortable and walkable,” and we have been participating in projects aimed at realizing this goal. By integrating our network of construction materials suppliers and exterior materials manufacturers, we have been able to offer product proposals for a wide range of items, including benches, arbors, and nursing rooms. Through the creation of visually attractive spaces for people to spend time in that have real appeal, we are contributing toward next-generation urban development.



Connections with Employees

Corporate Culture Keywords: Total Coordination Skills, Challenging Spirit, and Communication



Ayumi Yamane
Sales Administration
Kanto Machine Tools Department



Inspired by the Thailand Grand Fair: A new challenge that crosses borders

I usually communicate with customers by phone or other means from my office. By participating in the Thailand Grand Fair, which was a company-wide initiative, I experienced first-hand how so many people come together to hold such an exhibition. Visitors from many different countries came each day, and we received many comments as well as requests to hold the event next year. This and many other experiences left a strong impression on me. I'm happy we were able to exceed our target number of attendees. These many valuable experiences gave me a strong desire to continue studying languages and deepening my interest in our products so I can participate in future opportunities like this one.

Solution proposals grow the Indian market

I have been involved in machinery sales for the Indian market since joining the Company, from analyzing customer needs to proposing the right equipment and providing after-sales service. I place great importance on visiting the front line and building trust through ongoing dialogue. Within six months of joining, I secured multiple large orders that significantly improved production line efficiency. Being recognized as a trusted advisor by our clients and contributing to problem-solving in collaboration with our in-house technical team has been deeply rewarding. Building on these successes, I am committed to continue delivering innovative solutions only YUASA TRADING can offer, and contributing to the growth of our customers and the Company.

Tatsuro Ujita
Sales Representative
Chubu Building Equipment Department



Inspired by the Thailand Grand Fair, I have renewed my hopes for a future on the international stage

By participating in the Thailand Grand Fair, I was struck by the fact that most attendees enthusiastically visited each exhibitor's booth. As I conducted onsite interviews, I realized how market characteristics in Thailand are entirely different from those in Japan. I felt strongly that we must understand local needs and lay a groundwork to enter markets early, with the right timing. This experience strengthened my desire to leverage the knowledge I've gained through domestic sales, and contribute from the front lines to our company's global expansion, which is a key company-wide initiative.



Anna Chikaraishi
Sales Administration
Construction Machines Division



Through new product development that connects with total coordination skills, the mobile-style hotel "COMPAC" was born

I participated in a planning meeting for the first time during the launch of the mobile-style hotel "COMPAC." I was absolutely delighted that ideas I proposed from a woman's perspective with regard to interior design and amenities found a place in the final product. Moreover, I was very pleased when the name "COMPAC," which I came up with by associating words exchanged during the meeting, was officially adopted. A number of different divisions and group companies collaborated, each leveraging their strengths to create a "TSUNAGU" innovation, and I truly felt this was product development only Yuasa Trading could achieve. Moving forward, I want to be more actively involved in product development and in solving challenges.

Mr. Singh brought in major orders within just six months of joining YTI. Going forward, we hope he will strive to coordinate national staff and support order acquisition, eventually growing into an executive leadership role at YTI.



Taku Ogasawara
Sales Representative, YTI



Barjinder Singh
General Manager
YUASA TRADING INDIA PVT. LTD. (YTI)

Positioning of Integrated Report 2025

Integration of financial and non-financial information



Financial information

YUASA REPORT (business report)
Summary of Consolidated Financial Results and
Securities Report, Fact Book

Non-financial information

Company Profile
Corporate Governance Report and ESG Data

YUASA TRADING Website
<https://www.yuasa.co.jp/en/>



For the Publication of the Integrated Report

The purpose of this Integrated Report is to convey to all stakeholders, including shareholders and investors, how to increase corporate value in the future while leveraging the unique strengths of the YUASA TRADING Group, with a story in an easy-to-understand manner.

The Value Creation Process focuses on the vision we aim to achieve in our Medium-term Management Plan, “Growing Together 2026,” which started in April 2023, and conveys the medium- to long-term growth story of the YUASA TRADING Group in terms of both financial and non-financial information.

Going forward, in order to strengthen our communication, we will continue to disclose information as an indispensable and important tool for dialog with stakeholders.

Published in September 2025

Kenichi Tanaka

Representative Director, Senior Managing Director
Chief General Manager of Management Administration

Contents

06 - Creating Connections

- 06 - Message from the President
- 10 - Value Creation Process
- 11 - YUASA TRADING Group's Main Business Fields
- 12 - Promoting Sustainability Management and Materiality

16 - Strengthening and Increasing Connections

- 15 - Overview of the Medium-term Management Plan “Growing Together 2026”
- 17 - Overview of Business Transformation
- 18 - Messages from the Headquarters General Managers
- 19 - Growth Strategy
- 20 - Feature ① F[ai]ND OUT Series Automated Inspection Using AI Technology
- 22 - Business Partner Network Development with Increasing Connections

23 - Supporting Connections

- 24 - Message from the Chief General Manager of Management Administration
- 26 - DX Promotion
- 27 - Environment
- 31 - Human Resources Strategy
- 37 - Human Rights Initiatives
- 38 - Corporate Social Responsibility (CSR)
- 39 - Outside Directors Round-table Discussion
- 41 - List of Officers
- 43 - Basic Approach to Corporate Governance

51 - Outcomes of Connections

- 52 - Core Businesses
- 58 - Feature ② Expanding into New Markets (Long-term Care & Medical/Food Equipment/Agriculture Process)
- 59 - Key Financial Data
- 60 - Non-financial Data
- 61 - YUASA TRADING Group Network
- 62 - Share Information/Company Profile

Reference Guidelines

- IFRS Foundation “Integrated Reporting Framework” and “ISSB”
- Ministry of Economy, Trade and Industry “Guidance for Collaborative Value Creation 2.0”
- Global Reporting Initiative (GRI) “Sustainability Reporting Standards”



Scope of Items Reported

In principle, the results include YUASA TRADING and domestic and overseas Group companies as of FY2024 (April 1, 2024–March 31, 2025).

* Some organizational structures and measures include information for FY2025.

Precautions on Forward-looking Statements

In the statements of this Integrated Report, statements other than historical facts are forward-looking statements that reflect the YUASA TRADING Group's plans and expectations. Please note that actual results and performance may vary from these statements as a result of various risks, uncertainties and other factors.