

Messages from the Headquarters General Managers

Business strategy for realizing business transformation

Industrial Market Headquarters

(Industrial Equipment & Tools Business Unit
and Machine Tools Business Unit)

Mamoru Hamayasu

Managing Director
Chief General Manager of General Sales
General Manager of Industrial Market
Headquarters



Where We Are Now

The Industrial Market Headquarters contributes to manufacturing in Japan and around the world through sales of machine tools and factory equipment, implements, mechanical equipment and materials, and control and logistics equipment.

The fiscal year ended March 31, 2025 saw progress in our initiatives to use robotics and AI for labor-saving, and in the digital transformation (DX) of sheet metal fabrication which is a new market for the Company. However, the recovery in the machine tool market (particularly in relation to automotive and semiconductor manufacturing) lacked vigor, and overall there was a fall in both sales and profits year on year.

Where We Aim To Be

In addition to our role as a supplier of factory equipment, we are creating value by leveraging the Group's collective strengths, for example by identifying and developing new markets and new products and services, by offering proposals that integrate the DX of measurement and of sheet metal fabrication with automation, and by providing solutions that contribute toward energy-saving in factories.

Developing new markets also presents growing opportunities to develop various new products and services besides machinery and tools. By adopting an approach that seeks to support manufacturing as a whole, and by making use of our total coordination skills, we are strengthening our unique ability to provide product and service proposals.

Living Environment Market Headquarters

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

Maresuke Takeo

Director
General Manager of Living Environment Market
Headquarters



The Living Environment Market Headquarters undertakes the sale of equipment and proposals for facilities improvement across a wide range of market segments from general housing to building installations and plant equipment, with core products that include housing equipment, plumbing products, air conditioning equipment, and energy-generating equipment.

In the fiscal year ended March 31, 2025, besides securing a share of the steady demand for home renovation and urban redevelopment, we also strengthened the Group's engineering functions and strove to boost sales in this area, and as a result both sales and profits rose year on year.

The business environment is growing increasingly challenging, due to factors that include longer construction periods resulting from workstyle reform in the construction industry, and rising materials costs and personnel costs, etc.

At the same time, however, the need to find solutions for these problems affecting society also presents opportunities for us. We are working to create value that will make a positive contribution in the fields of residential building products and residential environment development by making even more effective use of our engineering functions. This includes making product proposals for easy-to-install materials that can lead to the adoption of new construction methods, and saving labor directly by refurbishing air conditioning units and installing automated valves.

Construction Market Headquarters

(Building Supplies & Exterior Business Unit,
Construction Machines Business Unit,
Energy Business Unit, and Lumber Business Unit)

Takaomi Omura

Director
Deputy Chief General Manager of General Sales
General Manager of Construction Market
Headquarters



The Construction Market Headquarters comprises the Building Supplies & Exterior Business Unit, which provides building materials, landscape and civil engineering materials, and the Construction Machines Business Unit, which provides industrial rental materials and small-scale construction equipment.

In the fiscal year ended March 31, 2025, although there was a fall in the number of private-sector detached house construction starts and a continuing impact from the trend toward longer construction completion times (caused by labor shortages and rising costs) in the construction industry, demand for condominiums, renovation of existing houses, and public construction (such as highways) remained strong, so overall both sales and profits rose year on year.

As a trading company that contributes toward urban development both in Japan and globally, with a focus on proposing products and services that help to solve society's problems, we are taking on the challenge of providing value in the way that only we can.

Using close collaboration among departments and among Group companies, we are proposing and rolling out solutions that include strengthening resiliency and security through support for business continuity planning (BCP) and disaster relief, improving the working environment on construction sites through a focus on ergonomic comfort, and creating spaces that emphasize resident-friendly urban development. We are also strengthening coordination with our overseas production sites (particularly those in Thailand), and aiming to further expand our business opportunities.