

Core Businesses

Industrial Market Headquarters

Industrial Equipment & Tools Business Unit

With our industry-leading product lineup and consulting know-how, we promote smart factories at manufacturing sites.



Main business fields

- Sales of industrial equipment, logistics equipment, labor-saving equipment including robots, and energy-saving machinery and materials

Relevant main markets

- Manufacturing industries, including automobiles and semiconductor manufacturing plants
- All other manufacturing industries
- Distribution warehouses, food factories, etc.

Market environment

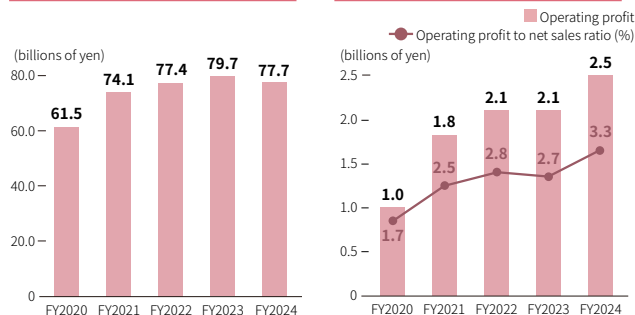
【Opportunities】

- Increased demand for carbon neutrality
- Expansion of semiconductor market
- Increased labor-saving investments due to declining birthrate and aging population
- Increased business continuity plan (BCP) investment at factories

【Risks】

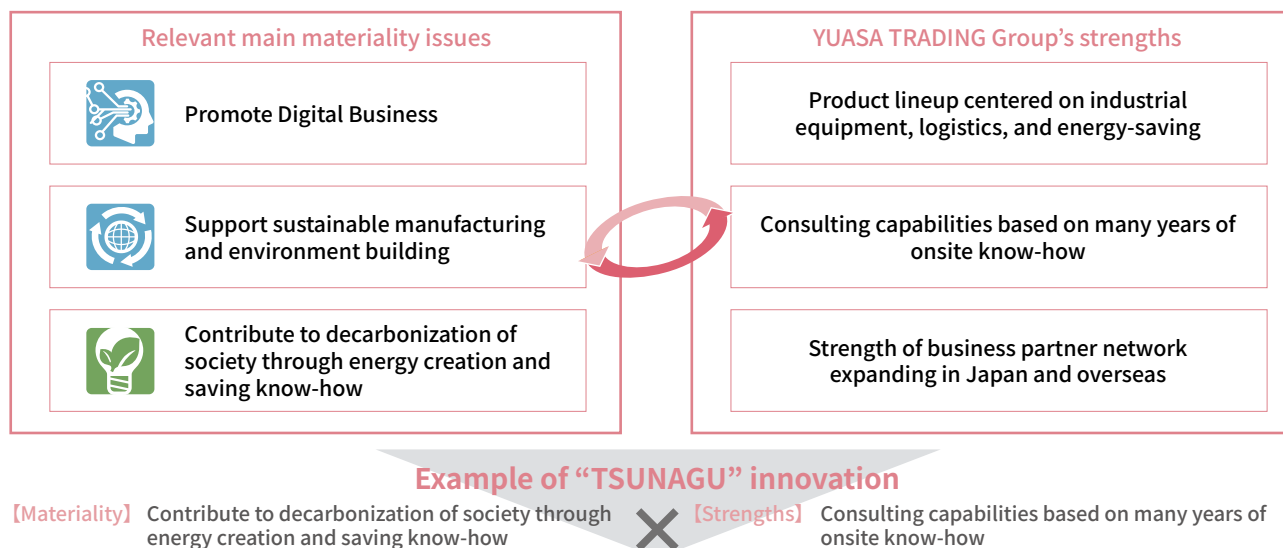
- Decline in supply capacity due to rapid decline in working population
- Lower profit margins due to price competition in the trading business
- Changes in the environment of the manufacturing market including the automobile and semiconductor market

Net sales



* Net sales from FY2021 onward show figures after the application of the revenue recognition standard.

Combination of the market-out approach and our strengths



Support for carbon neutrality at manufacturing sites in Japan and around the world

As all businesses, regardless of industry or sector, are now required to commit to carbon neutrality, we are promoting various carbon neutral proposals, including those for factories, the facilities of which make up part of our customer base.

We operate "ecom" (right photo), power-saving units that have a proven track record, both in Japan and overseas, of increasing energy efficiency and cutting energy consumption by reducing losses in power supply. In August 2024, we acquired exclusive agency rights for "ecom" in 10 overseas countries and regions, including Thailand and India. We will contribute to the realization of carbon neutrality at manufacturing sites in Japan and around the world while leveraging our know-how in green business.



"Ecom" are power-saving units that increase energy efficiency and reduce energy consumption.

Core Businesses

Industrial Market Headquarters

Machine Tools Business Unit

We will develop solutions that aim to solve social issues from the perspective of manufacturing support.



Main business fields

- Sales of machine tools, labor-saving equipment including robots, and sheet metal processing systems

Relevant main markets

- Automobile manufacturing (response to new energy vehicles [NEVs])
- Semiconductor manufacturing equipment
- Precision sheet metal market
- Aviation and defense industries, etc.

Market environment

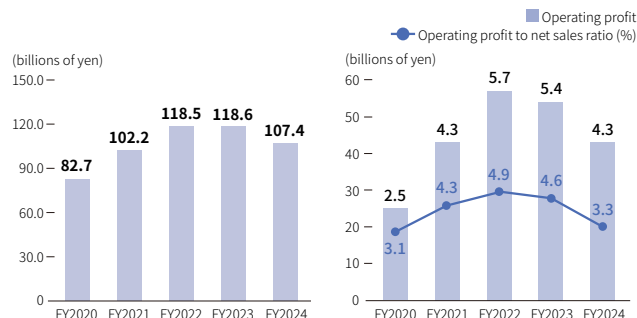
【Opportunities】

- Increased sales of production and measurement system products utilizing AI
- Accelerated automation and DX due to labor shortage, and increased sales of system products
- Birth of new processing market with shift to EVs

【Risks】

- Market shrinkage due to population decline in Japan
- Decline in production capacity due to labor shortage and increased costs
- Reduction of parts and changes in manufacturing methods due to shift to EVs

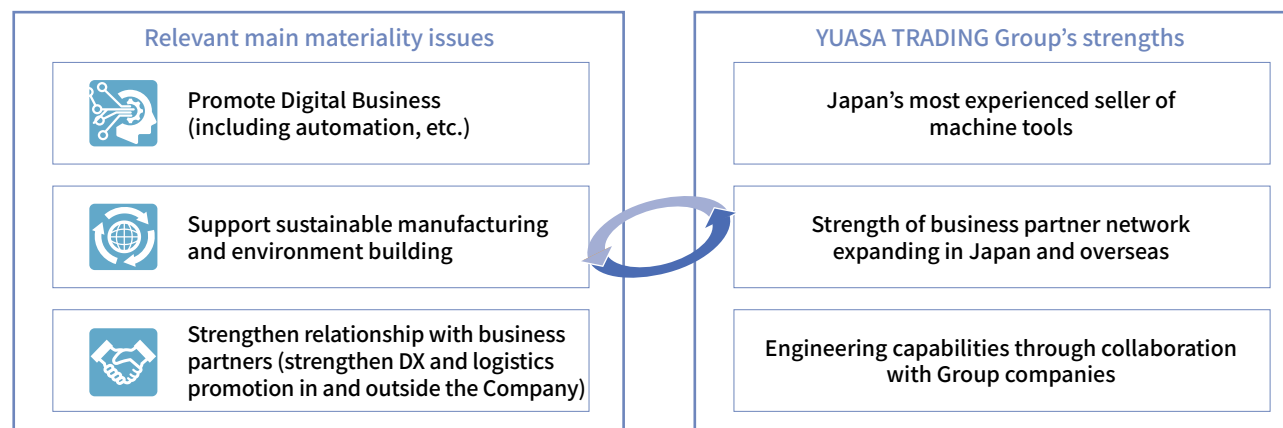
Net sales



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* Actual figures for FY2023 have been retroactively applied due to organizational restructuring.

Combination of the market-out approach and our strengths



Example of “TSUNAGU” innovation

【Materiality】 Promote Digital Business × 【Strengths】 Strength of business partner network

Original solutions contributing to labor saving and reduced workload in the precision sheet metal field

In the context of a worsening labor shortage across manufacturing sites, we are undertaking initiatives that leverage digital technology in order to resolve issues at welding sites, locations where particularly high levels of skill are required.

alfaTKG Co., LTD, in which we completed an investment in August 2024, provides solutions relating to labor saving and reduced workload at manufacturing sites using “sheet metal DX.” “alfaJULIA,” which is the product developed by connecting our business partner network with alfaTKG’s technologies, is an industry-first fiber laser welding system utilizing collaborative robots (cobots). The product, by means of AI-based direct teaching, has made possible a significant reduction in setup times and uniformity in the quality of welds during repeat production. It also reduces the labor required for straightening (distortion correction) and post processing, and will thereby contribute to the resolution of labor shortages through improved productivity achieved by the digitalization of welding processes.



“alfaJULIA,” developed and marketed jointly with alfaTKG, in which we have completed an investment

Core Businesses

Living Environment Market Headquarters

Housing, Air & Fluidic Control Systems Business Unit

Utilizing our unique engineering functions, we provide total coordination of living and office environments.



Main business fields

- Sale of tubing materials, air conditioning equipment, housing equipment, and renewable energy-related equipment

Relevant main markets

- Piping product wholesalers and plant engineering companies
- Housing equipment stores, subcontractors and renovation contractors
- Developers, builders, construction companies, etc.

Market environment

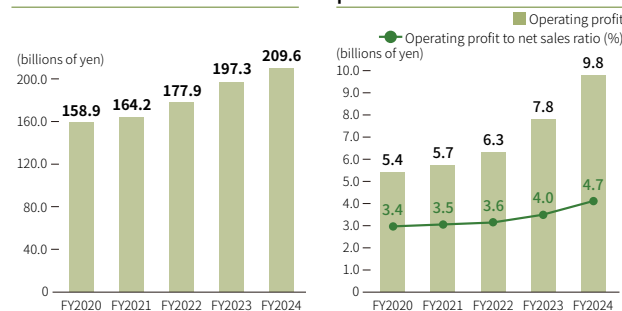
【Opportunities】

- Expansion of renovation market
- Increased demand for carbon neutrality
- Acceleration of investment competition for achieving GX (Green Transformation)
- Increased demand in overseas markets

【Risks】

- Decrease in demand for new housing due to population decline
- Soaring material prices
- Protracted periods of work due to labor shortages and rising labor costs
- Exchange rate fluctuations

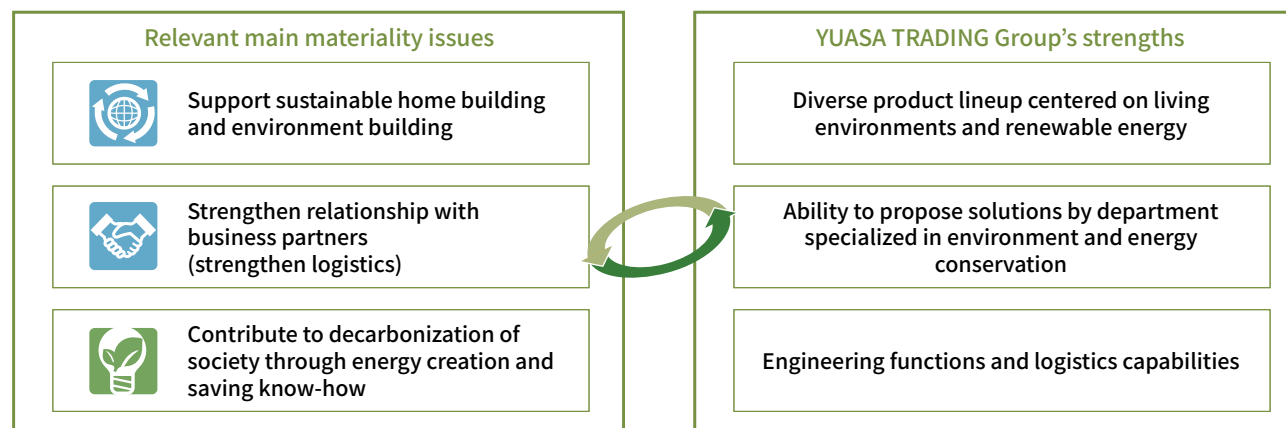
Net sales



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Combination of the market-out approach and our strengths



Example of “TSUNAGU” innovation

【Materiality】 Contribute to decarbonization of society through energy creation and saving know-how



【Strengths】 Engineering functions and logistics capabilities

Address environmental issues and use functionality and technology to solve labor and workload shortages

Sales of air conditioning equipment for energy saving in commercial facilities and office buildings are increasing against a backdrop of persistently high energy prices. In this context, protraction of construction period following on-site workstyle reform and rising labor costs is emerging as a challenge.

The Company refurbishes air conditioning equipment, with this work conducted by specialized technicians at the Kanto Distribution Center in Kashiwa City, Chiba Prefecture, and provides support for tailored specifications with short turnaround times and on-site installment deliveries. We also engage in valve automation and oil-free processing operations. By minimizing on-site work, we are facilitating the achievement of shortened construction periods through labor and workload saving, while also contributing to raising profitability through the value-added services we provide. In FY2024, we accomplished an approximately 160% increase in projects over the previous fiscal year, and are actively committed to continuing to expand the scope of our operational domains moving forward.



Scene from air conditioning equipment renovation work by specialized technicians at our Kanto Distribution Center

Core Businesses

Construction Market Headquarters

Building Supplies & Exterior Business Unit

Leveraging our strength in the domestic market with our high share, we will expand our business by strengthening sales to public organizations and overseas.

Main business fields

- Sale of construction materials, landscape materials/exterior, civil engineering materials, etc., design supervision and contracting for installation of external construction materials

Relevant main markets

- Exterior landscaping market
- Road, civil engineering and infrastructure construction markets
- Building hardware market

Market environment

【Opportunities】

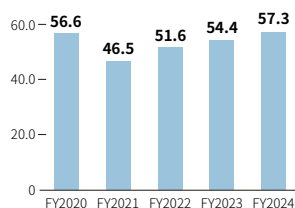
- Demand for renewal of social infrastructure
- Urban redevelopment projects
- Spread of digital technologies such as IoT, ICT, AI, and autonomous driving
- Increased demand for EVs and renewable energy-related products

【Risks】

- Increased procurement costs (rising prices, logistics problems in 2024, etc.)
- Decline in number of new housing starts
- Changes in competitive environment due to industry restructuring

Net sales

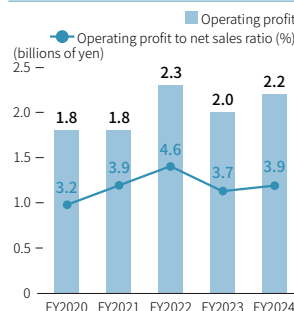
(billions of yen)



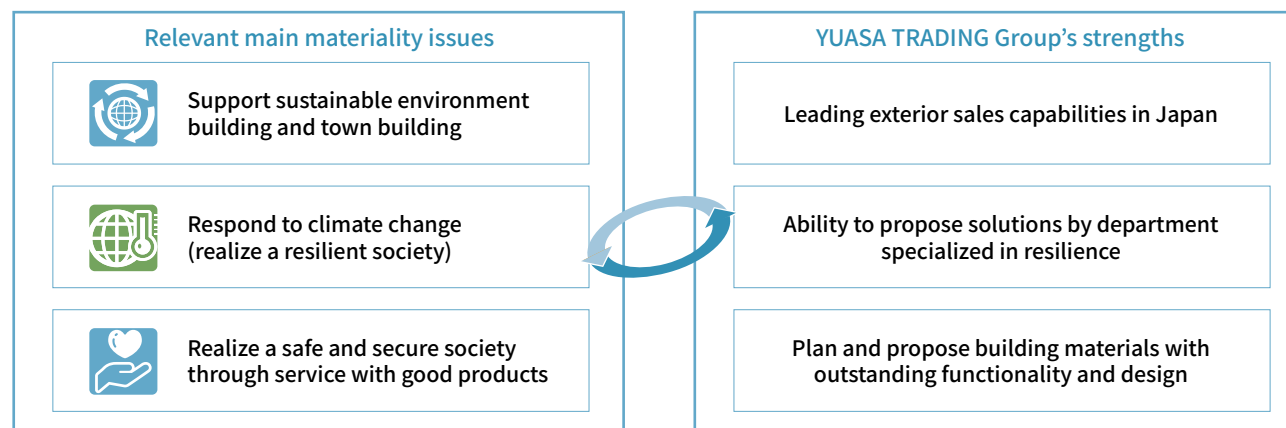
* Net sales from FY2021 onward show figures after the application of the revenue recognition standard.

* Due to organizational restructuring in FY2022, actual figures for FY2021 have been retrospectively applied.

Operating profit / Operating profit to net sales ratio



Combination of the market-out approach and our strengths



Example of “TSUNAGU” innovation

【Materiality】 Support sustainable environment building and town building

【Strengths】 Plan and propose building materials with outstanding functionality and design

Provide solutions that combine high functionality with designs that complement the surrounding scenery

The Building Supplies & Exterior Business Unit develops products and services used in business fields intimately connected to everyday life, such as those used in neighborhood and city blocks, commercial facilities and buildings, as well as in residential areas. YUASA TRADING Group aspires to be a source of proposals for new lifestyles that confer a sense of comfort and convenience through the resolution of societal issues with which all of us are familiar.

For example, in collaboration with makers, we are focusing efforts on the development and proposal of products that combine functionality with design. Such proposals include solar panel equipped carports and bikeports, for use in factories, commercial facilities, and residences, and illuminated bollards that enhance the aesthetics of sidewalks at night. We will continue to engage in initiatives for the provision of high-value-added solutions that cater to the growing demand for the renewal of social infrastructure.



Develop a product lineup to contribute to carbon neutrality, including solar car ports

Core Businesses

Construction Market Headquarters

Construction Machines Business Unit

We will create new added value by connecting “goods” and “services,” and contribute to sustainable town building.



Main business fields

- Manufacture, sale, and rental of construction machinery/materials, and container houses
- Event and furnishing business

Relevant main markets

- Construction (construction, road construction, plants, etc.)
- Manufacturing (factories, construction machinery/materials manufacturers, etc.)
- Construction equipment rental
- Logistics and warehousing
- Reuse Market
- Service industry such as event companies

Market environment

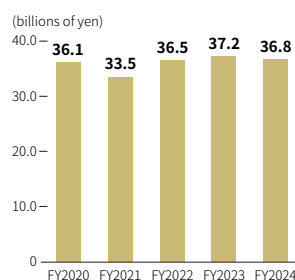
【Opportunities】

- Demand for infrastructure development to respond to disasters, disaster prevention, and mitigation
- Promotion of DX, automation, and carbon neutrality at construction sites
- Improvement of working environments
- Responses in various forms to decaying social infrastructure (repairs to roads and water supply pipes)

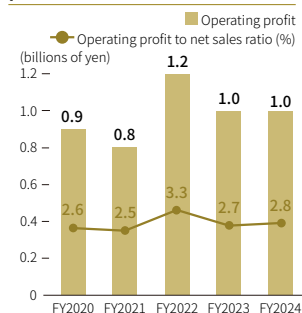
【Risks】

- Decline in number of new construction projects
- Manpower shortages due to a decline in the working population
- Protraction of construction period due to soaring labor and material costs

Net sales

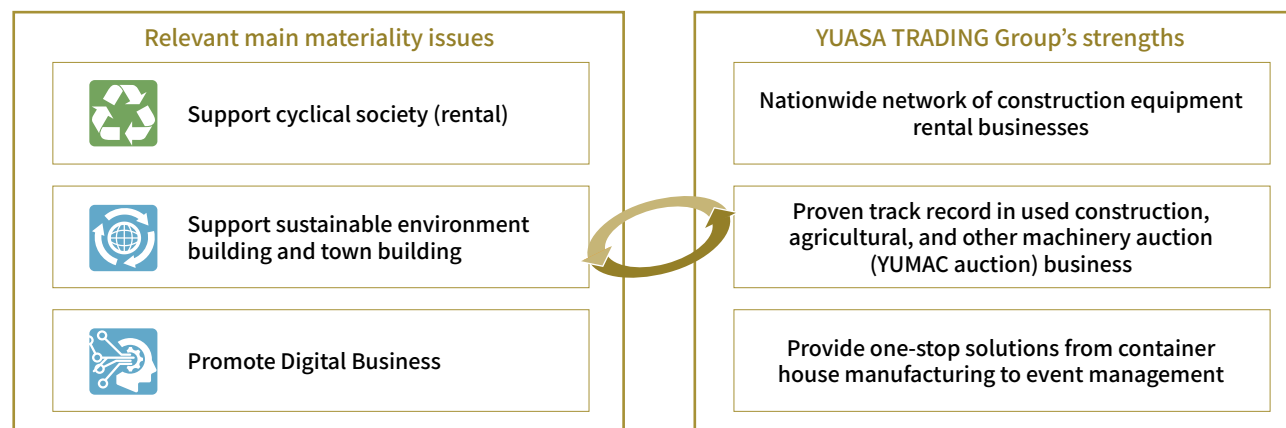


Operating profit / Operating profit to net sales ratio



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Combination of the market-out approach and our strengths



Example of “TSUNAGU” innovation

【Materiality】 Support sustainable environment building and town building × 【Strengths】 Provide one-stop solutions

Promote event and furnishing business through enhancement of the Group's network

YUASA TRADING Group is undertaking initiatives for the expansion of its sharing business, which is one of the Group's growth strategies. It is mainly performed by YUASA MACROS CO., LTD., a company which operates event management and housing rental business. LINE-UP CO.,LTD., which joined the Group in March 2025 through M&A, operates event setting and furnishing services in Tokyo, Osaka, and the Chubu regions. This company has extensive experience and a proven track record in setting up various kinds of events and exhibitions, including the Tokyo 2020 Olympic and Paralympic Games, as well as completing layout changes through installation, and dismantling and removal operations for major home centers and drugstores. We are committed to expanding related business areas by effectively utilizing each other's resources in collaboration with companies such as the shipping container house manufacturing specialist, FUJI QUALITY HOUSE CO., LTD., thereby further enhancing our corporate value.



Event setup and furnishing services provided by LINE-UP CO.,LTD.

Core Businesses

Energy Business Unit

We will realize a stable supply of energy suitable for a smart and decarbonized society.



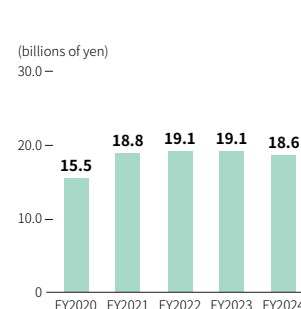
Main business fields

- Sales of petroleum products (fuels for automobiles/marine vessels)
- Sales of products related to car care and maintenance, etc.

Relevant main markets

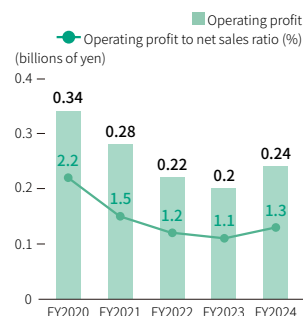
- Gas station operation
- Car rental and used car sales markets
- Marine fuel market

Net sales



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Operating profit / Operating profit to net sales ratio



Relevant main materiality issues



Realize a safe and secure society through service with good products



Respond to climate change (realize a resilient society)



Support cyclical society (rental and sharing)

Other (Consumer Products & Lumber) Business Units

We will propose products that support a sustainable lifestyle.



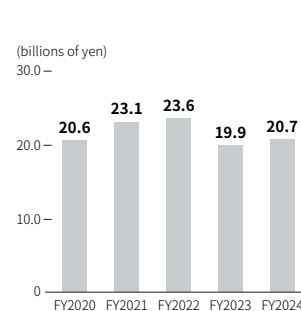
Main business fields

- Sale of consumer goods such as seasonal appliances and cooking appliances, as well as wood products

Relevant main markets

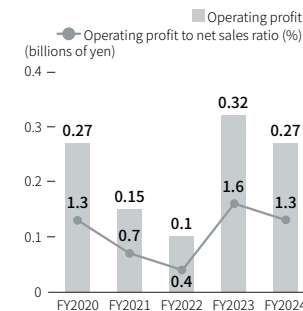
- Consumer Products: Electronics mass merchandisers, home improvement centers, and online sales
- Lumber: Building material wholesalers, manufacturers, and forestry cooperatives

Net sales



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Operating profit / Operating profit to net sales ratio



Relevant main materiality issues



Create co-creation value – “TSUNAGU”



Realize a safe and secure society through service with good products



Respond to climate change (realize a resilient society)