



Service Integrated Shosha Group



YUASA TRADING CO., LTD. COMPANY PROFILE



YUASA TRADING CO., LTD.

Solving Social Issues

The YUASA TRADING Group (“the Group”) was founded in 1666 and as such is one of the oldest corporate groups in Japan; the Group will celebrate the 360th anniversary of its founding in 2026. Throughout its long history, the Group has adhered to the three pillars of its corporate philosophy: Honesty and Trust, Enterprise and Innovation, Regard for the Individual. I always return to this corporate philosophy when I make important management decisions because it encompasses the elements of sustainability, innovation, and engagement. Our medium-term management plan, Growing Together 2026, was developed on the basis of this corporate philosophy to maximize the Group value. In the medium-term management plan, our aim is to transform the business model and create new value as a service integrated shosha (trading company) through “TSUNAGU” (connecting) innovation. “TSUNAGU” innovation is our proprietary business model, which is designed to solve social issues by connecting people, goods, money, technology, information, and data with approximately 6,000 major suppliers and 20,000 major sales partners in the fields of manufacturing, home building, environment building, and town building. To build the foundation for the transformation of this business model, we have implemented initiatives to reform the corporate culture and promote digital transformation (DX) and sustainability. Looking ahead to the 400th anniversary of our founding, we intend to further improve corporate value together with our stakeholders by transforming into a corporate group where “TSUNAGU” innovation is the norm. We look forward to your continued support.

President and CEO **Hiroyuki Tamura**



Corporate philosophy

Honesty and Trust

Yuasa Trading Co., Ltd. contributes 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 Co., Ltd. strives to establish itself as a trusted and well-recognized company by conducting fair 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 Co., Ltd. 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

Yuasa Trading Co., Ltd. respects the individuality and rights of its employees. With both its organization and rules based on principles of mutual trust and cooperation, the company pursues entrepreneurship and innovative ideas, focusing on developing a workplace environment conducive to their realization. Its employees clarify their own goals and responsibilities, pursue results, and share management roles while demonstrating their creativity. The company ensures it distributes the fruits of its business activities in recognition of the contribution of its employees.

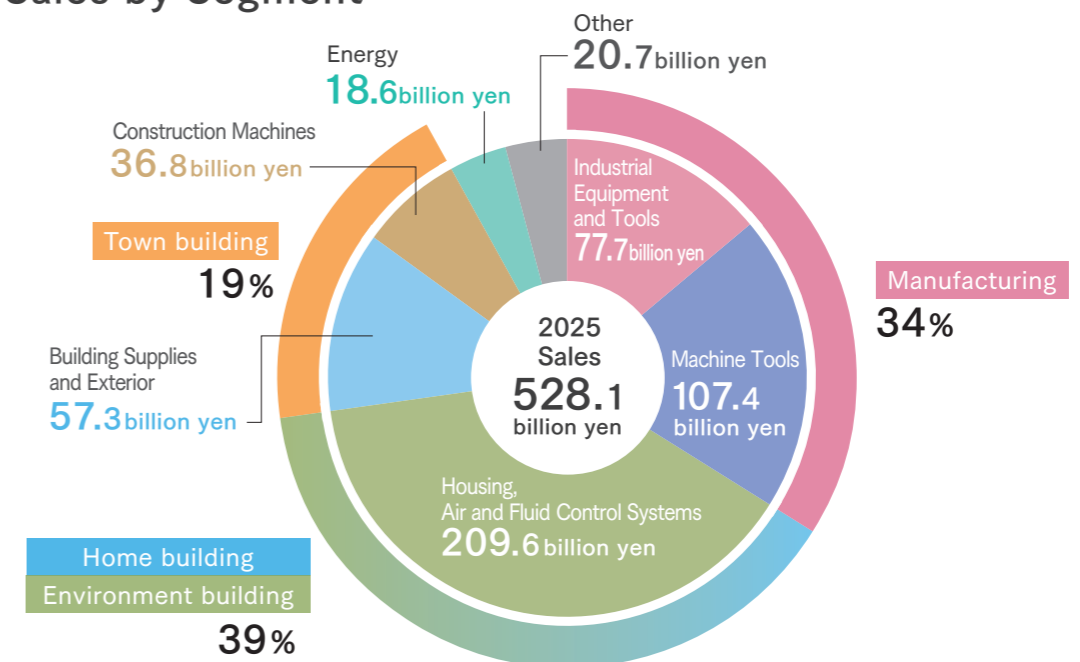
Corporate Profile

Company Name	YUASA TRADING CO., LTD.	Stock Exchange Listing	The Tokyo Stock Exchange Prime Market
Representative Director	Hiroyuki Tamura, President and CEO	Stock code	8074
Address of Head Office	7 Kanda-Mitoshicho, Chiyoda-ku, Tokyo 101-8580, Japan	Financial Period	From April 1 to March 31 of the following year (March 31 financial closing)
		Principal Financial References Bank	Sumitomo Mitsui Banking Corporation, MUFG Bank, Ltd., Resona Bank, Limited, Sumitomo Mitsui Trust Bank, Limited

YUASA TRADING by Numbers



Net Sales by Segment



YUASA TRADING Corporate History 2026

The history of YUASA TRADING ("the Company") dates to 1666, when Ietsuna Tokugawa, the fourth shōgun of the Tokugawa dynasty. The Company started business 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, which 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 taken on the challenge of creating innovation as a pioneer in the industry.

2021

Formulation of Sustainability Declaration



2026

360th Anniversary of the Founding

2009

Challenge to Social Issue Business

With the aim of contributing to the global environment through our business, the company started an environmental and energy-saving business. In 2013, the company became the first in the industry to launch a full-scale resilience business (disaster prevention and mitigation, business continuity planning [BCP]). Both businesses have now grown to have net sales of more than 30 billion yen.



2025

We Held the first Overseas Exhibition in Thailand



1919

Establishment of Yuasa Shichizaemon Shoten

As a result of the Meiji Restoration, people were allowed to have Western-style haircuts, which created demand for hair clippers, Rasha cutting scissors, and haircutting scissors. By quickly seizing this business opportunity, the company imported and sold this merchandise in Japan. In addition, the company took on the challenge of producing hardware products in Japan and succeeded in being the first to domestically produce hinges and frying pans.



2023

Kicking off Medium-Term Management Plan – Growing Together 2026

As the final stage toward the realization of YUASA VISION 360, the company have promoted the medium-term management plan Growing Together 2026, which covers the three-year period starting from April 2023.



Honesty and Trust | Enterprise and Innovation | Regard for the Individual
Corporate Philosophy
Outline of Growing Together 2026

2020

Becoming a "TSUNAGU" Service Integrated Shosha Group

Looking ahead to the 360th anniversary of our founding in 2026, the company published the long-term vision YUASA VISION 360, which aims to transform the business structure from selling products to selling services. In 2020, the company established the catchphrase, "TSUNAGU" Service Integrated Shosha Group, with the aim of solving social issues by creating "TSUNAGU" (connecting) innovation that demonstrates the Group's comprehensive strengths.



Service Integrated Shosha Group

1978

Starting as a System Trading Company for Machinery and Housing

The private exhibition, Grand Fair was sponsored and co-sponsored by the YUASA Yamazumi Shareholding Association, a network of the company sales partners, and the YUASA Tankyokai, a network of the company to become a system trading company for machinery and housing



1780

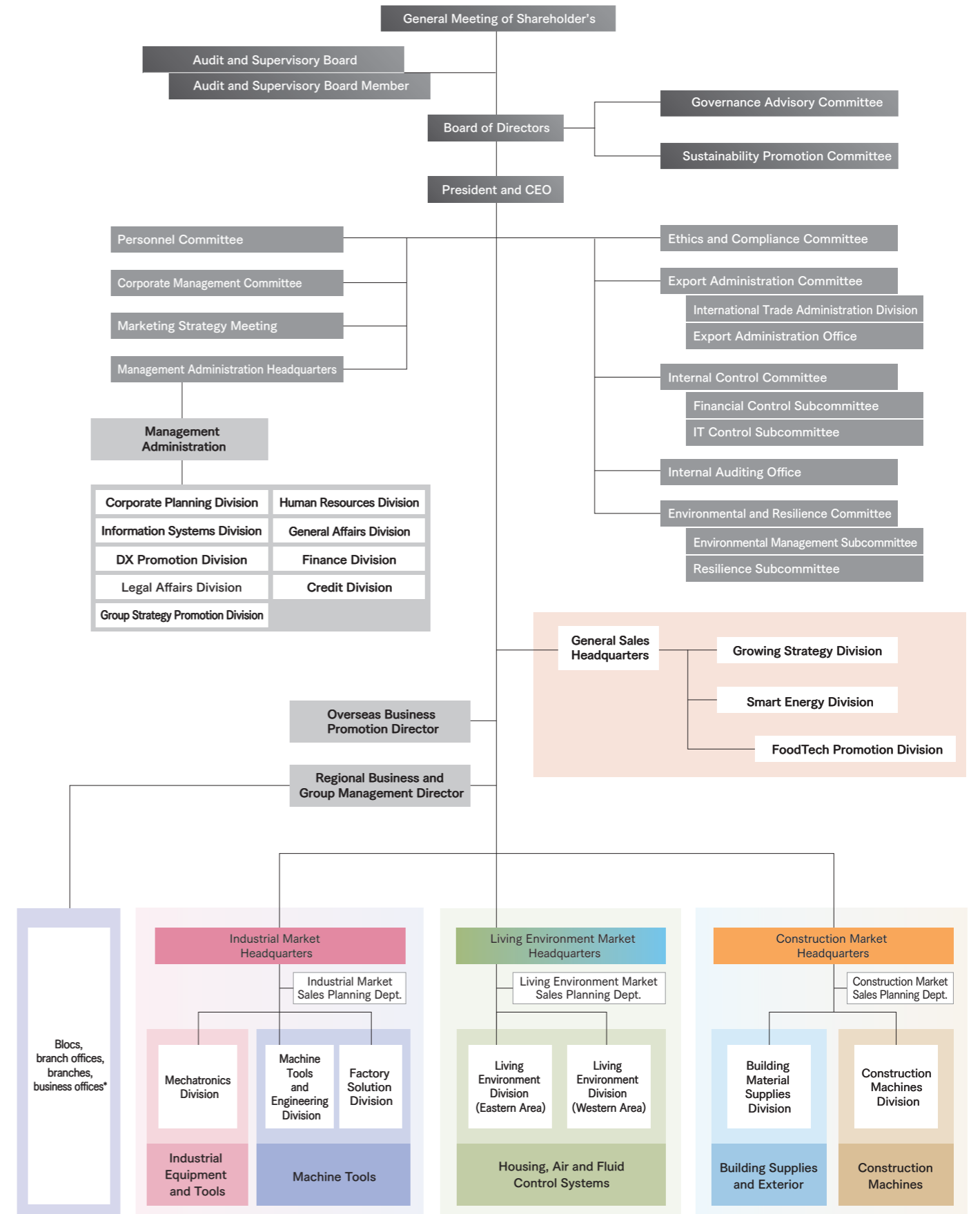
Birth of the Spirit of Service with Good Products

The sixth generation descendent of the founder, who demonstrated shrewd business acumen, stamped on the extremely sharp razors a mark saying, "Sumiya" offers no guarantee" (meaning no quality assurance), and distributed them to post towns along the Tokaido Road. When people used them, they were surprised by how smooth and sharp they cut, spreading the good reputation of how smooth and the razors guaranteed by Sumiya would cut, resulting in the name of Sumiya becoming known nationwide.



*Sumiya was the name of the Company in the Edo era.

Organization



For more information on the organizational chart, please see our website.



* For more information on branch offices, branches and business offices, please refer to page 14.

Introduction of Division

We introduce each of the business units that are involved in the Group's core businesses related to manufacturing, home building, environment building, and town building.

Industrial Market Headquarters

Industrial Equipment and Tools Division

In the Industrial Equipment and Tools Business Unit, by using our proprietary information technology (IT) systems and nationwide supply chain network, we can rapidly supply cutting tools, control and measuring equipment, and material handling equipment, all of which are indispensable to support Japan's monozukuri (manufacturing) craftsmanship. In addition, with our industry-leading product lineup and consulting expertise, we propose not only individual products but also a one-stop solution for the entire production line. Focusing on energy and operational improvements, we help realize a highly efficient, labor-saving, and sustainable production environment.

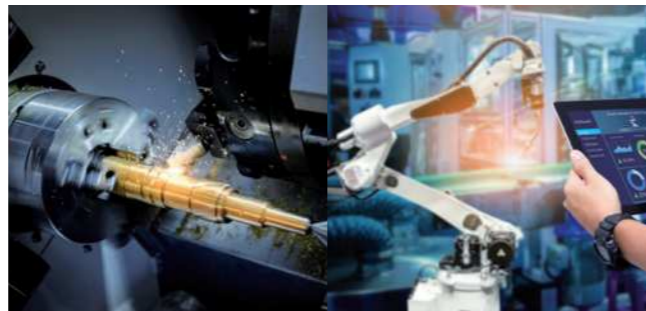


Related Group Companies

- Kokko Co., Ltd.
- Nakagawa Kinzoku Co., Ltd.

Machine Tools Division

In the Machine Tools Business Unit, we propose the customization of machine tools that precisely meet customer needs, as well as a solution that enables the optimal operation of production lines. In addition, we optimize the layout of new and existing facilities / equipment and build an optimal production system that ensures high efficiency and labor-saving in collaboration with the Group Companies, engineering capabilities. With our global network, trading business expertise, and support system linking Japan and overseas countries, we support the delivery of products to our customers' overseas factories.



Related Group Companies

- Yuasa Neotec Co., Ltd.
- Your Technica Co., Ltd.
- Robot Engineering Co., Ltd.
- Overseas Group Companies (See page 14)

Construction Market Headquarters

Building Supplies and Exterior Division

In the Building Supplies and Exterior Business Unit, we handle all construction materials related to town building, including construction materials for building structures (such as buildings, commercial facilities, and condominiums), landscaping and civil engineering materials for public infrastructure (such as roads, bridges, and parks), and exterior materials for installation on the exterior of single-family houses, condominiums, and other buildings. In addition, we support the realization of a resilient society by offering a wide range of products that are designed to protect people's lives and their livelihoods from natural disasters that have occurred frequently in recent years, such as floods and earthquakes.



Construction Machines Division

In the Construction Machines Business Unit, we can propose solutions tailored to customer needs through a wide range of domestic and international products, from construction and road-paving machinery to peripheral materials necessary for civil engineering and architectural construction. Alongside this, we develop original products that leverage IoT and AI to address societal challenges like the recent labor shortages at construction sites and measures against global warming, and we also propose disaster countermeasures to local governments and medical facilities. Also, we conduct auctions of used construction machines through our YUMAC business, where we sell high-quality used Japanese construction machines globally.



Related Group Companies

- Yuasa Macros Co., Ltd.
- Fuji Quality House Co., Ltd.
- Maruken Service Co., Ltd.
- Line-up Co., Ltd.

Living Environment Market Headquarters

Housing, Air, and Fluidic Control Systems Division

In the Housing, Air, and Fluidic Control Systems Business Unit, we make proposals for equipment improvements in a wide range of fields that range from housing equipment (such as kitchens and bathrooms), piping products (such as pumps and valves), and HVAC (heating, ventilation, and air conditioning) systems for buildings and commercial facilities to utility equipment for factories. In addition to solar power generation equipment for single-family houses, we support our customers in achieving carbon neutrality in nonresidential buildings as well by utilizing energy-creating and/or energy-saving equipment. In collaboration with the Group Companies specializing in construction, we offer integrated technologies and services, ranging from proposal to sales, construction, management, and maintenance.



Related Group Companies

- Fushiman Shoji Co., Ltd.
- Maruboshi Co., Ltd.
- Yuko Corporation
- Yuasa Quobis Co., Ltd.

- Urayasu Kogyo Co., Ltd.
- Yuasa Engineering Solution(THAILAND) Co., Ltd.
- Sanei Co., Ltd.

Other (Energy, Consumer Products, and Timber) Division

Yuasa Nenryo, the Group's energy division, which is primarily an operator of gas stations, has now expanded its services to include vehicle maintenance and other services. Yuasa Lumber, which is an importer and seller of wood products from around the world, has expanded into selling domestic lumber. Yuasa Primus, which is a wholesaler of home appliances to home centers and home appliance retailers, now sells products at its online store, Yuasa Primus.com. Yuasa System Solutions runs its business in a wide range of fields, including providing total support for information systems. Additionally, the company provides consulting on AI utilization strategies through a capital and business partnership with connectome.design Co., Ltd.



Related Group Companies

- Yuasa Lumber Co., Ltd.
- Yuasa Primus Co., Ltd.
- Yuasa Nenryo Co., Ltd.
- Yuasa System Solutions Co., Ltd.

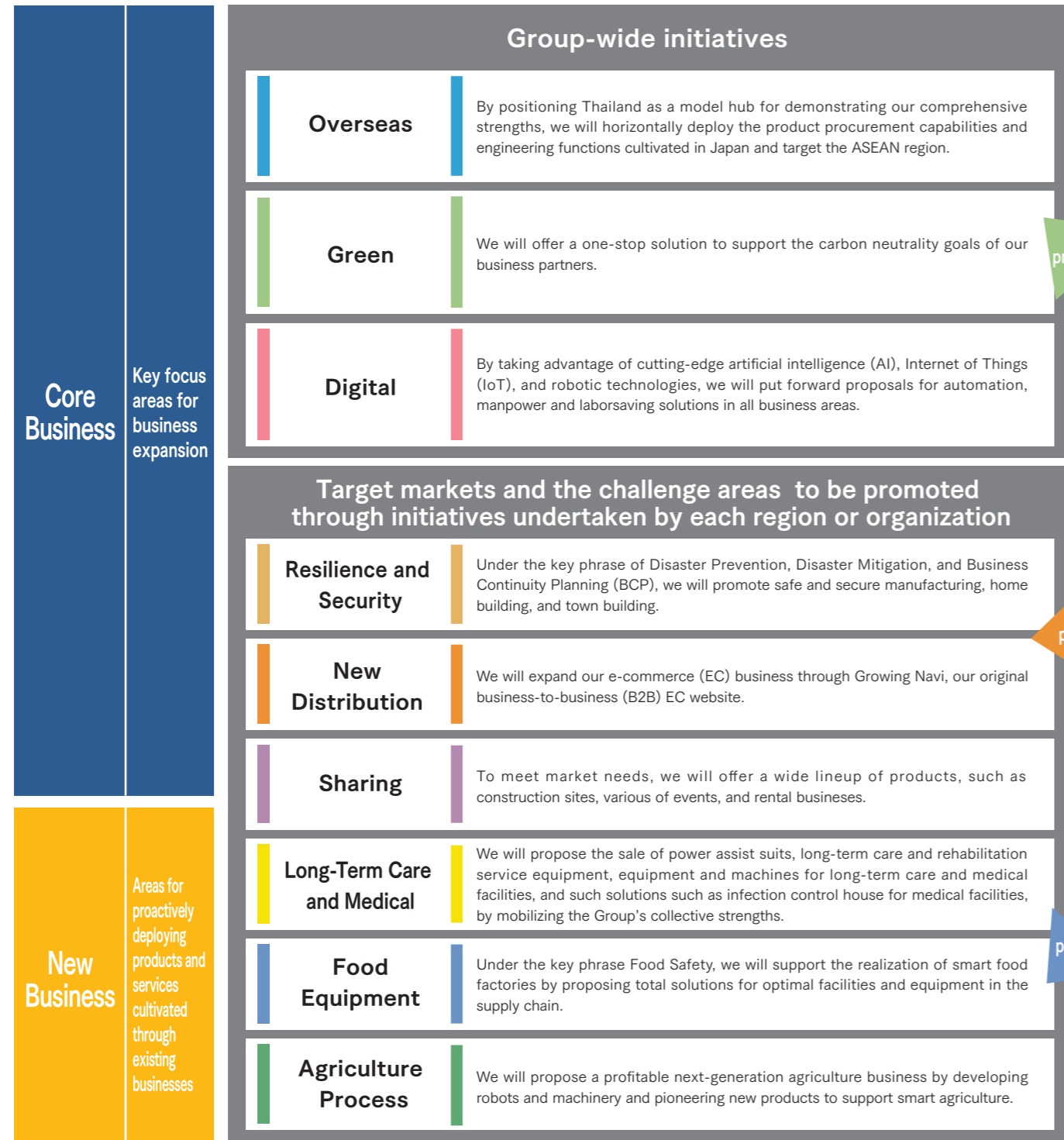
- Chubu IBI Co., Ltd.
- connectome.design Co., Ltd. (equity method affiliate)
- Yuasa Business Support Co., Ltd.

(As of the end of May 2025)

Growth Strategy

By deploying the strengths (i.e., our products and solutions) that we have cultivated through our businesses over the years, we aim to further expand existing businesses and develop new businesses through the cultivation of new markets.

Nine Areas of Growth Strategy



The overseas, green, and digital areas are where further market growth is expected, and we will further expand these business areas through Group-wide, cross-functional initiatives. The other six areas are positioned as target markets and challenge areas for promotion through initiatives undertaken by each region or organization. Among these six areas, long-term care and medical care, food equipment, and the agriculture process are indispensable areas for people's lives and their livelihoods. We will focus on growing these areas as the Company's new markets.

Organization for Promoting Growth Strategy

We introduce the three business units that are responsible for promoting our growth strategy cross-functionally across the organization, including Group companies.



Growing Strategy Division

The Growing Strategy Division comprises the New Business Development Division

YES (YUASA Environment Solution) Division

Resilience and Security Office and Integrated Engineering Office

As an organization for promoting the Company's growth strategy, the Growing Strategy Division implements and supports the planning of strategies and the sharing of information cross-functionally across the organization. The Integrated Engineering Office, which is staffed with many qualified personnel in construction and construction work, plays a leading role as the technical group in the Group's engineering functions.



Smart Energy Division

Smart Energy Department

This department promotes new energy-related businesses, including solar power generation.



New Distribution Business Department

This department offers a wealth of products and services to customers who deploy e-commerce business cross-functionally.

FoodTech Promotion Division

In order to address the issues faced by food factories, we will propose total solutions that range from equipment and machines for food production to factory logistics and air conditioning systems by utilizing the Group's comprehensive strength. We will also promote our proprietary solutions that realize "TSUNAGU" (connecting) innovation.



Medium-Term Management Plan "Growing Together 2026"

As the third stage towards the realization of YUASA VISION 360, which looks ahead to the 360th anniversary of the founding in 2026, the Group has been promoting the medium-term management plan Growing Together 2026, which covers the three-year period starting from April 2023. In this medium-term management plan, we aim to transform the business model and create new value as a "TSUNAGU" Service Integrated Shosha Group through "TSUNAGU" innovation.

For more information on our medium-term management plan Growing Together 2026, please visit the Company's website.





For more information on TSUNAGU Solutions, please visit Yuasa Trading's website.

The Group's four business domains of manufacturing, home building, environment building, and town building include a variety of social issues. By grasping the needs of the market and connecting everything, including things to things, things to information, and things to technology and people, we aim to create added value and create "TSUNAGU" (connecting) innovations to address social issues.

AI × Visual Inspection Digital

F[ai]ND OUT EX • EXW

The system facilitates the automation of visual inspections that have been conducted visually and manually at the manufacturing sites. The system simultaneously takes photos of both sides of the products and instantly detects defects using AI, such as foreign matter contamination and damage. In addition, since the system adopted an AI function to detect nondefective items, it can easily be adjusted to determine new kinds. This is an automatic inspection system that even small and medium-sized companies can introduce, which will realize greater efficiency and quality improvement in the inspection process, which is essential to manufacturing.



Landscape Materials × Bustle of the Town Green

Participation in Creating Walkable Cities

The Creating Walkable Cities initiative promoted by the Ministry of Land, Infrastructure, Transport and Tourism is trying to restructure the streets into human-centered spaces to create places where people can gather, rest, and engage in a diverse range of activities. To contribute to the Creating Walkable Cities initiative, we make proposals by using our network of business partners and totally coordinating products for active use in different fields and spaces for relaxation, creation of exciting activities, and safety measures. (Proposal examples: Pergolas as the countermeasure for heatstroke, decks and benches where people can take a break, parasols and furniture that are beautiful, and guard fences as products for safety measures)



Pre-fabricated House Units × Disasters/Medical Services in Remote Areas Long-Term Care and Medical

Pre-fabricated units for Medical Services

To improve medical services in remote areas and remote islands with poor traffic accessibility, we developed movable pre-fabricated units for medical services. In the demonstration experiment conducted in Kamigoto Town in Nagasaki, we packaged ultrasonic diagnostic equipment, a variety of medical facilities, an examination room with a CT device, which is advanced medical equipment, in a pre-fabricated unit as a mobile hospital. By using a communication satellite system, we realized advanced remote medical care. In the 2024 Noto Peninsula earthquake, we provided pre-fabricated units with medical services to be used for hospital beds and as a replacement for clinics and medical offices having difficulty conducting medical examinations because of the disaster.



The 2024 Problem × Logistics Automation A utility model has been registered Digital

Twin Pick, an Automated Transportation System for Picking

We developed a system that simultaneously controls two robots—the automated transportation robot for high racks and the automated transportation robot for low racks—and acquired the utility model patent as Japan's first case. The system does not require the assembly of extensive conveyor lines, can be installed in small spaces, and simultaneously saves labor and significantly improves storage efficiency up to ceiling height.



Social Infrastructure × Flood Sensors Patented Resilience and Security

Kizukimirai Series

Kizukimirai bollards use bollards (car stop) as a measure to control flooding caused by typhoons or heavy rains and quickly detect flooding in nearby dangerous areas, such as low-lying roads, and then automatically notify administrators by e-mail of the situation. By mounting a flood sensor on a bollard that has been established as part of the social infrastructure, it will be possible to quickly build a precise, wide area flood monitoring network. These bollards have been introduced in local municipalities in 16 locations. In addition, we offer a number of products, such as the Kizukimirai signal.



Idle Land Utilization × Garage Golf Digital

Garage Golf

As a solution for the effective use of idle land, we developed Garage Golf, which requires a space that can park two or more cars. Garage Golf, which combines the Garage Series, a product of Inaba Seisakusho Co., Ltd., with a simulated golf facility, is fully equipped with heating, ventilating, and air-conditioning (HVAC) systems. In addition, we installed a facial recognition entry system so that the need for the management and storage of keys has been eliminated. The construction of Garage Golf can be completed within 1.5 months of commencement to meet the needs of people who want to enjoy golf quickly and conveniently. It can also be used as part of a health management plan or as part of a welfare and wellness program.



Carbon Neutrality × Solution Green

A One-Stop Solution by the YES Division

The YES Division of Yuasa Trading offers a one-stop solution that ranges from assessing current CO₂ emissions to establishing the reduction targets and plan and introducing the actual equipment. Division personnel with the expertise and appropriate national qualifications will respond to provide support for applications for subsidies as well as support for energy saving. The division has numerous records of achievement in the Joint Crediting Mechanism (JCM) for the overseas manufacturing industry and contributes to carbon neutrality.



The Manufacturing Industry × Smart Factory Transformation Digital

Resolution of an Issue in Processing Brittle Materials

Using working fluid containing microfine bubbles can extend the useful service life and improve the processing efficiency of machines and tools. Yuasa developed a system to stably process ceramic, quartz glass, and silicon parts, which are essential for semiconductors, by connecting a microfine bubble generator to a microfiltration device and a high-precision acoustic emission (AE) sensor to a machine tool.



Promotion of Sustainability

In order to further advance the management foundation that has been passed down for more than 350 years, we will continue to actively contribute to the construction of a sustainable society through the Sustainability Declaration (formulated in October 2021) based on our corporate philosophy.

Sustainability Declaration

1

Harmony with the Global Environment

We aim to be carbon neutral across the entire YUASA TRADING Group by FY2030. We will also focus on creating a relationship of mutual benefits, respond to climate change, and strive to reduce our environmental impact across the entire supply chain.

2

Business Activities for Service with Good Products

Based on the mindset of “service with good products” that has been passed down from the founding of the company, we conduct fair, honest, and reliable commercial transactions as well as promoting the creation of a safe, secure, and rich society with our stakeholders as a “TSUNAGU” Service Integrated Shosha Group.

3

Management that Respects Humanity

We operate diversity management that respects the individuality and human rights of employees. We will develop as a corporate group where each employee can feel their work is meaningful and that they are able to grow.

The Group's Initiatives

In accordance with the Sustainability Declaration, we will contribute to a sustainable society in terms of both our business and the Group.

For more information, please visit the Company's website.



Response to Climate Change

Our group aims for carbon neutrality by FY 2030, promotes green business, and puts effort into reducing the environmental burdens throughout the entire supply chain.

As initiatives toward the achievement of carbon neutrality, we proceed with the introduction of the self-consumption photovoltaic power generation equipment and the switching of business vehicles to eco-cars.

In our green business, we support the promotion of carbon neutrality by business partners, including overseas partners, based on the expertise on environmental solutions that we have cultivated.



Photovoltaic power generation equipment installed on the roof of the new building of Yuasa Trading (Thailand) Co., Ltd., our group company

Social Contribution Activities

Toward the resolution of the various social challenges, such as support for recovery and rebuilding from natural disasters and environmental conservation (see the section on the right), we engage in social contribution activities. In addition to interactions with local people and the support provided through donations and relief donations, we also provide support through our businesses. In addition, with a view to sports promotion through the support of young athletes who represent the future of sports, we support the activities of two professional golfers.

For more information, please visit the Company's website.



Environmental Conservation Activity in Malaysia

In collaboration with the Japan-Malaysia Association, which is a public interest incorporated association, we sponsor the YUASA Trading Forest Project, which is an environmental conservation activity promoting the regeneration of mangrove forests. In addition to the raising of about 5,000 seedlings and the planting of trees every year, we implement an education program for elementary school students in our area of activity, such as sending study support goods.



NETWORK

Domestic

YUASA TRADING has a total of 32 local offices in Japan: 8 branch offices, 13 branches, and 11 business offices. By connecting things to services and products to systems, we are fully fulfilling the function of proposing proprietary solutions.

- | | | |
|-------------------------------------|-------------------------------|-------------------------------|
| □ Head Office / Kanto Branch Office | ■ Koriyama Branch Office | ● Matsumoto Business Office |
| □ Hokkaido Branch Office | ■ Niigata Branch Office | ● Takasaki Business Office |
| □ Tohoku Branch Office | ■ Nagano Branch Office | ● Utsunomiya Business Office |
| □ Kita-Kanto Branch Office | ■ Higashi-Kanto Branch Office | ● Nishi-Kanto Business Office |
| □ Chubu Branch Office | ■ Yokohama Branch Office | ● Hamamatsu Business Office |
| □ Kansai Branch Office | ■ Shizuoka Branch Office | ● Kanazawa Business Office |
| □ Chugoku Branch Office | ■ Okazaki Branch Office | ● Kobe Business Office |
| □ Kyushu Branch Office | ■ Hokuriku Branch Office | ● Matsuyama Business Office |
| | ■ Kyoto Branch Office | ● Yonago Business Office |
| | ■ Himeji Branch Office | ● Kyushu Central Sales Office |
| | ■ Okayama Branch Office | ● Kagoshima Business Office |
| | ■ Shikoku Branch Office | |
| | ■ Okinawa Business Office | |

For more information, please visit the Company's website.



Domestic Network

Overseas

The YUASA TRADING Group's overseas network consists of 32 local offices in 11 countries. We offer new value by demonstrating product strengths and fulfilling the function of proposing solutions in overseas markets, both of which have been cultivated in Japan over the years.

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| <p>● China</p> <ul style="list-style-type: none"> • YUASA TRADING (SHANGHAI) CO.,LTD.
[Head office] SHANGHAI
[Branch office] DALIAN/SUZHOU/GUANGZHOU | <p>● Singapore</p> <ul style="list-style-type: none"> • HENKO (S) PTE.LTD.
• HENKO MACHINE TOOLS PTE.LTD.
[Head office] SINGAPORE |
| <p>● Taiwan</p> <ul style="list-style-type: none"> • YUASA TRADING (TAIWAN) CO.,LTD.
[Head office] TAIPEI [Branch office] TAICHUNG | <p>● Indonesia</p> <ul style="list-style-type: none"> • PT. YUASA SHOJI INDONESIA
[Head office] CIKARANG |
| <p>● Thailand</p> <ul style="list-style-type: none"> • YUASA TRADING (THAILAND) CO.,LTD.
[Head office] BANGKOK [Branch office] SRIRACHA • YUASA ENGINEERING SOLUTION(THAILAND)CO.,LTD.
[Head office] BANGKOK • HENKO TECHNOLOGIES (THAILAND) CO., LTD.
[Head office] PATHUM THANI | <p>● Philippines</p> <ul style="list-style-type: none"> • YUASA TRADING (PHILIPPINES) INC.
[Head office] MANILA |
| <p>● Malaysia</p> <ul style="list-style-type: none"> • YUASA MECHATRONICS (M) SDN. BHD. • NICHIMA SEIKO REMANUFACTURING (M) SDN. BHD.
[Head office] KUALA LUMPUR • BME INDUSTRIES (M) SDN.BHD.
[Head office] PENANG [Branch Office] KUALA LUMPUR • BME TECHNICS SDN.BHD.
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[Head office] HO CHI MINH CITY [Branch office] HANOI/DANANG |
| | <p>● India</p> <ul style="list-style-type: none"> • YUASA TRADING INDIA PRIVATE LIMITED
[Head office] GURGAON [Branch office] BANGALORE/Pune/Chennai |
| | <p>● The United States</p> <ul style="list-style-type: none"> • YUASA-YI, INC.
[Head office] CHICAGO
[Branch office] CINCINNATI/SOUTH CAROLINA/NEW ENGLAND |
| | <p>● Mexico</p> <ul style="list-style-type: none"> • YUASA SHOJI MEXICO. S.A. DE C.V.
[Head office] LEON |

(As of the end of May 2025)