PROACTIVE YAMAZEN 2027

YAMAZEN CORPORATION

FY2025 Q3

Financial Results Briefing

March 10, 2026

Securities Code: 8051 (Prime)

YAMAZEN CORPORATION

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Please click here for the supplementary materials regarding the Q3 financial results.

- As the figures in this document are rounded down to the nearest million yen, the breakdowns may not match the totals. The percentage changes are rounded off to the first decimal place.
- Unless otherwise specified, 'Full-Year Earnings Forecast' refers to the figures announced on October 15, 2025.
- The plans, future prospects, strategies and other information in this document that do not relate to past or present facts are forecasts of future performance and are based on the judgments and assumptions derived from information currently available to the Company’s management. Therefore, actual results may differ significantly due to uncertainties, economic conditions, and other risk factors. Furthermore, this document is not intended to solicit investment. Please make investment decisions at your own discretion.

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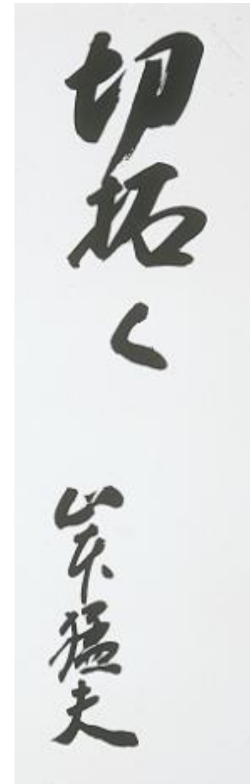
Management Philosophy



Management of Fostering Personnel

To make active use of personnel, and to foster independent and virtuous employees

Management of Breaking Through

To challenge, innovate and create

Management of Trust

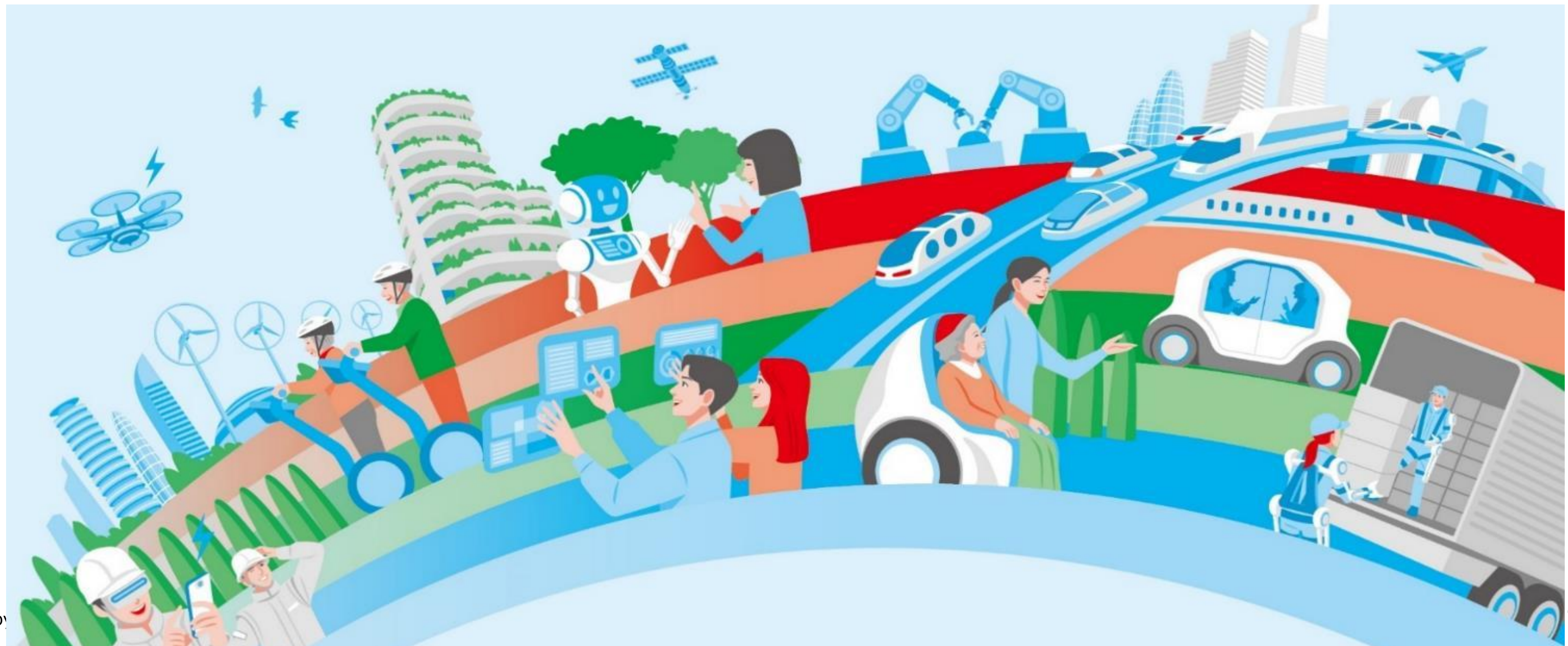
To respond to the needs and expectations of society and contribute to them

Founder Takeo Yamamoto

Founded Yamazen Tool Manufacturing & Sales Co., Ltd. in May 1947. Expanded the company's business domain from machinery tools to machine tools, housing equipment, and home products. The company's rapid growth through unique management attracted attention and became the model for the novel Doterai Yatsu. He died in 1991 (aged 70).

Leading worldwide manufacturing and enriched lives

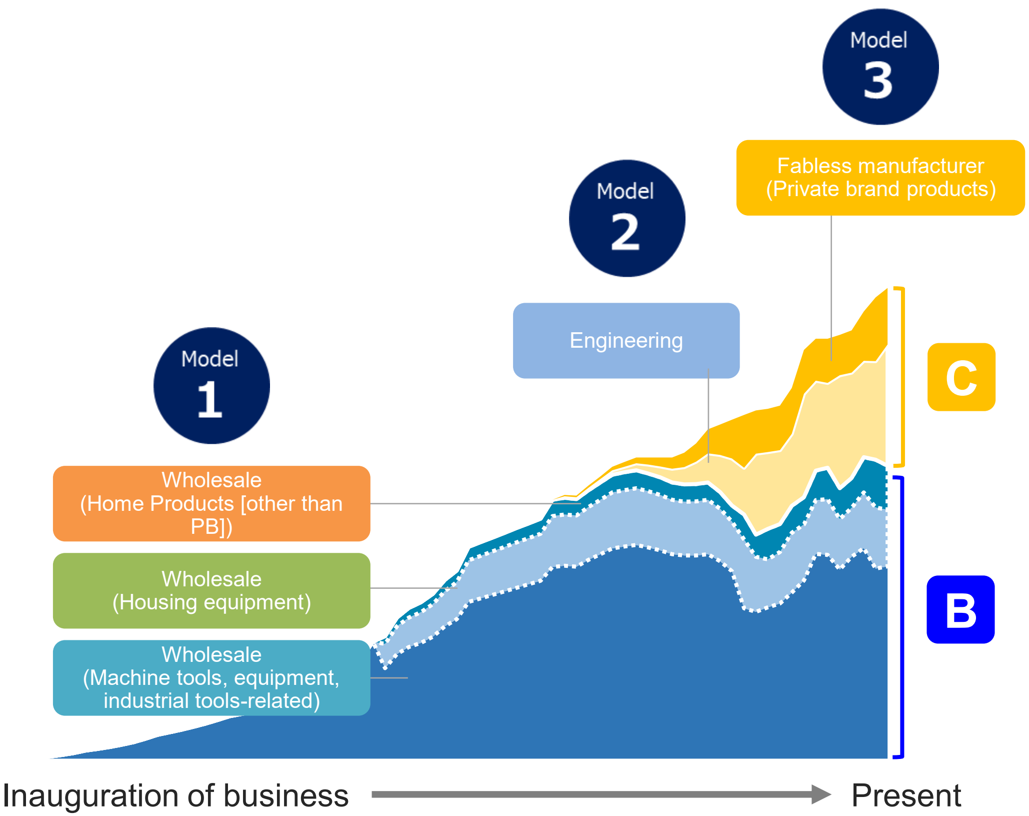
Yamazen has continually been a contributor to society, satisfying numerous user expectations in the two domains of Production Equipment that support manufacturing, and Consumer Goods that enrich everyday living. Moving forward, we will create new value by exceeding and integrating these two boundaries to lead worldwide manufacturing and enriched lives.



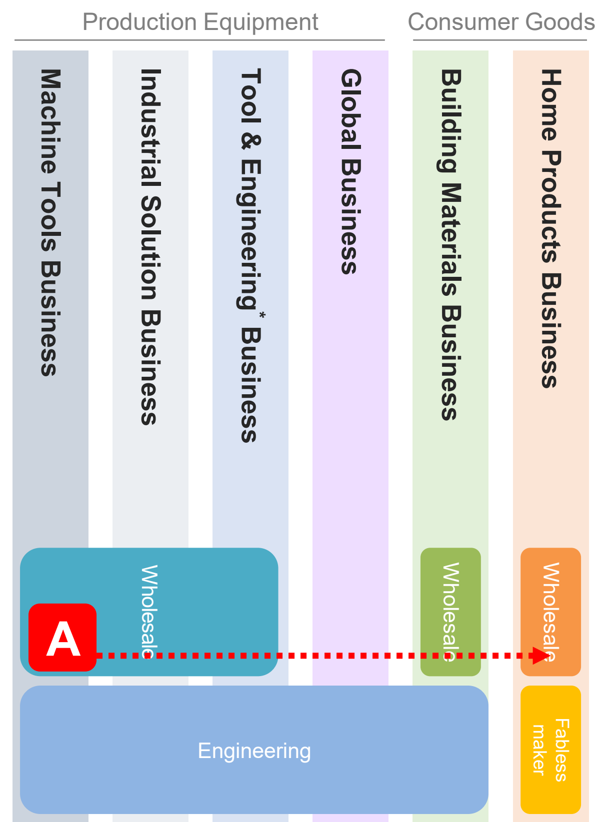
Business Models and Business Domains

- Founded as a wholesaler of industrial tools (production equipment), we have expanded our business to include the machine tools, industrial machinery, and housing-related domains **A**
- Our continuous transactions with many distributors have allowed us to establish a stable revenue base through business models likened to recurring revenue **B**
- We have expanded our business domains and scale by adding on such functions as engineering and fabless manufacturer in line with the items handled by each business division
- We have stabilized our business by linking our add-on business to stable and continuous transactions **C**

Business operation of YAMAZEN (schematic diagram)

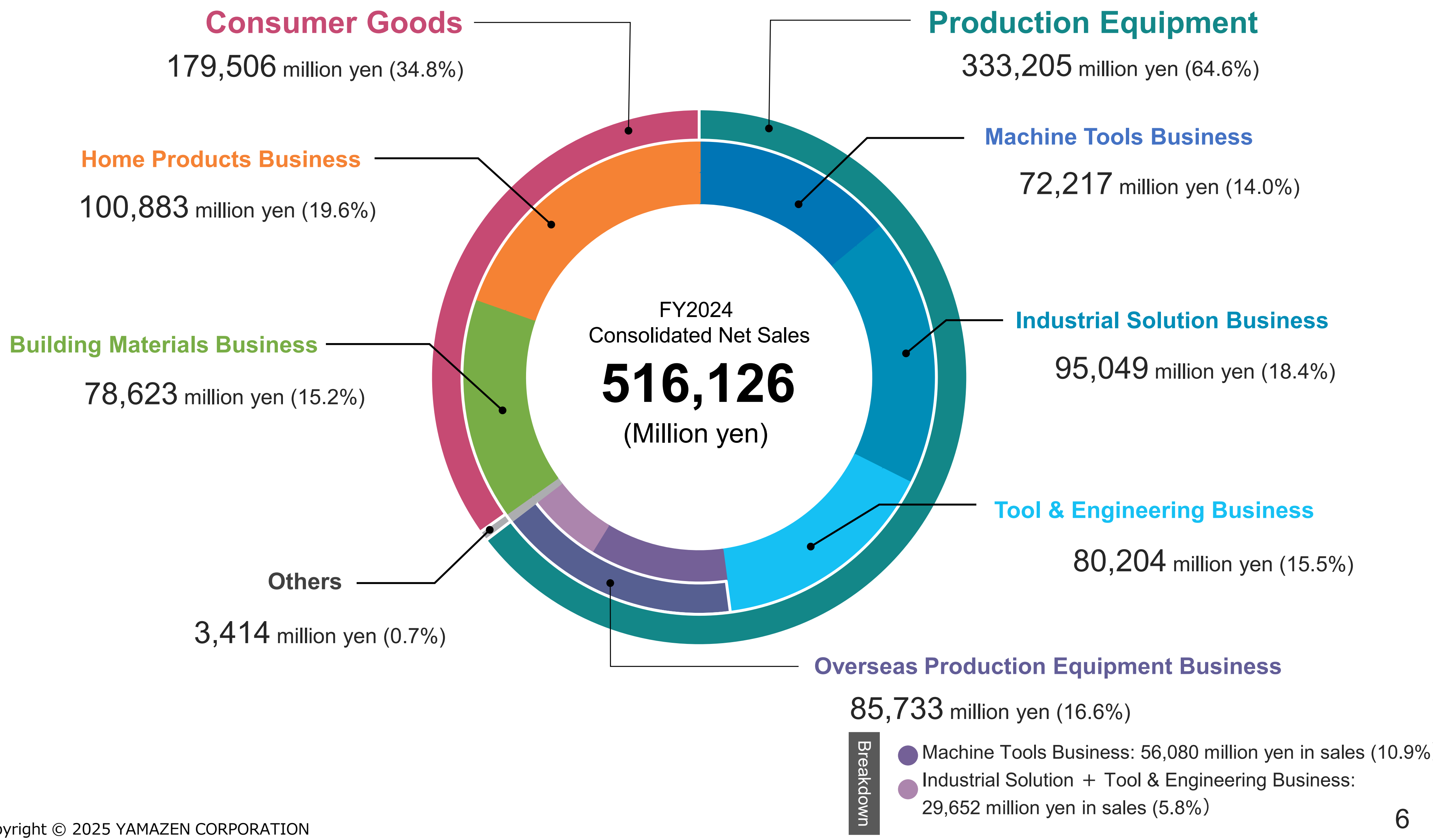


Relationship Between Business Models and Business Organizations

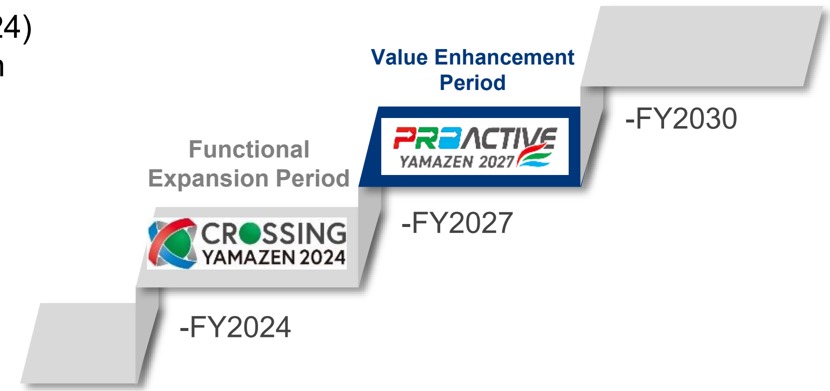


*Some of the following is abbreviated as “T&E”
*In the following pages, the word "Business" may be omitted.

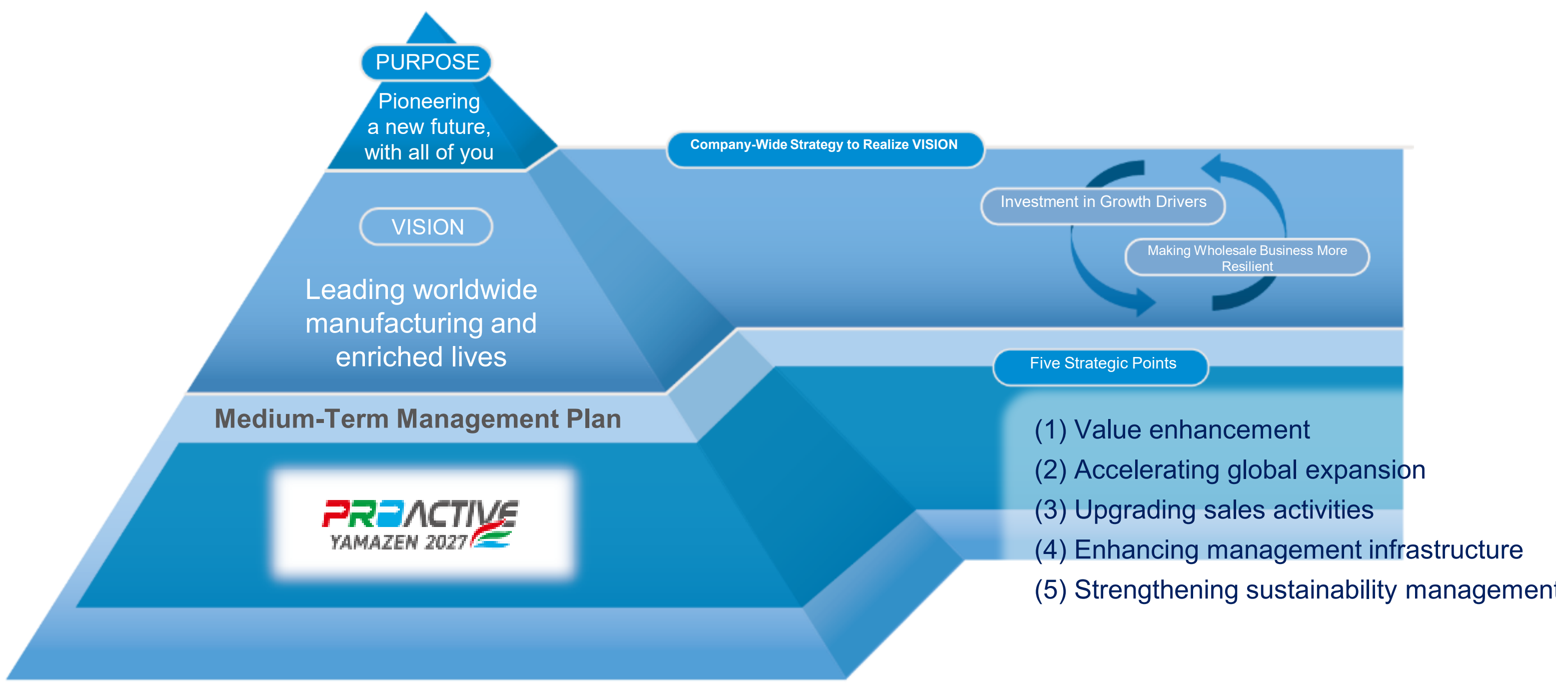
Net Sales Composition by Business (FY2024 Result)



- The previous medium-term management plan (FY2022–FY2024) was positioned as a “Functional Expansion Period.” Building on this foundation, the company has launched a new three-year medium-term management plan, “PROACTIVE YAMAZEN 2027,” starting this fiscal year, which is positioned as a “Value Enhancement Period.”



The Overall Framework of Strategies and Initiatives to Realize the 2030 Corporate Vision



Medium-term Management Plan: Sales/Profits/Management Indicators

■ Sales/Profits

(Million yen)

	FY2024 Results	FY2025 Forecasts	Vs. FY2024 Results	FY2027 Forecasts	Vs. FY2024 Results
Net sales	516,126	530,000	+2.7%	600,000	+16.3%
Operating profit	9,535	10,000	+4.9%	16,000	+67.8%
Ordinary profit	10,018	10,000	-0.2%	16,000	+59.7%
Profit attributable to owners of parent	7,845	7,150	-8.9%	11,000	+40.2%

■ Management Indicators

(Million yen)

	FY2024 Results	FY2025 Forecasts	Vs. FY2024 Results	FY2027 Forecasts	Vs. FY2024 Results
Return on Equity (ROE)	6.1%	5.5%	-0.6pt	8.0%	+1.9pt
Basic operating cash flow	8,341	11,000	+31.9%	14,000	+67.8%
Shareholders' equity ratio	43.3%	40~45%	-	40~45%	-

*Basic operating cash flow is calculated by deducting changes in working capital from operating cash flow.

Medium-term Management Plan: Sales and Profits by Segment

(Million yen)

		Net sales					Segment profit (based on disclosed segments, bottom row is operating profit margin)				
		FY2024 Results	FY2025 Full-year Forecasts		FY2027 Full-year Forecasts		FY2024 Results	FY2025 Full-year Forecasts		FY2027 Full-year Forecasts	
				Vs. FY2024 Results		Vs. FY2024 Results			Vs. FY2024 Results		Vs. FY2024 Results
Production Equipment	Machine Tools	72,217	70,000	-3.1%	80,000	+10.8%					
	IS	95,049	99,000	+4.2%	110,000	+15.7%					
	T&E	80,204	81,000	+1.0%	90,000	+12.2%					
	Domestic total	247,471	250,000	+1.0%	280,000	+13.1%					
	Global	85,733	90,000	+5.0%	120,000	+40.0%					
	Total	333,205	340,000	+2.0%	400,000	+20.0%	8,291 *2.5%*	8,500 *2.5%*	+2.5% *+0.0pt*	13,500 *3.4%*	+62.8% *+0.9pt*
Consumer Goods	Building Materials	78,623	84,000	+6.8%	85,000	+8.1%	3,192 *4.1%*	3,400 *4.0%*	+6.5% *-0.0pt*	3,500 *4.1%*	+9.6% *+0.1pt*
	Home Products	100,883	102,000	+1.1%	115,000	+14.0%	4,449 *4.4%*	4,500 *4.4%*	+1.1% *+0.0pt*	5,800 *5.0%*	+30.4% *+0.6pt*
	Total	179,506	186,000	+3.6%	200,000	+11.4%	7,641 *4.3%*	7,900 *4.2%*	+3.4% *-0.0pt*	9,300 *4.7%*	+21.7% *+0.4pt*
Other		3,414	4,000	+17.1%	0	-	-6,396 -	-6,400 -	- -	-6,800 -	- -
Consolidated		516,126	530,000	+2.7%	600,000	+16.3%	9,535 *1.8%*	10,000 *1.9%*	+4.9% *+0.0pt*	16,000 *2.7%*	+67.8% *+0.8pt*

*IS = Industrial Solution, T&E = Tool & Engineering

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Summary of Q3 Financial Results

- Outline of Initiatives

  ✓ Domestic: While the automotive industry's appetite for capital investment is generally sluggish, accurately ascertain the needs for automation and labor-saving, and proactively develop the non-residential sector

  ✓ Global: Capture the demand for capital investment from domestic demand-oriented companies in China and capitalize on the trend of relocating production to ASEAN

- Financial Highlights

Net sales: 398.4 billion yen (+4.1% YoY), Operating profit: 8.4 billion yen (+40.2% YoY)

✓ Sales of production equipment and consumer goods were both strong

✓ By business segment, **sales increased in all businesses except the Machine Tools Business**

✓ Gross profit increased on the back of strong sales, while **SG&A expense growth was contained**.

✓ **Strong progress** has been made against the full-year forecasts, at 75.2% for net sales and 84.8% for operating profit

FY2025 Q3 Consolidated Profit and Loss Results

Net sales: 398,455 million yen, +4.1% YoY

- Demand for capital investment overseas increased.
- Demand for renewal of air conditioning and other housing equipment remains strong.

Gross profit: 60,924 million yen, +7.1% YoY

- Gross profit increased due to increased sales.

Operating profit: 8,479 million yen, +40.2% YoY

- Personnel expenses increased, while advertising expenses, mainly related to home products, also rose.
- SG&A expenses ratio slightly decreased (-0.1pt) due to a review of expenses.

Profit: 6,639 million yen, +16.6% YoY

attributable to owners of parent

- Gains on the sale of policy shareholdings decreased from the previous year, resulting in a reactionary decrease in extraordinary gain.

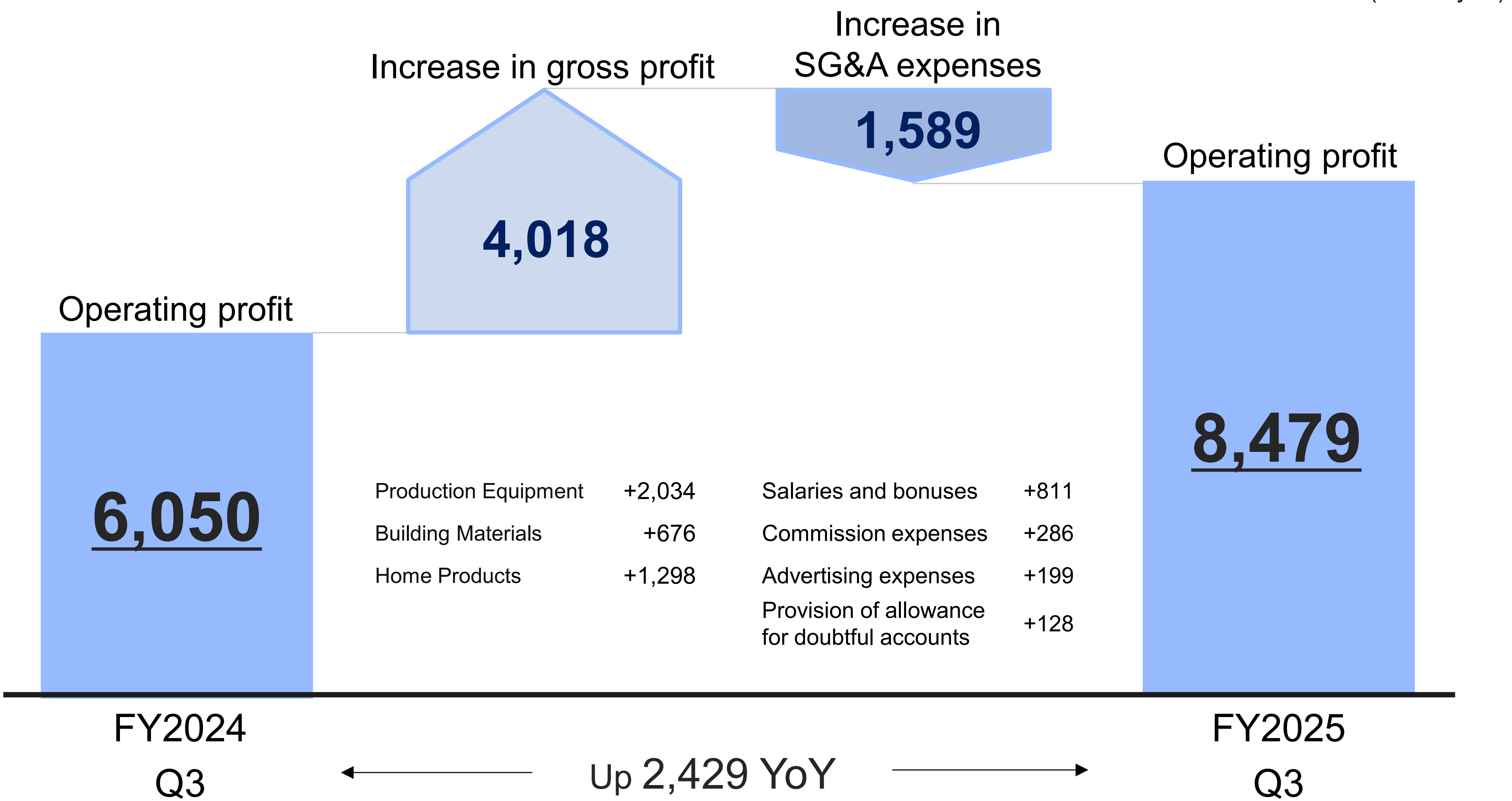
(Million yen)

	FY2024 Q3	FY2025 Q3	YoY	Full-year Forecasts	Achievement Rate
Net sales	382,579	**398,455**	+4.1%	**530,000**	**75.2%**
Gross profit	56,906	**60,924**	+7.1%	-	-
(Gross profit margin)	*14.9%*	***15.3%***	*+0.4pt*	-	-
SG&A expenses	50,856	**52,445**	+3.1%	-	-
Operating profit	6,050	**8,479**	+40.2%	**10,000**	**84.8%**
(Operating profit margin)	*1.6%*	***2.1%***	*+0.5pt*	***1.9%***	-
Non-operating profit/loss	414	**728**	+75.7%	-	-
Ordinary profit	6,464	**9,208**	+42.4%	**10,000**	**92.1%**
Extraordinary gain/loss	2,460	**1,191**	-51.6%	-	-
Profit attributable to owners of parent	5,692	**6,639**	+16.6%	**7,150**	**92.9%**

Factors for Changes in Operating Profit

- Gross profit increased on the back of strong sales.
- While personnel expenses, commission expenses, and advertising and promotion expenses—primarily related to home products— increased, we thoroughly reviewed and rationalized various operating expenses.

(Million yen)



External Environment

- The Group's performance is influenced mainly by capital investment in the Production Equipment segment and by personal consumption in the Consumer Goods segment.

External Environment in FY2025 Q3

External Environment			Business Segments Mainly Affected	Impact
Domestic		Capital investment appetite among small and midsize manufacturers—our end-users—remained weak	Machine Tools Tool & Engineering	☹
		High needs for automation and labor-saving solutions due to labor shortages	Industrial Solution	☺
		Continued willingness to invest in energy-saving equipment amid high energy prices	Industrial Solution	☺
		Replacement demand for housing equipment remained firm despite a downtrend in new housing starts	Building materials	☺
		Rising prices outpace wage increases, leading to continued frugality and selective purchasing trends for durable consumer goods.	Home Products	😐
Global	North America	Capital investment was restrained due to tariff burdens and high interest rates	Global	☹
	Taiwan	Capital investment among component machining users remained sluggish	Global	☹
	China	Equipment investment for EV and semiconductor industries was supported by various government policies	Global	☺
	ASEAN	Active equipment investment demand due to production transfers and relocation of manufacturing bases from other regions	Global	☺

FY2025 Q3 Net Sales by Business Division

- In the Production Equipment segment, the Industrial Solution Business, which is responding to the needs for automation, labor saving, and improving working environments, and the Overseas Business, which is capturing equipment demand in China and ASEAN, are performing well.
- In the Consumer Goods segment, sales growth was driven by the Building Materials Business, where demand for energy-saving renovations led to strong sales of air conditioning equipment.

(Million yen)

		FY2024 Q3	FY2025 Q3	YoY	Full-year Forecasts	Achievement Rate
Production Equipment	Machine Tools Business	51,870	**50,674**	-2.3%	70,000	72.4%
	Industrial Solution Business	69,798	**72,917**	+4.5%	99,000	73.7%
	Tool & Engineering Business	59,214	**59,680**	+0.8%	81,000	73.7%
	Global Business	61,437	**67,961**	+10.6%	90,000	75.5%
	Total	242,320	**251,234**	+3.7%	340,000	73.9%
Consumer Goods	Building Materials Business	58,160	**64,151**	+10.3%	84,000	76.4%
	Home Products Business	79,097	**79,967**	+1.1%	102,000	78.4%
	Total	137,257	**144,119**	+5.0%	186,000	77.5%
Other		3,000	**3,101**	+3.4%	4,000	77.5%
Total		382,579	**398,455**	+4.1%	530,000	75.2%

Domestic Production Equipment Business: Q3 Results

- In the Machine Tools Business, sales of machine tools to major auto parts processing manufacturers were slightly lower than the previous year.
- In the Industrial Solution Business, sales of equipment and machinery for responding to automation, labor-saving and improving the working environment remained strong.
- In the Tool & Engineering Business, although sales of consumables such as cutting tools were sluggish, sales of work supplies and small equipment were strong.

(Million yen)

	Net sales	FY2024 Q3	FY2025 Q3	YoY	Full-year Forecasts	Achievement Rate
Domestic Production Equipment	Machine Tools Business	51,870	**50,674**	-2.3%	70,000	72.4%
	Industrial Solution Business	69,798	**72,917**	+4.5%	99,000	73.7%
	Tool & Engineering Business	59,214	**59,680**	+0.8%	81,000	73.7%
	Total	180,883	**183,272**	+1.3%	250,000	73.3%

Enhancing Advanced Engineering as a Group of Technical Specialists

Participation in the Physical Data Generation Center project, enabling up to 50 humanoid robots to operate concurrently.

We signed a business partnership agreement with INSOL-HIGH Inc., which has developed an industrial platform specializing in the domain of humanoid robots.

We are participating in the consortium led by INSOL-HIGH to accelerate the social implementation of humanoid robots through the construction of a "Physical Data Generation Center".

Work movement data is collected and arranged and learning data is accumulated, which is shared amongst participating companies with the aim of supporting automation in manufacturing and logistics.

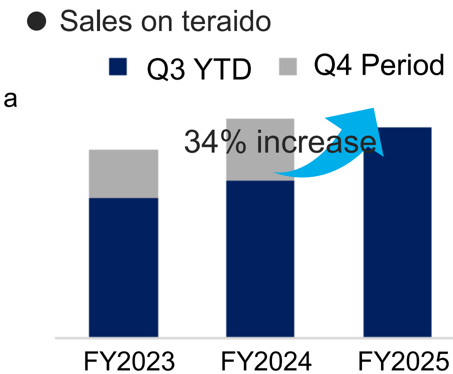
▲ Image of the Physical Data Generation Center

Improving both sales efficiency and customer satisfaction

Sales increased on "teraido," our comprehensive platform site for distributors

A lineup of over 2 million products from approximately 700 manufacturers, covering a wide range of consumables and ancillary equipment required at production sites.

Providing information on new products and subsidies, while supporting the operational efficiency of distributors.



Global Business: Q3 Results

- We captured demand from capital investment by domestic demand-oriented companies in China and new capital investment demand in ASEAN due to the transfer of production from other regions, resulted in performance growth YoY.
- In North America, capital investment in the manufacturing industry was sluggish overall, while in Taiwan, capital investment by parts processing users remained sluggish.

(Million yen)

	Net sales	FY2024 Q3	FY2025 Q3	YoY	Full-year Forecasts	Achievement Rate
Global (Overseas Production Equipment)	Global Business	61,437	**67,961**	+10.6%	90,000	75.5%

Expanding the business foundation

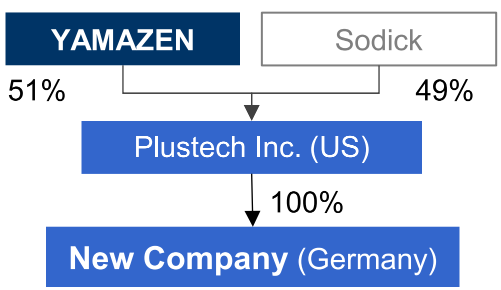
Developing markets and product offerings to accelerate global expansion

Planned effective acquisition of a machinery trading company in Malaysia (final agreement)

Planned acquisition of shares of a local cutting tools trading company in Indonesia (basic agreement)

For details, see p.20-24

We plan to establish in Germany a subsidiary of Plustech Inc., which was established in the United States in 2004 as a joint venture between our company and Sodick Plustech Co., Ltd. (now Sodick Co., Ltd.), and which will be a consolidated subsidiary of the Company.

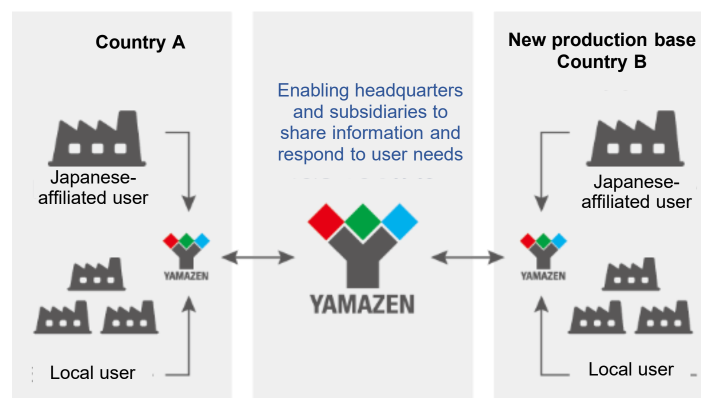


Geographic Expansion of Business Domains

Embracing the geographical shift in manufacturing bases as a business opportunity

Our overwhelming strength has been in our ability to cover multiple regions through our global network of bases in various countries and distributor rights with manufacturers in those countries.

Steadily brought cross-border projects to fruition and responded to the shift of manufacturing bases.



Building Materials Business: Q3 Results

- Sales of air conditioning equipment were strong on the back of demand for energy-saving renovations and sales of products such as water heaters that meet consumers' cost-saving needs also remained firm.
- We strengthened proposals for facility renovations that combine environmentally friendly materials and construction in the non-residential sector such as office buildings, which improved the profit margin

(Million yen)

	FY2024 Q3	FY2025 Q3	YoY	Full-year Forecasts	Achievement Rate
Net sales	58,160	**64,151**	+10.3%	84,000	76.4%
Segment profit	2,107	**2,398**	+13.8%	3,400	70.5%
Segment profit margin	3.6%	***3.7%***	*+0.1pt*	4.0%	-

Growth in sales for residential and non-residential, new and existing

Steadily increasing sales by focusing on the renovation business for both residential and non-residential

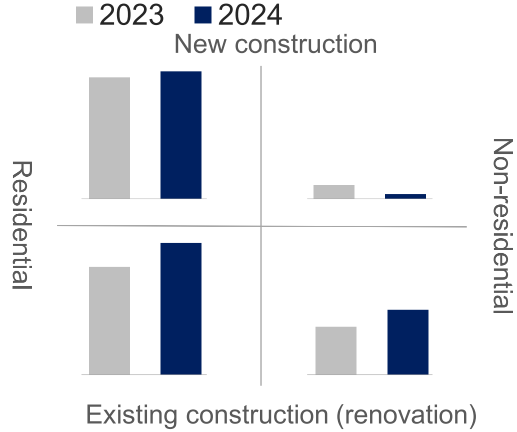
Demand for new housing is on a long-term downward trend.

Starting in April, it has become mandatory to meet energy-saving standards for all new housing construction. Strengthened proposals for high-value-added products.

Strengthened efforts for renovation projects, including the construction of public facilities, office buildings, factories, schools, and hospitals.

- Image of sales for each quadrant

(previous years' results)



Expansion of the Renovation Business

Established a specialized business promotion team for the mass retailer renovation business

Established a system that enables us to provide comprehensive support for “package renovations” at mass retailers of home appliances, home improvement centers, etc., ranging from planning to sales and construction.

Promoted sales through training and the sharing of sales know-how to mass retailers of home appliances.

▲Seminar for mass retailer sales staff

Home Products Business: Q3 Results

- Sales grew through expanding the product lineup and improving information dissemination of the YAMAZEN brand (private brand) through social and other media.
- Sales of workwear with built-in cooling fans and spot coolers were solid in the first half due to the extreme heat last summer, as were sales of humidifiers in Q3.
- Net sales and membership also grew steadily on Yamazen Bizcom, our own e-commerce site for corporations and sole proprietors, which is aimed at expanding our sales channels.

(Million yen)

	FY2024 Q3	FY2025 Q3	YoY	Full-year Forecasts	Achievement Rate
Net sales	79,097	**79,967**	+1.1%	102,000	78.4%
Segment profit	3,846	**4,321**	+12.4%	4,500	96.0%
Segment profit margin	4.9%	**5.4%**	+0.5pt	4.4%	-

Growth in sales of private brand products

YAMAZEN brand drives sales and profit despite declining purchase appetite for durable consumer goods

Efforts were made to quickly plan and develop private brand products that captured consumer needs and strengthened our lineup, and the YAMAZEN brand was popularized by disseminating information via social media and various other media.

Humidifier lineup was enhanced as a winter product

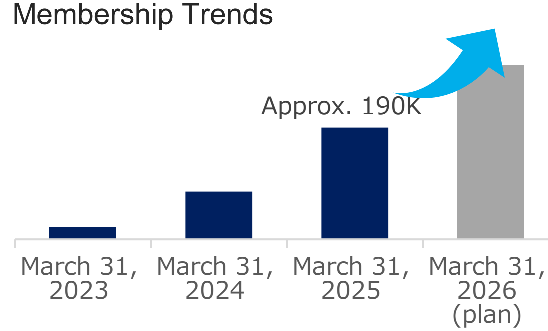
▲ Simple cubic design that does not look like a humidifier at first glance

Strengthened Yamazen Bizcom Membership

Sales and membership increased at Yamazen Bizcom, our own e-commerce site

Focused on expanding trade with sole proprietors, and sales and membership steadily grew as a result.

● Yamazen Bizcom Membership Trends



YAMAZEN

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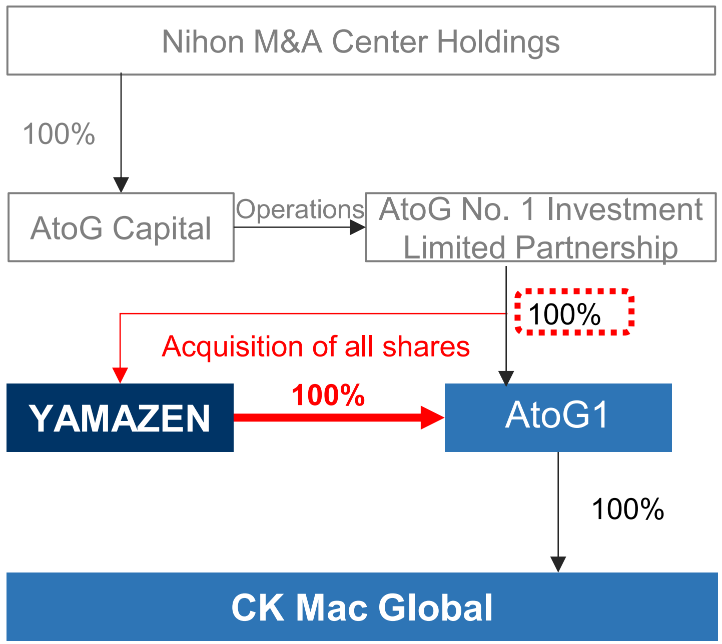
PROACTIVE YAMAZEN 2027

(1) Acquisition of shares of a local machinery trading company in Malaysia

- Acquisition of all shares in AtoG1, the parent company of CK Mac Global Sdn. Bhd. in Malaysia.
- CK Mac Global: a leading local machine tool distributor in Malaysia, with four locations delivering machine tool sales and engineering services to sectors including semiconductors, automotive, aerospace, medical devices, and oil & gas.

Scheme



CK Mac Global Company Profile

Location	Selangor, Malaysia
Business Description	Sales of machine tools and other related services
Capital	20 million Malaysian Ringgit (720 million yen)
Established	August 2024 (founded in 1982)
Number of Employees	Approx. 60

FY2024/8 results (pro forma)

Sales	Approx. 2.8 billion yen
Pre-tax income	Approx. 0.3 billion yen

Conversion rate: 1 MYR RM = 36 JPY

(1) Strengths and complementarities of acquired company

1. **Client base with ongoing trading**
2. **Machine tool sales capabilities, including engineering services**
3. **Wide range of customer sectors**
4. **Local personnel that understand local customs and needs**

By leveraging management resources with our Malaysia-based subsidiary, Yamazen will strengthen its presence as a machine tool trading company in Malaysia.

Raise our ability to develop new markets and new customers by expanding our sales network and customer sectors
Strengthen our relationships with manufacturers by increasing our "selling power”
Expand business opportunities through up-selling/cross-selling

(2) Basic agreement on acquisition of shares of a local trading company in Indonesia

- Basic agreement to acquire shares of PT. Somagede Indonesia (SGI), a local cutting tools and adhesive distributor in Indonesia
- SGI sells cutting tools mainly from Japanese manufacturers and adhesives and maintenance products from global manufacturers. It covers Indonesia's vast economic market through its ten offices and the use of eight distributors.

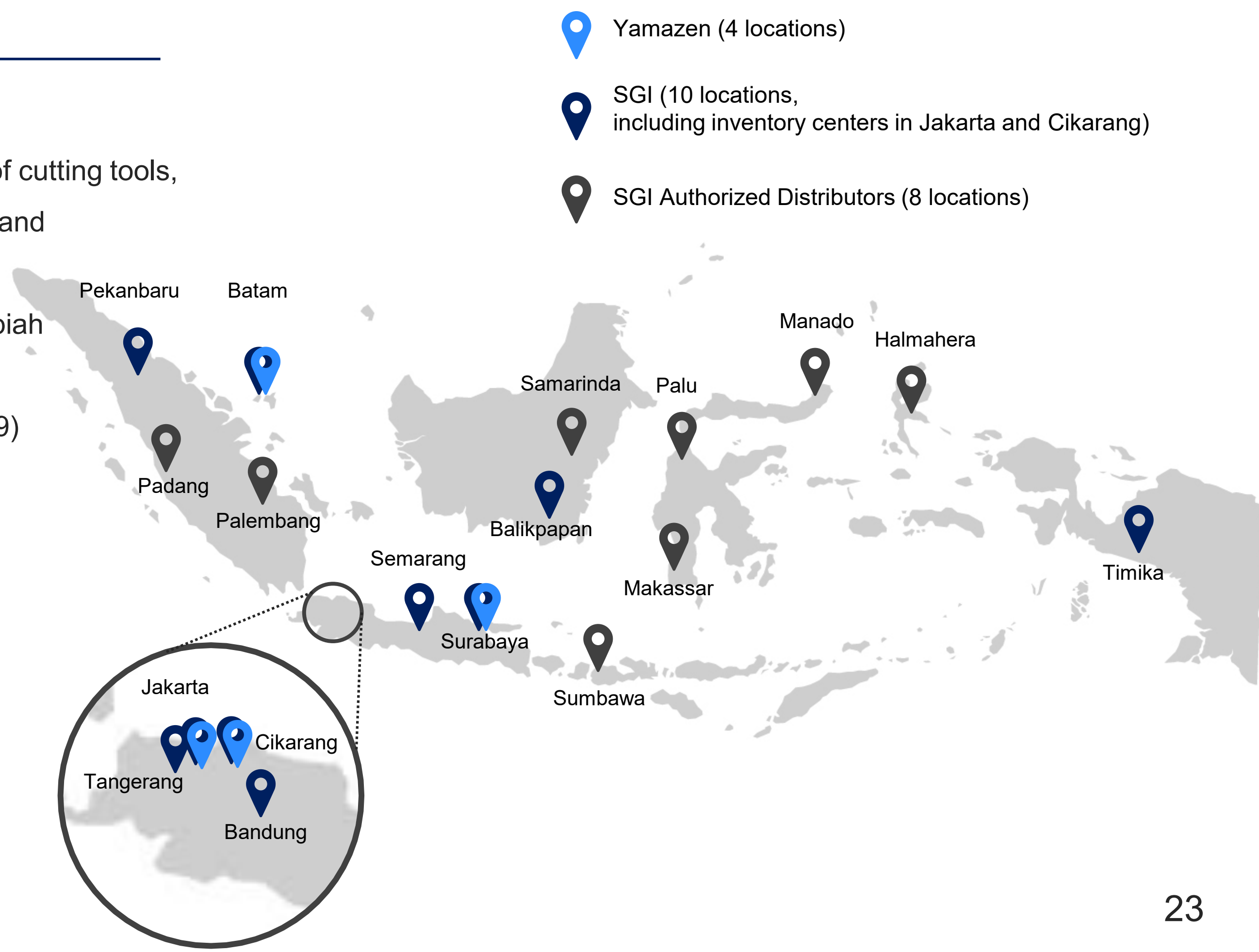
SGI Company Profile

Location	Jakarta, Indonesia
Business Description	Wholesale and direct sales of cutting tools, machinery tools, adhesives, and maintenance products
Capital	78,000 million Indonesian rupiah (Approx. 725 million yen)
Established	February 2006 (founded 1989)
Number of Employees	Approx. 180

FY2024/12 results

Sales	3,367 million yen
Operating profit	183 million yen

Conversion rate: 1 IDR Rp= 0.0093 JPY



(2) Strengths and complementarities of acquired company

1. **Extensive sales network, including remote islands**
2. **Client base with ongoing trading**
3. **Long-standing, stable local entity with a proven track record**
4. **Inventory center and product shipping infrastructure**

Efficiently strengthening and expanding the business foundation in Indonesia by complementing the management resources of existing local subsidiaries

Rapidly expanding the sales network and distribution infrastructure in Indonesia, where east–west distances are greater than in the United States or China

Reducing earnings volatility by offering products with different demand cycles

Creating competitive advantages through higher value-added offerings by combining product portfolios

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Purpose of Strategic Partnership and Financing

As part of our initiatives to further enhance corporate value, we have entered into a strategic partnership with Advantage Partners (“AP”) and have arranged secure financing.

YAMAZEN × ADVANTAGE PARTNERS

About AP’s private solutions to support the growth of listed companies

- ✓ The team responsible for private investments to support the growth of listed companies* within the Advantage Partners Group, a pioneer in domestic private equity funds (PE funds).
- ✓ They have a proven track record of supporting the discontinuous growth of corporate value for many listed companies.

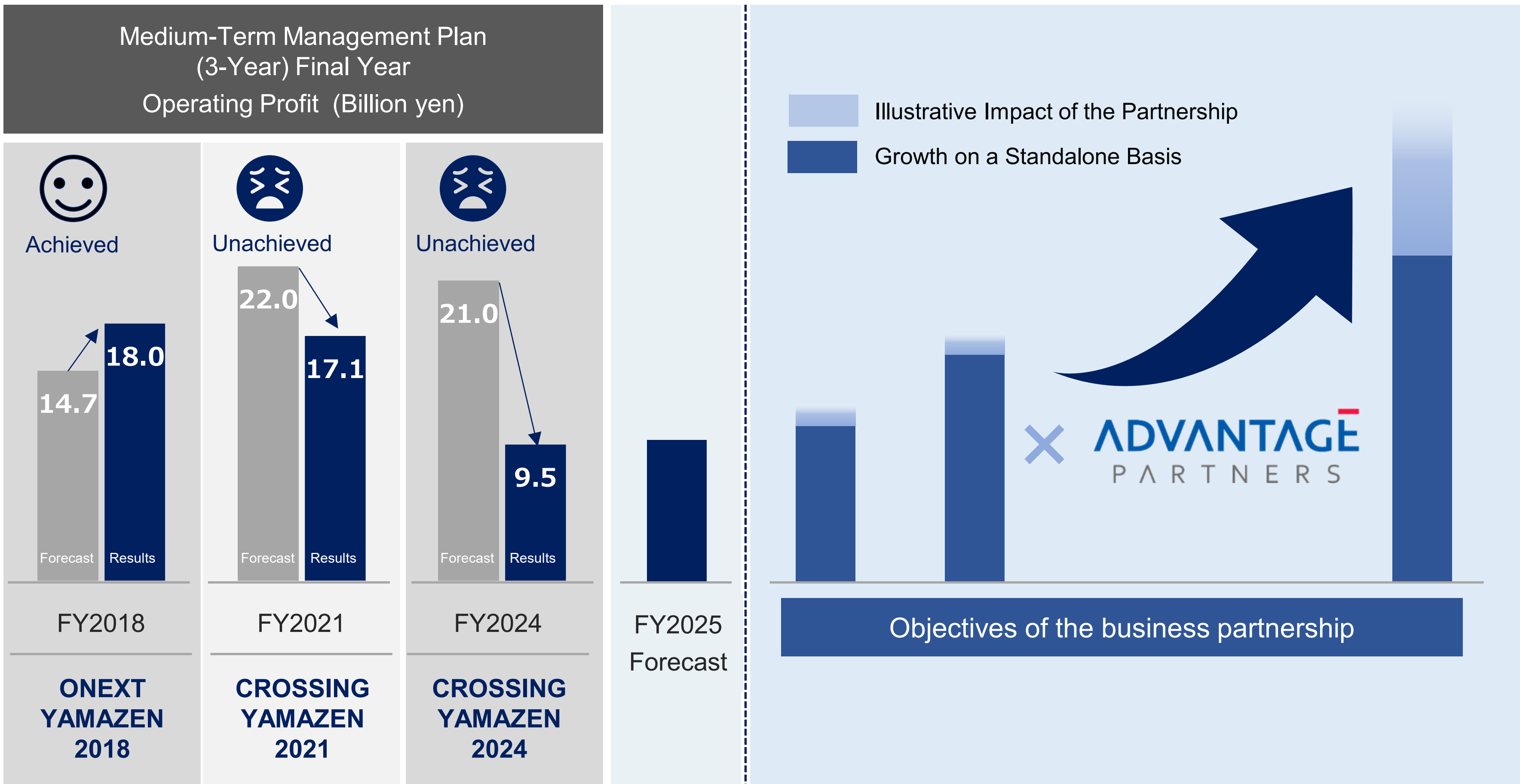
*The team that invests in listed companies through shares, convertible bonds, share acquisition rights etc. and strives towards improvement of corporate value together with management.

Drive step-change improvements in execution capability to transform potential into measurable outcomes

Growth Image under Partnership with AP

By further expanding functions during the current medium-term plan, we will improve our growth potential early on.

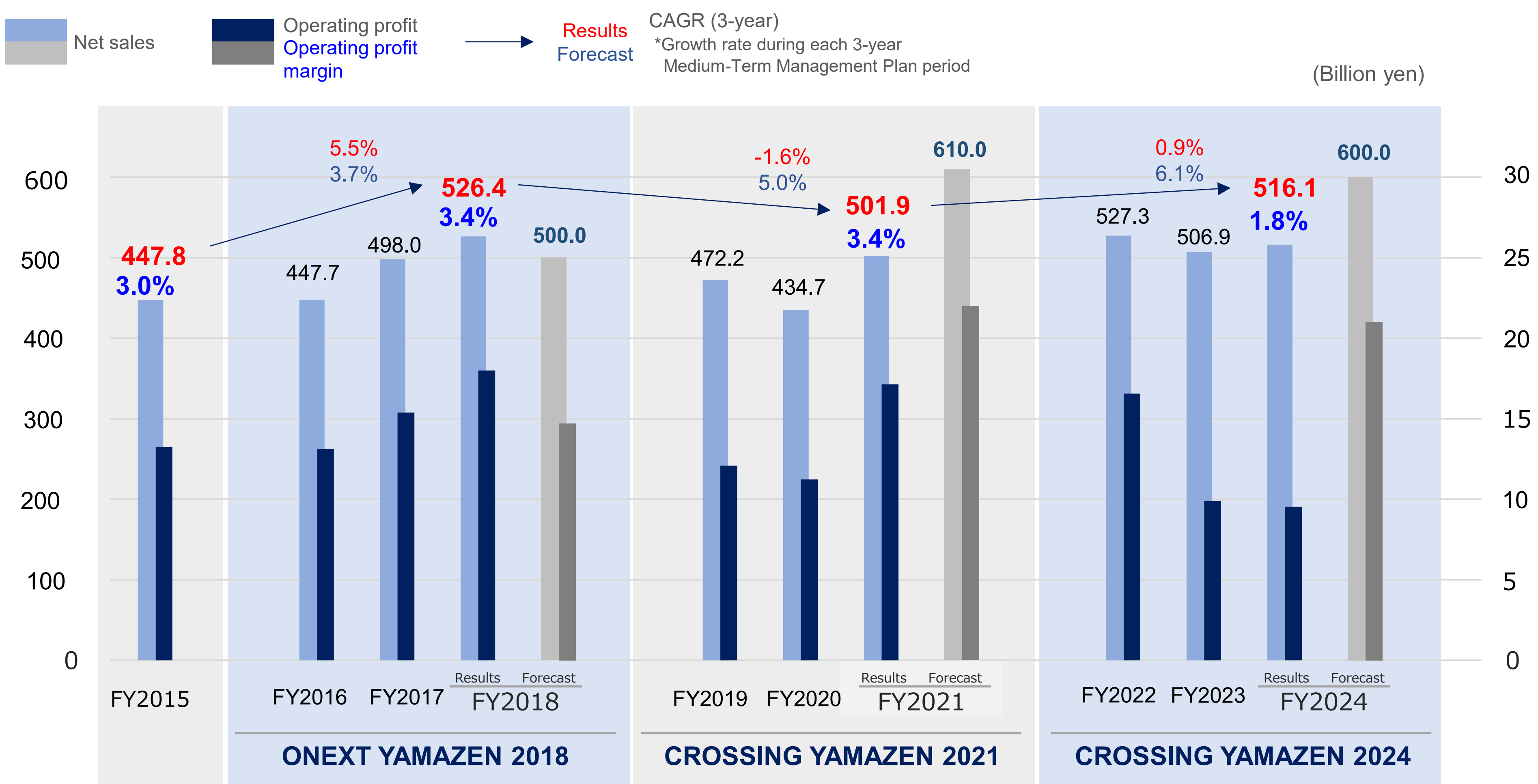
Growth Image



Key Challenges Identified from Recent Results

While on a gradual upward trend in sales, it is not accompanied by profit growth, repeated shortfalls against plan.

Trends in results (sales, operating profit) from past Medium-Term Management Plans



Our Five Strategic Priorities for the Current Medium-Term Management Plan

Sharpen our five strategic priorities to transform potential into measurable outcomes.

Medium-Term Management Plan (announced in May 2025)

Company-Wide Strategy to Realize Vision

Business portfolio and capital allocation

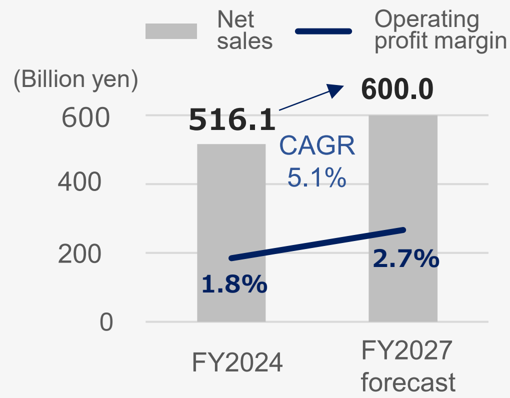
Investment in Growth Drivers

Engineering
Product development

Making Wholesale Business More Resilient

Productivity improvement

Our five strategic priorities



FY2027 Forecast	
ROE	8.0%
Basic operating CF	14 billion yen
Equity ratio	40–45%

1 Value Enhancement

- Expanding engineering functioning
- Accelerating original product development
- Strengthening specialist capabilities
- Improving productivity through streamlining operations

2 Accelerating Global Expansion

- Promoting localization and efficiency of management
- Geographical expansion and reorganization of business areas
- Rapid response to market changes and diversification of business formats

3 Upgrading Sales Activities

- Maximizing customer value through face-to-face sales (real channels)
- Strengthening digital channels
- Order contracts and inventory management with CCC in mind

4 Enhancing Management Infrastructure

- Building a distribution system that can withstand the volumes looking to 2030
- Advancing information system infrastructure
- Optimizing the talent portfolio
- Developing new fields and industries

5 Strengthening Sustainability Management

- Synchronizing social and economic values
- Expanding disclosure of non-financial information
- Setting appropriate KPIs and monitoring progress

Initiatives for Enhancing Corporate Value

Improve capital efficiency and enhance corporate value through the implementation of five strategic priorities

Realization of Corporate Value Enhancement over the Medium- to Long- Term

Achieving Appropriate Market Valuation

PBR/Market capitalization/ share price

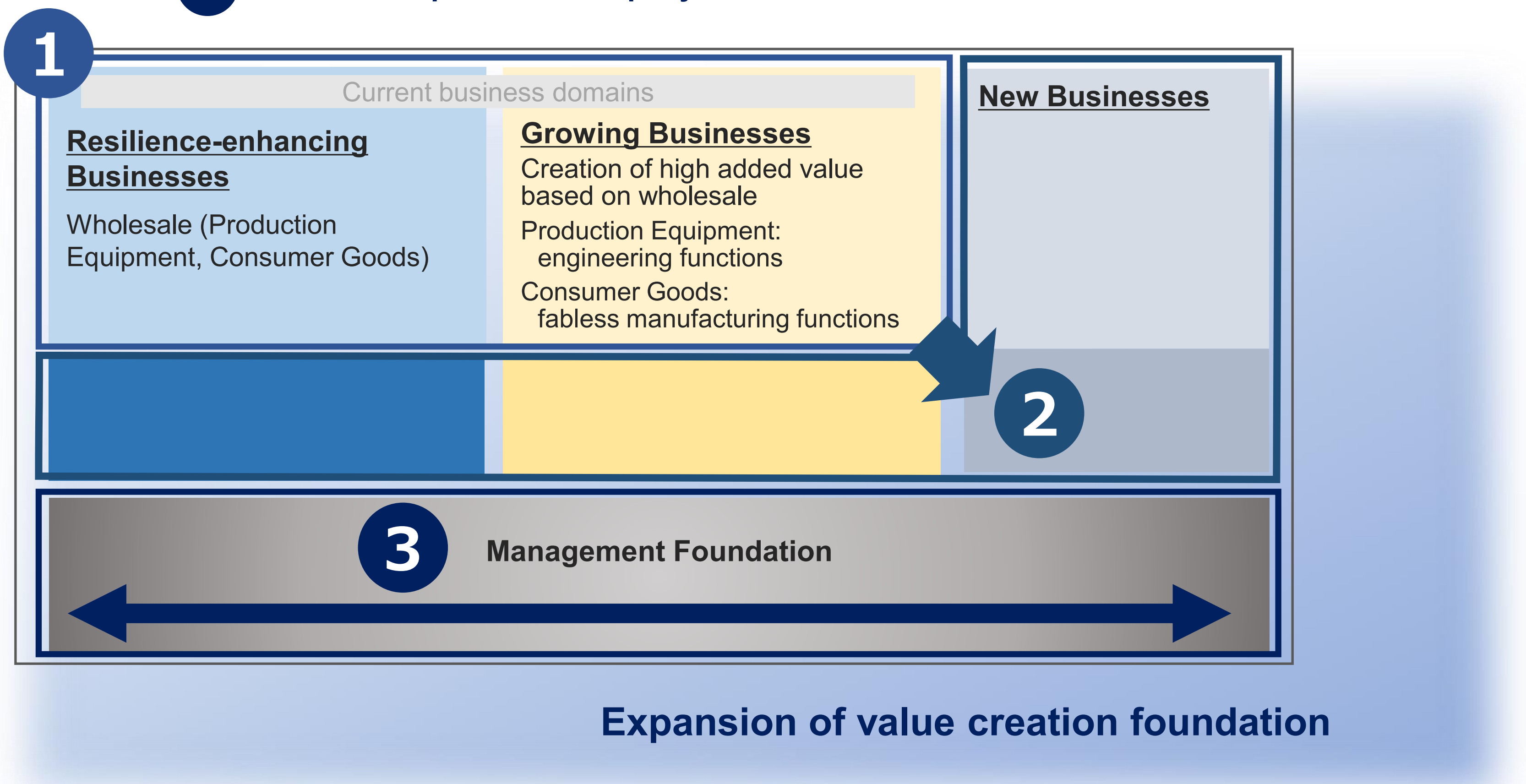
			(1) Value enhancement	(2) Accelerating global expansion	(3) Upgrading sales activities	(4) Enhancing management infrastructure	(5) Strengthening sustainability management	Capital Policy + Financial Strategy
ROE improvement (>Capital cost)	Return on capital	■ Expansion of quality sales (customer portfolio improvement and order expansion)	●	●				
		■ Cost reductions (business efficiency improvement and lower costs)			●			
		■ Improvement of working capital turnover (improvement of CCC)			●			
		■ Optimizing tax burden rate						●
	Business investment rate	■ Review of capital allocation						●
	Optimizing financial leverage	■ Proper balance of investment scale, business risk, and capital efficiency						●
Improvement of growth expectations	Synchronizing Yamazen's sustainability with society's sustainability	■ Progress and tangible results in strategies for talent, digital transformation (DX), green initiatives, and logistics				●	●	
	Enhancing the conviction of growth story	■ Implementation of purpose- and vision-driven management and proactive governance toward achieving the plan					●	
Reduced cost of equity	Reducing earnings volatility	■ Implementing Company-Wide Strategies for Realizing the Vision	Company-Wide Strategy					
	Capital Policy and Financial Strategy	■ Stabilization of shareholder returns, diversification of shareholder composition, and improvement of market liquidity						●
	Synchronizing Yamazen's sustainability with society's sustainability	■ Progress and tangible results in strategies for talent, DX, green initiatives, and logistics				●	●	
	Reducing information asymmetry	■ Strengthening progress in engagement activities, expanding disclosure					●	

Our five strategic priorities: (1)–(5)

Expanding the Value Creation Foundation with AP (Illustration)

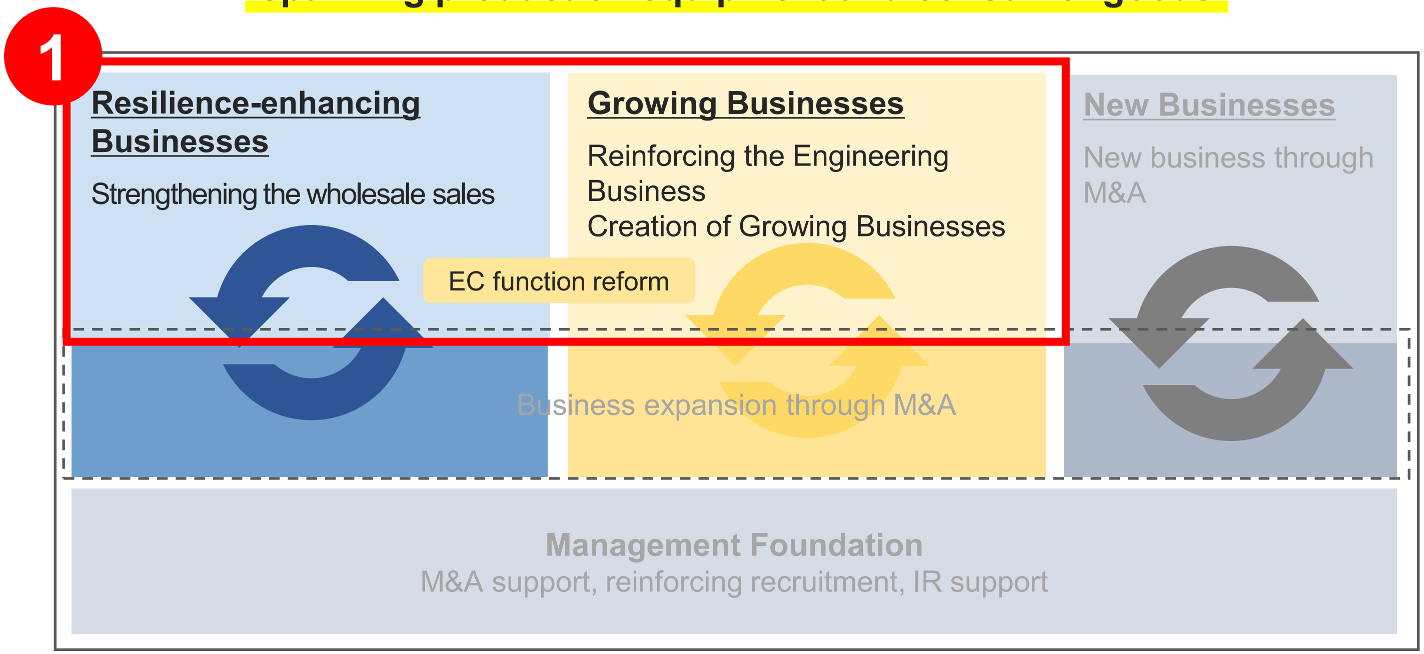
Turn transformational concepts into execution and deliver step-change growth on an accelerated timeline

1. Drive operational transformation
2. Accelerate expansion into new business domains
3. Embed best practices companywide



1. Leverage AP's Functions to Drive Operational Transformation

Unlock the comprehensive strengths of our dual-pillar trading company spanning production equipment and consumer goods



Issues

- As a first-tier wholesaler, we maintain strong manufacturer relationships and a domestic/international sales network; however, cross-divisional collaboration is constrained by our divisional structure.
- Internal adoption of digital technologies and the pace of e-commerce growth have lagged, leaving significant room to accelerate.
- Delayed go-to-market in growth domains.

Expected functions of AP

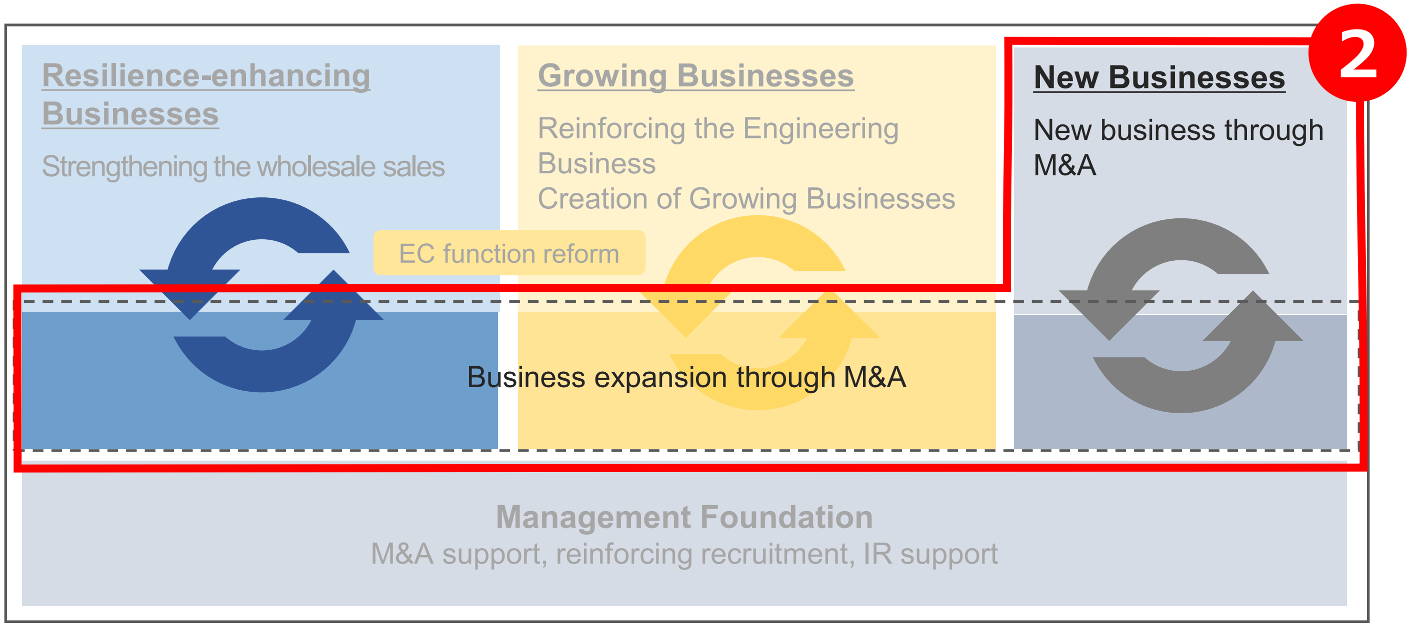
Identify bottlenecks through an independent review, then refine priorities and increase the specificity of initiatives.

Assumed Effects

- Unrivaled improvement of sales productivity through DX and deepening of proposal capabilities for face-to-face sales armed with digital technologies
- Acquisition of execution and follow-through to create new value linked with existing businesses
- Intermittent creation of synergy among business divisions
- Integration and streamlining of redundant backoffice functions
- Augmentation of marketing and digital talent

2. Leverage AP's Functions to Accelerate Expansion into New Business Domains

Achieve sustainable growth and value creation through the establishment of organizational capabilities that enable continuous M&A



Issues

- Despite the presence of specialized units, staffing remains severely inadequate, and the initiative pipeline is growing sluggishly.
- Short-termism in initiatives.

Expected functions of AP

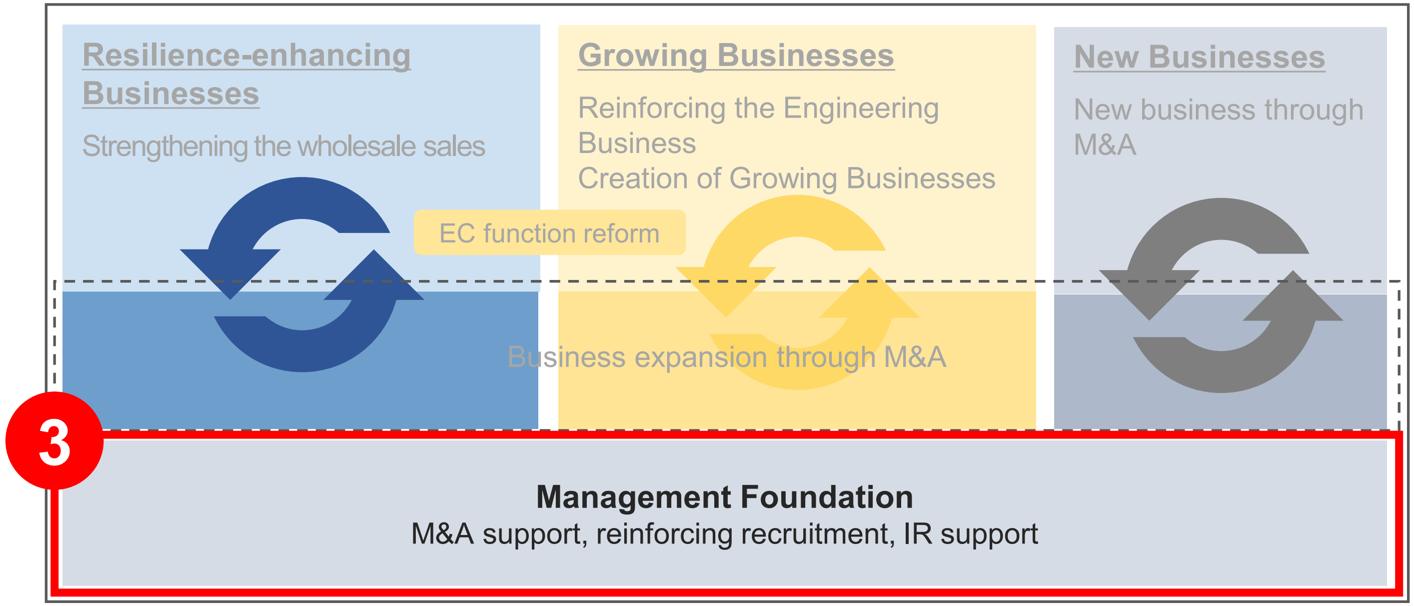
Broaden sourcing channels and accelerate rigorous opportunity evaluation.

Assumed Effects

- Expansion of wholesale sales domain
- Acquisition of new businesses that include the expansion of existing business functions
- Establishment of organizational capabilities that enable continuous M&A
- Improvement of talent development and organizational capabilities through M&A

3. Leverage AP's Capabilities to Embed Best Practices Companywide

Establish a highly repeatable management system to institutionalize ever-advancing execution capabilities



Issues

- Profit targets under the management plan remain unmet.
- Limited market recognition, reflecting a shortfall in market capitalization.
- Strengthening the framework to attract, develop, and retain talent, including digital talent.

Expected functions of AP

Side-by-side support to adopt and institutionalize external best practices, accelerating repeatable processes and in-house capability building.

Assumed Effects

- Sophistication of decision-making
- Establishment of administrative processes directly connected to the improvement of capital efficiency
- Talent and organizational development to institutionalize ever-advancing execution capabilities for sustainable growth
- Development of an environment where functional talent in M&A, digital technologies, DX, GX, IR, etc. will gather, thrive, and firmly establish themselves

Business Portfolio Growth Trajectory

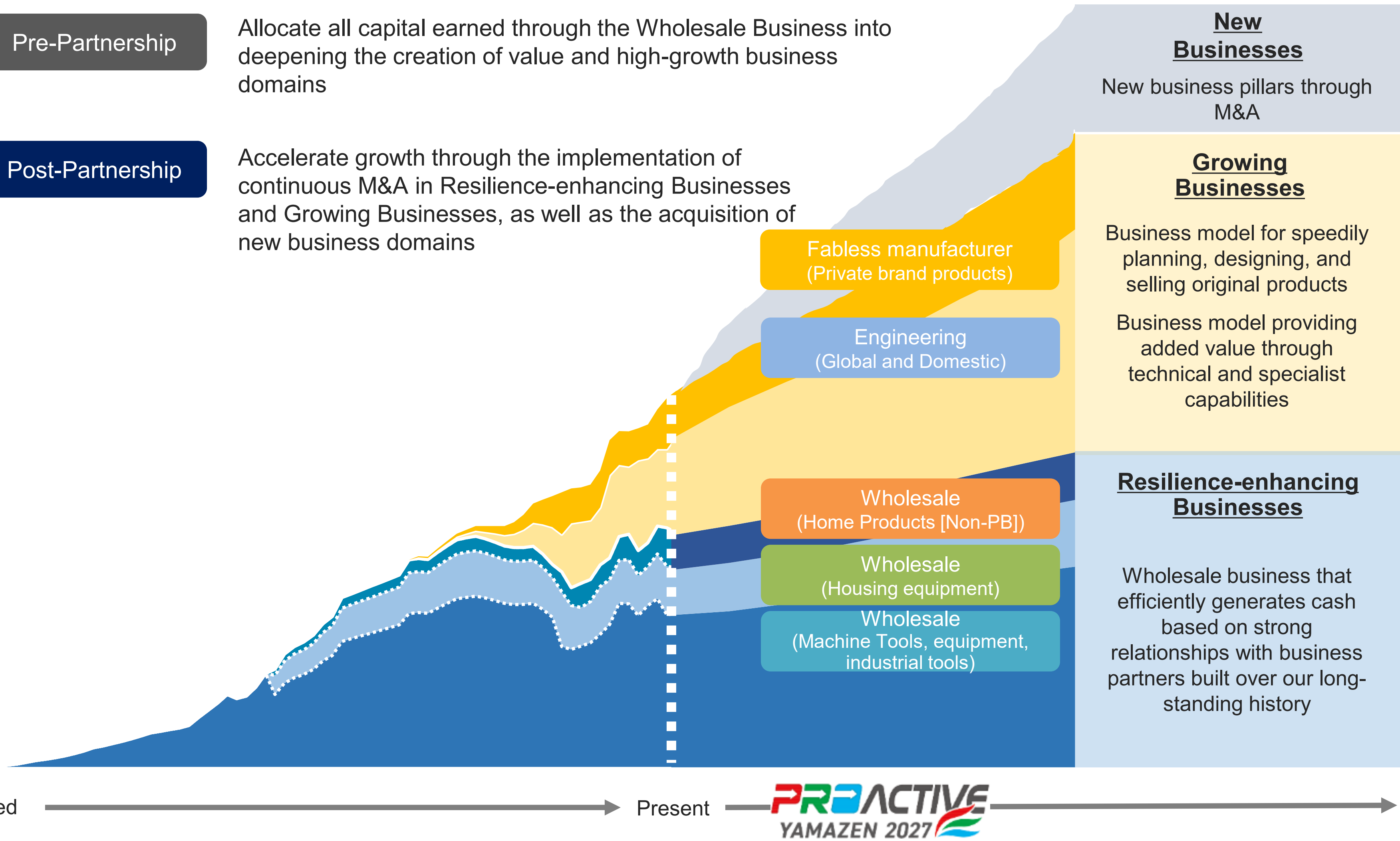
Transform potential into measurable outcomes and materially accelerate growth

Pre-Partnership

Allocate all capital earned through the Wholesale Business into deepening the creation of value and high-growth business domains

Post-Partnership

Accelerate growth through the implementation of continuous M&A in Resilience-enhancing Businesses and Growing Businesses, as well as the acquisition of new business domains

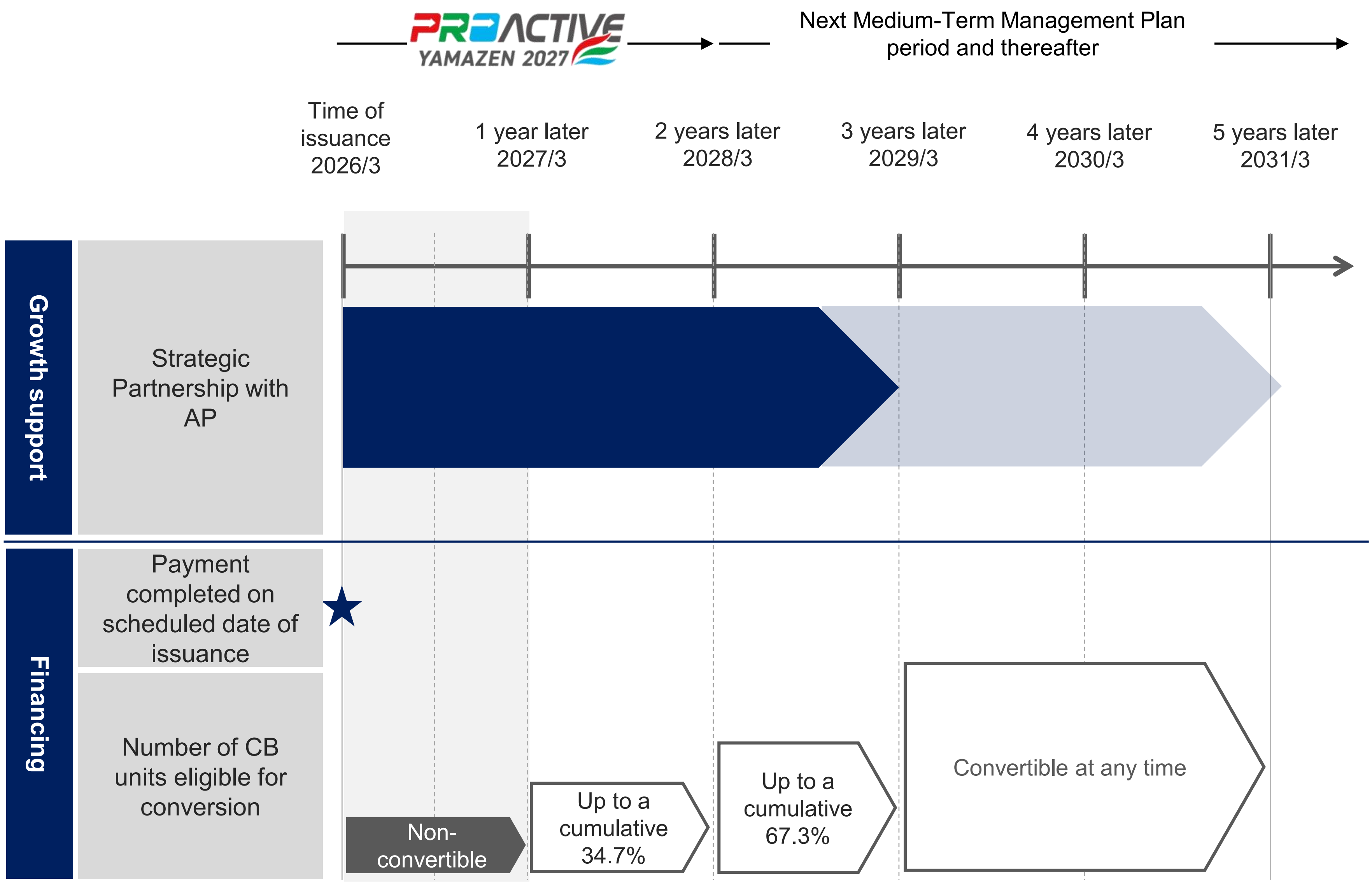


Overview of Financing
(Issuance of Convertible Bonds with Share Subscription Rights)

- We aim to reduce cash-based financing costs by securing zero-coupon funds.
- The CBs include a contingent conversion provision and an issuer acquisition/cash-settlement provision (par-value cash settlement through automatic exercise), designed to manage convertibility and limit potential shareholder dilution.

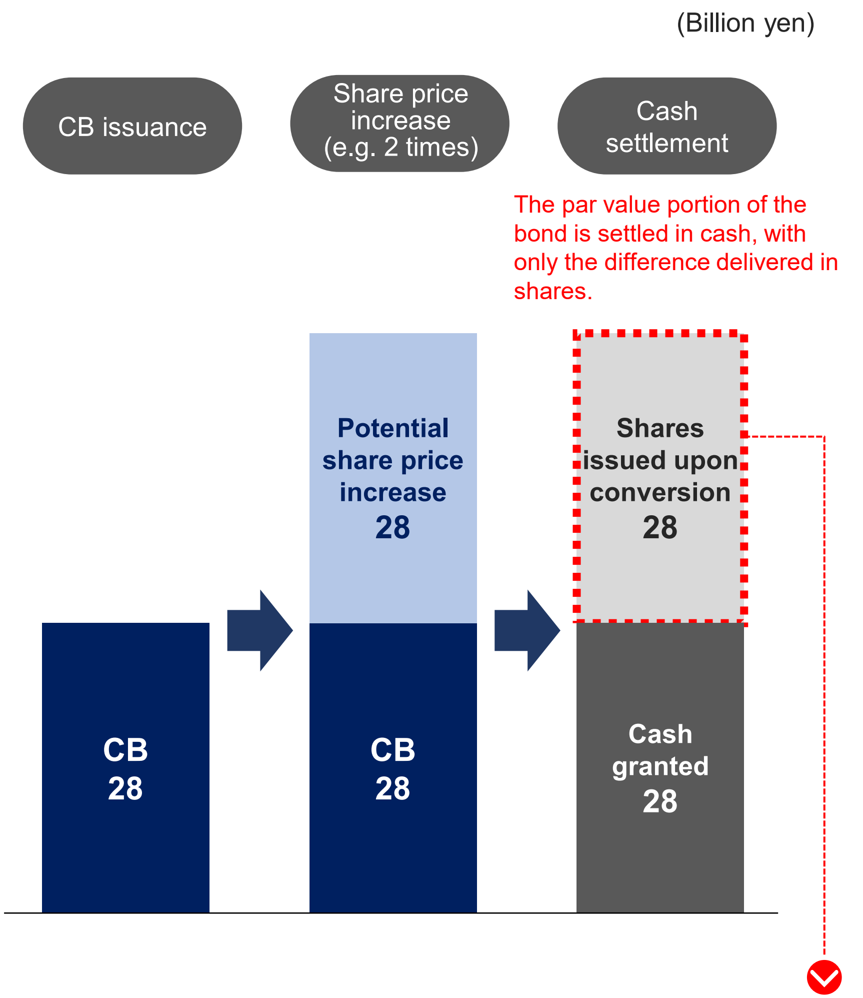
Convertible Bonds with Share Subscription Rights(CB)		
Date of contract / Date of issuance		February 12, 2026 / March 3, 2026
Scheduled allottee		AP PS IV S1, L.P.
Aggregate principal amount		28.0 billion yen (27,979,000,000yen)
Issuance overview	Interest rate	0.0%
	Maturity	5 years
Conditions for conversion to common shares	Conversion price	Initial conversion price(105% of the average closing price over the three months prior to the issuance resolution date)：1,543yen Reference share price for conversion restrictions (set at 120% of the conversion price): 1,851 yen
	Conversion restriction period	Year 1: Non-convertible Year 2: Convertible up to a cumulative 34.7% of the total number of CB units issued Year 3: Convertible up to a cumulative 67.3% of the total number of CB units issued Year 4: Restrictions lifted (fully convertible)
Par-value cash settlement provision		Set with the aim of limiting shareholder dilution

Schedule (Strategic Partnership, Financing)

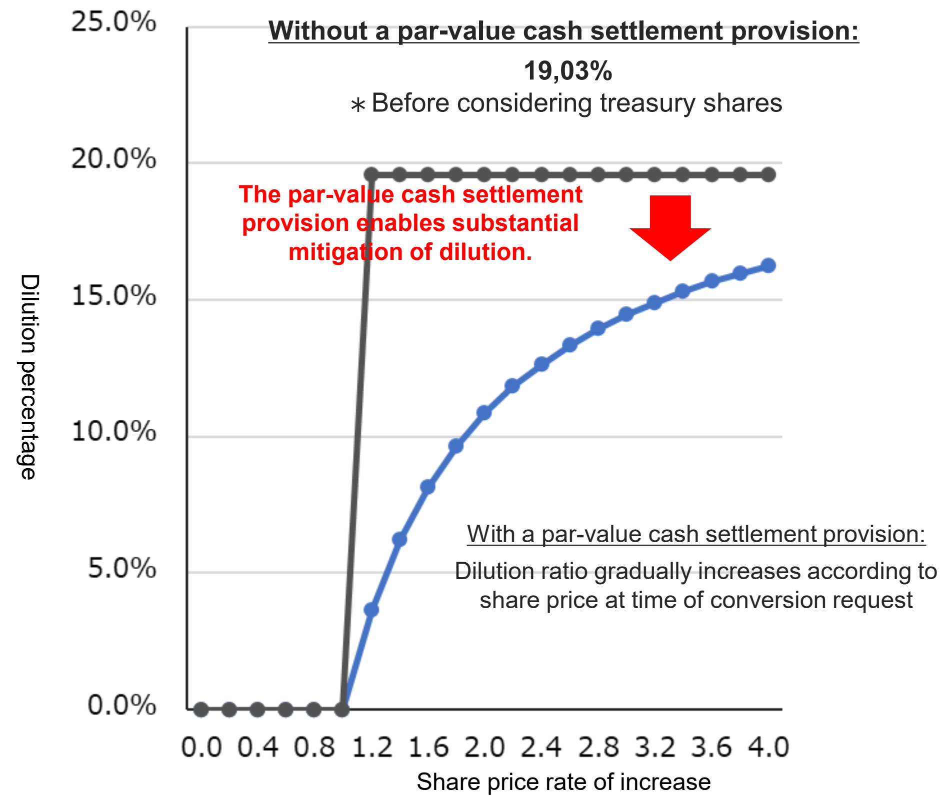


Structure of the CBs

Conceptual diagram of an automatic-exercise, par-value cash-settled CB



Dilution comparison by financing structure (share-count basis)



The number of shares issued upon conversion is limited, resulting in **financing with significantly reduced dilution**.

Use of funds to be procured

- Through the acquisition of treasury shares, we will mitigate the impact on our shares' supply–demand dynamics from potential dilution arising from, among other things, conversions of outstanding Euroyen-denominated CBs (¥10 billion) and third-party allotment CBs (¥28 billion).
- We aim to make swift investments that accelerate M&A and growth strategy for business expansion.

Category	Amount	Scheduled timing of expenditure
Acquisition of treasury shares	15 billion yen	March 2026 to March 2027
M&A for business expansion	12 billion yen	March 2026 to March 2031
Investment to accelerate growth strategy	0.9 billion yen	March 2026 to March 2031

Medium-Term Management Plan Cash Allocation Policy Prior to Financing

- Operating cash flows generated during the period will be allocated to shareholder returns and growth investments as in the previous Medium-Term Management Plan.
- We set out the priorities and criteria for allocation (below).

From the materials for the Medium-Term Management Plan

Initiative Policy

Looking to achieve an ROE of 10% or more for the next Medium-Term Management Plan and beyond, we will implement organic investments and shareholder returns while also promoting inorganic investments to be growth drivers for the next Medium-Term Management Plan and beyond

Medium-Term Management Plan | **Cumulative Results**

Order of allocation →

Internal procurement

- Basic sales cash flow — Approx. 40 billion yen
- Liquidity on hand adjustment — To be decided
- Reduced cross-shareholders — To be decided*1

External procurement

- Borrowings/corporate bonds — To be decided*2

Growth investment

Inorganic Growth

- M&A — To be decided — Profit growth drivers for the next Medium-Term Management Plan and beyond — Cumulative Results: — billion yen

Organic Growth — 15 billion yen + α — Cumulative Results: — billion yen

- Investment in functional expansion — M&A, etc., that contributes to the growth of existing businesses
- Maintenance/improvement investment — Equipment upgrades that contribute to higher efficiency

Shareholder returns

Payouts in Line with Shareholder Returns Policy — 13 billion yen + α

- Ordinary dividends — ・Ordinary dividends: Consolidated payout ratio: 40% Dividend on equity ratio (DOE): 3.5% Whichever amount is higher *Expected total amount: approx. 13 billion yen — Cumulative Results: — billion yen
- Treasury share acquisition — ・Treasury share acquisition: comprehensively taking into consideration the timing, financial situation, stock price, and stock liquidity — Cumulative Results: — billion yen

*1 Adjusted to a level of 10% or less of net assets

*2 If the total amount of inorganic and organic growth investments is expected to exceed 15 billion yen, we expect to raise funds mainly through borrowings and corporate bonds, while paying attention to external ratings

Capital Allocation After Financing

- We will flexibly review and disclose cash allocations in a timely manner in accordance with the status of this financing and growth investments.
- In principle, our shareholder return policy remains unchanged.
- We will strengthen cash generation through the partnership and consider allocating the cash generated to M&A and other growth investments.

FY2025 to FY2030 (6 cumulative fiscal years)

(Billion yen)

Cash inflows

External financing

Proposed CB	28	
Borrowings, SB, CB, PO	25	・Additional procurement of M&A funds

Internal financing

Operating cash flows (6-year cumulative) **100+**

*M&A upside is not included.

Expands “cash generation capabilities” through this strategy partnership

Cash outflows

Growth investment

M&A	50+	・M&A for business expansion ・Continuously implemented through strengthening of organizational capabilities
Capital investments	25	・Investments to accelerate growth strategy

Shareholder returns

Shareholder returns	50	・Adheres to the current return policy (either a payout ratio of 40% or a DOE of 3.5%, whichever is higher) ・Includes the acquisition of treasury shares totaling ¥15 billion
Proposed CB	28	・Par-value cash settlement

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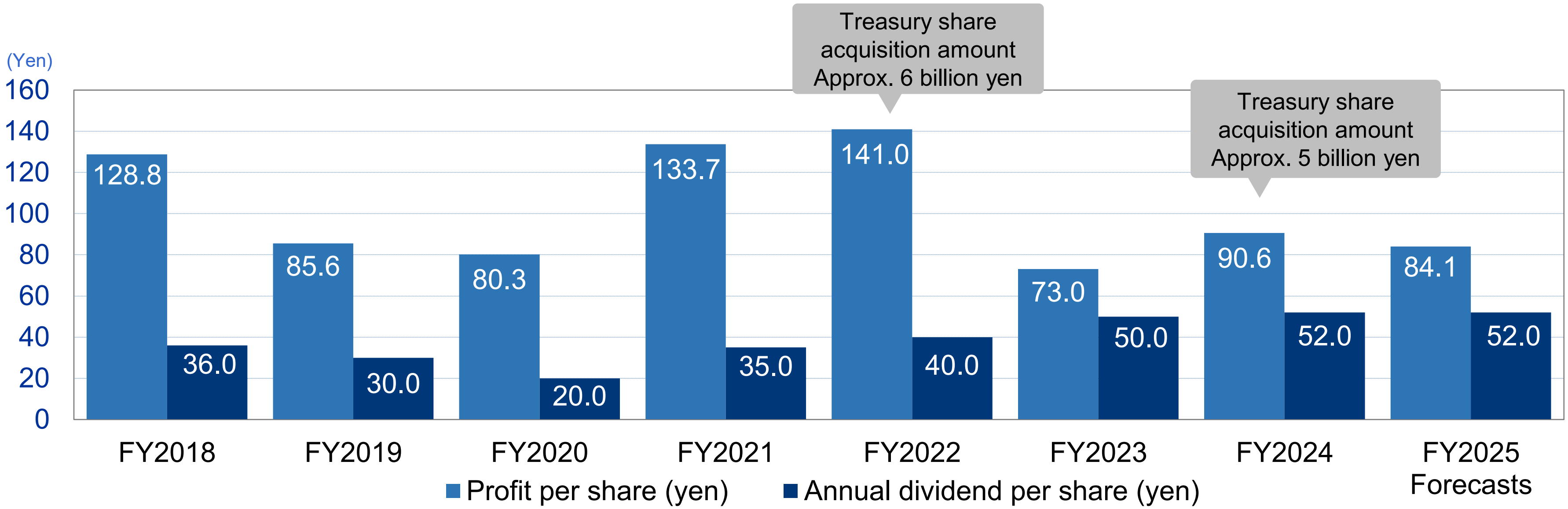
Shareholder Returns

- The higher amount between a 40% dividend payout ratio and a 3.5% dividend on equity will be adopted.



		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 Forecasts
Dividend per share (yen)	Mid-year	15.0	16.0	10.0	10.0	20.0	20.0	20.0	20.0
	End of year	*21.0	14.0	10.0	*25.0	20.0	30.0	32.0	32.0
	Annual	*36.0	30.0	20.0	35.0	40.0	50.0	52.0	52.0
Payout ratio (%)		28.0	35.0	24.9	26.2	28.4	68.5	57.4	61.9
Dividend on equity ratio (DOE) (%)		3.8	3.0	1.9	2.9	3.0	3.5	3.5	3.5
Dividend paid (Million yen)		3,405	2,837	1,891	3,115	3,560	4,451	4,453	4,453
Amount of treasury stock acquired (Million yen)		-	-	-	5,999	-	-	4,999	-
Total return ratio (%)		28.0	35.0	24.9	75.8	28.4	68.5	120.5	61.9

*Includes special dividends and commemorative dividends

Introduction of a New Shareholder Benefit Program

- A new shareholder benefit program has been established to deepen understanding of YAMAZEN-brand products and businesses through the shareholder benefits, and to attract individual investors by enhancing investment appeal.
- Gifts under the program will begin with shareholders of record as of March 31, 2026.

Details of the Benefit

Shareholders on the record date (end of March) will receive coupons usable on YAMAZEN Bizcom.

Number of Shares Held	Coupon Amount
100-299 shares	3,000 yen
300 shares or more	5,000 yen

YAMAZEN Bizcom

- ✓ Our own e-commerce site launched on May 10, 2022
- ✓ As of the end of September 2025, it has 250,000 registered members
- ✓ Handles 20,000 items—from consumer-use home appliances to office supplies for businesses—including YAMAZEN-brand products

yamazenbizcom.jp (Japanese only)

A Wide Range of Private-Brand Products

▲Sales of fans and air circulators rank among the top categories

▲A popular winter product: the electric wearable blanket "Kurumiket®," usable anywhere

▲A "good-looking" rice cooker that blends well with interior décor

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Supplementary Materials for Full-Year Earnings Forecasts

FY2025 Full-year Earnings Forecasts

Net sales: +2.7% YoY

Although the economic environment remains uncertain, we will effectively utilize the business foundation that was implemented and expanded under the previous medium-term management plan to strengthen its sales capabilities and further expand its market share.

Operating profit: +4.9% YoY

Although amortization of core and logistics system costs, as well as increases in personnel and logistics-related expenses, are expected, operating profit is projected to increase due to reductions in selling, general and administrative expenses.

(Million yen)

	FY2024 Results	FY2025 Full-year Initial Forecasts	FY2025 Full-year Revised Forecasts	YoY
Net sales	516,126	530,000	**530,000**	+2.7%
Operating profit	9,535	9,000	**10,000**	+4.9%
Operating profit margin	1.8%	1.7%	**1.9%**	+0.0pt
Ordinary profit	10,018	9,000	**10,000**	-0.2%
Profit attributable to owners of parent	7,845	7,000	**7,150**	-8.9%

Revisions to Consolidated Earnings Forecasts for FY2025 by Segment

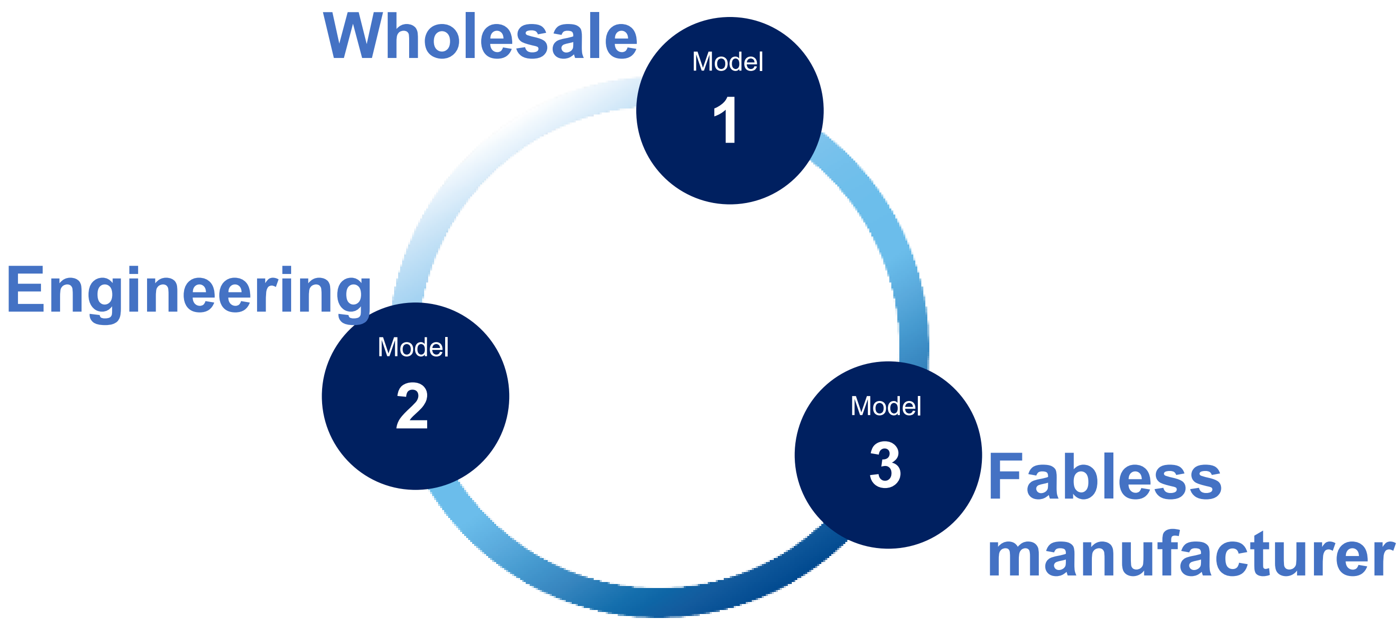
(Million yen)

		Net sales					Segment profit (based on disclosed segments, bottom row is operating profit margin)				
		FY2024 Results	Full-year Initial Forecasts	FY2025 Full-year Forecasts			FY2024 Results	Full-year Initial Forecasts	FY2025 Full-year Forecasts		
					Change vs. Previous Forecasts	Pct. Change vs. FY2024 Results				Change vs. Previous Forecasts	Pct. Change vs. FY2024 Results
Production Equipment	Machine Tools	72,217	73,000	**70,000**	-3,000	-3.1%					
	IS	95,049	99,000	**99,000**	-	+4.2%					
	T&E	80,204	82,000	**81,000**	-1,000	+1.0%					
	Domestic total	247,471	254,000	**250,000**	-4,000	+1.0%					
	Global	85,733	90,000	**90,000**	-	+5.0%					
	Total	333,205	344,000	**340,000**	-4,000	+2.0%	8,291 *2.5%*	8,300 *2.4%*	**8,500** ***2.5%***	+200 *+0.1pt*	+2.5% *+0.0pt*
Consumer Goods	Building Materials	78,623	80,000	**84,000**	+4,000	+6.8%	3,192 *4.1%*	3,300 *4.1%*	**3,400** ***4.0%***	+100 *-0.1pt*	+6.5% *-0.0pt*
	Home Products	100,883	104,000	**102,000**	-2,000	+1.1%	4,449 *4.4%*	4,600 *4.4%*	**4,500** ***4.4%***	-100 *-0.0pt*	+1.1% *+0.0pt*
	Total	179,506	184,000	**186,000**	+2,000	+3.6%	7,641 *4.3%*	7,900 *4.3%*	**7,900** ***4.2%***	- *-0.0pt*	+3.4% *-0.0pt*
Other		3,414	2,000	**4,000**	+2,000	+17.1%	-6,396 -	-7,200 -	**-6,400** **-**	+800 -	- -
Consolidated		516,126	530,000	**530,000**	-	+2.7%	9,535 *1.8%*	9,000 *1.7%*	**10,000** ***1.9%***	+1,000 *+0.2pt*	+4.9% *+0.0pt*

*IS = Industrial Solution, T&E = Tool & Engineering

Supplementary Materials for Business Model, etc.

YAMAZEN’s Three Business Models and Strengths

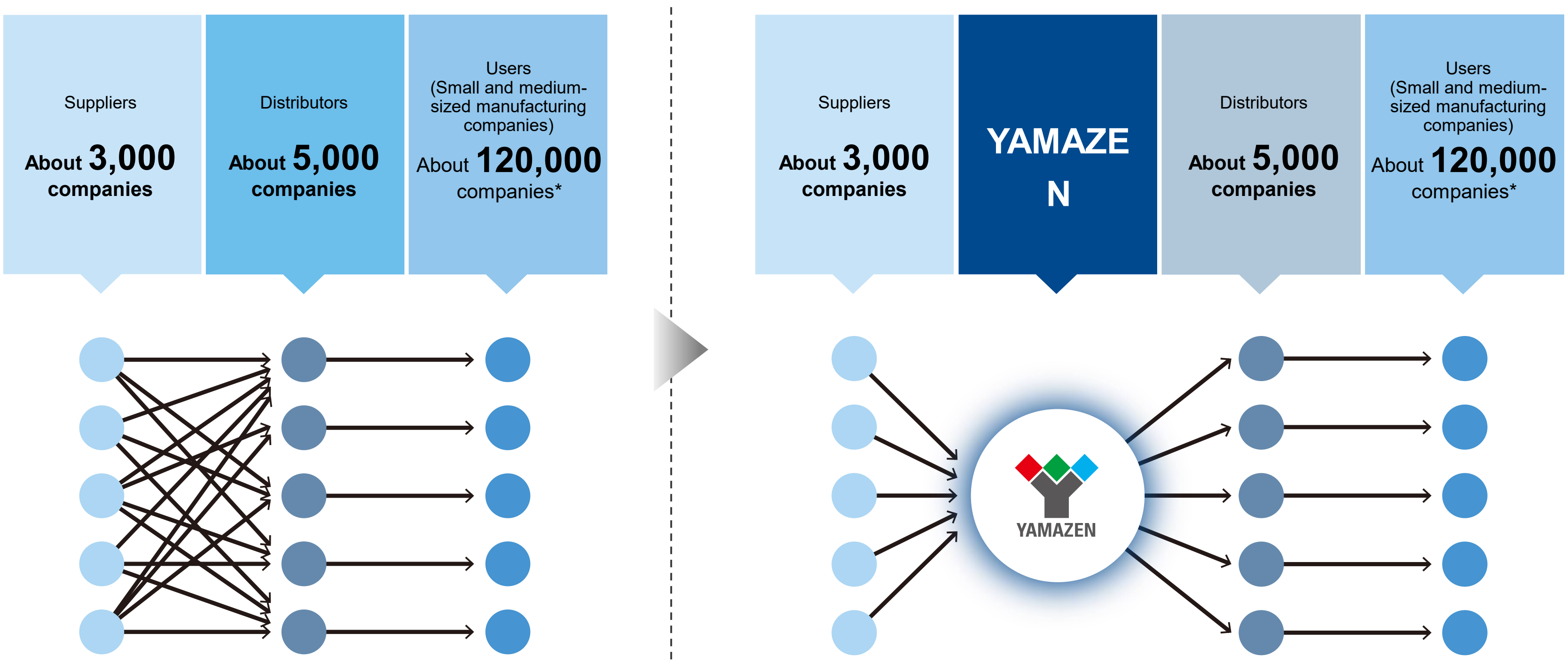


YAMAZEN’s Driving Force Behind Value Creation

Independent and virtuous employees who have a pioneering spirit and the ability to think while taking action

Model 1
Wholesale

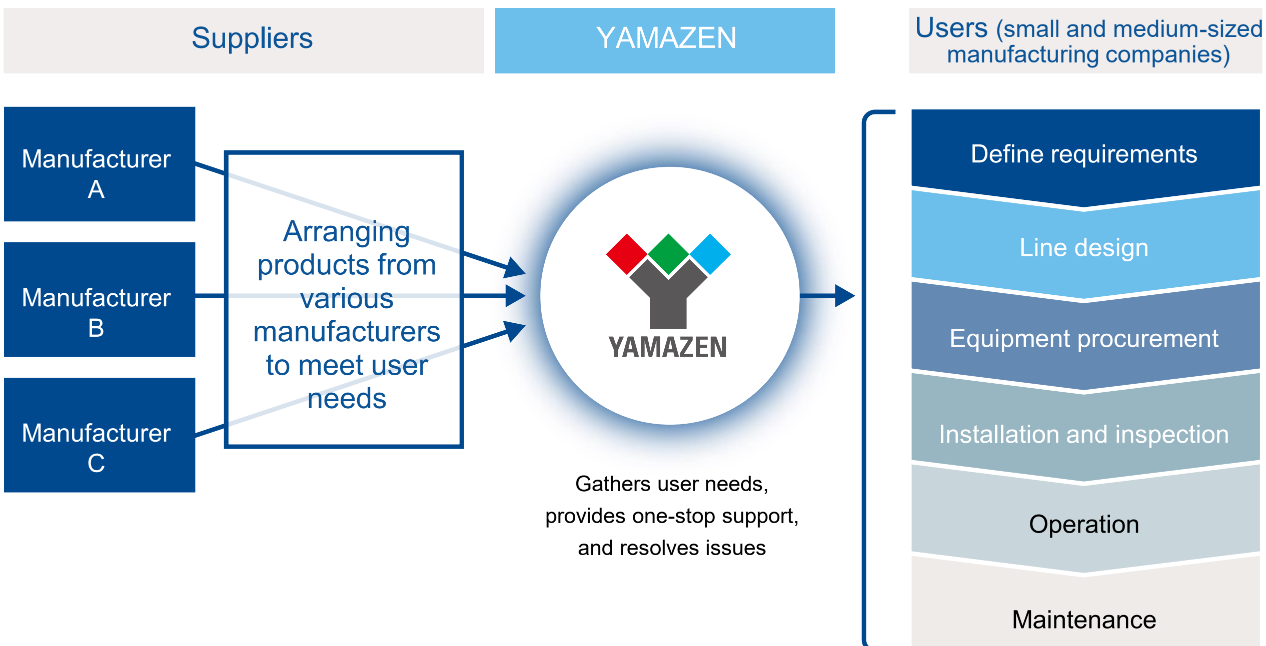
In the machinery tool industry, it is difficult for small and medium-sized manufacturers, which are our users, to find the optimal equipment from the wide array of manufacturers and products available, and distributors are also exploring the best proposals for users. In addition, it is time-consuming work for manufacturers to manage transactions with their many distributors. We act as an intermediary between manufacturers and distributors, utilizing our vast knowledge of products and know-how to propose products that meet the needs of users. This allows distributors to provide users with the optimal products and manufacturers to consolidate their sales channels and streamline sales and payment collection.



*Example from the metal processing industry

Model 2 Engineering

For engineering, we have laid out a system to gather user needs and provide one-stop support, ranging from defining requirements to production line design, procurement of production equipment, installation, and operation. Outside Japan, we have 73 branches in 15 countries and regions, with approximately 330 engineers providing advanced services and contributing to "global manufacturing."



*Example of engineering flow in North America

[Overseas]

15 countries and regions

73 overseas offices
(including 1 Home Products Business office)

[Overseas staff members]

About **1,200**

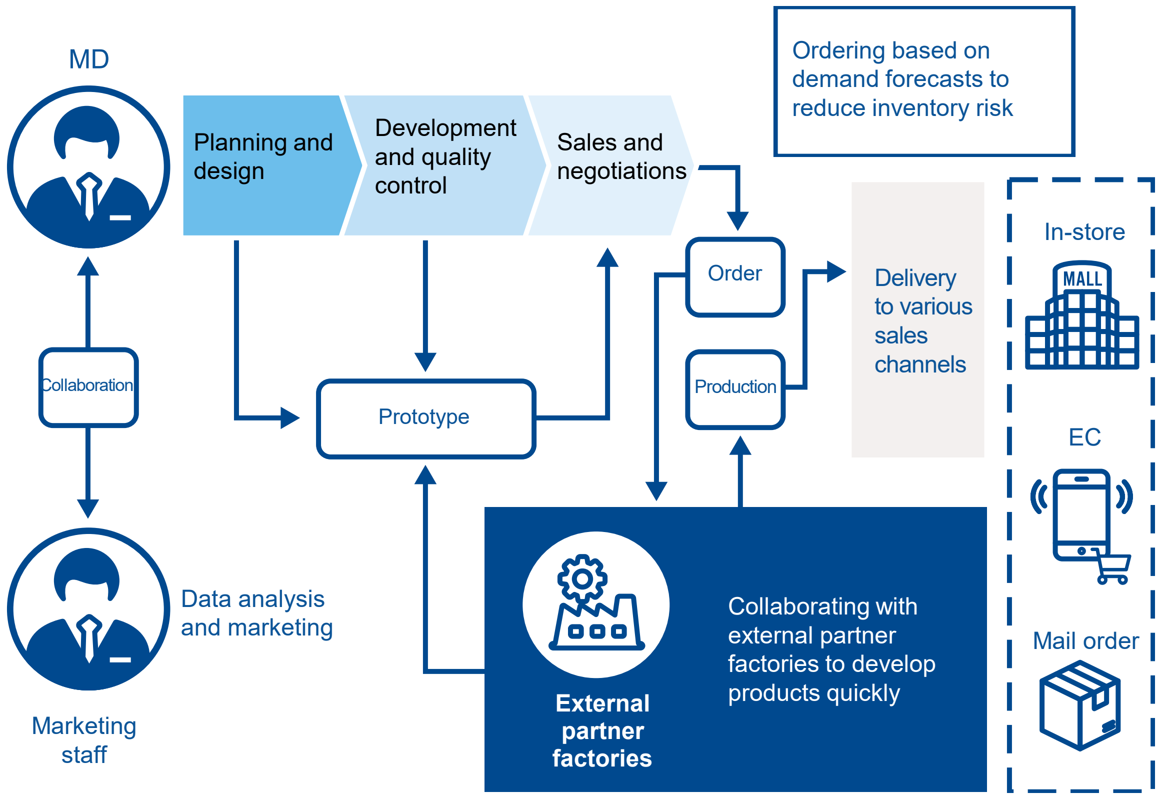
[Engineers]

About **330**

* As of July 31, 2025

Model 3 Fabless manufacturer

About 60% of sales in the Home Products Business comes from private brand (PB) products. We can commercialize these private brand products swiftly because our merchandisers (MDs), who are familiar with customer needs and have sales experience, can collaborate with our marketing staff to plan and develop them quickly. We deliver convenient and reasonably priced new products produced at our partner factories overseas to consumers through such channels as home improvement stores, home appliance mass retailers, e-commerce (YAMAZEN's site and platform sellers), and mail order.



YAMAZEN's Driving Force Behind Value Creation

Independent and virtuous employees who have a pioneering spirit and the ability to think while taking action

"Destiny is something that you pioneer yourself." This life philosophy of Founder Takeo Yamamoto is embedded deeply in our management philosophy and remains ingrained in the hearts of our employees, handed down to this day.
Taking responsibility for their own actions, our autonomous and independent talent challenges themselves to innovate and create, pioneering a new future.
This is our core competence.

Pioneering spirit

A mindset of constantly responding to change and taking on the challenge of innovation and creation

Thinking in Action

The ability to think and act on one's own

Independent and Virtuous Employees

Self-reliant human resources who share the Yamazen Group's unique philosophy, who respond promptly and flexibly to change, even as unexpected change becomes commonplace, by independently taking on challenges and putting ideas and actions into practice on site, and who are always of service to customers

Production Equipment Business

Machine Tools Business

Major items handled

Machine tools (machining centers, CNC lathes, CNC grinding machines, CNC milling machines, electric discharge machines, conventional machine tools, 3D printers, etc.), metal forming machines, plate processing machines (presses, shirring, bending machines, laser cutting machines), injection molding machines, die-casting machines, CAD/CAM, machine tool-accessories (industrial robots, measuring equipment, automation peripheral equipment, machine tools accessories, etc.), etc.

Machine tools

Industrial Solution Business

Major items handled

Material handling equipment, packing/wrapping systems, automated warehousing, picking/sorter systems, robot systems, CAD systems, hydraulic/pneumatic equipment, various sensors, labor-saving/automation systems, compressors, pumps, ventilators, painting equipment, welding equipment, power generators, compact construction machine, prefabricated house-related equipment, multilevel parking lots, steel frame processing machines, cleaning systems, effluent treatment equipment, dust extracting equipment, incinerators, oil mist collectors, cutting and cleaning fluid purification equipment, deodorization equipment, acoustic absorption/sound-proofing systems, environmental improvement equipment, aluminum frames, clean room-related equipment, HVAC equipment, air-conditioning systems, etc.

Material handling equipment

Tool & Engineering Business

Major items handled

Cutting tools, tooling, accessory tools, machine tool-accessories, measuring equipment, grinding tools/diamond tools, hand/plumbing/electric tools, hydraulic/air pressure tools, welding machines, cutting machines, plate processing machines, compact machine tools, press-related tools, tool grinding machines, construction/cargo handling-related equipment, chemical products, office automation/office equipment, home appliances, etc.

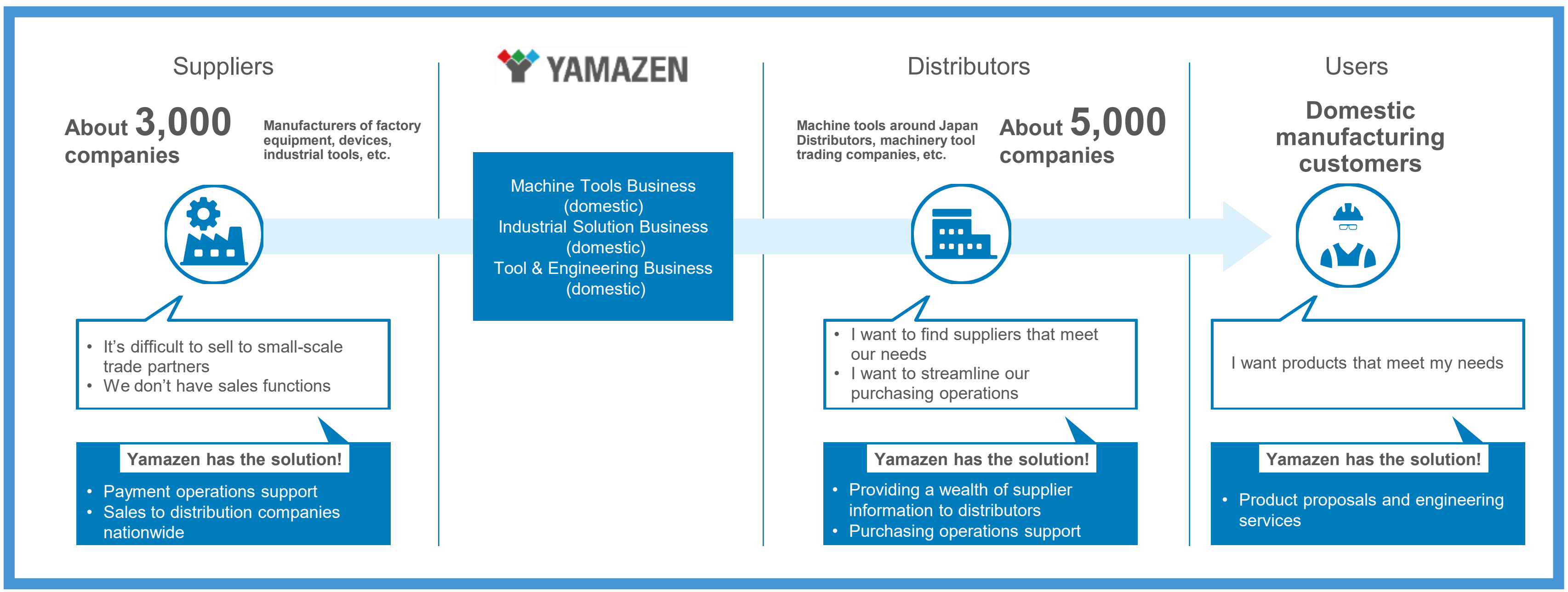
Cutting tools

Business Model Wholesale and Engineering

Machine Tools Business, Industrial Solution Business, Tool & Engineering Business

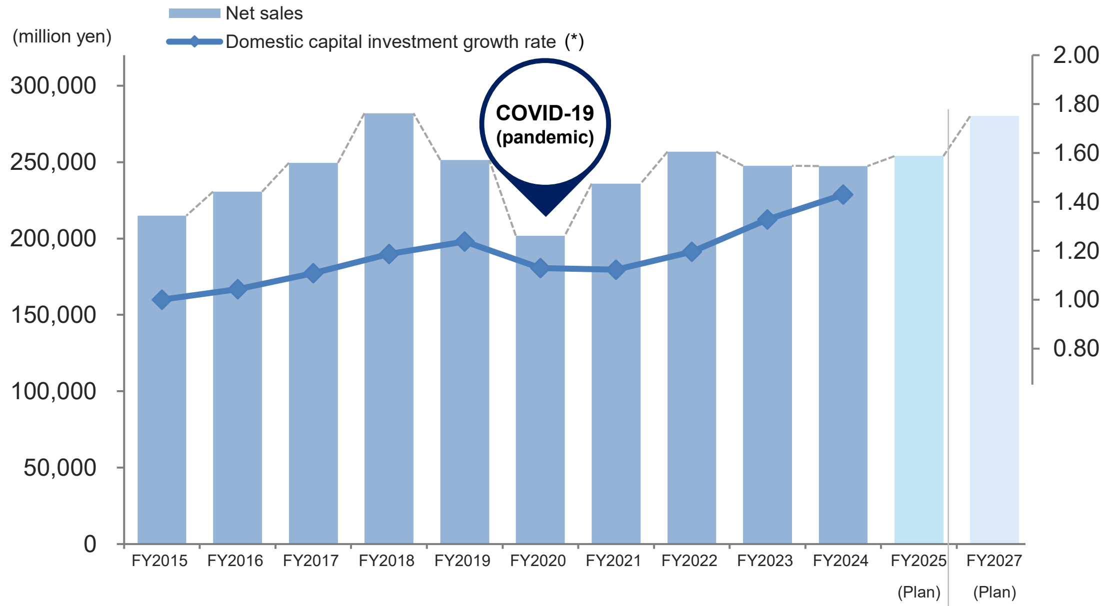
At production sites where a high level of expertise is required, we respond to customer needs as they change with the times and promote high-value-added proposal sales and technical sales. We aim to be the one-and-only choice for our customers.

Domestic Production Equipment: Wholesale Business Commercial Distribution

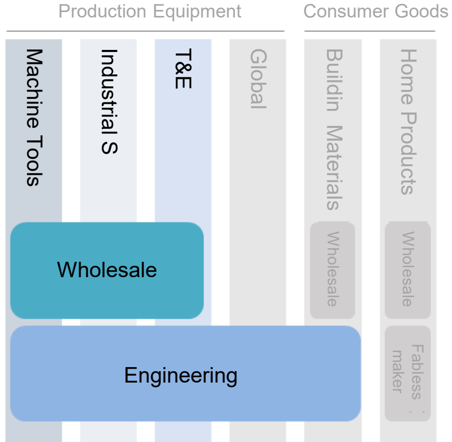


Domestic Production Equipment Business:Performance Trend and Current Situation

Net Sales Trend in the Domestic Production Equipment Business



* Growth rates calculated based the Bank of Japan's "National Tankan and Annual Plan (Capital Investment) (Fiscal Year) / Capital Investment (Including Land Investment) / Year-on-year Comparison / Fiscal Year / Large Enterprises / Manufacturing / Actual Results" with FY2015 as the starting point (1).



- As our original business, the wholesale of various industrial tools, such as machine tools, devices for distribution, and other industrial machinery
- Stable revenue base through business models likened to recurring revenue

Market Trends (Opportunities)

- ✓ The domestic machine tools market is growing gradually in the medium to long term
- ✓ The expanding market for electrified parts is changing traditional manufacturing processes
- ✓ The demand for automation/labor-saving at manufacturing/distribution sites is expanding
- ✓ The digital transformation of manufacturing sites through AI and IoT
- ✓ The expansion of renewable energy/energy-saving markets

Main Policies

- ✓ Improving the profitability of existing businesses
- ✓ Reducing business volatility through market development in growth industries
- ✓ Promoting solutions business by strengthening customer contact points
- ✓ Improving profitability through original product development
- ✓ Strengthening distribution infrastructure through optimal placement of distribution bases

Business Model Engineering

Global Business

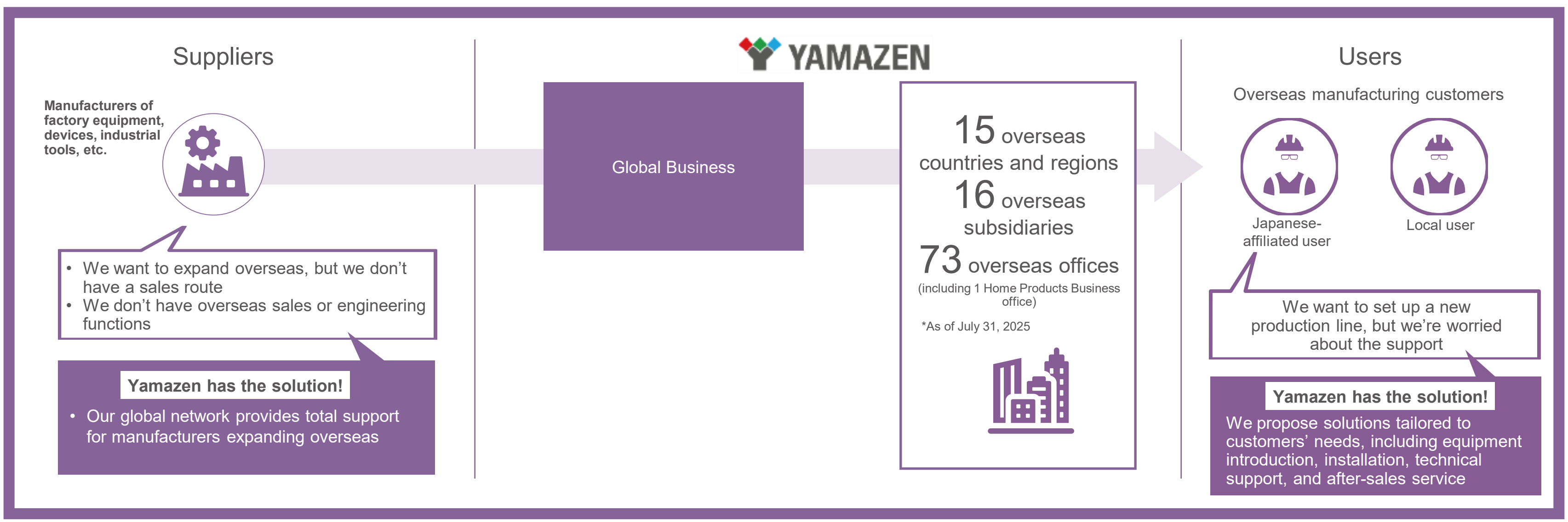
We promote high-value-added proposal sales at manufacturing sites both in Japan and overseas that require a high level of expertise.

Global Network

15 overseas countries and regions,
16 overseas subsidiaries,
73 overseas branches (including 1 Home Products Business branch)

Yamazen Group overseas staff members: 1,120; engineers: about 330
*As of July 31, 2025

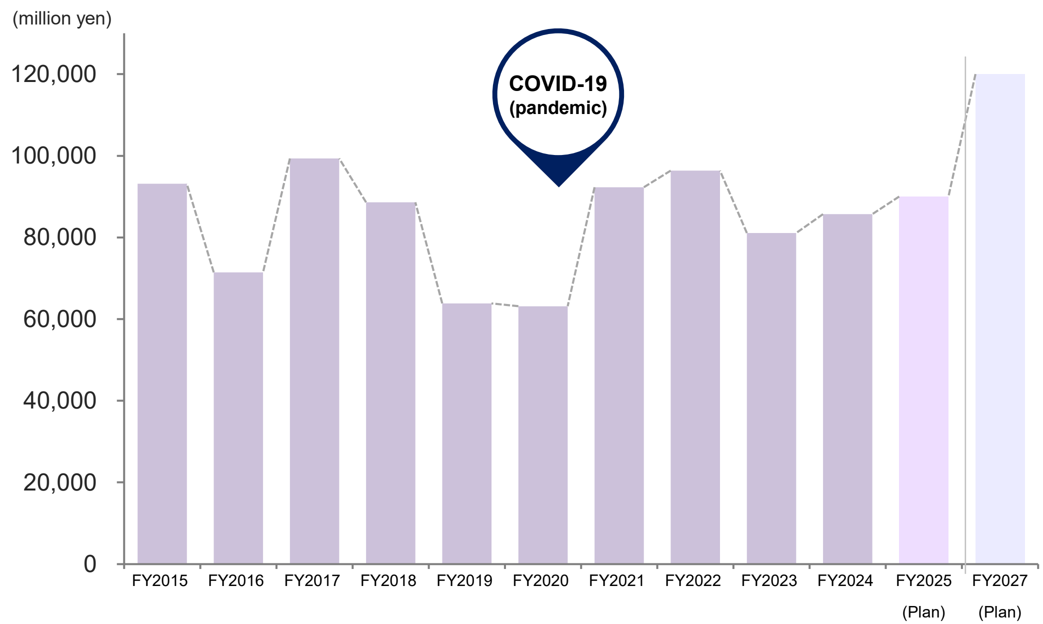
Global Business Commercial Distribution

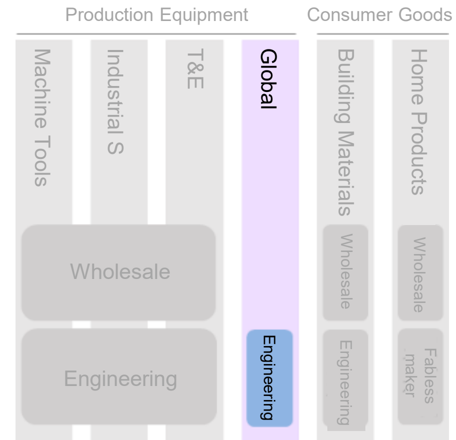


Global Business: Performance Trend and Current Situation

PROACTIVE YAMAZEN 2027

Net Sales Trend in the Global Business





- Handling not only equipment sales but also engineering and after-sales services
- The biggest growth driver in the current Medium-Term Management Plan

Market Trends (Opportunities)

- ✓ While the global machine tools market is experiencing a boom-and-bust cycle, it is growing gradually in the medium to long term
- ✓ Increased dispersion and multi-polarization of production bases due to changes in the trading system, such as tariffs, and geopolitical risks, etc.
- ✓ Increased automation/labor-saving demand owing to streamlining and chronic labor shortages in the manufacturing industry

Main Policies

- ✓ Promoting localization and streamlining of management to strengthen trade with global companies
- ✓ Aiming to expand geographically and optimize business domains to address the restructuring of global supply chains
- ✓ Market development and product development to address changes in market trends and needs

Consumer Goods Business

Building Materials Business

Major items handled

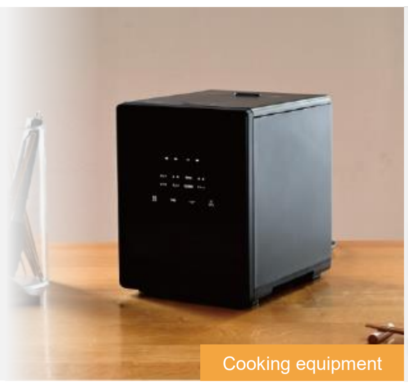
Kitchen equipment, cooking equipment, bathroom equipment, washbasin equipment, water boiling equipment, sanitary equipment, air-conditioning equipment, solar power generation, storage batteries, plumbing equipment & materials, interior architectural materials, exterior architectural materials, interior, sashes, exterior, secondary construction materials, construction materials, construction equipment, structural frames, BCP-related equipment, etc.

Water boiling equipment

Home Products Business

Major items handled

Home appliances (electric fans, heating equipment, cooking equipment, audiovisual equipment, lifestyle appliances), furniture, products for outdoor and leisure activities, kitchen utensils, daily goods, exteriors, gardening products, agriculture products, Healthcare goods, sanitary goods, industrial tools, goods for automobiles and motorcycles, anti-disaster goods, etc.



Cooking equipment

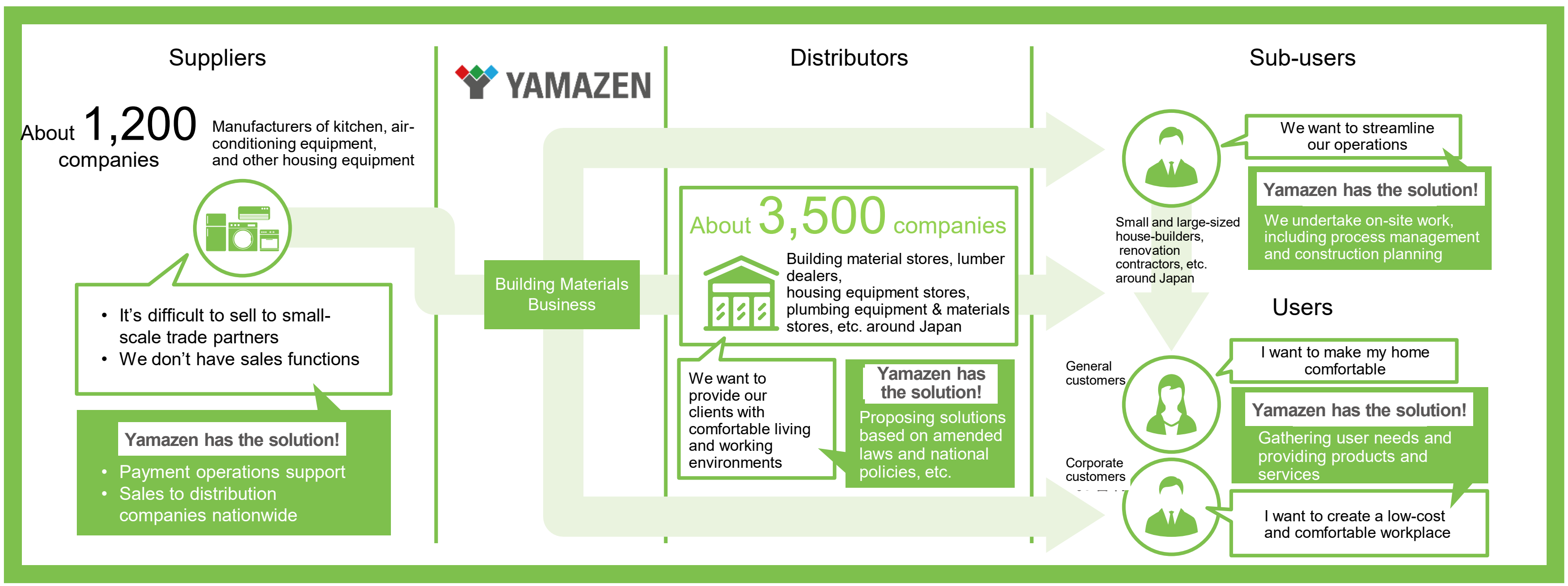
Furniture

Business Model Wholesale and Engineering

Building Materials Business

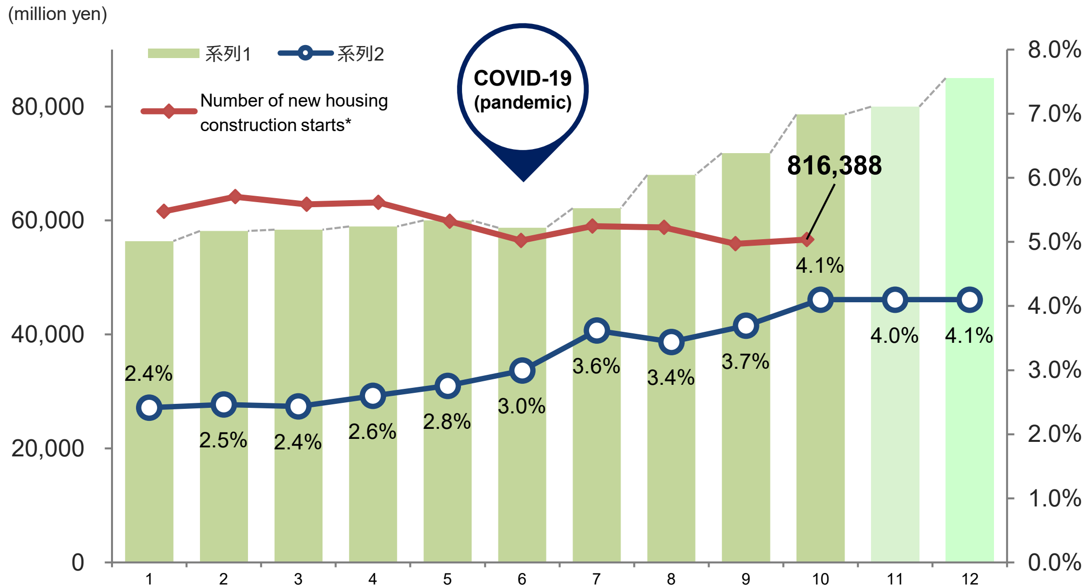
We provide total support for creating comfortable spaces, from residential to non-residential. We are comprehensively expanding business as a multi-functional trading company that responds to changing needs, from the procurement and supply of primary processed products to the retail sector.

Building Materials Business Commercial Distribution

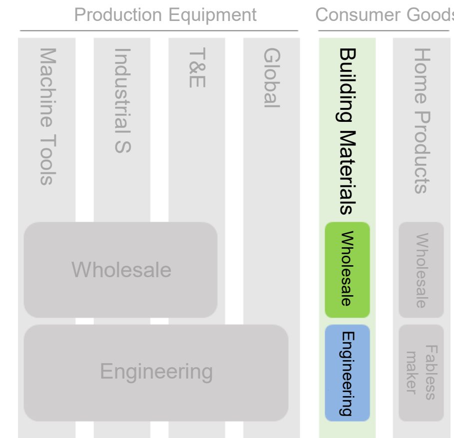


Building Materials Business: Performance Trend and Current Situation

Building Materials Business: Net Sales and Segment Profit Margin Trends



* Source: Ministry of Land, Infrastructure, Transport and Tourism "Statistics on Building Construction Started"



- Boasting top-class distribution volume in general household housing equipment and air-conditioning equipment in Japan
- In recent years, strengthening non-residential building materials business centered on energy-saving equipment

Market Trends (Opportunities)

- ✓ The number of new housing starts is expected to fall below 800,000 from FY2025 onwards due to the declining birthrate and aging population, as well as the rising mortgage interest rates
- ✓ The renewable energy/energy-saving markets are expanding due to the global trend toward carbon neutrality
- ✓ Reviews of housing performance have accelerated as compliance with energy-saving standards has become mandatory under the Amendment to the Building Standards Act in April 2025

Main Policies

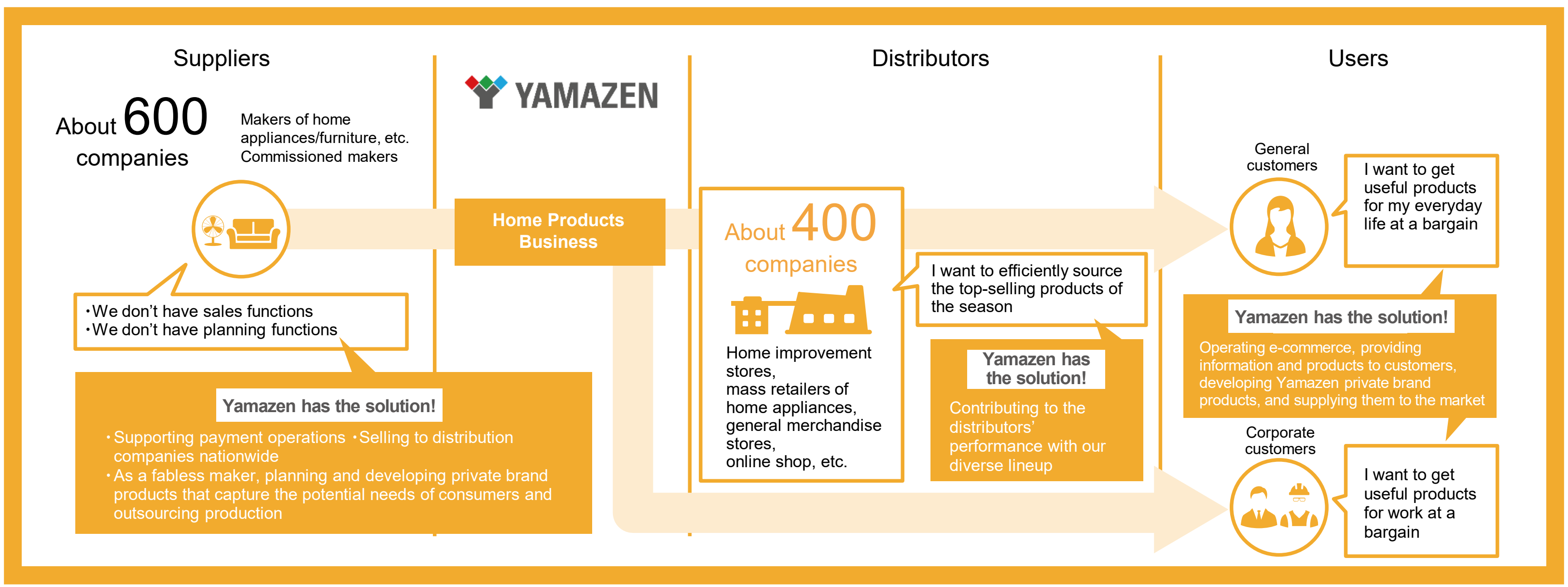
- ✓ Focusing on subsidy proposals for residential and non-residential sectors (offices, factories, facilities, stores, etc.) with high energy-saving performance products
- ✓ Working to expand the retail sector of home improvement stores/home appliances mass retailers and e-commerce to strengthen the home renovation sector
- ✓ Strengthening efforts for the standard adoption of products by builders to expand our market share in the new home sector, and expanding ZePlus business

Business Model Fabless Manufacturer and Wholesale

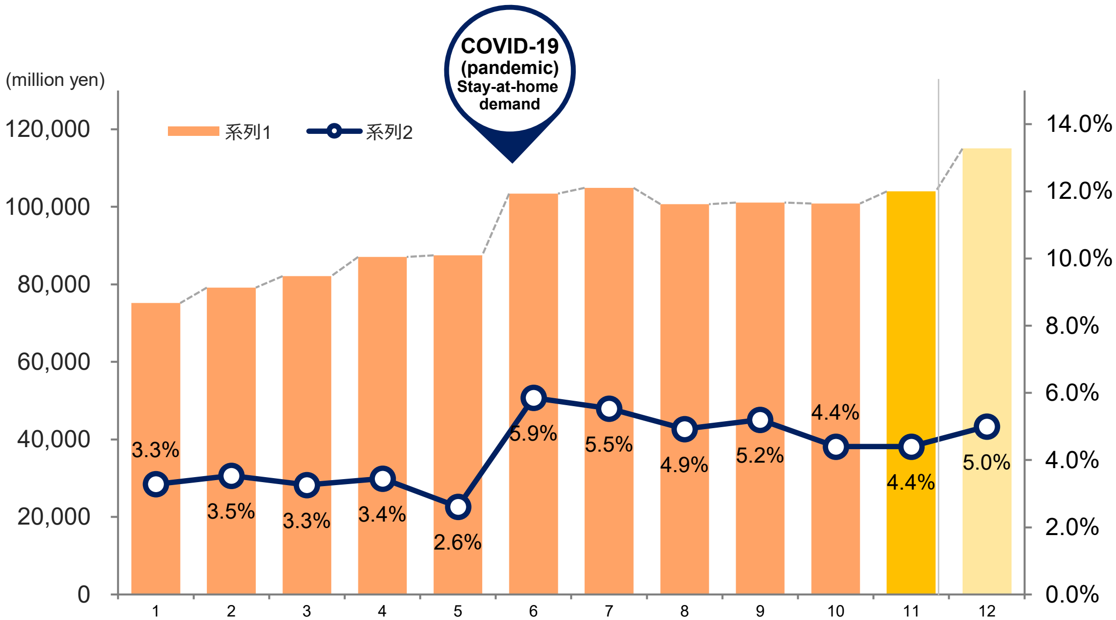
Home Products Business

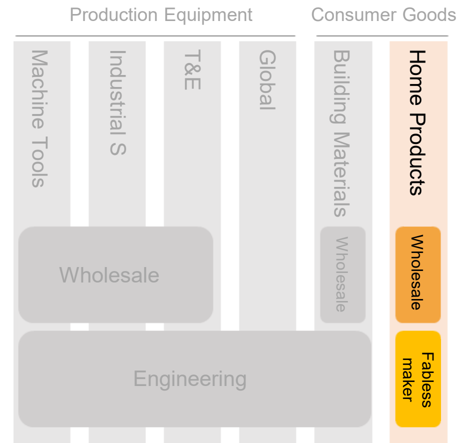
We support the rich and diverse lifestyles of consumers with a wide array of products that utilize our dual functions as a trading company and a fabless maker.

Home Products Business Commercial Distribution



Home Products Business: Net Sales and Segment Profit Margin Trends





- In addition to national brand products, also handling fabless private brand products at a ratio of about 60%
- The YAMAZEN brand is gradually gaining traction and shows strong growth potential

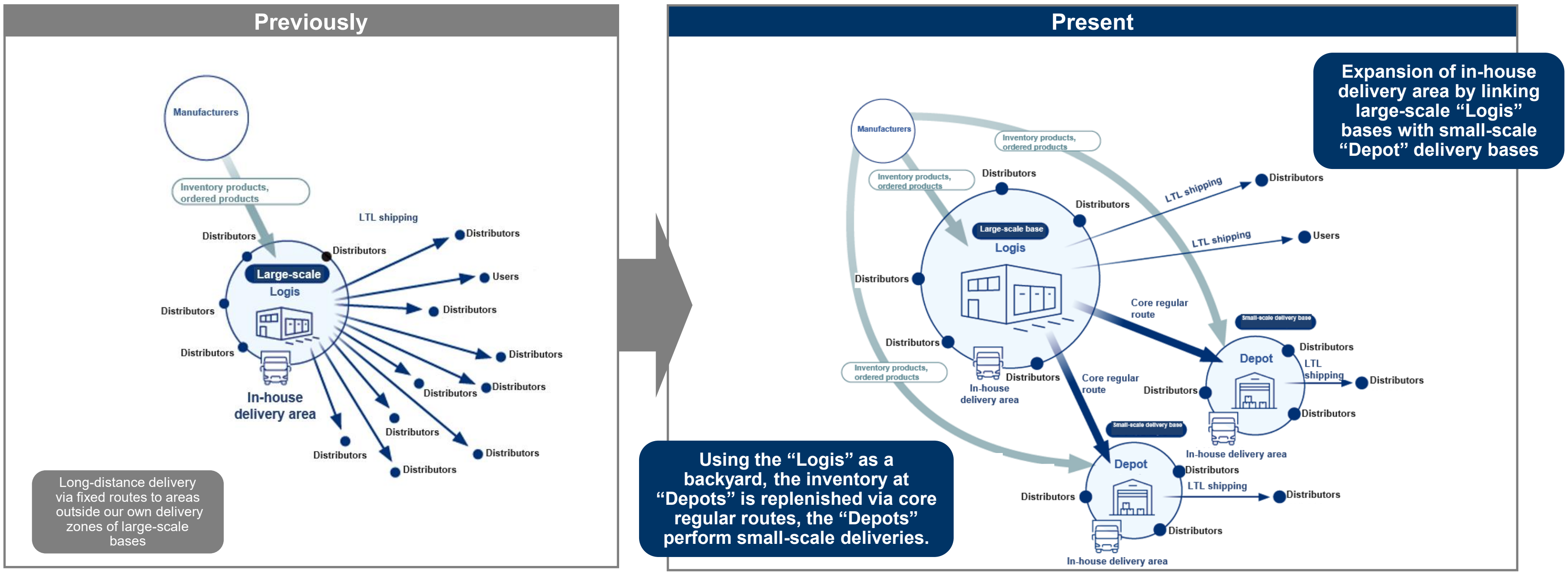
Market Trends (Opportunities)

- ✓ Companies are building fan bases among customers through branding, and as a result, there is a growing trend to expand LTV (customer lifetime value).
- ✓ E-commerce demand is expanding, driven in the BtoB segment by labor shortages and the need for operational efficiency, and in the BtoC segment by growing demand among senior consumers.

Main Policies

- ✓ Increasing customer touchpoints and improving GMV (gross merchandise volume)
- ✓ Improving the system for immediate delivery nationwide
- ✓ Digitalizing transactions across all channels, including brick-and-mortar stores and e-commerce to accurately ascertain user needs and continue to bring optimal products to the market

- Sharing distribution assets across business units by implementing LMS/WMS and increasing efficiency through distribution DX
- Several improvement initiatives have been selected as outstanding examples at the “All-Japan Logistics Improvement Case Study Convention 2025”



Introduce LMS/WMS	We have been promoting the use of LMS (integrated logistics management system) and WMS (warehouse management system), and the introduction of these systems had been completed at seven locations as of March 2024. Compared to before the relocation, picking productivity at Logis Tokyo (Kitamoto City) has increased by approximately 2.3x, and erroneous shipments have decreased by approximately two thirds. Combined with the effect of introducing material handling systems, the number of personnel in the warehouse has been reduced by approximately 25%.
Share distribution assets between businesses	Building Materials Business distribution bases (“Depots”) are also being used as small distribution bases for Production Equipment After starting in Okayama, the system has been expanded to Kanazawa, Sendai, and Sapporo. Realizes reduced delivery distances and improved service levels
Expand and reorganize distribution bases	Logis Osaka (Higashiosaka City) has begun full operation from January 2025 as the most important logistics base in western Japan. The introduction of our latest distribution system has enabled us to streamline and save on labor. In addition, we plan to implement “joint transportation and delivery,” which will also transport cargo from other companies in the industry.

List of Online Services（Japanese Only）

Service Name	Target Segment	Details
ゲンバト https://genbato.jp/	Corporations/ manufacturing sites Production Equipment	✓ A composite SaaS platform for manufacturing companies ✓ Providing services to improve streamlining tailored for manufacturing sites, such as equipment management, drawing management, defect records, daily report management, and work procedure manuals
ものづくり研究所 https://monoken.yamazen.co.jp/	Corporations/ manufacturing sites Production Equipment	✓ A useful information site for manufacturing companies ✓ Providing valuable information useful for manufacturing, such as the latest technological trends and efficient production methods
ものづくりのリーディングパートナー teraido https://www.teraido.jp/	Corporations/ manufacturing sites Production Equipment	✓ A comprehensive platform site for manufacturing companies ✓ In addition to introducing over 2 million products from about 700 manufacturers, including all the consumables and auxiliary equipment needed for production sites, the site also provides information on new products, subsidies, etc. ✓ Registered distributors can confirm product orders, quote requests, history confirmations, etc.
YAMAZEN BOOK 山善の商品・サポート情報 https://book.yamazen.co.jp/	Consumer Goods Corporations/sole proprietors	✓ A support site that lists such things as product information, instruction manuals, inquiries, and catalogs for YAMAZEN electric fans, heating equipment, etc.
山善ビズコム https://yamazenbizcom.jp/	Consumer goods (Home Products) Corporations and sole proprietors (Mainly for offices and stores)	✓ In addition to our own brand products, the online shop handles about 20,000 items, including such products from partner manufacturers as interior products, home appliances, anti-disaster/anti-crime goods products, DIY products, industrial tools, etc.
YAMAZEN くらしのeショップ https://www.rakuten.ne.jp/gold/e-kurashi/	Consumer goods (Home Products) Sole proprietors	✓ Online shop for furniture, home appliances, garden supplies, outdoor equipment, and other household items ✓ Winner of The Rakuten SHOP OF THE YEAR award for the 15th consecutive year (2021)

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with all of you

YAMAZEN