

YAMAZEN CORPORATION

**FY2025
Q2**

**Financial
Results Briefing**



Stock Code: 8051



YAMAZEN CORPORATION

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Supplementary Materials for Full-Year Earnings Forecasts

Supplementary Materials for FY2025 Q2 Financial Results

Supplementary Materials for Business Model, etc.

- 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.
- In this document, unless otherwise specified, 'Q2' refers to the cumulative six-month period (i.e., the first half of the fiscal year). Similarly, 'Full-Year Earnings Forecast' refers to the figures announced on October 15.
- 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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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).

Management of Fostering Personnel

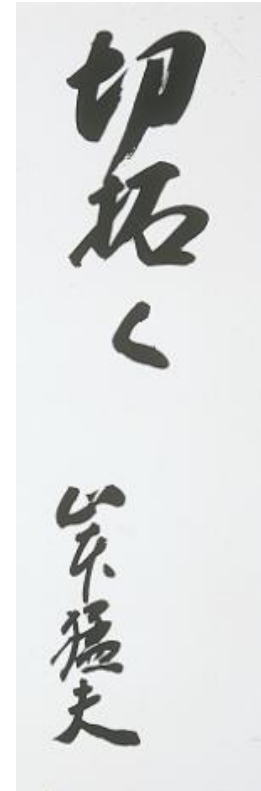
To make active use of personnel, and to foster independent and virtuous employees

Management of Breaking Through

To challenge, innovate and create

Management of Trust

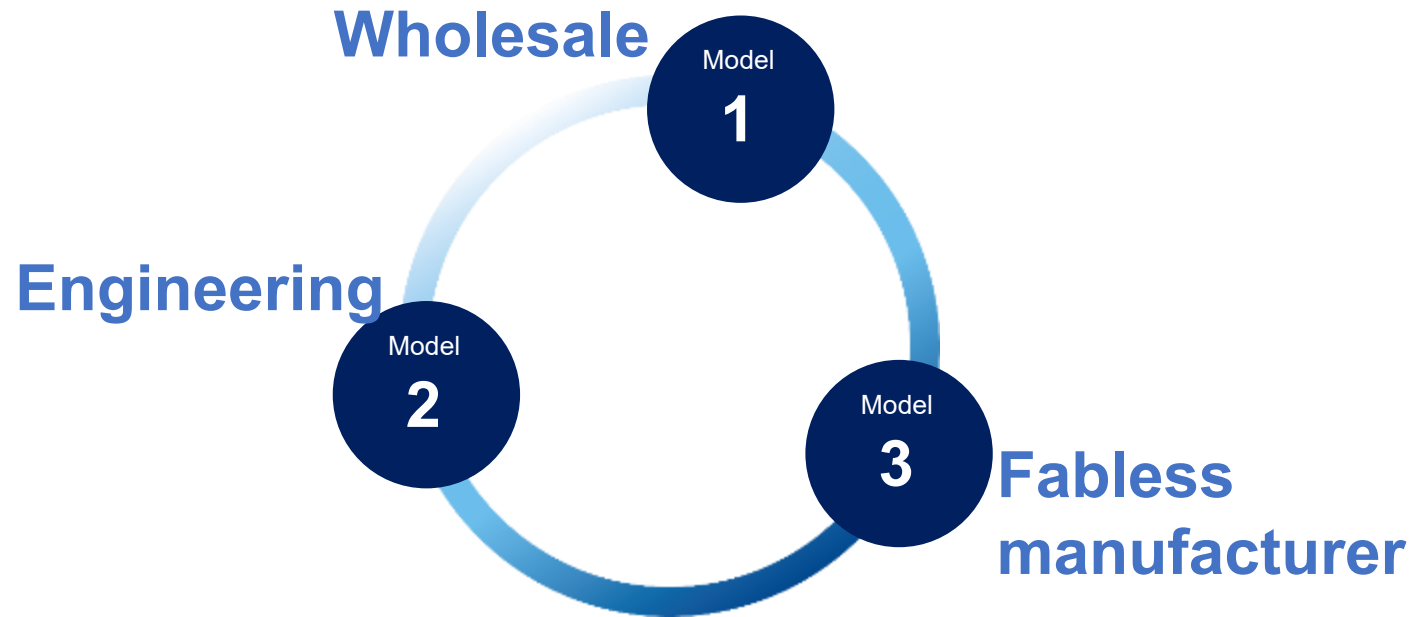
To respond to the needs and expectations of society and contribute to them



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.





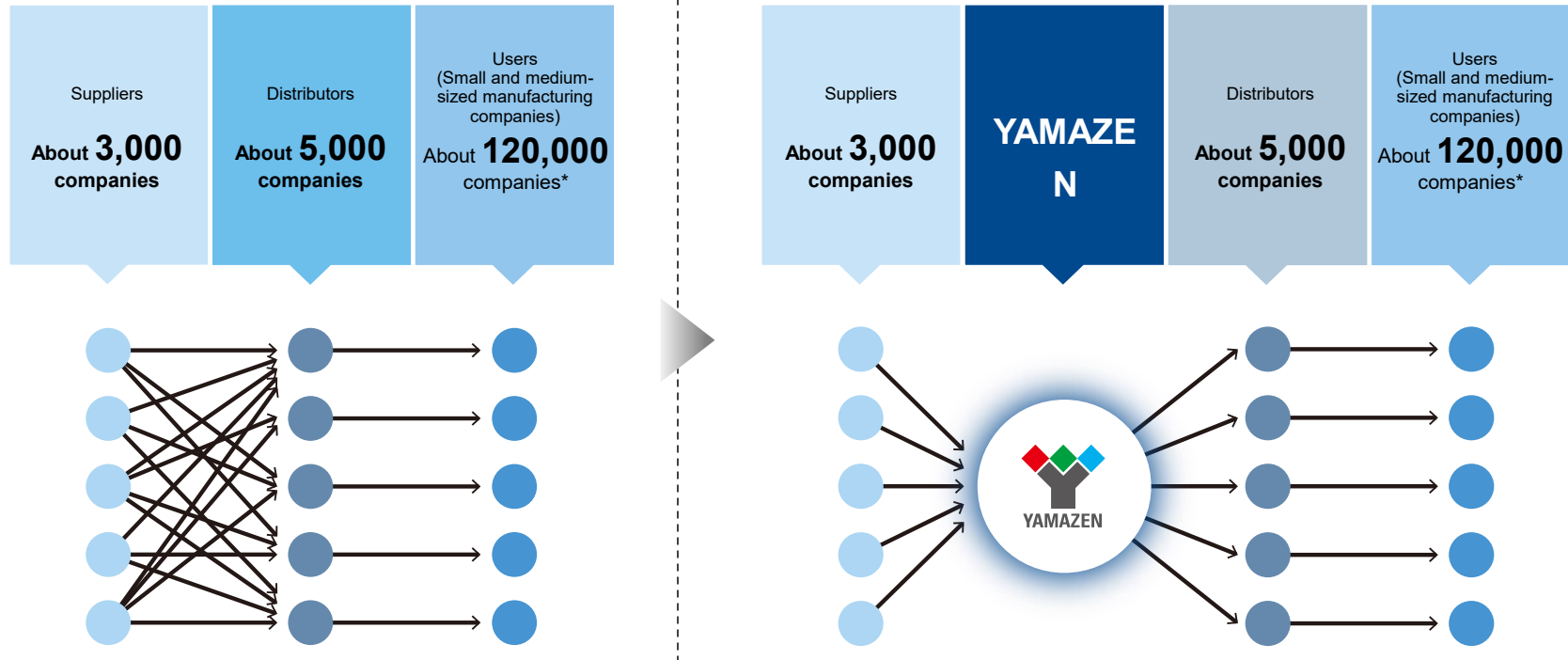
YAMAZEN's Driving Force Behind Value Creation

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

YAMAZEN's Three Business Models and Strengths

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.



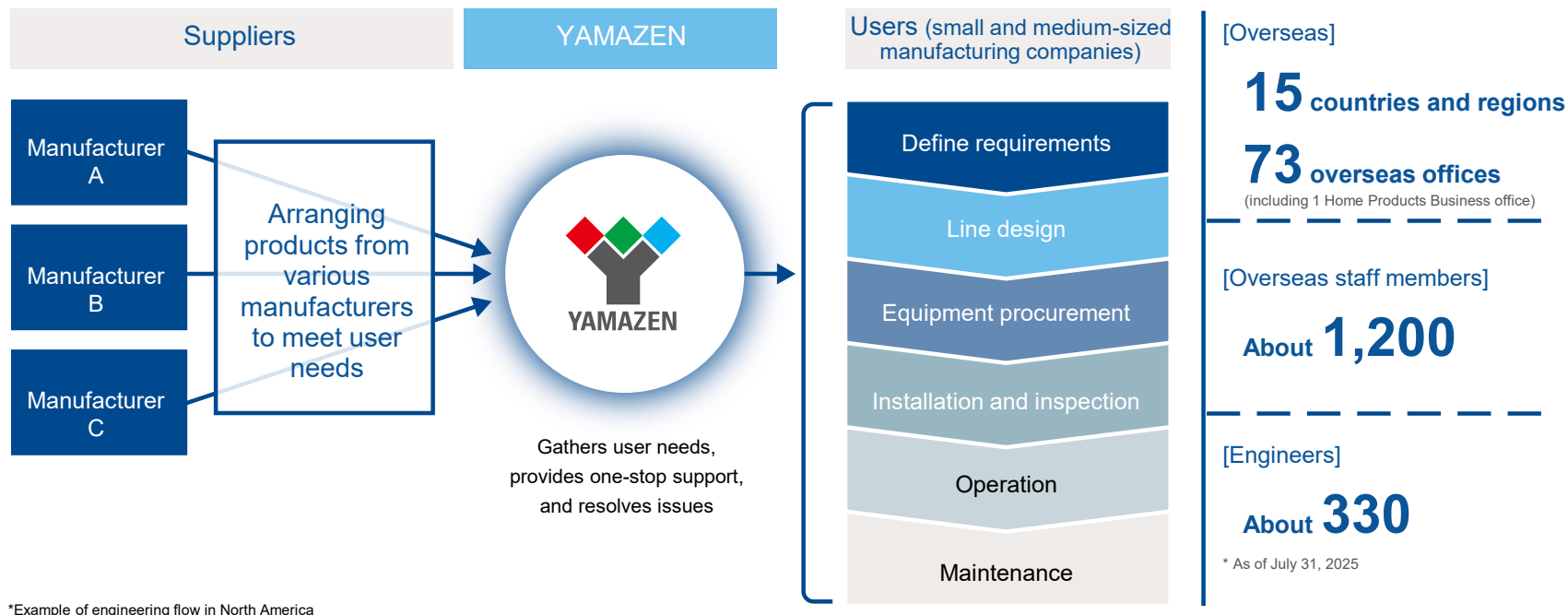
*Example from the metal processing industry

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.”

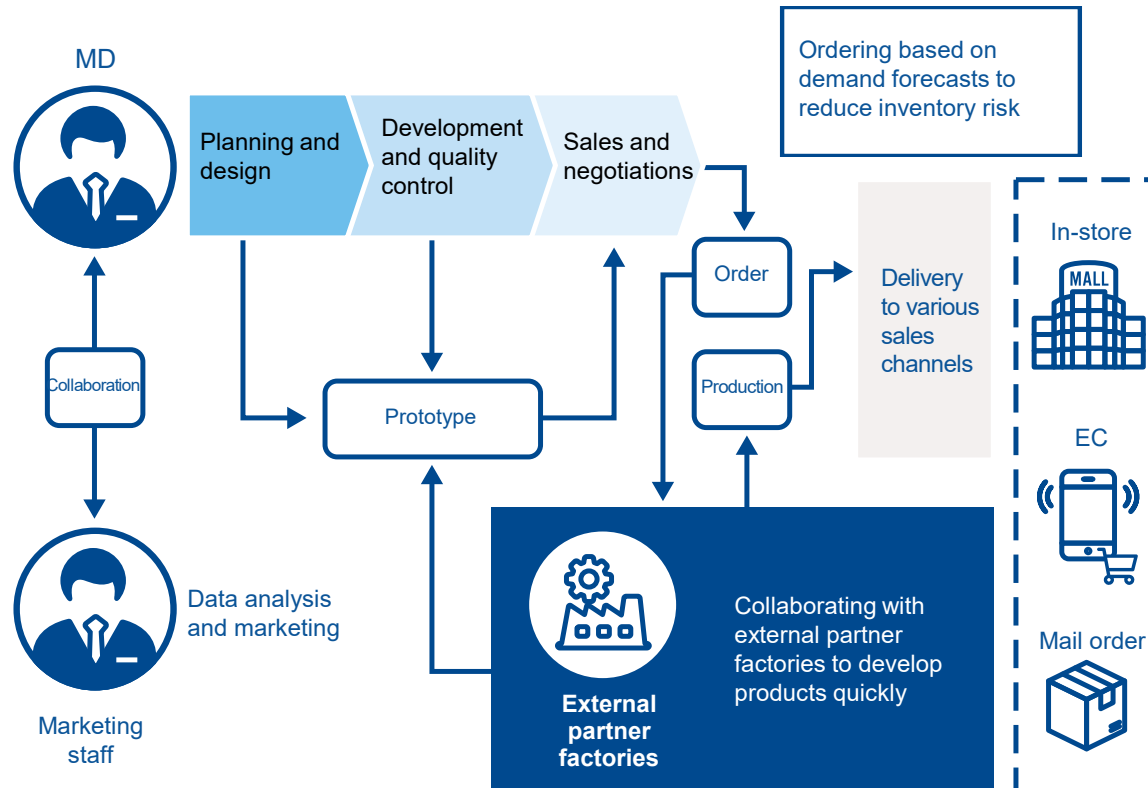


Model

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

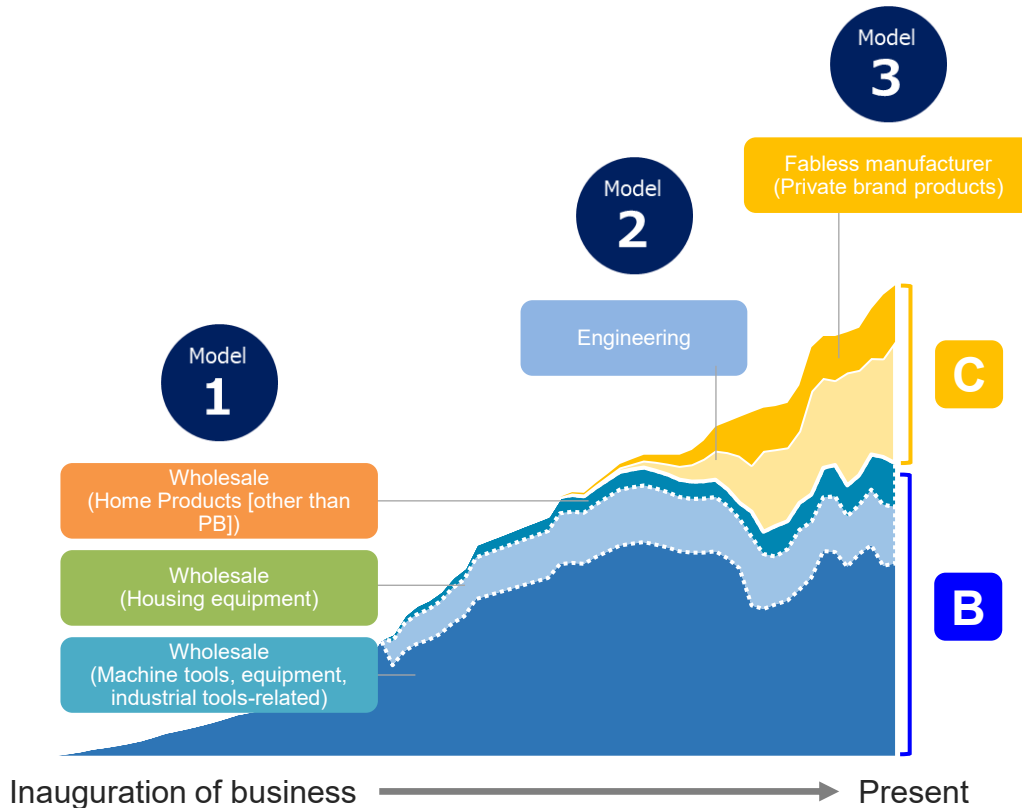
The ability to think and act on one's own

Independent and Virtuous Employees

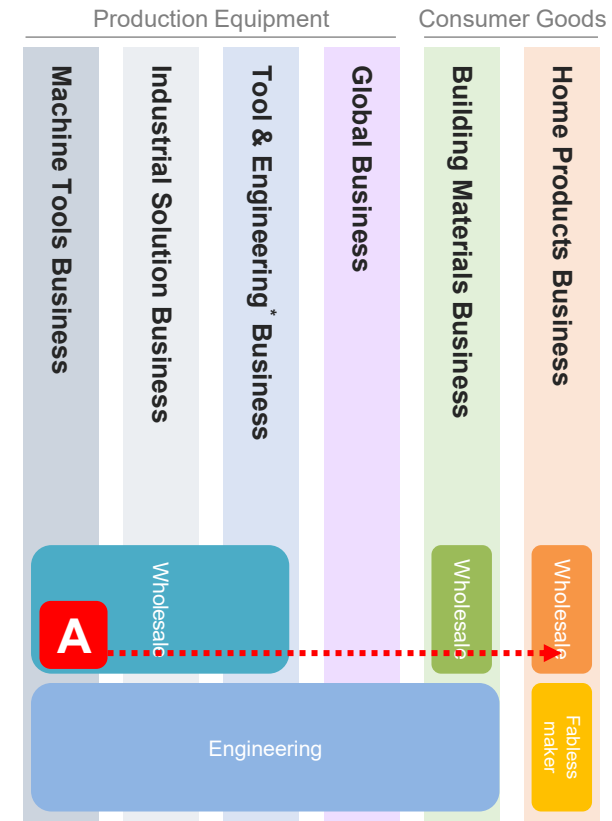
Self-reliant human resources who share the Yamazen Group's unique philosophy, who respond promptly and flexibly to change, even as unexpected change becomes commonplace, by independently taking on challenges and putting ideas and actions into practice on site, and who are always of service to customers

- 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 fables 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.

Image of Business Portfolio Strategies

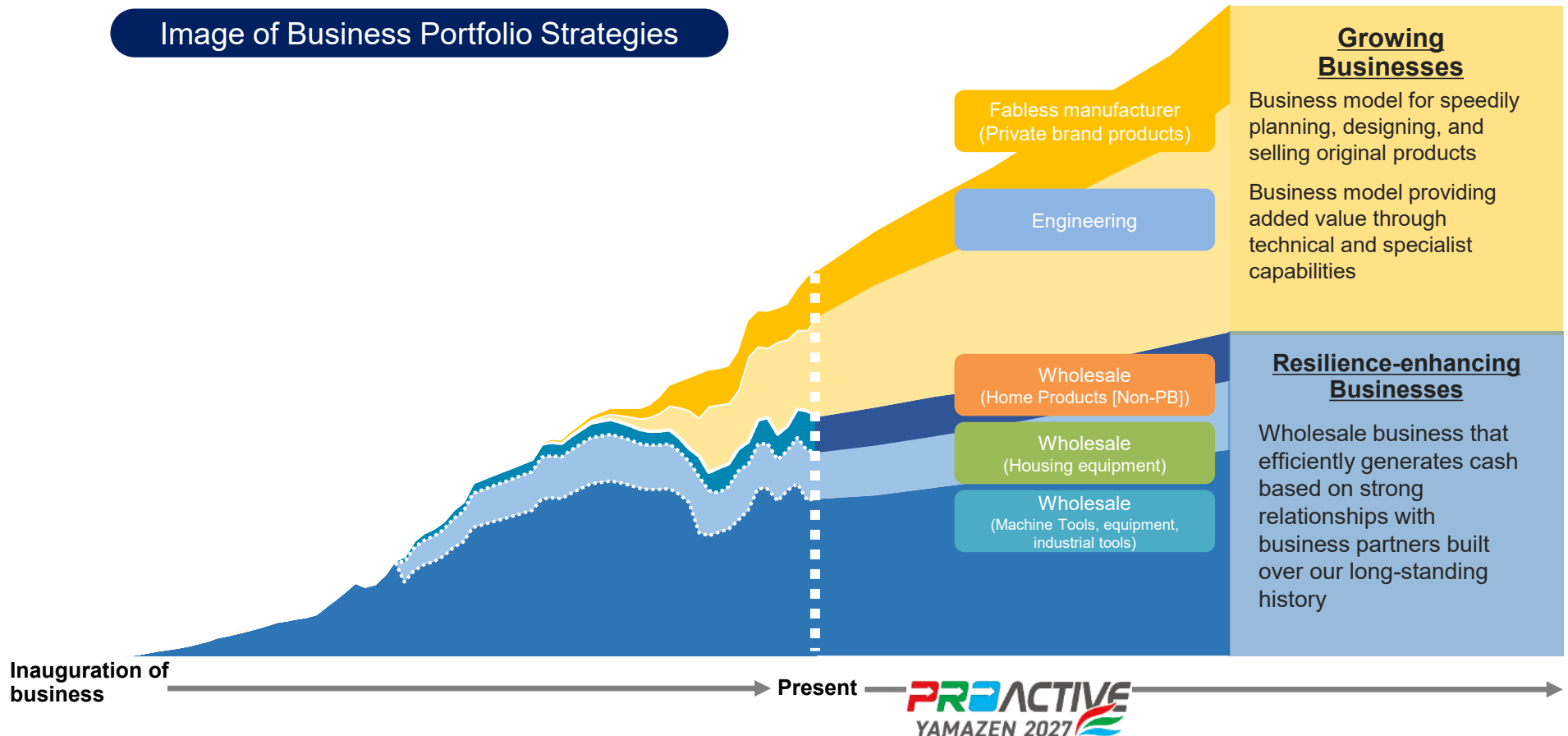
- Business Portfolio Approach

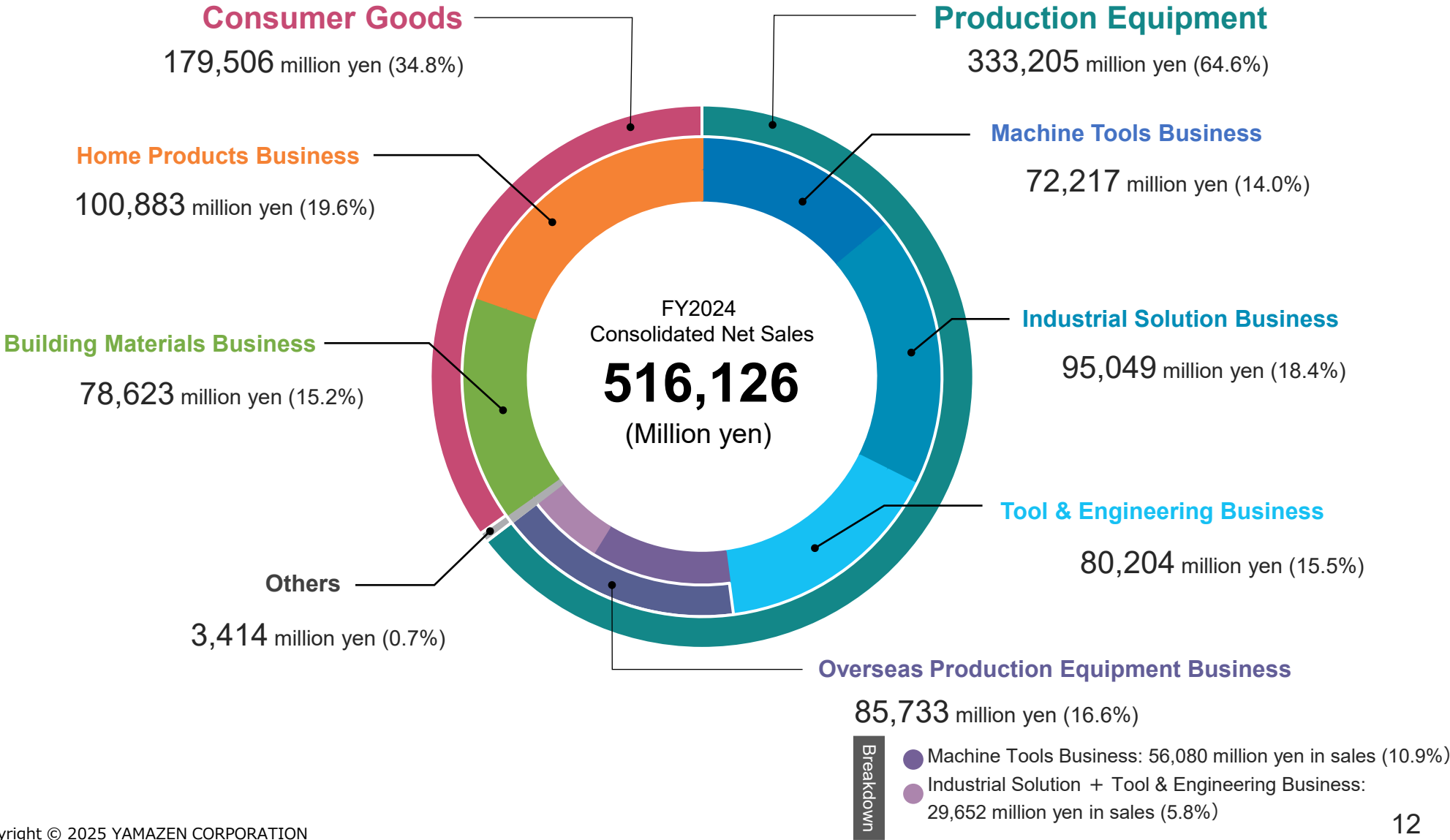
Determining business direction by considering the two axes of “capital profitability” and “growth potential,” as well as synergies between businesses

- Positioning of business portfolio

Allocating all capital gained from the wholesale business to Value enhancement and high-growth potential business domains

Image of Business Portfolio Strategies





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Overview of Q2 Results

- For the first half, we recorded net sales of 259.8 billion yen (+4.4% YoY) and operating profit of 5.1 billion yen (+48.4% YoY).
 - ✓ Demand for heat-stroke prevention measures—driven by the mandatory requirements in workplaces and the extreme heat this summer—resulted in **strong sales of products designed to prevent heat stress in both the Production Equipment and Consumer Goods segments.**
 - ✓ While gross profit increased in line with strong sales, **we successfully contained the increase in SG&A expenses.**

Revisions to Earnings Forecasts

- Supported by strong sales and thorough reviews of various expenses, we revised our earnings forecasts.

The full-year earnings forecasts now stand at net sales of 530 billion yen (+2.7% YoY) and operating profit of 10 billion yen (+4.9% YoY).

- ✓ **In August, we upwardly revised our first-half forecasts,** reflecting robust sales of products designed to prevent heat stress.
- ✓ **In October, we raised our first-half and full-year earnings forecasts,** reflecting reductions in SG&A expenses through detailed reviews of costs initially estimated in August, along with revisions to corporate tax estimates.

- Due to the impact of the extreme heat that began before the end of the rainy season, orders for products designed to prevent heat stress were strong in both the Production Equipment business and the Consumer Goods business, and we revised our first-half earnings forecasts on August 8th (the full-year forecast remained unchanged).
- We revised its first-half earnings forecasts upward on October 15, due to reductions in selling, general and administrative expenses and a review of corporate tax estimates. Regarding the full-year forecast, net sales remain unchanged, but profits have been revised upward due to the postponement of the recognition of extraordinary gains originally planned for the third quarter onward and a review of corporate tax estimates.

■ Second quarter consolidated earnings forecasts and results

(Million yen)

	FY2024 Q2 Results	FY2025 Q2				
		Results	Initial Forecasts Announced on May 14	Revised Forecasts (1) Announced on Aug. 8	Revised Forecasts (2)	
					Announced on Oct. 15	Vs. Initial Forecasts
Net sales	248,924	259,844	250,000	255,000	255,000	-
Operating profit	3,442	5,108	3,000	4,000	5,000	+2,000
Ordinary profit	3,494	5,413	3,000	4,000	5,000	+2,000
Profit attributable to owners of parent	2,567	4,182	2,500	3,200	3,900	+1,400

■ Full-year consolidated earnings forecasts

(Million yen)

	FY2024 Results	FY2025				
		Results	Initial Forecasts Announced on May 14	Revised Forecasts (1) Announced on Aug. 8	Revised Forecasts (2)	
					Announced on Oct. 15	Vs. Initial Forecast
Net sales	516,126		530,000	No Change	530,000	-
Operating profit	9,535		9,000		10,000	+1,000
Ordinary profit	10,018		9,000		10,000	+1,000
Profit attributable to owners of parent	7,845		7,000		7,150	+150

Net sales: 259,844 million yen, +4.4% YoY

Net sales increased owing to strong sales of products designed to prevent heat stress, air conditioning equipment, and environmental improvement equipment due to the extreme heat. In addition, sales of energy-saving equipment remained strong due to high utility costs, resulting in increased revenue.

Operating profit: 5,108 million yen, +48.4% YoY

Although personnel expenses, allowance for doubtful accounts, and depreciation and amortization increased, the increase in SG&A expenses was suppressed by reviewing other expenses.

Gross profit: 39,755 million yen, +6.4% YoY

Gross profit increased thanks to sales growth.

Profit attributable to owners of parent : 4,182 million yen, +62.9% YoY

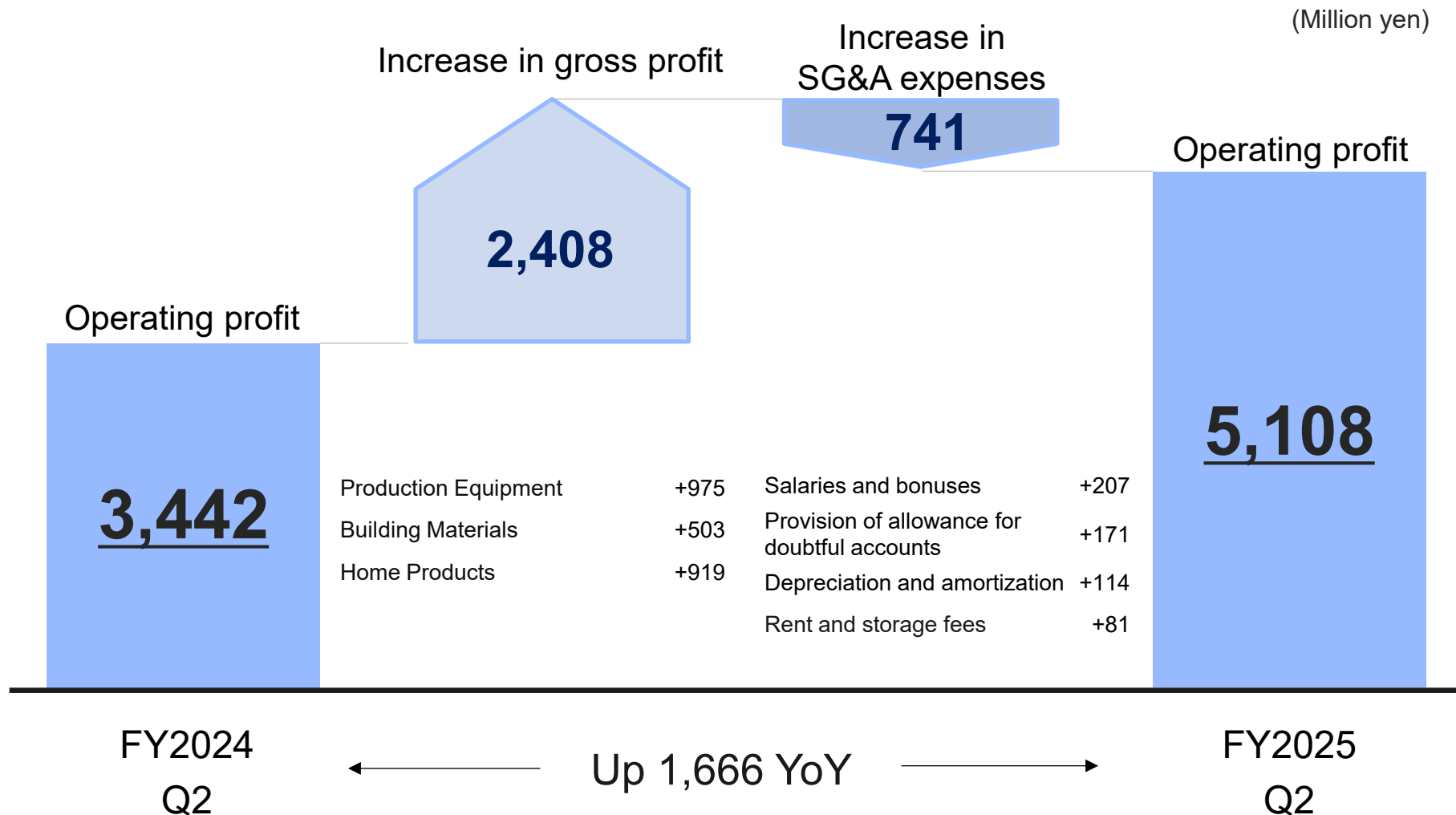
While gains on the sale of policy shareholdings were recorded, corporate taxes increased.

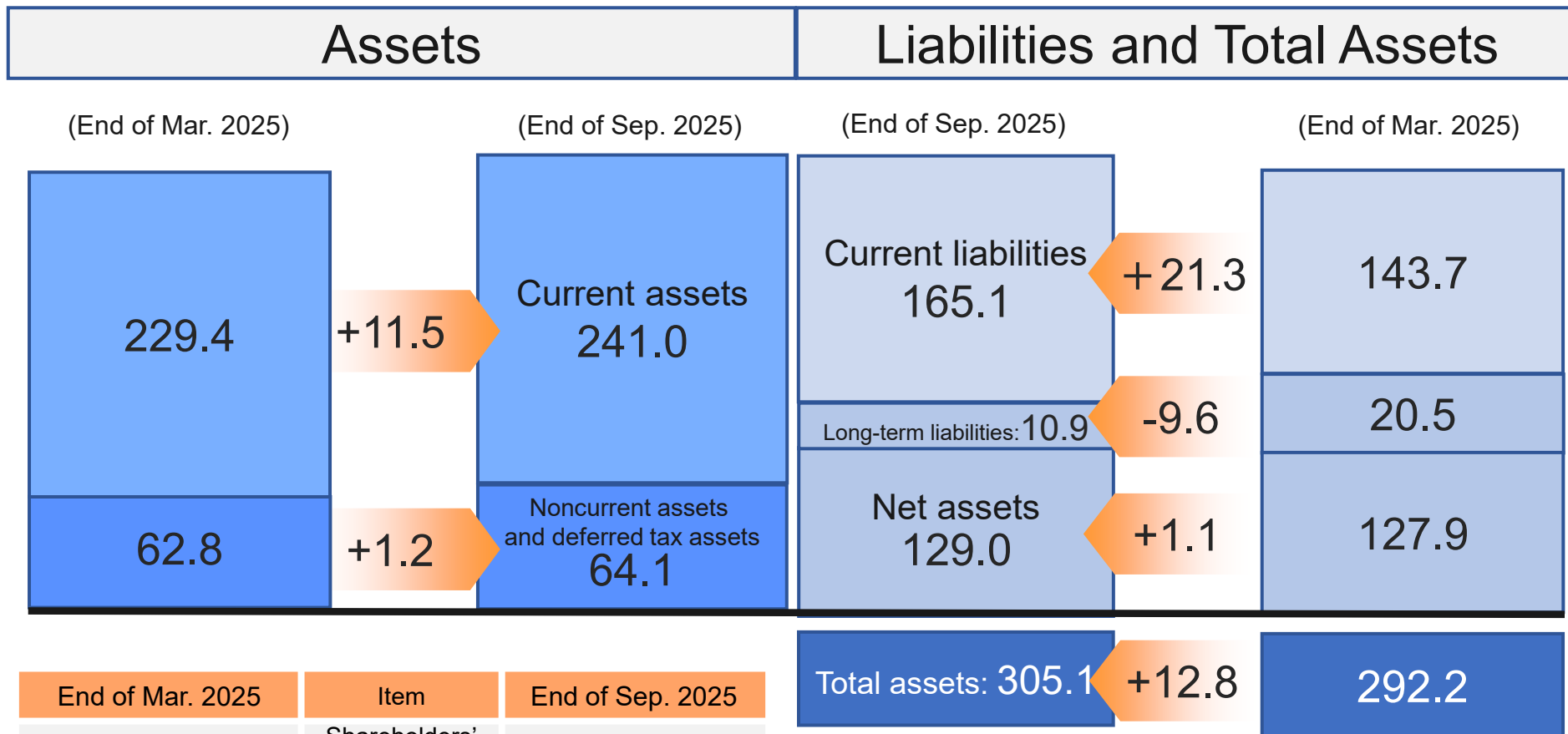
(Million yen)

	FY2024 Q2	FY2025 Q2	YoY	Full-year Forecasts	Achievement Rate
Net sales	248,924	259,844	+4.4%	530,000	49.0%
Gross profit	37,347	39,755	+6.4%	-	-
(Gross profit margin)	15.0%	15.3%	+0.3pt	-	-
SG&A expenses	33,905	34,647	+2.2%	-	-
Operating profit	3,442	5,108	+48.4%	10,000	51.1%
(Operating profit margin)	1.4%	2.0%	+0.6pt	1.9%	-
Non-operating profit/loss	52	304	+475.0%	-	-
Ordinary profit	3,494	5,413	+54.9%	10,000	54.1%
Extraordinary gain/loss	640	1,017	+58.7%	-	-
Profit attributable to owners of parent	2,567	4,182	+62.9%	7,150	58.5%

Factors for Changes in Operating Profit

- Gross profit increased on the back of strong sales
- Although amortization expenses increased due to strategic investments in systems and logistics facilities during the previous fiscal year and various expenses increased due to growing sales, operating profit increased by 1.6 billion yen (48.4%) YoY due to a thorough review of various expenses.





End of Mar. 2025	Item	End of Sep. 2025
43.3%	Shareholders' equity ratio	41.8%
1,481.00 yen	Net assets per share	1,502.62 yen
112.5 billion yen	Market cap	118.5 billion yen
8.3 billion yen	Basic operating cash flow	5.2 billion yen

*Market capitalization is calculated by multiplying the closing price at the end of the fiscal year by the number of shares outstanding (excluding treasury shares) on the same date.

*Basic operating cash flow is calculated by deducting the increase/decrease in working capital from operating cash flow.

*Rounded down to the nearest 100 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 Q2

External Environment			Business Segments Mainly Affected	Impact
Domestic	Enforcement of the revised Ordinance on Industrial Safety and Health mandating heat-stroke prevention measures in workplaces		IS/T&E/ Building Materials/ Home Products	😊
	Increased demand for products designed to prevent heat stress due to record-breaking heat this summer		IS/T&E/ Building Materials/ Home Products	😊
	Capital investment appetite among small and midsize manufacturers—our end-users—remained weak		Machine Tools/T&E	😞
	High needs for automation and labor-saving solutions due to labor shortages		IS	😊
	Continued willingness to invest in energy-saving equipment amid high energy prices		IS	😊
	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	😐
Overseas	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	😊

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

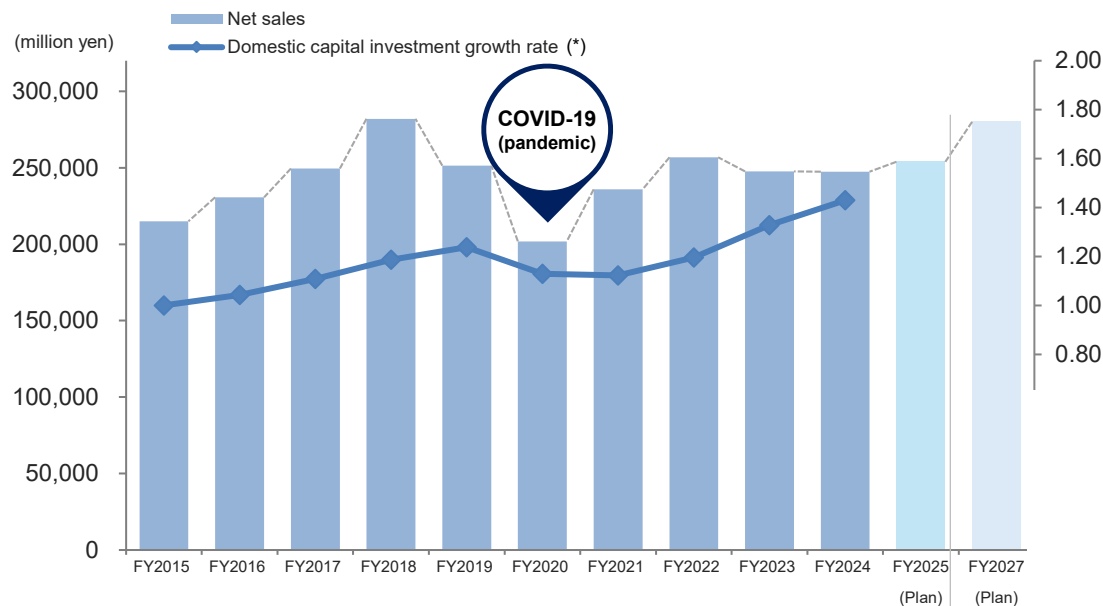
- In the Production Equipment, the Global Business is performing well, capturing equipment demand in China and ASEAN.
- In the Consumer Goods, sales were driven by the Building Materials Business, where sales of air conditioning equipment were strong, and the Home Products Business, where private brand products grew due to the penetration of the 'YAMAZEN' brand and strong sales of heat countermeasure products.

(Million yen)

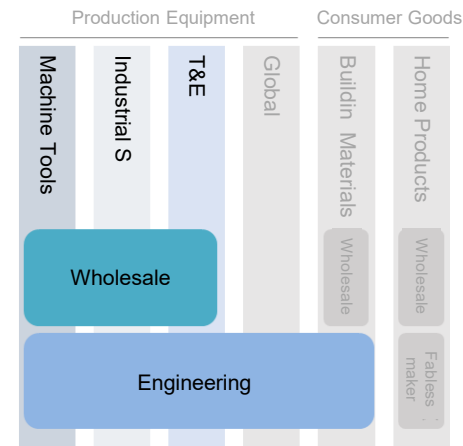
		Net sales					Segment profit (based on disclosed segments, bottom row is operating profit margin)				
		Q2			Full-year Forecasts		Q2			Full-year Forecasts	
		FY2024	FY2025	Achievement Rate	FY2025	Achievement Rate	FY2024	FY2025	Achievement Rate	FY2025	Achievement Rate
Production Equipment	Machine Tools	32,094	31,526	-1.8%	70,000	45.0%					
	IS	47,322	48,702	+2.9%	99,000	49.2%					
	T&E	39,389	40,058	+1.7%	81,000	49.5%					
	Domestic total	118,806	120,288	+1.2%	250,000	48.1%					
	Global	40,836	43,783	+7.2%	90,000	48.6%					
	Total	159,642	164,071	+2.8%	340,000	48.3%	3,084	3,802	+23.2%	8,500	44.7%
							1.9%	2.3%	+0.4pt	2.5%	-
Consumer Goods	Building Materials	37,874	42,387	+11.9%	84,000	50.5%	1,421	1,671	+17.6%	3,400	49.2%
							3.8%	3.9%	+0.2pt	4.0%	-
	Home Products	49,553	51,387	+3.7%	102,000	50.4%	2,144	2,512	+17.1%	4,500	55.8%
							4.3%	4.9%	+0.6pt	4.4%	-
Total		87,427	93,774	+7.3%	186,000	50.4%	3,566	4,184	+17.3%	7,900	53.0%
							4.1%	4.5%	+0.4pt	4.2%	-
Other		1,854	1,998	+7.8%	4,000	50.0%	-3,208	-2,877	-10.3%	-6,400	45.0%
							-	-	-	-	-
Consolidated		248,924	259,844	+4.4%	530,000	49.0%	3,442	5,108	+48.4%	10,000	51.1%
							1.4%	2.0%	+0.6pt	1.9%	-

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

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

See p. 57-58 for major items handled, commercial distribution

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

- In the Machine Tools Business, investment activity by SME manufacturers was sluggish, and sales of machine tools to auto parts processing manufacturers were slightly lower than the previous year.
- In the Industrial Solution Business, sales of energy-saving equipment remained strong, and sales of products designed to prevent heat stress and environmental improvement equipment for improving working environments also remained strong.
- In the Tool & Engineering Business, sales of various work supplies used at production sites, including goods to prevent heat stress, and measurement and analysis equipment were strong.

(Million yen)

	Net sales	FY2024 Q2	FY2025 Q2	YoY	Full-year Forecasts	Achievement Rate
Domestic Production Equipment	Machine Tools Business	32,094	31,526	-1.8%	70,000	45.0%
	Industrial Solution Business	47,322	48,702	+2.9%	99,000	49.2%
	Tool & Engineering Business	39,389	40,058	+1.7%	81,000	49.5%
	Total	118,806	120,288	+1.2%	250,000	48.1%

Responding to Workplace Improvements

Sales of equipment designed to prevent heat stress, etc. drove sales

Sales of equipment designed to prevent heat stress have remained strong owing to the “Amended Ordinance on Industrial Safety and Health” coming into effect on June 1st, which made heat stress prevention measures mandatory in the workplace.

Increased sales of environmental improvement equipment to improve working environment also contributed.



▲ YAMAZEN's original high-volume spot cooler to prevent heat stress

Enhancing Advanced Engineering as a Group of Technical Specialists

Participation in the project to build a “Physical Data Generation Center” in which up to 50 humanoid robots can operate simultaneously

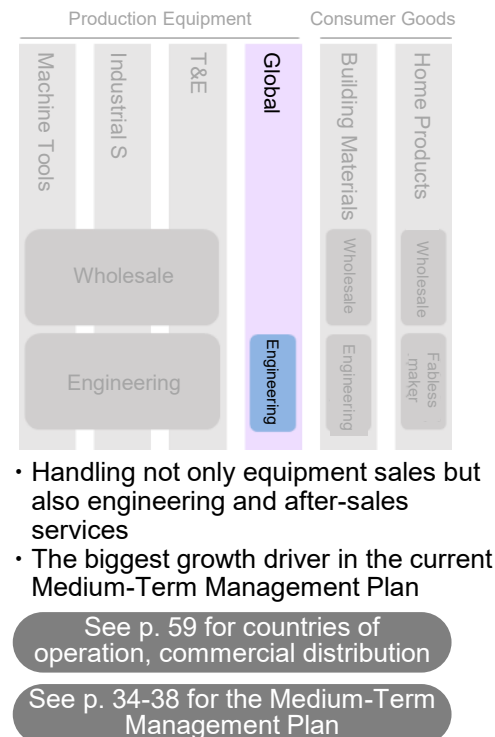
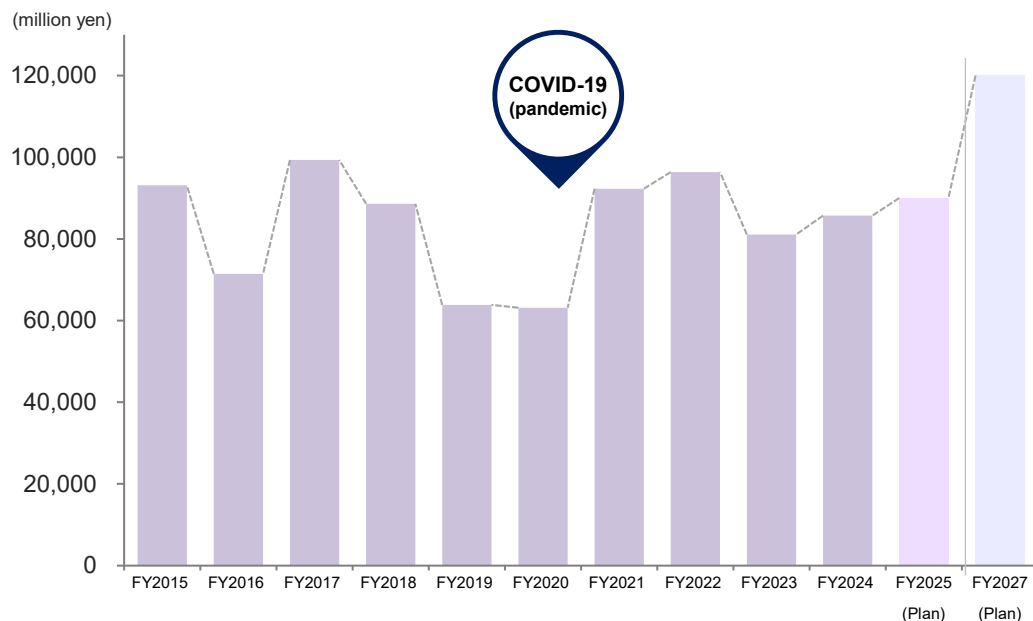
In April, we signed a business partnership agreement with INSOL-HIGH Inc., which has developed an industrial platform specializing in the domain of humanoid robots.

We are participating in a consortium-type project led by INSOL-HIGH to promote the construction of a “Physical Data Generation Center” aimed at accelerating the social implementation of humanoid robots. At this facility, work-operation data will be collected and organized, and learning data will be accumulated. Participating companies will share the data with one another, with the aim of supporting automation in manufacturing and logistics sites.



▲ Image of the Physical Data Generation Center

Net Sales Trend in the Global Business



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

Global Business: Q2 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)

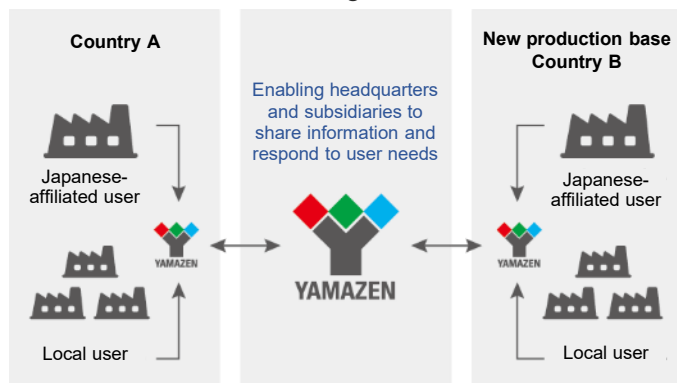
	Net sales	FY2024 Q2	FY2025 Q2	YoY	Full-year Forecasts	Achievement Rate
Overseas Production Equipment	Global Business	40,836	43,783	+7.2%	90,000	48.6%

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.



Advancement of Engineering Technology

Sharing know-how among bases and enhancing technical quality

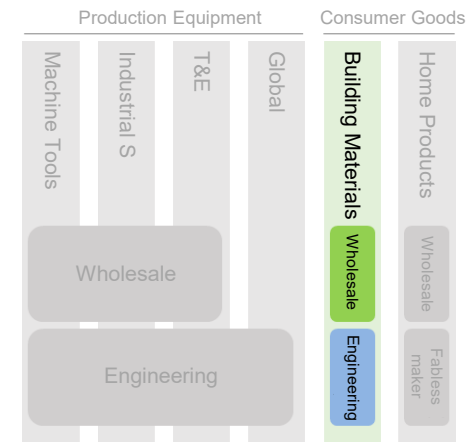
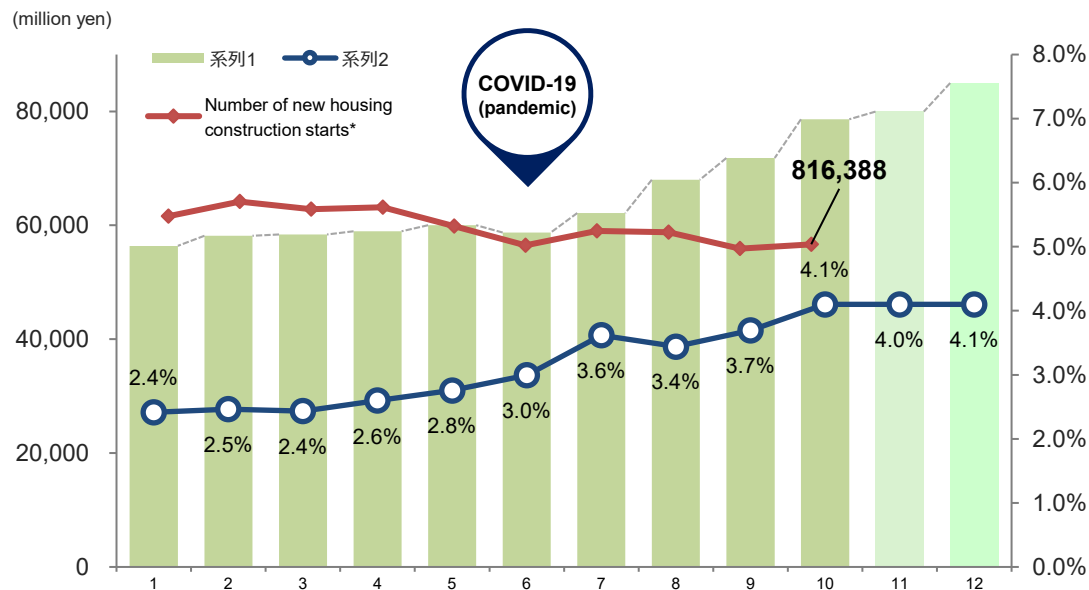
We are horizontally expanding the specialized mechatronics team established in China to India. In Thailand, efforts are underway for the metrology specialist team to obtain calibration licenses for coordinate measuring machines, in addition to measurement tools, as each country advances the sophistication of its engineering technologies.

We held engineering technology exchange meetings for members in ASEAN countries and India to standardize YAMAZEN's engineering quality.



▲ Scene from the engineering technology exchange meeting

Building Materials Business: Net Sales and Segment Profit Margin Trends



- 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

See p. 61-62 for major items handled, commercial distribution

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

Building Materials Business: Q2 Results

- Sales of air conditioning equipment were strong, driven by demand for energy-saving renovations and the effects of the extreme heat, and sales of products such as water heaters with enhanced proposals to 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 Q2	FY2025 Q2	YoY	Full-year Forecasts	Achievement Rate
Net sales	37,874	42,387	+11.9%	84,000	50.5%
Segment profit	1,421	1,671	+17.6%	3,400	49.2%
Segment profit margin	3.8%	3.9%	+0.2pt	4.0%	-

Sales Increased for All of Residential, Non-residential, New, and Existing

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

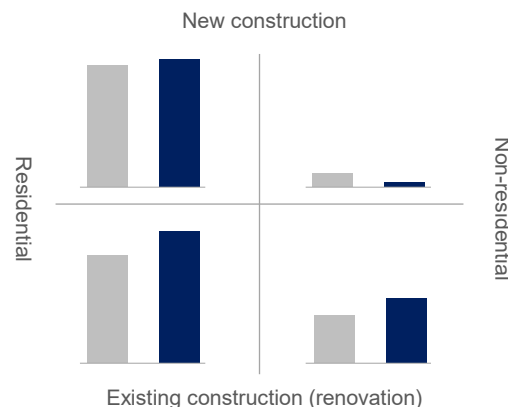
Demand for new housing is on a long-term downward trend.

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

■ 2023 ■ 2024



Expansion of the Renovation Business

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

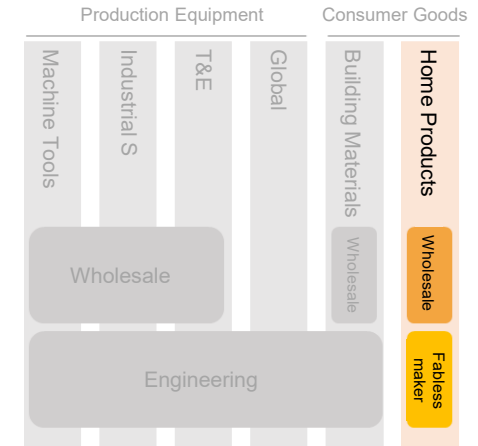
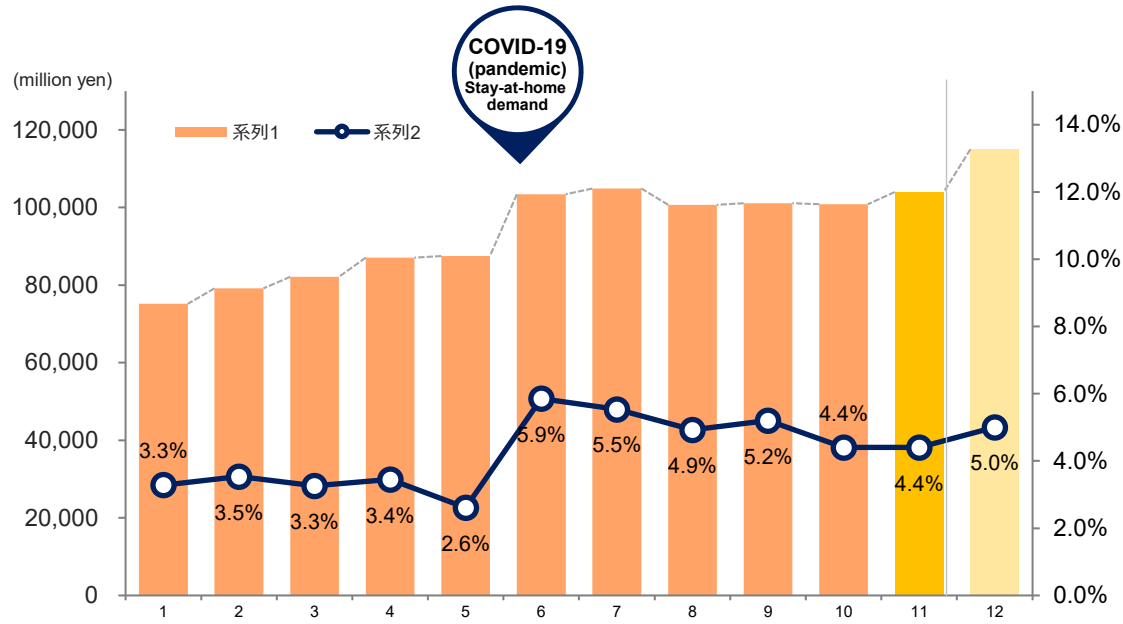
Established a system that enables us to provide comprehensive support for "package renovations" at mass retailers of home appliances, home improvement centers, etc., ranging from planning to sales and construction.

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: 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

See p. 61 and 63 for major items handled, commercial distribution

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

- This business saw a growth in sales through speedy planning and development, expanding the product lineup, and improving information dissemination in the YAMAZEN brand (private brand).
- Sales of workwear with built-in cooling fans and spot coolers remained solid due to the extreme heat.
- 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 Q2	FY2025 Q2	YoY	Full-year Forecasts	Achievement Rate
	Net sales	49,553	51,387	+3.7%	102,000	50.4%
	Segment profit	2,144	2,512	+17.1%	4,500	55.8%
	Segment profit margin	4.3%	4.9%	+0.6pt	4.4%	-

Growth in Products Designed to Prevent Heat Stress

Sales of spot coolers, workwear with built-in cooling fans, and water-cooled clothing were strong due to the extreme heat

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.

In H1, sales were driven by the sales of such private brand products as workwear with built-in cooling fans and water-cooled clothing as a result of the increased corporate needs brought by the laws and regulations to prevent heat stress and individual needs brought by the extreme heat.



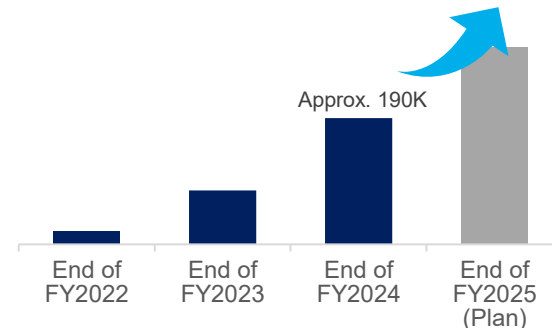
▲ "DIRECT COOL PREMIUM" water-cooled clothing that directly cools the neck and underarms

Strengthened Yamazen Bizcom Membership Acquisition

Sales and membership increased at Yamazen Bizcom, our own e-commerce site aimed at corporations and sole proprietors

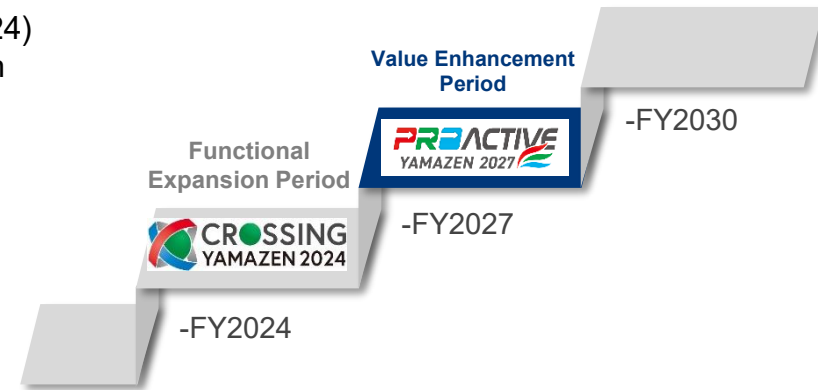
Focused on expanding trade with sole proprietors, and membership steadily increased as a result.

● Yamazen Bizcom Membership Trends

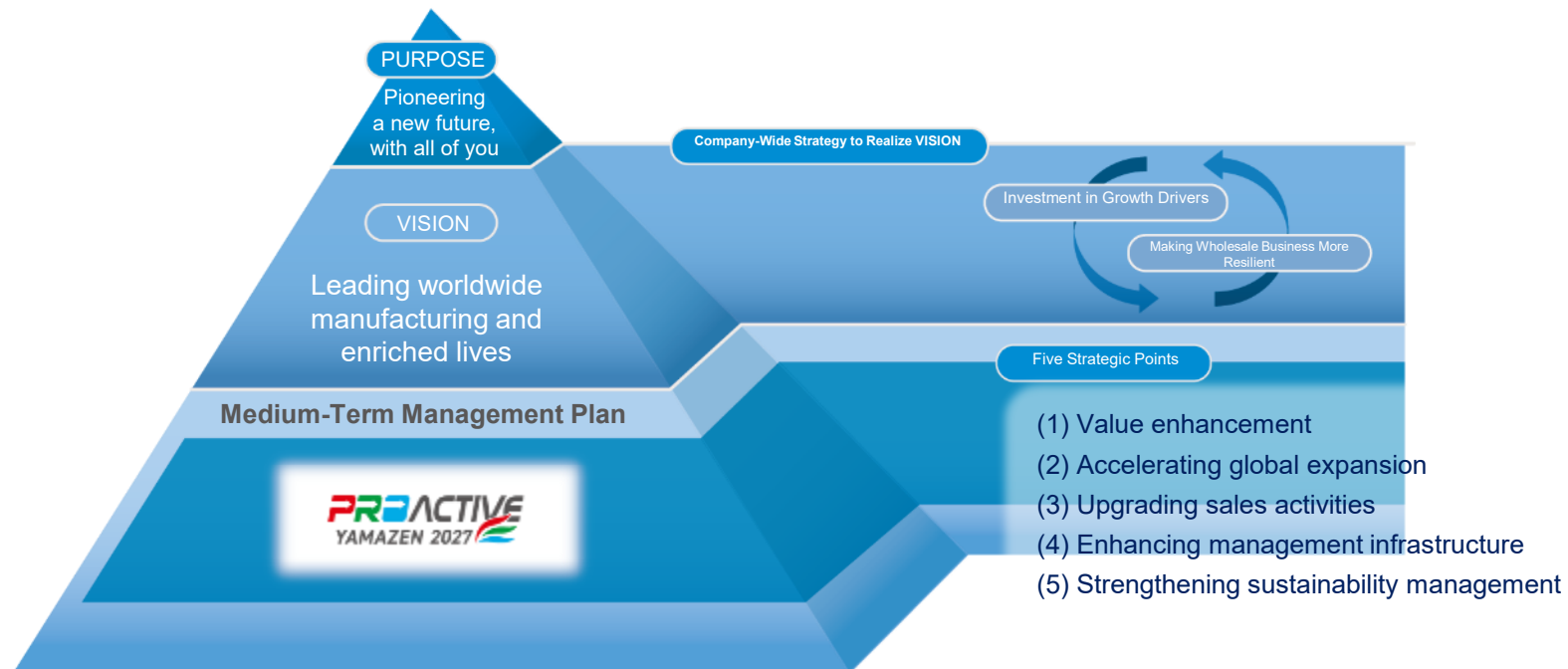


- Outline and Business Models
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FY2025 Q2 Financial Highlights
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- Initiatives Aimed at Global Business Growth
- Capital Policy and Shareholder Returns
- Appendix

- 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



■ 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

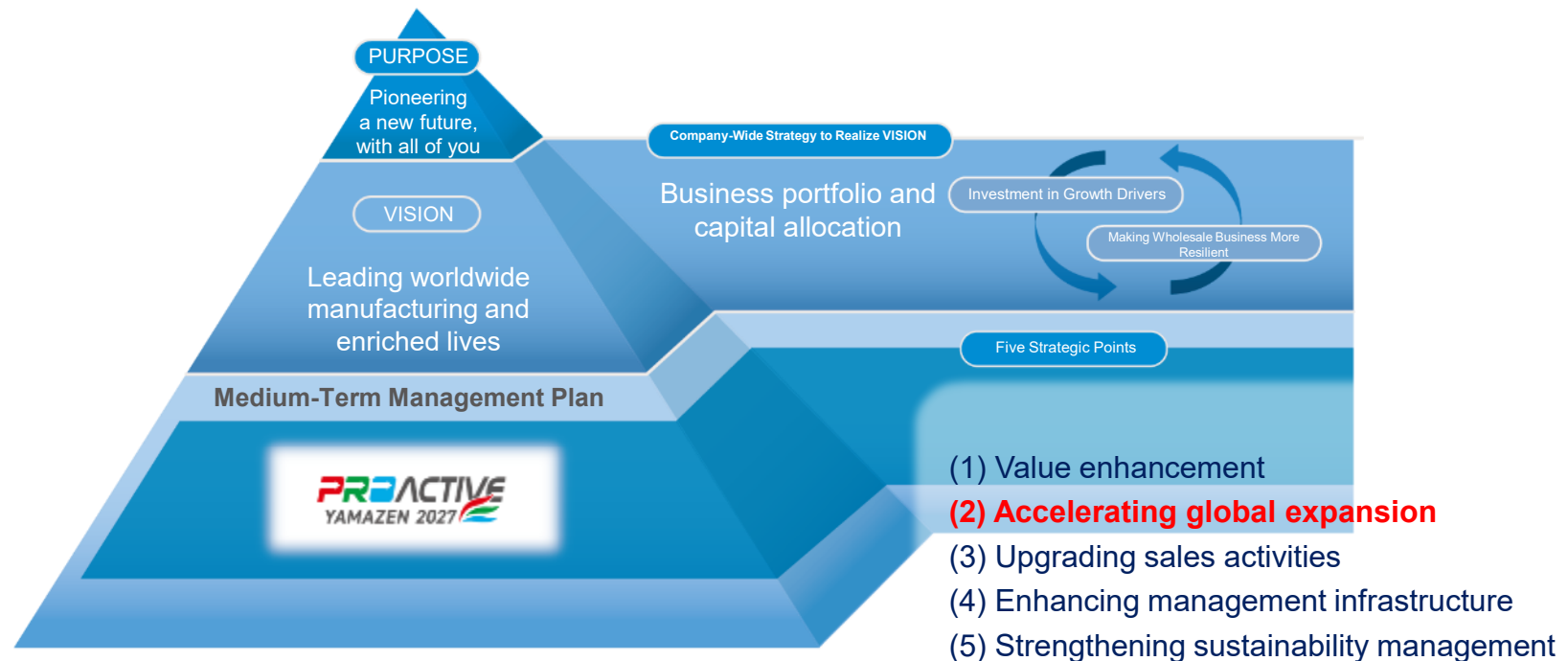
(Million yen)

		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	8,500	+2.5%	13,500	+62.8%
Consumer Goods	Building Materials	78,623	84,000	+6.8%	85,000	+8.1%	2.5%	2.5%	+0.0pt	3.4%	+0.9pt
	Home Products	100,883	102,000	+1.1%	115,000	+14.0%	3,192	3,400	+6.5%	3,500	+9.6%
							4.1%	4.0%	-0.0pt	4.1%	+0.1pt
	Total	179,506	186,000	+3.6%	200,000	+11.4%	4,449	4,500	+1.1%	5,800	+30.4%
Other							4.4%	4.4%	+0.0pt	5.0%	+0.6pt
							7,641	7,900	+3.4%	9,300	+21.7%
Consolidated							4.3%	4.2%	-0.0pt	4.7%	+0.4pt
							-6,396	-6,400	-	-6,800	-
							-	-	-	-	-
							9,535	10,000	+4.9%	16,000	+67.8%
							1.8%	1.9%	+0.0pt	2.7%	+0.8pt

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

- 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.”

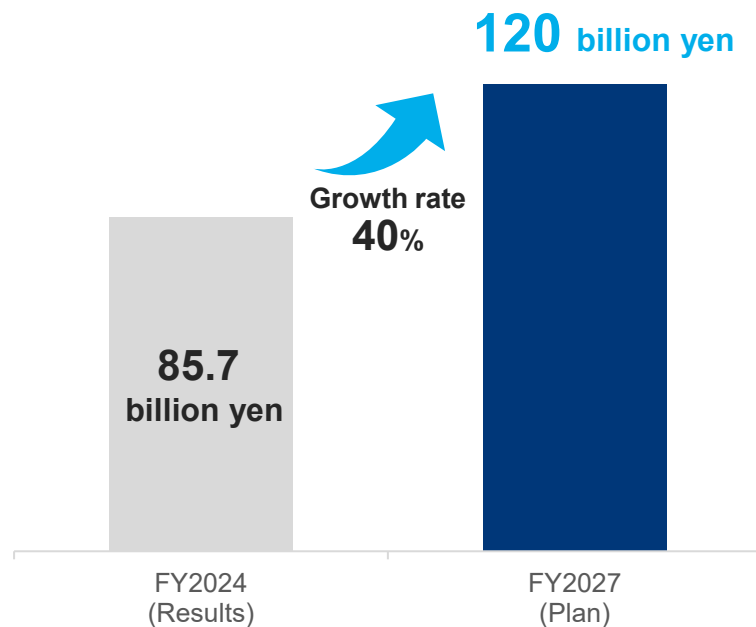
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Capturing global capital investment demand and aiming for 40% sales growth during the Medium-Term Management Plan period

Sales Plan



Countries/Areas where Sales are to Grow

In order of increase in sales for FY2024/FY2027

1st ASEAN

Manufacturing bases are increasing, including demand for production transfers from countries and regions outside ASEAN.

2nd China

The industrial structure is expected to shift from export-oriented to domestic-demand-oriented, returning to a growth trajectory under government initiatives.

3rd North America

Growth is expected to continue in the medium term due to increased investment by industries within the United States.

4th India

Supported by government policies, capital investment by domestic and overseas manufacturers is increasing.

5th Taiwan

Although the current situation remains sluggish, capital investment demand continues, particularly in the semiconductor industry.

6th Europe/Middle East

Europe is currently sluggish, while the Middle East shows moderate economic growth.

Wherever manufacturing takes place, there is YAMAZEN.

01

Robust network and abundant staff

Since entering North America in 1963, the Company has built a strong network as a specialized trading company serving the manufacturing industry.

02

YAMAZEN spirit rooted in each country and region

Local staff and Japanese expatriates share the same objectives and goals and carry out operations accordingly.

03

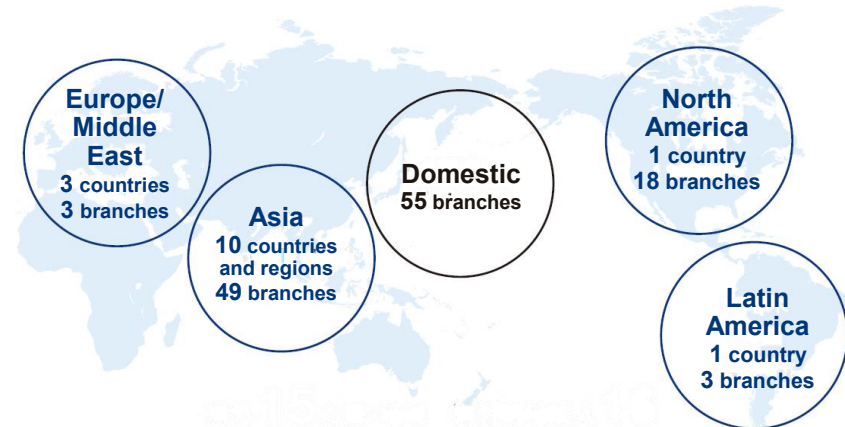
Combining both sales and engineering functions

With a locally focused sales style, the Company covers not only Japanese-affiliated users but also local users, understands industrial structures in each area, and accurately captures production needs. The Company has a structure capable of handling everything from production line design and equipment procurement to production start-up and after-sales maintenance

04

Well-versed in laws and regulations of each country

The Company is well-versed in tax systems, export controls related to security trade, and other regulations that differ across countries and regions, and has a system in place to ensure reliable delivery.



15 overseas countries and regions,
16 overseas subsidiaries,

73 overseas branches (including 1 Home Products Business branch)

Yamazen Group overseas staff members: 1,200; engineers: about 330

*As of August 31, 2025

Localization of Management

- Appointing national staff to management positions
- Advancements in engineering
 - ✓ The mechatronics specialist team set up in China is scheduled to be expanded horizontally to India and Thailand
 - ✓ A calibration and metrology specialist team is scheduled to be set up in Thailand
 - ✓ In ASEAN and India, engineering competitions are to be held to standardize YAMAZEN's engineering quality.

Geographic Expansion of Target Markets

- Improving global coverage
- Supporting end-user production transfers
- Promoting cross-border business by fully utilizing global networks

Diversification of Markets and Business Formats

- Responding to the diversification of business formats by country and area
- Optimizing product portfolios by country and area
 - ✓ Products for the medical, aircraft/space, semiconductor, and electronics industries

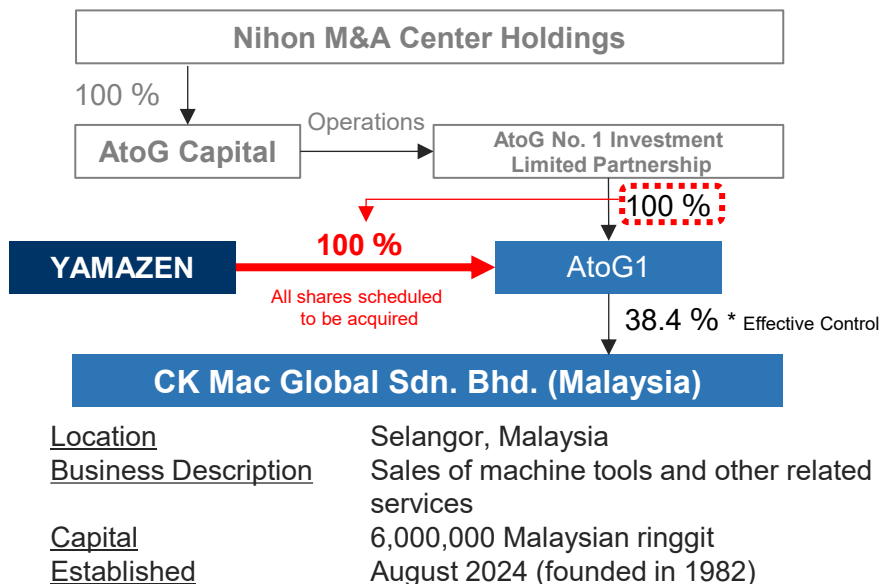
Strengthening of Relationships with Suppliers

- Increasing sales expectations from suppliers, leading to the acquisition of distributor rights
 - ✓ Supplies that have acquired new commercial rights FY2024 (results)
Areas: India, Indonesia, Vietnam, South Korea, North America

Developing markets and product offerings to accelerate global expansion

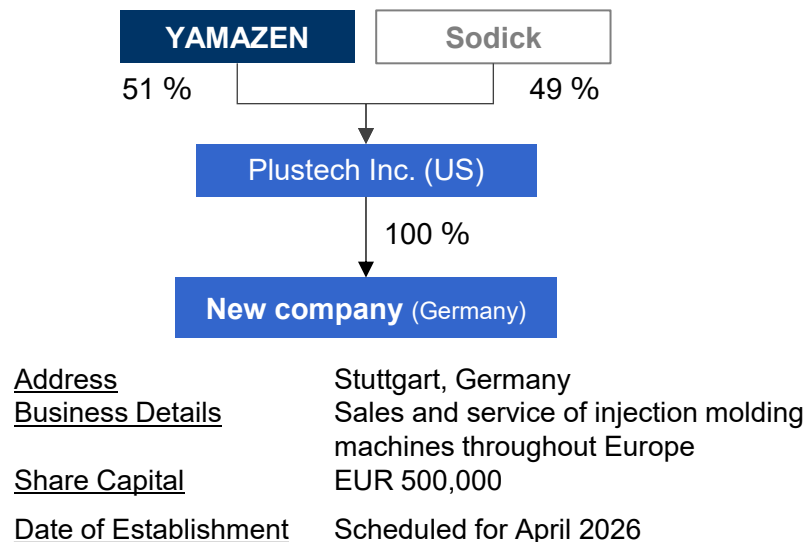
Planned effective acquisition of a Machinery Trading Company in Malaysia

- We have reached a basic agreement regarding the acquisition of shares in AtoG1, which effectively controls a machinery trading company in Malaysia, with the formal agreement scheduled for December.
- CK Mac provides sales of machine tools from Japanese and overseas manufacturers, as well as engineering services, to domestic manufacturing industries in Malaysia, including the semiconductor, automotive, and aerospace sectors, and operates four bases within Malaysia.



Joint establishment of a new company with Sodick in Germany

- 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 us.
- By utilizing the technologies and know-how of Plustech, which has engaged in the sales and servicing of injection molding machines used in industries such as medical devices and precision electronic components, we aim to expand sales in the European market.



*Percentages in parentheses indicate the country of location; where not indicated, the entity is a Japan-based corporation. Corporate forms of Japan-based corporations are omitted.

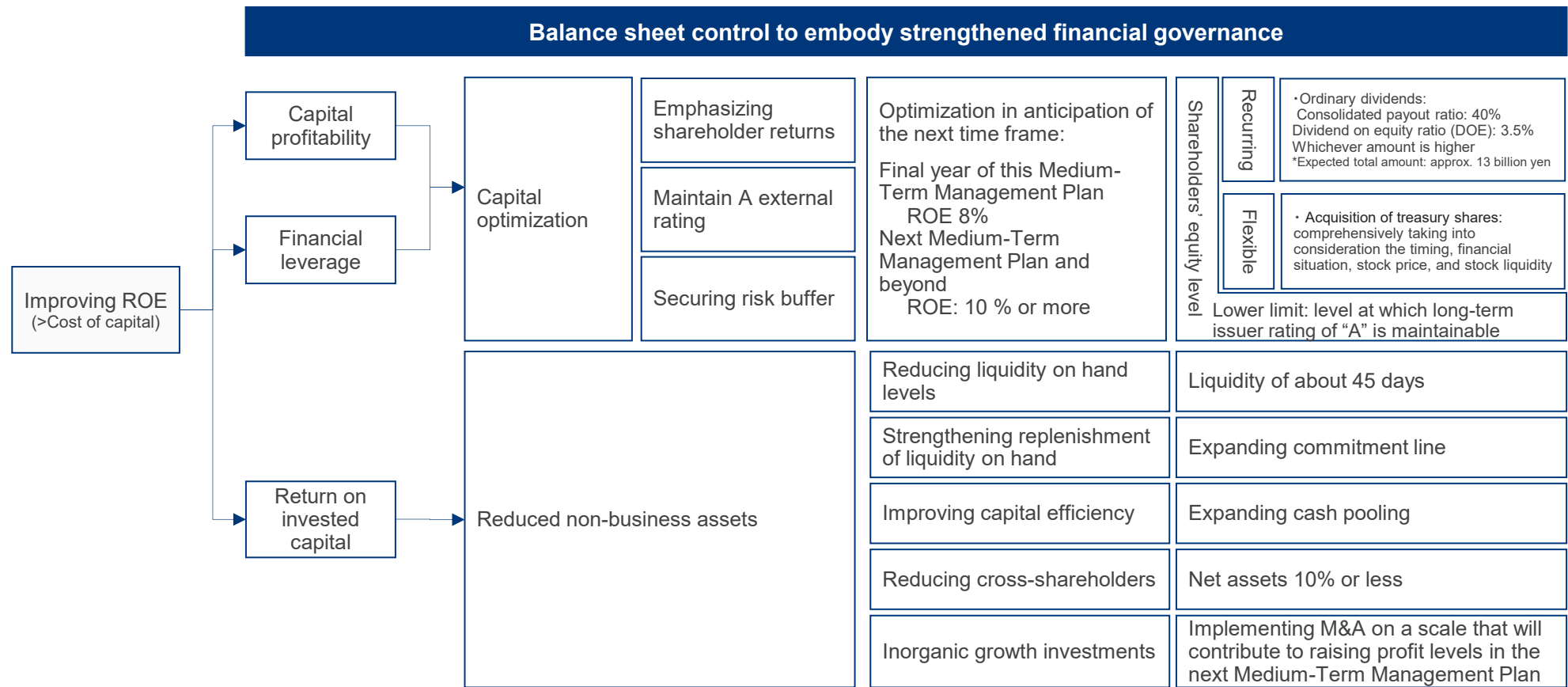
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Initiatives to Improve ROE

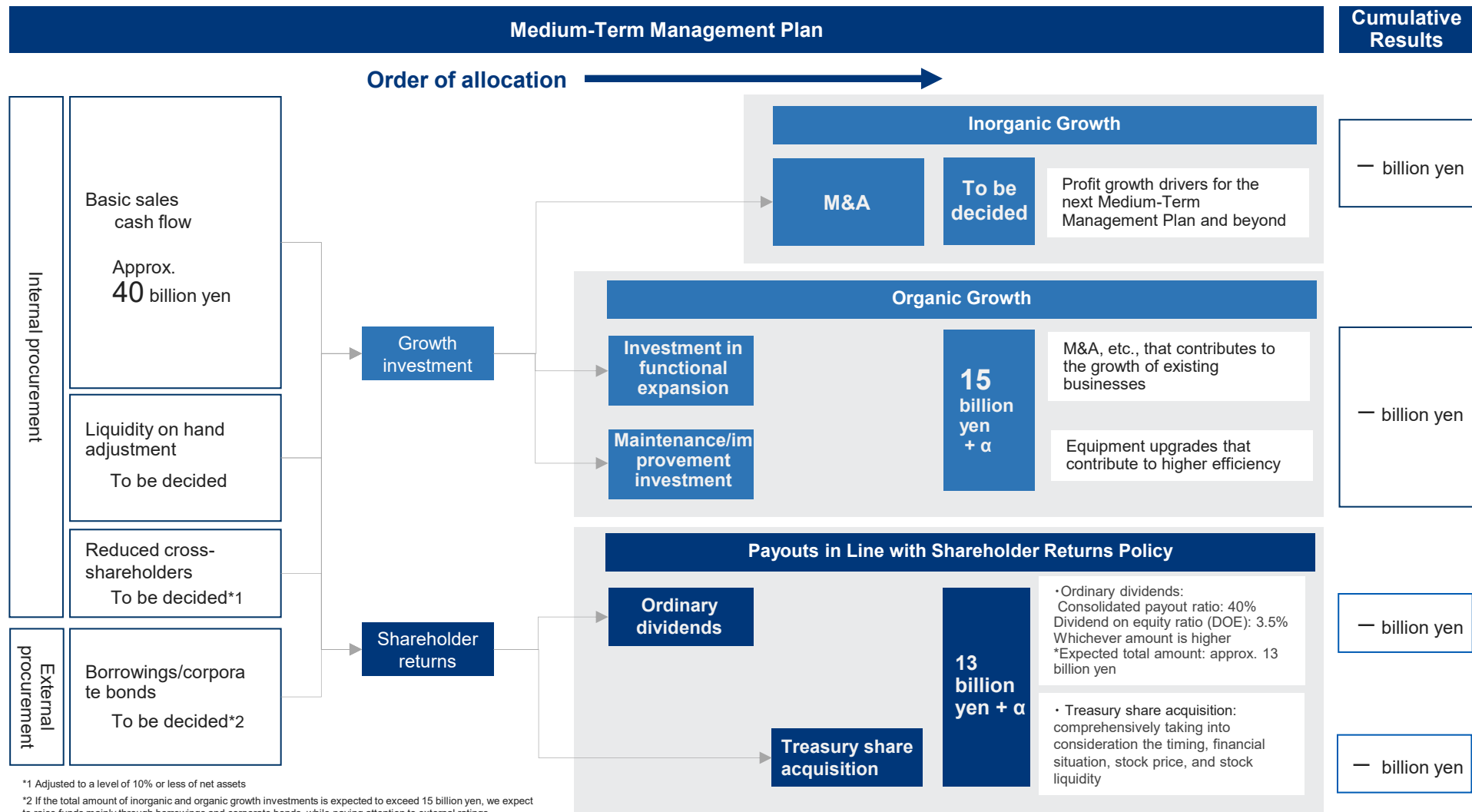
- Eliminating negative equity spread (ROE < cost of capital) and returning to being a value-creating company

Initiatives to Improve ROE

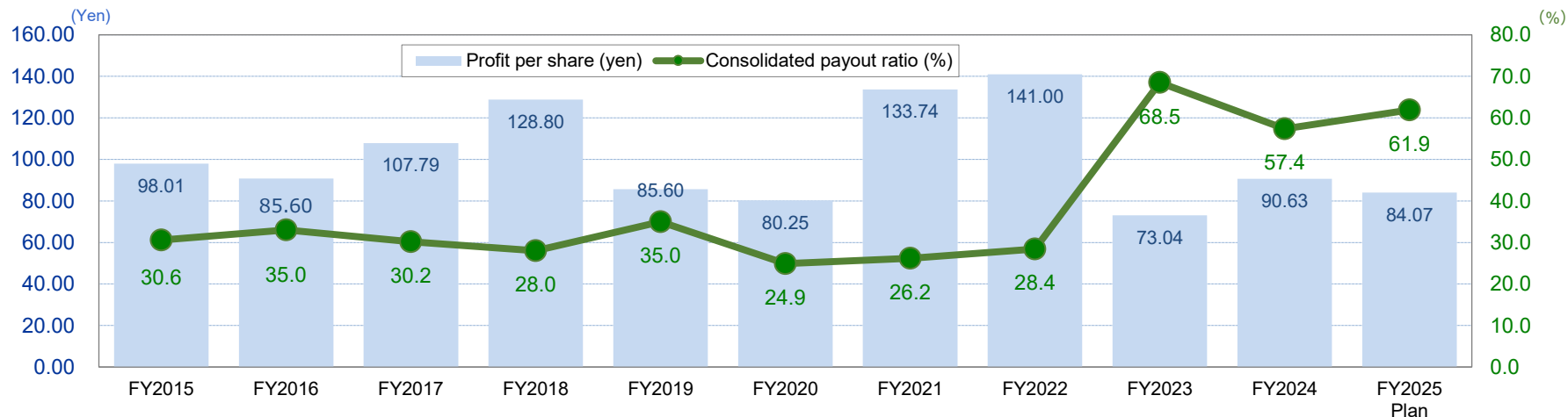
Strengthening financial governance and implementing balance sheet control consistent with the medium- to long-term ROE targets



- 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



- The higher amount between a 40% dividend payout ratio and a 3.5% dividend on equity will be adopted.
- For FY2024, an increase in dividends was announced during the fiscal year, resulting in an annual dividend of 52 yen per share, with the same level planned for FY2025.
- With respect to the share buyback, the Company will act flexibly, taking into comprehensive consideration the share price and stock liquidity.



		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

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
 - Supplementary Materials for FY2025 Q2 Financial Results
 - Supplementary Materials for Business Model, etc.

Supplementary Materials for 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 **PROACTIVE** YAMAZEN 2027

(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	8,300	8,500	+200	+2.5%
							2.5%	2.4%	2.5%	+0.1pt	+0.0pt	
Consumer Goods		Building Materials	78,623	80,000	84,000	+4,000	+6.8%	3,192	3,300	3,400	+100	+6.5%
								4.1%	4.1%	4.0%	-0.1pt	-0.0pt
		Home Products	100,883	104,000	102,000	-2,000	+1.1%	4,449	4,600	4,500	-100	+1.1%
								4.4%	4.4%	4.4%	-0.0pt	+0.0pt
	Total		179,506	184,000	186,000	+2,000	+3.6%	7,641	7,900	7,900	-	+3.4%
							4.3%	4.3%	4.2%	-0.0pt	-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	9,000	10,000	+1,000	+4.9%
								1.8%	1.7%	1.9%	+0.2pt	+0.0pt

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

Supplementary Materials for FY2025 Q2 Financial Results

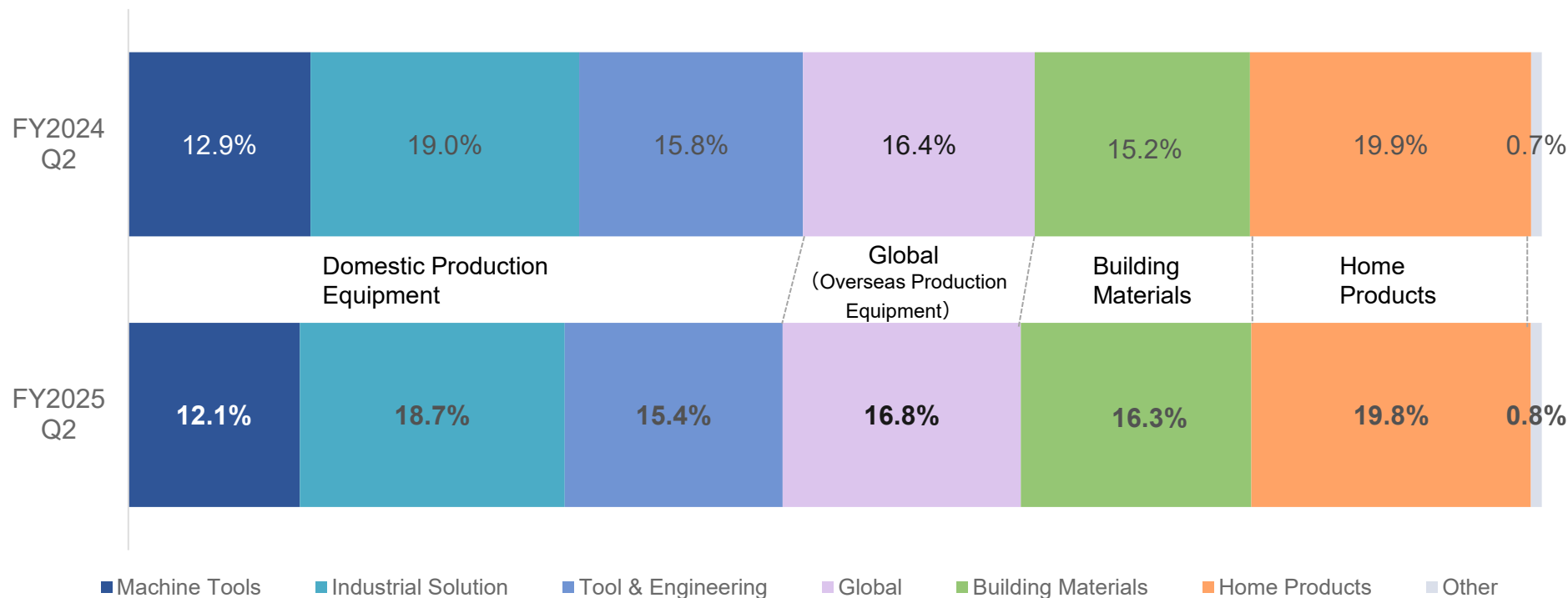
- The sales ratio of Consumer Goods increased due to its strong performance.

Domestic Production Equipment: 47.7% → 46.3% (-1.4pt)
Overseas Production Equipment: 16.4% → 16.8% (+0.4pt)

Building Materials: 15.2% → 16.3% (+1.1pt)
Home Products: 19.9% → 19.8% (-0.1pt)

Production Equipment total: 64.1% → 63.1% (-1.0pt)

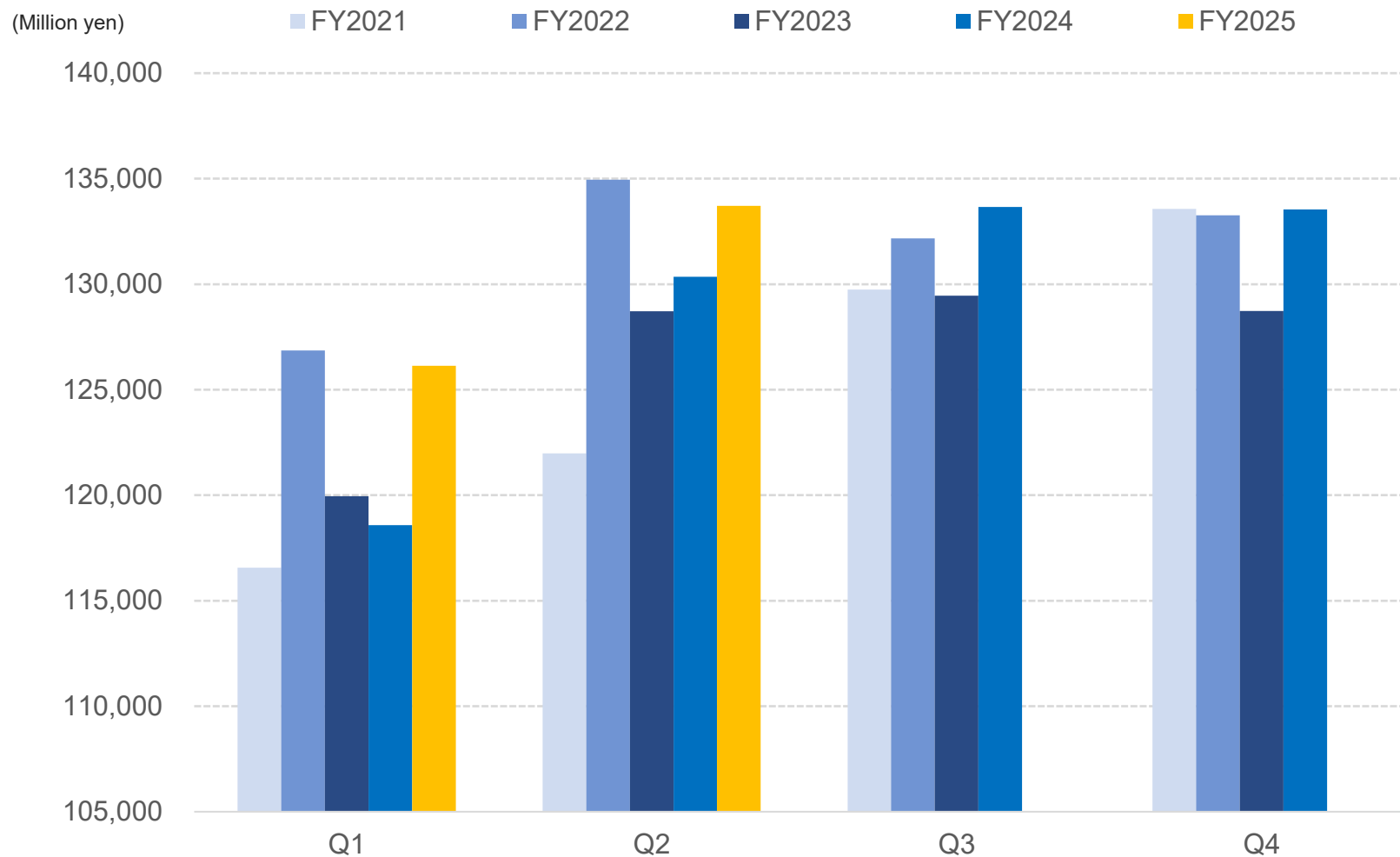
Consumer Goods total: 35.1% → 36.1% (+1.0pt)



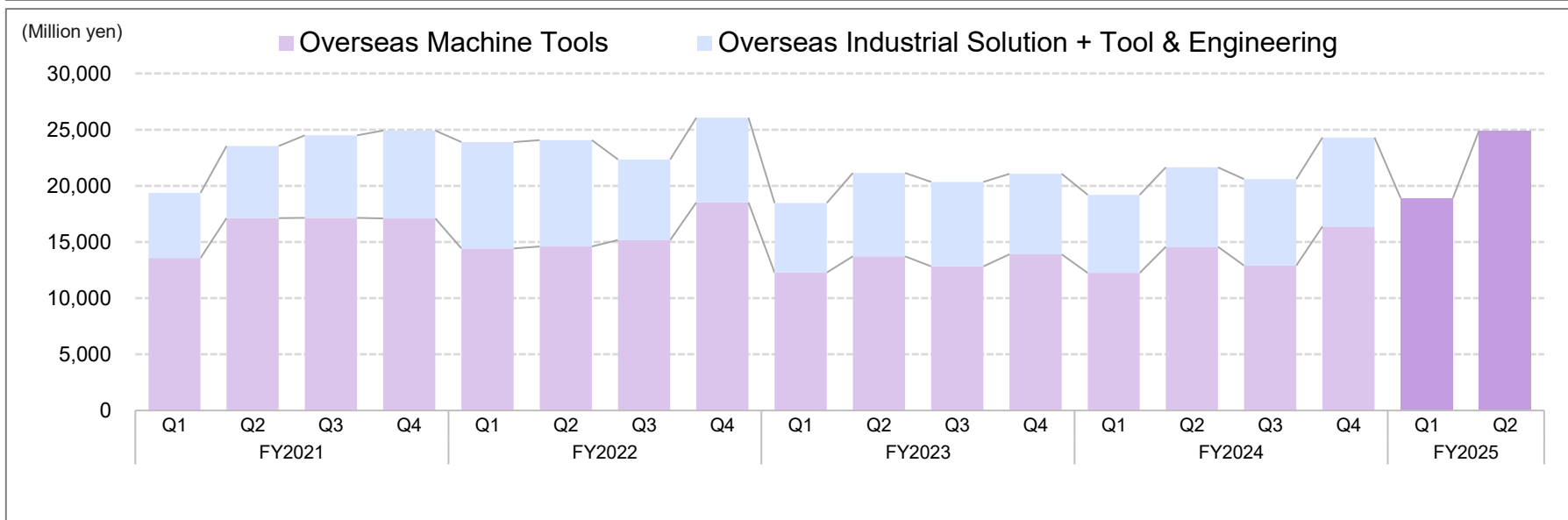
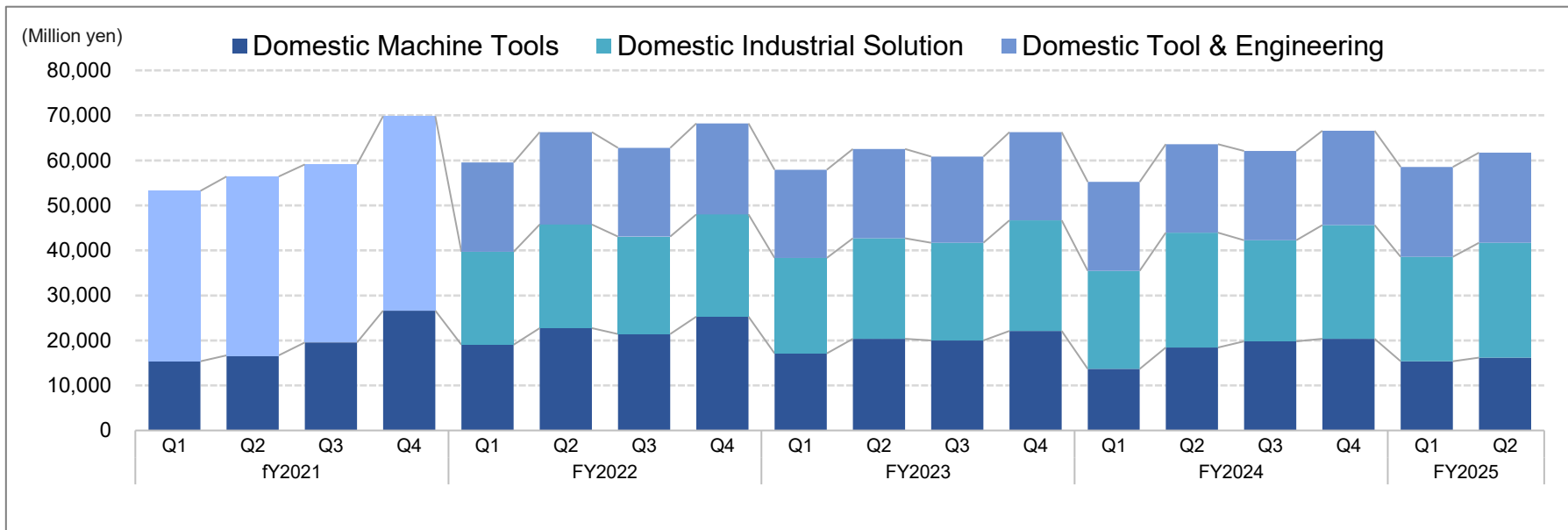
Quarterly Sales Trends: FY2025 Results by Segment

(Million yen)

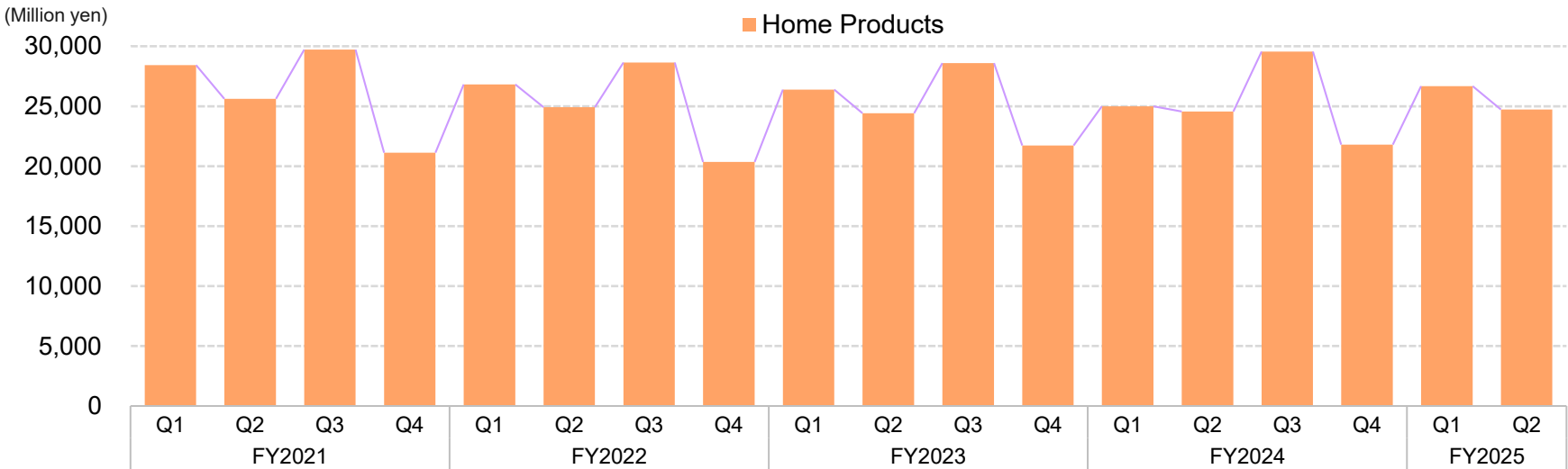
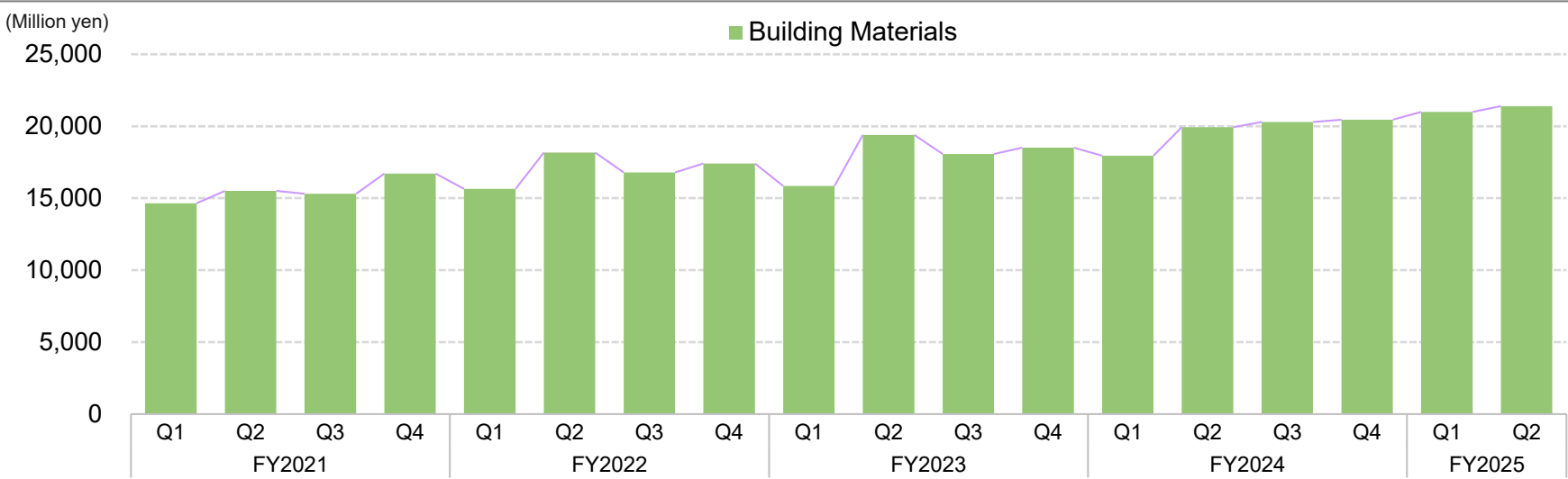
		Net sales		Segment profit (based on disclosed segments, bottom row is operating profit margin)	
		FY2025 Q1	FY2025 Q2	FY2025 Q1	FY2025 Q2
Production equipment	Machine Tools	15,362	16,164		
	Industrial Solutions	23,185	25,517		
	Tool & Engineering	19,987	20,071		
	Domestic total	58,534	61,753		
	Global	18,887	24,896		
	Total	77,421	86,649	1,201 1.6%	2,600 3.0%
Consumer goods	Building materials	20,987	21,399	547 2.6%	1,123 5.3%
	Home products	26,664	24,723	1,397 5.2%	1,115 4.5%
	Total	47,652	46,122	1,945 4.1%	2,238 4.9%
	Other	1,062	935	-1,414 -	-1,463 -
Consolidated		126,136	133,707	1,732 1.4%	3,375 2.5%



Quarterly Sales Trend: Production Equipment Segment (Domestic/Global)



Quarterly Sales Trend: Consumer Goods Segment (Building Materials/Home Products)

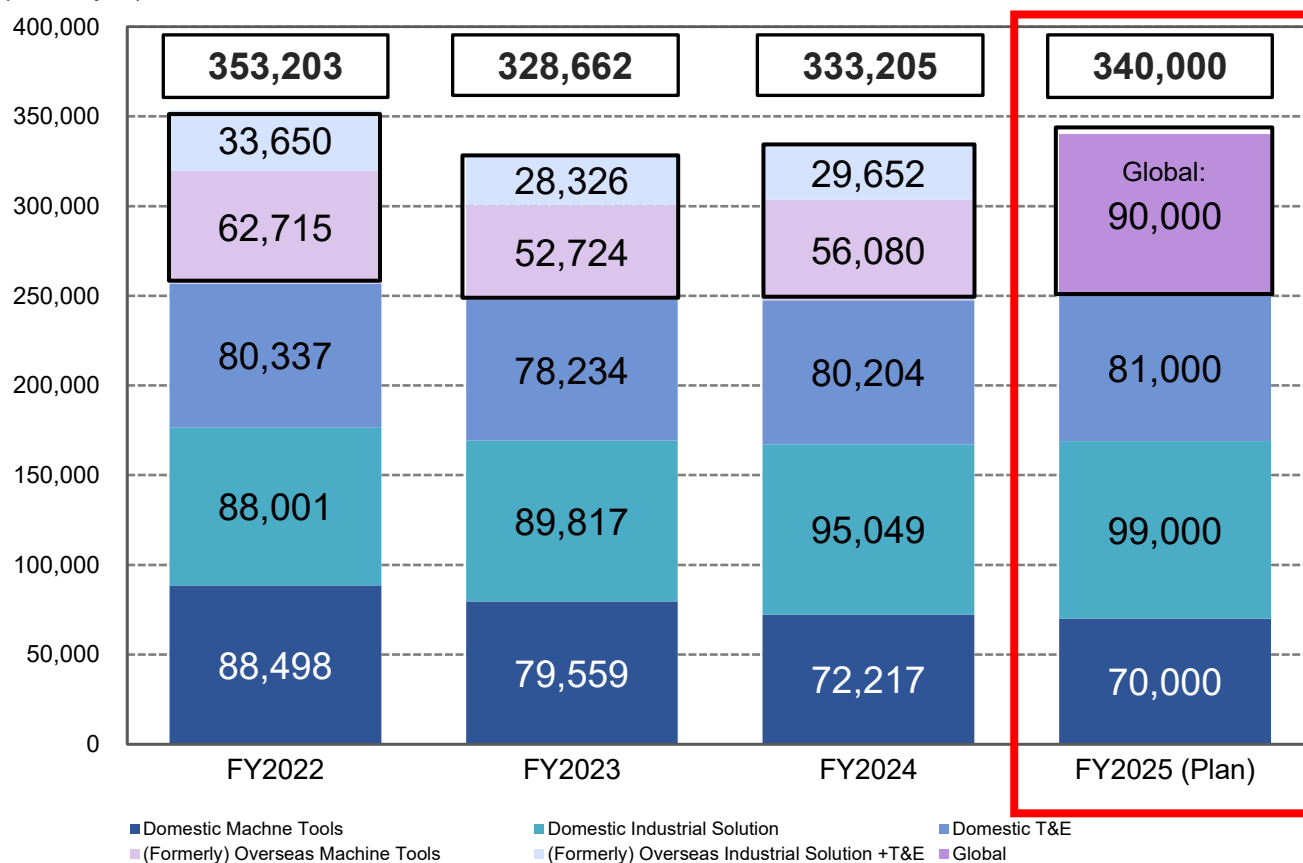


(Million yen)

		Net sales (Forecasts)	YoY	Segment profit (Forecasts)	YoY	Segment profit margin
Production Equipment Total	Full-year	340,000	+2.0%	8,500	+2.5%	2.5%

Production Equipment Business: 3-year sales trends and full-year plan

(Million yen)



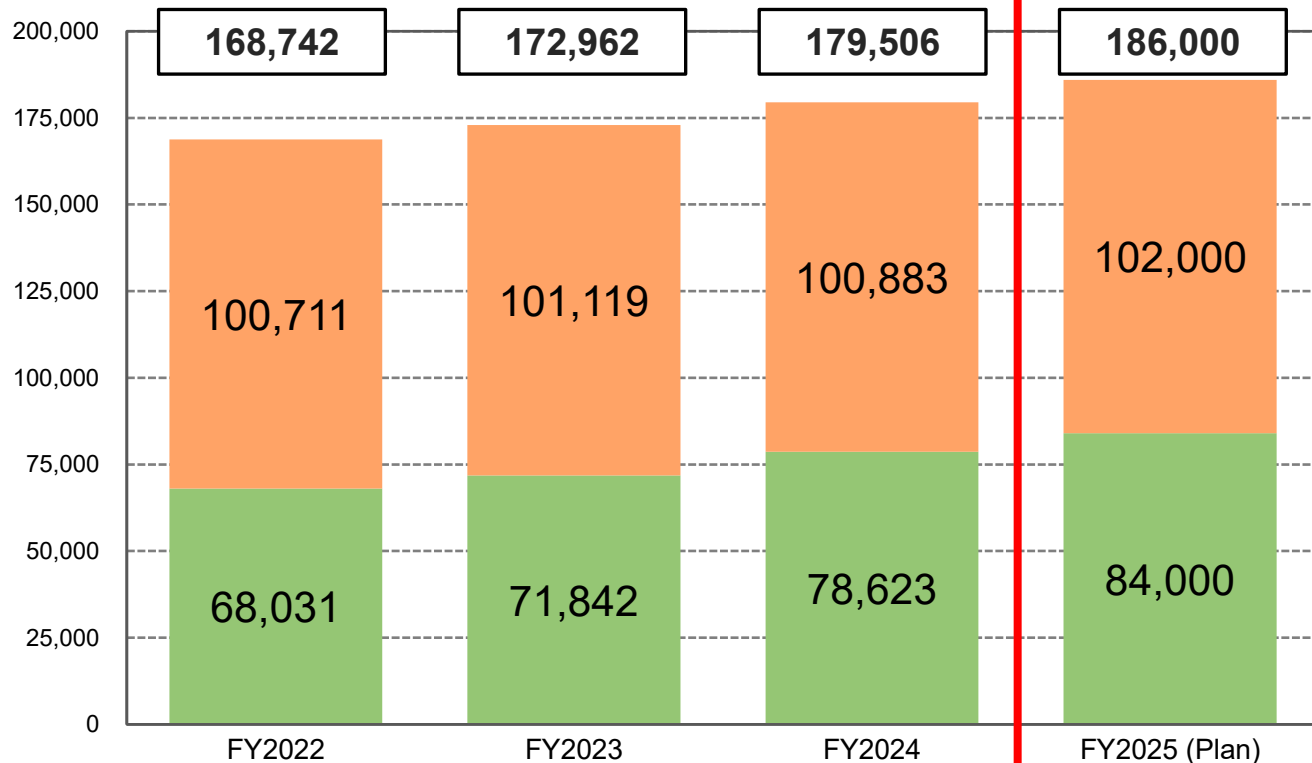
- ✓ Strengthening expertise in each division and accelerating solution proposals for automation, labor saving, decarbonization, etc.
- ✓ Strengthening the development and expanding the sales of original products
- ✓ Approaches to new domains such as semiconductors, food, pharmaceuticals, cosmetics, logistics, and construction machinery.
- ✓ Outside Japan, geographically expanding target markets, responding to the diversification of markets and business types, and strengthening relationships with suppliers

(Million yen)

		Net sales (Forecasts)	YoY	Segment profit (Forecasts)	YoY	Segment profit margin
Building Materials Division	Full-year	84,000	+6.8%	3,400	+6.5%	4.0%
Home Products Division	Full-year	102,000	+1.1%	4,500	+1.1%	4.4%

Consumer Goods Business: 3-year sales trends and full-year plan

(Million yen)



■ Building materials ■ Home products

■ Building Materials Division

- ✓ Strengthening engineering and consulting capabilities
- ✓ Focusing on the retail sector of home improvement stores/home appliance mass retailers and the e-commerce renovation sector to strengthen the home renovation sector
- ✓ Strengthening sales to house builders and expanding the ZePlus* business
- ✓ Focusing on energy-saving/subsidy proposals for the residential and non-residential sectors

■ Home Products Division

- ✓ Improving GMV (gross merchandise volume) by increasing touch points for both YAMAZEN's site and platform sellers
- ✓ Immediate delivery system and system installation nationwide
- ✓ Digitalizing transactions across all channels to bring optimal products to market

* A YAMAZEN original concept home that goes one step beyond ZEH, offering added value.

Supplementary Materials for Business Model, etc.

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.



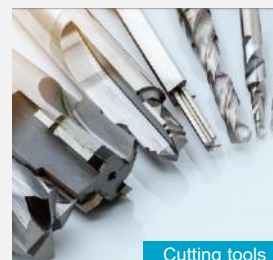
Material handling equipment



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



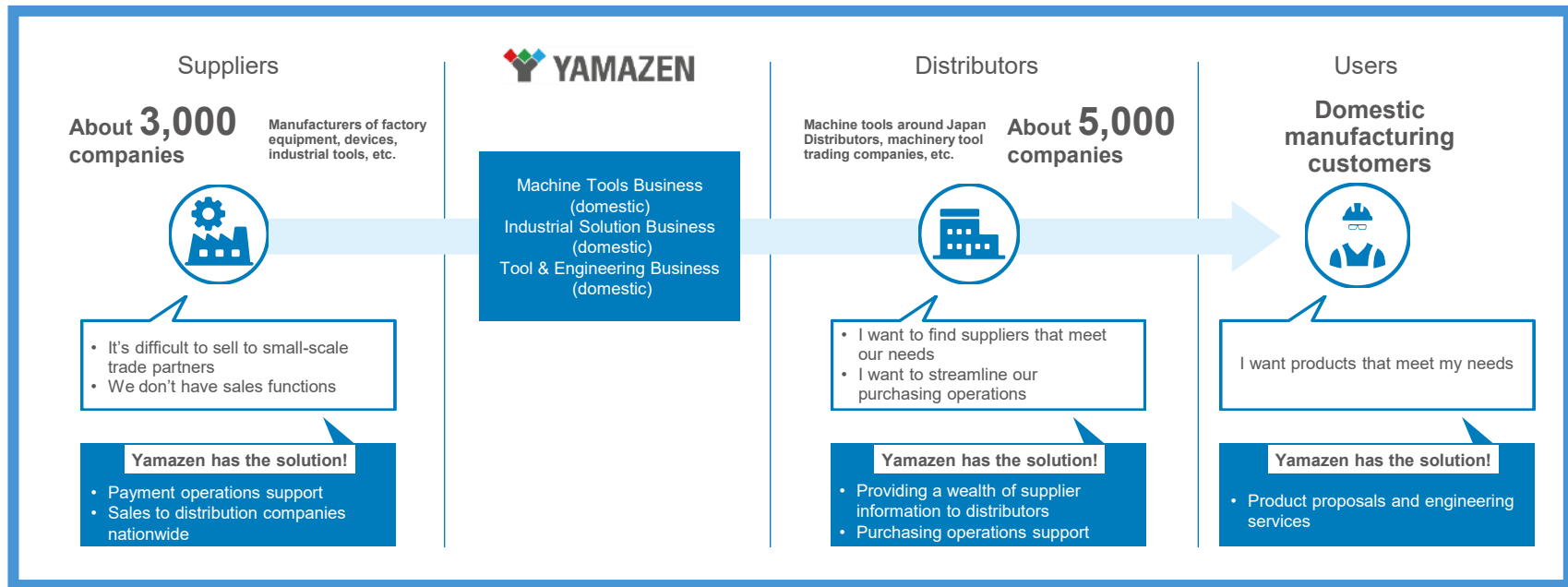
Business Model >>> Wholesale and Engineering

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



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



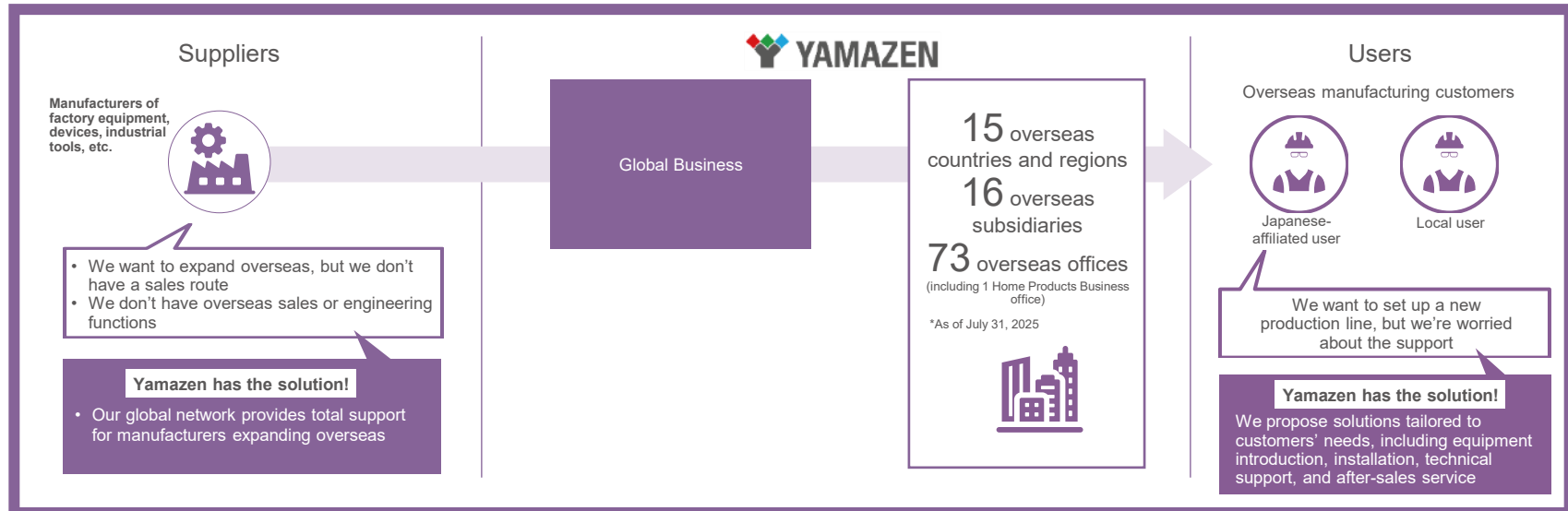
15 overseas countries and regions,
16 overseas subsidiaries,

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

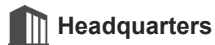


Focusing on global expansion by selecting promising countries and efficiently establishing bases to minimize risks.

Horizontal expansion of the North American Base deployment model to India

- In North America, we clearly define the scale and roles of each base according to the target market.
- By controlling investment costs, we improve market coverage efficiently.
- This model will also be applied in India, where we plan to expand the current seven bases to eleven by 2030.

Image of base expansion



Headquarters



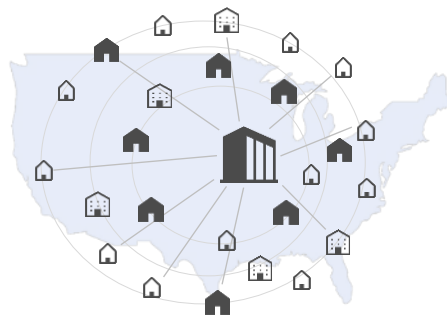
Micro Centers (medium cost)



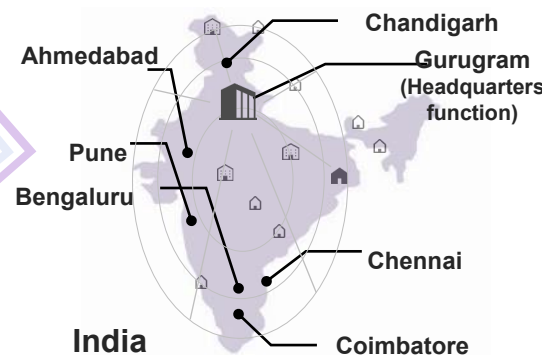
Support & Technical Centers



Satellite Offices (low cost)



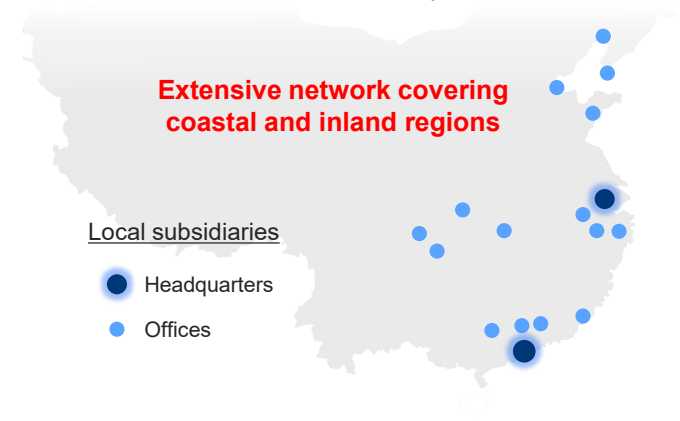
North America



India

Expansion of transactions with domestic-demand-oriented companies in China

- While Japanese suppliers tend to scale down or withdraw, we maintain a strong sales foundation through long-standing business relationships with local companies.
- National staff members, who are well versed in the local industries in each region, promptly capture changes in manufacturing and promote the expansion of transactions with domestic-demand-oriented companies.



From Turkey to Europe and EMEA

- We have established a base in Turkey, one of the world's leading countries in demand for machine tools.
- While coordinating with existing European bases (Germany and the Czech Republic), we are considering entering the Middle Eastern and North African markets in the future.

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.



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.



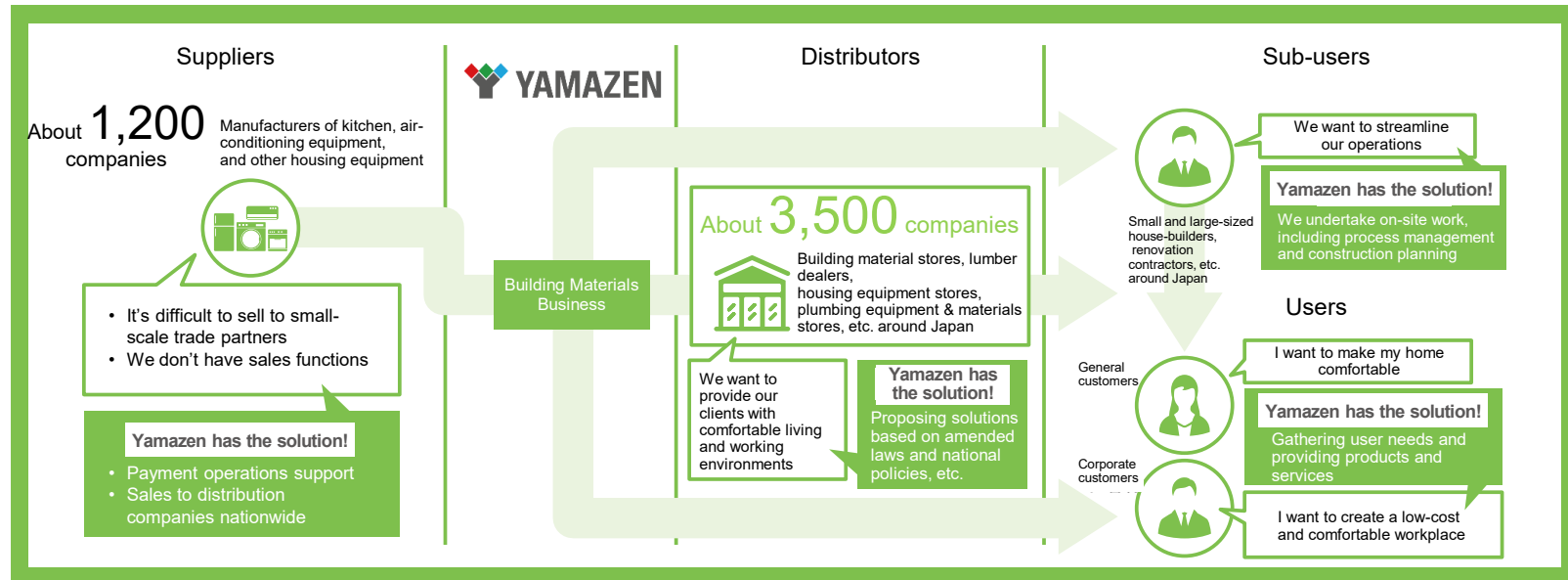
Business Model >>> Wholesale and Engineering

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



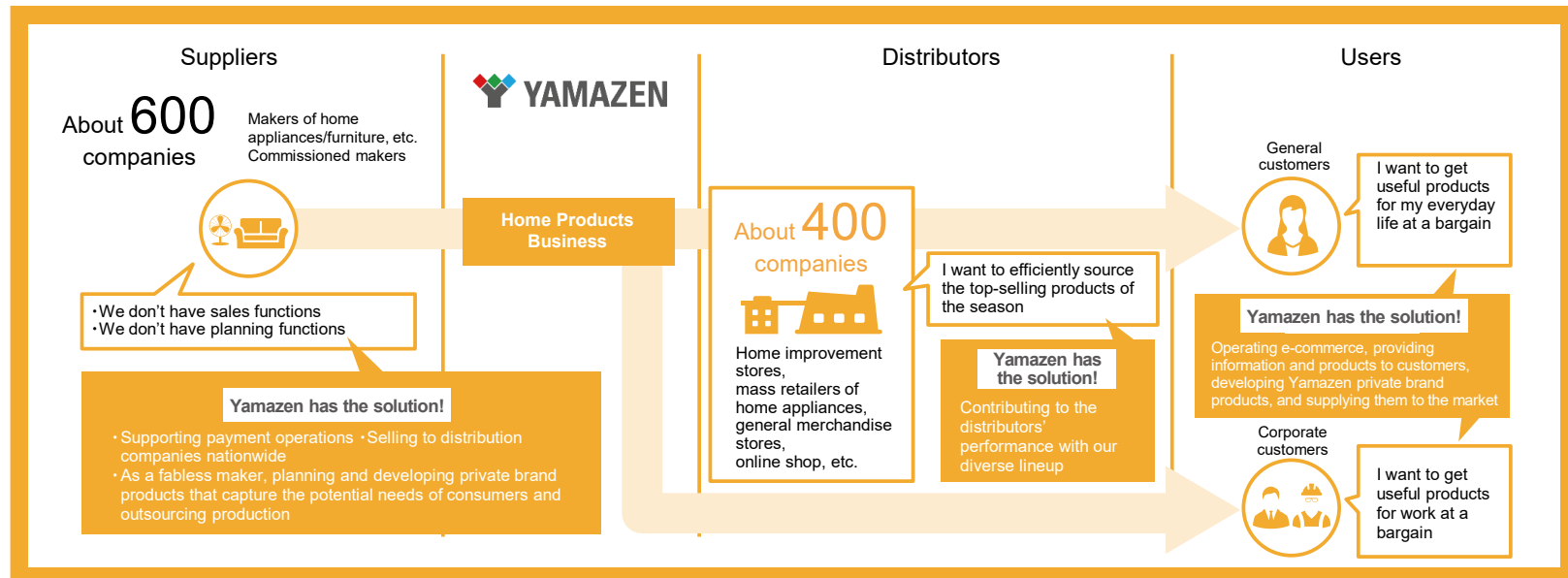
Business Model >>> Fabless Manufacturer and Wholesale

Home Products Business

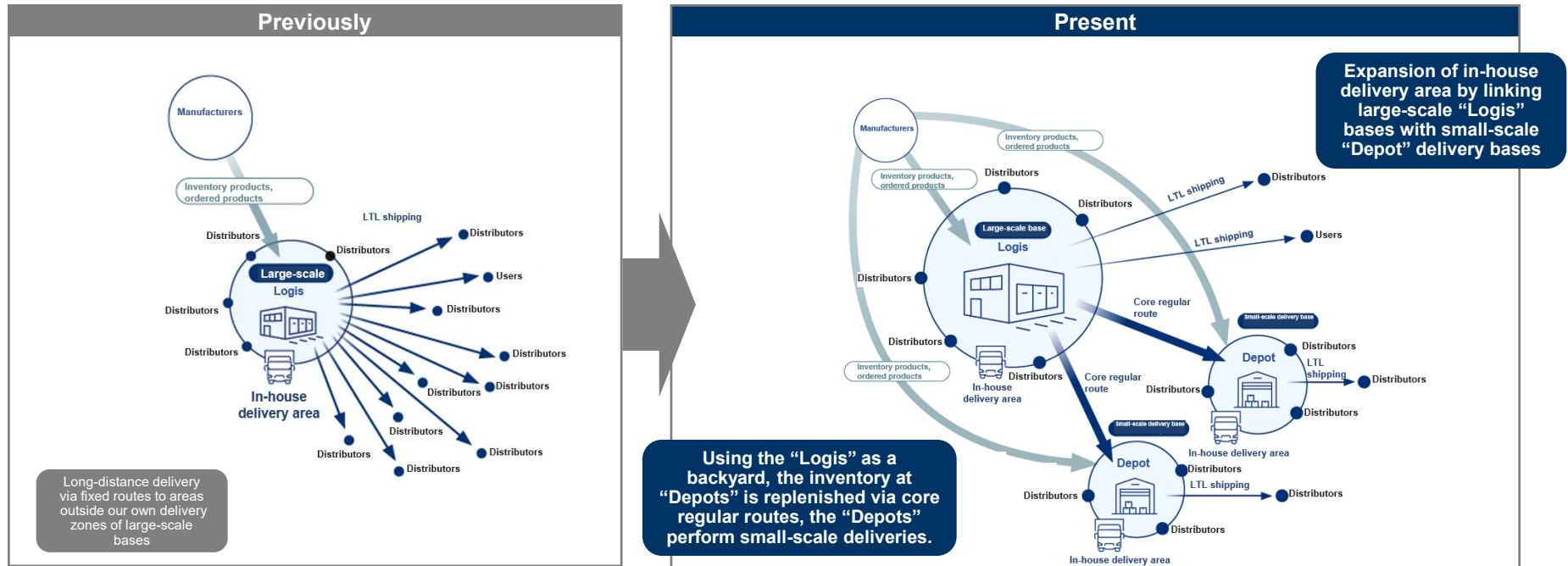
We support the rich and diverse lifestyles of consumers with a wide array of products that utilize our dual functions as a trading company and a fabless maker.



Home Products Business Commercial Distribution



- 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.

Service Name	Target Segment	Details
 https://genbato.jp/	Corporations/ manufacturing sites	✓ 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
	Production Equipment	
 https://monoken.yamazen.co.jp/	Corporations/ manufacturing sites	✓ A useful information site for manufacturing companies ✓ Providing valuable information useful for manufacturing, such as the latest technological trends and efficient production methods
	Production Equipment	
 https://www.teraido.jp/	Corporations/ manufacturing sites	✓ 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.
	Production Equipment	
 https://book.yamazen.co.jp/	Consumer Goods	✓ A support site that lists such things as product information, instruction manuals, inquiries, and catalogs for YAMAZEN electric fans, heating equipment, etc.
	Corporations/sole proprietors	
 https://yamazenbizcom.jp/	Consumer goods (Home Products)	✓ 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.
	Corporations and sole proprietors (Mainly for offices and stores)	
 https://www.rakuten.ne.jp/gold/e-kurashi/	Consumer goods (Home Products)	✓ 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)
	Sole proprietors	

Pioneering a new future,
with all of you

