

Presentation Materials of
Financial Results FY2024
(July 1, 2024-June 30, 2025)

MAEDAKOSEN CO., LTD.

Prime Market, Tokyo Stock Exchange

Stock code: 7821



Table of Contents

1. Financial Summary of the Fiscal Year Ended June 30, 2025	3
2. Financial Summary by Segment	11
3. Topics of FY2024	16
4. Forecast of Consolidated Financial Results for the Fiscal Year Ending June 30,2026	23
5. The Company's Roles and Responsibilities (Purpose)	35
6. Medium-Term Business Plan "GLOBAL VISION ∞ -PART II -"	39
7. Company Profile	44



1

Financial Summary of the Fiscal Year Ended June 30, 2025

Overview of financial results

- **Achieved performance targets** for the end of Medium-Term Business Plan “GLOBAL VISION ∞ -PART II - ,” in the end of second year, excluding sales.
- **Sales and profits** of civil engineering materials related to public works and BBS wheels were strong, **reaching record highs**. Sales increased significantly due to two M&A deals during the period.
- Despite the continuing harsh business environment, including soaring raw material prices and rising electricity costs, **profit margins increased at each subsidiary** through production system efficiency improvements (cost reductions) and sales price revisions.

Financial Highlights

Net Sales

64,108

Achievement rate
103.4%

Gross profit

23,792

Year on year changes
14.8 %

Operating profit

12,026

Achievement rate
100.2 %

EBITDA

15,515

Achievement rate
101.4%

Ordinary profit

12,259

Achievement rate
102.2%

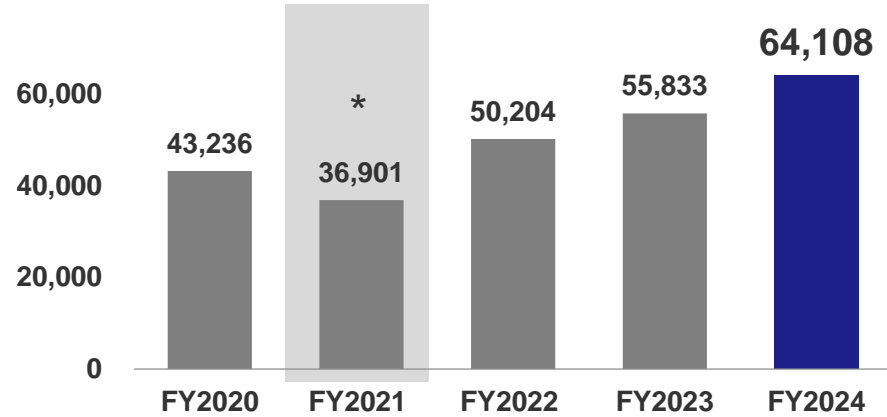
Profit attributable to owners of parent

9,489

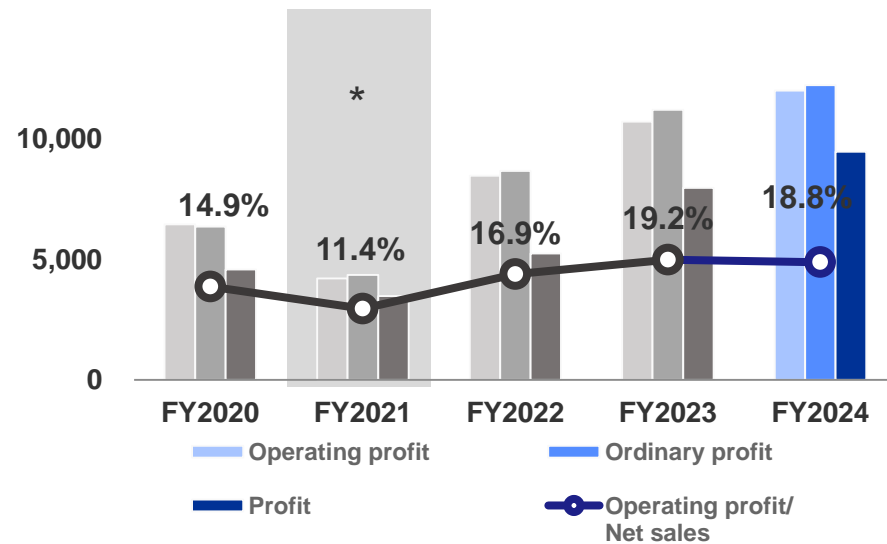
Achievement rate
113.0%

Consolidated Summary

Net Sales



Profit

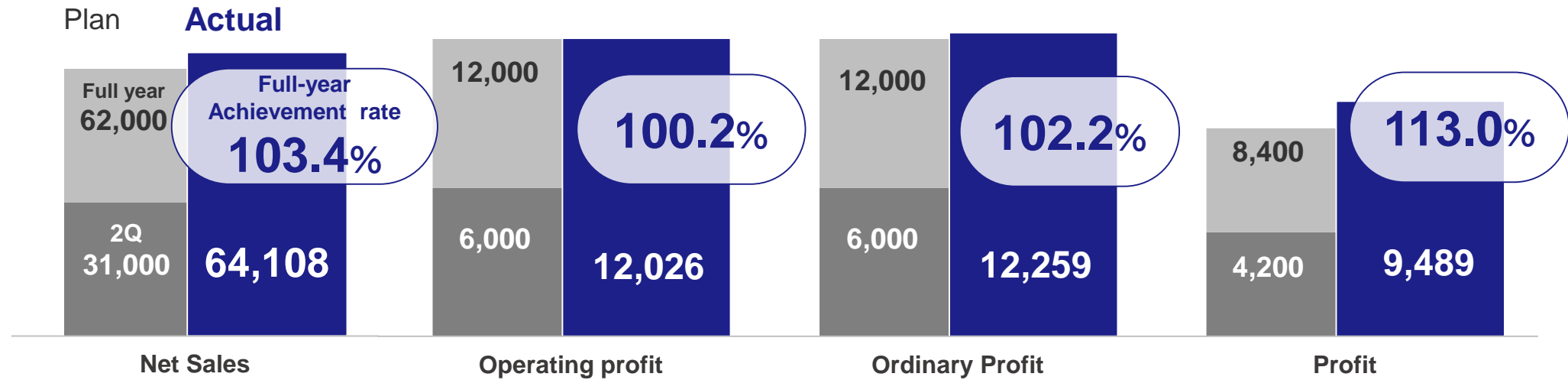


	FY2023		FY2024		
	Actual	Sales ratio	Actual	Sales ratio	Year on year changes
Net Sales	55,833	—	64,108	—	14.8 %
Operating profit	10,736	19.2 %	12,026	18.8 %	12.0 %
EBITDA	14,106	25.3 %	15,515	24.2 %	10.0 %
Depreciation	3,370	6.0 %	3,489	5.4 %	3.5 %
Ordinary profit	11,236	20.1 %	12,259	19.1 %	9.1 %
Profit attributable to owners of parent	7,979	14.3 %	9,489	14.8 %	18.9 %



Note: Since it was a transitional period for the change in the accounting period, the fiscal year ended June 2022 was 9 months and 10 days, from September 21, 2021 to June 30, 2022. .

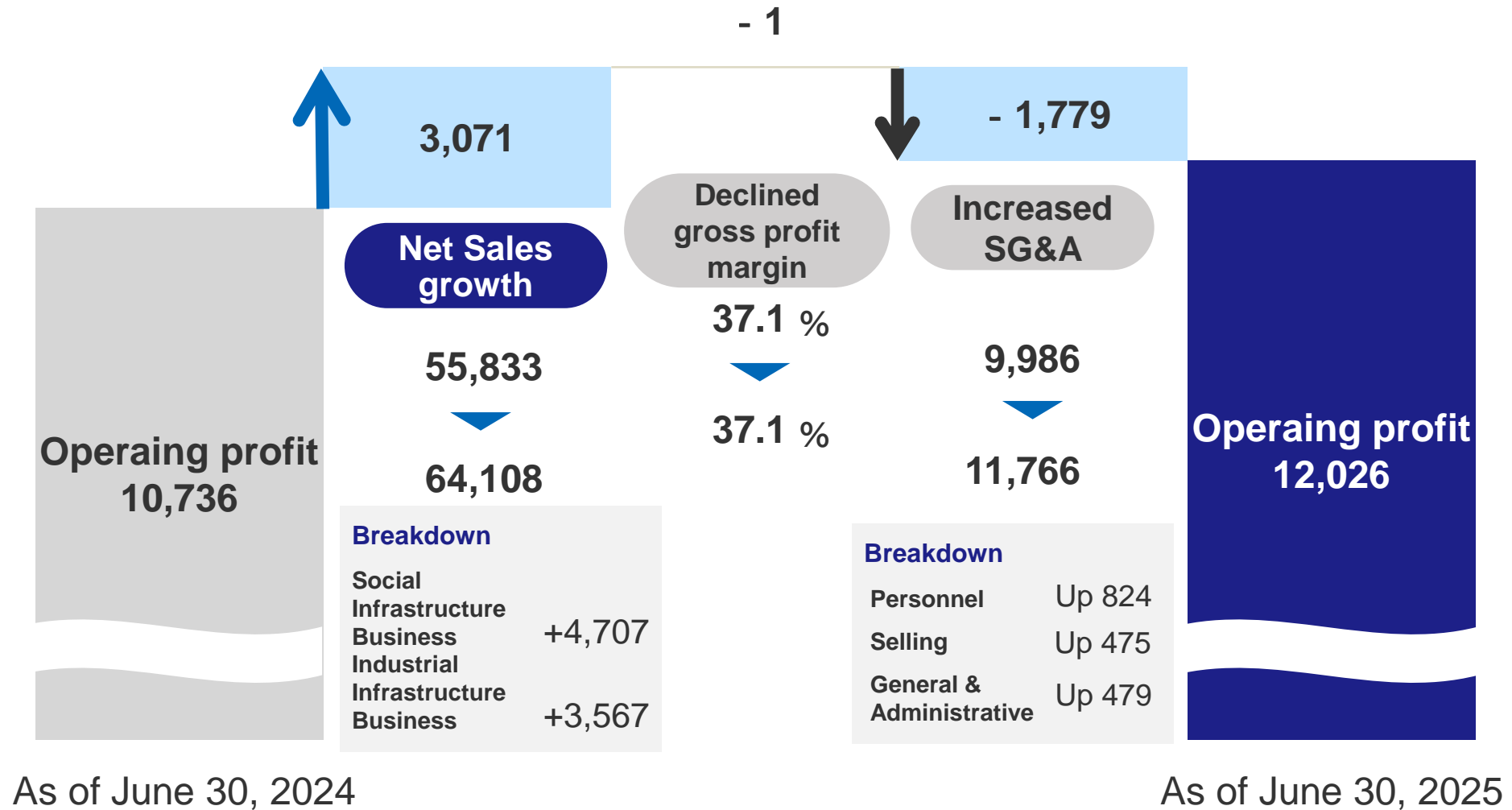
Comparison between Plan and Results



FY2024	Actual	Full year(Planned) *2			
		Amount	Achievement rate	Amount (Prior to revision)	Achievement rate
Net Sales	64,108	62,000	103.4 %	60,000	106.8%
Operating profit	12,026	12,000	100.2 %	11,200	107.4%
EBITDA * ₁	15,515	15,300	101.4 %	14,500	107.0%
Ordinary profit	12,259	12,000	102.2 %	11,200	109.5%
Profit attributable to owners of parent	9,489	8,400	113.0 %	7,700	123.2%

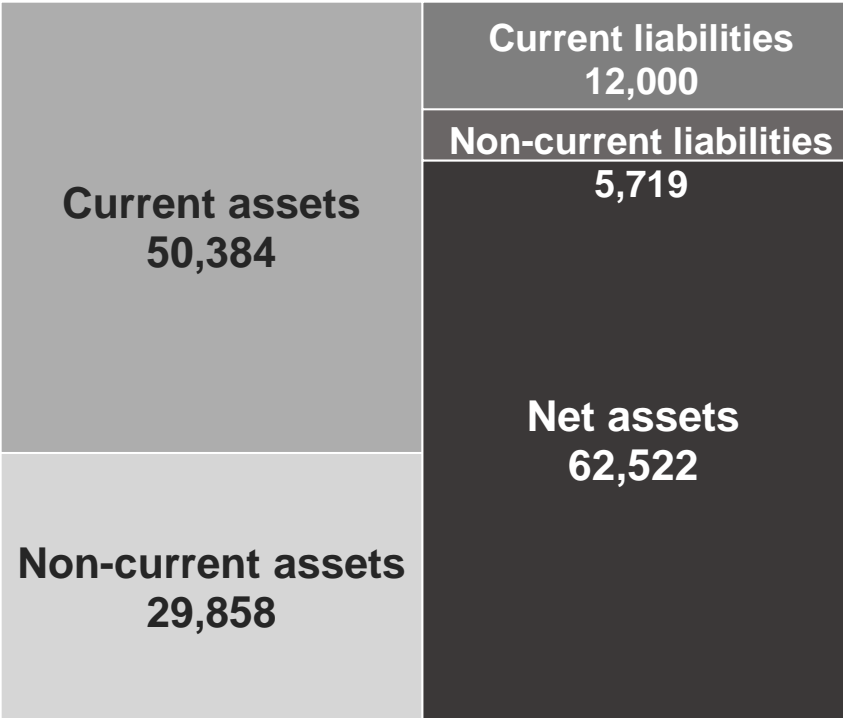
Note 1: EBITDA=Operating profit + Depreciation + Amortization of goodwill Note 2: The full-year plan has been revised as of February 14, 2025.

Analysis of Changes in Operating Profit



Financial Position

Total assets **80,243**

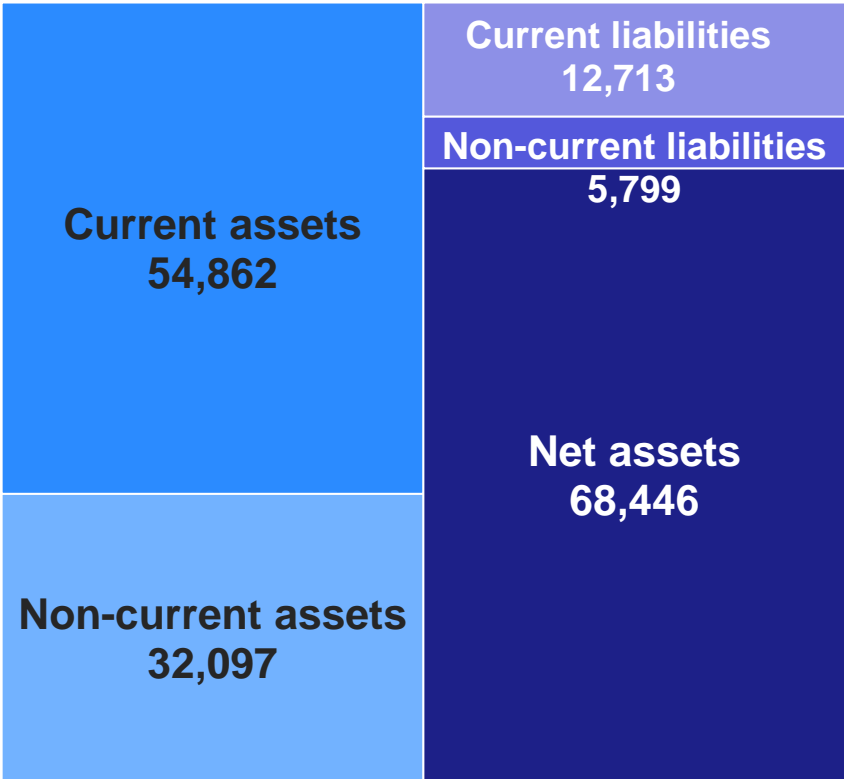


Assets

Liabilities and net assets

FY2023

Total assets **86,959**



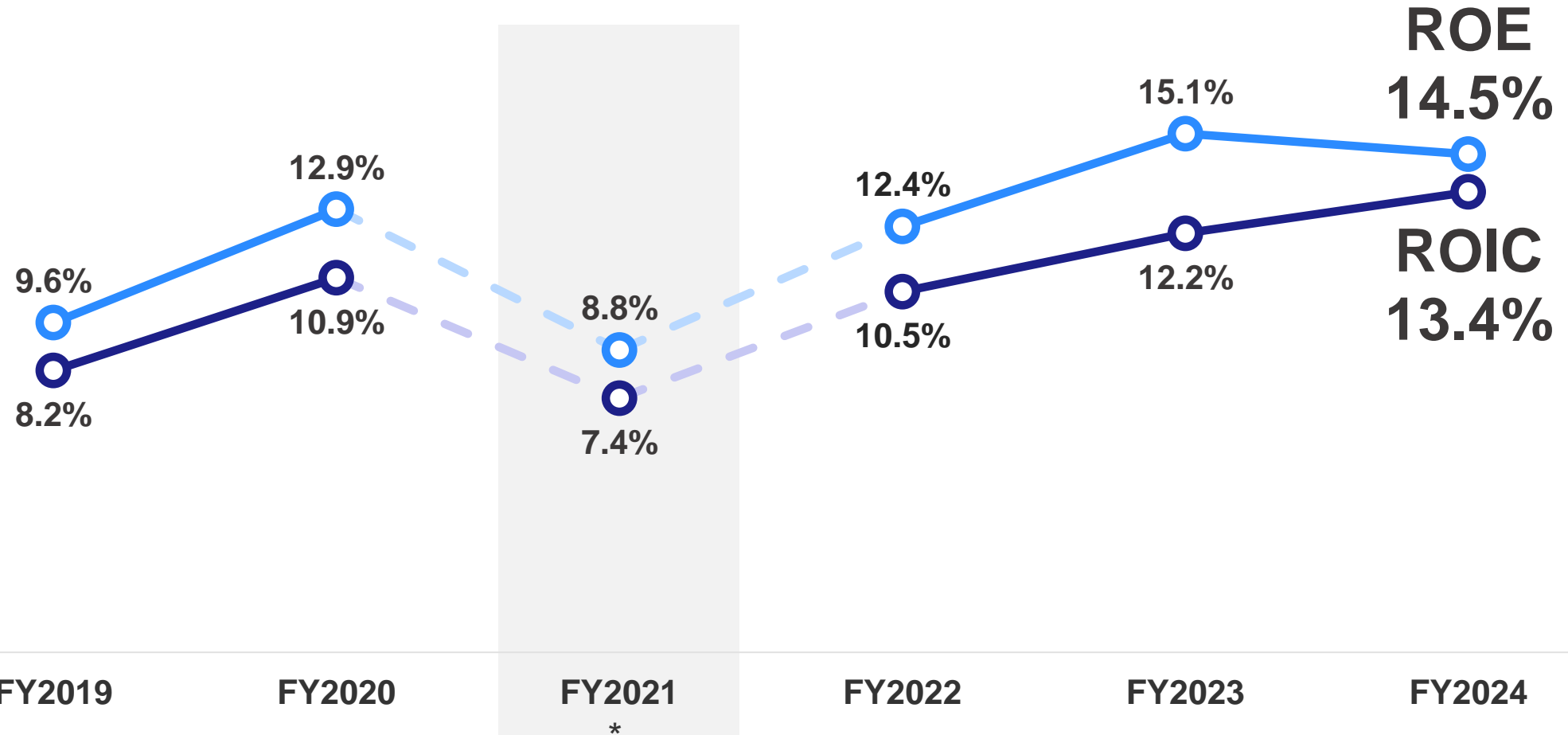
Assets

Liabilities and net assets

FY2024



Key Indicators – ROE and ROIC



Note: Since it was a transitional period for the change in the accounting period, the fiscal year ended June 2022 was 9 months and 10 days, from September 21, 2021 to June 30, 2022.



2

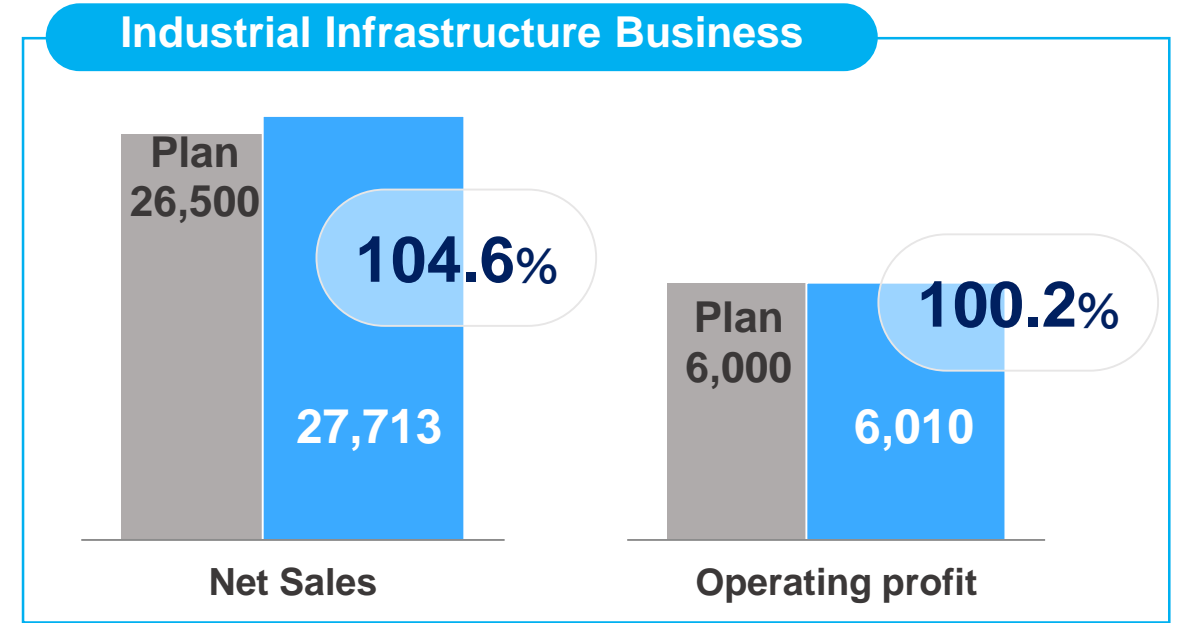
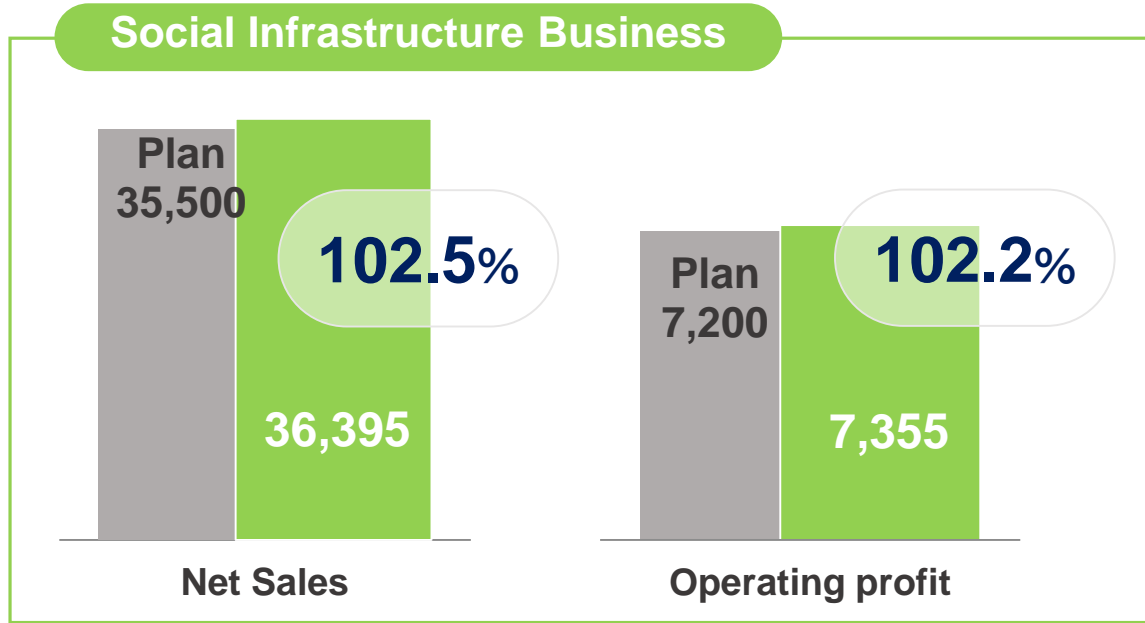
Financial Summary by Segment

Summary of Financial Results by Segment

	FY2023 Actual			FY2024 Actual			
	Amount	Operating profit margin	weight	Amount	Operating profit margin	weight	Year on year changes
Net Sales							
Social Infrastructure Business	31,687		56.8 %	36,395		56.8 %	14.9 %
Industrial Infrastructure Business	24,145		43.2 %	27,713		43.2 %	14.8 %
Total	55,833		100.0 %	64,108		100.0 %	14.8 %
Operating profits							
Social Infrastructure Business	6,755	21.3 %	57.0 %	7,355	20.2 %	55.0 %	8.9 %
Industrial Infrastructure Business	5,101	21.1 %	43.0 %	6,010	21.7 %	45.0 %	17.8 %
Subtotal	11,857	—	100.0 %	13,365	—	100.0 %	12.7 %
Common	- 1,120	—	—	- 1,339	—	—	—
Total	10,736	19.2 %	—	12,026	18.8 %	—	12.0 %

Achievement Rate against Plan by Segment

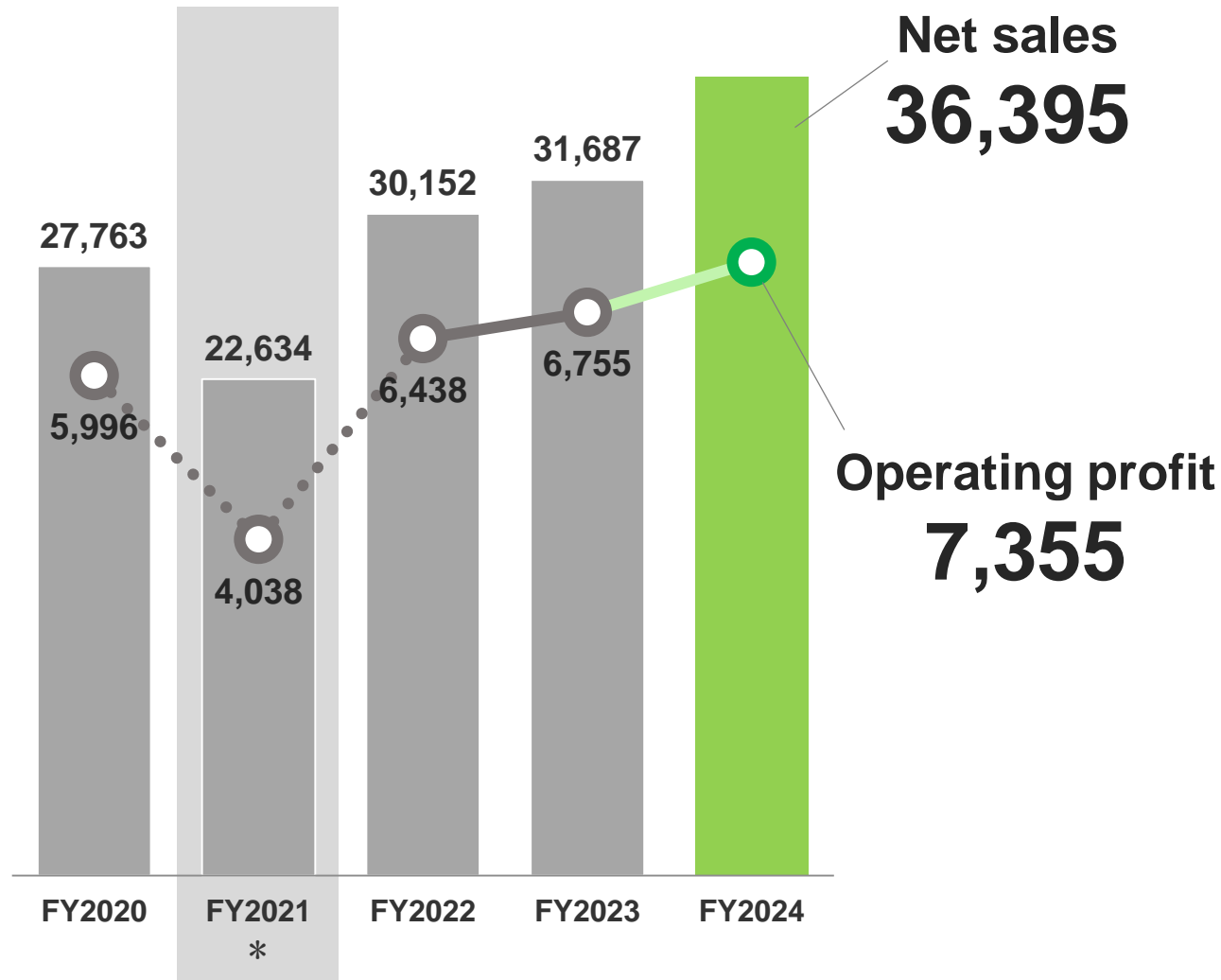
(millions of yen)



FY2024

	Net sales			Operating profit		
	Actual	Plan		Actual	Plan	
		Amount	Achievement rate		Amount	Achievement rate
Social Infrastructure Business	36,395	35,500	102.5 %	7,355	7,200	102.2 %
Industrial Infrastructure Business	27,713	26,500	104.6 %	6,010	6,000	100.2 %
Common				- 1,339	- 1,200	—
Total	64,108	62,000	103.4 %	12,026	12,000	100.2 %

Segment Performance – Social Infrastructure Business



Positive Factors

- In FY2024, our main public works business saw steady performance throughout the year from embankment reinforcement materials, riverbank protection materials, etc.
- Performance at subsidiaries was also generally steady. Harmful animal control products and Okinawa defense-related products in particular showed robust performance.
- SAIKOB CO., LTD. and Maedakosen Industrial Products Co., Ltd., which were newly added to the Group, have also demonstrated steady performance.

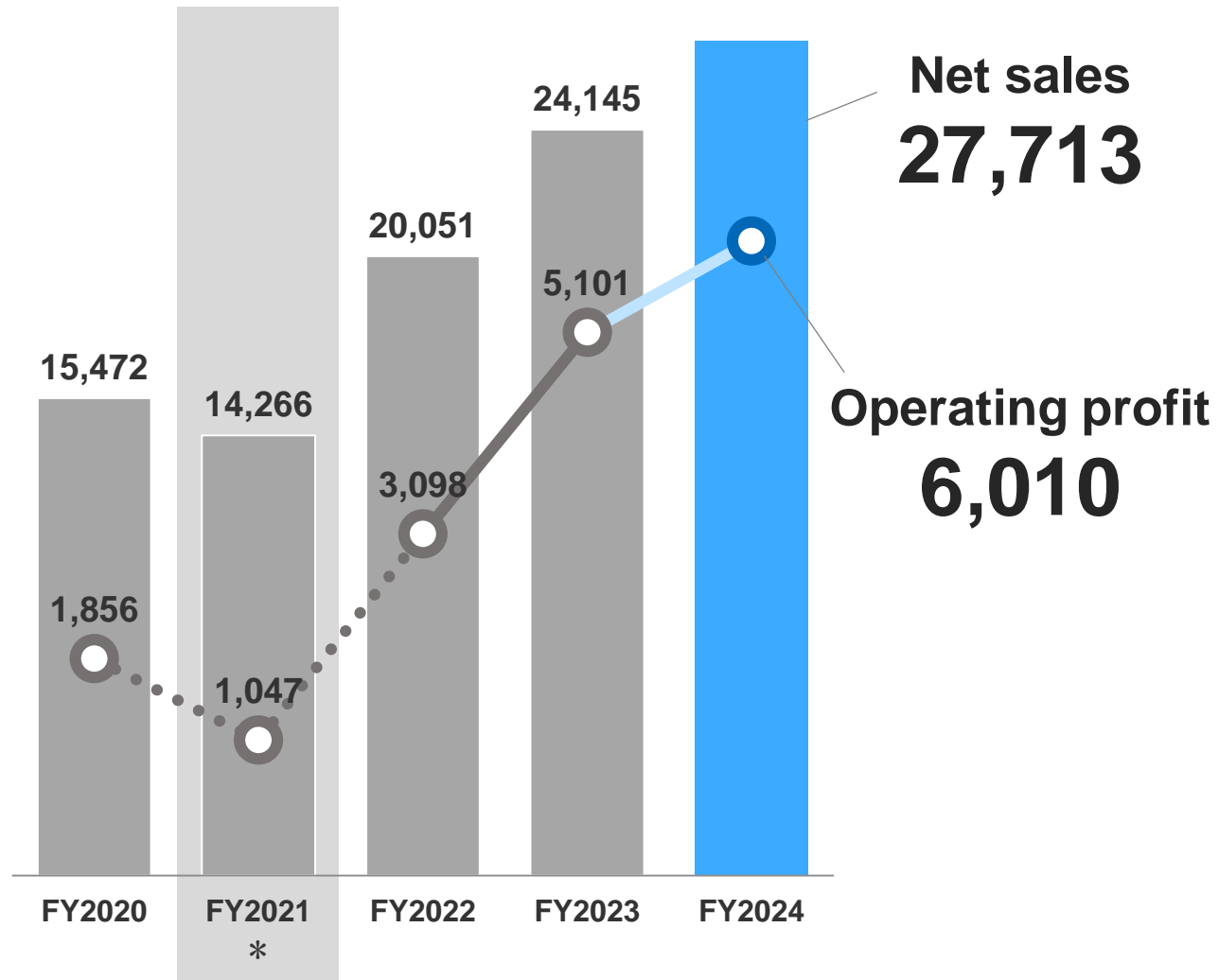
Negative Factors

- Orders of horticultural greenhouses and agricultural supplies such as dairy farming products stagnated for our subsidiary MIRAI no Agri CO., LTD.



Note: Since it was a transitional period for the change in the accounting period, the fiscal year ended June 2022 was 9 months and 10 days, from September 21, 2021 to June 30, 2022.

Segment Performance – Industrial Infrastructure Business



Positive Factors

- The business performance of BBS Japan Co., Ltd. was steady.
- Improvements in production efficiency at the BBS factory (increase factory utilization ratio, automation, labor-saving) contributed to increased profit margins.
- At MIRAI KOSEN CO., LTD., wiping cloth orders were steady in response to the recovery of the semiconductor market.

Negative Factors

- BBS Japan recorded a provision for retirement benefits. (One-time only)
- Profit margins decreased at the German subsidiary of BBS in Q4 due to an inventory evaluation review.



Note: Since it was a transitional period for the change in the accounting period, the fiscal year ended June 2022 was 9 months and 10 days, from September 21, 2021 to June 30, 2022.



3

Topics of FY2024

Making SAIKOBO and Maedakosen Industrial Products consolidated subsidiaries

Dec.2024



Business description

Planning, design, manufacture and sale of supplies for kindergartens and nursery schools and playground equipment.



Location

Otsu City, Shiga Prefecture

Established

April 12, 1991

Capital

¥20 million

Employees

26

April.2025

 Maedakosen Industrial Products

Business description

Manufacture, processing, and sales of synthetic resin products, civil engineering materials, building materials and piping materials



Location

Bunkyo-ku, Tokyo

Established

October 10, 1964

Capital

¥400 million

Employees

165



Stock Repurchases

Reasons for Stock Repurchases

To **improve capital efficiency** and **enhance shareholder returns**.

Overview

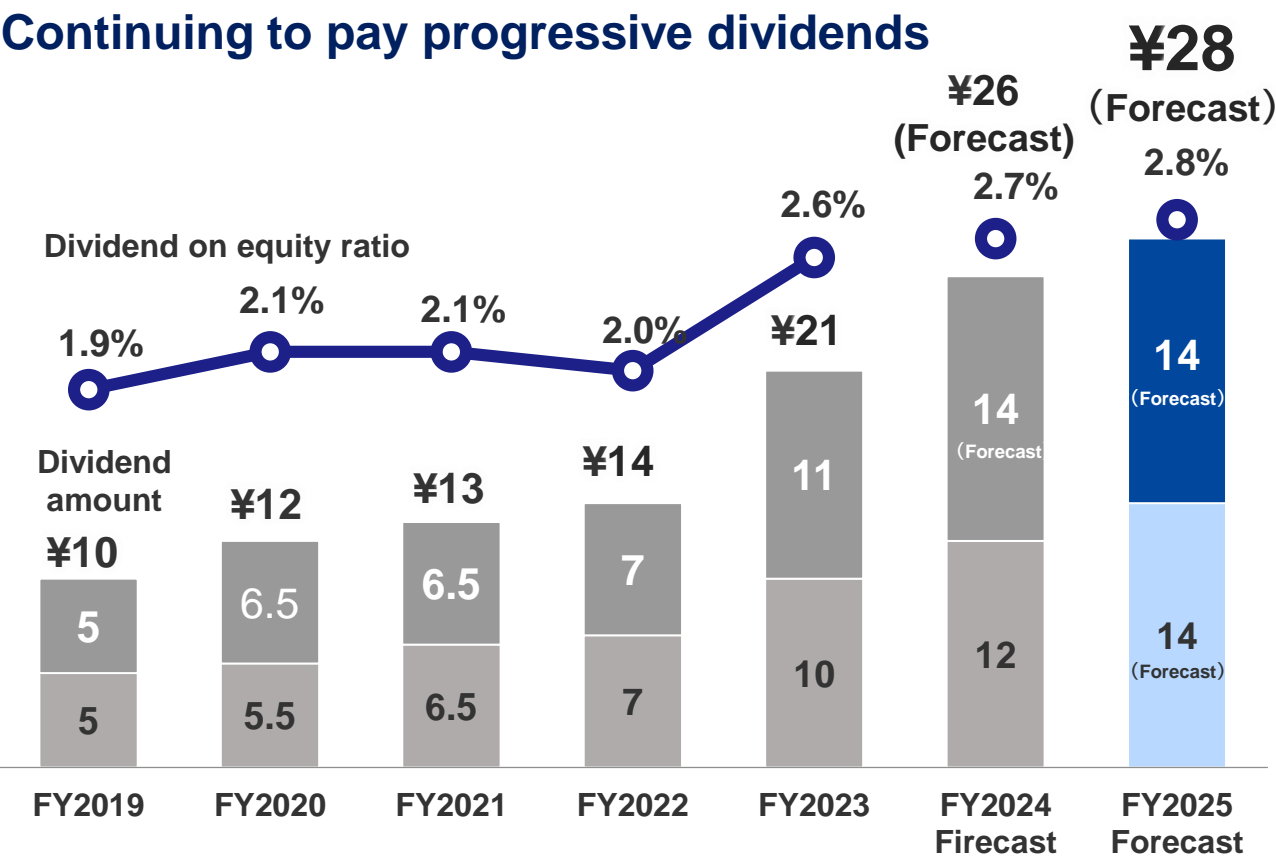
Total number of shares to be repurchased	Up to 1 million shares (Ratio to the number of issued shares: 1.47%)
Aggregate repurchase amount	Up to 2 billion yen
Period of repurchases	from February 17, 2025 to June 30, 2025

Actual (Cumulative total through June 13, 2025)

Total number of shares repurchased	1,000,000 shares
Aggregate repurchase amount	1,895,021,100 yen

Dividend forecast

Continuing to pay progressive dividends



Note 1: The fiscal year ended June 2022 is the 9 months and 10 days from September 21, 2021 to June 30, 2022.
Note 2: Effective July 1, 2024, the Company conducted a 2-for-1 stock split of shares of common stock. Dividends paid prior to the fiscal year ending June 30, 2025 take into account of this stock split.
Note 3: The dividend forecast was revised on August 8, 2025.

FY2024

Interim dividend	¥12 (Up ¥2 YoY)
Year-end dividend (forecast)	¥14 (Up ¥3 YoY)
<hr/>	
Full-year dividend (forecast)	¥26 (Up ¥5 YoY)

FY2025

Interim dividend (forecast)	¥14 (Up ¥2 YoY)
Year-end dividend (forecast)	¥14 (Up ¥0 YoY)
<hr/>	
Full-year dividend (forecast)	¥28 (Up ¥2 YoY)

BBS wheel one-make supply/New material “FORTEGA” goes on sale

One-make supply of forged wheel
from 2022 season



Formula 1®



NASCAR®

Achieving **weight reduction** while
maintaining **high rigidity**
New material developed exclusively by
BBS



New aluminum alloy material

FORTEGA

Disaster restoration-related products

Vegetation work utilizing wood chips from Ishikawa Prefecture

Developed in collaboration with the Ishikawa Prefecture Forest

Cooperative Association “JForest”→ Installed in Ishikawa Prefecture

Realizing **local production for local consumption** x **quick restoration**



Forest road slope restoration work in Tsubata Town, Ishikawa Prefecture

Product lineup

Vegetation materials that promote plant growth

FULVIC series



Soil erosion
control material
GUARDRAIN series



MIDORINO series



Harmful animal control products

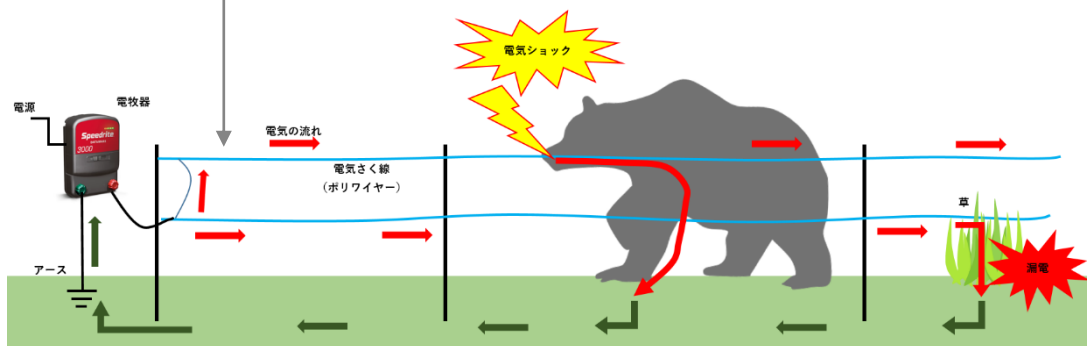
Electric fencing for bear control



“Blue king wire”

Control the behavior of wild bears
Prevent increasingly frequent bear-related damage

Makes contact with electric current flowing in the electric fence
↓
Receives a strong shock and becomes aware of the danger



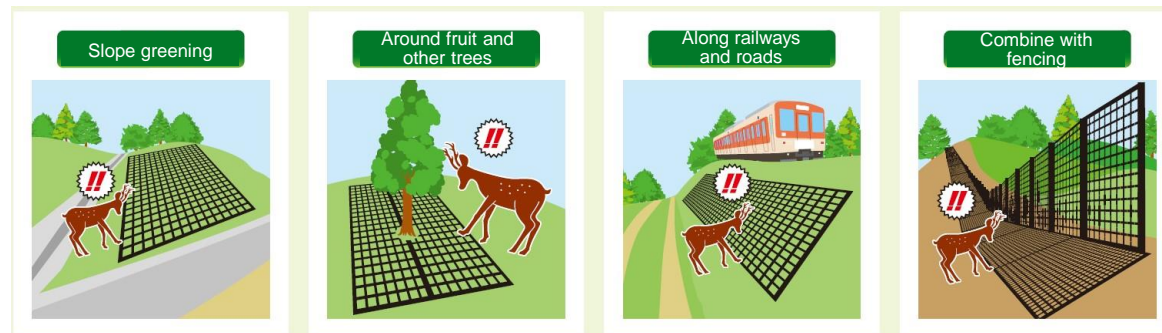
Special resin net for harmful animal control



“Artiodactyla Animal Slipper”

“Make them slip to keep them away”
A new concept in harmful animal control

- High surface slipperiness makes it difficult for artiodactyls such as deer and wild boar to walk on it
- Slope greening effect protects vegetation from harmful animals





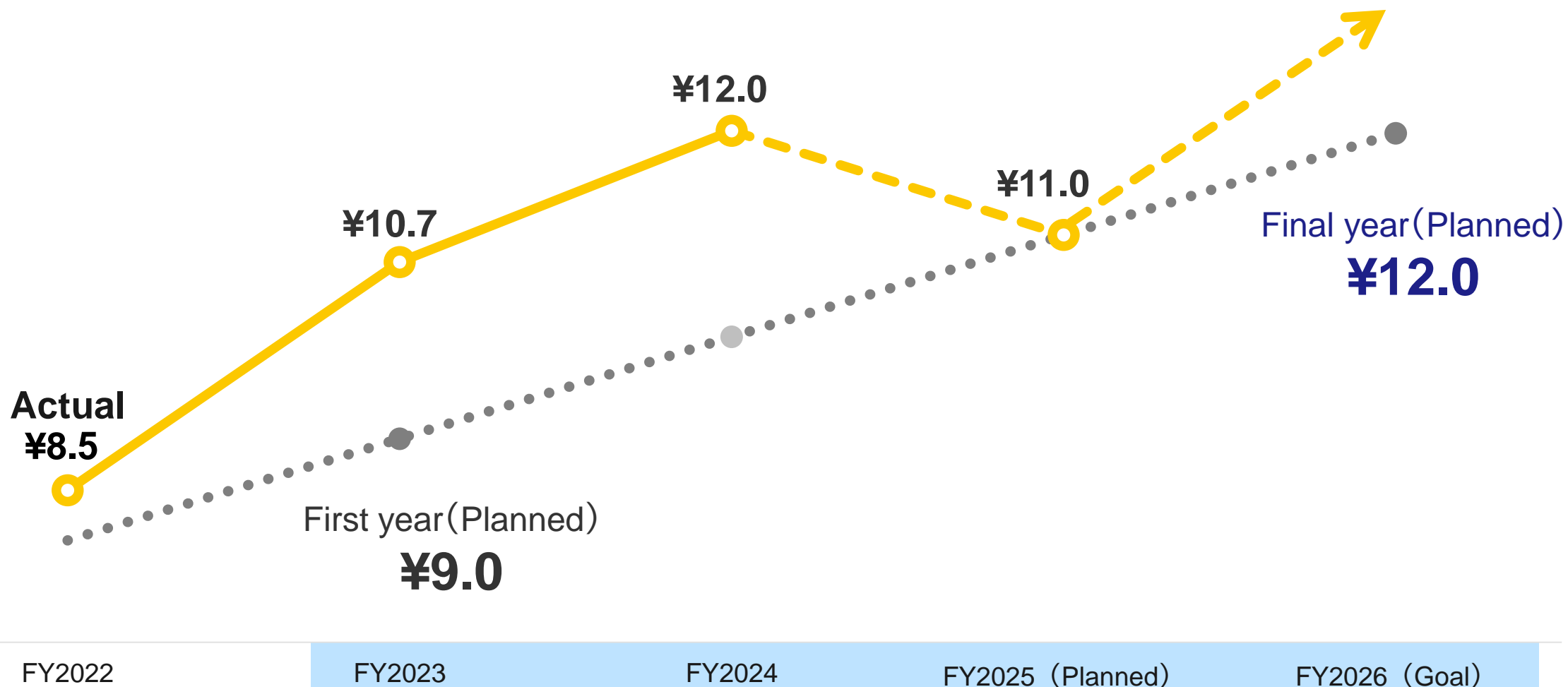
4 Forecast of Consolidated Financial Results for the Fiscal Year Ending June 30, 2026

Forecast of FY2025 (Consolidated Financial Plan)

	FY2024 Actual		FY2025(Planned)			
	2Q	Full year	2Q		Full year	
			Amount	Change	Amount	Change
Net sales	32,530	64,108	36,200	11.3 %	67,500	5.3 %
Operating profit	7,152	12,026	6,150	-14.0 %	11,000	-8.5 %
EBITDA	8,800	15,515	8,000	-9.1 %	14,700	-5.3 %
Ordinary profit	7,224	12,259	6,150	-14.9 %	11,000	-10.3 %
Profit attributable to owners of parent	4,939	9,489	4,250	-14.0 %	7,600	-19.9 %

Trends and forecasts for operating profit in the current Medium-Term Business Plan

(billions of yen)



Global Vision ∞ PART II

MAEDAKOSEN Group's new sales management structure (Sales lead management)

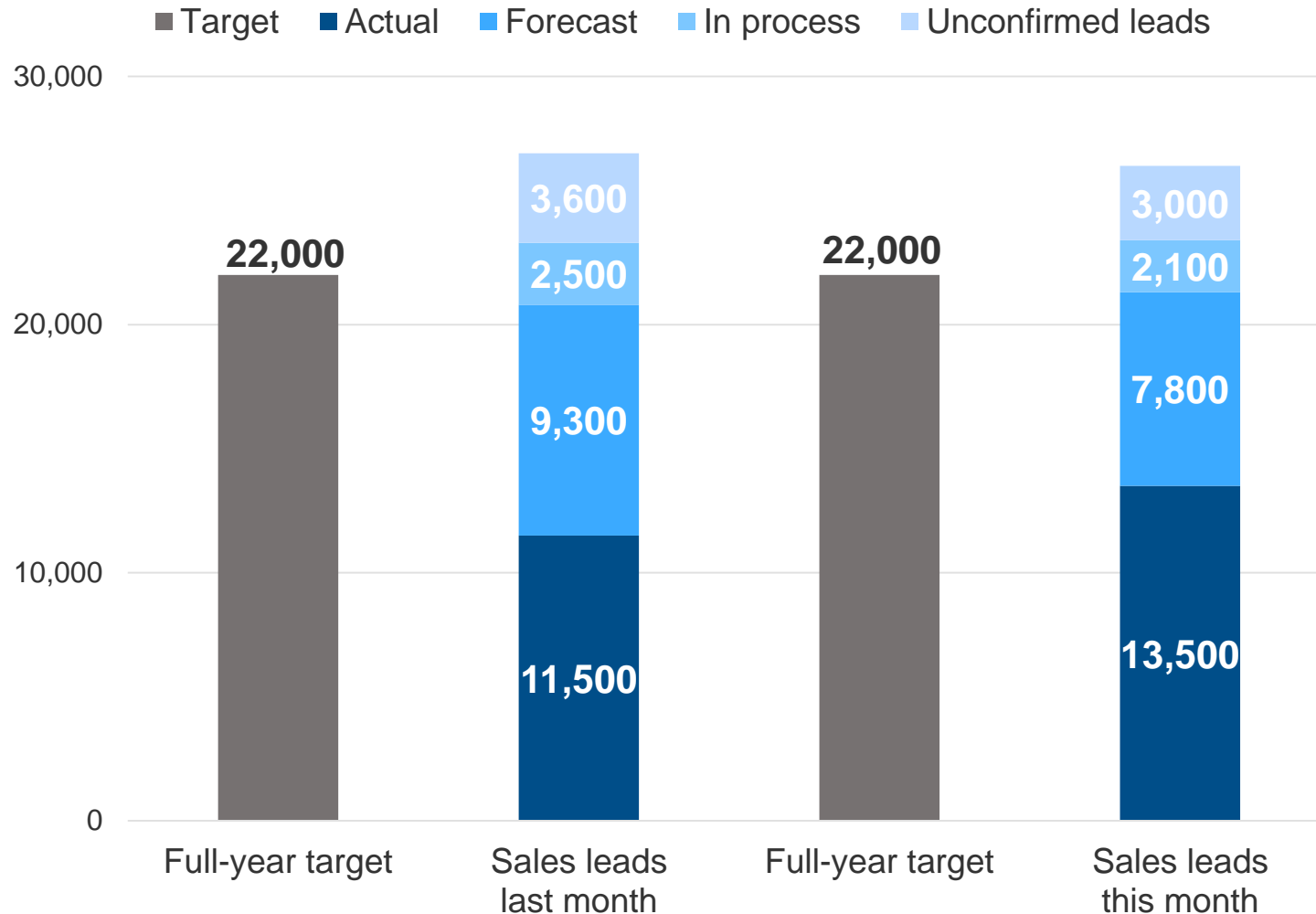
- Sales lead management... “Visualization” of future projects
Change from historical to forecast basis
- All sales lead are open within the company
- **Build sales lead that can achieve 5% or more growth per year**
- **Correctly capitalizing on sales leads** → **composure, confidence and ability to track future performance in sales person**
→ act with even greater ambition (creating **a virtuous cycle**)
- The more sales leads accumulated, the **more steadily sales targets can be achieved**

• Checking monthly progress and sales lead status,
forecasts for the current and next period, taking measures
➔ **Changes also to the content of sales meetings (quantitative discussion)**

Specifically

(millions of yen)

○○Period ◇Month status



○○Period ◇ Month status

Remaining to the Target ¥8,500

Forecast ¥7,800

Achievement rate **91.7%**

Actual + Forecast

96.8% (Last month 94.5%)

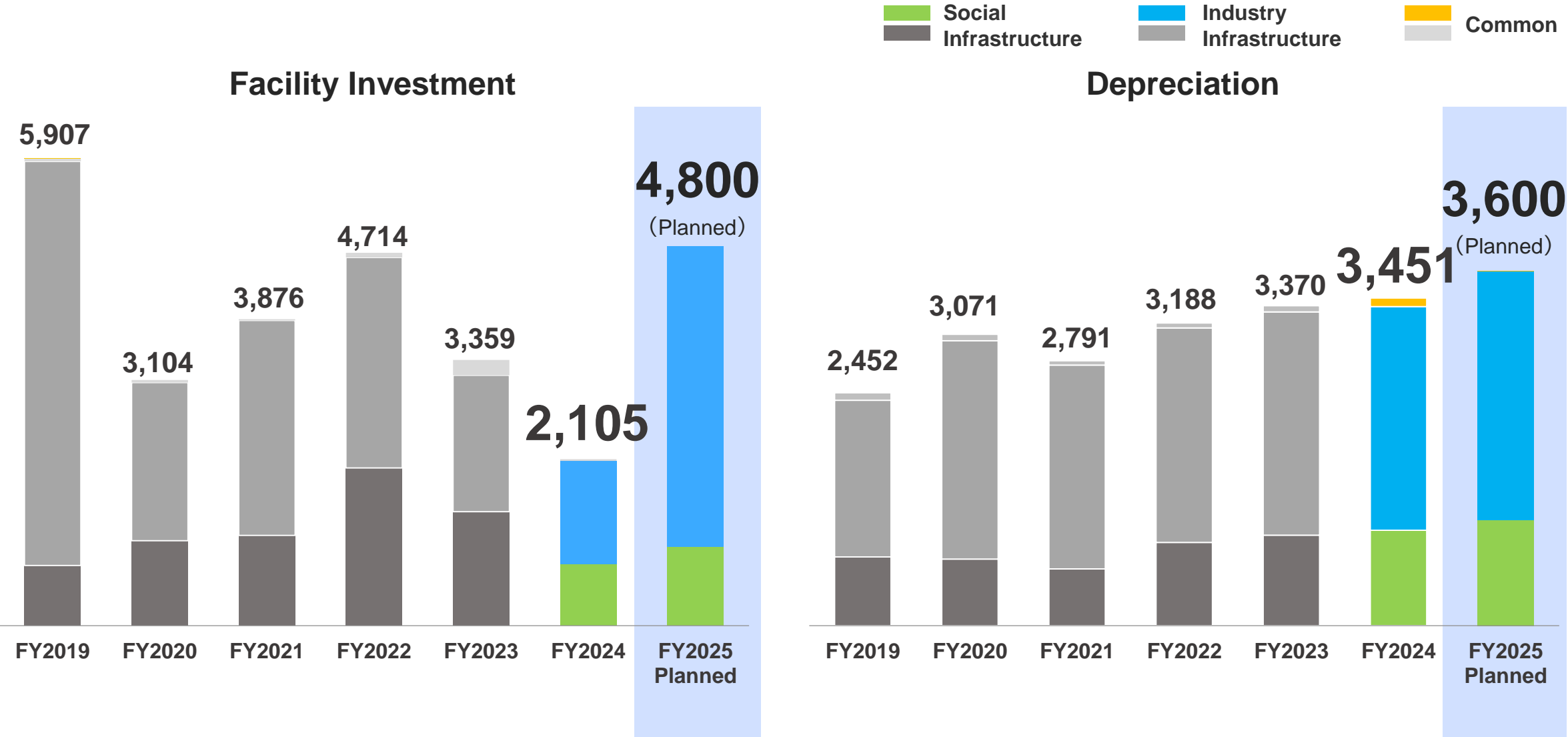
Actual + Forecast + In process


106.4% (Last month 106.0%)

Forecast of FY2025 by Segment

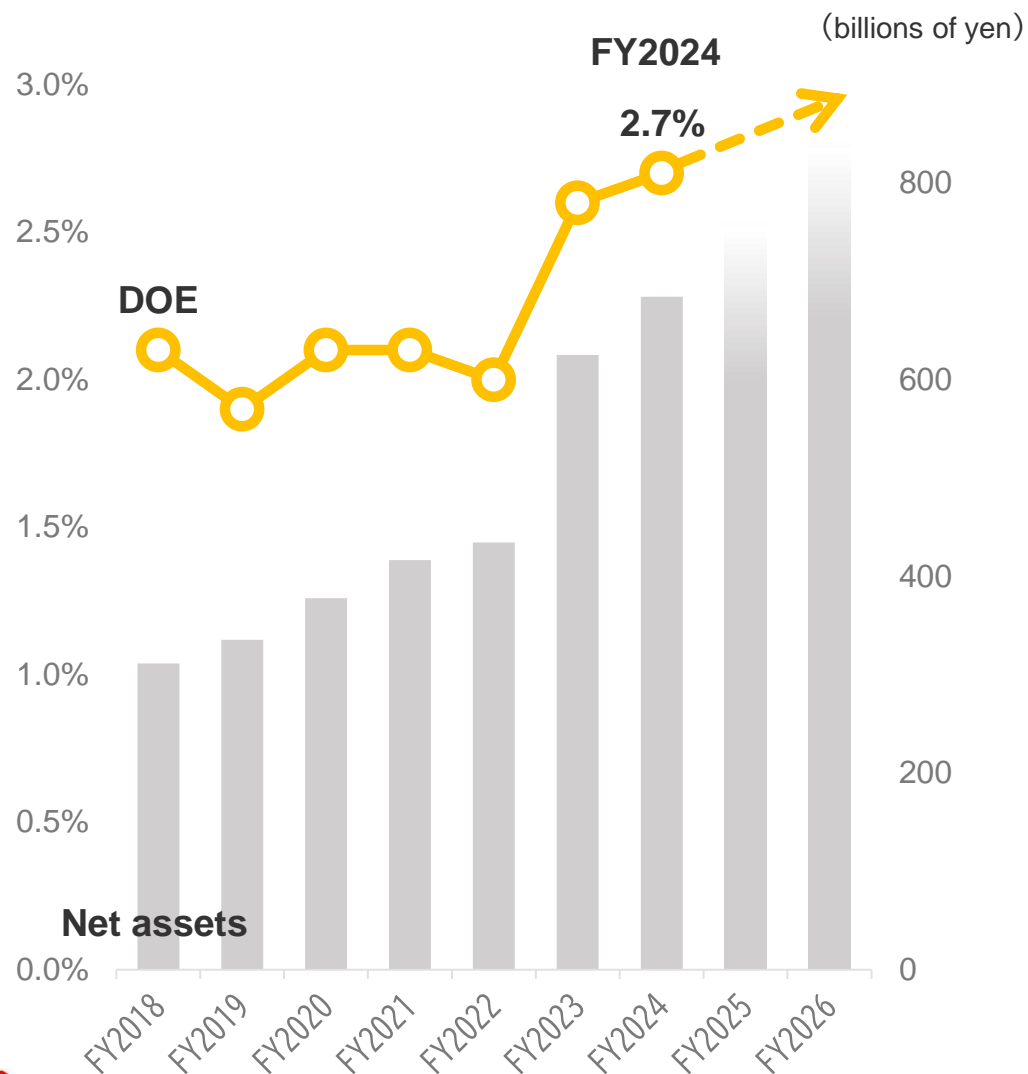
		FY2024	FY2025	
		Actual	Full year Plan	Year on year change
Social Infrastructure Business	Net sales	36,395	44,000	20.9 %
	Operating profit	7,355	7,750	5.4 %
Industrial Infrastructure Business	Net sales	27,713	23,500	-15.2 %
	Operating profit	6,010	4,700	-21.8 %
Common	Operating profit	- 1,339	- 1,450	—
Total	Net sales	64,108	67,500	5.3 %
	Operating profit	12,026	11,000	-8.5 %

Forecast of Facility Investment and Depreciation



 Note: The fiscal year ended June 2022 was 9 months and 10 days, from September 21, 2021 to June 30, 2022.

Basic policy on shareholder return measures



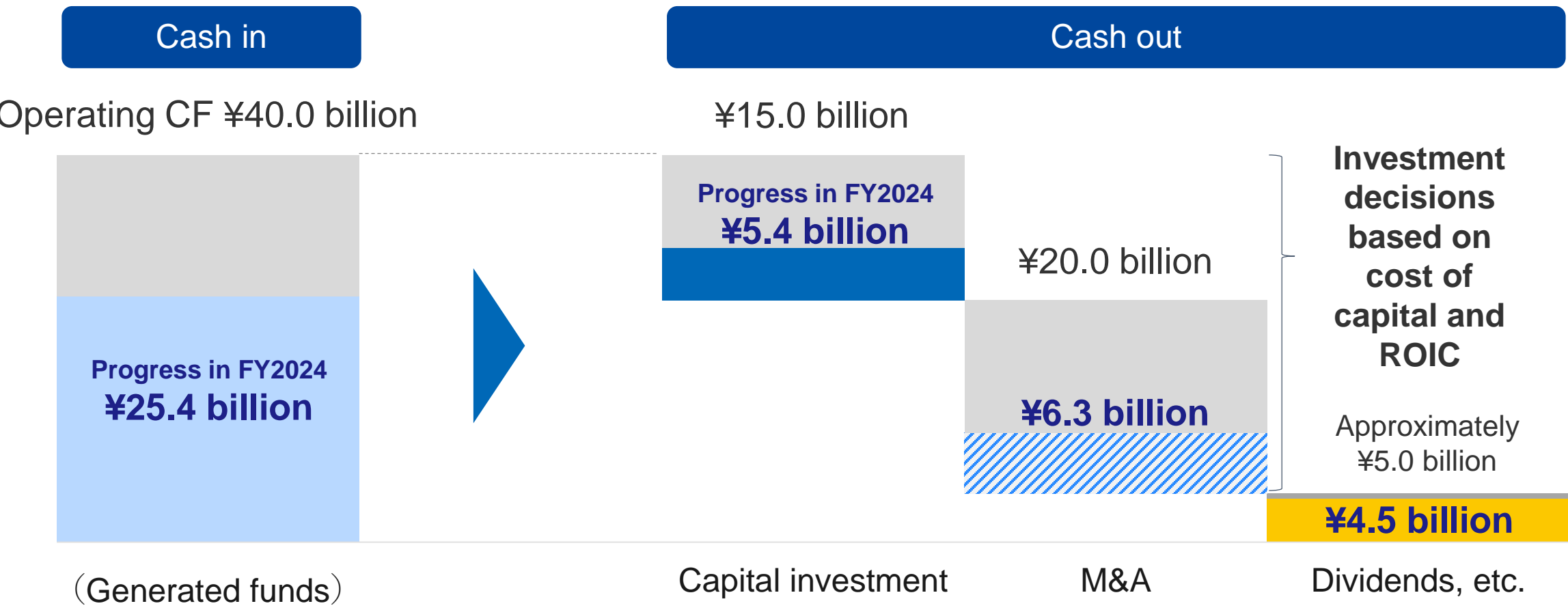
Returning profits to shareholders
= one of the most important business issues

Specific measures

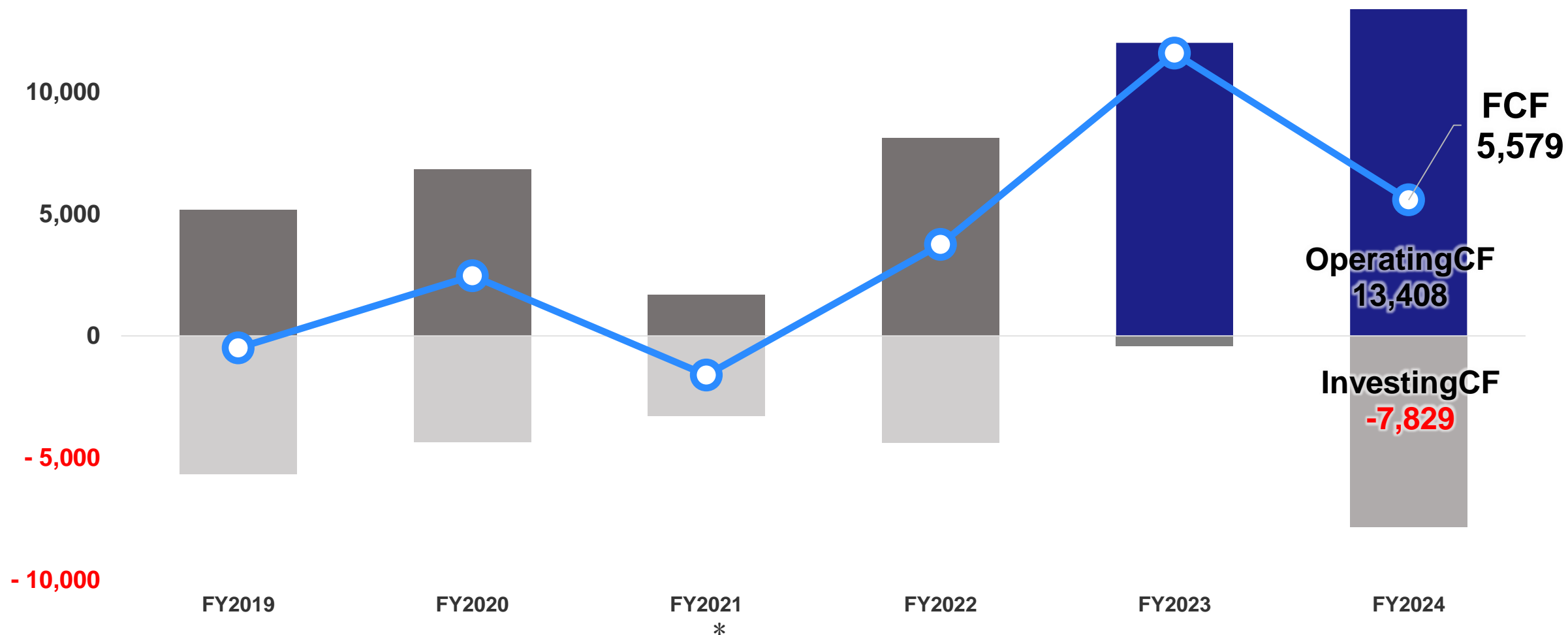
- ① Continuation of progressive dividends:
progressive dividends have been paid since listed.
- ② Surplus dividend rate
Utilization of the **dividend on equity ratio (DOE)** as an indicator.
 - • • Due to significant fluctuations in profit

Cash allocation

Progress toward the Medium-Term Management Plan PART-II-Period
(FY2023 - FY2026) total (estimate)



Key Indicators – Free cash flow trends



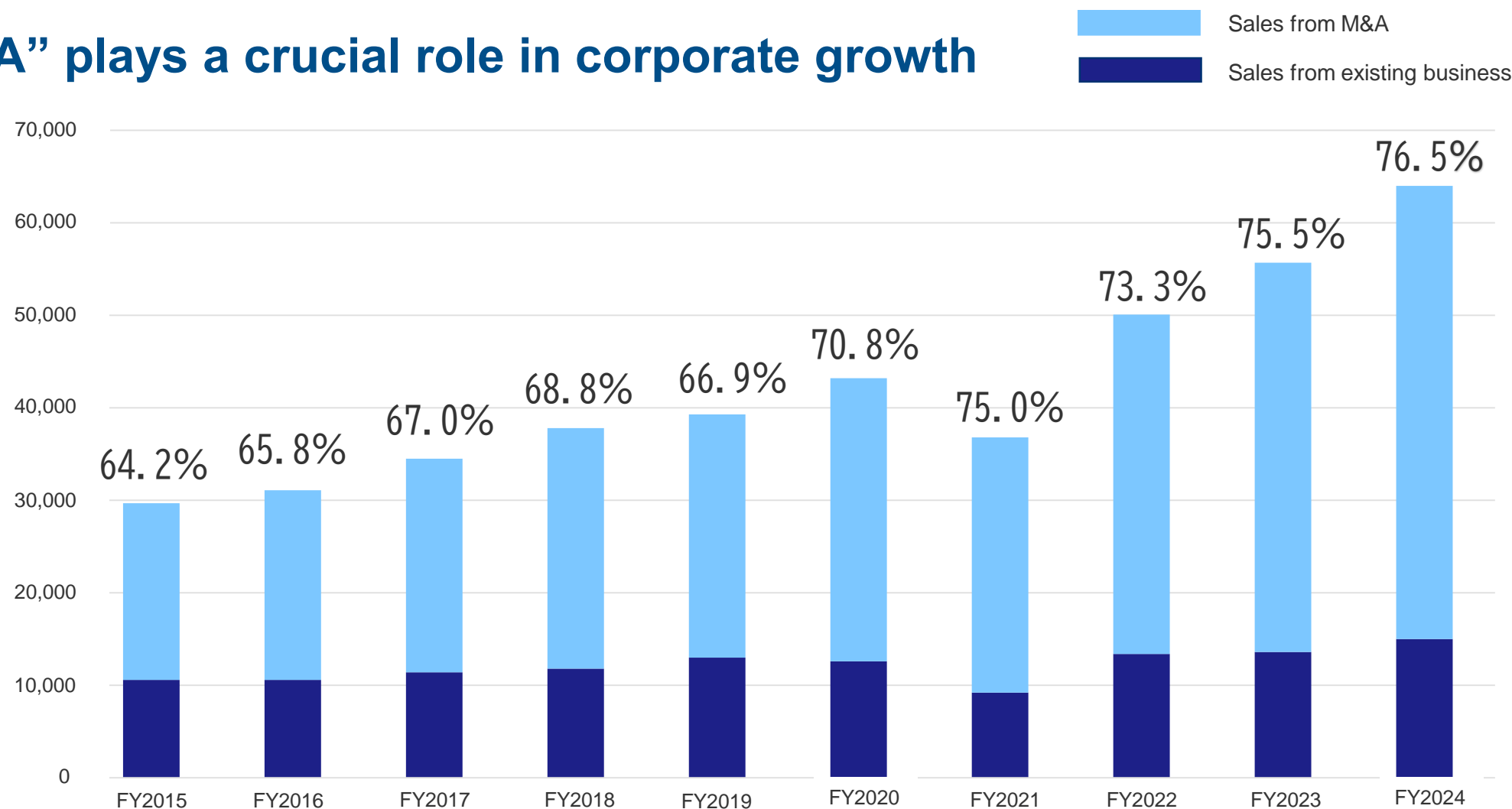
Note: Free cash flow = Cash flows from operating activities - Cash flows from investing activities

Note: Since it was a transitional period for the change in the accounting period, the fiscal year ended June 2022 was 9 months and 10 days, from September 21, 2021 to June 30, 2022.

M&A Share of Consolidated Net Sales

(millions of yen)

“M&A” plays a crucial role in corporate growth



※ The fiscal year ended June 2022 is the 9 months and 10 days from September 21, 2021 to June 30, 2022.

M&A Companies

	Acquisition year	Name		Acquisition year	Name		Acquisition year	Name
1	2002	Ohta Kogyo *Merged with MAEDAKOSEN	8	2013	Washi Kosan/ Washi Beam *Present BBS Japan	15	2021	Seven Chemical
2	2004	Zeon Environmental Materials *MAEDAKOSEN acquired the business	9	2014	Daiichi *Merged with MIRAI KOSEN	16	2024	SAIKOBO
3	2005	Nippon Non-woven Fabrics *Nippon Non-woven Fabrics acquired the business, and merged with MAEDAKOSEN	10	2015	Ogawa Techno *MIRAI TECHNO acquired the business	17	2025	Mitsui Industrial Products *Company name changed to Maedakosen Industrial Products Co., Ltd.
4	2009	Sun Green *Merged with MAEDAKOSEN	11	2016	Green System *Merged with MIRAI no Agri			
5	2009	Magne Corporation *Merged with MAEDAKOSEN	12	2018	Kushiro Highmeal			
6	2011	Kitahara Denboku *Present MIRAI no Agri	13	2019	OKINAWA KOSEN *established the company			
7	2012	Technos *Present MIRAI KOSEN	14	2021	SK Electric *Present MIRAI no Agri			



5

The Company's Roles and Responsibilities (Purpose)

Toward a New Stage in Disaster Prevention

Making **serious efforts to prevent disasters**

The years since 2010 have seen a succession of large-scale earthquakes, such as the 2011 Tohoku Earthquake, the 2016 Kumamoto Earthquakes and the 2024 Noto Peninsula Earthquake

→Leading the LDP to consider establishing a **Disaster Prevention Agency**

Disaster prevention = preventive measures and situational responses

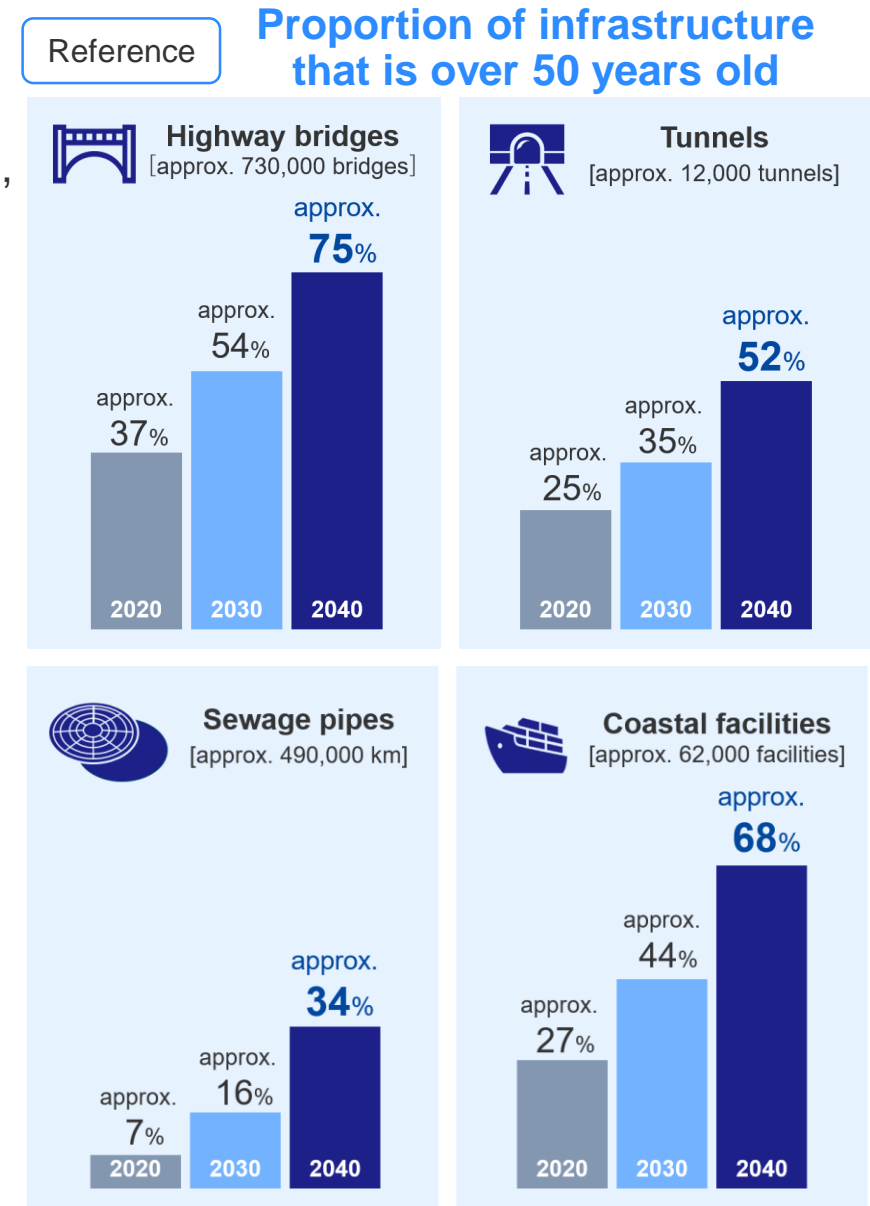
It is particularly important to

enhance preventive measures

(Organize new measures for national resilience)



MAEDAKOSEN group will also create
**a solid organization that can
respond to rapid change**

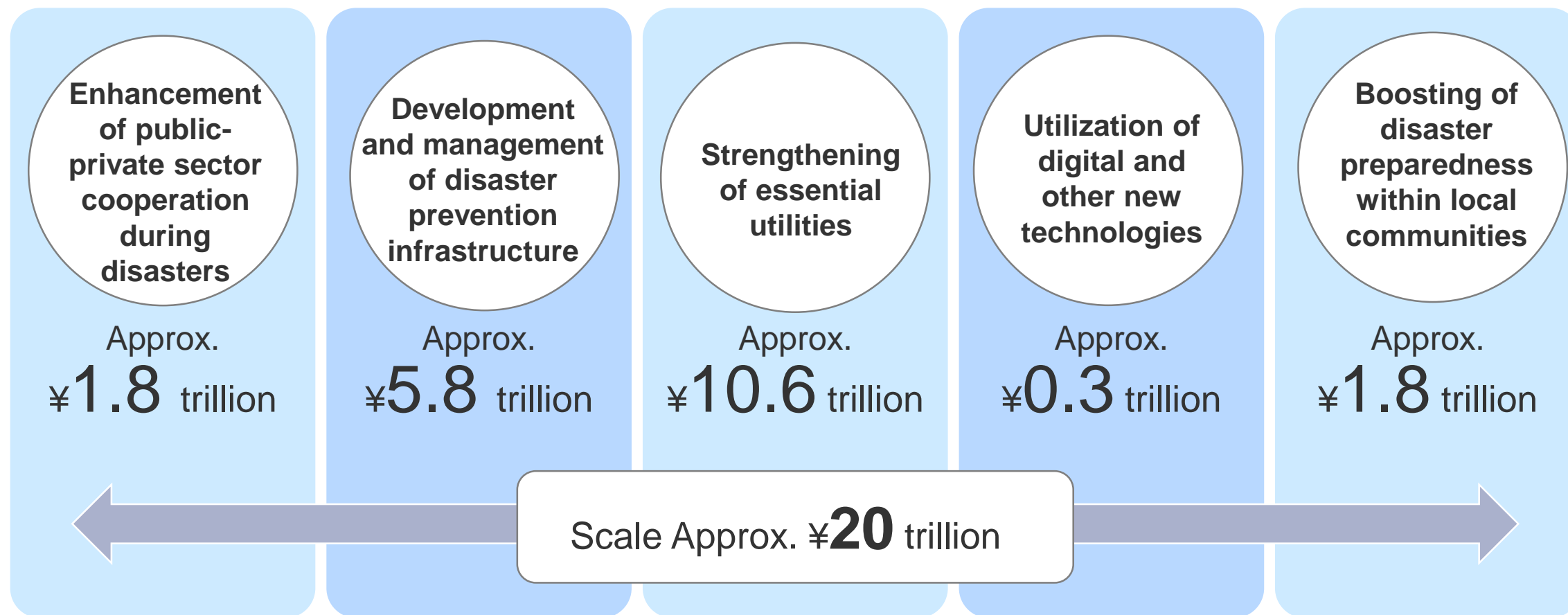


Based on data from the Ministry of Land, Infrastructure, Transport and Tourism

Medium-Term National Resilience Implementation Plan

Increasing the pace of resilience implementation

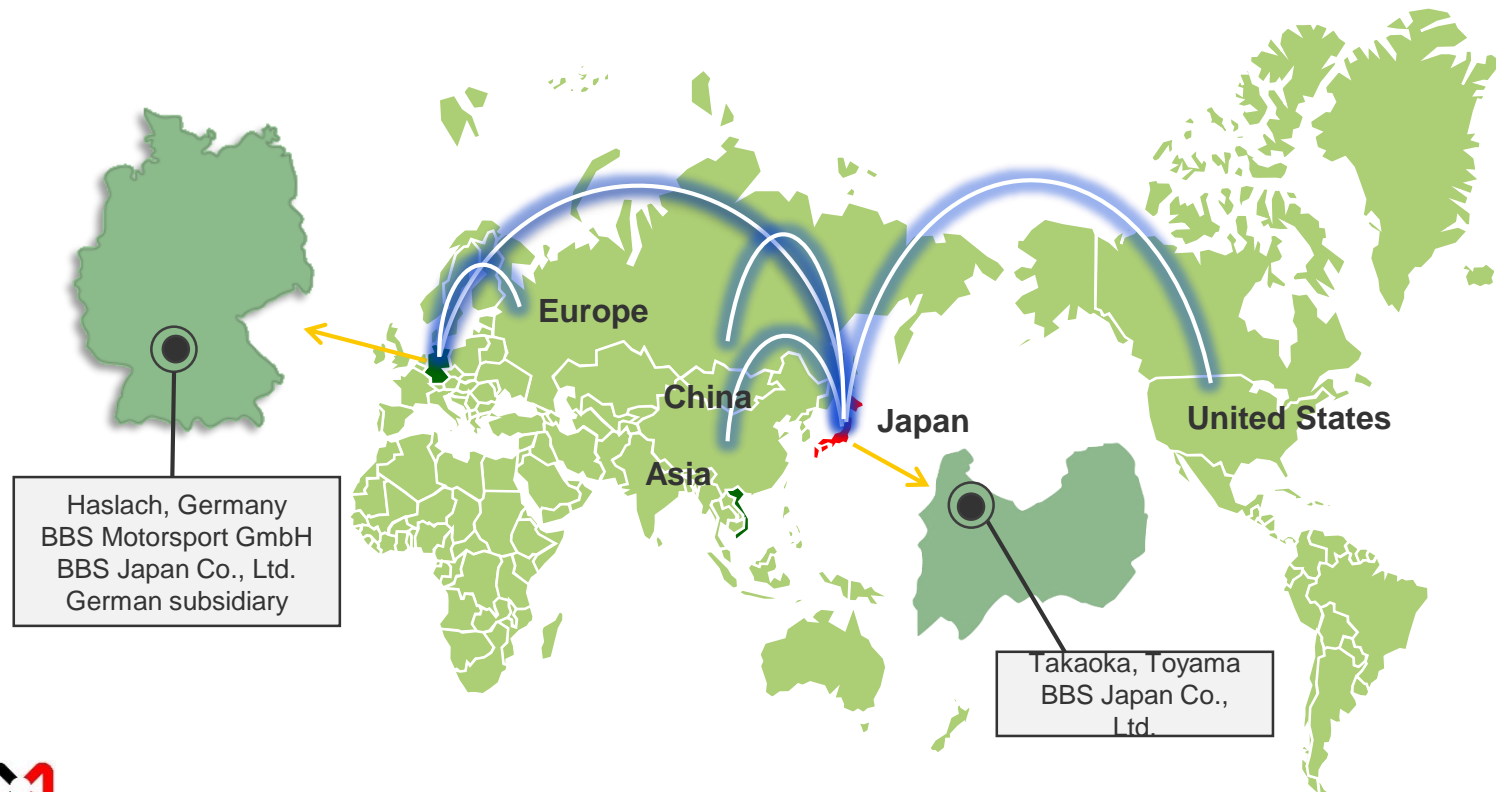
Time frame: 2026 - 2030



BBS - To the world from a regional city

Forged wheel technology cultivated through motor sports
→ Applied to commercially available wheels and adopted
by automobile manufacturers around the world

Realization of **regional revitalization**



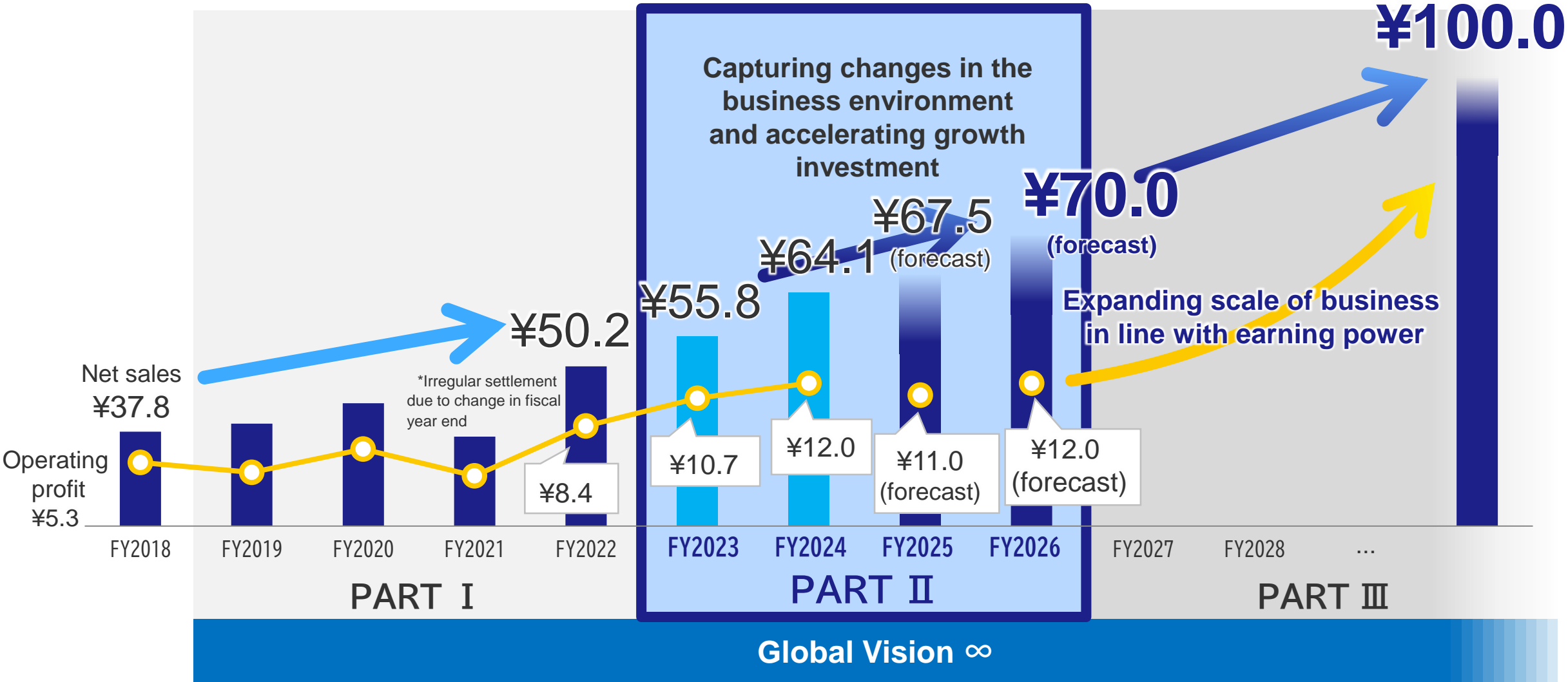


6

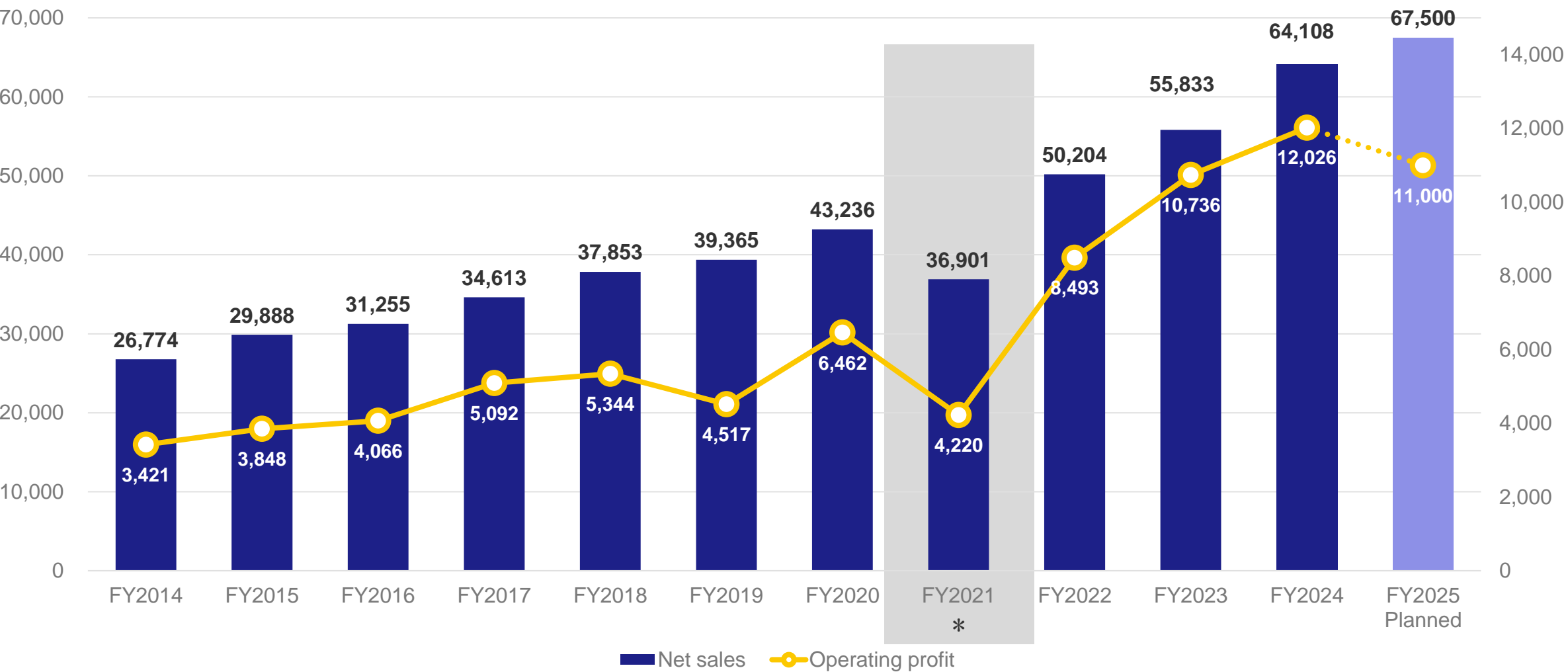
Medium-Term Business Plan “GLOBAL VISION ∞ -PART II -”

Growth Targets

PART II
Four-year period from the period ended June 30, 2024 to the period ending June 30, 2027



Consolidated performance trends – Net sales and Operating profit



Note: Since it was a transitional period for the change in the accounting period, the fiscal year ended June 2022 was 9 months and 10 days, from September 21, 2021 to June 30, 2022.

Main Strategies

GLOBAL VISION ∞: Main Strategies (Overview)



**Strengthening existing
businesses and launching
new businesses**

Planned capital investment: ¥15,000 million
(Four-year total)



**Utilizing M&A
as growth strategy**

M&A investment budget: ¥20,000 million
(Four-year total)



**Expansion of
global network**

Overseas sales ratio: 30%
(FY2026 target)



ESG + H

- **Expand use of solar power generation**
- **Strengthen work engagement**

Performance Targets (from FY2023 to FY2026)

	FY2022 (PART I) Actual	FY2024 Actual	FY2025 (Planned)	FY2026 (Planned)
Net sales	50,204	64,108	67,500	70,000
Operating profit	8,493	12,026	11,000	12,000
EBITDA	11,682	15,515	14,700	15,000
Profit attributable to owners of parent	5,258	9,489	7,600	8,000
ROE	12.4 %	14.5 %	10.7 %	12 % or more



7

Company Profile

Company Profile

(as of June 30, 2025)

Name	MAEDAKOSEN CO., LTD.		
Headquarter office	Fukui: 38-3 Okinunome, Harue-cho, Sakai-shi, Fukui, Japan Tokyo: Shiba Park Bldg. A-12F 2-4-1 Shibakoen, Minato-ku, Tokyo, Japan		
Representative	Yukitoshi Maeda, Chairman and Representative Director Takahiro Maeda, President and Representative Director		
Founded	1918	Established	1972
Fiscal year-end	June 30	Capital	6,422 millions of yen
Number of employees	1,848 persons (including officer, contract employee, part-timer, trainee, temporary employee)		
Total number of issued shares	68,080,612 shares (including treasury shares 1,015,775 shares)		
Stock code	7821 (Prime Market in Tokyo Stock Exchange)		
Number of shares in one unit	100 shares	Number of shareholders	4,298 persons



Group Business

Social Infrastructure Business

Creating social infrastructure

Disaster prevention, Disaster mitigation



Products

Civil engineering materials, Construction Materials, Piping materials, Waterproofing materials for outer walls, Harmful animal control products, Horticultural greenhouses, Kindergartens and nursery schools and playground equipment, Non-woven fabrics, Canvas fabric products, Fish meal and fish oil

Industry Infrastructure Business

Creating industry infrastructure

Automobile wheels, Industrial Materials



Products

Forged automobile wheels, Wiping cloth products used in precision equipment manufacturing, Fiber processing, Circular-knitting

MAEDAKOSEN group

Social Infrastructure Business

 MAEDAKOSEN CO.,LTD.  Maedakosen Industrial Products Co., Ltd.
 OKINAWA KOSEN CO.,LTD. MAEDAKOSEN VIETNAM CO.,LTD.
 MIRAI no Agri CO.,LTD.  MIRAI TECHNO CO.,LTD.
 Seven Chemical Inc.  Kushiro High-Meal CO.,LTD.  SAIKOB0 CO., LTD.

Industry Infrastructure Business





 MIRAI KOSEN CO.,LTD.

 **MAEDAKOSEN** is a company

That can be creating **'Mixing'**

The company that mixes people and technology

'Mixing' makes chemical reaction

'Innovation' is the fruit of chemical reaction

Group aims to become the world's top innovator

We will seek to create the ideal forms of society and
the forms of humanity

Group Philosophy

Basic Philosophy

Good connections between people are the basis and the goal.

Management Philosophy

We will contribute to the creation of the sustainable earth and a safe, secure and prosperous society with our unique wisdom and technology.

Action Philosophy “Five MDK virtues” and “Benevolence “ “Inseparability of knowledge and practice”

- | | |
|---|------------------|
| 1. Both people and corporation should live straight. | Justice |
| 2. Infinite possibility should be sought without being afraid of making a mistake. | Courage |
| 3. The true nature of the field should be discerned in and at the field, shall be changed, improved with and by full commitment of individual. | Sincerity |
| 4. Create new products that are found nowhere by and through methods never been tried before. | Wisdom |
| 5. Both people and corporation should continue new learning. | Courtesy |

Action guidelines, Judgment criteria

Action guidelines

To create a company (organization) with
“Truth / Goodness / Beauty”

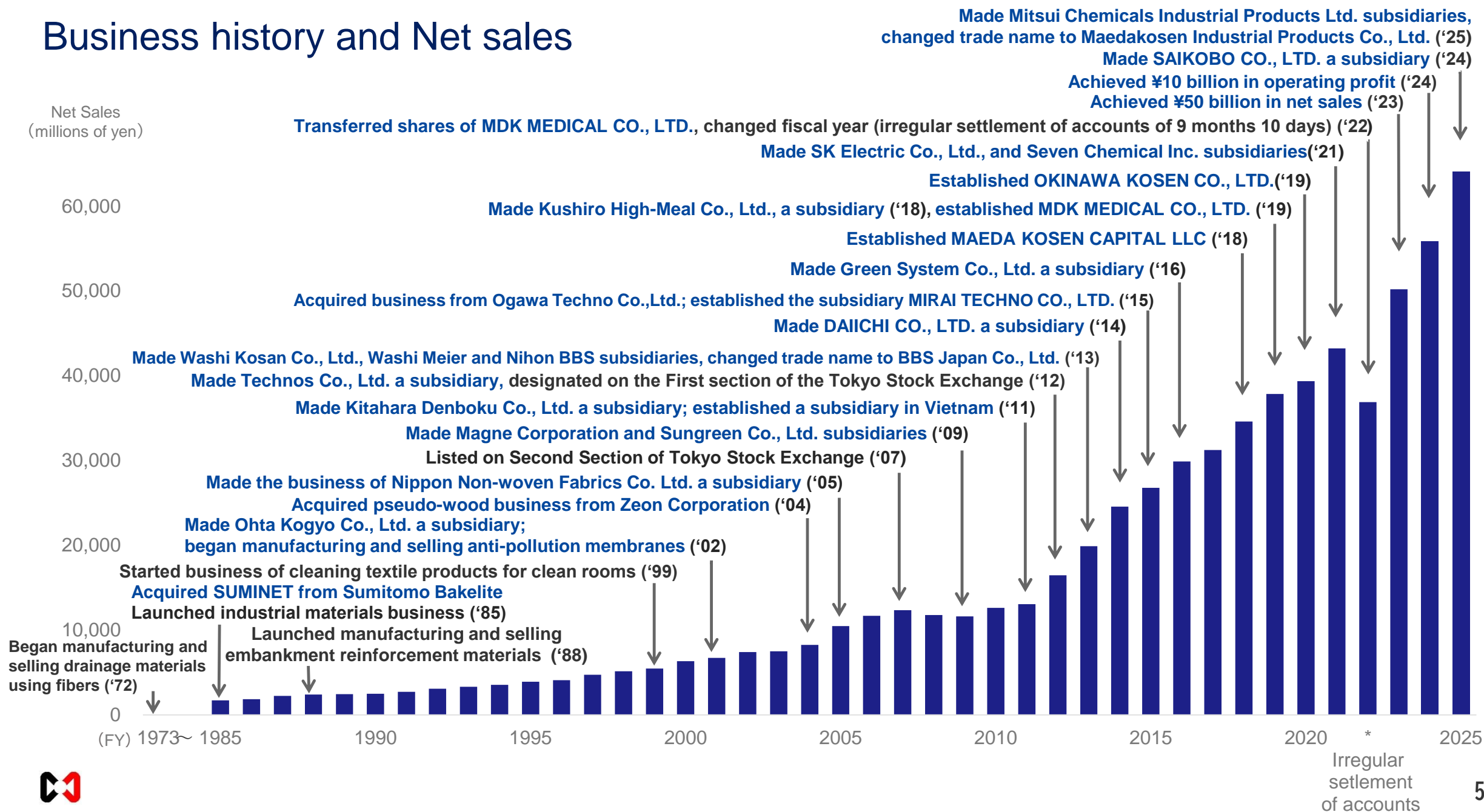


Judgment criteria

「SSLQDC」 Let’s judge and act according to this priority.

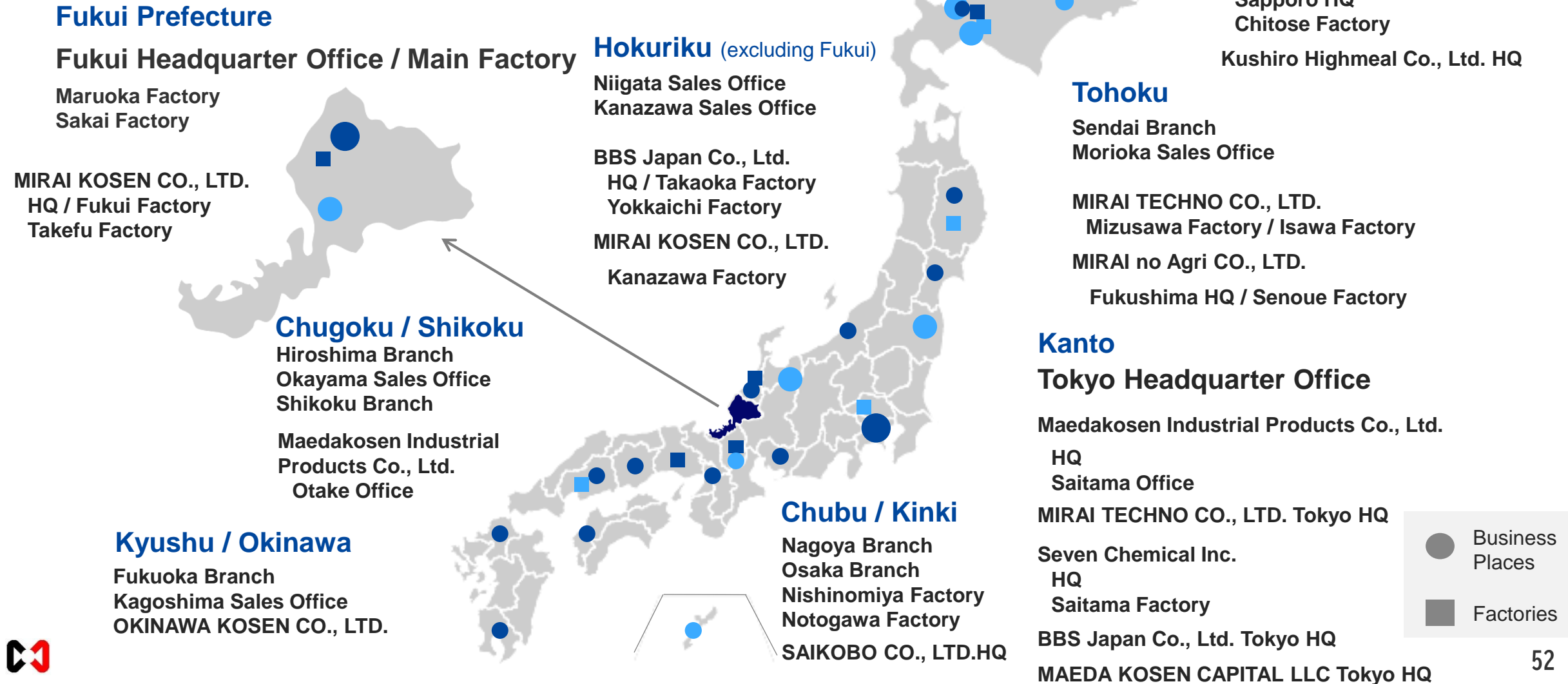
1	Safety	Safety and health
2	Society	Contribution to the society/ Environmental protection
3	Law	Legal compliance
4	Quality	Quality/Reliability
5	Delivery	Delivery date
6	Cost	Cost

Business history and Net sales



Network (Japan)

MAEDAKOSEN(non-consolidated) 14 business places / 5 factories



Network(Overseas)



Disclaimer

- This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
- This material has been prepared for your understanding of our company and is not intended to solicit investment in our company.
- We have taken great care in the preparation of this document to ensure its accuracy, but we do not guarantee its completeness. We are not responsible for any damages or injuries caused by the information in this document.
- Forecasts of Earnings and future in this material are based on the information available at the time this material was prepared, and include potential risks and uncertainties. Therefore, please understand that actual results may differ significantly from the forward-looking statements mentioned or described due to various factors such as changes in the business environment.

Inquiries regarding this document and IR of the Company

MAEDAKOSEN CO., LTD. Business Administration Division

EMAIL: keieikanri@mdk.co.jp / URL: <https://www.maedakosen.jp>

