



# Second Quarter of FY2025 Earnings Presentation

**MARUKA FURUSATO Corporation**

August 2025

"Unlocking 'Aha!' moments, one after another"

# UNISOL



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# **Second Quarter of FY2025 Consolidated Financial Results**



## ● Second Quarter of FY2025 Results

|                    | Q2 Results    | vs FY2024Q2              | vs forecast<br>(Announced at 14th Feb 2025) |
|--------------------|---------------|--------------------------|---|
| • Net sales        | 79.7 bill yen | (+ 0.9 bill yen, + 1.2%) | (▲0.3 bill yen, ▲0.2%)                      |
| • Operating profit | 1.5 bill yen  | (▲0.1 bill yen, ▲11.7%)  | (▲0.2 bill yen, ▲16.3%)                     |
| • Ordinary profit  | 1.8 bill yen  | (▲0.3 bill yen, ▲14.1%)  | (▲0.2 bill yen, ▲11.6%)                     |

## ● Full Year Forecast of FY2025: Revised as follows

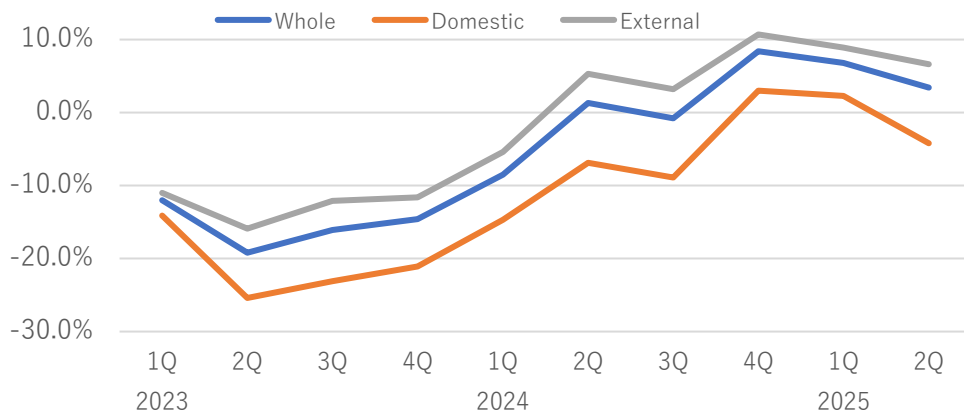
|                    | Revised Forecast | Previous Forecast<br>(Announced at 14th Feb 2025) |
|--------------------|------------------|---|
| • Net sales        | 162 bill yen     | 170 bill yen (▲8 bill yen, ▲ 4.7%)                |
| • Operating profit | 3.5 bill yen     | 4.5 bill yen (▲1 bill yen, ▲22.2%)                |
| • Ordinary profit  | 4.1 bill yen     | 5.1 bill yen (▲1 bill yen, ▲24.2%)                |

※ The dividend forecast remains unchanged from 101 yen per share due to the dividend policy of 3.5% DOE based on share holders' equity as of beginning of the FY2025.



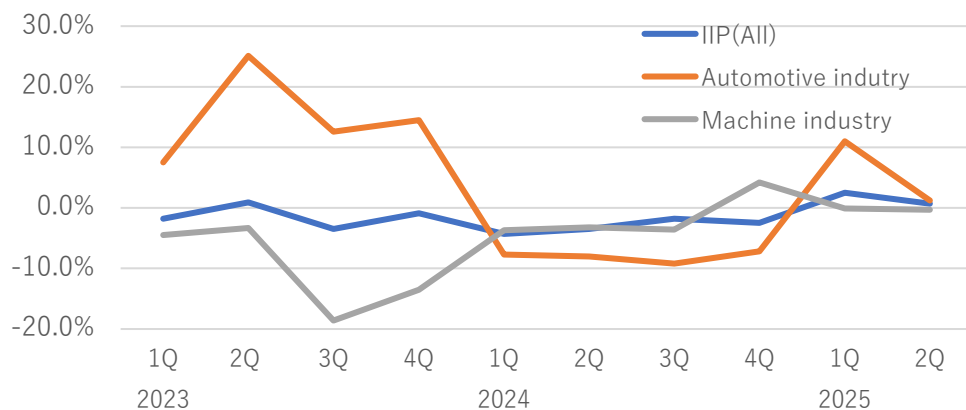
## Machine Tool Orders

- Domestic demand: After 2 quarters of positive growth, -4.2% in 2Q 2025.
- External demand: Positive growth since 2Q 2024 with +6.6% in 2Q 2025.



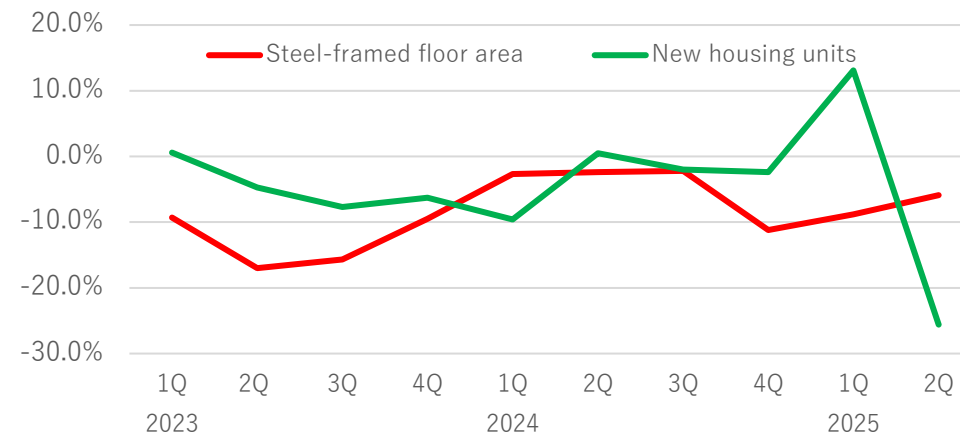
## Index of Industrial Production (Seasonally adjusted)

- Automotive industry: Second consecutive quarter of positive growth.
- Machine industry: Slight decrease for two consecutive quarters.



## Statistics of Construction Start

- Steel-framed floor area: Negative for 11 consecutive quarters since 4Q 2022.
- # of new housing units: Huge decline and turn to negative growth, -25.6% in 2Q 2025.



## Impact of Tariff Measures Imposed by the U.S.

### Export Impacts (Japan to U.S.)

**Export amount: approx. 4 bill yen (past 3-years average)**

- Mainly for inventory items U.S. subsidiary

### Performance of U.S. Subsidiary

**Local sales: approx. 16.4 bill yen (past 3-years average)**

- The rush demand occurred before the tariff increase.
- The uncertainty about the future may lead to a reduction in capital investments and delays in new projects going forward.



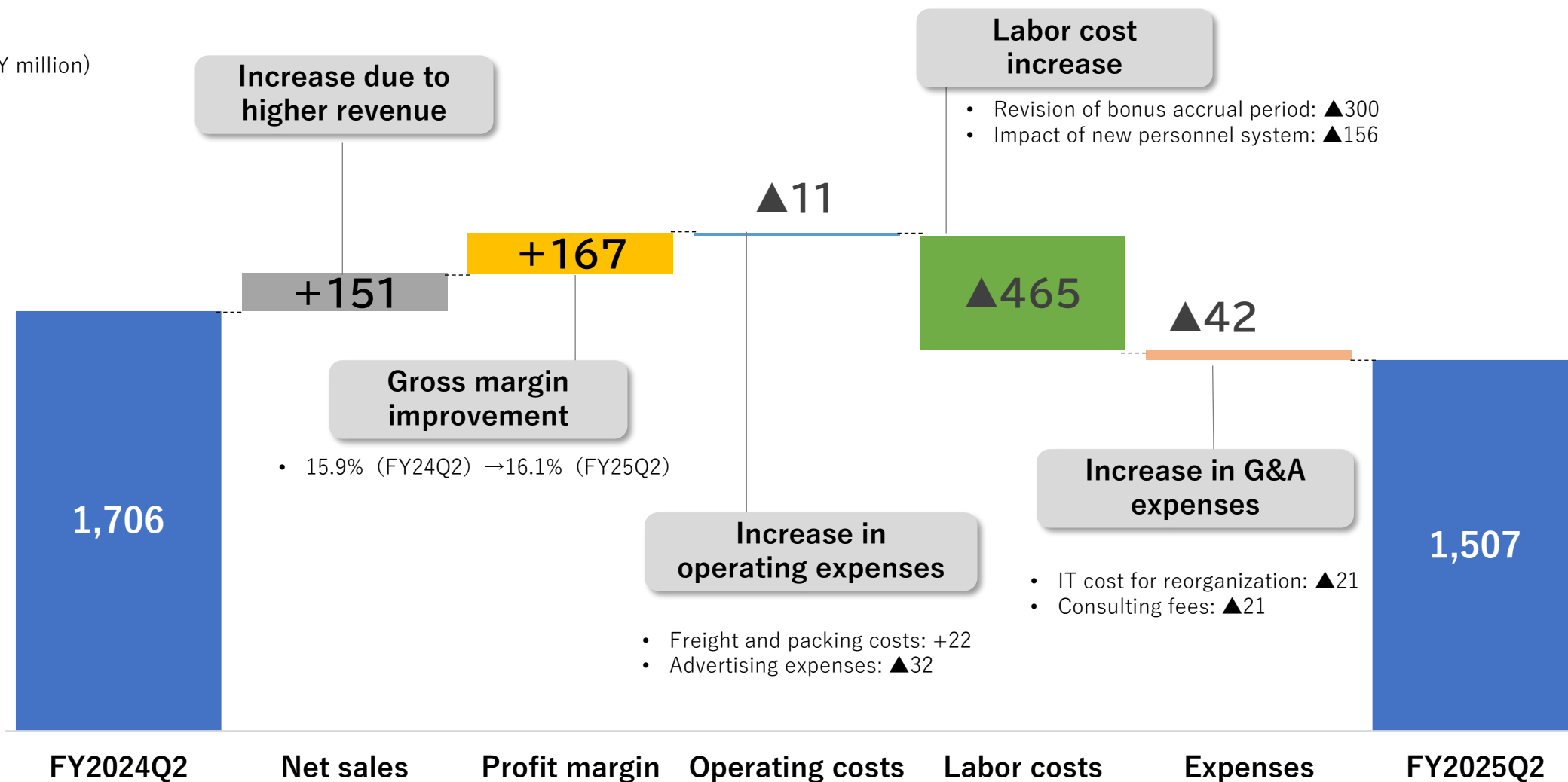
# Consolidated Financial Results Summary

| (JPY million)                               | FY2024Q2 | FY2025Q2 | ±       | ± ratio |   |
|---|----------|----------|---------|---------|---|
| Net sales                                   | 78,845   | 79,779   | 933     | 1.2%    | <ul style="list-style-type: none"> <li>Net sales: Increased mainly in Machinery &amp; Tools and Construction Machinery segments. (Machinery &amp; Tools: +1.4%) (Construction Machinery: +20.4%)</li> </ul>       |
| Gross profit                                | 12,539   | 12,858   | 319     | 2.5%    | <ul style="list-style-type: none"> <li>Operating profit: Decrease due to increase in SG&amp;A expenses (+4.8%) despite increase in gross profit (+2.5%).</li> </ul>   |
| SG&A expenses                               | 10,832   | 11,351   | 518     | 4.8%    | <ul style="list-style-type: none"> <li>Ordinary profit: Decrease due to Dividend income (▲39 mill) , Foreign exchange gains (▲62 mill) and Miscellaneous income (▲40 mill) .</li> </ul>                           |
| Operating profit                            | 1,706    | 1,507    | ▲ 199   | ▲11.7%  |   |
| Ordinary profit                             | 2,160    | 1,856    | ▲ 303   | ▲14.1%  |   |
| Profit attributable to owners of the parent | 2,862    | 996      | ▲ 1,866 | ▲65.2%  | <ul style="list-style-type: none"> <li>Profit attributable to owners of the parent: In FY2024, a gain on sales of investment securities (+2,267 mill) In FY2025Q1, fixed asset removal cost (▲95 mill)</li> </ul> |



# Operating Profit Analysis (By Factors)

(JPY million)





# Consolidated Balance Sheet

| (JPY million)                       | FY2024Q4 | FY2025Q2 | ±      |
|-------------------------------------|----------|----------|--------|
| Total assets                        | 120,821  | 118,354  | ▲2,467 |
| Cash and deposits                   | 27,533   | 30,677   | 3,144  |
| Accounts receivable and related     | 28,608   | 24,019   | ▲4,588 |
| Property, plant and equipment       | 25,375   | 25,180   | ▲195   |
| Investment securities               | 3,116    | 3,182    | 65     |
| Total liabilities                   | 47,448   | 45,472   | ▲1,975 |
| Accounts payable and related        | 17,669   | 15,244   | ▲2,425 |
| Electronically recorded liabilities | 17,122   | 16,823   | ▲299   |
| Contract liabilities                | 5,084    | 6,142    | 1,057  |
| Short-term loans payable            | 466      | 522      | 56     |
| Total net assets                    | 73,373   | 72,881   | ▲491   |
| Equity capital                      | 72,339   | 71,774   | ▲565   |
| Non-controlling Interests           | 1,034    | 1,107    | 73     |
| Equity capital ratio                | 59.9%    | 60.6%    |        |

- Total assets: Decreased by 2,467 mill mainly due to decrease in current assets of 2,545 mill and increase in non-current assets of 78 mill.
- Total liabilities: Decreased by 1,975 mill mainly due to decrease in current liabilities of 2,027 mill and increase in non-current liabilities of 52 mill.
- Net assets: Decreased by 491 mill mainly due to decrease in dividends payment of 1,871 mill and due to the 996 mill in net income attributable to owners of the parent company and due to increase in foreign currency translation adjustments of 218 mill yen.



# Business Segments

## UNISOL Holdings

Corporate name change scheduled for January 1, 2026

UNISOL BUSINESS PARTNERS Corporation

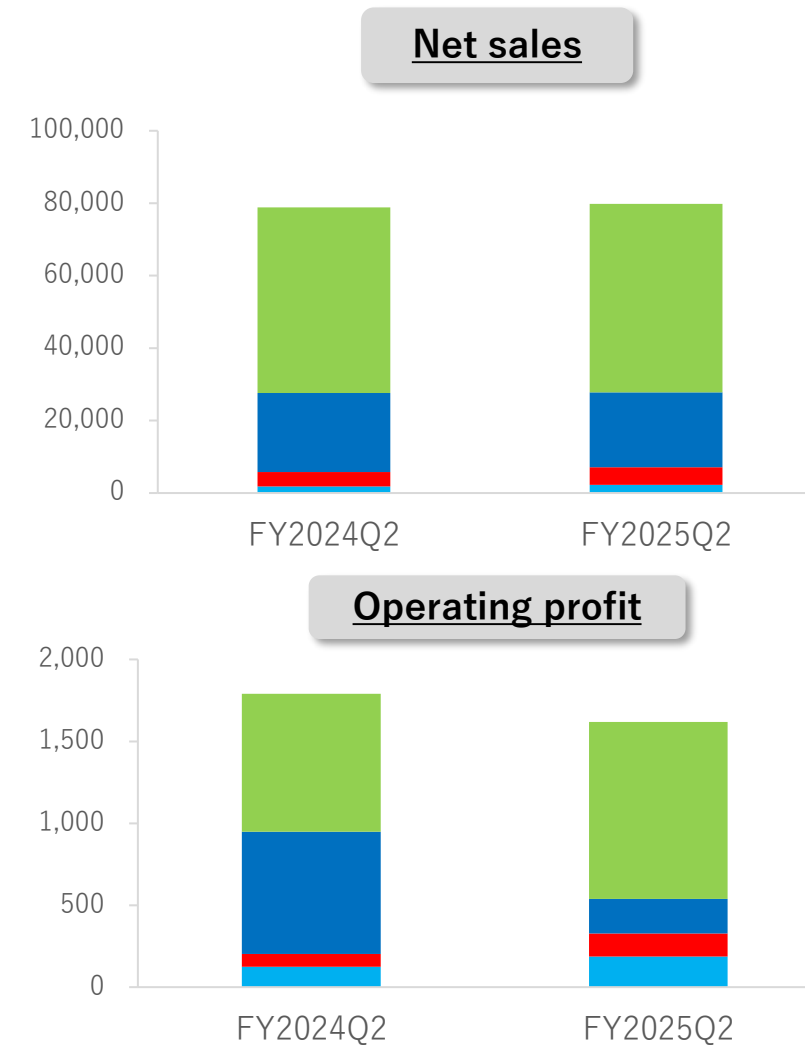
| Segment                 | Machinery & Tools   |   |   | Construction Products                                    | Construction Machinery   | IoT Solution                            |
|-------------------------|---|---|---|--|--|---|
| Responsible Companies   | UNISOL  |   |   | Furusato Industries                                      | (New Company)  | Security Design                         |
| Business classification | Machinery   | Tools   | Engineering   | Building products<br>Piping products<br>Housing products | Construction Machinery<br>Insurance                            | Physical Security<br>Factory Automation |
| Japan                   | <ul style="list-style-type: none"> <li>Kan Manufactory</li> <li>ArPlus</li> <li>TS Precision</li> </ul> | <ul style="list-style-type: none"> <li>Kitakyu Machine and Tools</li> <li>Gifu Shoji</li> </ul> | <ul style="list-style-type: none"> <li>Sonoruka Engineering</li> </ul>  |  | <ul style="list-style-type: none"> <li>Japan Rental</li> </ul> |   |
| Overseas                | <ul style="list-style-type: none"> <li>Subsidiaries in North America, China and South Asia</li> </ul>   |   | <ul style="list-style-type: none"> <li>Industrial Tool, Inc (U.S.)</li> <li>Unique Solutions Indonesia (Indonesia)</li> </ul> |  |  |   |
| Remarks                 | UNISOL will be established in Jan 2026 through the business integration of Maruka and G-net.            |   |   | Transfer housing products div. from G-net. (Jul 2025)    | Spin out from Maruka (expected in January 2026)                |   |





# Consolidated Financial Results (By Segments)

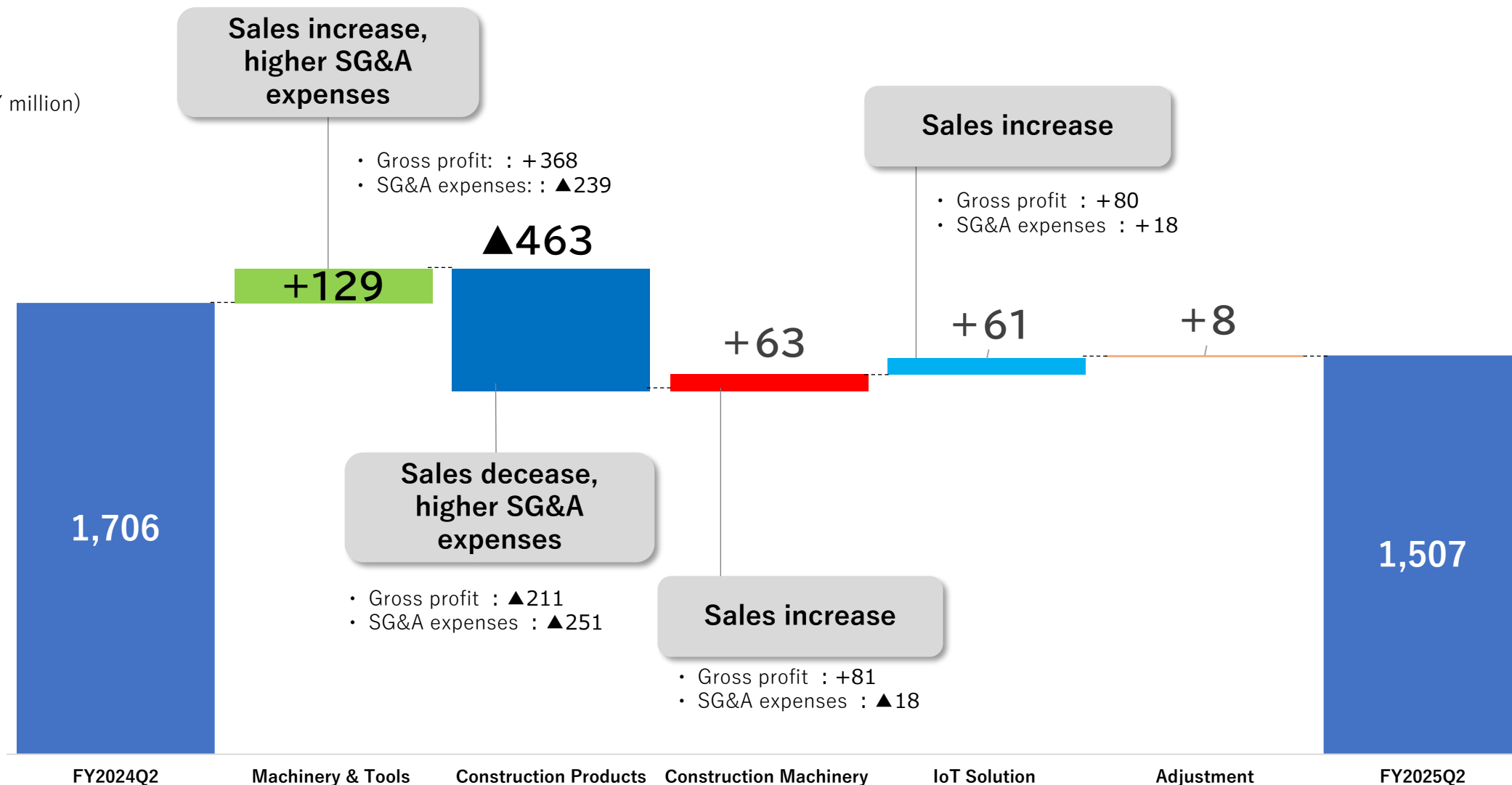
| (JPY million)                    | FY2024Q2 | FY2025Q2      | Ratio of increase/<br>Decrease |
|----------------------------------|----------|---------------|--------------------------------|
| Net sales                        | 78,845   | <b>79,779</b> | 1.2%                           |
| ■ Machinery & Tools Segment      | 51,226   | <b>51,963</b> | 1.4%                           |
| ■ Construction Products Segment  | 21,780   | <b>20,730</b> | ▲4.8%                          |
| ■ Construction Machinery Segment | 4,036    | <b>4,859</b>  | 20.4%                          |
| ■ IoT Solutions Segment          | 1,802    | <b>2,226</b>  | 23.5%                          |
| Operating profit                 | 1,706    | <b>1,507</b>  | ▲11.7%                         |
| ■ Machinery & Tools Segment      | 843      | <b>972</b>    | 15.4%                          |
| ■ Construction Products Segment  | 745      | <b>282</b>    | ▲62.1%                         |
| ■ Construction Machinery Segment | 77       | <b>140</b>    | 81.7%                          |
| ■ IoT Solutions Segment          | 124      | <b>186</b>    | 49.9%                          |
| ■ Adjustment                     | ▲83      | <b>▲75</b>    | —                              |





# Operating Profit Analysis (By Segments)

(JPY million)





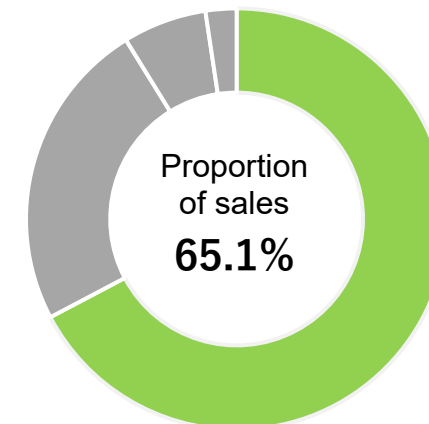
## Major Factors for Increase/Decrease

- Machinery (Japan) : ▲5.3%

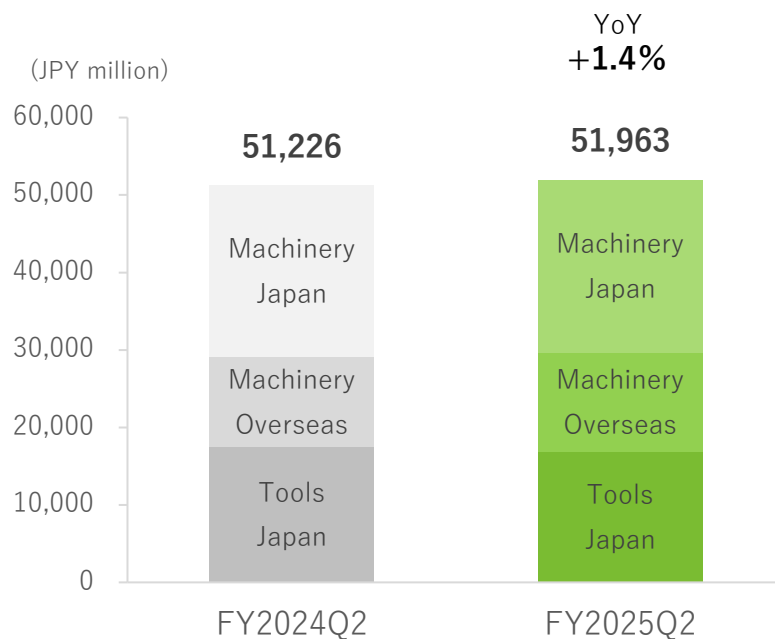
In the direct-sale business, capital investment in all industry was severe, but increased slightly due to some large-lot projects, etc. In the wholesale business, in small and medium-sized enterprises, sales was decreased due to sluggish new capital investment stemming from uncertainties about the future.

- Tools (Japan) : +0.8%

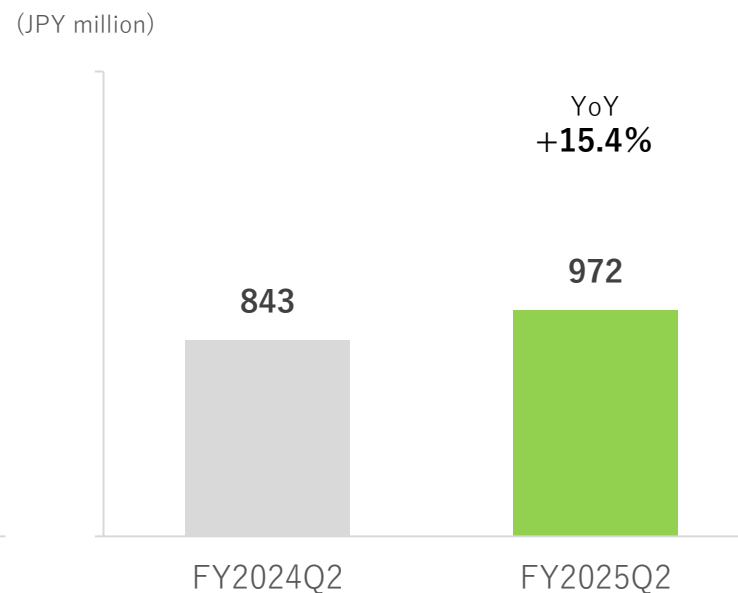
In direct-sale business, while production by major automakers remained steady, capital investments declined slightly. In the wholesale business, sales increased due to expanded sales of seasonal products (heatstroke prevention) and proposals for customer issues at solution-type exhibitions, despite sluggish in the automobile and semiconductor industries.



### Net sales



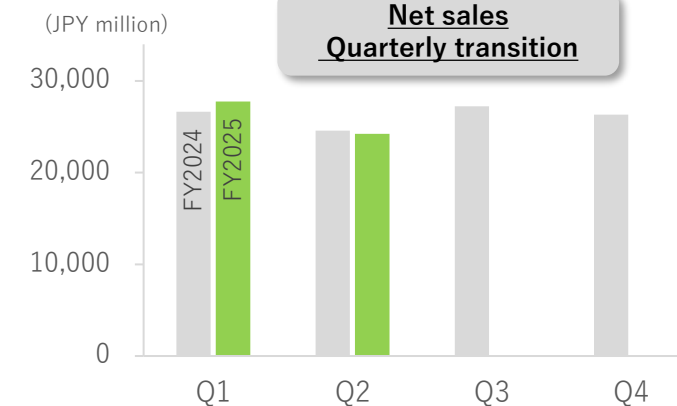
### Operating profit



## Our Business

A machinery technology trading company with the technical skills and proposal capabilities for providing, as well as designing, the optimum machinery and tools for the manufacturing industry in Japan and overseas

### Net sales Quarterly transition

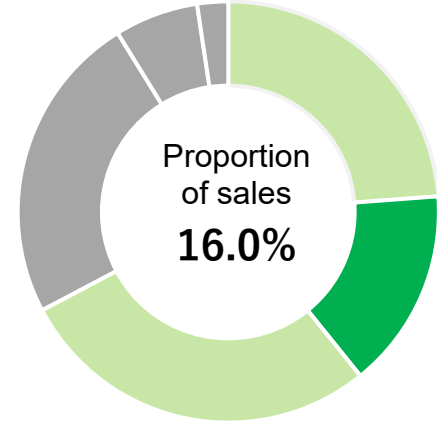




# Machinery & Tools Segment (Overseas)

## Major Factors for Increase/Decrease

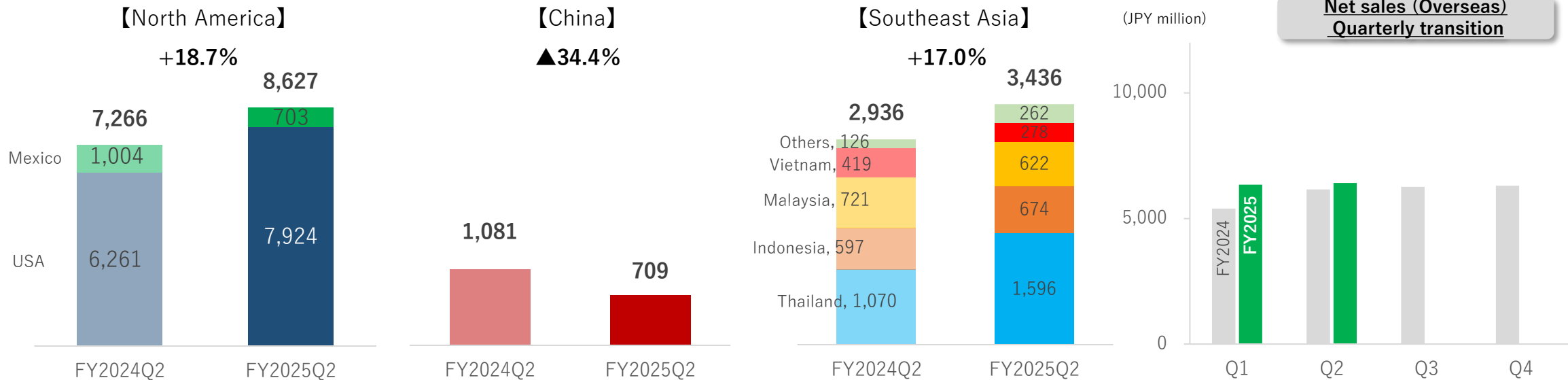
- North America: +18.7%  
Increase due to last minutes demand before the tariff change in U.S., sales for capital investment projects in some Japanese automakers, and continuous strong orders in engineering business.
- China: ▲34.4%  
Decrease due to sluggish sales to Japanese automakers, despite parts sales recorded to Japanese machinery makers.
- Southeast Asia: +17.0%  
Increase due to business for facilities update in Thailand and a large-size project for food industry in Indonesia, despite severe demand of capital investment by Japanese automobile manufacturers.



### Net sales

**12,774** mill yen (Year on year +13.1%)

Overseas sales ratio **16.0%** (Year on year +1.7pts.)





## Major Factors for Increase/Decrease

- Building products : ▲10.5%

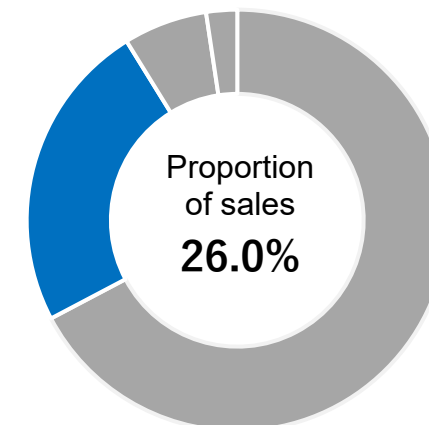
Demand for building products remains sluggish mainly due to material price soaring, labor shortages, and work style reform in construction industry (i.e. 8 days close in a 4-week period.)

- Piping products : + 4.5%

The sales towards semiconductors and electronic parts industries remained stable despite small size. Focused on sales of large-size industrial machineries.

- Housing products : + 13.0%

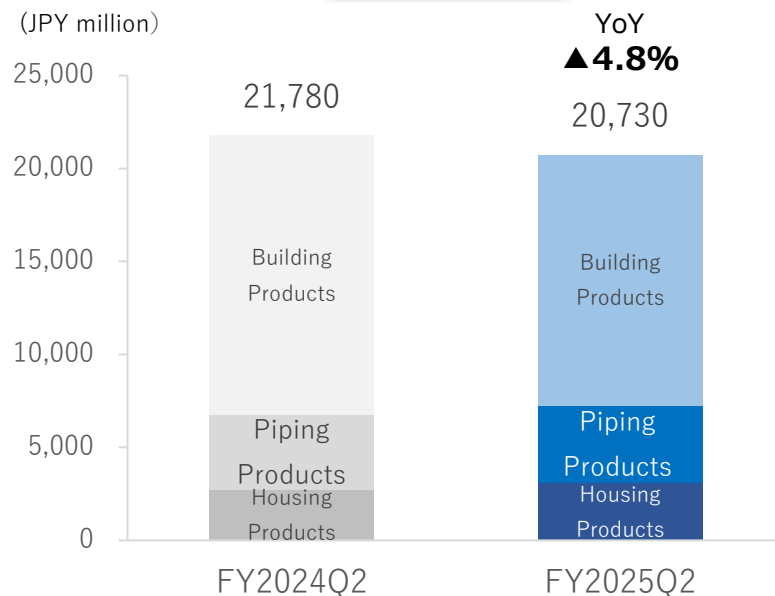
While number of new housing units decreased due to a rebound from last-minute demand before termination of temporary deregulation in previous year and the renovation demands were in sluggish, overall sales increased due to sales of high value-added products and a focus on sales with construction.



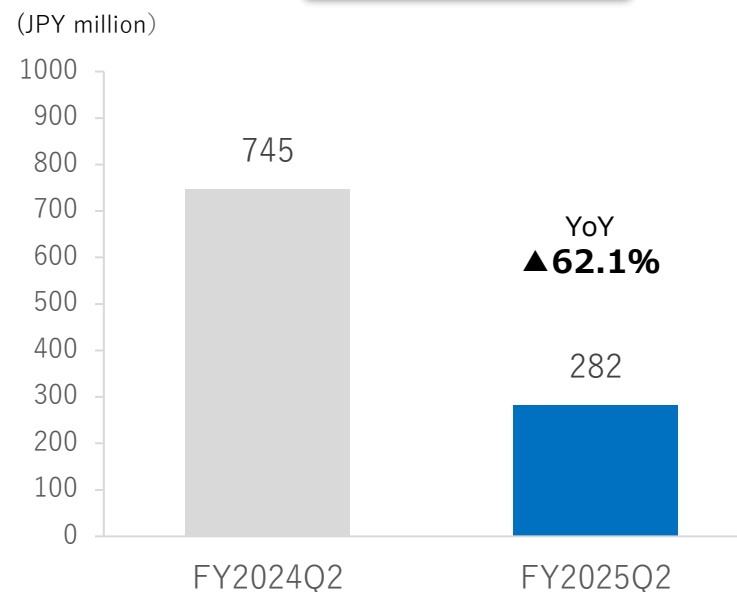
## Our Business

A construction products trading company with manufacturing functions that provides building products, piping products and housing equipment devices just in time to the construction industry in Japan

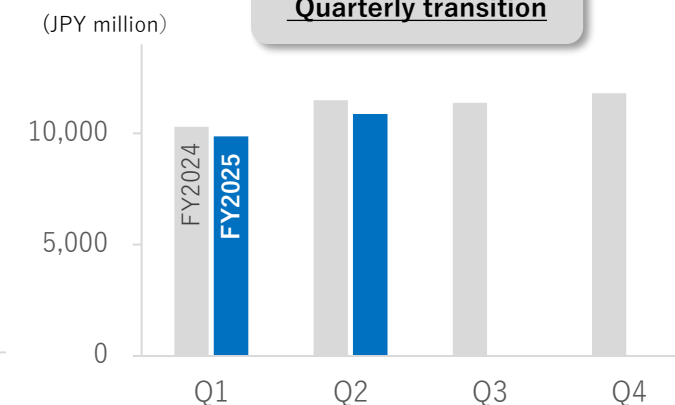
### Net sales



### Operating profit



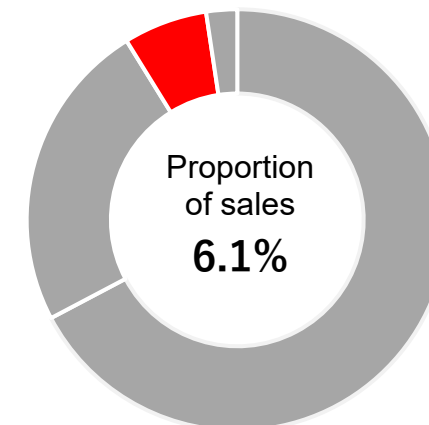
### Net sales Quarterly transition





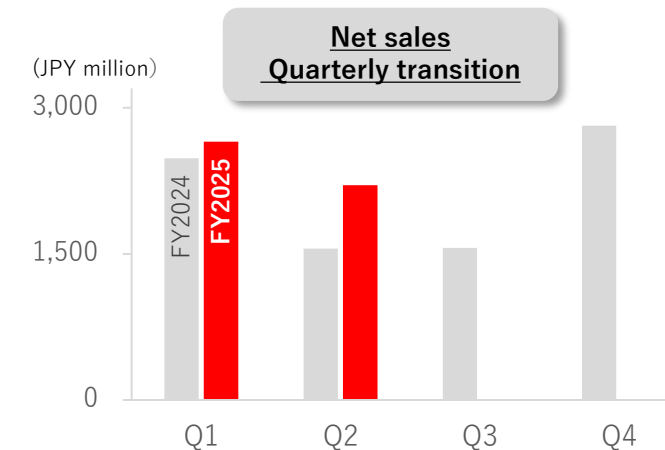
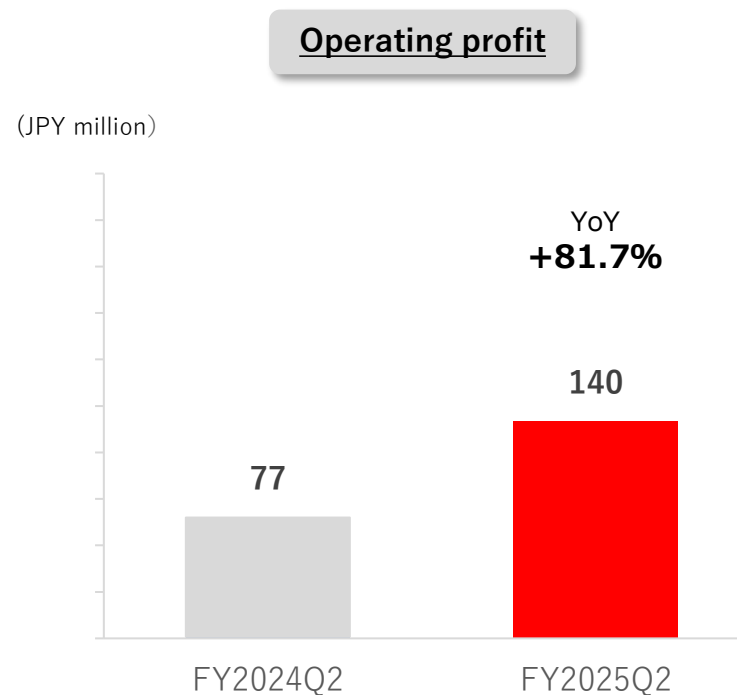
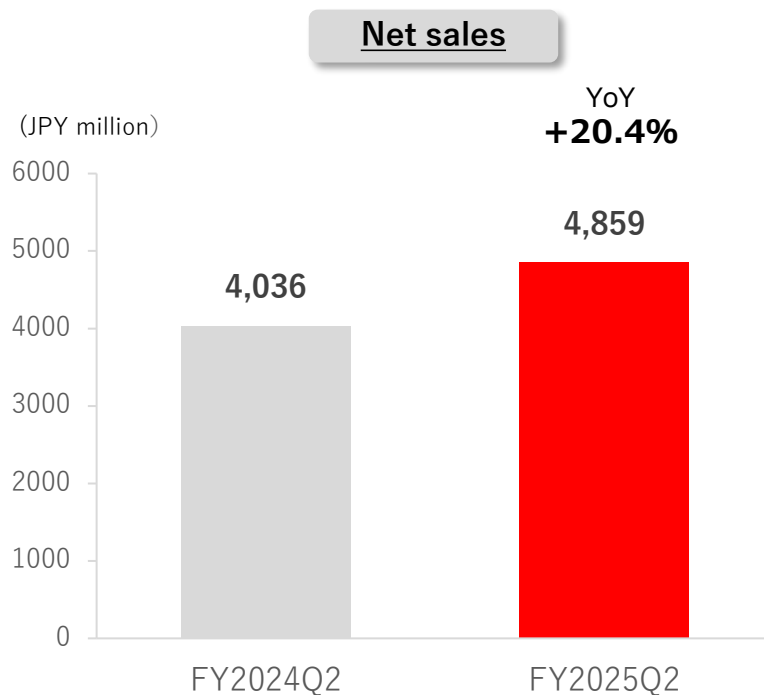
## ● Major Factors for Increase/Decrease

- Crawler cranes: The increase in revenue was driven by a rebound in demand following the resumption of delivery from major supplier, as well as by an increase in machinery prices due to rising transportation costs, soaring material prices, and higher labor costs.
- Foundation machineries: The demand for rental of pile driving machines and other equipment by foundation contractors has increased.



## ● Our Business

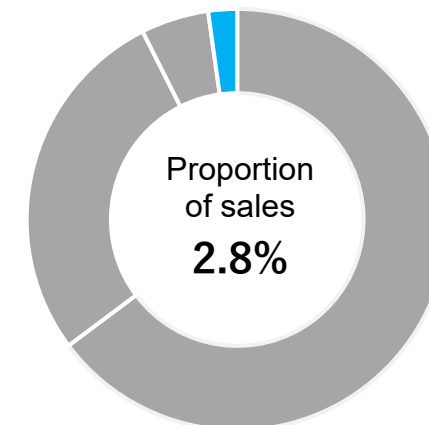
Sales of cargo handling machinery, construction machinery, etc., sales of insurance, and rental of elevating work vehicles, including operators, to public works contractors, etc. in Japan





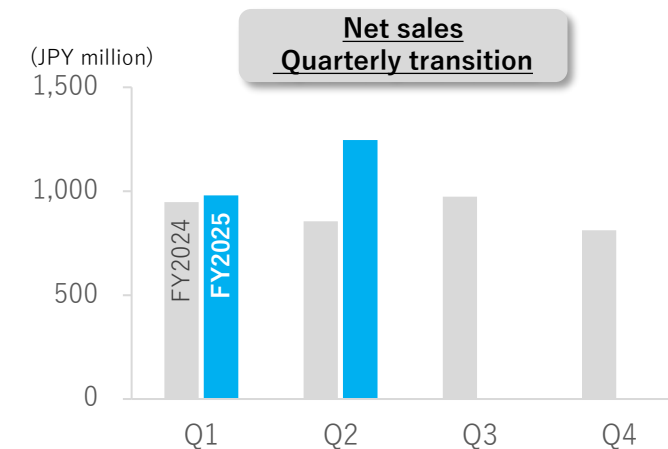
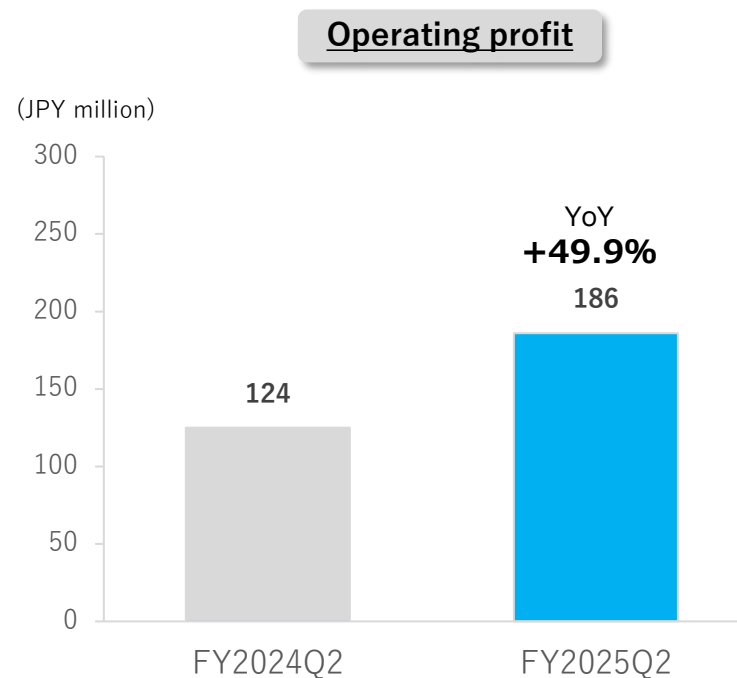
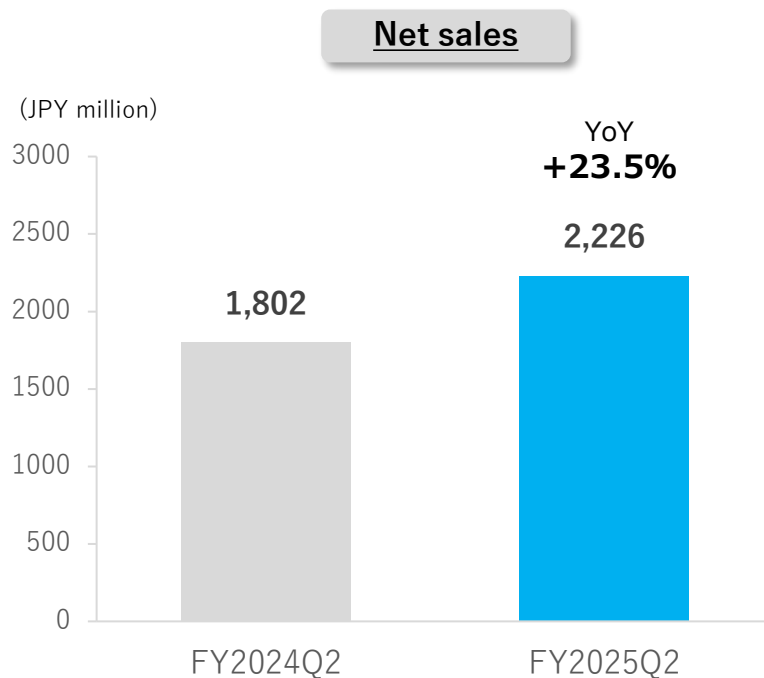
## ● Major Factors for Increase/Decrease

- In the physical security market, demand for data centers and other facilities remained steady.
- Equipment Sales: In the equipment sales sector through major security companies, demand for surveillance cameras including individual households was strong.
- System development area : The significant increase in revenue was due to the acceleration of several large-scale projects, including those intended for data centers, which were originally scheduled for the second half of FY2025.



## ● Our Business

Provision of total solutions tailored to needs related to offices, factories, warehouses, etc., and realization of controlling, preventing and mitigating various risks





## **FY2025 Earnings Forecasts**





# Revised Downward FY2025 Earnings Forecast

## Revised full-year forecast based on the pessimistic outlook of business environment in our major segments

- **Machinery & Tools Segment:** Capital investment projects on hold due to impact of US tariffs. Orders expected to be booked as sales in FY2025 are estimated lower than projection.
- **Construction Products Segment:** Weak domestic demand for steel frames as well as price competition intensifies due to sluggish construction demand

| (JPY million)                               | FY2025 (Previous) |                |                       | FY2025 (Revised) |                |                       | Increase/Decrease |           |
|---|-------------------|----------------|-----------------------|------------------|----------------|-----------------------|-------------------|-----------|
|   | 1H<br>Forecast    | 2H<br>Forecast | Full year<br>Forecast | 1H<br>Results    | 2H<br>Forecast | Full year<br>Forecast | 2H                | Full year |
| Net sales                                   | 80,000            | 90,000         | 170,000               | 79,779           | <b>82,220</b>  | <b>162,000</b>        | ▲7,779            | ▲8,000    |
| Gross profit                                | 12,800            | 14,200         | 27,000                | 12,858           | <b>12,991</b>  | <b>25,850</b>         | ▲1,208            | ▲1,150    |
| Gross profit ratio                          | 16.0%             | 15.8%          | 15.9%                 | 16.1%            | <b>15.8%</b>   | <b>16.0%</b>          | -                 | -         |
| SG&A expenses                               | 11,000            | 11,500         | 22,500                | 11,351           | <b>10,998</b>  | <b>22,350</b>         | ▲501              | ▲150      |
| Operating profit                            | 1,800             | 2,700          | 4,500                 | 1,507            | <b>1,992</b>   | <b>3,500</b>          | ▲707              | ▲1,000    |
| Ordinary profit                             | 2,100             | 3,000          | 5,100                 | 1,856            | <b>2,243</b>   | <b>4,100</b>          | ▲756              | ▲1,000    |
| Profit attributable to owners of the parent | 1,420             | 1,880          | 3,300                 | 996              | <b>1,503</b>   | <b>2,500</b>          | ▲376              | ▲800      |



# Revised forecast by segment (Comparison with previous forecasts)

| (JPY million)                    | FY2025 (Previous announcement) |                |                       | FY2025 (Revised this time) |                |                       | Increase/Decrease |           |
|----------------------------------|--------------------------------|----------------|-----------------------|----------------------------|----------------|-----------------------|-------------------|-----------|
|                                  | 1H<br>Forecast                 | 2H<br>Forecast | Full year<br>Forecast | 1H<br>Forecast             | 2H<br>Forecast | Full year<br>Forecast | 2H                | Full year |
| Net sales                        | 80,000                         | 90,000         | 170,000               | 79,779                     | <b>82,220</b>  | <b>162,000</b>        | ▲7,779            | ▲8,000    |
| ■ Machinery & Tools Segment      | 52,500                         | 59,350         | 111,850               | 51,963                     | <b>54,186</b>  | <b>106,150</b>        | ▲5,163            | ▲5,700    |
| ■ Construction Products Segment  | 22,000                         | 23,760         | 45,760                | 20,730                     | <b>22,409</b>  | <b>43,140</b>         | ▲1,350            | ▲2,620    |
| ■ Construction Machinery Segment | 3,650                          | 4,750          | 8,400                 | 4,859                      | <b>4,040</b>   | <b>8,900</b>          | ▲709              | 500       |
| ■ IoT Solution Segment           | 1,850                          | 2,140          | 3,990                 | 2,226                      | <b>1,583</b>   | <b>3,810</b>          | ▲556              | ▲180      |
| Operating profit                 | 1,800                          | 2,700          | 4,500                 | 1,507                      | <b>1,992</b>   | <b>3,500</b>          | ▲707              | ▲1,000    |
| ■ Machinery & Tools Segment      | 990                            | 1,560          | 2,550                 | 972                        | <b>1,207</b>   | <b>2,180</b>          | ▲352              | ▲370      |
| ■ Construction Products Segment  | 700                            | 1,020          | 1,720                 | 282                        | <b>697</b>     | <b>980</b>            | ▲322              | ▲740      |
| ■ Construction Machinery Segment | 60                             | 120            | 180                   | 140                        | <b>99</b>      | <b>240</b>            | ▲20               | 60        |
| ■ IoT Solution Segment           | 100                            | 50             | 150                   | 186                        | <b>13</b>      | <b>200</b>            | ▲36               | 50        |
| ■ Adjustment                     | ▲50                            | ▲50            | ▲100                  | ▲75                        | ▲24            | ▲100                  | 25                | 0         |



# Earnings Forecast (YoY comparison)

| (JPY million)                               | FY2024     |            |                   | FY2025     |               |                    | Increase/Decrease |           |
|---|------------|------------|-------------------|------------|---------------|--------------------|-------------------|-----------|
|   | 1H Results | 2H Results | Full year Results | 1H Results | 2H Forecast   | Full year Forecast | 2H                | Full year |
| Net sales                                   | 78,845     | 82,871     | 161,716           | 79,779     | <b>82,220</b> | <b>162,000</b>     | ▲650              | 283       |
| Gross profit                                | 12,539     | 13,127     | 25,666            | 12,858     | <b>12,991</b> | <b>25,850</b>      | ▲135              | 183       |
| Gross profit ratio                          | 15.9%      | 15.8%      | 15.9%             | 16.1%      | <b>15.8%</b>  | <b>16.0%</b>       | -                 | -         |
| SG&A expenses                               | 10,832     | 10,973     | 21,806            | 11,351     | <b>10,998</b> | <b>22,350</b>      | 25                | 543       |
| Operating profit                            | 1,706      | 2,153      | 3,860             | 1,507      | <b>1,992</b>  | <b>3,500</b>       | ▲160              | ▲360      |
| Ordinary profit                             | 2,160      | 2,499      | 4,659             | 1,856      | <b>2,243</b>  | <b>4,100</b>       | ▲256              | ▲559      |
| Profit attributable to owners of the parent | 2,862      | 1,750      | 4,613             | 996        | <b>1,503</b>  | <b>2,500</b>       | ▲246              | ▲2,113    |



# Earnings Forecast by segments ( YoY comparison )

| (JPY million)                    | FY2024     |            |                   | FY2025     |               |                    | Increase/Decrease |           |
|----------------------------------|------------|------------|-------------------|------------|---------------|--------------------|-------------------|-----------|
|                                  | 1H Results | 2H Results | Full year Results | 1H Results | 2H Forecast   | Full year Forecast | 2H                | Full year |
| Net sales                        | 78,845     | 82,871     | 161,716           | 79,779     | <b>82,220</b> | <b>162,000</b>     | ▲650              | 283       |
| ■ Machinery & Tools Segment      | 51,226     | 53,541     | 104,767           | 51,963     | <b>54,186</b> | <b>106,150</b>     | 645               | 1,382     |
| ■ Construction Products Segment  | 21,780     | 23,166     | 44,947            | 20,730     | <b>22,409</b> | <b>43,140</b>      | ▲757              | ▲1,807    |
| ■ Construction Machinery Segment | 4,036      | 4,377      | 8,413             | 4,859      | <b>4,040</b>  | <b>8,900</b>       | ▲336              | 486       |
| ■ IoT Solution Segment           | 1,802      | 1,785      | 3,588             | 2,226      | <b>1,583</b>  | <b>3,810</b>       | ▲202              | 221       |
| Operating profit                 | 1,706      | 2,153      | 3,860             | 1,507      | <b>1,992</b>  | <b>3,500</b>       | ▲160              | ▲360      |
| ■ Machinery & Tools Segment      | 843        | 1,156      | 1,999             | 972        | <b>1,207</b>  | <b>2,180</b>       | 51                | 180       |
| ■ Construction Products Segment  | 745        | 831        | 1,576             | 282        | <b>697</b>    | <b>980</b>         | ▲133              | ▲596      |
| ■ Construction Machinery Segment | 77         | 122        | 200               | 140        | <b>99</b>     | <b>240</b>         | ▲23               | 39        |
| ■ IoT Solution Segment           | 124        | 64         | 188               | 186        | <b>13</b>     | <b>200</b>         | ▲50               | 11        |
| ■ Adjustment                     | ▲83        | ▲21        | ▲104              | ▲75        | ▲24           | ▲100               | ▲3                | 4         |

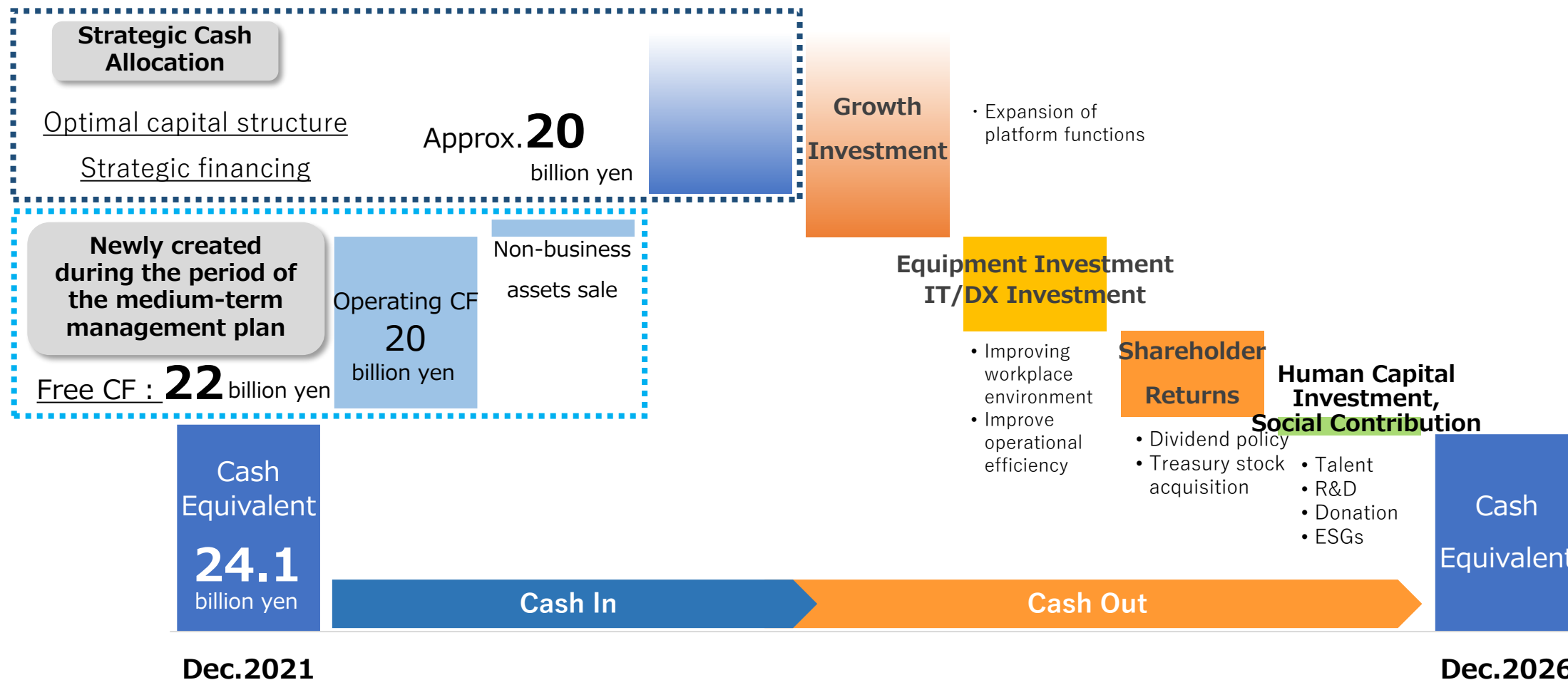


## **Financial Capital Strategy & Shareholder Return Policy**



# Cash Allocation Policy (2022-2026)

- Strategically allocate cash inflows during the medium-term management plan period to growth investment, equipment investment, IT/DX investment, shareholder returns, and human capital investment and social contribution.

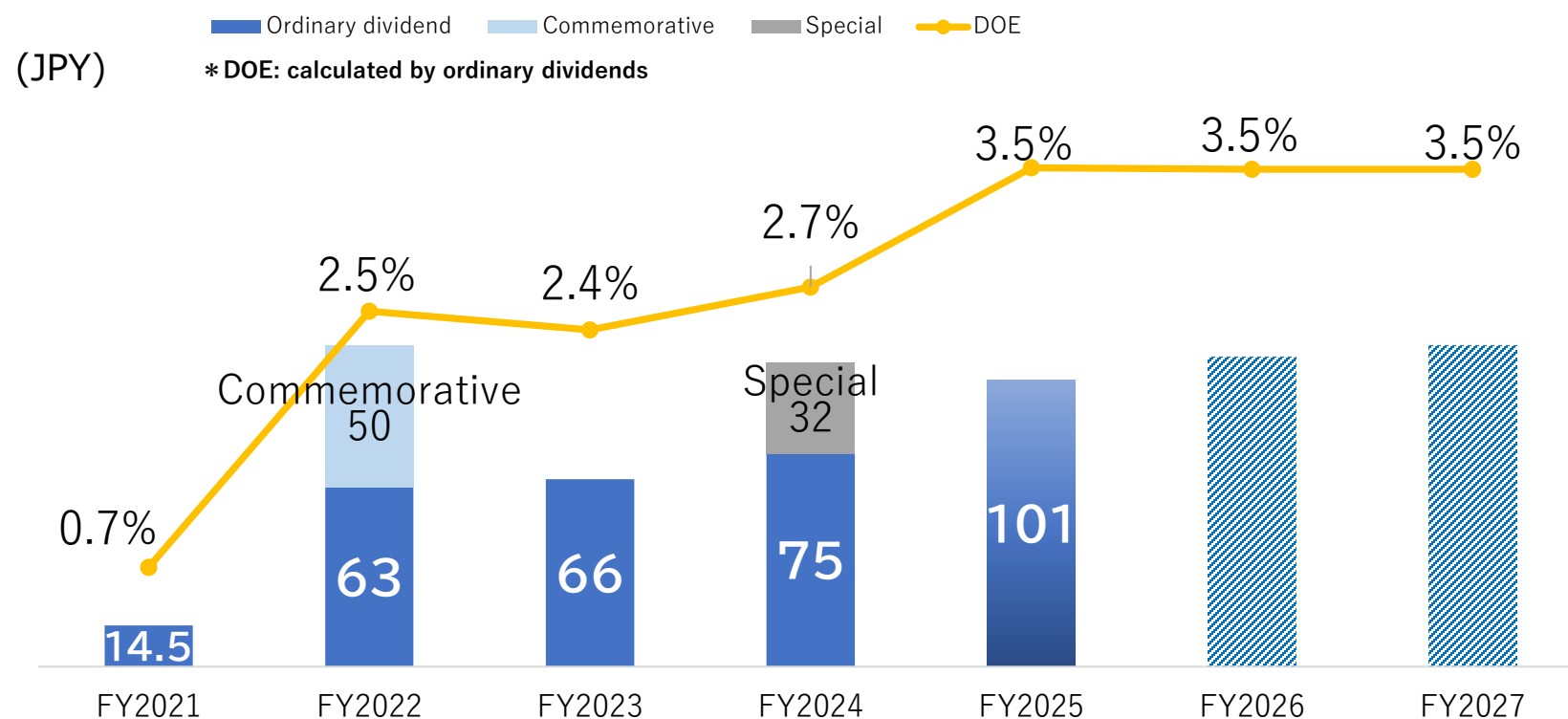




# Dividend Policy

- Change from dividend payout ratio to DOE basis to realize stable and continuous progressive dividends.
- Acceleration of DOE 3.5% achievement timeline : Next MTMP(FY2027-29) →FY2025
- Flexible shareholder returns, including special dividends, in accordance with profit levels and financial conditions.

**DOE3.5%** (Shareholders' equity×3.5%) Dividend forecast: **101 yen/Share**





# Shareholder Benefit Program

- Revised the shareholder benefit program as follows with the aim of encouraging more investors to hold the shares for a longer period of time.
  - ① Addition of shareholder benefit categories based on the number of shares held: Shareholder benefit program for shareholders with 200 shares or more is newly established and classified into three categories.
  - ② Changes in Shareholder Benefit: Change to practical and versatile QUO cards.
  - ③ Preferential treatment for long-term holdings: Increased amount of shareholder benefit for shareholders who hold shares continuously for 3 years or more.

| No. of shares held as of the date of record | Held for less than 3 years | Held for a continuous period of at least 3 years |
|---|----------------------------|--|
| 100 shares or more but less than 200        | 5 0 0 yen                  | 1 , 0 0 0 yen                                    |
| 200 shares or more but less than 500        | 1 , 0 0 0 yen              | 3 , 0 0 0 yen                                    |
| 500 shares or more                          | 5 , 0 0 0 yen              | 1 0 , 0 0 0 yen                                  |







# Social Contribution Activities 【Student Sports Support】

## ■ KINDAI UNIV./Basketball Team

Uniform sponsor

- Sponsorship agreement from May 1, 2025



- ❑ Contributed to community development through student sports support totaling more than ¥1 million for the 3 universities.
- ❑ We aim to work with students, parents and supporters to cheer them on and assist them in their careers.

## ■ Seinan Gakuin Univ./Football Team

Logo bench

- Donated benches with UNISOL logo



## ■ The Univ. of Kitakyushu/Baseball Team

Team bag

- Donated team bags featuring the UNISOL logo





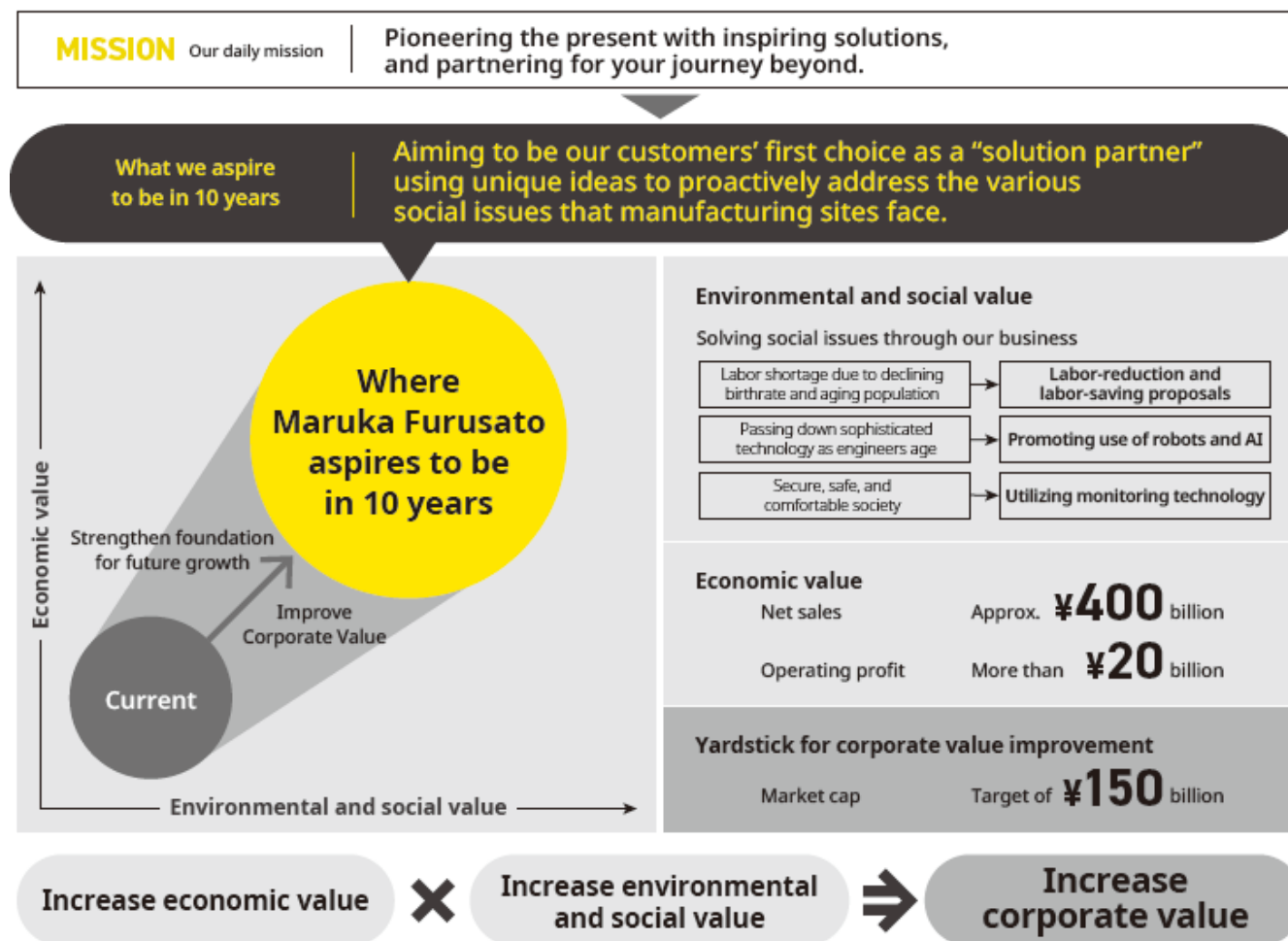
## **Medium-Term Management Plan 「UNISOL」 (2022-2026)**



# Vision and Strategy “What We Aspire to be in 10 Years”

- We aim to be the number one solution partner for our customers

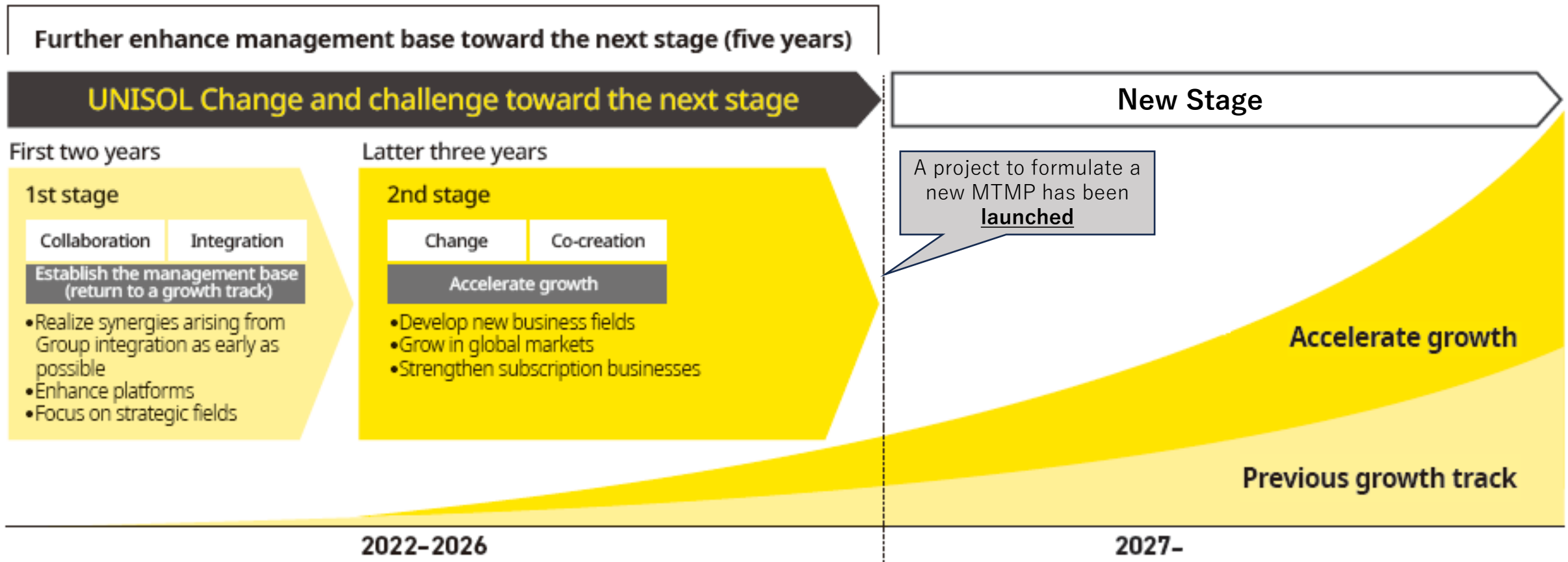
- Based on the “MISSION” of the group philosophy, define “What we aspire to be in 10 years” and promote business activities to realize it.
- To be the “Solution Partner” of choice, we will continue to pursue ideas and approaches necessary to solve issues faced by society and our customers.





## ● Step-by-step efforts to realize “What we aspire to be in 10 years”

- Under the theme of “Further Expansion of Management Base,” the current mid-term management plan “UNISOL” (2022-2026) is being promoted to establish the base (return to a growth track) and accelerate growth.
- A project to formulate a new medium-term management plan has been launched and preparations are underway for a new stage starting in 2027.







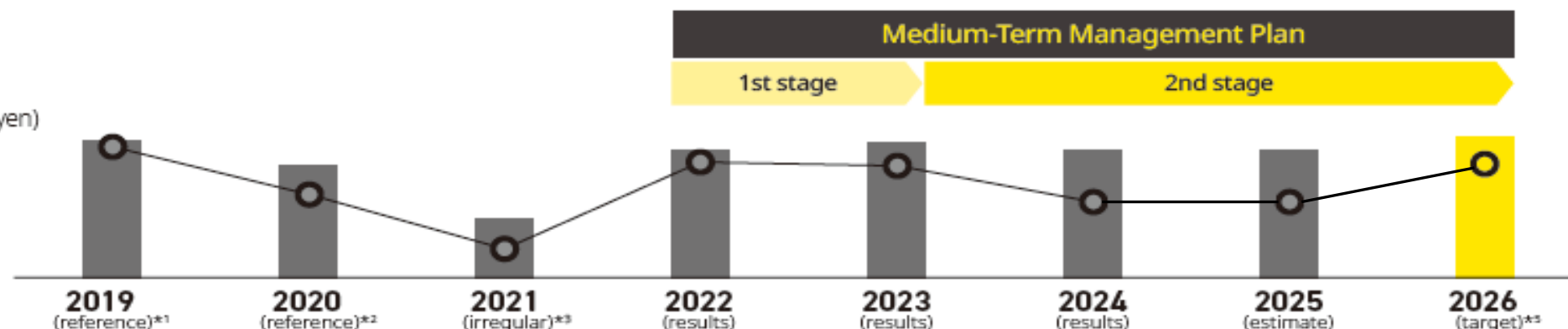
# Medium-Term Management Plan "UNISOL"

## ● Preparation period for accelerating growth toward a new stage

- Despite efforts to create integration synergies to accelerate growth, results have been insufficient. Due to deteriorating market conditions, the plan was revised.
- Currently implementing initiatives, including business restructuring, aimed at achieving the final year's goals and growth in the next mid-term management plan stage, which will begin anew.

### Group achievements

- Net sales (Millions of yen)
- Operating profit (Millions of yen)



|                                    | 2019<br>(reference)* <sup>1</sup> | 2020<br>(reference)* <sup>2</sup> | 2021<br>(irregular)* <sup>3</sup> | 2022<br>(results) | 2023<br>(results) | 2024<br>(results) | 2025<br>(estimate) | 2026<br>(target)* <sup>5</sup> |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|
| Net sales (Millions of yen)        | 173,817                           | 142,695                           | 74,292                            | 162,416           | 172,980           | 161,716           | 162,000            | 180,000                        |
| Operating profit (Millions of yen) | 6,674                             | 4,237                             | 1,465                             | 5,895             | 5,705             | 3,860             | 3,500              | 5,800                          |
| (Operating profit margin) (%)      | 3.8                               | 3.0                               | 2.0                               | 3.6               | 3.3               | 2.4               | 2.2                | 3.2                            |
| ROE* <sup>4</sup> (%)              | 8.7                               | 4.3                               | —                                 | 6.6               | 6.6               | 6.4               | 3.5                | 5.7                            |

\*<sup>1</sup> Since the year 2019 was before the merger, these values are for reference only, calculated as a simple sum of various financial data for Furusato Industries' fiscal year ended March 31, 2020 and Maruka's fiscal year ended November 30, 2019.

\*<sup>2</sup> Since 2020 was before the merger, these values are for reference only, calculated as a simple sum of various financial data for Furusato Industries' fiscal year ended March 31, 2021 and Maruka's fiscal year ended November 30, 2020.

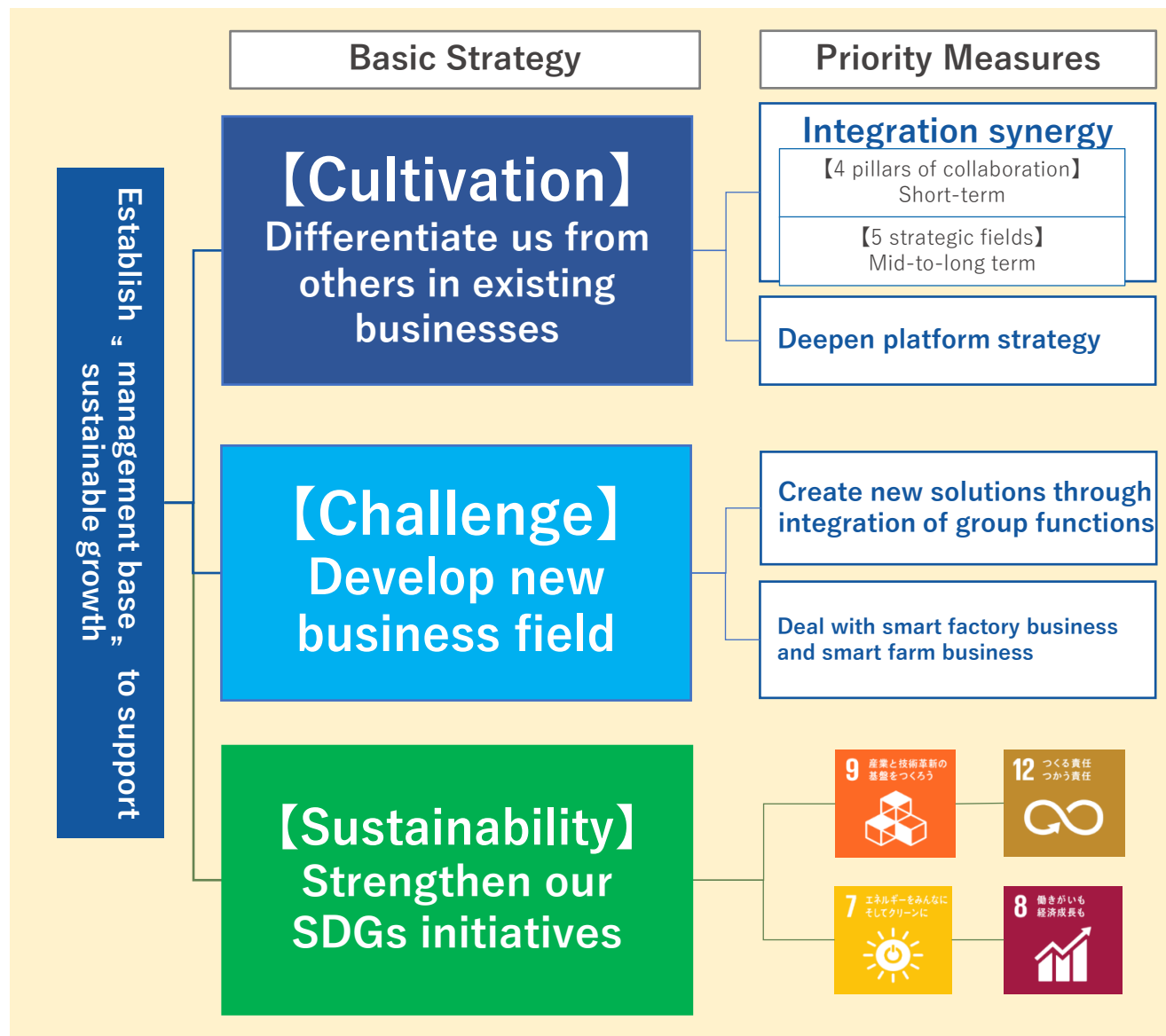
\*<sup>3</sup> As the merger was implemented in October 2021, results for fiscal year ended December 31, 2021 are the consolidated business results of Furusato Industries for April to December 2021 (9 months) and Maruka's consolidated business results for December 2021 (1 month).

\*<sup>4</sup> ROE for the fiscal year ended December 31, 2021 is not shown because the calculation results deviate from the actual results due to the reasons noted in \*<sup>3</sup>.

\*<sup>5</sup> The target value for the fiscal year ending December 31, 2026 has been revised from the target which was originally disclosed. Please see the Notice of Revisions to Numerical Targets for the Final Fiscal Year of the Medium-Term Management Plan, which was issued on February 14, 2025.



# “Priority Measures” State of progress



## State of progress

**Synergies**  
**0.6 bill yen (2024)**



Final year 2026 **1.4 bill yen**

### 【Synergy Maximization】

- Group Reorganization

**Growth Investment**  
**2.8 bill yen**

- Acquisition of TSP
- Investment in Eureka
- Investment in ARUM

### 【Development of New Areas】

- Extra-large automatic guided vehicle (AGV)
- MEDA Wood Brace
- Air Washer Camera

Human Capital Investment , Social Contribution  
**0.7 bill yen**

- Shareholding association RS, Trust-type ESOP
- Reform of the personnel system
- Joint research between industry, government and academia
- Environmental Education
- Satoyama conservation project

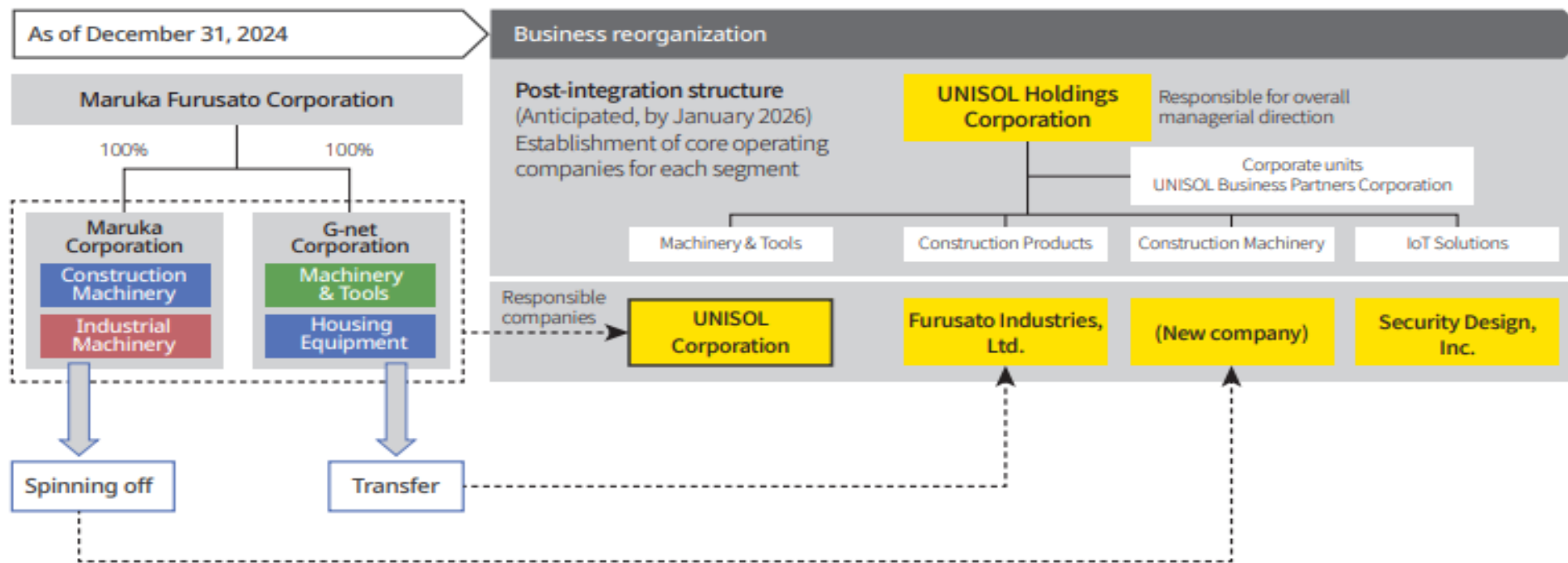


# Group Reorganization

- **Maximize synergies through business restructuring and accelerate value creation via solution creation**

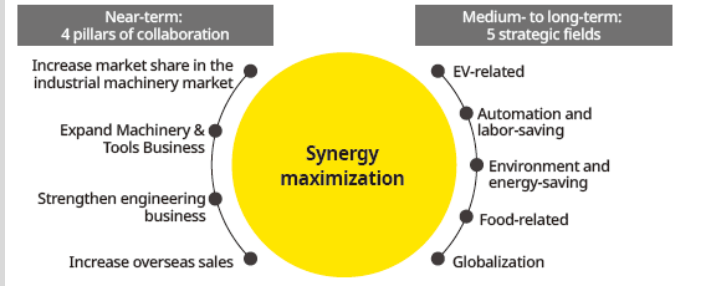
- **UNISOL** (Jan 2026) : Maruka and G-net to become the company responsible for the Machinery & Tools segment.
- **Corporate units UNISOL Business Partners** (Jan. 2025) : Improved efficiency and quality in corporate operations to enhance professionalism.
- **Housing Equipment** (Jul 2025) : Transferred the housing equipment business in Construction Products Segment to Furusato Industries.
- **Incorporation of Construction Machinery business** (Jan 2026) : Construction equipment business in Maruka will be spun off and a new company responsible for the construction equipment segment will be established.

## Business reorganization—Conceptual image





Strengthening profitability through the maximization of integration synergies



To maximize integration synergies → **Leverage the Machinery & Tools Segment!**

Issue

## ● Two core companies

- Maruka: Direct sales for industrial machinery with 18 subsidiaries
- G-net: Wholesale of machinery & tools

effect

- Complicated chain of command
- Business inefficiency
- Insufficient resource utilization

★ **Growth strategy to be realized through the establishment of UNISOL** ★

### ① Strengthening Chain of Command

- **Simplification of chain of command**
  - Individual circumstances of each company disappear
  - Unified lines of responsibility and authority
- **Accelerate interdepartmental collaboration and cooperation**
  - Discover new synergies through cross-functional unit
  - Realization of advanced proposals through integration of sales and engineering
- **Unification of KPIs**
  - Simplification by eliminating targets for each company
  - Increased accuracy of achievement by improving the degree of concentration and focus

### ② Strengthen Sales Power

- **Effective use of end-user information**
  - Sharing information collection capabilities as direct sales
  - Realization of high-value proposals from the customer's perspective
- **Strengthening of cooperation between direct sales and wholesale business**
  - Building a new model by coexistence of both business
  - Aggressive introduction of commercial products with high affinity for direct demand
- **Increase market share by expanding products line-up**
  - Significantly expanded product lineup
  - Expand sales of machinery & tools products to blue-chip direct-demand customers

### ③ Strengthen Purchasing Power

- **Elimination of inhouse sales & margins**
  - Strengthen price competitiveness
  - Streamlining negotiations with suppliers
- **Consolidation of distributorship rights**
  - UNISOL holds distributorship rights in each company
  - Optimize distributorship benefits
- **Effective use of scale advantage**
  - Strengthening bargaining power by expanding procurement volume
  - Expand sales through mutually beneficial relationships with blue-chip suppliers





## ■ Engineering Business Unit

As an important function to promote automation and labor saving at manufacturing sites, develops and manufactures specialized machines and designs and installs manufacturing lines.

- While "Engineering" was positioned as one of the core strategies in the MTMP, the number of projects that can be handled is limited due to a lack of internal resources. That caused a behind the plan.



- Invited Mr. Yushi Ohashi in Apr 2025, who is expected to provide us practical assistance from the field's perspective.
- Combine with the group's extensive network to provide technically in-depth, high-quality engineering services with a staff of 30 at this point.



**Yuji Ohashi**  
Managing Executive Officers  
Head of Engineering Business Unit

- B.S in College of Science and Engineering, Aoyama Gakuin University
- Toyota Motor Corporation
- JPC CO., LTD. President and Representative Director
- Joined us in April 2025
- Current position since July 2025

## ■ Food Machinery Business

Propose automation solutions for production lines and back-end processes (packaging, conveying, inspection) for convenience store vendors and other food processing industries.

- In the MTMP, "food-related" was positioned as one of core strategic fields, with a focus on food machinery sales, but no notable results were achieved.



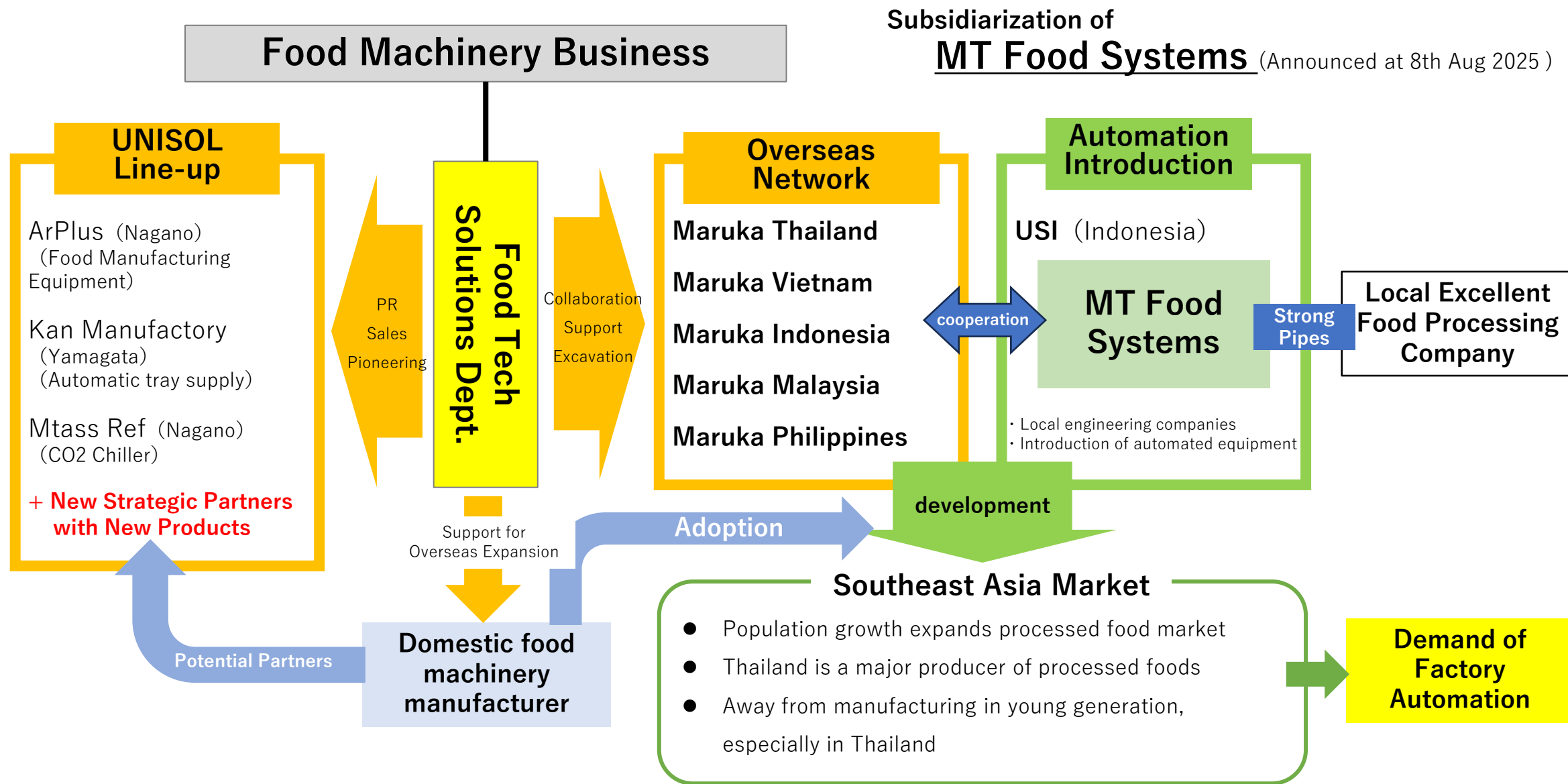
- Establish Food Machinery Business as an independent department in January 2025

**Accelerating Growth under New Strategy → see next page**



**Yasuhiro Fujimoto**  
Executive Officers, Director of Food Machinery Business

- B.S in Faculty of Agriculture, Kyoto University
- MUFG Bank, Ltd.
- Joined us in April 2021
- GM, Corporate Planning and Public Relations
- Current position since January 2025





# Development of New Business Areas

## Machinery & Tools

### ■ Extra-Large AGV

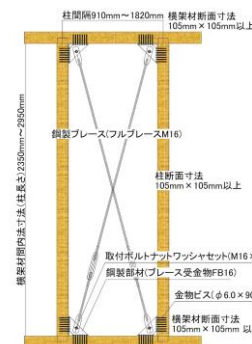
- Signed the exclusive distribution agreement in Japan with “Hunan CIZON Robotics Co., Ltd.” a Chinese manufacturer that specializes in ultra-large AGVs. First delivered in Japan in March 2025  
<https://www.smri.asia/jp/maruka/products/4723>
- An unmanned transport system ideal for transporting large and heavy objects and supplying parts on assembly lines, primarily improving operational efficiency and reducing costs in fields such as logistics, manufacturing, and heavy labor. Contributes to addressing the aging workforce and labor shortages.
- We are first company in Japan to handle AGVs capable of carrying weights exceeding 10 tons
- For future expansion into Southeast Asia
  - Thailand: Exclusive agency rights
  - Indonesia: General agency rights



## Construction Products

### ■ MEDA Wood Brace

- “Full brace,” a structural member for earthquake resistance that boasts the top share in the industry and is trusted as a JIS standard product, is designed for the steel-frame building sector, but was developed for the wooden building sector, where needs are increasing to realize a decarbonized society.  
<https://www.fab-navi.jp/lp/woodbrace>
- Not only higher resistance than other companies' products, but also superior in design and workability.
- Aiming to expand adoption in new detached housing and remodeling, and to contribute to wood construction in medium- and large-scale buildings
- Adopted for the pavilion at Expo 2025 Osaka, Kansai, Japan



## IoT Solution

### ■ Air Washer Camera

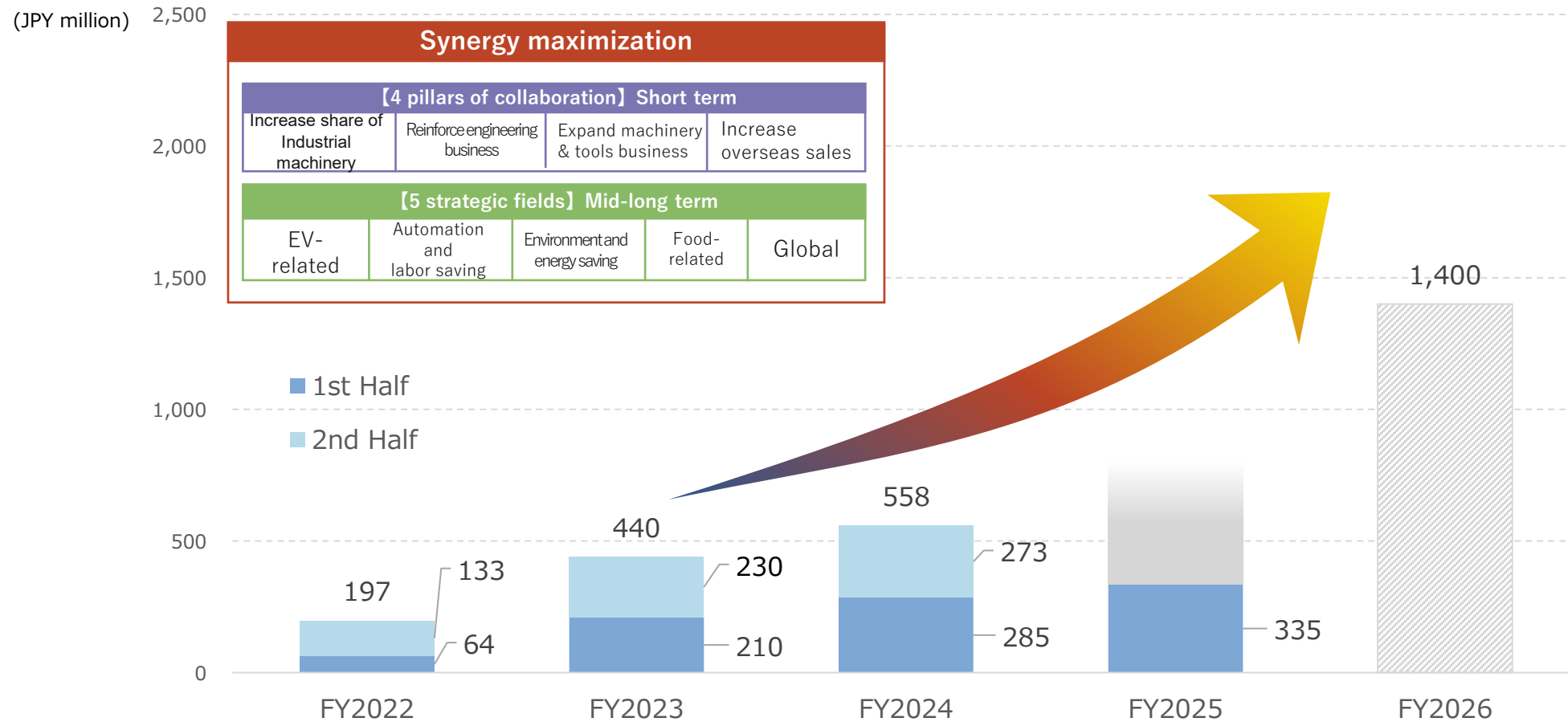
- Jointly developed with Tokai Rika Co., Ltd. as “Visualization DX” for manufacturing sites, to be launched in March 2025.  
<https://www.security-d.com/airwashercamera/>
- Air blows away coolant and other water droplets, providing a clear image at all times (recording makes it easy to check for problems).
- Installed inside the machine tool, it monitors conditions and manages operation, contributing to improved production activities.
- Expanding sales at several group companies with strong connections to manufacturing sites.





## ● December 2025 2Q Results: 335 million yen

- **Increase share of Industrial machinery:** Continue to expand commercial sales of equipment tools : 84 million yen
- **Automation and labor saving:** Promoting automation and labor saving in direct sales : 79 million yen
- **Sustainable cost reduction:** 31 million yen





# IR Activities



## ■ Event & Seminar

Notice !

- **NIKKEI-TOKYO STOCK EXCHANGE IR Fair**

September 26 (Fri.) ・ 27 (Sat.) 10:00-17:00

Archive delivery : October 6 (Mon.) 10:00 - October 21 (Tue.) 17:00

Tokyo Big Sight, West Halls 3 and 4 (booth No. 100)

<https://ps.nikkei.com/irfair/>

- **IR Seminar & Lecture hosted by Hirota Securities**

August 26 (Tue.)

Company presentation by our IR staff and stock lecture by Hideaki Sakurai,

Editor-in-Chief of "Kabuto-cho Catalyst

<https://www.hirota-sec.co.jp/seminar/1605/>



## ■ SNS

New !

- **IR Official X account** (Registered on May 19, 2025)

Daily updates on stock price and our events

[https://x.com/Unisol\\_HD\\_IR](https://x.com/Unisol_HD_IR)



## ■ Internet Advertising

- **Yahoo! Finance 「Companies active in shareholder benefits」**

Change in shareholder benefit plan in May 2024.

Introduced preferential treatment for long-term holdings to further enhance investment attractiveness.

<https://finance.yahoo.co.jp/quote/7128.T/incentive>

## ■ Video Content

- **Corporate Site**

Financial Results Briefing (Half & Full Year)

<https://www.unisol-gr.com/ir/library/video/>

- **YouTube**

CPA Hineken's Stock Investment Channel

Listed Company IR Video Channel



## ■ Mass Media Advertising

- **Radio NIKKEI Time signal CM**

Renewal of time signal commercial (20 seconds) at 9 p.m. on weekdays from May 2025.

Broadcast just before "Market Press."

<https://www.unisol-gr.com/group/advertising/>



## ■ Research Coverage Report

- **Shared Research**

<https://sharedresearch.jp/ja/companies/7128#top>

- **FISCO**

<https://web.fisco.jp/platform/companies/0712800/report>



**Caution regarding Forward-looking Statements and Original Language**

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