



Third Quarter of FY2025 Earnings Presentation

MARUKA FURUSATO Corporation

November 2025

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

UNISOL



1

Third Quarter of FY2025 Consolidated Financial Results



● Third Quarter of FY2025 Results

	Q3 Results	vs FY2024Q3
• Net sales	117.2 bill yen	(▲2.7 bill yen ,▲2.3%)
• Operating profit	2.0 bill yen	(▲0.7 bill yen ,▲25.9%)
• Ordinary profit	2.5 bill yen	(▲0.8 bill yen ,▲25.5%)

● Full Year Forecast of FY2025

	Forecast	Progress rate
• Net sales	162 bill yen	(72.4%)
• Operating profit	3.5 bill yen	(57.6%)
• Ordinary profit	4.1 bill yen	(61.8%)

※ 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.



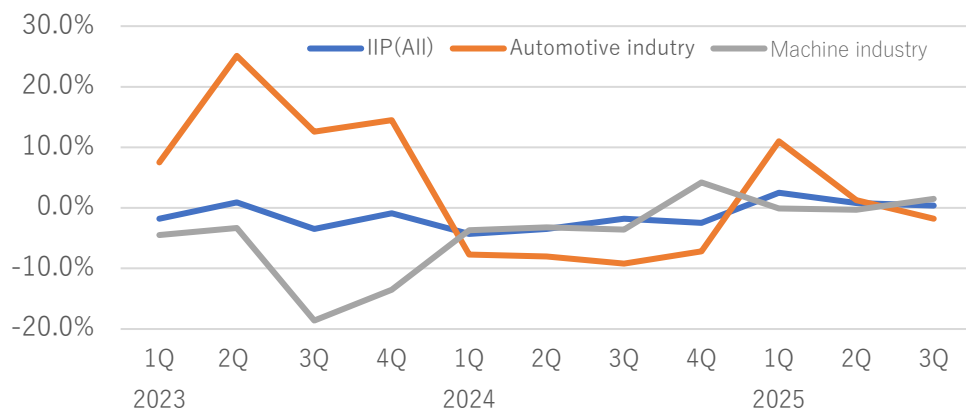
Machine Tool Orders (YoY)

- Domestic demand: Recover to positive, +1.4% in 3Q 2025 from -4.2% in 2Q 2025.
- External demand: Positive since 2Q 2024 with +10.4% in 3Q 2025.



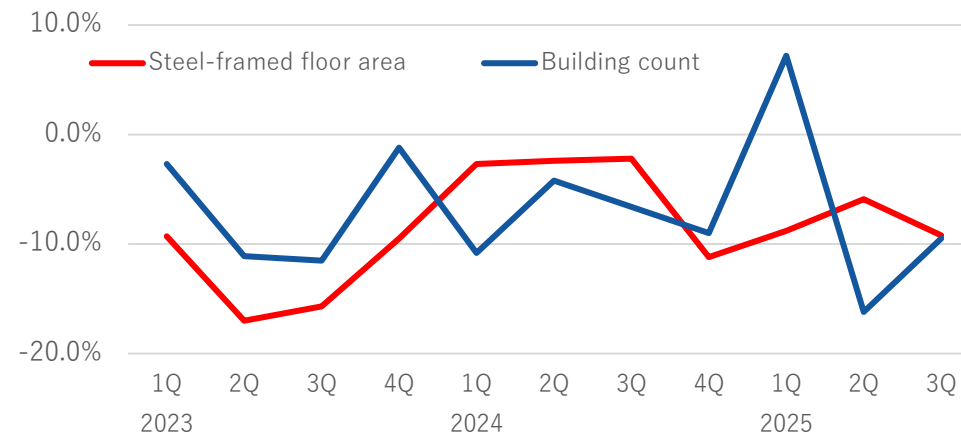
Index of Industrial Production (Seasonally adjusted, YoY)

- Automotive industry: Down to negative, -1.8% in 3Q2025 from positive in 1H 2025.
- Machine industry: Recover to positive, +1.5% in 3Q2025 from negative in 1H 2025.



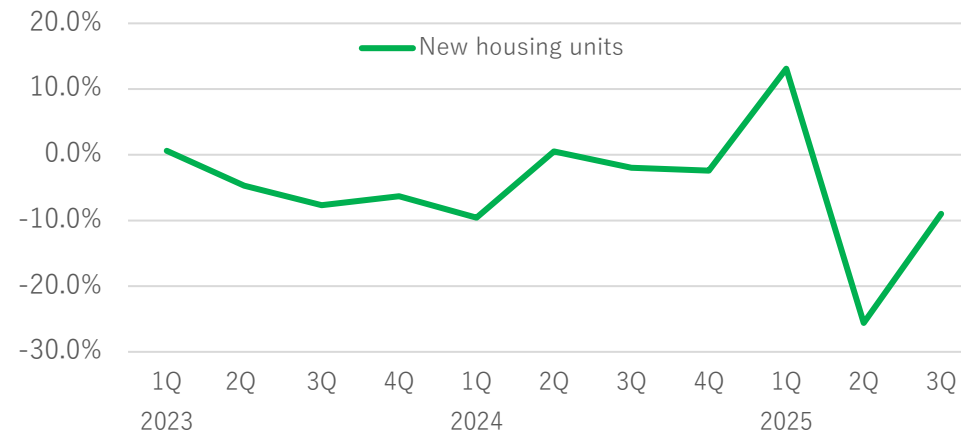
Construction Starts Statistics Floor Area (YoY)

- Steel-framed floor area: Negative for 12 consecutive quarters since 4Q 2022.
- All buildings floor area: Recover from the impact of termination of temporary deregulation.



Statistical Survey of Construction Starts (YoY)

- # of new housing units: Recover from the huge decline in 2Q 2025 due to termination of temporary deregulation at 1Q 2025



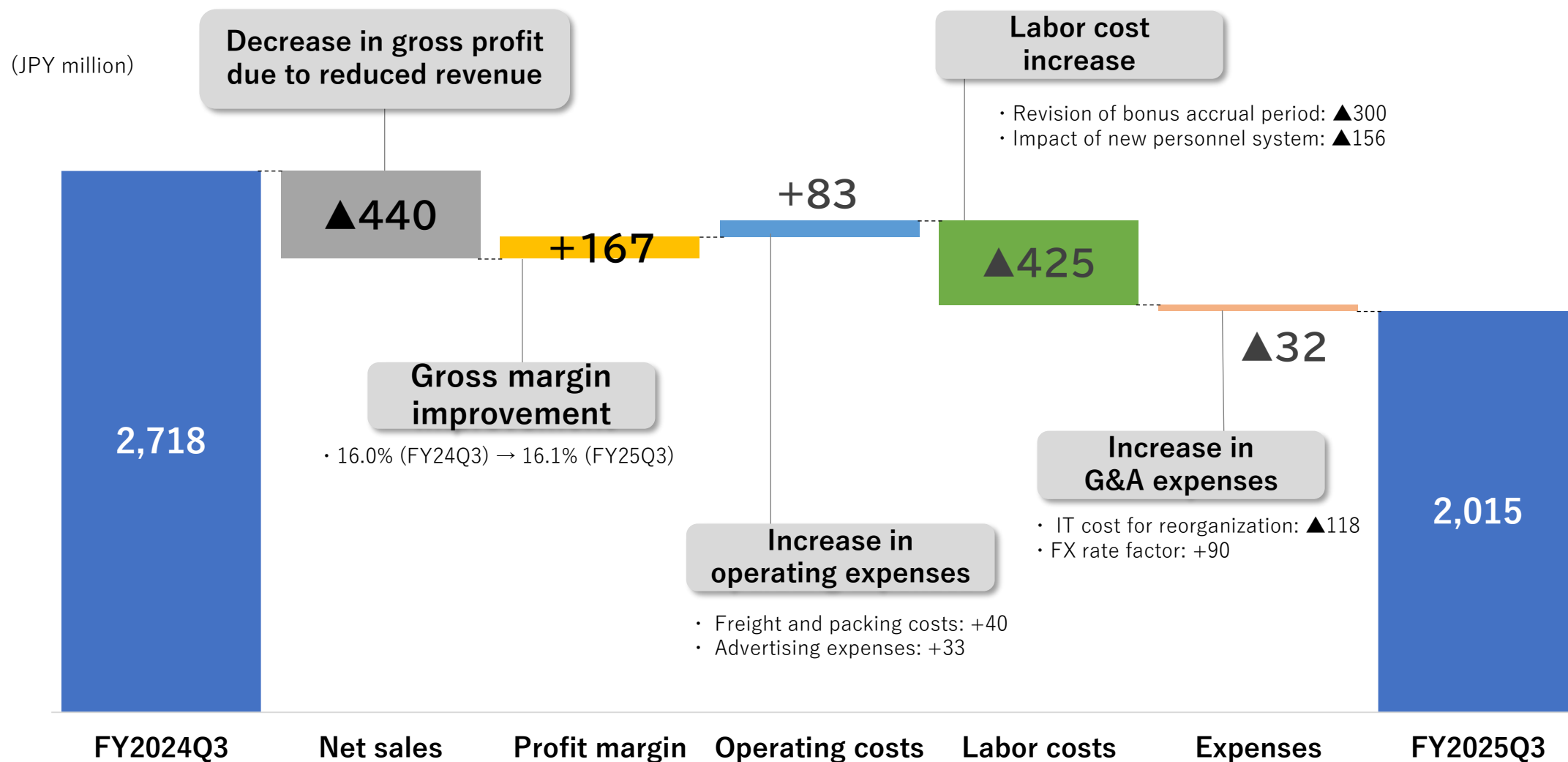


Consolidated Financial Results Summary

(JPY million)	FY2024Q3	FY2025Q3	±	± ratio	
Net sales	119,968	117,219	▲2,749	▲2.3%	Net sales: Decreased mainly in Machinery & Tools and Construction Machinery segments. (Machinery & Tools: ▲2.9%) (Construction Products: ▲5.8%)
Gross profit	19,214	18,884	▲329	▲1.7%	
SG&A expenses	16,495	16,869	373	2.3%	Operating profit: Decreased due to a decline in net sales (▲2.3%) and an increase in SG&A expenses (+2.3%), while gross profit margin increased (+0.1%).
Operating profit	2,718	2,015	▲ 703	▲25.9%	
Ordinary profit	3,404	2,534	▲ 869	▲25.5%	Ordinary profit: Decrease due to dividend income (▲43 mill), foreign exchange gains (▲47 mill) and miscellaneous income (▲70 mill).
Profit attributable to owners of the parent	3,948	1,392	▲ 2,555	▲64.7%	Profit attributable to owners of the parent: Booked a gain on sale of fixed assets (+156 mil) in 3Q2025. Rebound from a gain on sales of investment securities (+2,267 mill) in FY2024.



Operating Profit Analysis (By Factors)





Consolidated Balance Sheet

(JPY million)	FY2024Q4	FY2025Q3	±
Total assets	120,821	117,661	▲3,160
Cash and deposits	27,533	29,638	2,104
Accounts receivable and related	28,608	23,119	▲5,488
Property, plant and equipment	25,375	24,913	▲461
Investment securities	3,116	3,478	362
Total liabilities	47,448	46,388	▲1,059
Accounts payable and related	17,669	17,265	▲413
Electronically recorded liabilities	17,122	15,662	▲1,460
Contract liabilities	5,084	6,448	1,363
Short-term loans payable	466	506	39
Total net assets	73,373	71,272	▲2,100
Equity capital	72,339	70,171	▲2,168
Non-controlling Interests	1,034	1,101	67
Equity capital ratio	59.9%	59.6%	

- Total asset: Decreased by 3,160 mill mainly due to decrease in current assets of 3,125 mill and decrease in non-current assets of 34 mill.

- Total liabilities: Decreased by 1,059 mill mainly due to decrease in current liabilities of 1,038 mill and decrease in non-current liabilities of 21 mill.

- Net assets: Decreased by 2,100 mill, mainly due to decrease in dividends payment of 2,600 mill, increase net income attributable to owners of the parent company of 1,392 mill and increase in foreign currency translation adjustments of 43 mill yen.



Business Segments

UNISOL Holdings

Corporate name change scheduled for January 1, 2026

UNISOL BUSINESS PARTNERS

Shared services company

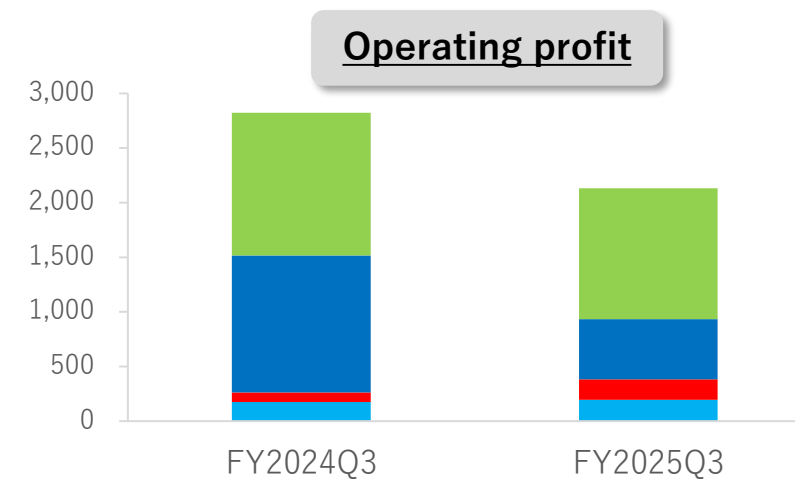
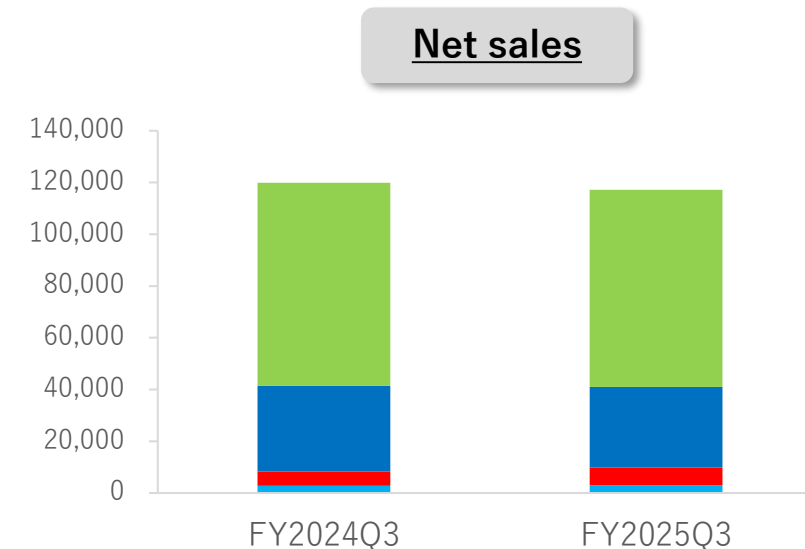
Segment	Machinery & Tools		Construction Products			Construction Machinery	IoT Solution
Responsible Companies	UNISOL *1		Furusato Industries*3			Maruka*2	Security Design
Business Fields	Machinery	Tools	Building products	Piping products	Housing products	—	—
Japan	Kan Manufactory*3 ArPlus*3 TS Precision*3 Sonoruka Engineering*3	Kitakyu Machine and Tools Gifu Shoji	—			JapanRental	—
Overseas	Subsidiaries in North America, China and South Asia		—			—	—
Remarks	* 1: UNISOL will be established in Jan 2026 through the business integration of Maruka and G-NET		—			* 2: a new company established in January 2026 by taking over construction machinery business from ex-Maruka	—

* 3: Companies with manufacturing capabilities



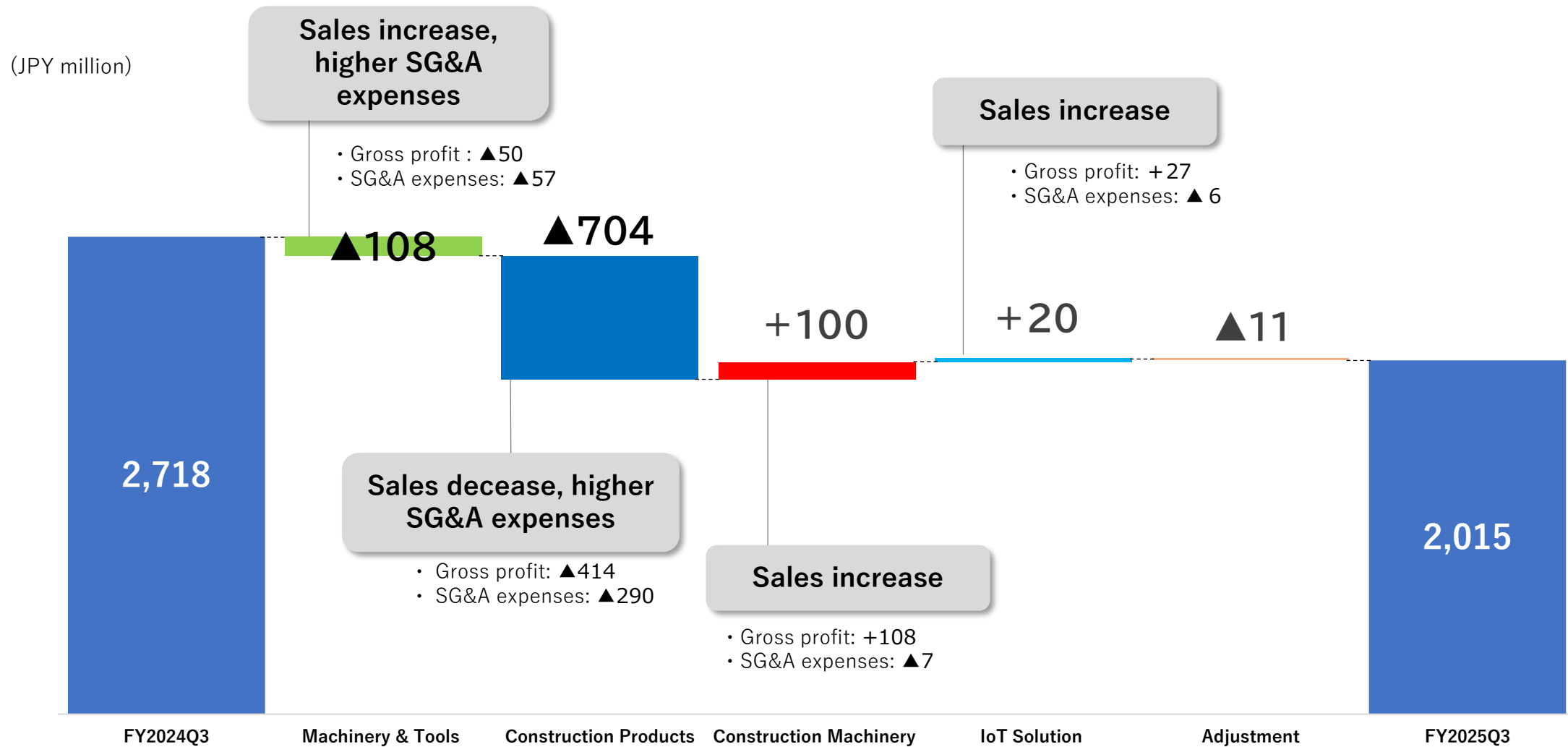
Consolidated Financial Results (By Segments)

(JPY million)	FY2024Q3	FY2025Q3	Ratio of increase/ Decrease
Net sales	119,968	117,219	▲2.3%
■ Machinery & Tools Segment	78,447	76,178	▲2.9%
■ Construction Products Segment	33,147	31,227	▲5.8%
■ Construction Machinery Segment	5,598	6,809	21.6%
■ IoT Solutions Segment	2,775	3,003	8.2%
Operating profit	2,718	2,015	▲25.9%
■ Machinery & Tools Segment	1,305	1,197	▲8.3%
■ Construction Products Segment	1,256	551	▲56.1%
■ Construction Machinery Segment	87	188	115.0%
■ IoT Solutions Segment	175	196	11.5%
■ Adjustment	▲106	▲118	—





Operating Profit Analysis (By Segments)





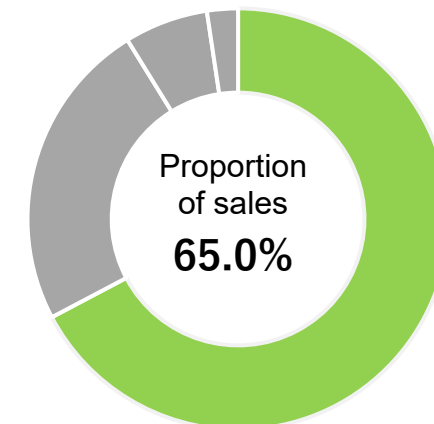
Machinery & Tools Segment

Sales by Category (Net Sales vs 3Q2024)

- Machinery (Japan) : ▲9.7% (QoQ ▲4.4pts)
- Machinery (Overseas) : + 2.1% (QoQ ▲11.0pts)
- Tools (Japan) : + 0.0% (QoQ ▲0.8pts)

Our Business

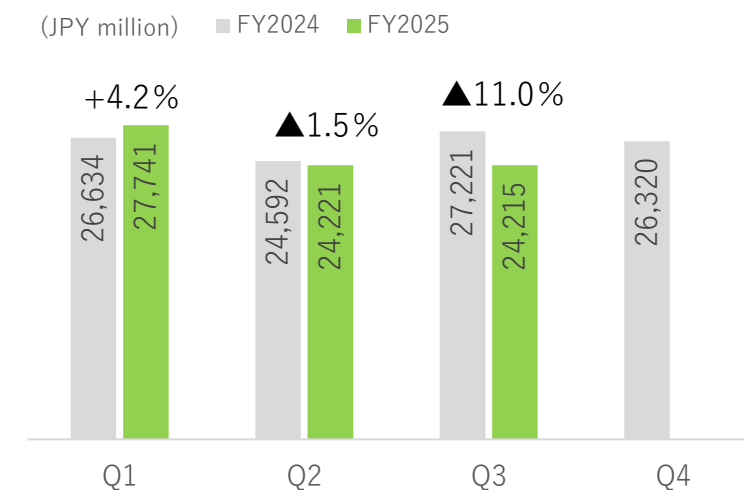
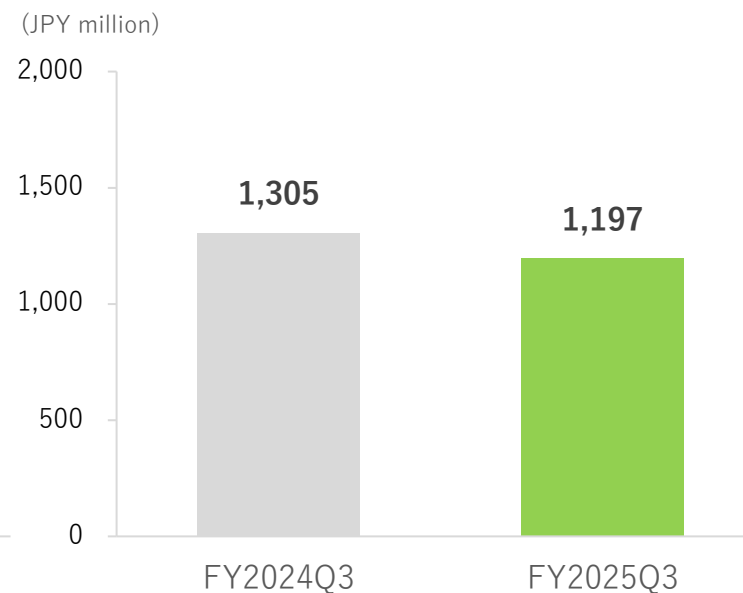
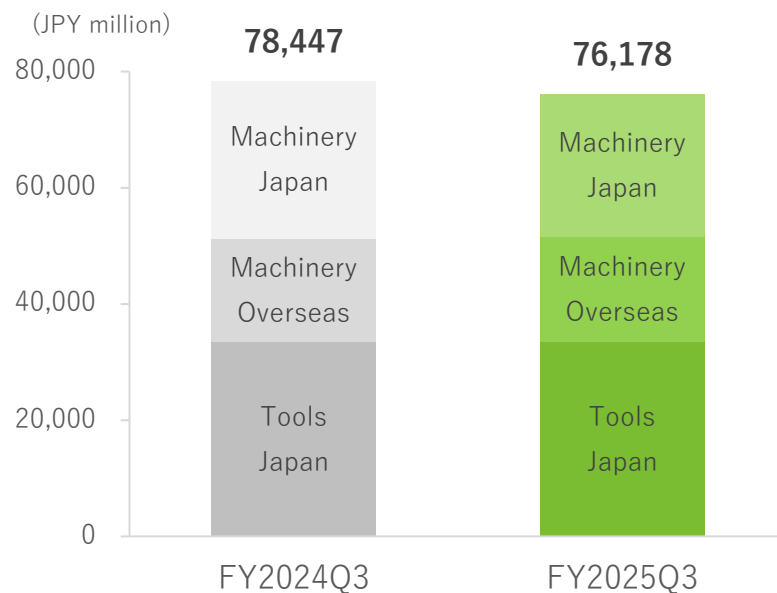
The sale of **Machinery** including industrial machinery and industrial robots, the sale of **Tools** including peripheral tools for machinery and consumables, and **Machinery manufacturing** including food processing machinery and cleaning machines in Japan, North American and Asian markets.



■ Net sales (vs 3Q24▲2.9%)

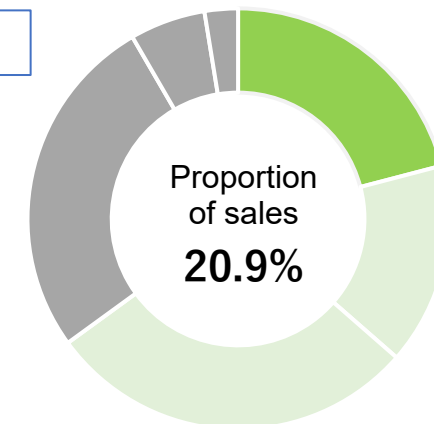
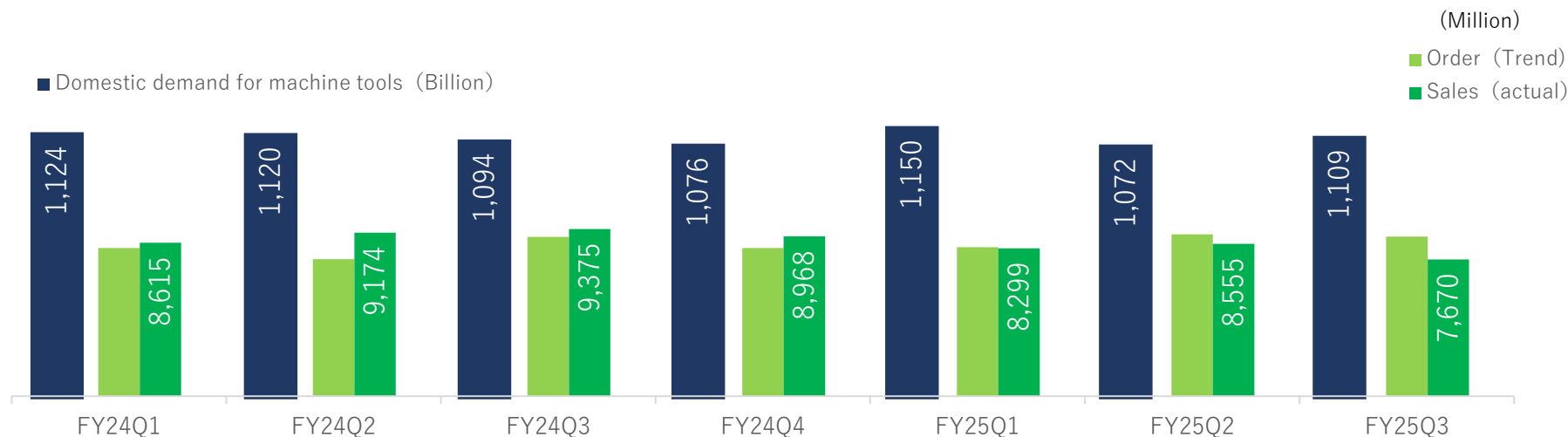
■ Operating profit (vs 3Q24 ▲8.3%)

■ Net sale Quarterly transition





Domestic demand for machine tools (JMTBA) / Order Volume and Sales Revenue Trends in This Field

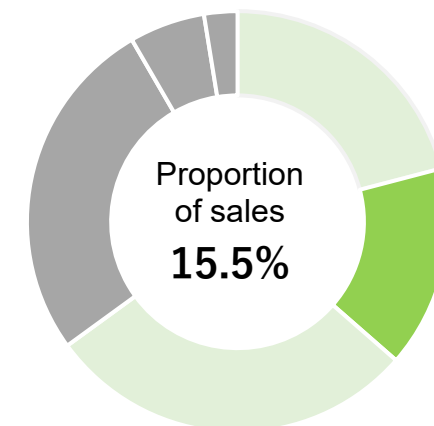
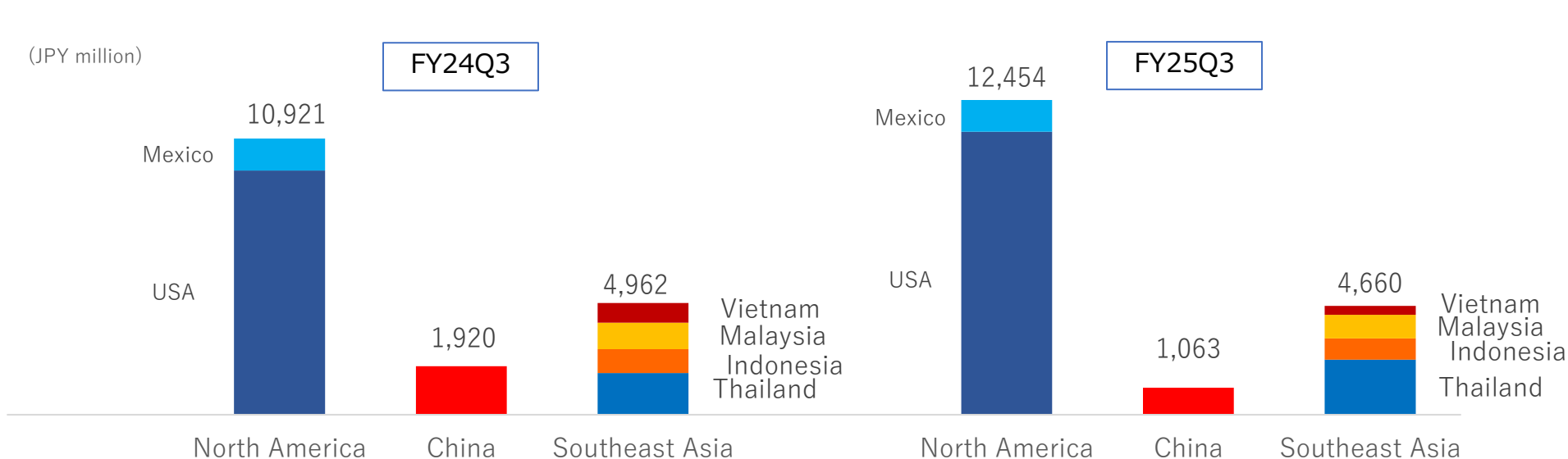


● Factors Contributing (Net Sales vs 3Q2024: ▲9.7%)

- Direct-sale: Sales ▲14%, Orders Increase
In the automotive sector, while there are mixed fortunes among manufacturers, some manufacturer groups are seeing a demand for facility upgrades.
In the non-automotive sector, there is an appetite for capital investment in areas such as agricultural machinery.
- Wholesale: Sales ▲3%, Orders Increase
Orders related public subsidy are trending towards system orders that include peripheral equipment in addition to standalone machinery.



Machinery & Tools Segment Machinery (Overseas)



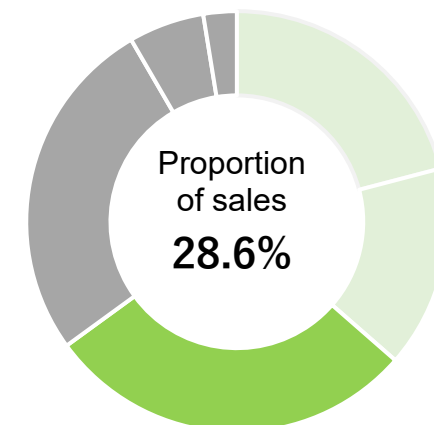
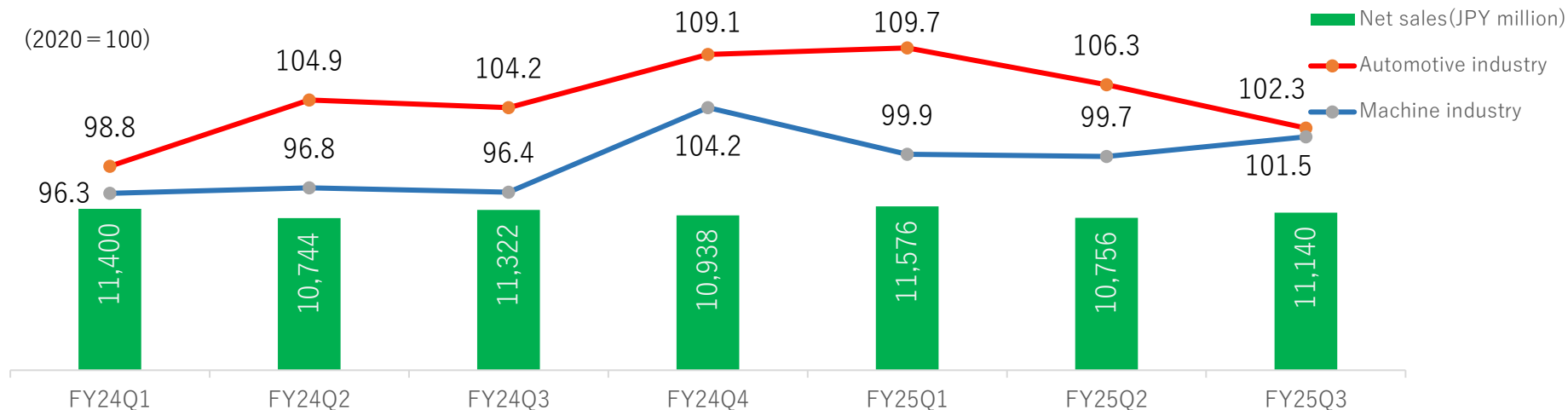
● Factors Contributing (Net Sales vs 3Q2024: +2.1%, 18,179million)

- North America: Sales +14.3%, Orders Increased
Recovery trend mainly in machine tools for local companies, strong orders mainly from automobile-related sectors for Japanese companies. Engineering saw a decline in inquiries in the second half, leading to a slowdown in orders.
- China: Sales ▲44.6%, Orders Decreased
While worsening performance in the Japanese automotive sector, there were some large-size orders for new facilities as a positive sign.
- Southeast Asia: Sales ▲6.1%
 - Thailand: Revenue increased due to the commencement of deliveries for a major project.
 - Indonesia: Revenue decreased despite securing large-size orders.
 - Malaysia: Postponement of new equipment for a leading automotive manufacturer continued, leading to sluggish orders.



Machinery & Tools Segment Tools (Japan)

Index of Industrial Production (Automotive • Machine) / Sales Trends in This Field



● Factors Contributing (Net Sales vs 3Q2024: +0.02%)

- Direct-sales: Revenue Down 3%
The major automobile manufacturers have recovered their production level. There is a focus on machinery sales and processing businesses, while the new and upgrading of equipment face challenging circumstances.
- Wholesale: Revenue Up 0.8%
Capital investment and production in key industries such as automobiles and semiconductors remain sluggish. The machine processing area (peripheral equipment for machine tools) and embedded equipment area (for machinery production) are facing tough conditions.
Focusing on the equipment field (products related to environment, energy saving, and productivity improvement) to bolster the business.



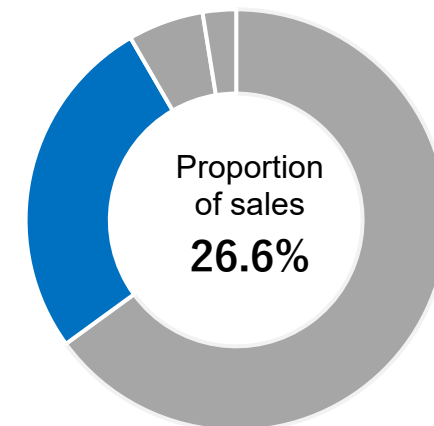
Construction Products Segment

● Factors Contributing (Net Sales vs 3Q2024)

- Building products : ▲10.0% (QoQ +0.6pts)
- Piping products : ▲0.6% (QoQ ▲5.2pts)
- Housing products : + 9.7% (QoQ ▲0.9pts)

● Our Business

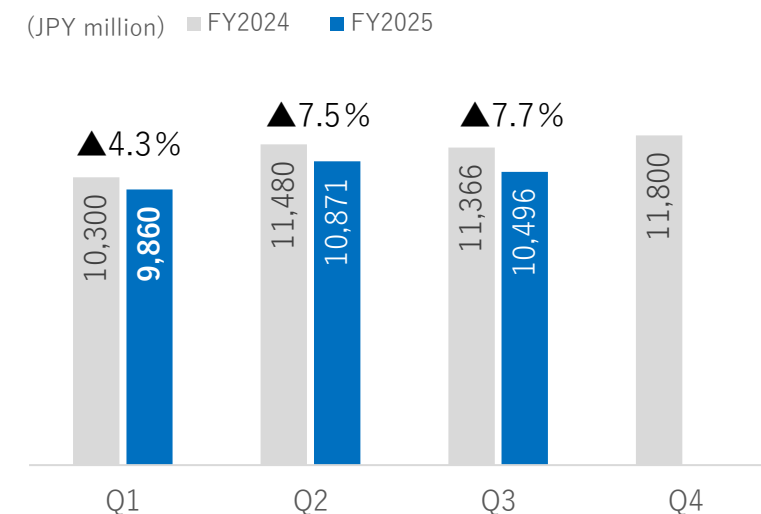
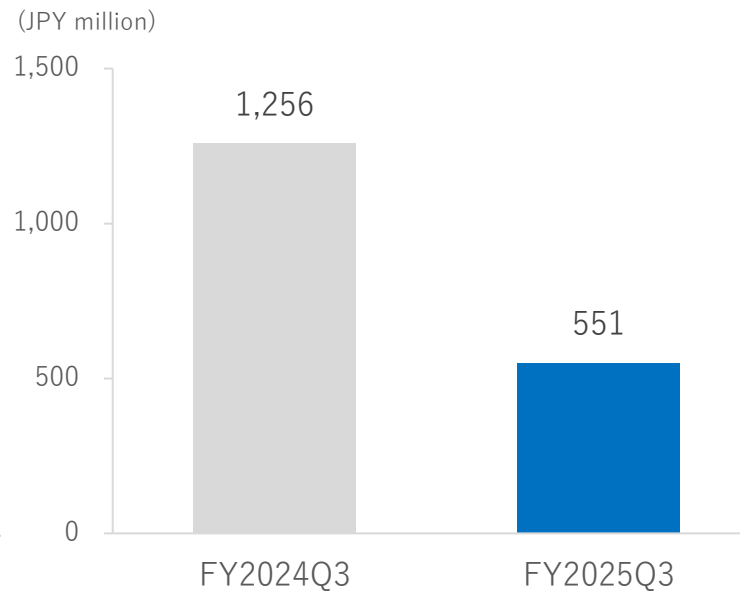
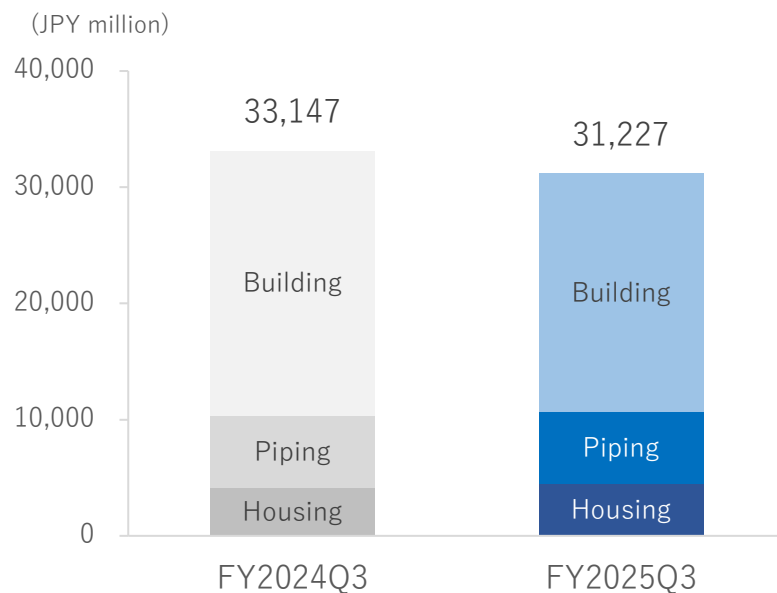
The sale of **Steel frame building materials** including structural components and bolts used in the construction of steel frame buildings, **the sale of Piping materials** such as pipes and connectors, and **the sale of Housing equipment** such as kitchen equipment, baths and toilets in domestic market.



■ Net sales (vs 3Q24 ▲5.8%)

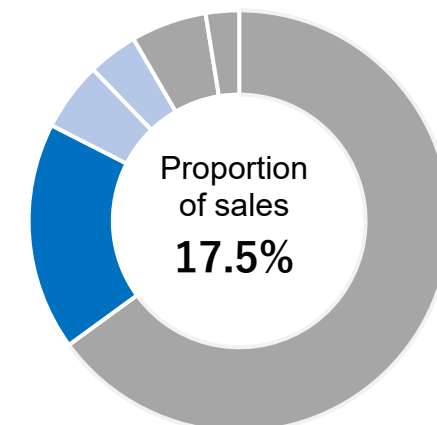
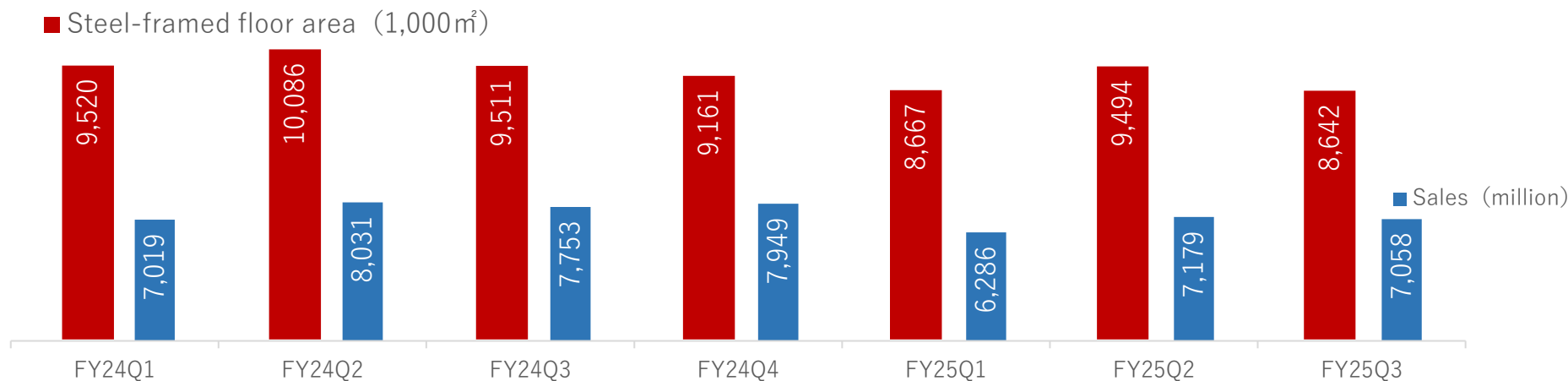
■ Operating profit (vs 3Q24 ▲56.1%)

■ Net sale Quarterly transition





Construction Starts Statistics Floor Area (S+SRC construction) / Sales Trends in This Field



● Factors Contributing (Net Sales vs 3Q2024: ▲10.0%)

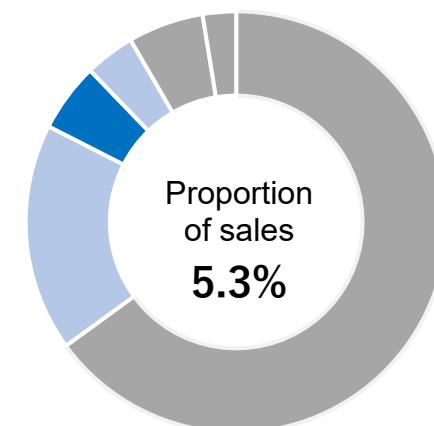
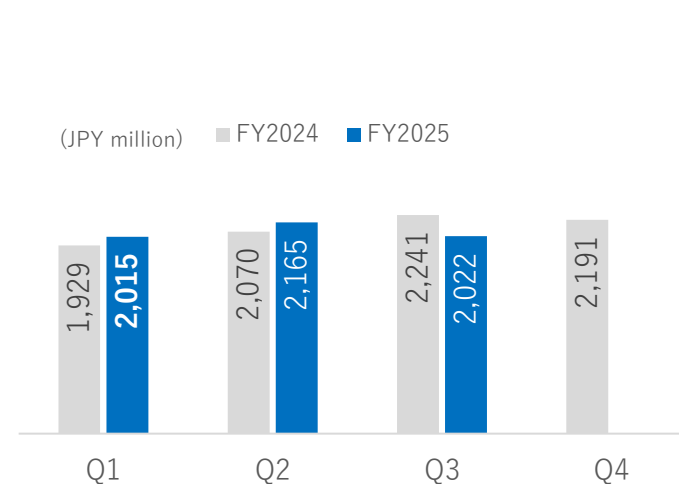
- In the context of ongoing labor shortages and the impact of work style reforms leading to a decline in construction project numbers, the trend of selective contracting by major general contractors continues, resulting in a reduction in the number of small to medium-sized projects, with delays increasingly seen in larger projects.
- The decrease in the number of projects tends to intensify price competition.
- Focusing on labor-saving and efficiency-enhancing products such as welding robots, laser processing machines, and CAD systems.



Piping products

● Factors Contributing (Net Sales vs3Q2024: ▲0.6%)

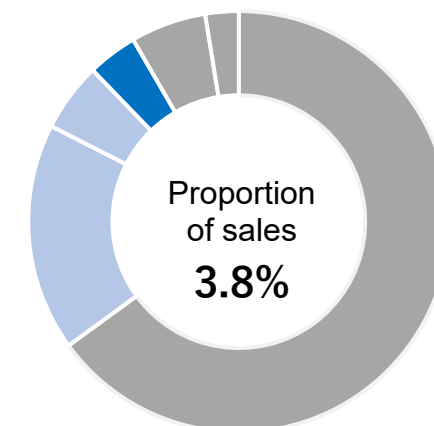
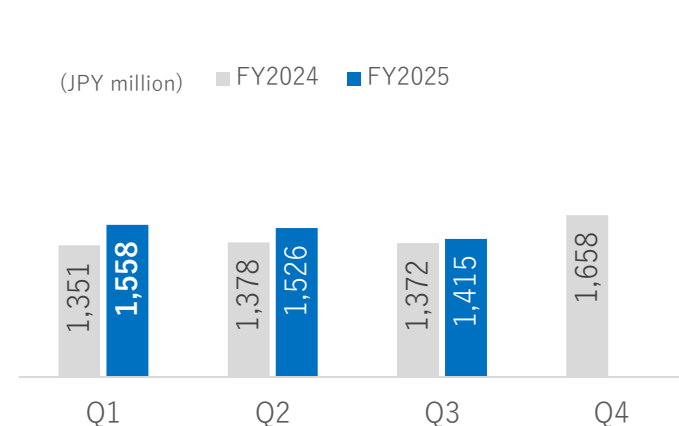
- East Japan: Securing orders mainly for plant piping projects
- West Japan: Large projects related to EVs and semiconductors have been postponed or canceled
- Focusing on the sales of large machinery such as pipe processing machines, laser cutting machines, and laser welding machines"



Housing products

● Factors Contributing (Net Sales vs3Q2024: +9.7%)

- Demand for new construction as well as renovations continues to decline.
- Aiming to increase revenue by promoting the sale of mainstay products.
- Aiming to increase our performance through securing revenue volume in the wholesale sector and direct sales to construction companies and B2C strategies.



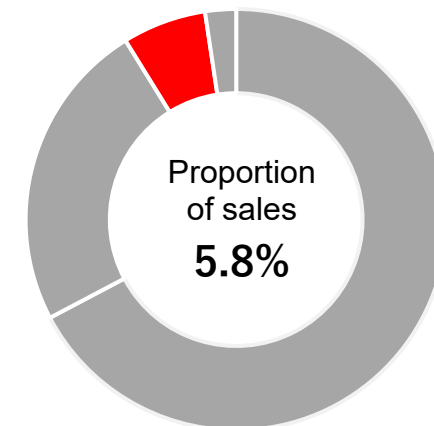


● Factors Contributing (Net Sales vs 3Q2024)

- Construction Machinery Statistics (# of Crawler Cranes Shipped)
1Q2025: +10.6%, 2Q2025: -15.3%
- Robust orders from 2Q2024 contributed to the sales of crawler cranes and foundation machinery.
- Focusing on sales of used machinery

● Our Business

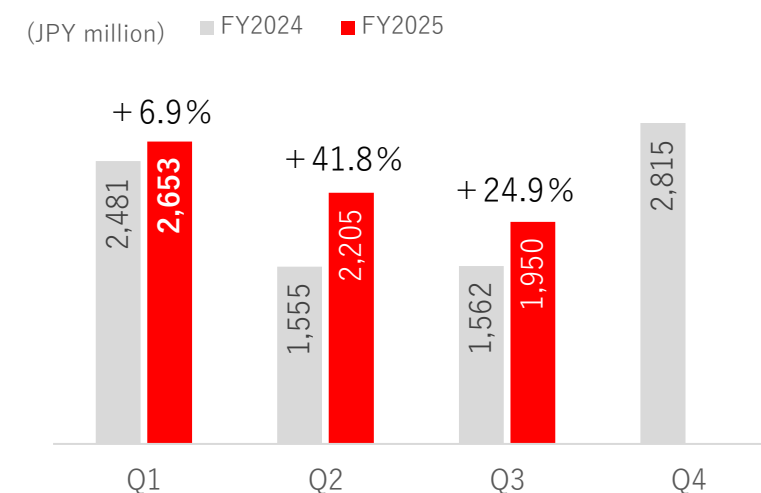
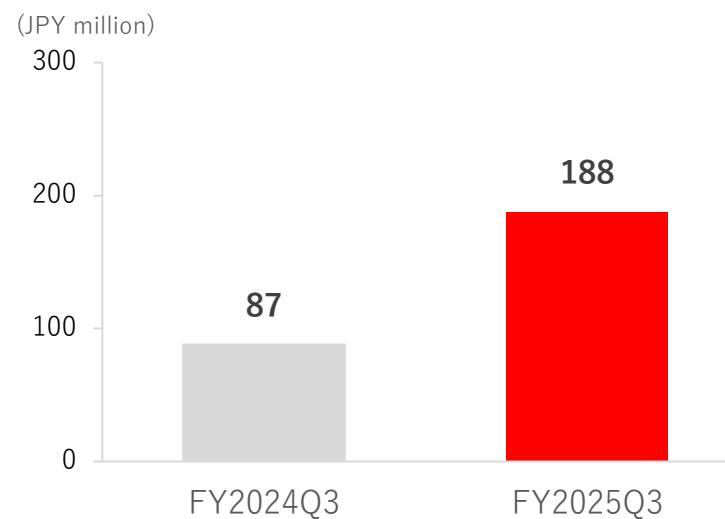
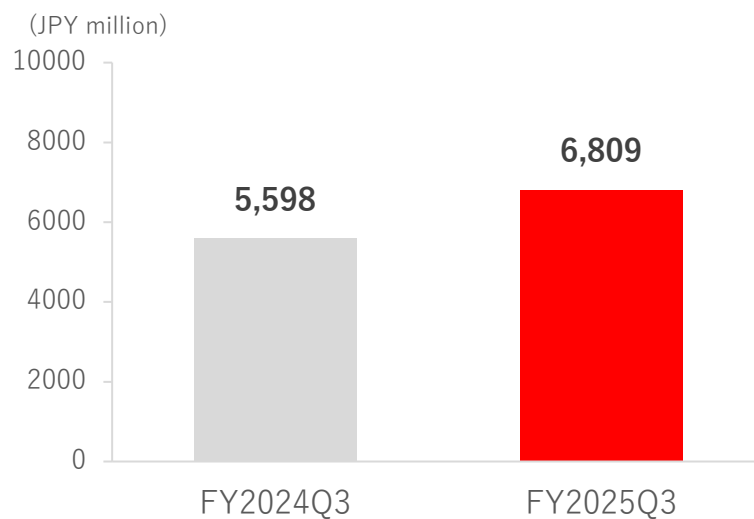
The sale and rental of cranes, excavators, equipment for foundation work, and other construction machinery as well as second-hand machineries for the civil engineering and construction industry and the sign-erecting industry in domestic market.



■ Net sales (vs 3Q24 + 21.6%)

■ Operating profit (vs 3Q24 + 115.0%)

■ Net sale Quarterly transition



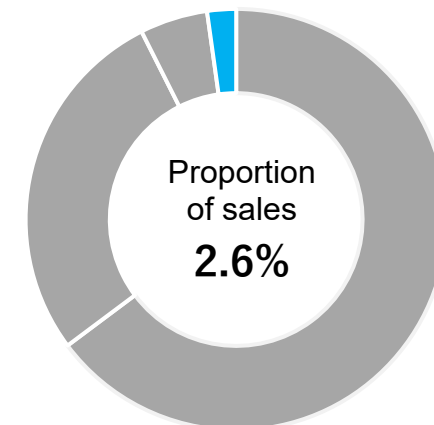


● Factors Contributing (Net Sales vs 3Q2024)

- The market of Security camera continues to grow based of demand of product with utilization of “edge AI” technology
- Wholesale: Remain steady mainly due to demand of IP cameras
- Project related: Large-scale projects have been booked in 1H2025 for ahead of schedule. While medium and small-scale projects are being pursued to follow up, there was a decrease in revenue 3Q2025

● Our Business

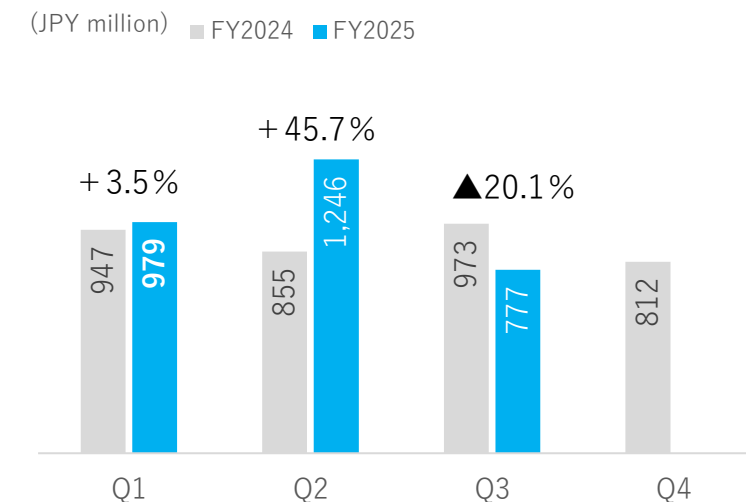
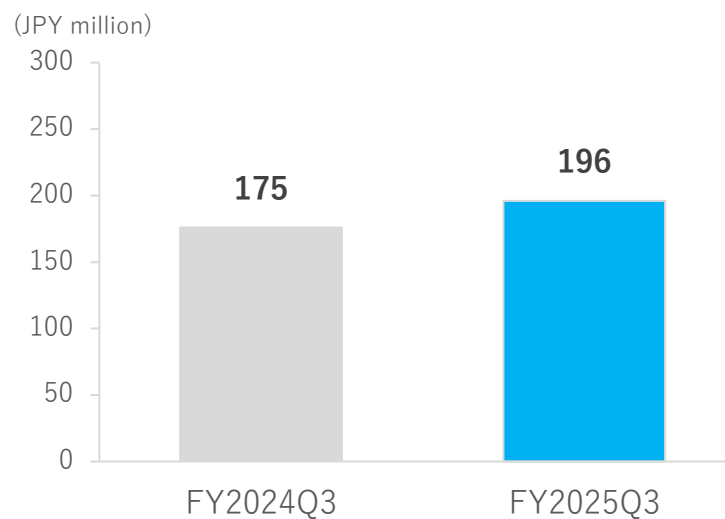
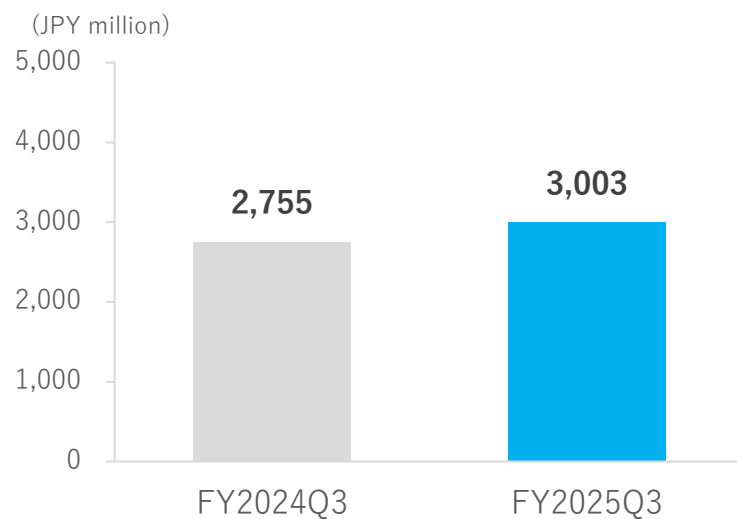
Surveillance device focused business provides security camera and entrance management systems, automated guided vehicles (AGVs) and other types of autonomous mobile robot, cloud-based services, etc., to the building management industry, the security sector and public facilities in domestic market.



■ Net sales (vs 3Q24 + 8.2%)

■ Operating profit (vs 3Q24 + 11.5%)

■ Net sale Quarterly transition





FY2025 Earnings Forecasts



Earnings Forecast (YoY comparison)

(JPY million)	FY2024			FY2025			Full-Year Forecast Comparison	
	1H Results	2H Results	Full year Results	1H Results	2H Forecast	Full year Forecast	FY2025Q3	Progress rate
Net sales	78,845	82,871	161,716	79,779	82,220	162,000	117,219	72.4%
Gross profit	12,539	13,127	25,666	12,858	12,991	25,850	18,884	73.1%
Gross profit ratio	15.9%	15.8%	15.9%	16.1%	15.8%	16.0%	16.1%	-
SG&A expenses	10,832	10,973	21,806	11,351	10,998	22,350	16,869	75.5%
Operating profit	1,706	2,153	3,860	1,507	1,992	3,500	2,015	57.6%
Ordinary profit	2,160	2,499	4,659	1,856	2,243	4,100	2,534	61.8%
Profit attributable to owners of the parent	2,862	1,750	4,613	996	1,503	2,500	1,392	55.7%



Earnings Forecast by segments (YoY comparison)

(JPY million)	FY2024			FY2025			Full-Year Forecast Comparison	
	1H Results	2H Results	Full year Results	1H Results	2H Forecast	Full year Forecast	FY2025Q3	Progress rate
Net sales	78,845	82,871	161,716	79,779	82,220	162,000	117,219	72.4%
■ Machinery & Tools Segment	51,226	53,541	104,767	51,963	54,186	106,150	76,178	71.8%
■ Construction Products Segment	21,780	23,166	44,947	20,730	22,409	43,140	31,228	72.4%
■ Construction Machinery Segment	4,036	4,377	8,413	4,859	4,040	8,900	6,809	76.5%
■ IoT Solution Segment	1,802	1,785	3,588	2,226	1,583	3,810	3,003	78.8%
Operating profit	1,706	2,153	3,860	1,507	1,992	3,500	2,015	57.6%
■ Machinery & Tools Segment	843	1,156	1,999	972	1,207	2,180	1,197	54.9%
■ Construction Products Segment	745	831	1,576	282	697	980	551	56.3%
■ Construction Machinery Segment	77	122	200	140	99	240	188	78.5%
■ IoT Solution Segment	124	64	188	186	13	200	196	98.0%
■ Adjustment	▲83	▲21	▲104	▲75	▲24	▲100	▲118	-

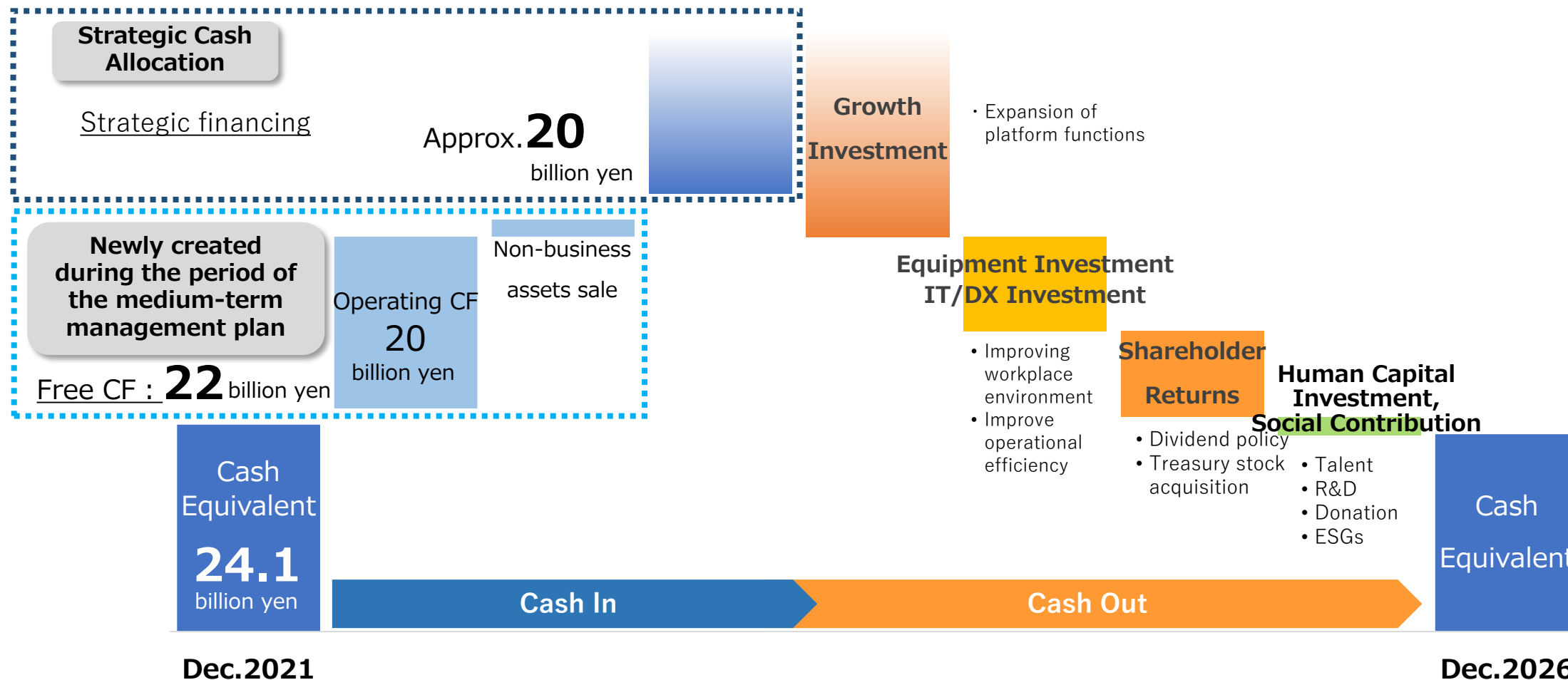


Financial Capital Strategy & Shareholder Return Policy



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.

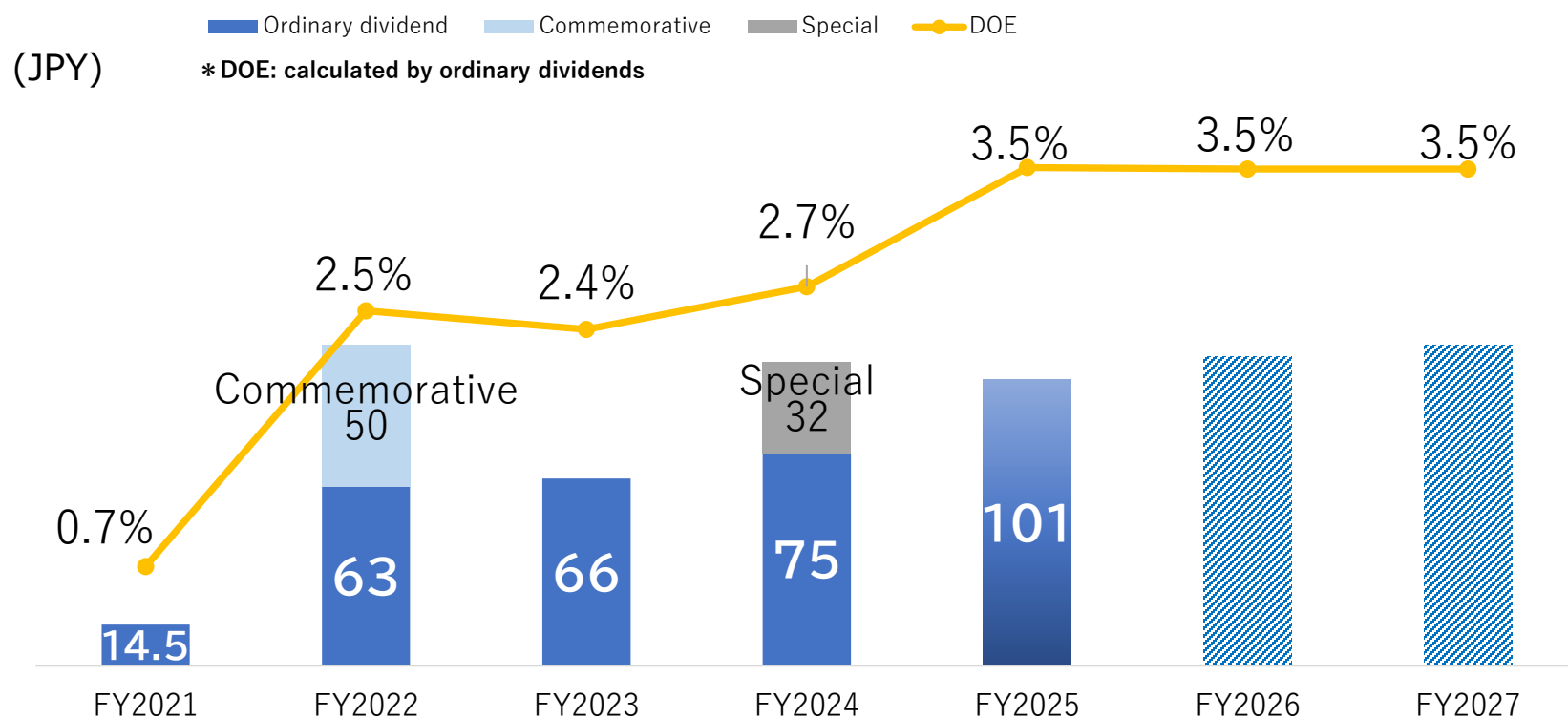




Dividend Policy

- 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



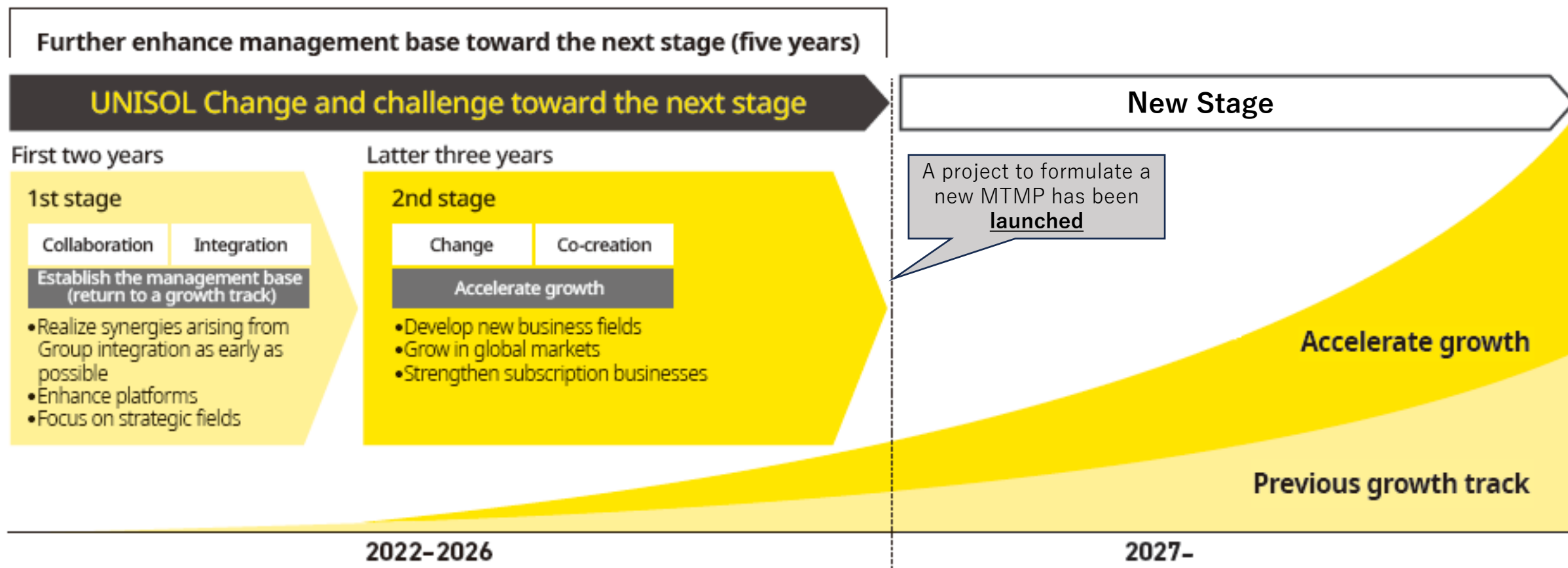


Medium-Term Management Plan 「UNISOL」 (2022-2026)



● 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.





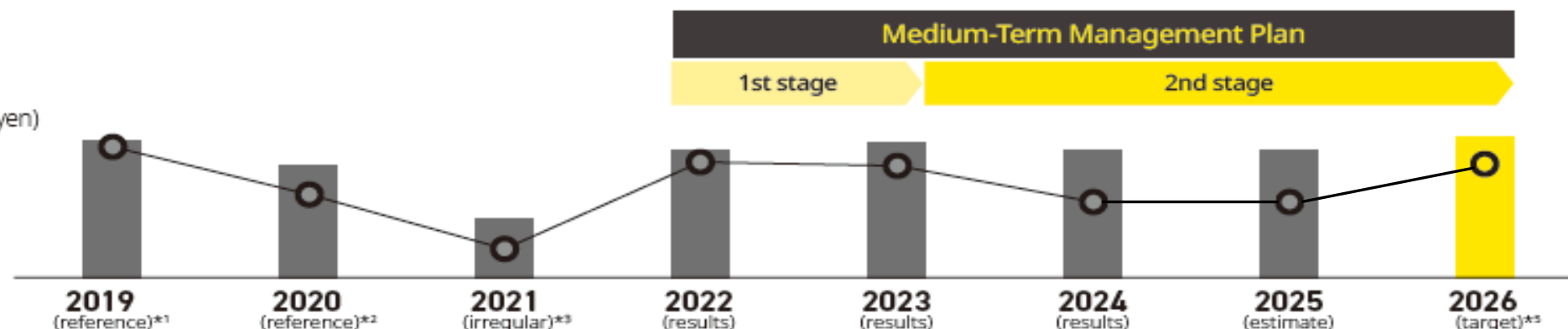
Medium-Term Management Plan "UNISOL"

● 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)



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*4 (%)	8.7	4.3	—	6.6	6.6	6.4	3.5	5.7

*1 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.

*2 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.

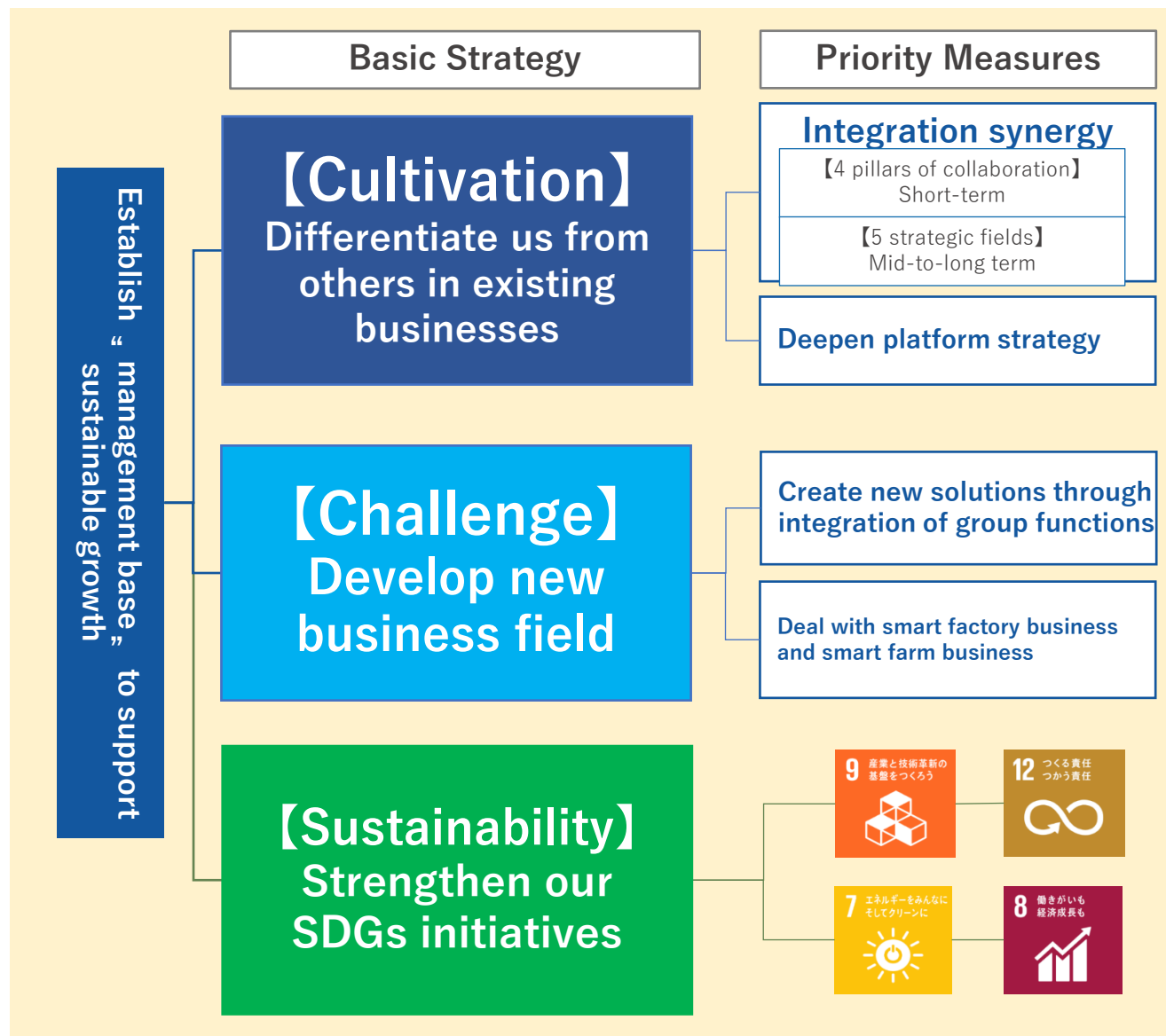
*3 As the merger was implemented in October 2021, results for fiscal year ended December 31, 2021 are the consolidated business results of Furusato Industries for April to December 2021 (9 months) and Maruka's consolidated business results for December 2021 (1 month).

*4 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 *3.

*5 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



Industrial Machinery

- Collaborate with the Engineering BU to introduce automation equipment and aim to **become a leader in market**.
- Work with the Machinery & Tools BU to **expand the sales of group products**.
- Partner with the Global BU to **discover excellent overseas products** and develop new distribution channels as a Japanese agent.

Machinery & Tools

- **Strengthen proposal capabilities** through collaboration with the Industrial Machinery & Engineering BU.
- **Enhance and expand original products** like “GIGA” by assigning dedicated sales personnel and conducting strategic promotional activities.
- **Strengthen capabilities of the EC business** by selecting key business partners and utilizing SNS to capture the diversifying needs of customers.

Global

- North America: In addition to strengthening existing businesses, aim to **automate, streamline, and transform advanced technologies into core businesses** through strategic investments.
- Southeast Asia: Expanding of customer base through focusing on **after-sales services and the food industry** as growth businesses and growth areas.
- China: Rebuilding of customer base and **expanding of export business** by discovering excellent local products.

Engineering

- **Through an engineering approach**, aim to secure project opportunities in the automotive industry and pioneer new developments in non-automotive industries.
- By securing and nurturing engineering talent, strive to **significantly improve the in-house handling** of design and maintenance projects.
- To strengthen our proposal capabilities and improve productivity by **enhancing and optimizing the engineering capabilities in collaboration with group companies including** Security Design, Inc.

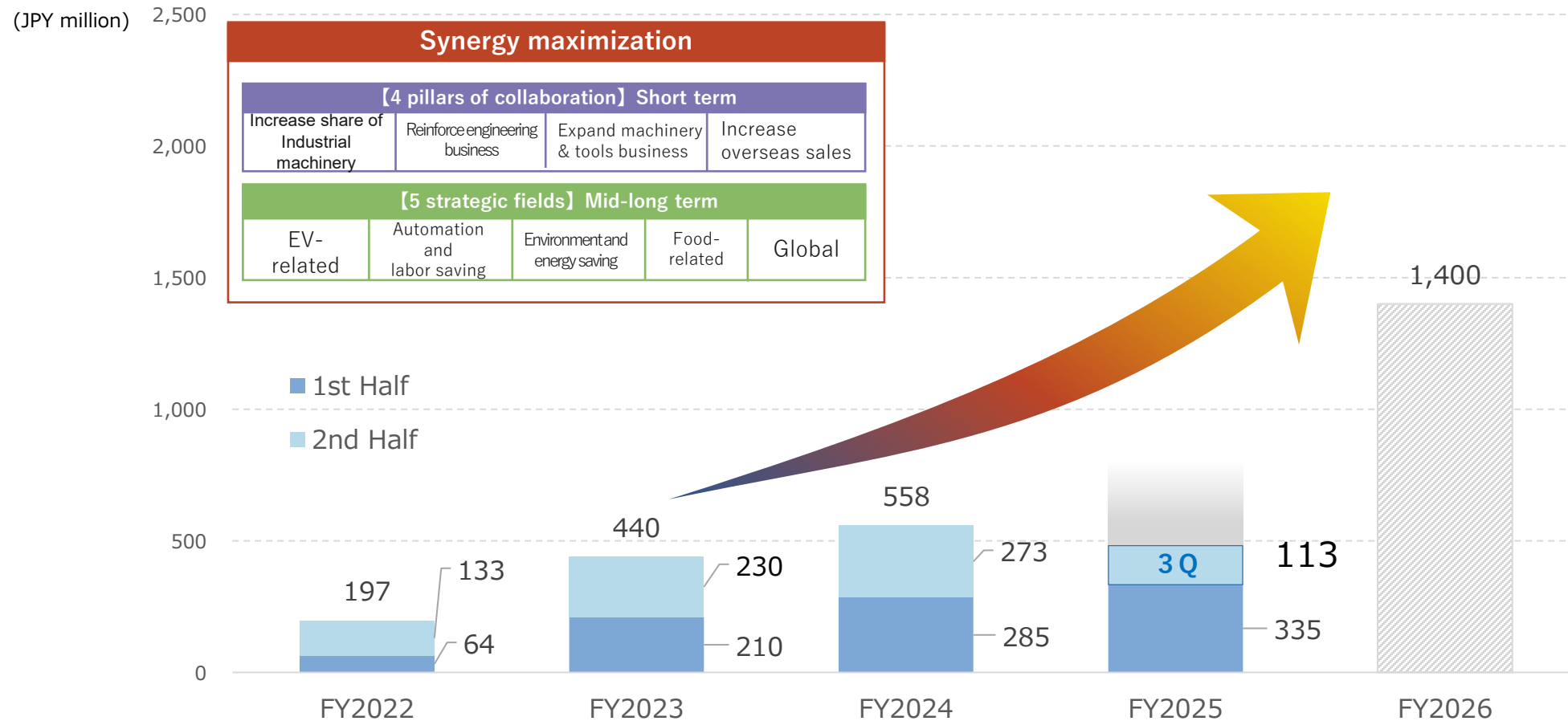
Food

- Leverage the grouping of MTFs Corporation to capture **the increasing demand for production expansion and automation in food factories across Southeast Asia** where the population is growing.
- **Establish global partnerships** with manufacturers that handle strategic products. Through deepening collaboration, establish an expanded sales structure.
- Target the baking and confectionery industry to aim for the expanded promotion of our products including **creation of new markets**.



● December 2025 3Q Results: 448 million yen

- **Increase share of Industrial machinery:** Continue to expand commercial sales of equipment tools : 128 million yen
- **Automation and labor saving:** Promoting automation and labor saving in direct sales : 81 million yen
- **Sustainable cost reduction:** 94 million yen





IR Activities



■ Event

Update!

- NIKKEI-TSE IR Fair 2025 on September 26th & 27th

Exhibited for the first time, plan to exhibit consistently

- Number of attendees to the event: 32,160
- Number of participants to our sessions (a total of 19 sessions in two days): 409



■ SNS

- IR Official X account

Increase Followers at the Nikkei-TSE IR Fair
Daily updates on stock price and our events
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

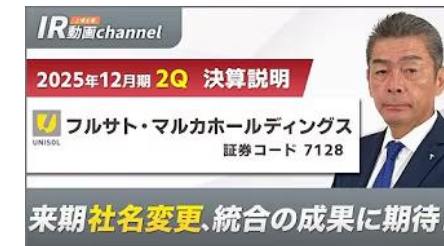
Update!

- 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

Update!

- Radio NIKKEI ~ Time signal CM

From January 2026, renewed CM to introduce new company name "UNISOL" is scheduled to air just before "Market Press" as the 9AM time signal commercial on weekdays

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



■ Research Coverage Report

Update!

- Shared Research

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



Caution regarding Forward-looking Statements and Original Language

This document contains forward-looking statements based on information available to the company at the time of disclosure and certain assumptions that management believes to be reasonable. The company makes no assurances as to the actual results and/or other outcomes, which may differ substantially from those expressed or implied by such forward-looking statements due to various factors including the timing at which the changes in economic conditions in key markets, both in and outside of Japan, and exchange rate movements. The company will provide timely disclosure of any material changes, events, or other relevant issues. The company has no responsibility for any possible damages arising from the use of information on this material, nor does the Company have any obligation to update these statements. This document is an English language translation of the materials originally written in Japanese. In case of discrepancies, the Japanese version is authoritative and universally valid.