

SEIWA HOLDINGS Co., Ltd.

Financial Results Materials
for Q3 FY2026 (FY Ending May 2026)

Stock Code: 523A | TSE Growth Market

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1. About Us

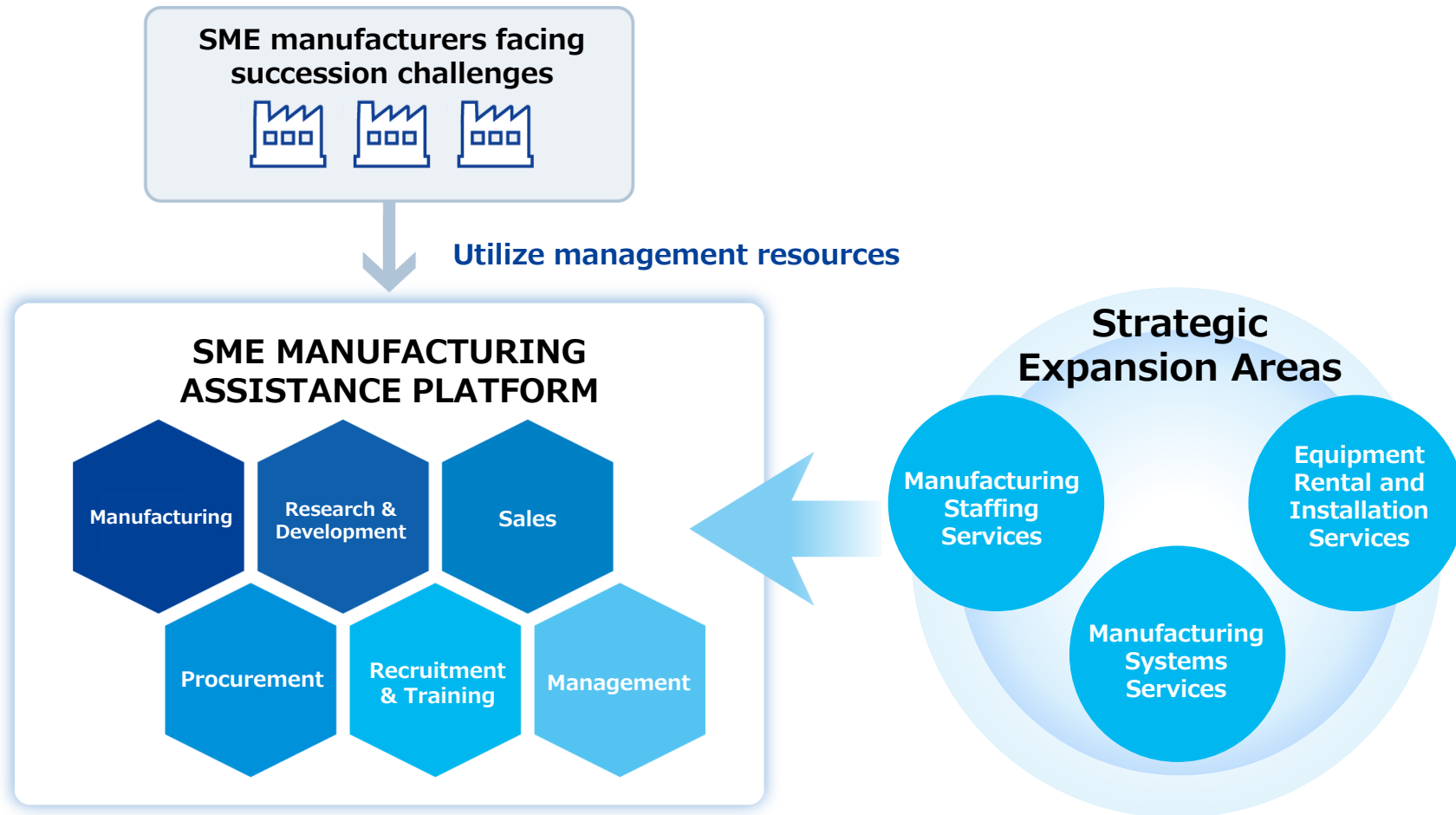
What is SEIWA HOLDINGS?

**We are a business succession platform
in manufacturing industries,**

that continually acquires SMEs lacking successors and
drives value creation through our unique framework

Overview Diagram of SEIWA Platform

The platform consolidates functions SMEs can't maintain independently to support operations, and will be strengthened by integrating manufacturing management capabilities.



Overview of Our Key Product Lines

Revenue breakdown of group companies based on the Japan Standard Industrial Classification (JSIC)

38%*



1. Metal Products

Primarily cation painting and electroplating
(Left: cation-coated door / Right: electroplated metal products)

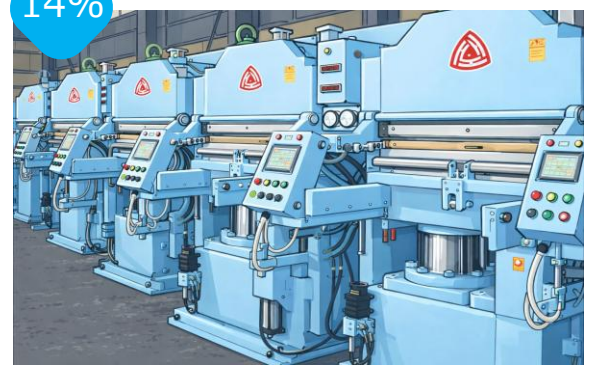
14%



2. Transport Equipment Mfg.

Ship generators and liquid level gauges
(Left: generator frame, Right: liquid level gauge)
Note: right gauge scaled for scale

14%



3. Industrial Machinery

Produce niche, specialized machinery

Primary Client of the Target Businesses

Semi-conductors Automotive Machine Tools

Shipbuilding Plant / Industrial Facilities

Semi-conductors Automotive Medical

*Note: These ratios are based on the results of 1H FY 2026 (audited) and represent the revenue composition of each Group company, classified according to the JSIC.

Why we pursue this business?

I worked part-time at a small factory run by my father. As I worked with **craftsmen** who were involved in manufacturing, I was impressed with how **“they were supporting Japan”** and decided to join the company. There were many challenges: we had only one client, were in excess debt, and faced heavy workloads. In addition, employees looked **only to my father**, the founder, and I was largely ignored. He worked hard and gradually earned their trust and recognition.

As our company made progress in stabilizing and diversifying the business, we began to recognize that **“business succession”** had become a pressing social issue, prompting me to think that maybe our journey could serve as a key. Driven by this conviction, we took active steps to address the importance of succession in the manufacturing sector.

During our work on succession initiatives, we received feedback such as:

“I never imagined I would be able to continue working at this company that I love and still receive bonuses.”

“If I hadn't joined the SEIWA Group, I believe my company would have faced dire circumstances.”

These remarks revealed **the deep passion each owner had** towards their business and their employees, **and the workers' sincere loyalty** to their workplace.

This experience has reinforced our **commitment to carrying the torch forward**, and have been dedicated to making business succession our mission.

We contribute to society and our business partners by becoming a

“model for small and medium-sized enterprises in the manufacturing industry.”



Corporate Highlights

1 Favorable Business Environment

- The average age of business owners is 63.6 years (FY2024), indicating a long-term aging issue
- Against 62,695 business closures/liquidations, only 883 were succeeded, indicating a severe shortage of successors

2 Expanding Competitive Advantage is Key under a Long-Term Ownership Model

- Combined profit increased by 91% post-acquisition versus pre-acquisition levels
- Achieving approximately **3.5x the industry average profit margin** through proprietary value creation initiatives

3 Robust M&A Pipeline

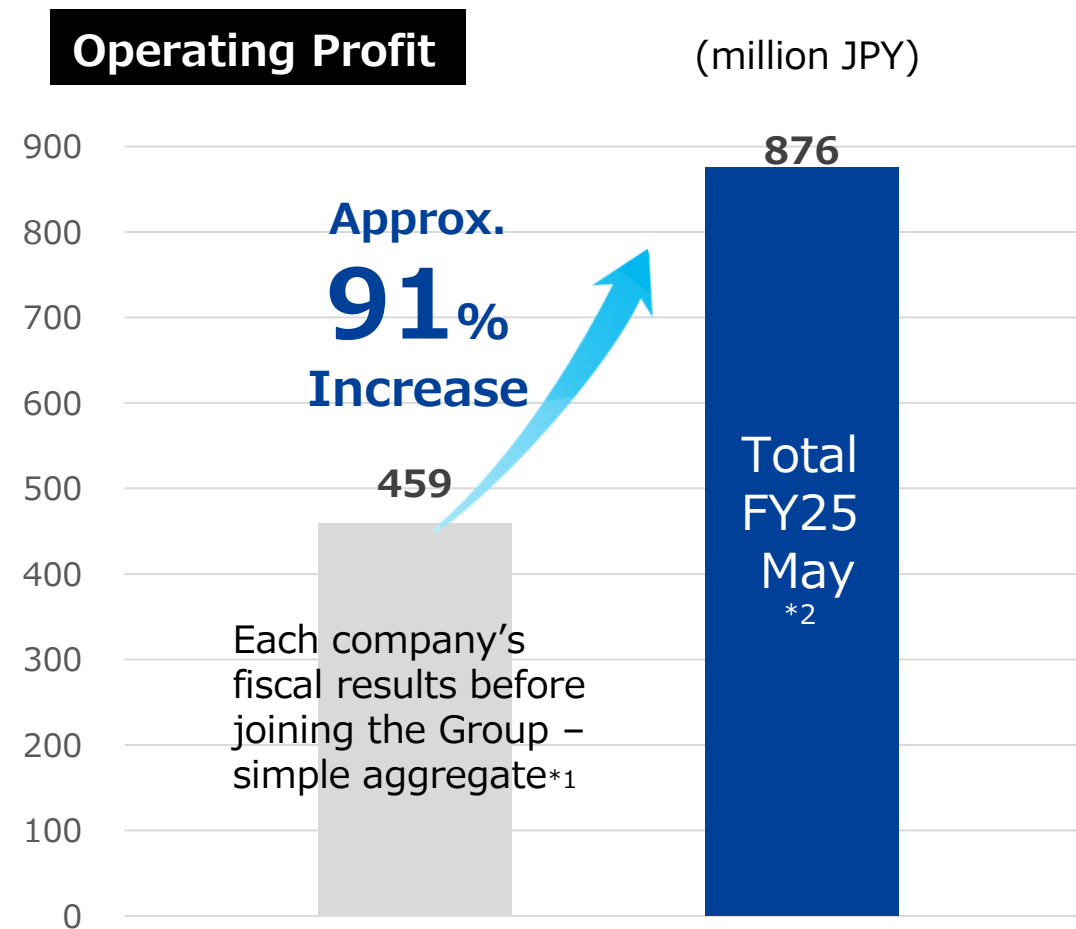
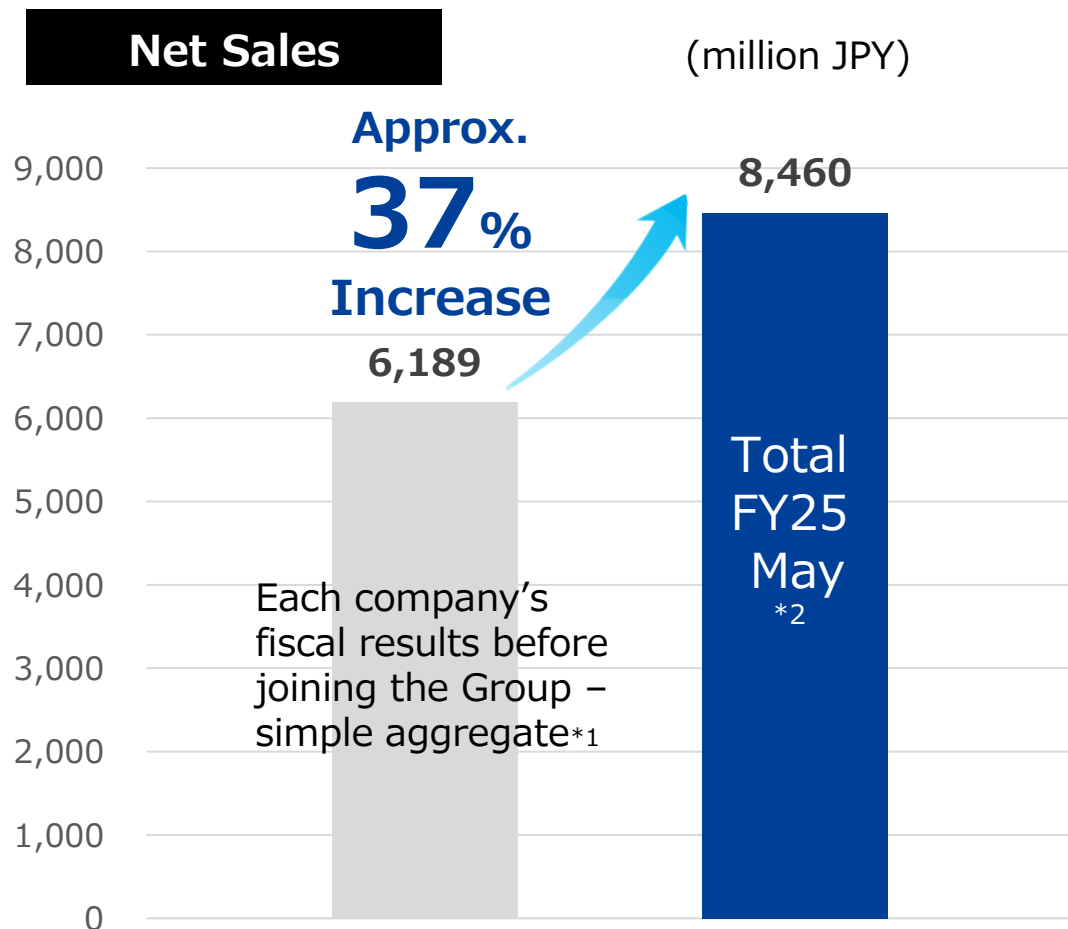
- Already recognized in the intermediary industry as a strong buyer in manufacturing M&A
- Currently **reviewing 4 companies**, with **3 to 4 in-scope deals added to the pipeline each month**

4 Appropriate Acquisition Pricing and Strict Financial Discipline

- Disciplined investment approach based on **approximately 5x EV/EBITDA**
- Investment leverage of 3 to 4x the **Net Debt/EBITDA**, with investment capacity of **5.7~7.6 Billion JPY**

2. Value Enhancement

Pre-Group Integration vs FY25 May



Profitability efforts drove significant growth post-integration

Note: Figures shown are the simple totals of all group companies, excluding SEIWA HOLDINGS and FUJIMEKKI (joined Nov 2024).

*1. The fiscal year used for the aggregation may differ depending on the company; accounting policy differences were not adjusted in the totals.

*2. Figures include intergroup transactions.

Post-Group Integration

Since the business succession, the performance of many group companies has improved through independent initiatives.

Company	Succession Year	Before Business Succession		After Business Succession (Latest results)		Enhancement through Seiwa Platform
		Sales	Operating profit	Sales	Operating profit	
Seiwa Welding	2019	195 million JPY	12 million JPY	700 million JPY +259%	99 million JPY +725%	<ul style="list-style-type: none"> ■ Diversified away from single-customer dependency, ensuring no individual customer represents more than 15% total revenue ■ Increased the number of customers to 48 and achieved significant procurement cost reductions through group purchasing
Tama Kako	2021	491 million JPY	26 million JPY	613 million JPY +25%	59 million JPY +122%	<ul style="list-style-type: none"> ■ Rebuilt the sales function and expanded customer reach, leading to a restructured customer portfolio and a stronger earnings base. ■ Drove continuous improvement initiatives and productivity enhancements, reducing manufacturing costs and significantly improving profit margins.
Nihon Keiki	2022	278 million JPY	32 million JPY	364 million JPY +31%	67 million JPY +109%	<ul style="list-style-type: none"> ■ Streamlined manufacturing processes, reducing required personnel from five to two ■ Established a sales network in new locations through daily reporting and joint client visits

Note:

*1. Revenue and operating profit are prepared in accordance with Japanese GAAP and are unaudited.

*2. Recent results include intercompany sales

Driving Profitability with a Disciplined Management Process

Enhancing Profit Margins through Continuous Value Creation

Consolidated figures for SEIWA HOLDINGS Group

Index	Manufacturing Avg*1	FY2024	FY2025	3Q FY2026
Gross Profit Rate	19.5%	29.9%	30.4%	36.6%
Operating Profit Rate	5.2%	12.0%	10.2%*2	18.0%*2

- Both gross and operating profit margins **exceed** the manufacturing industry benchmarks
- Driving continuous profitability through manufacturing expertise

Source:

*1. Calculated based on revenue, cost of sales, and operating profit of the manufacturing industry according to the Ministry of Economy, Trade and Industry's "2024 Basic Survey on Corporate Activities (FY2023)"

*2. For comparison with general companies, the OP margin of SEIWA Holdings is calculated after adding back amortization of customer-related assets and acquisition-related costs, and deducting other income and expenses

3. M&A

M&A Investment Criteria













With 7.606 Billion JPY investment capacity, near-term M&A can be funded by available cash and loan

Fundamental Investment Policy

Criteria	<ul style="list-style-type: none">■ Conduct EV/EBITDA valuations, primarily targeting companies with multiples of 5x or less■ Large number of investment targets, mainly companies with EBITDA of 100–300 million JPY
Target	<ul style="list-style-type: none">■ Niche, competitive companies within our core focus markets (top M&A priority)■ Manufacturing-related support functions, including staffing, systems, and trading companies■ Also targeting fund-owned deals with justifiable valuations (e.g., succession issues → fund → our acquisition pipeline)
Investment Status	<ul style="list-style-type: none">■ Fuji Plating acquired last fiscal year, has improved its OP margin by 6.7%■ Four companies currently under active and positive consideration
Financial Discipline	<ul style="list-style-type: none">■ Net Debt/EBITDA capped at 3–4x; with a net cash position expected post-listing■ Current investment capacity stands at 5,702–7,606 million JPY

Our Positioning in M&A

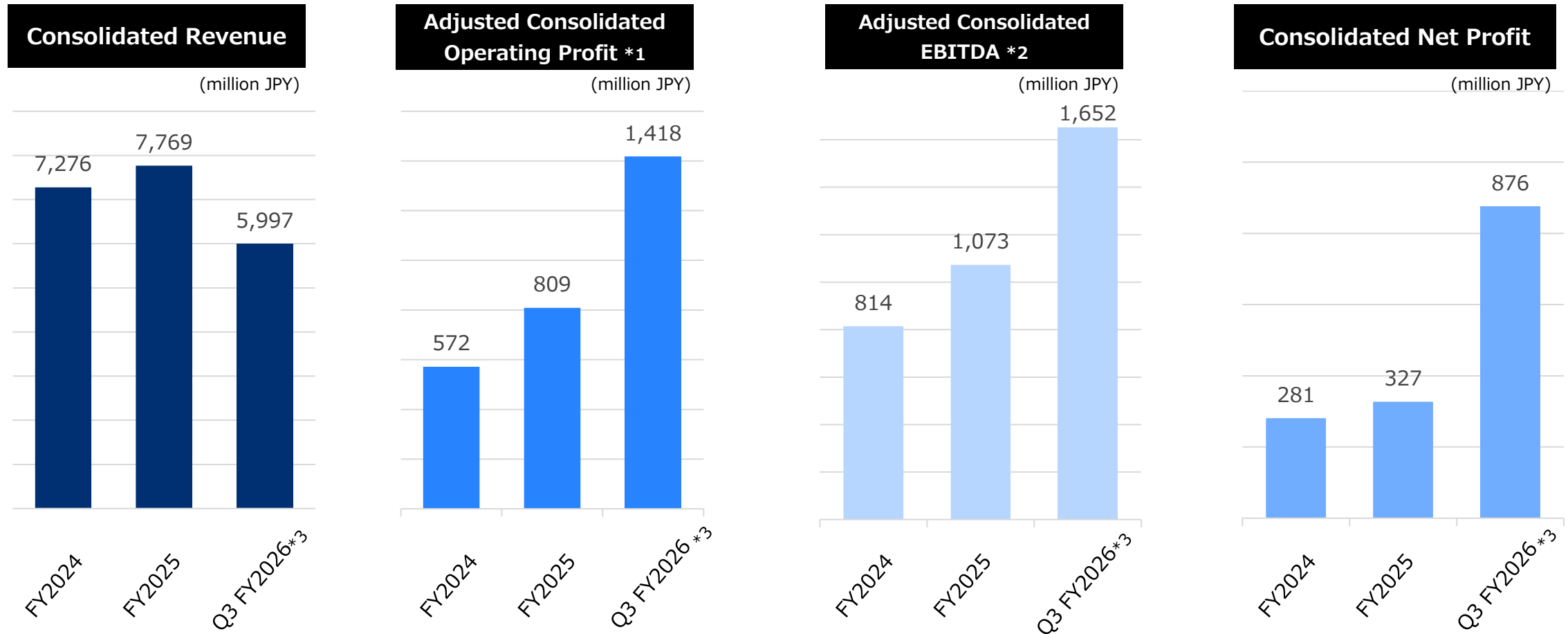
Differentiated long-term ownership model without an exit assumption

	Investable Companies	Mid- to Long-term Outlook	Synergistic Growth	Business Succession Know-how
SEIWA HOLDINGS	 Many niche SMEs capable of high profitability	 Mid- to long-term investment capability	 Proprietary platform Group synergies	 Extensive experience with SMEs in manufacturing industries
Large Manufacturers	 Businesses must meet certain financial criteria, and focused on parent company	 Investors' priorities shift due to deteriorating performance and changes in business strategy	 Synergistic benefits possible if aligned with parent company	 Rare to find companies with strong M&A track record
Investment Funds	 Businesses must meet certain financial criteria; and unfamiliar with niche markets, making it difficult to target	 Despite management expertise, mid- to long-term support limited due to M&A or IPO exit focus	 Growth through internal means	 Extensive M&A track record with capacity to assess value and execute M&A

4. Results

Consolidated Performance Trends

Limited M&A due to IPO preparation, with a focus on value creation driving record-high profits



Note:

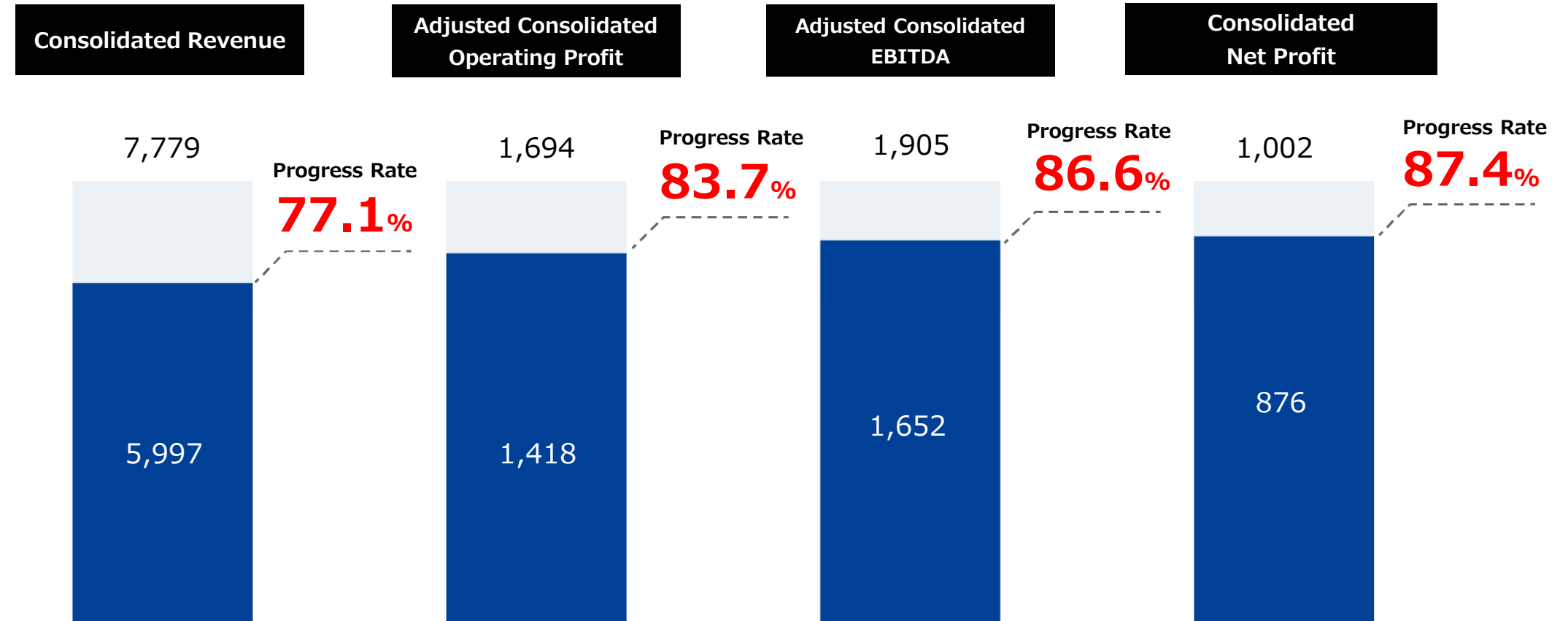
*1. Adjusted operating profit is calculated by adding back amortization of intangible assets arising from business combinations and acquisition-related costs to operating profit.

*2. Adjusted consolidated EBITDA is calculated by adding back depreciation and amortization to adjusted consolidated operating profit.

*3. The figures are based on audited financial results for each fiscal period.

Budget vs. Actual

87.4% of net income target achieved as of Q3, exceeding plan and progressing steadily



Note:

*Adjusted operating profit is calculated as operating profit plus amortization of intangible assets arising from business combinations and acquisition-related costs. Adjusted EBITDA is calculated as adjusted operating profit plus depreciation and amortization.

Balance Sheet Strength to Support Continuous M&A

Investment capacity of 5.7–7.6 billion JPY, including 4.3 billion JPY raised at IPO

(million JPY)	3Q of FY2026.5	Post Equity Offering*4
Current assets	4,693	8,971
• Cash and deposits*1	2,458	6,737
Non-current assets	6,546	6,546
• of which: Goodwill	1,464	1,464
• of which: Intangible assets	1,333	1,333
Total Assets	11,239	15,518
Current liabilities	3,825	3,825
• Interest-bearing liabilities*2	2,156	2,156
Non-current liabilities	5,627	5,627
• Interest-bearing liabilities*2	4,591	4,591
Total liabilities	9,453	9,453
Net assets	1,786	6,064
Net Debt	4,289	10
• Adjusted EBITDA*3	1,904	1,904
Net Debt/ EBITDA	2.25x	0.01x

*1 Cash and deposits = Cash and cash equivalents + Long-term deposits + Investment securities

*2 Interest-bearing liabilities = borrowings, bonds, and lease liabilities (including current portions)

*3 Adjusted EBITDA is the forecasted figure for the fiscal year ending May 2026.

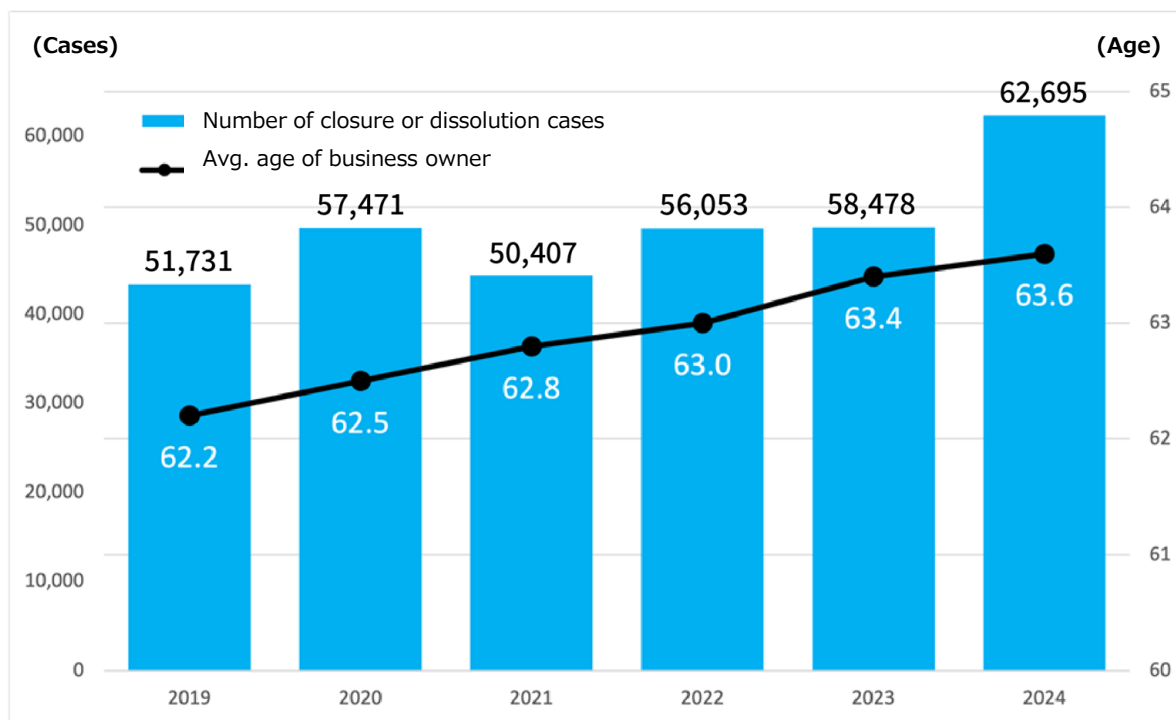
*4 Post Equity Offering figures are calculated by adding the proceeds from the equity offering to the figures as of the end of the third quarter

5. Appendix

Succession Issues: Aging Management & Lack of Successors

The number of companies without successors continues to rise, while businesses capable of absorbing them remain insufficient

Number of business closures or dissolutions and average age of business owners*



*Source: TOKYO SHOKO RESEARCH, LTD., "Survey on Suspended and Dissolved Companies"(Jan. 11, 2025), "National Survey on the Age of Company Presidents"(Feb. 17, 2025)

Number of successful M&A deals to companies closed or dissolved

of companies closed/dissolved in 2025
62,695 cases



Ratio of business succession agreements to companies closed/dissolved

1.41%

of business succession agreements in 2024**

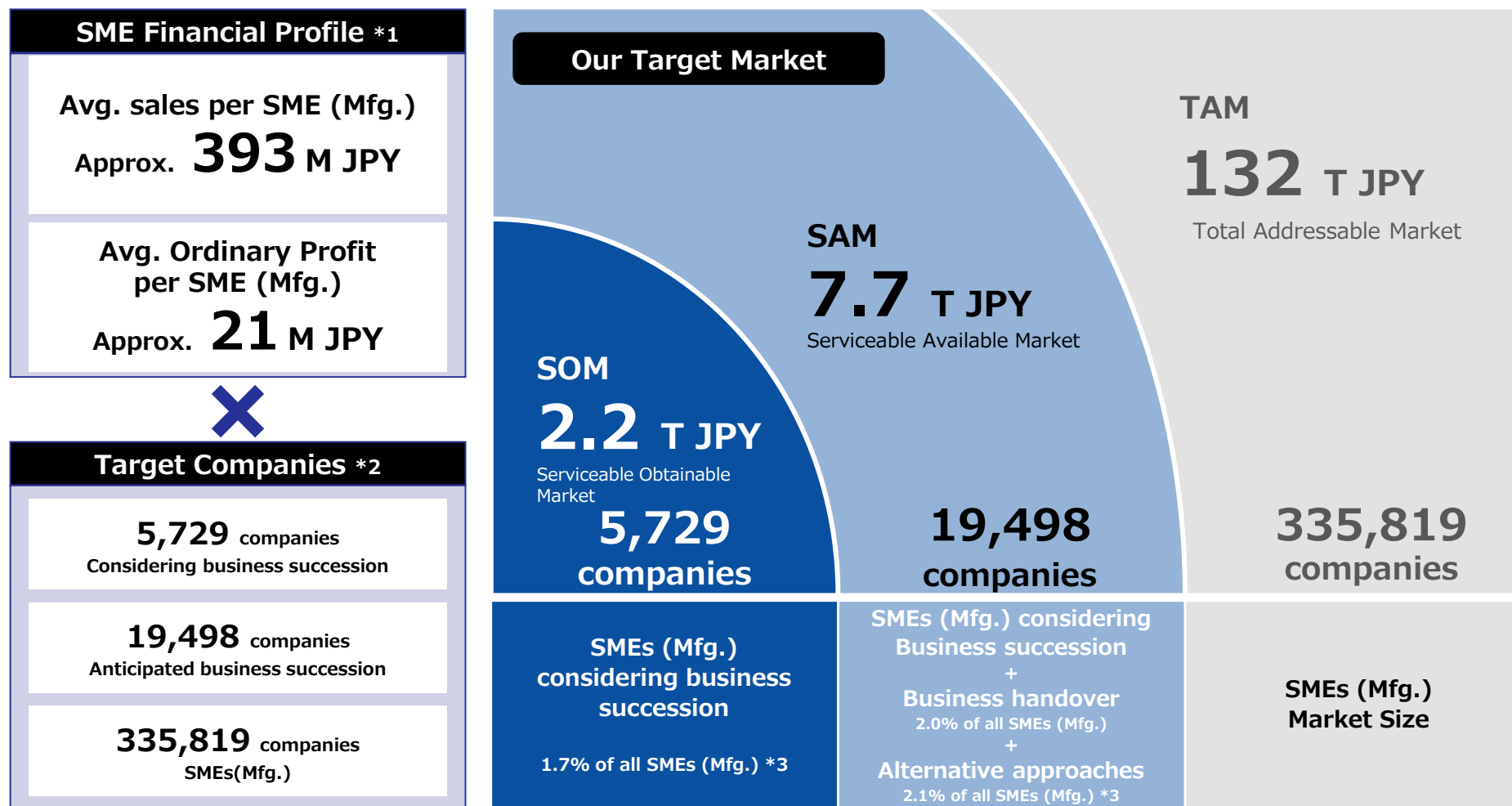
883 cases



**Source: RECOF Data Co., Ltd., "Monthly Business Succession M&A Report" Numbers are based on business succession M&A cases between Jan.-Dec. of 2024

Target Market Strategy

TAM of 132 Trillion JPY for SMEs in the manufacturing industry considering business succession



Source: Small and Medium-sized Enterprise Agency, "Basic Survey on SMEs, 2024 Final Report (FY 2023)". (All numbers are rounded to the nearest one decimal point.)

*1. Net sales of 392.5M JPY in FY 2023 are from Table 3-2, "Net Sales per SME (by Industry Category)." Ordinary income of 20.5M JPY in FY 2023 is from Table 3-4, "Ordinary Income per SME (by Industry Category)."

*2. TAM is calculated by multiplying net sales of 392.5M JPY by 335,819 companies (Table 5-2), expressed in Trillion JPY. SAM is calculated by summing up (5.806%) categories 3 (2.001%), 5 (1.706%), and 8 (2.099%) from the following eight categories—1. family succession, 2. internal succession, 3. handover to another company, 4. handover to an individual, 5. alternative succession, 6. will not continue, 7. not yet considered succession, and 8. other—which is applied to derive 19,498 companies, which are multiplied by 392.5M JPY and expressed in Trillion JPY. SOM is calculated by applying category 5. (1.706%) resulting in 5,729 companies, which are multiplied by 392.5M JPY and expressed in Trillion JPY.

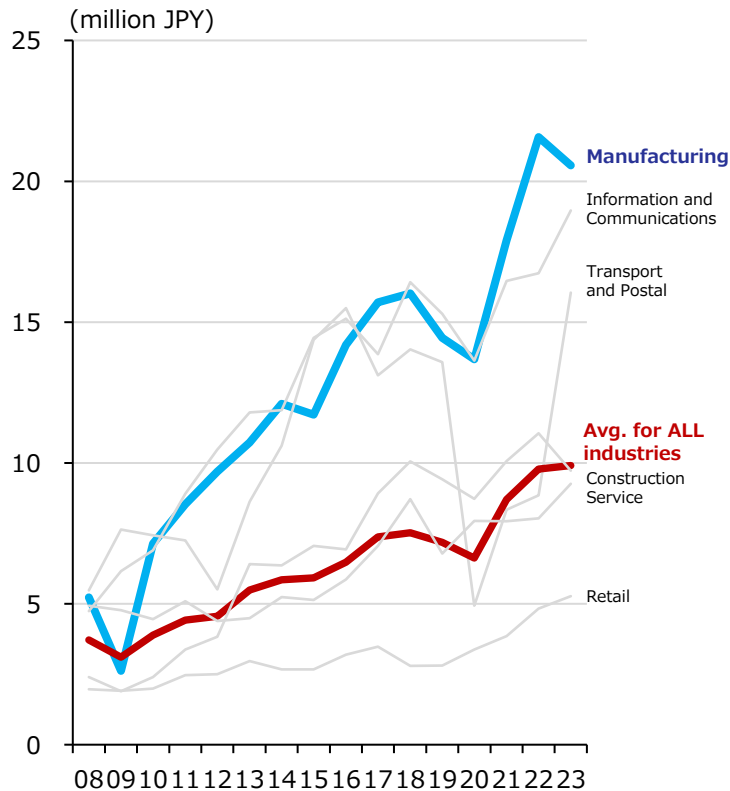
*3. The percentages stated in *2 above are rounded to one decimal place.

Reasons to Focus on Manufacturing Industries

Strong profits, minimal competition, and further growth opportunities through innovation

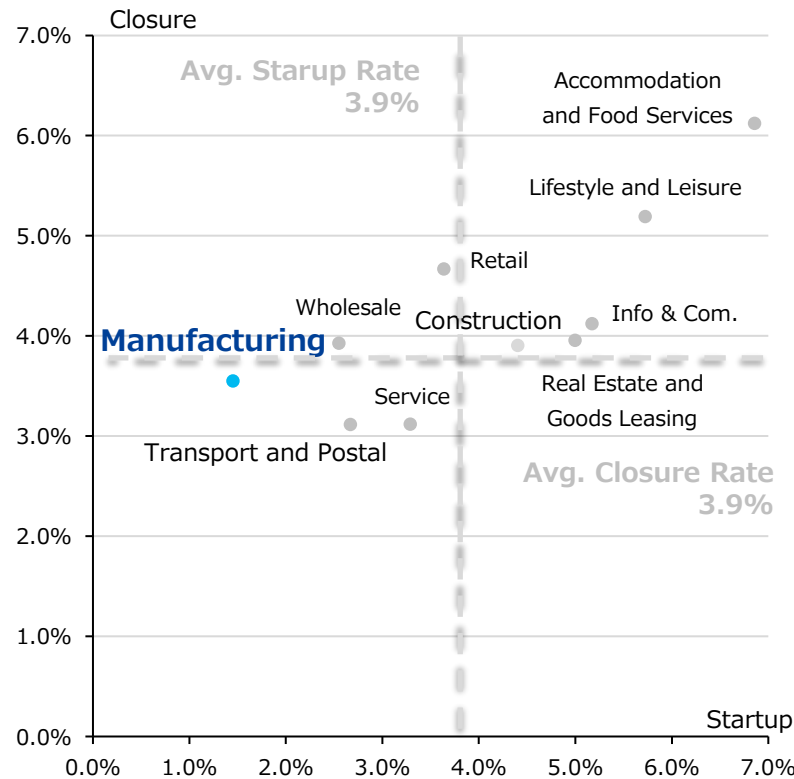
Profits per company top all industries

Ordinary profit per SME *1



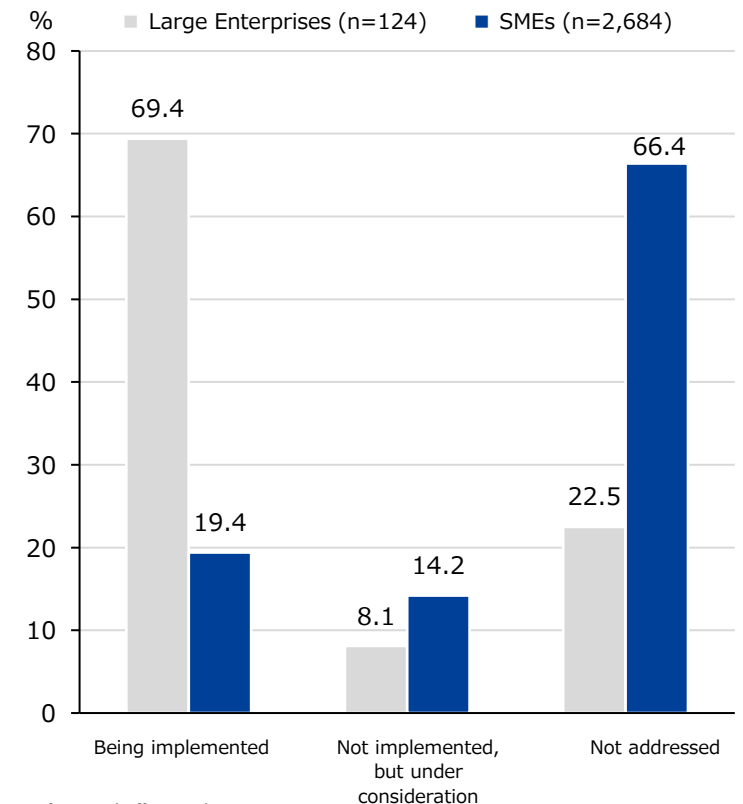
High entry barriers make it challenging for new competitors

Manufacturing startup and closure rates *2



Limited open innovation*3 initiatives vs. large enterprises

Status of open innovation initiatives *4



*1. Source: Small and Medium Enterprise Agency, "Basic Survey on SMEs, 2024 Final Report (FY2023)". Survey covers 110,000 companies selected by the Ministry of Internal Affairs and Communications in: construction, manufacturing, info & comms (internet services, media, publishing), retail, and other services, within specified capital/employee limits.

*2. Source: Ministry of Health, Labour and Welfare, "Employment Insurance Program Annual Report FY2023 (Full Version)". The start-up rate is calculated by dividing the number of newly covered establishments by the number of covered establishments at month-end.

*3. Open Innovation: An innovation approach that leverages internal and external ideas, skills, and technologies to create new products, services, businesses, or business models.

*4. Source: Mitsubishi UFJ Research and Consulting Co., Ltd., "FY2023 Survey on the State of Manufacturing Base Technologies (Report on Challenges Facing Japan's Manufacturing Industry and Policy Directions)".

Company Overview

Company Name	SEIWA HOLDINGS Co., Ltd.
Representative Director	Yuta Nomiya
Location	2F, DP Square Nishiki, 1-8-11 Nishiki, Naka Ward, Nagoya City, Aichi Pref., Japan
Date of Establishment	January 4, 2021
Capital	100 mil JPY (As of Nov 30, 2025)
Our Business	Promotion of business succession in the manufacturing sector, and Group management through platformization
Number of Employees	Approx. 355 (entire group) *As of the end of May 2025

List of Our Group Companies

Prefecture	Company Name	Business Description
Tokyo	Tama Kako Co., Ltd.	Cationic Electrodeposition Coating
Saitama	Sanyo Denko Co., Ltd.	Manufacturing of Special Electric Wires and Cables
Chiba	Mie Kogyo Co., Ltd.	Manufacturing of Rubber Molding Machines
	Kohsei Sangyo Co., Ltd.	Sales of Civil Engineering and Bridge Products; Metal Processing
	Kaken Geneqs Co., Ltd.	Manufacturing of Gas Injection Equipment
Gunma	Kanaya Toso Co., Ltd.	Cationic Electrodeposition Coating
Aichi	JOB Co., Ltd.	Civil Engineering, Paving, and Painting
	Fuji Mekki Co., Ltd.	Plating Processes
Gifu	Hirano Manufacturing Co., Ltd.	Manufacturing of Marine Generator Frames
	Toe Coating Co., Ltd.	Electroplating
Mie	Seiwa Welding Co., Ltd.	Manufacturing of Civil Engineering and Bridge Products
	Nihon Kogyo Co., Ltd.	Civil Engineering
Shiga	Kaishin Inc.	Manufacturing of Transparent Plastic Cases
Osaka	Nihon Keiki Co., Ltd.	Manufacturing of Liquid Level Gauges

Management Team

Expertise in SME operations, production management, and business administration



Yuta Nomiya Representative Director

Professional Background: SEIWA Welding / SEIWA HOLDINGS

Inherited struggling company and orchestrated various reforms. Recognized the undervaluation of highly skilled craftsmen and resolved to create the “world’s most comfortable factory.” Devised “network concept of local factories” to support businesses facing challenges due to lack of successors by acquiring such companies.

Author of *Textbook for Business Succession to Prevent Killing the Company* (Kizuna Publishing).



Michinari Ikawa Director, VP

Professional Background:

Okaya & CO., LTD. / Deloitte Tohmatsu Consulting

Over 8 years of experience in accounting and financial operations at Okaya, with expertise in taxation, disclosure documentation, capital raising, and IR. At Deloitte, led organizational and finance sector restructuring projects, and enhanced management accounting systems. Currently serves as President of Sanyo Denko Co., Ltd. in the SEIWA Group.



Eiji Kodama Director

Professional Background:

Director of Mitsubishi Chemical Subsidiary,
Director of Nakagawa Seitai Kakao Co., Ltd.

With a 35-year career at Mitsubishi Chemical(former Mitsubishi Plastic), assigned to affiliates and served as Executive Director overseeing manufacturing, development, sales, labor relations, general affairs, and accounting. Held roles of Director of Mfg. HQ and Plant Manager at a film manufacturer to accelerate production development.



Yusuke Miyake Director, Full-time Audit Committee

Professional Background:

KMPG AZSA LLC

Provided accounting and audit services for publicly listed companies during 8 years at KMPG AZSA LLC.

Joined the group in July 2022 and was appointed full-time auditor in August 2022.



Tetsuya Kimura Outside Director, Audit Committee

Professional Background:

President and CEO, Asahi Tekko Co., Ltd.
President and CEO, i Smart Technologies Co., Ltd.

Following a 21-year tenure at Toyota Motors, transitioned to Asahi Tekko in 2013. Established i Smart Technologies to implement IoT-driven DX and share Asahi Tekko’s expertise to other companies.



Yuri Hayashi Outside Director, Audit Committee

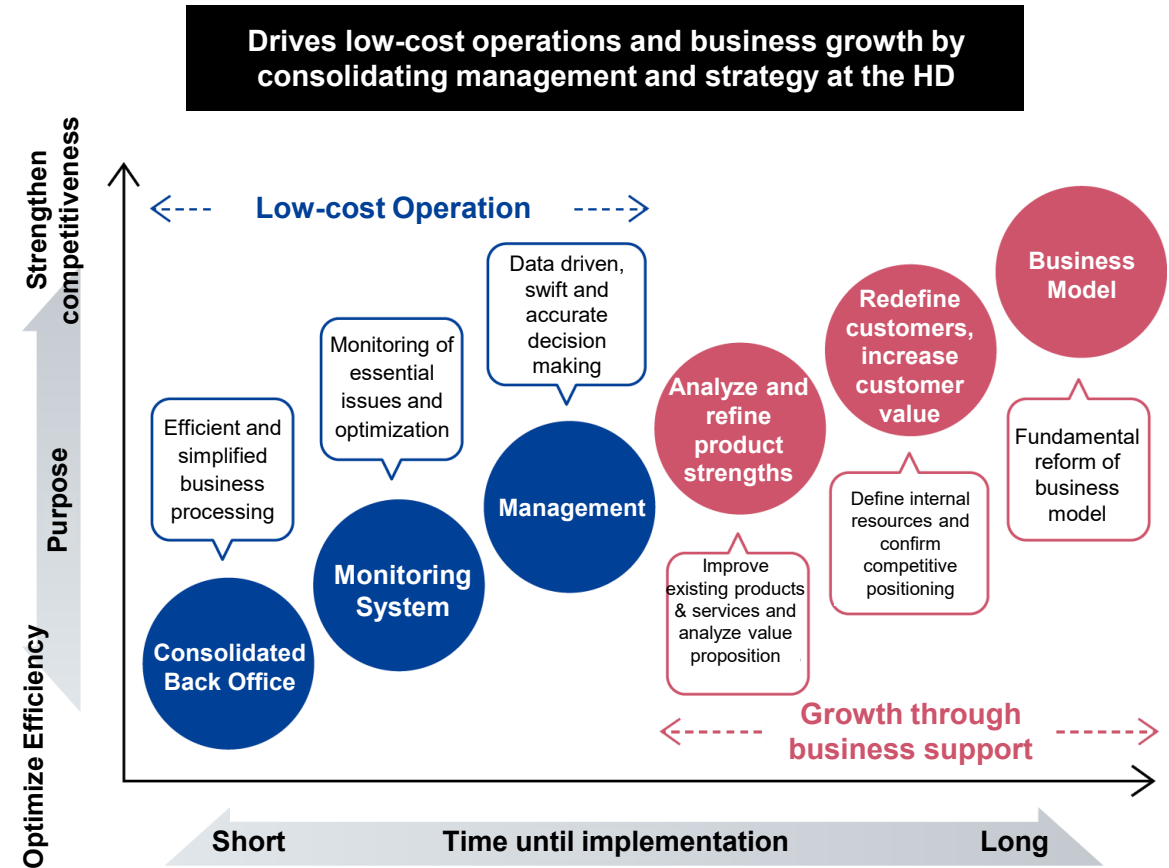
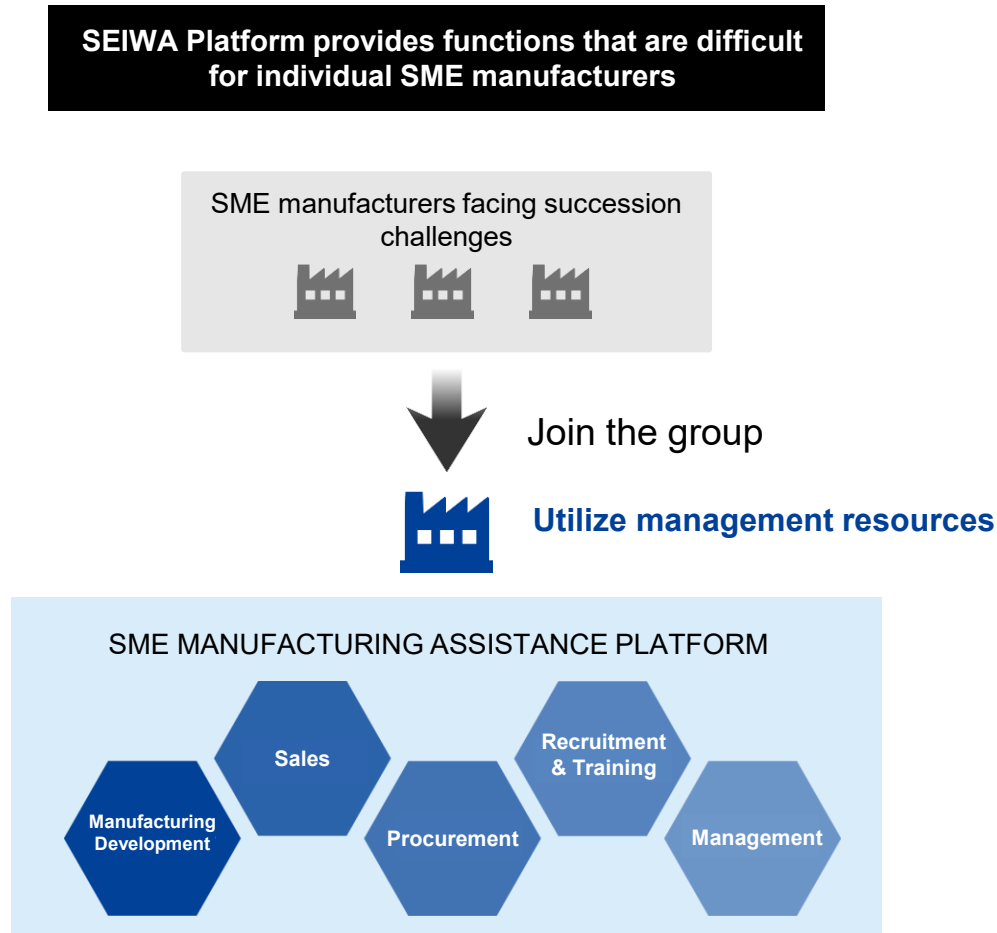
Professional Background:

Partner at Nakamura & Hayashi Law Office

Became a partner at Nakamura & Hayashi Law Office in 2018 after registering with the Aichi Bar Association in 2007. Experienced and expert in corporate legal affairs.

Schematic Diagram of SEIWA Platform

Consolidate functions difficult for SMEs to manage independently, and provide business support



Note: "Monitoring of essential issues" refers to the ongoing review of the following four management areas:
 Safety: Items monitored for business continuity using a group-wide standard format
 Labor: Labor practices reviewed with monthly oversight by HQ
 Quality: Stable supply ensured through complaint checklists and other tools
 Budget: Timely monthly reviews with management guidance

Core Strategy to Enhance Profitability

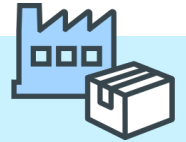
SALES: Restructure revenue model



Develop products and business models with strong pricing power to **secure fair profits**

- Integrate niche, high-pricing-power companies with technology, equipment, or patents into the group
- Identify unprofitable products through detailed cost analysis
- Redefine target customers and value propositions

PROCUREMENT: Enhance direct cost ratio



Aim to **procure appropriate quality at the lowest prices**

- Utilize in-house procurement to cut outsourcing costs and boost profits through internal production
- Exercise volume discounts on purchases within shared industries
- Share supplier and customer information to secure lowest-cost suppliers

MANUFACTURING: Process reforms



Redefine manufacturing from the ground up to **achieve greater efficiency**

- Analyze manufacturing processes and eliminate unnecessary tasks, then visualize and improve
- Assess site operations to optimize staffing, reassign team members, and develop multi-skilled engineers
- Reduce labor costs through machinery and automation

ADMIN COSTS: Reduce SG&A ratio

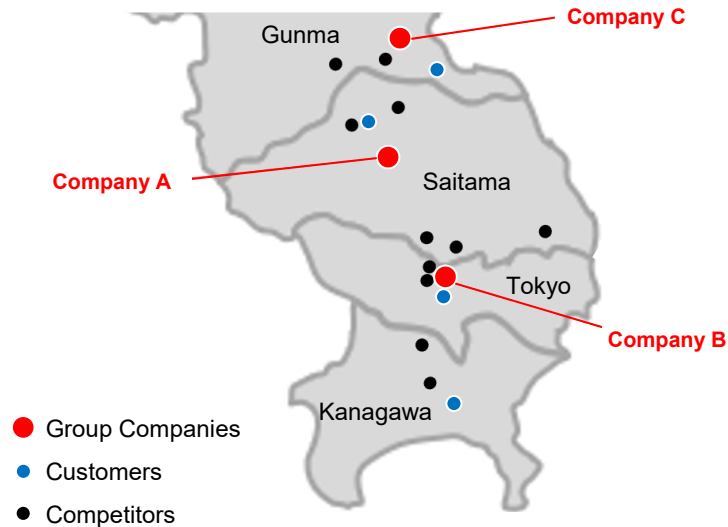


The SEIWA Platform enables **as much support as necessary**

- Use group-wide price benchmarking to secure lowest costs for common purchases, leases, and insurance
- Cut management costs by developing managers to oversee multiple companies
- Improve efficiency by consolidating HR, general affairs and accounting functions

Examples of Revenue Growth

Occupancy of Cation ED in Kanto Area

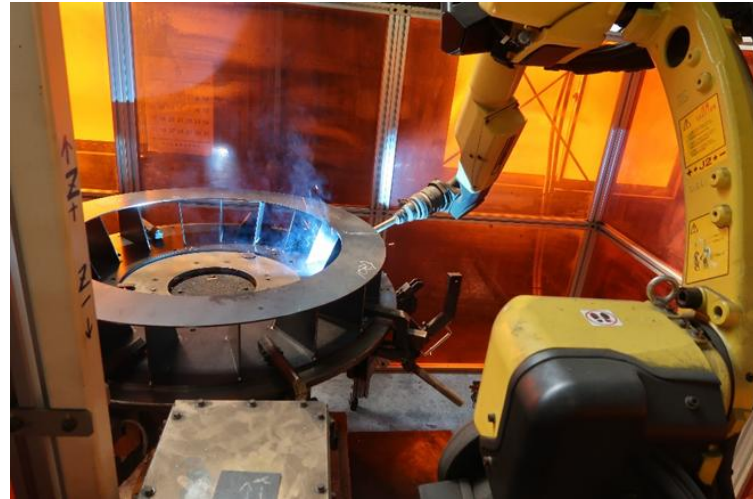


Highlights

- Built **competitive advantage** by **focusing on key areas**
- Enabled highly **replicable** PMI* by sharing know-how and reducing costs through joint procurement
- Selected appropriate plants according to factory line characteristics and customer proximity

*PMI: Abbreviation for *Post-Merger Integration*, referring to the integration activities carried out after an M&A deal is completed

Boost Profits by Optimizing Procurement



※Image of robotization

Highlights

- Increased sales by 21 million JPY by establishing a group-wide **joint manufacturing system** (FY May 2025)
- By standardizing suppliers, the material cost ratio of Group Company A was **reduced by 7.2%** compared to FY2024 (May 2025 results)
- Introduced robots via existing suppliers using group automation know-how, boosting productivity of target SKUs **by 2.1 times** (7 to 15 units/day)

Ongoing PMI Projects



Highlights

- Conducted defect rate analysis and sorted products inline, reducing 2 operator-days
- Improved efficiency by creating a dedicated preprocessing line to eliminate nighttime operations
- Appointed 2 in-house members capable of operating multiple lines, eliminating 2 operator-days
- Automated the line, reducing 1 operator-day

Business Succession Procedure

Use business succession checklist to drive deals around the following key items

M & A

- Target "manufacturing" and related businesses
- Target businesses with competitive advantages (technology, equipment, patents, location, etc.)
- Target companies with an EV/EBITDA multiple of 5x or less
- Ensure values and outlook align with the owner's
- Fits our target market



Due Diligence

- Assess roles of owner and key personnel, and identify future management team
- Review average salaries, vacation days, management positions, and dependency on specific employees
- Conduct market analysis of the target business (proprietary method)
- Assess whether the business can operate on its own
- Evaluate the source and sustainability of competitive advantages
- Assess future investment requirements and withdrawal cost



PMI

- Implement safety measures and create safer working environments aiming for zero accidents
- Select successors using a tailored process
- Execute back-office tasks efficiently with minimal staff using shared formats
- Utilize the proprietary platform for problem-solving and growth support
- Dispatch management

Building a Scalable Structure for Long-Term Growth

System to Sustain High-Quality Management

Group Management Structure (Operations)

Management Highlights and Future Leadership Pipeline

1. Leadership of Core Group Companies



Automation Specialist in Leading Mfg. Company

13 years leading "Special Projects" in production technology; recipient of President's Technology Award



Serial M&A Manufacturing Director with Extensive Management Experience

Supported company growth from inception; former CEO of multiple group companies; key contributor to group management structure



B2C Manufacturing Director with High-Value Brands

Contributed to company growth from inception by building the organization, assisting sales, and establishing back-office operations



Expert in Launching Overseas Factories for Prime Mfg. Company

Established Vietnam factory; recipient of Best Supplier Award

2. Group Management Talent Pool



4 staff added as of Feb. 2026

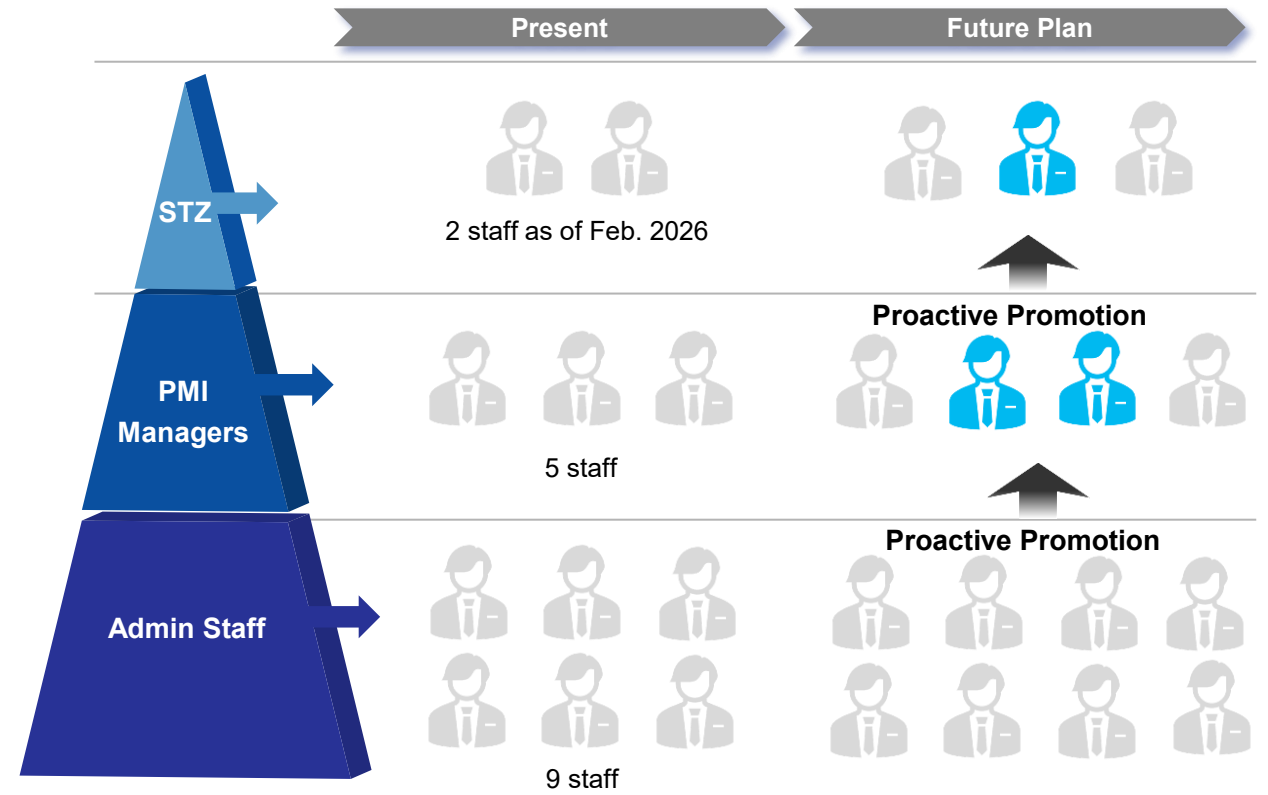
3. Mid- to Long-Term Development of In-House Talent



4 staff added as of Feb. 2026

Corporate Management System

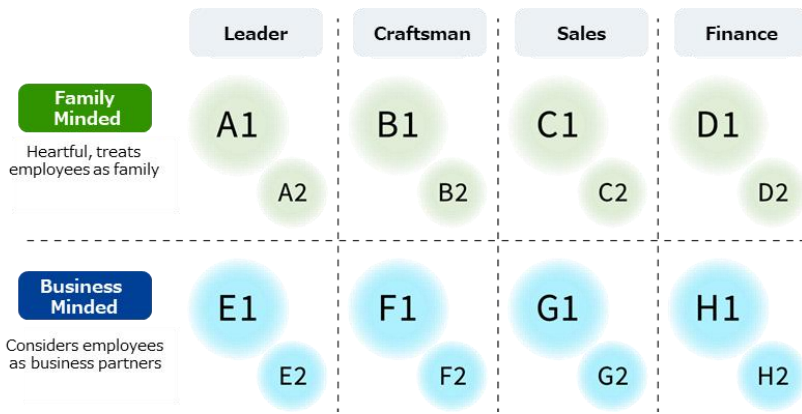
Strengthen management structure by expanding roles based on ability, irrespective of age or tenure



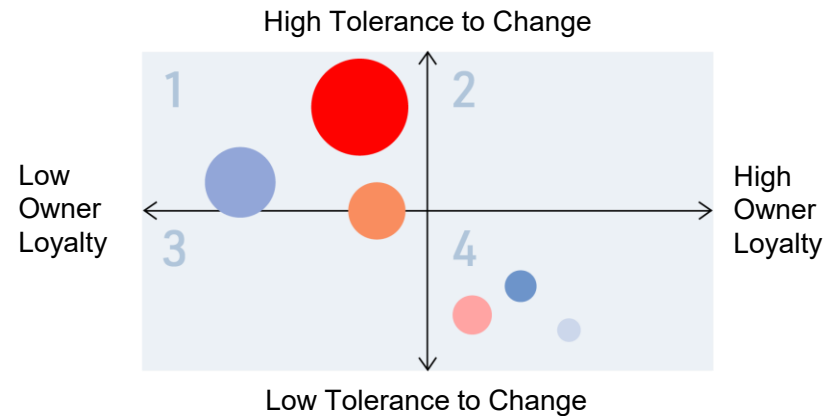
Original HR Optimization System

Improved PMI Success Rate Via Selection Table

Owner Type Matrix



Key Personnel Matrix



Successor Skills Table

Skill Set / Scenarios	Business Knowledge	People Skill	Manu- facturing	Manage- ment	Values
Retaining ownership	⊙	○	○	⊙	○
Internal Promotion	⊙	△	○	△	△
Selected from Seiya HD	○	○	⊙	⊙	⊙
Hiring of Suitable Management	△	⊙	○	⊙	△

HR Optimization System

Key Point: Optimized system ensures better HR alignment

1. Assess PMI challenges during due diligence and consider proceeding accordingly
2. Select personnel with higher success rate based on established patterns
3. Monitor progress continuously and implement appropriate counter measures

Exit Criteria

Exit Triggers



Note: The same criteria apply to restructuring projects after initial planned deficit period ends.

Exit Method

Method	Criteria	Action and Considerations
Absorption	The Board of Directors concludes that an internal group merger will resolve structural issues and provide greater economic rationality than a sale	<ul style="list-style-type: none"> Divest non-core businesses and consolidate plants as needed Establish a structure post-merger that maximizes contributions to group profits
Sale	The Board of Directors finds selling of the business more economical than business continuity	<ul style="list-style-type: none"> If layoffs are required by the buyer, retain employment within the group wherever possible
Closing of business	The Board of Directors determines that liquidation is more economically reasonable than a merger or sale, or that both scenarios are unfeasible	<ul style="list-style-type: none"> Produce inventory with consideration for productivity of key customers and suppliers (as much as possible) Inform customers of withdrawal and propose alternative procurement options at least 6 months in advance. Aim to retain employment within the group and assist other employees with reemployment

Business Risks and Corresponding Response Policies

Following Items are Listed as Risk Factors for Our Managing Group

Management Risk		Occurrence	Impact	Company's Response Policies
1	Failure to meet post-succession plan	Low	Large	<ul style="list-style-type: none"> Utilize checklists and know-how during investment Address unexpected situations by enhancing and leveraging SEIWA Platform
2	Investment-related troubles, reputational damage	Low	Large	<ul style="list-style-type: none"> Appoint external experts and outside directors with strong expertise in relevant fields Strengthen legal compliance items during DD
3	Risk of losing key management and technical personnel	Low	Large	<ul style="list-style-type: none"> Encourage mutual understanding through dialogue Foster consensus around target goals, evaluation method and management approaches
4	Risk of goodwill impairment	Moderate	Large	<ul style="list-style-type: none"> Conduct thorough hearings with engineers and industry stakeholders during DD Utilize SEIWA Platform compensate for weaknesses and ensure reliable business plans
Business Risk		Occurrence	Impact	Company's Response Policies
1	Quality issues, market recalls, etc.	Low	Large	<ul style="list-style-type: none"> Strict adherence to standard operating procedures Formalize customer contracts and mutual specification approvals
2	Loss of competitive edge from new services and products by competitors	Low	Large	<ul style="list-style-type: none"> Management takes lead role in conducting customer hearings Implement product development tailored to the market
3	Marketability decline due to environmental trends	Moderate	Large	<ul style="list-style-type: none"> Develop environmentally friendly products

Vision of Future Growth

Three Essential Pillars

1

Enhance profitability through disciplined management

- Instill a management approach focused on profitability
- Enhance competitiveness through standardized, group-wide KPIs

2

M&A of blue-chip companies

- Establish an in-house sourcing team
- Foster seller confidence through M&As in similar industries

3

Evolution of SP to facilitate high growth

- Streamline back-office operations for rapid, efficient management
- Form professional business support teams

3

Evolution of SEIWA Platform

2

Growth through M&As

1

Embedding Management Processes

*Note: The figures shown are illustrative and may differ from actual results

2022

2026