



UNISOL

FY2025 Earnings Presentation

UNISOL Holdings Corporation

February 2026

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

UNISOL



FY2025 Consolidated Financial Results

● **Financial Result of FY2025**

- Comparison with FY2024: Decline in revenue and profit
 - Increase in revenue and profit: Machinery and Tools Seg., IoT Solution Seg.
 - Decline in revenue and profit: Construction Product Seg., Construction Machinery Seg.
- Achievement Ratio vs FY2025 Forecast: Almost as forecasted
 - Net Sales: 9.8%, Operational Profit: 9.7%, Ordinary Profit: 1.02%
 - Profit attributable to owners of the parent: 7.6% (recorded a special loss of approx. 0.9 bill. yen)
- Dividend: 1.01 yen (per share)

● **Forecast of FY2026**

- Forecast of increased revenue and profit
 - Net Sales: 10.4%, Operational Profit: 10.1%, Ordinary Profit: 9.8%
 - Profit attributable to owners of the parent: 11.0%
- MTBP (2022~2026) Forecast
 - Revised the forecast for the MTBP final fiscal year to align with the Forecast of FY2026
- Dividend Forecast : 1.01 yen (per share)

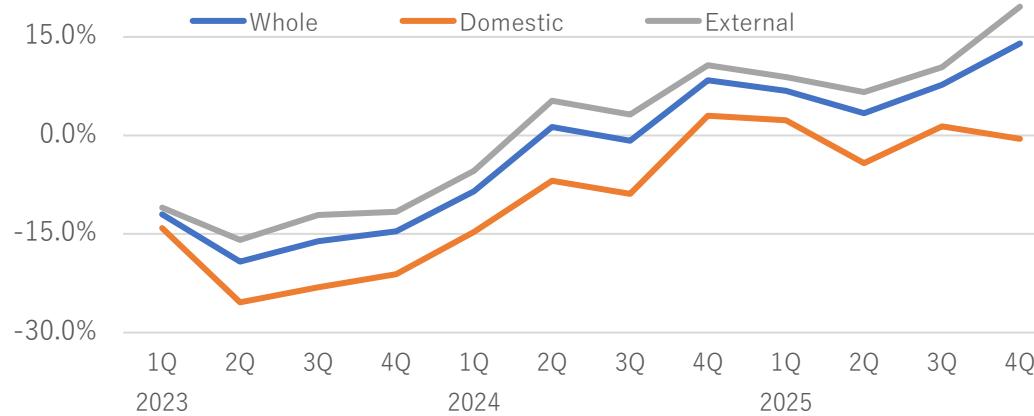
● **New MTBP**

- Currently formulating a new MTBP (2027-2029), which is scheduled to be announced ahead of schedule in June 2026



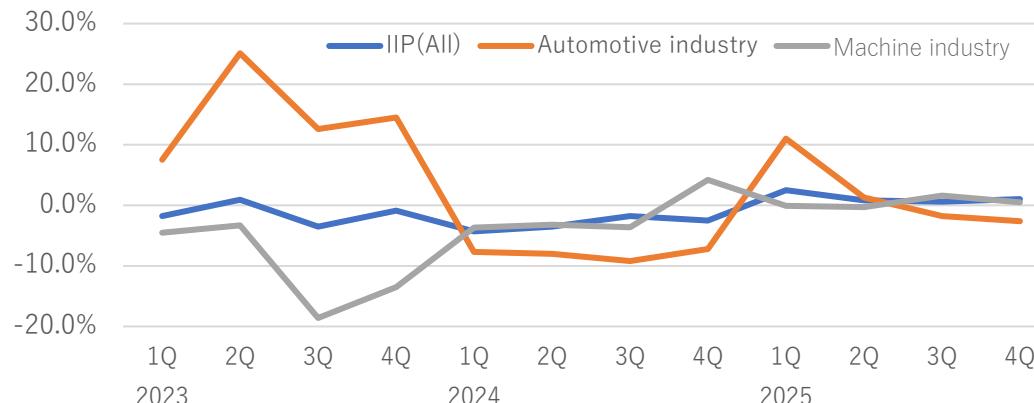
Machine Tool Orders (YoY)

- Domestic demand: Q1+2.3%、Q2▲4.2%、Q3+1.4%、Q4▲0.1%/CY▲0.2%
- External demand: Q1+8.9%、Q2+6.6%、Q3+10.4%、Q4+19.6%/CY+11.5%



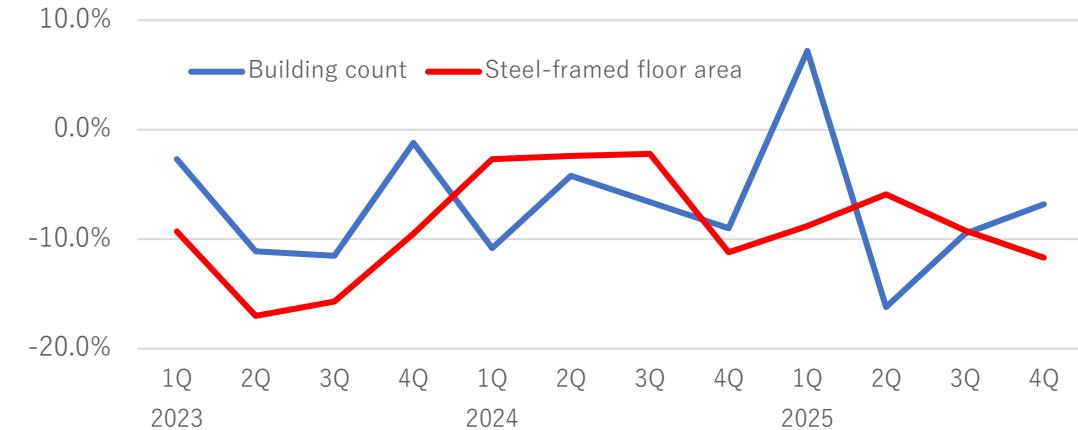
Index of Industrial Production (Seasonally adjusted, YoY)

- Automotive industry: Q1+11.0%、Q2+1.3%、Q3▲1.8%、Q4▲2.6%
- Machine industry: Q1▲0.1%、Q2▲0.3%、Q3+1.6%、Q4+0.5%



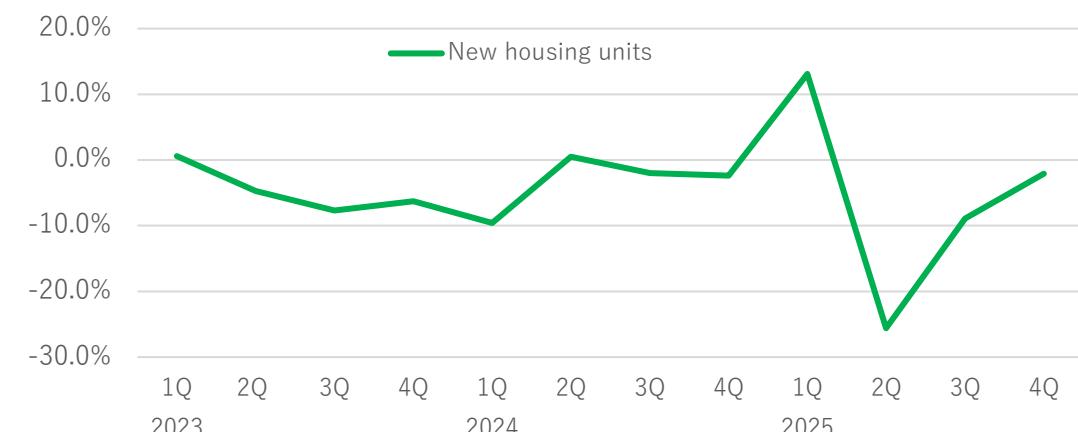
Construction Starts Statistics Floor Area (YoY)

- All buildings floor area: Q1+7.2%、Q2▲16.2%、Q3▲9.5%、Q4▲6.8%/CY▲6.7%
- Steel-framed floor area: Q1▲8.8%、Q2▲5.9%、Q3▲9.2%、Q4▲11.7%/CY▲8.8%



Statistical Survey of Construction Starts (YoY)

- New housing units: Q1+13.1%、Q2▲25.6%、Q3▲8.9%、Q4▲2.1%/CY▲6.6%





Consolidated Income Statement

(JPY million)	FY2024	FY2025	±	± ratio	
Net sales	161,716	159,036	▲2,679	▲1.7%	Construction Products Seg. ▲2,876mill.
Gross profit	25,666	26,170	504	2.0%	Machinery & Tools Seg. +1,044mill.
Gross profit ratio	15.9%	16.5%	—	+0.6P	Machinery & Tools Seg. +1.0 point
SG&A expenses	21,806	22,789	983	4.5%	Machinery & Tools Seg. +959mill.
Operating profit	3,860	3,380	▲479	▲12.4%	Operating profit ratio 2.1% (▲0.3 point)
Ordinary profit	4,659	4,179	▲480	▲10.3%	Non-operating loss ▲1mill.
Extraordinary Profit	2,683	170	▲2,512	▲93.6%	(FY2024: Gain on sales of investment securities 2,378mill.)
Extraordinary Loss	429	855	426	99.5%	Provision for allowance for doubtful accounts 200mill., Impairment loss 512mill.
Profit attributable to owners of the parent	4,613	1,906	▲2,713	▲58.7%	



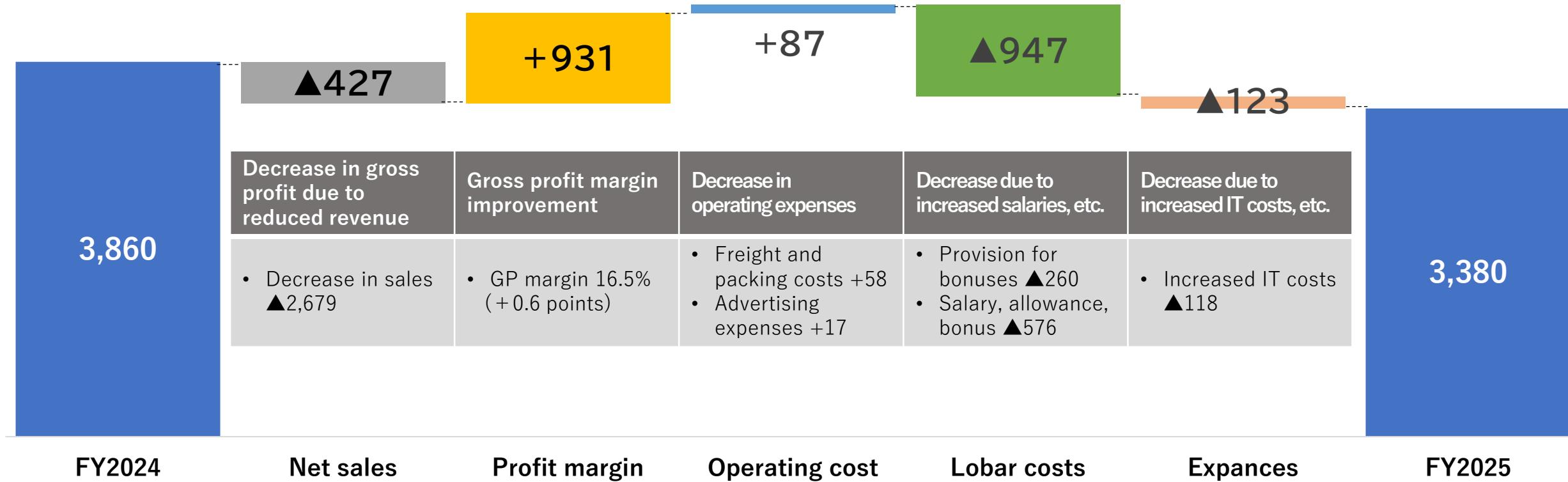
Consolidated Income Statement

(JPY million)	FY25Q3 Cumulative	YoY%	FY25Q4	YoY%	FY2025 Forecast	FY2025	YoY%	vs Forecast
Net sales	117,219	▲2.3%	41,816	0.2%	162,000	159,036	▲1.7%	98.2%
Gross profit	18,884	▲1.7%	7,286	12.9%	25,850	26,170	2.0%	101.2%
Gross profit ratio	16.1%	+0.1p	17.4%	+1.9p	16.0%	16.5%	+0.6P	+0.5p
SG&A expenses	16,869	2.3%	5,920	11.5%	22,350	22,789	4.5%	102.0%
Operating profit	2,015	▲25.9%	1,365	19.6%	3,500	3,380	▲12.4%	96.6%
Ordinary profit	2,534	▲25.5%	1,644	31.0%	4,100	4,179	▲10.3%	101.9%
Profit attributable to owners of the parent	1,392	▲64.7%	514	▲22.7	2,500	1,906	▲58.7%	76.3%

- Q4 Net sales: Machinery & Tools Seg. +9.1%, Construction Products Seg. ▲8.1%, Construction Machinery Seg. ▲51.8%
- Q4 Gross profit: Machinery & Tools Seg. +29.8% (Overseas +105.4%)

Operating Profit Analysis (By Factors)

(JPY million)





Consolidated Balance Sheet and Statements of Cash Flows UNISOL

(JPY million)	FY2024	FY2025	YoY	(JPY million)	FY2024	FY2025	YoY	
Total assets	120,821	117,020	▲3,801	Net cash provided by (used in) operating activities	7,863	5,503	▲2,360	
Total current asset	86,599	82,534	▲4,064	Net cash provided by (used in) investment activities	1,433	▲1,261	▲2,694	
• Cash and deposits	27,533	29,760	2,227	Free cash flow	9,296	4,241	▲5,054	
• Notes receivable-trade, Accounts receivable-trad and contract assets	28,608	22,652	▲5,955	Net cash provided by (used in) financing activities	▲3,368	▲2,652	715	
Total fixed asset	34,221	34,485	263	Cash and cash equivalents at end of year	26,129	27,792	1,662	
• Tangible fixed assets	25,375	24,808	▲567	<ul style="list-style-type: none"> Net cash provided by (used in) operating activities: decreased in ▲2,360 mainly due to decline of net profit before taxes ▲3,493 Net cash provided by (used in) investment activities: decreased in ▲2,694 mainly due to decline of proceeds from the sale of investment securities ▲3,005 Net cash provided by (used in) financing activities: ▲2,652 mainly due to dividend payment amount ▲2,602 				
Total liabilities	47,448	43,144	▲4,303					
Total current liabilities	45,350	40,706	▲4,644					
• Notes payable-trade and accounts payable-trade	17,669	15,165	▲2,504					
• Electronically recorded liabilities	17,122	15,344	▲1,778					
Total fixed liabilities	2,097	2,437	340					
Total net assets	73,373	73,876	502					
Equity capital	72,339	72,686	346					
• Shareholder's equity	69,937	69,225	▲711					
• Non-controlling Interests	1,034	1,189	155					
Equity capital ratio	59.9%	62.1%						



Business Segments

UNISOL Holdings

Corporate name change on January 1, 2026

UNISOL BUSINESS PARTNERS

A 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	Industrial Machinery	Machinery and Tools	Global	Engineering	Food	Building Products	Piping Products	Housing Products	—	—
Japan	<ul style="list-style-type: none"> • Kan Manufactory*³ • ArPlus*³ • TS Precision*³ <ul style="list-style-type: none"> • Sonoruka Engineering*³ • Kitakyu Machine and Tools • Gifu Shoji 					—			Japan Rental	—
Overseas	<ul style="list-style-type: none"> • North America (USA, Mexico, ITI*³) • China (Shanghai, Guangzhou) • Southeast Asia (Thailand, Vietnam, Malaysia, Indonesia, USI*³) 					—			—	—

* 1: UNISOL has been established in Jan 2026 through the business integration of ex-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 Balance Sheet (by Segments)

(JPY million)	FY2024		FY2025		±	± ratio
Net sales (Composition)	161,716	(100.0%)	159,036	(100.0%)	▲2,679	▲1.7%
■ Machinery & Tools Segment	104,767	(64.8%)	104,904	(66.0%)	136	0.1%
■ Construction Products Segment	44,947	(27.8%)	42,070	(26.5%)	▲2,876	▲6.4%
■ Construction Machinery Segment	8,413	(5.2%)	8,165	(5.1%)	▲247	▲2.9%
■ IoT Solutions Segment	3,588	(2.2%)	3,896	(2.5%)	308	8.6%
Gross profit (vs Net sales)	25,666	(15.9%)	26,170	(16.5%)	504	2.0%
■ Machinery & Tools Segment	15,196	(14.5%)	16,241	(15.5%)	1,044	6.9%
■ Construction Products Segment	8,380	(18.6%)	7,759	(18.4%)	▲620	▲7.4%
■ Construction Machinery Segment	853	(10.1%)	851	(10.4%)	▲1	▲0.2%
■ IoT Solutions Segment	1,236	(34.5%)	1,318	(33.8%)	82	6.7%
Operating profit (vs Net sales)	3,860	(2.4%)	3,380	(2.1%)	▲479	▲12.4%
■ Machinery & Tools Segment	2,019	(1.9%)	2,104	(2.0%)	85	4.2%
■ Construction Products Segment	1,576	(3.5%)	953	(2.3%)	▲623	▲39.5%
■ Construction Machinery Segment	200	(2.4%)	147	(1.8%)	▲52	▲26.3%
■ IoT Solutions Segment	188	(5.3%)	246	(6.3%)	58	30.8%
■ Adjustment	▲124	—	▲71	—	53	—



Consolidated Income Statement (Quarterly Progress and vs Forecast by Segments)



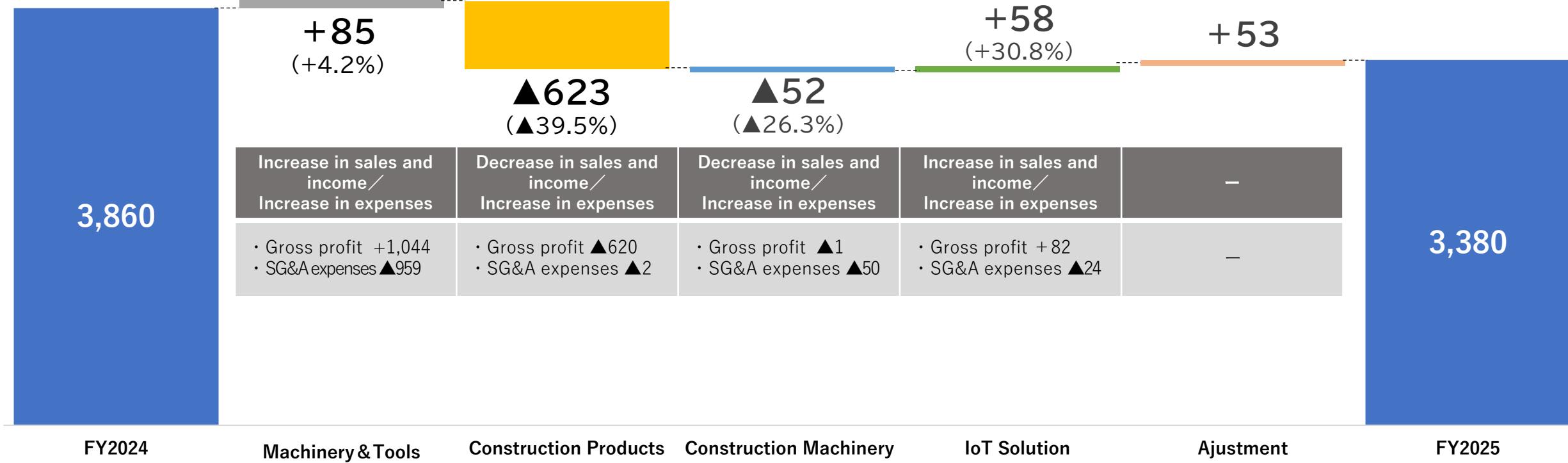
(JPY million)	FY25Q3 Cumulative	YoY	FY25Q4	YoY	FY2025 Forecast	FY2025	YoY	vs Forecast
Net sales	117,219	▲2.3%	41,816	0.2%	162,000	159,036	▲1.7%	98.2%
■ Machinery & Tools Segment	76,178	▲2.9%	28,725	9.1%	106,150	104,904	0.1%	98.8%
■ Construction Products Segment	31,227	▲5.8%	10,842	▲8.1%	43,140	42,070	▲6.4%	97.5%
■ Construction Machinery Segment	6,809	21.6%	1,356	▲51.8%	8,900	8,165	▲2.9%	91.8%
■ IoT Solutions Segment	3,003	8.2%	893	9.9%	3,810	3,896	8.6%	102.3%
Gross profit	18,884	▲1.7%	7,286	12.9%	25,850	26,170	2.0%	101.2%
■ Machinery & Tools Segment	11,464	▲0.4%	4,776	29.8%	15,750	16,241	6.9%	103.1%
■ Construction Products Segment	5,744	▲6.7%	2,014	▲9.3%	7,900	7,759	▲7.4%	98.2%
■ Construction Machinery Segment	687	18.7%	163	▲40.1%	920	851	▲0.2%	92.6%
■ IoT Solutions Segment	987	2.8%	331	20.0%	1,260	1,318	6.7%	104.6%
Operating profit	2,015	▲25.9%	1,365	19.6%	3,500	3,380	▲12.4%	96.6%
■ Machinery & Tools Segment	1,197	▲8.3%	907	27.2%	2,180	2,104	4.0%	96.5%
■ Construction Products Segment	551	▲56.1%	401	25.2%	980	953	▲39.5%	97.3%
■ Construction Machinery Segment	188	115.0%	▲40	—	240	147	▲14.7%	61.5%
■ IoT Solutions Segment	196	11.5%	50	295.0%	200	246	30.8%	123.3%
■ Adjustment	▲118	—	46	—	▲100	▲71	—	—



Operating Profit Analysis (YoY Comparison by Segment)



(JPY million)





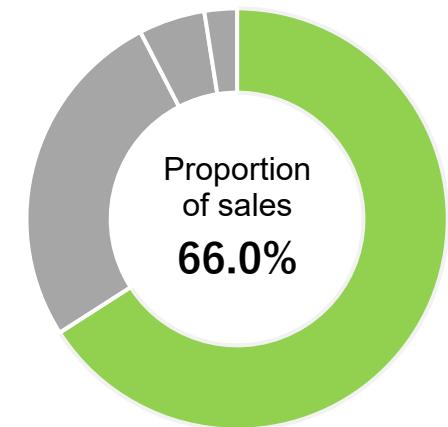
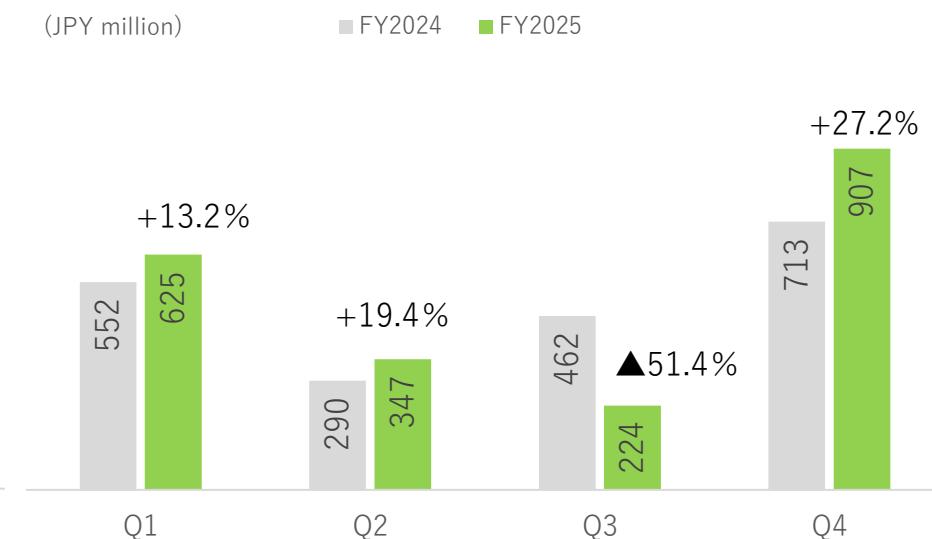
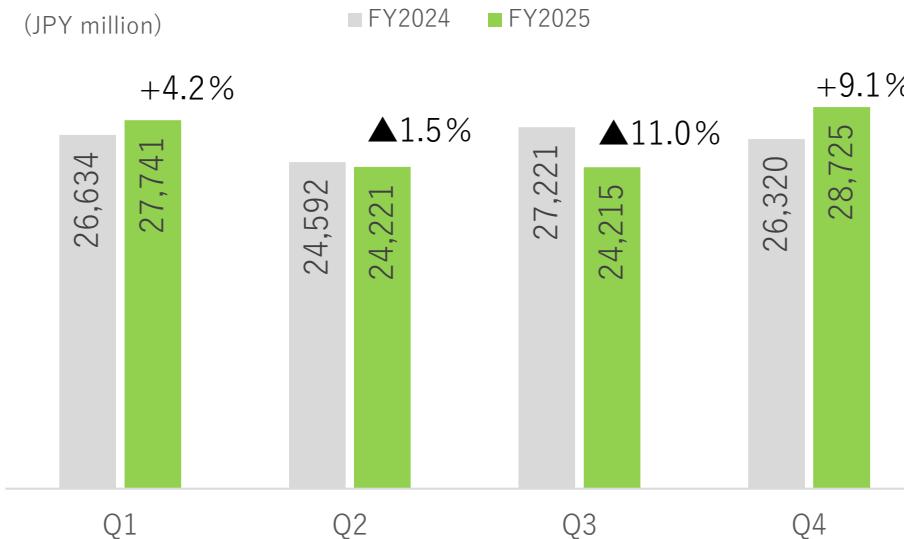
Machinery & Tools Segment

(JPY million)	Net sales	YoY	Gross profit	YoY	Operating profit	YoY
Segment total	104,904	+0.1%	16,241	+6.9%	2,104	+4.2%

(Breakdown)	Net sales	YoY	(Q3 cumulative net sales)	(YoY)	(Q4 Net sales)	(YoY)
• Machinery (Japan)	32,462	▲10.4%	24,525	▲9.7%	7,937	▲12.3%
• Machinery (Overseas)	27,613	+14.4%	18,179	+2.1%	9,434	+49.3%
• Tools (Japan)	44,827	+0.9%	33,473	+0.0%	11,353	+3.7%

■ Net sales Quarterly transition

■ Operating profit Quarterly transition



Our Business

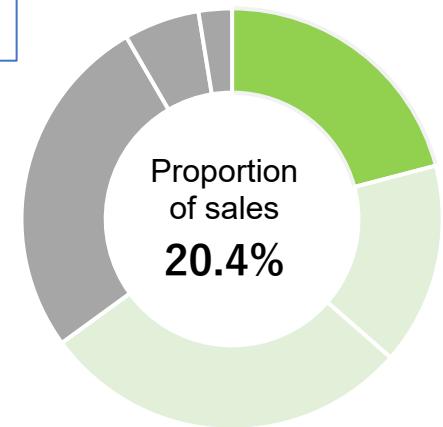
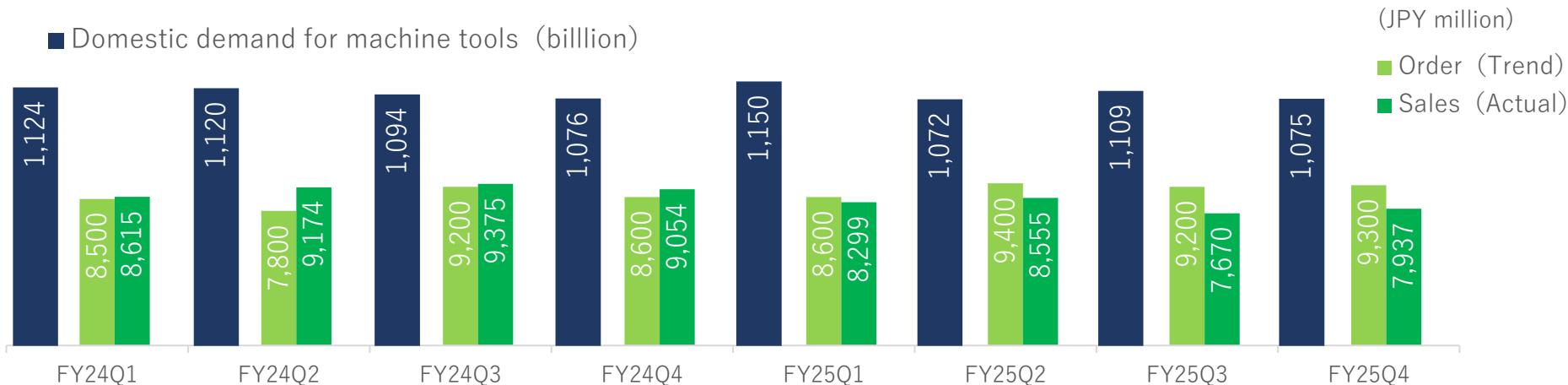
The sale of Machinery
including industrial machinery and industrial robots, **the sale of Tools** including peripheral tools for machinery and consumables, and **Machinery manufacturing** including food processing machinery and cleaning machines in Japan, North American and Asian markets.



Machinery & Tools Segment Machinery (Japan)



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



- The domestic orders in the “Machine Tool Orders Statistics” for 2025 are 440.8 bill. Yen, 99.8% YoY, remaining almost flat.
- The manufacturing sector of “Machinery Orders Statistics” for Jan - Nov 2025 represents a slight increase to 4.8 trill. yen, 105.4% YoY.

→ **The orders in this sector amounted to approx. 36.5 bill. yen, representing 107% of the previous year.**

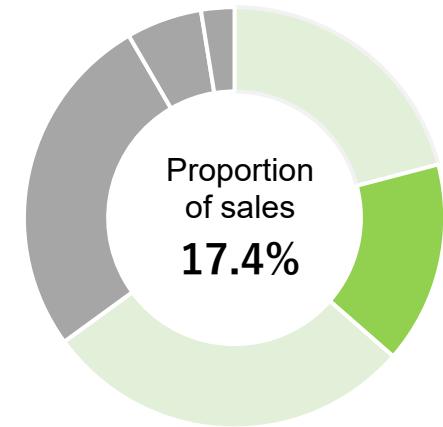
(JPY million)	Net sales	YoY	(Q3 cumulative net sales)	(YoY)	(Q4 Net sales)	(YoY)
Machinery (Japan)	32,462	▲10.4%	24,525	▲9.7%	7,937	▲12.3%
· Direct-sale	▲14.3%	The orders for automation and labor-saving investments for a well-performing automotive manufacturer group progressed favorably, but the sales decreased by double digits compared to the previous year.				
· Wholesale	▲ 5.3%	While remaining cautious about capital investment, our diligent efforts have resulted in orders exceeding those of the FY2024. However, due to the booking of some large-scale projects being pushed into the next FY, revenue has decreased.				



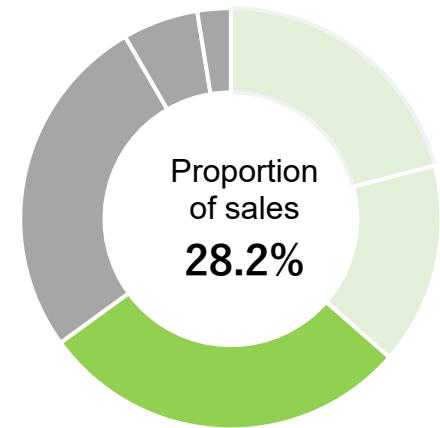
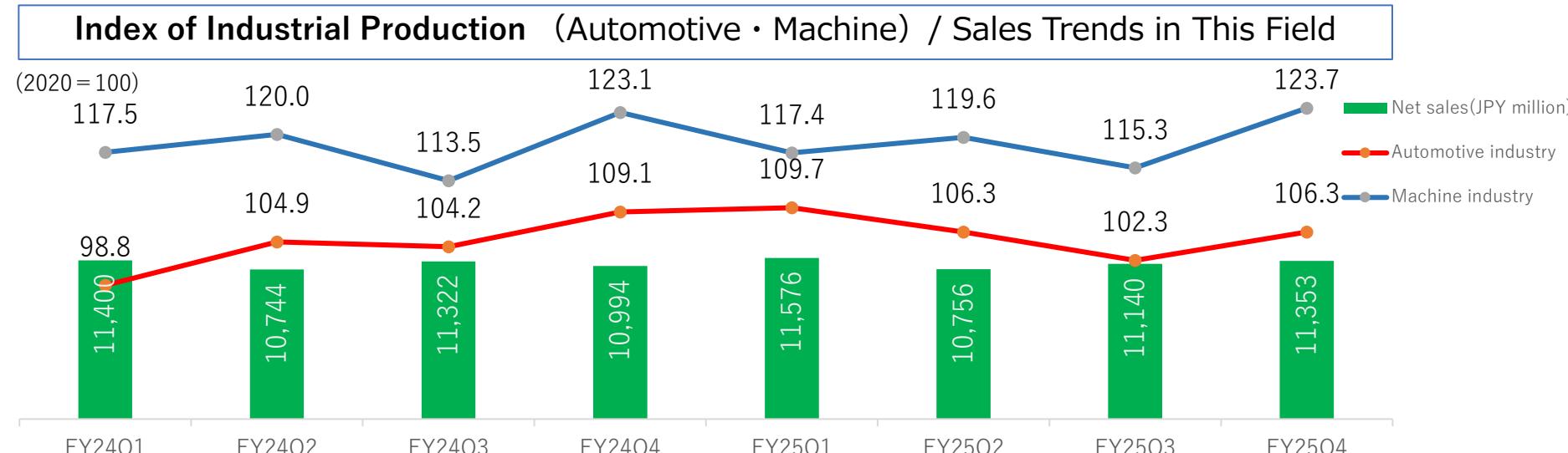
Machinery & Tools Segment



(JPY million)	Net sales	YoY	(Q3 cumulative net sales)	(YoY)	(Q4 Net sales)	(YoY)
Machinery (Overseas)	27,613	+ 14.4%	18,179	+2.1%	9,434	+49.3%
North America	17,769		The injection molding machines, which serve as sales agents, face a challenging demand environment and intensifying competition. However, orders and sales remain strong for machine tools aimed at American clients and production equipment for Japanese clients. The engineering business also secured increased revenue.			
	+28.1%					
Southeast Asia	8,429		<p>Increased: The commencement of deliveries for large-scale projects involving Japanese motorcycles and the increased sales ratio of services and parts sales have led to a slight increase in revenue</p> <p>Increased: Despite continued sluggishness in the auto sector, an increase in orders and sales by 50% due to the delivery of equipment for new food factories and equipment projects related to food and motorcycles in the engineering business</p> <p>Decreased: Despite increasing the handling of Chinese products amidst declining capital investment demand due to tax reforms and the continued shift of production to China, a single-digit revenue decrease.</p> <p>Decreased: The repair and service business started contributing in the 2H, but due to sluggish orders for equipment projects, experienced a double-digit decrease in revenue.</p>			
· Thailand	3,502					
· Indonesia	2,062					
· Malaysia	1,236					
· Vietnam	503					
China	1,409		Orders for Chinese-made dissolving furnaces exceeded previous year. However, the continued sluggish investment appetite of local Japanese auto parts manufacturers, who remain in a slump, had an impact.			
	▲42.7%					



Machinery & Tools Segment Tools (Japan)



- “The Industrial Production Index” remains nearly flat for both the automobile industry and the production machinery industry.
- **The Sales in this sector amounted to approx. 44.8 bill. yen, representing 100.9% of the previous year.**

(JPY million)	Net sales	YoY	(Q3 cumulative net sales)	(YoY)	(Q4 Net sales)	(YoY)
Tools (Japan)	44,827	+0.9%	33,473	+0.0%	11,353	+3.7%
• Direct-sales	▲ 1.2%	Supported by stable production from some well-performing auto manufacturers, on the other hand, parts sales for major machinery manufacturers were sluggish.				
• Wholesale	+ 1.4%	In the context of sluggish performance related to machining, pneumatics, hydraulics, and embedded systems, there has been a slight increase due to a focus on environmental and energy-saving equipment, as well as efforts to pass on price increases.				

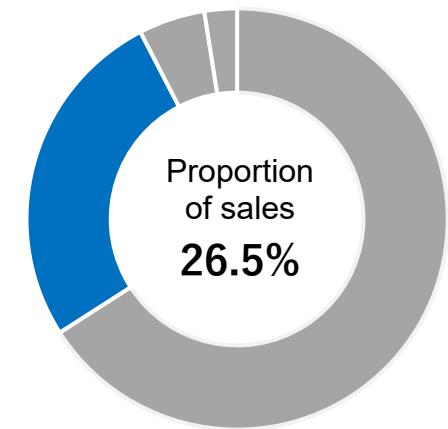
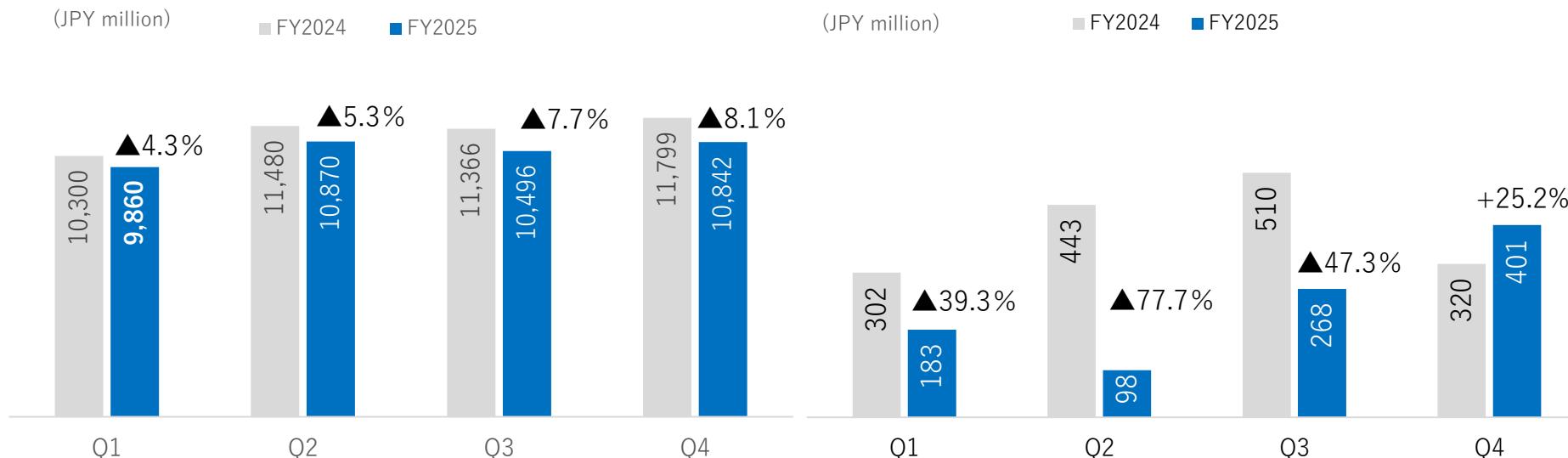


Construction Products Segment

(JPY million)	Net sales	YoY	Gross profit	YoY	Operating profit	YoY
Segment total	42,070	▲6.4%	7,759	▲7.4%	953	▲39.5%
(Breakdown)	Net sales	YoY	(Q3 cumulative net sales)	(YoY)	(Q4 Net sales)	(YoY)
• Building products	27,579	▲10.3%	20,524	▲10.0%	7,054	▲11.3%
• Piping products	8,299	▲1.6%	6,202	▲0.6%	2,097	▲4.3%
• Housing products	6,191	+7.5%	4,500	+9.7%	1,690	+1.9%

■ Net sales Quarterly transition

■ Operating profit Quarterly transition



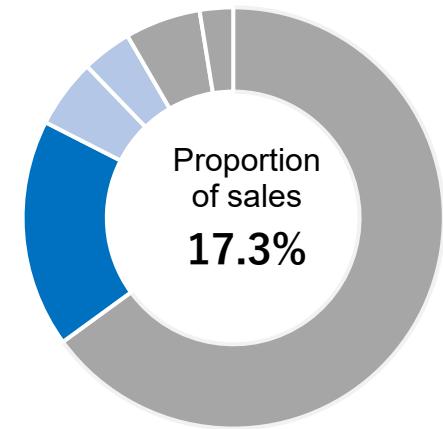
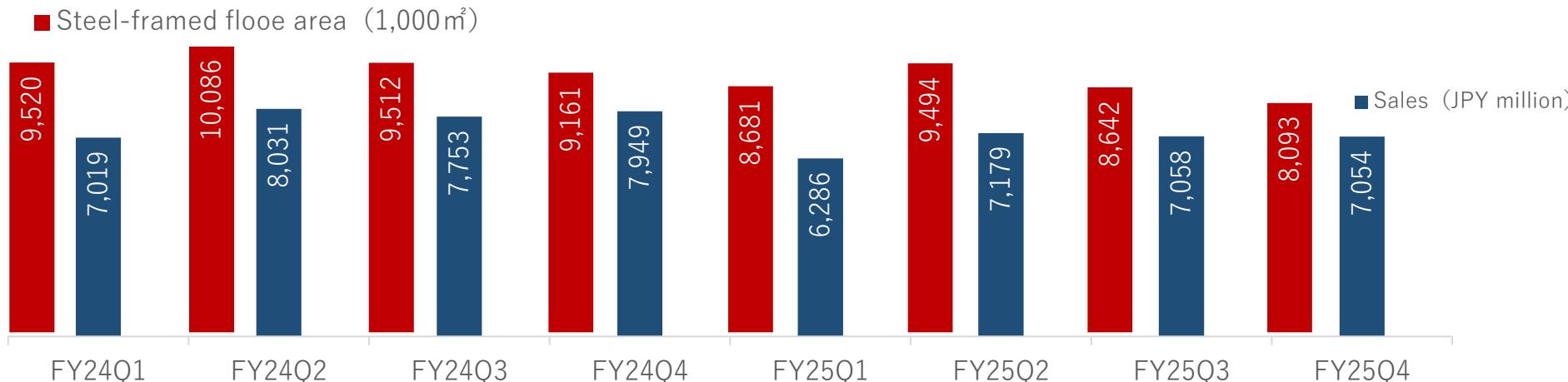
Our Business

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.



Construction Products Segment Building products

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



- The number of "Construction Starts by Floor Area for Steel-Framed Structures" has been continuously decreasing every year.
- Due to work style reforms, the volume of construction completed within a certain period has decreased (by 10-15%).

→ **The Sales in this sector amounted to approx. 27.8 bill. yen, representing 89.7% of the previous year.**

(JPY million)	Net sales	YoY	(Q3 cumulative net sales)	(YoY)	(Q4 Net sales)	(YoY)
Building products	27,579	▲10.3%	20,524	▲10.0%	7,054	▲11.3%

• The demand for construction materials is sluggish due to the decline in the number of small to medium-sized projects caused by rising construction costs, the halt or delay of large-scale projects, and extended construction periods due to chronic labor shortages.

• Increase in price competition due to the decrease in projects.

• Focus on increasing revenue opportunities through the sale of large processing machinery, proprietary products such as laser welding machines and wood-braces, and foundation construction methods for column bases.



Construction Products Segment Piping and Housing products



(JPY million)	Net sales	YoY	(Q3 cumulative net sales)	(YoY)	(Q4 Net sales)	(YoY)
Piping products	8,299	▲1.6%	6,202	▲0.6%	2,097	▲4.3%

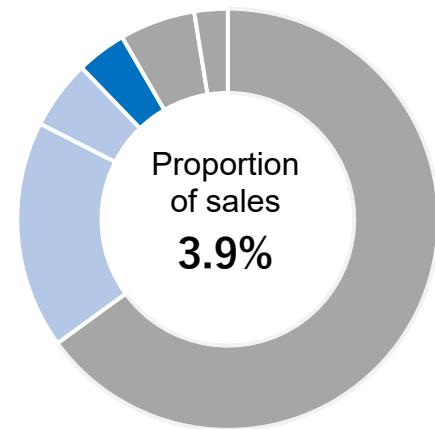
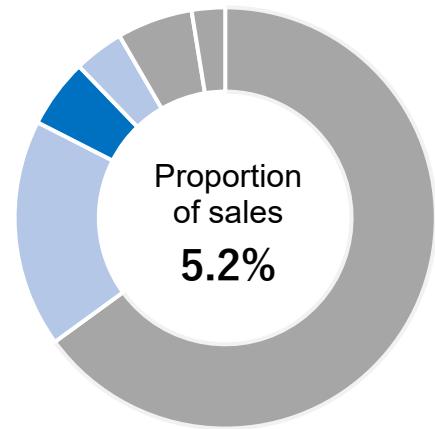
- In Eastern Japan, orders are being steadily secured, primarily focusing on plant projects.
- In Western Japan, there is a decline in new construction and new establishment projects for large-scale projects (related to EVs and semiconductors).
- The impact of material market prices is intensifying competition in material prices.
- Orders for large industrial machinery and pipe processing machinery remain strong.

(JPY million)	Net sales	YoY	(Q3 cumulative net sales)	(YoY)	(Q4 Net sales)	(YoY)
Housing products	6,191	+7.5%	4,500	+9.7%	1,690	+1.9%

- Expanding sales of major manufacturer products (LIXIL, Rinnai, etc.) primarily through wholesale.
- Strengthening sales to construction companies.

- The “Number of New Housing Starts” was 792,195 in 2024 and 740,297 in 2025, ▲6.6% YoY

■ New housing units (1,000units)



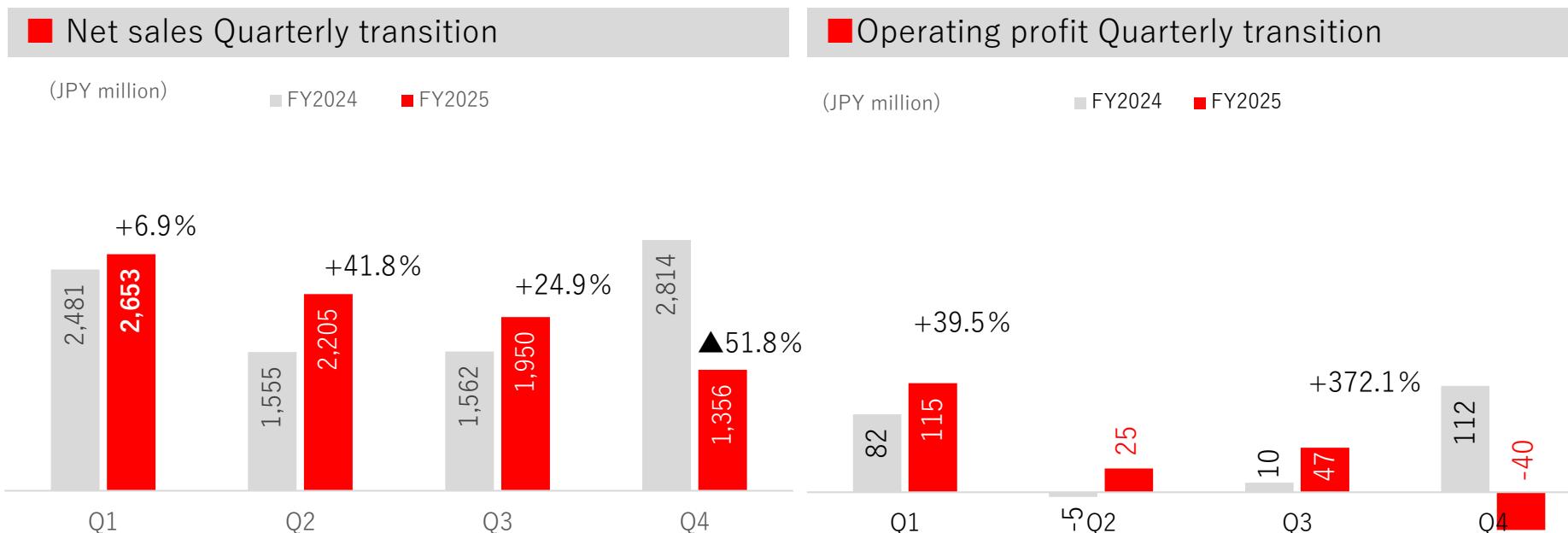
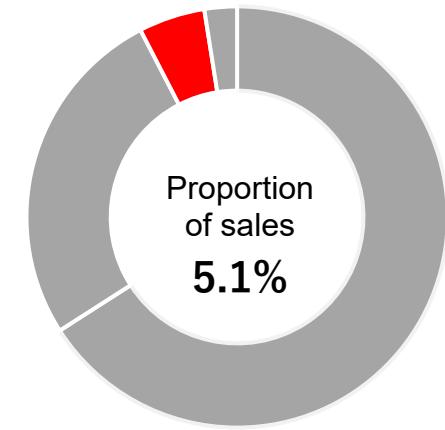


Construction Machinery Segment

- “The Number of Crawler Cranes Shipped” in 2025 was 333 units, ▲0.3% YOY

(JPY million)	Net sales	YoY	Gross profit	YoY	Operating profit	YoY
Segment total	8,165	▲2.9%	851	▲0.2%	147	▲26.37%

- Focus on cranes and foundation machines for foundation contractors
- Steady progress in the sales of used machinery
- Sales in the second half declined as a reactionary drop from the surge in demand before the price increase seen by the first half.



Our Business

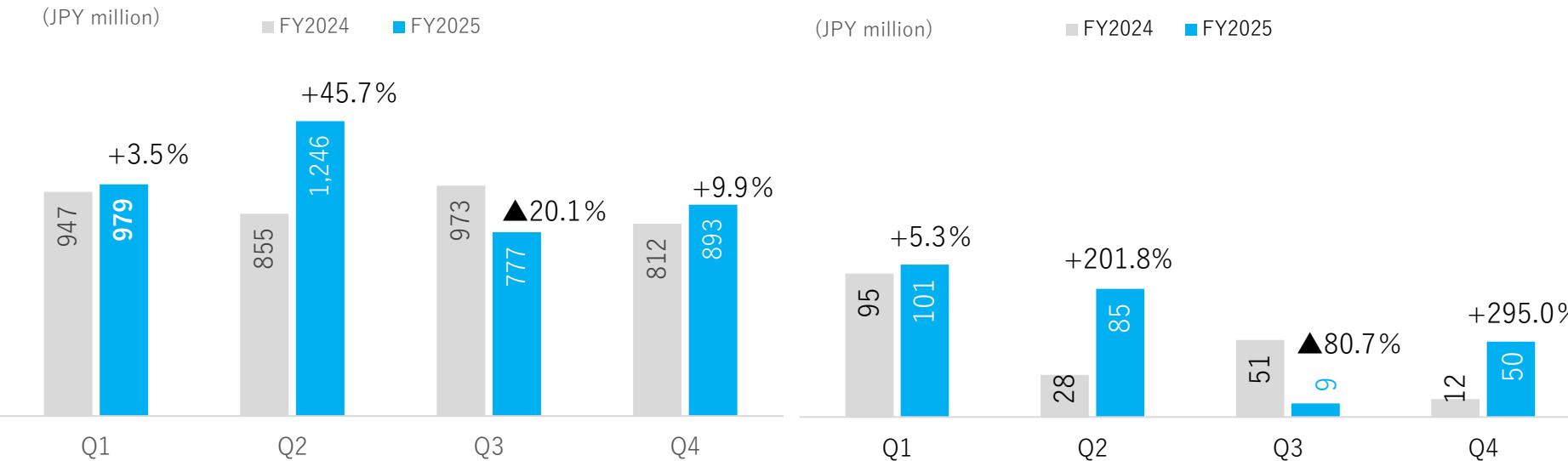
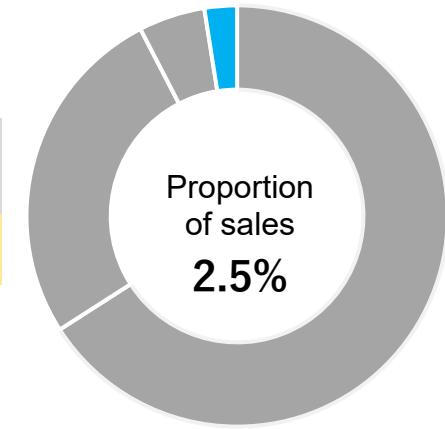
The sale and rental of cranes, excavators, equipment for foundation work, and other construction machinery as well as second-hand machineries for the civil engineering and construction industry and the sign-erecting industry in domestic market.



IoT Solution Segment

- The market for main product, security cameras, is expected to grow by nearly 20% annually driven by increasing awareness of security, as well as advancements in automated surveillance technologies through image analysis and edge AI utilization.

	Net sales (JPY million)	YoY	Gross profit (JPY million)	YoY	Operating profit (JPY million)	YoY
Segment total	3,896	+8.6%	1,318	+6.7%	246	+30.8%
<ul style="list-style-type: none">Equipment sales, particularly cameras, are steady, driven by demand from major security companies.Mainly in the 1H, large-scale projects such as those for data centers well contributed to revenue.Accelerating new customer acquisition via the introduction of our new in-house products.						



● 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.

2

FY2025 Earnings Forecasts



Earnings Forecast (YoY comparison)

(JPY million)	FY2025			FY2026			Percentage change		
	1H Results	2H Results	Full year Results	1H Results	2H Forecast	Full year Forecast	1H	2H	Full year
Net sales	79,779	79,257	159,036	81,000	84,000	165,000	1.5%	6.0%	3.8%
Gross profit	12,858	13,132	26,170	13,200	14,060	27,260	2.7%	5.6%	4.2%
Gross profit ratio	16.1%	16.8%	16.5%	16.3%	16.7%	16.5%	+0.2P	▲0.1P	±0P
SG&A expenses	11,351	11,438	22,789	11,800	12,060	23,860	4.0%	5.4%	4.7%
Operating profit	1,507	1,873	3,380	1,400	2,000	3,400	▲7.1%	6.7%	0.6%
Ordinary profit	1,856	2,322	4,179	1,730	2,370	4,100	▲6.8%	2.1%	▲1.9%
Profit attributable to owners of the parent	996	910	1,906	840	1,260	2,100	▲15.7%	38.4%	10.1%



Earnings Forecast by segments (YoY comparison)

(JPY million)	FY2025			FY2026			Percentage change		
	1H Results	2H Results	Full year Results	1H Forecast	2H Forecast	Full year Forecast	1H	2H	Full year
Net sales	79,779	79,257	159,036	81,000	84,000	165,000	1.5%	6.0%	3.8%
■ Machinery & Tools Segment	51,963	52,940	104,904	53,000	55,800	108,800	2.0%	5.4%	3.7%
■ Construction Products Segment	20,730	21,339	42,070	22,000	22,000	44,000	6.1%	3.1%	4.6%
■ Construction Machinery Segment	4,859	3,306	8,165	3,900	3,900	7,800	▲19.7%	17.9%	▲4.5%
■ IoT Solutions Segment	2,226	1,670	3,896	2,100	2,300	4,400	▲5.7%	37.7%	12.9%
Gross profit	12,858	13,312	26,170	13,200	14,060	27,260	2.7%	5.6%	4.2%
■ Machinery & Tools Segment	7,855	8,385	16,241	8,100	8,790	16,890	3.1%	4.8%	4.0%
■ Construction Products Segment	3,796	3,963	7,759	4,000	4,130	8,130	5.4%	4.2%	4.8%
■ Construction Machinery Segment	476	375	851	400	430	830	▲16.0%	14.5%	▲2.6%
■ IoT Solutions Segment	730	588	1,318	700	710	1,410	▲4.1%	20.7%	6.9%
Operating profit	1,507	1,873	3,380	1,400	2,000	3,400	▲7.1%	6.7%	0.6%
■ Machinery & Tools Segment	972	1,106	2,104	760	1,130	1,890	▲21.9%	▲0.1%	▲10.2%
■ Construction Products Segment	282	670	953	530	640	1,170	87.5%	▲4.6%	22.7%
■ Construction Machinery Segment	140	30	147	90	110	200	▲36.2%	1,553.4%	16.9%
■ IoT Solutions Segment	186	60	246	120	120	240	▲35.5%	98.3%	▲2.7%
■ Adjustment	-75	5	-71	-100	0	-100	—	—	—

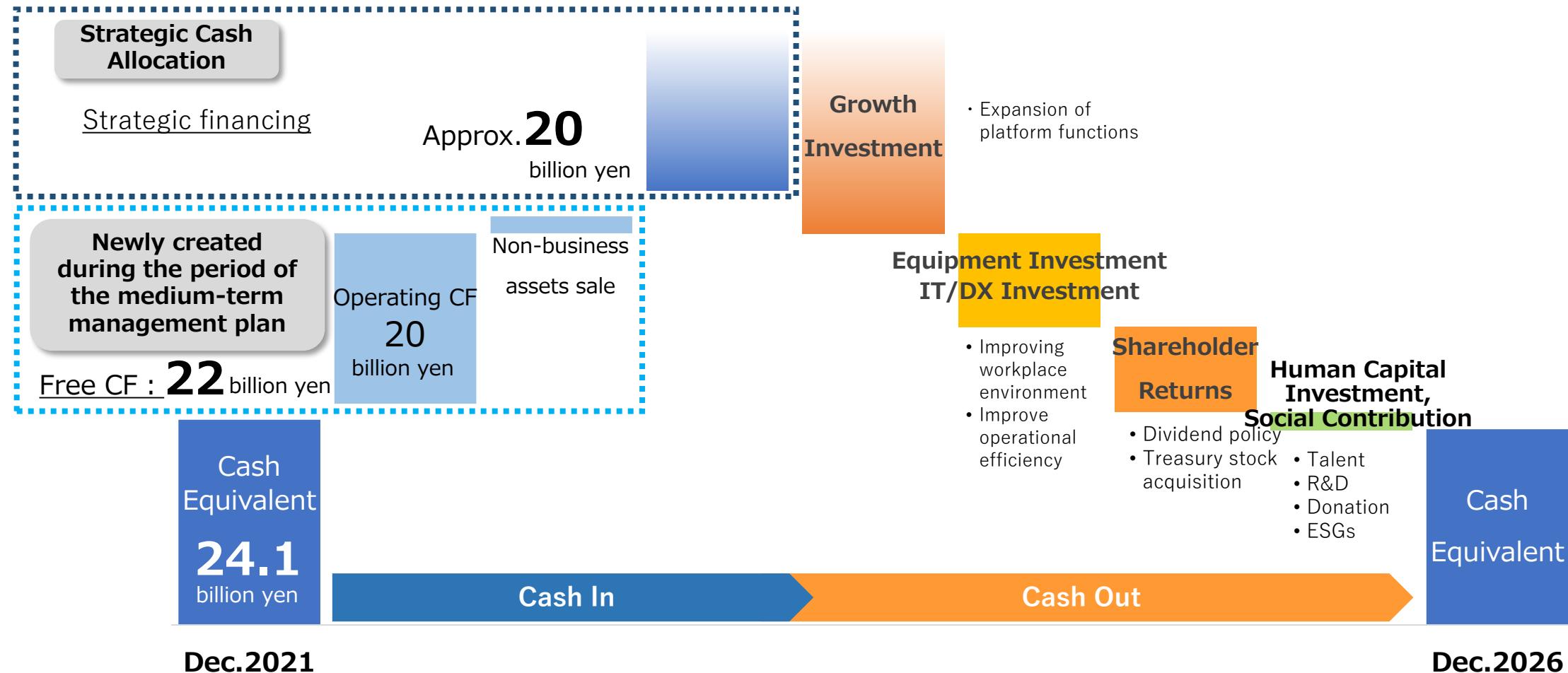


Cash Allocation Policy & Dividend Policy



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.

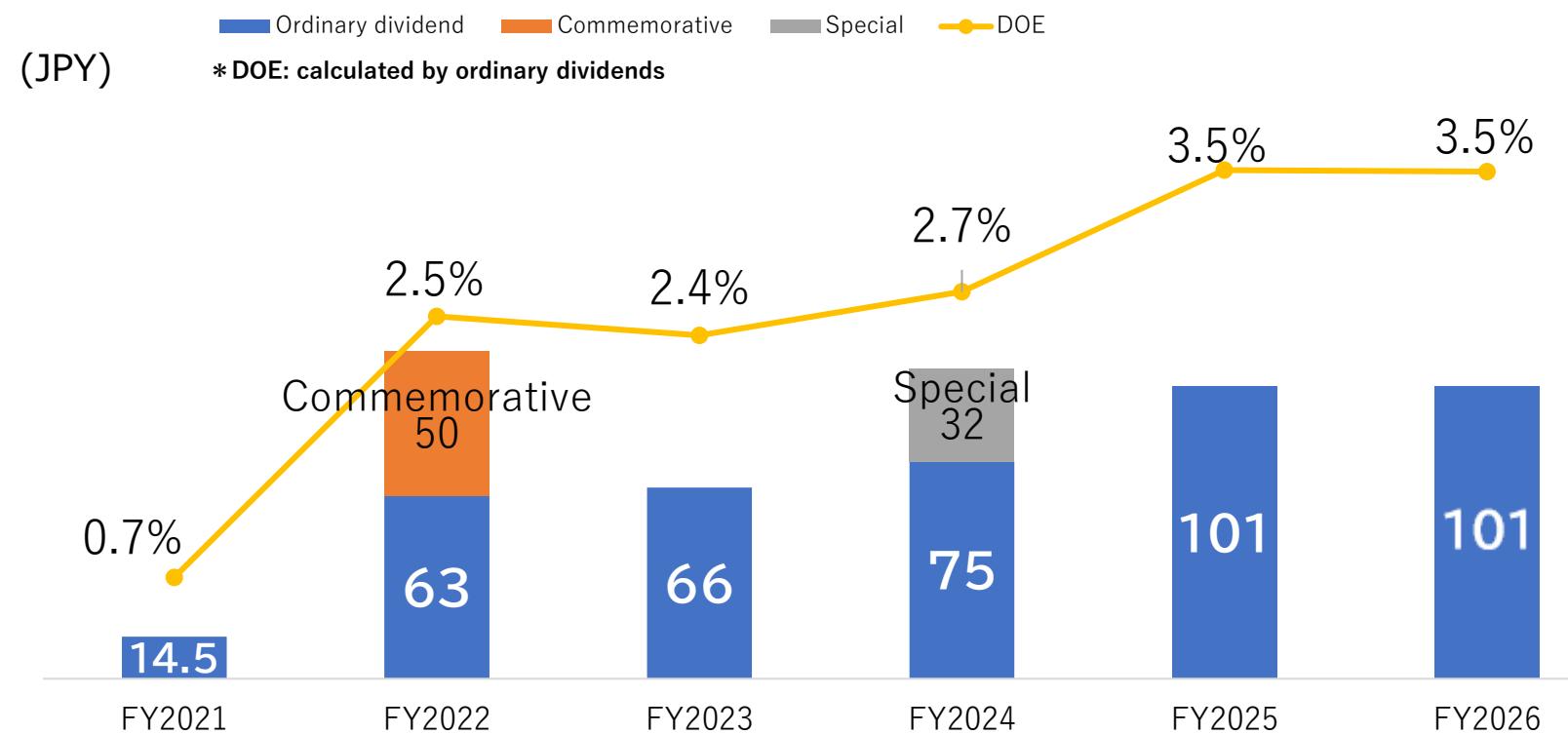




Dividend Policy

- 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**



4

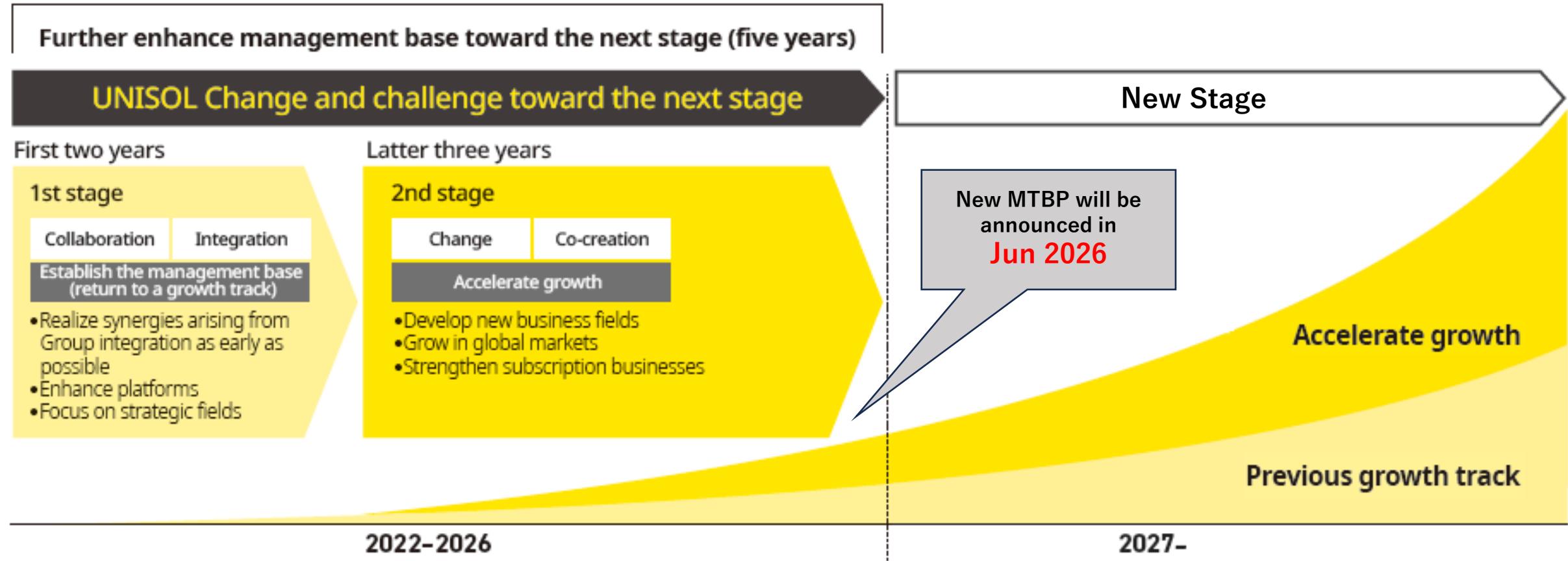


Medium-Term Management Plan 「UNISOL」 (2022-2026)

Growth-oriented Roadmap

● 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, and it is scheduled to be announced ahead of schedule in **June 2026**.





Reasons for Revision of Sales Forecast at FY2026

Final fiscal year
2026
Announced plan



Final fiscal year
2026
Revised plan



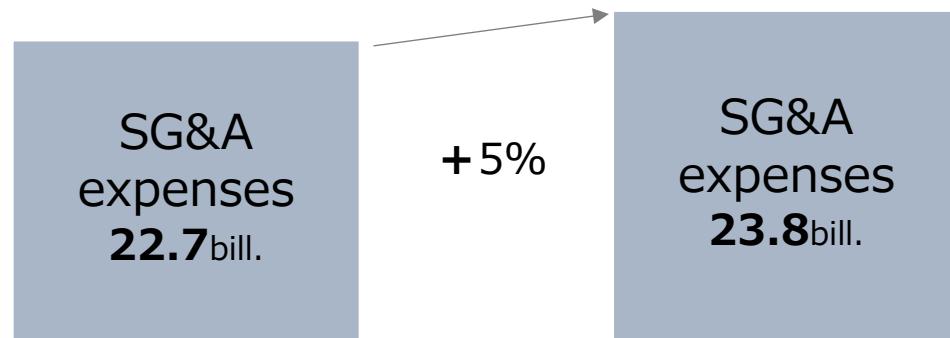
Reason for Revision

- Increase in revenue due to integration of MTFS as announced Aug. 2025 (+3bill.)
- Review of exchange rate (+1.6bill.)
- Revenue increase due to growth in orders recorded in overseas in FY2025 (+1.2bill.)
- Revenue increase due to the expansion synergy of equipment and tool sales at UNISOL Corp. (+0.5bill.)
- Machinery and Tools Seg.: The stagnation of capital investment projects due to U.S. trade policies and other factors (▲13.8bill.)
- Construction Products Seg.: Decline in construction demand and intensifying competition (▲3.5bill.)
- The stagnation of initiatives related to EV (▲2.5bill.)
- Delay in initiatives related to automation and labor-saving (▲0.6bill.)



Final fiscal year
2026
Announced plan

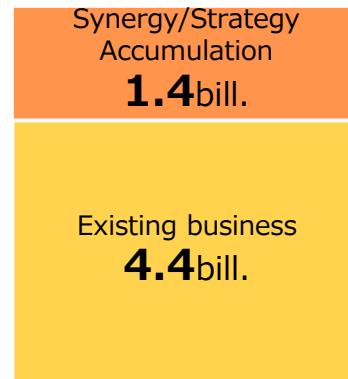
Final fiscal year
2026
Revised plan



Reasons for revision of SG&A expenses

- The increase in expenses due to the consolidation of MTFS with goodwill amortization (+0.5bill.)
- Review of exchange rate (+0.3bill.)
- Raising salary levels as part of HR strategy (+0.1bill.)

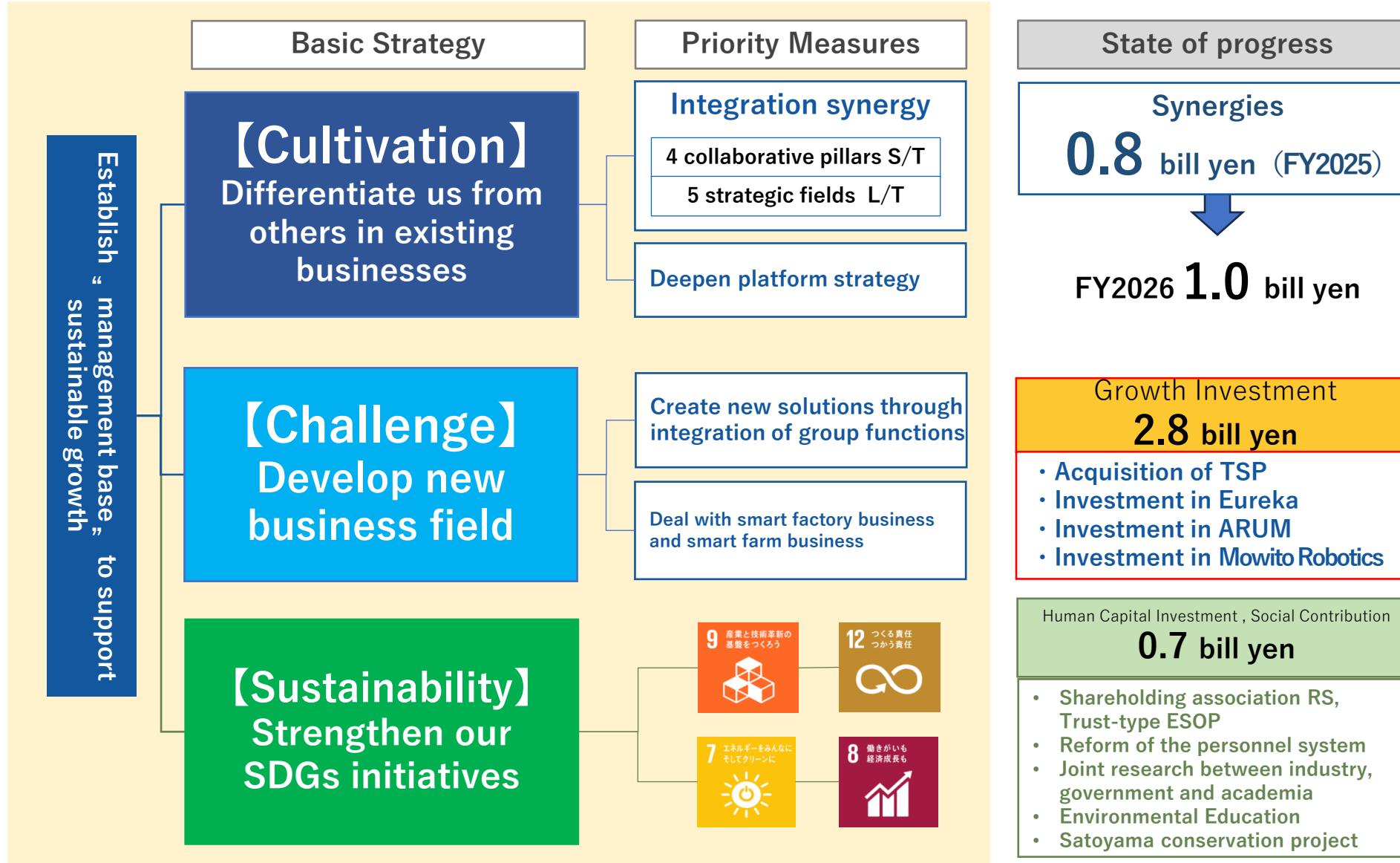
Operating
Profit



Reasons for revision of Operating profit

Due to decline in Sales and increase in SG&A, Profit Forecast revised from 5.8bill. to 3.4bill. (▲42%)

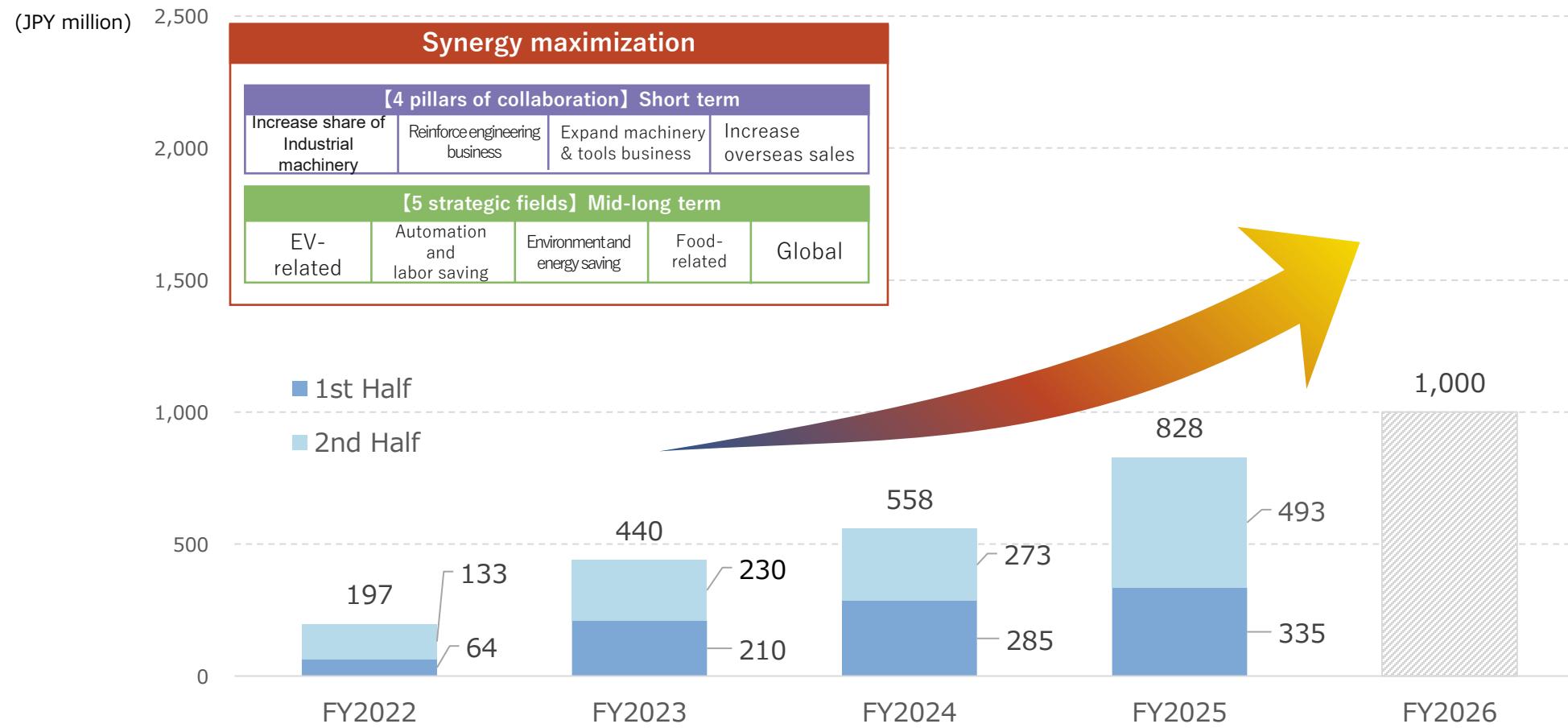
“Priority Measures” State of progress





● FY2025 Results: 828 million yen

- **Increase share of Industrial machinery:** Continue to expand commercial sales of equipment tools : 161 million yen
- **Automation and labor saving:** Promoting automation and labor saving in direct sales : 82 million yen
- **Sustainable cost reduction:** 126 million yen





[Cultivation] Establishment of UNISOL Corporation



- In January 2026, the machinery and tools businesses of the former Maruka and G-Net have been integrated to establish a new company “Unisol Corporation”

*The construction machinery division of the former Maruka was spun off to commence operations as a new company, Maruka Corporation, which will be responsible for the construction machinery segment."



UNISOL Corporation



- Resolve business misalignments and maximize synergies through a unique business model that integrates direct-sale and wholesale.
- To accelerate the realization of integration effects, distribute divisional policies in Dec. 2025, prior to the establishment, and held the first general conference in January 2026

◆ Distribution of Divisional Policies



◆ 1st General Conference





【Challenge】 Investment in Mowito Robotics (Announced on 19 Jan 2026)



- Startup investment following EUREKA in the field of physical AI, a sector gaining global attention
- The investment aims to create business opportunities in the rapidly growing Indian market and strengthen global engineering capabilities



mowito



UNISOL

【Mowito Robotics Inc.】

Founders	<ul style="list-style-type: none">• Puru Rastogi• Adityanag Nagesh
Establishment	July 2021
HQ/Office	USA/Bengaluru, India
Proprietary Technology	<ul style="list-style-type: none">-Enables real-time tracking of moving workpieces with high-speed image processing-Utilizes generative AI and imitation learning to generate robot motions based on multi-modal (image/force) data-AI visual inspection software integrated with physical AI
Application	<ul style="list-style-type: none">-Visual inspection using robots on a conveyor-Assembly of moving and non-rigid workpieces (e.g., wires)-Machine tending with arm-mounted AMRs

◆ Puru Rastogi



Roboticist with an academic research background at Carnegie Mellon University

◆ Adityanag Nagesh



Serial Entrepreneur with a software engineering background

◆ Real-Time Tracking



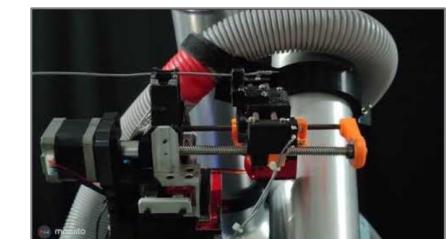
Real-time AI tracking and visual inspection of workpieces on a conveyor

◆ Switch tactile inspection



Inspecting the tactile feel of switches using tactile sensors

◆ Wire Insertion



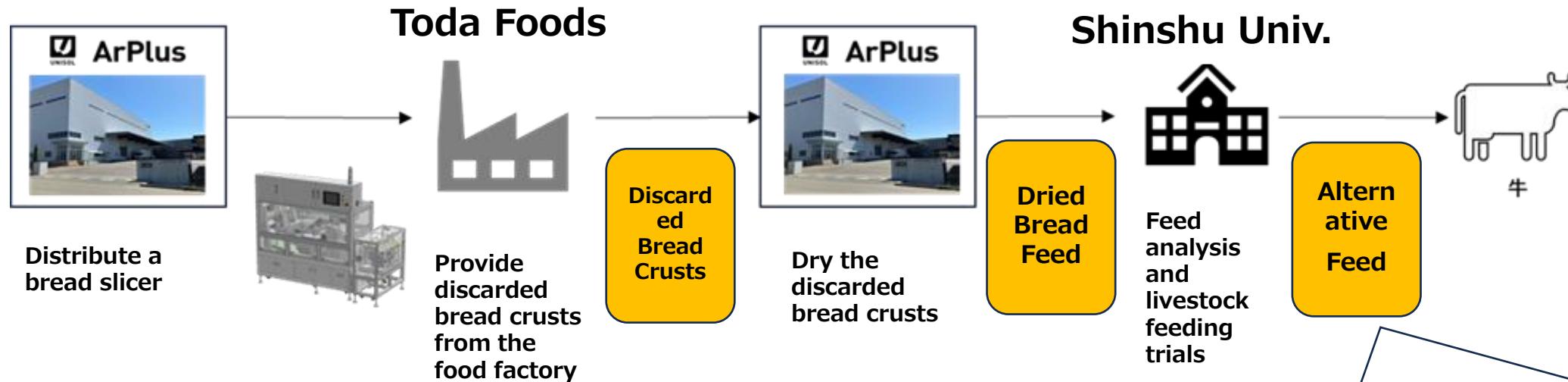
Recognizing, grasping, and accurately inserting linear workpieces



- “Reducing food waste” is one of the societal issues related to food, and addressing “the disposal of bread crusts” is a particularly important challenge in the bakery industry
- Our group company, ArPlus Corporation, is taking the lead in this effort as a manufacturer of bread slicers, with the aim of commercializing the initiative in the future

Use as feed for beef cattle

Conducting joint research under industry-academia collaboration (Toda Foods and Shinshu University)



Contributing to the **improvement of Japan's food self-sufficiency rate (approximately 26%)** as an alternative grain to corn



The Formulation and Early Announcement of the New Medium- Term Management Plan



The Review of the Current MTBP

- The quantitative targets have not been achieved. It is necessary to accelerate the realization of the initially anticipated synergies

External Factors

◆ Capital investment demand in the domestic manufacturing industry

- Capital investment plans in the key markets of the machinery and tools segment, specifically the automobile and semiconductor industries, remain on hold due to U.S. trade policies, other contributing factors, and uncertainties about the future

◆ Domestic Construction Demand

- In the construction materials segment, including "Building products and Piping products," demand has been severely impacted by increased costs and workforce shortages

◆ Overseas Markets (particularly China and SE. Asia)

- Former Maruka had an advantage in overseas expansion, but the prolonged economic slowdown in China and the slump in the Southeast Asian automobile market have resulted in a sustained decline in the demand for machine tools

Internal Factors

◆ Business portfolio that is highly susceptible to changes in market

◆ Delay in realizing the originally anticipated synergies

◆ Overemphasis on strategies to extend the profit, while BS management is insufficient

◆ Current MTBP had been formulated immediately after the integration lacks feasibility, FP&A systems, and concrete measures to support the achievement



Revamp the MTBP formulating process and establish effective measures/quantitative targets.



Accelerated Announcement of New MTBP

- To accelerate corporate value enhancement, announcement of the new MTBP moves up to **June 2026**
- Prompt response to market condition, early implementation of growth strategy and improvement of capital efficiency

The purpose of the accelerated announcement

◆ Enhancing Management Speed

To respond promptly to changes in the market environment and accelerate the execution of the next growth investments.

◆ Improving Capital Efficiency and Market Capitalization

To thoroughly implement management that is mindful of capital costs, and to promptly demonstrate specific measures to meet the market capitalization requirements related to market segments and index composition.

◆ Executing Capital Policies Based on Business Performance and Changes

To deepen capital cost management by revising dividend policies and capital structure for optimal results, and to strengthen dialogue with investors.





Direction of the New MTBP

- To promote a model that simultaneously fulfills “feasible transformation” and “capital efficiency,” centering around the new company Unisol Corporation

Improving Profitability Through “Unique Solutions”

- Strengthening profitability through business model transformation from "Selling Products" to "Selling Experiences and Functions"
- “Niche Top Strategy” in the Global Market

Optimization of Business Portfolio

- Selection and concentration of the business portfolio
- Shifting management resources to high-profit businesses

Balance Sheet Management

- Clarification of cash allocation for shareholder returns and growth investments
- Realization of optimal capital structure
- Further reduction of policy-oriented stock holdings

Framework for Goal Setting and Progress Tracking

- Translating plans into specific actions to support goal achievement
- Strengthening the monitoring system to measure progress
- Visualizing the execution status of each initiative and the progress of KPIs



6

IR Activities



■ Mass Media Advertising

• Radio NIKKEI ~ Time signal CM

From Jan. 2026, renewed CM to introduce new company name is on air just before "Market Press" as the 9AM time signal commercial
<https://www.unisol-gr.com/group/advertising/>



• Web CM

Promoting our new company name with our slogan

Period: Jan. to Jun. 2026
Media: Tver, YouTube

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

■ Video Content

• Corporate Site

Financial Results Briefing (semi-annual)
<https://www.unisol-gr.com/ir/library/video/>

Business Introduction (monthly)
<https://www.unisol-gr.com/group/video02/>

• YouTube

CPA Heineken's Stock Investment Channel
Listed Company IR Video Channel (Quarterly)
<https://www.unisol-gr.com/ir/library/video/>



■ SNS

• IR Official X account

Increase Followers at the Nikkei IR Fair
Daily updates on stock price and events
https://x.com/Unisol_HD_IR



■ Internet Advertising

• Yahoo! Finance 「Companies active in shareholder benefits」

Change in shareholder benefit plan in May 2024.
<https://finance.yahoo.co.jp/quote/7128.T/incentive>

■ Research Coverage Report (Quarterly)

Update!

• Shared Research

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

■ Notice

Our corporate site were selected for the first time as an 'Excellent Site' of the '2025 Ranking of All Listed Companies' Website Development' by Nikko IR."





UNISOL

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.