



First Quarter of FY2026 Earnings Presentation

UNISOL Holdings Corporation
(Sec. Code: 7128)

May 11th, 2026



1 First Quarter of FY2026 Consolidated Financial Results

Key Points

- vs FY2025 Q1

- **Net Sales** : + 1.1% ~ Decline in revenue for Machinery & Tools, and IoT, but increase for Construction Products and Construction Machinery
- **Gross Profit** : + 5.8% ~ Profit margin improvement in Machinery & Tools
- **Operating Profit** : ▲ 1.0% ~ Profit declines in Machinery & Tools, and IoT, but significant increase in Construction Products
- **Net Profit** : + 9.6% ~ The gain on the sale of Investment Securities and the rebound from the fixed asset removal costs recorded last year

- Progress Rate Compared to Forecast for the 1st Half of FY2026

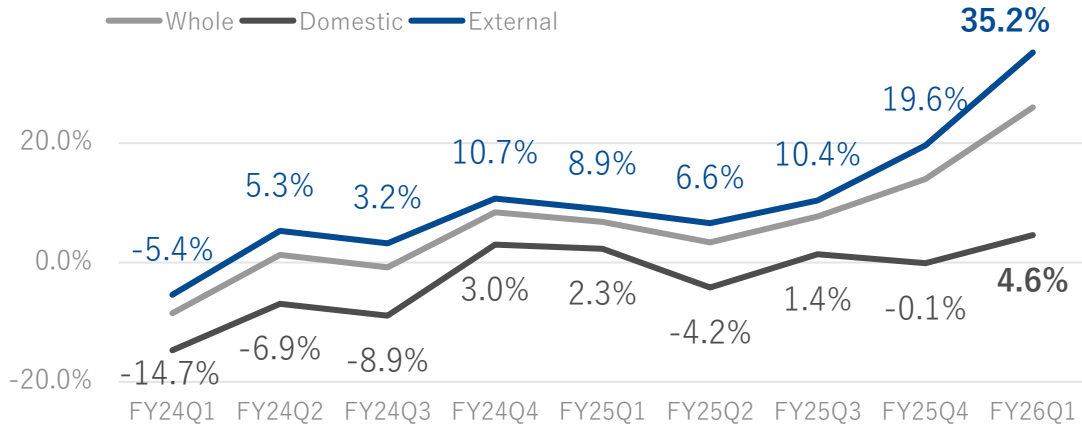
- **Net Sales** : 5 1.5%
- **Gross Profit** : 5 0.7%
- **Operating Profit** : 6 2.4%
- **Net Profit** : 7 4.0%

- Balance Sheet (vs FY2025 Q4)

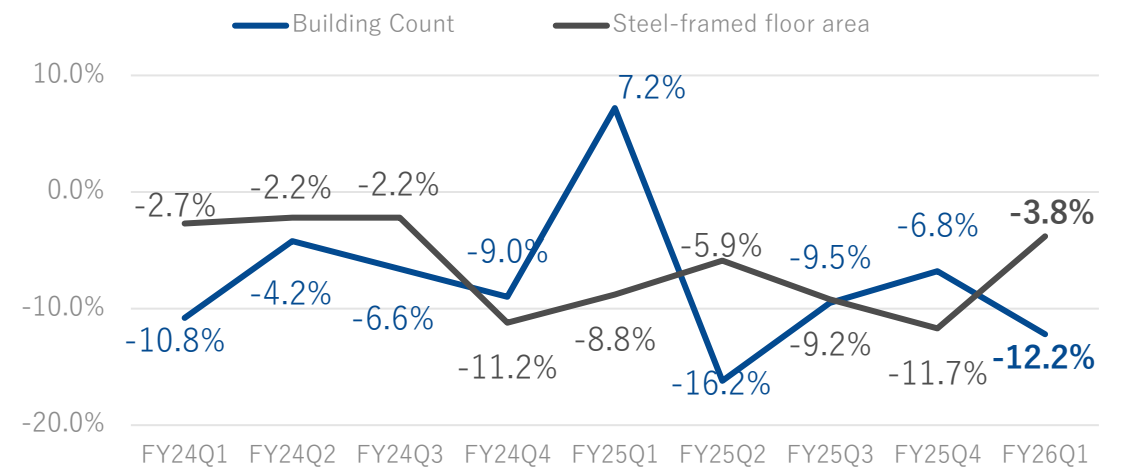
- Cash and deposit : ▲ 1.1 Billion ~ Acquisition of MT Food Systems
- ST Loan : + 0.7 Billion ~ Consolidation of MT Food Systems
- Equity Capital Ratio : ▲ 2.6 pts (6 2.1% → 5 9.5%)

Market Environment

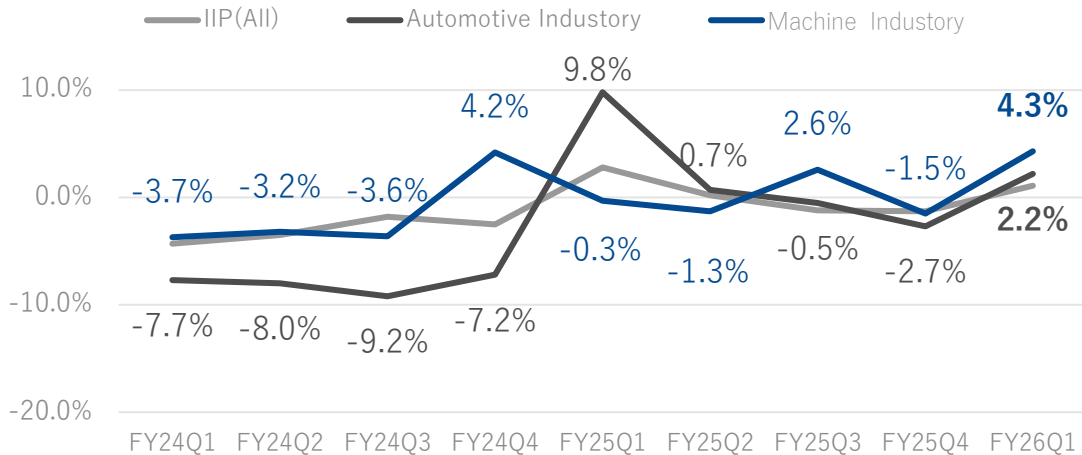
Machine Tool Orders (YoY)



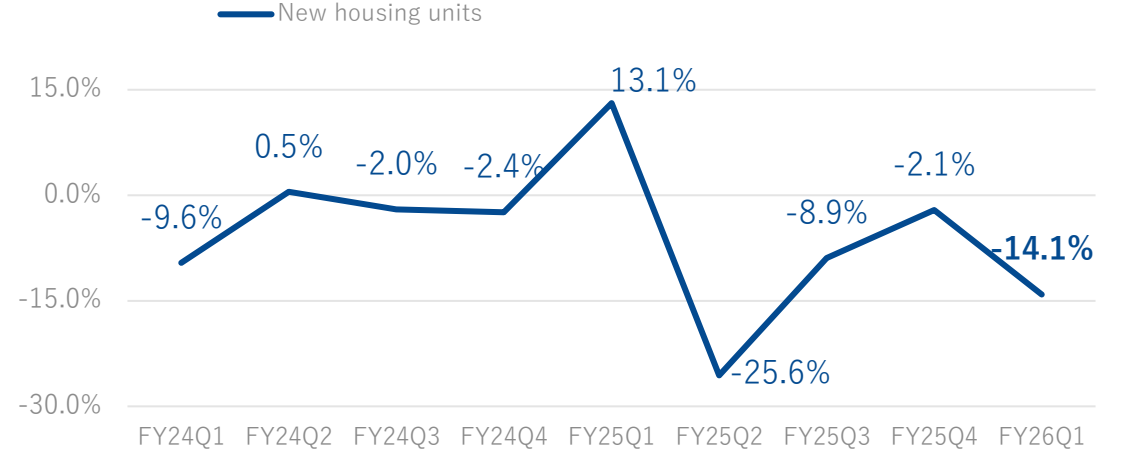
Construction Starts Statistics Floor Area (YoY)



Index of Industrial Production (Seasonally adjusted, YoY)



Statistical Survey of Construction Starts (YoY)

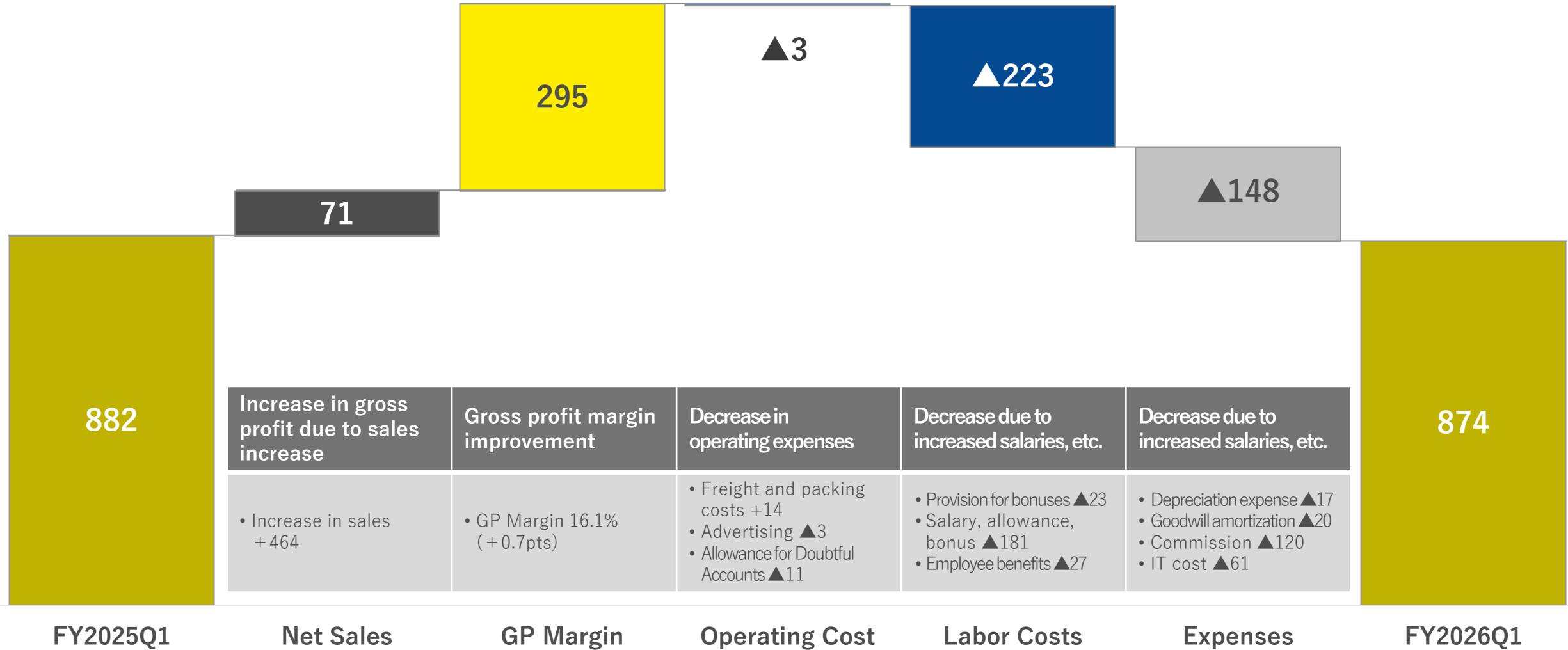


Consolidated Income Statement (YoY)

(JPY Million)	FY2025Q1	FY2026Q1	±	± ratio	
Net Sales	41,234	41,698	464	1.1%	Machinery & Tools Seg. ▲512 Construction Products Seg. +466
Gross Profit	6,328	6,695	367	5.8%	Machinery & Tools Seg. +349 Construction Products Seg. +88
Gross Profit Ratio	15.3%	16.1%	-	+0.7pts	Machinery & Tools Seg. +1.5 points
SG&A Expenses	5,445	5,821	375	6.9%	Machinery & Tools Seg. +424 Construction Products Seg. ▲38
Operating Profit	882	874	▲8	▲1.0%	Operating Profit Margin 2.1%
Ordinary Profit	1,114	1,120	6	0.6%	Non-operating Income and Expenses +246
Extraordinary Profit	6	41	34	547.2%	Gain on sale of investment securities 39
Extraordinary Loss	95	1	▲93	▲98.2%	Recovery from Fixed asset removal cost at FY2025Q1
Profit attributable to owners of the parent	567	621	54	9.6%	

Operating Profit Analysis (YoY by factors)

(JPY Million)



Consolidated Balance Sheet

(JPY Million)	FY2025Q4	FY2026Q1	±	
Total Asset	117,020	121,002	3,982	
Total current asset	82,534	84,553	2,018	Inventory +1,791, Account receivable + 744
• Cash and Deposit	29,760	28,623	▲1,137	
Total fixed asset	34,485	36,449	1,964	
• Tangible fixed assets	24,808	25,355	547	Buildings + 309, Tools + 101
• Intangible fixed assets	1,682	3,093	1,410	Goodwill + 1,387
• Investments and others	7,994	8,000	6	Investment securities ▲101
Total liabilities	43,144	47,485	4,341	
Total current liabilities	40,706	45,176	4,469	Account payable + 4,512, S/T Loan + 746
Total fixed liabilities	2,437	2,309	▲ 128	Deferred tax liability ▲249, L/T loan +81
Total net assets	73,876	73,517	▲ 358	
Equity capital	72,686	71,986	▲ 699	
• Shareholder's equity	69,225	68,130	▲ 1,095	Retained earnings ▲1,103
Equity Capital Ratio	62.1%	59.5%	▲2.6pts	

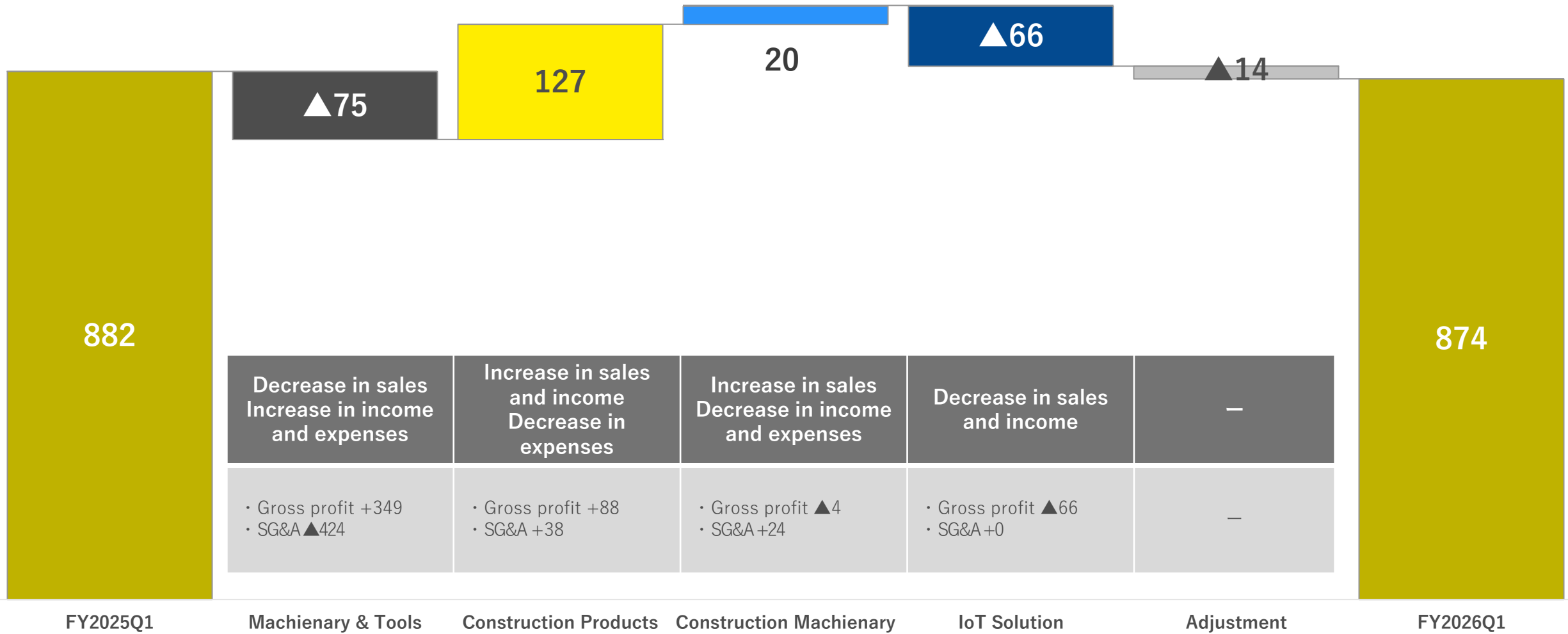
Consolidated Income Statement (YoY, by segments)

(JPY Million)

	FY2025 Q1		FY2026 Q1		±	± ratio
Net Sales (Composition)	41,234	100.0%	41,698	100.0%	464	1.1%
■ Machinery & Tools Segment	27,741	67.3%	27,229	65.3%	▲512	▲1.8%
■ Construction Products Segment	9,860	23.9%	10,326	24.8%	466	4.7%
■ Construction Machinery Segment	2,653	6.4%	3,325	8.0%	672	25.4%
■ IoT Solution Segment	979	2.4%	817	2.0%	▲162	▲16.6%
Gross Profit (vs Net Sales)	6,328	15.3%	6,695	16.1%	367	5.8%
■ Machinery & Tools Segment	3,900	14.1%	4,249	15.6%	349	9.0%
■ Construction Products Segment	1,793	18.2%	1,882	18.2%	88	4.9%
■ Construction Machinery Segment	276	10.4%	271	8.2%	▲4	▲1.6%
■ IoT Solution Segment	358	36.6%	291	35.7%	▲66	▲18.6%
Operating Profit (vs Net Sales)	882	2.1%	874	2.1%	▲8	▲1.0%
■ Machinery & Tools Segment	563	2.0%	488	1.8%	▲75	▲13.4%
■ Construction Products Segment	183	1.9%	311	3.0%	127	69.4%
■ Construction Machinery Segment	97	3.7%	117	3.5%	20	20.7%
■ IoT Solution Segment	101	10.3%	35	4.3%	▲66	▲65.3%
■ Consolidation Adjustment	▲63		▲78		▲14	

Operating Profit Analysis (YoY, by segments)

(JPY Million)



Business Segments

UNISOL Holdings

UNISOL Business Partners

A shared services company

Segment	Machinery & Tools		Construction Products	Construction Machinery	IoT Solution
Responsible Companies	UNISOL		Furusato Industries	Maruka	Security Design
Business Fields • Subsidiaries	Industrial Machinery	<ul style="list-style-type: none"> • Kitakyu Machine and Tools • Gifu Shoji 	Building Products*1	Construction Machinery <ul style="list-style-type: none"> • Japan Rental 	IoT Solution
	Machinery & Tools				
	Global	<ul style="list-style-type: none"> • North America (USA*2, Mexico*2, ITI*3) • China (Shanghai*2, Guangzhou*2) • Southeast Asia (Thailand*2, Vietnam*2, Malaysia*2, Indonesia*2, USI*3) 	Piping Products		
	Engineering	<ul style="list-style-type: none"> • Kan Manufactory*1 • TS Precision*1 • Sonoruka Engineering*1 	Housing Products		
	Food	<ul style="list-style-type: none"> • ArPlus*1 • MT Food Systems*3 			

*1: Domestic subsidiaries or business fields with manufacturing capabilities

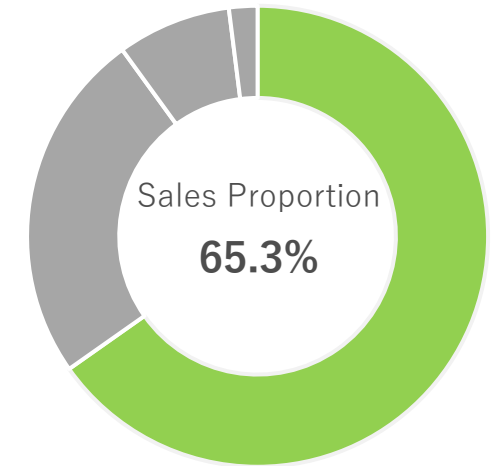
*2: Overseas subsidiaries

*3: Overseas subsidiaries or business fields with engineering capabilities

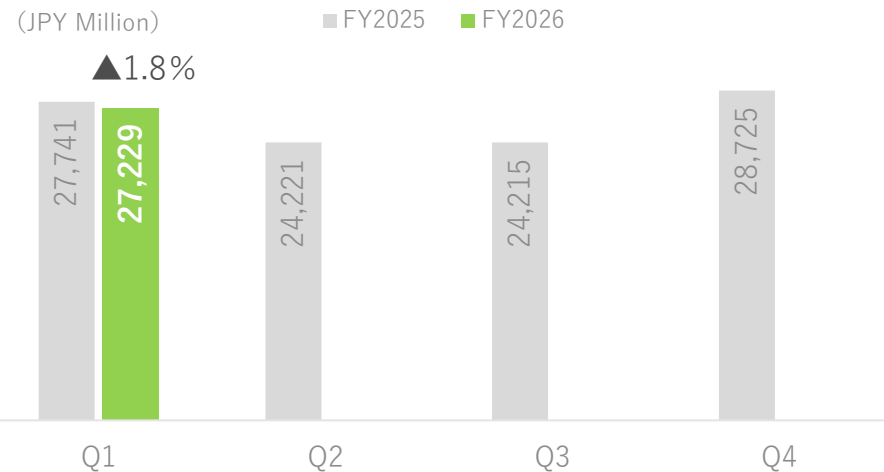
Machinery & Tools Segment

(JPY Million)

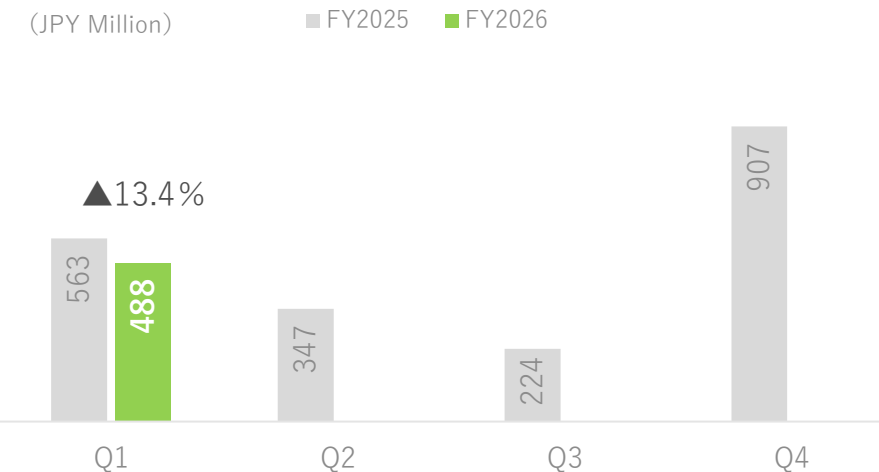
	Net Sales	YoY(±)	YoY (%)	Gross Profit	YoY (%)	Operating Profit	YoY (%)
Total	27,229	▲512	▲1.8%	4,249	+9.0%	488	▲13.4%
Industrial Machinery	7,127	▲563	▲7.3%				
Machinery & Tools	13,042	+244	+1.9%				
Global	6,547	▲334	▲4.9%				
Engineering	568	+78	+16.1%				
Food	438	+61	+16.3%				



■ Net sales quarterly transition



■ Operating profit quarterly transition

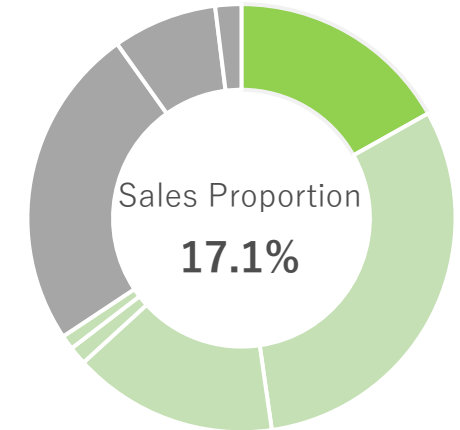
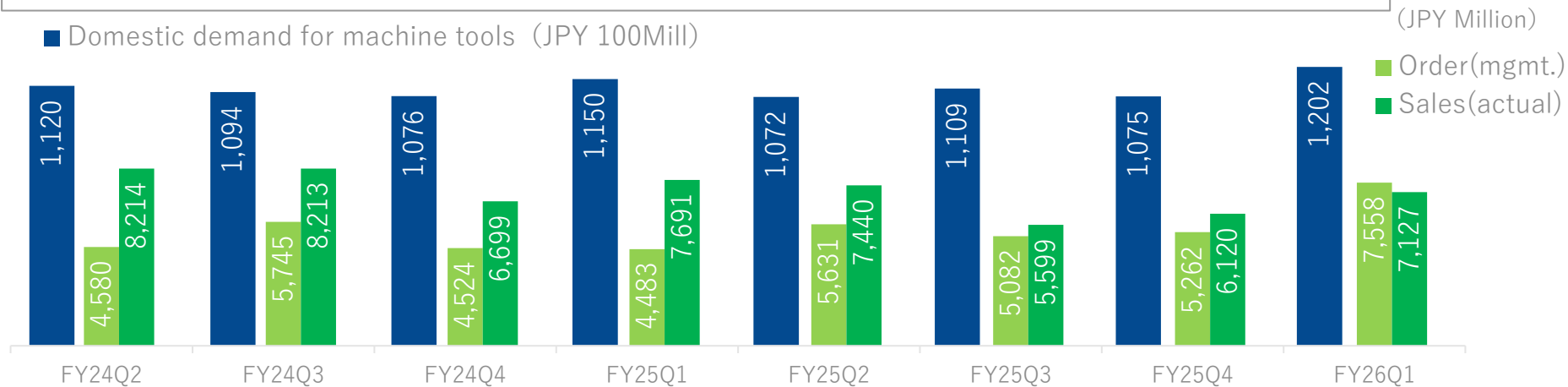


■ Business Area

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 Industrial Machinery

Domestic demand for machine tools (JMTBA) / Order Volume & Revenue Trends



- The domestic orders in the “Machine Tool Orders Statistics” for 2026Q1 are 120 bill. Yen, 104.6% YoY
- ➔ The orders in this sector amounted to approx. 7.6 bill. yen, representing 168.6% YoY

(JPY Million)

	Net Sales	YoY (±)	YoY (%)
Industrial Machinery	7,127	▲560	▲7.3%

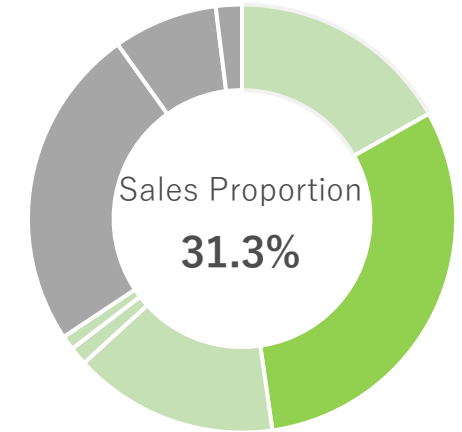
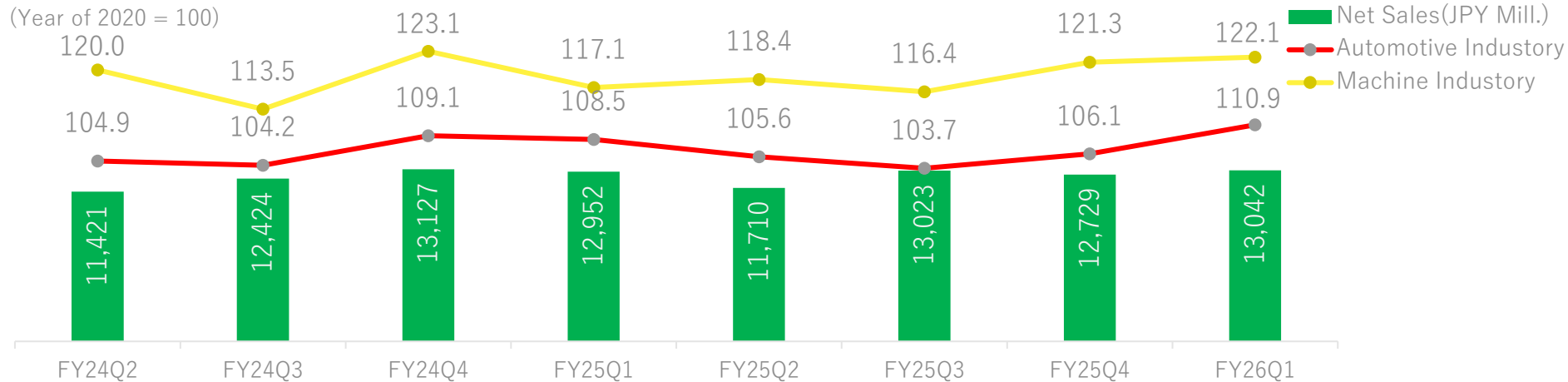
- Despite the main domestic automotive-related industry not performing well, seeing strong order intake from major clients, including large orders for HEV components
- Regardless of the type of business or industry, investment in labor-saving and automation equipment is robust
- The integration of the direct-sales business of the former Maruka and GNet is creating synergies such as information exchange and sharing their suppliers

Business Area

Offering a wide range of machinery from machine tools to industrial machinery, providing optimal solutions for production sites through a direct-sales. Centered around the Industrial Machinery B.U. of UNISOL, the group includes 2 direct-sales tool subsidiaries

Machinery & Tools Segment Machinery & Tools

Index of Industrial Production (Automotive · Machine) / Revenue Trends



- Index of Industrial Production: Increase trend in Automotive

➔ The revenue in this sector amounted 130 bill. Yen representing 101.9% YoY

(JPY Million)	Net Sales	YoY (±)	YoY (%)	
Machinery & Tools	13,042	+244	+1.9%	
• Tools	+7.5%			<ul style="list-style-type: none"> • The semiconductor industry, shipbuilding, and aerospace sectors are gaining momentum, with a focus on the eastern regions of Japan • There is a surge in last-minute demand before price hikes, as well as the positive impact of trade exhibitions in the Chubu, Osaka, and Kyushu regions
• Machinery	▲14.2%			<ul style="list-style-type: none"> • Due to delays in capital investment among small and medium-sized manufacturing companies, there is a double-digit decrease compared to the same period last year • The impact of revenue recognition for large projects being deferred to Q2, among other factors, has resulted in a single-digit decrease

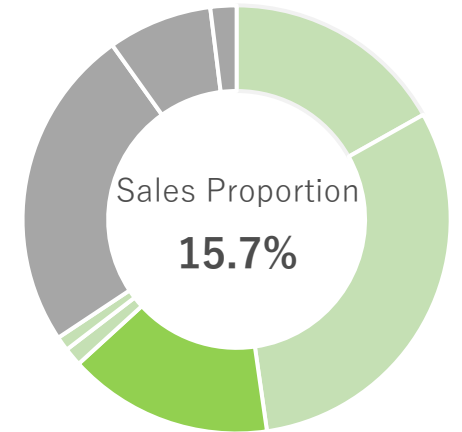
Business Area

Supporting manufacturing extensively with a product lineup of approx. 1 mill. items with a wholesale system, including machine processing systems such as machine tools and cutting tools/tooling, embedded devices like robots and motors, equipment like compressors, material handling, and general-purpose tools

Machinery & Tools Segment Global

(JPY Million)

	Net Sales	YoY (±)	YoY (%)
Global	6,547	▲334	▲4.9%
North America	3,652 ▲17.3%	<ul style="list-style-type: none"> Demand for machine tools & injection molding machines for US clients, as well as general production equipment for Japanese clients is weak, leading to YoY declines in orders and sales. In the engineering business, where there is strong latent demand for automation, projects are taking time to materialize, resulting in a significant decrease 	
Southeast Asia	1,810 +19.3%		
• Thailand	708 +11.5%	<ul style="list-style-type: none"> Large-scale orders for Japanese two-wheeled vehicles makers and automotive parts received in previous periods are being delivered sequentially, showing an increase compared to FY2025Q1 	
• Indonesia	307 ▲13.1%	<ul style="list-style-type: none"> Due to the rebound from a large-scale order related to the establishment of a new food related factory that occurred in FY2025, sales have decreased compared to FY2025Q1. However, the acquisition of medium-sized equipment projects has led to an increase in orders 	
• Malaysia	378 +23.8%	<ul style="list-style-type: none"> Thanks to the recognition of sales in automotive-related and food processing-related equipment, there has been an increase compared to FY2025Q1. Orders are also strong, particularly for automation projects 	
• Vietnam	283 +56.2%	<ul style="list-style-type: none"> The maintenance service for machines has seen an increase in both orders and sales. There has been strong performance, including large orders for machine tools for local companies 	
China	478 +16.5%	<ul style="list-style-type: none"> The capital investment demand for Japanese companies, especially in the automotive sector, is sluggish, but the sales of Chinese-made industrial machinery and machine tools have increased compared to FY2025Q1 	



Business Area

A Comprehensive support system leverages our robust global network, which includes bases and group companies in North America and Asia, to provide integrated assistance from procurement to sales and services, thereby comprehensively supporting the value chain in our overseas business

Machinery & Tools Segment Engineering and Food

■ Engineering

■ Business Area

Promoting the transformation from traditional 'product selling' to 'experience selling,' offering a unique solution by combining its accumulated product knowledge and in-depth field expertise to address challenges faced by the manufacturing industry today, such as labor shortages and changes in the labor market

(JPY Million)

	Net Sales	YoY (±)	YoY (%)	
Engineering	568	+78	+16.1%	

Solution Sales Dept., Technical Support Dept., & Subsidiaries in Manufacturing

- Focusing on Target Strategies of 27 Major Companies: Strong demand for automated and specialized machinery
- Increasing cases of supporting the relocation of production processes within the automotive supply chain due to a shortage of engineers

■ Food

■ Business Area

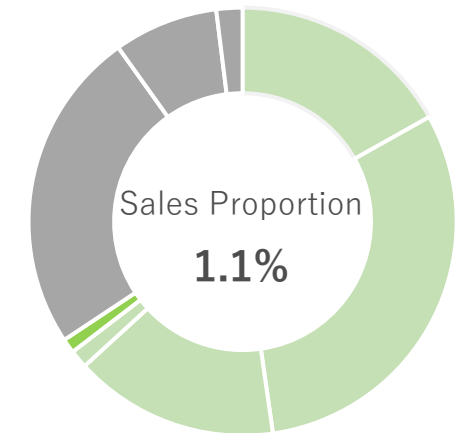
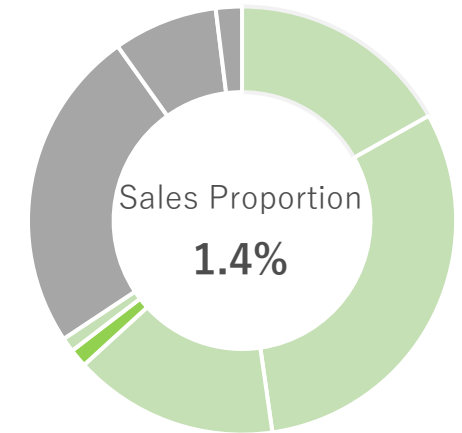
The BU's aim is to become the No.1 food machinery trading company in SE Asia, focusing on solving social issues surrounding 'food'. Through a capital partnership with a local Thai company, we have made it possible to offer a total automation system that integrates multiple machines. We propose sustainable business models for Japanese food manufacturers and local food processing companies alike

(JPY Million)

	Net Sales	YoY (±)	YoY (%)	
Food	438	+61	+16.3%	

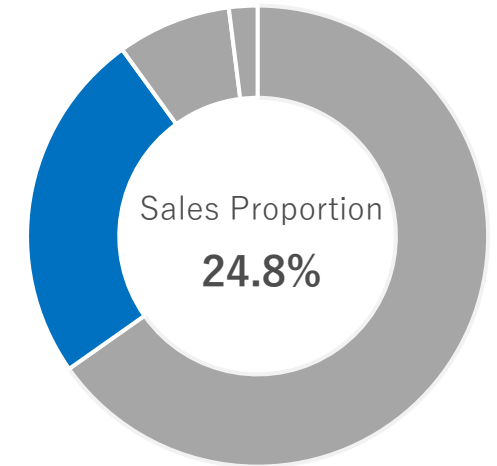
FTS Sales Dept., ArPlus, and MTFs* (P/L to be accounted from Q2)

- FTS sales department is successfully progressing new customers for ArPlus, which manufactures bread slicers. Additionally, inquiries are increasing due to the acquisition of MTFs, including support for Japanese food manufacturers in Thailand and the export of Japanese-made machinery



Construction Products Segment

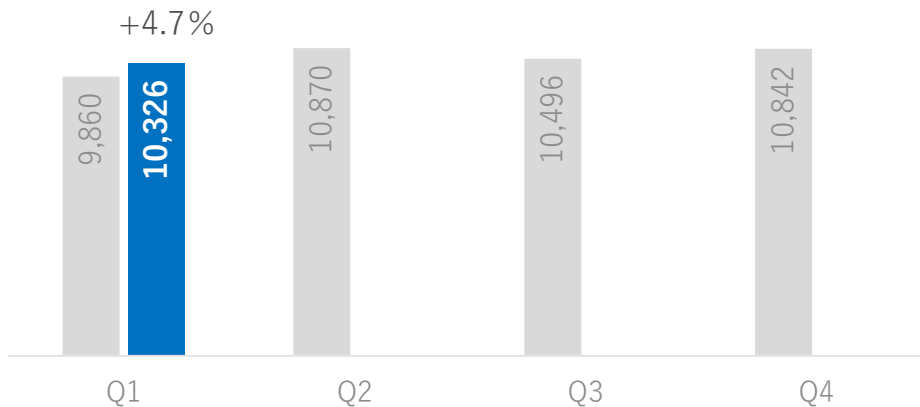
(JPY Million)	Net Sales	YoY(±)	YoY (%)	Gross Profit	YoY (%)	Operating Profit	YoY (%)
Total	10,326	+466	+4.7%	1,882	+4.9%	311	+69.4%
Building products	6,579	+274	+4.4%				
Piping products	2,197	+182	+9.0%				
Housing products	1,575	+17	+1.1%				



Net sales quarterly transition

(JPY Mill)

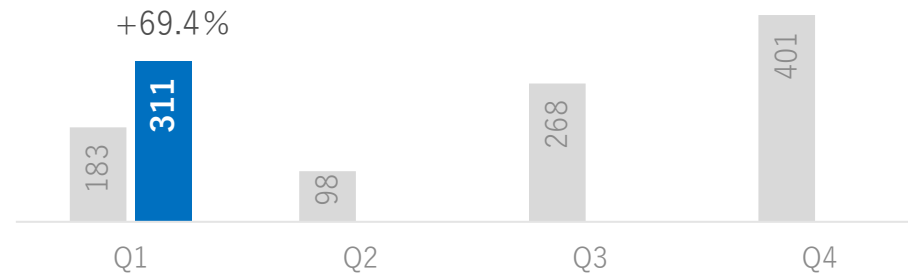
■ FY2025 ■ FY2026



Operating profit quarterly transition

(JPY Mill)

■ FY2025 ■ FY2026

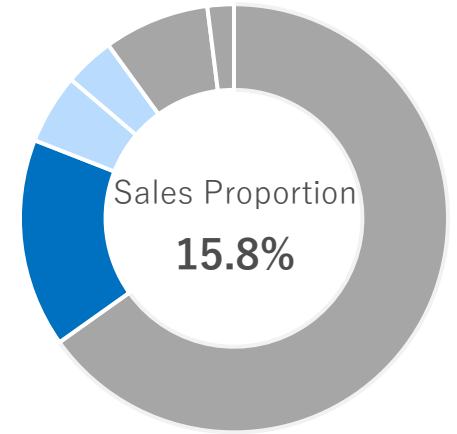
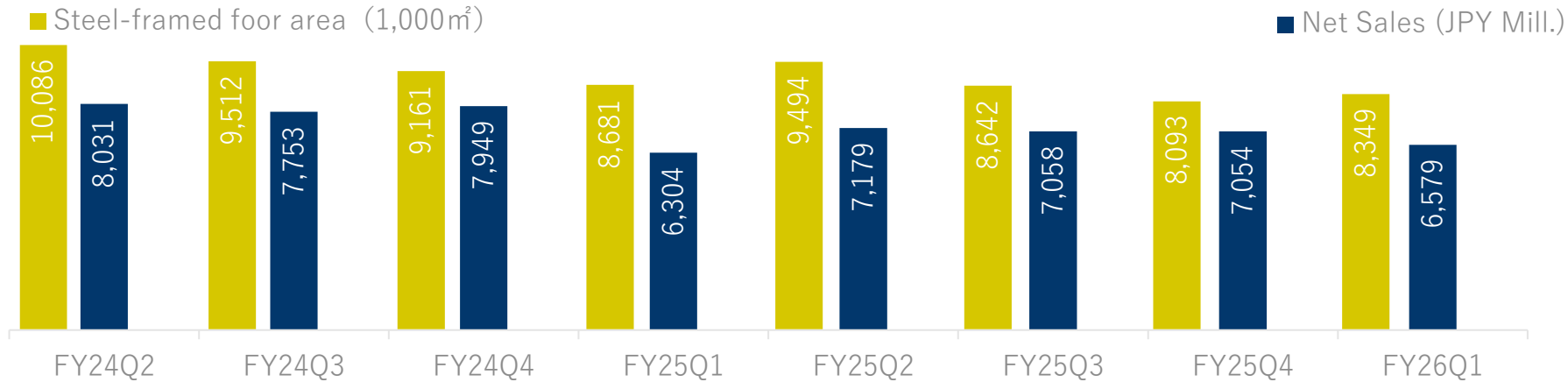


Business Area

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



- FY2026Q1, the floor area of steel-frame building construction started decreased by 3.8% compared to the same period of the previous year, marking the 14th consecutive quarter of decline
 - Amid continued decreases in construction output due to work style reforms, there has been no recovery in small and medium-sized projects, resulting in a challenging situation
- ➔ **Sales in this sector amounted to 6.5 bill. yen, representing a 4.4% YoY**

(JPY Million)

	Net Sales	YoY (±)	YoY (%)
Building products	6,579	+274	+4.4%

- Under tough conditions due to a decrease in the # of construction projects, sales of steel frame building secondary materials remain strong with large-scale foundation material sales
- Focusing on the sale of large machinery that contributes to labor-saving and automation, as well as CAD systems that enhance productivity
- Sales of in-house products such as column joints, and the foundation construction method for column bases, have significantly increased compared to the same period last year

Business Area

Offering a wide range of materials needed by steel fabricators and major housing manufacturers, including our own Full Brace products. We meet the needs of users at our 54 sales offices nationwide

Construction Products Segment Piping Products, Housing Products

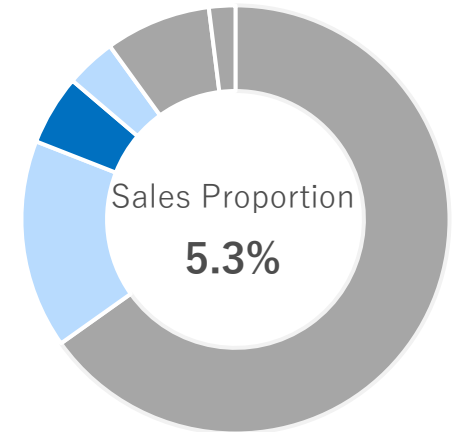
■ Piping Products

■ Business Area

Utilizing our network of bases, logistics system, and the scale advantages of centralized purchasing, we provide piping materials cost-effectively and promptly

(JPY Million)

	Net Sales	YoY (±)	YoY (%)	
Piping products	2,197	+182	+9.0%	<ul style="list-style-type: none"> • During a continued downturn in plant projects due to a decrease in construction activities, we have secured a major contract • Focusing on the sale of large-scale equipment such as pipe processing machines and compressors



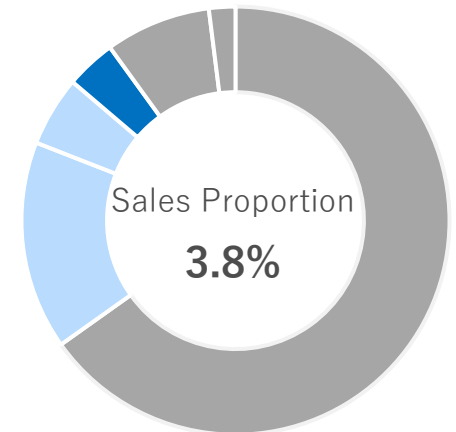
■ Housing Products

■ Business Area

Offering a wide range of products, from residential equipment such as unit baths, system kitchens, and toilets, to air conditioning systems, building materials, and exteriors, and provide services from sales to installation

(JPY Million)

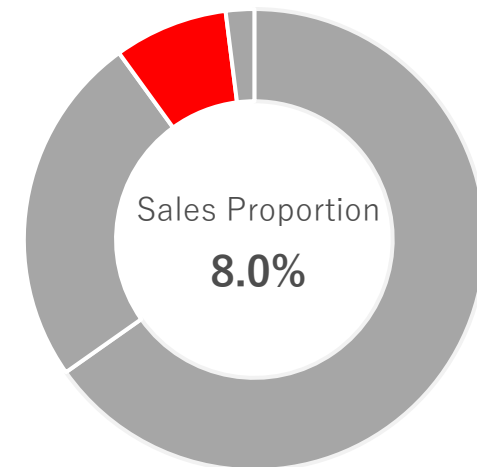
	Net Sales	YoY (±)	YoY (%)	
Housing products	1,575	+17	1.1%	<ul style="list-style-type: none"> • Amid a decrease in new housing construction and a sluggish demand for renovations, seeing a increase in the sales of high-value-added products • Strengthening sales to construction contractors and focusing on properties under construction management



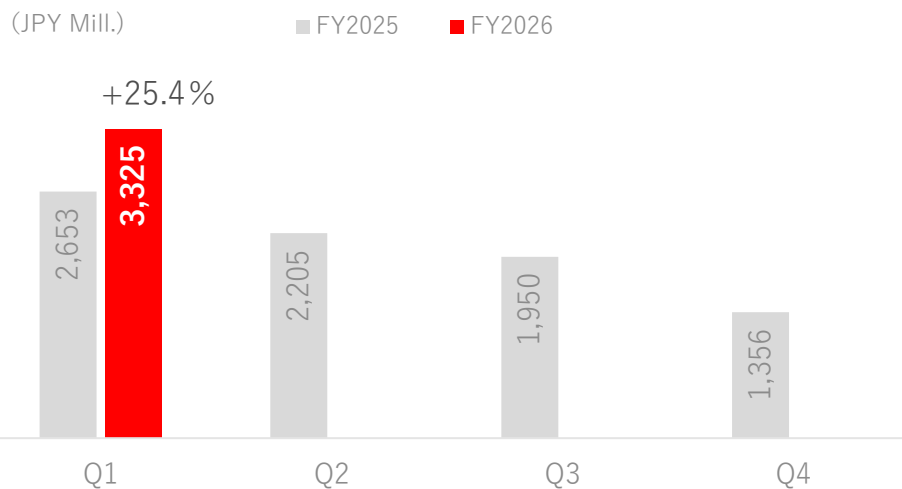
Construction Machinery Segment

(JPY Million)	Net Sales	YoY(±)	YoY (%)	Gross Profit	YoY (%)	Operating Profit	YoY (%)
Total	3,325	+672	+25.4%	271	▲1.6%	117	+20.7%

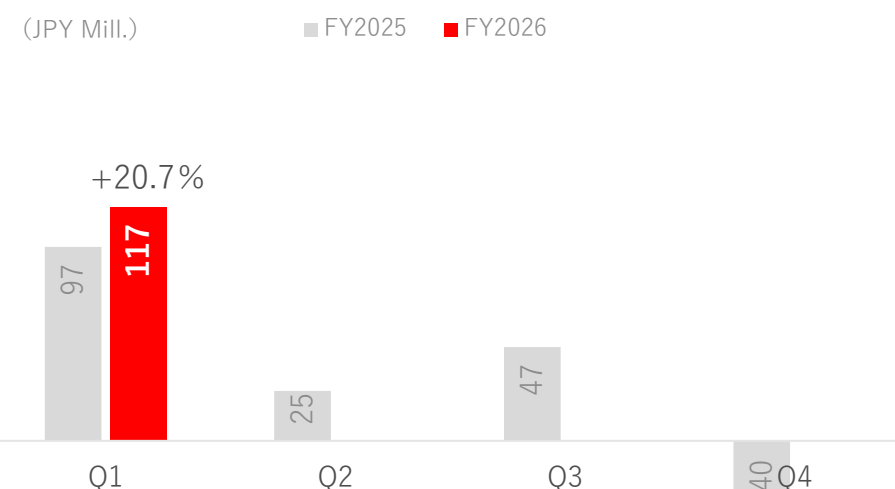
- The sales recording for crawler cranes and foundation machinery for foundation construction contractors is progressing smoothly
- The sales of used machinery are also steady, but orders are decreasing due to sluggish growth in foundation machinery



Net sales quarterly transition



Operating profit quarterly transition



Business Area

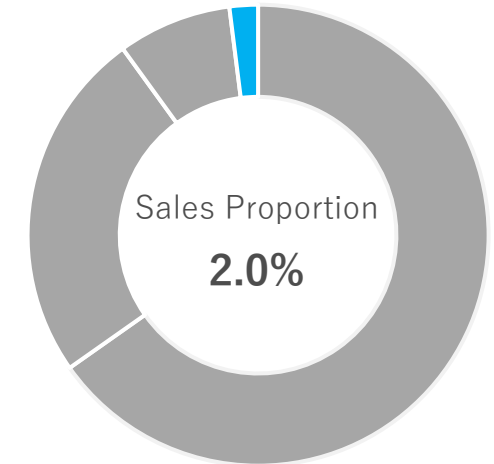
The sale and rental of cranes, excavators, equipment for foundation work, and other construction machinery as well as second-hand machineries for the civil engineering and construction industry and the sign-erecting industry in domestic market

IoT Solution Segment

(JPY Million)

	Net Sales	YoY(±)	YoY (%)	Gross Profit	YoY (%)	Operating Profit	YoY (%)
Total	817	▲162	▲16.6%	291	▲18.6%	35	▲65.3%

- The implementation of sales adjustments centered on recording devices due to production impact from memory shortages and others
- The initial performance of the term was sluggish due to rebound from last-minute demand at the end of the previous term
- There was a decrease in sales of equipment to major customers



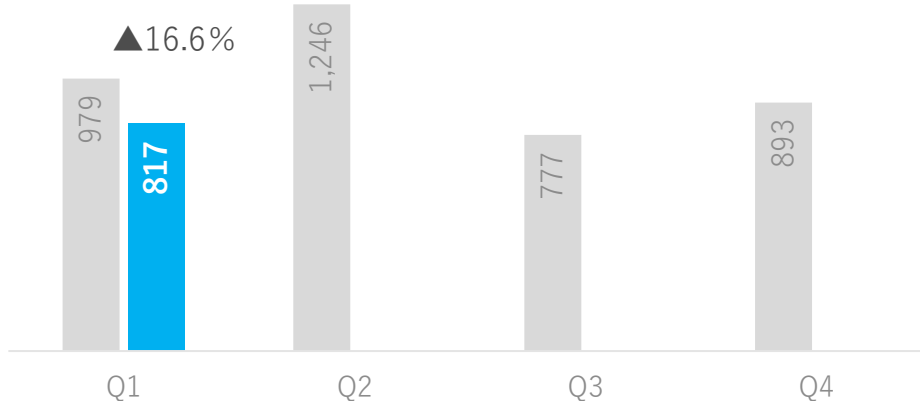
Net sales quarterly transition

Operating profit quarterly transition

Business Area

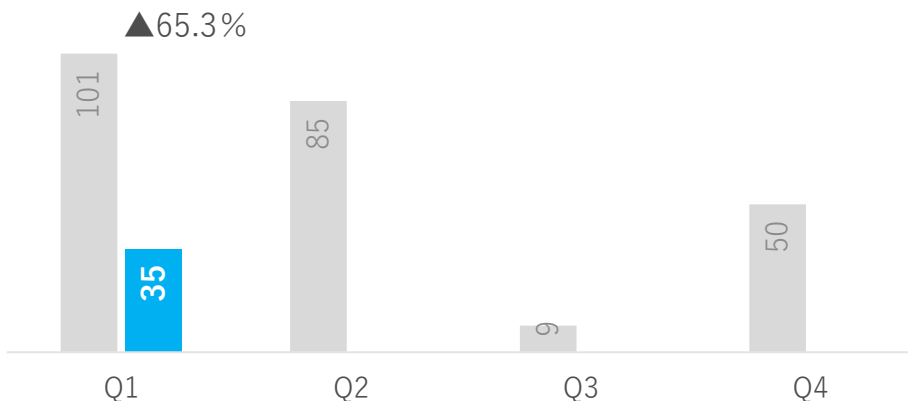
(JPY Mill.)

■ FY2025 ■ FY2026



(JPY Mill.)

■ FY2025 ■ FY2026



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 FY2026 Earnings Forecasts

Earnings Forecast Progress Overall

(JPY Million)	FY2026 Q1 Result	FY2026 H1 Forecast	Progress	FY2026 H1 Forecast	FY2026 Forecast
Net Sales	41,698	81,000	51.5%	84,000	165,000
Gross Profit	6,695	13,200	50.7%	14,060	27,260
Gross Profit Ratio	16.1%	16.3%	▲0.2pts	16.7%	16.5%
SG&A Expenses	5,821	11,800	49.3%	12,060	23,860
Operating Profit	874	1,400	62.4%	2,000	3,400
Ordinary Profit	1,120	1,730	64.8%	2,370	4,100
Profit attributable to owners of the parent	621	840	74.0%	1,260	2,100

Earnings Forecast Progress by Segments

(JPY Million)

	FY2026 Q1 Result	FY2026 H1 Forecast	Progress	FY2026 H1 Forecast	FY2026 Forecast
Net Sales	41,698	81,000	51.5%	84,000	165,000
■ Machinery & Tools Segment	27,229	53,000	51.4%	55,800	108,800
■ Construction Products Segment	10,326	22,000	46.9%	22,000	44,000
■ Construction Machinery Segment	3,325	3,900	85.3%	3,900	7,800
■ IoT Solution Segment	817	2,100	38.9%	2,300	4,400
Gross Profit	6,695	13,200	50.7%	14,060	27,260
■ Machinery & Tools Segment	4,249	8,100	52.5%	8,790	16,890
■ Construction Products Segment	1,882	4,000	47.1%	4,130	8,130
■ Construction Machinery Segment	271	400	68.0%	430	830
■ IoT Solution Segment	291	700	41.7%	710	1,410
Operating Profit	874	1,400	62.4%	2,000	3,400
■ Machinery & Tools Segment	488	760	64.2%	1,130	1,890
■ Construction Products Segment	311	530	58.7%	640	1,170
■ Construction Machinery Segment	117	90	130.9%	110	200
■ IoT Solution Segment	35	120	29.2%	120	240
■ Consolidation Adjustment	▲78	▲100		0	▲100

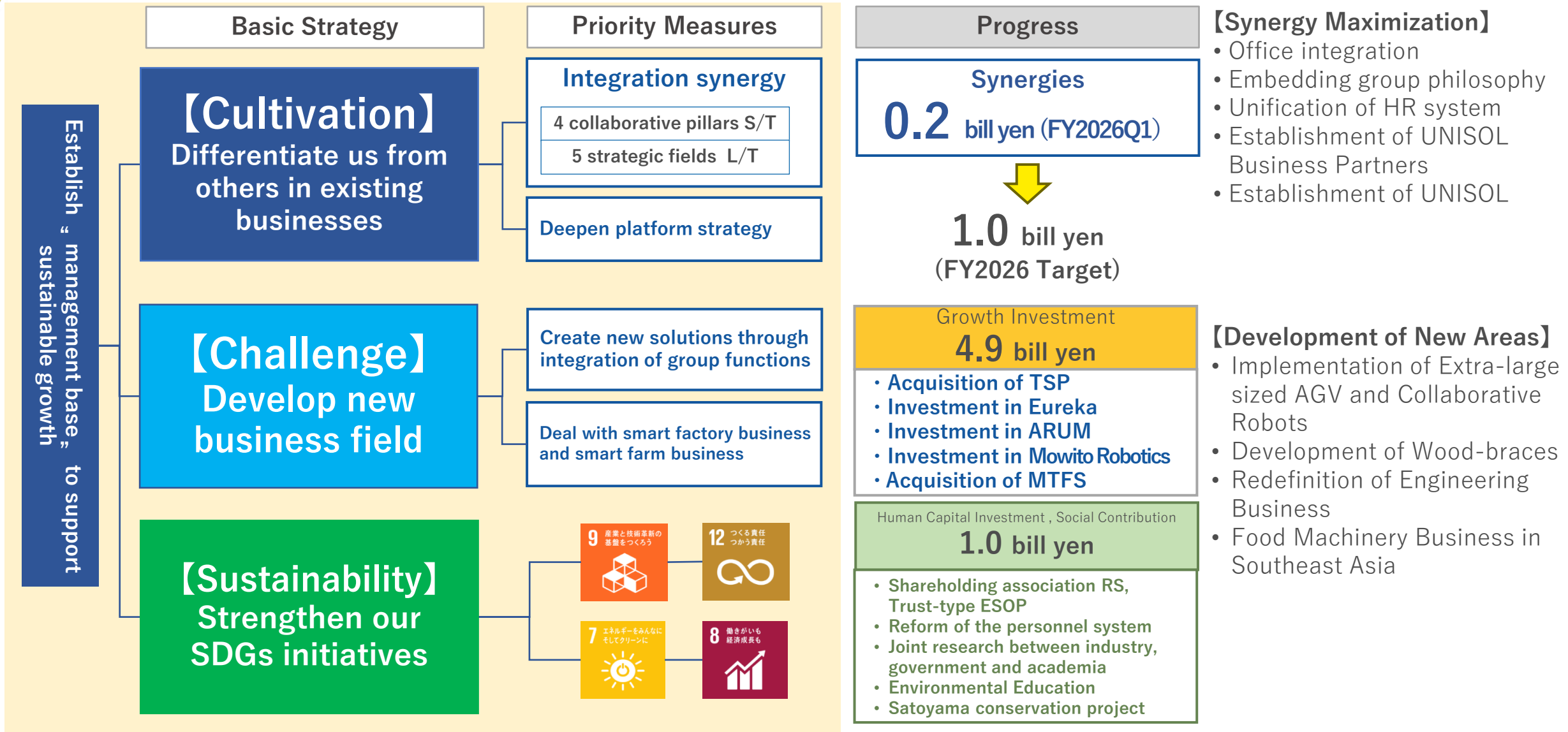


3

「UNISOL」 (2022-2026)

Medium-Term Management Plan

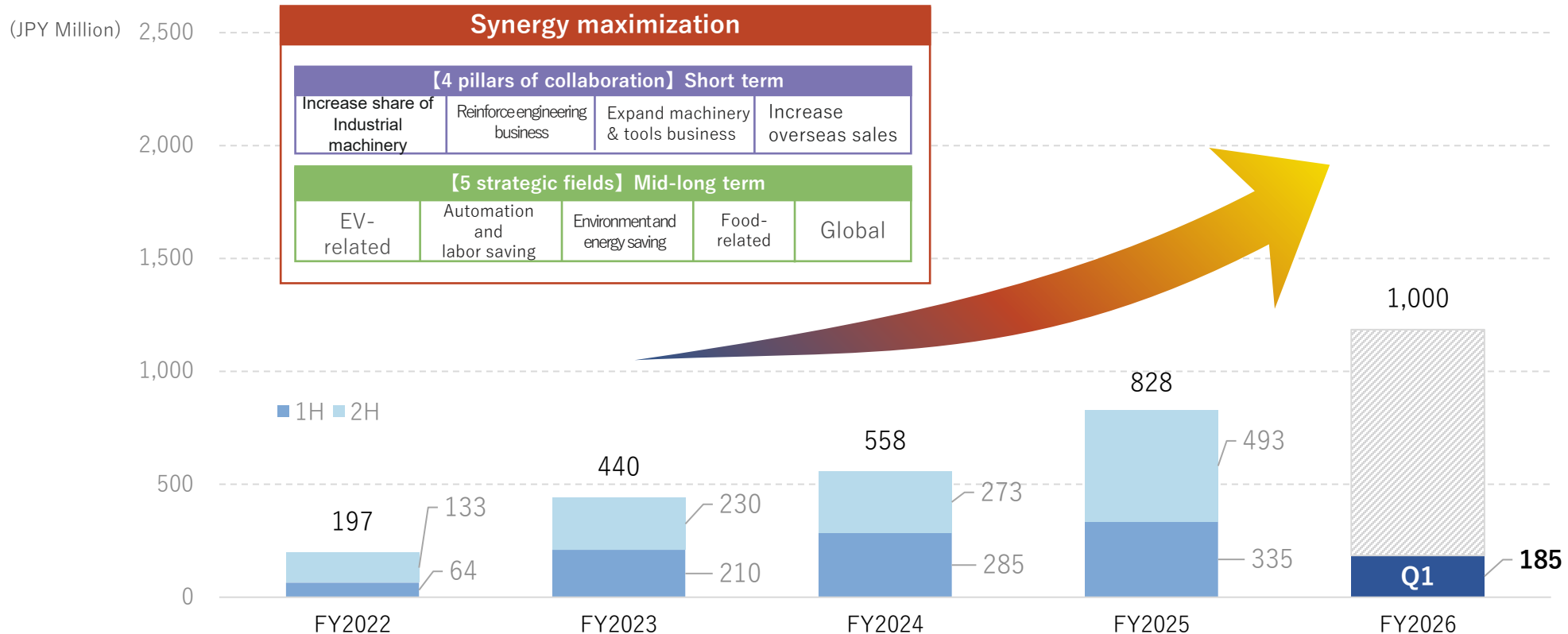
Progress of Priority Measures



Synergy

FY2026Q1 Results : 185 million yen

- **Increase share of Industrial machinery : 78 million yen** ~ The expansion of commercial sales of equipment tools
- **Global : 37 million yen** ~ The expansion of product offerings by local companies and the strengthening of equipment sales to Japanese and local companies
- **Sustainable cost reduction : 31 million yen**





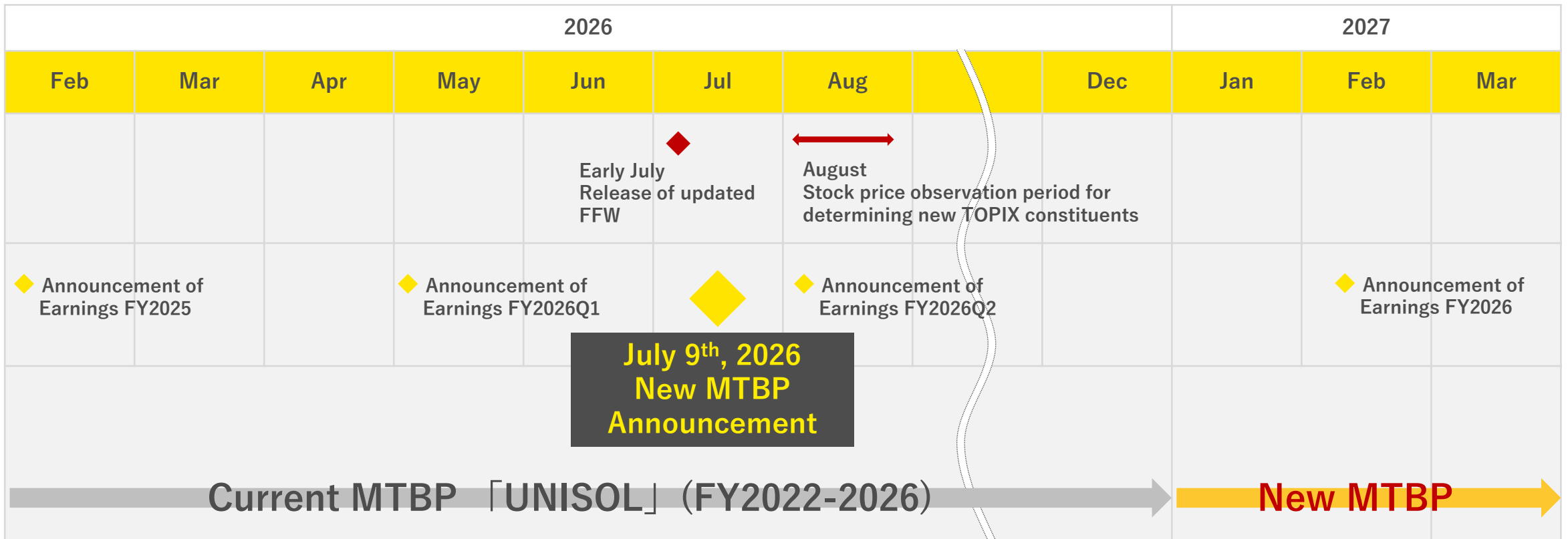
4

「UNISOL II」 (2027-2029)

New Medium-Term Management Plan

Advance the Announcement of the New MTBP

- The announcement date of the new MTBP has been revised from "June 2026" to "July 9, 2026"
- Reflecting the updated FFW announced in early July, promoting the retention of new TOPIX constituents, the transition to an optimal capital structure, and the maximization of corporate value



The Significance of the New MTBP

- The new medium-term management plan "UNISOL II" aims to strengthen the earnings base through structural reforms and shift towards high value-added operations
- Aiming to achieve our ROE targets through the execution of business plans with a high likelihood of success and intentional balance sheet management

Plan to be announced on July 9th, 2026

UNISOL I

The transformation & challenge towards a new stage

“A period for consolidating strength”

- Expansion into New Business Areas
- Advancement in the Global Market
- Strengthening of Recurring Revenue Business

2022-2026

UNISOL II

Accelerating growth toward the desired vision

“A period for reversal and breakthrough”

- Build a strong revenue base that is resilient to external environments based on analysis of the previous MTBP
- Transition from low-profit sales to high value-added solutions
- Reallocate resources created through DX to improve productivity
- Formulate B/S management and capital allocation with the premise of achieving ROE targets
- Maximize synergy effects and ensure execution capability

2027-2029

UNISOL III

Exponential Growth

“Exponential Value Creation”

- Establishment as the “First Choice Partner”
- Discontinuous Business Expansion
- Maximization of Social and Economic Value

2030-2032

The Organization of Issues by Segment for the New MTBP

- It is necessary to capture the structural changes in the external environment and shift from a low-margin, generic wholesale and intermediary business to a high value-added business
- Regarding internal factors, it is necessary to review human capital and organizational structure, and reallocate resources by improving productivity through digital transformation and other means

The Organization of Issues by Segment in Current MTBP

Segments	Responding to external factors	Responding to internal factors
Machinery & Tools	<p>Market Contraction: Consolidation of processes and reduction in production volume domestically</p> <p>Intensified Competition: Influx of affordable and high-performance foreign products</p>	<p>Productivity: Improvement in sales and gross profit productivity per person</p> <p>Market Development: Need for development in non-automotive and e-commerce markets, and increasing brand awareness</p>
Construction Products	<p>Decline in Demand: Decrease in steel frame demand and new housing starts</p> <p>Cost Increase: Extension of construction periods, labor shortages, and rising logistics costs</p>	<p>Sales Capability: Reform of a personalized and inefficient sales system</p> <p>Network: Optimization of production and base systems</p>
Construction Machinery	<p>Profit Margin Pressure: Surge in new car prices and the difficulty of passing on costs</p> <p>Loss of Opportunities: Delayed entry into the booming foundation machinery and growing port business</p>	<p>Skill Shortage: Lack of personnel with appropriate used item appraisal skills</p> <p>Resource Dependency: Moving away from reliance on "quick reselling at low profit"</p>
IoT Solution	<p>Commoditization: Price competition intensifies due to the influx of Chinese products</p> <p>Customer Needs: Shift from simple monitoring to operational efficiency and labor-saving measures</p>	<p>Revenue Structure: Low proportion of stock revenue</p> <p>Talent Shortage: Lack of personnel in high-tech fields like AI and software</p>

The Direction of the New MTBP

Fundamental Direction

1

Formulation of highly achievable business plans

- The strategy is formulated in two-tiered plan that includes a "Base Plan," which relies on a long-established business foundation, and an "Incremental Plan," which invests resources created through structural reforms and DX into growth areas
- Formulation of plans that emphasize profitability using indicators such as operating profit margins, rather than just focusing on absolute sales and operating profit volume

2

Optimization of the Business Portfolio

- Implementing selective focus strategies to address market contraction and intensifying competition, strengthening existing businesses through structural reforms such as reorganization of business and operational bases
- Allocating resources to high-growth, high-profit potential businesses to establish a foundation for future revenue streams

3

Balance sheet management with a commitment to achieving ROE targets

- Formulation of capital allocation strategies, calculated backward from ROE targets, to realize capital profitability with an awareness of capital costs
- Improvement in asset turnover through the transition to a "high-margin, high-volume" model and reallocation of resources through productivity enhancement via digital transformation (DX)

4

Accelerate and maximize synergy effects post-integration

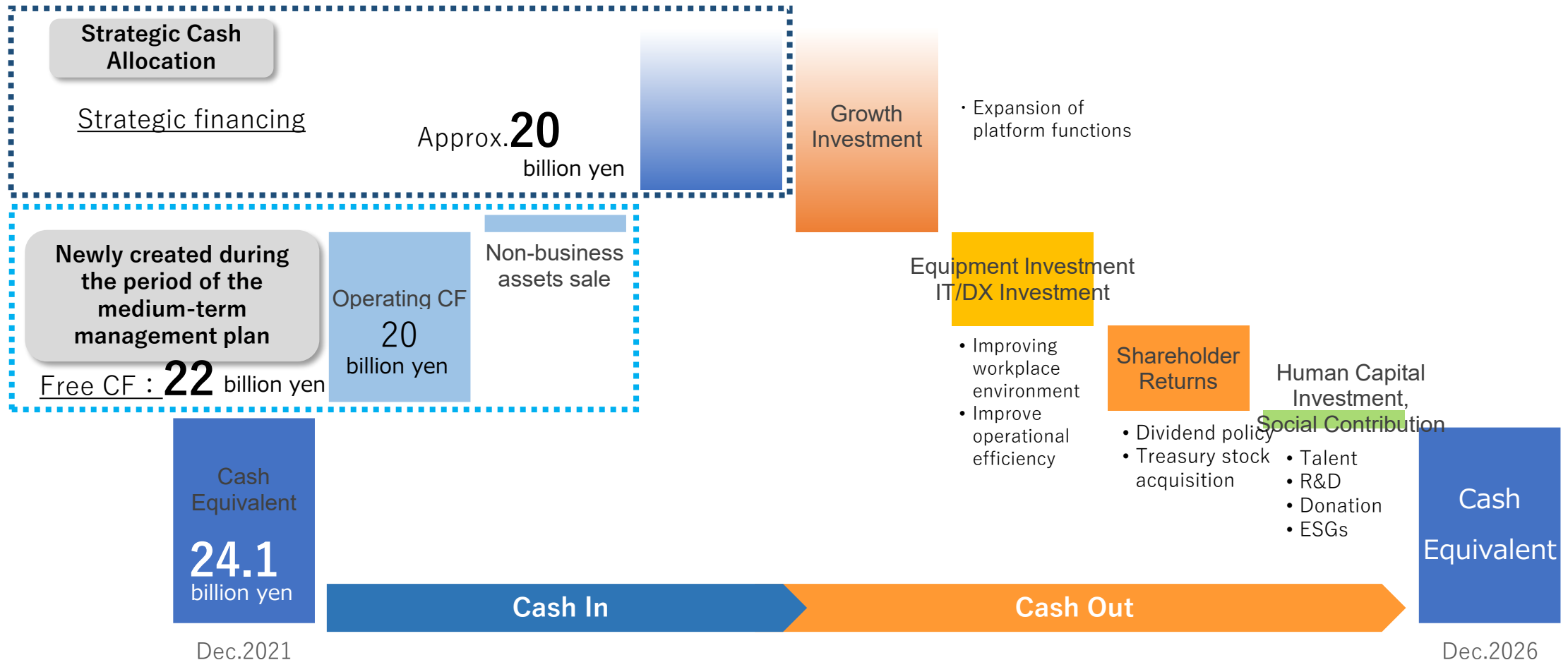
- Accelerate the proposal of solutions directly addressing customer challenges by integrating our sales network and manufacturing expertise
- Assign dedicated personnel to coordinate cross-organizational collaboration, ensuring the execution of concrete measures to realize synergy effects



5 Initiatives to Enhance Corporate Value

Cash Allocation Policy (2022 - 2026)

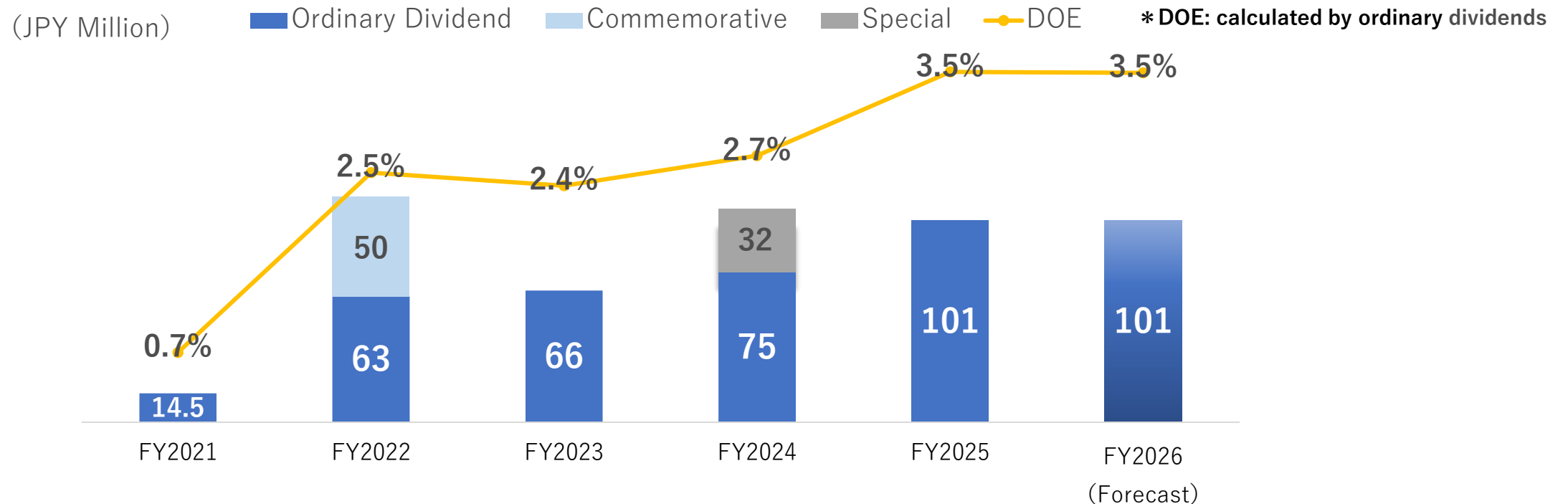
- Strategically allocate cash inflows during the medium-term management plan period to growth investment, equipment investment, IT/DX investment, shareholder returns, and human capital investment and social contribution



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

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



Initiatives to Improve Tradable Shares Ratio (1 / 2)

- To enhance corporate value through improving liquidity and efforts to remain in the new TOPIX, implementing various measures to improve the tradable shares ratio and the FFW
- Improving the tradable shares ratio contributes to the activation in stock market, while the FFW is an important factor in determining the components of the new TOPIX
- Moving forward, planning to formulate and promptly implement effective capital policies, including shareholder returns, aimed at enhancing corporate value

< Initiatives to Expand the Individual Investors >

- FY2024 : Review of the shareholder benefits program, introduction of a dividend policy based on DOE
- FY2025 : Advance the achievement of DOE 3.5%, quarterly distribution of IR Videos, first participation in the TSE/Nikkei IR Fair

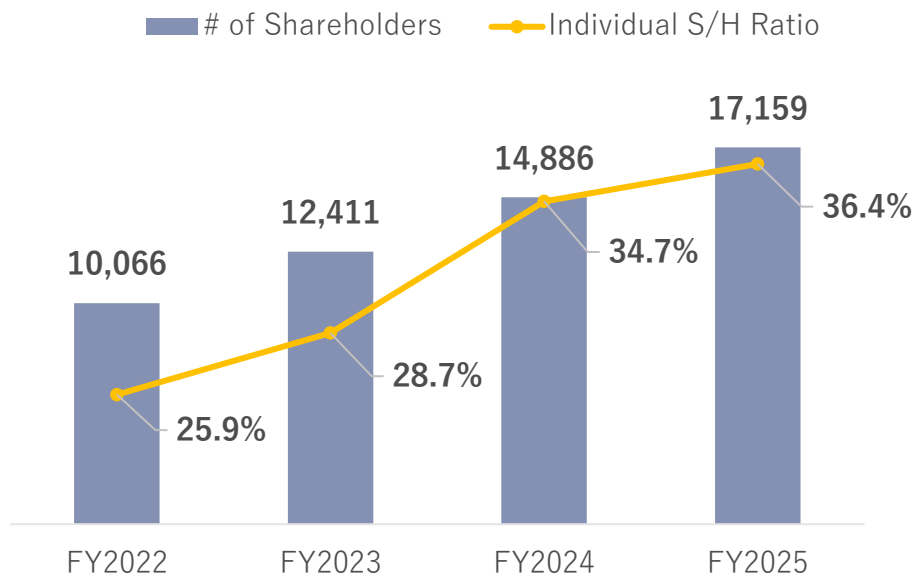


Initiatives to Improve Tradable Shares Ratio (2 / 2)

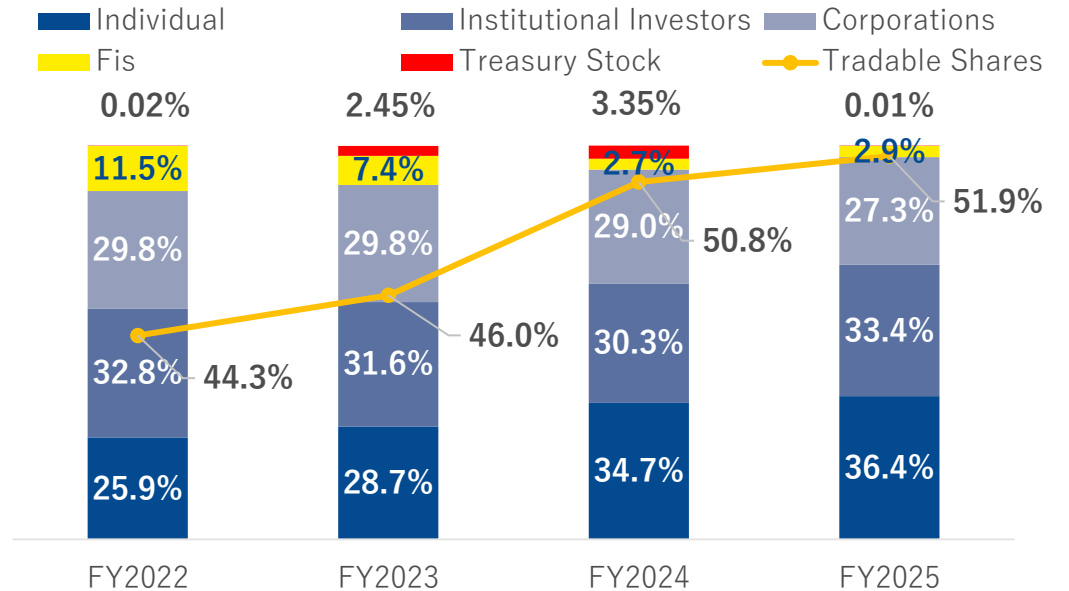
< Initiatives for Reducing Strategic Shareholdings >

- FY2023~2024 : Utilize ToSTNeT-3 to unwind cross-shareholdings with financial institutions
- FY2025 : Reduce stable shares through the use of the Impact Neutralization Trust® and decrease the ratio of stable shares through the cancellation of treasury shares

of Total Shareholders & Ratio of Individual Shareholders



Shareholder Composition & Tradable Shares Ratio



Individual Shareholders Ratio : + 10.5 pts、Tradable Shares Ratio : + 7.6 pts^(*)

* vs FY2022. Tradable Shares Ratio is calculated by excluding the shares held by shareholders with more than 10% of the total shares issued, directors, ordinary banks, insurance companies, business corporations, and treasury shares from the total # of issued shares



6 Growth Drivers of UNISOL

Engineering Business Unit Business Environment and Vision

Characteristics of the Market

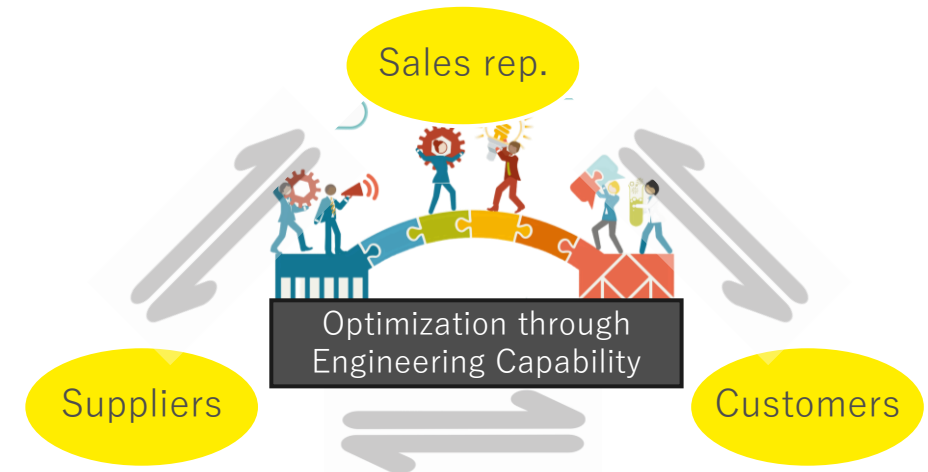
- ✓ Japanese manufacturing industry is facing chronic labor shortages due to an aging and shrinking population
- ✓ The rapid advancement of machine tools has made it difficult for small and medium-sized manufacturing enterprises to adopt the latest equipment and robots for "smart factories" (automation) on their own

Changes in the Business Environment

- ✓ There is an explosive demand for "value selling," where instead of "product selling", various manufacturers' machines and robots are integrated to streamline processes and achieve automation seamlessly
- ✓ In response to sustainability, there is a rapidly increasing need for visualizing energy consumption and implementing energy-saving measures within factories

Resolve Customer Issues together with Suppliers and Sales rep.

- ✓ Propose solutions as a 'bridge' connecting the three parties through the internal development of the automated case filing concept



Leading the Creation of New Value as a Trading Company with Engineering Expertise

Engineering Business Unit Core Strategy

Solution proposals that make the manufacturing site easier with a '3 Way Satisfaction' approach

Solution Sales Department

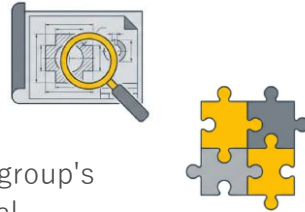
~ Identifying Needs & Proposing Value ~

◆ Transition to selling experiences

The forefront of solving challenges

◆ Coordinator for optimal solutions

Propose optimal solutions by combining the group's extensive range of products and technological capabilities



< Achievement >

- Acquired major projects and strengthened branch collaboration
- Discovered new opportunities by leveraging the group customer base
- Initiated proposal activities to meet automation needs

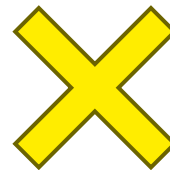
< Outlook >

Focus: Enhancing Proposal Power and Accelerating Project Creation

Action: Improve the quantity & quality of proposal activities in response to customer needs

Target: Promote revenue attribution to the sales rep. & contribute to increasing the customer unit price across the entire group

Collabo ration



Translate
customer
needs into
specific
requirements

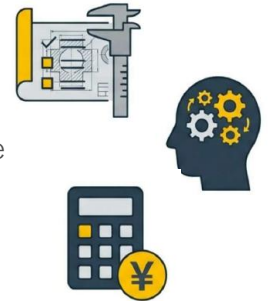
Technical Support Department

~ Specification Clarification & Profit Assurance ~

◆ Specification Clarification: Execute precise requirement definitions to ensure feasible production deadlines

◆ Promotion of Internalization: Internalize the formulation of automation strategies and select the optimal partners

◆ Profit Management: Ensure planned profits by calculating appropriate costs.



< Achievement >

- Completion of standardization of technical specification formulation skills
- Expansion and strengthening of the partner network
- Acquisition of basic skills for in-house development

< Outlook >

Theme: Expanding Technological Domains (Responding to DX, IoT, & AI)

Action: Enhance the skills of engineers aiming for in-house automation planning

Goal: Achieve zero troubles in equipment installation and maintain a high-profit structure

Food Business Unit Business Environment and Vision

Characteristics of the Market

- ✓ While Japanese food machinery manufacturers hold a high market share in certain fields, the majority are small-scale enterprises
- ✓ Due to the market size and the barriers of specialization, food machinery trading companies and large general trading companies have not entered this field, making it one of the few "blue oceans" for machinery trading companies

Changes in the Business Environment

- ✓ Major food manufacturers are shifting overseas as the domestic market reaches its peak
- ✓ There is a rising demand for "streamlining and full automation of production lines" due to a severe labor shortage
- ✓ Adaptation to diverse food processing needs
- ✓ Contribution to environmental sustainability and SDGs

Strong Partnership towards Domestic and International Expansion

- ✓ As a trading company with engineering capability, facilitate "line automation" and "global expansion," promoting the deployment of Japan's superior food machinery both domestically and internationally



To be a 'Platformer' through Overseas Maintenance Networks × Local Sler

Food Business Unit Core Strategy

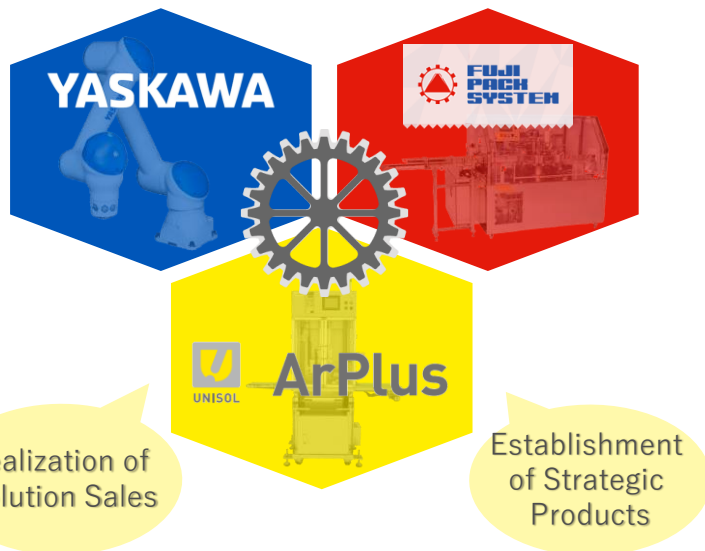
Aiming for 10 Billion Yen in Sales by FY2029 through 3 Basic Strategies

Strategy I : Products

To Build Strategic Partnership

~The Evolution from Single Product Sales to Automated Line (Solution Selling) ~

ArPlus, Yaskawa, and Fuji Pack System are jointly developing a "Sandwich Production Automation Line" unit

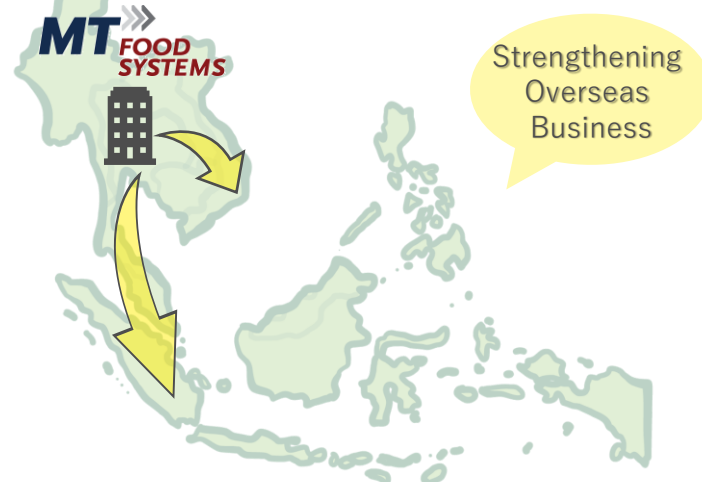


Strategy II : Overseas

Capture of SE Asian Market

~ Securing a massive food processing market starting in Thailand ~

- ◆ Integrating the Thai-based "MTFS," specializing in food factory automation, into the group
- ◆ Initial approach to approx. 50 Japanese food manufacturers is complete, accelerating proposals to incorporate into automation lines for Japanese food machinery



Strategy III : Domestic

Expansion of UNISOL Products & ESG

~Creation of a New Market and Realization of Food Loss Reduction(ESG)~

- ◆ New Market Creation: Development of new products for convenience store counter food
- ◆ Social Contribution: as Industry-academia collaborative scheme for "Bread Crust Alternative Feed" utilizing bread slicer cut-offs





7 IR Activities

IR Activities (1/2)

■ Exhibition “NIKKEI-TSE IR Fair 2026”

- Following last year, we will be exhibiting Nikkei-TSE IR Fair
- Planning to prepare the giveaway for our X followers again, which was highly popular

< NIKKEI-TSE IR Fair 2026 >

Period : 10:00~17:00 Aug. 28 and 29, 2026
Venue : Tokyo Big Sight South Hall No. 3 & 4
Host : NIKKEI and Tokyo Stock Market
Fee : Free Admission (Registration required)

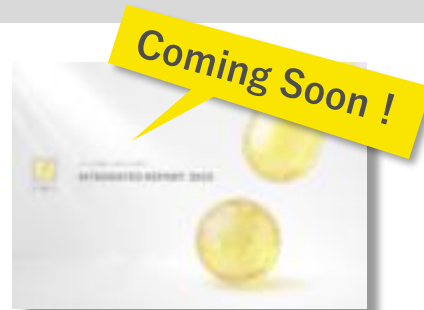


(Photo of our booth from last year)

■ Integral Report (To be released on the end of May 2026)

- On the way to publish updated Integral Report
- Introducing strategies of each segments and our “UNIQUE SOLUTIONS”

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



■ The 5th Ordinary General Shareholders’ Meeting

- The shareholders' meeting was held at City Plaza Osaka on March 27, 2026
- Active questioning and the offering of valuable opinions took place

【Proposals Resolved】

- Proposal # 1: Appropriation of Retained Earnings
- Proposal # 2: Election of 6 Directors (exc. Audit & Supervisory Committee Members)
- Proposal # 3: Election of a Director who is an Audit & Supervisory Committee Member

Click here to watch the video <https://www.unisol-gr.com/ir/meeting/>



■ WEB CM

- Promoting our new company name with our slogan “Unlocking “Aha!” moments, one after another”

Period: Jan. to Jun. 2026
Media: TVer、YouTube

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



IR Activities (2/2)

■ Video Content

• Corporate Site

Financial Results Briefing (semi-annual)

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

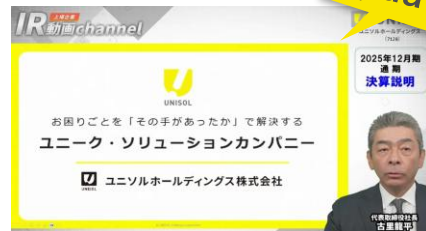
Business Introduction (monthly)

<https://www.unisol-gr.com/group/video02/>

• YouTube

CPA Hineken's Stock Investment Channel
Listed Company IR Video Channel (quarterly)

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



■ Radio CM

• 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/>



■ 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 「Active companies in Shareholder Benefits」

Change in shareholder benefit plan in May 2024

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

■ Research Coverage Report (Quarterly)

• Shared Research

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





「その手があったか」を、次々と。

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.

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