

Presentation Materials of
Financial Results 1Q FY2025
(July 1, 2025-September 30, 2025)

MAEDAKOSEN CO., LTD.

Prime Market, Tokyo Stock Exchange

Stock code: 7821

 MAEDAKOSEN

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Financial Summary of the First Quarter of the Fiscal Year Ending June 30, 2026

Financial Highlights

Net Sales
18,742

Progress rate
27.8%

Gross profit
6,896

Year on year changes
+12.1 %

Operating profit
3,386

Progress rate
30.8 %

EBITDA
4,235

Progress rate
28.8%

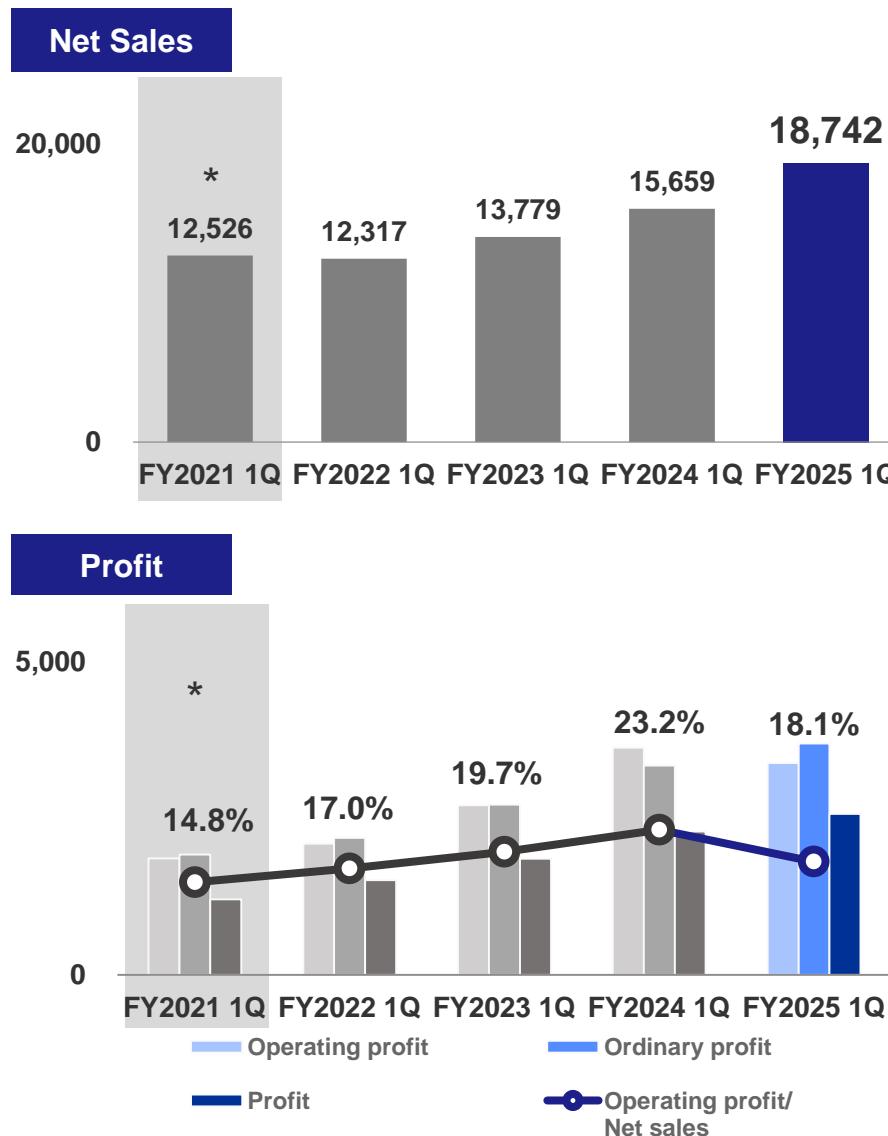
Ordinary profit
3,701

Progress rate
33.7%

**Profit attributable to
owners of parent**
2,577

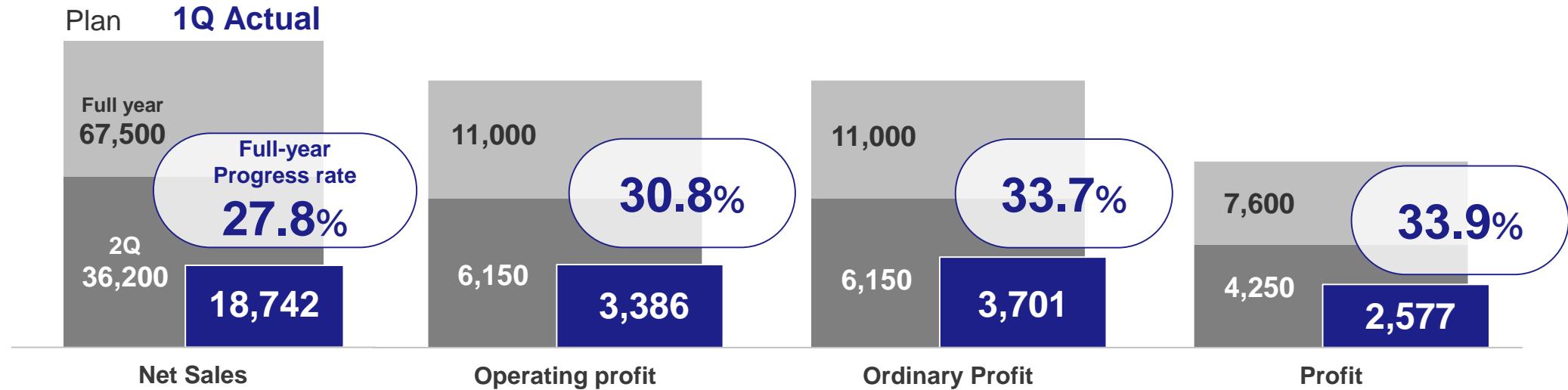
Progress rate
33.9%

Consolidated Summary



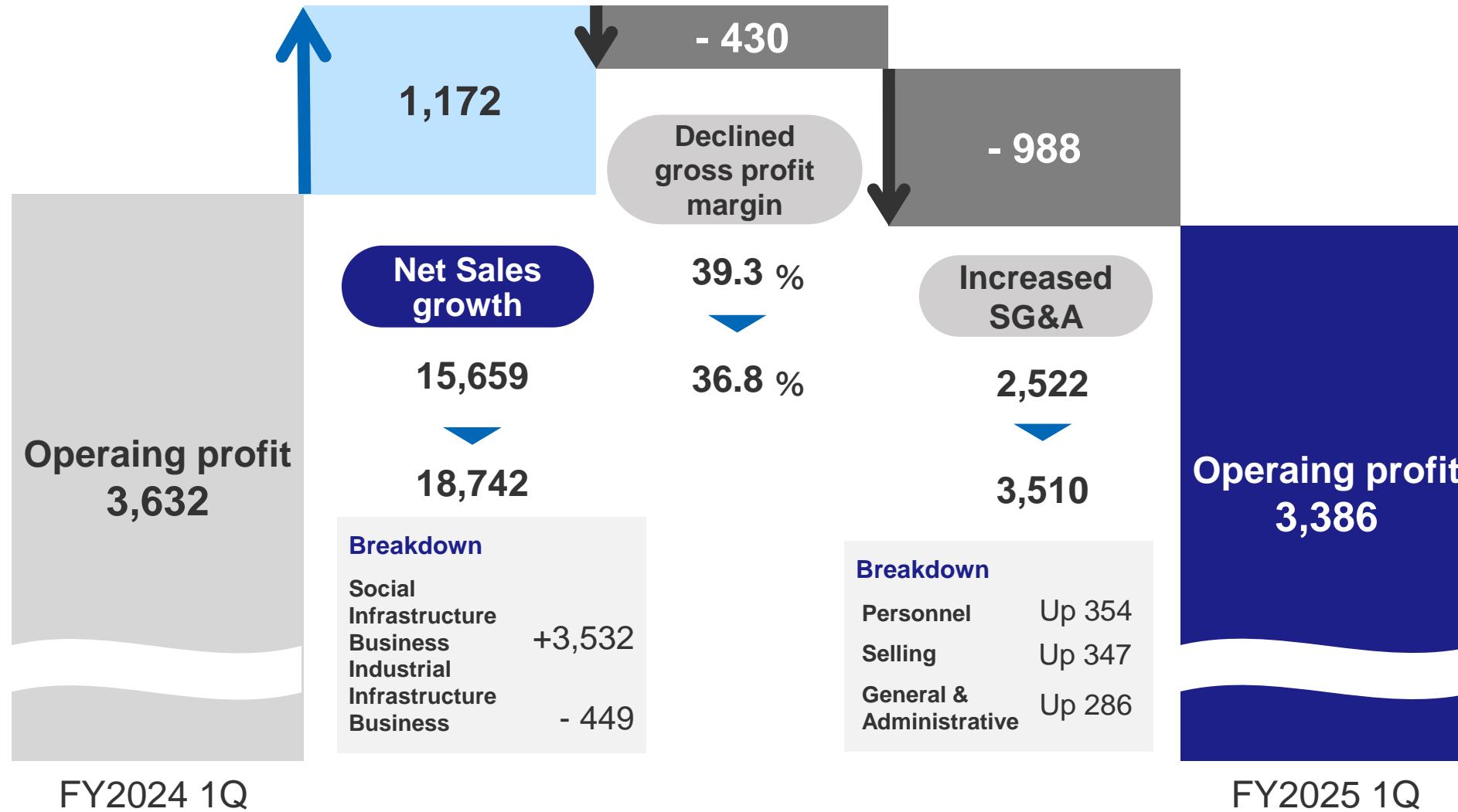
	FY2024 1Q		FY2025 1Q		
	Actual	Sales ratio	Actual	Sales ratio	Year on year changes
Net Sales	15,659	—	18,742	—	19.7 %
Operating profit	3,632	23.2 %	3,386	18.1 %	-6.8 %
EBITDA	4,444	28.4 %	4,235	22.6 %	-4.7 %
Depreciation	812	5.2 %	830	4.4 %	2.1 %
Ordinary profit	3,347	21.4 %	3,701	19.7 %	10.6 %
Profit attributable to owners of parent	2,294	14.7 %	2,577	13.8 %	12.3 %

Comparison between Plan and Results



FY2025	1Q Actual	2Q(Planned)		Full year(Planned)	
		Amount	Progress rate	Amount	Progress rate
Net Sales	18,742	36,200	51.8 %	67,500	27.8 %
Operating profit	3,386	6,150	55.1 %	11,000	30.8 %
EBITDA *	4,235	8,000	52.9 %	14,700	28.8 %
Ordinary profit	3,701	6,150	60.2 %	11,000	33.7 %
Profit attributable to owners of parent	2,577	4,250	60.6 %	7,600	33.9 %

Analysis of Changes in Operating Profit



Financial Position

Total assets 86,959

Assets	Liabilities and net assets
Current assets 54,862	Current liabilities 12,713
Non-current assets 32,097	Non-current liabilities 5,799
	Net assets 68,446

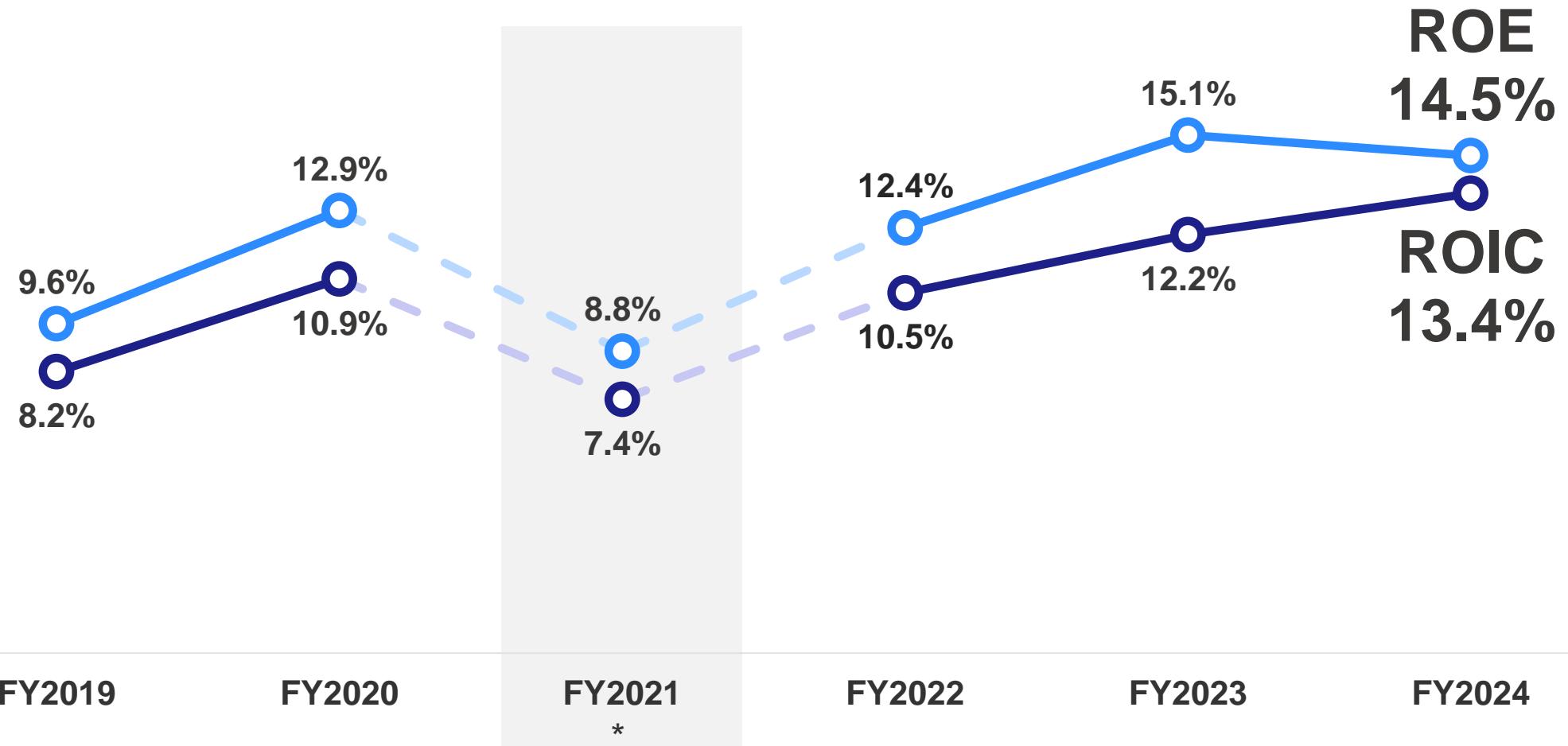
As of June 30, 2025

Total assets 88,129

Assets	Liabilities and net assets
Current assets 56,288	Current liabilities 12,163
Non-current assets 31,840	Non-current liabilities 5,589
	Net assets 70,376

As of September 30, 2025

Key Indicators – ROE and ROIC



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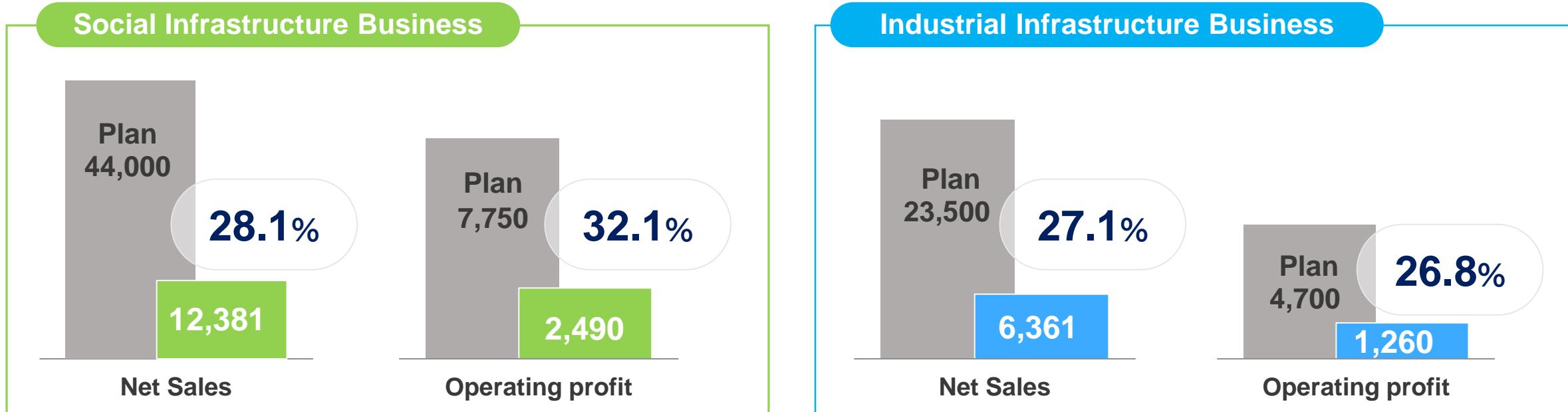
Financial Summary by Segment

Summary of Financial Results by Segment

	FY2024 1Q Actual			FY2025 1Q Actual			
	Amount	Operating profit margin	weight	Amount	Operating profit margin	weight	Year on year changes
Net Sales							
Social Infrastructure Business	8,849		56.5 %	12,381		66.1 %	39.9 %
Industrial Infrastructure Business	6,810		43.5 %	6,361		33.9 %	- 6.6 %
Total	15,659		100.0 %	18,742		100.0 %	19.7 %
Operating profits							
Social Infrastructure Business	2,069	23.4 %	52.6 %	2,490	20.1 %	66.4 %	20.3 %
Industrial Infrastructure Business	1,863	27.4 %	47.4 %	1,260	19.8 %	33.6 %	- 32.4 %
Subtotal	3,933	—	100.0 %	3,750	—	100.0 %	- 4.7 %
Common	- 301	—	—	- 364	—	—	—
Total	3,632	23.2 %	—	3,386	18.1 %	—	- 6.8 %

Progress Rate against Plan by Segment

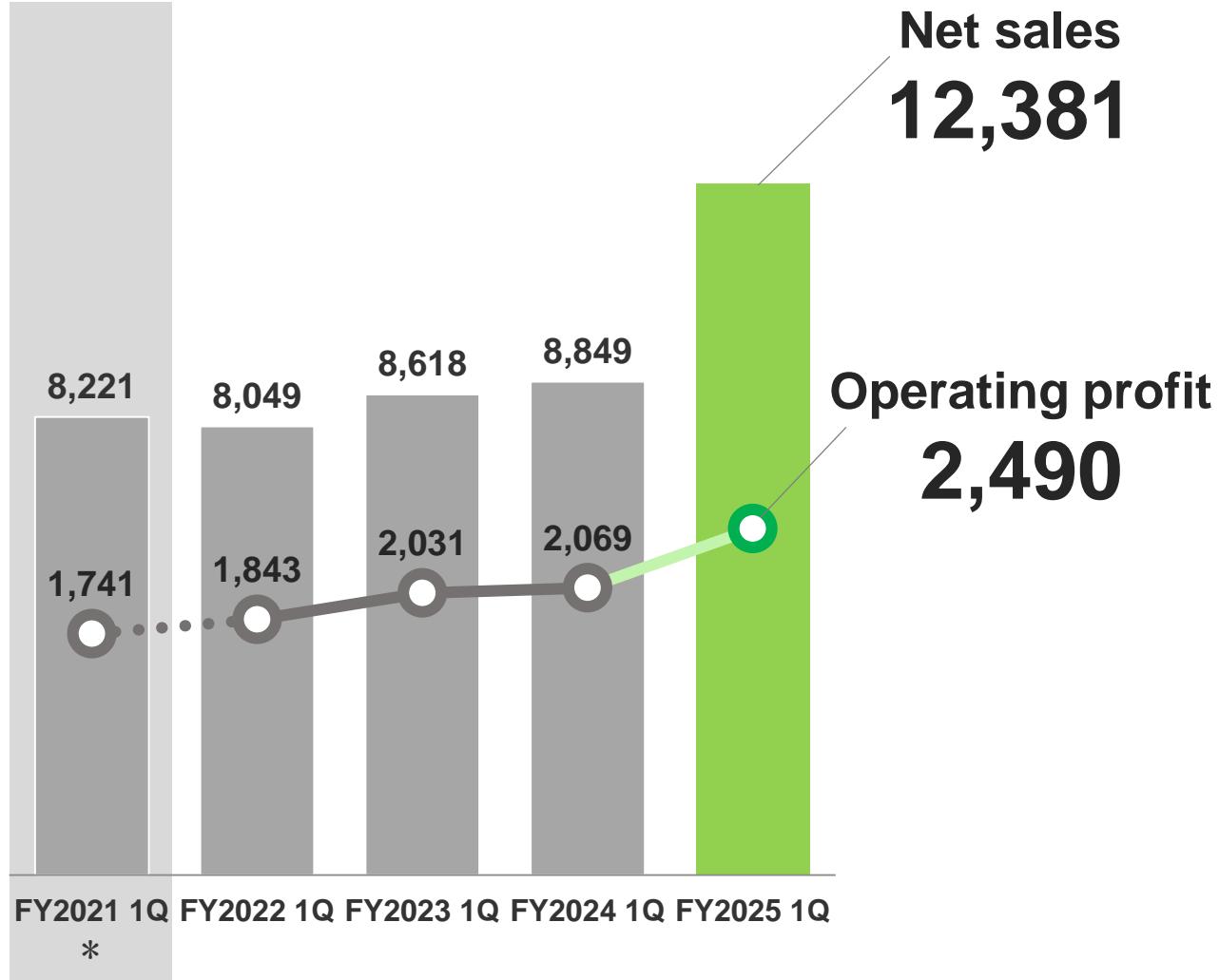
(millions of yen)



FY2025

	Net sales			Operating profit		
	1Q Actual	Full year plan Amount	Progress rate	1Q Actual	Full year plan Amount	Achievement rate
Social Infrastructure Business	12,381	44,000	28.1 %	2,490	7,750	32.1 %
Industrial Infrastructure Business	6,361	23,500	27.1 %	1,260	4,700	26.8 %
Common				- 364	- 1,450	—
Total	18,742	67,500	27.8 %	3,386	11,000	30.8 %

Segment Performance – Social Infrastructure Business



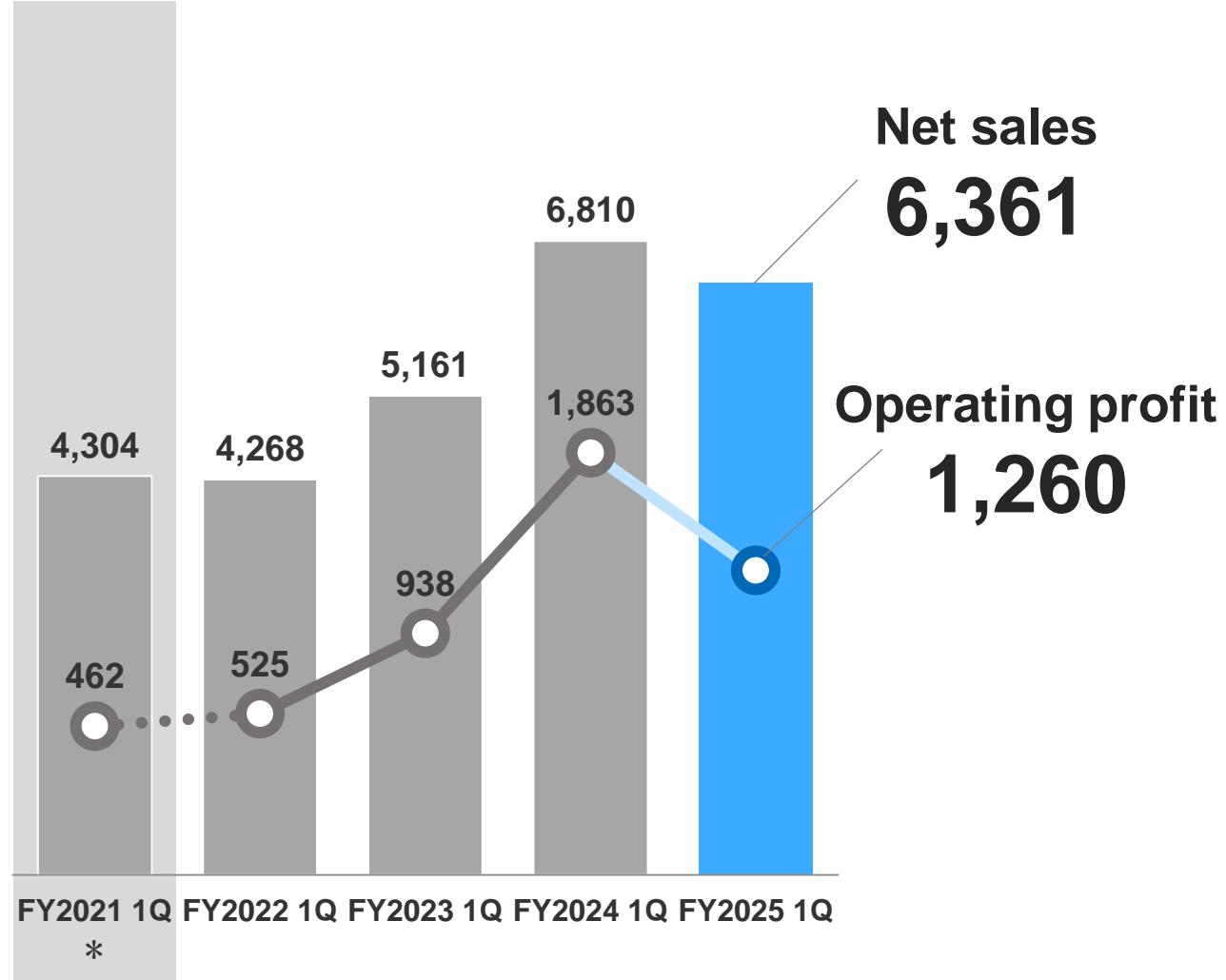
Positive Factors

- Performance for our main civil engineering materials business was steady. Marine, river, and structure maintenance in particular were strong.
- Regionally, the Kyushu / Okinawa region remained strong from the previous fiscal year.
- Performance at subsidiaries was also generally steady. Maedakosen Industrial Products Co., Ltd. and SAIKOBO CO., LTD., which were newly added to the Group the previous fiscal year, also contributed to performance improvement.

Negative Factors

- For Noto Peninsula Earthquake restoration-related products, progress is slow, but shows promise for the future.
- The marine products processing business was negative compared to the previous fiscal year due to weak unit prices.

Segment Performance – Industrial Infrastructure Business



Positive Factors

- The BBS business performed almost as planned. New facility investments are underway, scheduled for completion in May 2026 ... In an aim to increase production capacity.
- As for MIRAI KOSEN CO., LTD., the wiping cloth business was strong in response to the recovery of the semiconductor market.

Negative Factors

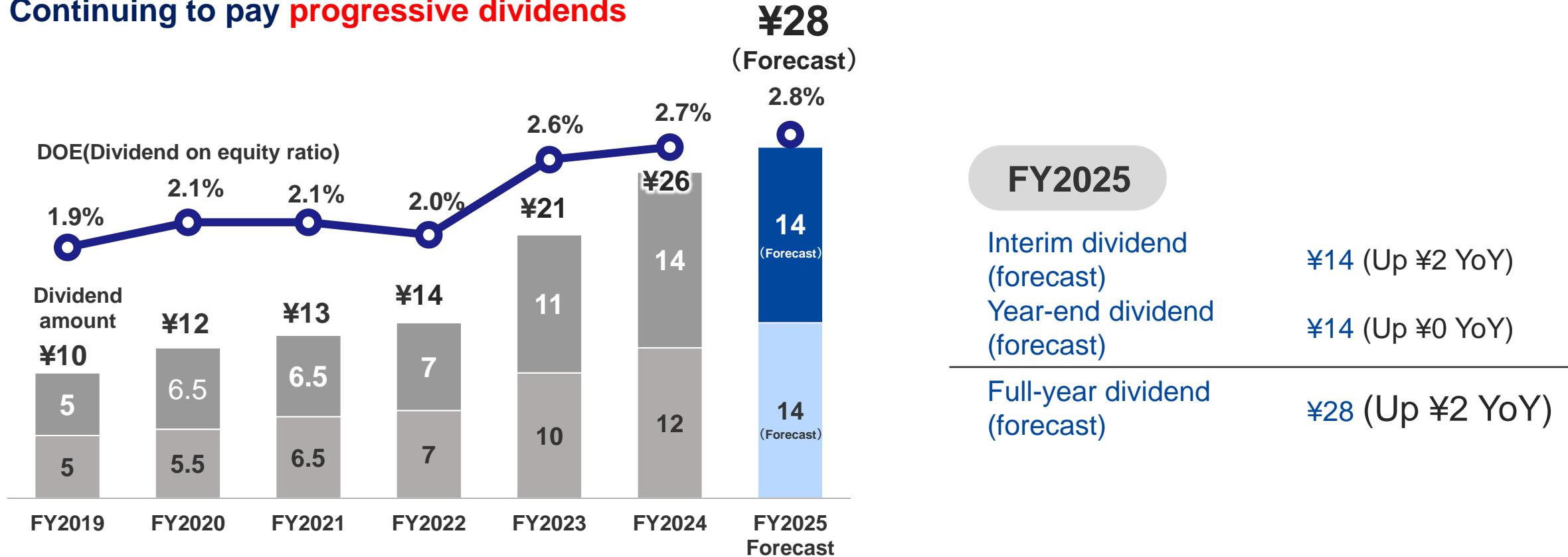
- While results for the BBS Germany fell significantly below the same period last year due to a reactionary decline from large-scale projects in the previous fiscal year, yet they performed almost as planned.

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Topics

Dividend forecast

Continuing to pay **progressive** dividends



Note 1: The fiscal year ended June 2022 is the 9 months and 10 days from September 21, 2021 to June 30, 2022.

Note 2: Effective July 1, 2024, the Company conducted a 2-for-1 stock split of shares of common stock. Dividends paid prior to the fiscal year ending June 30, 2025 take into account of this stock split.

Note 3: The dividend forecast was revised on August 8, 2025.

Introduction of M&A Strategy

- ▶ Created an M&A page on MAEDAKOSEN's website (in Japanese)

Provides an easy-to-understand introduction of “M&A,” one of the Company’s growth strategies

- Why M&A?
- Selection criteria and review process
- MAEDAKOSEN’s simple PMI *



前田工織

ニュース 会社情報 製品情報 M&A 投資家情報 サステナビリティ 採用情報 お問い合わせ サイト内を検索 JP EN

トップ > M&A

M&A

前田工織グループのM&A

選定基準・検討プロセス

特色あるPMI

M&Aに関するお問合せ先

M&A

前田工織グループのM&A

選定基準・検討プロセス

特色あるPMI

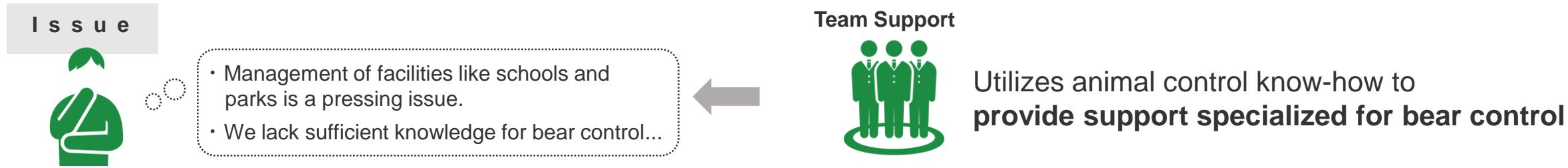
<https://www.maedakosen.jp/ma/>



Note: PMI (post-M&A integration process)

MIRAI no Agri CO., LTD. - Bear Control Initiatives

► Established “Bear Control Support Team”



Promotes initiatives that **support animal control for “protecting people”**

Free animal control fencing diagnostic service (improvement proposals for existing fencing)



<https://www.mirai-no-agri.jp/teambear/>

Created a bear control feature page on the website (communicates bear control information)



<https://www.mirai-no-agri.jp/solution/animal-damage/urbanbear/>

Sale of bear repellent products

Bear repellent spray, “Kuma Ichimokusan”



Development of Products to Combat Marine Litter

► “Weather-resistant float cover” for oyster farming rafts



Due to UV radiation, etc.

“large buoy” rafts deteriorate and float out to sea

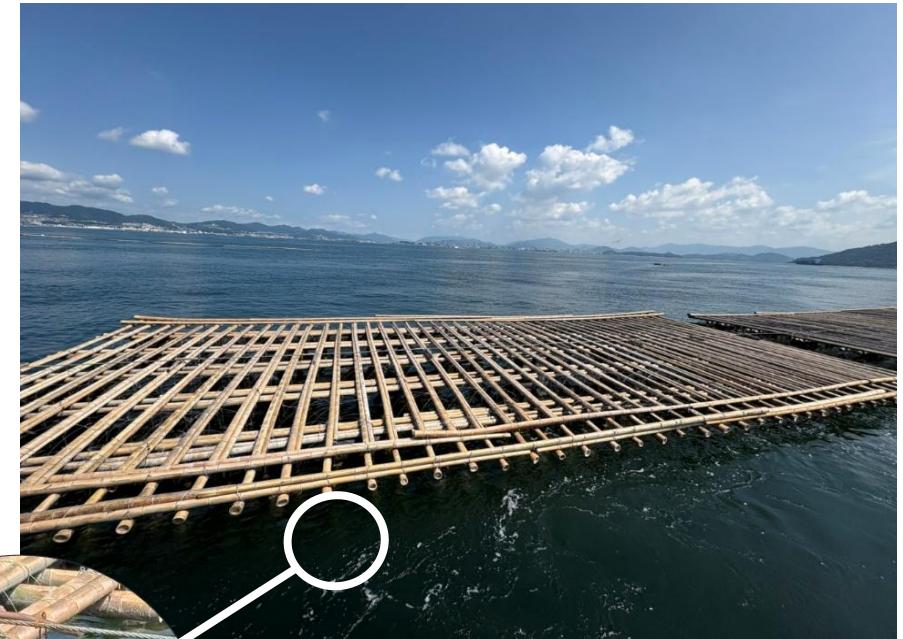
Leads to loss of biodiversity due to marine litter

Covers utilize “weather resistant, large sized sandbag” technology



Development of long-lifespan float covers that preserve marine ecosystems

High weather resistance and strength prevent exposure of buoy due to breaks in material and stitching



Attached to 1,000 floats in sea area of Hiroshima Prefecture



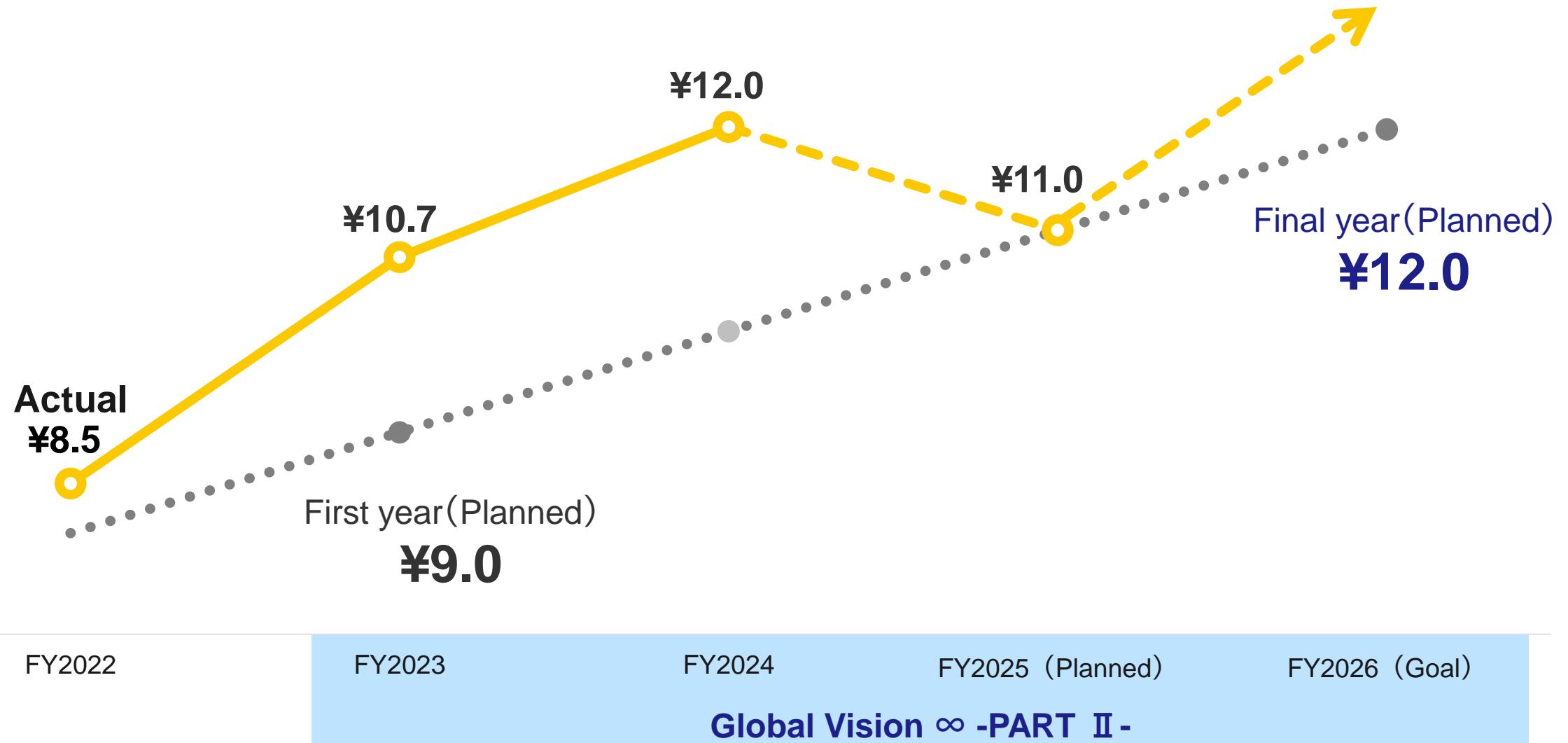
4 Forecast of Consolidated Financial Results for the Fiscal Year Ending June 30, 2026

Forecast of FY2025 (Consolidated Financial Plan)

	FY2024 Actual		FY2025(Planned)			
	2Q	Full year	2Q	Change	Full year	Change
			Amount		Amount	
Net sales	32,530	64,108	36,200	11.3 %	67,500	5.3 %
Operating profit	7,152	12,026	6,150	- 14.0 %	11,000	- 8.5 %
EBITDA	8,800	15,515	8,000	- 9.1 %	14,700	- 5.3 %
Ordinary profit	7,224	12,259	6,150	- 14.9 %	11,000	- 10.3 %
Profit attributable to owners of parent	4,939	9,489	4,250	- 14.0 %	7,600	- 19.9 %

Trends and forecasts for operating profit in the current Medium-Term Business Plan

(billions of yen)



Forecast of FY2025 by Segment

		FY2024	FY2025	Year on year change
		Actual	Full year Plan	
Social Infrastructure Business	Net sales	36,395	44,000	20.9 %
	Operating profit	7,355	7,750	5.4 %
Industrial Infrastructure Business	Net sales	27,713	23,500	- 15.2 %
	Operating profit	6,010	4,700	- 21.8 %
Common	Operating profit	- 1,339	- 1,450	—
Total	Net sales	64,108	67,500	5.3 %
	Operating profit	12,026	11,000	- 8.5 %

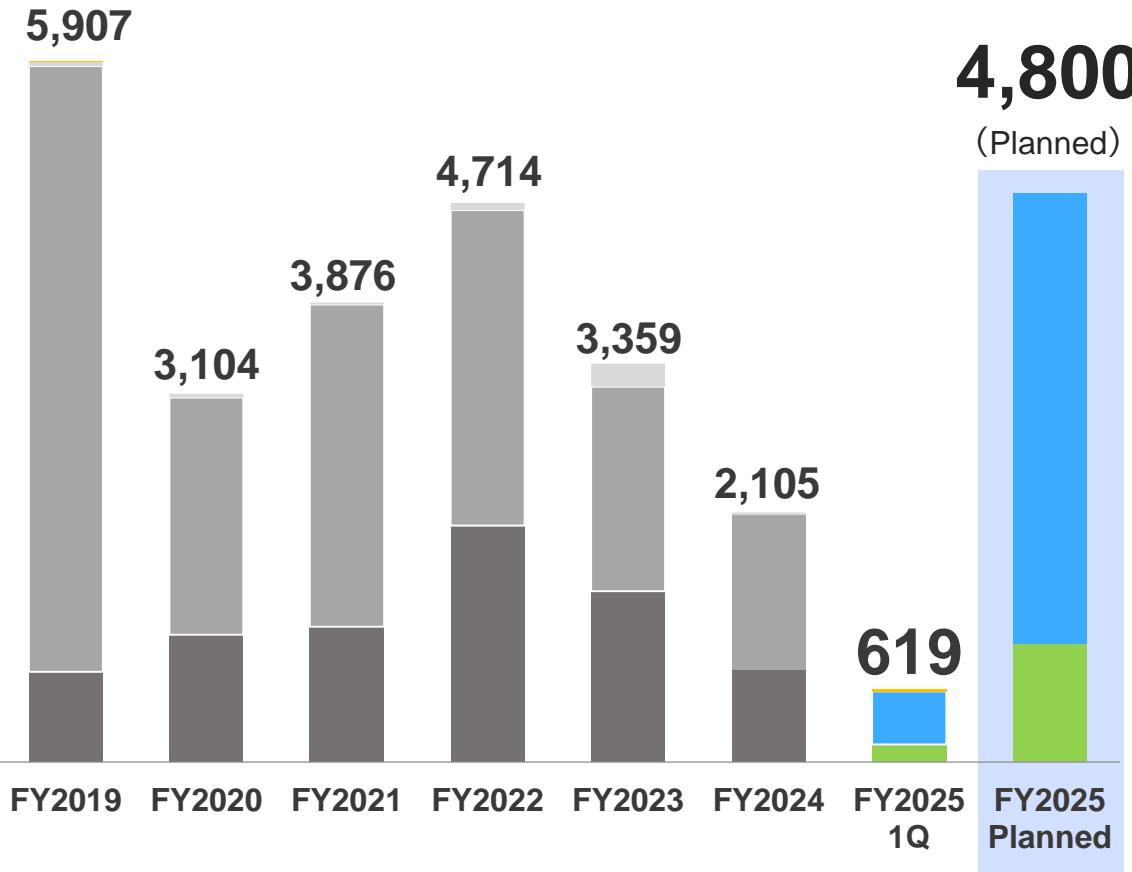
Forecast of Facility Investment and Depreciation

Social
Infrastructure

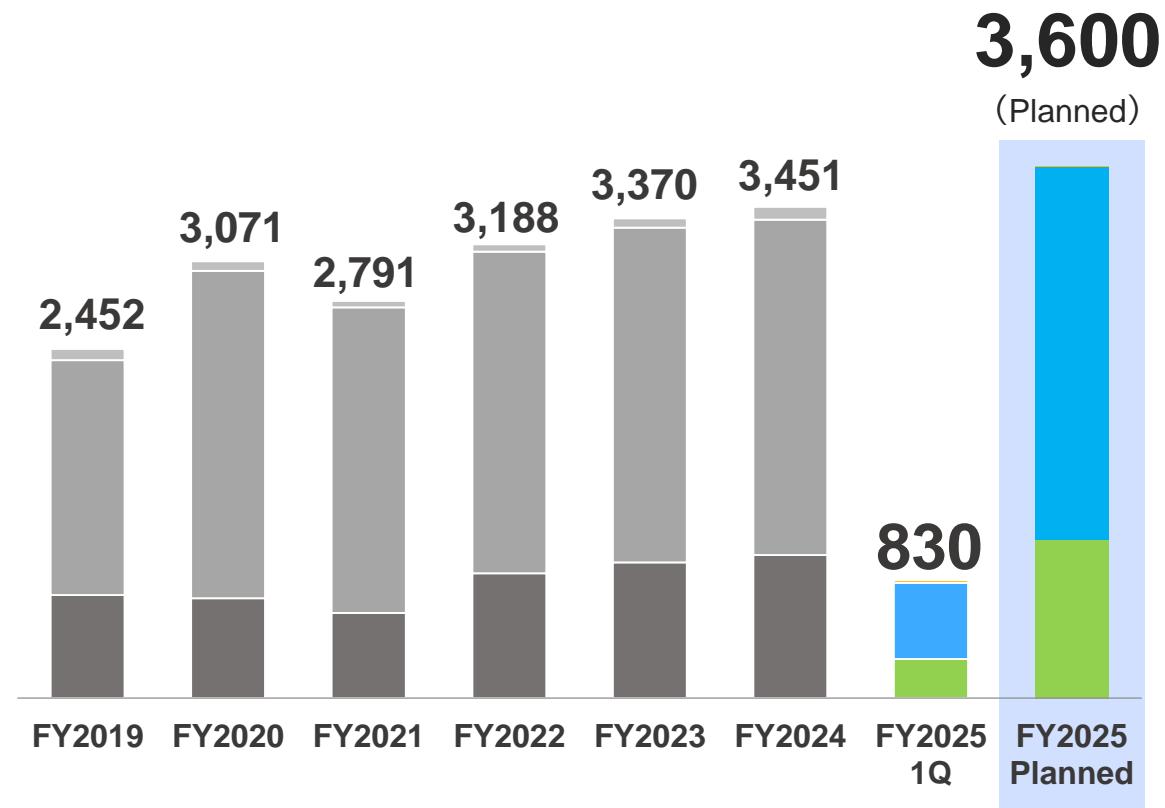
Industry
Infrastructure

Common

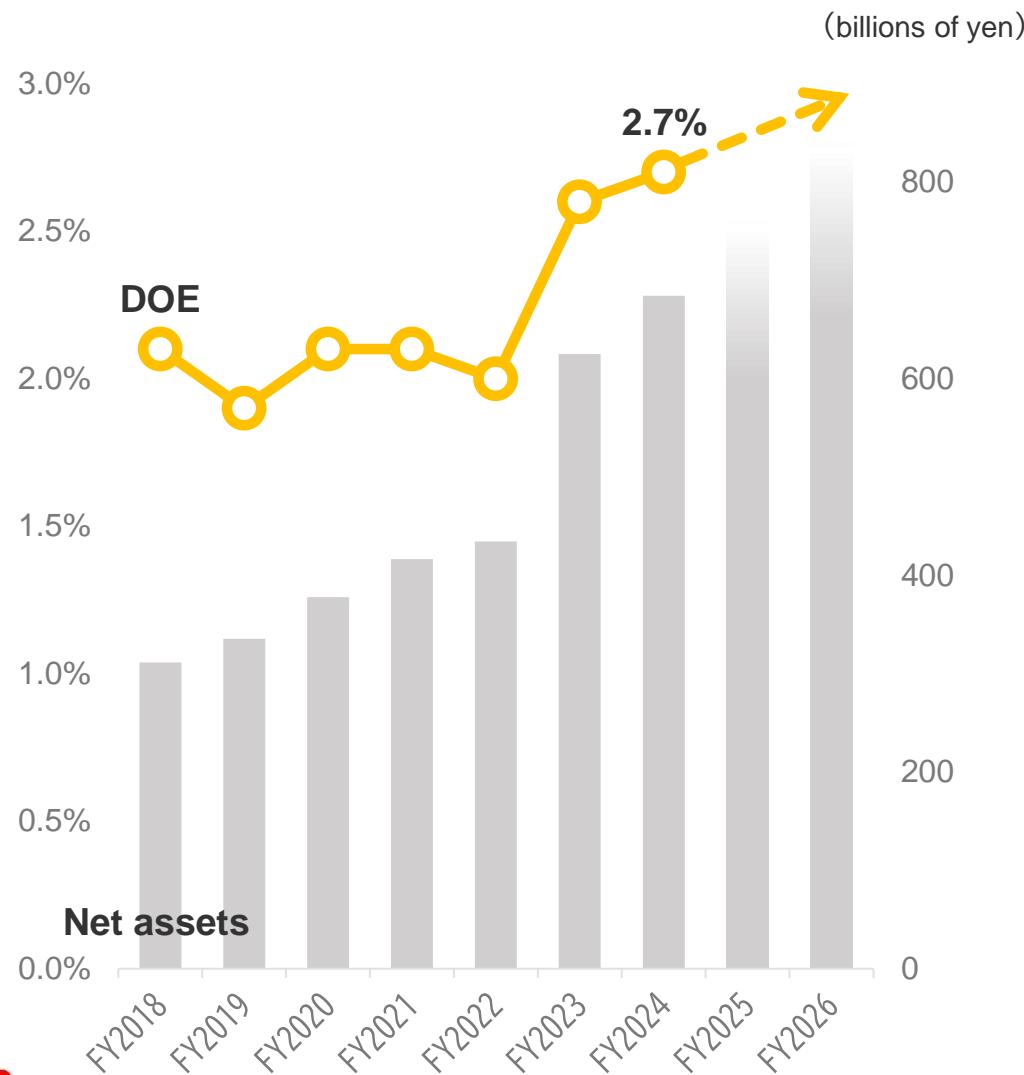
Facility Investment



Depreciation



Basic policy on shareholder return measures



Returning profits to shareholders
= one of the most important business issues

Specific policy

- ① Continuation of progressive dividends:
progressive dividends have been paid since listed.
- ② Surplus dividend rate
Utilization of the **dividend on equity ratio (DOE)** as an indicator.
 - Due to significant fluctuations in profit

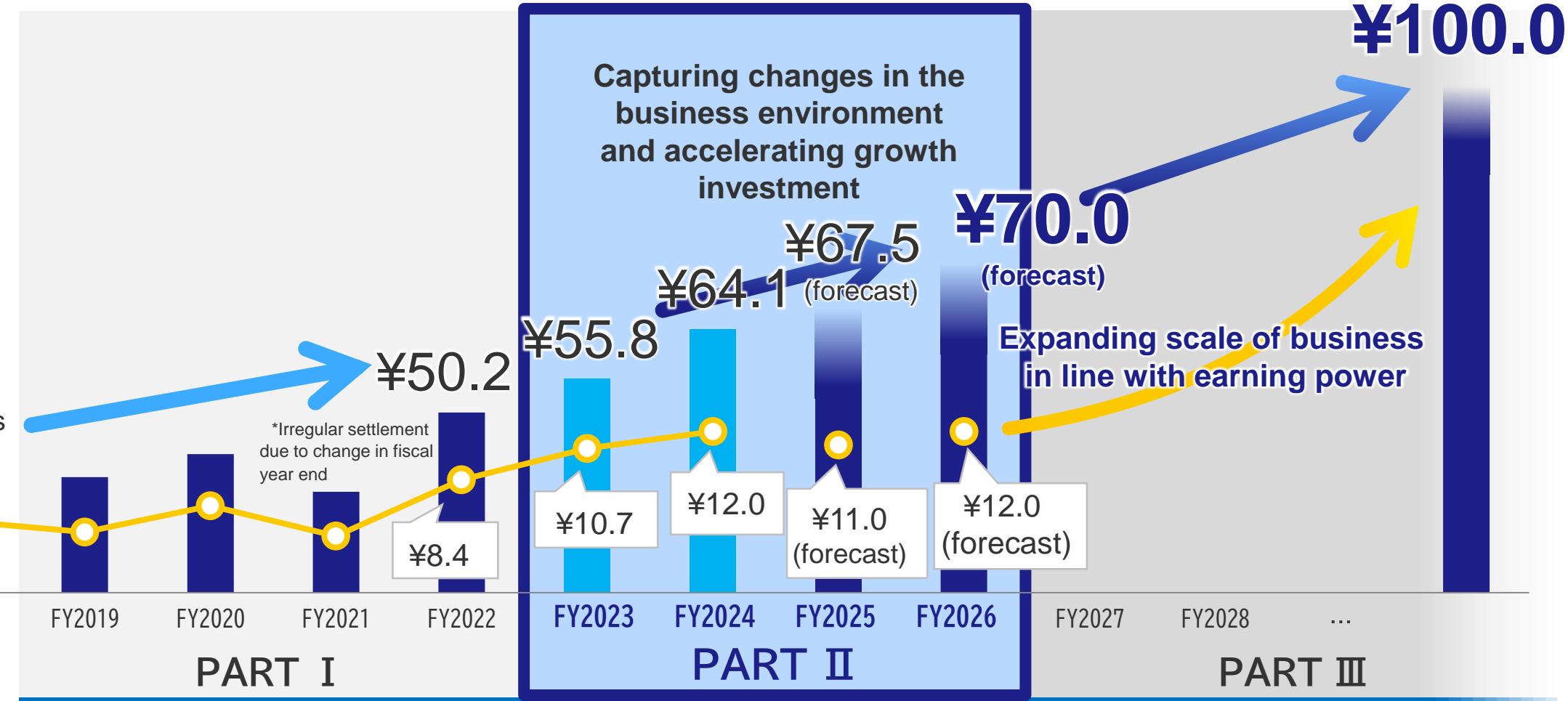
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Medium-Term Business Plan “GLOBAL VISION ∞ -PART II -”

Growth Targets

PART II

Four-year period from the period ended June 30, 2024 to the period ending June 30, 2027



Main Strategies

GLOBAL VISION ∞ Main Strategies (Overview)



Strengthening existing
businesses and launching
new businesses



Utilizing M&A
as growth strategy



Expansion of
global network

Planned capital investment: ¥15,000 million
(Four-year total)

M&A investment budget: ¥20,000 million
(Four-year total)

Overseas sales ratio: 30%
(FY2026 target)

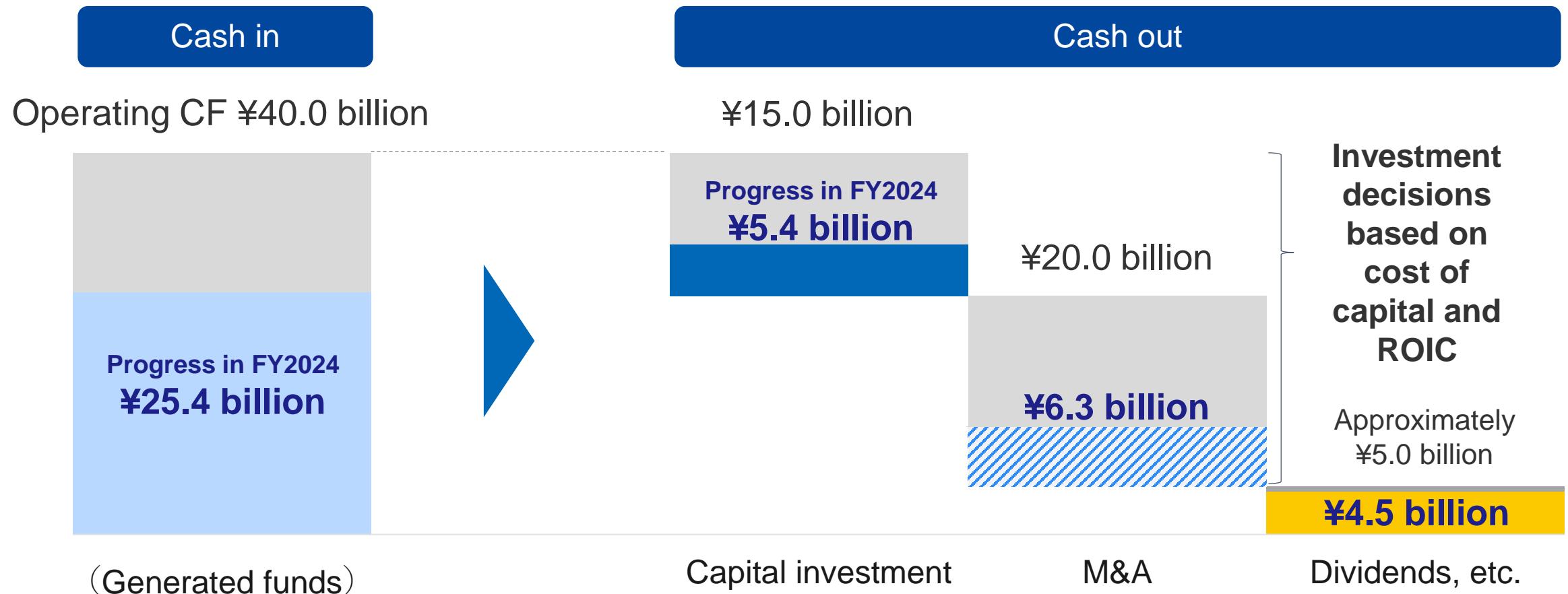


ESG + H

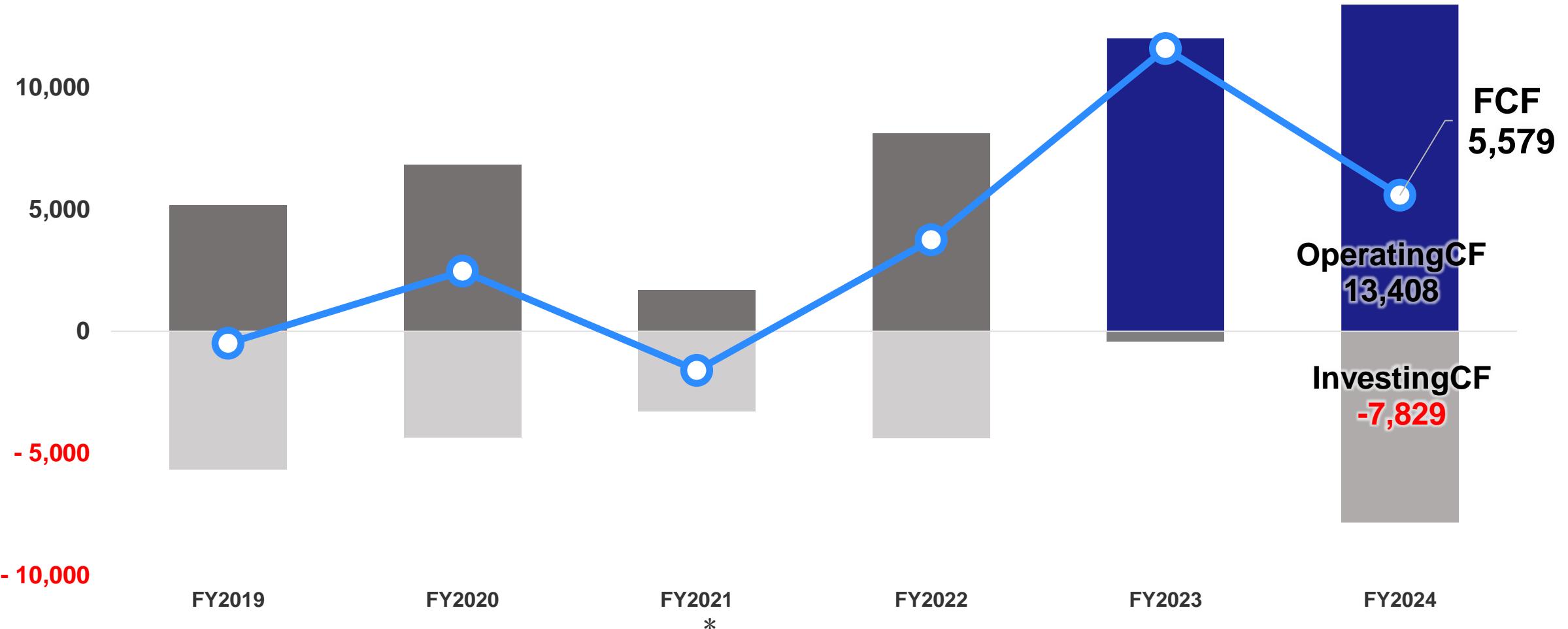
- Expand use of solar power generation
- Strengthen work engagement

Cash allocation

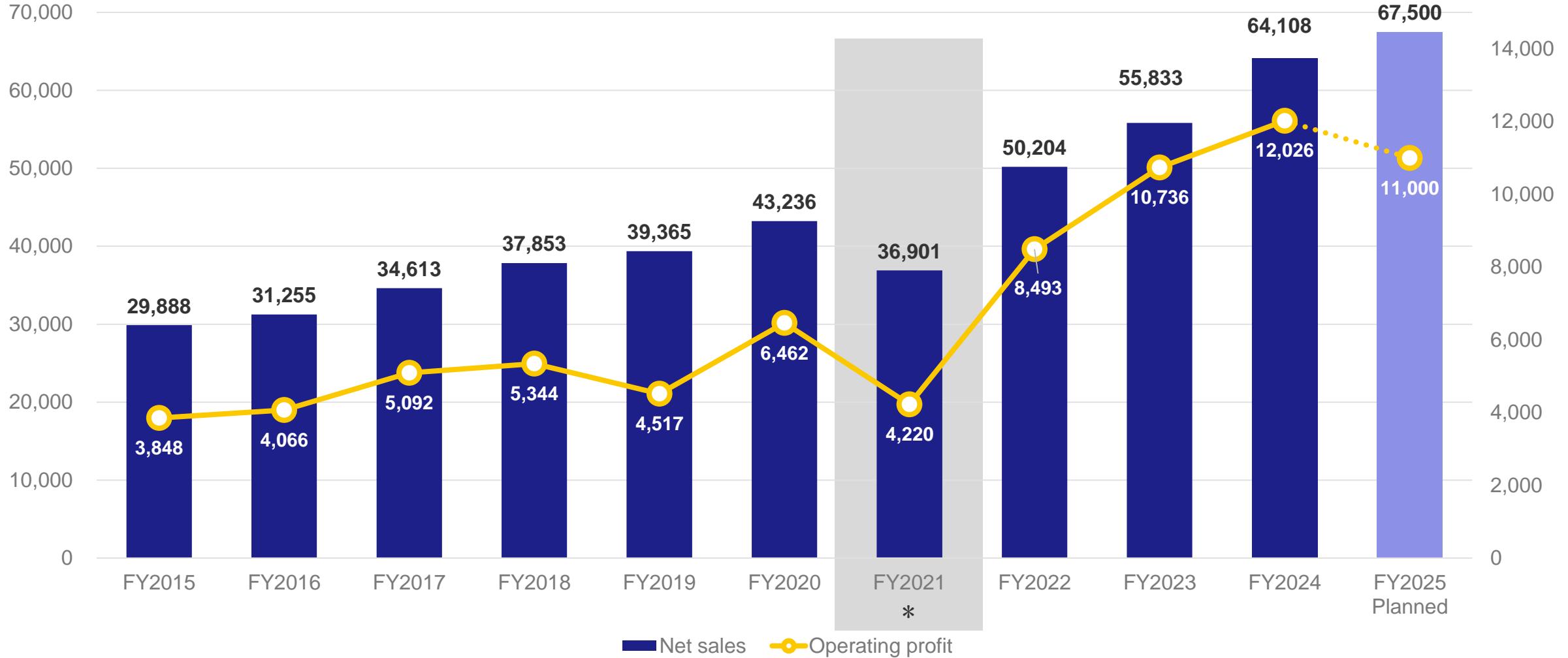
Progress toward the Medium-Term Management Plan PART-II-Period
(FY2023 - FY2026) total (estimate)



Free cash flow trends



Consolidated performance trends – Net sales and Operating profit



M&A Companies

	Acquisition year	Name		Acquisition year	Name		Acquisition year	Name
1	2002	Ohta Kogyo *Merged with MAEDAKOSEN	8	2013	Washi Kosan/ Washi Beam *Present BBS Japan	15	2021	Seven Chemical
2	2004	Zeon Environmental Materials *MAEDAKOSEN acquired the business	9	2014	Daiichi *Merged with MIRAI KOSEN	16	2024	SAIKOBO
3	2005	Nippon Non-woven Fabrics *Nippon Non-woven Fabrics acquired the business, and merged with MAEDAKOSEN	10	2015	Ogawa Techno *MIRAI TECHNO acquired the business	17	2025	Mitsui Industrial Products *Company name changed to Maedakosen Industrial Products Co., Ltd.
4	2009	Sun Green *Merged with MAEDAKOSEN	11	2016	Green System *Merged with MIRAI no Agri			
5	2009	Magne Corporation *Merged with MAEDAKOSEN	12	2018	Kushiro Highmeal			
6	2011	Kitahara Denboku *Present MIRAI no Agri	13	2019	OKINAWA KOSEN *established the company			
7	2012	Technos *Present MIRAI KOSEN	14	2021	SK Electric *Present MIRAI no Agri			

Performance Targets (from FY2023 to FY2026)

	FY2022 (PART I) Actual	FY2023 Actual	FY2024 Actual	FY2025 (Planned)	FY2026 (Planned)
Net sales	50,204	55,833	64,108	67,500	70,000
Operating profit	8,493	10,736	12,026	11,000	12,000
EBITDA	11,682	14,106	15,515	14,700	15,000
Profit attributable to owners of parent	5,258	7,979	9,489	7,600	8,000
ROE	12.4 %	15.1 %	14.5 %	10.7 %	12 % or more

MAEDAKOSEN Group's new sales management structure (Sales lead management)

- Sales lead management... “Visualization” of future projects
Change from historical to forecast basis
- All sales lead are open within the company
Build sales lead that can achieve 5% or more growth per year
- Correctly capitalizing on sales leads → **composure, confidence and ability to track future performance in sales person**
→ act with even greater ambition (creating **a virtuous cycle**)
- The more sales leads accumulated, the **more steadily sales targets can be achieved**

∴ Checking monthly progress and sales lead status,
forecasts for the current and next period, taking measures
→ **Changes also to the content of sales meetings (quantitative discussion)**

6

Appendix. The Company's Roles and Responsibilities (Purpose)

Toward a New Stage in Disaster Prevention

Making serious efforts to prevent disasters

The years since 2010 have seen a succession of large-scale earthquakes, such as the 2011 Tohoku Earthquake, the 2016 Kumamoto Earthquakes and the 2024 Noto Peninsula Earthquake

→Leading the LDP to consider establishing a **Disaster Prevention Agency**

Disaster prevention = preventive measures and situational responses

It is particularly important to
enhance preventive measures

(Organize new measures for national resilience)

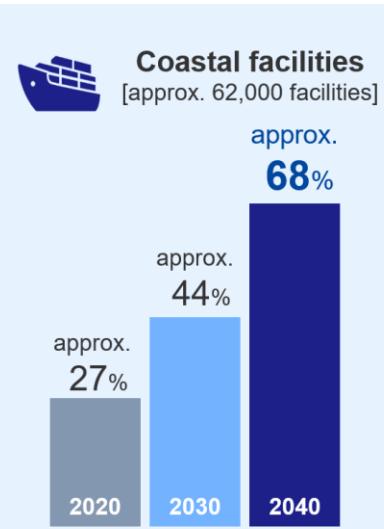
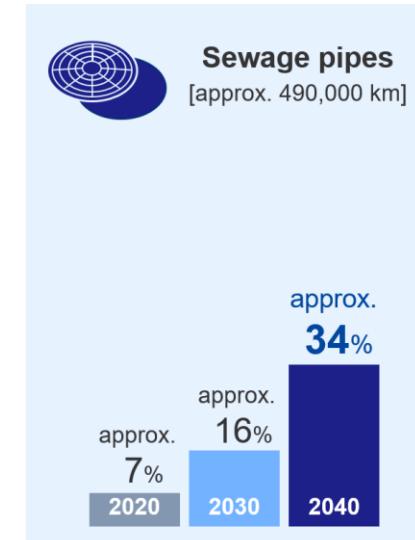
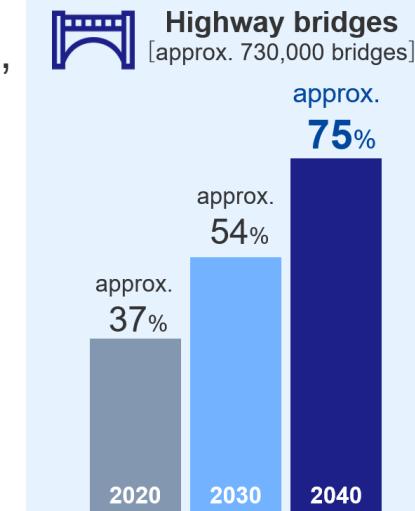


MAEDAKOSEN group will also create
a solid organization that can respond to rapid change



Reference

Proportion of infrastructure that is over 50 years old

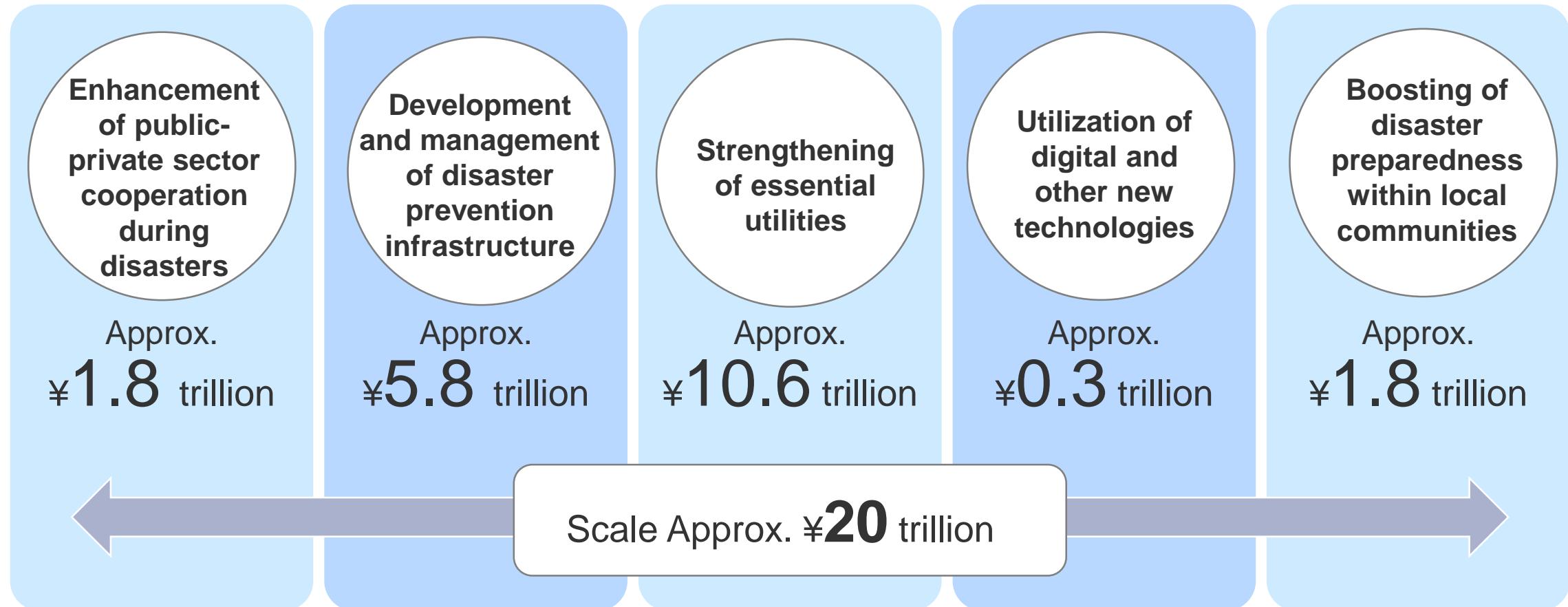


Based on data from the Ministry of Land, Infrastructure, Transport and Tourism

Medium-Term National Resilience Implementation Plan

Increasing the pace of resilience implementation

Time frame: 2026 - 2030

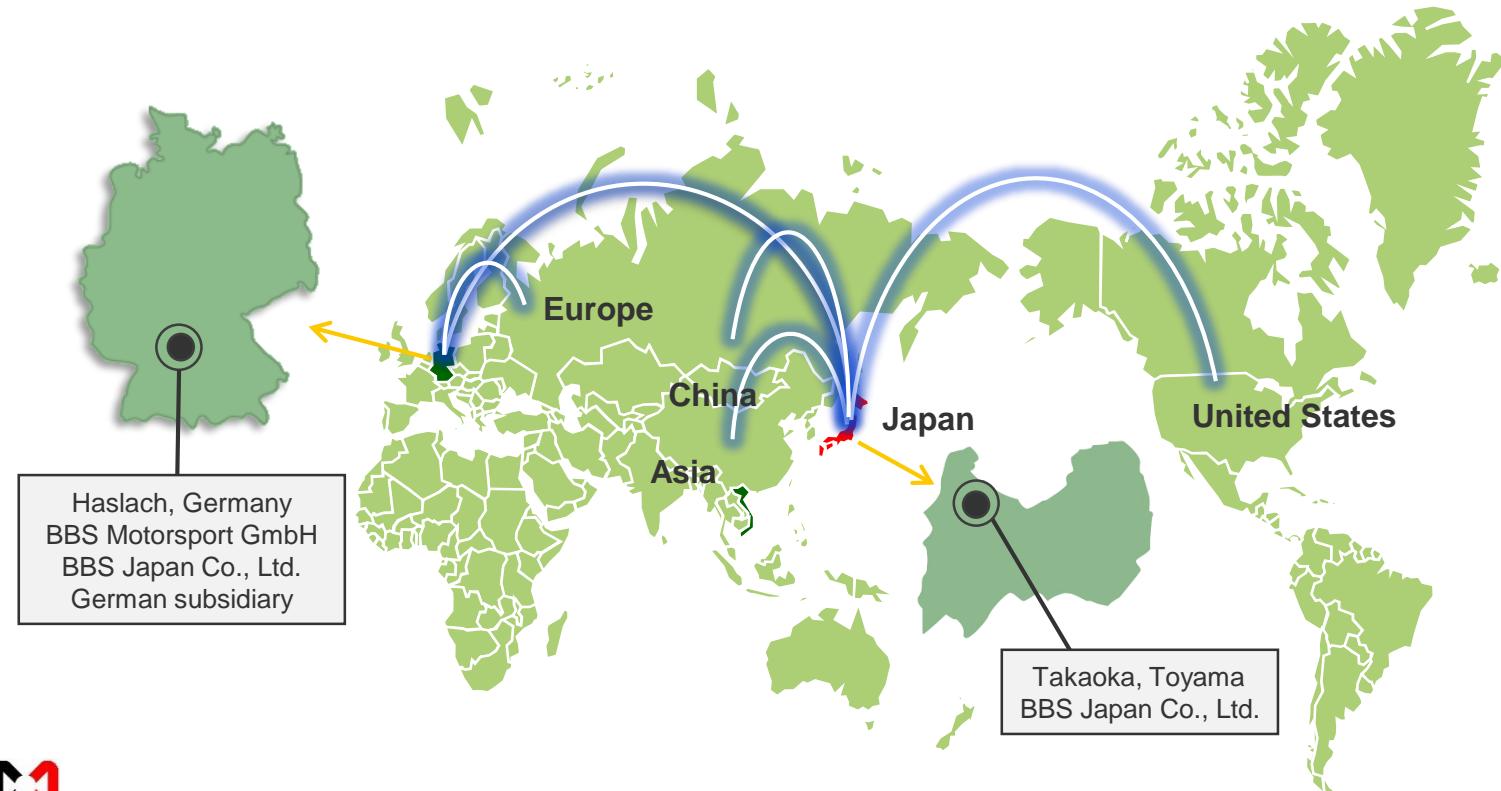


Based on data from the Cabinet Secretariat

BBS - To the world from a regional city

Forged wheel technology cultivated through motor sports
→Applied to commercially available wheels and adopted
by automobile manufacturers around the world

Realization of **regional revitalization**



7

Company Profile

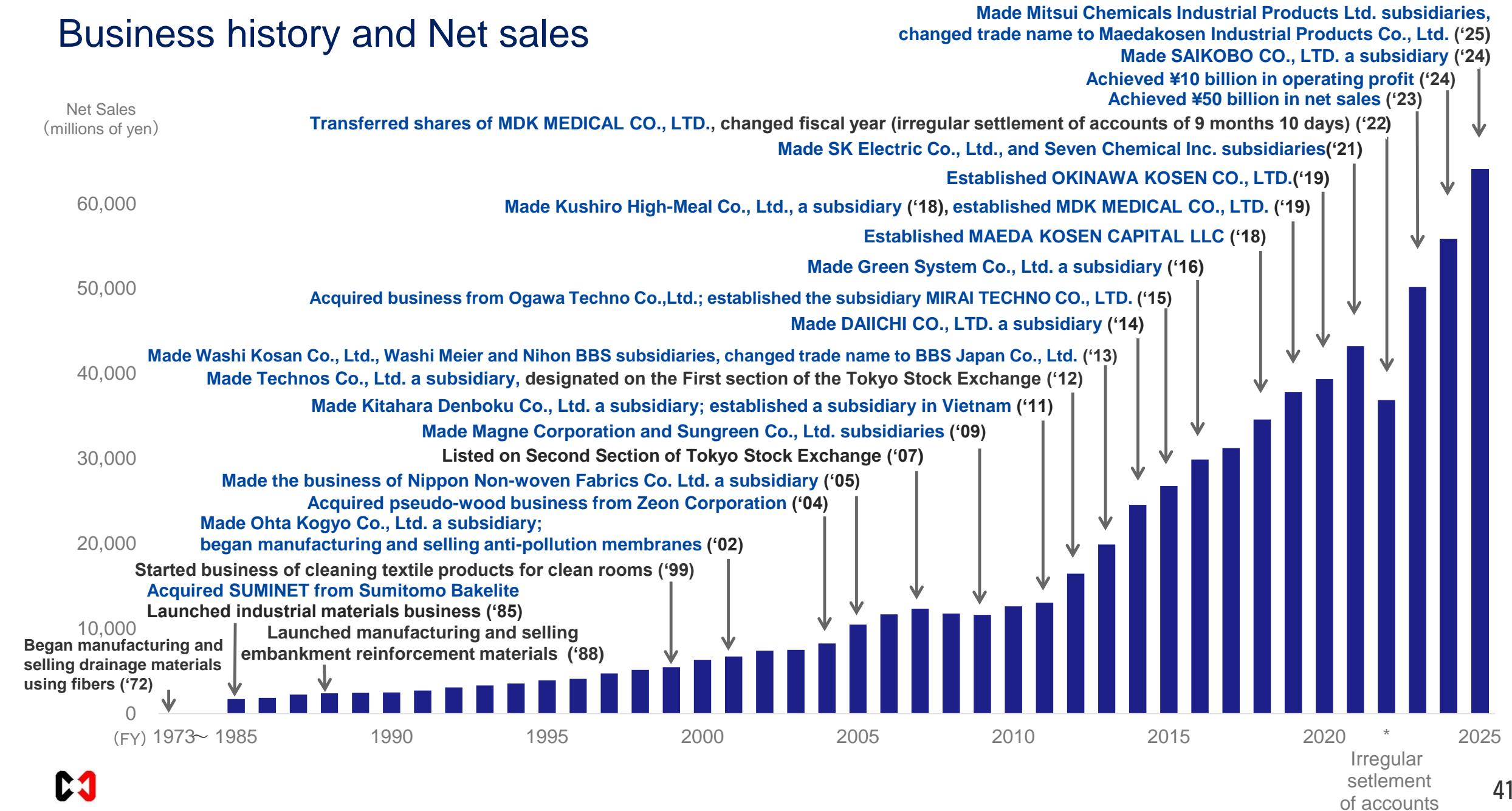
Company Profile

(as of September 30, 2025)

Name	MAEDAKOSEN CO., LTD.		
Headquarter office	<p>Fukui: 38-3 Okinunome, Harue-cho, Sakai-shi, Fukui, Japan</p> <p>Tokyo: Shiba Park Bldg. A-12F 2-4-1 Shibakoen, Minato-ku, Tokyo, Japan</p>		
Representative	<p>Yukitoshi Maeda, Chairman and Representative Director</p> <p>Takahiro Maeda, President and Representative Director</p>		
Founded	1918	Established	1972
Fiscal year-end	June 30	Capital	6,422 millions of yen
Number of employees	1,825 persons (including officer, contract employee, part-timer, trainee, temporary employee)		
Total number of issued shares	68,080,612 shares (including treasury shares 1,015,775 shares)		
Stock code	7821 (Prime Market in Tokyo Stock Exchange)		
Number of shares in one unit	100 shares	Number of shareholders	4,298 persons (as of June 30, 2025)



Business history and Net sales



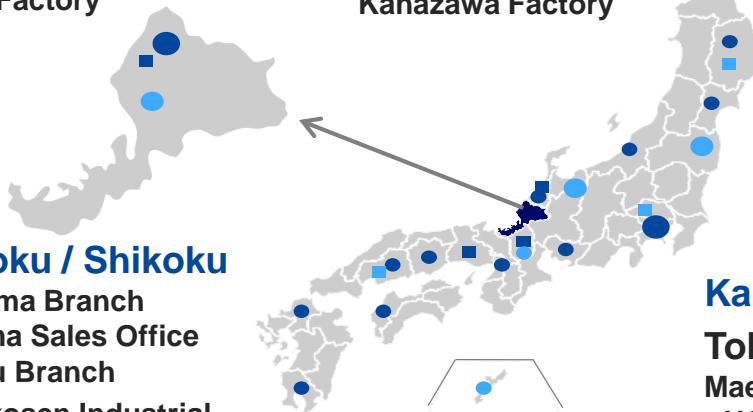
Group Network

MAEDAKOSEN(non-consolidated) 14 business places / 5 factories

Fukui Prefecture

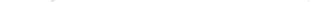
Fukui Headquarter Office / Main Factory

Maruoka Factory
Sakai Factory
MIRAI KOSEN CO., LTD.
HQ / Fukui Factory
Takefu Factory



Chugoku / Shikoku

Hiroshima Branch
Okayama Sales Office
Shikoku Branch
Maedakosen Industrial Products Co., Ltd.
Otake Office



Kyushu / Okinawa

Fukuoka Branch
Kagoshima Sales Office
OKINAWA KOSEN CO., LTD.



Hokuriku (excluding Fukui)

Niigata Sales Office
Kanazawa Sales Office

BBS Japan Co., Ltd.
HQ / Takaoka Factory
Yokkaichi Factory

MIRAI KOSEN CO., LTD.
Kanazawa Factory

Hokkaido

Sapporo Branch

MIRAI no Agri CO., LTD.
Sapporo HQ
Chitose Factory

Kushiro Highmeal Co., Ltd. HQ

Tohoku

Sendai Branch
Morioka Sales Office

MIRAI TECHNO CO., LTD.
Mizusawa Factory / Isawa Factory

MIRAI no Agri CO., LTD.

Fukushima HQ / Senoue Factory

Kanto

Tokyo Headquarter Office

Maedakosen Industrial Products Co., Ltd.
HQ
Saitama Office

MIRAI TECHNO CO., LTD. Tokyo HQ

Seven Chemical Inc.

HQ
Saitama Factory

BBS Japan Co., Ltd. Tokyo HQ

MAEDA KOSEN CAPITAL LLC Tokyo HQ

Germany



BBS Motorsport GmbH
BBS Japan Co., Ltd. Subsidiary



Vietnam



MAEDA KOSEN VIETNAM CO., LTD.



- Business Places
- Factories

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Inquiries regarding this document and IR of the Company

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