

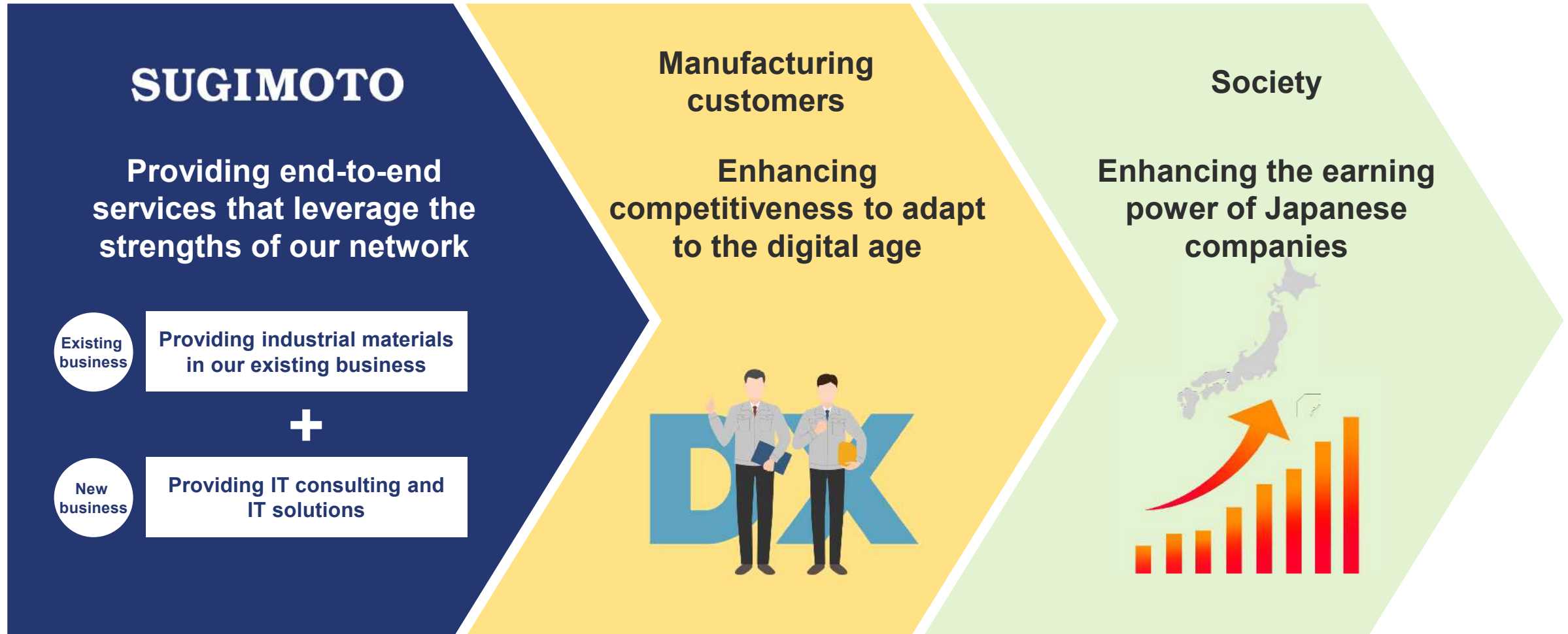
Supplementary Materials Regarding New Business Initiatives

SUGIMOTO & CO., LTD.

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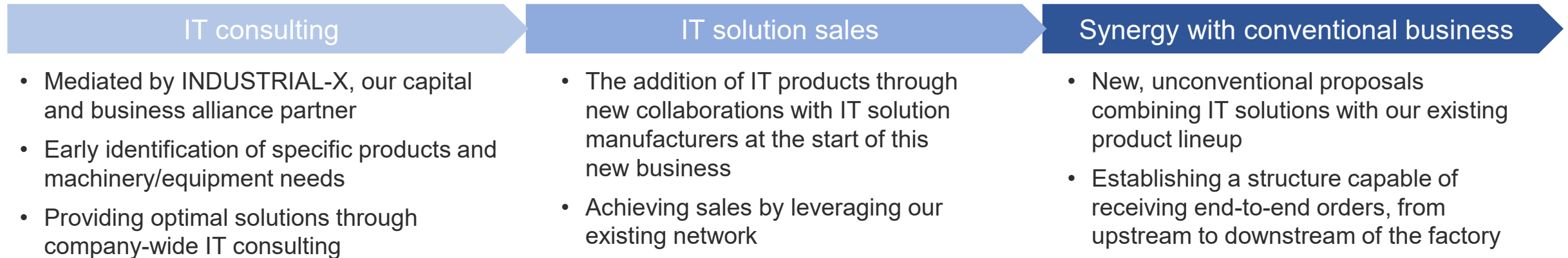
October 29, 2025

- In line with the capital policy outlined in the medium-term management plan, growth strategy initiatives are underway
- By entering the IT consulting field to adapt to the digital age, we aim to accelerate our company's net sales growth while contributing to enhancing the competitiveness and earning power of Japan's manufacturing industry



- We aim to develop an end-to-end business, starting from IT consulting for the manufacturing industry, extending to the sale of IT solutions and receiving orders for machinery and tools

Sales synergy of DX products and industrial materials for the manufacturing industry

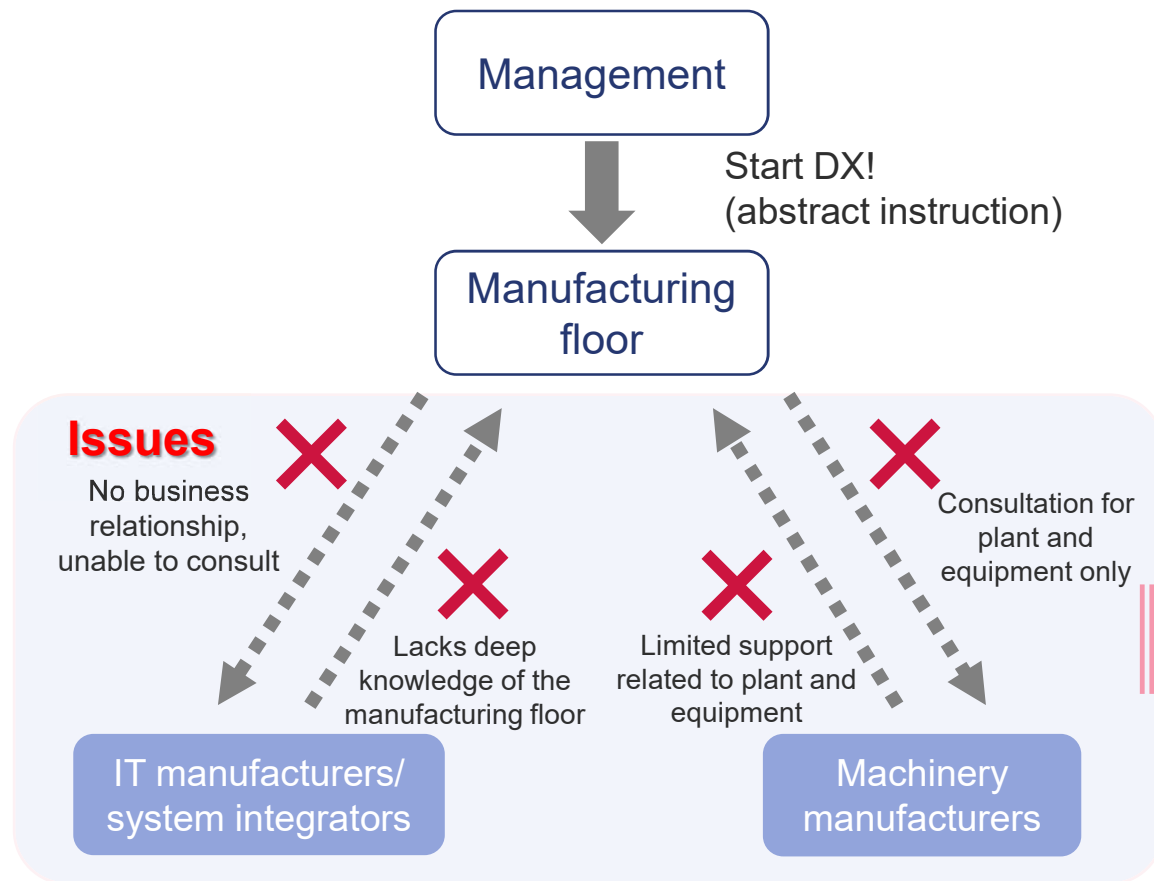


All products are sold to customers through our company

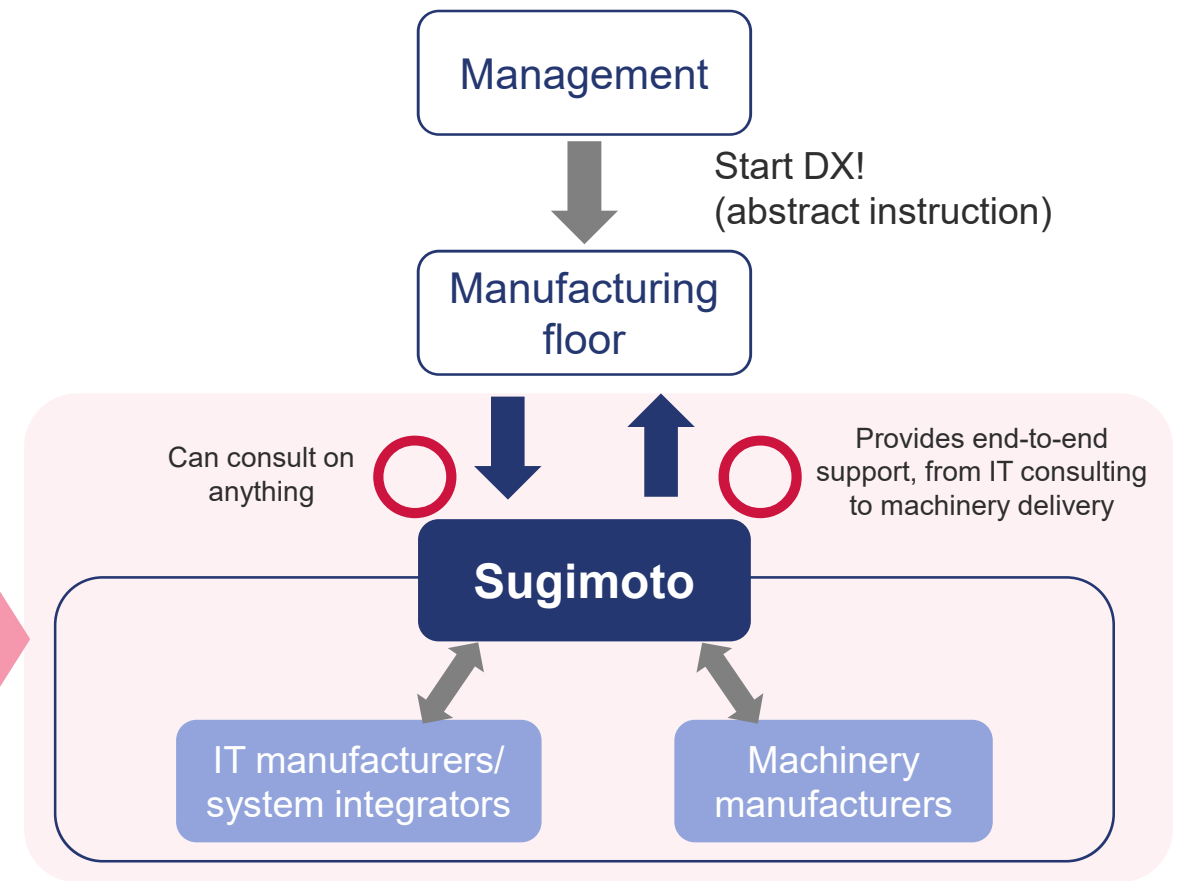


- Conventional manufacturing DX adoption has lacked players who can assess on-site issues and respond to real needs
- Our company leverages the sales capabilities cultivated through many years of business, including those with manufacturing sites, along with broad sourcing capabilities—ranging from IT consulting and software to automated machinery—to sell IT solutions that match the needs of the manufacturing floor

General example



With Sugimoto



Our Strengths in Manufacturing Industry DX Adoption

- We are close to manufacturing sites and can offer comprehensive, one-stop product proposals from a manufacturing industry perspective

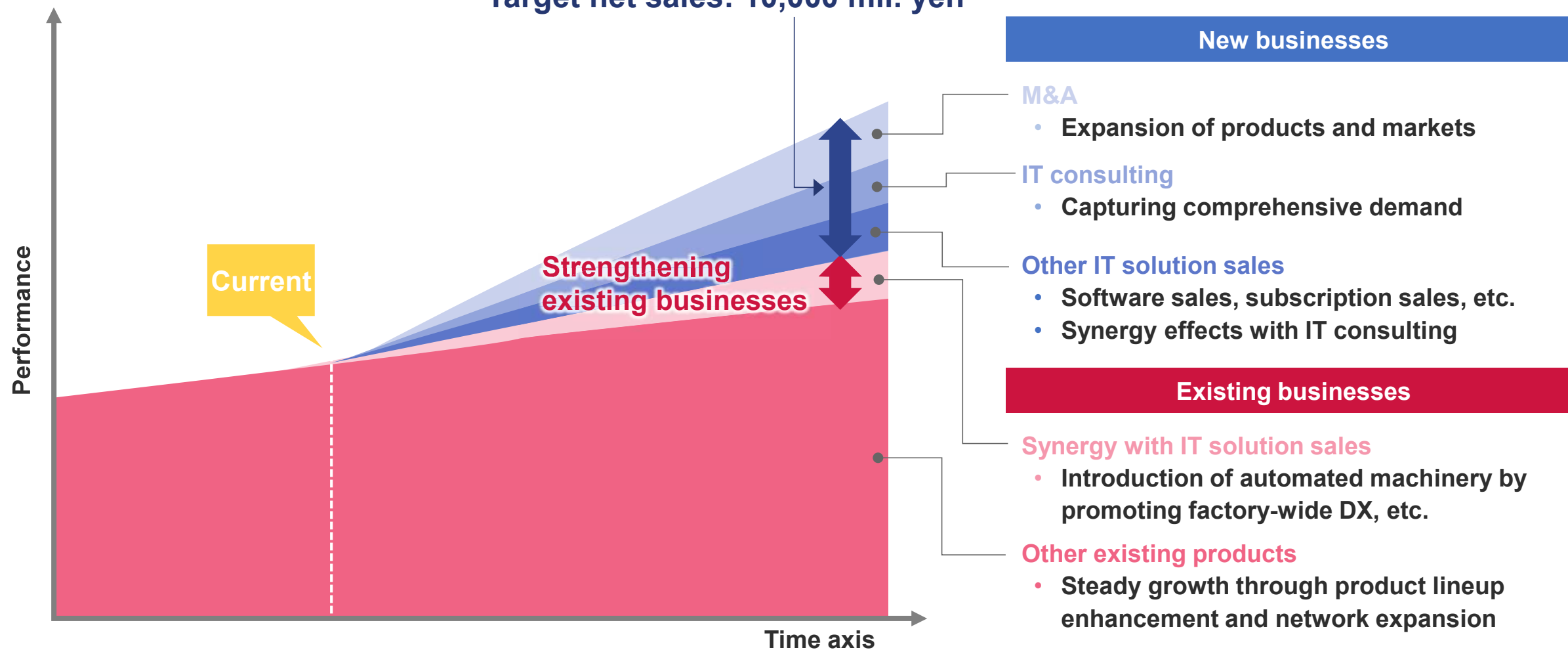
	Our Company	IT manufacturers (software/hardware)/ system integrators	Machinery manufacturers/ engineers
Networks	 We have 64 sales bases nationwide, the most in the machinery parts and equipment wholesale industry.	 Major companies have many bases, but many non-major companies also use agencies .	
Number of business partners at manufacturing sites	 A large number of business partners at manufacturing sites makes horizontal development easy.	 Business is mainly with IT departments .	 Many business partners are at manufacturing sites, but business departments are limited .
Knowledge of the manufacturing industry	 Our business specializes in the manufacturing industry .	 Have many business partners outside the manufacturing industry .	 Their businesses specialize in the manufacturing industry .
Product lineup	 A wide variety , from products for the manufacturing floor to products for administrative departments.	 Can only provide their own products .	
Value provided to customers	 As a trading company, we always have a market-oriented perspective.	 Tends to be product-oriented .	
Price	 Individual prices are competitive as a trading company. We can offer a total package at a competitive price.	 Becomes comparatively expensive as individual adoptions build up .	

- Leveraging our manufacturing industry network to provide services to production sites quickly



- Aiming for 10,000 mil. yen in new business net sales
- In addition to growing net sales of existing business machinery and equipment through synergies with new businesses, we will also aim to expand our network through M&A

Target net sales: 10,000 mil. yen



These materials are intended to provide information about our current plans and performance forecasts. Such future plans and forecast figures are made by the Company based on currently available information.

The actual results are subject to a variety of factors and conditions and may not be the same as the plan. These materials are not intended to confirm or guarantee the results described herein.

The logo for SUGIMOTO, featuring the word "SUGIMOTO" in a bold, blue, serif font. The logo is centered within a white rectangular area that is framed by a blue border.