UNISOL

UNISOL Holdings Corporation

INTEGRATED REPORT 2025

January 1, 2025 to December 31, 2025



UNIQUE ▷▷▷ UNISOL ◁◁◁ SOLUTIONS

The UNISOL brand name combines “unique” and “solutions” to represent the one-of-a-kind solutions we deliver.

We are a technology-focused trading company proposing unique solutions that will bring us closer to our VISION:

“Towards a world overflowing with ‘I want to make this happen!’”



SLOGAN

Our motto and promise to society

Unlocking “Aha!” moments, one after another.

We look forward to our customers’ “Aha!” moments as we propose unexpected and unique solutions, creating moments of surprise and inspiration in rapid succession.
This is our watchword.

VISION

The future we hope to build

Towards a world overflowing with “I want to make this happen!”

A better future can be realized through change.
A world filled with “I want to make this happen!” is envisioned through the desire for a better future.
We aim to realize such a world through our unique solutions.

MISSION

Our daily mission

Pioneering the present with inspiring solutions, and partnering for your journey beyond.

We provide our customers and other stakeholders with breakthrough moments through our unique solutions, giving them just what they need, and then after solving their problems we continue to work closely with them as a team as they continue their journey, to help them meet future challenges.

VALUES

Three values we possess

“Co-creative spirit”

We recognize people and their ideas that are different from our own and exchange our opinions.

“Growth motivation”

We are always seeking challenges to grow.

“Thinking of issues as our own matters”

We face any issues with sincerity and take action on our own initiatives.

OUR STANDARDS

Seven standards when we think and act as group members

1. **We comply with all relevant laws and societal rules, and maintain a high sense of ethics.**
2. **We respect human rights, protect the dignity of the individual, and recognize and accept diversity.**
3. **We recognize the importance of environmental and social action to achieve sustainability, and actively engage in such activity.**
4. **We value honesty and always try to be fair and equitable.**
5. **We always consider the option of seizing a challenging opportunity, even if this involves taking a risk.**
6. **We strive for sincerity in all things in order to build on and secure trust in both our public and private lives.**
7. **We understand the significance of our work and other activities and see these as opportunities for self-fulfillment in service of continued growth.**

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Editorial policy

We publish this report to inform our stakeholders—including shareholders and investors—about the origins of the UNISOL Group's value creation in pursuit of its core philosophy, as well as our strategies and underlying foundations. It is intended to serve as a platform for constructive engagement. The editorial process was informed by both the IFRS Foundation's International Integrated Reporting Framework and the Japanese Ministry of Economy, Trade and Industry's Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0.

Coverage Period: Fiscal year ended December 31, 2025 (January 1 to December 31, 2025)
Note: Some content is from outside of the coverage period.

Reporting Scope: UNISOL Holdings Corporation and its consolidated subsidiaries (as of December 31, 2025)
Note: Matters for which the scope of reporting differs, such as non-financial information, are specified as such.

Disclaimer This report includes future forecasts based on plans, forecasts, management plans, and policies as of the time of publication. Future forecasts are based on information available as of the time of writing and the results and outcomes of future business activities may differ from those forecasts due to changes in circumstances.

1 Source of value creation

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Our history

1946

Furusato Industries, Ltd.

Furusato Industries is a manufacturer and trading company of construction products and piping materials with a nationwide network in Japan.

1946 Small business launched in Fukushima Ward, Osaka
1955 Original mechanical forging method created for turnbuckles
1958 Factory built in Fukushima Ward, Osaka, and sales of turnbuckles commenced to hardware wholesalers in Osaka
1959 Furusato Iron Works Co., Ltd. established (first president: Ryoichi Furusato)
1963 Shiga factory built
Manufacturing of braces begun
1966 Shiga sales office opened, first step towards expanding store network
1968 Kanto Sales Office (currently Saitama Sales Office) opened adjacent to the factory in Saitama Prefecture
1969 Headquarters expanded and relocated
Nagoya Sales Office (currently Ichinomiya Sales Office) opened
1970 Investment received from Small and Medium Business Investment & Consultation Co., Ltd.
1971 Saitama factory built, Saitama Sales Office moved to the same location
1973 Company renamed Furusato Industries, Ltd.
1980 Osaka Distribution Center opened
1986 Company listed on the new Osaka Stock Exchange, Second Section
1989 Utsunomiya factory built
1997 Kanto Distribution Center opened
2002 G-net Corporation acquired as wholly-owned subsidiary
Piping materials business launched
2004 Company listed on the Tokyo Stock Exchange, Second Section
2006 Stock designation changed to Tokyo Stock Exchange, First Section
Stock designation changed to Osaka Stock Exchange, First Section
2007 All sites and factories obtain certification for the new JIS mark display system
Gifu Shoji Co., Ltd. shares acquired and made a subsidiary
2016 New Shiga factory built
Security Design, Inc. shares acquired, made a subsidiary
2020 Second Shiga factory built



Ryoichi Furusato, founder of Furusato Iron Works Co., Ltd.



Furusato Iron Works head office building



Furusato Industries, Ltd. Stock ticker showing the opening IPO price



The new Shiga factory at Furusato Industries

Maruka Corporation

Maruka Corporation specializes in direct sales of industrial machinery and machine tools with business sites across Japan and worldwide.

1946 Maruka Co., Ltd. established (first president: Kasuke Tanaka)
1955 Machinery Division created, handling machine tools and metal forming machinery
1959 Bangkok overseas representative office opened
1974 Sonoruka Engineering Co., Ltd. established
1979 Philippines subsidiary Maruka Enterprises, Inc. established
1990 U.S. subsidiary Maruka U.S.A. Inc. established
1993 Malaysia subsidiary Maruka (M) Sdn. Bhd. established
1997 MM Association for joint development activities launched
1998 Company listed on the Osaka Stock Exchange, Second Section
2002 Indonesia subsidiary PT. Maruka Indonesia established
2003 Japan Rental Co., Ltd. made a subsidiary through a share acquisition
Maruka Trading Guangzhou Co., Ltd. established
2005 Company listed on the Tokyo Stock Exchange, Second Section
2006 Stock designation changed to Tokyo Stock Exchange, First Section
Stock designation changed to Osaka Stock Exchange, First Section
2007 Maruka Trading Shanghai Co., Ltd. established
2012 Mexico subsidiary Maruka Mexico S.A. de C.V. established
2013 Vietnam subsidiary Maruka Vietnam Co., Ltd. established
2016 Kan Manufactory Co., Ltd. shares acquired, made a subsidiary
2017 Kitakyu Machine and Tools Co., Ltd. shares acquired, made a subsidiary
2019 Trade name changed to Maruka Corporation
Miyazawa Co., Ltd. (currently ArPlus Corporation) shares acquired, made a subsidiary
2020 PT. Unique Solutions Indonesia established



Kasuke Tanaka, founder of Maruka Co., Ltd.



Head Office (during this period: Maruka Machinery Co., Ltd.)



Listing on Osaka Stock Exchange, Second Section (during this period: Maruka Machinery)



U.S. subsidiary Maruka U.S.A. Inc.

Growth after integration

2021

Furusato Industries, Ltd. and Maruka Corporation merge to form

MARUKA FURUSATO Corporation



A new start as Maruka Furusato Corporation
(listing on the stock exchange on October 1, 2021)

Formulated and communicated the Group Vision

2022

- Created the UNISOL corporate brand and Group Philosophy System
- Launched the Medium-Term Management Plan to 2026

Established the business foundation and deepened collaboration

2023

- Fortified the holding company management structure through organizational restructuring (converting core subsidiaries into direct subsidiaries)
- Developed industrial machinery cross-selling and group collaboration

Accelerated Group integration and enhanced capabilities

2024

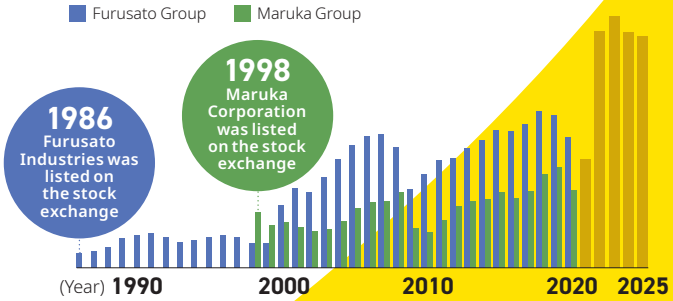
- Integrated core subsidiary HR systems
- Strengthened business with new logistics centers and next-generation technologies and products

Fortified governance and restructured for future growth

2025

- Transitioned to a company with an Audit and Supervisory Committee
- Launched the Food Business Unit and the Engineering Business Unit

Sales trends in both groups



2026

UNISOL Holdings Corporation

New name, new challenges

- Organizational restructuring to streamline core company businesses

The future we hope to build

Towards a world overflowing with "I want to make this happen!"

INPUT

Social and relationship capital

- Customers: approx. **16,000** companies
- Suppliers: approx. **4,500** companies

Unmatched procurement capabilities and exclusive agency rights

Manufacturing capital

- Production locations: **14** in Japan, **3** overseas
- Distribution locations: **5** in Japan
- Sales locations: **120** in Japan, **27** overseas

A robust nationwide network of sales, manufacturing, and logistics

Intellectual capital and human capital

- Manufacturing capabilities
- Engineering function
- IT, IoT, DX capabilities
- Employees: **1,966** [In Japan **1,670** / Overseas **296**]

Engineering and proposal capabilities that shift the focus from "selling products" to "selling solutions"

Financial capital

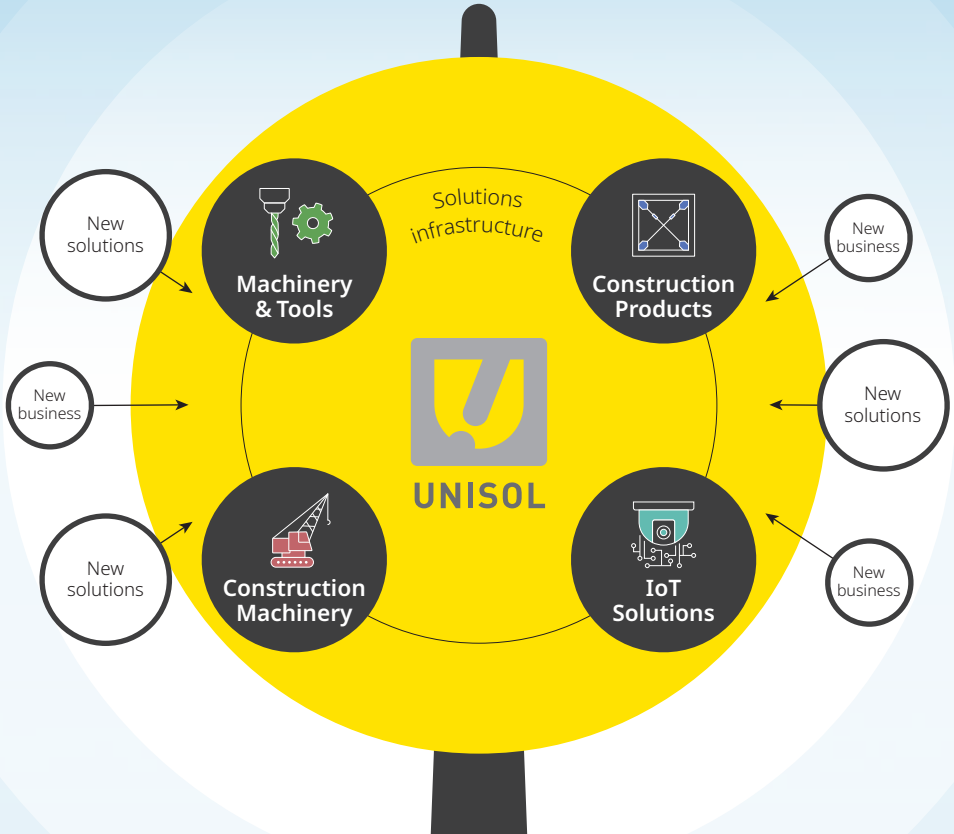
- Total shareholders' equity: ¥**69,225** million

Prime Market-listed Group with high reliability and strong management resources

BUSINESS MODEL

Enhance capacity to respond to our customers' needs

by building up any underperforming aspects (capabilities, services) in each of our business domains



Enhance comprehensive solution capabilities

by building flexible cooperative frameworks (capital and business alliances, etc.) with various other businesses

Sustainability
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Medium-Term Management Plan
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Financial and capital strategy
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Human resources strategy
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Compliance
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Risk management
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Corporate governance
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DX strategy
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Infrastructure functions for manufacturing and construction sites that support supply chain stability

Promoting the adoption of labor-saving machinery and AI solutions to enable safer working conditions and workplace reform

OUTPUT

Enhancing community safety through wider deployment of security systems and the replacement of aging equipment

We help clients maximize profits by delivering optimized equipment, offering cost-saving proposals, and providing comprehensive support

Inspiring solutions

OUTCOME

Advanced infrastructure capabilities
Stable industrial foundation

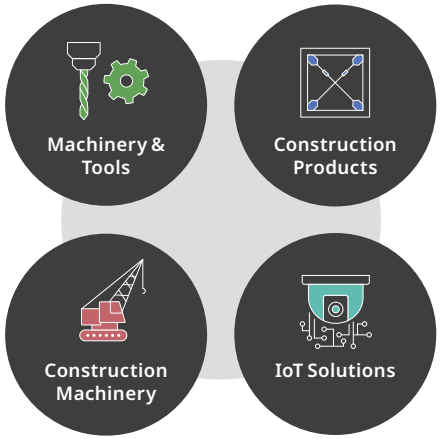
Improved working conditions
Reduced labor shortage impact

A safe and secure society



Overall picture of our business areas

We are a group of technology-focused trading companies with manufacturing capabilities



UNISOL Holdings Corporation operates across four business segments: machinery and tools primarily for the manufacturing industry in Japan and overseas; construction products for building, facilities, and housing; construction machinery for construction and civil engineering; and IoT solutions supporting physical security.
We have diversified across different sectors to mitigate the risks from changes in the business environment. At the same time, we are working to create synergies by leveraging the strengths that we have cultivated across sectors in order to achieve stable growth.

*As of March 31, 2026

Products Goods that we manufacture for sale　Merchandise Goods that we purchase for sale　● Responsible companies ○ Affiliated companies

Business segment	Results (FY2025)	Business classification	Applicable business sector	Main products and services handled	Responsible companies and affiliated companies
Machinery & Tools	Machinery (Japan) 20.4% Sales composition 66.0% Tools (Japan) 28.2% Machinery (Overseas) 17.4% Net sales (millions of yen) 104,904 Segment profit (millions of yen) 2,104 Segment profit margin 2.0%	Industrial Machinery	Automobiles; Agricultural machinery manufacturing; Construction machinery manufacturing; General machinery manufacturing	Merchandise Machine tools Merchandise Metal forming machinery Merchandise Injection molding machines Merchandise Industrial robots Products Washing machinery	● UNISOL Corporation ○ Gifu Shoji Co., Ltd. ○ Sonoruka Engineering Co., Ltd. ○ Kan Manufactory Co., Ltd. ○ Kitakyu Machine and Tools Co., Ltd. ○ ArPlus Corporation ○ TS Precision Co., Ltd. ○ Maruka U.S.A. Inc. ○ Industrial Tool, Inc. ○ Maruka Mexico S.A. de C.V. ○ Maruka Trading Shanghai Co., Ltd. ○ Maruka Trading Guangzhou Co., Ltd. ○ Maruka Machinery (Thailand) Co., Ltd. ○ MT Food Systems Co., Ltd. ○ PT. Maruka Indonesia ○ PT. Unique Solutions Indonesia ○ Maruka (M) Sdn. Bhd. ○ Maruka Vietnam Co., Ltd.
		Machinery & Tools	Machine processing; General machinery manufacturing; Semiconductor manufacturing; Automobiles	Merchandise Machine tools Merchandise Machining equipment Merchandise Embedded devices Merchandise Equipment and devices Merchandise Material handling equipment	
		Global	Automobiles; Agricultural machinery manufacturing; Construction machinery manufacturing; Food	Merchandise Machine tools Merchandise Injection molding machines Products Special purpose machinery Merchandise Parts Merchandise Repair services	
		Engineering	Automobiles; Agricultural machinery manufacturing; Construction machinery manufacturing; General machinery manufacturing	Merchandise Automation solutions Merchandise Monitoring Merchandise Physical AI systems Merchandise Maintenance and servicing	

Food



Convenience store vendors / Baked goods and confectionery / Meat processing / Pet food

- Products: Food processing machinery
- Merchandise: Transport machinery
- Merchandise: Packaging machinery

Construction Products

Piping Materials **5.2%**

Housing Equipment **3.9%**

Sales composition **26.5%**

Steel Frame Building Materials **17.3%**

Net sales (millions of yen) **42,070**

Segment profit (millions of yen) **953**

Segment profit margin **2.3%**

Steel Frame Building Materials



Steel-frame buildings / Steel-frame homes / Temporary housing / Building leases

- Products: Earthquake-resistant structural members
- Merchandise: Fasteners
- Merchandise: Machinery & tools
- Merchandise: Building hardware

Piping Materials



Plant piping / Equipment piping / Set manufacturers

- Merchandise: Pipe fittings
- Merchandise: Valves
- Merchandise: Steel tubes and piping
- Merchandise: Machinery & tools

Housing Equipment



Developers / Construction companies / Remodeling / Consumer

- Merchandise: Kitchens
- Merchandise: Baths and toilets
- Merchandise: Water heating equipment
- Merchandise: Exteriors

- Furusato Industries, Ltd.

Construction Machinery

Sales composition **5.1%**

Net sales (millions of yen) **8,165**

Segment profit (millions of yen) **147**

Segment profit margin **1.8%**

Construction Machinery



Civil engineering / Construction / Exports / Equipment/maintenance

- Merchandise: Cranes
- Merchandise: Foundation machinery
- Merchandise: Vehicles for high lift work
- Merchandise: Rental services
- Merchandise: Insurance

- Maruka Corporation
- Japan Rental Co., Ltd.

IoT Solutions

Sales composition **2.5%**

Net sales (millions of yen) **3,896**

Segment profit (millions of yen) **246**

Segment profit margin **6.3%**

Physical Security

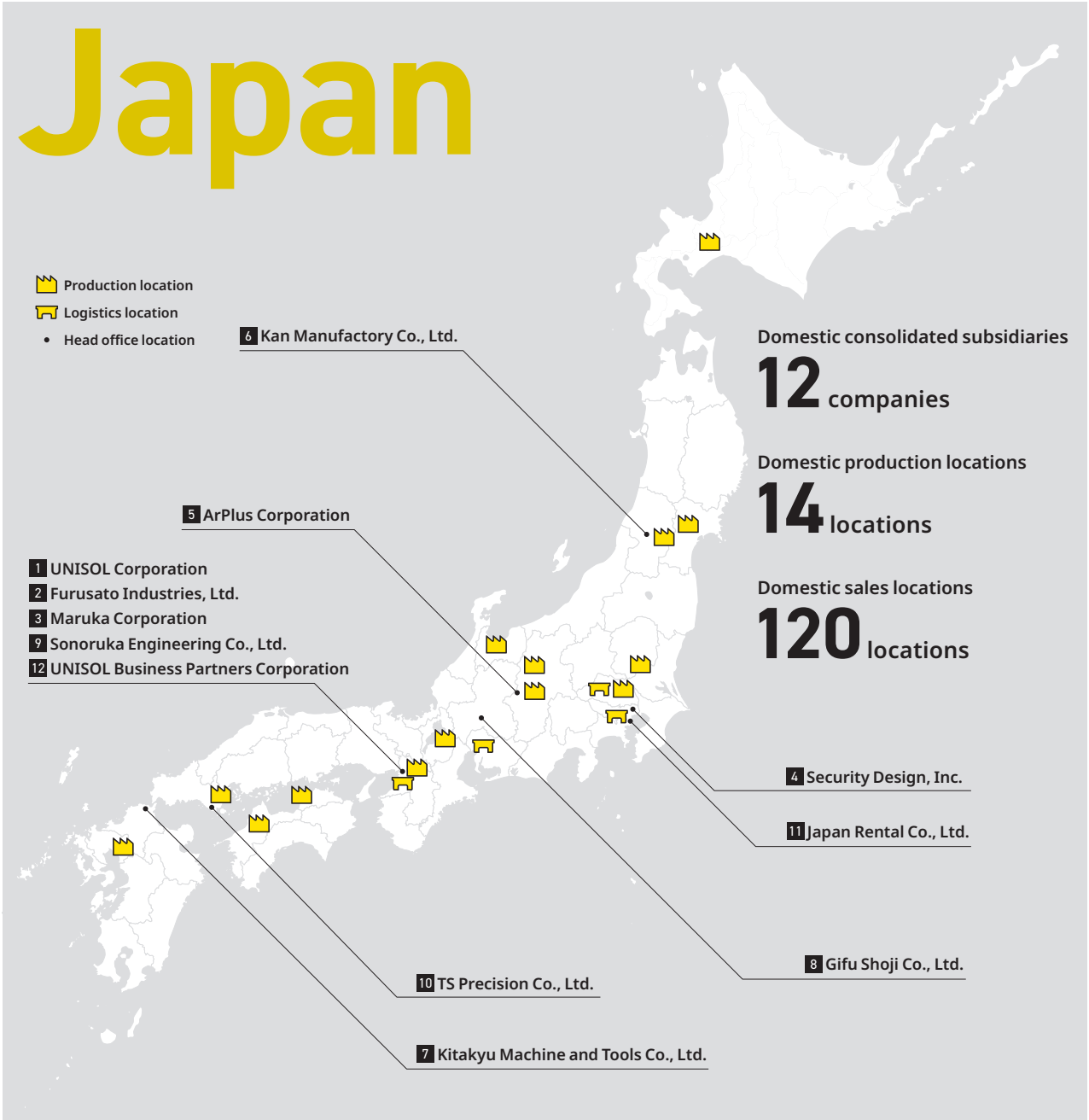


Security services / Data centers / Logistics warehouses / Manufacturing

- Merchandise: Security cameras
- Merchandise: AI cameras
- Merchandise: Access control
- Merchandise: Monitoring systems
- Merchandise: Operation technologies

- Security Design, Inc.

Network (Japan)



Japan

1 UNISOL Corporation
Domestic sales, and import and export of machine tools, metal forming machinery, equipment & tools, facility equipment, food machinery, environmental equipment, etc.
- Distribution locations: Tokyo, Nagoya, and Osaka

2 Furusato Industries, Ltd.
Manufacture and sales of products for steel frame buildings, sales of products for plant piping, and sales of housing equipment
- Production locations: Chitose, Sendaikita, Utsunomiya, Saitama, Matsumoto, Toyama, Shiga, Kagawa, and Kurume
- Distribution locations: Saitama and Osaka

3 Maruka Corporation
Construction machinery sales and rentals, insurance business

4 Security Design, Inc.
Sales and installation of security surveillance equipment/systems and IoT solutions

5 ArPlus Corporation
Manufacture of highly customizable and custom-made food processing machinery
- Production location: Nagano

6 Kan Manufactory Co., Ltd.
Design, manufacture and sales of CNC high-pressure cleaners, specified cooling machinery, specified machine tools, assembly machinery, and jigs and tools
- Production location: Yamagata

7 Kitakyu Machine and Tools Co., Ltd.
Sale of industrial machine tools, work tools, electric tools, conduction equipment, etc.

8 Gifu Shoji Co., Ltd.
Sales of cutting tools and machine tools mainly for automotive industry

9 Sonoruka Engineering Co., Ltd.
Manufacture of coil line systems, shearing lines, peripheral automation equipment for press, and cooling water circulation devices
- Production location: Osaka

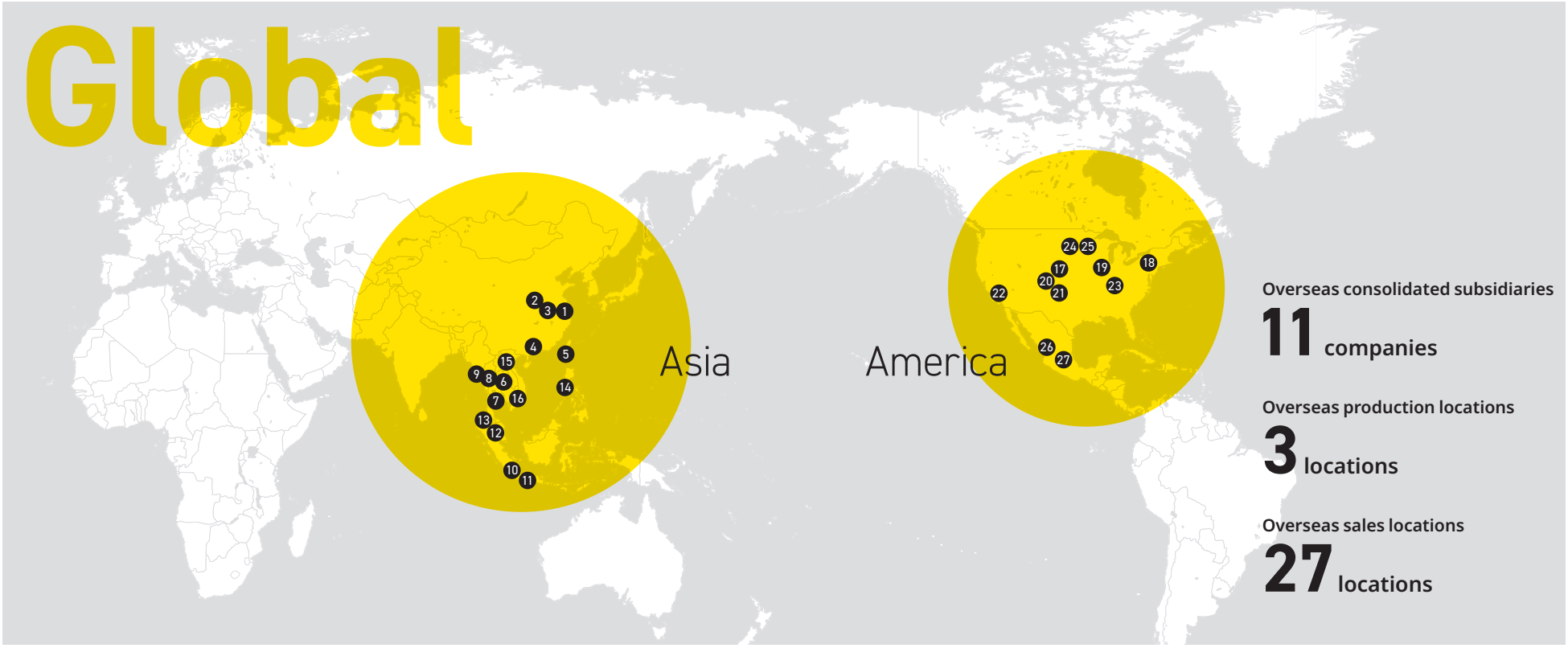
10 TS Precision Co., Ltd.
Manufacture and sale of machining equipment, constant velocity joint processing machines, etc.
- Production locations: Yamaguchi and Matsuyama

11 Japan Rental Co., Ltd.
Rental business primarily focused on vehicles for high lift work and crane trucks

12 UNISOL Business Partners Corporation
Undertake the supportive tasks for the common businesses among UNISOL Group companies such as, but not limited to, Accounting, Finance, Credit Administration, HR, General Affairs

Note: As of March 31, 2026. If multiple subsidiary locations exist at the same address, each is counted as a separate location.

Network (Global)



China

1. Maruka Trading Shanghai Co., Ltd.
   Sales of industrial machinery
2. Wuxi Branch
3. Suzhou Retra Co., Ltd.
   Sales of machine tools
4. Maruka Trading Guangzhou Co., Ltd.
   Sales of industrial machinery

Taiwan

5. Unisol Corporation Taipei Branch (Japan)

Thailand

6. Maruka Machinery (Thailand) Co., Ltd.
   Sales of industrial machinery
7. Sriracha Branch
8. Retra Engineering (Thailand) Co., Ltd.
   Sales of machine tools
9. MT Food Systems Co., Ltd.
   Import and sales of food machinery, and implementation of automation systems

Indonesia

10. PT. Maruka Indonesia
    Sales of industrial machinery
11. PT. Unique Solutions Indonesia
    General engineering, including the automation of machinery and equipment

Malaysia

12. Maruka (M) Sdn. Bhd.
    Sales of industrial machinery
13. Penang Office

Philippines

14. Maruka Enterprises, Inc.
    Sales of industrial machinery

Vietnam

15. Maruka Vietnam Co., Ltd.
    Sales of industrial machinery
16. Ho Chi Minh Office

United States

17. Maruka U.S.A. Inc.
    Sales of industrial machinery
18. New Jersey Office
19. Chicago Office
20. Wichita Office
21. Oklahoma Office
22. Los Angeles Office
23. Kentucky Office
24. Minnesota Office
25. Industrial Tool, Inc.
    General engineering, including the automation of machinery and equipment

Mexico

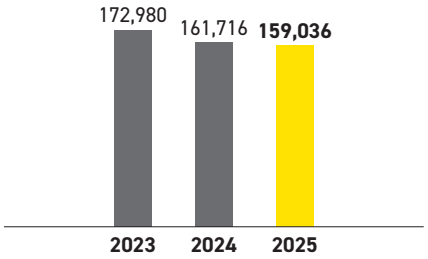
26. Maruka Mexico S.A. de C.V.
    Sales of industrial machinery
27. Querétaro Office

Notes: 1. As of March 31, 2026. If multiple subsidiary locations exist at the same address, each is counted as a separate location.
2. Suzhou Retra Co., Ltd., Retra Engineering (Thailand) Co., Ltd., and Maruka Enterprises, Inc. are non-consolidated subsidiaries.

Financial highlights

Net sales (Millions of yen)

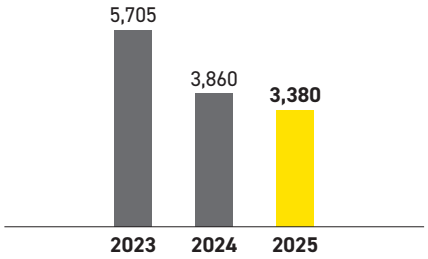
¥159,036 million



In FY2025, net sales decreased by 1.7% year on year, primarily due to a sluggish market in the Construction Products Business, which was impacted by rising construction costs and a decline in construction projects driven by labor shortages.

Operating profit (Millions of yen)

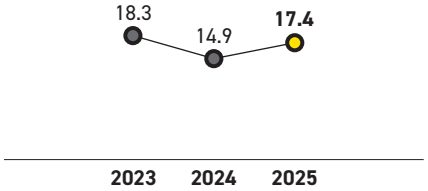
¥3,380 million



In FY2025, gross profit increased; however, operating profit decreased by 12.4% year on year, mainly due to higher personnel expenses from a revised personnel structure and increased IT costs related to business integration.

Overseas net sales ratio (%)

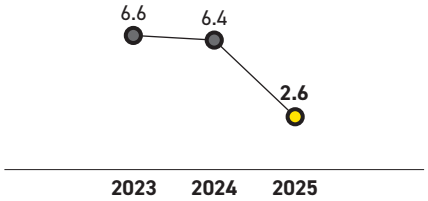
17.4%



In FY2025, the ratio of overseas net sales rose to 17.4%, an increase of 2.5 percentage points year on year, supported by a recovering market environment in North America, the primary overseas market for our Machinery & Tools Business.

ROE (%)

2.6%



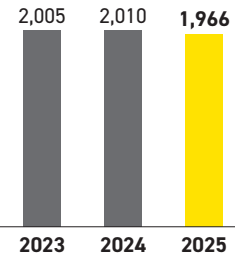
ROE declined by 3.8 percentage points from the previous fiscal year, reflecting a significant decrease in profit attributable to owners of the parent due in part to the absence of gains from the sale of strategically held shares recorded in the prior year, as well as a slight increase in equity.

Non-financial highlights

*1 The ratio of female managers is calculated based on data from UNISOL Holdings Corporation and its three principal consolidated subsidiaries: UNISOL Corporation, Furusato Industries, Ltd., and Maruka Corporation.
*2 The Certification Test for Environmental Specialists (Eco Test) is a registered trademark of the Tokyo Chamber of Commerce and Industry.

Consolidated number of employees

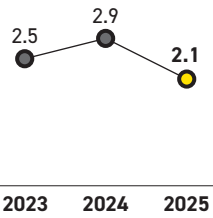
1,966



The Group comprises more than 20 companies worldwide, employing approximately 2,000 employees with a diverse range of backgrounds. All companies work in close coordination to foster an environment in which each individual can fully leverage their expertise, thereby strengthening the Group as a whole.

Ratio of female managers*1 (%)

2.1%

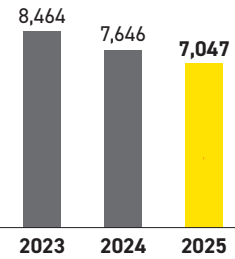


While the proportion of women in management positions declined in FY2025, due to appointments to the Board of Directors and retirements, the proportion of women on the Board increased.

Greenhouse gas (Scope 1+2) emission volume

(t-CO_2e)

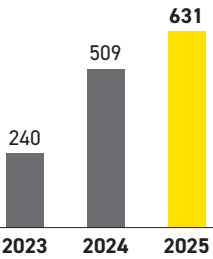
7,047 t-CO_2e



We have set, "reducing the environmental impact in our business" as a materiality and are working to reduce greenhouse gases. We have achieved approximately 90% of our goal for 2026.

Cumulative number of examinees who passed the Eco Test*2

631



We encourage each of our employees to take the Eco Test in order to systematically acquire a grasp of environmental issues, which are becoming more diverse and complex.

2 Feature

15 1 Working to put our philosophy into practice (unique solutions)
17 2 Business in the Americas as a driver of growth
19 3 External perspectives on UNISOL
20 4 Leadership roundtable on the Next Medium-Term Management Plan Formulation Project





Feature 1

Working to put our philosophy into practice

Towards a world overflowing with "I want to make this happen!"

Here, we introduce some of UNISOL's unique solutions, developed in response to what customers want to achieve and the problems they need to solve.



Further automation potential for manufacturing and logistics

Requiring automation that perfectly matches workplace needs



Challenge

Automation in manufacturing and logistics is at a critical turning point. Manufacturers and logistics providers face growing constraints, including severe labor shortages, the need to handle heavy loads, and the challenge of automating complex picking tasks that rely on human sensory judgment. Conventional robotic systems also require safety barriers, which limit their use in confined spaces. As a result, many companies feel they have limited scope to incorporate or make greater use of automation.

Proposing automation tailored to specific needs



Solution

We integrate multiple technologies to deliver solutions tailored to each client's specific automation needs and conditions. Our offerings include systems capable of transporting loads of up to 200 tons, AI- and sensor-enabled robots that accurately recognize and pick items of unknown shapes or with transparent or reflective materials while learning and operating with human-like flexibility, and collaborative robots that can work alongside people without safety barriers.

Custom-built AGV (CIZON) features

We design and build automated guided vehicles tailored to logistics operations, integrating guidance technologies such as electromagnetic, laser, GPS, and 2D barcode systems.

Features of physical AI robotics (Eureka Robotics)

Masterless picking technology eliminates the need to pre-register product information and assists picking of difficult to distinguish items, such as transparent or reflective objects and thin materials.





Collaborative robots (Universal Robots) features

Collaborative robots with built-in safety features can operate in the same workspace as humans without the need for safety barriers.



WOOD BRACE:
New value for wood buildings







Easy installation with screw and bolt fastening

The strength and beauty of wood architecture



Challenge Wood buildings rely on load-bearing walls to achieve seismic resistance. Conventional construction methods, however, often obstruct window placement, compromising living comfort through reduced natural light, limited views, and restricted ventilation. An efficient construction approach is needed to enhance seismic performance while easing the burden on on-site crews.



Solution We developed the WOOD BRACE system to ensure seismic performance that does not compromise the natural light and ventilation provided by windows. The system delivers top-class wall strength through a unique structural design that can be installed in open sections, creating a sense of openness that has been difficult to achieve with conventional load-bearing walls. Designed with FULL BRACE, which is commonly used in steel-frame construction, and specialized screws, WOOD BRACE also reduces construction time through easy installation. The technology was selected for use in pavilions constructed for Expo 2025 Osaka, Kansai, Japan.

Ministry-certified structural safety performance

WOOD BRACE's structural performance has been verified through ministerial certification testing conducted by a performance evaluation body designated by the Ministry of Land, Infrastructure, Transport and Tourism.
WOOD BRACE was measured at wall strength ratings of 4.8 for half-bay units and 5.0 for full-bay units.



WOOD BRACE frame undergoing testing for government ministry certification

Feature 2

Business in the Americas as a driver of growth

Accelerating the global growth of UNISOL Group

Maruka U.S.A. leverages its strong network of locations and many years of experience to operate across three core pillars: machine tools, injection molding machines, and direct sales to Japanese customers in the United States. By capturing demand for automation and advanced technologies, emphasizing engineering capabilities and after-sales service, we aim to achieve sustainable growth in both the North American and Mexican markets.







Fulfilling our mandate to grasp change rapidly and drive growth

The Americas business serves as a strategic hub for the UNISOL Group, driving growth while providing a strong foundation for innovation and market expansion. The United States represents one of the world's largest and most diverse manufacturing markets, with increasing demand for injection molding machines, machine tools, and automation solutions across a wide range of industries, including automotive, medical, packaging, and aerospace. In FY2025, the Americas business achieved a 14% increase in net sales, with operating profit rising by 22%. This performance was driven by close collaboration across our injection molding division, machine tool division, as well as our team supporting Japanese companies in the United States. All divisions worked in coordination with Industrial Tool Inc. (ITI), our automation business division. Together, these efforts have helped evolve our business model toward providing solution-based proposals that go beyond the sale of individual machines.

My top priority is to expand integrated solutions that combine machinery, automation, and services, while strengthening our after-sales service framework to better meet customer needs. Through strategic investments to date—including the relocation to our new headquarters and the expansion of automation capabilities at ITI—we have improved both customer responsiveness and production capacity, and are now fully utilizing this platform. In collaboration with Group companies, new business opportunities—such as robotics and welding wire—are steadily developing through Japan–U.S. cooperation. Going forward, we will continue to support global growth and long-term value creation for the UNISOL Group.



Kevin Bruce

President & CEO
Maruka U.S.A. Inc.

Local subsidiaries in the Americas

Maruka U.S.A. Inc.

Corporate data

Established	Capital
1990	USD 6 million

Businesses

As a key hub in North America, Maruka U.S.A. is a general machinery trading company providing sales and services for metal processing machinery, plastic injection molding machinery and FA/automation equipment.

From its headquarters in Missouri, Maruka U.S.A. has expanded its network across the United States, providing solutions to both Japanese-affiliated companies and local enterprises. The company has developed engineering capabilities tailored to local market needs, along with a well-structured after-sales service framework, and plays an important role in supporting the global strategy of the UNISOL Group.



Industrial Tool, Inc.

Corporate data

Established	Capital
1974	USD 2 million

Businesses

Industrial Tool, Inc., headquartered in Minnesota, is a comprehensive engineering company specializing in turnkey machining lines, precision work-holding fixtures, and robotic automation systems.

It provides end-to-end support across the entire automation project lifecycle—from concept design through manufacturing, installation, and commissioning. They serve a wide range of industries, including automotive, aerospace, and defense. By combining robotics with advanced precision machining technologies, Industrial Tool, Inc. has established a strong reputation as a technology partner that supports customers in improving their competitiveness.



Maruka Mexico S.A. de C.V.

Corporate data

Established	Capital
2012	MXN 16 million

Businesses

A general machinery trading company based in central Mexico with a focus on press machines, injection molding machines, peripheral equipment, and integrated automation systems. Operating from two locations, Maruka Mexico provides rapid technical support, primarily in regions where manufacturing is concentrated.

In close collaboration with the UNISOL Group's operations overseas, the company leverages its global network to optimize procurement and deliver automation and labor-saving solutions. These strengths support productivity improvements and stable operations in Mexico's manufacturing sector, which faces challenges such as rising labor costs.



Feature

3



External perspectives on UNISOL



The UNISOL Group conducts its business based on relationships of trust with its business partners and actively engages in environmental conservation and community contribution. In this special feature, we asked stakeholders to share the qualities that make UNISOL's identity unique.

Nagai Steel Works Inc.

Our partner in the construction industry

Nagai Steel Works and Furusato Industries, which operates in the Construction Products Segment, have built a strong partnership over many years, united by a shared commitment to contributing to people's lives through the safety and security of buildings. Furusato Industries supplies construction materials and consumables that are essential to Nagai Steel Works' manufacturing of steel frameworks for high-rise buildings and factories, as well as its on-site construction activities.

Worksite solutions

Furusato Industries not only supplies materials and equipment but also proposes solutions to specific worksite challenges, such as addressing labor shortages and improving productivity. Their problem-solving capabilities have supported us in many ways, including our expansion into the CAD field and their prompt response during periods of material procurement difficulty. The construction industry is at a turning point, where maintaining quality while securing a sufficient workforce is essential. We look forward to Furusato Industries continuing to leverage its strengths as a trading company with manufacturing capabilities to deliver solutions across the industry and to work with us in creating value for the future for our Vision of "Towards a world overflowing with 'I want to make this happen!'"



Mr. Takeshi Nagai
Chairman of the Board
Nagai Steel Works Inc.

Specified Nonprofit Corporation SHU

Our partner in *satoyama* conservation activities

We run a monthly initiative in which employees take part in activities to preserve the *satoyama* green space at *Takarazuka Nishitaninomori* Park in Hyogo Prefecture. We work with the Specified Nonprofit Corporation SHU, which provides technical guidance in areas such as the selective harvesting of broad-leaved trees. Their expertise and advice are essential to ensuring safe and effective forest management.

Sharing knowledge to nurture the forest

UNISOL Holdings Corporation has an ongoing *UNISOL no Sato* Project that is driven by a desire to leave a better environment for future generations. It is impressive to see employees from different departments working together to make the project a success, discussing and finding solutions even when unexpected challenges arise on site. I believe that their sincere commitment to understanding how forests function and to implementing site-specific conservation practices is a key element in creating a sustainable society.



Mr. Shiro Tsuruta
Green Saver
Specified Nonprofit Corporation SHU

Feature

4

Leadership roundtable on the Next Medium-Term Management Plan Formulation Project

Creating UNISOL's future roadmap from the bottom up

The UNISOL Group launched the Next Medium-Term Management Plan Formulation Project to connect employee voices to the Group's future vision in the plan set to launch in FY2027. This unprecedented initiative takes a bottom-up approach, with leaders selected from each segment driving the process and building the plan from the ground up. Project leaders and secretariat members gathered for a roundtable discussion, where they spoke candidly about the challenges they faced, the shifts in perspective they experienced, and the future they aim to realize through the next medium-term management plan.

Masafumi Maruyama

Business Development Division,
Business Strategy Unit,
UNISOL Corporation
Machinery & Tools Segment

I was hopeful that the expanded parent company following the business integration would broaden the scope of my challenges. For this project, I drew on the issues and questions I have encountered throughout my long career in sales.

Yu Yokoyama

Purchasing &
Marketing Department,
Purchasing & Marketing Headquarters,
Furusato Industries, Ltd.
Construction Products Segment

At the outset, it was difficult to envision the synergies the merger would create, but as we worked together, I began to see its growth potential. Discussions with members from different fields gave me the opportunity to reassess my perspective and broaden my horizons.

Daiki Kodama

Tokyo Sales Department,
Sales Headquarters,
Maruka Corporation
Construction
Machinery Segment

During the business integration, I was surprised to find that connections and collaboration within the industry were more established than I had imagined. This project led me to think about what we do more from the perspective of the business segments and the Company as a whole.

Akihito Ouchi

IoT Solutions Department,
Security Design, Inc.
IoT Solutions Segment

I look forward to the collaboration opportunities this business integration will bring, as the project connects us with members we would not normally interact with. Exposure to perspectives from other fields is changing how I view our business and the Company.

Yuta Nakamoto

Corporate Planning Division,
Corporate Strategy Unit,
UNISOL Holdings Corporation

After leaving and later rejoining the Company, I came to recognize the importance of bringing all departments together behind the Group's expansion. My role is to engage with frontline staff and communicate clearly to ensure they are working toward the Company's objectives.

Tsuguo Yoshikawa

Financial Planning Division,
UNISOL Business
Partners Corporation

Experiencing the business merger has broadened my knowledge and experience as an accountant. In this project, I organize discussions from a corporate perspective and act as a liaison across business units.

Yoshiyasu Doi

Business Management Div.,
Business Strategy Unit,
UNISOL Corporation
Project Secretariat

I joined the Company through mid-career recruitment in 2021, working on business integration and post-merger integration, with a strong interest in synergies that emerge when organizations with different histories come together. I now serve as the initiative's overall project coordinator.



Soliciting input from frontline employees
Why the project takes a bottom-up approach

Doi ● The current Medium-Term Management Plan was formulated using a top-down approach. Typically, a plan is announced, and then operating staff only learn the details during the implementation phase. As a result, it took considerable time for employees to internalize "thinking of issues as our own matters" and begin taking action. Given the Group's current scale and the increasing diversity of its businesses, it is now necessary to develop plans that reflect each department's day-to-day challenges and the directions in which they seek to grow. With this in mind, we decided to adopt a bottom-up approach for this initiative.
Ouchi ● For initiatives to execute smoothly, every employee must be behind the plan. Their level of commitment depends on how well the initiatives address each department's issues and reflect employee input. When this is achieved, the medium-term management plan is no longer seen as something imposed from above, but as a living plan directly connected to daily work. This makes a world of difference in employee buy-in during the execution phase.
Yokoyama ● That is true. We are more likely to be "thinking of issues as our own matters" when we can clearly see how it connects to our own work.
Maruyama ● I believe the strength of a bottom-up approach lies in its ability to incorporate day-to-day innovations within departments and divisions, as well as ideas generated through dialogue with clients, from the early stages of planning. It also fosters the expectation that individual efforts will be recognized and translated into strengths for the entire company.



A department is just one part of the broader organization
Looking at issues from a company-wide perspective

Nakamoto ● When I began considering the medium-term management plan for the entire company, I realized that understanding my own department alone was not enough.
Kodama ● I was the same. Working in the Construction Machinery Segment, my focus was always on fulfilling my own duties. I actually had given little thought to the Company's overall direction beyond the scope of my segment.
Maruyama ● Sales professionals naturally focus on the customer in front of them, devoting their energy to finding the best solution for each case. That is, of course, extremely important. However, when considering the medium-term management plan, I realized the need to think more broadly about what our business segments should look like and how the Company should grow.
Yoshikawa ● In my accounting duties, I have come to realize that simply tracking numbers is not enough. Developing effective plans requires an understanding of each segment's market environment and competitive landscape, along with its strengths and weaknesses, and a clear view of what the Company as a whole aims to achieve.



Doi ● We are currently reexamining, segment by segment, the kind of social value our company should provide.
Ouchi ● We have always been committed to solving client challenges, but discussions when we were forming the medium-term management plan led us to think more deeply about, and articulate more clearly, the specific changes we can bring to society and our clients. Rather than simply selling products, we are now focusing on the underlying value they deliver, such as improved operational efficiency, enhanced safety, and cost reductions.
Yokoyama ● In the Construction Products Segment where I work, I realized that the whole construction industry is struggling with the labor shortage and digital transformation, not just our own business. Issues shared across multiple segments have been identified as strategic priorities for the Company as a whole.
Yoshikawa ● In our regular duties, we tend to address issues on a department-by-department basis. We are now elevating these discussions to a company-wide level, considering how to organize them, where to take action, how to prioritize them, and how to allocate resources.

What we learned from the plan formulation process
Uncovering common aspirations through cross-departmental dialogue

Nakamoto ● One of the project's key outcomes was the creation of opportunities for continuous dialogue across departments and segments. Until now, members from different sections have had few chances to sit down together and engage in such in-depth discussions.
Yokoyama ● I rarely had in-depth discussions with other departments. We usually handled matters within our own segment.
Doi ● Opportunities to gain a clear understanding of the challenges and concerns faced by other departments have been limited, even though we are all part of the same company. Once we began talking, it became clear that everyone was thinking seriously about the Company from their own perspective.
Yoshikawa ● We felt this strongly on the corporate side. I was particularly inspired by how members of the business units went beyond discussing their day-to-day work and shared thoughtful perspectives on the Company's overall direction.
Ouchi ● Even so, nearly everyone shared a desire to make the Company better. The specific issues and sense of dissatisfaction varied depending on the circumstances, but the underlying mindset was the same. This was one of my key takeaways from the planning sessions.
Nakamoto ● The Corporate Strategy Unit typically interacts with division heads and executives, leaving few opportunities to speak directly with on-site staff about the challenges they see. We gained valuable insight during the project because it allowed us to hear firsthand about the issues people are actually facing and what they truly want to pursue.
Maruyama ● On-site employees also felt a sense of satisfaction from being able to share their challenges and suggestions during the planning process.
Kodama ● In talking with them, I saw a clear connection between the issues recognized by management and corporate staff, and those the employees were experiencing in daily work.
Yokoyama ● The perceived distance from management has narrowed. To be honest, I was quite nervous at first.
Maruyama ● I felt that management listened carefully and made a genuine effort to draw out my thoughts. Our relationship evolved with each conversation, and I began receiving more concrete advice and encouragement. Building a relationship in which we can directly learn management's perspective and think through issues together has been a valuable experience.
Nakamoto ● The content of the medium-term management plan is certainly important, but the process of developing it also served as a tool for sharing information. At the outset, management emphasized that and said they want us to become ambassadors who help bring the Company together. As the plan took shape, connections began to form between frontline teams and management, as well as across business segments. I believe this is another important outcome of the planning process.



What future is the medium-term management plan intended to achieve?

Maruyama ● The merger is still recent, and the Machinery & Tools Segment has only just been integrated. I hope that the experience of creating the next medium-term management plan together will serve as a catalyst for building a new corporate culture. Ultimately, I hope we can become a company where every employee can achieve self-fulfillment and work with genuine engagement.
Yokoyama ● In the Construction Products Segment, we are determined to be more than just a materials supplier; we aim to stand alongside our clients as they tackle challenges. As we work to create a more sustainable construction industry, we are seeking to uncover emerging needs so we will become the first point of contact whenever clients face an issue.
Kodama ● In the Construction Machinery Segment, management emphasized the need to first broaden the scope of our capabilities, which strongly resonated with me. I believe that clarity of purpose within each segment ultimately contributes to the strength of the Company as a whole.
Ouchi ● The IoT Solutions Segment takes a similar approach to the Construction Products Segment. We go beyond selling equipment to focus on solving client challenges, such as labor shortages and operational bottlenecks.
Yoshikawa ● For the administrative department, I see our role as creating an environment that supports business unit initiatives. That includes allocating resources to the projects business units are eager to pursue, while fostering a workplace where employees can work comfortably and with a sense of fulfillment.
Doi ● We aim to build a company of employees who are highly motivated to realize "Towards a company overflowing with 'I want to make this happen!'"

Addressing client and social challenges drives our business growth, which in turn provides each employee with opportunities and a sense of purpose to take on new challenges. Clearly articulating the society we want to create and the value we aim to provide helps employees know the meaning of their work. I believe that understanding will serve as a driving force in their daily activities.

Nakamoto ● We held numerous discussions about our strengths and challenges throughout the plan development process. By the end of the next medium-term management plan, I hope we will be able to speak with even greater confidence about what truly defines our strengths. That clarity will undoubtedly strengthen our ability to provide value to our clients and society.

Messages for the creators of the future
Changes brought about by the medium-term management planning process

Yoshikawa ● I see the new medium-term management plan that we have formulated not as a plan set forth by the Company, but as a plan created by all of us for shaping our own future. As we discussed our philosophy, business strengths and weaknesses, and future direction, it increasingly felt like a plan for our own future.

Maruyama ● I felt the same. I used to focus mainly on my own numbers, section, and department, but this project pushed me to think not only about my segment as a whole, but also about how it connects with others. I now feel a strong sense of "thinking of issues as our own matters" while executing the plan.

Kodama ● Similar for me, too. Until now, my work was confined to my own business, but since being selected as a project member to participate in these discussions, I've come to feel a sense of responsibility for thinking about the future of this company.

Ouchi ● I've had more opportunities to engage with other departments and have begun taking a listen-first approach in conversations. Meeting in person allows us to share candid views on topics that go beyond departmental and role boundaries, and I've come to see that dialogue is what moves things forward.

Nakamoto ● I have come to realize that another important role is to clearly translate our intentions to investors and external stakeholders and present them as our growth story.

Yokoyama ● "Translate" really resonates with me. The end goal is not the announcement of the medium-term management plan; what matters is how we move forward from here. Clear communication of the plan within the Company, including its underlying philosophy and the meaning of our work, is also critical. I want to stay involved throughout the entire process, from implementation through to the end.

Doi ● This discussion with all of you has reaffirmed my belief that the essence of the medium-term management plan lies in how effectively we can realize the vision you have each described with such passion.



To do so, we must put those ideas into words, give them concrete form, and translate them into clear actions for the Company. My role as a member of the secretariat is, as I now view it, to support that process. My hope is that the dialogue and changes sparked by this project will not end here, but will become the UNISOL Group's standard way of working. I want this initiative to mark the starting point.

We plan to announce the next medium-term management plan in July 2026.
This effort goes beyond plan formulation; it is the beginning of our transformation.
Leaders in each segment are listening closely to employees at the work sites and incorporating their ideas and future visions for the Company into the plan. The plan is being shaped through a truly all-hands approach.
We look forward to taking on new challenges together as we move into the next stage of UNISOL's growth.

3 Value creation strategy





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The way forward

A Message from the senior leadership team



Ryohei Furusato
President and Representative Director

Kunihiko Iida
Chairperson and Representative Director

We will leverage the capital that we have gathered by integrating our group to create a unique identity using unique solutions.

Changing our company name, and our achievements almost five years after integrating our management

Kunihiko Iida ● In January 2026, we changed our company name to "UNISOL Holdings Corporation," and established "UNISOL Corporation" as the core operating company in the Machinery & Tools Segment. For almost five years after integrating our management in October 2021, we adopted the Group-wide brand name, "UNISOL" as part of our company name, marking a new start in both name and substance.

Ryohei Furusato ● "UNISOL" is an abbreviation of "Unique solutions," which expresses our commitment to leverage our unique approach to provide optimal solutions to a wide range of challenges. I also feel that the vision behind UNISOL is beginning to find traction in the market as a whole. This change to our company name has unified the brand and our organization, renewing our commitment.

Kunihiko Iida ● To those observing from outside the company it may seem like it took a long time for us to change our name, and in fact, some people thought that we should have changed it earlier. However, this stemmed from our emphasis on moving forward with the understanding and support of our employees while sharing the direction of our business in areas such as human resources systems, systems integration, consolidation of corporate functions, and M&A throughout our organization, and I believe that this period was essential to the integration of the Group.

Ryohei Furusato ● For a trading company, people are everything. In our business we cannot achieve differentiation through products themselves. Instead, for us success depends on the ability of each of our staff to understand the needs of our customers and propose effective solutions. That is why we have always respected the culture and pride of each company. Although our financial results are not something that we can be particularly proud of, our greatest achievement is unifying our employees under a shared philosophy so that they are able to act as one.

> **We adopted the Group-wide brand name, UNISOL as part of our company name, marking a new start in both name and substance.**
>
> Kunihiko Iida



Kunihiko Iida ● The merger of Maruka Corporation and G-net Corporation to create UNISOL Corporation resolved inefficiencies in the decision chain, creating a structure that encourages rapid managerial decisions and smooth communication. At the first national meeting of office managers after the establishment of the new company, I saw the leaders of what were once two separate organizations engaged in discussions with passion and motivation. That convinced me that they viewed the challenges faced by the UNISOL Group as matters that they have to take on themselves.

Business environment and performance in FY2025

Ryohei Furusato ● In the fiscal year ended December 31, 2025, the UNISOL Group saw a fall in both sales and profits, posting net sales of ¥159,036 million (down 1.7% year-on-year), operating profit of ¥3,380 million (down 12.4%), and profit attributable to owners of the parent of ¥1,906 million (down 58.7%).

Capital investment in the domestic manufacturing industry turned negative in November after initially recovering in the first half of the fiscal year. Although the Industrial Production Index has increased year-on-year, the total area of construction flooring started and the number of new houses started remains low. Looking to the future, factors such as United States trade policies, price increases, and geopolitical risks associated with China may exert downward pressure on the economy. On the global economic front, signs of economic recovery are becoming apparent in Southeast Asia. Conversely, although capital investment is on the rise in the United States, uncertainty remains, and the Chinese economy is stagnant.

Based on such changes in the business environment and recent performance trends, we have revised our numerical targets for the final year in our Medium-Term Management Plan as follows: Net sales revised from ¥180,000 million to ¥165,000 million, operating profit from ¥5,800 million to ¥3,400 million, and ROE from 5.7% to 2.9%. The business environment is more challenging



> **Although the circumstances are challenging, our mission remains the same: to hone our strengths under our new structure and improve earning power by maximizing synergies.**
>
> Ryohei Furusato

than anticipated in the current Medium-Term Management Plan, and we acknowledge that our assumptions when it was formulated were insufficient. In particular, the rise of Chinese companies has transformed the market. The impact of the severe labor shortage has been significant, with work-style reforms resulting in delays at construction sites and slower production at manufacturing facilities that have led directly to a decline in sales of consumable goods.

Kunihiko Iida ● The speed with which change is occurring is accelerating at an unprecedented rate, and this is an era when being even one step behind can make a critical difference. I strongly believe that unless we propose new labor-saving measures that go beyond conventional thinking, we will eventually be unable to contribute to Japan's manufacturing sector.

Ryohei Furusato ● Now, as conventional business models are becoming difficult to sustain, we need to achieve breakthroughs in areas such as automation, labor-saving, and the development of new construction methods.

FY2026 is the final year in the current Medium-Term Management Plan. Although the circumstances are challenging, our mission remains the same: to hone our strengths under our new structure and improve earning power by maximizing synergies. In light of our recent performance, we have been compelled to revise our quantitative goals downwards. However, we view improving the accuracy of forecast-vs-actual management, strengthening risk management, implementing measures to support the achievement of KGI, and fostering a culture that prioritizes the adoption and attainment of KPIs as urgent, and are moving swiftly to implement these actions.

Kunihiko Iida ● We are moving ahead steadfastly with preparations for the next Medium-Term Management Plan. The leaders who will be responsible for the next generation are taking the lead in drafting the outline for this plan, and we plan to announce the new Medium-Term Management Plan in July.

Maximizing capital efficiency through integration synergies

Kunihiko Iida ● "Unlocking 'Aha!' moments, one after another," which the UNISOL Group has adopted as its slogan, is a mechanism for differentiation, in which we use unique solutions to achieve market advantage. This is a capital strategy that avoids price competition and ensures high profit ratios, contributing directly to business profit growth and increased ROIC.

Ryohei Furusato ● The merger of Maruka Corporation and G-net Corporation accelerated the progress of this strategy. Synergies such as reductions in capital duplication and waste and the mutual leveraging of customer bases are beginning to show in our results. Although costs for organizational restructuring are currently taking precedence, we are making progress in controlling and reducing fixed costs, and anticipate increases in capital efficiency. We are also leveraging the strong customer touchpoints of our Industrial Machinery Business to offer proposals combining IoT devices from the IoT Solutions Segment and industrial equipment and tools from our Machinery & Tools Business. Cross-selling is also yielding steady success. Revenue per customer has increased, and sales synergies such as expanded sales of machinery and tools by the Industrial Machinery Business have already reached approximately ¥100 million.

Kunihiko Iida ● The four segments comprising the UNISOL Group are highly complementary. For example, in construction sites—the primary arena of the Construction Machinery Segment—practical use of remote operation of construction machinery is progressing, which will make communications technology essential going forward. We have also begun launching new products equipped with AI as part of the Construction Products Segment product lineup. Here, the IoT Solutions Segment demonstrates its true value, leveraging its technical background to move forward with proposals for automation and labor-saving in cooperation with the Machinery & Tools Segment.

Ryohei Furusato ● The core strength of the UNISOL Group lies in our ability to use our collective strengths to deepen our presence in different domains rather than relying on independent, isolated efforts. Moreover, strengthening cross-selling leads directly to increased cost efficiency and a reduction in assets, which are the denominator in ROIC, as well as to increased profit, the numerator in this equation. We will make mutual use of existing sales channels to manage the cost of acquiring new customers and establish new, highly efficient revenue models.

Growth investment and five strategic fields

Ryohei Furusato ● Under the current Medium-Term Management Plan, we have identified five strategic fields—EV-related, Automation and labor-saving, Environment and energy-saving, Food-related, and Globalization, and are investing to drive growth in these areas.

As an example of our investments in the automation and labor-saving and globalization fields, in December 2024 we invested in Eureka Robotics PTE. LTD., a Singapore-based venture business specializing in robotic control technologies that use AI vision. Eureka Robotics' controllers are a shared platform for using high level visual recognition for operations that are difficult to achieve with conventional technologies. They are currently sold in Japan and the United States, and the company is gaining expertise in AI-driven manufacturing.

Kunihiko Iida ● As an example of investment in the food-related, automation and labor-saving, and globalization fields, in February 2026 we welcomed MT Food Systems Co., Ltd., a Thailand-based engineering company, into the UNISOL Group. Thailand is faced with the same labor shortages as Japan and is experiencing a growing need for labor-saving measures. We will leverage the trust that MT Food Systems has built up locally, combining this with UNISOL Corporation's network of Japanese food manufacturers to accelerate our expansion into the Southeast Asian market through synergistic effects.

Ryohei Furusato ● Although we are a trading company, one of the strengths of UNISOL Corporation is that we employ more than 100 engineers worldwide who can provide comprehensive support for everything from overall design of production lines to after-sales maintenance. We will provide a one-stop solution offering high-performance Japanese machinery and local engineering capabilities and develop this into a core business that leads the way in resolving food-related challenges in Southeast Asia.

Strengthening human capital—people are everything

Ryohei Furusato ● People are the most important resource in the business of the UNISOL Group. Transforming the potential of individuals into the core competencies of an organization requires more than just focusing on the performance of one's own department or company; it is essential to adopt a perspective that emphasizes the optimization of the entire group. Pooling the resources of each division will dramatically expand the scope of our business, improving the quality of the value that we provide. Now that we are able to leverage more resources, we can expand into new sectors, building business strategies based on that foundation.

Kunihiko Iida ● These changes are fostering a sense that we can now achieve what was previously unattainable, which in turn is driving higher motivation. This fiscal year, which could be said to be UNISOL's first, marks a major turning point as shifts in our individual mindsets spread throughout our organization. With respect to the acquisition and training of human resources, I am confident that a mutual shift in the mindsets of both those who recruit and train and those who are recruited and trained will drive qualitative improvements in our human capital.

Ryohei Furusato ● In November 2025 we launched UNISOL PLUS, an in-house video distribution initiative intended to ensure that all employees view the creation of

> **This fiscal year, which could be said to be UNISOL's first, marks a major turning point as shifts in our individual mindsets spread throughout our organization.**
>
> Kunihiko Iida



synergies as a matter that requires their own attention. To promote the adoption of our corporate philosophy and understanding of the strategies of each segment, we are sharing messages from the senior leadership team along with introductions to new products and strategic offerings from each segment. Rather than making this optional, we will make viewing this content part of regular work, undertaken once every quarter.

Shareholder returns and management focused on capital costs

Kunihiko Iida ● We see the current situation, in which PBR has fallen below 1, as being extremely serious. After breaking PBR down into PER and ROE, we view our low ROE as the primary issue to address. To improve ROE, we must strengthen earnings power through improvements to ROIC, as well as optimize shareholder equity. As a concrete measure in this regard, we have set a dividend policy based on a DOE of 3.5%. Going forward, we will optimize capital efficiency through flexible shareholder returns.

Ryohei Furusato ● Our policy on cash allocation is to fund growth investment, shareholder returns, and investment in equipment and IT primarily from operating cash flow. However, when large investments are necessary, we will borrow flexibly as required, improving capital efficiency. In particular, growth investment such as M&A involves many uncertainties such as whether our hurdle rate will be met, and as such we do not take a fixed view of the allocation ratio between investment and returns. Our goal is to maximize corporate value by taking a flexible approach to resource allocation as the circumstances merit, such as redirecting funds to shareholder returns if there are no promising investment opportunities available.

Kunihiko Iida ● Going forward we must provide numeric proof that our inspiring solutions and the unique UNISOL identity are strongly linked to improvements to ROI and corporate value. We will increase the quality of our information disclosure and will actively communicate the logic that we link to growth and our passion for achieving it through our website and integrated report.



Our goal for cash allocation is to maximize corporate value by taking a flexible approach to resource allocation as the circumstances merit.

Ryohei Furusato

A message to our stakeholders

Kunihiko Iida ● To reiterate, people are the foundation of our business. Growth of our organization, including our manufacturing subsidiaries, relies entirely on its constituent people. Developing excellent human resources is certain to lead to the growth of the UNISOL Group. Whether it is finding the pieces missing from our current Group or creating something new, everything ultimately comes down to our people.

Ryohei Furusato ● Our corporate philosophy is the guiding principle behind our actions. It is important for each of our employees to fully embrace this philosophy as a code of conduct, making it a foundation on which to base their daily decisions and behavior. When someone has internalized a philosophy, they will act on it on their own initiative.

Kunihiko Iida ● That is exactly why it is important for the corporate philosophy to permeate throughout the Group. This increases employee engagement, serves as a source of inspiring ideas, and boosts the quality of the organization as a whole. When an organization becomes more engaged, it attracts a more talented workforce who in turn bring further energy. We recognize that it is our responsibility as managers to create a virtuous cycle in which people can grow together.

Ryohei Furusato ● Now that we have adopted "UNISOL" as our company name and united the entire group in name and substance as "ONE UNISOL," we have at last entered a phase of real growth. We will build up trust in the idea that there is no problem that the UNISOL Group cannot solve, and continue to work to realize our Group vision, "Towards a world overflowing with 'I want to make this happen!'"

Kunihiko Iida
Chairperson and Representative Director

Ryohei Furusato
President and Representative Director

Vision and strategy

We aim to be the number one solution partner for our customers

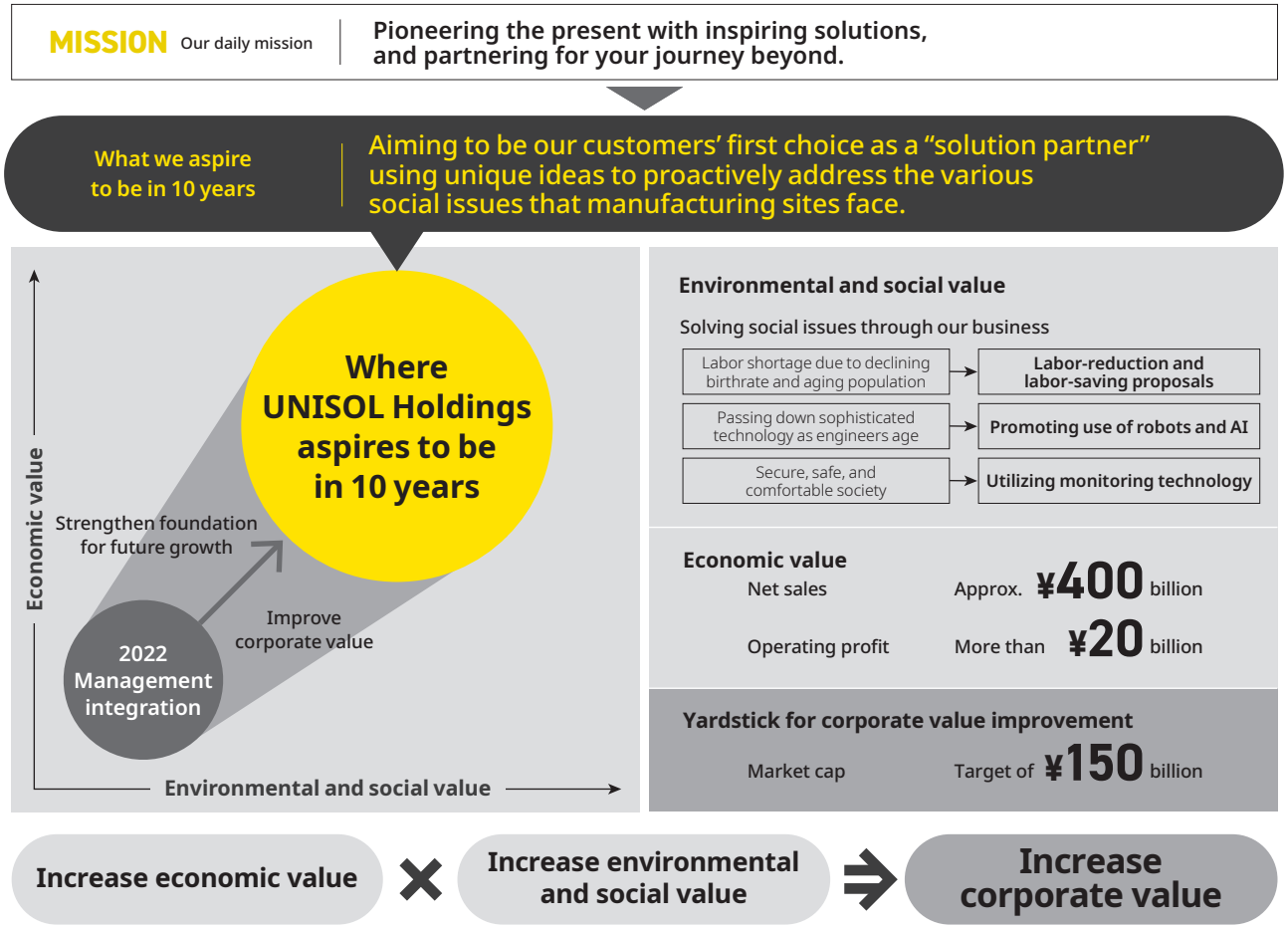
The UNISOL Group consistently strives to reinforce the foundations for growth needed to address societal and customer challenges.
We are committed to maximizing corporate value through a focus on economic, environmental, and social value.

Enhancing corporate value from economic, environmental, and social perspectives

Based on the mission set out in our Group Philosophy—"Pioneering the present with inspiring solutions, and partnering for your journey beyond."—the UNISOL Group has defined its desired vision in 10 years (from 2022) as follows, and is driving its business activities to achieve it.

Driven by growing environmental and social concerns, as well as technological advancements, challenges in manufacturing are becoming increasingly diverse and sophisticated. Even in this evolving landscape, to remain the number one solution partner, we are proactively taking on the challenges faced by society and our customers, and continuously seeking out the ideas and approaches needed for effective problem-solving.

We will continue to execute our Medium-Term Management Plan with diligence, focusing on maximizing corporate value by delivering both financial returns through profit targets and creating positive social and environmental impact by addressing key societal challenges. This approach is fundamental to achieving sustainable growth.



Sustainability

We are committed to increasing corporate value and building a sustainable future for our company and society

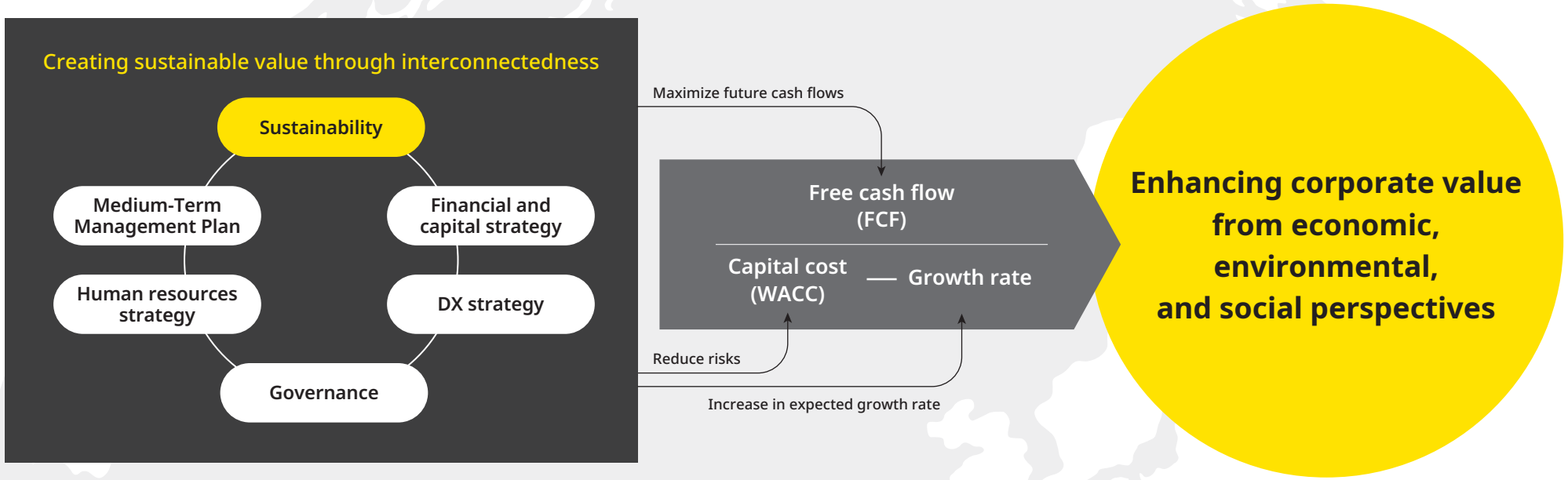
Based on our Group Philosophy, the UNISOL Group has established a Basic Policy on Sustainability that aims to balance economic value with environmental and social value.

Under this policy, we interlink sustainability with our Medium-Term Management Plan, financial capital strategy, human resources strategy, DX strategy, and governance— all key elements of our overall management strategy— to create sustainable value.

Specifically, we identify priority issues (materialities) linked to the five themes outlined in our Basic Policy as our social responsibilities. We then integrate these into the strategies and initiatives of each operating company and department, driving progress accordingly.

By promoting these interconnected strategies, including sustainability, we aim not only to maximize cash flow but also reduce business risks and strengthen our foundations for sustained growth. We will simultaneously pursue economic, environmental, and social value, ultimately enhancing our corporate value.

Process to improve corporate value



Sustainability promotion system

The UNISOL Group has established a Sustainability Committee, which debates and decides upon action on sustainability-related issues. This Committee is chaired by our President and Representative Director and its membership comprises Directors, Executive Officers, and Directors of our operating companies, judged suitable for membership and nominated to the position of member by the chairperson.

In addition, a Sustainability Committee Secretariat has been established under the Committee for the purpose of assisting the operation of the Committee. The secretariat formulates policies and measures related to sustainability, deliberates and examines their consistency with the strategies of each operating company, each department, etc., and submits proposals to the Committee.

Sustainability Committee: Organizational chart



Materialities and goals*1

	1 Achieve harmony and coexistence with the environment	2 Support sustainability in the manufacturing industry	3 Realize a secure, safe, and comfortable society	4 Increase work motivation, and promote growth and social contribution	5 Promote fair and honest corporate activities
Basic Policy on Sustainability					
Materiality	**Reducing environmental impacts in our business activities**	**Improving productivity through proposals for automation and labor-saving for production equipment and construction sites**	**A secure, safe, and stable supply system for products and merchandise**	**Promotion of diversity & inclusion**	**Strengthening our risk management and crisis management systems**
Approach to Materiality	We have begun to reduce Scope 1 and 2 emissions and are committed to reducing the environmental impact of the Group. We will continue to monitor Scope 3 emissions as well.	We will work to solve social issues through our core business by promoting the strategic items set forth in our Medium-Term Management Plan (in the categories of "environment and energy saving," "EV-related," and "automation and labor-saving"), as well as other business strategies.	We will develop and maintain a system that enables us to continue to respond to the society's needs, and appropriately disclose information in our role as a trusted partner.	Through the creation of an environment in which human resources with various skills and backgrounds can play an active role, we aim to become an innovative organization that generates inspiring solutions.	We will establish and enhance a Group risk management system and ensure compliance to build an invaluable foundation for sustainable corporate growth.
FY2026 Numerical Goals/Activity Policies	Scope 1 and 2 emissions **6,856** t-CO_2e **−21.2** % compared to 2022	Sustainability-contributing sales ratio*2 **8.0** %	Organize and strengthen internal policies and Guidelines related to CSR Information disclosure to stakeholders	Ratio of female managers*3 **3.0** % Number of non-Japanese employees*3 **30** Ratio of human resources hired from the scientific field*3 **9.0** %	Compliance training participation rate **100** % Developing and strengthening risk management systems led by the Risk Control Committee
FY2025 Results	Scope 1 and 2 emissions **7,047** t-CO_2e **−19.0** % compared to 2022	Sustainability-contributing sales ratio **5.2** %	Implementation of self-assessment questionnaires at key suppliers Implementation of Human Rights Due Diligence (HRDD)	Ratio of female managers*3 **2.1** % Number of non-Japanese employees*3 **20** Ratio of human resources hired from the scientific field*3 **10.2** %	Compliance training participation rate **100** % Strengthen the risk management system based on the three lines of defense model
⇨ pp. 64–66		⇨ pp. 67–68	⇨ pp. 37–38	⇨ pp. 61–63	

*1 The target indicator of Materiality 1 is "Scope 1 and 2 emissions" and "sustainability-contributing sales ratio," while for Materiality 2, it is "sustainability-contributing sales ratio" (the sustainability-contributing sales ratio target is set as the sum of Materialities 1 and 2).

*2 We define "sustainability-contributing sales" as revenue from products and services related to environmental initiatives, automation, and labor-saving technologies, and the "sustainability-contributing sales ratio" as the percentage of total company sales accounted for by sustainability-contributing sales. Following the revision of the final-year numerical targets in the Medium-Term Management Plan "UNISOL," disclosed on February 13, 2026, we have also revised the FY2026 targets for sustainability-contributing sales and the sustainability-contributing sales ratio from 9.5% as of the end of the previous fiscal year to 8.0%.

*3 The indicators for Materiality 4 are aggregated for UNISOL Holdings Corporation and its three principal consolidated subsidiaries: UNISOL Corporation, Furusato Industries, Ltd., and Maruka Corporation.

Medium-Term Management Plan

Accelerating strategy implementation and further strengthening collaboration across businesses

Formulating a growth-oriented roadmap, and proceeding with step-by-step measures to implement it

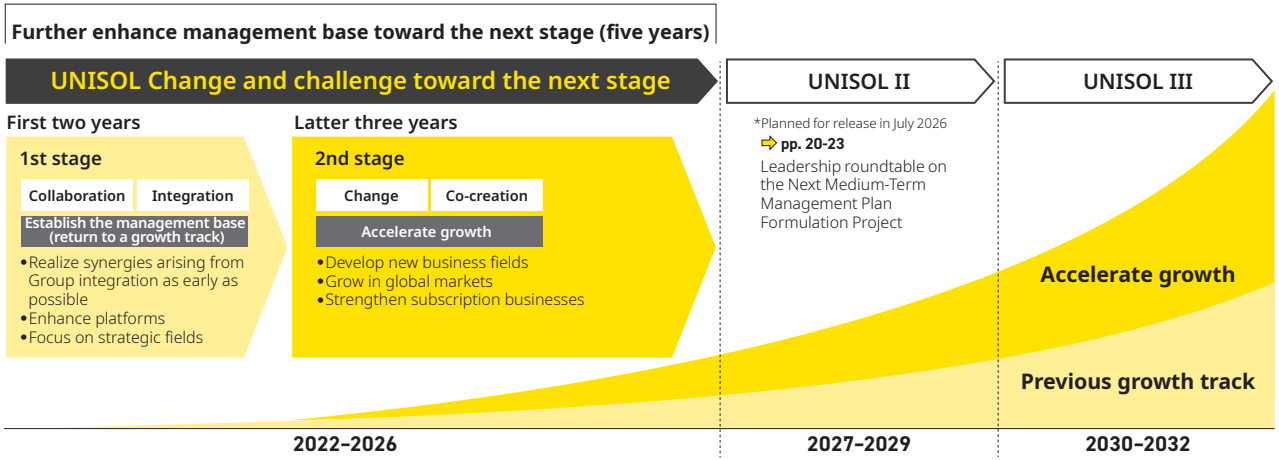
To realize our vision of "What we aspire to be in 10 years," which was formulated in accordance with the Group philosophy, we are implementing a Medium-Term Management Plan that comprises three steps.

For the current Medium-Term Management Plan "UNISOL" (2022–2026), under the theme of further expansion of the management base, the first two years are the first stage to establish the base (return to a growth track), and the latter three years are the second stage to accelerate growth.

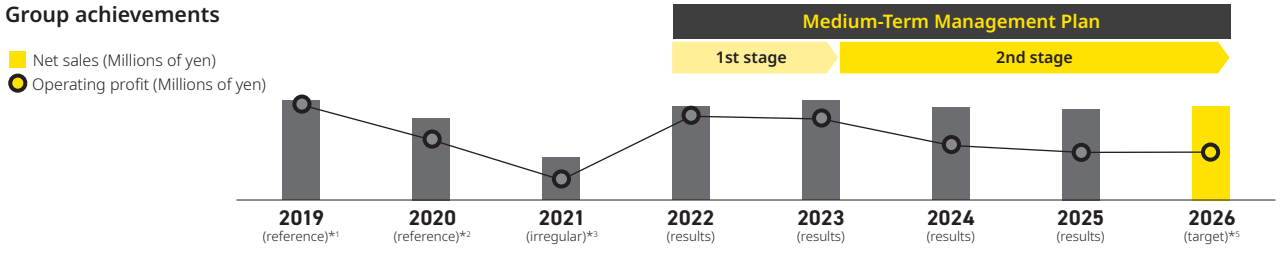
Organizational restructuring to maximize synergies

In FY2025, we established the organizational framework to accelerate the UNISOL Group's growth. In January 2026, we merged the two core operating companies in the Group's mainstay Machinery & Tools Segment to establish UNISOL Corporation. At the same time, the holding company changed its name to UNISOL Holdings Corporation. We will shift our focus from the "hard" initiatives we have advanced—such as office consolidation, system integration, and the unification of HR frameworks—to maximizing synergies through integrated Group-wide operations that transcend the boundaries of individual companies, with the aim of maximizing both economic value and social and environmental value.

Positioning of the Medium-Term Management Plan



Group achievements



	2019 (reference)*1	2020 (reference)*2	2021 (irregular)*3	2022 (results)	2023 (results)	2024 (results)	2025 (results)	2026 (target)*5
Net sales (Millions of yen)	173,817	142,695	74,292	162,416	172,980	161,716	159,036	**165,000**
Operating profit (Millions of yen)	6,674	4,237	1,465	5,895	5,705	3,860	3,380	**3,400**
(Operating profit margin) (%)	3.8	3.0	2.0	3.6	3.3	2.4	2.1	**2.1**
ROE*4 (%)	8.7	4.3	—	6.6	6.6	6.4	2.6	**2.9**

*1 Since the year 2019 was before the merger, these values are for reference only, calculated as a simple sum of various financial data for Furusato Industries' fiscal year ended March 31, 2020 and Maruka's fiscal year ended November 30, 2019.

*2 Since 2020 was before the merger, these values are for reference only, calculated as a simple sum of various financial data for Furusato Industries' fiscal year ended March 31, 2021 and Maruka's fiscal year ended November 30, 2020.

*3 As the merger was implemented in October 2021, results for fiscal year ended December 31, 2021 are the consolidated business results of Furusato Industries for April to December 2021 (9 months) and Maruka's consolidated business results for December 2021 (1 month).

*4 ROE for the fiscal year ended December 31, 2021 is not shown because the calculation results deviate from the actual results due to the reasons noted in *3.

*5 The target value for the fiscal year ending December 31, 2026 has been revised from the target which was originally disclosed. Please see the Notice of Revisions to Numerical Targets for the Final Fiscal Year of the Medium-Term Management Plan, which was issued on February 13, 2026.

Building up revenue by maximizing integration synergies

One of the basic strategies for expanding our business base outlined in the Medium-Term Management Plan is to "Differentiate us from others in existing businesses." As a key measure to realize this goal, we are aiming to maximize the synergies generated by integration following the merger through which Maruka Furusato Corporation was formed. To this end, we have formulated individual measures in line with our "4 pillars of collaboration," which constitute near-term strategies, and our "5 strategic fields," which are medium- to long-term strategies; we will be striving to generate meaningful synergies through effective progress management.

We monitor integration synergies on a quantitative basis, and in FY2025, recorded benefits of ¥828 million, driven by expanded sales channels for industrial machinery and cost reductions.

Implementing business reorganization to accelerate value creation

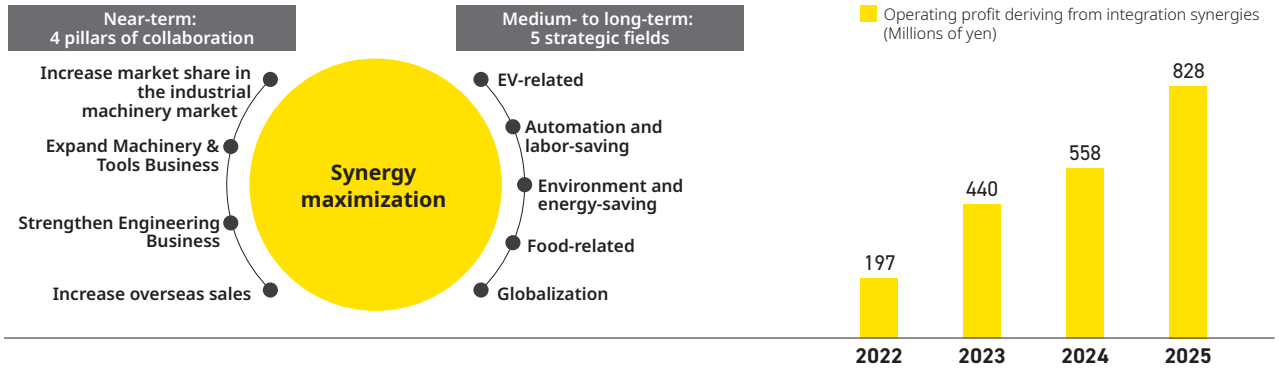
To maximize integration synergies, we reorganized our structure in 2025 by establishing dedicated business units for the engineering business and food-related business—areas where progress had been limited—ahead of the establishment of the new company, UNISOL Corporation.

The Engineering Business Unit connects UNISOL Corporation's extensive network of manufacturers with end users and system integrators, serving as a technology-focused trading company that delivers optimal solutions for automation and labor-saving needs.

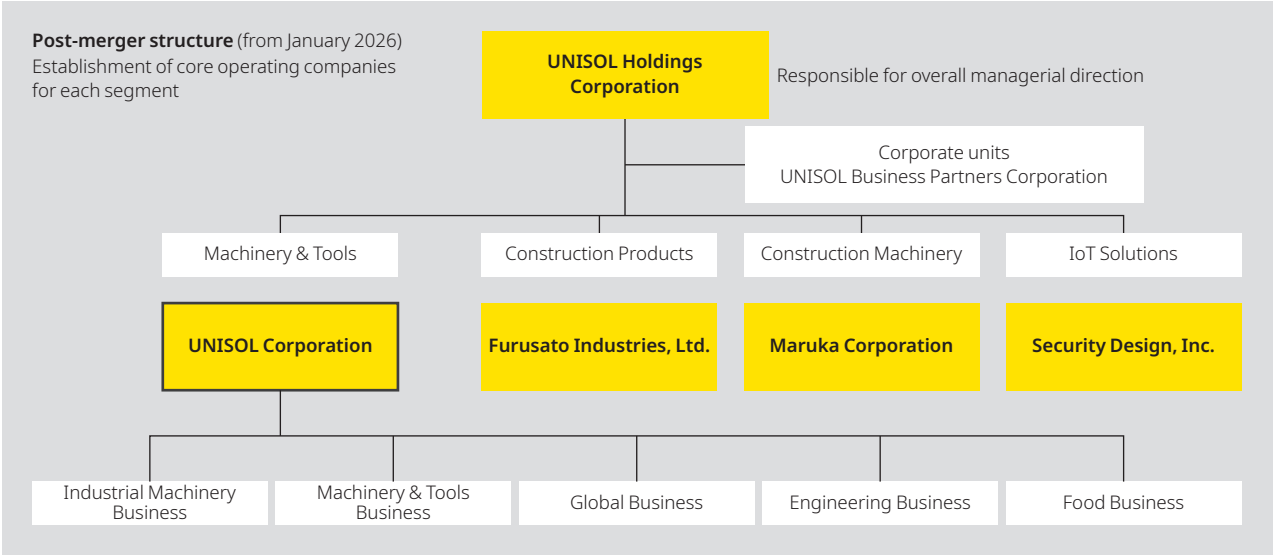
The Food Business Unit will focus primarily on the growing Southeast Asian market, leveraging the UNISOL Group's local engineering capabilities to deliver solutions that reduce food loss and enhance productivity.

This reorganization consolidates previously dispersed functions and expertise, accelerates decision-making from proposal through rollout, and drives synergy creation.

Strengthening profitability through the maximization of integration synergies



Organizational structure from 2026



Financial and capital strategy

Aiming to enhance corporate value through effective capital cost management

Basic policy on financial and capital strategies

The UNISOL Group has adopted the principles of capital cost management to maximize corporate value by enhancing capital efficiency alongside growth in net sales and profit. To that end, we are introducing ROIC as one of our KPIs with the aim of strengthening balance sheet management to achieve an optimal capital structure, and of continuously generating returns in excess of capital costs.

Cash allocation

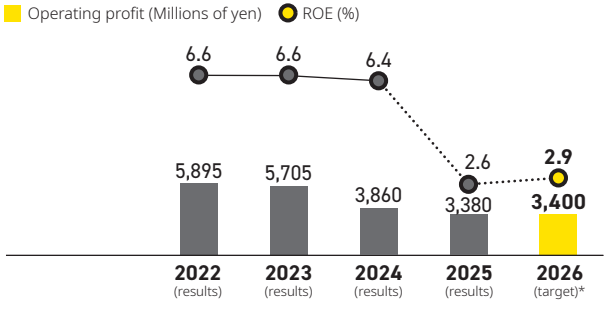
In the Group's cash allocation, our basic policy is to effectively utilize cash generated through operating cash flow and balance sheet management ("cash generated from business activities") for business investment, capital expenditure, IT and DX investment, human capital investment, and social contribution initiatives. With regard to shareholder returns, our policy is to pursue sustained progressive dividends, while also implementing special dividends and share repurchases in a flexible and timely manner in line with profit levels and financial conditions.

For growth investments, we are promoting strategic cash allocation by deploying funds generated through the pursuit of an optimal capital structure and strategic financing. Under the current Medium-Term Management Plan, we are concentrating investment in key strategic areas such as automation and labor-saving.

Investment in IT and human capital has recently become one of the factors contributing to lower earnings, due to revisions to salary levels and an increase in system-related expenses. However, we recognize these as essential investments for the Group's medium- to long-term growth. For example, the integration of sales management systems implemented as an IT investment was one of the key elements in the restructuring of the Machinery & Tools Segment, including the establishment of UNISOL Corporation, and we position it as a foundation supporting further business expansion.

Going forward, we will continue to use the cost of capital as a benchmark (hurdle rate) in identifying and evaluating investment opportunities.

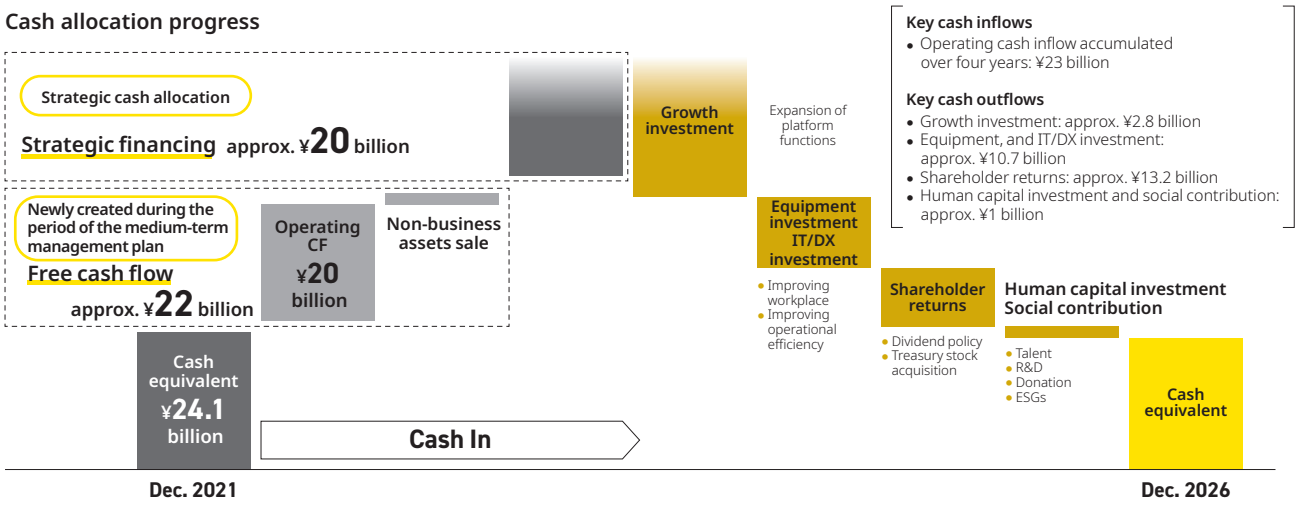
Change in operating profit, ROE, and ROIC



		2022 (results)	2023 (results)	2024 (results)	2025 (results)	2026 (target)*
Operating profit	(Millions of yen)	5,895	5,705	3,860	3,380	3,400
ROE	(%)	6.6	6.6	6.4	2.6	2.9
ROIC	(%)	5.9	5.7	3.8	3.3	—

* The target value for the fiscal year ending December 31, 2026 has been revised from the target which was originally disclosed. Please see the Notice of Revisions to Numerical Targets for the Final Fiscal Year of the Medium-Term Management Plan, which was issued on February 13, 2026.

Cash allocation progress



Efforts to improve ROIC

The UNISOL Group regards improving return on invested capital (ROIC) as a key priority to be addressed jointly by management and frontline teams. By setting detailed KPIs in line with the special characteristics of each business location, we are striving to strengthen employees' awareness and help them to recognize that raising ROIC is an issue of direct relevance to them personally.

For example, in the Machinery & Tools Segment, profitability and cash conversion cycle (CCC) characteristics differ by subsegment, depending on sales channels (direct sales or wholesale) and the products handled. Accordingly, we are taking a multifaceted approach tailored to each of these characteristics. For direct sales, which are characterized by high margins and a short CCC, expanding share within the segment contributes to higher ROIC, and the number of new customers acquired is used as one of our KPIs. In the wholesale business, we are working to shorten the CCC to improve efficiency, while enhancing profitability by increasing the sales ratio of high-margin private brand (PB) products, thereby raising ROIC.

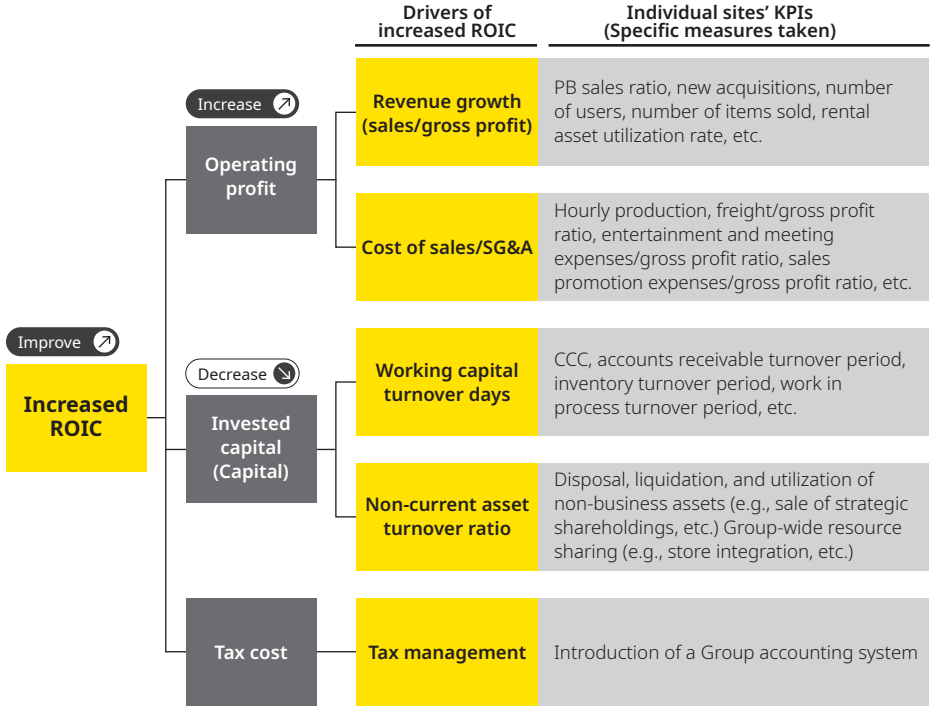
Policy regarding returning benefit to shareholders

The UNISOL Group is striving to increase dividends through medium- to long-term profit growth, while placing emphasis on providing stable dividends to shareholders over the long term.

In FY2024, we changed our dividend policy, and set targets for the dividend on equity (DOE) ratio (the ratio of the dividend amount to shareholders' equity), and for realizing a steady increase in dividends. We have also adopted a flexible approach toward returning profit to shareholders, for example by issuing special dividends funded from the gain on sale from the selling off of strategic shareholdings, and by share buybacks. In addition, we have made changes to our shareholder benefits system, with the aim of securing the support of as many shareholders as possible over a longer period.

We originally set a target of realizing a DOE ratio of at least 3.5% with respect to returning profit to shareholders through ordinary dividends over the period of implementation of the next Medium-Term Management Plan (FY2027 to FY2029). However, after considering our cash allocation situation, we decided to bring forward the adoption of this target, so that it applies from the ordinary dividend issued in FY2025.

Linking ROIC with individual business locations' KPIs



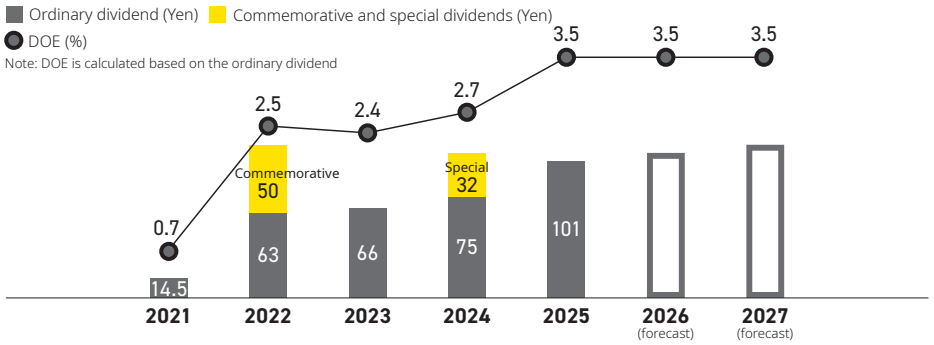
Policy regarding returning benefit to shareholders

1 Medium- to long-term target for returning benefit to shareholders of achieving ordinary dividends of 3.5% or more in terms of DOE (dividend on equity ratio)

2 Basic policy for ordinary dividends of continuously increasing dividends (progressive dividends)

3 Flexibly implement special dividends and repurchase of treasury shares in accordance with profit levels and financial conditions

Change in dividends



Human resources strategy

Cultivating unique human talent, with the aim of realizing sustainable growth for the UNISOL Group as a whole

Basic policy on human resources strategy

The UNISOL Group recognizes that the synergy created through the personal growth of individual employees and the integration of the different companies within the Group will facilitate the achievement of growth for the enterprise as a whole. To this end, we have formulated a human resources strategy that embodies where we aspire to be in the future.

To put the human resources strategy into effect, we have also formulated a Human Resource Development Policy and a Human Resource Active Participation Promotion Policy. The Human Resource Development Policy sets the goal of "Developing unique human resources with an ownership mindset," and we are examining ways to recruit, retain and cultivate human talent and utilize it effectively, and proceeding with strategic implementation. Under the Human Resource Active Participation Promotion Policy, we are implementing activities aimed at building the infrastructure that will enable every employee to fulfill their potential and play an active role in the enterprise.

We are also continuing to build an environment that allows employees to work with a high level of motivation, which is the foundation for both personal growth and group integration.

The three pillars of human resources development

Based on the three Values espoused in our Group philosophy, the Human Resource Development Policy defines three pillars of human resources development: creating an organization that utilizes diversity, fostering an approach that encourages taking on new challenges, and human resource development that nurtures autonomy.

UNISOL's "Values" and the areas that we are focusing on in human resources development

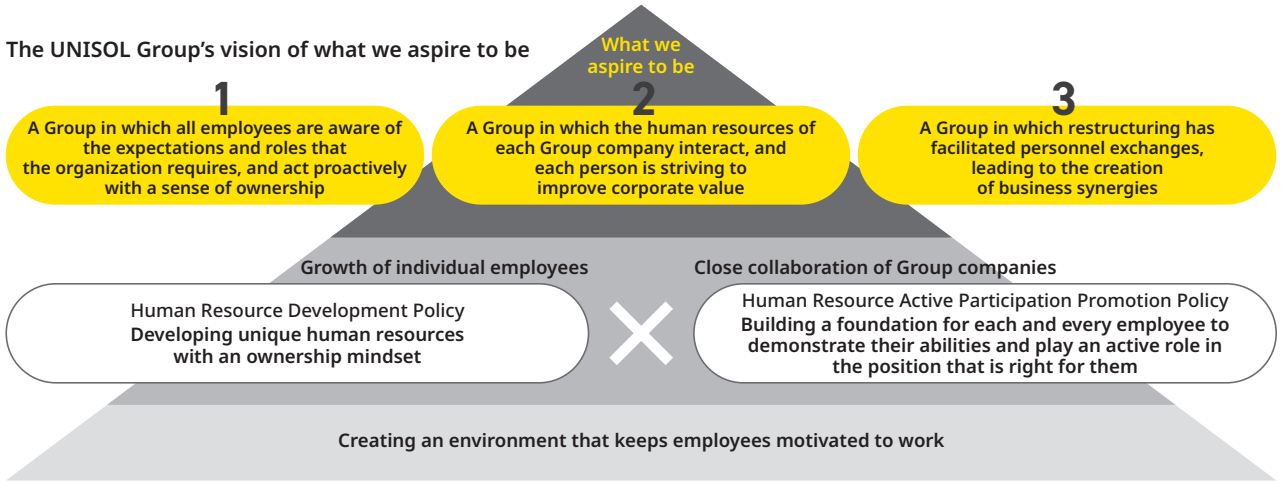
VALUES	Three Pillars
Co-creative spirit We recognize people and their ideas that are different from our own and exchange our opinions.	**Creating an organization that "utilizes diversity"**
Growth motivation We are always seeking challenges to grow.	**Cultivating awareness that "encourages people to challenge themselves"**
Thinking of issues as our own matters We face any issues with sincerity and take action on our own initiatives.	**Undertaking human resources development that "fosters autonomy"**

We are fostering an organization that utilizes diversity by integrating the personnel, training, retirement benefit, and welfare systems of UNISOL Corporation, Furusato Industries, and Maruka Corporation into a unified framework that facilitates talent mobility across company boundaries. We have also started holding regular D&I workshops.

We foster a mindset that encourages taking on challenges and implement human resource development programs that cultivate autonomy, including career development training, a self-nomination system, an in-house job posting system, and a free agent (FA) system. We are committed to creating an environment and systems that enable each employee to take on new challenges and proactively shape their career path.

We are also fostering a strong sense of unity across the Group to strengthen collaboration among our businesses and maximize synergies. We regularly hold workshops for all subsidiaries and Group companies to enhance understanding of our corporate philosophy. In addition, we have established the UNISOL Award to recognize individuals who embody our philosophy and contribute to synergies across the Group.

The UNISOL Group's vision of what we aspire to be



Integrating our human resources systems and refreshing the training system

In July 2024, we integrated the human resources systems of UNISOL Holdings Corporation and our main Group companies: Furusato Industries, Maruka Corporation, and G-Net Corporation. In January 2025, we consolidated our retirement benefit system and overhauled our grade-specific training program. Under the revised program, role-awareness training for each grade has been completed, and skills-based training will commence in 2026.

In January 2026, Maruka Corporation and G-net Corporation completed their merger to form UNISOL Corporation, and the integration process proceeded smoothly.

Strengthening measures to instill the Group philosophy

The Group philosophy is the foundation of the UNISOL Group's management strategy and business activities. We implement activities to disseminate and instill this philosophy on an ongoing basis, so that it can serve as a basis for decision-making in relation to various different matters for all employees, including company officers.

We hold regular workshops and grade-specific training programs to strengthen understanding of the Group philosophy. With the aim of enhancing employee motivation and fostering autonomy, we provide opportunities for all UNISOL employees to consider the UNISOL Group's role and purpose in society and what values we represent as a group.



Workshop in progress

Implementation of an engagement survey

The UNISOL Group conducts annual engagement surveys across the Company and its four main subsidiaries to identify organizational challenges, analyze their causes, and develop solutions, with the aim of enhancing employee job satisfaction and strengthening human resources initiatives.

Key performance indicators

Indicators	2025 score	Change from 2024	Status
Motivation to remain in the Company	4.34	+0.81	Significant increase throughout the Group
Work engagement	4.00	+0.07	Only a slight increase
Organizational commitment	4.14	+0.09	Slight increase
Group commitment	3.71	-0.11	Relatively low

Urgent issues and countermeasures

Category	Issues to address	Countermeasures
Increase philosophy awareness	Need to accelerate corporate philosophy adoption in certain departments	Increase communication opportunities between senior management and frontline staff
Develop motivated human resources	Strong commitment to stay in the Company, but some employees have low enthusiasm for their work	Promote assignment of challenging work assignment, delegation of authority, and use of the FA and in-house job posting systems
Strengthen management message communications	Some employees have a weakened sense of belonging to the Group	Hold regular town hall meetings to boost communication of management messages

Diversity & inclusion (D&I)

The UNISOL Group has designated the promotion of diversity and inclusion as a key sustainability priority (materiality item). Embracing diverse perspectives and values is a core management strategy that enhances the quality of decision-making and directly contributes to strengthening our competitive advantage and improving ROIC.

In FY2025, as an initial step toward positioning D&I as a driver of Group growth, we held a two-day D&I Workshop attended by 31 employees selected from across the Group.

Workshop participants gained a strong understanding of how to address unconscious bias and the importance of psychological safety. They also broadened their perspective through visits to other companies, gaining firsthand insight into leading practices for hiring people with disabilities and creating environments in which all employees can perform to their full potential. Following the workshop, participants were designated as D&I Ambassadors, helping to share their learnings within their departments and lead initiatives to address identified challenges.

We are fostering an environment in which our diverse workforce can fully leverage individual strengths and grow autonomously. Our diversity and inclusion mindset will be a strength as we become a resilient organization capable of driving continuous innovation in a rapidly changing market environment.

D&I promotion goals and results

	2023 (results)	2024 (results)	2025 (results)	2026 (target)
Ratio of female managers	2.5%	2.9%	2.1%	3.0%
Number of non-Japanese employees	14	18	20	30
Ratio of human resources hired from the scientific field	7.6%	6.6%	10.2%	9.0%

Promotion of women's empowerment

We hold career training for our female career-track employees, aimed at giving them a clear picture of how they can consider their future plans and shape their career over the long term, as well as helping them to build stronger peer-to-peer connections with other female employees.

In FY2025, a total of 25 employees, including new graduates in their third to sixth years and mid-career hires, participated from Furusato Industries, Maruka Corporation, G-net Corporation, Security Design, Gifu Shoji, Maruka Furusato Corporation, and UNISOL Business Partners Corporation.

We conducted lectures and group work focused on self-awareness themes, such as "Career Values and Life Design" and "Personal Strengths and Potential," and participants created or updated their Career Plan Sheets.

These lunch gatherings strengthened connections that transcend company affiliations, departments, and age groups. We are fostering a community with a high level of psychological safety, where members can exchange information and share their concerns.

We will continue to advance the development of an organization in which all employees can contribute and thrive over the long term.

DX strategy

Integrating the Group infrastructure and advancing digital transformation to maximize synergies and create new value

Basic policy and promotion system

The UNISOL Group has positioned digital transformation (DX) as a key component of its Medium-Term Management Plan and is advancing it as a core strategy for Group-wide growth and value creation. We aim to leverage digital technologies to accelerate on-site decision-making and problem solving, create new customer value, and continue enhancing corporate value.

We have established a Company-wide structure to promote digital technology, led by the Digital Strategy Department, with the President and Representative Director serving as Chief Operating Officer.

In FY2025, following the business integration of Maruka Corporation and G-net Corporation, we initiated full-scale preparations to integrate data systems across the UNISOL Group. We began organizing and standardizing the business logic that each operating company had developed independently in preparation for adopting an enterprise resource planning (ERP) system. We are also leveraging digital tools to visualize current workflows in detail, strengthening our efforts to enhance operational efficiency. We are working to establish standardized business processes across the Group by encouraging frontline employees to take the initiative in reviewing existing workflows and by fostering a mindset of constantly looking for ways to improve.

The Group is promoting a DX culture where all employees proactively use digital tools to pursue solutions. To build awareness, the entire Group shares the latest digital technology applications on the internal portal and provides opportunities for hands-on experience with these tools.

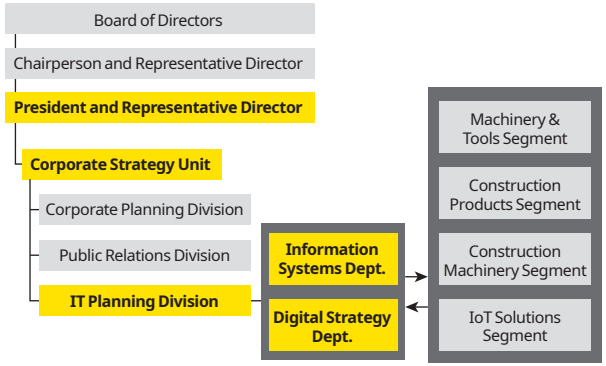
DX strategy roadmap

In FY2025, the DX strategy focused on streamlining, labor-saving, and developing human resources capable of in-house production to build a foundation to support future initiatives in strengthening existing businesses, creating new businesses, and building collaborative relationships with stakeholders.

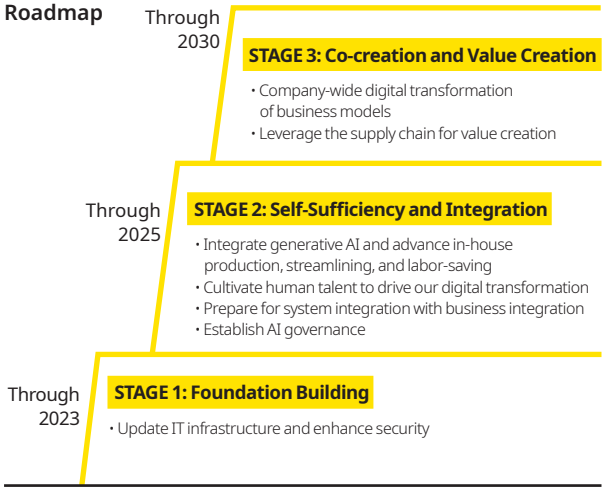
DX strategy and measures

Medium-Term Management Plan	Our vision, Group philosophy, and quantitative targets		
Medium-Term Management Plan Basic Strategy	Differentiate us from others in existing businesses	Develop new business fields	Strengthen our SDGs initiatives
DX strategy	**Streamlining and labor-saving**	**Human resource development**	
	Utilizing DX to strengthen existing businesses and develop new businesses	**Collaboration with stakeholders**	
DX measures	AI utilization	Smart factories	
	Applications	Data analysis	
	Human resource training	Developing infrastructure and digitalization	

DX promotion system



Roadmap



Following this strategy, we introduced AppSheet and generative AI to our operational workflows in 2024. The use of AppSheet and other improvements have reduced annual working hours in front line operations by approximately 2,000 hours. The effects go beyond cost savings, as they create an environment that allows employees to shift their focus to higher-value-added tasks.

Alongside ERP integration, we are building a Group-wide data infrastructure. We are combining knowledge sharing with generative AI to create a structure that empowers all employees, from junior staff to experienced veterans, to make high-quality proposals.

We plan to reallocate resources freed by the efficiency improvements and employee development to enhance customer service and create new proposals that drive sustained revenue growth and business continuity.

Realizing the generation of better results at individual business locations through the cultivation of DX talent

The UNISOL Group is also deploying advanced IT tools and providing ongoing support training to further strengthen field-led problem-solving.

In FY2025, we consolidated sales data from 13 Group companies and adopted business intelligence tools, enabling faster decision-making and more effective cross-selling proposals. Building the base of data gathered from daily operations and making greater use of that data at the frontline has enhanced our proposal quality and improved profitability.

We are steadily building the practical experience and improving our frontline activities as we aim to be a team that uses both our business and digital skills to deliver solutions to customers.

Progress of DX measures

DX measures	DX strategy	Details	Status at the end of the fiscal year ended December 31, 2025
AI utilization	**Streamlining and labor-saving**	• Optimization based on various demand forecasts • Creation of an environment where AI assistants are present for all employees	• Monthly user numbers for generative AI (Gemini) have exceeded 1,000, making it an integral part of daily operations • Launched knowledge-sharing initiative with NotebookLM, enabling instant access to internal policies and product information
Smart factories	**Utilize DX to strengthen existing businesses and develop new businesses** **Collaboration with stakeholders**	• Development of monitoring solutions using IoT know-how • Collaboration with vendors to automate and reduce labor	• Continued rolling out solution services leveraging AI and IoT
Applications	**Streamlining and labor-saving**	• Increased speed of problem-solving by deploying no-code development tools in the field • Streamlining of operations and development by introducing an ERP package	• Number of custom apps developed using AppSheet has surpassed 100 • Migrated the sales management system to an ERP system
Data analysis	**Streamlining and labor-saving** **Utilize DX to strengthen existing businesses and develop new businesses**	• Utilization of a data integration platform that transcends the boundaries of the Group • Support for decision-making using BI tools • Support for new business development by utilizing our user database	• Consolidated data from the sales management system and other sources to build a BI dashboard using Looker Studio • Advanced the centralization of cross-Group data in conjunction with the business integration and established a cross-organizational proposal platform
Human resource training	**Human resource development**	• Knowledge and technology acquisition support for on-site personnel • Implementation of DX literacy education for all employees in addition to existing IT literacy education	• Implemented DX training for all employees • Provided voluntary generative AI training sessions led by frontline employees • Held monthly security e-learning sessions
Developing infrastructure and digitalization	**Streamlining and labor-saving**	• Development of infrastructure across the group • Ongoing digitalization of operations and optimization of processes, and realization of diverse work styles through the use of digital technology	• Strengthened the company-wide technical support system • Established generative AI regulations and guidelines

DX at work: insights from our team

Generative AI cut 40 minutes of data entry to 1 minute



T.H.
An employee working in sales support

To help the generative AI system take root at the frontline, the sales support department ran a series of training sessions and one-on-one consultations for all employees. At first, we were feeling our way, wondering, “What can this really do?”—but now, frontline teams are taking the lead and turning it into a steady stream of real, tangible results.

I focused on using it to automate the transfer of quote data, the biggest bottleneck in our operations. Entering client PDF quotes into our core system was a major task, as there were often countless lines of data that could take 30 to 40 minutes per quote. I decided to develop a Gemini Gem to do the task. I set up a process where we simply import a PDF, and the system instantly extracts and formats the data into a system-ready format. What used to take 30–40 minutes now takes just 1–2 minutes, freeing up time for more productive work.

We also use NotebookLM to help create sales materials. Where we once had to create sales materials from scratch, we now use AI to analyze large volumes of product documentation and sales manuals, and to then automatically generate high-quality proposals.

I believe the greatest achievement of this digital transformation isn’t just the time saved, it’s that working with AI allows us to focus on the tasks that truly require human attention.

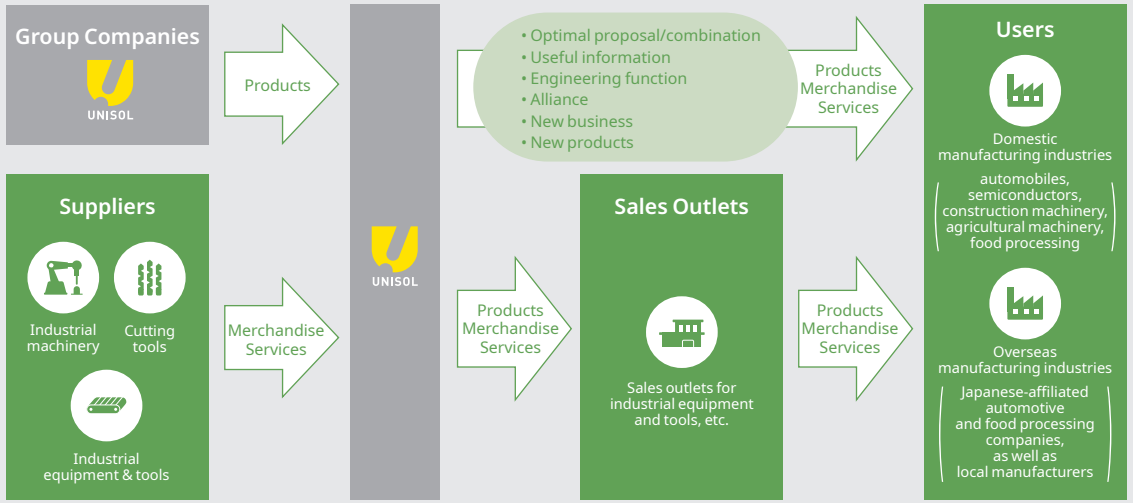
Segment status

Machinery & Tools

Combining expertise in machinery, tools, and engineering to solve challenges faced by our customers

Centered on UNISOL Corporation, Group companies worldwide work together to provide a wide range of products—including machinery, equipment, devices, and tools—to manufacturing customers in Japan, Southeast Asia, North America, and China. In addition, we have established an in-house framework that enables us to deliver optimal, tailored solutions—such as the development of automation and labor-saving systems—by leveraging our engineering capabilities.

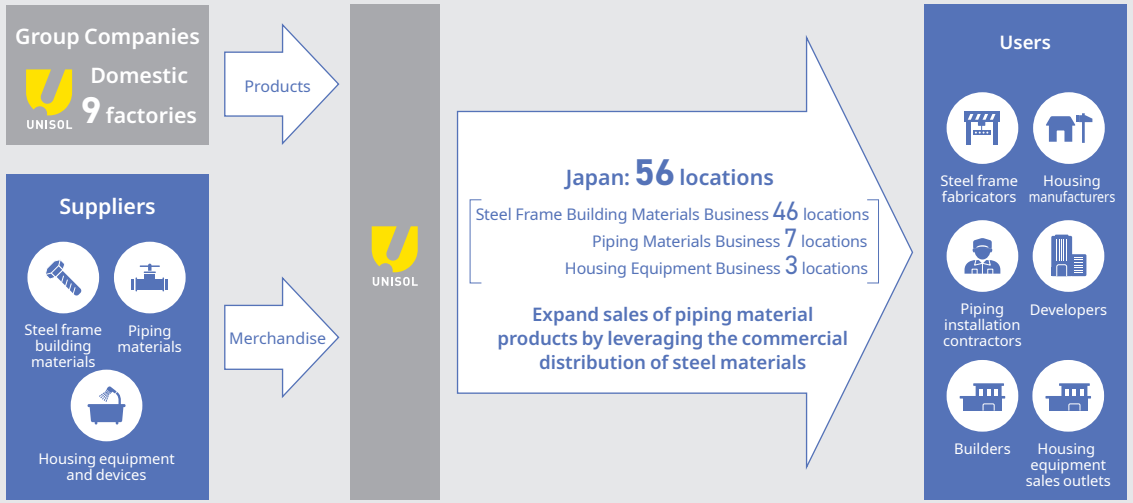
Business flow



Construction Products

Leveraging our production, sales, and distribution networks to provide one-stop solutions for all construction site needs

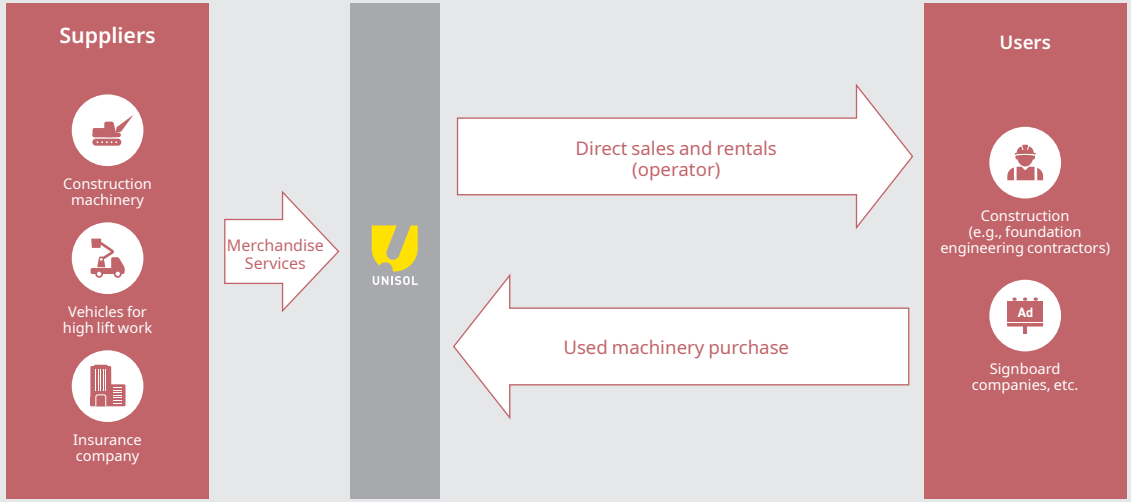
We offer a comprehensive range of materials and equipment for steel-framed buildings, plant and building piping systems, as well as housing equipment and exterior applications, through manufacturing, sourcing, and imports. We have established a unique one-stop system that leverages our nationwide network to deliver the required materials in the required quantities, at the right time and place, to customers engaged in steel fabrication, piping, and related construction work across Japan.



Construction Machinery

Providing comprehensive services spanning new equipment sales and rentals, used equipment trading, and the import and export of overseas products

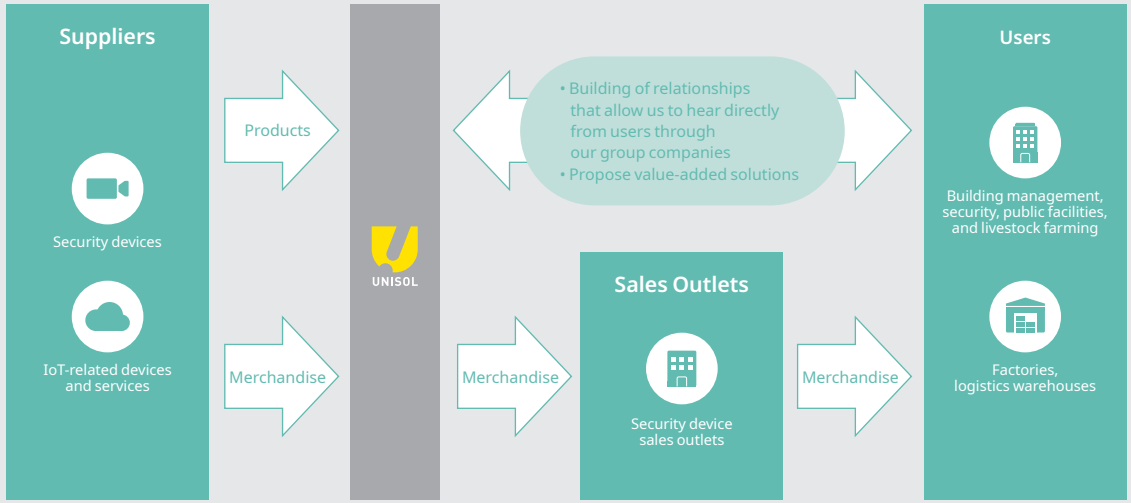
We handle a variety of construction and heavy machinery such as hydraulic excavators and crawler cranes. In addition to new equipment sales, we offer rentals and used equipment sales, providing optimal options tailored to the scale and needs of each project. We also design and offer insurance solutions to mitigate industry-specific risks, and have established a framework capable of addressing a wide range of customer needs.



IoT Solutions

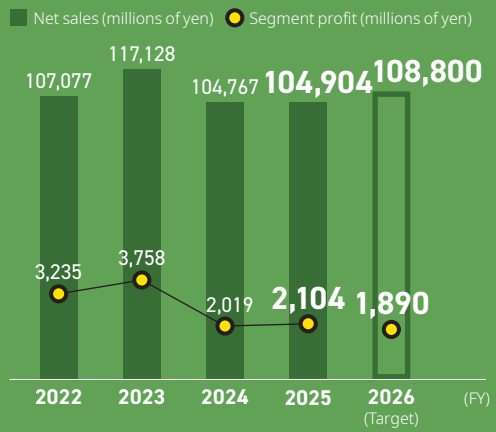
Providing a wide range of solutions covering everything from the physical security sector through to smart factories

In addition to physical security businesses such as the sale of security cameras and data center access control projects, UNISOL provides high value-added solutions by leveraging the Group's technological capabilities. These include "selling solutions" such as the visualization of manufacturing operations through IoT technologies in collaboration with other segments, as well as labor-saving through automated transport (AGVs/AMRs).



Machinery & Tools

Net sales and segment profit



* The results for FY2022 are calculated as a simple sum of results in each operating segment before the integration.

Business strategy in the Medium-Term Management Plan and results for FY2025 (Initiatives and results)

Achieved early actualization and maximization of integration synergies	In January 2026, we merged Maruka Corporation and G-net Corporation, the two core companies in our Machinery & Tools Business, to establish UNISOL Corporation. We are unifying our chain of command to drive faster decision-making and improve operational efficiency.
Enhanced responsiveness to automation and labor-saving needs	In Japan, we established the Engineering Business Unit within a new company, UNISOL Corporation. In Thailand, we brought MT Food Systems, a locally owned company, into the UNISOL Group, establishing a framework to offer food processing automation solutions across Southeast Asia.
Strengthened "smart factory" initiatives	We invested in companies that leverage AI technologies to provide monitoring, control, and automation solutions, expanding our lineup of collaborative robots and automated transport systems, and conducted pilot tests of factory visualization at UNISOL Group manufacturing sites.
Undertook market development in growth areas	We have expanded into the construction machinery, agricultural machinery, and housing sectors, as we work to move away from dependence on automobiles. For the food processing industry, we have formed strategic partnerships with food machinery manufacturers in Japan and are strengthening our proposals for automating production lines and packaging and inspection processes.
Accelerated global expansion	In the United States, we have expanded our support systems for Japanese-affiliated businesses. In Southeast Asia, we have expanded into other industries such as food and electronics, as well as into non-Japanese companies, while leveraging our technical service capabilities to strengthen our maintenance systems.

In focus

Addition of a Thai food machinery trading company to the UNISOL Group

In February 2026, UNISOL Holdings Corporation brought MT Food Systems, a Thai food machinery trading company, into the UNISOL Group as part of its food-related and globalization strategies, which are important aspects of its Medium-Term Management Plan. Leveraging the company's automation solution capabilities and strong local customer base, we will accelerate business expansion in the Southeast Asian market.



Holding and exhibiting at trade shows nationwide

In FY2025, we hosted trade shows such as the "Machining Systems Exhibition" and the "Unique Solutions Fair" at more than 20 locations across Japan, welcoming more than 12,000 business partners and customers. We also exhibited at large trade shows held by other organizations. UNISOL is working to showcase the latest technologies and enhance awareness of them while expanding customer touchpoints to better understand needs directly and allow us to offer proposals for solutions.



With the launch of the new UNISOL Corporation, we have become a new solutions partner

Leaping towards a new growth stage through management integration

In January 2026, Maruka Corporation and G-net Corporation merged to form UNISOL Corporation, with the goal of achieving further sustainable growth and enhancing corporate value. By integrating the strengths and resources developed by both companies over many years, we will pursue a growth strategy built on the following three pillars, with the aim of establishing a strong presence in an increasingly dynamic market environment.

1. Optimizing our business foundation and strengthening our reporting structure

Key benefits of the merger include faster decision-making and improved organizational alignment. By eliminating legacy differences between the two companies and simplifying our command structure into a unified framework, we have clarified lines of responsibility and authority, maximizing our ability to respond to market changes.

Additionally, we will create new synergies through cross-functional capabilities and accelerate cooperation by removing barriers between businesses. Specifically, by combining our extensive sales network with engineering functions backed by advanced technical capabilities, we will achieve a high-value proposal-based business model that more comprehensive, multifaceted solutions to our customers. By focusing our resources on plans and goals that are unified throughout the company, we will increase the likelihood of achieving our goals.

2. Strengthening our sales capabilities by maximizing synergies between direct sales and wholesale

On the sales front, we intend to expand our market share by leveraging the customer bases of both companies. In particular, we share a variety of information throughout the company, such as real-time end-user needs captured by our direct sales divisions. This allows us to offer highly accurate, customer-focused proposals.

We will establish a new business model through the coexistence of direct and wholesale sales. By actively introducing wholesale products that are aligned with direct sales and significantly enhancing our product lineup, we will strengthen cross-selling of industrial equipment and materials. This will enable us to meet all customer needs through a one-stop solution and solidify our competitive advantage in the market.

3. Strengthened purchasing power through exceptional economies of scale

The expanded scale of our businesses resulting from the merger of our two companies brings a significant advantage in procurement. We will eliminate intermediate margins in transactions within the Group, streamlining down cost structures, increasing price competitiveness, and making negotiations with suppliers more efficient. Furthermore, by consolidating the agency rights held separately by each company under UNISOL Corporation, we will maximize the benefits of being an authorized distributor. Leveraging increased procurement volumes, we will further strengthen our purchasing power while deepening mutually beneficial relationships with suppliers and reinforcing partnerships that support mutual growth.

Combining engineering capabilities with those of a trading company

We will accelerate the transition from being a company focused on selling products to being a solutions partner that addresses customer challenges. At the core of this transformation is an advanced combination of engineering and trading company functions. Combining the extensive procurement capabilities that we possess as a trading company with the end-to-end provision of design, installation, and maintenance of automation and labor-saving equipment, we offer high-value-added proposals for cost-reduction and productivity improvements. With this unique model, which blends engineering and trading capabilities to address the social issue of a severe labor shortage in the manufacturing workplace we will seek to achieve sustainable improvements to corporate value.

UNISOL Corporation will strive to bring our corporate slogan, “Unlocking ‘Aha!’ moments, one after another,” to reality, and to become a unique partner for our customers.

Machinery & Tools Subsegment strategy and outlook for the future

Capturing growing demand for automation and labor-saving as a growth opportunity

The Machinery & Tools Segment comprises five businesses. By capturing growing demand for automation and labor-saving as a growth opportunity, we leverage "UNIQUE SOLUTIONS" that satisfy our customers to deepen our presence in the domestic market and expand our businesses internationally, achieving sustainable growth.

Industrial Machinery Business



Securing a competitive advantage through technology collaboration built on our strengths in direct sales

We focused on proposals to automotive, construction machinery, and housing manufacturers that continued to perform well under U.S. tariff policies, resulting in increased orders for automated transport systems, collaborative robots, and AI-based analysis systems that contribute to production line automation and labor-saving.

Going forward, we will fully leverage the advantages of our direct sales model, which enables us to capture on-site needs, and enhance our ability to address on-site challenges through technical collaboration with our Engineering Business Unit, thereby securing a competitive advantage. We will also pursue new business development by securing distribution rights through strategic partnerships with leading manufacturers, primarily in China.



Takahisa Watanabe Executive Officer, Machinery & Tools Segment (Industrial Machinery Business)

Machinery & Tools Business



Improving profitability through accelerated development of proprietary products tailored to customer needs

We are accelerating development of high-margin proprietary products, centered around our "Giga Selection," rapidly incorporating customer needs through cooperation with our Industrial Machinery Business Unit. Profitability improved as a result of focused efforts to expand sales.

Our total proposals incorporating engineering capabilities are beginning to show success. We are accelerating our shift into new sectors such as EVs, semiconductors, medical, and food, and will contribute to higher productivity and stronger competitiveness in manufacturing through high-value-added proposals, including automation and smart factory solutions enabled by system integration.



Hidenori Otani Executive Officer, Machinery & Tools Segment (Machinery & Tools Business)

Global Business



Capturing automation demand by strengthening regional foundations and coordination

Amid growing uncertainty and geopolitical risk, we are strengthening proposals tailored to changing demand in each region. In North America, we are leveraging strong relationships with local users to capture capital investment demand that has shifted toward domestic markets due to policy changes. In Southeast Asia, orders for large-scale facilities such as food factories contributed to earnings.

Beginning in the fiscal year ending December 2026, the Global Business Unit will oversee overseas operations and promote the sharing of information, products, and functions across locations. We will collaborate with our Food Business Unit and Engineering Business Unit to achieve sustainable growth through turnkey production line orders and enhanced maintenance services.

Koichiro Ikari Executive Officer, Machinery & Tools Segment (Global Business)



Engineering Business



Toward a phase of harvesting profits by boosting profitability and maximizing synergies

With a view to maximizing synergies, we have begun structural reforms aimed at increasing profitability, including complementary use of human resources and collaborative development of core technologies, along with joint procurement of materials. We are transitioning from the investment phase following the launch of this Business Unit in July 2025 to a profit-harvesting phase. Going forward, we will accelerate expansion into growth areas such as food, medical, and semiconductors, while enhancing profitability by increasing our in-house engineering ratio to 20% or more. Going forward, we will move ahead with our "System by Japan" efforts, packaging technologies to meet automation and labor-saving needs as we work to establish an integrated engineering company.

Yuji Ohashi Managing Executive Officer, Machinery & Tools Segment (Engineering Business)



Food Business



Building on strong demand in Southeast Asia to expand our automation offerings globally

Since our launch in January 2025, we have focused on growing our food-related businesses globally. In August of the same year, we partnered with Thai company MT Food Systems to allow us to provide automation systems that incorporate multiple machines. We anticipate accelerated adoption of automation systems in Southeast Asia, where the market for processed food is growing, and particularly in Thailand.

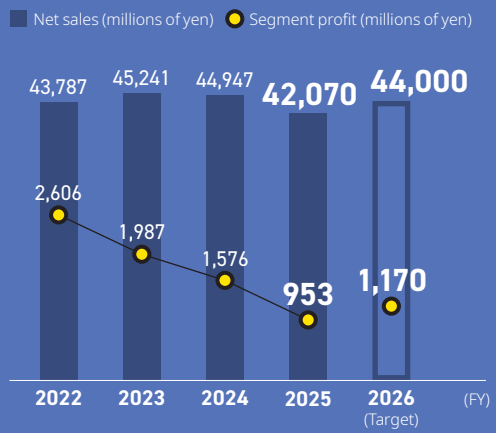
In the Japanese market the ready-to-eat meals sector remains strong, but labor shortages are driving the demand for automation higher. We will expand our provision of labor-saving solutions globally through collaboration with machinery manufacturers.

Yasuhiro Fujimoto Executive Officer, Machinery & Tools Segment (Food Business)



Construction Products

Net sales and segment profit



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Business strategy in the Medium-Term Management Plan and results for FY2025 (Initiatives and results)

Developed products and services that meet labor-saving needs	We strengthened the systems used to address the need for labor savings in our production processes, increasing orders for industrial machinery such as welding robots and laser processing equipment. We expanded our lineup of DX solutions, including CAD for steel structures and tools for process management and information sharing, resulting in increased inquiries.
Strengthened features (product lineup) to enable growth and increase market share within the industry	Expanded use of the "Column Coupler" welding-free jointing method in historical buildings. In September 2025, we released a new type of WOOD BRACE that approximately doubles wall strength compared with existing products, leading to increased inquiries and orders. Accelerated expansion into the timber construction sector.
Improved profitability by strengthening construction capabilities	In the Steel Frame Building Materials Business, we strengthened proposals for column base construction, centered on the "Free Base Construction Method" developed in-house. In the Housing Equipment Business, we expanded sales of renovation projects with construction services included. To improve profitability, we reduced the use of external contractors and increased the ratio of construction undertaken in-house.
Strived to ensure that production activities help to safeguard the global environment	To mitigate water pollution, reduce industrial waste, and improve working environments, we are promoting the transition to oil-free turnbuckle brace manufacturing processes. This plan was approximately 90% complete at the end of 2025.

In focus

Transferring the Housing Equipment Business Unit to Furusato Industries, Ltd.

In July 2025, G-net Corporation's housing equipment business was transferred to Furusato Industries, Ltd. and reorganized as the Housing Equipment Business Unit. By accelerating decision-making and integrating expertise within the segment, we aim to enhance customer satisfaction and achieve sustainable growth through the creation of cross-group synergies.

*Part of a business restructuring initiative ahead of the January 2026 launch of UNISOL Corporation



Released a fiber laser welder developed in-house

We developed a fiber laser welder, which built on the technology utilized in our laser business, which we launched in 2018 to address maintenance requirements in the infrastructure sector. The fiber laser welder was released in May 2025 as a UNISOL-branded product. Even beginners can operate it with only basic knowledge, and it has been well received as a product that offers dramatically faster welding speeds and high operational efficiency, with sales also increasing. We will contribute to addressing labor shortages in the construction industry through engineering.



Addressing challenges in the construction industry and society through automation and digital transformation

Strengthening collaboration with the Machinery & Tools Segment and addressing needs for labor savings

Improving productivity and addressing environmental concerns are now urgent challenges in the construction industry, which is facing a growing labor shortage. In the Construction Products Segment, we are working to address the issues faced by society and our customers by leveraging automation and support for digital transformation to achieve labor savings, primarily in the Steel Frame Building Materials Business.

In 2025, demand for steel structures remained sluggish due to the cancellation and postponement of large-scale projects; however, major IR-related redevelopment projects have begun in earnest, and we expect demand to recover from 2027–2028 onward. To capture this recovery phase with certainty, we have positioned strengthening our solution proposal capabilities as a key driver of growth.

In FY2025, we focused on the labor shortage in the construction industry and moved forward with enhancing our services and development of new products and construction methods in support of automation and digital transformation. In addition to the success of newly introduced solutions such as CAD systems and fiber laser welders, orders expanded primarily for the in-house developed "Free Base Construction Method," which contributes to labor-saving at construction sites and improved building safety, and sales of column base construction-related products increased 74.9% year on year.

Cooperation with the Machinery & Tools Segment is also generating significant added value. This fiscal year, prompted by a desire to address future labor shortages, we were successful in the custom development and sale of collaborative painting robots for use in steel frame fabricators. We leverage a combination of the Group's procurement capabilities, expertise, and technical strengths to enhance our ability to provide tailored solutions that address a wide range of needs.

Expanding our customer base and profitability through group-wide collaboration leveraging our nationwide network

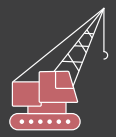
Our strength in this segment is our network, with offices in 56 locations spanning the country. The flagship product in our Steel Frame Building Materials Business, the turnbuckle brace maintains a market share of approximately 60% in Japan thanks to our production and logistics systems that serve customers nationwide. Leveraging our robust sales network, we will continue to move forward using strategies based on cross-segment collaboration, addressing the need for labor savings in the design and production processes as an engine for growth. To that end, we will actively invest in the training of human resources with strong proposal capabilities.

The construction industry's renovation market continues to show steady growth, driven by increasing demand for energy efficiency and the utilization of existing residential properties. In the Housing Equipment Business, we leverage our strength as a primary trading company with in-house construction capabilities to improve profitability through direct contracting with end users and to expand our customer base. Going forward, we will secure talent and further improve profitability by expanding construction-included projects and developing new regions with strong demand for renovation.

The Piping Materials Business operates in a large market with significant growth potential. Although we are currently leveraging infrastructure from the Steel Frame Building Materials Business and other segments, we are moving forward with organizational integration with a view to future operational independence. In FY2025, we reorganized operations in the Shizuoka, Kagawa, and Nagasaki areas, and are proceeding with the reorganization of the Tohoku region in FY2026. Looking to the future, we plan to build service infrastructure to address more specialized needs.

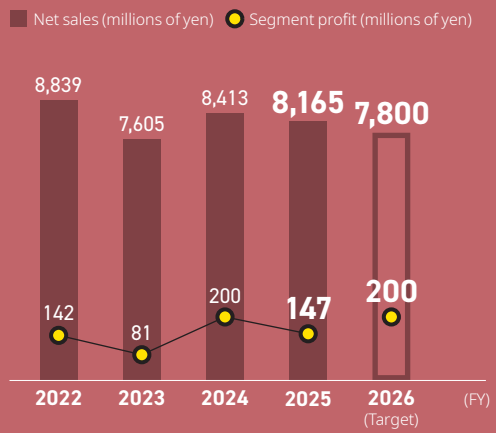


Hideyasu Taniguchi
Managing Executive Officer
Construction Products Segment



Construction Machinery

Net sales and segment profit



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Business strategy in the Medium-Term Management Plan and results for FY2025 (Initiatives and results)

Established core products following cranes	Alongside our flagship crane business, we positioned foundation machinery as the second pillar of our business, and used equipment as the third. We expanded our distribution rights for foundation machinery by enhancing our product lineup. For the used equipment sector, we focused on resale in Japan.
Strengthened comprehensive service capabilities by expanding our product lineup	To strengthen sales of the reach stackers made by Kalmar Corporation for stevedoring, we are engaged in a tie up with a maintenance company that repairs forklifts and reach stackers for stevedoring vendors throughout Japan. We are now constructing systems to provide comprehensive after-sales service.
Reinforced maintenance and servicing functions	In our rental business, we expanded our service workforce and encouraged certification to enhance their technical capabilities, while bringing service in-house. At the same time, we established framework that enables customers to use equipment with confidence, while improving profitability by increasing the in-house service ratio.

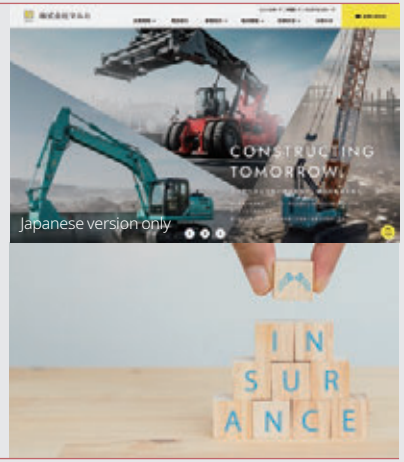
In focus

Launching the new Maruka Corporation

In January 2026, the former Construction Machinery Division of Maruka was spun off to establish the new Maruka Corporation. While expanding sales of cranes, foundation machinery, and used equipment as our three core pillars, we are also partnering with overseas manufacturers to address challenges in the port industry. We leverage our expertise in foundation civil engineering to provide optimal solutions that combine new equipment sales, used equipment trading, and rentals.

A unique insurance brokerage with extensive experience in the construction industry

The Insurance Division acts as an advocate for client interests, specializing in consulting to mitigate risks specific to the construction industry. In addition to standard insurance planning, the division provides preventative risk management and visual representation of potential risks, offering robust support to management stability from a protection-based perspective, delivering unique added value to our customers.



Supporting customer business growth through value-added partnerships beyond standalone machinery

Used equipment sales expanded to become our second core pillar. Enhancing service infrastructure and improving profitability

In the Construction Machinery Segment, we provide plans tailored to budgets and needs, leveraging our extensive product lineup and expertise in a wide range of construction methods—particularly in foundation civil engineering—while coordinating across our businesses. Going beyond standalone machinery, we support our customers' businesses through financial and tax-related assistance and M&A advisory, and continued to secure new distribution rights in FY2025.

Investment in construction in Japan in FY2025 increased 4.7% year-on-year, exceeding the forecast of 1.3%. Against this backdrop of increased demand, we focused on three core areas—cranes, foundation machinery, and used equipment—and sales of used equipment rose to 106% year-on-year to become our second core pillar. We are enhancing profitability by establishing a business model that secures rental income during the holding period while keeping inventory sales in view based on market conditions, and also captures gains on disposal after the rental period. Additionally, we now list inventory information on our website in order to increase sales volume.

In our rental business, we expanded our fleet of high-utilization, high-margin products—such as crawler cranes and large vehicles for high-lift work—in order to leverage increased demand on the back of factors such as the rapidly increasing price of new equipment. On the service front, we reduced subcontractor costs by hiring more service personnel to bring servicing work in-house, improving profitability. Once our in-house capabilities are established, we plan to expand our customer base by constructing systems that allow us to accept repair orders from external customers.

Using cross-selling and collaboration to strengthen our sales framework while positioning highly competitive overseas products as a fourth pillar

Foundation machinery users account for 70% of customers in this segment. Leveraging our competitive advantage—the fact that there are few competing companies with expertise in foundation machinery—we will accelerate our efforts to strengthen our relationships with existing customers by expanding our product lineup.

In addition, we will position overseas products that offer clear differentiation from Japanese products as our fourth pillar and expand sales of these products. For the Kalmar Corporation products that are a focus of our business, we have built an after-sales service framework—previously a key challenge—through a partnership with a maintenance company, and are working to capture the stevedoring market, which has an urgent need for improvements to efficiency. From 2026 onward, the competitive landscape for reach stackers may shift due to strategic changes by leading manufacturers, marking a major turning point, and we are moving forward with preparations to respond accordingly. Moreover, Kalmar Corporation products are highly compatible with the wheeled cranes for port operators planned for release in May 2026 by Kobelco Construction Machinery, for which the UNISOL Group is an authorized distributor. Kobelco Construction Machinery products are well thought of by foundation machinery users and are also well-suited to the user base in this segment. We will accelerate cross-selling and further solidify our position as an authorized distributor.

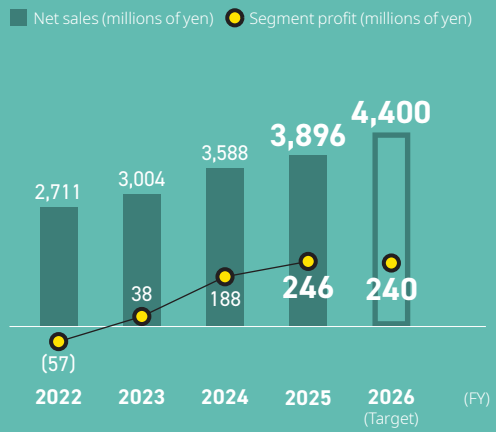
With respect to our newly launched efforts in the port business as part of our growth strategy, we are expanding our lineup of products from Kalmar Corporation, including large forklifts, top lifters, and straddle carriers, and will link these efforts to the next phase of our strategy.

By executing these growth strategies, we aim to become a partner that contributes to the expansion of our customers' businesses.



IoT Solutions

Net sales and segment profit



* The results for FY2022 are calculated as a simple sum of results in each operating segment before the integration.

Business strategy in the Medium-Term Management Plan and results for FY2025 (Initiatives and results)

Created a new security camera business sector	We leveraged tools such as advanced image analysis-based detection and analytics (VCA) and edge AI to achieve automated monitoring of logistics warehouses and distribution locations.
Expanded our business from "selling products" to "selling solutions"	In addition to our business wholesaling standalone products, we promoted cross-selling through a project-based business centered on system construction. Net sales attributable to cross-selling increased 25% year-on-year.
Expanded into the smart factory sector (remote monitoring and anomaly detection)	In December 2025, we deployed electric power visualization solutions at manufacturing sites in our Construction Products Segment. Currently, data is visualized via cloud connectivity to support reductions in power consumption.
Provided added value to products of our Group companies	We launched automated transport solutions to improve productivity in factories and warehouses and have delivered four units. We are now able to provide high value-added proposals in combination with UNISOL Group products, which has led to an increase in inquiries.

In focus

Deploying integrated security systems from Genetec

We utilized Genetec Inc.'s "Security Center," which enables the integrated management of IP video surveillance, access control, license plate recognition, intrusion detection, and intercom systems, to deliver an integrated security system to 28 locations of a major information and communications company, centralizing functions such as access control and intrusion detection.

Going forward, we will work to achieve automated monitoring of locations such as logistics warehouses and distribution points.



Building solutions to enhance the precision of crane operations

We have built solutions that use cloud connections provided by Security Design, Inc. to integrate wireless audio recordings with footage from hook-mounted cameras. In addition to capturing footage of lifting operations, we record conversations between crane operators and ground signalers and store the integrated video and audio data in the cloud. This can be checked at any time using a PC or smartphone, improving precision and safety on construction sites. We will continue to promote proposals throughout the Group going forward.



Supporting a safer society using AI and IoT systems

Leveraging our product and engineering strengths to enter the high value-added project-based business

There is a growing demand for AI and IoT, set against the backdrop of new construction of data centers and logistics centers that is occurring worldwide. With the proliferation and growing sophistication of AI cameras, there are more applications for security equipment in areas such as access control, intrusion prevention, and video analytics, and further market growth is anticipated. In the IoT Solutions Segment, we are using this opportunity to shift our focus from the wholesale of standalone products to a project-based systems building business, and we are promoting proposals for cross-selling.

Our greatest strength lies in our engineering capabilities, which allow us to deploy integrated security management systems from overseas such as Canada's Genetec Inc. and U.S.-based LenelS2. A notable achievement was our development of proprietary security tools for a globally active automobile manufacturer.

Although HIKVISION products form the core of the security cameras in the lineup we offer, we also provide products made in Japan as well as UNISOL's own OEM products to companies unable to use products on the SDN List.* For OEM products in particular, we use items that have been certified by a major security company. Sales reached approximately ¥200 million in FY2025.

With awareness of disaster and crime prevention growing, the security market is showing signs of expansion to buildings, condominiums, and general households. In addition, the medical sector still offers significant opportunities for entry. Going forward, we will introduce new products such as easy-to-install IP and AI cameras and will expand into new markets with a view to addressing the security needs of standalone devices.

* SDN List: A list identifying companies, organizations, and individuals that have been determined to pose a threat to U.S. national security, foreign policy, or economic interests

Strengthening our management foundation and human capital to achieve further business growth

AI camera technologies are also being deployed in the smart factory sector, contributing to carbon neutrality and energy savings. In December 2025, we completed development of an electric power visualization solution for manufacturing sites in the Construction Products Segment. While promoting reductions in power consumption through on-site operations, we will establish a framework to expand sales of this solution into new markets and across group companies.

In preparation for business expansion, we will also move forward with strengthening our management foundation and human capital. The new Design Center established in January 2025 has taken a central role in promoting the training of sales staff and has made a significant contribution to the success of our projects. Going forward, we will strengthen our proposal and implementation capabilities for large-scale projects, while expanding our offerings of AI-based security cameras, for which growth is anticipated. In addition to addressing challenges such as rising material costs and labor shortages that lead to project delays and cost increases, we will promote strict on-site management based on our construction safety rulebook to support our sales and engineering departments.

Based on these robust systems, in FY2026, we will further refine the precision of our targeting and work to enhance our sales efficiency through the use of e-commerce sites. We will expand our lineup to include new offerings such as automated transport robots, electric power visualization solutions, and UNISOL-branded cameras. Through collaboration with each segment, we will provide high value-added solutions to customers both inside and outside the Group as we work to achieve sustainable business growth.



Shinji Sasaki
Executive Officer
IoT Solutions Segment

4 Basis of value creation





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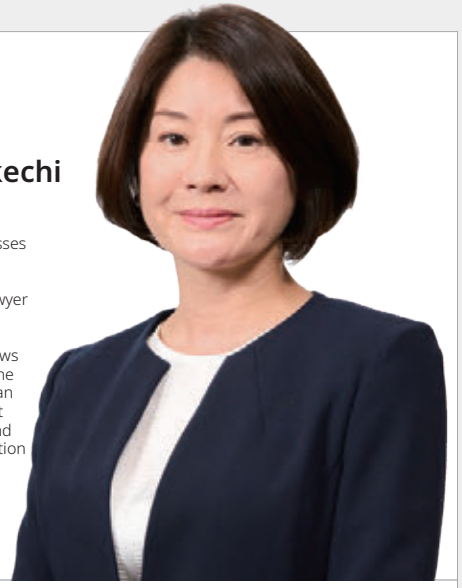
Supply chain management
Human rights
Job satisfaction, co-creation with stakeholders

Corporate Governance

Our current situation, as outlined by two of our Outside Directors

We look forward to creating an environment that enhances our employees' job satisfaction and sense of purpose



Junko Takechi
Outside Director

Ms. Takechi possesses a great deal of knowledge and experience as a lawyer and is strongly committed to compliance with laws and regulations. She was appointed as an Outside Director at UNISOL in 2021 and chairs the Nomination Committee.

Almost five years after the integration of our management in 2021, our Outside Directors have gained a deeper understanding of each business. Substantive discussions with management, incorporating external perspectives regarding organizational reform and initiatives aimed at creating synergies have energized the Board of Directors. I monitor internal controls, which act to balance accelerated growth. When I observe circumstances that could, for example, give rise to misconduct, I share this information with Directors and senior managers and encourage them to be vigilant. Going forward, I hope to reach a consensus within the Board of Directors on how to respond to stakeholder expectations and then engage in further discussion on this matter.

The future of any business rests on its development of human resources. The fact that we have used a bottom-up method with our young employees participating in formulating our next Medium-Term Management Plan has been well-received as an initiative intended to realize our three values: "Co-creative spirit," "Growth motivation," and "Thinking of issues as our own matters." Looking ahead, I hope to create an environment where employees can work with a sense of satisfaction and fulfilment. I myself will work to acquire a better understanding of UNISOL's actual situation and contribute to strengthening governance and risk management.



Kyoko Hikita
Outside Director
(Audit and Supervisory Committee Member)

Ms. Hikita has many years of experience as a Certified Public Accountant (CPA), and possesses a wealth of specialist expertise. She took up the position of Outside Audit & Supervisory Board Member in 2021, and in 2025 she was appointed to be an Outside Director and Audit and Supervisory Committee Member.

I will actively participate in decision-making by management and promote sound governance

In accordance with the shift to being a company with an Audit and Supervisory Committee, I now influence management decisions directly through my voting rights. In addition to conventional ex post audits, I actively engage in discussions at meetings of the Board of Directors on the appropriateness of investment decisions and exit criteria.

With regard to the current management situation, I am focusing on decision-making that emphasizes capital efficiency, and on the status of resource allocation at UNISOL. When evaluating individual investments and management decisions, I assess capital efficiency factors such as ROIC and ROE, as well as evaluating the potential for investment recovery. The establishment of UNISOL Corporation in 2026 is an important step towards the realization of "UNISOL," our Medium-Term Management Plan. Rather than a short-term cost, I regard the recent increase in sales, general, and administrative expenses as a strategic investment in long-term value creation and am assessing its validity carefully.

Going forward, we will engage in further discussion at Board of Directors' meetings through recommendations made in recognition of the risks behind the numbers, and I will promote transparent information disclosure and sound governance.

Overall picture of corporate governance

Core concept

UNISOL Holdings Corporation views corporate governance as fundamentally about fulfilling our responsibilities to all stakeholders and future society. To that end, we aim for cohesive Group management through agile and efficient decision-making under a fair and transparent management system, ultimately striving for sustainable growth and enhanced medium- to long-term corporate value.

Our Board of Directors is responsible for charting the strategic direction of the UNISOL Group, efficiently securing and appropriately allocating Group management resources, formulating and executing capital policies, and overseeing the construction and operation of internal control systems throughout the entire Group. This allows us to accurately identify business risks and thoroughly manage overall profit and risk—contributing to the establishment of a robust Group management system.

Our Philosophy, encompassing our slogan, vision, mission, three values, and seven standards, serves as the fundamental management principles shared by all employees of the UNISOL Group. We will continuously work to strengthen corporate governance through the practical application of these principles.

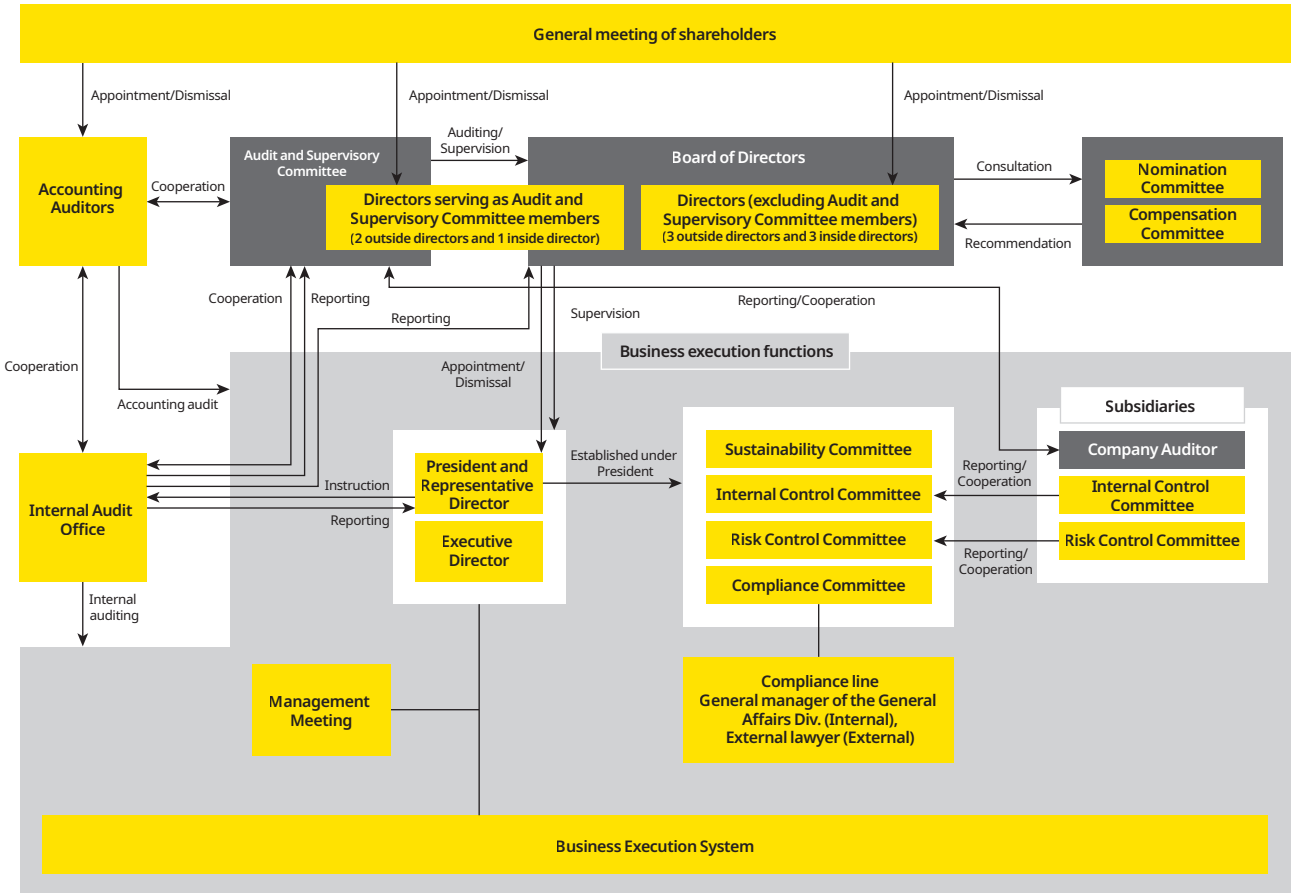
Corporate governance structure

UNISOL Holdings Corporation transitioned to a company with an Audit and Supervisory Committee on March 28, 2025. The Audit and Supervisory Committee reinforces the Board of Directors' supervisory role by ensuring that the execution of duties remains both legal and appropriate.

By delegating decision-making authority for the execution of business operations to the directors, we are enabling faster decision-making and business execution under the appropriate supervision of the Board of Directors.

Currently, we have five outside directors (including two who also serve as Audit and Supervisory Committee members). Because we have a governance system in place that allows these independent and impartial directors to monitor the performance of duties by each director, we are maintaining the current structure.

Corporate governance structure (As of March 27, 2026)



Board of Directors

The Company's Board of Directors consists of nine members: six Directors (excluding those also serving as Audit and Supervisory Committee members, and including three Outside Directors), and three Directors also serving as Audit and Supervisory Committee members (including two Outside Directors). In addition to regular monthly meetings of the Board of Directors, extraordinary meetings are held flexibly as necessary to ensure accurate and prompt decision-making based on sufficient discussion. In addition, the Board of Directors decides matters stipulated by laws and regulations and important matters related to management, and also discusses the progress of business performance and considers countermeasures.

Nomination Committee and Compensation Committee

In the aim of strengthening the impartiality, objectivity, and accountability of the Board of Directors regarding Director nomination, remuneration, and related issues, we have established a Nomination Committee and a Compensation Committee, both under the purview of the Board of Directors and comprising a majority of Outside Directors (excluding those also serving as Audit and Supervisory Committee members). Both function as advisory committees and are chaired by an Outside Director.

The Nomination Committee discusses, at the request of the Board of Directors, proposals for the General Meeting of Shareholders regarding the appointment and dismissal of Directors, while the Compensation Committee discusses matters concerning remuneration of individual directors, and each committee reports the details of its discussions to the Board of Directors.

Audit and Supervisory Committee

The Audit and Supervisory Committee is comprised of three Directors also serving as Audit and Supervisory Committee members (including two Outside Directors). The activities of the Audit and Supervisory Committee are to attend regular and extraordinary meetings of the Board of Directors and conduct audits of the Directors' performance of their duties and the Company's business and financial conditions. Further, they participate in opinion exchange meetings with the Representative Directors, and conduct the inspection and monitoring of important documents such as resolution documents.

The committee also strengthens Group governance by sharing risk information through monthly meetings of the Group Audit Committee with the auditors of subsidiaries, the Internal Audit Office, and the Risk Management Division.

Internal Audit Office

The Company has established an Internal Audit Office under the President and Representative Director for the purpose of verifying and evaluating the appropriateness and effectiveness of measures such as thoroughly implementing internal control, optimizing business processes, complying with laws and regulations, and ensuring due execution of procedures, and conducts on-site audits on an ongoing basis.

Accounting Auditors

The Company has concluded a contract with Deloitte Touche Tohmatsu LLC as its Accounting Auditors, and is subject to accounting audits from the position of independent professionals. Further, the Company has been subject to continuous audits by the executive members of this audit firm for a period of 24 years.

The Company is a holding company that was established in October 2021 through a joint share transfer by Furusato Industries, Ltd. and Maruka Corporation, and this continuous audit period includes the continuous auditing of Furusato Industries, Ltd.

Mutual cooperation between internal audit, audit by Audit and Supervisory Committee Members, and accounting audits

Audit and Supervisory Committee Members receive the policies, implementation plans, and results reports for internal audits from the Internal Audit Office, and mutually exchange opinions as needed when formulating plans at the beginning of the fiscal year and when inspecting the periodic internal audit reports and follow-up audit reports, in order to ensure the effectiveness of audits and improve their efficiency.

Further, the Audit and Supervisory Committee is working to ensure the effectiveness of audits by conducting hearings on the Accounting Auditors' audit plans, quarterly review reports and audit reports, and attending inventory audits conducted by the Accounting Auditors, etc., and periodically exchanging information when they visit for an audit.

In addition to witnessing inventory audits conducted by the Accounting Auditors, the Internal Audit Office mutually cooperates with the Accounting Auditors by sharing the audit results and other information through timely and appropriate exchanges of opinions and meetings.

Sustainability Committee

The Company established the Sustainability Committee in February 2022 to discuss and make decisions regarding response to issues related to sustainability. The Sustainability Committee is chaired by the President and Representative Director, and its members include Directors, Executive Officers, and Directors of each operating company that are designated by the chairperson, and important proposals are reported to the Board of Directors and subject to supervision.

Internal Control Committee

The Internal Control Committee operates the internal control system for the entire UNISOL Group, and verifies the appropriateness of the financial reporting and effectiveness of internal control audits based on the Financial Instruments and Exchange Act.

Risk Control Committee

The Company has established a Risk Control Committee, under the President and Representative Director, in accordance with internal regulations. The Committee oversees all risk management activities of the UNISOL Group, including the collection of risk information, risk control, policies for addressing company-wide material risks during the fiscal year and measures to reduce risks, and necessary instructions and support to the business units of subsidiaries.

Compliance Committee

The Company has established a Compliance Committee to examine and formulate basic policies and measures to ensure thorough compliance, and continuously conducts education on compliance to employees through in-house training and meetings. In addition, in order to prevent and correct illegal acts, and acts that violate social norms or corporate ethics, a "compliance line" has been established with the general manager of the General Affairs Div. as the internal point of contact and a law firm as the external point of contact, and we have specified in the Whistleblowing Regulations that employees will not be treated unfavorably for the reason of reporting to or consulting with these points of contact.

Leadership (As of March 31, 2026)

Directors

(Excluding Directors who also serve as Audit and Supervisory Committee members)



Kunihiko Iida

Chairperson and Representative Director

Key career history

- Apr. 1980 Joined Maruka Machinery Co., Ltd. (currently UNISOL Corporation)
- Dec. 2008 Commissioner of Maruka Machinery Co., Ltd.
- Dec. 2009 Deputy Chief of Administrative Headquarters of Maruka Machinery Co., Ltd.
- Dec. 2012 Executive Officer of Maruka Machinery Co., Ltd.
- Feb. 2013 Director, Executive Officer, and Chief of Administrative Headquarters of Maruka Machinery Co., Ltd.
- Apr. 2018 Chief Financial Officer of Maruka Machinery Co., Ltd.
- Feb. 2019 Director and Managing Executive Officer of Maruka Machinery Co., Ltd.
- Mar. 2020 Director, Vice President and Executive Officer of Maruka Corporation
- Jan. 2021 Director of Sonoruka Engineering Co., Ltd. (to present)
- Feb. 2021 President and Representative Director of Maruka Corporation (currently UNISOL Corporation) Chief Executive Officer of Maruka Corporation
- Oct. 2021 Chairperson and Representative Director of the Company (to present)
- Mar. 2024 Director of G-net Corporation (currently UNISOL Corporation)
- Jan. 2025 Chairperson and Representative Director of UNISOL Business Partners Corporation (to present)
- Oct. 2025 President & Representative Director of Maruka Construction Machinery Corporation (currently Maruka Corporation) (to present)
- Jan. 2026 Chairperson and Representative Director of UNISOL Corporation (to present)
- Feb. 2026 Director of Japan Rental Co., Ltd. (to present)

Number of Board of Directors meetings attended*1: 12/12

Number of Audit & Supervisory Board meetings attended*1: —

Years in office*2: 4.5

Number of shares held: 11,159

Possessed skills: Management and business strategy ✓ / Solution development (technology) / Global experience ✓ / Sustainability and SDGs ✓ / Legal & governance ✓ / Finance & accounting ✓ / Human resources & organization ✓



Ryohei Furusato

President and Representative Director

Key career history

- Sept. 1985 Joined Furusato Industries, Ltd.
- June 1995 Director and General Manager of Purchasing & Marketing Department of Furusato Industries, Ltd.
- Apr. 1997 Managing Director, Chief of Purchasing & Marketing Headquarters, and General Manager of Purchasing & Marketing Department of Furusato Industries, Ltd.
- Apr. 2000 Representative Director and Senior Managing Director of Furusato Industries, Ltd.
- June 2004 President and Representative Director of Furusato Industries, Ltd. President and Representative Director of G-net Corporation (currently UNISOL Corporation)
- Oct. 2007 Chairperson and Representative Director of Gifu Shoji Co., Ltd.
- Nov. 2016 Director & Chairperson of Security Design Inc.
- June 2021 President & Representative Director of Security Design Inc. (to present)
- Oct. 2021 President and Representative Director of the Company (to present)
- Mar. 2022 Director of Maruka Corporation (currently UNISOL Corporation)
- Jan. 2025 President and Representative Director of UNISOL Business Partners Corporation (to present)
- Oct. 2025 Director of Maruka Construction Machinery Corporation (currently Maruka Corporation) (to present)
- Jan. 2026 President and Representative Director of UNISOL Corporation (to present) Chairperson and Representative Director of Furusato Industries, Ltd. (to present)

Number of Board of Directors meetings attended*1: 12/12

Number of Audit & Supervisory Board meetings attended*1: —

Years in office*2: 4.5

Number of shares held: 10,000

Possessed skills: Management and business strategy ✓ / Solution development (technology) ✓ / Global experience ✓ / Sustainability and SDGs ✓ / Legal & governance ✓ / Finance & accounting / Human resources & organization ✓



Katsuhiro Yamashita

Director and Senior Managing Executive Officer

Key career history

- Apr. 1991 Joined the Sanwa Bank, Limited (currently MUFG Bank, Ltd.)
- Mar. 1999 Deputy General Manager of Kyoto Corporate Business Department 1 of Global Large Enterprise Line of the Sanwa Bank, Limited
- June 2004 Assistant General Manager of Hong Kong Kowloon Branch of the Sanwa Bank, Limited
- Aug. 2006 Joined Merrill Lynch & Co. Japan, Inc. (currently BofA Securities Japan Co., Ltd.) Global Markets Division Vice President
- Jan. 2008 Business Corporation Origination Department of Investment Banking Unit of Merrill Lynch & Co. Japan, Inc. Director
- Sept. 2015 Advisor to Furusato Industries, Ltd.
- June 2016 Senior Managing Director of Furusato Industries, Ltd. Director of G-net Corporation (currently UNISOL Corporation)
- Nov. 2016 Senior Managing Director of Security Design Inc.
- Oct. 2021 Director and Senior Managing Executive Officer of the Company (to present)
- Jan. 2026 Director and Senior Managing Executive Officer of UNISOL Corporation (to present)

Number of Board of Directors meetings attended*1: 12/12

Number of Audit & Supervisory Board meetings attended*1: —

Years in office*2: 4.5

Number of shares held: 3,800

Possessed skills: Management and business strategy ✓ / Solution development (technology) / Global experience ✓ / Sustainability and SDGs ✓ / Legal & governance / Finance & accounting ✓ / Human resources & organization ✓



Hiroyuki Nakatsukasa

Outside Director Independent

Key career history

- Oct. 1981 Joined Deloitte Haskins and Sells LLC (currently Deloitte Touche Tohmatsu LLC)
- Nov. 1989 Established Nakatsukasa Certified Public Accountant and Tax Accountant Office, Representative of the same Office (to present)
- June 2007 Chairman and President of The Japanese Institute of Certified Public Accountant Kinki Chapter
- Feb. 2012 Outside Audit & Supervisory Board Member of Furusato Industries, Ltd.
- Jan. 2013 Outside Director of Japan Exchange Group, Inc.
- June 2015 Outside Audit and Supervisory Board Member of The Nippon Synthetic Chemical Industry Co., Ltd. (currently Mitsubishi Chemical Corporation) Outside Director of Furusato Industries, Ltd.
- June 2021 Outside Audit & Supervisory Board Member of The Bank of Kyoto, Ltd.
- Oct. 2021 Outside Director of the Company (to present)
- Oct. 2023 Outside Director (Audit & Supervisory Board Member) of Kyoto Financial Group, Inc. (to present)

Number of Board of Directors meetings attended*1: 11/12

Number of Audit & Supervisory Board meetings attended*1: —

Years in office*2: 4.5

Number of shares held: —

Possessed skills: Management and business strategy ✓ / Solution development (technology) / Global experience / Sustainability and SDGs / Legal & governance ✓ / Finance & accounting ✓ / Human resources & organization ✓



Junko Takechi

Outside Director Independent

Key career history

- Apr. 1999 Registered with the Osaka Bar Association Joined Midosuji Legal Profession Corporation
- Jan. 2003 Associated with Midosuji Legal Profession Corporation
- Jan. 2006 Partner of Midosuji Legal Profession Corporation (to present)
- Apr. 2012 Councilor of Assumption Academy
- June 2014 Outside Director of Furusato Industries, Ltd.
- Oct. 2021 Outside Director of the Company (to present)
- June 2023 Independent Outside Director of IwaiCosmo Holdings, Inc. (to present)
- June 2025 Councilor of JR-West Relief Foundation (to present)

Number of Board of Directors meetings attended*1: 12/12

Number of Audit & Supervisory Board meetings attended*1: —

Years in office*2: 4.5

Number of shares held: —

Possessed skills: Management and business strategy / Solution development (technology) / Global experience / Sustainability and SDGs ✓ / Legal & governance ✓ / Finance & accounting / Human resources & organization



Hisao Takahashi

Outside Director Independent

Key career history

- Apr. 1983 Joined Toyo Kogyo Co., Ltd. (currently Mazda Motor Corporation)
- Jan. 1989 Joined Honda R&D Co., Ltd.
- Apr. 2010 President of Honda R&D Asia Pacific Co., Ltd.
- Apr. 2014 Managing Officer of Honda R&D Co., Ltd.
- Apr. 2015 Representative of Production of Regional Operation (China) of Honda Motor Co., Ltd., Executive Vice President of Honda Motor (China) Investment Co., Ltd., and Executive Vice President of Honda Motor (China) Technology Co., Ltd.
- Apr. 2018 Director and Managing Officer of Honda R&D Co., Ltd.
- Apr. 2019 Director and Senior Managing Officer of Honda R&D Co., Ltd.
- Apr. 2020 Director of Honda R&D Co., Ltd. and Managing Officer of Honda Motor Co., Ltd.
- Apr. 2022 Director of Honda R&D Co., Ltd. and Senior Managing Officer of Honda Motor Co., Ltd.
- Apr. 2023 Senior Partner of CO-SAKU GK (to present)
- Aug. 2023 Specially Appointed Professor at Nagaoka University of Technology (to present)
- Mar. 2024 Outside Director of the Company (to present)
- June 2024 Outside Director of Nitta Gelatin Inc. (to present)
- June 2025 Outside Director of USS Co., Ltd. (to present)

Number of Board of Directors meetings attended*1: 12/12

Number of Audit & Supervisory Board meetings attended*1: —

Years in office*2: 2

Number of shares held: —

Possessed skills: Management and business strategy ✓ / Solution development (technology) ✓ / Global experience ✓ / Sustainability and SDGs / Legal & governance / Finance & accounting / Human resources & organization ✓

*1 Attendance at the Board of Directors meetings and the Audit & Supervisory Board meetings shows results in FY2025. *2 The years in office are as of March 31, 2026.

Directors
(Audit and Supervisory Committee members)







Name	Taketsugu Fujii	Kyoko Hikita	Yasuo Sasaki
Position	Director (Standing Audit and Supervisory Committee Member)	Outside Director (Audit and Supervisory Committee Member) Independent	Outside Director (Audit and Supervisory Committee Member) Independent
Key career history	Apr. 1987 Joined the Sanwa Bank, Limited (currently MUFG Bank, Ltd.) Dec. 2016 Joined Furusato Industries, Ltd. Deputy Head of Administration Headquarters Apr. 2017 Head of Administration Headquarters of Furusato Industries, Ltd. June 2017 Director and Head of Administration Headquarters of Furusato Industries, Ltd. Oct. 2021 Executive Officer and Head of Corporate Administration Unit of the Company Director of G-net Corporation (currently UNISOL Corporation) Jan. 2025 Director of UNISOL Business Partners Corporation Jan. 2026 Executive Officer responsible for Corporate Administration Unit of the Company Mar. 2026 Director and Standing Audit and Supervisory Committee Member of the Company (to present)	Oct. 1991 Joined Ota Showa Audit Corporation (currently EY Ernst & Young ShinNihon LLC) Aug. 1995 Registered as a Certified Public Accountant July 2019 General Manager of Hikita Certified Public Accountant Office (to present) Feb. 2021 Outside Audit & Supervisory Board Member of Maruka Corporation (currently UNISOL Corporation) Apr. 2021 Professor at the Institute of Business and Accounting, Professional Graduate School, Kwansei Gakuin University (to present) Oct. 2021 Outside Audit & Supervisory Board Member of the Company June 2023 Outside Audit & Supervisory Board Member of PALTAC CORPORATION (to present) June 2024 Outside Corporate Auditor of Aoyama Trading Co., Ltd. (to present) Mar. 2025 Outside Director and Audit and Supervisory Committee Member of the Company (to present) July 2025 Executive Board Member of The Japanese Institute of Certified Public Accountant (to present)	Apr. 1979 Joined Toyota Motor Corporation Jan. 2003 General Manager of the Planning Office, Accounting Department of Toyota Motor Corporation July 2004 Senior Vice President of Toyota Motor Corporation of Thailand Jan. 2008 General Manager of the Global Audit Office of Toyota Motor Corporation Jan. 2009 Executive Officer of Futaba Industrial Co., Ltd. June 2009 Managing Director of Futaba Industrial Co., Ltd. June 2012 Senior Managing Director of Futaba Industrial Co., Ltd. June 2014 Representative Director and Senior Managing Executive Officer of Futaba Industrial Co., Ltd. June 2015 Vice President of Primearth EV Energy Co., Ltd. Oct. 2021 Outside Audit & Supervisory Board Member of the Company Mar. 2025 Outside Director and Audit and Supervisory Committee Member of the Company (to present)
Number of Board of Directors meetings attended*1	—	12/12	12/12
Number of Audit & Supervisory Board meetings attended*1	—	4/4	4/4
Number of Audit and Supervisory Committee meetings attended*1	—	10/10	10/10
Years in office*2	(New appointment)	4.5	4.5
Number of shares held	3,400	—	3,999
Possessed skills			
Management and business strategy			✓
Solution development (technology)			
Global experience			
Sustainability and SDGs		✓	
Legal & governance			
Finance & accounting	✓	✓	✓
Human resources & organization	✓		✓

*1 Attendance at the Board of Directors meetings, the Audit & Supervisory Board meetings and Audit and Supervisory Committee meetings shows results in FY2025.
*2 The years in office are as of March 31, 2026. This also includes years served as an Audit & Supervisory Board.

Executive Officer

Senior Managing Executive Officer	Head of Corporate Strategy Unit	Katsuhiro Yamashita
Managing Executive Officer	Construction Products Segment	Hideyasu Taniguchi
	Machinery & Tools Segment (Engineering Business)	Yuji Ohashi
Executive Officer	Machinery & Tools Segment (Industrial Machinery Business)	Takahisa Watanabe
	Machinery & Tools Segment (Machinery & Tools Business)	Hidenori Otani
	Machinery & Tools Segment (Global Business)	Koichiro Ikari
	Machinery & Tools Segment (Food Business)	Yasuhiro Fujimoto
	Construction Machinery Segment	Keita Okamura
	IoT Solutions Segment	Shinji Sasaki
	Head of Corporate Administration Unit	Hideyuki Sakakihara
	Head of Group Governance Unit and General Manager of Risk Administration Division	Naoto Shimabayashi
	General Manager of Corporate Planning Division, Corporate Strategy Unit	Seiichi Masui

Remuneration of officers

Core concept

To ensure transparency and objectivity, the remuneration of officers is deliberated by the Compensation Committee, a majority of which comprises Outside Directors. If opinions or feedback are presented from the Audit and Supervisory Committee, these are taken into consideration when the Board of Directors determines the amount of remuneration.

Basic Policy for Officer Remuneration

1. Remuneration is appropriate to the scope of the role and responsibilities of each position
2. Remuneration is linked to company performance
3. Remuneration directs focus toward contributing to medium- to long-term corporate value
4. Remuneration focuses on sharing profit awareness with shareholders
5. The process of determining remuneration ensures transparency and objectivity
6. Remuneration is at a level that can secure excellent management personnel

Performance-linked stock compensation system

We have adopted a trust-based stock compensation system for eligible Directors and Executive Officers of the UNISOL Group. In accordance with the stock grant provisions established for each company, this is a performance-linked stock remuneration system that provides our Company's shares and cash equivalent to the current market value of those shares.

We adopted this highly performance-linked, transparent, and objective system with the aim of aligning interests with shareholders regarding fluctuations in stock price and fostering a greater sense of contribution towards the medium- to long-term improvement of our Group's performance and corporate value.

Remuneration system framework (excluding Directors who also serve as Audit and Supervisory Committee members)

Fixed remuneration (basic remuneration and responsibility allowance)	Compensation for Directors comprises position-based base salaries and a responsibility allowance payable to Directors with representative rights, disbursed monthly in cash.
Performance-linked stock compensation	Eligible Directors are awarded points on the basis of the degree to which operating profit and ROE (both consolidated) have met forecasts made at the beginning of each fiscal year. When a Director retires, he or she is issued with Company stock and other benefits corresponding to their points.
Performance-linked monetary remuneration (Director bonuses)	The standard amount is 20% of the basic remuneration for each position (25% for the President and Representative Director), and the amount obtained by multiplying basic remuneration by 0% to 30% depending on the performance results in the fiscal year will be paid, in principle, on the first business day of April in the following fiscal year. The degree of achievement of the consolidated operating profit plan is adopted as the performance coefficient.

Total amount of Director remuneration in FY2025

Category	Total remuneration, etc. (Millions of yen)	Total remuneration, etc. by type (Millions of yen)			Number of eligible officers
		Basic remuneration	Performance-linked and other monetary remuneration	Non-monetary remuneration	
Directors (excluding Audit and Supervisory Committee Members) (of these, Outside Directors)	147 (18)	137 (18)	9 (—)	— (—)	6 (3)
Directors (Audit and Supervisory Committee Members) (of these, Outside Directors)	19 (9)	19 (9)	— (—)	— (—)	3 (2)
Audit & Supervisory Board Members (of these, Outside Audit & Supervisory Board Members)	6 (2)	6 (2)	— (—)	— (—)	3 (2)
Total (of these, outside officers)	172 (29)	162 (29)	9 (—)	— (—)	9 (5)

Notes: 1. The Company transitioned to a structure with an Audit and Supervisory Committee pursuant to a resolution adopted at the 4th Annual General Meeting of Shareholders held on March 28, 2025. The remuneration amounts and number of members listed above include Directors and auditors who retired upon the conclusion of the aforementioned meeting.
2. Totals for Director remuneration and other benefits do not include remuneration for duties performed in the capacity of employee in the case of individuals serving as both Director and employee.

Performance-linked stock compensation system

Overview	Those eligible to participate in the system are awarded points on the basis of the degree to which operating profit and ROE (both consolidated) have met forecasts made at the beginning of each fiscal year. As a general rule, stocks are awarded to those eligible upon their retirement. When a Director meets the conditions to be a beneficiary, he or she can carry out the prescribed procedures that will designate him or her as the beneficiary and thereby receive Company stock and other benefits corresponding to the total points accrued at the time of their retirement. In order to grant these benefits to our Directors and other officers as set out by this system, we contribute funds, treated as remuneration for our Directors and other officers, for the advance acquisition (by a predetermined period) of the requisite number of Company shares, predicted to the best of our ability. The trust uses these funds to acquire Company stock.
Stock compensation system eligibility	UNISOL Holdings Corporation Directors (excluding Outside Directors and Directors who also serve as Audit and Supervisory Committee members) and Executive Officers; UNISOL Corporation Directors and Executive Officers; Furusato Industries, Ltd. Directors and Executive Officers; Maruka Corporation Directors and Executive Officers; Security Design Inc. Directors; UNISOL Business Partners Corporation Directors and Executive Officers.
System operation period	From FY2022 to FY2026 (we have made provisions to allow the system to continue through renewal for a further period when this initial period of operation concludes).

Assessment of the effectiveness of the Board of Directors

Summary of assessment of effectiveness

UNISOL Holdings Corporation conducts annual assessments of effectiveness to verify that the Board of Directors is appropriately fulfilling its roles and responsibilities and that its functions are being fully exercised, and to promote continuous improvement. Through this, we aim to further strengthen our corporate governance framework and enhance corporate value over the medium to long term.

In December 2025, we conducted a questionnaire survey of all Directors, including members of the Audit and Supervisory Committee. Based on the results of this collation and analysis, the Board of Directors held discussions and determined the key issues to be addressed and the policies to be implemented going forward.

Results of assessment for FY2025 and actions going forward

Based on the assessment results, we confirmed that the effectiveness of the Board of Directors is generally ensured. We also verified that some progress has been achieved with regard to the three issues identified in the previous assessment.

Based on these results, active discussions are being held to further enhance effectiveness, and we will continue to move forward with initiatives for improvement.

Methods of assessing effectiveness

Applicable people	All Directors (9), including Audit and Supervisory Committee members
Assessment procedure	Questionnaire survey of all Directors → Collate and analyze at secretariat → Deliberation by Board of Directors
Assessment items	The survey questions are as follows. The survey was conducted in a five-point rating scale and a free-response. The survey also ensured continuity with the previous year's questionnaire while reflecting the transition to a company with an Audit and Supervisory Committee. • The nature and composition of the Board of Directors • Deliberations of the Board of Directors • Dialogue with shareholders and investors • Functions of the Audit and Supervisory Committee • Operation of the Nomination Committee and Compensation Committee • Operation of the Board of Directors • Monitoring functions carried out by the Board of Directors • Roles and responsibilities of the Board of Directors • Support framework for Directors

Summary of assessment results

Summary of assessment results	The Board's effectiveness has been maintained at a level assessed as "generally sufficient." • Following the transition to a company with an Audit and Supervisory Committee, the number of Board voting members has increased, resulting in improved diversity in terms of experience and gender. • Support systems to enhance Directors' expertise have been strengthened, and increased input from Outside Directors drawing on their experience has contributed to improved quality of Board discussions.
Issues identified in the effectiveness assessment for FY2024, and measures to address them	• **Development and enhancement of monitoring functions** The organizational transition to being a company with an Audit and Supervisory Committee has further enhanced our awareness of monitoring, with a consequent increase in monitoring-related recommendations from Directors based on their expertise. • **Revitalization of the Nomination Committee** The Nomination Committee meets three times annually and has made steady progress in succession planning discussions. • **Enhancement of discussions on improving corporate value** The review of the Board's approval criteria following the transition to a company with an Audit and Supervisory Committee has been largely completed, contributing to more focused discussions of higher quality.
Issues identified for FY2025	There is also a view that discussions on corporate growth strategy and human capital remain insufficient, and that further strengthening of discussions—including from a risk perspective—remains an ongoing priority.

Important themes for FY2026

Deepening discussion of strategic themes	• Deepening of discussion on important themes related to foundations for corporate value creation, such as management strategy, business portfolios, and human capital management.
Further enhancing monitoring functions	• Strengthening oversight functions that utilize diversity such as enhanced coordination with the Audit and Supervisory Committee and with voluntary nomination and remuneration committees. • Strengthening continuous monitoring by enhancing multifaceted information, including risk- and governance-related data.

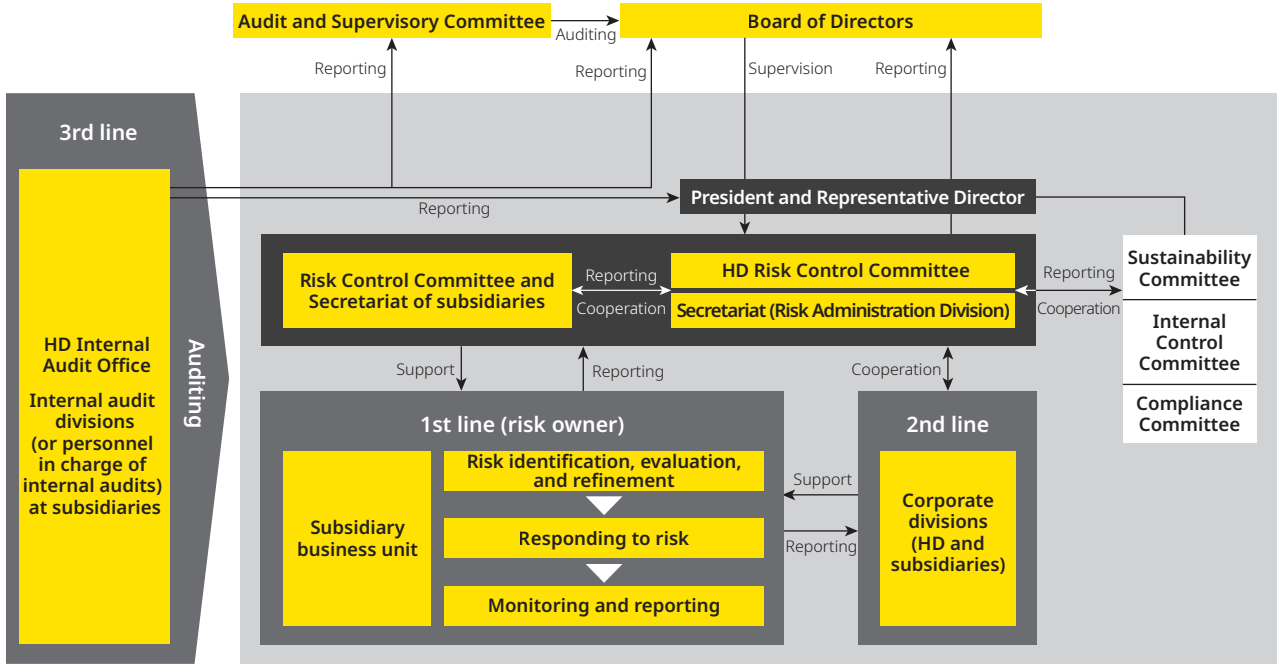
Risk management system

In accordance with internal regulations, the Company has established a Risk Control Committee, chaired by the President and Representative Director, which meets twice a year. The committee is structured on a Three Lines of Defense model, with the President serving as chair, division heads and other personnel appointed by the President, and headquarter unit chiefs acting as the secretariat and second line of defense.

The committee regularly examine the risk assessments conducted by each division across the Group and reports significant risks to the Board of Directors. The Board of Directors uses these reports to oversee the effectiveness of risk management and directs necessary control activities.

A key feature of the UNISOL Group risk management framework is the clear definition of organizational roles under the Three Lines of Defense model, ensuring the effective operation of company-wide risk management centered on the Risk Control Committee. We continue to strengthen our risk management processes to ensure this framework operates in close coordination with the Board of Directors' monitoring activities.

Company-wide risk management system chart (As of the end of March 2026)



Please refer to our Risk Management webpage for further information about the function of each organization. https://www.unisol-gr.com/en/sustainability/riskmanagement/

Major risks associated with business activities (Company-wide material risks)

The primary risks that management considers to have a potentially large impact and a high likelihood of occurrence, and that could materially affect the business environment, financial condition, and performance, are presented in the table in the next section. Having recognized the possibility that these risks may occur, we will continue with efforts to prevent their occurrence and take action should they do so.

Please note that various other risks exist, and the risks listed here do not represent all of the risks facing the UNISOL Group. For more information, please see sections on business and other risks in our annual securities reports.

Process for determining company-wide material risks



Business risks (Major risks with a potentially "large" impact and a "high" likelihood of occurrence)

Risk	Details	Measures
1 Market trends	• Risk associated with trends in private-sector capital investment causing a significant impact on business performance • Risk associated with U.S. tariff policy and other geopolitical developments	• Manage the portfolio to diversify exposure to business fluctuation risk
2 Sustainability	• Risk associated with sustainability initiatives deemed insufficient by stakeholders causing declines in corporate value and competitiveness	• Establish a Basic Policy on Sustainability • Discuss and decide on issues and initiatives, led by the Sustainability Committee
3 Legal regulations	• Risk associated with compliance violations, such as harassment or employment issues • Risk of loss of public trust in the event of law or regulation violations	• Establish a Compliance Manual and internal whistleblowing regulations. Establish a Compliance Hotline • Maintain compliance updated with relevant laws and regulations
4 Information security	• Risk of system downtime caused by malicious attacks from third parties • Risk of market exclusion caused by unintentional attacks on other companies or detection of security issues	• Develop relevant policies and regulations, such as an Information Security Policy • Conduct information security training and workshops for executives and employees
5 Data breaches	• Risk of unforeseen circumstances triggering a leak of business-critical information • Risk of an information leak that leads to a loss of trust or claims for damages	• Establish a Compliance Manual, Information Management Regulations, Document Management Regulations, and other relevant policies • Establish business partner compliance guidelines
6 Securing human resources	• Intensifying competition for human resources creates risk of inability to secure top talent when needed or losing key talent	• Focus on securing not only new graduates but also specialized talent and foreign nationals • Develop systems to accommodate a diverse workforce
7 Disasters	• Risk of a major natural disaster, fire or other accident, or disease pandemic or other such development causing personal injury or property damage, including to employees of Group companies and their families	• Conduct equipment inspections, disaster drills, and safety checks to prevent disasters and minimize damage in the event of an incident • Prepare a business continuity plan
8 Strategic investment	• Risk of strategic investments failing to yield the expected results, dissolution of partnerships due to conflicts of interest, failure to achieve synergies in business operations or human resources	• Review investment plans from the perspectives of profitability and growth risk • Improve investment decision speed and accuracy
9 Business strategy management plan	• Risk of a changing business environment, misjudgments, or emergent business risk adversely impacting business performance	• Set KPIs for each business segment to strengthen plan execution and progress management. Adjust if necessary to allocate management resources and strengthen the organizational structure
10 Management of subsidiaries and associates	• Risk of inadequate structuring of Group governance and systems leading to unclear authority and failure to operate as intended	• Establish a Corporate Governance Basic Policy, Group Management Regulations, and other relevant policies • Conduct audits by the Internal Audit Office
11 Industrial accidents and serious traffic accidents	• Risk of an accident involving key manufacturing equipment or a serious traffic accident during sales operations causing loss of public trust	• In manufacturing operations, conduct preparatory risk assessments and implement countermeasures • In sales operations, conduct safe driving seminars and provide individual guidance

Information security initiatives

The UNISOL Group has established an Information Security Policy and related regulations as a code of conduct for protecting information assets and as guidelines for implementing security measures. We enforce access controls, maintain backup systems, and centrally manage networks, IT assets, and user identities to ensure appropriate security and a framework that can flexibly adapt to changes in our business and organization.

For our operations, we have established an internal reporting system to enable a rapid initial response to targeted attacks and other threats. Externally, we have implemented the Brand Indicators for Message Identification (BIMI) standard, which displays our company logo on outgoing emails as a measure against phishing. We also use visual verification of sender authenticity to help protect customers and business partners from phishing scams and to maintain the Group's credibility.

To strengthen employee training in security measures, we increased the frequency of e-learning sessions from once a year to once a month to ensure employees stay continuously informed about the latest threat trends and operational considerations. We conduct a comprehensive comprehension test at the end of December to assess knowledge retention and work to enhance security awareness across all employees by providing regular updates.

Major initiatives in FY2025

- Introduced BIMI
- Conducted training on targeted e-mail attacks for domestic consolidated subsidiaries
- Continued security e-learning* (attendance rate: 100%)

* For employees of domestic consolidated subsidiaries who use computers for work. A general awareness notice was issued to all other employees by their managers.

We are preparing to respond to assessment systems to strengthen security across the supply chain and to introduce multi-factor authentication (MFA) to enhance authentication. We will continue to build a safe and secure digital environment as a foundation for the sustainable growth of corporate value.

Initiatives within our IoT Solution Business

Our IoT Solution Business (Security Design Inc.) has created an information security management system (ISMS) compliant with ISO/IEC 27001:2022 (national variant: JIS Q27001:2023). Using this system, we work to protect both our customers' and our own information assets, prevent security incidents, and continually improve our information security.

Compliance

Core concept

The UNISOL Group has established a Compliance Manual as a set of basic principles that all officers and employees must follow without exception. This Compliance Manual summarizes matters that require attention with regard to issues of particular importance in the conduct of the Company's business, and takes the Group's philosophy as its fundamental principle, under which the following conditions (code of conduct) are stipulated.

General principles of the conditions (code of conduct) established by our Compliance Manual
https://www.unisol-gr.com/en/sustainability/compliance/

Compliance system

For the purpose of establishing, fostering, and consolidating a compliance system for the entire Group, and thereby to effectively and efficiently promote compliance, we have set up a Compliance Committee. This Committee is chaired by our President, or an officer appointed to the role by the President, and its membership consists of officers and employees designated by the President. The President convenes the Committee as and when required.

Compliance issues involving all Group companies, including subsidiaries, are reported to the holding company's Board of Directors, where preventive measures and steps to prevent recurrence are discussed.

Compliance Committee meetings in FY2025

Number of meetings	9
Main agenda items	Discussions on reports of compliance issues, preventive measures, and recurrence prevention measures

Whistleblowing System

In accordance with the Whistleblower Protection Act, the UNISOL Group has established a "Compliance Line" to handle anonymous reporting.

Our Whistleblowing Regulations forbid dismissal or any other detrimental treatment of a whistleblower in response to the fact that they consulted or reported information to this service.

Status of internal reports for FY2025

Number of reports received	16
Number of cases for which corrective measures were taken	9

Harassment prevention

The UNISOL Group has established Internal Rules for the Prevention of Harassment and is working to prevent harassment.

We conduct annual harassment training for all employees. In FY2025, initiatives to further foster awareness of harassment prevention included online seminars led by external attorneys (with videos released at a later date).

Participation in the online seminar in FY2025

Participants	All employees of UNISOL Holdings Corporation and its domestic consolidated subsidiaries
Participation	100%

Anti-corruption

To prevent corruption and anti-competitive conduct, the UNISOL Group has set out Compliance Rules for Business Partnerships as part of our Compliance Manual.

Compliance Rules for Business Partnerships

1. Confidentiality
2. Good faith
3. Elimination of acts of collusion with business partners
4. Non-preferential selection of business partners
5. Prohibition against requests for kickbacks
6. Prohibition of excessive business entertainment, gift-giving, and similar behaviors

Environmental

Response to climate change

Disclosure based on TCFD recommendations

At the UNISOL Group, we believe that tackling environmental challenges, starting with climate change, is a critical factor in ensuring the sustainability and future growth of our company. For this reason, we expressed our support for the TCFD* recommendations in November 2022 and have since been enhancing our information disclosure based on these guidelines. We are also working to expand the scope of disclosure by increasing the range of Group companies covered, adding processes for identifying key risks and opportunities, and including reduction targets, among other improvements.

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

* The Task Force on Climate-related Financial Disclosures (TCFD) was dissolved in October 2023, with the International Financial Reporting Standards (IFRS) assuming its role from 2024.

Governance

Led by our President and Representative Director, the Sustainability Committee (⇨ **p. 32**) is responsible for proactively addressing sustainability challenges through discussions and decision-making that usually occur at least twice a year. Key agenda items are presented to the Board of Directors for review and supervision on an annual basis or more frequently as needed.

In addition, the Sustainability Committee Secretariat, which assists the operation of the Committee, discusses and examines the formulation of guidelines, measures, and other policy, as well as strategic alignment across all of our operating companies and departments, presenting its conclusions on these matters to the Committee.

Record of Sustainability Committee meetings discussing climate change (FY2025)

Month held	Agenda
March	• Monitoring of activities for FY2024 (status of greenhouse gas reduction initiatives, etc.) • Activity policies for each materiality for FY2025
October	• Monitoring of activities for the first half of FY2025 (status of greenhouse gas reduction initiatives, etc.) • Study session for committee members (overview of the finalized SSBJ standards and response to third-party assurance)

Strategy

Scenario analysis

We performed a scenario analysis to assess how climate change may impact our operations—both in terms of risks and opportunities—and to determine the resulting financial impact. We use operating profit as our key metric for assessing financial impact, evaluating the magnitude of these impacts on a three-tiered scale.

The results of the scenario analysis are presented on the following page.

Scenarios and scope of analysis

Scenarios used	**Scenarios for transition risk** • The NZE Scenario, APS, and STEPS, taken from the IEA's World Energy Outlook 2023 Scenarios for physical risk **Scenarios for physical risk** • The SSP1-1.9 (1.5°C warming scenario), SSP1-2.6 (2°C warming scenario), and SSP5-8.5 (4°C warming scenario), taken from the IPCC's Sixth Assessment Report * We also use reports and other materials published by various Japanese ministries and agencies
Scope of analysis	UNISOL Holdings Corporation and its consolidated subsidiaries in Japan

Process for identifying material risks and opportunities, and examining and implementing countermeasures

1 Creating a short-list of risks and opportunities

We have investigated and pinpointed risks and opportunities associated with climate change that are relevant to the Company

2 Identifying risks and opportunities

We have made a qualitative assessment of the importance of each of the risks and opportunities pinpointed in step 1, evaluating them across multiple axes (magnitude of impact, duration of impact, scope of business affected). We have used this to identify the risks and opportunities likely to be of greater importance to our business

3 Assessing impact on our business

We have conducted scenario analysis to estimate the financial impacts the identified risks and opportunities may be having on our business by 2030 and assess the magnitude of their impact on our operating profit in the same year

4 Examining countermeasures

To maintain and increase climate resilience, we have established five countermeasures to minimize the financial impact of identified risks while maximizing the financial benefits of opportunities

5 Implementing countermeasures

We are pushing for the integration of these five countermeasures into our business strategy to ensure their effective implementation
Beyond minimizing the financial impact of risks and maximizing the financial impact of opportunities, we will continue our efforts to limit the global average temperature increase to 1.5°C

Risks and opportunities identified through scenario analysis

*1 Short-term: 1 year based on the fiscal reporting period; Medium-term: 2–5 years based on the Medium-Term Management Plan; Long-term: 6–10 years based on the 10-year vision for the Company that is the aim of our Medium-Term Management Plan.
*2 Financial impact is measured using operating profit, with the magnitude of impact assessed on three levels: major (5+%), medium (1–4.9%), and minor (0–0.9%).

Risks and opportunities	Scenario	Type	Cause	Potential situation	Time frame (term)*1	Financial impacts in 2030*2
Transition risks	1.5°C/2°C	Policy and regulatory	Progression of greenhouse gas emissions pricing systems	Carbon taxes and other greenhouse gas emissions pricing schemes advance, causing increases to purchasing costs and the costs of electricity and other energies	Medium to long	Major
			Expansion of information disclosure obligations	Expansion of the scope of information that must be disclosed entails creation of internal management structures and development of data infrastructure, thereby increasing costs	Short to medium	Minor
		Technology	Replacement of existing products and services with low-carbon options	We are outstripped by other companies in terms of the environmental performance of our products and our proprietary technologies related to this field, causing us to be less competitive and sales to decrease	Medium to long	Minor
		Market	Changes in consumer behavior	Decrease in sales of products and services that lag in terms of environmental performance	Medium to long	Major
				The ongoing switch to EVs results in reduced demand for mechanical components for internal combustion engines and thereby reduced sales of machine tools for their production	Medium to long	Minor
				Our corporate response on environmental issues is judged inadequate and we are screened on this basis by potential customers, leading sales to decrease across the business	Medium to long	Major
		Reputational	Criticism of the sector and increased stakeholder concerns	Delays in taking action on climate change and information asymmetry between us and our investors on environmental action result in a decrease in corporate value	Medium to long	Major
Physical risks	4°C	Acute	Increase in severity and frequency of abnormal weather events such as typhoons and floods	Typhoons, floods, and other events cause increased damage to the Company and its suppliers, resulting in increased recovery costs and decreased sales due to lost opportunities	Short to long	Medium
		Chronic	Increase in average temperatures	Electricity usage for air conditioning increases, leading to rising energy costs	Short to long	Minor
				Employees, particularly those engaged in manufacturing in the summer, are at higher risk of heatstroke and other health risks, increasing capital expenditure to counteract these risks and reducing productivity	Short to long	Minor
Opportunities	1.5°C/2°C	Product and service	Stronger demand for low-carbon products and services and changes in consumer preferences	The move toward low-carbon or carbon-free alternatives and a growing demand for low-cost options at the point of energy use mean an increase in demand for environmentally friendly products and services and an increase in sales	Short to long	Medium
				The ongoing switch to EVs prompts growth in related markets and increased sales	Short to long	Minor
	4°C	Product and service	Response and countermeasures for changing rainfall patterns, extreme fluctuations in weather patterns, and increasing severity and frequency of abnormal weather events	Increased sales of products related to disaster prevention, mitigation, recovery, and reconstruction, which contribute to improved resilience against the increase and intensification of natural disasters	Short to long	Medium
				Increased sales of labor-saving products that contribute to stable operations under severe conditions such as rising average temperatures	Short to long	Medium

Measures for maintaining and increasing climate resilience

Resilience maintained and increased	Category	Measures	Specifics
Resilience in the transition (strengthening of regulations, shift in stakeholder attitudes, etc.) to a low-carbon economy	Maximizing opportunities	Decarbonize our products and packaging materials through collaboration across the supply chain	• Develop, explore, and provide products and services with outstanding environmental performance that meet customer demand for energy conservation, etc. • Develop, explore, and provide products that support the popularization of EVs
	Minimizing risk	Advance decarbonization of our business activities	• Reduce energy consumption at our major offices and factories (introduction of energy-saving equipment, paperless offices, switching to green vehicles for company cars, etc.) • Promote the use of renewable energy
		Strengthen appropriate information disclosure and communication with stakeholders	• Make appropriate TCFD disclosures and disclosures of annual environmental data and the implementation status of the above measures, etc.
Resilience to physical weather events (heavy rain, increasing temperatures, etc.)	Maximizing opportunities	Provide automation and labor-saving options, allowing our customers to increase their capacity to deal with physical risks	• Strengthen our product offering in the automation and labor-saving fields • Explore possible disaster prevention and mitigation products • Develop systems to swiftly provide disaster recovery and reconstruction products
	Minimizing risk	Address physical risks to our business activities	• Reduce physical and employee health risks tied to climate change by strengthening our business continuity plans (BCP)

Risk management

The Sustainability Committee is responsible for identifying and assessing sustainability-related risks, including those stemming from climate change. From a risk management perspective, the committee deliberates on policies and countermeasures related to risk avoidance, mitigation, control, and early engagement with opportunities, reporting to the Board of Directors as appropriate. It also monitors the implementation of these countermeasures and their effectiveness.

All other Group-wide risks are identified and assessed by the Risk Control Committee, considering their impact on business finances. This committee conducts regular reviews to identify and reassess critical risks (meeting usually twice a year). Sustainability risks are also reported to the Risk Control Committee at least annually, enabling us to manage overall company risk in an integrated manner.

Metrics and targets

From 2022, the UNISOL Group has been working to ascertain the greenhouse gas emissions in our business activities (Scope 1 and 2) and the greenhouse gas emissions that are in our supply chain, including the procurement of raw materials and the use of products which are sold (Scope 3).

The following table shows our actual results and target values for Scope 1 and 2 emissions. Our targets, based on 2022 as the base year and 2030 as the target year, align with the reduction levels recommended by the SBTi* (aiming for a 42.4% reduction from 2022 levels by 2030).

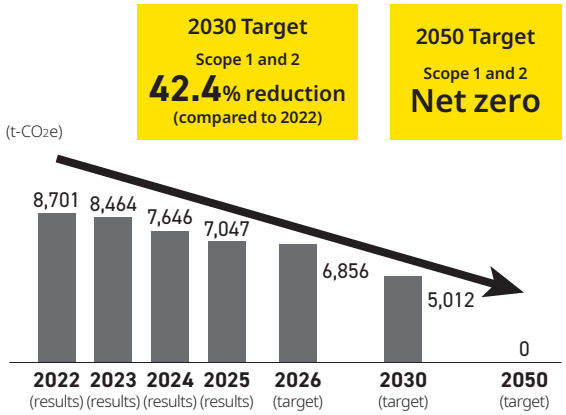
We plan to gradually expand Scope 3 emissions disclosure beyond Category 1 to include additional categories. In parallel with disclosure efforts, we are committed to reducing emissions by developing, identifying, and offering high-performance, eco-friendly products and services.

* Science Based Targets initiative: An international initiative that certifies corporate greenhouse gas reduction targets based on scientific evidence.

Greenhouse gas emissions (Scope 1, 2, and 3) —results and targets

(t-CO_2e)

	2022 (results)	2023 (results)	2024 (results)	2025 (results)	2026 (target)	2030 (target)	2050 (target)
Total Scope 1 & 2	8,701	8,464	7,646	7,047	6,856	5,012	Net zero
Scope 1	5,241	5,169	4,996	4,878	—	—	—
Scope 2	3,460	3,295	2,650	2,169	—	—	—
Scope 3 Category 1	—	590,227	596,936	553,349	—	—	—



Notes: 1. Figures for Scope 1 and 2 cover UNISOL Holdings Corporation and its consolidated subsidiaries in Japan and overseas (as of December 2025).
2. For Scope 3 Category 1, emissions are calculated by multiplying the amount (excluding tax) spent on purchased products and services by the emission factor based on the industry input-output table ("GLIO: 2005 Table") published in the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain ver 3.5," and then adding 5% consumption tax from 2005. Future changes to references and calculation methodologies due to revised laws and regulations may affect our reported greenhouse gas emissions.
3. Scope 3 Category 1 emissions aggregation and calculation for FY2023, covers UNISOL Holdings Corporation and its direct subsidiaries: UNISOL Corporation, Furusato Industries, Ltd., Maruka Corporation, and Security Design, Inc.
4. Scope 3 Category 1 emissions aggregation and calculation for FY2024 and FY2025 covers UNISOL Holdings Corporation and all domestic consolidated subsidiaries as of December 2025.

In focus

UNISOL L. C. OSAKA

UNISOL L. C. OSAKA is an environmentally friendly logistics facility that serves as the Kansai hub for UNISOL Corporation and Furusato Industries. Solar panels installed on the roof generate enough electricity to cover all power consumption in the office building, and the facility has achieved ZEB* certification.

In FY2025, solar power generated 128.9 MWh, representing avoided emissions of 53.6 t-CO_2e.



* ZEB = Net zero energy building

The Certification Test for Environmental Specialists (Eco Test*)

We encourage employees to take the Certification Test for Environmental Specialists (Eco Test) to deepen their understanding of environmental issues.

In the three years since the initiative began in FY2023, the number of employees who have passed the exam has grown to 631. We will continue to provide environmental education based on our belief that acquiring broad and systematic knowledge fosters awareness of environmental issues in daily life and forms a foundation for promoting environmental initiatives.

* The Certification Test for Environmental Specialists (Eco Test) is a registered trademark of the Tokyo Chamber of Commerce and Industry

Satoyama conservation work

An approximately 1.6-hectare corner of forest in Hyogo Prefectural *Takarazuka Nishitaninomori* Park has been designated as *UNISOL no Mori*. There, our volunteers clear broad-leaved evergreens, set up "bug hotels" that will provide habitats for insects, build paths for pleasant strolls through the forest, and more. Through these activities, we not only contribute to maintaining the balance of the region's ecosystems, but also aim to raise our employees' environmental awareness.

Satoyama conservation work:
the *UNISOL no Sato* Project (Only in Japanese)
https://www2.unisol-gr.com/satoyama/

Social

Supply chain management

Core concept

The UNISOL Group has established a Sustainable Procurement Policy and is committed to sustainable sourcing. We proactively engage in dialogue with companies throughout our supply chain to maintain and improve a system that allows us to consistently meet societal expectations across the entire supply chain.

We ask the Group's key suppliers to conduct self-assessment questionnaire to evaluate their sustainability practices. The first questionnaire was conducted in FY2023, followed by a second in FY2025. The latest questionnaire aimed to deepen understanding of our Sustainable Procurement Policy among partner companies by requiring them to reaffirm the policy. The questionnaire also sought a more detailed understanding of their specific initiatives, including the status of greenhouse gas emissions calculations and working conditions.

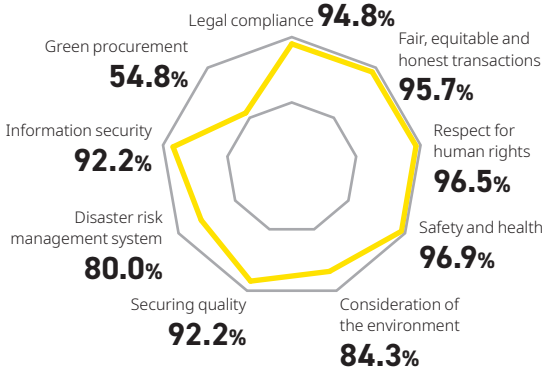
The ongoing research over two years have promoted awareness and understanding of our policies and clarified key priorities for the future. We will continue to deepen our dialogue and collaboration with our partner companies to fulfill our social responsibilities across the entire supply chain.

Sustainable Procurement Policy

Legal compliance	We comply with the laws and social norms that apply in the countries and regions where our business activities are conducted.
Fair, equitable and honest transactions	When conducting transactions, we seek suppliers from around the world and provide fair and equitable trading opportunities based on transactions through free competition.
Respect for human rights	Based on a spirit of respect for human rights, we will eliminate forced labor, child labor, harassment, and all forms of discrimination from the entire supply chain.
Securing safety and health	We strive to improve the working environment and maintain and improve safety and health in the countries and regions where we operate.
Consideration of the environment	In the promotion of our business activities, we will work to reduce our environmental impact, use resources efficiently, and prevent pollution.
Securing quality	We will provide products and services on an ongoing basis, ensuring and striving to further improve upon the safety and quality that is required of them.
Building a disaster risk management system	We will strive to develop a risk management system in preparation for emergencies such as large-scale disasters, allowing us to continue our business activities in such an event.
Securing information security	We will thoroughly manage and protect personal information, confidential information, customer information, etc., and prevent unauthorized or improper use, disclosure, and breaches.
Promotion of green procurement	We will strive to procure goods and services that have a low environmental impact and take into consideration the various environmental impacts in the life cycle of products and services.

Key supplier questionnaire results (implemented in FY2025)

	2023	2025
Number of responders	93/159 companies	115/237 companies
Response rate	58.5%	48.5%
Transaction value coverage ratio	29.8%	34.0%
Questionnaire content	Confirmation of whether responsible departments and implementation plans are in place for each item within our procurement policy	Assess the status of organizational development following the procurement policy, and understand the actual status of specific activities



Note: Percentage of respondents who indicated the existence of responsible departments or policies for each item

Our philosophy and system for promoting human rights

The UNISOL Group conducts its business activities in a spirit of respect for all human rights, including those of our business partners, officers, and employees. In accordance with the Human Rights Policy established in November 2024, we uphold a clear stance on respect for human rights and continue to implement related measures.

Under the human rights framework established by the Sustainability Committee, the Compliance Committee and other committees and departments are required to uphold international human rights standards and comply with all applicable laws and regulations in the countries and regions where we operate. In cases where internationally recognized human rights conflict with local laws and regulations, we explore appropriate measures to act with the greatest possible respect for international human rights standards.

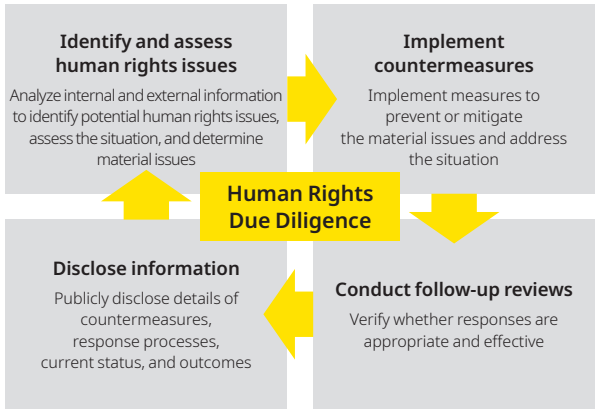
In addition, we encourage our suppliers and other business partners to understand and support our Human Rights Policy so that our commitment to respecting human rights extends across the entire supply chain.

Human rights due diligence

In accordance with the UN Guiding Principles on Business and Human Rights, the UNISOL Group launched its human rights due diligence (HRDD) process in FY2025. This initiative aims to make our Human Rights Policy effective by identifying, preventing, and mitigating adverse human rights impacts within our business activities.

As the first step in FY2025, we focused on identifying salient human rights themes to assess human rights impacts and risks across the entire Group and its value chain. In implementing HRDD, we are supported by third-party organizations: Tokio Marine dR Co., Ltd. and Caux Round Table Japan (CRT Japan).

Human Rights Due Diligence Process



Identification of salient human rights themes (Risk assessment)

The UNISOL Group organized and analyzed information based on external/third-party perspectives gathered through hearing sheets and desktop research, as well as internal perspectives from employee workshop discussions. The salient human rights themes were identified through the specialized analysis of third-party organizations, incorporating the inputs from the research and the workshop.

Salient human rights themes

Procurement	• Responsible mineral procurement (conflict minerals) • Deterioration of working environments at business partners (suppliers) due to unreasonable demands, such as short-lead-time orders • Working environments at domestic and international business partners (suppliers)
Manufacturing	• Management of the working environment for our employees (long working hours, working on holidays, and occupational safety and health) • Consideration for foreign workers within our company *Includes partner companies working at our business sites
Logistics	• Working environment in logistics operations (addressing labor shortages caused by stricter overtime regulations for drivers, etc.)
Sales	• Working environments at domestic and international business partners (sales partners) • Multilingual support (providing product instruction manuals in multiple languages, etc.) • Improper business practices
Product Use	• Misuse of products by end users for purposes other than intended
Disposal	• Improper disposal of products (IT equipment, etc.)
Others	• Harassment (power harassment, sexual harassment, customer harassment, etc.) • Improper handling of information and leakage of personal information

Furthermore, based on the following three factors, we evaluated which of the salient human rights themes identified in the risk assessment should be prioritized:

- High importance from third-party perspectives
- Current management status (related to the likelihood of occurrence)
- High potential for direct impact and approach through direct dialogue

As a result, we identified “Management of the working environment for our employees” and “Consideration for foreign workers within our company” as priority themes. We will take steps to ensure thorough awareness and understanding of our current initiatives and to conduct impact assessments for each human rights issue.

Employee stock incentive program

As part of our human capital investment efforts to enhance the long-term corporate value of the UNISOL Group, we have introduced a stock incentive program. This provides employees with incentives to improve corporate value and fosters a sense of ownership in management.

This program utilizes a mechanism known as an employee stock ownership plan (ESOP) trust.* The ESOP trust acquires shares of our company and distributes them to employees who meet certain requirements, as outlined in our predetermined stock granting regulations. As our company fully funds the acquisition of our shares by the Trust, there is no financial burden on employees.

* An ESOP trust is an employee incentive plan modeled after the ESOP system in the United States.

Co-creation with stakeholders

Professional sports sponsorships

The UNISOL Group is committed to sponsorships as part of its social contribution activities based on its desire to "contribute to society through sports."

The UNISOL Group is the official top sponsor of the Astemo Rivale Ibaraki team in the DAIDO LIFE SV.LEAGUE WOMEN. The "S" in the SV.LEAGUE represents the core principles of "Strong, Spread and Society." We share the team's commitment to contributing to local communities through volleyball and look forward to continuing our partnership.

We are also an official partner of the Kobelco Kobe Steelers team in the Japan Rugby League One. Through these sponsorships, we seek to play an ongoing role in fostering thriving local communities.

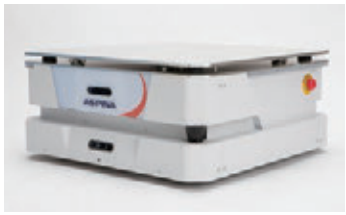
Astemo Rivale Ibaraki

Kobelco Kobe Steelers

© KOBE STEEL, LTD.

Donations

As part of our efforts to help cultivate the next generation of talent that will contribute toward realizing the sustainability of the manufacturing industry, in order to enable the institutions that undertake the education and cultivation of human talent that will play an important role in manufacturing in the future to utilize machinery that is currently in use in manufacturing facilities, in FY2025, we donated one of the autonomous mobile robots (AMRs) for which the UNISOL Group acts as distributor to the National Institute of Technology (KOSEN), Akashi College.





Donated item: Autonomous transport robot developed by Shinano Kenshi Co., Ltd., provided through the IoT Solutions Segment
Aspina AMR

University relations

We actively sponsor university sports activities to foster the next generation of leaders and revitalize local communities through sports.

We support students striving for excellence in both athletics and academics by backing their sporting activities and engaging with them to help shape their career aspirations. We seek to build various types of partnerships based on our belief that supporting their passion is an investment in developing the future professionals who will help build a sustainable society.

Recipients

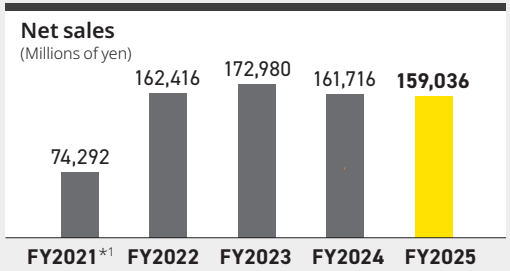
- Kindai University Athletic Association Basketball Club
- Seinan Gakuin University Soccer Club
- The University of Kitakyushu Baseball Club

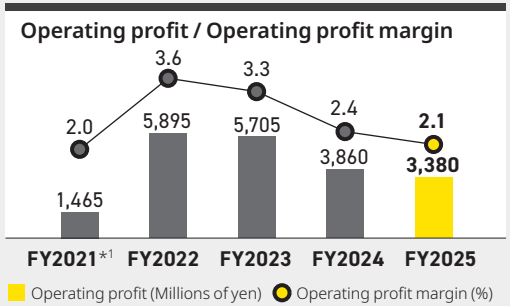
Financial statements

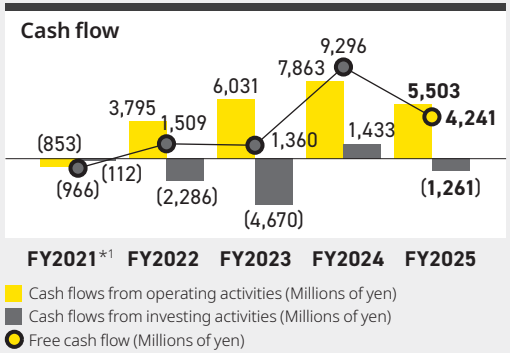
Key financial and non-financial data

		FY2021*1	FY2022	FY2023	FY2024	FY2025
Business performance						
Net sales	Millions of yen	74,292	162,416	172,980	161,716	**159,036**
Operating profit	Millions of yen	1,465	5,895	5,705	3,860	**3,380**
Operating profit margin	%	2.0	3.6	3.3	2.4	**2.1**
Profit attributable to owners of parent	Millions of yen	1,037	4,531	4,698	4,613	**1,906**
Financial status						
Total assets	Millions of yen	108,594	122,914	120,342	120,821	**117,020**
Equity*2	Millions of yen	66,680	71,328	71,838	72,339	**72,686**
Equity-to-asset ratio	%	61.4	58.0	59.7	59.9	**62.1**
Cash flow						
Cash flows from operating activities	Millions of yen	(853)	3,795	6,031	7,863	**5,503**
Cash flows from investing activities	Millions of yen	(112)	(2,286)	(4,670)	1,433	**(1,261)**
Free cash flow*3	Millions of yen	(966)	1,509	1,360	9,296	**4,241**
Per share information						
Basic earnings per share	yen	67.11	178.91	188.26	190.77	**79.84**
Net assets per share	yen	2,632.94	2,816.21	2,945.65	3,008.84	**3,023.08**
Management indicators						
Return on equity (ROE)*4	%	—	6.6	6.6	6.4	**2.6**
Return on invested capital (ROIC)*4	%	—	5.9	5.7	3.8	**3.3**
Dividend payout ratio	%	21.6	63.2	35.1	56.1	**126.5**
Non-financial data						
Number of consolidated subsidiaries	Companies	20	20	21	21	**23**
Number of employees at end of year	Employees	1,972	1,951	2,005	2,010	**1,966**
CO_2 emissions (Scope 1)*5	t-CO_2e	—	5,241	5,169	4,996	**4,878**
CO_2 emissions (Scope 2)*5	t-CO_2e	—	3,460	3,295	2,650	**2,169**

*1 Due to our business integration in October 2021, results for fiscal year ended December 31, 2021 are the consolidated business results of Furusato Industries, Ltd. for April to December 2021 (nine months) and Maruka Corporation's consolidated business results for December 2021 (one month).
*2 Calculated by deducting "stock acquisition rights" and "minority interests" from the total "net assets" in the balance sheet
*3 Calculated by combining "cash flows from operating activities" and "cash flows from investing activities" in the Statement of Cash Flows.
*4 ROE and ROIC for the fiscal year ended December 31, 2021 are not shown because the calculation results deviate from the actual results due to the reasons in *1
*5 Calculated based on the scope of consolidation as of the end of December 31, 2025. Emissions from subsidiaries newly included in the scope of consolidation through business combinations or other factors have been retroactively incorporated beginning in January 2022.







Company information

Corporate profile

Company name*	UNISOL Holdings Corporation (Former name: MARUKA FURUSATO Corporation)
Chairperson and Representative Director	Kunihiko Iida
President and Representative Director	Ryohei Furusato
Established	October 1, 2021
Businesses	Formulation and implementation of Group management strategies, management of Group companies, and related operations
Number of employees	Non-consolidated: 51 (as of December 31, 2025) Group total: 1,966 (as of December 31, 2025)
Paid-in capital	¥5 billion
Fiscal year	January 1 to December 31

* Trade name changed January 1, 2026

External evaluations

CDP Change Report 2025	Acquired a B score* in the CDP Change Report 2025 (December 2025) * CDP scores are evaluated in eight levels (A, A-, B, B-, C, C-, D, D-)
2025 All Japanese Listed Companies Website Quality Ranking	Selected for the first time as an Outstanding Website in the Overall Category of Nikko Investor Relations 2025 All Japanese Listed Companies Website Quality Ranking (December 2025)
KENKO Investment for Health 2026	Certified as an Outstanding Organization of 2026 KENKO Investment for Health Program (Large Enterprise Category) by the Ministry of Economy, Trade and Industry (March 2026)

Consolidated subsidiaries (as of March 31, 2026)

Machinery & Tools Segment	UNISOL Corporation* ArPlus Corporation Kan Manufactory Co., Ltd. Kitakyu Machine and Tools Co., Ltd. Gifu Shoji Co., Ltd. Sonoruka Engineering Co., Ltd. TS Precision Co., Ltd. Maruka Trading Shanghai Co., Ltd. Maruka Trading Guangzhou Co., Ltd. Maruka Machinery (Thailand) Co., Ltd. MT Food Systems Co., Ltd. PT. Maruka Indonesia PT. Unique Solutions Indonesia Maruka (M) Sdn. Bhd. Maruka Vietnam Co., Ltd. Maruka U.S.A. Inc. Industrial Tool, Inc. Maruka Mexico S.A. de C.V.
Construction Products Segment	Furusato Industries, Ltd.
Construction Machinery Segment	Maruka Corporation Japan Rental Co., Ltd.
IoT Solutions Segment	Security Design, Inc.
Other Companies	UNISOL Business Partners Corporation

* Effective January 1, 2026, we completed an absorption merger of G-net Corporation with the Maruka Corporation serving as the surviving company. Effective the same date, Maruka Corporation changed its trade name to UNISOL Corporation.

Stock information

Stock status (as of December 31, 2025)

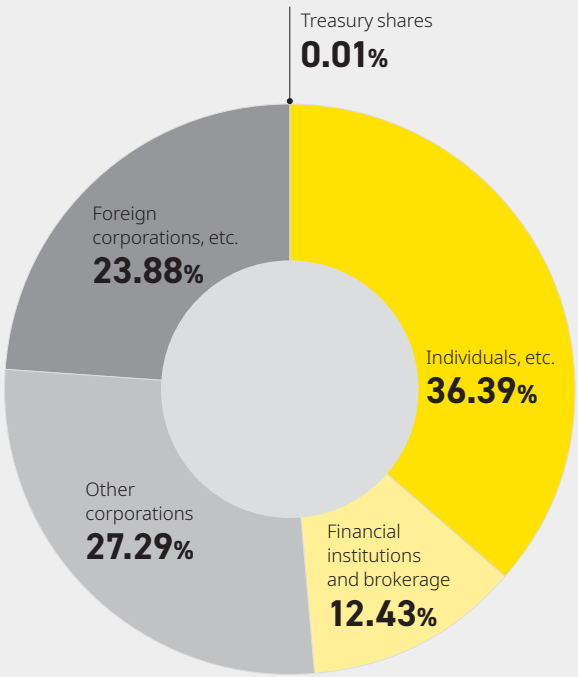
Number of shares authorized	100,000,000 shares
Number of shares issued	24,298,313 shares
Number of shareholders	17,159

Major Shareholders (Top 10) (as of December 31, 2025)

Name of shareholder	Shares held	Shareholding ratio*1 (%)
FRT, Ltd.	3,200,717	13.17
THE SFP VALUE REALIZATION MASTER FUND LTD.	2,922,600	12.03
The Master Trust Bank of Japan, Ltd. (Other trust account)*2	1,318,700	5.43
JP MORGAN CHASE BANK 385642	747,667	3.08
MARUKA FURUSATO Group Employee Stock ownership plan	678,353	2.79
Nippon Life Insurance Company	496,640	2.04
SINOPACSEC	400,000	1.65
Shinsho Corporation	386,800	1.59
Hanwa Co., Ltd.	360,770	1.48
The Master Trust Bank of Japan, Ltd. (Investment trust account)*2	359,000	1.48

*1. The shareholding ratio is calculated after the deduction of treasury shares (1,943).
*2. Of the shares held by The Master Trust Bank of Japan, Ltd. (Trust account), 1,318,000 shares are held in other trusts, 359,000 shares in investment trusts, and 36,000 shares in pension trusts, for a total of 1,713,000 shares.

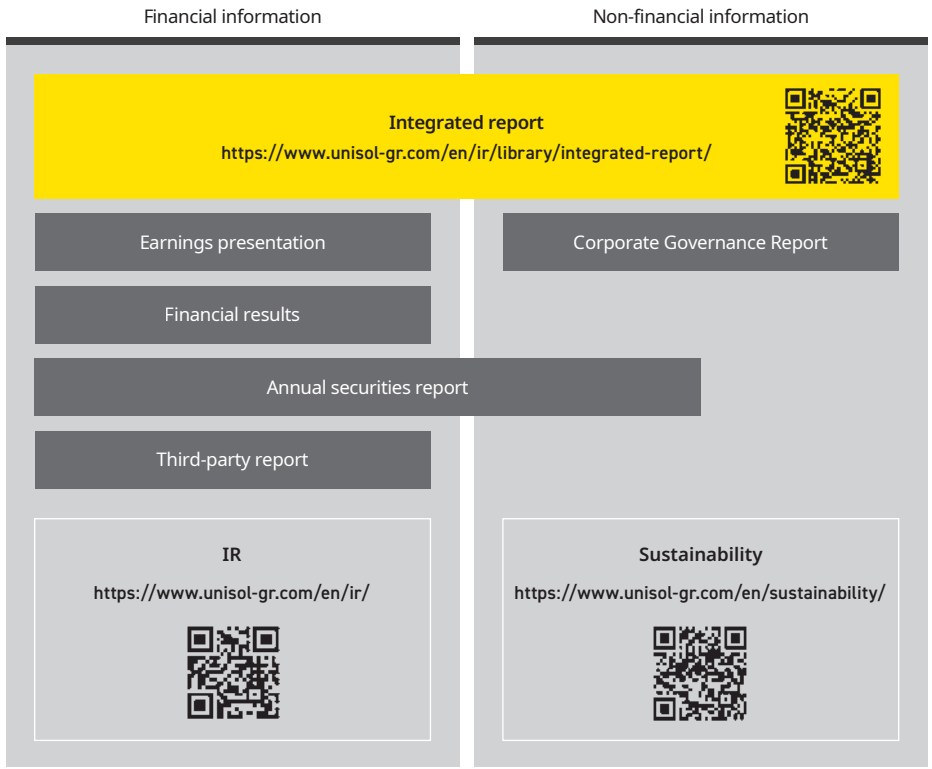
Share distribution by shareholder (as of December 31, 2025)



Share price



Disclosure system



UNISOL

https://www.unisol-gr.com/en/

Contact

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