Presentation Materials of Financial Results FY2025 (July 1, 2025-June 30, 2026)

MAEDAKOSEN CO., LTD.

Prime Market, Tokyo Stock Exchange

Stock code: 7821

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1 Financial Summary of the Fiscal Year Ended June 30, 2026

Overview of financial results

- For the third year of the medium-term business plan GLOBAL VISION ∞ "PART II," although at the beginning of the period, an increase in sales and a decrease in profit was planned, record high performance was achieved for all items.

  Causes: 1. Contribution to performance from two M&A deals in the previous term
  2. Progress of yen depreciation in foreign exchange
  3. Development of measures in response to changes in the external environment
  4. Adoption of sales management system, etc.

- In each Group company, we thoroughly implemented "review of sales prices" and "strengthening of the purchasing department for stable procurement of raw materials" in anticipation of soaring raw material and fuel prices.

- As part of shareholder return measures, we anticipate an increase in the year-end dividend. (From ¥28 to ¥30 per share annually)

(millions of yen)

Financial Highlights

Record high

Net Sales

71,389

Achievement rate
105.8%

Record high

Gross profit

26,541

Year on year changes
+ 11.6 %

Record high

Operating profit

12,033

Achievement rate
109.4 %

Record high

EBITDA

15,737

Achievement rate
107.1 %

Record high

Ordinary profit

12,892

Achievement rate
117.2 %

Record high

Profit attributable to owners of parent

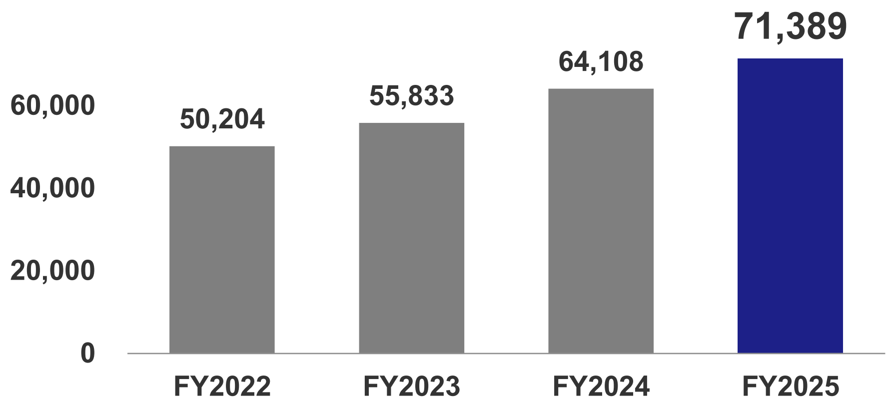
9,571

Achievement rate
125.9 %

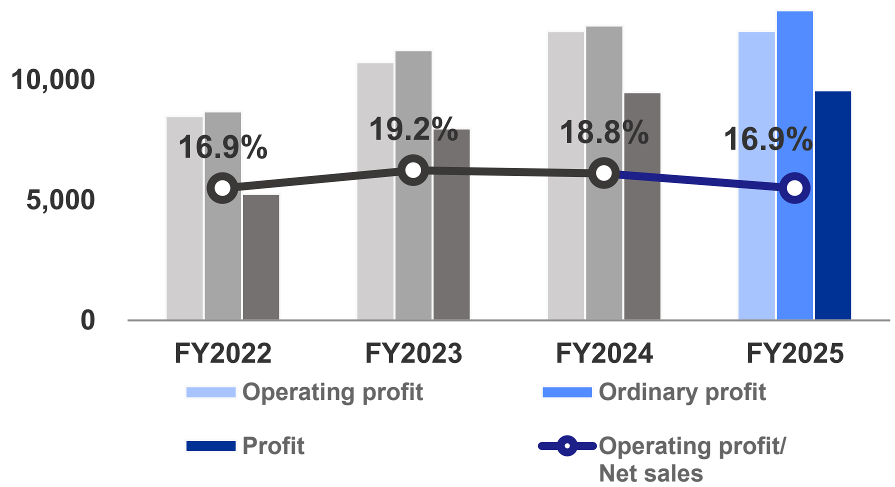
Consolidated Summary

(millions of yen)

Net Sales



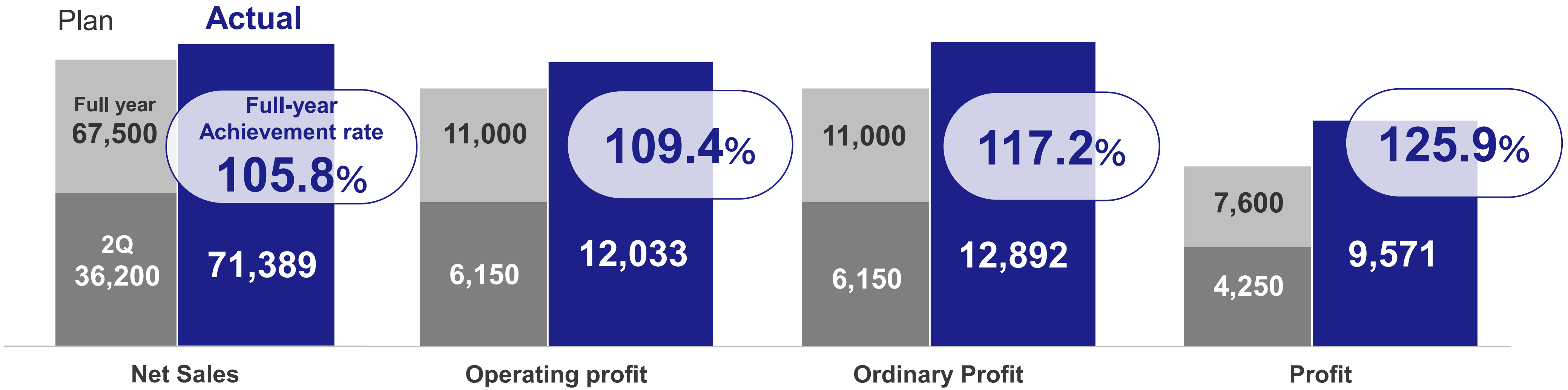
Profit



	FY2024		FY2025		
	Actual	Sales ratio	Actual	Sales ratio	Year on year changes
Net Sales	64,108	－	71,389	－	11.4 %
Operating profit	12,026	18.8 %	12,033	16.9 %	0.1 %
EBITDA	15,515	24.2 %	15,737	22.0 %	1.4 %
Depreciation	3,489	5.4 %	3,703	5.2 %	6.1 %
Ordinary profit	12,259	19.1 %	12,892	18.1 %	5.2 %
Profit attributable to owners of parent	9,489	14.8 %	9,571	13.4 %	0.9 %

(millions of yen)

Comparison between Plan and Results

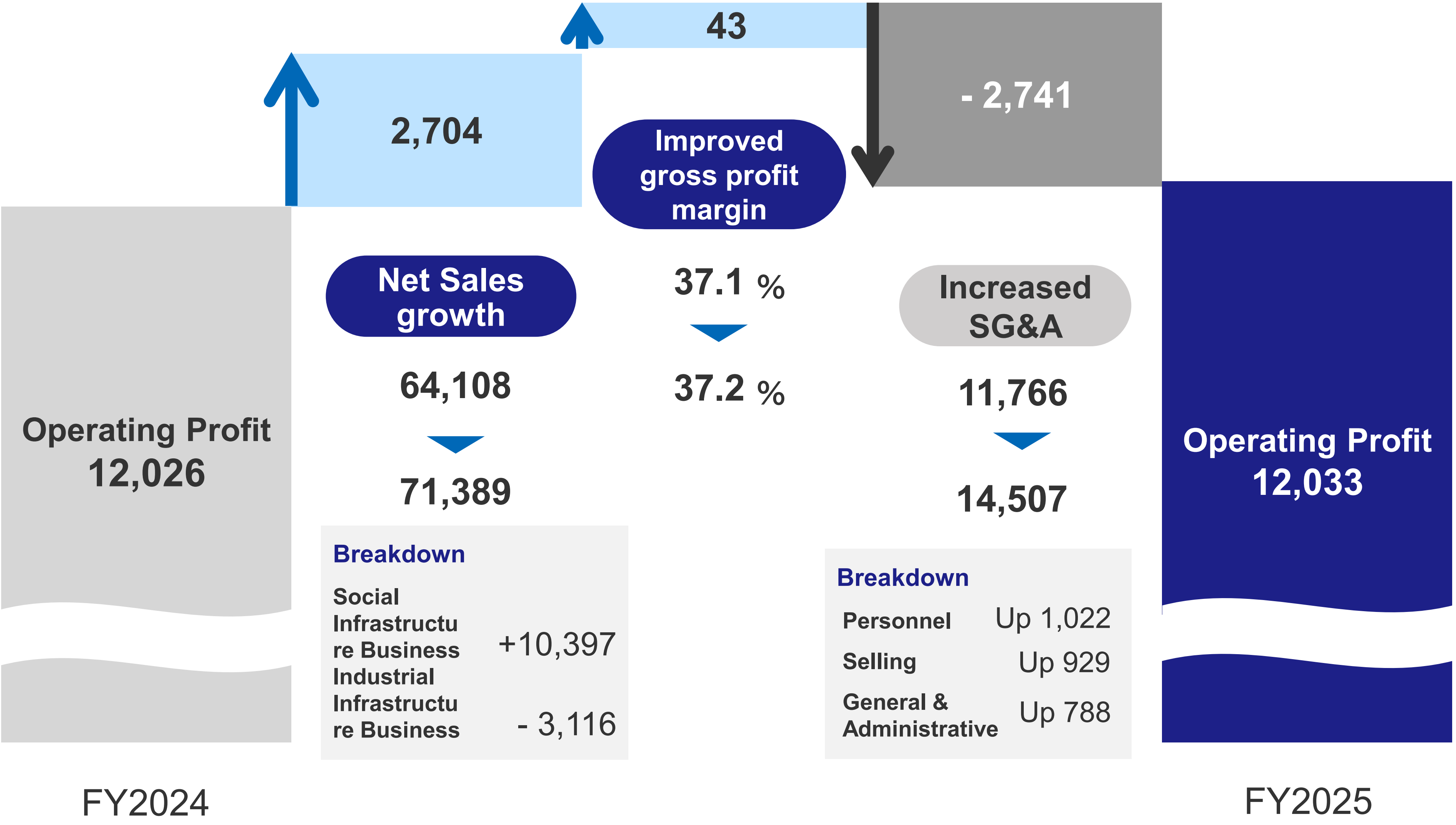


FY2025	Actual	Full year(Planned)	
		Amount	Achivement rate
Net Sales	71,389	67,500	105.8 %
Operating profit	12,033	11,000	109.4 %
EBITDA *	15,737	14,700	107.1 %
Ordinary profit	12,892	11,000	117.2 %
Profit attributable to owners of parent	9,571	7,600	125.9 %

Note : EBITDA=Operating profit + Depreciation + Amortization of goodwill

Analysis of Changes in Operating Profit

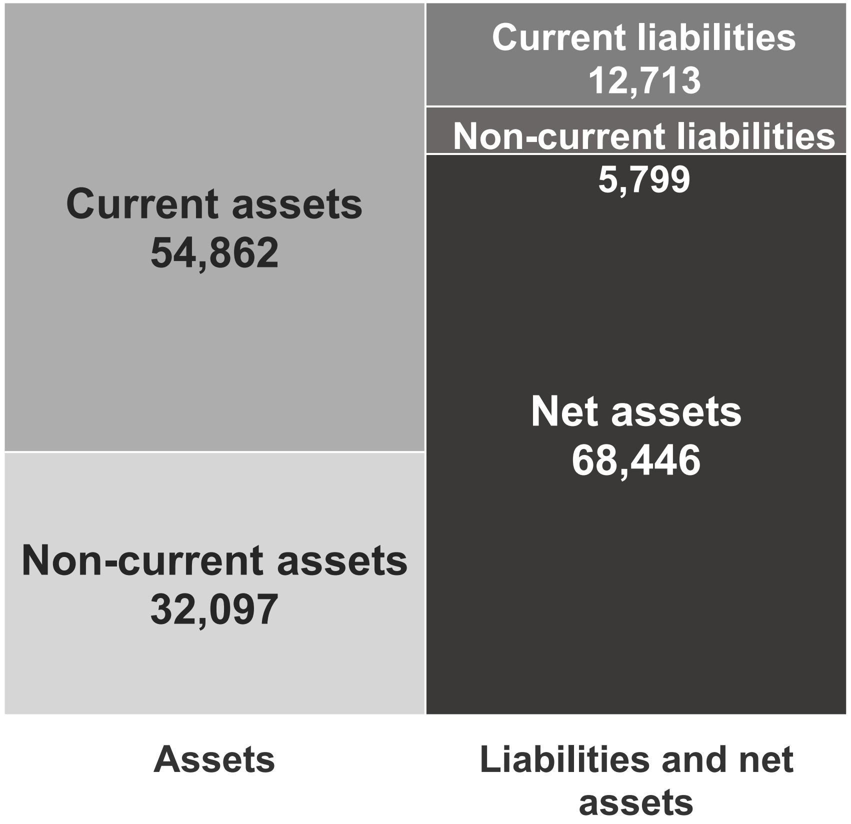
(millions of yen)



Financial Position

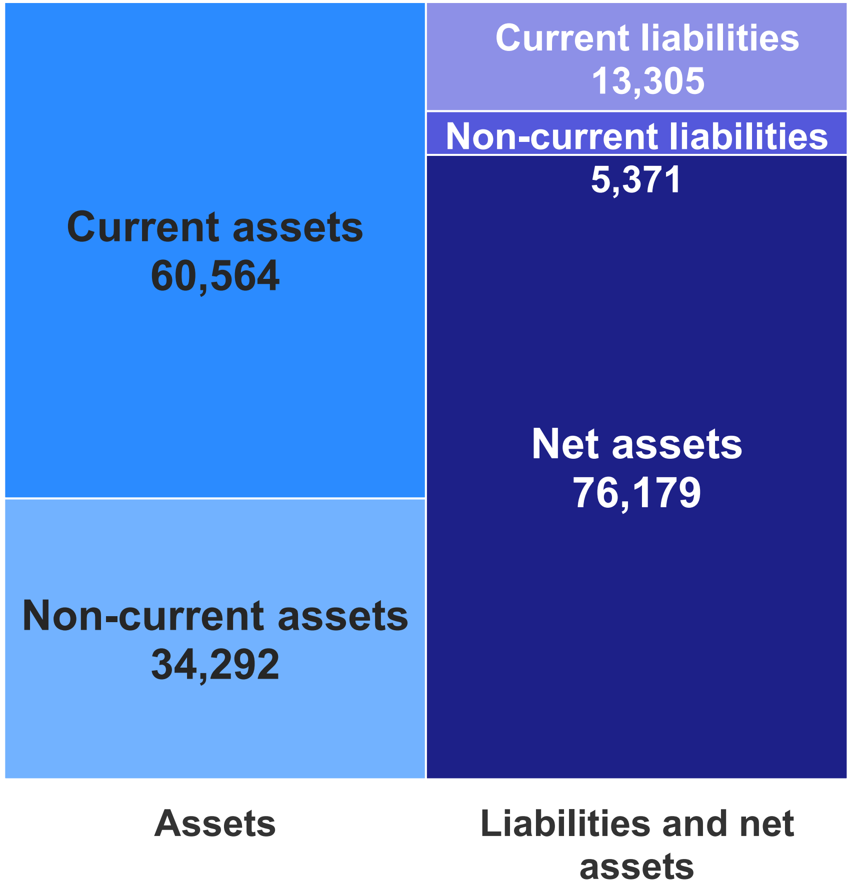
(millions of yen)

Total assets 86,959



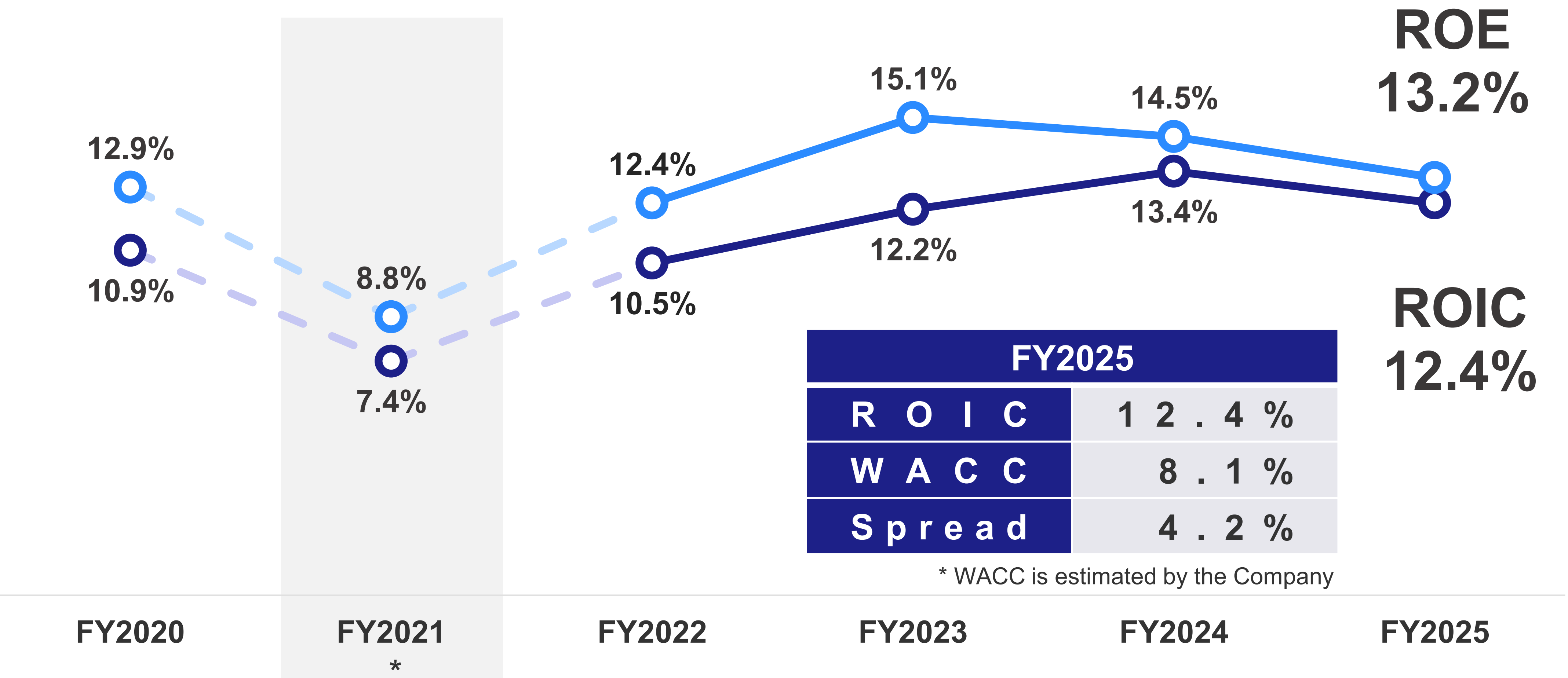
As of June 30, 2025

Total assets 94,856



As of June 30, 2026

Key Indicators – ROE and ROIC



FY2025	
ROIC	12.4%
WACC	8.1%
Spread	4.2%

* WACC is estimated by the Company

Note: Since it was a transitional period for the change in the accounting period, the fiscal year ended June 2022 was 9 months and 10 days, from September 21, 2021 to June 30, 2022.

2 Financial Summary by Segment

(millions of yen)

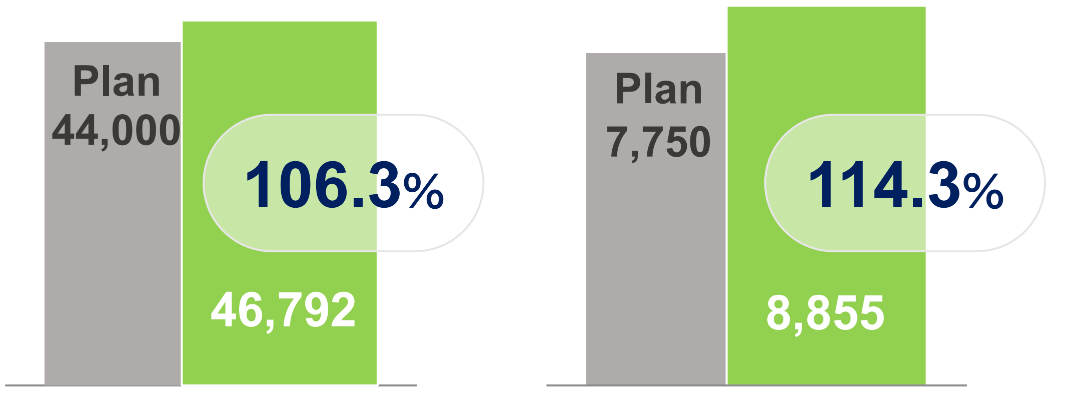
Summary of Financial Results by Segment

	FY2024			FY2025			
	Actual	Operating profit margin	weight	Actual	Operating profit margin	weight	Year on year changes
Net Sales							
Social Infrastructure Business	36,395		56.8 %	46,792		65.5 %	28.6 %
Industrial Infrastructure Business	27,713		43.2 %	24,596		34.5 %	- 11.2 %
Total	64,108		100.0 %	71,389		100.0 %	11.4 %
Operating profits							
Social Infrastructure Business	7,355	20.2 %	55.0 %	8,855	18.9 %	65.3 %	20.4 %
Industrial Infrastructure Business	6,010	21.7 %	45.0 %	4,704	19.1 %	34.7 %	- 21.7 %
Subtotal	13,365	–	100.0 %	13,559	–	100.0 %	1.5 %
Common	- 1,339	–	–	- 1,526	–	–	–
Total	12,026	18.8 %	–	12,033	16.9 %	–	0.1 %

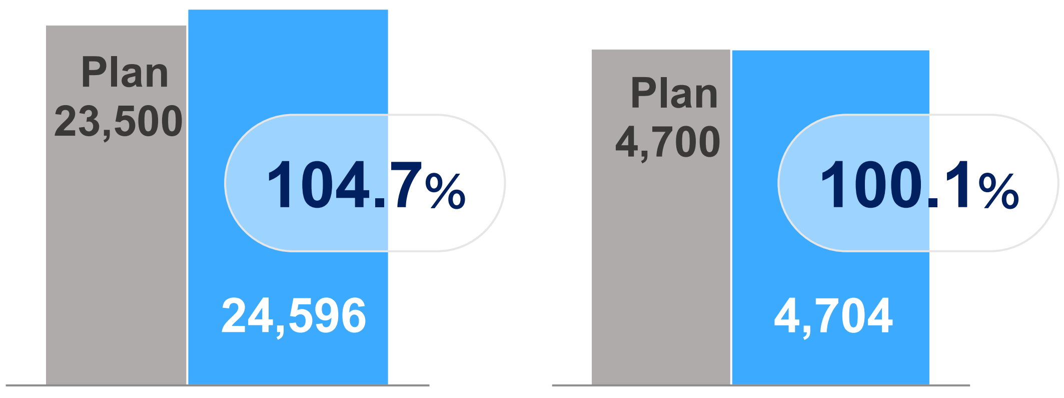
Achievement Rate against Plan by Segment

(millions of yen)

Social Infrastructure Business



Industrial Infrastructure Business

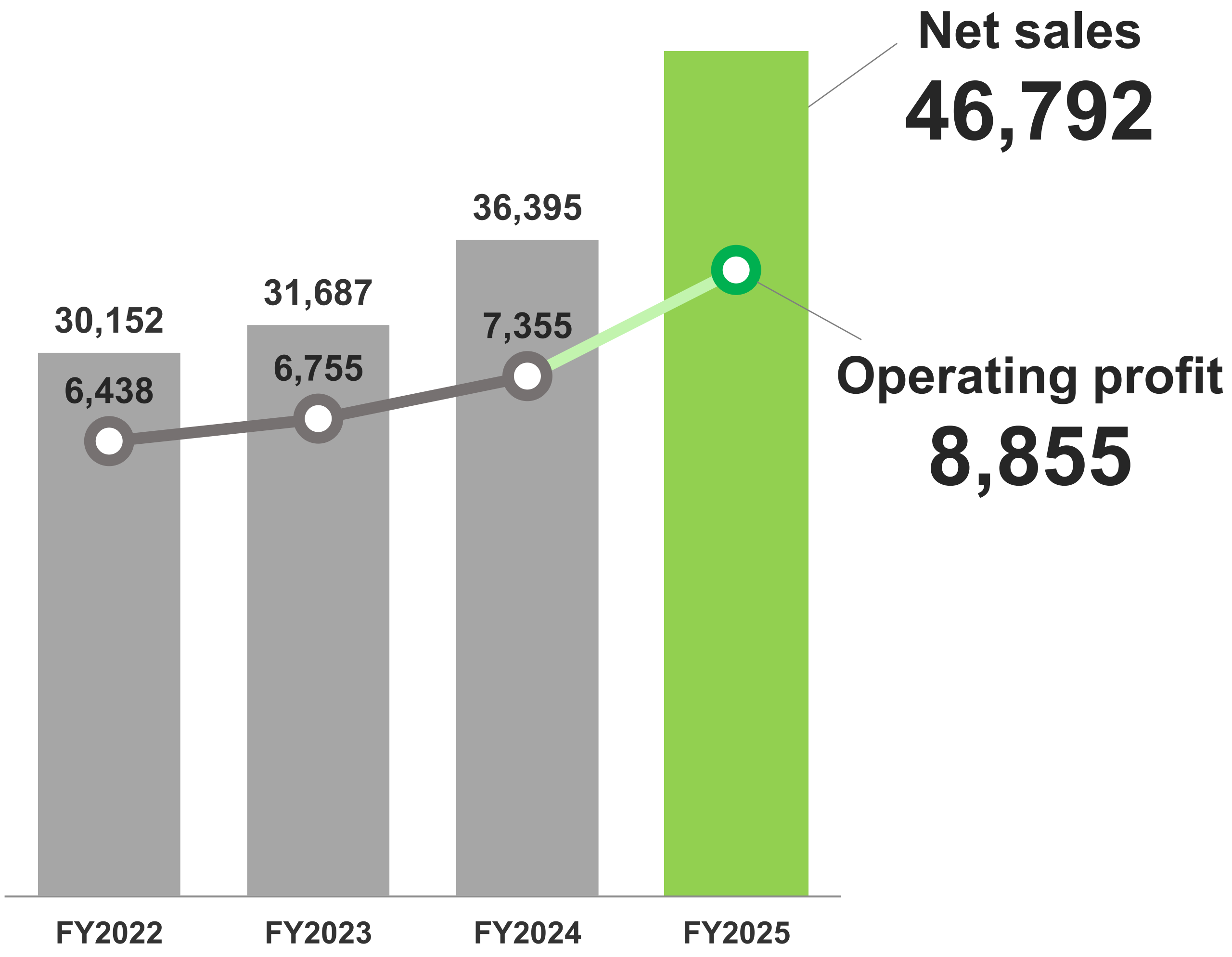


FY2025

	Net sales			Operating profit		
	Actual	Plan		Actual	Plan	
		Amount	Achievement rate		Amount	Achievement rate
Social Infrastructure Business	46,792	44,000	106.3 %	8,855	7,750	114.3 %
Industrial Infrastructure Business	24,596	23,500	104.7 %	4,704	4,700	100.1 %
Common				- 1,526	- 1,450	—
Total	71,389	67,500	105.8 %	12,033	11,000	109.4 %

Segment Performance – Social Infrastructure Business

(millions of yen)



Positive Factors

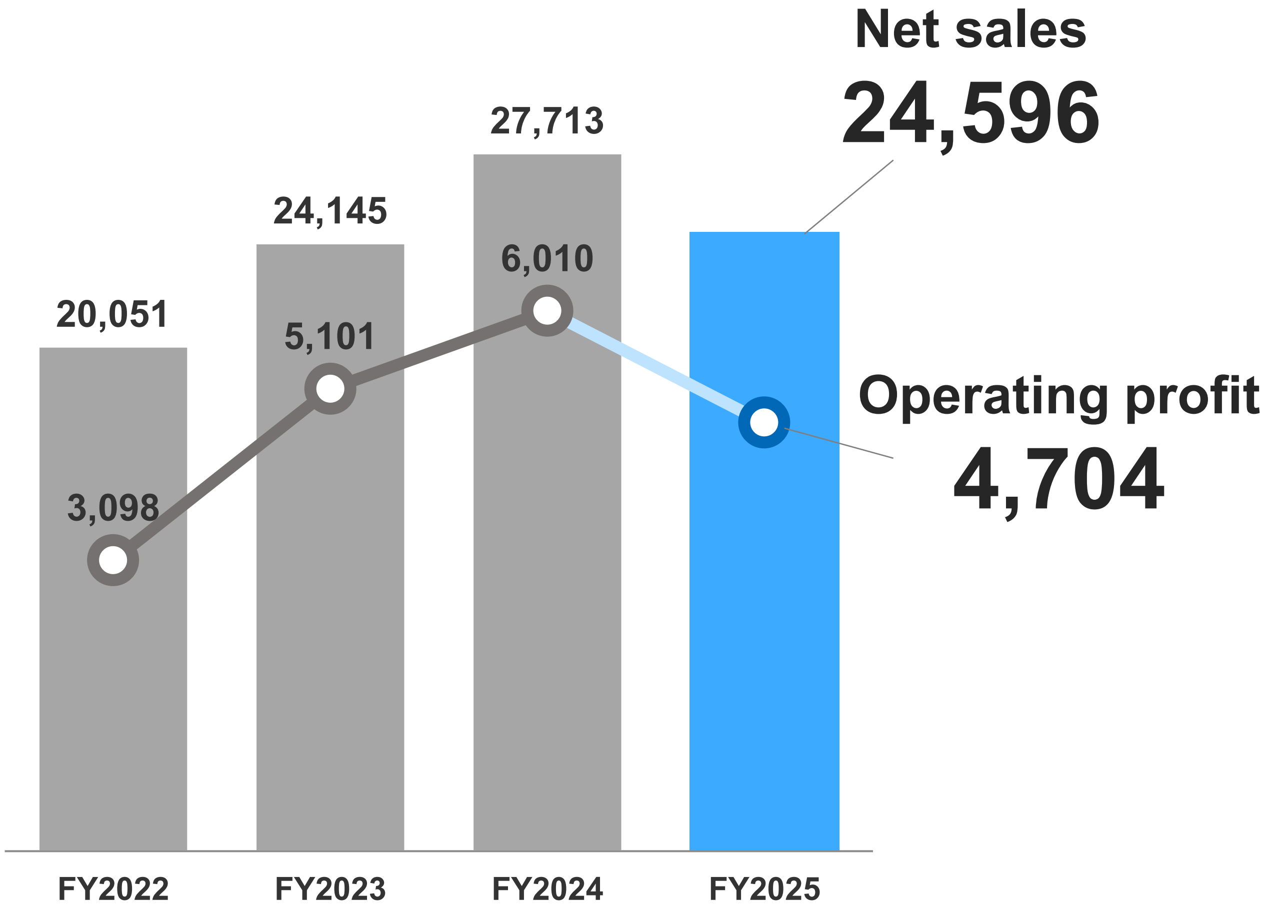
- All product areas in the mainstay civil engineering materials business out-performed the plan. National resilience-related and defense-related businesses in particular had large projects and grew steadily.
- The subsidiaries also experienced strong performance, particularly Maedakosen Industrial Products Co., Ltd. and MIRAI no AGRI CO., LTD.
- Pricing Review, designed to counter the uncertain outlook in the Middle East were broadly applied.

Negative Factors

- The non-woven fabric business and the subsidiary Kushiro Highmeal Co., Ltd. performed below the initial plan. Among these, Kushiro Highmeal Co., Ltd. was significantly impacted by decline in the selling price of fishmeal, the company's core product.

Segment Performance – Industrial Infrastructure Business

(millions of yen)



Positive Factors

- The BBS business (consolidated) performed well, with BBS Japan's strong domestic and overseas OEM sales causing sales and profit to exceed the initial plan.
- New capital investment (new coating line) is now completed. We aim to improve productivity since entering full capacity in November.
- As for MIRAI KOSEN CO., LTD., record-high performance was achieved due to strong sales of wiping cloths for semiconductors. We will continue to achieve growth going forward through the development and commercialization of new products.

Negative Factors

- Both the sales and profit of BBS Germany is significantly lower compared to the previous term, as initially expected, but there is anticipation for recovery in the next fiscal year onwards.

3 Forecast of Consolidated Financial Results for the Fiscal Year Ending June 30, 2027

Forecast for the FY2026

- **As the final year of the medium-term management plan Global Vision ∞ "PART II," we aim to achieve results that exceed the initial numerical targets and connect them to the next medium-term management plan.**

- **We will implement business development (including M&A strategies) aligned with new demands in Japan's "Regional Future Strategy, " such as "infrastructure development and disaster prevention," "defense-related businesses," "semiconductors," and "GX," aiming to expand our business operations with accompanying profit margins.**

- **To counter the soaring raw material and fuel prices due to the uncertainty in the Middle East situation, we will implement 1) appropriate pricing and 2) strengthening of purchasing power across the entire group.**

Embedding the New Sales Management Structure

Key Points for Embedding the Group-wide Sales lead management

1

“Visualization” of future projects

From **Past Results** to **Future Forecasts**

2

All sales leads are open within the company

Targeting **Annual Growth of 5% or More**

3

Successfully capitalizing on sales leads

Driving Strategic Actions for Future Growth

A Virtuous Cycle Takes Hold

4

Accumulating sales leads

Steadily Achieve Short- and Long-term Sales Targets

Expected Benefits	• **Shifting Beyond Short-term Sales Focus** • **Promoting the Evolution of Sales Toward Future Value Creation**

Impact of the Middle East Situation

Factors of Concern

Expansion of uncertainty and increase in geopolitical risks

Specific Responses

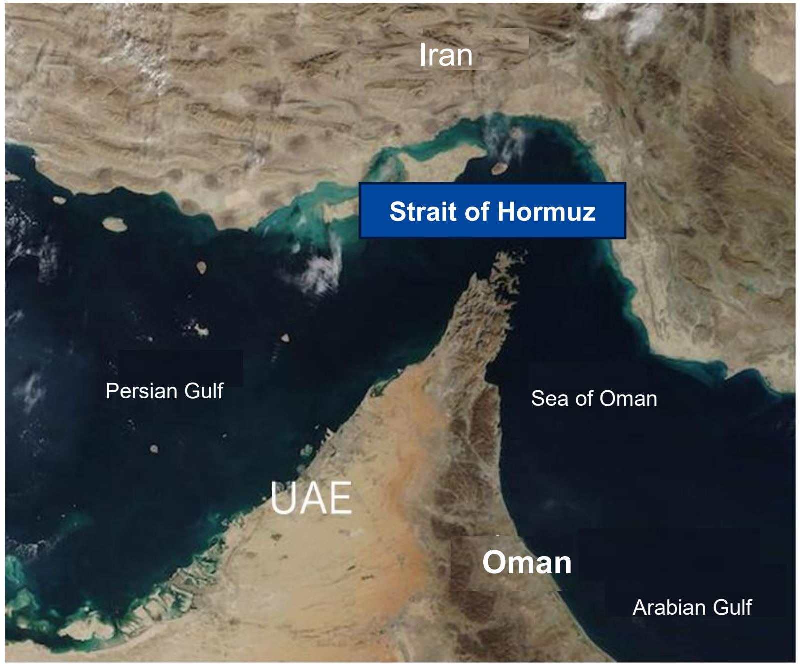
Factors of Concern	Specific Responses
Increase in procurement costs due to soaring raw material and fuel prices	Practical response by increasing raw material inventory
Disruptions in the supply chain leading to inventory shortages and delivery delays	Secured alternative routes through diversification of procurement sources
Decreased business continuity due to geopolitical risks	Review and strengthening of BCP (Low dependency on the Middle East, so the impact is immaterial.)
Increased risk of foreign exchange fluctuations	Limited impact through the use of risk hedging

Establishment of a new Group Purchasing Management Office

Decision on purchasing policy

Strengthening and enhancing the purchasing function across the entire Group

The impact on the MAEDAKOSEN Group is limited



Source: NASA Satellite image

Forecast of FY2026（Consolidated Financial Plan）

（millions of yen）

	FY2025 Actual		FY2026(Planned)			
			2Q		Full year	
	2Q	Full year	Amount	Change	Amount	Change
Net sales	37,904	71,389	**38,400**	1.3 %	**73,500**	3.0 %
Operating profit	7,175	12,033	**6,500**	- 9.4 %	**12,500**	3.9 %
EBITDA	8,920	15,737	**8,600**	- 3.6 %	**16,600**	5.5 %
Ordinary profit	7,859	12,892	**6,700**	- 14.7 %	**12,900**	0.1 %
Profit attributable to owners of parent	5,406	9,571	**5,300**	- 2.0 %	**9,600**	0.3 %

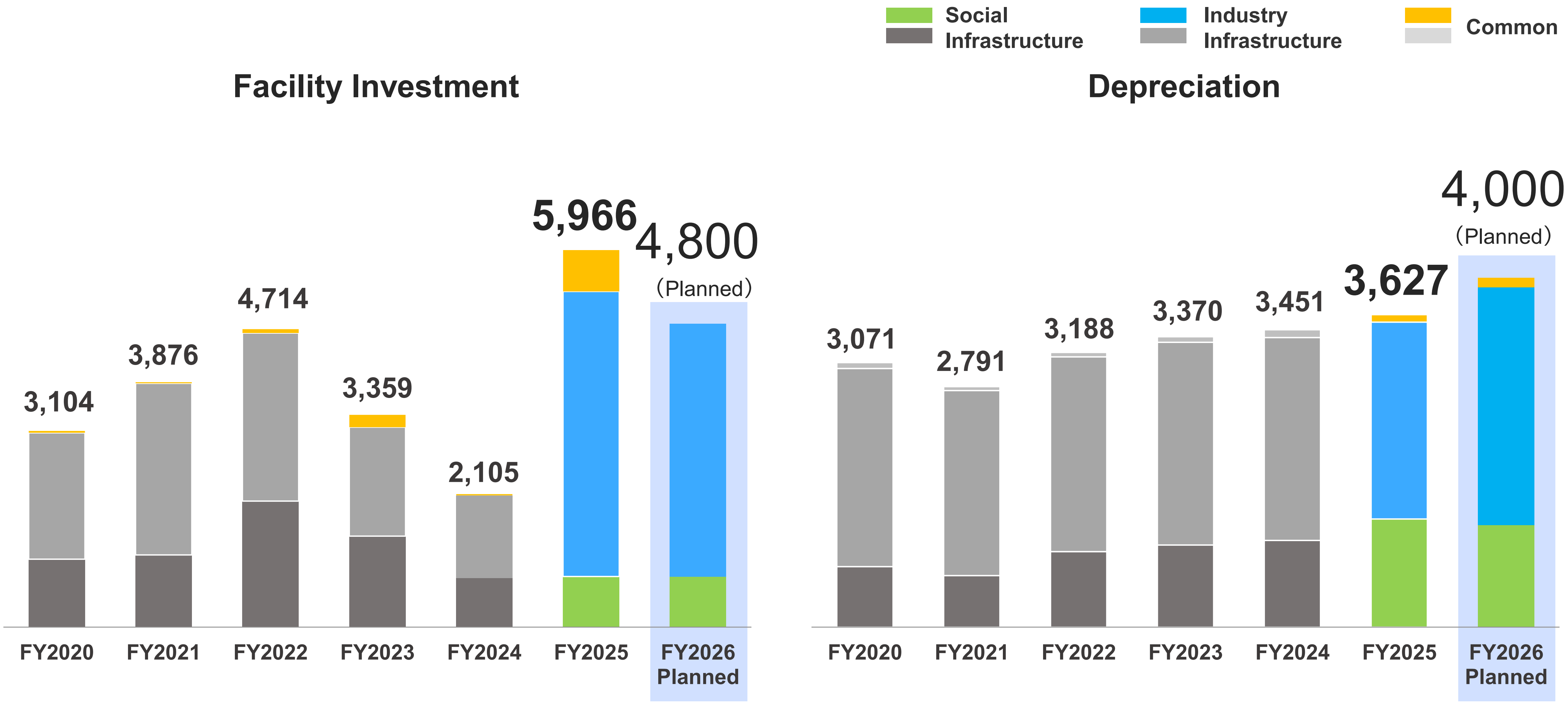
Forecast of FY2026 by Segment

(millions of yen)

		FY2025	FY2026	
		Actual	Full year Plan	Year on year change
Social Infrastructure Business	Net sales	46,792	47,000	0.4 %
	Operating profit	8,855	9,300	5.0 %
Industrial Infrastructure Business	Net sales	24,596	26,500	7.7 %
	Operating profit	4,704	5,000	6.3 %
Common	Operating profit	- 1,526	- 1,800	—
Total	Net sales	71,389	73,500	3.0 %
	Operating profit	12,033	12,500	3.9 %

Forecast of Facility Investment and Depreciation

(millions of yen)



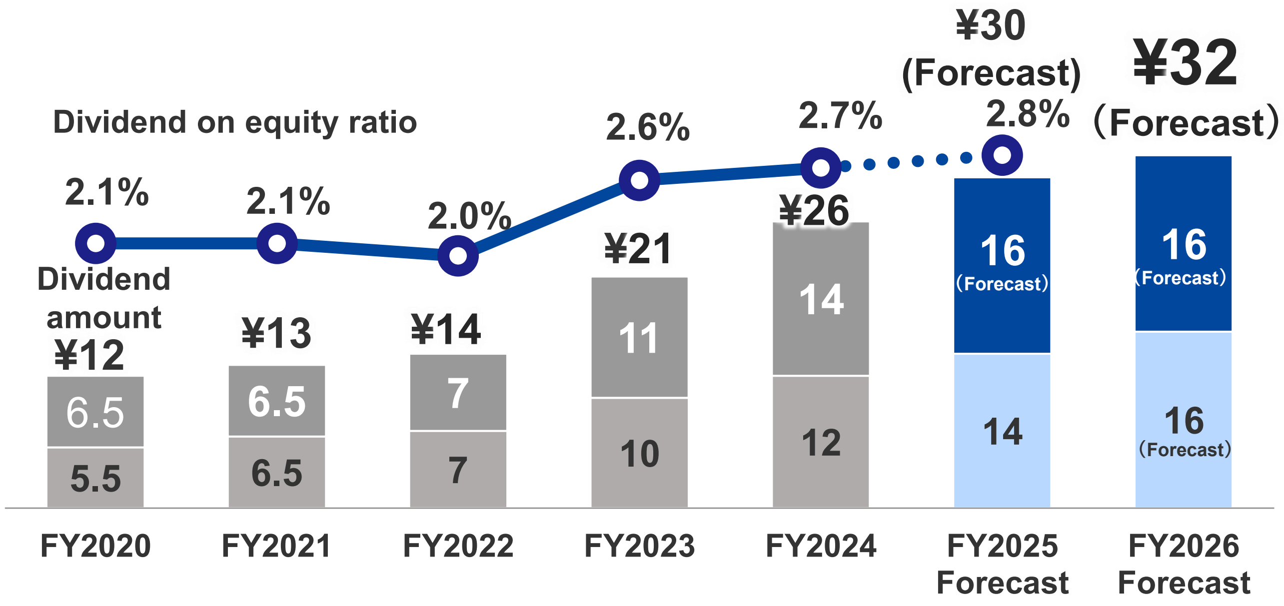
Note: The fiscal year ended June 2022 was 9 months and 10 days, from September 21, 2021 to June 30, 2022.

Dividend forecast

Basic policy on shareholder return measures

1. Continuation of progressive dividends
progressive dividends have been paid since listed.

② Surplus dividend rate
Indicator：
dividend on equity ratio (DOE)
・・・Due to significant fluctuations in profit



Note 1: The fiscal year ended June 2022 is the 9 months and 10 days from September 21, 2021 to June 30, 2022.
Note 2: Effecive July 1,2024, the Company conducted a 2-for-1 stock split of shares of common stock. Dividends paid prior to the fiscal year ending June 30, 2025 take into account of this stock split.
Note 3:The dividend forecast was revised on August 7, 2026.

FY2025

Interim dividend	¥14 (Up ¥2 YoY)
Year-end dividend (forecast)	¥16 (Up ¥2 YoY)
Full-year dividend (forecast)	¥30 (Up ¥4 YoY)

FY2026

Interim dividend (forecast)	¥16 (Up ¥2 YoY)
Year-end dividend (forecast)	¥16 (Up ¥0 YoY)
Full-year dividend (forecast)	¥32 (Up ¥2 YoY)

4 Business Environment and Our Response

Business Environment

Social Environment

- Severe natural disasters
- Aging infrastructure
- Rising environmental awareness
- Diversification and individualization of values
- Security risks
- Progress in decarbonization
- Population decline and labor shortages

Needs

Government Policy

Long-term stable demand supported by government budget × Growth demand backed by brand power

Private Demand

17 Strategic Sectors

Disaster Prevention / National Resilience
Ocean Industries Shipbuilding
Port Logistics Defense Industry
Resources, Energy Security and GX AI and Semiconductors
Food Tech

Business Areas

National Resilience	Strengthening Defense Capabilities	Promotion of GX (Green Transformation)	Digitalization	Self-expressive consumption
• Infrastructure maintenance and development • Disaster prevention and mitigation • Bear and wildlife damage countermeasures • Agricultural and rural development • Urban redevelopment	• Defense equipment • Self-Defense Force infrastructure • Lightweight and high-performance materials	• Renewable energy • Environmentally friendly products • Recycled materials • Land-based Aquaculture	• Clean rooms • Wiping cloths • Data centers • Smart Agriculture	• BBS wheels • Outdoor products • Supplements

National Resilience, Disaster Prevention, Disaster Restoration

Increasing the pace of resilience implementation

Time frame: 2026 - 2030

Enhancement of public-private sector cooperation during disasters	Development and management of disaster prevention infrastructure	Strengthening of essential utilities	Utilization of digital and other new technologies	Boosting of disaster preparedness within local communities
Approx. ¥1.8 trillion	Approx. ¥5.8 trillion	Approx. ¥10.6 trillion	Approx. ¥0.3 trillion	Approx. ¥1.8 trillion

Scale Approx. ¥**20** trillion

Based on data from the Cabinet Secretariat

Toward a New Stage in Disaster Prevention

Making **serious efforts to prevent disasters**

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

→**Disaster Management Agency Establishment Act Enacted (Jul. 17, 2026)**

Disaster prevention = preventive measures and situational responses

It is particularly important to

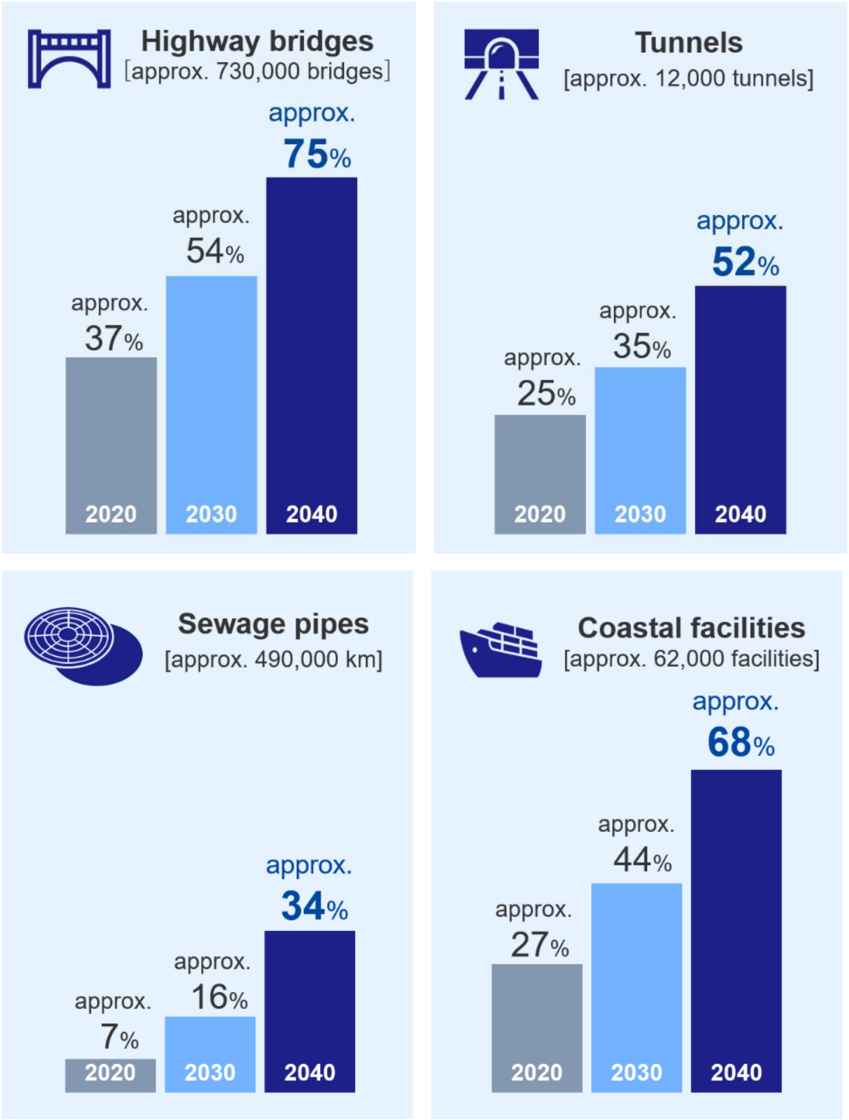
enhance preventive measures

(Organize new measures for national resilience)

MAEDAKOSEN group will also create

a solid organization that can respond to rapid change

Reference **Proportion of infrastructure that is over 50 years old**



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

Infrastructure Development and Disaster Prevention

Contributing to the early restoration of damaged infrastructure in disaster recovery and road redevelopment

FY2026 Road-Related Budget Allocation Amounts (Project Costs)	
Directly Managed Projects:	**¥1.4599 trillion**
Subsidized Projects:	¥860.8 billion
Others	Disaster recovery project costs related to directly managed roads: ¥3.6 billion

Prepared based on the "FY 2026 Road-Related Budget Allocation Overview" from the Ministry of Land, Infrastructure, Transport and Tourism's Road Bureau and City Bureau

Weather-resistant, large-sized sandbag
Two-ton Bag®

- Applicable to temporary works for emergency response and permanent restoration projects in disaster recovery operations.
- Effectively used not only for restoration work following natural disasters such as typhoons and heavy rainfall, but also for temporary earth-retaining structures in road construction projects.

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

Promotes initiatives that **support animal control for "protecting people"**

Established "Bear Control Support Team"

Issue

- Management of facilities like schools and parks is a pressing issue.
- We lack sufficient knowledge for bear control...

Team Support

Utilizes animal control know-how to **provide support specialized for bear control**

Sale of bear repellent products

Bear repellent spray, "Kuma Ichimokusan"

Created a bear control feature page on the website

(communicates bear control information)

Manufacturing and sales of Animal control products

Free animal control fencing diagnostic service

(improvement proposals for existing fencing)

Defense Infrastructure

Materials Supporting Defense Infrastructure

The application of our materials is expanding across highly public infrastructure sectors, including defense facilities, airports, and ports.

Sector

- Airport development
- Defince facilities
- Port development

Products

For reinforced soil method

- ADEAM®(for ground reinforcement)
- ADEAM wall®(Reinforced soil wall method)

Drainage and water shielding

- MONODREN®(Drainage Material)

Greening and Weed control

- ASGUARD®(weed control sheet)

Ocean/Port

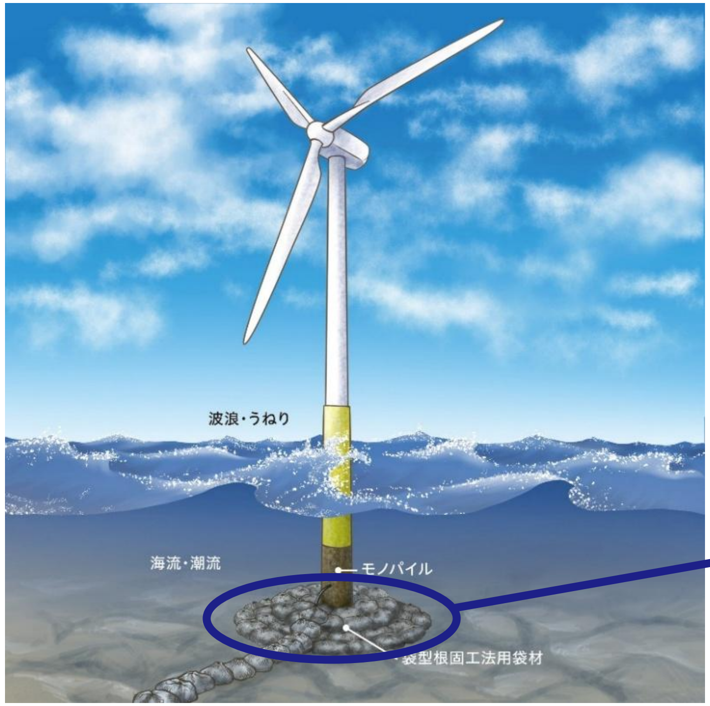
- OK Silt Fence(Polluted water diffusion prevention boom)
- Net-Buffer Method®(Quay Wall Life Extension)

Promotion of GX

Contribution to Renewable Energy Projects

Offshore Wind Energy

Preventing seabed scour around monopile foundations and mitigating turbine inclination caused by waves and tidal currents



Net bag for bag-type foot protection

Powerful Unit®

Features

- **Approx. 8 tons per unit for offshore wind applications**
- Made from polyester fibers
- Constructed with ultra-heavy Raschel mesh for superior tear resistance
- No deterioration caused by corrosion (rust-free)

Key Applications

- Erosion Control
- Mound Protection for Breakwaters
- Toe Protection on the Landward Side of Coastal Levees and more

Accelerating Digitalization

MIRAI KOSEN CO., LTD. - Applications and Roles of Wiping Cloths

High-Performance Wiping Cloths

TECHNO WIPER®

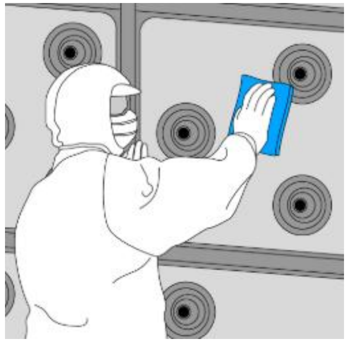
Features

- Excellent wiping performance for fine particles and oil contaminants using **microfiber** technology*
- Dimensional stability achieved through high-shrinkage, high-density processing
- Low lint generation enabled by a special edge-cutting process
- Excellent chemical resistance

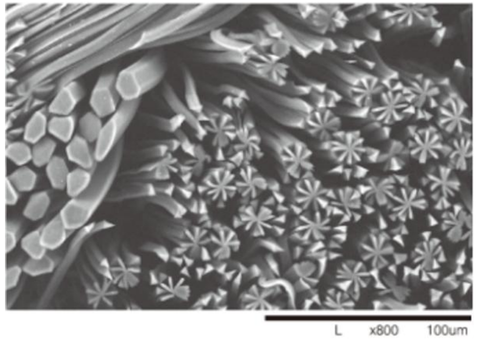
Key Applications

Electronic Device Manufacturing Processes

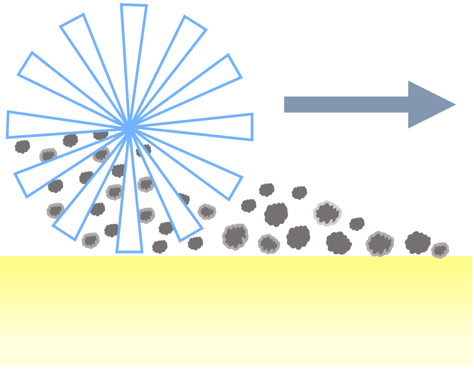
Cleanroom Cleaning and Maintenance



*Microfiber Cross-Section



Microfiber captures and removes fine particles effectively



Self-expressive Consumption

BBS Business Strategy

Growing Demand

- Domestic and International Markets
- Enhancing Coating Technology

Enhancing Production Capacity to Capture All OEM Order Opportunities

Facility Investment

Expansion of the Yokkaichi Plant Coating Line

¥5.0 Billion Investment (Including ¥1.5 Billion in Government Subsidies)

Maximizing Order Opportunities

- Expansion of OEM Orders
- Enhancing Production Capacity

BBS MOTORSPORT

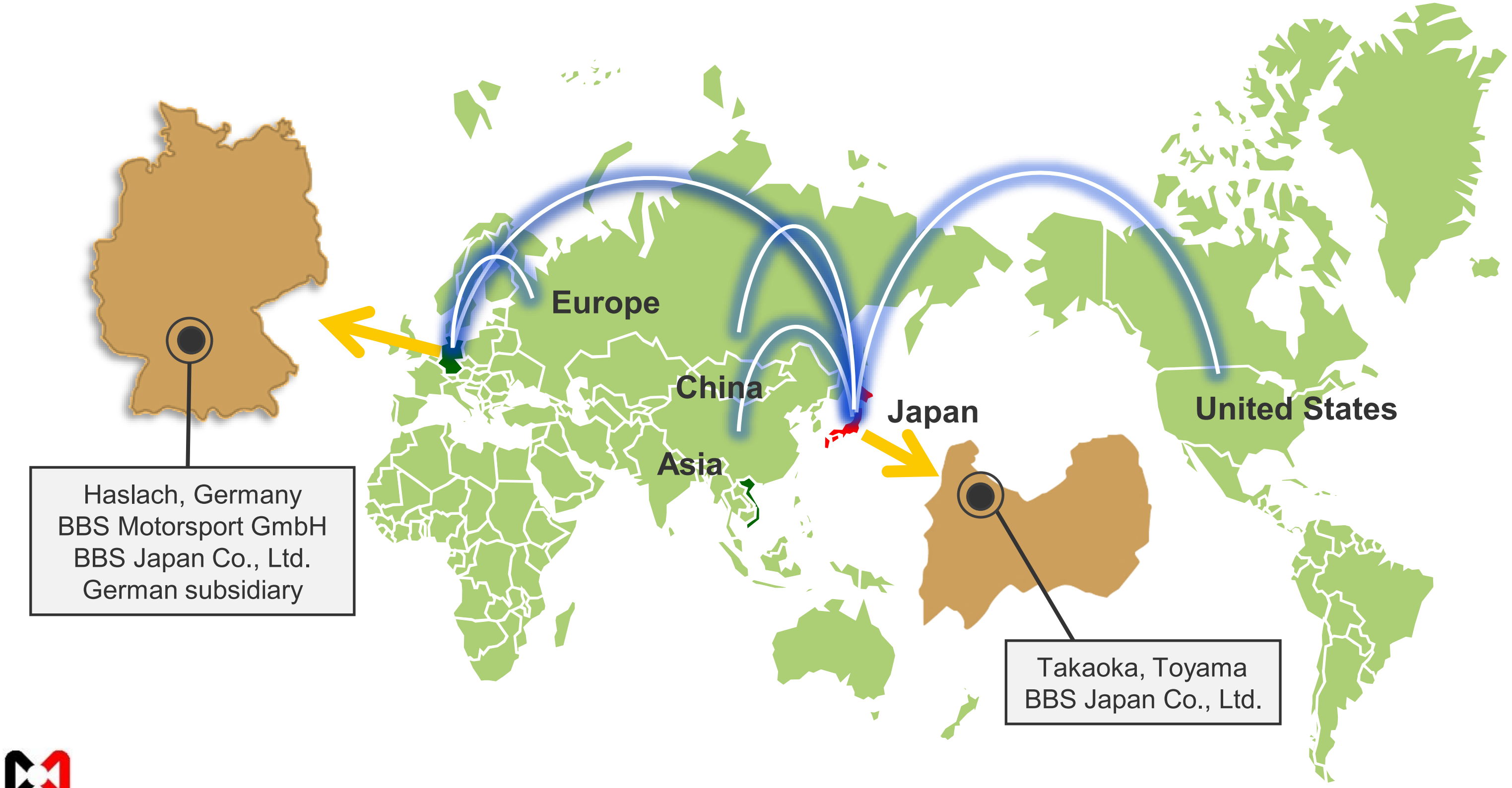
New Capital Investment to Secure Additional OEM Programs

Capital Investment Drives Business Growth

To the world from a regional city

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

Realization of **regional revitalization**

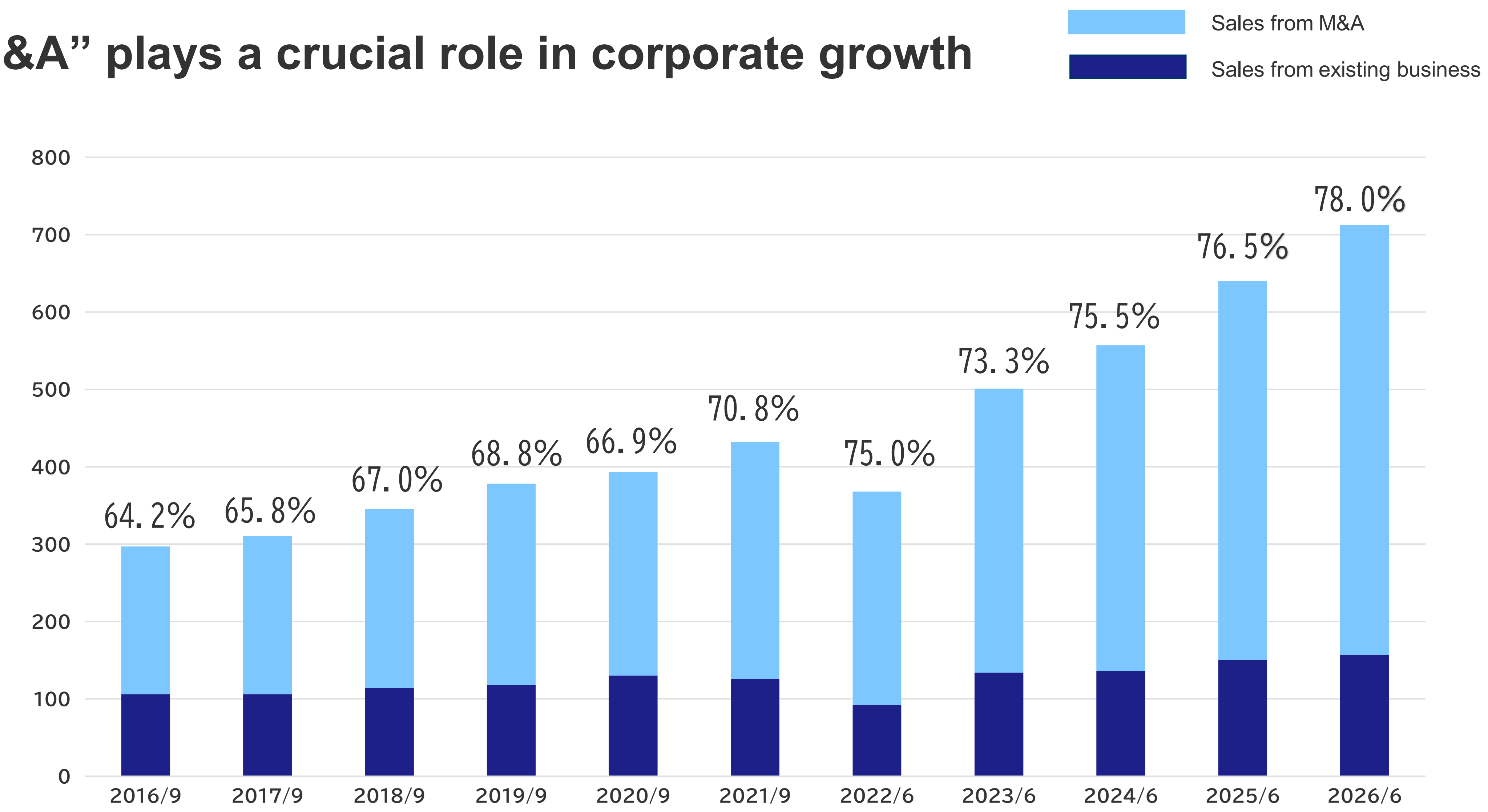


5 M&A Growth Strategy

M&A Share of Consolidated Net Sales

(millions of yen)

"M&A" plays a crucial role in corporate growth



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

Approach to M&A

MAEDAKOSEN M&A

Background

There are many regional companies that encounter difficulties in charting growth trajectories, despite having unique technologies and products, and outstanding human resources

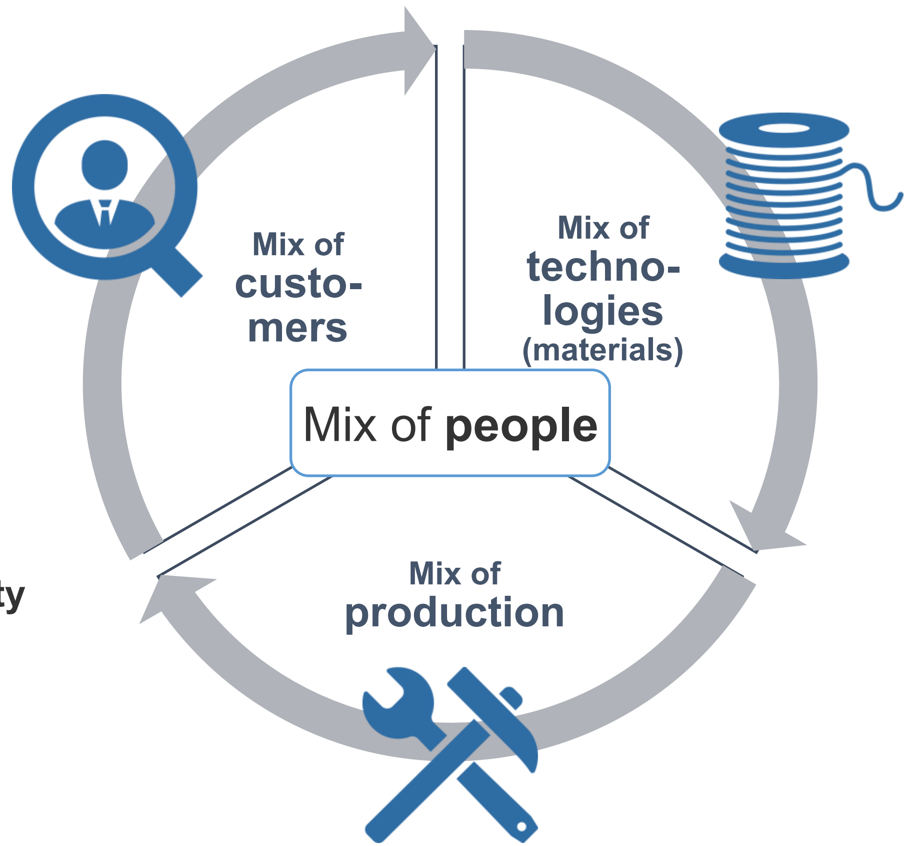
Solutions to social challenges

- ✓ M&A with manufacturing companies
  Guide growth by **"mixing"** management resources such as customers, technologies and production
- ✓ Maintain employment even after M&A execution
  Build mutually beneficial win-win relationships and contribute to **regional revitalization**

Diversification of the business portfolio through ongoing M&A amidst a management environment marked by drastic change and substantial uncertainty

Achieve a conglomerate premium toward enhancing the corporate value of the MAEDAKOSEN Group

Mix-oriented M&A



Use of M&A

Medium-Term Business Plan “GLOBAL VISION ∞ -PART Ⅱ-”
establish a 4-year M&A investment quota of **20 billion yen** to accelerate growth through M&A

M&A Policy

Target

In principle, "Manufacturing " companies, companies with special technologies and products

Focus areas

Strengthen existing businesses		**Creation of new businesses**
Same industry as existing businesses Civil engineering and construction materials, bird and animal control, horticultural greenhouses, and reputable-brand auto components	**Existing business periphery** Civil engineering works (slope and bridge maintenance), civil engineering-related and agriculture-related materials, textile-related products	**New business** Top niche company, projects for government agencies, healthcare, sports, pet supplies

Overseas
Civil engineering and construction materials, ASEAN

PMI

Simple PMI

doing common things well x “Mixing”

- Organizational and safety measures at production sites
- Appropriate capital investment
- Continuous improvement activities in production
- Visualization of figures and results
- Establishment of monthly meeting structure
- Providing management personnel

Building cooperative relationships as equal partners rather than hierarchies

Mixing together the Group’s people, manufacturing, skills, and networks

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

AI-Driven Enhancement of M&A Execution Capabilities

M&A Process

- Initial Assessment
- Management Meeting
- Submission of Letter of Intent
- Due Diligence
- Execution of Share Purchase Agreement
- Closing

AI Utilization

Workforce Enhancement

Results

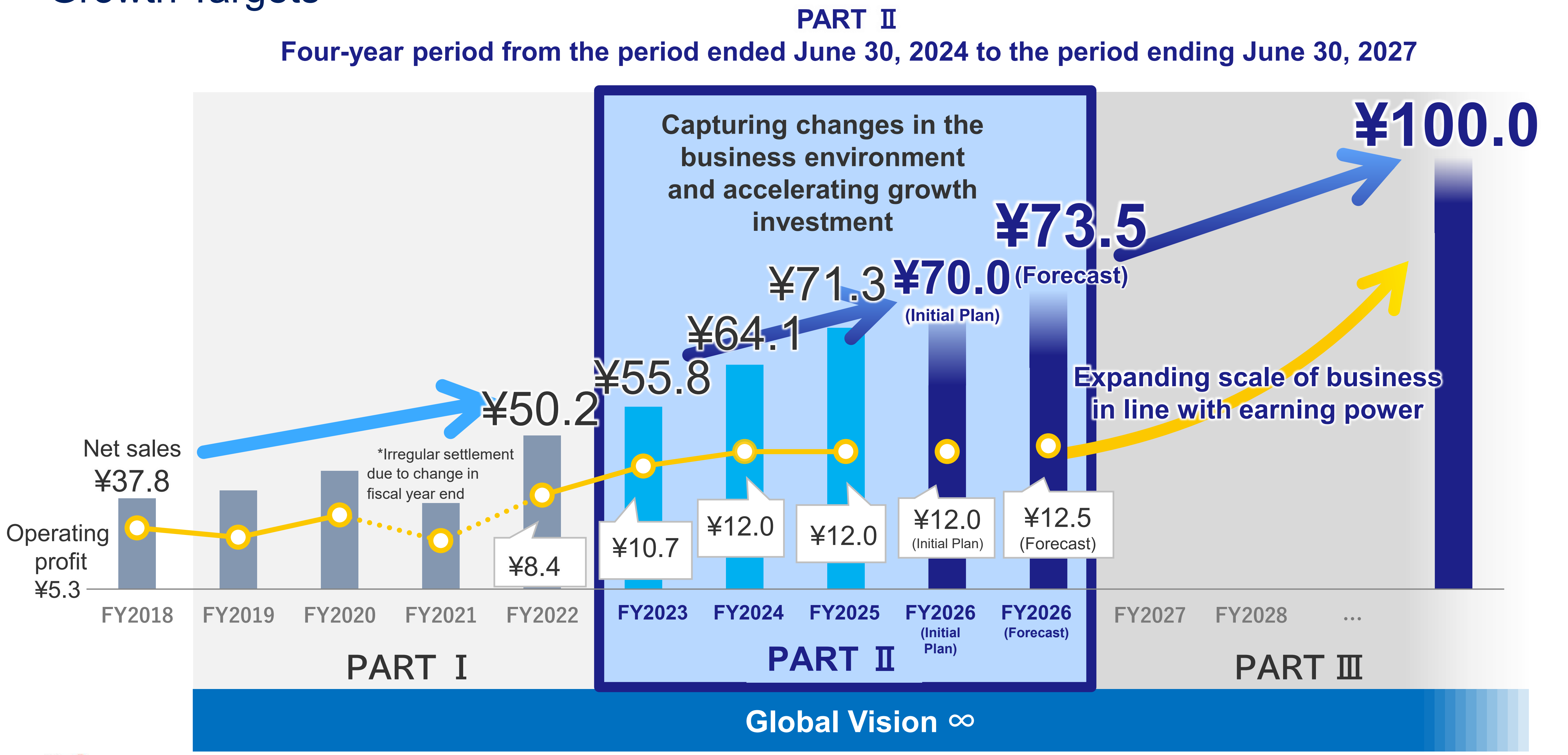
- Workload ↘
- Evaluation Period ↘
- Quality of Targets & Proposals ↗
- Risk Identification Capability ↗
- Number of Deals Processed ↗

6

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

Growth Targets

(billions of yen)



Main Strategies

GLOBAL VISION ∞ Main Strategies (Overview)

Strengthening existing businesses and launching new businesses

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

Utilizing M&A as growth strategy

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

Expansion of global network

Overseas sales ratio: 30%
(FY2026 target)

+

ESG + H

- **Expand use of solar power generation**
- **Strengthen work engagement**

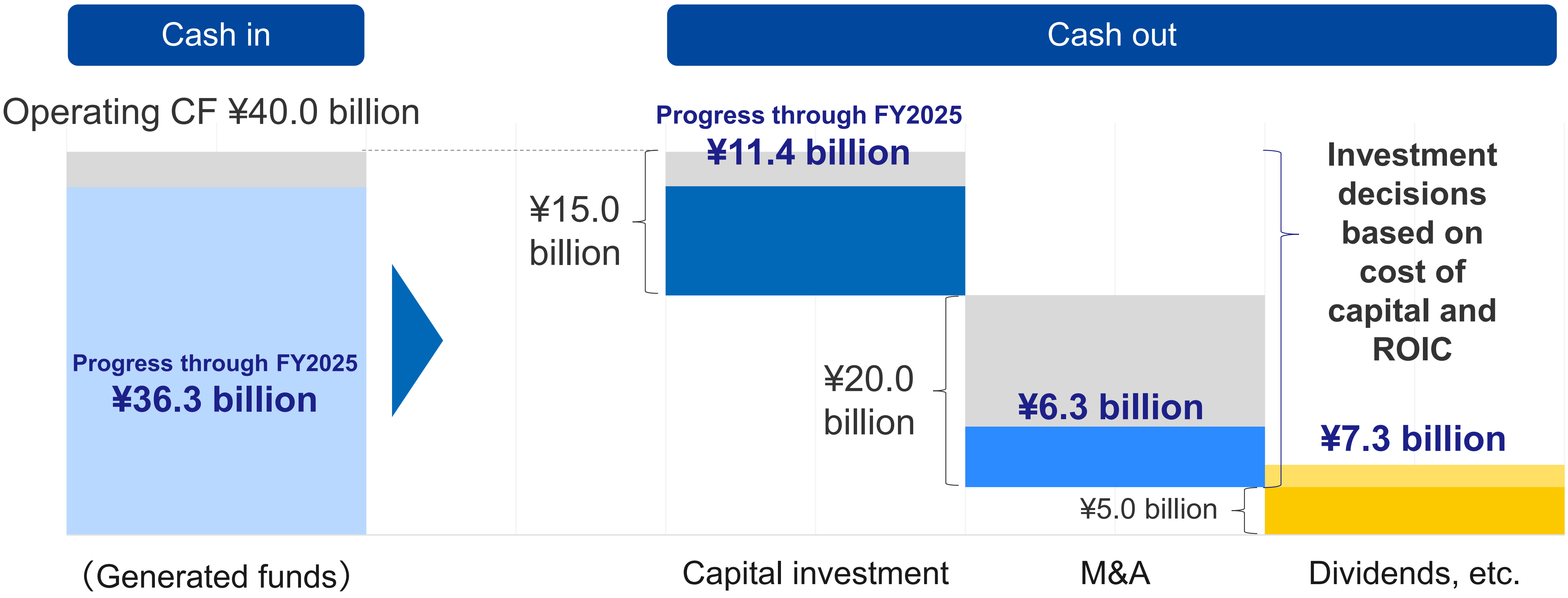
(millions of yen)

Performance Targets（from FY2023 to FY2026）

	PART Ⅰ	PART Ⅱ				
	FY2022 Actual	FY2023 Actual	FY2024 Actual	**FY2025 Actual**	**FY2026 Initial Plan**	**FY2026 Forecast （Released on August 7, 2026）**
Net sales	50,204	55,833	64,108	**71,389**	**70,000**	**73,500**
Operating profit	8,493	10,736	12,026	**12,033**	**12,000**	**12,500**
EBITDA	11,682	14,106	15,515	**15,737**	**15,000**	**16,600**
Profit attributable to owners of parent	5,258	7,979	9,489	**9,571**	**8,000**	**9,600**
ROE	12.4 %	15.1 %	14.5 %	**13.2** %	**12** % or more	**12** %

Cash allocation

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



7 Company Profile

Company Profile

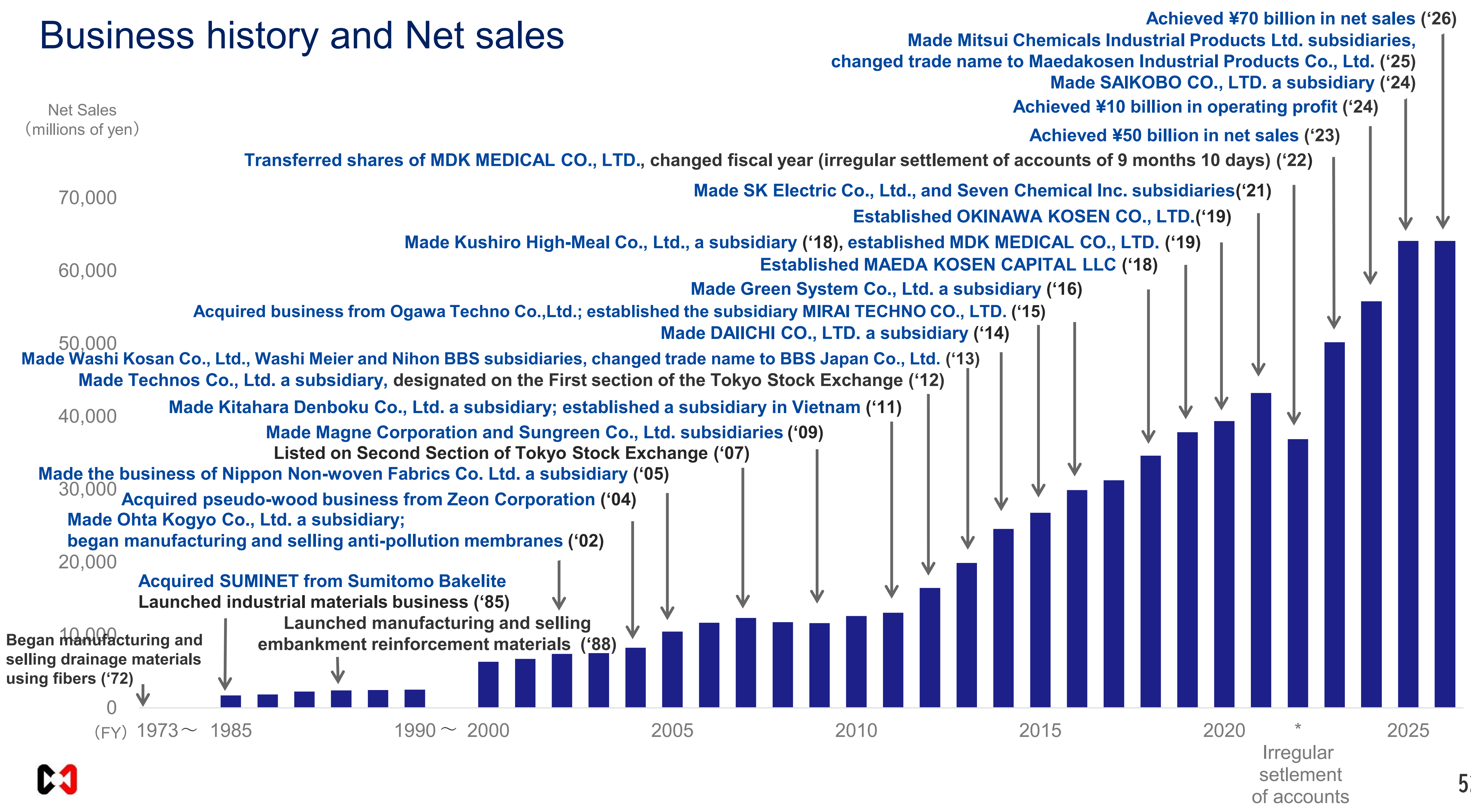
（as of June 30, 2026）

Name	MAEDAKOSEN CO., LTD.		
Headquarter office	Fukui：38-3 Okinunome, Harue-cho, Sakai-shi, Fukui, Japan Tokyo：Shiba Park Bldg. A-12F 2-4-1 Shibakoen, Minato-ku, Tokyo, Japan		
Representative	Yukitoshi Maeda, Chairman and Representative Director Takahiro Maeda, President and Representative Director		
Founded	1918	Established	1972
Fiscal year-end	June 30	Capital	6,422 millions of yen
Number of employees	1,836 persons（including officer, contract employee, part-timer, trainee, temporary employee）		
Total number of issued shares	68,080,612 shares （including treasury shares 1,394,575 shares）		
Stock code	7821（Prime Market in Tokyo Stock Exchange）		
Number of shares in one unit	100 shares	Number of shareholders	5,654 persons

Fukui Headquarter Office


Tokyo Headquarter Office

Business history and Net sales



Promotion of Health Management

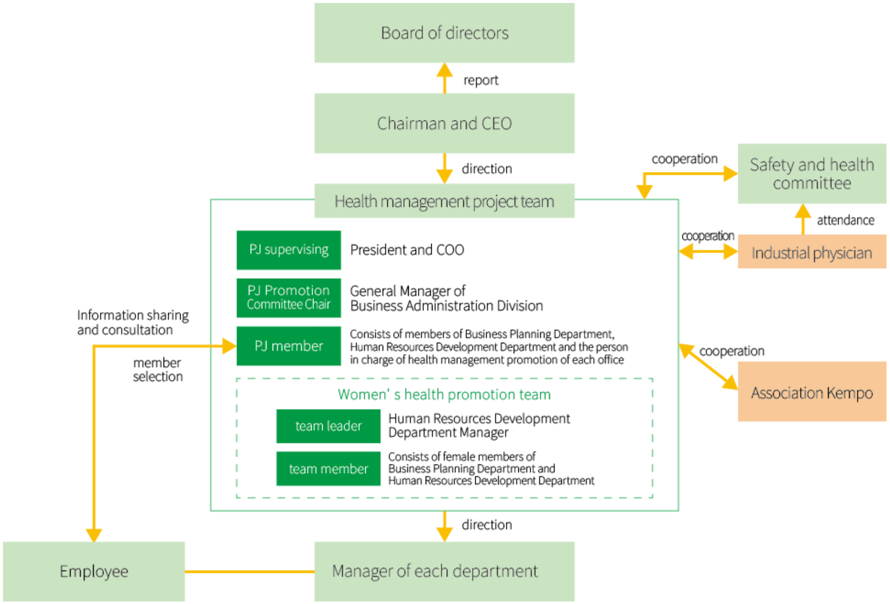
2026
健康経営優良法人
KENKO Investment for Health
大規模法人部門

Purpose of health management

Participate in maintaining and improving the health of its employees and to achieve improved employee performance. This will enable MAEDAKOSEN to grow into a company that contributes even more to the safety and security of society, and by achieving further business expansion, will increase its corporate value.

Promotion system

- The Chairman and CEO is at the top of promoting health management, and the Health Management Project Team, which consists of members from related departments and selected employees from each site working is working to implement measures promptly.
- In addition, discussions and information sharing are conducted at the safety and health committee attended by management and industrial physician as a forum for labor-management consultations.
- In the other cases, for the purpose of information sharing and consultation with employee representatives, employee representatives at each site are appointed as health management promotion officers and participate as members of the health management project team.
- Furthermore, we are working to improve and enhance the effectiveness of our measures by collaborating with the insurer (Association kempo) and utilizing external organizations.



Group Network

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

Fukui Prefecture
Fukui Headquarter Office / Main Factory
Maruoka Factory
Sakai Factory
MIRAI KOSEN CO., LTD.
HQ / Fukui Factory
Takefu Factory

Hokuriku (excluding Fukui)
Niigata Sales Office
Kanazawa Sales Office

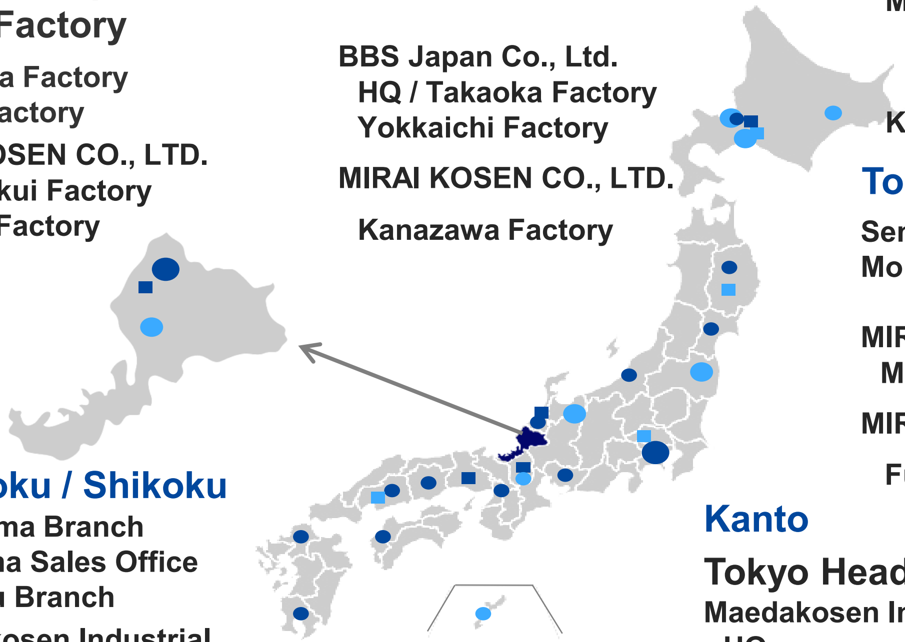
BBS Japan Co., Ltd.
HQ / Takaoka Factory
Yokkaichi Factory

MIRAI KOSEN CO., LTD.
Kanazawa Factory

Hokkaido
Sapporo Branch

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

Kushiro Highmeal Co., Ltd. HQ



Tohoku
Sendai Branch
Morioka Sales Office

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

MIRAI no Agri CO., LTD.
Fukushima HQ / Senoue Factory

Chugoku / Shikoku
Hiroshima Branch
Okayama Sales Office
Shikoku Branch

Maedakosen Industrial Products Co., Ltd.
Otake Office

Kyushu / Okinawa
Fukuoka Branch
Kagoshima Sales Office
OKINAWA KOSEN CO., LTD.

Chubu / Kinki
Nagoya Branch
Osaka Branch
Nishinomiya Factory
Notogawa Factory

SAIKOBO CO., LTD.HQ

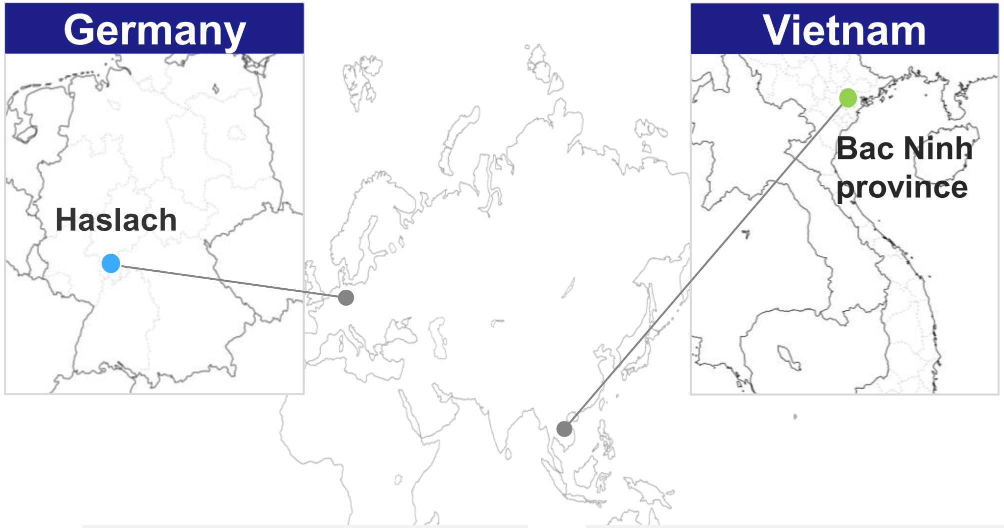
Kanto
Tokyo Headquarter Office
Maedakosen Industrial Products Co., Ltd.
HQ
Saitama Office

MIRAI TECHNO CO., LTD. Tokyo HQ

Seven Chemical Inc.
HQ
Saitama Factory

BBS Japan Co., Ltd. Tokyo HQ

MAEDA KOSEN CAPITAL LLC Tokyo HQ



BBS Motorsport GmbH
BBS Japan Co., Ltd. Subsidiary

MAEDA KOSEN VIETNAM CO., LTD.

● Business Places
■ Factories

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- This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
- This material has been prepared for your understanding of our company and is not intended to solicit investment in our company.
- We have taken great care in the preparation of this document to ensure its accuracy, but we do not guarantee its completeness. We are not responsible for any damages or injuries caused by the information in this document.
- Forecasts of Earnings and future in this material are based on the information available at the time this material was prepared, and include potential risks and uncertainties. Therefore , please understand that actual results may differ significantly from the forward-looking statements mentioned or described due to various factors such as changes in the business environment.

Inquiries regarding this document and IR of the Company

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