

The logo for MAX, consisting of the letters "MAX" in a bold, white, sans-serif font inside an orange square.The tagline "ENGINEERED FOR PERFORMANCE" in a smaller, orange, sans-serif font, positioned below the MAX logo and flanked by two orange curved lines.

# MAX Co., Ltd.

Financial Results Briefing for the 3rd Quarter of FY 2024

Announcement date: January 31, 2025

Participants

Yoshihiro Kaku, Senior Managing Director / Senior Executive Officer

Nobuo Suda, Executive Officer / General Manager, Corporate Communications Dept.

# Table of Contents

## Group-Wide Financial Results in the 3rd Quarter of FY 2024

1. Group-Wide Financial Results in the 3rd Quarter of FY 2024
2. Changes in Group-Wide Financial Results in the 3rd Quarter of FY 2020 to FY 2024
3. Changes in Net Sales by Quarter
4. Factors for Increase/Decrease of Operating profit
5. Other Financial Information
6. Economic Indicators

## Financial Results for Individual Segments in the 3rd Quarter of FY 2024

7. Financial Results for Individual Segments in the 3rd Quarter of FY 2024
8. Changes in Segment Results by Quarter
9. Industrial Equipment Segment: Financial Results for the 3rd Quarter of FY 2024
10. Industrial Equipment Segment: Changes in Net Sales by Quarter
11. Office Equipment Segment: Financial Results for the 3rd Quarter of FY 2024
12. Office Equipment Segment: Changes in Net Sales by Quarter
13. HCR Equipment Segment: Financial Results for the 3rd Quarter of FY 2024
14. HCR Equipment Segment: Changes in Net Sales by Quarter
15. Changes in Quarterly Net Sales by Overseas Region
16. Priority Business: Overview of Rebar Tying Tool Business
17. Exhibited at World of Concrete, one of the world's largest exhibitions for the concrete construction industry Part1

18. Exhibited at World of Concrete, one of the world's largest exhibitions for the concrete construction industry Part2

19. Implementation of Capital Policy

## Operating Results Forecast for FY 2024

20. Group-Wide Plan in FY 2024
21. Segment Plans in FY 2024
22. Plans for Each Subsegment (By Business) in FY 2024
23. Dividend Policy: Dividends per Share
24. Dividend Policy: Payout Ratio and Dividends to Net Assets Ratio

## Reference Materials

25. Changes in Quarterly Segment Net Sales by Overseas Region (North America)
26. Changes in Quarterly Segment Net Sales by Overseas Region (Europe)
27. Changes in Quarterly Segment Net Sales by Overseas Region (Asia Excluding Japan)
28. Rebar Tying Tools (Tools/Consumables): Change in Quantity by Quarter (North America)
29. Rebar Tying Tools (Tools/Consumables): Change in Quantity by Quarter (Europe)
30. Rebar Tying Tools (Tools/Consumables): Change in Quantity by Quarter (Domestic)
31. Main Products in Industrial Equipment business and Office Equipment business
32. Product Breakdown of the Domestic/Overseas Industrial Equipment business
33. Product Breakdown of the Domestic/Overseas Office Equipment business

## Summary of Financial Results in the 3rd Quarter of FY 2024

- Both net sales and profits reached record highs in the cumulative 3rd Quarter.
- Sales of tools for concrete structures, with a focus on the rebar tying tools business, totaled to ¥26.5 billion (+15%YoY), achieving 83% of the annual target of ¥32 billion, indicating strong performance.
- Revised the full-year forecast for the fiscal year ending March 2025 upwards, expecting record highs in both sales and profits.
- Based on the steady performance, the dividend forecast has been revised upwards. An annual dividend of ¥112 per share, an increase of ¥11 from the previous fiscal year, is planned.



# Group-Wide Financial Results in the 3rd Quarter of FY 2024

# Group-Wide Financial Results in the 3rd Quarter of FY 2024

1

## ■ Exchange Rate

Q1–Q3 FY 2024 1 USD 152.32 JPY / 1 EUR 164.94JPY

Q1–Q3 FY 2023 1 USD 142.87 JPY / 1 EUR 154.95 JPY

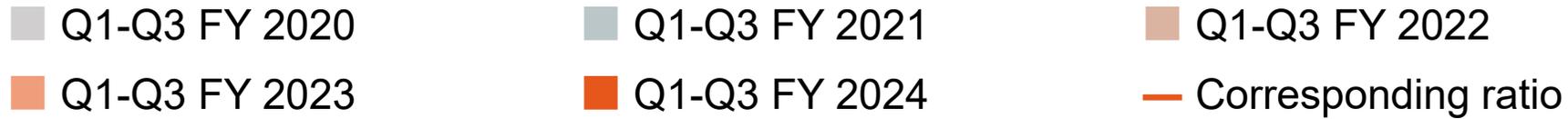
Planned 1 USD 150.95JPY / 1 EUR 164.33 JPY

(unit: millions of yen, %)

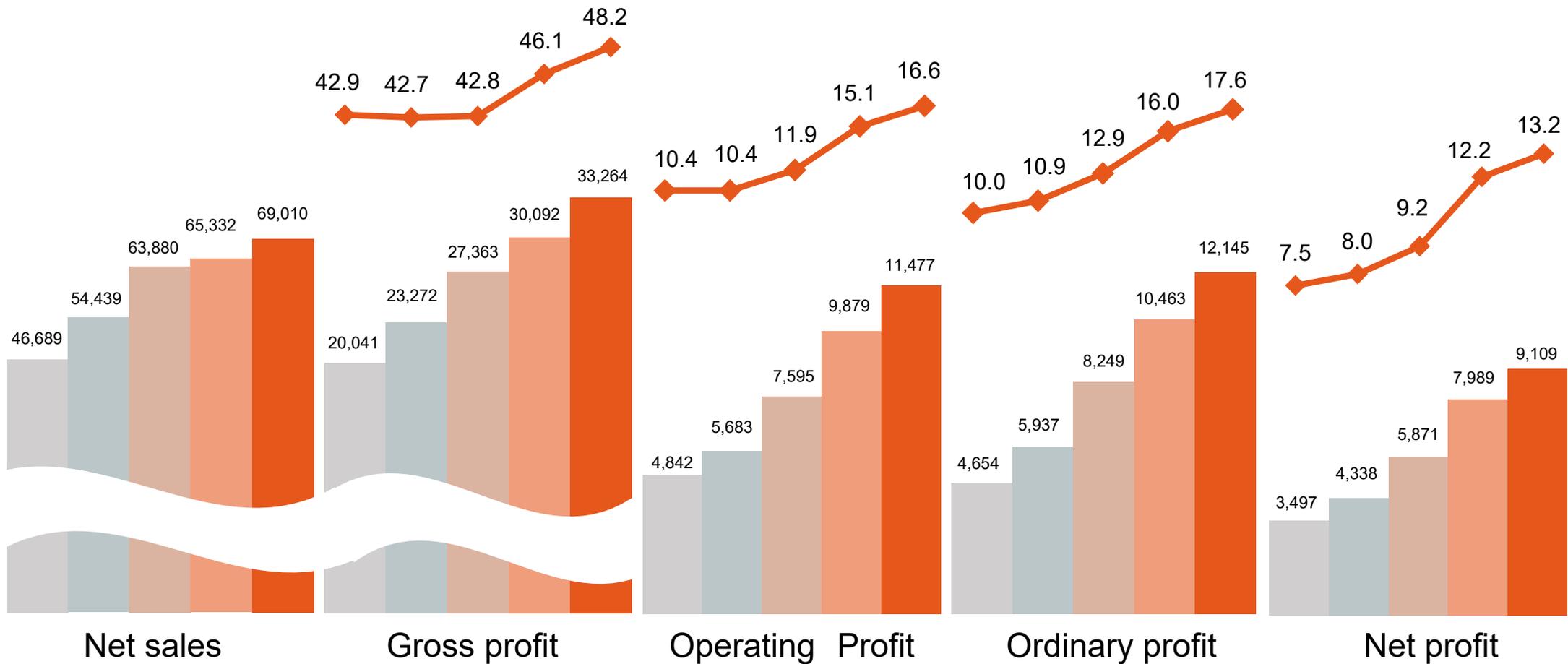
	Results in Q1– Q3 for FY under review	Results in Q1– Q3 for previous FY	% Increase /decrease	Full-year plan*	Rate of progress
Net sales	69,010	65,332	+5.6	90,300	76.4
Gross profit	33,264	30,092	+10.5	—	—
Corresponding ratio	48.2	46.1		—	
Operating profit	11,477	9,879	+16.2	13,600	84.4
Corresponding ratio	16.6	15.1		15.1	
Ordinary profit	12,145	10,463	+16.1	13,740	88.4
Corresponding ratio	17.6	16.0		15.2	
Profit attributable to shareholders of parent company	9,109	7,989	+14.0	10,360	87.9
Corresponding ratio	13.2	12.2		11.5	
Net profit per share (yen)	195.80	169.94	—	222.67	—

\*Revised plan announced on October 31, 2024

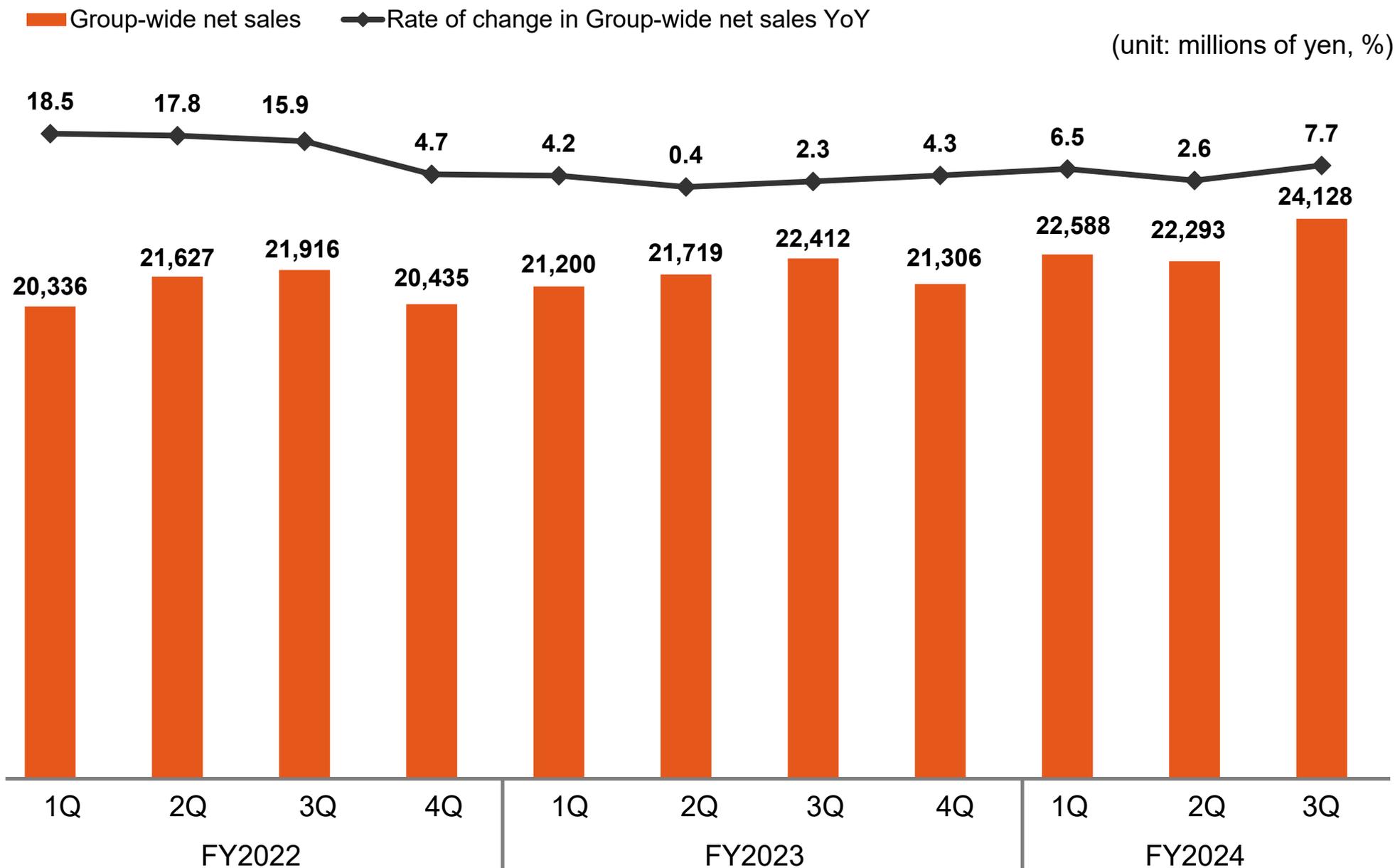
# Changes in Group-Wide Financial Results in the 3rd Quarter of FY 2020 to FY 2024



(unit: millions of yen, %)

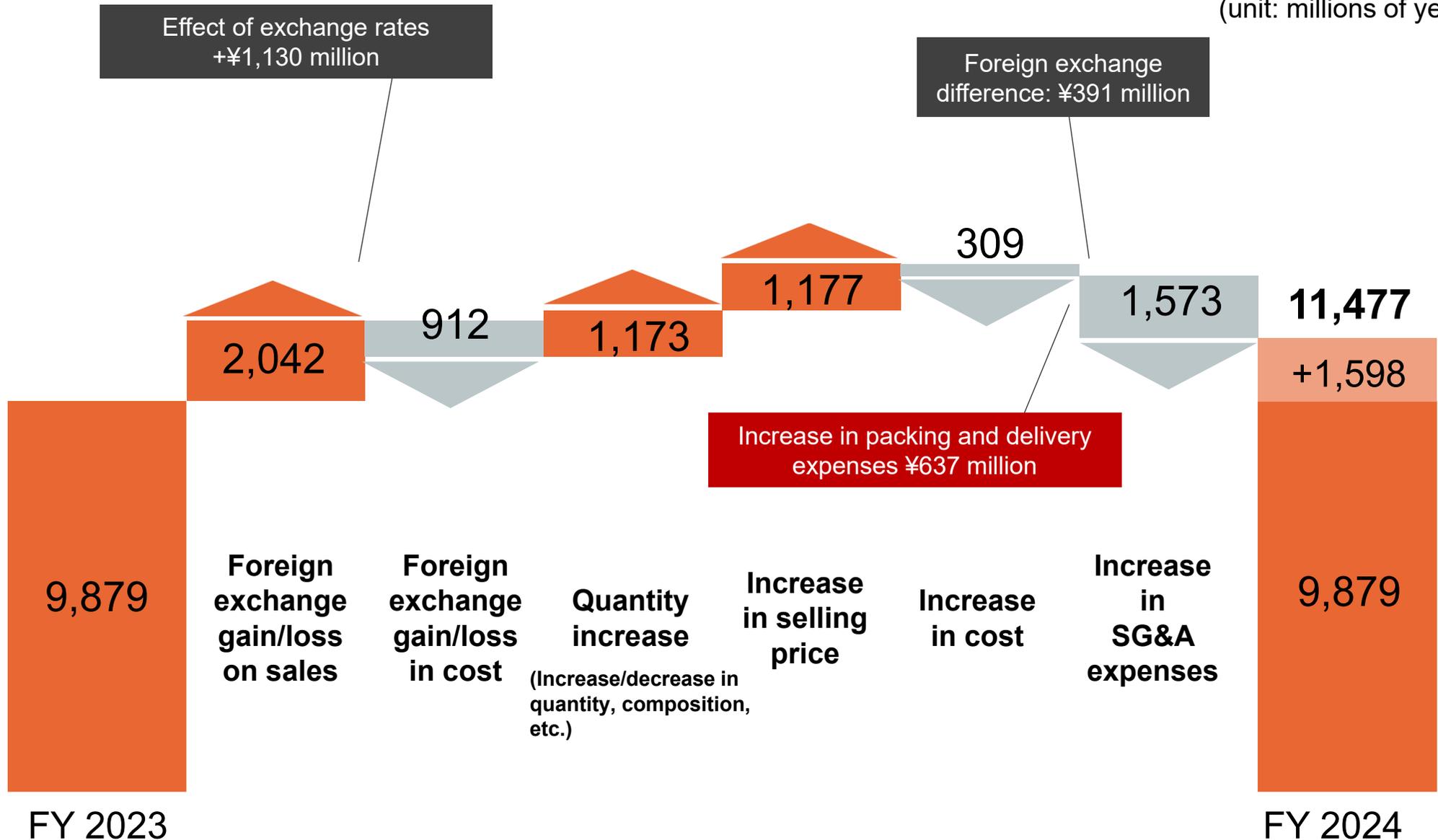


# Changes in Net Sales by Quarter



# Factors for Increase/Decrease of Operating profit

(unit: millions of yen)



## ■ Non-Operating profit/expenses and extraordinary profit/loss (unit: millions of yen)

	Results in Q1– Q3 for FY under review	Results in Q1– Q3 for previous FY	YoY
Non-Operating profit/expenses	667	584	+ 82
Non-Operating profit (excluding foreign exchange effect)	606	419	+187
Non-Operating expenses (excluding foreign exchange effect)	-51	-44	-6
Foreign exchange gain/loss	112	210	-97
Extraordinary profit/loss	473	20	+452
Extraordinary profit	497*	70	+426
Extraordinary loss	-24	-50	+26

\*Mainly sale of shares

## ■ Facilities investment, depreciation, R&D expenses (unit: millions of yen, %)

	Results in Q1– Q3 for FY under review	Results in Q1– Q3 for previous FY	FY 2024 annual plan	Rate of progress
Facilities investment	1,903	2,151	3,698	51.5
Depreciation	2,467	2,259	3,590	68.7
R&D expenses	3,315	3,360	4,666	71.0

## Domestic

The economy continues to show a gradual recovery trend. New housing starts related to the Industrial Equipment segment continue to decline, and the floor area of non-residential building starts also remains sluggish.

## Overseas

In the United States, housing construction starts remained sluggish as mortgage rates have recently risen again. On the other hand, construction investment trended firm. In Europe, there were signs of a recovery as inflation was suppressed and interest rates were lowered, but the construction market in Germany and the Nordic countries remained stagnated.

## Reference indices

### Number of new housing construction starts

- Down 3.7% YoY for the period from January to September 2024 (Owner-occupied: -6.2%, Rental: +0.5 %, Unit sales: -7.8%)

→ Negative effect on the industrial equipment business (wooden structure related)

### Floor area of construction starts of non-residential structures / Supply and demand for skilled construction workers

- Down 2.9% YoY for the period from October 2023 to June 2024 (Offices: +29.4%, Stores: -2.2%, Factories: -4.9%, Warehouses: -6.7%)
- The supply and demand of skilled rebar workers (for construction sites) is in a state of shortage.

→ Negative effect on the industrial equipment business (concrete structure related)

### Currency exchange rates

- 1 USD = 152.32 JPY, 1 EUR = 164.94 JPY (previous year: 1 USD = 142.87 JPY, 1 EUR = 154.95 JPY)
- Foreign exchange sensitivity in sales (annual conversion) \*Planned value for FY 2024

USD: 200 million JPY, EUR: 80 million JPY

- Foreign exchange sensitivity in Operating profit (annual conversion)\*Planned value for FY 2024

USD: 50 million JPY, EUR: 80 million JPY

### Number of new housing construction starts in the U.S.

- The annualized rate is 1,344,000 units in October 2024, 1,294,000 units in November 2024, and 1,499,000 units in December 2024 (Previous year—October: 1,365,000 units, November: 1,510,000 units, December : 1,568,000 units)



# Financial Results for Individual Segments in the 3rd Quarter of FY 2024

# Financial Results for Individual Segments in the 3rd Quarter of FY 2024

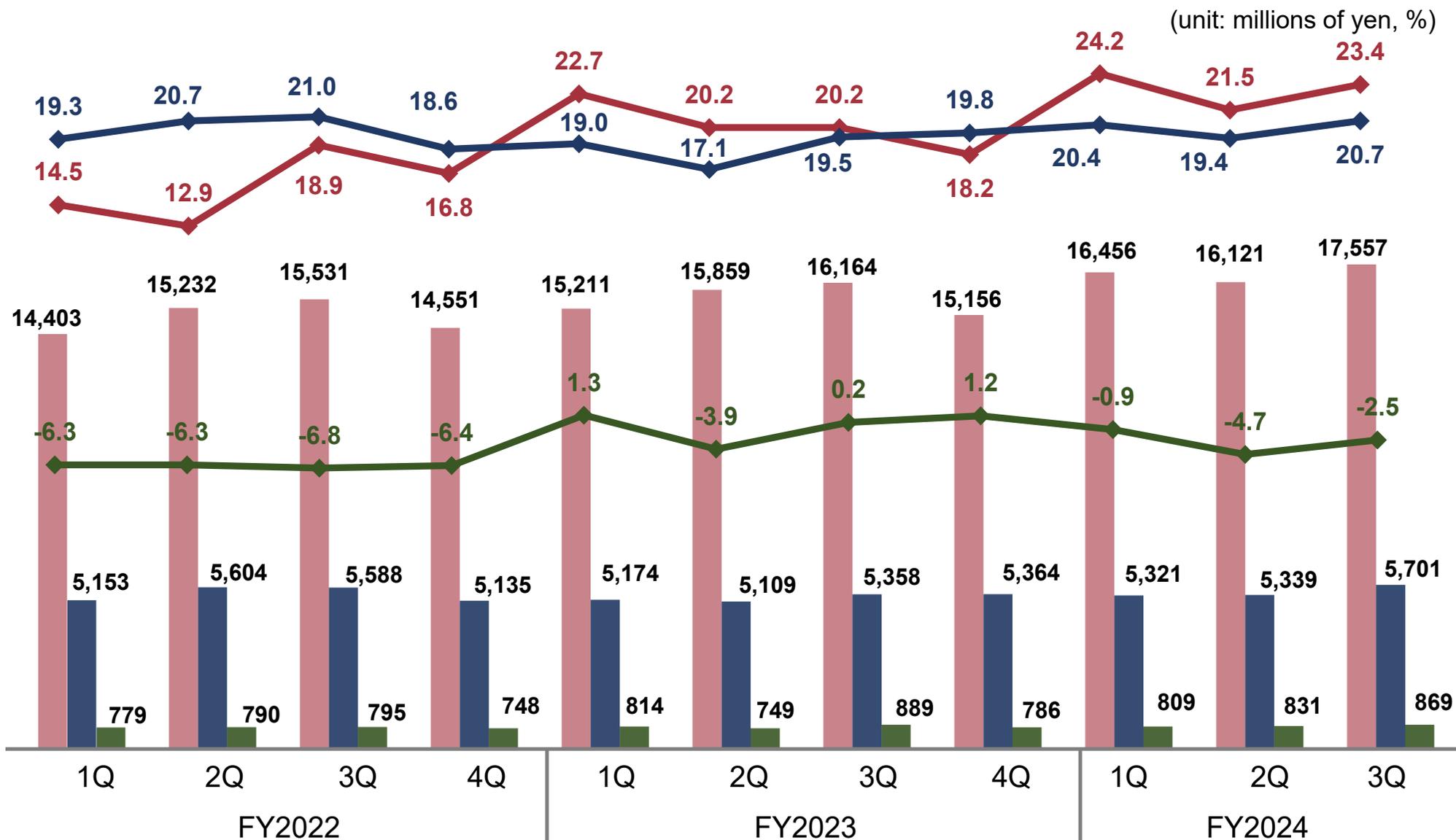
(unit: millions of yen, %)

	Results in Q1– Q3 for FY under review	Results in Q1– Q3 for previous FY	% Increase /decrease	Full-year plan*	Rate of progress
<b>Industrial Equipment segment</b>					
Net sales	50,134	47,236	+6.1	65,290	76.8
Segment profit	11,563	9,926	+16.5	14,030	82.4
Segment profit rate	23.1	21.0		21.5	
<b>Office Equipment segment</b>					
Net sales	16,363	15,642	+4.6	21,670	75.5
Segment profit	3,297	2,903	+13.6	4,180	78.9
Segment profit rate	20.2	18.6		19.3	
<b>HCR Equipment segment</b>					
Net sales	2,511	2,453	+2.4	3,340	75.2
Segment profit	- 67	- 17	—	0	—
Segment profit rate	- 2.7	- 0.7		0.0	
<b>Adjustment amount</b>	<b>- 3,316</b>	<b>- 2,932</b>	<b>—</b>	<b>-4,610</b>	<b>—</b>
<b>Group-wide total</b>					
Net sales	69,010	65,332	+5.6	90,300	76.4
Operating profit	11,477	9,879	+16.2	13,600	84.4
Operating margin	16.6	15.1		15.1	

\*Revised plan announced on October 31, 2024

# Changes in Segment Results by Quarter

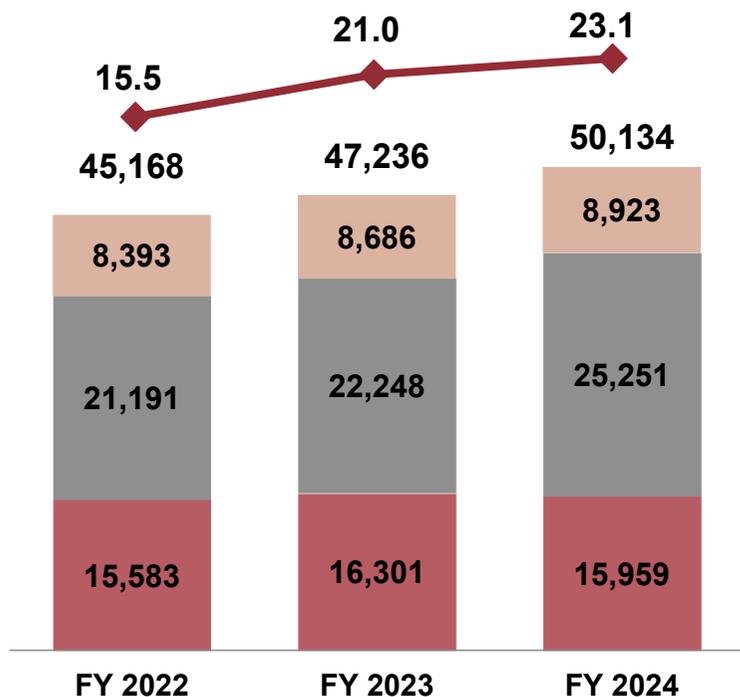
- Net sales by Industrial Equipment segment
- Net sales by Office Equipment segment
- Net sales by HCR Equipment segment
- Segment profit rate for Industrial Equipment segment
- Segment profit rate for Office Equipment segment
- Segment profit rate for HCR Equipment segment



# Industrial Equipment segment : Financial Results for the 3rd Quarter of FY 2024

■ Domestic industrial equipment business   
 ■ Overseas industrial equipment business  
■ Home environment equipment business   
 — Segment profit rate

(unit: millions of yen, %)



TWINTIER rebar tying tools



Turbo screw driver

Domestic industrial equipment business



Thanks to the increase in the cumulative number of operating rebar tying tools, sales of their consumables remained strong. On the other hand, sales of tools for wooden structures remained sluggish due to the decline in new housing starts.

Overseas industrial equipment business



In North America, sales of consumables for rebar tying tools increased thanks to steady construction spending in the non-residential market. In Europe, although recovery in the Nordic countries was delayed, sales of rebar tying tools and their consumables remained steady thanks to continuous strengthening of activities in areas with favorable market conditions.

Home environment equipment business



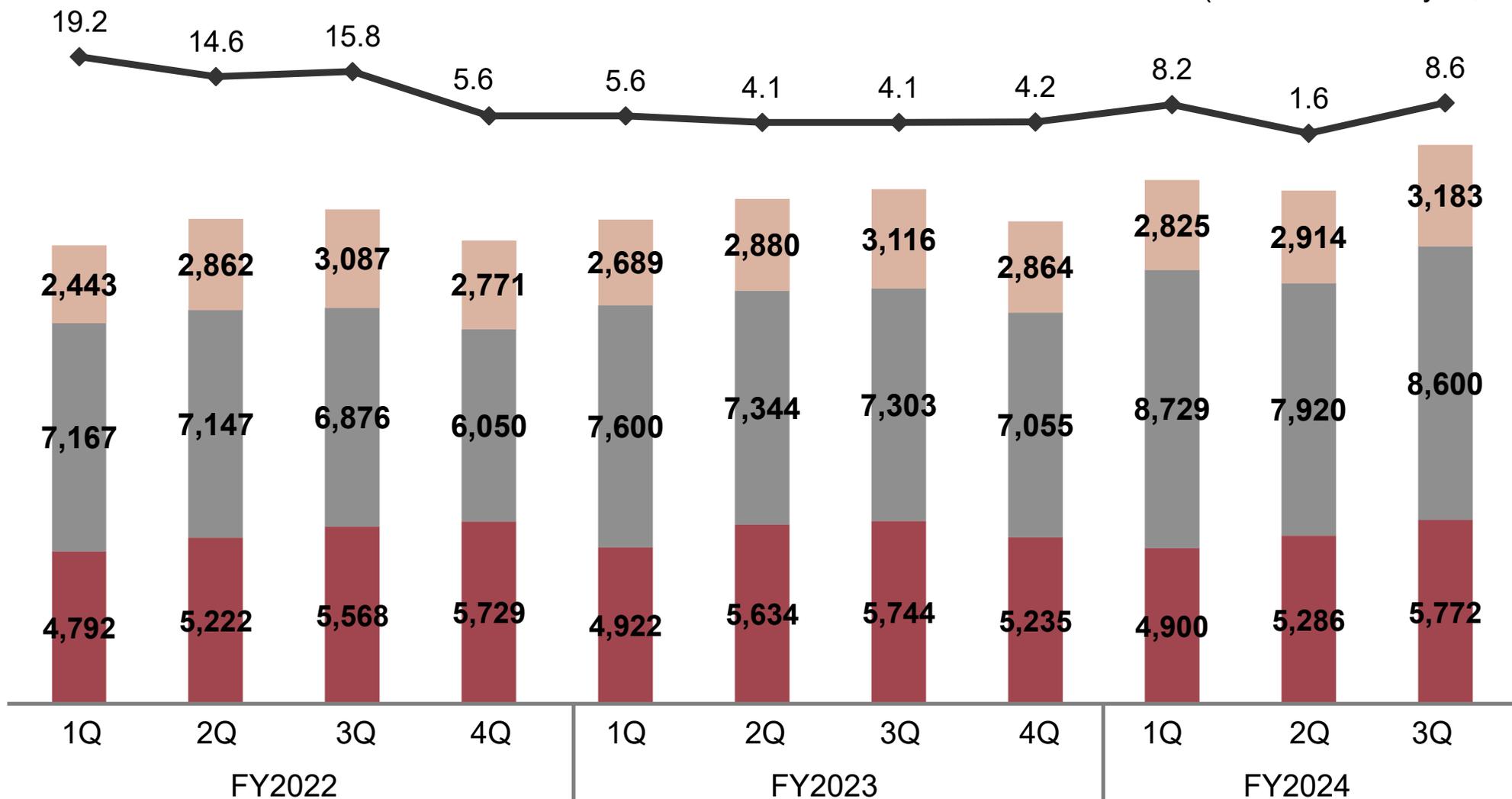
Sales of our main product, the heater-ventilator-dryer for bathrooms "DRYFAN," were somewhat stagnant in the replacement market (replacement of existing units), which we are focusing on, but remained steady for some OEM customers.

# Industrial Equipment segment: Changes in Net Sales by Quarter

■ Net sales in the domestic industrial equipment business     
 ■ Net sales in the overseas industrial equipment business     
 ■ Net sales in the home environment equipment business

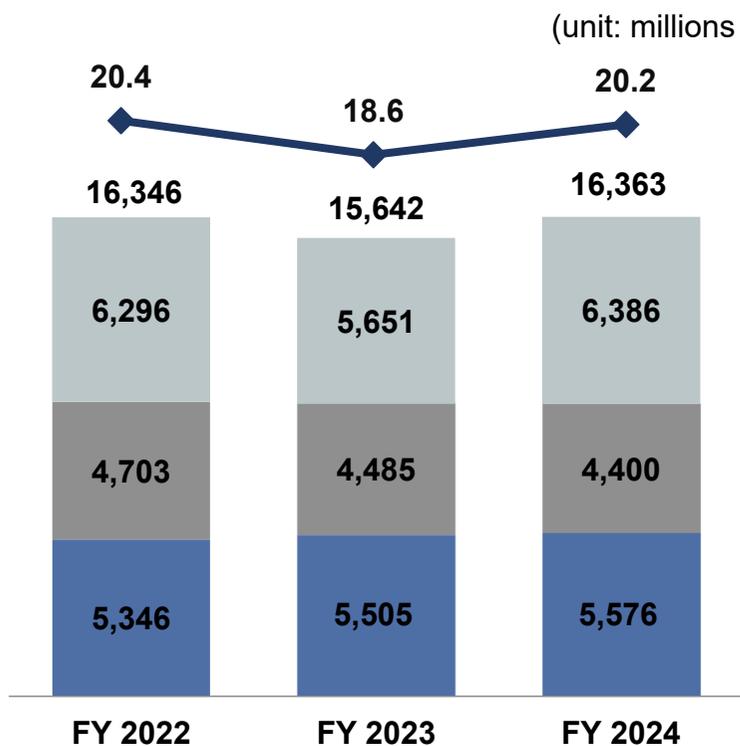
-Rate of change in net sales YoY for Industrial Equipment segment

(unit: millions of yen, %)



# Office equipment Segment: Financial Results for the 3rd Quarter of FY 2024

- Domestic office equipment business
- Overseas office equipment business
- Auto stapler equipment business    — Segment profit rate



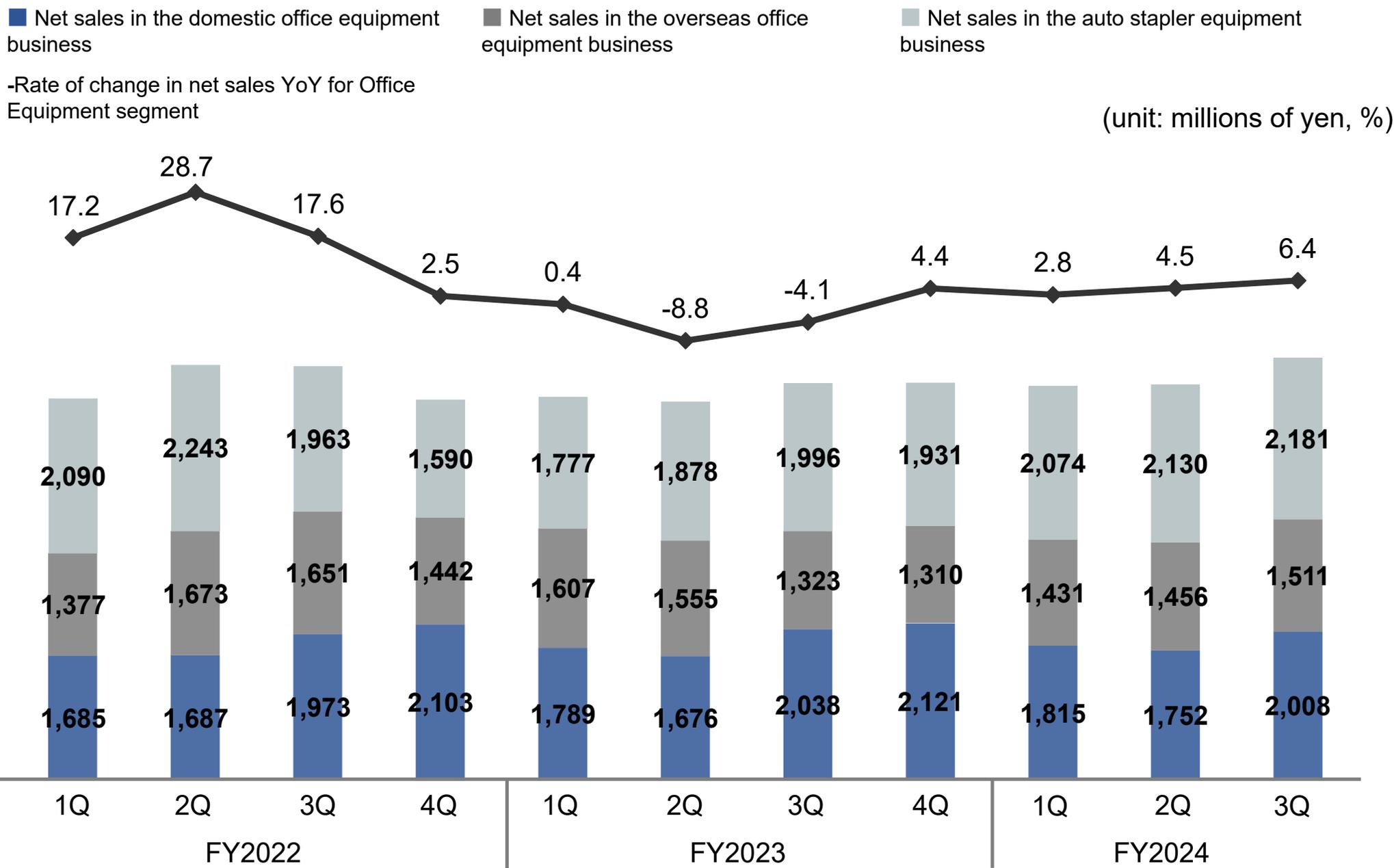
Stapler  
「Vaimo11 Flame」



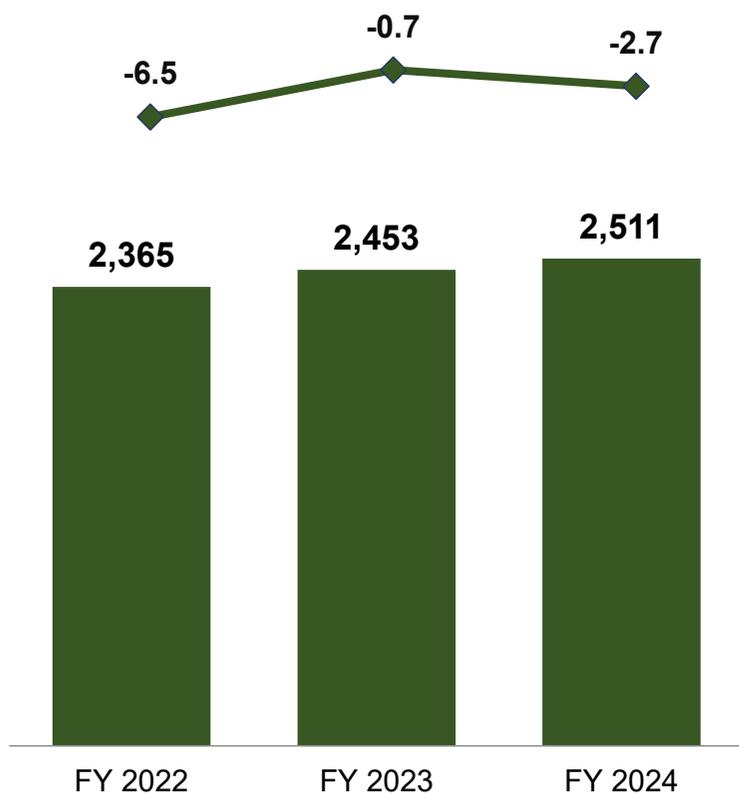
BEPOP  
Sign & label printing machines

- Domestic office equipment business ▶ Although sales of stationery-related products decreased, sales of sign & label printing machines, particularly "BEPOP," increased thanks to the promotion of proposal activities for label applications that comply with new chemical substance regulations.
- Overseas office equipment business ▶ Although sales of the sign & label printing machine "BEPOP" increased thanks to strengthened sales activities such as increased participation in exhibitions, sales of stationery-related products in Southeast Asia remained sluggish.
- Auto stapler equipment business ▶ Orders from clients continued to remain solid, and sales of machines and consumables increased.

# Office Equipment Segment: Changes in Net Sales by Quarter



■ Net sales by HCR Equipment segment  
 — Segment profit rate  
 (unit: millions of yen, %)



Wheelchairs for overseas market



Multifunctional Wheelchair Modern Series

HCR Equipment segment



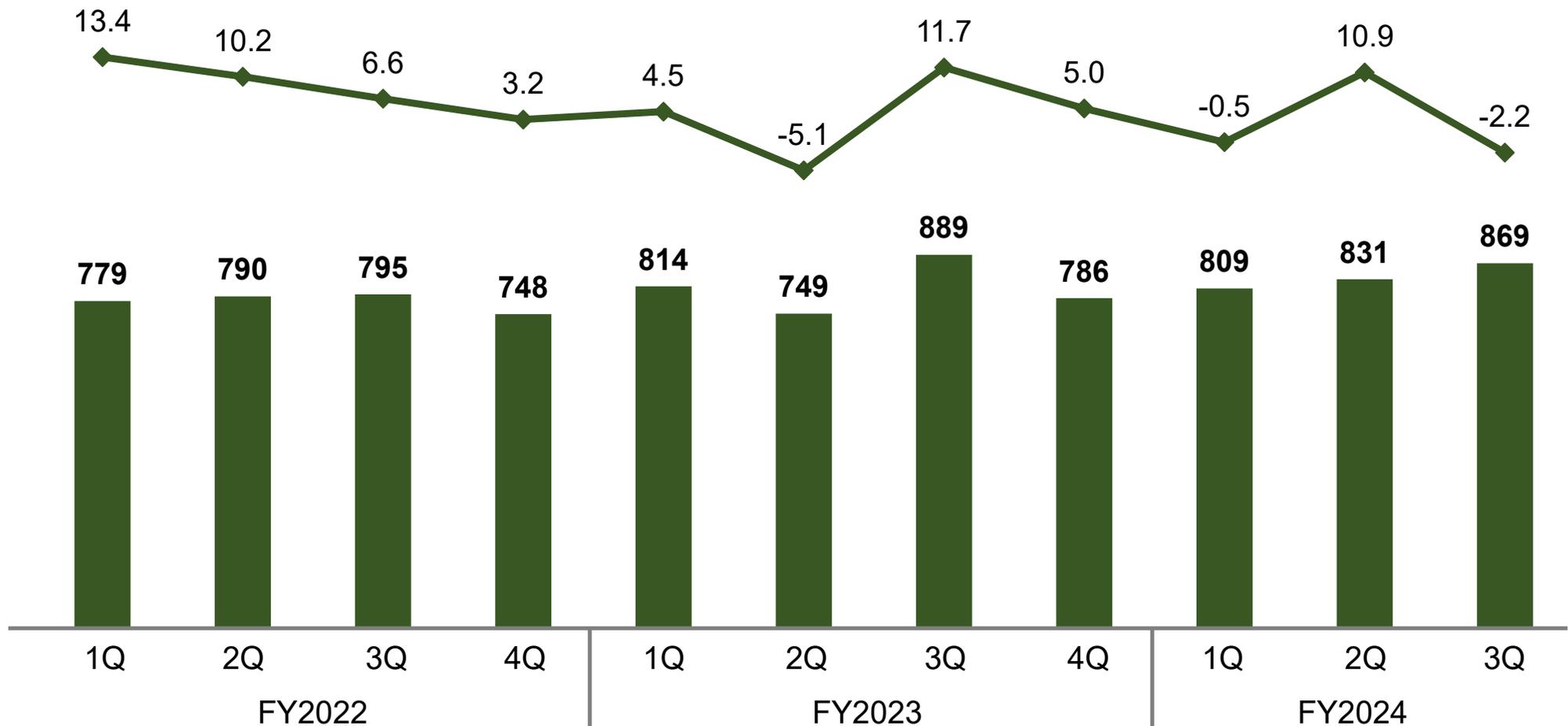
Although wheelchair sales in the domestic market decreased, sales of wheelchairs for the rental market in China remained strong.

# HCR Equipment Segment: Changes in Net Sales by Quarter

■ Net sales by HCR Equipment segment

-Rate of change in net sales YoY for HCR Equipment segment

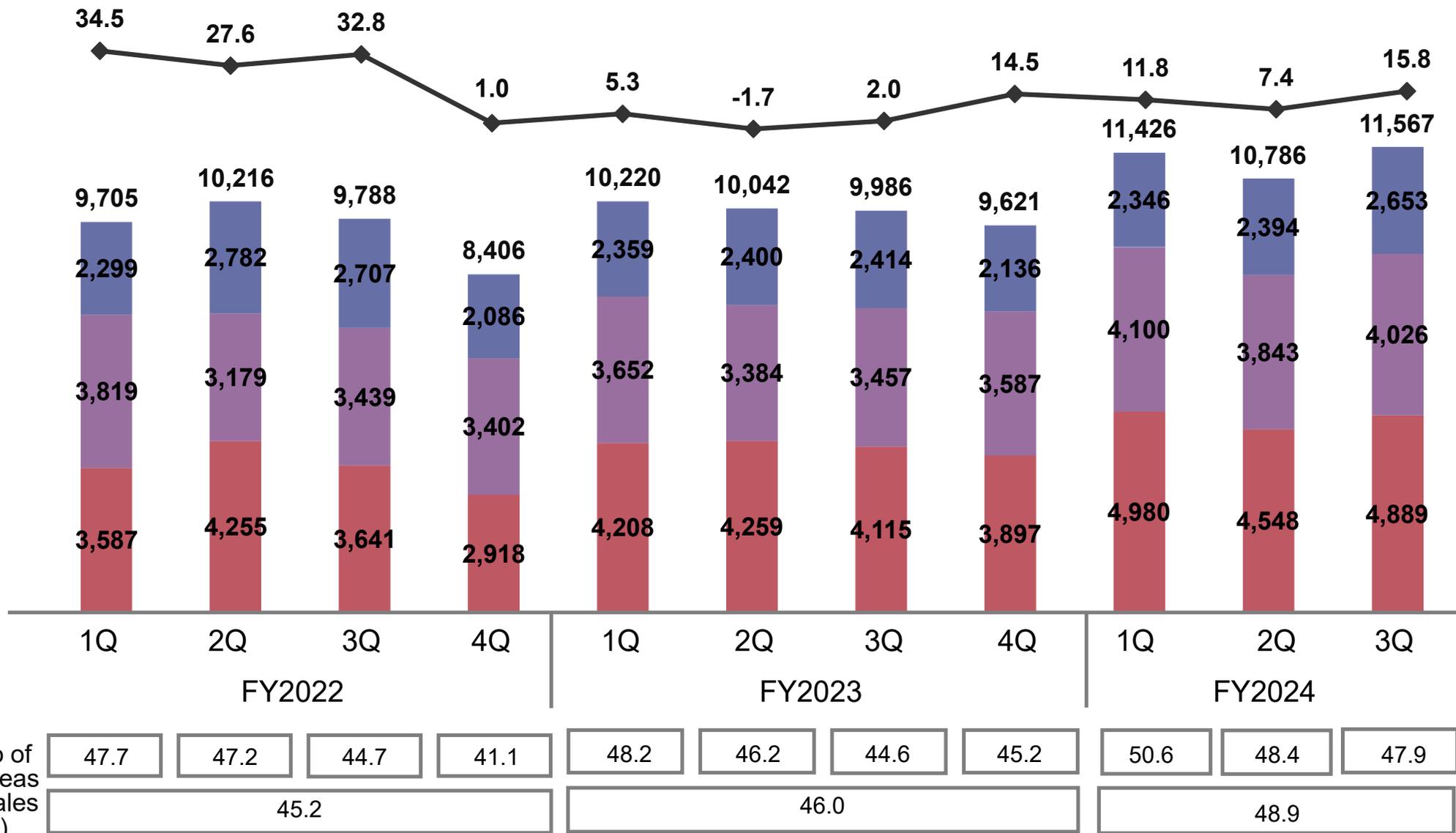
(unit: millions of yen, %)



# Changes in Quarterly Net Sales by Overseas Region

■ Net sales in North America     ■ Net sales in Europe  
■ Net sales in Asia     — Total overseas net sales (rate of change YoY)

(unit: millions of yen, %)



Note: Includes overseas net sales for auto stapler equipment business.

## Steady sales of tools for concrete structures with a focus on the rebar tying tool business

- Domestic and overseas sales of tools for concrete structures: ¥26.5 billion (¥4.7 billion in Japan, ¥21.8 billion overseas)

Growth of **15.2% over the** previous year / **82.8%** progress against the annual plan

## Steady sales of consumable tie wires as the cumulative number of tools in operation increased

### Overseas

#### North America

- Thanks to continued steady construction investment in the non-residential market and the increase in the cumulative number of operating tools, sales of consumables grew significantly. Overall, the rebar tying tool business in North America performed well.

#### Europe

- In the Nordic countries, recovery has been somewhat delayed, but in Germany, the recovery trend in sales volume continues.
- In addition to the sales expansion of the new "TWINTIER," continuous strengthening of activities in Southern and Eastern Europe led to both tools and consumables exceeding the previous year's levels in the cumulative 3rd Quarter.

### Japan

- Although the floor area of construction starts of concrete structures was sluggish, sales of consumables remained strong. On the other hand, due to the impact of the new "TWINTIER" product launched in December 2023, the number of machines sold in the 3rd Quarter (three-month period) decreased compared to the previous year.

MAX exhibited at the "World of Concrete 2025," which was held in Las Vegas.

As the leading company that launched the world's first battery-operated rebar tying tool in 1993, we have implemented branding of MAX, as well as introducing our new rebar tying products under development to overseas markets.

**Event Dates:**

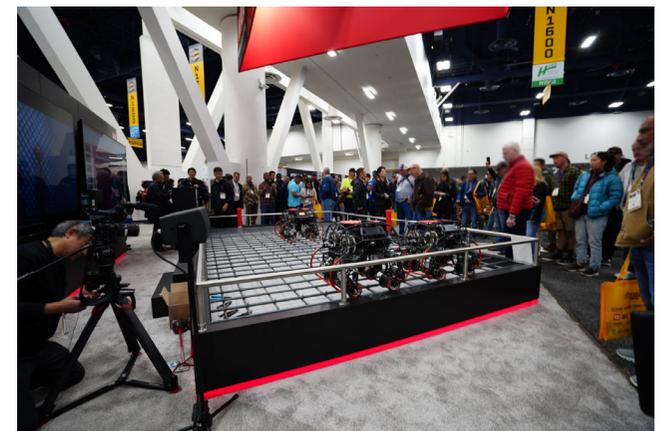
Wednesday, January 22, 2025 - Friday, January 24, 2025 (Japan Time)

**Theme:**

REVOLUTIONIZE REBAR TYING -- Continuing to create new standards for rebar tying --

**Main exhibits:**

- Autonomous Mobile Tying Robot
- Rebar Tying Unit for Automation
- CONNECTED TWINTIER



---

We are streaming video of the exhibition, so please take a look.

<https://youtu.be/ncjNYAifwTo>

---



## Main exhibits

MAX contributes to solving social issues such as the labor shortage and improving work efficiency at construction sites.

\*In Japan, it was released in limited regions in October 2024.

### Under Development: Automated Equipment

to be released in North America in the spring of 2025\*

#### Autonomous Mobile Tying Robot

In floor rebar tying operations, the robot autonomously generates optimal routes, rounds designated areas, and ties rebar. Equipped with adaptive capabilities, it instantly regenerates a new route when detecting obstacles, ensuring seamless operation. Furthermore, through a centralized system for swarm control, multiple units can work in coordination.

#### Rebar Tying Unit for Automation

The specialized unit, developed by fully utilizing the company's TWINTIER technology and integrating suitable automation innovations, can be customized to suit various devices, including robotic arms. It automatically detects the tying target area, adjusts to the optimal position, angle, and stroke, and ties rebar with accuracy. Also, it detects rebar misalignment or obstacles and autonomously executes adjustments or avoidance measures.

#### CONNECTED TWINTIER

With 4G LTE communication and GPS functions integrated into the TWINTIER, it is possible to remotely monitor the location and operational status of tools. Security alerts and real-time tracking can remotely lock tools to prevent unauthorized use when the tools are taken outside designated areas.



## Implementation of Stock Offering

Type and Number of Shares Offered: 1,250,000 shares of the Company's common stock (plus an additional 187,200 shares through over-allotment)

Seller and Number of Shares Offered:	Mizuho Bank, Ltd.	400,000 shares
	Gunma Bank, Ltd.	400,000 shares
	MUFG Bank, Ltd.	200,000 shares
	Mitsui Sumitomo Insurance Co., Ltd.	200,000 shares
	Sumitomo Mitsui Trust Bank, Ltd.	50,000 shares

Application Period: Thursday, November 28, 2024 - Friday, November 29, 2024

Purpose of the Offering: To increase MAX's recognition among a wide range of investors, diversify the shareholder base, and improve stock liquidity.

## Acquisition of Treasury Stock

Depending on market conditions, it is possible that some or all of the acquisition may not be carried out.

Type of Shares to be Acquired: The Company's common stock

Total Number of Shares to be Acquired: 600,000 shares (maximum) (Total acquisition price: 2.4 billion yen (maximum))

Acquisition Period: Monday, January 6, 2025 - Wednesday, April 30, 2025

## Cancellation of Treasury Stock

Type of Shares to be Cancelled: The Company's common stock

Total Number of Shares to be Cancelled: 1,000,000 shares (2.10% of the total number of issued shares before cancellation)

Cancellation Date: Thursday, December 26, 2024



# Operating Results Forecast for FY 2024

# Group-Wide Plan in FY 2024

20

## ■ Forecasted exchange rates (from Q4)

1 USD = 150.00 JPY

1 EUR = 160.00 JPY

(unit: millions of yen, %)

	Current plan (January 31, 2025)	Previous plan (October 31, 2024)	Difference	Results in previous FY	% increase/ decrease
Net sales	91,300	90,300	1,000	86,638	+5.4
Operating profit	13,800	13,600	200	12,601	+9.5
Corresponding ratio	15.1	15.1		14.5	
Ordinary profit	14,100	13,740	360	13,717	+2.8
Corresponding ratio	15.4	15.2		15.8	
Profit attributable to shareholders of parent company	10,600	10,360	240	10,435	+1.6
Corresponding ratio	11.6	11.5		12.0	
Net profit per share (yen)	228.32	222.67	5.65	222.57	
ROE	10.3	10.1	0.2P	11.1	

Thanks to the strong performance up to the 3rd Quarter, we have revised our full-year forecast for the fiscal year ending March 2025, as it is expected to exceed the projected figures announced on October 31, 2024.

# Segment Plans in FY 2024

(unit: millions of yen, %)	Current plan (January 31, 2025)	Previous plan (October 31, 2024)	Difference	Results in previous FY	% increase/ decrease
<b>Industrial Equipment segment</b>					
Net sales	66,120	65,290	830	62,392	+6.0
Segment profit	14,067	14,030	37	12,691	+10.8
Segment profit rate	21.3	21.5		20.3	
<b>Office Equipment segment</b>					
Net sales	21,850	21,670	180	21,006	+4.0
Segment profit	4,410	4,180	230	3,965	+11.2
Segment profit rate	20.2	19.3		18.9	
<b>HCR Equipment segment</b>					
Net sales	3,330	3,340	-10	3,239	+2.8
Segment profit	-67	0	-67	-7	—
Segment profit rate	-2.0	0.0		-0.2	
<b>Adjustment amount</b>	<b>-4,610</b>	<b>-4,610</b>	<b>—</b>	<b>-4,048</b>	<b>—</b>
<b>Group-wide total</b>					
Net sales	91,300	90,300	1,000	86,638	+5.4
Operating profit	13,800	13,600	200	12,601	+9.5
Operating margin	15.4	15.1		14.5	

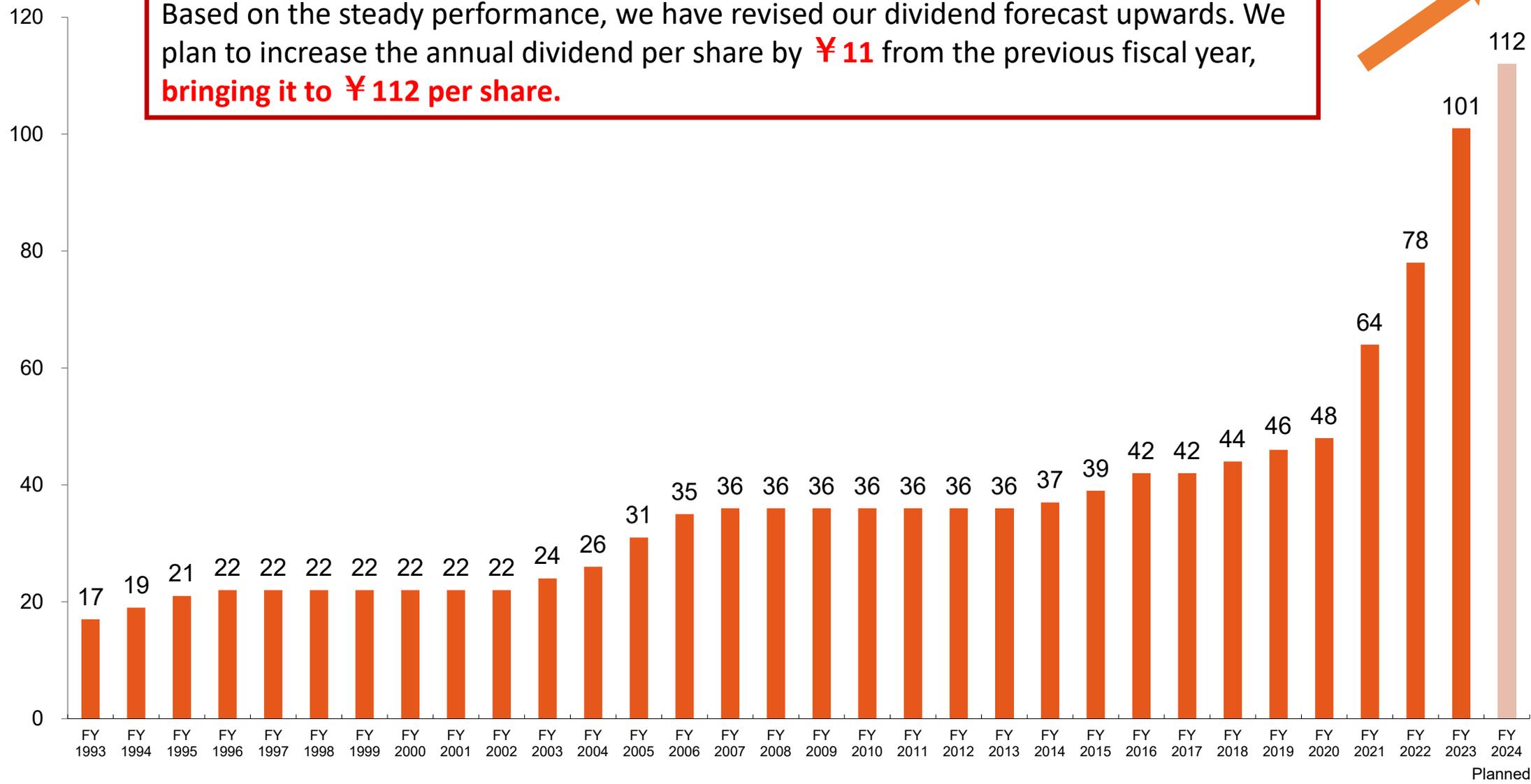
# Plans for Each Subsegment (By Business) in FY 2024

(unit: millions of yen, %)	Current plan (January 31, 2025)	Previous plan (October 31, 2024)	Difference	Results in previous FY	% increase/ decrease
<b>Industrial Equipment segment</b>					
Segment net sales	66,120	65,290	830	62,392	+6.0
Domestic industrial equipment business	21,420	21,560	-140	21,536	-0.5
Overseas industrial equipment business	32,700	31,930	770	29,304	+11.6
Home environment equipment business	12,000	11,800	200	11,551	+3.9
Segment profit	14,067	14,030	37	12,691	+10.8
Segment profit rate	21.3	21.5		20.3	
	Current plan (January 31, 2025)	Previous plan (October 31, 2024)	Difference	Results in previous FY	% increase/ decrease
<b>Office Equipment segment</b>					
Segment net sales	21,850	21,670	180	21,006	+4.0
Domestic office equipment business	7,700	7,820	-120	7,626	+1.0
Overseas office equipment business	5,750	5,850	-100	5,796	-0.8
Auto stapler equipment business	8,400	8,000	400	7,583	+10.8
Segment profit	4,410	4,180	230	3,965	+11.2
Segment profit rate	20.2	19.3		18.9	

# Dividend Policy: Dividends per Share

(unit: yen)

Based on the steady performance, we have revised our dividend forecast upwards. We plan to increase the annual dividend per share by **¥11** from the previous fiscal year, **bringing it to ¥112 per share.**



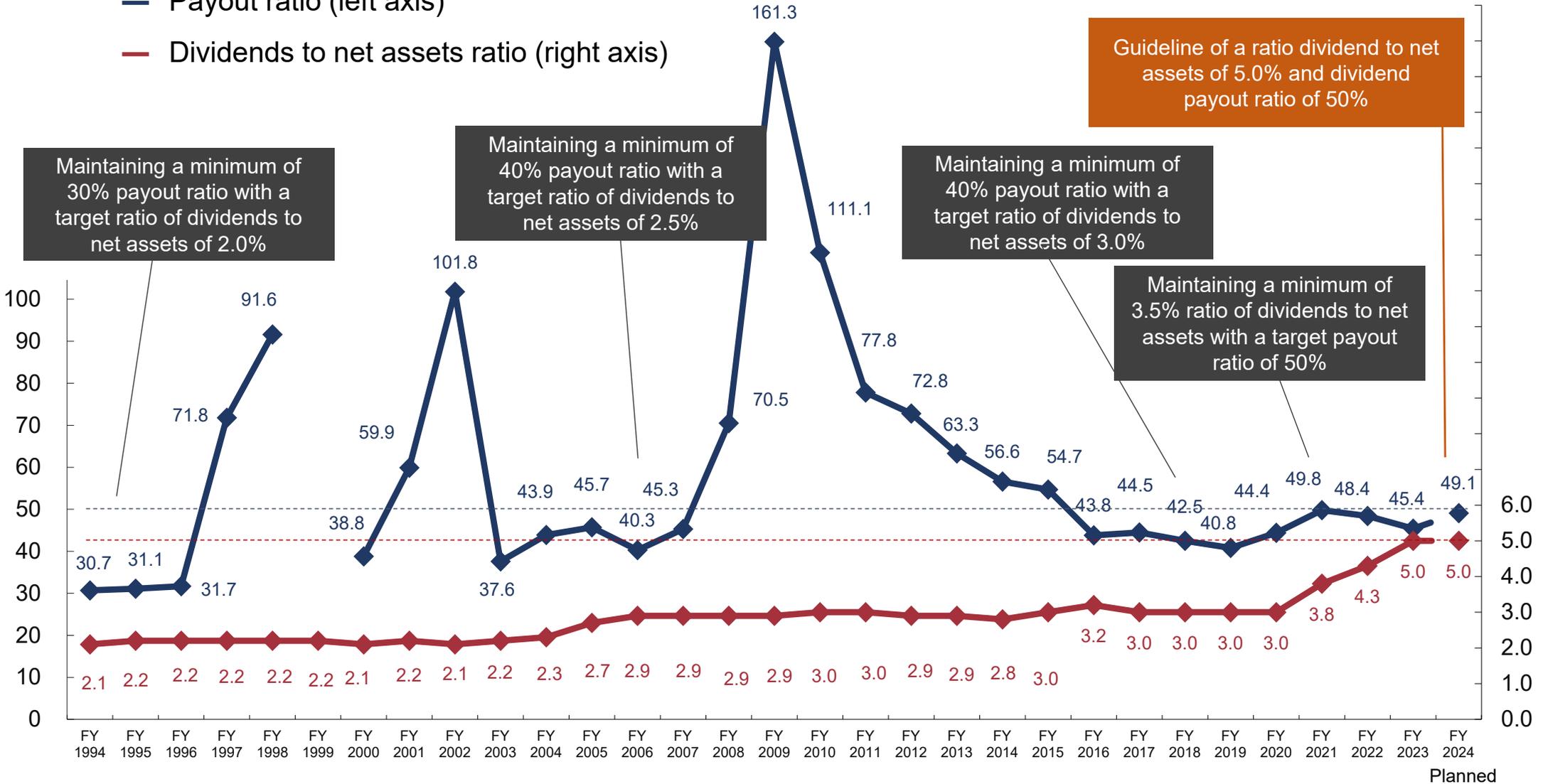
Planned

# Dividend Policy: Payout Ratio and Dividends to Net Assets Ratio

Guideline of a ratio of dividends to net assets of 5.0% and a dividend payout ratio of 50%, as based on consolidated financial results

(unit: %)

- Payout ratio (left axis)
- Dividends to net assets ratio (right axis)



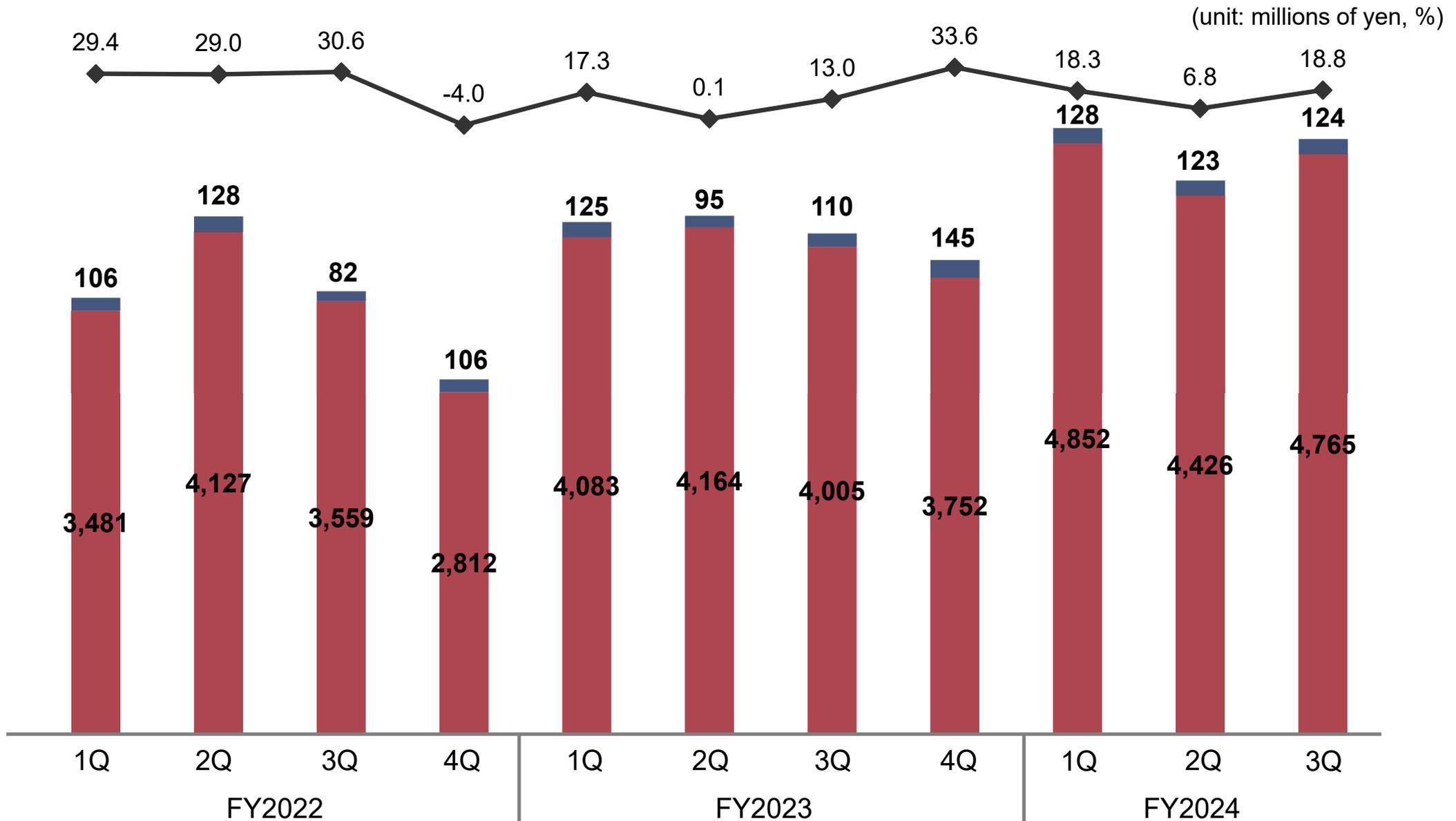
Note: Non-consolidated base until FY 2004.



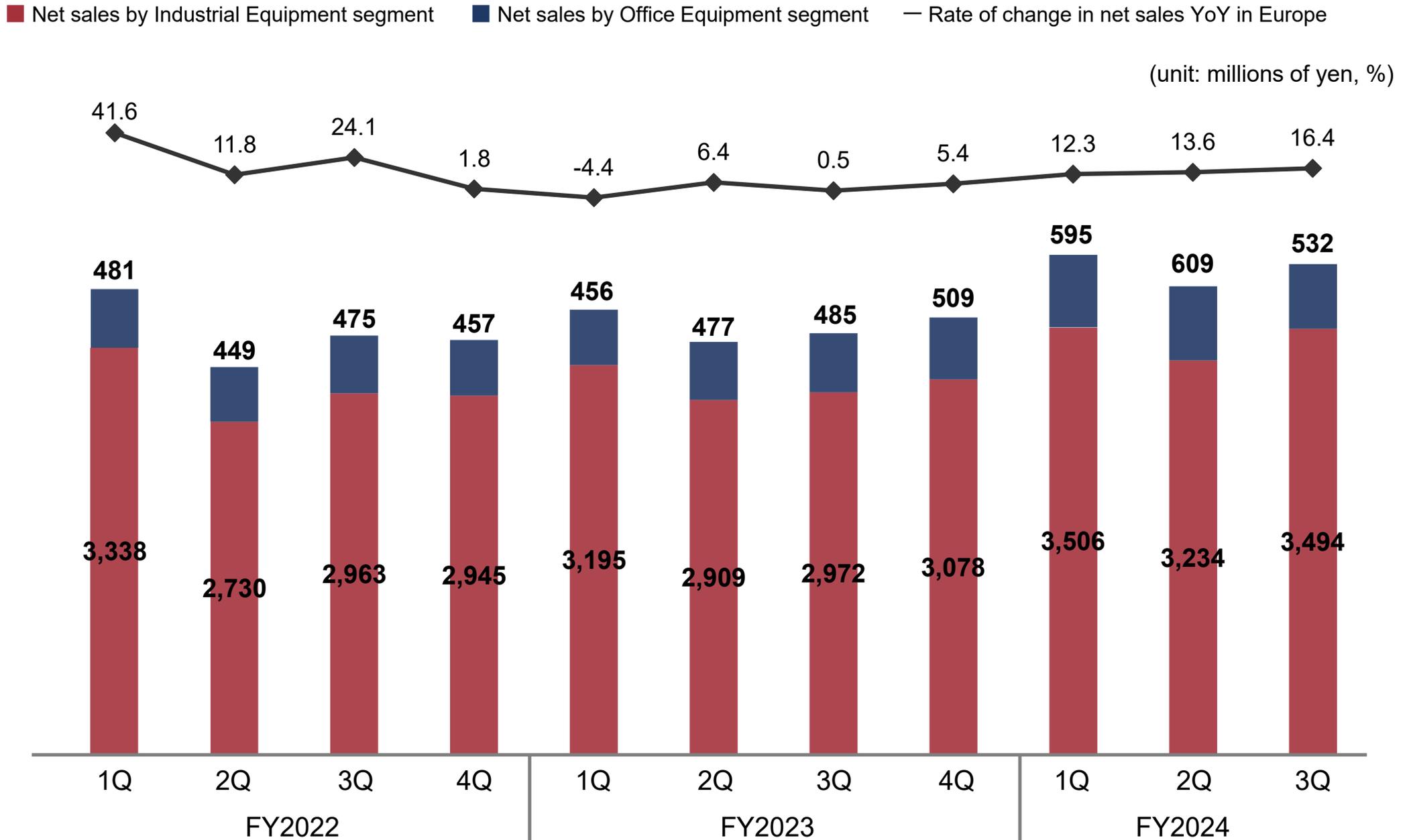
# Reference Materials

# Changes in Quarterly Segment Net Sales by Overseas Region (North America)

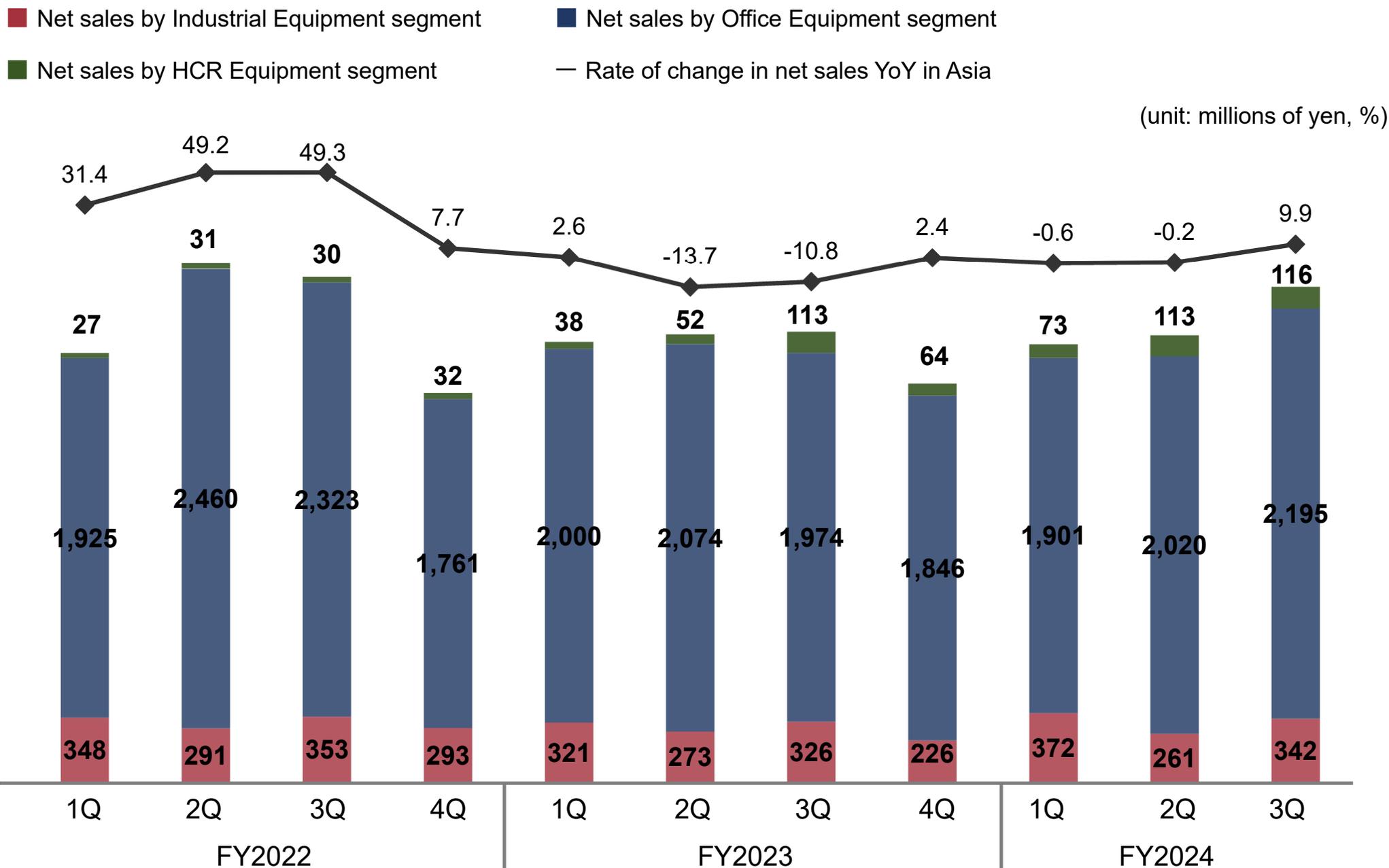
■ Net sales by Industrial Equipment segment   ■ Net sales by Office Equipment segment   — Rate of change in net sales YoY in North America



# Changes in Quarterly Segment Net Sales by Overseas Region (Europe)



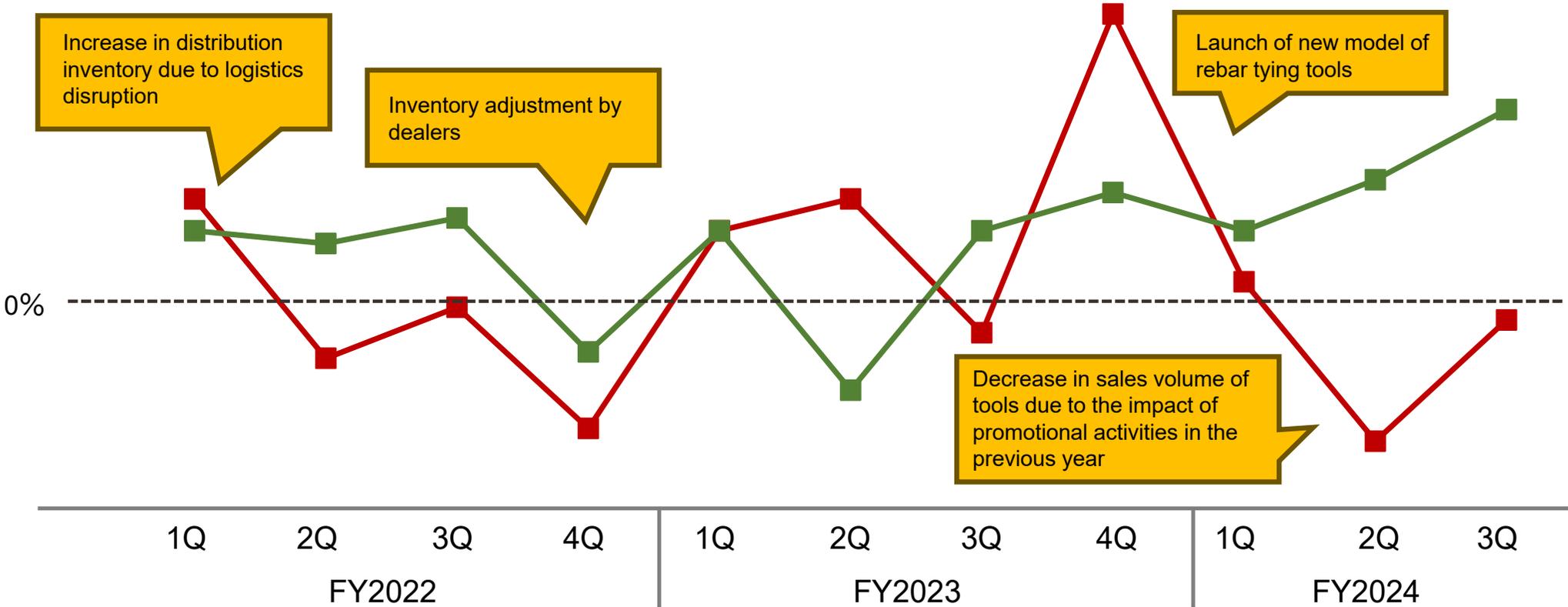
# Changes in Quarterly Segment Net Sales by Overseas Region (Asia Excluding Japan)



# Rebar Tying Tools (Tools/Consumables): Changes in Quantity by Quarter (North America)

■ Tools: Rate of increase in quantity YoY

■ Consumables: Rate of increase in quantity YoY



North America	FY 2022				FY 2023				FY 2024		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Tools	16%	-9%	-1%	-20%	11%	16%	-5%	45%	3%	-22%	-3%
Consumables	11%	9%	13%	-8%	11%	-14%	11%	17%	11%	19%	30%

# Rebar Tying Tools (Tools/Consumables): Changes in Quantity by Quarter (Europe)

■ Tools: Rate of increase in quantity YoY

■ Consumables: Rate of increase in quantity YoY

Growing business due to strong public construction in various countries

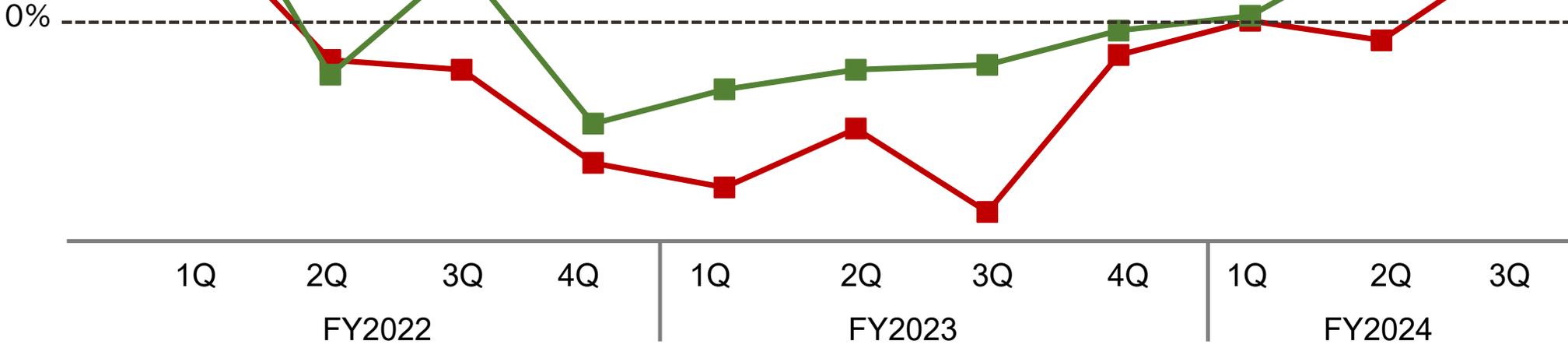
Decrease in investment motivation due to uncertain economic outlook

Sluggish housing market in Germany and Northern Europe

There is a sense that the decline in sales volume has bottomed out.

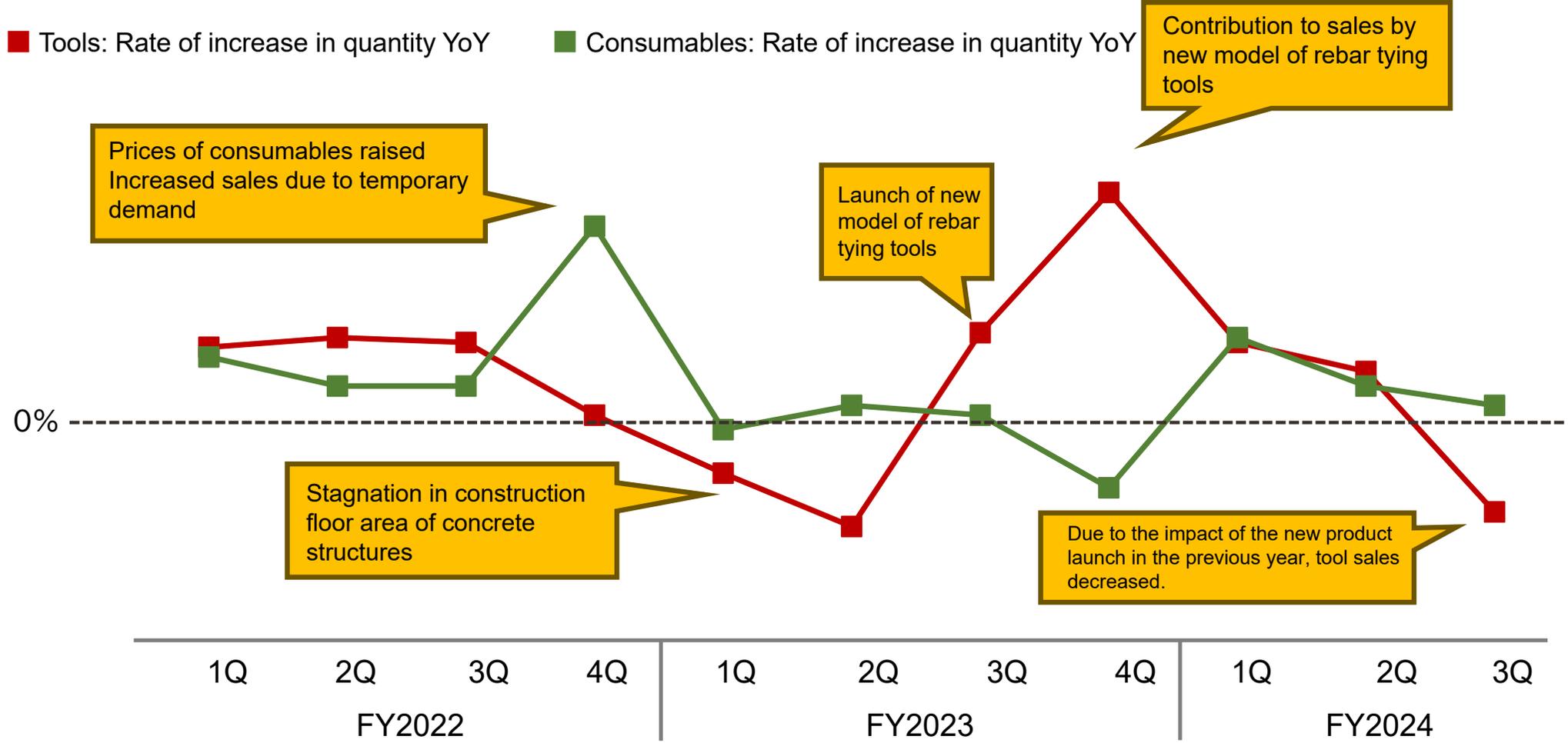
Strengthen activities in strong markets of Southern/Eastern Europe

Launch of new model of rebar tying tools



Europe	FY 2022				FY 2023				FY 2024		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Tools	22%	-6%	-8%	-27%	-32%	-20%	-37%	-5%	2%	-2%	16%
Consumables	36%	-9%	14%	-19%	-12%	-8%	-7%	0%	3%	18%	19%

# Rebar Tying Tools (Tools/Consumables): Changes in Quantity by Quarter (Domestic)



Domestic	FY 2022				FY 2023				FY 2024		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Tools	14%	16%	15%	0%	-12%	-23%	17%	46%	15%	9%	-20%
Consumables	12%	6%	6%	39%	-3%	2%	0%	-15%	16%	6%	2%

## Industrial equipment business

### Tools for wooden structures



### Tools for concrete structures



### AF (Agriculture/Food)



## Office equipment business

### Stationery-related products



### Labeling and signage products

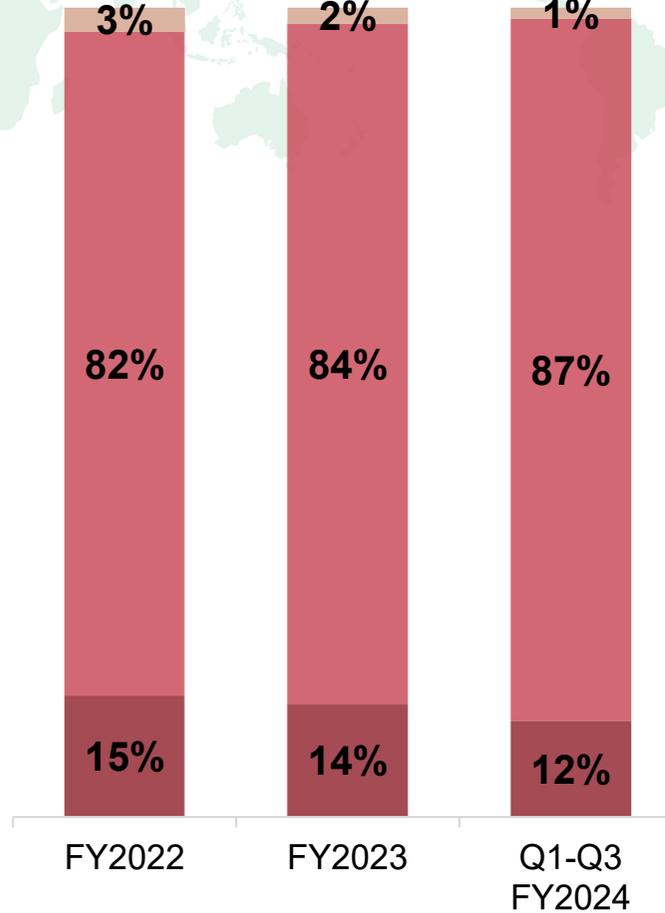
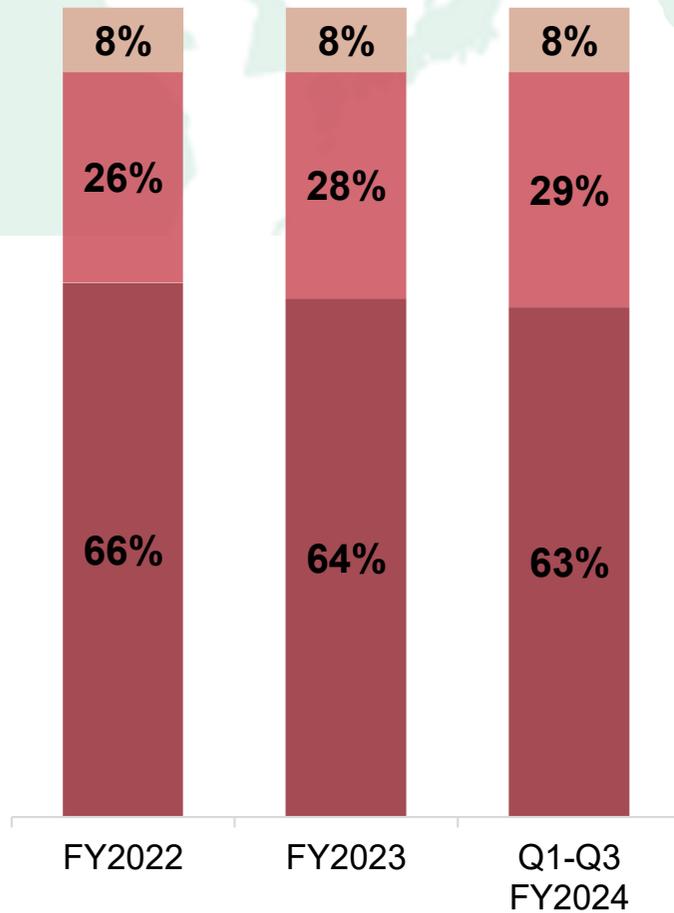


### Other



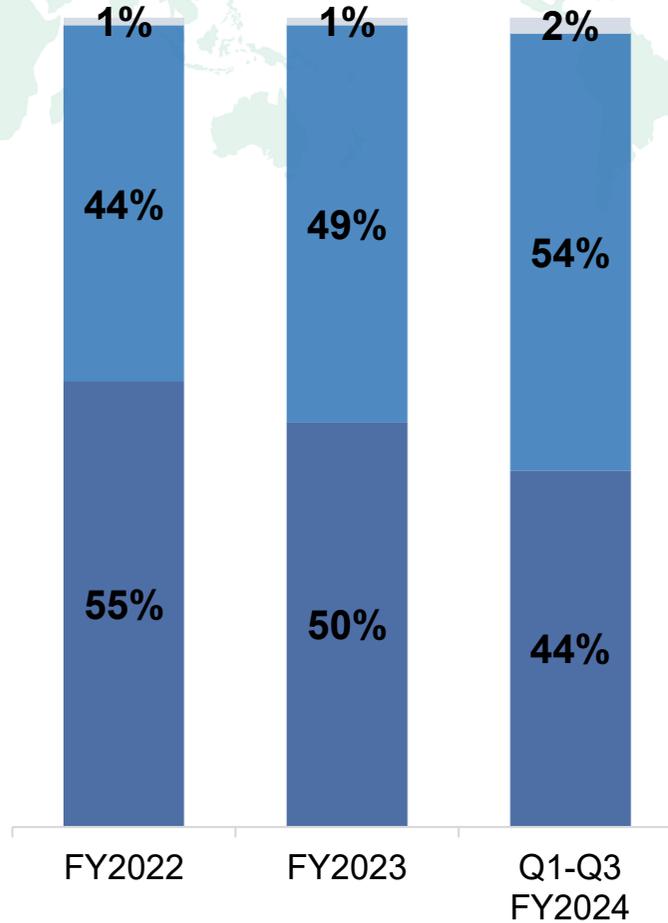
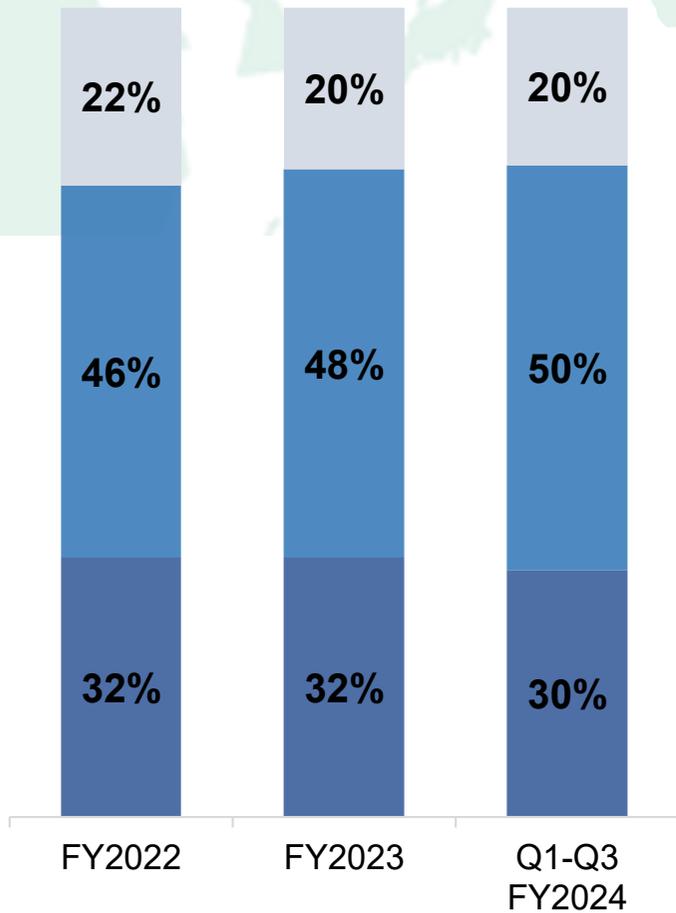
Product breakdown for the domestic industrial equipment business

Product breakdown for the overseas industrial equipment business



Product breakdown for the domestic office equipment business

Product breakdown for the overseas office equipment business



- Other
- Labeling and signage products
- Stationery-related products



The contents listed in this document are based on information currently available to the Company and certain assumptions that are deemed as reasonable. Please be aware that actual future business results, etc., may differ considerably depending on various factors.

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.