

Note: 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.

## Summary of Financial Results in the First Quarter FY 2025

- In the first Quarter, both net sales and all profits reached record highs.
- Sales of tools for concrete structures, including rebar tying tools, increased 13% YoY.
- Based on steady business performance, the company has revised upward our full-year forecast announced in April 2025.
- The company plans acquisition of own shares (up to 1 million shares) for the purpose of improving capital efficiency.

[Title]

[With Q&A] MAX Achieved Record-High Sales and Profits for the First Quarter, Driven by Expanded Sales Mainly of Rebar Tying Tools in Europe and the US, to Raise the Ratio of Overseas Net Sales to 51.7%

[Lead]

The following is a transcription of MAX Co., Ltd.'s financial results presentation for Q1 of the fiscal year ending March 2026, which was given on July 31, 2025.

[Speaker]

Yoshihiro Kaku, Senior Managing Director and Senior Executive Officer of MAX Co., Ltd.

## Summary of Financial Results in the First Quarter FY 2025

### Summary of Financial Results in the First Quarter FY 2025

- In the first Quarter, both net sales and all profits reached record highs.
- Sales of tools for concrete structures, including rebar tying tools, increased 13% YoY.
- Based on steady business performance, the company has revised upward our full-year forecast announced in April 2025.
- The company plans acquisition of own shares (up to 1 million shares) for the purpose of improving capital efficiency.

Yoshihiro Kaku (hereafter, Kaku): I am Yoshihiro Kaku, Senior Managing Director and Senior Executive Officer. Thank you very much for attending MAX's financial results briefing today. We will now proceed with our presentation based on the materials distributed in advance. The next page of the table of contents is a summary of the first quarter financial results.

In the first quarter, both net sales and all profits reached record highs. In particular, net sales, which indicate business volume, and operating profit, which indicates business profits, achieved their best results ever among all quarters to date.

Sales of tools for concrete structures, including rebar tying tools, which are our most important business, increased 13% year on year to 10.1 billion yen, performing well. Based on this steady business performance, the company has revised upward our forecast for the fiscal year ending March 2026, which was announced in April 2025.

At today's Board of Directors meeting, the company decided to buy up to 1 million of its own shares for a maximum of 5.5 billion yen for the purpose of improving capital efficiency and promoting shareholder returns. We will be implementing this resolution starting from August 1.

## Group-Wide Financial Results in the First Quarter of FY 2025

### Group-Wide Financial Results in the First Quarter of FY 2025

1

#### ■ Exchange Rate (JPY)

Q1 FY2025	1USD 145.34	/	1EUR 162.60
Q1 FY2024	1USD 155.02	/	1EUR 167.03
Planned(Q1)	1USD 145.00	/	1EUR 155.00

(unit: millions of yen, %)

	Results in Q1 for FY under review	Results in Q1 of previous FY	% Increase /decrease	First-half plan*	Rate of progress
Net sales	24,240	22,588	+7.3	46,360	52.3
Gross profit	12,305	11,083	+11.0	—	—
Corresponding ratio	50.8	49.1		—	
Operating profit	4,894	3,988	+22.7	7,330	66.8
Corresponding ratio	20.2	17.7		15.8	
Ordinary profit	4,968	4,572	+8.7	7,400	67.1
Corresponding ratio	20.5	20.2		16.0	
Profit attributable to owners of parent	3,595	3,340	+7.6	5,770	62.3
Corresponding ratio	14.8	14.8		12.4	
Basic earnings per share (yen)	78.27	71.82	—	125.59	—

\*Plan announced on April 30, 2025

I will now explain our financial results. The slide shows the group-wide financial results in the first quarter. Net sales were 24,240 million yen, which is a 7.3% year-on-year increase. Operating profit hit 4,894 million yen, which is a significant 22.7% year-on-year jump, with an operating profit ratio of 20.2%. Ordinary profit was 4,968 million yen, which is an 8.7% year-on-year increase, and profit attributable to owners of parent was 3,595 million yen, which is a 7.6% year-on-year increase.

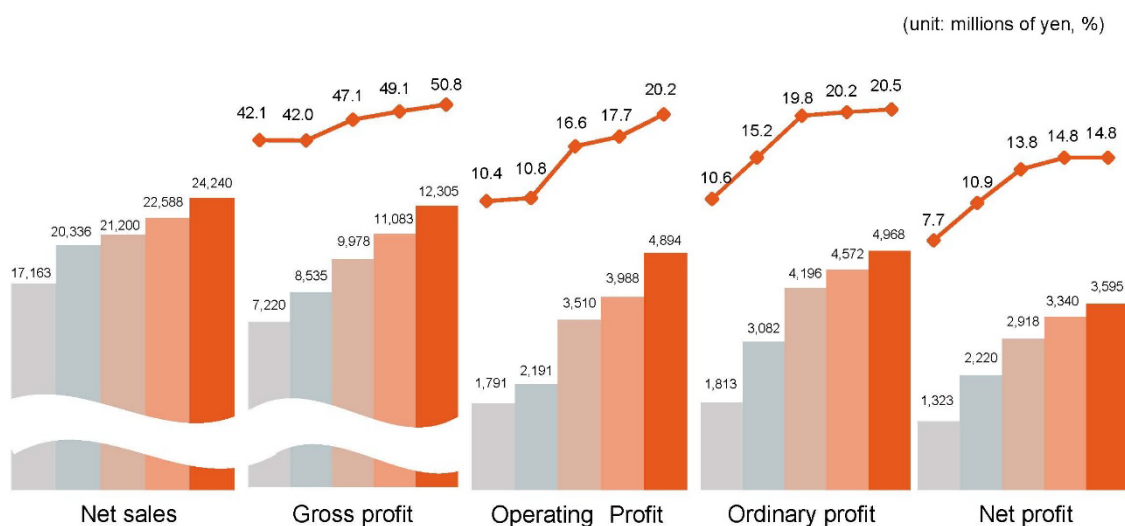
As you can see in the table on the right side of the slide, all items are going better than the first-half plan disclosed in April.

## Changes in Group-Wide Financial Results: in the First Quarter of FY 2021 to FY 2025

### Changes in Group-Wide Financial Results: in the First Quarter of FY 2021 to FY 2025

2

■ Q1 FY 2021      ■ Q1 FY 2022      ■ Q1 FY 2023  
■ Q1 FY 2024      ■ Q1 FY 2025      — Corresponding ratio



The slide shows the changes in major profit and loss items in the first quarter of each of these five fiscal years. As net sales increased, the amount and ratio of the profit items steadily improved. This was because of the success of sales promotion activities for key products in each business. For example, sales of the rebar tying tool increased, which is our mainstay business and the most important part of our business strategy, especially in Europe and the United States.

As you know, factors affecting profits have become apparent in recent years. These factors include rising raw material prices and increased procurement costs due to exchange rate fluctuations. However, the measures we took to address these factors also impacted our results.

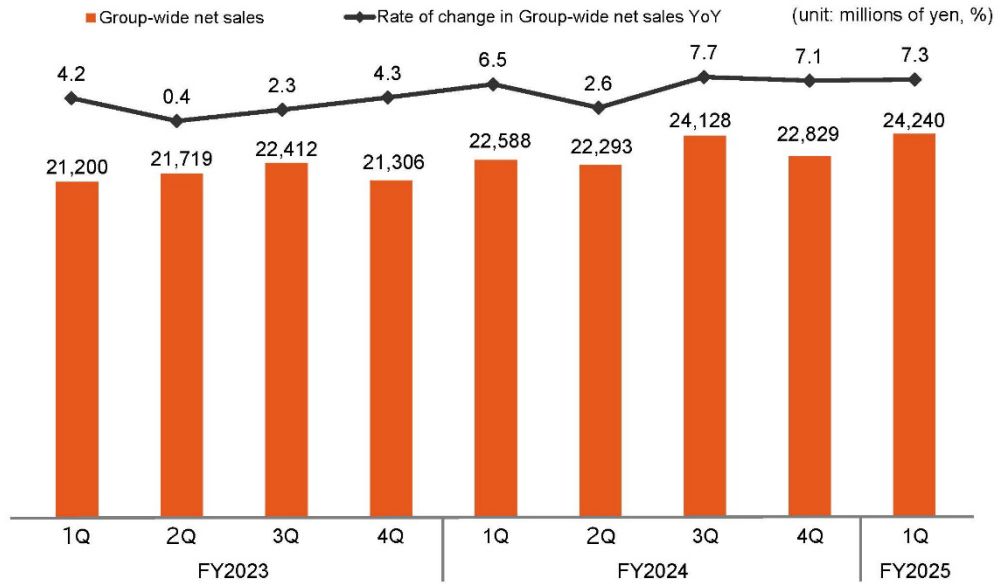
At the same time, the so-called Trump's tariffs issue arose. Despite these factors affecting profits and losses, our group-wide business profitability and return on capital have improved significantly. We achieved this through group-wide price transfers we did until the fiscal year

before last year, continual shifts to more profitable businesses for an optimal portfolio, and our timely and appropriate responses to the tariffs imposed by President Trump at the beginning of the fiscal year.

## Changes in Net Sales by Quarter

### Changes in Net Sales by Quarter

3

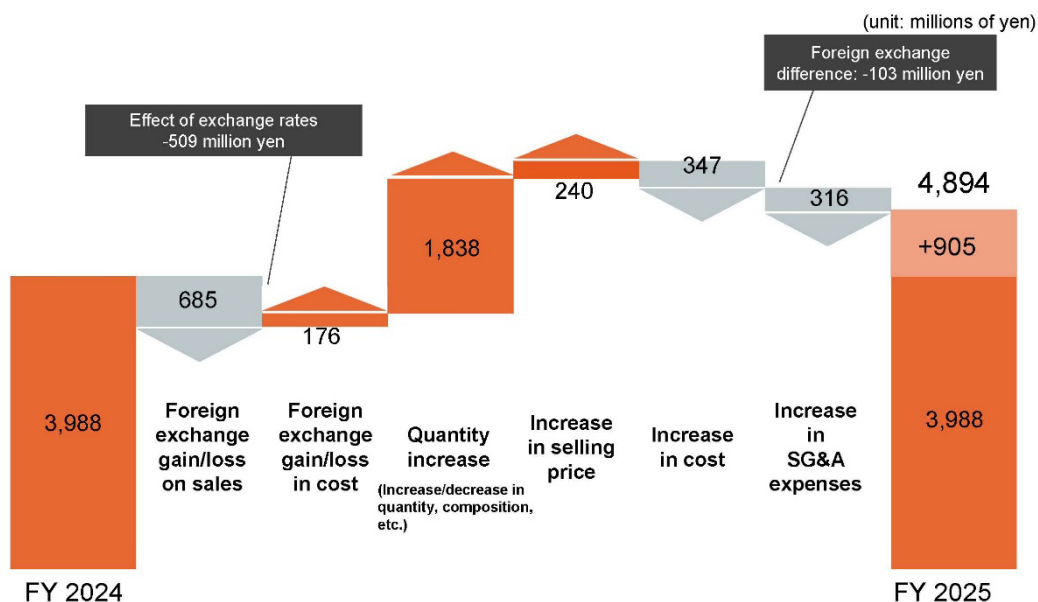


The slide shows the changes in net sales by quarter. Net sales in the first quarter were 24,240 million yen, a record high on a quarterly basis.

## Factors for Increase/Decrease of Operating Profit

### Factors for Increase/Decrease of Operating profit

4



The slide shows the factors for increase/decrease of operating profit. I will explain from the left side. Foreign exchange loss on sales was 685 million yen, while foreign exchange gain in cost was 176 million yen. Overall, exchange rates resulted in a decrease of 509 million yen in operating profit.

Quantity increase, including changes in composition, resulted in an increase of 1,838 million yen in operating profit due to expanded sales of key products such as rebar tying tools. This contributed significantly to the increase in operating profit. Excluding actual selling prices and exchange rates, costs increased by 347 million yen, but this was almost in line with our forecast.

Now, let me talk about selling price. We had planned to end the activity of price transfers until the previous fiscal year and focus on increasing sales volume to expand profits in the current fiscal year. However, price revisions made in response to Trump's tariffs imposed at the beginning of the fiscal year were the main factor behind the 240 million yen increase in selling

price. The relationship between selling price and cost shown in the slide represents figures for the entire group.

I have some more information about the response to Trump's tariffs. We are proceeding based on the principle of reflecting the impact of tariffs, i.e., increased costs, in selling prices to maintain profit amount. We will continue to respond in a timely and appropriate manner in accordance with this policy. Selling, general, and administrative expenses increased by 316 million yen, but this is largely in line with our plans.

As I said, we offset the profit reduction factors resulting from exchange rate fluctuations, actual costs, and increased SG&A expenses, which were already factored into the plan, through increased sales volume of key products such as rebar tying tools and timely and appropriate responses to Trump's tariffs. As a result, operating profit surged by 905 million yen from the previous year, marking a substantial 22.7% year-on-year increase.

■ Non-Operating income/expenses and extraordinary income/losses (unit: millions of yen)

	Results in Q1 for FY under review	Results in Q1 of previous FY	YoY
Non-Operating income/expenses	73	583	-509
Non-Operating income (excluding foreign exchange effect)	258	184	+74
Non-Operating expenses (excluding foreign exchange effect)	-15	-17	+1
Foreign exchange gain/loss	-168	416	-585
Extraordinary income/loss	39	198	-158
Extraordinary income	55	199	-143
Extraordinary losses	-16	-1	-15

■ Facilities investment, depreciation, R&D expenses

(unit: millions of yen,%)

	Results in Q1 for FY under review	Results in Q1 of previous FY	FY 2025 annual plan	Rate of progress
Facilities investment	763	477	4,053	18.8
Depreciation	844	786	3,782	22.3
R&D expenses	1,127	1,089	4,253	26.5

Here is other financial information. As you can see, foreign exchange gain/loss in non-operating income/expenses resulted in a loss of 168 million yen for the first quarter of this fiscal year, compared to a gain of 416 million yen for the same period of the previous fiscal year. These resulted in a decrease of 585 million yen. This was expected based on the exchange rates for the first quarter of this fiscal year.

Therefore, the ordinary profit and net profit for the first quarter include this negative impact from the non-operating foreign exchange gain/loss. As I said, the significant increase in operating profit, which represents the core business profit, has led to an increase in both ordinary profit and net profit compared to the same period last year.

### Domestic

The number of new housing starts related to our Industrial Equipment segment decreased significantly in April and May due to rush new housing starts in March in response to revisions to the Building Standards Act and other regulations.

### Overseas

In the United States, housing starts remained sluggish due to persistently high mortgage interest rates and excess housing inventory. On the other hand, construction investment in the non-residential market was steady.  
In Europe, the economy continued to improve, with corporate investment activity picking up on the back of monetary easing.

### ■ Reference indices

#### Number of new housing construction starts

- Up 13.3% YoY for the period from January to March 2025 (Owner-occupied: +10.5%, Rental: + 19.2 %, Unit sales: + 7.6%)
- Positive 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 18.1% YoY for the period from October to December 2024 (Offices: -34.6%, Stores: -20.1%, Factories: -10.5%, Warehouses: -18.6%)
- The supply and demand of skilled rebar workers (for construction sites) is currently in a state of excess supply.
- Negative effect on the industrial equipment business (concrete structure related)

#### Currency exchange rates

- 1 USD = 145.34 JPY, 1 EUR = 162.60 JPY (previous year: 1 USD = 155.02 JPY, 1 EUR = 167.03 JPY)
- Foreign exchange sensitivity in sales (annual conversion) \* Planned value at the beginning of FY 2025  
USD: 200 million JPY, EUR: 80 million JPY
- Foreign exchange sensitivity in Operating profit (annual conversion) \* Planned value at the beginning of FY 2025  
USD: 60 million JPY, EUR: 80 million JPY

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

- The annualized rate is 1,398,000 units in April 2025, 1,263,000 units in May 2025, and 1,321,000 units in June 2025 (Previous year—April: 1,385,000 units, May : 1,316,000 units, June : 1,327,000 units)

This is reference material for economic indicators. As shown in the currency exchange rates column, the foreign exchange sensitivity is 200 million yen for the dollar and 80 million yen for the euro in terms of sales. In terms of operating profit, the sensitivity is 60 million yen for the dollar due to purchases and 80 million yen for the euro, which is equivalent to sales.

## Business Results by Individual Segment in the First Quarter of FY 2025

### Business Results by Individual Segment in the First Quarter of FY 2025

7

(unit: millions of yen, %)

	Results in Q1 for FY under review	Results in Q1 of previous FY	% Increase /decrease	First-half plan*	Rate of progress
<b>Industrial Equipment segment</b>					
Net sales	18,117	16,456	+10.1	33,780	53.6
Segment profit	5,141	3,981	+29.1	7,620	67.5
Segment profit rate	28.4	24.2		22.6	
<b>Office Equipment segment</b>					
Net sales	5,352	5,321	+0.6	10,820	49.5
Segment profit	988	1,085	-8.9	2,000	49.4
Segment profit rate	18.5	20.4		18.5	
<b>HCR Equipment segment</b>					
Net sales	770	809	-4.9	1,760	43.8
Segment profit	2	-7	-	50	5.0
Segment profit rate	0.3	-0.9		2.8	
<b>Adjustment amount</b>	-1,238	-1,070	-	-2,340	-
<b>Group-wide total</b>					
Net sales	24,240	22,588	+7.3	46,360	52.3
Operating profit	4,894	3,988	+22.7	7,330	66.8
Operating margin	20.2	17.7		15.8	

\*Plan announced on April 30, 2025

Next are the business results by individual segment. In the Industrial Equipment segment, net sales increased by 10.1% year on year, reaching 18,117 million yen. Segment profit surged by 29.1% year on year, totaling 5,141 million yen, and the segment profit rate soared to 28.4%.

The Industrial Equipment segment posted significant increases in sales and profits, demonstrating extremely high profitability with a profit rate of 28%. There are several factors behind this performance. First, our most important business, the rebar tying tool business, posted steady and strong results in the US, Europe, and Japan. Second, the home environment equipment business, one of our domestic industrial businesses, also contributed to the increase in profits.

However, the strong performance in the US is believed to include a certain level of temporary demand at the distribution and user levels prior to price increases in response to Trump's tariffs. This factor may have a certain impact on performance in the second quarter and beyond.

In short, based on significant improvements in overall business profitability and return on capital, the high profit level was achieved due to the irregular factor of temporary demand, triggered by the impact of Trump's tariffs.

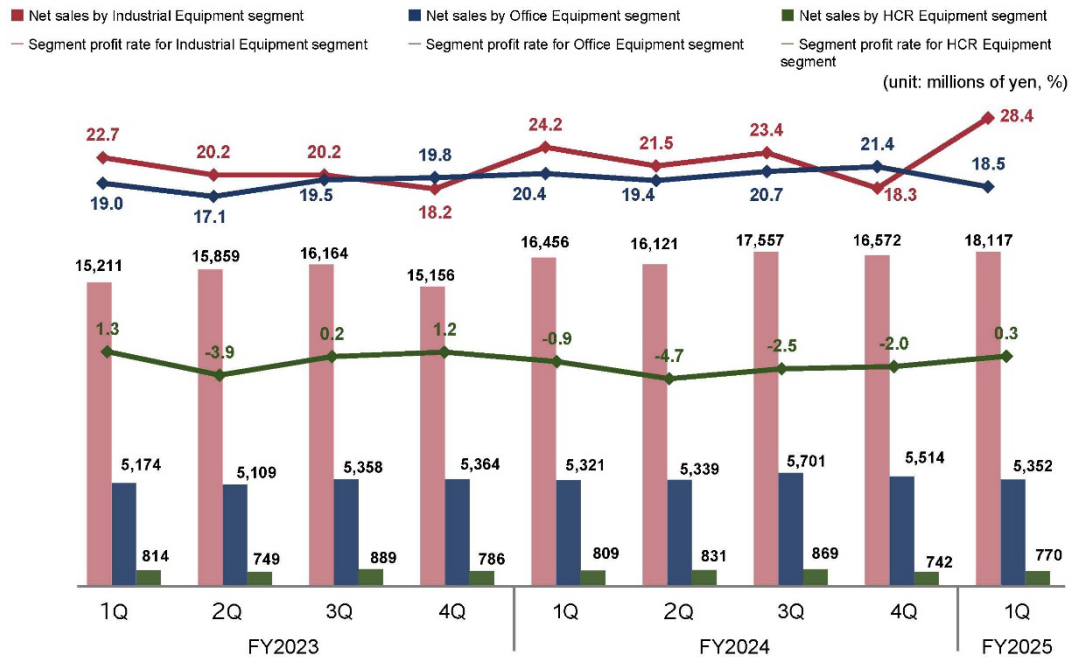
The second is the Office Equipment segment. This segment posted net sales of 5,352 million yen, a slight increase of 0.6% year on year. Segment profit was 988 million yen, a decrease of 8.9% year on year, and segment profit rate was 18.5%.

The HCR Equipment segment saw a 4.9% year-on-year decrease in net sales, reaching 770 million yen. However, the segment profit remained at 2 million yen, maintaining a profitable level.

## Changes in Segment Results by Quarter

### Changes in Segment Results by Quarter

8



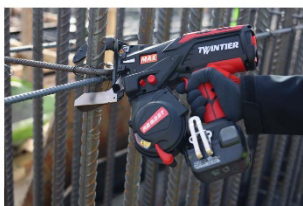
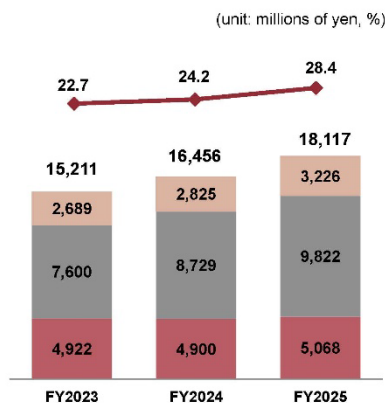
The slide shows results by quarter and segment. Segment profit rate for the Industrial Equipment segment significantly improved in the first quarter. The reason for this improvement is as I explained earlier. Please take a look at the rest of the slide later.

## Industrial Equipment Segment: Business Results for the First Quarter of FY 2025

### Industrial Equipment Segment : Business Results for the First Quarter of FY 2025

9

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



New "TWINTIER"  
Extra Large Jaw Model



Limited-edition color  
Air Compressor

- Domestic industrial equipment business ▶ Sales of tools and consumables remained steady thanks to expanded sales of new TWINTIER rebar tying tools. Sales of tools for wooden structures increased thanks to limited-edition colors and promotional activities.
- Overseas industrial equipment business ▶ Sales of rebar tying tools and consumables increased thanks to the impact of temporary demand for the price revisions implemented in May in response to the US tariff policy and a recovery in sales in Germany and Northern Europe.
- Home environment equipment business ▶ Sales of our mainstay heater-ventilator-dryer for bathrooms, DRYFAN, increased in the replacement market for renovation and replacement, which we are focusing on, and remained steady for some OEM customers.

This is the business results of the Industrial Equipment segment.

The domestic industrial equipment business achieved steady sales of tools and consumables thanks to expanded sales of the new TWINTIER Extra Large Jaw Model rebar tying tool. Despite unfavorable market indicators including the number of new housing starts, sales of tools for wooden structures increased. This was due to limited-edition colors and promotional activities.

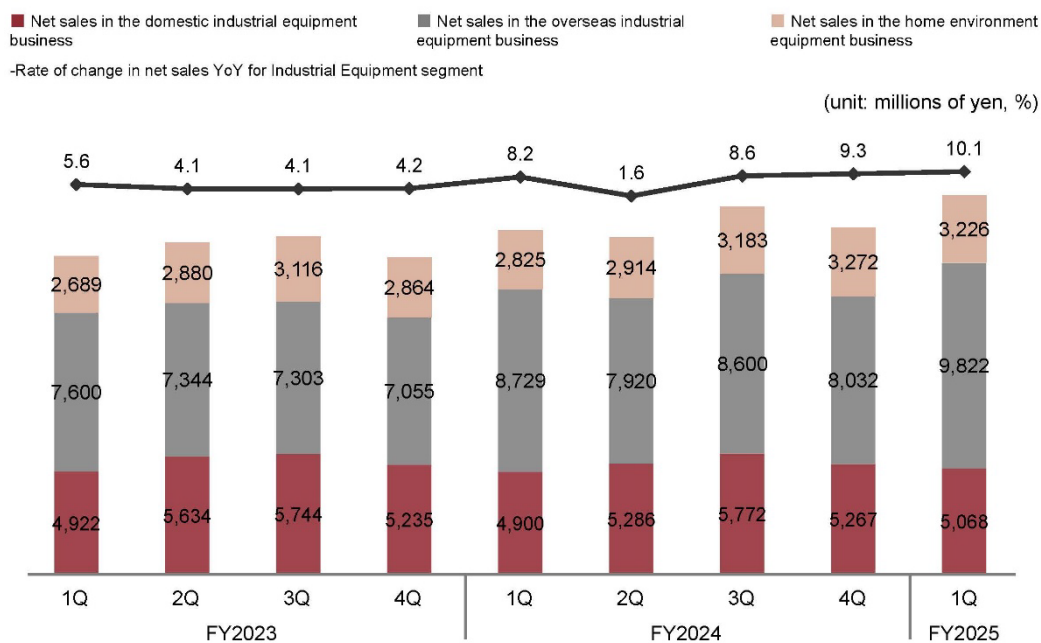
In the overseas industrial equipment business, the mainstay rebar tying tool business performed well in both North America and Europe. I will provide more information on the rebar tying tool business later in this presentation on another slide.

The home environment equipment business remained steady thanks to increased sales of DRYFAN, our mainstay product, in the replacement market, which we are focusing on, and price revisions for new construction and some OEM customers. As a result, the business as a whole performed well and business profitability improved.

## Industrial Equipment Segment: Changes in Net Sales by Quarter

### Industrial Equipment Segment: Changes in Net Sales by Quarter

10



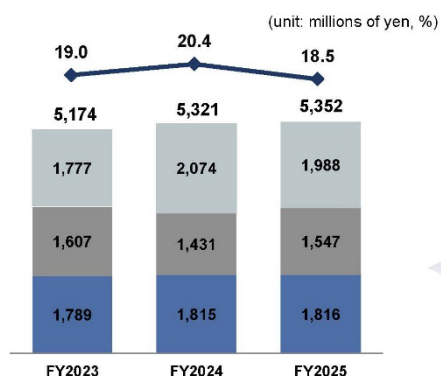
This is the changes in net sales by quarter for the Industrial Equipment segment. Please take a look later.

## Office Equipment Segment: Business Results for the First Quarter of FY 2025

### Office Equipment Segment: Business Results for the First Quarter of FY 2025

11

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



BEPOP  
Sign & label printing machines



"Vaimo11 Flame" stapler  
Winner of Stationery of the Year 2025,  
in the Functionality Category

- Domestic office equipment business ▶ Sales of labeling and signage products remained steady, mainly for the BEPOP sign and label printing machines, thanks to the promotion of proposal activities such as participation in exhibitions. However, sales of stationery-related products decreased.
- Overseas office equipment business ▶ Sales of labeling and signage products, such as the BEPOP sign and label printing machines and LETATWIN tube markers, remained steady. Sales of stationery-related products also recovered, mainly in Southeast Asia.
- Auto stapler equipment business ▶ Sales of both Auto Staplers and consumables decreased due to a slowdown in orders from customers.

This is the Office Equipment segment. The domestic office equipment business as a whole performed similarly to the previous year. This was due to increased sales of labeling and signage products, specifically BEPOP sign and label printing machines, which are our focus area. However, sales of stationery products decreased.

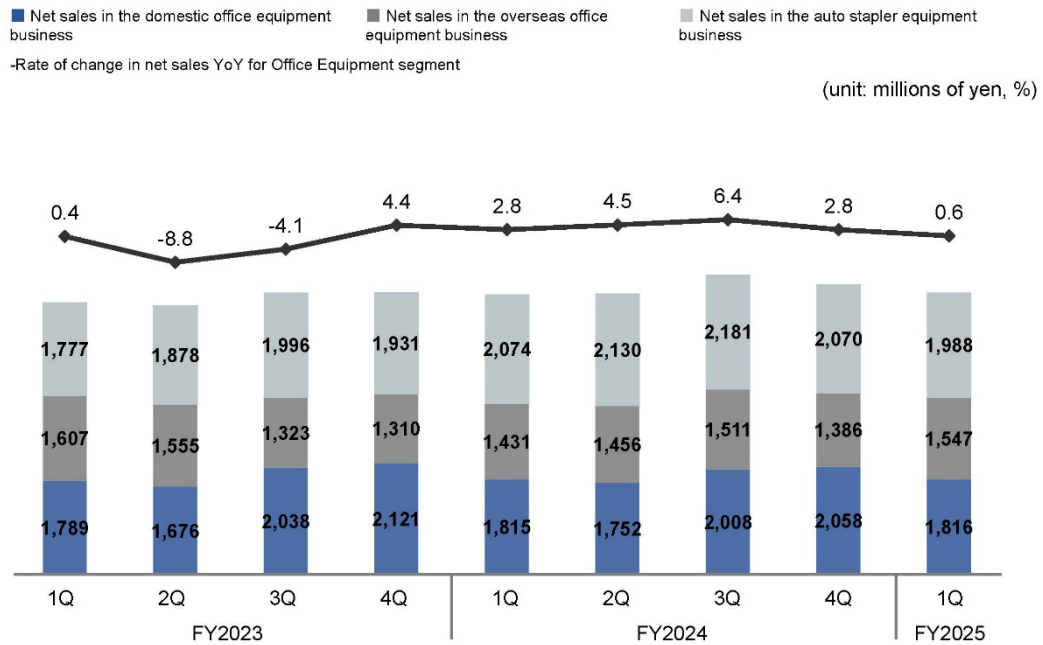
The overseas office equipment business, as a whole, enjoyed increased sales. This was due to steady sales of labeling and signage products, similar to the domestic business, as well as recovered sales of stationery products, mainly in ASEAN.

In the auto stapler equipment business, sales of both Auto Staplers and consumables decreased due to a slowdown in orders from customers. However, compared to the previous fiscal year, which exceeded expectations, the current fiscal year saw a decrease that was largely in line with our expectations of a certain degree of decline in sales.

## Office Equipment Segment: Changes in Net Sales by Quarter

### Office Equipment Segment: Changes in Net Sales by Quarter

12

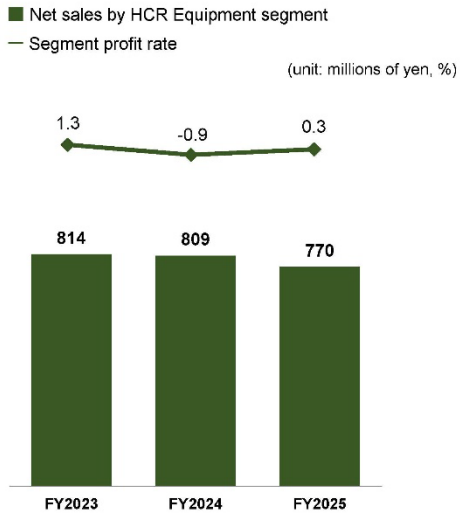


The slide shows the changes in net sales by quarter for the Office Equipment segment. Please take a look at them later.

## HCR Equipment Segment: Business Results for the First Quarter of FY 2025

### HCR Equipment Segment: Business Results for the First Quarter of FY 2025

13



New tilt and reclining wheelchair



Wheelchairs for overseas market

HCR Equipment segment



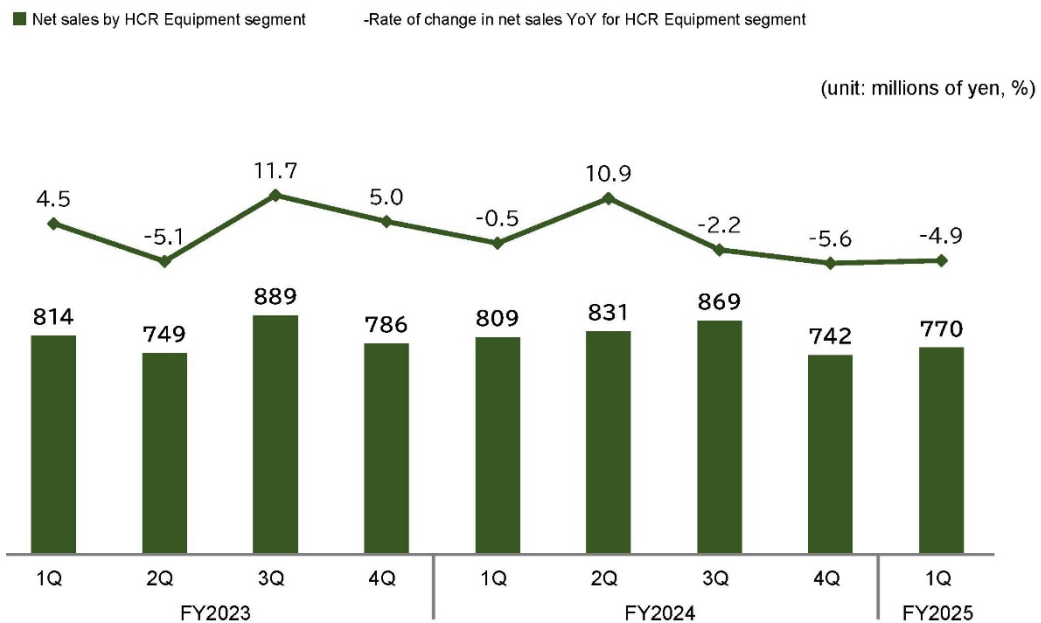
Orders from customers stagnated, resulting in a decline in revenue. On the other hand, profits increased due to effects of expanded sales of launch the new products and the yen's appreciation compared to the same period of the previous year.

This is the HCR Equipment segment. This segment saw a decrease in net sales. On the other hand, segment profit turned a loss in the previous year into a profit thanks to improvements in the product mix and the impact of exchange rates. We will continue to strive for stable profitability by improving revenue.

## HCR Equipment Segment: Changes in Net Sales by Quarter

### HCR Equipment Segment: Changes in Net Sales by Quarter

14

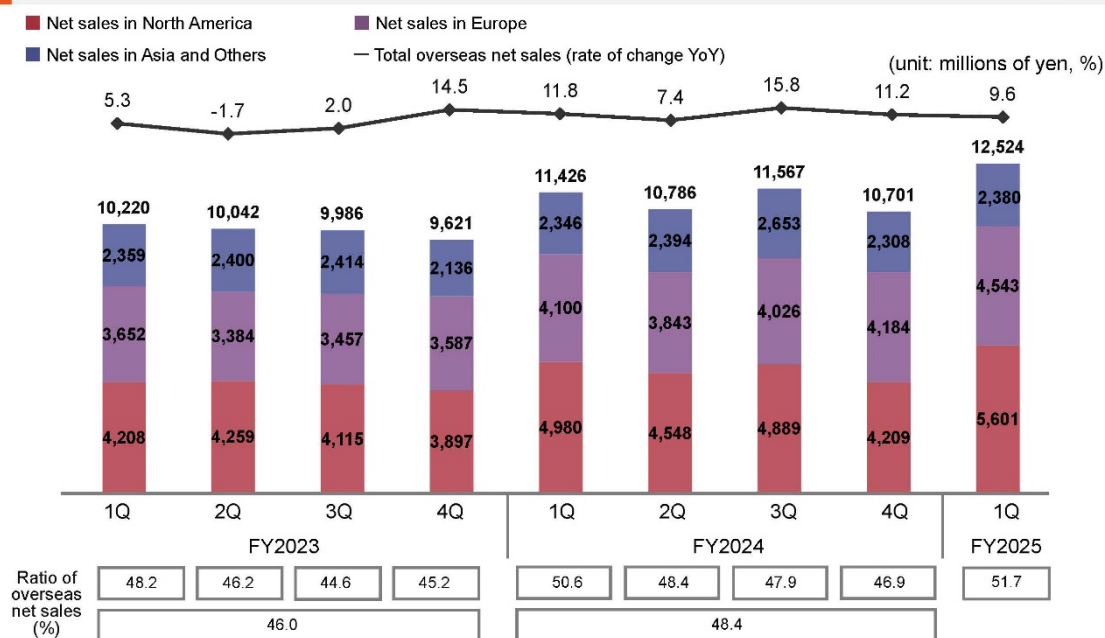


This is the changes in net sales by quarter for the HCR Equipment segment. Please take a look later.

## Changes in Quarterly Net Sales by Overseas Region

### Changes in Quarterly Net Sales by Overseas Region

15



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

This slide shows the changes in net sales overseas. Overseas net sales reached 12,524 million yen, accounting for 51.7% of total net sales. This was due to the expansion of sales in Europe and the US, mainly in the rebar tying tool business, which led to solid results, as well as some temporary demand due to the impact of Trump's tariffs in this quarter.

We expect a slight reactionary decline in temporary demand in North America in the future, but we are committed to continuing to increase the ratio of overseas net sales, which is a key performance indicator (KPI) in our medium-term management plan.

## Priority Business: Overview of Rebar Tying Tool Business

### Priority Business: Overview of Rebar Tying Tool Business

16

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

· Sales of tools for concrete structures: **¥10.1 billion** (¥1.5 billion in Japan, ¥8.6 billion overseas)

Growth of **13.4%** year-on-year/ The progress rate for the annual plan is **28.1%**

Sales of the new TWINTIER “Extra Large Jaw Model” remained strong in both the Japanese and overseas markets.

#### Overseas



##### North America

- Sales of tools increased thanks to expanded sales of the new TWINTIER Extra Large Jaw model.
- Sales of consumables increased significantly thanks to temporary demand resulting from price revisions in response to tariff policies.

##### Europe

- Sales of tools and consumables increased thanks to expanded sales of the new TWINTIER Extra Large Jaw model, a recovery in sales in key areas such as Germany and Northern Europe, and increased penetration in areas with strong market conditions, mainly in Eastern and Southern Europe.



#### Japan

- Despite the decline in the floor area of concrete construction starts, sales of tools and consumables remained steady.
- From the perspective of improving productivity at construction sites, the company further strengthened the promotional activity of a shift from manual tying to mechanization through expanded sales of our new TWINTIER Extra Large Jaw model.

I will now provide an overview of our most important business: our rebar tying tool business. The business had steady sales, with sales of tools for concrete structures totaling 10.1 billion yen. This represents a growth of 13.4% year on year. The progress rate for the annual plan at the beginning of the current fiscal year is 28.1%.

In terms of product expansion, we launched the new TWINTIER Extra Large Jaw Model in the Japanese, European, and American markets during this quarter. Sales have started smoothly. The market is not as large as that for our main tools, but it is steadily contributing to increased sales.

Here is a summary of other conditions in each region. In North America, sales of tools and consumables increased thanks to steady performance in the market for concrete structures. In addition, there was temporary demand in this quarter partly due to the impact of tariffs. We continue to monitor the reaction to this demand in the future.

In Europe, sales recovered in existing key areas such as Germany and Northern Europe. Sales also increased in Eastern and Southern Europe, where we have been expanding sales activities for the past two years. As a result, the overall situation in Europe remains stable and steady across nearly all areas.

Japan's business environment is unfavorable due to the decline in the floor area of concrete construction starts. However, sales of tools and consumables remained steady thanks to the expansion of new products and sales activities in the field.

We will continue to position the rebar tying tool business as our most important business and promote marketing activities. This concludes our explanation of the financial results and business activities for the first quarter of the fiscal year ending March 2026.

## Group-Wide Plan in the First Half (Semi-Annual) of FY 2025

### Group-Wide Plan in the First Half (semi-annual) of FY 2025

17

■ Forecasted exchange rates(Q2)  
1 USD = 145.00 JPY  
1 EUR = 155.00 JPY

(unit: millions of yen, %)

	Current plan (July 31, 2025)	Previous plan (Apr.30,2025)	Difference	Results in H1 of previous FY	% increase/ decrease
Net sales	47,400	46,360	1,040	44,881	+5.6
Operating profit	8,600	7,330	1,270	7,416	+16.0
Corresponding ratio	18.1	15.8		16.5	
Ordinary profit	8,600	7,400	1,200	7,150	+20.3
Corresponding ratio	18.1	16.0		15.9	
Profit attributable to owners of parent	6,500	5,770	730	5,453	+19.2
Corresponding ratio	13.7	12.4		12.2	
Basic earnings per share	142.15	125.59	—	117.22	

The company now predict that it will surpass the forecast of operating results announced on April 30, 2025 thanks to factors such as strong performance in the first quarter. Therefore, the company has revised the business forecast for the first half (semi-annual) and full year for the fiscal year ending March 31, 2026.

This is an update on our first half and full year performance outlook. Although the current fiscal year is only one-quarter into its term, the company has revised the business forecast for the first half (semi-annual) and full year for the fiscal year ending March 31, 2026, based on the steady performance to date and our outlook for the remainder of the fiscal year.

The slide shows the first half plan. Net sales are 47,400 million yen, an upward revision of 1,040 million yen from the previous plan. Operating profit is 8,600 million yen, an upward revision of 1,270 million yen from the previous plan. Ordinary profit is also 8,600 million yen, an upward revision of 1,200 million yen from the previous plan. And profit attributable to owners of parent is 6,500 million yen, an upward revision of 730 million yen from the previous plan.

The assumed exchange rates for the second quarter and beyond remain unchanged from the initial plan, at 145 yen per dollar and 155 yen per euro.

## Segment Plan in the First Half (Semi-Annual) of FY 2025

### Segment Plan in the First Half (semi-annual) of FY 2025

18

(unit: millions of yen, %)

	Current plan (July 31, 2025)	Previous plan (Apr.30,2025)	Difference	Results in H1 of previous FY	% increase/ decrease
<b>Industrial Equipment Segment</b>					
Net sales	35,210	33,780	1,430	32,577	+8.1
Segment profit	9,110	7,620	1,490	7,453	+22.2
Segment profit rate	25.9	22.6		22.9	
<b>Office Equipment Segment</b>					
Net sales	10,600	10,820	-220	10,661	-0.6
Segment profit	1,900	2,000	-100	2,120	-10.4
Segment profit rate	17.9	18.5		19.9	
<b>HCR Equipment Segment</b>					
Net sales	1,590	1,760	-170	1,641	-3.2
Segment profit	10	50	-40	-45	—
Segment profit rate	0.6	2.8		-2.8	
Adjustment amount	-2,420	-2,340	-80	-2,111	—
<b>Group-Wide Total</b>					
Net sales	47,400	46,360	1,040	44,881	+5.6
Operating profit	8,600	7,330	1,270	7,416	+16.0
Operating margin	18.1	15.8		16.5	

This is the segment plan in the first half. Based on the progress of each business and future prospects, the Industrial Equipment segment has been revised upward, while the Office Equipment segment and HCR Equipment segment have been revised downward slightly.

## Group-Wide Plan in FY 2025

### Group-Wide Plan in FY 2025

19

■ Forecasted exchange rates (from Q2)  
1 USD = 145.00 JPY  
1 EUR = 155.00 JPY

(unit: millions of yen, %)

	Current plan (July 31, 2025)	Previous plan (Apr. 30, 2025)	Difference	Results of the previous FY	% increase/ decrease
Net sales	95,200	94,100	1,100	91,839	+3.7
Operating profit Corresponding ratio	15,700 16.5	14,700 15.6	1,000	14,468 15.8	+8.5
Ordinary profit Corresponding ratio	15,800 16.6	14,900 15.8	900	14,809 16.1	+6.7
Profit attributable to owners of parent Corresponding ratio	11,800 12.4	11,300 12.0	500	11,225 12.2	+5.1
Basic earnings per share	260.12	246.38	–	241.81	
ROE	11.1	10.6	0.5P	10.9	

This is the full-year plan. Net sales are projected to be 95,200 million yen, an upward revision of 1,100 million yen from the previous plan, representing a 3.7% year-on-year increase.

Operating profit is projected to be 15,700 million yen, an upward revision of 1,000 million yen from the previous plan, representing an 8.5% year-on-year increase.

Ordinary profit is expected to be 15,800 million yen, an upward revision of 900 million yen from the previous forecast, representing a 6.7% year-on-year increase. Profit attributable to owners of parent is expected to be 11,800 million yen. This marks an upward revision of 500 million yen from the previous forecast and represents a 5.1% year-on-year increase.

ROE, which indicates return on capital, is expected to be 11.1%, including the effect of the own share acquisition announced today. Compared to the first-half profit and loss revisions explained earlier, the full-year revision is smaller, and many items have decreased slightly in real terms. I will explain the reasons for the decreases for the main businesses.

As I explained, we have already implemented price revisions in North America to address Trump's tariffs, which were not included in the initial plan. This amount was not included in the second half plan established at the beginning of the fiscal year, so we have incorporated it into the current plan. As a result, the sales have increased due to the increase in raw material costs equivalent to the tariffs, but the profit amount has been revised to remain at the same level as the original plan.

While it is difficult to fully grasp the extent of the temporary demand in the first quarter, there is information indicating that some temporary demand occurred not only at the distribution level but also at the user level. While it is challenging to accurately quantify the impact, we have factored in a certain amount of impact from the rebound effect on the business into the second half net sales and profit projections.

Based on these assumptions, we have revised our business results forecast. Moving forward, we will closely monitor market conditions and promote sales expansion activities across the entire group, with a focus on the rebar tying tool business, with the aim of achieving results that exceed the revised forecast. We are confident that this is entirely possible.

## Segment Plan in FY 2025

### Segment Plan in FY 2025

20

(unit: millions of yen, %)

	Current plan (July 31, 2025)	Previous plan (Apr.30,2025)	Difference	Results of the previous FY	% increase/ decrease
<b>Industrial Equipment segment</b>					
Net sales	70,170	68,580	1,590	66,707	+5.2
Segment profit	16,480	15,200	1,280	14,595	+12.9
Segment profit rate	23.5	22.2		21.9	
<b>Office Equipment segment</b>					
Net sales	21,680	22,000	-320	21,878	-0.9
Segment profit	3,940	4,100	-160	4,477	-12.0
Segment profit rate	18.2	18.6		20.5	
<b>HCR Equipment segment</b>					
Net sales	3,350	3,520	-170	3,253	+3.0
Segment profit	60	100	-40	-82	-
Segment profit rate	1.8	2.8		-2.5	
<b>Adjustment amount</b>	<b>-4,780</b>	<b>-4,700</b>	<b>-80</b>	<b>-4,522</b>	<b>-</b>
<b>Group-Wide Total</b>					
Net sales	95,200	94,100	1,100	91,839	+3.7
Operating profit	15,700	14,700	1,000	14,468	+8.5
Operating margin	16.5	15.6		15.8	

The slide shows the segment plan for the full fiscal year. As with the first-half plan, we have made some revisions based on the progress made and future outlook.

## Sub Segment Plan in FY 2025

### Sub Segment Plan in FY 2025

21

(unit: millions of yen, %)

	Current plan (July 31, 2025)	Previous plan (Apr. 30, 2025)	Difference	Results of the previous FY	% increase/ decrease
<b>Industrial Equipment Segment</b>					
Net sales	70,170	68,580	1,590	66,707	+5.2
Domestic industrial equipment business	21,960	22,190	-230	21,227	+3.5
Overseas industrial equipment business	35,630	34,040	1,590	33,284	+7.0
Home environment equipment business	12,580	12,350	230	12,195	+3.2
Segment profit	16,480	15,200	1,280	14,595	+12.9
Segment profit rate	23.5	22.2		21.9	
<b>Office Equipment Segment</b>					
Net sales	21,680	22,000	-320	21,878	-0.9
Domestic office equipment business	7,730	7,940	-210	7,634	+1.3
Overseas office equipment business	6,050	6,000	50	5,786	+4.6
Auto stapler equipment business	7,900	8,060	-160	8,456	-6.6
Segment profit	3,940	4,100	-160	4,477	-12.0
Segment profit rate	18.2	18.6		20.5	

This is the revised plan for net sales in the sub segments for the full year. We have also made minor revisions here.

## Capital Policy Implementation (Acquisition of Own Shares)

### Capital policy implementation (Acquisition of Own Shares)

22

The company will implement a capital policy to achieve sustainable growth during the Medium-Term Management Plan period (from the fiscal year ending March 2025 to the fiscal year ending March 2027).

As part of our capital policy, the company will proceed with the acquisition of own shares as follows.

#### Acquisition of Own Shares

\*That part or all of the acquisition may not be carried out depending on market trends and other factors.

Reason for acquisition	: To enhance shareholder returns and improve capital efficiency
Total Number of Shares to be Acquired	: 1,000,000 shares (maximum) (Proportion of the total number of shares issued excluding treasury shares : 2.18%)
Total amount of share acquisition costs	: ¥5,500,000,000 (maximum)
Acquisition period	: From August 1, 2025 to December 31, 2025
Method of acquisition	: Market Purchase of Own Shares including Off-Auction Own Share Repurchase Trading System (ToSTNeT-3)

#### <Practice to date>

- November 2024 : Implementation of Stock Offering (1,437,200 shares \*Includes sales through over-allotment)
- December 2024 : Cancellation of Treasury Shares (1,000,000 shares)
- January to April 2025 : Acquisition of Own Shares (589,100 shares, approximately ¥2.4 billion)

As I said at the beginning, the Board of Directors approved the disclosure of a capital policy and the acquisition of own shares today. I will explain these issues. We are currently in the second year of our Medium-Term Management Plan. We are committed to enhancing our business profitability and implementing the capital policy in a continuous and planned manner.

Following the stock offering, acquisition of own shares, and cancellation of treasury shares implemented in the previous fiscal year, we will now repurchase up to 1 million shares or 5.5 billion yen of own shares. This will be done while enhancing shareholder returns through dividends and improving capital efficiency.

The acquisition period is five months from August 1 to December 31. The method will be a combination of market purchases and ToSTNeT-3. Regarding ToSTNeT-3, we have just announced at 4:45 PM the repurchase of up to 500,000 shares, amounting to 2.53 billion yen.

We will continue to enhance our business profitability while striving to improve capital efficiency and thereby contribute to the enhancement of corporate value.

## Dividend Policy: Dividends per Share

### Dividend Policy: Dividends per Share

23

(unit: yen)



This is about the dividends per share. At this point, the company plans to pay an annual dividend of 120 yen per share, as planned at the beginning of the fiscal year.

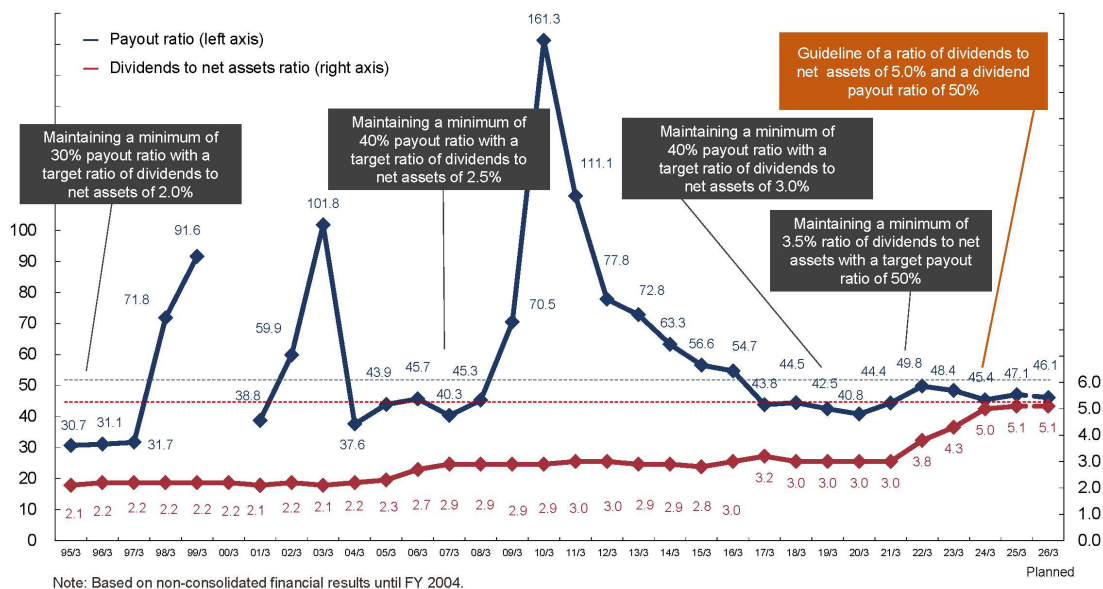
## Dividend Policy: Payout Ratio and Dividends to Net Assets Ratio

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

24

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: %)



The slide shows the dividend policy and the changes in payout ratio and DOE.

The following slides are for reference purposes only, so please take a look at them later.

This concludes our explanation of the results for the first quarter of the fiscal year ending March 2026, the status of business activities, the outlook for future results, and our capital policy. As stated earlier, we recognize that the profitability of our business has been steadily improving. Going forward, we will continue to promote the sales expansion of our key products, including rebar tying tools. We will also respond in a timely and appropriate manner to issues not included in our initial plans, such as Trump's tariffs. Our goal is to sustainably enhance our business profitability.

In addition to business profitability, we will also focus on capital efficiency to improve capital profitability and return on capital. We have no comments at this time, but we are committed

to continuously enhancing corporate value through growth investments aimed at business growth.

### **Q&A: Temporary demand due to Trump's tariffs**

Participant: You mentioned that price increases in response to Trump's tariffs began in May. When did the temporary demand in response to the price increases begin to emerge?

Kaku: In response to Trump's announcement of tariffs in April 2025, we began implementing price revisions, mainly for consumables, on May 1, 2025. We are certain that the temporary demand had already begun in North America in early April, immediately after the announcement of Trump's tariffs.

### **Q&A: Situation in June following the Temporary Demand**

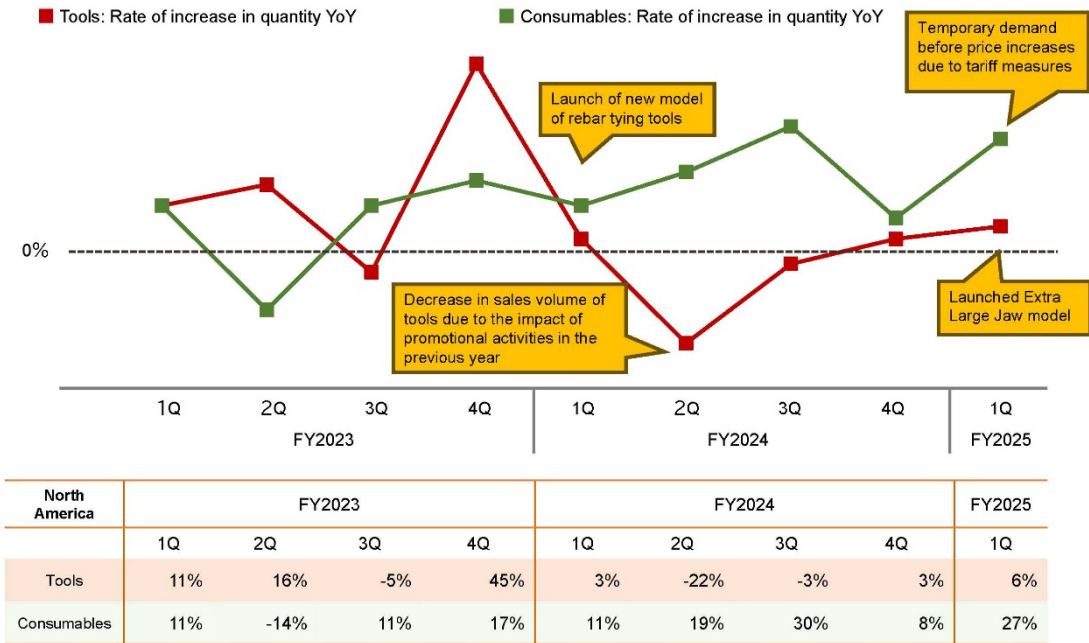
Participant: Please tell us what the situation was like in June following the temporary demand.

Kaku: Sales to dealers declined slightly in May, but remained steady in June.

We don't have a complete picture, but we are monitoring the inventory levels at major dealers. At the end of April, the inventory levels were slightly high, but they have gradually normalized. There are currently no significant impacts.

We believe that the temporary demand in April was not limited to dealers but also occurred at the user level. While it is difficult to accurately assess the impact, we have considered this as a risk factor for the second half of the year.

### **Q&A: Changes in Consumables in North America**



Participant: The slide shows quarterly changes in quantity in tools and consumables in North America. It is my understanding that the temporary demand was particularly noticeable in consumables. Please clarify if the monthly changes in consumables are also in line with what you just mentioned.

Kaku: I am referring mainly to consumables, so please understand it in that way.

**Q&A: Production Bases for Wires and Tools**

Participant: Could you please clarify whether the wires sold in North America are produced in Thailand?

Kaku: That is correct.

Participant: Are the tools manufactured in Japan?

Kaku: Yes.

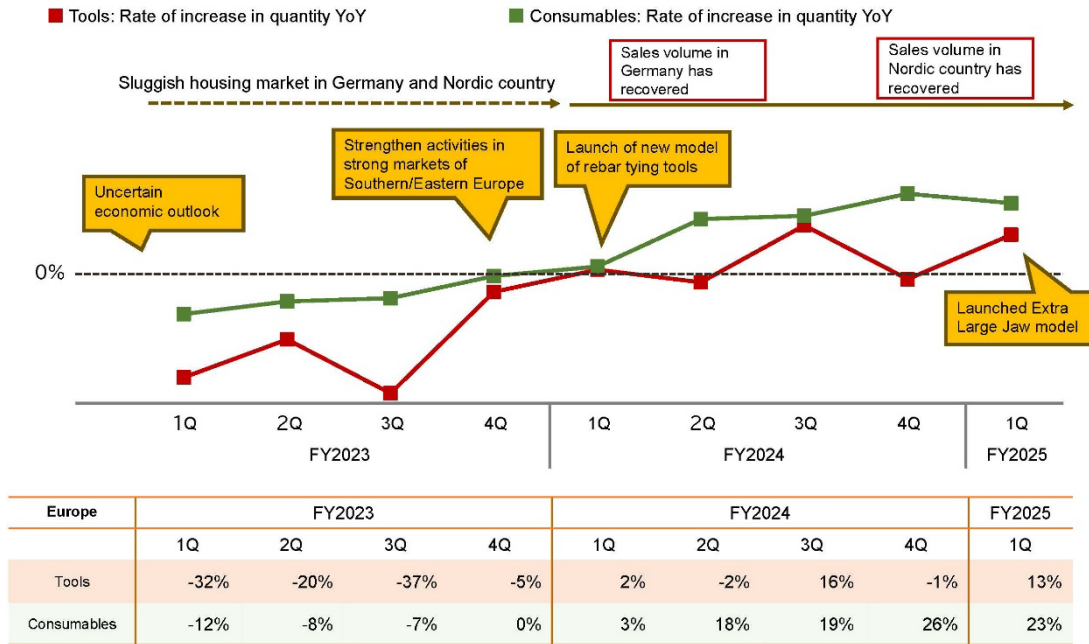
#### **Q&A: Production Increase in the Third Factory in Thailand**

Participant: Let me ask you about growing production in Thailand. The third factory in Thailand was completed in March 2023. What' going on with the production line expansion for last year and this year?

Kaku: As you mentioned, we completed the construction of the third factory in Thailand dedicated to the production of Tie Wire in 2023 and have commenced operations. This has enabled us to establish a production capacity approximately 1.75 times the production volume before the third factory began operations (domestic + second factory in Thailand).

Right now, we think that this capacity is sufficient to meet the current increase in sales. Therefore, we don't expect there to be any supply issues. In the future, we may need to think about the next production plan. This will largely depend on the progress of sales expansion.

#### **Q&A: Reason for the Increase in Sales of Tools in Europe**



Participant: You said that in Europe, consumables are performing well, and sales of tools are also starting to increase. Is there a particular reason for this, such as the start of infrastructure investment in the Nordic countries?






Kaku: The main markets for the rebar tying tool business in Europe are Germany and the Nordic countries. Sales in Germany have remained steady as infrastructure investment has grown since the previous fiscal year ended in March 2025.

In the Nordic countries as well, some infrastructure investment is visible. There is also strong demand in the rental market in the Nordic region, and performance in that area is recovering. For these reasons, we believe the market is becoming more active.

**Q&A: Market Size and Sales Status of the Extra Large Jaw Model**

## Battery-operated rebar tying tool TWINTIER series

**Tools** \* The year of release in Japan is listed.

				
Launched Standard model* in 2023 *Full model change	Launched Large Jaw model in 2019	Launched Extra Large Jaw model in 2025	Launched IoT model in 2024	Launched Stand-Up Model in 2020
small → large APPLICABLE REBAR SIZE			Equipped with GPS tracker	Reduces strain on the waist

### Consumables



### Production base

**Tools**  
Tamamura Factory (Gunma, Japan)

**Consumables**  
For the Japanese market Fujioka Factory (Gunma, Japan)  
For overseas markets MAX (THAILAND) CO.,LTD.

Participant: The new Extra Large Jaw model was released in Japan, Europe, and the US in May. You said it's not a very large market, but how should we think about the market size of the Extra Large Jaw model?

Kaku: Currently, our rebar tying tools are mainly available in three models: Standard, Large Jaw, and Extra Large Jaw. Of these, the Standard model accounts for about 80% of the total.

Of the remaining 20%, the majority is the Large Jaw model, and the rest is the Extra Large Jaw model that was released this time.

The Extra Large Jaw model that was released this time is not expected to sell as well as the Standard model, but it has a clear application based on previous research activities. Therefore, it is steadily gaining traction in Japan, Europe, and the US.

### Q&A: The Launch Results of the New Product

Participant: Were the results better than the initial market research? What is your impression of the launch?

Kaku: It has only been on the market for a short time, so nothing is definite yet. But so far, the sales are going as planned.

#### **Q&A: Progress on the Battery-Operated Wire Mesh Cutter**

Participant: What is the current status of the new battery-operated wire mesh cutter?

Kaku: We plan to launch the battery-operated wire mesh cutter in Japan, Europe, and the US soon.

#### **Q&A: Market Size of the Battery-Operated Wire Mesh Cutter**

Participant: Do you think the market for battery-operated wire mesh cutters is not that large?

Kaku: The market size is smaller than the market for rebar tying tools. However, like the Extra Large Jaw model, its uses are clear. When we showcase it at trade shows, we sense there is demand and interest, particularly in Europe. We expect that launching the product will definitely lead to new sales growth.

#### **Q&A: The Price Increase Plan for Rebar Tying Tools in North America**

Participant: I have a question about price increases for rebar tying tools in North America. Tariffs will increase in Japan starting in August, and in Thailand as well. What do you think about future price increases for rebar tying tools in North America? Also, when do you plan to raise the prices?

Kaku: As you mentioned, the tariff was 10% in April. As I said before, we generally started putting up prices on May 1.

Now, the tariff will ultimately reach 15%, with an additional 5% increase from the previous 10%. We plan to change the prices in the local market starting August to account for this increase.

#### **Q&A: Price Increase Measures from August**

Participant: Does this mean that prices will increase from August, except for orders that have already been received?

Kaku: That is correct.

#### **Q&A: Timing of Price Revisions and Tariff Rate Changes**

Participant: When was the announcement made?

Kaku: I'm not sure exactly when it was made, but it has already been made.

Let me provide you with some additional information on costs: The 15% tariff rate will be applied starting in August, but the cost of goods sold will not change immediately. Products that have already been shipped and are in inventory will be recorded at the cost with the tariff cost for the first quarter.

In other words, the cost will transition from the current cost without tariffs to a cost reflecting a 10% tariff, and will eventually transition to a cost reflecting a 15% tariff. So, our price revisions will precede the increase in costs.

#### **Q&A: Price Revisions and the Pace of Cost Increases**

Participant: Are you saying that price revisions are happening more quickly than cost increases?

Kaku: That is correct. This was one of the reasons why the Industrial Equipment segment had such a high profit rate in the first quarter.

#### **Q&A: Current Costs and Future Fluctuations**

Participant: Have current costs already increased by 10%?

Kaku: That is the situation at present. I think we will see an increase to 15% starting with shipments to destinations in August.

#### **Q&A: Temporary Demand in the Second Quarter and Order Situation in North America**

Participant: Is there a slight rush of orders in the second quarter, though not as much as in the first quarter?

Kaku: We haven't heard anything about that yet. We continue to monitor the situation closely. Orders from North America remain strong, even in July.

#### **Q&A: Operating Profit Forecast for the Second Quarter and Beyond**

Participant: You have revised your forecast upward, but your operating profit forecast for the second quarter and beyond is lower than that for the first quarter. Is it correct to understand that you are taking a slightly conservative view?

Kaku: We saw a rebound from the temporary demand, and although we implemented price increases in the first quarter, costs remained at the previous level, which slightly boosted profits. Therefore, we have factored this into our plans.

However, if sales expansion proceeds smoothly and becomes clearer, we believe there is sufficient potential to aim for a higher level.

## Q&A: Changes in Orders for Rebar Tying Tools in North America

Participant: Let me ask you about the changes in orders for rebar tying tools. Is it correct to understand that orders have not fallen significantly in North America, particularly before and after the tariff increase?

Kaku: That is correct. Our rebar tying tools are not what are commonly referred to as commoditized tools, so they have almost no direct competitors. As a result, even when we adjust prices, orders continue to come in steadily. We attribute this to the strength of our products and are very grateful for this.

## Q&A: Reasons for and Scale of the Acquisition of Own Shares

### Capital policy implementation (Acquisition of Own Shares)

22

The company will implement a capital policy to achieve sustainable growth during the Medium-Term Management Plan period (from the fiscal year ending March 2025 to the fiscal year ending March 2027).

As part of our capital policy, the company will proceed with the acquisition of own shares as follows.

#### Acquisition of Own Shares

\*That part or all of the acquisition may not be carried out depending on market trends and other factors.

Reason for acquisition	: To enhance shareholder returns and improve capital efficiency
Total Number of Shares to be Acquired	: 1,000,000 shares (maximum) (Proportion of the total number of shares issued excluding treasury shares : 2.18%)
Total amount of share acquisition costs	: ¥5,500,000,000 (maximum)
Acquisition period	: From August 1, 2025 to December 31, 2025
Method of acquisition	: Market Purchase of Own Shares including Off-Auction Own Share Repurchase Trading System (ToSTNeT-3)

#### <Practice to date>

November 2024 : Implementation of Stock Offering (1,437,200 shares \*Includes sales through over-allotment)

December 2024 : Cancellation of Treasury Shares (1,000,000 shares)

January to April 2025 : Acquisition of Own Shares (589,100 shares, approximately ¥2.4 billion)

Participant: I would like to ask about the decision to acquire your own shares. Please specify the attributes of the shareholders of the portion you acquire through ToSTNeT-3. Also, could you please clarify how you determined the levels of 1 million shares and 5.5 billion yen?

Kaku: The acquisition of own shares through ToSTNeT-3, which we just disclosed, is to some extent targeted at specific shareholders. Our shareholder structure has a high proportion of financial institutions such as banks and life insurance companies. The cross-shareholdings of these companies are generally being reduced, and ToSTNeT-3 is being used to address part of this.

We decided to implement the acquisition at a maximum scale of 1 million shares and 5.5 billion yen after comprehensively considering factors such as strengthening shareholder returns with a focus on improving capital efficiency and total return ratio, effective utilization of cash on the balance sheet, and the intentions of major shareholders.

#### **Q&A: Source of Own Shares Acquisition**

Participant: Is it correct to understand that the source of this acquisition is different from the remaining shares held by the sellers at the time of the share offering in November last year?

Kaku: It is difficult to comment on this, but please understand that we are responding in consideration of the intentions of some banks and life insurance companies.

#### **Q&A: Cancellation of the Own Shares Obtained Using ToSTNeT-3**

Participant: What about the cancellation of the portion obtained using ToSTNeT-3 this time?

Kaku: This time, it will be treated as treasury shares. Currently, we are also disposing of treasury shares as restricted stock awards for executives. Taking such uses into consideration, we will consider cancellation at an appropriate time in the future.

#### **Q&A: Future Policy on Shareholder Returns and Dividends**

Participant: You have revised your earnings forecast upward, but you said that there will be no change in the dividend. With the own share acquisition program, EPS is expected to increase. What are your thoughts on dividends?

Kaku: As you know, we are promoting shareholder returns with a guideline of a dividend-to-net-assets ratio of 5.0% and a dividend payout ratio of 50%. As a result of the upward revision, our performance has already exceeded these targets, particularly in terms of the payout ratio.

However, as the current fiscal year is only one-quarter complete, we have decided to maintain the planned annual dividend of 120 yen per share for now. We will review this appropriately in the first half or third quarter, taking into account future performance forecasts and actual results.