

Medium-term Management Plan

***KURIYAMA M*ANAGEMENT*P*LAN**

March 12, 2025

01 | Overview

- Management Plan Structure
- Long-term Vision: *KURIYAMA MANAGEMENT PLAN 2039*
- External Environment and Major Initiatives
- Targeted Direction and Basic Strategy
- Where We Aim to Be in 2030
- Group Consolidated Financial Targets by 2030
- Overview of Medium-term Management Plan (FYE12/2025–12/2027)
- Segment Performance Targets in *KMP Action 1*

01 Overview

02 Business Strategy

03 Financial Strategy

04 Strengthening the Management Base

Our new corporate slogan aiming for a 100-year company

Human-friendly and earth-friendly
Something that only we can do

Be *Active*



Looking ahead to 2039, our 100th anniversary,
we execute the Kuriyama Management Plan to
Achieve sustainable growth



**Maximize our
corporate value in
2039**

*Connecting the World,
Envisioning the Future*

Action 5 (2037–2039)

Action 4 (2034–2036)

Action 3 (2031–2033)





Medium-term
Management Plan
KMP Action 2

Accelerating Growth
2028 >>> 2030

Medium-term
Management Plan
KMP Action 1
**Strengthening
Foundation**
2025 >>> 2027

**KURIYAMA
MANAGEMENT
PLAN 2039**

External Environment and Major Initiatives

	External environment	Initiatives
 Industrial Products Business	Increasing urbanization expected with population growth in both developed and developing countries	Supply sensor, rubber and plastic products that contribute to technological innovation for the agricultural machinery, construction machinery and commercial vehicle markets
 Sports Facility & Construction Products Business	Infrastructure renovation and enhancement of disaster prevention centers expected due to increased safety awareness in Japan	Supply construction materials related to new construction and renovation of educational and railroad facilities
 Hose Business (North America)	Growth expected in regions with growing populations, due to increased consumption and economic activities	Provide a stable supply of hoses to a wide variety of fields in North America, including beverage, civil engineering and construction, and agriculture
 Hose Business (Europe, South America, and Oceania)		Expand into untapped regions developing their economy and supply high-quality hoses

Aiming for social contribution and sustainable growth based on essential businesses that are indispensable to people's lives

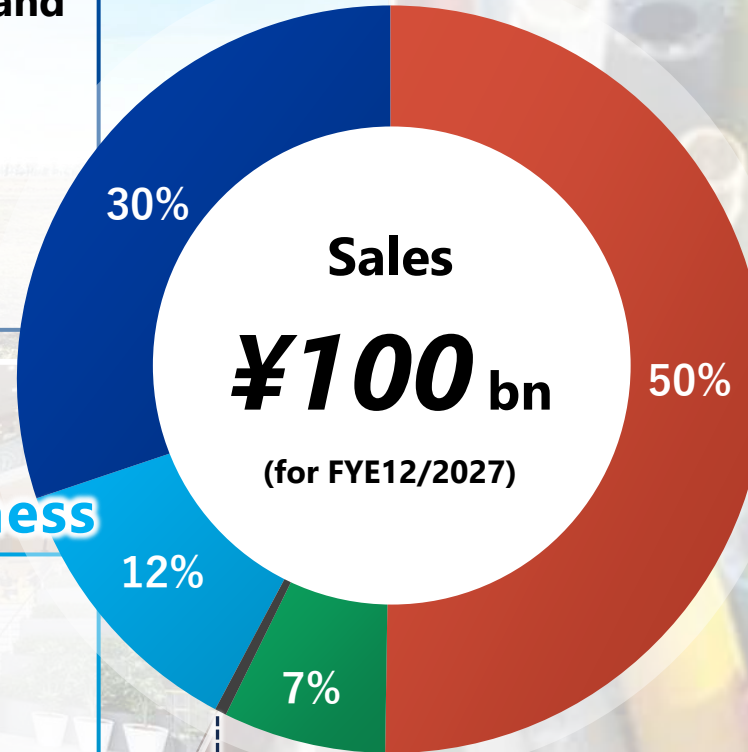
Targeted Direction and Basic Strategy

Industrial Products Business

- Targeted direction
Achieve further growth in agricultural machinery, construction machinery and commercial vehicle markets
- Basic strategy
 - Strengthen manufacturing capabilities through aggressive investment
 - Develop environmental technologies to open up new markets

Sports Facility & Construction Products Business

- Targeted direction
Form a strong revenue base
- Basic strategy
 - Increase the ratio of construction orders
 - Promote comprehensive proposals across markets



Hose Business (North America)

- Targeted direction
Pursue superiority in the North American market
- Basic strategy
 - Strengthen logistics capabilities throughout North America
 - Expand local production for local consumption through a flexible production system

Hose Business (Europe, South America, Oceania)

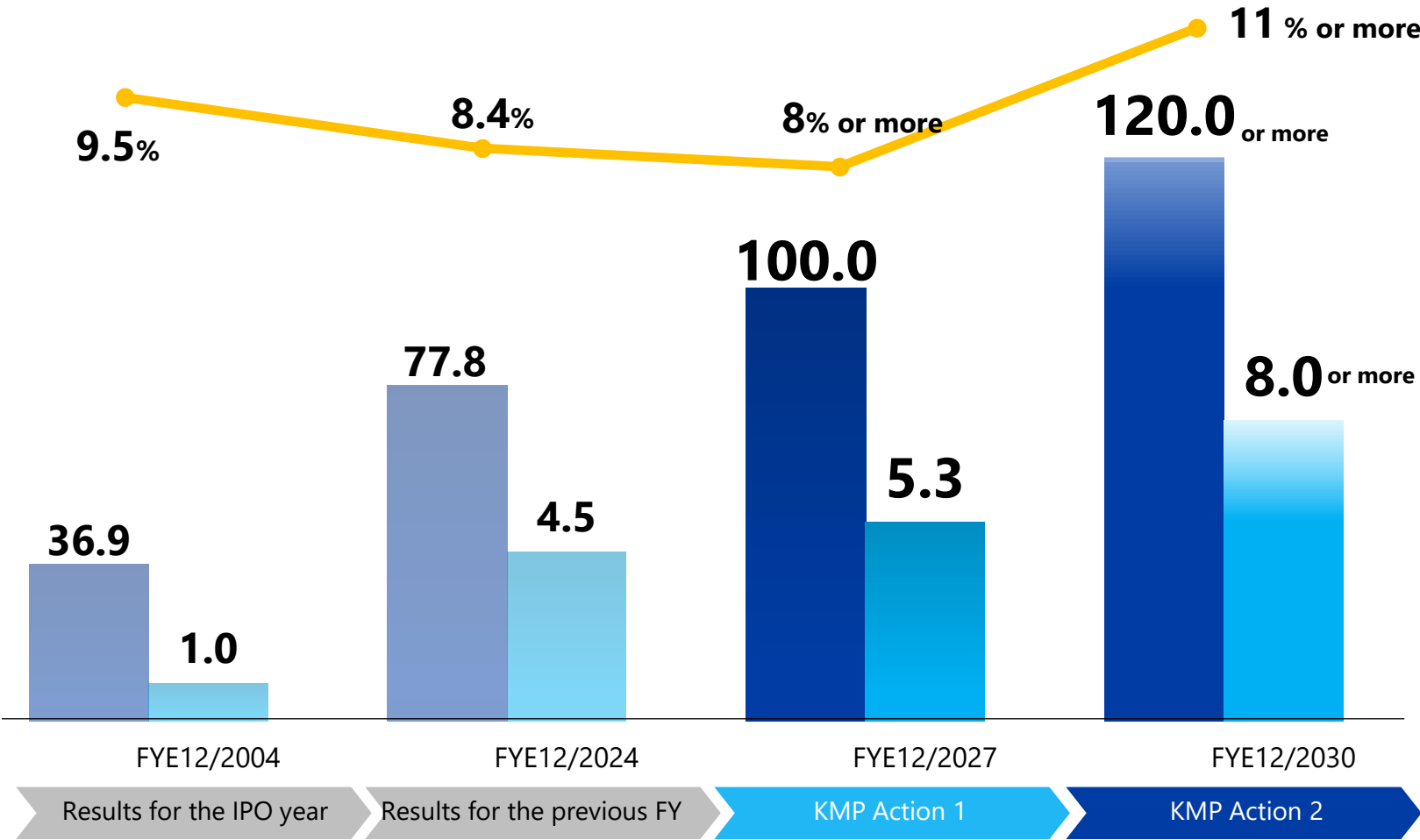
- Targeted direction
Tap into frontier areas
- Basic strategy
 - Expand sales channels into untapped markets
 - Gain cost competitiveness by improving factory utilization ratio

Achieve sustainable growth by positioning the next three years as a period of *strengthening the foundation* and the following three years as a period of *accelerating growth*

(Billions of yen, unless otherwise stated)

- Sales
- Operating income
- ROE

Exchange rate		(Unit: JPY)	
2024 (Actual)	USD=151	CAD=110	
	EUR=163	AUD=99	
	RMB=21		
2025 and beyond (Forecast)	USD=150	CAD=107	
	EUR=157	AUD=100	
	RMB=20		



Group Consolidated Financial Targets by 2030

(Billions of yen, unless otherwise stated)

	FYE12/2024	KMP Action 1				KMP Action2
		FYE12/2025	Change	FYE12/2027	2024-2027 CAGR	FYE12/2030
Sales	77.8	90.0	+15.5%	100.0	+8.6%	120.0 or more
Operating income	4.53	4.0	-11.9%	5.3	+5.3%	8.0 or more
Profit attributable to owners of parent	3.54	3.6	+1.5%	4.2	+5.8%	6.0 or more
ROE	8.4%	7.7%		8.0% or more		11.0% or more
Capex	3.03		3-year total: 20.0 or more			3-year total: 20.0 or more
Dividend payout ratio	30%		Aim for 30% or more			30% or more
DOE*	3.0%		Aim for 3.0% or more			3.0% or more
						Aim for further expansion

* Dividends paid / Shareholders' equity (Net assets excluding other components of equity, including foreign currency translation adjustments, valuation difference on available-for-sale securities, etc.)

Exchange rate Unit: JPY	2024 (Actual)	USD=151, CAD=110, EUR=163, AUD=99, RMB=21
	2025 and beyond (Forecast)	USD=150, CAD=107, EUR=157, AUD=100, RMB=20

Medium-term Management Plan
KMP Action 1

Achieve PBR
over 1x
at the earliest
possible stage



- [Industrial Products Business]
Achieve further growth in agricultural machinery, construction machinery and commercial vehicle markets
- [Sports Facility & Construction Products Business]
Form a strong revenue base
- [Hose: North American Business]
Pursue superiority in the North American market
- [Hose: European, South American, and Oceanian Business]
Tap into frontier areas



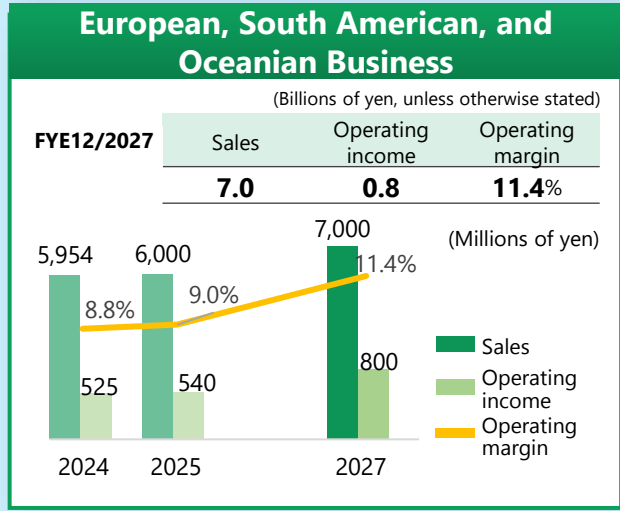
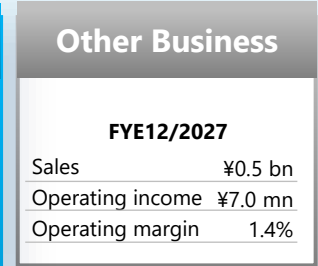
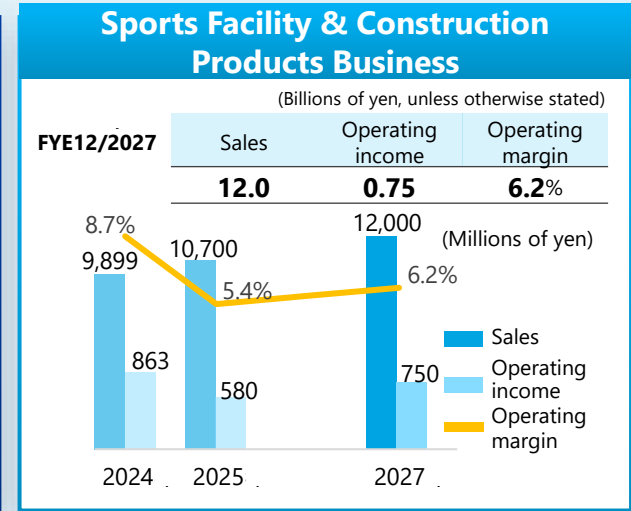
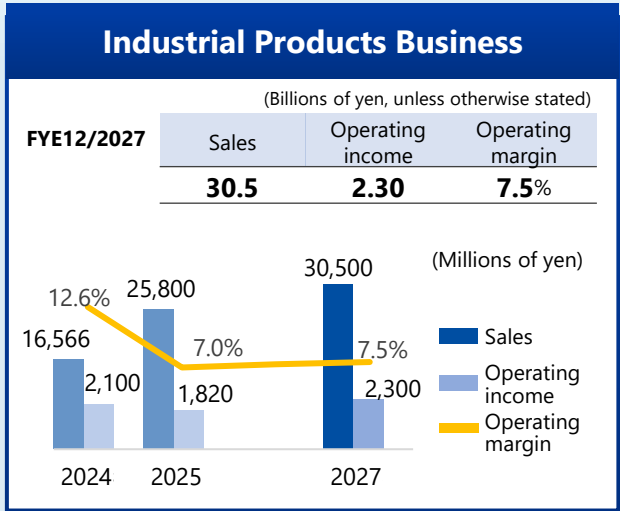
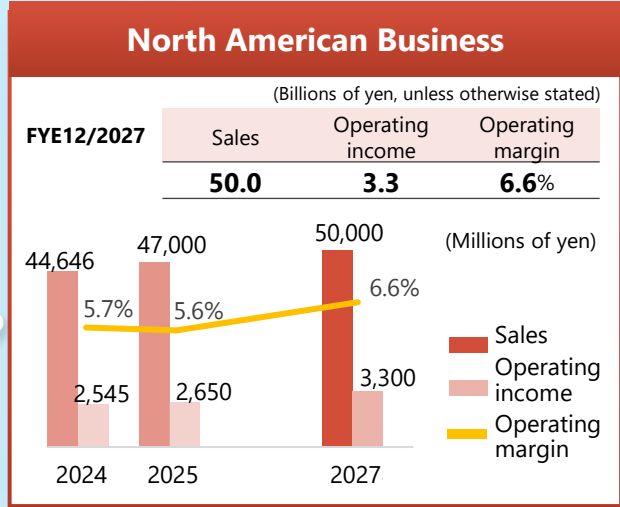
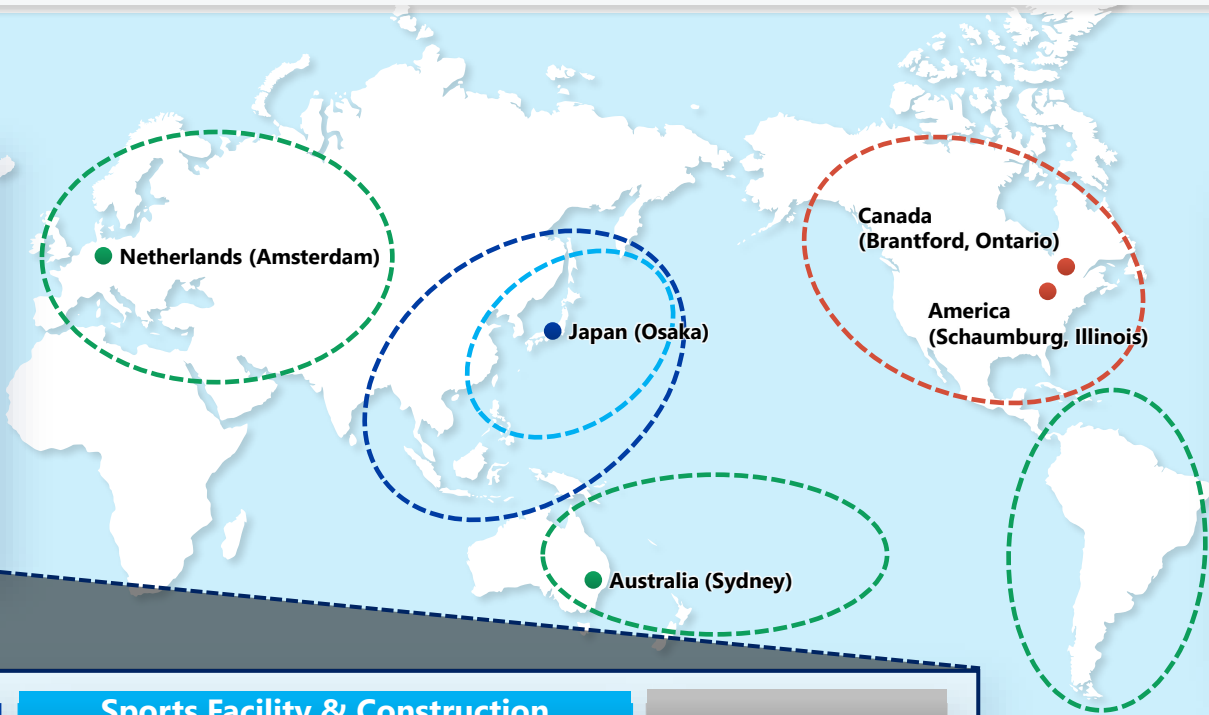
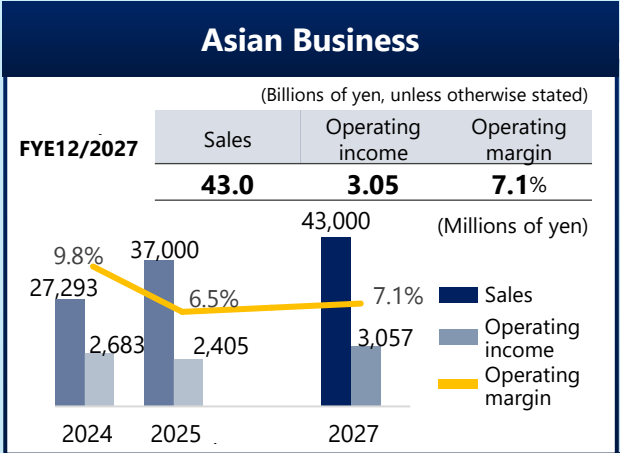
- Strengthen return on capital
- Optimize capital allocation
- Enhance shareholder returns



- Promote R&D
- Promote digital transformation (DX) reform
- Strengthen human capital
- Enhance governance

Enhance IR activities

Segment Performance Targets in *KMP Action 1*



02 | Business Strategy

- Business Environment : Industrial Products Business
: Sports Facility & Construction Products Business
: Hose Business (North American Business / European, South American, and Oceanian Business)
- Business Strategy : Industrial Products Business
: Sports Facility & Construction Products Business
: Hose Business (North American Business)
: Hose Business (European, South American, and Oceanian Business)
- Topics : Industrial Products Business *Maximizing M&A Effects (Synergies with Mitoyo Co., Ltd.)*
: Sports Facility & Construction Products Business *Initiatives to Increase Construction Order Ratio*
: Hose Business *Evolution of the U.S. Logistics Platform*
: Hose Business *Development of Production System in North America*
: R&D *Creation of Added Value by Kuriyama R&D Inc.*
- [KMP Action 1] Investment Policy

01 Overview

02 **Business Strategy**

03 Financial Strategy

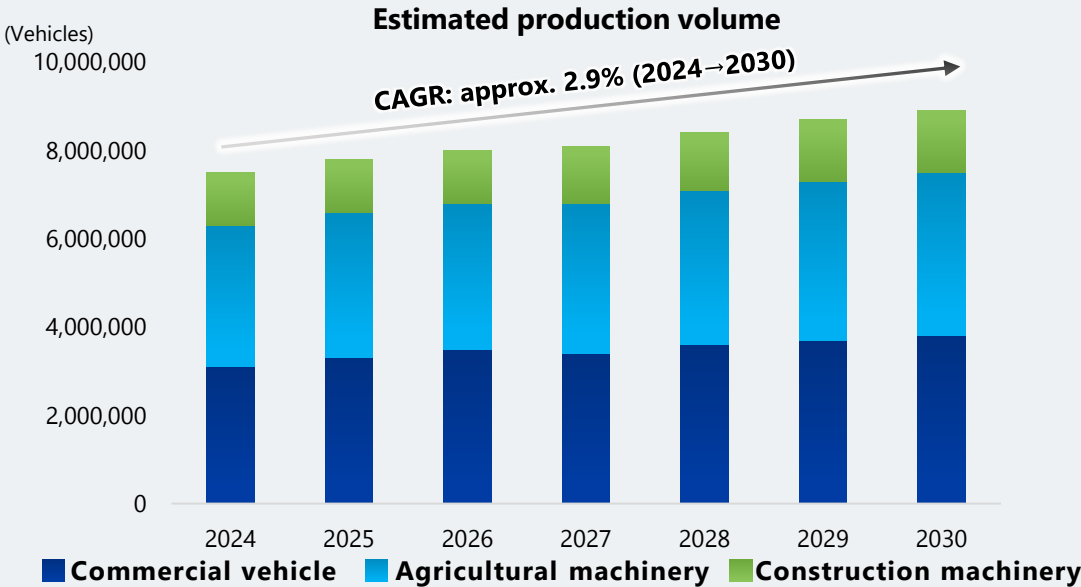
04 Strengthening the Management Base

Business
outline

A global Tier1 supplier to agricultural machinery, construction machinery and commercial vehicle manufacturers offering products and services with safety, high quality, and advanced technology

External conditions

- ✓ Demand expected to grow for agricultural machinery, construction machinery and commercial vehicle as the global population increases
- ✓ Environmental technology market expected to continue its growth with tightening environmental regulations
- ✓ Supply chain expected to be more difficult to maintain due to population decline in Japan



Source: Our estimates based on various data

Core products



Our advantages

Kuriyama

- Advanced sensor technology
 - Only manufacturer in Japan and world's first proprietary technology
- Trusted relationship cultivated through years of experience
 - Business channels with major agricultural machinery, construction machinery, and commercial vehicle manufacturers in Japan
 - Commercial channels with shipbuilding and heavy industry sectors

Mitoyo

- Sales channels to the automotive and commercial vehicle markets
- Development and manufacturing capabilities for rubber and plastic products in Japan and Southeast Asia

Core essential businesses
(Businesses that we consider essential to society)



Agricultural machinery



Construction machinery



Commercial vehicle

Business
outline

A comprehensive manufacturer of flooring materials that handles everything in development, sales, and installation of world-standard, proven overseas products and our own original products

External conditions

- ✓ Demand expected to increase due to measures to address aging infrastructure facilities, etc., as part of efforts to strengthen national resilience
 - The ratio of facilities that are 50 years old to increase in the civil engineering field
 - The demand for the use of educational facilities such as gymnasiums as local disaster prevention centers to expand
 - The number of platform doors to increase as safety measures at train stations
- ✓ Demand expected to grow for ecology-conscious products in a trend toward greater emphasis on sustainability
- ✓ Labor shortage occurring due to declining population

Core products



Our advantages

- Product lineup enabling comprehensive proposals that are not restricted to any one field
- Expertise-based construction know-how
- Competitive product features and international brand value
- Sales channels with partner companies cultivated through years of experience
- Human resources capable of generating ideas for improving products and constructions based on their extensive careers, and the development capabilities to achieve them

Core essential businesses (Businesses that we consider essential to society)



Educational
facilities



Railway
facilities



Roads and
bridges

Business Environment: Hose Business

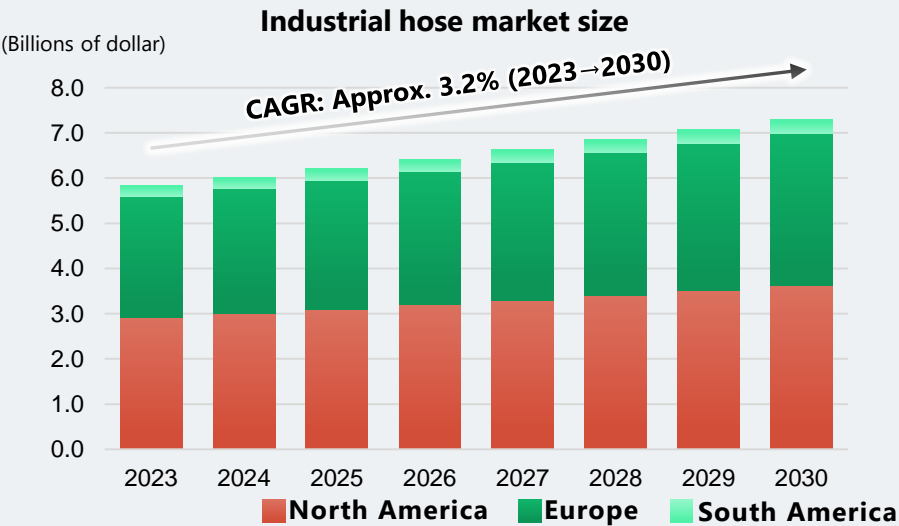
(North American Business/European, South American, and Oceanian Business)

Business outline

An industrial hose manufacturer that boasts industry-leading technology and diverse product line, that **supplies over 8,500 types of hose-related products to a wide range of industrial fields**

External conditions

- ✓ The market expected to maintain steady growth against the backdrop of economic growth in various countries
- ✓ The needs for disaster prevention and mitigation expected to increase due to climate change
- ✓ The re-evaluation of supply and demand balance of the global economy and regional competitiveness expected to progress



Source: Our estimated based on Global industrial hose market.

Core products



Our advantages

- | Region | Advantages |
|------------------------------------|--|
| North America | <ul style="list-style-type: none">• Industry-leading technology and diverse product line that we provide to various industrial fields• Five manufacturing bases in the United States and Canada and a logistics network covering the entire North American region• A wide-ranging distributor network of over 2,000 companies• Localized management system developed over more than 50 years of history |
| Europe, South America, and Oceania | <ul style="list-style-type: none">• Manufacturing capacity for highly durable rubber and TPU layflat hose products fitting for long distance transportation and large diameters• The only manufacturer to manufacture firefighting hoses and nozzles in-house in Europe area• Trust and proven track record of supplying high quality hoses in Europe for over 60 years |

Core essential businesses

(Businesses that we consider essential to society)



Beverage



Agriculture



Civil engineering and construction

Targeted
direction

Achieve further growth in agricultural machinery, construction machinery and commercial vehicle markets

Basic strategy
1

Strengthen manufacturing capabilities through aggressive investment

Basic strategy
2

Develop environmental technologies to open up new markets

KPIs
(FY2027)



Sales
¥30.5 bn
(184.1% compared to FY2024)



Operating income
¥2.3 bn
(109.5% compared to FY2024)

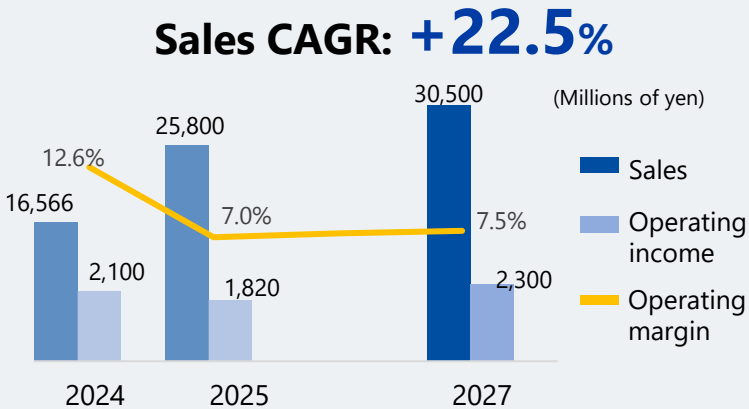


Investment plan
¥8.5 bn or more
(Three years to FY2027)

Priority measures

Common		<ul style="list-style-type: none">Maximize value chain through M&A synergies
Agricultural machinery, construction machinery and commercial vehicle	Overseas	<ul style="list-style-type: none">Strengthen supply chain management in North America and AsiaCultivate new markets by developing Japan-origin business model in North AmericaDevelop new functional sensorsDevelop new products through synergy with North American Hose business
	Japan	<ul style="list-style-type: none">Strengthen superiority by improving performance of urea water quality sensorsExpand sales ratio of in-house productsImprove logistics functions by consolidating warehouses
Ships and others		<ul style="list-style-type: none">Expand market share in the ship flooring materials field

Growth trends from 2024 to 2027



Business Strategy: Sports Facility & Construction Products Business

Targeted direction

Form a strong revenue base

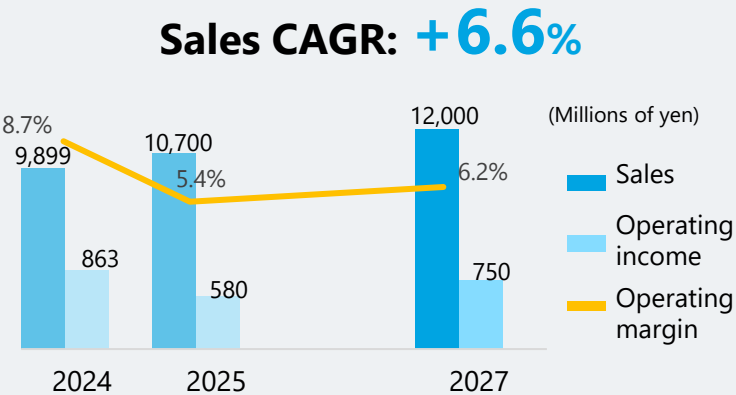
- Basic strategy 1
Increase the ratio of construction orders
- Basic strategy 2
Promote comprehensive proposals across markets



Priority measures

Common	<ul style="list-style-type: none">Integrate all segments and make comprehensive proposalsUse PR media to increase awareness of commercial products
Sports	<ul style="list-style-type: none">Strengthen creative collaboration relationships with overseas suppliers and improve our superiorityTake advantage of our market share to incorporate peripheral productsEnter new sports field
Construction	<ul style="list-style-type: none">Develop new products with superior workabilityDeepen marketing and promote product enhancement by utilizing R&D functionsEstablish a new construction method that realizes labor savingExpand the distributor business

Growth trends from 2024 to 2027



Business Strategy: Hose Business (North American Business)

Targeted direction

Pursue superiority in the North American market

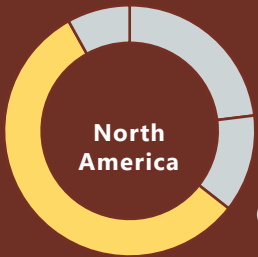
Basic strategy 1

Strengthen logistics capabilities throughout North America

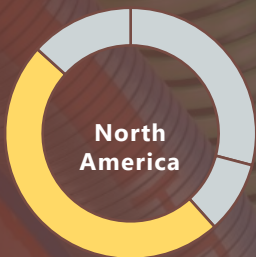
Basic strategy 2

Expand local production for local consumption through a flexible production system

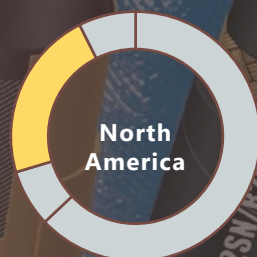
KPIs
(FY2027)



Sales
¥50.0 bn
(111.9% compared to FY2024)



Operating income
¥3.3 bn
(129.6% compared to FY2024)

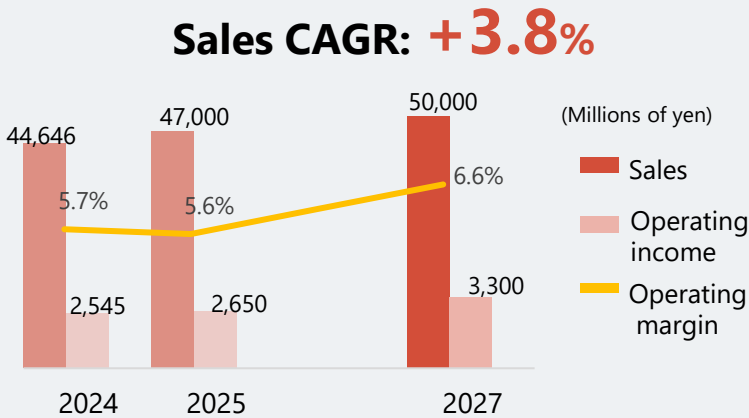


Investment plan
¥3.0 bn or more
(Three years to FY2027)

Priority measures

U.S.	<ul style="list-style-type: none">Improve logistics efficiency centered on the central distribution centerStrengthen production capacity and expand range of products to handlePromote automation using digital toolsExamine creative collaboration system, incl. M&A
Canada	<ul style="list-style-type: none">Deepen the Canadian market by strengthening logistics and sales functionsDevelop new functional products and recycling technologyIncrease manufacturing linesStrengthen inspection and assembling functions
Mexico	<ul style="list-style-type: none">Increase procurement capabilities through supply chain developmentExamine insourcing based on an approach focused on <i>local production for local consumption</i>

Growth trends from 2024 to 2027



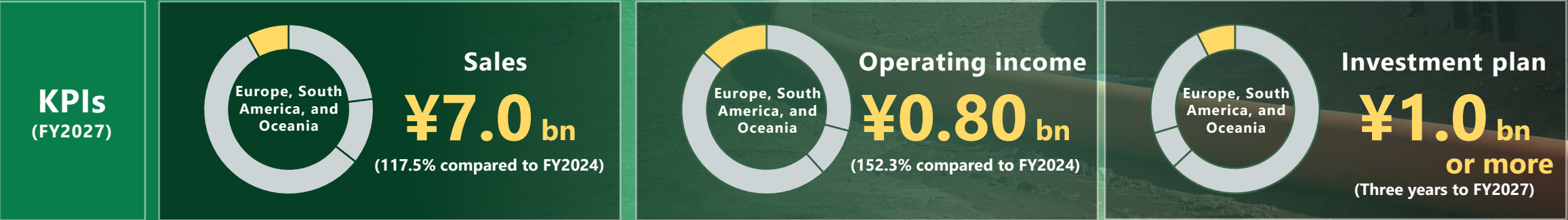
Business Strategy: Hose Business (European, South American, and Oceanian Business)

Targeted direction

Tap into frontier areas

Basic strategy 1
Expand sales channels into untapped markets

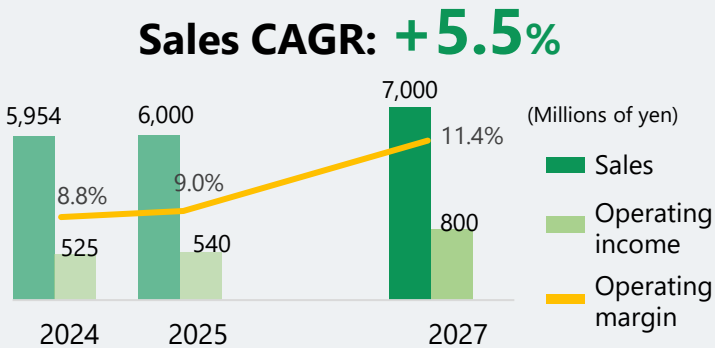
Basic strategy 2
Gain cost competitiveness by improving factory utilization ratio



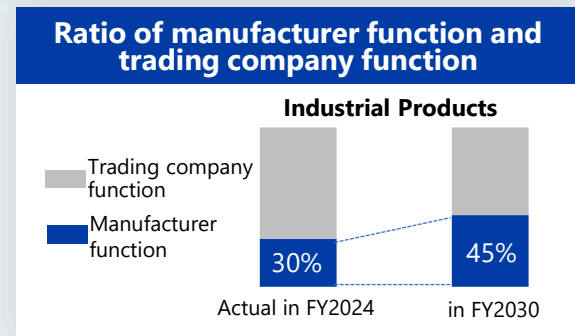
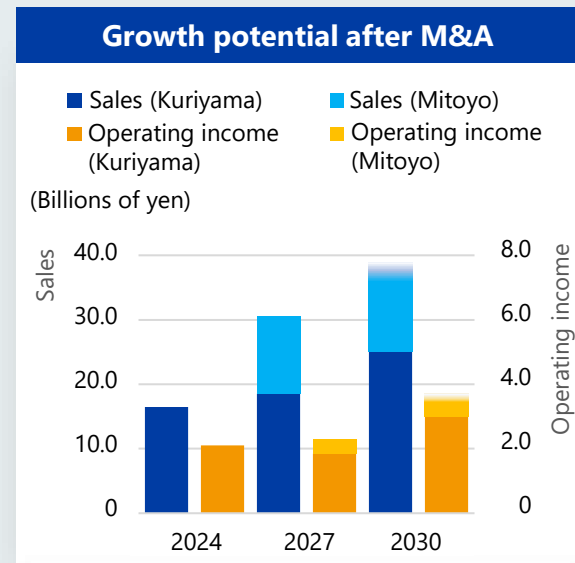
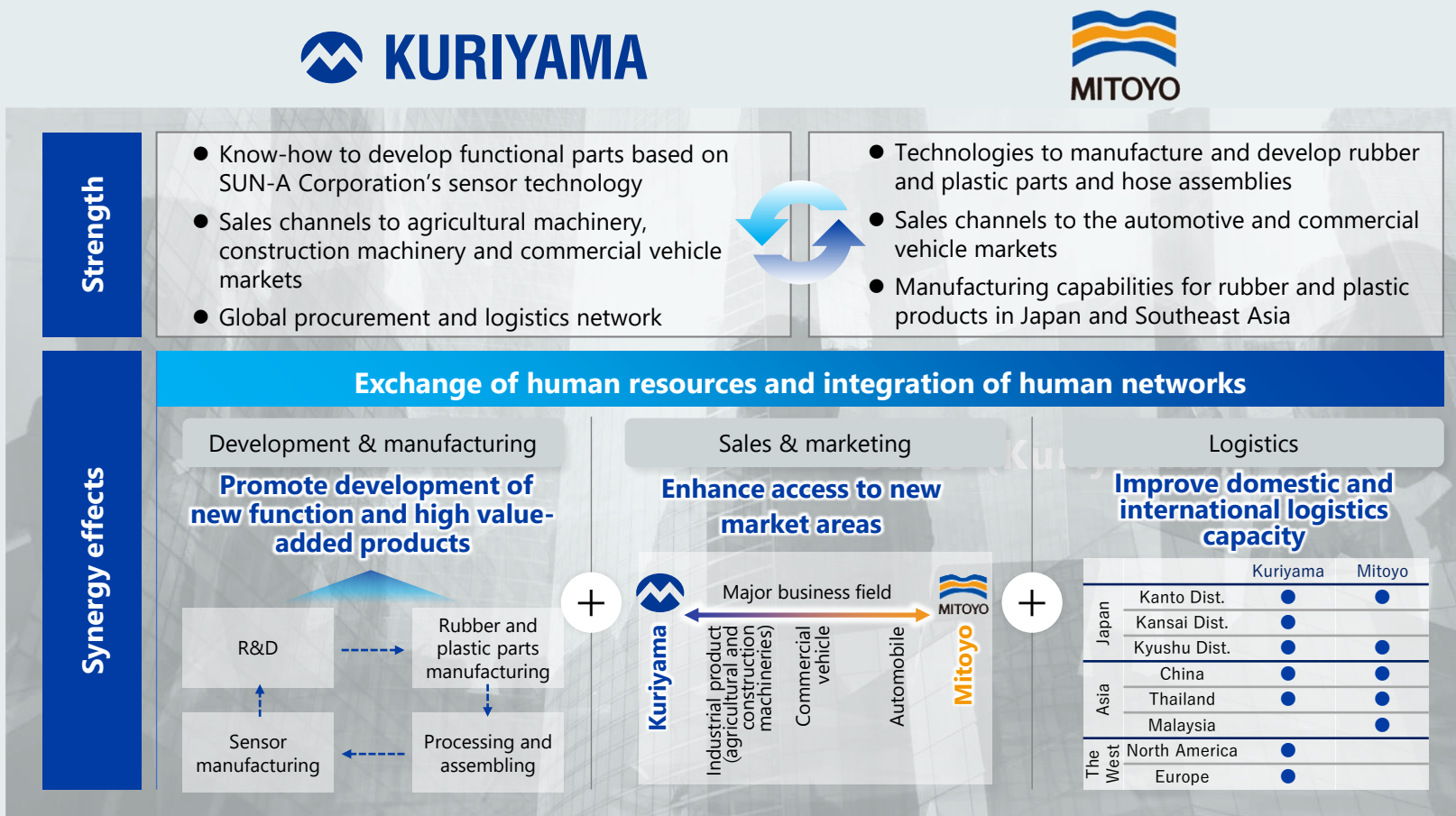
Priority measures

Europe and South America	<ul style="list-style-type: none">Expand sales channels to untapped markets in Europe region, the Middle East, and South AmericaImprove profitability by reforming production and development systemsAllocate management resources optimally according to business environmentCultivate markets by expanding sales of Group products in North America
Oceania	<ul style="list-style-type: none">Expand the lineup of high-quality hoses that meet the specific needs of each regionEnhance logistics network and customer service through creative collaboration with local businessesCreate added value by introducing processing and assembling technologies

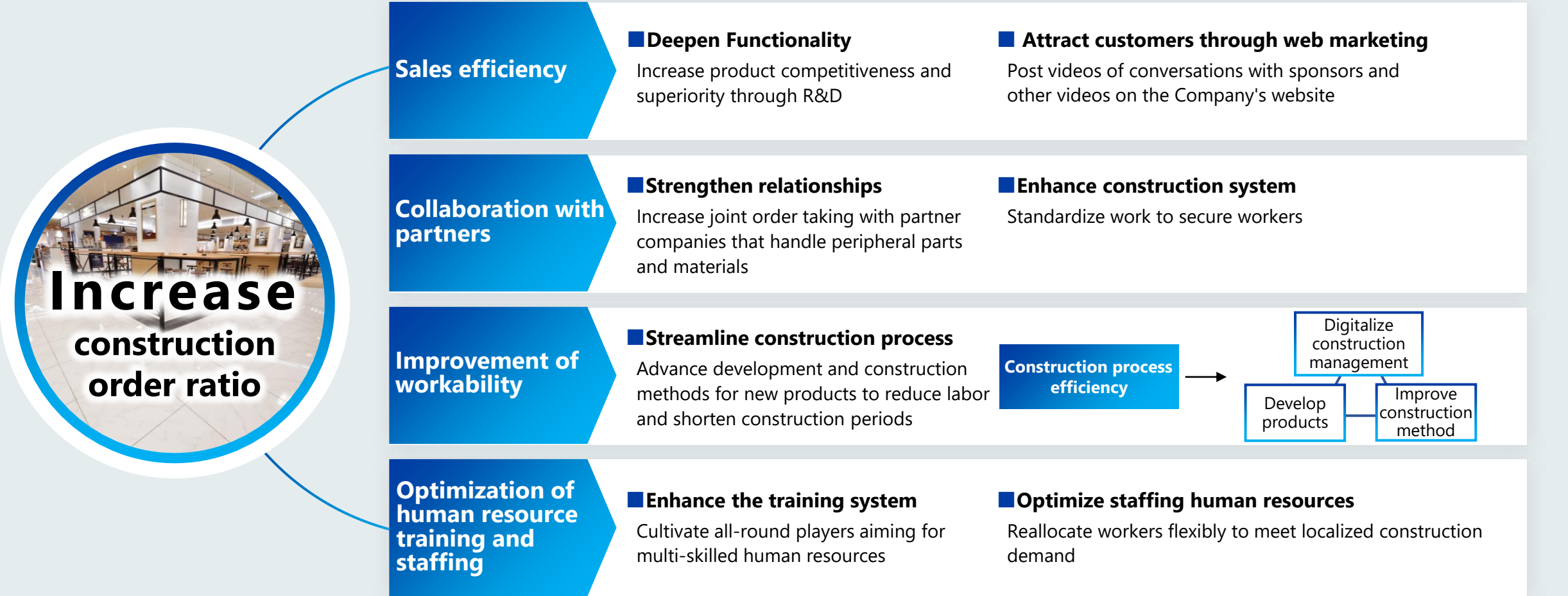
Growth trends from 2024 to 2027



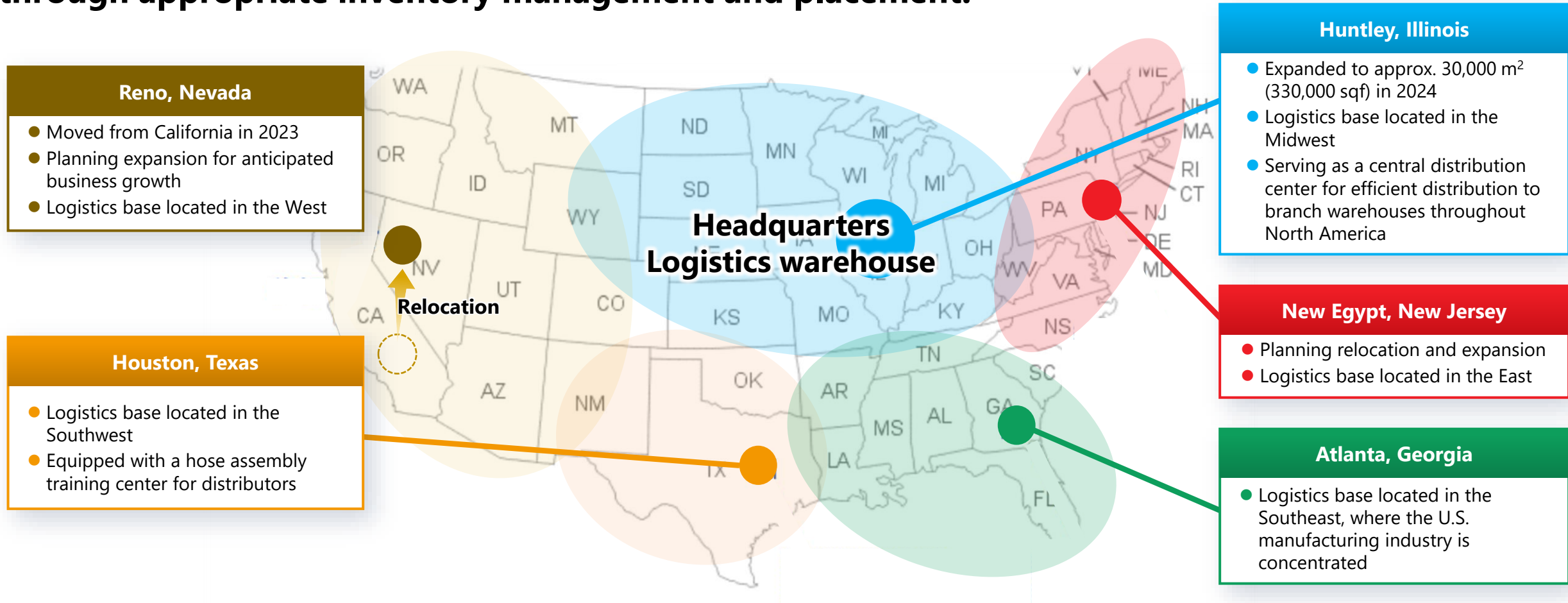
We aim to expand the manufacturer function and develop into a business with manufacturing and distribution functions on a global basis by complementing each other's value chain.



We ensure our competitive advantage and form a solid revenue base by raising the ratio of construction orders for our products.



We enhance competitive advantage in the U.S. market by enhancing customer service through appropriate inventory management and placement.



Advance logistics platform



Improve
customer
satisfaction

Increase delivery
efficiency

Optimize
inventory
holdings

We promote QCD improvements in the North American Hose business by establishing a production system that meets current trends and market needs.

United States

Kuri Tec Manufacturing, Inc.

Site area: Approx. 15,000 m² (162,000 sqf)

Location: Williamsport, Indiana

Main functions:

- Manufacture of plastic hoses
- Manufacture of metal hoses
- Logistics hub



Canada

Kuriyama Canada, Inc.

Site area: Approx. 12,000 m² (139,000 sqf)

Location: Brantford, Ontario

Main functions:

- Manufacture of raw material compounds
- Manufacture of plastic hoses
- Assembling of hoses and fitting
- R&D
- Distribution within Canada



Increase the production lines for plastic hoses to promote local production for local consumption in the U.S.

Transfer the *logistics and assembling functions* to the new site to enhance the *manufacturing and development functions*

Before

Also used for a storage function in logistics

Manufacture metal hoses

Manufacture plastic hoses

Relay logistics

After

Reinforce manufacturing functions

Manufacture metal hoses

Manufacture plastic hoses

Expansion

Relay logistics

Partial transfer

Headquarter logistics warehouse

Before

Split operations in the same building

Manufacture and develop plastic hoses

Logistics and assembling

After

Dedicate to the respective roles

Manufacture and develop plastic hoses

Expansion

Existing site

Expansion

Logistics and assembling

New site

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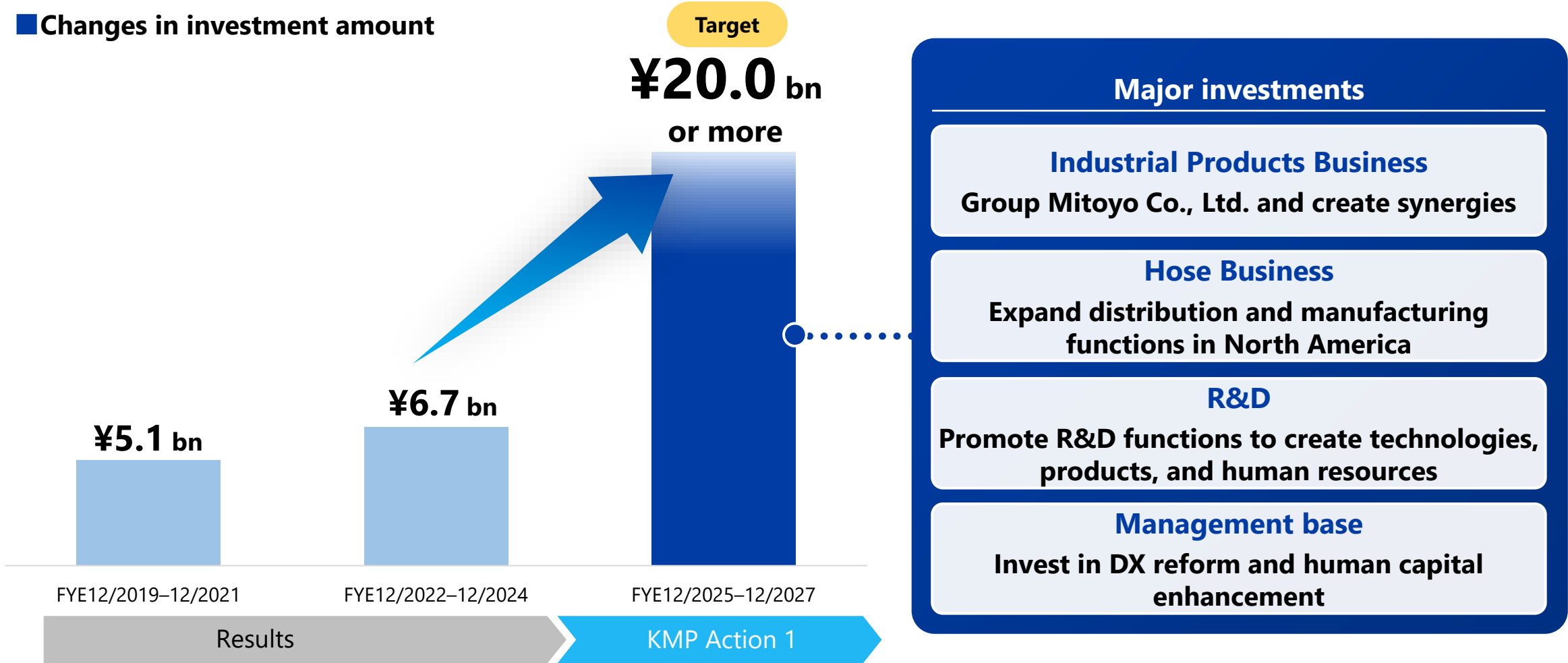
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As a R&D platform, we consolidate information, technologies, human resources and intellectual property across business categories to **achieve the development of new products and functionality.**

Business segment	Descriptions and objectives of R&D	
Industrial Products Business	 <ul style="list-style-type: none">■ Develop products through innovation of elemental technologies Gain advantages in agricultural machinery, construction machinery and commercial vehicle markets	 <ul style="list-style-type: none">■ Verify product functionality Establish global supply system Promote group synergy
Sports Facility & Construction Products Business	 <ul style="list-style-type: none">■ Verify performance of flooring materials Improve customer satisfaction and brand strength	 <ul style="list-style-type: none">■ Analyze verification data Maintain quality and improve performance Realize energy and labor savings in construction work
Hose Business	 <ul style="list-style-type: none">■ Develop new products that satisfy distinct local needs Accelerate global expansion	

In KMP Action 1,
we promote to strengthen the foundation through investment,
and link it to KMP Action 2 aiming to accelerate growth.

■ Changes in investment amount



03 | Financial Strategy

- Achieving Management with Conscious of Capital Cost and Stock Price (Current Analysis & Action Plan)
- ROE and Cost of Equity
- Capital Allocation
- Shareholder Return Policy

01 Overview

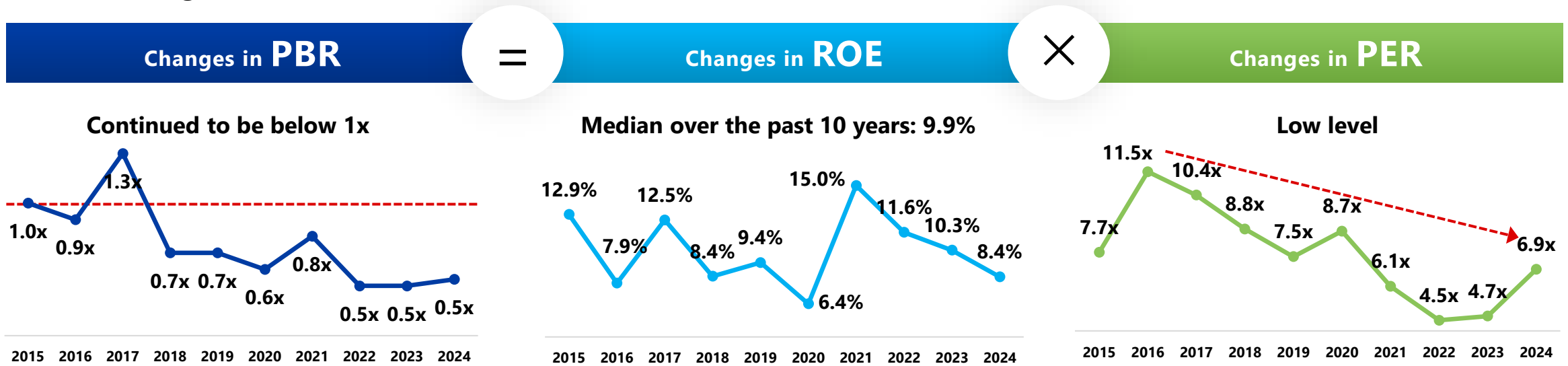
02 Business Strategy

03 **Financial Strategy**

04 Strengthening the Management Base

Achieving Management Conscious of Capital Cost and Stock Price (Current Analysis & Action Plan)

- PBR is continuously below 1x. ROE has averaged about 10% over the past 10 years but is trending downward. PER is low.
- We aim to quickly raise PBR above 1x through *steady implementation of the business strategy in the Medium-term Management Plan*, incl. enhancement of return on capital; *enhancement of shareholder returns* based on stability and continuity; and *strengthening of investor relations activities* through timely and appropriate information disclosure and careful dialogue.



Measures to be taken

Steadily implement business strategy in the MTMP

Raise return on capital

- Strengthen profitability and foster growth expectation by steady implementation of the business strategy
- Strengthen the foundation and accelerate growth by investing in growth, incl. M&A
- Support return on capital and financial stability at the same time

Enhance shareholder returns

Achieve stable and consistent shareholder returns

- Aim to further increase shareholder returns while adhering to stable and consistent shareholder returns

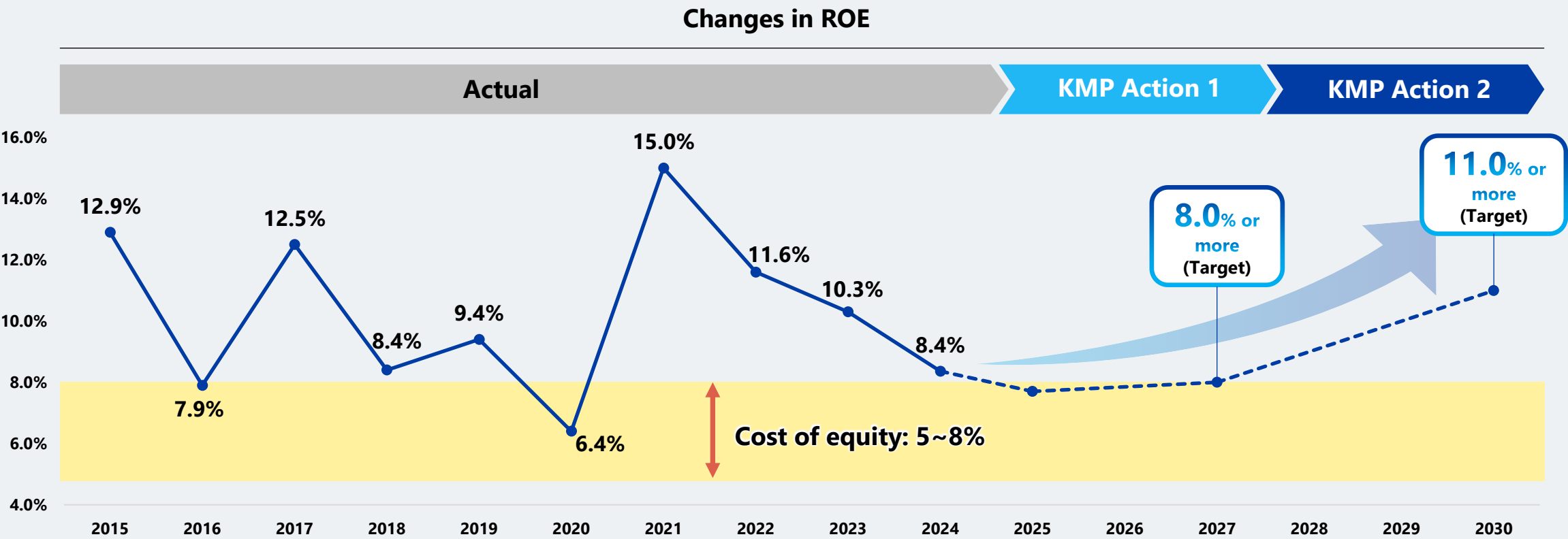
Enhance IR activities

Promote information disclosure and dialogue, and increase loyal shareholders

- Disclose information in timely and appropriate manner
- Continue careful dialogue through briefings for individual and institutional investors and one-on-one meetings
- Increase loyal shareholders by introducing a shareholder incentive program to reward medium- to long-term shareholders

ROE and Cost of Equity

- With the recognition that our cost of equity is within the range of 5% to 8%, ROE has generally been above the cost of equity.
- We will reverse the downtrend of ROE by improving return on capital through steady implementation of the business strategy and appropriate control of net asset.



Capital Allocation

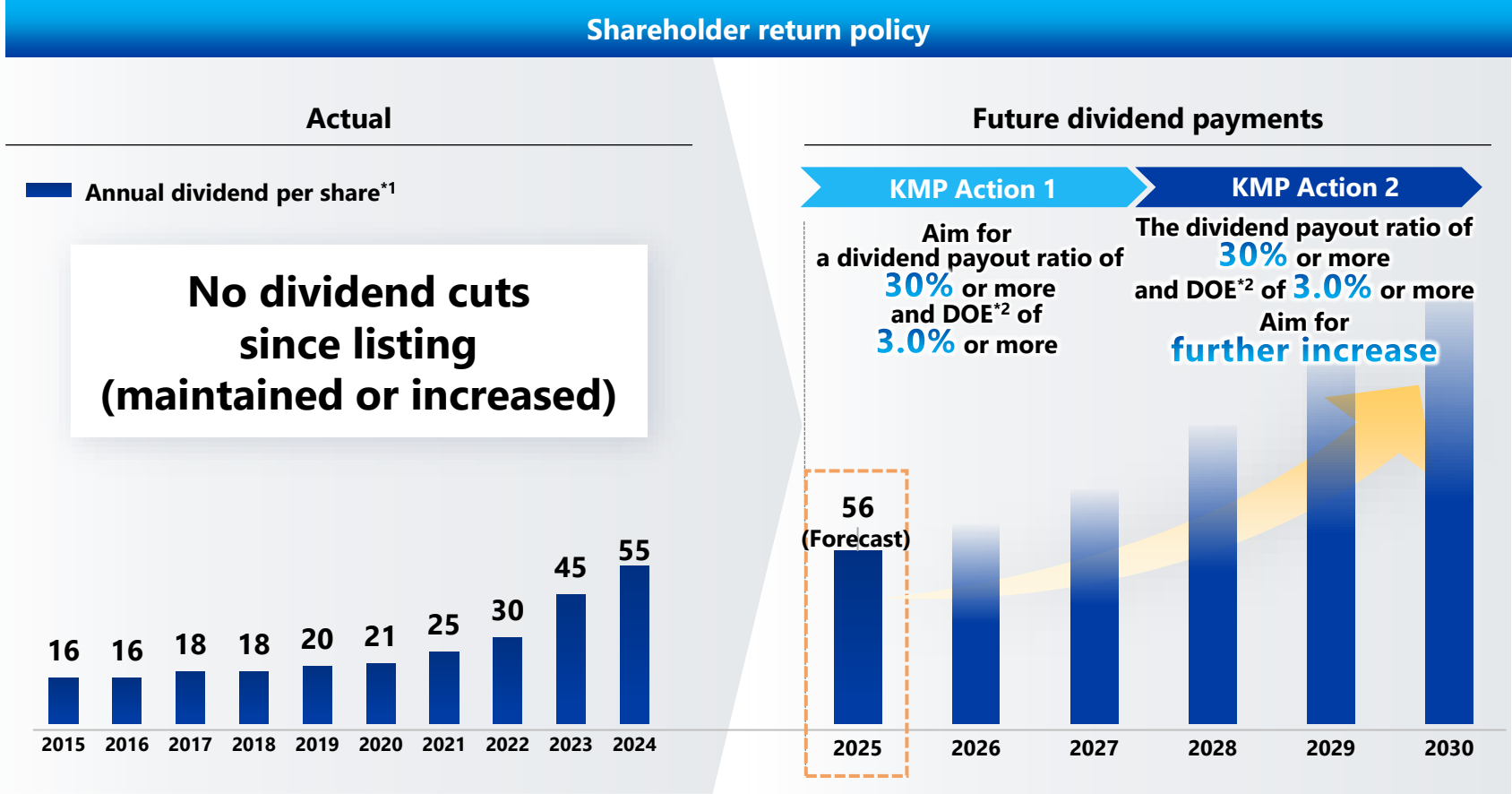
- Under KMP Action 1, we actively allocate funds from operating cash flow (CF), borrowings, and cash and deposits to growth investments.
- We enhance shareholder returns by comprehensively considering business performance, financial position, investment plan, and other factors.

KMP Action 1 (FY2025–FY2027)



Shareholder Return Policy

- KMP Action1: We aim to achieve stable and consistent shareholder returns by *strengthening the foundation* for the next stage of growth.
- KMP Action2: We aim to further enhance shareholder returns by *accelerating growth* through manifesting investment effects.



*1: On January 1, 2019, we executed a 2-for-1 stock split for each share of common stock. For side-by-side comparison, dividends per share after the stock split are shown for 2019 and before.

*2: Dividends paid / Shareholders' equity (Net assets excluding other components of equity, including foreign currency translation adjustments, valuation difference on available-for-sale securities, etc.)

IR topic

Resumption of shareholder benefits

- Reward medium- to long-term shareholders
- Increase loyal shareholders

Reason of the resumption:

We intend to increase the appeal of investment and encourage more shareholders to hold our shares continuously over the medium to long term.

# of shares	Holding period	QUO Card
200 or more	1y or more	¥1,000
	3y or more	¥2,000
1,000 or more	1y or more	¥2,000
	3y or more	¥4,000
2,000 or more	1y or more	¥4,000
	3y or more	¥8,000

04 | Strengthening the Management Base

- Summary
- Promotion of R&D
- Promotion of DX Reform
- Enhancement of Human Capital and Governance

01 Overview

02 Business Strategy

03 Financial Strategy

04 **Strengthening the Management Base**

Be a company that is unceasingly develops by leveraging diverse human resources and coordinating their functions

Promote R&D

- Achieve a global platform for information, technology, human resources, and intellectual property
- Promote the inheritance of technology and the conveyance of knowledge to the next generation

Promote DX Reform

- Promote DX literacy and mindset education for Group employees
- Pursue automation and efficiency in sales, manufacturing, and logistics through DCM and SCM reforms

Enhance human capital

- Develop global human resources by enriching Kuriyama Global Challenge (KGC) project
- Boost engagement by introducing Restricted Stock (RS) Grant Program for employees

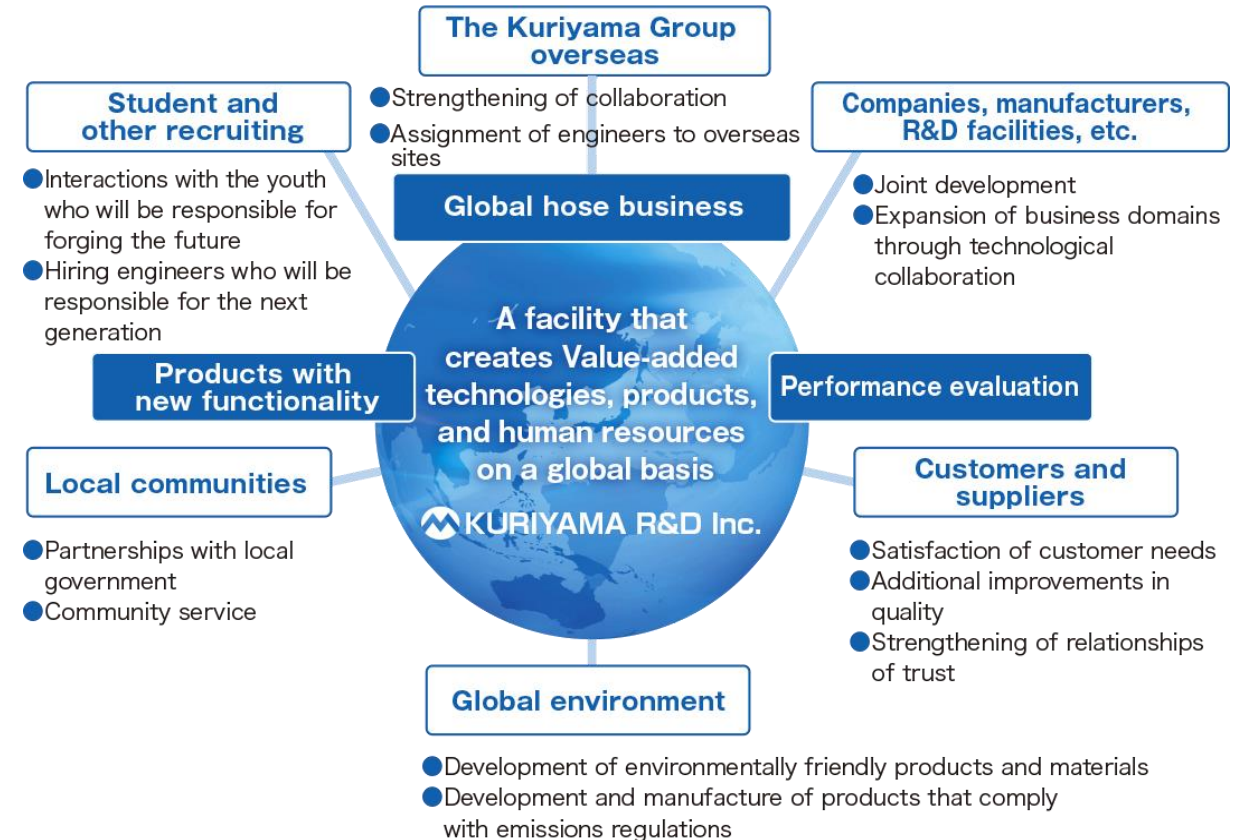
Enhance governance

- Consider introducing an executive compensation system linked to progress in the Medium-term Management Plan
- Appoint outside directors with knowledge of management, finance, legal affairs, etc.

Kuriyama R & D Inc. takes the lead in promotion of the inheritance of technology to the next generation and R&D activities

Concept of Kuriyama R & D

- **Train engineers and create a network base of engineers within the group**
- **Establish a R&D organization for integrating technologies and developing new products and materials**
- **Create and manage the Kuriyama Group's intellectual property**
- **Enrich our various testing and inspection functions**



Aim to create new value
by using digital technology to understand
the true needs of customers,

**Raise
corporate value**

**Increase
profitability**

■ Themes to be addressed

Human resources and organization	Training and recruitment of DX human resources, and establishing an organization adapted to DX
Sales	DCM (demand chain management) reform
Manufacturing, operations, and logistics	SCM (supply chain management) reform
Collaboration	Strengthening collaboration between DCM reform and SCM reform

Actions taken in Japan and globally

Initiatives by 2024

- Established DX Promotion Team
- Created company-wide DX vision and strategy
- Introduced pilot AI (ChatGPT)

Initiatives in KMP Action1

- Continue digital and information security education
- Introduce SFA* on a trial basis to achieve automation and efficiency
- Adopt performance visualization tools to realize data-driven management
- Maintain DX certification (acquired in January 2025)
- Use cutting-edge technologies:
use ChatGPT in unique way, promote inter-group information sharing through use of AI avatars,
use real-time translation, and introduce AI meeting minutes on a trial basis

* SFA: Sales Force Automation, a system for automating and streamlining sales department operations.

Build a human resources foundation that contributes to the enhancement of corporate value by proactively invest in human capital and strengthen governance



	Objectives	Measures
Human resources development	Increase engagement (willingness to contribute to the organization)	<ul style="list-style-type: none"> • Introduce a stock grant program for employees • Promote dialogue with employees • Pursue a human resource system that executes management strategies
	Develop global human resources	<ul style="list-style-type: none"> • Increase recruitment • Enhance training programs • Enrich Kuriyama Global Challenge (KGC) project
Improvement of working environment, DX in HR	Reform working practices	<ul style="list-style-type: none"> • Reform HR system (wages, grading, evaluation) • Promote Health and Productivity Management • Promote childcare leave
	Improve and enhance the workplace environment (incl. welfare benefits)	<ul style="list-style-type: none"> • Improve and enhance office environment • Strengthen support for employees who live alone
	Implement DX in HR	<ul style="list-style-type: none"> • Sophisticate human resource data • Improve efficiency of personnel-related administrative work • Use assets effectively
Strengthening governance	Strengthen corporate governance	<ul style="list-style-type: none"> • Ensure diversity of officers (appointment of non-Japanese and female officers, and outside directors with expertise in management, finance, and legal affairs) • Consider introduction of the executive compensation system linked to the progress of Medium-term Management Plan
	Enhance information disclosure	<ul style="list-style-type: none"> • Hold briefings for individual investors and engage in active dialogue with institutional investors • Disclose IR materials in English

05 | Supplementary Material

- Company Overview : About Kuriyama
: Group Organization
: History
: Performance Track Record

Company Overview: About Kuriyama

Based on a long track record of achievement and trust, we develop *essential business* globally and from variety of perspectives, that are indispensable for our safe and secure lifestyles and the smooth functioning of society

Kuriyama in numbers

Year of foundation

1939

2025 is the 86th year since the founding

Number of Group Companies (of which overseas subsidiaries)

Consolidated subsidiaries, 2nd tier subsidiaries, and associates
32 (24) companies

Operating business in 11 countries incl. Japan

Consolidated sales for FY2024 (of which overseas sales ratio)

¥77.8 bn (68.1%^{*})

Promoting global expansion

^{*} Incl. overseas sales in the Asian Business.

Business outline and sales composition

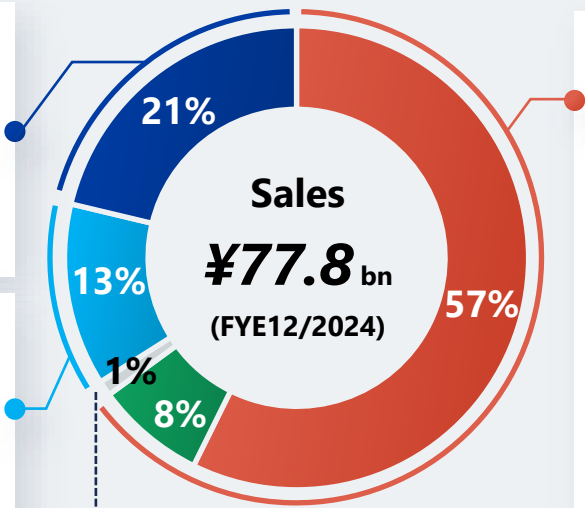
Asian Business / Industrial Products Business

Manufacturing and sales of rubber and plastic products, urea SCR-related products, etc. for agricultural machinery, construction machinery, commercial vehicle, ship, and plant



Asian Business / Sports Facility & Construction Products Business

Sales and installation of sports facility materials, flooring materials and tiles for railway facilities and commercial facilities



Asian Business / Other

Hose Business (North American Business)

Manufacturing and sales of industrial hoses and fittings

(For beverage, civil engineering, agriculture, mining, oil, gas, and others)



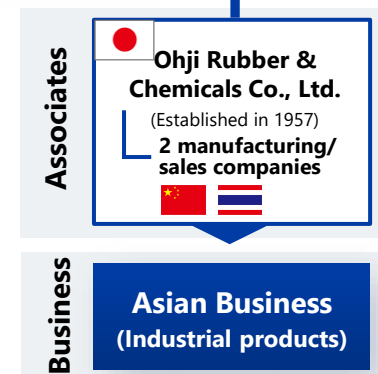
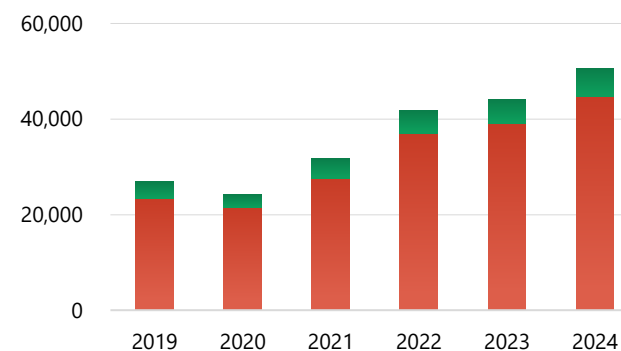
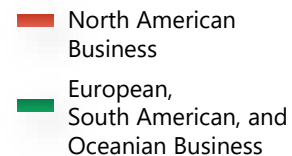
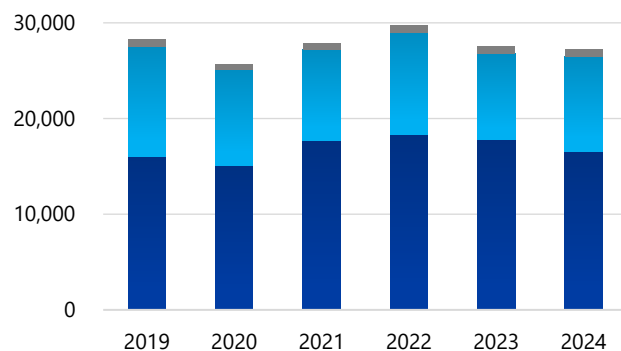
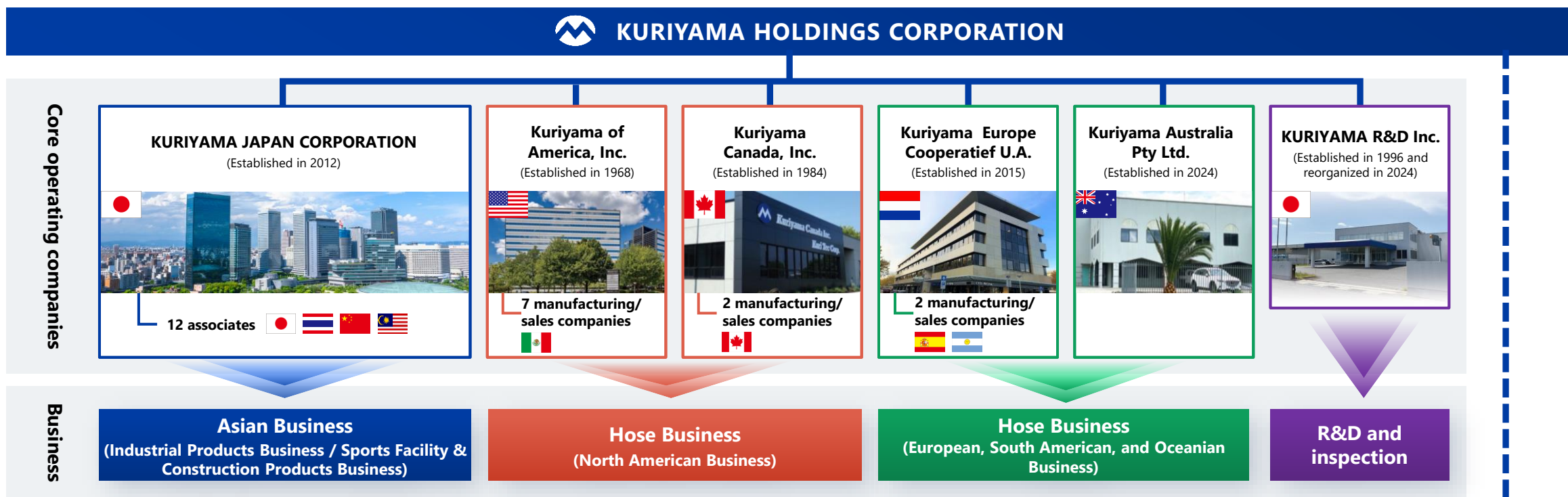
Hose Business (European, South American, and Oceanian Business)

Manufacturing and sales of layflat hoses and fittings, and fire hoses and nozzles

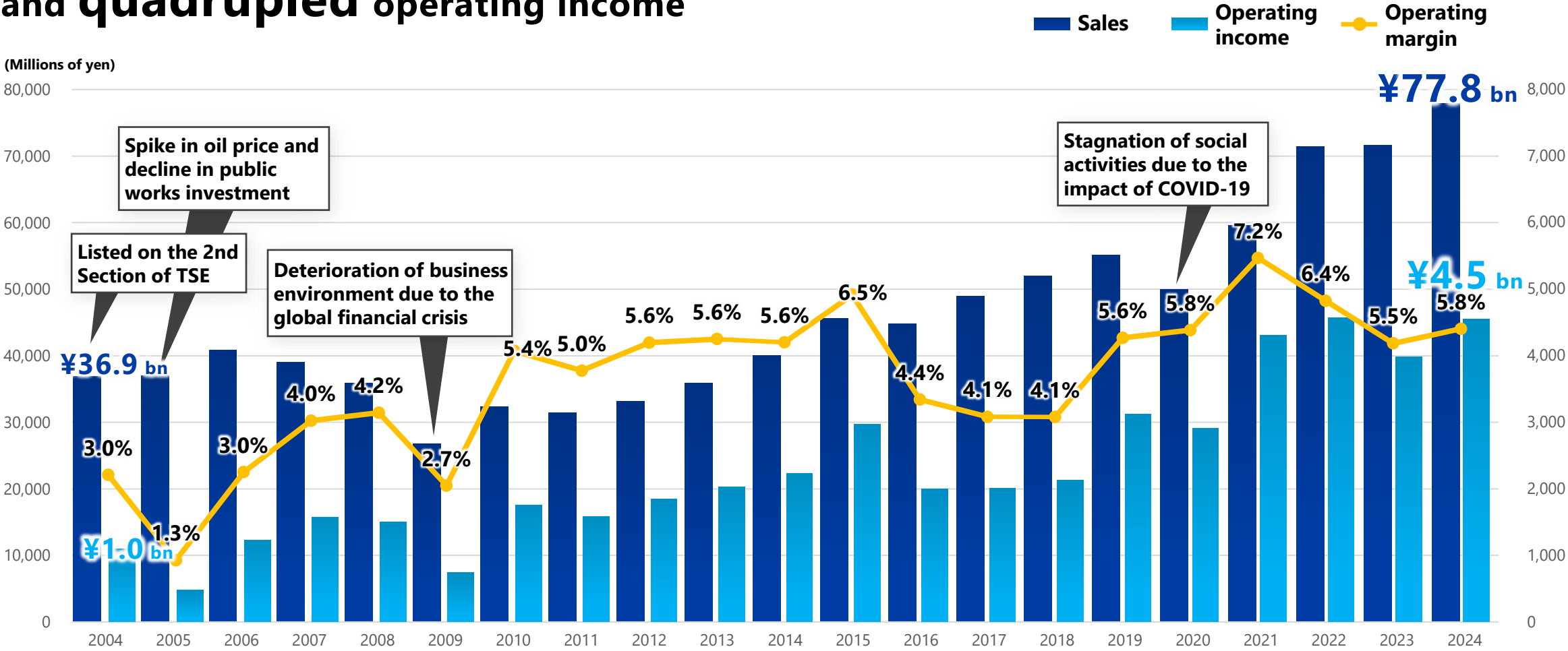
(For fire fighting, agriculture, oil, gas and others)



Company Overview: Group Organization



In the 20 years since listing, we **doubled** sales,
and **quadrupled** operating income





Disclaimers

The information provided in this document contains information on forecasts. This information, other than historical records, may be affected by risks and uncertainties related to competition, markets, and various systems in the industry in which our company operates. As a result, please be aware that the expectations based on assumptions and speculations made from the information currently available to the company may differ from actual results and performance in the future.