

Financial Results for Q2 FY3/26

November 20, 2025

Okada Aiyon Corporation (TSE Prime Market 6294)

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01

Corporate Profile

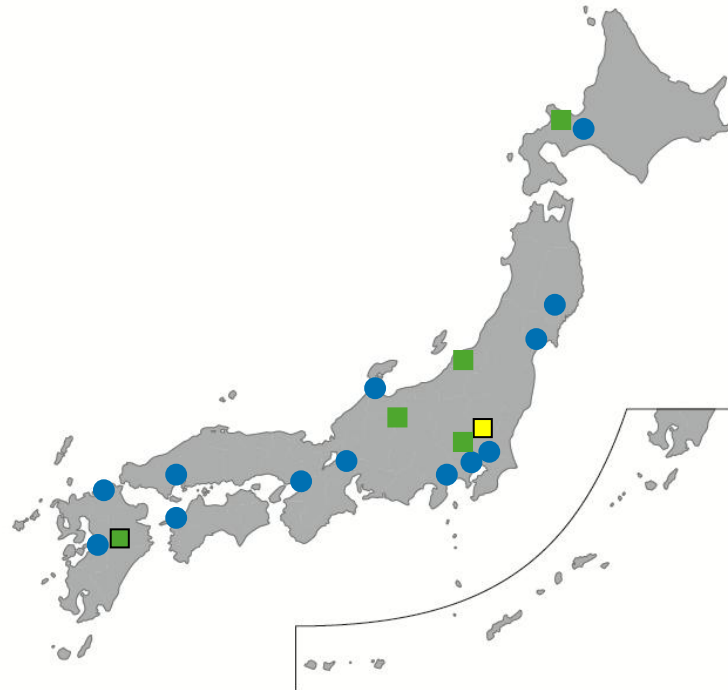
OKADA AIYON CORPORATION

Headquarters	4-1-18 Kaigandori, Minato-ku, Osaka 552-0022 Japan
President & Representative Director	Yuji Okada
Founding / Establishment date	July 1938 / September 1, 1960
Business	Manufacturing, sales, and repair of construction machines
Capital	¥2,221million (listed on the Tokyo Stock Exchange Prime Market)
Fiscal Year-End	March 31 (annually)
Annual Revenue	¥26,582million (consolidated, fiscal year ended March 2025)
Employees	497 (consolidated), 267 (non-consolidated) as of March 2025
Locations	19 in Japan, 6 overseas (consolidated, as of March,2025)

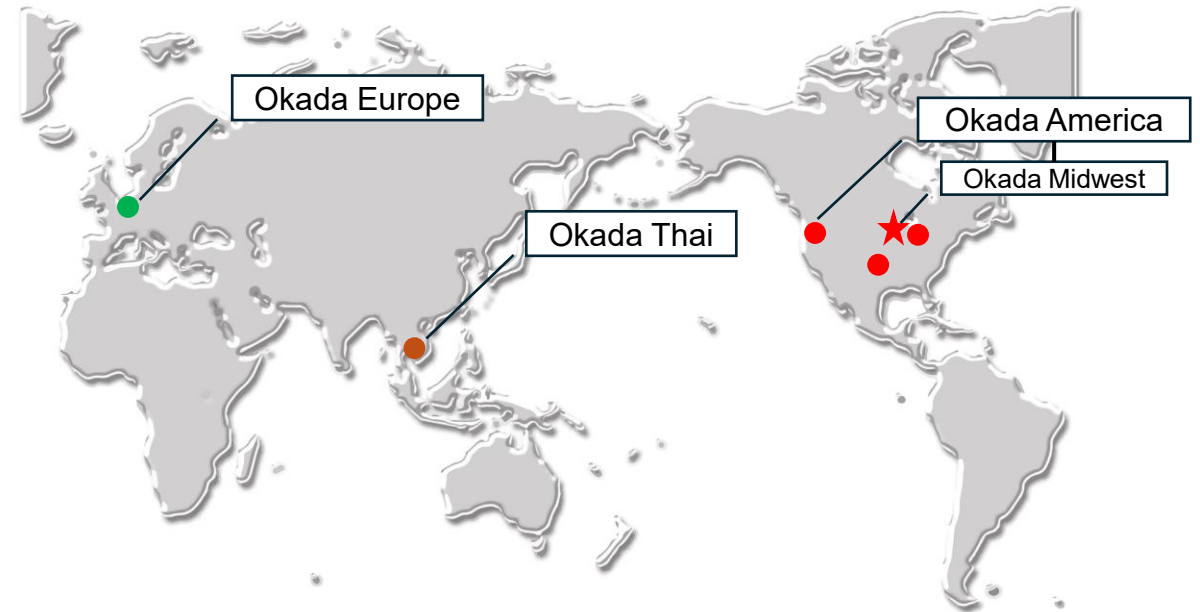


01

Locations: 19 in Japan, 6 Overseas



- OKADA AIYON 13bases
- AIYON TECH 1base
- Nansei Machine 5bases



- ★ Okada America 4bases (Oregon/HQ)
- Okada Europe 1base (Netherlands/HQ)
- Okada Thai 1base (Ayutthaya/HQ)

(consolidated, as of March,2025)

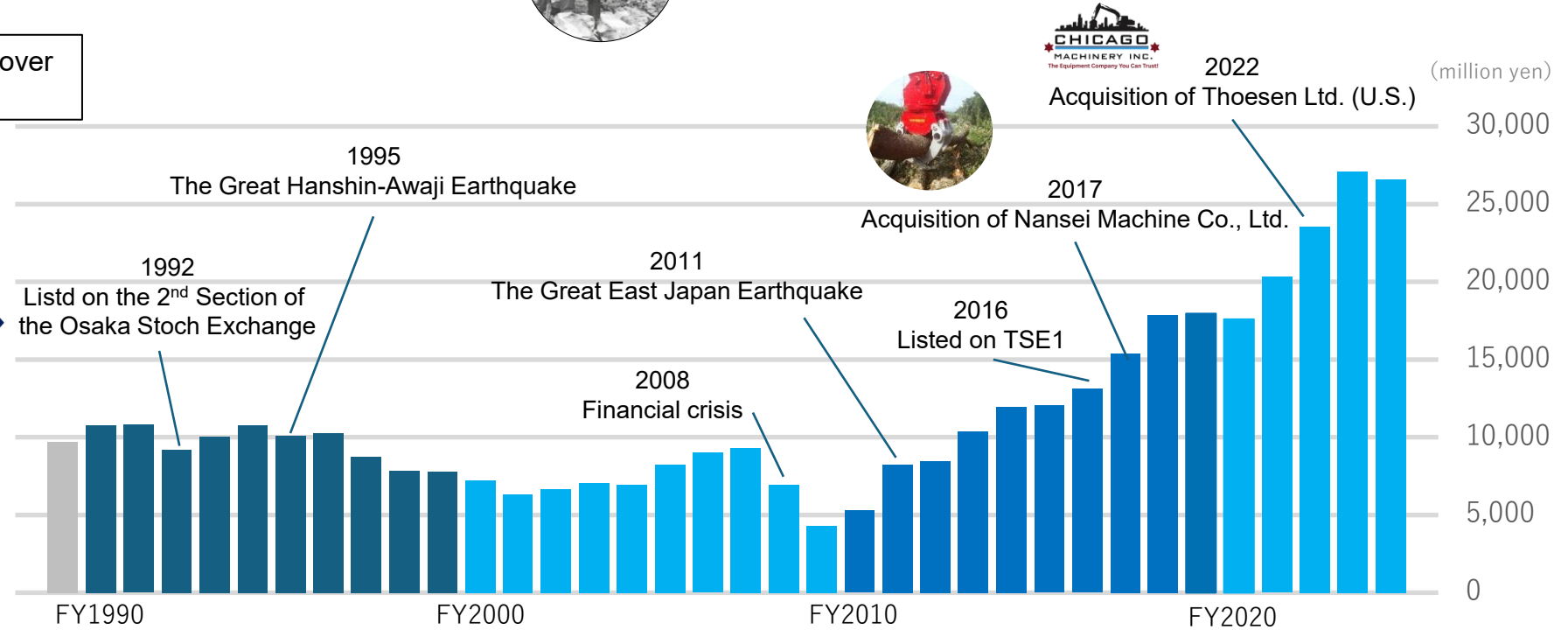
01

History



Changes in net sales over the past 35 years

Since 1990s



01

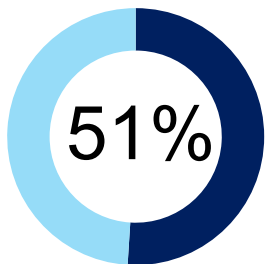
Our Major Product : Demolition Attachments

Domestic market share of
our major products

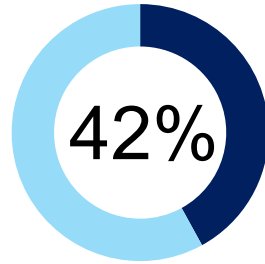
No.1



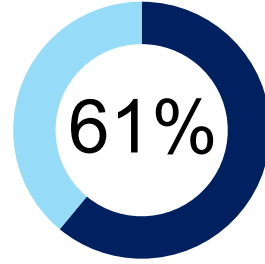
Primary
Crushers



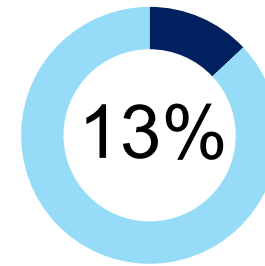
Pulverizers



Cutters



Hydraulic
Breakers



Specific demolition attachments for
hydraulic shovels
to demolish concrete buildings etc.

(Prepared by company based on materials published by the Japan Construction Equipment Manufacturers Association (CEMA), **April to September 2025**)

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Results Summary for Q2 FY3/26

Net sales

12,890 million yen (-1.4% YoY)

Operating profit

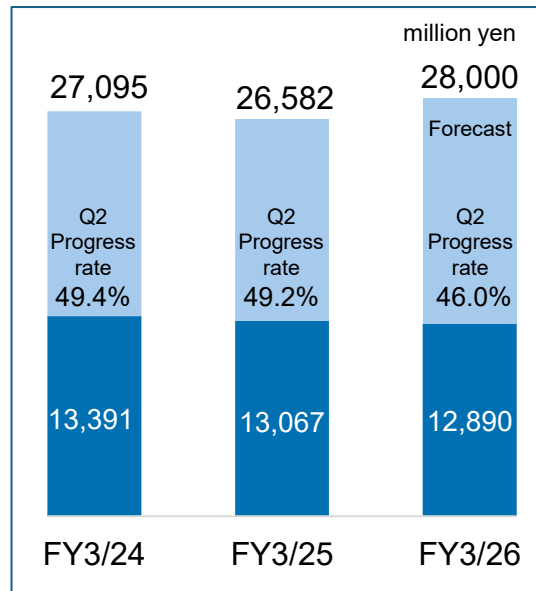
1,250 million yen (7.4% YoY)

Ordinary profit

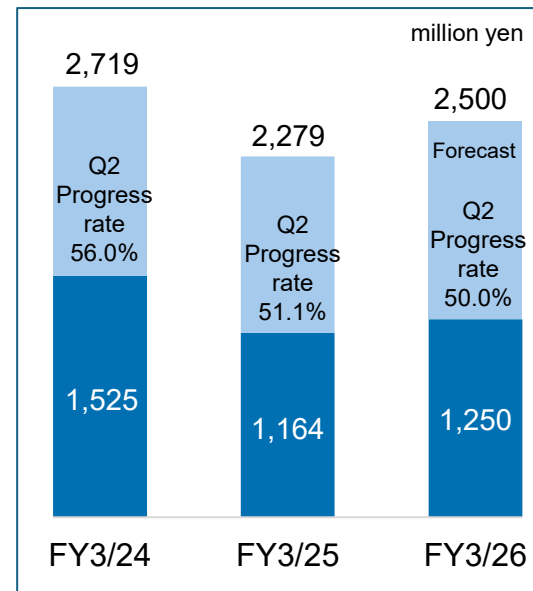
1,253 million yen (13.7% YoY)

Profit

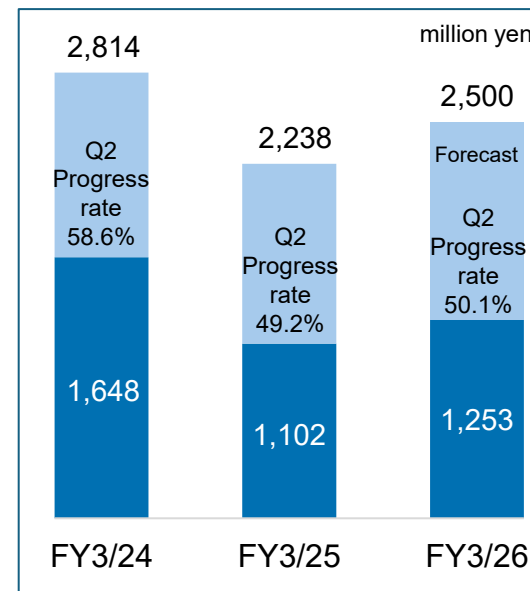
849 million yen (16.2% YoY)



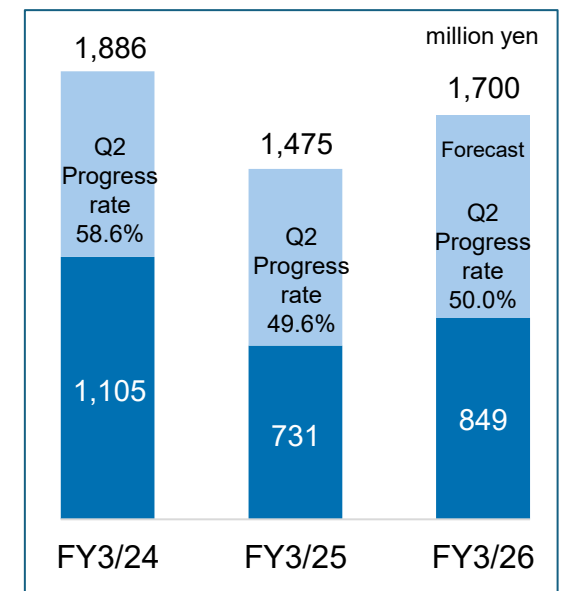
【Net sales】



【Operating profit】



【Ordinary profit】



【Profit】

02

Financial Results for Q2 FY3/26 and Full-Year Forecast

● Despite a decline in revenue compared to the same period of the previous year, price adjustments and cost-cutting measures drove growth in Operating profit, Ordinary profit, and Profit. The full-year outlook remains unchanged.

(Million yen)

	Q2 FY3/25 Results	Q2 FY3/26 Results	YoY change		FY3/26 Forecasts	Progress Rate (%)
			(amount)	(%)		
Net sales	13,067	12,890	(176)	(1.4)	28,000	46.0
Gross profit	3,866	3,971	105	2.7	—	—
SG&A expenses	2,701	2,721	19	0.7	—	—
Operating profit	1,164	1,250	85	7.4	2,500	50.0
Ordinary profit	1,102	1,253	150	13.7	2,500	50.1
Profit (attributable to owners of parent)	731	849	118	16.2	1,700	50.0

Average exchange
rate used

USD : 153 yen
Euro : 166 yen

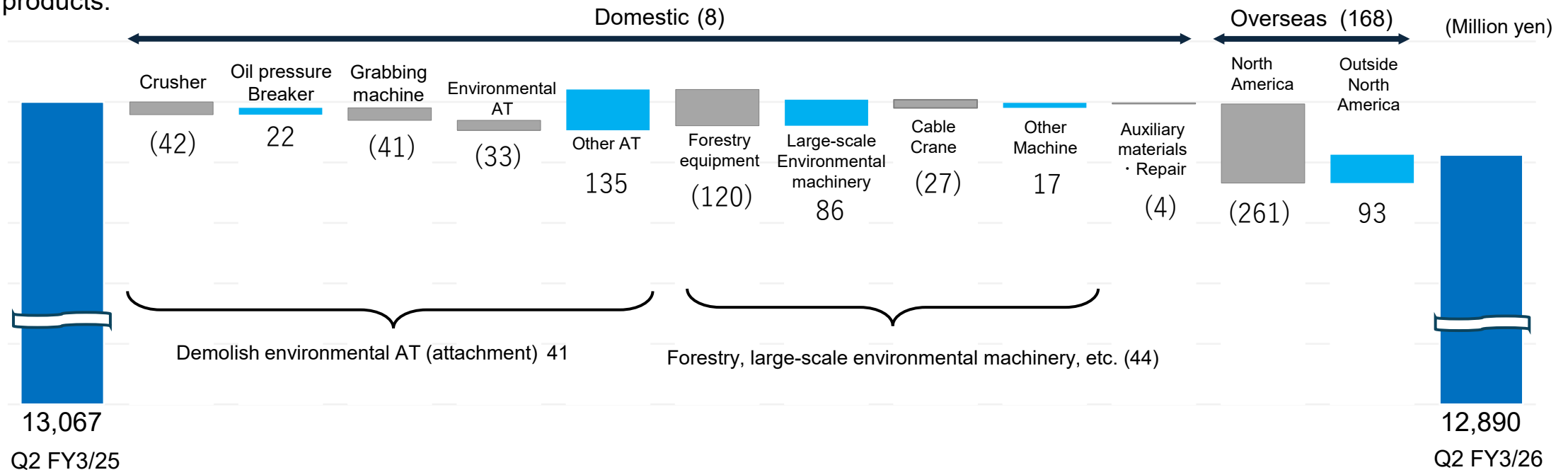
USD : 146 yen
Euro : 166 yen

※The exchange rate assumptions for FY3/26 for USD :145 yen and for Euro:155 yen.

02

Factors for Changes in Net Sales for Q2 FY3/26

- In Japan, while demand for Crushers remained firm, revenue decreased due to delivery delays stemming from construction schedule slippages, weak excavator sales, and the postponement of demolition work during the Osaka-Kansai Expo. Grapples and Forestry machinery posted lower revenue amid soft demand. Cable crane maintained healthy order intake but recorded revenue declines due to project timing. Large environmental machinery achieved revenue growth driven by effective replacement promotion initiatives. In the aftermarket business, higher repair revenue was outweighed by a decline in parts sales, resulting in an overall decrease.
- In Overseas, although purchasing restraint caused by inventory adjustments in North America is gradually easing, revenue decreased due to reduced sales at Okada Midwest. Meanwhile, Europe and Asia achieved revenue growth, supported by strong sales of certain products.



02

Sales Trends by Model for Q2 FY3/26

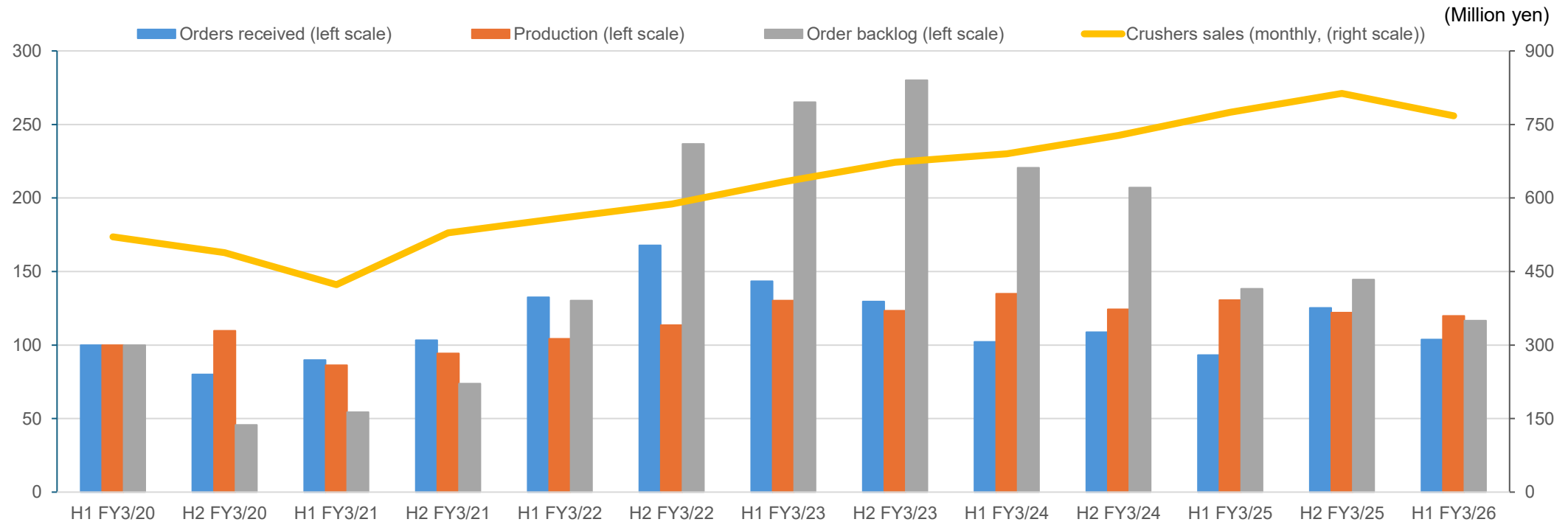
(Million yen)

			Q2 FY3/24	Q2 FY3/25	Q2 FY3/26	YoY		Yo2Y
						Amount	Changes (%)	Changes (%)
Domestic	Demolish environmental attachments	Crushers	4,142	4,648	4,605	(42)	(0.9)	11.2
		Breakers	442	421	444	22	5.4	0.4
		Grapples	712	701	659	(41)	(5.9)	(7.4)
		Environmental attachments	315	279	246	(33)	(11.9)	(21.7)
		Others	686	487	622	135	27.8	(9.3)
		Total	6,298	6,538	6,579	41	0.6	4.5
	Forestry machinery, large environmental machinery, others	Forestry machinery	882	878	757	(120)	(13.8)	(14.1)
		Large environmental machinery	230	256	343	86	33.7	49.0
		Cable crane	773	567	540	(27)	(4.8)	(30.2)
		Others	209	59	76	17	28.7	(63.4)
		Total	2,096	1,762	1,717	(44)	(2.5)	(18.1)
	After- sales business	Material	991	980	942	(37)	(3.9)	(4.9)
		Repair	505	539	573	33	6.2	13.4
		Total	1,496	1,520	1,515	(4)	(0.3)	1.3
Domestic segment			9,891	9,821	9,813	(8)	(0.1)	(0.8)
Overseas	U.S.		2,491	2,369	2,107	(261)	(11.1)	(15.4)
	Europe		579	500	534	33	6.6	(7.8)
	Asia (excluding China)		291	270	289	18	6.9	(0.8)
	Others		138	105	146	41	39.7	6.2
Overseas segment			3,500	3,245	3,077	(168)	(5.2)	(12.1)
Consolidated total			13,391	13,067	12,890	(176)	(1.4)	(3.7)

02

Orders, Manufacturing and Sales Trends for Demolition Crushers and Other Mainstay Products

- Order backlog surged after COVID-19 due to extended lead times caused by material shortages. However, with expanded production capacity and normalized delivery schedules, backlog levels have stabilized.
- Current orders and backlog are showing steady trends. Demolition demand remains firm, and ongoing capacity enhancements support a resilient outlook.

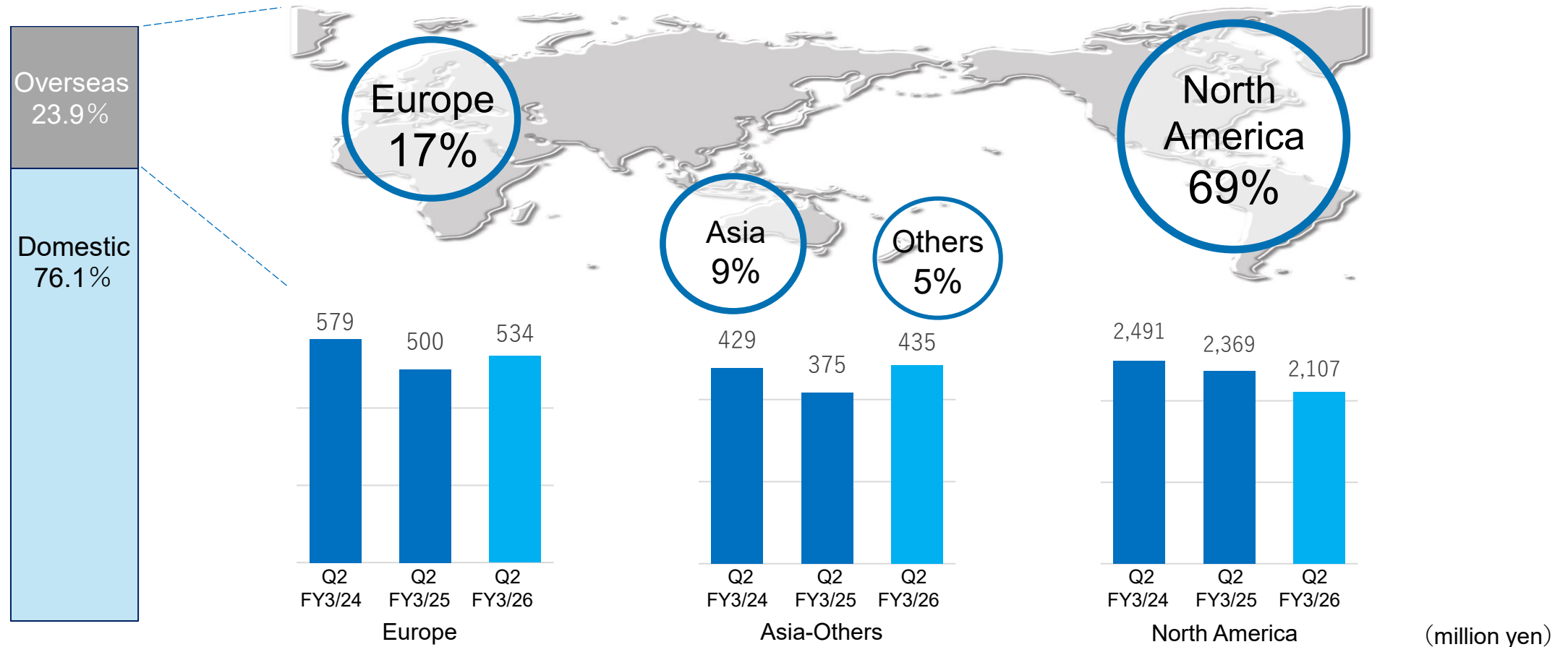


- Including products manufactured by OKADA AIYON and AIYON TECH
- Orders received, production and order backlogs are set at 100 for the H1 FY3/20

02

Overseas Sales Breakdown by Region for Q2 FY3/26

● Europe and Asia achieved revenue growth compared to the previous fiscal year. In North America, despite a gradual recovery from purchasing restraint, revenue decreased due to lower sales at Okada Midwest.

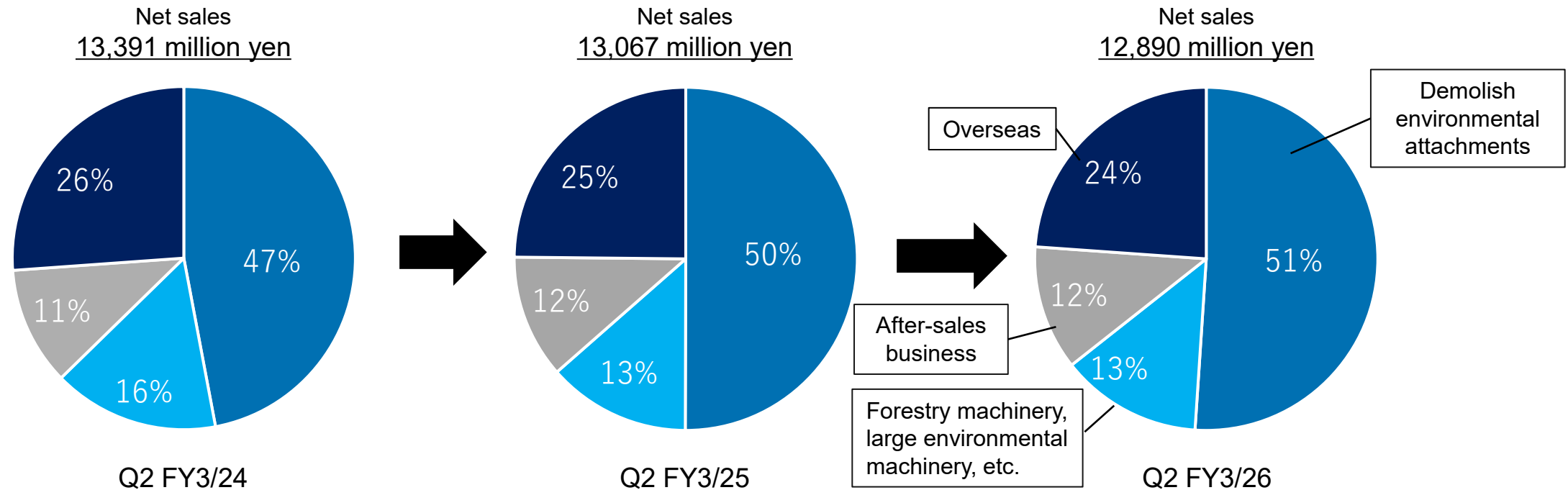


02

Sales by Segment and Business for Q2 FY3/26

● The overseas sales ratio declined year-on-year, primarily due to reduced revenue in North America. Conversely, the share of Demolish environmental attachments increased, supported by revenue growth.

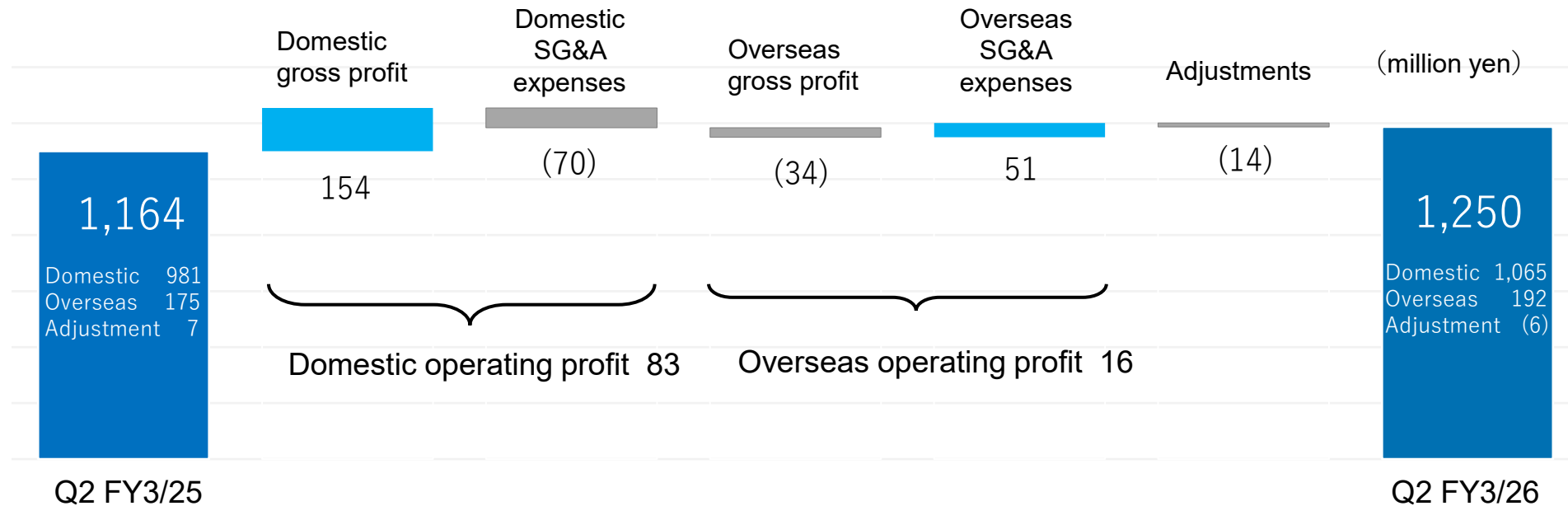
*See "Sales Trends by Model" on page 11 for details of each segment.



02

Factors for Changes in Operating Profit for Q2 FY3/26

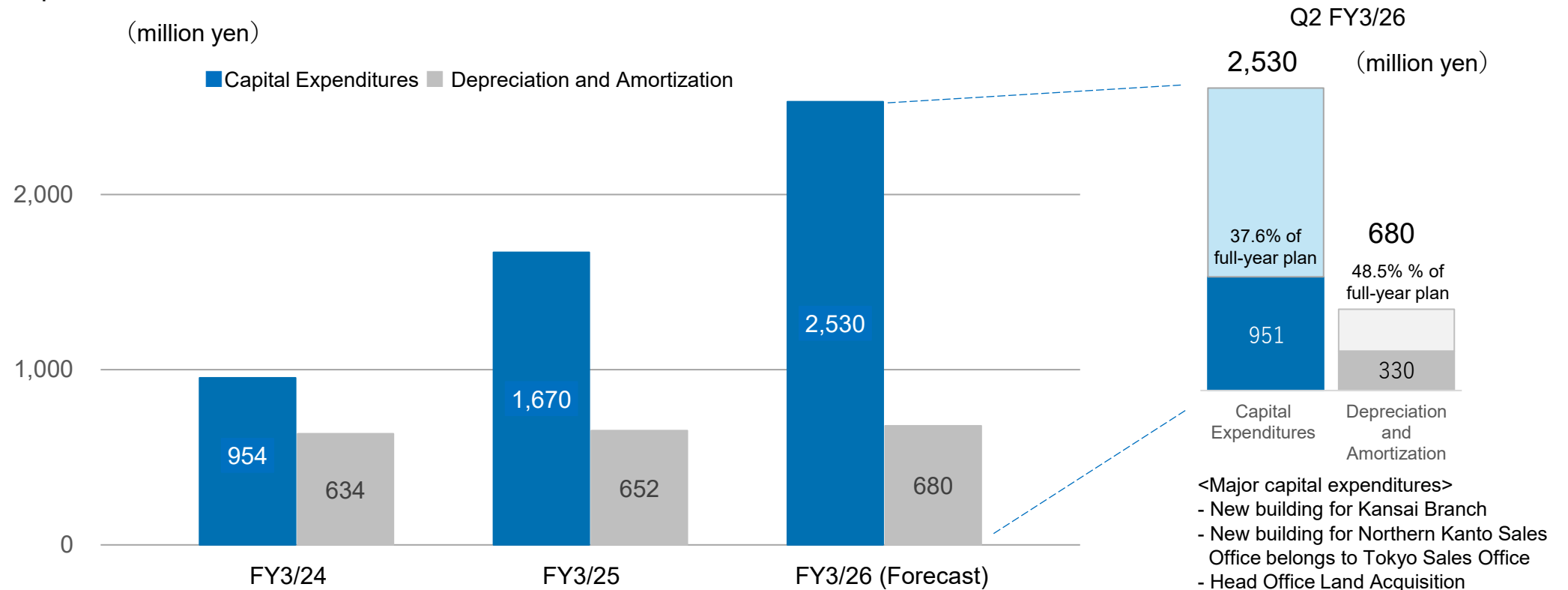
- In Japan, profit growth was driven by price adjustments in response to rising raw material costs and strong contributions from high-margin product sales..
- In Overseas, profit growth was driven by increased revenue in North America, especially at Okada America, along with efforts to optimize expenses.



02

Capital Expenditures and Depreciation Plan

Continuing from the previous fiscal year, we remain committed to expanding our store presence in central urban areas, where future demand growth is anticipated. Capital expenditures for the current fiscal year include building-related costs for the relocation of the Kansai Branch, for the establishment of the Northern Kanto Sales Office belongs to Tokyo Sales Office and for Head Office Land Acquisition.



02

Shareholder Return: Dividend Results and Plan

Dividend policy: Based on stable business growth, we aim for
① progressive dividends and ② a dividend payout ratio of 30% or more.

- For the FY3/25, the annual dividend was executed to be 74 yen, an increase of 4 yen from the previous year.
- For the FY3/26, the annual dividend is expected to be 75 yen, an increase of 1 yen (16th consecutive year of dividend increases).

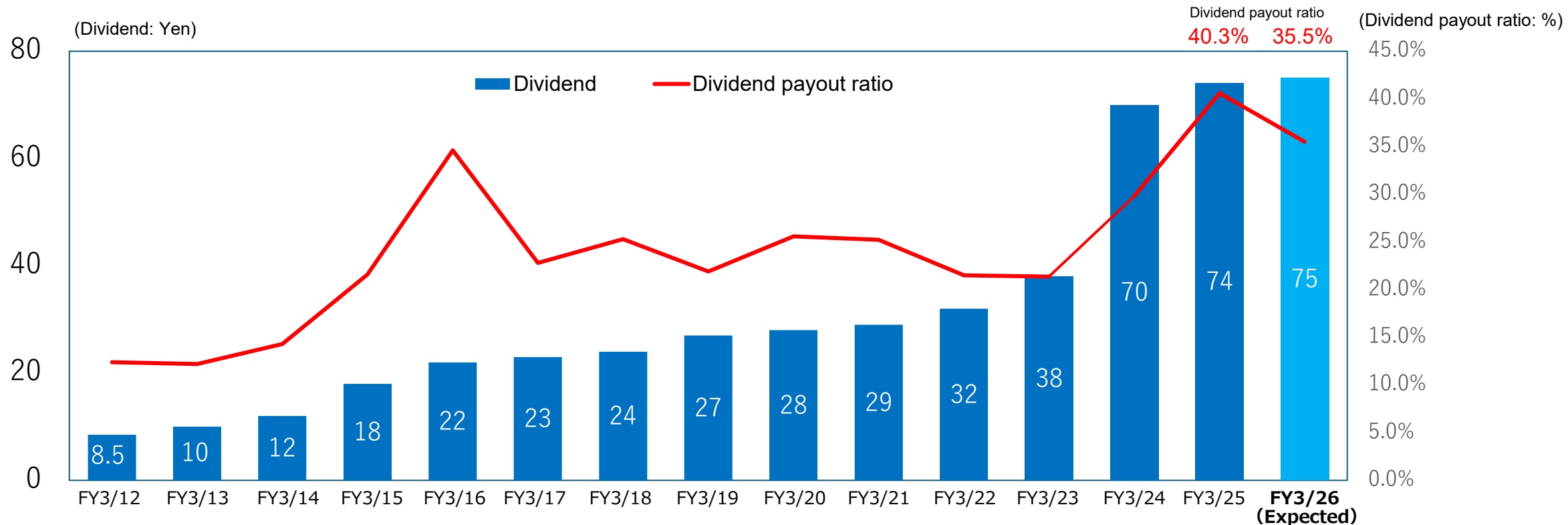


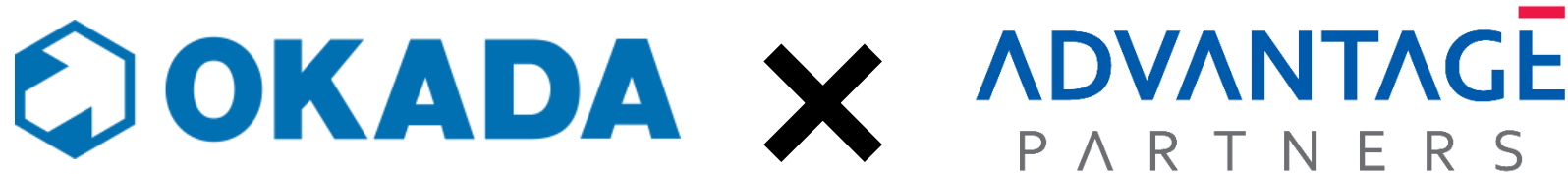
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Business Partnership and Financing

We will enter into a business partnership with Advantage Partners Inc. (“AP”) and raise funds to **accelerate growth strategies and improve corporate value**.



About **Advantage Partners / Private solutions for supporting growth of listed companies**

A division of Advantage Partners Group, pioneer in private equity fund (PE fund) in Japan. Engages in private investments* to support growth of listed companies and has helped numerous listed companies to achieve step-change growth of corporate value.

*Investment strategy of obtaining shares of listed companies and working on improving corporate value together with the management.

03

To Our Shareholders and Investors



Okada Aiyon is currently taking on new challenges.

Leveraging technology and trust we have cultivated through our demolition attachments, we will incorporate external wisdom and capital to bravely step into overseas markets and new fields of business.

We will consider changes as opportunities and carry out capital, human, and technological investments with a sense of speed to create new value under the unity of officers and employees.

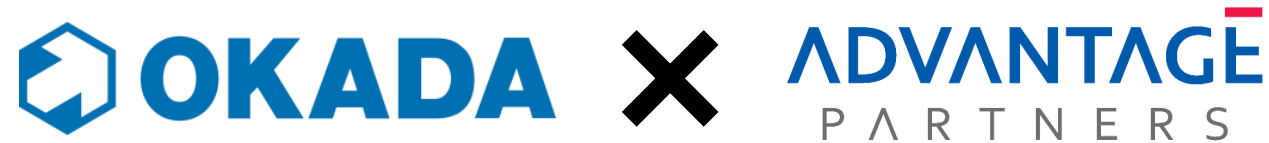
We will steadily strengthen our business foundation despite short-term instability and deliver results while further deepening trust with our shareholders and investors.

We appreciate your continued support in the future.

Yuji Okada, President and Representative Director

03

Business Partnership and Financing with AP (Overview)



- We plan to allocate the Fifth Series of Share Subscription Rights and the First Series of Unsecured Convertible Bonds with Share Subscription Rights to the AP-run fund by third-party allocation.
- The business partnership is to begin on December 10, 2025 (plan).
- In the partnership, we will set (1) further improvement of company-wide QCD, (2) globalization (North America, Europe, etc.), and (3) provision of solutions by enhancement of maintenance, repair, etc., as our strategic directions. We will receive management support to establish our position as a global manufacturer, shift to high value-added business, etc. as part of efforts to build a robust business model.
- The share subscription rights cannot be exercised from December 11, 2025 to June 10, 2026 in principle (can be exercised exceptionally in case of certain events).
- The impact on the financial results for the fiscal year ending March 31, 2026 is minimal.

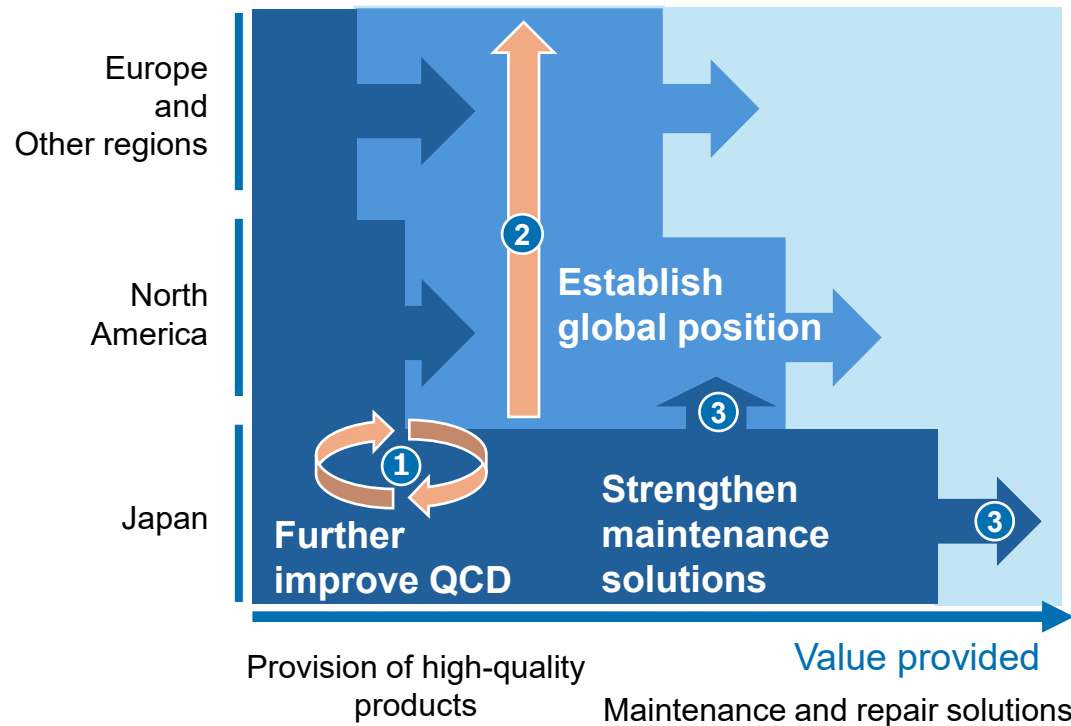
*For details, also see “Notice Concerning Business Alliance” and “Notice on Issuance of Fifth Series of Share Subscription Rights through Third Party Allotment and Solicitation for First Series of Unsecured Convertible Bonds with Share Subscription Rights” disclosed on November 13, 2025.

03

Business Strategies the Company Aims For

We will further improve QCD in Japan, establish our position as a global manufacturer, and strengthen maintenance solution, etc. to maximize customer lifetime value.

Diagram of global position and value provided



Overview of strategic directions

1 Further improve QCD

- Strengthen the management method, expand global procurement, expand the network of contract manufacturers, etc.

2 Establish the global position

- Strengthen sales, expand market share, and enhance follow-up services in North America
- Strengthen sales in Europe and scale up mainly in countries with strong needs
- M&A of companies that offer similar or complementary products, etc.

3 Strengthen maintenance solutions to maximize customer lifetime value

- Provide services that pursue higher customer satisfaction and share
- Identify needs and activities that involve digital tools and expand/strengthen the repair agent network

03

Details of the Business Alliance

We will partner with Advantage Partners and raise funds in order to establish our position as a global manufacturer and build a robust, high value-added business model.

Strategic directions taken by the Company

Direction (1)

Further improvement of company-wide QCD

Direction (2)

Globalization (North America, Europe, etc.)

Direction (3)

Provision of solutions by enhancement of maintenance, repair, etc.



Value provided by Advantage Partners

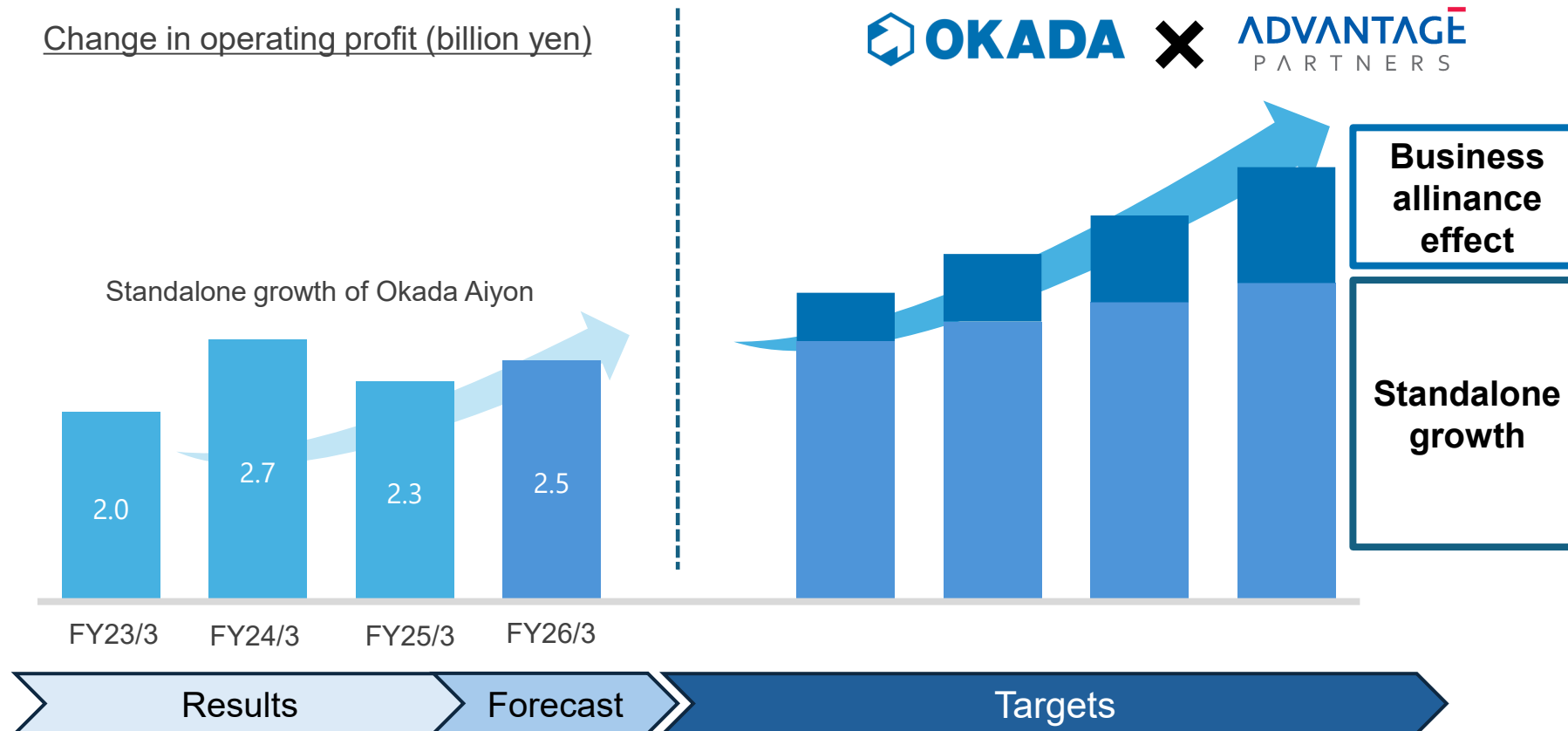
- Data-based analysis
- Portfolio management know-how
- Extensive business network including overseas offices
- Planning and promotion of new value-improving measures
- Creation of new businesses including promotion of M&A

03

Growth Concept

We will accelerate business growth through various initiatives together with Advantage Partners, in addition to standalone growth.

Change in operating profit (billion yen)



03

Financing Overview

	Unsecured Convertible Bonds with Share Subscription Rights (CB)	Share subscription rights
Issuance date	December 10, 2025	
Amount to be raised	1.51 billion yen	2.25 billion yen
Maturity	5 years	—
Conversion/exercise period	From June 11, 2026 to December 6, 2030 Conversion prohibited for six months from the day after the payment date, as a reasonable period of time to confirm improvement of corporate value and sustainable growth through financing by the bonds with share subscription rights.	From June 11, 2026 to December 10, 2030 Conversion prohibited for six months from the day after the payment date, as a reasonable period of time to confirm improvement of corporate value and sustainable growth through financing by share subscription rights.
Conversion/exercise price	Initial conversion price (Initial exercise price) 2,038 yen Minimum conversion price (Minimum exercise price) 1,700 yen	
Interest rate	0%	—
Allottee	PSPI III S1, L.P. 100%-owned subsidiary of Advantage Partners Pte. Ltd.	

03

Purpose of Funds

Specific use of funds	Related strategic direction	Amount	Details
Globalization	(2)	0.5 billion yen	(The following investments at overseas offices) • Human capital investment to expand sales and technical service personnel • Capital investment in demo machines and demo machine yards to tap the crusher market • Capital investment for enhancing follow-up services, etc.
Investment for accelerating growth strategies	(1), (3)	1 billion yen	• Human capital investment for strengthening the management foundation and expanding business • R&D-related capital investment for developing new products that respond to a wide range of needs • DX investment in IT systems, etc. for developing software to provide solutions and strengthening business management
Future M&A for expanding business	(1), (2), (3)	2.25 billion yen	• Strategic global M&A aimed at expanding products and strengthening production and maintenance systems

We aim to speedily execute the above investments.
As M&A depend on the situation of the target companies, we also plan to carry out additional shareholder returns as necessary based on capital efficiency.

03

Schedule

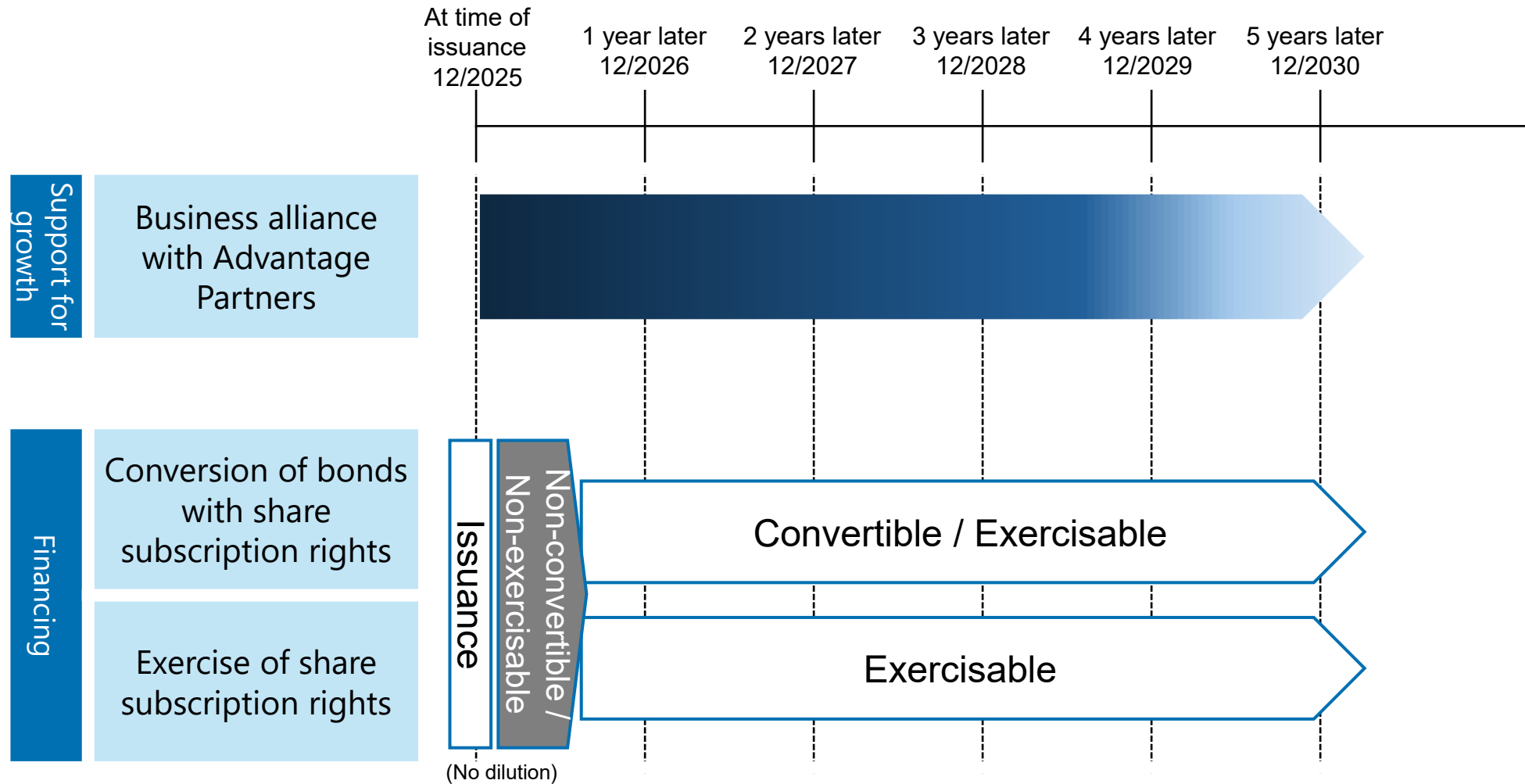


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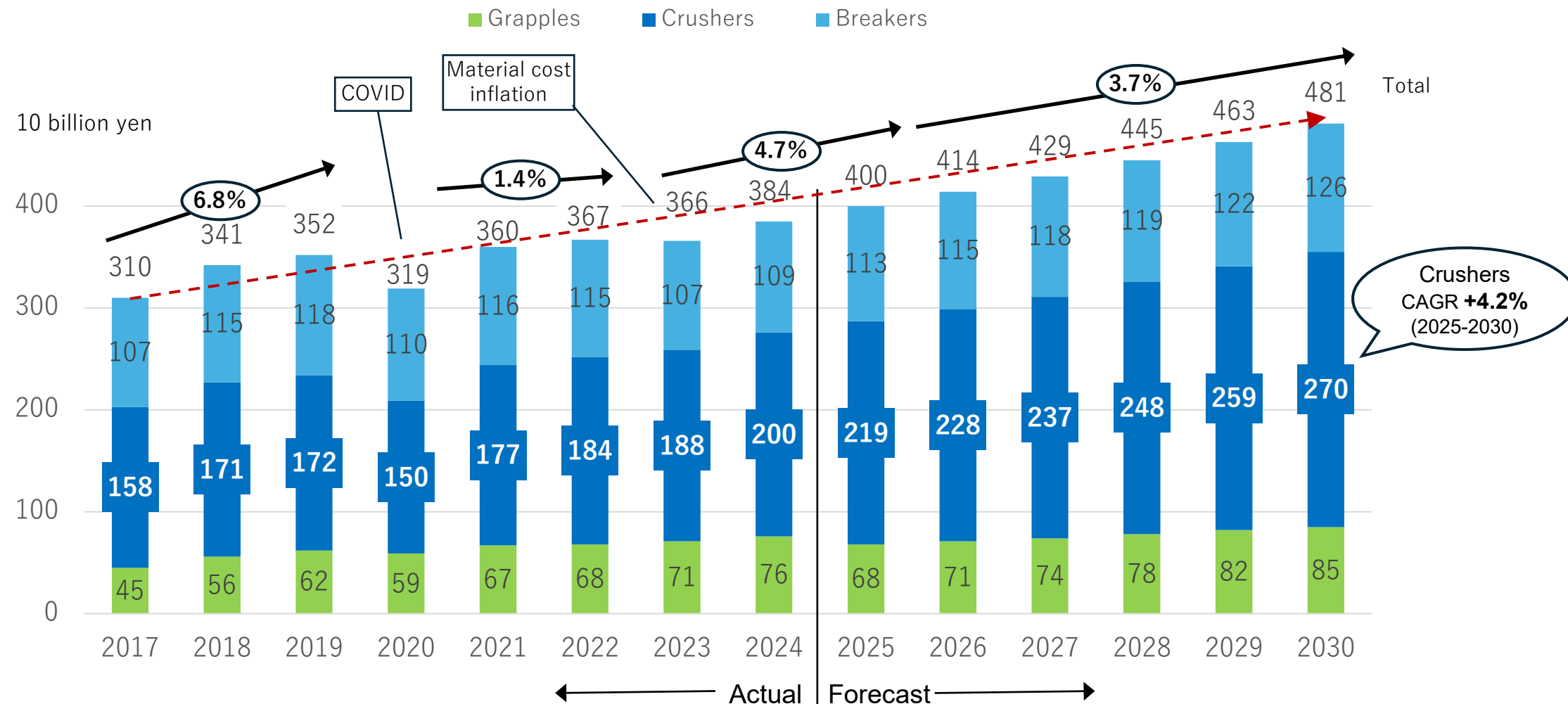
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Japan: Market Size and Growth Variations by Demolition Attachment Product



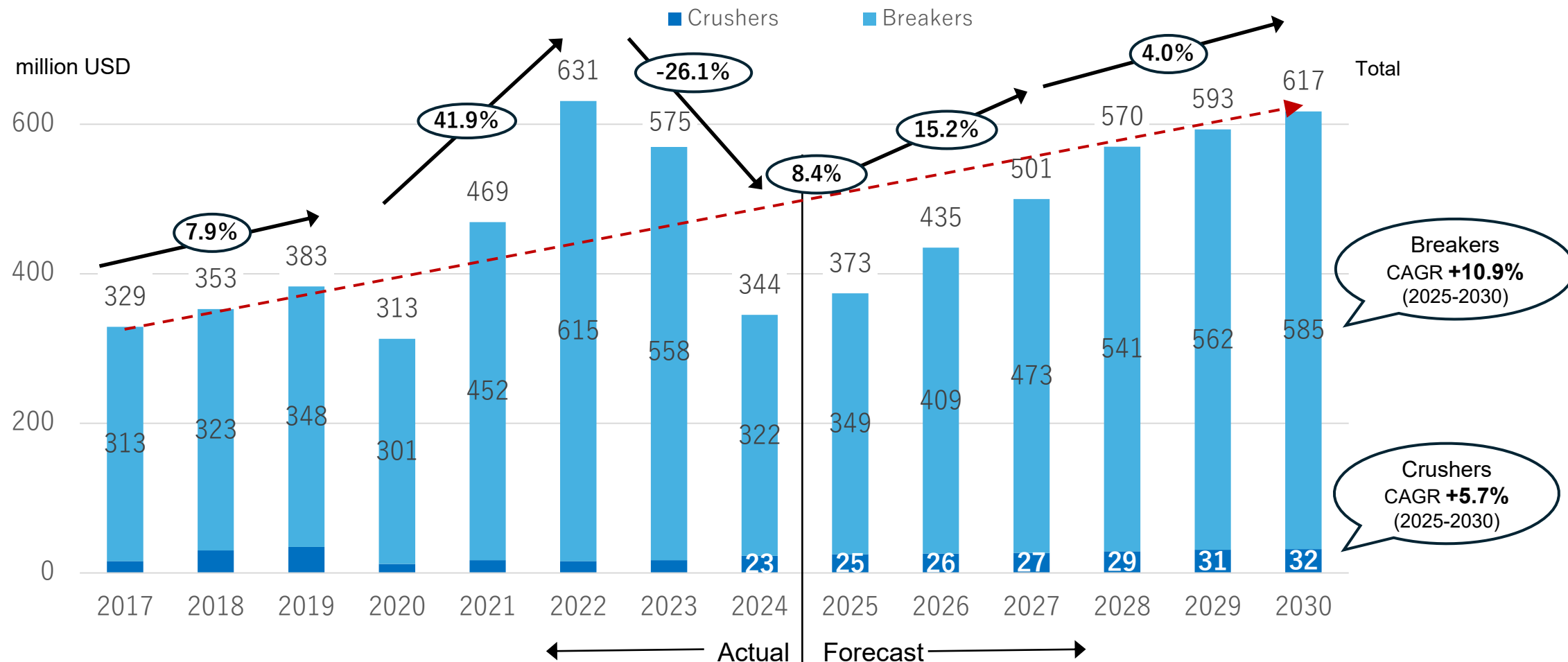
● The overall market is expected to grow at a CAGR of +3.7%. Key drivers include increased private-sector infrastructure investment, a rising stock of buildings over 45 years old, and demolition demand for vacant houses, particularly for grapples.



Figures based on our internal research



● The market is projected to grow at a CAGR of +4.0%. Although demand fell sharply in 2024 due to interest rate hikes and deferred projects, recovery is expected as inventory adjustments conclude, and interest rates decline. Supported by resilient demolition demand, growth is anticipated to align with long-term trends. Key risks: sudden policy changes and interest rate fluctuations require close monitoring.

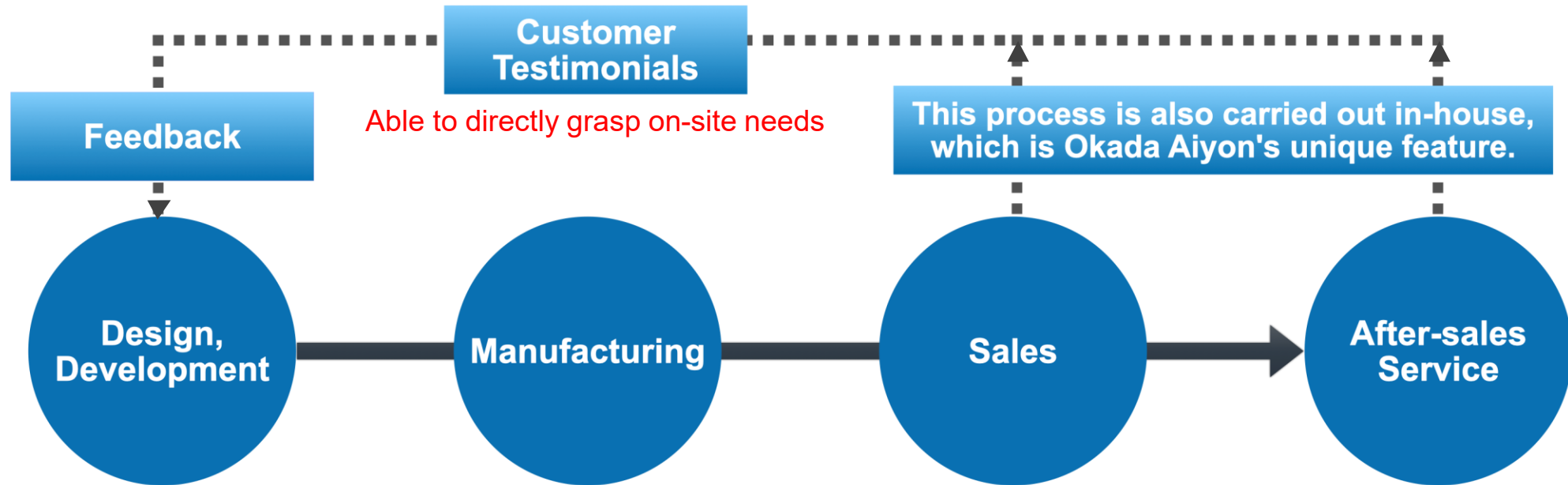


Figures based on our internal research

03

Our Strengths : a Comprehensive Recycling Model

Demolition attachments can wear out or break during use, so repairs are inevitable.



Utilizing on-site needs learned through after-sales service and direct sales in development

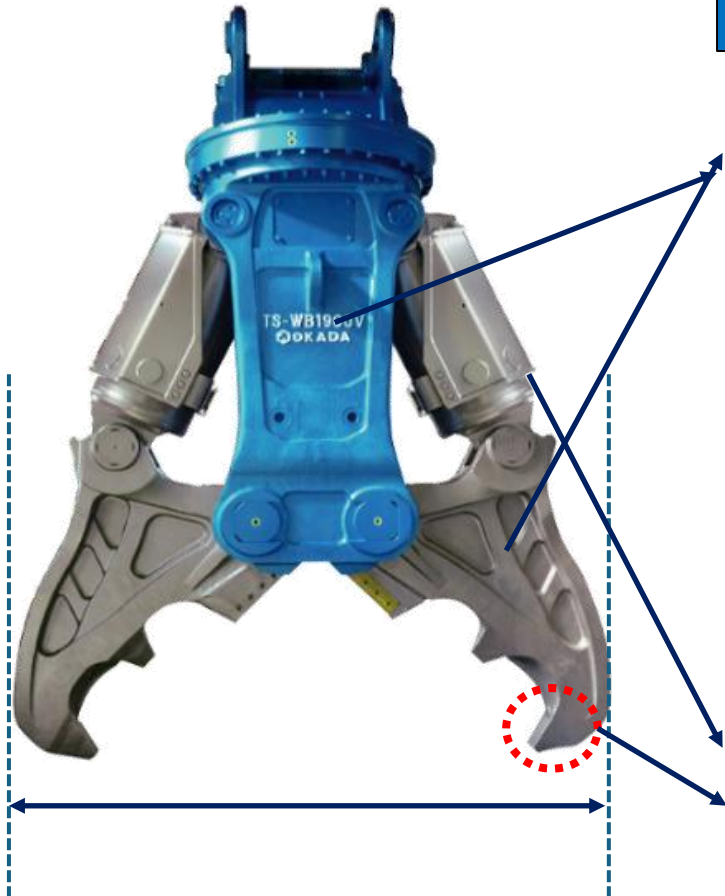
As a manufacturer, we have the industry's largest after-sales service system.

03

Product Strengths



Our commitment to our products



Cast steel is used for the crushers and cutters, which require particular strength in demolition work.

"Cast steel"... Produced by melting special steel and pouring it into a mold. There are no welded joints, making it stronger than "sheet metal products." It can also be freely shaped, allowing for excellent design options.



"Canning & welding"... Produced by cutting and welding steel plates.



Cast steel



Canning & welding

- The cylinder is equipped with an acceleration valve, achieving **both power and speed**.
- The wedge arm provides **outstanding crushing power**.
- As the arm closes, it does not protrude, allowing operation in **tight spaces**

[Demolition Crushers] (**Cutters**)

- Used for cutting rebar and steel frames



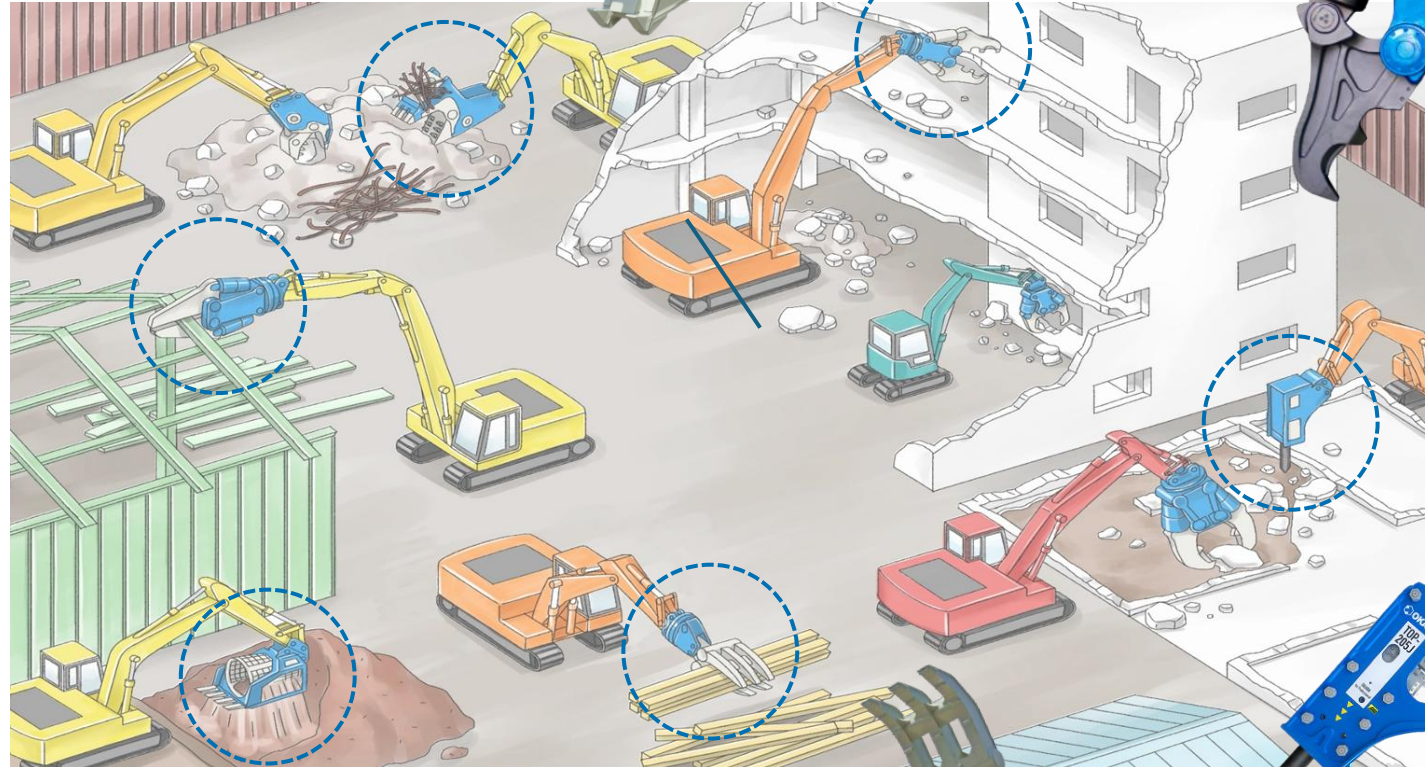
[Demolition Crushers] (**Demolition Pulverizers**)

- Crushing the concrete into smaller bits after using primary crusher



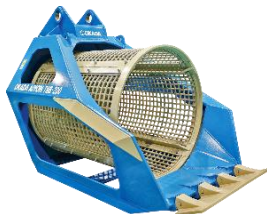
[Demolition Crushers] (**Primary Crushers**)

- Demolition of the main part of the building



[Environmental Attachments (**Trommel Screening Bucket**)]

- Select/screen various mixtures without straining the excavator



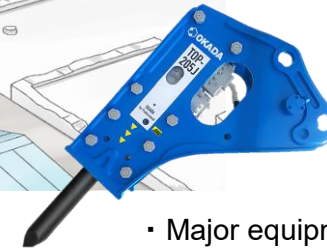
[**Grapples**]

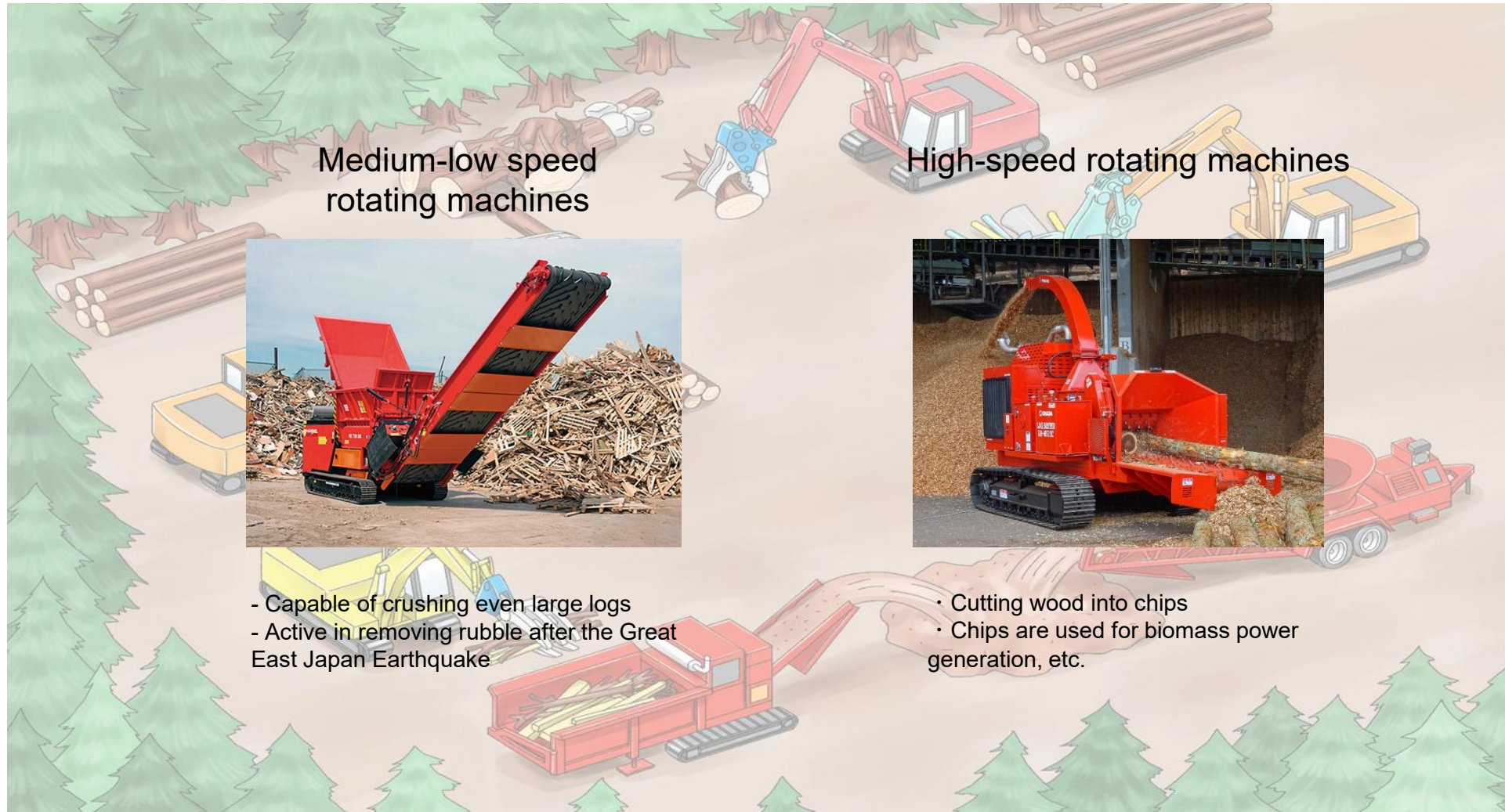
- Versatile equipment for demolition of wooden houses, scrap lumber collection and disaster relief breakers



[**Breakers**]

- Major equipment overseas with outstanding crushing power
- However, the noise is loud.





Forestry Machinery



- Cutting down trees in the forest
- Pruning, trimming, and transporting

Cable Crane



- For power plant and dam construction
- For transporting ready-mix concrete and materials on roadless mountain slopes
- For replacing pipes at aging hydroelectric power plants

The plans and forecasts contained in this report are based on information currently available to the Company and certain assumptions deemed reasonable by the Company, and are subject to risks and uncertainties.

As such, the Company does not promise or guarantee the realization of any future plan figures or measures shown in this report.

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