2026/11/05

ICHINEN HOLDINGS CO.,LTD.

Corporate Information

November 2026 Presentation Material

Tokyo Stock Exchange PRIME section STOCK CODE : 9619

JPX-NIKKEI Mid Small

※This document is an English summary of the IR materials (in Japanese) updated on November 5, 2026.

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Contents

01 About ICHINEN GROUP

Company Profile P.3

Major Group Companies P.4

Business Overview P.5

Key Highlights P.6

02 Group's Strategy

Strengths of the ICHINEN Group, Consolidated Performance Trends P.7

Cost of Capital / Return on Capital P.8

Strategies to improve PBR P.9

Management Policies P.14

Growth Strategy P.15

03 Financial Report

FY2026 2Q Financial Report P.16

04 Management Plan for this term

FY2026 Management Plan P.21

05 Shareholder Return

Dividend per Share (Forecast) / Dividend Record P.23

06 Appendix p.24

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Company Profile



Corporate Name
ICHINEN HOLDINGS CO.,LTD.

Established
May 7, 1963

Headquarters
4-10-6 Nishinakajima, Yodogawa-ku, Osaka, Japan

President and CEO
Masashi Kuroda

Stock exchange Listing
Prime Market of the Tokyo Stock Exchange (Stock Code : 9619)

Capital Stock
2,529 million yen (as of March 31, 2026)

Net Sales
162,254 million yen
(consolidated results for the Fiscal Year Ended March 2026)

Account Closing Month
March

Number of Employees
2,067 people (consolidated)
(as of March 31, 2026)

Management Philosophy
The basic management principle of our company is to aim to make each and every day the best day of the year, we provide comfort to everyone through the Group's products and services, while developing environmentally sustainable products and services, such as SDGs and the decarbonisation, with the aim of expanding its business to contribute to a sustainable and prosperous society.

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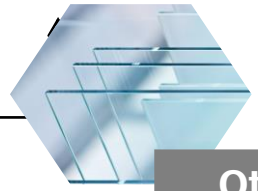
Major Group Companies



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Business Overview

※Consolidated Sales Composition Ratio
(Fiscal Year Ended March 2026)



Other

1.5%



Agri Solutions

12.0%



Synthetic Resin

11.6%

Automotive Leasing

39.2%



Sales revenue
162.2 billion yen



Machine Tool

23.3%

5.0%

7.4%



Parking



Chemical

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ICHINEN Group Key Highlights

Based on Fiscal Year Ended March 2026 results

Net Sales	**162,254** (JPY million)
Gross Profit	**35,454** (JPY million)
Operating Profit	**10,926** (JPY million)
ROE	**11.24** %
ROA	**5.28** %
PBR	**0.77**
Earnings per Share	**323.49** (JPY)
Dividend per Share	**80** (JPY)
Payout Ratio	**24.7** %
Employees	**2,067** people (Group Total)
M&A Transactions	**16** deals (FY3/2010–FY3/2026)
Overseas Presence	**4** countries (Including unconsolidated companies)
Operating Companies	**45** companies (Includes unconsolidated companies As of July 31, 2026)
Segments	**6** segments

	Net Sales (JPY bn)	Share of Group Sales (%)	Operating Profit (JPY m)	Share of Group Operating Profit (%)
Automotive Leasing	64.1	39.2	6,769	62.1
Chemical	12.0	7.4	1,061	9.7
Parking	8.1	5.0	1,436	13.2
Machine Tool Sales	38.0	23.3	251	2.3
Synthetic Resin	19.0	11.6	(170)	(1.6)
Agri Solutions	19.6	12.0	1,453	13.3
Other (Glass)	2.3	1.5	100	1.0

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Strengths of the ICHINEN Group, Consolidated Performance Trends

1 Pursuing **diversified business operations** that are not reliant on a single venture

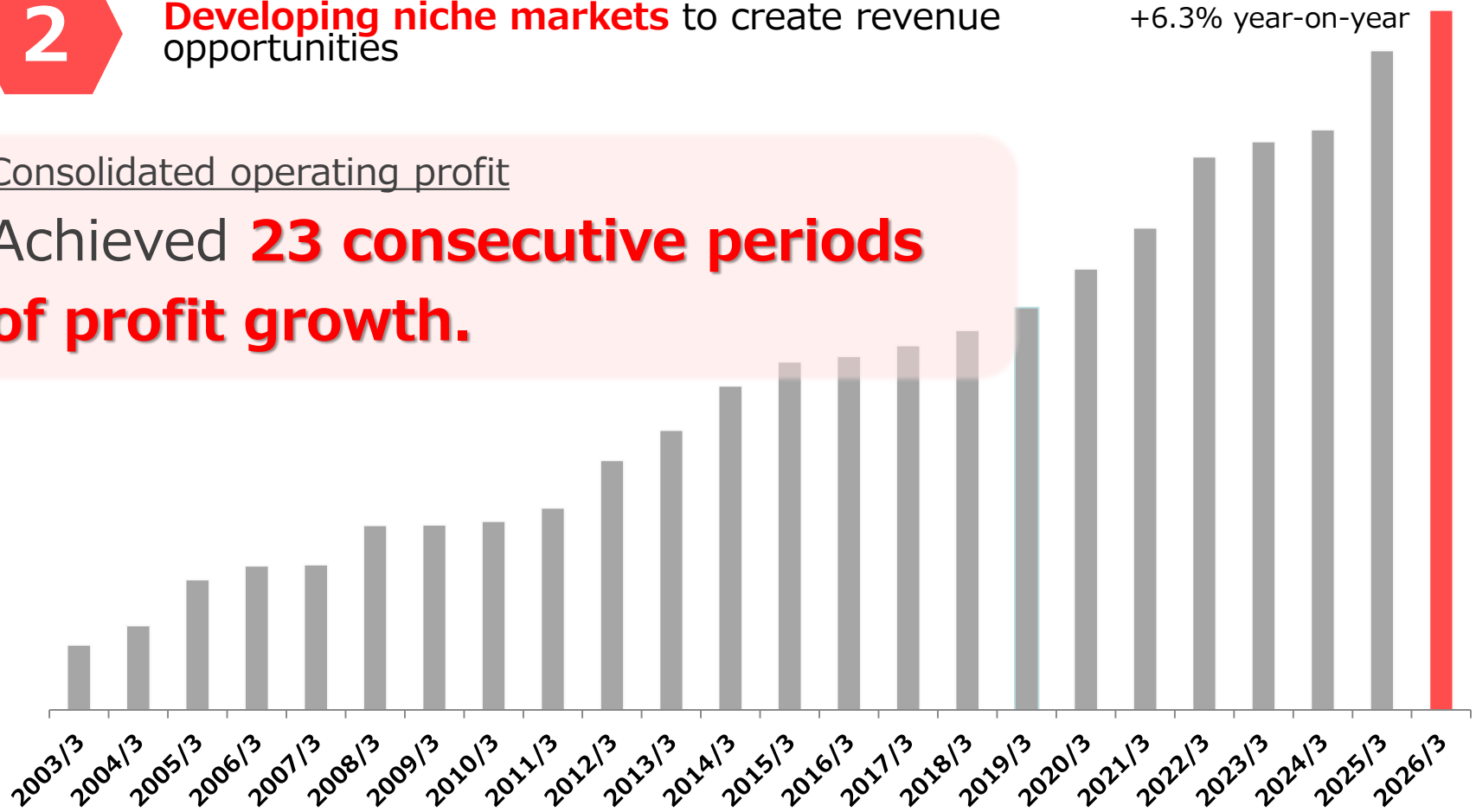
2 **Developing niche markets** to create revenue opportunities

Consolidated operating profit

Achieved **23 consecutive periods of profit growth.**

10.9 billion yen

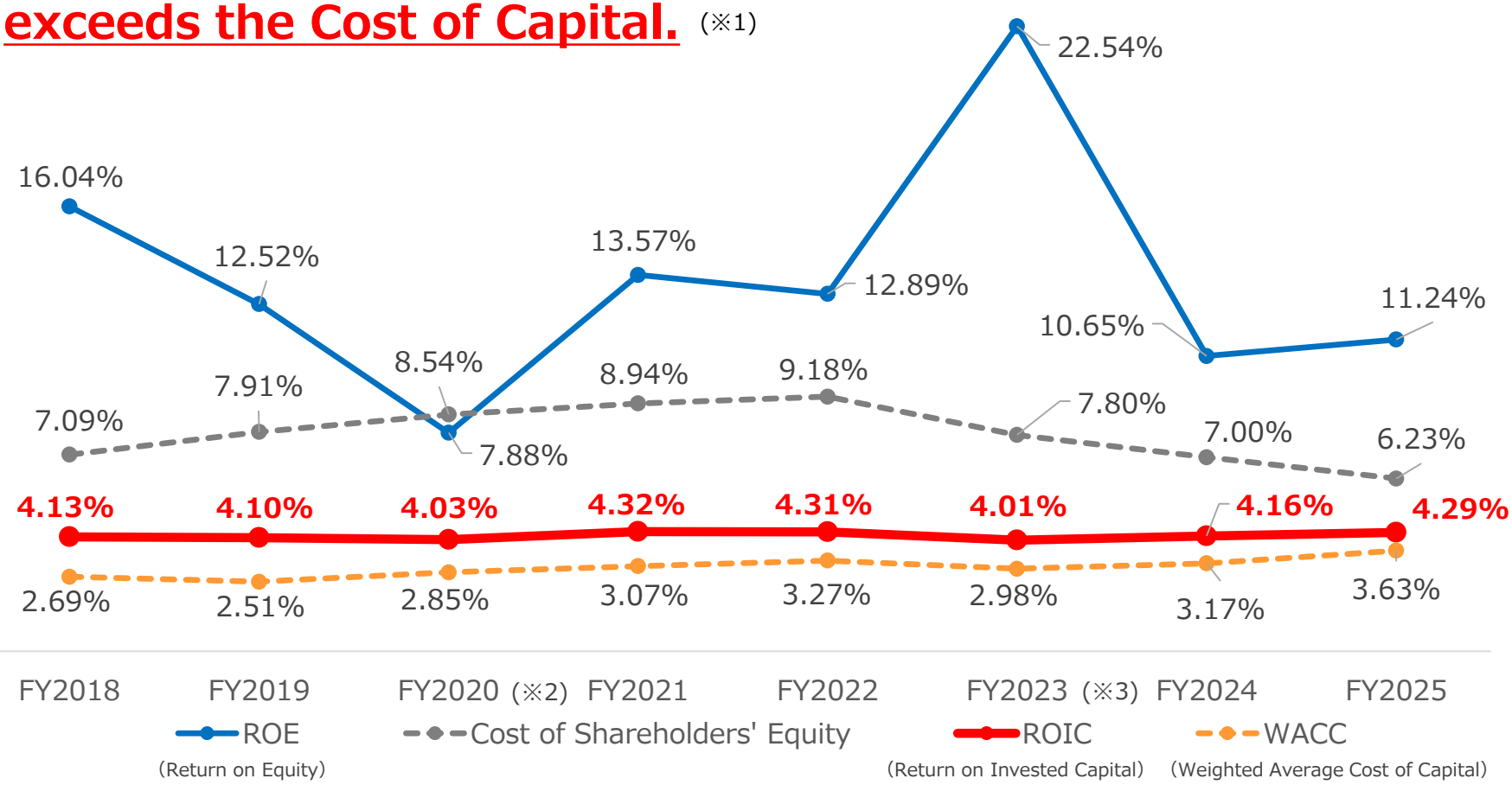
+6.3% year-on-year



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Cost of Capital and Return on Capital

ROE exceeds the Cost of Shareholders' Equity, and ROIC exceeds the WACC (※1) consistently achieving **the Return on Capital exceeds the Cost of Capital.** (※1)



(※1) WACC cost of debt is calculated using the capital market replacement rate calculation method. In addition, starting from FY2023, the yield of 10-year government bonds is used for the risk-free rate (Prior from FY2022, the yield of 30-year government bonds was used.).

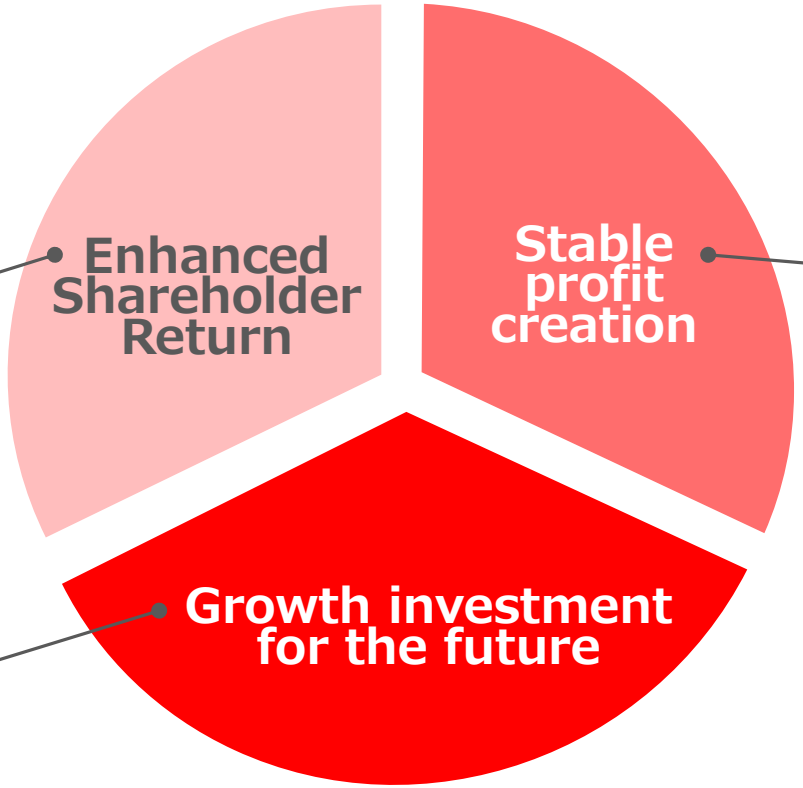
(※2) In FY2020, the ROE temporarily declined due to a loss on disposal of fixed assets following the discontinuation of the development of a core system for the automotive leasing business.

(※3) In FY2023, the ROE has increased significantly due to the "gain on bargain purchase" resulting from M&A, however the ROE excluding the impact of the "gain on bargain purchase" is 10.85%.

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Strategies to improve PBR

ICHINEN Group's three pillars of PBR improvement strategies



Continuous dividend increase.
(Details P.23)

Stable profit creation through profitable base businesses
(Details P.10)

◆Automotive Leasing Business

Focused investments in growth businesses (Details P.11～13)

◆ Parking Business (high growth and high profitability)

◆Overseas Business

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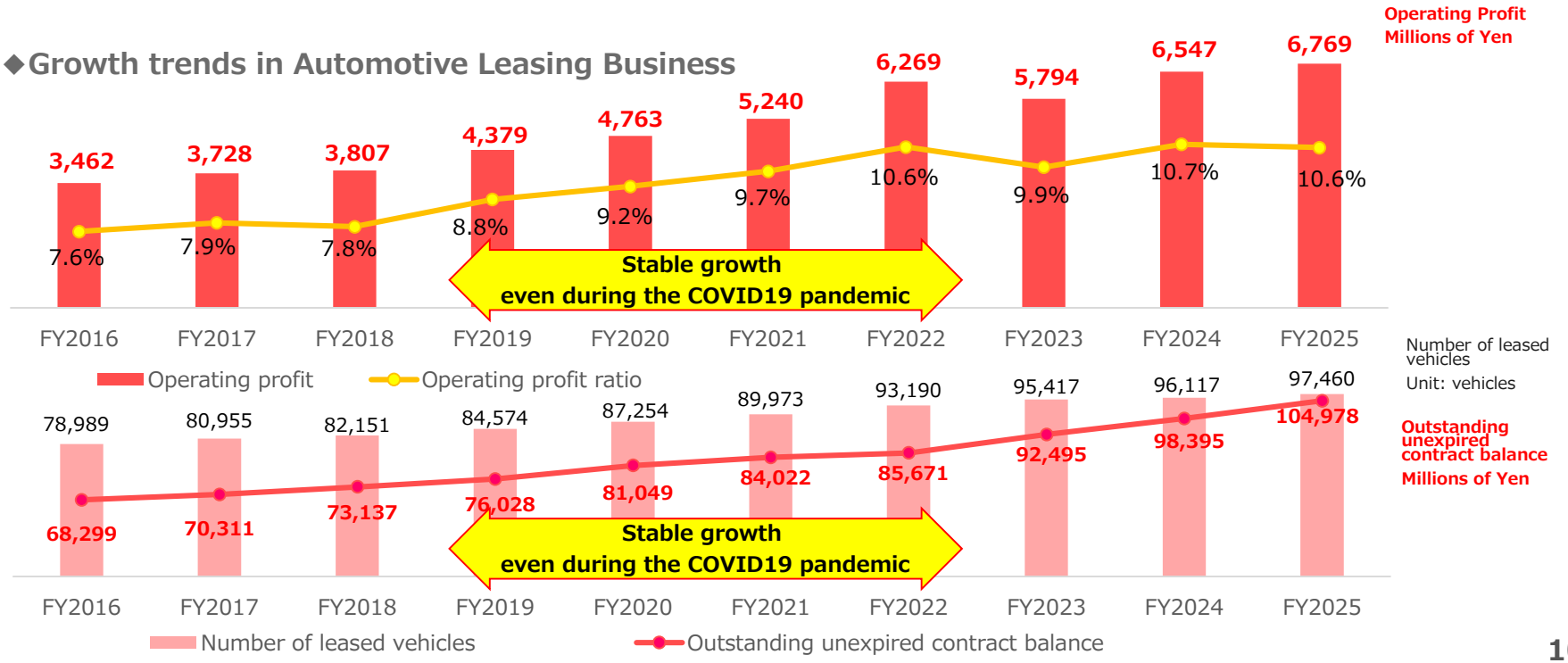
Stable Profit Creation

Automotive Leasing Business as the Group's profitable base business, our company continue to focus on expanding the scale of this business and **achieving Stable Profit Creation.**

POINT

- ➢Stable profit growth creates a **strong earnings base for the Group**.
- ➢Continuing growth in the number of leased vehicles is expected in the future, even as the shift to EVs progresses.
- ➢On the basis of stable profits from profitable base businesses, **investment in growth businesses is accelerated**.
- ➢**Maintain stable performance and growth** during the COVID19 pandemic.

◆Growth trends in Automotive Leasing Business



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Growth investment for the future

① Active investment in the parking business

Actively investing in the high-growth, high-profitability parking business

■ **Improving utilisation rates through new parking facility investments**

Accelerate the introduction of cashless payments and flapless car parks to enhance convenience, thereby attracting customers and boosting utilisation rates.

■ **Business Expansion through M&A**

Acquired OHTORI Corporation (merged with Ichinen Parking in April 2023) as a subsidiary in March 2022

② Expansion of investment in overseas business

Implementing proactive measures **to achieve a 20% overseas sales ratio**

■ **Business expansion in focus and expected areas** (details on p.10)

※Focus area: Thailand; Expected areas: Bangladesh, Mongolia

■ **Further strengthening and acceleration of M&A**

➢Promoting M&A of domestic companies possessing a certain level of overseas business infrastructure

➢Considering M&A of overseas companies with synergistic potential for our business

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Growth investment for the future

～ Expand investment in overseas business ～

Global Network **4 countries** (Thailand, United States, China, New Zealand)

Group Companies **7 companies** ※including non-consolidated

◆Thailand
TASCO Thailand【Machine Tools Business】
Marui Sum / Marui Industry【Synthetic Resin Business】
ICHINEN CHEMICALS (THAILAND)【Chemical Business】

◆New Zealand
ICHINEN AUTOS NZ【Automotive Leasing Business】

◆United States
ICHINEN USA【Machine Tools Business】

◆China
TOYOSHIMA (SUZHOU) CO.,LTD
【 Machine Tools Business 】

Overseas Strategy

■**Focus area: Expansion of existing business in Thailand**

➢Expanding the product line and strengthening the development of our proprietary air conditioning tool brand “TASCO BLACK”
➢Expanding Sales of Group Products in Thailand (Effective Utilization of Thailand Joint Venture)

■**Expected areas: New business development in Bangladesh and Mongolia**

➢**Bangladesh:** Explore opportunities to co-create new businesses with a leading local partner
➢**Mongolia:** Explore new business opportunities and promote the export and sales of group products

Topics

✓ On October 16,2023, **Marui Industries** (incl. 2 Thailand subsidiaries manufacturing automotive parts) joined the Group

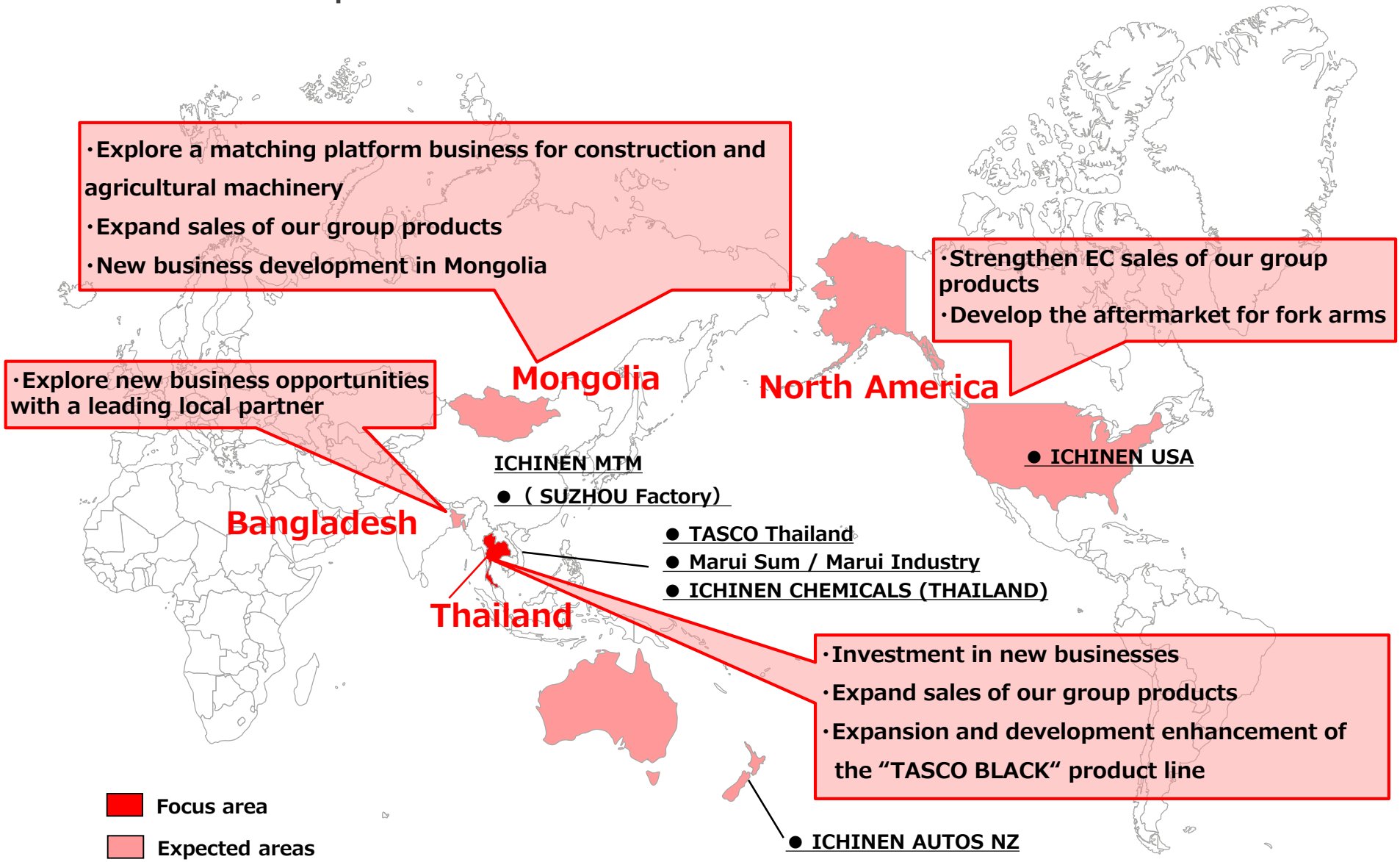
✓ On August 1, 2025, **ICHINEN CHEMICALS (THAILAND)** was established to expand sales of ICHINEN CHEMICALS products in Thailand

NEW On September 30, 2026, **Execution of a Joint Venture Agreement to establish a Joint Venture Company in Bangladesh with a leading local partner** to explore new business opportunities

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Growth investment for the future

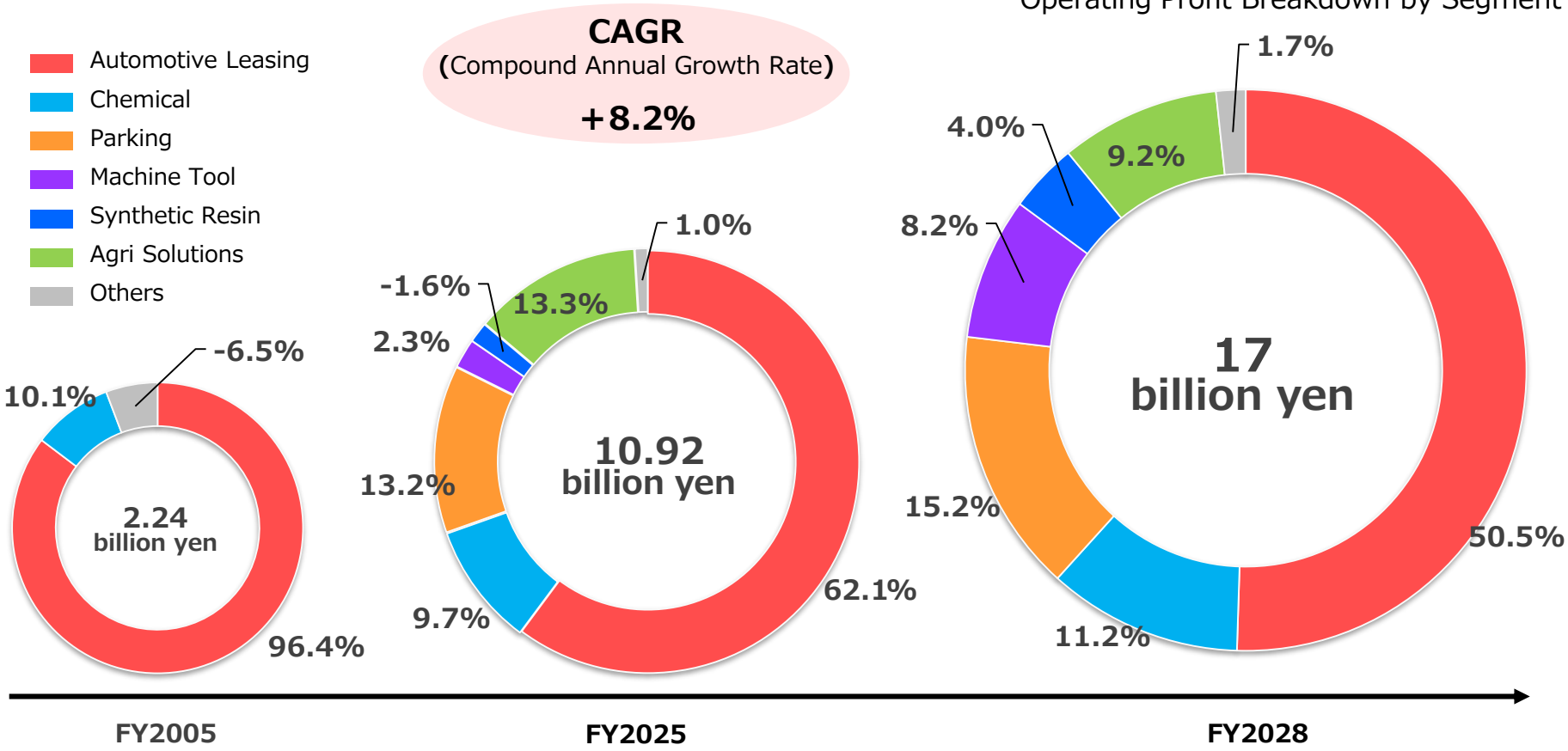
～ Expand investment in overseas business ～



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ICHINEN Group Management Policies
～ Mid-term goals ～

Operating Profit Breakdown by Segment



Management Policy

Existing Business:
Developing a new core business to complement the Automotive Leasing business.
(Earnings diversification through growth across each segment.)

New Business:
Expand new business domains through M&A and strategic partnerships.

Financial Policy:
Maintaining financial soundness alongside growth investment.

Mid-term Goals

Operating profit :
17 billion Yen

Equity Capital :
Over 92 billion yen

Capital Ratio :
Over 40%

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Growth Strategy

Long-term Management Plan

Net sales **230billion yen**

Operating Profit **22billion yen**

3 Strengthening Overseas expansion

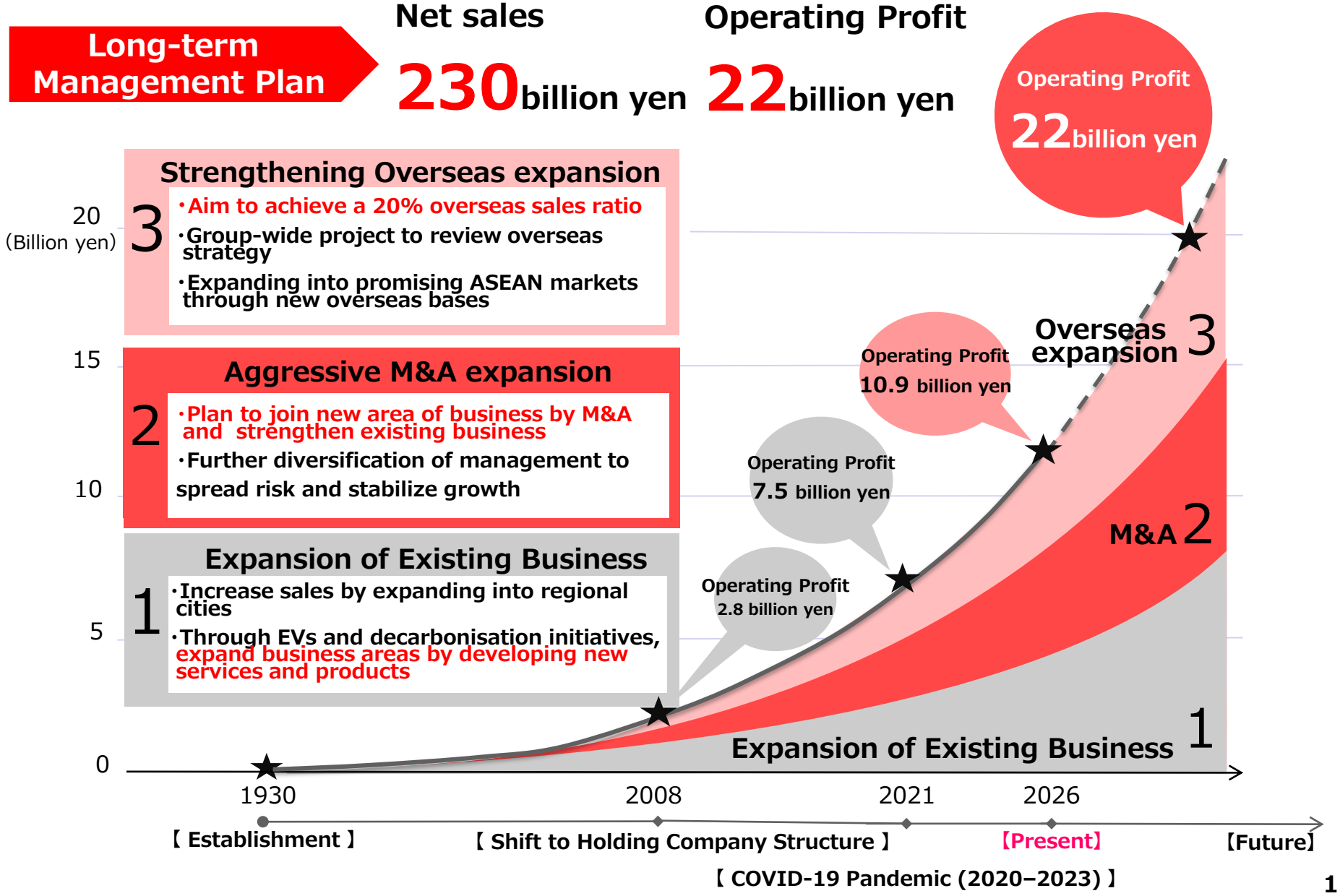
- Aim to achieve a 20% overseas sales ratio
- Group-wide project to review overseas strategy
- Expanding into promising ASEAN markets through new overseas bases

2 Aggressive M&A expansion

- Plan to join new area of business by M&A and strengthen existing business
- Further diversification of management to spread risk and stabilize growth

1 Expansion of Existing Business

- Increase sales by expanding into regional cities
- Through EVs and decarbonisation initiatives, expand business areas by developing new services and products



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FY2026 2Q Consolidated Results

(JPY million)	FY2025 2Q Amount	FY2025 2Q Ratio	FY2026 2Q Amount	FY2026 2Q Ratio	YoY	FY2026 2Q Plan (※)	vs. Plan
Net Sales	80,671	100.0%	94,936	100.0%	117.7% ↗	92,147	103.0% ↗
Gross Profit	18,046	22.4%	20,033	21.1%	111.0% ↗	19,394	103.3% ↗
SG&A Expenses	11,999	14.9%	13,237	13.9%	110.3% ↗	13,941	95.0% ↘
Operating Profit	6,046	7.5%	6,796	7.2%	112.4% ↗	5,453	124.6% ↗
Ordinary Profit	6,205	7.7%	6,764	7.1%	109.0% ↗	5,136	131.7% ↗
Interim Profit Attributable to Owners of Parent	4,339	5.4%	8,898	9.4%	205.1% ↗	7,994	111.3% ↗

※ The FY2026 2Q plan is based on the consolidated earnings forecast announced on August 5, 2026.

【FY2026 2Q Financial Highlights】

- In the Automotive Leasing business, the number of vehicles under contract remained strong, while higher unit sales prices for off-lease vehicles also contributed to improved performance.
- Sales remained strong in the Chemicals, Parking, Machine Tool Sales, and Agri Solutions businesses.
- A gain on bargain purchase was recorded as extraordinary income following the acquisition of shares in Taiyo Fertilizer Co., Ltd., ICHINEN MAC CO., LTD. and MC FERTICOM CO., LTD.

Net sales and all profit measures performed well and reached record highs.

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FY2026 2Q Segment Results (Year-on-Year)

(JPY million)		FY2025 2Q	FY2026 2Q	YoY		Factors of Increase/Decrease (※)
Automotive Leasing	*Net Sales*	32,483	33,419	**+935**	**+2.9%**	[+] Vehicle leasing: The number of vehicles under contract remained strong. (Net sales +542; Gross profit +129) [+] Off-lease vehicle sales: Unit sales prices remained high. (Net sales +148; Gross profit +246) [−] Fuel sales: Gross profit per unit declined. (Net sales −185; Gross profit −156)
	Operating Profit	3,700	3,904	**+203**	**+5.5%**	
Chemical	*Net Sales*	5,864	6,639	**+774**	**+13.2%**	[+] Sales of chemical products to automotive maintenance factories and machine tool dealers performed well, partly supported by stockpiling demand prompted by the situation in the Middle East. (Net sales +566; Gross profit +197)
	Operating Profit	605	784	**+178**	**+29.6%**	
Parking	*Net Sales*	4,038	4,245	**+206**	**+5.1%**	[+] The development of new car parks and profit improvement activities at existing car parks contributed to growth.
	Operating Profit	709	778	**+69**	**+9.8%**	
Machine Tool Sales	*Net Sales*	19,198	20,159	**+961**	**+5.0%**	[+] Sales of automotive parts and industrial materials performed well. (Net sales +495; Gross profit +96) [+] Sales of air-conditioning and measuring tools performed well. (Net sales +325; Gross profit +105)
	Operating Profit	281	555	**+274**	**+97.5%**	
Synthetic Resin	*Net Sales*	9,144	9,897	**+752**	**+8.2%**	[+] Product sales to amusement machine manufacturers increased. (Net sales +372; Gross profit +55) [+] Sales of ceramic heaters to semiconductor mounting equipment manufacturers and other customers performed well. (Net sales +165; Gross profit +59)
	Operating Profit	△9	70	**+79**	**-**	
Agri Solutions	*Net Sales*	9,263	20,174	**+10,910**	**-**	[+] Sales of fertilizer products performed well, supported by earlier-than-usual demand for autumn fertilizers due to the situation in the Middle East, as well as contributions from newly consolidated subsidiaries. (Net sales +10,795; Gross profit +1,101)
	Operating Profit	638	715	**+77**	**+12.1%**	
Other	*Net Sales*	1,218	1,034	**△183**	**△15.1%**	[−] Sales of glass products decreased.
	Operating Profit	110	△18	**△129**	**-**	
Adjustments	*Net Sales*	△542	△634	**△92**	**-**	(Elimination of inter-segment transactions)
	Operating Profit	10	5	**+5**	**-**	
Consolidated Total	*Net Sales*	80,671	94,936	**+14,265**	**+17.7%**	
	Operating Profit	6,046	6,796	**+749**	**+12.4%**	

※ *The amounts used to explain changes in net sales and operating profit are before inter-segment eliminations.*

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FY2026 2Q Segment Results (vs. Plan)

(JPY million)		FY2026 2Q Plan (※1)	FY2026 2Q Actual	vs. Plan		*Factors of Increase/Decrease (※2)
Automotive Leasing	*Net Sales*	31,914	33,419	+1,505	+4.7%	[+] Off-lease and other vehicle sales: Unit sales prices remained high. (Net sales +1,006; Gross profit +640)
	Operating Profit	3,106	3,904	+798	+25.7%	
Chemical	*Net Sales*	6,252	6,639	+387	+6.2%	[+] Sales of chemical products to automotive maintenance factories and machine tool dealers performed well, partly supported by stockpiling demand prompted by the situation in the Middle East. (Net sales +369; Gross profit +114)
	Operating Profit	571	784	+213	+37.3%	
Parking	*Net Sales*	4,251	4,245	△5	△0.1%	[−] Net increases in the number of car parks and parking spaces fell short of the plan due to contract cancellations and other factors. However, profit exceeded the plan, supported by ongoing profit improvement activities at existing car parks.
	Operating Profit	738	778	+40	+5.5%	
Machine Tool Sales	*Net Sales*	21,225	20,159	△1,065	△5.0%	[−] Sales of construction machinery components performed well. (Net sales +252; Gross profit +14) [−] Sales of automotive parts, industrial materials, DIY products and other items fell short of the plan. (Net sales −916; Gross profit −123)
	Operating Profit	514	555	+41	+8.1%	
Synthetic Resin	*Net Sales*	12,529	9,897	△2,631	△21.0%	[−] Product sales to amusement machine manufacturers fell short of the plan. (Net sales −1,855; Gross profit −267) [−] Sales of automotive interior and exterior parts fell short of the plan amid a sluggish automotive market in Thailand. (Net sales −731; Gross profit −265)
	Operating Profit	403	70	△332	△82.4%	
Agri Solutions	*Net Sales*	15,264	20,174	+4,910	+32.2%	[+] Sales volume and unit sales prices both remained strong, supported by earlier-than-usual demand for autumn fertilizers due to the situation in the Middle East and fertilizer price revisions. As a result, performance exceeded the plan. (Net sales +4,836; Gross profit +665)
	Operating Profit	57	715	+658	-	
Other	*Net Sales*	1,255	1,034	△220	△17.5%	[−] Performance fell short of the plan due to decreased sales of glass products.
	Operating Profit	58	△18	△76	-	
Adjustments	*Net Sales*	△543	△634	△91	-	(Elimination of inter-segment transactions)
	Operating Profit	6	5	△0	-	
Consolidated Total	*Net Sales*	92,147	94,936	+2,789	+3.0%	
	Operating Profit	5,453	6,796	+1,343	+24.6%	

※1:*The FY2026 2Q planned figures are based on the consolidated earnings forecasts announced on August 5, 2026.*

※2:*The amounts used to explain changes in net sales and operating profit are before inter-segment eliminations.*

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FY2026 2Q Consolidated Balance Sheet

(Amounts are rounded down to the nearest million yen)

■Assets

JPY Million	FY2025	FY2026 2Q	Increase/ Decrease
Current Assets	97,826	124,612	+26,785
Notes and accounts receivable-trade, and contract assets	20,867	26,397	+5,530
Lease receivables and investments in leases	33,685	34,505	+819
Merchandise and finished goods	14,467	25,009	+10,542
Non-current Assets	113,690	121,468	+7,777
Assets for lease	63,946	64,153	+207
Land	17,921	20,265	+2,344
Deferred Assets	86	67	▲18
Total Assets	211,603	246,148	+34,544

■Liabilities

JPY Million	FY2025	FY2026 2Q	Increase/ Decrease
Current Liabilities	67,884	88,178	+20,293
Notes and accounts payable-trade	15,793	19,992	+4,198
Short-term interest-bearing liabilities	39,438	52,610	+13,172
Non-current Liabilities	71,574	77,428	+5,854
Long-term interest-bearing liabilities	67,485	71,852	+4,366

■Net assets

Total Net Assets	72,145	80,541	+8,396
Retained earnings	64,127	72,031	+7,904
Total Liabilities and Net Assets	211,603	246,148	+34,544

«Assets»

- Increase in “Notes and accounts receivable-trade, and contract assets” +5,530 million yen
- Increase in “Merchandise and finished goods" +10,542 million yen
- Increase in “Raw materials and supplies“ +1,683 million yen
- Increase in “Land” +2,344 million yen

«Equity Ratio»

- Capital Ratio (FY2026 2Q) 32.3% ⇒ Mid-term Goal : Capital over 92 billion yen, Capital Ratio over 40%

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FY2026 2Q Consolidated Cash Flows etc.

(Amounts are rounded down to the nearest million yen)

■Cash Flows

JPY Million	FY2024 2Q	FY2025 2Q	FY2026 2Q	Increase/ Decrease
Operating Activities	4,726	3,880	1,390	▲2,490
Investing Activities	▲944	▲1,158	▲2,343	▲1,184
Financing Activities	4,318	▲3,670	1,860	+5,531

・Cash Flows from operating activities : +1,390 million yen
(main factor) ⇒ "Interim profit before income taxes": +11,229 million yen, "Depreciation": + 9,856 million yen,
"Gain on bargain purchase": △4,695 million yen, Decrease in "Accounts receivable" : +15,393 million yen,
Decrease in "Inventories" +1,085 million yen,
Increase in "Lease receivables and investments in leases ": △1,208 million yen, "Lease business assets": △8,454 million yen,
Increase in "Account receivable-other" : +3,193 million yen,
Decrease in "Trade payables": △13,347 million yen, "Income taxes paid": △2,794 million yen.

・Cash Flows from investing activities : △2,343 million yen
(main factor) ⇒ "Purchase of property, plant and equipment and intangible assets": △2,058 million yen.

・Cash Flows from financing activities : +1,860 million yen
(main factor) ⇒ "Proceeds from borrowings": +50,090 million yen, Increase in "Commercial papers": +3,000 million yen,
"Repayments of borrowings": △44,956 million yen,
"Redemption of bonds": △5,100 million yen, "Cash Dividends paid": △994million yen.

■Capital Investment・Depreciation

JPY Million	FY2024 2Q	FY2025 2Q	FY2026 2Q	Increase/ Decrease
Capital Investment	10,044	10,850	11,598	+747
Of which Lease assets	8,934	9,124	9,279	+154
Depreciation	9,208	9,453	9,856	+402
Of which Lease assets	7,997	8,249	8,390	+141

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FY2026 Plan(Consolidated) 【Figures announced on August 5, 2026】

(Amounts are rounded down to the nearest million yen)

JPY Million		FY2024	FY2025	FY2026 Plan	Main Factor of Increase/Decrease from the previous Fiscal Year
Net Sales	Automotive Leasing	61,361	64,135	63,861	Sales declined as a reaction to strong unit sales prices in the fuel card and vehicle sales businesses in the previous fiscal year.
	Chemical	11,854	12,082	12,806	Developed new customers, developed new products with a view to decarbonization, and strengthened overseas expansion.
	Parking	7,905	8,169	8,597	Developed new car parks, continuously improved the profitability of existing car parks, and improved occupancy rates through facility renewal.
	Machine Tool	36,085	38,019	42,866	Strengthened sales of high-unit-price, high-profitability products, enhanced internet sales, and strengthened overseas development.
	Synthetic Resin	19,026	19,029	22,349	Strengthened proposals for and sales of components for next-generation amusement machines, strengthened sales of recycled resins and other products, strengthened sales of automotive interior and exterior components, and entered new business fields.
	Agri solutions	17,578	19,635	53,186	Increased agricultural crop yields and strengthened the development of processed agricultural products, among other initiatives. Newly consolidated subsidiaries Taiyo Fertilizer, ICHINEN MAC and MC FERTICOM contributed to performance.
	Others	2,153	2,358	2,591	
	Deferred	▲1,044	▲1,176	▲1,185	
	Total	154,920	162,254	205,071	
Operating Profit	Automotive Leasing	6,547	6,769	5,707	Profit declined as a reaction to strong unit sales prices in the fuel card and vehicle sales businesses in the previous fiscal year.
	Chemical	848	1,061	1,228	Developed new customers, developed new products with a view to decarbonization, and strengthened overseas expansion.
	Parking	1,265	1,436	1,456	Developed new car parks and continuously improved the profitability of existing car parks.
	Machine Tool	▲141	251	1,007	Strengthened sales of high-profitability original products, enhanced internet sales, and strengthened overseas development.
	Synthetic Resin	336	▲170	644	Strengthened proposals for and sales of components for next-generation amusement machines, strengthened sales of recycled resins and other products, strengthened sales of automotive interior and exterior components, and entered new business fields.
	Agribusiness	1,168	1,453	2,019	Profit declined as a reaction to strong unit sales prices for fertilizer products in the previous fiscal year. Newly consolidated subsidiaries Taiyo Fertilizer, ICHINEN MAC and MC FERTICOM contributed to performance.
	Others	236	100	161	
	Deferred	19	24	13	
	Total	10,279	10,926	12,235	
Ordinary Profit		10,318	10,998	11,342	
Profit Attributable to Owners of Parent		6,657	7,652	11,903	A gain on bargain purchase of ¥4,720 million arising from the acquisition of shares in Taiyo Fertilizer, ICHINEN MAC and MC FERTICOM was recorded as extraordinary income.
Return On Equity		10.65%	11.24%	15.57%	Same as above.
Return On Assets		5.06%	5.28%	5.19%	

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FY2026 Quarterly Plan for Each Segment

(Amounts are rounded down to the nearest million yen) *Accumulated total

JPY Million		1Q (Apr-Jun)	2Q (Apr-Sep)*	3Q (Apr-Dec)*	4Q (FY End)*
Automotive Leasing	Net Sales	16,072	31,914	48,244	63,861
	Gross Profit	3,250	6,752	9,525	12,932
	Operating Profit	1,430	3,106	4,103	5,707
Chemical	Net Sales	3,018	6,252	9,663	12,806
	Gross Profit	1,237	2,569	3,912	5,183
	Operating Profit	226	571	916	1,228
Parking	Net Sales	2,098	4,251	6,441	8,597
	Gross Profit	577	1,183	1,792	2,344
	Operating Profit	356	738	1,128	1,456
Machine Tool	Net Sales	10,464	21,225	32,042	42,866
	Gross Profit	2,007	4,082	6,023	8,068
	Operating Profit	185	514	678	1,007
Synthetic Resin	Net Sales	6,236	12,529	17,819	22,349
	Gross Profit	1,281	2,470	3,671	4,709
	Operating Profit	252	403	616	644
Agri Solutions	Net Sales	6,726	15,264	32,159	53,186
	Gross Profit	1,285	2,062	4,304	7,122
	Operating Profit	644	57	806	2,019
Other	Net Sales	599	1,255	1,937	2,591
	Gross Profit	156	359	574	780
	Operating Profit	0	58	105	161
Deferred	Net Sales	▲267	▲543	▲889	▲1,185
	Gross Profit	▲43	▲83	▲126	▲168
	Operating Profit	1	6	10	13
Total	Net Sales	44,946	92,147	147,416	205,071
	Gross Profit	9,750	19,394	29,675	40,970
	Operating Profit	3,094	5,453	8,362	12,235

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Shareholder Return

Shareholder Return Policy

We aim to maintain stable dividends with a payout ratio of around 20% ~ 30%

Dividend per Share (Forecast)

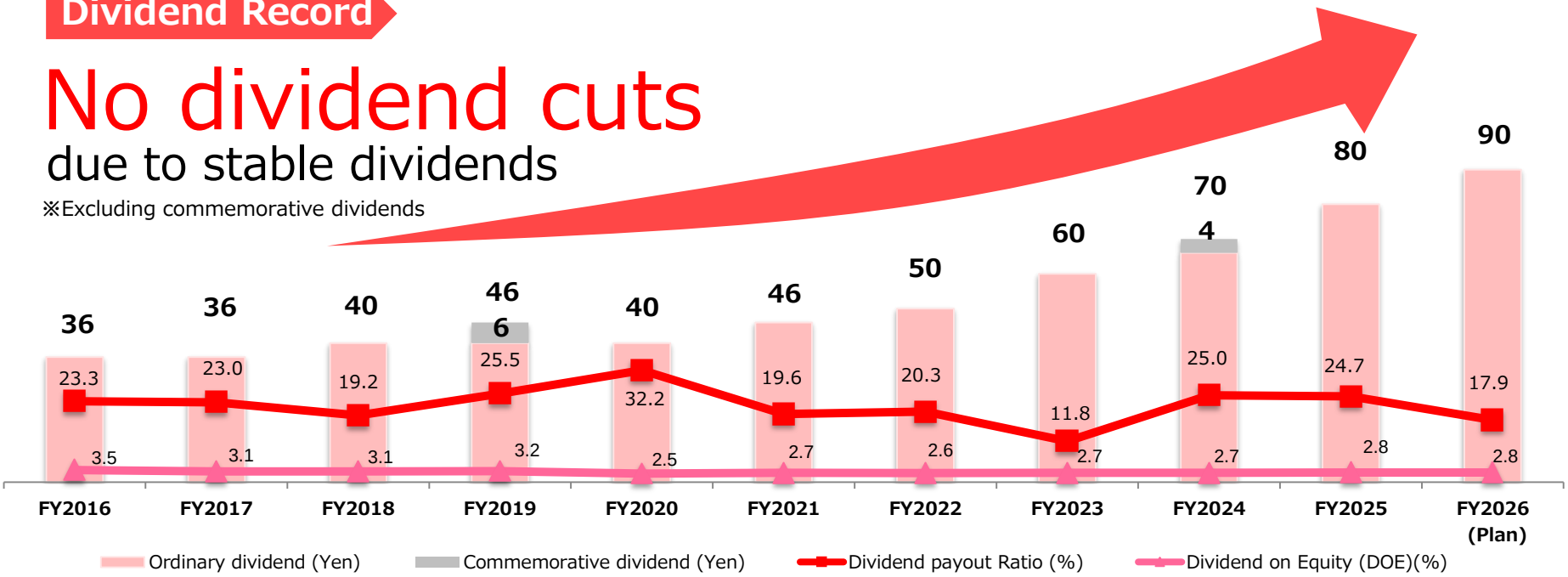
End of 2Q	End of Term	Total
Increased Dividend 45yen	Increased Dividend 45 yen	90 yen

Dividend Record

No dividend cuts

due to stable dividends

※Excluding commemorative dividends



The shareholder benefit scheme has been discontinued with the presentation of the gift to shareholders on the register as at the end of March 2023.

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Appendix: Environmental Initiatives

The ICHINEN Group draws on its diverse businesses to help solve environmental issues through a range of solutions.

Environmental Issues	Challenges	ICHINEN Group Solutions
Climate Change	**Rising greenhouse gas emissions** **Ozone depletion**	**◆ Contributing to CO2 emissions reduction** **[Automotive Leasing]** ◆ Promote eco-driving through ICHINEN Telematics (see p. 26) **[Parking]** ◆ Ease traffic congestion by developing parking facilities (see p. 25) **◆ Contributing to the prevention of ozone layer depletion** **[Machine Tool Sales]** ◆ Prevent fluorocarbon leakage by developing and selling refrigerant recovery units (see p. 25)
Marine Pollution	**Plastic waste entering the oceans (Microplastics)**	**◆ Contributing to the reduction of plastic usage** **[Chemical]** ◆ Develop and sell ONE Bio biomass additives for general-purpose resins (see p. 25) **[Synthetic Resin]** ◆ Develop and sell own-brand recycled resins (see p. 25) **[Agri Solutions]** ◆ Develop and sell environmentally friendly alternatives to coated fertilizers (see p. 25)

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Appendix: ESG and SDG Initiatives

E Environment

■ Chemical: Biomass additives for a decarbonized society

ICHINEN CHEMICALS applies its long-standing expertise in fuel additives for thermal power generation to the Biotonic Series for biomass power plants.

Its newly developed ONE Bio additive mixes with general-purpose resin pellets (PE and PP), replacing part of the raw materials with plant-derived materials and contributing to decarbonization.

Plastics Smart
バイオマス添加剤
ONE バイオシリーズ
イチネンケミカルズ ONE BIO B-001
汎用樹脂(PP・PE)向けバイオマス添加剤

■ Parking: Reducing environmental impact by easing congestion

A shortage of parking spaces can cause illegal parking, contributing to traffic congestion and accidents. By developing parking facilities, we ease congestion and reduce environmental impact.



■ Agri Solutions: Environmentally friendly alternatives to coated fertilizers

NITTO FC offers fertilizers that enable environmentally friendly, labor-saving cultivation without leaving plastic shells from coated urea after cultivation.

- Eco Friends N20
- Temporon (a soil conditioner designated by government ordinance), and other products





■ Machine Tool Sales: Award for ozone layer protection and prevention of global warming

ICHINEN TASCO's "Quattro" TA110VF refrigerant recovery unit won the METI Minister's Award at the annual awards organized by Nikkan Kogyo Shimbun to promote ozone protection and measures against global warming.

Improvements

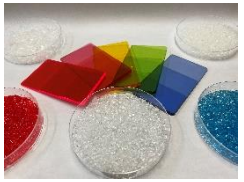
- A powerful four-piston compressor, proprietary operating-mode switching and other features improve recovery of residual fluorocarbon refrigerants.



■ Synthetic Resin: Recycled pellet manufacturing and sales

ICHINEN MANUFACTURING produces and sells pellets made from industrial plastic waste. It offers standardized own-brand products, which are difficult to achieve with recycled materials, to a broad range of customers, particularly manufacturers.

We will actively expand recycling projects that help address environmental issues.



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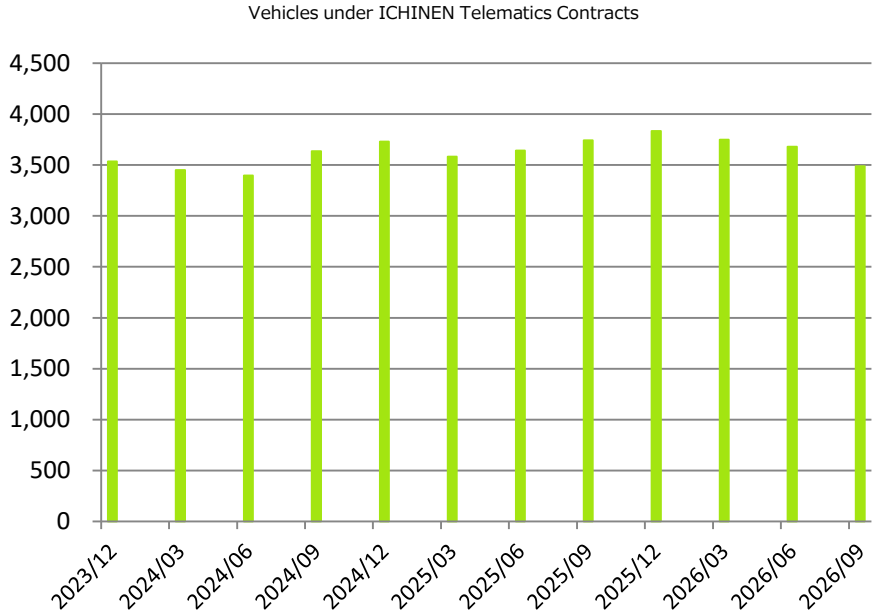
Appendix: ESG and SDG Initiatives

S Society

■ Automotive Leasing: Preventing traffic accidents with ICHINEN Telematics

We launched ICHINEN Telematics, an information service using in-vehicle devices, in 2015. In vehicle lease proposals, we promote telematics to help eliminate traffic accidents.

We use the collected data for driver safety management and training to reduce customers' traffic accidents. Greater awareness of eco-driving is also expected to improve fuel efficiency and reduce CO_2 emissions.



■ Supporting local communities through agriculture

Through Japanese agriculture, we create employment, work with local communities and help revitalize regions while delivering safe, reliable and delicious vegetables.

Our farms also accept technical intern trainees from overseas. Through agriculture, we aim to support the transfer and dissemination of skills to developing countries.



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Appendix: ESG and SDG Initiatives

G Governance

■ Stronger Board oversight and greater diversity

Female Directors
22.2%
(As of June 17, 2026)

Male Directors	Female Directors
7	2

Outside Directors
44.4%
(As of June 17, 2026)

Internal Directors	Outside Directors
5	4

Directors and Auditors (As of June 17, 2026)

President and CEO	Masashi Kuroda
Executive Vice President	Katsuhiko Kuroda
Director and Managing Executive Officer	Tadashi Muranaka
Director and Managing Executive Officer	Hisako Imoto
Director	Heihachi Kimura
Director (External)	Yasuyuki Hirotomi
Director (External)	Guntaro Kawamura
Director (External)	Hitoshi Tsunekage
Director (External)	Aki Miyaguchi
Full-time Auditor	Hiroshi Adachi
Full-time Auditor (External)	Shunji Aoyama
Full-time Auditor (External)	Masateru Okuda
Auditor (External)	Kazuyuki Nakagawa



■ Compliance and risk management

We regard compliance and risk management as the foundation for sustainable growth. We combine preventive measures with strategic risk management, sharing information and responding promptly across the Group, including subsidiaries.



◆ **Basic Policy**
- ◆ Define risk as the possibility of unexpected losses.
- ◆ Prevent risks and keep them within acceptable limits.
- ◆ Treat risk management as a key management priority.

◆ **Risk Categories**
- ◆ Strengthen preventive measures for risks to be minimized, such as administrative and IT risks.
- ◆ Keep risks taken, such as investments and loans, at appropriate levels in view of equity capital and other factors.

◆ **Management Structure**
- ◆ Establish and implement internal management systems across the Group.
- ◆ Responsible directors, departments and the Compliance and Risk Management Committee jointly guide and advise subsidiaries on risk management.

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Appendix: Brand Awareness Strategy



- We have aired television commercials nationwide since October 2014.
- Our businesses are expanding from a mainly B2B focus into B2C markets.
- By raising awareness of the ICHINEN name, we aim to support further business growth.

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TAIYO FERTILIZER CO., LTD.

01 Company Profile



TAIYO FERTILIZER CO., LTD.
President and Representative Director:
Heihachi Kimura
Established: May 22, 1936
Head office: 4 Sunayama, Kamisu, Ibaraki
Capital: JPY 300 million
Net sales: JPY 3,511 million (FY6/2025)

02 Products

Fertilizers suited to different crops, application times and uses



石灰窒素入り化成肥料



有機入り化成肥料



緩効性窒素入り
化成肥料


被覆尿素入り
粒状配合肥料



緩効性窒素入り
粒状配合肥料



過りん酸石灰



苦土過りん酸石灰


微量要素肥料

03 Purpose of Full Ownership

TAIYO FERTILIZER has manufactured and sold compound fertilizers, blended fertilizers and superphosphate in Japan for 90 years. It has extensive practical agricultural knowledge, including soil analysis and fertilization guidance to help growers use appropriate fertilizers.
Through the additional share acquisition, we aim to combine TAIYO's fertilizer manufacturing expertise and technology with the NITTO FC Group's capabilities, broaden product proposals for existing customers, and expand market share and sales.

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ICHINEN MAC CO., LTD.

01 Company Profile



ICHINEN MAC CO., LTD.
President and Representative Director: Tetsuya Kuroda
Established: October 2, 1989
Head office: Kojimachi, Chiyoda-ku, Tokyo
Capital: JPY 300 million
Net sales: JPY 26,337 million (FY3/2025)

02 Competitive Advantages

Stable raw material imports from over 10 countries



03 Purpose of the Acquisition

ICHINEN MAC imports and exports fertilizer raw materials and wholesales fertilizers throughout Japan. Its strength is a nationwide sales network extending from Hokkaido to Kyushu. Through this acquisition, we expect to substantially improve the Agri Solutions business's sourcing, purchasing and sales capabilities by drawing on ICHINEN MAC's diverse raw material procurement routes, extensive domestic and overseas sales network, and nationwide sales base.

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MC FERTICOM CO., LTD.

01 Company Profile



MC FERTICOM CO., LTD.
President and Representative Director:
Tetsuya Kuroda
Established: May 27, 1966
Head office: Kojimachi, Chiyoda-ku, Tokyo
Capital: JPY 1,226 million
Net sales: JPY 14,898 million (FY3/2025)

02 Products

A broad range from standard compound fertilizers to functional fertilizers


トモエ化成


肥実効



ダイヤロング


オキサミド入り化成



ダイヤアミノ



オルガニン



被覆肥料



ハイグリーン



ホスピタ



サンメイト



スーパーハイエース



やまぶき

03 Purpose of the Acquisition

MC FERTICOM manufactures and sells a wide variety of fertilizers in-house.
Through this acquisition, we aim to combine its diverse product lineup and strong development capabilities, particularly in functional fertilizers, with synergies from the NITTO FC Group. This will enable us to offer products that address a broader range of customer needs, enhance our competitiveness and expand market share.

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Thank you for your attention.

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This presentation contains forward-looking statements based on assumptions, outlooks, and plans as of the date of this presentation.

Actual results may differ from these plans and outlooks due to various factors that may arise in the future.

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