



Japan

WHY THE WORLD'S CAPITAL IS FLOWING EAST

Japan has long been synonymous with resilience, innovation, and global influence. Today, as investors around the world look for stable yet dynamic opportunities, the Japanese economy presents a compelling case. With strong fundamentals, a culture of continuous technological advancement, and favorable macroeconomic shifts, Japan is positioning itself as one of the most attractive destinations for international capital in the coming decade.

Japan remains the world's third-largest economy, supported by a robust industrial base, advanced infrastructure, and a highly skilled workforce. In recent years, GDP growth has surprised analysts with steady momentum despite global headwinds. Inflation has returned after decades of stagnation, driven by healthy domestic demand and a weaker yen that has boosted export competitiveness. For investors, this signals an economy on the move—one with the potential for both sustainable returns and long-term growth.

From robotics and advanced manufacturing to green energy and digital technologies, Japan continues to lead in areas where the global economy is rapidly evolving. Companies are heavily investing in artificial intelligence, semiconductors, and renewable energy solutions, aligning with worldwide transitions

toward smarter and more sustainable industries. Japan's strong intellectual property protections and deep R&D culture make it a fertile ground for venture capital, strategic partnerships, and joint ventures.

Japan's equity markets are experiencing renewed global interest. The Tokyo Stock Exchange has seen record inflows from foreign investors, attracted by shareholder-friendly reforms, increased transparency, and corporate governance improvements. Valuations remain competitive compared to other developed markets, offering opportunities to capture value in sectors ranging from technology and healthcare to real estate and consumer goods. At the same time, the Bank of Japan's gradual policy normalization has created a more balanced financial environment. A stable interest rate outlook, combined with supportive fiscal measures, reassures investors that the domestic market will remain conducive to both growth and capital appreciation.

Beyond the numbers, Japan offers something rare: stability. In an era marked by geopolitical uncertainty and volatile global markets, Japan's rule of law, regulatory predictability, and political continuity provide investors with a safe, reliable environment for deploying capital. At the same time, structural reforms and demographic shifts are spurring new areas of growth, particularly in healthcare, digital services, and sustainable infrastructure.

For global investors, Japan represents a unique blend of stability and dynamism. It offers the predictability of a mature economy combined with the innovation and growth potential of emerging sectors. Whether through equities, direct investment, or strategic partnerships, opportunities abound in an economy that continues to adapt, reinvent, and thrive. In short, Japan is not just back—it is ready for the future.



D. Nagata

ENGINEERING SOLUTIONS FOR A CHANGING GLOBAL MARKET

Japan's reputation for precision and reliability has long been a cornerstone of its global success. From automobiles to advanced electronics, the country's manufacturers have built trust worldwide by prioritizing quality over speed and scale. This philosophy is especially visible in engineering and advanced manufacturing, where Japanese firms, as McKinsey notes, continue to lead the world in precision solutions that prioritize reliability and long-term value over sheer output—an edge that keeps them competitive in global supply chains.

Within this environment, one company has successfully adapted to the times. Founded in 1879, D. Nagata began as a trading business but has since redefined itself as a lean, engineering-driven enterprise. President Yosuke Nagata explained the philosophy behind the shift: "We used to think a good company was one with more people, more sales, more volume. But I changed my policy. A good company is smaller, leaner, with talented people."

The results of this transformation are evident in its operations. In the United States, where D. Nagata has its strongest overseas presence, its Chicago office collaborates daily with Japanese engineers. American clients often see the company less as an external supplier and more as an extension of their own engineering teams. This model has proven so successful that Europe is the next target for expansion.

In Japan, the company's dual presence highlights its balance of tradition and innovation. The Tokyo branch maintains a traditional trading role, while the Kobe office drives innovation, developing hardware and software for bespoke engineering solutions. This structure allows the company to explore new directions while retaining a stable foundation.

Another area of rapid growth has been imports for defense. Through its

U.S. subsidiary, D. Nagata supplies critical aerospace and military components for the Ministry of Defense of Japan, including systems for advanced fighter jets and missile defense. The division, staffed primarily by women engineers in Japan, has earned recognition for its precision and reliability in one of the country's most demanding industries.

Looking ahead, the company's strategy is firmly rooted in partnerships and collaboration. It is open to joint ventures, alliances, and knowledge-sharing, particularly in engine-related fields. This approach reflects a belief that long-term success comes from building trust and shared expertise rather than purely transactional deals.

Despite its 140-year history, D. Nagata defines its true brand not through its legacy but through its people. As Nagata put it, "Our engineers are our pride and our brand." By fostering an environment where innovation is encouraged and talent is valued, the company continues to attract top engineers who want to shape the future of precision solutions.

For investors and partners, Japan remains a safe and promising destination, and D. Nagata exemplifies why. "Japan is a very good place to do business," said Nagata. "Investors should come and work with us because here we focus on quality, on trust, and on solutions that last." In a world where quality often outlasts quantity, this philosophy may be its greatest advantage.



Yosuke Nagata
President



D. NAGATA CO., LTD.



Tomoku

A TRUSTED PARTNER FOR SUSTAINABLE GROWTH IN JAPAN AND BEYOND

Japan's economic outlook is turning brighter. The International Monetary Fund (IMF) projects growth to accelerate in 2025, supported by rising wages, stronger consumption, and pro-investment policy shifts. For industries such as packaging, housing, and logistics, this momentum is creating new opportunities to innovate, expand, and deliver greater value. Companies that combine resilience with disciplined growth strategies are particularly well placed to benefit from this supportive environment.

Tomoku Co., Ltd., a Tokyo-listed company active across corrugated containers, housing, and transportation and logistics, has built a long-standing reputation for reliability, disciplined management, and consistent shareholder returns. Now, under the leadership of President Mitsuo Nakahashi, the company is pairing those strengths with a more ambitious agenda: restoring pricing power, expanding internationally, and embedding sustainability and innovation across its operations.

"At the heart of our recent strategy has been a reset on pricing and profitability," Nakahashi explains. "Over the past two years, we focused on correcting price depreciation and establishing a pricing policy that fits a volatile economy while staying fair to loyal customers." Coupled with a dividend payout ratio raised to roughly 30% in line with medium-term profit growth, these measures have strengthened shareholder trust and positioned the company for sustainable



Mitsuo Nakahashi
President

for energy-efficient living; Sweden House has proven a durable concept in this field. The transportation and logistics business, the third pillar, provides warehousing and transport capabilities that strengthen customer relationships and help balance group performance when one segment softens. Together, these businesses generate synergies and optionality across market cycles.

International expansion is the next growth lever. Tomoku already operates a plant in Los Angeles, which provides an operational foothold and proximity to key customers. "The U.S. is a very strategic and prosperous market for us; with our Los Angeles plant in place, the next step is to open a second factory, ideally with partners," says Nakahashi. In Europe, opportunities under review include the UK, Germany, and Sweden, while in Asia the company is considering logistics partnerships with strong hub and warehousing

capabilities. The aim is to lift overseas sales from roughly 10% today to 15–20% over the next four to five years, ideally by around 2030—an ambition that balances prudence with progress.

Sustainability and innovation are also central to Tomoku's model. The company aims to cut greenhouse-gas emissions by 50% by 2030, driven by a shift to renewable electricity. Operationally, it is embedding AI and digital tools to boost efficiency and reduce waste, while scaling automation where returns justify it. These initiatives go beyond compliance — they stabilize quality, cut variability, and free labor for higher-value work, strengthening competitiveness in packaging and housing.

Reliability is the foundation of Tomoku's business — the thread connecting every segment and geography. Whether in Japan, the U.S., or Vietnam, the company delivers the same standards: consistent quality, on-time delivery, and disciplined cost control. This strength is built on continuous improvement and



Southland Box Company (USA) — Corrugated Container Business



Tomoku Vietnam Co., Ltd. (Vietnam) — Corrugated Container Business

expansion.

The company's investor relations program mirrors that discipline. Tomoku communicates its medium-term plan with transparency and engages both institutional and individual shareholders on a regular cadence. About 10% of shareholders are currently overseas, and expanding that share is a clear priority. Financially, the company presents as stable yet under-scaled, with current annual sales around ¥200 billion. Near-term targets call for a 30–40% uplift through productivity gains, capacity additions, and selective M&A, while longer-term management has outlined an aspiration to reach approximately ¥300 billion in sales by 2030 — ambitious, but deliberately framed as a mid- to long-term goal aligned with industrial investment cycles. As Nakahashi summarizes: "We are very stable and profitable, and although we're not large in scale, that gives us room to grow with investors who want to walk this path with us."

Diversification is a key source of resilience. At its core, the corrugated container business remains central, with Tomoku shifting from volume to value—boosting efficiency, tightening service standards, and developing added-value products for customers who prioritize reliability and environmental credentials. The housing business aligns with Japan's "Zero Energy House" policy, meeting growing demand



Tomoku HUS AB (Sweden) — Housing Business

carefully measured investment, not risky bets. It is this dependable approach that has earned Tomoku the trust of customers and investors alike, and it is the same foundation on which the company is preparing to expand internationally.

Looking ahead, Tomoku's story is one of balance — between stability and ambition, domestic depth and international reach, tradition and technology-enabled renewal. The roadmap is clear: strengthen the core, compound value through efficiency and service, expand capacity where demand and partnerships align, and keep shareholders at the center through disciplined capital allocation.

Nakahashi is direct that execution, not promises, will define success. "We intend to cut our greenhouse-gas emissions by 50% by 2030, including a shift to renewable electricity," he affirms. "And we will continue partnering on AI and automation to raise efficiency and quality." With a second U.S. plant on the horizon and selective M&A in focus, Tomoku has tangible levers to accelerate growth while safeguarding the reliability that defines its brand.

For long-term investors, that combination — proven stability with credible upside — is a rare proposition. Tomoku is not only preparing for the next stage of growth; it is positioning itself as a trusted partner in shaping the future of sustainable industry in Japan and beyond.



TOMOKU CO., LTD.



DAISO

BRINGING AFFORDABLE QUALITY FROM JAPAN TO THE U.S. AND BEYOND

The global retail sector is undergoing a dramatic transformation, shaped by shifting consumer behavior, digital disruption, and the rise of value-driven shopping. According to industry analysts, discount and variety retailers are among the fastest-growing segments worldwide, as consumers seek both affordability and innovation in their daily purchases. Within this dynamic landscape, few companies embody these trends more powerfully than DAISO — the iconic Japanese retailer that has grown from its humble 100-yen shop roots into a global lifestyle brand — bringing the joy of shopping to millions worldwide.

DAISO's evolution is also reflected in its expanding brand portfolio. What began as a 100-yen shop concept has grown into a broader lifestyle ecosystem. Standard Products offers minimalist, eco-friendly, premium goods, while THREEPPY caters to younger consumers with trendy, fashionable items. Together, these sub-brands support DAISO's repositioning from a discount retailer into a full-fledged lifestyle brand capable of competing globally not just on price, but also on design, sustainability, and cultural relevance.

As of 2025, DAISO operates 5,670 stores worldwide in 26 countries and regions, expanding at nearly 400 new stores a year — more than one every single day. Its scale in Japan is unmatched, with 4,625 stores across all 47 prefectures, and its international expansion continues to accelerate, particularly in North America and Asia.

The United States has quickly become DAISO's central growth stage, with 220 stores already open — heavily concentrated in California, Texas, and Illinois — and an established presence in Arizona, Florida, Nevada, New Jersey, New Mexico, New York, Oklahoma, Washington, and Hawaii. Expansion is accelerating further in 2025, with new stores planned across Colorado, Utah, Oregon, Texas, and other states, underscoring DAISO's ambition to build a truly national footprint.



To support this growth, DAISO is also exploring local U.S. manufacturing — a move that would shorten supply chains, improve responsiveness to American consumers, and even allow U.S.-produced goods to be exported back to Japan.

Rather than simply chasing store count, the company has refined its strategy to focus on flagship stores in key cities, driving higher sales per location and strengthening human resources and training. As President Seiji Yano explained,



"We are no longer just opening more and more stores for the sake of expansion. Instead, we are focusing on having strong flagship stores in major cities and achieving higher sales per store. We consider the US a key market."

The results speak for themselves. When DAISO opened in Chicago, more than 300 people lined up overnight, an event widely covered by local media. In Arkansas, the store's first-day sales even surpassed the legendary opening of DAISO's flagship in Ikebukuro, Tokyo — clear evidence of the brand's growing cultural resonance in the U.S.

At the heart of DAISO's advantage is relentless innovation and agility. The company manages 70,000 products, with 35,000 actively sold, and introduces more than 1,300 new items monthly. Ninety percent are developed in-house, embodying Japanese monozukuri craftsmanship. As President Seiji Yano explained, "We can develop new products so quickly. If they sell, we keep them; if not, we replace them." This rapid cycle keeps DAISO aligned with shifting consumer preferences, delivering locally resonant products while preserving its distinctly Japanese DNA — the cornerstone of its global success.

DAISO was recently honored with the International Retailer of the Year Award, affirming its status as a global leader in retail innovation and a testament to its ability to evolve from its 100-yen roots into a lifestyle powerhouse.

Partnerships also play a key role in DAISO's international strategy. The company works closely with mall operators, landlords, and developers, positioning itself as a reliable anchor tenant that attracts steady traffic. Its stores appeal to diverse communities — including families, students, and multicultural groups — offering developers a proven magnet for footfall and repeat visits. Looking ahead, DAISO sees potential for future growth in Mexico, though its primary focus remains firmly on the U.S. market.

Sustainability is increasingly woven into DAISO's vision. The company emphasizes eco-friendly packaging, sustainable sourcing, and durable product design, aligning with its ambition to be part of people's "lifestyle infrastructure." For Yano, the mission is clear: "We want to deliver products at a price that is easy to reach, while offering high quality that enriches people's daily lives. From children to grandparents, DAISO is for everyone." With a target of achieving one trillion yen in sales in the near future, DAISO continues to grow with integrity, agility, and innovation at its core.

From its early days as a 100-yen novelty shop to becoming one of Japan's most iconic global brands, DAISO's journey is one of constant reinvention. Its blend of craftsmanship, customer-first experimentation, and bold international vision has made it a lifestyle powerhouse with universal appeal. In the U.S., DAISO is no longer just a store — it is becoming a cultural phenomenon, bringing affordable quality and a touch of Japanese ingenuity to everyday life.





Kishun

TURNING PRE-LOVED GEMS INTO TOMORROW'S TREASURES

Japan stands at the forefront of the reuse industry, setting global standards for quality, trust, and innovation. The reuse jewelry industry in particular is booming and is projected to more than double by 2033. As consumer awareness grows, what was once dismissed as secondhand is increasingly celebrated as sustainable luxury.

At the forefront of this shift is Kishun, a Japanese company founded in 2014 and specializing in "urban mining." Rather than extracting new resources, Kishun breathes new life into pre-loved gemstones and diamonds. Managing appraisal, design, and craftsmanship entirely in-house, the company blends ethical sourcing with Japanese *monozukuri*, or devoted craftsmanship. In just 11 years, it has grown from humble beginnings into a pioneering brand redefining sustainability in Japan while earning recognition on the global stage. Its mission is not simply to recycle, but to reframe jewelry—transforming the old into something newly precious.

The past two years have been transformative for Kishun. President Shun Tsuji explains that much of this period was devoted to strengthening the organization, developing talent, and building platforms for expansion. The effort paid off: sales have doubled in just two years, reaching ¥78 billion, and momentum continues to build. "Two years ago, we thought we were prepared for growth," Tsuji reflects. "But now that the market has accelerated even more, we see we must prepare further still." What began as preparation has become rapid expansion, placing Kishun firmly at the center of Japan's reuse jewelry industry.

Several forces are driving this success. The reuse jewelry industry is expanding quickly across Asia, with rising demand in Taiwan, China, the Philippines, and Thailand. The weaker yen has made Japan especially attractive



Shun Tsuji
President

that goes beyond international lab standards. This expertise allows the company to uncover hidden value in colored stones and educate both partners and consumers on their worth.

Pearls are another area where Kishun stands apart. Traditionally, pearls were cultivated over three to four years, producing thicker layers and greater durability. Modern mass production has shortened the process to just one or two years, resulting in thinner coatings and less longevity. Kishun champions the authenticity of traditional pearls, valuing their ability to be passed from one generation to the next. The company's philosophy is simple yet powerful: "old jewels are more valuable." By prioritizing durability and authenticity, Kishun ensures its creations carry meaning as well as beauty.

Kishun's ambitions are global. The company has expanded into Bangkok, Hong Kong, Taiwan, and Dubai, while also maintaining a strong presence at international exhibitions such as the Las Vegas jewelry summit. These efforts are already paying off, with sales tripling in some regions and margins steadily improving. Kishun's international strategy centers on B2B partnerships with wholesalers and retailers, where professional appraisal and trust are paramount. The goal is clear: to become the world's preferred supplier

for jewelers—delivering products that unite ethical sourcing with cultural depth.

At the same time, Kishun is extending its reach directly to consumers. Through exhibitions, pop-ups, and its e-commerce platform, Pocket by Kishun, the company brings its philosophy and craftsmanship to the public. While B2B remains the core business, consumer engagement plays a vital role in building brand awareness and cultivating a new generation of conscious buyers who see jewelry not only as beauty, but as a statement of environmental responsibility.

Partnerships will play a defining role in Kishun's next chapter. President Shun Tsuji welcomes collaborations not only within the jewelry industry but also across sectors. He believes that diversity of perspective is essential to reframing value: a single jewel can hold entirely different meanings depending on culture and context. "If we look at the same jewel from different angles, with different cultural eyes, hidden value emerges," he explains. This openness extends to collaborations with IT and AI companies, as Kishun sees technology as a catalyst to bring fresh perspectives and innovation to a sector that has often lagged behind.

At the heart of Kishun's story is President Shun Tsuji's entrepreneurial philosophy, rooted in humility. He insists the company has not yet reached the peak of its success, but is continually in the process of creating it. From childhood, Tsuji was inspired by the idea that discarded stones could hold hidden value—a belief that became the foundation of Kishun. Today, he reminds employees that they are not simply selling jewelry, but creating meaning. "We don't sell jewelry," Tsuji says. "We create value—and that value is measured by the happiness it brings to people." His vision extends beyond business to embrace culture, society, and the responsibility to contribute positively to the world.

Kishun is redefining Japanese craftsmanship—seamlessly uniting tradition and innovation with sustainability and global reach. By reshaping the very meaning of jewelry, the company shows that true luxury is not only exquisite, but also ethical, enduring, and profoundly human. For President Shun Tsuji, the mission extends beyond business itself: jewelry must not merely radiate, but embody the power to inspire joy, meaning, and lasting value for generations to come.



for overseas buyers seeking high-quality reused jewelry. Kishun also benefits from Japan's reputation for authenticity and durability—qualities that reassure buyers who might hesitate in uncertain supply chains. By transforming existing jewelry into new creations, the company delivers both provenance and cultural value. In an industry where authentication is everything, Kishun's proprietary appraisal system ensures that every jewel carries a verified story of origin and value.

A defining strength of Kishun is its expertise in colored stones. Unlike diamonds, which are relatively straightforward to appraise, colored stones are complex and often undervalued. For decades they were overlooked, while platinum and diamonds dominated the market. Kishun invested heavily in building a deep knowledge base and developed a proprietary appraisal system



KISHUN

Renta!

BRINGING JAPAN'S NEXT-GEN MANGA EXPERIENCE TO THE WORLD

The global manga industry has transformed into a cultural and commercial powerhouse over the past decade. Once considered a niche outside of Japan, manga now generates billions in worldwide sales, driven by digital distribution and the rise of webtoon-style formats. In North America, comics and graphic novel sales reached \$1.94 billion in 2024, a 73% increase since 2019, with manga leading much of that growth. The U.S. market alone topped \$1 billion last year and is projected to nearly quadruple by 2030, making it one of the fastest-growing worldwide. This momentum reflects not only the surge in digital reading on smartphones and tablets, but also a wider fascination with Japanese culture — from cuisine and fashion to anime and manga. For American readers eager to discover both beloved classics and fresh new stories, Renta! — the flagship platform of Japanese digital pioneer Papyless — offers a flexible, modern gateway into Japanese storytelling.

Papyless, a pioneer in e-book rentals since the early 2000s, has built its reputation as a leader in digital publishing and as a global ambassador of Japanese culture. Its flagship service, Renta!, is where this innovation comes to life. Unlike purchase-only platforms, Renta! uses a flexible rental model: readers can unlock a title for 48 hours

at an affordable price or choose permanent access if they want to keep it. For U.S. audiences, where manga sales are rising but print still dominates, this model offers a low-commitment way to explore new stories. It lowers the barrier to entry and encourages discovery.

Today, Renta! is Japan's largest rental e-comic platform, with more than ten million members and a catalogue of over 1.27 million titles. That includes 138,000 in Traditional Chinese, 69,000 in English, and additional selections in Korean. But translations still account for less than ten percent of the Japanese library, leaving enormous

growth potential as more works are adapted for international readers. With digital stores already serving English, Chinese, and Korean audiences, Renta! ensures that Japanese creativity can reach readers worldwide in accessible formats.

Renta! is reshaping how manga is read. To match the habits of digital-native audiences, the platform has rolled out innovative formats designed for smartphones. Its vertical scroll format, VertiComix, now spans more than 270,000 titles — the largest collection of its kind. Renta! also offers AniComix, motion comics with voice acting and music that are faster and more cost-effective to produce than anime, with several already broadcast on Japanese television. In 2025, the platform launched short-form vertical video, placing itself at the intersection of manga, animation, and social media. These innovations underscore Renta!'s agility in

Staff Picks for Renta!'s Anniversary

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Renta! 14th Anniversary
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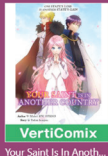


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Renta! Originals >

Wow! Original series straight from Renta!



How The Fierce Female... Polish Productions! - 2... Your Saint Is In Another Country I'm A Maid To A Boy ... I Think I Was Cast As ... The Lady, The Kids, Th...



adapting Japanese storytelling traditions for the global era.

Some of Renta!'s biggest wins come from its own original intellectual property. A flagship example is *Your Saint Is In Another Country* – One State's Loss Is Another State's Gain, a romantic fantasy series that has surpassed two million downloads and was adapted into a TV anime broadcast on TV Tokyo in early 2025. Ranked among the top ten best sellers on the D Anime Store that March and drawing more than 26,000 wish list registrations, the series — available in both VertiComix and AniComix formats — shows how Renta! can turn original IP into global franchises. Backed by its joint venture with Sega Sammy Holdings, which holds a ten percent stake in Papyless, Renta! is investing heavily in new pipelines such as JadeComix, positioning the platform as a hub for the next wave of international Japanese titles.

As the U.S. manga market expands, Renta! is well placed to win new readers. American fans already flock to digital platforms for streaming and webtoons, yet manga here is still dominated by costly print and purchase-only models — and Renta!'s flexible rental system offers an alternative. It provides an affordable way to explore Japanese stories without long-term commitment. With a focus on underserved genres such as shōjo romance and Boys' Love, the platform speaks directly to an audience that is both passionate and rapidly growing. Through its subsidiary, Aldo Agency Global, Renta! is expanding translations, building partnerships, and raising its profile across North America. Events like Anime NYC show the enthusiasm of U.S. fans and the platform's strong potential for growth.

Renta! has become a cultural bridge, connecting Japan's storytelling traditions with readers around the world. By combining a vast catalogue with cutting-edge formats and original hits, the platform is redefining how manga is discovered and enjoyed. For U.S. readers, it opens the door to both beloved classics and exclusive new titles like *Your Saint Is In Another Country*, all available in engaging digital formats at a fraction of the cost. As manga continues to fuel the global content boom, Renta! stands at the forefront, shaping the future of digital comics and sharing Japanese creativity with the world.

Renta!





O'will Corporation

JAPAN'S ONE-STOP PARTNER FOR FOOD
INNOVATION AND EXPANSION

Japan's food industry is globally renowned for its safety, quality, and innovation — qualities that have made Japanese products trusted worldwide. As global consumers seek healthier, premium, and niche food solutions, Japanese companies are increasingly well-positioned to lead. Among them, O'will has emerged as a dynamic growth story. Founded as a food-ingredients specialist, it has expanded into a trusted provider of food products and environmental solutions. Headquartered in Japan with a presence in the U.S., O'will combines global reach with uncompromising Japanese quality standards.

Since taking the helm in 2019, President Kazuki Date has doubled operational profit while broadening the company's portfolio to more than 8,000 products. These range from dairy products, food additives and agricultural inputs to mangoes sourced from India, Mexico, and Thailand, as well as vitamin C, where O'will holds roughly 14% of the market. "Unlike specialists who only handle one category, we supply almost everything, making us a true one-stop partner," Date emphasizes. This breadth brings convenience to clients while creating opportunities for cross-selling and long-term relationships.

O'will's strategy is ambitious: it aims to grow tenfold over the next decade, fueled by new customer acquisition, product innovation, and overseas expansion. Beyond its subsidiary in the United States, Vietnam has been designated a priority growth market, while mergers and acquisitions — supported by trusted banking intermediaries — remain central to its roadmap. A recent stock split and dividend increase underscore O'will's commitment to rewarding shareholders and reinforcing market confidence.

The company also sets itself apart by focusing on profitable niche markets rather than crowded commodity segments. As part of this strategy, O'will has diversified into industrial equipment, notably U.S.-manufactured HVLS fans (High Volume,



Kazuki Date
President & CEO

Low Speed) imported into Japan. Classified within its environmental solutions segment, this business meets rising demand for energy efficiency and workplace improvements. Already profitable, it is expected to grow steadily and contribute nearly a quarter of total revenue.

For investors, the message is clear: O'will combines growth, resilience, and innovation in a way that sets it apart. Revenue continues to rise, and its share price has more than doubled over the past three years — clear evidence of strong execution and growing confidence. This performance is underpinned by transparent governance, agile decision-making, and an increasingly international team. As Date notes: "Opportunities can disappear if you hesitate. Business is simple: something is either good or bad, profitable or unprofitable, and you must assess the risks quickly."

Looking ahead, O'will intends to deepen its international presence, diversify its team, and strengthen its role as a partner of choice for global food manufacturers, retailers, and brands. With proven growth, a clear tenfold vision, and Japan's reputation for quality behind it, O'will is writing one of the country's most compelling growth stories.



Orbray

AT THE INTERSECTION OF PRECISION,
RESILIENCE, AND OPPORTUNITY

In the world of advanced materials and precision technology, Japan has long been synonymous with craftsmanship and quiet innovation. Within this tradition stands Orbray, a company that has been shaping industries and enabling lifestyle shifts for more than eight decades. From diamond record styli that defined the sound of a generation to pioneering vibration motors in mobile phones and today's breakthroughs in diamond wafers for semiconductors, Orbray has consistently proven that Japanese engineering is, in the words of its President Riyako Namiki, "like oxygen to technology—unseen, but essential."

What sets Orbray apart is its ability to transform "technology with soul" into global solutions. In the 1960s, the company supplied 70-80% of the worldwide demand for diamond record styli, producing about 10 million annually. In 1979, when the first portable cassette players hit the market, Orbray's micromachined components made them possible. Later, their vibration motors for mobile phones reached a 70% global share. Today, Orbray is a world leader in producing diamond wafers—materials with extraordinary potential as next-generation semiconductors. Diamond's unique properties allow it to function in environments ranging from outer space to nuclear plants, making it an unparalleled platform for the future of electronics, medicine, and energy.

Beyond its technological milestones, Orbray's story is deeply human. President Riyako Namiki, once a professional snowboarder, took over the family business six years ago during a period of struggle. "I made the decision to protect our employees and their families," she says. That decision sparked a turnaround that restored the company's strength and redefined its purpose. Today, 700 of Orbray's 1200 Japanese employees live in the snow country of Akita, where Namiki herself has relocated with her family to be close to her team. Her mission is as ambitious as it is heartfelt: to build sustainable industry in a declining region, nurturing both community and company.



Riyako Namiki
President

This commitment is embodied in initiatives like the Orbray Academy, designed to train and develop talent with a balance of genders and a growing number of international colleagues. By investing in its people as if they were family, the company ensures that traditional Japanese craftsmanship—monozukuri—will endure for the next 100 years. For investors, this culture of resilience and purpose is more than sentiment; it is a foundation for sustainable growth.

Strategically, Orbray is preparing for its next chapter: a planned IPO by 2029. With more than 70% of its business driven by exports, and growing orders particularly from the U.S. semiconductor sector, the company is positioned for international expansion. It already operates manufacturing in Thailand with about 1,000 employees and sales offices in Singapore, Germany, and the United States. Orbray is open to partnerships and equity participation, especially from those who share its philosophy of blending innovation with social responsibility.

As Namiki reflects on her company's role in Japan and beyond, she frames it not only as a business opportunity but also as a national mission. "We are working to help shape the Japan we want to see—making life better for people in Akita, in our region, and across the country—while supporting monozukuri." For investors, the message is both practical and inspiring: here is a company where innovation, resilience, and opportunity converge.

