

RYOBI

Beyond Ideals and Dreams

CORPORATE PROFILE

RYOBI RYOBI LIMITED

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March 2025

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A dark blue car is parked on a gravel path in a lush green forest. The car is the main focus on the right side of the image, with its side mirror and wheels visible. The background is a dense forest of tall trees with vibrant green leaves, creating a serene and natural setting. The lighting is bright, suggesting a sunny day.

**Ryobi is all around you,
making an enjoyable,
comfortable daily lifestyle possible.**

Since its establishment as a die casting manufacturer in December 1943, Ryobi Limited has accumulated innovative technologies by making primarily a wide range of components for the automobile industry. Ryobi has leveraged these technologies and drawn on its experience to diversify into the manufacture of builders' hardware and printing equipment.



TECHNOLOGY
 provides the inventive
 impetus behind all Ryobi
 products and services



Beyond Ideals and Dreams

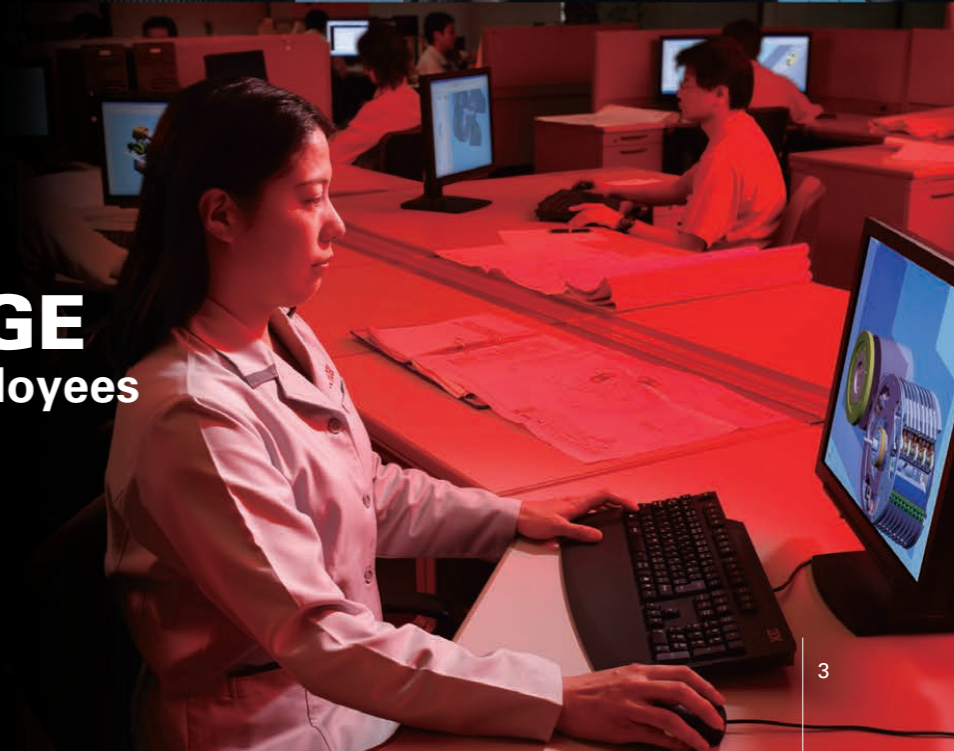
TRUST
 forms the foundation of
 Ryobi's management



CONTENTS

- A Message from the Management 4
- Technology 6
- Trust 8
- Challenge 10
- Business Overview 12
 - Die Castings 14
 - Builders' Hardware 18
 - Printing Equipment 20
- In Harmony with Society 22
- Global Network 24

CHALLENGE
 unites Ryobi employees
 in their mission



RYOBI

<Corporate Philosophy>

Create a Sound and Dynamic Corporation through Technology, Trust and Challenge



Amid rapid change in the corporate business environment, forecasting the future has become increasingly difficult. Reflecting shifting social and economic circumstances, values, and rules, companies are being called on to institute reforms aimed at achieving sustainable growth.

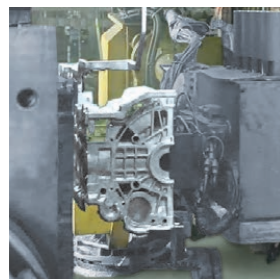
Guided by its corporate philosophy, “Create a sound and dynamic corporation through technology, trust and challenge,” the Ryobi Group seeks to establish itself as an indispensable corporate citizen by responding to the needs of customers and society in general with innovative top-quality products and services. Along with developing its die casting business in tandem with its finished products, Ryobi will continue to make every effort to ensure that its customers, shareholders,

business partners, and employees find their association with Ryobi rewarding.

We intend to continue to create and distribute products and services that contribute to a higher standard of living and a better quality of life, thereby deepening society’s trust in Ryobi. In addition, reflecting the Ryobi Group’s ongoing commitment to being a “sound and dynamic corporation,” we will continue to pursue the development of innovative technologies, products, and services, and pave the way to a better tomorrow. We humbly request your continued understanding and support.

Akira Urakami
President and CEO

TECHNOLOGY
provides the inventive impetus
behind all Ryobi products and
services



RELIABLE TECHNOLOGY

Ryobi's efforts to contribute to a higher standard of living and a better quality of life are based on technology. Since its foundation, Ryobi has steadily accumulated technologies in materials development as well as advanced casting and machining. These have contributed to our collective strength and corporate agility, and as Ryobi's invaluable resources, bear fruit in both die cast and other finished products.



RYOBI'S ROOTS ARE IN DIE CASTINGS

Ryobi die castings are backed by our original, vertically integrated system from die design and fabrication through casting, machining and final assembly. Ryobi's capabilities cover the global needs of our customers and make us a world-leading die casting manufacturer. At the forefront of the changing demands of the times, Ryobi is developing proprietary technologies to make die cast products lighter and of higher-quality.

CONTINUOUSLY IDENTIFYING NEEDS AND CARVING OUT PATHS TO INNOVATIVE TECHNOLOGIES

Ryobi places the highest priority on technology in the creation of its products and services, maintains a market focus, and pays continuous attention to satisfying the needs of its customers. Firm and tenacious in its approach, Ryobi takes action having given full consideration to the scientific viewpoint. Persistently seeking innovation in its corporate activities, from R&D, production, sales to management, Ryobi enhances advanced technologies with a clear vision of the future.



WEALTH OF TECHNOLOGY FOSTERS DIVERSIFICATION INTO VARIOUS FINISHED PRODUCTS

Built upon a base of technology and experience accumulated in die castings, Ryobi's technologies in builders' hardware and printing equipment are solid. Original, proprietary mechanisms achieve high performance and superior durability in door closers and other builders' hardware. We also supply high-precision, multi-functional printing systems that combine Internet of Things (IoT), automation and labor-saving technologies. In each field, our dependable technologies are built in.





TRUST
forms the foundation of
Ryobi's management



ATTACHING THE UTMOST IMPORTANCE TO TRUST IS TYPICALLY RYOBI

Trust forms the foundation of Ryobi's management. We believe in the importance of maintaining a high level of trust with society. In all of our corporate activities, we strive to ensure that our customers, shareholders, business partners and all stakeholders find their experience in dealing with Ryobi a rewarding one.



PROACTIVELY WIDENING THE CIRCLE OF TRUST

In its die casting business, Ryobi has dispatched engineers to some customer locations to provide a variety of technical proposals from the product development stage. This close cooperation helps us strengthen bonds with our valued customers. In its finished products, Ryobi is taking proactive measures to widen this circle of trust through an enhanced service network, product training workshops and exhibitions.

A DYNAMIC ORGANIZATION THAT REFLECTS THE ORIGINALITY AND CREATIVITY OF ITS EMPLOYEES

Ryobi is endeavoring to further strengthen its relationship of trust with society by managing its business with soundness and integrity, as well as by establishing an energetic organization that values individuality. By deepening their communication with customers and society, each and every one of Ryobi's employees is helping to disseminate widely and accurately the Company's philosophy and initiatives.



"RYOBI," A TRUSTWORTHY BRAND

Ryobi's mission is to create a higher standard of living and a better quality of life. Aiming to win the support of a broad range of customers for the RYOBI brand and to be worthy of their trust, we aspire to deliver products and services that go beyond customer expectations and help ensure an affluent society. Our corporate message "Beyond Ideals and Dreams" is intended to convey this aspiration and our business approach to achieving this end.

RYOBI
Beyond Ideals and Dreams

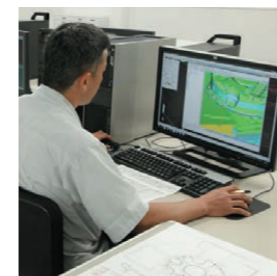
CHALLENGE

CHALLENGE unites Ryobi employees in their mission



MEETING THE CHALLENGES OF THE FUTURE WITH ENHANCED INTELLECT AND SPIRIT

Ryobi employees are expanding and deepening their knowledge, maintaining a global view and proactively and valiantly accepting challenges outside their respective areas of expertise and entering unknown areas as they pave the way to the future. By enhancing their intellects and training their minds, they are at the same time enhancing their spirit and ability to take action toward new goals. Ryobi employees are united in their mission: to confront the incessant global challenges of the future head on.

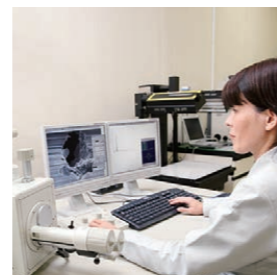


CREATING HIGHER QUALITY

Ryobi was quick to introduce 3-D simulation, analysis technologies and CAD/CAM systems that permit the speedy and timely design and development of high-quality products. We are working to optimize the efficiency of our entire production system by optimizing our production and procurement systems from a global perspective.

FACING UP TO THE CHALLENGE: CREATING A RANGE OF PRODUCTS WITH AN EYE TOWARD A BETTER TOMORROW

Ryobi's extensive product range has a presence in many fields related to everyday living. These products are the crystallization of advanced technology and visions of the future. New technology always brings new opportunities, and we vigorously engage in the research and development of technologies that will pave the way to a better tomorrow.



MAKING COMFORT IN ABUNDANCE A REALITY

As they contribute to energy and resource savings and safeguard the environment, the scope of applications for die cast products will expand. Ryobi's finished product businesses have created proprietary technologies in builders' hardware and printing equipment. In each of these areas, we continue to conduct R&D into new technologies and materials. We want our technology to play a role in everyday life, and to expand trust in our products in many aspects of ordinary living. We are working to create a higher standard of living and a better quality of life.





DIE CASTINGS

Ryobi leads the world in die casting manufacturing and supplies a wide range of products, including cylinder blocks, transmission cases, and chassis for the automobile industry.



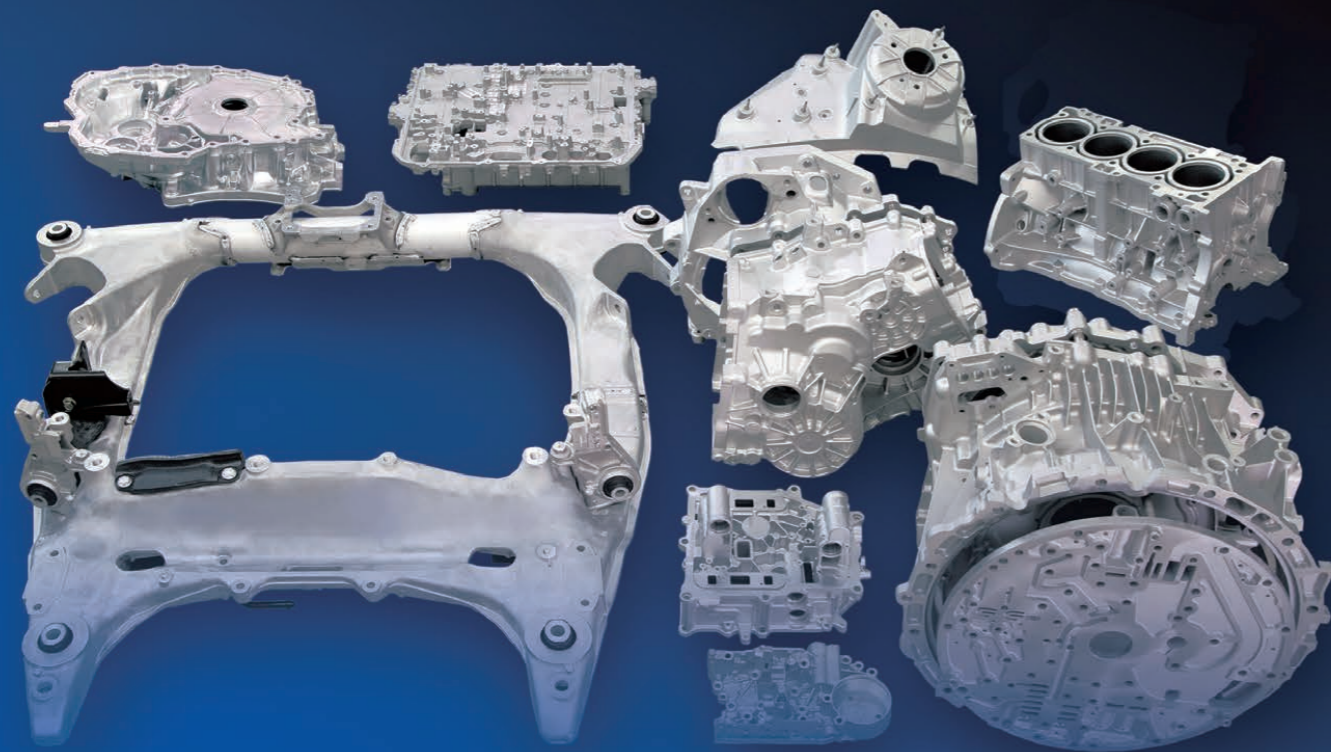
BUILDERS' HARDWARE

Ryobi supplies builders' hardware to make homes and offices safe and comfortable, including door closers and sliding door closers that shut doors quietly and securely every time, as well as automatic door controllers and air-conditioning controllers.



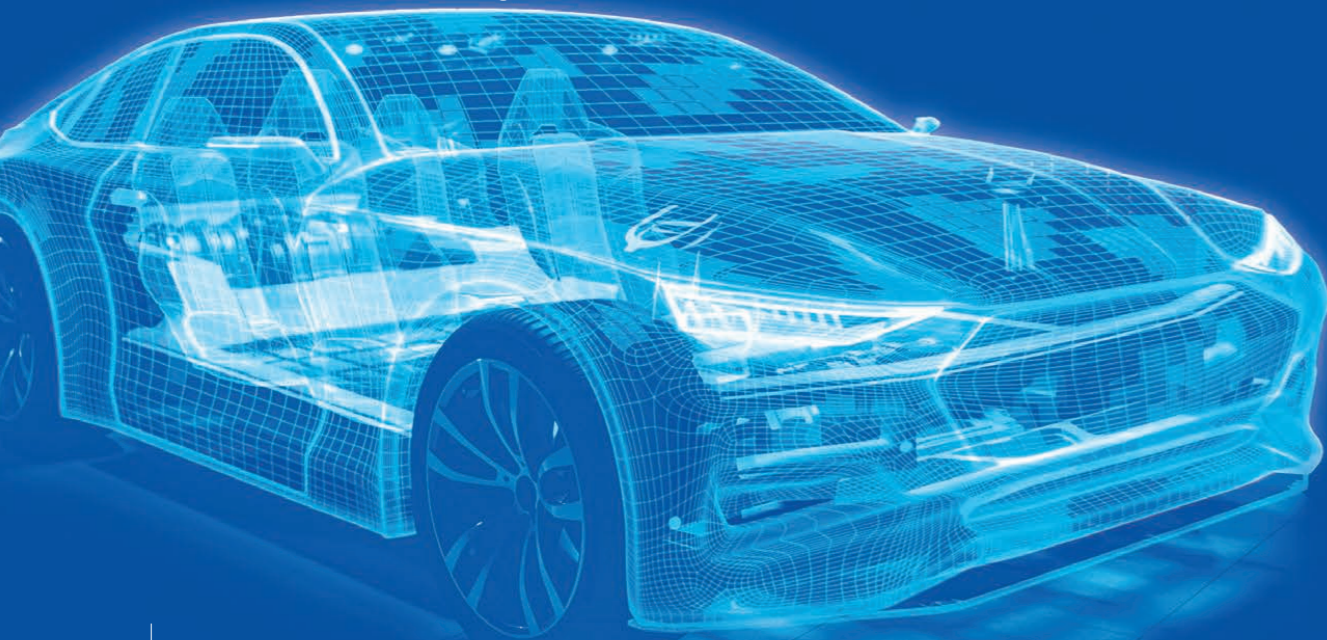
PRINTING EQUIPMENT

Ryobi offers multi-functional offset printing presses that produce catalogs, posters, magazines, packaging and other high-quality graphic printed material speedily and to high precision levels. We provide proprietary high-quality printing presses and services to customers around the world.

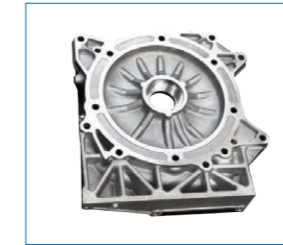


DIE CASTINGS

Aluminum die castings are light, durable and offer superior recyclability. These products help to make automobiles lighter and have contributed to a circular economy as an effective technology for the protection of the environment, including the conservation of energy and resources. Based on its technological expertise and experience accumulated over many years, Ryobi uses its collective strength and corporate agility to supply high-quality die castings, mainly to the automobile industry. In responding to diversifying needs, we continue to explore new die casting frontiers.



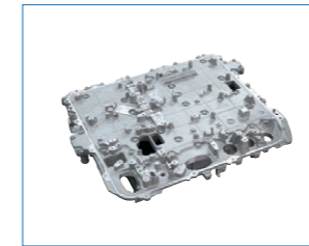
Battery case



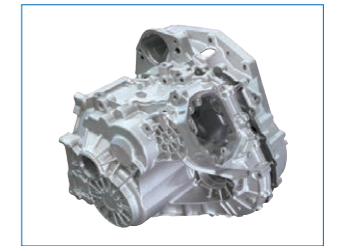
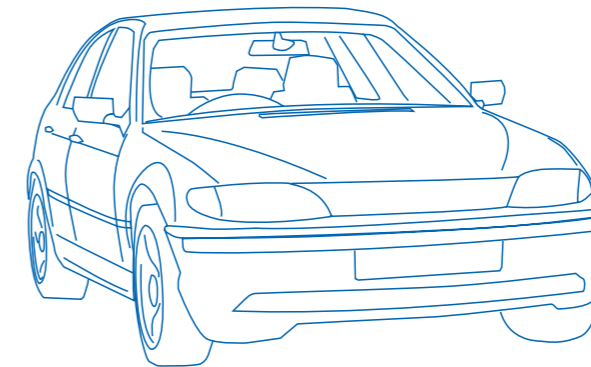
Motor case cover



Cylinder block



In-vehicle battery charger case



Transmission case



Subframe



Suspension member



Differential retainer

WORLD-LEADING DIE CASTING MANUFACTURER

Ryobi die castings have been instrumental in making automobiles lighter. Thanks to the provision of an extensive range of die-cast auto parts, such as cylinder blocks, transmission cases, subframes and other chassis parts, and electric car parts, Ryobi is highly acclaimed for its technological strength and quality by automobile manufacturers around the world. As one of the world's top-class die casting manufacturers, Ryobi is meeting global needs for lighter automobiles.

VERTICAL INTEGRATION AND QUICK RESPONSE: QUALITY ASSURANCE IN CONFORMITY WITH INTERNATIONAL STANDARDS (ISO)

Ryobi is able to accurately respond to customer demands in a prompt and speedy manner as a result of its vertically integrated system, long-established technological expertise, collective strength and corporate agility. Quality management and quality assurance systems, which have been certified as conforming to both ISO 9001 international standards and automotive industry-specific IATF 16949 standards, serve to strengthen and enrich quality control aspects.

NEW DIE CASTING TECHNOLOGIES AND METHODS THAT ACCOMMODATE CURRENT NEEDS

The superior properties of aluminum and magnesium alloys are fueling growth in die casting applications. We are undertaking the development of innovative technologies and new manufacturing methods in response to demand for further weight reduction, higher quality, and improved compatibility with electric vehicles.

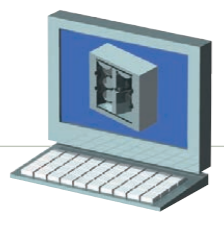
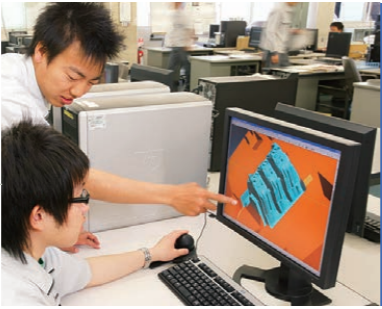
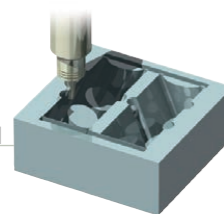
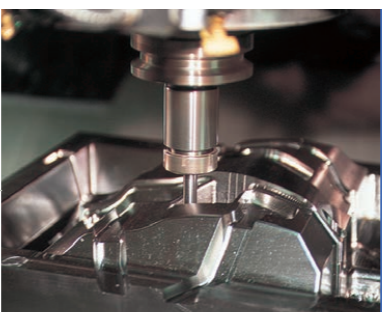
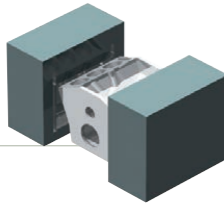
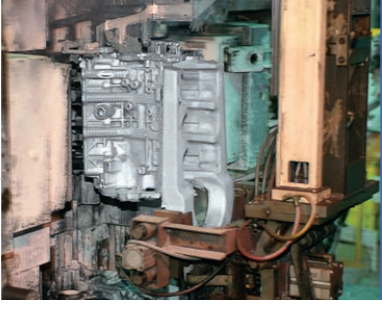
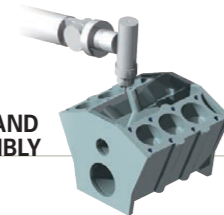
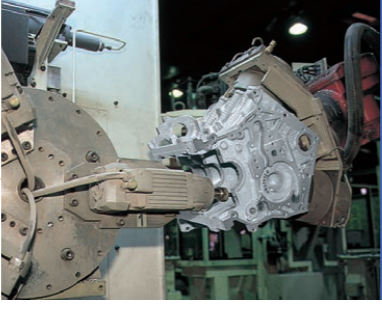
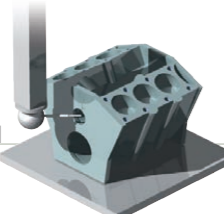

In March 2025, our Kikugawa Plant (Kikugawa City, Shizuoka Prefecture) introduced an ultra-large die casting machine boasting a clamping force of 6,500 tons that has enabled it to initiate prototype manufacturing services for automobile chassis parts and other large components.

CONSTRUCTIVE TECHNICAL PROPOSALS FROM CLOSER COOPERATION WITH CUSTOMERS

As one aspect of "concurrent engineering," we have dispatched engineers to some customer locations to provide technological proposals from the development stage, which supports our customers' product development. In addition, our analysis technologies, including CAE-based structural analysis as well as metal flow and solidification analyses, help to optimize product geometries. In CAD/CAM systems, we are actively promoting 3-D systems, and are working to reduce die development and fabrication times.

PROPRIETARY VERTICALLY INTEGRATED SYSTEM

Die casting means technologies and products instantly created when molten metal such as aluminum alloy is poured into a precision die at high speed and under high pressure. Ryobi is a world leader in this field, based on a proprietary vertically integrated system from die design and fabrication through casting, machining and final assembly.

| | |
|--|--|
| <p>1 DIE DESIGN</p>  |  <p>Manufacture of die cast products begins with the design of the die. Die designers, die engineers and casting engineers collaborate to decide on best procedures, the design being completed quickly and accurately by computer.</p> |
| <p>2 DIE FABRICATION</p>  |  <p>Based on the design blueprint, state-of-the-art machine tools and proprietary technologies are used to create the highly precise die.</p> |
| <p>3 CASTING</p>  |  <p>The die is placed in the die casting machine, and molten alloy fed in at high speed and under high pressure, instantaneously creating the die casting.</p> |
| <p>4 MACHINING AND FINAL ASSEMBLY</p>  |  <p>This is then machined, surface treated and assembled according to customer requirements.</p> |
| <p>5 QUALITY INSPECTION</p>  |  <p>Precision testing is conducted at each processing stage, including the 3-D measurement of the product's dimensions, allied with X-ray and strength testing.</p> |

GLOBAL OPERATIONS



United Kingdom
RYOBI ALUMINIUM CASTING (UK), LIMITED

China
RYOBI DIE CASTING DALIAN CO., LTD.
RYOBI DIE CASTING CHANGZHOU CO., LTD.
RYOBI (SHANGHAI) SALES, LTD.

Japan
RYOBI LIMITED
RYOBI MIRASAKA CO.
RYOBI MITSUGI CO.
TOKYO LIGHT ALLOY CO., LTD.
HOEI INDUSTRIES CO., LTD.

United States
RYOBI DIE CASTING (USA), INC.

Mexico
RDCM, S. DE R.L. DE C.V.

Thailand
RYOBI DIE CASTING (THAILAND) CO., LTD.

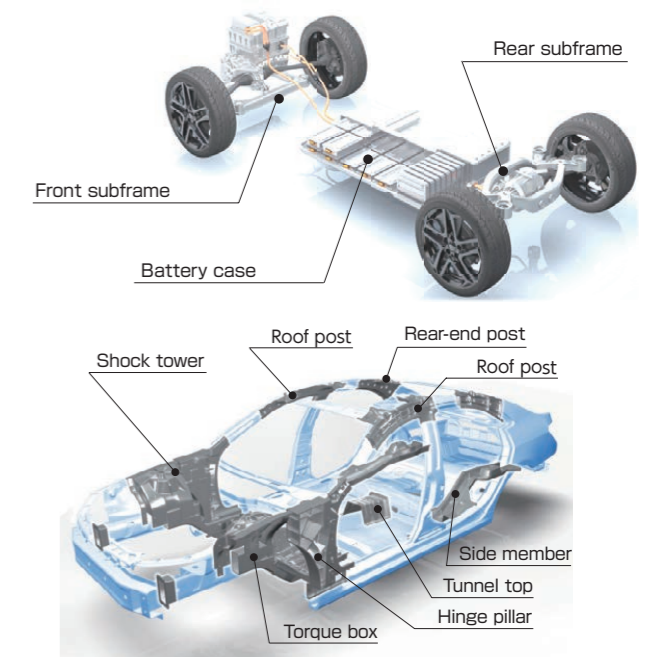


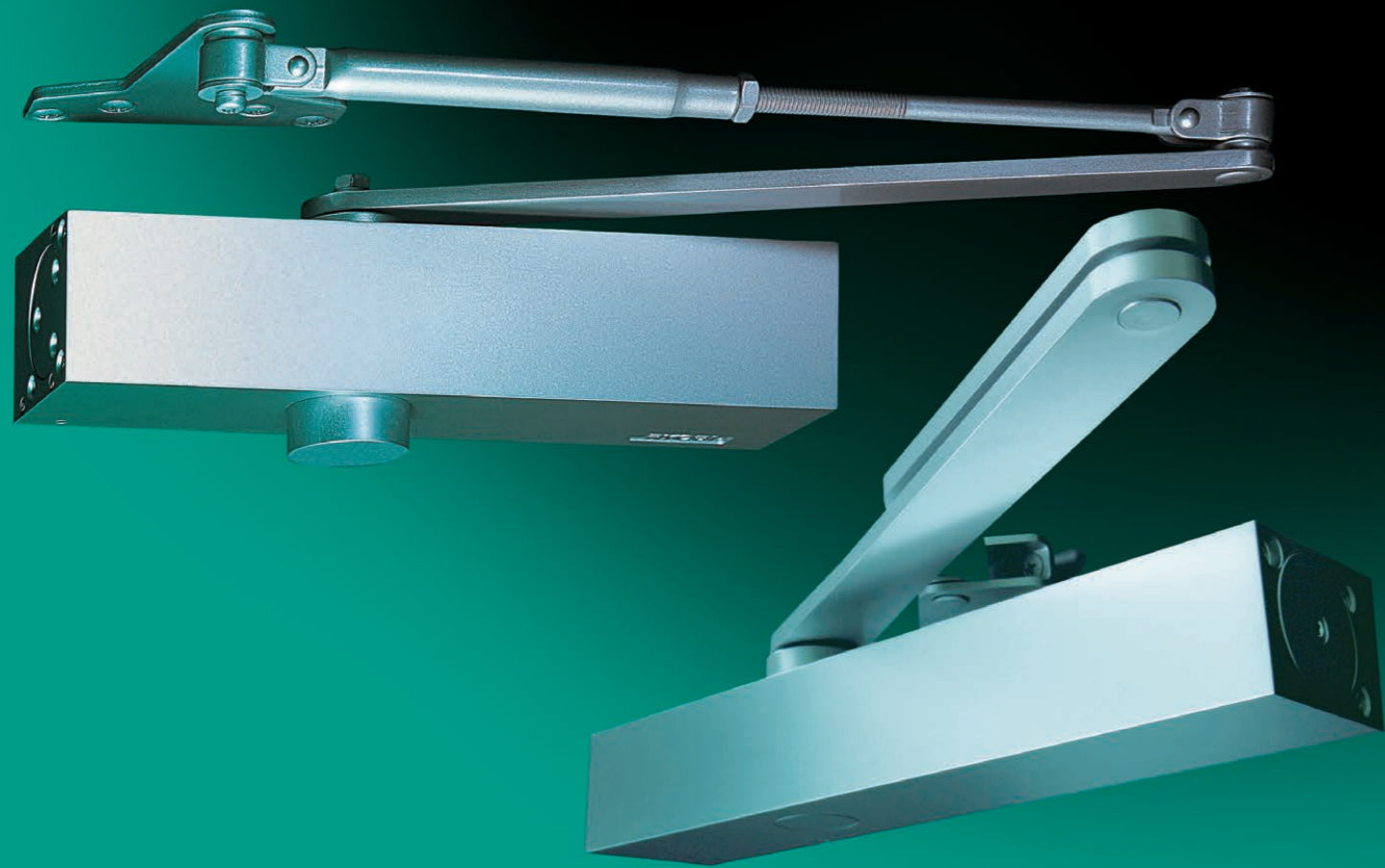
Ryobi meets the demand for die cast products from customers around the world. In 1985, Ryobi became the first Japanese die casting manufacturer to establish U.S. production facilities. Equipped with more than 30 large-sized die casting machines with pressure ratings of between 2,500 tons and 3,500 tons, this state-of-the-art factory, which primarily serves the automobile industry, is currently experiencing favorable growth. Having further expanded production capacity by establishing production bases in the United Kingdom, China, Mexico,

and Thailand, Ryobi now supplies top-quality die cast products to automobile manufacturers worldwide. At our production bases in Japan, we aim to further improve productivity in part by promoting automation and utilizing the Internet of Things (IoT). Ryobi continues to deepen and broaden relationships with the world's automobile manufacturers and its other customers.

ALUMINUM DIE CASTING TO LIGHTEN AUTOMOBILE WEIGHT

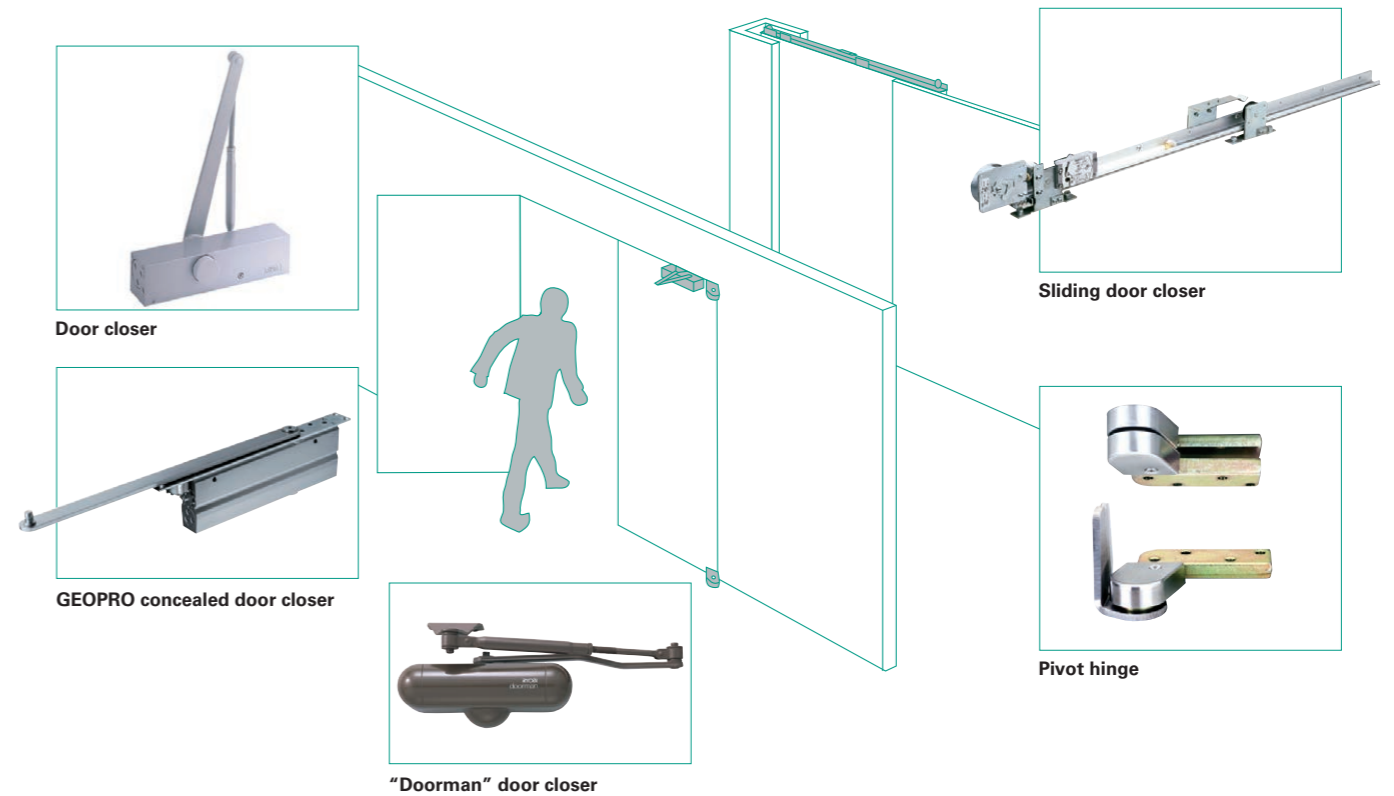
As electric vehicles gain traction amid a global trend toward decarbonization, automotive parts need to become even lighter. Ryobi is developing new technologies and manufacturing methods for aluminum die casting to meet these needs for lighter electric vehicles. Electric vehicles are heavier than conventional vehicles mainly because of their batteries and electronic components, necessitating improved fuel and power efficiency to increase their driving distances. Ryobi mainly supplies housing parts, such as battery and motor cases, as well as body and chassis parts, such as subframes and shock towers. Going forward, we will continue to meet needs for lighter electric vehicles by switching to aluminum materials and expanding the use of aluminum parts, thereby contributing to the realization of a sustainable society.





BUILDERS' HARDWARE

Ryobi leads the market for door closers, utilizing sophisticated casting and machining technologies honed from its die casting expertise, and is creating new frontiers in beauty and functionality. From the home to the office, we are offering door closers and other architectural hardware that support a comfortable lifestyle and emphasize safety.



OPENING A NEW HISTORY IN DOOR CLOSERS

Our door closers offer exceptional durability and attractive appearance. In 1963, Ryobi commercialized the first die cast door closer, to widespread acclaim. Numerous hit products have followed, featuring original mechanisms with superior functionality and new aluminum alloys that enhance durability. Among these, "Doorman" has revitalized the image of door closers with its ease of installation and interior-oriented, attractive design.

RYOBI BUILDERS' HARDWARE FINDS WIDESPREAD FACILITY APPLICATION

Ryobi's "ENESAVER" air-conditioning controller ensures comfortable temperatures in offices, hospitals and hotels, and provides comfortable living spaces as well. Sliding door closers designed from the barrier-free point of view are necessary for hospital patients and the elderly, and help to enhance safety. In addition, our builders' hardware includes door guards, hinges and other architectural hardware.



Various architectural hardware



"ENESAVER" air-conditioning controller

PURSUIT OF COMFORTABLE RESIDENCES AND OFFICES

Ryobi aspires to play an essential role in everyday life based on a lifestyle-oriented mind-set and reliable technology. We aim to provide the ultimate in comfort for residences, offices and other spaces, and are developing products that are not only functional and safe, but which also adhere to barrier-free and other design principles to contribute to the realization of an inclusive society. Among these products, the automatic door controller, RUCAD, is drawing growing attention as it enables easy door opening and closing for wheelchair users as well as people whose hands are occupied, such as when carrying baggage.

With regard to quality, Ryobi acquired certification under ISO 9001, an international standard for quality management systems, creating more progress toward establishing a structure for delivering products capable of ensuring customer satisfaction.



"RUCAD" automatic door controller



PRINTING EQUIPMENT

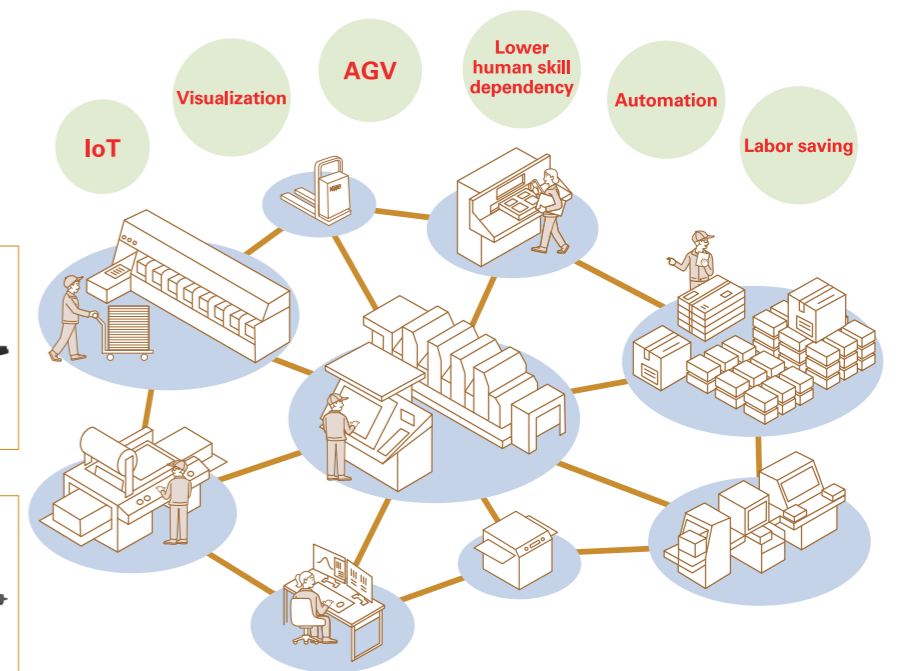
In the field of sheet-fed offset printing presses, RYOBI MHI Graphic Technology Ltd. strives to achieve high-precision multi-color and offer other advanced printing technologies. RYOBI MHI Graphic Technology has a product lineup with a wide variety of printing presses ranging from small-to large-format and develops and manufactures products to meet growing demands related to digitization and the environment. The Company markets RMGT brand products in Japan as well as over 170 other countries worldwide, helping create a prosperous and colorful society.



B1-size offset printing press



A1-plus-size offset printing press



PRODUCT DEVELOPMENT FOCUSES ON SPEED OF OPERATION, AUTOMATION, LABOR SAVINGS, QUALITY AND EASE OF OPERATION

Printing presses consist of thousands of precision parts; they are essentially aggregations of mechanisms. By combining long-accumulated die casting and production technologies and fusing them with electronic and digital technologies, we have created high-speed, automated and labor-saving printing presses. We are developing products supported by uncompromising quality control to produce high-quality yet easy-to-use products.



EARNING SOCIETY'S TRUST THROUGH RELIABLE TECHNOLOGY

Product quality is not the only benchmark for our printing equipment; we are also developing products that take environmental impact fully into consideration. During the printing process, our products require less ink, organic solvent and paper for print tests, in addition to offering automation and labor-saving features that contribute to reducing energy and resource consumption.



Printing presses being manufactured

AUTOMATED PRINTING OPERATIONS VIA SMART ASSIST PRINTING

Our "Smart Assist Printing" functions support automated printing operations to help resolve issues confronting the printing industry, such as those associated with the succession of operator techniques and worker shortages. Today, the burden placed on operators has become heavier than ever before, with the trend toward multiple job orders with small lots. Our diverse functions mitigate this burden, with a single tap on the screen automatically initiating various processes ranging from preparation, test printing, color management and other quality management to final run. Thus, Smart Assist Printing not only enhances productivity but also helps printing frontlines lessen their dependence on particular human skills.

SUPPORTING CUSTOMERS' SWITCH TO SMART FACTORIES

We have built an operation work flow that connects various machines and processes needed for product printed documents through a network, for everything from pre-processes to printing and post processes. The Company also visualizes production and realizes optimization. We support printing companies' switch to smart factories. The Company is working to reduce the manpower needed for transporting paper by utilizing automatic guided vehicles (AGVs).

PROMOTING A SUSTAINABLE PRINTING INDUSTRY

In 2022, we established the RMGT Consortium, which promotes partnerships transcending corporate boundaries to provide the printing industry with new value and empower printing companies to realize the United Nations Sustainable Development Goals (SDGs).

Real Affluence to be Shared with People and Society



RYOBI GROUP CORPORATE SOCIAL RESPONSIBILITY (CSR) MANAGEMENT

Guided by its corporate philosophy, "Create a sound and dynamic corporation through technology, trust and challenge," Ryobi Group has as the basis of its management the fulfillment of its corporate social responsibility. To this end, Ryobi Group aims for the creation of sustainable corporate value and the realization of a better society. We are endeavoring to remain a company that not only pursues profit through fair competition, but also one that is well-liked, trusted and perceived to be useful by society at large.



STRIVING FOR THE REALIZATION OF A SUSTAINABLE SOCIETY

The Ryobi Group has set environmental targets in line with its Environmental Policy. With the Environmental Preservation Committee playing a central role, we implement energy and resource conservation measures while working to reduce waste and CO₂ emissions. Moreover, we promote multilateral initiatives including the introduction of facilities with superior environmental performance and the utilization of renewable energy. With an eye to achieving carbon neutrality by 2050, we will thus contribute to the realization of a sustainable society.



PROMOTING FURTHER SOCIAL CONTRIBUTION ACTIVITIES

Ryobi energetically encourages its employees' social contributions, which involve participation in aluminum can salvage campaigns, cleaning activities around our plants and offices, as well as blood drives. Furthermore, the Ryobi Social Contribution Foundation, a nonprofit organization (NPO), donates goods, provides funding and dispatches volunteers to social welfare and NPOs as well as volunteer and other groups.

VALUE THE TRUST AND GOODWILL OF SOCIETY

To be widely trusted by society, we must maintain a corporate structure in which corporate activities are conducted equitably, ethically, and in compliance with statutory regulations. Placing importance on compliance we therefore established the Ryobi Compliance Committee to promote and ensure compliance. Ryobi is working to ensure that its corporate activities meet the highest ethical principles, as outlined in the Ryobi Charter of Corporate Behavior.



GLOBAL NETWORK



① ⑧



①



②



③



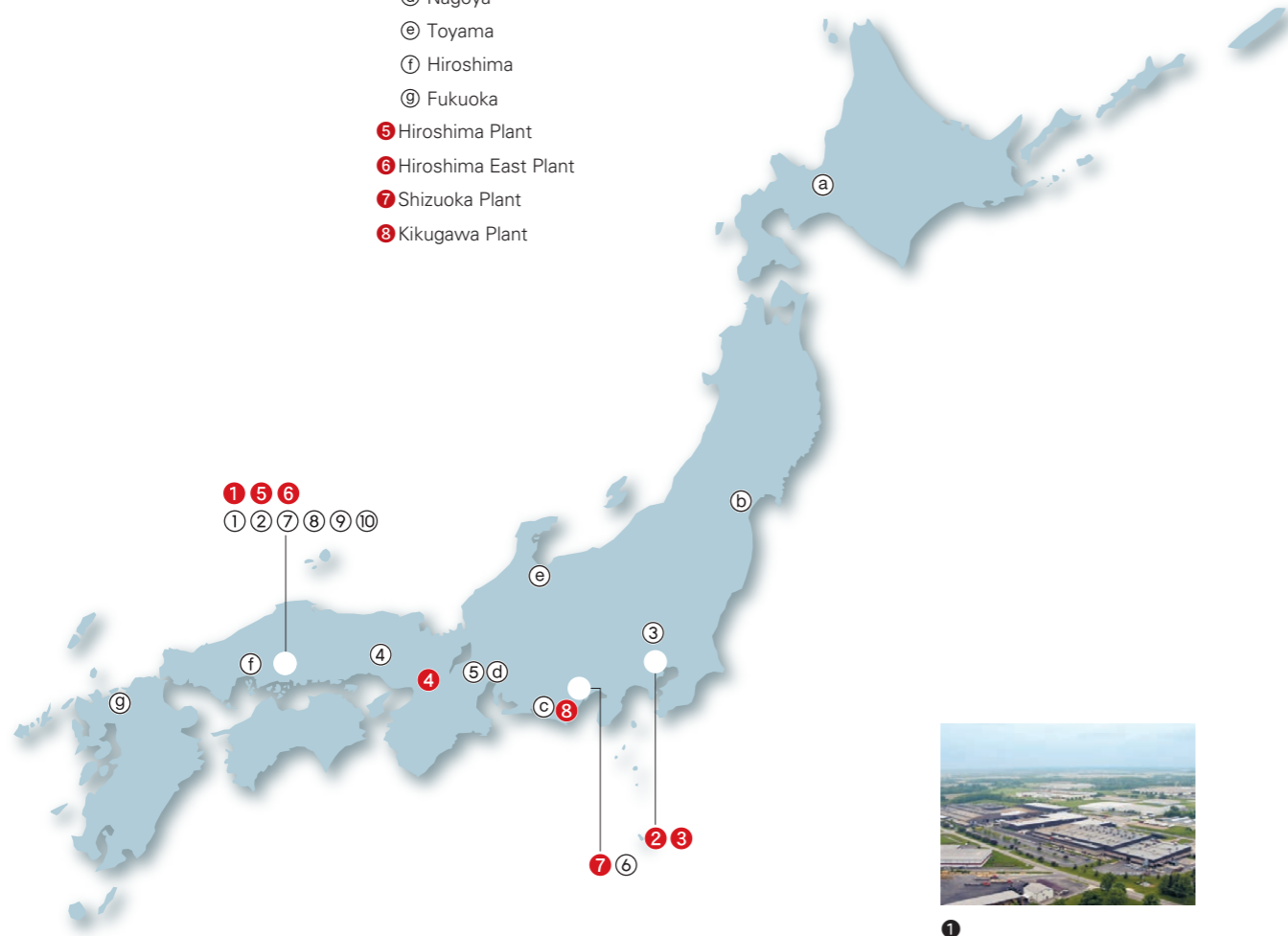
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RYOBI LIMITED

- ① Head Office
- ② Tokyo Branch
- ③ Toranomon Office
- ④ Osaka Branch
- Domestic Sales Offices : 7
- ⑨ Sapporo
- ⑩ Sendai
- ① Hamamatsu
- ② Nagoya
- ③ Toyama
- ④ Hiroshima
- ⑤ Fukuoka
- ⑤ Hiroshima Plant
- ⑥ Hiroshima East Plant
- ⑦ Shizuoka Plant
- ⑧ Kikugawa Plant



①



⑤



⑥



⑦



②

Group Companies in Japan

- ① RYOBI MIRASAKA CO.
Die casting manufacturing
- ② RYOBI MITSUGI CO.
Plastic molding and die casting manufacturing
- ③ TOKYO LIGHT ALLOY CO., LTD.
Cast aluminum and die casting manufacturing and sales
- ④ IKUNO CO.
Secondary aluminum alloy bullion manufacturing and sales
- ⑤ HOEI INDUSTRIES CO., LTD.
Aluminum forged product manufacturing and sales
- ⑥ FUJI KOGYO CO., LTD.
Precision machining
- ⑦ RYOBI MHI GRAPHIC TECHNOLOGY LTD.
Printing equipment and related product manufacturing and sales
- ⑧ ASAHI SANGYO CO.
Insurance agency
- ⑨ RYOBI LAND DEVELOPMENT LTD.
Golf course management
- ⑩ RYOBI LIFE SERVICES LTD.
Nursery school management

Group Companies Overseas

- ① RYOBI DIE CASTING (USA), INC.
Die casting manufacturing and sales
- ② RDCM, S. DE R.L. DE C.V.
Die casting manufacturing
- ③ RYOBI ALUMINIUM CASTING (UK), LIMITED
Die casting manufacturing and sales
- ④ RYOBI DIE CASTING DALIAN CO., LTD.
Die casting and die manufacturing and sales
- ⑤ RYOBI DIE CASTING CHANGZHOU CO., LTD.
Die casting manufacturing and sales
- ⑥ RYOBI DIE CASTING (THAILAND) CO., LTD.
Die casting manufacturing and sales
- ⑦ RYOBI (SHANGHAI) SALES, LTD.
Die casting and die sales
- ⑧ RYOBI ARCHITECTURAL TECHNOLOGY DALIAN CO., LTD.
Builders' hardware manufacturing and sales



③



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