

RYOBI

INTEGRATED REPORT

Integrated Report **2026**

Beyond Ideals and Dreams

RYOBI RYOBI LIMITED

Head Office 762 Mesaki-cho, Fuchu-shi, Hiroshima-ken 726-8628, Japan
TEL 81-847-41-1111

Tokyo Branch 5-2-8 Toshima, Kita-ku, Tokyo 114-8518, Japan
TEL 81-3-3927-5541

<https://www.ryobi-group.co.jp/>

Ryobi Limited. All Rights Reserved.



June 2026
©RYOBI LIMITED 2026 Printed in Japan



Editorial policy

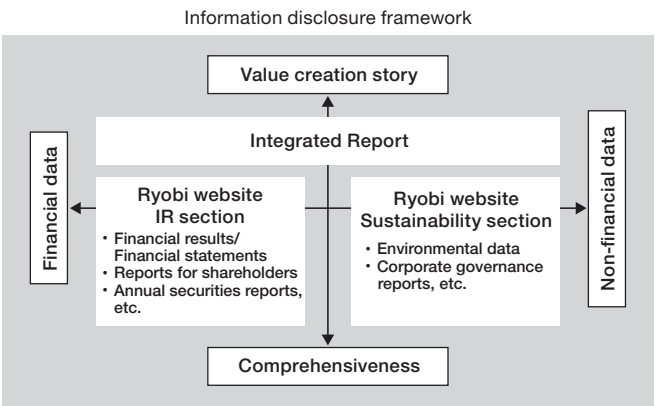
Ryobi Limited publishes this Integrated Report to inform our shareholders, investors, and other stakeholders about our financial and non-financial efforts to create value and as a communication tool. Please note that the IFRS* Foundation’s International Integrated Reporting Framework and the Ministry of Economy, Trade and Industry’s Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation were used as references during the editing process. In the report, the entire group, including Ryobi Limited and consolidated subsidiaries (domestic and overseas), is referred to as “Ryobi,” while “Ryobi Limited” is also referred to separately.

* IFRS: International Financial Reporting Standards

Scope of the report

Period: January 2025 to December 2025
(Some sections include information from January 2026 or later)

Scope: Ryobi Limited and 19 subsidiaries
(As of December 31, 2025)



On the publication of the Ryobi Integrated Report 2026

Ryobi publishes an integrated report annually to better inform our shareholders, investors, and other stakeholders about the company’s initiatives to sustainably create value.

This Integrated Report 2026 presents Ryobi’s core values and introduces the growth strategies outlined in our newly launched medium-term management plan (2025–2027) to build on our cultivated strengths, as well as initiatives to strengthen our financial and non-financial capital. Through this report, Ryobi hopes to convey its commitment to creating new value and growing in step with society, rooted in consistent convictions through the past and into the future.

In compiling this report, we have endeavored to incorporate suggestions and views received through valuable stakeholder dialogues and feedback.

Ryobi will continue working to enhance corporate value while ensuring communications remain clear and accessible to all.

Kazuhiko Fujii
Director and Corporate Officer
Divisional General Manager of Corporate Planning Division

Table of Contents

03 Ryobi’s core values

07 Message from top management

13 Our businesses

Value creation story

15 History of Ryobi’s growth

17 Value creation process

19 Cultivated strengths

(1) Die casting technology

(2) Global production structure

(3) Manufacturing capabilities cultivated through die casting

25 Business environment awareness and materiality

27 Message from the officer in charge of finance

31 Business strategies: Die Castings Business

33 Feature: Perspectives from key leaders of the Die Castings Business

39 Business strategies: Builders’ Hardware Business

41 Business strategies: Printing Equipment Business

43 Ryobi’s DX strategy



ESG (Environmental, Social, and Governance)

45 Promoting sustainability

46 Environmental initiatives

49 Social initiatives

53 Governance

61 Trends in key financial data

63 Consolidated financial statements

67 Organization profile



INTEGRATED REPORT 2026

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

Ryobi is committed to creating a sound and dynamic corporation through technology, trust, and challenge. Guided by this corporate philosophy, we seek to establish ourselves as an indispensable entity by responding to the needs of customers and society and by creating and providing innovative, top-quality products and services.

Three elements of our corporate philosophy

Ryobi's corporate philosophy is supported by three elements: "Corporate Mission," "Management Mission" and "Employees' Mission."



The aspiration behind our corporate philosophy

Ryobi's corporate philosophy was formulated in 1991 through an internal project aimed at establishing a long-term management vision and basic strategies in anticipation of the major changes society would face as the twenty-first century approached. This philosophy has become the cornerstone of Ryobi's corporate activities—an enduring guiding principle that enables the company to adapt to circumstances in an era of increasing globalization and shifting social values.

Corporate Mission—explains our responsibilities and objectives in the business and social environments

Ryobi is striving to establish itself as indispensable by creating and delivering products and services that bring benefit to society. This is what our manufacturing operations must aim for. In its pursuit to this end, Ryobi has positioned "Technology" as the most important element. In this context, "Technology" is wide-ranging and related to all aspects of operations, from R&D, production and sales to administrative tasks. Employing our technology, we aspire to create unique, top-quality products and services capable of meeting constantly evolving social needs. The inclusion of "advanced technology with a vision of the future" in the mission statement is intended to express this aspiration. Moreover, Ryobi is called to accurately address ongoing changes in the operating environment and society as a whole. Our businesses must remain relevant in the face of a shift in prevailing value systems. We have also made serving people around the world a major business aspiration. This is why the above mission statement clearly expresses our desire to "create a higher standard of living and better quality of life"; it is our aim to benefit people on both the emotional and material levels.

Management Mission—explains our objectives and principles of corporate management

Ryobi has long valued "the trust and goodwill of society." Accordingly, we have striven to ensure that all our stakeholders, including customers, business partners, shareholders, fellow community members and employees, feel that maintaining their association with Ryobi will continue to prove the right decision for them. Furthermore, we have always been aware of the need to let the general public know about Ryobi's ways of thinking and what it is doing while taking a fair and sincere approach to both business conduct and external communication. The trust of stakeholders truly depends on these practices. The utmost emphasis it places on the maintenance of trust defines Ryobi's uniqueness and its fundamental management policy. In addition, in order for Ryobi to maintain sound operations, it is important to meet the needs of the times and fulfill its social responsibilities in ways that allow it to secure appropriate profit. Also, a corporation can remain dynamic only when it is supported by the dedication of diverse workers. Therefore, such corporation must respect their uniqueness and empower them to realize their creativity. These are the thoughts behind our aspiration to be "a strong, dynamic organization that reflects the originality and creativity of individual employees."

Employees' Mission—identifies work guidelines for employees

The realization of our ideals, described earlier in the Corporate and Management missions, hinges on actions taken by each Group member. Accordingly, all those working for the Group are encouraged to continuously strive to develop their skills and remain open to new ways of thinking and taking action. Having a "wide perspective" means cultivating a willingness to incorporate new knowledge and acquiring not only expertise in one's area of specialty but also deeper insights into a broader range of fields, such as global affairs. As for the concept of "refine your intelligence," the logical assessment of reality is essential. Being able to accurately assess and analyze situations is requisite to making correct decisions and finding solutions to problems. To "polish your mind" means becoming more sensitive and paying attention to what is going on around oneself. This will also help a person enhance their abilities. In short, these words are exhortations aimed at inspiring employees to be aware of issues they are now facing and develop their skills to address these issues. Ryobi aims to contribute to a better future while achieving sustainable corporate growth and development. To this end, it is important that each employee remain acutely aware of how, in fulfilling their role and mission, they can meet people's needs while courageously taking action to achieve challenging goals. That is the idea behind the encouragement to "challenge goals with enthusiasm."

Spreading our corporate philosophy internally

Ryobi's corporate philosophy forms the foundation of all Ryobi activities. To share our main direction and values with all of our employees and serve as a guide for the Group's sustainable development, we distribute the Ryobi Group's Corporate Philosophy Employee Guidebook to all of our employees. To ensure that the nuances of the text are understood as clearly as possible, the guidebook has been translated from Japanese into English, Chinese, Spanish, and Thai. The guidebook gives employees a deeper understanding of the corporate philosophy, helping to foster a shared set of values across the entire Group.



Guidebook in five languages to promote understanding in employees' native tongue

Ryobi will continue striving to realize what people envision and, further, to create something that goes beyond any ideals and dreams.





From Akira Urakami to each of you

We will deepen our technological expertise and broaden our business scope, while fostering a culture where every individual can confidently take on challenges, driving steady growth and enhancing corporate value.

Akira Urakami

President and CEO
Ryobi Limited

Communication goals of this fiscal year’s integrated report

I would like to express my sincere gratitude to all of our stakeholders for your continued support.

The business environment surrounding Ryobi today is changing at an unprecedented pace—driven by emerging geopolitical risks, rapid advances in digital technology, and the need to navigate environmental regulations. At this pivotal moment, Ryobi aims to pursue manufacturing innovations that break new ground, building on the engineering expertise and trust we have cultivated over the years. I am confident that we will create new value that exceeds our stakeholders’ expectations.

In February 2025, we announced our medium-term management plan (2025–2027) to realize our vision for 2035. This plan will help us evolve into a value-creating company that tackles social challenges with a united workforce, under the slogan “Paving the future with our wisdom and actions.” 2025 marked the first step in that journey—a year of strategic growth investment and organizational culture transformation, laying the groundwork for the future. We have positioned 2026, the second year of our medium-term management plan, as a year to execute

initiatives aimed at sustainable growth. Ryobi will strengthen its market presence and the organizational capabilities that underpin it, while accelerating efforts to create a workplace where everyone can thrive and embrace new challenges. We also plan to transform the impetus from social issues, such as environmental concerns, into drivers of business growth.

In this report, we will also discuss our die castings, builders’ hardware, and printing equipment businesses, their future development, and the issue of strengthening human capital, which underpins all of our businesses. Our goal is not merely to expand in terms of scale. Rather, by deepening our technological expertise and broadening our business scope, we aim to evolve into a company capable of achieving sustainable growth while remaining resilient to shifts in the business environment. This report is designed to communicate to our stakeholders Ryobi’s efforts to strengthen business competitiveness and rise to the challenges of the next era, and to share the vision for the future we are working toward.

Review of the fiscal year ended December 31, 2025



2025 was a year of persistent uncertainty marked by the impact of trade policies across various countries, concerns over a global economic slowdown, exchange rate volatility, and stubbornly high resource and energy prices. In the automotive industry, it was a year of notable market shifts—with the global adoption of electric vehicles proceeding at a slower pace than initially anticipated, while demand for hybrid vehicles increased.

Against this backdrop, Ryobi pursued a stronger earnings foundation through more proactive sales efforts, cost reductions driven by improved productivity, and appropriate price adjustments in response to shifting market conditions. In addition, the planned reduction of cross-held shares proceeded on schedule as part of efforts to improve asset efficiency.

As a result, for the fiscal year ended December 31, 2025, net sales increased by 5.4% year-on-year to 309.1 billion yen, and operating income rose by 33.4% year-on-year to 12.7 billion yen, exceeding our initial forecasts. Net income attributable to the owners of the parent company also rose 61.2% year-on-year to 11.2 billion yen, driven by higher revenue and gains on the sale of cross-held shares. Despite the business environment shifting in ways we had not fully anticipated at the start of the year, we are now seeing tangible improvements in profitability.

Capital-efficient management and enhanced shareholder returns

We take seriously the fact that Ryobi's share price remains below book value (P/B ratio below 1), reflecting our failure to fully convey Ryobi's earnings power and medium- to long-term growth story to the capital markets. To address this, we have placed emphasis on capital efficiency, with return on equity (ROE) as a key metric, and have set a long-term target of 9.0% or higher by 2035. With respect to the medium-term management plan's 2027 interim target of 7.0%, we reached 6.4% in 2025, keeping us on track toward our goal.

Throughout the medium-term management plan period, Ryobi is committed to enhancing shareholder returns, aiming to maintain a total return ratio of approximately 40%. Regarding dividends, Ryobi has adopted a progressive dividend policy, setting a minimum annual dividend of 100 yen per share to ensure stable returns to shareholders even amid fluctuating business conditions. Furthermore, to improve capital efficiency, we are implementing measures that directly enhance shareholder value, such as flexible share buybacks. As a result of these proactive return initiatives, the total return ratio for 2025 was 42.1%. As part of our capital policy, we will also continue working to improve asset efficiency, including the ongoing reduction of

cross-held shares, targeting cash generation equivalent to 50% of their end-of-fiscal-2024 market value. These are not simply short-term financial measures but medium- to long-term initiatives aimed at reallocating management resources to growth areas and further strengthening our earnings foundation. We will also strive to enhance our disclosure practices, deepen our ESG management, and improve our non-financial value, all with the aim of helping stakeholders better understand our growth story.

Ryobi pursues "qualitative growth" in technology, business, and human capital. This means establishing high-value-added technologies, expanding into growth markets, broadening our solution offerings, and promoting business operations with a keen focus on asset efficiency. We also want to cultivate individuals who are self-motivated and willing to take ownership of challenges, including in the area of boosting productivity, thereby raising the organization's overall execution capabilities and enhancing corporate value.

With this financial foundation and shareholder return policy as our base, I would like to turn to the initiatives underway across each of our businesses to generate the profit that makes it all possible.

Progress on the medium-term management plan and key themes for year two

With an eye on our vision for 2035, Ryobi has positioned the three-year period from 2025 to 2027 as a time for proactive growth investment aimed at strengthening our management foundation and expanding our business domains. In 2025, the first year of the plan, we executed investments laying the groundwork for the future while steadily building results across each of our businesses. In 2026, year two, we will continue making growth investments aimed at reinforcing our foundations and broadening our business scope.

Die Castings: Meeting the demand for lighter vehicles

In the automotive industry, the powertrain landscape is becoming increasingly diverse, driven by the expanding market for electrified vehicles, including hybrids. We view this market shift as an opportunity. Aluminum die castings are indispensable for reducing vehicle weight regardless of the drivetrain system, and the current surge in demand for hybrid vehicle components is a welcome tailwind for our die castings business. In 2026, we will move into full-scale mass production of strategic products to increase the sales composition ratio of lightweight parts and electric vehicle parts (projected at 33.4% in 2027), while leveraging our production network across six countries to drive companywide productivity improvements and further strengthen earnings through appropriate price adjustments.

Builders' Hardware: Expanding sales of high-value-added products

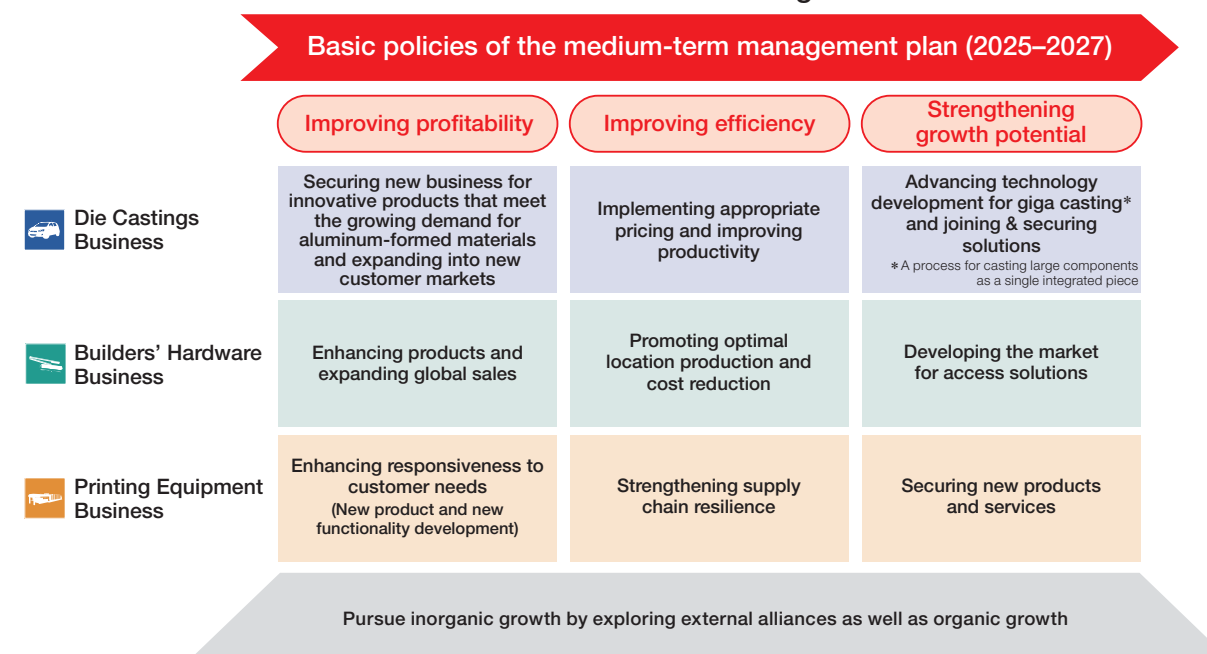
In the builders' hardware business, led by door closers, we

achieved profitability by making our China production base into a subsidiary and pursuing productivity improvements. In 2026, we will focus on developing the market for access solutions—addressing door-related challenges by integrating with service robots that handle cleaning, delivery, and security in intelligent buildings, as well as by creating more comfortable working environments. This will drive further sales expansion of high-value-added products. We will also expand sales in overseas markets where strong growth is anticipated to drive profit growth across the business.

Printing Equipment: Strengthening our ability to meet customer needs

In the printing equipment business, we are strengthening our ability to meet customer needs by leveraging our full lineup of offset printing presses to further expand our presence in the packaging printing sector, which continues to experience solid demand. In 2025, we showcased our flagship RMGT 10 Series—renowned for its efficiency and automation capabilities—at CHINA PRINT 2025, Asia's largest printing industry trade show, building a track record of helping customers improve their productivity. In 2026, building on the strong competitiveness of this hardware, we will further accelerate proposals for smart factory solutions that promote automation and labor savings, while expanding into new business domains through co-creation with partner companies.

Aiming to improve profitability and efficiency, and strengthen growth potential in each business segment



Pushing the boundaries of aluminum to deliver essential precision-formed materials that fulfill societal needs

We are committed to pushing the limits of aluminum die casting and creating new value to support next-generation mobility. In doing so, we are evolving beyond the boundaries of a traditional parts manufacturer into an enterprise that transforms manufacturing itself. The symbol of this evolution is our ultra-large die casting machine with a clamping force of 6,500 tonnes, now fully operational at our Kikugawa Plant.

Giga casting as a platform for co-creation and validation

Many people view giga casting simply as a large-scale die casting system for high-volume manufacturing. Our perspective is different. We see giga casting equipment as a platform for co-creation and validation, working with customers who are exploring the next generation of automotive manufacturing. For our customers, taking a newly developed large structural component straight into mass production involves considerable risk, both because of the substantial capital investment required and the challenges of ensuring consistent quality. To address this, we work with customers during the prototyping stage that precedes mass production, providing an integrated service covering die design, casting, and engineering analysis, enabling us to identify the optimal solution together before full-scale production begins. Our goal is to establish this prototyping service itself as a new, high-value business model.



Ultra-large die casting machine with a clamping force of 6,500 tonnes

World-class in-house die manufacturing and experience-based engineering

How are we able to do this? The key lies in one of our greatest strengths—the ability to design and manufacture even the massive dies required for giga casting entirely in-house. Much of what happens inside a die is still not fully understood. We are tackling this challenge by combining the engineering expertise we have built over decades of experience with the latest digital analysis technologies. Because we have every stage of the process under one roof, we can rapidly iterate through the necessary trial-and-error processes. This is the source of our enduring competitive advantage.

Innovations in scale, materials and joining technologies

Our vision for next-generation manufacturing extends beyond producing larger components. We are also driving innovation in materials and joining technologies.

In materials, we are focusing on the development of

sustainable aluminum alloys to reduce CO₂ emissions during production. To reduce vehicle weight, we promote replacing steel with aluminum in automotive body and chassis applications, but critical safety components have traditionally required primary aluminum (ingots), which generates significant CO₂ emissions during production. To address this, we have developed a proprietary secondary aluminum alloy whose unique composition delivers strength and toughness comparable to primary aluminum. This innovation expands the scope of recycled-material applications for critical safety components and will help advance the decarbonization efforts society demands.



Steering knuckle (300 mm x 240 mm x 140 mm) made from recycled material (secondary aluminum alloy)

Another important area of focus is the further advancement of joining technologies. Casting as a single integrated piece is not the only answer. Ryobi is actively developing technical proposals to optimally join aluminum alloy components using advanced technologies such as laser welding and friction stir welding (FSW). In addition, we are addressing the growing need for multi-material solutions that apply the right material in the right place—for example, using steel where strength is required and aluminum where weight reduction is essential. To support this shift, we are also working to establish technologies for joining dissimilar materials. Our engineering strength is built on a trinity of technical capabilities—in scale, materials, and joining technologies.

Expansion beyond the automotive sector

We are also broadening our focus beyond the automotive industry. Since its launch in 2025, the Sales Development team has received a growing number of inquiries from a wide range of industries with which we previously had limited contact. Components that have traditionally been produced by machining aluminum blocks or by welding sheet metal can now be manufactured as single-piece die cast components using our technology. This enables cost reductions, weight reduction, and improved performance. By applying the thin-wall, lightweight, and high-strength technologies we have developed in the automotive sector, we aim to extend our capabilities across broader industrial and social infrastructure applications. Through this expansion, we are building toward our 2035 long-term vision of delivering essential precision-formed materials that fulfill societal needs.

A “challenge” culture led by the individual

No matter how advanced our technologies and facilities become, or how smart the new business strategies we develop are, it is people who implement them and create value. For us, “challenge” means enabling each employee to think and act independently to create new value.

Cross-business synergies and self-directed employees

Ryobi has a wealth of assets and a rich history across our business divisions. For example, precision machining technologies and expertise in automation and labor-saving production developed in our printing equipment business have been applied to our die casting production lines. This kind of cross-business exchange of expertise serves as a foundation for creating new value. Essential to this effort is an organizational culture unafraid of failure. Challenges in new domains inevitably involve setbacks. I consistently tell our employees that even if something they try is unsuccessful, as long as they gain insight from the experience, it becomes an asset to the company. Our corporate culture has tended toward conservatism due to our manufacturing roots. However, this is gradually changing as we take on challenges in

new domains and collaborate with industries beyond our own. A “challenge” culture that fearlessly embraces the unknown and carries experience into the future is becoming part of Ryobi’s DNA.

Advancing DX and sustainability management

To support our employees’ endeavors, Ryobi is advancing DX (digital transformation) under the leadership of the DX Promotion Committee. We aim to develop talent capable of transforming their own work processes by fully leveraging data and digital technologies. Fulfilling our social responsibilities as a prerequisite for business is also an important foundation for supporting these challenges. We have established the Ryobi Group Basic Sustainability Policy as a new framework to guide our efforts toward sustainable value creation and the realization of a sustainable society. Under this policy, together with the Human Rights Policy and Procurement Policy established at the same time, we will continue strengthening our efforts in environmental conservation, respect for human rights, and mutually beneficial partnerships across the supply chain. By building a sound corporate culture trusted by society, we will foster an environment in which every individual can confidently take on future challenges.

Beyond Ideals and Dreams

The automotive industry is currently undergoing a once-in-a-century transformation. We see this not just as a difficult situation to get through, but as an opportunity to create new value. No matter how advanced technology becomes, it is rooted in the ideals and dreams of our customers and society. Ryobi’s mission is to turn these wishes into reality through reliable engineering, trust, and a willingness to take on challenges without fear of failure.

We are now embarking on new challenges that extend

beyond this, toward the realization of a sustainable and prosperous society. As a company whose core material is highly recyclable aluminum, we take seriously our responsibility to contribute to the circular economy through our business activities.

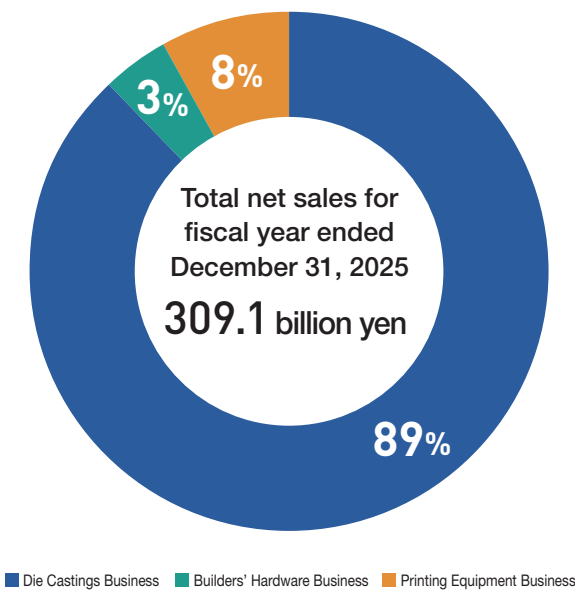
Looking ahead to our 2035 vision, we will pursue not only sales growth but also high-quality, profit-driven growth, working with our stakeholders to shape the future.



Akira Uchikawa
President and CEO
Ryobi Limited

Our businesses

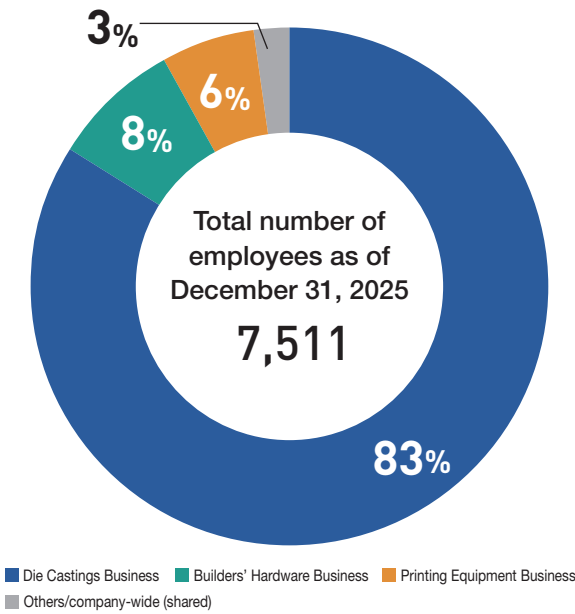
Sales composition ratio by segment



Breakdown of operating income by segment
(Fiscal year ended December 31, 2025)

Total operating income	12.7 billion yen
Die Castings Business	11.3 billion yen
Builders' Hardware Business	0.1 billion yen
Printing Equipment Business	1.3 billion yen

Employee composition ratio by segment



Die Castings Business

Business domain

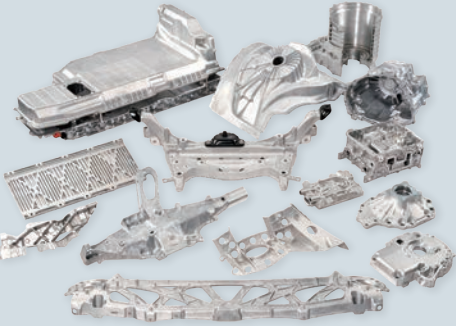
Die cast products are used in a variety of industries, including the manufacture of automobile parts such as transmission cases, body chassis, and battery cases. We provide high-quality products that meet the diverse needs of our customers worldwide.

Strengths

- Our vertically integrated system, which covers all operations from product development support and prototyping to die design and fabrication, casting, machining, assembly, and quality inspection
- Our global production structure
- Access to a variety of production methods
- Our R&D department capable of developing new production methods and production technologies
- Access to a great number of large die casting machines
- Close collaboration with customers enabling us to make technical suggestions

Major customers

- Automobile manufacturers
- Automobile parts manufacturers

Builders' Hardware Business

Business domain

Providing door closers to ensure quiet and secure closing and other building hardware. From houses to offices and commercial facilities, we support safe and comfortable door use.

Strengths

- High market share in the domestic door closer market
- Ability to closely respond to customer needs and develop products and services to match these needs
- High productivity through labor saving and factory automation
- Product lineup not only providing comfort and functionality but also contributing to the overall design of spaces where used
- Consistent supply capabilities using domestic and overseas production facilities

Major customers

- Building materials manufacturers
- Trading companies specializing in builders' hardware




Printing Equipment Business

Business domain

High-precision, multi-functional offset printing presses that speedily produce beautiful printed materials such as catalogs, posters, magazines, and packages. We offer innovative, high-quality printing presses and services to customers around the world.

Strengths

- Broad domestic customer base
- Sales network covering more than 170 countries
- Wide variety of products from small to large format to meet our customers' needs
- High development capability to meet customer needs
- Strong collaboration with peripheral equipment manufacturers

Major customers

- Printing companies
- Trading companies specializing in printing equipment





History of Ryobi's growth



In December 1943, Yutaka Urakami founded Ryobi Seisakusho Co., Ltd. in his hometown of Hiroshima Prefecture. The opening ceremony was held in February of the following year, and production of die cast products began in a converted soy sauce warehouse. Shortly thereafter, the company established a vertically integrated system that enabled in-house handling of all operations from die fabrication to post-processing, and in 1947 began supplying automobile manufacturers.



Conditions at company founding

Ever since our foundation, we have recognized the need to diversify risks by doing business with a variety of industries. Further expanding this idea, we began manufacturing offset printing presses, door closers, fishing tackle, and power tools in the 1960s, using the technology and experience accumulated through die casting. This was a major step forward for it as a company with business in both die casting and finished products.

Ryobi Seisakusho was not yet widely known. To improve Ryobi's name recognition, the company name was changed to the current Ryobi Limited in 1973, and a corporate identity system was introduced in 1975. Another development during this period was the establishment of sales and production facilities for finished products in Europe, Australia, and Asia as we took up the challenge of global expansion.

1974 Founded Ryobi America Corporation

1982 Founded Ryobi Australia Pty. Ltd.

1983 Founded Ryobi France S.A.

1986 Acquired capital in Inertia Dynamics Corp. and started overseas manufacturing

1988 Founded Ryobi Motor Products Corp. in the U.S. and acquired all assets of the power tool division of Singer Co., followed by expansion of power tool manufacturing in North America

1994 Founded Ryobi Dalian Machinery Co., Ltd., presently called RYOBI Architectural Technology Dalian Co., Ltd.

In the die castings business, Ryobi became the first Japanese die casting manufacturer to establish production facilities in the U.S., responding to the increase in transactions with overseas automobile manufacturers.

1985 Founded Sheller-Ryobi Corp., presently called Ryobi Die Casting (USA), Inc.

1990 Founded Ryobi Aluminium Casting (UK), Limited in Northern Ireland

Current Ryobi Die Casting (USA), Inc.



In 2000, Ryobi announced the Sound Management Plan to restore our business operations. By drastically reexamining unprofitable operations, we formulated a policy for concentrating resources on areas of strength. After completing the plan, we established die casting production facilities in China, Mexico, and Thailand in order to meet the needs of customers looking to expand global business through locally procured components.

2005 Founded RYOBI Die Casting Dalian Co., Ltd. in Dalian, China

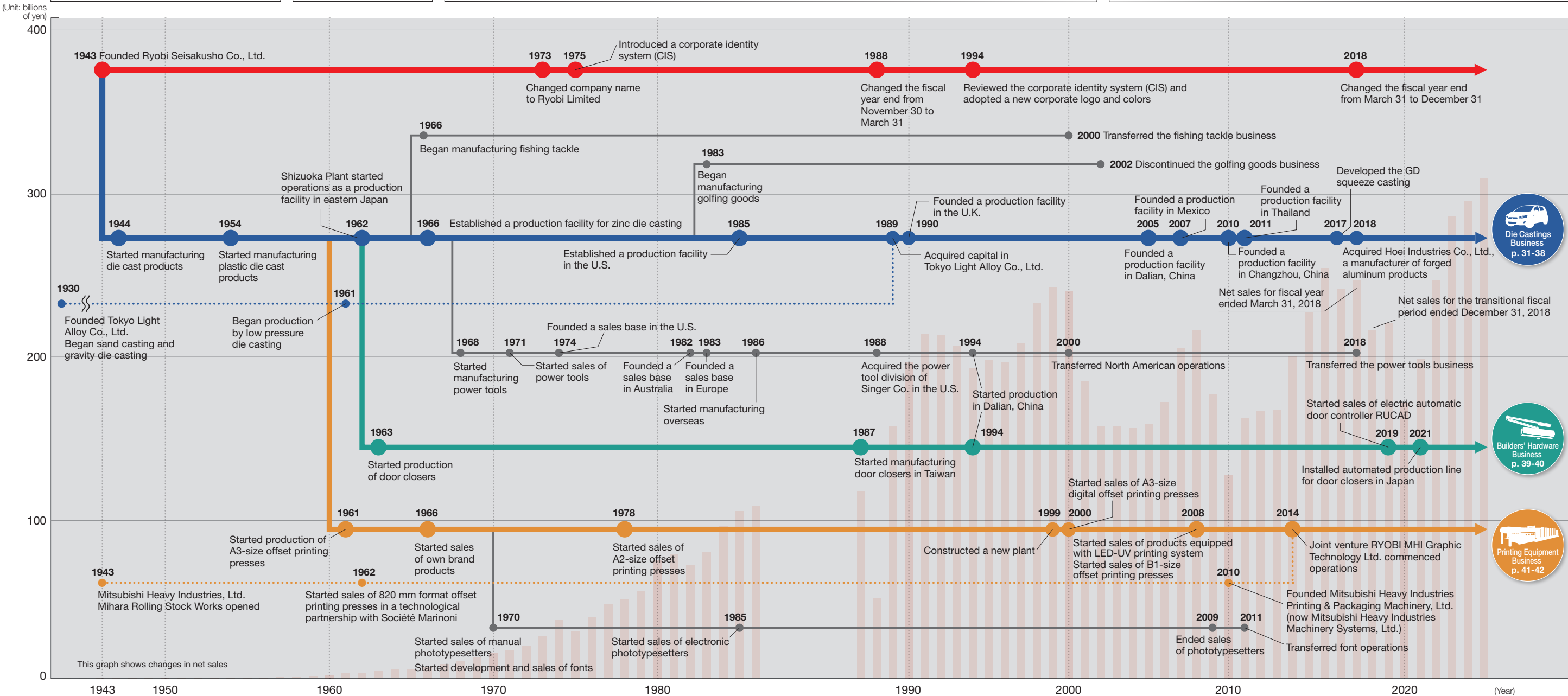
2007 Founded RDCM, S. DE R.L. DE C.V. in Mexico

2010 Founded RYOBI Die Casting Changzhou Co., Ltd. in Changzhou, China

2011 Founded RYOBI Die Casting (Thailand) Co., Ltd. in Thailand

In 2014, to increase our presence in the printing equipment business, we integrated our business with the sheet-fed offset printing press field operations of Mitsubishi Heavy Industries Machinery Systems, Ltd. to establish a joint venture, RYOBI MHI Graphic Technology Ltd.

Having transferred the power tools business in 2018, we operated KYOCERA RYOBI (Dalian) Machinery Co., Ltd., a joint venture with KYOCERA Industrial Tools Corporation, in the builders' hardware business. In 2024, we divided the same company into separate businesses with the aim of even more agile decision-making, and changed the name of the company inheriting builders' hardware business to RYOBI Architectural Technology Dalian Co., Ltd.



Value creation process

Societal changes

- Increased awareness of the global environment
- Demographic changes
- Accelerated digitalization of society
- Increased societal demand for honest and responsible corporate management

Corporate Philosophy

Create a sound and dynamic corporation through technology, trust and challenge

Corporate Mission

Create a higher standard of living and better quality of life by providing advanced technology with a vision of the future

Management Mission

Value the trust and goodwill of society, and strive to become a strong, dynamic organization that reflects the originality and creativity of individual employees

Employees' Mission

Refine your intelligence and polish your mind to have a wide perspective, and challenge goals with enthusiasm

Foundation for sustainable value creation / ESG



Foundations of our business

*Figures are actual results for FY2025.

Financial capital

- Total assets: 343.7 billion yen (end of fiscal year)
- Cash flows from operating activities: 13.9 billion yen

Manufacturing capital

- Established production facilities in Japan, the U.S., Mexico, the U.K., China, and Thailand
- Capital expenditures: 18.8 billion yen

Intellectual capital

- Development of materials, advanced casting and machining technologies, and precision machining technologies

Human capital

- Number of consolidated employees: 7,511 (end of fiscal year)

Social capital

- Trusted relationship with shareholders, business partners, and other stakeholders

Natural capital

- Energy consumption: 4,179,905 GJ*
- Water consumption (in Japan): 1,244 thousand m³

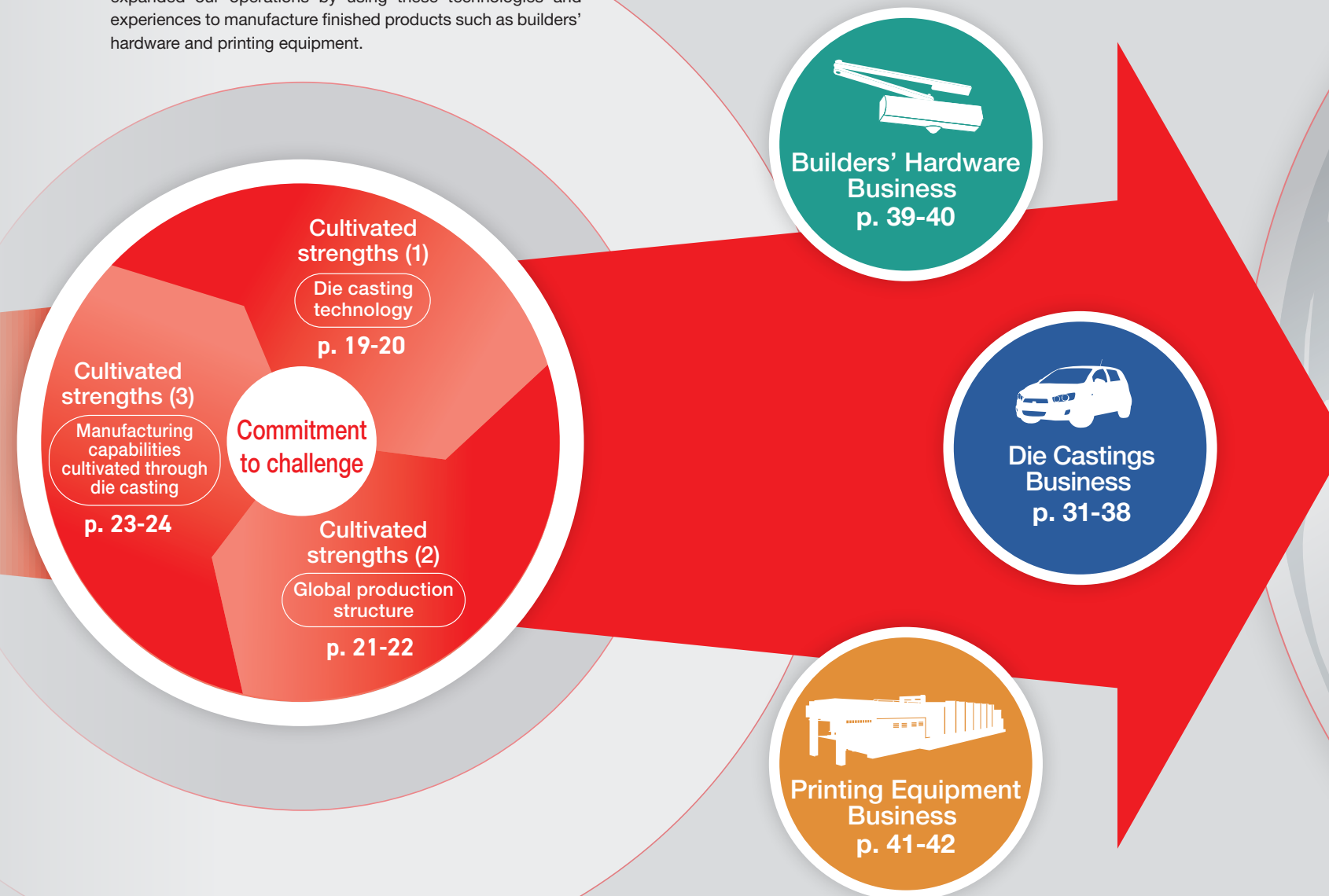
*GJ: Gigajoule, a unit of energy

Strengths of the Ryobi Group

Having started out as a die casting manufacturer, Ryobi has cultivated its own unique technologies to produce a variety of components mainly for the automotive industry. We have since expanded our operations by using these technologies and experiences to manufacture finished products such as builders' hardware and printing equipment.

Products and services that solve social issues

p. 13-14



Value provided to society



Contributing to a circular society through molding technology and lightweight solutions.



Providing safe and comfortable access to living spaces.



Advancing smart factory solutions in the printing industry.

Cultivated strengths (1) Die casting technology

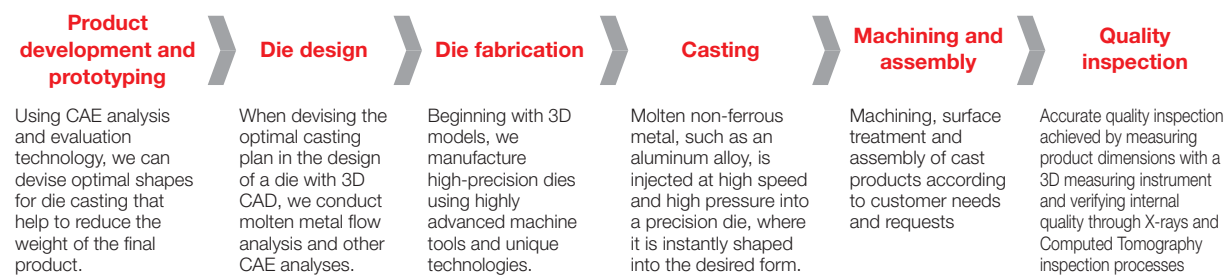
Beyond manufacturing with integrated die casting technology

Ryobi's die castings business has adopted a proprietary vertically integrated system that encompasses product development and prototyping, die design, die fabrication, casting, machining and assembly, and quality inspection, in addition to providing development support for customers.

Looking to the future, Ryobi is taking on the challenge of developing various materials and new production methods. With the aim of developing products intended to enhance reliability and functionality, we are eager to contribute to the future of industry, particularly in the field of mobility.

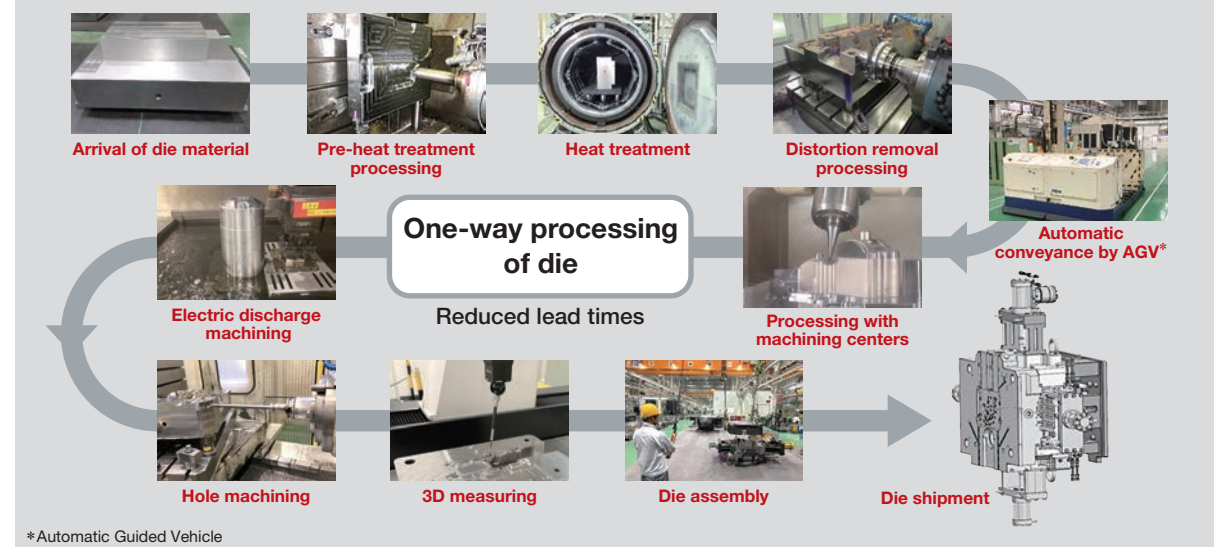
Processes of the vertically integrated system

Ryobi's proprietary vertically integrated system enables us to respond with agility and precision to the diverse needs of our customers. In addition, by automating production lines, adopting information and communications technology, and upgrading our quality assurance expertise, we have achieved stable quality, accelerated delivery times, and reduced costs.



Converting die fabrication processes into a comprehensive production line

The dies that are the key to our die cast products are fabricated at the die plant of the Hiroshima East Plant in Fuchu, Hiroshima Prefecture. These dies are supplied to the manufacturing plants of the Ryobi Group around the world. Because dies have a significant impact on product quality, we constantly strive to improve machining accuracy through strict control of the temperatures of our fabrication facilities. Moreover, die fabrication is required to extend the service life and shorten the lead time. For this reason, the die fabrication process takes place on a line that integrates each process from material receipt to die shipment; we have thus built a system that reduces delays and rework between processes. We have developed an integrated production system that includes heat treatment and automatic transportation by AGVs to meet the needs for high quality and short delivery times.



Ryobi's casting methods

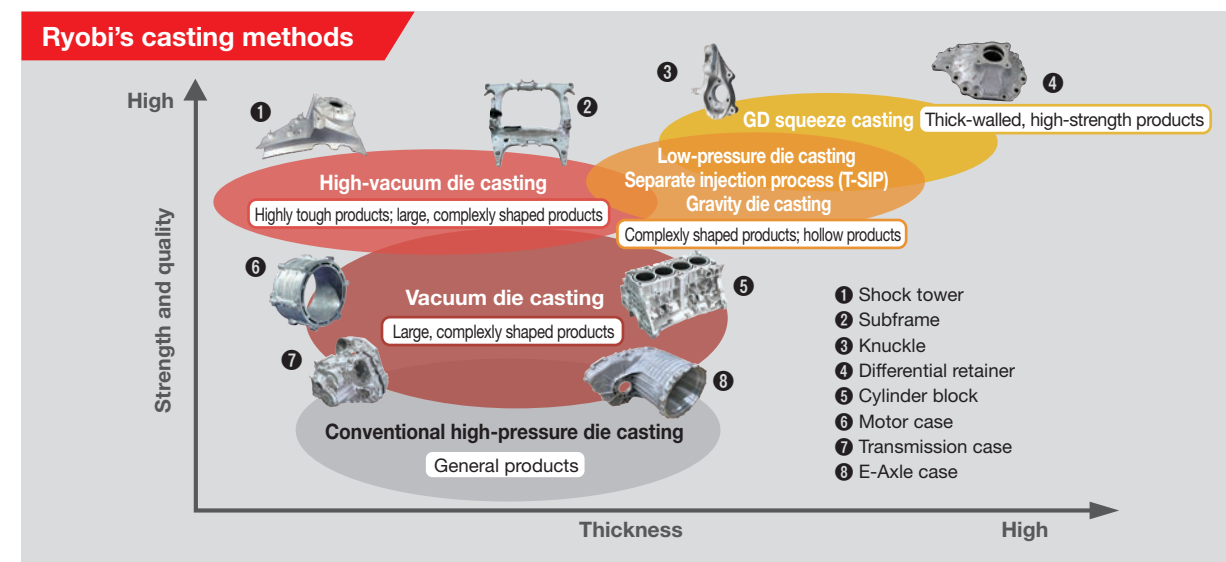
The production of high-quality die cast products requires strategies to suppress the formation of blisters caused by entrapped air. To this end, we have developed the Ryobi Shut Valve (RSV), a proprietary vacuum exhaust valve, as well as a vacuum die casting method that reduces the pressure inside the die. Currently, all our products are cast in dies incorporating an RSV to ensure stable quality.

In addition, we have established a die sealing technology to improve the airtightness of dies and have developed a high-vacuum die casting method that accommodates welding and high-temperature heat treatment (T6, T7), which had long been considered impossible.

In recent years, we have developed a technology that allows for smaller vacuum exhaust valves (our "new RSV") as well as a lower casting pressure. This has contributed to cost reductions through the downsizing of casting machines and the adoption of methods to cast multiple pieces at once.

In addition to these die casting methods, we are able to offer optimal solutions incorporating a variety of other methods, such as gravity die casting, which is suitable for thick-walled products to ensure strength and rigidity; the separate injection process; low-pressure die casting; and GD squeeze casting, which is a novel casting method.

Moreover, the development of aluminum die casting alloys with high ductility has made it possible to substitute aluminum for steel in body and chassis parts, thereby contributing to the weight reduction of automobiles.



Ryobi's analysis technologies

When molten metal is injected into a die, it is impossible to see what is happening inside with the naked eye. At Ryobi, we addressed this by installing our proprietary monitoring system on all casting machines as far back as the early 2000s, digitizing and accumulating casting data for over 20 years. This vast pool of data serves as the solid foundation for our advanced analytical technologies, giving us a distinctive competitive advantage.

By making full use of the latest computer-aided engineering (CAE), we have established a system that logically calculates factors such as air entrapment and solidification conditions during the die-filling process, as well as die temperature and product warpage. This has enabled us to implement precise measures to prevent casting defects before they occur and achieve efficient production.

Despite advances in modern science, the physical behavior inside a die is not yet fully understood. In fact, measurable variables account for only about 25% of the total. However, Ryobi has already achieved a high level of control over the remaining 75%, which are the areas that are difficult to quantify. We do this by integrating the vast empirical knowledge built up over many years into our analysis process. This deep knowledge allows us to faithfully reproduce actual phenomena within the simulation environment. Specifically, we continuously feed historical production data, which is accumulated daily on the casting shop floor, back into CAE. In this way, we have steadily improved the accuracy of the analysis models themselves. This time-tested process meticulously combines the data generated by the latest sensing technology with the know-how acquired by skilled engineers through years of practical experience.

It is the true driving force behind our high yield rates and our ability to push the boundaries of precision. Ultimately, this close integration of theory and practice forms a solid foundation that guarantees Ryobi's superior quality, even in the manufacture of extremely complex products.

Cultivated strengths (2) Global production structure

Ryobi's production system for customers worldwide

Ryobi has long pursued optimal location production systems for each business, and with our die castings business, in 1985, we became the first Japanese die casting manufacturer to establish a production facility in the United States, responding to the increase in transactions with overseas automobile manufacturers. Today, we have production facilities in six countries around the world, including the United Kingdom, China, Mexico, and Thailand, providing high-quality die cast products to customers around the world. Our dies are manufactured in Japan and supplied to the Ryobi Group's production facilities worldwide. The Hiroshima Plant serves as our mother factory, promoting Group-wide improvements in productivity and quality through the automation of production lines, ICT, and quality assurance levels.

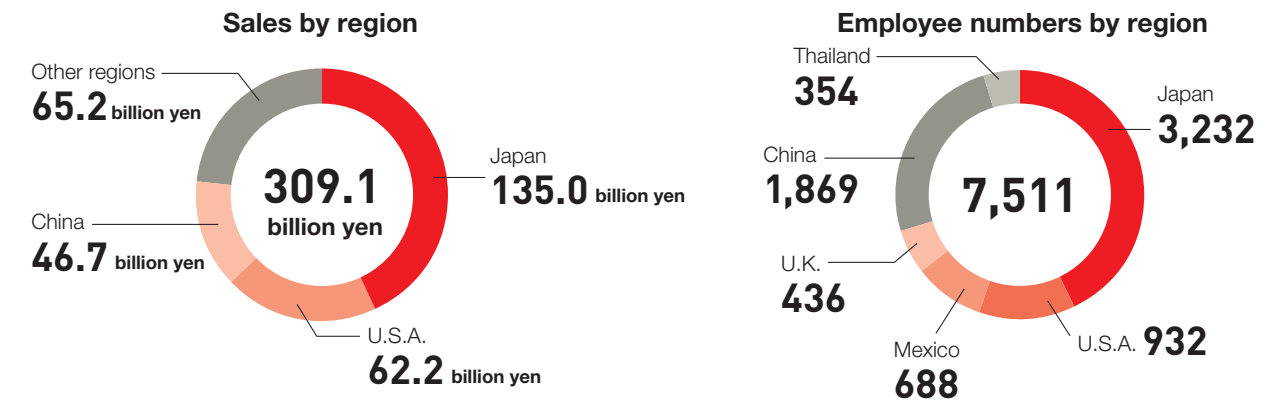
In the builders' hardware business, in addition to domestic production that has continued since we began manufacturing door closers in 1963, in order to increase our competitiveness, we have built a production system in China, which is now the mainstay of our production facilities. Having multiple production facilities provides a system that enables us to fulfill our supplying responsibilities as a market leader.

In the printing equipment business, in order to provide high-quality printing presses demanded by the proficient technical skills involved in precision machining and assembly technologies, we continue to prioritize manufacturing in Japan. Since we began manufacturing printing presses in 1961, we have introduced Japan-made printing presses to more than 170 countries around the world.

At Ryobi, we are building a global production structure while responding to the business environment and customer needs, and we intend to further deepen and expand our relationships with customers worldwide.

Sales and employee numbers by region

By establishing a production system that caters to customers worldwide, overseas business operations are expanding. In the fiscal year ended December 31, 2025, the ratio of domestic sales was 44%, while the ratio of overseas sales stood at 56%. Furthermore, we had 7,511 employees at the end of December 2025, 43% of whom were employed in Japan and 57% overseas. Sales and employee numbers by region are shown in the following graphs.



Production facilities



Cultivated strengths (3) Manufacturing capabilities cultivated through die casting

Application from die casting technology to finished products

Using precision die machining technology and other die casting technologies, Ryobi began manufacturing offset printing presses, door closers, fishing tackle, power tools, and golfing goods. Our current business activities span three fields: die castings, builders' hardware, and printing equipment.



Value creation story

BUILDERS' HARDWARE

(1963 to present)

In 1963, the company began manufacturing door closers, using the advanced casting and machining technologies cultivated in our die casting operations.

Since then, we have been offering high-performance products with original mechanisms. Our product development focuses on functionality and safety as well as barrier-free, inclusive design.

Ryobi produces door guards, hinges, and other builders' hardware for various building applications.

DIE CASTINGS

(1943 to present)

Since its founding in 1943, Ryobi's aluminum die casting business has earned the trust of customers around the world through its advanced technical expertise and high quality.

Its products are used in a wide variety of everyday items, and in the automotive sector in particular, the company supplies a diverse range of aluminum die cast products to major automakers worldwide.

PRINTING EQUIPMENT

(1961 to present)

In 1961, the company began manufacturing offset printing presses by applying its precision machining technology for die casting molds.

We strive to achieve high-accuracy, multi-coloring, and highly advanced functionality by accumulating the production technologies that we use to assemble high-precision parts.

We offer a wide range of products, from small to large printing presses, and develop and manufacture products that provide solutions for digitalization and the environment.

Golfing goods

(1983 to 2002)

We developed golf clubs with integrally molded aluminum alloy heads.

Fishing tackle

(1966 to 2000)

Reel bodies were manufactured through die casting.

Precision machining technologies were used for gears and spools.

In 2000, the fishing tackle business was transferred to Johshuya Co., Ltd.

Power tools

(1968 to 2018)

Many power tool bodies were manufactured through die casting.

In 2018, the power tools business was transferred to Kyocera Corporation.

The manufacture and sales of golfing goods were discontinued in 2002.

Business environment awareness and materiality

Ryobi has revised its materiality (key issues) in 2024 to realize its vision for 2035, setting metrics and action plans under the medium-term management plan (2025–2027). Through continuous evaluation and monitoring of progress, we aim to accomplish these initiatives.

Business environment awareness

Societal change	Risks	Opportunities
Increased awareness of the global environment	• Decreasing sales of engine and transmission parts	• Increased sales of lightweight parts and electric vehicle parts • Improving the corporate image by reducing the environmental impact
Demographic changes	• Difficulty in recruiting younger generations • Aging employees	• Promoting the advancement of women in society
Accelerated digitalization of society	• Increased risk of networks and systems being exposed to external cyberattacks • Shortage of personnel capable of handling digital technologies	• Improving labor productivity and quality through the use of AI and IoT technologies • Improving operational efficiency through predictive facility maintenance
Increased societal demand for honest and responsible corporate management	• Shrinking number of shareholders and investors • Loss of corporate social trust due to compliance violations	• Strengthening trust with stakeholders

Materiality

Societal change	Materiality	Selection rationale	Metrics	Results for FY ended Dec. 31, 2025	Planned targets for FY ending Dec. 31, 2027	Related SDGs
Increased awareness of the global environment	Supporting weight reduction and electrification of automobiles	Through expanding the application areas and potential of aluminum die cast products, we respond to customers' weight reduction needs, which leads to reduction of CO ₂ emissions across society.	Sales composition ratios of lightweight parts (body and chassis) and electric vehicle parts	23.4%	37%	  
	Responding to climate change	Climate change is a serious problem threatening the living environment of people worldwide, and as a manufacturer, we also bear the responsibility to work on reducing environmental impact.	Scope 1 + 2 CO ₂ emissions —	276 thousand t-CO ₂ —	276 thousand t-CO ₂ Advancement of initiatives to reduce Scope 3 CO ₂ emissions	
	Reducing the environmental impact	Keeping waste to a minimum is positioned as an important corporate responsibility.	Waste recycling rate*1	99.4%	Maintain 99% or more	
Demographic changes	Advancing diversity	Recognizing diversity amplifies strengths and compensates for weaknesses among each other, leading to a high competitive advantage.	Percentage of female employees in managerial and supervisory positions*2	23%	23% or more	  
			Percentage of female employees in managerial positions*2	9%	10% or more	
			Percentage of male employees taking parental leave, etc. (including leave for childcare purposes)*2	89%	Maintain 90% or more	
	Human resource development	The accumulation of know-how and strengthening of organizational capabilities lead to enhancement of competitive advantage and improvement of productivity.	Per capita training expenses (education/training costs)*2	51% increase (vs. 2023)	20% or more increase (vs. 2023)	
	Creating a comfortable work environment	A safe, healthy, and energetic workplace that is easy to work in is positioned as the foundation for sustainable growth.	Work engagement score*2	48.1	50 or more	
			Number of lost-time injuries*1	9 incidents	0 incidents	
Lost-time injury frequency rate*1			1.12	1.2 or less		
Accelerated digitalization of society	Utilizing digital technologies (ICT/AI)	Digital technology has the power to fundamentally transform our business models and production processes.	—	• Established DX promotion frameworks by business segment, and advanced business segment-specific initiatives • Formulated an education and evaluation framework for Digital Talent Certification	• Promote company-wide DX initiatives through a DX promotion committee • Implement training programs to enhance DX literacy for each and every employee	
Increased societal demand for honest and responsible corporate management	Strengthening corporate governance	Because building a Board of Directors supervision structure that responds to changes in the business environment and advancing corporate governance serves as the foundation supporting the achievement of our materiality targets.	—	Conducted effectiveness evaluations of the Board of Directors and implemented improvements	Conduct effectiveness evaluations of the Board of Directors once a year, with ongoing evaluation and follow-up action	
	Strengthening compliance efforts	The relationship of trust with society is important, and "trust" is positioned as the foundation of Ryobi's management.	Number of serious violations of laws and voluntary standards (quality misconduct/improper transactions, etc.)	0 incidents	Continue with 0 incidents	
	Respect for human rights	Consideration for the human rights of employees and business partners is regarded as essential for the long-term sustainability of the business.	—	—	Establishment and dissemination of sustainable guidelines (including human rights policy and procurement policy)	

*1 Applicable to Ryobi Limited and domestic group companies *2 Applicable to Ryobi Limited

Materiality review process

STEP 1 Identification of social issues	Not only did we study the ESG rating organization (FTSE) survey items, but we also recognized changes in society that surround Ryobi. Based on the risks and opportunities presented by these external changes, related divisions led by our Corporate Planning Division identified social issues that we believe we should address.
STEP 2 Prioritization	The social issues identified in STEP 1 were evaluated and prioritized (scored) from two perspectives: importance to stakeholders and importance to Ryobi.
STEP 3 Confirmation of validity	Our sales and procurement staff inquired with our business partners about their expectations and requests for our company, and we then used their opinions to review and reassess our materiality matrix (as prioritized in STEP 2), and confirm the validity of its content.
STEP 4 Verification and decision	Finally, in the meeting of the Corporate Operating Committees, which was attended by our management and auditors, based on the priorities and validity confirmed in the previous step, we discussed and decided on the materiality issues that Ryobi should address, guided by our corporate philosophy and corporate strengths.

Financial strategies

Message from the officer in charge of finance

We will enhance corporate value by establishing earnings power that exceeds the cost of capital and executing growth investments.

Hiromu Arihiro

Corporate Officer
Divisional Deputy General Manager of Corporate Planning Division
General Manager of Finance Department



Q What are the key challenges and the direction of initiatives for enhancing corporate value?

I take extremely seriously the priority financial challenge facing our company: achieving management that is conscious of the cost of capital and share price. In recent years, our price-to-book (P/B) ratio has remained below 1 for sustained periods, with the exception of a certain period in 2018. While our recognized cost of capital currently stands at roughly 8–9%, we recognize that our capital profitability falls short of the level expected by our investors, and we understand that improvement is urgently needed.

One factor behind the sub-1 PB ratio is that our business structure requires considerable time from order receipt to mass production, meaning that the assumptions underlying investment decisions frequently change by the time actual mass production begins, introducing

uncertainty into our profitability outlook. In addition to this profitability challenge, we also recognize that our inability to fully communicate our strengths and growth potential to the market, and the resulting insufficient cultivation of expectations for future profit growth, has contributed to sluggish share price performance.

In light of these circumstances, we will work to expand profit (the numerator of ROE) through appropriate pricing, cost reduction initiatives, and productivity improvements. At the same time, in addition to strengthening shareholder returns, we intend to proactively communicate the distinctive characteristics and technological advantages of our business, and through dialogue with investors deepen their understanding, thereby improving corporate value and market evaluation.

Improvement of P/B ratio

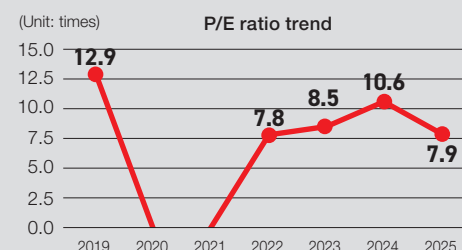
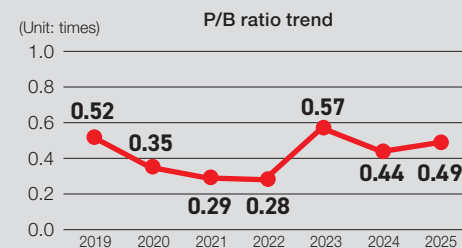
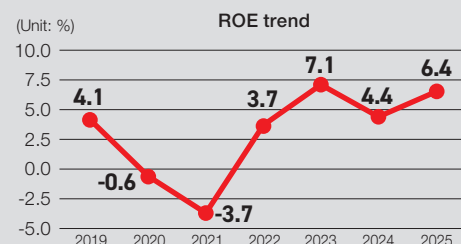
Improvement of P/B ratio

ROE

- ✓ Strengthening the profitability of each business
- ✓ Initiatives for an appropriate capital strategy

P/E ratio

- ✓ Fostering understanding of future prospects and growth through transparent information disclosure



Q What progress was made in the first year of the medium-term management plan (2025–2027) and what is the outlook for the current fiscal year and beyond?

In the medium-term management plan disclosed in February 2025, we set out our Vision for 2035 and, as a milestone toward that vision, targets for the fiscal year ending December 2027 of 337 billion yen in net sales, 15 billion yen in ordinary income, and an ROE of 7.0%.

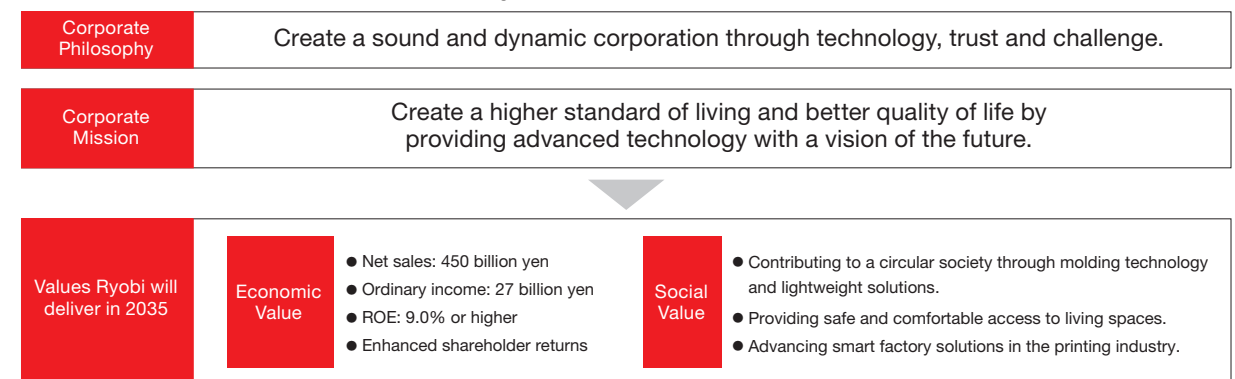
Fiscal year 2025, the first year of the plan, got off to a strong start, with both net sales and profit at each stage exceeding our performance forecasts. With regard to ROE, backed by a significant increase in net income attributable to the owners of the parent company (hereinafter “net income”), we improved by 2 percentage points from 4.4% in the prior fiscal year to 6.4%.

Regarding our performance forecast for fiscal year 2026, the second year of the plan: while the printing equipment business is expected to see a decline in both

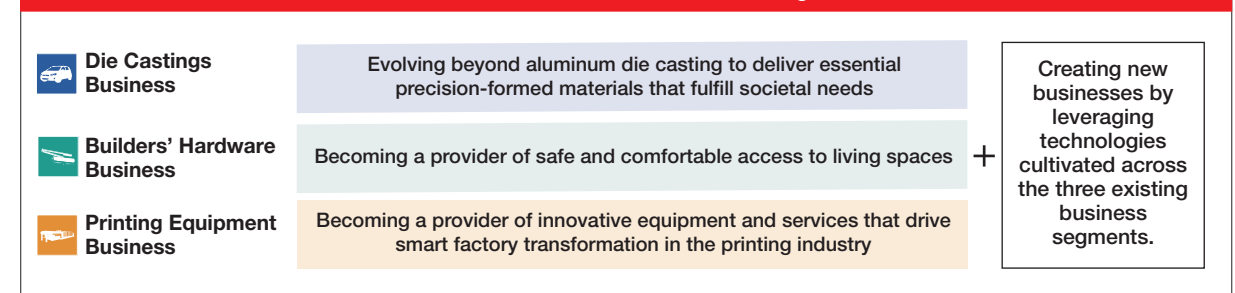
sales and profit, growth in net sales and profit in the die castings business and the builders' hardware business is expected to result in increases in net sales, operating income, and net income compared to the prior year. Ordinary income, however, is expected to decline by 1.3 billion yen year-on-year to 13.3 billion yen, as we anticipate a decrease in the foreign exchange gains and subsidy income recorded in the prior fiscal year.

Going forward, we will work toward achieving the net sales, ordinary income, and ROE targets set out in the medium-term management plan (2025–2027), while continuing to support the company's overall efforts from a financial management perspective with a view to achieving at the earliest possible date our Vision for 2035 of 450 billion yen in net sales, 27 billion yen in ordinary income, and an ROE of 9.0% or higher.

Ryobi's Vision for 2035



Vision for 2035 for Each Business Segment



Progress against the medium-term management plan (2025–2027)

	2025 forecast	2025 results	2026 forecast	2027 target
Net sales	¥305.0 billion	¥309.1 billion	¥313.0 billion	¥337.0 billion
Ordinary income	¥12.0 billion	¥14.6 billion	¥13.3 billion	¥15.0 billion
ROE	—	6.4%	—	7.0%

Financial strategies

Q How does Ryobi approach cash allocation and what are its objectives?

A To help investors understand our approach to generating cash and how we intend to deploy it, we have set out cash allocation targets for the three-year period from 2025 to 2027 in our medium-term management plan. Going forward, we hope to deepen communication with investors in line with our policy.

In the current medium-term management plan, we will strengthen profitability through expanded orders for strategic die cast products, cost reduction, and productivity improvements, generating more stable operating cash flow than in the past. In addition, through initiatives to improve asset efficiency (including the sale of cross-held shares), we plan to generate total funds of 80 billion yen or more. We will also make flexible use of interest-bearing debt as needed, raising funds in an agile manner in response to the scale and timing of strategic investments.

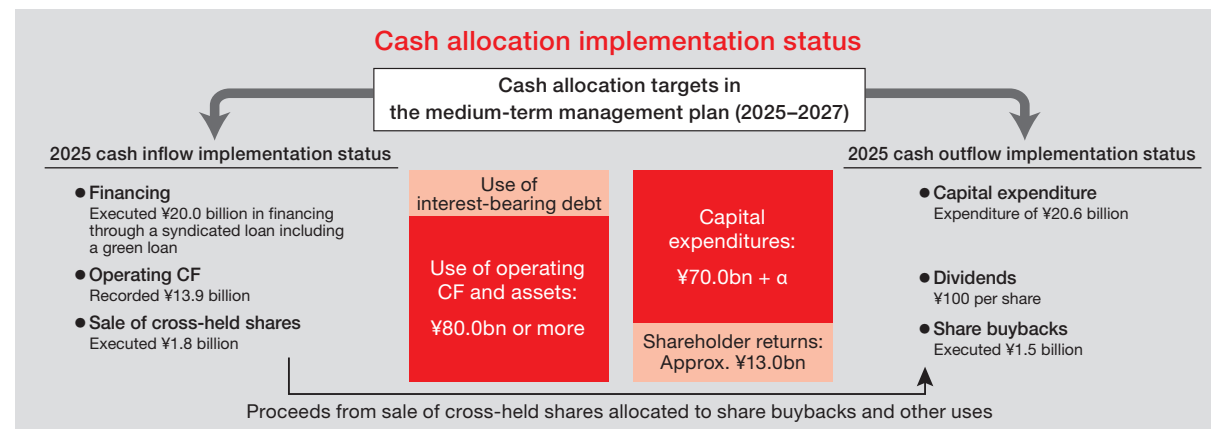
With regard to how we allocate the funds thus obtained: our first priority is to invest 70 billion yen or more in capital expenditure with a view to enhancing our corporate value. This will take the form of strategic investments targeting new orders for strategic products, capacity expansion, and technology development for large components such as giga casting. We are also aiming to expand into non-automotive sectors such as rail, marine, aerospace, and construction materials, and will advance investment in tandem with that expansion. In making investment decisions, we will also place importance on generating cash as early as possible, taking into

account payback periods and profitability.

We will also strengthen shareholder returns (including agile share buybacks based on an awareness of the optimal capital structure) and invest approximately 13 billion yen through the continued improvement of dividend levels. In this way, we plan to allocate funds in a balanced manner between growth investment for the future and enhanced shareholder returns.

In terms of cash inflows in 2025, the first year of the plan, in line with our policy of making effective use of interest-bearing debt, we executed 20 billion yen in long-term borrowing through a syndicated loan in September 2025. Operating cash flow amounted to 13.9 billion yen, and we also sold 1.8 billion yen of cross-held shares as part of our efforts to make effective use of assets. Trade payables decreased by 12.4 billion yen, partly due to the early payment of amounts owed to certain business partners as part of our drive to promote fair trade practices, which suppressed operating cash flow; however, we will continue working to further strengthen our earning power and improve working capital, with a view to maximizing operating cash flow.

On the cash outflow side, we carried out capital expenditure centered on technology development investment for large components such as giga casting, as well as shareholder return expenditure in the form of dividends and share buybacks. We will continue going forward to allocate funds in a balanced manner toward growth investment and enhanced shareholder returns.



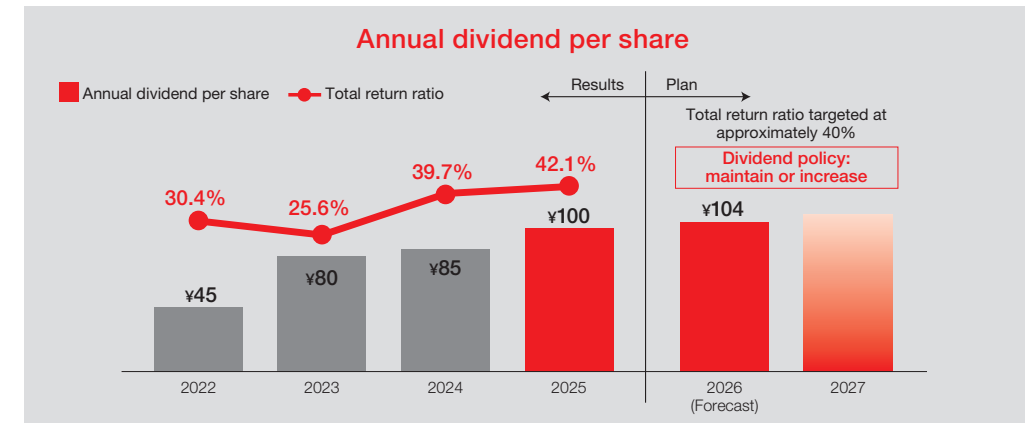
Q What is the shareholder return policy centered on progressive dividends, and what were the first-year results and the target for the current fiscal year?

A Our company's policy is to strengthen shareholder returns throughout the medium-term management plan period from 2025 to 2027. We have announced that our shareholder return policy adopts a progressive dividend approach, with a floor of 100 yen per share in the first year, maintained or increased thereafter, and a total return ratio target of approximately 40%. Taken together, these measures represent a clear commitment to our shareholders.

In terms of results, for fiscal year 2025 we paid a

dividend of 100 yen per share and executed 1.5 billion yen in share buybacks, resulting in a total return ratio of 42.1%.

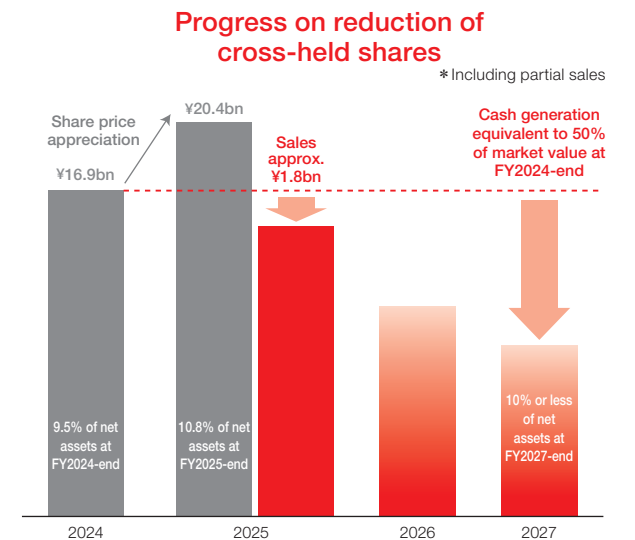
For the fiscal year 2026 dividend, under the progressive dividend policy described above, we plan an annual dividend of 104 yen per share (interim dividend of 52 yen, year-end dividend of 52 yen). We will also consider agile share buybacks, taking into account business performance and financial conditions. With regard to the dividend level, we intend to prioritize stability so as to avoid large fluctuations, while balancing against investment trends.



Q What is the status of the company's cross-held shares?

A Each year we review the rationale for holding our cross-held shares from both qualitative and quantitative perspectives and report the results to the Board of Directors. Going forward, taking market conditions into account, we will proceed with sales on a planned basis and work steadily to reduce our holdings. These efforts reflect not only our aim to improve asset efficiency, but also the broader trend toward unwinding cross-shareholdings.

In terms of 2025 implementation, we sold 8 issues centered on financial institution holdings for approximately 1.8 billion yen. The proceeds were applied to share buybacks and shareholder returns. On the other hand, due in part to recent share price appreciation, the market value balance of our cross-held shares rose to 20.4 billion yen, and the ratio of the book value of cross-held shares to net assets stands at 10.8%. We will continue to proceed with planned sales from 2026 onward.



Q What are the company's views on and approach to dialogue with the capital markets?

A Our company places great importance on dialogue with our shareholders and investors, and conducts small-group meetings and individual dialogue sessions involving myself and other members of senior management. Except during the silent period prior to earnings announcements (the period from the fiscal year-end through to the earnings announcement), we hold individual meetings in response to requests from institutional investors and major shareholders, engaging in dialogue with our shareholders and investors. We also conduct factory tours for institutional investors, ensure prompt information disclosure, and respond to investor inquiries received via our website. We will continue working to expand the information we provide. Through this dialogue, we aim to foster an accurate understanding of the distinctive characteristics and strengths of our business, and to translate that into improved corporate value and higher market evaluation.

At the same time, we aggregate comments received during individual meetings with institutional investors and major shareholders and report them to the Board of Directors on a regular basis. When securities analysts publish analyst reports, we also

report these to management, and provide ongoing reports on share price information including market conditions, share price trends, and trading volume analysis. Through these measures, we work to reflect the perspectives and opinions of the market in our management.

Going forward, by continuing to strive for timely and appropriate information disclosure, we will strengthen our information communications efforts with the aim of building a corporate group that earns the trust and confidence of our investors.



Earnings briefing for institutional investors and analysts

Business strategies



Die Castings Business

**Evolve beyond aluminum
die casting to deliver essential
precision-formed materials that
fulfill societal needs**

Hideki Tanifuji

Director and Corporate Officer
Divisional General Manager of
Die Casting Planning and
Development Division



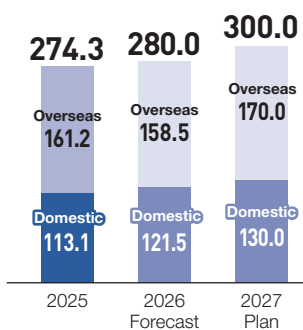
Financial results for 2025 and forecast for 2026

In 2025, net sales totaled 274.3 billion yen (up 6% year-on-year). This growth was driven by an increase in production volume (by weight) as automotive production continued to recover. The impact of raw material (aluminum) prices also drove this growth.

Operating income reached 11.3 billion yen (up 25% year-on-year). This occurred because the increase in net sales absorbed the rise in fixed costs. For 2026, we forecast net sales of 280.0 billion yen (up 2% year-on-year). This target is driven by net sales growth in Japan as new product launches progress. However, a decline in overseas net sales will offset this growth in Japan. Finally, we project operating income of 12.3 billion yen (up 9% year-on-year).

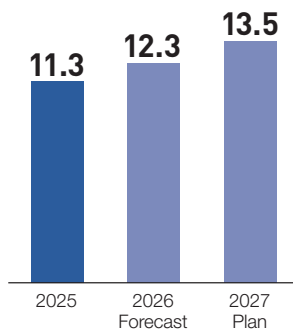
Net sales

(Unit: billions of yen)



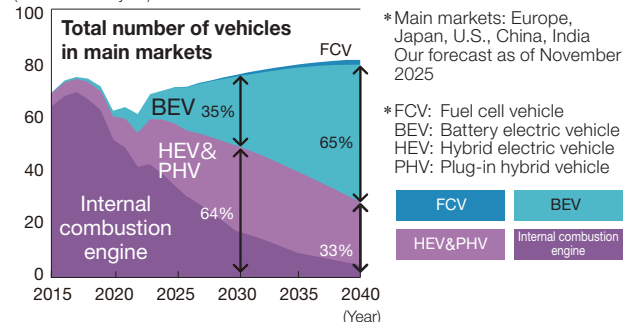
Operating income

(Unit: billions of yen)



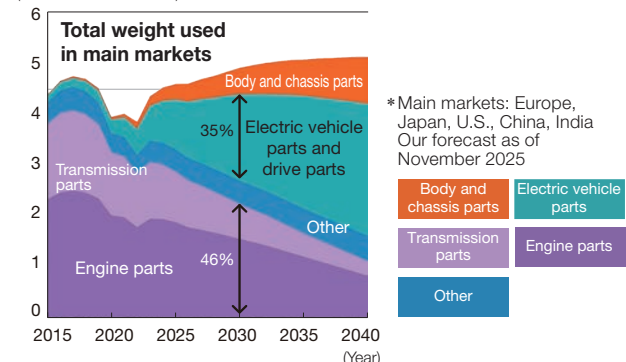
Automobile sales by power unit in main markets

(Unit: 1 million/year)



Weight of die castings used by part in main markets

(Unit: millions of tonnes)



Business environment awareness

Automobile sales in major global markets are expected to grow steadily through 2040. The medium- to long-term trend toward battery electric vehicles (BEVs) remains unchanged. However, a recent slowdown in adoption has occurred. Consequently, we estimate the 2030 BEV share will be 3 percentage points lower compared to the previous year's forecast. On the other hand, the shift toward hybrid electric vehicles (HEVs) is on the rise. Consequently, demand for die cast products as a whole is expected to remain robust.

Aluminum die cast products are widely used across four categories: "engines," "transmissions," "electric vehicle (EV) and drive parts," and "body and chassis parts." These products do not rely on any specific type of vehicle power source. In particular, sales volume is expected to increase for HEVs. Aluminum die cast products are used in all of these categories for HEVs. Therefore, we anticipate that demand will remain stable even as powertrain diversification progresses.

Ryobi's strengths in the die castings business

- Our vertically integrated system, which covers all operations from product development support and prototyping to die design and fabrication, casting, machining, assembly, and quality inspection
- Our global production structure
- Access to a variety of production methods
- Our R&D department capable of developing new materials, new production methods, and production technologies
- Access to a great number of large die casting machines
- Close collaboration with customers enabling us to make technical suggestions

Key challenges in the medium-term management plan

While perceiving the need for weight reduction and electrification of automobiles and strategically rearranging our customer and product portfolios (shifting toward lightweight and electric vehicle parts), with a view to achieving the medium-term management plan, improved profitability is required of the die castings business, which is Ryobi's core business. We also see technology development that anticipates future growth markets as essential.

1. Securing business for new products and expanding the customer base
2. Implementing appropriate pricing strategy and improving productivity
3. Developing technologies

Business strategies and key initiatives

We have formulated four business strategies in response to key challenges—enhancing profitability through price updates and productivity gains, strengthening sales and technology development for new product orders, exploring non-automotive markets and rebuilding global partnerships, and establishing technologies for large components (giga casting) and joining/securing—and we will work on the following key initiatives in relation to each strategy.

Enhancing profitability through price updates and productivity gains

1. Promoting cost recovery and unit price updates
2. Reducing man-hours in die manufacturing and automating indirect tasks
3. Reducing man-hours by automating quality inspections and inter-process transportation
4. Shortening lead times to ensure die competitiveness
5. Enhancing CAE analysis capabilities
6. Improving profitability through new manufacturing methods

Strengthening sales and technology for new product orders

1. Developing and selling new products based on domestic/overseas customer needs
2. Developing and selling strategic products for lightweight and electric applications
3. Engaging in early-stage customer development through prototype parts orders
4. Conducting cross-departmental, proposal-driven presentations with in-house technologies
5. Developing sustainable materials

Exploring non-automotive markets and rebuilding global partnerships

1. Investigating and developing new customers outside the automotive market
2. Promoting inter-company collaboration for lightweighting and electrification
3. Reviewing the global collaboration system and driving equipment investment
4. Enhancing management efficiency through asset utilization across all areas

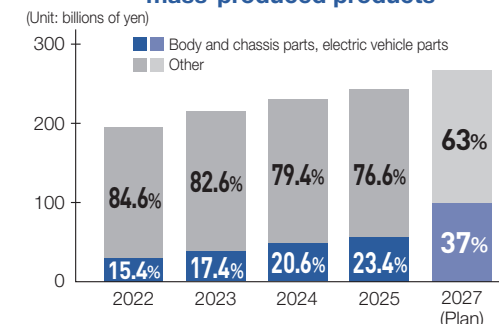
Establishing technologies for large components (giga casting) and joining/securing

1. Developing large components (giga casting) and securing prototype orders
2. Building production systems for large components (giga casting)
3. Collecting data for die manufacturing and casting conditions for standardization
4. Establishing joining technologies such as laser welding and friction stir welding (FSW)

Development and sales of strategic products contributing to automotive weight reduction and electrification

In our die castings business, we focus on weight reduction and electrification to meet major automotive industry needs. To achieve this, we aim to increase the sales composition ratio of strategic products to 37% by FY2027. These strategic products include body and chassis parts, and electric vehicle parts. The shift toward BEVs has slowed down in the U.S. Due to this slowdown, the sales composition ratio of strategic products for FY2025 fell short of the previous year's forecast by 1.5 percentage points, reaching 23.4%. We are currently seeing changes in the pace of market development. Despite these changes, we believe that certain medium- to long-term trends remain unchanged. These include vehicle weight reduction and mobility electrification to achieve carbon neutrality. We will continue to closely monitor market changes. Finally, we will contribute to the realization of a sustainable mobility society through the supply of products focused on our strategic product line.

Composition ratio of sales for mass-produced products



Through our pursuit of Ryobi-style giga casting, we aim to become a corporate group providing the essential precision-formed materials that fulfill societal needs.

Hideki Tanifuji

Director and Corporate Officer
Divisional General Manager of
Die Casting Planning and
Development Division

The electrification of automobiles is viewed as a medium- to long-term trend. However, its progress is not uniform. Variations are observed depending on region and application. Against this backdrop, a wave of transformation is spreading to the manufacturing processes for vehicle body structures, in addition to the electrification of powertrains, a prime example of this being large integrated die casting. This method is known as “giga casting.” It significantly reduces the number of parts. On the other hand, large integrated die casting presents numerous challenges, involving cost, quality, and applicable areas, so it will not replace all existing methods across the board. For die casting manufacturers, recent changes represent a business opportunity. At the same time, they represent a critical juncture. Here, profitability and competitive advantage are put to the test.

In this highly uncertain environment, technological superiority alone is not enough—comprehensive proposal capabilities are also required, and by working closely with customers at their development sites, we can present optimal solutions. Focusing on the evolution of aluminum die casting to meet the conflicting demands of weight reduction and high rigidity, we are expanding our business scope into new fields to strengthen our earnings base, simultaneously balancing growth investments with improved profitability to enhance profit margins, increase ROE, and maximize corporate value.

This feature section shows how Ryobi views change as an opportunity to achieve sustainable growth and improved profitability through specific strategies and initiatives, while continuously refining our manufacturing capabilities and technological expertise, the sources of our competitiveness.

Q As the automotive industry undergoes a significant transformation, what are the key strengths and competitive advantages of the company's die castings business?

A Automotive manufacturing methods are undergoing significant changes, centered primarily on battery electric vehicles, hereinafter referred to as BEVs. Among these methods, a specific technology is attracting particular attention. This technology is called “giga casting.” It uses ultra-large die casting machines to form body parts as a single, integrated piece from aluminum alloy. This process replaces components that previously consisted of tens to hundreds of stamped parts. Instead, it forms them as a single unit in a single casting. Consequently, it is expected to improve production efficiency while making vehicles lighter and more rigid.

Traditionally, overseas automakers have been actively adopting giga casting. However, Japanese manufacturers have not stood idly by. Each company has been exploring the introduction of giga casting. At our company, we have installed an ultra-large die casting machine with a clamping force of 6,500 tonnes. This is the first machine of its kind in Japan for a specialized die casting manufacturer. We installed it at our Kikugawa Plant in Shizuoka Prefecture. We have been providing full-scale prototyping services for large components there since March 2025.

Our strength lies in providing integrated solutions backed by an extensive, multi-year track record in aluminum die casting,

spanning die design and manufacture, which are essential for casting parts, to casting, part joining, and precision finishing. In particular, high-precision die technology is a critical factor. It determines the success or failure of giga casting. We take pride in our overwhelming competitive advantage in this area.

Casting analysis technology is also essential for producing high-quality die cast parts. Casting issues cause internal defects. It is not easy to accurately understand the mechanisms behind these defects. However, we possess a wealth of knowledge based on our unique, experience-based engineering. For these reasons, we believe that even if giga casting becomes the dominant method in automotive production, we will still demonstrate solid international competitiveness.

Notably, we have used “high-vacuum die casting” since around 2000 to manufacture automotive subframes, which are positioned beneath the chassis to support the engine and transmission. We have already delivered 14 million units to automakers worldwide and maintained a record of zero market complaints to date. This track record will undoubtedly provide us with an overwhelming competitive advantage in the giga casting competition.

Q What initiatives are underway for forward-looking manufacturing, and what results have been achieved?

A At the Kikugawa Plant, we have a large-component prototyping line. At this line, we focus our research and development on refining specific technologies that anticipate next-generation manufacturing needs. In the past, we tended to pursue product commercialization based on orders received from customers. Now, we strive to conduct research and development based on medium- to long-term technology forecasts. Our investment in the Kikugawa Plant is a strategic commitment aimed at ensuring sustainable growth over the long term. Next-generation automobiles require weight reduction, high rigidity, and reduced environmental impact. We are actively advancing initiatives aimed at achieving these goals. At the same time, we are accelerating our efforts to propose solutions to our customers.

We also pursue prototyping using giga casting. Through this process, new challenges are gradually coming to light that were not apparent with conventional die clamping forces of around 3,000 tonnes. We are steadily addressing these challenges. By doing so, we are achieving significant results in improving the quality of aluminum die casting itself.

The automotive industry holds even greater expectations for us than we anticipated. We participated in the EUROGUSS trade show held in Nuremberg, Germany, in January 2026. At this show, the number of visitors to our booth nearly doubled compared to our previous exhibition two years prior, and we engaged in dozens of concrete business discussions. The environment surrounding the die castings business is undergoing significant changes. Amid these changes, we strongly felt the high level of interest in our company.



Rear underbody cast using an ultra-large die casting machine.
Prototype shown from the underside of the vehicle (148 cm × 134 cm × 37 cm).

Business strategies

Q As the next generation of aluminum die casting is actively pursued, what growth opportunities exist in new fields outside the automotive industry?

A Expanding well beyond the automotive sector, our large-component manufacturing by giga casting technology is drawing widespread interest across diverse industries, including construction and agricultural machinery, shipbuilding, railways, and aerospace. In particular, we have received numerous inquiries from specific customers. These customers previously relied on labor-intensive manufacturing processes. An example of this is machining parts from aluminum billets. We receive a steady stream of requests from customers. They say, "We'd love to tour the giga casting facility." In addition to these requests, we have received dozens of requests for specific prototypes and mass-production quotes. These requests arrived within just six months.

Our company has traditionally focused on the automotive sector. Therefore, we are making efforts to propose our technology to customers across a wide range of industries. Currently, our in-house new business development sales team is actively engaged in its work. The feature of this team is its agile, cross-functional structure, uniting experts from sales, R&D, design, and production to swiftly address diverse



Visualization of internal defects using advanced X-ray inspection system

customer inquiries and requests, which is the team's strength. Moving forward, under the "One Ryobi" framework, we are determined to pioneer new possibilities in the die casting field.

Q What specific initiatives are underway to further enhance overall competitiveness?

A While we are making efforts regarding giga casting, we are committed to driving technological innovation across the entire field of aluminum die casting. For example, as the industry pursues one-piece body die casting, the use of multi-material designs is gaining attention. These multi-material designs address energy absorption (EA)

challenges. Traditionally, many automakers have extensive expertise in steel shock absorbers. However, there are many unknown factors regarding energy absorption with aluminum, which creates high expectations for the expertise we possess. If aluminum die casting can address both EA and the need for increased rigidity through integrated die casting, it holds immense potential and could truly be called a game-changer.

Another major challenge exists for our company. This challenge is our initiative to "evolve beyond aluminum die casting to deliver essential precision-formed materials that fulfill societal needs," as outlined in our Vision for 2035 for the Die Castings Business. Our company's capabilities extend beyond high-pressure die casting to include gravity casting, low-pressure casting, hot forging, and even plastics. We build on this track record to significantly expand the possibilities of essential precision-formed materials. Mastering die technology is essential to this foundation. Based on our corporate slogan of "Aiming to be the world's leading die castings business," we will continue driving this technological innovation.



Q What key challenges must be overcome on the path toward the Vision for 2035?

A Our greatest challenge lies in digital transformation (DX). Through DX, we want to thoroughly quantify and standardize our technologies, which have traditionally relied on experience and intuition. This standardization is precisely what the entire company is currently working toward. Our die casting production sites have accumulated numerous pieces of empirical knowledge. Workers know that "if you do it this way, it will work." However, leaving this as tacit knowledge will limit our business expansion and our ability to develop talent.

Furthermore, it is crucial to venture beyond the automotive sector into new fields. In these fields, we must accumulate

experience in handling a wide variety of products and conditions. We must then systematize this data—including manufacturing conditions, die design, and troubleshooting processes—so that we can confidently state, with solid evidence, "We can handle this field without any issues."

In my view, people grow through hands-on experience. True technological expertise is only acquired by boldly taking on new challenges and going through repeated trial and error. I believe we must quantify this experience and transform it into a shared asset for the organization to grow our business toward 2035.

Q How will Ryobi transform as the company progresses toward its Vision for 2035?

A Our core mission leading up to 2035 lies in transforming Ryobi's corporate culture. This theme focuses less on the technology itself. Until now, we have been thoroughly committed to maintaining high quality. And, we have strictly adhered to delivery deadlines for automakers. At the same time, we have pursued efficient and stable manufacturing. As a result, we have built up a strong reputation for reliability. However, I feel this focus has also led us to avoid failure. Consequently, we have become overly cautious about new proposals and challenges.

However, it is only natural that 80% or 90% of new challenges will fail. What matters is cultivating the seeds of

success, which means focusing on the remaining 10% or even just 5% of those seeds. We cannot achieve business diversification or new growth by merely continuing along the same path. That is precisely why we must dare to take on challenges and accept failure. It is essential that we transform our corporate culture in this direction. While building on our strengths of high quality and stable supply, we must evolve into an organization that is unafraid to take on new challenges. I believe this evolution represents Ryobi's organizational transformation toward our 2035 vision, which will ultimately lead to our true competitive strength.

Transforming the Die Castings Business Driven by Production Sites

Next-generation die casting strategy gains full momentum at our production sites

Currently, I serve as plant manager of the Shizuoka Plant. In addition to this role, I am also in charge of the Kikugawa Plant, which specializes in prototyping large components. The environment surrounding the automotive industry is rapidly changing. Given this situation, I recognize a specific challenge for the Kikugawa Plant. We must face reality head-on and identify growth opportunities. We must also respond effectively to the areas where we should expand in the future.

We began providing prototyping services for large components in March 2025 using an ultra-large die casting machine, with a clamping force of 6,500 tonnes, installed at the Kikugawa Plant. Through prototyping, we create components that have never existed before. By tackling the process of verifying their strength and quality, we believe we can engage more deeply with our customers' development teams to create new earnings models that generate business opportunities.

Moving forward, we will focus our die castings business on BEV (battery electric vehicle)-related fields, as well as body and chassis parts. As the shift from steel to aluminum progresses particularly in the body and chassis sector, we believe we can deliver two major values: contributing to vehicle weight reduction, and providing value as a sustainable material.

Steel sheets are becoming thinner, while the performance of high-tensile steel is improving. Due to these factors, steel does offer certain solutions from the perspective of weight reduction. That is precisely why the value of aluminum becomes so important. It serves as a sustainable material, which is our other key focus. We will establish a production

system for aluminum die cast parts that centers on maximizing the performance of castings as materials contributing to a circular economy, including recycling and reuse.

Moreover, we will expand into new industrial component sectors—such as BEV motor-related parts and control system components—positioning these emerging fields as key business opportunities as we build our expertise. The Kikugawa Plant is ideally situated and equipped to handle the launch of new components and the construction of new processing lines. Ultimately, it will serve as the core base for bringing these challenges to fruition.

Building a competitive advantage by correctly grasping the essence of giga casting

Regarding the future of giga casting, we believe it is unlikely that all vehicles will fully transition to this technology—at least within the current trajectory of the Japanese automotive industry. The primary barrier is cost. For example, for Japanese subcompact (*kei*) car manufacturers, welding steel sheets to produce and assemble dozens of body and chassis parts costs approximately tens of thousands of yen. In contrast, switching to giga casting entails die fabrication costs of 200 to 300 million yen, and the cost of components produced via integrated casting could easily exceed ten times current levels.

Given that giga casting requires substantial capital investment and a fundamental shift in production systems, we believe it is unlikely to be economically viable in practice, except for high-end vehicles in the D-segment and above. Furthermore, while giga casting can certainly transform manufacturing, the optimal solution varies by vehicle segment.

A blanket switch to this technology is simply not realistic.

The reason emerging overseas manufacturers have been able to adopt giga casting, even for mass-market vehicles, is that they were not constrained by existing factories or infrastructure; they built their plants from the ground up. Additionally, in certain regions, the vast majority of capital investment is covered by government subsidies. In contrast, Japanese manufacturers possess vast supply chains, OEM assembly plants, and existing production lines built over many decades. Discarding these entirely to transition fully to modular production using giga casting is impractical.

The key lies in determining which aspects of our operations can be transformed, to what extent, and through what means—all while leveraging Japan's core strength: its existing manufacturing infrastructure. The true challenge is not a complete overhaul, but rather finding an optimal, realistic path for evolution. At Ryobi, we are prioritizing this grounded perspective as we advance our giga casting initiatives.

While commercialization of giga casting poses significant cost challenges, the technology undeniably offers benefits that extend beyond large-part manufacturing and production efficiency. Vehicles with bodies and chassis manufactured via giga casting demonstrate exceptional performance in terms of driving dynamics, cabin quietness, and vibration dampening. In other words, manufacturing by giga casting has the potential to offer a distinct competitive advantage in ride comfort. As the dual nature of giga casting advantages and disadvantages becomes increasingly clear, Ryobi will accelerate its giga casting prototype efforts at the Kikugawa Plant. Building on these trials, we will pursue innovative approaches to next-generation vehicle manufacturing while strategically expanding future business opportunities.

In 2026, we will take a leap forward to become a solution provider that delivers precision-formed materials

Our prototyping services for large components at the Kikugawa Plant are now in full swing. Because of this, we will focus our efforts on the prototyping business for BEV-related, body, and chassis parts. Furthermore, we plan to make a significant leap in the medium to long term to become the solution provider that delivers precision-formed materials, as outlined in our medium-term management plan. Through repeated trial and error with giga casting, we continuously discover new possibilities that go beyond the boundaries of conventional aluminum die casting. This shift represents nothing less than a major opportunity for our company.

The year 2026 will be a major turning point for our company. During this year, the potential and challenges of giga casting will become clearer. While international competition is intensifying, this year will serve as a starting point for showcasing our strengths to the world, including our industry-leading measurement technology. The high clamping force of giga casting tends to attract the most attention. However, advanced measurement technology is indispensable for precision manufacturing. We have rolled out our proprietary Ryobi Die Casting Monitoring System across all our factories since 2000, and it is now installed on every die casting machine. This setup enables us to manage the entire process using numerical data, from the filling of molten metal through solidification to quality inspection after the product is completed. Furthermore, we have collected a vast amount of data over a quarter-century. The insights derived from this data serve as the source of our competitive advantage.

We look ahead to the next five years. For this period, we have largely established a roadmap for expanding our business focused on BEV-related, body, and chassis parts. We will continue to manufacture products that accurately meet market needs. We also look even further into the future. By broadening the scope, level, and granularity of our production technologies, we plan to build a system capable of responding to any game-changing developments.

Ryusuke Izawa

Plant Manager of Shizuoka Plant
Die Casting Manufacturing Division

Business strategies



Builders' Hardware Business

Become a provider of safe and comfortable access to living spaces

Taichi Shimizu

Corporate Officer
Divisional General Manager
of Builders' Hardware Division



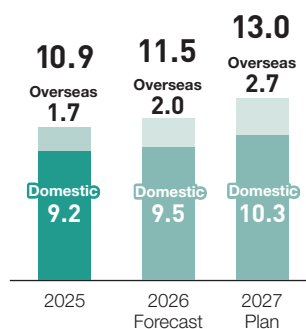
Financial results for 2025 and forecast for 2026

In 2025, net sales decreased both in Japan and overseas, resulting in consolidated net sales of 10.9 billion yen (a 2% decrease year-on-year). Regarding earnings, the builders' hardware business returned to profitability thanks to productivity improvement initiatives and the contribution from the Chinese manufacturing subsidiary acquired last year, resulting in an operating income of 0.1 billion yen.

For 2026, we anticipate net sales growth in both domestic and overseas markets, with net sales expected to reach 11.5 billion yen (up 6% year-on-year). Operating income is projected to reach 0.2 billion yen, driven by higher net sales.

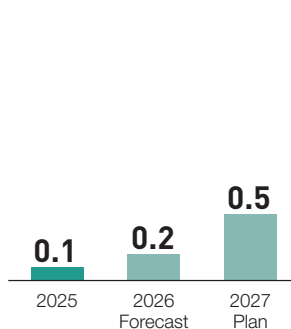
Net sales

(Unit: billions of yen)



Operating income

(Unit: billions of yen)

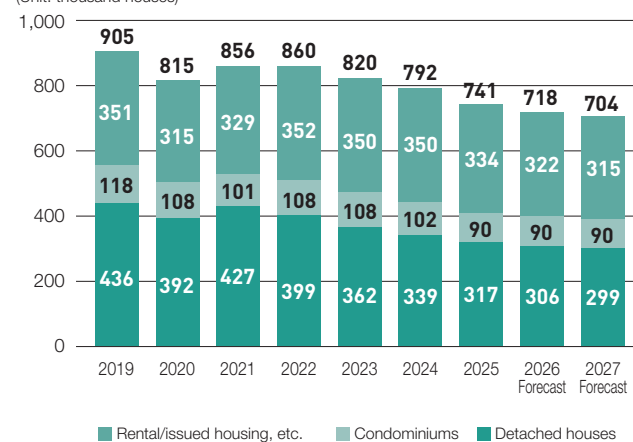


Business environment awareness

In Japan, we expect the overall market for builders' hardware for residential and commercial buildings to contract gradually due to a decline in new housing starts. However, against the backdrop of changing social structures, we anticipate that demand for barrier-free design—which enhances comfort in daily life—will continue to grow. Overseas, we expect demand to expand in large economies like North America, as well as in Southeast Asia, where economic growth is projected. Furthermore, smart homes and intelligent buildings utilizing ICT are becoming increasingly widespread within the construction market. Consequently, demand for network integration and automation in door-related products is growing even stronger, and we believe that providing next-generation solutions that balance convenience and security is one way to meet future societal needs.

Number of new houses constructed in Japan

(Unit: thousand houses)



Ryobi's strengths in the builders' hardware business

- High market share in the domestic door closer market
- Ability to closely respond to customer needs and develop products and services to match these needs
- High productivity through labor saving and factory automation
- Product lineup not only providing comfort and functionality but also contributing to the overall design of spaces where used
- Consistent supply capabilities using domestic and overseas production facilities

Key challenges in the medium-term management plan

Amid expectations that the domestic builders' hardware market will shrink, we regard our ability to increase profitability as an urgent issue. Alongside the popularization in recent years of smart homes and intelligent buildings that utilize ICT, there is an increasing need for network integration and automation in door-related products. We intend to develop products with high added value and strengthen sales in response to this rapidly changing market environment. In addition to promoting the expansion of sales channels in overseas markets where demand is expected to increase, we are also working to create optimal location production systems while improving productivity and quality at our plants in Japan, China, and Taiwan.

1. Enhancing products and expanding global sales
2. Promoting optimal location production and cost reduction
3. Developing the market for access solutions

Business strategies and key initiatives

We have formulated four business strategies in response to key challenges—driving sales of high-value-added products, enhancing product offerings and sales for overseas markets, improving productivity across all processes, and establishing the Access Solutions Business to address door-related challenges—and we will work on the following key initiatives in relation to each strategy.

Driving sales of high-value-added products

1. Enhancing spec-in initiatives for the GEOPRO and RUCAD series
2. Expanding product lineup

Improving productivity across all processes

1. Promoting labor-saving and automation in production processes
2. Reducing inventory levels of finished goods and work-in-process items

Enhancing product offerings and sales for overseas markets

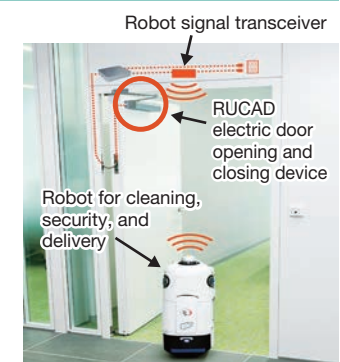
1. Expanding internationally certified products while boosting price competitiveness for standard models
2. Strengthening partnerships with distributors in the U.S. and Southeast Asia

Establishing the Access Solutions Business to address door-related challenges

1. Enhancing brand value by promoting the expanded sales of automatically opened and closed products for hinged doors (RUCAD series)
2. Leveraging external resources

Driving sales of high-value-added products

Regarding our builders' hardware business, we are working to expand sales in the domestic market by broadening the lineup of our flagship GEOPRO Series—which features high-end design—and our RUCAD Series of electric door opening and closing devices. We are also developing access solutions to address various challenges related to doors. As part of these efforts, we have successfully demonstrated a system that enables robots to automatically pass through swing doors using the RUCAD. This technology makes it easier to introduce robot-based services even in existing buildings. Moving forward, by providing solutions to door-related challenges through the combination of RUCAD and peripheral devices, we will continue to address diverse societal needs. These include creating barrier-free environments where everyone can move about freely, and building robot-friendly environments.



Enhancing product offerings and sales for overseas markets

As regards overseas markets, we are executing a sales expansion strategy that prioritizes North America and Asia. Specifically, we are expanding our product lineup to comply with international standards while enhancing the price competitiveness of our volume zone products. This framework enables us to agilely introduce products tailored to the specific market needs of each region. In the United States, we are focusing on restructuring our distributor network alongside developing and upgrading our sales promotional materials and technical information. Concurrently, we are strengthening our local sales support infrastructure through regular sales visits and product briefings conducted by Ryobi representatives. Meanwhile, in the Asian market—particularly within ASEAN nations such as the Philippines, Vietnam, Thailand, and Singapore—we are deepening partnerships with Japanese enterprises operating in these regions while accelerating the development of local sales infrastructure. These allow us to advance locally based sales activities tailored to customer needs.

Business strategies



Printing Equipment Business

Become a provider of innovative equipment and services that drive smart factory transformation in the printing industry

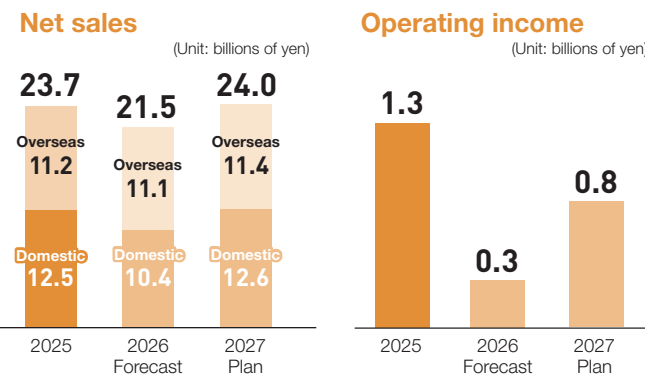
Katsushi Hirokawa
President
RYOBI MHI Graphic Technology Ltd.



Financial results for 2025 and forecast for 2026

In 2025, net sales totaled 23.7 billion yen (a 2% decrease year-on-year). An increase in overseas sales was offset by a decline in domestic sales. Operating income was 1.3 billion yen (up 41% year-on-year). This growth was driven by productivity improvement initiatives, despite the impact of rising raw material prices.

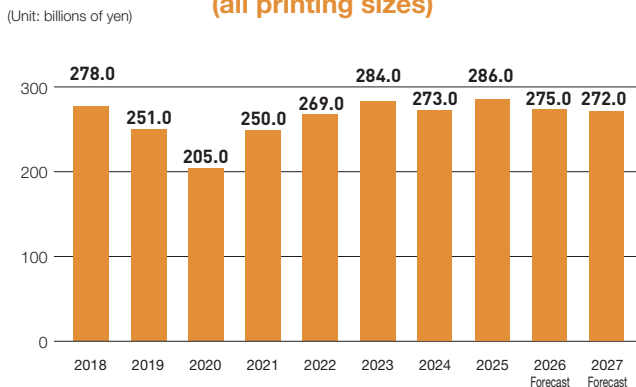
For 2026, net sales are projected to reach 21.5 billion yen. Overseas sales are expected to remain flat, while domestic sales are projected to decline. Operating income is projected to be 0.3 billion yen (down 77% year-on-year). This decrease is driven primarily by lower net sales in Japan.



Business environment awareness

Because of the transition to digital media, the trend toward a long-term decline in the printing of publications such as magazines and books, and in commercial printing business such as fliers, advertising mail, and pamphlets is forecast to continue. On the other hand, demand in the packaging printing market—which includes product packaging materials—is strong worldwide. Consumer demand for eye-catching special finishes, including glossy effects and 3D designs, is rising. Consequently, we anticipate that demand for high-quality, high-productivity printing presses will remain stable going forward. However, in the near term, uncertainty in the printing market is increasing due to changes in the external environment. These include the impact of tariffs from U.S. trade policies and the slowdown in the Chinese economy. In the domestic market, serious labor shortages due to a declining birthrate and aging population and a decline in the number of skilled workers remain a key challenge. As the shift towards high product variety, small batch sizes, and short lead times accelerates, there is a growing need not only for improved printing press performance, but also for automation and labor-saving measures across the entire production process. Meanwhile, overseas markets in developed countries—primarily Europe and the United States—are expected to contract. However, we anticipate medium- to long-term market expansion in emerging economies. This growth will focus particularly on India and Southeast Asia.

Global market for sheet-fed printing presses (all printing sizes)



Ryobi's strengths in the printing equipment business

- Broad domestic customer base
- Sales network covering more than 170 countries
- Wide variety of products from small to large format to meet our customers' needs
- High development capability to meet customer needs

Key challenges in the medium-term management plan

As the commercial printing market shrinks, with a view to increasing sales in the market for printed packaging, which remains strong, we are promoting the development of printing presses for packaging materials. We also believe that we need to work on reducing manufacturing costs because of a lower profit ratio caused by soaring raw material prices.

While perceiving the need for automation and labor saving across printing company plants overall, we believe it is necessary to promote support for the creation of workflows from pre- to post-printing processes in a network that links the devices necessary for producing printed materials.

A printing press comprises several tens of thousands of parts, and if the procurement of just a single one of those parts is delayed, this has a knock-on effect, and it may no longer be possible to manufacture the printing press in question. As such, it is necessary to build a stable supply network.

1. Enhancing responsiveness to customer needs
2. Strengthening supply chain resilience
3. Securing new products and service

Business strategies and key initiatives

We have formulated three business strategies in response to key challenges—strengthening competitiveness through customer-centric development and manufacturing cost efficiency in equipment sales, driving revenue growth through strengthened customer relationships in maintenance services, and acquiring new products for the launch of print factory optimization services—and we will work on the following key initiatives in relation to each strategy.

[Equipment sales] Strengthening competitiveness through customer-centric development and manufacturing cost efficiency

1. Enhancing the development of innovative products driven by customer needs
2. Strengthening the ability to tailor solutions to individual customer requests
3. Strengthening competitiveness in quality, cost, and delivery lead time in collaboration with suppliers

[Maintenance services] Driving revenue growth through strengthened customer relationships

1. Supporting stable operations through proactive inspection and maintenance proposals
2. Strengthening support for improving customer sites through enhanced technical exchange forums
3. Promoting proposal activities for customers to upgrade their machines and enhancing the capability to address their needs

Acquiring new products for the launch of print factory optimization services

1. Strengthening the collection of customer requirements through comprehensive support for factory optimization assessments
2. Enhancing solution proposals by integrating the technologies, products, and services of partner companies

Strengthening development of innovative products based on customer needs

At CHINA PRINT 2025 (May 15–19), Asia's largest trade show held every four years in Beijing, we exhibited the RMGT 1060LX-8+CC+DU+CC+LD, a B1-size 8-color offset press belonging to our flagship RMGT 10 Series. Equipped with a double coater and an LED-UV drying unit, this press enables high-value-added printing—such as white underprinting and varnishing—in a single pass with rapid drying. The machine combines high paper feeding and delivery performance with continuous operation capabilities. Consequently, it dramatically improves productivity in thick paper printing, and meets the demand for efficiency and automation in the robust packaging printing market. Following the exhibition, the press was delivered to a leading packaging printing company in Henan Province, China, where it is contributing to productivity improvements.



RMGT 1060LX-8+CC+DU+CC+LD

Ryobi's DX strategy

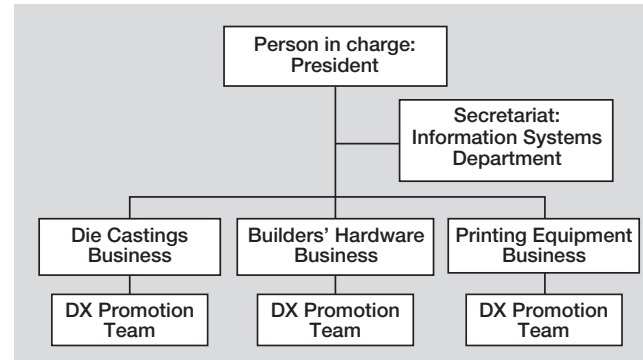
Basic approach

Ryobi is driving digital transformation (DX) under its DX vision: Creating a lighter world through digital means, while embracing challenges and transformation.

In a rapidly changing business environment, we do not view DX merely as a tool for improving efficiency. Instead, we position it as a driving force for “embracing challenges and transformation” in uncharted territory. Our goals are to realize a sustainable society and enhance corporate value.

Organization

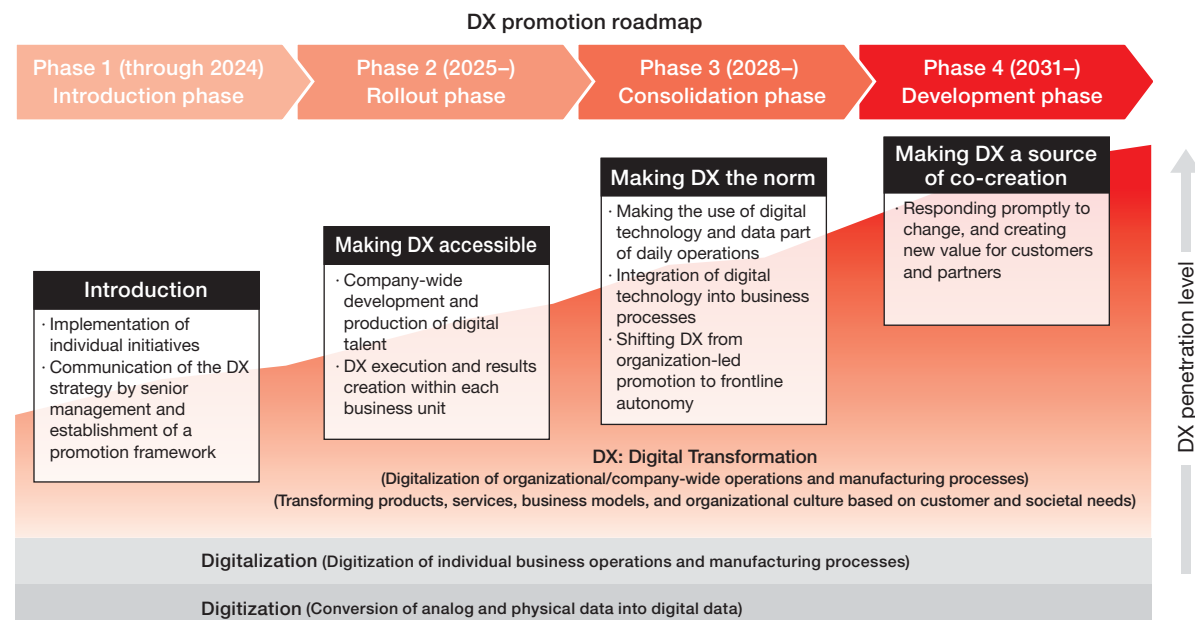
The DX Promotion Committee, chaired by the President, meets every six months to formulate company-wide DX strategies and priorities. This committee monitors individual initiatives and oversees transformation across diverse business processes. These actions optimize and allocate our management resources effectively. Furthermore, each business unit takes the lead in promoting DX within its own workplace. This approach ensures rapid, coordinated decision-making across the entire Group and the effectiveness of the initiatives, while striking a balance between frontline-led transformation and company-wide optimization.



Promoting DX

Our DX initiative aims for a phased evolution in line with the depth of our digitalization. During the “introduction phase” through fiscal 2024, we launched a DX Working Group with members from each business unit to promote the launch of specific initiatives and the fostering of core talent. Starting in fiscal 2025, during the “rollout phase,” we are focusing on building a company-wide generative AI environment and establishing a digital talent certification program as our main pillars. By creating an environment where employees can experience DX firsthand, we raise overall digital literacy and accelerate concrete results in each business unit through the DX Promotion Committee. In the “consolidation phase” beginning in fiscal 2028, we will shift from organization-led promotion to true autonomy, where each employee masterfully utilizes digital tools with a proactive purpose. By embedding this normalization of DX throughout the company, we will enhance our organizational agility. Furthermore, in the “development phase” beginning in fiscal 2031, we aim to evolve DX into a core source that enables us to adapt rapidly to societal changes and create new value.

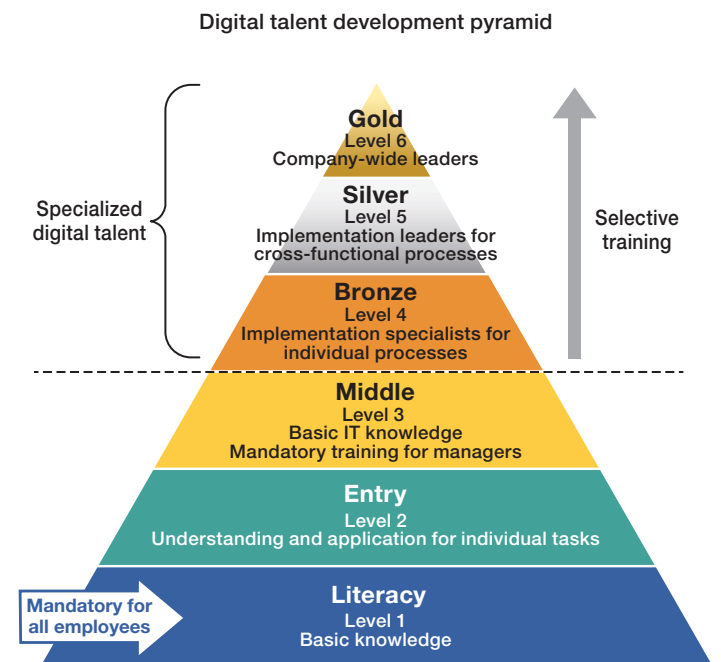
We believe this phased approach—moving from digitizing analog data, through business optimization, and ultimately to full DX—is a steady path toward enhancing our manufacturing competitiveness. We will leverage digital technology to realize a “lighter world” and drive our transformation into an organization that leads sustainable growth.



An environment supporting DX initiatives

To establish a solid foundation for accelerating DX, we are improving our environment by strengthening digital talent development and enhancing our infrastructure. To visualize employee digital skills and promote continuous growth, we introduced our proprietary Digital Talent Certification framework in fiscal 2026. We established six certification levels corresponding to proficiency, ranging from basic digital literacy to advanced expertise. These levels link directly to our human resources system for skill development. By positioning training participation and certification attainment as integral parts of career development, we support self-directed skill enhancement, and strengthen our overall capacity for transformation.

Furthermore, to enable all employees to master the latest technologies and use them as personal strengths, we established a secure generative AI environment accessible to the entire workforce. Employees utilize this environment to streamline daily operations, generate diverse ideas, and search for accumulated technical know-how. Through these initiatives, we are fostering a corporate culture where all employees can experience digital transformation firsthand, and take pleasure in embracing new challenges.



Concrete initiatives

In our die castings business, we are promoting the visualization of equipment operating status by leveraging IoT technology. By collecting real-time data on utilization rates and downtime, we can instantly identify shop floor bottlenecks through a unified dashboard, thereby strengthening our manufacturing capabilities. This accelerates the PDCA cycle for continuous improvement, and drives substantial productivity gains.

In our printing equipment business, we have introduced an advanced AI-powered drawing data analysis platform to eliminate reliance on individual skills in parts procurement and cost estimation, which previously depended heavily on the experience and knowledge of experts. By utilizing AI to analyze the shapes within our vast repository of technical drawings and automatically linking them with procurement histories and quality data, we have established a framework that enables rapid selection of optimal suppliers and quick evaluation of price validity. Through these efforts, we aim to further enhance our competitiveness by digitalizing advanced technical expertise and optimizing procurement costs. Moving forward, we will continue to fuse our manufacturing capabilities with digital technologies to transform our operations and pursue the creation of new added value in manufacturing with digital technology.

Hosting DigiFes

As part of our DX initiatives, we host “DigiFes” to promote the company-wide adoption and utilization of digital technology. This event has been held twice a year since fiscal 2024, and continues through fiscal 2026. The program features introductions to no-code tools, sharing of actual business improvement case studies, and direct consultations with developers, all of which foster a digital mindset.

By continuously providing these opportunities for dialogue and knowledge sharing, we will maximize employee digital capabilities, and solidify an organizational culture that responds to change flexibly and autonomously.

Promoting sustainability

The Ryobi Group Basic Sustainability Policy

Reflecting its corporate philosophy of “Create a Sound and Dynamic Corporation through Technology, Trust and Challenge,” Ryobi considers fulfilling its social responsibility to ensure sustainable value and help realize a sustainable society to be fundamental to management. Accordingly, we strive to solve social issues through our business activities, aiming not just to be an economic entity pursuing profit through fair competition but also to retain the trust of society as a whole.

Ryobi works to ensure a sound and dynamic corporate culture and further strengthen governance and will continue creating a sustainable and abundant future while fostering greater trust with stakeholders.

Priority areas of focus

Based on the above basic policy, we have defined the following priority areas from the perspectives of E (Environment), S (Social), and G (Governance). To enhance corporate value over the medium-to-long term, we have established activity themes, indicators, and plans targeting the resolution of particularly important social issues from a materiality perspective within our medium-term management plan, and are advancing our sustainability initiatives.



Environment

- Concern for the global environment



Social

- Coexistence with local communities
- Contributions to society through business activities
- Strengthening customer trust
- Coexistence and mutual prosperity with suppliers and responsible procurement activities
- Respect for human rights
- Promotion of occupational safety and health
- Creation of vibrant workplace environments

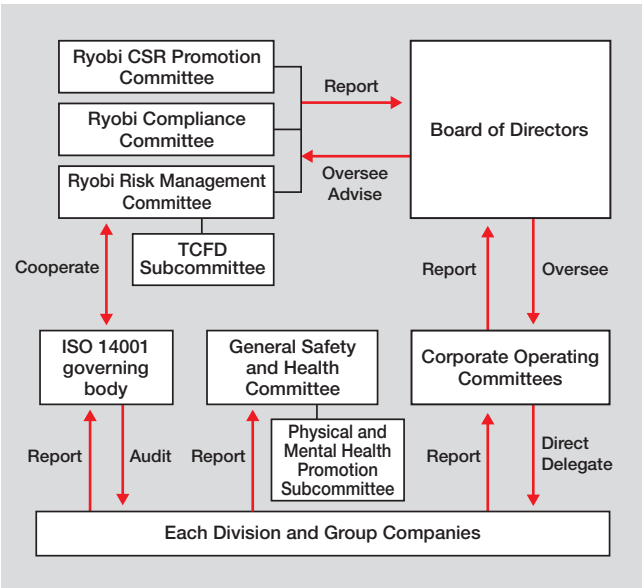


Governance

- Compliance with laws, regulations, and ethical standards
- Risk management
- Proactive disclosure of corporate information

Organization

Decisions on important matters related to Ryobi's sustainability (deliberation and resolution), as well as oversight of related activities, are the responsibility of the Board of Directors, while the status and progress of sustainability initiatives are monitored through the various corporate operating committees led by corporate officers. In addition, to strengthen governance, the Board of Directors has established the Ryobi CSR Promotion Committee, the Ryobi Compliance Committee, and the Ryobi Risk Management Committee, all chaired by the President and CEO. Departments and committees responsible for environmental conservation, social contribution, compliance, fair trade, information disclosure, risk management, and related areas work across organizational boundaries to advance sustainability activities.



Environmental initiatives

TCFD-related measures

As people are becoming more aware of increasing climate change and natural disasters being urgent global issues, the importance of corporate actions to create a sustainable society to resolve climate change issues is growing by capitalizing on the opportunity of the adoption of the Paris Agreement by the United Nations.

Ryobi is utilizing the framework of recommendations of the TCFD (Task Force on Climate-related Financial Disclosures) for our climate-related financial disclosures. We have taken actions to realize the identified opportunities and perform risk management according to the TCFD recommendations as we pursue the goals of contributing to achieving carbon neutrality and the sustainable development of our company.

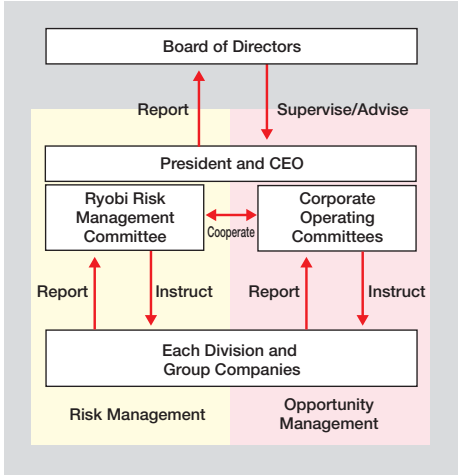


Governance

Under the supervision of our Board of Directors, climate change-related risks are integrated into and managed as part of the company-wide risk framework by the Ryobi Risk Management Committee, while opportunity management, including the establishment of management strategy and management of progress, is handled by the Corporate Operating Committees.

The Ryobi Risk Management Committee, chaired by the President and CEO, has been established in accordance with our risk management regulations in order to supervise and manage risk. The Committee performs tasks such as evaluating and managing risks related to climate change and other company-wide risks, as well as planning responses and monitoring the progress of implemented measures. Once a year, the Committee reports to the Board of Directors on climate change and related risks that Ryobi has identified as particularly important, along with the status of the company's responses. The Board provides supervision and advice to the Committee, ensuring that these considerations are systematically integrated into business management.

The Corporate Operating Committees meet once a month or more with the President and CEO serving as the chair of all meetings. Among these, management strategy planning meetings are held once or more a year and management strategy progress meetings are held once or more a quarter, both with the participation of members of the Board of Directors, at which climate-change issues are considered as an important element in the comprehensive discussions and decisions made in these meetings.



Strategy

In accordance with the framework advocated by the TCFD, we identified climate change-related risks and opportunities by examining both company-wide issues and those specific to each of our businesses: die castings, builders' hardware, and printing equipment. In order to analyze these risks and opportunities, we have assumed a 2°C scenario and a 1.5°C scenario to make transitional impacts apparent, and a 4°C scenario to make physical impacts apparent, and then performed corresponding scenario analyses. Through this process, we have identified climate change-related risks and opportunities critical to our short-, medium-, and long-term operations, while examining their medium-term impact potential and developing appropriate strategic responses.

Risk management

Guided by our basic risk management policy, the Ryobi Risk Management Committee identifies material climate-related and company-wide risks, including those of a medium- to long-term nature, that warrant management involvement. The Committee then presents response policies and instructs the relevant departments and group companies to take appropriate action. For these risks, the entire Group conducts an annual review of risk identification and evaluation, based on factors such as impact and likelihood, and reports the results to the Committee. If any of the identified major risks poses a critical situation that requires urgent action, our risk management framework, headed by the crisis task force, is mobilized in accordance with crisis management regulations.

Metrics and targets

1. Metrics for evaluating risks related to carbon tax

We are utilizing the “Scope 1+2 Emissions” as metrics in order to evaluate the risks and opportunities related to carbon tax introduction, identified as a climate-related risk. One of Ryobi's materiality issues is addressing climate change, and we aim to achieve carbon neutrality by 2050.

2. Metrics for evaluating risks and opportunities related to transitioning to ZEV and low-carbon vehicles

We are utilizing the “Sales composition ratios of lightweight parts (body and chassis) and electric vehicle parts” in the die castings business as metrics in order to evaluate risks and opportunities related to the transition to ZEV and low-carbon vehicles, identified as climate related risks. Note that consolidated net sales of our die castings business are 88.7% out of total sales (fiscal year ended December 31, 2025), making it an essential business segment for Ryobi.

See Information disclosure based on TCFD recommendations <https://www.ryobi-group.co.jp/en/csr/tcf.html>

Environmental initiatives

Contributions to the Earth’s environment

Basic approach

As the protection of the global environment grows increasingly important, Ryobi prioritizes reducing the environmental impact of our business activities and safeguarding the environment as one of our most crucial management issues.

Under the Environmental Policy at the Ryobi Group, the Environmental Preservation Committee at each of our Group companies and sites sets targets and strives to conserve energy and resources, reduce waste, and minimize greenhouse gas emissions. Moreover, primarily at its manufacturing sites, Ryobi has obtained ISO 14001 certification and has established, maintains, and operates an environmental management system. As of December 2025, Ryobi and 13 group companies (7 in Japan and 6 overseas) have acquired this certification.

See Environmental Protection <https://www.ryobi-group.co.jp/en/csr/environment.html>

Organization

Ryobi has established the Ryobi Environmental Preservation Committee, chaired by the President and CEO, to minimize the environmental impact of our business activities and contribute to the development of local communities. The Committee plays a central role in conserving energy and resources, reducing waste, and lowering greenhouse gas emissions.

Towards achieving carbon neutrality

Ryobi has made “addressing climate change” one of our materialities and is committed to achieving carbon neutrality by 2050. As a milestone, our medium-term management plan sets a target of reducing CO₂ emissions (Scope 1 + 2) to 276 thousand tonnes by 2027, representing a 36% reduction compared to 2018 levels. Working toward the achievement of this target, our sites and Group companies have advanced decarbonization initiatives including improvements in energy efficiency and the utilization of renewable energy. As a result, CO₂ emissions in 2025 came to 276 thousand tonnes, representing a 36% reduction compared to 2018 levels. Toward achieving our next milestone (a 47% reduction from 2018 levels by 2030), we will dig deeper into further decarbonization measures and accelerate our efforts still further. In addition, Ryobi’s energy-derived CO₂ emissions (Scope 1 + 2) for 2025 have been verified by a third-party assurance organization in accordance with ISO 14064-3, confirming the accuracy of both the emissions data and the calculation methods. Going forward, we will continue to strengthen the trust of customers, business partners, and investors who place importance on environmental responsibility through rigorous emissions management based on highly accurate data and transparent information disclosure, while working toward the realization of a sustainable society and the enhancement of corporate value over the medium to long term.

Initiatives to reduce CO₂ emissions

We are advancing CO₂ emission reductions through a multifaceted approach encompassing improvements in manufacturing process efficiency, the introduction of energy-efficient equipment, and the utilization of renewable energy. As part of these efforts, we operate an Internal Carbon Pricing system in which an internal carbon price of ¥10,000/t-CO₂ has been set and incorporated into investment decisions in order to accelerate decarbonization investment in production facilities and other assets. While Scope 1 + 2 currently serves as our primary indicator, we are also working to reduce emissions across the entire supply chain (Scope 3).

- Switching purchased electricity at three Chinese production sites to renewable energy

As part of our initiatives toward achieving carbon neutrality overseas, three of our Group companies in China (Ryobi Die Casting Dalian Co., Ltd., Ryobi Die Casting Changzhou Co., Ltd., and Ryobi Architectural Technology Dalian Co., Ltd.) have switched their purchased electricity to power derived from renewable energy sources. The CO₂ emission reduction effect of this switch in 2025 amounts to 66 thousand tonnes annually. This reduction makes a significant contribution toward achieving our 2030 reduction target (a 47% reduction compared to 2018 levels). Going forward, we will continue to expand the adoption of renewable energy using optimal methods suited to the characteristics of each country and region.

Promotion of industrial waste reduction and recycling

Ryobi has set a target under its medium-term management plan to maintain a waste recycling rate of at least 99%. The amount of hazardous waste generated in Japan in fiscal 2025 was 25.7 tonnes, and the waste recycling rate was 99.4%. We will continue to monitor waste generation volumes and disposal methods on an ongoing basis, and will work to reduce the amount of waste ultimately sent to landfill through rigorous waste separation and optimal recycling practices.

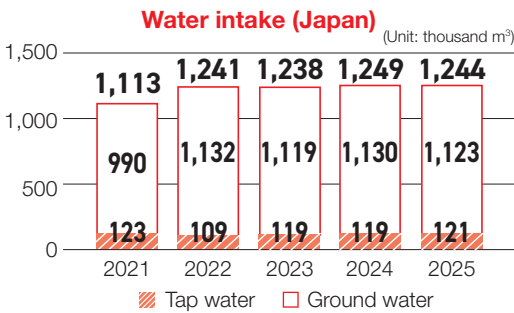
Amount of waste (Japan) (Unit: tonnes)					
	2021	2022	2023	2024	2025
Amount of waste	15,731.0	14,692.7	19,408.0	18,029.2	16,835.7
Waste recycled	15,605.1	14,613.7	19,338.0	17,951.6	16,720.2
Non-recyclable waste generated	125.9	79.0	70.0	77.6	115.5
Hazardous waste generated	35.6	17.8	19.9	27.5	25.7

Assessing water stress

Shortages of water resources caused by climate change represent one of the significant risks with the potential of impacting business operations. To better understand water resource risks and promote the efficient use of water, Ryobi has used AQUEDUCT 4.0, a water risk assessment tool provided by the World Resources Institute (WRI), to identify sites and Group companies located in countries and regions with high water stress. For the identified sites, we are confirming the status of water supply and drainage management and conducting extraction and assessment of risks related to water intake and discharge.

Protection of water resources

Ryobi has set a target of reducing annual water consumption by 1% from the previous year. We are striving to achieve this through effective water management, which includes utilizing recycled industrial water and promptly addressing water leaks by monitoring flow meters. We are also committed to preventing water pollution in rivers and other discharge points by performing appropriate management of wastewater treatment equipment and wastewater quality. We will continue to maintain and improve our management standards with respect to both water consumption and water quality.



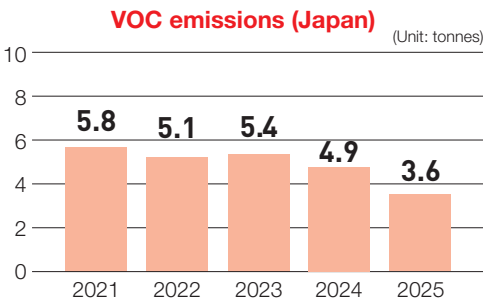
Prevention of air pollution

Ryobi is working to reduce emissions of hazardous substances into the atmosphere by switching from heavy oil to LNG or other fuels. In fiscal 2025, domestic emissions of volatile organic compounds (VOCs) were 3.6 tonnes.

With respect to nitrogen oxides (NO_x) and sulfur oxides (SO_x), while we do not tabulate annual total volumes, we conduct regular concentration measurements in accordance with the Air Pollution Control Law. Through this monitoring and measurement, we continuously confirm compliance with regulatory standards and work to assess and reduce the environmental impact of our business activities on the surrounding community.

Biodiversity initiatives

We believe that fostering long-term understanding and awareness is essential for biodiversity conservation. At Ryobi, we promote understanding of the local natural environment through our hands-on ayu (sweetfish) release events for nursery school children. Held for the third consecutive year in 2025, the program took place on the Ashida River, which flows near our head office in Fuchu, Hiroshima Prefecture, providing children with an opportunity to experience the local ecosystem firsthand. We will continue to deepen understanding of coexistence with nature by connecting our business activities with the local community.



* This data was compiled in accordance with the PRTR Law, and the data period is from April to March.

Social initiatives

Personnel strategy

Basic approach

We regard a safe, sound, dynamic, and comfortable workplace as the foundation for sustainable growth. The basic policy of our personnel strategy is to ensure that our employees are sound in mind and body and are able to maximize their individual talents and abilities, thereby enhancing our corporate value. This is based on our corporate philosophy of “create a sound and dynamic corporation through technology, trust and challenge.” We aim to be an indispensable presence in society by creating and providing original, high-quality products and services that meet the needs of our customers and society. This approach is intended to encourage employees and others involved with Ryobi to become Ryobi fans. To fulfill the basic policy of our personnel strategy, we will continue to enhance our personnel development and work engagement.

Enhancing personnel development

•Training programs

Ryobi Limited mainly conducts training by job rank as well as selective training. The purpose of the rank-based training is to improve job performance skills and role recognition for all levels of employees, from new hires to managers. Selective training provides educational opportunities for employees with high motivation to grow and play an active role in the company. We have set a target of 100% participation in rank-based training programs, but the result for fiscal 2025 was 97%. We will continue to strive to achieve a 100% training participation rate in order to strengthen personnel development.

•Supporting employee-driven learning through microlearning

We have developed and operate a learning management system called “eden,” which leverages IT to support proactive learning among employees through microlearning. Microlearning is a system in which employees watch short videos registered on eden via the web to acquire job-related knowledge. This enables employees to learn at their own pace and make effective use of spare moments to gain the knowledge they need.

•Self-development support

We encourage and support employees to develop a range of skills to pursue their dreams, and provide subsidies for correspondence courses, incentives to acquire qualifications specified by the company, and language classes (English and Chinese) taught by native instructors.

Enhancing work engagement

In aiming to create a company where employees are sound in mind and body, and are able to maximize their individual talents and abilities, and work with enthusiasm, we view work engagement as a crucial indicator. Defined as the psychological state where employees feel positive and fulfilled related to their work; they are energized and motivated from work (dynamism), feel pride and fulfillment in their work (dedication), and are deeply absorbed in their work (involvement). We began measuring the work engagement score (deviation value) in 2023. The results for fiscal 2025 were 48.1*. We are working on formulating and implementing action plans to make improvements to the score.

We are increasing opportunities for direct dialogue between management and employees to discuss and share our corporate philosophy, vision, and strategy. The President regularly engages in dialogue with employees through visits to our business sites. We have also established an employee shareholding plan and provide incentive payments to foster each employee's sense of participation in management and a shared commitment to enhancing corporate value. Furthermore, Ryobi Limited has introduced an internal job posting system to expand opportunities for employees to actively demonstrate their abilities and take ownership of their career development. Under the internal job posting system, departments seeking to secure personnel openly recruit candidates from within the company for the positions they require. Employees who apply and pass the selection process become eligible for reassignment. The system has been in operation since April 2023, and many employees have since made fresh starts in new workplace environments. Going forward, we will continue to use this system to invigorate the organization and encourage employees to proactively shape their own careers.

*Results of engagement survey (number of respondents: 1,596, response rate: 95.2%)

Promoting diversity, equity, and inclusion

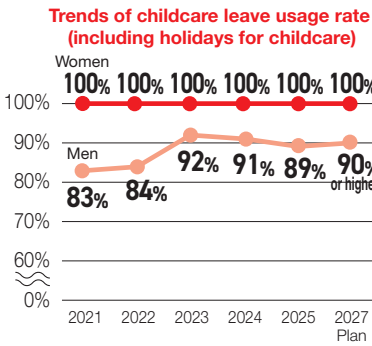
Basic approach

Promoting diversity, equity and inclusion is an essential initiative for achieving sustainable growth. Under the Management Mission in our corporate philosophy to “value the trust and goodwill of society, and strive to become a strong, dynamic organization that reflects the originality and creativity of individual employees,” Ryobi aims to create an environment in which employees with a range of qualities and abilities can make the most of their attributes and strengths.

Concrete initiatives

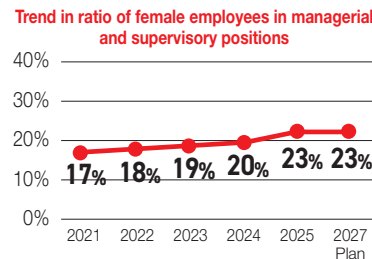
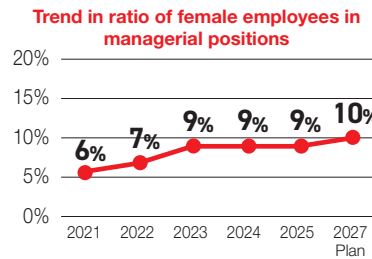
•Childcare support

To encourage greater uptake of childcare leave and holidays for the purpose of childcare among male employees, whose usage rates remain lower than those of female employees, Ryobi Limited has issued messages from top management to employees and is implementing measures to promote understanding not only among those taking leave but also among their supervisors and colleagues. As part of our childbirth and childcare support programs, we support flexible work styles tailored to each stage of a child's growth, including maternity leave, childcare leave, shortened working hours, and nursing care leave. We will continue working to create an environment where employees can thrive with peace of mind while raising children.



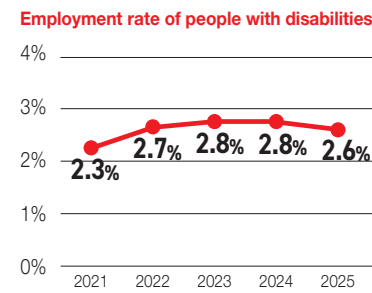
•Promotion of women's career advancement

With the aim of creating a workplace where women can play an active role, Ryobi Limited has set targets for the recruitment and promotion of women through March 2028. Based on these targets, we are implementing a range of initiatives, including training programs to support the career development of female employees, training sessions to encourage a shift in mindset among managers, and expanded assignment of women to sales and manufacturing departments. In addition, starting in 2024, we launched Diversity Leader Training for managerial staff, with the goal of creating a comfortable and inclusive workplace where all employees, regardless of gender or background, can leverage their individual strengths. This program not only provides participants with leadership perspectives and skills, but also serves as a forum for sharing concerns and practical insights among peers. In 2025, women's wages were 71.6% of men's. We recognize that the primary factor behind this gender wage gap is the relatively high proportion of men in managerial positions, where wage levels tend to be higher. We will continue supporting the career advancement of women employees by providing career support programs for women, creating a work environment that enables diverse and flexible work styles, and promoting a culture change across the organization.



•Work support for people with disabilities

Ryobi Limited makes efforts to assign individuals with disabilities* to roles suited to their individual aptitudes, so they can work with a sense of fulfillment and vitality. We hire new graduates from special needs schools, and after they join the company, their workplace supervisor works closely together with a disability counselor to check their work situation and the degree of growth of the individual. In addition, regular interviews are held during the first three years of employment to assess problems and provide appropriate support, leading to a more rewarding and fulfilling life. As of the end of December 2025, the employment rate was 2.6%, above the legal employment rate of 2.5%.



*Qualified persons with disabilities as based on the Act to Facilitate the Employment of Persons with Disabilities

•Diverse work styles for senior employees

We provide the Bright Career program for employees approaching mandatory retirement from managerial positions, helping them enjoy fulfilling careers throughout their working lives. Eighteen months before retirement, we hold briefing sessions on retirement benefits, public pensions, and the terms of post-retirement reemployment to help employees make informed decisions about the next stage of their careers. Under our post-retirement reemployment system, employees can choose work arrangements that suit their lifestyle, including full-time, half-day, and half-week (three to four days per week) schedules. At our production sites, we are improving production processes to reduce physical workload and create an environment where employees can continue working for as long as they wish. We are also introducing fatigue-reduction equipment and other measures to support long-term employment.

Social initiatives

Promotion of occupational safety and health as well as mental and physical health

Basic approach

At Ryobi, Safety First is not merely a slogan, but an unwavering principle underlying every aspect of our business activities. We believe that our employees are an irreplaceable asset, and that protecting their safety is the responsibility we must prioritize above all else. Led by the General Safety and Health Committee, chaired by the President and CEO, we aim to firmly establish a safety-focused culture by setting out the company's basic policy, gathering information on safety, health, wellness promotion, fire prevention, and related matters, and discussing and implementing countermeasures.

Occupational safety and health activities

To eliminate occupational accidents, Ryobi actively identifies the number, details, and causes of such accidents. We then implement preventive measures across the entire Group to ensure recurrence is avoided. In addition, with the aim of preventing occupational accidents, we conduct risk assessments, and based on their results, we implement initiatives to promote essential safety, as well as safety and health education by job rank, simulations, and risk prediction training to improve knowledge of safety and health.

In 2025, we established the Safety Experience Dojo to heighten employees' sensitivity to danger. By simulating the pain and shock that result from hazardous behavior, the dojo helps deter such behavior. Through safety activities involving all employees, we aim to achieve our targets of zero lost-time accidents and 100 consecutive accident-free days, while continuing our efforts to eradicate occupational accidents altogether.



Safety Experience Dojo

Health management initiatives

Since announcing the Ryobi Group Health Declaration in 2018, we have worked to maintain and promote the health of employees and their families, centered on the Mind and Body Health Promotion Subcommittee established under the General Safety and Health Committee, in cooperation with the safety and health committees at each business site. In recognition of these efforts, we were certified as a KENKO Investment for Health Outstanding Organization for the seventh consecutive year in 2026. Through years of focus on encouraging follow-up medical checkups and providing health guidance, we have maintained a high secondary checkup rate of 84.9%. We also support employees in improving their individual health literacy through specific health guidance, seminars, and events.

Respect for human rights

Basic approach

Ryobi recognizes respect for the human rights of all people as an important management issue in every aspect of its business activities. This approach is based on one of the elements of its corporate philosophy known as the Management Mission: "Value the trust and goodwill of society, and strive to become a strong, dynamic organization that reflects the originality and creativity of individual employees." We support internationally recognized human rights standards, including the Universal Declaration of Human Rights and the Guiding Principles on Business and Human Rights, and promote initiatives that respect human rights based on higher standards while complying with the laws and regulations of the countries and regions in which we conduct business.

Human rights policy

Ryobi established a human rights policy for global implementation in March 2026. This policy applies to all officers and employees of Ryobi regardless of type of employment (e.g., full-time, contract, limited-term, and part-time employees). We also ask all stakeholders, including suppliers and business partners, to understand and support this policy, and expect their cooperation in respecting human rights.

Maintaining favorable relationships with suppliers

Basic approach

At Ryobi, we regard our business partners as important partners in our business activities, and to promote the development of a sustainable supply chain, we formulated the Ryobi Group Sustainable Procurement Policy in March 2026. We have also issued the Ryobi Group Supplier Sustainability Guidelines for our business partners, and we ask for their cooperation in these initiatives.

Promotion of proper business transactions

In March 2022, Ryobi announced its Declaration of Partnership Building, and in March 2026, following the enforcement of the Act on Promotion of Subcontracting Business Optimization (Subcontracting Optimization Act) on January 1, 2026, we updated the declaration accordingly. As part of our efforts to promote fair business practices, we also conduct an annual Promotion of Proper Transactions questionnaire, and we work to make improvements based on the many comments we receive. We will continue to strengthen our collaboration with business partners, with the aim of achieving mutual prosperity.



Collaboration with partner companies

Ryobi is supported not only by customers who purchase our products and services, but also by our partner companies that work with us in manufacturing. To ensure safe and high-quality operations together with these partners, we share information on safety, the environment, and quality, hold cybersecurity training sessions, and provide a variety of related materials.

Active social contributions

Basic approach

Ryobi is actively involved in contributing to our community with the aim of creating a genuinely prosperous society.

Initiatives for social contributions

•Educational support through community collaboration

Since fiscal 2020, Ryobi Limited's Shizuoka Plant has been participating in the Shizukuri Project. This initiative brings together elementary, junior high, and high school students in Shizuoka Prefecture, local companies, community residents, and schoolteachers to promote mutual learning, with the aim of fostering regional development and nurturing the next generation of talent. As a member of the local community, we are contributing to the development of future generations through our involvement in this initiative.



Commemorative photo of project members

•Support for community welfare

Ryobi employees bring aluminum cans from their homes and other locations and sell them to aluminum recyclers. The proceeds are donated to the Ryobi Social Contribution Foundation, a non-profit organization (NPO), for use in donating goods to social welfare corporations, subsidizing their activities, and so on. In 2025, we donated approximately 840,000 yen.

•Received the Green Star Award from the Industrial Estate Authority of Thailand

In February 2026, Ryobi Die Casting (Thailand) Co., Ltd. received the Green Star Award from the Industrial Estate Authority of Thailand (IEAT) for the fourth consecutive year. This award recognizes the environmental conservation and social contribution activities of companies located in industrial estates in Thailand, with recipients selected based on criteria such as community contribution, industrial waste management, energy consumption reduction, and working conditions. The company was recognized for its contributions to local employment creation, support for the elderly and people with disabilities, and donations to elementary schools, and was selected as one of nine award recipients out of 618 eligible companies.

Governance

Corporate governance

Basic approach

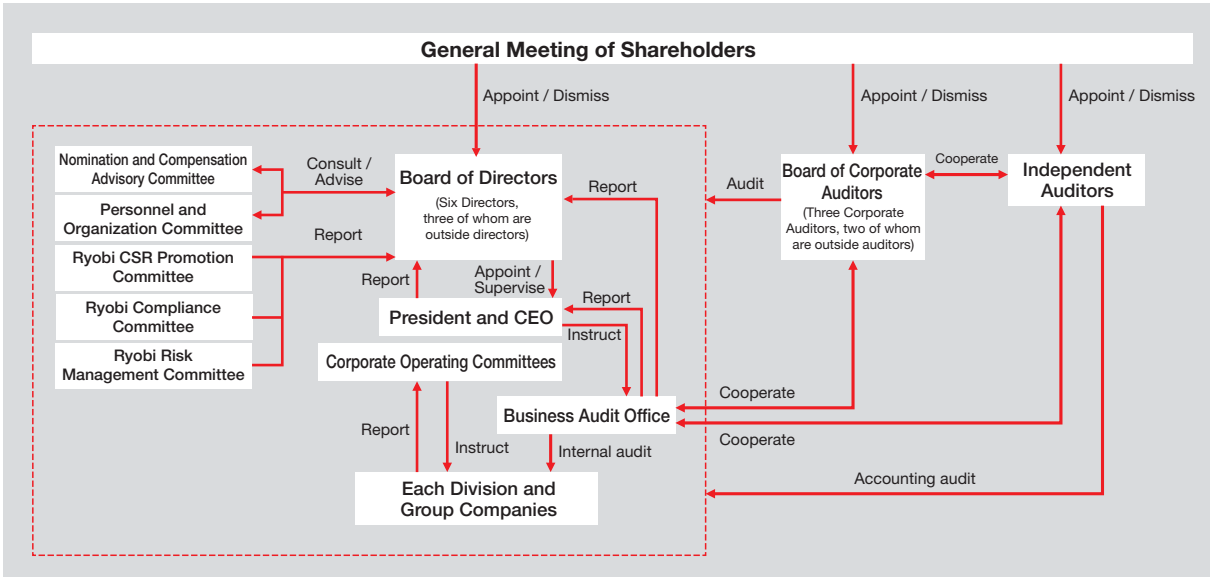
To ensure Ryobi's growth and development while fulfilling our social responsibilities rooted in our corporate philosophy, we believe it is essential that our stakeholders—including customers, shareholders, investors, business partners, employees, and local communities—have a positive experience with Ryobi through our corporate activities. In order to achieve this, we are working to further improve the efficiency and the soundness of our management. We also strive for prompt and accurate information disclosure to enhance management transparency.

Organization chart

Ryobi Limited has determined that the optimal and most effective form of corporate governance for enhancing the soundness and transparency of management is to make use of the function of corporate auditors, and has therefore adopted a corporate auditor system. In addition, to achieve both enhanced supervision and swift business execution, Ryobi has introduced a corporate officer system. The Board of Directors consists of six directors, including three outside directors (two men and one woman), and in principle meets at least once a month, primarily to make decisions on important matters and to fulfill a supervision function. In addition, as an execution structure supporting the decision-making and supervision carried out by the Board of Directors, three directors also serve concurrently as corporate officers, and together with five dedicated corporate officers, this brings the total to eight corporate officers. Meetings on business execution centered on these corporate officers are held at least once a month, primarily to confirm the progress of business execution. To serve as an advisory body to the Board of Directors, we have also established the Nomination and Compensation Advisory Committee, in which independent outside officers constitute the majority. The Committee reviews both the appointment and dismissal of directors and corporate officers, as well as succession plans for the CEO and other officers. It reports its findings to the Board of Directors in a timely manner. It also deliberates on the compensation of directors and corporate auditors, and provides its advice to the Board of Directors.

The Board of Corporate Auditors consists of three corporate auditors in total: one standing corporate auditor and two outside corporate auditors. The corporate auditors audit the legality and propriety of management by attending important meetings, including meetings of the Board of Directors, and through meetings with the President and CEO and the outside directors. The Board of Corporate Auditors also works together with the independent auditors and the Business Audit Office to improve the quality of its audits.

The Personnel and Organization Committee is responsible for HR matters. These include the assignment and development of human resources, excluding directors and corporate officers, as well as the optimization of organizational functions. At Ryobi, we consider compliance to be the observance of laws, social norms, internal regulations, business standards, and other rules that govern our corporate activities. We are committed to maintaining strict compliance and raising awareness of corporate ethics. As a way to further promote compliance, we have established the Ryobi Compliance Committee, which has set out a Charter of Corporate Behavior and Code of Conduct, etc. to ensure observance of the laws, fairness, and high ethical standards in our corporate activities. Our Ryobi CSR Promotion Committee and the departments and committees responsible for environmental conservation, social contribution, compliance, information disclosure, and the like work together across the board to promote CSR initiatives.



Skills matrix for directors and corporate auditors, and reasons for selecting these skills

To achieve sustainable growth and enhance corporate value over the medium to long term, Ryobi Limited has selected the knowledge and experience necessary to realize its management strategy as key skills. Directors and corporate auditors with advanced expertise, extensive experience, and sound judgment in their respective fields are responsible for management. The reasons behind our selection of these skills, along with the skills matrix for each director and corporate auditor, are shown below. Please note that this skills matrix does not present the complete expertise of each individual, but rather up to four skills for which each individual is particularly expected to contribute.

Reasons for selecting these skills

Knowledge / Experience	Reason for selection
Corporate Management	To achieve sustainable growth by leading business transformation from a long-term perspective, and through appropriate oversight of the formulation and execution of management strategy as well as execution at the management level.
Global Business	To conduct business operations in regions with diverse cultures and values, and to respond appropriately to global management challenges.
Marketing	To accurately capture the latent needs of markets and customers, and to enhance customer value and achieve sustained competitive advantage by optimizing products, pricing, supply systems, and proposal activities.
Technology	To leverage our proprietary, advanced technological capabilities to create products that help solve societal challenges, and to enhance market competitiveness by optimizing the entire value chain, including procurement and manufacturing.
Finance & Accounting	To maintain a highly transparent financial reporting system, and to achieve optimal cash allocation between investment for sustainable growth and appropriate returns to shareholders, underpinned by a strong financial foundation.
HR Development	To promote the development and success of a diverse workforce, and to achieve both the well-being of our employees and the sustainable growth of the Ryobi Group.
Risk Management, Corporate Governance & Compliance	To maintain a sound and resilient management structure by accurately identifying and controlling a wide range of management risks, going beyond legal compliance to include intensifying natural disasters, geopolitical risk, and environmental change.

Skills matrix for directors and corporate auditors

Knowledge / Experience	Directors						Corporate Auditors		
	Internal Directors			Outside Directors			Standing	Outside Auditors	
	Akira Urakami	Kazuhiko Fujii	Hideki Tanifuji	Masahiko Ikaga	Mami Ito	Akira Shiki	Takashi Suzuki	Takashi Hatagawa	Tetsuri Kurozumi
Corporate Management	○	○	○	○	○	○	○	○	
Global Business	○	○	○		○	○		○	
Marketing	○				○		○		
Technology		○	○	○		○	○		
Finance & Accounting				○				○	
HR Development	○					○			
Risk Management, Corporate Governance & Compliance				○	○			○	○
Qualifications, etc.				CPA Corporate manager	Corporate manager	Corporate manager		Corporate manager	Lawyer

Governance

Messages from outside directors



Building on disclosure of the medium-term management plan: Presenting and executing management strategy

Masahiko Ikaga

Director

Career summary

- Mar. 2000 Representative Director and President, Tohmatsu Consulting Co., Ltd. (currently Deloitte Tohmatsu LLC)
- Oct. 2010 Chairman of the Board, Deloitte Tohmatsu Consulting Co., Ltd. (currently Deloitte Tohmatsu LLC)
- Nov. 2013 CSO (Chief Strategy Officer), Deloitte Touche Tohmatsu LLC
- Apr. 2016 Representative Accountant, Masahiko Ikaga C.P.A. Office (current)
- May 2016 Representative Director, PrajnaLink Co., Ltd. (current)
- Jun. 2016 Outside Corporate Auditor, Morinaga Milk Industry Co., Ltd.
- Mar. 2017 Outside Corporate Auditor, Yamaha Motor Co., Ltd.
- Jun. 2017 Outside Director, Ryobi Limited (current)
- Jun. 2022 Outside Auditor, Santen Pharmaceutical Co., Ltd.
- Jun. 2024 Outside Director, Santen Pharmaceutical Co., Ltd. (current)



Toward further growth in corporate value: Bringing greater confidence and ownership to management

Mami Ito

Director

Career summary

- Mar. 2000 CEO & President, Nihon Dento Kougyo Co., Ltd. (current)
- Apr. 2012 Representative Director and President, Nihon Accessory Co., Ltd. (current)
- Jul. 2012 Representative Director and President, Julico Co., Ltd. (current)
- May 2015 Vice President, Saitama Employers' Association (current)
- Jun. 2020 Outside Director, Kimoto Co., Ltd.
- Apr. 2021 Deputy Representative Director, Monozukuri Nadeshiko (current)
- May 2021 Chairperson, Saitama Plating Industrial Association (current)
- Mar. 2023 Outside Director, Ryobi Limited (current)
- Jun. 2023 Outside Director, Mandom Corporation (current)

First year of the medium-term management plan: A steady start

For the first year of the medium-term management plan, progress has generally tracked the plan despite significant volatility in the external environment, and I would give it a passing grade as a first year. Given the nature of Ryobi's business, where performance is easily affected by external factors such as demand trends in the automotive industry, currency fluctuations, and raw material prices, keeping performance on track with the plan is inherently difficult, and in that sense this can be called a steady start.

In addition, disclosing the medium-term management plan for the first time was an important step forward in building a foundation for dialogue with investors, and I also see value in the fact that it has created an environment in which the Board of Directors can oversee management with an appropriate degree of tension.

What investors value most: Execution and predictability in areas Ryobi can control

At the same time, from an investor's perspective, what matters more is execution and predictability in the areas of the plan that the company can actually control. While it is difficult to fully predict changes in the external environment, it is essential to identify the areas the company can control and to steadily improve the precision of those forecasts. Because Ryobi's performance is inherently susceptible to factors such as demand trends among automotive OEMs, currency fluctuations, and aluminum prices, improving the stability of its results and its ability to explain them has a direct bearing on how the company's value is assessed. In that sense, disclosing the medium-term management plan can be seen as an opportunity to raise the bar on management's accountability.

Significant room to expand beyond automotive, built on aluminum forming technology

Looking at the direction of future growth, the business foundation built around aluminum forming technology still holds significant potential. Beyond the need for lighter-weight

components in the automotive sector, I believe there is broad scope for technical application in other industries, including railways and aerospace. Another of the company's strengths is that, as an independent supplier not tied to any single OEM, it can serve a diverse range of customers globally.

At the same time, this strength also brings the challenge of having to judge industry structure and make investment decisions independently. While the company deserves credit for responding flexibly to shifts in demand, making future growth more certain will require a clearer statement of where and how resources will be allocated.

Clarifying where to grow and where to invest

One issue I would raise for the future is that the message around future growth areas and the business portfolio has not yet been fully articulated. The current medium-term management plan lays out growth as an extension of existing businesses, but the outline of the strategy, in other words where we will grow and where we will focus our investment, is not always clear.

From the standpoint of capital efficiency as well, I recognize that there is room to improve ROE relative to investor expectations. In addition, for businesses such as printing equipment and builders' hardware, the question of how to raise profitability as standalone businesses remains, and efforts to improve capital efficiency company-wide will be important.

Turning strategy into concrete action is key to raising corporate value

Ryobi is a diligent company with strong execution capabilities, and I give it credit for steadily building up its efforts over time. At the same time, to be valued on a sustained basis, the company needs to more clearly articulate its strengths and growth strategy and meet the expectations of the capital markets. Taking the disclosure of the medium-term management plan as a starting point, I believe Ryobi should move toward presenting and executing a more decisive strategy, and use that to drive an increase in corporate value.

Running the business with greater pride in our strengths

Ryobi possesses a high level of technological capability centered on aluminum die casting. Personally, I think of the company as the world's strongest behind-the-scenes team. The environment surrounding the automotive industry is changing significantly, but Ryobi's technology must continue to play an important role going forward. In my view, as a company that can solve our customers' problems, I would like to see management approach these challenges with even greater pride.

In recent years, the cost of raw materials, energy, and labor has continued to rise, and conditions remain difficult for manufacturers. Under these circumstances, reviewing the profit structure, including price revisions, is a topic that cannot be avoided. While valuing our relationships with business partners is important, securing an appropriate level of profit is essential if the company is to keep growing sustainably. What is called for is a more proactive stance in management decision-making, including the willingness to revisit commercial terms where necessary.

Turning technological potential into a viable business

In terms of the potential of Ryobi's technology, I see great promise in areas such as large-scale die casting, which has been attracting attention in recent years. It has the potential to influence vehicle structure and production methods, and it is an interesting field from a technical standpoint. That said, what matters most is the perspective of how to turn that technology into a viable business.

For example, in the case of inspection equipment for large parts, the company has relied in part on overseas-made equipment, and from an outside vantage point, I have seen instances where challenges arose around things like repairs. To fully realize the potential of its technology, I believe it will be important to build out the surrounding business infrastructure, including equipment and the supply chain.

Furthermore, I believe that looking beyond the automotive sector and pursuing contributions across a wider range of industries is an essential undertaking for further growth.

Ryobi also needs to work harder at communicating its value externally

Another thing I feel is that Ryobi should be communicating its brand more proactively to the outside world. The company has cultivated advanced manufacturing capabilities over many years, yet it's hard to say that this value is fully recognized by society and investors. It's important for Ryobi to proactively communicate what kind of company it is. Corporate recognition and brand strength affect recruitment, and they also factor into how the company's value is assessed. I believe properly communicating the company's strengths is also an important role for management.

People are what will sustain the company's future

For a company to grow over the long term, the way it develops its people and organization matters greatly. When an organization becomes too rigid, or when silos between departments become too strong, it becomes harder for new ideas to emerge. Going forward, creating an environment where diverse talent can make full use of their abilities will become increasingly important. I believe that building an organization where people of varied backgrounds, including young talent, women, and those active overseas, can fully apply their capabilities is what will lead to the company's sustainable growth.

The Board should be a place where the essence of management is debated

All of the directors engage in earnest discussion at Board meetings. That said, because the Board must deliberate on a large number of agenda items within limited time, the focus tends to gravitate toward resolving individual matters. I feel that one of the important challenges going forward is for the Board to properly secure time to discuss essential themes, such as the direction of the business and the nature of management itself.

I'm often told by my fellow directors that I say unconventional things, but I see raising issues from a perspective different from that of people inside the company as precisely the mission of an outside director.

Governance

Message from the new outside director

Bringing manufacturing and global management experience to both growth and governance

Akira Shiki
Director

Career summary

Oct. 2010 President and CEO, Nissan Forklift Co., Ltd.
Apr. 2013 Corporate Officer, UniCarriers Corporation
Aug. 2014 President and CEO, UniCarriers Corporation
May 2017 Senior Vice President, Mitsubishi Heavy Industries, Ltd.
Apr. 2018 Senior Executive Vice President, Mitsubishi Heavy Industries America, Inc.
Mar. 2026 Outside Director, Ryobi Limited (current)

Strengthening organizational execution, built on experience gained on the front lines

I accepted the role of outside director after President Urakami and the Nomination and Compensation Advisory Committee expressed their expectation that I could contribute based on my management experience at a manufacturer and my knowledge of overseas business.

As for my background, I majored in fluid dynamics at university, and after graduating I was involved in forklift development. I later moved into business operations and management in addition to technology development. My strength lies not only in the technical field itself, but in placing importance on drawing out the power of technology through people's mindset and motivation. Through my wide-ranging experience both in Japan and overseas, I take pride in having helped drive business growth by instilling in organizations a willingness to confront difficult situations head-on rather than avoid them.

Assessing the strength of Ryobi's technology base and the viability of its growth strategy

My impression of Ryobi's strengths is that it is a company with advanced technological capability centered on die casting, supported by excellent engineers. Fields such as giga casting, in particular, represent an advanced technical domain built on accumulated calculation and expertise, and I recognize this

as a source of the company's competitiveness.

I see the medium-term management plan and the Vision for 2035 as well-organized and ambitious. That said, achieving the plan's targets through organic growth alone will not be easy. Ryobi will need to pursue growth in new fields beyond automotive. In addition, because the traditional die castings business tends to be structurally constrained in its pricing power as a supplier, I believe it is important to broaden management's perspective toward business areas where the company can control its own added value.

Supporting global growth, starting from dialogue on the front lines

In the global market going forward, it will be important to build on existing technology while identifying new applications and market opportunities. To that end, I believe it is my responsibility to visit factories around the world, gain firsthand insight into local operations, and maintain ongoing dialogue with employees. Through this, I want to grasp not only the state of equipment and technology but also the mindset of our people and the strength of the front line, and use that understanding both to press forward on growth and to maintain oversight with an eye on business risk. In fulfilling my mission as an outside director on both of these fronts, I hope to contribute to raising corporate value.

Compensation of directors and corporate auditors

•Compensation structure

Compensation for directors (excluding outside directors) consists of base compensation and performance-based compensation that varies depending on business performance. Performance-based compensation is based on company-wide profitability indicators and performance targets set for the company as a whole or for each area under management, with the main goal of achieving medium- to long-term objectives. Compensation for outside directors, standing corporate auditors, and outside corporate auditors consists solely of base compensation in accordance with their roles. The base compensation follows certain criteria based on the position. Performance-based compensation consists of bonuses that reflect company-wide profitability indicators (performance-based pay) and bonuses that reflect the degree of achievement of targets across the entire company or in the areas under management of each director (excluding outside directors) (non-deductible bonuses), with a standard payment ratio of 7:3.

•Determination of directors' compensation

Ryobi Limited has established the Nomination and Compensation Advisory Committee as an advisory body to the Board of Directors to ensure fairness, objectivity, and transparency with respect to directors' compensation under the corporate auditor system. This committee deliberates on such compensation and the results are reported back to the Board of Directors. The Board of Directors then determines the compensation based on these results.

Key agenda items and effectiveness evaluation of the Board of Directors

•Key 2025 Board of Directors agenda items (resolutions and reports)

At the Board of Directors, routine approvals and reports are handled concisely, allowing more time to be spent discussing themes that directly affect future competitive advantage, such as management strategy and our response to climate change. The main agenda items discussed at the Board of Directors in 2025 are as follows.

Category	Key agenda items
Management strategy and business plan	Management strategy, medium- to long-term business strategy, profit plan, investment plan, and progress of the medium-term management plan
Business strategies	Issues in each business strategy
Financial strategies	Fund-raising policy associated with business execution, cross-held shares, dividend policy, and appropriation of surplus
Response to sustainability issues	Results of and issues identified in the Board of Directors effectiveness evaluation, status of climate change response, internal control assessment and internal audit, risk management, and compliance
Progress of IR activities	Status of dialogue with investors, and progress of IR activities such as briefings and responses to analysts
Others	Investments and loans, personnel-related matters, and financial statement documents

•Effectiveness evaluation of the Board of Directors

Ryobi Limited conducts an annual evaluation of the effectiveness of its Board of Directors with the aim of enhancing the effectiveness of the Board and increasing its corporate value.

Subjects

Evaluation method

Evaluation items

All directors (7) and corporate auditors (3)

• Evaluation via questionnaire
• Based on the results of the analysis, issues and future measures are discussed at the Board of Directors

Composition and operation of the Board of Directors, management strategy and business strategy, corporate ethics and risk management, performance monitoring and evaluation/compensation of management, and dialogue with shareholders and other stakeholders

Issues identified in 2024	2025 initiatives and results
Promoting digital transformation	At the Board of Directors, the Information Systems Department reported on the progress of company-wide DX promotion, including the DX promotion roadmap, the use of generative AI, and the holding of the DigiFes event, which were then discussed by the Board.
Formulating and implementing a succession plan for the CEO and other top executives	The CEO succession plan is currently under consideration. With the aim of developing management talent over the medium to long term, senior managers have given presentations and responded to questions at medium-term management plan follow-up meetings attended by Board members.
Achieving management that is mindful of capital costs and stock price	At the Board of Directors, the results of the calculation of Ryobi's cost of capital were reported. At subsequent Board meetings, the Board discussed the ROE target, optimal capital structure, shareholder return policy, cash allocation, and other matters in preparation for disclosing a medium-term management plan that reflects a management policy mindful of capital costs and stock price, and these were then disclosed. Progress has since been reported and countermeasures discussed.

Effectiveness has improved year by year, but we will continue to raise the level of our oversight structure so that it remains responsive to changes in the environment. As identified from this year's survey results, the challenges for improving the effectiveness of the Board include strengthening oversight of the human resources strategy in line with management strategy, reinforcing oversight of the development of management talent, including the CEO, and succession planning, and further improving the content and volume of Board materials as well as their advance distribution and explanation. Going forward, we will continue to work on these areas to maintain and improve the effectiveness of the Board of Directors.

Governance

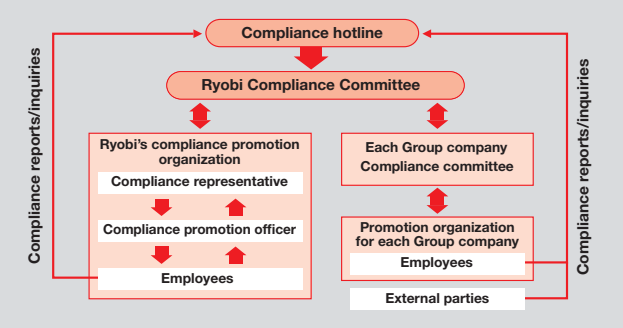
Compliance

Basic approach

At Ryobi, we believe that to sustainably earn trust from society, it is crucial to establish a framework that consistently promotes ethical conduct. This includes adhering to laws and ethical standards, and refusing to tolerate actions that violate them when identified. Therefore, Ryobi has established the Ryobi Charter of Corporate Behavior as a set of universal rules that we must adhere to in our business activities. Additionally, we have defined the Ryobi Code of Conduct to provide clear standards for each executive and employee in their daily tasks, aiming to raise awareness and ensure widespread understanding and compliance.

Organization

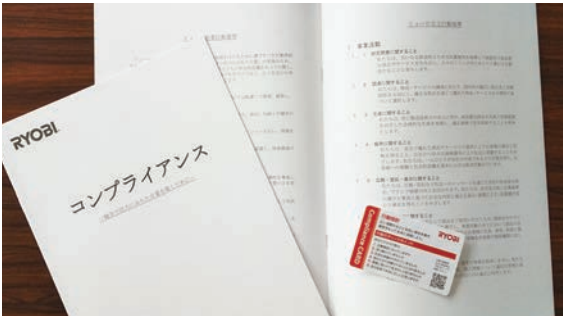
Ryobi has established the Ryobi Compliance Committee, which oversees compliance activities across the entire Group. Compliance promotion organizations have been established within each department and Group company, creating a structure designed to instill compliance at the individual workplace level. In addition, activity status and other matters are reported regularly to the Board of Directors, and a system is in place for directors to provide oversight and review, as part of our efforts to strengthen Group-wide governance as one unified organization.



Implementation and promotion of compliance

Ryobi conducts training by job rank related to compliance, as well as training by law on specific topics, such as power harassment. In rank-based training, education focuses on the contents of the Ryobi Code of Conduct, which includes standards for the prevention of bribery and other forms of corruption, and is used to expand awareness of compliance.

In addition, as a tool for instilling compliance, we distribute to employees a Compliance booklet that includes the Ryobi Charter of Corporate Behavior and the Ryobi Code of Conduct, as well as a “Compliance Card,” which shows action checkpoints.



Concrete initiatives

Every October, Ryobi designates Compliance Enhancement Month to further raise awareness. During this period, awareness-raising posters are displayed and managers give one-minute speeches at each workplace, while employees also watch e-learning videos to acquire the latest knowledge of social expectations and legal requirements, both of which continue to evolve over time. In addition, each workplace uses a compliance checklist tailored to its own circumstances, creating an opportunity for employees to reflect on and improve their own conduct. Through these ongoing efforts, Ryobi aims to foster an open organizational culture in which every employee is able to make the right judgment in their day-to-day work.

Consultation and whistleblower desk

Ryobi has set up a compliance hotline, an internal and external (lawyer) consultation service, as a whistleblower system to accept compliance issues related to harassment, bribery, and other related issues, and has built a system that allows anonymous reporting. The system is available not only to Ryobi employees but also to our business partners.

Risk management

Basic approach

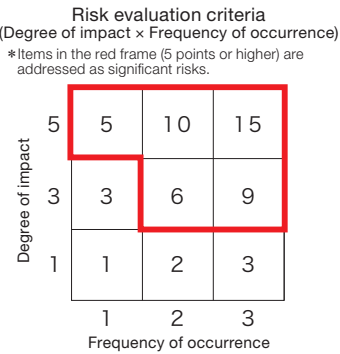
Ryobi believes that for a company to continue creating sustainable value, it is essential to accurately identify the risks that stand as obstacles and the impact those risks may have, and to implement countermeasures in advance so as to avoid the onset of a crisis while also minimizing losses in the event one does occur. With this in mind, we are working to ensure the effectiveness of our risk management.

Organization

Ryobi has established the Ryobi Risk Management Committee, chaired by the President and CEO, based on the risk management regulations. In accordance with the basic risk management policy, the Committee identifies important risks in which management should be involved, presents a response policy, and instructs the responsible departments and Group companies on how to address each risk. The Committee's activities are also reported to the Board of Directors, which allows oversight by senior management, including outside directors and corporate auditors. In an emergency, Ryobi responds through a structure centered on the crisis task force, in accordance with the crisis management regulations.

Operating process

Risks identified by considering a range of possible factors are each classified on a three-level scale for both frequency of occurrence and degree of impact, and scored by multiplying the two (from 1 to 15 points). The Committee selects risk items with high scores (5 points or higher) as risks that require priority attention, and by clarifying priorities among them, Ryobi carries out reliable and efficient risk management.



Concrete initiatives

Ensuring information security

Ryobi regards the proper use and security of information assets as one of its most important management issues. In order to respond swiftly and accurately to changes in the environment, such as the rapid advance of digital transformation (DX) and the growing sophistication and complexity of cyberattacks, we are working to raise security levels across the entire Group. In addition to ensuring strict compliance with law and other obligations, we are also working to strengthen information security as one team through education provided to all employees.

As a concrete measure to build a highly reliable supply chain, Ryobi is working toward compliance with the Automotive Industry Cybersecurity Guidelines established by the Japan Automobile Manufacturers Association (JAMA) and the Japan Auto Parts Industries Association (JAPIA). On the technical side, we continue to optimize our assets through regular inventories of external network connection routes and connected devices, and we thoroughly prevent unauthorized connections through enhanced monitoring of network traffic and mechanisms that block unmanaged PCs, USB devices, and other IT devices from connecting to our internal network. In addition, to enable early detection of threats and a faster initial response in the event of an incident, we are building a system that visualizes our security status in real time, strengthening our monitoring structure and improving the speed of detection and response.

In terms of organization and talent development, in addition to regular security training and alerts issued through our internal portal, we conduct targeted-attack e-mail drills during Cybersecurity Month and self-inspections carried out by the person in charge of security management in each department. A newly introduced security e-learning service has allowed us to increase the frequency of training on the latest threats, and we are also steadily expanding its rollout across the entire Group. Furthermore, as part of our cyber business continuity plan (BCP), we have established information security regulations along with rules for rapidly standing up a response organization in the event of an incident. We are planning a recovery drill that assumes an infection scenario, in an effort to strengthen the organization's resilience and ensure business continuity.

In addition, based on our Declaration of Partnership Building, we also support the promotion of cybersecurity measures at other companies. Through awareness-raising activities that extend beyond Ryobi itself, such as sharing examples of malware infections, holding briefings on security measures, and supporting the introduction of security measures, we are working to raise the security level of the entire supply chain and to live up to the trust placed in us by our customers and society.

Trends in key financial data

Unit: millions of yen

	Fiscal year ended March 31, 2016	Fiscal year ended March 31, 2017	Fiscal year ended March 31, 2018	Fiscal year ended December 31, 2018 ^{*4}	Fiscal year ended December 31, 2019	Fiscal year ended December 31, 2020	Fiscal year ended December 31, 2021	Fiscal year ended December 31, 2022	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Business results											
Net sales	254,508	241,251	247,192	216,187	220,519	170,973	198,073	249,521	282,693	293,314	309,111
Operating income (loss)	12,832	12,624	13,212	13,579	8,495	(1,789)	(1,524)	6,969	12,214	9,494	12,665
Ordinary income (loss)	12,132	12,013	13,030	13,965	8,734	(35)	4	7,791	13,861	11,551	14,620
Net income (loss) attributable to owners of parent	9,305	8,348	7,844	8,588	4,913	(697)	(4,397)	4,784	10,115	6,935	11,182
Comprehensive income	4,014	6,944	10,007	3,172	5,700	(2,451)	6,131	12,215	19,046	19,238	17,149
Financial position											
Net assets	110,107	115,428	123,796	125,521	129,575	125,930	131,717	143,723	160,721	176,976	189,550
Total assets	265,197	262,869	272,743	268,982	263,179	258,660	279,422	300,285	318,839	333,186	343,734
Interest-bearing debt	81,881	74,161	70,331	61,912	61,908	72,475	73,769	74,358	70,195	61,966	74,742
Per share information^{*1}											
Net assets per share (yen)	3,201.77	3,342.96	3,585.22	3,605.47	3,723.34	3,619.16	3,797.69	4,154.04	4,674.39	5,170.25	5,642.00
Basic income per share (yen)	287.47	257.90	242.35	265.32	151.79	(21.54)	(135.87)	147.80	312.51	214.26	346.41
Dividends per share (yen)	45.0	50.0	60.0	70.0	70.0	0.0	20.0	45.0	80.0	85.0	100.0
Financial indicators											
Equity ratio (%)	39.1	41.2	42.5	43.4	45.8	45.3	44.0	44.8	47.5	50.2	52.2
Return on equity (ROE) (%)	9.1	7.9	7.0	7.4	4.1	(0.6)	(3.7)	3.7	7.1	4.4	6.4
Price-earnings ratio (times)	7.7	9.4	11.6	9.9	12.9	—	—	7.8	8.5	10.6	7.9
Ordinary income-to-total asset ratio (%)	4.6	4.5	4.9	5.2	3.3	(0.0)	0.0	2.7	4.5	3.5	4.3
Debt equity ratio (times)	0.79	0.69	0.61	0.53	0.51	0.62	0.60	0.55	0.46	0.37	0.42
Payout ratio (consolidated) (%)	15.7	19.4	24.8	26.4	46.1	—	—	30.4	25.6	39.7	28.9
Cash flow											
Cash flows from operating activities	22,784	18,552	23,558	24,664	30,326	11,795	14,900	16,787	26,005	29,162	13,888
Cash flows from investing activities	(14,817)	(15,142)	(11,427)	(17,547)	(26,278)	(17,567)	(12,162)	(15,860)	(17,432)	(13,723)	(22,529)
Cash flows from financing activities	(4,456)	(6,660)	(6,496)	(9,139)	(2,268)	9,718	(1,936)	(2,856)	(8,593)	(14,901)	7,651
Free cash flow	7,967	3,410	12,131	7,117	4,048	(5,772)	2,738	926	8,573	15,439	(8,641)
Cash and cash equivalents at end of period	19,850	16,170	21,931	19,632	21,356	25,405	27,388	26,099	26,401	28,026	27,292
Capital expenditures, depreciation and amortization											
Capital expenditures	16,243	16,856	18,841	19,987	24,839	17,392	13,070	18,646	13,896	17,400	18,769
Depreciation and amortization	15,725	15,020	16,010	12,531	15,370	16,402	17,240	18,327	18,489	19,270	19,255
Segment information											
Die castings											
Net sales	198,809	186,377	196,377	188,403	185,938	145,869	169,898	215,726	247,551	257,909	274,310
Operating income (loss)	10,534	9,761	10,561	12,580	7,659	(1,612)	(1,449)	5,232	10,916	8,994	11,257
Total assets	192,307	186,479	206,225	207,661	202,898	202,516	214,262	234,174	246,865	256,665	265,310
Power tools and builders' hardware ^{*2}											
Net sales	27,076	26,174	23,113	7,885	10,712	9,406	9,574	10,145	10,823	11,040	10,874
Operating income (loss)	430	1,481	1,466	372	697	799	362	226	172	(413)	119
Total assets	26,949	25,963	10,403	10,362	10,292	9,931	10,606	11,283	11,997	13,959	13,858
Printing equipment											
Net sales	28,383	28,459	27,473	19,704	23,661	15,513	18,393	23,417	24,094	24,120	23,667
Operating income (loss)	1,848	1,360	1,177	603	144	(944)	(417)	1,506	1,136	934	1,321
Total assets	24,758	25,150	24,538	24,969	23,017	19,996	22,240	23,028	25,733	26,241	21,339
Sales by region^{*3}											
Japan	128,161	125,131	127,131	97,746	116,571	91,088	103,649	114,726	124,786	125,968	135,046
U.S.A.	42,752	35,562	35,847	33,216	29,852	17,242	20,814	36,951	50,178	58,039	62,234
China	38,131	38,191	43,713	40,897	34,301	34,264	38,605	45,002	47,564	41,358	46,692
Other	45,463	42,366	40,500	44,326	39,794	28,377	35,003	52,840	60,163	67,948	65,137
Overseas sales ratio (%)	49.6	48.1	48.6	54.8	47.1	46.7	47.7	54.0	55.9	57.1	56.3

*1 Effective October 1, 2017, five shares of common stock were consolidated into one share. Net assets per share, basic income per share, and dividends per share are calculated on the assumption that this reverse stock split was implemented at the beginning of the fiscal year ended March 31, 2016.

*2 The power tools and builders' hardware business transferred its power tool operations to Kyocera Corporation in the fiscal year ended March 31, 2018. Therefore, the figures for the power tools and builders' hardware business were replaced with those of the builders' hardware business after the fiscal year ended December 31, 2018.

*3 Sales by region are based on the locations of customers and are classified by country or region.

*4 Effective from the fiscal year ended December 31, 2018, the closing date was changed from March 31 to December 31. As a result of this change, in the fiscal year ended December 31, 2018, we had irregular account periods from April 1, 2018 to December 31, 2018 for domestic consolidated companies, and from January 1, 2018 to December 31, 2018 for overseas consolidated companies.

Consolidated financial statements

Consolidated Balance Sheet

Unit: millions of yen

	December 31, 2024	December 31, 2025
Assets		
Current assets		
Cash and deposits	29,267	31,153
Notes and accounts receivable - trade	59,571	65,505
Securities	650	650
Merchandise and finished goods	24,874	23,296
Work in process	19,105	18,125
Raw materials and supplies	22,832	21,620
Other	4,794	5,058
Allowance for doubtful accounts	(36)	(17)
Total current assets	161,058	165,392
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	37,021	37,107
Machinery, equipment and vehicles, net	61,085	61,278
Land	15,622	15,682
Construction in progress	8,960	9,525
Other, net	6,261	5,721
Total property, plant and equipment	128,951	129,314
Intangible assets		
Other	3,150	2,672
Total intangible assets	3,150	2,672
Investments and other assets		
Investment securities	19,206	23,102
Retirement benefit asset	10,580	13,026
Deferred tax assets	4,336	3,339
Other	5,966	6,902
Allowance for doubtful accounts	(64)	(16)
Total investments and other assets	40,024	46,354
Total non-current assets	172,127	178,341
Total assets	333,186	343,734
Liabilities		
Current liabilities		
Notes and accounts payable - trade	48,195	35,970
Short-term borrowings	33,033	29,414
Current portion of long-term borrowings	7,670	8,660
Income taxes payable	3,681	1,038
Provision for bonuses	699	819
Provision for directors' bonuses	23	33
Other	21,742	19,895
Total current liabilities	115,046	95,830
Non-current liabilities		
Long-term borrowings	21,261	36,667
Deferred tax liabilities	5,847	8,563
Deferred tax liabilities for land revaluation	510	525
Retirement benefit liability	7,027	6,495
Other	6,515	6,099
Total non-current liabilities	41,162	58,353
Total liabilities	156,209	154,184
Net assets		
Shareholders' equity		
Common stock	18,472	18,472
Additional paid in capital	22,420	20,625
Retained earnings	88,395	96,583
Treasury stock	(347)	—
Total shareholders' equity	128,940	135,681
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	9,487	12,240
Revaluation reserve for land	821	725
Foreign currency translation adjustment	25,681	27,051
Remeasurements of defined benefit plans	2,420	3,770
Total accumulated other comprehensive income	38,411	43,787
Non-controlling interests	9,624	10,081
Total net assets	176,976	189,550
Total liabilities and net assets	333,186	343,734

Consolidated Statement of Income

Unit: millions of yen

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Net sales	293,314	309,111
Cost of sales	259,059	270,257
Gross profit	34,255	38,854
Selling, general and administrative expenses	24,760	26,188
Operating income	9,494	12,665
Non-operating income		
Interest income	193	173
Dividend income	571	667
Rental income	190	261
Foreign exchange gains	1,180	530
Share of profit of entities accounted for using equity method	248	—
Usage income of trademark	1,037	921
Subsidy income	86	531
Other	688	632
Total non-operating income	4,196	3,719
Non-operating expenses		
Interest expenses	1,385	1,410
Other	755	354
Total non-operating expenses	2,140	1,764
Ordinary income	11,551	14,620
Extraordinary income		
Gain on disposal of non-current assets	20	36
Gain on sale of investment securities	3,181	1,376
Gain on step acquisitions	180	—
Total extraordinary income	3,381	1,412
Extraordinary losses		
Loss on disposal of non-current assets	96	155
Impairment losses	2,520	—
Loss on valuation of investment securities	12	—
Loss on sale of investment securities	24	—
Total extraordinary losses	2,654	155
Net income before income taxes	12,278	15,876
Income taxes - current	5,246	2,688
Income taxes - deferred	(337)	1,486
Total income taxes	4,908	4,174
Net income	7,369	11,702
Net income attributable to non-controlling interests	434	519
Net income attributable to owners of parent	6,935	11,182

Consolidated Statement of Comprehensive Income

Unit: millions of yen

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Net income	7,369	11,702
Other comprehensive income		
Valuation difference on available-for-sale securities	1,135	2,824
Revaluation reserve for land	9	(101)
Foreign currency translation adjustment	9,273	1,370
Remeasurements of defined benefit plans	1,340	1,353
Share of other comprehensive income of entities accounted for using equity method	109	—
Total other comprehensive income	11,868	5,447
Comprehensive income	19,238	17,149
Comprehensive income attributable to:		
Owners of parent	18,755	16,558
Non-controlling interests	482	590

Consolidated financial statements

Consolidated Statement of Changes in Equity

Fiscal year ended December 31, 2024 Unit: millions of yen

	Shareholders' equity				
	Common stock	Additional paid in capital	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of period	18,472	22,294	84,292	(347)	124,711
Changes during period					
Dividends of surplus			(2,832)		(2,832)
Net income attributable to owners of parent			6,935		6,935
Purchase of treasury stock				(0)	(0)
Disposal of treasury stock		0		0	0
Cancellation of treasury stock					—
Change in ownership interest of parent due to transactions with non-controlling interests		126			126
Net changes in items other than shareholders' equity					
Total changes during period	—	126	4,102	(0)	4,229
Balance at end of period	18,472	22,420	88,395	(347)	128,940

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	8,394	811	16,299	1,084	26,590	9,418	160,721
Changes during period							
Dividends of surplus							(2,832)
Net income attributable to owners of parent							6,935
Purchase of treasury stock							(0)
Disposal of treasury stock							0
Cancellation of treasury stock							—
Change in ownership interest of parent due to transactions with non-controlling interests							126
Net changes in items other than shareholders' equity	1,092	9	9,382	1,335	11,820	205	12,026
Total changes during period	1,092	9	9,382	1,335	11,820	205	16,255
Balance at end of period	9,487	821	25,681	2,420	38,411	9,624	176,976

Fiscal year ended December 31, 2025 Unit: millions of yen

	Shareholders' equity				
	Common stock	Additional paid in capital	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of period	18,472	22,420	88,395	(347)	128,940
Changes during period					
Dividends of surplus			(2,994)		(2,994)
Net income attributable to owners of parent			11,182		11,182
Purchase of treasury stock				(1,500)	(1,500)
Disposal of treasury stock					—
Cancellation of treasury stock		(1,847)		1,847	—
Change in ownership interest of parent due to transactions with non-controlling interests		52			52
Net changes in items other than shareholders' equity					
Total changes during period	—	(1,795)	8,188	347	6,740
Balance at end of period	18,472	20,625	96,583	—	135,681

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	9,487	821	25,681	2,420	38,411	9,624	176,976
Changes during period							
Dividends of surplus							(2,994)
Net income attributable to owners of parent							11,182
Purchase of treasury stock							(1,500)
Disposal of treasury stock							—
Cancellation of treasury stock							—
Change in ownership interest of parent due to transactions with non-controlling interests							52
Net changes in items other than shareholders' equity	2,753	(96)	1,370	1,349	5,376	456	5,832
Total changes during period	2,753	(96)	1,370	1,349	5,376	456	12,573
Balance at end of period	12,240	725	27,051	3,770	43,787	10,081	189,550

Consolidated Statements of Cash Flows

Unit: millions of yen

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Cash flows from operating activities		
Net income before income taxes	12,278	15,876
Depreciation	19,270	19,255
Impairment losses	2,520	—
Amortization of goodwill	166	409
Increase (decrease) in allowance for doubtful accounts	(2)	(16)
Increase (decrease) in provision for bonuses	30	120
Increase (decrease) in retirement benefit liability	21	(229)
Interest and dividend income	(764)	(841)
Interest expenses	1,385	1,410
Subsidy income	(86)	(531)
Share of loss (profit) of entities accounted for using equity method	(248)	—
Loss (gain) on step acquisitions	(180)	—
Loss (gain) on disposal of non-current assets	76	119
Loss (gain) on sale of investment securities	(3,156)	(1,376)
Loss (gain) on valuation of investment securities	12	—
Decrease (increase) in trade receivables	7,377	(5,292)
Decrease (increase) in inventories	(3,486)	4,389
Decrease (increase) in other current assets	(226)	1,205
Increase (decrease) in trade payables	(3,181)	(12,436)
Increase (decrease) in other current liabilities	(1,168)	6
Other, net	2,153	(1,487)
Subtotal	32,789	20,582
Interest and dividends received	1,132	826
Interest paid	(1,598)	(1,367)
Subsidies received	70	209
Income taxes refund (paid)	(3,231)	(6,362)
Net cash provided by operating activities	29,162	13,888
Cash flows from investing activities		
Purchases of property, plant and equipment	(14,070)	(20,566)
Proceeds from sale of property, plant and equipment	34	200
Purchase of securities	(1,300)	(1,300)
Proceeds from sale of securities	1,303	1,300
Purchase of investment securities	(1,001)	(18)
Proceeds from sale of investment securities	4,993	1,781
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(2,195)	—
Payments into time deposits	(2,509)	(9,931)
Proceeds from withdrawal of time deposits	2,509	7,489
Other, net	(1,486)	(1,485)
Net cash used in investing activities	(13,723)	(22,529)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(5,785)	(4,028)
Proceeds from long-term borrowings	4,200	24,100
Repayments of long-term borrowings	(10,130)	(7,544)
Purchase of treasury stock	(0)	(1,500)
Dividends paid	(2,827)	(2,991)
Other, net	(357)	(383)
Net cash used in financing activities	(14,901)	7,651
Effect of exchange rate change on cash and cash equivalents	1,087	255
Net increase (decrease) in cash and cash equivalents	1,625	(734)
Cash and cash equivalents at beginning of period	26,401	28,026
Cash and cash equivalents at end of period	28,026	27,292

Organization profile

Corporate information (as of December 31, 2025)

Company name	RYOBI LIMITED
Location of Head Office	762 Mesaki-cho, Fuchu-shi, Hiroshima-ken 726-8628, Japan
Phone number	+81-847-41-1111
Established	December 16, 1943
Capital	18,472 million yen
Major products	・Die cast products ・Builders' hardware (door closers, hinges, architectural hardware, etc.) ・Printing equipment (offset printing presses, peripherals, etc.)
Fiscal year	From January 1 to December 31
Stock exchange listing	Tokyo Stock Exchange: Prime Market
Stock code	5851
Transfer agent	Mitsubishi UFJ Trust and Banking Corporation
Independent auditor	Deloitte Touche Tohmatsu LLC

Management members (as of May 31, 2026)

Directors Asterisk (*) indicates outside director



Akira Urakami
President and CEO



Kazuhiko Fujii
Director and Corporate Officer
Divisional General Manager of
Corporate Planning Division



Hideki Tanifuji
Director and Corporate Officer
Divisional General Manager of
Die Casting Planning and
Development Division



Masahiko Ikaga
Director*



Mami Ito
Director*



Akira Shiki
Director*

Corporate Auditors Asterisk (*) indicates outside auditor



Takashi Suzuki
Standing Corporate Auditor



Takashi Hatagawa
Corporate Auditor*



Tetsuri Kurozumi
Corporate Auditor*

Corporate Officers

Taichi Shimizu
Corporate Officer
Divisional General Manager of Builders' Hardware Division

Hiromu Arihiro
Corporate Officer
Divisional Deputy General Manager of Corporate Planning
Division and General Manager of Finance Department

Koji Urakami
Corporate Officer
Divisional General Manager of Corporate Administration
Division and General Manager of Procurement and Facility
Department

Tadashi Takeguchi
Corporate Officer
Divisional General Manager of Die Casting Manufacturing
Division

Osamu Suemori
Corporate Officer
Divisional General Manager of Die Casting Die Design and
Manufacturing Division

Changes in share price over the past 5 years (January 2021 to December 2025)



External assessments



In the CDP's climate change and water security categories, we received a B score (third highest out of eight tiers).



Recognized as a 2026 Certified KENKO Investment for Health Outstanding Organization under the Certified KENKO Investment for Health Outstanding Organizations Recognition Program



"Eruboshi" certification as an excellent company in promoting women's participation by the Ministry of Health, Labour and Welfare Certified at Level 3



"Kurumin" certification as a childcare support company by the Ministry of Health, Labour and Welfare



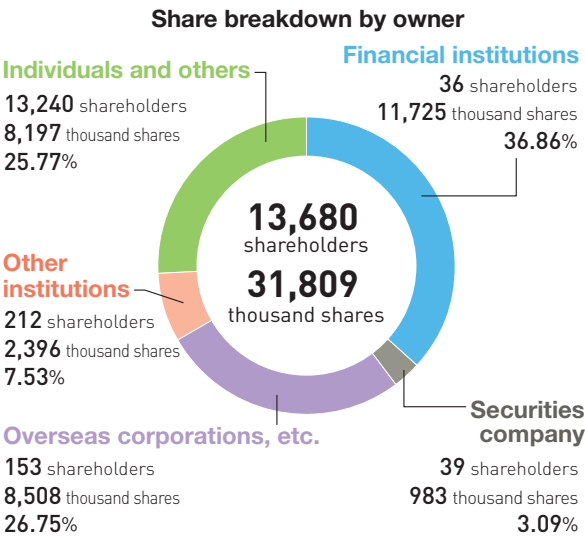
Certified as workstyle-reform company by Hiroshima Prefecture

Stock information (as of December 31, 2025)

Number of shares authorized 100,000 thousand shares

Number of shares issued 31,809 thousand shares

Number of shareholders 13,680 (decreased by 507 since the end of the previous fiscal year)



Principal shareholders

Shareholders	Investment in Ryobi Limited	
	Number of shares held (in thousands)	Investment ratio (%)
Ryokokai Shareholding Association	2,144	6.74
Meiji Yasuda Life Insurance Company	1,860	5.84
UBS AG HONG KONG	1,815	5.70
The Master Trust Bank of Japan, Ltd. (Other trust account)	1,801	5.66
The Master Trust Bank of Japan, Ltd. (Investment trust account)	1,633	5.13
Nippon Life Insurance Company	1,248	3.92
The Urakami Scholarship Foundation	1,165	3.66
Custody Bank of Japan, Ltd. (Investment trust account)	1,025	3.22
The Dai-ichi Life Insurance Company, Limited	806	2.53
STATE STREET BANK AND TRUST COMPANY	745	2.34

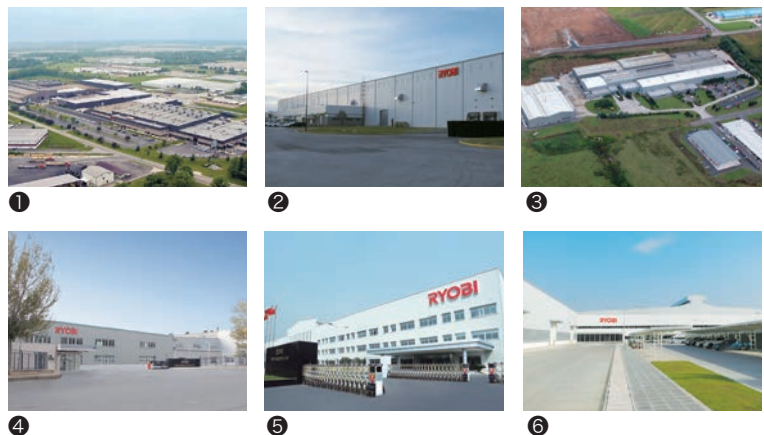
Organization profile

Network



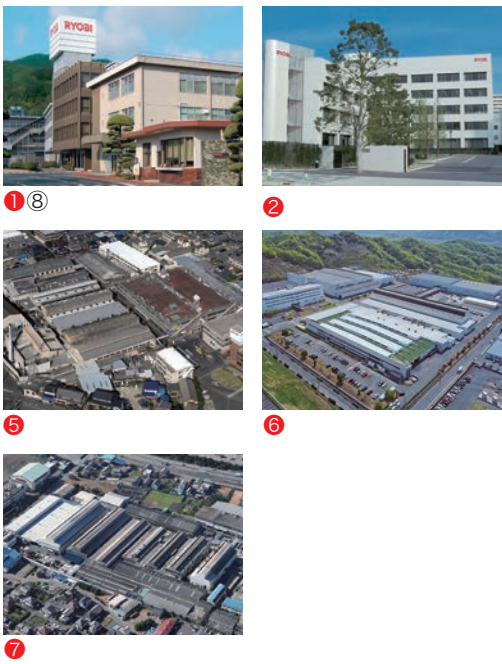
Overseas group companies

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



RYOBİ LIMITED

- ① Head Office
- ② Tokyo Branch
- ③ Toranomon Office
- ④ Osaka Branch
- Sales Offices (7 locations across Japan)
 - ① Sapporo
 - ② Sendai
 - ③ Hamamatsu
 - ④ Nagoya
 - ⑤ Toyama
 - ⑥ Hiroshima
 - ⑦ Fukuoka
- ⑧ Hiroshima Plant
- ⑨ Hiroshima East Plant
- ⑩ Shizuoka Plant
- ⑪ Kikugawa Plant



Domestic group companies

- ① RYOBİ MIRASAKA CO.
Die casting manufacturing
- ② RYOBİ 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 FUJİ KOGYO CO., LTD.
Precision machining
- ⑦ RYOBİ MHI GRAPHIC TECHNOLOGY LTD.
Printing equipment and related product manufacturing and sales
- ⑧ ASAHI SANGYO CO.
Insurance agency
- ⑨ RYOBİ LAND DEVELOPMENT LTD.
Golf course management
- ⑩ RYOBİ LIFE SERVICES LTD.
Nursery school management

