



Financial Results Presentation for the Six Months Ended June 30, 2025

August 7, 2025

RYOBI LIMITED

A decorative graphic at the bottom of the slide consists of several overlapping, semi-transparent red shapes that create a sense of motion and depth, resembling a stylized wave or a series of steps.

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1. Results for the Six Months Ended June 30, 2025

Results Summary

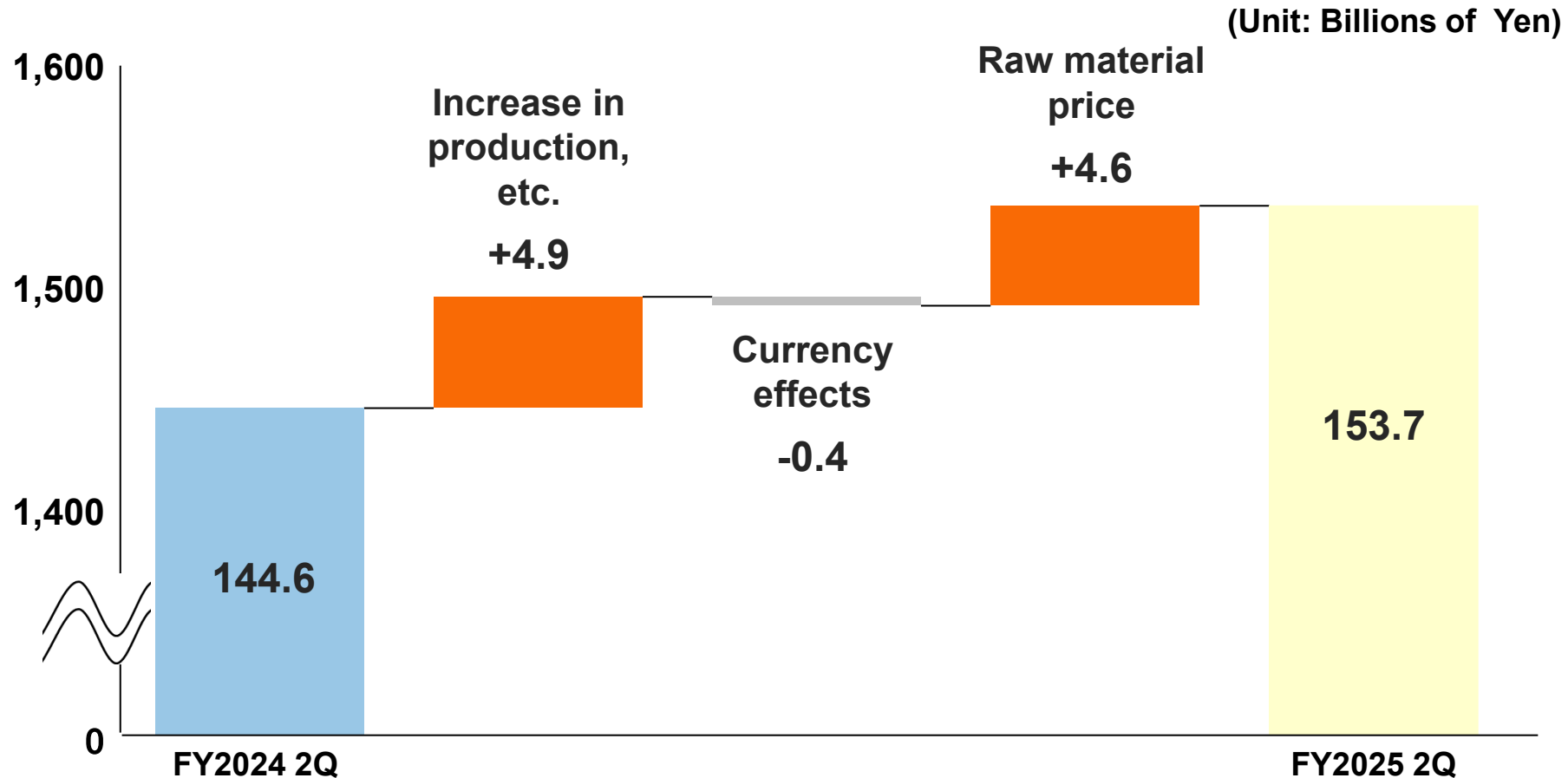
- Recovery in automobile production boosted sales in Japan and overseas, leading to higher operating income.
- Ordinary income and net income attributable to owners of parent decreased due to lower foreign exchange gains.

(Unit Billions of Yen)

	FY2024 2Q	FY2025 2Q			
	Results	Results	YoY Change (vs. FY2024 2Q)	Forecasts (Announced on Feb.13)	Change (vs. forecasts)
Net sales	144.6	153.7	9.1 (6.3%)	150.0	3.7 (2.5%)
Operating income	5.2	6.0	0.8 (15.1%)	4.2	1.8 (42.3%)
Ordinary income	6.7	6.1	(0.6) (-8.9%)	4.2	1.9 (45.1%)
Net income attributable to owners of parent	4.8	4.4	(0.3) (-7.2%)	3.1	1.3 (42.8%)

Analysis of Changes in Net Sales

- Net sales increased by ¥9.1 billion YoY due to the effects of raw material price and higher production volume in die castings.

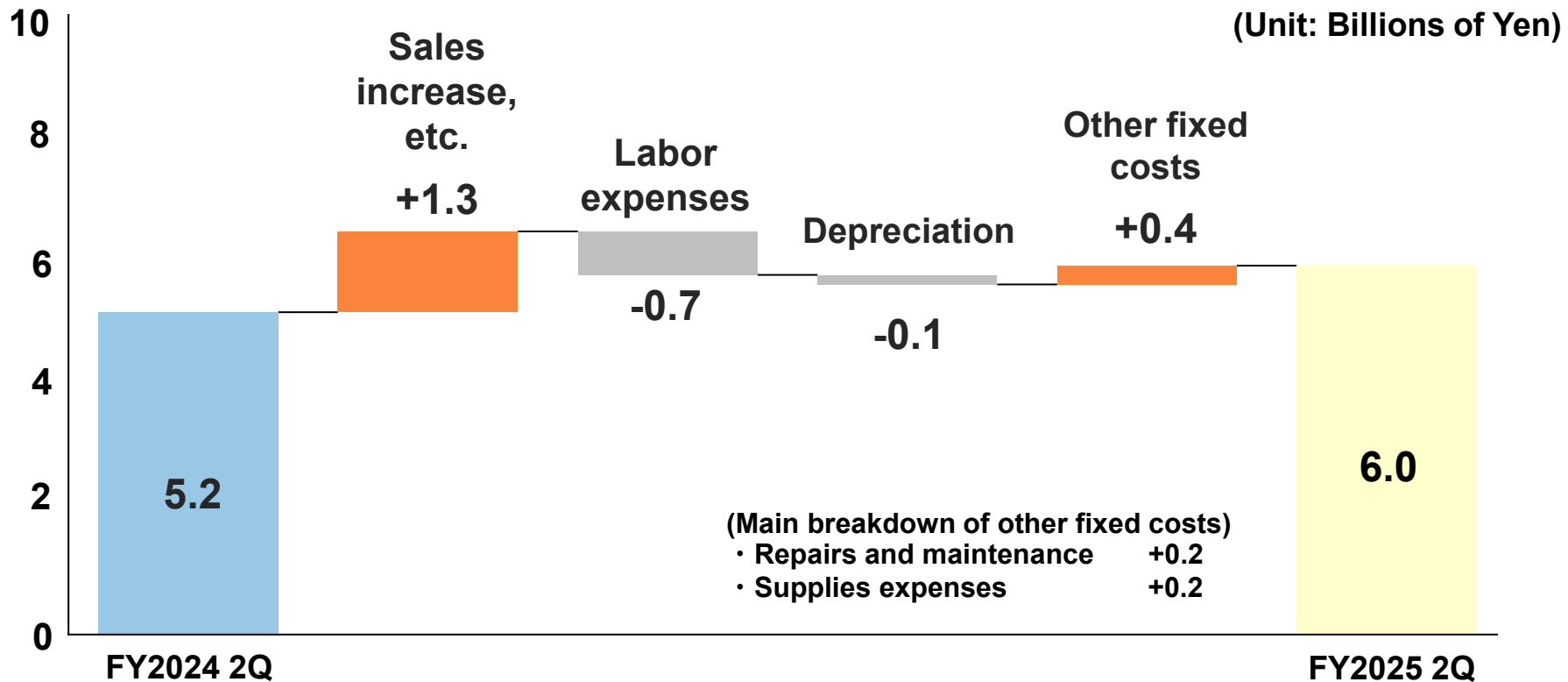


Exchange rates (average for the period)

	USD	GBP	CNY	THB
FY2024 2Q	¥151.20	¥191.15	¥20.93	¥4.20
FY2025 2Q	¥150.09	¥192.48	¥20.58	¥4.43

Analysis of Changes in Operating Income

- Achieved a year-on-year increase in profit, driven by the positive impact of increased production volume and effective control of fixed costs.
- Sales increase, etc. includes the recovery of energy costs and other factors.



Exchange rates (average for the period)

	USD	GBP	CNY	THB
FY2024 2Q	¥151.20	¥191.15	¥20.93	¥4.20
FY2025 2Q	¥150.09	¥192.48	¥20.58	¥4.43

Results by Business Segment

Die Castings: Recovery in automobile production boosted sales, leading to increased profits.
Builders' Hardware: Increased sales and higher productivity helped the business return to a surplus.
Printing Equipment: Net sales rose in Japan and overseas, resulting in higher profits.

(Unit Billions of Yen)

	FY2024 2Q	FY2025 2Q			
	Results	Results	YoY Change (vs.FY2024 2Q)	Forecasts (announced on Feb.13)	Change (vs. forecasts)
Net sales	144.6	153.7	9.1 (6.3%)	150.0	3.7 (2.5%)
Die castings	127.2	135.0	7.8 (6.1%)	131.8	3.2 (2.4%)
Builders' hardware	5.3	5.4	0 (0.6%)	5.2	0.2 (3.4%)
Printing equipment	12.0	13.3	1.3 (10.6%)	13.0	0.3 (2.1%)
Operating income	5.2	6.0	0.8 (15.1%)	4.2	1.8 (42.3%)
Die castings	4.9	5.1	0.2 (3.7%)	4.0	1.1 (26.3%)
Builders' hardware	(0.1)	0	0.1 (-)	0	0 (-)
Printing equipment	0.4	0.9	0.5 (135.4%)	0.2	0.7 (367.5%)

Balance Sheet

- Total assets decreased by ¥14.2 billion compared to the previous year, of which ¥10.7 billion was due to currency effects.
- Trade payables decreased by ¥11.1 billion due to faster payments.

(Unit Billions of Yen)

	FY2024	FY2025 2Q	Change	Currency translation effect		FY2024	FY2025 2Q	Change	Currency translation effect
Current assets	161.1	152.1	-9.0	-4.6	Current liabilities	115.0	108.6	-6.4	-2.4
Cash and deposits	29.3	26.3	-3.0	-0.7	Trade payables	48.2	37.1	-11.1	-0.9
Trade receivables	59.6	59.5	-0.1	-2.0	Short-term borrowings	40.7	47.5	6.8	-1.0
Securities	0.7	0.7	0	—	Other	26.1	24.0	-2.1	-0.5
Inventories	66.8	61.6	-5.2	-1.7	Non-current liabilities	41.2	38.4	-2.8	-0.4
Other	4.8	4.1	-0.7	-0.1	Long-term borrowings	21.3	18.9	-2.4	-0.3
Non-current assets	172.1	166.9	-5.2	-6.1	Other	19.9	18.5	-1.4	-0.1
Property, plant and equipment	129.0	124.9	-4.1	-5.2	Shareholders' equity	128.9	132.0	3.1	0
Intangible assets	3.2	2.8	-0.4	-0.1	Accumulated other comprehensive income	38.4	30.2	-8.2	-8.0
Investments and other assets	40.0	39.1	-0.9	-0.8	Non-controlling interests	9.6	9.8	0.2	—
Deferred assets	—	—	—	—	Total net assets	177.0	172.0	-5.0	-8.0
Total assets	333.2	319.0	-14.2	-10.7	Total liabilities and net assets	333.2	319.0	-14.2	-10.7

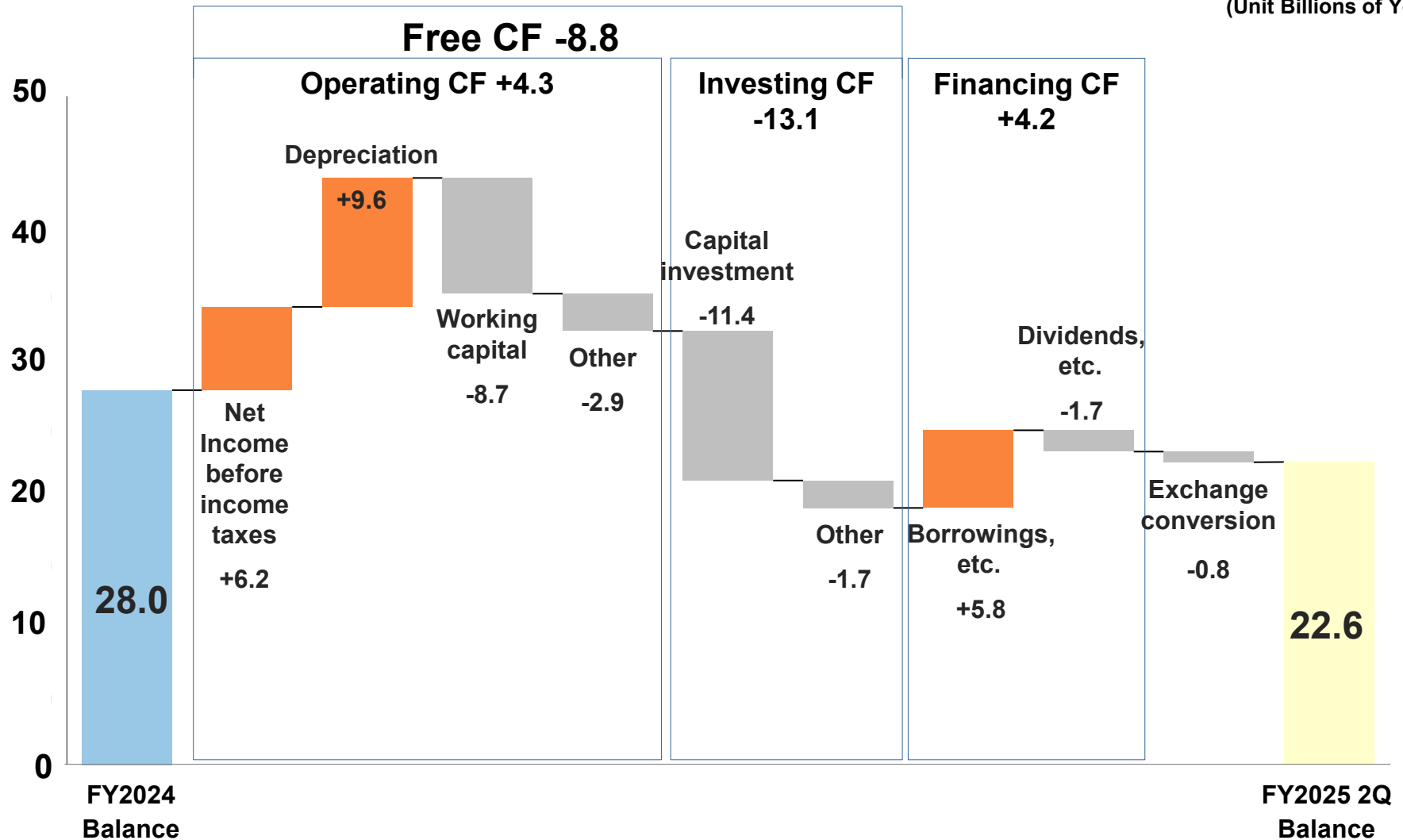
Exchange rates (as of end of period)

	USD	GBP	CNY	THB
FY2024	¥158.18	¥199.02	¥21.67	¥4.64
FY2025 2Q	¥144.81	¥198.56	¥20.19	¥4.44

Changes in Cash Flows

- Faster payments and increased cash needs for CAPEX pushed free cash flow into negative territory.
- Borrowings and other measures partly offset the decrease in free cash flow.

(Unit Billions of Yen)



2. Full-Year FY2025 Forecasts

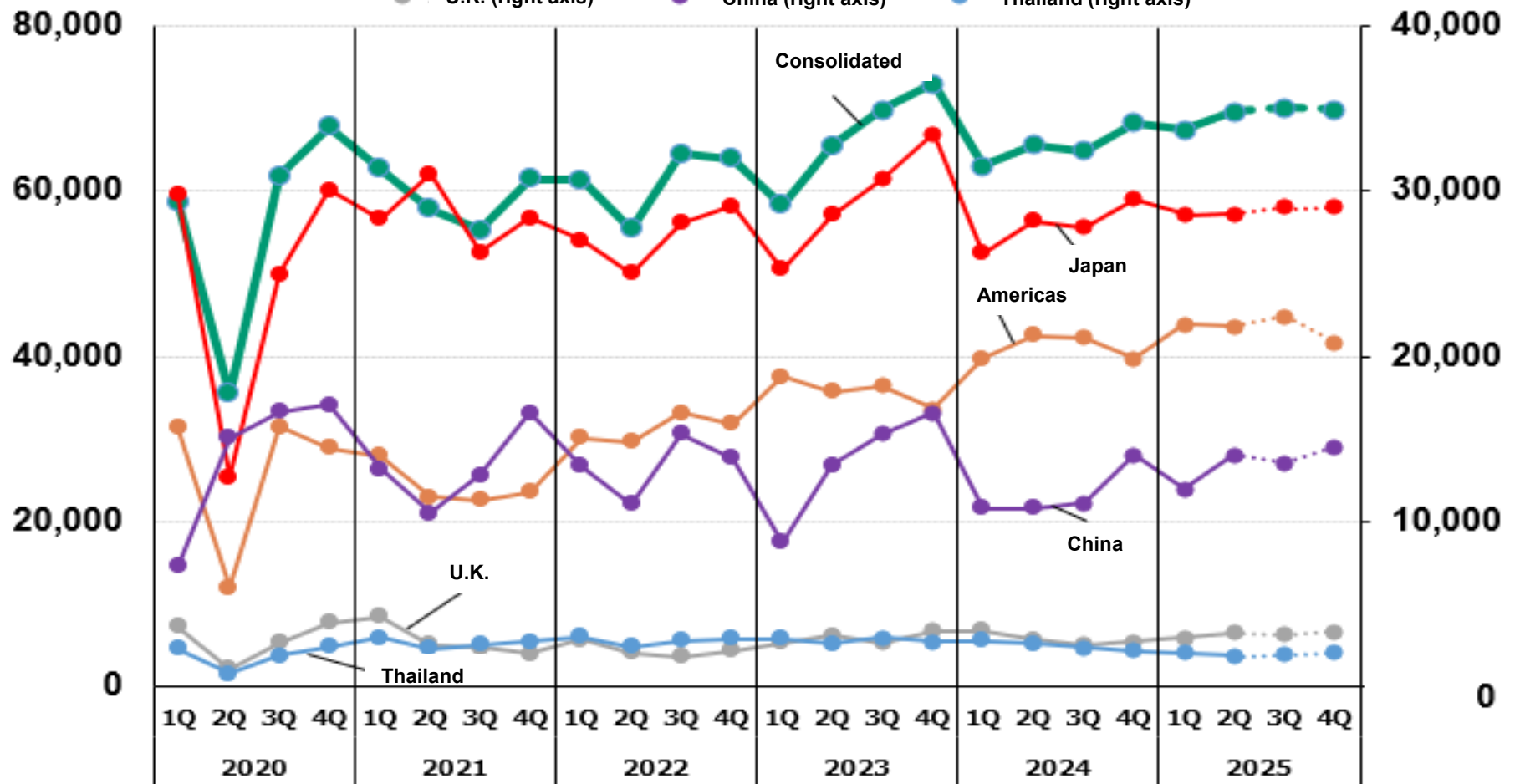
Trends in Production Weight of Die Castings

- The production for FY2025 is expected to exceed 270,000 tons (consolidated), despite being slightly below the initial forecast.

Consolidated
(Unit: t/per Q)

By Region
(Unit: t/per Q)

Consolidated (left axis) Japan (right axis) Americas (right axis)
U.K. (right axis) China (right axis) Thailand (right axis)



* Solid lines indicate actual results; dotted lines indicate forecasts.

Forecasts

- Although interim results exceeded the initial forecast, the full-year forecast has been kept unchanged considering the effects of U.S. trade policies, concerns about a slowdown in the global economy, and unstable foreign exchange rates and other factors.
- Sales are expected to increase with the launch of new products in the Die Castings business, leading to higher profits.

(Unit Billions of Yen)

	FY2024	FY2025	
	Results	Forecast	YoY Change
Net sales	293.3	305.0	11.7 (4.0%)
Operating income	9.5	11.7	2.2 (23.2%)
Ordinary income	11.6	12.0	0.4 (3.9%)
Net income attributable to owners of parent	6.9	9.0	2.1 (29.8%)

Forecasts by Business Segment

Die Castings:

Builders' Hardware:

Printing Equipment:

The launch of new products is expected to drive net sales higher, leading to increased profits. Net sales will remain largely stable in Japan and overseas, but improved operating results from the manufacturing subsidiary in China are expected to contribute to higher profits in full-year. The effects of U.S. trade policies and other factors may weigh on the results in 2H, leading to lower full-year profits.

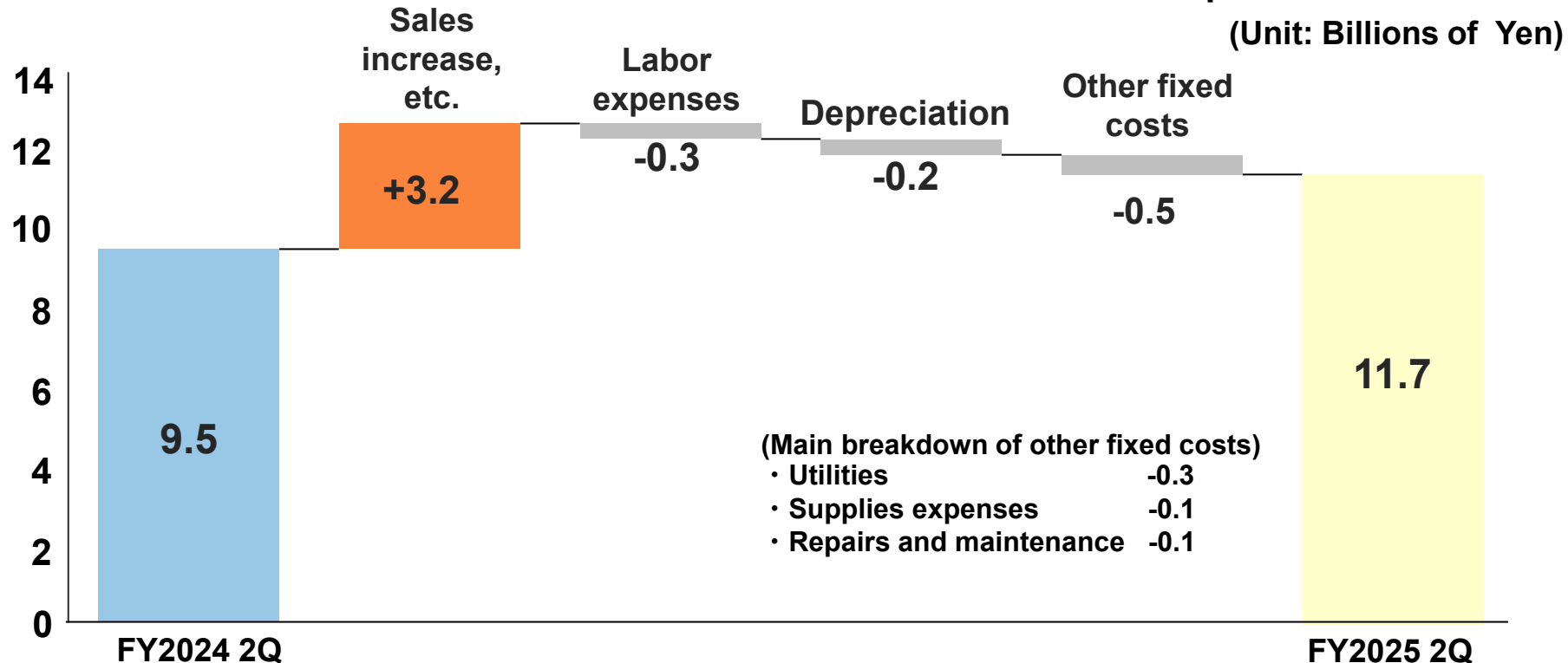
(Unit Billions of Yen)

	FY2024	FY2025	
	Results	Forecasts	YoY Change
Net sales	293.3	305.0	11.7 (4.0%)
Die castings	257.9	270.0	12.1 (4.7%)
Builders' hardware	11.0	11.0	-0 (-0.4%)
Printing equipment	24.1	24.0	-0.1 (-0.5%)

Operating income	9.5	11.7	2.2 (23.2%)
Die castings	9.0	11.0	2.0 (22.3%)
Builders' hardware	-0.4	0.2	0.6 (-)
Printing equipment	0.9	0.5	-0.4 (-46.5%)

Analysis of Changes in Operating Income Forecast

- Profit is expected to increase driven by revenue growth from higher production volume, cost reductions, and efforts to improve productivity.
- Fixed costs are controlled while cost increases are reflected in prices.



Exchange rates
(average for the period)

	USD	GBP	CNY	THB
FY2024	¥150.89	¥192.90	¥20.97	¥4.28
FY2025 Forecast	¥145	¥180	¥20	¥4.0

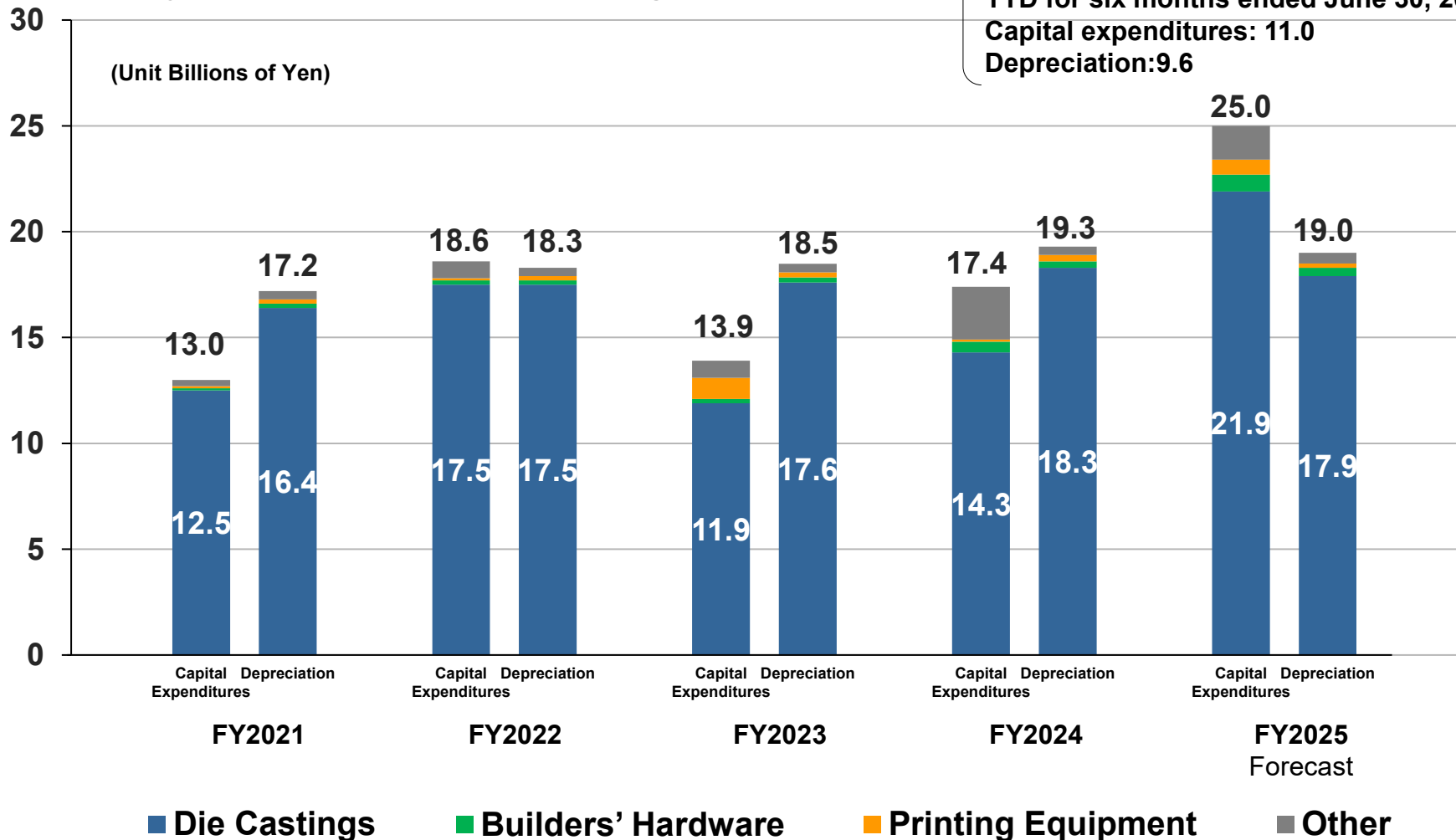
Annual impact of yen appreciation
on operating income
(1% higher than forecasts)

USD -¥50 million
 GBP -¥10 million
 CNY +¥20 million
 THB -¥10 million

Trends in Capital Expenditures and Depreciation

- For FY2025, capital expenditures are expected to be ¥25.0 billion with depreciation of ¥19.0 billion, in line with initial forecasts
- Capital expenditures in Japan are expected to increase (for large-scale prototype production factory and new product manufacturing equipment)

YTD for six months ended June 30, 2025
 Capital expenditures: 11.0
 Depreciation: 9.6

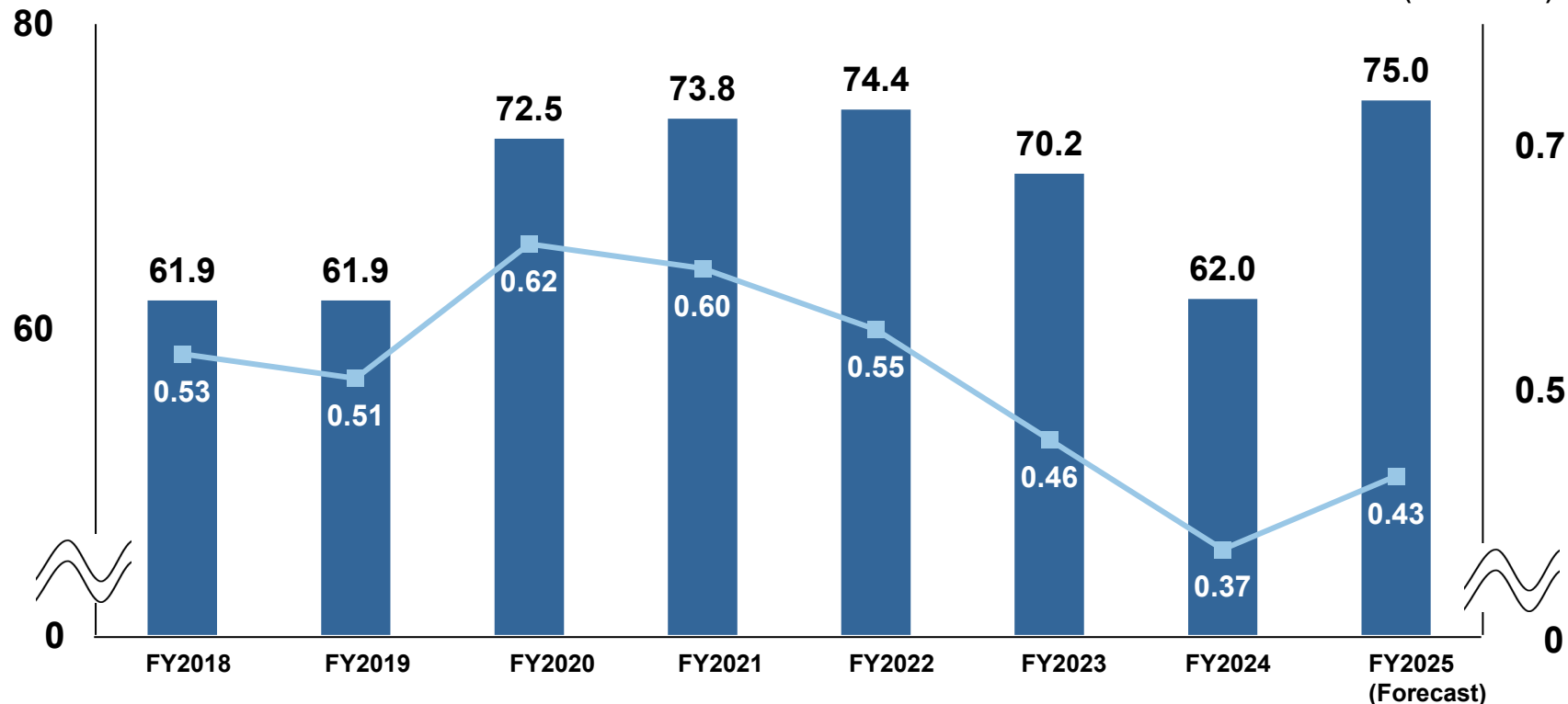


Trends in Interest-Bearing Debt and D/E Ratio

- Interest-bearing debt at the end of FY2025 is expected to be ¥75.0 billion (no change from previous forecasts).
- D/E ratio is expected to remain below 0.5 times.

(Unit: Billions of Yen)

(Unit: Times)



■ Interest-bearing Debt (left axis)

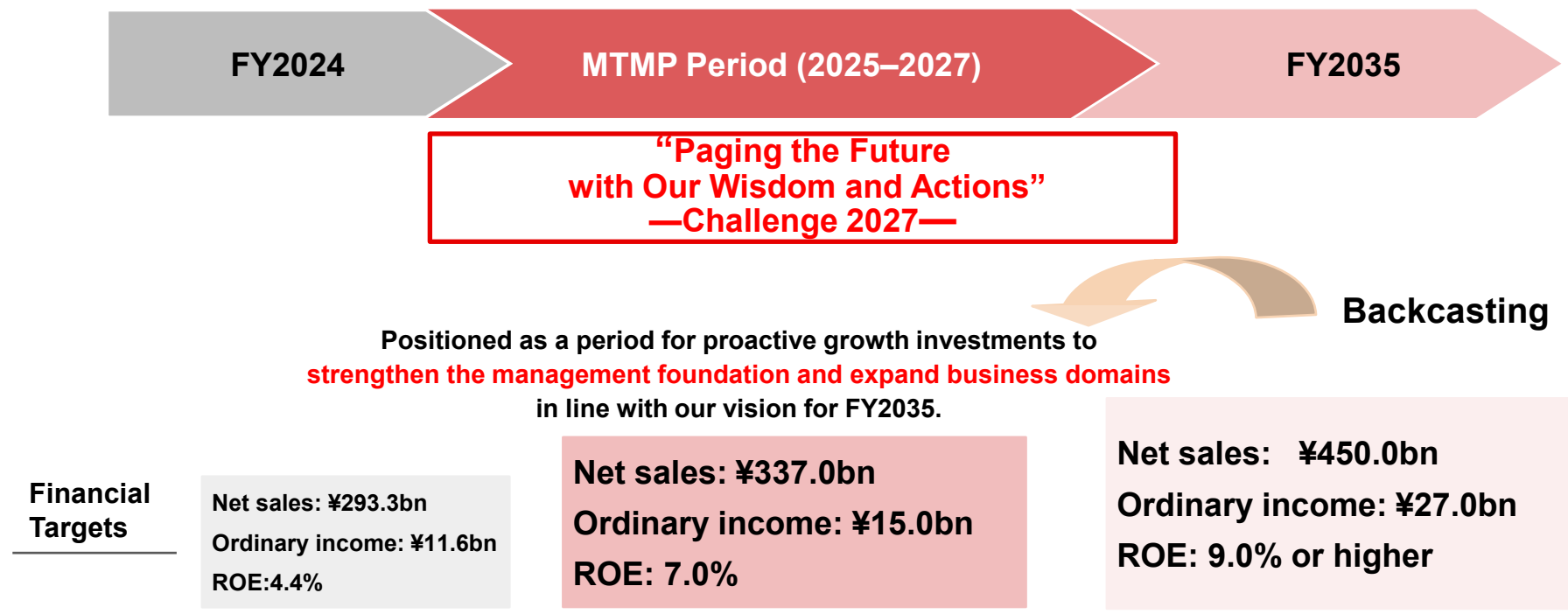
—■ D/E Ratio (right axis)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (forecast)
Borrowing dependence (interest-bearing debt/total assets)	23.0%	23.5%	28.0%	26.4%	24.8%	22.0%	18.6%	22.1%

3. Business Conditions and Topics

Progress on the Medium-Term Management Plan (MTMP) (2025–2027)

Positioning of MTMP (2025–2027)

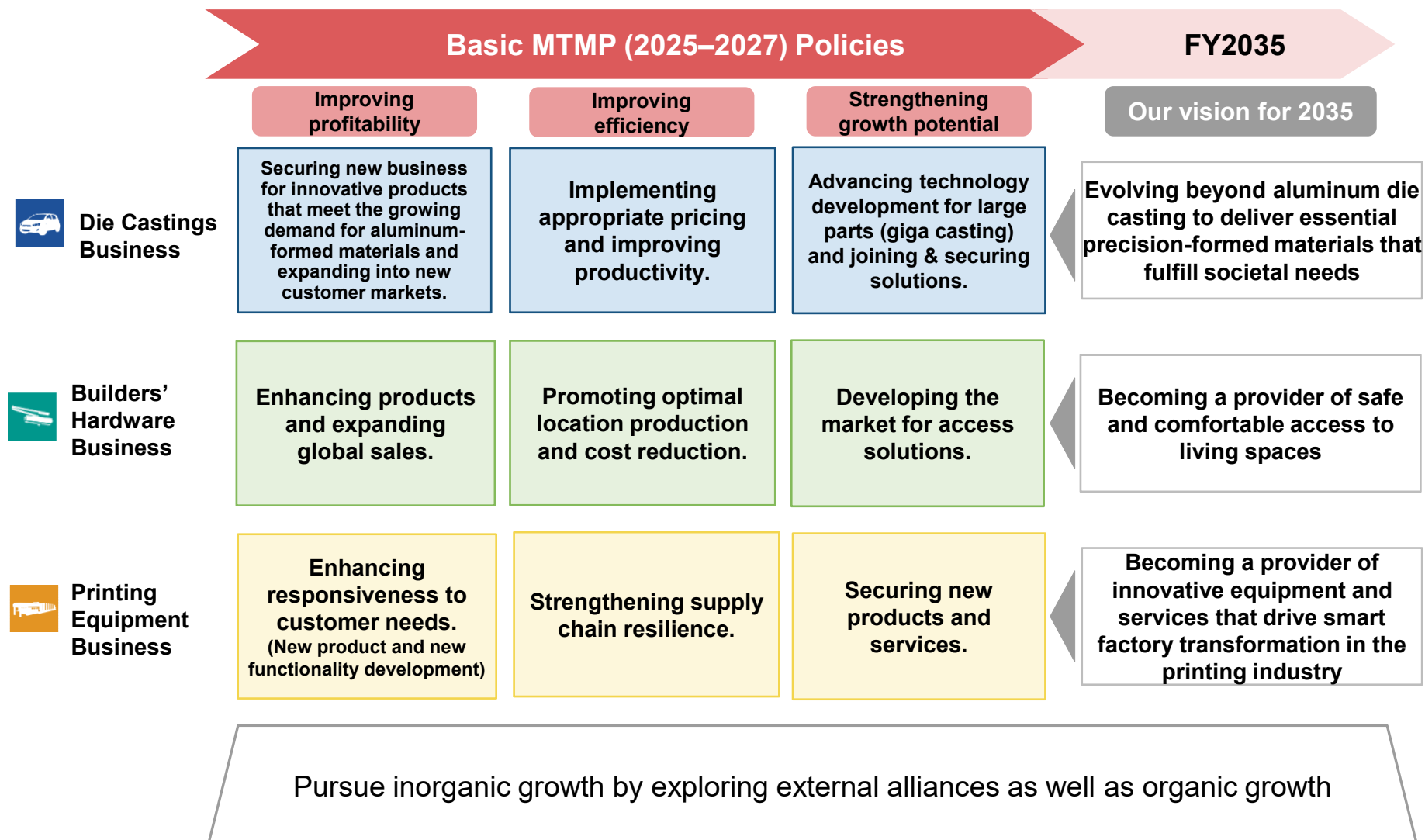


Increase ROE in phases to achieve a level that exceeds the cost of equity over the medium-to long-term.

Basic Policy A (Business)	Basic Policy B (Organization)	Basic Policy C (Environmental and social)
Enhancing market presence <ul style="list-style-type: none"> Improving profitability Improving efficiency Strengthening growth potential 	Creating a safe, sound and dynamic workplace <ul style="list-style-type: none"> Promoting health and safety in the workplace as well as mental and physical health Activating participation of diverse human resources Leveraging digital technologies such as ICT and AI 	Addressing environmental and social challenges <ul style="list-style-type: none"> Promoting initiatives to minimize environmental impact Co-creating sustainable supply chains Strengthening governance

MTMP (2025–2027) : Basic Policies by Business Segment

Improve profitability and efficiency and strengthen growth potential in each business



Progress to Six Months ended June 30, 2025 (Die Castings)

MTMP Business Strategies

Progress to Six Months ended June 30, 2025

Implementing appropriate pricing and improving productivity

Enhancing profitability through price updates and productivity gains

- ✓ Passing increased costs on to customers and accelerating the recovery of die storage costs
- ✓ Promoting cost-reduction initiatives by reducing warm-up shots*

Securing business for new products and expanding the customer base

Exploring non-automotive markets and rebuilding global partnership

- ✓ Establishing a sales organization dedicated to acquiring new customers and developing new markets to identify and meet customer needs in promising fields
- ✓ Building a framework to strengthen product launch functions across the entire process, from receipt of die orders to mass production.

Strengthening sales and technology for new product orders

- ✓ Giving technical presentations to automobile manufacturers and others to expand the application scope of die casting
- ✓ Conducting research and development on high-ductility alloys using recycled ingots

Develop technologies

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

- ✓ Starting production of prototypes of large components at the large-scale prototype production factory
- ✓ Conducting research to establish technologies for joining/securing of different materials

* Warm-up period till the die temperature reaches 150–200 Celsius degrees

Initiatives to achieve weight reductions and electrification –Securing orders for strategic products–

- Orders for strategic products remain steady.

Vehicle models equipped with our lightweight (body/ chassis) and electric vehicle parts

BEV



Geely Galaxy E7



FAW Hongqi EH7

HEV and PHEV



MAZDA CX-80



Toyota Crown (Estate) *1



Subaru Forester



Mitsubishi Xforce

Products recently entered into mass production (Past year)

Product details	
Body/chassis parts	Bracket (suspension component)
	Frame (structural) parts
Electrification parts	HEV generator case
	HEV motor case
	HEV transmission case
	HEV converter case
	BEV onboard charger case
	BEV e-Axle case
	HEV housing transaxle

Products scheduled to enter into mass production

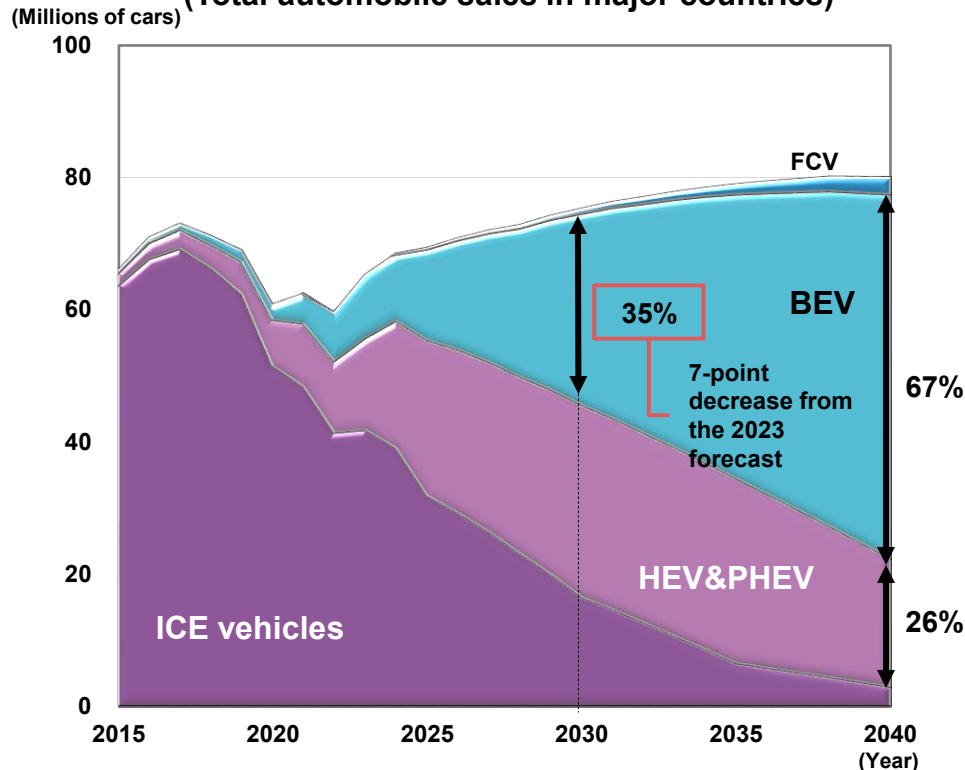
Product details	
Body/chassis parts	Subframes
Electrification parts	Charger case
	Transaxle case
	BEV/HEV battery case parts
	BEV/FCV car air conditioning parts
	FCV stack case parts
	e-Axle parts
	Motor housing
	HEV converter case

*1 Source: Toyota Motor Corporation – Official Website for the Crown (Estate)

(Reference) Initiatives to achieve weight reductions and electrification**–External environment of the Die Castings business–**

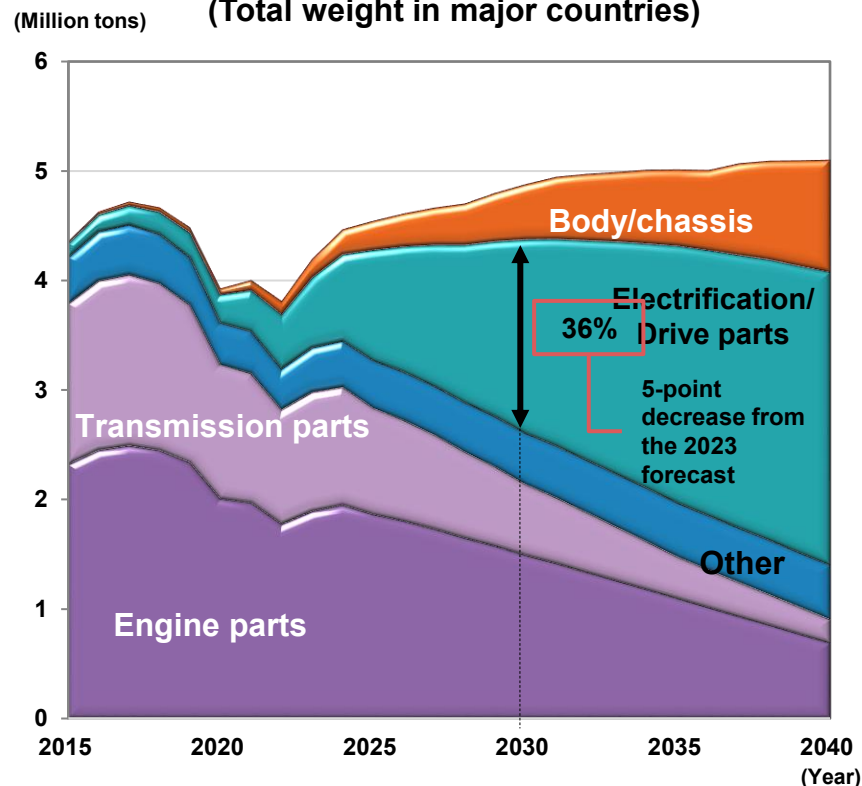
- ✓ While the growth in automobile sales and the trend toward BEVs through 2040 will remain largely unchanged from previous forecasts, the recent slowdown in BEV growth is expected to result in a lower BEV ratio in fiscal 2030.
- ✓ Although demand for electrification and drive parts in fiscal 2030 is expected to decline compared to previous forecasts, overall demand for die casting products is projected to remain steady.
- ✓ Demand is also expected to increase for integrated casting of large components such as body and chassis parts (giga casting).

Powertrain Mix Forecast
(Total automobile sales in major countries)



*Major countries: Japan, Europe, U.S.A., China, and India

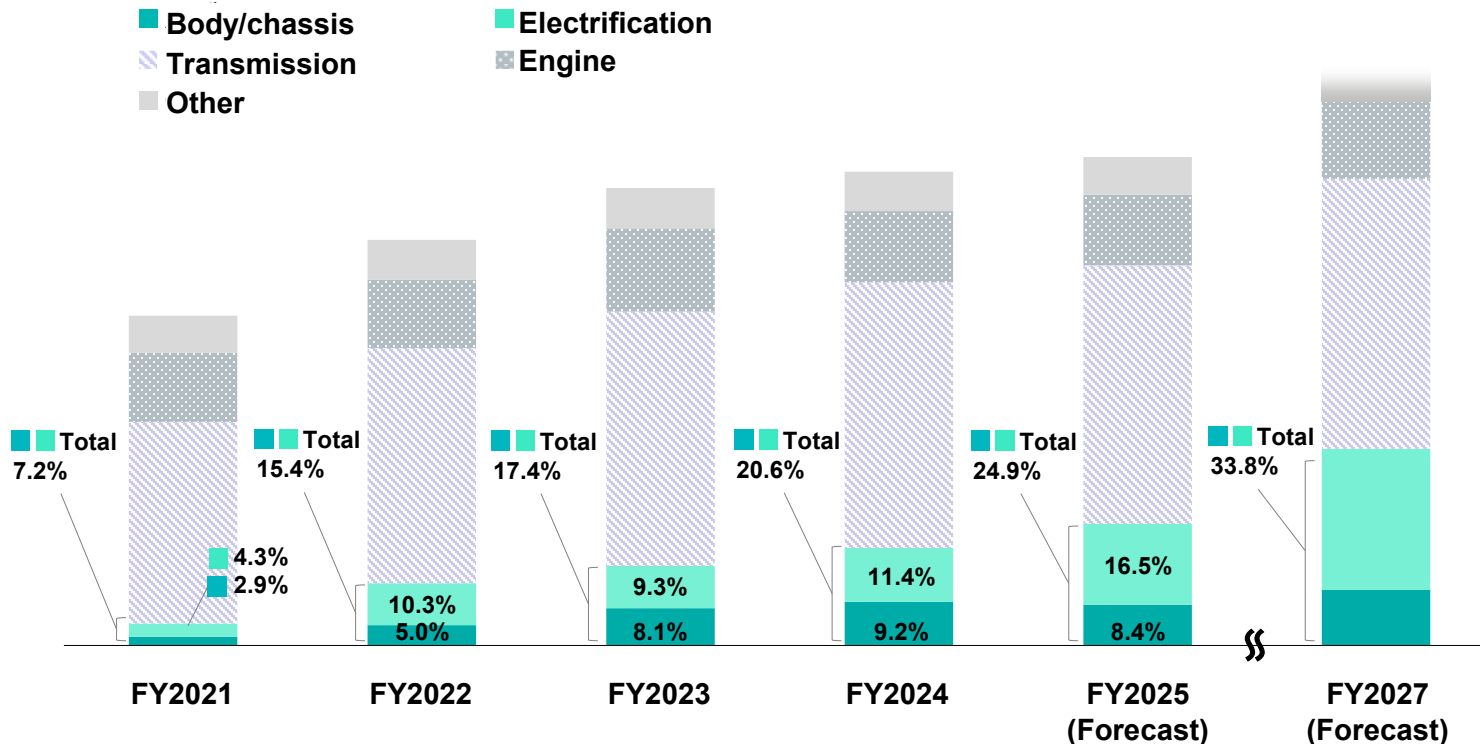
Die Casting Demand Forecast
(Total weight in major countries)



Our forecast as of November 2024

(Reference) Initiatives to achieve weight reductions and electrification**–Sales and share of strategic products–**

- ✓ The sales and share of strategic products (lightweight parts such as body and chassis, and electric vehicle parts) are expected to expand to 34% by fiscal 2027.
- ✓ Although the share is expected to decline compared to last year's forecast, total sales including other products are projected to remain steady.

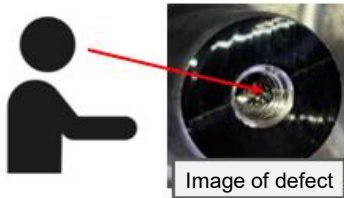
Trends in sales and share by die casting parts category

Key Topic (Die Casting): Initiatives for Automation and Labor-saving

Enhancing productivity by introducing automation and labor-saving equipment

Developing automatic appearance inspection equipment

Before



- Product defects are inspected visually.
- Issues remain due to inconsistent detection accuracy and human error.

After



- Introducing a camera-based image recognition and automatic judgment system
- Achieving stable inspection independent of operator skill

Planning to switch from manual to machine-based inspection

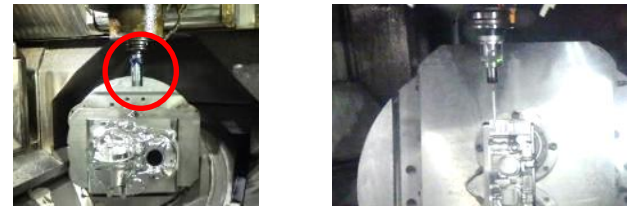
Automating die fabrication processes (cleaning and side machining)

Before



- Chip cleaning is performed manually, requiring operational downtime for each task.
- Side machining involves manual measurement and correction, leading to potential errors.

After



- Introducing chip blowers to enable continuous cleaning operations
- Creating programs to automate measurement and correction processes

Promoting automation and labor-saving by process, aiming for a significant decrease in manual operations overall

Key Topic (Die Castings)

: Initiatives for Integrated Casting of Large Components (Giga Casting)



Key Topic (Die Castings)

: Launch and Promotion of Prototyping Services for Integrated Casting of Large Components (Giga Casting)

- ✓ Launching prototyping services at the large-scale prototype production factory at our Kikugawa Plant in Kikugawa, Shizuoka Prefecture.
- ✓ Participating in the exhibition at the Automotive Engineering Exposition 2025 in May 2025.
- ✓ A paper by one of our employees on elemental technologies for large integrated casting received the Die and Mold Technology Paper Award from The Japan Society for Die and Mold Technology.

Launch of prototyping services



- Launching prototyping services for large components such as underbodies and battery cases
- Establishing an integrated system covering everything from mold production for prototypes to casting and inspection of large components
- Starting exploring expanding applications for products in construction and information and communications sectors

Prototype display at exhibition



- Exhibiting a rear underframe at the Automotive Engineering Exposition 2025
 - Promoting automotive weight reduction and reduction in the number of parts through integrated casting of large components
 - A total of 79,808 visitors attended the exhibition over the three-day period (overall attendance)

Status of Initiatives through 2Q/FY2025 (Builders' Hardware and Printing Equipment)

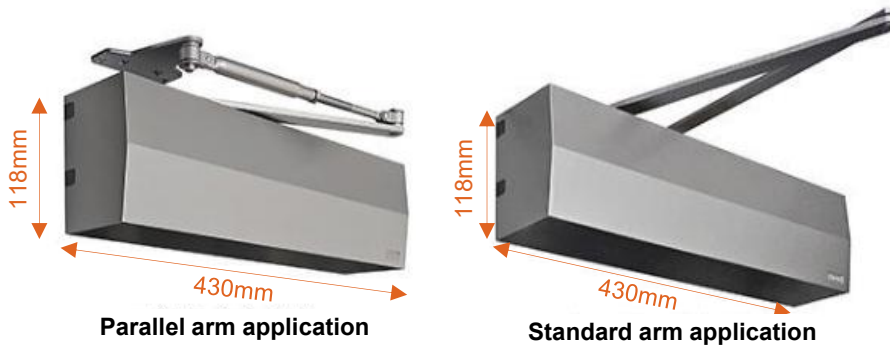
Business strategy of MTMP			Initiatives through 2Q/FY2025	
Builders' Hardware	Enhancing products and expanding global sales	Promoting sales of high-value-added products	✓	Implement solution-based sales focused on issues related to door opening and closing
		Expanding and promoting products for overseas markets	✓	Launch an electric door opening/closing equipment with power outage support (in March)
			✓	Strengthen sales structure in existing markets
	Promoting optimal location production and cost reduction	Improving productivity at each stage of the production process	✓	Rebuild the production foundation through optimization of production capacity and inventory reduction
	Developing the market for access solutions	Launching an access solutions business to resolve various door-related issues	✓	Enhance procurement capabilities through cost reduction and lead time shortening
			✓	Expand product lineup to address barrier-free accessibility issues
Printing Equipment	Enhancing responsiveness to customer needs	Conducting development based on customer needs and enhancing responsiveness to individual requirements	✓	(Exhibited at “BREX 2025: Comprehensive Exhibition for Housing Architecture, and Real Estate” in June)
			✓	Establish a sales and installation system in collaboration with partner companies
	Strengthening supply chain resilience	Achieving improved quality and reduced costs	✓	Expand product lineup to address barrier-free accessibility issues
			✓	(Exhibited at “BREX 2025: Comprehensive Exhibition for Housing Architecture, and Real Estate” in June)
	Securing new products and services	Acquiring new products for the launch of print factory optimization services	✓	Establish a sales and installation system in collaboration with partner companies
			✓	Establish a sales and installation system in collaboration with partner companies

Key Topics (Builders' Hardware)

Expanding our product lineup to meet the diversifying needs for electric opening and closing systems

New Release

RUCAD "RU-030"



Parallel arm application: Installed on the push side of the door

Standard arm application: Installed on the pull side of the door

[Features of "RU-030"]

A new model equipped with a spring mechanism that enables the door to close even during a power outage, in addition to the conventional electric opening/closing function.

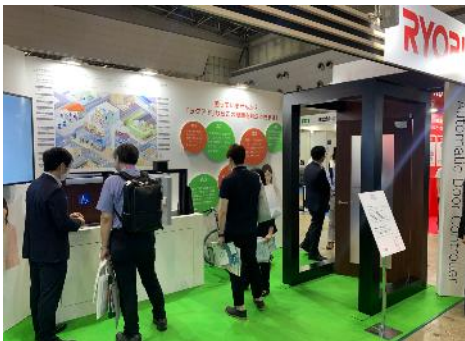
Can also be retrofitted to replace existing door closers.

[Installation Example of "RU-030"]

Installed at Mita Garden Hills

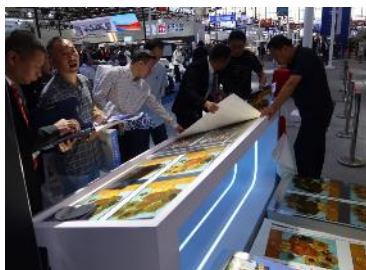
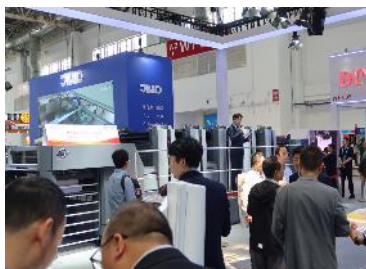
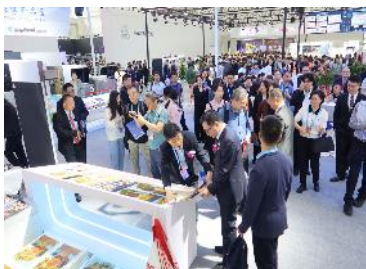
- Integrated operation with a delivery service robot was successfully implemented.

- In June 2025, we participated in the exhibition at “BREX 2025: Comprehensive Exhibition for Housing Architecture, and Real Estate” to promote the functionality and convenience of RUCAD.



Key Topics (Printing Equipment)

Participation in exhibitions



- Exhibited at "CHINA PRINT 2025" in May 2025
- Promoted the latest efficiency and automation solutions for the growing global packaging and printing market

Joint development of new products

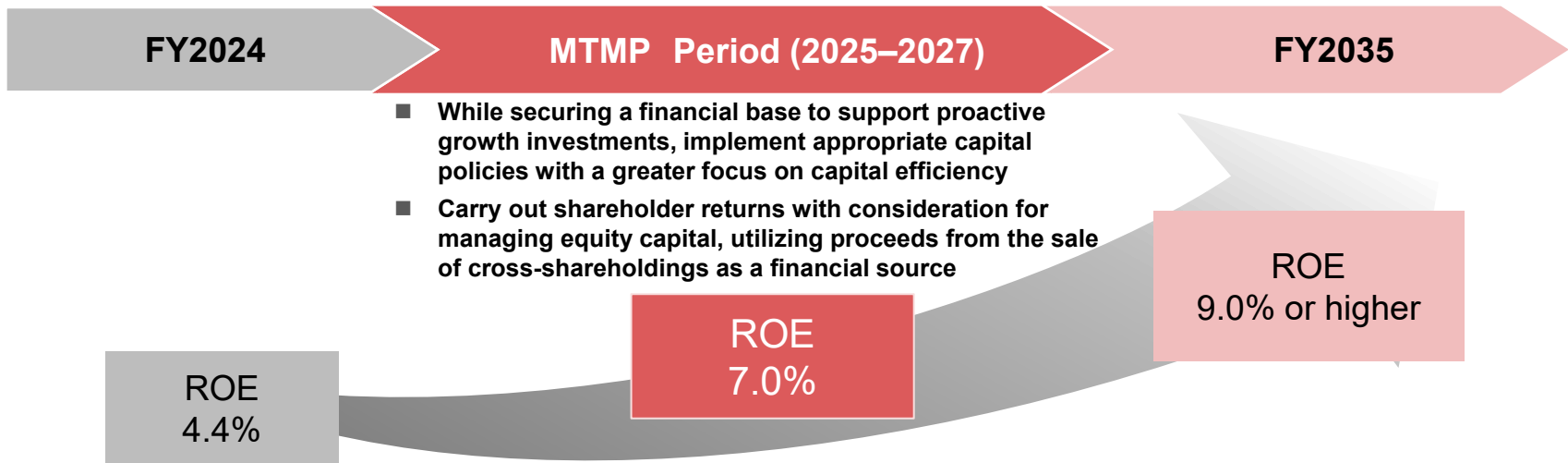


- Developing an automatic paper stacking machine in collaboration with a partner company as a solution for automating the alignment and stacking of printing paper
 - Achieving commercialization by combining the partner company's foundational technology for paper stacking machine with our automation expertise
- Promoting product development based on automation needs through ongoing dialogue with clients
- Planning to expand collaboration with partner companies to meet the needs for automation and labor-saving amid labor shortages

4. Initiatives toward Enhanced Corporate Value

Medium-Term Policy for Enhancing Corporate Value

Gradually increasing ROE to achieve a level that exceeds the cost of equity over the medium-to long-term



Key Initiatives

Reduction of cross-shareholdings

- ✓ Aiming to reduce cross-shareholdings by 50% from the end of FY2024 by the end of FY2027

Optimization of capital structure

- ✓ Enhancing shareholder returns through flexible share buybacks, while controlling equity capital by utilizing interest-bearing debt

Strategic investments for growth

- ✓ Prioritizing and executing investments in responding to new orders for strategic products and in the development of giga casting technology for large integrated components

Dialogue with capital markets

- ✓ Enhancing information dissemination through timely and appropriate disclosure and proactive investor relations (IR)

Status of Strategic Investments

Actively making growth investments to realize our business strategy

Major strategic investments through 2Q/FY2025

- Launching a large-scale prototype production factory to meet the demand for large-scale integrated molding
- Installing equipment to support new orders for strategic products (lightweight and electric vehicle parts)

Topics

Launching a large-scale prototype production factory



- Completed a large-scale prototype production factory on the premises of the Kikugawa Plant
- Installed a large-scale die casting machine with a clamping force of 6,500 tonnes—the first of its kind installed in Japan by a dedicated die-casting manufacturer—and started operations to supply prototypes of large components
- Installed equipment including machining tools for large molds, distortion correction machines, and X-ray inspection devices for finishing and inspection of products
- The facility is ready to fulfill prototype orders for large components such as rear underbodies and battery cases.

In response to the growing demand for large-scale integrated molding of components, driven by efforts to improve vehicle body performance, such as rigidity and handling stability, and reduce the number of parts and manufacturing processes.

Cash Allocation Status

Cash allocation targets in MTMP (2025–2027)

Status of cash inflows as of 2Q/FY2025

- Effective use of interest-bearing debt
- Reduction of cross-shareholdings
 - Partially implemented in 2Q

Use of interest-bearing debt

**Operating CF
and asset
utilization, etc.**

¥80.0 bn or more

**Capital
expenditures
¥70.0 bn
+
α**

**Shareholder
returns
Approx. ¥13.0 bn**

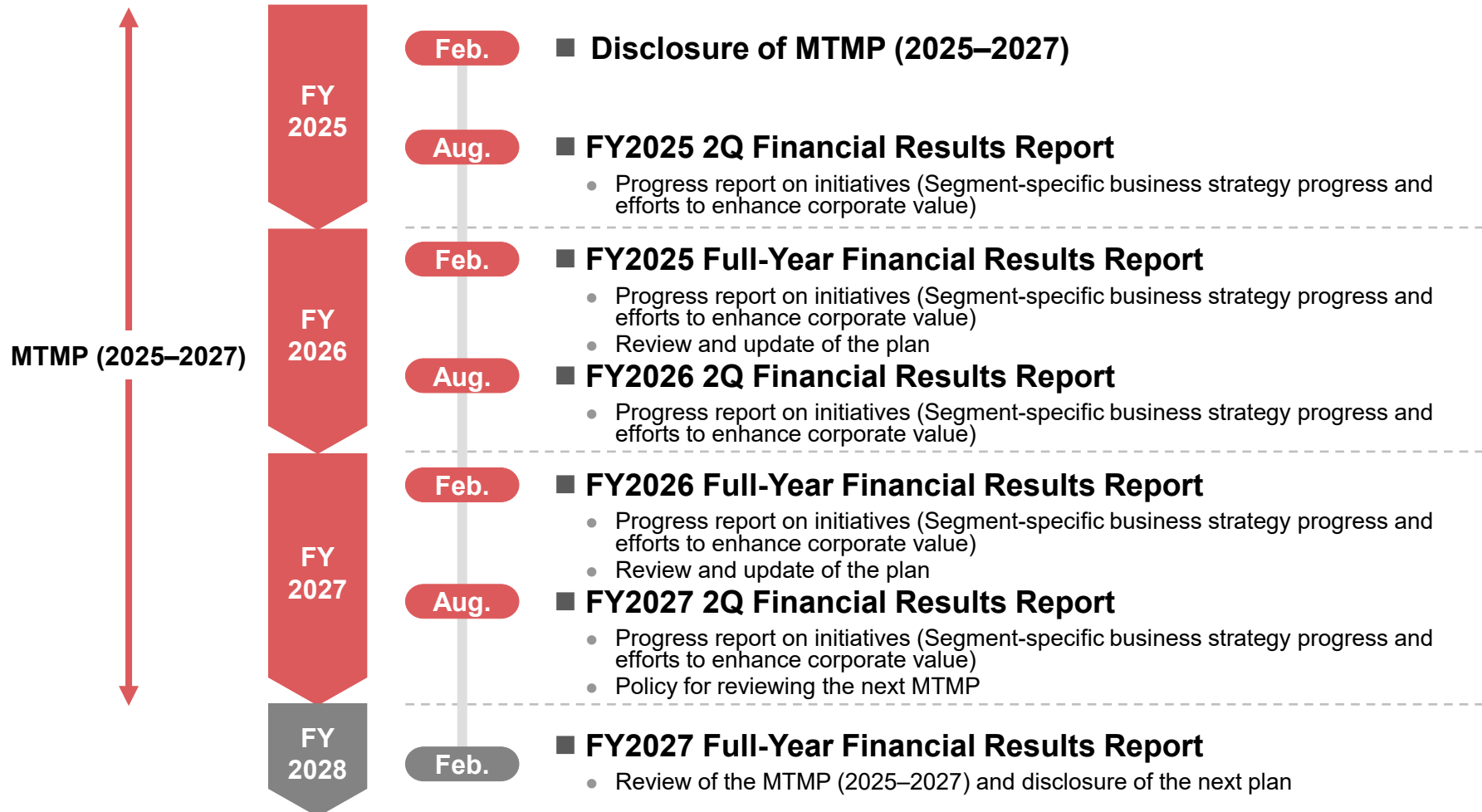
Status of cash outflows as of 2Q/FY2025

- Capital expenditures totaled ¥11.0 bn as of 2Q
- Dividends
 - A dividend of ¥50 scheduled for the end of 2Q
- Share buybacks
 - Under consideration with a target total payout ratio of 40%

Disclosure Policy for Future MTMP

We will continue to actively disclose the progress of MTMP.

Disclosure schedule for MTMP



Cautionary notes on forward-looking statements

This document contains forward-looking statements regarding matters such as Ryobi's business plans, strategies, and operating results.

Such forward-looking statements reflect Ryobi's judgment based on information available at the time of preparation. They involve inherent risks and uncertainties.

Ryobi's actual activities and operating results may differ from these forward-looking statements due to economic conditions, the business environment, trends in market demand, changes in currency exchange rates, and other factors.

RYOBI

Beyond Ideals and Dreams

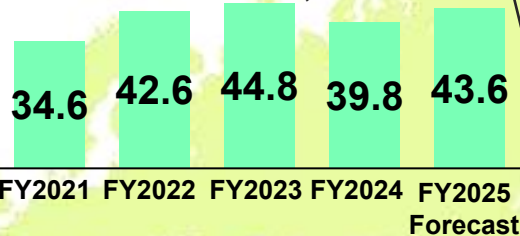
Die Castings

Trends in sales by region

(Unit: Billions of Yen)

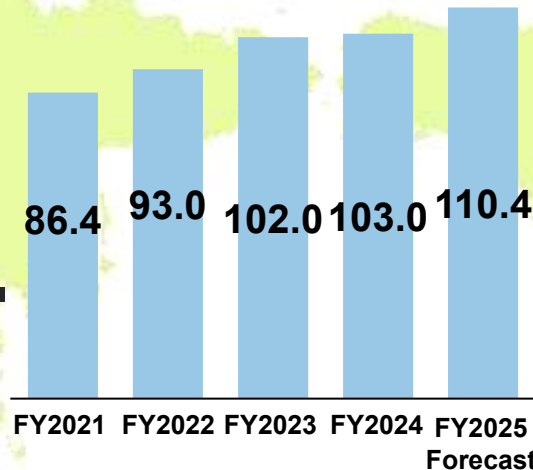
China

RYOBI DIE CASTING DALIAN CO., LTD.
RYOBI DIE CASTING CHANGZHOU CO., LTD.



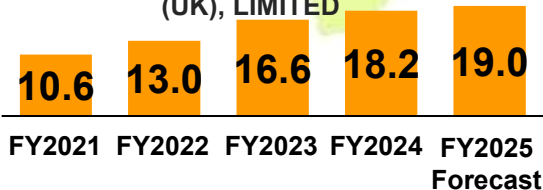
Japan

RYOBI LIMITED
RYOBI MIRASAKA CO.
RYOBI MITSUGI CO.
TOKYO LIGHT ALLOY CO., LTD. etc.



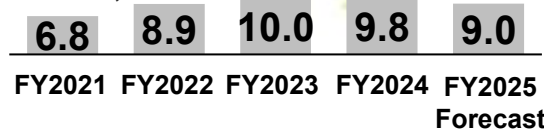
U.K.

RYOBI ALUMINIUM CASTING (UK), LIMITED



Thailand

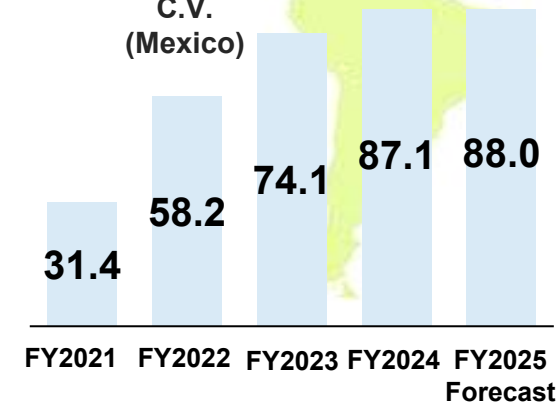
RYOBI DIE CASTING (THAILAND) CO., LTD.



Americas

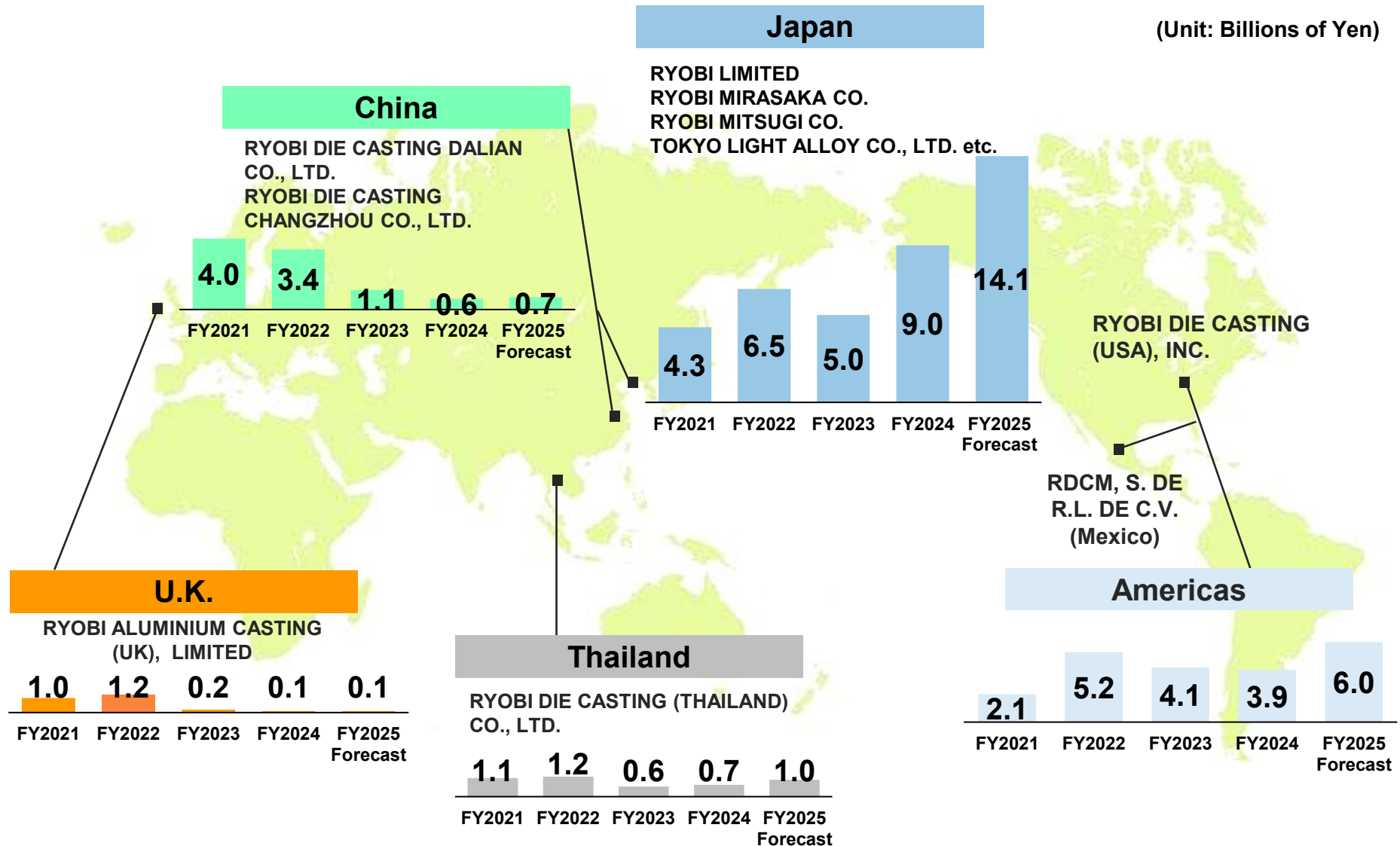
RYOBI DIE CASTING (USA), INC.

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



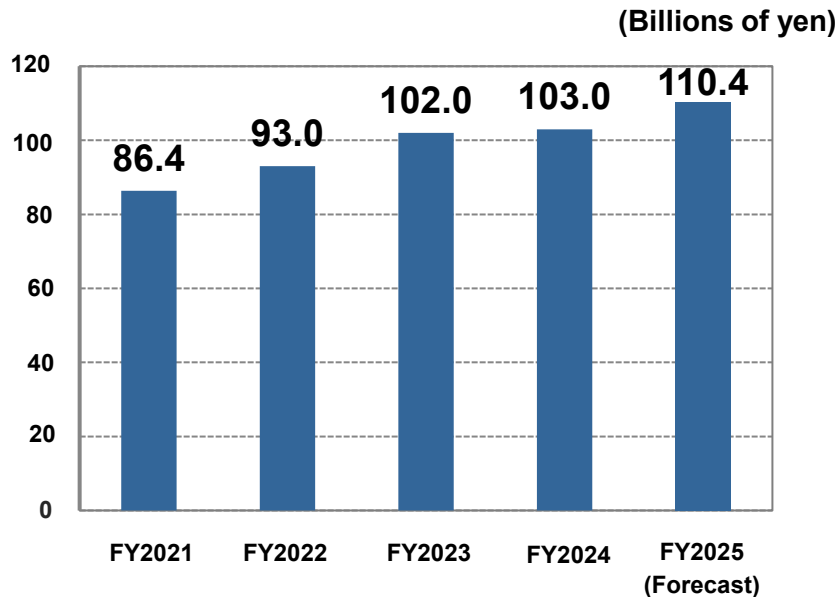
Die Castings

Trends in capital expenditure by region



Die Castings –Japan–

Sales trend

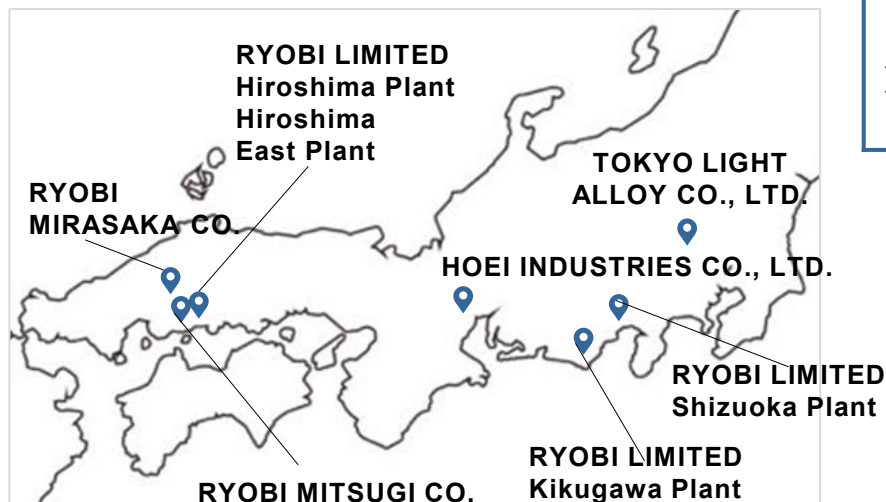


Business environment

- Automotive production recovered from the previous year, which had been affected by quality issues at automotive manufacturers, resulting in increased sales.
- BEV momentum is slowing, while HEV production is strong.
- Growing demand for lightweight components (increase in aluminum die casting production).

Main initiatives

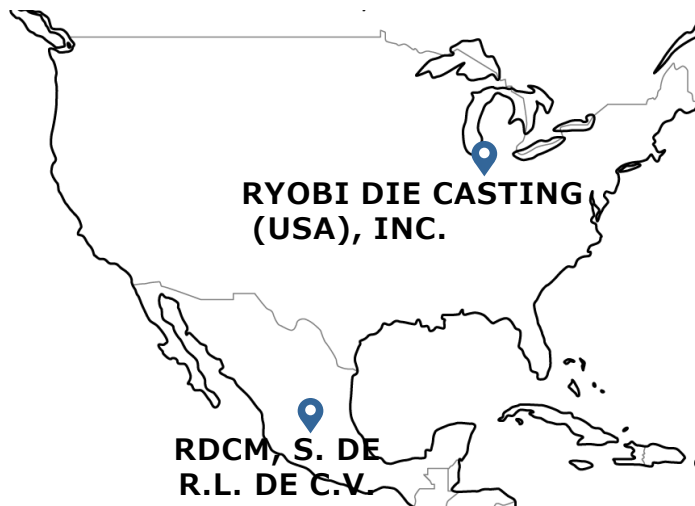
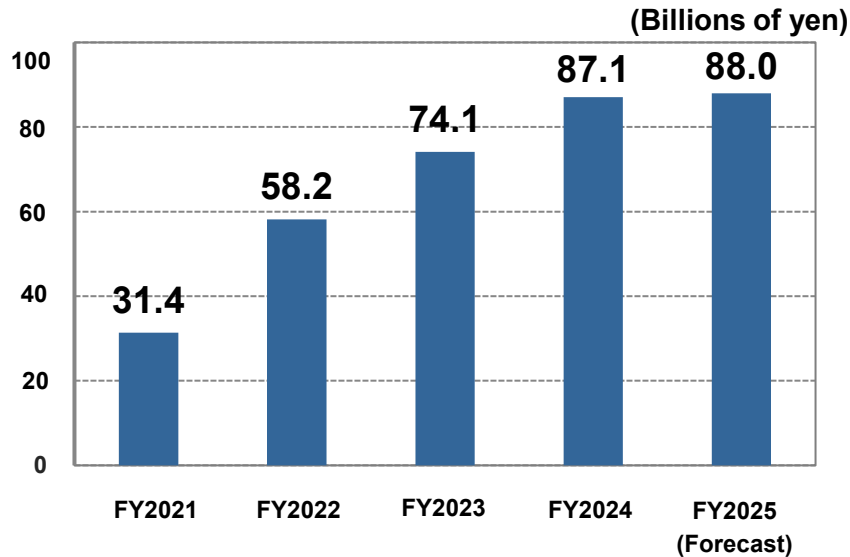
- Promote strategic products (lightweight and electrification).
- Develop automation and labor-reducing technologies.
- Integrated casting of large components (giga casting).



RYOBI LIMITED
Hiroshima East
Plant

Die Castings –Americas–

Sales trend



Business environment

- End of EV subsidies, with potential withdrawal of U.S. ZEV regulations.
- An agreement has been reached on automobile tariffs with Japan, but tariff negotiations with Canada and Mexico have not yet been concluded.
- Consumers brought forward their purchases due to concerns over price increases.
- Automotive manufacturers reduce or delay BEV investments.

Main initiatives

- Investment for sales growth and market share expansion (Investment in the Mexico plant is on hold).
- Addressing rising fixed costs, etc. (improve automation and productivity).
- Negotiations for passing on import tariff costs and other expenses to prices.



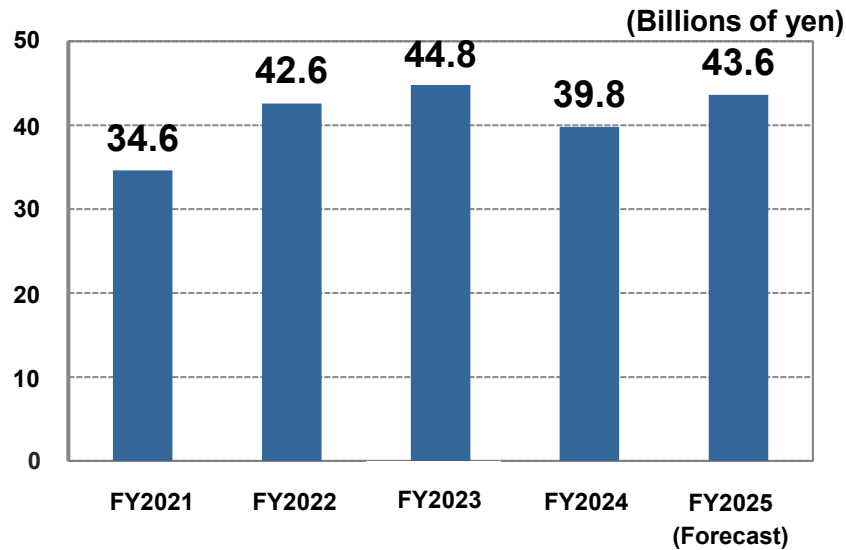
RYOBI DIE CASTING (USA), INC.



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

Die Castings –China–

Sales trend



Business environment

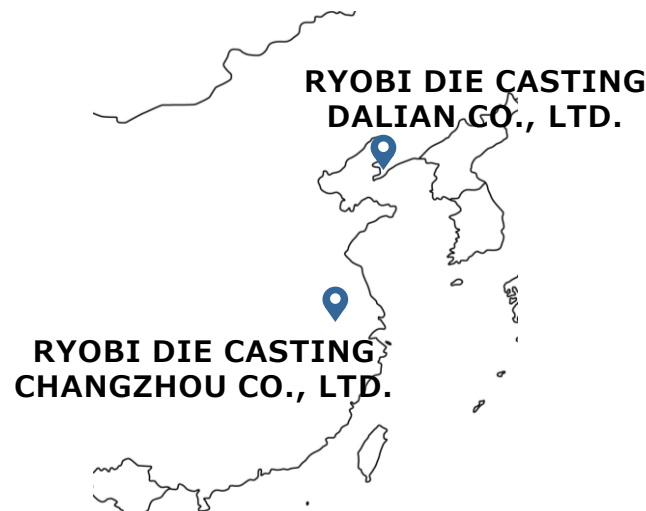
- Shift to new energy vehicles and continued intense price competition.
- Higher replacement subsidies boosting new car demand.
- Chinese automotive manufacturers gaining share as foreign automotive brands decline.
- Announcement by Chinese automotive manufacturers to shorten payment periods.

Main initiatives

- Strengthen relationships and expand sales with Chinese automotive manufacturers.
- Advance automation and labor-saving initiatives.
- Cautious approach to new capital investment.



**RYOBI DIE CASTING
DALIAN CO., LTD.**



**RYOBI DIE CASTING
CHANGZHOU CO., LTD.**

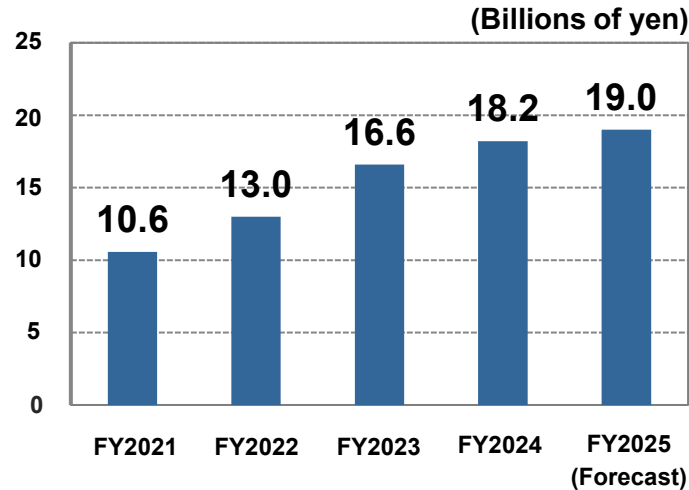
Die Castings –U.K., Thailand–

U.K.



RYOBI ALUMINIUM
CASTING (UK), LIMITED

Sales trend



Business environment

- Sluggish growth in BEV sales due to the elimination of subsidies and the rise of Chinese EV manufacturers.
- Cost reduction efforts at automotive manufacturers, including restructuring.

Main initiatives

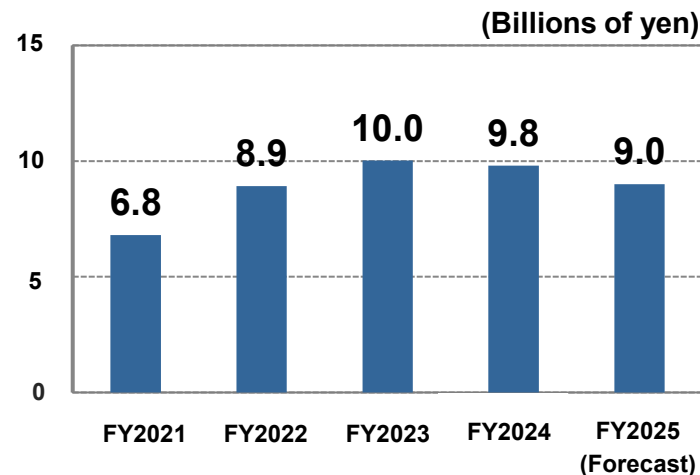
- Improve productivity (reduce cost ratio).
- Scale down product processing.

Thailand



RYOBI DIE CASTING
(THAILAND) CO., LTD.

Sales trend



Business environment

- Stricter auto loan screening slows car sales.
- Chinese EV manufacturers erode Japanese manufacturers' market share.

Main initiatives

- Secure export orders from clients, in addition to domestic sales in Thailand.
- Improve productivity (reduce defect rates).