



# **Financial Summary for the Nine Months Ended September 30, 2025**

**November 7, 2025  
RYOBI LIMITED**

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- 1. Results for the Nine Months Ended September 30, 2025** **p.3**
  - 2. Full-Year FY2025 Forecasts** **p.10**
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- A decorative graphic at the bottom of the page consists of several overlapping, semi-transparent red shapes that create a sense of depth and movement. The shapes are primarily horizontal and slightly curved, with varying shades of red from light to dark, extending across the width of the page.

# **1. Results for the Nine Months Ended September 30, 2025**

# Highlights of Financial Results

## ➤ Consolidated Results: Sales and profits increased (YoY)

### Die Castings

- Sales increased in Japan, North America, and China, mainly due to the recovery in automobile production.
- The increased in revenue offset the increase in fixed costs, resulting in an increase in profits.

### Builders' Hardware

- Sales increased in Japan but decreased overseas.
- Profits increased due to efforts to improve productivity, as well as contribution from the China manufacturing subsidiary, which was acquired last year.

### Printing Equipment

- Profit increased in 3Q cumulative due to higher sales, despite the impact of higher raw material prices.
- Due to the impact of tariffs and other factors, sales slowed down both in Japan and overseas in 3Q (July to September, 2025), resulting in negative results for 3Q.

## ➤ FY2025 Forecasts

- No changes from the last announcement on February 13, despite uncertainty over various countries' trade policies, concerns about an economic slowdown, and volatile exchange rates.

## ➤ Shareholder Returns

- For FY2025, the year-end dividend is planned to be 50 yen per share, with the annual dividend planned at 100 yen per share.
- We disclosed “Notice Regarding Resolution on Share Repurchase” on October 14, 2025. The total number of the share repurchase is 670 thousand shares (maximum), with a total amount of 1.5 billion yen (maximum).

# Results Summary

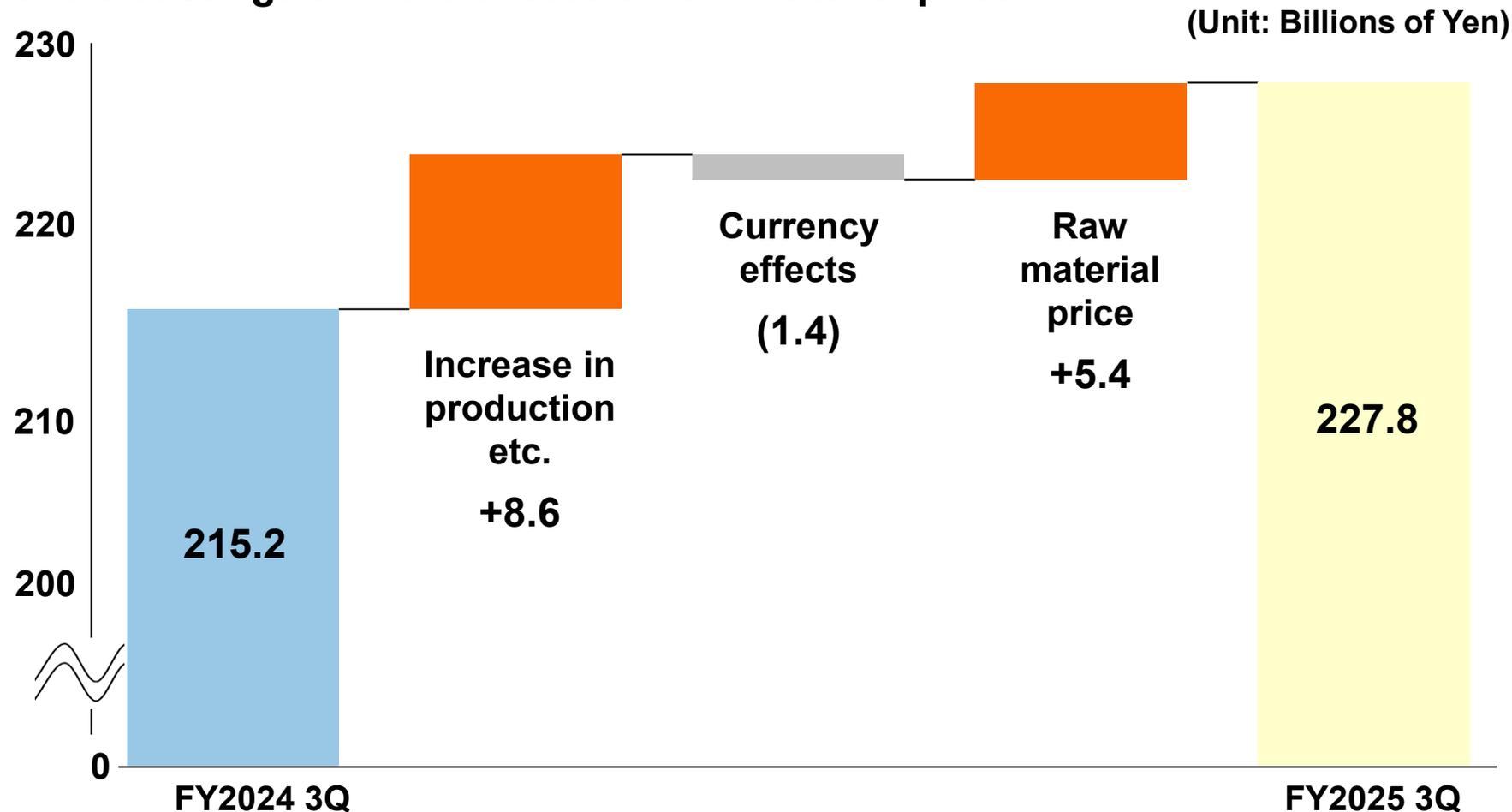
- Sales increased in both Japan and overseas as the production weight within the Group increased due to recovery in automobile production.
- The increase in sales offset the increase in fixed costs, resulting in an increase in profits.

(Unit: Billions of Yen)

	FY2024 3Q	FY2025 3Q	
	Results	Results	YoY Change
Net sales	215.2	227.8	12.6 (5.8%)
Operating income	6.1	8.0	2.0 (32.8%)
Ordinary income	7.3	8.3	1.0 (13.9%)
Net income attributable to owners of parent	5.5	5.8	0.3 (5.0%)

# Analysis of Changes in Net Sales

Sales increased by ¥12.6 billion YoY due to the increased production volume of die castings and the effects of raw material price.



Exchange rates (average for the period)

	USD	GBP	CNY	THB
FY2024 3Q	¥151.59	¥192.81	¥21.00	¥4.23
FY2025 3Q	¥149.14	¥194.51	¥20.57	¥4.46

# Results by Business Segment

- Die Castings:** Recovery in automobile production boosted sales, leading to increased profits.
- Builders' Hardware:** Profits increased due to efforts to improve productivity, as well as contribution from the China manufacturing subsidiary, which was acquired last year.
- Printing Equipment:** Sales increased overseas but decreased in Japan. Profits rose because of the increase in sales.

(Unit: Billions of Yen)

	FY2024 3Q	FY2025 3Q	
	Results	Results	YoY Change (vs. FY2024 3Q)
<b>Net sales</b>	<b>215.2</b>	<b>227.8</b>	<b>12.6</b> <b>(5.8%)</b>
<b>Die castings</b>	<b>190.5</b>	<b>201.8</b>	<b>11.3</b> <b>(5.9%)</b>
<b>Builders' hardware</b>	<b>8.0</b>	<b>8.0</b>	<b>(0.0)</b> <b>(-0.1%)</b>
<b>Printing equipment</b>	<b>16.6</b>	<b>17.9</b>	<b>1.3</b> <b>(7.7%)</b>
<b>Operating income</b>	<b>6.1</b>	<b>8.0</b>	<b>2.0</b> <b>(32.8%)</b>
<b>Die castings</b>	<b>6.1</b>	<b>7.3</b>	<b>1.1</b> <b>(18.5%)</b>
<b>Builders' hardware</b>	<b>(0.3)</b>	<b>0.0</b>	<b>0.3</b> <b>(-)</b>
<b>Printing equipment</b>	<b>0.2</b>	<b>0.8</b>	<b>0.5</b> <b>(225.8%)</b>

# Balance Sheet

- Total assets decreased by ¥2.1 billion, and excluding the effect of currency translation and holidays at the end of the fiscal year, total assets increased by ¥8.5 billion.
- As a result of the new financing of ¥20.0 billion, interest-bearing debt increased by ¥15.1 billion, excluding the effect of currency translation.

(Unit: Billions of Yen)

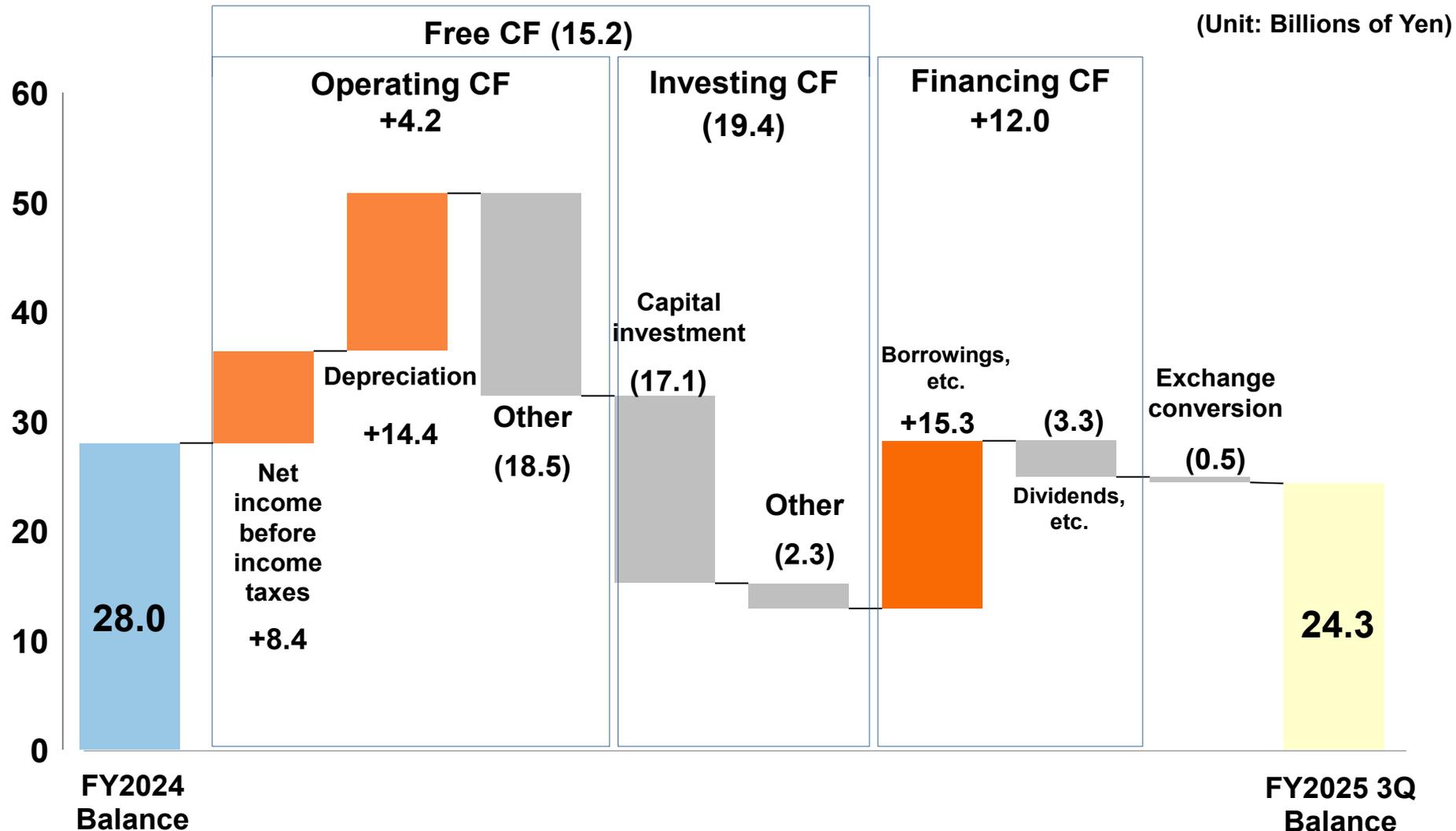
	FY2024	FY2025 3Q	Change	Currency Translation Effect		FY2024	FY2025 3Q	Change	Currency Translation Effect
Current assets	161.1	158.5	(2.6)	(2.9)	Current liabilities	115.0	98.8	(16.2)	(1.4)
Cash and deposits	29.3	28.0	(1.2)	(0.4)	Trade payables	48.2	35.7	(12.5)	(0.5)
Trade receivables	59.6	61.3	1.7	(1.3)	Short-term borrowings	40.7	42.7	2.0	(0.6)
Securities	0.7	0.7	0.0	—	Other	26.1	20.5	(5.6)	(0.3)
Inventories	66.8	63.5	(3.3)	(1.1)	Non-current liabilities	41.2	54.7	13.5	(0.2)
Other	4.8	5.1	0.3	(0.1)	Long-term borrowings	21.3	33.6	12.4	(0.2)
Non-current assets	172.1	172.6	0.4	(3.7)	Other	19.9	21.0	1.1	(0.1)
Property, plant and equipment	129.0	125.8	(3.1)	(3.0)	Shareholders' equity	128.9	131.8	2.8	(0.2)
Intangible assets	3.2	2.9	(0.2)	(0.1)	Accumulated other comprehensive income	38.4	35.9	(2.5)	(4.7)
Investments and other assets	40.0	43.8	3.8	(0.6)	Non-controlling interests	9.6	9.8	0.2	—
Deferred assets	—	—	—	—	Total net assets	177.0	177.5	0.6	(4.9)
Total assets	333.2	331.1	(2.1)	(6.5)	Total liabilities and net assets	333.2	331.1	(2.1)	(6.5)

Exchange rates (as of end of period)

	USD	GBP	CNY	THB
FY2024	¥158.18	¥199.02	¥21.67	¥4.64
FY2025 3Q	¥148.88	¥199.86	¥20.88	¥4.62

# Change in Cash Flows

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



# **2. Full-Year FY2025 Forecasts**

# Forecasts

- The full-year forecast has been kept unchanged although the business environment continues to be uncertain with the effects of trade policies in each country, concerns about a slowdown in the global economy, unstable foreign exchange rates, and other factors.
- Sales are expected to increase YoY with the launch of new products in the Die Castings business, leading to higher profits.

(Unit: Billions of Yen)

	FY2024	FY2025	
	Results	Forecasts	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:** The launch of new products is expected to drive net sales higher, leading to increased profits.  
**Builders' Hardware:** 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.  
**Printing Equipment:** The effects of U.S. trade policies and other factors may weigh on the results, leading to lower full-year profits.

(Unit: Billions of Yen)

	FY2024	FY2025	
	Results	Forecasts	YOY Change
<b>Net sales</b>	<b>293.3</b>	<b>305.0</b>	<b>11.7 (4.0%)</b>
<b>Die castings</b>	<b>257.9</b>	<b>270.0</b>	<b>12.1 (4.7%)</b>
<b>Builders' hardware</b>	<b>11.0</b>	<b>11.0</b>	<b>(0) (-0.4%)</b>
<b>Printing equipment</b>	<b>24.1</b>	<b>24.0</b>	<b>(0.1) (-0.5%)</b>
<b>Operating income</b>	<b>9.5</b>	<b>11.7</b>	<b>2.2 (23.2%)</b>
<b>Die castings</b>	<b>9.0</b>	<b>11.0</b>	<b>2.0 (22.3%)</b>
<b>Builders' hardware</b>	<b>(0.4)</b>	<b>0.2</b>	<b>0.6 (-)</b>
<b>Printing equipment</b>	<b>0.9</b>	<b>0.5</b>	<b>(0.4) (-46.5%)</b>

## About 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 judgements 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, trends in exchange rates, and other factors.