



# **Full Year FY2025 Results Briefing Material**

**February 13, 2026  
RYOBI LIMITED**

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# **1. Full-Year FY2025 Results**

# Results Summary

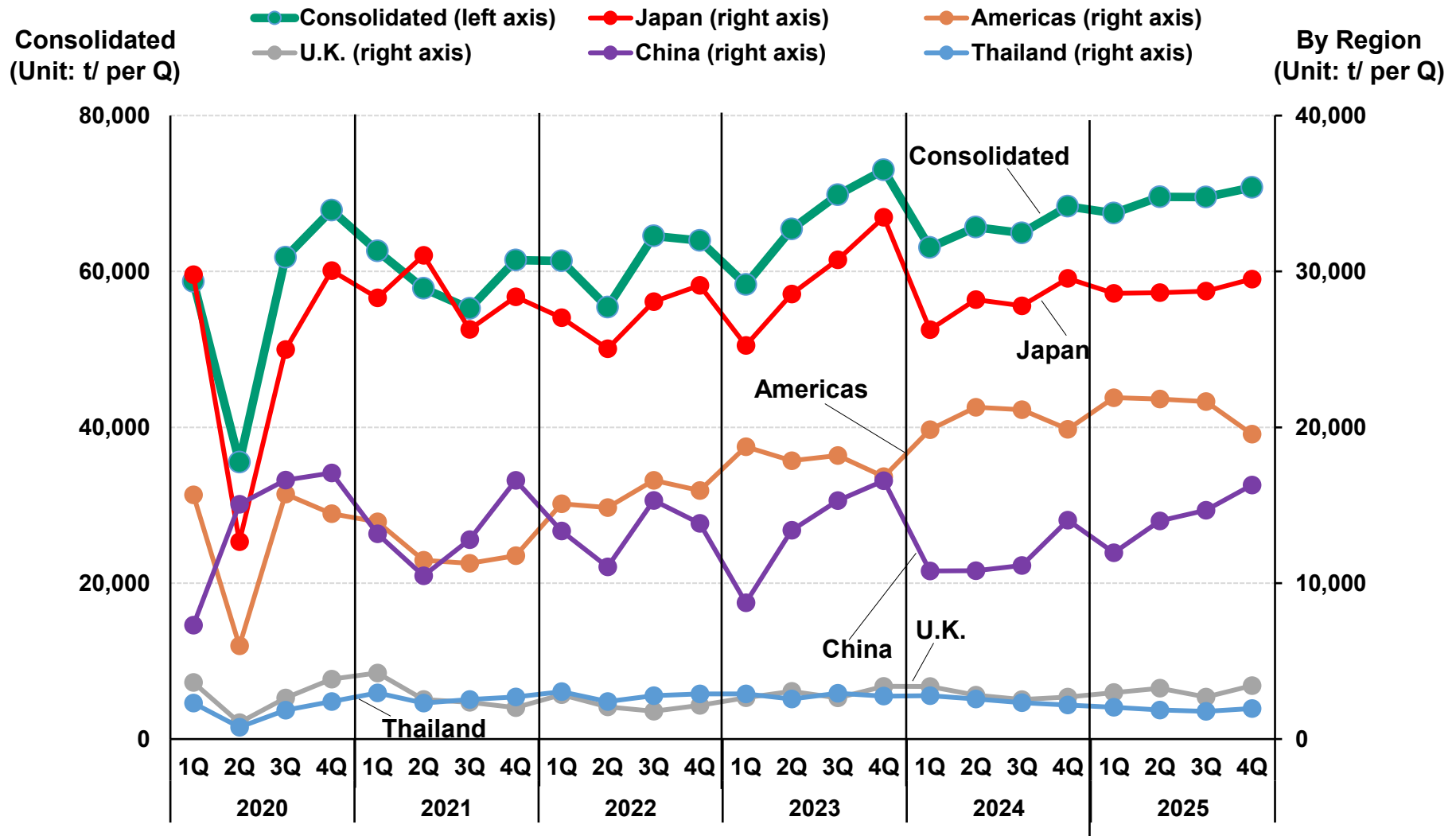
- Both sales and profit increased YoY and forecast.
- Net income increased significantly, partly due to gain on sale of investment securities recorded as extraordinary income.

(Billions of yen)

	FY2024	FY2025			
	Results	Results	YoY Change (vs. FY2024)	Forecasts	Change (vs. forecasts)
Net sales	293.3	309.1	15.8 (5.4%)	305.0	4.1 (1.3%)
Operating income	9.5	12.7	3.2 (33.4%)	11.7	1.0 (8.2%)
Ordinary income	11.6	14.6	3.1 (26.6%)	12.0	2.6 (21.8%)
Net income attributable to owners of parent	6.9	11.2	4.2 (61.2%)	9.0	2.2 (24.2%)

# Trends in Production Weight of Die Castings

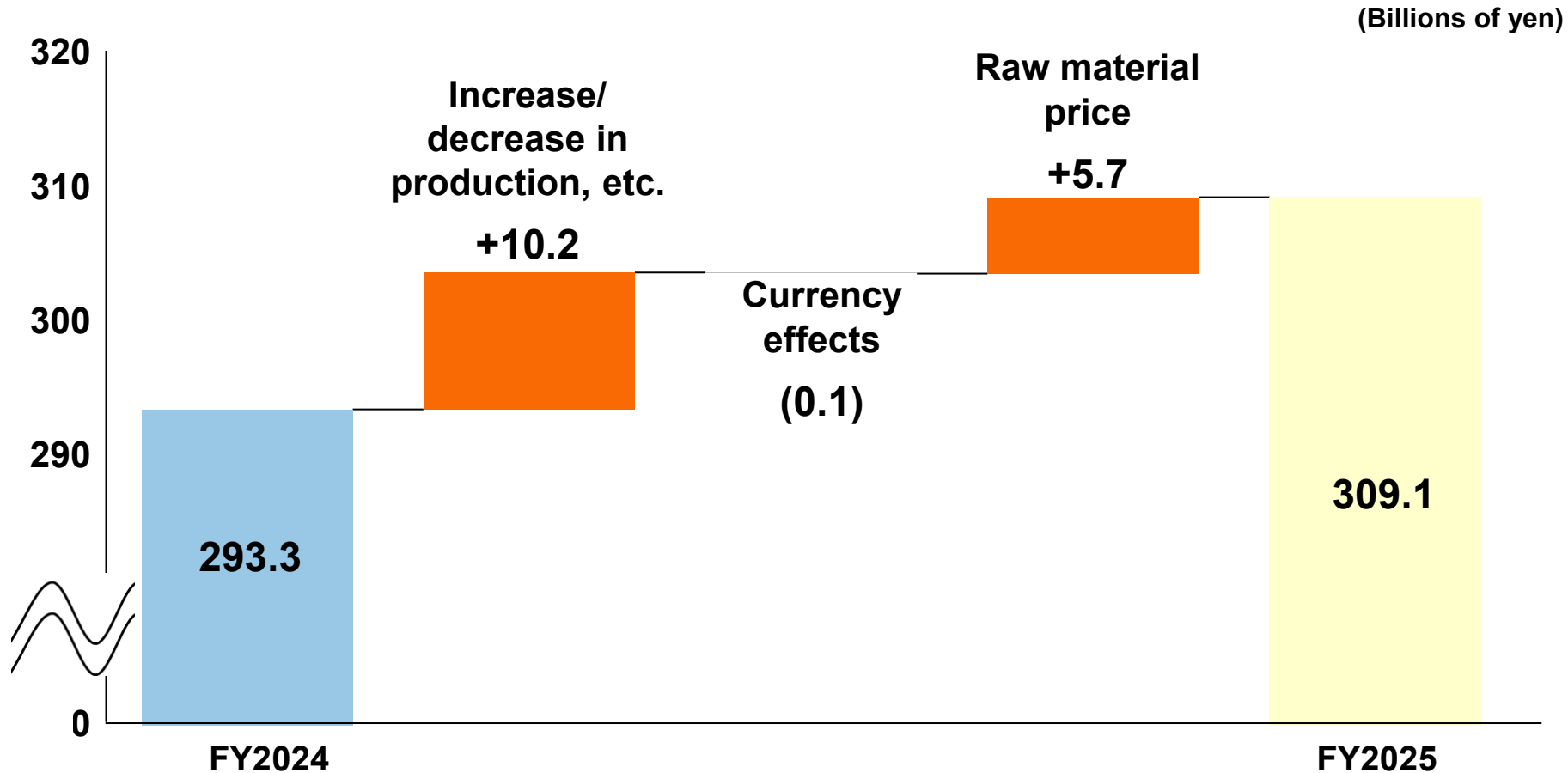
- For FY2025, production weight exceeded 270,000 tons (consolidated).



\*Solid lines indicate actual results.

# Analysis of Changes in Net Sales

- Both domestic and overseas sales increased in the Die Castings business as automobile production continued to recover.
- Annual sales exceeded ¥300 billion for the first time.

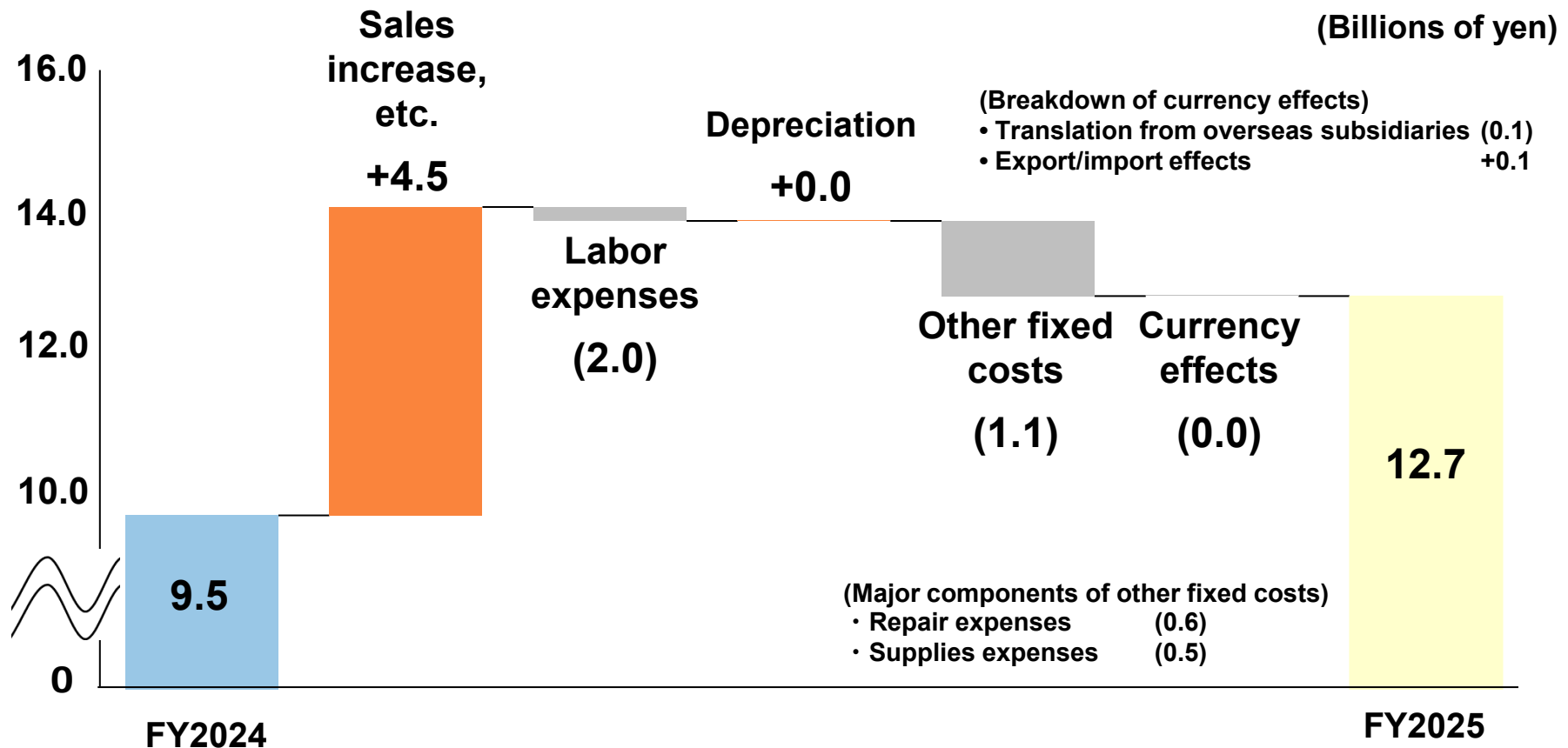


Exchange rates (average for the period)

	USD	GBP	CNY	THB
FY2024	¥150.89	¥192.90	¥20.97	¥4.28
FY2025	¥150.03	¥196.58	¥20.80	¥4.53

# Analysis of Changes in Operating Income

- Profit increased YoY as higher sales offset the rise in fixed costs.



Exchange rates (average for the period)

	USD	GRP	CNY	THB
FY2024	¥150.89	¥192.90	¥20.97	¥4.28
FY2025	¥150.03	¥196.58	¥20.80	¥4.53

# Results by Business Segment

**Die Castings:**

Both domestic and overseas sales increased. Profit also increased YoY as higher sales offset the rise in fixed costs.

**Builders' Hardware:**

While both domestic and overseas sales declined, profit increased due to productivity improvement initiatives and the contribution from the Chinese manufacturing subsidiary acquired last year.

**Printing Equipment:**

Domestic sales declined and overseas sales were flat; however, despite the impact of rising raw material prices, profit increased due to productivity improvements and other measures.

(Billions of yen)

	FY2024	FY2025			
	Results	Results	YoY Change (vs. FY2024)	Forecasts	Change (vs. forecasts)
Net sales	293.3	309.1	15.8 (5.4%)	305.0	4.1 (1.3%)
Die castings	257.9	274.3	16.4 (6.4%)	270.0	4.3 (1.6%)
Builders' hardware	11.0	10.9	(0.2) (-1.5%)	11.0	(0.1) (-1.1%)
Printing equipment	24.1	23.7	(0.5) (-1.9%)	24.0	(0.3) (-1.4%)
Operating income	9.5	12.7	3.2 (33.4%)	11.7	1.0 (8.2%)
Die castings	9.0	11.3	2.3 (25.2%)	11.0	0.3 (2.3%)
Builders' hardware	(0.4)	0.1	0.5 (-)	0.2	(0.1) (-40.5%)
Printing equipment	0.9	1.3	0.4 (41.4%)	0.5	0.8 (164.2%)



# Balance Sheet

- Total assets grew by ¥10.5 billion YoY, of which ¥2.7 billion was driven by currency fluctuations.
- As the Company continued selling investment securities included in investments and other assets, their valuation increased due to rising stock prices.
- Long-term borrowings increased due to ¥20.0 billion raised through a syndicated loan.

(Billions of yen)

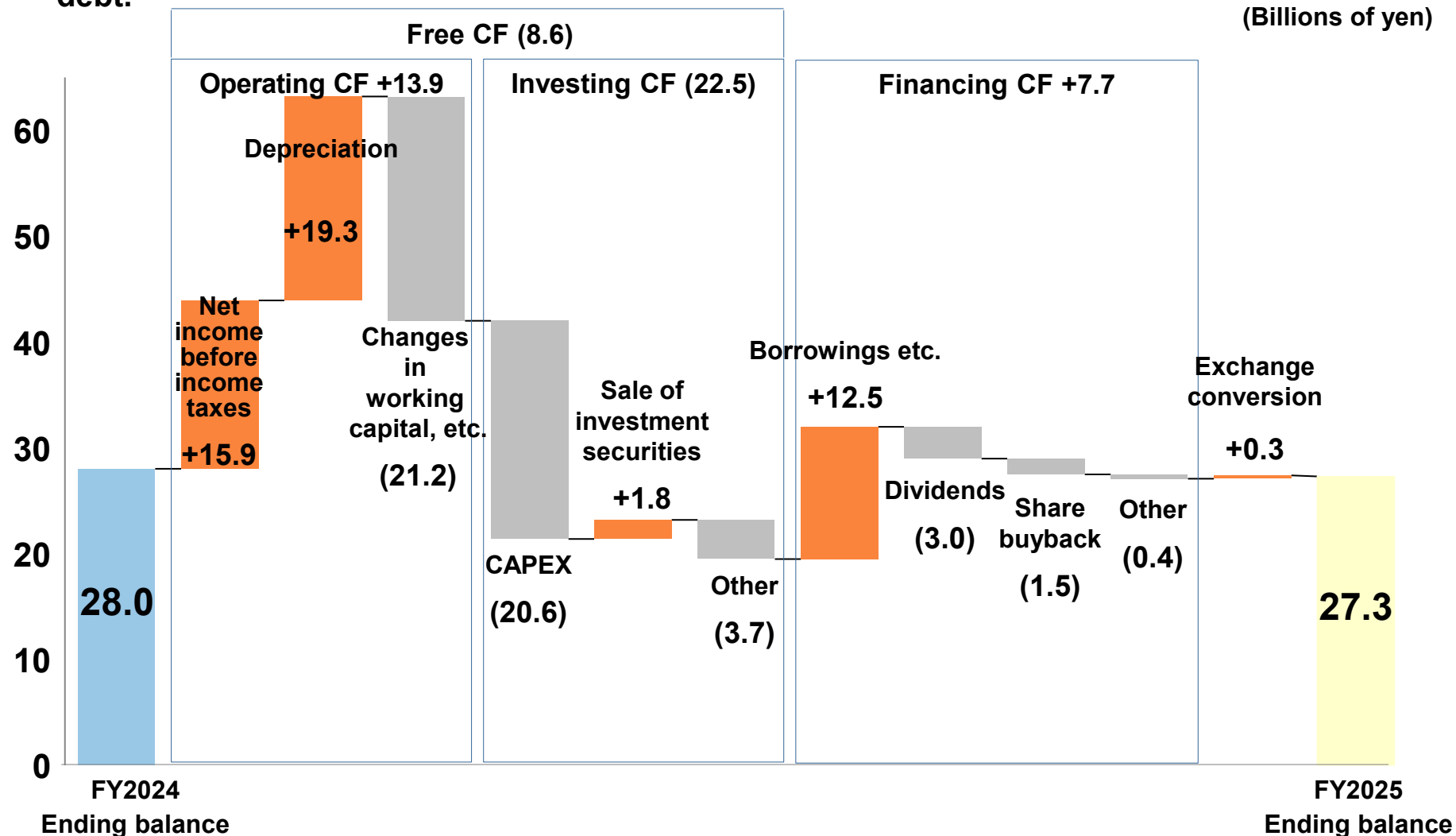
	FY2024	FY2025	Change	Currency Translation Effect		FY2024	FY2025	Change	Currency Translation Effect
Current assets	161.1	165.4	4.3	1.6	Current liabilities	115.0	95.8	(19.2)	0.8
Cash and deposits	29.3	31.2	1.9	0.5	Trade payables	48.2	36.0	(12.2)	0.3
Trade receivables	59.6	65.5	5.9	0.5	Short-term borrowings	40.7	38.1	(2.6)	0.4
Securities	0.7	0.7	0.0	–	Other	26.1	21.8	(4.4)	0.1
Inventories	66.8	63.0	(3.8)	0.6	Non-current liabilities	41.2	58.4	17.2	0.0
Other	4.8	5.0	0.3	0.0	Long-term borrowings	21.3	36.7	15.4	(0.0)
Non-current assets	172.1	178.3	6.2	1.1	Other	19.9	21.7	1.8	0.1
Property, plant and equipment	129.0	129.3	0.4	1.1	Shareholders' equity	128.9	135.7	6.7	0.4
Intangible assets	3.2	2.7	(0.5)	0.1	Accumulated other comprehensive income	38.4	43.8	5.4	1.4
Investments and other assets	40.0	46.4	6.3	(0.1)	Non-controlling interests	9.6	10.1	0.5	–
Deferred assets	–	–	–	–	Total net assets	177.0	189.6	12.6	1.8
Total assets	333.2	343.7	10.5	2.7	Total liabilities and net assets	333.2	343.7	10.5	2.7

Exchange rates (as of end of period)

	USD	GRP	CNY	THB
FY2024	¥158.18	¥199.02	¥21.67	¥4.64
FY2025	¥156.56	¥211.43	¥22.36	¥4.97

# Change in Cash Flows

- Free CF turned negative due to decreased operating CF from earlier payments and increased capital expenditures.
- The Company raised new funds under the policy of effectively utilizing interest-bearing debt.



## **2. Full-Year FY2026 Forecasts**

# Forecasts

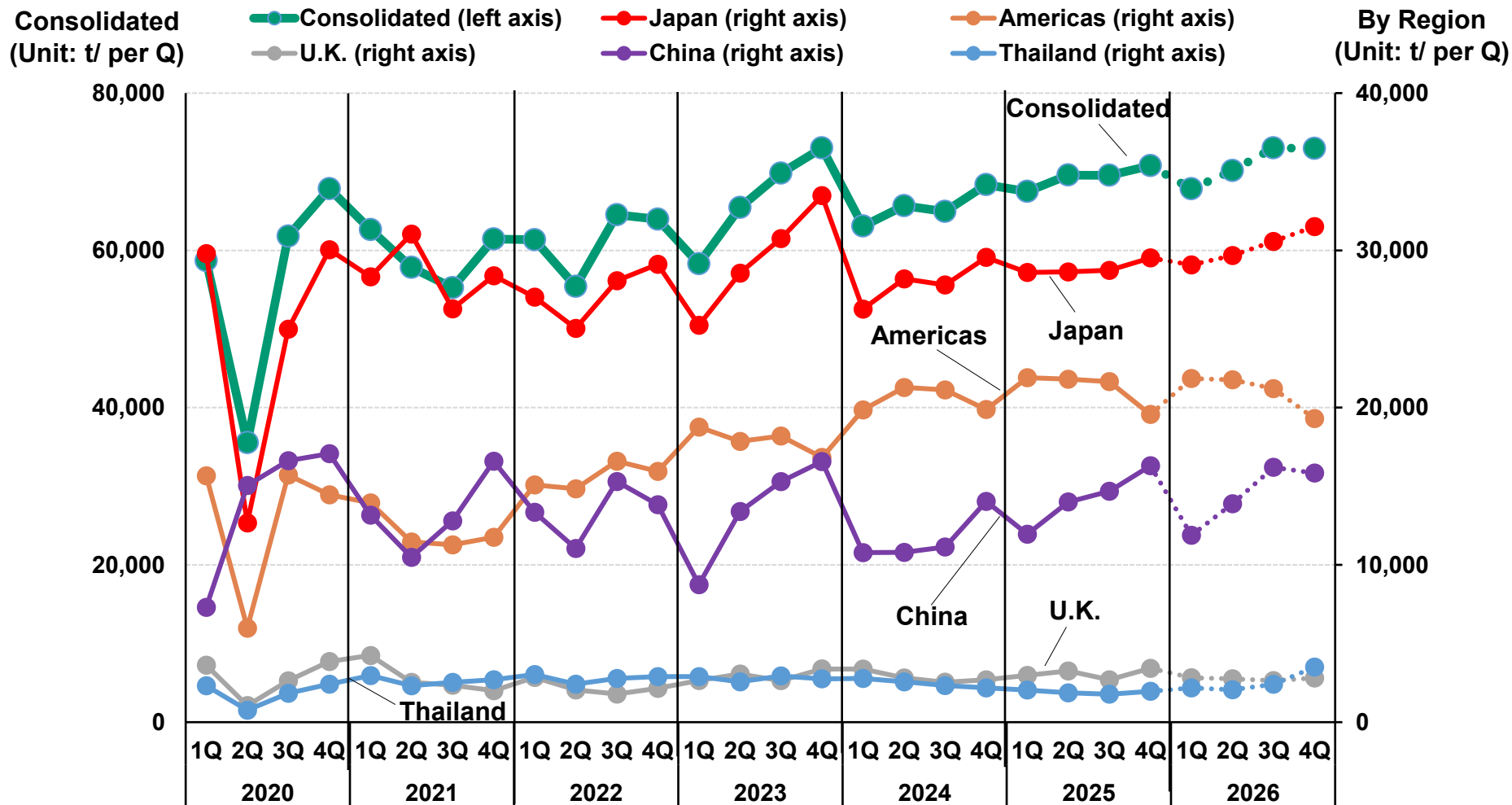
- Sales are expected to increase, driven primarily by progress in launching new products domestically in the Die Castings business, while profit is expected to rise slightly.
- Ordinary income is expected to decline due to decreases in foreign exchange gains and subsidy income.

(Billions of yen)

	FY2025	FY2026	
	Results	Forecasts	YoY Change (% change)
Net sales	309.1	313.0	3.9 (1.3%)
Operating income	12.7	12.8	0.1 (1.1%)
Ordinary income	14.6	13.3	(1.3) (-9.0%)
Net income attributable to owners of parent	11.2	11.5	0.3 (2.8%)

# Trends in Production Weight of Die Castings (Forecast)

- For FY2026, production weight is projected to exceed 280,000 tons (consolidated), surpassing FY2025 level.



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

# Forecasts by Business Segment

**Die Castings:** Sales are expected to increase, driven by progress in launching new products domestically.

**Builders' Hardware:** Both domestic and overseas sales are expected to increase, leading to an increase in profits.

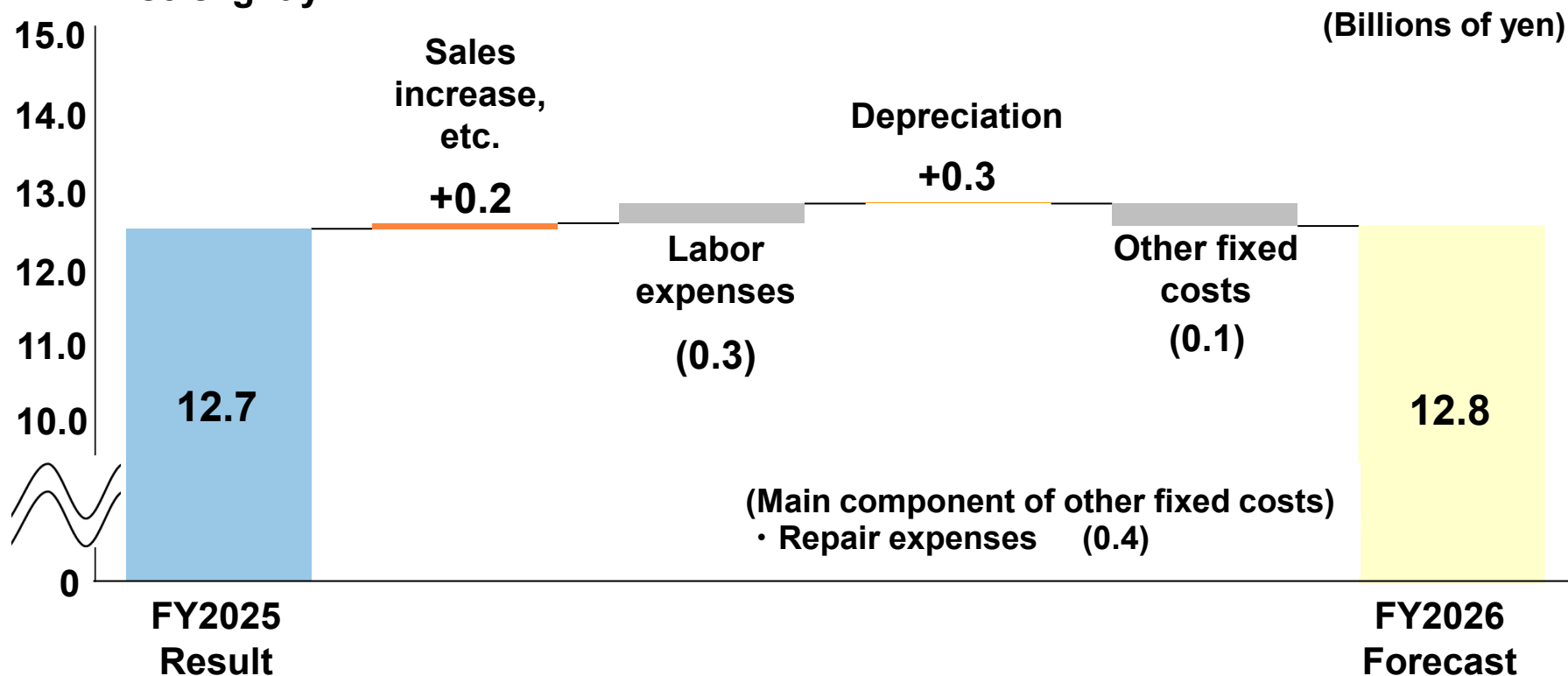
**Printing Equipment:** Domestic sales are expected to decline, while overseas sales are expected to remain flat, leading to a decline in profits.

(Billions of yen)

	FY2025	FY2026	
	Results	Forecasts	YoY Change (% change)
<b>Net sales</b>	<b>309.1</b>	<b>313.0</b>	<b>3.9 (1.3%)</b>
<b>Die castings</b>	<b>274.3</b>	<b>280.0</b>	<b>5.7 (2.1%)</b>
<b>Builders' hardware</b>	<b>10.9</b>	<b>11.5</b>	<b>0.6 (5.8%)</b>
<b>Printing equipment</b>	<b>23.7</b>	<b>21.5</b>	<b>(2.2) (-9.2%)</b>
<b>Operating income</b>	<b>12.7</b>	<b>12.8</b>	<b>0.1 (1.1%)</b>
<b>Die castings</b>	<b>11.3</b>	<b>12.3</b>	<b>1.0 (9.3%)</b>
<b>Builders' hardware</b>	<b>0.1</b>	<b>0.2</b>	<b>0.1 (67.2%)</b>
<b>Printing equipment</b>	<b>1.3</b>	<b>0.3</b>	<b>(1.0) (-77.3%)</b>

# Analysis of Changes in Operating Income Forecast

- Sales are expected to increase in Die Castings due to higher production volumes, but decrease in Printing Equipment. As a result, operating income is projected to rise slightly.



Exchange rates  
(average for the period)

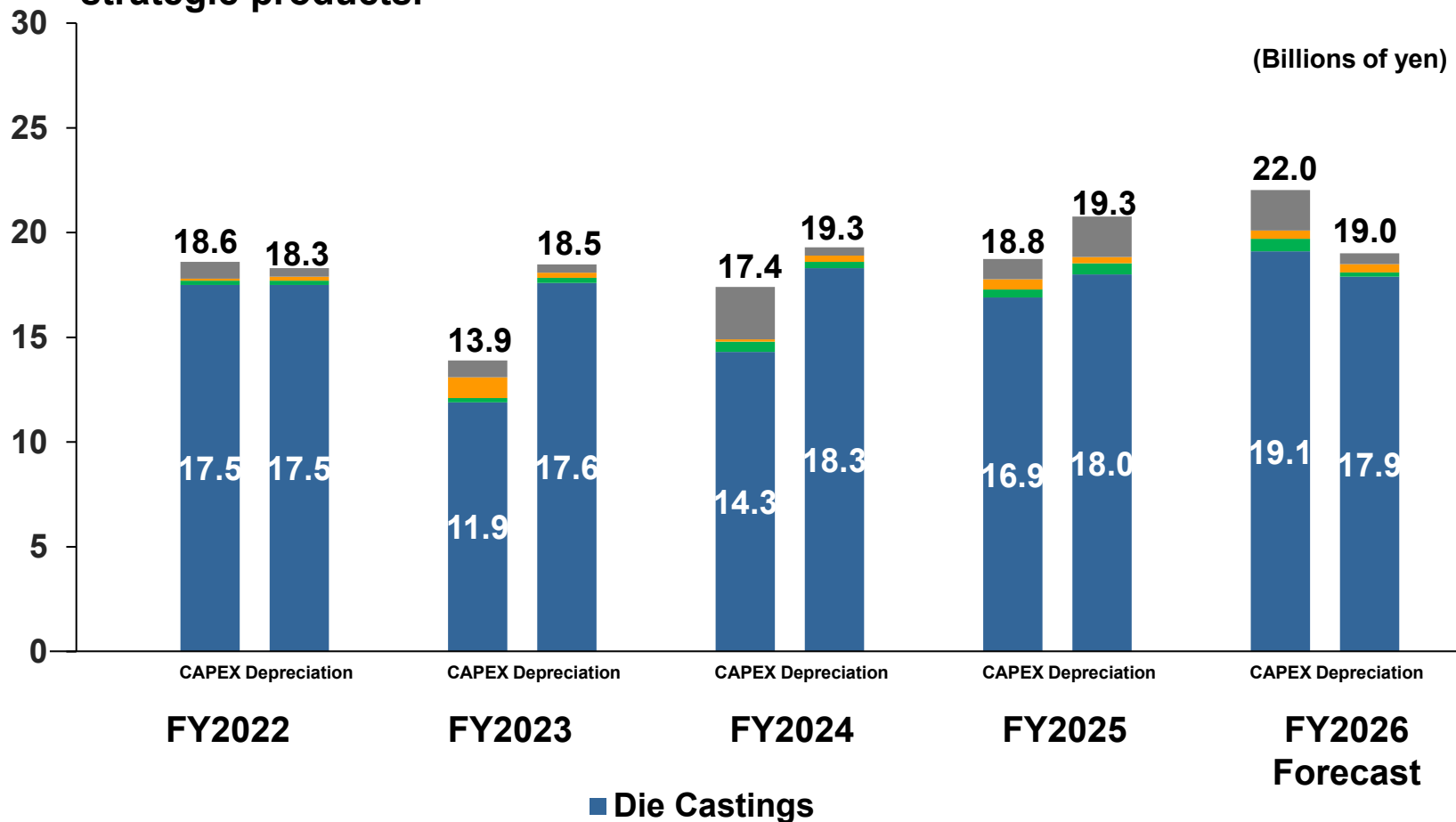
	USD	GRP	CNY	THB
FY2025	¥150.03	¥196.58	¥20.80	¥4.53
FY2026 (Forecast)	¥150	¥200	¥21	¥4.7

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

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

# Trends in Capital Expenditures and Depreciation

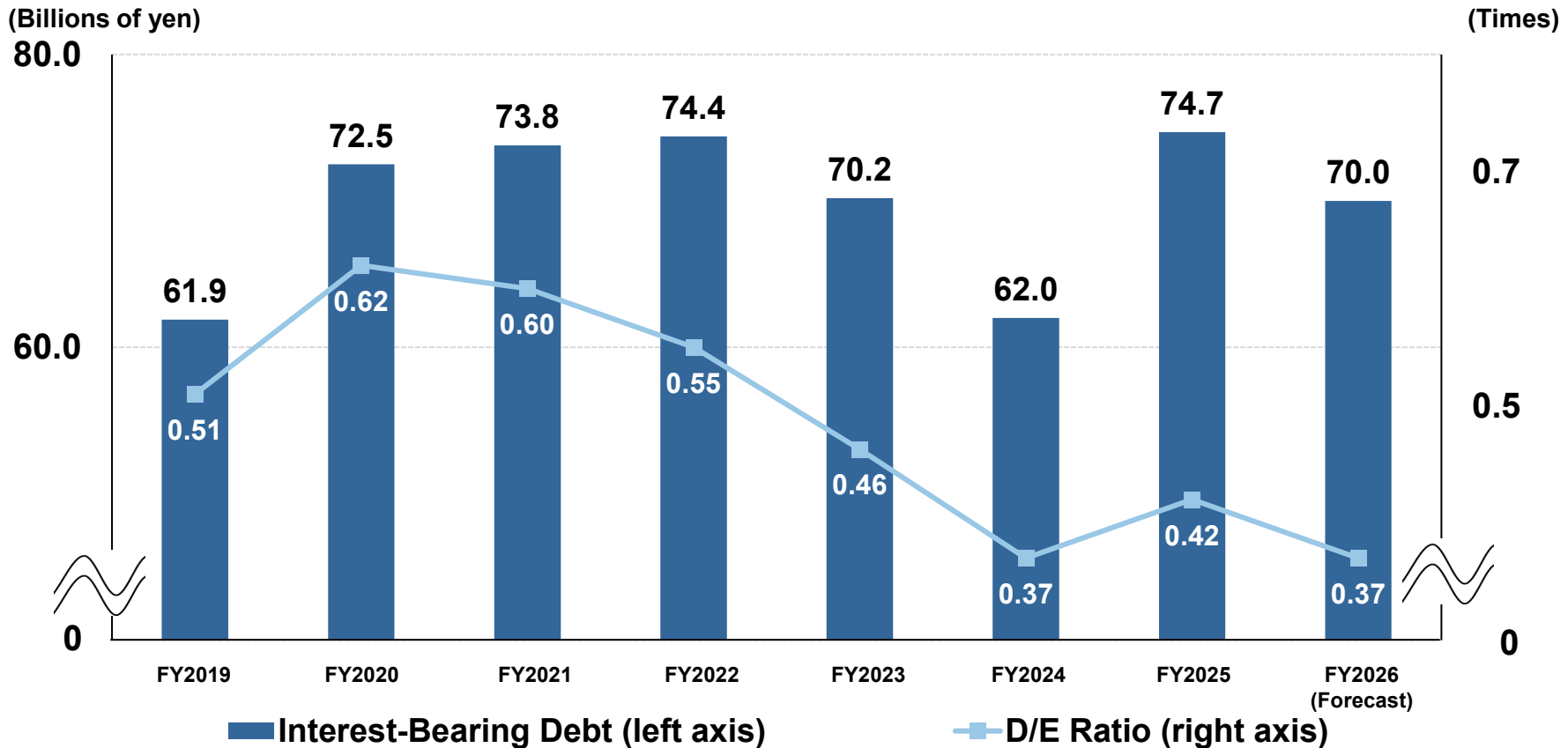
- For FY2026, capital expenditures are expected to be ¥22.0 billion; depreciation is expected to be ¥19.0 billion.
- Increased investment is expected in equipment for domestic new products and strategic products.





# Trends in Interest-Bearing Debt and D/E Ratio

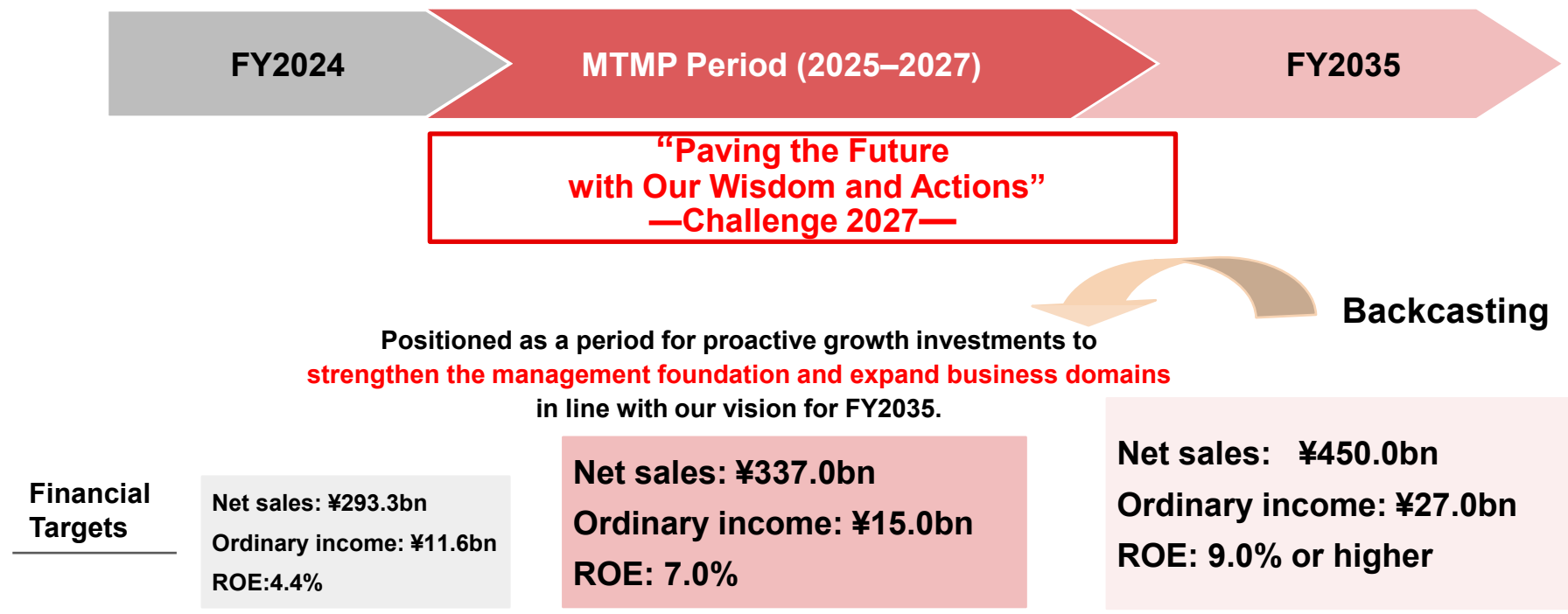
- Interest-bearing debt is expected to be ¥70.0 billion at the end of FY2026.



	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 (Forecast)
Borrowing dependence (Interest-bearing debt/total assets)	23.5%	28.0%	26.4%	24.8%	22.0%	18.6%	21.7%	19.7%

### **3. Business Status and Topics Progress of the Mid-Term Management Plan (2025-2027)**

## Positioning of MTMP (2025–2027)

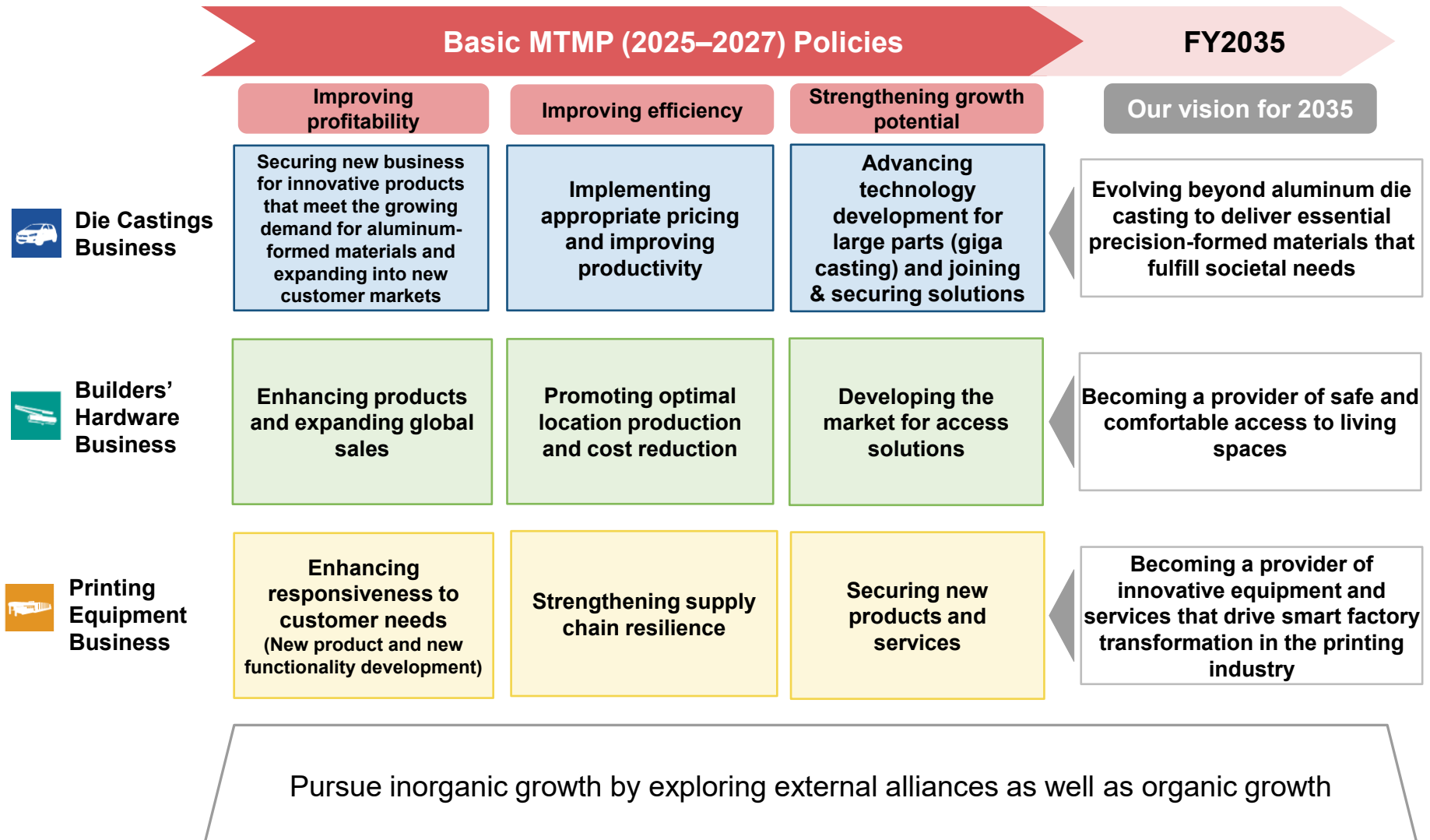


Increase ROE in phases to achieve a level that exceeds the cost of equity over the medium-to long-term.

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

## Medium-Term Management Plan (2025–2027): Basic Policies by Business Segment

Improve profitability and efficiency and strengthen growth potential in each business



# Progress of the MTMP (Financial Targets)

Legend:  
Net sales (Operating income)

## FY2025 (Forecast)

**Consolidated: ¥305.0bn (¥11.7bn)**

Die Castings: ¥270.0bn (¥11.0bn)

Builders' Hardware: ¥11.0bn (¥0.2bn)

Printing Equipment: ¥24.0bn (¥0.5bn)

## FY2025 (Results)

**Consolidated: ¥309.1bn (¥12.7bn)**

Die Castings: ¥274.3bn (¥11.3bn)

Builders' Hardware: ¥10.9bn (¥0.1bn)

Printing Equipment: ¥23.7bn (¥1.3bn)

## FY2026 (Forecast)

**Consolidated: ¥313.0bn (¥12.8bn)**

Die Castings: ¥280.0bn (¥12.3bn)

Builders' Hardware: ¥11.5bn (¥0.2bn)

Printing Equipment: ¥21.5bn (¥0.3bn)

## FY2027 (Target)

**Consolidated: ¥337.0bn (¥14.8bn)**

Die Castings: ¥300.0bn (¥13.5bn)

Builders' Hardware: ¥13.0bn (¥0.5bn)

Printing Equipment: ¥24.0bn (¥0.8bn)



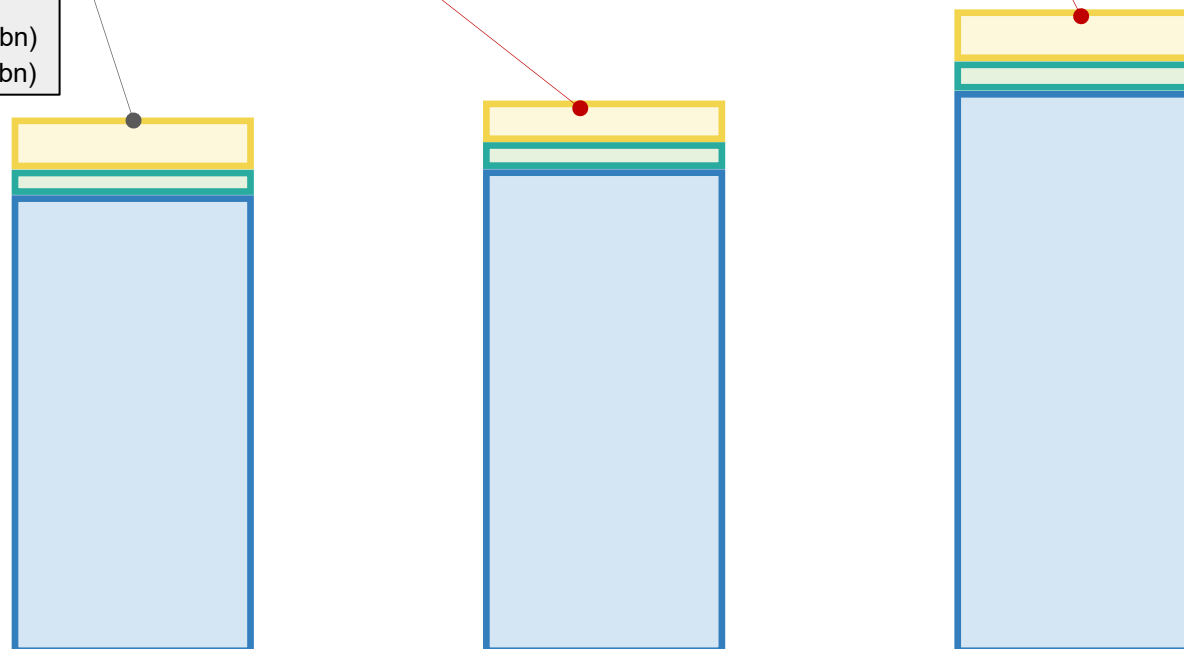
Printing  
Equipment  
Business



Builders'  
Hardware  
Business



Die  
Castings  
Business



**FY2024  
Actual**

**FY2025  
Actual**

**FY2026  
Forecast**

**FY2027  
MTMP Target**







**ROE**

**4.4%**

**6.4%**

**7.0%**

# Recognition of Current Business Environment

Business	Internal Environment	External Environment	
		Details	Projected Market Size
Die Castings	<ol style="list-style-type: none"> <li>Operates global production facilities</li> <li>Established track record with major domestic and international automotive manufacturers</li> <li>Maintains an integrated system for co-development with automotive manufacturers, from product design to die fabrication and production</li> <li>Utilizes various aluminum shaping processes, including hot forging</li> </ol>	<ol style="list-style-type: none"> <li>The Japanese automotive market will likely contract, while the global automotive market will continue to grow.</li> <li>Electric vehicle production will rise steadily across all regions. Wider adoption of affordable BEVs will drive solid growth in China, North America, and Europe.</li> <li>Chinese automakers will continue to increase production. As the world's largest manufacturing base, China will move to offset excess capacity through higher exports.</li> <li>Easing regulations on ICE vehicles will slow the pace of BEV growth and the decline of ICE vehicles.</li> </ol>	<p><b>Domestic</b></p>  <p><b>Overseas</b></p> 
Builders' Hardware	<ol style="list-style-type: none"> <li>Retains the No.1 market share in the domestic door closer industry</li> <li>Provides a range of electrically operated door systems</li> <li>Exports to 40 countries worldwide</li> </ol>	<ol style="list-style-type: none"> <li>The housing and commercial building construction markets are experiencing a gradual decline.</li> <li>An aging population and declining birth rates are fueling greater demand for barrier-free living solutions.</li> <li>Increasing demand for automated doors and seamless network integration in smart homes and intelligent buildings.</li> <li>Overseas demand is rising in the U.S., Mexico, Southeast Asia, China, India, and the Middle East.</li> </ol>	<p><b>Domestic</b></p>  <p><b>Overseas</b></p> 
Printing Equipment	<ol style="list-style-type: none"> <li>A broad customer base spanning from small and medium-sized enterprises to major corporations</li> <li>Improving competitiveness in packaging printing machinery is crucial</li> </ol>	<ol style="list-style-type: none"> <li>The domestic printing market is steadily shrinking annually. While packaging printing remains stable, the commercial printing sector continues to contract.</li> <li>A shortage of printing press operators and an aging workforce are accelerating demand for automation and labor-saving solutions.</li> <li>Overseas, commercial printing is currently slowing due to Trump tariffs and China's economic slowdown, while packaging printing remains solid.</li> </ol>	<p><b>Domestic</b></p>  <p><b>Overseas</b></p> 

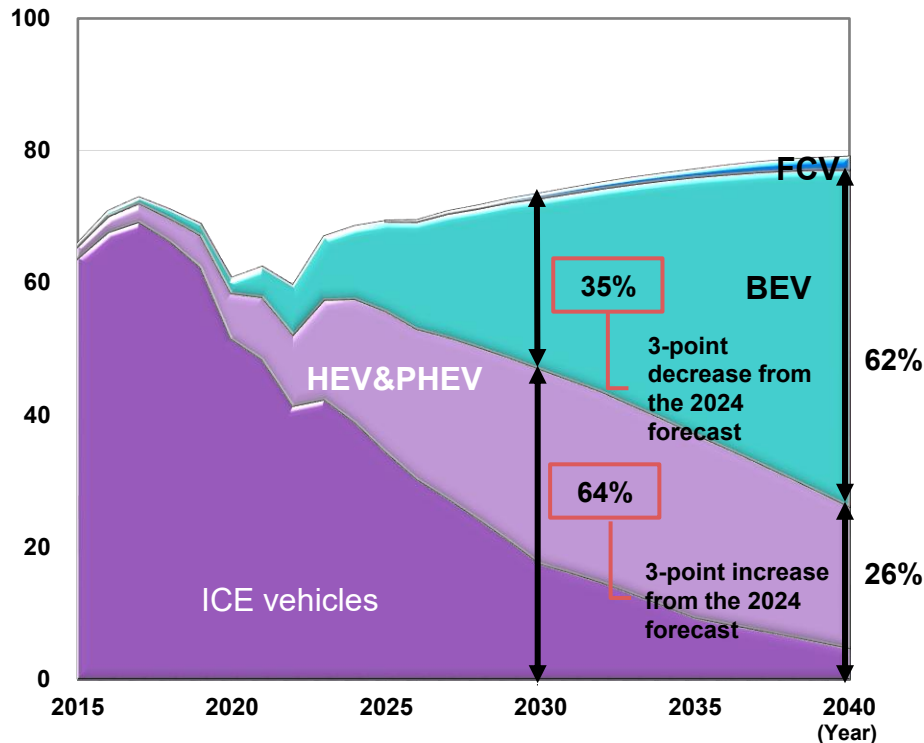
## (Reference) Initiatives to achieve weight reductions and electrification

### –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 further slowdown in BEV growth is expected to result in a lower BEV ratio in the future.
- 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 for giga casting for body/chassis, among others, is expected to increase.

Powertrain Mix Forecast

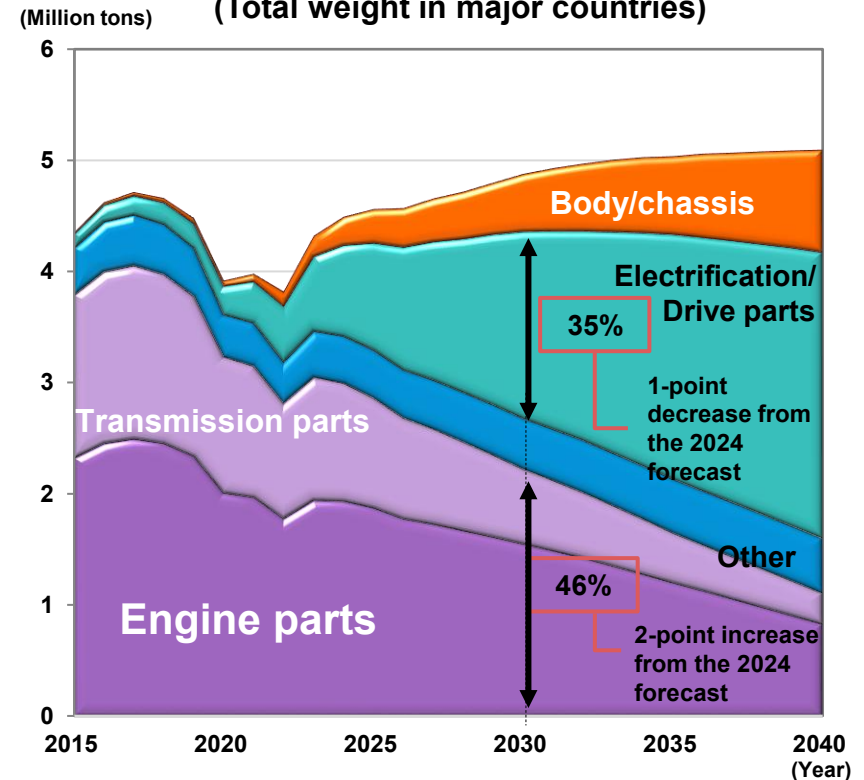
(Total automobile sales in major countries)



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

Die Casting Demand Forecast

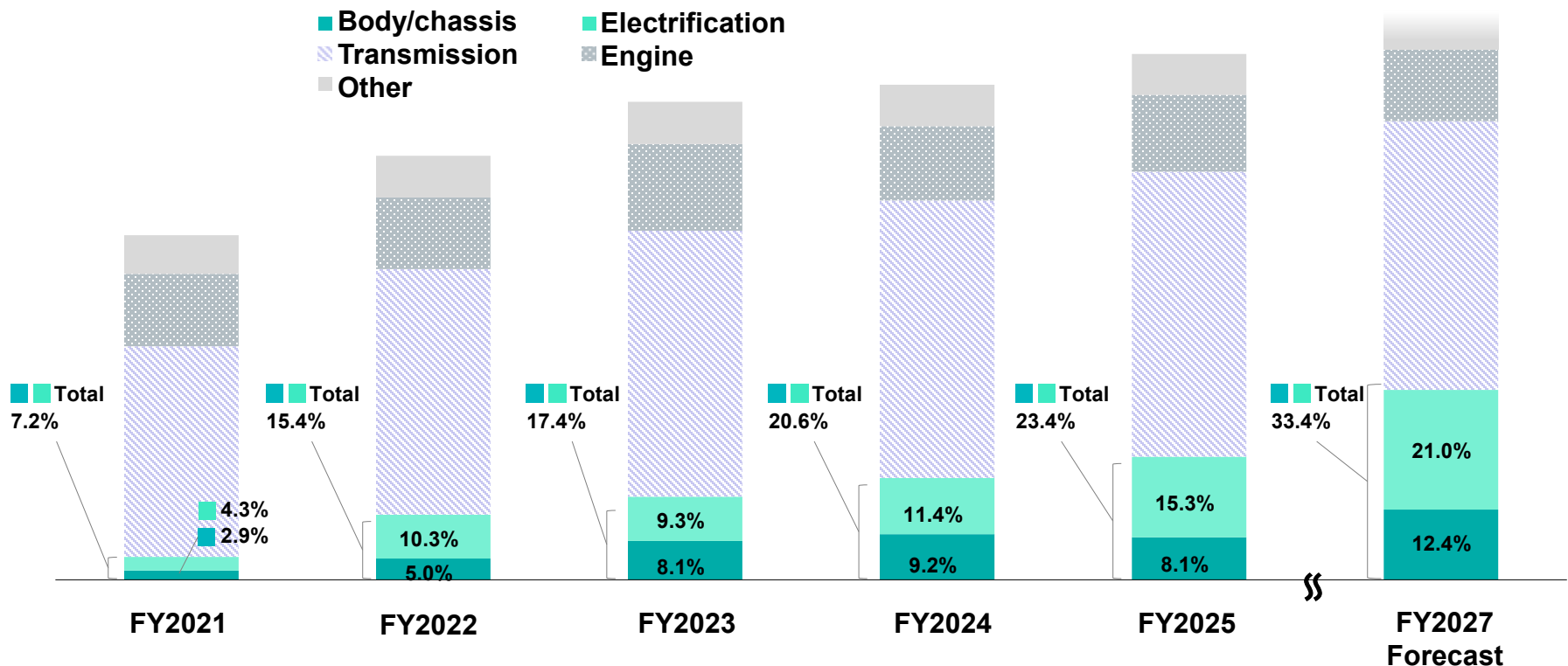
(Total weight in major countries)



Our forecast as of November 2025

**(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 33.4% 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.
- Approx. 73% of new orders (expected in 2026) are for electrification-related and body/chassis components.
- (New orders track record: 55% in 2021, 77% in 2022, 85% in 2023, 83% in 2024, and 55% in 2025.)

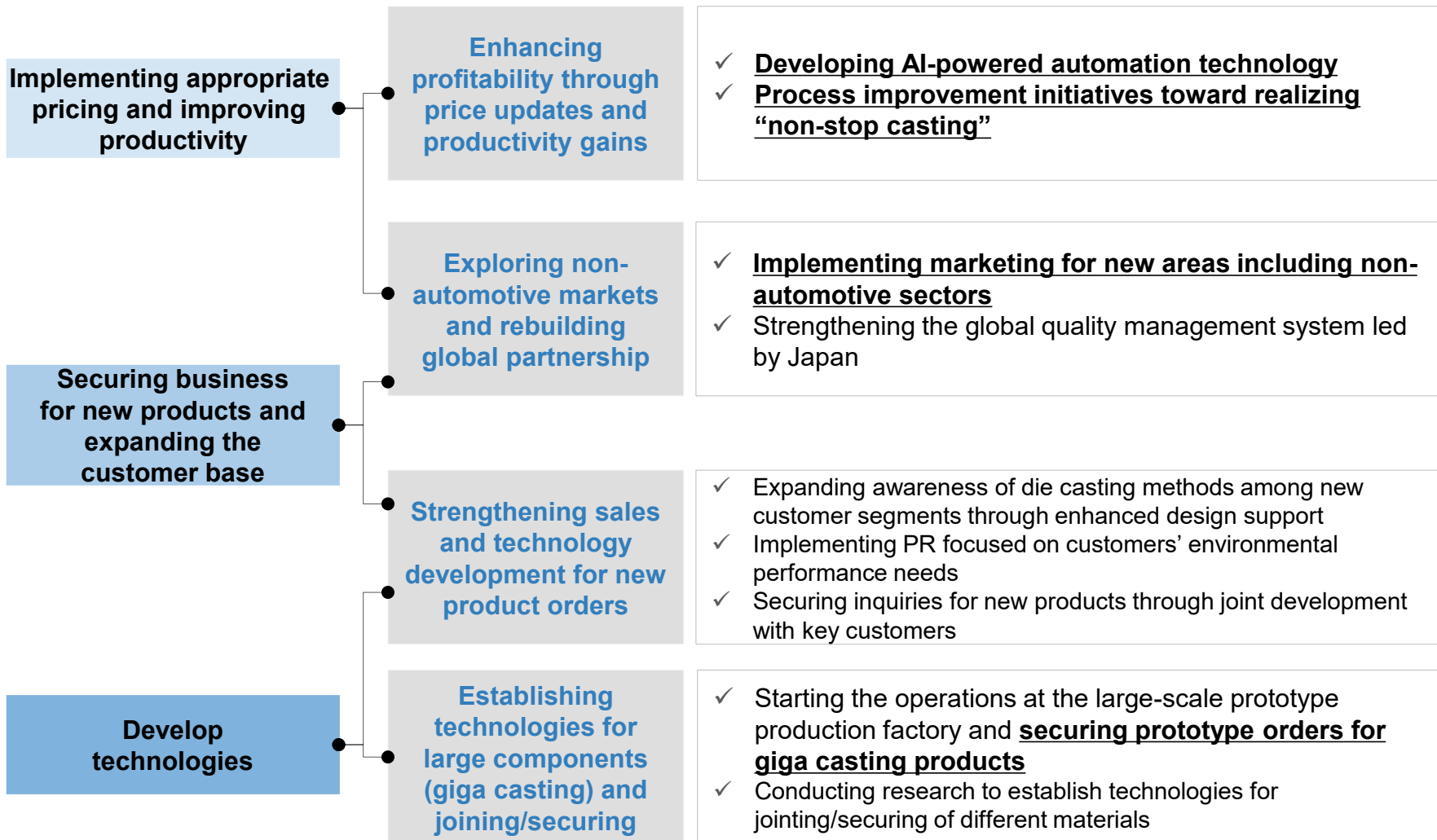
**Trends in sales and share by die casting parts category**



# Die Castings: Status of Initiatives in FY2025

## MTMP Business Strategies

## Initiatives in FY2025



## Die Castings: Key Topics in FY2025

- **Securing business for new products and expanding the customer base**

### Expanding die casting into new areas

Promoting to clients through technology exhibitions

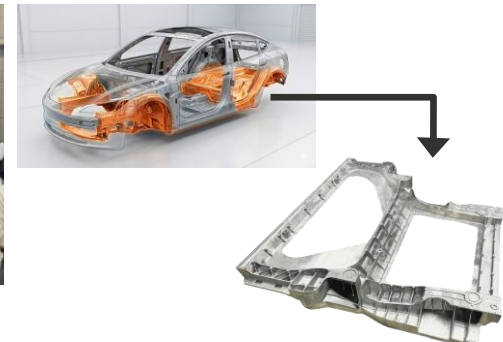
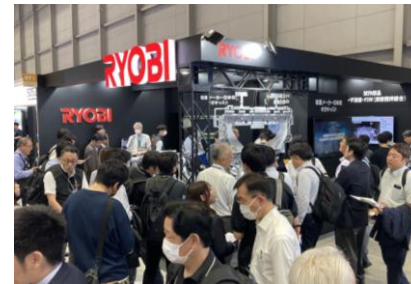


- We demonstrated new die casting applications to clients by sharing giga-casting concepts through VR technology and explaining advantages using comparative samples.
- Concurrently we implemented marketing initiatives targeting non-automotive sectors.

**The Delivered over 140 technical presentations to customers in Japan and overseas, and conducted more than 100 presentations in new fields.**

### Securing prototype orders for giga casting products

Conducting proactive PR activities



**Kikugawa Plant Prototype Castings**  
(Rear underbody:148cm×134cm×37cm)

- Promotion through plant tours and trade shows  
Promoted large die-casting products through visits to the giga casting plant and related initiatives. Most recently, exhibited at EUROGUSS 2026 in Nuremberg, Germany in January 2026, highlighting vehicle lightweighting and parts count reduction through giga casting.

**Aim to secure prototype orders by generating interest from a wide range of customers through various promotional activities.**

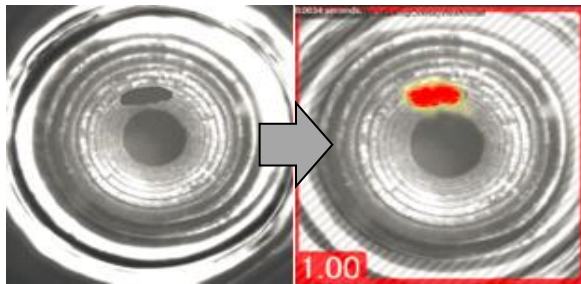
# Die Castings: Key Topics in FY2025

- Enhancing profitability through productivity gains

## Developing AI-powered automation technology

Realizing automated visual inspection through AI learning

Improve AI detection accuracy by training it to identify larger porosity within inspection specifications



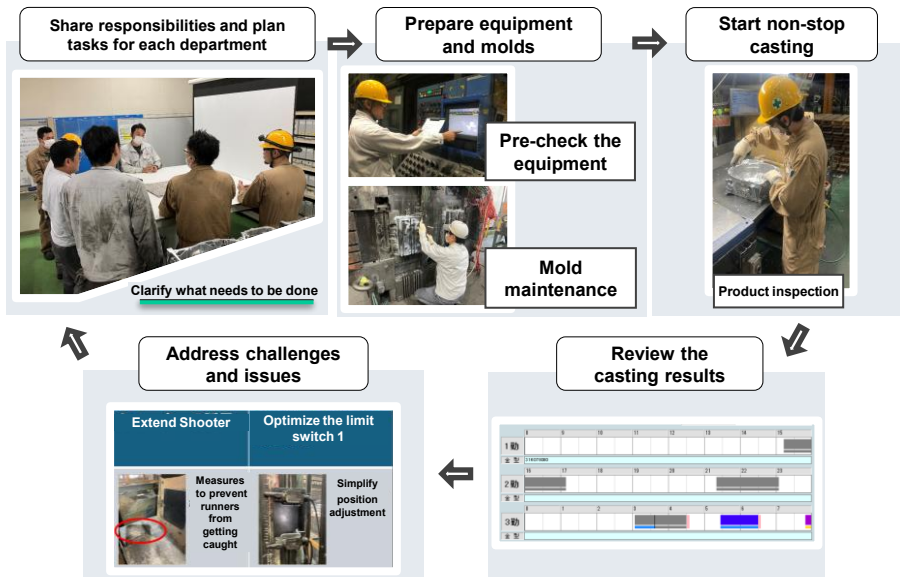
Tap porosity detection

- Improved learning accuracy enables the establishment of an automated visual inspection system capable of handling various defect cases.

**We Conducted approx. 600,000 automated visual inspections annually  
→achieving zero quality claims due to misjudgments.**

## Improving processes to realize “non-stop casting”

Company-wide PDCA cycle improvement initiative



- We reduced casting machine downtime caused by mold and equipment failures.

**We cut the defect rate attributable to casting processes by 20% YoY in 2025.**

# Die Castings: Key Initiatives in FY2026

## FY2026 Forecast

**Net Sales: ¥280.0bn**

**Operating income: ¥12.3bn**

## External Environment Summary

1. The Japanese automotive market will likely contract, while wider adoption of affordable BEVs will drive solid growth in China, North America, and Europe.
2. Chinese automakers continue to increase production and accelerate exports.
3. Easing regulations on ICE vehicles will slow the pace of BEV growth and the decline of ICE vehicles.

## Die Castings Business Strategy

**Implementing appropriate pricing  
and improving productivity**

**Securing business for new  
products and expanding  
the customer base**

**Develop  
technologies**

**Enhancing  
profitability  
through price  
updates and  
productivity  
gains**

**Exploring  
nonautomotive  
markets and  
rebuilding  
global  
partnership**

**Strengthening  
sales and  
technology  
development  
for new  
product orders**

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

## Die Castings: Key Initiatives in FY2026

### Enhancing profitability through price updates and productivity gains

1. Horizontal rollout and upgrading of AI-based visual inspection
2. Developing automated guided vehicles for production plants
3. Shortening development lead time using failure analysis technology in the design phase
4. Reducing mold production lead time
5. Reducing quality loss costs



Automated guided vehicles

### Exploring nonautomotive markets and rebuilding global partnership

1. Conducting technical presentations targeting new application areas
2. Expanding Japan-led initiatives to strengthen the global quality management framework and standardize quality levels
3. Promoting traceability implementation (100% coverage)

### Strengthening sales and technology development for new product orders

1. Securing orders not only for BEV but also for ICE applications
2. Producing sample parts and trial dies for showcasing new technologies at exhibitions
3. Advancing sales DX (building and organizing data infrastructure and formulating sales strategies using big data)



**"BINDING PLATE, UPR" installed in the Toyota Crown Estate**  
(Dimensions: 626 mm (W) × 266 mm (H) × 38 mm (D))

### Establishing technologies for giga casting and joining/securing

1. Expanding giga casting promotion and prototype orders
2. Defining requirements and specifications for research on dissimilar-material joining technology
3. Develop product geometry concepts that incorporate fastening technology for the research effort

## Builders' Hardware and Printing Equipment: Status of Initiatives in FY2025

MTMP Business Strategies			Initiatives in FY2025	
Builders' Hardware	Enhancing products and expanding global sales	Promoting sales of high-value-added products	✓	<u>Develop new products in the GEOPRO series</u>
		Expanding and promoting products for overseas markets	✓	<u>Expand the RUCAD product lineup</u>
	Promoting optimal location production and cost reduction	Improving productivity at each stage of the production process	✓	Strengthen sales structure in existing markets
			✓	Prepare products and distributors for entry into new markets
	Developing the market for access solutions	Launching an access solutions business to resolve various door-related issues	✓	Promote labor-saving through the introduction of automated equipment
			✓	Rebuild the production infrastructure to expand production capacity
Printing Equipment	Enhancing responsiveness to customer needs	Conducting development based on customer needs and enhancing responsiveness to individual requirements	✓	<u>Expand product lineup to address barrier-free accessibility issues</u>
			✓	<u>Establish a sales and installation system in collaboration with partner companies</u>
	Strengthening supply chain resilience	Achieving improved quality and reduced costs	✓	Conduct needs assessment through enhanced communication with customers and distributors
			✓	Develop product plans aligned with market needs
	Securing new products and services	Acquiring new products for the launch of print factory optimization services	✓	Promote improvement activities through collaboration with suppliers
			✓	Enhance in-house processing production capability
			✓	<u>Explore new products through collaboration with partner companies</u>



## Builders' Hardware : FY2025 Major Topix

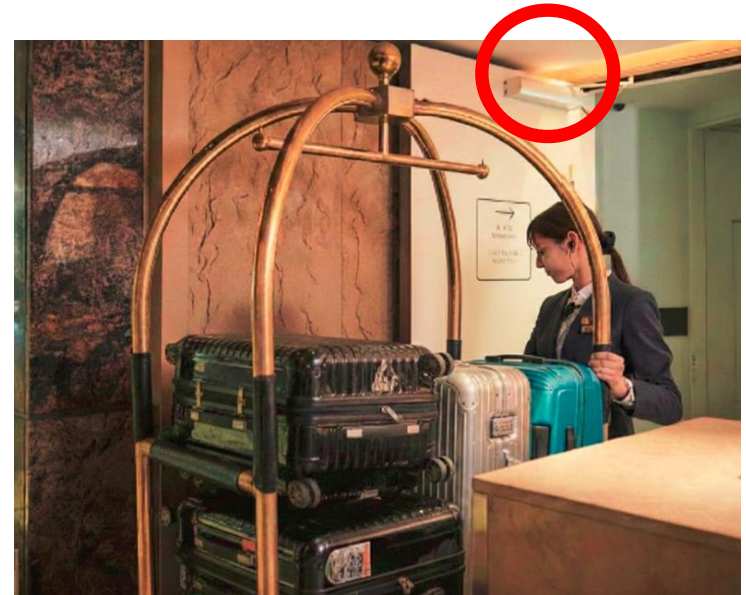
- Developing the market for access solutions

### Contributing to the creation of a robot-friendly environment



- In collaboration with Octa Robotics, Inc.[TT3.1], successfully demonstrated a system enabling robots to automatically pass through hinged doors using the electric door opening/closing device “RUCAD.”
- This advances the introduction of robotic services into existing buildings

### Expanding the implementation scope of access solutions



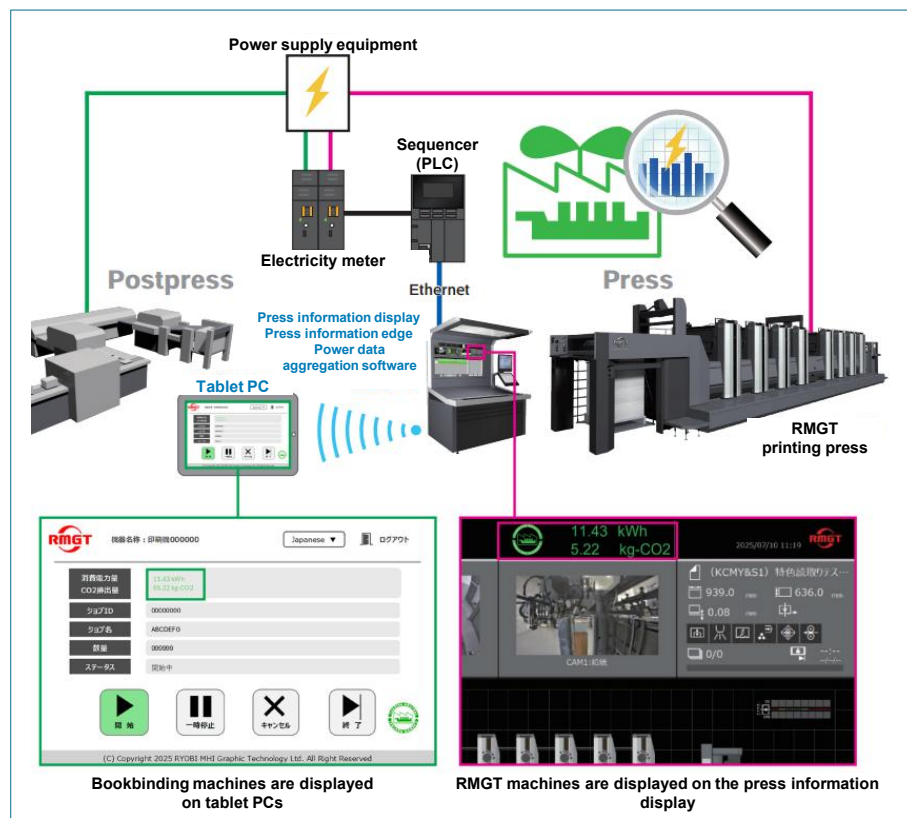
- We installed the door opening/closing equipment “RUCAD” at the InterContinental Hotel Osaka.
- The system prevents damage to doors and transported items, as well as employee injuries, supporting smooth transportation.

Driving increased sales of high-value-added products through the development of access solutions

# Printing Equipment : FY2025 Major Topix

- Developing new products through collaboration with partner companies

## Tailor-made development of power data aggregation software



- Developed in response to customer requests for visualizing CO2 emissions from owners of RMGT printing presses and partner companies' post press equipment
- Aggregate electricity consumption during printing and post-processing processes on a per-job basis to visualize both electricity usage and CO2 emissions.

Supporting printing companies toward the 2050 carbon neutrality goal

System flow for power data aggregation software



# Builders' Hardware: Key Initiatives in FY2026

## FY2026 Forecast

**Net Sales: ¥11.5bn**

**Operating income: ¥0.2bn**

## External Environment Summary

1. An aging population and declining birth rates are fueling greater demand for barrier-free living solutions.
2. Increasing demand for automated doors and seamless network integration in smart homes and intelligent buildings.
3. Overseas demand is rising in the U.S., Mexico, Southeast Asia, China, India, and the Middle East.

## Builders' Hardware Business Strategy

### Enhancing products and expanding global sales

#### Increasing sales of high-value-added products

1. Strengthening sales of high value-added products and expanding the product lineup compatible with diverse door types
2. Promoting through multiple channels, including the website, exhibitions, and social media

#### Expanding and increasing products for overseas markets

1. Expanding internationally certified products while boosting price competitiveness for standard models
2. Introducing products to meet market demand

### Promoting optimal location production and cost reduction

#### Improving productivity at each stage of the production process

1. Restructuring production systems utilizing production bases in Japan
2. Reducing costs primarily through labor-saving initiatives
3. Reducing inventory through improved inventory management capabilities

### Developing the market for access solutions

#### Launching an access solutions business to resolve various door-related issues

1. Expanding the product lineup and strengthening sales for door opening and closing challenges
2. Expanding sales partners in the construction (real estate)

# Printing Equipment: Key Initiatives in FY2026

## FY2026 Forecast

**Net Sales: ¥21.5bn**

**Operating income: ¥0.3bn**

## External Environment Summary

- (Domestic)** The domestic printing market continues to shrink year by year. While the packaging printing market remains steady, the commercial printing market continues to contract.
- (Overseas)** Amid Trump tariffs and China's economic slowdown, the market has recently shown signs of a slight slowdown.

## Printing Equipment Business Strategy

**Enhancing responsiveness to customer needs**

**Strengthening supply chain resilience**

### [Equipment sales] Strengthening competitiveness through customer needs-based development and reduced manufacturing costs

1. Enhancing product competitiveness through improved print quality, reduced operator workload, and enhanced features for package printing
2. Developing features and equipment tailored to customer needs
3. Optimizing production systems

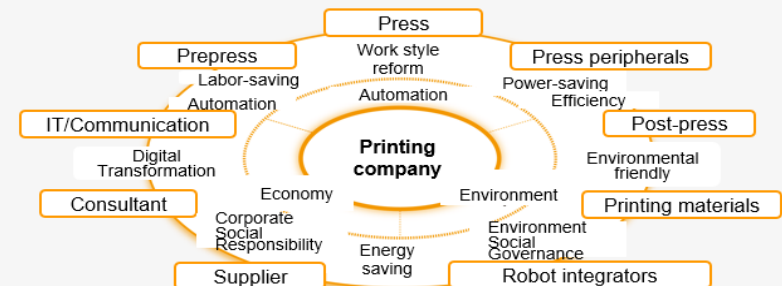
### [Maintenance services] Driving revenue growth through strengthened customer relationships

1. Strengthening orders for inspection and maintenance proposals through planned customer visits
2. Enhancing support for customer site improvements

**Securing new products and services**

### Monetizing new businesses to expand business domains

1. Developing a business to help customers transform their entire factories into smart factories upon introducing printing equipment
2. Accelerating solution co-creation activities that combine our core competencies with partner companies' technologies, products, and services

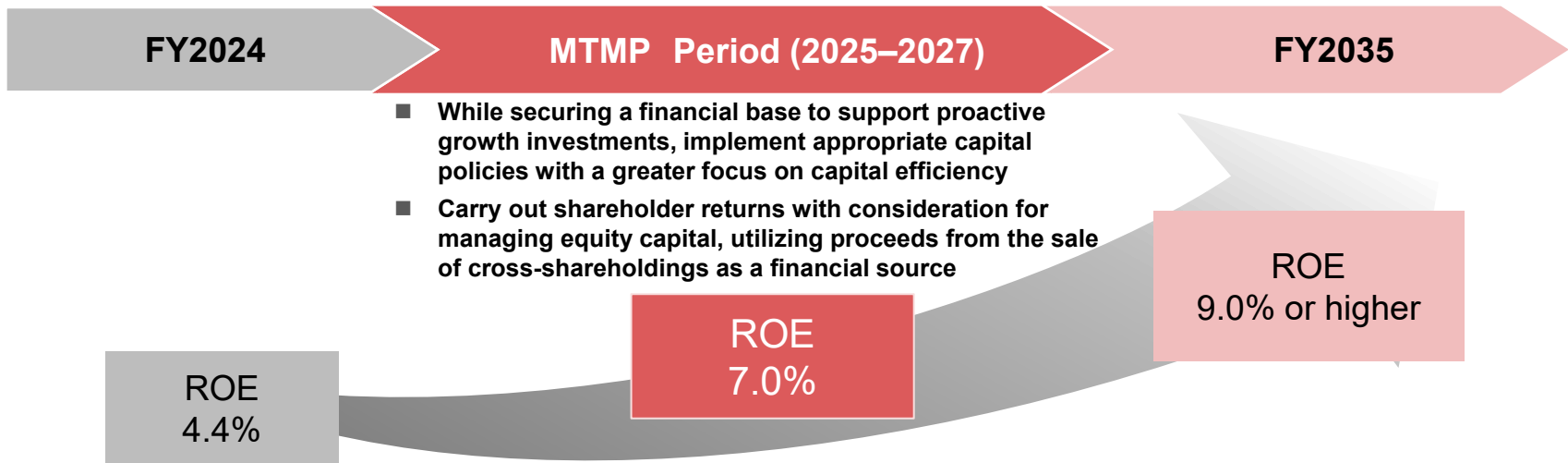


RMGT-CSPI **Creating the Future Printing Industries Together**

## **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 in FY2025

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

### Topics

### Launch of the Kikugawa Plant: a large-scale prototype production facility

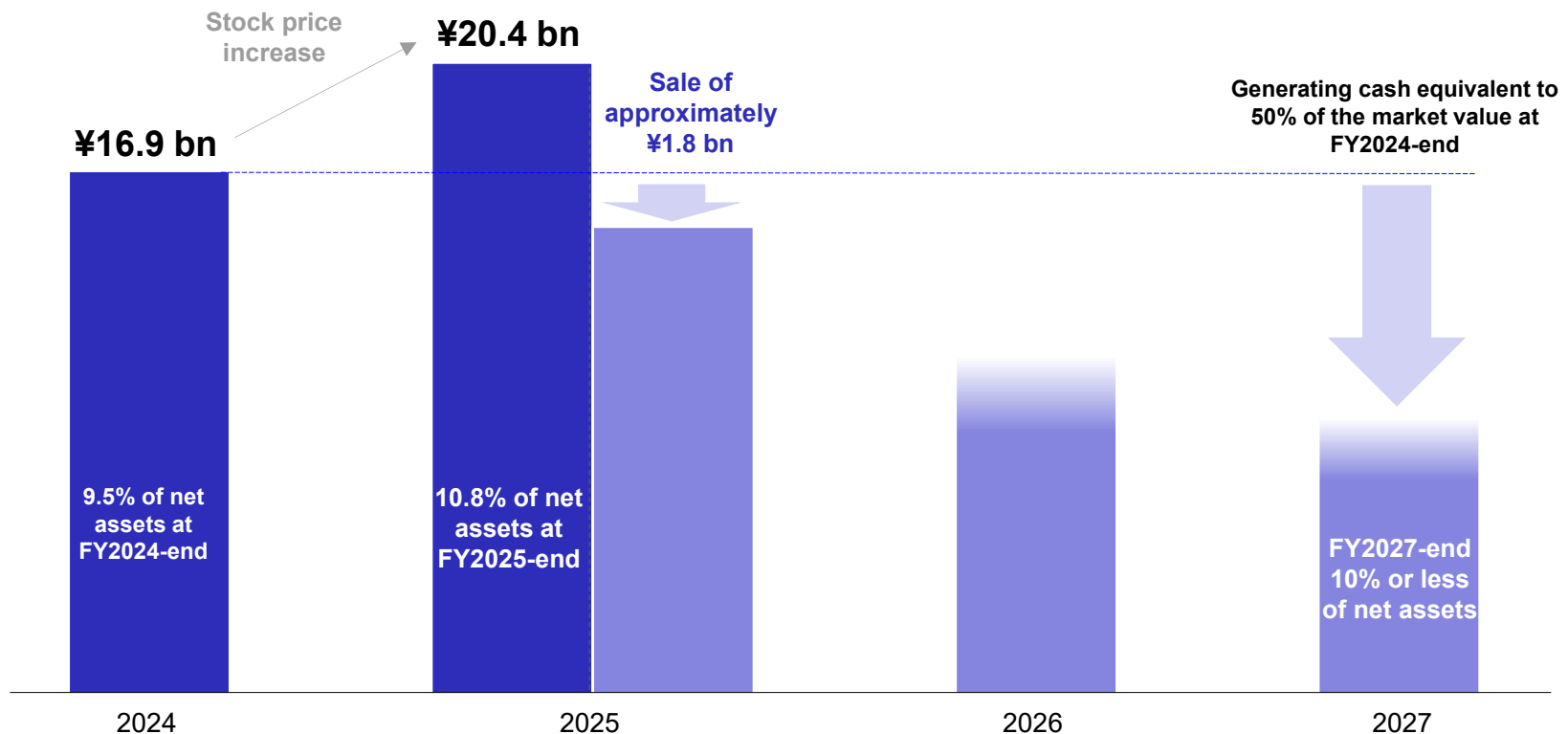


Completion Ceremony (March 2025)

- 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 tons—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 capable of handling large molds, distortion correction machines for product finishing/inspection, and X-ray inspection devices.
- The facility is ready to fulfill prototype orders for giga casting such as rear underbodies and battery cases
- We have steadily secured prototype projects and will continue to focus on steadily securing prototype projects utilizing this equipment in 2026

## Status of Reduction of Cross-Shareholdings

- In 2025, sold eight cross-shareholdings\* for approx. ¥1.8 billion, and allocated the proceeds to shareholder returns (share repurchases).
- Due to the rise in share prices, the balance of cross-shareholdings and the ratio to net assets increased.
- From 2026 onward, we will continue disciplined sales to generate cash equivalent to 50% of the market value at FY2024-end.

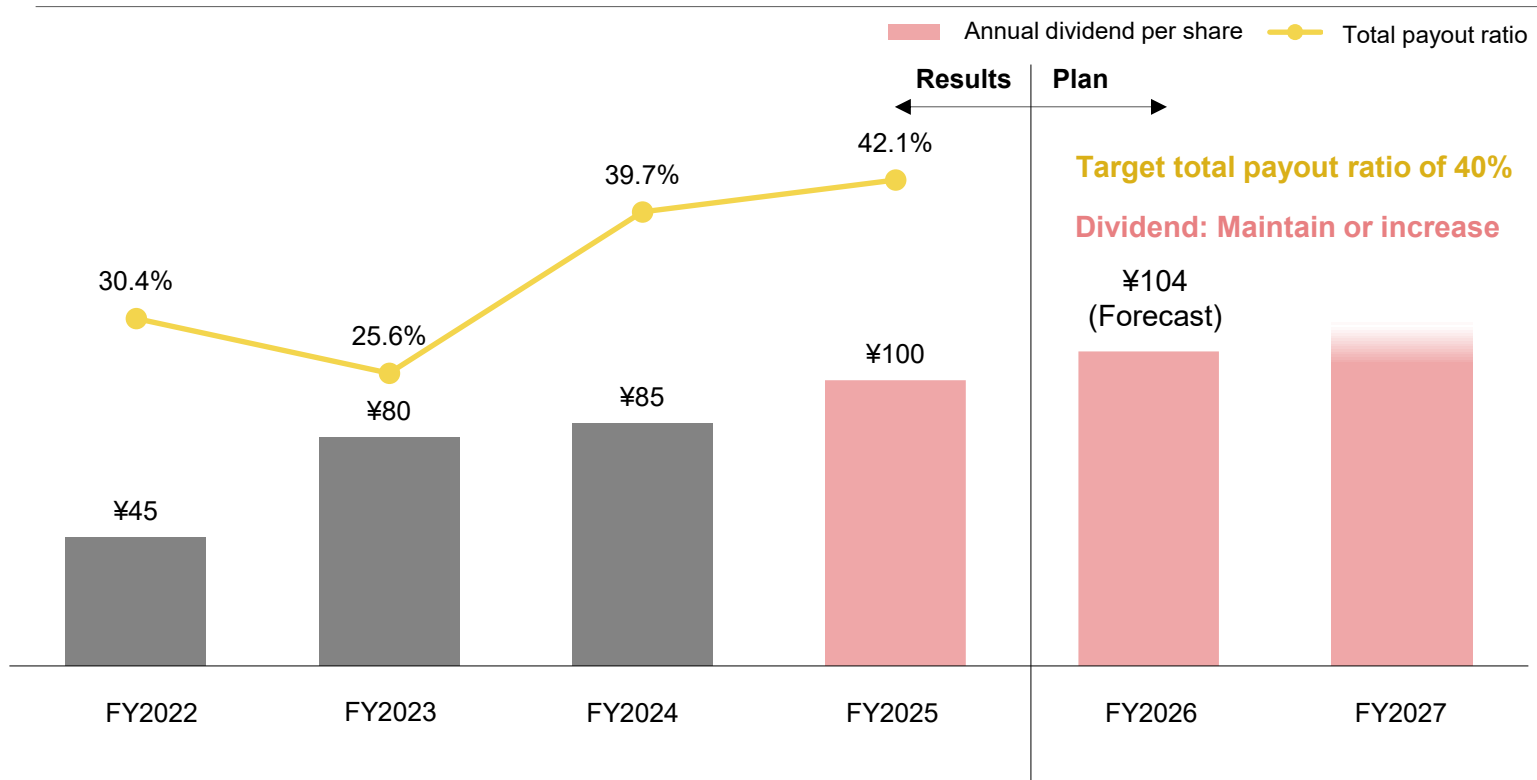


\* Including partial sale

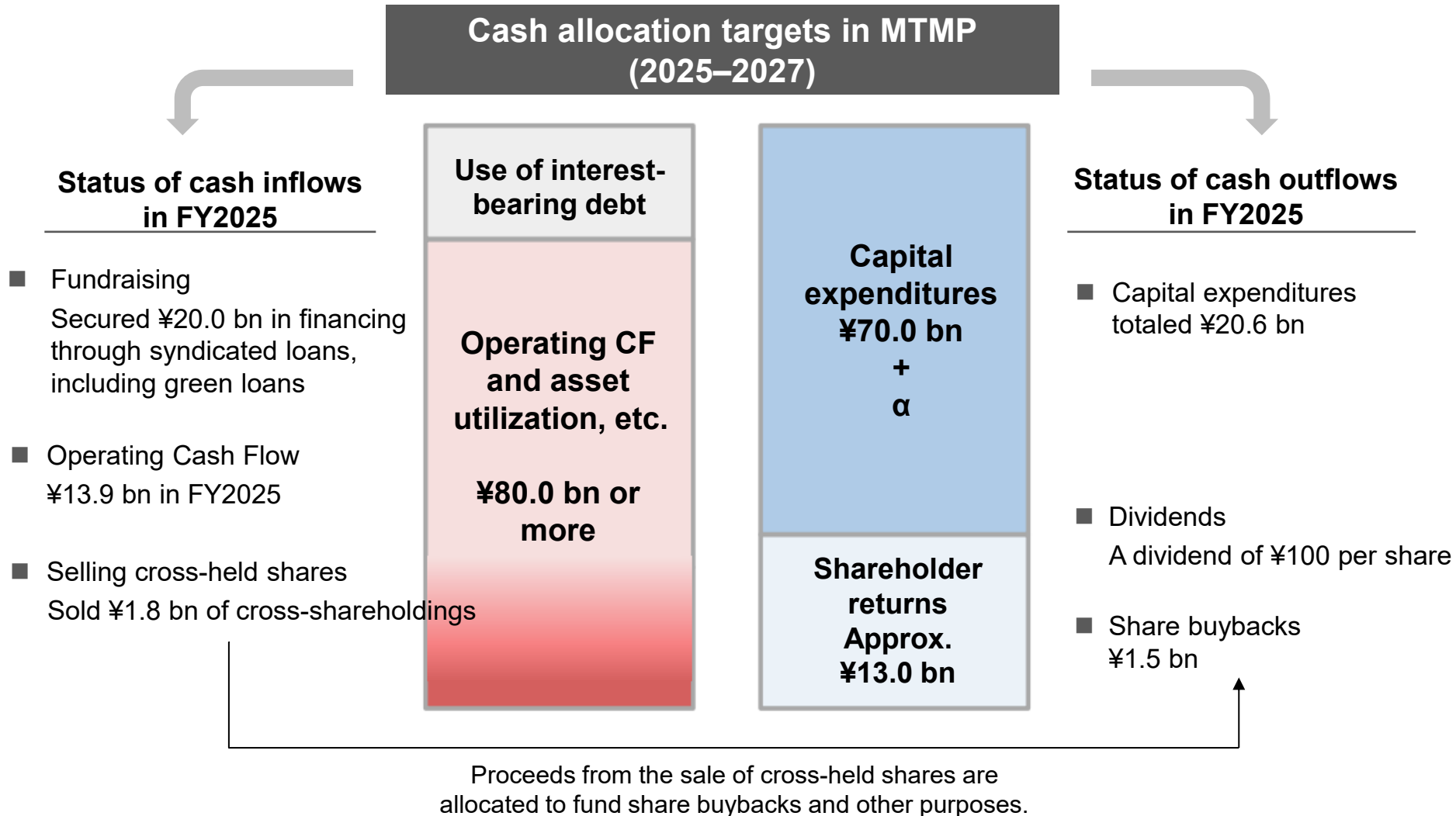
## Shareholder Returns (Share Buybacks and Dividend Policy)

- Adopting a progressive dividend policy during the Medium-Term Management Plan period.
- We paid a dividend of ¥100 per share in FY2025
- For FY2026, a dividend of ¥104 per share is planned, with a policy to maintain or increase the dividend going forward.
- Including ¥1.5 billion in share repurchases, the total payout ratio for FY2025 was 42.1% (share cancellation also conducted). The Company will continue to consider flexible share repurchases, targeting a total payout ratio of 40%.

### Annual Dividend per Share



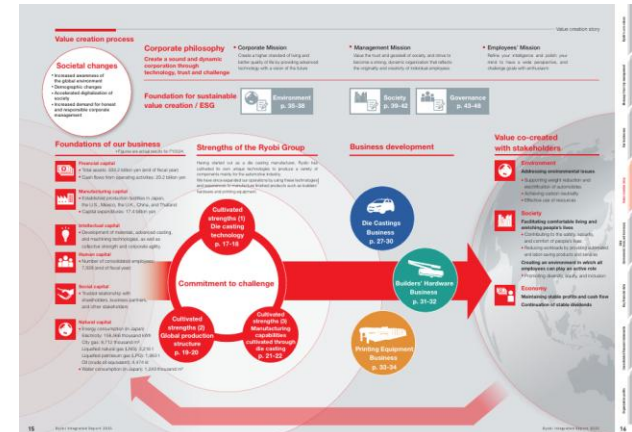
# Cash Allocation Status





In 2025, we strengthened information disclosure and communication through proactive IR activities, and will continue with the same approach in 2026.

- ✓ **Disclosed the Medium-Term Management Plan and its progress every six months**
- ✓ **Enhanced information disclosure in integrated reports**
  - **DX and human capital initiatives**
  - **Governance information**
- ✓ **Implemented English-language disclosure, etc.**



- ✓ **Dialogue with institutional investors**
  - **Held factory tours for institutional investors in addition to our semi-annual earnings briefings**
- ✓ **Launched sponsored research reports to enhance understanding of our business strategy and other initiatives (starting April 2025)**
- ✓ **Implemented a secondary offering of shares: Delivered information primarily for individual investors**
- ✓ **Plan to begin posting the earnings briefing script on our website (starting February 2026)**



▶ 株式売出しの概要

株 式 の 種 類	リソース株式形式 普通株式
売 出 株 式 数	1,989,700株
売出価格等決定日	2025年10月22日（※）から2025年10月24日（※）までの間のいずれかの日
お 申 込 期 間	売出価格等決定日： 売出価格等決定日の前営業日の午後14時45分まで ※売出価格等決定日： 売出価格等決定日の前営業日15時までに購入申込が必要となります。
	5000株以上500株単位

## Topics on Addressing Environmental and Social Challenges

### Initiatives toward achieving carbon neutrality

- **Expanding sales of lightweight and electric vehicle parts**
- **Increasing the adoption of renewable energy**
  - Installed renewable energy power generation facilities at three locations
  - Considering the introduction of hydrogen reactors

### Co-create with sustainable supply chains

- **Strengthening supply chain management**
  - Enhanced information security measures, including for group companies and the supply chain (e.g., containing incidents through network/communication isolation)
  - Implemented security training using e-Learning

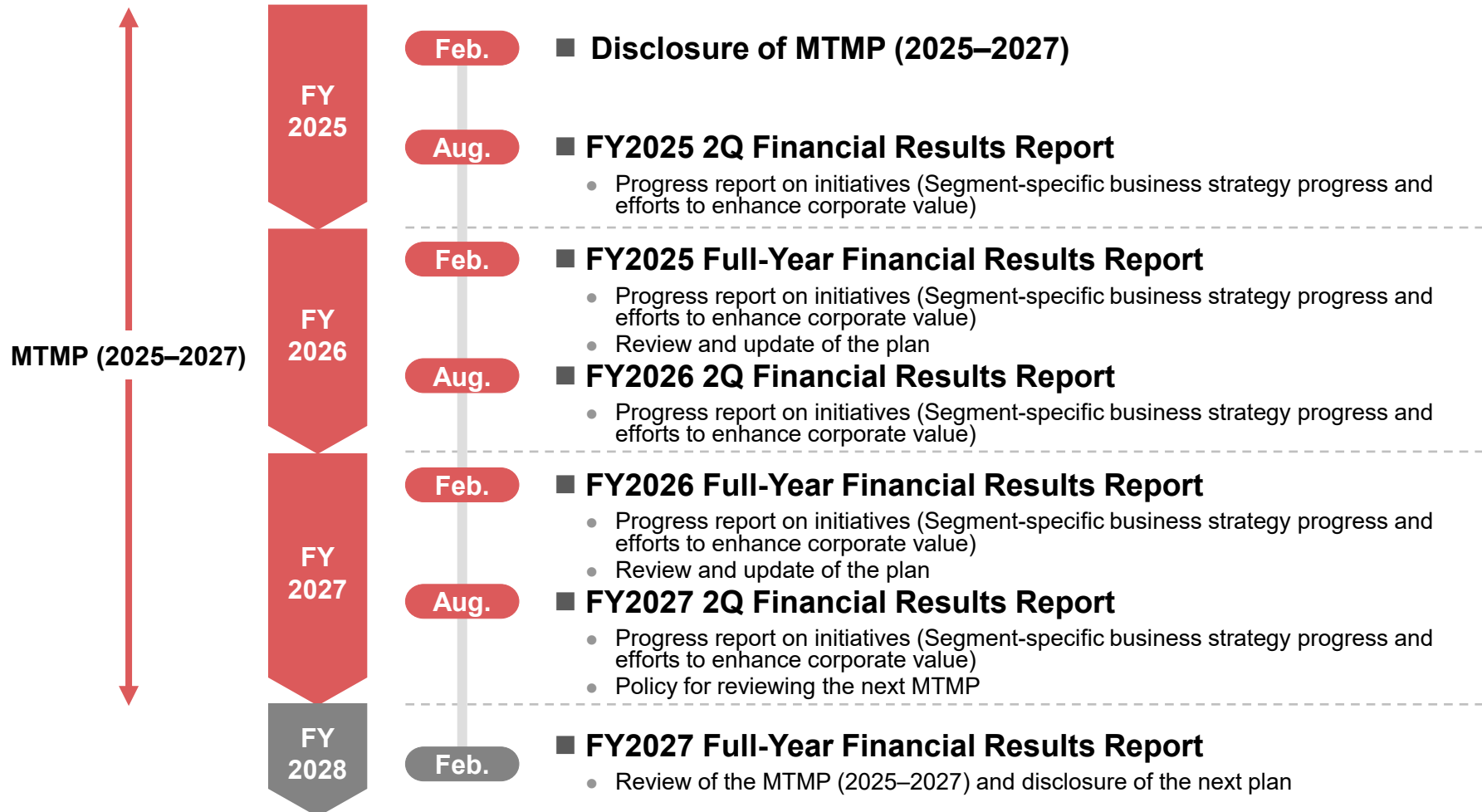
### Strengthen governance initiatives

- **Promoting corporate governance practices**
  - Continuing to consider the introduction of a stock-based compensation system
- **Promoting compliance initiatives**
  - Updated and implemented various indicators within guidelines for proper transactions to promote fair trade practices
  - Established a system for internal investigations and operational improvement reviews to prevent quality fraud
- **Promoting risk management**
  - Advanced the seismic retrofitting plan for the Hiroshima Plant as part of strengthening the BCP measures against natural disasters

# 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 judgments based on the information available at the time of preparation. They involve inherent risks and uncertainties.

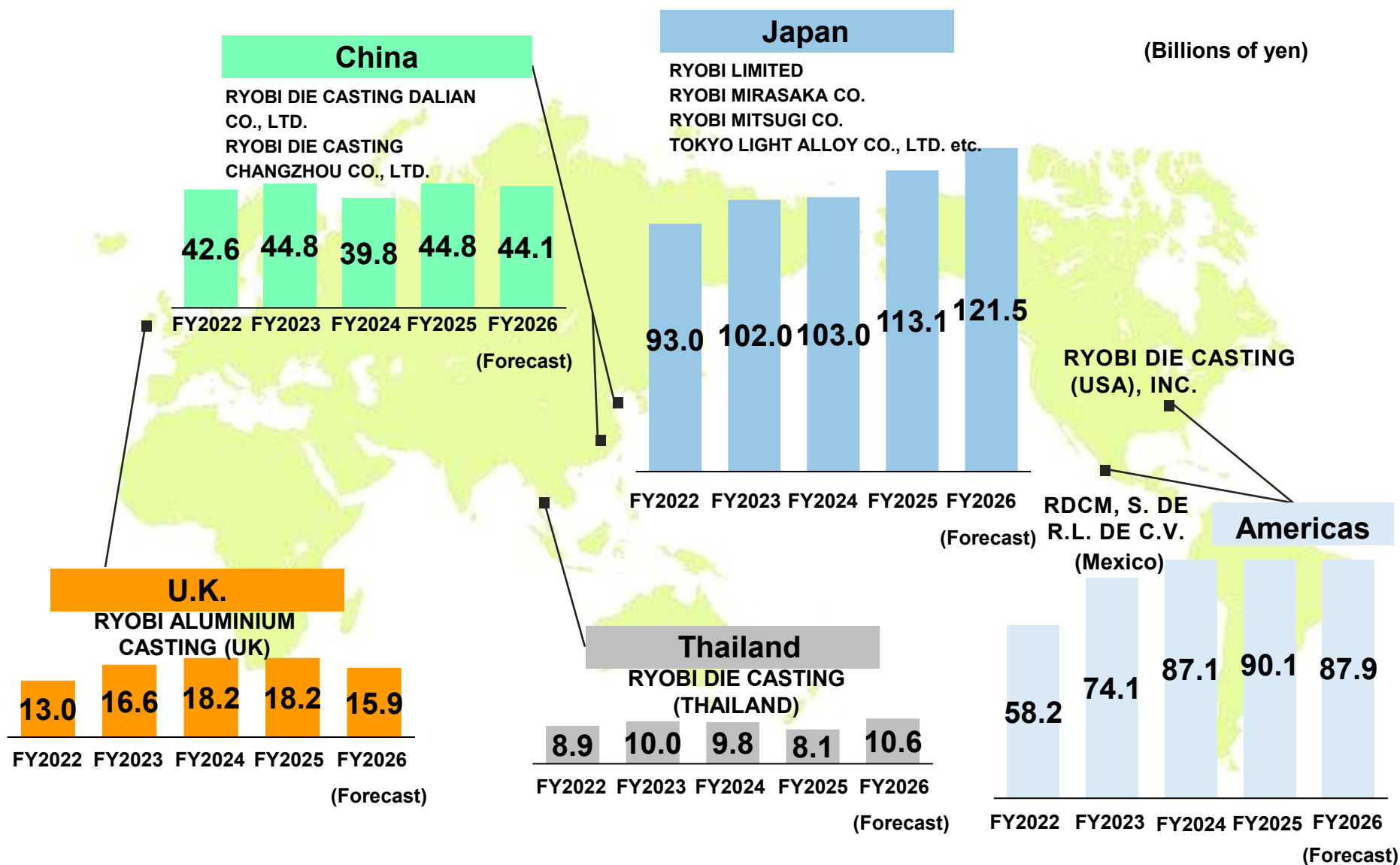
Ryobi's actual activities and operating results may differ from these forward-looking statements due to economic conditions, the business environment, trends in market demand, trends in exchange rates, and other factors.

# **RYOBI**

**Beyond Ideals and Dreams**

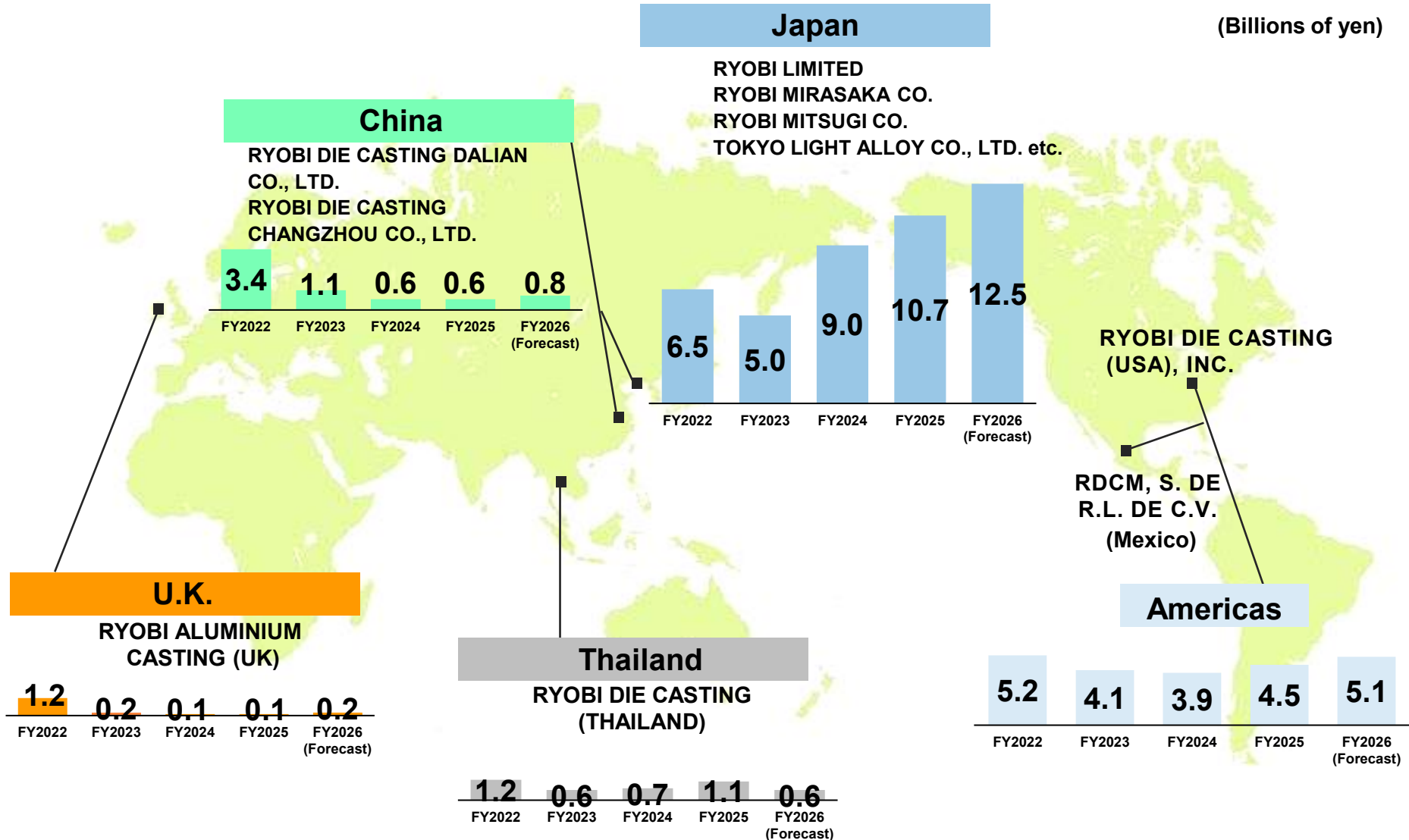
# Die Castings

## Trends in sales by region



# Die Castings

## Trends in capital expenditure by region

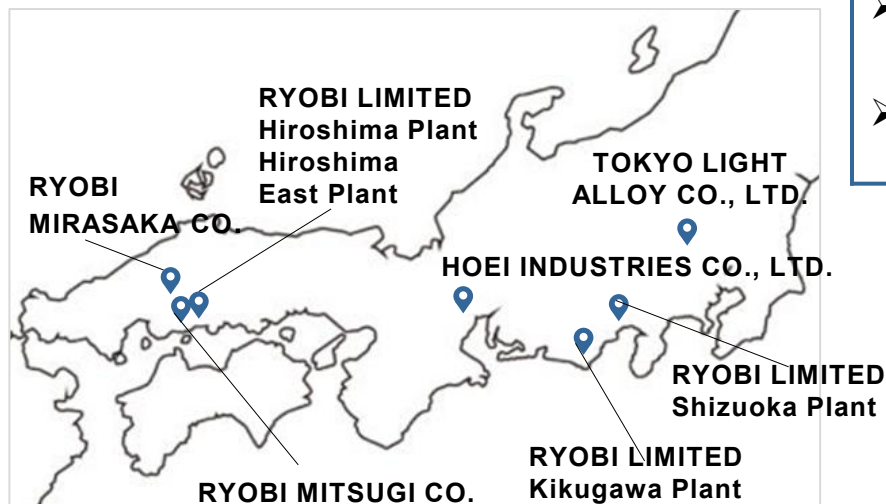
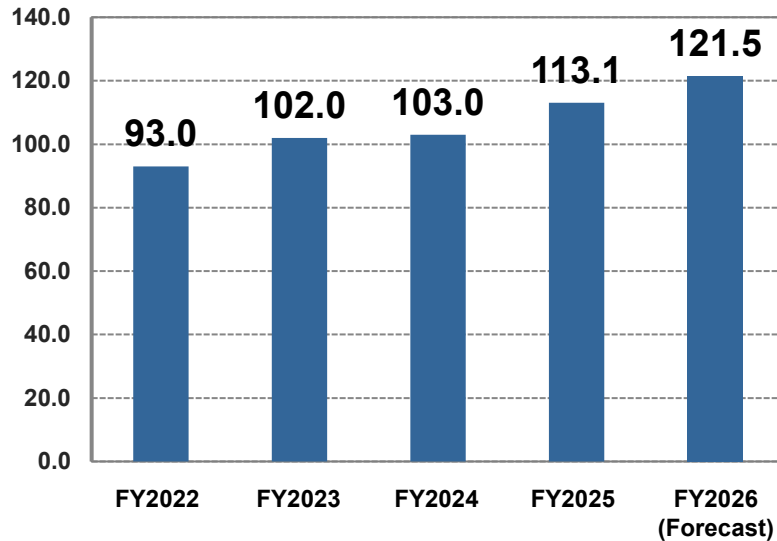




# Die Castings –Japan –

## Sales trend

(Billions of yen)



## Business environment

- Automotive production recovery continues.
- The momentum of BEV production in Japan is slowing due to reductions in BEV subsidies and an easing trend in ICE regulations across countries.
- Growing demand for lightweight components (increase in aluminum die casting production).

## Main initiatives

- Promote strategic products (lightweight and electrification).
- Process Improvements for non-stop casting.
- Prototype orders for giga casting products.



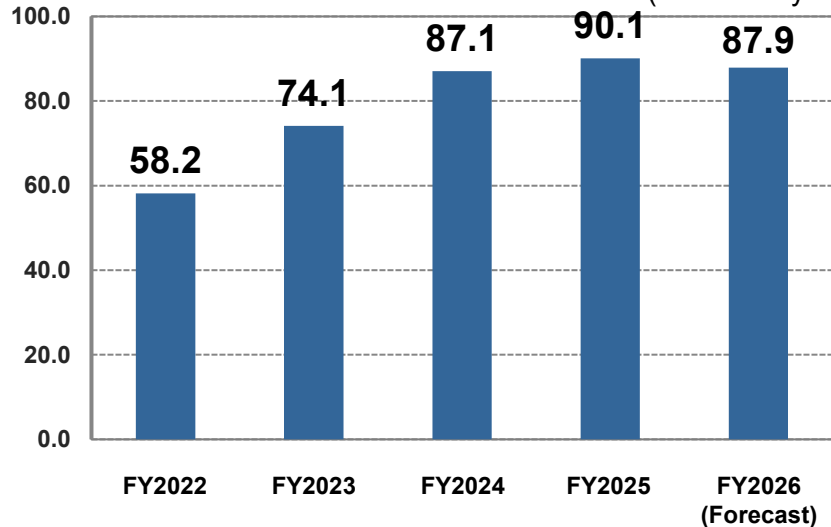
RYOBI LIMITED  
Hiroshima East  
Plant



# Die Castings –Americas –

## Sales trend

(Billions of yen)



## Business environment

- BEV sales are slowing.
- Automakers are scaling back BEV investment plans and expanding HEV production.
- While U.S. interest rate cuts are lowering auto loan rates, new car prices are expected to rise as Trump tariffs are increasingly passed on to consumers.

## Main initiatives

- Orders for other products amid automotive manufacturers' reduced BEV investments.
- Reflecting appropriate pricing to improve profitability.
- Reducing costs through productivity improvements.



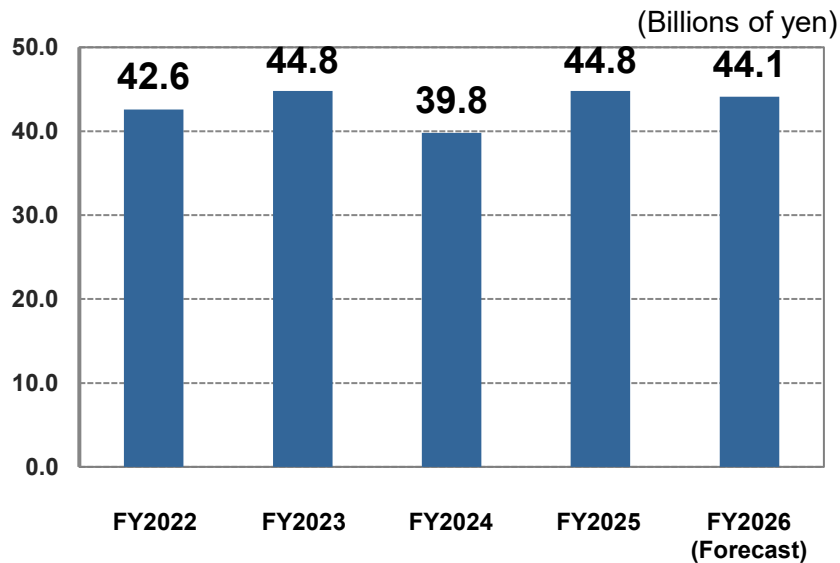
RYOBI DIE CASTING (USA), INC.



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

# Die Castings –China –

## Sales trend



## Business environment

- Amid excess production capacity, low-price competition in automobile sales continues.
- The exemption of automobile purchase tax for new energy vehicles reduces from full exemption to a 50% reduction.
- The expansion of Chinese car exports overseas continues.
- Chinese automotive manufacturers are gaining share as foreign brands decline.

## Main initiatives

- Strengthen relationships and expand sales with Chinese customers.
- Advance automation and labor-saving initiatives.
- Limit capital investment.



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



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

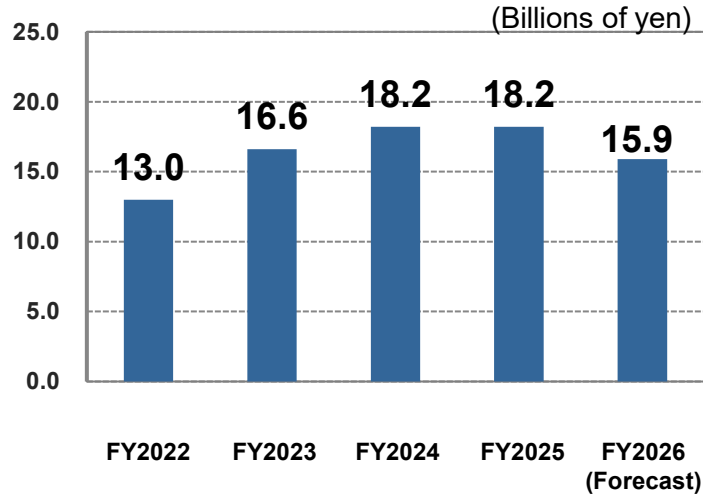
# Die Castings –U.K., Thailand –

## U.K.



**RYOBI ALUMINIUM  
CASTING (UK), LIMITED**

### Sales trend

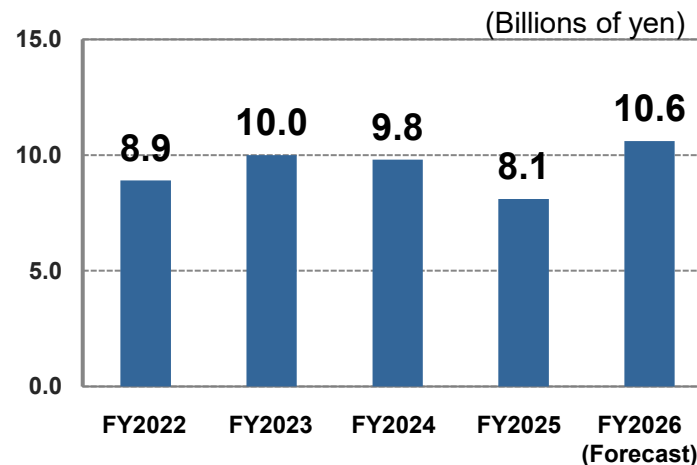


## Thailand



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

### Sales trend



### Business environment

- European automotive manufacturers review and scale back BEV investment plans.
- Low-cost imported vehicles from China gain market share.

### Main initiatives

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

### 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.
- Launch new products and handle increased quantities.