Financial Results Presentation for the Six Months Ended June 30, 2026

August 6, 2026

RYOBI LIMITED

Contents

1. Results for the Six Months Ended June 30, 2026

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Results Summary

- Sales increased due to higher raw material prices and an increase in translated net sales of overseas subsidiaries given the weaker yen.
- Profits decreased as it requires a certain amount of time to pass on soaring raw material prices to the selling price.

(Billions of yen)

	FY2025 2Q	FY2026 2Q			
	Results	Results	YoY Change (vs. FY2025 2Q)	Forecasts (Announced on Feb.12)	Change (vs. forecasts)
Net sales	153.7	156.8	3.0 (2.0%)	153.0	3.8 (2.5%)
Operating income	6.0	4.5	(1.5) (-25.4%)	4.2	0.3 (6.0%)
Ordinary income	6.1	4.8	(1.3) (-20.7%)	4.2	0.6 (15.1%)
Net income attributable to owners of parent	4.4	4.0	(0.4) (-9.6%)	3.5	0.5 (14.4%)

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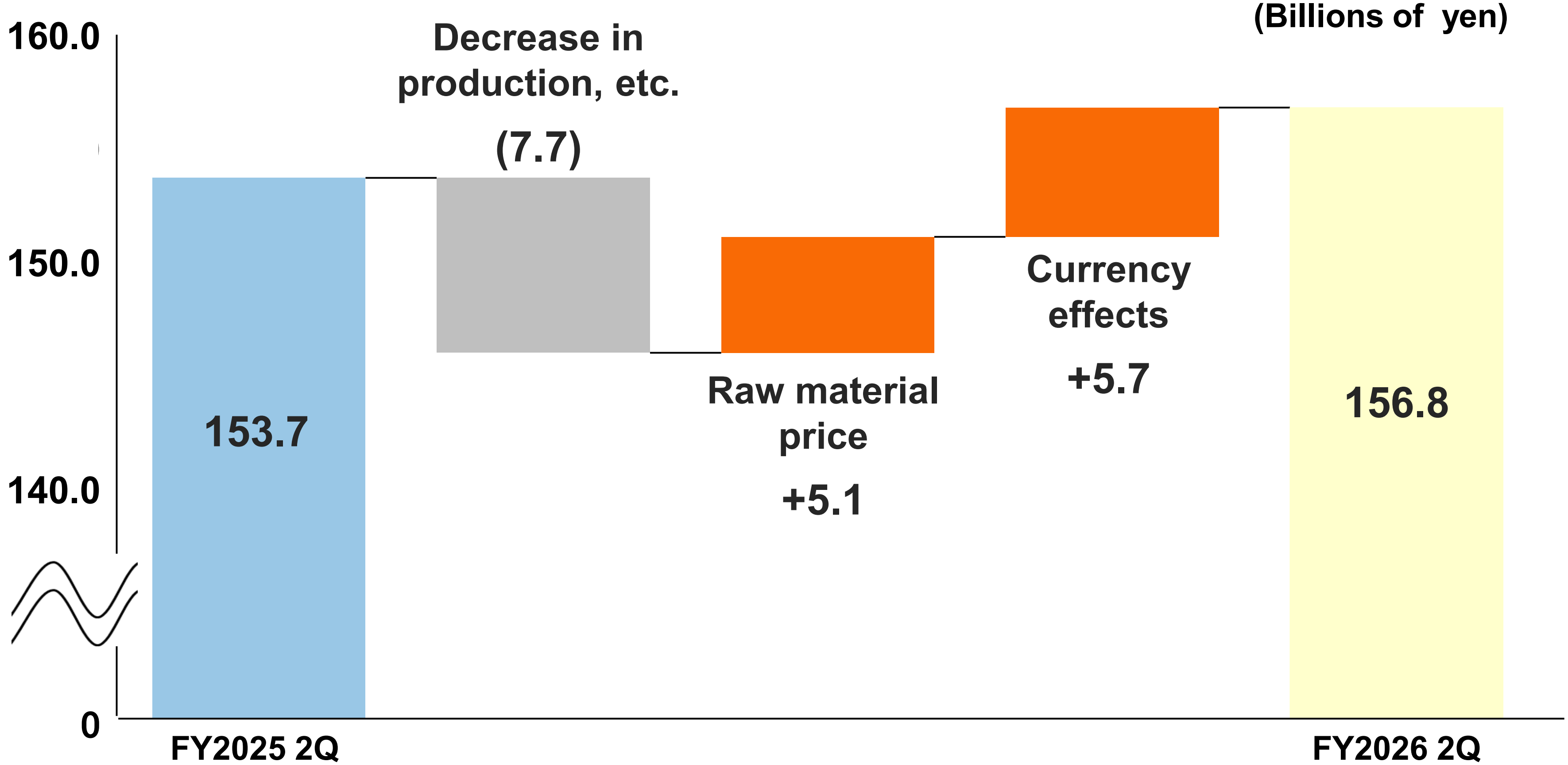
Analysis of Changes in Net Sales

- Production volume of Die Casting and Printing Equipment businesses decreased.
- Nevertheless, net sales increased by ¥3.0 billion YoY due to passing on of the increase in raw material costs to selling price in the Die Casting Business and the impact of exchange rates.

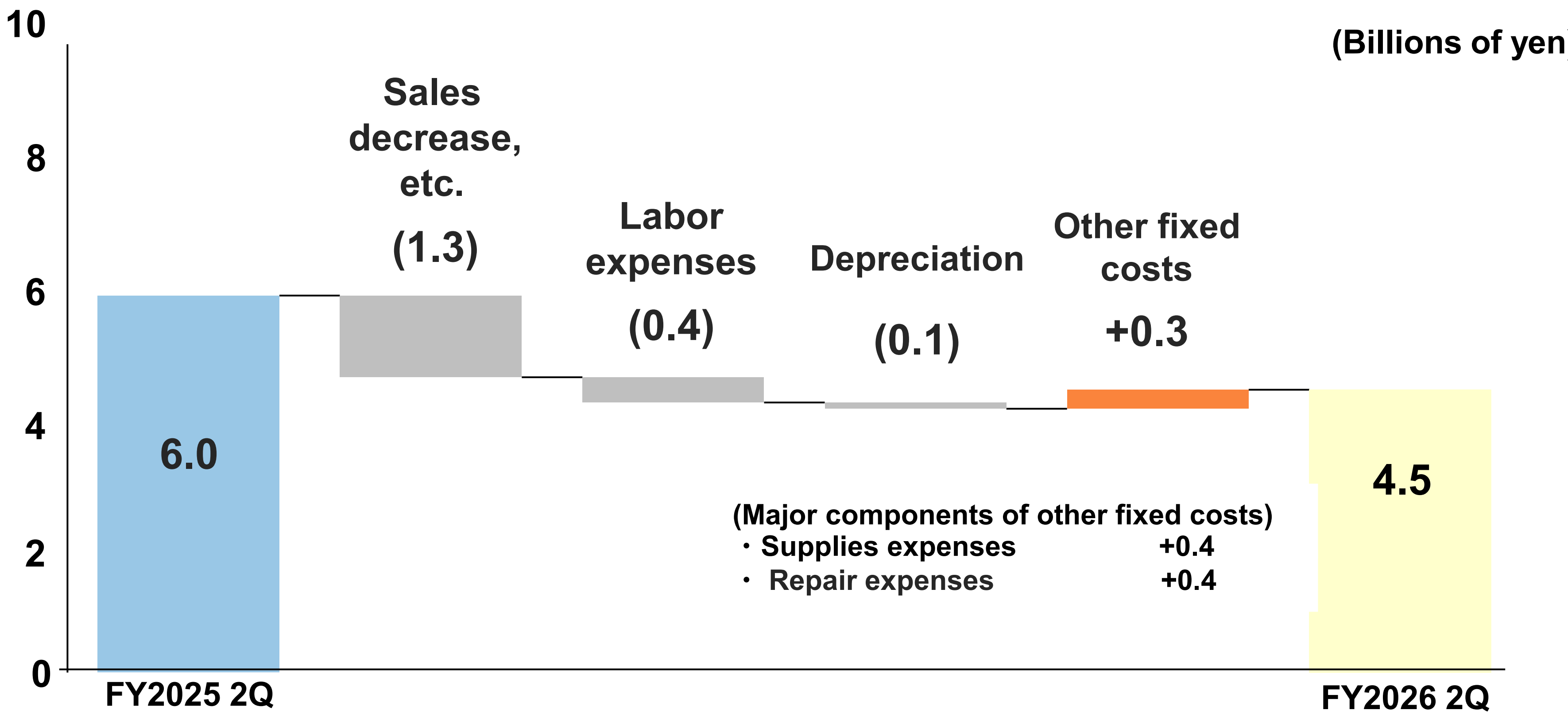
(Billions of yen)



Exchange rates (average for the period)	USD	GBP	CNY	THB
FY2025 2Q	¥150.09	¥192.48	¥20.58	¥4.43
FY2026 2Q	¥157.43	¥212.14	¥22.88	¥4.93

Analysis of Changes in Operating Income

- Profits declined YoY due to a production volume decreased slightly and the passing of continued increases in aluminum prices onto selling prices lagged behind for Die Castings.
- Profits decreased due to the impact of the lower sales for Printing Equipment.



Exchange rates (average for the period)	USD	GBP	CNY	THB
FY2025 2Q	¥150.09	¥192.48	¥20.58	¥4.43
FY2026 2Q	¥157.43	¥212.14	¥22.88	¥4.93

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Results by Business Segment

Die Castings: Sales increased reflecting higher raw material prices and the weaker yen despite a slight decline in production volume, while profits declined as it requires a certain amount of time to pass on increased costs.

Builders' Hardware: Sales decreased both in Japan and overseas. Profits declined owing to a rise in costs of procurement from China, given the appreciation of Chinese yuan.

Printing Equipment: Sales decreased both in Japan and overseas reflecting the worsening of capital investment mindset. Profits fell due to the sales decline.

(Billions of yen)

		FY2025 2Q	FY2026 2Q			
		Results	Results	YoY Change (vs. FY2025 2Q)	Forecasts (Announced on Feb.12)	Change (vs. forecasts)
Net sales		153.7	156.8	3.0 (2.0%)	153.0	3.8 (2.5%)
	Die Castings	135.0	143.3	8.3 (6.2%)	136.0	7.3 (5.4%)
	Builders' Hardware	5.4	5.1	(0.3) (-5.5%)	5.5	(0.4) (-7.6%)
	Printing Equipment	13.3	8.3	(5.0) (-37.8%)	11.5	(3.2) (-28.2%)
Operating income		6.0	4.5	(1.5) (-25.4%)	4.2	0.3 (6.0%)
	Die Castings	5.1	4.7	(0.4) (-7.0%)	4.0	0.7 (17.5%)
	Builders' Hardware	0.0	(0.2)	(0.2) (–)	0.0	(0.2) (–)
	Printing Equipment	0.9	(0.0)	(1.0) (–)	0.2	(0.2) (–)

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Balance Sheet

- Total assets increased by ¥1.9 billion from the end of FY2025, including an increase of ¥6.5 billion due to the effect of exchange rate fluctuations.
- Interest-bearing liabilities declined ¥6.1 billion reflecting repayment of long-term borrowings excluding the impact of exchange rates even as short-term borrowings rose.

(Billions of yen)

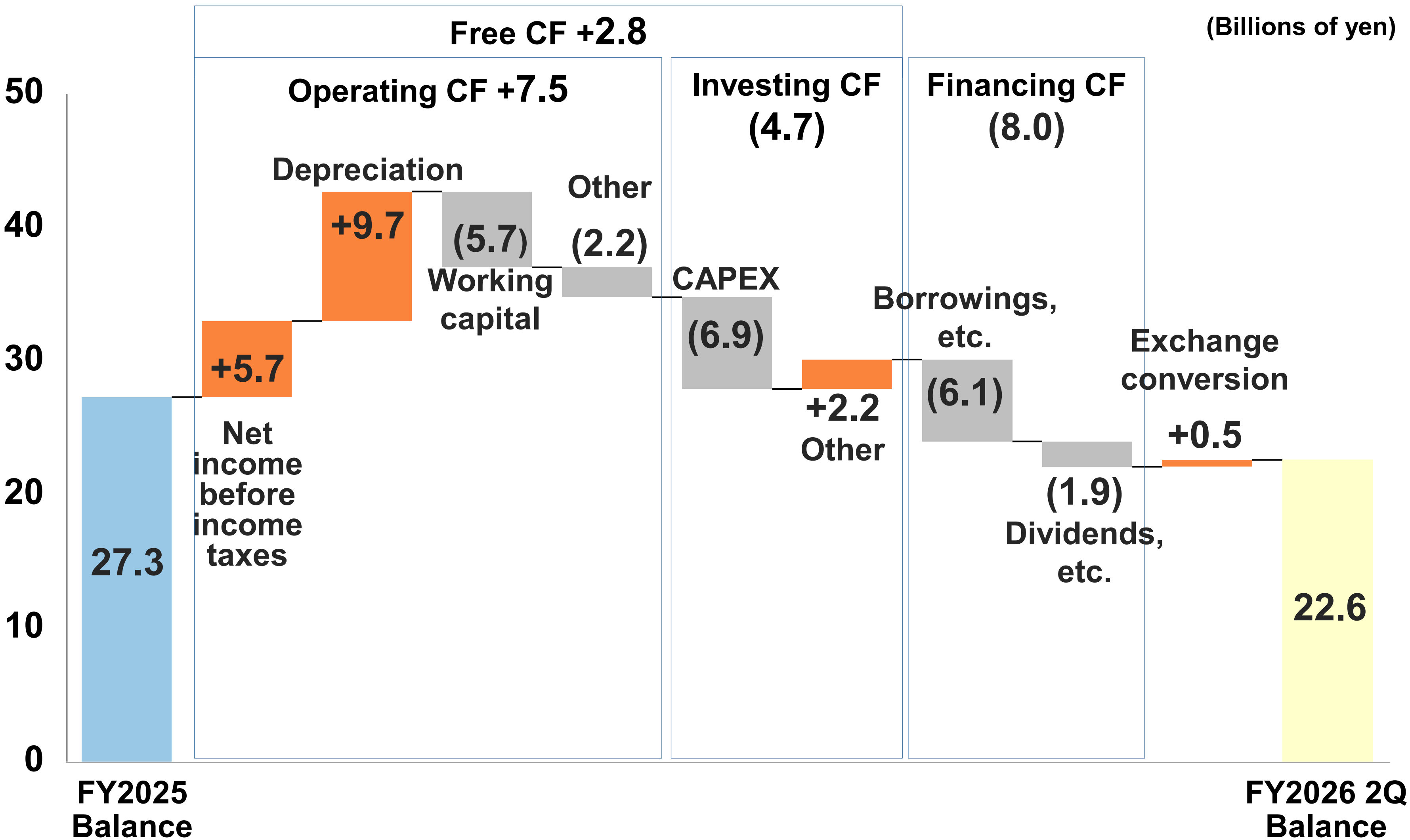
	FY2025	FY2026 2Q	YoY Change	Currency Translation Effect
Current assets	165.4	168.2	2.8	3.1
Cash and deposits	31.2	27.0	(4.2)	0.4
Trade receivables	65.5	66.3	0.8	1.3
Securities	0.7	0.7	0.0	–
Inventories	63.0	69.5	6.4	1.3
Other	5.0	4.7	(0.3)	0.1
Non-current assets	178.3	177.4	(0.9)	3.3
Property, plant and equipment	129.3	128.7	(0.6)	2.9
Intangible assets	2.7	2.7	0.0	0.1
Investment and other assets	46.3	46.0	(0.3)	0.3
Deferred assets	–	–	–	–
Total assets	343.7	345.6	1.9	6.5

	FY2025	FY2026 2Q	YoY Change	Currency Translation Effect
Current liabilities	95.8	99.8	4.0	1.3
Trade payables	36.0	35.4	(0.6)	0.5
Short-term borrowings	38.1	43.0	4.9	0.6
Other	21.8	21.4	(0.4)	0.2
Non-current liabilities	58.4	48.3	(10.1)	0.1
Long-term borrowings	36.7	26.3	(10.4)	0.0
Other	21.7	22.0	0.3	0.1
Shareholders' equity	135.7	138.1	2.4	0.0
Accumulated other comprehensive income	43.8	49.6	5.8	0.0
Non-controlling interests	10.1	9.9	(0.2)	–
Total net assets	189.6	197.6	8.0	5.1
Total liabilities and net assets	343.7	345.6	1.9	6.5

Exchange rates (as of end of period)	USD	GBP	CNY	THB
FY2025	¥156.56	¥211.43	¥22.36	¥4.97
FY2026 2Q	¥162.39	¥215.05	¥23.87	¥4.88

Change in Cash Flows

- Free CF, which combines operating CF and investing CF, was positive 2.8 billion.
- Cash and cash equivalents at 2Q decreased by 4.7 billion due to repayment of borrowings and payment of dividends.



2. Full-Year FY2026 Forecasts

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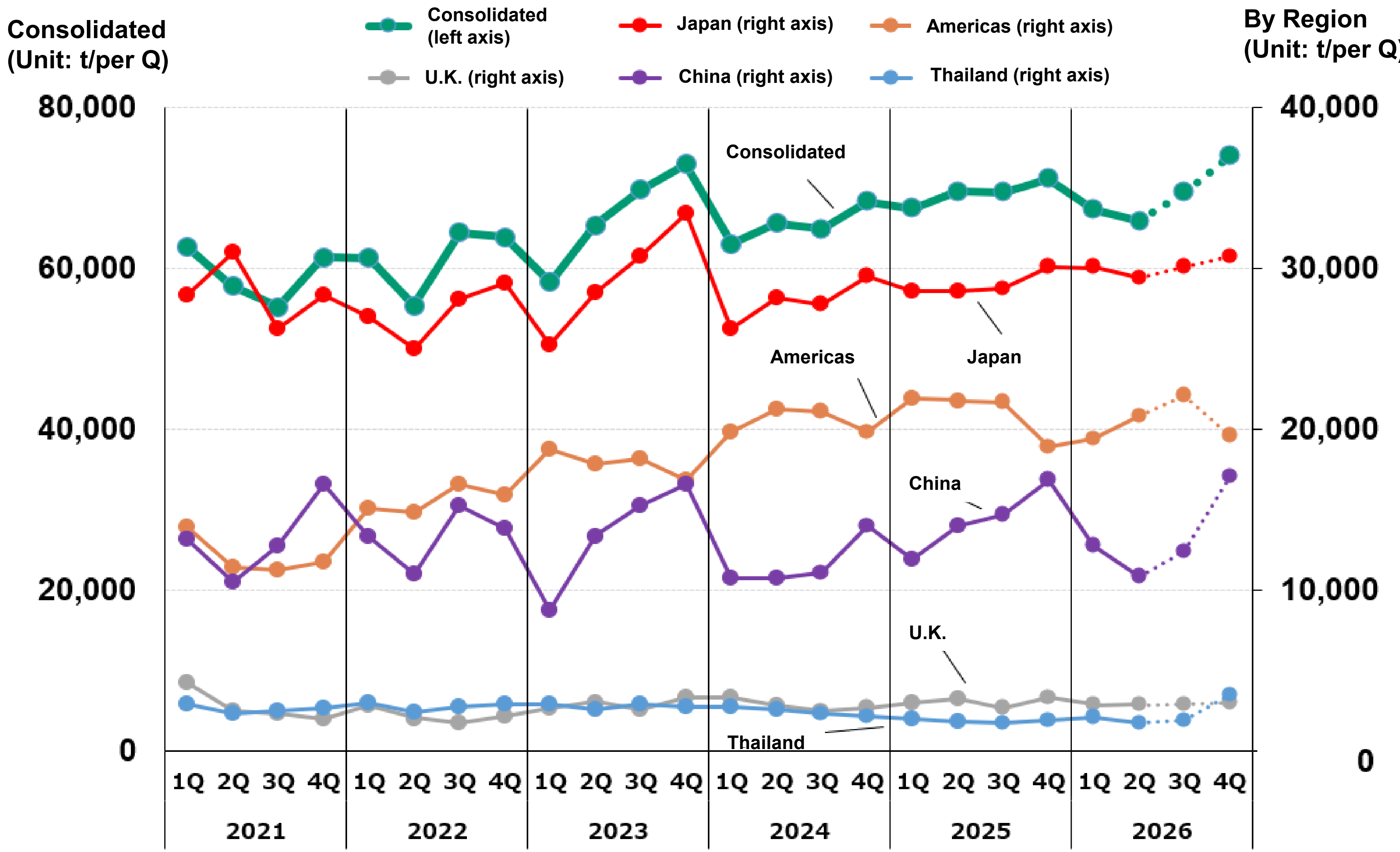
Trends in Production Weight of Die Castings

- The production for FY2026 is expected to exceed 280,000 tons (consolidated), despite being slightly below the initial forecast.



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

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Forecasts (Changes from the Feb. 12 forecasts)

- Sales are expected to increase, driven by rising raw material prices and an increase in yen-based sales of overseas subsidiaries due to the weaker yen, in addition to mass production of new products.
- Ordinary income is likely to decline owing to decreases in foreign exchange gains and subsidy income, while net income is expected to increase partly due to gain on sale of investment securities.

(Billions of yen)

	FY2025	FY2026	
	Results	Forecasts	YoY Change (% Change)
Net sales	309.1	340.0	30.9 (10.0%)
Operating income	12.7	13.0	0.3 (2.6%)
Ordinary income	14.6	14.0	(0.6) (-4.2%)
Net income attributable to owners of parent	11.2	12.0	0.8 (7.3%)

Forecasts by Business Segment

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Die Castings: Both sales and profits are expected to increase thanks to mass production of new products as well as the impacts of soaring raw material prices and foreign exchange fluctuations (upward revision)

Builders' Hardware: Both domestic and overseas sales are expected to increase, leading to an increase in profits. (Forecast remains unchanged.)

Printing Equipment: Both domestic and overseas sales are expected to decline, leading to a decline in profits. (Forecast remains unchanged.)

(Billions of yen)

	FY2025	FY2026	
	Results	Forecasts	YoY Change (% Change)
Net sales	309.1	340.0	30.9 (10.0%)
Die Castings	274.3	307.0	32.7 (11.9%)
Builders' Hardware	10.9	11.5	0.6 (5.8%)
Printing Equipment	23.7	21.5	(2.2) (-9.2%)
Operating income	12.7	13.0	0.3 (2.6%)
Die Castings	11.3	12.5	1.2 (11.0%)
Builders' Hardware	0.1	0.2	0.1 (67.2%)
Printing Equipment	1.3	0.3	(1.0) (-77.3%)

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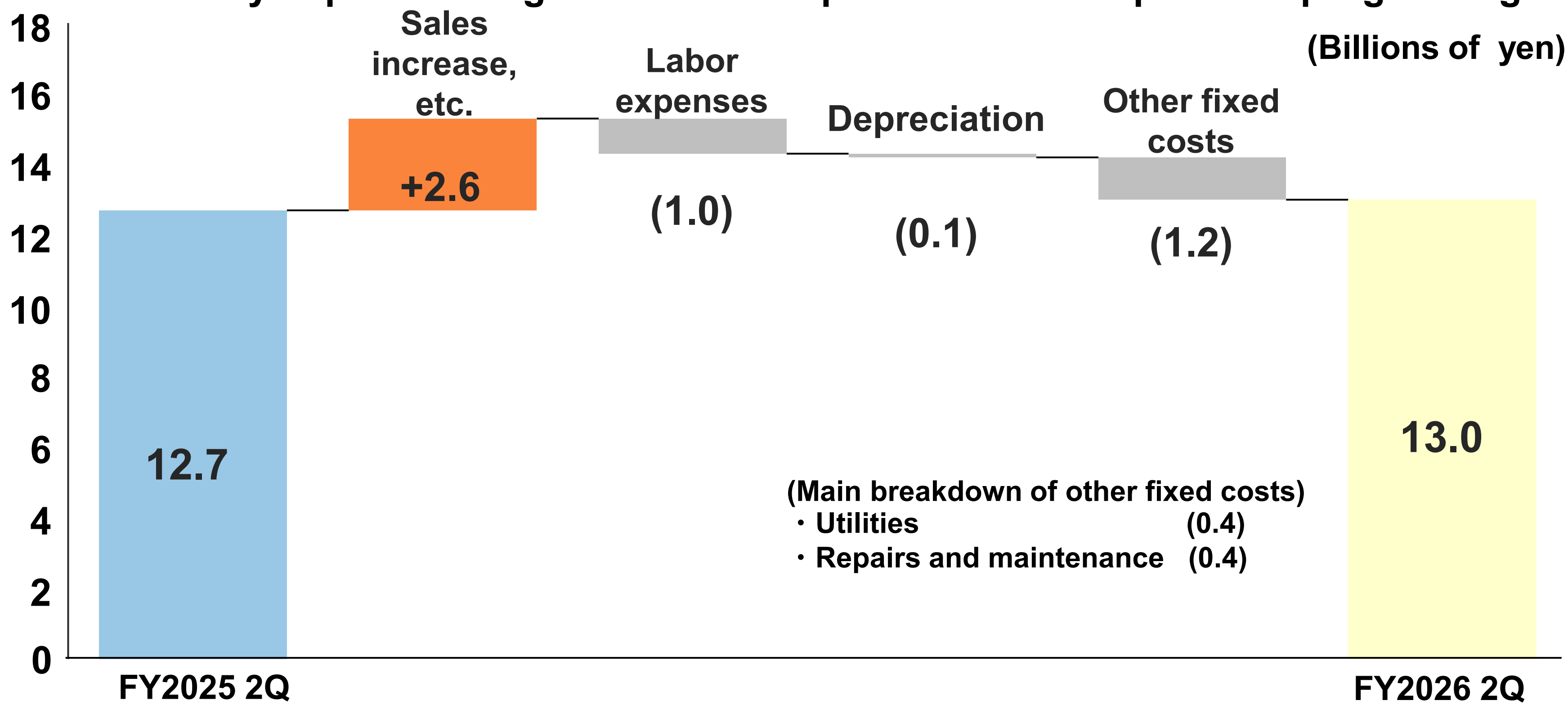
Analysis of Changes in Operating Income Forecast

- Profit is expected to increase driven by revenue growth, cost reductions, and efforts to improve productivity.
- The delayed pass-through of aluminum prices into sales prices is progressing.



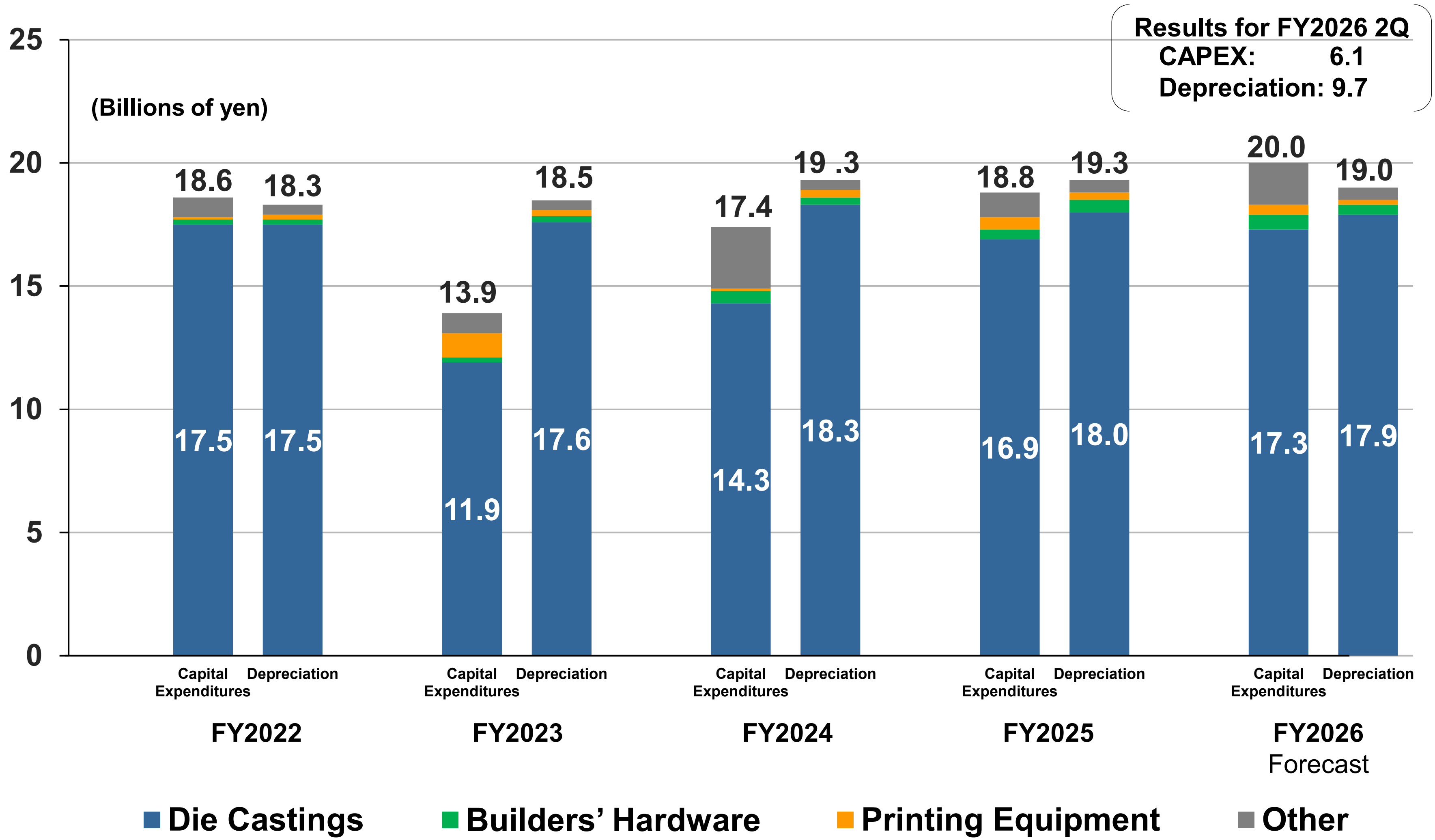
Exchange rates	USD	GBP	CNY	THB
FY2025 (average for the period)	¥150.03	¥196.58	¥20.80	¥4.53
FY2026 Forecast	¥155	¥210	¥23	¥4.7

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

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

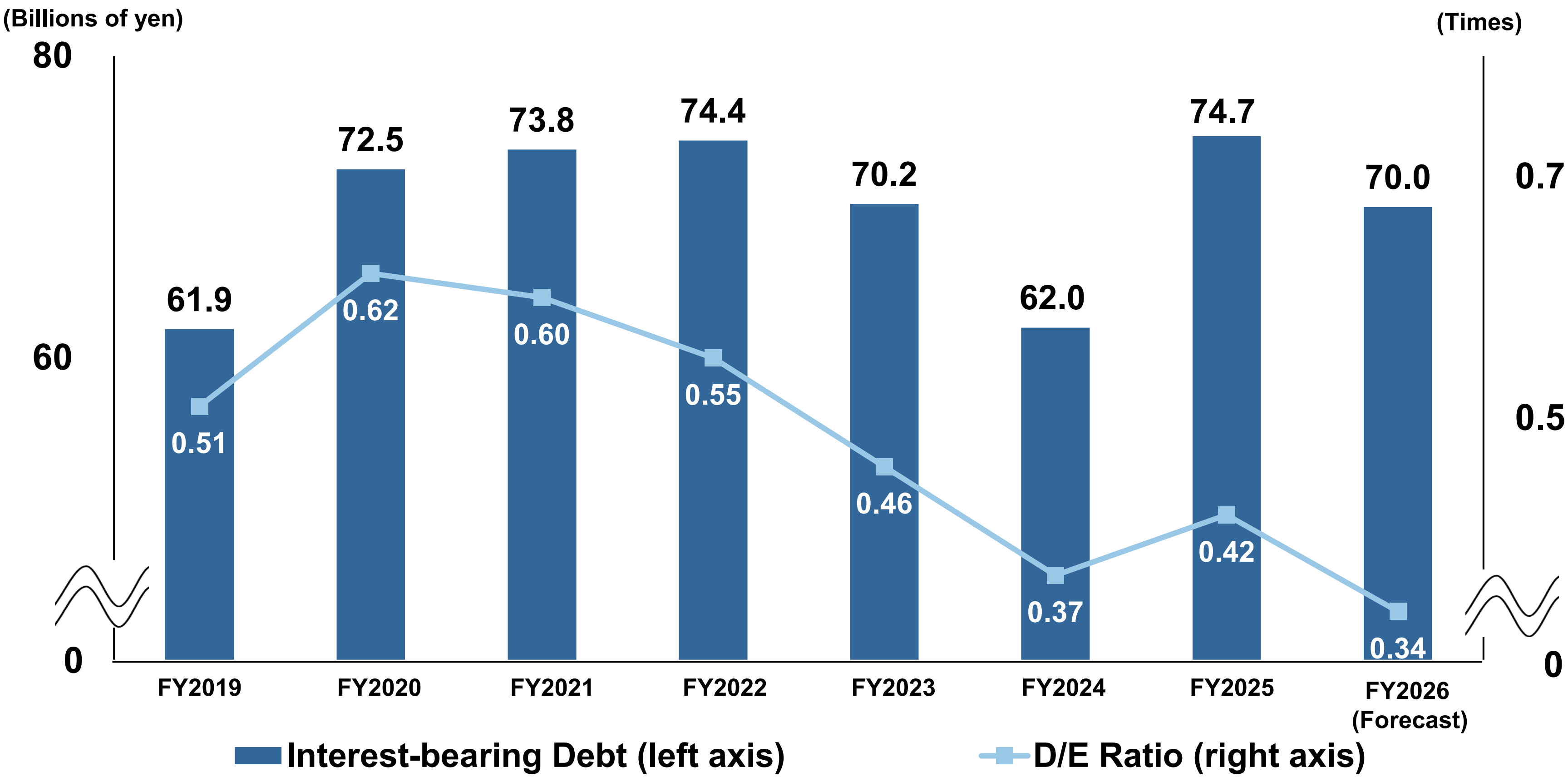
Trends in Capital Expenditures and Depreciation

- For FY2026, capital expenditures are expected to be ¥20.0 billion; depreciation is expected to be ¥19.0 billion.



Trends in Interest-Bearing Debt and D/E Ratio

- Interest-bearing debt at the end of FY2026 is expected to be ¥70.0 billion (no change from previous forecasts)
- D/E ratio is expected to remain below 0.5 times



	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%	20.3%

3. Business Conditions and Topics

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

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Positioning of MTMP (2025–2027)

FY2024 → MTMP Period (2025–2027) → FY2035

"Paging the Future with Our Wisdom and Actions" —Challenge 2027—

Backcasting

Positioned as a period for proactive growth investments to **strengthen the management foundation and expand business domains** in line with our vision for FY2035.

Financial Targets	FY2024	MTMP Period (2025–2027)	FY2035
Net sales	¥293.3bn	¥337.0bn	¥450.0bn
Ordinary income	¥11.6bn	¥15.0bn	¥27.0bn
ROE	4.4%	7.0%	9.0% or higher

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

Basic Policy A (Business)

Enhancing market presence
- Improving profitability
- Improving efficiency
- Strengthening growth potential

Basic Policy B (Organization)

Creating a safe, sound and dynamic workplace
- 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

Basic Policy C (Environmental and social)

Addressing environmental and social challenges
- Promoting initiatives to minimize environmental impact
- Co-creating sustainable supply chains
- Strengthening governance

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

Improve profitability and efficiency and strengthen growth potential in each business

	Basic MTMP (2025–2027) Policies			FY2035
	Improving profitability	Improving efficiency	Strengthening growth potential	Our vision for 2035
Die Castings Business	Securing new business for innovative products that meet the growing demand for aluminum-formed materials and expanding into new customer markets.	Implementing appropriate pricing and improving productivity.	Advancing technology development for large parts (giga casting) and joining & securing solutions.	Evolving beyond aluminum die casting to deliver essential precision-formed materials that fulfill societal needs
Builders' Hardware Business	Enhancing products and expanding global sales.	Promoting optimal location production and cost reduction.	Developing the market for access solutions.	Becoming a provider of safe and comfortable access to living spaces
Printing Equipment Business	Enhancing responsiveness to customer needs. (New product and new functionality development)	Strengthening supply chain resilience.	Securing new products and services.	Becoming a provider of innovative equipment and services that drive smart factory transformation in the printing industry

Pursue inorganic growth by exploring external alliances as well as organic growth

Progress to Six Months ended June 30, 2026 (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	✓ Reducing die manufacturing lead time through parts standardization, etc. ✓ Reducing man-hours by automating quality inspections and improving defect detection capabilities
Securing business for new products and expanding the customer base	Exploring non-automotive markets and rebuilding global partnership	✓ Explore new areas including non-automotive sectors (railways, ships, aerospace, construction materials, etc.)
Securing business for new products and expanding the customer base / Develop technologies	Strengthening sales and technology for new product orders	✓ Develop technologies that contributes to weight reduction and electrifications ✓ Develop technologies that minimize environmental impact
Develop technologies	Establishing technologies for large components (giga casting) and joining/securing	✓ Secure more orders for prototypes of large components ✓ Development of jointing/securing technologies of different materials to accommodate multi-material applications

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Die Castings: Key Topics in FY2026

Develop technologies that minimize environmental impact

Establishment of heat treatment technology that reduces CO_2 emissions

- Building a dedicated heat treatment furnace in a plant and using it for mass production of battery cases
- Development of heat treatment technology that consumes less energy is expected to reduce CO_2 emissions by 60% compared to the past

Aim to achieve both minimization of environmental impact and securing the high reliability required for parts

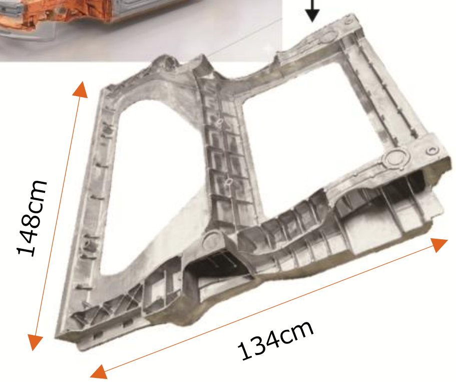
Development of aluminum alloys using recycled materials

- Development of secondary alloys using recycled aluminum, as the main material, that can be used for safety-critical components of automobiles
- Significantly reduces electricity consumption and CO2 emissions during manufacturing

Contribute to solving challenges faced by the automobile industry with materials that comply with the tightening regulations for recycled material utilization

Die Castings: Key Topics in FY2026

Secure more orders for prototypes of large components



- We are steadily receiving orders for prototypes mainly for auto parts (rear underbodies and rear suspension members)
- Promote joint development and demonstration with government agencies and universities to realize further improvement in productivity

Develop technologies in parallel with pursuit of applications in wide-ranging areas in order to win more orders

Explore new areas including non-automotive sectors

※Illustration

- Propose productivity improvement leveraging die casting in areas other than the mainstay automobile industry (railways, ships, aerospace, construction materials, etc.)
- Promote the possibilities of die casting through technology public relations

Aim to win orders in new areas in the current fiscal year

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Status of Initiatives through 2Q/FY2026 (Builders' Hardware and Printing Equipment)

Segment	Business strategy of MTMP		Initiatives through 2Q/FY2026
Builders' Hardware	Enhancing products and expanding global sales	Promoting sales of high-value-added products	✓ Add greater value to RUCAD products through system upgrade and enhanced external integration capabilities
		Expanding and promoting products for overseas markets	✓ Strengthen sales structure in existing markets ✓ Prepare products and distributors for entry into new markets
	Promoting optimal location production and cost reduction	Improving productivity at each stage of the production process	✓ Promote labor-saving through the introduction of automated equipment ✓ Rebuild the production infrastructure to expand production capacity
	Developing the market for access solutions	Launching an access solutions business to resolve various door-related issues	✓ Expand product lineup to address barrier-free accessibility issues ✓ Establish a sales and installation system in collaboration with partner companies
Printing Equipment	Enhancing responsiveness to customer needs	Conducting development based on customer needs and enhancing responsiveness to individual requirements	✓ Strengthen relationship with customers through technology workshops and cooperation with distributors
	Strengthening supply chain resilience	Achieving improved quality and reduced costs	✓ Promote improvement activities through collaboration with suppliers ✓ Enhance in-house processing production capability
	Securing new products and services	Acquiring new products for the launch of print factory optimization services	✓ Promote new product, which developed through collaboration with partner companies

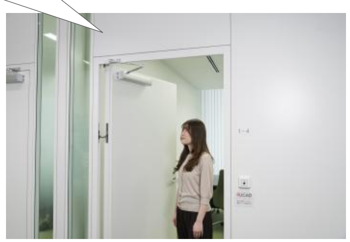
Builders' Hardware: Key Topics in FY2026

- **Development of the market for access solutions**

Add greater value to RUCAD products

Add greater value through system upgrade

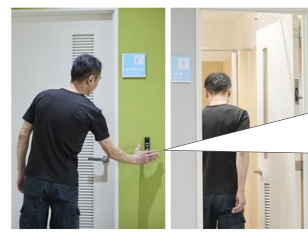
[Main improvements]
- ➢ Upgrading of system to suit customers' usage environment
- ➢ Optimization of door operation speed for safer use



■ Developed a new software with multiple new functions reflecting customer needs to realize improved convenience (*patent pending)

Propose RUCAD to customers experiencing problems with door opening

Example of RUCAD introduction (Company A)



Before	After
✓ Issues of indoor environment such as concerns about infectious diseases and collisions near doors	✓ Operation of doors without touching with contactless sensors. ✓ Audible alert if someone is present on the other side of the door. ⇒ Infection countermeasures and safety improvement

■ Expanded utilization in other areas with new customers and situations

[Main cases where RUCAD was adopted]
- ➢ Linked with autonomous mobile robots: 16
- ➢ Adopted for making hospitals and welfare facilities wheelchair-friendly: 10
- ➢ Adopted for improving hospitality at lodging facilities: 14

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Printing Equipment: Key Topics in FY2026

- **Conducting development based on customer needs and enhancing responsiveness to individual requirements**

Strengthen relationship with customers through technology workshops and cooperation with distributors

Preventive maintenance guidance for customers

- Sales and service representatives work together to hold technology workshops with customers
- Nurture awareness of preventive maintenance to ensure improvement in production stability at customers and at the same time increase sales of services

Presenting memento of open house at a customer to whom we supplied new equipment

- Build various contact points with customers through collaboration with distributors such as by planning tours to Japan
- Strengthen ability to respond locally by offering training on distribution service

4. Initiatives toward Enhanced Corporate Value

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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**

FY2024 → **MTMP Period (2025–2027)** → **FY2035**

- **While securing a financial base to support proactive growth investments, implement appropriate capital policies with a greater focus on capital efficiency**
- **Carry out shareholder returns with consideration for managing equity capital, utilizing proceeds from the sale of cross-shareholdings as a financial source**

ROE
4.4%

ROE
7.0%

ROE
9.0% or higher

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)

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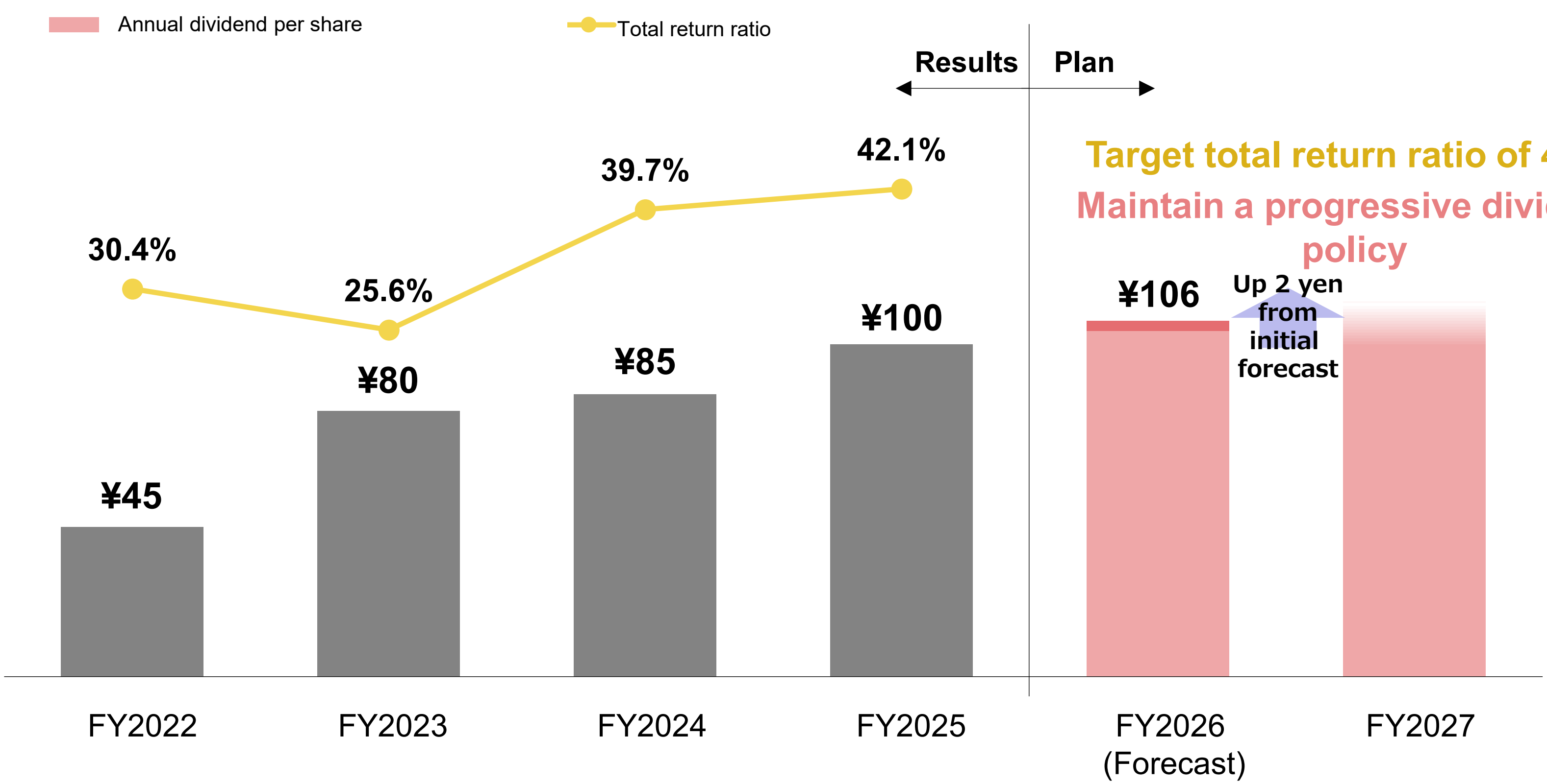
Shareholder Returns (Share Buybacks and Dividend Policy)

- Adopting a progressive dividend policy during the Medium-Term Management Plan period.
- We paid a dividend of ¥100 per share in FY2025.
- For FY2026, we raised our dividend forecast by ¥2 from ¥104 per share to ¥106 per share.
- We plan to carry out share repurchases worth ¥1.5 billion also in FY2026, targeting a total return ratio of 40%.

Annual Dividend per Share



Topics on Addressing Environmental and Social Challenges

Initiatives toward achieving carbon neutrality	**Increasing the adoption of renewable energy** • Finalized introduction of self-consumption solar power system at Japanese die casting manufacturing bases of Hiroshima East Plant and Shizuoka Plant. • Installation of facilities is set to be completed in 2027 at the Hiroshima East Plant and in 2026 at the Shizuoka Plant, which is expected to lead to approx. 3,300-ton reduction in CO_2 emissions annually.
Co-create with sustainable supply chains	**Maintaining and improving the good relationship with supply chains** • Formulated Ryobi Group Sustainable Procurement Policy and revised Ryobi Group Supplier Sustainability Guidelines. • Updated Declaration of Partnership Building following enactment of Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment (Proper Transactions Act).
Strengthen governance initiatives	**Promoting corporate governance practices** • Prepared skills matrix of directors and corporate auditors to guarantee feasibility of management strategies. **Promoting compliance initiatives** • Stipulated compliance strengthening month to improve employee awareness. **Promoting risk management** • Raised the level of information security across the entire supply chain by ensuring compliance with JAMA/JAPIA Cybersecurity Guidelines and providing support for promoting cybersecurity measures at group companies.

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Cash Allocation Status

Cash allocation targets in MTMP (2025–2027)

Status of cash inflows as of 2Q/FY2026

- **Operating CF**
  ¥7.5 bn in 2Q/FY2026
  (¥21.4 bn cumulatively from FY2025)
- **Selling cross-shareholdings**
  Sold ¥1.4 bn of cross-shareholdings in 2Q/FY2026
  (¥3.1 bn cumulatively from FY2025)

Use of interest-bearing debt	Capital expenditures ¥70.0 bn + α
Operating CF and asset utilization, etc. ¥80.0 bn or more	Shareholder returns Approx. ¥13.0 bn

Status of cash outflows as of 2Q/FY2026

- **Capital expenditures**
  Totaled ¥6.9 bn in 2Q/FY2026
  (¥27.9 bn cumulatively from FY2025)
- **Dividends**
  A dividend of ¥106 per share planned for FY2026
- **Share buybacks**
  ¥1.5 bn in FY2026 planned
  (¥3.0 bn cumulatively from FY2025)

Proceeds from the sale of cross-shareholdings are allocated to fund share buybacks and other purposes.

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Disclosure Policy for Future MTMP

We will continue to actively disclose the progress of MTMP.

Disclosure schedule for MTMP

MTMP (2025–2027)

FY 2025

- Feb. ■ **Disclosure of MTMP (2025–2027)**
- Aug. ■ **FY2025 2Q Financial Results Report**
  - Progress report on initiatives (Segment-specific business strategy progress and efforts to enhance corporate value)

FY 2026

- Feb. ■ **FY2025 Full-Year Financial Results Report**
  - Progress report on initiatives (Segment-specific business strategy progress and efforts to enhance corporate value)
  - Review and update of the plan
- Aug. ■ **FY2026 2Q Financial Results Report**
  - Progress report on initiatives (Segment-specific business strategy progress and efforts to enhance corporate value)

FY 2027

- Feb. ■ **FY2026 Full-Year Financial Results Report**
  - Progress report on initiatives (Segment-specific business strategy progress and efforts to enhance corporate value)
  - Review and update of the plan
- Aug. ■ **FY2027 2Q Financial Results Report**
  - Progress report on initiatives (Segment-specific business strategy progress and efforts to enhance corporate value)
  - Policy for reviewing the next MTMP

FY 2028

- Feb. ■ **FY2027 Full-Year Financial Results Report**
  - Review of the MTMP (2025–2027) and disclosure of the next plan

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.

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Beyond Ideals and Dreams

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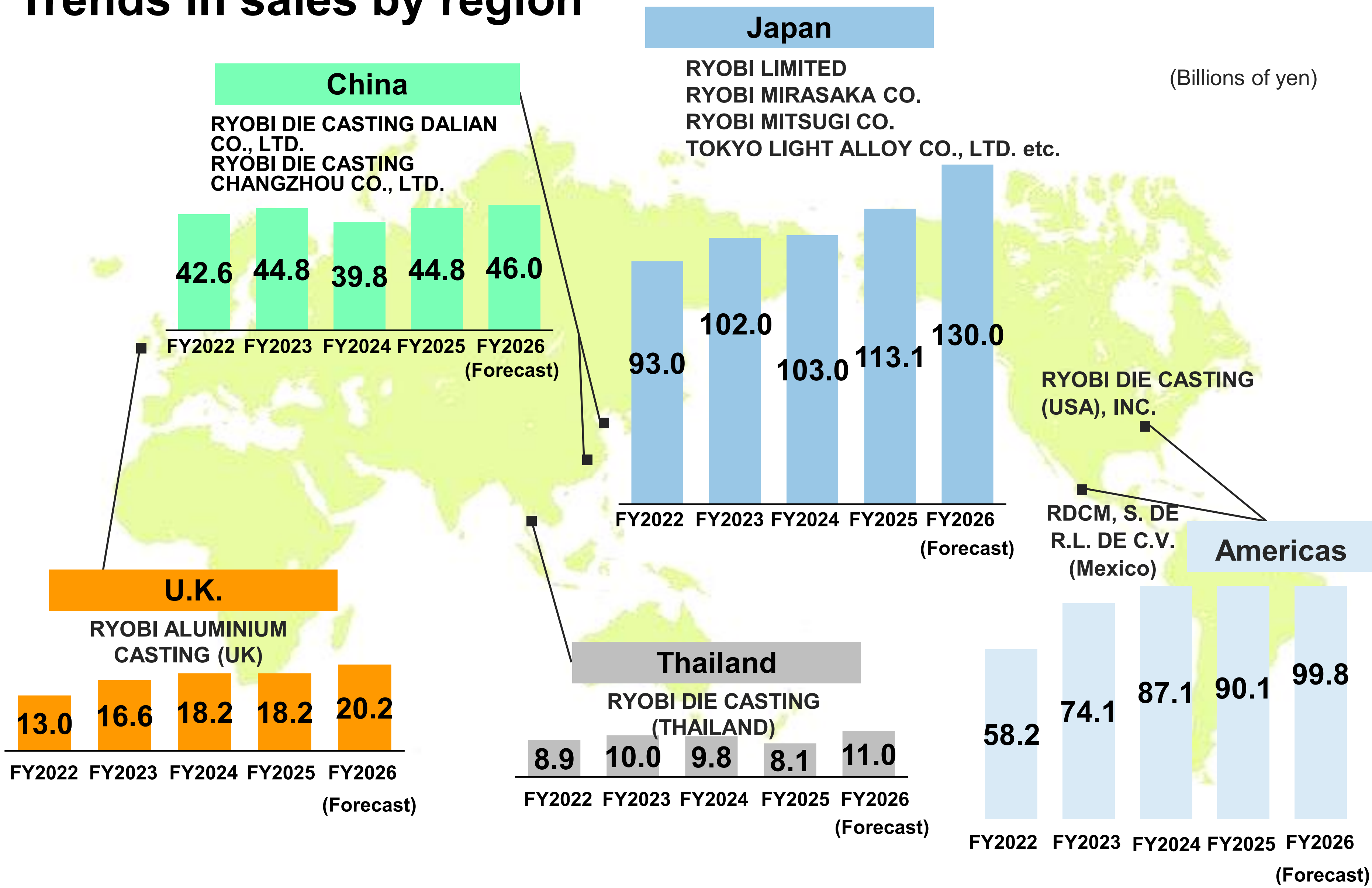
Die Castings

Trends in sales by region



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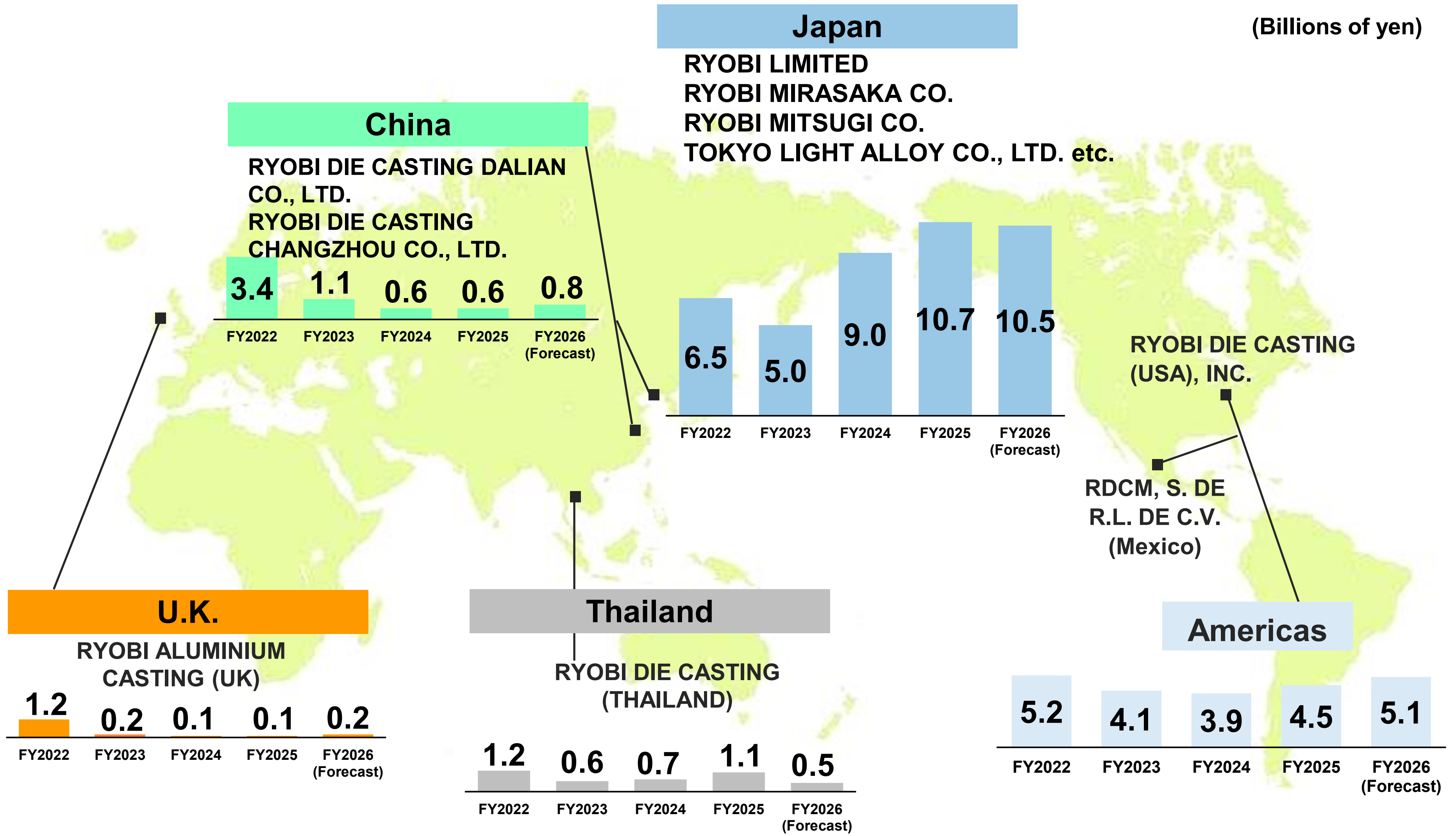
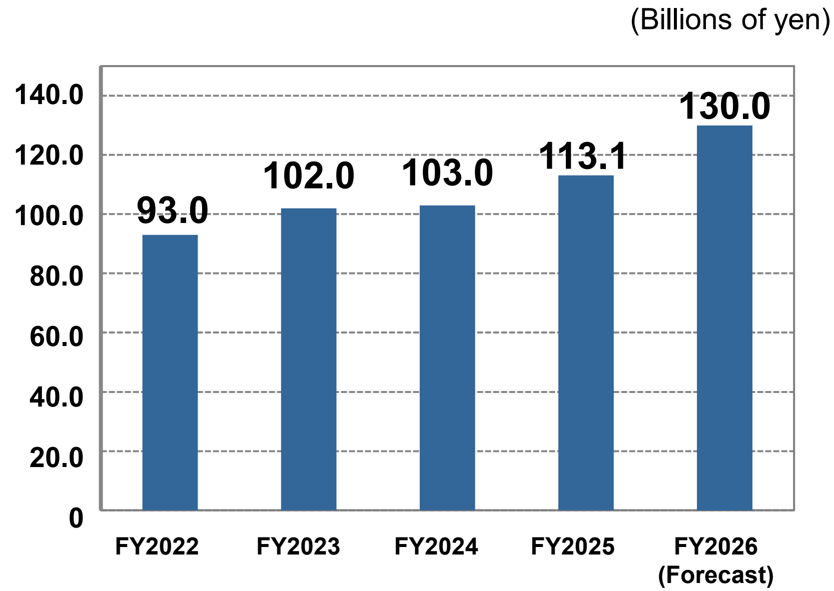
Die Castings

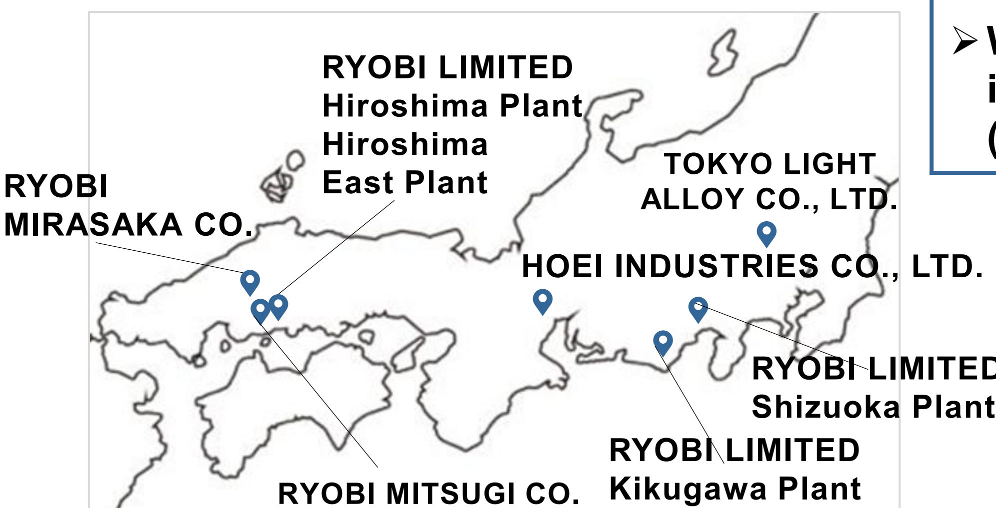
Trends in capital expenditure by region



Die Castings –Japan–

Sales trend





Business environment

- BEV development delayed, while HEV continues to grow.
- Production of vehicles for export to the Middle East is falling due to worsening situation in Iran.
- Soaring raw material prices and energy costs.

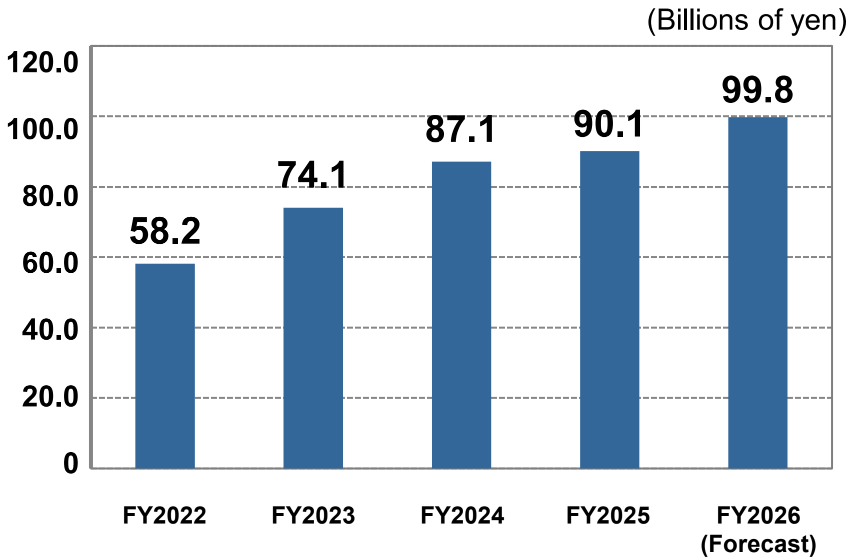
Main initiatives

- Strengthen sales activities to win orders for electrification and lightweight products.
- Develop automation and labor-saving technologies, reduce defect rate.
- Win more orders for prototypes using integrated casting of large components (giga casting).

RYOBI LIMITED Hiroshima East Plant

Die Castings –Americas–

Sales trend



Business environment

- BEV sales are slowing.
- Automakers are scaling back BEV investment plans and expanding HEV production.
- New car market shrunk year on year due to fall-off of the last-minute demand triggered by tax exemptions on EV purchases.

Main initiatives

- Win orders for other products amid automotive manufacturers' reduced BEV investments.
- Acquire new businesses derived from hybrids.
- Reduce costs through productivity improvements.

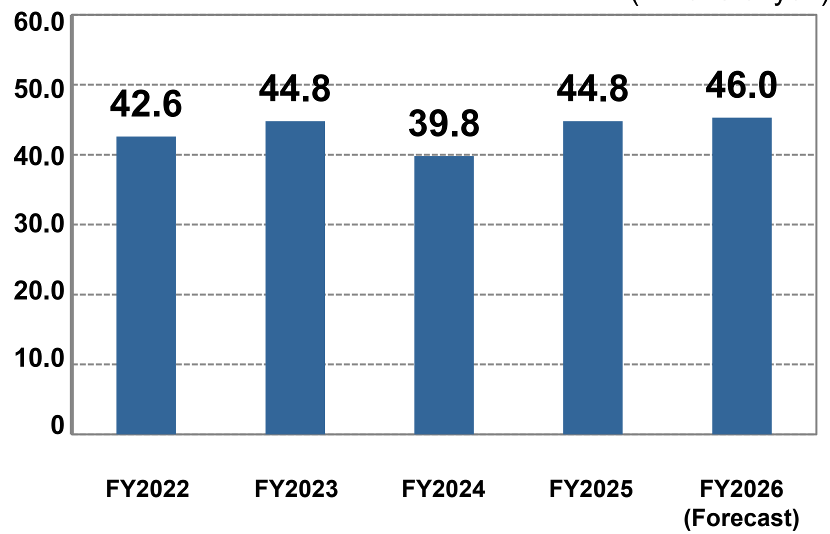
RYOBI DIE CASTING (USA), INC.

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

Die Castings –China–

Sales trend

(Billions of yen)



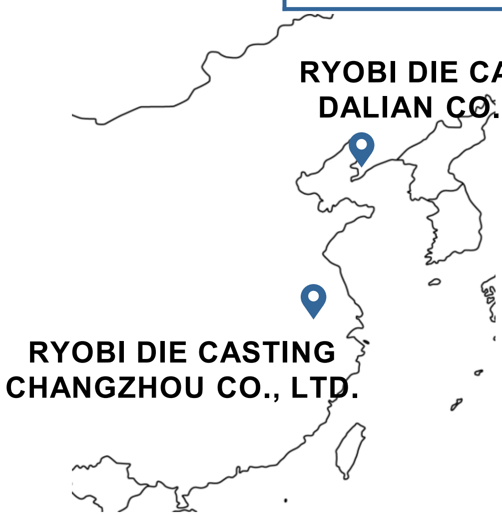
Business environment

- Amid excess production capacity, low-price competition in automobile sales continues.
- The automobile purchase tax exemption for new energy vehicles is scaled back from full exemption to a 50% reduction. Delay in replacement subsidy.
- 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 automotive manufacturers
- Advance automation and labor-saving initiatives
- Reduce manufacturing costs (match prices in the Chinese market)

RYOBI DIE CASTING DALIAN CO., LTD.



RYOBI DIE CASTING CHANGZHOU CO., LTD.

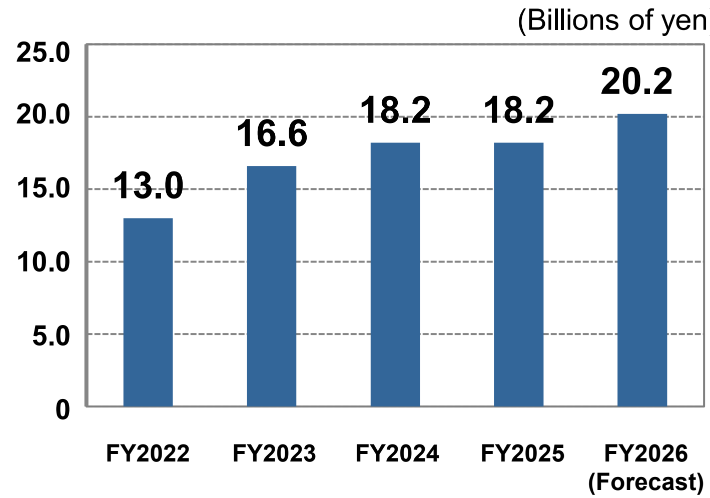
RYOBI

Die Castings –U.K., Thailand–

U.K.

RYOBI ALUMINIUM CASTING (UK), LIMITED

Sales trend



Business environment

- Chinese automakers are expanding their market share.
- Revision of environmental regulations
- Soaring costs of raw materials, etc.

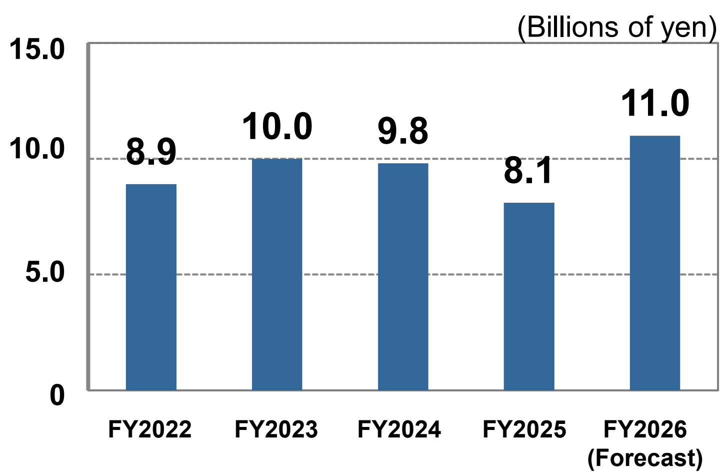
Main initiatives

- Improve productivity (reduce cost ratio)
- Win orders for new products.

Thailand

RYOBI DIE CASTING (THAILAND) CO., LTD.

Sales trend



Business environment

- Fall in Japanese manufacturers' market share due to strong showing of Chinese EVs.
- Stricter auto loan screening leads to slump in car sales.

Main initiatives

- Win orders for new products and acquire new customers.
- Improve quality and promote automation.

RYOBI

(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 30.7% 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.
- ✓ Electrification, body, and chassis components account for approximately 78% of new orders received (forecast for 2026).

(New orders received：2021FY55%、2022FY77%、2023FY85%、2024FY83%、2025FY60%)

Trends in sales and share by die casting parts category