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Notice Regarding Formulation of New Medium-Term Management Plan

We are pleased to announce that our Group has formulated its three-year "Medium-Term Management Plan 2028," covering the period from January 1, 2026, to December 31, 2028, as follows.

1. Review of the Medium-Term Management Plan 2025

Our Group positioned the previous Medium-Term Management Plan 2025 as a "transitional phase" for achieving sustainable growth. Under this plan, we have worked as a cohesive unit to promote structural reforms and strategic investments through "speedy execution."

Guided by our corporate philosophy, "Create the bridge that bonds people and nature with the future," we have accelerated our transition from a traditional engine-centered business structure to electric and hybrid solutions in anticipation of a decarbonized society. Furthermore, to make outdoor worksites—our core business domain—more sustainable, we have made advance investments in the automation of machinery to address labor shortages.

In addition, our promotion of Digital Transformation (DX) through a radical overhaul of internal business processes has yielded tangible results in improving productivity. We have also focused on implementing ESG management and proactively disclosing related information. The seeds of transformation shown during the previous plan are now evolving into a new phase of steady growth.

The results relating to the targets set in the Medium-Term Management Plan 2025 are as follows, with all targets successfully achieved.

	MTMP 2025 Targets	FY12/2025 Results
Net Sales	170.0 billion yen	174.0 billion yen
Operating Profit Margin	7.0%	11.3%
ROE (Return on Equity)	10.0%	12.7%

2. Vision of Medium-Term Management Plan 2028

(1) Our Vision

- Value Creator for Professional Outdoor Solutions across the World –

(2) Strategic Direction

Under the Medium-Term Management Plan 2028, we will continue to address the challenges we tackled in the previous plan (2025). This includes " addressing the social issue of reducing environmental impact," as well as "developing equipment that contributes to a safe working environment" and "mitigating labor shortages and grueling work conditions" in outdoor settings.

Our Group aims to evolve beyond the traditional framework of a "comprehensive manufacturer of outdoor power equipment." We will transform into a company that consistently creates new value for outdoor worksites by remaining steadfastly committed to the customer's perspective. Furthermore, by building upon and evolving the initiatives from the previous plan, we will pursue the sustainable enhancement of corporate value, aiming for a net sales scale of 250 billion yen by fiscal year 2030.

3. Overview of Medium-Term Management Plan 2028

We position the Medium-Term Management Plan 2028 as a three-year period to solidify the foundation for achieving our vision and to ensure that the outcomes of the transformations initiated under the previous plan (2025) are translated into profitability.

In addition to further deepening our existing businesses, we will achieve concrete profit growth by firmly establishing expansion into new markets and business domains. Through these efforts, we aim to achieve the following targets.

	MTMP 2028 Targets
Net Sales	210.0 billion yen
Operating Profit Margin	13.0%
ROE (Return on Equity)	14.0%

< Exchange Rate Assumptions>

USD/JPY	150 yen
EUR/JPY	175 yen

Note: This plan is based on the business environment as of the present date. Actual performance may vary depending on future changes in the business environment.

We will achieve Net Sales of 210.0 billion yen (an increase of 36.0 billion yen compared to the fiscal year ending December 2025) by ensuring that the growth of each business leads to tangible results. We will drive the expansion of our overall Group business foundation by expanding the scale of our European operations, implementing structural reforms in our domestic business alongside expansion into Asia, and reliably capturing steady growth in the U.S. market.

Regarding the Operating Profit Margin (13.0%), we will strengthen our profitability by increasing the sales ratio of high-value-added products, such as professional-grade and robotic products. In addition, we will improve profitability by optimizing our product lineup through VA/VE (Value Analysis/Value Engineering) and the

consolidation/integration of models. Furthermore, we will strive to further enhance productivity by promoting group-wide efficiency in administrative operations through the use of DX and AI.

For ROE (Return on Equity) (14.0%), we will implement capital policies that optimize the balance between growth investment and shareholder returns, centered on profit growth driven by business expansion. Throughout the Medium-Term Management Plan 2028, we will work to improve capital efficiency and promote the sustainable enhancement of corporate value.

4. Policy on Shareholder Returns

We position the return of profits to our shareholders as one of our highest management priorities.
Under the Medium-Term Management Plan 2028, we will continue to provide stable dividends based on our historical dividend performance, with a target-consolidated payout ratio of approximately 30%.
In addition to this fundamental dividend policy, we will continue to consider comprehensive shareholder return measures, including the acquisition of treasury stock. These decisions will be made by considering the progress of our growth in investments and financial situation, while also monitoring stock market trends.