FYE2025
Operating Results
(Fiscal Year ended March 31, 2025)

Makita Corporation

Munetoshi Goto
President, Representative Director

FYE2025 Results

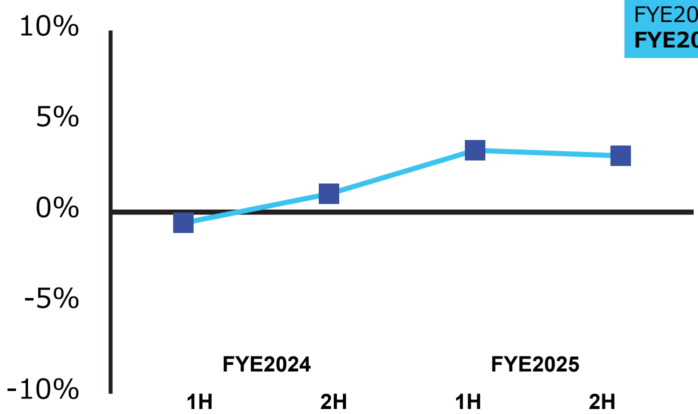
		Variance to FYE2024
Revenue	¥753.1 billion	+1.6%
Domestic	¥127.2 billion	+3.2%
Overseas	¥625.9 billion	+1.3%
Overseas revenue ratio: 83.1% (FYE2024 83.4%)		

Weighted average change for all foreign currencies:
3.8% depreciated in the value of the yen
Effect on revenue: Increase of ¥22.8 billion

Revenue Growth (Local Currency Basis)

Japan

Japan
FYE2024 +0.2%
FYE2025 +3.2%



3

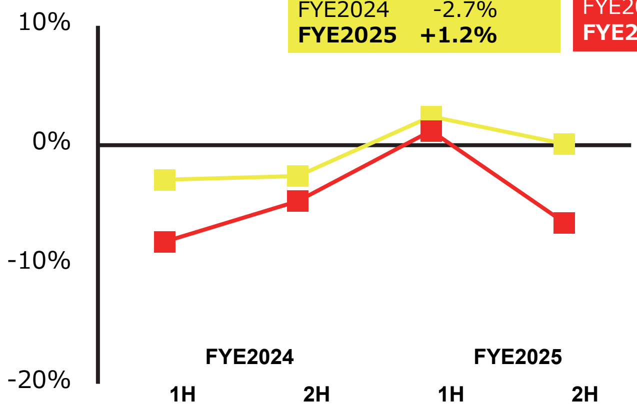
Revenue Growth (Local Currency Basis)

Europe

-0.2%

Western Europe
FYE2024 -2.7%
FYE2025 +1.2%

Eastern Europe
FYE2024 -6.6%
FYE2025 -2.5%



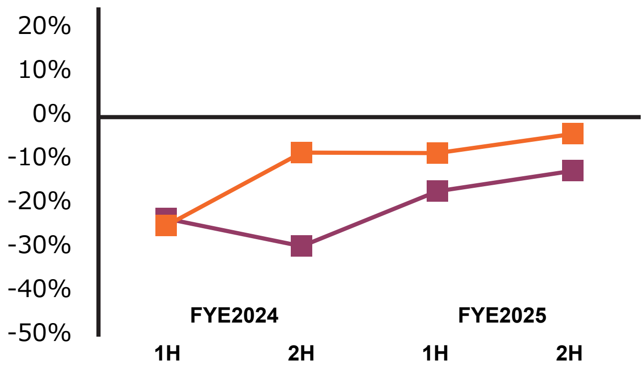
4

Revenue Growth (Local Currency Basis)

North America, Asia

North America	
FYE2024	-26.1%
FYE2025	**-14.8%**

Asia	
FYE2024	-17.2%
FYE2025	**-6.0%**



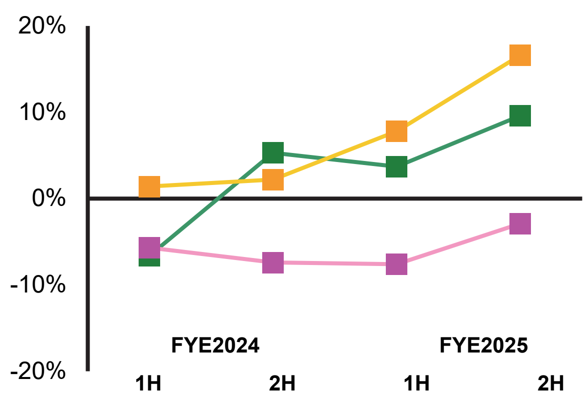
Revenue Growth (Local Currency Basis)

Central & South America, Oceania, Mid-East/Africa

Central & South America	
FYE2024	-0.8%
FYE2025	**+6.7%**

Oceania	
FYE2024	-6.5%
FYE2025	**-5.2%**

Mid-East/Africa	
FYE2024	+1.8%
FYE2025	**+12.5%**



Outdoor Power Equipment (OPE)

Cordless Pruning Saw
UC029G

OPE Total	
Variance to FYE2024 (Yen)	+5%
Variance to FYE2024 (Local currency)	**+2%**

Cordless OPE	
Variance to FYE2024 (Yen)	+8%
Variance to FYE2024 (Local currency)	**+5%**

Sales increased due to favorable weather conditions, particularly in Europe, in addition to strong sales of new products and the 40Vmax series.

Cordless Products

Cordless Impact Wrench
TW010G

Cordless Products	
Variance to FYE2024 (Yen)	+1%
Variance to FYE2024 (Local currency)	**-2%**
Proportion of cordless products in sales overall	54%

Overall, sales were sluggish due to the impact of the weak building and construction market. Meanwhile, sales of the 40Vmax series continued to expand.

Production, Sales, Inventory

10 thousands of unit

	FYE2021	FYE2022	FYE2023	FYE2024	**FYE2025**	Year-On-Year
Production	3,959	5,005	2,635	2,336	**2,936**	+25.7%
Japan	304	351	207	194	**216**	+11.2%
Europe	906	1,176	509	584	**740**	+26.7%
North America	119	143	75	52	**66**	+27.0%
Asia	2,488	3,148	1,743	1,391	**1,757**	+26.3%
Central and South America	142	187	101	115	**157**	+37.2%
External Procurement	*291*	*427*	*202*	*163*	***224***	*+37.1%*
Sales	3,896	4,385	3,636	3,109	**3,062**	-1.5%
Inventory	1,791	2,837	2,038	1,428	**1,525**	+6.8%

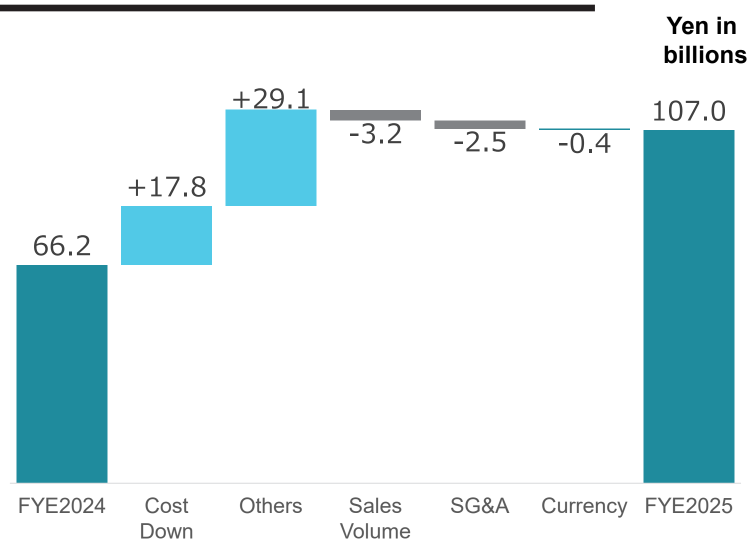
(Reference) Inventory month on hand by area (calculated by cost of sales)

Japan	Europe	North America	Asia	Central and South America	Oceania	Mid-East/Africa	**Consolidated**
1.7	6.3	10.9	1.8	8.0	6.9	8.1	**10.2**

Operating profit, Cost of sales, SG&A

	FYE2024	**FYE2025**	Year-On-Year
Revenue	¥741.4 billion	**¥753.1 billion**	+1.6%
Cost of Sales	¥517.4 billion	**¥481.7 billion**	-6.9%
Cost of Sales Ratio	69.8%	**64.0%**	-5.8 pt
SG&A Expenses	¥157.8 billion	**¥164.4 billion**	+4.2%
SG&A Ratio	21.3%	**21.8%**	+0.5 pt
Operating Profit	¥66.2 billion	**¥107.0 billion**	+61.8%
Operating Profit Ratio	8.9%	**14.2%**	+5.3 pt

Analysis of Operating Profit

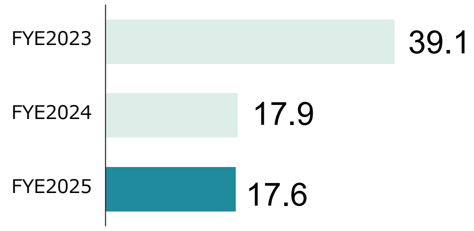


Financial Income (Expenses), Profit Before Income Taxes, Profit Attributable to Owners of the Parent, EPS

	FYE2024	FYE2025	Year-On-Year
Financial Income (Expenses)	(¥2.2 billion)	**¥1.4 billion**	+¥3.6 billion
Profit before Income Taxes	¥64.0billion	**¥108.5billion**	+69.5%
Profit Attributable to Owners of the Parent	¥43.7 billion	**¥79.3 billion**	+81.6%
EPS	¥162.13	**¥294.90**	

Capital expenditures, Depreciation and amortization, R&D costs

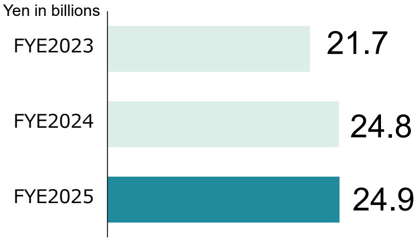
Capital expenditures Yen in billions



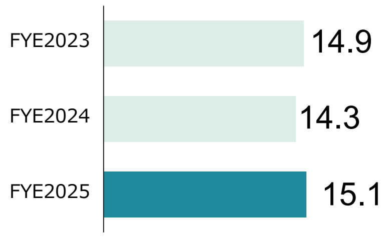
Capital Expenditure highlights during the year

Japan : Reconstruction of Okazaki warehouse
Finland: Construction of new office
Australia: Construction of warehouse
Vietnam: Acquisition of land use rights
Romania : Construction of a warehouse

Depreciation and amortization
Yen in billions



R&D costs Yen in billions



Forecast of Financial Results Shareholder Return

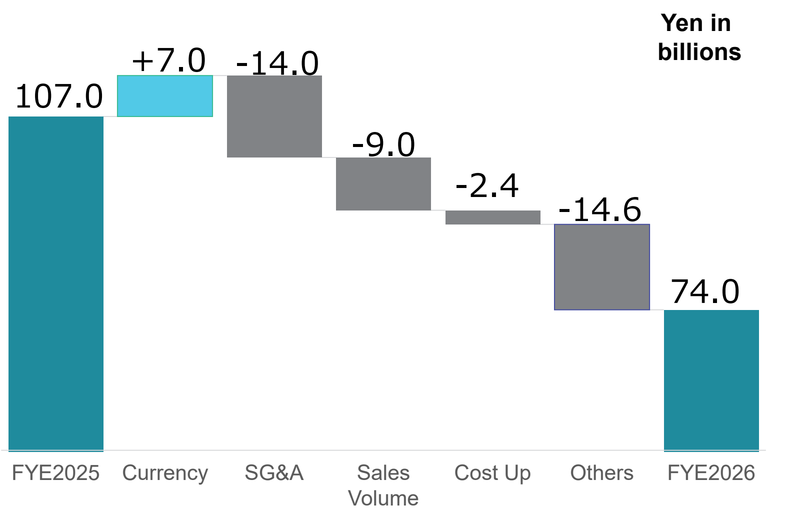
- Revenue (Forecast)
- Analysis of Operating Profit (Forecast)
- Capital expenditures, Depreciation and amortization, R&D costs (Forecast)
- Production, Sales, Inventory (Forecast)
- Growth Strategies
- Measures to realize management that is conscious of capital costs and the stock price
- The repurchase of treasury shares
- Shareholder Return

FYE2026 Revenue (Forecast)

	FYE2025	FYE2026	Year-On-Year
Revenue	¥753.1 billion	**¥700.0 billion**	-7.1%
Domestic	¥127.2 billion	**¥131.0 billion**	+3.0%
Overseas	¥625.9 billion	**¥569.0 billion**	-9.1%
Overseas Revenue Ratio	83.1%	**81.3%**	-1.8pt
Operating Profit	¥107.0 billion	**¥74.0 billion**	-30.9%
Operating Profit Ratio	14.2%	**10.6%**	-3.6pt
Profit Attributable to Owners of the Parent	¥79.3 billion	**¥54.0 billion**	-31.9%
EPS	¥294.90	**¥200.71**	

15

Analysis of Operating Profit (Forecast)



16

Capital expenditures, Depreciation and amortization, R&D costs (Forecasts)

	FYE2025	FYE2026
Capital expenditures	¥17.6 billion	**¥28.0 billion**
Depreciation and amortization	¥24.9 billion	**¥25.0 billion**
R&D costs	¥15.1 billion	**¥16.5 billion**

17

Production, Sales, Inventory (Forecast)

10 thousands of unit

	FYE2025	FYE2026	Year-On-Year
Production	2,936	**2,830**	-3.6%
Japan	216	**210**	-2.8%
Europe	740	**712**	-3.8%
North America	66	**61**	-7.2%
Asia	1,757	**1,694**	-3.6%
Central and South America	157	**153**	-2.7%
External Procurement	*224*	***200***	*-10.5%*
Sales	3,062	**2,920**	-4.6%
Inventory	1,525	**1,635**	+7.2%

18

Growth Strategies

2020-2022	Response to rapid demand growth due to COVID-19 pandemic
2023-2024	Response to surplus of goods e.g., Reducing inventory, Eliminating waste from business operations
2025～	**Updating strategies for further growth**

Perception of risks and opportunities

Labor shortages

The housing market will continue to grow globally over the medium to long term. However, there is a shortage of skilled workers to support this growth. In addition, with labor and material prices expected to rise further, the motivation to reduce costs through greater efficiency will continue to grow. → **Demand for tools that facilitate high-efficiency operations**

Creation of new demand

In addition to OPE and cleaning, recently demand is developing in fields other than building and construction, such as natural resources, agriculture, infrastructure, and disaster preparedness and rescue activities.
→ 40Vmax (XGT) products allow work that could not be done with conventional cordless products. Furthermore, we will aggressively launch product lines that demonstrate understanding of industry characteristics and acquire Makita users in new fields.

Growth Strategies

Vision for growth
...Acquire "professional users" in each field

Our Strength

- The best service network in the industry
- Line up of high-efficiency, high value-added cordless products, including the 40Vmax (XGT)
- Strong financial position

Challenges and Action

1. Further expansion of product line up
→ Attract users by offering a range of products and accessories needed for each field
→ Strengthen development resources and speed

2. Further expansion of sites and personnel
→ Open business bases in locations that are easily accessible to dealers and users, and strengthen the assignment of specialized staff to provide professional on-site solutions

3. Enhance the brand awareness for professionals
→ Utilize social media, etc.

Growth Strategies

Image of strategy for acquiring professional users with the 40Vmax (XGT) products

<What is overwhelming at the jobsite>

- Engine tools need annoying oil refill and regular maintenance
- Pneumatic tools need air compressor
- When using corded tools, we need to manage and avoid tripping

Preconception of Cordless
High convenience and safety
Lack of power and shorter runtime

<Our solution>

- **Launch more XGT products based on user's feedbacks**
- **Expand product line**
- **Offer onsite solution service**

Cordless Breaker
HM004G

Cordless Power Cutter
CE001G

XGT helps switch to cordless tools from engine tools, pneumatic tools and corded tools!

Becoming a Makita user after trying XGT products

21

Growth Strategies

Sales expansion through extensive product line

<Battery-powered wheelbarrow series>
It's useful for transporting supplies at construction sites and on farms, but who would have thought it could use Makita batteries?

Attract and acquire new users in new markets

" Makita battery-powered wheelbarrow enables easy and efficient transporting supplies. The batteries can be used with power tools, grass trimmers and vacuum cleaners "

→Extensive product line has led to increased efficiency in various types of work
→Once you get a Makita battery, you want to try out a whole series of other compatible products

22

Growth of OPE

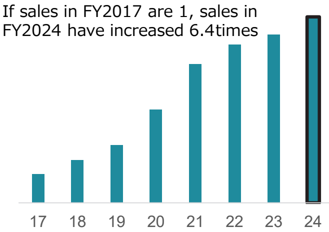
Example of comparable performance

Cordless Chain Saw
MUC017G
Having a comparable performance
to 42mL engine chain saw

Cordless Grass Trimmer
UR012G
Having a comparable performance
to 40mL engine grass trimmer

Battery Powered Backpack Blower
UB004C
Having a comparable performance
to 50mL engine blower

Sales growth (excluding corded OPE)



OPE underpins sales

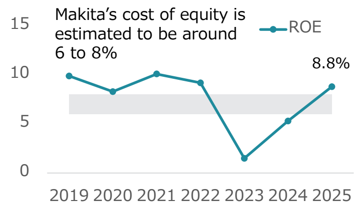
Sales FYE2025 slump in building and construction due to high interest rates, etc.
→ Power tool sales remained sluggish.
Meanwhile, OPE sales were strong. Offset downturn in power tools.

Develop cordless OPE for professionals
Continue strengthening brand power

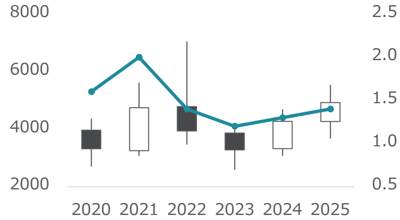
23

Measures to realize management that is conscious of capital costs and the stock price

ROE (%)



Stock Price and PBR (times)



Analysis of the current situation

- FYE2025, ROE improved to 8.8% as a result of a recovery in profitability
- The stock price remains volatile due to the fear of a global downturn
- PBR is trending upwards in association with the growth of the stock price.

Policy and targets for improvement

- Achieving ROE above the cost of equity and maintaining conditions
- Expansion of equity spread by reducing the cost of equity

Matters to be addressed

- Improvement of ROE
  →the expansion of our lineup of high value-added products, differentiation through the high quality after-sales services, Expansion of profits by developing the market for professional users, Appropriate cash allocation
- Reduction of cost of equity
  →Response to changes in the environment sustainability management, human capital management, IR activities

24

The repurchase of treasury shares

Announced April 28, 2025
“Notice Concerning Repurchase of Treasury Shares”

(1) Class of shares to be repurchased	Common shares
(2) Total number of shares to be repurchased	Up to 7,000,000 shares (2.60% of total number of issued shares (excluding treasury shares))
(3) Total purchase price for repurchase of shares	Up to 20 billion yen
(4) Period of repurchase	April 30, 2025 to September 30, 2025

Shareholder Return

Dividend Policy	**Total return ratio at 35% or more A lower limit on annual cash dividends of 20 yen per share**	
	FYE2025	FYE2026
Profit Attributable to Owners of the Parent	¥79.3 billion	¥54.0 billion
EPS	¥294.90	¥200.71
Special Circumstance（after tax）	-	-
Annual Cash Dividend Per Share	110 yen	(Note1)
Interim Dividend	20 yen	20 yen
Year-end Dividend	90 yen	(Note1)
The repurchase of treasury shares	-	¥20 billion (Note2)
Total return ratio	**37.3%**	35% or greater

（Note1）At a meeting of the Board of Directors to be held in April 2026, the amount of dividends will be determined so that the total return ratio is at least 35%.
（Note2）Refer to “Notice Concerning Repurchase of Treasury Shares” announced April 28th, 2025.

FORWARD-LOOKING STATEMENTS
This document contains forward-looking statements based on Makita's own projections and estimates in light of the information currently available. Due to the risks and uncertainties involved, actual results could vary materially from the content of these statements. Therefore, these statements should not be interpreted as representation that such objectives will be achieved.

https://www.makita.biz/

（Reference）

Exchange Rate（Actual/Forecast） Sensitivity

	FYE2025	FYE2026	Operating Profit Sensitivity* (FYE2025 Result)	Operating Profit Sensitivity* (FYE2026 Forecast)
USD	¥152.62	¥140	- ¥0.5 billion or less	- ¥0.7 billion or more
EUR	¥163.88	¥160	+¥0.9 billion	+¥0.9 billion or more
RMB	¥21.11	¥19.5	- ¥8.0 billion or more	- ¥8.0 billion or more

*Under the condition of ¥ 1 depreciation of the yen