First Half of FYE2026 Investor Meeting

(Six months ended September 30, 2025)

Makita Corporation

November 6, 2025

1

First Half of FYE2026 Operating Results

(Six months ended September 30, 2025)

Yukihiro Otsu
General Manager of Administration Headquarters

2

FYE2026 1H Results

year-on-year

Revenue	**¥378.4 billion**	-2.1%
Domestic	¥65.9 billion	+3.7%
Overseas	¥312.6 billion	-3.2%
Overseas revenue ratio: 82.6% (FYE2025 1H : 83.6%)		

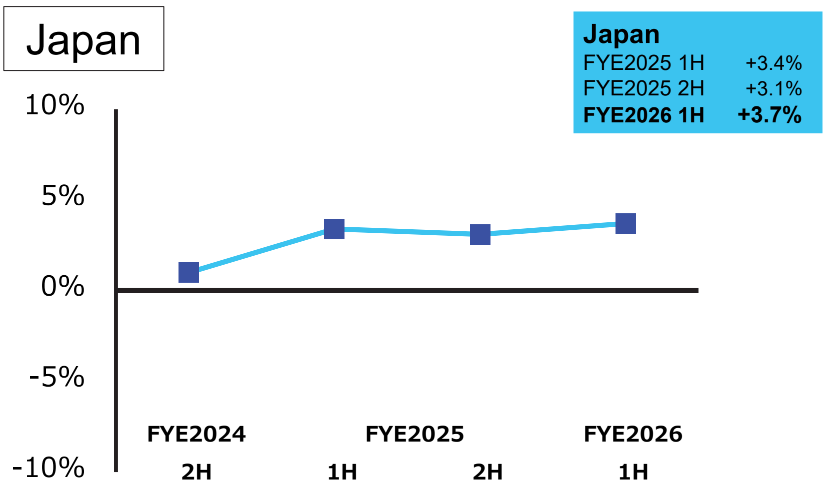
Effective Exchange Rate

Weighted average change for all foreign currencies

1.7% appreciated in the value of the yen

Effect on revenue: decrease of ¥5.3 billion

Revenue Growth (Local Currency Basis)



Revenue Growth (Local Currency Basis)

Europe

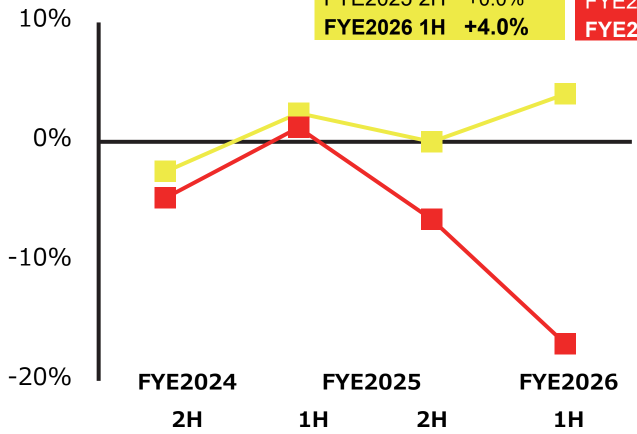
-4.4%

Western Europe

FYE2025 1H	+2.4%
FYE2025 2H	+0.0%
FYE2026 1H	**+4.0%**

Eastern Europe

FYE2025 1H	+1.2%
FYE2025 2H	-6.5%
FYE2026 1H	**-16.9%**



5

Revenue Growth (Local Currency Basis)

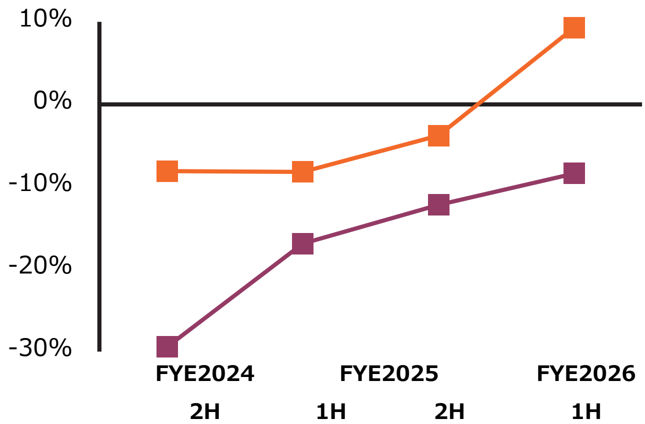
North America, Asia

North America

FYE2025 1H	-16.9%
FYE2025 2H	-12.2%
FYE2026 1H	**-8.4%**

Asia

FYE2025 1H	-8.2%
FYE2025 2H	-3.8%
FYE2026 1H	**+9.3%**



6

Revenue Growth (Local Currency Basis)

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

Central & South America

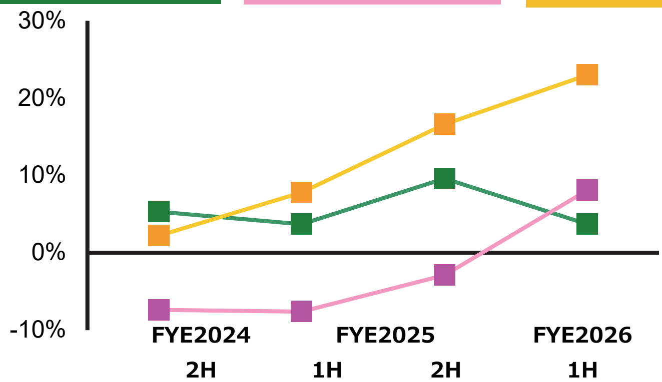
FYE2025 1H	+3.7%
FYE2025 2H	+9.6%
FYE2026 1H	**+3.7%**

Oceania

FYE2025 1H	-7.6%
FYE2025 2H	-2.9%
FYE2026 1H	**+8.1%**

Mid-East/Africa

FYE2025 1H	+7.8%
FYE2025 2H	+16.6 %
FYE2026 1H	**+23.0%**



Outdoor Power Equipment (OPE)

Cordless Chainsaw UC031G

Sales in Japan and Western Europe performed well.

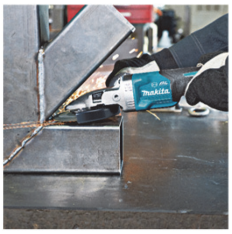
OPE Total

Year on year (yen)	+3%
Year on year (Local currency)	**+3%**

Cordless OPE

Year on year (yen)	+6%
Year on year (Local currency)	**+6%**

Cordless Products



Cordless Flat-head Angle Grinder
GA056G

Cordless Recipro Saw
JR003G

Cordless Products	
Year on year (yen)	+5%
Year on year (Local currency)	**+5%**
Proportion of cordless products in sales overall	58%

High-value-added products particularly 40Vmax series sold well.

9

Production, Sales, Inventory

Million unit	2022 1H	2023 1H	2024 1H	2025 1H	**2026 1H**
Production	25.45	15.60	11.77	14.86	**14.40**
Japan	1.91	1.19	1.01	1.03	**1.05**
Europe	5.90	3.31	2.81	3.62	**3.80**
North America	0.79	0.46	0.22	0.34	**0.29**
Asia	15.78	10.11	7.21	9.07	**8.48**
Central and South America	1.07	0.53	0.52	0.80	**0.77**
External Procurement	*1.97*	*1.49*	*0.82*	*1.06*	***1.10***
Sales	22.28	19.13	15.86	15.66	**15.05**
Inventory	23.04	26.34	17.11	14.56	***15.70**

*+3.0% compared to 15.25 million units at the end of March 2025

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

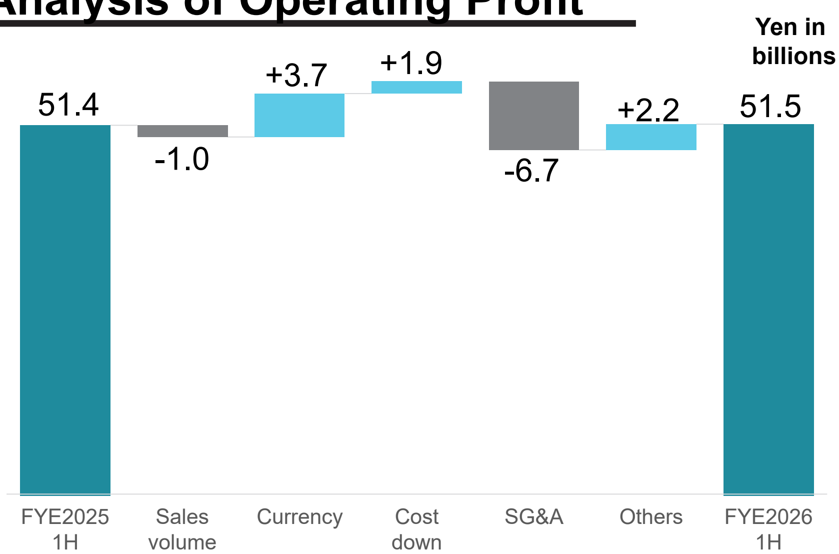
Japan	Europe	North America	Asia	Central and South America	Oceania	Mid-East/Africa	**Consolidated**
1.7	6.8	7.9	1.9	8.4	7.5	10.9	**9.8**

10

Operating profit, Cost of sales, SG&A

	FYE2025 1H	FYE2026 1H	year-on-year
Revenue	¥386.4 billion	**¥378.4 billion**	-2.1%
Cost of Sales	¥254.5 billion	**¥240.8 billion**	-5.4%
Cost of Sales ratio	65.9%	**63.6%**	down 2.3points
SG&A Expenses	¥80.5 billion	**¥86.1 billion**	+6.9%
SG&A ratio	20.8%	**22.8%**	Up 2.0points
Operating profit	¥51.4 billion	**¥51.5 billion**	+0.2%
Operating profit ratio	13.3%	**13.6%**	Up 0.3points

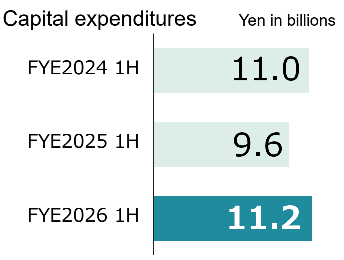
FYE2026 1H Analysis of Operating Profit



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

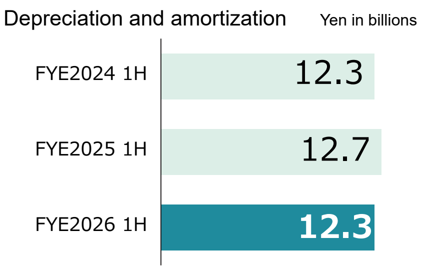
	FYE2025 1H	**FYE2026 1H**	year-on-year
Financial income (expenses)	(¥0.1 billion)	**¥1.4 billion**	+¥1.5 billion
Profit before income taxes	¥51.3 billion	**¥52.9 billion**	+3.1%
Profit attibutable to owners of the parent	¥38.2 billion	**¥38.8 billion**	+1.6%
EPS	¥141.99	**¥145.80**	

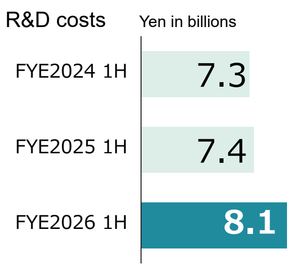
Capital expenditures, Depreciation and amortization, R&D costs



Capital Expenditure highlights during this period

Japan : Reconstruction of Okazaki warehouse
Australia : Construction of a warehouse
Singapore : Construction of a warehouse





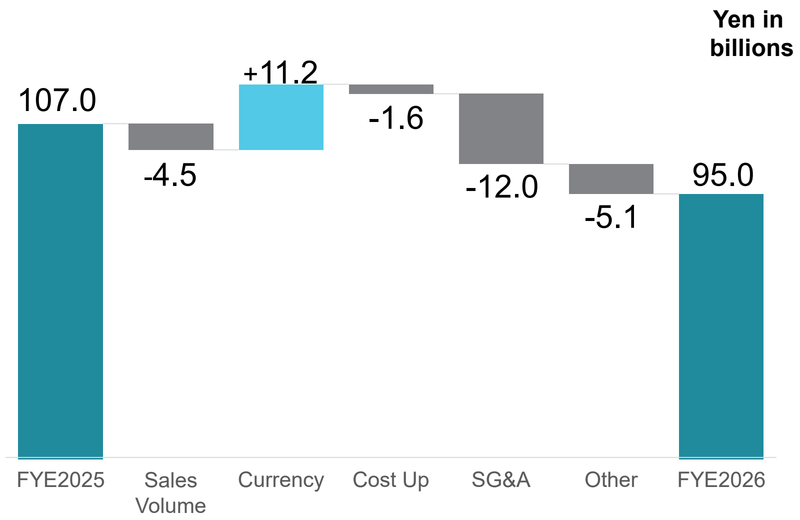
Forecast of Financial Results
Shareholder Return

- Revenue Forecast
- Analysis of Operating Profit (Forecast)
- Capital expenditures, Depreciation and amortization, R&D costs (Forecast)
- Production, Sales, Inventory (Forecast)

FYE2026 Revenue Forecast

	FYE2025	FYE2026	year-on-year
Revenue	¥753.1 billion	**¥730.0 billion**	-3.1%
Domestic	¥127.2 billion	**¥131.0 billion**	+3.0%
Overseas	¥626.0 billion	**¥599.0 billion**	-4.3%
Overseas revenue ratio	83.1%	**82.1%**	-1.0pt
Operating profit	¥107.0 billion	**¥95.0 billion**	-11.2%
Operating profit ratio	14.2%	**13.0%**	-1.2pt
Profit attributable to owners of the parent	¥79.3 billion	**¥68.5 billion**	-13.7%
EPS	¥294.90	**¥257.41**	

Analysis of Operating Profit (Forecast)



17

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**

18

Production, Sales, Inventory (Forecast)

Million unit

	FYE2025	FYE2026	year-on-year
Production	29.36	28.20	-3.9%
Japan	2.16	**2.12**	-1.9%
Europe	7.40	**6.98**	-5.7%
North America	0.66	**0.59**	-10.2%
Asia	17.57	**16.98**	-3.3%
Central and South America	1.57	**1.53**	-2.7%
External procurement	*2.24*	***2.00***	*-10.5%*
Sales	30.62	**29.40**	-4.0%
Inventory	15.25	**16.05**	+5.2%

19

Our Business and Strategy

Munetoshi Goto
President, Representative Director

20

Our Business and Strategy

Business Environment

・Rising uncertainty due to heightened geopolitical risks including US tariff

・Rising demand for high efficiency and productivity due to labor shortage

・Rising sentiment on shifting to cordless tools with the aim of decarbonization

Our Strategy

1.Attract professional users in each industry sector

→By expanding durable high-power “40Vmax Lithium-ion Battery” series
→By strengthening product line expansion such as tools storage
→By boosting Makita brand power as the one for professional craftsman

2.Utilize our global production network

→Response to risks and opportunities by producing at the suitable site

21

Strategy **Attract professional users in each industry sector: 40Vmax series**

Strategy

Attract professional users in each industry sector by expanding durable high-power “40Vmax Lithium-ion Battery” series and leveraging cordless products merits

Cordless products merits

High efficiency with good usability

Zero-emission in use

Measures

Improving efficiency and offering solution for the heavy-duty work with 40Vmax series

①40Vmax series products allow work that could not be done with conventional cordless products.
→Recognition of efficiency improvement and cordless products merits among professionals

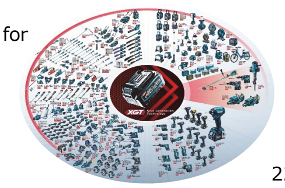
②Expansion of battery line up capable of heavy-duty work
→Launch of the high-power battery“BL4080H”

BL4080H

Boosting power with the same size as existing 40Vmax battery such as “BL4080F”

Expanding 40Vmax series lineup

Once customers try 40Vmax series for one work, they will adopt it for the others.
→Expansion of the product lineup



Number of 40Vmax series items : 252*

*as of 2025 October, sold in domestic market

22

Strategy Attract professional users in each industry sector: 40Vmax series

New released items of 40Vmax series

Cordless Chainsaw
UC030G

offering work efficiency equal or superior to that of 50cc-class engine chain saws*

×

BL4080H

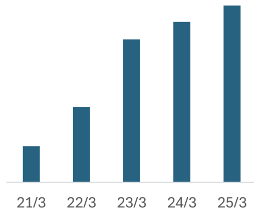
(*) In combination with the high-output battery BL4080H, according to our standards

Cordless Rebar Tying Tool
TR001G

Capable of tying rebar of large diameters, delivering high tying strength and speed

Sales growth of 40Vmax series

- Sales of 40Vmax series have increased about 5 times over the last 5 years.
- Development of the new market are in progress such as resource exploration and mining, infrastructure, disaster preparedness, disaster reconstruction.



40Vmax series sales growth image

Strategy Attract professional users in each industry sector: Strengthening product line expansion

Business Environment

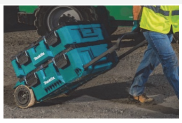
- The needs for improving the worksite conditions are rising such as installing tools storage and transporting methods, heatwave countermeasures.

→It is important to develop the product line up for enhancing the efficiency and maintaining the comfortable working environment besides our primary products.

Measures

Launch of “MAKTRAK”

→A modular storage solution to transport, store and organize various job site equipment and tools including materials.

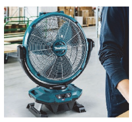


Expansion of product lineup for improving the worksite conditions

→Rich product line up for improving the worksite conditions and mitigating heatwave, as represented by Cordless Cooler & Warmer Box

Cordless Cooler & Warmer Box
CW004G

Cordless Fan Jacket
DFJ213



Cordless Fan
CF003G

Providing on-site solutions with power tools, OPE and extensive product lineup such as apparels

Strategy **Attract professional users in each industry sector: Corporate Branding**

To reach professional customers by incorporating on-site and online methods

Communicating "Makita" brand as the one for professional craftsman

Boosting brand awareness as the one for professional craftsman by marketing activities such as SNS and influencer marketing

×

Creating much opportunities to interact with users in each region with the finely-tuned service network

Attracting customers with the finely-tuned service network, providing comprehensive after service, cultivating brand loyalty

25

Strategy **Utilize our global production network**

Business Environment

- In the short term, the U.S. tariff policy likely accelerate the formation of bloc economies.
- In the long term, demand for high-value-added cordless products likely grow in each region.

→ Response to short-term and long-term challenges and opportunities by promoting multi base production

Measures

Leveraging Thailand and Romania factories to supply American sales base

→Declining supply from China factories to 20% shares for second half of FYE2026, compared to approximately 60% FYE2025

Promoting investment in each production factory regardless of US tariff

→Establishing production network ensuring nearshoring

Our Global Production Network

26

Profit distribution

Dividend Policy: Total return ratio at 35% or more with a lower limit on annual cash dividends of 20 yen per share		
	FYE2025	FYE2026
Profit attributable to owners of the parent	¥79.3 billion	¥68.5 billion
EPS	¥294.90	¥257.41
Special Circumstance（after tax）	-	-
Annual Cash Dividend Per Share	¥110	(Undetermined)
Interim Dividend	¥20	¥20
Year-end Dividend	¥90	(Undetermined)
The repurchase of treasury shares	-	¥20 billion（Note）
Total return ratio	37.3%	35% or more

（Note）Refer to "Notice Concerning Repurchase of Treasury Shares" released on April 28, 2025 and "Notice Concerning Status and Completion of Purchase of Treasury Shares" released on July 22, 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

	FYE 2025 1 H	FYE 2025	FYE 2026 1H	FYE 2026 (Forecast)	Operating Profit Sensitivity* (FYE2026 1H Result)	Operating Profit Sensitivity* (FYE2026 Forecast)
USD	¥152.78	¥152.62	¥146.02	¥143	- ¥0.7 billion or less	- ¥0.7 billion or more
EUR	¥166.07	¥163.88	¥168.05	¥167	+¥0.9 billion or more	+¥0.9 billion or more
RMB	¥21.16	¥21.11	¥20.29	¥20.2	- ¥8 billion or less	- ¥8 billion or more

*Under the condition of ¥1 depreciation of the yen