



FYE2026

Earnings

Announcement

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Makita Corporation
April 28, 2026

FYE2026 Financial Highlights



FYE2026 Results

YOY

REVENUE

¥777.6 billion

+3.2%

OPERATING PROFIT

¥104.7 billion

-2.2%

ANNUAL CASH DIVIDEND PER SHARE

¥150

up¥40

REPURCHASE OF TREASURY SHARES

¥55.9 billion

- Revenue increased due to the impact of foreign exchange
- Operating profit declined due to the increased personnel expenses and other costs
- Dividend policy has been revised to a “consolidated dividend payout ratio of 50% or more.”

FYE2027 Forecast

YOY

REVENUE

¥820.0 billion

+5.5%

OPERATING PROFIT

¥110.0 billion

+5.1%

- Increase in revenue by expanding our sales force and entering new markets
- Increase in personnel expenses due to an increase in sales headcount and wages rise in various regions

Our Vision for Fiscal Year 2030

- Formulated a “Our Vision for Fiscal Year 2030” incorporating future growth and capital strategies, as well as key financial metrics
(Summary available on p. 15)

FYE2026 Financial Performance



	FYE2025	FYE2026	YOY
Revenue	¥ 753.1 billion	¥ 777.6 billion	+3.2% ↑
Domestic	¥ 127.2 billion	¥ 132.1 billion	+3.9% ↑
Overseas	¥ 625.9 billion	¥ 645.5 billion	+3.1% ↑
Operating profit	¥ 107.0 billion	¥ 104.7 billion	-2.2% ↓
Profit before income taxes	¥ 108.5 billion	¥ 108.0 billion	-0.4% ↓
Profit attributable to owners of the parent	¥ 79.3 billion	¥ 79.4 billion	+0.1% ↑
EPS	¥ 294.90	¥ 299.95	-

*Impact of currency : Weighted average change for all foreign currencies 3.7% appreciated in the value of the yen Effect on revenue: increase of ¥23.3 billion

Revenue Growth by Region (LC)



	YOY	
JAPAN	+3.9%	↑
EUROPE	-1.5%	↓
WESTERN	+2.5%	↑
EASTERN	-8.3%	↓
NORTH AMERICA	-5.1%	↓
ASIA	+6.0%	↑
CENTRAL & SOUTH AMERICA	+3.4%	↑
OCEANIA	+1.9%	↑
MID-EAST/AFRICA	+3.7%	↑
CONSOLIDATED REVENUE	+0.2%	↑

Sales performance

Cordless products, Outdoor Power Equipment (OPE)



Cordless products

YOY (yen) **+4%**

YOY (LC) **+1%**

Proportion of cordless products in sales overall **56%**

OPE Total

YOY (yen) **+1%**

YOY (LC) **-3%**

Cordless OPE

YOY (yen) **+2%**

YOY (LC) **-2%**

Analysis of Operating Profit



Production/Sales/Inventory



Million Unit	FYE2025	FYE2026	YOY
Production	29.36	28.05	-4.4%
Sales	30.62	29.78	-2.7%
Inventory	15.25	15.76	+3.3%
Inventory month on hand	10.2	9.8	

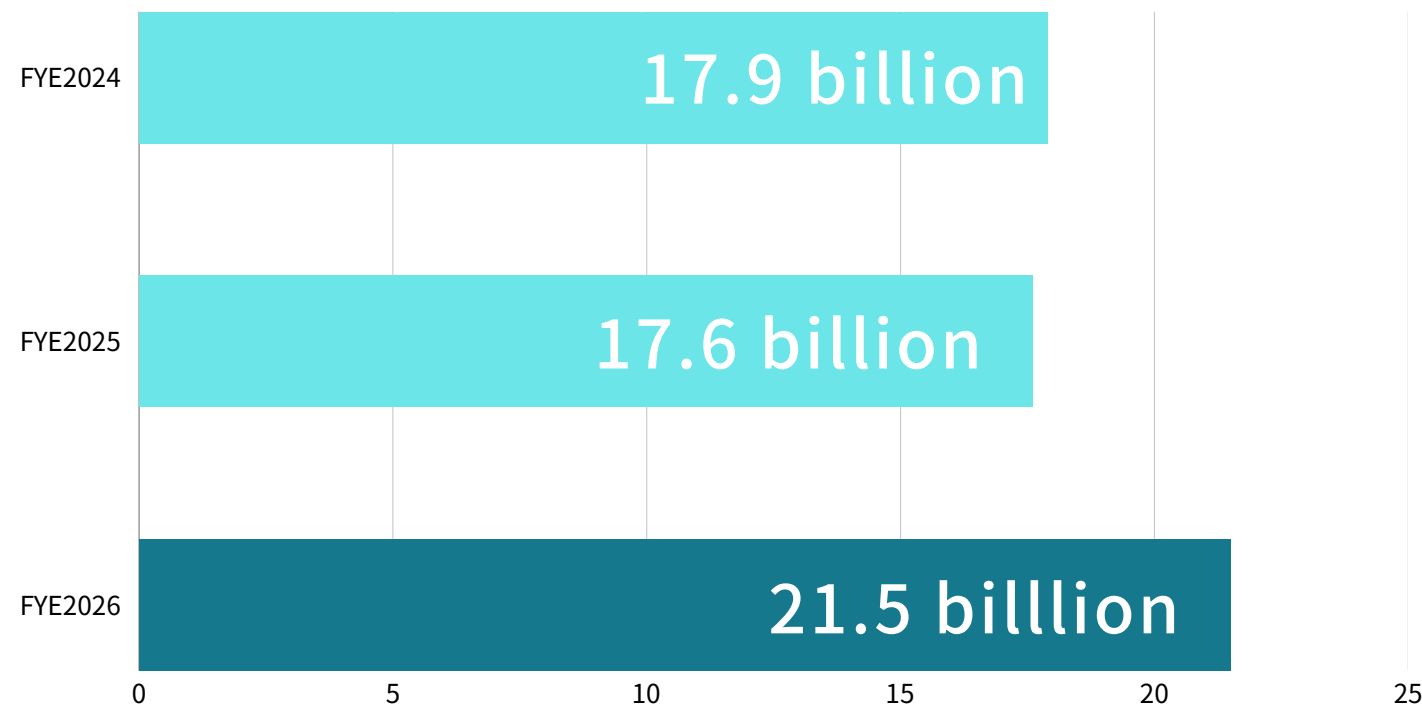
(Reference) Inventory month on hand by region (calculated by cost of sales)

JAPAN	EUROPE	NORTH AMERICA	ASIA	CENTRAL & SOUTH AMERICA	OCEANIA	MID-EAST/AFRICA
1.6	6.9	8.8	2.2	8.4	7.0	6.4

Capital expenditures, Depreciation and amortization, R&D costs



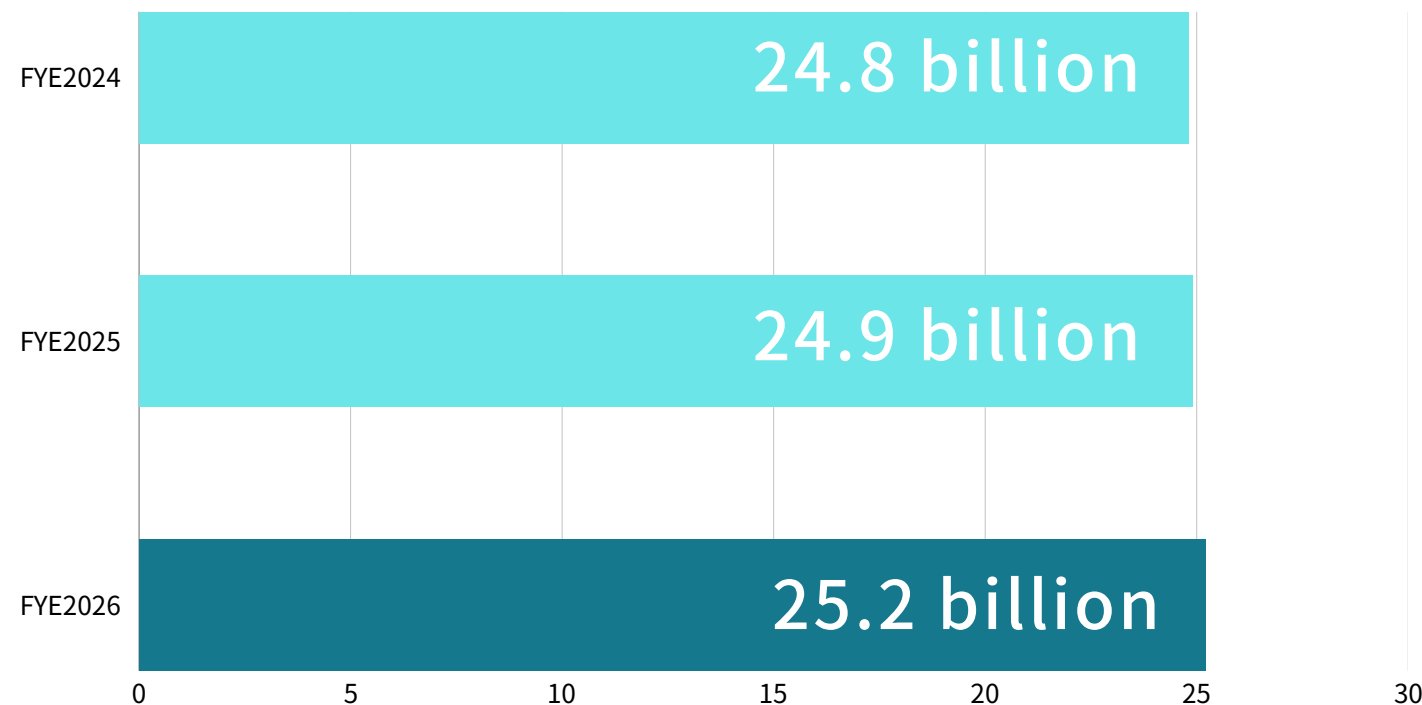
Capital Expenditure



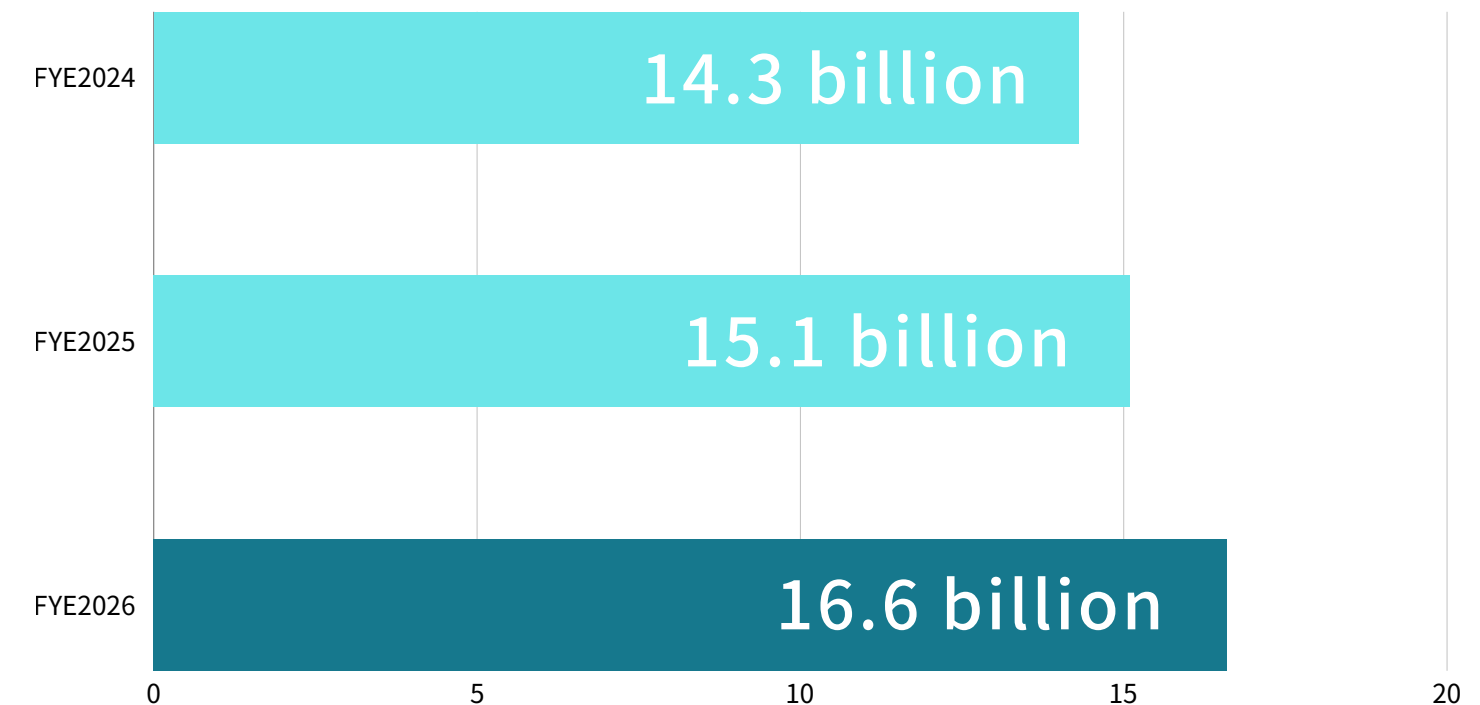
Capital Expenditure highlights FYE2026

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

Depreciation and amortization



R&D costs



FYE2027 Revenue Forecast

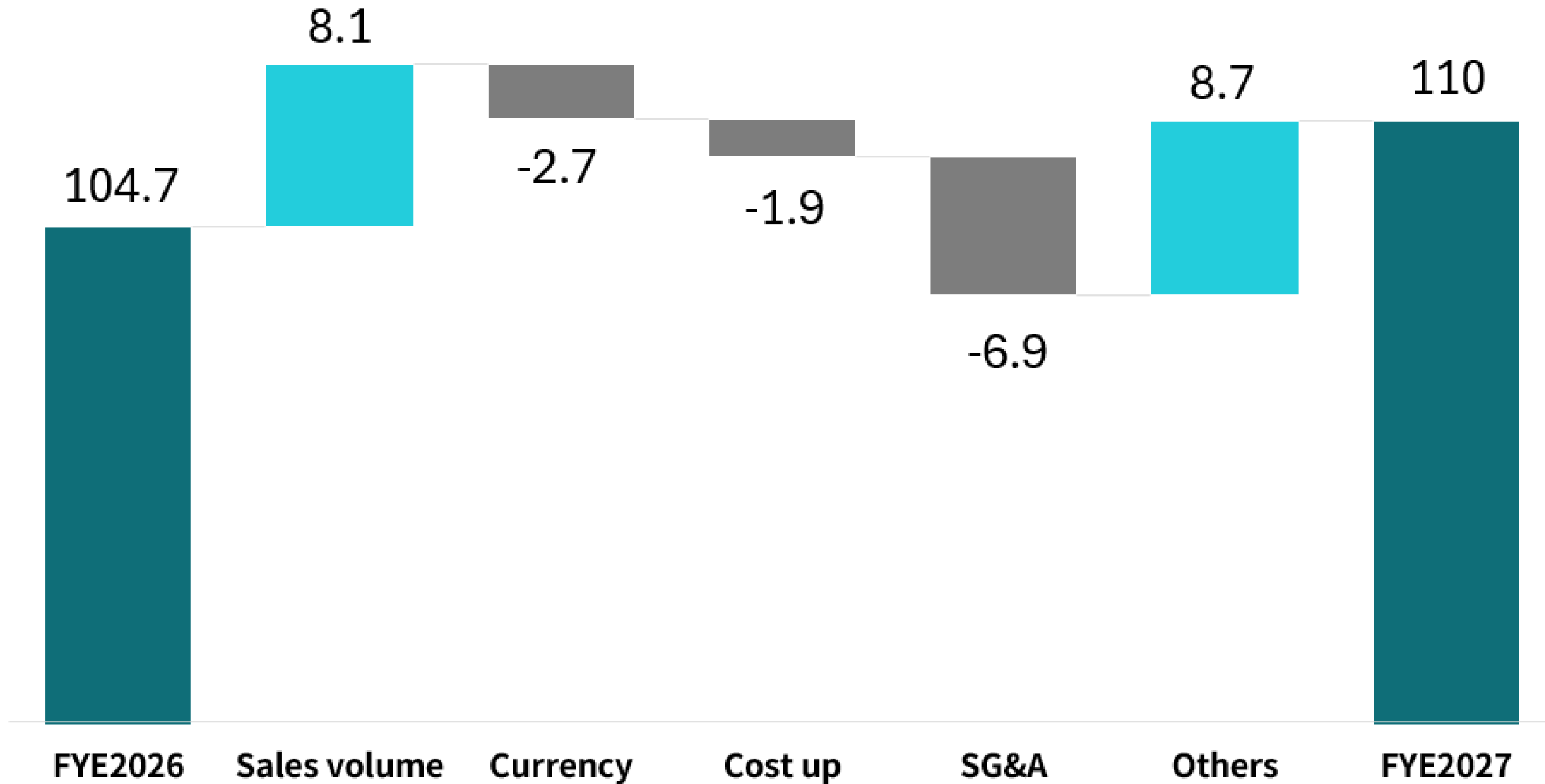


	FYE2026	FYE2027	YOY
Revenue	¥ 777.6 billion	¥ 820.0 billion	+5.5% ↑
Domestic	¥ 132.1 billion	¥ 135.0 billion	+2.2% ↑
Overseas	¥ 645.5 billion	¥ 685.0 billion	+6.1% ↑
Operating profit	¥ 104.7 billion	¥ 110.0 billion	+5.1% ↑
Profit before income tax	¥ 108.0 billion	¥ 111.0 billion	+2.8% ↑
Profit attributable to owners of the parent	¥ 79.4 billion	¥ 81.0 billion	+2.0% ↑
EPS	¥ 299.95	¥ 313.45	-

Analysis of Operating Profit (Forecast)



Yen
in billions



Production, Sales, Inventory (Forecast)



Million Unit	FYE2026	FYE2027	YOY
Production	28.05	29.00	+3.4%
Sales	29.78	31.00	+4.1%
Inventory	15.76	15.60	-1.0%
Inventory month on hand	9.8	mid 9	

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



	FYE2026	FYE2027
Capital expenditures	¥ 21.5 billion	¥ 30.0 billion
Depreciation and amortization	¥ 25.2 billion	¥ 25.0 billion
R&D costs	¥ 16.6 billion	¥ 18.5 billion

Change in basic policy regarding profit distribution



Announced April 28, 2026

“Announcement of Change in basic policy regarding profit distribution and Dividends from Retained Earnings (Year-end dividend)”

BEFORE

- A lower limit on annual cash dividends of 20 yen per share
- The total return ratio at 35% or greater
- In the event special circumstances arise, computation of the amount of dividends will be based on profit attributable to owners of the parent per share after certain adjustments

AFTER

- Consolidated payout ratio at 50% or greater
- In the event special circumstances arise, computation of the amount of dividends will be based on profit attributable to owners of the parent per share after certain adjustments

*This policy has taken effect starting with the dividend for the year ended March 2026.

*Taking into account the balance of interim and year-end dividend amounts

Profit distribution



	FYE2026	FYE2027 (Forecast)
Profit attributable to owners of the parent	¥ 79.4 billion	¥ 81.0 billion
EPS	¥ 299.95	¥ 313.45
Annual Cash Dividend Per Share	¥ 150	(Undetermined)
Interim Dividend	¥ 20	¥ 79
Year-end Dividend	¥ 130	(Undetermined)
The repurchase of treasury shares	¥ 55.9 billion	In a flexible manner
Consolidated payout ratio	50.0%	50% or greater

Outline of Our Vision for Fiscal Year 2030



Our Vision for Fiscal Year 2030

Evolving into a “Comprehensive Supplier of Cordless Products” aiming for Sustainable Growth

- Establishing a robust business model and operational foundation with a focus on cordless products, separating from external factors
- Proactively implementing growth strategies that adapt to changing conditions and placing greater emphasis on capital-efficient management in a highly uncertain business environment

Key Financial Indicators

ROE

11% or greater

OPERATING MARGIN

15% or greater

IDEAL CASH LEVEL

**Monthly sales equivalent TO
2 to 3 months**

Key Initiatives

① Profitability Improvement

Promoting and expanding sales of the 40Vmax series to contribute to addressing social issues

- Expansion of Business Operation
- Establishing a global framework to identify users' potential challenges

② Strengthening Business Foundation

Supply Chain Resilience

- Manufacturing bases diversification
- Multi-polar supply chain network

③ Capital Efficiency Improvement

Balance Sheet Management

- **Appropriate cash allocation**
- Strengthening shareholder return
 - Increase dividends :consolidated payout ratio at 50% or greater
 - Equity capital control through flexible share buybacks to ensure it does not increase significantly beyond current levels

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



	FYE2026	FYE2027 (Forecast)	FYE2026 Operating Profit Sensitivity	FYE2027 Operating Profit Sensitivity(Forecast)
USD	150.67	155	- ¥ 0.6 billion or more	- ¥ 0.6 billion or more
EUR	174.64	180	+ ¥ 0.9 billion or more	+ ¥ 0.9 billion or more
RMB	21.22	22.5	- ¥ 8 billion or less	- ¥ 9 billion or less

Under the condition of ¥ 1 depreciation of the yen