

# **Progress of “Medium-term Management Plan 2026”**

**FY2024 - FY2026**

**May 22, 2025**

**SHIBAURA MACHINE CO., LTD.**

# Medium-term Management Plan 2026

FY2024 - FY2026

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## 1 Basic Policy

Changes in prerequisites

## Basic Policy of Medium-term Management Plan 2026

### Quantitative targets

Consolidated target value for FY2026

Net Sales

**200.0** Billion yen

Operating profit margin

**10.0%**

ROE

**9.5% or more**

(Reference) ROIC 9.0% or more

### Policies indicating business direction



Ascertain growing markets and change the business portfolio to maximize overall profit



Engineering solutions to help increase customer productivity  
Transform to turnkey equipment sales and direct sales



Arrange business infrastructure to make the leap toward becoming a 300-billion-yen company in FY2030

### Fundamental policies



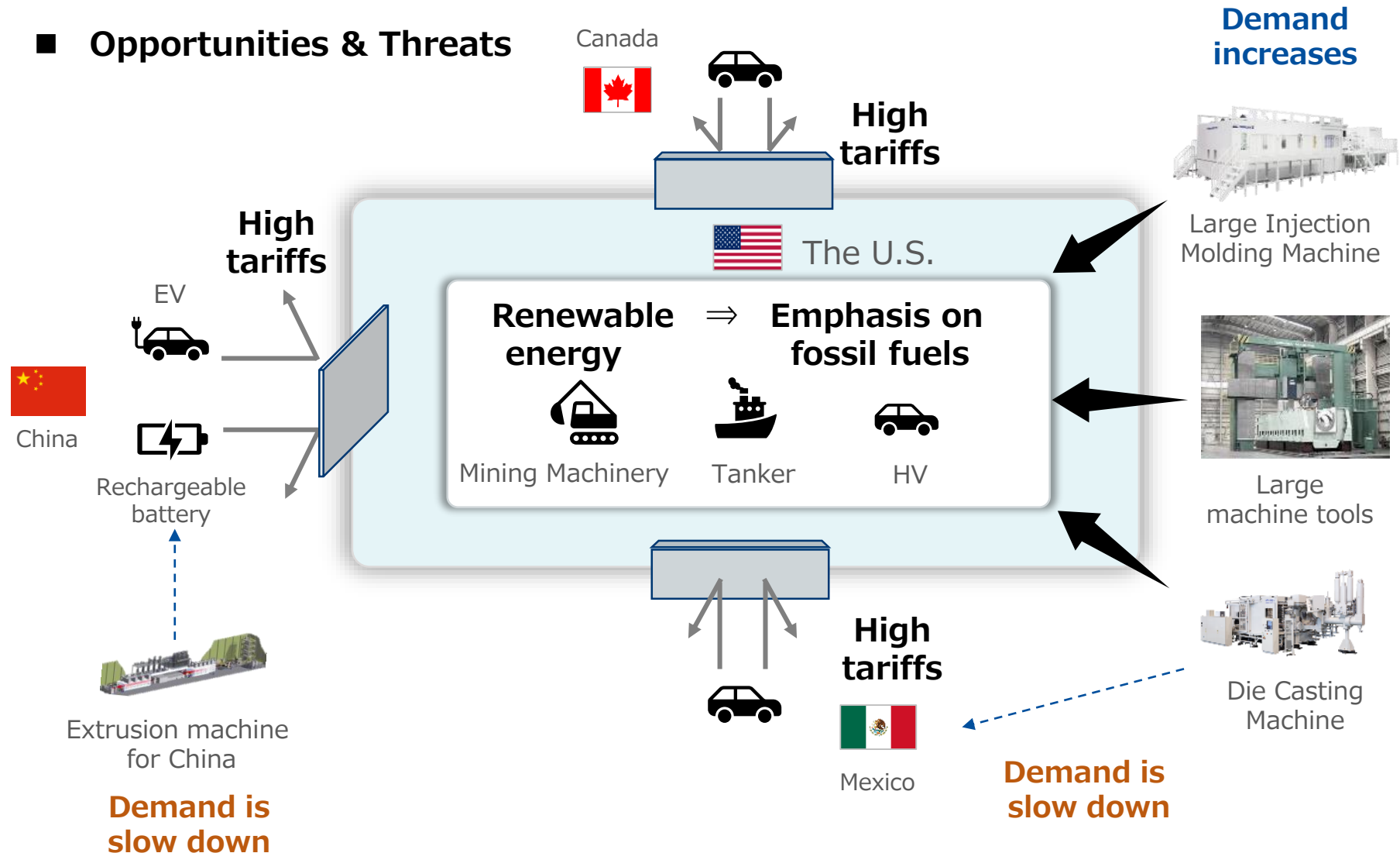
Implement a human resource strategy in connection with changes in the business portfolio



Promote ESG management

## Policy Implications under the Administration in the U.S.

### ■ Opportunities & Threats



**Frequent policy changes continue**

⇒ Keeping an eye on user trends and preparing a system for quick delivery to users

# Outlook for FY2025



**Inauguration of the U.S. new administration**  
(Influence of the previous page)

User's willingness to capital investment **activate**

The U.S. Tariff Issues **Resolved early**

- The effects of the strategies listed on the next page and beyond will be manifested, and **the forecast figures will be upward.**
- Shorten production lead times and build a **system for immediate delivery**

Amid **growing uncertainty**, we have formulated FY2025 forecasts based on the expected impact at this time based on the order backlog.

## FY2025 Forecast

sales	¥140.0 billion
Operating Profit	¥5.0 billion
Operating profit ratio	3.6%

**Delay** in user's willingness to capital investment plan

- Lower forecast for FY2025
- At the stage of looking at the results of 1H-FY2025, we will prepare to review the medium-term management plan targets and consider changing the targets

Prerequisites for formulating "the Medium-Term Management Plan 2026"

Current Prerequisites

The U.S. Tariff Issues **prolonged**

## Our Basic Policy

	Market Environment	Our policy
India	<ul style="list-style-type: none"> <li>Demographic dividend to continue until around 2050's</li> <li>In order to avoid high tariffs on China, users focus on Indian production and <b>export from India</b>.</li> <li>Due to the increase in production, <b>the amount of electricity is tight</b>.</li> </ul>	<ul style="list-style-type: none"> <li>Sales promotion based on <b>the system of increasing production</b> at New plant in India (for containers, automobiles, and miscellaneous goods)</li> <li>Focusing on sales of machine tools for <b>wind and hydroelectric power generation</b> and extrusion machine for <b>rechargeable batteries</b></li> </ul>
China	<ul style="list-style-type: none"> <li>Escalation of trade war with the United States</li> <li>Continuing the shift to EVs and PHVs under <b>the leadership of China government</b></li> </ul>	<ul style="list-style-type: none"> <li>Focusing on <b>local production for local consumption</b></li> <li>Started <b>original equipment manufacturing production</b> of small injection molding machines</li> <li>Continued LiB separator film production lines (<b>Wide and High-Speed machines</b>) order activities</li> </ul>
North America	<ul style="list-style-type: none"> <li>Waiting capital investment in Mexico</li> <li>The Regression of the U.S. Manufacturing</li> <li>Emphasis on <b>fossil fuels</b></li> </ul>	<ul style="list-style-type: none"> <li>Focusing on orders for <b>machine tools and high-precision machine Tools</b> in the U.S.</li> </ul>
Japan	<ul style="list-style-type: none"> <li>Waiting approach to capital investment due to the U.S. policy trends</li> <li>Human resource and Labor shortage</li> </ul>	<ul style="list-style-type: none"> <li>Reorganize the procurement and manufacturing system to respond to fluctuating delivery date specifications from users by front-loading production for projects that have already received orders</li> <li><b>Focus on system engineering projects</b></li> </ul>

# Medium-term Management Plan 2026

FY2024 - FY2026

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## 2

## Company Strategy

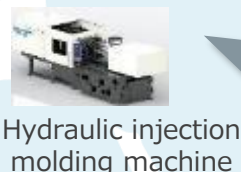
\* A strategy that will be effective when the U.S. tariff issue is resolved early.

# Injection Molding Machine

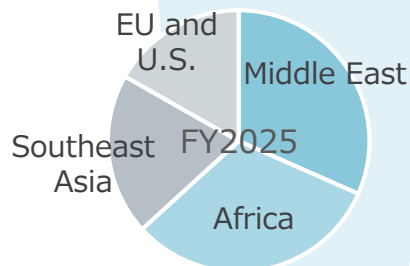


## ■ Market in Europe

- Established sales & service subsidiary in **Germany**.
- Capture **4 countries**: Turkey, Germany, Italy, and the Netherlands
- Establishing a key player in the electric injection molding machine segment in Europe
- Introducing products specialized in the **containers** and **medical fields**
- Introduction of high-quality, low-cost hydraulic injection molding machines from the Indian plant



- Focus on the **Middle East and Africa** and increase exports



- Focusing on **the Saudi Arabia and UAE** markets for **electric injection molding machine**
- Follow-up of overseas expansion of Indian users



## ■ Market in China

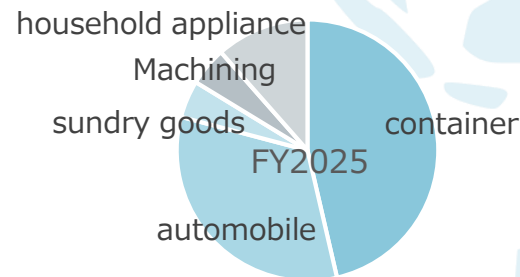
- Reducing production volume** at the Chinese plant and **reducing the deterioration** of operations by reducing the number of employees
- Cost reduction** by original equipment manufacturing
- Launch of a **new model** (global standard model)



orders of unit : **125%** compared to FY2024  
 sales of unit : **135%** compared to FY2024



## ■ Market in India



- Expand high-demand **containers, automobiles, and sundry goods**

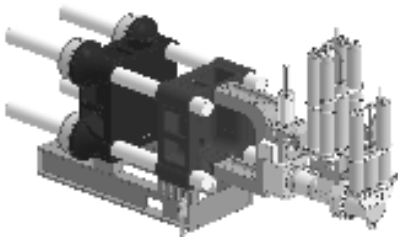


# Die Casting Machine

## Development of low-pressure casting technology

### Low-pressure casting technology

(Positioned as a **mainstream technology** in the future)



Technology to make castings molded by 6000 tons class with a 3500 tons machine

## ○ Merit

- **Can be transported** in Japan
- Contributing to **space saving** at the user's factory

## △ Issue

- The product is being evaluated, but **it will take long time** to achieve the required accuracy

## 12000 t class development

2H-FY2024 Orders Received  
⇒ Sales target by 1H-FY2026

DC12000GS

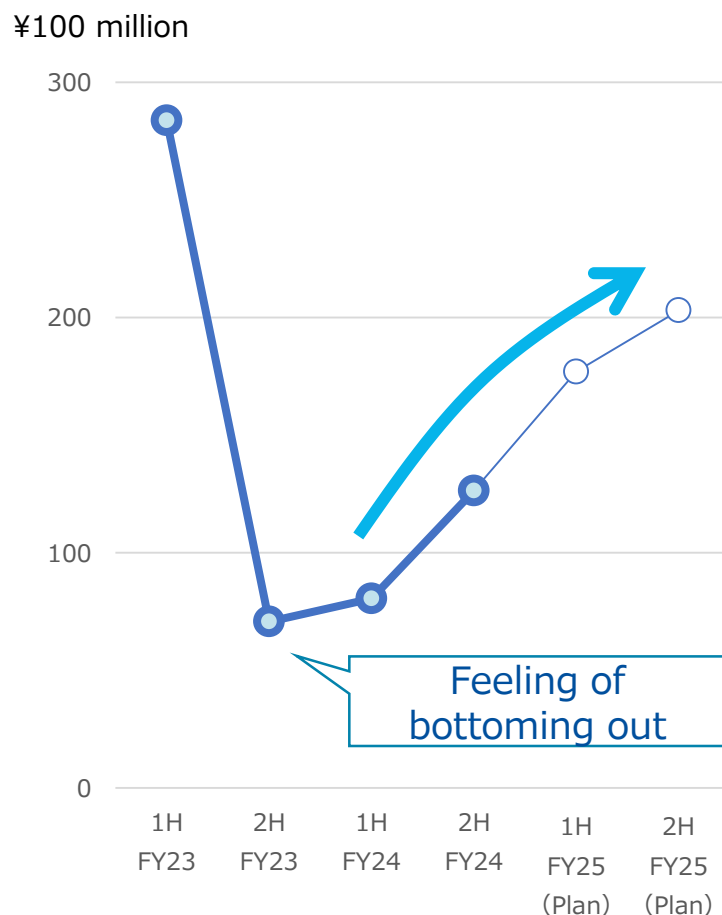


Human

## New entrants

- Short-time filling and short-time boosting, Increased yields and higher quality
- Proceed with the development of 6000 tons and 9000 tons classes to enhance the lineup





# Extrusion Machine



- The winners and losers of separator film manufacturers in China have been clarified, and we promote **wide and high-speed machine of LiB separator film production lines** to the winners
- Focus on **user service** of LiB separator film production lines while it's in operation.
- Development of manufacturing equipment for next-generation batteries (described later)

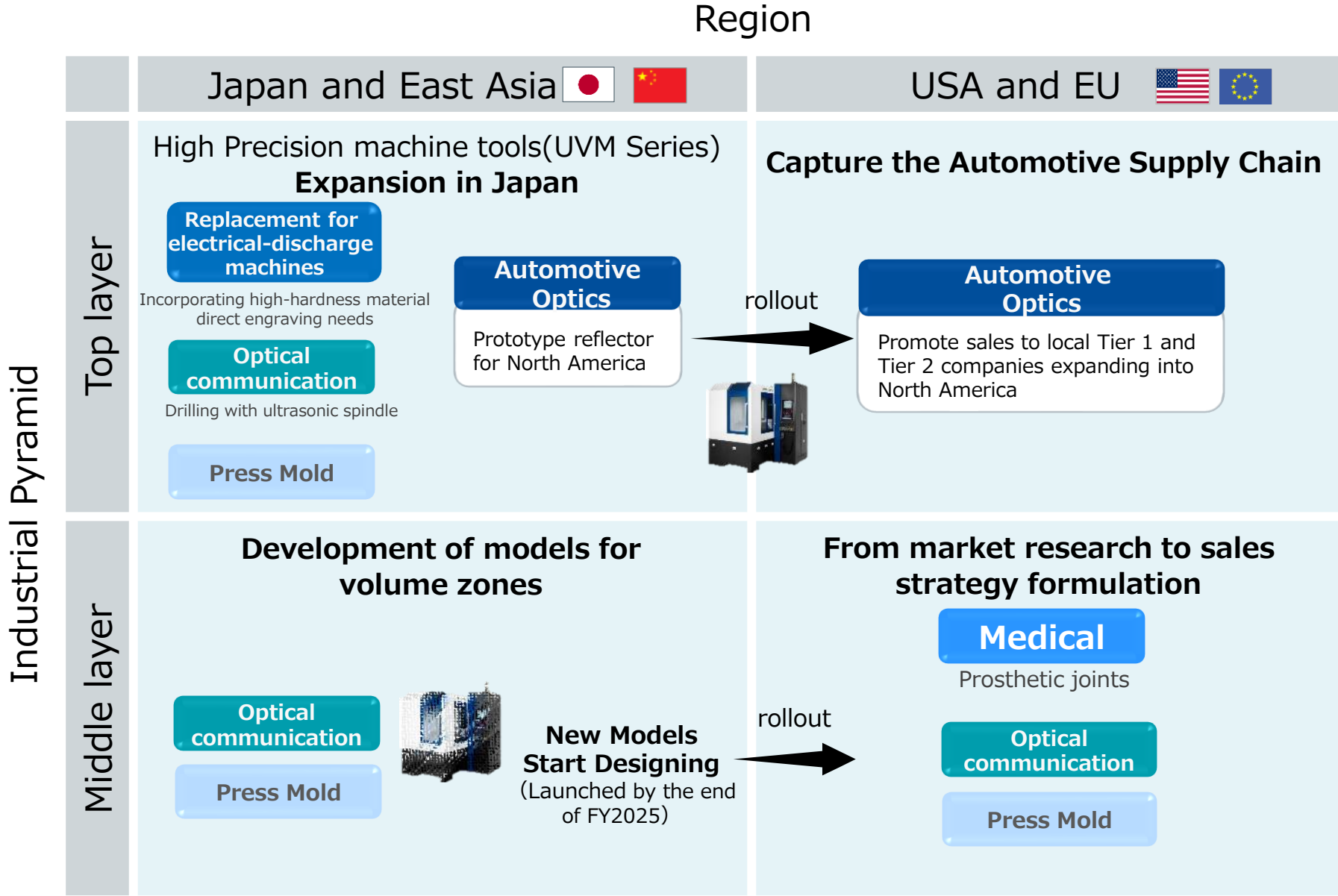


## Making the most of North America market's tailwinds Establish a sales system and pursue scale and profits

	Energy (including Mining) 	Aerospace (Consumer Applications) 
region	 Midwest & South & West of the U.S., Mexico	 West Coast & Eastern of the U.S., Mexico, Canada
strategy	<ul style="list-style-type: none"> <li>• <b>Demand of shale gas increase</b> and user Follow-up</li> <li>• Intensive sales promotion to major companies under its umbrella <b>of power generation, construction machinery and Mining</b></li> </ul>	<ul style="list-style-type: none"> <li>• Establishing the SHIBAURA MACHINE brand by capturing Tier 1 and Tier 2 of major companies</li> <li>• <b>Intensive sales promotion to strong distributors</b></li> </ul>

Compared to FY2024, the target is to **increase orders received by 1.5 times** during the medium-term management plan period

# High Precision Machine tools



# Medium-term Management Plan 2026

FY2024 - FY2026

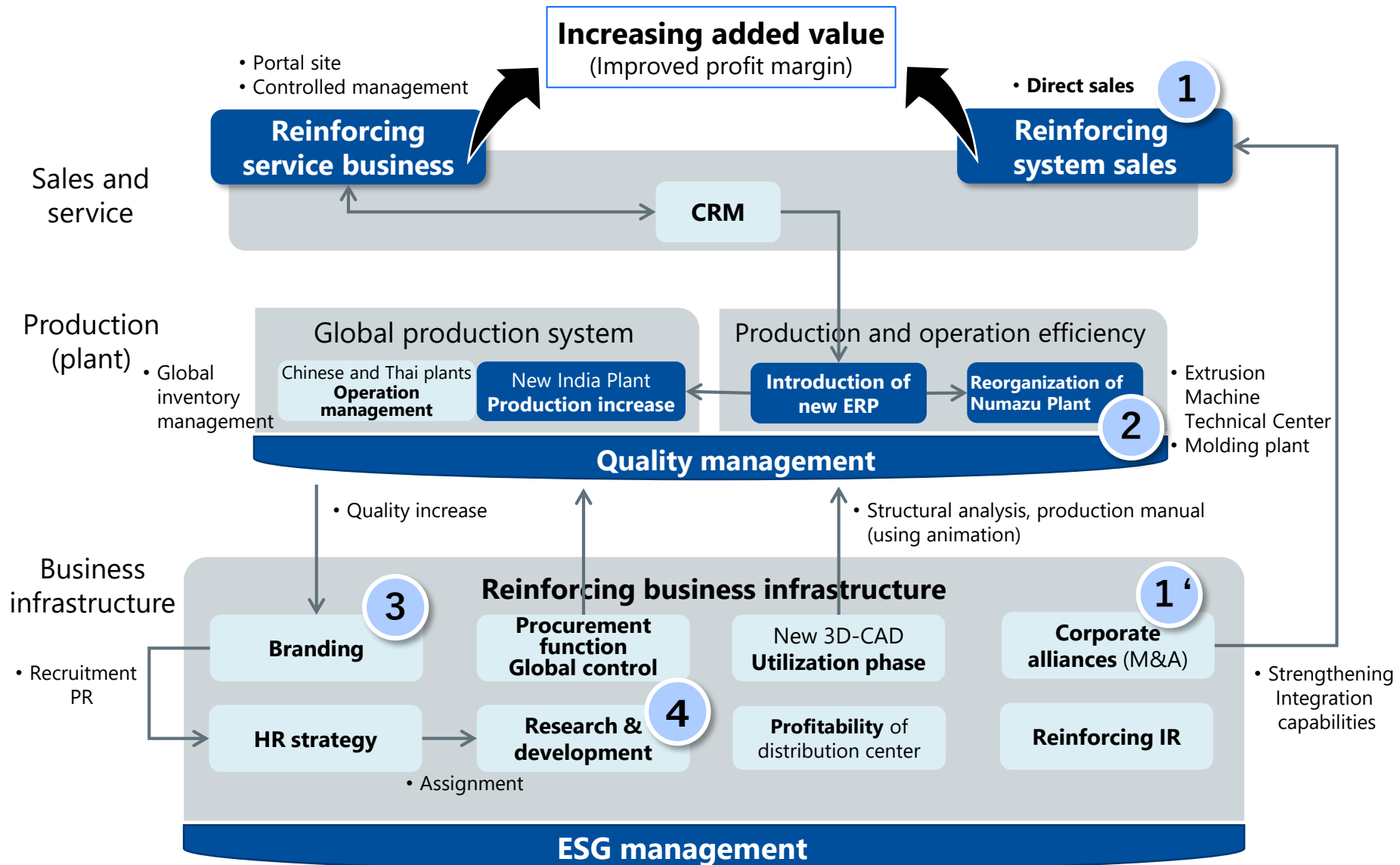
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## Corporate Strategy

(Reinforcing Business Infrastructure)

# Overview of Business Infrastructure Reinforcing Strategy and Measures





# 2 Reorganization of Numazu Plant (Grand Design)

concept

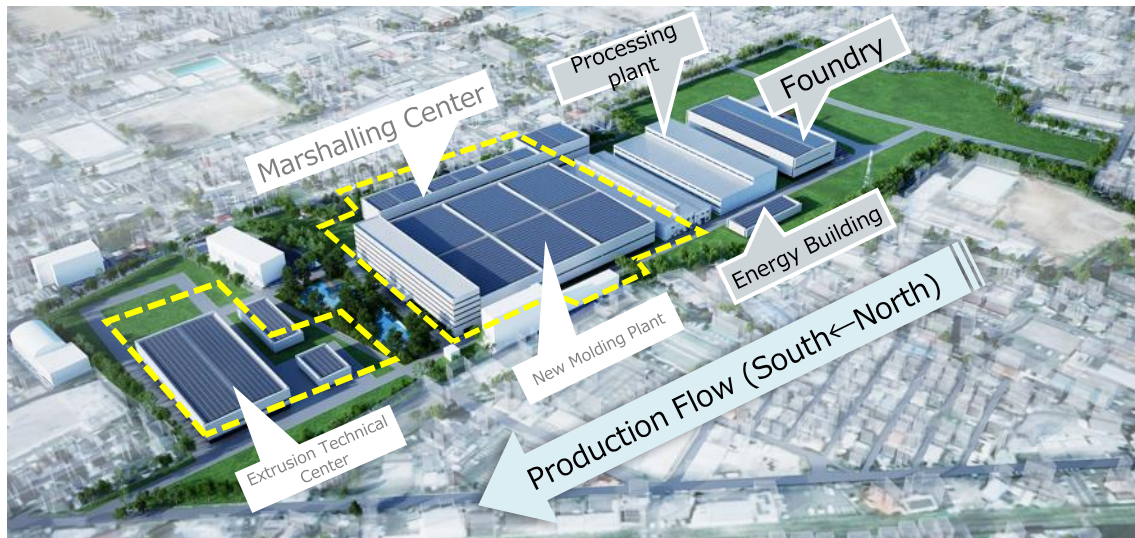
## 【Creating value through manufacturing】 Value Creation Factory

A simple factory that maximizes productivity, can flexibly respond to change, and has functional beauty

1. Improving production efficiency and optimizing

2. Human Resource Development and Creativity

3. Permanent development



plan

FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031
<b>Phase 1</b>			<b>Phase2</b>			
Dismantling of Factory No. 8	Construction of extrusion technical center		Earthquake-resistant construction of processing plants			Energy Building construction
Warehouse demolition	Dismantling of the first plant Construction of a new molding plant				Construction of a foundry	



## Shibaura Machinery's Solutions in the Age of Energy and Mobility Transformation

## Generation

## -Create Energy-

FSW processing  
(Aluminum bonding)

machine tool



Cutting



Charge

- Wind power generation **speed increaser**
- Hydroelectric **turbine**
- Mining Machinery, Construction Machinery **Parts**

## Storage

## - Store Energy -

Die Casting  
Machine

Battery Case



Lithium-ion battery



Separator Film

Extrusion  
machineExhibit of next-  
generation battery  
initiatives

development

## Conservation

## - Save Energy -

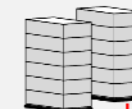
Super Large Die Casting Machine  
(MR display)

## Reduction of production processes

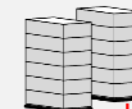
Boxing

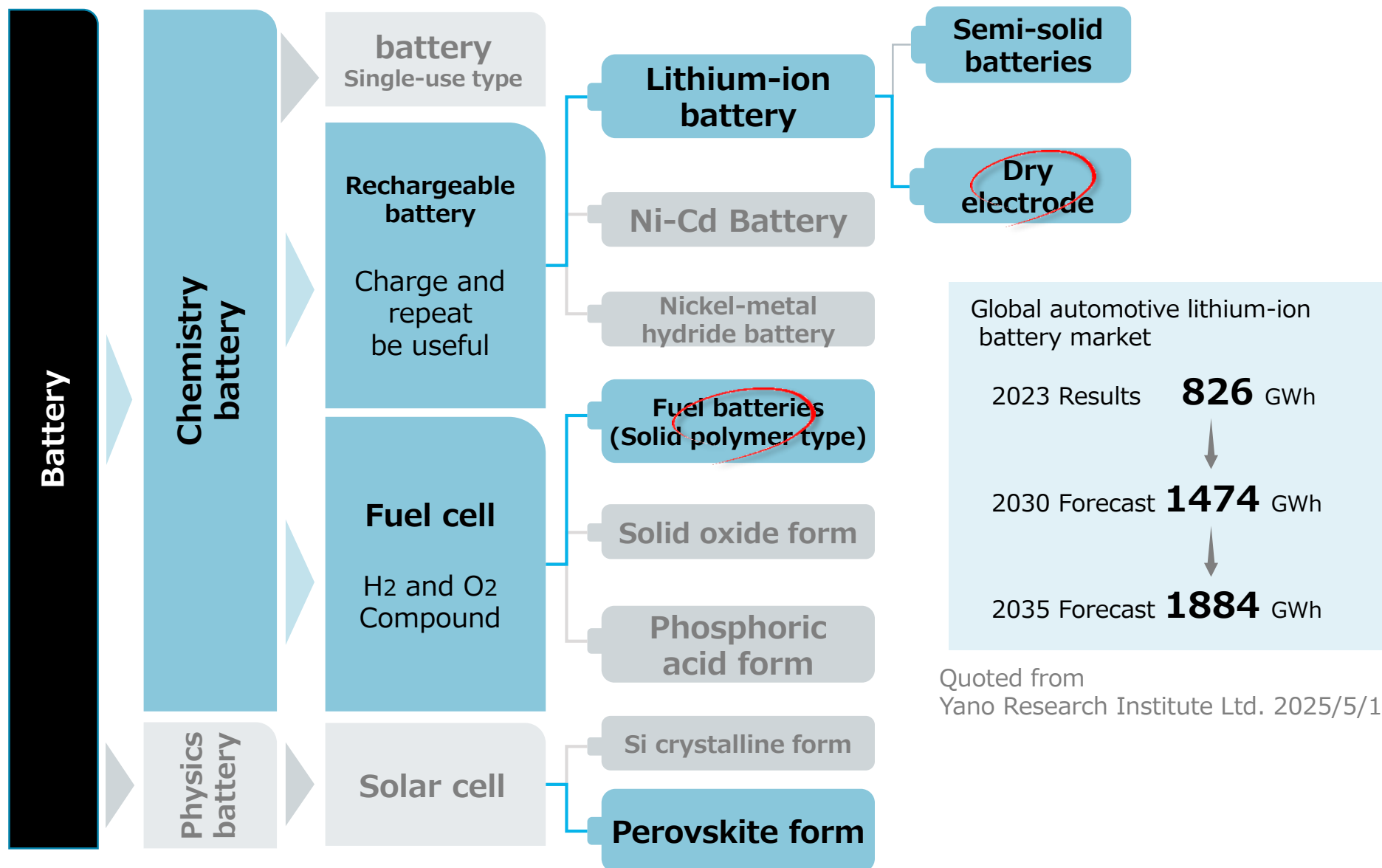
Collaborative  
RobotsOperation in food  
factoriesActual cart  
storage areaLabor  
saving

AGV

Align in  
storage locationReverse  
operation

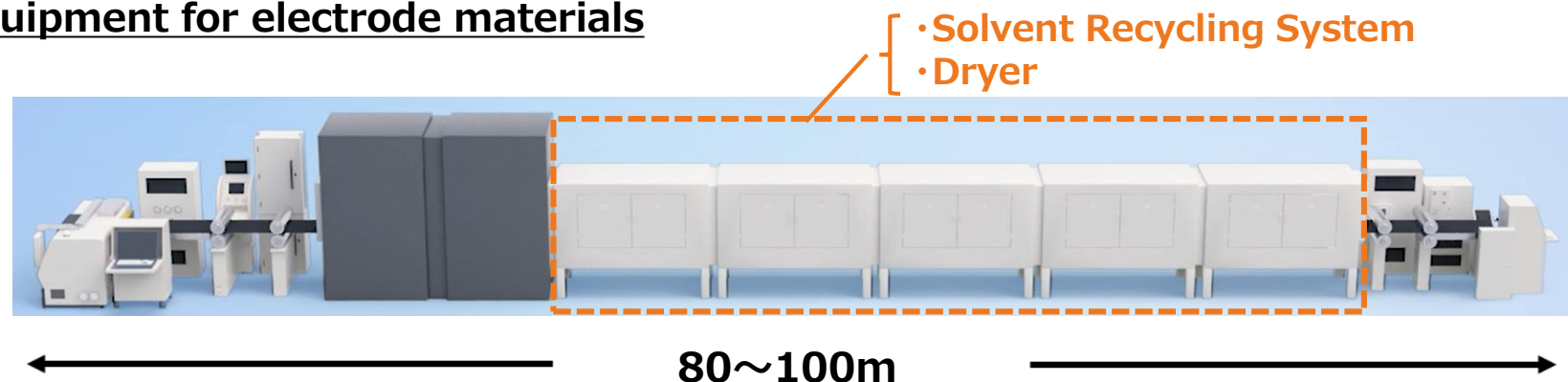
Automatic Conveying



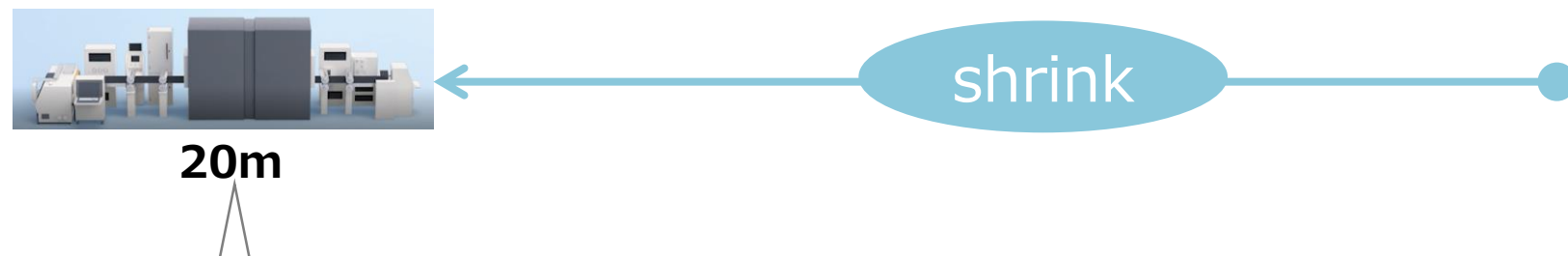


# Advantages of dry electrode manufacturing equipment

## ❑ Conventional wet coating equipment for electrode materials



## ❑ Dry electrode manufacturing equipment



Improvement by dry electrode (\*equivalent to 30 GWh plant)

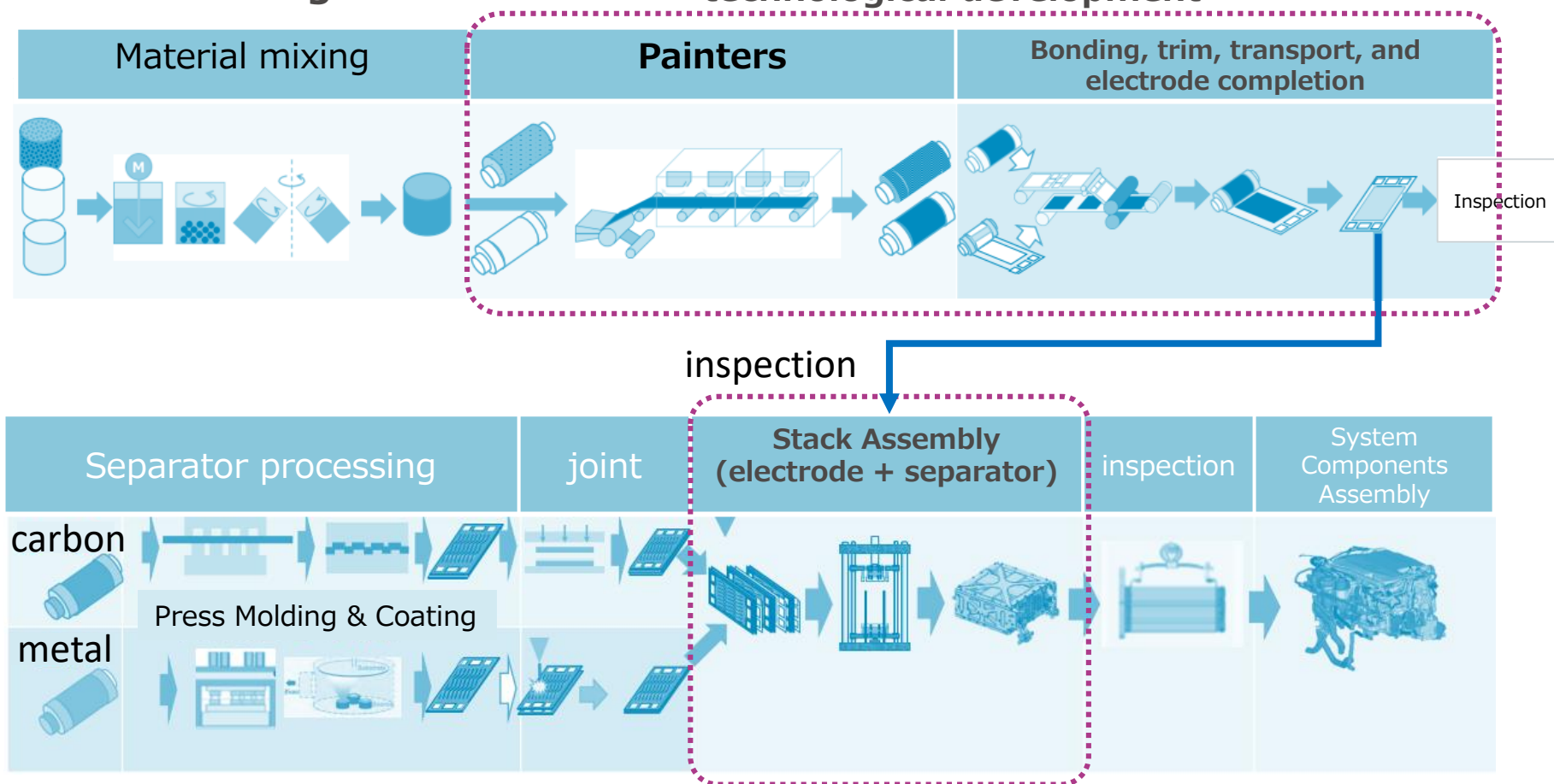
- ❑ System length and footprint
- ❑ Energy Usage of the Entire Plant
- ❑ Electrode coating equipment
- ❑ Solvent

**Reduced to 1/5**  
**45% reduction**  
**30% reduction**  
**Not required**

# Our Strengths in the Fuel Cell Manufacturing Process

## ■ Manufacturing Process\*

Areas in which we are engaged in technological development



We have the technology for most of **the mass production processes** of fuel cells and can provide them as **a production line**

\* Quoted from NEDO Fuel Cell and Hydrogen Technology Development Roadmap Debriefing Meeting, NEDO Fuel Cell and Hydrogen Technology Development Roadmap (Fuel Cells for FCVs and HDVs) FC Production Technology

# Shibaura Machine

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