

May 14, 2026
AMADA CO., LTD.

Formulation of Medium-term Business Plan 2030 "Transform to AMADA 2030"

Transforming manufacturing "challenges" into "strategic advantages" through production innovation and advanced technology

The AMADA Group (Isehara City, Kanagawa Prefecture; President: Takaaki Yamanashi) has formulated its "Medium-term Business Plan 2030" as a five-year management plan that concludes in fiscal 2030. The slogan for the Plan will be "Transform to AMADA 2030 >> For Growth Acceleration - Driving transformation toward a new stage of growth." Our objective is to evolve AMADA into a company that achieves sustainable growth by upgrading our profit structures and redefining our corporate philosophy."

■ Background and Long-term Vision formulation

The social environment is currently undergoing dramatic changes at an unprecedented pace, including a shrinking workforce, advances in AI, the acceleration of GX (Green Transformation) investment, and increasing geopolitical risks.

In response to this uncertain and challenging environment, AMADA has newly set forth the Long-term Vision of "Transforming manufacturing challenges into strategic advantages through production innovation and advanced technology." Rather than simply viewing the challenges faced by customers as matters to be solved, they will be elevated into being "strategic advantages" that will enable the company to continue winning in the future. This is the form that the AMADA Group aims to achieve.

■ Overview of the Medium-term Business Plan 2030

To realize the Long-term Vision, the Plan will split the five years up to fiscal 2030 into two phases. The first two years, up to fiscal 2027, will be the "Transformation and Growth Phase," when the focus will be on structural reform and the strengthening of earning power. This will include clarifying profit responsibility by newly introducing a "Business Unit (BU) system" and "matrix organization" structure. The three years following, up to fiscal 2030, will be the "Acceleration of Growth Phase," when measures will be taken to upgrade the earnings structure and accelerate discontinuous growth. While "product sales" will remain the main axis of business, efforts will also be made to strongly promote a shift to a "product and service" business model that also combines technologies such as AI and operation monitoring.

In the investment plan, a cumulative total of approximately 150 billion yen will be set as growth investment over the five years. This investment will be used to strengthen research and development and for M&A, and as investment for AI and DX, which will become sources

of competitive strength. Furthermore, AMADA plans to actively return funds to shareholders with a cumulative total of more than 250 billion yen of dividends and share buybacks (a total payout ratio of approximately 120%) over the five years. The plan is to integrate these business strategies with sustainability management to achieve both the resolution of social issues and sustainable growth, with the aim of realizing fiscal 2030 results of 520 billion yen sales revenue, 73 billion yen operating profit, and ROE of 10% or more.

■ Mission and value redefinition and sustainable growth

To reliably achieve these transformations and high-level goals, AMADA took a fresh look at its role and newly defined the identity of the company, which has continued since its foundation, as the mission of "Pioneering new value to build a better future for humanity and the planet." Furthermore, the power to carry out this mission was defined as the values of "Innovation & The Spirit of Challenge," "Integrity & Fairness," and "Professional Growth," which is a verbalization of the AMADA spirit that has persisted over many years. This redefinition of the AMADA Group Philosophy System will bring together the passionate aspirations of each member of the Group and build a strong organizational culture to drive change.

Under the new Philosophy, the AMADA Group will promote structural reforms and growth strategies in an integrated manner and will continue to create a new future for manufacturing by realizing both the resolution of social issues and the sustainable enhancement of corporate value through technological innovation.

Reference: For details of the "Medium-term Business Plan 2030," please refer to the "FY2025 Full Year Financial Results Announcement" on our web site.

<https://www.amada.co.jp/en/ir/document/results/>

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※ The information in this release is subject to change without notice.