



[Translation<sup>1</sup>]

May 13, 2026

To whom it may concern:

Name of Company: Makino Milling Machine Co., Ltd.

Name of Representative: President, Director

Shotaro Miyazaki

(Securities Code: 6135 (the Prime Market of the Tokyo Stock Exchange, Inc.))

Inquiries: Executive Vice President, Director

Executive Manager of Corporate Service Division

Toshiyuki Nagano

Tel: +81 46-284-1439

### **Notice Regarding Formulation of Business Plan**

The Company, as announced in the “Notice Regarding Formulation of Business Plan” dated February 12, 2025, has formulated the “For the Enhancement of Corporate Value” business plan carrying through the fiscal year ending March 2030 (the “2025 Business Plan”), with the aim of contributing to the assessment of the Company’s intrinsic value and of continuing the realization of the Company’s vision for “Who We Aspire to Be” – namely, its vision of “achieving a sustainable future by providing products and services our customers demand”.

As was detailed in the press release entitled “Notice Regarding the Decision Not to Commence a Tender Offer for Company Shares by MM Holdings K.K.” dated April 30, 2026, MM Holdings K.K. (the “Tender Offeror”) had intended to implement a tender offer for Company shares (the “Tender Offer”) but recently was advised by the Minister of Finance and the Minister of Economy, Trade and Industry, pursuant to the Foreign Exchange and Foreign Trade Act of Japan, to discontinue the Tender Offer and the acquisition of Company shares through a subsequent series of procedures intended to make the Tender Offeror the

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<sup>1</sup> This document has been translated from the Japanese original for reference purposes. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Company's sole shareholder. Accordingly, the Tender Offer was not implemented.

In consideration of the foregoing circumstances, the Company has formulated a new business plan entitled "For Enhancement of Corporate Value (2026 Update)" (the "Business Plan") and hereby gives formal notice of the same.

For more information, please see "For Enhancement of Corporate Value (2026 Update)" released today on the Company's website (an English version is scheduled to be released at a later date).

"For Enhancement of Corporate Value (2026 Update)" (Japanese version) on the Company's website: [https://ir.makino.co.jp/news/pdf/2026/20260513\\_2.pdf](https://ir.makino.co.jp/news/pdf/2026/20260513_2.pdf)

## 1. Overview of Business Plan

### (1) Enhancement of Contribution Margin

- Improvement of product mix
- Pricing that reflects added value

### (2) Expansion of Sales

- Expansion of market share through a focus on growth markets
- Development of new markets through new products

### (3) Productivity Improvements

- Cost reduction
- Reduction of lead times

### (4) Stable Revenue Base

- Strengthening of global services
- Expansion of the engineering business

### (5) Enhanced Shareholder Returns

- Total payout ratio of 60%
- Strengthening of IR and SR activities

## 2. Numerical Targets

Item	2025 Business Plan (as of February 2025)	Business Plan (as of May 2026)
	FY 2029 Targets	
Sales	290 billion yen	310 billion
OP Margin	12.5%	13.5%
Capex	63 billion yen (total for FY 2025-29)	71 billion yen (total for FY 2025-29)
ROE	11.3%	12.0%
Asset Turnover	0.72	0.73
Total Payout Ratio	60% (average for FY 2025-29)	60% (average for FY 2025-29)

End