

Disclaimer: This document is an English translation of the original document in Japanese and has been prepared solely for reference purposes. In the event of any discrepancy between this English translation and the original in Japanese, the original shall prevail in all respects.



May 13, 2026

Company: Harmonic Drive Systems Inc.
Representative: Akira Maruyama, President,
Representative Director
(Code number: 6324 Tokyo Stock Exchange Prime Market)
Contact: Tetsuya Shiokawa, Executive Officer
Phone: +81-3-5471-7810

Notice Regarding Revisions to the Medium-Term Management Plan (Fiscal Years 2024–2026) and the Formulation of a New Medium-Term Management Plan (Fiscal Years 2026–2030)

Harmonic Drive Systems Inc. (the “Company”) hereby announces that, at a meeting of its Board of Directors held on May 13, 2026, in light of the current business environment, it has revised its medium-term management plan (fiscal years 2024–2026), announced on May 13, 2024, and resolved to formulate a new medium-term management plan (fiscal years 2026–2030) commencing in fiscal year 2026.

1. Revisions to the Current Medium-Term Management Plan and Formulation of a New Medium-Term Management Plan

The Harmonic Drive Systems Group (the “Group”) promotes its business activities based on the mission of “contributing to technological innovation in society through motion control technology.” Mechatronics and speed reducers, which the Group produces, contribute greatly to “technological innovation in society,” not only for industrial machinery, but in such fields as advanced medical instruments and mobility, and related demand is expected to continue to grow. Furthermore, the shift toward automation and labor-saving measures is accelerating against the backdrop of a global labor shortage, particularly on the production front, and in addition to collaborative robots, expectations are rising for AI robots as a new area of growth. However, while the outlook for medium- to long-term growth in the AI robot market remains unchanged, the market is at present in its early stages. Consequently, the pace of social implementation is beginning to deviate from the assumptions made when the Company formulated its medium-term management plan (fiscal years 2024–2026), which was announced on May 13, 2024. In consideration of the Group and in light of these environmental changes, the Company has progressively revised its current medium-term management plan in a forward-looking manner and has decided to formulate a new medium-term management plan that commences in fiscal year 2026, with the aim of establishing a growth strategy that is more effective and flexible.

2. New Medium-Term Management Plan (Fiscal Years 2026–2030)

The new medium-term management plan will position “AI robots,” “aerospace and defense,” and “e-mobility” as key areas for development, with a policy of boldly pursuing opportunities for growth in each of these fields. Moreover, to ensure that the Company capitalizes on future growth opportunities, it will work to strengthen its marketing function and to further enhance its new product development and manufacturing capabilities. At the same time, the Company will strive to strengthen its management foundation to steadily advance its growth strategy, and through unified Group-wide management, it will contribute to the realization of a sustainable society.

Under this policy, the Group will pursue management practices that prioritize improving competitiveness and capital efficiency, and aims to achieve the following financial and non-financial targets by fiscal year 2030.

Fiscal Year 2030 Targets		
Raise competitiveness	Enhance capital efficiency	Contribute to the global environment
Consolidated net sales of above ¥100.0 billion	Consolidated ROIC/ROE: Above 10% Consolidated operating profit margin: Above 15%	Reduce GHG emissions by 30% compared to fiscal year 2022

3. Future Outlook

The Company will present an overview of the new medium-term management plan (fiscal years 2026–2030) at the financial results briefing session for securities analysts and institutional investors to be held on Thursday, May 21, 2026. The financial results briefing materials will be available on the Company’s website (<https://www.hds.co.jp/>) on the day of the financial results briefing (Japanese version only).

- * The information contained in this document is based on data available as of the date of its publication and various assumptions regarding the future, and does not guarantee that the aforementioned medium-term management plan will be achieved.