GLOBERIDE, Inc.

Stock code: 7990

Financial Results Presentation Material for the Fiscal Year Ended March 31, 2026 and Medium-Term Management Plan

May 22, 2026

GLOBERIDE

A Lifetime Sports Company

Overview of Financial Results for the Fiscal Year Ended March 31, 2026

Highlights of Financial Results for the Fiscal Year Ended March 31, 2026 (i) Changes from the previous fiscal year

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(Million yen)

	2025/3	2026/3	Change	%
Net sales	123,983	126,956	2,973	2.4%
Gross profit	46,547	48,369	1,822	3.9%
Gross profit margin	*37.5%*	*38.1%*	+0.6point	—
Operating profit	6,508	6,501	-7	-0.1%
Operating profit ratio	*5.2%*	*5.1%*	-0.1point	—
Ordinary profit	6,492	7,184	691	10.7%
Ordinary profit ratio	*5.2%*	*5.7%*	+0.4point	—
Profit attributable to owners of parent	4,783	5,409	626	13.1%
Profit ratio (%)	*3.9%*	*4.3%*	+0.4point	—

- Market conditions in the outdoor, sports, and leisure industry recovered moderately despite being affected mainly by the increased burden that rising energy and goods prices were placing on household budgets, and the market inventory situation has begun to show signs of cooling.
- The Group supplied attractive products and high-quality services to achieve net sales growth.
- While gross profit rose after sales increased and costs improved, operating profit decreased due to increasing personnel expenses and packing and transportation costs, etc. Ordinary profit increased mainly due to a gain on valuation of foreign currency receivables.

Highlights of Financial Results for the Fiscal Year Ended March 31, 2026 (ii) Changes from the initial forecasts

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(Million yen)

	2026/3		Change	%
	Forecast	Result		
Net sales	**125,000**	**126,956**	**1,956**	**1.6%**
Operating profit	**5,400**	**6,501**	**1,101**	**20.4%**
Operating profit ratio	*4.3%*	*5.1%*	+0.8point	—
Ordinary profit	**5,500**	**7,184**	**1,684**	**30.6%**
Ordinary profit ratio	*4.4%*	*5.7%*	+1.3point	—
Profit attributable to owners of parent	**4,300**	**5,409**	**1,109**	**25.8%**
Profit ratio (%)	*3.4%*	*4.3%*	+0.9point	—

- Net sales exceeded the forecast. The market began to rally moderately although rising energy and goods prices had a negative impact on disposable household income.
- Operating profit was greater than expected as net sales exceeded the forecast.
- Ordinary profit exceeded projections mainly due to the posting of a gain on valuation of foreign currency receivables.

Factors for Changes in Operating Profit

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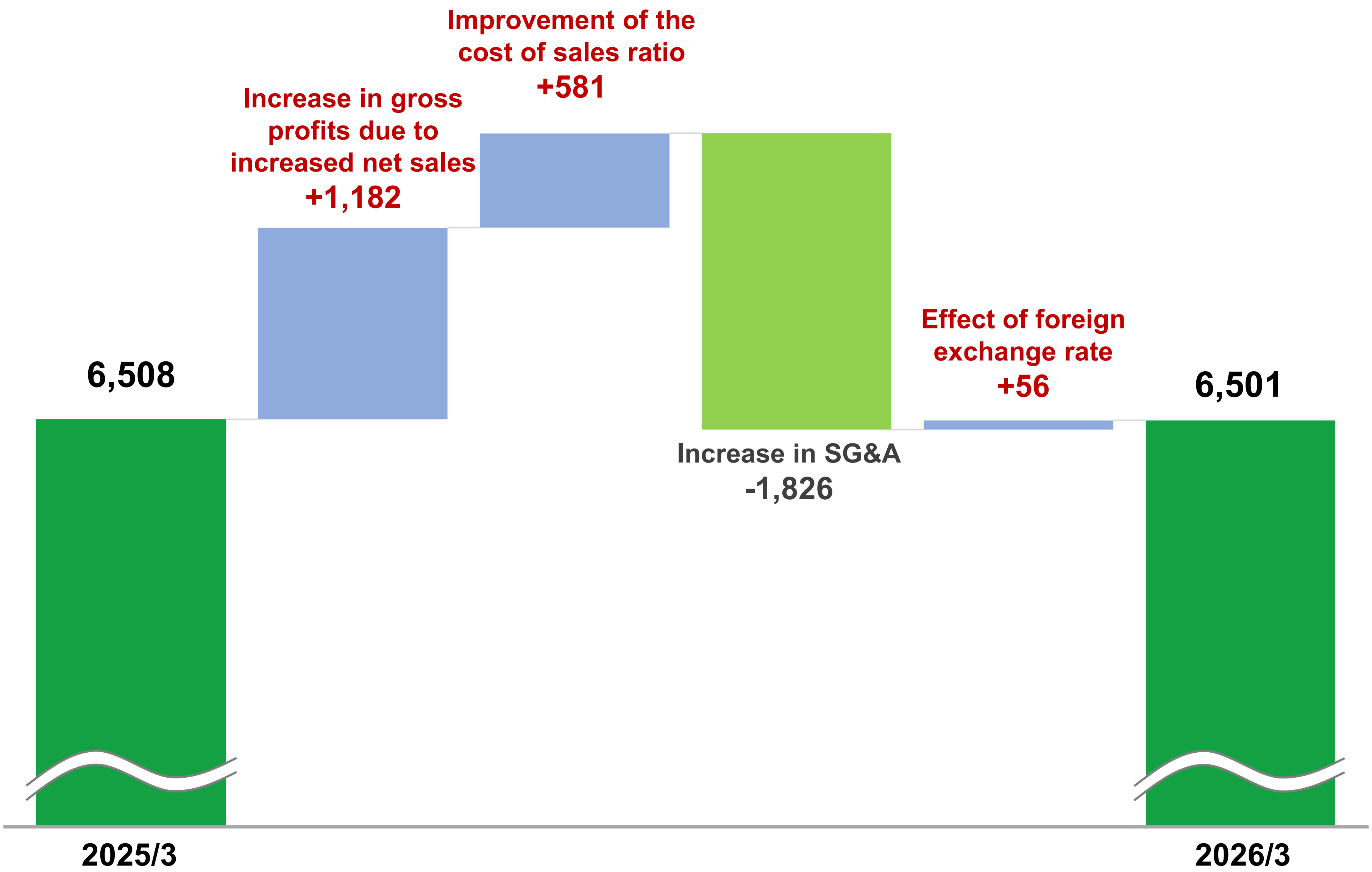
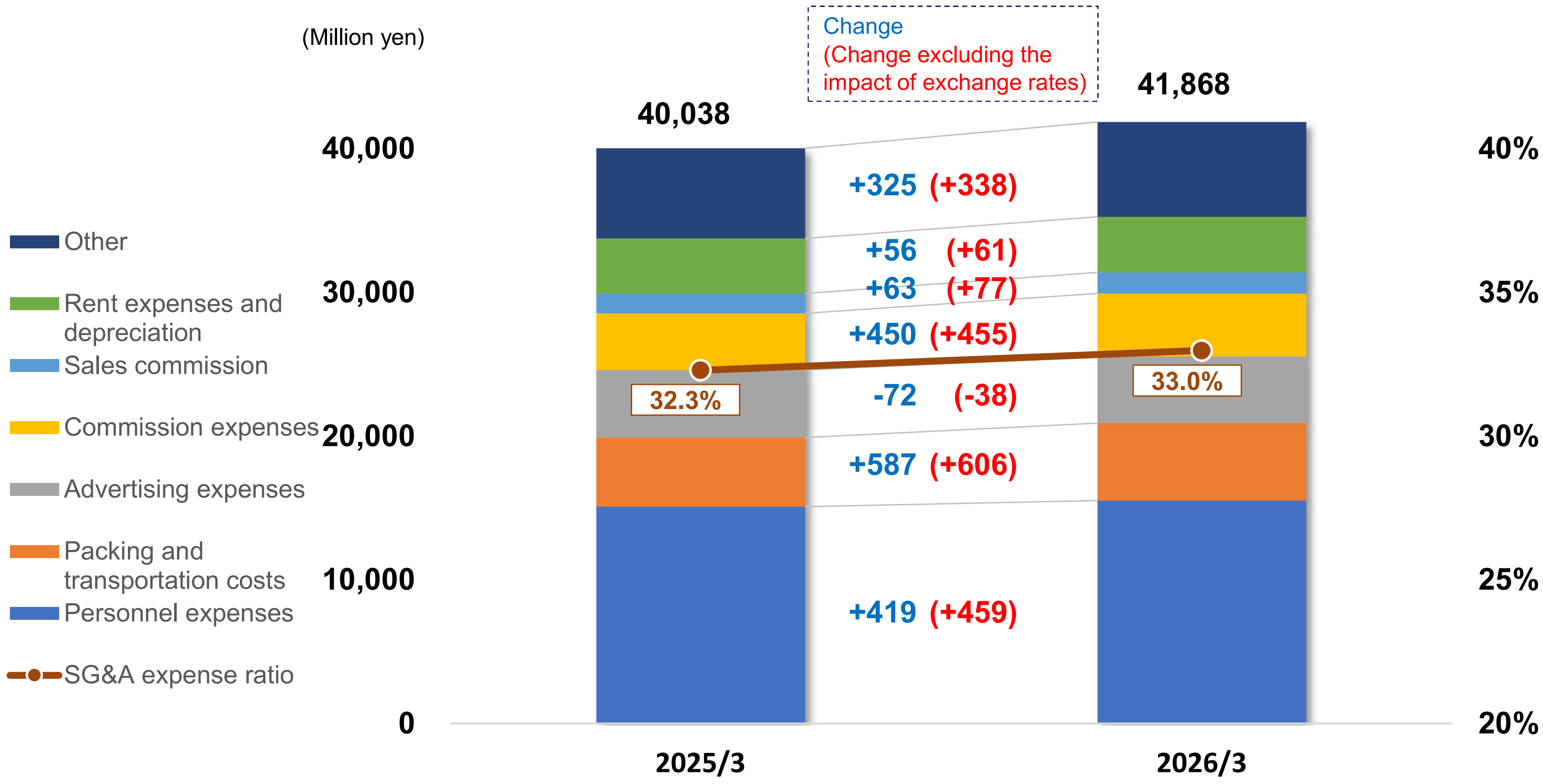
(Million yen)

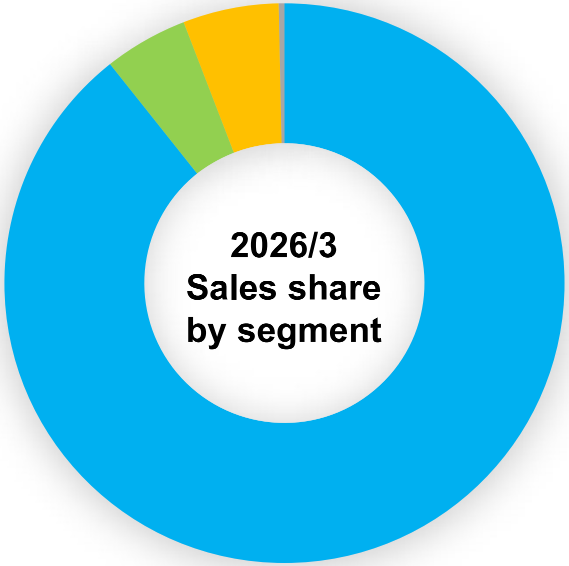


Breakdown of Selling, General and Administrative Expenses



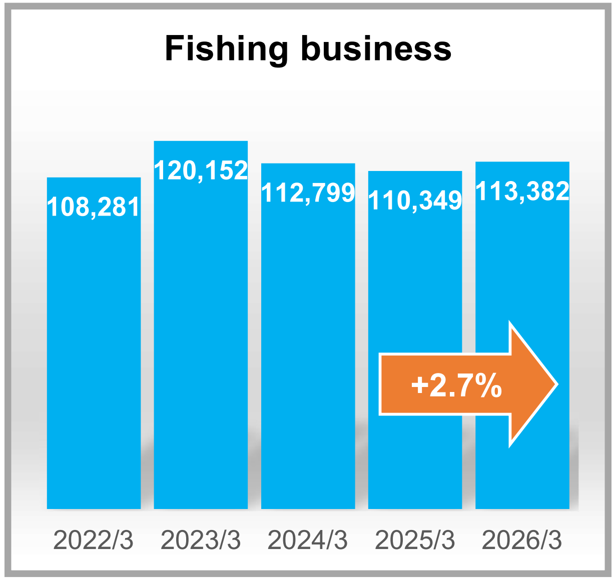
- Selling, general and administrative (SG&A) expenses increased, following a hike in personnel expenses after pay increases, rises in packing and transportation costs, and an increase in expenses related to information systems, etc.
- Market conditions in regions around the world were rallying moderately despite the rising prices of goods and energy. Accordingly, the Group is managing expenses in a balanced manner by uncompromisingly streamlining expenses that should be controlled while investing in areas that warrant investment.

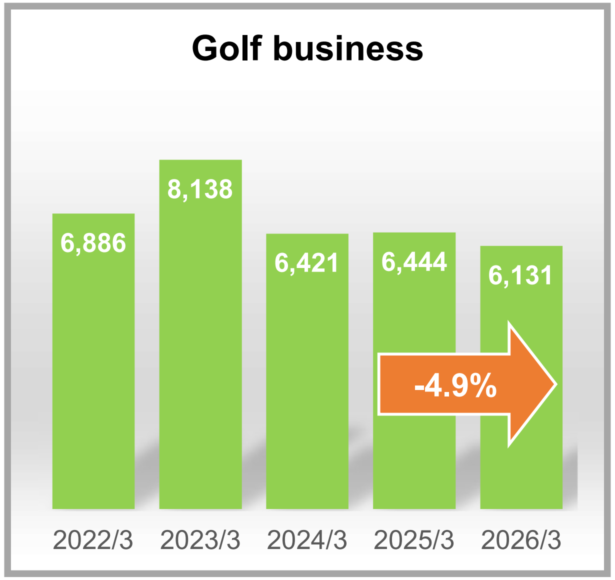
Status of Net Sales by Business

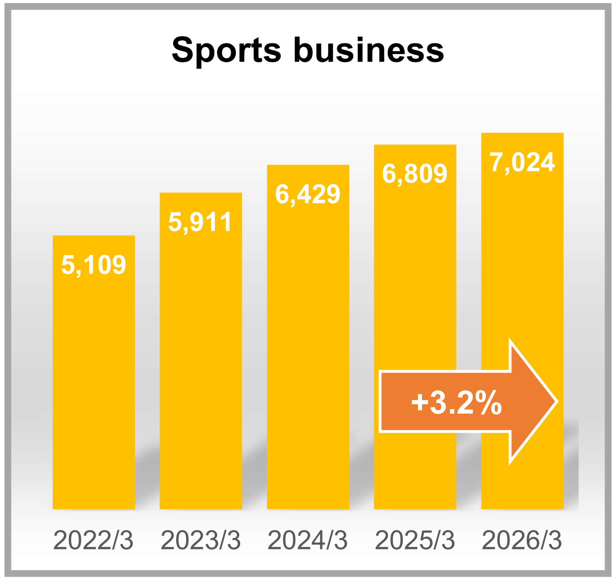


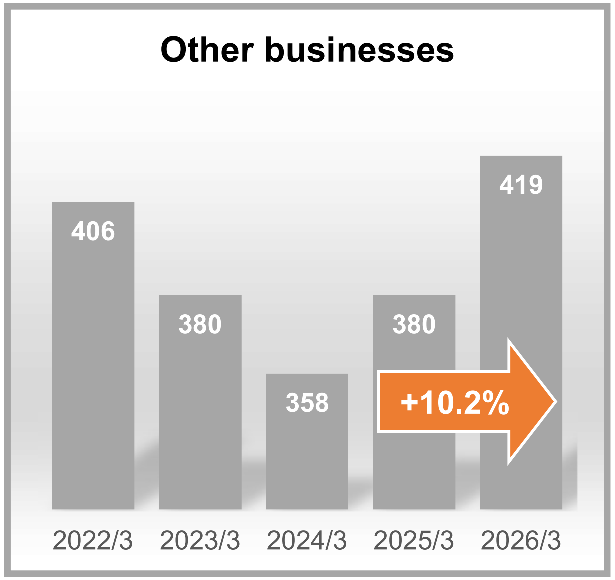
- Fishing business … 89.3%
- Golf business … 4.8%
- Sports business … 5.6%
- Other businesses … 0.3%

* Numbers are given in units of one million yen in the graphs.









[Market conditions]

In the fishing business, while the Japanese and Chinese markets experienced sluggish conditions, sales increased due to a moderate recovery in other markets. In the golf business, domestic market conditions remained challenging due to inflation and price increases, and overseas markets also stagnated, leading to a decrease in sales. In the sports business, sales increased, supported by continued robust market conditions and growing inbound tourism demand.

Trend in Net Sales Composition by Reportable Segment

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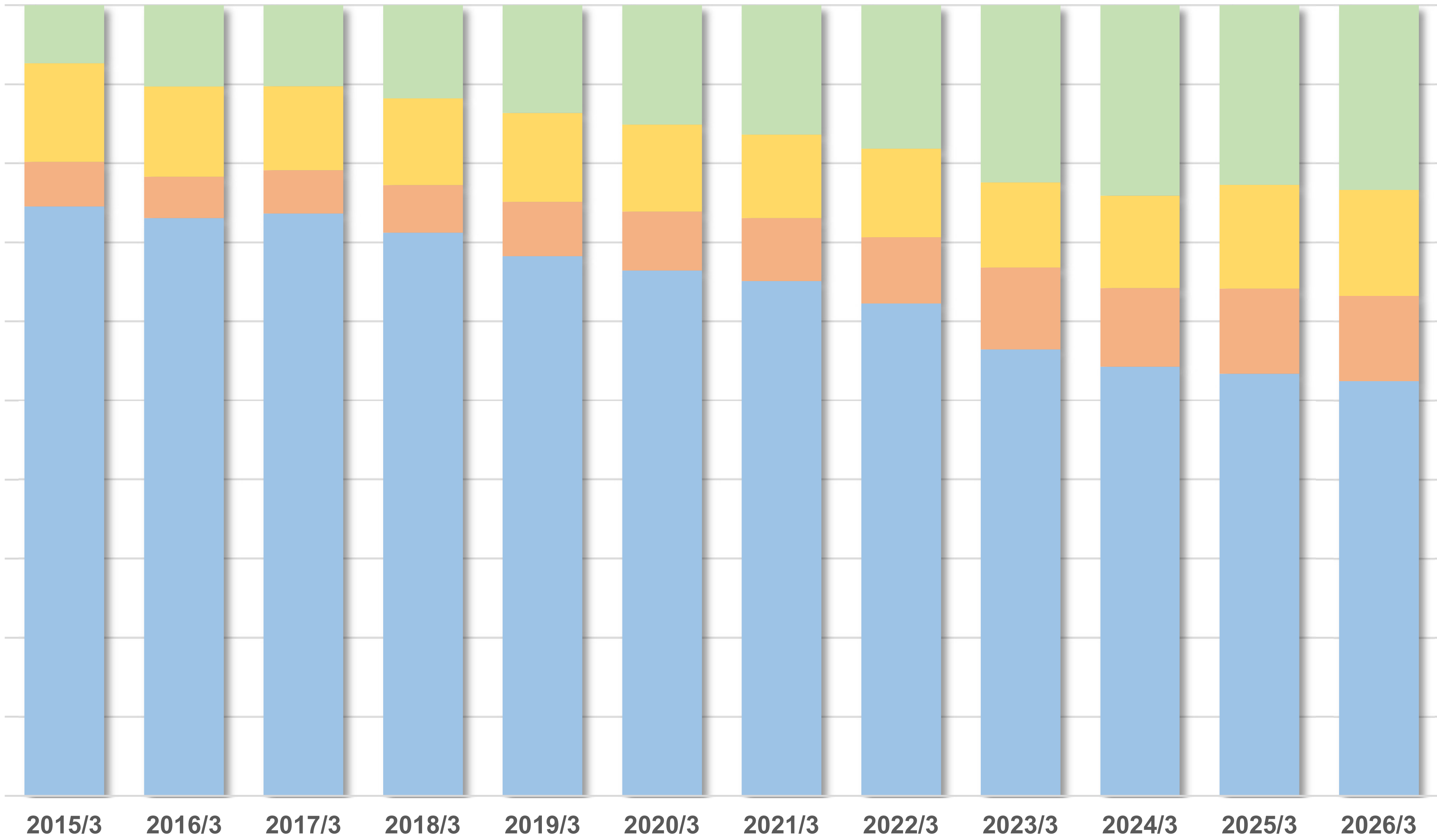

(Unit: %)

Japan	74.5	73.1	73.6	71.2	68.3	66.4	65.1	62.3	56.5	54.3	53.4	52.5
Americas	5.6	5.2	5.5	6.0	6.9	7.5	8.0	8.4	10.4	9.9	10.8	10.8
Europe	12.5	11.4	10.7	11.0	11.2	11.0	10.5	11.2	10.7	11.7	13.1	13.4
Asia & Oceania	7.4	10.3	10.2	11.8	13.6	15.1	16.4	18.1	22.4	24.1	22.7	23.3

Status of Net Sales and Profit by Reportable Segment (i)

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Japan

[Net sales] 66,596 million yen +0.6%

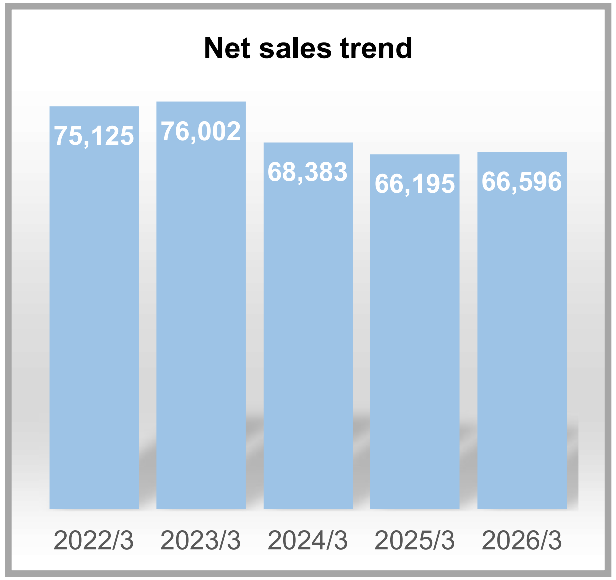
In Japan, rising prices of energy and goods produce adverse impacts on disposable household income. The outdoor, sports and leisure equipment market remains lackluster.

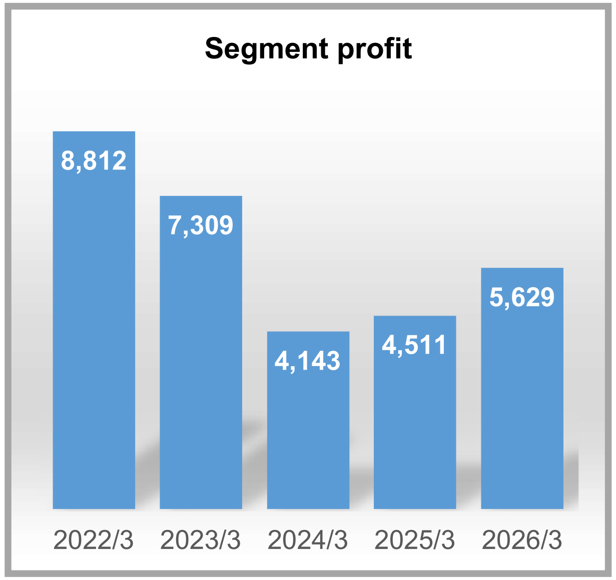
In view of these conditions, we launched new products and offered services to meet customer needs, including the SALTIGA and CERTATE series of spinning reels and the STEEZ bass rods in the fishing business, as well as the ONOFF LADY series and ONOFF KURO series of golf goods in the golf business. Despite these efforts, net sales were 66,596 million yen, up 0.6% year on year.

[Operating profit] 5,629 million yen +24.8%

Operating profit reached 5,629 million yen, up 24.8% year on year, mainly reflecting a decline in the cost of sales ratio.

* Numbers are given in units of one million yen in the graphs.





Status of Net Sales and Profit by Reportable Segment (ii)

Americas

[Net sales] 13,707 million yen +2.9%

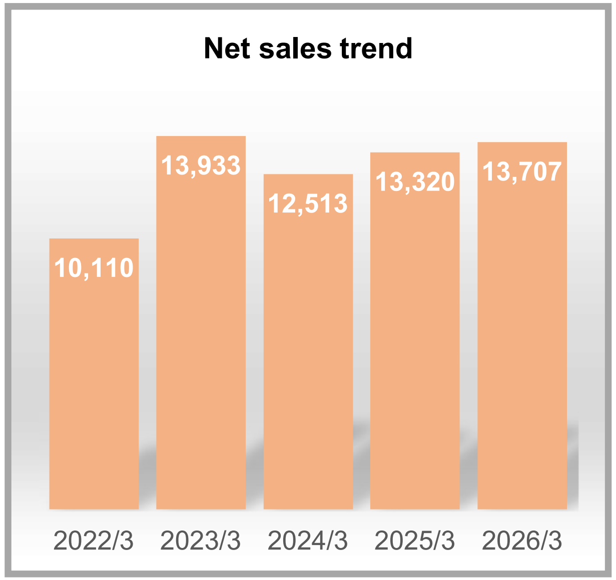
In the Americas, the market outlook is uncertain, partly due to the impact of the tariff policies. However, it is currently on a moderate recovery trend.

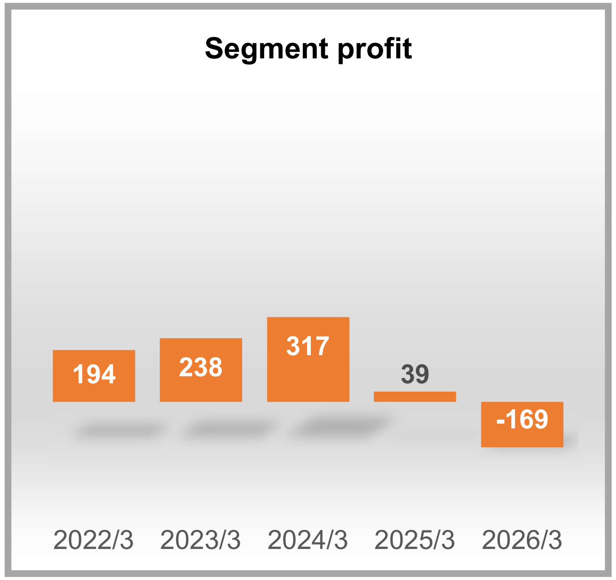
For the US market, we worked to expand sales mainly in bass fishing gear, such as the TATULA series, as well as sea fishing goods. As a result, net sales reached 13,707 million yen, up 2.9% year on year.

[Operating profit] -169 million yen ---

Operating profit was -169 million yen, compared to an operating profit of 39 million yen in the previous fiscal year, reflecting an increase in tariff costs and selling, general and administrative expenses.

* Numbers are given in units of one million yen in the graphs.





Status of Net Sales and Profit by Reportable Segment (iii)

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Europe

[Net sales] 17,000 million yen +4.4%

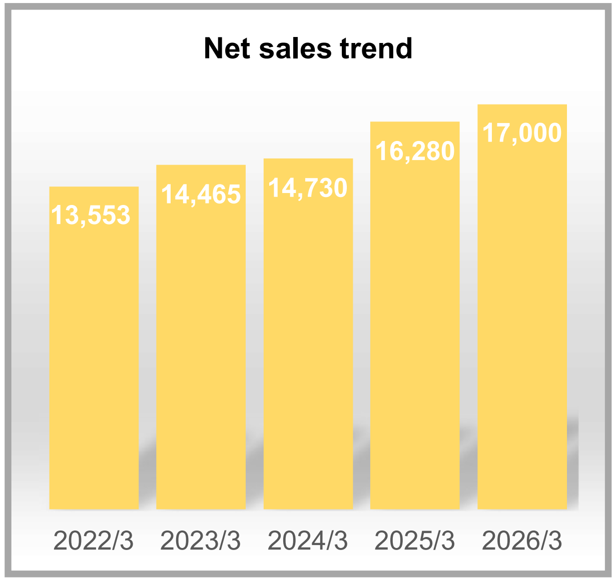
In Europe, the market showed signs of a gradual recovery.

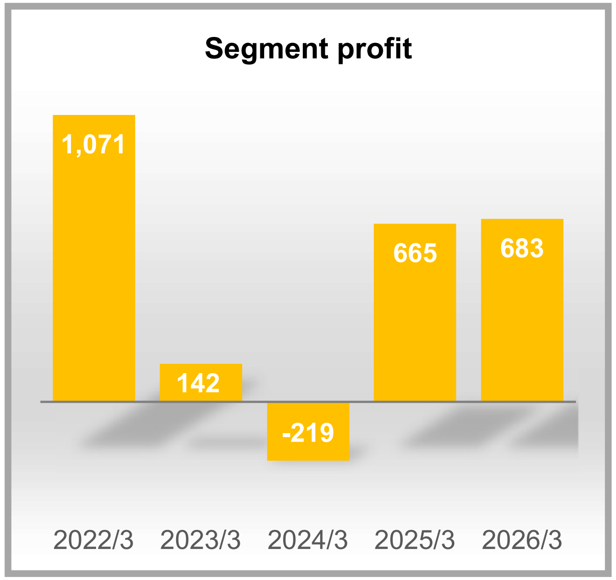
Amid this situation, we continued to launch new products designed to meet demand in different regions, etc. As a result, net sales reached 17,000 million yen, up 4.4% year on year.

[Operating profit] 683 million yen +2.7%

Operating profit stood at 683 million yen, up 2.7% year on year, mainly because of an increase in gross profit following the increase in sales.

* Numbers are given in units of one million yen in the graphs.





Status of Net Sales and Profit by Reportable Segment (iv)

Asia & Oceania

[Net sales] 29,651 million yen +5.2%

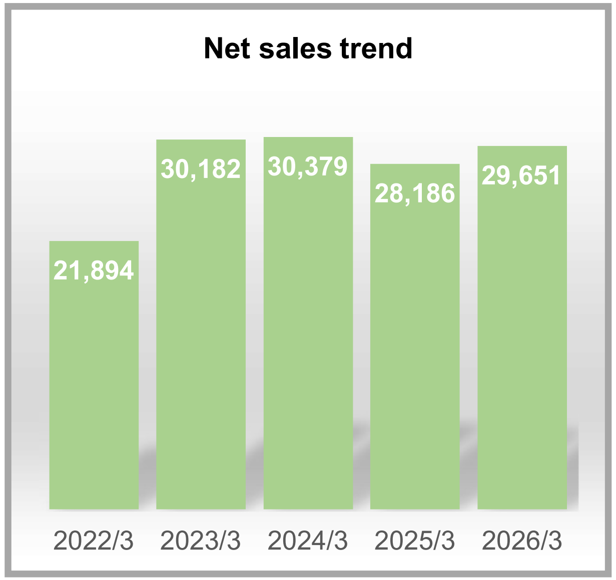
In the Asia & Oceania region, while social and economic conditions vary by country, the market in Greater China, mainly including China, was lackluster while the market in Southeast Asia was on a path to a recovery.

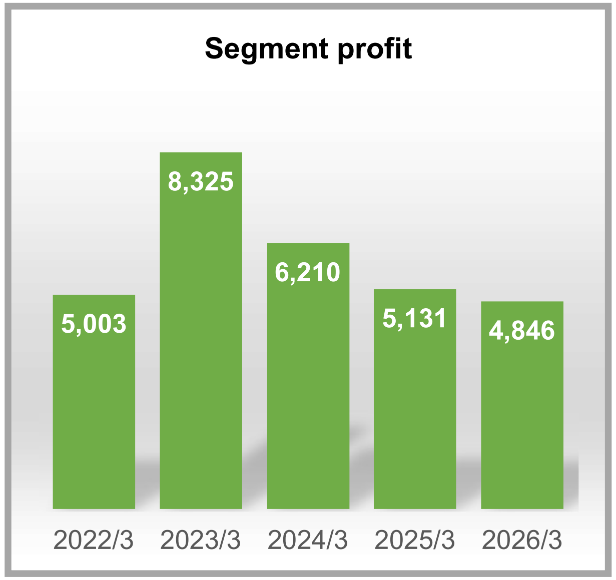
Despite this, we sought to expand sales with a focus on upmarket, made-in-Japan goods and local exclusive goods. As a result, net sales grew to 29,651 million yen, up 5.2% year on year.

[Operating profit] 4,846 million yen -5.6%

Operating profit was 4,846 million yen, down 5.6% year on year, despite a certain amount of profit being achieved by our distributors with an increase in sales. This was mainly due to the impact of transfer pricing adjustments by our manufacturers.

* Numbers are given in units of one million yen in the graphs.





Status of Balance Sheets

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Balance Sheets

(Million yen)

	End of Mar. 2025	End of Mar. 2026	Change	%
Total assets	113,957	119,631	5,673	5.0%
Current assets	73,233	78,086	4,852	6.6%
Cash and deposits	12,299	13,025	725	5.9%
Inventories	42,208	44,204	1,995	4.7%
Non-current assets	40,723	41,545	821	2.0%
Total liabilities	52,689	54,702	2,012	3.8%
Current liabilities	29,118	32,136	3,017	10.4%
Short-term borrowings	13,174	15,173	1,999	15.2%
Non-current liabilities	23,570	22,565	-1,005	-4.3%
Long-term borrowings	14,609	13,353	-1,256	-8.6%
Net assets	61,268	64,929	3,661	6.0%
Equity ratio	*53.5%*	*54.1%*	0.6 point	—

Inventories Trend

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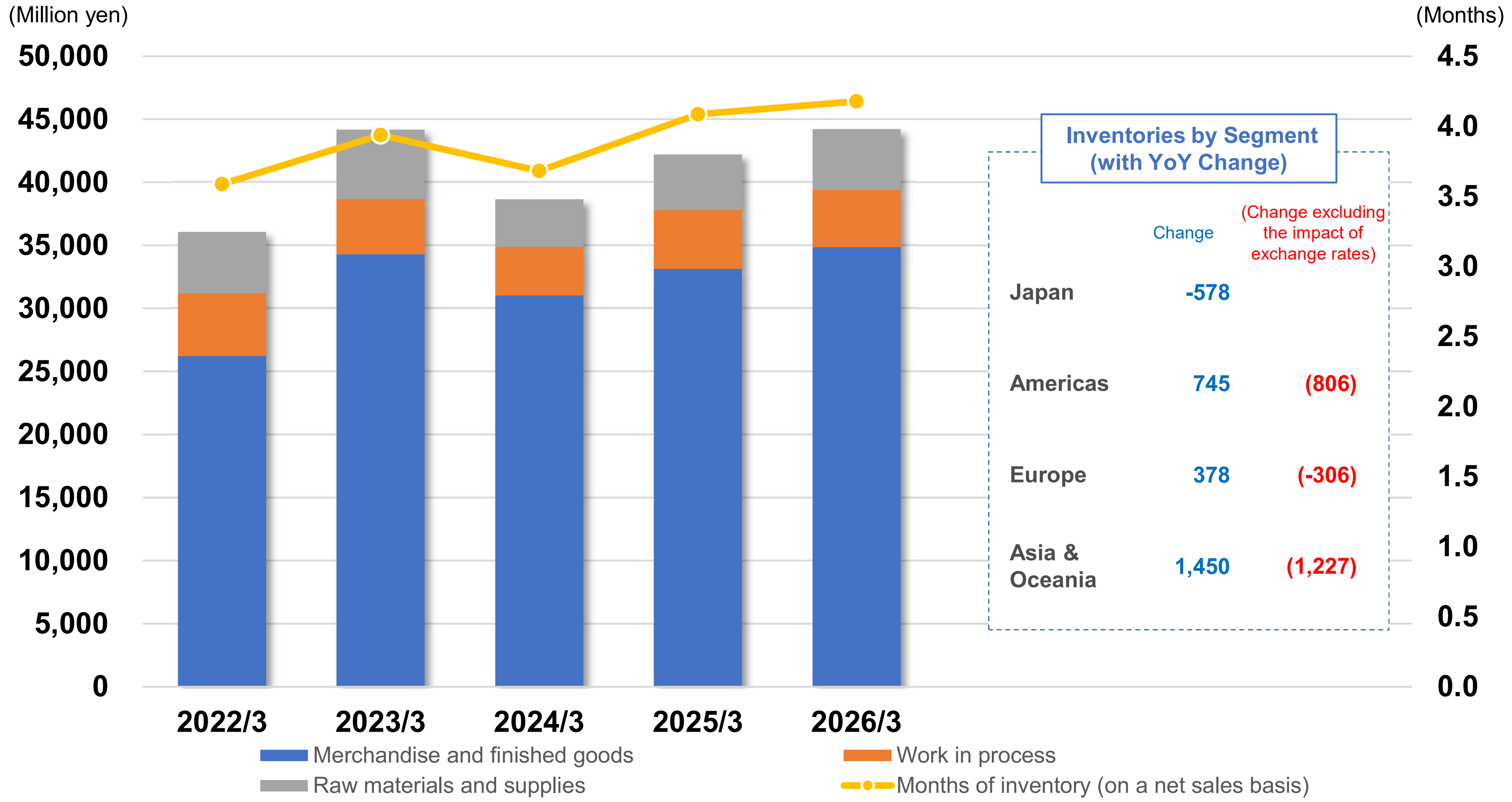

- The Group's stock level increased in the Americas and Asia, in addition to the effects of exchange rates.
- In the Americas, inventories increased due to the impact of tariffs and an increase in orders received from major accounts.
- In Asia, inventories at the end of the period increased at some of our manufacturers as a result of the increase of production to meet strong demand.
  As for our distributors, inventories in China increased due to front-loaded procurement for the next fiscal year.
- In other regions, inventories remained appropriate.

Status of Cash Flows

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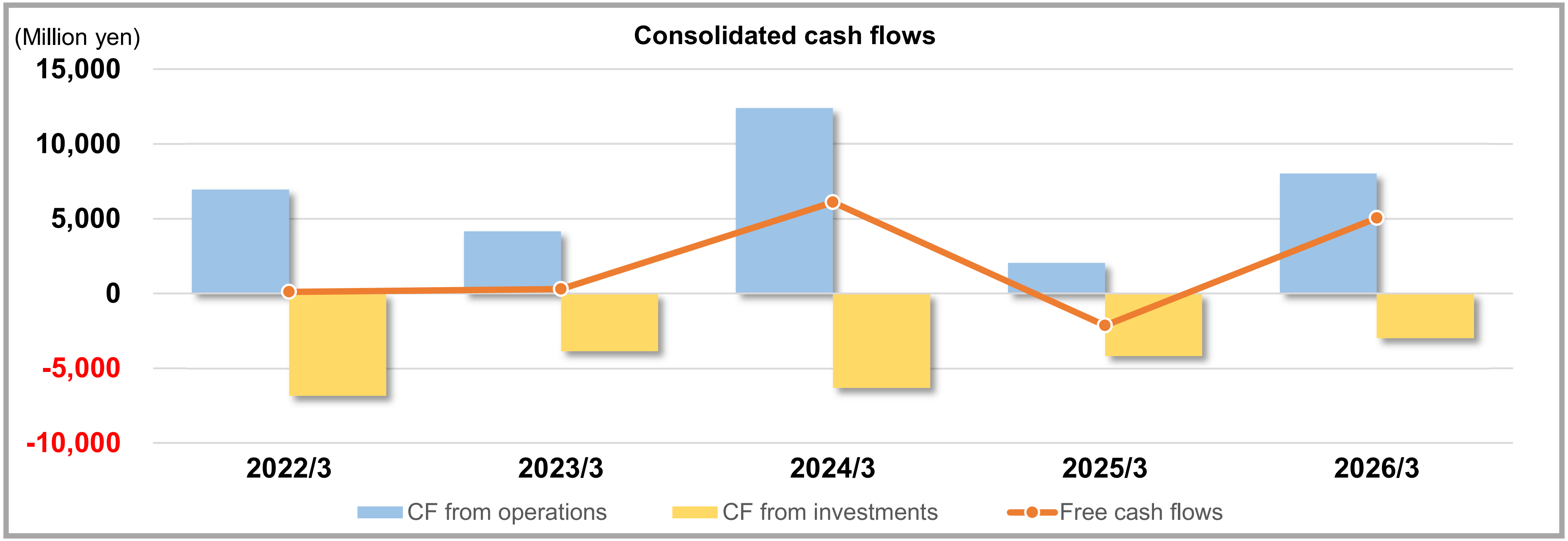
■ Status of Cash Flows

(Million yen)

	2025/3	2026/3	Change	%
CF from operations	2,042	8,033	5,991	293.3%
CF from investments	-4,186	-2,992	1,194	–
CF from financing	1,011	-4,617	-5,629	–
Cash and cash equivalents at end of period	11,470	11,850	379	3.3%
Free cash flows (FCF)	-2,143	5,041	7,185	–



Forecast for the Fiscal Year Ending March 31, 2027

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(Million yen)

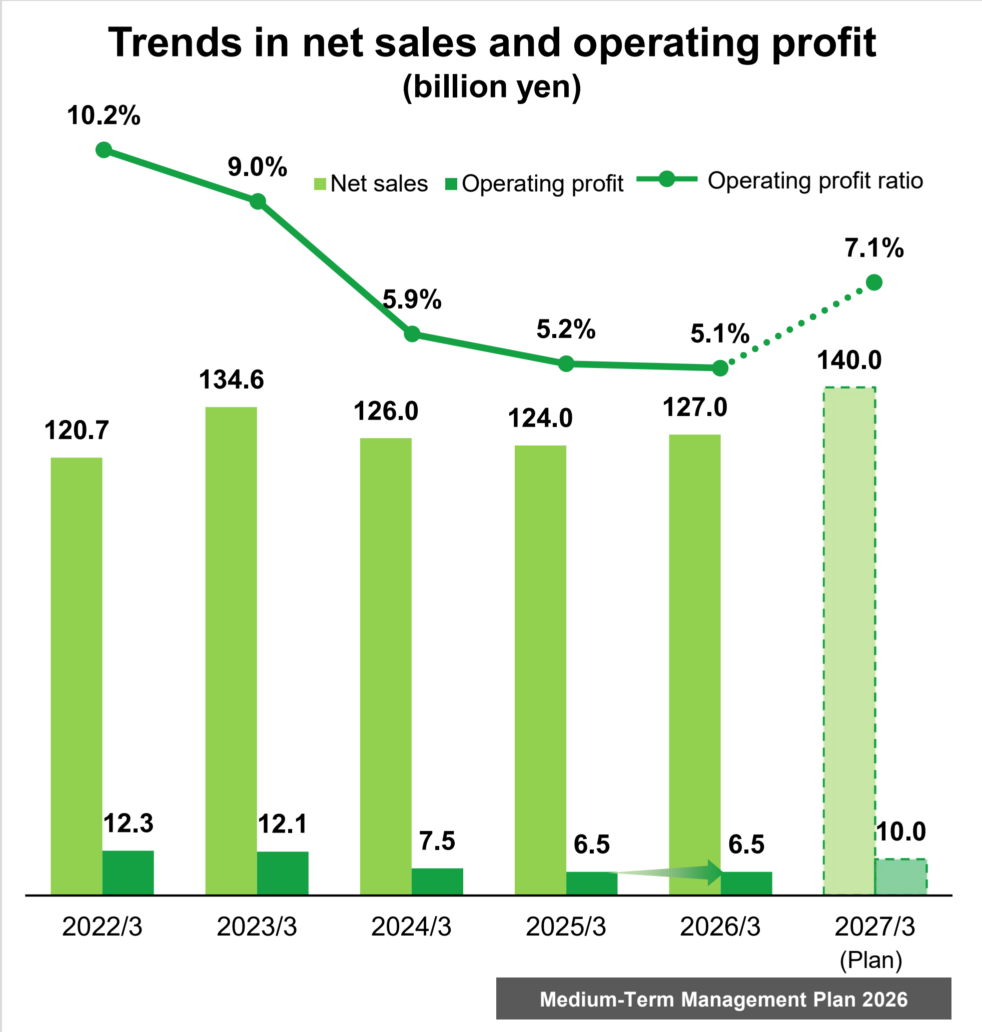
	2026/3 (Actual)	2027/3 (Forecast)	Change	%
Net sales	126,956	134,000	7,043	5.5%
Operating profit	6,501	7,000	498	7.7%
Operating profit ratio	5.1%	5.2%	+0.1 point	—
Ordinary profit	7,184	6,400	-784	-10.9%
Ordinary profit ratio	5.7%	4.8%	-0.9 point	—
Profit attributable to owners of parent	5,409	5,500	90	1.7%
Profit ratio (%)	4.3%	4.1%	-0.2 point	—

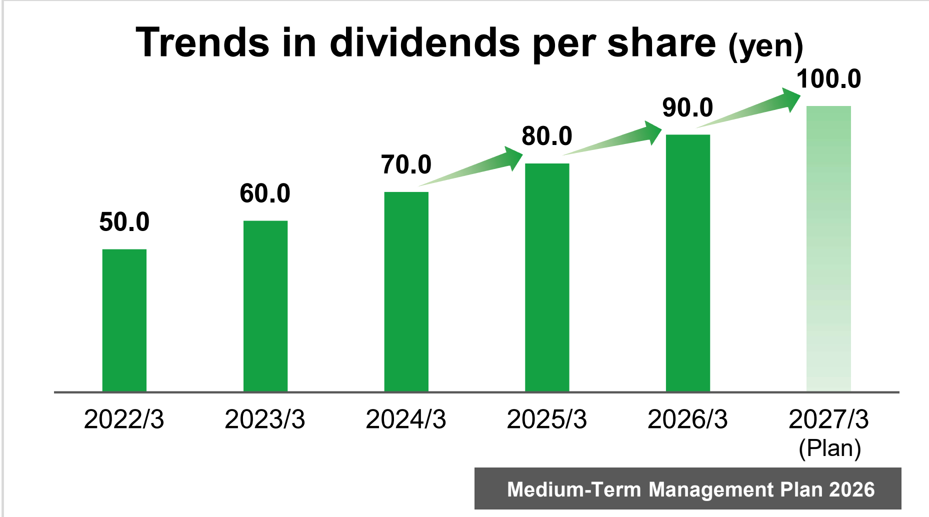
- Although it is expected that Japanese and overseas economies will rally moderately, the outlook remains uncertain due to factors including the soaring prices of raw materials and energy, increasing geopolitical risks, trends in U.S. trade policies, and the stagnation of the Chinese economy.
- The market environment in the outdoor, sports, and leisure industry in which the Group operates is recovering steadily at present, despite the impact of consumers' growing budget consciousness, which is a result mainly of the rising prices of goods and high interest rates.
- The full-year forecast is shown above. The Group plans to achieve the above figures by providing attractive products and services while anticipating a moderate market recovery.

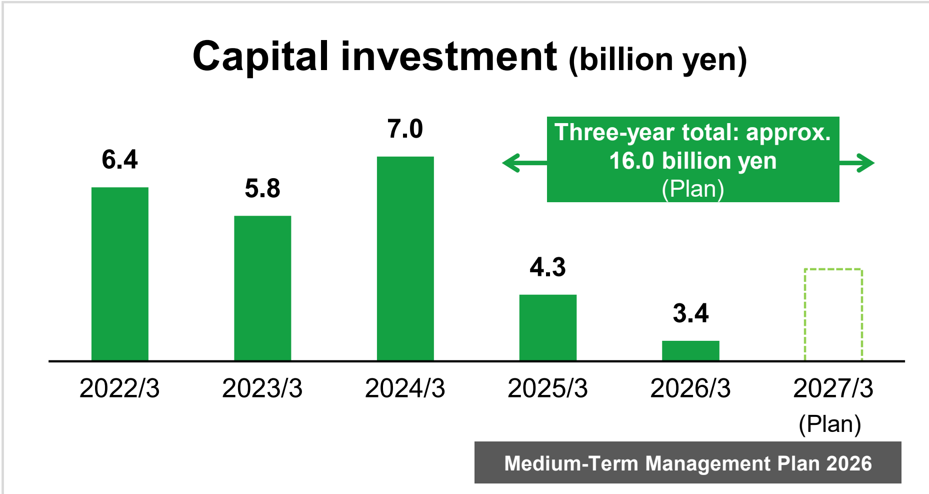
About Medium-Term Management Plan 2030

Review of the Medium-Term Management Plan 2026 (1/2)

In FY2026/3, net sales increased, and there were signs that the market had bottomed out. Profit was maintained despite the impact of rising prices of goods and other events. Steady dividend increases were made to return profits to shareholders. Capital investments were made in a highly selective manner.







Review of the Medium-Term Management Plan 2026 (2/2)

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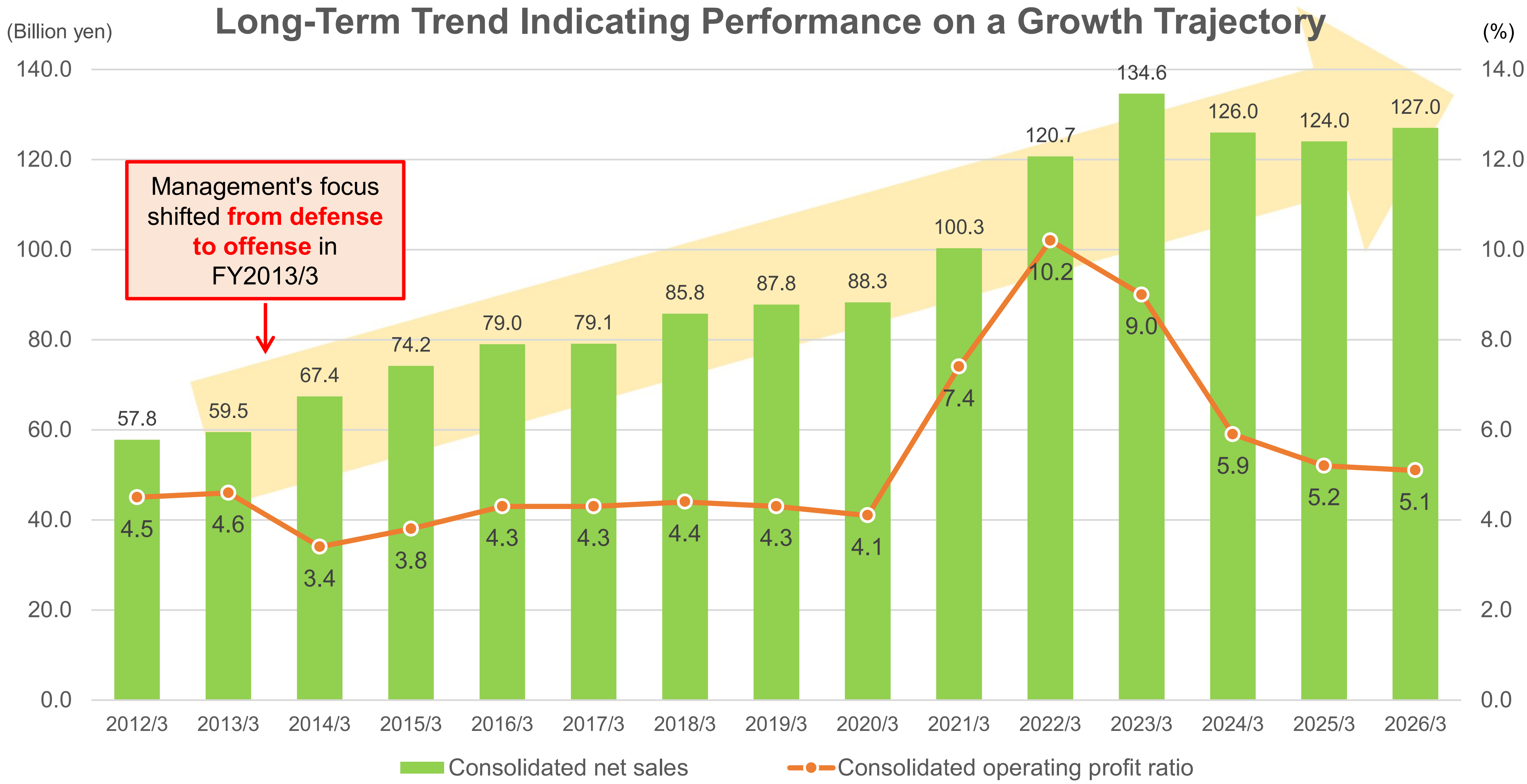
**From a long-term perspective, net sales have been growing steadily since FY2013/3, which was when we began to strengthen the overseas business.
In the future we need to increase the profit ratio.**



Background to Revision of the Medium-Term Management Plan 2026

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- **In FY2026/3, the revised target was achieved although it fell short of the initially announced forecast value because the market was more sluggish than assumed when formulating Medium-Term Management Plan 2026 (FY2025/3 to FY2027/3).**
- **It is expected that, in FY2027/3, the results will fall short of our targets but we will return to the growth path.**
- **We revised the plan to reflect the market environment and our initiatives for the MIRAI Field Project.**

External environment	Outdoor, sports and leisure equipment market	- The post-COVID-19 changes in demand and excessive market inventory have been resolved. - Consumers are increasingly budget conscious due to the rising prices of goods, high interest rates, and other factors, resulting in sluggish growth of consumer spending on outdoor, sport, and leisure activities, but their willingness to participate in these activities have remained solid.
External environment	Management with awareness of cost of capital and stock prices	- Current PBR remains below 1.0. - We have reconfirmed the need to change its management mindset, including by further improving profitability, to achieve management with an awareness of the cost of capital and the stock prices.
Internal environment	The MIRAI Field Project	- We plan to construct new buildings on land immediately east of our head office facilities. - We plan for construction costs and related expenses to be 15.0 billion yen, with 6.5 billion yen of this allocated to the acquisition of new production equipment, the renovation of existing buildings, etc. - We have examined and revised our allocation of cash.

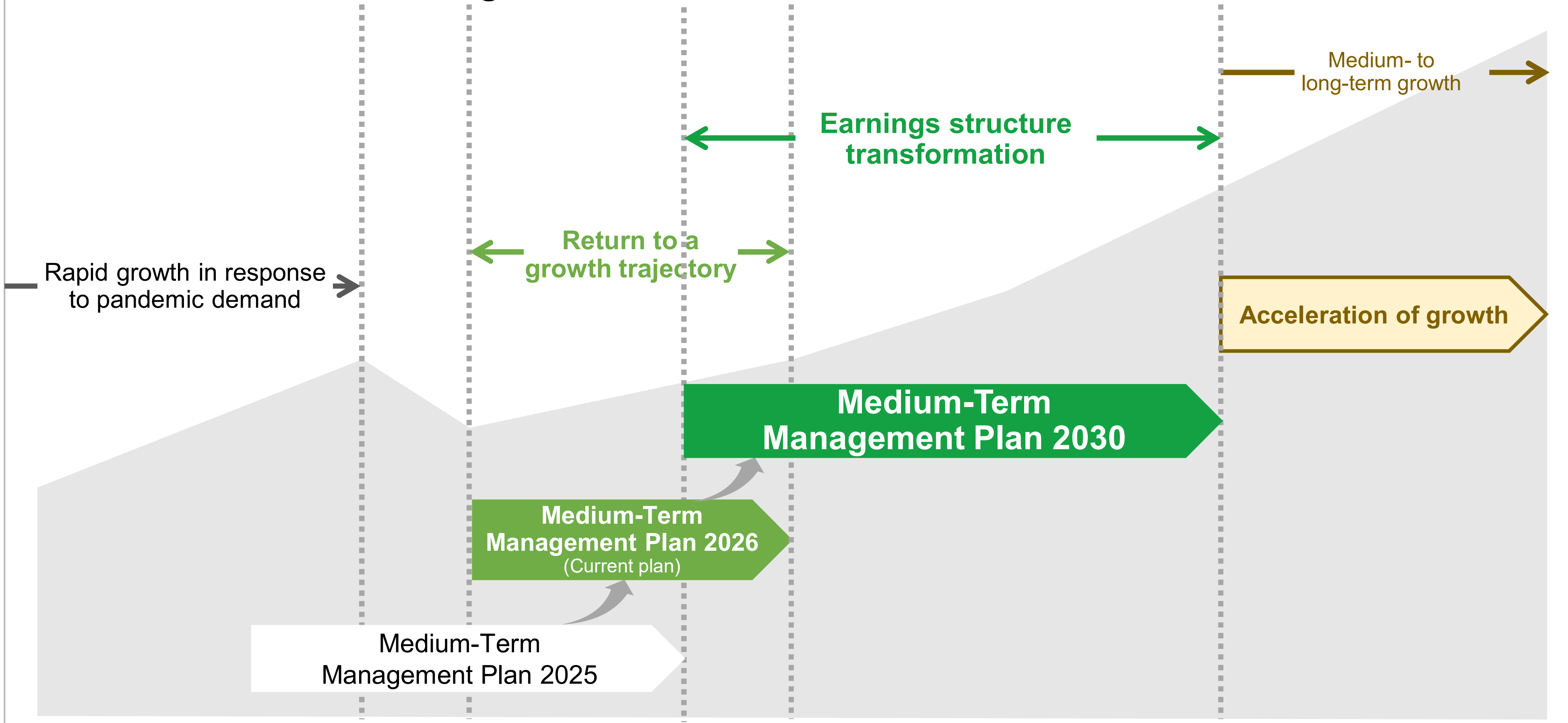
▼

The Medium-Term Management Plan 2030 formulated in light of changes in the environment

Positioning of the Medium-Term Management Plan 2030

We will improve the foundation of our business and return to a growth trajectory. We have formulated the Medium-Term Management Plan to transform our earnings structure. We will establish a lean management structure over the five years from FY2027/3 to FY2031/3.

Relationship between Medium-Term Management Plan 2026 and New Medium-Term Management Plan 2030



Numerical Targets of Medium-Term Management Plan 2030

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**We will work to grow sales and transform our earnings structure.
With regard to shareholder returns, we will increase dividends stably and continuously and enhance the total payout ratio to maintain it at 50% for the overall period.**

■ Forecast for the current year and numerical targets for FY2031/3 (million yen)

	FY2026/3 results	FY2027/3 forecasts	FY2031/3 plans	CAGR (compound annual growth rate)
Net sales	126,956	134,000	160,000	4.7%
Operating profit	6,501	7,000	16,000	19.7%
Operating profit ratio	*5.1%*	*5.2%*	*10.0%*	-
Ordinary profit	7,184	6,400	15,500	16.6 %
Ordinary profit ratio	*5.7%*	*4.8%*	*9.7%*	-
Profit attributable to owners of parent	5,409	5,500	12,000	17.3 %
Profit ratio	*4.3%*	*4.1%*	*7.5%*	-
Total payout ratio	87.4%	Maintaining at 50% for the overall period		
Dividends per share	90	100	Stable and continuous dividend increases	

Corporate Philosophy

SLOGAN

Feel the earth.

Feel it, live with it.

VISION

A Lifetime Sports Company

Sports to enrich your life.

PROMISE

5 Key Promises

Make it Wow!	Feel the nature of life, provide life's new and exciting "Wow!" to the world.
Open Our Minds	Transformation of positive richness will be created by thinking freely and valuing diversity.
Be Innovative	Design the unknown with technologies, ideas and sensibilities without limit.
Be Earth-Friendly	Care for the earth, connect people around world, protect the rich nature, and bring them to our future.
Play Fair	Always be fair to diversity, contribute to the people and society.

Medium-Term Management Plan 2030 Basic Policy

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We will implement priority strategies based on our basic management policy with the goal of transforming our earnings structure and link our strategies to sustainable growth.

[Basic management policy]
(three types of evolution)

Evolution into a company that provides impressive experiences
Expanding the domains where we create added value, where we provide value to customers, and where we provide impressive experiences that make them say "Wow!"

Evolution into a global company originating from Japan
Expanding areas where we create added value and provide value to our customers using the technologies and products we have cultivated in Japan

Evolution to establish a sustainable business foundation
Developing a business foundation that meets the needs of the times through business innovation through DX, initiatives to achieve the SDGs, and other measures

[Key policies]

- **Business strategy**
- **Financial strategy & capital policy**
- **Strengthening our business foundations**

Priority Strategies under the Medium-Term Management Plan 2030

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We will improve profitability to achieve continued growth and sustainably enhance our corporate value.

Key strategies	Outline
Business strategy	• For sales and marketing in the fishing business, we will implement a four-block strategy that divides the global market into four segments and provide products and services tailored to each region, as part of our effort to **transform our earnings structure** from our position in Japan. • Through the MIRAI Field Project, we will build a production site that will contribute to sustainable growth for years into the future as a mother plant for **transforming our productivity and technological capabilities**. • In the golf/sports business, we will bolster our brand strength, displaying our unique worldview, in an effort to **increase our earning power.** We will also accelerate our initiatives in pickleball, which is expected to expand.
Financial strategy & capital policy	• Achieve an **ROE of 12% or higher** by FY2031/3, exceeding the cost of capital. • We will stably and continuously increase dividends to **maintain a total payout ratio at 50%** for the five years. • Engage in dialogues with the market to **reduce the cost of capital**.
Strengthening our business foundations	• We will invest aggressively in human resources based on our human resource policy, stepping up our efforts to promote the active participation of our human resources, and develop human resources who will continue to pursue the possibilities of "Wow!" with the goal of **enhancing our corporate value**. • Recognizing that sustainability issues, including issues related to the global environment, are an important management issues, we will contribute to the creation of a sustainable society in which people live in harmony with the earth and strive to advance and develop a lifetime sports culture. • We will support our sustainable growth for years in the future by implementing a digital transformation to **improve productivity and create new value**.

Key Management Indicators for the Medium-Term Management Plan 2030

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We have established three key management indicators to enhance shareholder value. By improving ROE and enhancing shareholder returns, we aim to continuously achieve a PBR of at least 1.0x.

Key management indicators

Capital profitability	Market evaluation	Shareholder returns
ROE	**PBR**	**Total payout ratio**
12% or higher by FY2031/3	Continuously **1.0x or higher**	Maintaining at **50%** for the overall period Stable and continuous dividend increases

Business strategy

Fishing Business_BRAND MARK, SLOGAN, and PROMISE

To solidify our position as the number one fishing brand in the world, we will seek to further promote the DAIWA brand and lead the world in the future.

BRAND MARK

SLOGAN

Feel Alive.

最高の瞬間を感じる。

PROMISE

Technology and Quality

Design New Lifestyle

Live with Nature

Fishing Business_Our Unique Initiatives and the Group's Synergy

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In addition to enhancing our unique, differentiated initiatives, we will demonstrate the strengths that we possess within the Group, thus building a business foundation with overwhelming advantages and aiming to cultivate demand.

Our unique, differentiated initiatives

D.Y.F.C (The Daiwa Young Fishing Club)	A fishing club for children that operates by valuing dialogues with nature. Established in 1976, it will mark its 50th anniversary this year.
DAIWA PIER 39	An apparel collection with a combination of designs for fully enjoying urban lives and ideas for enjoying fishing
DAIWA SAFETY	Activities leading to safety and peace of mind on the waterfront

Demonstrating the Group's synergy

Casting (World sports Co., Ltd.)	A nationwide chain of fishing gear shops, operating under the corporate philosophy: Beyond the Smiles Connected by Fishing.
SLP WORKS (SPORTLIFEPLANETS, Inc.)	The official brand of optional parts for DAIWA products It also offers a range of customization services.
LOGISPO (LOGISPO Inc.)	A comprehensive solution company in the fishing industry, with the largest transaction volume of any joint fishing gear distribution center

Aim to build a business foundation with overwhelming advantages and cultivate demand

D.Y.F.C 50 DAIWA YOUNG FISHING CLUB

DAIWA PIER 39

キャスティング

LOGISPO

DAIWA SAFETY
水辺の安全・安心に繋がる活動

SLP WORKS

Fishing Business Market Review

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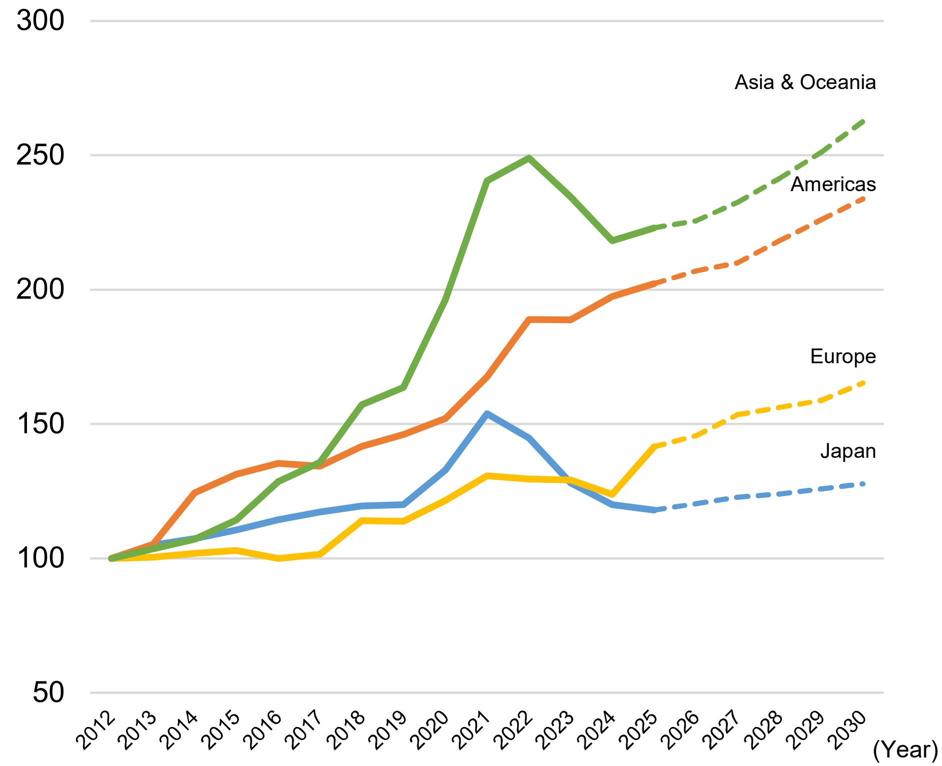
The global fishing market bottomed out and has been recovering moderately, despite conditions varying in individual areas. We will monitor the future impact of geopolitical risks and trends in goods prices, interest rates, etc.

Trend in Fishing Market Conditions by Region



*For each of the regions, the stats are indexed on the assumption that the market size in FY2012 is 100.(source: GLOBERIDE)

Market Conditions by Block

Japan

- Uncertainty about the future of the economy and rising goods prices have resulted in consumers becoming more budget conscious. However, demand, especially for high-end products, will remain firm.
- Market inventory levels have stabilized. The market appears to have bottomed out, and a moderate recovery is expected.

Americas

- The tariff policies have resulted in price revisions and other responses by companies in the fishing market.
- While consumer spending is slow, mainly due to rising goods prices and interest rates, the economy as a whole will remain strong and market conditions are expected to remain stable.

Europe

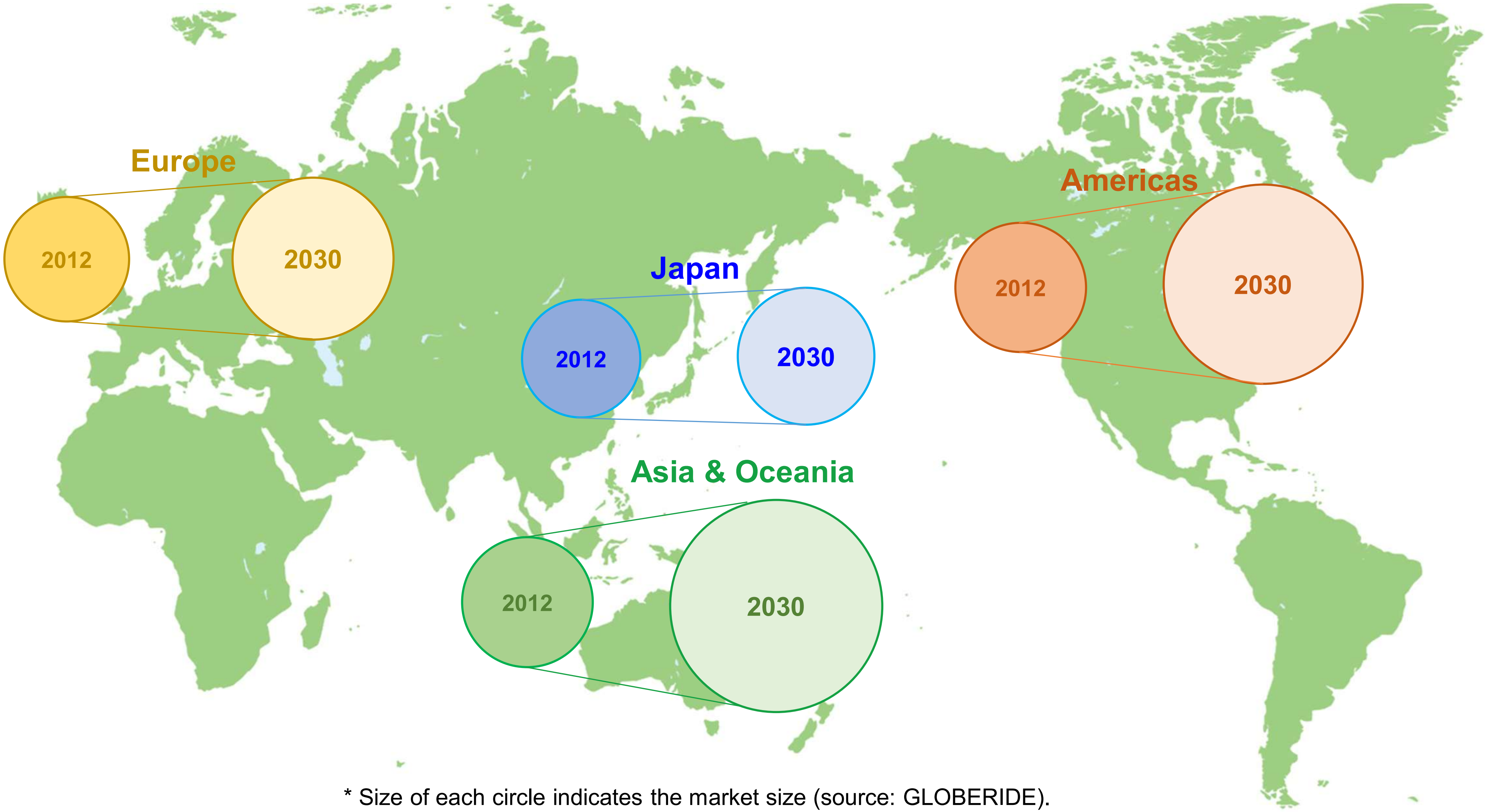
- Consumer spending is slow due to geopolitical risks and the uncertainty of future goods prices, interest rates, and other factors, but the market as a whole has been steady.
- The fishing market has remained steady, and a moderate recovery trend is expected.

Asia & Oceania

- In Asia, Greater China is affected by the sluggish economy, but other Asian countries have been recovering.
- The economy in the Oceania market has been slow due to the impact of rising goods prices and natural disasters, but the fishing market has remained strong, partly reflecting an increase in the number of new consumers beginning to fish.

Fishing Business Four Blocks for Global Sales

In developing our global sales structure, we divided the world into four blocks.



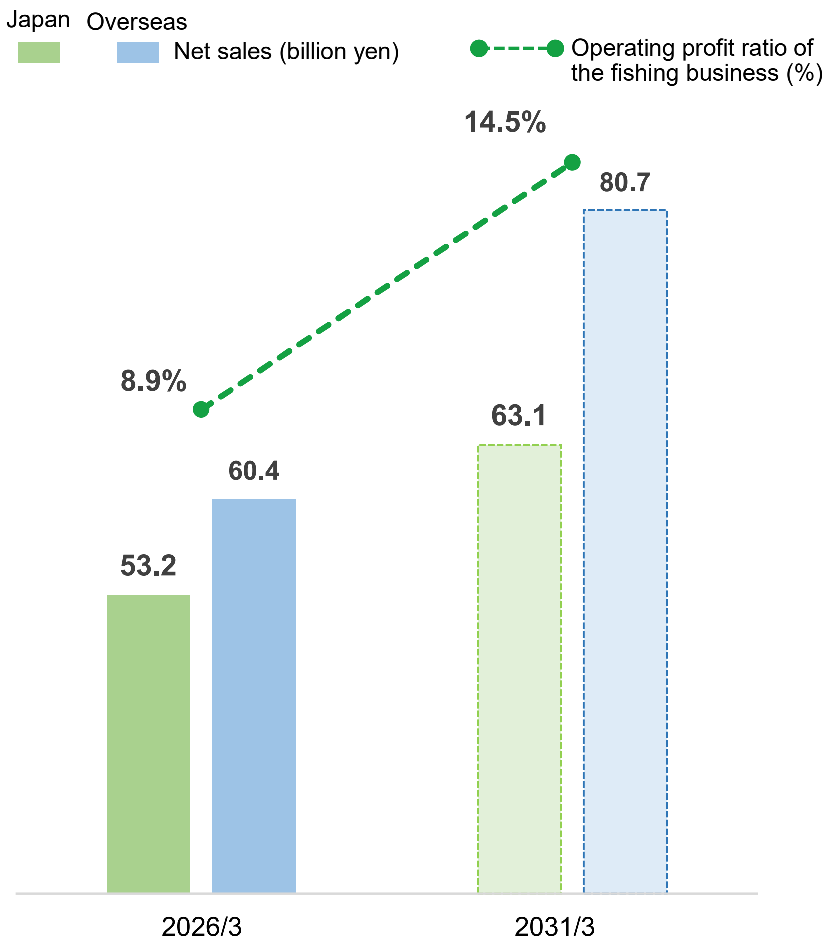
* Size of each circle indicates the market size (source: GLOBERIDE).

Fishing Business_Sales Strategy — Global 4 Block Strategy —

GLOBERIDE
A Lifetime Sports Company

Under this strategy, we will divide the world into four blocks and implement strategies according to the characteristics of each region. We will work to grow net sales and improve profit margins.

Net sales and operating profit margin targets



Global 4 block strategy

Japan

- We will steadily increase sales and improve profitability by providing market-dominant products and services.
- We will work to stimulate demand by creating opportunities for fishing lovers to experience products and communicate the joy of being one with nature through D.Y.F.C. activities.

Americas

- In addition to our mainstay bass fishing supplies, we will also roll out sea fishing equipment and other products, as we work to expand our share of core products and strengthen our sales base.
- We will also implement channel-specific strategies focused on expanding specialized store transactions.

Europe

- Increase our presence in the traditional fishing market.
- Work to expand sales in priority areas such as Eastern Europe.

Asia & Oceania

- In addition to supplying Japan-made products, mainly in China and South Korea, we will also aim to expand our market share by introducing specialized products suitable for local fishing.
- Work to create a sports fishing culture and develop and nurture channels in Southeast Asia.

GLOBERIDE
A Lifetime Sports Company

We will open up a new "Wow!" based on completely new information obtained from reels connected with smartphones (DAIWA CONNECTED).

* At present, this product is only available in Japan.

Providing not only the fun of fishing but also the time before and after fishing

- **Excitement felt before going fishing**
- **Enjoying days spent fishing to the full**
- **Improving skills after fishing by having lots of fun discussing the data obtained with your fishing pals**
- **Feeling more excited than every by checking data to prepare for the next fishing opportunity**

Competing over log data

Visualizing angler's behaviors by displaying quantitative data

Aggregating angler's data

The reel's evolution through updates

Fishing Business_Product Strategy
— Evolution of Our Carbon Technologies —

GLOBERIDE
A Lifetime Sports Company

We have been developing one-of-a-kind products by widening the range of carbon technologies as our core competence.

Evolution of our carbon technologies

1970s -

- **Fishing rod materials and designs** — High elasticity — Light weight — Hybrid materials —*Power and sensitivity — Smooth bending —*One-piece molding —
- **Golf carbon technologies** — Shaft — Hitting area — Head — Light weight and high strength —*Torsional and bending control —

Application of fundamental technologies

2000s - Application of fishing gear parts — Light-weight, high-sensitivity guides and handles — Greater rigidity —

2010s - Industrial pipes, lightweight umbrellas, rods for intraspinal fixation devices —

Fishing rod

* A design concept featuring a triad of carbon technologies developed in pursuit of light weight and high sensitivity

Golf shaft

* Smooth, comfortable bending feel and reduced left/right wobbling of the ball

Fishing Business_Product Strategy — Application of Carbon Technologies (Medical-Engineering Collaboration) —

GLOBERIDE
A Lifetime Sports Company

We will enhance the value of our carbon technologies as our core competence to contribute to business expansion.

Evolution of our carbon technologies

1970s -

Fishing rod materials and designs — High elasticity — Light weight — Hybrid materials — Power and sensitivity — Smooth bending — One-piece molding —

Golf carbon technologies — Shaft — Hitting area — Head — Light weight and high strength — Torsional and bending control —

Application of fundamental technologies

2000s - Application of fishing gear parts — Light-weight, high-sensitivity guides and handles — Greater rigidity —

2010s - **Industrial pipes, lightweight umbrellas,*rods for intraspinal fixation devices —**

We contribute to people's health through medical care as a Lifetime Sports Company.

* **Participation in a medical-industrial collaborative project by three companies -- Development of a medical device for spinal canal stenosis --**

➡ Using carbon for medical devices to <u>solve issues involved in conventional metal medical devices</u>

- Easy to bend due to metal fatigue
- Likely to cause noise in CT and MRI

▶ Leveraging carbon's properties: radiolucency and resistance to fatigue

SPINE-TECH
[A start-up originating from the Jikei University School of Medicine]

TAKAI CORPORATION
[Special screw manufacturer]

GLOBERIDE
* We are in charge of developing the rod part.

Fishing Business_Location Strategy — MIRAI Field Project —

GLOBERIDE
A Lifetime Sports Company

We will build a new building, which is planned to begin operating in 2029, on the land adjacent to our head office. Positioning it as our mother factory, we will achieve globally optimal production and strengthen measures to crease "Wow!" with R&D functions.

Overview of the plan to develop the new building

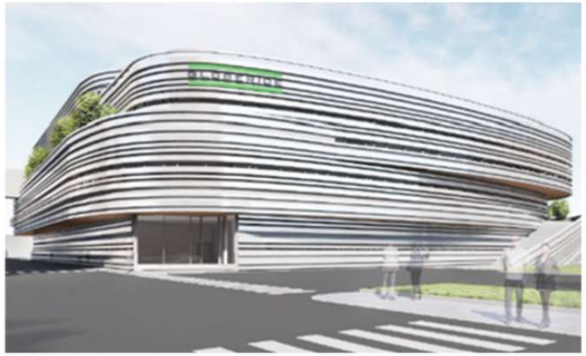
Location	Higashikurume-shi, Tokyo
Site area of the new building	Approx. 9,000 m^2 (plan)
Construction period	2026 - 2032 (plan)
Commencement of operation	2029 (plan)

[New building]

- **We aim to build a facility that is friendly to the global environment, the local community, our employees, and other stakeholders.**
- **We will transfer the manufacturing function of the existing factory, aiming to realize highly productive, advanced, globally optimized Group production.**
- **We will enhance R&D function for new products and production engineering and expand the space for creating "Wow!"**
- **We will create new value by applying DAIWA TECHNOLOGY including carbon technologies.**

[Tank testing room]

- **With the tank testing room, we will pursue the highest level of product performance evaluation with conditions that are close to the actual fishing conditions and accelerate the scientific analysis of fishing.**

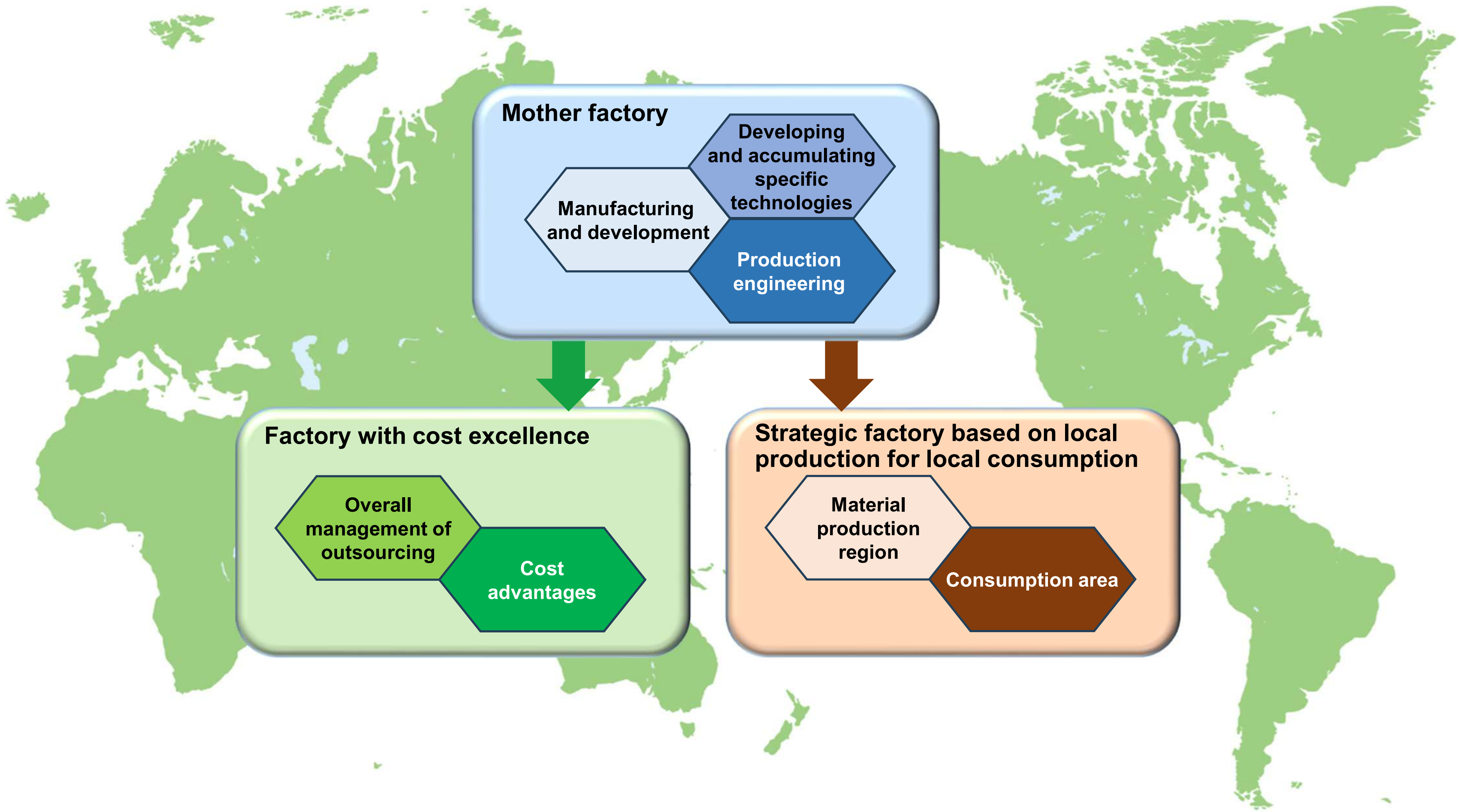


Rendering of the area around the main gate

Birds-eye view from southeast

Fishing Business_Location Strategy
— Global Production System —

We operate a global production system with our mother factory in Japan.



Fishing Business_Earnings Structure Innovation

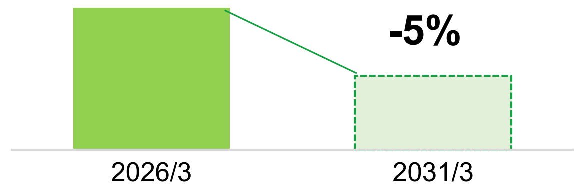
GLOBERIDE
A Lifetime Sports Company

We will take initiatives to optimize PSI management, SKU, pricing, costs, productivity, and other elements on a global scale, thus innovating the earnings structure of the overall fishing business.

- **Achieving total optimization of the fishing business by reforming the Group head office function**
- **Building a cycle of maximizing sales and profits by enhancing manufacturing capabilities and reducing costs**
- **Building an earnings management system**
- **Improving productivity by optimizing SKU and leveling production**

Cost improvement

[FY2031/3 targets]
(Compared to the FY2026/3 level)



Golf/Racquet Sports Business

GLOBERIDE
A Lifetime Sports Company

We will propose high-quality products and services and secure stable sales and profits by enhancing brand value, while maintaining our unique worldview.

Promoting sophisticated brands featuring unique worldviews, with a focus on three brands

ONOFF	Create Good Golf.
FOURTEEN	Creating the pleasure of playing golf
RODDIO	Providing creative premium golf components

Optimizing the promotion of each brand and developing products and services tailored to the Japanese market

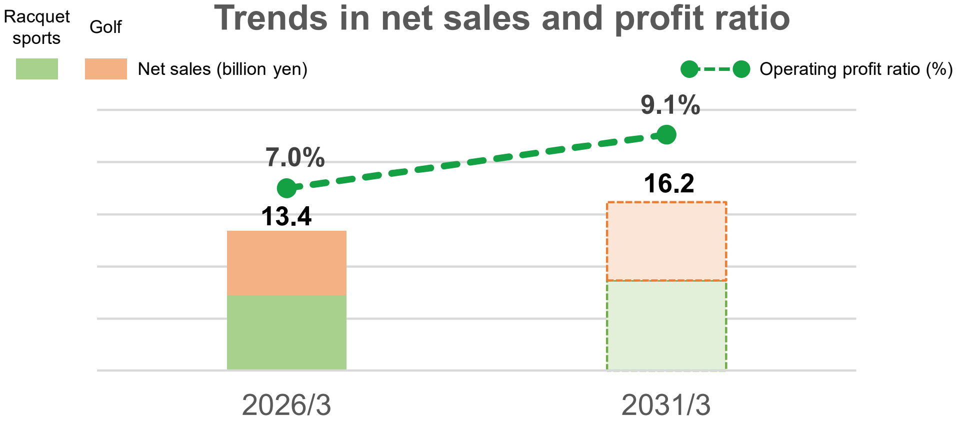
Prince	Proposing a new racquet sports lifestyle
DIADEM	Manufacturing for players developed by tour players
WINDSOR (WINDSOR RACKETSHOP)	A specialty shop offering racquet sports goods with a concept of providing high-quality tennis life

Improving brand value

[Main brands]

ONOFF golf matters
FOURTEEN The clubs for the Discerning Golfer.
RODDIO

Trends in net sales and profit ratio



[Main brands]

prince
DIADEM
WINDSOR RACKET SHOP

Racquet Sports Business_Initiatives on Pickleball

GLOBERIDE
A Lifetime Sports Company

In the rapidly growing pickleball market, we will strive to further expand the market and sales further with our DIADEM brand, which boasts the largest domestic market share, thus solidifying its position as the top brand.

Providing support on courts and expanding cooperation

DIADEM PICKLEBALL COMPLEX KOBE

Japan's largest indoor pickleball-only court

Support for development of players

DIADEM brand ambassador contract

- **Japan's first U.S. major league pickleball player**

Yuta Funemizu

Lineup of innovative products

Enhanced cooperation with DIADEM

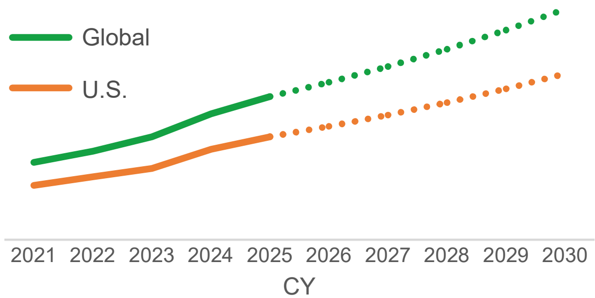
- **Official account of DIADEM Japan**

diademsportsjp ···
diademsportsjp

DIADEM（ダイアデム）の日本公式アカウントになります。
商品に関する投稿を行っております。是非フォローよろしくお願いいたします。
diademsports.jp

A market that is expected to grow globally

Pickleball market trend forecast



The global market will grow stably at an annual rate of 10% to 15%.

The U.S. market accounts for 70% of the global market.

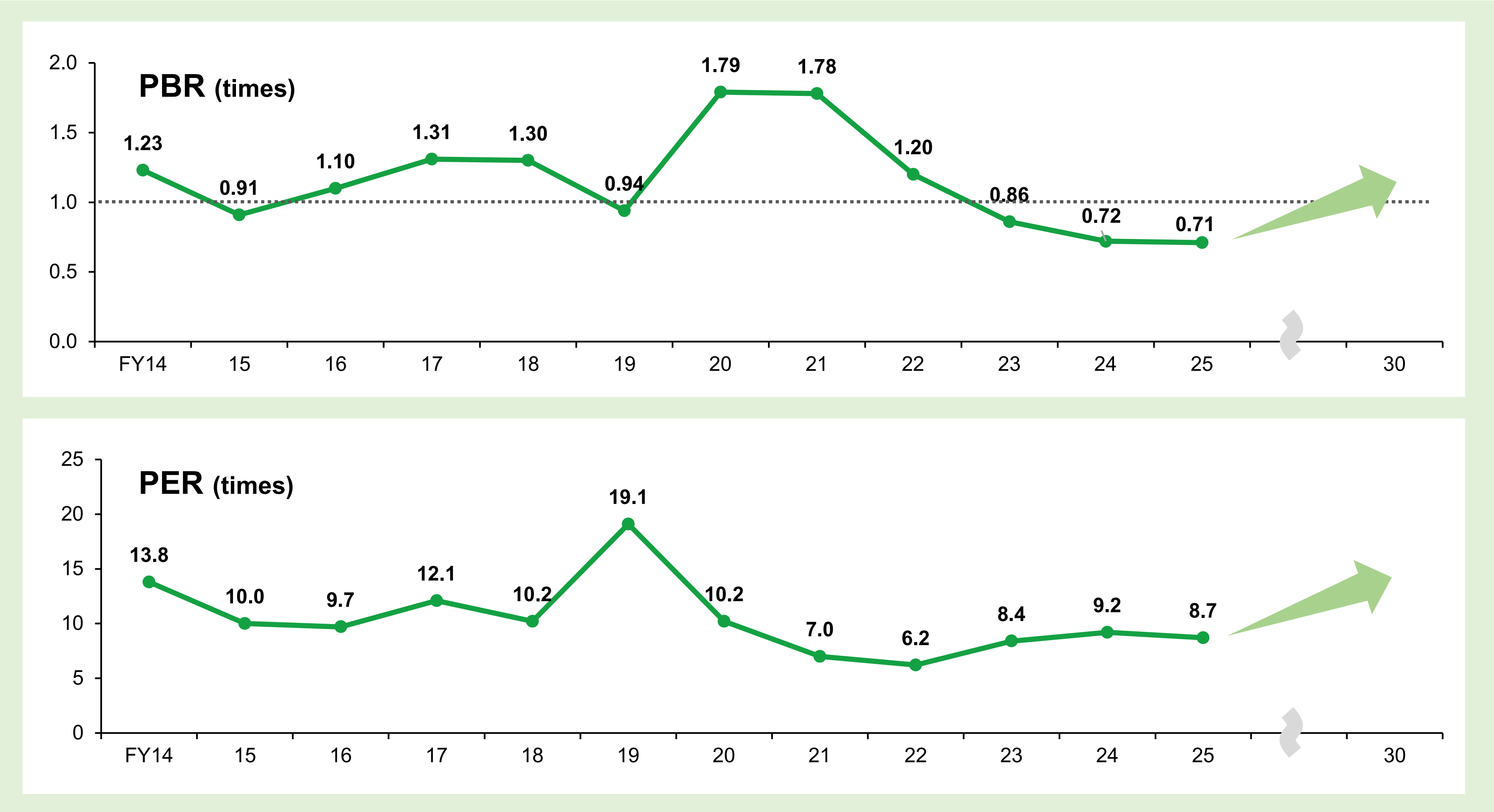
The Japanese market is growing rapidly at an annual rate of 50% to 80%.

Financial strategy & capital policy

(Achieving management with awareness of the cost of capital and share prices)

Market Evaluation: PBR / PER

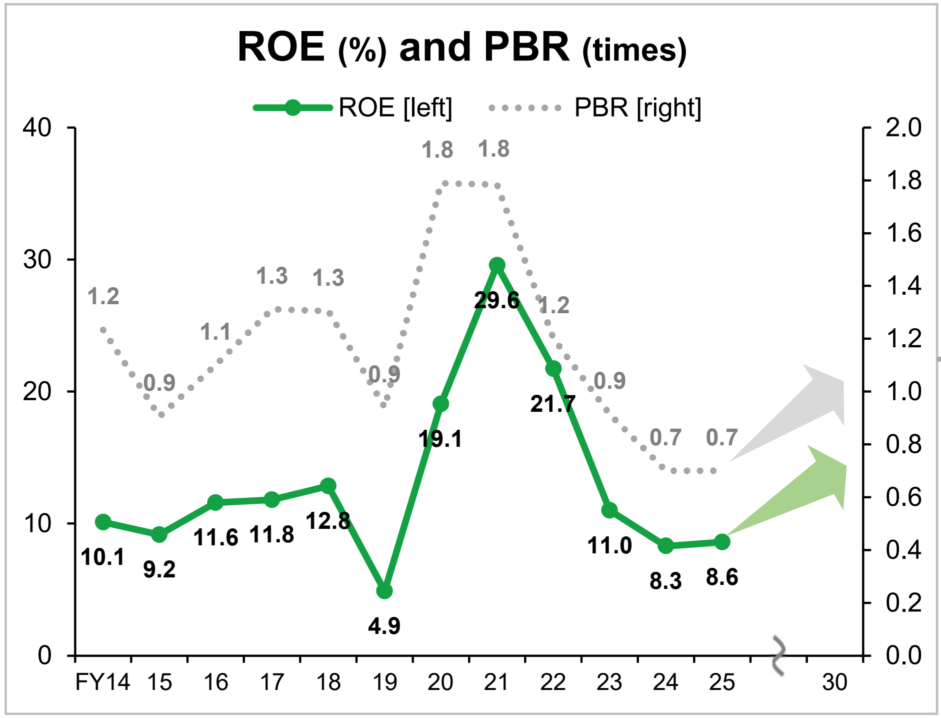
In FY2021/3, when the market grew due to the pandemic, PBR rose significantly. It is currently below 1.0x, and PER is also low.

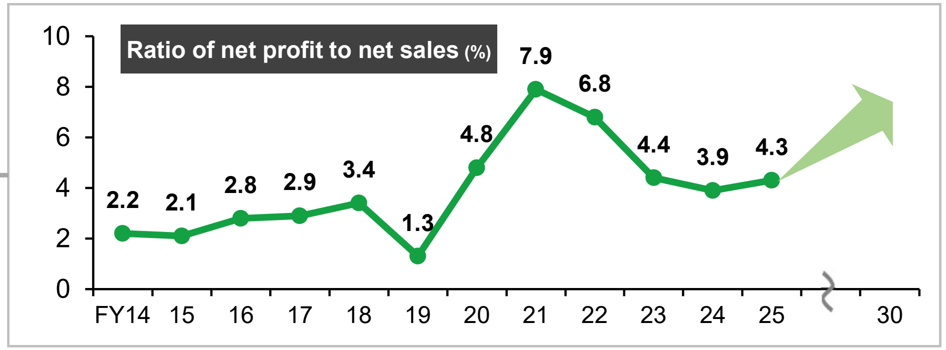


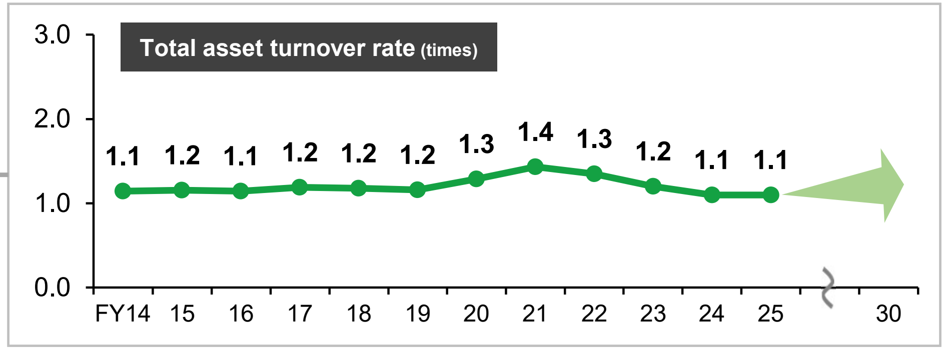
Capital Profitability: ROE

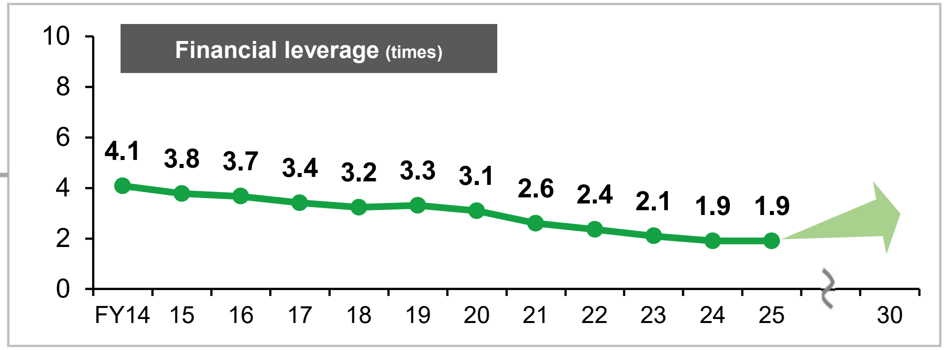
GLOBERIDE
A Lifetime Sports Company

ROE has declined due to lower profit ratio and lower financial leverage due to deteriorating market conditions in the outdoor, sports, and leisure equipment industry.









DuPont analysis of ROE

ROE = Net sales Profit ratio (%) $\left(\frac{\text{Profit}}{\text{Net sales}}\right)$ × Total asset turnover rate $\left(\frac{\text{Net sales}}{\text{Total assets}}\right)$ × Financial leverage $\left(\frac{\text{Total assets}}{\text{Equity ratio}}\right)$

Cost of Capital: Cost of Shareholders' Equity / WACC

GLOBERIDE
A Lifetime Sports Company

The cost of shareholders' equity under the CAPM standard is expected to be around 7.6–9.6%.

		Estimated cost of capital	Remarks
Cost of shareholder's equity	CAPM standard	ROE: 8.6% (2026/3) 7.6% 9.6%	• Risk-free rate: 10-year Japanese government bond interest, 2.37%*1 • Market risk premium: 6.0% • Beta: 1.04*2 sensitivity to TOPIX over the past 5 years • The cost of capital is regarded as being in the range of 8.6% ±1% of the cost of shareholders' equity calculated from the above.
	Market expectations		• PER at the end of March 2026: 8.7 times • PER＝1/(r–g). When the Company's growth rate (g) is taken into account, the market's perceived cost of capital (r) is higher than the CAPM standard.
WACC	CAPM standard	ROIC: 5.9% (2026/3) 5.5% 6.8%	• Cost of debt: average interest rate for the FY2026/3: 2.0% • Interest-bearing debt ratio: 35.2% • Cost of shareholders' equity: 7.6–9.6% of the above • Shareholders' equity ratio: 64.8%
	Market expectations		• Based on the above cost of shareholders' equity, WACC is also rising

*1 As of the end of March 2026. *2 Calculated from the end of March 2026, on a weekly basis.

Policy for Improving Corporate Value

GLOBERIDE
A Lifetime Sports Company

Achieve an ROE of 12% or more, meet market growth expectations, and reduce cost of capital to increase corporate value (achieve a PBR of 1.0x or more).

Improving ROE	Improving ROA	Improving profit ratio (Profitability)	• Increasing net sales • Improving productivity • Transforming profitability
		Improving asset efficiency (Efficiency)	• Improving total asset efficiency • Optimizing working capital
	Financial leverage	Optimizing equity (Composition of finances)	• Optimizing the balance between equity and liabilities • Driving measures to make efficient use of and optimize capital

×

Improving PER	Clarifying growth expectations	• Implementing the Medium-Term Management Plan • Increasing market share
	Reducing the cost of capital - Enhancing governance	• Strengthening IR activities • Promoting sustainability • Strengthening governance
	Strengthening shareholder returns	• Initiatives for total payout ratio

Improving PBR

Achieving ROE of 12% or More: Capital Policy (Shareholder Returns)

GLOBERIDE
A Lifetime Sports Company

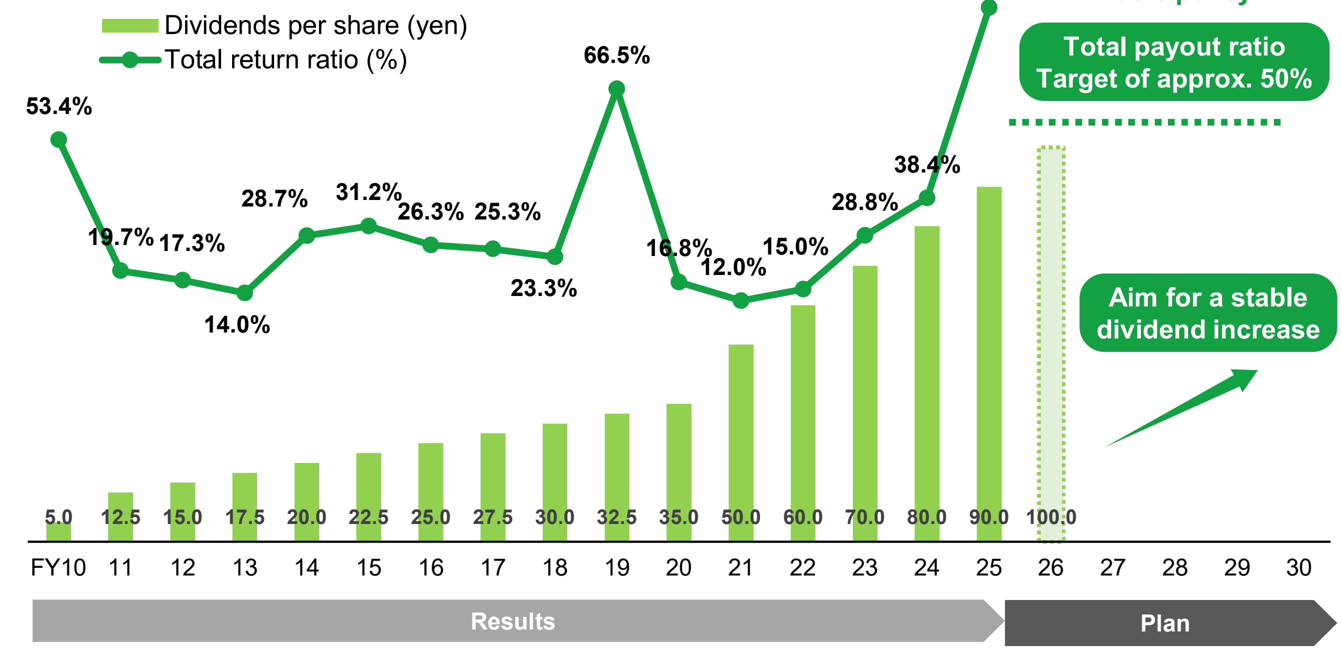
Basic policy regarding capital measures

We will balance investment in growth and shareholder returns by enhancing our cash generation ability through innovation of earnings structure.

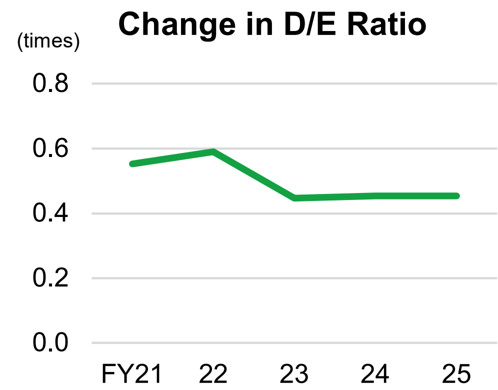
Financial Targets: Aim for a target **ROE of 12% or higher** and continuously check the optimal capital structure.

Shareholder returns: Increase dividends stably and continuously to maintain a total payout ratio at **50%** (for the overall period).

Actual and forecast dividends



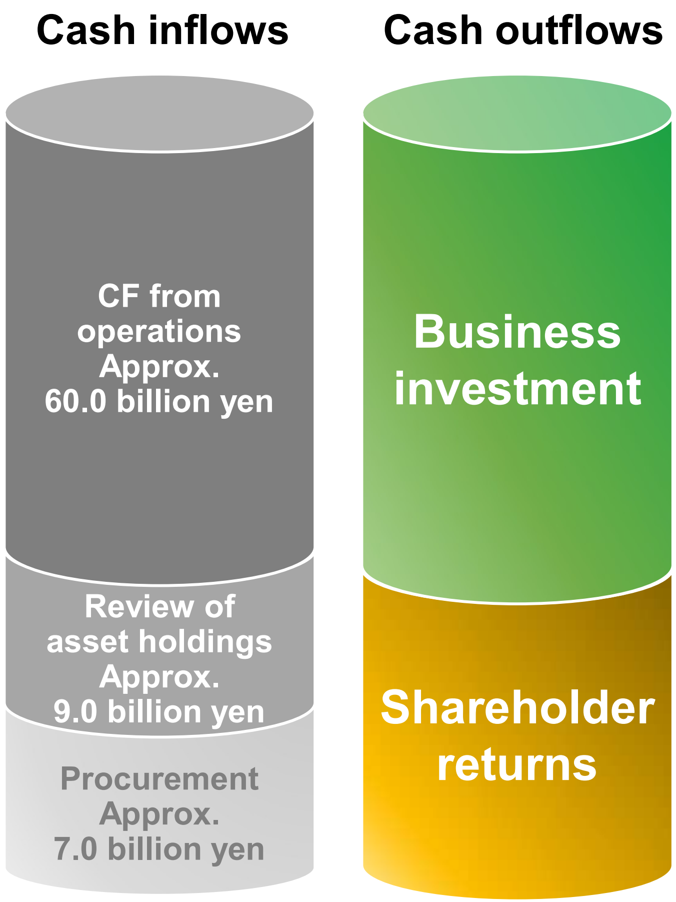
D/E ratio has been around 0.4x to 0.5x due to management of interest-bearing liabilities and continuous increase of net assets.



Note: The Company conducted a ten-for-one common stock consolidation on October 1, 2015 and a two-for-one common stock split on October 1, 2021. Past dividend values are after retroactive adjustments.

Cash Allocation Policy (FY2027/3–2031/3)

We will make business investments to increase corporate value over the medium to long term and also achieve a total payout ratio of around 50% as a target for the overall period.



Investment in the MIRAI Field Project Approx. 21.5 billion yen	• Investment for developing the adjacent land • Renovation of existing buildings
Growth investment Approx. 27.5 billion yen	• New product mold / die investment • Automation and labor-saving capital investment • DX-related investment • Other
Investment for renewal Approx. 5.0 billion yen	• Renewal of aging equipment, etc.
Shareholder returns Approx. 22.0 billion yen	• Achieving a total payout ratio of around 50% as a target for the overall period

Reduction of Cost of Capital: Strengthening Engagement with Shareholders and Investors

We will strengthen our engagement with shareholders and investors to reduce the cost of capital.

Initiatives to reduce the cost of capital

Establish an IR promotion system

- The IR and SR Section of the Administration & Personnel Department will play the leading role in engaging in constructive dialogue with shareholders and investors, working in close coordination with the Accounting & Finance Department, Public Relations Office, and other organizations.

Improve information disclosure

- We will strive to enhance our information disclosure and improve quality to facilitate highly transparent management and better dialogues with shareholders and investors.
- We will enhance financial results briefing to improve liquidity of shares.

Enhance internal feedback on IR activities

- We will improve our organizational framework for providing internal feedback on IR content and utilize it in management measures.
- We will also disclose the input gained from dialogues.

Work to minimize uncertainty in our management, from the perspective of shareholders and investors.

Status of Dialogues with Shareholders and Institutional Investors

GLOBERIDE
A Lifetime Sports Company

In FY2025, we held 65 dialogues and direct meetings on the themes of the outlook for the business environment and business results.

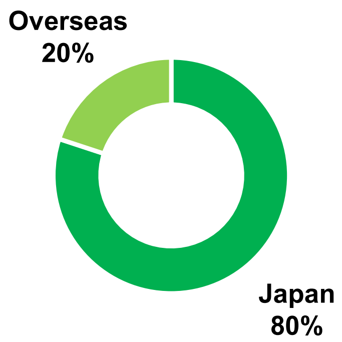
Status of direct meetings with shareholders and institutional investors

Dialogue and meeting results in FY2025

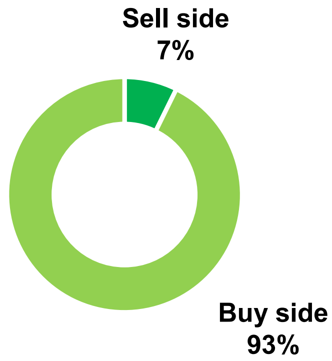
- Financial results briefing: 2 (total of 58 companies[*1])
- Small meetings: 8 (total of 24 companies[*1])
- 1on1 MTG: 55

Status of shareholders and institutional investors met[*2]

Japan / Overseas



Sell side / buy side



Main responders and dialogue themes

Main personnel hosting the events

Financial results briefing	• Representative Director, President • Director, Managing Executive Officer and General Manager of Administration Division
Small meetings	• Director, Managing Executive Officer and General Manager of Administration Division
1-on-1 meetings	• Director, Managing Executive Officer and General Manager of Administration Division • General Manager of Accounting Division

Main themes of dialogues and matters of interest to shareholders

- Outlook for the overall Group's business results
- Business environment and future outlook for each region
- Competitive environment in the market
- Initiatives to improve capital profitability
- Capital policy and shareholder return policy
- Impact of U.S. trade policies on the fishing market

*1 Some duplicate counting occurred. *2 Based on aggregation of attributes for investors at 55 1-on-1 meetings.

Strengthening our business foundations

Promotion of Human Capital Management

GLOBERIDE
A Lifetime Sports Company

Having set our human resource policy, we aim to be a company that continues to be selected by human resources who believe the possibilities of "Wow!"

[Human Resource Management Policy]

- We will optimize the possibilities and diversity of internal "Wow!" to create opportunities leading to new creation and devise creative measures on personnel measures, including recruitment, allocation, and promotion.
- We will highly evaluate and actively promote human resources who can aim for and embody GLOBERIDE's universal definitions of human resources, regardless of their nationality, gender, and age.
- We will make GLOBERIDE a company where both human resources who master "Wow!" as players and those who operate "Wow!" in an organized manner as managers can shine.

[GLOBERIDE's universal definitions of human resources]

(1) Human resources who discover, develop, open up, and communicate the possibilities of "Wow!" on a global stage
(2) Human resources who accept and mutually improve diverse "Wow!" and create synergies
(3) Human resources who believe the possibilities of "Wow!" and work through to the end to realize them

[Human resources that we will be committed to developing to achieve the Medium-Term Management Plan 2030]

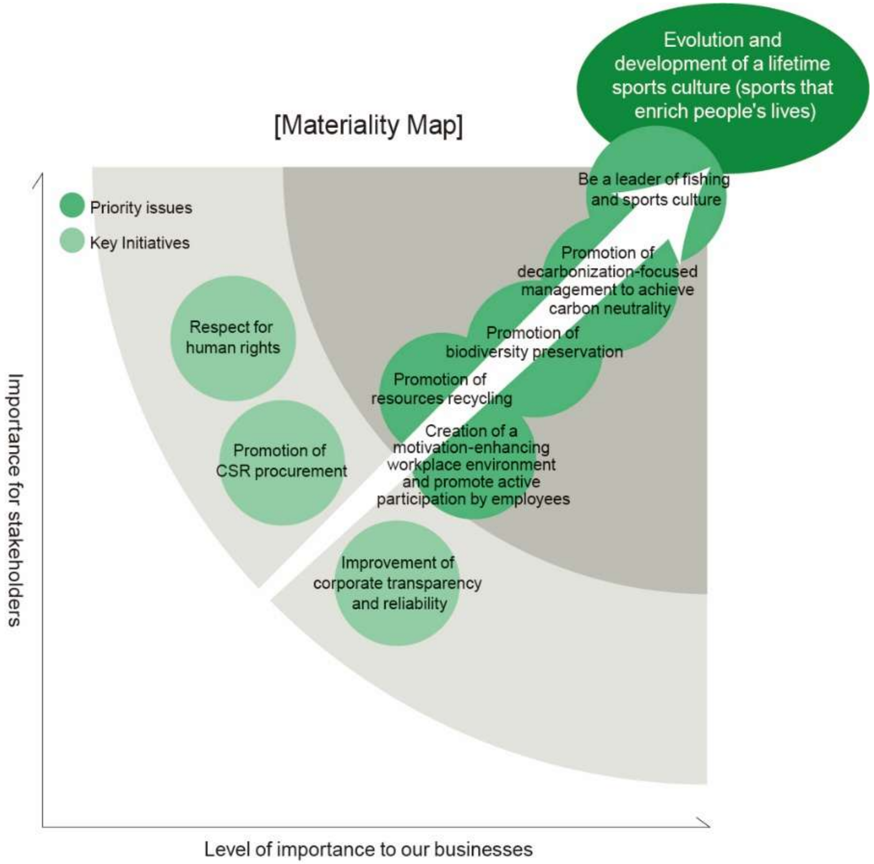
- Human resources who take on challenges flexibly by thinking outside the box
- Human resources with high awareness of sustainability
- Human resources who produce results by exercising leadership or expertise
- Human resources who envision the future from a broad perspective
- Human resources who support global management
- Human resources who are committed to fulfilling their duties and follow through with them

Sustainability Strategy

We recognize the importance of consideration for global environmental issues such as climate change and sustainability issues such as human capital as important management issues, and will systematically promote them.

Basic Policy on Sustainability

The Company will strive to accelerate the evolution and development of a lifetime sports (sports that enriches people's lives) culture. In addition, through the utilization of its technologies and promotion of its business activities, it will also seek to facilitate decarbonization-focused management to achieve carbon neutrality, protect rich forests and waterside areas, create sustainable products and services, provide experience-based opportunities to learn about natural environments, create a motivation-enhancing workplace environment, and enable the active participation of employees, thereby contributing to the creation of sustainable society in which people live in harmony with the earth.

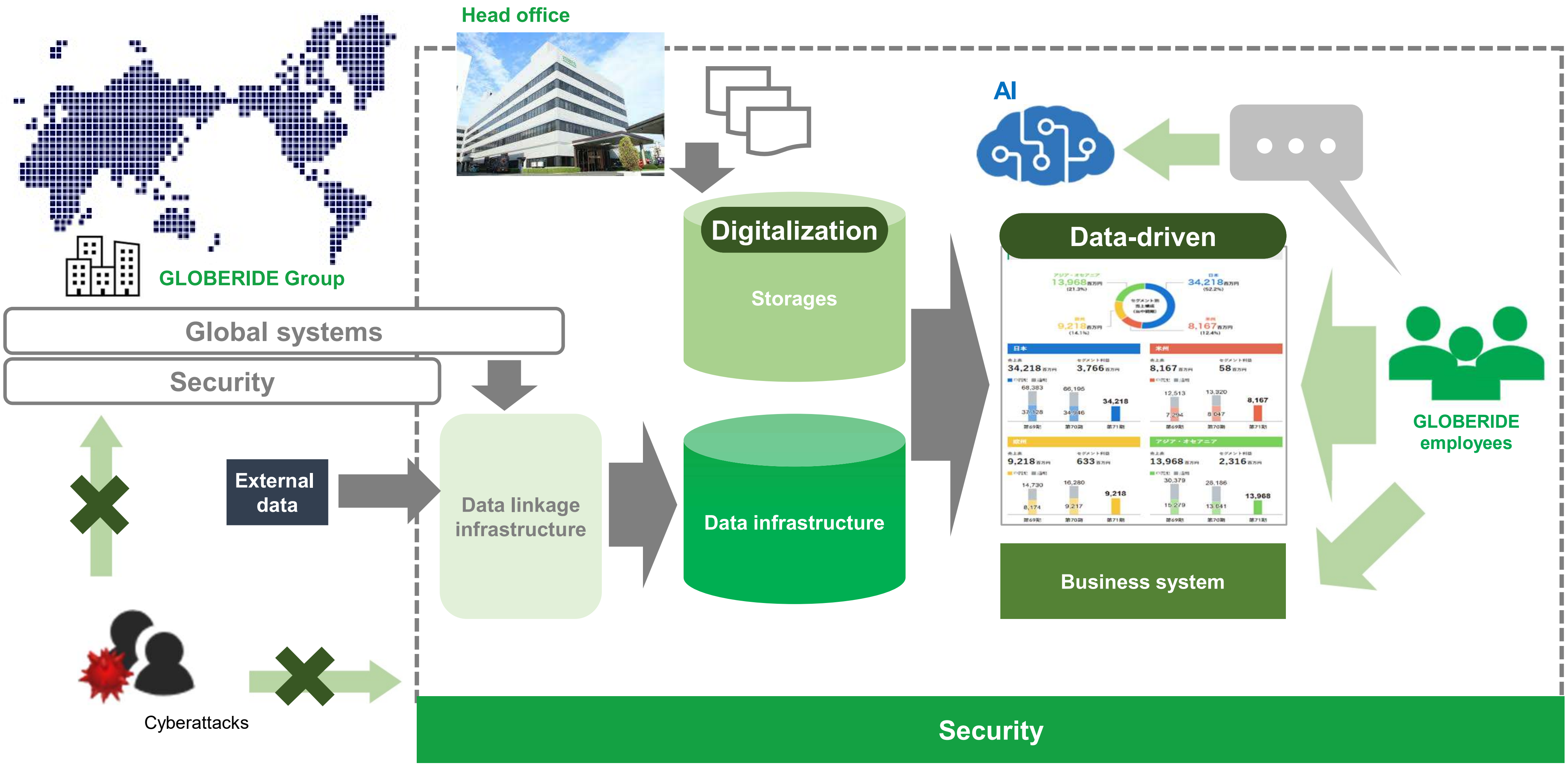


Material Issues	SDGs that apply	Key initiatives	Risks
01 Promotion of decarbonization-focused management to achieve carbon neutrality	7, 13	• Set medium- to long-term Scope 1 and 2 emissions targets and facilitate reduction efforts • Scope 3 emissions calculation • Creating a system promoting carbon neutrality	• Instability of raw material procurement resulting from climate change • Increase in costs for responding to regulations
02 Promotion of biodiversity preservation	6, 14, 15, 17	• Promotion of the protection of forests, rivers, lakes, marshes and oceans	• Impact of changes in habitat environment on the business • Social criticism against activities without considerations for the natural environment
03 Promotion of resources recycling	9, 12, 14	• Promotion of activities with an eye toward the circular economy • Promotion of the reduction of plastic waste • Promotion of green factory	• Increase in disposal cost resulting from tightening of waste regulations • Burden of response to mandatory recycling
04 Be a leader of fishing and sports culture	4, 14, 15, 17	• Proposing mentally and physically sound lifestyles • Improvement of fishing environments and development of an environmental protection community	• Decline in demand resulting from a decrease in popularity of leisure activities • Obsolescence of conventional services
05 Creation of a motivation-enhancing workplace environment and promote active participation by employees	3, 5, 8	• Creating pleasant workplaces	• Increasing difficulty of securing human resources and rising turnover rate • Stagnation of innovation resulting from lack of diversity

DX Initiatives:
Driving DX for Building a Next-generation Management Platform

GLOBERIDE
A Lifetime Sports Company

Based on a global information system and strong security, we will use data and AI strategically to create added value of our businesses through data-driven decision-making.



Strengthening Governance: Rebuilding a Risk Management System

GLOBERIDE
A Lifetime Sports Company

We will examine and rebuild our current risk management system, formulate a new basic policy on risk management, and also establish a robust compliance framework, thereby aiming to strengthen governance.

Maintaining and enhancing BCP

- Natural catastrophes
- Infectious diseases/pandemics
- Measures in response to geopolitical risks
- Large-scale system failures, etc.
  Addressing the above and various other risks that could seriously affect our business activities

Establishing a personal information management system

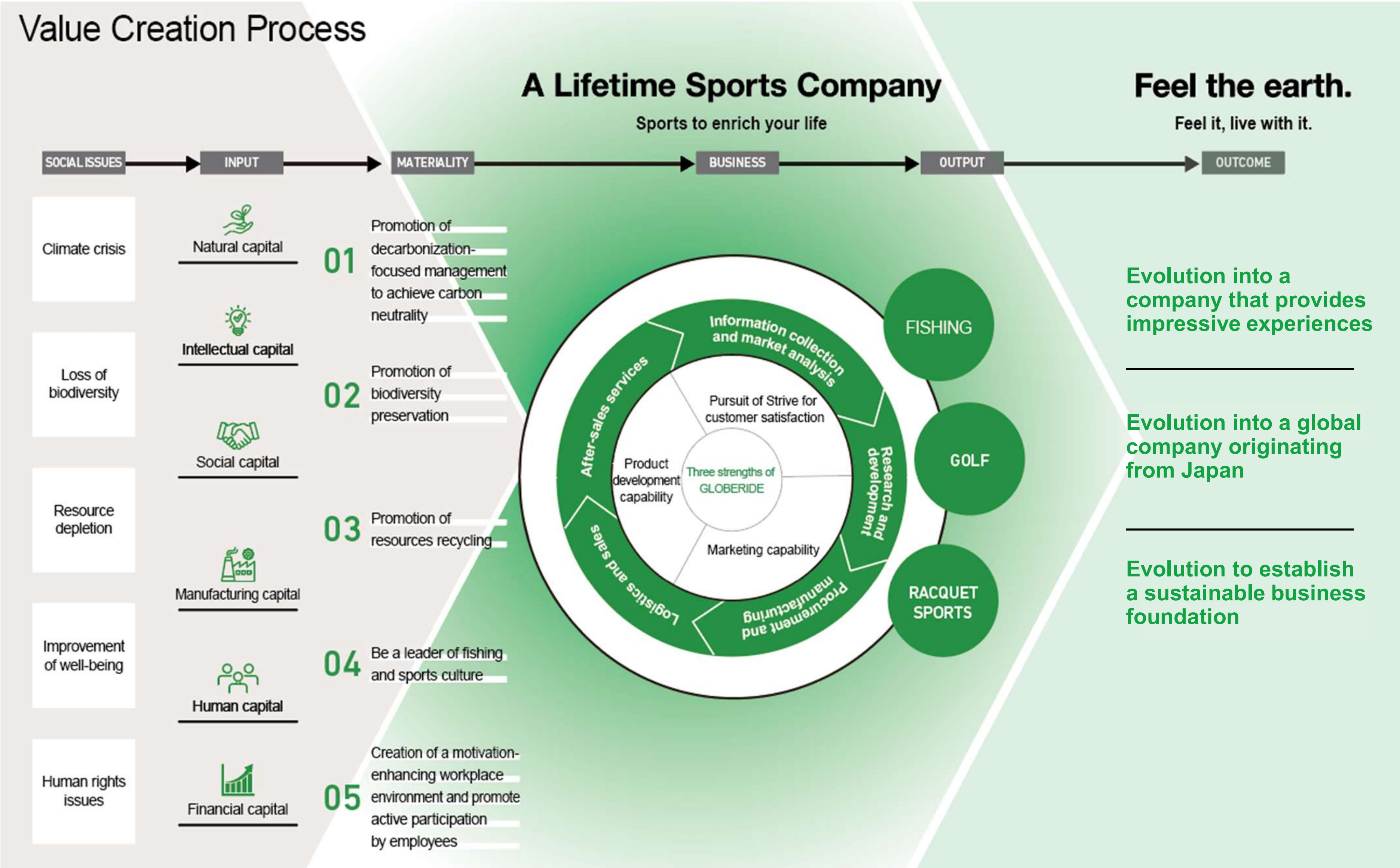
- Ensuring legal compliance at each Group company
- Strengthening organizational, human, physical, and technological security measures

Maintaining and strengthening information security

- Protection of the system from cyberattacks
- Protection against information leaks
- Reinforcing the system for responding to incidents

Aiming for Sustainable Enhancement of Our Corporate Value

Value creation process for sustainable growth and corporate value enhancement



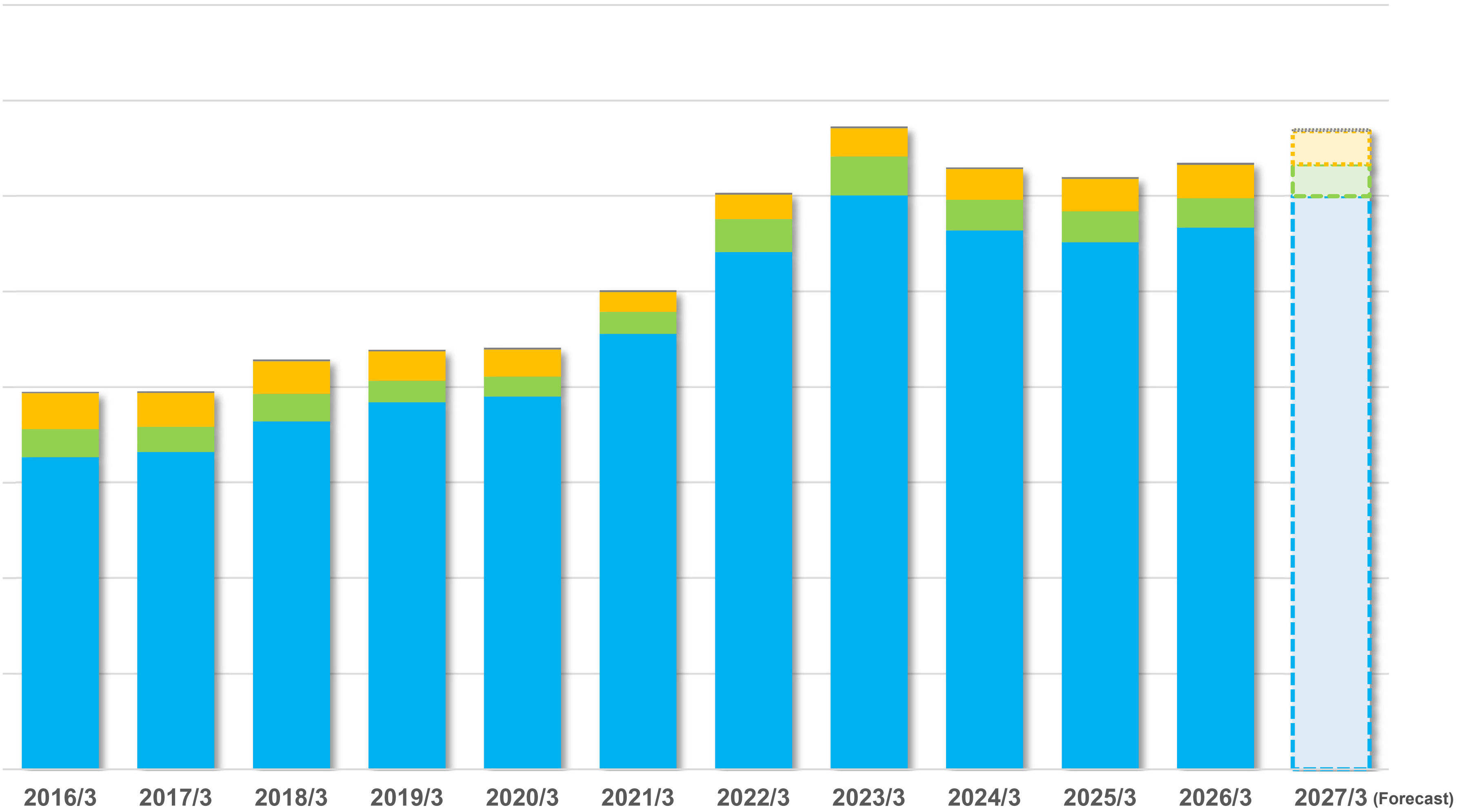



Thank you for your attention.

Reference (1): Data on Financial Results over the Past Years

Net Sales Trend by Business

GLOBERIDE
A Lifetime Sports Company



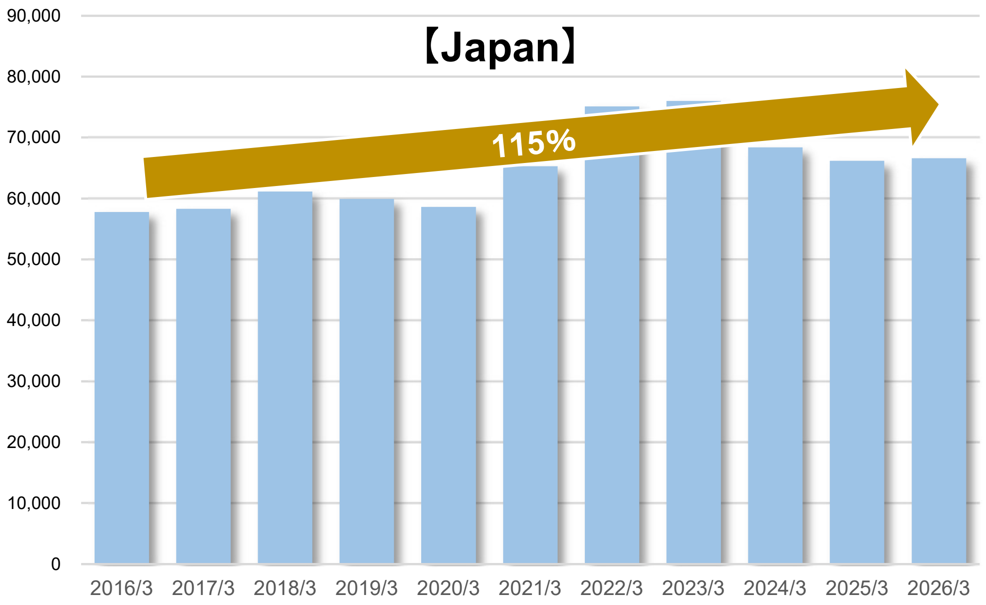
(Million yen)

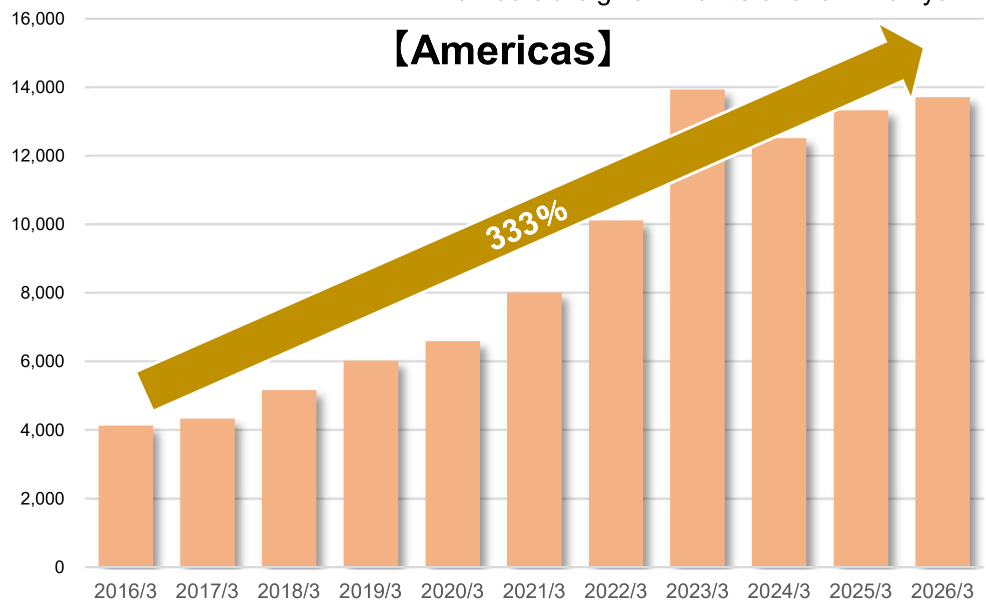
	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3	2027/3 (Forecast)
Fishing business	65,318	66,461	72,824	76,827	78,031	91,150	108,281	120,152	112,799	110,349	113,382	120,000
Golf business	5,852	5,247	5,760	4,471	4,176	4,576	6,886	8,138	6,421	6,444	6,131	6,500
Sports business	7,556	7,108	6,845	6,169	5,683	4,184	5,109	5,911	6,429	6,809	7,024	7,100
Other businesses	298	324	355	343	366	392	406	380	358	380	419	400
Total	79,026	79,142	85,785	87,811	88,258	100,304	120,684	134,583	126,008	123,983	126,956	134,000

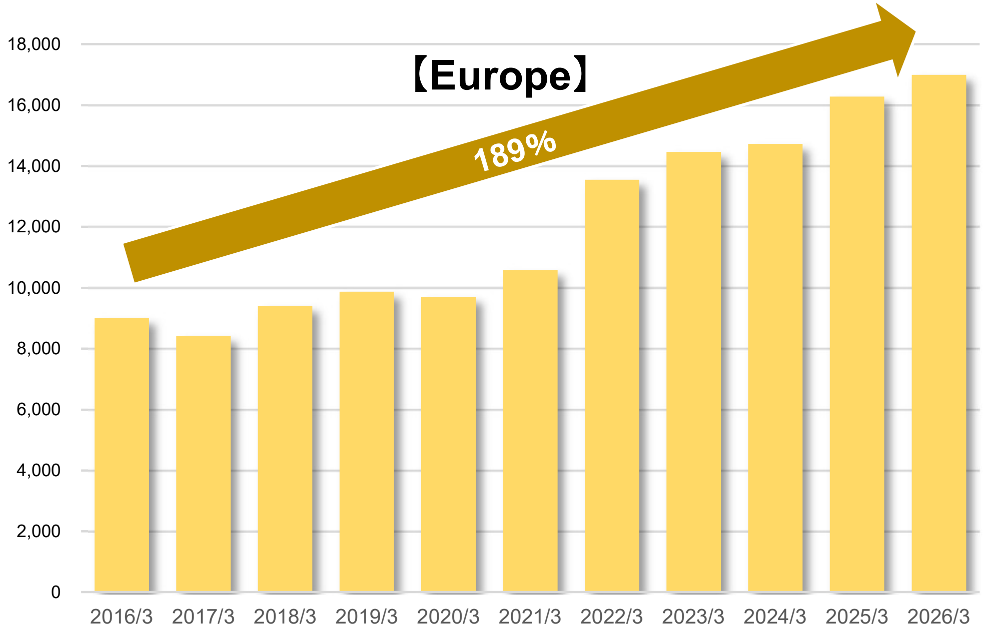
Segment Sales Trend (by region)

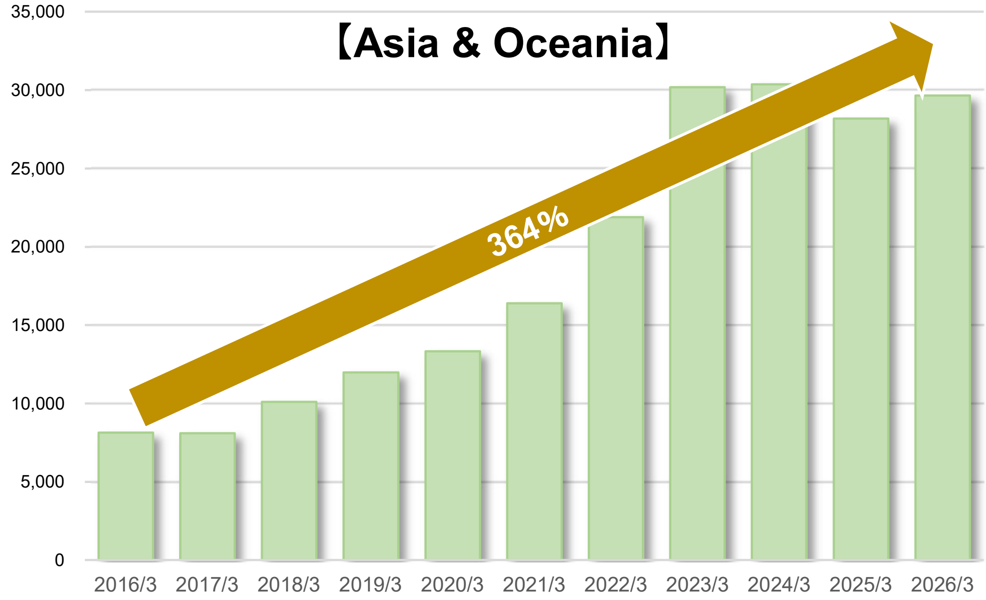
GLOBERIDE
A Lifetime Sports Company

* Numbers are given in units of one million yen.

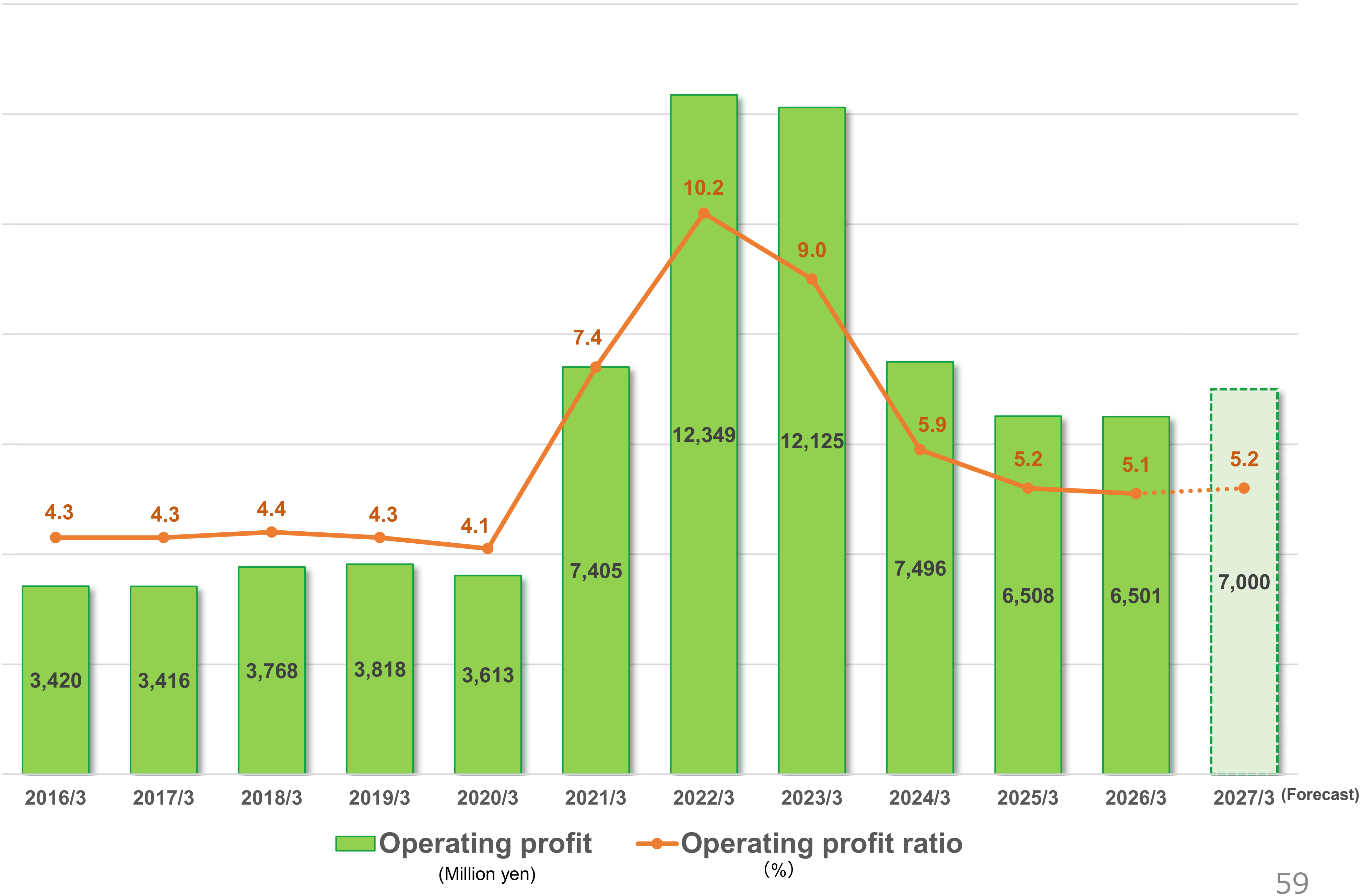








Operating Profit and Operating Profit Ratio Trends



Net Assets and Equity Ratio Trends

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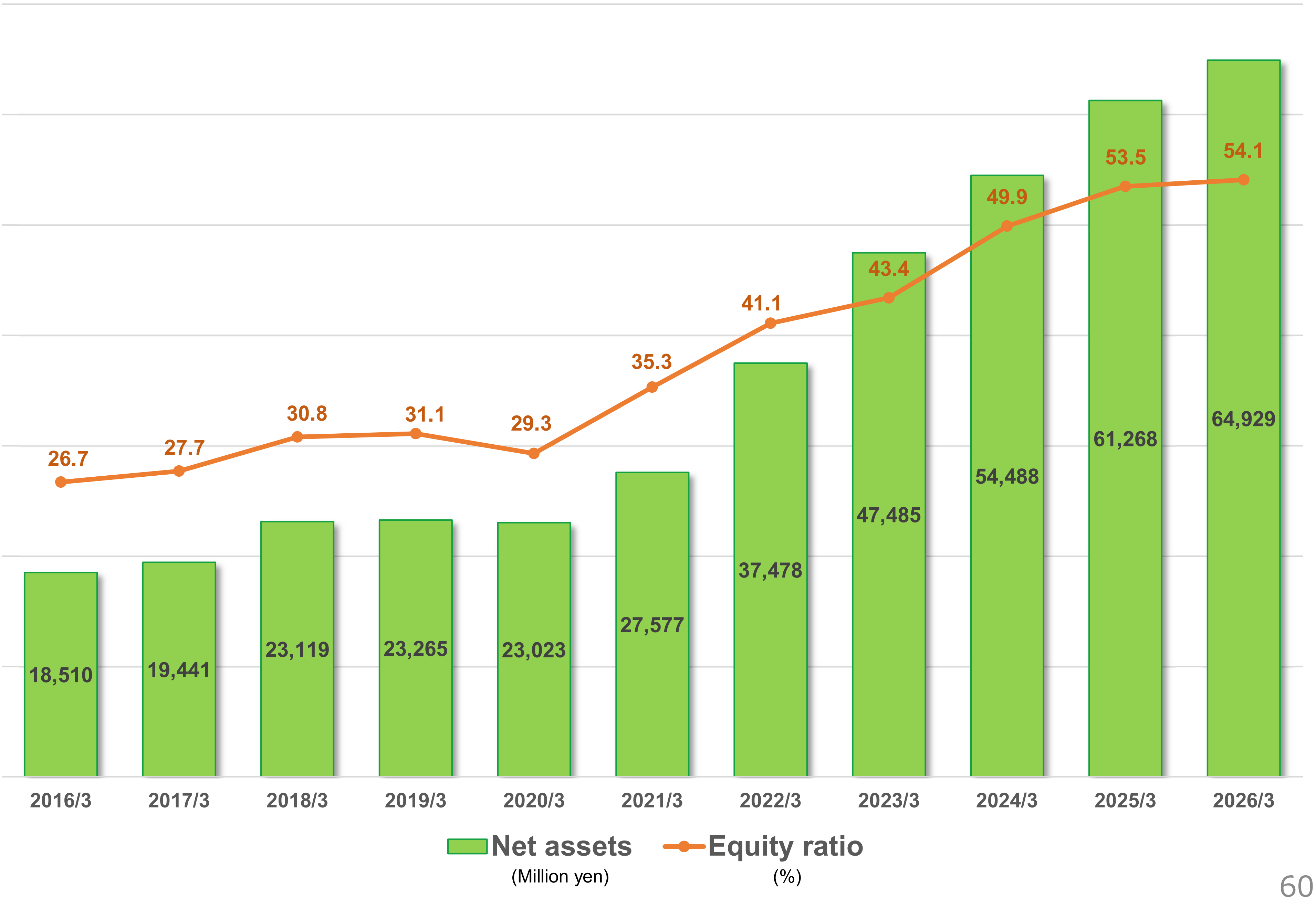

Reference (2): Basic Information

GLOBERIDE
A Lifetime Sports Company

Towards Being a Global Lifetime Sports Company

Company name	GLOBERIDE, Inc.
Head office	14-16, Maesawa 3-chome, Higashikurume-shi, Tokyo
Established	July 29, 1958 * Registered on December 26, 1945
Representative Director	Kazunari Suzuki, Representative Director and President
Share capital	4,184.11 million yen (March 31, 2026)
Employees	Consolidated: 7,365/ Non-consolidated: 861 (March 31, 2026)
Group companies	Japan: 8 companies / Overseas: 21 companies

History

GLOBERIDE
A Lifetime Sports Company

1955	Commences the production of reels (mainly for export, the company name was Matsui Seisakusho)
1958	Establishes Yamato Seiko, Inc. in Nakano-ku, Tokyo
1960	Builds a new reel production factory in the current headquarters location
1962	Commences the sale of reels in Japan
1964	Builds a new rod production factory
1969	Changes the trade name to Daiwa Seiko, Inc.
1972	Expands into a golf equipment business
1980	Expands into a tennis equipment business
1991	Expands into a cycling sports business
2008	Acquires Windsor Trading Co., Ltd and Fourteen Co., Ltd as subsidiaries
2009	Changes the trade name to **GLOBERIDE, Inc.**
2011	The domestic fishing market seriously affected by the Great East Japan Earthquake.
2012-	Accelerates global expansion with a focus on the overseas fishing equipment market

[Disclaimer]

* Results forecasts presented in these materials have been prepared based on the information available to the Company at the present time, and actual results may differ from the forecasts due to a range of future factors.