



Yanmar Establishes Midterm Management Plan MTP2030 to Achieve “A SUSTAINABLE FUTURE”

Osaka, Japan (March 23, 2026) – Yanmar Holdings Co., Ltd. has redefined the Yanmar Group’s corporate philosophy and established a new midterm management plan, MTP2030, which runs through fiscal 2030.

The company newly defined its “Purpose: Why We Exist,” “Vision: Where We Go,” and “Mission: What We Do” to guide future operations and support the realization of its long-term goals.

As global challenges such as climate change, population growth in emerging markets, labor shortages in developed countries, and food and energy issues continue to intensify, Yanmar considers these challenges opportunities to deliver value. The company aims to contribute to society by maintaining stable business operations with agility and responsiveness.

Under its new philosophy, the Yanmar Group will position itself as a solutions provider that achieves maximum prosperity with minimal resources. In addition to growing existing businesses, the company will focus on creating new businesses that deliver customer value, advancing technology development, and strengthening its management foundation while contributing to both people and the environment.

New Yanmar Group Philosophy

Over the course of approximately one year, Yanmar engaged in dialogue with employees, customers and experts, incorporating feedback from both internal and external stakeholders globally to define its future direction.

The company has positioned its long-standing brand statement, “A SUSTAINABLE FUTURE — New Value through Technology—”, as its corporate purpose. It also established a new vision and mission to provide a clearer path toward achieving this “new prosperity.”

- **Purpose:**
“A SUSTAINABLE FUTURE —New Value through Technology—”
- **Vision:**
Shaping exciting futures where people and nature thrive together, bringing inspiration through what we do

- **Mission:**

Deliver maximum value using minimum resources to customers and society with technology-led solutions

Midterm Management Plan (MTP2030)

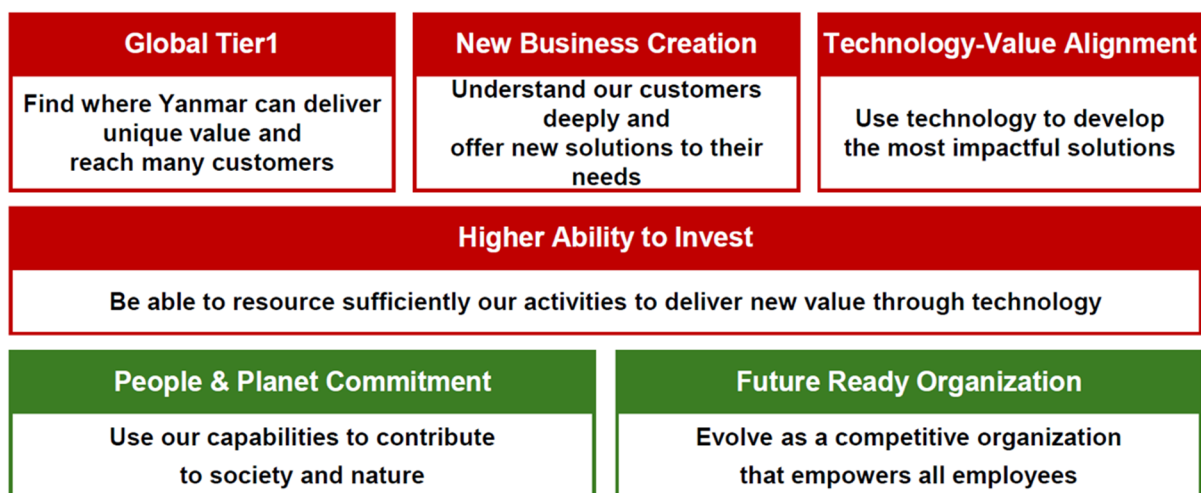
Overall Targets (Financial Goals)

Yanmar aims to achieve revenue of 1.5 trillion yen and a return on sales (ROS) of 8% by fiscal 2030.

An ROS of 8% or higher is considered necessary to sustain investments that continuously enhance value delivered to customers.

Strategic Priorities

Under MTP2030, Yanmar has set six strategic priorities for the period from fiscal 2026 to fiscal 2030:



1. **Global Tier 1**

Yanmar aims to become a company of choice for more customers by continuing to deliver value across its businesses, including agriculture, construction equipment, marine, energy systems, large engines, industrial engines, and components. Through expanding value delivery, the company targets revenue of 1.5 trillion yen and an ROS of at least 8% by fiscal 2030.

2. **New Business Creation**

The company will deepen its understanding of customers and shift from traditional product sales to solving customer challenges. By leveraging its technologies and customer relationships, Yanmar aims to build solution-based businesses and achieve approximately 200 billion yen in revenue from new business domains by 2040, while improving customer satisfaction.

3. **Technology-Value Alignment**

Yanmar will connect its technological capabilities to solutions that deliver clear value to customers. This includes advancing technologies in decarbonization, automation, and food

production, as well as strengthening technologies that enhance the competitiveness of existing businesses.

4. Higher Ability to Invest

Through global cost optimization and improved profitability, Yanmar aims to maintain an ROS of at least 8% and strengthen its financial position. This will enable greater allocation of management resources to initiatives that drive future growth.

5. People & Planet Commitment

The company will work toward an inclusive future where people and nature thrive together. Efforts include reducing environmental impact under the “YANMAR GREEN CHALLENGE 2050,” promoting human rights and diversity, equity and inclusion (DE&I), and establishing appropriate disclosure systems in line with regulatory frameworks.

6. Future Ready Organization

Yanmar will build a global management model designed for the future and evolve into a resilient and competitive organization. The company will also foster an environment where all employees can maximize their potential and enhance employee engagement.

About Yanmar

With beginnings in Osaka, Japan, in 1912, Yanmar was the first ever to succeed in making a compact diesel engine of a practical size in 1933. A pioneer in diesel engine technology, Yanmar is a global innovator in a wide range of industrial equipment, from small and large engines, agricultural machinery and facilities, construction equipment, energy systems, marine, to machine tools and components — Yanmar’s global business operations span seven domains. Guided by its purpose, “A SUSTAINABLE FUTURE – New Value Through Technology,” Yanmar provides advanced solutions to the challenges customers face on land, at sea, and in the city, working towards realizing a sustainable future.

<https://www.yanmar.com/global/about/>

Note: Information contained in the news release is valid at the time of publication and may differ from the most recently available information.

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