November 10, 2026

Company name: AIPHONE CO., LTD.
Name of representative: Tomio Suzuki, President (Representative Director)
(Securities code: 6718; Prime Market of Tokyo Stock Exchange and Premier Market of Nagoya Stock Exchange)
Inquiries: Kazuya Ito, Deputy General Manager of Corporate Planning Department, Administrative Headquarters
(Telephone: +81-52-228-8181)

Notice Concerning the Medium-Term Management Plan (FY2026–2028)

AIPHONE CO., LTD. (the "Company") announced on May 12, 2026, that it would postpone the announcement of the Medium-Term Management Plan for FY2026–2028 as it was difficult to make a reasonable earnings forecast due to the impact on the Company's earnings from factors such as rising component prices stemming from the situation in the Middle East. Subsequently, despite ongoing uncertainty in the business environment, it has become possible to forecast earnings, with certain assumptions in mind. Thus, the Company provides the following overview of the Medium-Term Management Plan for the three-year period from FY2026 to FY2028. See the attachments for details.

1. Management Policy

Since its founding in 1948, AIPHONE has engaged in business as a manufacturer specializing in communication devices, chiefly intercoms.

Under its business philosophy of "Be responsible for your job and don't cause problems for others," the Company strives to create products that satisfy customers, with a focus on its own brand and an integrated approach spanning product development, production, sales, and after-sales service.

Its corporate vision is to "Contribute to society through communication and security technologies." Based on this vision, the Company has identified its purpose: "Create a safer, more connected future for everyone." We will contribute to society by providing products and services that enable customers to experience a new kind of peace of mind.

2. Medium-Term Management Plan (FY2026–2028)

As a global leader, the Company has continued to enhance its development capabilities while promoting reforms in awareness by making a shift from its traditional emphasis on sales to a focus on profits. The Medium-Term Management Plan (FY2026–2028) targets sustained growth in the

run-up to the milestone of the 80th anniversary of the Company's founding.
Under the medium-term policy, titled "AIPHONE 80th Anniversary! Accelerating the Transformation of Mindset and Structure as the Global Market Leader," the Company will pursue initiatives that focus on the following strategies:

(1) Strategic themes
Maximizing profitability through market-specific strategies
Developing strategic businesses as new growth engines
Increasing value provided based on functional synergies

(2) Quantitative targets of the ninth Medium-Term Management Plan

	FY2025 (results)	FY2028 (planned)
Operating profit	2.82 billion yen	5.0 billion yen
Ratio of consolidated operating profit to net sales	4.5%	7.1%
Consolidated net sales	62.98 billion yen	70.0 billion yen
ROE	3.7%	5.2%
CO_2 emissions reduction rate*	28.8%	35.0%

* Reduction rate based on FY2020 emissions covering Scope 1 and 2

Key assumed exchange rates: USD1 = JPY158; THB1 = JPY5.0; EUR1 = JPY184
Raw material prices are estimated based on the general rate of inflation.

Note:
Forward-looking statements, including the quantitative targets and forecasts contained in this document (including attachments), are based on information available at the time of preparation. Actual financial results may differ significantly from the quantitative targets and forecasts due to various factors.

9th Medium-Term Management Plan

AIPHONE Vision 2028　80th

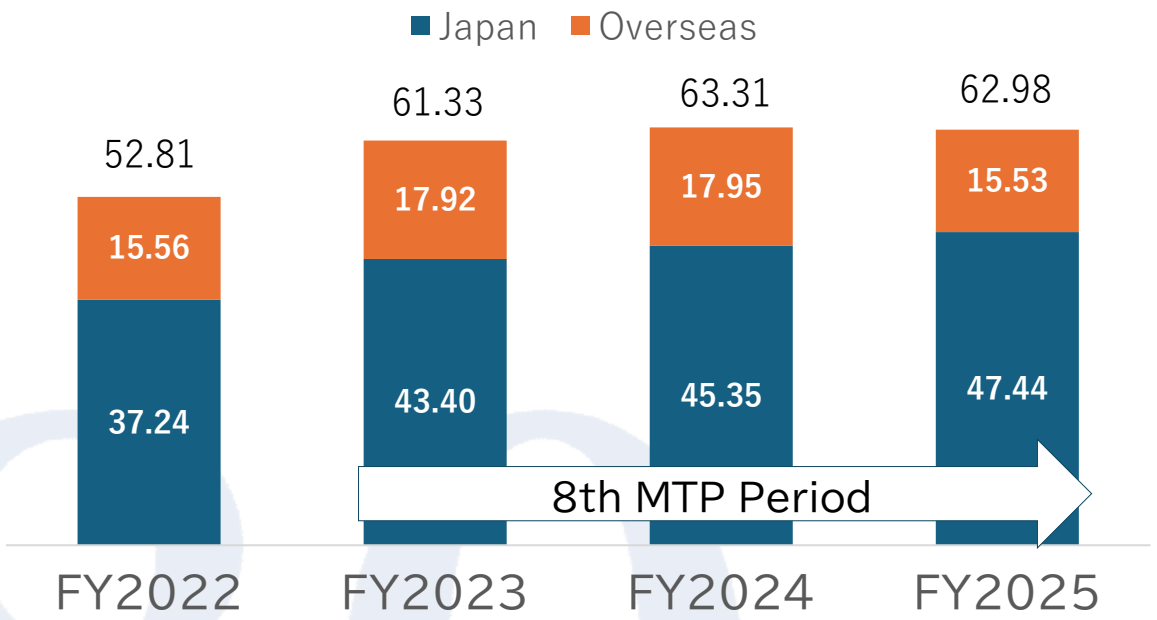
AIPHONE CO., LTD.

November 10, 2026

Recent Performance

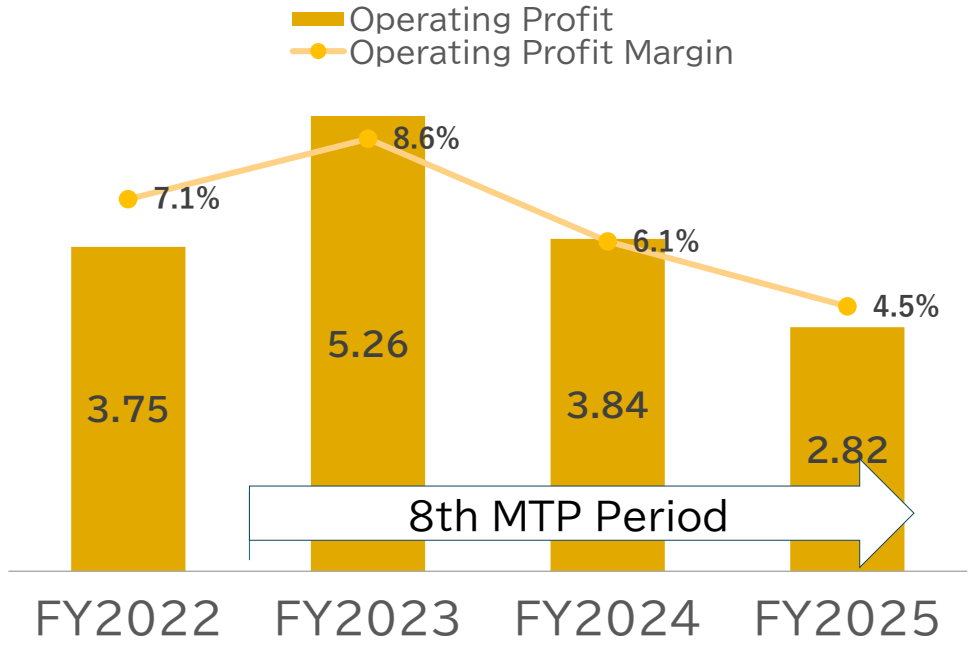
Net Sales

(billion Yen)



Operating Profit

(billion Yen)



In FY2025, operating profit decreased significantly due to a deterioration in the sales mix, driven by a lower share of overseas sales, which are relatively higher-margin, as well as increases in expenses such as R&D costs.

Review of the 8th Medium-Term Management Plan

Quantitative Targets (8th MTP)

		Revised Plan	Results	
①	Operating Profit	5.6 ¥bn	2.82 ¥bn	Not Achieved
②	Consolidated Operating Profit Margin	8.8 %	4.5 %	Not Achieved
③	Consolidated Net Sales	63.5 ¥bn	62.98 ¥bn	Not Achieved
④	ROE	6.4 %	3.6 %	Not Achieved
⑤	CO_2 Emissions Reduction (%)*	25 %	28.8 %	Achieved

*Reduction rate vs. FY2020 emissions baseline; Scope 1 and 2 only.

AIPHONE

Review of the 8th Medium-Term Management Plan — Key Challenges and Major Initiatives / Achievements

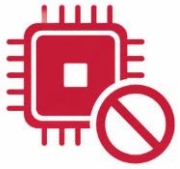
Challenges Faced



①Rapid yen depreciation:
Profitability deteriorated due to sharp depreciation (USD, THB).



②Higher material costs:
Rising raw material costs driven by accelerating global inflation and mounting geopolitical risks.



③Handling EOL:
Increased development effort due to design changes driven by supplier component EOL.

＊EOL：End Of Life

Major Initiatives / Achievements



①Pricing optimization:
Implemented pass-through of cost increases.



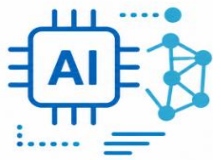
②Promotion of human capital management:
Improving engagement through investments in human capital, including wage revisions.



③M&A of a software development company:
Expanding and streamlining software development capabilities.



④SaaS initiatives:
Built a new revenue model.



⑤Use of generative AI:
Reviewing business processes through the use of generative AI.

External Environment Analysis: PEST & Impact Assessment

PEST Analysis

Political / Regulatory

- Country-specific regulations
- Additional tariffs
- Decarbonization initiatives
- Housing-related subsidies

Economy/ Macroeconomic Trends

- Yen depreciation
- Number of housing starts for new construction
- Rising raw material costs
- European economic slowdown

Society / Lifestyle

- Expansion of e-commerce
- Rising security awareness
- Aging condominiums
- Accelerating declining birthrate and aging population

Technology/ Technological Innovation

- Advances in AI
- Growth of smart homes
- Accelerating cloud integration

Key Impacts on the Company

Tailwinds (Opportunities)

- Growing demand for intercom replacement / renewal
- Growing demand for unattended delivery
- Operational advancement through new technologies such as AI

Headwinds (Risks)

- Higher COGS* due to yen depreciation and rising semiconductor memory prices
- Intensifying competition from low-priced products in Europe
- Profit deterioration due to tariff measures

*Cost of Goods Sold

Three Strategic Themes and Initiatives to Strengthen the Foundation for Growth

**By delivering "high quality" to earn "high trust and satisfaction,"
we will transform into a company capable of generating "high earnings" sustainably.**

Up to 2025: Results

The 8Th Medium- Term Plan

ROE 3.6%

- Strengthen development capabilities
- Expand overseas business
- Enhance customer service

Through 2028: Current Plan

The 9Th Medium- Term Plan

Target ROE 5.2%

Three Strategic Themes and Initiatives to Strengthen the Foundation for Growth

Targets for 2035

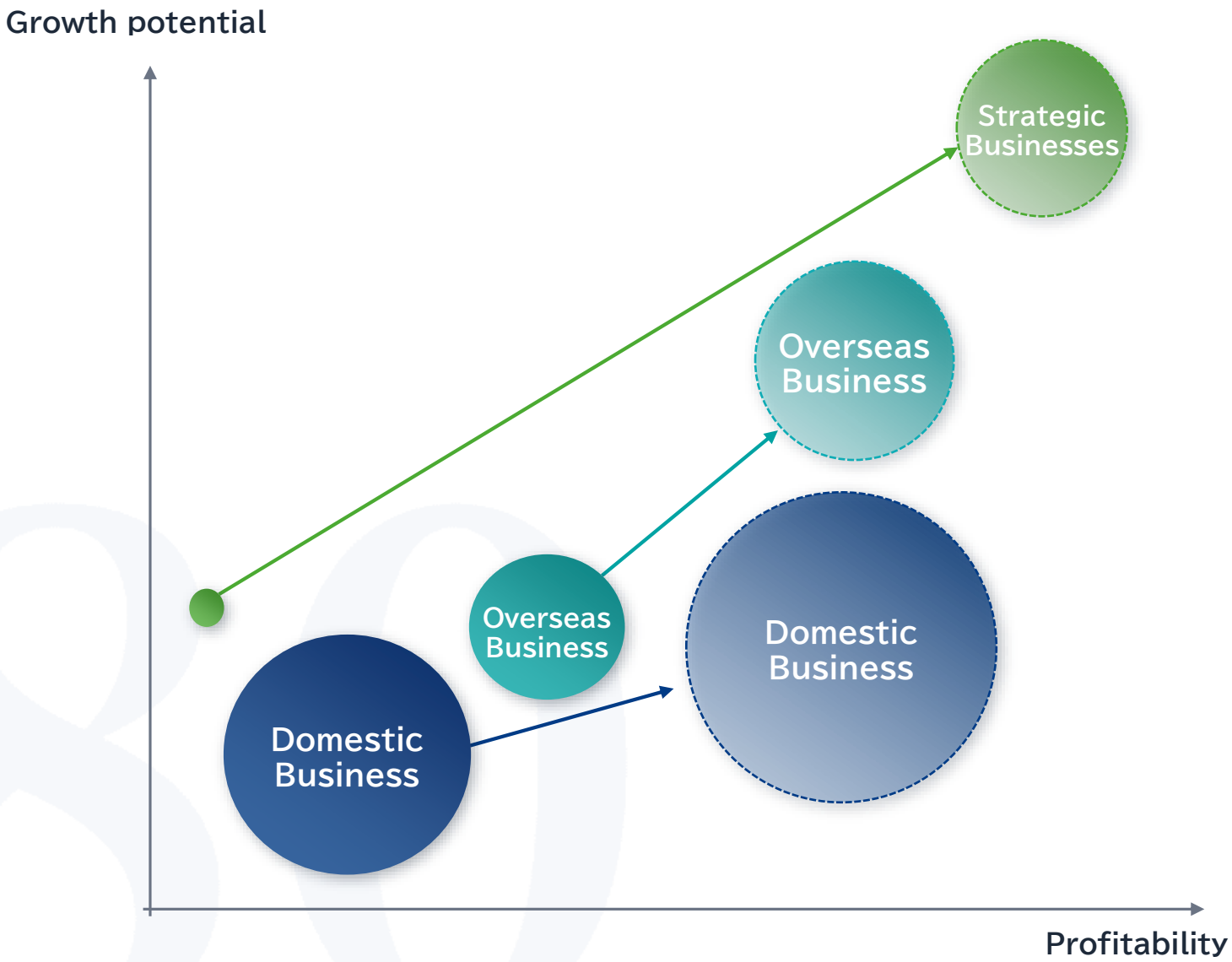
Achieve a high-profit structure

ROE 10% or higher

- Enhance corporate and social value
- Enhance customer value
- Strengthen global competitiveness

AIPHONE

Long-Term Growth Outlook



Strategic Direction

Domestic

- Expand share through **enhanced services**
- **Strengthen profitability** by improving value proposition

Overseas

- Strengthening development capabilities to meet the needs of overseas markets
- Strengthening the Business Foundation through a **Three-Region Global Structure**

Strategic

- Proactively enter **new domains** such as SaaS
- Expand growth and profitability through **M&A**, etc.

AIPHONE 80th !

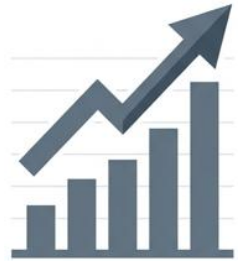
Accelerating the Transformation of Mindset and Structure as the Global Market Leader.*

As the global leader in the intercom industry, we have been working to strengthen our corporate foundation with a focus on enhancing our development capabilities. Under our 9th Medium-Term Management Plan, we will achieve sustainable growth as we move toward a major milestone - our 80th anniversary, which falls in the final year of the Plan.

＊Source: Omdia (2024) — No. 1 with a 14.2% global intercom market share.

Strategic Themes for the 9th MTP

Theme 1:
Maximize profitability through market-specific strategies



- Review of resource allocation by market
- Improving efficiency of development functions
- Prioritizing resource allocation to Overseas business

Theme 2:
Cultivating new growth engines (Strategic businesses)



- Domestic SaaS businesses (Pabbit, CareRings)
- Overseas SaaS businesses (Aiphone Cloud Platform)
- Expansion into peripheral businesses through proactive M&A, etc.

Theme 3:
Increase value provided through cross-functional synergies



- Strengthen cross-organizational collaboration
- Cultivating and acquiring global talent
- Balancing productivity improvements with enhanced employee engagement

Growth Platform Initiatives

Accelerating the Transformation of Mindset and Structure as the Global Market Leader.

Target Growth Platform

Strengthening the competitiveness of existing businesses	Challenging new domains	Strengthening the Management Foundation
Enhancing added value and profitability through AI/digital utilization and operational reforms	Expanding growth areas by creating new technologies and new businesses	Sustainable Growth Through Robust Governance and Human Capital/ESG Management

Ability to Expand

Agility (speed and flexibility) | Innovation capability | Enhanced awareness of social contribution | Diverse organizational capabilities

AX (AI Transformation)
Engine of Transformation

Improve productivity through collaboration with AI and shift to higher value-added work.

Human Capital Investment
Driver of Growth

Support growth and success of diverse talent to maximize organizational capability.

ESG
Foundation for Growth

Drive sustainable growth by strengthening E/S/G.

Quantitative Targets for the 9th Medium-Term Management Plan

	FY2028	FY2025 Results	FY2028 Targets	vs. FY2025
①	Operating Profit	2.82¥bn	5.0¥bn	+2.18¥bn
②	Consolidated Operating Profit Margin	4.5%	7.1%	+2.6pt
③	Consolidated Net Sales	62.98¥bn	70.0¥bn	+7.02¥bn
④	ROE	3.6%	5.2%	+1.6pt
⑤	CO_2 Emissions Reduction (%)*	28.8%	35 %	+6.2pt

*Reduction rate vs. FY2020 emissions baseline; Scope 1 and 2 only.
Assumptions: FX rates of 1 USD = ¥158, 1 THB = ¥5.0, 1 EUR = ¥184.
Future increases in material prices are not factored in.

AIPHONE

Cash Allocation During the 9th MTP Period

Sources

Operating cash flow
+
Sale of cross-shareholdings
+
Cash on hand

Uses

Growth investment
approx. 15.0 ¥bn
- R&D facilities
- New headquarters
- M&A
- AI initiatives
- SaaS initiatives
- Human resource development etc.

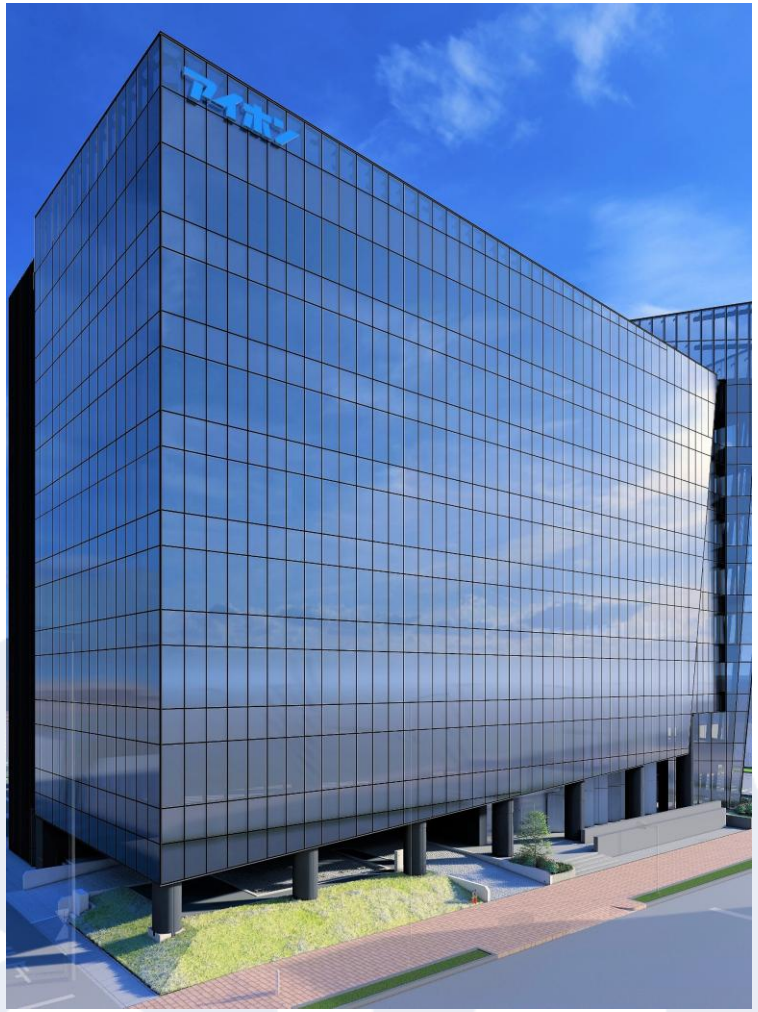
Maintenance capex
2.0 ¥bn

Shareholder returns
6.0 ¥bn or more

Capital Allocation Policy

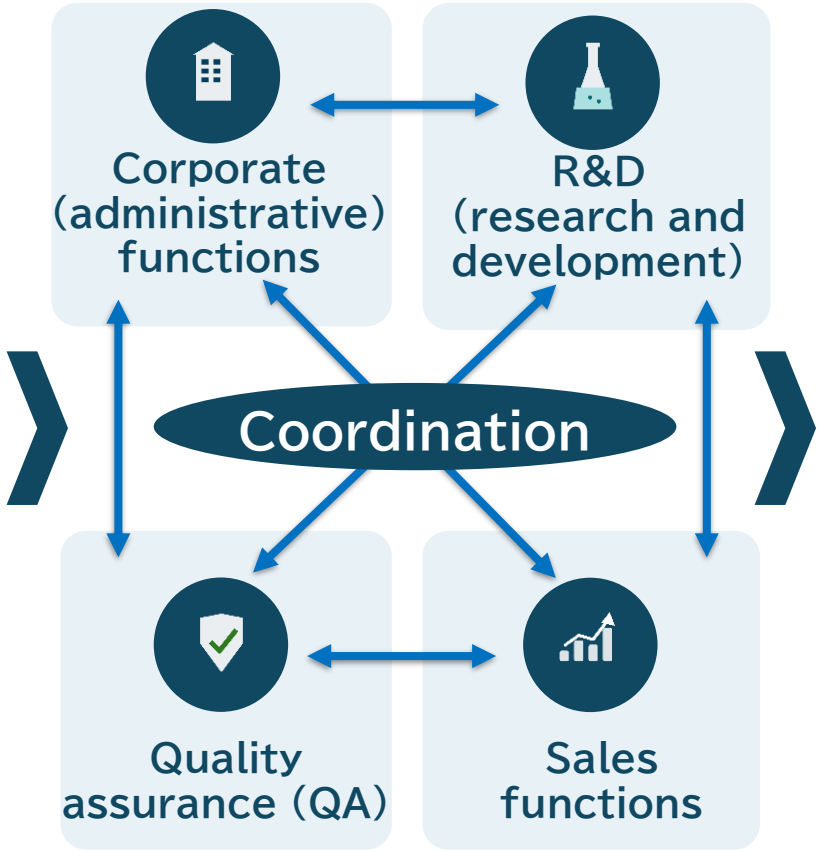
- Investment in the new headquarters scheduled for completion in 2027 and in R&D facilities
- Consider proactive M&A, etc., to deliver strategic themes
- Annual dividend of ¥130 or more per share
- Consider flexible share repurchases

Construction of a New Headquarters Building



New Headquarters Building (Concept Image)

We will consolidate dispersed functions into the new headquarters.



Cross-functional synergies

- **UP** Productivity improvement
- Enhance R&D capabilities
- Stronger branding and recruitment
- Environmental sustainability

Realize both “inheritance of our DNA” and “creation of new value” in our founding location

Shareholder Return Policy for the 9th Medium-Term Plan

Basic Policy

We will strive to maintain stable dividends from a long-term perspective.
In principle, with an annual base dividend of ¥50 per share in mind, we will pay dividends with a target consolidated payout ratio of around 35.

Medium-Term Policy

During the 9th Medium-Term Plan period, we will set
a minimum annual dividend of ¥130 per share
and target a consolidated payout ratio of 35 or higher.

Basic Policy on Share Repurchases

We will clarify the purpose of acquisition and holding and define our policy for handling treasury shares, as part of our capital policy and shareholder returns.

1. Basic Policy on the Acquisition, Holding, and Cancellation of Treasury Shares

To enable flexible capital management in response to changes in the business environment, we will conduct share repurchases flexibly as part of shareholder returns.

2. Policy on Holding / Cancellation

- We may hold treasury shares to secure funding for business investments (alliances and M&A).
- We will **abolish the upper limit for holding treasury shares (previously 7 of shares outstanding).** If we come to hold treasury shares with no expected use, we will cancel them at an appropriate time.

Cross-Shareholdings

Basic Policy / Approach

From a medium- to long-term perspective, we may hold cross-shareholdings to enhance corporate value and ensure sustainable growth (e.g., strengthening alliances/transactions and community relationships). However, where effectiveness is not recognized, we will reduce holdings through sufficient dialogue with the investee companies.

9th MTP Target (Cross-shareholdings as a % of net assets)

(as of end-FY2025) 11.1% → Below 10%

Human Capital Management Initiatives

Human Capital Management Policy

Building an environment where each employee can grow proactively and enabling **the creation of new value.**

Understanding

・Develop and secure global talent and AI talent
・Fostering an energetic workplace where each employee can fully demonstrate their capabilities
・Creating high-performing talent by enhancing employee engagement

Initiatives

Talent Development



・Develop and cultivate global leaders
・Recruit and develop AI/AX talent
・Develop and cultivate management talent

Support for Performance and Retention



・Implement an evaluation system that fosters employee growth.
・Supporting employees in proactively shaping their own careers.
・Promoting women's empowerment (increasing female managers and career-track employees).
・Promoting Health and Productivity Management

Initiatives to Reduce Environmental Impact

Sustainability Policy

As the AIPHONE Group, guided by our management philosophy - “Be responsible for your job and don’t cause problems for others,” - we contribute to the realization of a sustainable society by providing products and services that enable all stakeholders to experience safety, security, and comfort.

Mid- to Long-Term Targets

CO_2 Emissions Reduction Targets (Scope 1 and 2)

FY2020 actual

5049.6(t)

FY2030

2524.8(t)

(50% reduction vs. FY2020)

FY2050

0.0(t)

(100% reduction vs. FY2020)

※Net-zero CO_2 emissions

The earnings forecasts and other forward-looking statements included in this document are based on information available to the Company as of the date hereof and reflect the Company's current assumptions and judgments.
Actual results may differ materially from these forecasts due to various factors that may arise in the future.

AIPHONE CO., LTD.

https://www.aiphone.co.jp/ir/