# Fiscal Year 2025
# Summary Result Presentation

May 20, 2025

Komori Corporation

# Contents

# Results and Dividends for the FY 2025 and forecast for the FY 2026

## ◆ Consolidated operating results

(100 million ¥)

| | Net Sales | Operating Profit | Ordinary Profit | Profit Attributable to Owners of Parent |
|---|---|---|---|---|
| **FY2024 ACTUAL**<br>(Fiscal year ended March 31,2024) | 1,043 | 49 | 68 | 46 |
| **FY2025 ACTUAL**<br>(Fiscal year ended March 31,2025) | 1,111 | 71 | 76 | 72 |
| **FY2026 FORECAST**<br>(Fiscal year ending March 31,2026) | 1,245 | 91 | 89 | 64 |

## ◆ Cash dividends

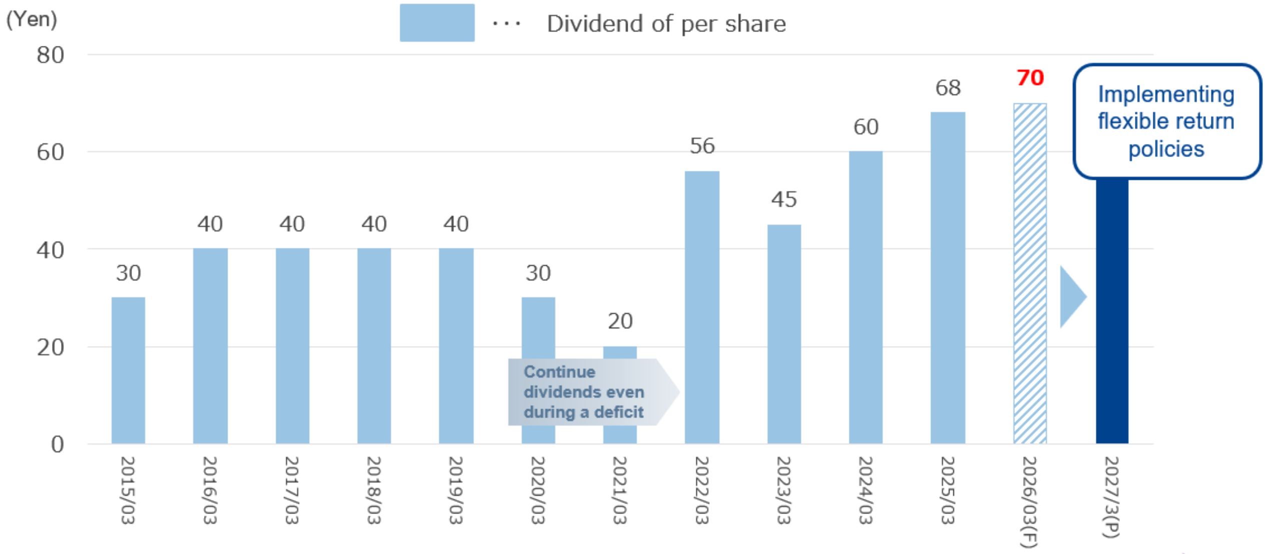
( Yen )

| | 2Q-end | Fiscal Year end | Annual |
|---|---|---|---|
| **FY2024 ACTUAL**<br>(Fiscal year ended March 31,2024) | 15 | 45 | 60 |
| **FY2025 ACTUAL**<br>(Fiscal year ended March 31,2025) | 20 | 48 | 68 |
| **FY2026 FORECAST**<br>(Fiscal year ending March 31,2026) | 35 | 35 | 70 |

# Actions for Shareholder Returns

## ■Return Policy of the 7th Medium-Term Management Plan

・While introducing a minimum dividend amount of 40 yen, we will set the total return ratio at 50% and adopt a balanced financial policy by allocating funds to strategic investments. For the fiscal year ending March 2026, in addition to a total return ratio of 50%, we will strengthen shareholder returns as net assets are higher than initially expected in the medium-term management plan due to strategic investment stocks, etc. At the beginning of the period, we plan to implement dividends exceeding a total return ratio of 50%.



**Share investor feedback internally and incorporate it into shareholder return policies**

**6th Medium-Term Management Plan Total return ratio 80%**

**7th Medium-Term Management Plan Total return ratio 50%**

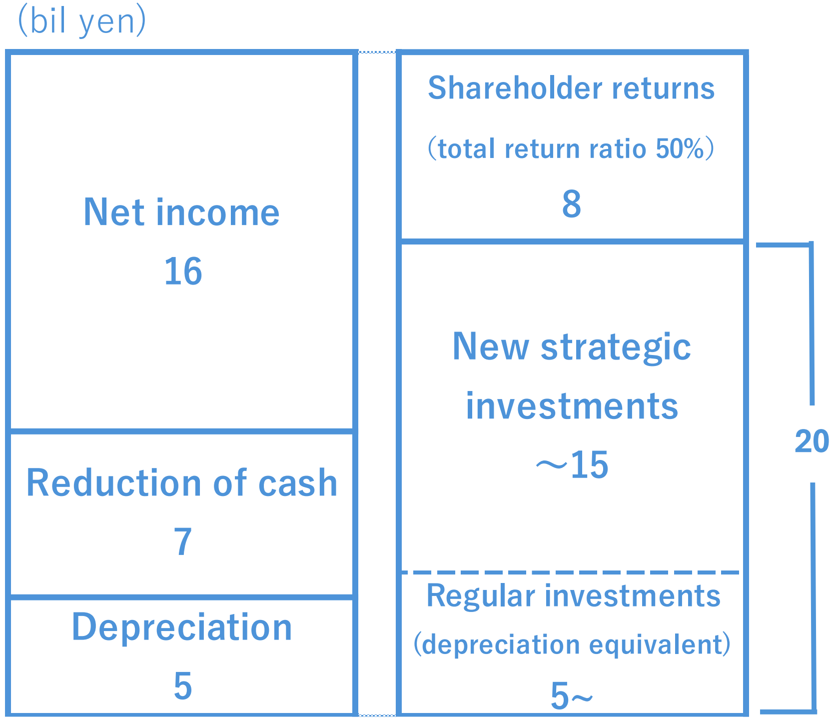
| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total return ratio (%) | 24.6 | 38.0 | 1138.2 | 75.7 | 163.1 | – | – | 66.4 ※ | 69.3 ※ | 68.9 ※ | 50.0 | 58.0 | **50.0** |

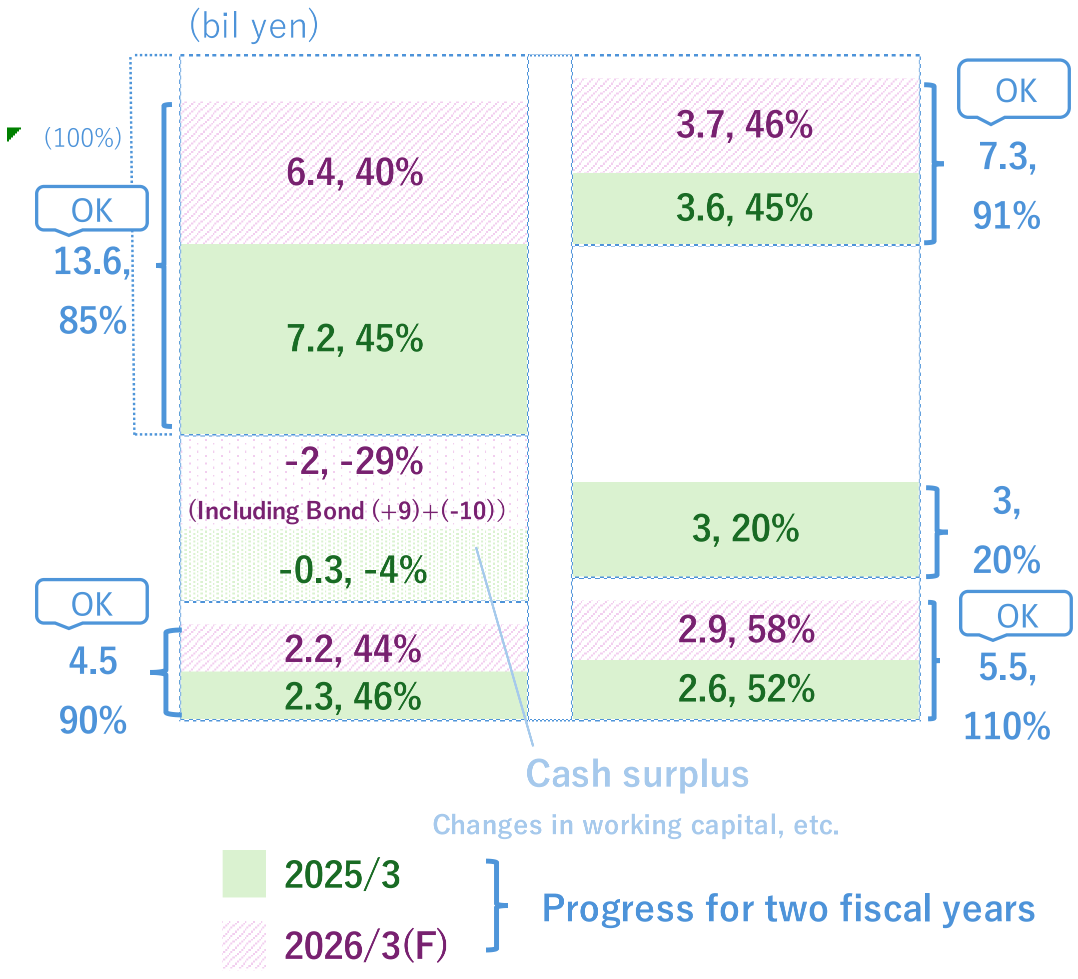
※2022/03(80.4%)、2023/03(81.7%)、2024/03(87.1%) excluding income taxes-deferred for prior periods

# Progress of the Cash Flow Plan

## Actions Focused on Appropriate Allocation of Management Resources

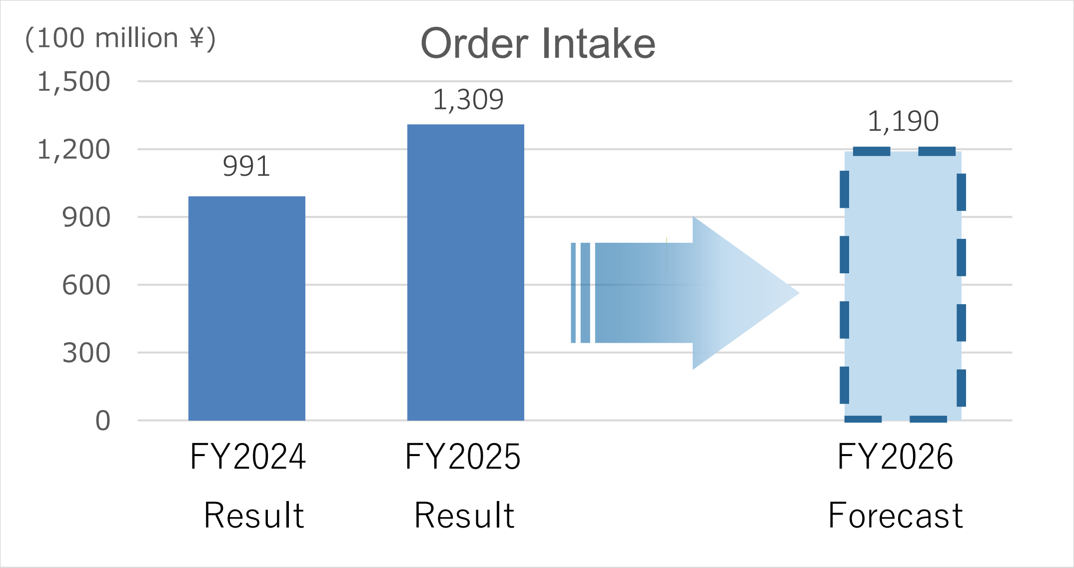
### ■Funding and expenditure plan for the 7th Medium-Term Management Plan period (left) and progress up to the second year (Fiscal Year ending March 2026 plan) (right)

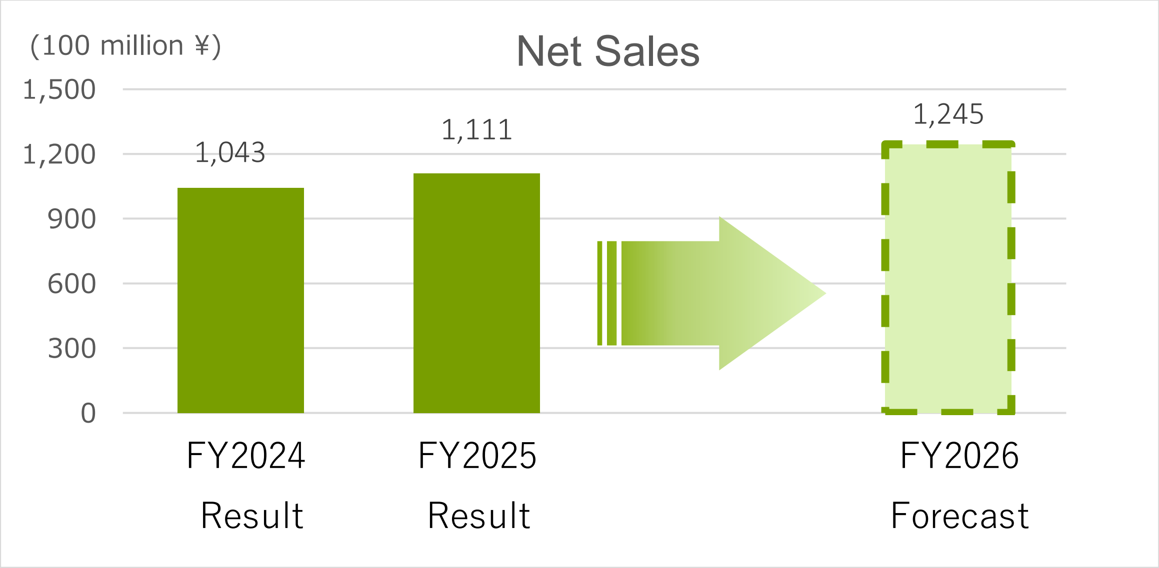


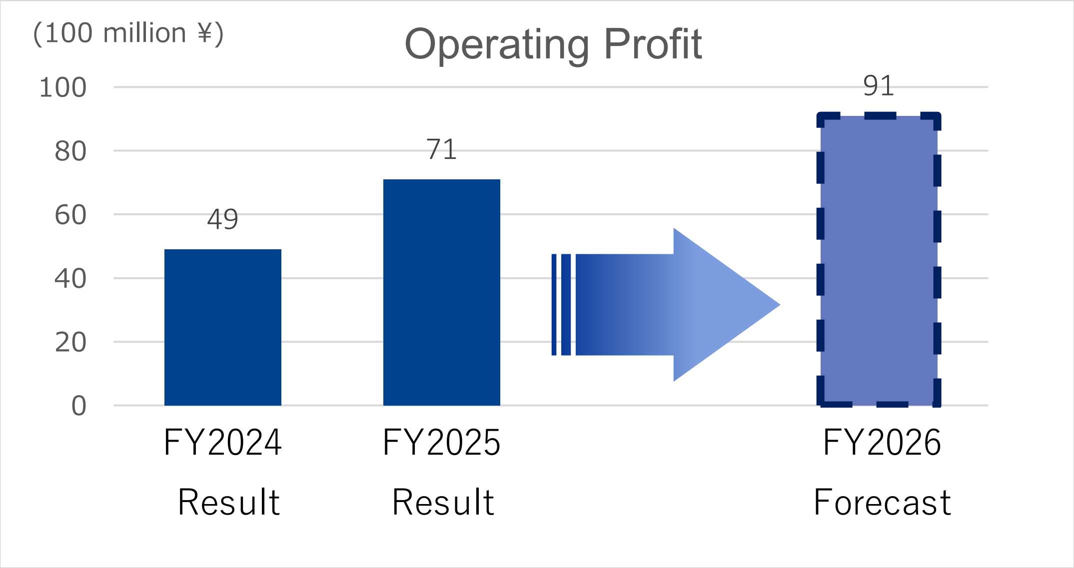


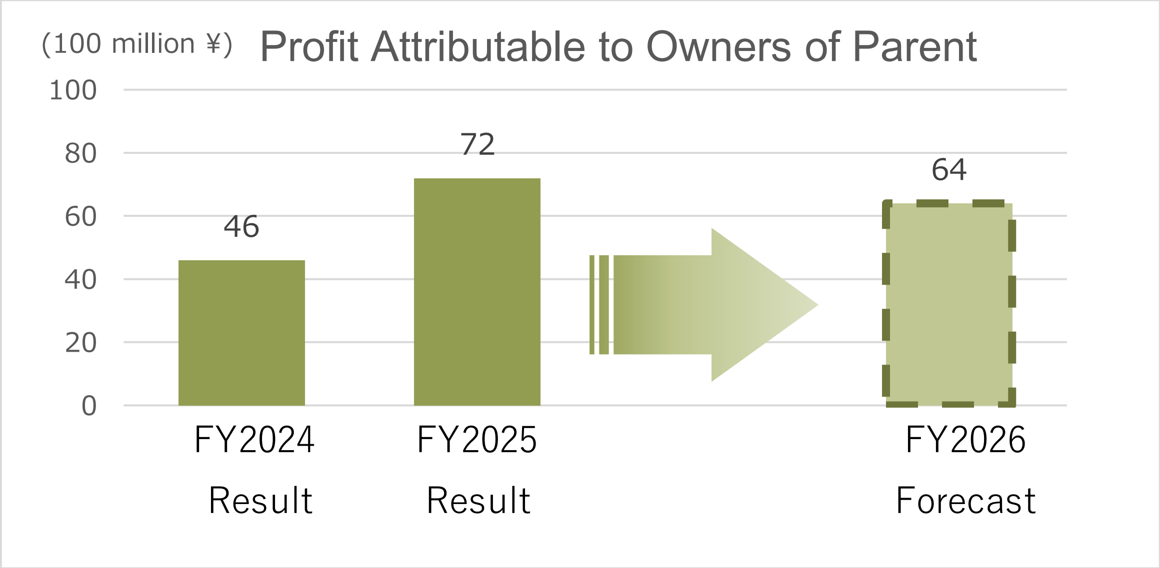
Net income, Depreciation, Shareholder returns, and Regular investments are generally in line with the plan. New strategic investments aiming at transforming the business portfolio are being carefully selected, so there has been no cash reduction.

# Income Statement

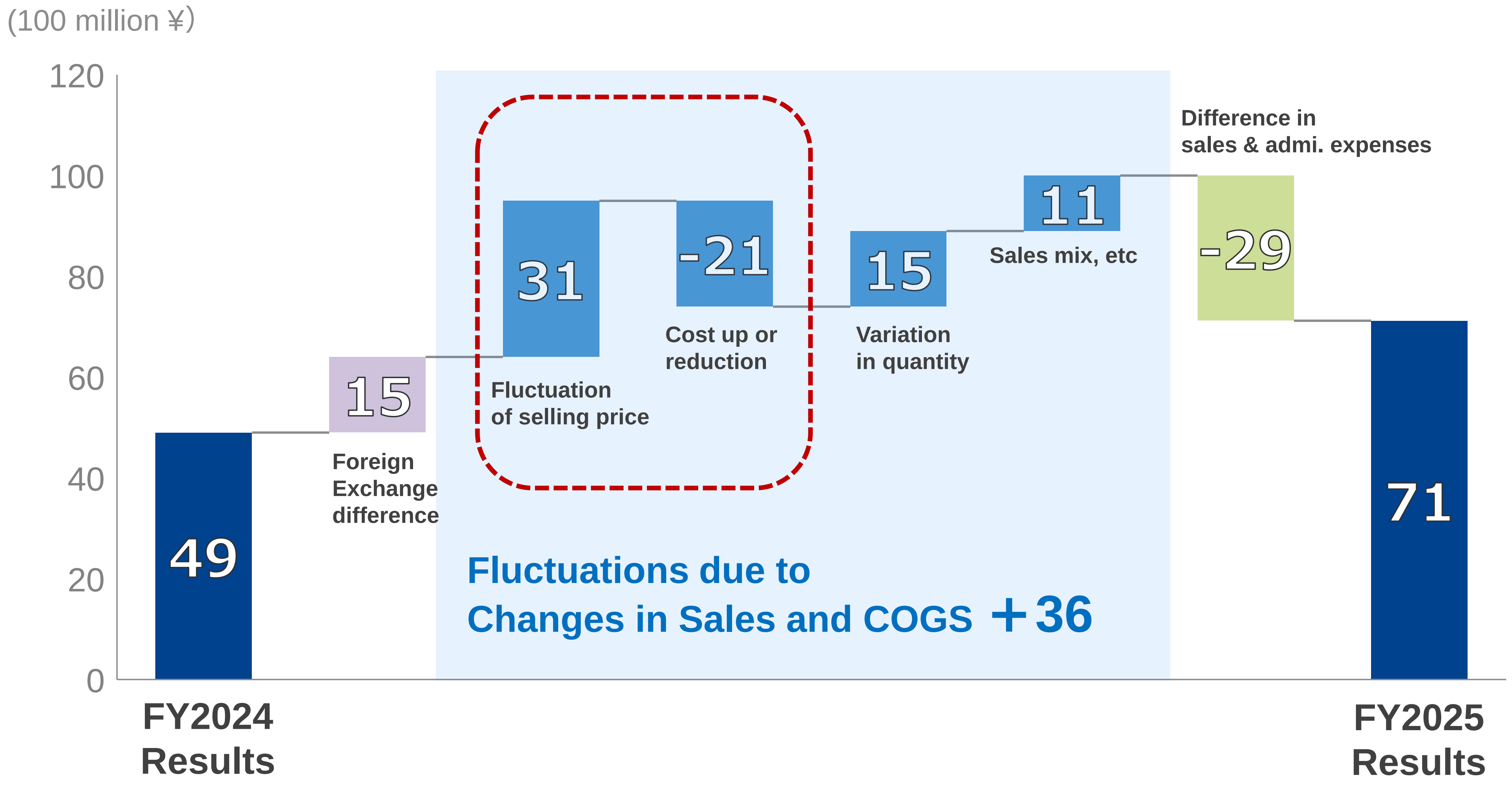




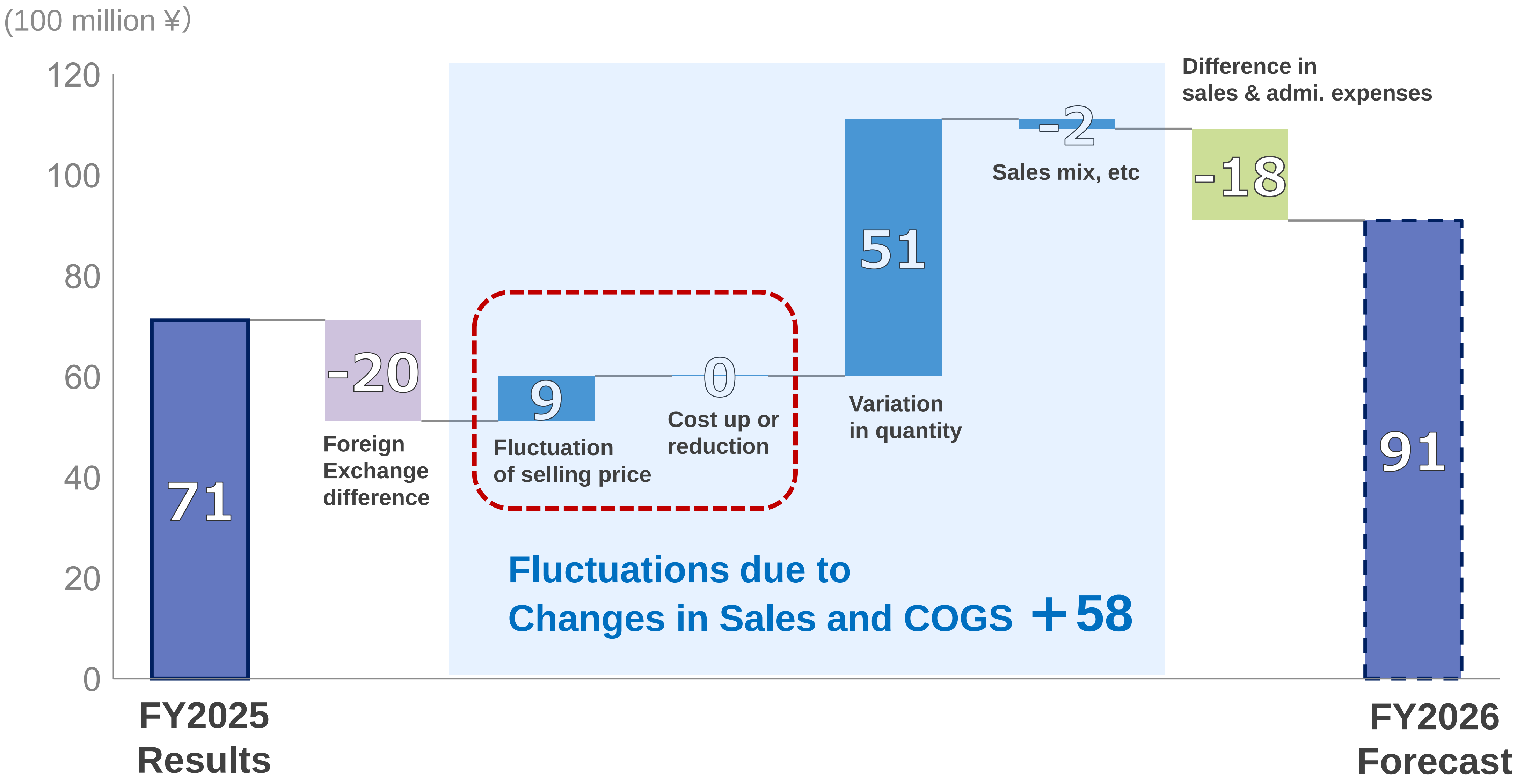




# Operating Profit Bridge: FY2024 Results vs FY2025 Results



# Operating Profit Bridge: FY2025 Results vs FY2026 Forecast



# Balance Sheet Summary

( 100 million ¥ )

| (ASSETS) | | | | (LIABILITIES) | | | |
|---|---|---|---|---|---|---|---|
| | Mar. 31,2024 | Mar. 31,2025 | Change | | Mar. 31,2024 | Mar. 31,2025 | Change |
| Cash, deposits and securities | 506 | 595 | 89 | Notes and account payable－trade | 143 | 148 | 6 |
| Notes and account receivable－trade | 229 | 184 | -46 | Short-term loans payable | 6 | 2 | -4 |
| Inventories | 419 | 425 | 5 | Bonds payable | 100 | 100 | 0 |
| Breakdown: Merchandise and finished goods | 186 | 212 | 26 | Long-term loans payable | 2 | 1 | -1 |
| Property, plant and equipment | 187 | 208 | 21 | Other liabilities | 280 | 323 | 42 |
| Intangible assets | 13 | 25 | 12 | Total liabilities | 531 | 574 | 43 |
| Other assets | 321 | 293 | -28 | (NET ASSETS) | | | |
| | | | | Net assets | 1,145 | 1,155 | 10 |
| Total assets | 1,676 | 1,729 | 53 | Total liabilities and net assets | 1,676 | 1,729 | 53 |

# Cash Flows

( 100 million ¥ )

| | FY2024 2024/3 | FY2025 2025/3 | Change |
|---|---|---|---|
| Net cash provided by (used in) operating activities | -81 | 170 | 251 |
| Net cash provided by (used in) investing activities | 5 | -48 | -53 |
| Net cash provided by (used in) financing activities | -49 | -43 | 6 |
| Cash and cash equivalents at end of period | 497 | 574 | 77 |

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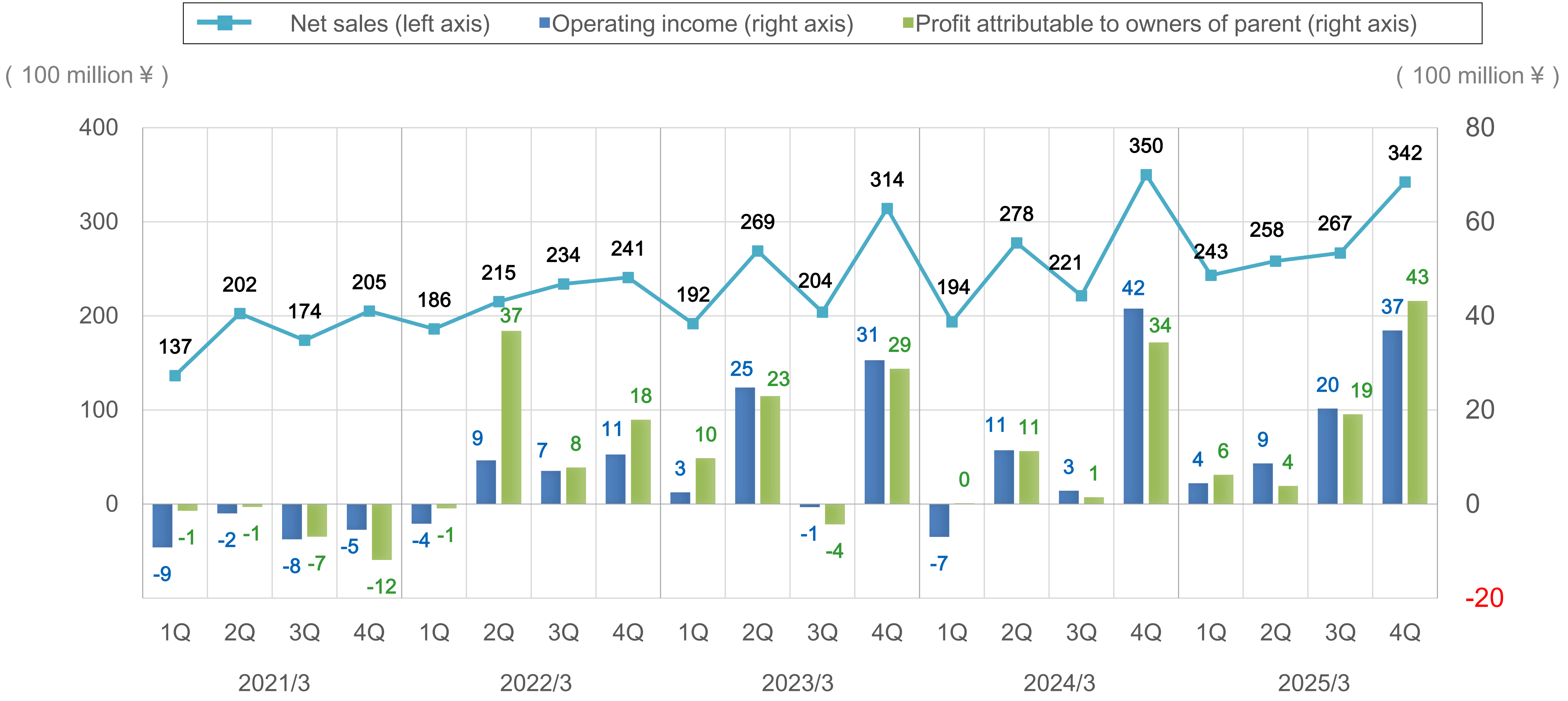
( 100 million ¥ )

| | | FY2025 2025/3 | FY2024 2024/3 | Change | vs. FY2024 | Budget FY2025 | Change | vs. Budget |
|---|---|---|---|---|---|---|---|---|
| Order intake | | 1,309 | 991 | 318 | 132% | 1,210 | 99 | 108% |
| Net sales | | 1,111 | 1,043 | 68 | 106% | 1,133 | -22 | 98% |
| Operating profit | | 71 | 49 | 22 | 145% | 67 | 4 | 106% |
| Ordinary profit | | 76 | 68 | 8 | 112% | 68 | 8 | 112% |
| Profit attributable to owners of parent | | 72 | 46 | 26 | 156% | 61 | 11 | 119% |
| FOREX : Average (Yen) | USD | 152.48 | 144.40 | | | 146.62 | | |
| | EUR | 163.62 | 156.80 | | | 158.33 | | |
| FOREX : End of term (Yen) | USD | 149.52 | 151.41 | | | 140.00 | | |
| | EUR | 162.08 | 163.24 | | | 150.00 | | |

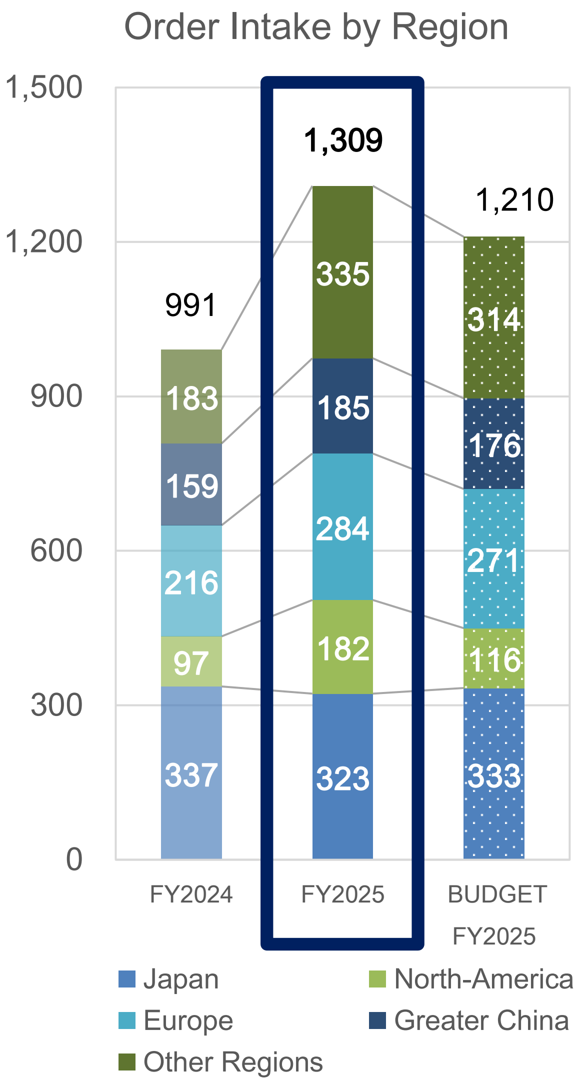
# Net Sales, Operating Profit and Profit attributable to owners of parent



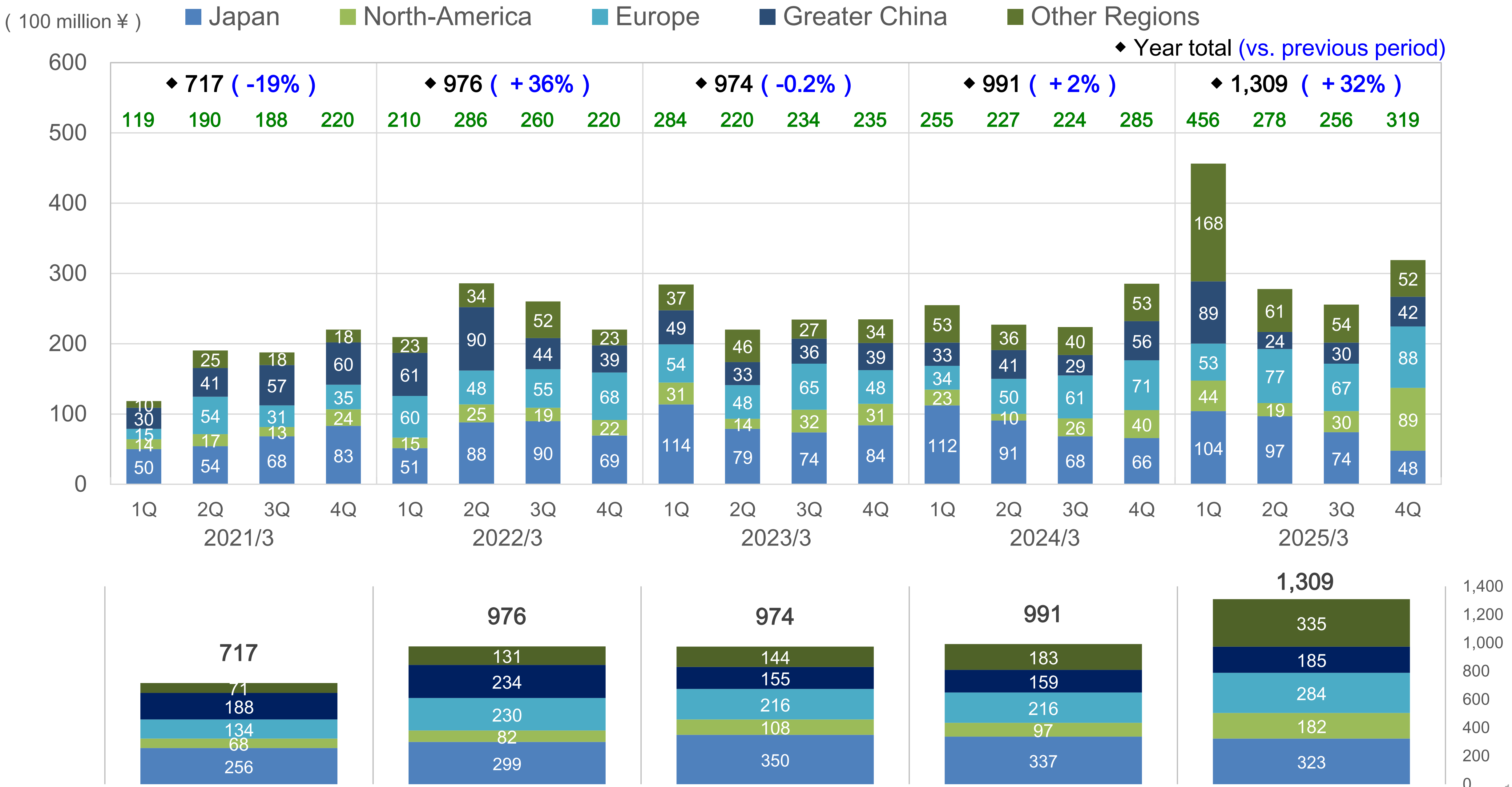
# Order Intake by Region

( 100 million ¥ )

| | FY2025 2025/3 | FY2024 2024/3 | vs. FY2024 | Budget FY2025 | vs. Budget |
|---|---|---|---|---|---|
| Japan | 323 | 337 | 96% | 333 | 97% |
| North-America | 182 | 97 | 187% | 116 | 156% |
| (million USD) | (119) | (67) | (177%) | (80) | (150%) |
| Europe | 284 | 216 | 132% | 271 | 105% |
| (million EUR) | (174) | (138) | (126%) | (171) | (102%) |
| Greater China | 185 | 159 | 116% | 176 | 105% |
| Other Regions | 335 | 183 | 183% | 314 | 107% |
| Total | 1,309 | 991 | 132% | 1,210 | 108% |



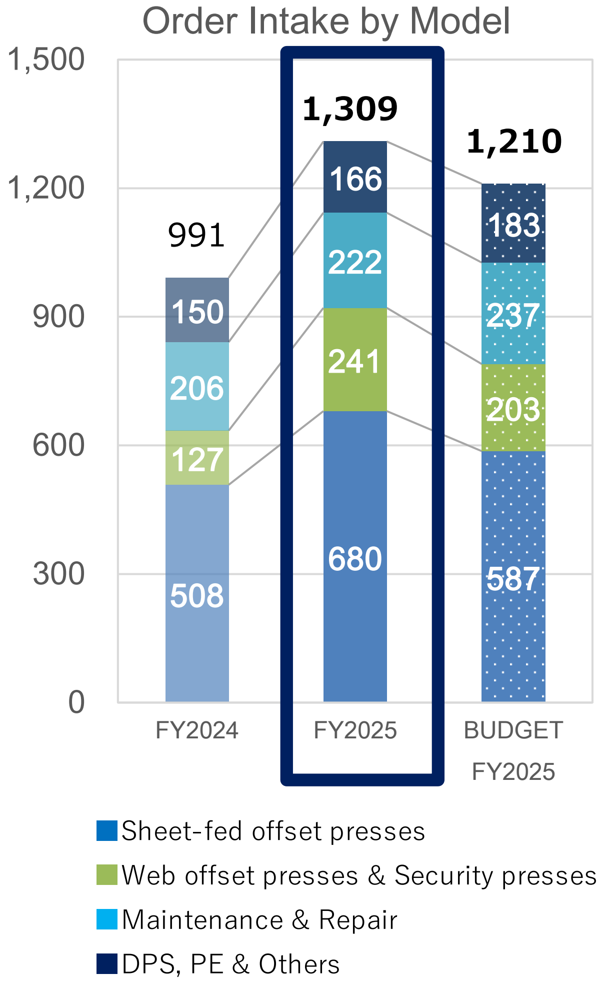
# Order Intake by Region



# Order Intake by Model

( 100 million ¥ )

| | FY2025 2025/3 | FY2024 2024/3 | vs. FY2024 | Budget FY2025 | vs. Budget |
|---|---|---|---|---|---|
| Sheet-fed offset presses | 680 | 508 | 134% | 587 | 116% |
| Web offset presses & Security presses | 241 | 127 | 190% | 203 | 119% |
| Maintenance & Repair | 222 | 206 | 107% | 237 | 94% |
| DPS, PE & Others | 166 | 150 | 111% | 183 | 91% |
| Total | 1,309 | 991 | 132% | 1,210 | 108% |



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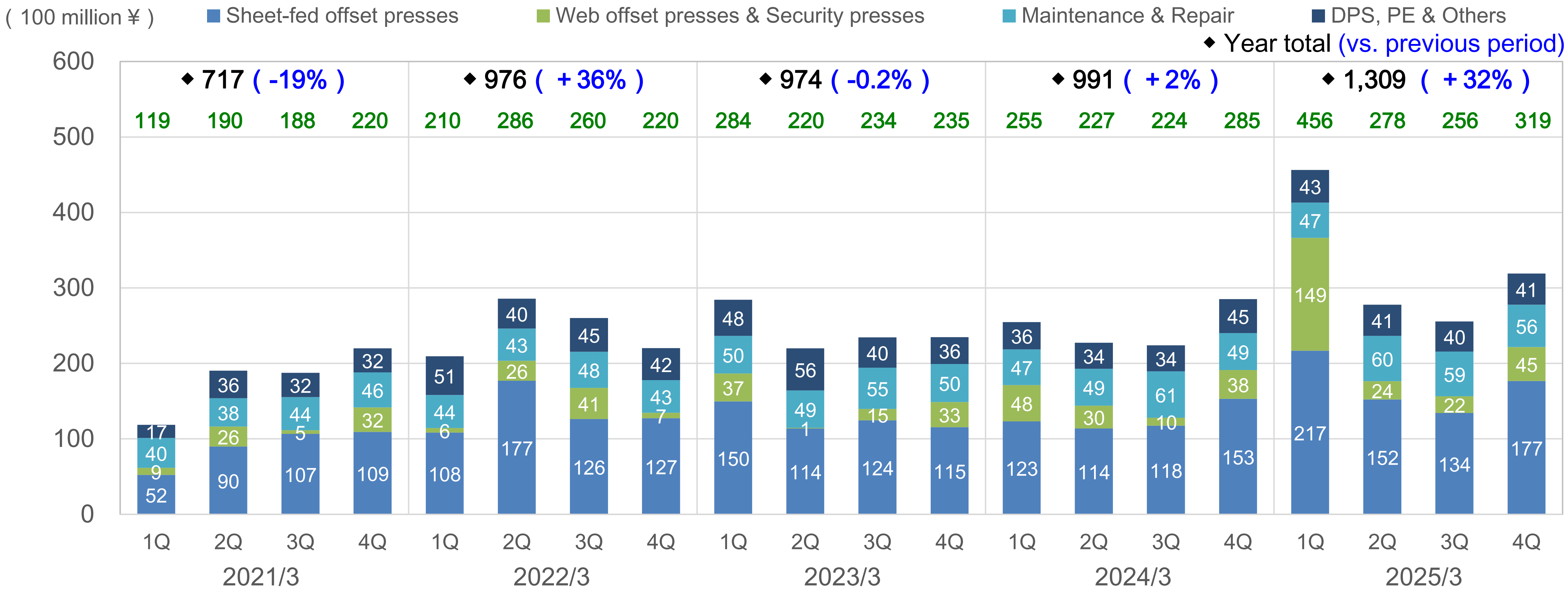
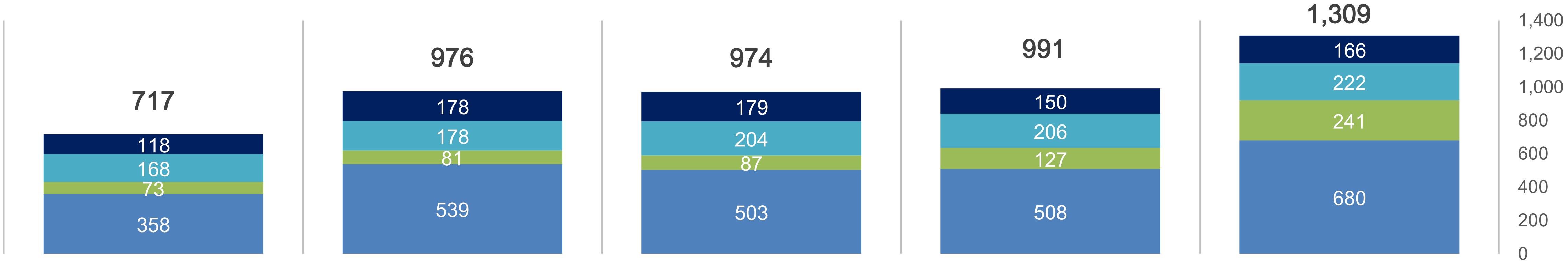
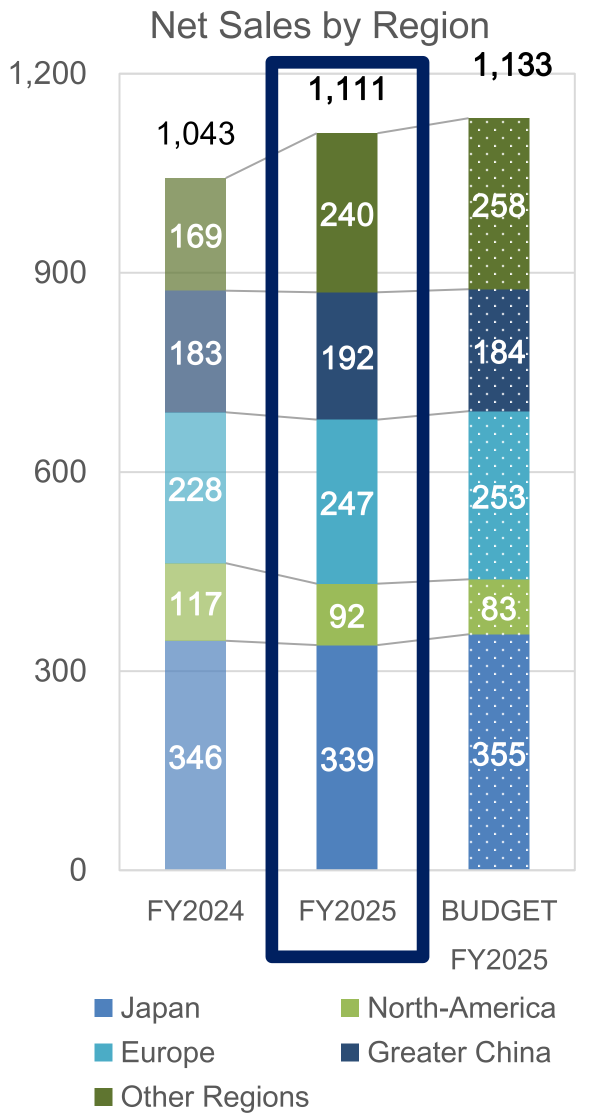




# Net Sales by Region

( 100 million ¥ )

| | FY2025 2025/3 | FY2024 2024/3 | vs. FY2024 | Budget FY2025 | vs. Budget |
|---|---|---|---|---|---|
| Japan | 339 | 346 | 98% | 355 | 95% |
| North-America | 92 | 117 | 79% | 83 | 111% |
| (million USD) | (61) | (81) | (75%) | (57) | (107%) |
| Europe | 247 | 228 | 109% | 253 | 98% |
| (million EUR) | (151) | (145) | (104%) | (160) | (94%) |
| Greater China | 192 | 183 | 105% | 184 | 104% |
| Other Regions | 240 | 169 | 142% | 258 | 93% |
| Total | 1,111 | 1,043 | 106% | 1,133 | 98% |



# Net Sales by Region

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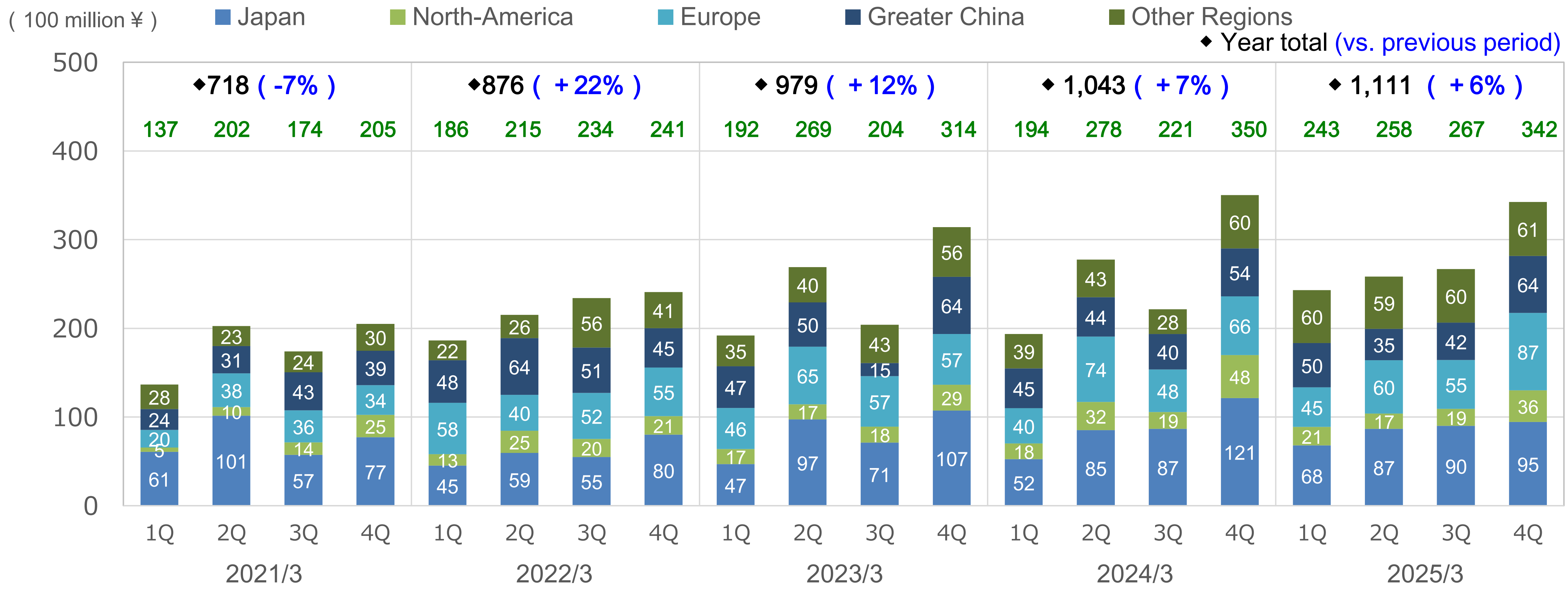
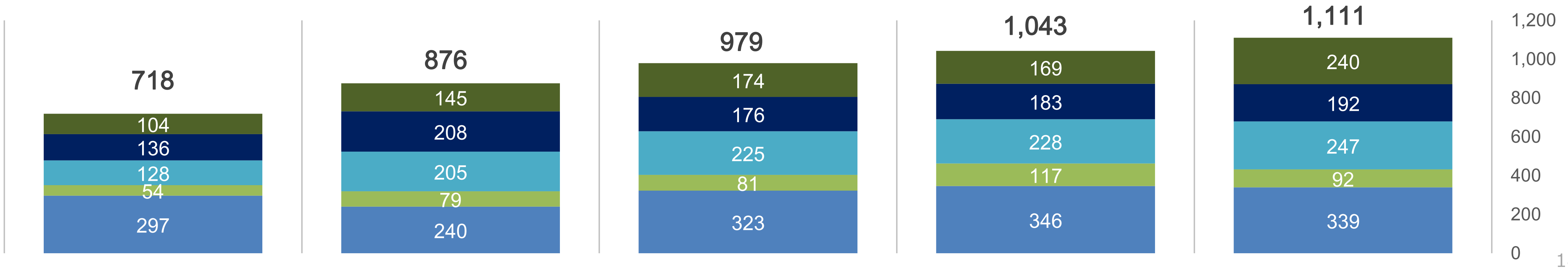
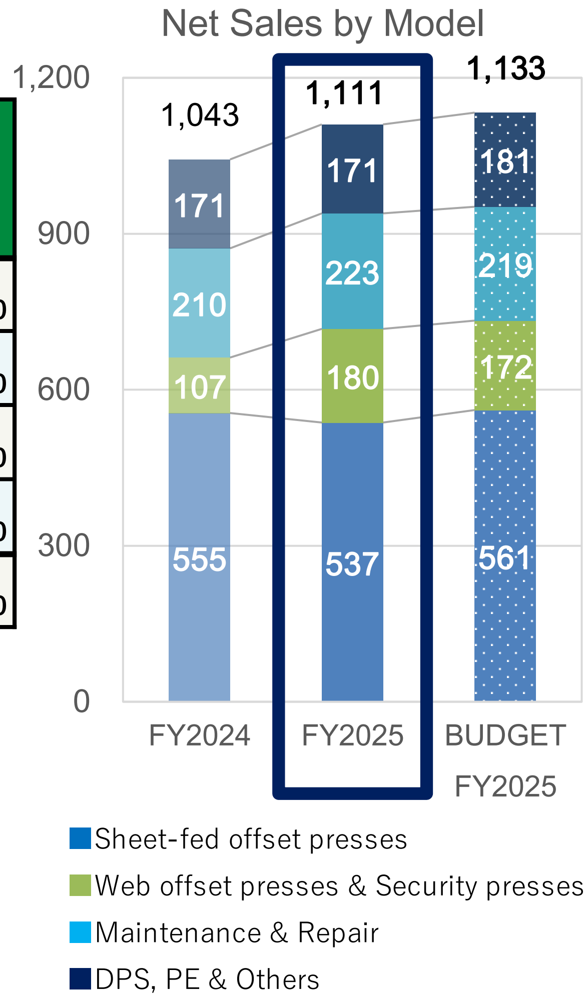




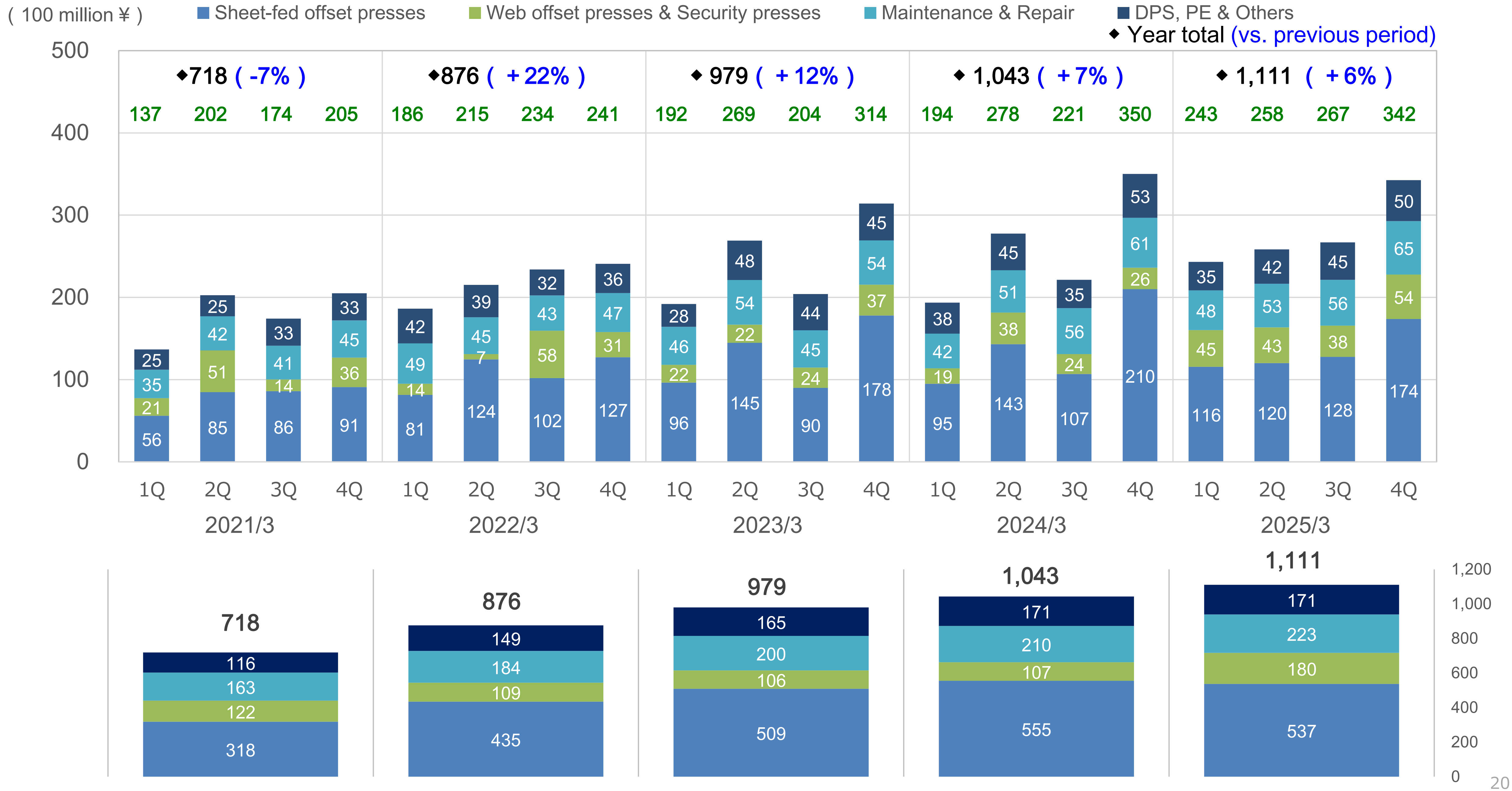
# Net Sales by Model

( 100 million ¥ )

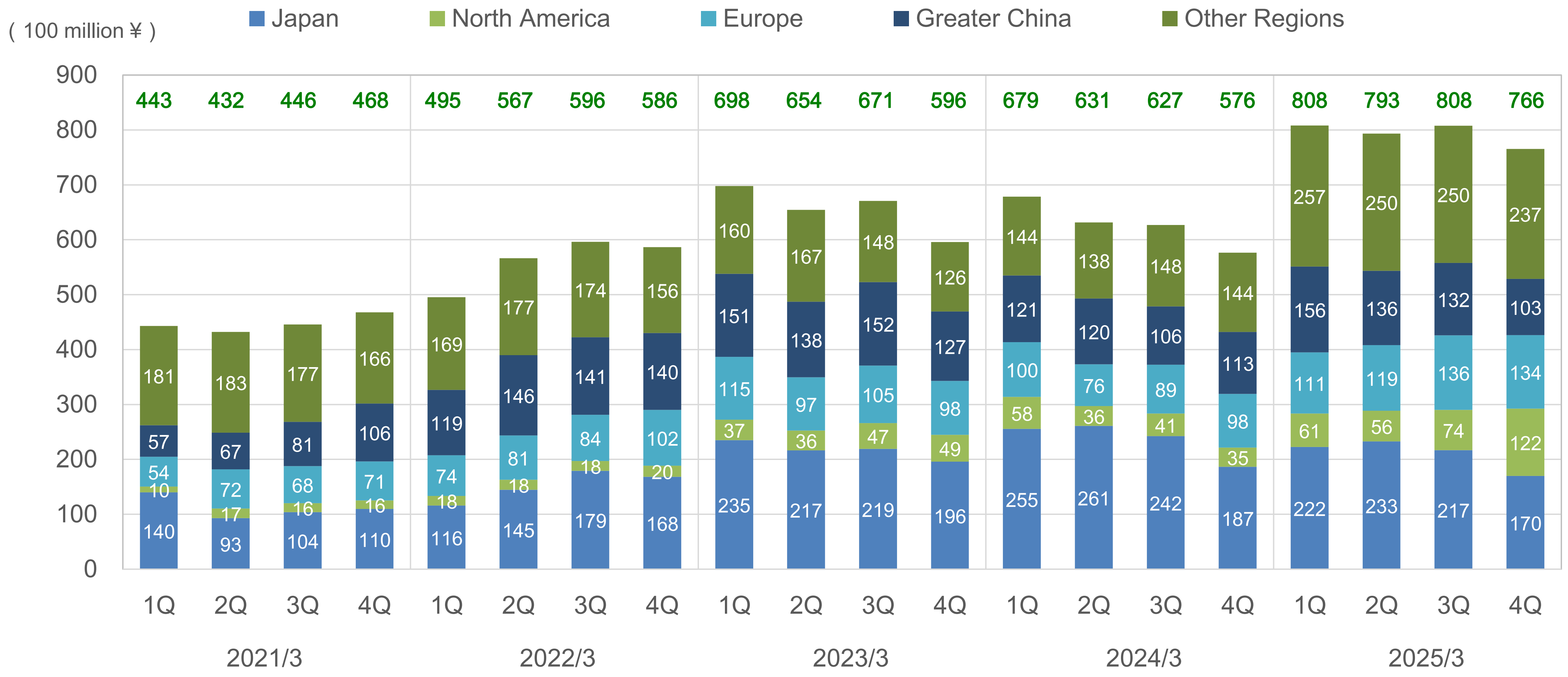
| | FY2025 2025/3 | FY2024 2024/3 | vs. FY2024 | Budget FY2025 | vs. Budget |
|---|---|---|---|---|---|
| Sheet-fed offset presses | 537 | 555 | 97% | 561 | 96% |
| Web offset presses & Security presses | 180 | 107 | 167% | 172 | 105% |
| Maintenance & Repair | 223 | 210 | 106% | 219 | 102% |
| DPS, PE & Others | 171 | 171 | 100% | 181 | 95% |
| Total | 1,111 | 1,043 | 106% | 1,133 | 98% |



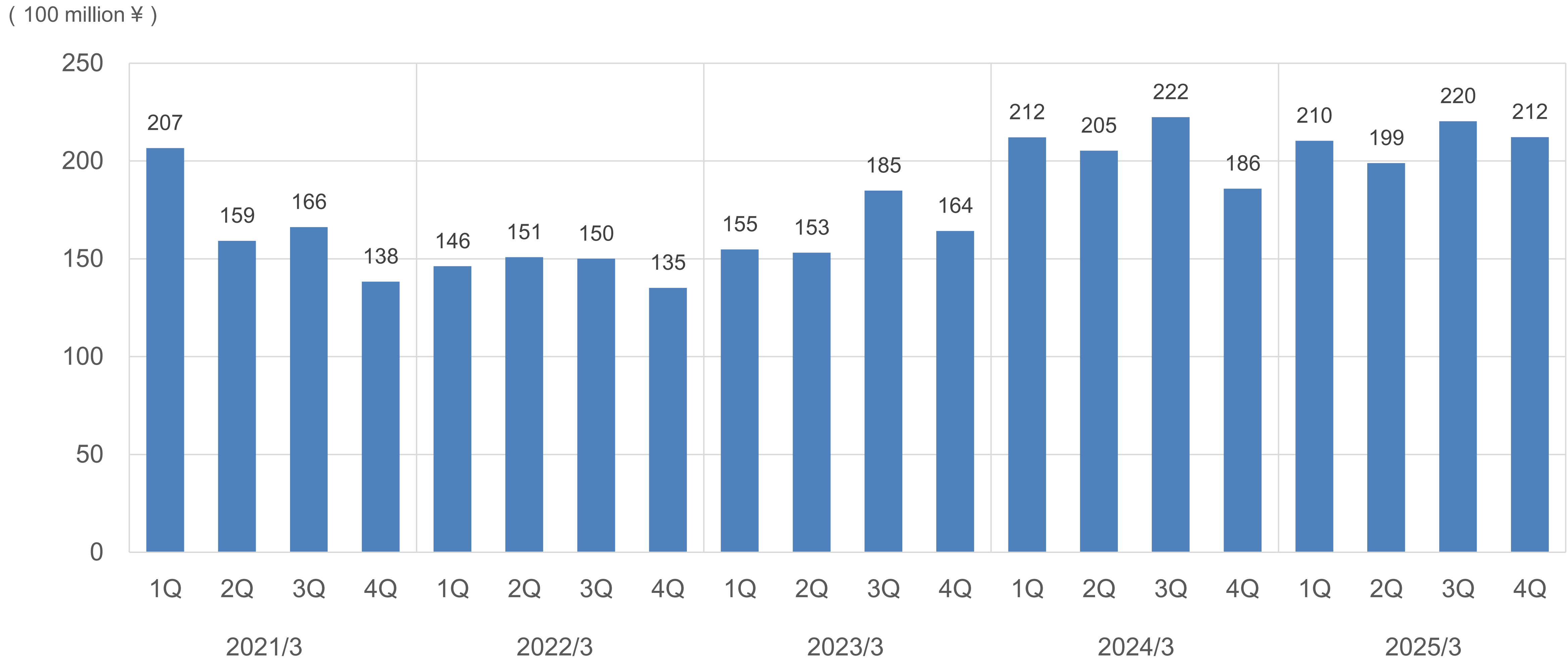
# Net Sales by Model



# Order Backlog



# Finished Goods Inventories （ at Manufacturing Cost ）



# Forecast

# Forecast of result of operations for FY2026

( 100 million ¥ )

| | | Budget FY2026 | | | FY2025 2025/3 | Change | vs. FY2025 |
|---|---|---|---|---|---|---|---|
| | | 1H | 2H | Year total | | | |
| Order intake | | 612 | 578 | 1,190 | 1,309 | -119 | 91% |
| Net sales | | 586 | 659 | 1,245 | 1,111 | 134 | 112% |
| Operating profit | | 38 | 53 | 91 | 71 | 20 | 128% |
| Ordinary profit | | 37 | 52 | 89 | 76 | 13 | 117% |
| Profit attributable to owners of parent | | 26 | 38 | 64 | 72 | -8 | 88% |
| FOREX : Average (Yen) | USD | 140.00 | 140.00 | 140.00 | 152.48 | | |
| | EUR | 150.00 | 150.00 | 150.00 | 163.62 | | |
| FOREX : End of term (Yen) | USD | 140.00 | 140.00 | 140.00 | 149.52 | | |
| | EUR | 150.00 | 150.00 | 150.00 | 162.08 | | |

# Forecast of Order Intake by Region

( 100 million ¥ )

| | | Budget FY2026 | | | FY2025 2025/3 | Change | vs. FY2025 |
|---|---|---|---|---|---|---|---|
| | | 1H | 2H | Year total | | | |
| Japan | | 192 | 165 | 357 | 323 | 35 | 111% |
| North-America | | 43 | 84 | 127 | 182 | -55 | 70% |
| | (million USD) | (31) | (60) | (91) | (119) | (-29) | (76%) |
| Europe | | 155 | 144 | 300 | 284 | 15 | 105% |
| | (million EUR) | (104) | (96) | (200) | (174) | (26) | (115%) |
| Greater China | | 82 | 72 | 154 | 185 | -31 | 83% |
| Other Regions | | 140 | 112 | 252 | 335 | -83 | 75% |
| Total | | 612 | 578 | 1,190 | 1,309 | -119 | 91% |

# Forecast of Order Intake by Model

( 100 million ¥ )

| | Budget FY2026 | | | FY2025 2025/3 | Change | vs. FY2025 |
|---|---|---|---|---|---|---|
| | 1H | 2H | Year total | | | |
| Sheet-fed offset presses | 285 | 322 | 607 | 680 | -73 | 89% |
| Web offset presses & Security presses | 112 | 29 | 141 | 241 | -100 | 59% |
| Maintenance & Repair | 110 | 109 | 219 | 222 | -3 | 99% |
| DPS, PE & Others | 104 | 118 | 222 | 166 | 56 | 134% |
| Total | 612 | 578 | 1,190 | 1,309 | -119 | 91% |

# Forecast of Net Sales by Region

( 100 million ¥ )

| | | Budget FY2026 | | | FY2025 2025/3 | Change | vs. FY2025 |
|---|---|---|---|---|---|---|---|
| | | 1H | 2H | Year total | | | |
| Japan | | 155 | 188 | 344 | 339 | 4 | 101% |
| North-America | | 60 | 91 | 151 | 92 | 59 | 163% |
| | (million USD) | (43) | (65) | (108) | (61) | (47) | (178%) |
| Europe | | 138 | 165 | 303 | 247 | 55 | 122% |
| | (million EUR) | (92) | (110) | (202) | (151) | (51) | (134%) |
| Greater China | | 87 | 62 | 148 | 192 | -43 | 77% |
| Other Regions | | 146 | 153 | 299 | 240 | 59 | 125% |
| Total | | 586 | 659 | 1,245 | 1,111 | 134 | 112% |

# Forecast of Net Sales by Model

( 100 million ¥ )

| | Budget FY2026 | | | FY2025 2025/3 | Change | vs. FY2025 |
|---|---|---|---|---|---|---|
| | 1H | 2H | Year total | | | |
| Sheet-fed offset presses | 313 | 301 | 614 | 537 | 77 | 114% |
| Web offset presses & Security presses | 77 | 133 | 210 | 180 | 31 | 117% |
| Maintenance & Repair | 106 | 109 | 215 | 223 | -8 | 97% |
| DPS, PE & Others | 90 | 116 | 206 | 171 | 35 | 120% |
| Total | 586 | 659 | 1,245 | 1,111 | 134 | 112% |

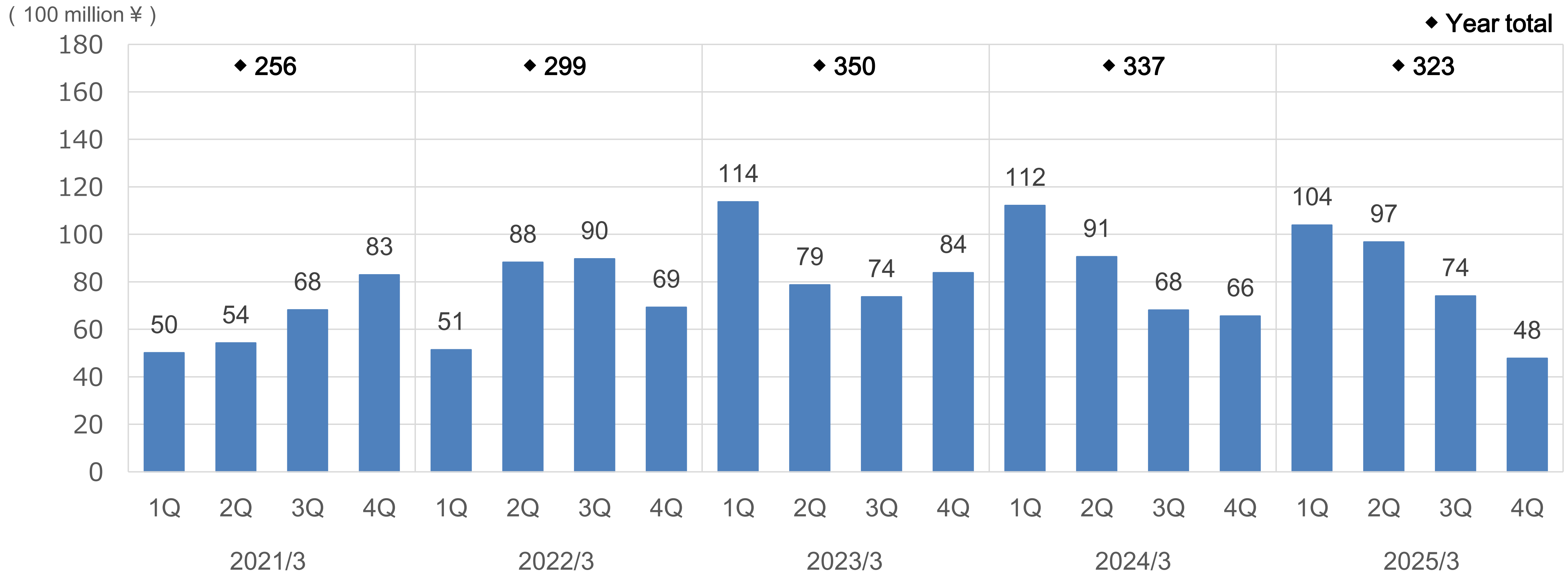
# CAPEX, Depreciation and Amortization, R&D etc.

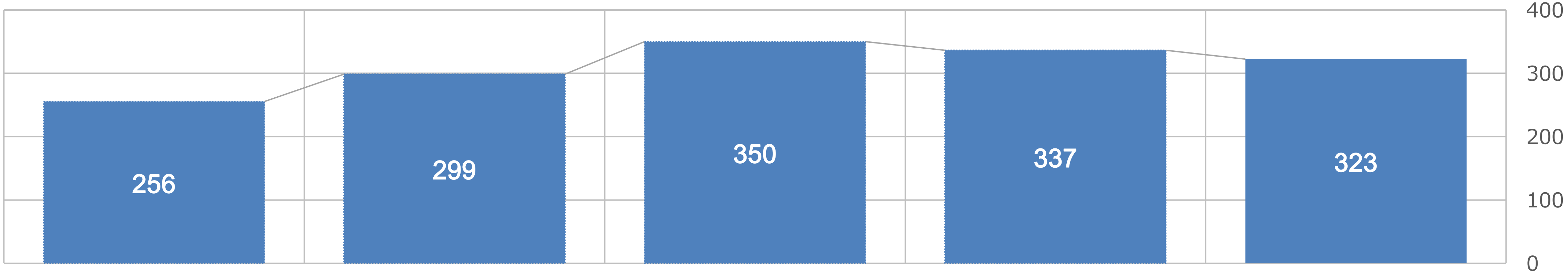
( million ¥ )

| | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 Forecast |
|---|---|---|---|---|---|---|
| Number of employees | 2,686 | 2,613 | 2,567 | 2,562 | 2,625 | 2,640 |
| Personnel expenses | 20,199 | 22,122 | 23,246 | 24,656 | 26,246 | 26,000 |
| Capital expenditures | 1,394 | 2,371 | 2,303 | 1,997 | 2,601 | 2,900 |
| Depreciation and amortization | 1,604 | 1,877 | 1,896 | 1,968 | 2,298 | 2,200 |
| R&D expenses | 4,002 | 4,050 | 3,654 | 3,734 | 4,044 | 4,400 |
| (% to net sales ) | (5.6%) | (4.6%) | (3.7%) | (3.6%) | (3.6%) | (3.5%) |

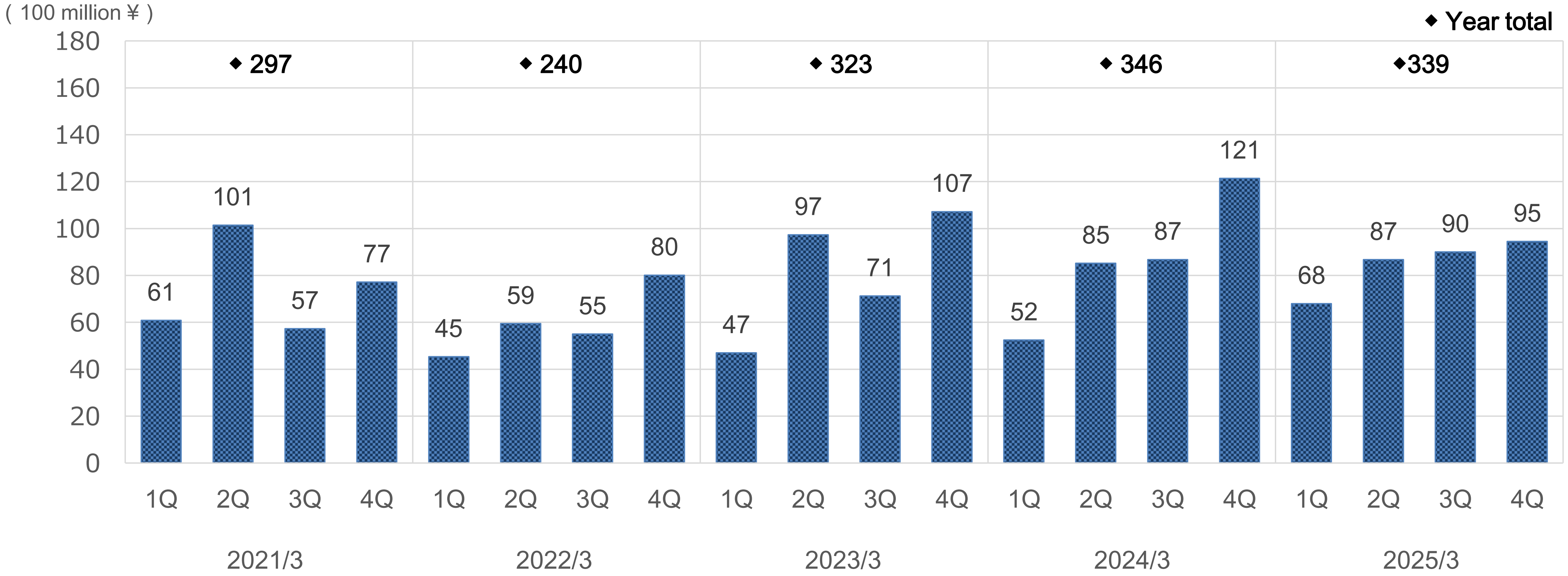
# *Appendix: Detailed Order Intake and Net Sales by Region*

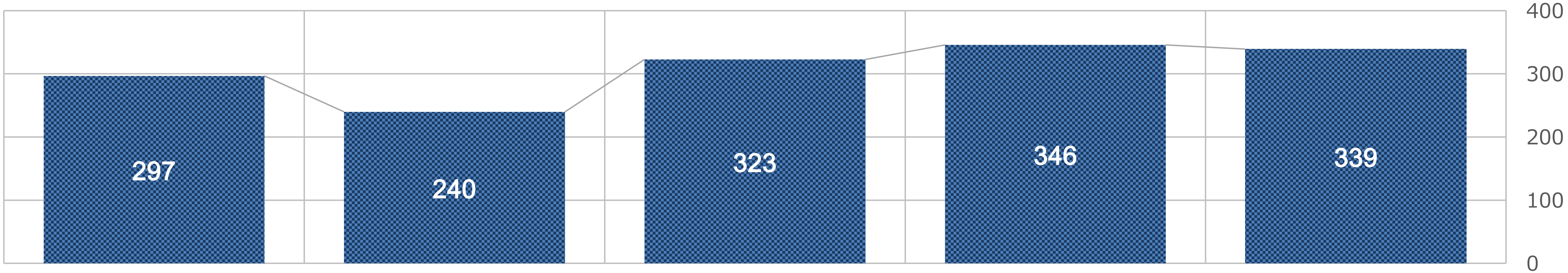
# Order Intake in Japanese Market



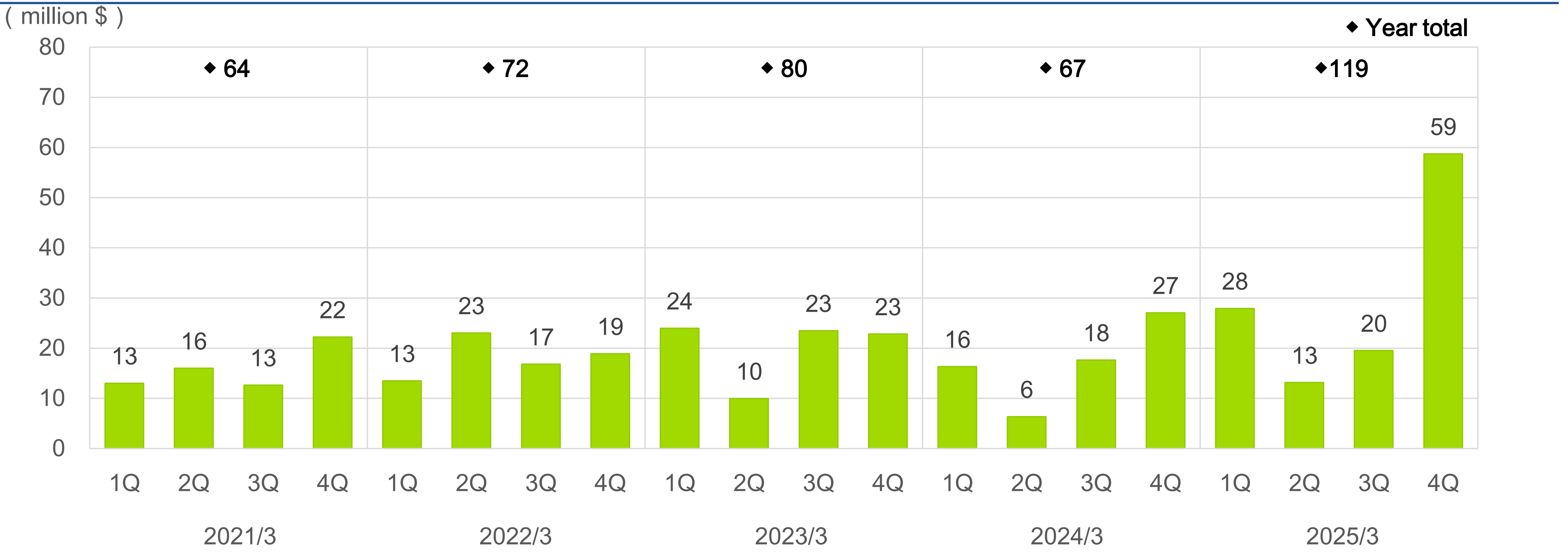


# Net Sales in Japanese Market

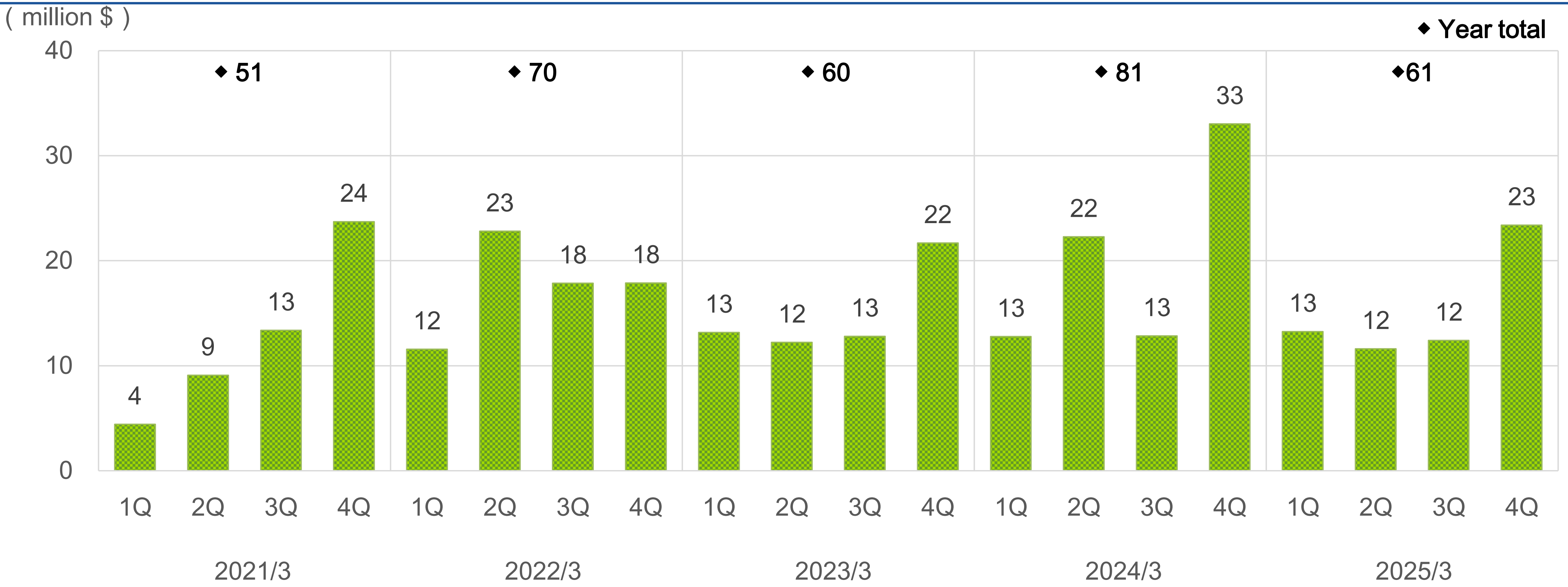


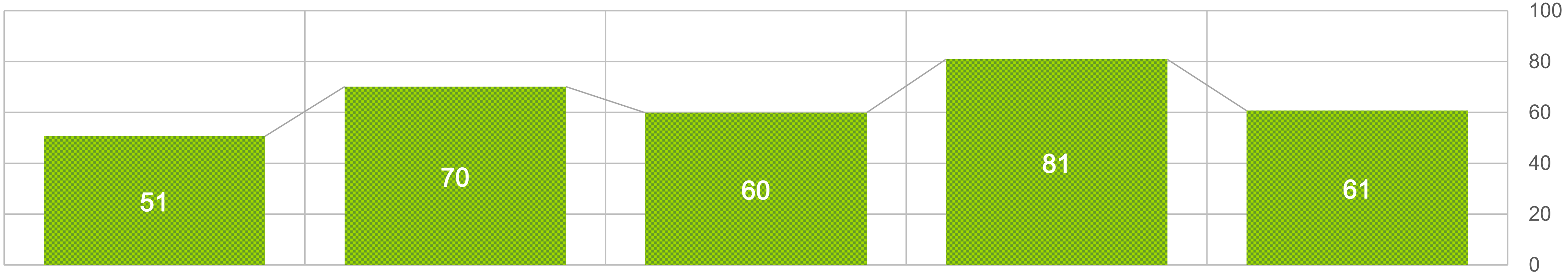


# Order Intake in North American Market

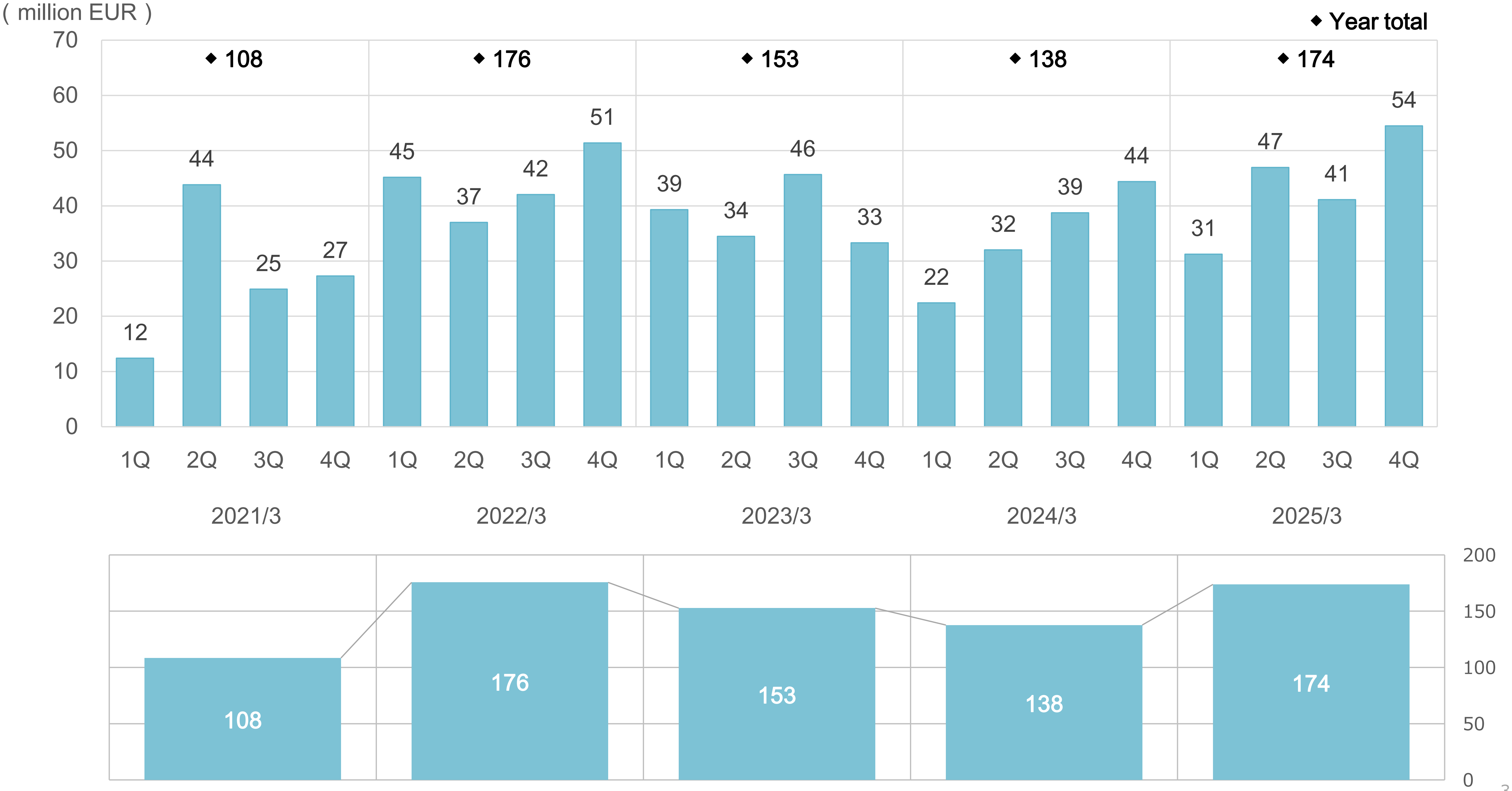


# Net Sales in North American Market

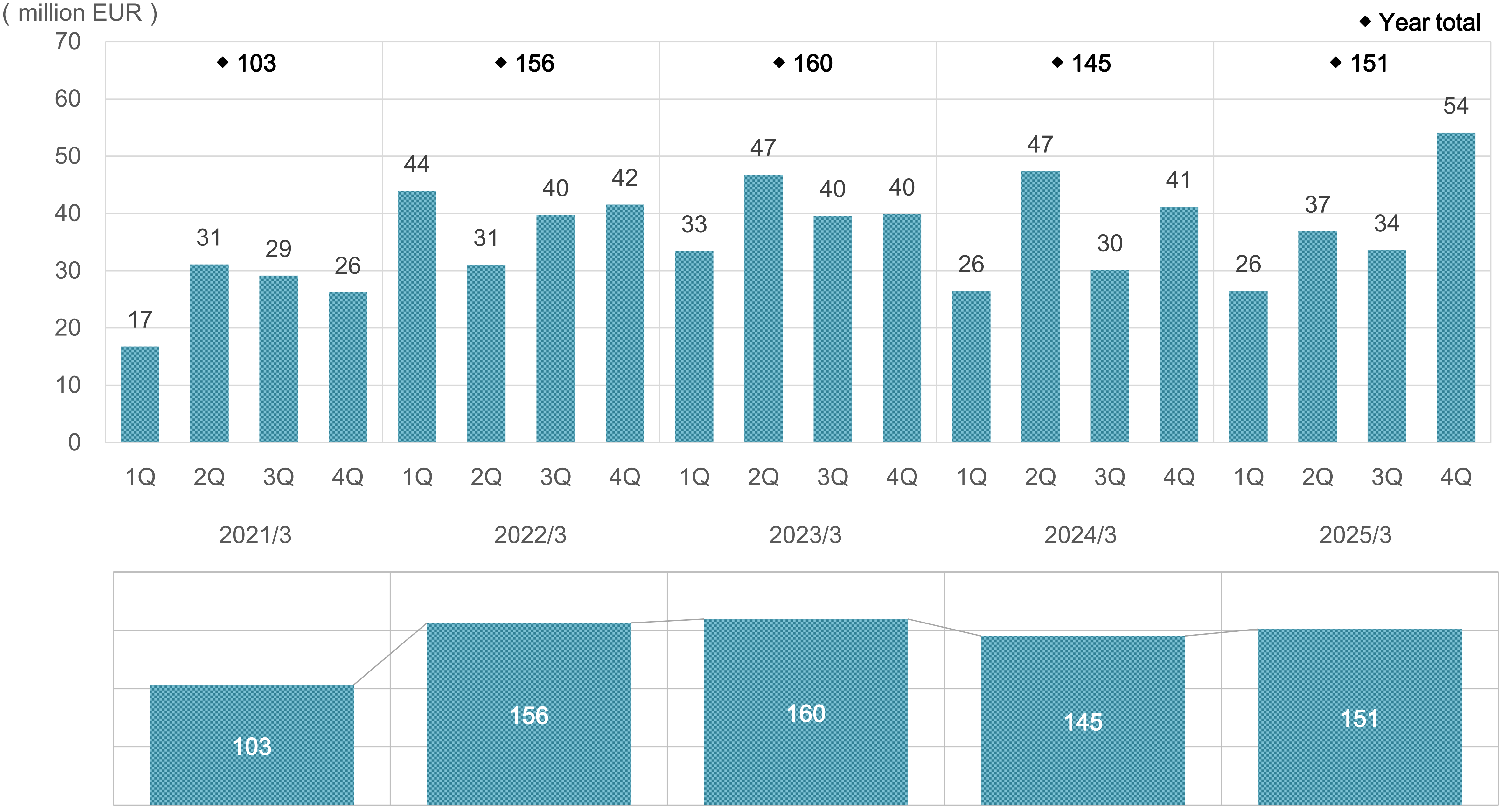




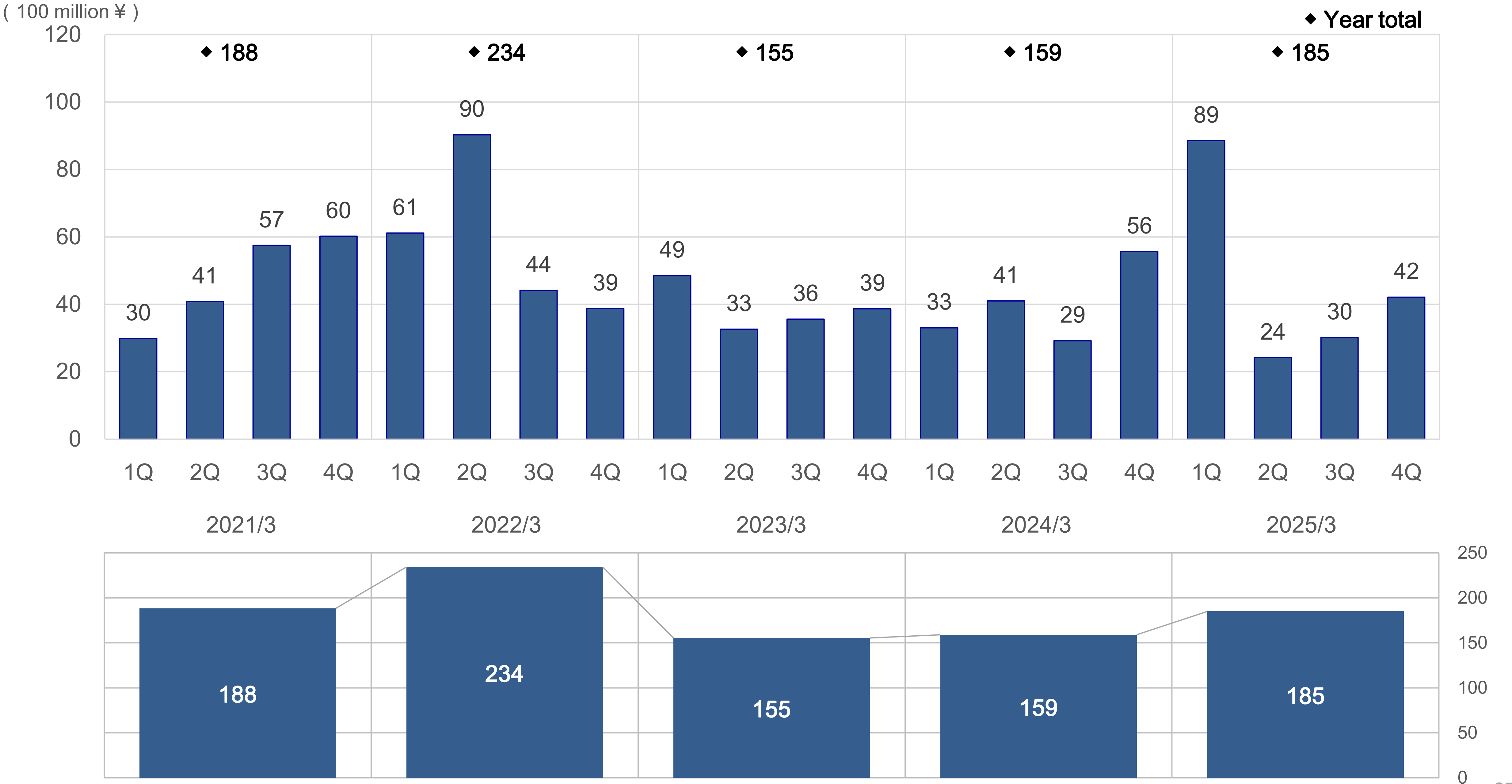
# Order Intake in European Market



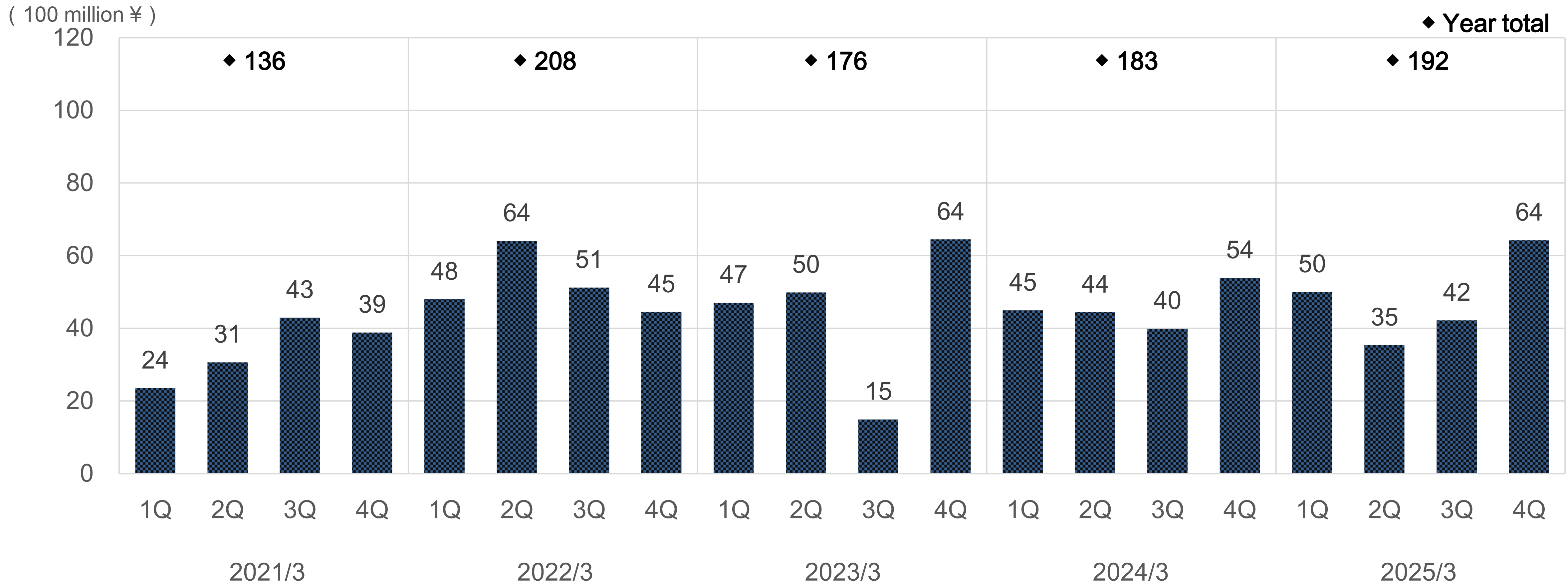
# Net Sales in European Market

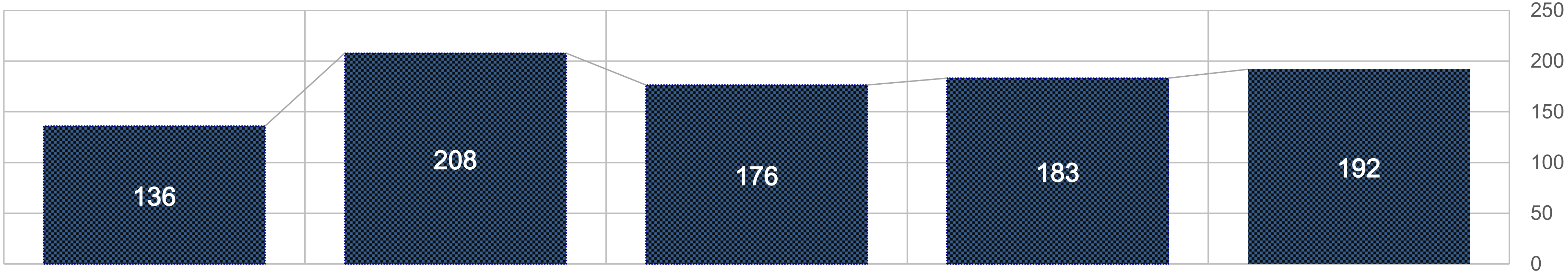


# Order Intake in Greater China Market



# Net Sales in Greater China Market





# Order Intake in Other Regions' Markets

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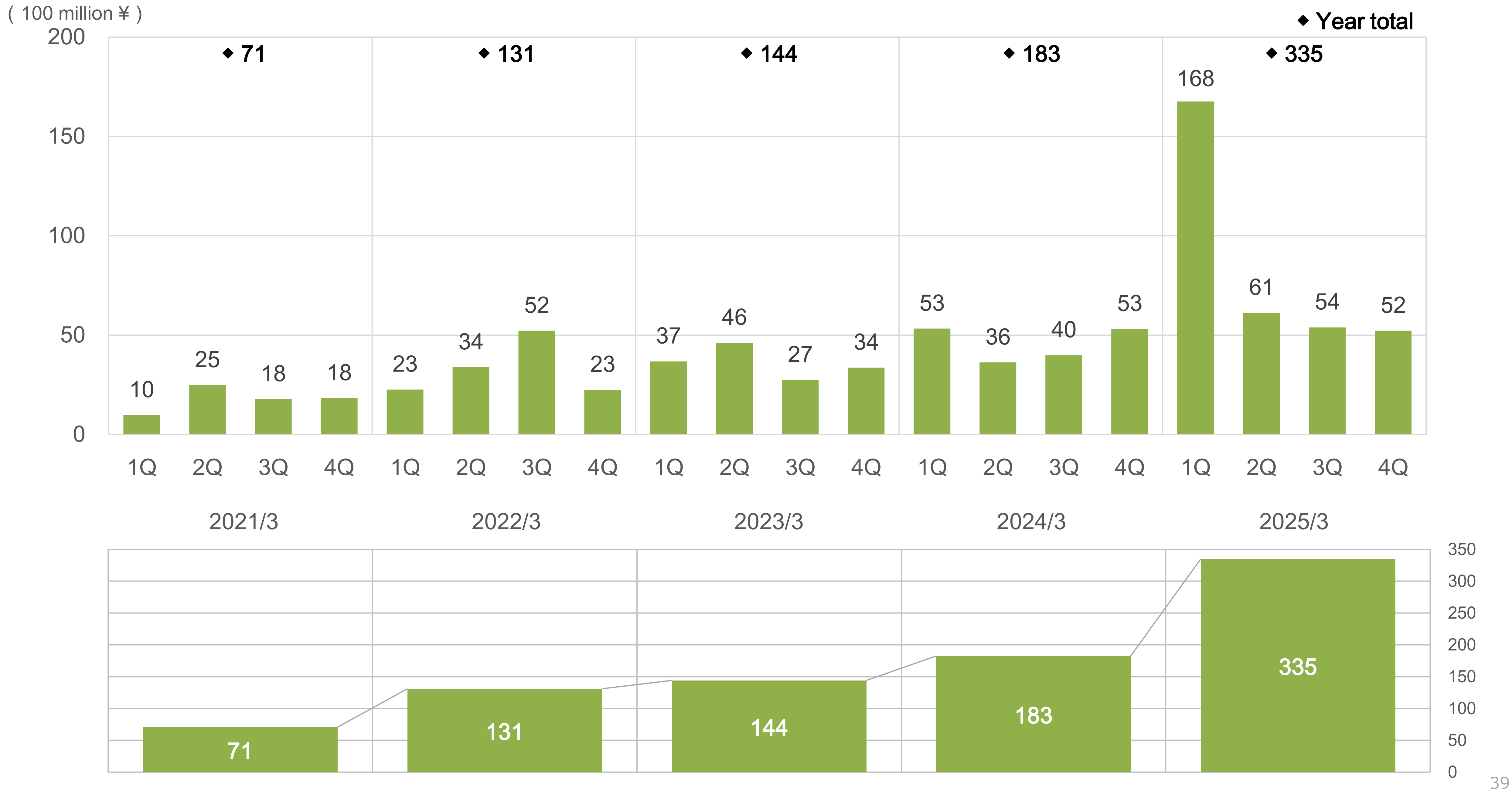
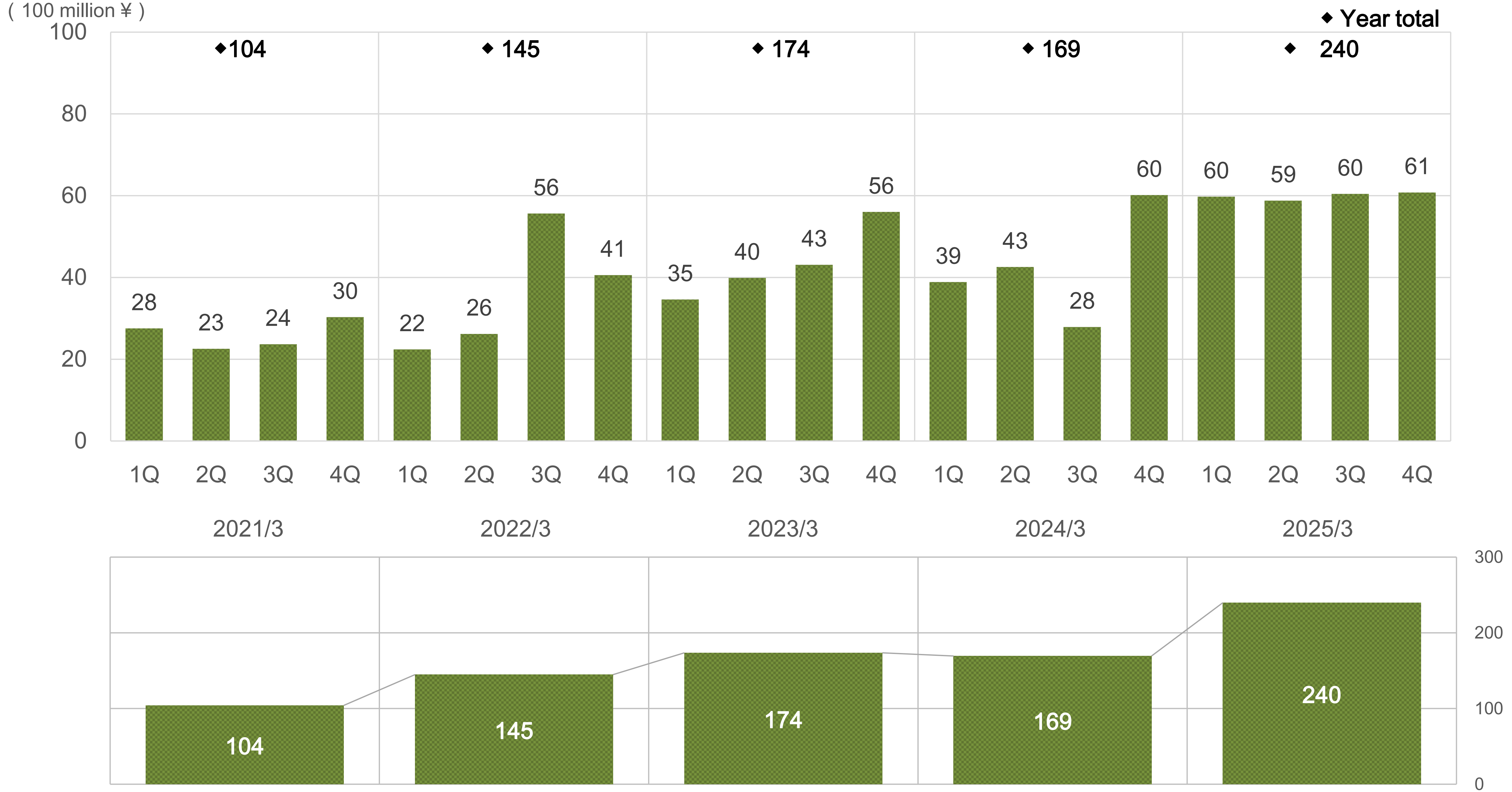


# Net Sales in Other Regions' Markets



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