Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

May 14, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

Company name: KOMORI CORPORATION
Listing: Tokyo Stock Exchange
Securities code: 6349
URL: https://www.komori.com/ja/jp/
Representative: Mr. Satoshi Mochida Representative Director, President and CEO
Inquiries: Mr. Iwao Hashimoto Managing Director and CFO
Telephone: +81-3-5608-7826
Scheduled date of annual general meeting of shareholders: June 17, 2026
Scheduled date to commence dividend payments: June 18, 2026
Scheduled date to file annual securities report: June 16, 2026
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (for financial analysts/investors)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated operating results (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	118,611	6.8	9,404	32.2	10,718	40.8	7,371	1.7
March 31, 2025	111,050	6.5	7,115	45.2	7,614	12.0	7,247	56.1

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥ 11,834 million [163.2%]
For the fiscal year ended March 31, 2025: ¥ 4,496 million [(62.5)%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	138.92	-	6.2	6.1	7.9
March 31, 2025	136.60	-	6.3	4.5	6.4

(Note) The Company finalized the provisional accounting treatment pertaining to business combination in the fiscal year ended March 31, 2026, and reflected the details of the finalization of the provisional accounting treatment on figures related to the fiscal year ended March 31, 2025.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	178,158	122,896	69.0	2,316.06
March 31, 2025	172,946	115,498	66.8	2,176.79

Reference: Equity
As of March 31, 2026: ¥ 122,896 million
As of March 31, 2025: ¥ 115,498 million

(Note) The Company finalized the provisional accounting treatment pertaining to business combination in the fiscal year ended March 31, 2026, and reflected the details of the finalization of the provisional accounting treatment on figures related to the fiscal year ended March 31, 2025.

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	3,533	(2,908)	(6,072)	52,851
March 31, 2025	17,018	(4,781)	(4,310)	57,400

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	-	20.00	-	48.00	68.00	3,632	49.8	3.1
Fiscal year ended March 31, 2026	-	35.00	-	35.00	70.00	3,743	50.4	3.1
Fiscal year ending March 31, 2027 (Forecast)	-	35.00	-	40.00	75.00		59.0	

3. Consolidated financial result forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2026	53,700	2.8	2,700	(14.5)	2,600	(28.6)	1,800	(23.6)	33.92
Full year	124,000	4.5	9,500	1.0	9,200	(14.2)	7,200	(2.3)	135.69

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

Newly included: -

Excluded: -

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	53,478,840 shares
As of March 31, 2025	53,478,840 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2026	416,124 shares
As of March 31, 2025	419,711 shares

(iii) Average number of shares outstanding during the period

Fiscal Year ended March 31, 2026	53,061,426 shares
Fiscal Year ended March 31, 2025	53,059,299 shares

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	82,041	5.1	9,049	35.1	11,019	40.9	8,131	2.8
March 31, 2025	78,062	8.8	6,700	79.1	7,821	31.0	7,913	29.8

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2026	153.25	-
March 31, 2025	149.15	-

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	144,316	112,167	77.7	2,113.86
March 31, 2025	142,616	105,944	74.3	1,996.73

Reference: Equity

As of March 31, 2026: ¥ 112,167 million

As of March 31, 2025: ¥ 105,944 million

* This financial flash report (Kessan Tanshin) is not subject to auditing by a certified public accountant or auditing firm.

* Disclaimer regarding the appropriate use of performance forecasts and other remarks
The aforementioned forecasts are based on management’s assumptions and beliefs held in light of information currently available to it and accordingly involve risks and uncertainties that may cause actual results to differ materially from forecasts. These uncertainties include, but are not limited to, changes in economic conditions, market trends, changes in foreign currency exchange rates and other factors.For qualitative information regarding consolidated operating results forecasts, please refer to“1. REVIEW OF OPERATIONS AND FINANCIAL CONDITION (4) Outlook” in page 6 of the attached material.

Materials for the summary result presentation in Japanese will be disclosed through the Tokyo Stock Exchange’s Timely Disclosure Network, known as TDnet, on May 18, 2026. The same materials will be posted on Komori’s website. Also, English translation of these materials will be posted on the Company’s website at: https://www.komori.com/contents_com/ir/index.htm

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1. REVIEW OF OPERATIONS AND FINANCIAL CONDITION

(1) Fiscal 2026 Operating Results

(1) Overview

During the fiscal year ended March 31, 2026, the global economy remained relatively robust. Although the monetary market saw turmoil at the beginning of said fiscal year as the result of developments in U.S. tariff policies, the market regained overall stability by fiscal year-end. This, in turn, alleviated a sense of uncertainty over the future to a certain degree. On the other hand, the Ukraine situation persisted, while geopolitical risks arising from the Middle Eastern affairs remained in place. These factors caused the market environment to remain unstable.

(2) Consolidated Performance

Although market demand for printing machinery varied by region, global demand has been strong overall. Despite inflationary trends, evolving monetary policies, looming geopolitical risks and other factors contributing to a lingering sense of uncertainty, the Komori Group benefited, across various regions, from an ongoing business interest in investment aimed at streamlining printing operations via the enhancement of energy-saving performance, productivity and efficiency of printing facilities. In particular, demand for printing machinery remained robust in such areas as high-value-added printing services and package printing.

Taking the above factors into account, orders received in the fiscal year under review fell 12.5% from the previous fiscal year to ¥114,534 million, while consolidated net sales grew 6.8% year on year to ¥118,611 million. The cost of sales ratio improved year on year, while selling, general and administrative (SG&A) expenses increased year on year. This increase was mainly attributable to growth in shipping expenses in step with higher net sales along with higher research and development expenses. Taking these factors into account, Komori posted operating profit of ¥9,404 million, which represents an increase of 32.2% from the previous fiscal year.

The Company posted ordinary profit of ¥10,718 million, which represents an increase of 40.8% from the previous fiscal year, thanks primarily to higher foreign exchange gains arising from the depreciation of the yen. For the fiscal year under review, the Company recorded profit before income taxes of ¥10,814 million, which represents an increase of 18.1% from the previous fiscal year. As a result, Komori posted profit attributable to owners of the parent totaling ¥7,371 million, which represents an increase of 1.7% from the previous fiscal year.

Overseas sales totaled ¥85,485 million, up 10.8% from the previous fiscal year, with the ratio of overseas sales to net sales at 72.1%.

(3) Overview of Consolidated Net Sales by Region

Consolidated net sales during the fiscal year under review amounted to ¥118,611 million, representing a 6.8% increase from the previous fiscal year. An overview of consolidated net sales by region is set out below.

(In millions of yen)

		Fiscal Year Ended March 31, 2025	Fiscal Year Ended March 31, 2026	Increase / (Decrease) (%)
Net sales		111,050	118,611	6.8%
Breakdown	Japan	33,922	33,125	(2.3%)
	North America	9,248	12,557	35.8%
	Europe	24,718	28,178	14.0%
	Greater China	19,182	15,703	(18.1%)
	Other Regions	23,978	29,046	21.1%

Domestic Sales

In the domestic market, demand for sheet-fed offset printing presses remained robust as printing companies sought to undertake investment aimed at achieving more streamlined, labor-saving operations. On the other hand, showings of web offset printing presses decreased in contrast with strong sales in the previous fiscal year. Taking these factors into account, net sales in this region decreased 2.3% year on year to ¥33,125 million.

North America

In North America, personal consumption grew stagnant due to upward price revisions aimed at transferring costs related to U.S. tariffs, as did capital expenditure in certain fields. However, the Komori Group made progress in the delivery of security printing presses and offset printing presses, both of which represent its areas of strength. Moreover, the Group garnered favorable customer reviews for its sophisticated technological capabilities as well as its long-term support structure. This, in turn, enabled it to secure considerable sales growth. Consequentially, net sales in this region increased 35.8% from the same period of the previous fiscal year to ¥12,557 million.

Europe

In Europe, tariff-related negotiations with the United States settled down, reducing the degree of uncertainty over the future and leading to improvement in the export environment. Moreover, personal consumption was supported by robust employment and wages. These factors, in turn, contributed to modest but consistent economic recovery. In addition, orders received in connection with the Company’s participation in a large-scale exhibition held in the previous fiscal year have been steadily recorded as sales, while demand for printing facilities continued to recover, especially in the fields of paper and other package printing. Consequentially, net sales in this region grew 14.0% year on year to ¥28,178 million.

Greater China

In Greater China, the economy was on a decelerating track as investment in real estate and large-scale infrastructure remained stagnant. Against this backdrop, middle-sized printing companies engaged in commercial printing maintained a cautious stance toward making investment decisions, while large printing companies and others continued to undertake investment aimed at streamlining their printing operations. In addition, the Company received inquiries on an ongoing basis via, for example, its participation in exhibitions. This made it possible for Komori to more precisely assess demand. Consequentially, net sales in this region decreased 18.1% year on year to ¥15,703 million.

Other Regions

Other Regions include ASEAN, India and Oceania as well as Central and South America. In these regions, the Group’s overall operating results remained robust as demand for printing facilities grew steadily, especially in the area of package printing, on the back of economic expansion and population growth. As a result, net sales in Other Regions rose 21.1% year on year to ¥29,046 million.

(4) Business Performance by Reportable Segment

1. Japan

The “Japan” reportable segment includes the Company’s sales in Japan and direct sales to distributors in certain overseas regions as well as sales of security printing presses to overseas customers. These overseas regions consist of a portion of Asia and Central and South America, as well as other regions. Reflecting the Company’s performance in the above regions, net sales in the reportable segment “Japan” totaled ¥87,044 million, a year-on-year increase of 5.2%. Operating profit totaled ¥9,637 million, representing an increase of 37.0% from the previous fiscal year.

2. North America
The “North America” reportable segment comprises sales posted by the Company’s sales subsidiaries in the United States. The Company’s performance in this reportable segment was affected by the operating conditions described in the section “(3) Overview of Consolidated Net Sales by Region,” above. As a result, net sales in this reportable segment totaled ¥12,740 million, which represents a year-on-year increase of 37.1%. Operating profit totaled ¥625 million, compared with ¥8 million in the previous fiscal year.

3. Europe
The “Europe” reportable segment consists of sales recorded by the Company’s sales subsidiaries in Europe, those recorded by a subsidiary that manufactures and markets package printing presses (also in Europe), and those recorded by a corporate group based in the region that manufactures and sells post-press machinery. As a result of the factors explained in section (3) above, net sales in this reportable segment totaled ¥28,476 million, a year-on-year increase of 13.0%. Operating loss totaled ¥1,919 million, compared with ¥778 million in the previous fiscal year, reflecting investment in human capital to accommodate increased orders at its package printing machinery manufacturing and sales subsidiary, an international exhibition, and other factors.

4. Greater China
The “Greater China” reportable segment consists of sales recorded by the Company’s sales subsidiaries in Hong Kong, Shenzhen (China) and Taiwan as well as those recorded by its printing machinery production and sales subsidiary in Nantong, China. As a result of the factors explained in section (3) above, net sales in this reportable segment totaled ¥13,601 million, a year-on-year decrease of 14.9%. Operating profit totaled ¥133 million, a year-on-year decrease of 48.6%.

5. Others
“Others” includes sales recorded by the Company’s sales subsidiaries in India, Singapore and Malaysia. Due to the operating conditions mentioned above in “Other Regions,” net sales in this reportable segment totaled ¥7,133 million, a year-on-year increase of 21.1%. Operating profit amounted to ¥492 million, a year-on-year increase of 19.8%.

(5) Highlights
In the fiscal year ended March 31, 2026, Group highlights were as follows:

Amid this market environment, the Komori Group has striven to expand its lineup of products and solutions designed to address social issues and maximize customer value. Komori added “LITHRONE GX29 advance,” a new 29-inch sheet-fed offset printing press, in its lineup. This model boasts outstanding imposition efficiency that makes it possible to meet increasingly diverse needs for sophisticated printing services, such as those involving printing on cards and pharmaceutical packaging. It is also capable of high-quality printing on special mediums, including transparent films and metallized paper, thereby delivering greater added value to customers in the package printing field. Furthermore, this model employs an upgraded operating system while being compatible with “KP-Connect,” which enables data coordination among printing processes. These features help users achieve high-speed production and reduce wasted sheets in addition to enabling the transition to a “smart factory” by enhancing the overall productivity of their printing facilities. Thanks to the initiatives described above, LITHRONE GX29 advance garnered high reputation from customers around the world as a next-generation printing press capable of realizing both low environmental footprint and high ROI.

The Komori Group participated in “China Print 2025,” a major exhibition held in Beijing, China in May 2025. The event was a roaring success, with the number of participant corporations exceeding 1,300. Under the banner of “Connected Automation,” the Group exhibited its proposals on how to establish a smart factory capable of enhancing productivity and profitability via network-based data coordination, which eliminates barriers between processes. For the first time in Greater China, the Group also exhibited LITHRONE GX29 advance, a new 29-inch sheet-fed offset printing press, and J-throne 29, a B2-size sheet-fed UV inkjet digital printing system boasting a world-leading ROI. Moreover, the Group demonstrated a hybrid workflow that combines offset printing presses and digital printing systems via the use of “KP-Connect.” This demonstration garnered favorable reviews from a number of visitors.

In July 2025, Komori India Private Limited participated in “Print Expo 2025” held in Chennai, India, to exhibit its products and solutions for package and other printing operations. This subsidiary set up a “Packaging Zone” devoted to exhibiting diverse samples of package printing. Through its participation in this event, Komori

India Private Limited played its part in securing a stronger public recognition of the Komori brand in the southern Indian region and gaining the support of a broad range of users.

On October 1, 2025, Komori opened a new contact center with the objective of strengthening its service structure in Japan. Previously, the Group had accommodated various customer requests, including those for technical consultation and repair as well as those involving orders for parts, through phone-based contacts maintained at 11 separate locations nationwide. However, the newly opened contact center consolidates support for these requests as part of the Company's efforts to provide consistent service quality and quicker responses. This facility is also equipped with dedicated staff specializing in particular products and receives machinery-related inquiries around the clock, enabling the Group to secure a structure capable of providing trustworthy customer support in a swifter manner. Leveraging this facility, the Komori Group will strive to streamline its service operations in Japan and achieve even greater customer satisfaction.

In December 2025, "High Security Printing Asia 2025," an event focused on the latest technological trends in security printing, including banknotes, was held in Kuala Lumpur, Malaysia. The newly issued Japanese banknotes and the latest passport, both produced using the Company's printing presses, were selected for the "Best New Series" and "Best New ePassport" awards, respectively, at the HSP Asia Regional Awards.

(2) Fiscal 2026 Financial Condition

Assets, Liabilities and Net Assets

Total assets as of March 31, 2026 stood at ¥178,158 million, an increase of ¥5,212 million compared with the previous fiscal year-end. Total liabilities were ¥55,261 million, a decrease of ¥2,185 million, while net assets totaled ¥122,896 million, an increase of ¥7,397 million.

Key positive factors leading to the increase in total assets included a ¥4,078 million increase in investment securities, a ¥2,149 million increase in inventories, a ¥1,946 million increase in cash and deposits, and a ¥1,578 million increase in notes and accounts receivable—trade, and contract assets. Key negative factors affecting total assets included a ¥6,987 million decrease in securities.

The primary factors leading to the decrease in total liabilities included a ¥10,000 million decrease in current portion of corporate bonds and a ¥5,082 million decrease in electronically recorded obligations—operating. The primary factors that increased total liabilities included a ¥9,000 million increase in corporate bonds, a ¥1,498 million increase in current liabilities, a ¥1,401 million increase in deferred tax liabilities —other, and a ¥716 million increase in contract liabilities.

Key positive factors affecting net assets included a ¥2,933 million increase in retained earnings, a ¥2,844 million increase in valuation difference on available-for-sale securities, and a ¥1,286 million increase in foreign currency translation adjustment.

(3) Fiscal 2026 Consolidated Cash Flows

(In millions of yen)

	Net cash provided by (used in) operating activities	Net cash provided by (used in) investing activities	Net cash provided by (used in) financing activities	Cash and cash equivalents at end of period
Fiscal year ended March 31, 2026	3,533	(2,908)	(6,072)	52,851
Fiscal year ended March 31, 2025	17,018	(4,781)	(4,310)	57,400
Increase / (Decrease)	(13,485)	1,873	(1,762)	(4,549)

Net cash provided by operating activities in the fiscal year ended March 31, 2026 amounted to ¥3,533 million. This represents a decrease of ¥13,485 million from ¥17,018 million provided by operating activities in the previous fiscal year. Principal cash inflows included the posting of profit before income taxes totaling ¥10,814 million and a ¥2,277 million adjustment for depreciation. Major cash outflows included a ¥5,740 million decrease in notes and accounts payable—trade and income taxes paid of ¥3,294 million.

Net cash used in investing activities was ¥2,908 million, a decrease of ¥1,873 million from ¥4,781 million used in investing activities in the previous fiscal year. Main cash outflows included ¥3,837 million in purchase of property, plant and equipment and intangible assets, along with ¥2,088 million in payments into time deposits. Principal cash inflows included ¥2,122 million in proceeds from withdrawal of time deposits.

Net cash used in financing activities totaled ¥6,072 million, an increase of ¥1,762 million from ¥4,310 million used in financing activities in the previous fiscal year. The principal components of cash outflows included ¥10,000 million in the redemption of corporate bonds, ¥4,433 million in payment of cash dividends, and ¥409 million in repayments of lease obligations.

(4) Outlook

Based on a long-term perspective, Komori remains conscious of maintaining a robust volume of retained earnings with the objective of securing financial and operating foundations. These foundations underpin the Company's trustworthiness and its ability to achieve future business growth, enabling it to provide government-related agencies with services over the ultra-long term in the security printing press and other business areas. At the same time, the Company positions maintaining the robust and stable return of profits to its shareholders as a key management priority. With regard to the year-end cash dividend for the fiscal year under review, Komori has passed a resolution at its Board of Directors meeting to propose the payment of ¥35 per common share and is thus set to submit this proposal to the 80th Annual General Meeting of Shareholders.

For the fiscal year ending March 31, 2027, Komori plans to pay annual dividends of ¥75 per common share based on its forecasts for annual operating results. This will comprise an interim cash dividend of ¥35 per common share and a fiscal year-end cash dividend of ¥40 per common share.

Going forward, the business environment surrounding the Company is expected to remain quite uncertain. Komori believes that it will be called upon to exercise nimble judgment and, as necessary, revise the course of its business management in light of geopolitical risks and economic fluctuations. In the printing industry, the volume of printing materials is expected to decrease in the publishing and commercial printing fields. However, the Company expects demand for high-value-added printing and package printing services to remain robust. In particular, demand for package printing and other services has grown stronger and is likely to remain firm in the Asian region.

On the other hand, the printing industry has been confronted by ongoing challenges arising from surges in costs for materials and logistics as well as labor shortages while being called upon to reduce greenhouse gas emissions and otherwise counter climate change. In short, printing companies are expected to take immediate actions to overcome these challenges. Therefore, printing press manufacturers are facing ever-stronger calls for the development of high-value-added functions aimed at improving productivity (e.g., one-pass double-sided printing presses, multi-colored presses and inspection equipment). Desirable features required of printing presses now also include more advanced environmental performance, such as reduced energy consumption.

Well aware of the above environment, Komori is currently implementing the Seventh Medium-Term Management Plan. Over the course of the fiscal year ending March 31, 2027, the final year of this management plan, the Company intends to promote the reform of business operations and the strengthening of operating foundations, which together constitute essential policies of the plan, with the aim of securing a sustainable business management structure. In the offset printing business, Looking ahead, Komori will push ahead with the release of models equipped with double-sided inline coaters, pseudo-embossing functions and other elemental technologies aimed at delivering greater added value through printing services while enhancing the environmental performance of its printing presses.

Moreover, Komori is striving to crystalize its "smart factory" concept centered on "KP-Connect" in order to help customer production sites visualize their operational status, promote automation, and streamline their printing operations. By doing so, the Company will enable customers to maximize productivity, tackle environmental issues and address labor shortage problems. Meanwhile, in the DPS business, Komori has released J-throne 29, a B2-size sheet-fed inkjet digital printing press. This model is capable of achieving a printing speed of 6,000 sheets per hour (single-sided printing; the highest of its kind among Komori's B2-size printing presses). Thanks to its overwhelming speed and performance attained in defiance of the common-sense assumption regarding digital printing presses, J-throne 29 is expected to empower users to realize a world-leading level of ROI.

With regard to the security printing press business, the Company will further strengthen its security printing technologies that it has long nurtured in the field of banknote printing. At the same time, Komori will strive to deliver innovative solutions capable of protecting national governments, business corporations and individuals from the theft of identity or other types of fraud.

In the printed electronics (PE) business, the Company will promote the development of novel applications via engagement in joint development with partner corporations as well as open innovation involving industry academia collaboration in order to push ahead swiftly with technological development.

With regard to environmental initiatives, Komori will implement such measures as the analysis of climate change-related risks and opportunities based on recommendations from the Task force on Climate-related Financial Disclosures (TCFD), the reduction of CO_2 emissions from the Group's operations as a whole, and the development of environmentally friendly products. These endeavors are expected to enable the Group to secure sustainable growth. Furthermore, Komori has positioned its human resources as the most important management capital in terms of achieving sustainable improvement in corporate value. Accordingly, the Company is striving to enhance its human capital management. Specifically, Komori is developing a working environment that empowers divers human resources to autonomously achieve personal growth and realize their full potential based on a fundamental concept of "K-Work" (Komori Way Workstyle Reforms), which encompasses three key initiatives:

promoting diversity; strengthening human resource management; and creating an employee-friendly workplace. In addition, Komori upholds nurturing globally capable human resources as one of its top priorities. Moreover, the Company strives to identify issues each division is confronting via, for example, employee engagement surveys, in order to address them and achieve ongoing improvement while stepping up health management. In these ways, Komori aims to increase the productivity of the entire Group and secure its sustainable growth.

Looking ahead, the Group is aware of the possibility of prolonged geopolitical risks in various regions around the world along with the expected impact of U.S. tariffs on the global economy over the long term. However, the Group believes that great uncertainty surrounds these developments and, therefore, has excluded them from current forecasts for consolidated operating results for the fiscal year ending March 31, 2027. Taking the aforementioned factors into account, the Company's consolidated operating results forecasts include net sales of ¥124,000 million, operating profit of ¥9,500 million, ordinary income of ¥9,200 million, and profit attributable to owners of the parent of ¥7,200 million. These forecasts are based on the assumed exchange rates of USD 1.00 = JPY 145 and EUR 1.00 = JPY 165.

2. FUNDAMENTAL APPROACH TO THE SELECTION OF ACCOUNTING STANDARDS

The Komori Group has adopted J-GAAP.

With regard to the adoption of IFRS reporting, Komori intends to appropriately respond to such reporting needs in light of relevant circumstances at home and abroad.

3. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	48,148	50,095
Notes and accounts receivable - trade, and contract assets	16,159	17,738
Electronically recorded monetary claims - operating	2,231	1,575
Securities	11,321	4,333
Merchandise and finished goods	21,228	18,608
Work in process	12,378	16,823
Raw materials and supplies	8,885	9,208
Other	3,993	3,464
Allowance for doubtful accounts	(307)	(484)
Total current assets	124,039	121,364
Non-current assets		
Property, plant and equipment		
Buildings and structures	28,756	28,920
Accumulated depreciation	(22,505)	(22,086)
Buildings and structures, net	6,251	6,834
Machinery, equipment and vehicles	17,043	18,214
Accumulated depreciation	(13,834)	(14,870)
Machinery, equipment and vehicles, net	3,209	3,343
Land	8,221	8,625
Leased assets	2,845	3,503
Accumulated depreciation	(975)	(1,303)
Leased assets, net	1,870	2,200
Construction in progress	88	1,106
Other	7,731	7,063
Accumulated depreciation	(6,589)	(5,748)
Other, net	1,141	1,314
Total property, plant and equipment	20,782	23,424
Intangible assets		
Goodwill	1,038	939
Other	1,502	1,507
Total intangible assets	2,540	2,447
Investments and other assets		
Investment securities	13,749	17,828
Deferred tax assets	1,318	1,489
Insurance funds	7,045	6,872
Retirement benefit asset	3,125	3,880
Other	424	920
Allowance for doubtful accounts	(81)	(69)
Total investments and other assets	25,582	30,921
Total non-current assets	48,906	56,793
Total assets	172,946	178,158

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	7,442	7,198
Electronically recorded obligations - operating	7,388	2,305
Short-term borrowings	191	101
Current portion of bonds payable	10,000	-
Income taxes payable	2,110	2,489
Contract liabilities	16,195	16,912
Provision for bonuses	1,117	1,184
Provision for product warranties	739	1,139
Other provisions	320	143
Other	7,673	9,171
Total current liabilities	53,178	40,646
Non-current liabilities		
Bonds payable	-	9,000
Long-term borrowings	114	57
Deferred tax liabilities	1,089	2,491
Retirement benefit liability	970	837
Lease liabilities	1,536	1,820
Other provisions	24	9
Other	533	398
Total non-current liabilities	4,269	14,615
Total liabilities	57,447	55,261
Net assets		
Shareholders' equity		
Share capital	37,714	37,714
Capital surplus	37,286	37,286
Retained earnings	31,305	34,238
Treasury shares	(380)	(378)
Total shareholders' equity	105,926	108,861
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	5,601	8,445
Foreign currency translation adjustment	2,958	4,244
Remeasurements of defined benefit plans	1,011	1,343
Total accumulated other comprehensive income	9,571	14,034
Total net assets	115,498	122,896
Total liabilities and net assets	172,946	178,158

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	111,050	118,611
Cost of sales	71,559	74,958
Gross profit	39,491	43,653
Selling, general and administrative expenses	32,376	34,249
Operating profit	7,115	9,404
Non-operating income		
Interest income	228	319
Dividend income	383	403
Foreign exchange gains	-	383
Other	323	536
Total non-operating income	935	1,642
Non-operating expenses		
Interest expenses	108	238
Foreign exchange losses	254	-
Bond issuance costs	-	51
Other	74	38
Total non-operating expenses	437	328
Ordinary profit	7,614	10,718
Extraordinary income		
Gain on sale of non-current assets	164	170
Gain on sale of investment securities	1,764	426
Other	15	-
Total extraordinary income	1,944	596
Extraordinary losses		
Loss on sale of non-current assets	3	348
Loss on retirement of non-current assets	12	54
Impairment losses	314	-
Business restructuring expenses	53	23
Loss on disaster	14	73
Total extraordinary losses	398	499
Profit before income taxes	9,160	10,814
Income taxes - current	2,642	3,675
Income taxes - deferred	(729)	(231)
Total income taxes	1,912	3,443
Profit	7,247	7,371
Profit attributable to owners of parent	7,247	7,371

Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Profit	7,247	7,371
Other comprehensive income		
Valuation difference on available-for-sale securities	(3,480)	2,844
Foreign currency translation adjustment	(258)	1,286
Remeasurements of defined benefit plans, net of tax	988	332
Total other comprehensive income	(2,751)	4,462
Comprehensive income	4,496	11,834
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,496	11,832

(3) Consolidated Statement of Changes in Equity

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	37,714	37,286	29,433	(2,289)	102,144
Changes during period					
Dividends of surplus			(3,465)		(3,465)
Profit attributable to owners of parent			7,247		7,247
Purchase of treasury shares				(0)	(0)
Cancellation of treasury shares		(37)	(1,909)	1,947	-
Transfer of treasury stock to stock ownership plan trust		37		161	198
Treasury stock possession of stock ownership plan trust				(198)	(198)
Net changes in items other than shareholders' equity					-
Total changes during period	-	-	1,872	1,909	3,782
Balance at end of period	37,714	37,286	31,305	(380)	105,926

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	9,082	3,217	23	12,322	114,467
Changes during period					
Dividends of surplus					(3,465)
Profit attributable to owners of parent					7,247
Purchase of treasury shares					(0)
Cancellation of treasury shares					-
Transfer of treasury stock to stock ownership plan trust					198
Treasury stock possession of stock ownership plan trust					(198)
Net changes in items other than shareholders' equity	(3,480)	(258)	988	(2,751)	(2,751)
Total changes during period	(3,480)	(258)	988	(2,751)	1,031
Balance at end of period	5,601	2,958	1,011	9,571	115,498

For the fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	37,714	37,286	31,305	(380)	105,926
Changes during period					
Dividends of surplus			(4,438)		(4,438)
Profit attributable to owners of parent			7,371		7,371
Purchase of treasury shares				(0)	(0)
Cancellation of treasury shares					-
Transfer of treasury stock to stock ownership plan trust				2	2
Treasury stock possession of stock ownership plan trust					-
Net changes in items other than shareholders' equity					-
Total changes during period	-	-	2,933	1	2,935
Balance at end of period	37,714	37,286	34,238	(378)	108,861

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	5,601	2,958	1,011	9,571	115,498
Changes during period					
Dividends of surplus					(4,438)
Profit attributable to owners of parent					7,371
Purchase of treasury shares					(0)
Cancellation of treasury shares					-
Transfer of treasury stock to stock ownership plan trust					2
Treasury stock possession of stock ownership plan trust					-
Net changes in items other than shareholders' equity	2,844	1,286	332	4,462	4,462
Total changes during period	2,844	1,286	332	4,462	7,397
Balance at end of period	8,445	4,244	1,343	14,034	122,896

(4)Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	9,160	10,814
Depreciation	2,303	2,277
Impairment losses	314	-
Amortization of goodwill	246	259
Loss (gain) on sale of non-current assets	(161)	178
Increase (decrease) in allowance for doubtful accounts	(62)	152
Increase (decrease) in provision for bonuses	44	66
Increase (decrease) in retirement benefit liability	(19)	(251)
Interest and dividend income	(612)	(722)
Interest expenses	108	238
Foreign exchange losses (gains)	61	(899)
Loss (gain) on sale of investment securities	(1,764)	(426)
Decrease (increase) in trade receivables	8,590	(350)
Decrease (increase) in inventories	(176)	(728)
Increase (decrease) in trade payables	499	(5,740)
Decrease (increase) in prepaid expenses	54	528
Increase (decrease) in accrued consumption taxes	(343)	373
Other, net	(373)	594
Subtotal	17,871	6,363
Interest and dividends received	606	704
Interest paid	(101)	(240)
Income taxes paid	(1,358)	(3,294)
Net cash provided by (used in) operating activities	17,018	3,533
Cash flows from investing activities		
Payments into time deposits	(2,138)	(2,088)
Proceeds from withdrawal of time deposits	968	2,122
Purchase of property, plant and equipment and intangible assets	(2,276)	(3,837)
Proceeds from sale of property, plant and equipment and intangible assets	443	459
Purchase of insurance funds	-	(65)
Proceeds from maturity of insurance funds	-	138
Purchase of investment securities	(1,066)	(48)
Proceeds from sale of investment securities	1,878	561
Payments for acquisition of businesses	(2,569)	-
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(18)	-
Payments for contingent considerations of shares of subsidiaries	-	(109)
Other, net	(1)	(40)
Net cash provided by (used in) investing activities	(4,781)	(2,908)

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(407)	(110)
Repayments of long-term borrowings	(86)	(71)
Repayments of lease liabilities	(353)	(409)
Proceeds from long-term borrowings	-	4
Proceeds from issuance of bonds	-	8,948
Redemption of bonds	-	(10,000)
Purchase of treasury shares	(199)	(0)
Dividends paid	(3,461)	(4,433)
Proceeds from sale of treasury shares	198	-
Net cash provided by (used in) financing activities	(4,310)	(6,072)
Effect of exchange rate change on cash and cash equivalents	(190)	898
Net increase (decrease) in cash and cash equivalents	7,736	(4,549)
Cash and cash equivalents at beginning of period	49,664	57,400
Cash and cash equivalents at end of period	57,400	52,851

(5) Notes to Consolidated Financial Statements

(Notes on Premise as a Going Concern)

Not applicable.

(Segment Information)

1. Overview of Reportable Segments

(1) Method for defining reportable segments

Komori's reportable segments are constituent units of the Company whose separate financial information is obtainable. The Company's Board of Directors periodically examines these segments for the purpose of deciding the allocation of management resources and assessing operating results.

The Komori Group is primarily engaged in a single business activity, namely, the manufacture, sale and repair of printing presses. Komori has established a structure to manufacture most of its products in Japan, with bases in Europe and Greater China offering complementary manufacturing capacities. Meanwhile, the Company has developed a global sales and marketing structure underpinned by subsidiaries based in important overseas markets. These overseas subsidiaries are independently promoting business activities through the formulation and implementation of their own comprehensive, region-specific sales and marketing strategies.

Accordingly, the Komori Group has the four reportable segments of "Japan," "North America," "Europe" and "Greater China." Defined in line with the geographic presence of Komori Corporation and its Group companies, these reportable segments are based on the sales, manufacturing and development structures they provide as parents to various subsidiary corporate groups.

(2) Regional scope of marketing covered by each reportable segment

The composition of individual reportable segments is as follows. The reportable segment "Japan" includes sales recorded in Japan, Central and South America, and a portion of Asia as well as sales of security printing presses to overseas customers. Komori Corporation and SERIA CORPORATION are in charge of sales and marketing in this segment.

The reportable segment "North America" mainly includes sales recorded in the United States. Komori America Corporation is in charge of sales and marketing in this segment.

The reportable segment "Europe" mainly includes sales recorded in Western Europe, Eastern Europe and the Middle East, with marketing activities in this segment managed by a corporate group under the umbrella of Komori International (Europe) B.V. In addition, Komori-Chambon S.A.S., which undertakes the manufacture and sale of package printing presses, and a corporate group supervised by the MBO Group, which manufactures and sells post-press machinery, are also included in this segment.

The reportable segment "Greater China" includes sales recorded in Greater China, except for a portion recorded in "Japan." The Komori Hong Kong (KHK) Group and Komori Taiwan Limited are in charge of sales and marketing in this segment. The China-based Komori Machinery (Nantong) Co., Ltd., a subsidiary charged with the manufacture and sale of printing machinery and equipment as well as parts for these products, is also included in this segment.

2. Accounting Method Concerning Net Sales, Operating Profit (Loss), Assets and Other Items by Reportable Segment

The accounting methods for the reportable segments are basically the same as the accounting methods used in the preparation of consolidated financial statements.

Intersegment sales and transfers are based on wholesale prices calculated by taking into account current market values and other factors.

3. Information Concerning Net Sales, Operating Profit (Loss), Assets and Other Items by Reportable Segment

Fiscal 2025 (April 1, 2024 to March 31, 2025)

(In millions of yen)

	Reportable Segment					Others (Note)	Total	Adjustments	Amount presented in consolidated financial statements
	Japan	North America	Europe	Greater China	Subtotal				
Net sales									
Sales to outside customers	55,287	9,285	24,718	14,268	103,560	5,723	109,283	1,766	111,050
Intersegment sales	27,448	9	471	1,723	29,652	169	29,822	—	29,822
Total	82,736	9,295	25,190	15,991	133,213	5,892	139,106	1,766	140,872
Operating profit (Loss)	7,033	8	(778)	259	6,522	411	6,934	181	7,115
Assets	143,669	8,833	27,217	5,969	185,689	6,319	192,008	(19,062)	172,946
Other items									
Depreciation	878	33	949	410	2,272	31	2,303	(0)	2,303
Impairment loss	314	—	—	—	314	—	314	—	314
Amortization of goodwill	53	—	121	71	246	—	246	—	246
Increase of property, plant and equipment and intangible assets	2,052	71	414	53	2,591	9	2,600	—	2,600

Notes:1 Others includes the Company’s business activities conducted outside the reportable segments, namely, those undertaken by sales subsidiaries in India, Singapore and Malaysia.

2 The Company finalized the provisional accounting treatment pertaining to business combination in the fiscal year ended March 31, 2026, and reflected the details of the finalization of the provisional accounting treatment on figures related to the fiscal year ended March 31, 2025.

Fiscal 2026 (April 1, 2025 to March 31, 2026)

(In millions of yen)

	Reportable Segment					Others (Note)	Total	Adjustments	Amount presented in consolidated financial statements
	Japan	North America	Europe	Greater China	Subtotal				
Net sales									
Sales to outside customers	55,271	12,689	28,178	11,698	107,838	6,900	114,738	3,872	118,611
Intersegment sales	31,773	51	297	1,902	34,025	232	34,257	—	34,257
Total	87,044	12,740	28,476	13,601	141,863	7,133	148,996	3,872	152,869
Operating profit (Loss)	9,637	625	(1,919)	133	8,476	492	8,969	434	9,404
Assets	144,580	9,914	33,625	6,279	194,400	5,446	199,846	(21,688)	178,158
Other items									
Depreciation	1,038	42	1,027	146	2,254	29	2,284	(6)	2,277
Amortization of goodwill	50	—	137	70	259	—	259	—	259
Increase of property, plant and equipment and intangible assets	2,640	764	1,433	55	4,893	6	4,900	—	4,900

Notes: Others includes the Company's business activities conducted outside the reportable segments, namely, those undertaken by sales subsidiaries in India, Singapore and Malaysia.

4. Adjustments for Differences between Total Amounts in Reportable Segments and Corresponding Amounts as Presented in Consolidated Financial Statements

(In millions of yen)

Net Sales	Fiscal 2025	Fiscal 2026
Total net sales in reportable segments	133,213	141,863
Net sales in others	5,892	7,133
Eliminations	(29,822)	(34,257)
Principal-agent adjustments*1	1,804	4,004
Adjustments on progress in the fulfillment of performance obligations*2	(37)	(131)
Net sales as presented in Consolidated Financial Statements	111,050	118,611

(In millions of yen)

Operating Profit	Fiscal 2025	Fiscal 2026
Total operating profit in reportable segments	6,522	8,476
Operating profit in others	411	492
Adjustments for inventories	75	585
Eliminations	199	193
Adjustments on progress in the fulfillment of performance obligations*2	(37)	(130)
Other adjustments	(56)	(213)
Operating profit as presented in Consolidated Financial Statements	7,115	9,404

(In millions of yen)

Assets	Fiscal 2025	Fiscal 2026
Total assets in reportable segments	185,659	194,400
Assets in others	6,319	5,446
Adjustments for inventories	(2,401)	(1,816)
Eliminations	(16,973)	(19,824)
Other adjustments	312	(48)
Total assets as presented in Consolidated Financial Statements	172,946	178,158

*1 Agent transactions recorded as part of reportable segment transactions but treated as those undertaken by the Company itself in the consolidated statement of income due to the presence of intersegment transactional parties

*2 Adjustments for progress in intersegment transactions whose revenue is being recognized for a set period of time based on progress in the fulfillment of performance obligations

5. Information Concerning Impairment of Noncurrent Assets by Reportable Segment

Omitted because similar information is presented in “Segment Information.”

6. Information Concerning Amortization and Unamortized Balance of Goodwill by Reportable Segment

Fiscal 2025 (April 1, 2024 to March 31, 2025)

(In millions of yen)

	Reportable Segment					Others	Total
	Japan	North America	Europe	Greater China	Subtotal		
Balance as of the end of fiscal 2025	51	―	845	140	1,038	―	1,038

Notes:
1. The amortization amount of goodwill is omitted because similar information is presented in “Segment Information.”
2. The Company finalized the provisional accounting treatment pertaining to business combination in the fiscal year ended March 31, 2026, and reflected the details of the finalization of the provisional accounting treatment on figures related to the fiscal year ended March 31, 2025.

Fiscal 2026 (April 1, 2025 to March 31, 2026)

(In millions of yen)

	Reportable Segment					Others	Total
	Japan	North America	Europe	Greater China	Subtotal		
Balance as of the end of fiscal 2026	―	―	864	74	939	―	939

Note: The amortization amount of goodwill is omitted because similar information is presented in “Segment Information.”

(Per Share Information)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net assets per share	¥2,176.79	¥2,316.06
Basic earnings per share	¥136.60	¥138.92

Notes:
1. Diluted earnings per share are not presented in the table above as there were no potentially dilutive shares.
2. Komori shares held by Board Benefit Trust (BBT) and Employee Stock Ownership Plan (J-ESOP) are classified as treasury stock as part of shareholders’ equity. Shares of treasury stock are excluded from the number of shares outstanding as of the fiscal year-end in the calculation of net assets per share as well as from the average number of shares in the calculation of basic earnings per share.

   The number of treasury shares outstanding at the close of the fiscal years ended March 31, 2025 and March 31, 2026 amounted to 414,000 shares and 409,000 shares, respectively. The average number of treasury shares during the fiscal years ended March 31, 2025 and March 31, 2026 amounted to 277,000 shares and 411,000 shares, respectively. These treasury shares have been excluded from the calculation of the above two indicators during the periods specified above.

3. Basis for the calculation of basic earnings per share is as follows.

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Basic earnings per share		
Profit attributable to owners of parent (millions of yen)	7,247	7,371
Amount not available to common stockholders (millions of yen)	–	–
Profit attributable to owners of parent pertaining to common stock (millions of yen)	7,247	7,371
Average number of shares of common stock outstanding during the year (thousands of shares)	53,059	53,061

4. Basis for the calculation of net assets per share is as follows.

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net assets (millions of yen)	115,498	122,896
Net assets pertaining to common stock (millions of yen)	115,498	122,896
Number of shares of common stock outstanding (thousands of shares)	53,059	53,062

(Important Subsequent Events)

Not applicable.