Fiscal Year 2026
Summary Result Presentation

May 18, 2026

Komori Corporation

Contents

KOMORI

◆ Results for the FY 2026

(100 million ¥)

	Order Intake	Net Sales	Operating Profit	Ordinary Profit	Profit Attributable to Owners of Parent
FY2025 ACTUAL (Fiscal year ended March 31,2025)	1,309	1,111	71	76	72
FY2026 ACTUAL (Fiscal year ended March 31,2026)	1,145	1,186	94	107	74
FY2027 FORECAST (Fiscal year ending March 31,2027)	1,155	1,240	95	92	72

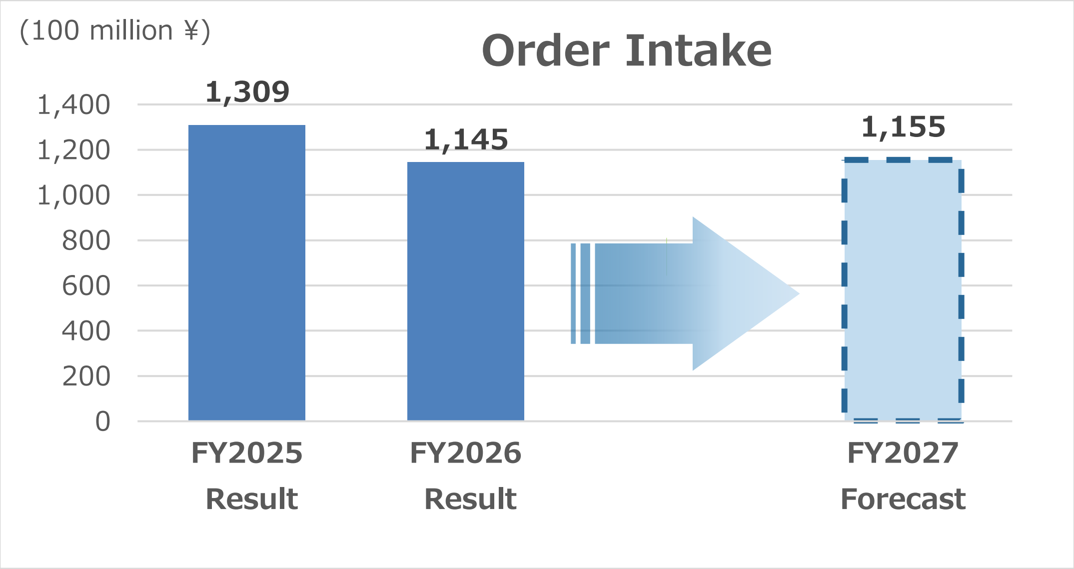
We assume that an exchange rate of JPY 145 to the U.S. dollar. And the Securities Printing business is based on a conservative plan that excludes multiple bid projects currently outside the budget.

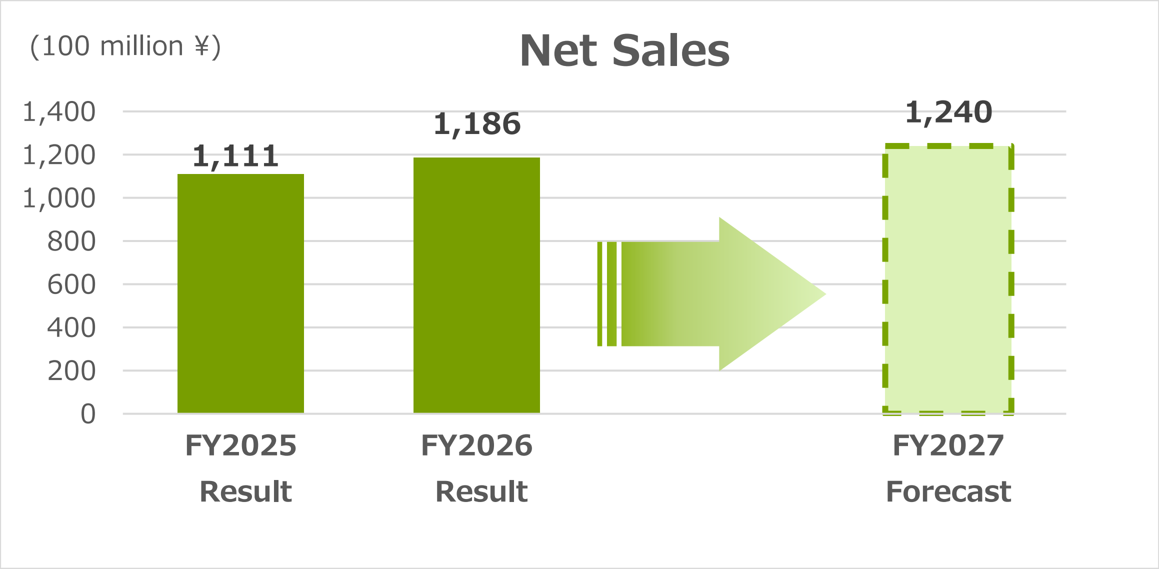
Order intake was ¥97.4 billion for FY March 2023 and ¥99.1 billion for FY March 2024 (the ¥130.9 billion recorded for FY March 2025 reflects temporary demand associated with a major international exhibition).

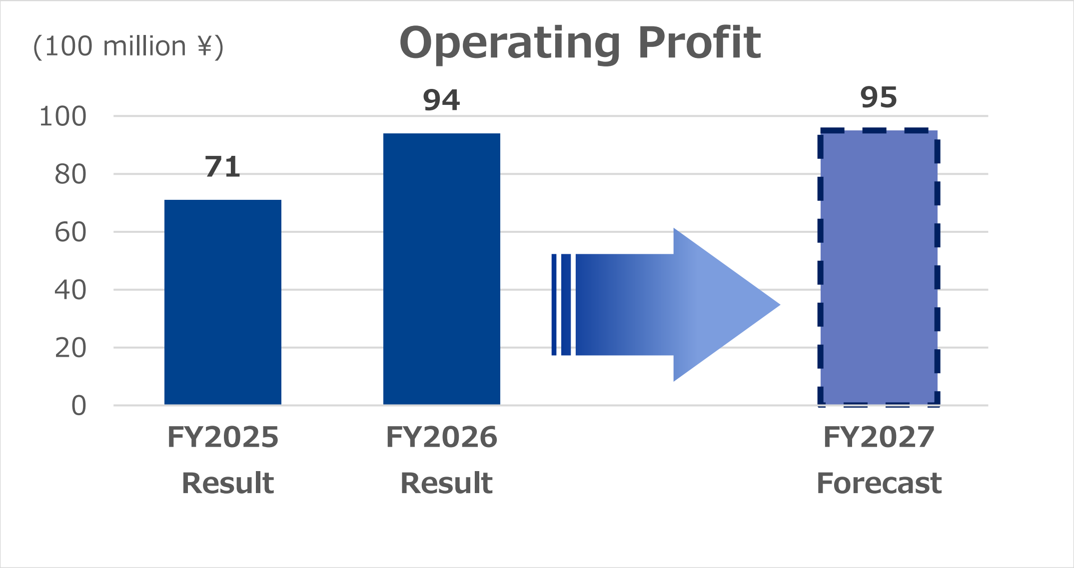
◆ Progress of KPIs in the mid-term management plan

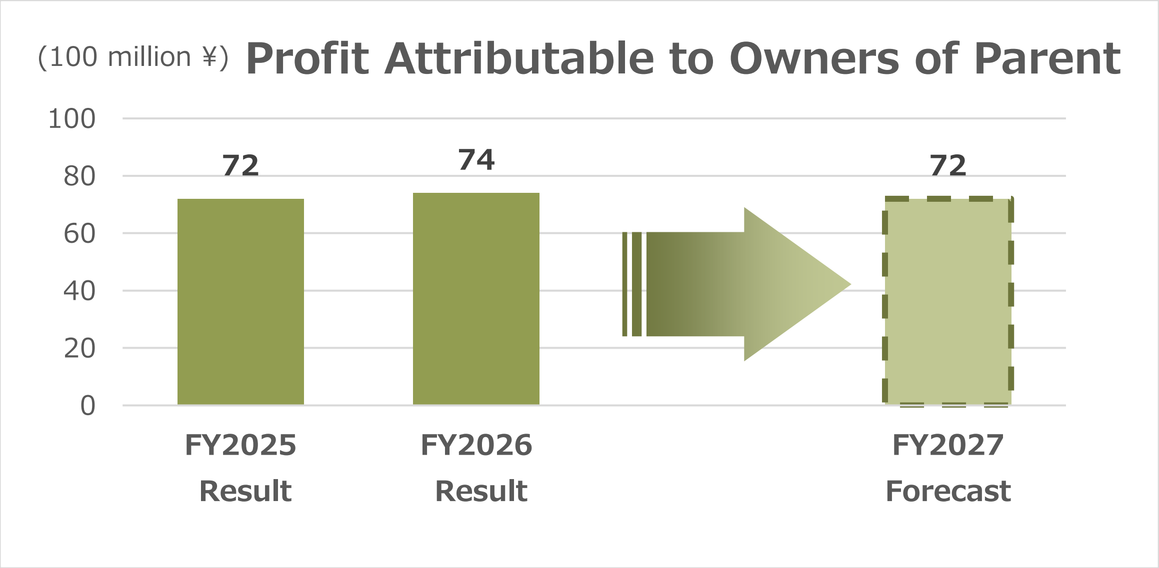
	Operating profit margin	ROE
KPIs in the Mid-Term management plan	7% or more	6% or more
Results for the FY 2026	7.9%	6.2%

Income Statement

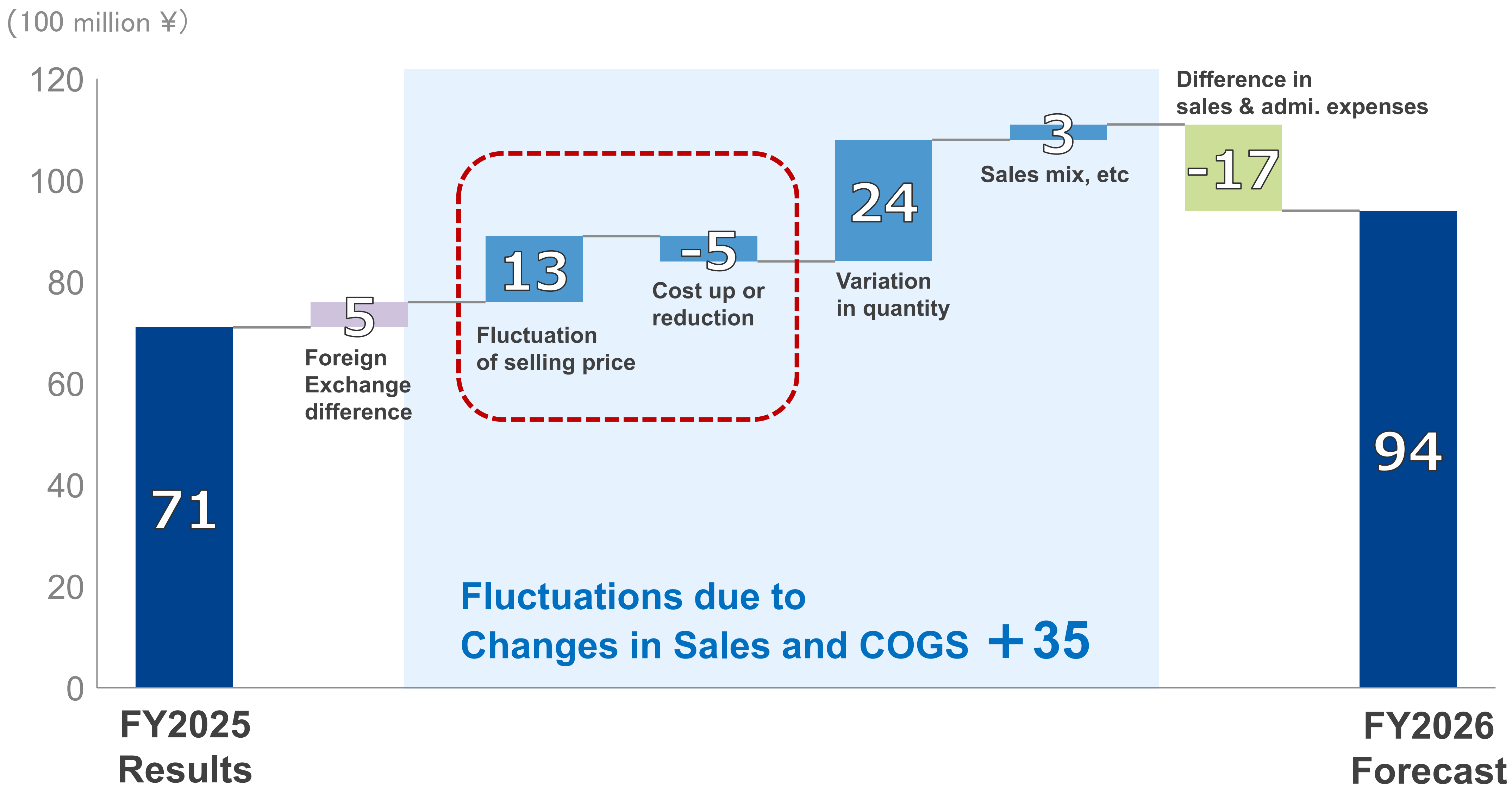




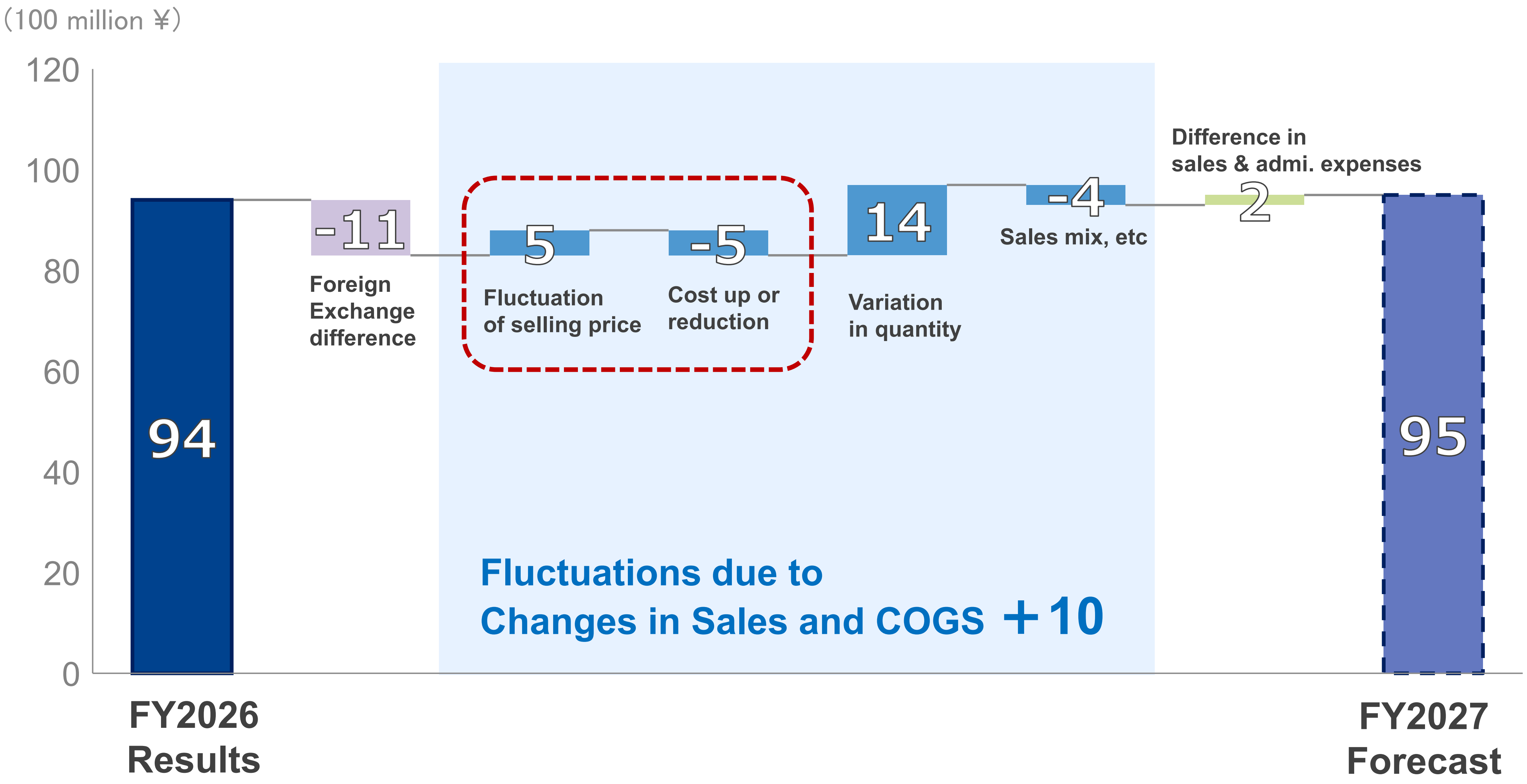




Operating Profit Bridge: FY2025 Results vs FY2026 Results



Operating Profit Bridge: FY2026 Results vs FY2027 Forecast



Balance Sheet Summary

(100 million ¥)

(ASSETS)				(LIABILITIES)			
	Mar. 31,2025	Mar. 31,2026	Change		Mar. 31,2025	Mar. 31,2026	Change
Cash, deposits and securities	595	544	-50	Notes and account payable－trade	148	95	-53
Notes and account receivable－trade	184	193	9	Short-term loans payable	2	1	-1
Inventories	425	446	21	Bonds payable	100	90	-10
Breakdown: Merchandise and finished goods	212	186	-26	Long-term loans payable	1	1	-1
Property, plant and equipment	208	234	26	Other liabilities	323	366	43
Intangible assets	25	24	-0	Total liabilities	574	553	-22
Other assets	293	339	46	(NET ASSETS)			
				Net assets	1,155	1,229	74
Total assets	1,729	1,782	52	Total liabilities and net assets	1,729	1,782	52

Cash Flows

(100 million ¥)

	FY2025 2025/3	FY2026 2026/3	Change
Net cash provided by (used in) operating activities	170	35	-135
Net cash provided by (used in) investing activities	-48	-29	19
Net cash provided by (used in) financing activities	-43	-61	-18
Cash and cash equivalents at end of period	574	529	-45

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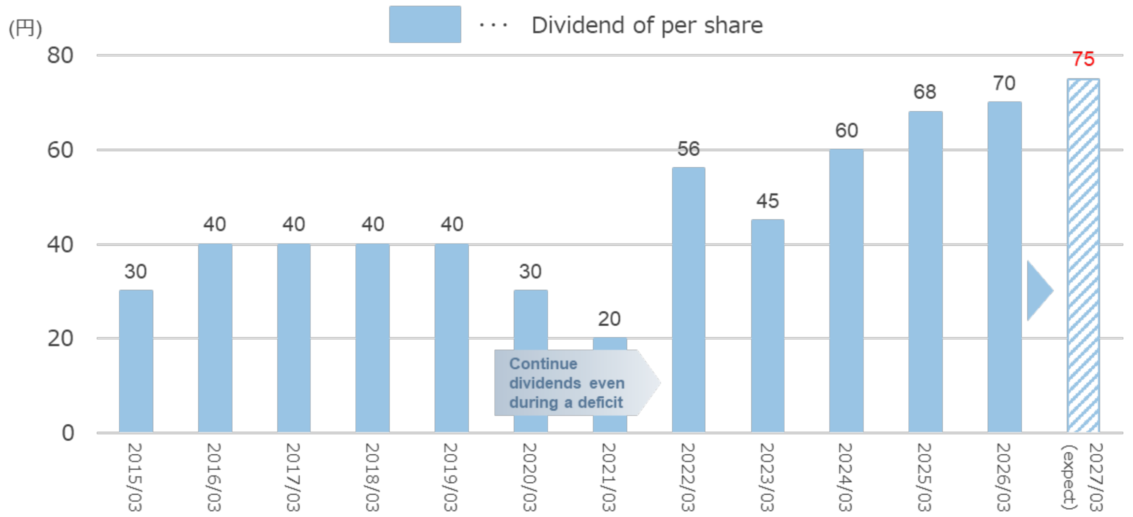
Expected dividend for the fiscal year ending March 2027

■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. In the fiscal year ending March 2027, while maintaining a total return ratio of 50% and pursuing investment opportunities, we will also consider allocating a certain portion to shareholder returns in the event that the investment budget remains unutilized.



considering a flexible shareholder return policy as an alternative use of funds for the unallocated portion of the ¥20 billion strategic investment under the mid-term management plan

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 ※	50.2	50.7	55.7

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

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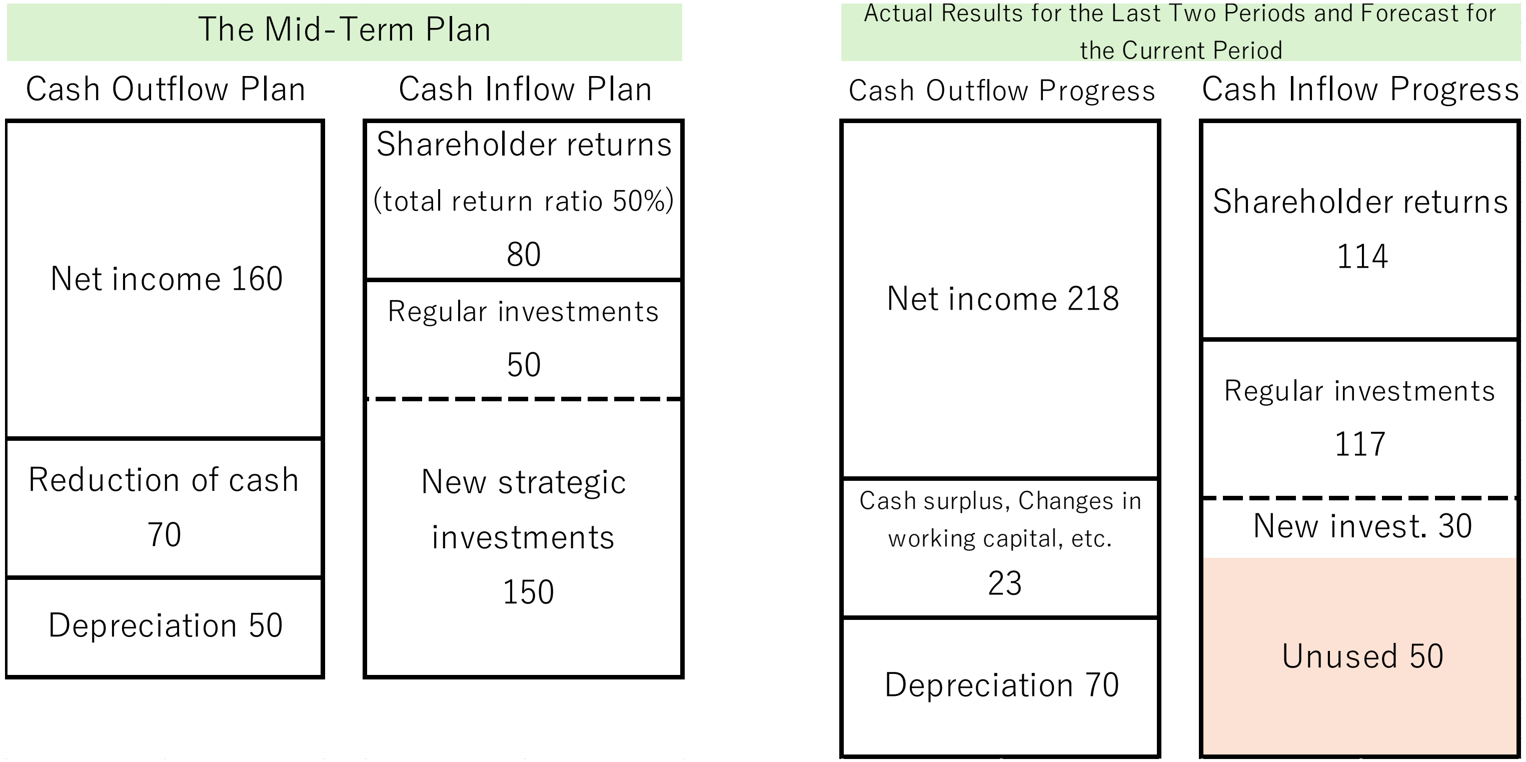
Mid-term Management Plan – Progress of the Cash Flow Plan

■Funding plan under the 7th Medium-Term Management Plan (left) and progress through the final year (FY ending March 2027 plan)



Net income, Depreciation, Shareholder returns, and Regular investments have generally progressed in line with the plan, exceeding initial assumptions. While we will continue selecting new strategic investment opportunities, including M&A, we will consider allocating a certain portion to shareholder returns if such investments are not fully executed.

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(100 million ¥)

		FY2026 2026/3	FY2025 2025/3	Change	vs. FY2025	Budget FY2026	Change	vs. Budget
Order intake		1,145	1,309	-164	87%	1,190	-45	96%
Net sales		1,186	1,111	76	107%	1,245	-59	95%
Operating profit		94	71	23	132%	91	3	103%
Ordinary profit		107	76	31	140%	89	18	120%
Profit attributable to owners of parent		74	72	2	102%	64	10	116%
FOREX : Average (Yen)	USD	150.97	152.48			143.54		
	EUR	174.54	163.62			159.55		
FOREX : End of term (Yen)	USD	159.88	149.52			140.00		
	EUR	183.41	162.08			150.00		

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

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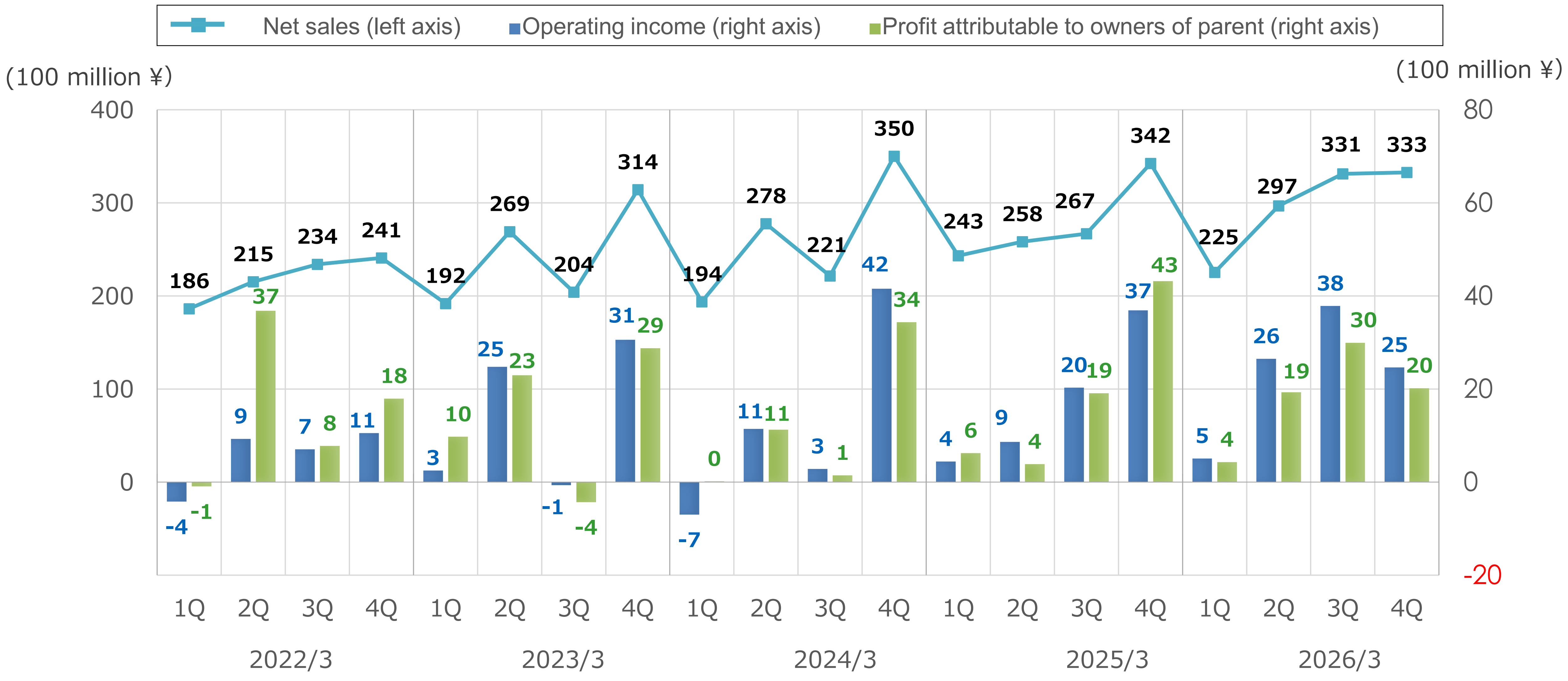

Order Intake by Region

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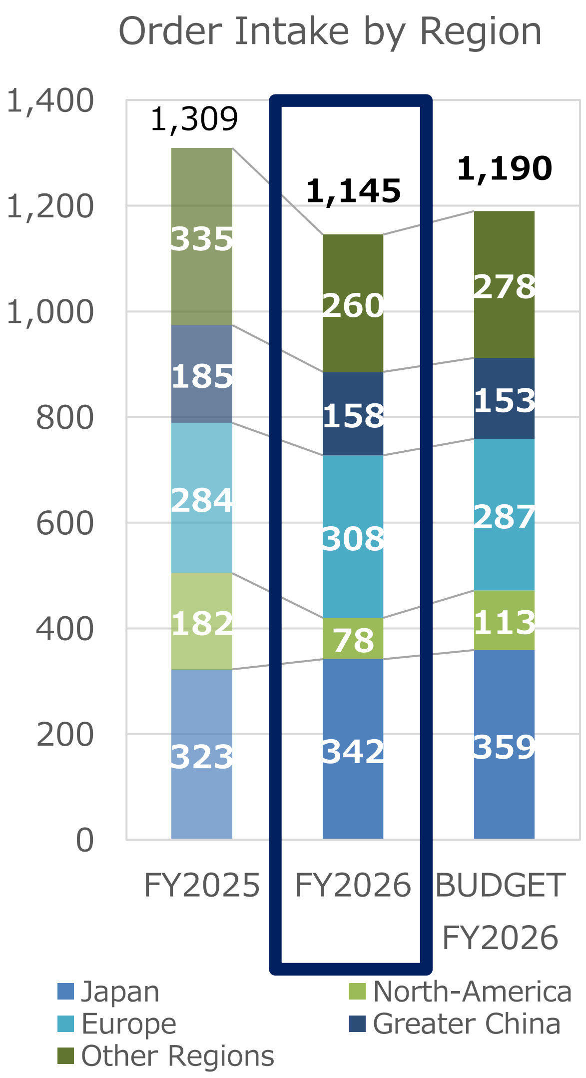
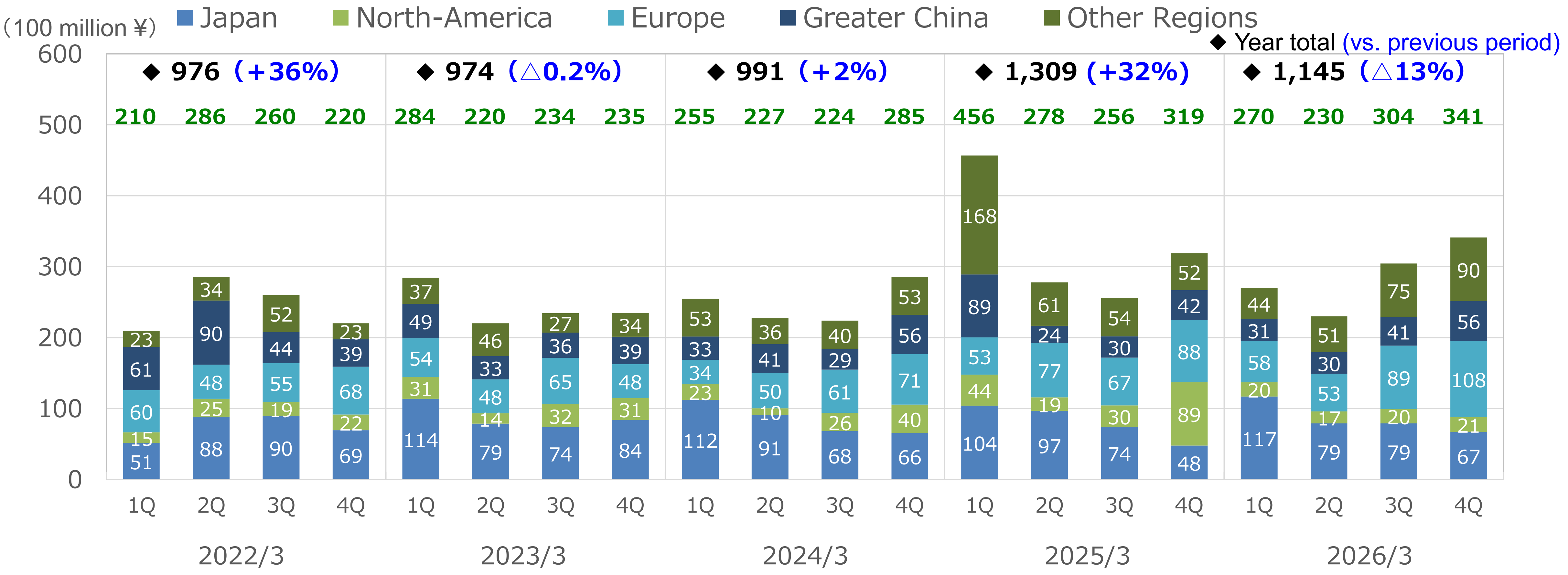
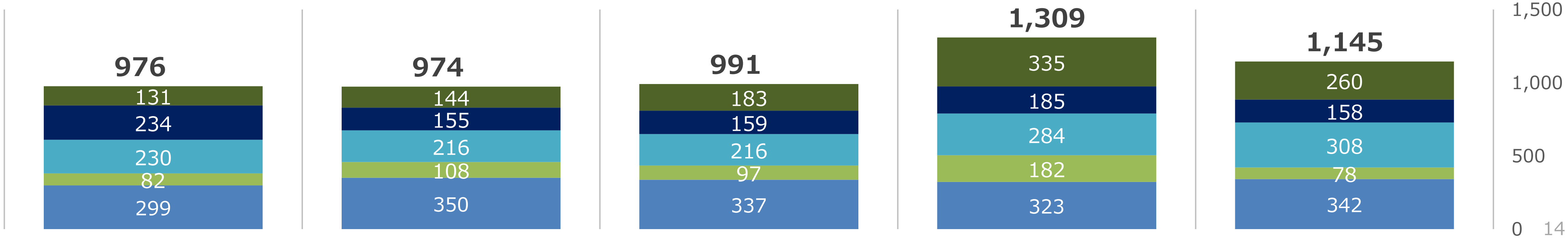
(100 million ¥)

	FY2026 2026/3	FY2025 2025/3	vs. FY2025	Budget FY2026	vs. Budget
Japan	342	323	106%	359	95%
North-America	78	182	43%	113	69%
(million USD)	(52)	(119)	(43%)	(79)	(66%)
Europe	308	284	108%	287	107%
(million EUR)	(176)	(174)	(101%)	(180)	(98%)
Greater China	158	185	85%	153	103%
Other Regions	260	335	78%	278	93%
Total	1,145	1,309	87%	1,190	96%



Order Intake by Region

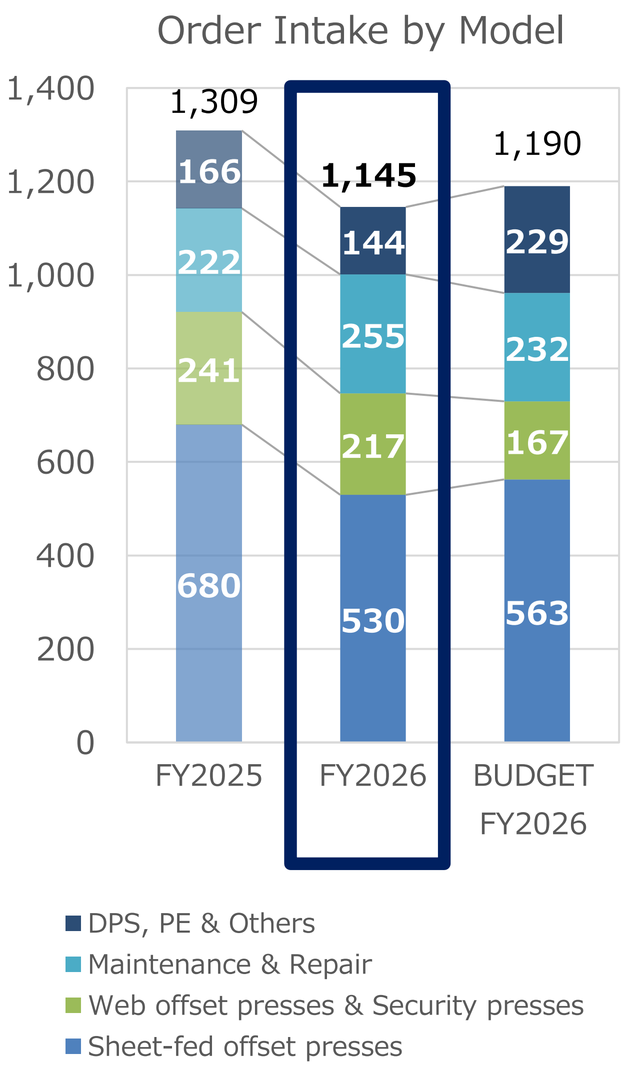




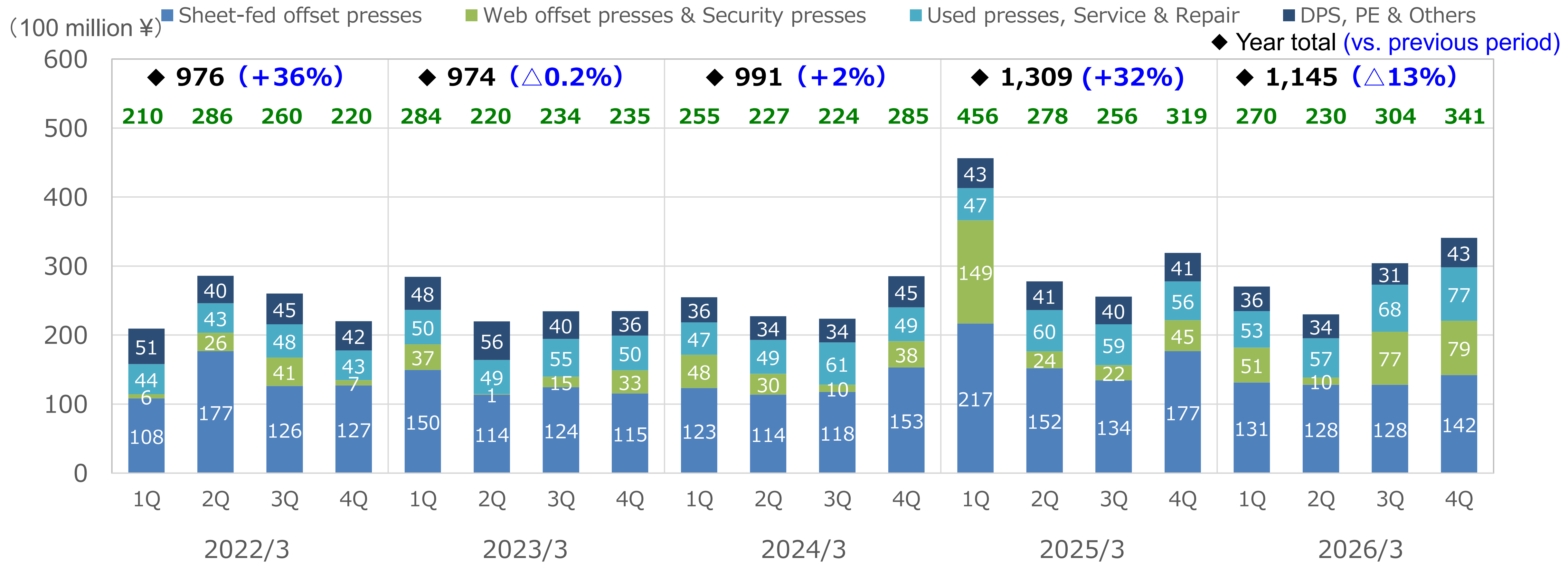
Order Intake by Model

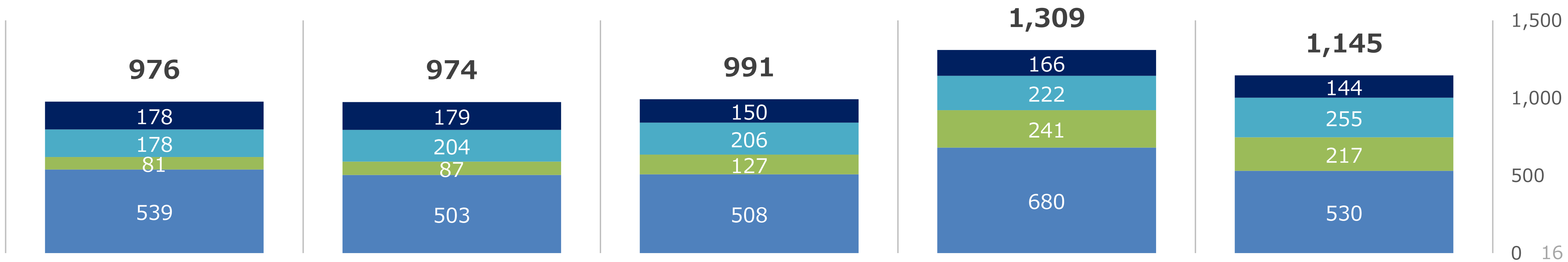
(100 million ¥)

	FY2026 2026/3	FY2025 2025/3	vs. FY2025	Budget FY2026	vs. Budget
Sheet-fed offset presses	530	680	78%	563	94%
Web offset presses & Security presses	217	241	90%	167	130%
Maintenance & Repair	255	222	115%	232	110%
DPS, PE & Others	144	166	87%	229	63%
Total	1,145	1,309	87%	1,190	96%



Order Intake by Model

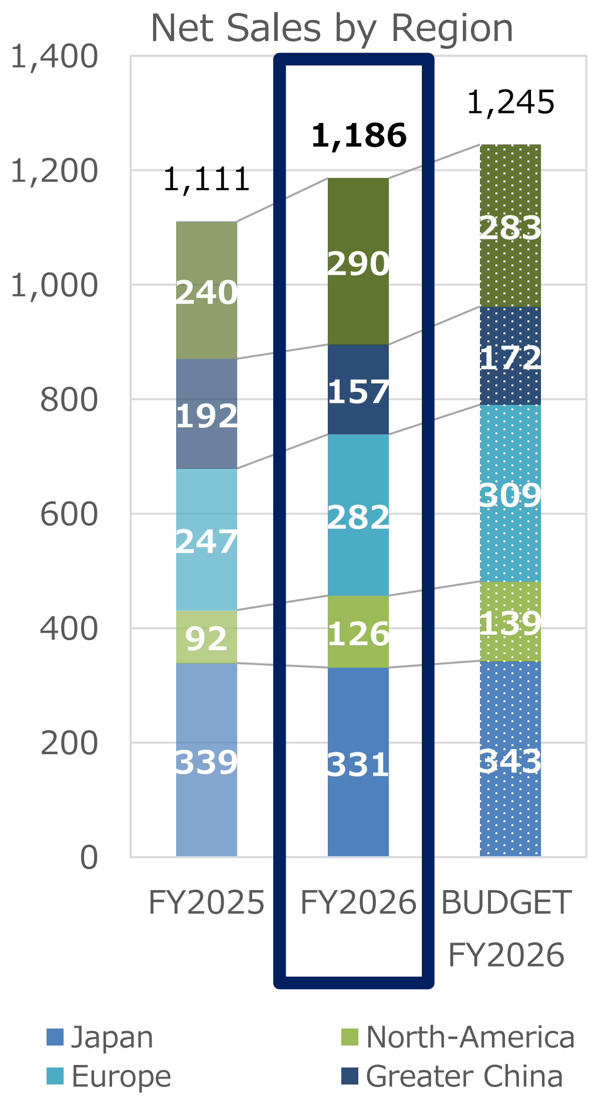




Net Sales by Region

（100 million ¥）

	FY2026 2026/3	FY2025 2025/3	vs. FY2025	Budget FY2026	vs. Budget
Japan	331	339	98%	343	97%
North-America	126	92	136%	139	91%
(million USD)	(83)	(61)	(137%)	(97)	(86%)
Europe	282	247	114%	309	91%
(million EUR)	(161)	(151)	(107%)	(193)	(83%)
Greater China	157	192	82%	172	92%
Other Regions	290	240	121%	283	103%
Total	1,186	1,111	107%	1,245	95%



Net Sales by Region

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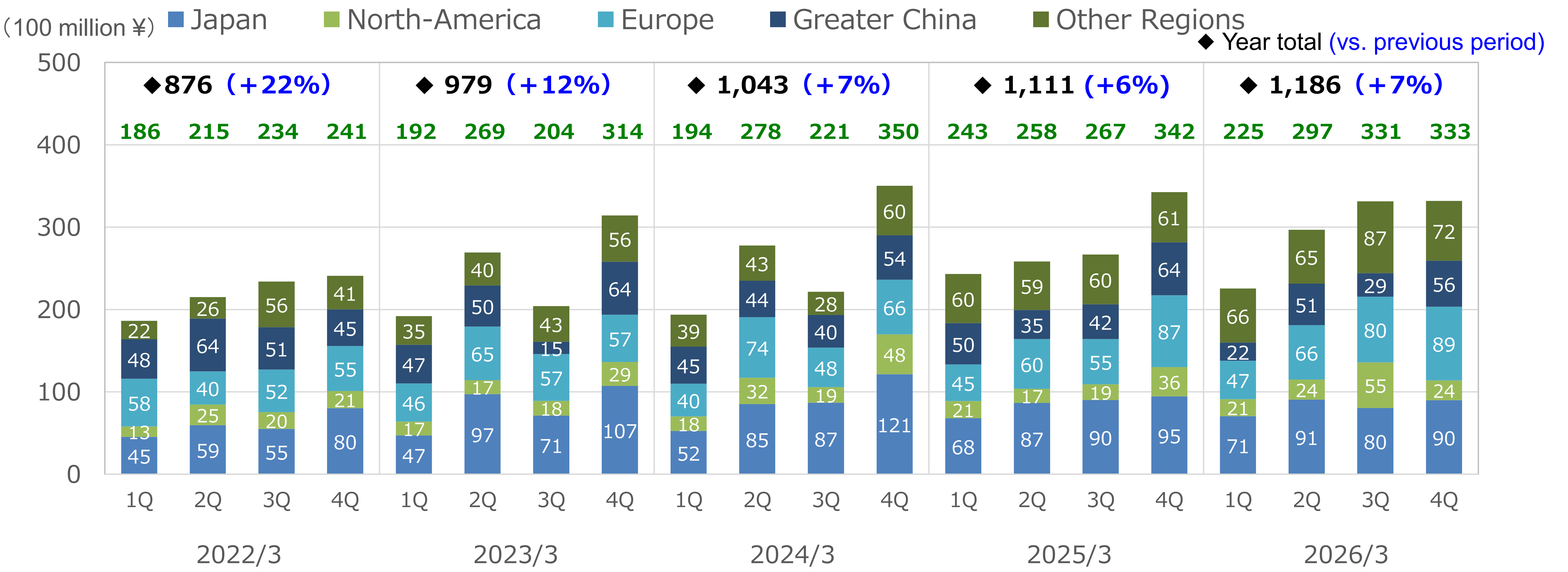
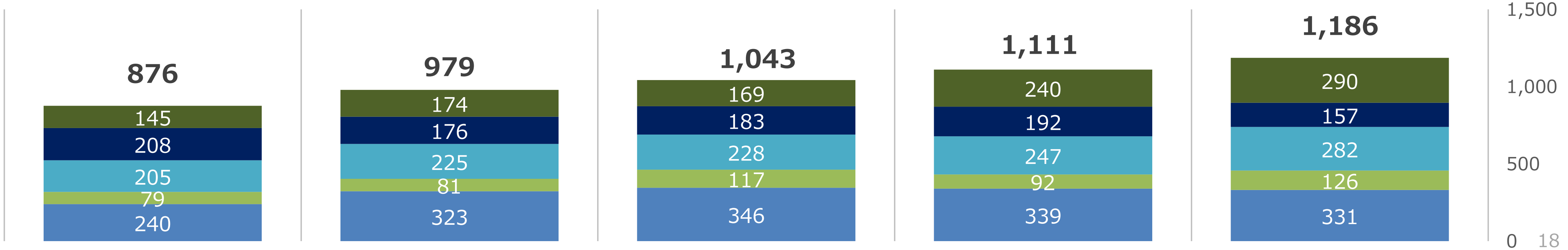
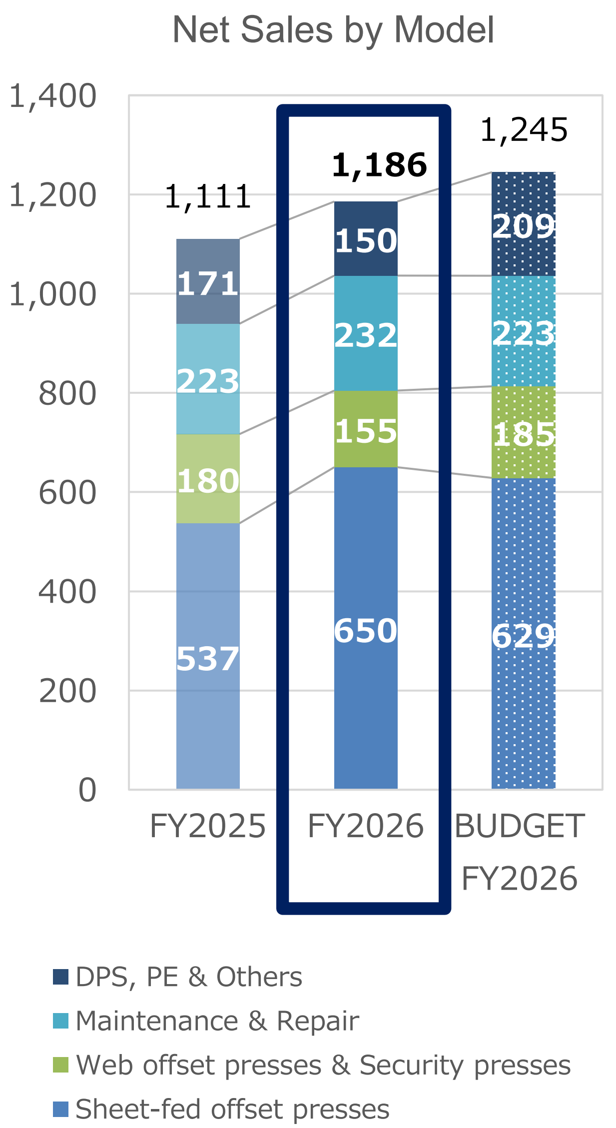




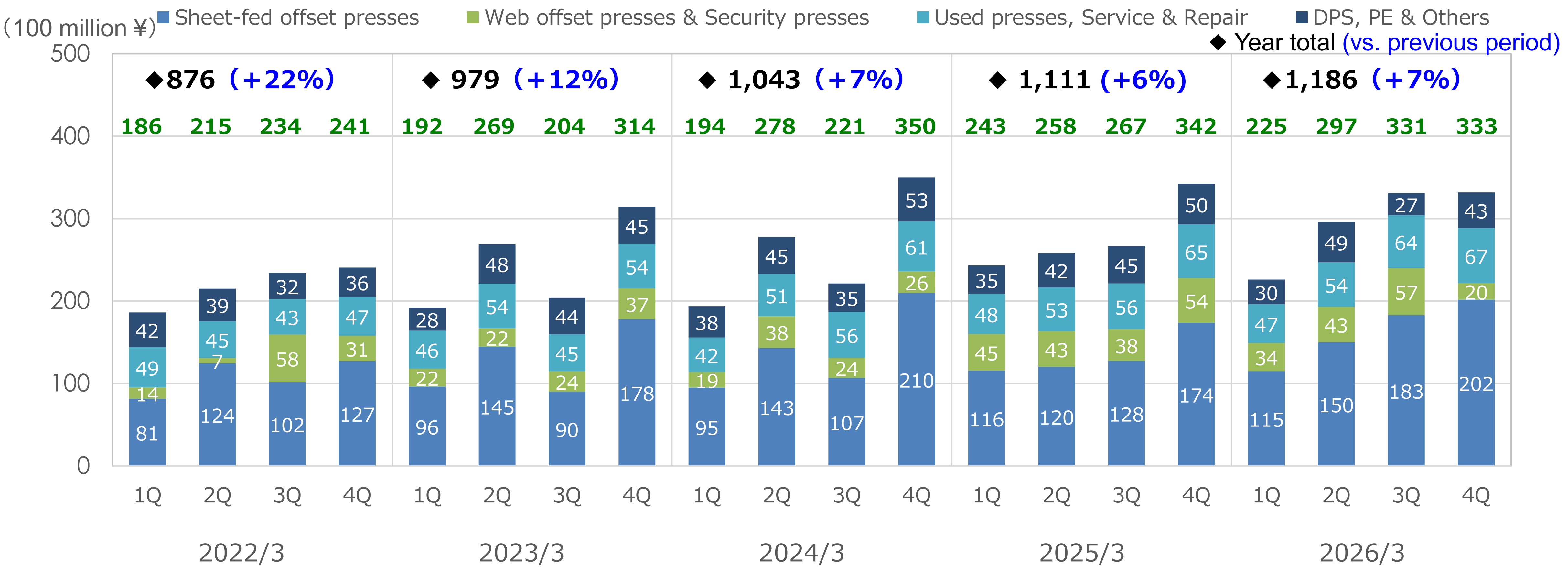
Net Sales by Model

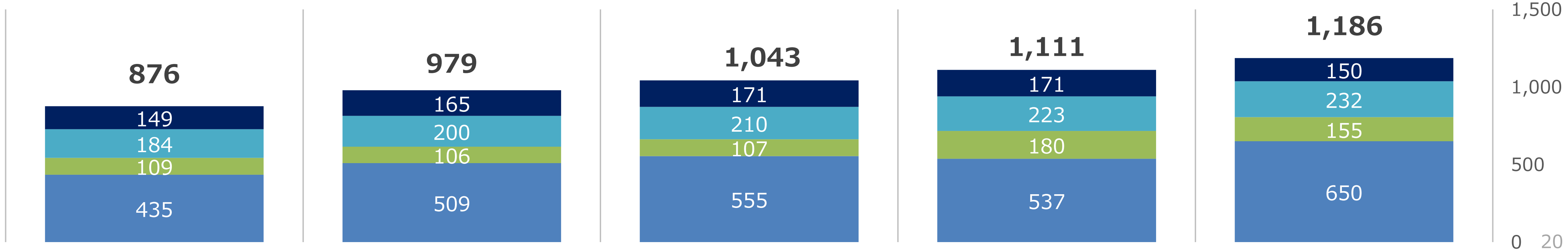
(100 million ¥)

	FY2026 2026/3	FY2025 2025/3	vs. FY2025	Budget FY2026	vs. Budget
Sheet-fed offset presses	650	537	121%	629	103%
Web offset presses & Security presses	155	180	86%	185	84%
Maintenance & Repair	232	223	104%	223	104%
DPS, PE & Others	150	171	87%	209	72%
Total	1,186	1,111	107%	1,245	95%



Net Sales by Model





Order Backlog

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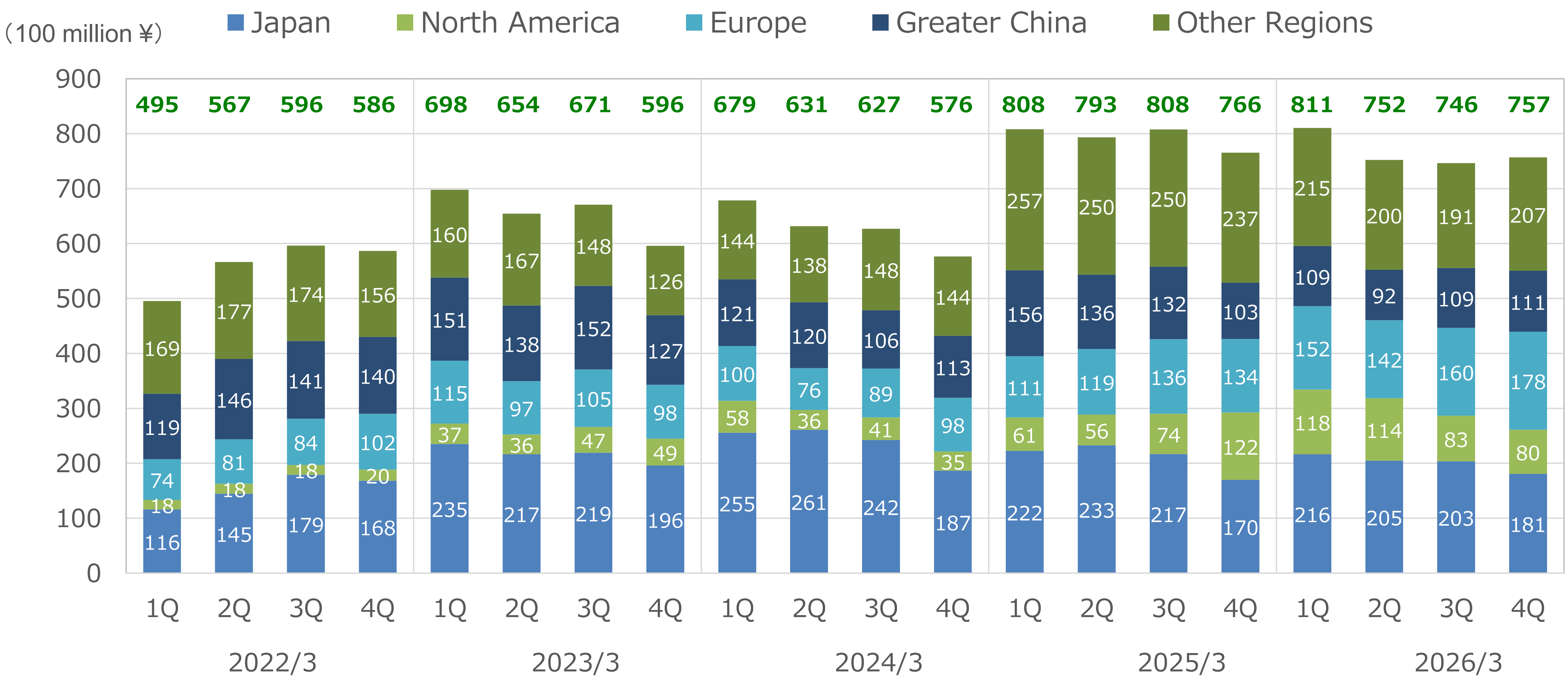

Finished Goods Inventories （at Manufacturing Cost）

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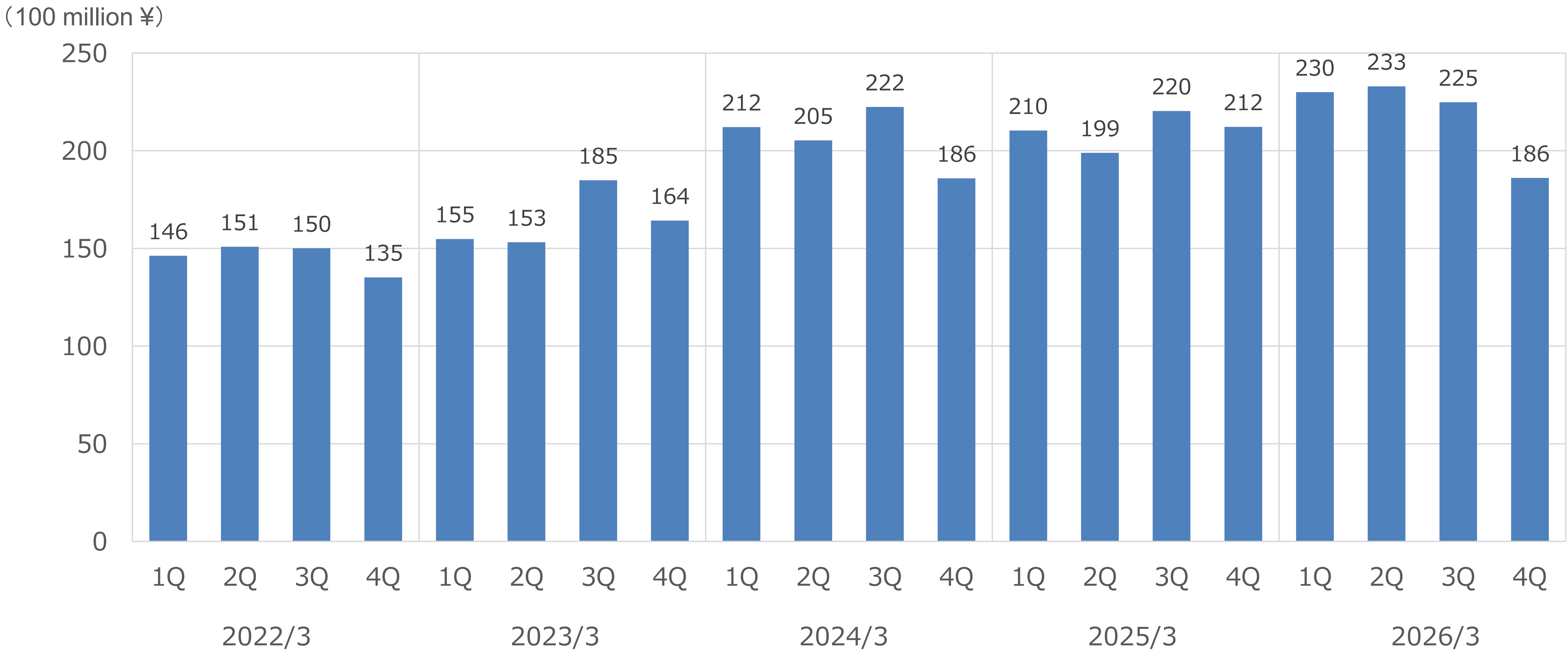

Forecast

Forecast of result of operations for FY2027

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（100 million ¥）

		Budget FY2027			FY2026 2026/3	Change	vs. FY2026
		1H	2H	Year total			
Order intake		568	578	1,155	1,145	10	101%
Net sales		537	703	1,240	1,186	54	105%
Operating profit		27	68	95	94	1	101%
Ordinary profit		26	66	92	107	-15	86%
Profit attributable to owners of parent		18	54	72	74	-2	97%
FOREX : Average (Yen)	USD	145.00	145.00	145.00	150.97		
	EUR	165.00	165.00	165.00	174.54		
FOREX : End of term (Yen)	USD	145.00	145.00	145.00	159.88		
	EUR	165.00	165.00	165.00	183.41		

Forecast of Order Intake by Region

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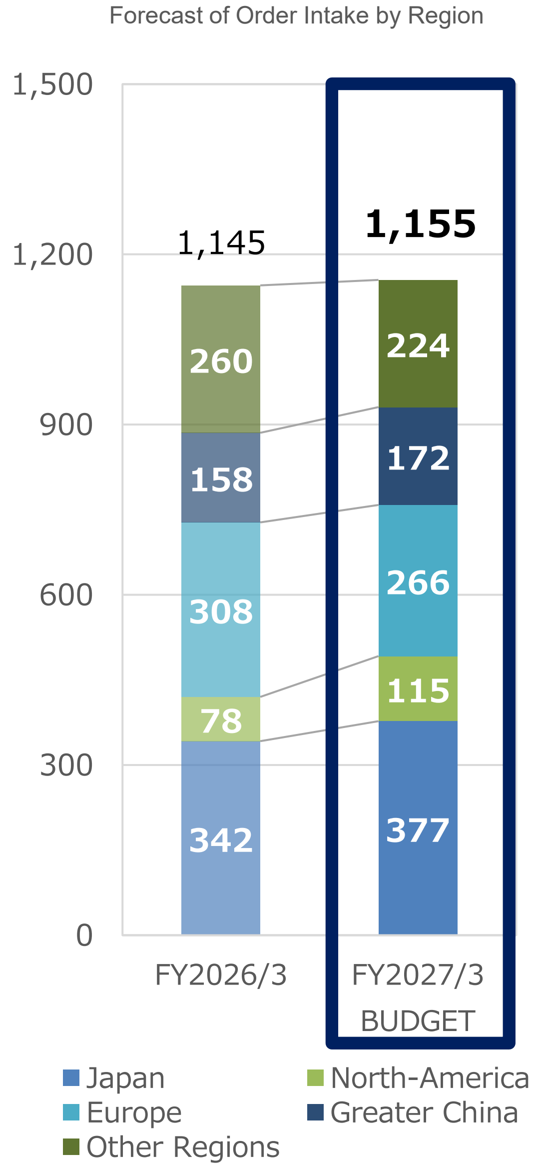
(100 million ¥)

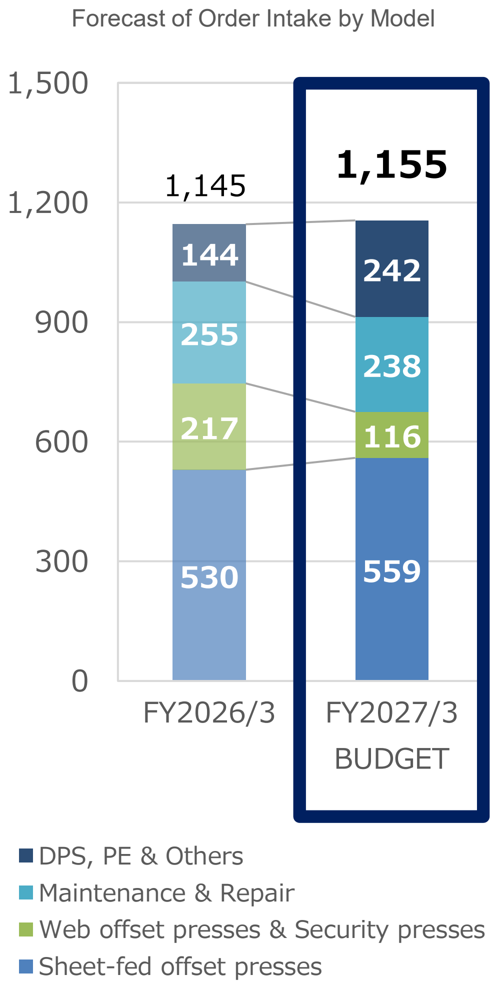
	Budget FY2027 1H	Budget FY2027 2H	Budget FY2027 Year total	FY2026 2026/3	Change	vs. FY2026
Japan	189	188	377	342	35	110%
North-America	55	59	115	78	37	147%
(million USD)	(38)	(41)	(79)	(52)	(27)	(153%)
Europe	135	131	266	308	-41	87%
(million EUR)	(82)	(80)	(161)	(176)	(-15)	(92%)
Greater China	83	89	172	158	15	109%
Other Regions	105	119	224	260	-36	86%
Total	568	587	1,155	1,145	10	101%



Forecast of Order Intake by Model

（100 million ¥）

	Budget FY2027			FY2026 2026/3	Change	vs. FY2026
	1H	2H	Year total			
Sheet-fed offset presses	294	265	559	530	30	106%
Web offset presses & Security presses	39	77	116	217	-101	53%
Maintenance & Repair	114	124	238	255	-17	93%
DPS, PE & Others	121	121	242	144	98	168%
Total	568	587	1,155	1,145	10	101%



Forecast of Net Sales by Region

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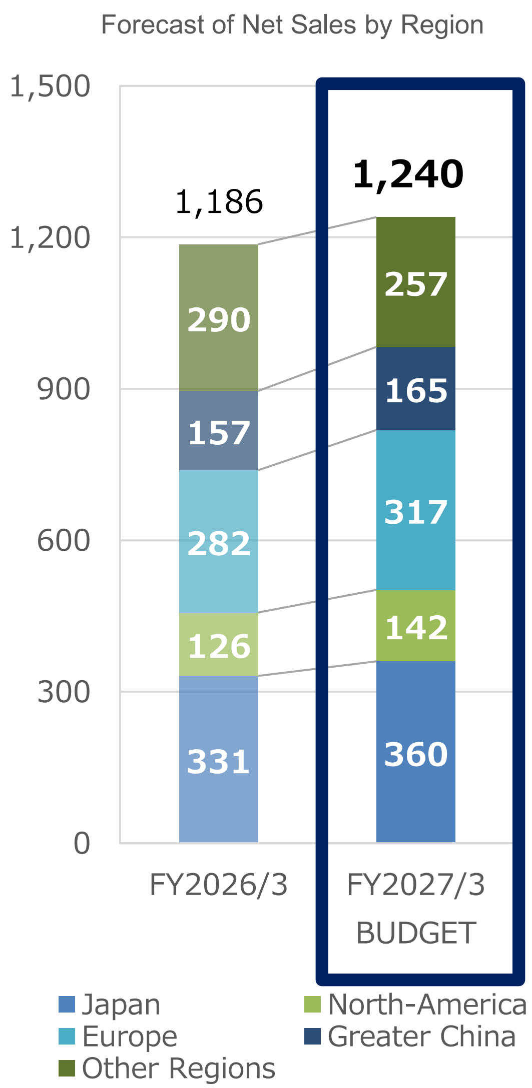
(100 million ¥)

	Budget FY2027 1H	Budget FY2027 2H	Budget FY2027 Year total	FY2026 2026/3	Change	vs. FY2026
Japan	168	192	360	331	29	109%
North-America	58	83	142	126	16	113%
(million USD)	(40)	(58)	(98)	(83)	(14)	(117%)
Europe	125	191	317	282	35	112%
(million EUR)	(76)	(116)	(192)	(161)	(30)	(119%)
Greater China	82	83	165	157	8	105%
Other Regions	104	153	257	290	-33	88%
Total	537	703	1,240	1,186	54	105%

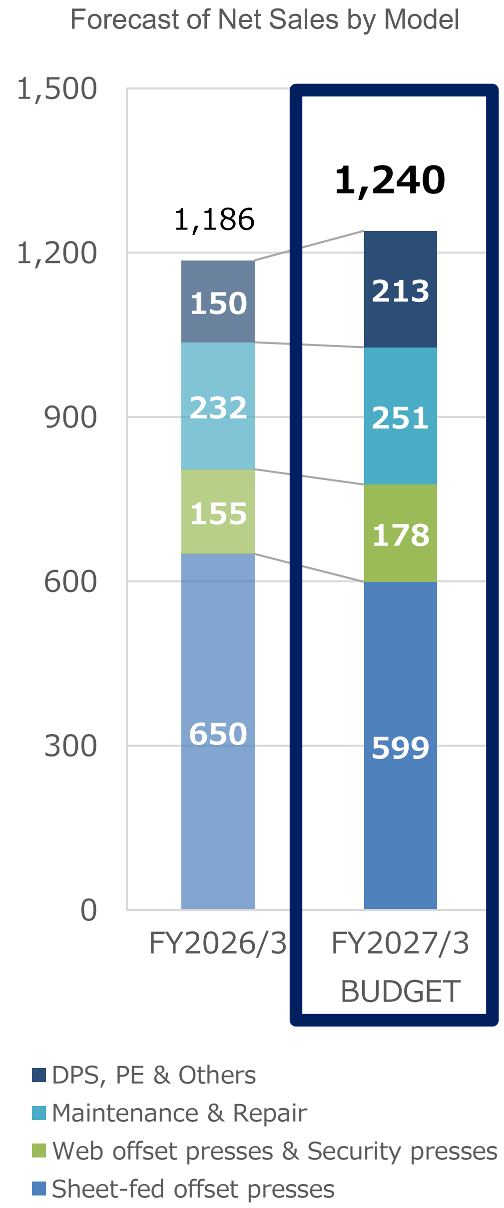


Forecast of Net Sales by Model

KOMORI

(100 million ¥)

	Budget FY2027			FY2026 2026/3	Change	vs. FY2026
	1H	2H	Year total			
Sheet-fed offset presses	265	334	599	650	-51	92%
Web offset presses & Security presses	50	128	178	155	23	115%
Maintenance & Repair	125	125	251	232	19	108%
DPS, PE & Others	97	116	213	150	63	142%
Total	537	703	1,240	1,186	54	105%



CAPEX, Depreciation and Amortization, R&D etc.

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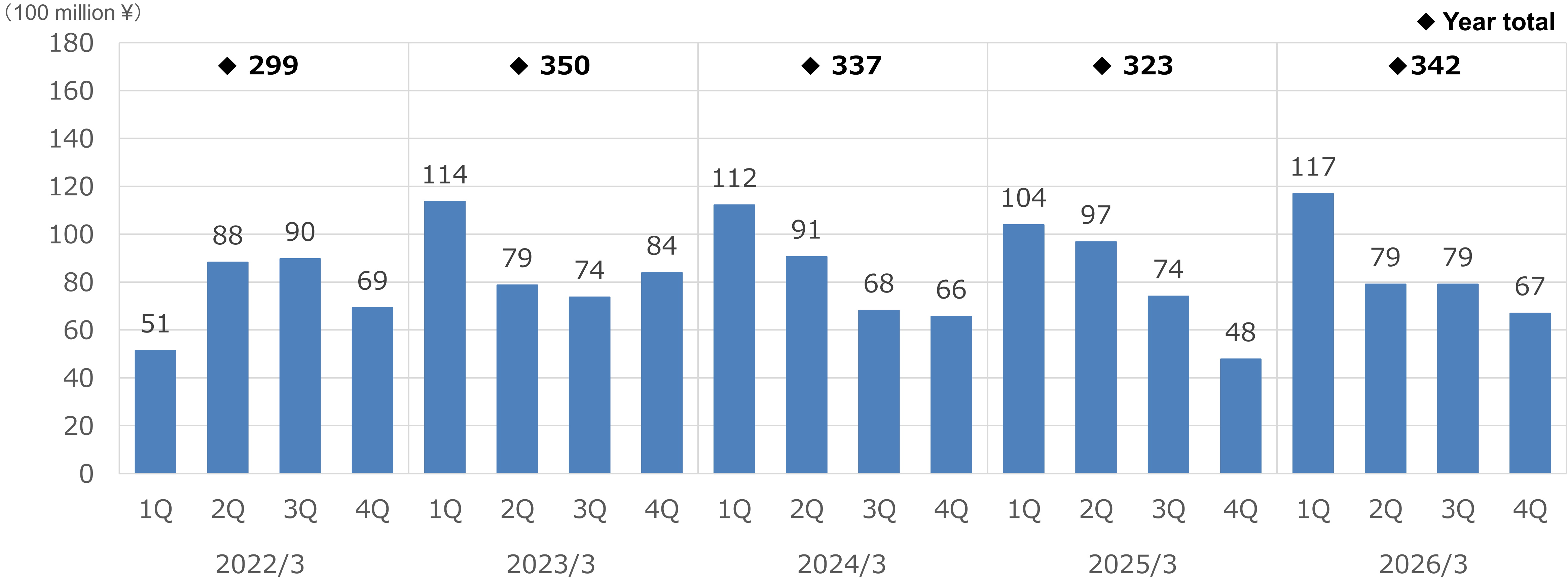
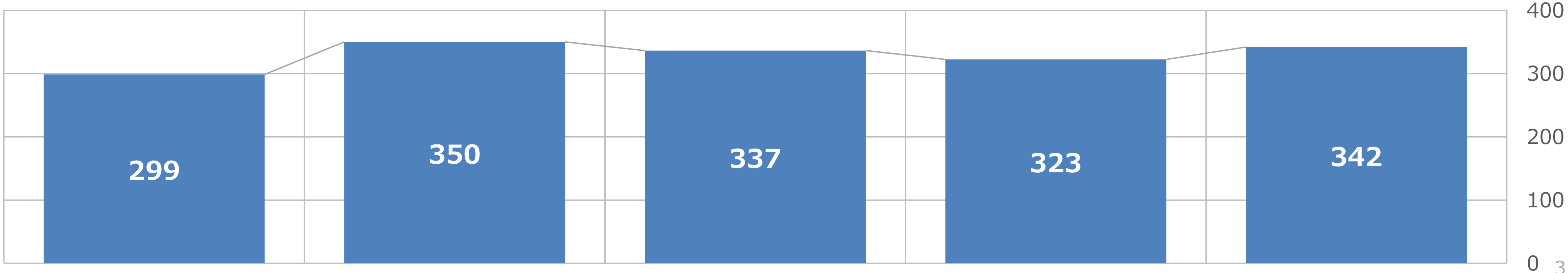
(million ¥)

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027 Forecast
Number of employees	2,613	2,567	2,562	2,625	2,622	2,660
Personnel expenses	22,122	23,246	24,656	26,246	27,365	27,800
Capital expenditures	2,371	2,303	1,997	2,601	4,900	4,200
Depreciation and amortization	1,877	1,896	1,968	2,298	2,278	2,400
R&D expenses	4,050	3,654	3,734	4,044	4,634	4,600
(% to net sales)	(4.6%)	(3.7%)	(3.6%)	(3.6%)	(3.9%)	(3.7%)

Appendix: Detailed Order Intake and Net Sales by Region

Order Intake in Japanese Market





Net Sales in Japanese Market

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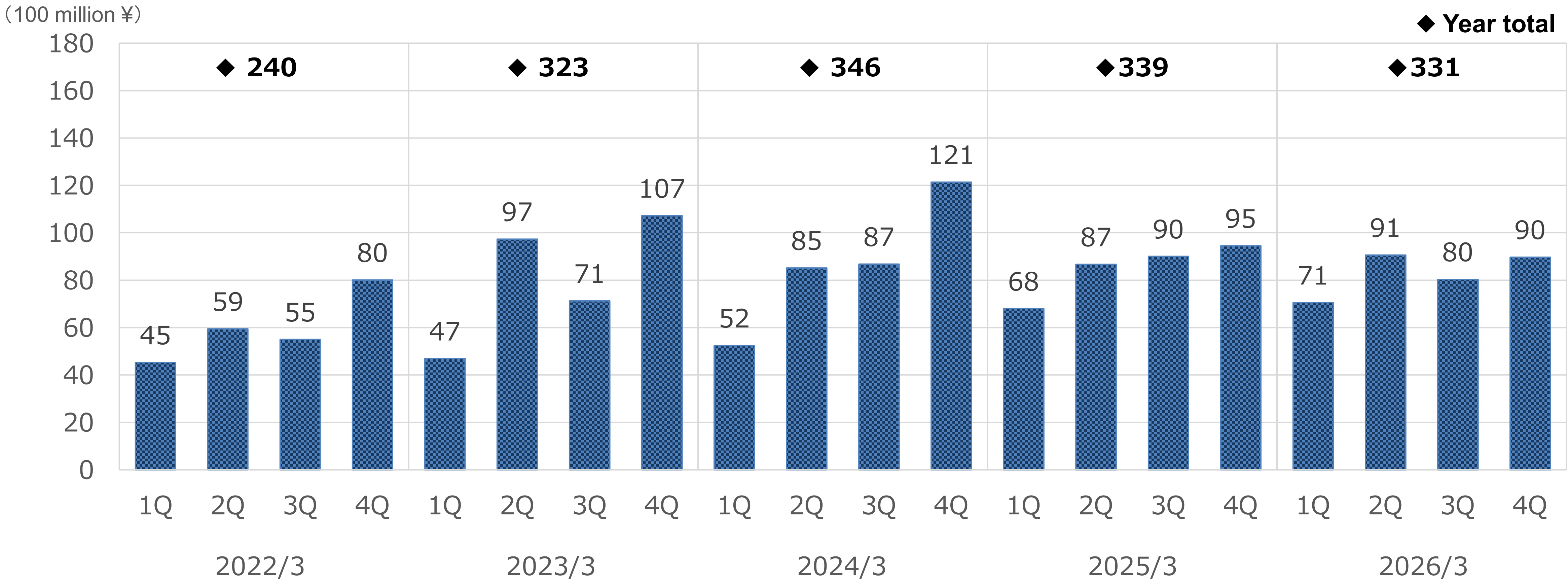
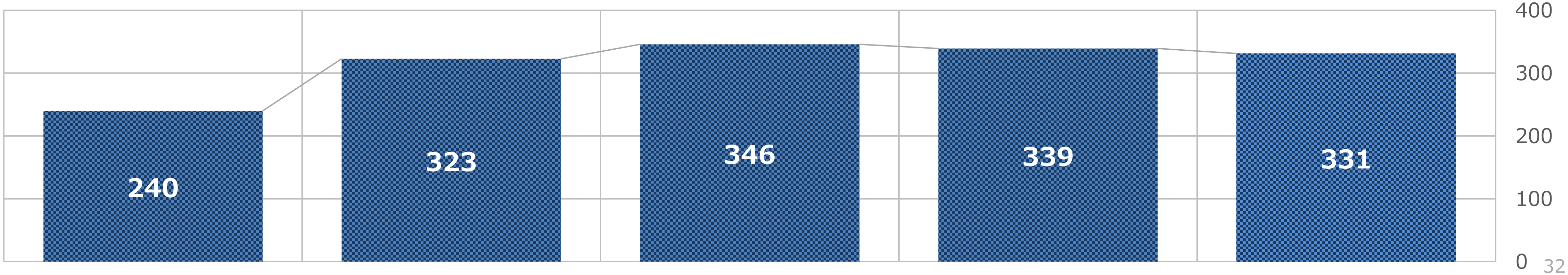
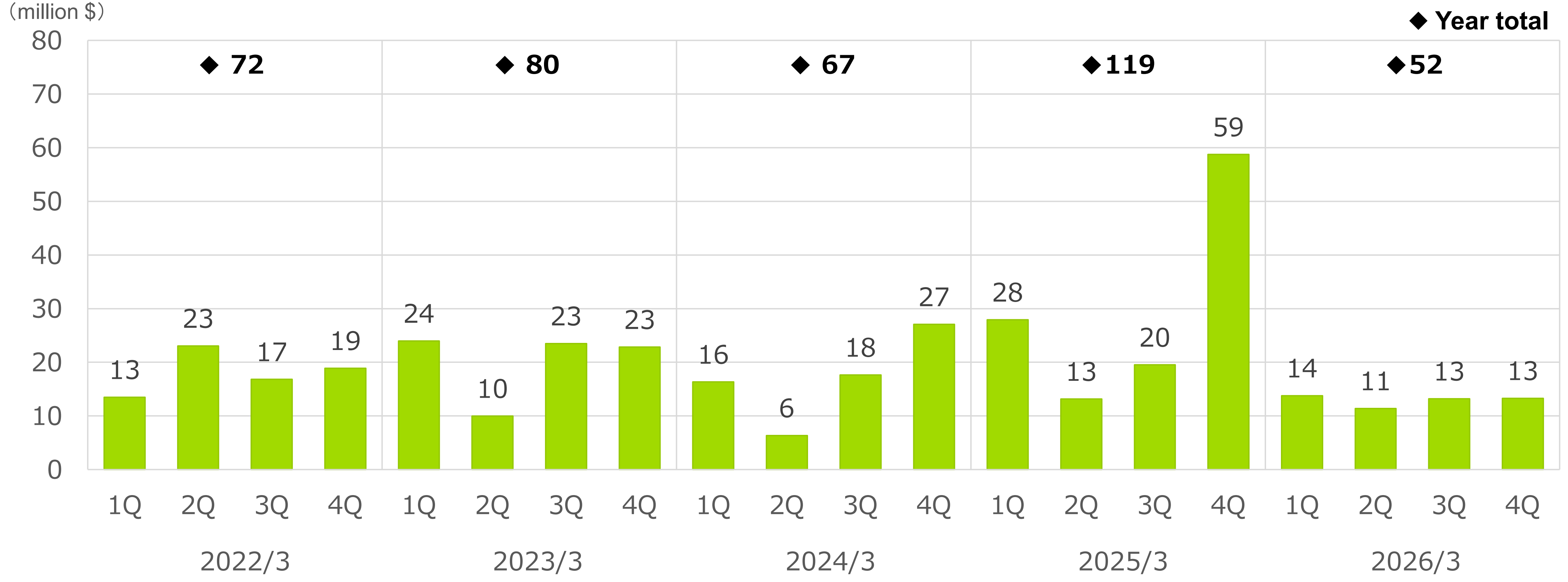
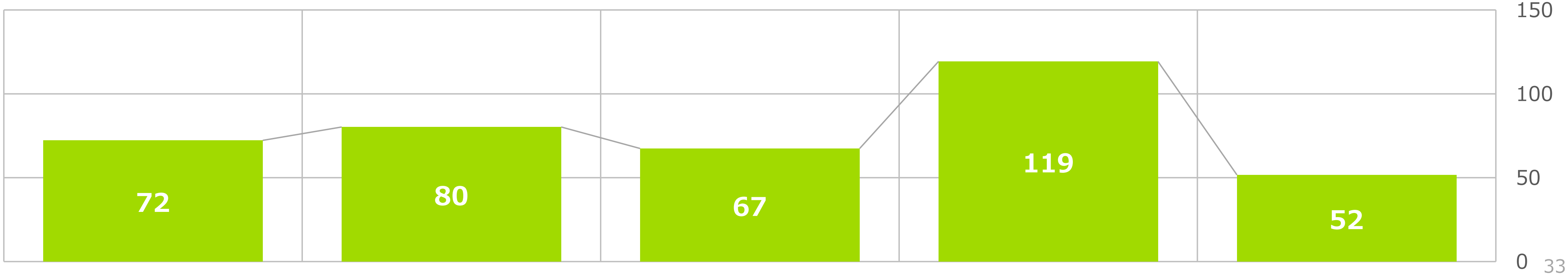




Order Intake in North American Market





Net Sales in North American Market

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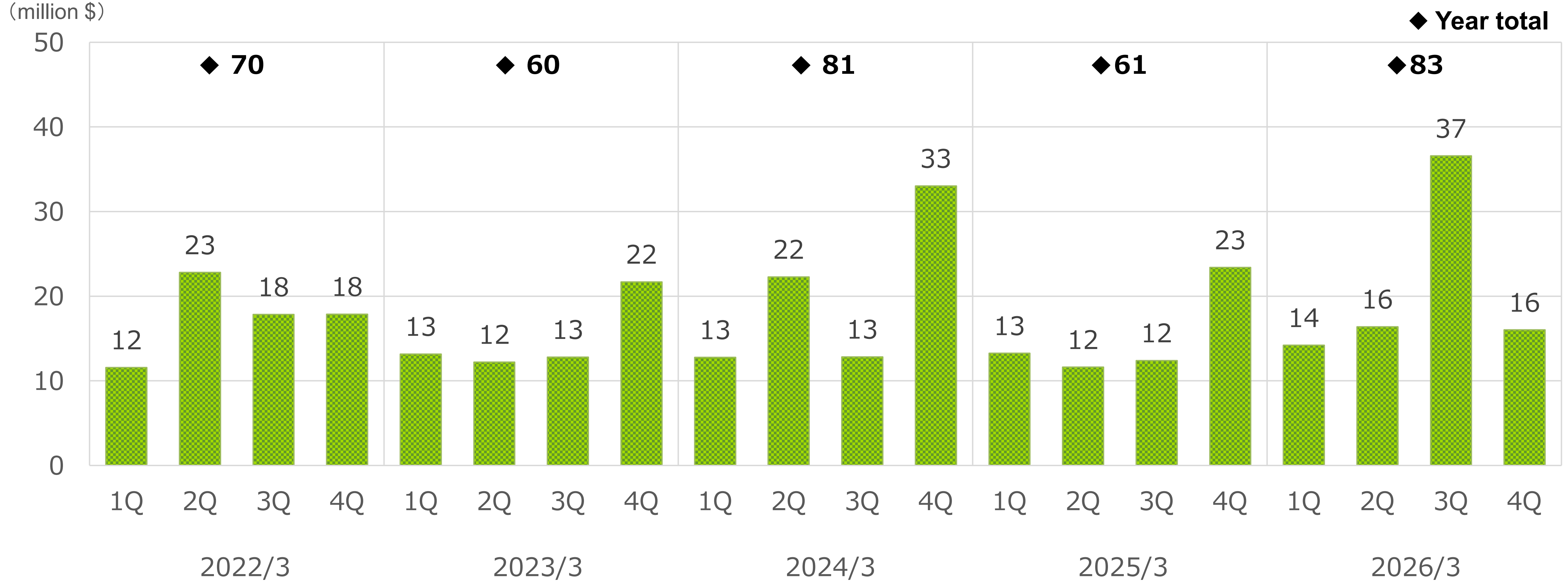
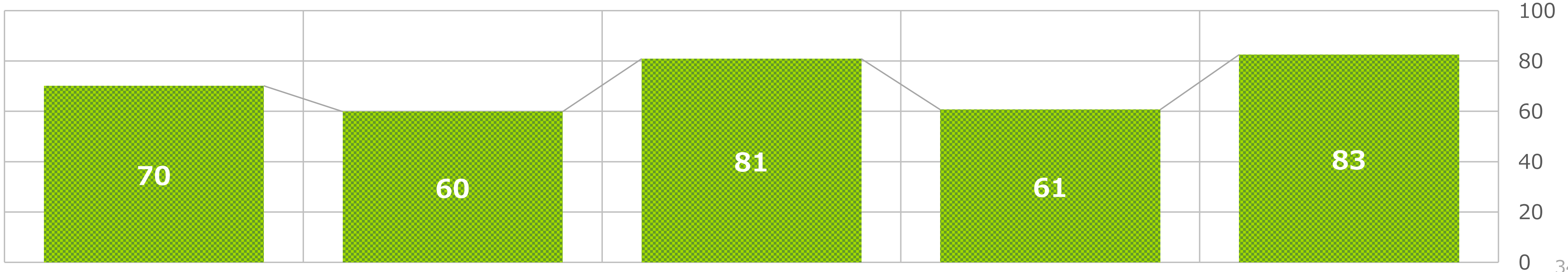
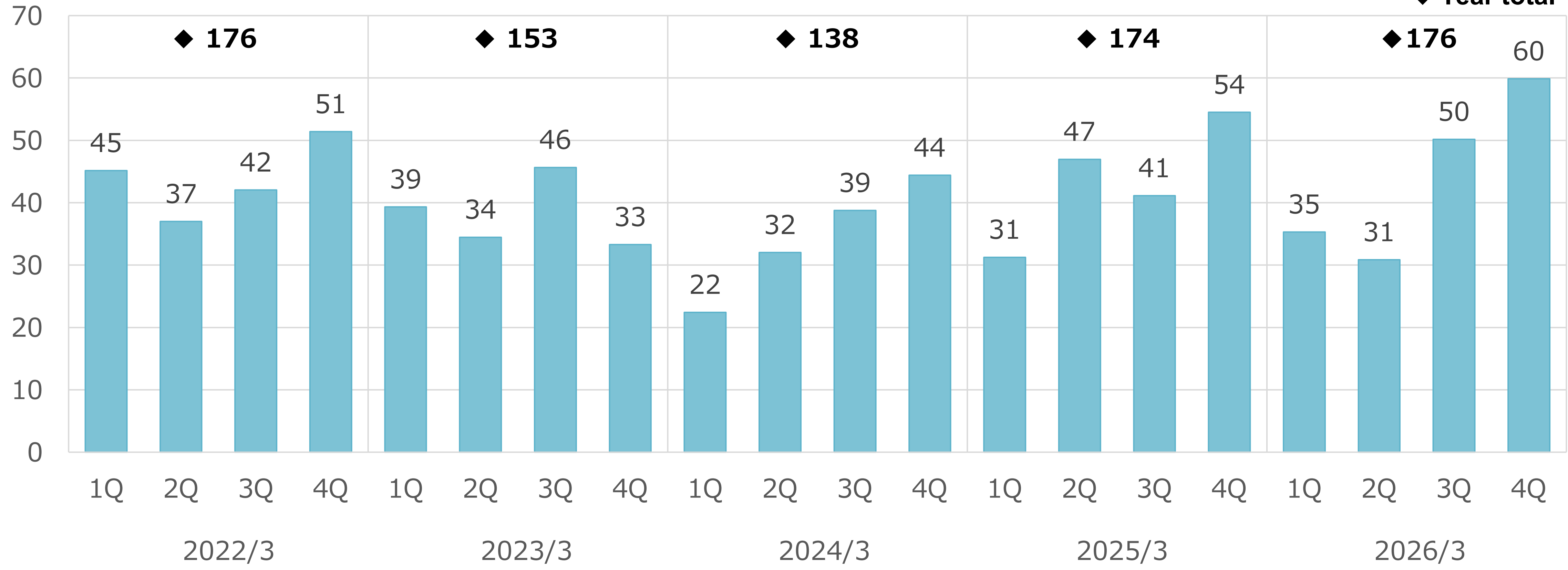


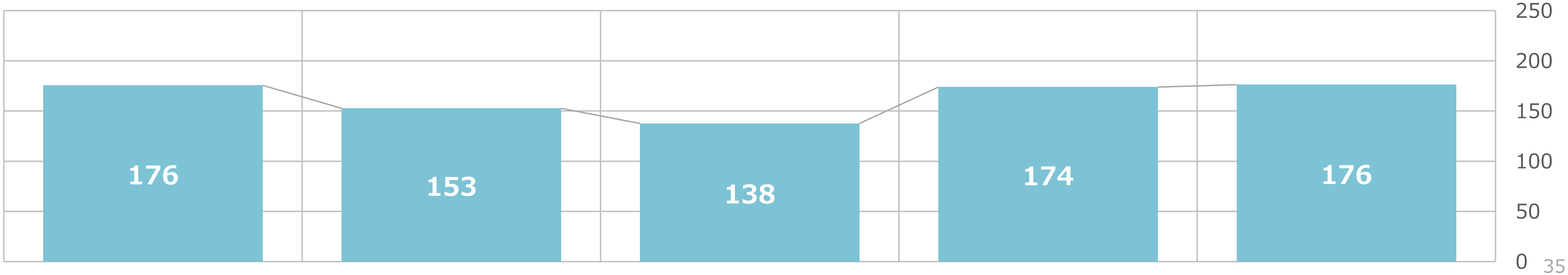


Order Intake in European Market

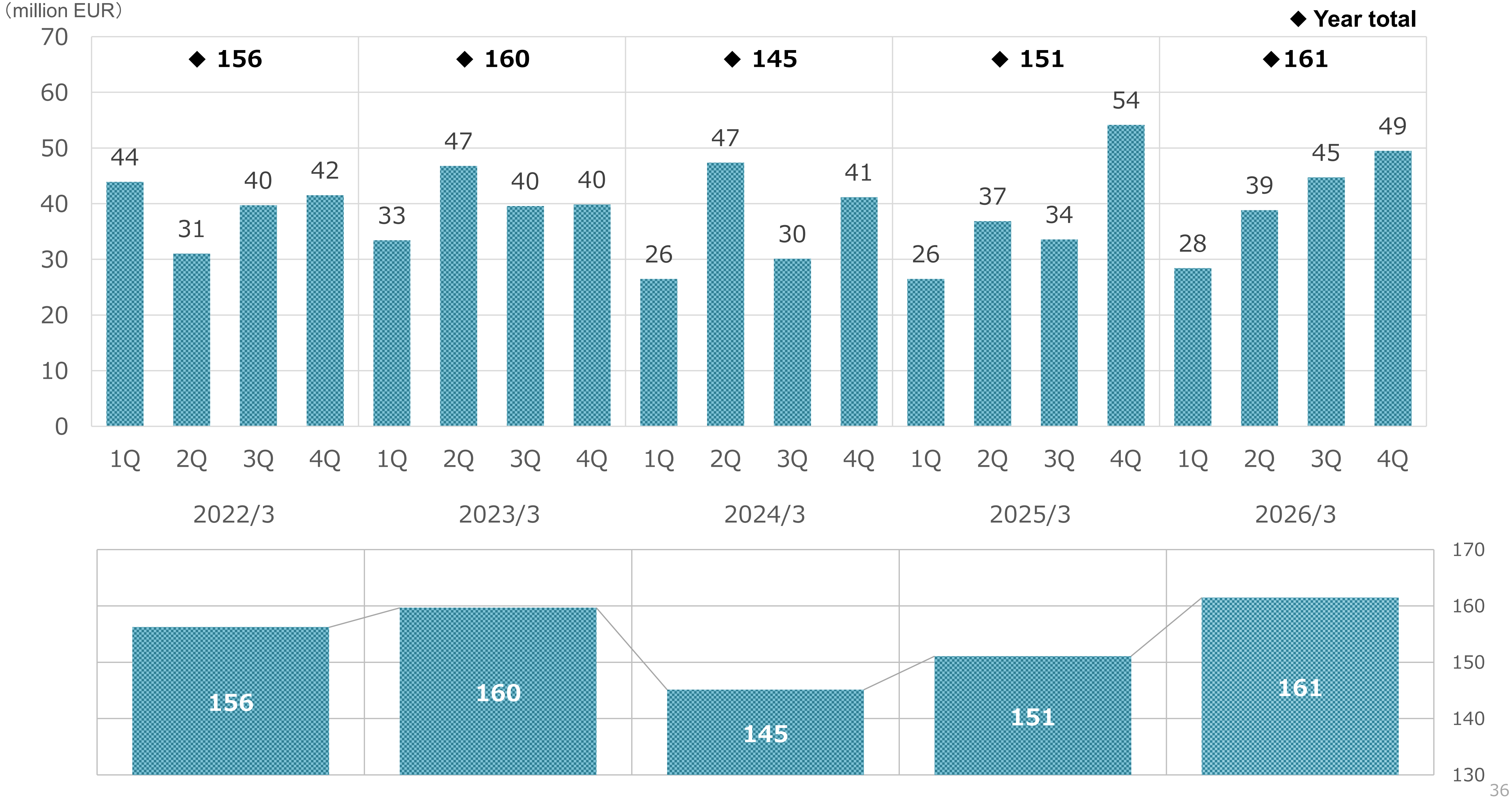
(million EUR)

◆ Year total



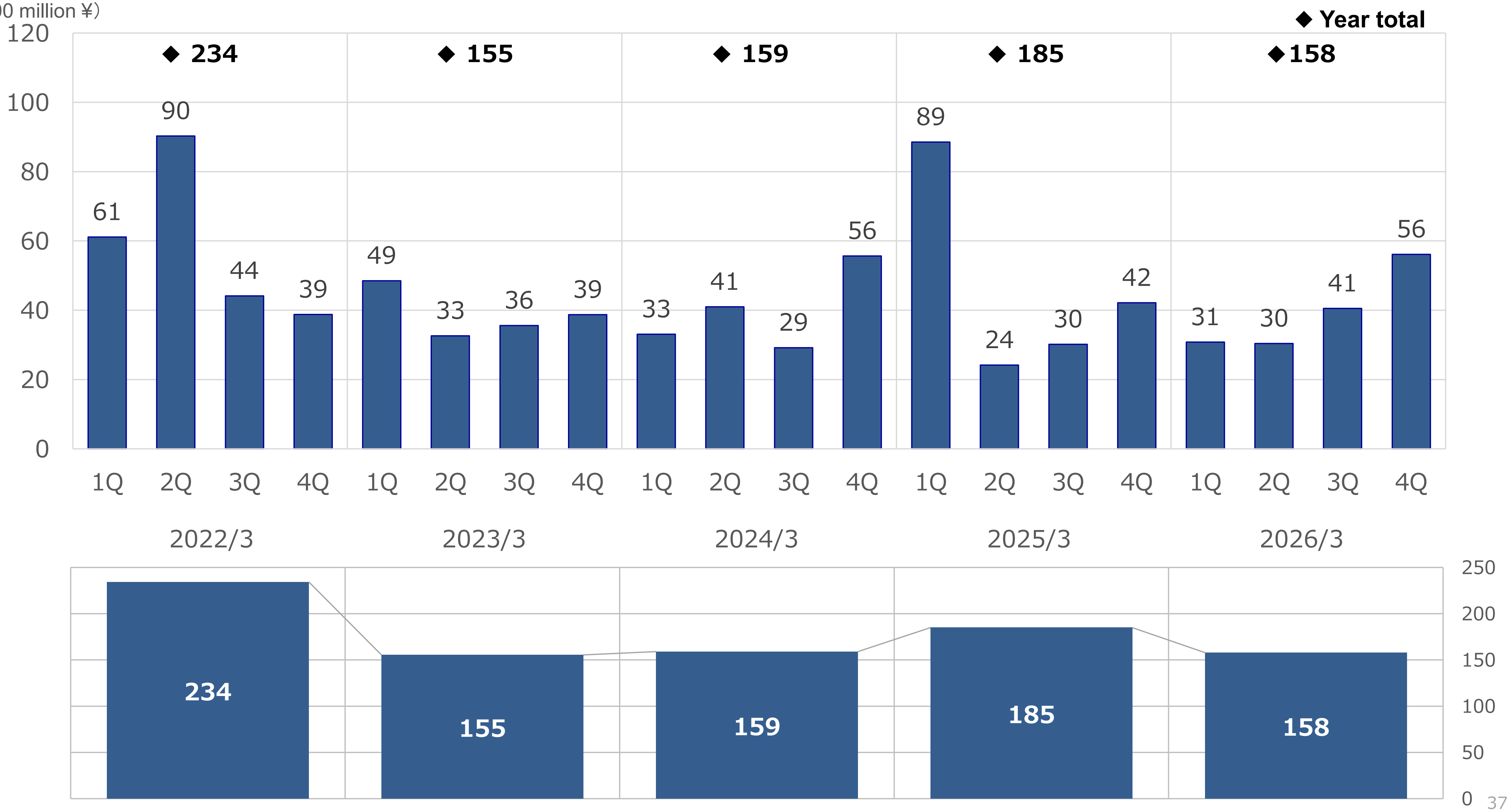


Net Sales in European Market

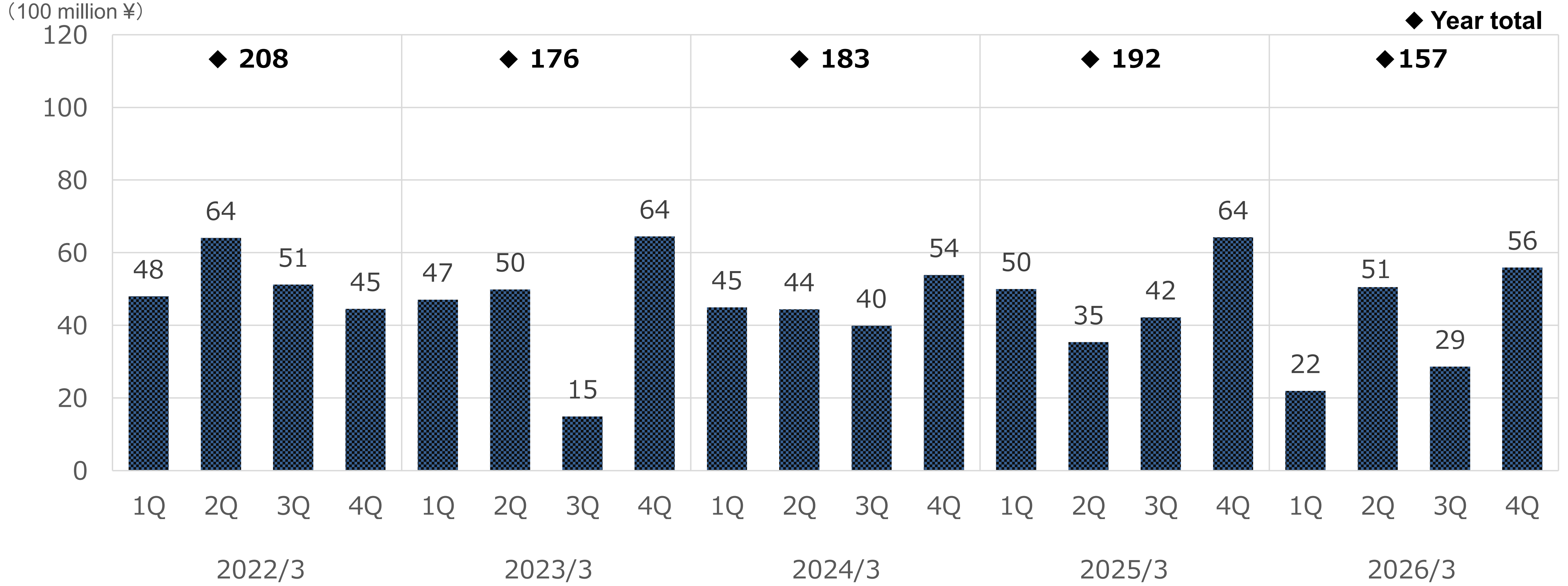


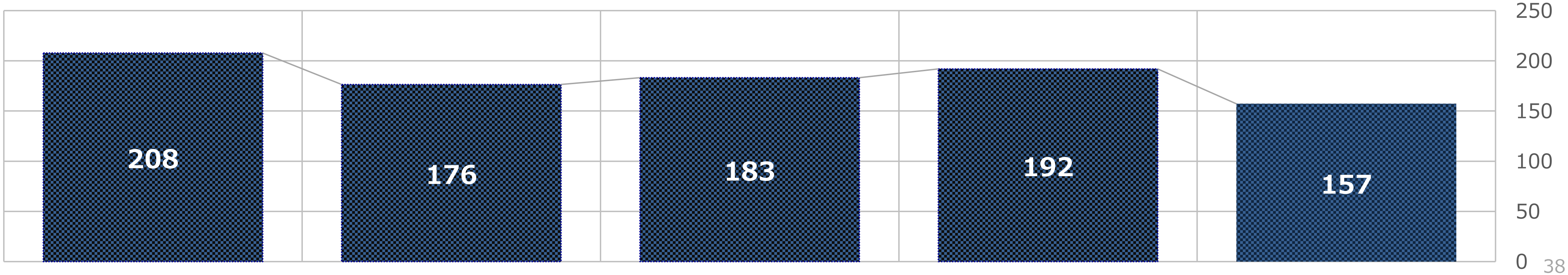
Order Intake in Greater China Market

(100 million ¥)

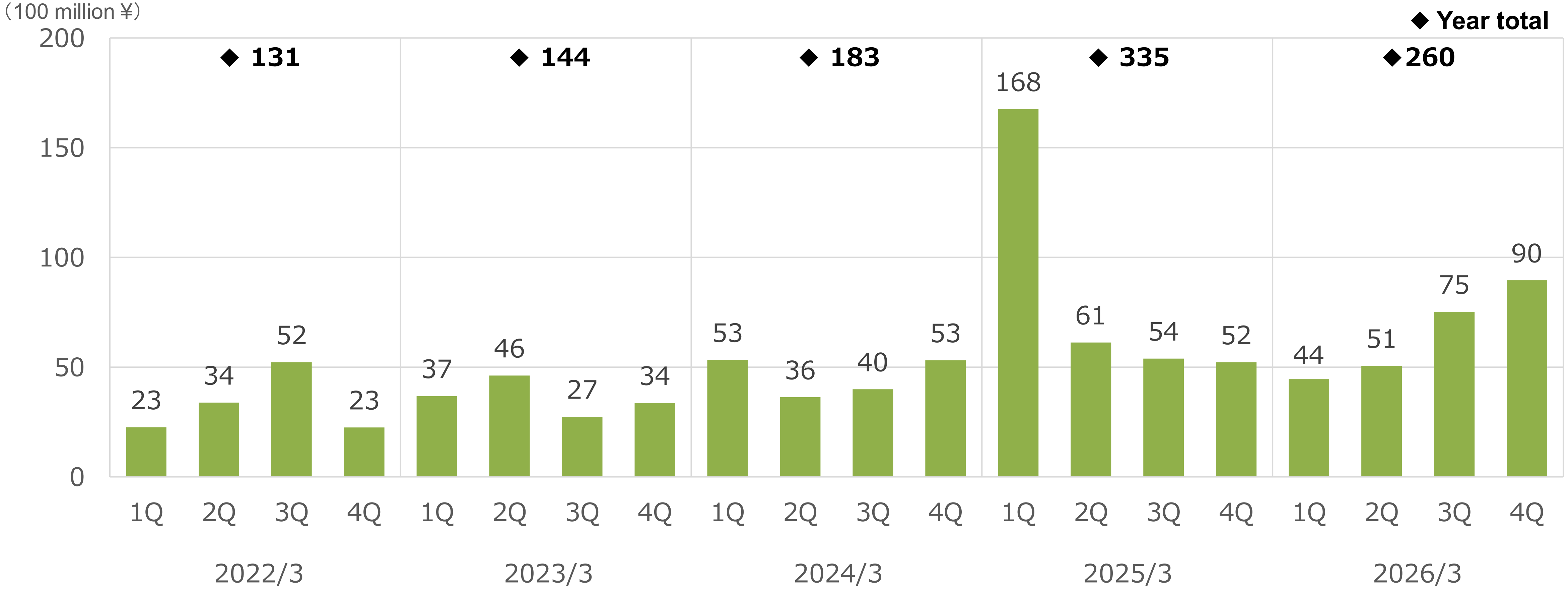


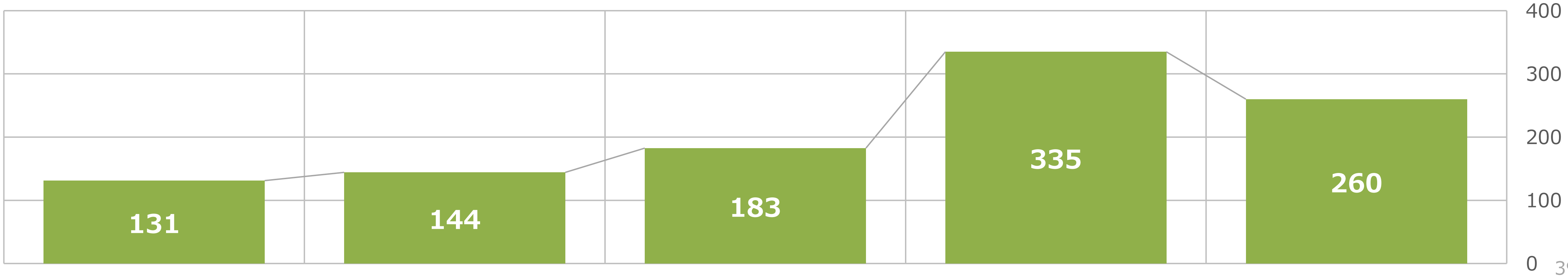
Net Sales in Greater China Market



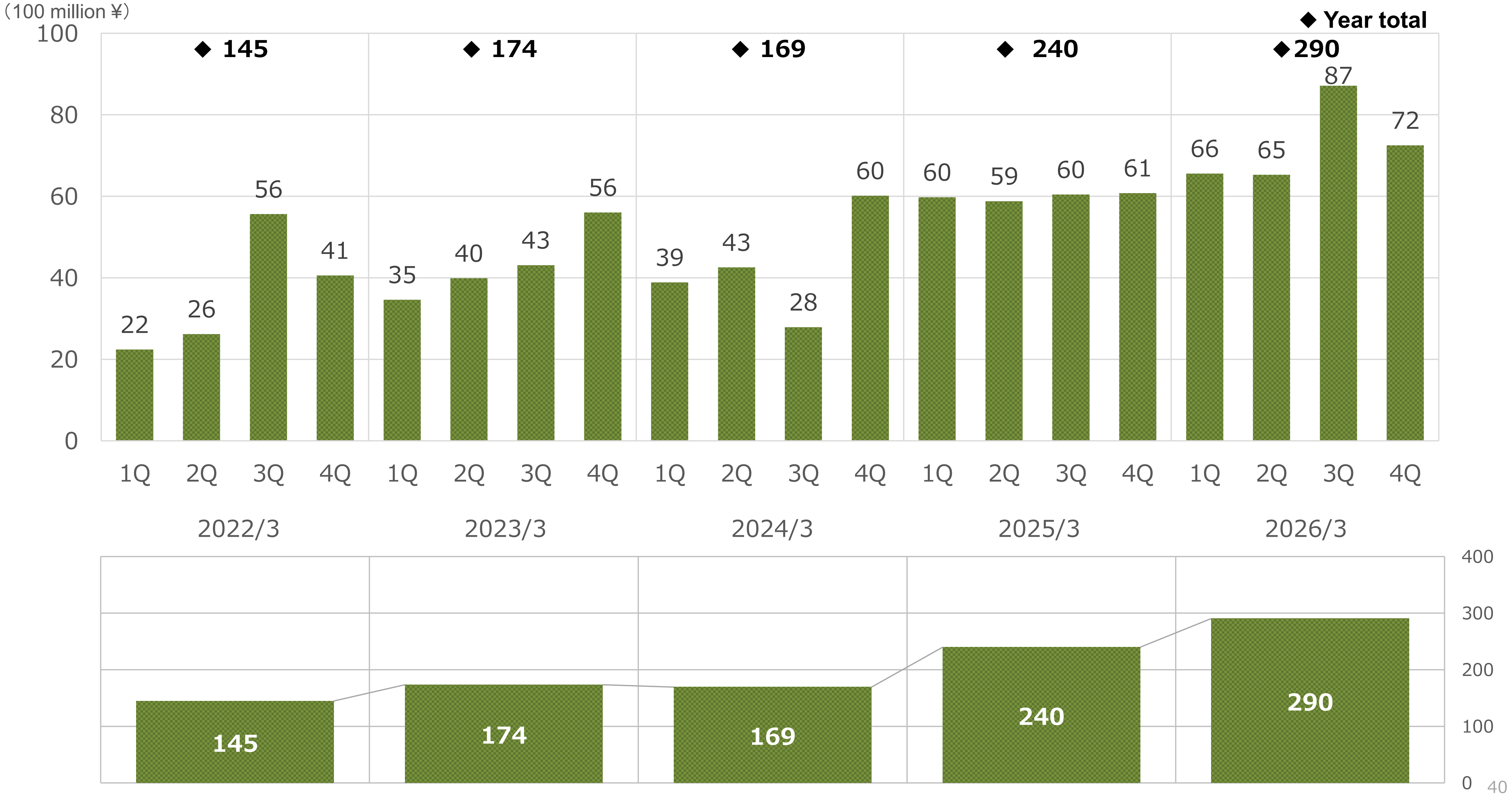


Order Intake in Other Regions' Markets





Net Sales in Other Regions' Markets



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Caution Regarding Forward-Looking Statements

The forecasts in this material 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.