

# FINANCIAL SECTION

*Financial information*

## Financial Summary

### Key financial figures

FY	Million Yen				
	2016	2017	2018	2019	2020
<b>Profit or loss</b>					
Sales revenues	376,631	429,664	501,248	485,778	<b>328,283</b>
Operating income	1,961	29,391	36,261	37,339	<b>10,674</b>
(Operating income margin)	0.5%	6.8%	7.2%	7.7%	<b>3.3%</b>
Earnings before income taxes	-1,064	24,803	31,275	31,451	<b>5,106</b>
Net income	-5,749	15,676	19,374	18,861	<b>1,696</b>
Income attributable to owners of the parent	-7,826	15,263	18,517	17,995	<b>1,745</b>
<b>Cash flows</b>					
Free cash flows (*1)	8,229	30,036	30,378	20,101	<b>-5,212</b>
<b>Financial position</b>					
Equity attributable to owners of the parent	100,449	107,617	111,113	124,006	<b>185,420</b>
Total assets	558,222	567,411	528,423	524,606	<b>526,526</b>
Ratio of equity attributable to owners of the parent (*2)	18.0%	19.0%	21.0%	23.6%	<b>35.2%</b>
<b>Per-share information</b>					
Equity per share attributable to owners of the parent (Yen) (*3)	836.25	886.73	910.25	1,008.36	<b>1,493.86</b>
Dividends per share (Yen)	26	40	50	60	<b>20</b>
<b>Other management indicators</b>					
Ratio of income attributable to owners of the parent (ROE) (*4)	-6.1%	14.7%	16.9%	15.3%	<b>1.1%</b>
Return on Assets (ROA) (*5)	0.3%	5.2%	6.6%	7.1%	<b>2.0%</b>

FY	Million EUR				
	2016	2017	2018	2019	2020
<b>Profit or Loss</b>					
Sales revenues	3,130	3,392	3,843	3,979	<b>2,695</b>
Operating income	16	232	278	306	<b>88</b>
(Operating income margin)	0.5%	6.8%	7.2%	7.7%	<b>3.3%</b>
Earnings before income taxes	-9	196	240	258	<b>42</b>
Net income	-48	124	149	154	<b>14</b>
Income attributable to owners of the parent	-65	120	142	147	<b>14</b>
<b>Cash flows</b>					
Free cash flows (*1)	68	237	233	165	<b>-43</b>
<b>Financial position</b>					
Equity attributable to owners of the parent	835	850	852	1,016	<b>1,522</b>
Total assets	4,639	4,479	4,051	4,297	<b>4,322</b>

(\*1) Free cash flows = Cash flows from operating activities + Cash flows from investment activities.

(\*2) Equivalent to shareholders' equity ratio. Divided the equity attributable to owners of the parent by total assets.

(\*3) Equity attributable to owners of the parent per share includes hybrid capital.

(\*4) Equivalent to Return on Equity. Divided the net income or loss attributable to owners of the parent by the average of equity attributable to owners of the parent at the beginning of the period (end of the previous period) and the end of the period.

(\*5) ROA is calculated by dividing operating income by the average of total assets as of the beginning of the period (end of the previous period) and as of the end of the period.

#### Changes in lease accounting standard

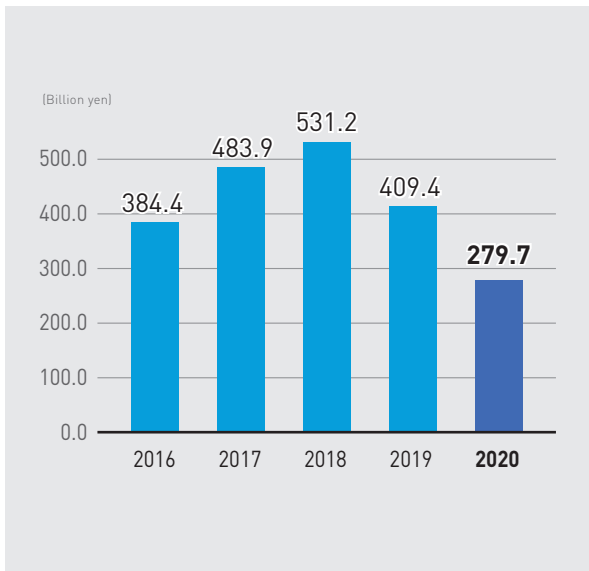
Effective January 1, 2019, the Group has implemented IFRS 16 "Leases." Operating leases and real-estate rents weren't previously presented on Statement of Fiscal Position, whereas they are now presented under the new regulation.

Due to the change, additional 16.7 billion JPY non-current assets (i.e. right-of use assets) were recognized at the beginning of FY2019, compared to the end of FY2018.

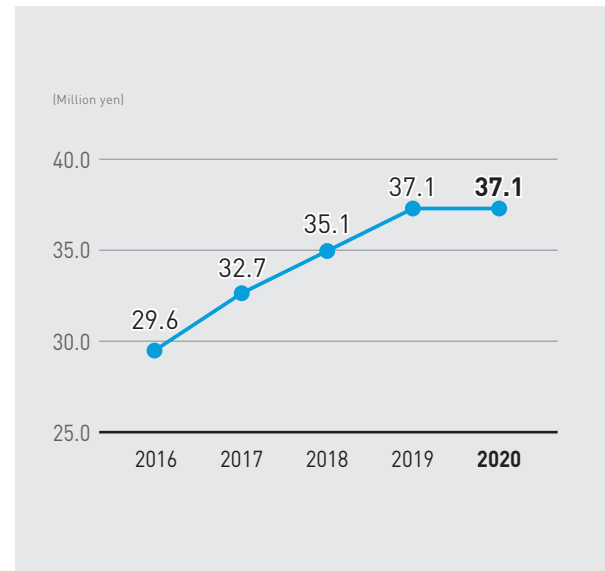
# Financial Summary

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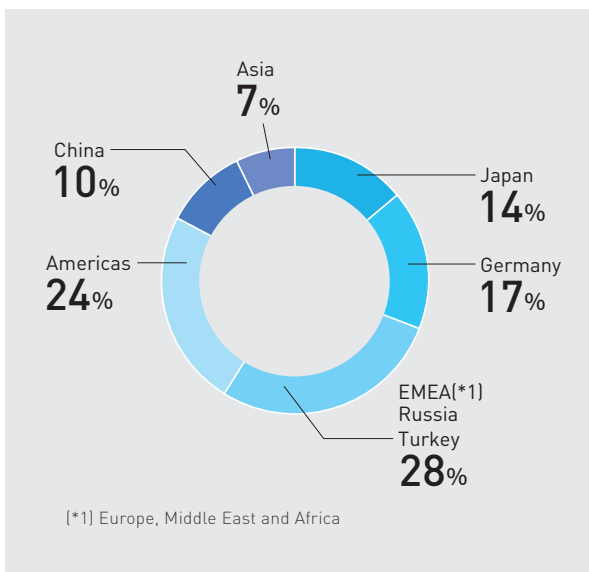
Company-wide order intake



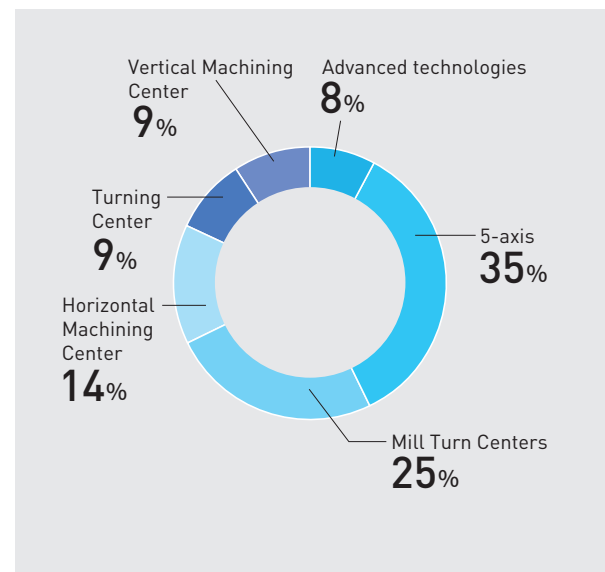
Average order price per unit



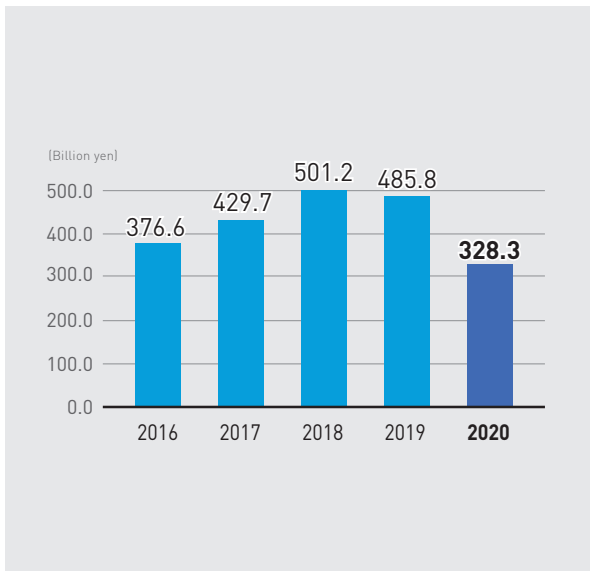
Order composition by region



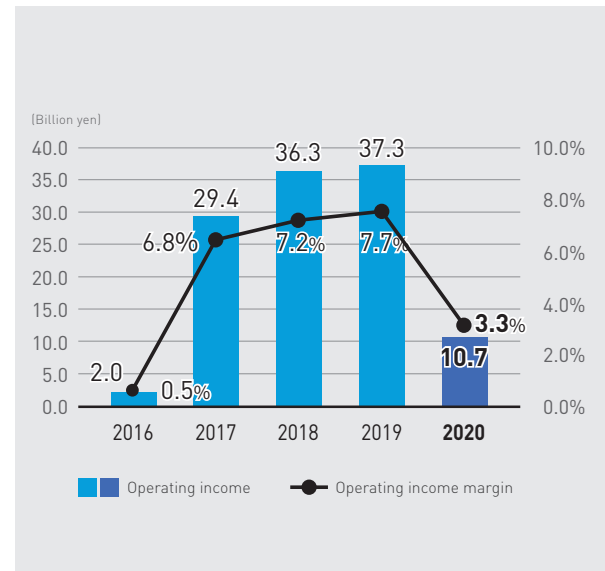
Order composition by product type



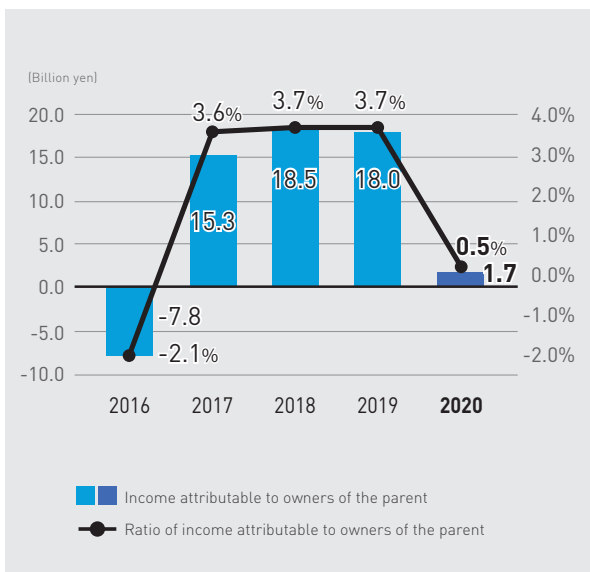
**█ Sales revenues**



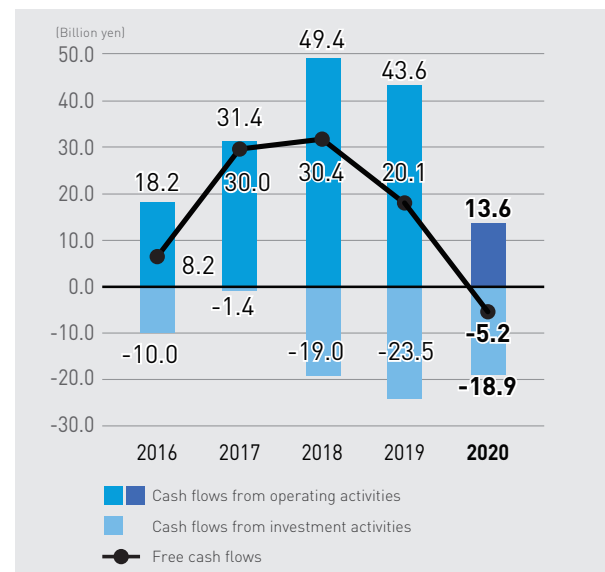
**█ Operating income**  
**Operating income margin**



**█ Income attributable to owners of the parent**  
**Ratio of income attributable to owners of the parent**



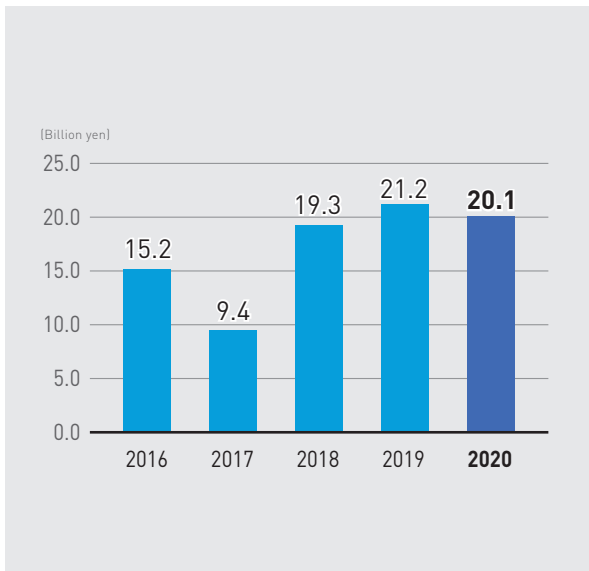
**█ Free cash flows**



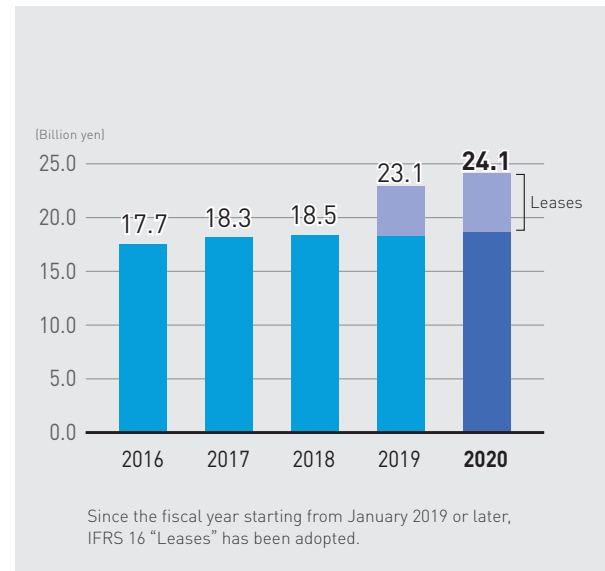
# Financial Summary

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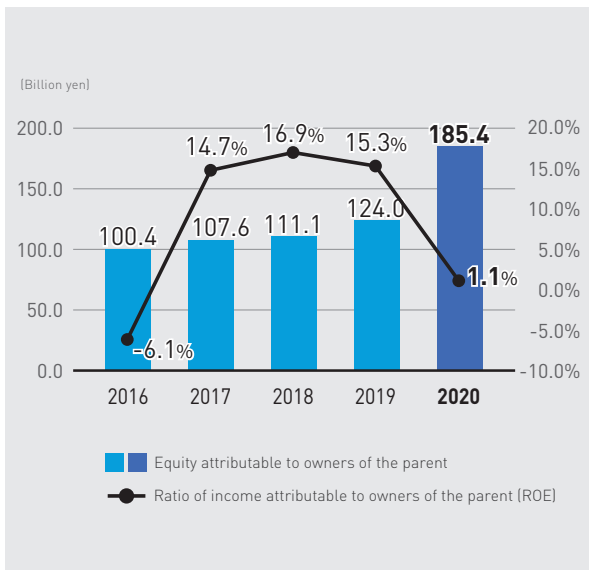
### Capital Expenditure



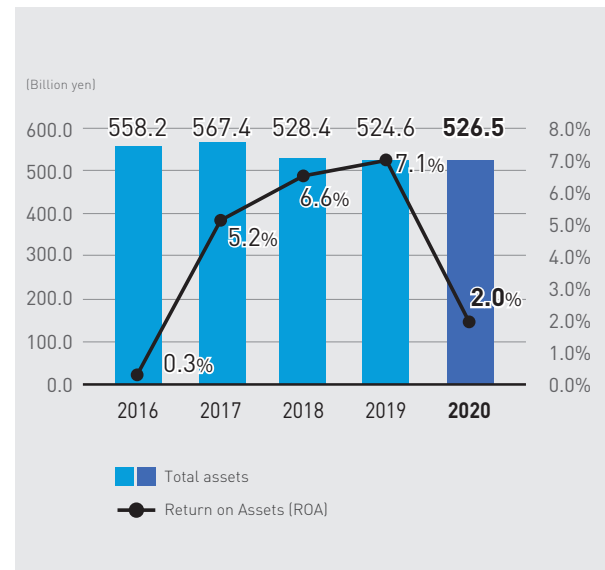
### Depreciation & Amortization



### Equity attributable to owners of the parent Ratio of income attributable to owners of the parent (ROE)

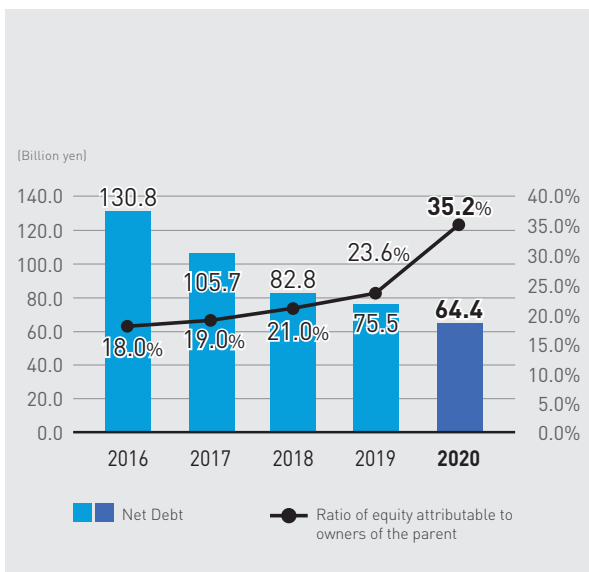


### Total assets Return on Assets (ROA)

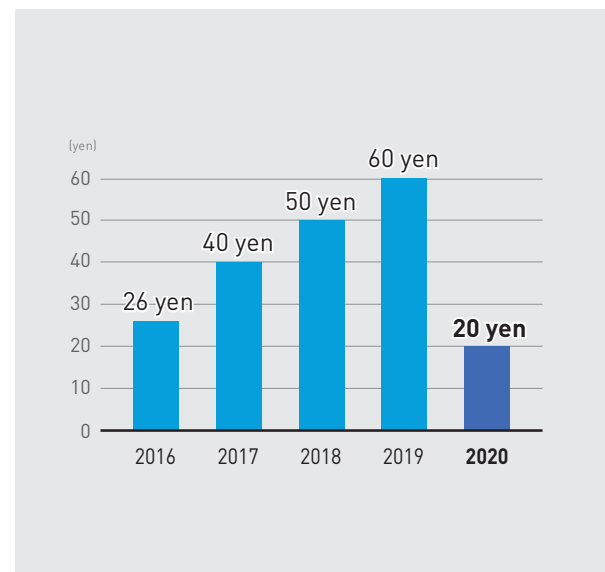


**Net Debt**

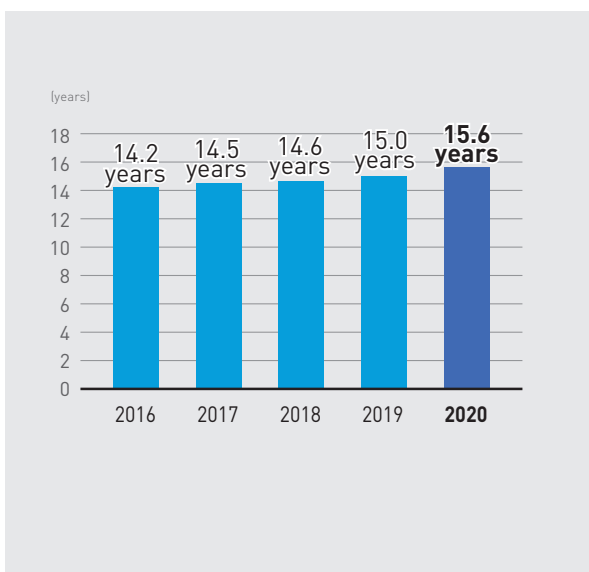
Ratio of equity attributable to owners of the parent (Shareholders' equity ratio)



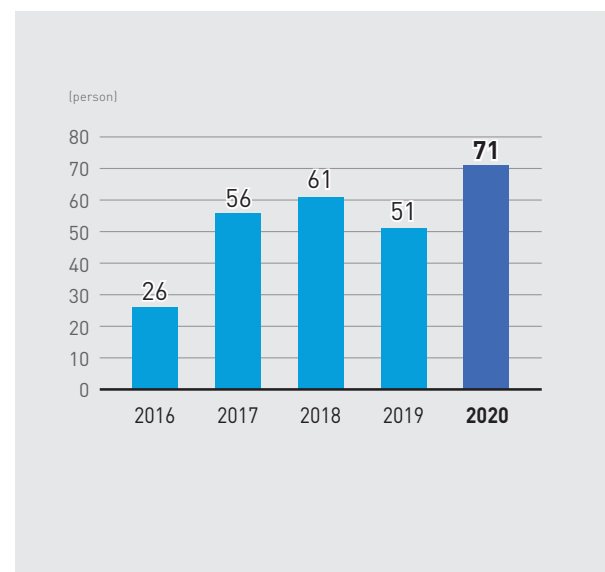
**Dividend per share**



**Average years of service (domestic offices)**



**Number of employees taking childcare leave (domestic offices / full-time employees)**



## Financial Summary

# Consolidated Statement of Financial Position

	Million Yen		Million EUR	
	Previous fiscal year December 31, 2019	Current fiscal year December 31, 2020	Previous fiscal year December 31, 2019	Current fiscal year December 31, 2020
	Exchange rate (CR Yen) 126.97 (*) / EUR			
<b>Assets</b>				
Current assets				
Cash and cash equivalents	27,695	<b>33,754</b>	218	<b>266</b>
Trade and other receivables	55,314	<b>42,563</b>	436	<b>335</b>
Other financial assets	5,464	<b>4,254</b>	43	<b>34</b>
Inventories	120,862	<b>121,008</b>	952	<b>953</b>
Other current assets	9,072	<b>7,976</b>	71	<b>63</b>
Total current assets	218,409	<b>209,557</b>	1,720	<b>1,650</b>
Non-current assets				
Property, plant and equipment	130,943	<b>130,809</b>	1,031	<b>1,030</b>
Right-of-use assets	18,095	<b>19,792</b>	143	<b>156</b>
Goodwill	66,516	<b>68,807</b>	524	<b>542</b>
Other intangible assets	62,773	<b>66,944</b>	494	<b>527</b>
Other financial assets	12,871	<b>16,636</b>	101	<b>131</b>
Investments in associates and joint ventures	5,751	<b>5,222</b>	45	<b>41</b>
Deferred tax assets	4,074	<b>4,064</b>	32	<b>32</b>
Other non-current assets	5,170	<b>4,691</b>	41	<b>37</b>
Total non-current assets	306,196	<b>316,969</b>	2,412	<b>2,496</b>
Total assets	524,606	<b>526,526</b>	4,132	<b>4,147</b>

(\*) Euro amount is converted from yen at the closing rate of Dec. 2020 (126.97) for both previous and current fiscal year.  
See Security Report for the financial statements after the audit.

Exchange rate (CR Yen) 126.97 / EUR

	Million Yen		Million EUR	
	Previous fiscal year December 31, 2019	Current fiscal year December 31, 2020	Previous fiscal year December 31, 2019	Current fiscal year December 31, 2020
<b>Liabilities and equity</b>				
<b>Liabilities</b>				
Current liabilities				
Trade and other payables	54,851	<b>47,908</b>	432	<b>377</b>
Interest-bearing bonds and borrowings	35,157	<b>36,993</b>	277	<b>291</b>
Contract liabilities	37,517	<b>33,679</b>	295	<b>265</b>
Other financial liabilities	98,505	<b>58,085</b>	776	<b>457</b>
Accrued income taxes	7,388	<b>3,451</b>	58	<b>27</b>
Provisions	34,738	<b>33,593</b>	274	<b>265</b>
Other current liabilities	4,393	<b>3,961</b>	35	<b>31</b>
Total current liabilities	272,553	<b>217,674</b>	2,147	<b>1,714</b>
Non-current liabilities				
Interest-bearing bonds and borrowings	73,539	<b>65,413</b>	579	<b>515</b>
Other financial liabilities	32,566	<b>35,142</b>	256	<b>277</b>
Net employee defined benefit liabilities	5,594	<b>5,817</b>	44	<b>46</b>
Provisions	5,219	<b>5,007</b>	41	<b>39</b>
Deferred tax liabilities	6,203	<b>6,374</b>	49	<b>50</b>
Other non-current liabilities	1,123	<b>1,201</b>	9	<b>9</b>
Total non-current liabilities	124,246	<b>118,957</b>	979	<b>937</b>
Total liabilities	396,799	<b>336,631</b>	3,125	<b>2,651</b>
<b>Equity</b>				
Subscribed capital	51,115	<b>51,115</b>	403	<b>403</b>
Capital surplus	—	<b>—</b>	—	<b>—</b>
Hybrid capital	49,505	<b>118,735</b>	390	<b>935</b>
Treasury shares	-6,319	<b>-3,735</b>	-50	<b>-29</b>
Retained earnings	46,399	<b>40,452</b>	365	<b>319</b>
Other components of equity	-16,695	<b>-21,148</b>	-131	<b>-167</b>
Equity attributable to owners of the parent	124,006	<b>185,420</b>	977	<b>1,460</b>
Non-controlling interests	3,800	<b>4,475</b>	30	<b>35</b>
Total equity	127,807	<b>189,895</b>	1,007	<b>1,496</b>
Total liabilities and equity	524,606	<b>526,526</b>	4,132	<b>4,147</b>



## Financial Summary

# Consolidated statements of income

	Exchange rate (CR Yen) 126.97 / EUR			
	Million Yen		Million EUR	
	Previous fiscal year January 1, 2019 to December 31, 2019	Current fiscal year January 1, 2020 to December 31, 2020	Previous fiscal year January 1, 2019 to December 31, 2019	Current fiscal year January 1, 2020 to December 31, 2020
<b>Revenues</b>				
Sales revenues	485,778	<b>328,283</b>	3,826	<b>2,586</b>
Other operating revenues	6,783	<b>6,451</b>	53	<b>51</b>
Total revenue	492,561	<b>334,734</b>	3,879	<b>2,636</b>
<b>Costs</b>				
Changes in merchandise, finished goods and work in progress for sale	2,941	<b>-3,946</b>	23	<b>-31</b>
Costs of raw materials, consumables and goods for resale	225,858	<b>145,083</b>	1,779	<b>1,143</b>
Personnel costs	127,997	<b>107,818</b>	1,008	<b>849</b>
Depreciation and amortization	23,079	<b>24,118</b>	182	<b>190</b>
Other operating costs	75,346	<b>50,985</b>	593	<b>402</b>
Total costs	455,222	<b>324,060</b>	3,585	<b>2,552</b>
Operating income	37,339	<b>10,674</b>	294	<b>84</b>
Financial income	422	<b>357</b>	3	<b>3</b>
Financial costs	6,361	<b>5,399</b>	50	<b>43</b>
Share of profits of associates and joint ventures accounted for using equity method	50	<b>-526</b>	0	<b>-4</b>
Earnings before income taxes	31,451	<b>5,106</b>	248	<b>40</b>
Income taxes	12,589	<b>3,409</b>	99	<b>27</b>
Net income	18,861	<b>1,696</b>	149	<b>13</b>
<b>Income attributable to:</b>				
Owners of the parent	17,995	<b>1,745</b>	142	<b>14</b>
Non-controlling interests	866	<b>-49</b>	7	<b>0</b>
Net income	18,861	<b>1,696</b>	149	<b>13</b>
			Exchange rate (CR Yen) 126.97 / EUR	
	Yen		EUR	
<b>Earnings per share</b>				
Basic	138.64	<b>3.40</b>	1.09	<b>0.03</b>
Diluted	138.25	<b>3.40</b>	1.09	<b>0.03</b>

(\*) Euro amount is converted from yen at the closing rate of Dec. 2020 (126.97) for both previous and current fiscal year.  
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# Consolidated statement of comprehensive income

	Exchange rate (CR Yen) 126.97 / EUR			
	Million Yen		Million EUR	
	Previous fiscal year January 1, 2019 to December 31, 2019	Current fiscal year January 1, 2020 to December 31, 2020	Previous fiscal year January 1, 2019 to December 31, 2019	Current fiscal year January 1, 2020 to December 31, 2020
<b>Net income</b>	18,861	<b>1,696</b>	149	<b>13</b>
<b>Other comprehensive income</b>				
Items that will not be reclassified subsequently to profit or loss				
Remeasurements of defined benefit plans	-521	<b>87</b>	-4	<b>1</b>
Change in fair value measurements of financial assets at fair value through other comprehensive income	1,108	<b>198</b>	9	<b>2</b>
Share of other comprehensive income of associates accounted for using equity method	5	—	0	—
Subtotal	591	<b>286</b>	5	<b>2</b>
Items that may be reclassified subsequently to profit or loss				
Exchange differences on translation of foreign operations	773	<b>-5,478</b>	6	<b>-43</b>
Effective portion of changes in fair value of cash flow hedge	55	<b>11</b>	0	<b>0</b>
Total of other comprehensive income of associates accounted for using equity method	—	<b>13</b>	—	<b>0</b>
Subtotal	829	<b>-5,452</b>	7	<b>-43</b>
Total other comprehensive income	1,421	<b>-5,166</b>	11	<b>-41</b>
Comprehensive income	20,283	<b>-3,469</b>	160	<b>-27</b>
<b>Comprehensive income attributable to:</b>				
Owners of the parent	19,411	<b>-3,375</b>	153	<b>-27</b>
Non-controlling interests	871	<b>-93</b>	7	<b>-1</b>
Comprehensive income	20,283	<b>-3,469</b>	160	<b>-27</b>

[\*] Euro amount is converted from yen at the closing rate of Dec. 2020 (126.97) for both previous and current fiscal year. See Security Report for the financial statements after the audit.

## Financial Summary

# Consolidated statement of changes in equity

	Million Yen									Exchange rate (CR Yen) 126.97 / EUR
	Equity attributable to owners of the parent									Million EUR
	Subscribed capital	Capital surplus	Hybrid capital	Treasury shares	Retained earnings	Other components of equity	Total	Non- controlling interests	Total equity	Total equity
As of January 1, 2019	51,115	—	49,505	-8,571	37,498	-18,435	111,113	3,053	114,166	899
Impact of changes in accounting policies					-347		-347		-347	-3
As of January 1, 2019 (revised)	51,115	—	49,505	-8,571	37,151	-18,435	110,765	3,053	113,818	896
Total comprehensive income										
Net income					17,995		17,995	866	18,861	149
Other comprehensive income						1,416	1,416	4	1,421	11
Total comprehensive income	—	—	—	—	17,995	1,416	19,411	871	20,283	160
Transaction with owners of the parent										
Payments to owners of hybrid capital					-1,076		-1,076		-1,076	-8
Treasury shares acquisition				-1			-1		-1	-0
Treasury shares disposition		-586		2,253		-195	1,471		1,471	12
Cash dividends					-6,705		-6,705	-132	-6,837	-54
Transfer from retained earnings to capital surplus		581			-581		—		—	—
Share-based payments		2				-2	—		—	—
Changes due to business combinations					138		138	49	188	1
Changes in equity from transaction with non-controlling interests							—	-201	-201	-2
Changes due to capital increase of consolidated subsidiaries							—	140	140	1
Transfer from other components of equity to retained earnings					-521	521	—		—	—
Total transactions with owners of the parent	—	-2	—	2,251	-8,746	323	-6,173	-143	-6,316	-50
Acquisition of non-controlling interests		2					2	19	22	0
Changes in ownership interests in subsidiaries and others	—	2	—	—	—	—	2	19	22	0
As of December 31, 2019	51,115	—	49,505	-6,319	46,399	-16,695	124,006	3,800	127,807	1,007
As of the beginning of the period	51,115	—	49,505	-6,319	46,399	-16,695	124,006	3,800	127,807	1,007
Impact of changes in accounting policies										
As of January 1, 2020 (revised)	51,115	—	49,505	-6,319	46,399	-16,695	124,006	3,800	127,807	1,007
Total comprehensive income										
Net income					1,745		1,745	-49	1,696	13
Other comprehensive income						-5,121	-5,121	-44	-5,166	-41
Total comprehensive income	—	—	—	—	1,745	-5,121	-3,375	-93	-3,469	-27
Transaction with owners of the parent										
Issuance of hybrid capital			70,000				70,000		70,000	551
Issuance cost of hybrid capital			-770				-770		-770	-6
Payments to owners of hybrid capital					-1,086		-1,086		-1,086	-9
Treasury shares acquisition				-0			-0		-0	-0
Treasury shares disposition		-933		2,743		-152	1,657		1,657	13
Cash dividends					-4,916		-4,916	-117	-5,034	-40
Transfer from retained earnings to capital surplus		865			-865		—		—	—
Share-based payments		3				-3	—		—	—
Changes due to business combinations				-82			-82	539	456	4
Changes in equity from transaction with non-controlling interests				-76			-76	76	—	—
Changes due to capital increase of consolidated subsidiaries		62					62	237	300	2
Transfer from other components of equity to retained earnings					-825	825	—		—	—
Total transactions with owners of the parent	—	-1	69,229	2,583	-7,692	668	64,787	735	65,523	516
Acquisition of non-controlling interests		1					1	32	34	0
Total changes in ownership interests in subsidiaries and others	—	1	—	—	—	—	1	32	34	0
As of December 31, 2020	51,115	—	118,735	-3,735	40,452	-21,148	185,420	4,475	189,895	1,496

[\*] Euro amount is converted from yen at the closing rate of Dec. 2020 (126.97) for both previous and current fiscal year.

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# Consolidated statement of cash flows

Exchange rate (CR Yen) 126.97 / EUR

	Million Yen		Million EUR	
	Previous fiscal year January 1, 2019 to December 31, 2019	Current fiscal year January 1, 2020 to December 31, 2020	Previous fiscal year January 1, 2019 to December 31, 2019	Current fiscal year January 1, 2020 to December 31, 2020
<b>Cash flows from operating activities</b>				
Earnings before income taxes	31,451	5,106	248	40
Depreciation and amortization	23,079	24,118	182	190
Loss (gain) on sales / disposal of property, plant and equipment ( - : gain)	447	-387	4	-3
Financial income and costs ( - : gain)	5,938	5,042	47	40
Share of profits of associates and joint ventures accounted for using equity method ( - : gain)	-50	526	-0	4
Other non-cash transactions ( - : gain)	330	-4,632	3	-36
Changes in inventories ( - : increase)	7,312	1,242	58	10
Changes in trade and other receivables ( - : increase)	12,600	13,215	99	104
Changes in trade and other payables ( - : decrease)	-1,897	-7,818	-15	-62
Changes in contract liabilities ( - : decrease)	-22,189	-4,405	-175	-35
Changes in provisions ( - : decrease)	3,993	-2,581	31	-20
Others	295	-4,340	2	-34
(Subtotal)	61,311	25,085	483	198
Interest received	314	260	2	2
Dividends received	107	104	1	1
Interest paid	-4,749	-3,394	-37	-27
Income tax paid	-13,337	-8,408	-105	-66
Net cash flows from operating activities	43,647	13,647	344	107
<b>Cash flows from investment activities</b>				
Purchases of property, plant and equipment	-14,564	-12,062	-115	-95
Proceeds from sales of property, plant and equipment	3,888	2,211	31	17
Purchases of intangible assets	-6,612	-8,080	-52	-64
Purchase of investments in subsidiaries resulting in change in scope of consolidation	-395	-130	-3	-1
Acquisition of associates, net of cash acquired	-2,538	-137	-20	-1
Purchases of financial instruments	-3,462	-747	-27	-6
Proceeds from sales of financial instruments	—	75	—	1
Others	138	12	1	0
Net cash flows from investment activities	-23,546	-18,859	-185	-149
<b>Cash flows from financing activities</b>				
Net increase (decrease) in short-term borrowings ( - : decrease)	561	2,680	4	21
Proceeds from long-term borrowings	19,949	37,801	157	298
Payments for long-term borrowings	-17,410	-46,148	-137	-363
Proceeds from issue of bond	9,955	—	78	—
Payments for bond redemption	-20,000	—	-158	—
Proceeds from issue of hybrid capital	—	69,229	—	545
Payments of lease liabilities	-5,402	-5,780	-43	-46
Dividends paid	-6,691	-4,917	-53	-39
Dividends paid to non-controlling interests	-131	-121	-1	-1
Acquisition of treasury shares	-1	-1	-0	-0
Payments for obligations for non-controlling interests	-111	-42,289	-1	-333
Payments to owners of hybrid capital	-1,076	-1,086	-8	-9
Proceeds from capital increase of a subsidiary	—	300	—	2
Others	1,338	1,125	11	9
Net cash flows from financing activities	-19,019	10,792	-150	85
Effect of exchange rate changes on cash and cash equivalents	-752	478	-6	4
Increase (decrease) in cash and cash equivalents ( - : decrease)	327	6,058	3	48
Cash and cash equivalents at the beginning of period	27,368	27,695	216	218
Cash and cash equivalents at the end of period	27,695	33,754	218	266

[\*] Euro amount is converted from yen at the closing rate of Dec. 2020 (126.97) for both previous and current fiscal year.

See Security Report for the financial statements after the audit.

## Financial Summary

# Corporate information

as of December 31, 2020

### Corporate Profile

Company Name	DMG MORI CO., LTD.	
Subscribed Capital	51,115 million yen	
Established	October, 1948	
Registered Head Office	106, Kitakoriyama-cho, Yamato-Koriyama City, Nara 639-1160, Japan	Phone: +81-743-53-1125
Tokyo Global Headquarters	2-3-23, Shiomi, Koto-ku, Tokyo 135-0052, Japan	Phone : +81-3-6758-5900
Business Operations	Provision of total solutions consisting of machine tools (machining centers, turning centers, mill turn centers, 5-axis machines, etc.), software (user interface, Technology Cycles, embedded software, etc.), measurement equipment, service support, applications, and engineering	
Number of employees	12,160 (consolidated)	
Website	<a href="https://www.dmgmori.co.jp">https://www.dmgmori.co.jp</a>	

### Shares

Total number of authorized shares	300,000,000
Number of shares outstanding	125,095,913 shares (treasury shares of 857,770 shares excluded)
Units	100
Number of shareholders	34,608

### Top share holders

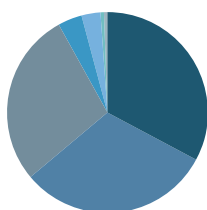
Name	Position (in thousand shares)	% of outstanding shares
The Master Trust Bank of Japan, Ltd. (trust account)	10,878	8.70
Custody Bank of Japan, Ltd. (trust account)	7,632	6.10
THE BANK OF NEW YORK MELLON 140051	5,461	4.37
DMG MORI Employee Shareholders Association	3,864	3.09
Masahiko Mori	3,591	2.87
Custody Bank of Japan, Ltd. (Mori Manufacturing Research and Technology Foundation account)	3,500	2.80
The Nomura Trust and Banking Co., Ltd. (investment trust account)	2,482	1.98
SAJAP	2,103	1.68
Custody Bank of Japan, Ltd. (trust account 5)	1,984	1.59
Custody Bank of Japan, Ltd. (trust account 6)	1,792	1.43

[Note] 1. Acquisition and disposal of treasury shares in FY 2020

Treasury shares acquisition	Acquisition of shares from subsidiaries	95,370 shares
	Acquisition of fractional shares	405 shares
Treasury shares disposition	Decrease due to exercising stock options	552,000 shares

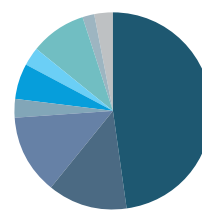
2. The shareholding ratio is calculated excluding the treasury shares. 967,100 shares owned by The Nomura Trust and Banking Co., Ltd. [DMG MORI Co., Ltd. Employee Shareholders Association trust account] are not included in the treasury shares.

### Shareholder composition



	Number of shares (1,000 shares)	Number of shareholders
■ Individuals / Others	41,524	33,917
■ Financial institutions (including securities investment trust)	38,999	48
■ Foreign corporate bodies (other than individuals)	35,752	288
■ Financial instruments firm	5,034	45
■ Other corporate bodies	3,758	269
■ Treasury shares	857	1
■ Foreign individual investors	25	40

### Distribution by position



	Number of shares (1,000 shares)	Number of shareholders
■ 1,000,000 shares or more	60,412	23
■ 500,000 shares or more	16,333	24
■ 100,000 shares or more	16,161	69
■ 50,000 shares or more	3,649	52
■ 10,000 shares or more	7,594	429
■ 5,000 shares or more	4,033	656
■ 1,000 shares or more	11,330	6,802
■ 500 shares or more	2,672	4,489
■ Up to 500 shares	3,766	22,064

## Glossary

Below are additional explanations to some selected vocabulary in this Integrated Report.

Descriptions in the Integrated Report	Explanations
DMG MORI DMG MORI Group	The entire DMG MORI Group consisting of DMG MORI CO., LTD, DMG MORI AKTIENGESELLSCHAFT, and other group companies
DMG MORI CO CO	DMG MORI CO., LTD.
DMG MORI AG AG	DMG MORI AKTIENGESELLSCHAFT

## Financial Calendar

DMG MORI CO., LTD.		DMG MORI AKTIENGESELLSCHAFT	
29 March 2021	73rd Annual General Meeting of Shareholders	27 April 2021	Release for the 1st Quarter 2021
12 May 2021	Release for the 1st Quarter 2021	7 May 2021	119th Annual General Meeting of Shareholders
5 August 2021	Release for the 1st Half 2021	23 July 2021	Release for the 1st Half 2021
5 November 2021	Release for the 3rd Quarter 2021	26 October 2021	Release for the 3rd Quarter 2021

## Reporting term

### January 2020 – December 2020

Some contents include subjects that occurred outside of this term.

## Disclaimer

This Integrated Report contains targets, plans, etc. concerning the future of DMG MORI. All predictions concerning the future are judgments and assumptions based on information available to DMG MORI at the time of writing.

There is a possibility that the actual future results may differ significantly from these forecasts, and described plans may not be implemented. There are many factors which contain elements of uncertainty or the possibility of fluctuation for a variety of reasons.