

DMG MORI CO., LTD.

FY2025 1H (Jan-Jun) Results

IR Announcement

August 1, 2025

- 1. FY2025 1st Half (Jan-Jun) Financial Summary, Full-year outlook**
2. Business Environment
3. MX Initiatives: EMO2025 Hannover
 - EMO2025 Highlights
 - World Premieres
 - Automation
 - DX by CELOS X
 - GREENMODE
4. Defense Industry Overview
5. *my* DMG MORI eMarket
6. 2025 Shareholder Benefit Program

Highlights

DMG MORI

- ✓ Consolidated order intake: Jan-Jun (1H) JPY 248.6 bn. +8.4% compared to 2H of FY2024 (Jul-Dec)
Apr-Jun (2Q) JPY 127.9 bn., +6.0% compared to 1Q FY2025 (Jan-Mar)
- ✓ Average machine order price per unit: JPY 80.8 mil. (FY2024: JPY 71.0 mil. / +14%), EUR 498 thousand (FY2024: EUR 433 thousand / +15%)
MX & large orders contributed positively
- ✓ Order intake for spare parts, maintenance/repair/overhaul (MRO): JPY 59.7 bn. (same level as 1Q FY2025)
Consolidated OI share of 24% (FY2024: 25%)
- ✓ Machine order backlog at the end of June: JPY 233.2 bn. (end of FY2024: JPY 218.0 bn.)
- ✓ Results FY2025 1H : Sales revenue JPY 227.5 bn. (-13.7% y-o-y), Operating profit* JPY 6.5 bn. (-73.0% y-o-y),
Operating profit margin 2.9% (FY2024 1H: 9.1%),
Quarterly operating profit margin improved (1Q 1.6% → 2Q 4.1%)
* Operating profit of FY2024 1H includes JPY 1.7 bn. negative goodwill from consolidation of DMG MORI Precision Boring CO., LTD. (former KURAKI Co., Ltd.)
- ✓ Expanding demand for data handling (Large projects from large-sized generators for data center contributed to order intake in 2Q)
- ✓ Strong demand for aircraft, space, defense, data handling, and energy-related industries

FY2025 1H (Jan - Jun) Financial Results Summary

DMG MORI

(1 st Half)					(Full-year)			
(JPY bn.)	FY2023 Jan – Jun	FY2024 Jan – Jun	FY2025 Jan – Jun	Changes (%)	2023	2024	2025 Plan (Announce on Feb.5)	Changes (%)
Consolidated order intake	275.8	266.7	248.6	-6.8	520.0	496.0	530.0	+6.9
Order backlog	282.0	273.0	233.2		247.0	218.0	—	
Sales revenue	249.5	263.7	227.5	-13.7	539.5	540.9	510.0	-5.7
Operating profit	22.6	24.1 *	6.5	-73.0	55.4	43.7	38.0	-13.1
Operating profit margin	9.0%	9.1%	2.9%		10.3%	8.1%	7.5%	
Net profit from continued operations	14.9	15.3	2.1	-86.1	35.4	23.1	20.0	-13.4
Loss from discontinued operations in the Russian manufacturing company	-0	-15.1 **	-		-1.2	-15.1 **	—	
Net profit	14.9	-0	2.1		33.9	7.7	20.0	2.6x
Depreciation & amortization including leasing	12.4	15.2	16.5		26.3	31.5	35.0	
Capital expenditure	19.1	15.2	11.8		42.5	43.8	30.0	
USD/JPY	134.9	152.3	148.6		140.6	151.6	144 ***	
EUR/JPY	145.8	164.6	162.2		152.0	164.0	161	

*The negative goodwill recognition from the consolidation of DMG MORI Precision Boring (formerly KURAKI Co., Ltd.) in 1Q of 2024 has been retroactively adjusted.

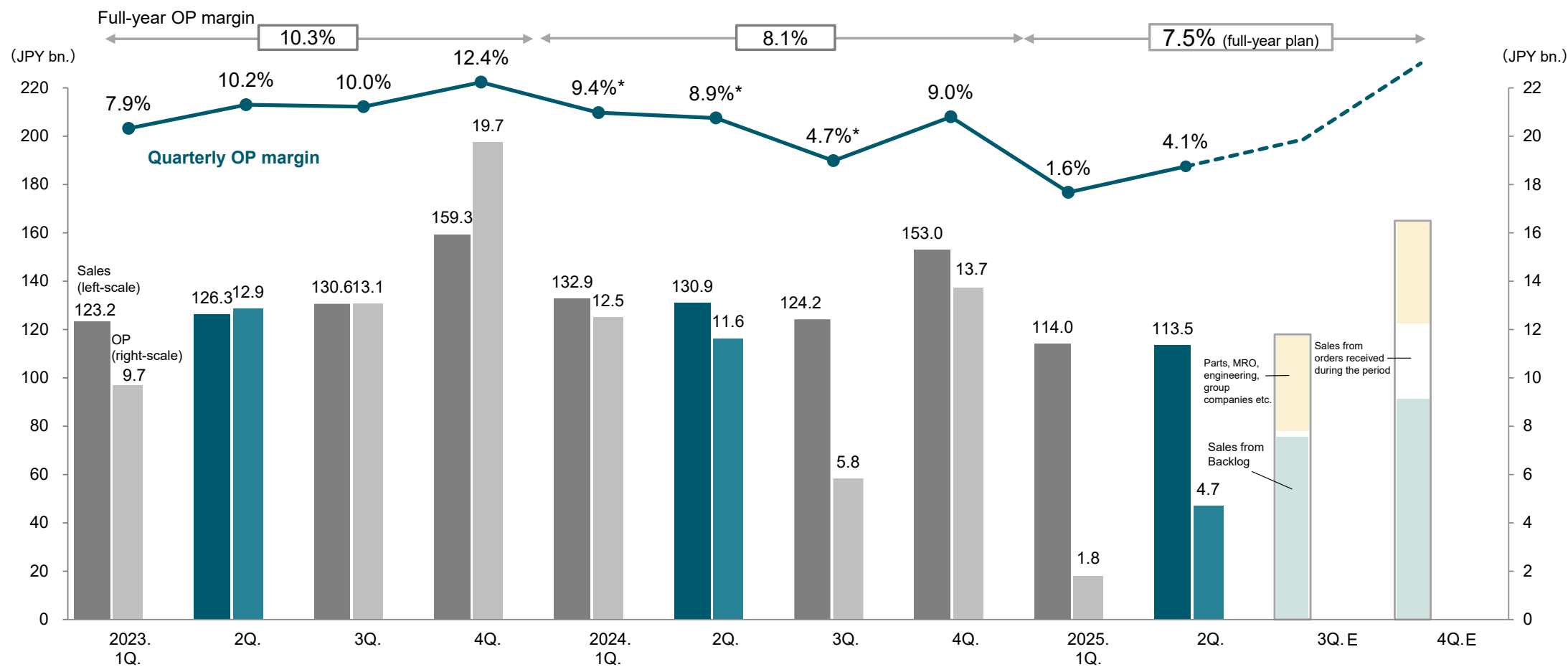
**EUR 91.8 mil. (JPY 15.1 bn. | EUR/JPY=164.0) loss from the expropriation of our Russian manufacturing company (Ulyanovsk Machine Tools) by the Russian government was recognized in FY 2024 1Q (Jan-Mar). The insurance claim (approx. EUR 101 mil.) is already accepted by the German government.

***Presumed FX rate in 2H:
USD/JPY = 140, EUR/JPY = 160

Quarterly Financial Results

DMG MORI

- Operating profit margin in 2Q (Apr-Jun) improved to 4.1% from 1.6% in 1Q (Jan-Mar)
- Full-year operating profit margin expected at 7.5%. Sales of medium- to large-sized machines will concentrate in 4Q (Oct-Dec)



*A negative goodwill recognition from the consolidation of DMG MORI Precision Boring (formerly KURAKI Co., Ltd.) in the first quarter of 2024 has been retroactively adjusted.

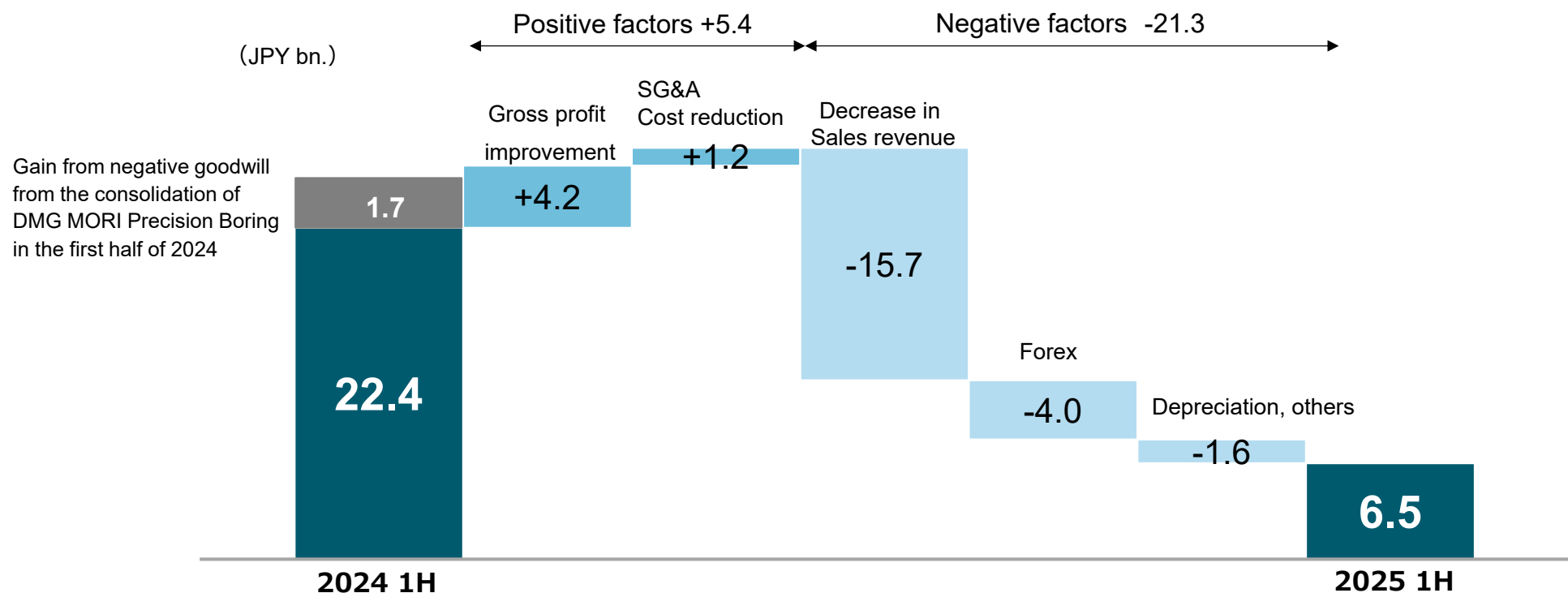
Operating Profit Bridge FY2024.1H (Jan-Jun) vs. FY2025.1H (Jan-Jun)

DMG MORI

- Performance impacted by lower sales. Effects from decrease in sales will be reduced due to the surge in sales from backlog from 4Q onwards.
- Improved gross margin through low discounts and streamlined production.

(JPY bn.)	FY2024.1H	FY2025.1H	Changes
Sales revenue	263.7	227.5	-36.2

	FY2024.1H	FY2025.1H
Exchange rate : USD/JPY	152.3	148.6
EUR/JPY	164.6	162.2



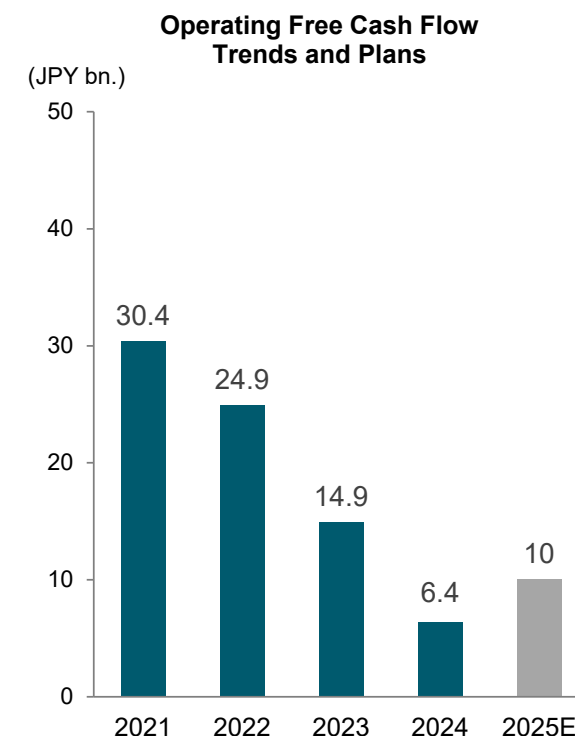
*The negative goodwill recognition from the consolidation of DMG MORI Precision Boring (formerly KURAKI Co., Ltd.) in the first quarter of 2024 has been retroactively adjusted.

Cash Flows

DMG MORI

- Quarterly operating free cash flow improved from JPY8.9 bn. deficit in 1Q to JPY 0.9 bn. deficit in 2Q, though total for the 1H stood at negative JPY 9.8 bn.
- Operating free cash flow for the full-year planned to be at JPY 10.0 bn. surplus. Capital expenditure for the 1st half was well below depreciation & amortization charges, as planned

(JPY bn.)	2023					2024					2025				
	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q E	4Q E	FY (E)
Operating cash flow	9.3	5.1	5.8	31.5	51.6	9.5	-9.4	11.0	33.6	44.6	-3.8	5.1	12.5	26.2	40.0
Profit before taxes	8.5	11.2	11.7	16.5	47.9	11.0	10.4	3.8	11.9	37.1	0.4	2.9			
Depreciation & amortization	6.2	6.3	6.8	7.2	26.5	7.4	7.8	7.8	8.5	31.5	8.1	8.3			
Changes in working capital	-1.7	-10.2	-7.1	9.9	-9.1	0.1	-13.8	1.4	11.8	-0.5	-4.6	-0.2			
Others	-3.7	-2.3	-5.6	-2.1	-13.7	-9.0	-13.8	-2.0	1.4	-23.5	-7.7	-5.9			
Investment cash flow	-11.1	-10.1	-9.6	-5.9	-36.7	-10.6	-6.4	-9.6	-11.7	-38.2	-5.1	-6.0	-9.5	-9.4	-30.0
Operating free cash flow	-1.8	-5.0	-3.9	25.6	14.9	-1.1	-15.8	1.4	21.9	6.4	-8.9	-0.9	3.0	16.8	10.0



Balance Sheet Summary

DMG MORI

- Total assets shrunk slightly. Inventories and tangible assets were well managed, remaining at the same level
- Net D/E ratio remains low at 0.25

Assets

	JPY 797.6 bn.	JPY 789.9 bn.
Cash and cash equivalents	44.4	31.8
Trade receivables	66.7	63.0
Inventories	190.0	192.2
Tangible assets	241.3	239.8
Goodwill	90.0	92.2
Intangible assets	110.6	113.0
Other assets	54.5	57.9
	Dec. 2024	Jun. 2025

Current rate (EUR / JPY) 164.9 169.7

Liabilities & Equity

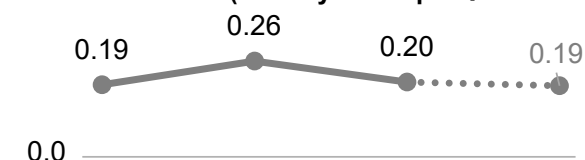
	JPY 797.6 bn.	JPY 789.9 bn.
Trade and other payables	75.1	65.3
Down payment	84.6	84.3
Interest bearing debt	106.5	110.0
AG share purchase obligation	60.2	61.2
Other liabilities	154.7	157.7
Shareholders' equity (thereof; Hybrid capital: 110.8)	314.5	309.9
	Dec. 2024	Jun. 2025

Equity ratio 39.4% 39.2%

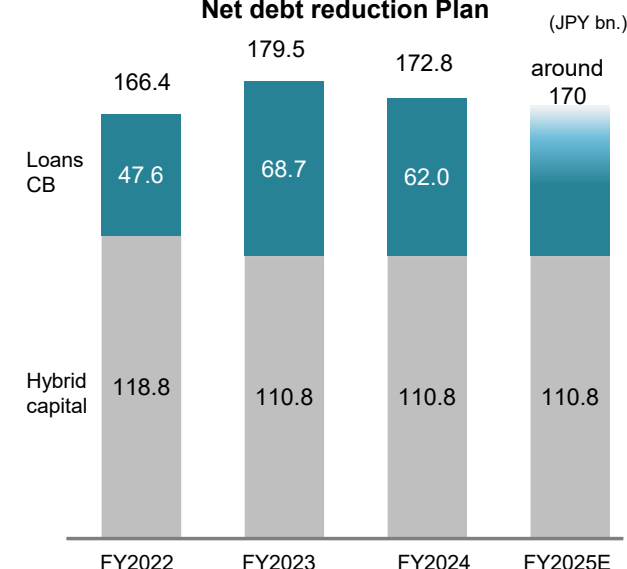
Net debt JPY 62.0 bn. JPY 78.2 bn.

Net D/E ratio 0.20 0.25

Net D/E ratio (excl. hybrid capital)



Net debt reduction Plan

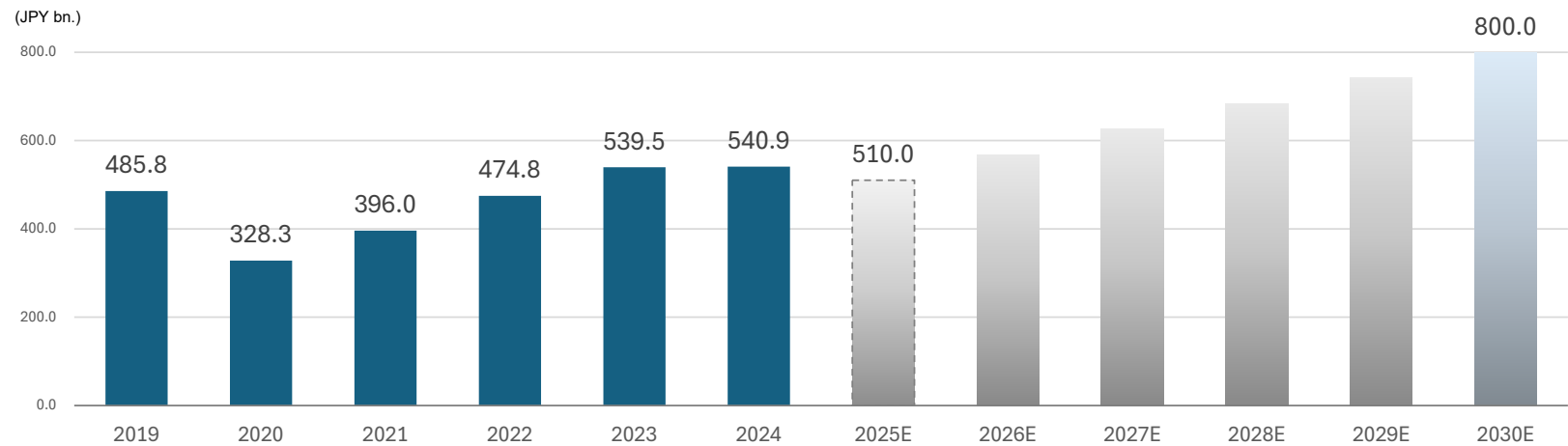


2030 Target Continuously implementing strategies to achieve the Target

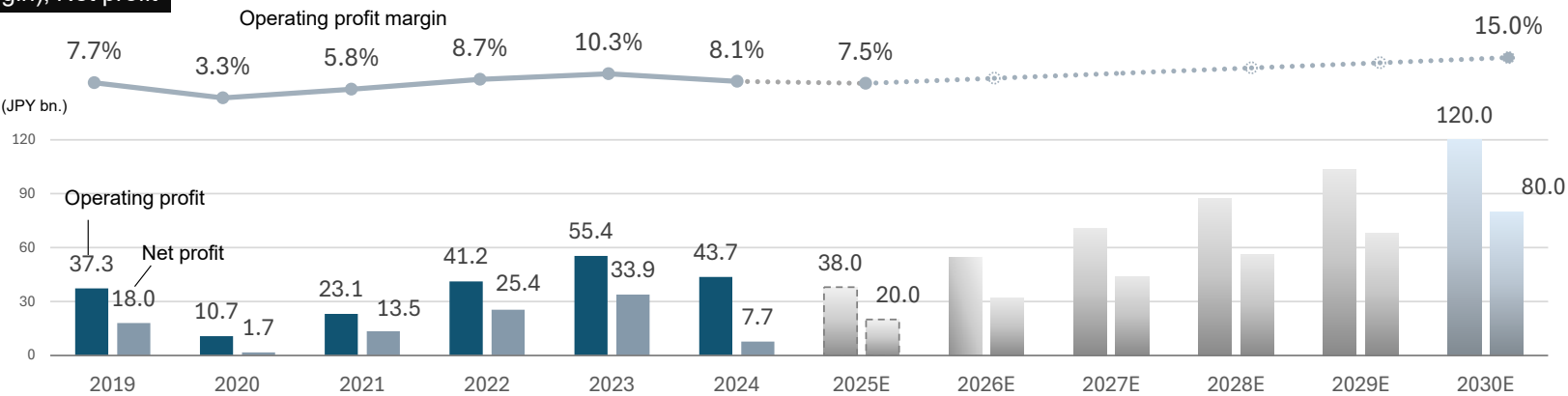


- Sales revenue to be driven by strong demand from aircraft, space, defense, data handling, energy, and medical industries. Orders bottomed out in the 2nd half of FY2024 and are recovering.
- 2030 Target: 15% operating profit margin driven by improved gross margins from lower discounts through MX.

Sales revenue



Operating profit (OP margin), Net profit



1. FY2025 1st Half (Jan-Jun) Financial Summary, Full-year outlook

2. Business Environment

3. MX Initiatives: EMO2025 Hannover

- EMO2025 Highlights
- World Premieres
- Automation
- DX by CELOS X
- GREENMODE

4. Defense Industry Overview

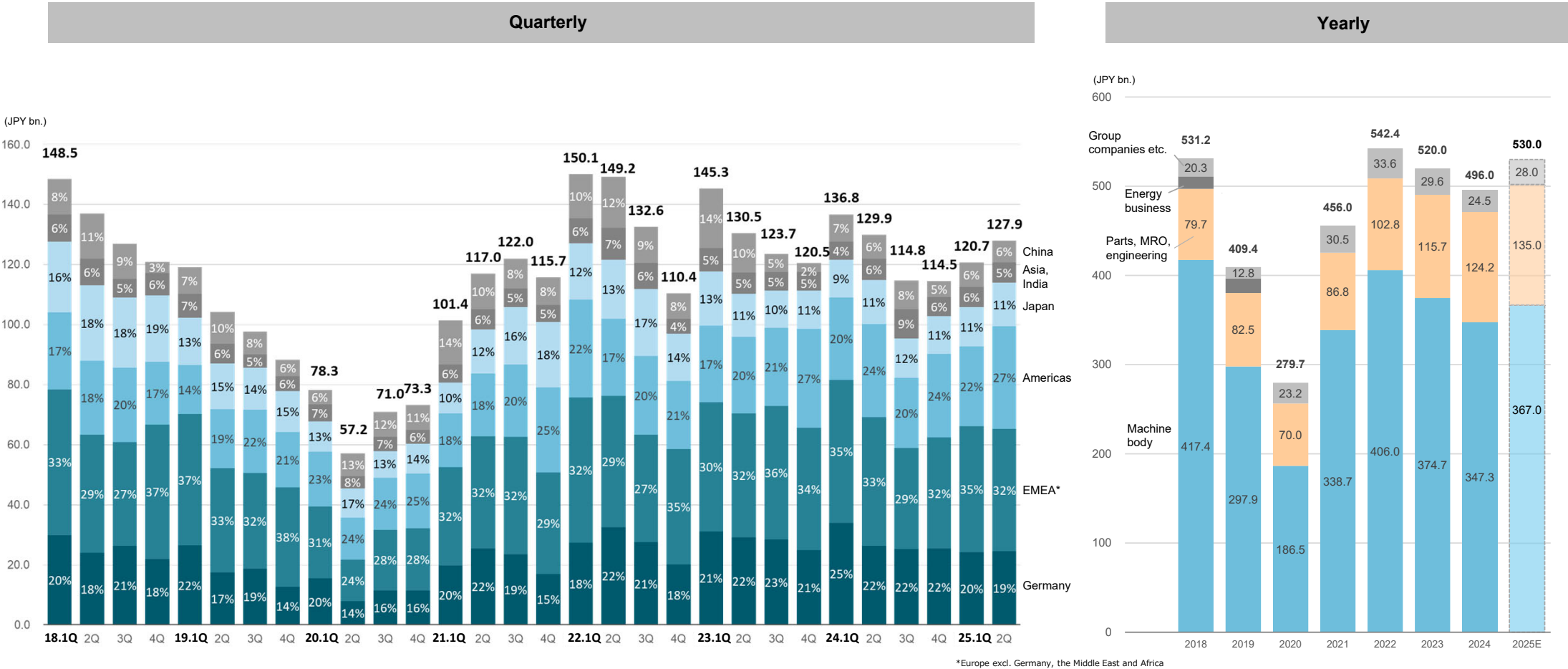
5. *my* DMG MORI eMarket

6. 2025 Shareholder Benefit Program

Consolidated Order Intake

DMG MORI

- 2Q recovered +6% from 1Q (Jan-Mar) FY2025.
- 3Q further recovery expected through investment incentives in EU, increased defense spendings, and EMO Show in September.



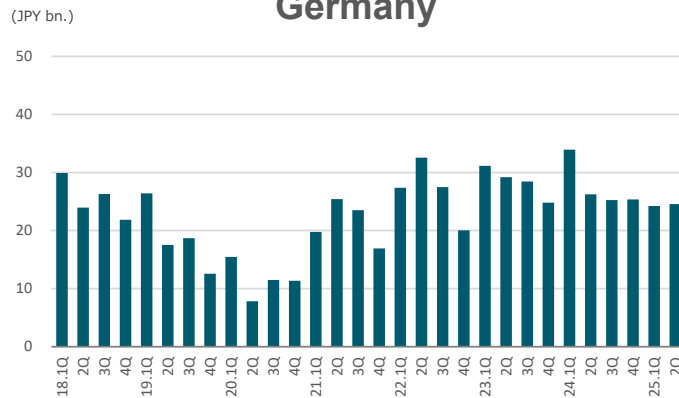
Order Intake by Region

DMG MORI

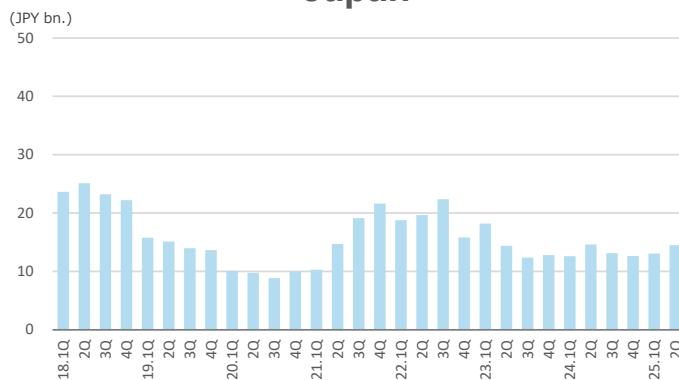
- Americas remains strong, reached new peak.
- Germany, EMEA, Asia/India expected to recover, driven by aerospace & energy sectors.

*Europe excl. Germany, the Middle East and Africa

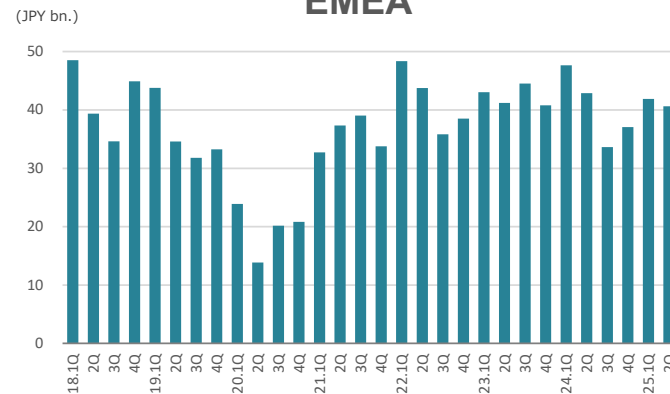
Germany



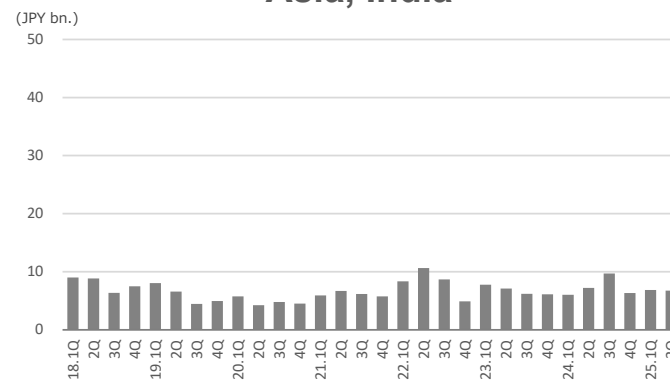
Japan



EMEA



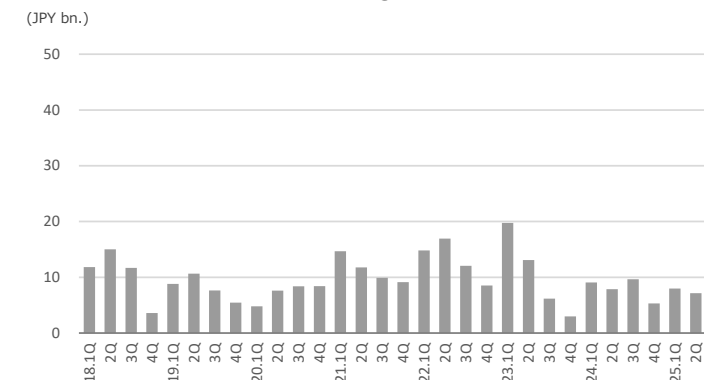
Asia, India



Americas



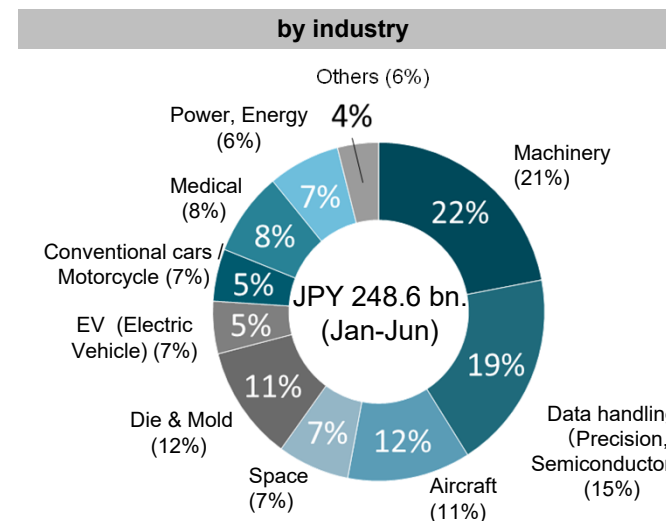
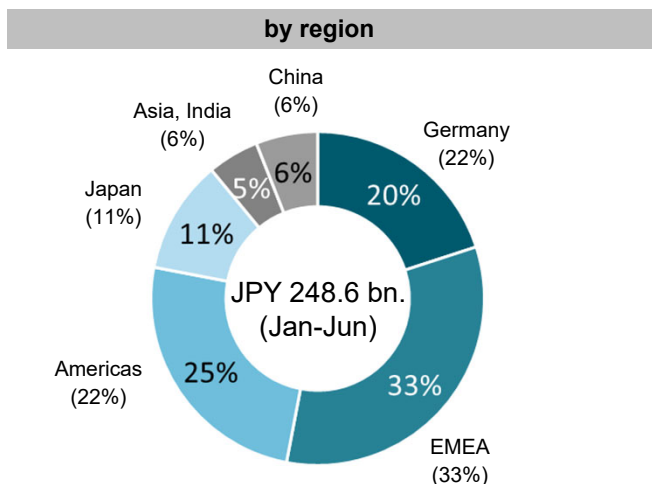
China



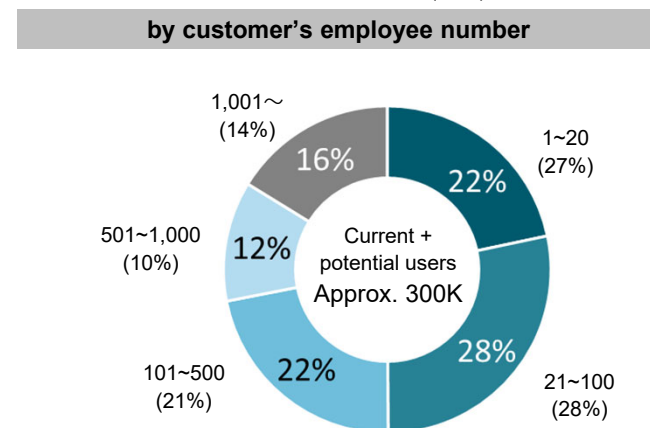
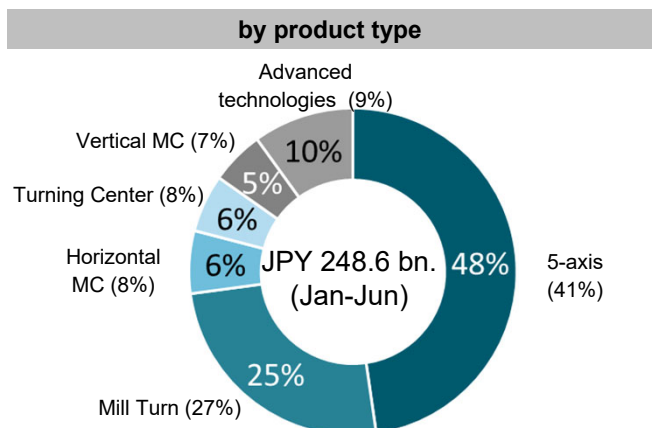
Consolidated Order Composition (Jan-Jun)

DMG MORI

- Strong demand for aerospace, defense, data handling, and energy-related industries.
- Increase for 5-axis and Advanced technology. Top 3: 5-axis, Mill Turn, and Advanced technology account for 83%.

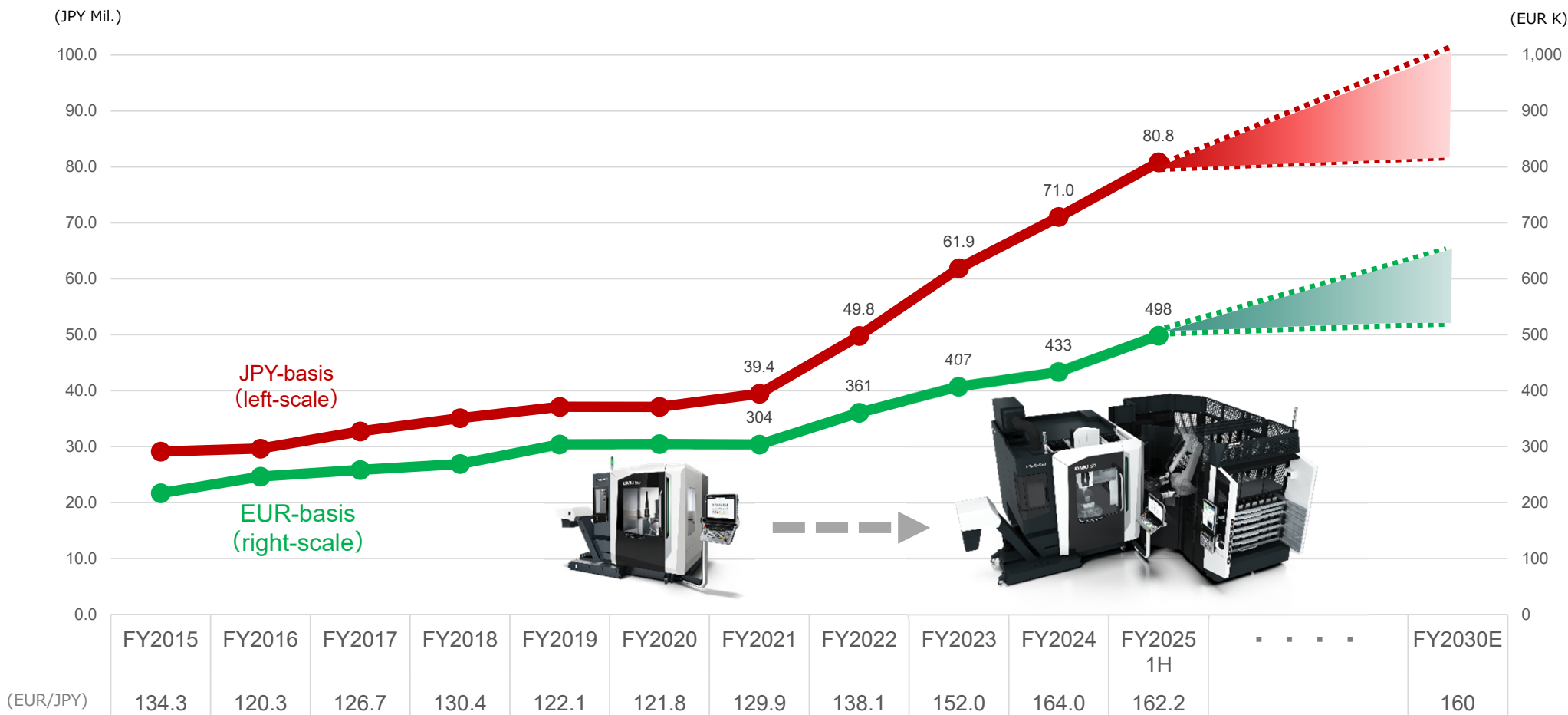


※Based on amount
(% in brackets: FY2024 Jan-Dec)



Average Order Price per Unit

- Average machine order price per unit grew to JPY 80.8 ml. (EUR 498 thousand), in line with the 2030 Plan of JPY 80 ml. (EUR 500 thousand).
- Driven ahead of plan by several large orders combined with automation.



1. FY2025 1st Half (Jan-Jun) Financial Summary, Full-year outlook
2. Business Environment
- 3. MX Initiatives: EMO2025 Hannover**
 - **EMO2025 Highlights**
 - **World Premieres**
 - **Automation**
 - **DX by CELOS X**
 - **GREENMODE**
4. Defense Industry Overview
5. *my* DMG MORI eMarket
6. 2025 Shareholder Benefit Program

EMO* 2025 | FACTS AND FIGURES (September 22 to 26, 2025)

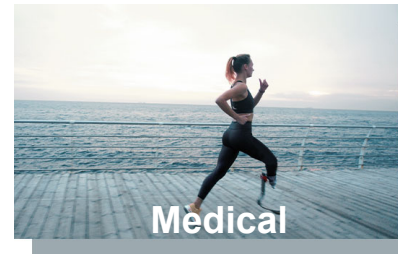
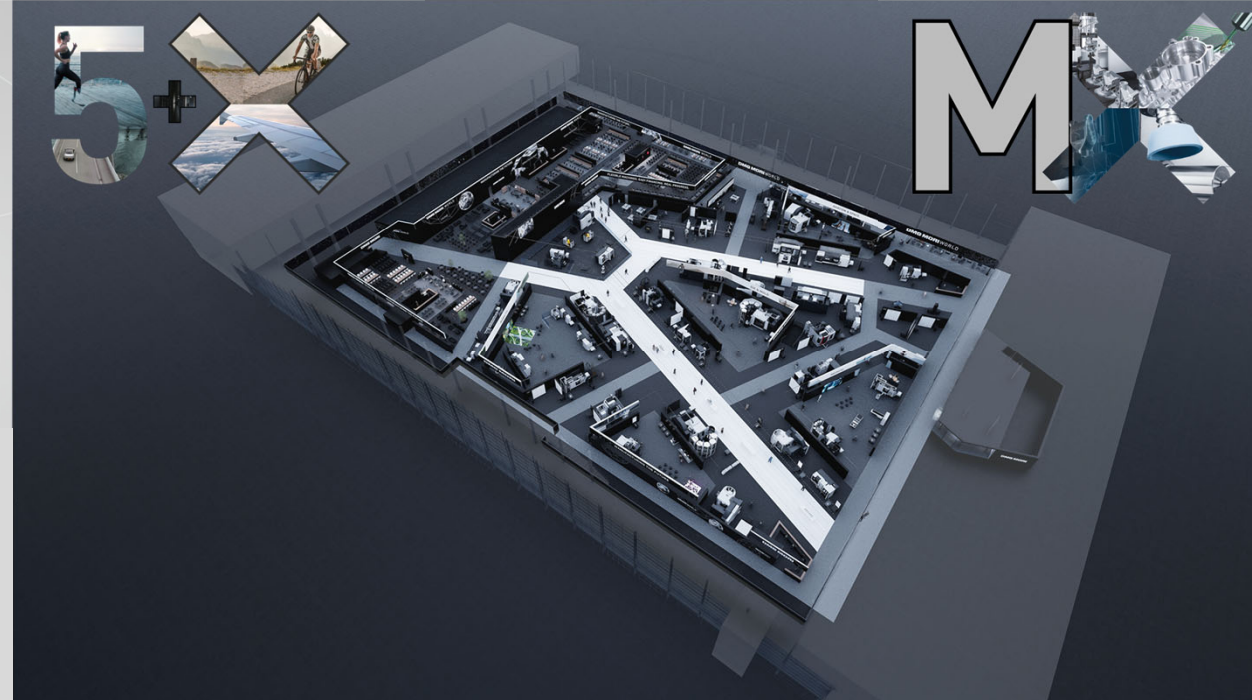
*The largest international machine tools exhibition to be held in Hannover, Germany



DMG MORI



- Over **40** exhibited machines with **8 world premieres**
- **Process Integration:** **39** process integrated machines
- **Automation:** **33** automated machines
- **Digital Transformation:** **39** machines with CELOS X
- **Green Transformation:** all CELOS X machines with GREENMODE



EMO 2025 | WORLD PREMIERES

New developments for the future of manufacturing

DMG MORI

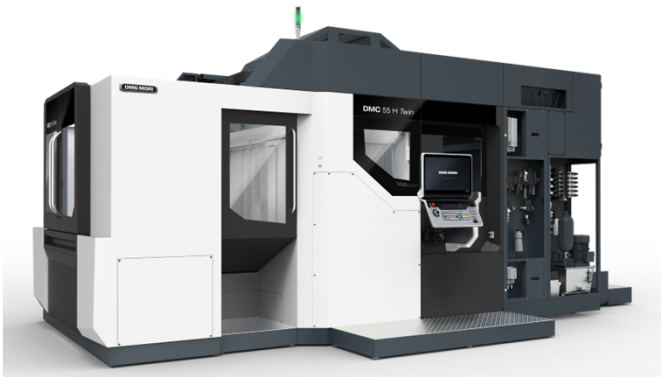
NLX 2500|1250 2nd gen.



NZ DUE / TRE / QUATTRO TC



DMU/C 55 H Twin



Ultrasonic 60 precision



33 AUTOMATION SOLUTIONS ON OVER 40 MACHINES

WORKPIECE HANDLING



PALLET HANDLING



TOOL HANDLING



AMR



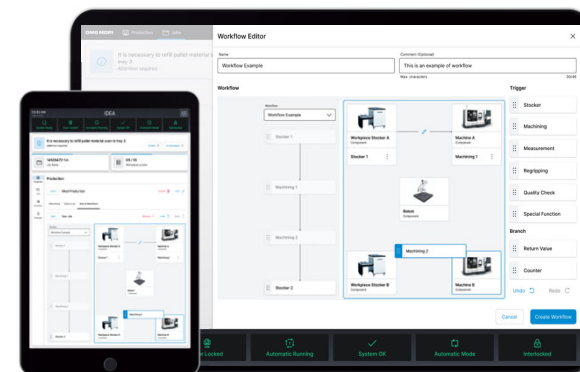
EASY & RETROFIT SOLUTIONS FOR EVERYBODY



INNOVATION: AMR 1000



AUTOMATION CONTROLLER



- + **Standardized cell controller** for all kind of automations
- + **Unified UX/UI**
- + **Easy operation, easy adaption**
- + **Data interface powered by Xchange** for ERP, Factory planning, tool and resource management

DX

DIGITAL TOOLING

- + Tool Master
- + Tool Data Exchange
- + 80% faster setup time



GREEN MODE APPS

- + Energy Monitoring
- + Energy Saving
- + Air Leakage Monitoring
- + Reduce waste, cut costs



Energy Monitoring



Energy Saving



Air Leakage Monitoring

TECHNOLOGY CYCLES ON DEMAND

- + On-demand ordering of technology cycles based on spindle hours
- + Cost savings with small investment



SECURE APP & DATA MANAGEMENT

- + Update over the air
- + Updates can be performed independently
- + The highest security standards



SELF SERVICE

- + Enables users to solve common issues on their own
- + Intuitive step-by-step instructions
- + Minimizes downtime and saves costs



PARTNER APP INTEGRATION

- + **gemineers**: Digital Twin of the part
- + **Mahr**: live surface measurement directly in the machine
- + **Renishaw** – Power Probe: In-process measurement



ADAPTIVE COOLANT FLOW

- Efficient supply of cooling lubricant
- Energy demand of pump reduced by up to 90%

ENERGY-EFFICIENT CHILLERS

- Best-in-class chillers
(inverter & cold-water admixture)
- Water-water chiller available for heat recovery

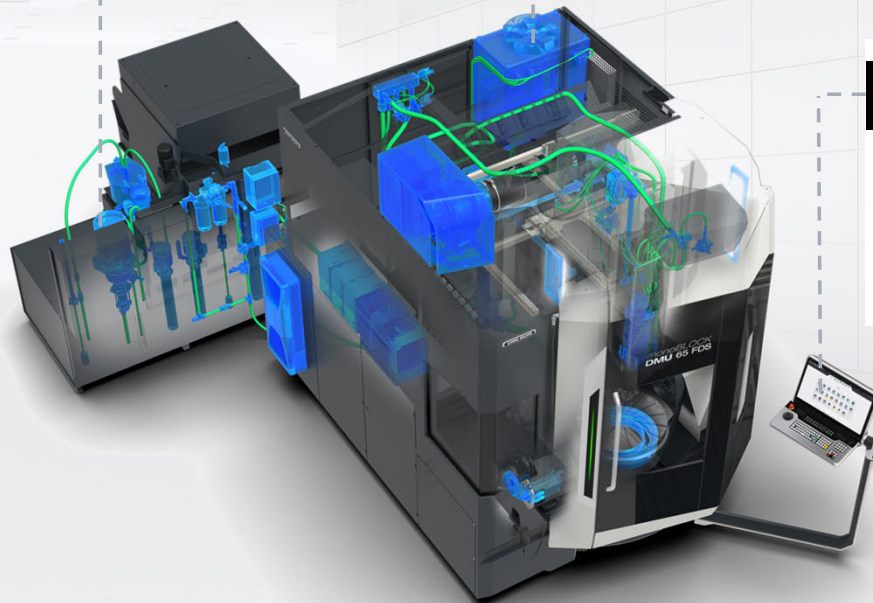


TRANSPARENCY & OPTIMIZATION BY DX

- New energy saving modes
- *Pneumatics Monitoring* for detection of leakages
- *Advanced Energy Monitoring* for full transparency

>30%

ENERGY SAVINGS
POSSIBLE*

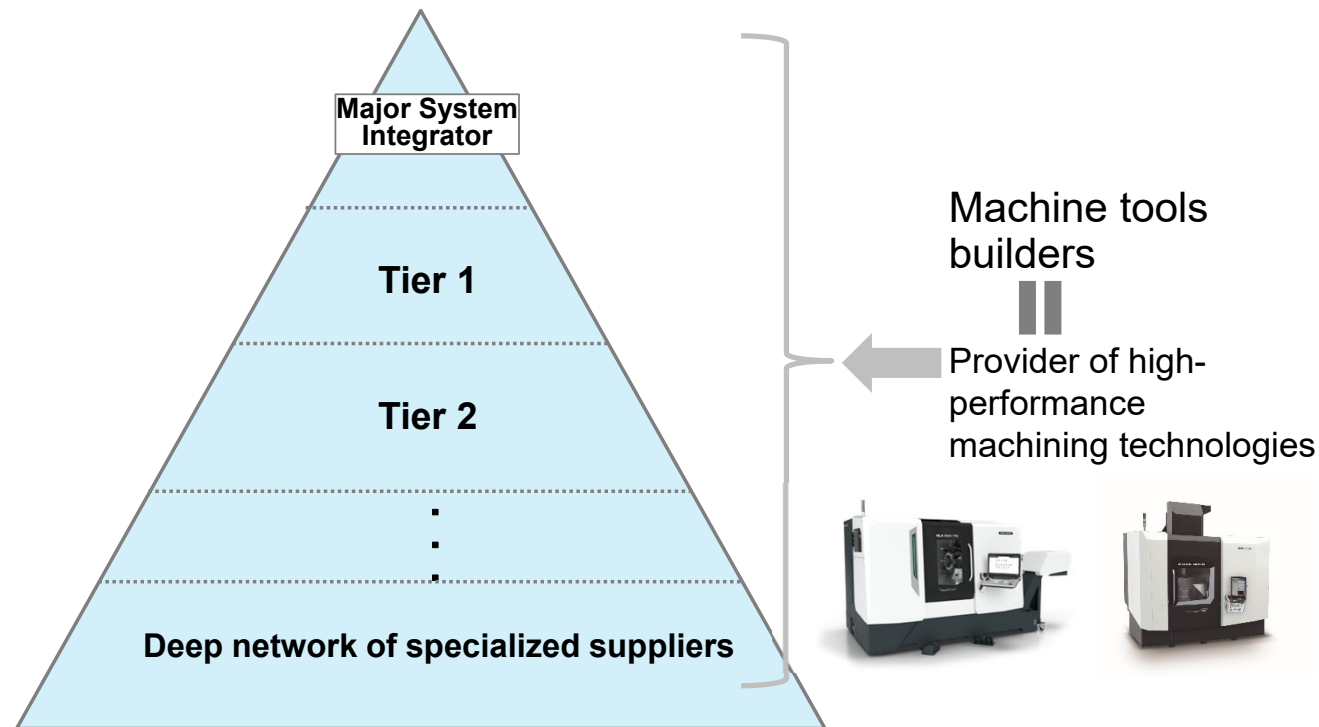


*includes further available measures like Brake Energy Recovery, Adaptive Feed Control, Air-Purge-Free Scales, zeroFOG, zero-sludgeCOOLANT, AI Chip Removal etc.

1. FY2025 1st Half (Jan-Jun) Financial Summary, Full-year outlook
2. Business Environment
3. MX Initiatives: EMO2025 Hannover
 - EMO2025 Highlights
 - World Premieres
 - Automation
 - DX by CELOS X
 - GREENMODE
4. **Defense Industry Overview**
5. ***my* DMG MORI eMarket**
6. **2025 Shareholder Benefit Program**

- Structure of the defense industry and the position of machine tool builders

2025 Paris Air Show (June 16 to June 22, 2025)



(Image prepared by DMG MORI)

my DMG MORI eMarket: One-Stop Procurement
connecting 13,000 companies & 6 million products

DMG MORI

Expanding DMQP* sales through cooperation TRUSCO NAKAYAMA & DMG MORI Technium

* DMG MORI Qualified Products

- ✓ Use eMarket to receive tailored tool & jig recommendations and place easy follow-up orders
- ✓ Partnership with TRUSCO's Orange-Book.Com to offer a wide product lineup with fast shipping
 - ➔ Next-day delivery for orders placed by 3 PM

TRUSCO NAKAYAMA CORPORATION deliver essential tools and supplies from 28 logistics centers to manufacturers across Japan as the largest domestic MRO product wholesaler.



my **DMG MORI** eMarket

TRUSCO
オレンジブック.Com®

my DMG MORI

Raw Material

Tools

Consumables

'TRUSCO' is a registered trademark of TRUSCO NAKAYAMA CORPORATION.

2025 Shareholder Benefit Program

DMG MORI

- ✓ For shareholders owning at least 500 shares for over one year by December 31, 2025.
- ✓ Benefit: Invitation to a concert by Kyohei Sorita and Japan National Orchestra (JNO).
Max. 2 tickets per shareholder*

*Shareholders unable to attend the concert will receive a JNO music CD.



This material contains targets, plans, etc. concerning the future of DMG MORI CO., LTD..

All predictions concerning the future are judgments and assumptions based on information available to DMG MORI CO., LTD. at the time of writing. There is a possibility that the actual future results may differ significantly from these forecasts, due to changes in management policy or changes in external factors.

There are many factors which contain elements of uncertainty or the possibility of fluctuation including, but not limited to, the following:

- Changes in the demand environment within the markets in which DMG MORI group operates
- Fluctuations in exchange rates
- Changes to the laws, regulations and government policies in the markets where DMG MORI group conducts its business
- DMG MORI CO., LTD.'s ability to develop and sell new products in a timely fashion
- Instability of governments in the markets where DMG MORI group conducts its business
- Operational changes by the competent authorities or regulations related to anti-trust, export control, etc.