DMG MORI

# DMG MORI CO., LTD.

# FY2025 3rd Quarter (Jan-Sep) Results

# IR Announcement

# October 30, 2025

| Agenda | Presenter |
| --- | --- |
| **1. FY2025 3Q (Jan-Sep) Financial Summary** | **President Dr. Mori** |
| 2. Business Environment | President Dr. Mori |
| 3. DMG MORI's Activities | |
| EMO2025 Review | Director Ms. Bader |
| • World Premieres & Automation | Next Generation NLX Development Office Mr. Hiei, Executive Officer Mr. Katsura, Executive Officer Mr. Diederich |
| • Software-Defined Machine Tools（SDMT) | Senior Deputy Director Dr. Mori |
| • Business Environment in Europe | Executive Officer Dr. Neun |
| DX: New ERP-System, Status of Tulip Implementation | Managing Executive Officer Dr. Ota |
| Sustainability | |
| • Joining the RE100 Initiative | Sustainability Promotion Department Mr. Yuki |
| • Operator Education | Senior Executive Officer Ms. Hatano |

# Highlights

DMG MORI

✓ Consolidated order intake (accumulated Jan-Sep): JPY 381.9 bn. (same level as FY2024 Jan-Sep)
Consolidated order intake (Jul-Sep): JPY 133.3 bn. (+16% from FY2024 Jul-Sep, +4% from FY2025 Apr-Jun)

✓ Average machine order price per unit: JPY 79.0 mil. (FY2024: JPY 71.0 mil. / +11%), EUR 477 thousand (FY2024: EUR 433 thousand / +10%)
Large-sized machine orders and improvement in discount rates as well as MX strategy contributed positively

✓ Order intake for MRO (Maintenance/Repair/Overhaul), Spare parts, Engineering (Jan-Sep): JPY 92.8 bn. (same level as 2Q, 24% of cons. orders)
For Jul-Sep: JPY 33.0 bn. (+11% from FY2024 Jul-Sep, +12% from FY2025 Apr-Jun, 25% of cons. orders)

✓ Machine order backlog at the end of September: JPY 254.0 bn. (end of FY2024: JPY 218.0 bn.)

✓ FY2025 Jan-Sep: Sales revenue JPY 343.1 bn. (-11.6% y-o-y), EBIT 11.5 bn. (-61.5% y-o-y), EBIT margin 3.4% (FY2024 Jan-Sep: 7.7%)
EAT 21.0 bn. (FY2024 Jan-Sep: 0.6 bn.), EAT margin 6.1% (Insurance coverage for the seizure of our Russian plant received)

✓ Revision of full-year forecast : Sales JPY 505.0 bn. (FY2024: 540.9 bn.), EBIT JPY 18.0 bn. (FY2024: 43.7 bn.),
EAT JPY 22.0 bn. (FY2024: 7.7 bn.), Dividend per share 105 yen (FY2024: 100 yen)

✓ Global delivery disruptions:
① Delayed shipping and customer acceptance due to negotiations on U.S. tariffs
② Shipment delays due to implementation of newly introduced CNC units from European suppliers
③ Especially in Europe, longer review periods for export licenses due to changing economic security environment

# FY2025 3Q (Jan - Sep) Financial Results Summary

DMG MORI

(3rd quarter) (Full-year)

| (JPY bn.) | FY2024 Jan – Sep | FY2025 Jan – Sep | Changes (%) | FY2024 | 2025 Plan (revised) | Changes (%) |
|---|---|---|---|---|---|---|
| **Consolidated order intake** | 381.5 | **381.9** | +0.1 | 496.0 | **515.0** | +3.8 |
| Order backlog | 249.0 | **254.0** | | 218.0 | **225.0** | |
| **Sales revenue** | 388.0 | **343.1** | -11.6 | 540.9 | **505.0** | -6.6 |
| **EBITDA** | 53.0 | 36.5 | -31.0 | 75.2 | **52.0** | -30.9 |
| EBITDA margin | *13.6%* | *10.6%* | | *13.9%* | *10.3%* | |
| **EBIT** | 30.0 | **11.5** | -61.5 | 43.7 | **18.0** | -58.8 |
| EBIT margin | *7.7%* | *3.4%* | | *8.1%* | *3.6%* | |
| **EAT from continued operations** | 15.8 | **4.2** | | 23.1 | **5.0** | |
| Profit or loss from discontinued operations in the Russian manufacturing company | -15.1* | 16.9 | | -15.1 * | **16.9** | |
| **EAT** (Net profit attributable to owners of the parent) | 0.6 | **21.0** | | 7.7 | **22.0** | 2.9x |
| Dividend per share (Yen) *interim for Jan -Sep | 50 | 50 | | 100 | **105** | |
| | | | | | | |
| Depreciation & amortization including leasing | 23.0 | 25.0 | | 31.5 | **34.0** | |
| Capital expenditure | 25.0 | 17.7 | | 43.8 | **30.0** | |
| R&D expenditure | 22.3 | 22.9 | | 31.4 | **30.0** | |
| | | | | | | |
| USD/JPY | 151.3 | 148.2 | | 151.6 | 149** | |
| EUR/JPY | 164.4 | 165.6 | | 164.0 | 167 | |

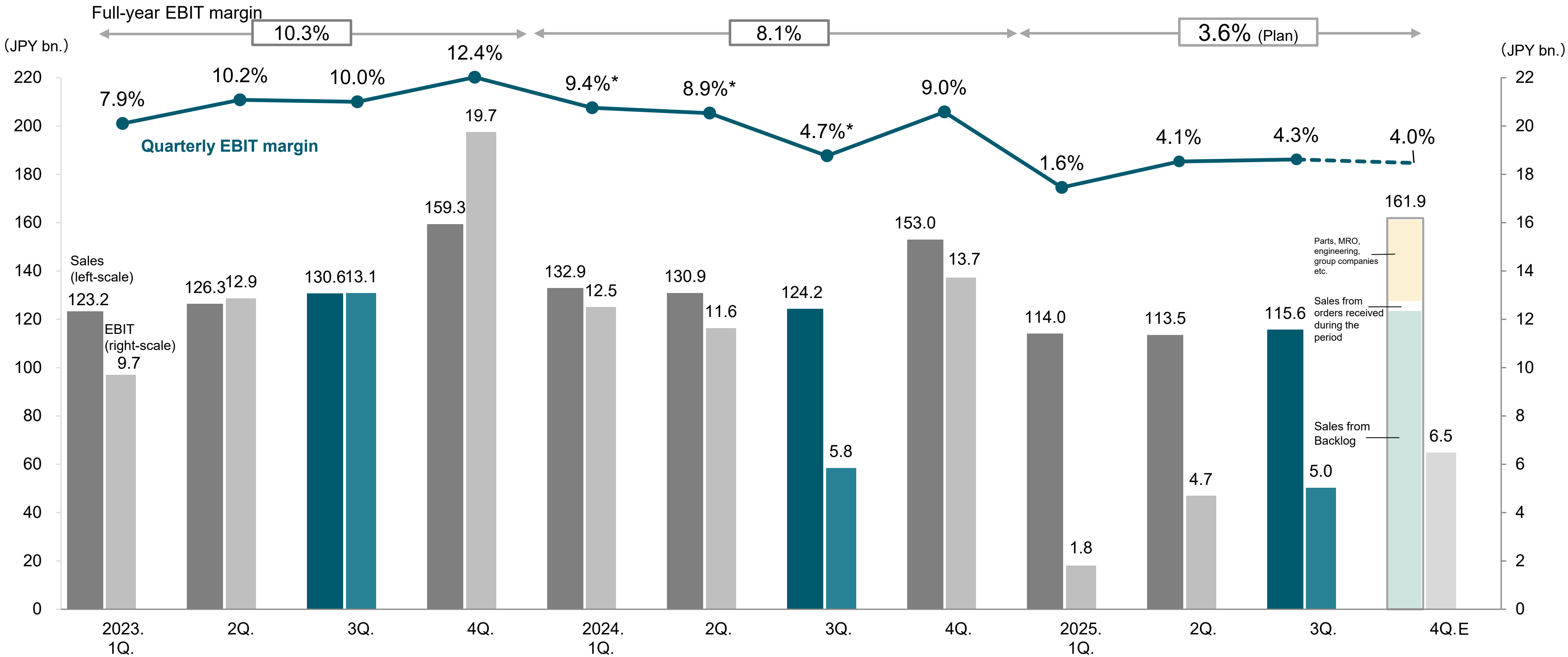
*EUR 91.8 mil. (JPY 15.1 bn. | EUR/JPY=164.0 ) loss from the expropriation of our Russian manufacturing company (Ulyanovsk Machine Tools) by the Russian government was recognized in FY 2024 1Q (Jan-Mar). In Sep 2025, the Company received proceeds from foreign trade insurance of approx. EUR 102 million from the German government.

**Assumed FX rate in 4Q: USD/JPY = 150, EUR/JPY = 170

# Quarterly Financial Results

DMG MORI

- Sales revenue is concentrated in 4Q. Machine sales revenue is fully covered by backlog.
- Sales growth stagnated in 3Q. Orders are recovering but will contribute to sales only from next year onwards.




*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.

# EBIT Bridge
# FY2024 3Q (Jan-Sep) vs. FY2025 3Q (Jan-Sep)

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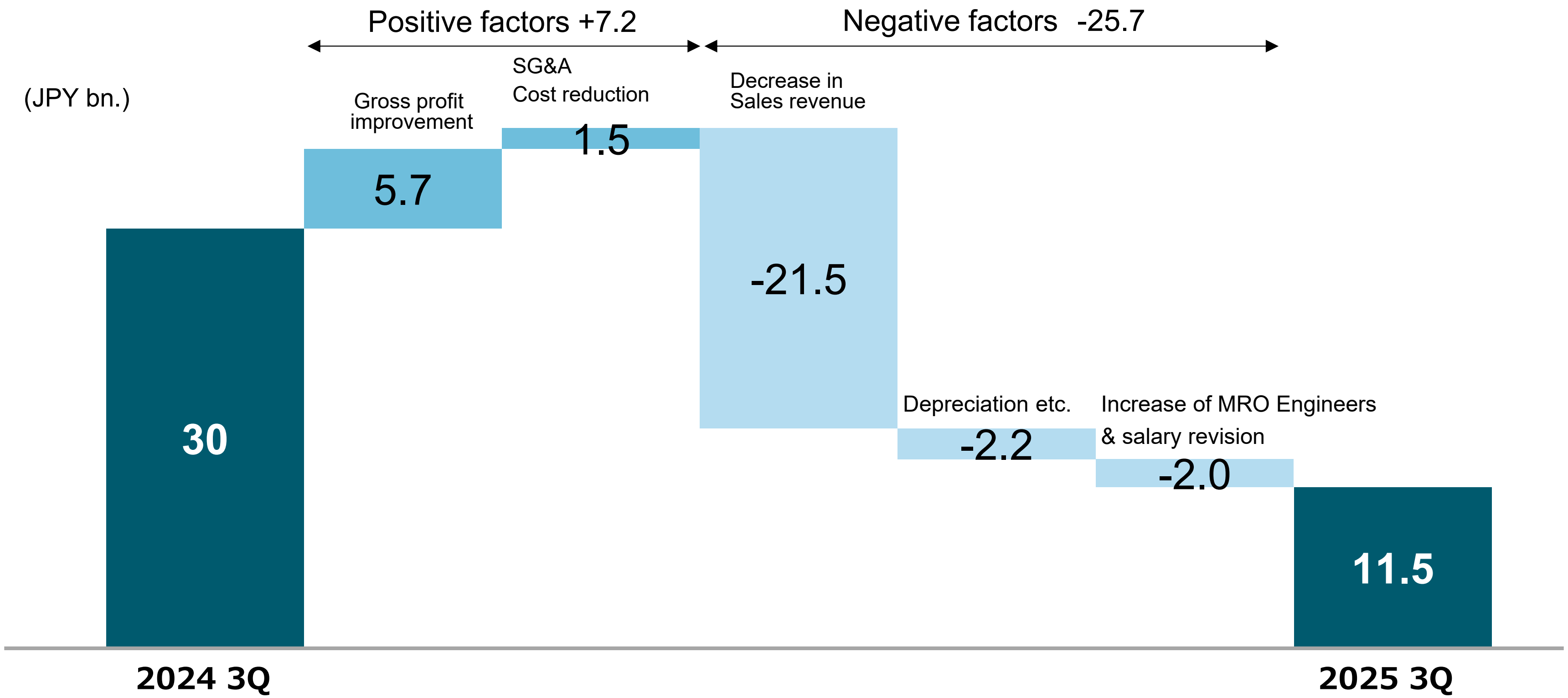
- Continued improvement in gross profit driven by MX initiative, increased number of large-sized machine business, and SG&A cost reduction.
- Negative impact of reduced sales revenue.

| (JPY bn.) | FY2024.3Q | FY2025.3Q | Changes |
|---|---|---|---|
| Sales revenue | 388.0 | 343.1 | -44.8 |

| | | FY2024.3Q | FY2025.3Q |
|---|---|---|---|
| Exchange rate | :USD/JPY | 151.3 | 148.2 |
| | EUR/JPY | 164.4 | 165.6 |



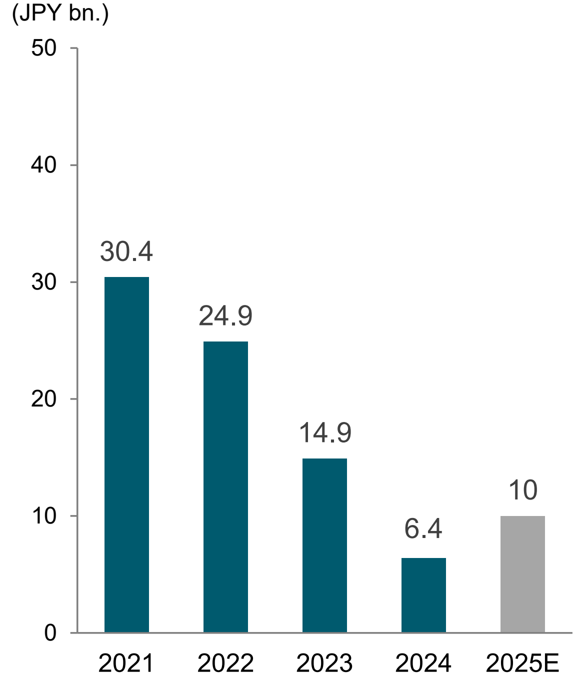
# Cash Flows

DMG MORI

- In 3Q, quarterly operating free cash flow was a surplus of JPY 8.1 bn. The receipt of insurance proceeds of JPY 16.9 billion for the seizure of the Company’s Russian plant was recognized.
- Operating free cash flow for the full year is planned at a JPY 10.0 bn. surplus.

| (JPY bn.) | 2023 | | | | | 2024 | | | | | 2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1Q | 2Q | 3Q | 4Q | FY | 1Q | 2Q | 3Q | 4Q | FY | 1Q | 2Q | 3Q | 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** | **-1.5** | | |
| 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 | 3.6 | | |
| 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 | 8.5 | | |
| 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 | -6.5 | | |
| 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 | -7.1 | | |
| **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** | **9.6** | | |
| **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** | **8.1** | 11.7 | 10.0 |

**Operating Free Cash Flow Trends and Plans**



# Balance Sheet Summary

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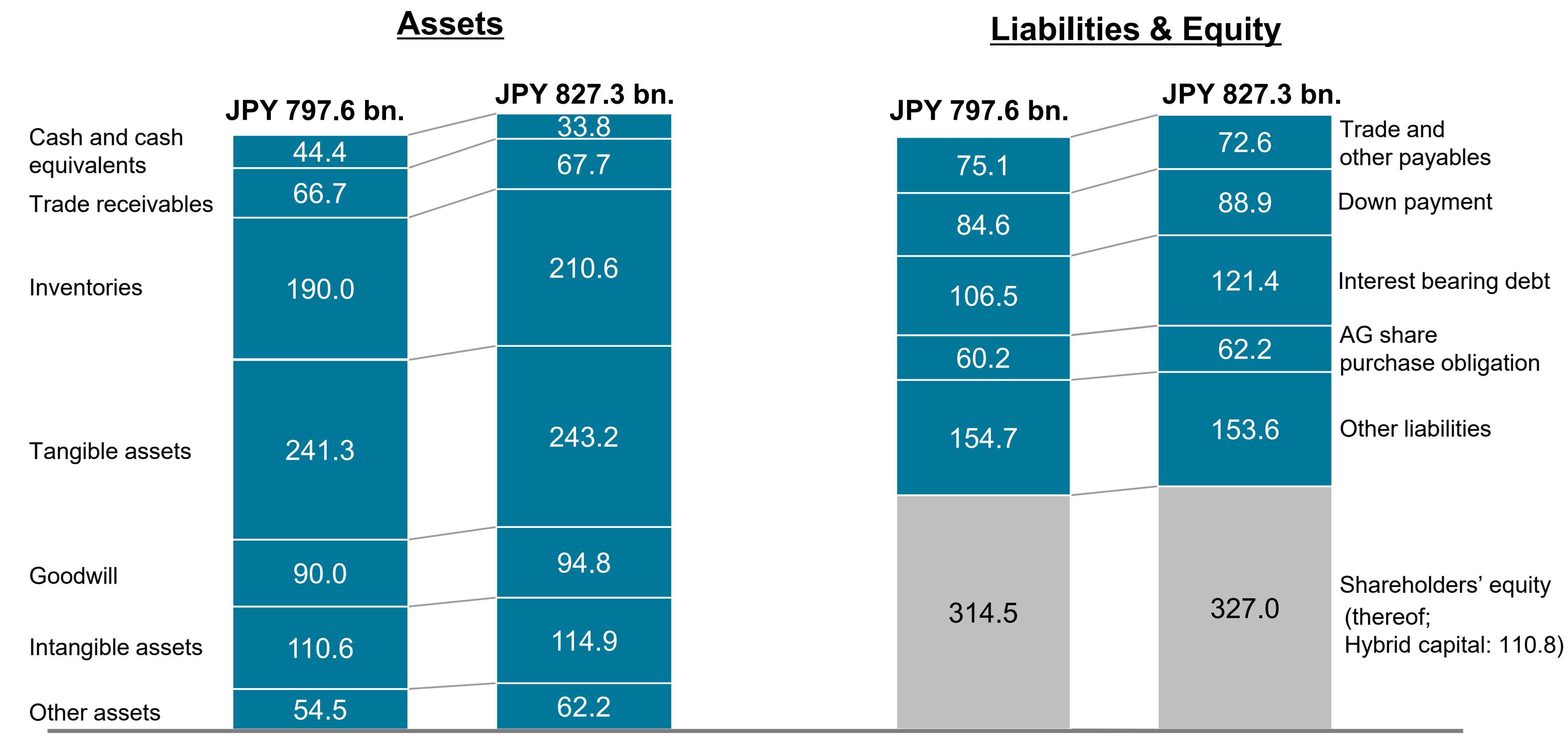
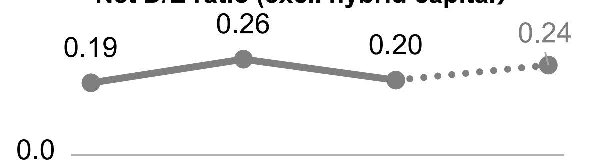
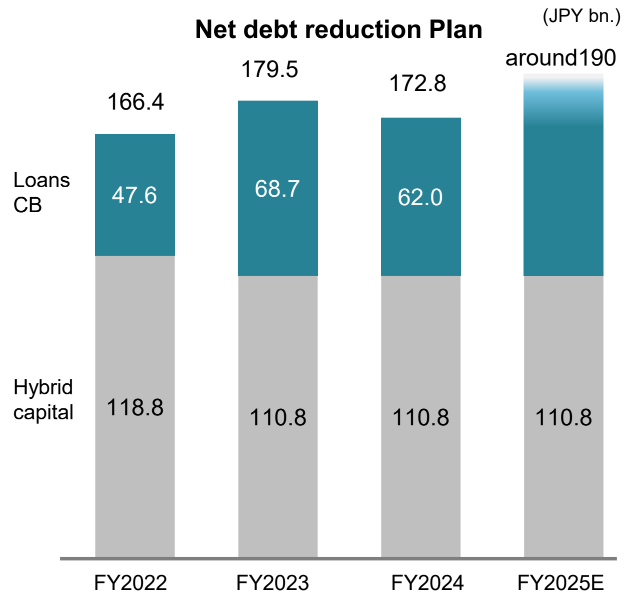
- Total assets inflated by JPY 21.0 bn. driven by the weakened JPY.
- Net D/E ratio remains low at 0.27




| | Dec. 2024 | Sep. 2025 |
|---|---|---|
| Current rate (EUR / JPY) | 164.9 | 174.4 |

| | Dec. 2024 | Sep. 2025 |
|---|---|---|
| Equity ratio | 39.4% | 39.5% |
| Net debt | JPY 62.0 bn. | JPY 87.6 bn. |
| Net D/E ratio | 0.20 | 0.27 |



# Outlook for FY2026

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・ Forecast for order intake and profits are planned to be disclosed at the time of full-year 2025 results announcements (Feb 2026).

| (JPY bn.) | FY2024 Actual | FY2025 Outlook | FY2026 Outlook | Changes (%) |
|---|---|---|---|---|
| **Consolidated order intake** | 496.0 | 515.0 | – | |
| Order backlog | 218.0 | 225.0 | – | |
| **Sales revenue** | 540.9 | 505.0 | **520.0** | +3.0 |
| **EBITDA** | 75.2 | 52.0 | | |
| EBITDA margin | *13.9%* | *10.3%* | | |
| **EBIT** | 43.7 | 18.0 | | |
| EBIT margin | *8.1%* | *3.6%* | | |
| **EAT from continued operations** | 23.1 | 5.0 | | |
| Profit or loss from discontinued operations in the Russian manufacturing company | -15.1 | 16.9 | | |
| **EAT**(Net profit attributable to owners of the parent) | 7.7 | 22.0 | | |
| Dividend per share (Yen) | 100 | 105 | **105** | |
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| Depreciation & amortization including leasing | 31.5 | 34.0 | 37.0 | |
| Capital expenditure | 43.8 | 30.0 | 30.0 | |
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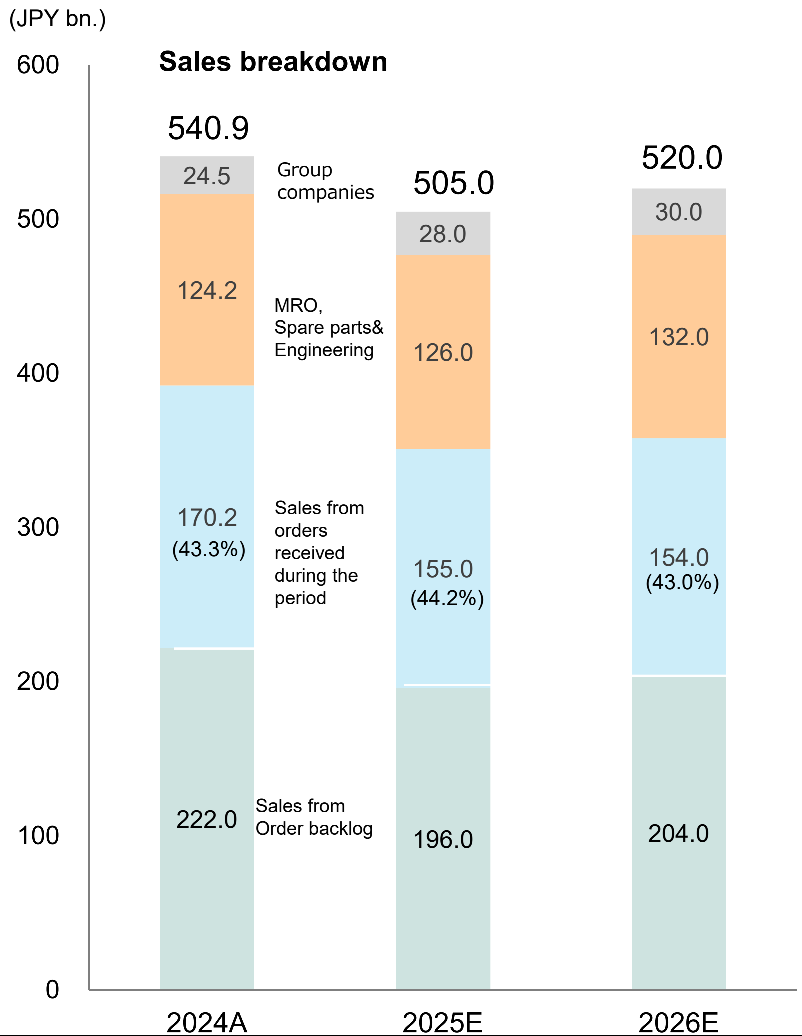

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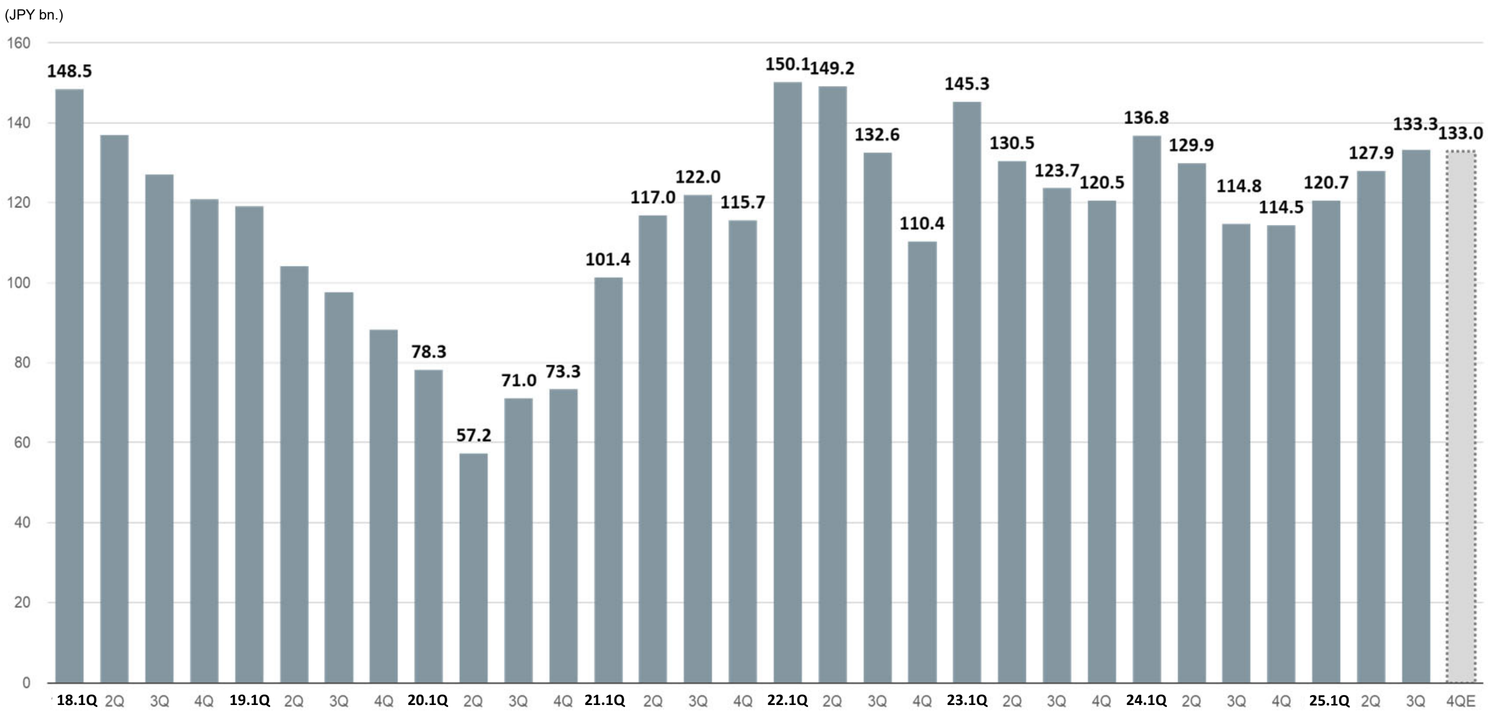
# Consolidated Order Intake

DMG MORI

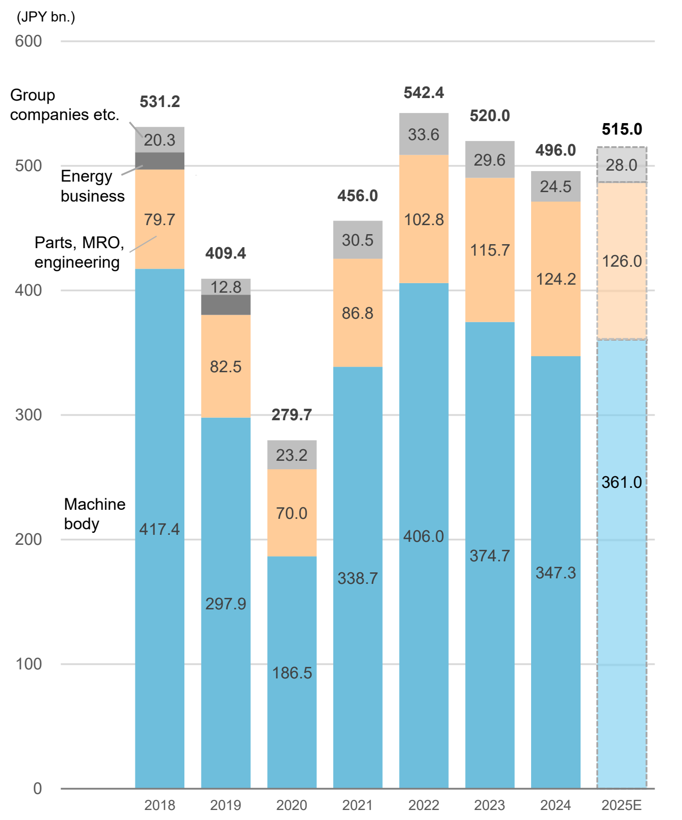
- 3Q (Jul-Sep) was JPY 133.3 bn., 16.2% above FY2024 Jul-Sep. The annual consolidated order plan is JPY 515 billion (y-o-y +3.8%).
- By region, EMEA turned into a positive y-o-y growth. By industry, aviation, space, defense, energy, medical, and die & mold remain robust.

EMEA: Europe excl. Germany, the Middle East and Africa

**Quarterly**




**Yearly**



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# EMO2025 Review: European Market Sentiments

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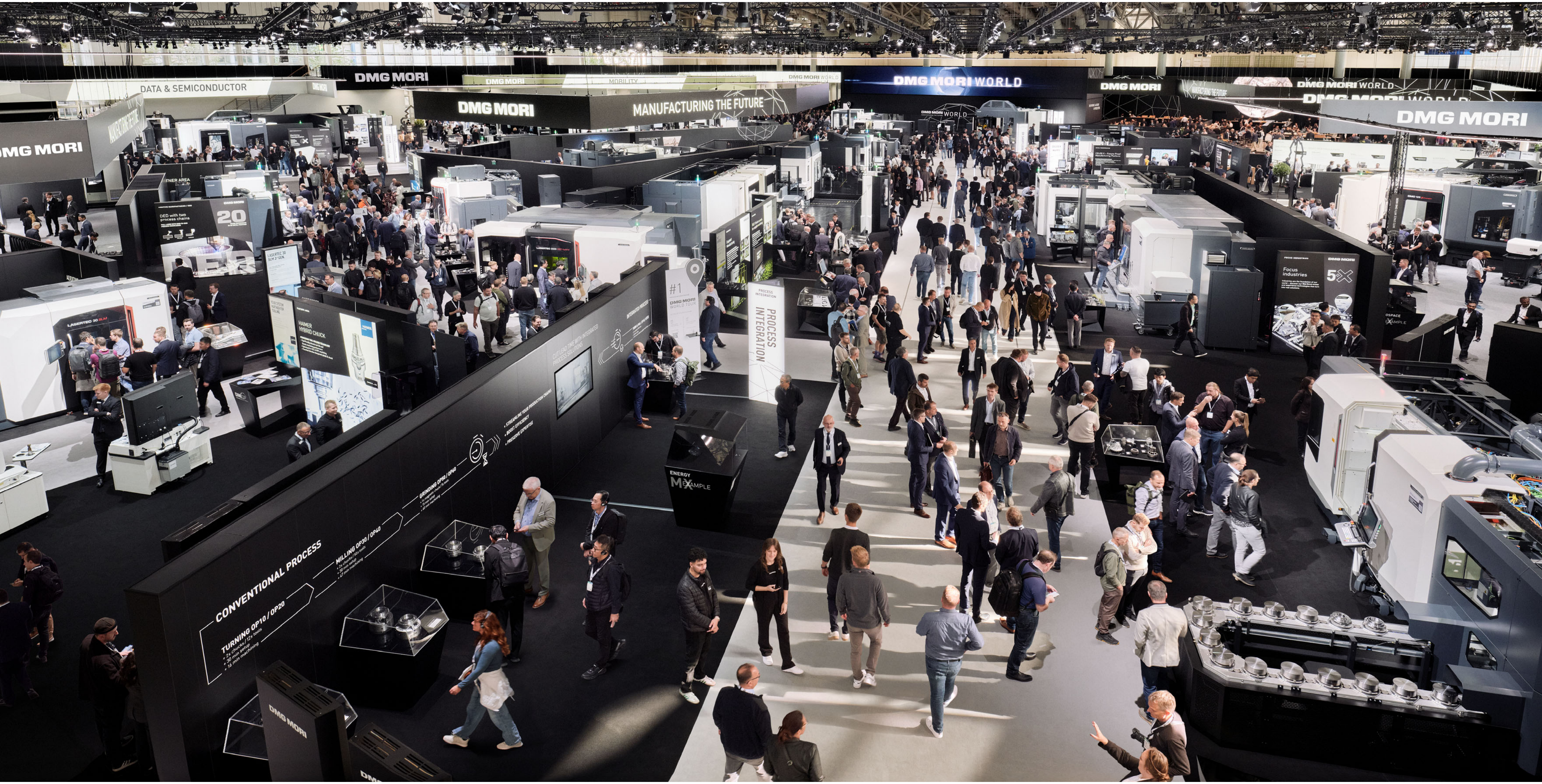
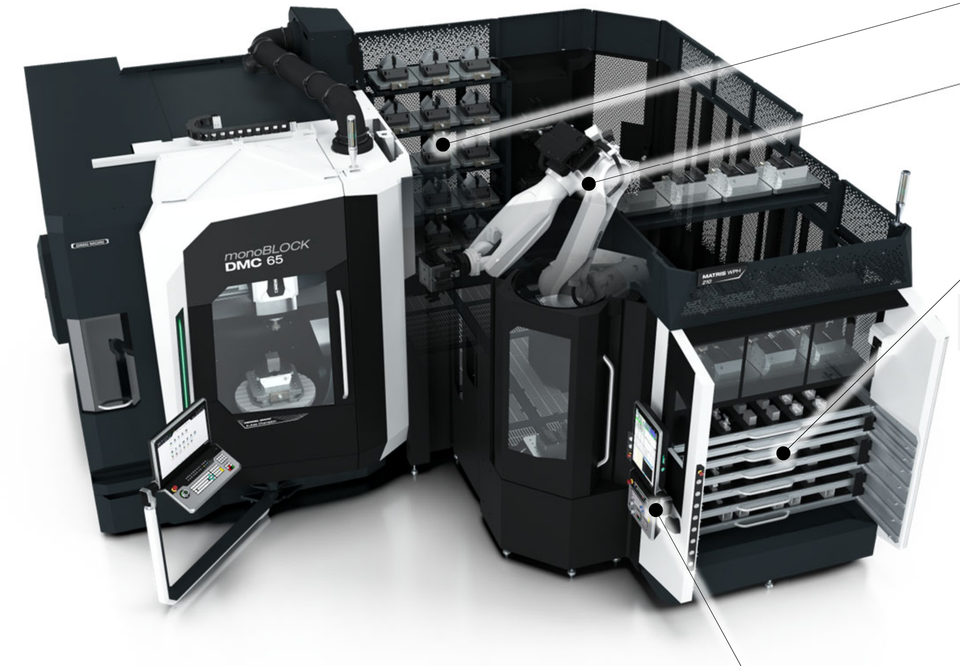


## New NLX


NLX 2500 | 1250 2nd Generation
High-Rigidty, High-Precision Turning Center
NLX 2500 | 1250
Main target
Gear shaft
Screw shaft
OCTG pipe
With Robo2Go MAX

## The Flexible Automation System
## for variable-mix, variable-volume pallet & workpiece handling

**W**orkpiece + **P**allet **H**andling




Pallet shelf

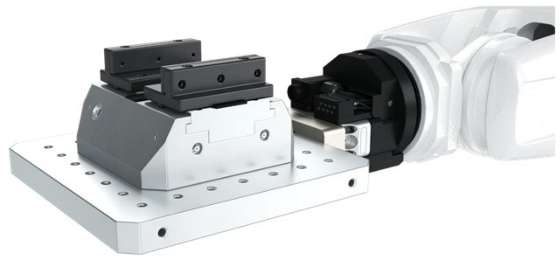
Robot

Drawer stocker
- Raw/finished workpieces
- With pallet storage on top

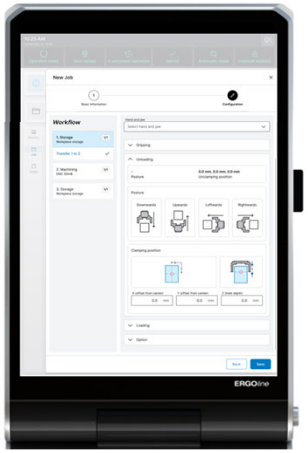
DMG MORI Automation Controller

ERGOlineX

**Pallet Hand**



**DMG MORI Automation Controller**




**Workpiece Hand**

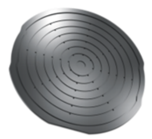
# New ULTRASONIC 60 Precision // Factory Expansion

DMG MORI

## ULTRASONIC 60 Precision


+ **Improved accuracy** – by optimized guides.
+ **Optimal temperature stability** by smart cooling
+ **5-axis-version** with Direct Drive (C)
+ **Increased working area** for parts up to Ø 600 mm.
+ **Automation –** PH 50, PH 150, PH Cell etc..
+ **Compact footprint** with only 7 m² floor space.

Laser resonator
Material: fused silica
Industry: Semiconductor



Wafer chuck
Material: Silicon carbide
Industry: Semiconductor

Quartz ring
Material: Quartz glass
Industry: Semiconductor

## Expansion of ULTRASONIC factory Stipshausen : Production capacity +30%

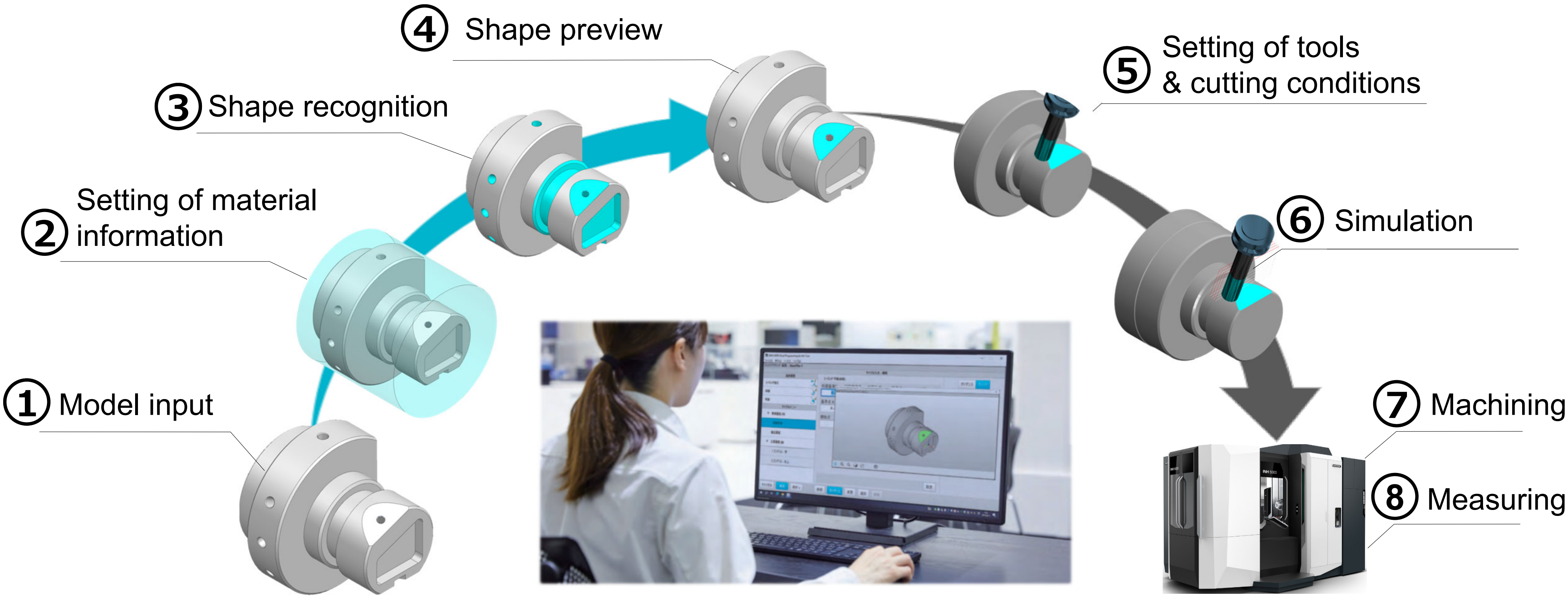
+ **Increase of floor area by 1.300 m², mainly assembly and logistics space**
+ **State-of-the art R&D laboratories**
+ **New employee canteen with outside seating area + additional parking area**

# Software-Defined Machine Tool (SDMT)

DMG MORI

## CELOS VISUALprogramming 3D

✔ **80% faster** programming from turning to indexed 5-axis machining (compared to conventional machines)



# Business environment and outlook in Europe

DMG MORI

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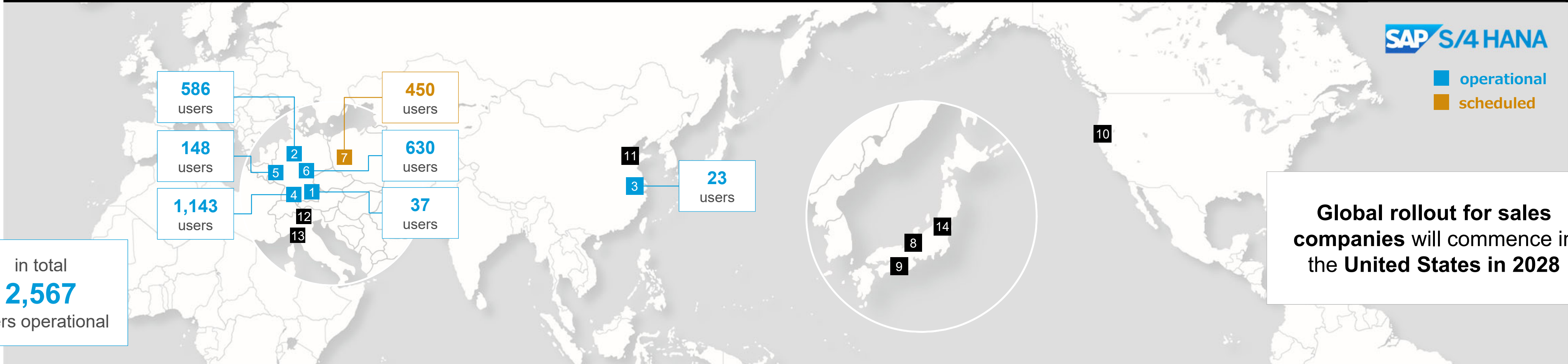
# ERP: Accelerating the rollout of the global core platform for DX

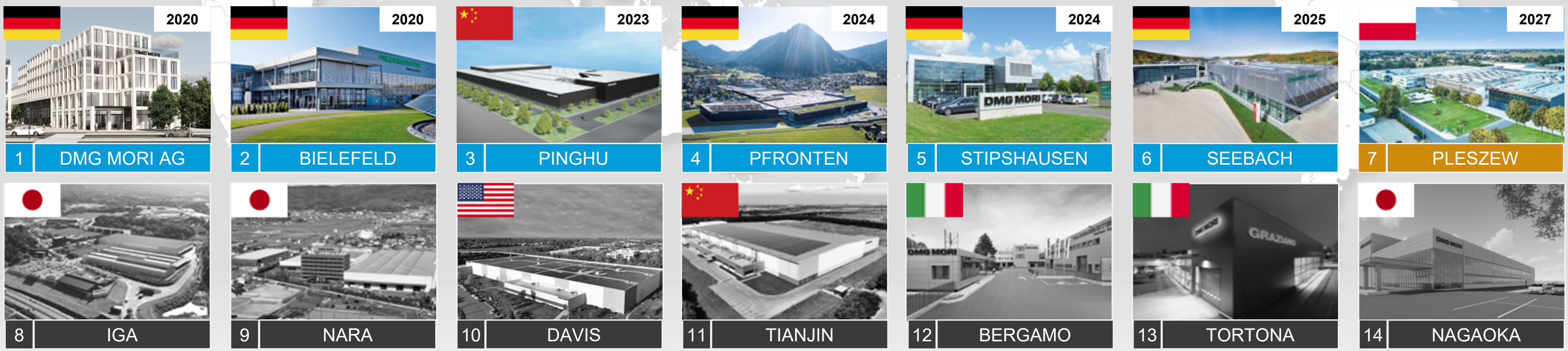
DMG MORI

## Five DMG MORI sites are live on SAP S/4HANA, with rollouts on track: Pleszew in 2027, Iga and Nara to follow, and all major plants targeted for completion by 2030




in total
**2,567**
users operational

**Global rollout for sales companies** will commence in the **United States in 2028**



# Tulip: Empowering global frontline operations & DX at DMG MORI

DMG MORI

TULIP

A cloud-based, no-code, human-centric, and AI-powered Frontline Operations Platform.

Recognized as a leader in the MES category by IDC, Gartner, Frost & Sullivan, and ABI.

IDC Gartner FROST & SULLIVAN ABi

| | | |
|---|---|---|
| **2014**<br>Founded out of the MIT Media Lab | **Boston**<br>HQ with offices in Tokyo, Singapore, Munich & Budapest | **300+**<br>Employees and growing |
| **800+**<br>Customer sites | **20K**<br>Apps active monthly | |

## Tulip at DMG MORI

**24**
Sites

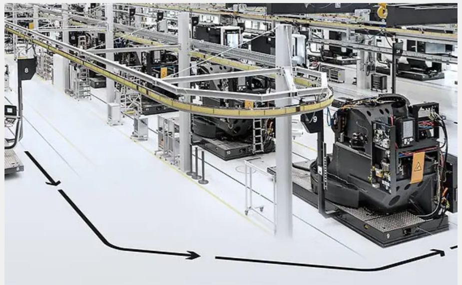
**1800+**
Apps active monthly

**3100+**
Monthly active interfaces

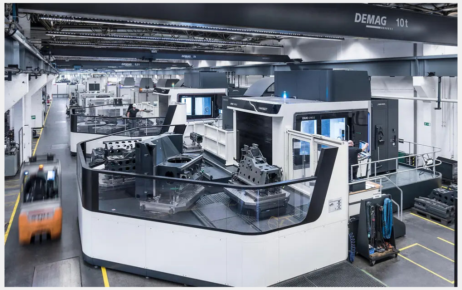
**2200+**
Operators engaged monthly

## DMG MORI Value Chain Use Cases

**Digital Quality Checks**
Comprehensive planning and documentation for assembly based on machine specs



**Predictive Machine Maintenance**
Real-time data for reduced downtime and optimized efficiency.




More on: https://www.microsoft.com/en/customers/story/25456-dmg-mori-azure

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# Joining the RE100 Initiative

DMG MORI

- **100% energy consumption from renewable sources**
- **Expand renewable energy through business activities**

CLIMATE GROUP
RE100

2021
Certified by the SBT Initiative

2024
Certified for Net Zero Goals

**2025**
Joined RE100 initiative

**2035**
Renewable Energy 90%

**2040**
Renewable Energy 100%

Solar panels & 20-year NFC contracts
for stable energy supply



DMG MORI products support
the production of renewable energy & energy-efficient production




RE100* Led by the international NGO "Climate Group" to bring together the world's most influential businesses with commitment to using 100% renewable energy.

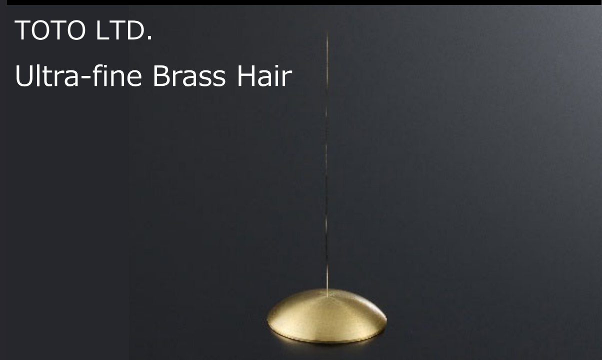
# The 20th Cutting Dream Contest

DMG MORI

## Gold Prize

### Winning works

**Prototype & Test Cut Machining**




**Academic Research**


**Advanced Machining**


**Production Parts Machining**


**Artistic Form Machining**


- DMG MORI’s competitive platform for technology & skill exchange since 2004
- 64 entries from 52 companies

## 48th WorldSkills Competition – 2026 Qualifiers

DMG MORI

### DMG MORI - Iga Campus

| | |
|---|---|
| Date | Sep. 30 – Oct. 2, 2025 |
| Machines | Turning Center & Milling Center |
| Models | NLX 2500 \| 700 2nd Generation<br>NVX 5100 \| 40 2nd Generation |


### EMO 2025 - Hannover

| | |
|---|---|
| Date | Sep. 22 – 26, 2025 |
| Machine | Turning Center |
| Model | CTX 350 V4 |

- DMG MORI supports the CNC Turning & CNC Milling categories
- 48th WorldSkills Competition Shanghai, China, September 2026

# Disclaimer

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.

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