

DMG MORI CO., LTD.

FY2025 (Jan-Dec) Results

IR Announcement

February 10, 2026

Agenda	Presenter
1. FY2025 (Jan-Dec) Financial Summary	Dr. Mori, CEO
2. Business Environment	Dr. Mori, CEO
3. FY2026 Forecast / Key Topics	Dr. Mori, CEO
4. DMG MORI Activities	
Open House Pfronten	Ms. Bader, Director
• World Premiere, Automation	Mr. Geißler, Director
• New Standard Equipment: Mobile Module	Dr. K. Mori, SDD
• New Training Center (Pfronten)	Mr. Nöß, EO
• Business Environment (Europe)	Dr. Budt, EO
Sustainability	
• CDP2025 A-List-Ranking	Mr. Yuki, GM
• Partner Award 2026	Mr. Echtler, EO
• Corporate Governance	Dr. Mori, CEO

Highlights



- ✓ Consolidated Orders: Jan–Dec (FY) JPY 523.4 billion, +6% YoY (vs. Jan–Dec 2024)
Oct–Dec (4Q) JPY 141.5 billion, +24% YoY (vs. Oct-Dec 2024), +6% QoQ (vs. Jul-Sep 2025)
- ✓ Average machine order price: JPY 79.6 million (FY2024: JPY 71.0 million / +12%) EUR 471 thousand (FY2024: EUR 433 thousand / +9%)
Driven by higher orders of MX machines and large-sized machines, and lower discount rates
- ✓ MRO (Maintenance, Repair & Overhaul), Spare Parts, Engineering Orders: Jan–Dec: JPY 125.9 billion, flat YoY, 24% of consolidated orders
Oct–Dec: JPY 33.0 billion, +4% YoY
- ✓ Machine Order Backlog (End of Dec 2025): JPY 240.0 billion (End of Dec 2024: JPY 218.0 billion)
- ✓ FY2025 Results : Revenue JPY 515.0 billion (FY2024: JPY 540.9 billion),
EBITDA JPY 53.6 billion (FY2024: JPY 75.2 billion) EBITDA margin: 10.4% (FY2024: 13.9%)
EBIT JPY 19.0 billion (FY2024: JPY 43.7 billion), EBIT margin: 3.7% (FY2024: 8.1%), EAT JPY 24.0 billion (FY2024: JPY 7.7 billion),
Planned dividend per Share JPY 105 (FY2024: JPY 100)
*Insurance proceeds received: JPY 17.2 billion (FY2024: related loss of JPY 15.1 billion)
- ✓ FY2026 Forecast : Revenue JPY 535.0 billion, EBITDA JPY 59.5 billion (EBITDA margin: 11.1%) , EBIT JPY 22.5 billion (EBIT margin: 4.2%) ,
EAT JPY 10.5 billion (EAT margin: 2.0%) , Dividend per Share JPY 105
- ✓ Order recovery: Strong order intake in EMEA and the Americas driven by aviation, space, defense, power generation, energy, shipbuilding, data processing, semiconductor, and telecommunication industries

FY2025 (Jan - Dec) Financial Results Summary

DMG MORI

(JPY bn.)	(Jan. – Dec.)			Changes (%)
	FY2023	FY2024	FY2025	
Consolidated order intake	520.0	496.0	523.4	+5.5
Machine order backlog	247.0	218.0	240.0	
Sales revenue	539.5	540.9	515.0	-4.8
EBITDA	81.7	75.2	53.6	-28.8
EBITDA margin	15.1%	13.9%	10.4%	
EBIT	55.4	43.7	19.0	-56.6
EBIT margin	10.3%	8.1%	3.7%	
EAT from continuing operations	35.4	23.1	7.0	-69.8
Profit or loss from discontinued operations	-1.2	-15.1*	17.2 **	
EAT (Net profit attributable to owners of the parent)	33.9	7.7	24.0	3.1x
Dividend per share (Yen)	90	100	105(Plan)	
Depreciation & amortization including leasing	26.3	31.5	34.6	
Capital expenditure	42.5	43.8	29.5	
R&D expenditure	28.2	31.4	31.7	
USD/JPY	140.6	151.6	149.7	
EUR/JPY	152.0	164.0	169.0	

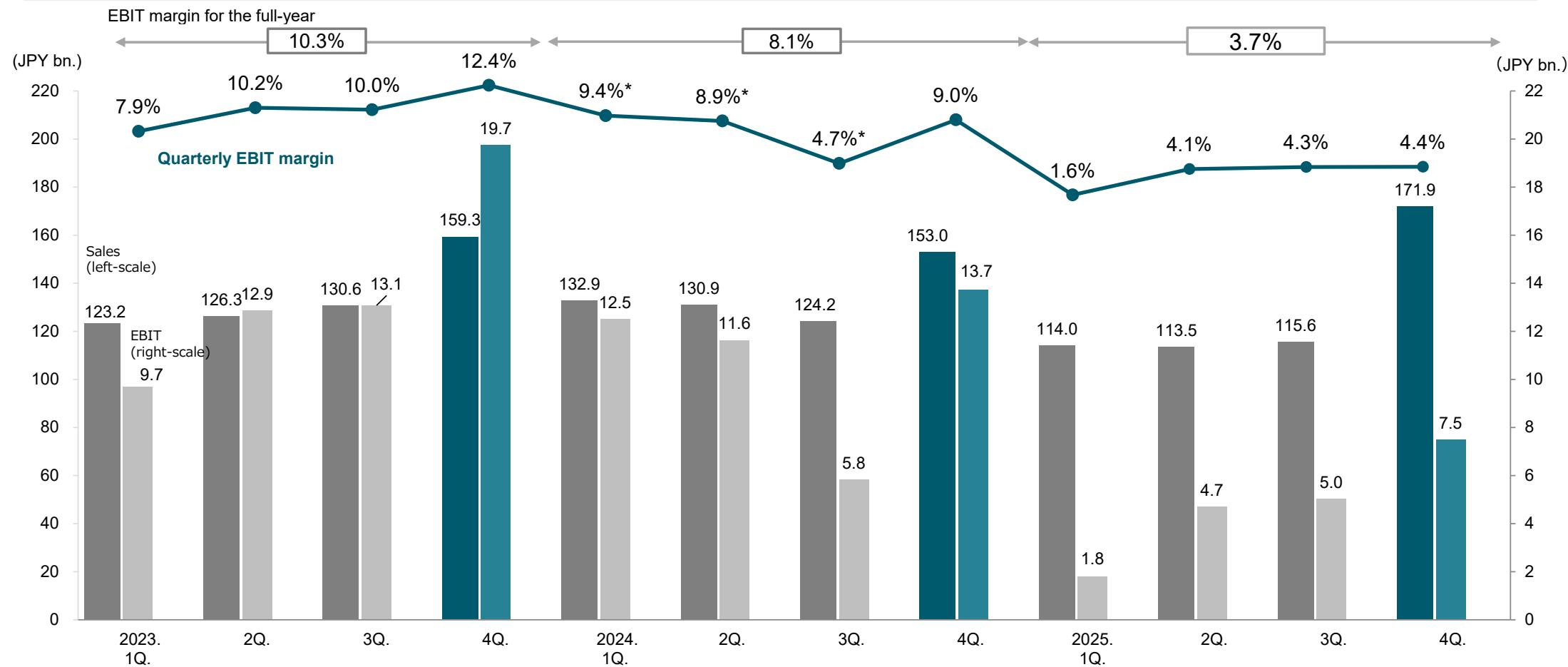
*One-off deconsolidation loss: EUR 91.8 million (approx. JPY 15.1 billion at EUR/JPY=164.0) was recognized in 2024 1Q

**Overseas trade insurance proceeds of approx. EUR 102 million was received in Sep 2025

Quarterly Financial Results

DMG MORI

- Sales recovery in 4Q (Oct-Dec) to make up for low performance in 1Q to 3Q.
- EBIT bottomed out in 1Q and has since recovered.



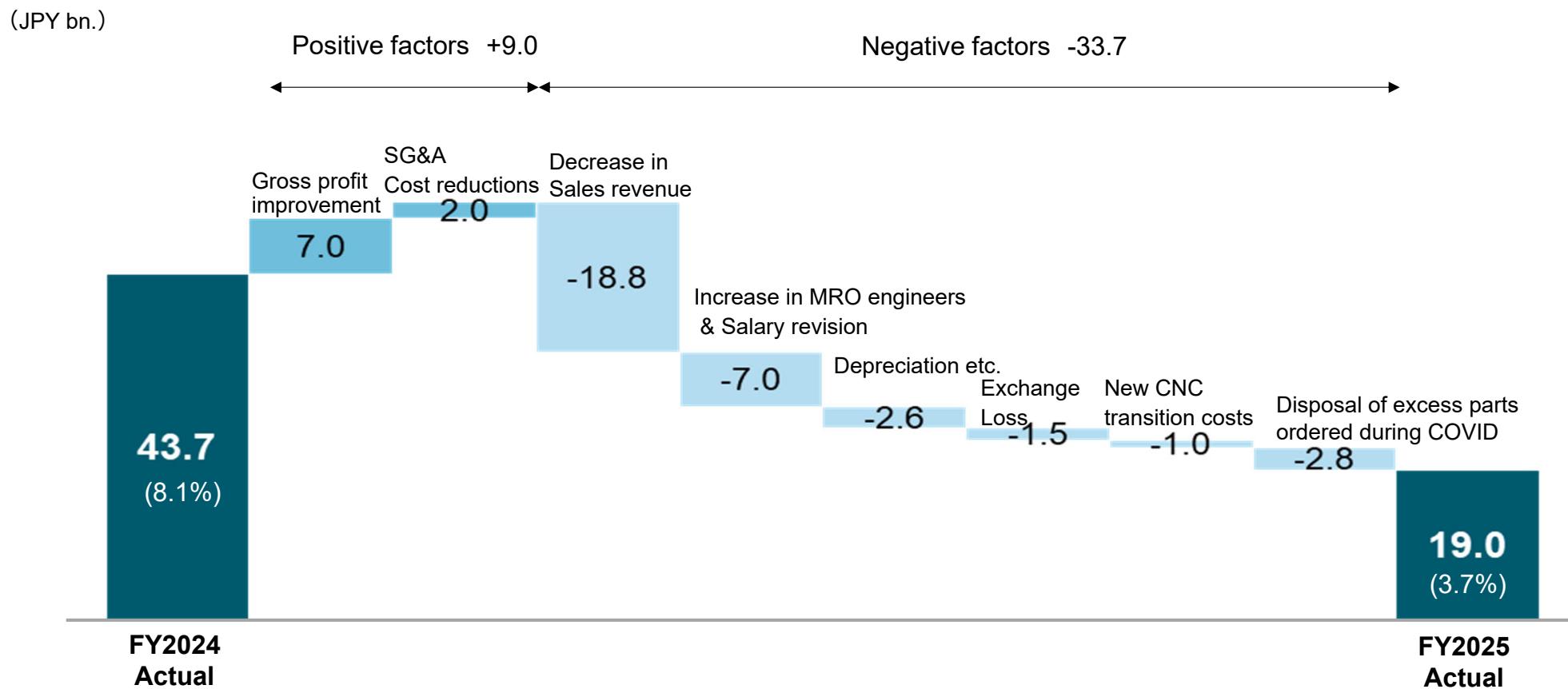
*Retrospectively adjusted for the recognition of negative goodwill that arose upon the consolidation of DMG MORI Precision Boring (formerly Kuraki Co., Ltd.) in 1Q of 2024.

EBIT Bridge FY2024 v.s. FY2025

DMG MORI

(JPY bn.)	FY2024	FY2025	Changes
Sales revenue	540.9	515.0	-25.9

	FY2024	FY2025
Exchange rate : USD/JPY	151.6	149.7
EUR/JPY	164.0	169.0

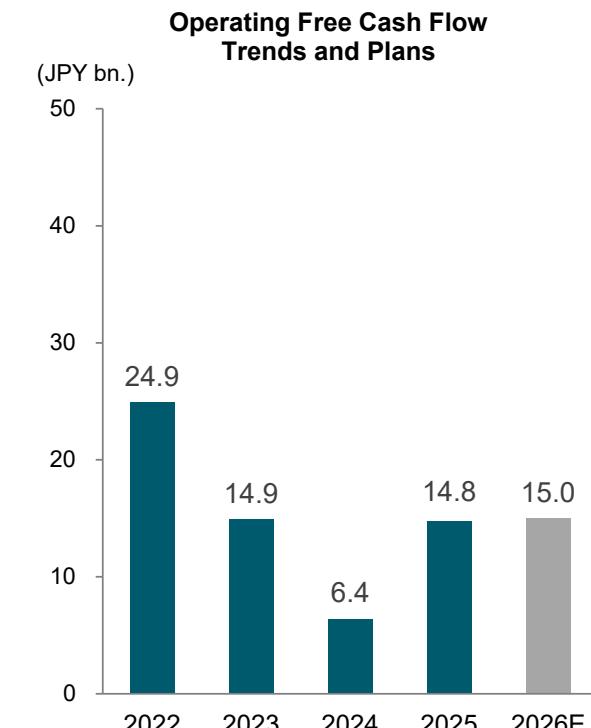


Cash Flows

DMG MORI

- Operating free cash flow FY2025: JPY 14.8 billion surplus
- Operating free cash flow FY2026 forecast: JPY 15.0 billion surplus, driven by higher advance payments from recovering orders and inventory reductions

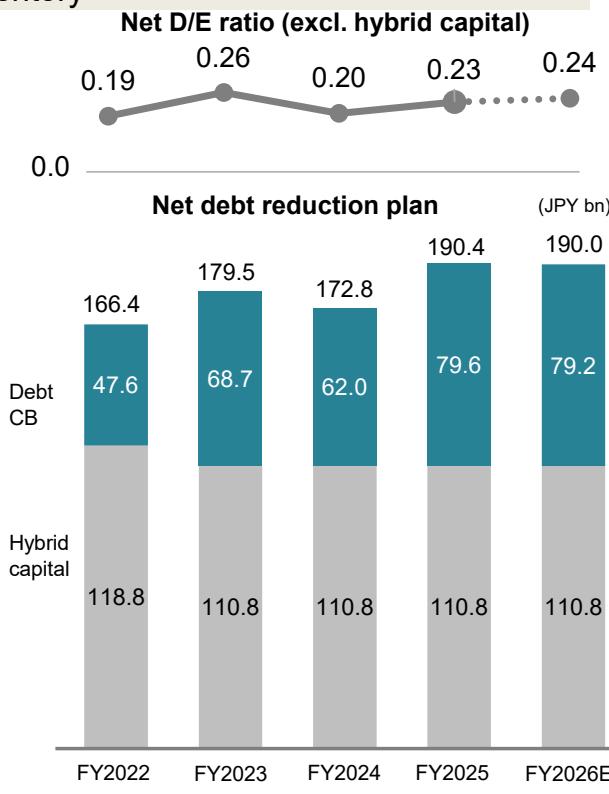
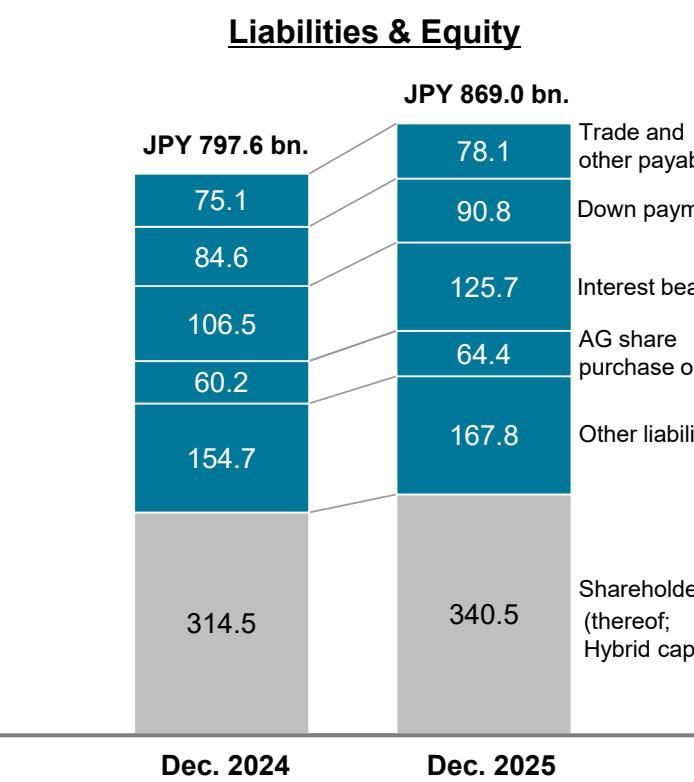
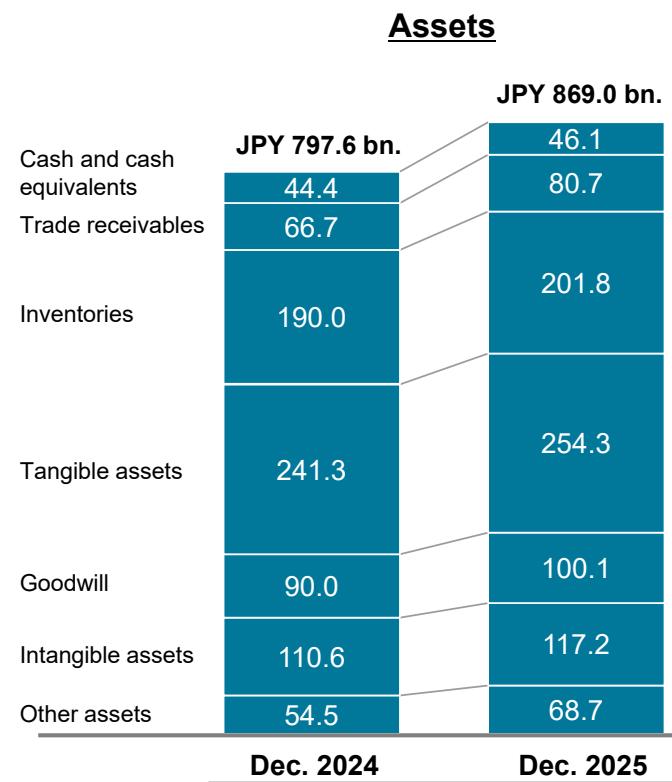
(JPY bn.)	2024					2025					2026E	
	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY		FY
Operating cash flow	9.5	-9.4	11.0	33.6	44.6	-3.8	5.1	-1.5	26.2	26.0		15.0
Profit before taxes	11.0	10.4	3.8	11.9	37.1	0.4	2.9	3.6	4.0	10.9		
Depreciation & amortization	7.4	7.8	7.8	8.5	31.5	8.1	8.3	8.5	9.7	34.6		
Changes in working capital	0.1	-13.8	1.4	11.8	-0.5	-4.6	-0.2	-6.5	5.6	-5.7		
Others	-9.0	-13.8	-2.0	1.4	-23.5	-7.7	-5.9	-7.1	6.9	-13.8		
Investment cash flow	-10.6	-6.4	-9.6	-11.7	-38.2	-5.1	-6.0	9.6	-9.8	-11.2		
Operating free cash flow	-1.1	-15.8	1.4	21.9	6.4	-8.9	-0.9	8.1	16.4	14.8		15.0



Balance Sheet Summary

DMG MORI

- Total assets inflated by JPY 53.0 bn. affected by translation of DMG MORI AG's total assets of approx. EUR 2.7 bn. with weakened JPY (A decline of 19 yen against euro compared to end of 2024)
- Net D/E ratio remains low at 0.23. For FY2026, continues to focus on saving capex and reduction in inventory



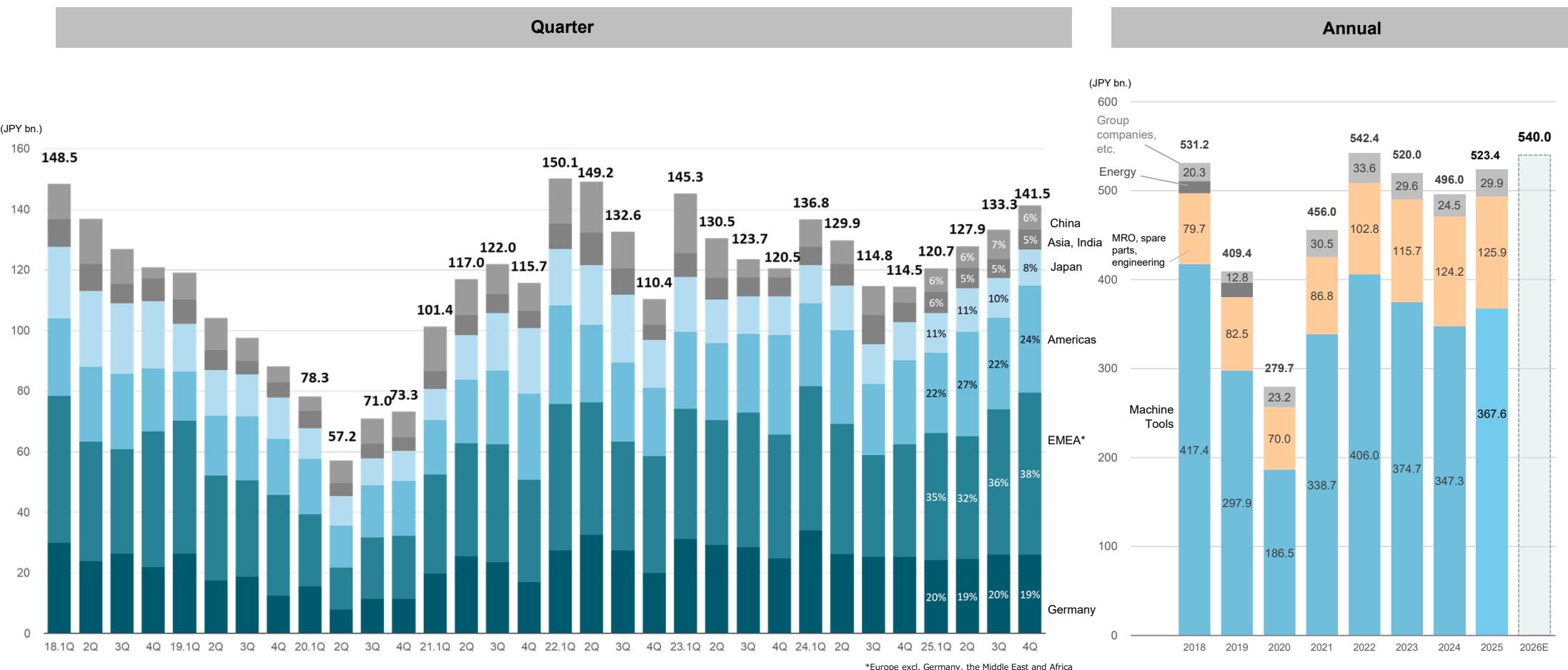
	Dec. 2024	Dec. 2025	Dec. 2024	Dec. 2025
Current rate (EUR / JPY)	164.9	184.3	Equity ratio	39.4% 39.2%
			Net debt	JPY 62.0 bn. JPY 79.6 bn.
			Net D/E ratio	0.20 0.23

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Trend of Consolidated Orders

DMG MORI

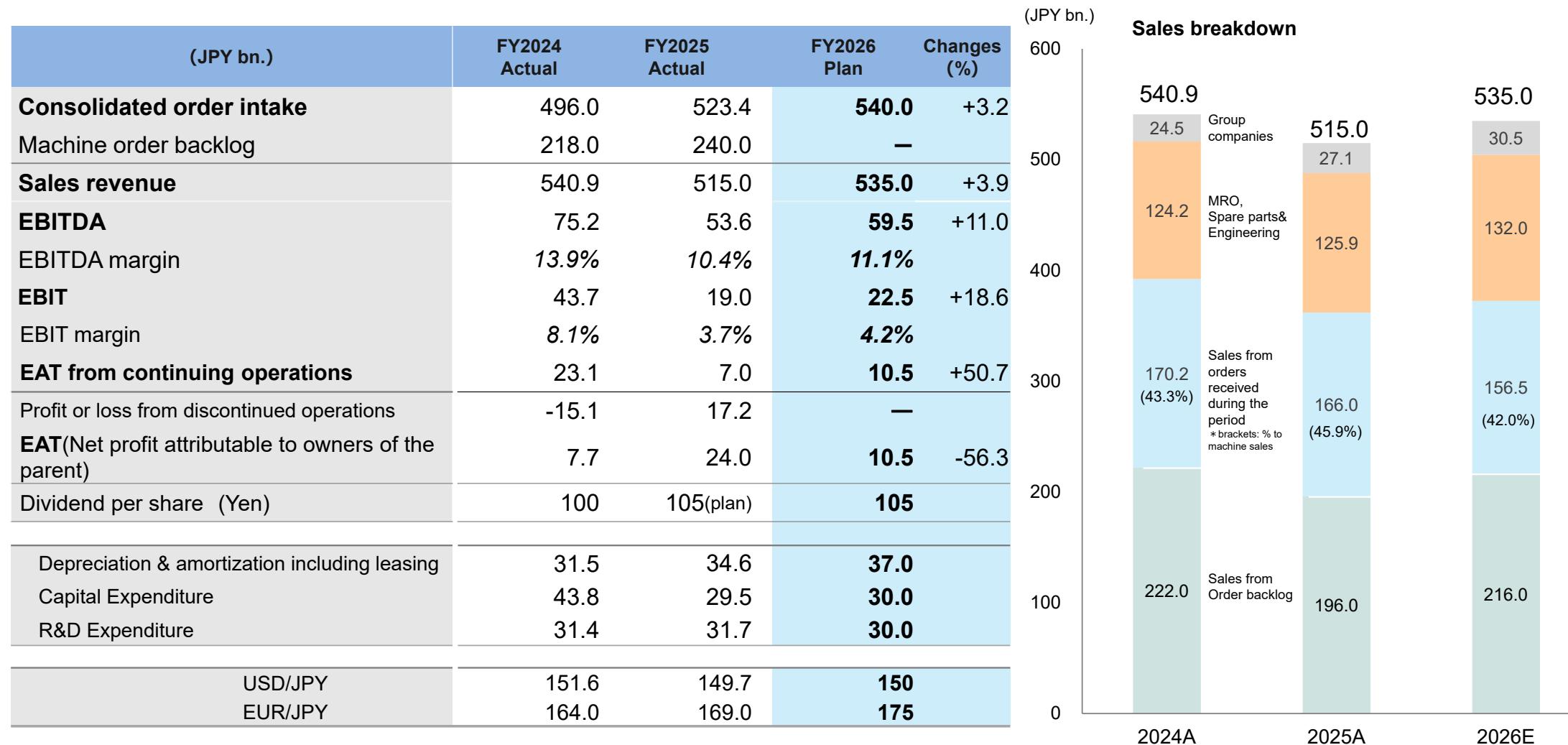
- 4Q (Oct–Dec) consolidated orders: JPY 141.5 billion, +23.5% YoY (vs. Oct–Dec 2024)
- By region: strong demand in EMEA and USA. By industry: solid demand from aviation, space, defense, power generation, energy, data processing, semiconductors, and telecommunications sectors



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Outlook for FY2026

DMG MORI



Sales revenue growth

- Penetration of growing fields (Defense, Data-related, Medical, Energy, etc.)
- Further enhancement of MX (5-axis machines, mill-turn center, automation, full-turnkey and AI products)
- Lifecycle DMQP: Driving sales through *my* DMG MORI
- Increase in engineering revenue
- Deployment of BX machines (basic machines)

Cost management

- Productivity improvement and rapid value creation through generative AI
- Thorough efficiency improvement in indirect operations
- MRO / AI agents
- QCD optimization with improved production & in-house technology

Finance

- Reduction of inventory and increased collection of down payments to improve net working capital
- Introduction of processes to optimize cash, inventory, and HR globally

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Open House Pfronten 2026 (Director Bader)

DMG MORI

Date: January 26 – February 6, 2026

Location: Pfronten factory, Germany





DMU 65 H monoBLOCK 2nd Generation

Equipped with a swiveling rotary table supporting a maximum work size of $\varnothing 840 \text{ mm} \times 770 \text{ mm}$.



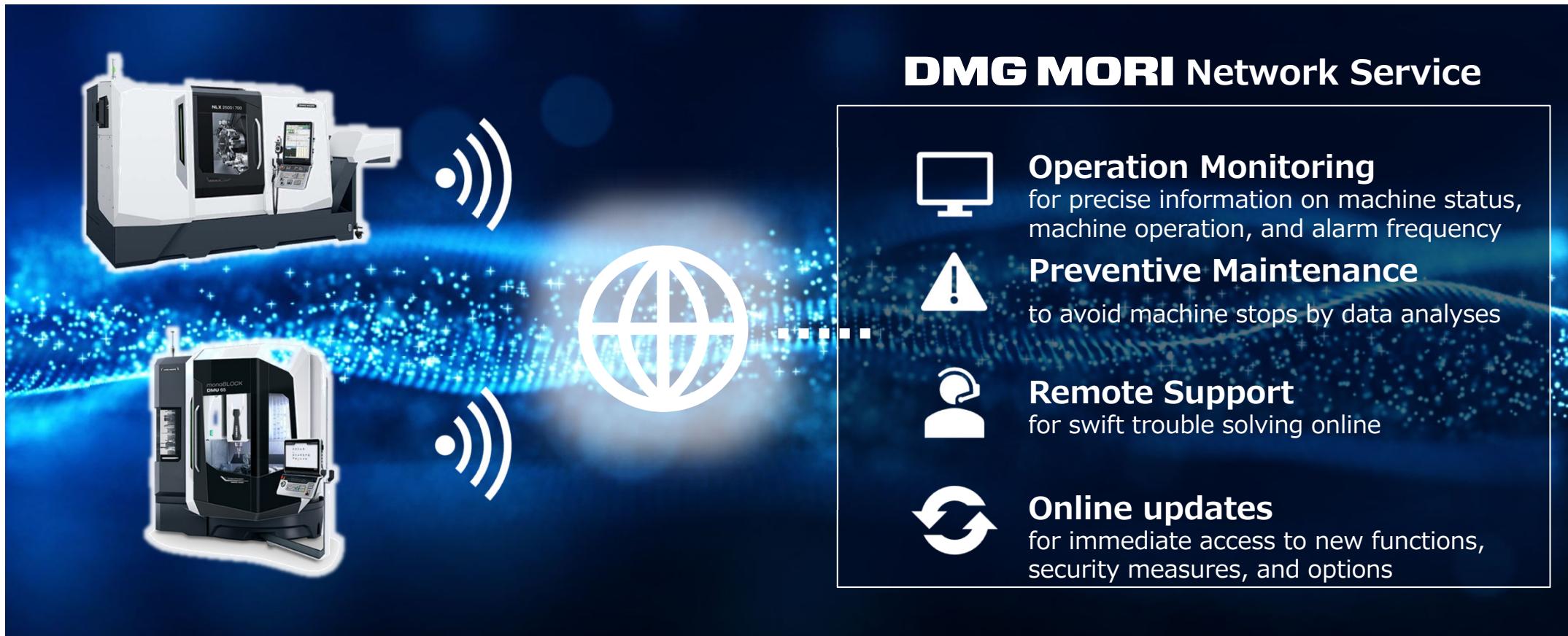
LASERTEC 65 DED hybrid 2nd Generation

Hybrid machine combining 5-axis machining and additive manufacturing. Supports workpieces 170% larger than the 1st Generation model.



CTX 450 4A

Medium size turning center with two turrets.
Higher productivity through parallel machining.



DMG MORI Network Service



Operation Monitoring

for precise information on machine status, machine operation, and alarm frequency



Preventive Maintenance

to avoid machine stops by data analyses



Remote Support

for swift trouble solving online



Online updates

for immediate access to new functions, security measures, and options

- ✓ Will be available as standard on all CELOS X machines by 2027
- ✓ Target: 95% network connection in supported regions*

*Starting with EMEA, Japan, and the U.S. in 2026. Other countries/regions are planned.

Grand Opening of the Training Center in Pfronten (EO Nöß)

DMG MORI



- + **Modern training center on 4,500 m² and three floors**
- + **Capacity for 150 trainees**
- + **State-of-the-art equipment:**
 - **Industry 4.0 facility:**
Networked production facility with Cobot and Robotino® (driverless transport system)
 - **Training system for control and drive technology**
 - **Virtual welding**
 - **3D printing**
 - **Machine learning using a camera**
 - **DMG MORI machinery:**
FP4, NEF 360 LZ, DMU 75 monoBLOCK II, DMC 75 monoBLOCKII with PHCell

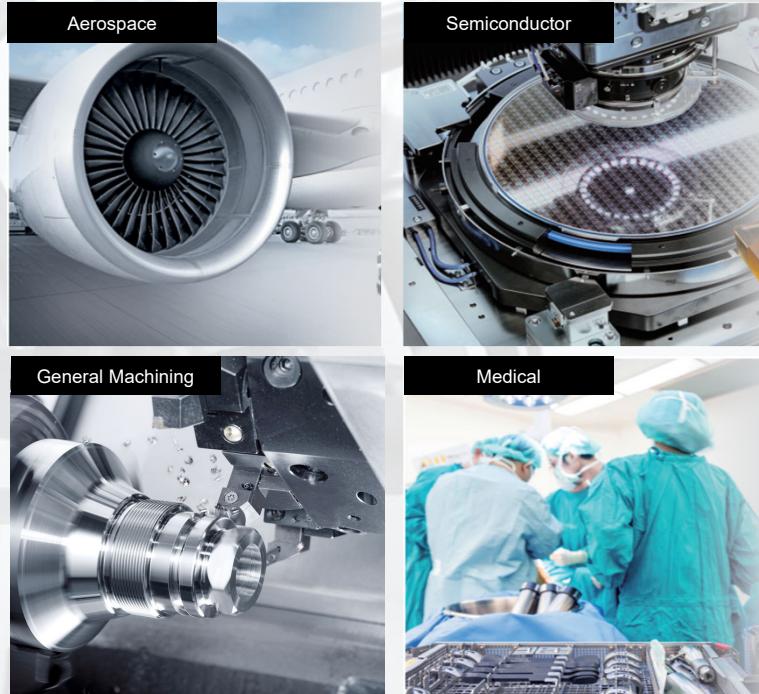
„Investing in people means investing in our future.“

*Robotino is a registered trademark of Festo SE & Co .KG in Germany.

✓ European machine tool demand remains structurally resilient

- + Euro area recovery **gradual**, automotive still weak — but **core precision industries** stabilizing
- + DMG MORI delivers the **full spectrum of integrated manufacturing and automation solutions** from a single source.
- + Our **MX Strategy is driving value** exactly in the high-precision industries now regaining momentum.

Demand returning in technology-driven manufacturing segments



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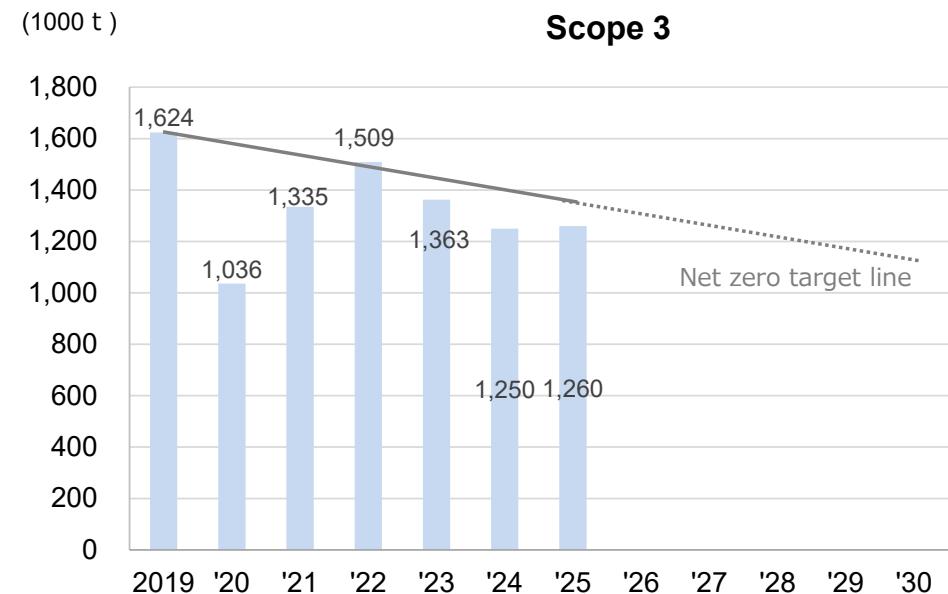
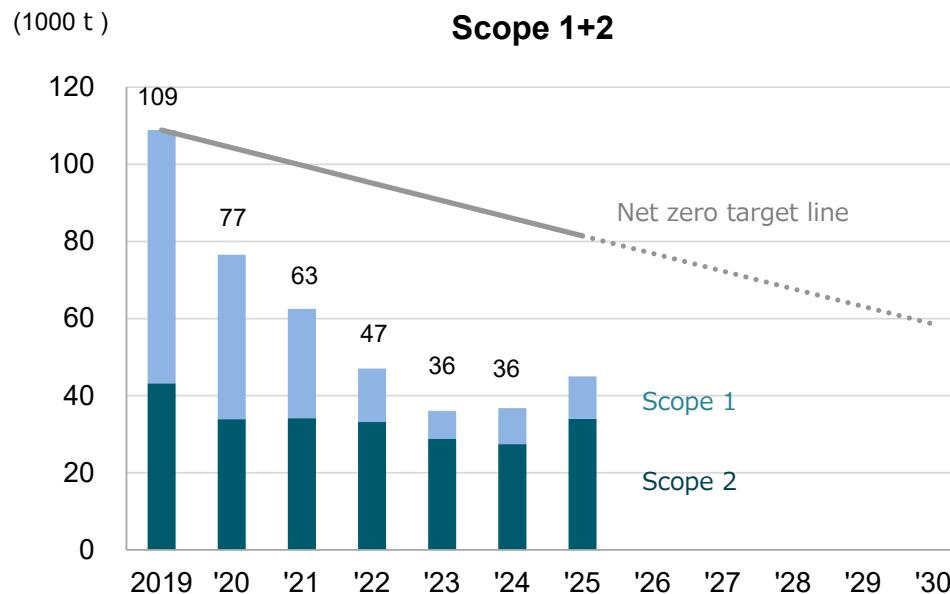
 **CDP2025**

- Earned a place on the A-List for climate actions for the 2nd year
- Received an “A” rating for managing water risks for the first time



 **CO₂ Footprint**

*Figures for 2025 are estimates prior to third-party assurance.



Partner Award 2026 (EO Echtler)

DMG MORI

- ✓ Hosting “Partner Summit” every two years to strengthen collaborative relationship with our partners
- ✓ Six suppliers with the DMG MORI Partner Award – a special recognition for their outstanding performance



Categories	Awardees
Technology Performance	DR. JOHANNES HEIDENHAIN GmbH
Quality	OGAKIE Machinery Corporation
Delivery Performance	HAWE Hydraulik SE
Innovation	SKF
Digitization	Microsoft Deutschland GmbH
Sustainability	Phoenix Contact GmbH & Co. KG

Corporate Governance: FY2026 Board Members – 15 members in total

(Subject to approval at the Annual General Meeting of Shareholders to be held on March 27, 2026)

DMG MORI

Internal Directors



Masahiko Mori
Representative Director
President



Hiroaki Tamai
Executive Vice President, Director
in charge of Administration and
Production



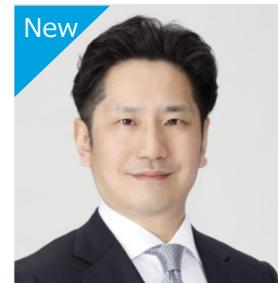
Makoto Fujishima
Executive Vice President,
Director in charge of R&D
and Quality



Alfred Geißler
Vice President, Director in charge of
DMG MORI AKTIENGESELLSCHAFT



Irene Bader
Director in charge of Global Corporate
Communication and Global HR



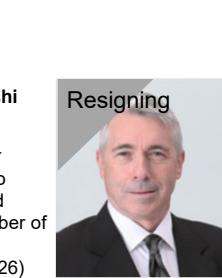
Keiichi Ota
Director
CFO / CIO / Sales



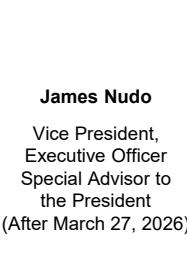
Resigning



Resigning



Resigning

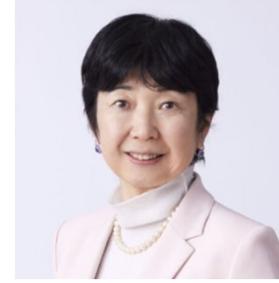


James Nudo
Vice President,
Executive Officer
Special Advisor to
the President
(After March 27, 2026)

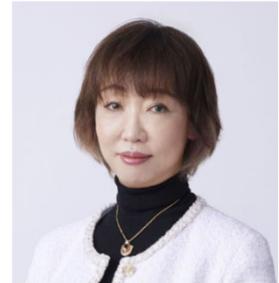
External Directors



Takashi Mitachi
Former Japan Co-chair, The Boston
Consulting Group



Makoto Nakajima
Attorney at law
Former Commissioner, Japan
Patent Office



Hiroko Watanabe
President, Fuji Electronics
Industry Co., Ltd.



Yasuhiro Kakinuma
Professor, Faculty of Science and Engineering,
Keio University
(Department of System Design Engineering)

Corporate Auditor



Masahiro Yanagihara



Yoshinori Kawamura
Former President,
Sumitomo Mitsui Finance
and Leasing Company,
Limited

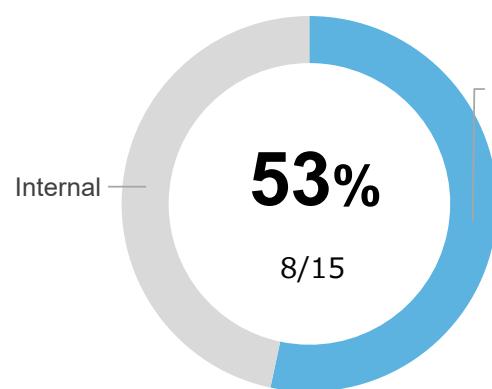


Takahiro Iwase
Former President,
TOYOTA AUTO BODY
CO., LTD.

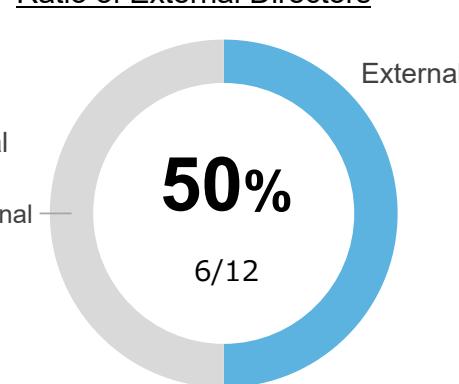
✓ **Board of Directors** : Ratio of External Directors 42%→50%

(To be approved at the Annual General Meeting of Shareholders on March 27, 2026)

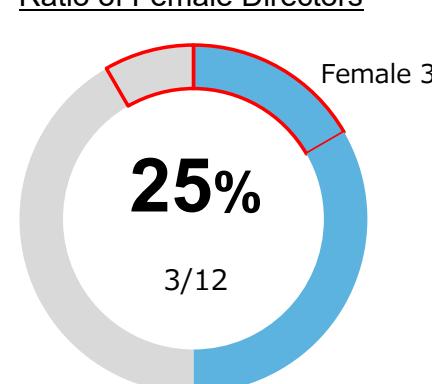
Ratio of External Board Members
(incl. Auditors)



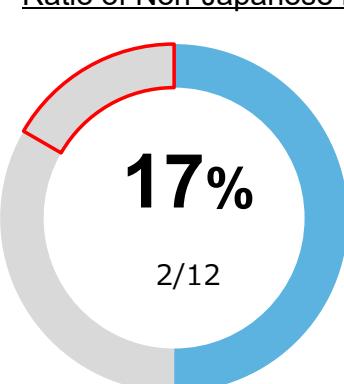
Ratio of External Directors



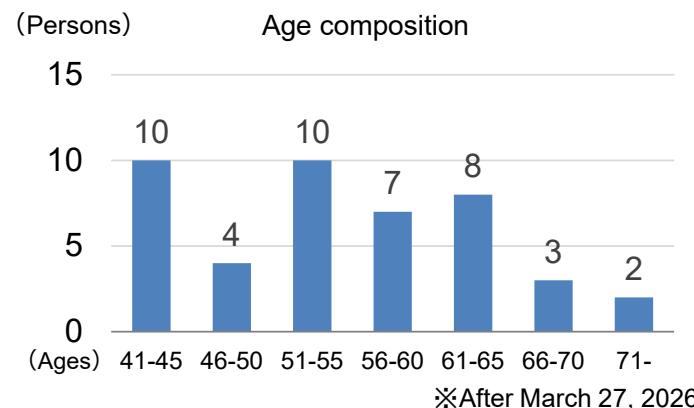
Ratio of Female Directors



Ratio of Non-Japanese Directors



✓ **Executive Officers** : Proactive involvement of leaders from overseas Group companies, leaders in their 40s, etc.



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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