

May 8, 2025



# Financial Results for FY3/2025

(April 2024 - March 2025)

**komatsumateRe**

KOMATSU MATERE Co.,Ltd.

# **(1) Summary of Financial Results for FY3/2025**

(2) Forecast for FY3/2026

(3) Progress of Medium-Term  
Management Plan KFW2026

# Summary of financial results for FY3/2025

(Millions of yen)

Item	FY3/2024 Results	FY3/2025 Results	Change	
			Amount	%
Net sales	36,670	<b>39,526</b>	2,855	7.8
Operating profit	1,856	<b>2,181</b>	324	17.5
Ordinary profit	2,643	<b>2,838</b>	195	7.4
Profit attributable to owners of parent	1,843	<b>2,934</b>	1,091	59.2

Net assets per share	943.89yen	<b>998.19yen</b>
Net income per share	46.03yen	<b>73.42yen</b>

Average exchange rate	USD	144.59yen	<b>152.62yen</b>
	EUR	156.75yen	<b>163.88yen</b>

# Segment breakdown of consolidated results

(Millions of yen)

Segment	Net sales				Operating profit			
	Previous fiscal year Results	FY3/2025 Results	Change		Previous fiscal year Results	FY3/2025 Results	Change	
			Amount	%			Amount	%
Textile Business	36,147	39,015	2,867	7.9	1,775	2,102	327	18.4
Fashion fabrics	26,479	29,030	2,550	9.6	1,750	2,000	250	14.3
Highly functional fabrics	8,290	8,556	265	3.2				
Product Division	1,378	1,429	51	3.7	25	102	77	308.0
Other Businesses	522	511	-11	-2.3	81	79	-2	-2.5
Total	36,670	39,526	2,855	7.8	1,856	2,181	324	17.5

## <Comments >

### ● Fashion fabrics

Fashion, including European luxury brands and Middle Eastern ethnic costumes, increased. North American and domestic fashion were particularly strong.

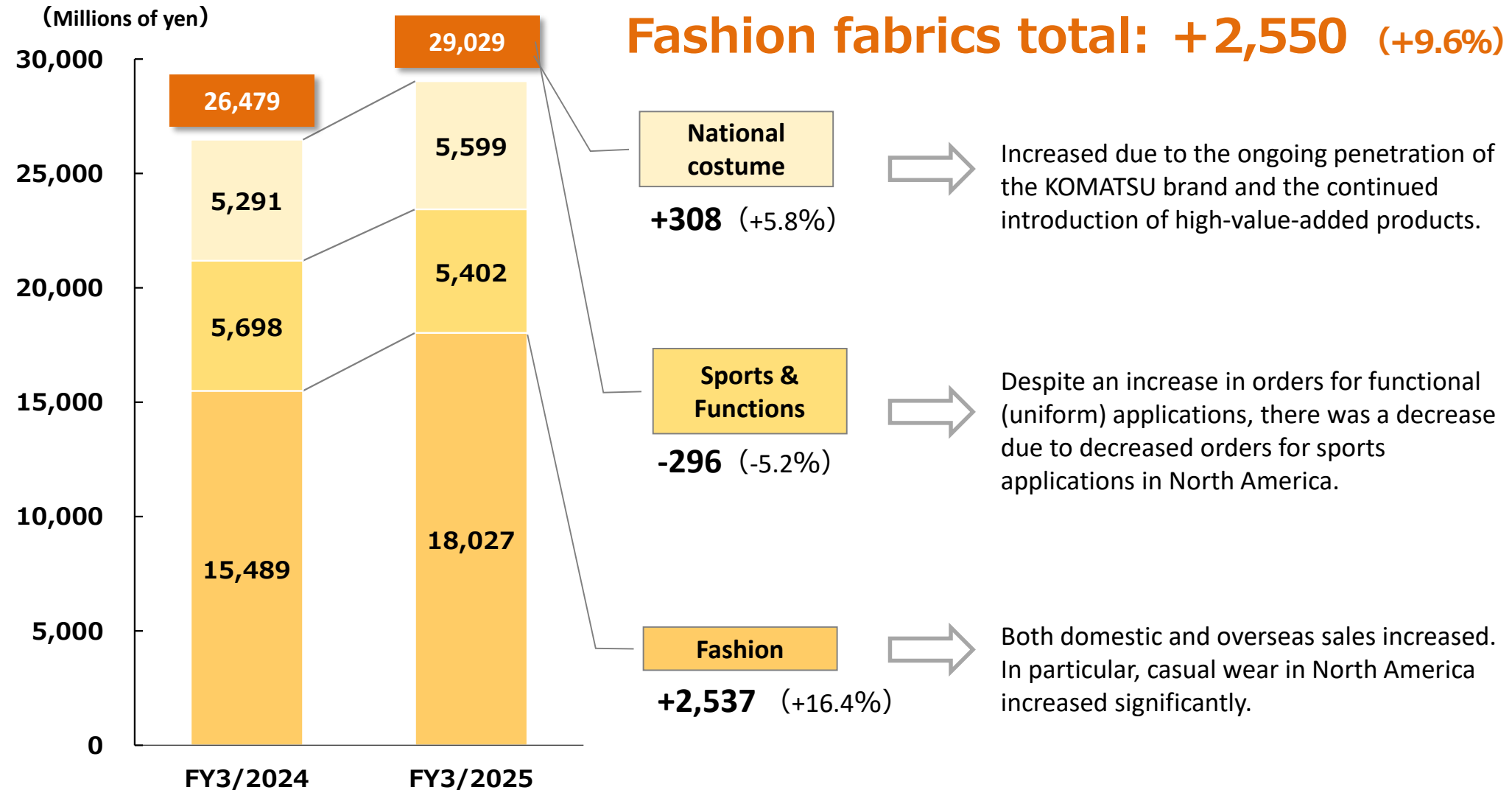
### ● Highly functional fabrics

Although the Company withdrew from unprofitable businesses, orders in the vehicle and Living-related materials field remained strong due to increased orders.

### ● Product Division

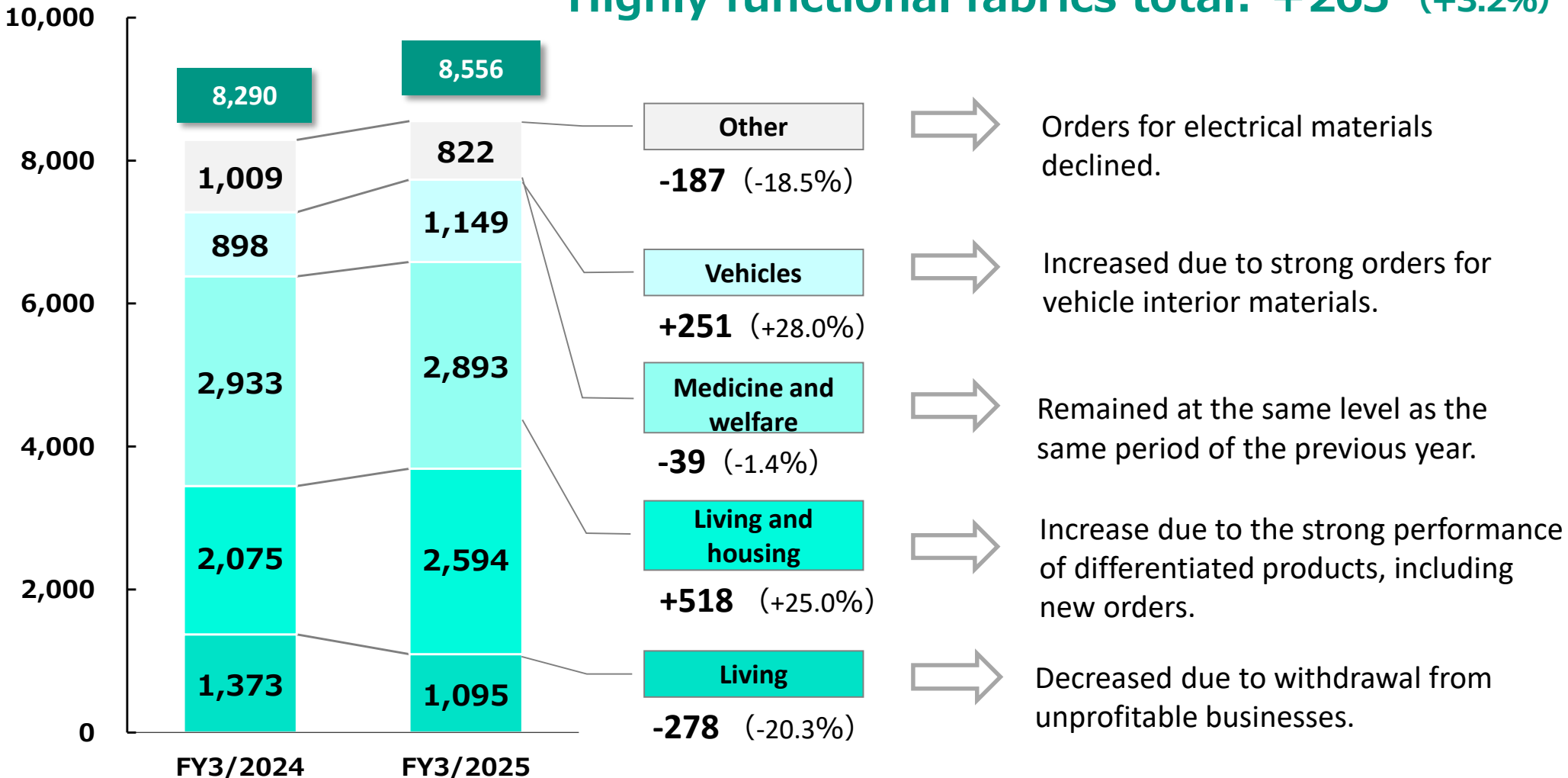
Increased due to strengthened sales structure and market penetration of the Company's product brands.

# Textile Business (Fashion fabrics division)



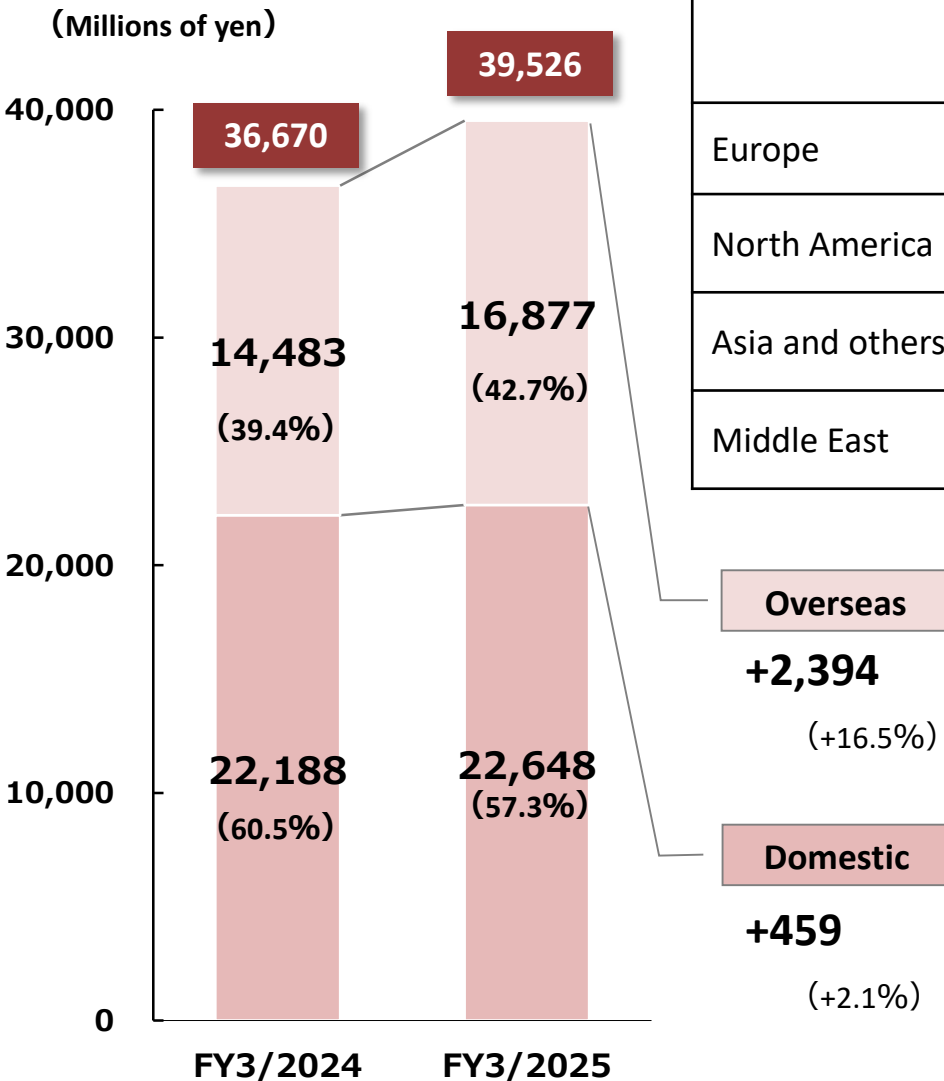
## Highly functional fabrics total: +265 (+3.2%)

(Millions of yen)



# Sales by market (domestic and overseas)

(Millions of yen)



	FY3/2024	FY3/2025	Change (Amount)	Change (%)
Europe	3,840	3,836	-3	-0.1
North America	3,386	5,086	1,699	50.2
Asia and others	2,158	2,611	453	21.0
Middle East	5,097	5,343	245	4.8

## <Comments>

### ● Overseas markets

<Europe>Although fashion, including luxury brands, increased, the sports sector declined and remained steady.

<North America>Fashion sales to Canada increased significantly.

<Asia & others>Fashion sales to China and Australia increased.

<Middle East>The penetration of the KOMATSU brand is progressing, and ethnic costumes are increasing due to the continued introduction of high-value-added products.

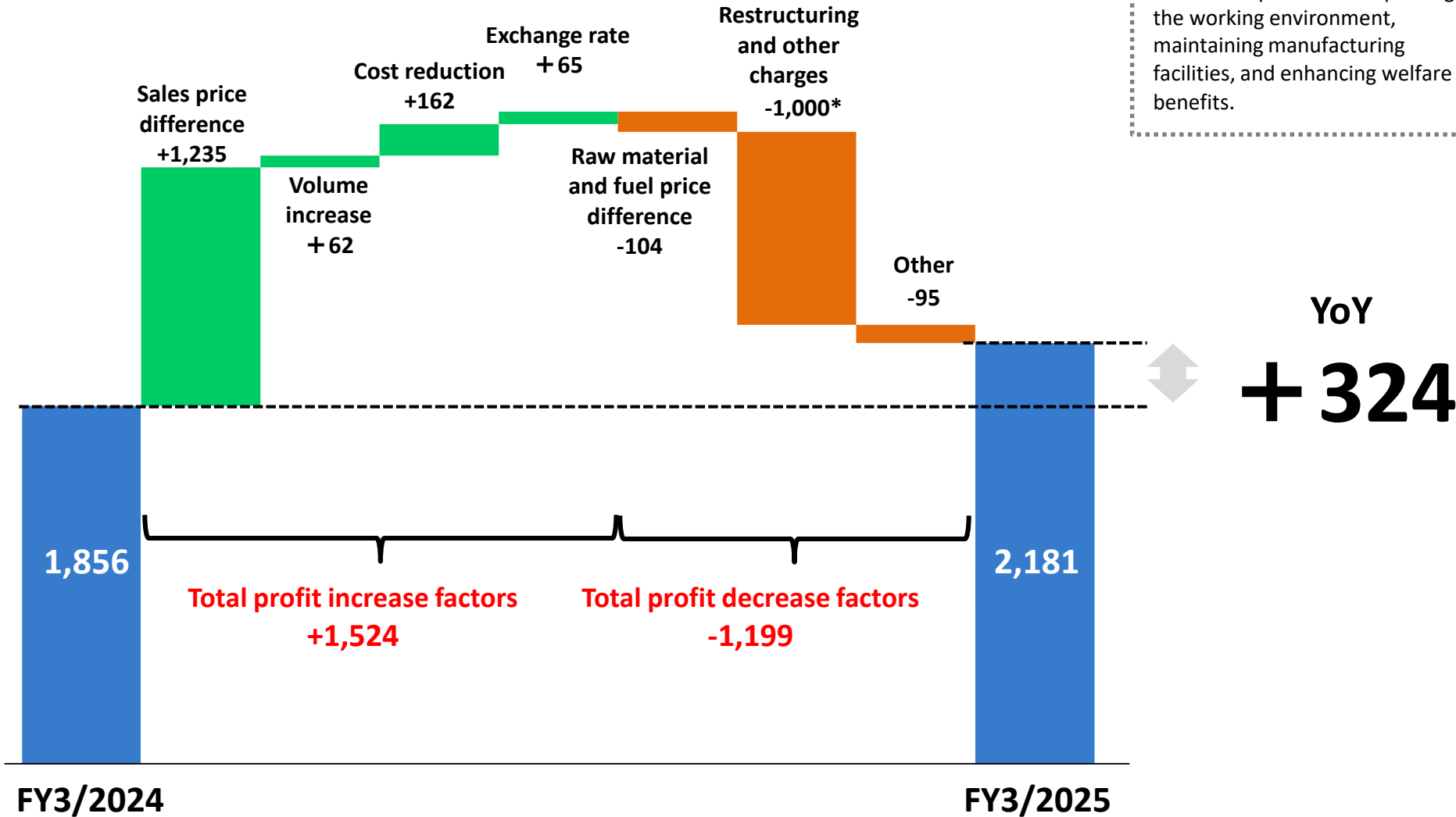
### ● Domestic market

Sales to major SPAs remained strong.

# Analysis of changes in operating profit

(Millions of yen)

\* Includes expenses for improving the working environment, maintaining manufacturing facilities, and enhancing welfare benefits.





# Dividends from surplus

- ◆ The Company considers returning profits to shareholders to be one of its most essential tasks and has a basic policy of paying stable dividends continuously.
- ◆ The dividend payout ratio is targeted to be 40% or more of net profit.

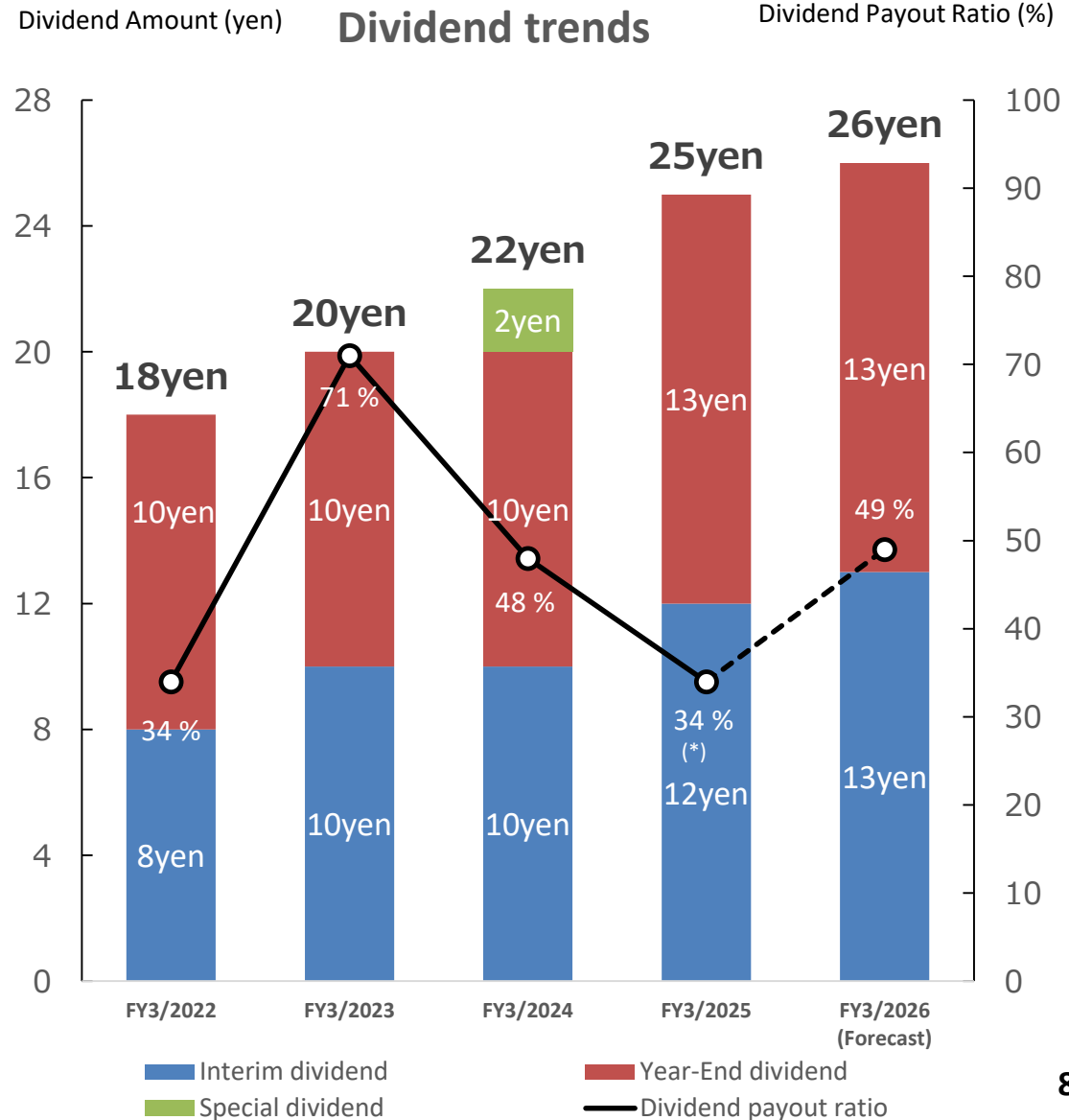
● The year-end dividend for the current fiscal year has been set at 13 yen per share. Combined with the interim dividend for the current fiscal year, the annual dividend will be 25 yen per share, a 3 yen increase from the previous fiscal year.

● Total year-end dividend: 517,269,935 yen

● Effective date of dividend payment  
June 23, 2025 (Monday)

● The dividend payout ratio for the current fiscal year is 34% (\*).

(\*) The dividend payout ratio, excluding extraordinary gains from the liquidation of related companies, is 45%.



- (1) Summary of Financial Results for FY3/2025
- (2) Forecast for FY3/2026**
- (3) Progress of Medium-Term Management Plan KFW2026

# FY3/2026 Financial forecast

(Millions of yen)

Item	FY3/2025 Results	FY3/2026			Change (Full year comparison)	
		First half forecast	Second half forecast	Full year forecast	Amount	%
Net sales	39,526	20,000	21,000	41,000	1,473	3.7
Operating profit	2,181	850	1,350	2,200	18	0.9
Ordinary profit	2,838	1,100	1,600	2,700	-138	-4.9
Profit attributable to owners of parent	2,934	850	1,250	2,100	-834	-28.4

Net income per share	73.42yen
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52.99yen
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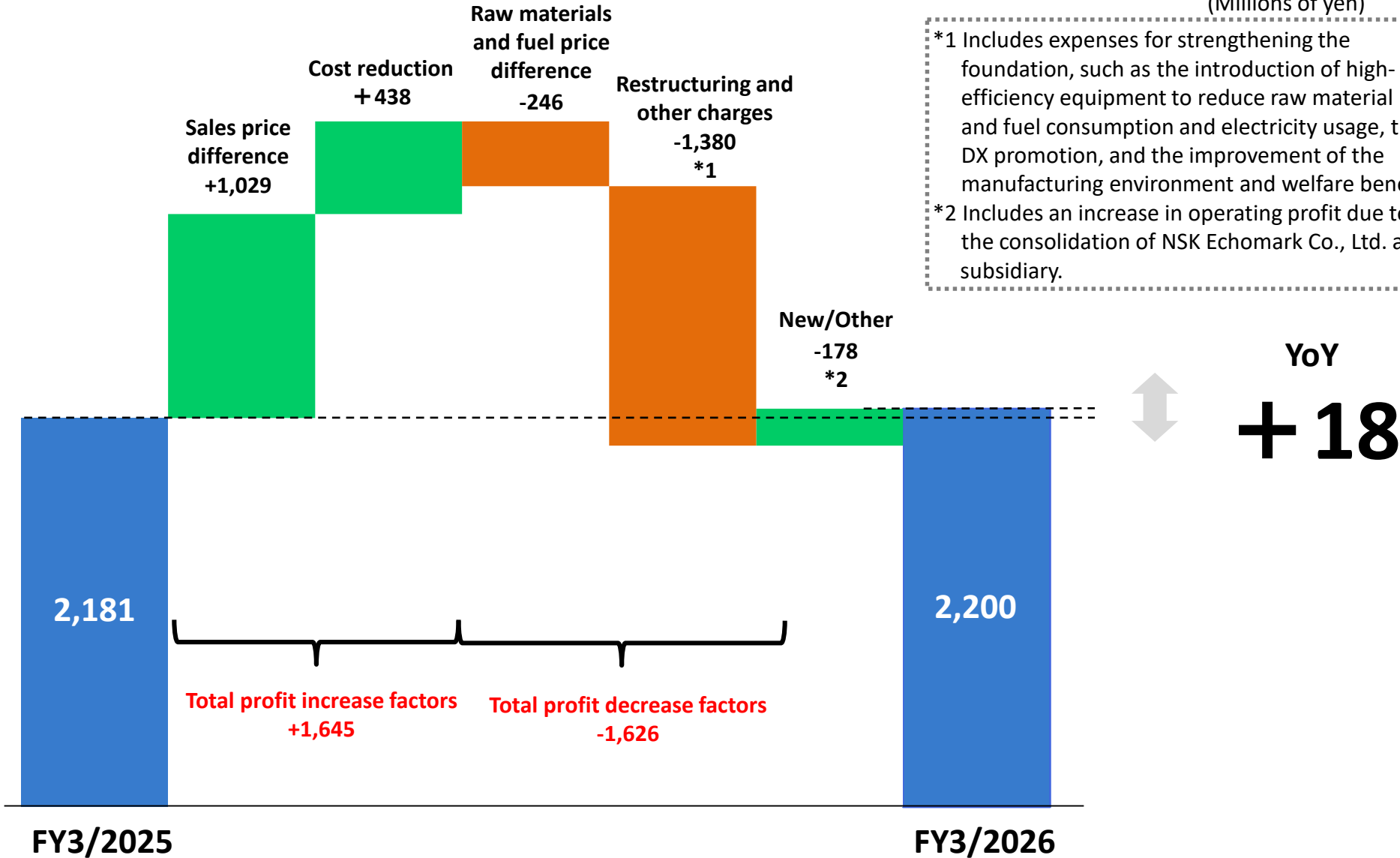
Average exchange rate	USD	152.62yen
	EUR	163.88yen

145.00yen
153.70yen

# Analysis of changes in operating profit

(Millions of yen)

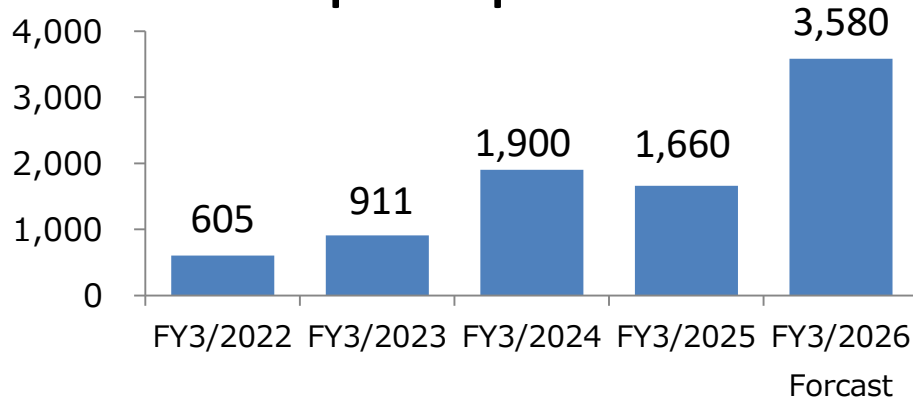
\*1 Includes expenses for strengthening the foundation, such as the introduction of high-efficiency equipment to reduce raw material and fuel consumption and electricity usage, the DX promotion, and the improvement of the manufacturing environment and welfare benefits.  
 \*2 Includes an increase in operating profit due to the consolidation of NSK Echomark Co., Ltd. as a subsidiary.



# Capital expenditures and depreciation expenses trend

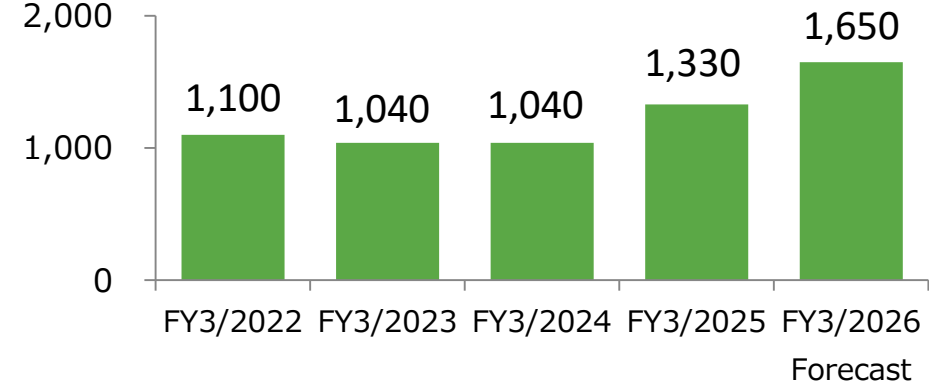
(Millions of yen)

## Capital expenditures



(Millions of yen)

## Depreciation expenses



## Capital expenditures breakdown

(Millions of yen)

Item	FY3/2025 Results	FY3/2026 Forecast
Manufacturing-related investment	650	1,731
Development-related investment	60	120
Environment-related investment	690	860
System-related investment	80	190
Other	180	679
<b>Total</b>	<b>1,660</b>	<b>3,580</b>

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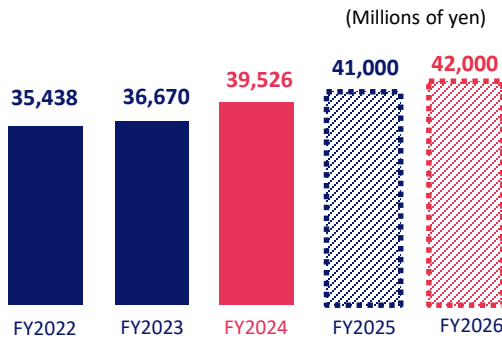
# Results and numerical targets of the medium-term management plan

## Consolidated financial highlights

### Net sales

**39,526** million yen

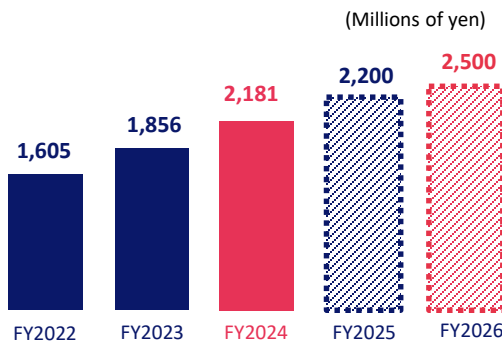
YoY  
+7.8%



### Operating profit

**2,181** million yen

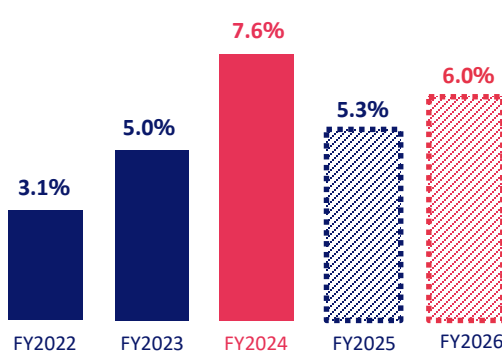
YoY  
+17.5%



### ROE

**7.6%**

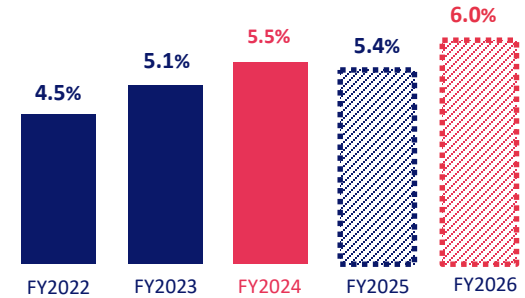
YoY  
+2.6p



### Operating profit margin

**5.5%**

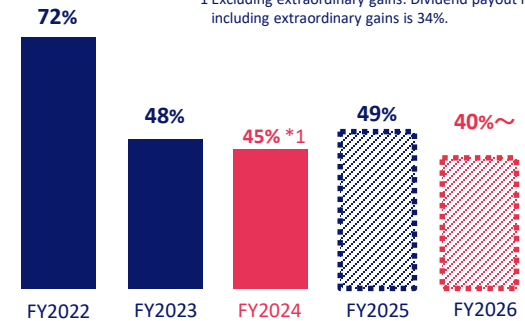
YoY  
+0.4p



### Dividend payout ratio

**45%** \*1

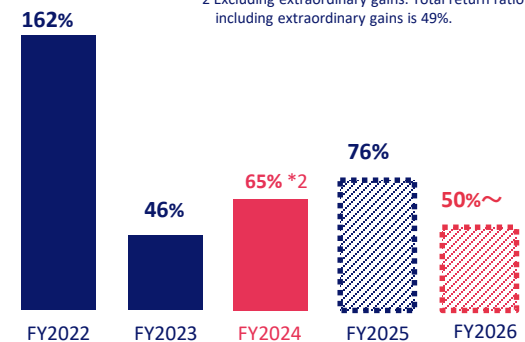
\*1 Excluding extraordinary gains. Dividend payout ratio including extraordinary gains is 34%.



### Total return ratio

**65%** \*2

\*2 Excluding extraordinary gains. Total return ratio including extraordinary gains is 49%.



KFW-2026

Slogan

Art in Technology

Enriching people and society with technology and sensitivity

Business areas

1

Expansion of overseas business

Fashion apparel and non-apparel fields

2

KOMATSU MATERE Method  
Promotion of sustainable products and businesses

3

Promotion of finished products businesses

Strengthening of foundations

4

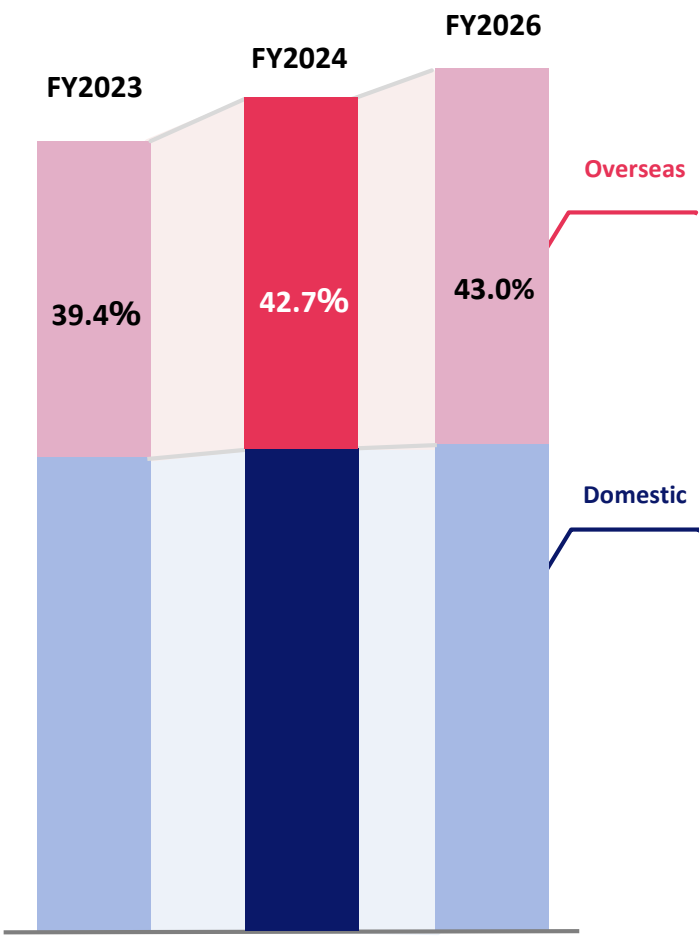
Enhancement of human resource development and engagement

5

Improvement of manufacturing environments and welfare benefits



Ratio of domestic and overseas sales



## Solo booth at the Milan Unica Exhibition in Italy

We exhibited at “Milano Unica,” the world's leading fabric exhibition held in Milan, Italy. We were **the first non-European company to be granted a solo booth**. We showcased products with a focus on environmental considerations.

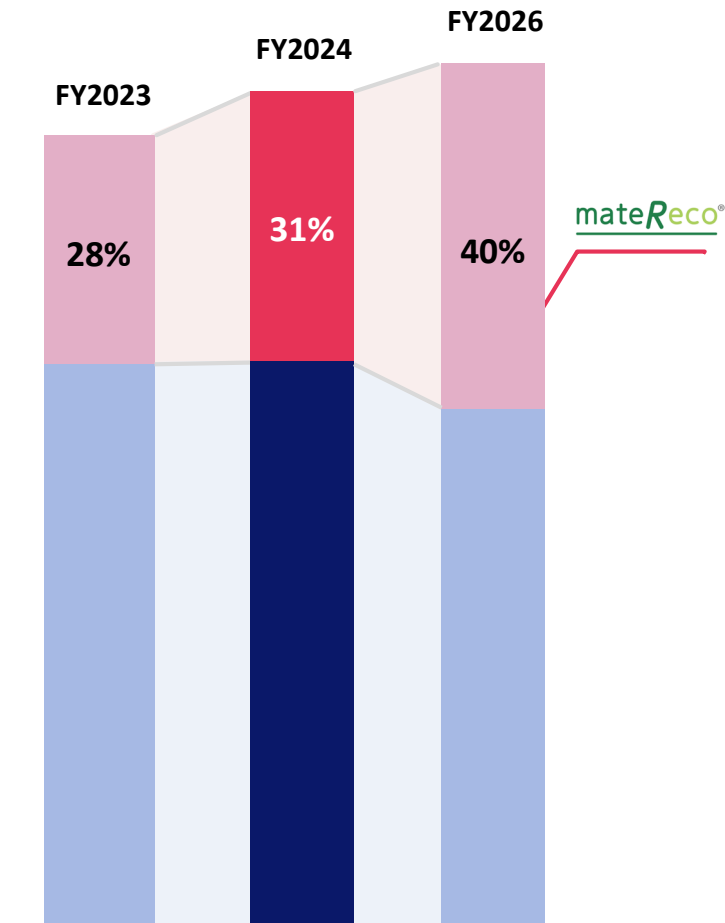


## Establishment of a new company in China

With the aim of improving product quality and providing technical cooperation and guidance, we have established a new company in China, **KOMATSU MATERE (SUZHOU) TRADING CO., LTD.** We will build a solid foundation for producing and selling high-quality, high-value-added products both in Japan and overseas.

# Medium-term management plan: “Promotion of sustainable products and businesses”

## Ratio of environmentally considerate materials “mateReco®” to total sales



We have newly obtained GRS certification and are working to expand our sustainable business with a focus on “mateReco®”

## ○ GRS Certification Obtained

Our group has been certified by the **GRS (Global Recycled Standard)** since April 2025.

This is the first time that a dyeing and finishing facility in Japan has obtained this certification.

### ■ What is GRS Certification?

An international voluntary standard established by Textile Exchange, a US-based non-profit organization. It sets requirements for third-party certification related to the operation and regulation of recycling, processing and distribution, social and environmental issues, chemical substances, and other areas.



Certified by KE'KEN / KN0051

### ■ International initiatives for sustainable management

In response to growing awareness of sustainability, we have established a new department dedicated to sustainability, the “**QES Department.**” The QES Department will perform the following three areas to maintain and manage our sustainability certifications.

- ① Quality Assurance
- ② Environment & Energy
- ③ Safety & Disaster Prevention

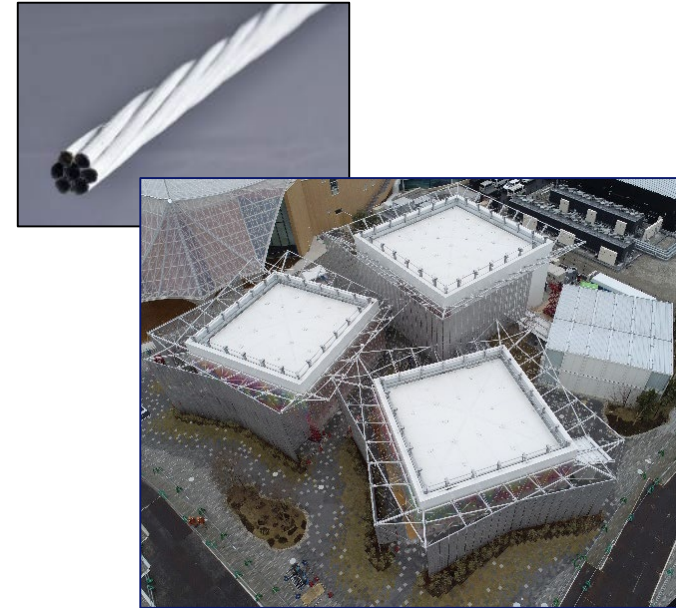


# Medium-term management plan: “Promotion of sustainable products and businesses” ②

## ○ Progress of new business initiatives

### ■ The carbon fiber composite material “CABKOMA Strand Rod”

- We are aiming to obtain certification for a new construction method for reinforcing large steel frame buildings by summer 2026.
- It has been adopted for the first time in Japan as a structural component to bear the long-term load of the building for the “NTT Pavilion” at the 2025 Osaka-Kansai Expo.



Osaka-Kansai Expo NTT Pavilion  
Aerial photo (provided by Okumura Group)

### ■ The bio-based sludge reduction agent “Bellefomer”

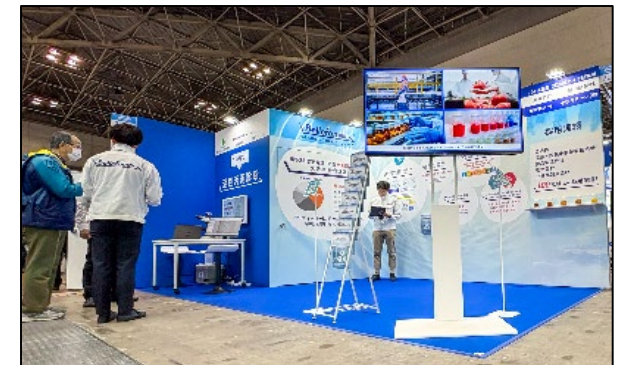
- The sludge reduction effects of “Bellefomer” have been recognized by local governments and companies.

Number of adoptions: 8 (as of March 2024) ⇒ **40** (as of March 2025)

- We have also exhibited at major trade shows, including “InterAqua2025,” one of the largest water business-specific exhibitions in Japan.

### ■ The porous ceramic material “GREEN BIZ”

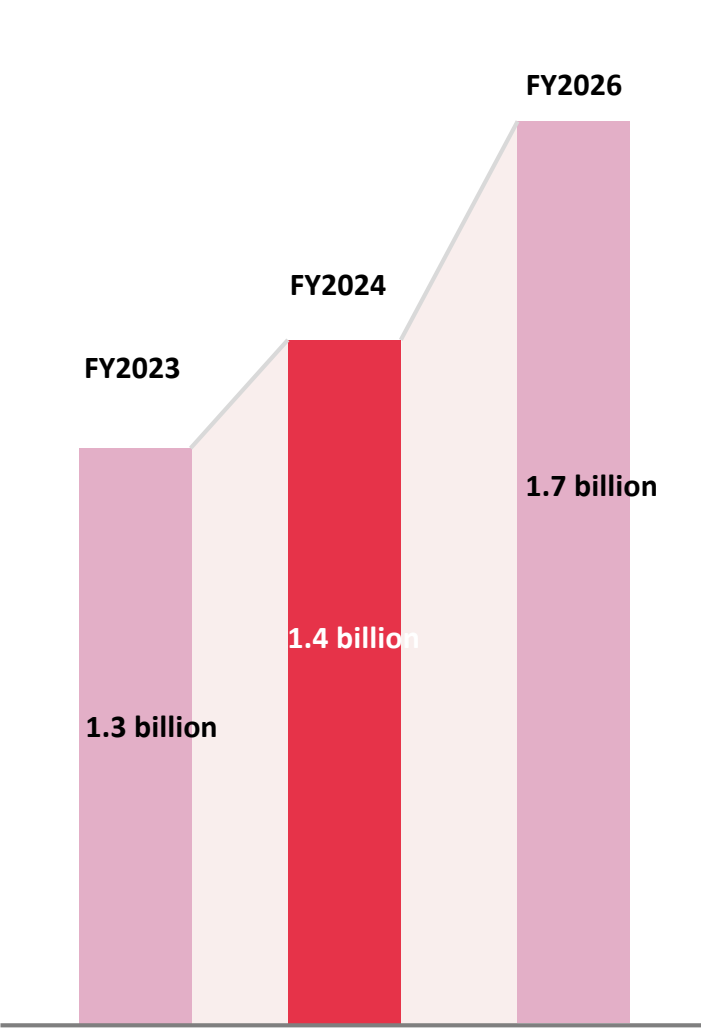
- By adding granular “GREEN BIZ” to the clayey-rich red soil of the Noto region of Ishikawa Prefecture, it has been proven that the soil does not harden even when dry and remains in a moisture-retaining state that allows plants to absorb water easily even when wet.



Scene from “InterAqua2025”

NSK Echomark Co., Ltd. Becomes a Subsidiary

Sales of finished product business



In February 2025, the Company acquired 100% of the shares of NSK Echomark Co., Ltd. (hereinafter referred to as “NSK Echomark”) and made it a subsidiary.

■ Company Overview

Established in 1985, headquartered in Tokyo, with production facilities in Agatsuma, Gunma, we are a textile manufacturer specializing in processing technologies such as silk-screen printing, rubber bonding, embroidery, sublimation transfer, and sewing, primarily in the sports apparel field.

■ Future Business Development

We will promote the expansion and strengthening of our product business, mainly in the sports apparel field, and by maximizing the resources and know-how of the Company and NSK Echomark, we expect to create new value and further strengthen the brand power of the Group. We will also strive to strengthen our corporate brand and improve the quality of our products and services.





# Medium-term management plan “Foundation strengthening initiatives”

## Key indicators related to human capital

Indicator	FY2024 Result	FY2026 Target
Training expenses per employee	<b>13,000 yen</b>	40,000 yen or more
Turnover rate among new graduates (within 3 years of employment)	<b>6.1%</b>	10% or less
Annual paid leave utilization rate Number of days taken / Number of days granted (*) (*) Excluding carryover days, up to a maximum of 20 days	<b>63.1%</b>	70% or more
Employment rate of persons with disabilities	<b>2.3%</b>	3% or more
Male employees' utilization rate of childcare leave	<b>18.8%</b>	50% or more
Proportion of women in managerial and supervisory positions	<b>12.1%</b>	20% or more

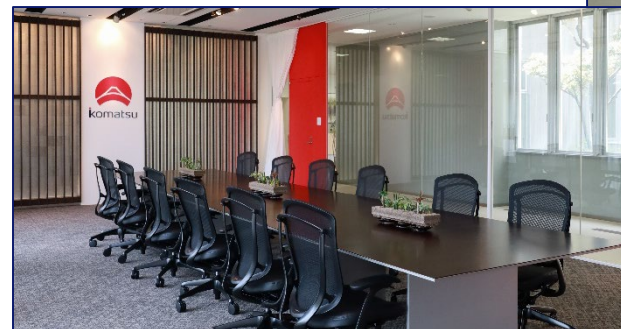
As part of the medium-term management plan's foundation strengthening initiatives, “Enhancing Human Resource Development and Employee Engagement” and “Improving Manufacturing Environments and Enhancing Welfare Benefits,” we have renovated our headquarters building to enhance employee engagement and improve welfare benefits, following the relocation of our Tokyo Sales Office and the renovation and expansion of our Osaka Sales Office.

### ○ Improvement of the workplace environment

We are working to improve the workplace environment so that employees can take pride in where they work, and so that this will lead to increased motivation and retention of talented employees.



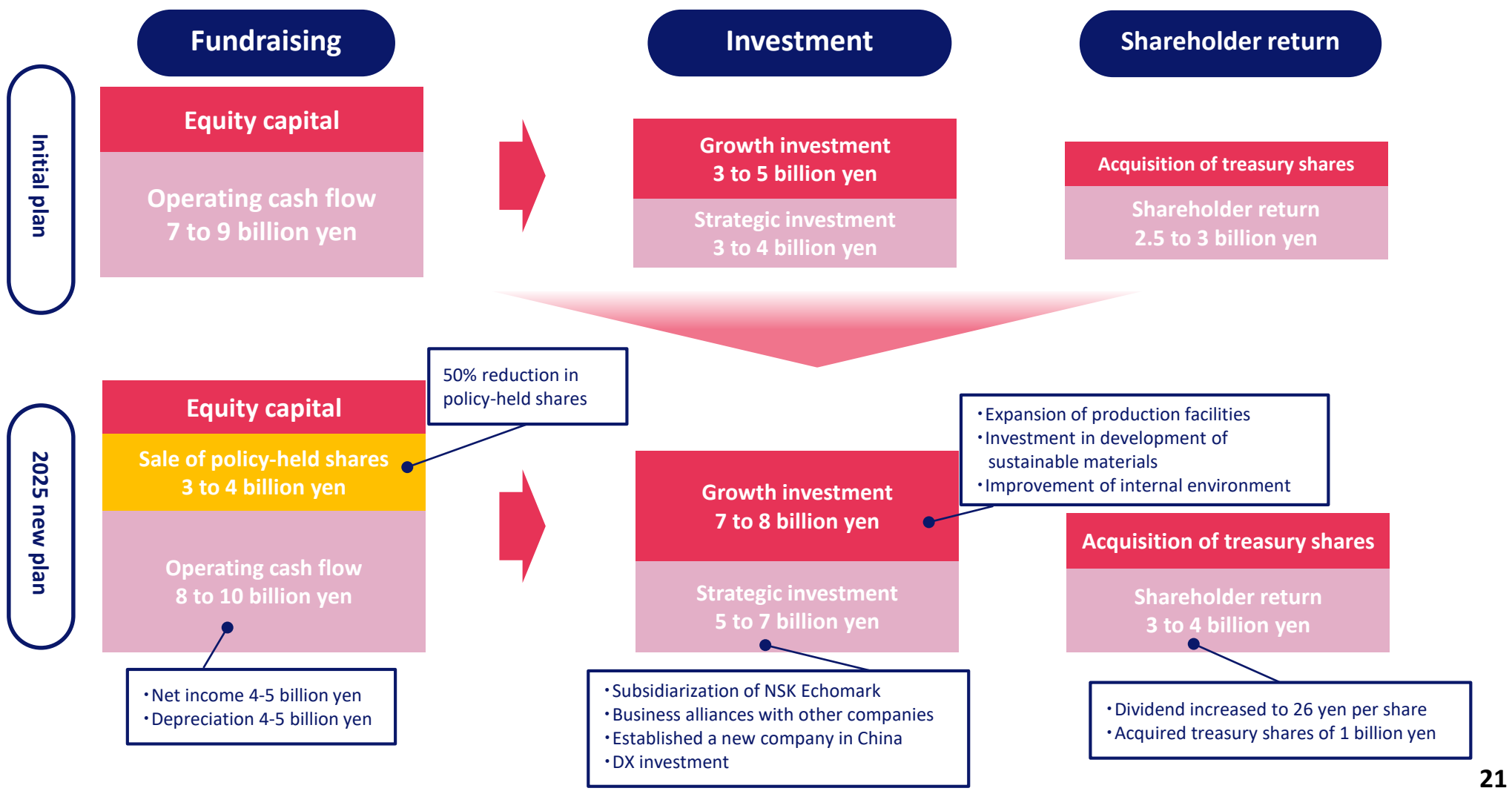
Tokyo Sales Office



Head Office

# About cash allocation

By updating the initial plan of the medium-term management plan "KFW-2026" and effectively utilizing the funds raised through equity capital, operating cash flow, and reduction of policy shareholdings, the Company will achieve further growth, strategic investments, and sustainable shareholder returns through treasury shares buybacks and other means.



# KOMATSU MATERE sustainability vision : SDGs initiatives

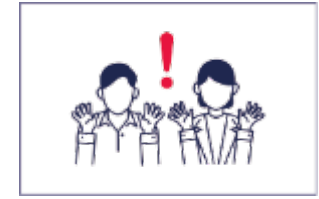
To further accelerate our efforts to achieve a sustainable society, we have revised our environmental targets.



Climate change countermeasures



Contribution to the creation of a recycling-oriented society



Creating excitement for people

Scope of application	KOMATSU MATERE Co.,Ltd. Group (KOMATSU MATERE, KOMAXON)			
Formulation period	FY2021 to FY2030			
Purpose	Item	Base year FY2013	Results FY2024	Target year FY2030
1. Climate change countermeasures	Reduction of greenhouse gas emissions: CO2 weight unit	4.74t-CO <sub>2</sub> /t	-23.5% (3.63t-CO <sub>2</sub> /t)	-46%
2. Contribution to the creation of a recycling-oriented society	① Water reduction: Water weight intensity unit	275m <sup>3</sup> /t	-30% (193m <sup>3</sup> /t)	-40%
	② Waste reduction: Waste weight intensity Unit	0.190t/t	-60% (0.0767t/t)	-80%
	Waste recycling rate (Reduction of landfill disposal)	99.6%	99%	98% or more
	③ Reduction of hazardous chemical substances: Volatile organic solvent (VOC) usage weight intensity unit	0.96t/t	-30% (0.68t/t)	-50%
	Promotion of non-fluorinated water-repellent processing : non-fluorinated ratio	6.6%	60%	100%
3. Creating excitement for people	Expansion of environmentally conscious products (mateReco): Sales ratio	10% (FY2019)	31%	50%

The forecasts and outlook contained in this document are based on assumptions and estimates of the future business environment and economic conditions at the present time. Actual results may differ from these forecasts due to changes in various factors.