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**YAMAZEN CORPORATION**  
**FY3/25**

**Supplementary  
Materials for  
Financial Results**



# **A G E N D A**

**I . FY3/25 Financial Highlights**

**II . FY3/26 Full-year Business Plan and  
Shareholder Returns**

**Appendix**

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# FY3/25 Consolidated Profit and Loss Results

| (Million yen)                           | FY3/24  | FY3/25         | Percentage change YoY | FY3/25 Revised Plan (Announced on Nov. 14, 2024) | Achievement Rate | FY3/25 Initial Plan (Announced on May 19, 2022) | Achievement Rate |
|-----------------------------------------|---------|----------------|-----------------------|--------------------------------------------------|------------------|-------------------------------------------------|------------------|
| Net sales                               | 506,866 | <b>516,126</b> | <b>+ 1.8%</b>         | 510,000                                          | 101.2%           | 600,000                                         | 86.0%            |
| Gross profit                            | 74,397  | <b>76,969</b>  | <b>+ 3.5%</b>         | -                                                | -                | -                                               | -                |
| (Gross profit margin)                   | 14.7%   | <b>14.9%</b>   | <b>+0.2pt</b>         | -                                                | -                | -                                               | -                |
| SG&A expenses                           | 64,509  | <b>67,433</b>  | <b>+ 4.5%</b>         | -                                                | -                | -                                               | -                |
| Operating profit                        | 9,887   | <b>9,535</b>   | <b>- 3.6%</b>         | 10,000                                           | 95.4%            | 21,000                                          | 45.4%            |
| (Operating profit margin)               | 2.0%    | <b>1.8%</b>    | <b>- 0.1pt</b>        | 2.0%                                             | -                | 3.5%                                            | -                |
| Non-operating profit/loss               | 548     | <b>482</b>     | <b>- 11.9%</b>        | -                                                | -                | -                                               | -                |
| Ordinary profit                         | 10,435  | <b>10,018</b>  | <b>- 4.0%</b>         | 10,000                                           | 100.2%           | 21,000                                          | 47.7%            |
| Extraordinary gain/loss                 | -57     | <b>2,237</b>   | -                     | -                                                | -                | -                                               | -                |
| Profit attributable to owners of parent | 6,488   | <b>7,845</b>   | <b>+ 20.9%</b>        | 7,600                                            | 103.2%           | 14,000                                          | 56.0%            |

- The Overseas Production Equipment Business and Building Materials Business performed steadily, and sales increased 1.8% YoY.
- Gross profit increased 3.5% YoY due to increased sales.
- Due to a 4.5% increase in SG&A expenses, mainly driven by growth investments such as ERP system-related costs, as well as increases in personnel and logistics expenses, operating profit declined 3.6% YoY.
- Profit attributable to owners of parent increased 20.9% due to the recording of a gain on sales of policy stockholdings.

# FY3/25 Net Sales by Business Segment

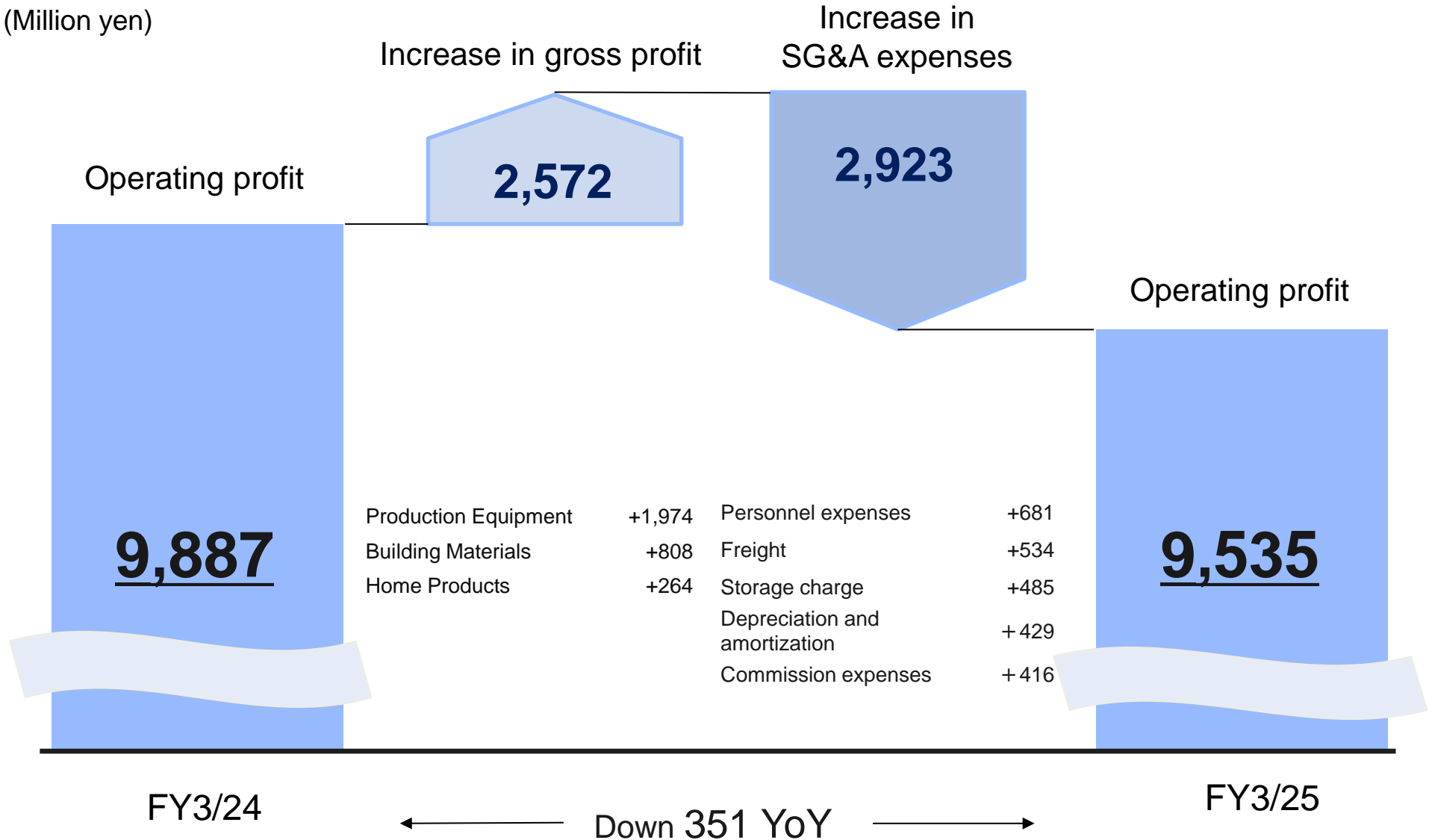
| (Million yen)                                | FY3/24  | FY3/25  | Percentage change<br>YoY |
|----------------------------------------------|---------|---------|--------------------------|
| Machine Tools Division                       | 132,284 | 128,298 | - 3.0%                   |
| Industrial Solution Division                 | 93,189  | 99,217  | + 6.5%                   |
| Tool & Engineering Division                  | 103,188 | 105,689 | + 2.4%                   |
| (Total for Production Equipment<br>Business) | 328,662 | 333,205 | + 1.4%                   |
| Building Materials Division                  | 71,842  | 78,623  | + 9.4%                   |
| Home Products Division                       | 101,119 | 100,883 | - 0.2%                   |
| (Total for Consumer Goods<br>Business)       | 172,962 | 179,506 | + 3.8%                   |
| Other                                        | 5,241   | 3,414   | - 34.9%                  |
| Total                                        | 506,866 | 516,126 | + 1.8%                   |

# FY3/25 Sales by Segment

| Sales (Million yen)  |                             |                                                     | FY3/24  | FY3/25  | Percentage change YoY |
|----------------------|-----------------------------|-----------------------------------------------------|---------|---------|-----------------------|
| Production Equipment | Domestic                    | Machine Tools Division                              | 79,559  | 72,217  | - 9.2%                |
|                      |                             | Industrial Solution Division                        | 89,817  | 95,049  | + 5.8%                |
|                      |                             | Tool & Engineering Division                         | 78,234  | 80,204  | + 2.5%                |
|                      |                             | Total                                               | 247,611 | 247,471 | - 0.1%                |
|                      | Overseas                    | Machine Tools Division                              | 52,724  | 56,080  | + 6.4%                |
|                      |                             | Industrial Solution Division and T&E Division Total | 28,326  | 29,652  | + 4.7%                |
|                      |                             | Total                                               | 81,051  | 85,733  | + 5.8%                |
|                      | Total                       | Net sales                                           | 328,662 | 333,205 | + 1.4%                |
|                      |                             | Segment profit                                      | 8,219   | 8,291   | + 0.9%                |
|                      |                             | Segment profit margin                               | 2.5%    | 2.5%    | - 0.0pt               |
| Consumer Goods       | Building Materials Division | Net sales                                           | 71,842  | 78,623  | + 9.4%                |
|                      |                             | Segment profit                                      | 2,653   | 3,192   | + 20.3%               |
|                      |                             | Segment profit margin                               | 3.7%    | 4.1%    | +0.4pt                |
|                      | Home Products Division      | Net sales                                           | 101,119 | 100,883 | - 0.2%                |
|                      |                             | Segment profit                                      | 5,274   | 4,449   | - 15.6%               |
|                      |                             | Segment profit margin                               | 5.2%    | 4.4%    | - 0.8pt               |
|                      | Total                       | Net sales                                           | 172,962 | 179,506 | + 3.8%                |
|                      |                             | Segment profit                                      | 7,927   | 7,641   | - 3.6%                |
|                      |                             | Segment profit margin                               | 4.6%    | 4.3%    | - 0.3pt               |

# Factors for Changes in Operating Profit

(Million yen)



## Consolidated Total Assets

| Assets             |       |                                                      | Liabilities and Total Assets  |       |                    |
|--------------------|-------|------------------------------------------------------|-------------------------------|-------|--------------------|
| (End of Mar. 2024) |       | (End of Mar. 2025)                                   | (End of Mar. 2025)            |       | (End of Mar. 2024) |
| 241.4              | -12.0 | Current assets<br>229.4                              | Current liabilities<br>143.7  | + 3.6 | 140.1              |
|                    |       |                                                      | Long-term liabilities<br>20.5 | -1.6  | 22.2               |
| 53.5               | +9.3  | Noncurrent assets<br>and deferred tax assets<br>62.8 | Net assets<br>127.9           | -4.6  | 132.6              |
|                    |       |                                                      | Total assets: 292.2           | -2.7  | 294.9              |
| End of Mar. 2024   | Item  | End of Mar. 2025                                     |                               |       |                    |

| End of Mar. 2024  | Item                       | End of Mar. 2025  |
|-------------------|----------------------------|-------------------|
| 5.1%              | ROE                        | 6.1%              |
| 44.6%             | Shareholders' equity ratio | 43.3%             |
| 1,480.16 yen      | Net assets per share       | 1,481.00 yen      |
| 119.5 billion yen | Market cap                 | 112.5 billion yen |
| 10.6 billion yen  | Basic operating cash flow  | 8.3 billion yen   |

(Billion yen)

\*Market capitalization is calculated by multiplying the closing price at the end of the fiscal year by the number of shares outstanding (excluding treasury shares) on the same date.

\*Basic operating cash flow is calculated by deducting the increase/decrease in working capital from operating cash flow.



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# FY3/26 Full-year Business Plan

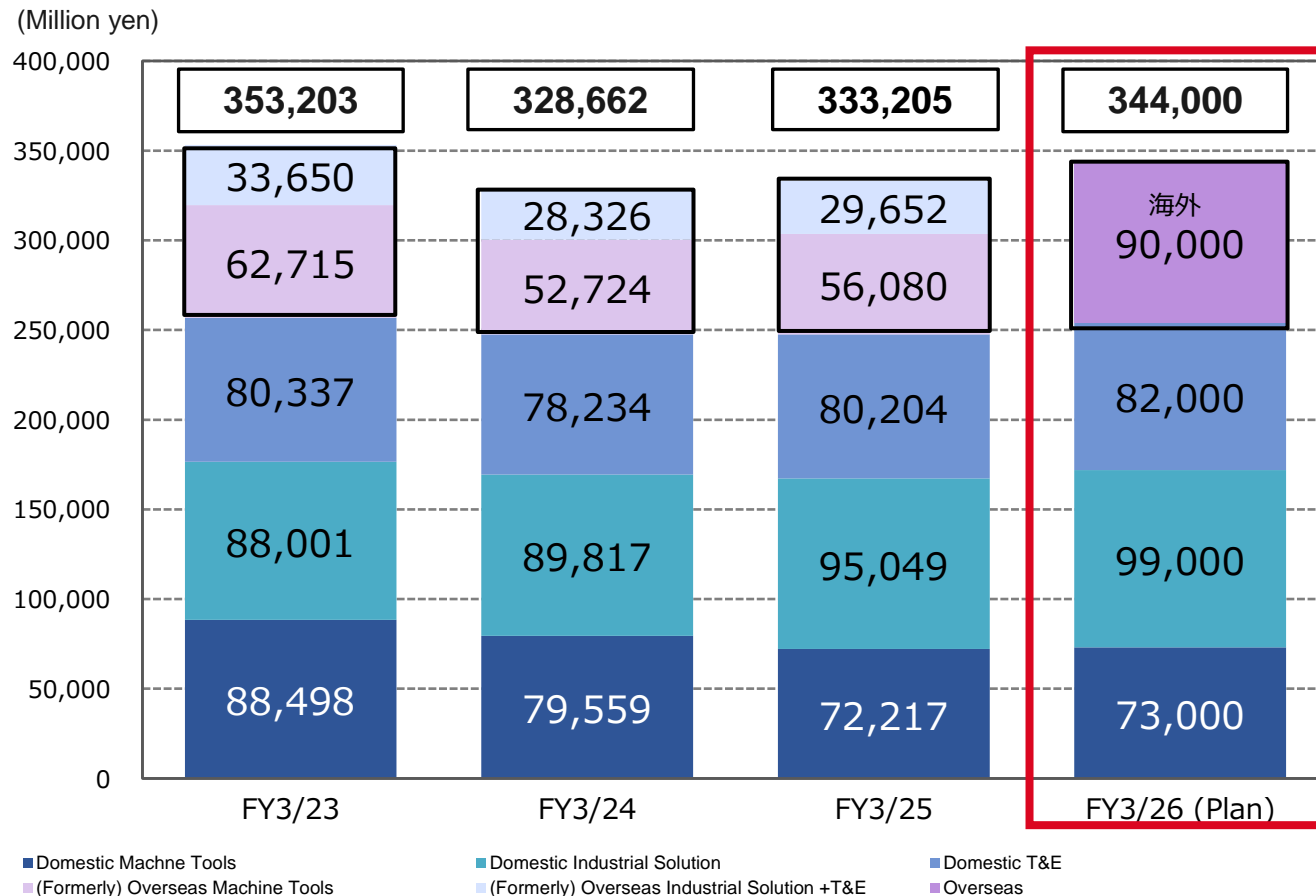
| (Million yen)                           | FY3/25 Results | FY3/26 Plan | Percentage change YoY |
|-----------------------------------------|----------------|-------------|-----------------------|
| Net sales                               | 516,126        | 530,000     | +2.7%                 |
| Operating profit                        | 9,535          | 9,000       | -5.6%                 |
| Operating profit margin                 | 1.8%           | 1.7%        | -0.1pt                |
| Ordinary profit                         | 10,018         | 9,000       | -10.2%                |
| Profit attributable to owners of parent | 7,845          | 7,000       | -10.8%                |

- ✓ Despite an uncertain economic environment, net sales are expected to increase by 2.7% year on year by effectively leveraging the management foundation enhanced under the previous Medium-term Management Plan, and by expanding market share through the strengthening of sales capabilities, as outlined in the new Medium-term Management Plan.
- ✓ Operating profit is forecast to decline by 5.6% year on year, due to amortization of of ERP system and logistics system costs, as well as increases in personnel expenses and logistics-related costs.

# FY3/26 Full-year Business Plan for the Production Equipment Business

| (Million yen)                       |           | Net sales plan | Percentage change YoY | Segment profit plan | Percentage change YoY | Segment profit margin |
|-------------------------------------|-----------|----------------|-----------------------|---------------------|-----------------------|-----------------------|
| Production Equipment Business Total | Full-year | 344,000        | +3.2%                 | 8,300               | +0.1%                 | 2.4%                  |

## Production Equipment Business: 3-year sales trends and full-year plan

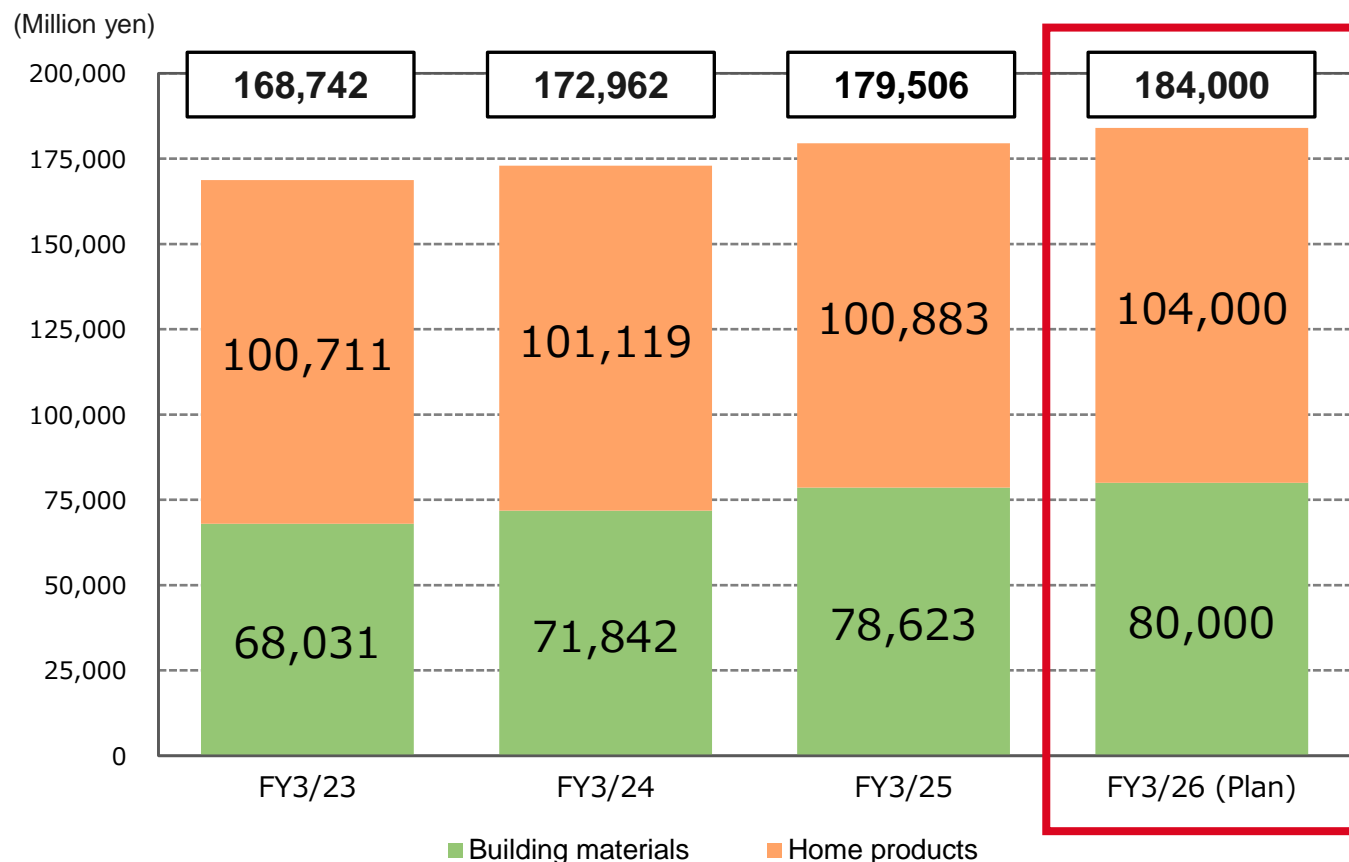


- ✓ Each division will **brush up expertise**, and **provide solutions** to meet the needs in production sites, such as “**automation and labor saving**” and “**decarbonization**” at an accelerated pace.
- ✓ Approach to new domains of **semiconductors, logistics, 3 major product industries (food, medical and cosmetics)**, etc.
- ✓ Outside Japan, we will **geographically expand and restructure target markets**, and enhance **borderless marketing and initiatives in growing industries**.

# FY3/26 Full-year Business Plan for the Consumer Goods Business

| (Million yen)               |           | Net sales plan | Percentage change YoY | Segment profit plan | Percentage change YoY | Segment profit margin |
|-----------------------------|-----------|----------------|-----------------------|---------------------|-----------------------|-----------------------|
| Building Materials Division | Full-year | 80,000         | +1.8%                 | 3,300               | +3.4%                 | 4.1%                  |
| Home Products Division      | Full-year | 104,000        | +3.1%                 | 4,600               | +3.4%                 | 4.4%                  |

Consumer Goods Business: 3-year sales trends and full-year plan



## ■ Building Materials Division

- ✓ Continue proposal-based sales of high-value-added products
- ✓ Expand sales of new energy equipment for decarbonization (solar power generation, storage batteries, etc.)
- ✓ Enhancing order acquisition and strengthening the system for construction management in facility renovation projects within the non-residential sector

## ■ Home Products Division

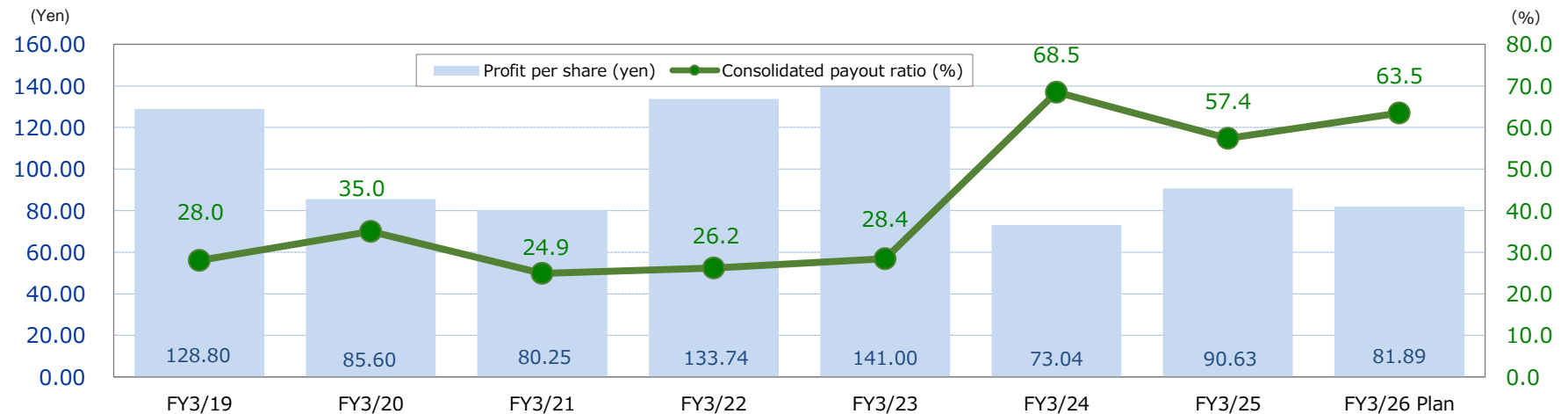
- ✓ Develop new products that meet consumer needs and popularize own brands
- ✓ Expansion of Yamazen Bizcom, our own e-commerce site aimed at corporations and sole proprietors, etc.

# FY3/26 Full-year Business Plan: Sales by Segment and Segment Profit

| Segment              | Business                            |                         | FY3/25<br>Results | FY3/26<br>Plan | Percentage change<br>YoY |
|----------------------|-------------------------------------|-------------------------|-------------------|----------------|--------------------------|
| Production equipment | Domestic Machine Tools              | Net sales               | 72,217            | 73,000         | +1.1%                    |
|                      | Domestic Industrial Solutions       | Net sales               | 95,049            | 99,000         | +4.2%                    |
|                      | Domestic T&E                        | Net sales               | 80,204            | 82,000         | +2.2%                    |
|                      | Domestic production equipment total | Net sales               | 247,471           | 254,000        | +2.6%                    |
|                      | Overseas production equipment total | Net sales               | 85,733            | 90,000         | +5.0%                    |
|                      | Production equipment total          | Net sales               | 333,205           | 344,000        | +3.2%                    |
|                      |                                     | Segment profit          | 8,291             | 8,300          | +0.1%                    |
|                      |                                     | Segment profit margin   | 2.5%              | 2.4%           | - 0.1pt                  |
| Consumer goods       | Building materials                  | Net sales               | 78,623            | 80,000         | +1.8%                    |
|                      |                                     | Segment profit          | 3,192             | 3,300          | +3.4%                    |
|                      |                                     | Segment profit margin   | 4.1%              | 4.1%           | +0.0pt                   |
|                      | Home products                       | Net sales               | 100,883           | 104,000        | +3.1%                    |
|                      |                                     | Segment profit          | 4,449             | 4,600          | +3.4%                    |
|                      |                                     | Segment profit margin   | 4.4%              | 4.4%           | +0.0pt                   |
|                      | Consumer goods total                | Net sales               | 179,506           | 184,000        | +2.5%                    |
|                      |                                     | Segment profit          | 7,641             | 7,900          | +3.4%                    |
|                      |                                     | Segment profit margin   | 4.3%              | 4.3%           | +0.0pt                   |
| Other                |                                     | Net sales               | 3,414             | 2,000          | - 41.4%                  |
|                      |                                     | Segment profit          | -6,396            | -7,200         | -                        |
|                      |                                     | Segment profit margin   | -                 | -              | -                        |
| Consolidated         |                                     | Net sales               | 516,126           | 530,000        | +2.7%                    |
|                      |                                     | Operating profit        | 9,535             | 9,000          | - 5.6%                   |
|                      |                                     | Operating profit margin | 1.8%              | 1.7%           | - 0.1pt                  |

# Shareholder Returns

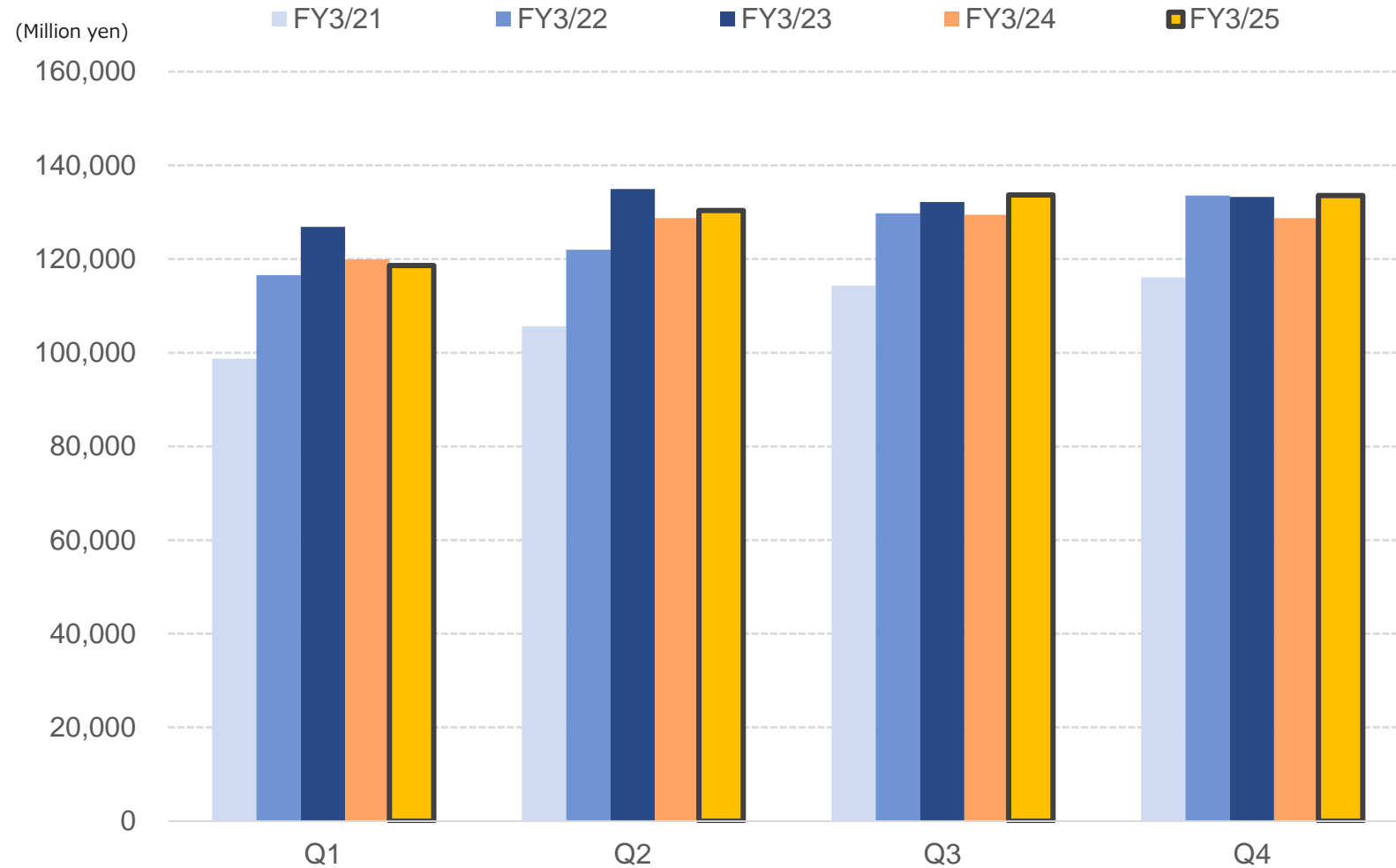
- FY3/25: Paid an interim dividend of 20 yen per share and a year-end dividend of 32 yen per share, for an annual dividend of 52 yen per share.
- FY3/26: Plan to pay an interim dividend of 20 yen per share and a year-end dividend of 32 yen per share, for an annual dividend of 52 yen per share.



|                                                 |             | FY3/19 | FY3/20 | FY3/21 | FY3/22 | FY3/23 | FY3/24 | FY3/25 | FY3/26 Plan |
|-------------------------------------------------|-------------|--------|--------|--------|--------|--------|--------|--------|-------------|
| Dividend per share (yen)                        | Mid-year    | 15.0   | 16.0   | 10.0   | 10.0   | 20.0   | 20.0   | 20.0   | 20.0        |
|                                                 | End of year | *21.0  | 14.0   | 10.0   | *25.0  | 20.0   | 30.0   | 32.0   | 32.0        |
|                                                 | Annual      | *36.0  | 30.0   | 20.0   | 35.0   | 40.0   | 50.0   | 52.0   | 52.0        |
| Payout ratio (%)                                |             | 28.0   | 35.0   | 24.9   | 26.2   | 28.4   | 68.5   | 57.4   | 63.5        |
| Dividend on equity ratio (DOE) (%)              |             | 3.8    | 3.0    | 1.9    | 2.9    | 3.0    | 3.5    | 3.5    | 3.5         |
| Dividend paid (Million yen)                     |             | 3,405  | 2,837  | 1,891  | 3,115  | 3,560  | 4,451  | 4,453  | -           |
| Amount of treasury stock acquired (Million yen) |             | -      | -      | -      | 5,999  | -      | -      | 4,999  | -           |
| Total return ratio (%)                          |             | 28.0   | 35.0   | 24.9   | 75.8   | 28.4   | 68.5   | 120.5  | 63.5        |

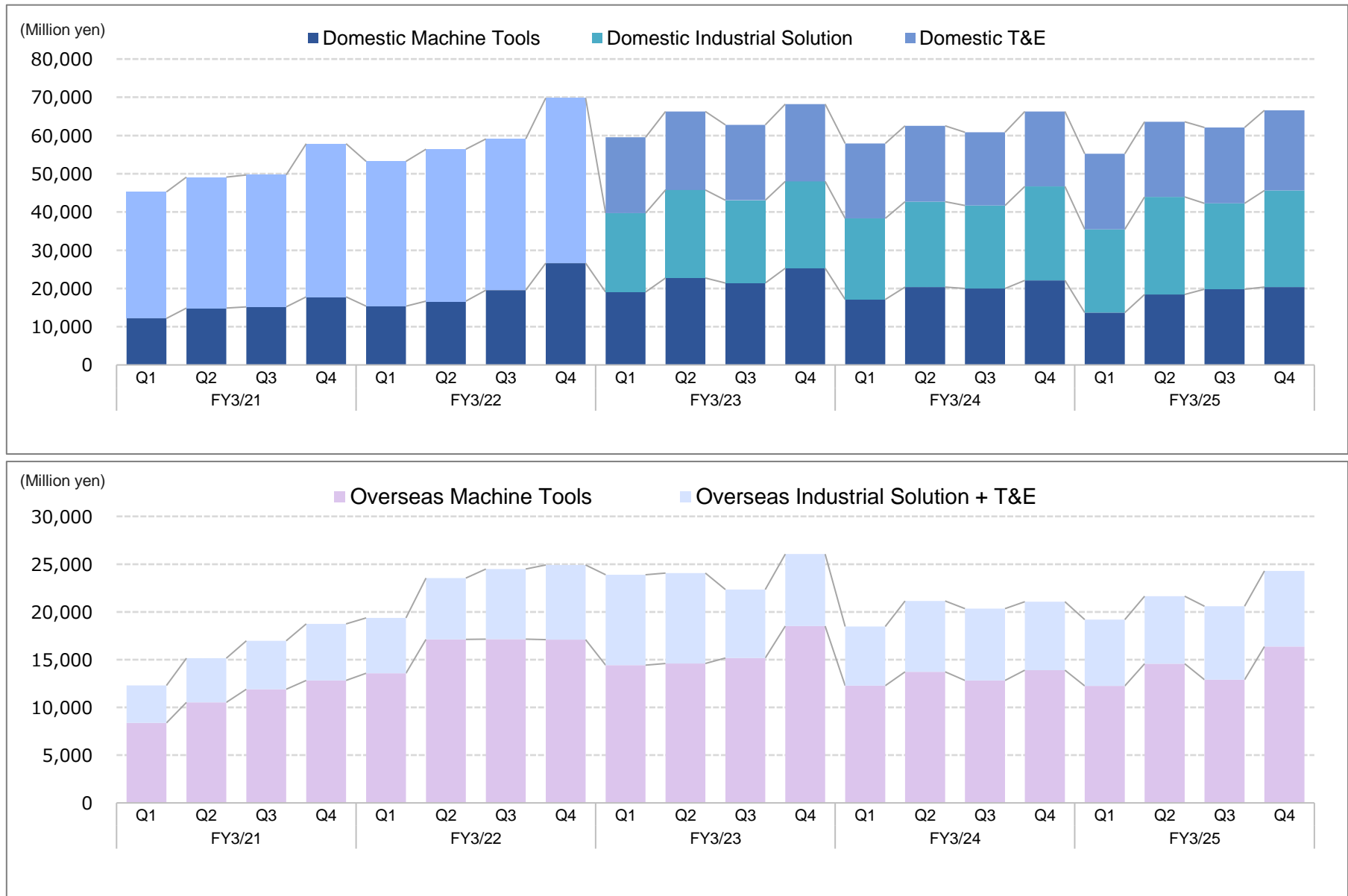
# Appendix

## Quarterly Trend in Consolidated Net Sales

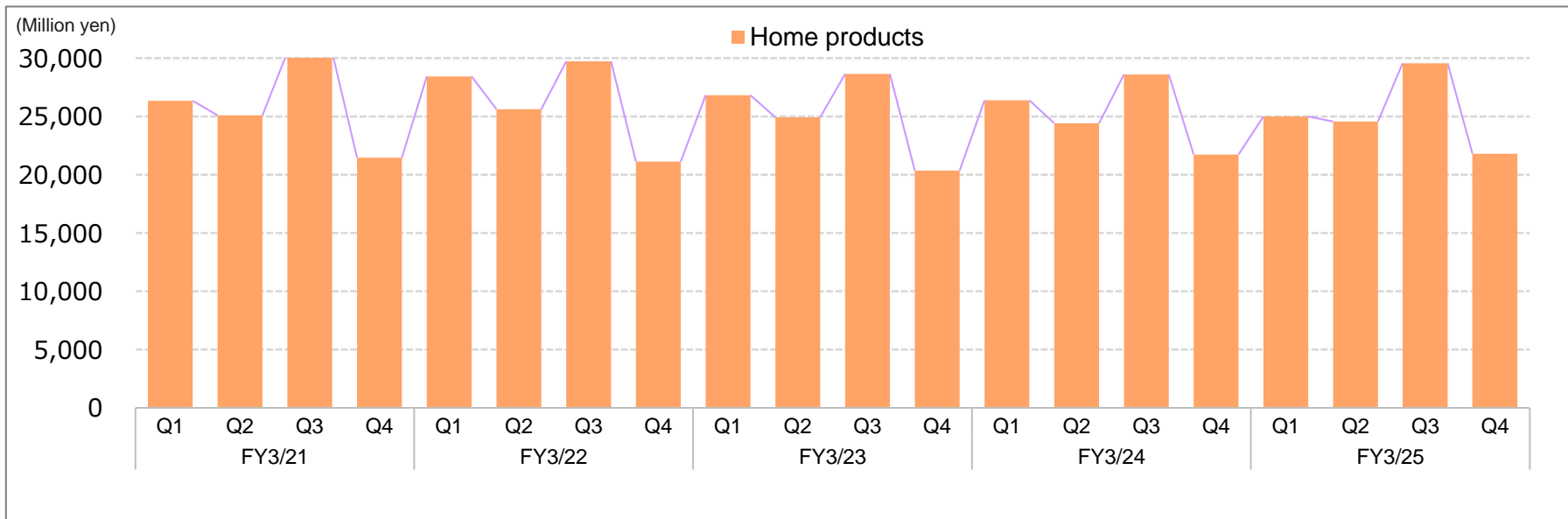
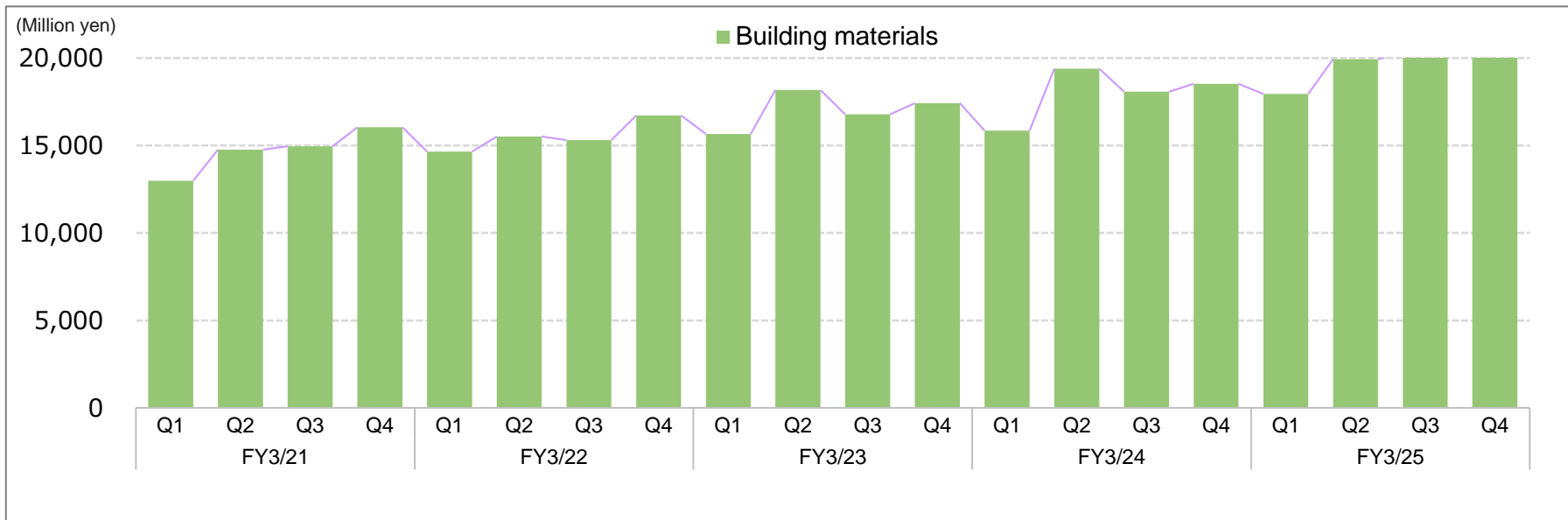




## Production Equipment Segment Quarterly Sales Trend (Domestic/Overseas)



## Consumer Goods Segment Quarterly Sales Trend (Building Materials/Home Products)



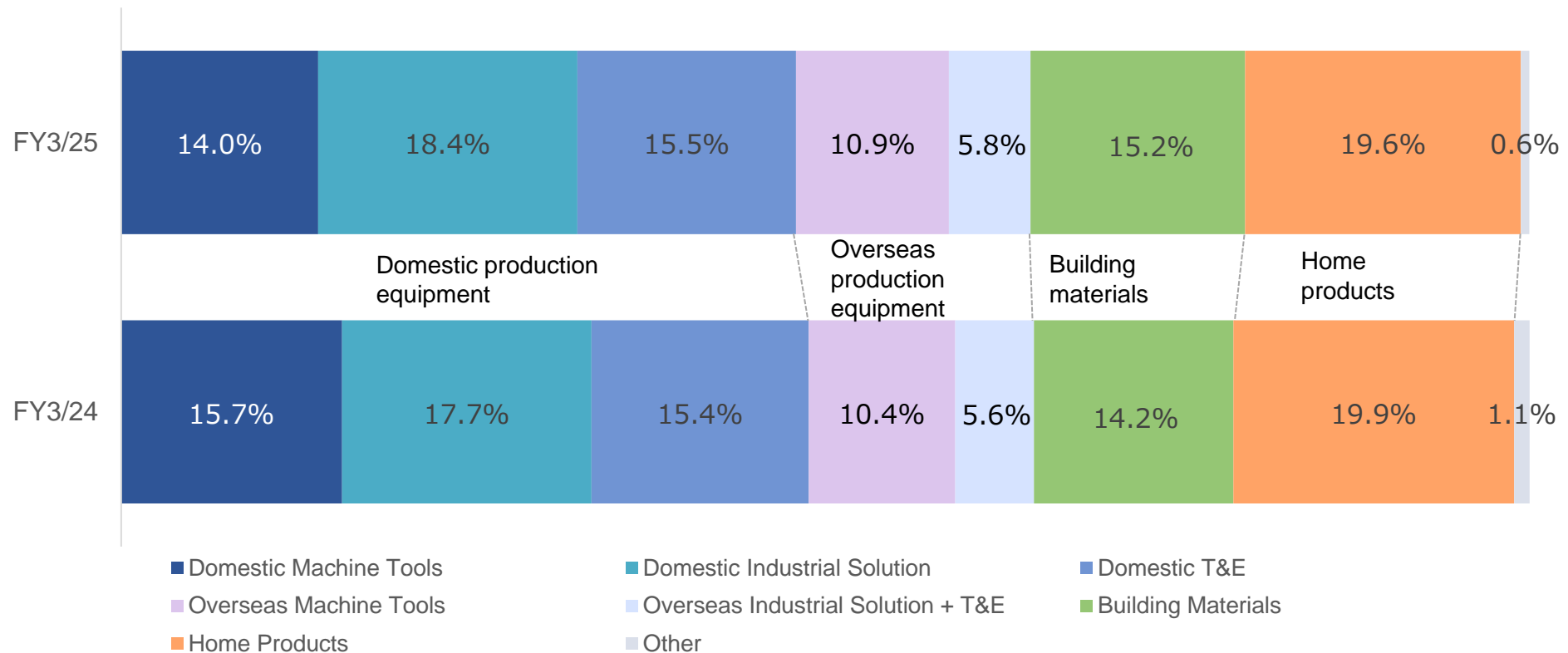
# Net Sales Composition by Business (YoY Comparison)

Domestic production equipment: 48.9% → 47.9% (-0.9pt)  
Overseas production equipment: 16.0% → 16.6% (+0.6pt)

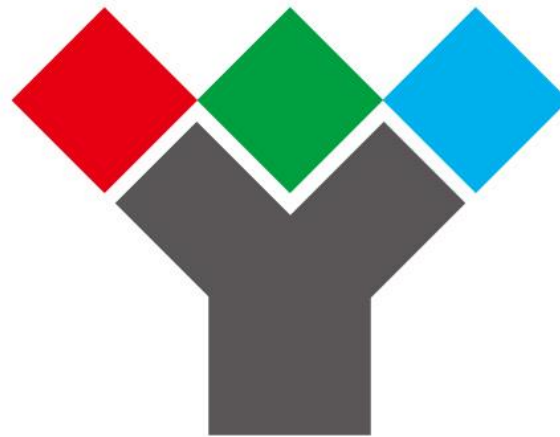
Building Materials: 14.2% → 15.2% (+1.1pt)  
Home Products: 19.9% → 19.6% (-0.4pt)

**Production equipment total: 64.8% → 64.6% (-0.3pt)**

**Consumer goods total: 34.1% → 34.8% (+0.7pt)**



**Pioneering a new future,  
with you all**



**YAMAZEN**

[Note on forward-looking information]

"The forward-looking statements in this document, including the Medium-Term Management Plan and forecasts, are based on information currently available to the Company and certain assumptions that the Company considers reasonable, and are not intended to be a promise by the Company that they will be achieved. Actual results may differ significantly due to various factors. Factors that may affect future forecasts include the economic environment in which the Company operates, competitive pressures, relevant laws and regulations, changes in product development status, and exchange rate fluctuations. However, factors that may affect the future forecasts are not limited to these."