Long-term Vision

KOMORI 2030

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About the future of KOMORI

Realization of Kando

“Beyond Expectations”

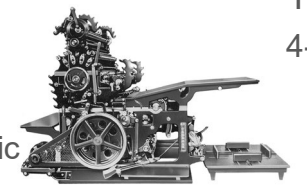
感動
Kando
Beyond Expectations
KOMORI

KOMORI 100 years of history

Startup Stage | Growth Stage | Expansion Stage | Reformation Stage

1923 Establishment | 1950 | 1980 | 2010 | 2023

1923
Manual lithographic press



1928
Manual offset press

1957
4-color offset press "UM-4C"

1958
Japan's first banknote printing machine

1969
Released sheet-fed offset press
“Sprint”

1981
Released sheet-fed offset press
“Lithrone 40”

1990
Fully automatic plate changer

2012
Gravure offset machine
"PEPIO" for PE

2015
Inkjet printer "IS-29"

2020
Collaborative robot
"MBO CoBo-stack"

2014
Acquisition of Seria

2020
Acquisition of MBO

Technology

1956
First export of fully automatic high-speed offset machine to North America

1982
Komori America in the United States

1998
Subsidiary in Hong Kong

2018 Subsidiary in India

Sales

1968
First exhibition at overseas printing equipment exhibition (Chicago)

1988
Komori Europe in the Netherlands

2019
Expand subsidiary in China

Manufacturing

1967
Toride Factory

1978
Sekiyado Factory

1986
Komori Machinery (Yamagata)

2009
Consolidate Toride and Sekiyado factories into Tsukuba Plant

2022
Global Parts Center

Delivering Kando "beyond expectations“

by contributing to society with print technology

02

Long-term Vision “KOMORI 2030”

Positioning of long-term vision

Our Purpose

Delivering Kando "beyond expectations“
by contributing to society with print technology

Long-term Vision

KOMORI 2030

6th Medium-Term Management Plan (2019/04 – 2024/03)	7th Medium-Term Management Plan (2024/04 – 2027/03)	8th Medium-Term Management Plan (2027/04 – 2030/03)
FY74 - FY78	FY79 - FY81	FY82 – FY84

Modification
due to environmental changes

Social issues/Megatrends and Komori's Role

⚠ Social issues / Megatrends

Environmental destruction, waste problems

- Growing energy-saving needs
- Manufacturing only the necessary amount of necessary goods
- Treatment of microplastics/chemicals/hazardous waste and expansion of reusable materials

Decarbonization

- Commitment to Carbon Neutrality
- Depletion of the ozone layer/global warming
- Conversion to natural energy

Changes in social infrastructure

- Respond to expansion of EC market
- Protection of personal information and rights
- Spread of digital currency and expansion of counterfeit goods

Complexity and diversification of global society

- Labor shortage due to declining birthrate and aging population
- Growing demand for automation, labor saving, and smart factories
- The spread of different values depending on the region

KOMORI's Role

Business transformation

1 Low environmental impact production solutions

2 Automation, digitalization, and labor-saving solutions

3 Solutions that respond to the diversity of society

Supporting information, culture and economy by deepening, evolving, and creating value through the true value of Print Technology

Social issues / Megatrends

Value Creation Engine

Value Creation Technology Platform Print Technology

Application

- Various applications

Segment

- Commercial / Package
- Bank note / High security
- Semiconductor Pkg.
- Electronic component

Core-technology

- Offset (lithographic)
- Intaglio / Inkjet / Screen
- Ultra-fine line precision print
- Precision machinery (Design, Processing, Assembly)

×

Initiatives for value creation

- Promotion of solution business
- Building a smart factory solution
- Open innovation
- Globalization of business and human resources
- Strategic investment including M&A
- Pursuit of high management quality

KOMORI’s Role

Business transformation

1 **Low environmental impact production solutions**

2 **Automation, digitalization, and labor-saving solutions**

3 **Solutions that respond to the diversity of society**

Contribution to society

KOMORI's Materiality

Contribution to SDGs through business activities

2

Automation, digitalization, and labor-saving solutions

1

Low environmental impact production solutions

Business Transformation

3

Solutions that respond to the diversity of society

ESG Management

Environment | **Social** | **Governance**

Contribution to SDGs through corporate activities

Strengthening businesses that solve social issues with Print Technology

Innovation in print technology

KOMORI's Role

1

Low environmental impact production solutions

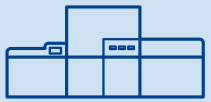
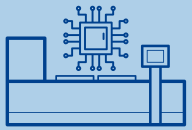
2

Automation, digitalization, and labor-saving solutions

3

Solutions that respond to the diversity of society

Business Direction

Core business	**Offset business** 	• Providing products and services that meet market needs • Providing high productivity through environmental technology and robot technology • Expand customer support centered on maintenance products
Core business	**Security business** 	• Proposing solutions that contribute to protecting diverse identities • Responding to diverse needs in countries around the world
Growth business	**DPS business** 	• New application development for market creation • Differentiation from other companies and improvement of competitiveness by improving product value • Expansion into new areas by utilizing digital printing technology
Growth business	**PE business** 	• Development of manufacturing solutions for the PE area • Elemental technology development for electronic components and semiconductors

03

Business Portfolio toward 2030

Direction of each business

Offset business direction

Contributing to the realization of environmentally friendly smart factories that can be operated safely by anyone

Social issues / Megatrends
• Environmental destruction • Decarbonization • Waste
• Soaring energy costs • Soaring material costs
• Changes in social infrastructure due to accelerated digitalization
• Global society • Complication • Diversity

Evolving and deepening of print technology for the realization of smart factories

Value Creation Technology Platform Print Technology	Initiatives for value creation
Know-How of Package printing, commercial printing, publishing printing	Evolution of solution business
Know-How of process control and quality control for all printing processes	Deepening the smart factory concept
Core technology Precision machinery manufacturing tech. (design,process,assembly)	Making KGC an open innovation base
Global quality control	Strengthen development of Asian market Globalization of business and human resources

Providing solutions through innovation in print technology

Business transformation

Reduction of environmental load
- Lightweight design, energy saving, resource saving
- Printing technology that reduces emissions of environmentally hazardous substances

Automation/labor-saving technology
- Factory-wide optimization across processes
- Robots, AI utilization, quality control equipment

Solutions that anyone can operate efficiently
- Improved operability and maintainability
- Human resource training

Security business direction

Contributing to securing the identities of personals, enterprises and nations around the world with "Security Print Technology"

Issues related to the identities

Nation
- Distribution of counterfeit banknotes
- Unavailability of printing banknotes in own country

Enterprise
- Distribution of counterfeit goods
- Destruction of original technology

Personal
- Falsification of personal information
- Unequal work environment

Evolution of Security Print Technology

Value Creation Technology Platform Security Print Technology	Initiatives for value creation
• Ultra-fine line printing • Intaglio printing • Number printing	Evolution of solution business
• Process combination	Differentiated Proposals
• High-precision registration	Developing next gen. technology at KGC-S
• Inline print quality Inspection • Inline print quality inspection of special substrates	Product development that responds to diversity

Providing solutions through innovation in print technology

Providing banknote printing solutions
- Improving productivity
- Anti-counterfeit technology
- Maximizing LTV*1
- Minimizing TCO*2
- Contribution to SDGs (equality of people and countries)

Providing high security printing solutions
- Reliability of security printing with print quality inspection technology
- Combining digital and security printing technologies

*1: LTV (Life Time Value)
*2: TCO (Total Cost Ownership)

Contributing to a low-carbon society by taking advantage of digital print technology

Social issues / Megatrends

Environmental resources	Global warming	**Increasing demand for environmentally friendly products** • Reduction of greenhouse gases • Increased demand for energy-saving products • Response to environmental pollution • Compliance with various environmental regulations • Corresponding to elimination of plastic **Food shortage** • Reduction of food loss • Long-term food storage, individual packaging
	Population growth in emerging countries	
	Increased food demand	
Labor	Declining birthrate and aging population in developed regions	**Declining labor force and rising wages** • Labor saving through automation and IT utilization
	Digitalization	
Consumption	Diversification of values	**Changes in lifestyles due to digitalization** • Digitalization • Changes in distribution system due to expansion of e-commerce • Data management through IT

Strengthening the value creation engine

Value Creation Technology Platform Print Technology	×	Initiatives for value creation
• Know-how of application development • High-quality large-scale photo, art work printing • Micro flute printing		• Evolution of solution business
• Inkjet printing technology		• Development of next-generation digital printers
• Core technology • High-speed sheet transfer system technology • Precision machinery manufacturing technology (design, processing, assembly)		• Open innovation • Business expansion to a wide variety of industries

Providing solutions through innovation in print technology

Contribution to the environment

• Providing printing products that can reduce production costs and reducing environmental impact to a wide variety of industries

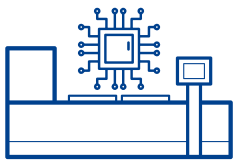
Contribution to life

• Responding to diversifying work styles
• Automation and easy operation
• Easy maintenance

Contribution to cultural

• Realization of diversifying lifestyles
• Support for various printed materials
• Support for ultra-short delivery time and ultra-small lot production

PE business direction



Contributing to improving the productivity of environmentally friendly manufacturing and to the sustainability of social life with “Print Technology" and “Automation/FA technology"

Social issues / Megatrends

- Accelerating the spread of EVs
- Decarbonization
- Growing demand for semiconductors and MLCCs
- Waste reduction
- Environmental load reduction
- Labor shortage
- Automation and IoT

Strengthening the value creation engine

Value Creation Technology Platform Print Technology	Initiatives for value creation
Electronic component manufacturing technology • MLCC roll-to-roll manufacturing • Gapless alignment technology	Open innovation through the establishment of the PE Element Technology Development Center
Filling printing technology • Semiconductor package manufacturing • interposer filling	Expansion of PE manufacturing solutions to solve environmental and social issues
Fine wiring technology • Semiconductor package manufacturing • High-precision/fine wiring Bump formation	Deepening and evolving of printing and coating manufacturing methods for the PE area using print technology

Providing solutions through innovation in print technology

Contribution to the environment

Reform of the manufacturing industry using print technology with low environmental impact

Contribution to life

Improving productivity in the manufacturing industry in a decarbonized society

Contribution to cultural

Providing technology for the manufacturing industry that supports an advanced information society

Delivering Kando "beyond expectations“

by contributing to society with print technology

KOMORI

KOMORI CORPORATION