

Komori has carried out activities under its management philosophy, “Company That Delivers customer *Kando* Beyond Expectations” for over 30 years.

As we mark the 100th anniversary of our founding, we have revised our management philosophy to “Company That Delivers *Kando* Beyond Expectations.”


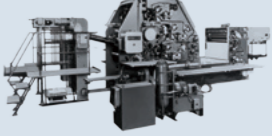
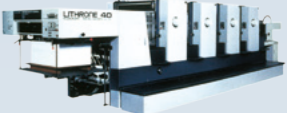


We aim to continue fulfilling our responsibility as a public entity of society through the creation of *Kando*.



Yoshiharu Komori,
Chairman

Satoshi Mochida,
Representative Director,
President & CEO

— Komori's 100 Years —

Manufacturing	Sales	Era / Slogan	Technologies
	<p>Company Established</p>	<p>1923 Startup Stage</p>	<ul style="list-style-type: none"> •1923 Manual lithographic press •1928 Manual offset printing press 
<ul style="list-style-type: none"> •1967 Toride Plant completed •1978 Sekiyado Plant completed 	<ul style="list-style-type: none"> •1956 Full-automatic high-speed offset press exported to the U.S. for the first time •1956 Participated in an international printing exhibition for the first time (Chicago) 	<p>1950 Growth Stage</p>	<ul style="list-style-type: none"> •1957 Four-color offset press “UM-4C” •1958 Japan's first banknote printing press •1969 Sheet-fed offset printing press “Sprint” 
<ul style="list-style-type: none"> •1986 Komori Machinery Co., Ltd. (Yamagata) completed •2009 Toride Plant and Sekiyado Plant consolidated into Tsukuba Plant •2012 A production base in Nantong, P.R.C. established 	<ul style="list-style-type: none"> •1982 Komori America Corporation in the United States established •1988 Komori Europe B.V. in the Netherlands established •1998 A local subsidiary in Hong Kong established •2014 Acquisition of SERIA •2018 A local subsidiary in India established •2019 Expanded subsidiaries in China •2020 Acquisition of the MBO Group 	<p>1980 Expansion Stage</p> <p>1990 Create Printing Culture for the 21st Century</p> <p>1993 Company That Delivers Customer <i>Kando</i> Beyond Expectations</p> <p>2010 Reformation Stage</p>	<ul style="list-style-type: none"> •1981 Sheet-fed offset printing press “Lithrone 40” •1990 Fully automatic plate changer “APC” •2005 Web offset press “System 38D” •2012 Gravure offset press “PEPIO” for the PE business •2015 Digital inkjet printing system “Impremia IS29” •2020 Collaborative robot “MBO CoBo-stack”   
<ul style="list-style-type: none"> •2022 Global Parts Center opened 		<p>2023 Company That Delivers <i>Kando</i> Beyond Expectations</p> <p>100th The 100th anniversary</p>	

Company That Delivers *Kando* Beyond Expectations

Our management philosophy, “Company That Delivers Customer *Kando* Beyond Expectations,” has permeated our group companies both in Japan and overseas, with

“***Kando=Beyond Expectations***” in particular met with resonance by employees overseas. ***Kando* is a word that touches the hearts of people, no matter their age, gender, or nationality.**

Our objective is to pursue humanity, sociability, and economic efficiency in the coming 100 years based on the creation of *Kando*. We will thus not only create *Kando* for customers with a business objective, but also for **employees and partners (collaborative companies)** to cover a wider scale.

This is because unless employees and partners including collaborative companies, who are the ones to hear first-hand the opinions of customers and to go one step beyond their expectations, do not feel the *Kando* themselves, our efforts will be futile. Such is the background behind revising our management philosophy at this time to

“Company That Delivers *Kando* Beyond Expectations.”

With this revision,

1. attaining perceptual quality control and solution proposals that will create customer
2. achieving Komori-style work reform and utilization of diverse human resources to provide employees with *Kando*,
3. establishing far-reaching creation and collaboration to give *Kando* to our partners including collaborative companies,

are the three activities to be steadily carried out.



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About KOMORI CORPORATION INTEGRATED REPORT 2023

[Editorial Policy]	The purpose of the KOMORI CORPORATION INTEGRATED REPORT 2023 is to disclose both financial and non-financial information that shows the Komori Group's efforts to create value over the medium- to long-term to all stakeholders, including shareholders and investors. The "International Integrated Reporting Framework" issued by the IFRS Foundation and the "Guidance for Collaborative Value Creation" issued by the Ministry of Economy, Trade and Industry were used as guides in editing this Report.
[Target Readers]	All stakeholders involved in the Komori Group
[Period Covered by the Report]	The Report primarily covers the fiscal year ended March 31, 2023 (April 2022 to March 2023) and includes information before and/or after the said period as well.
[Scope of the Report]	The Report covers the Komori Group, which consists of KOMORI CORPORATION and its 24 subsidiaries (subject to consolidated accounting).
[Date of Publication]	October 23, 2023

[Caution Regarding Forward-Looking Statements]

This Report contains information about forward-looking statements. We appreciate your understanding that actual activities and business results could differ from these statements.