

SATO Corporation

Q3 FY2025 Financial Results

(Nine Months Ended December 31, 2025)

Securities Code: 6287.T

Oct-Dec 2025 Results

**Strengthen global
management infrastructure**

Oct-Dec 2025 Results

**Strengthen global
management infrastructure**

Summary

■ Q3 (Oct-Dec) Results

- **Consolidated sales increased (+8%) while OI decreased (-13%) year on year.**
% in the parentheses indicates year-on-year changes.
- **Overseas business: Sales increased (+8%); OI decreased (-26%).**
Japan business: Sales increased (+9%); OI was flat (+0%).
 - ✓ Overseas base business: Sales increased (+4%); OI was flat (-5%).
 - ✓ Overseas primary labels business: Sales increased (+17%); OI decreased (-45%).
- **Sales and OI were higher than planned both for the overseas and Japan businesses.**
 - ✓ Overseas, OI exceeded the plan, as the base business in Asia and Oceania drove growth despite the underperformance by the primary labels business.
 - ✓ OI in Japan exceeded the plan, supported by a recovery in mechatronics sales.

■ FY25 (Apr-Mar) Outlook

- **The consolidated full-year OI forecast for both Japan and overseas businesses remains unchanged..**

Sales and OI by Business Segment^{*2}

(Millions of JPY)

		FY24	FY25	YoY	In local currencies
Consolidated	Total Sales	40,121	43,507	+8.4%	+4.7%
	Operating Income	4,086	3,571	-12.6%	-13.5%
Overseas	Base	13,329	13,915	+4.4%	+1.2%
	Total Sales	1,200	1,147	-4.5%	-7.5%
	Primary Labels	5,775	6,733	+16.6%	-1.8%
	Operating Income	1,198	658	-45.1%	-48.2%
	Eliminations	6	-23	-	-
	Total	19,104	20,648	+8.1%	+0.3%
Japan	Total Sales	2,405	1,782	-25.9%	-29.0%
	Operating Income	21,016	22,858	+8.8%	+8.8%
	Operating Income	1,824	1,830	+0.4%	+2.3%
Eliminations	Operating Income	-143	-41	-	-



* 1 Apr-Dec results are shown on p. 30.

* 2 Sales and OI excluding Russian subsidiaries are shown on p. 43.

Consolidated Results^{* 2}

(Millions of JPY)

	FY24	FY25	Change	YoY
Net Sales	40,121	43,507	+3,386	+8.4%
Operating Income	4,086	3,571	-514	-12.6%
Operating Income %	10.2%	8.2%	-2.0pt	-
Ordinary Income	4,039	3,417	-622	-15.4%
Profit attributable to owners of parent	2,564	2,052	-512	-20.0%
Effective Tax Rate	31.5%	37.1%	+5.6pt	-
EBITDA*	5,534	5,060	-474	-8.6%

FX sensitivity for FY25: Assuming a 1-yen depreciation of the Japanese yen against the US dollar and an equivalent depreciation against other currencies, the estimated impact for the full-year FY25 would be an increase in sales of JPY 561 million and an increase in OI of JPY 35 million.

Average FX rates for Apr-Dec 2025: JPY 148.71/USD, JPY 171.83 /EUR (Apr-Dec 2024: JPY 152.64/USD, JPY 164.89/EUR)

* EBITDA = Operating Income + Depreciation + Amortization (Incl. Goodwill)

· Depreciation for Oct-Dec 2025: JPY 1,485 million (Oct-Dec 2024: JPY 1,411 million)

· Amortization for Oct-Dec 2025: JPY 3 million (Oct-Dec 2024: JPY 36 million)



* 1 Apr-Dec results are shown on p. 31.

* 2 Sales and OI excluding Russian subsidiaries are shown on p. 44.

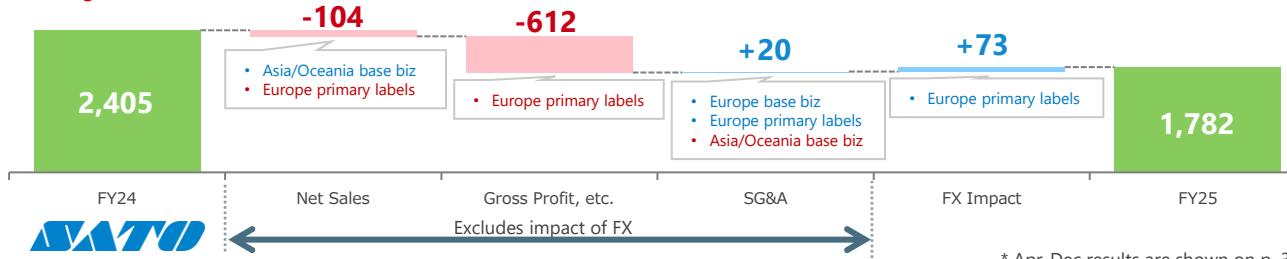
Overview

	FY24	FY25	Change	YoY	In local currencies
Base business Total Sales	13,329	13,915	+586	+4.4%	+1.2%
Primary Labels business Total Sales	5,775	6,733	+958	+16.6%	-1.8%
Total Sales	19,104	20,648	+1,544	+8.1%	+0.3%
Gross Profit	7,921	7,615	-305	-3.9%	-
Gross Profit %	41.5%	36.9%	-4.6pt	-	-
Base business Operating Income	1,200	1,147	-53	-4.5%	-7.5%
Primary Labels business Operating Income	1,198	658	-540	-45.1%	-48.2%
Elimination Operating Income	6	-23	-29	-	-
Operating Income	2,405	1,782	-623	-25.9%	-29.0%
Operating Income %	12.6%	8.6%	-4.0pt	-	-

* Includes the impact of IAS 29, Financial Reporting in Hyperinflationary Economies ("Hyperinflation Accounting"), in Argentina.

- Positive factors
- Negative factors

Major Gains/Losses in OI



* Apr-Dec results are shown on p. 36.

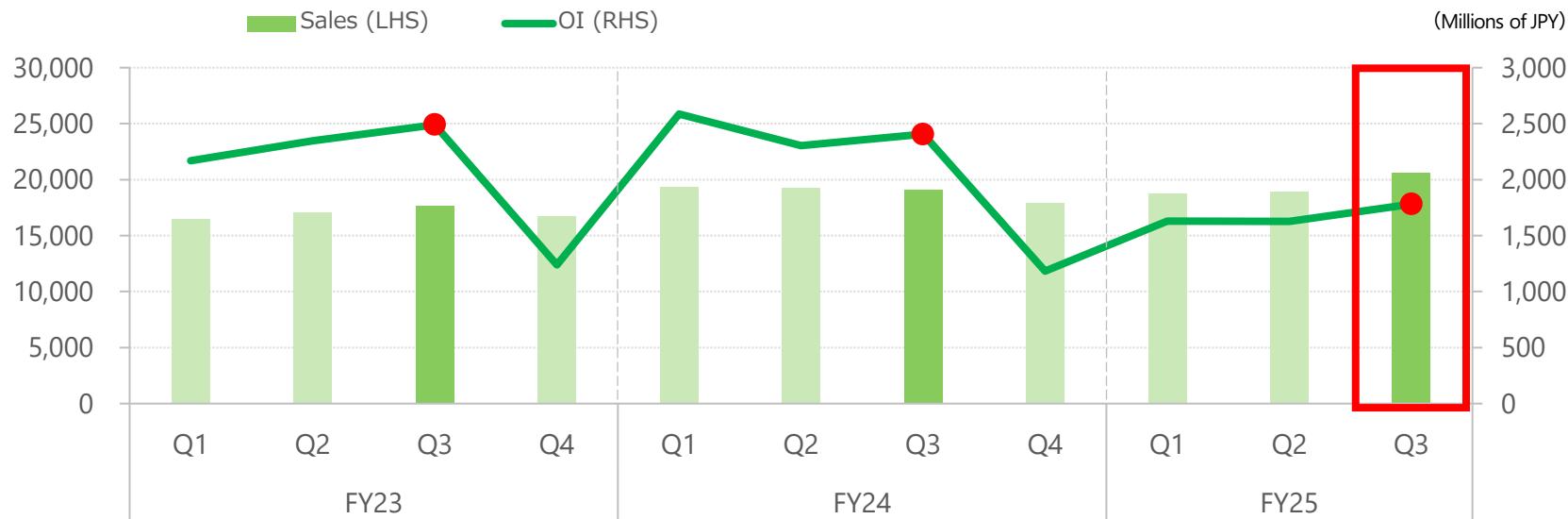
Sales

- The base business posted higher revenue, driven by Europe and Asia/Oceania.
- The primary labels business recorded a decrease in revenue in local currencies, affected by the normalization of the competitive environment for traditional primary labels in Europe.

Operating Income

- Though the base business in Europe and the U.S. recorded higher OI, higher costs at sales companies in Asia and Oceania and the lower revenue at Taiwan Argox more than offset it, resulting in a decrease overall.
- For the primary labels business, OI decreased due to higher costs in Europe.

Quarterly Sales and Operating Income



Sales	16,452	17,104	17,648	16,725	19,321	19,223	19,104	17,937	18,737	18,944	20,648
YoY	+0.4%	-7.5%	-5.3%	+10.4%	+17.4%	+12.4%	+8.2%	+7.2%	-3.0%	-1.4%	+8.1%
OI	2,169	2,346	2,490	1,238	2,586	2,303	2,405	1,183	1,629	1,626	1,782
YoY	2.4x	+11.2%	-5.6%	-14.3%	+19.2%	-1.8%	-3.4%	-4.4%	-37.0%	-29.4%	-25.9%

Base Business — The Americas

	FY24	FY25	Change	YoY	In local currencies
Total Sales	4,503	4,450	-53	-1.2%	-1.7%
Operating Income	-24	27	+51	-	-

* Includes impact of IAS 29, Financial Reporting in Hyperinflationary Economies ("Hyperinflation Accounting"), in Argentina.

Sales

- Despite the ongoing high-value projects for print and apply systems for the U.S. logistics vertical, sales decreased, due to the lack of the special demand for consumables a year before.
- In South America, sales decreased as the adverse foreign exchange effects and inflation lowered the demand.

Quarterly Sales and Operating Income



Sales	4,353	4,412	4,293	4,274	4,568	4,294	4,503	4,768	4,264	4,315	4,450
YoY	+3.3%	-6.0%	-7.2%	+14.6%	+4.9%	-2.7%	+4.9%	+11.5%	-6.7%	+0.5%	-1.2%
OI	197	80	352	-92	318	54	-24	28	164	133	27
YoY	+17.0%	-75.5%	-13.1%	-	+61.3%	-32.9%	-	-	-48.4%	2.5x	-



* Apr-Dec results are shown on p. 37.

Operating Income

- Although sales declined in the U.S., its OI increased, due to temporary impact of favorable procurement and sales conditions as well as the successful control of SG&A.
- In South America, OI declined due to lower sales and higher labor and other costs amid inflation.

Base Business — Europe

	FY24	FY25	Change	YoY	In local currencies
Total Sales	3,106	3,582	+475	+15.3%	+5.8%
Operating Income	73	133	+59	+81.0%	+67.8%

Sales

- In the UK, sales increased, driven by large-scale mechatronics products deals in the food vertical as well as favorable foreign exchange effects.
- In Germany, sales were boosted by the higher sales of eco-friendly consumables in the retail vertical.
- The health care vertical continued to perform strongly.

Quarterly Sales and Operating Income



Operating Income

- Despite increases in costs, such as personnel expenses, OI increased, supported by the sales growth mentioned above and the favorable vertical mix.

Sales	2,991	2,714	3,008	2,999	3,221	3,028	3,106	3,121	3,129	3,191	3,582
YoY	-6.4%	-16.9%	-4.5%	+7.5%	+7.7%	+11.6%	+3.3%	+4.1%	-2.9%	+5.4%	+15.3%
OI	487	108	219	78	105	144	73	85	109	95	133
YoY	2.9x	-47.1%	+11.2%	-60.9%	-78.3%	+33.8%	-66.2%	+9.0%	+4.3%	-34.2%	+81.0%

Base Business — Asia/Oceania

	FY24	FY25	Change	YoY	In local currencies
Total Sales	5,718	5,882	+163	+2.9%	+0.9%
Operating Income	1,151	986	-164	-14.3%	-16.9%

(Millions of JPY)

Sales

- Overall sales increased, driven by large deals in the retail vertical in Philippines and the health care vertical in Taiwan.
- Sales at Argox declined, due to excess inventory in its indirect sales channel.

Quarterly Sales and Operating Income



Operating Income

- OI declined, due to temporary cost increases in East Asia and lower sales in certain regions attributed to unfavorable foreign exchange effects.
- Printer export remained firm and improved factory profits; however, OI for the segment declined, due to the lower sales at Argox in Taiwan.

Sales	4,431	4,679	5,120	4,790	5,564	5,483	5,718	5,251	5,234	5,516	5,882
YoY	+4.8%	-3.9%	+8.2%	+17.3%	+25.6%	+17.2%	+11.7%	+9.6%	-5.9%	+0.6%	+2.9%
OI	318	490	769	537	853	854	1,151	671	843	904	986
YoY	-10.0%	-19.3%	+4.9%	2.0x	2.7x	+74.2%	+49.7%	+25.0%	-1.1%	+5.9%	-14.3%



* Apr-Dec results are shown on p. 37.

Primary Labels Business

(Millions of JPY)

		FY24	FY25	Change	YoY	In local currencies
The Americas Aichernar (Argentina) Plakorar (Brazil)	Total Sales	794	908	+114	+14.5%	+28.9%
	Operating Income	82	155	+72	+88.8%	2.6x
Europe Okil/ X-pack (Russia)	Total Sales	4,882	5,714	+831	+17.0%	-7.1%
	Operating Income	1,110	495	-614	-55.4%	-64.1%
Asia/Oceania Hirich (Vietnam)	Total Sales	98	110	+11	+11.8%	+14.0%
	Operating Income	6	7	+1	+29.8%	+31.0%
Total Sales		5,775	6,733	+958	+16.6%	-1.8%
Operating Income		1,198	658	-540	-45.1%	-48.2%

* Includes the impact of IAS 29, Financial Reporting in Hyperinflationary Economies ("Hyperinflation Accounting"), in Argentina.

Quarterly Sales and Operating Income



Sales	4,676	5,297	5,226	4,661	5,966	6,416	5,775	4,796	6,109	5,922	6,733
YoY	-1.7%	-6.2%	-14.6%	+2.5%	+27.6%	+21.1%	+10.5%	+2.9%	+2.4%	-7.7%	+16.6%
OI	1,118	1,509	1,136	775	1,301	1,290	1,198	409	561	468	658
YoY	4.3x	+55.2%	-18.9%	-29.5%	+16.4%	-14.5%	+5.4%	-47.2%	-56.9%	-63.7%	-45.1%



* Apr-Dec results are shown on p. 38.

Sales

- Europe: Strengthened production capacity yielded some favorable effects; however, sales declined in the local currency as the competitive environment normalized.
- The Americas: Despite the negative impact of exchange rates and inflation, revenue increased, supported by deepening customer relationships, among others.

Operating Income

- Europe: OI declined, impacted by higher costs, including labor costs, as well as capital investment for expansion of production facilities.
- The Americas: OI increased, supported by the sales growth mentioned above, despite the unfavorable impact of rising costs, including those of labor, amid inflation.

Overview

	FY24	FY25	Change	(Millions of JPY) YoY
Mechtronics Sales	7,987	9,868	+1,881	+23.6%
Consumables Sales	13,029	12,989	-39	-0.3%
Total Sales	21,016	22,858	+1,842	+8.8%
Gross Profit	9,683	10,042	+358	+3.7%
Gross Profit %	46.1%	43.9%	-2.1pt	-
Operating Income	1,824	1,830	+6	+0.4%
Operating Income %	8.7%	8.0%	-0.7pt	-

Mechtronics: Hardware (e.g., printers, print and apply systems, scanners, hand labelers), software, maintenance services, etc.

Consumables: Variable information labels, RFID tags, primary labels (product labels), ribbons, etc.

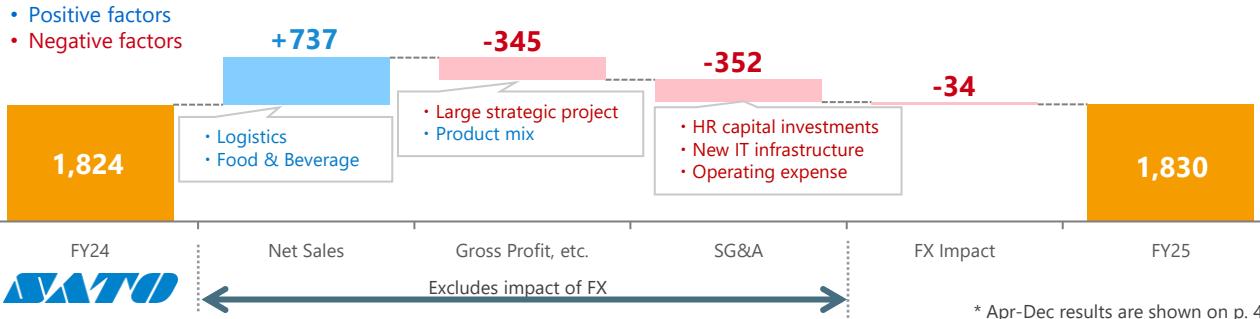
Sales

- **Mechtronics:** Sales increased driven by a large strategic project in the logistics vertical and the demand related to the revised logistics efficiency laws. Sales growth of packaged software, mainly in the food vertical, also contributed to the higher sales.
- **Consumables:** Though the performance varied by vertical and industry, overall, demand was captured steadily; sales were flat.

Operating Income

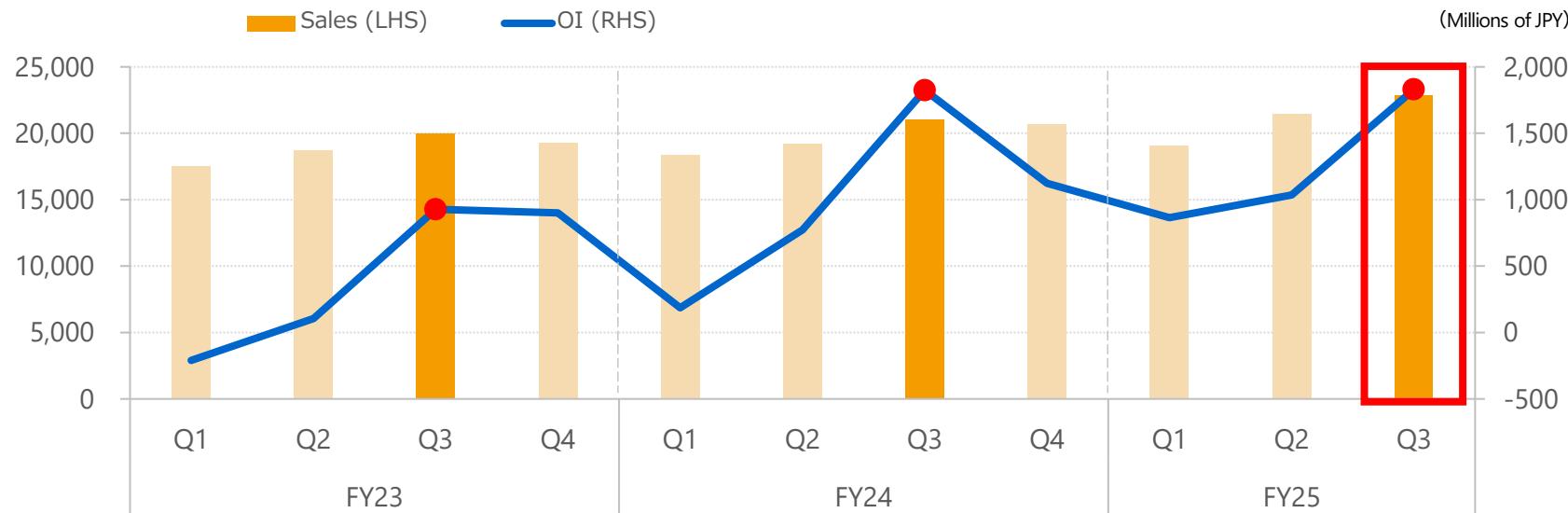
- The impact of the strategic project mentioned above was moderated by higher sales and an improved product mix, resulting in OI that are level with the same quarter a year before.

Major Gains/Losses in OI



* Apr-Dec results are shown on p. 41.

Quarterly Sales and Operating Income

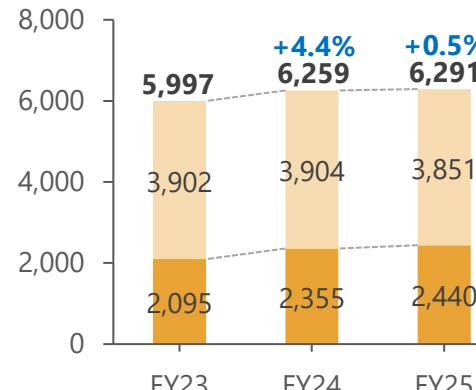
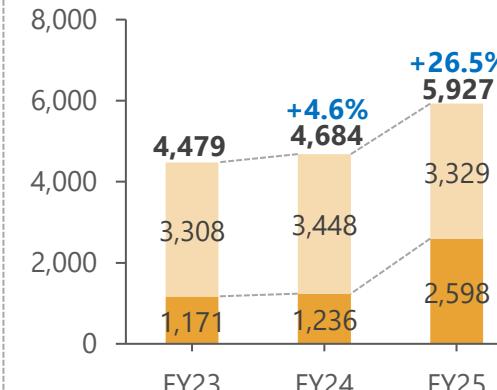


Sales	17,536	18,692	19,980	19,305	18,353	19,191	21,016	20,658	19,091	21,473	22,858
YoY	+1.4%	+2.2%	+3.8%	-0.2%	+4.7%	+2.7%	+5.2%	+7.0%	+4.0%	+11.9%	+8.8%
OI	-210	106	927	901	186	773	1,824	1,123	864	1,036	1,830
YoY	-	-88.7%	-16.4%	+51.5%	-	7.3x	+96.8%	+24.6%	4.6x	+34.0%	+0.4%

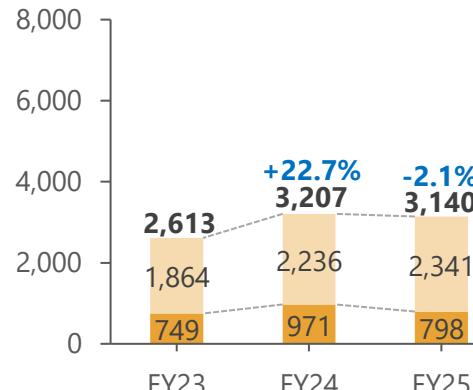
Sales by Vertical 1/2^{*2}

■ : Mechatronics ■ : Consumables (% indicates YoY changes)

(Millions of JPY)

Manufacturing^{*3}Logistics^{*4}

Retail



Net Sales

Business environment

SATO

Production of advanced semiconductors continues to be strong due to increased demand, such as for generative AI. Amid severe labor shortages, efficiency investments remain firm, backed by accelerated Digital Transformation.

Overall demand was solid, driven by increased flow of goods from brisk e-commerce and inbound tourism. Labor shortages and the revised logistics efficiency laws, which limit truck drivers' overtime, continued to drive demand.

In food supermarkets, investments in efficiency gains, including digital transformation at stores, continue to be strong. Investment in the e-commerce industry remains steady.

Although the growth of consumables sales slowed in the chemical industry, the automotive and its related steel industries remained solid. Overall, the consumables sales growth was flat. The sales of mechatronics products increased, driven by projects in manufacturing logistics, which led to higher sales in the automotive and electronics components industries.

Consumables sales decreased overall due to temporary declines in demand in certain industries. Sales of mechatronics products surged, driven by a large strategic project and high-value automation solution deals. Demand related to the revised logistics efficiency laws also contributed to the higher sales.

Consumables sales increased on the back of brisk merchandise sales driven by ongoing inbound demand. Mechatronics products sales declined due to the lack of the high-volume sales recorded in the same period a year before for large projects with merchandise retailers.

*1 Apr-Dec results are shown on p. 42.

*2 Since Q1 FY24, maintenance support sales are partially included in the mechatronics business. The graphs have been adjusted retrospectively.

*3 Since Q1 FY25, sales from the manufacturing and public verticals have been combined. The graphs have been adjusted retrospectively.

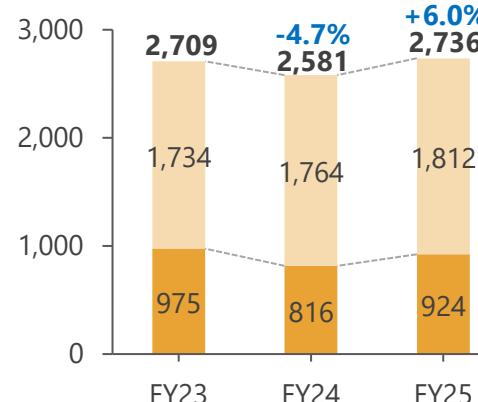
*4 Since Q1 FY23, some industries have been reclassified from the public vertical to the logistics vertical. The graphs have been adjusted retrospectively.

Sales by Vertical 2/2^{*2}

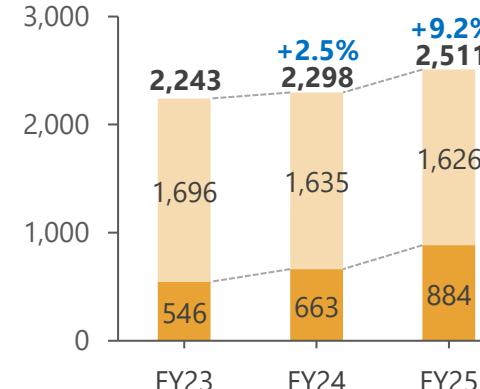
■ : Mechatronics ■ : Consumables (% indicates YoY changes)

(Millions of JPY)

Health Care



Food & Beverage



Net Sales

Brisk investments in RFID continued to improve administrative efficiency and to combat labor shortages. Overall demand remains firm.

Robust demand for automation and RFID solutions continued, as higher raw materials and logistics costs and severe labor shortages keep affecting businesses.

Business environment

Consumables and mechatronics product sales increased, driven by the demand for RFID applications in the medical device industry. Additionally, major mechatronics product deals in the hospital industry for system upgrades have also pushed up the sales.

While sales of certain consumables declined in the food manufacturing industry, the overall trend remained flat as the restaurant and other industries stayed solid. Mechatronics product sales increased, driven by large orders related to traceability solutions.

SATO



* 1 Apr-Dec results are shown on p.42.

* 2 Since Q1 FY24, maintenance support sales are partially included in the mechatronics business. The graphs have been adjusted retrospectively.

RFID and Automation Solutions — Sales Trends

Demand for RFID and Automation solutions continued to be strong on elevated needs for digital transformation to address labor shortages.

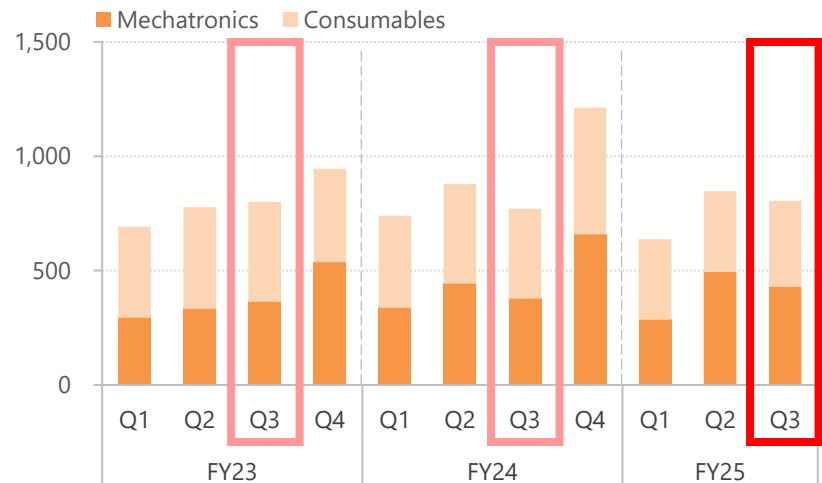
RFID sales grew, driven by health care and manufacturing customers.

Despite the strong automation solutions sales in food & beverage, and logistics, overall sales declined due to the lack of the large-scale projects in manufacturing seen in the same period a year before.

RFID



Q3 FY25: +4.5% YoY



Automation*



Q3 FY25: -9.7% YoY



* Automation includes hardware and software sales (but not consumables, service and maintenance sales).

RFID and Automation Solutions — Sales Trend

Demand for RFID and Automation solutions continued to be strong on elevated needs for digital transformation to address labor shortages.

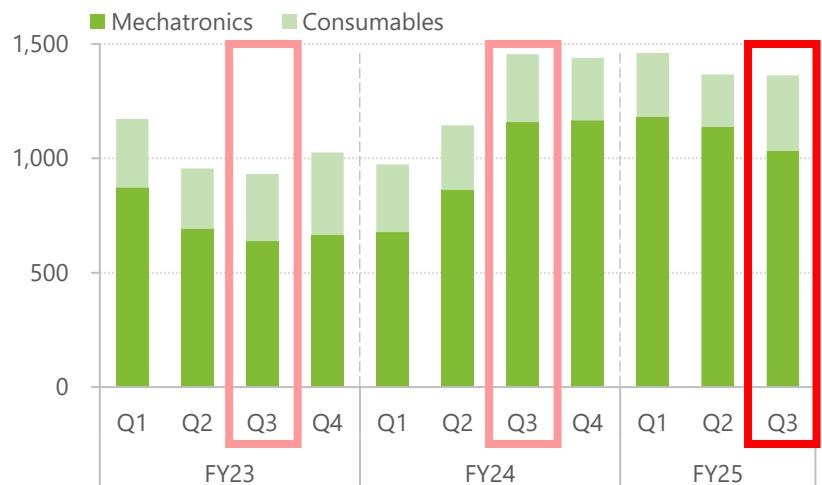
Overall RFID solutions sales decreased YoY as increased sales in the manufacturing vertical fell short of compensating the lack of the high-value project we had a year before.

Automation solutions sales increased, driven by sales expansion in Asia and the strong demand in Europe.

RFID



Q3 FY25: **-6.3% YoY**



Automation*



Q3 FY25: **+9.5% YoY**



* Automation includes hardware sales only.

FY25 Forecasts

(Millions of JPY)

	Apr-Dec		Jan-Mar		FY25		
	Results	YoY	Revised Plan As of Feb 12, 2026	YoY	Initial Plan As of May 15, 2025	Revised Plan As of Feb 12, 2026	YoY
Net Sales	121,755	+4.8%	39,244	+1.7%	161,000	161,000	+4.0%
Operating Income	8,673	-12.1%	2,326	-6.0%	12,500	11,000	-10.9%
Ordinary Income	7,877	-11.7%	2,222	+0.1%	12,100	10,100	-9.4%
Profit attributable to owners of parent	5,105	-8.7%	1,694	+8.8%	7,700	6,800	-4.9%
<Reference>							
EBITDA*	17,884	←FY24			18,200	16,900	-5.5%

* EBITDA = Operating Income + Depreciation + Amortization (Incl. Goodwill)

FX rate assumption for FY25: JPY 150/USD, JPY 175/EUR (Initially: JPY 140/USD, JPY 160/EUR)

Average FX rates for Apr-Dec FY25: JPY 148.71/USD, JPY 171.83/EUR

Average FX rates for Apr-Mar FY24: JPY 152.62/USD, JPY 163.87/EUR

FY25 Forecasts

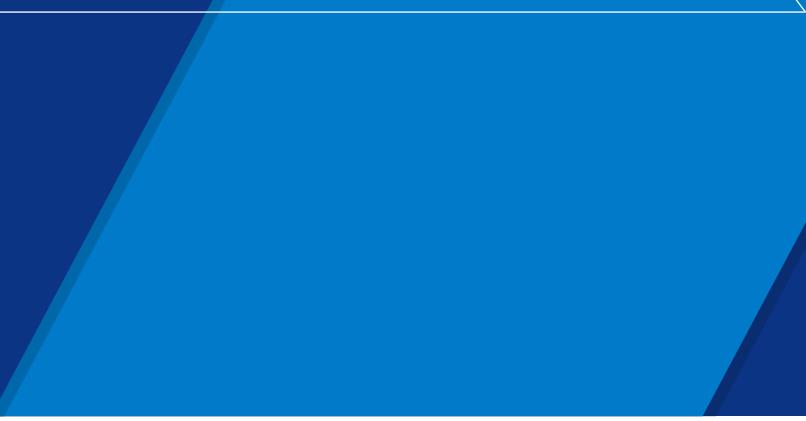
On track to achieve the full-year forecast (announced on November 12, 2025).
No changes to the net sales and OI plans for both overseas and Japan business.

(Millions of JPY)

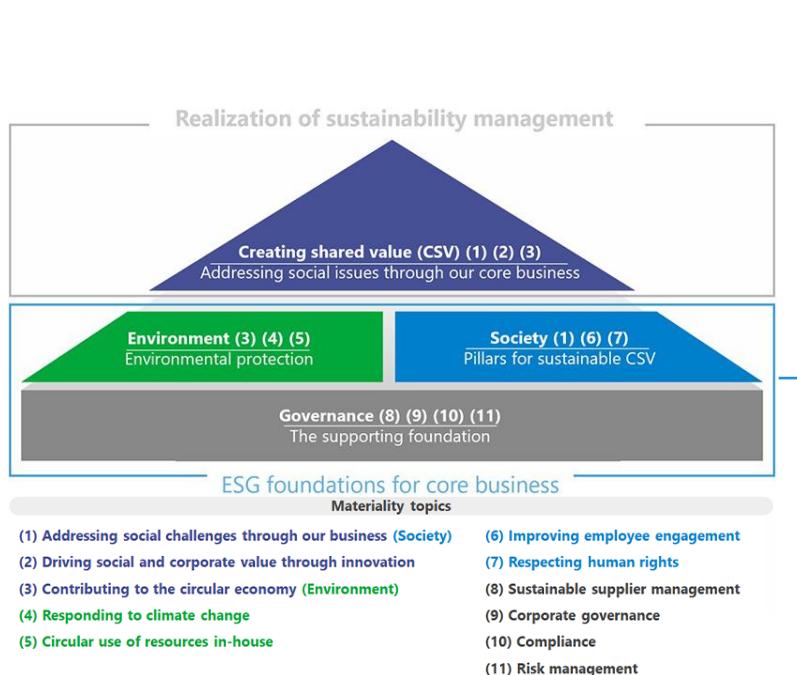
		Apr-Dec		Jan-Mar		FY25		
		Results	YoY	Revised Plan As of Feb 12, 2026	YoY	Initial Plan As of May 15, 2025	Revised Plan As of Feb 12, 2026	YoY
Overseas (Base business)	Net Sales	39,566	+0.2%	14,433	+9.8%	54,000	54,000	+2.6%
	Operating Income	3,398	-3.8%	1,101	+40.2%	4,000	4,500	+4.2%
Overseas (Primary labels business)	Net Sales	18,765	+3.3%	5,234	+9.1%	24,000	24,000	+4.6%
	Operating Income	1,688	-55.5%	661	+61.7%	4,300	2,350	-44.0%
Overseas (Eliminations)	Operating Income	-49	-	0	-	0	-50	-
Overseas	Net Sales	58,331	+1.2%	19,668	+9.6%	78,000	78,000	+3.2%
	Operating Income	5,038	-30.9%	1,761	+48.9%	8,300	6,800	-19.8%
Japan	Net Sales	63,423	+8.3%	19,576	-5.2%	83,000	83,000	+4.8%
	Operating Income	3,732	+34.1%	567	-49.5%	4,200	4,300	+10.1%
Eliminations	Operating Income	-97	-	-2	-	0	-100	-
Consolidated	Net Sales	121,755	+4.8%	39,244	+1.7%	161,000	161,000	+4.0%
	Operating Income	8,673	-12.1%	2,326	-6.0%	12,500	11,000	-10.9%

Oct-Dec 2025 Results

**Strengthen global
management infrastructure**



Strengthen global management infrastructure ahead of restarting investment for growth (FY26–28)



Key themes for enhancing enterprise value

- Strengthen global branding
- Enhance human capital management

Themes related to global management infrastructure for enhancing enterprise value

- Improve management practices
- Strengthen corporate governance
- Reinforce cybersecurity

A robust global management infrastructure essential to support business operations and manage investments

External business environment

- Enhanced geopolitical risks and growing complexity of regulatory requirements for the global operations with our offices located in 26 countries/regions across the globe
- Greater complexity in dissecting business performance and conditions with more perspectives to manage and analyze from.
- Growing importance of refining global management of business, finance and risks

Key areas to be strengthened

- 1. Business management methods, for improved quality and speed of decision-making**
- 2. Governance framework, to ensure effective internal control and oversight**
- 3. Cybersecurity, to support stable and reliable business operations**

1. Refine business management methods

Enable faster and high-quality decision-making backed by data through improved planning and monitoring

Challenges	Management based heavily on the past data, and not enough on the future scenarios	Lack of agility in making investment decisions, insufficient subsequent monitoring	Investment decisions made on a project basis, not enough prioritization with holistic view
Measures	<u>Enhance decision-making by factoring in future scenarios</u> <ul data-bbox="391 505 775 627" style="list-style-type: none">• Develop future scenarios• Establish KPIs and medium to long-term performance indicators• Refine analysis and forecasting using AI and other tools	<u>Strengthen post-investment monitoring and control</u> <ul data-bbox="871 505 1313 649" style="list-style-type: none">• Monitor investment project's progress and performance on a regular basis• Enable timely corrective actions based on variances from plans• Reflect findings from monitoring on future investment decisions	<u>Support decision-making for effective resource allocation</u> <ul data-bbox="1370 505 1793 649" style="list-style-type: none">• Assess and set priorities for best impact based on the corporate strategy• Strike the right balance to achieve short-term returns and long-term growth• Establish a framework that support decision-makings
Expected outcomes	<ul data-bbox="360 767 1812 875" style="list-style-type: none">• Improved speed and quality of decision-making on investments and business operations, leading to enhanced capital efficiency• Resource allocation optimized from a corporate perspective• Early-stage identification of risks and maximized effectiveness of investments		

2. Enhance corporate governance

Enhance governance framework for financial control to support growth investments

Challenges	Limited involvement of corporate finance and control functions in overseas businesses	Limited group-wide optimization of capital management and allocation	Fragmented decision-making in areas such as legal affairs, taxation, accounting, and procurement
Measures	<p>Refine structure for control and oversight in finance and management</p> <ul style="list-style-type: none">Introduce a Group CFO and Regional CFO structure <p>Group CFO</p> <ul style="list-style-type: none">Regional CFO (Americas)Regional CFO (Europe)Regional CFO (APAC)	<p>Optimize group-wide cash management</p> <ul style="list-style-type: none">Monitor group-wide cash positionsCentralize treasury and cash managementStrengthen foreign exchange risk management	<p>Consistent and effective decision-making based on common rules</p> <ul style="list-style-type: none">Establish decision criteria and rulesSet up consistent decision-making processesImprove procurement governance to balance competitiveness and responsibility
Expected outcomes	<ul style="list-style-type: none">Sustainable governance framework that supports global business expansionSolid structure that helps management's agile decision-makings, including decisions on growth investments and shareholder returnsImproved speed and quality of decision-making across the group		

3. Reinforce cybersecurity

Continuously reinforce cybersecurity to support global business operations

Challenges

Rising cybersecurity risks with the potential to impact company-wide operations
Policies and rules are put in place, but capabilities to execute vary across different sites and functions

Measures

FY25: Building foundation

FY26 onward: Expand and enhance

Establish an execution framework spanning the entire group

- Build a cross-functional structure across IT platforms, products, and manufacturing sites



Establish group-wide response processes

- Develop cybersecurity policies and rules
- Implement incident response and preventive measures
- Educate and train employees

Expand the coverage and strengthen cybersecurity measures

- Gradually increase the coverage to include additional IT platforms, products and manufacturing sites
- Continuously enhance countermeasures for evolving cyber threats, factoring in technological advances
- Strengthen AI governance and AI security measures

Expected outcomes

- Prevention of cybersecurity incidents which could cause operational disruption and reputational damage
- Safeguarding and enhancing structures and systems supporting stable global operations for sustainable growth

Strengthen the global management infrastructure to enhance corporate value toward the 2030 vision

Our 2030 vision:

Pursue "Perfect and Unique Tagging"

to realize a future where everything has its own ID and connects seamlessly

**Commercialize
the Perfect and Unique Tagging concept**

- Capture demand for PUT in key verticals and adjacent industries
- Strengthen recurring revenue

Develop a robust revenue base for the core business

Japan

- Build a business structure that generates stable revenue
- Implement rigorous management of low-margin businesses

Overseas

- Allocate resources to strategic growth areas
- Mitigate risks and volatility

Improve the global management infrastructure

- Strengthen global branding
- Improve management practices
- Enhance human capital management
- Strengthen corporate governance
- Reinforce cybersecurity

Appendix

Performance data Pages 29-48

SATO terminologies Pages 49-52

Business Overview by Product

FY24 Consolidated net sales: JPY 154,807 million JPY, 100%

85% of consolidated net sales (Breakdown by region: The Americas 14%, Europe 9%, APAC 17%, Japan 60%)



15% of consolidated net sales (Breakdown by region: The Americas 15%, Europe 83%, APAC 2%)

Primary Labels

Consumables 100%

Stickers & Primary Labels



Sales and OI by Business Segment*

(Millions of JPY)

		FY24	FY25	YoY	In local currencies
Consolidated	Total Sales	116,211	121,755	+4.8%	+4.0%
	Operating Income	9,865	8,673	-12.1%	-10.0%
Overseas	Base	39,491	39,566	+0.2%	+1.0%
	Primary Labels	3,531	3,398	-3.8%	-2.8%
Japan	Eliminations	18,158	18,765	+3.3%	-3.7%
	Total	3,790	1,688	-55.5%	-55.6%
	Operating Income	-27	-49	-	-
	Total Sales	57,649	58,331	+1.2%	-0.5%
	Operating Income	7,295	5,038	-30.9%	-30.6%
	Total Sales	58,561	63,423	+8.3%	+8.3%
	Operating Income	2,783	3,732	+34.1%	+40.4%
Eliminations	Operating Income	-213	-97	-	-

Consolidated Results^{*}

(Millions of JPY)

	FY24	FY25	Change	YoY
Net Sales	116,211	121,755	+5,543	+4.8%
Operating Income	9,865	8,673	-1,192	-12.1%
Operating Income %	8.5%	7.1%	-1.4pt	-
Ordinary Income	8,923	7,877	-1,046	-11.7%
Profit attributable to owners of parent	5,592	5,105	-487	-8.7%
Effective Tax Rate	30.0%	32.3%	+2.3pt	-
EBITDA*	13,980	13,076	-904	-6.5%

FX sensitivity for FY25: Assuming a 1-yen depreciation of the Japanese yen against the US dollar and an equivalent depreciation against other currencies, the estimated impact for the full-year FY25 would be an increase in sales of JPY 561 million and an increase in OI of JPY 35 million.

Average FX for Apr-Dec 2025: JPY 148.71/USD, JPY 171.83/EUR (Apr-Dec 2024: JPY 152.64/USD, JPY 164.89/EUR)

* EBITDA = Operating Income + Depreciation + Amortization (Incl. Goodwill)

· Depreciation for Apr-Dec 2025: JPY 4,392 million (Apr-Dec 2024: JPY 4,001 million)

· Amortization for Apr-Dec 2025: JPY 10 million (Apr-Dec 2024: JPY 113 million)

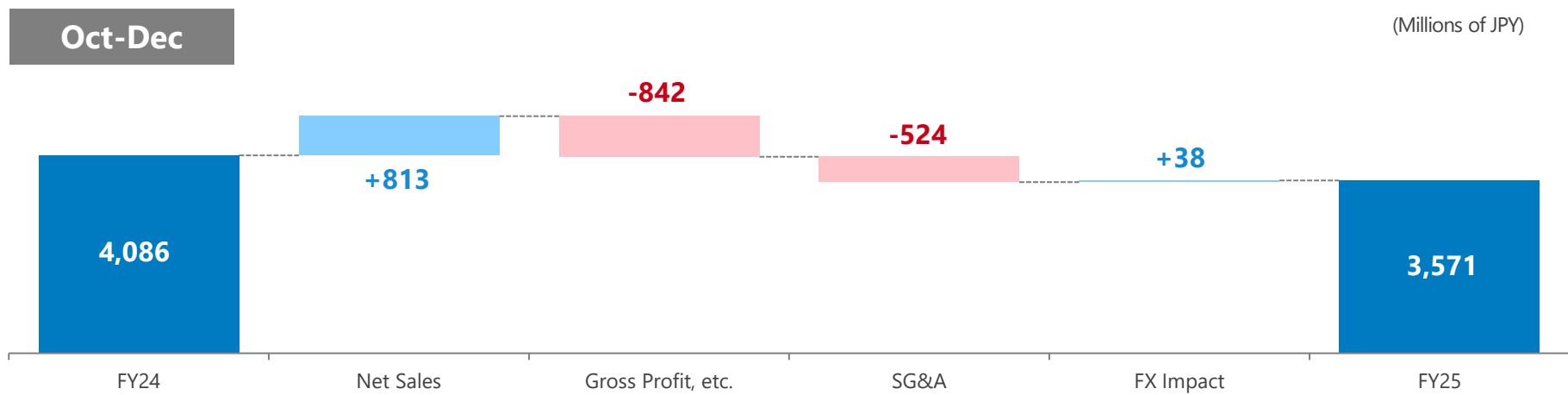
* Sales and OI excluding those of Russian subsidiaries are shown on p. 48.



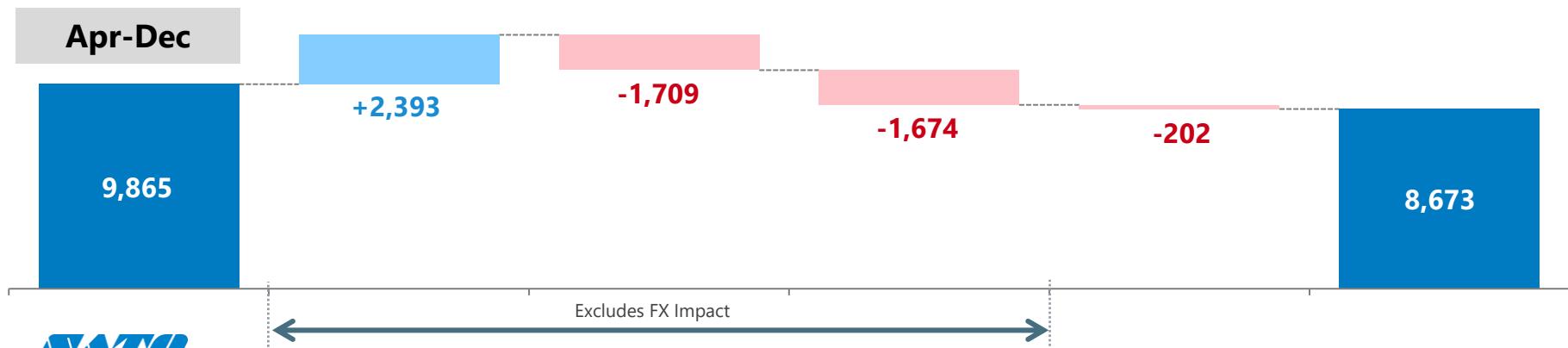
Major Gains/Losses in OI^{*}

Oct-Dec

(Millions of JPY)

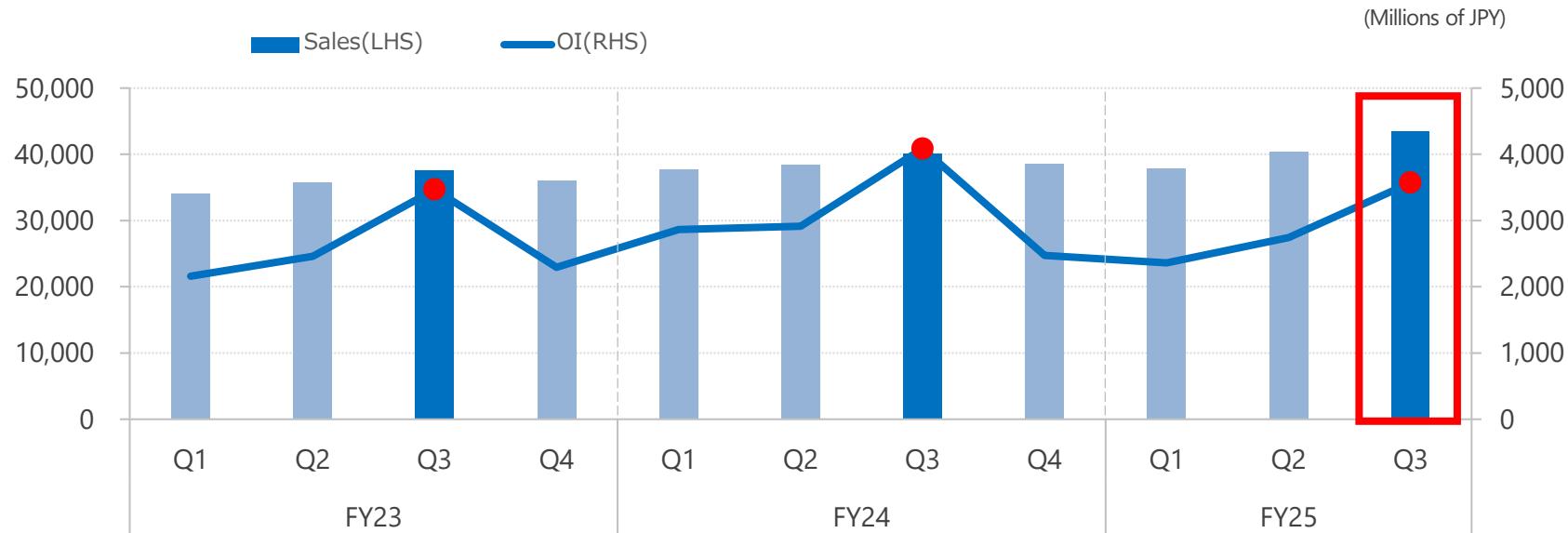


Apr-Dec



* Sales and OI excluding those of Russian subsidiaries are shown on p. 45.

Quarterly Sales and Operating Income



Sales	33,989	35,797	37,628	36,031	37,674	38,415	40,121	38,596	37,829	40,418	43,507
YoY	+0.9%	-2.7%	-0.6%	+4.5%	+10.8%	+7.3%	+6.6%	+7.1%	+0.4%	+5.2%	+8.4%
OI	2,160	2,460	3,467	2,295	2,864	2,914	4,086	2,475	2,359	2,741	3,571
YoY	2.6x	-16.6%	+4.9%	+30.4%	+32.6%	+18.4%	+17.9%	+7.8%	-17.6%	-5.9%	-12.6%

Sales and OI by Region



(Millions of JPY)

Sales

116,211



FY24

50.4%

13.7%

21.2%

14.7%

121,755

FY25

52.1%

12.9%

21.1%

13.9%

Operating Income

* Ratio excludes eliminations.

10,079



FY24

27.5%

8.1%

35.7%

28.6%

8,770

FY25

42.3%

8.3%

18.1%

31.3%



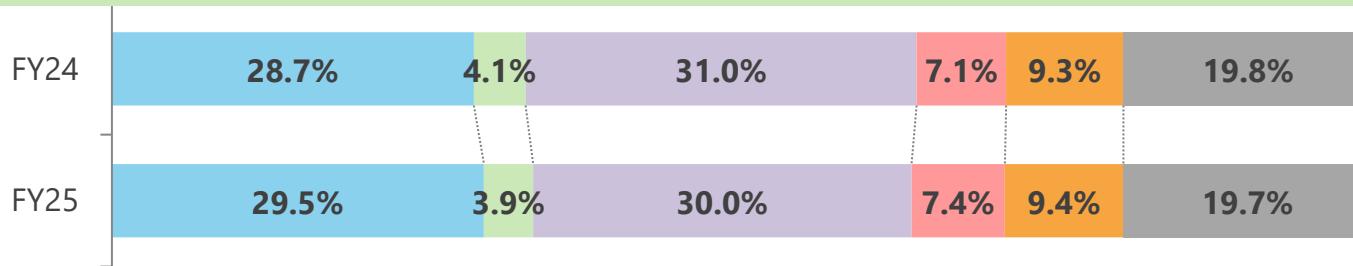
OI Ratio FY24 Japan : 4.8%, Overseas : 12.7%
 FY25 Japan : 5.9%, Overseas : 8.6%

Sales by Vertical

Manufacturing Logistics Retail Health Care Food & Beverage Others

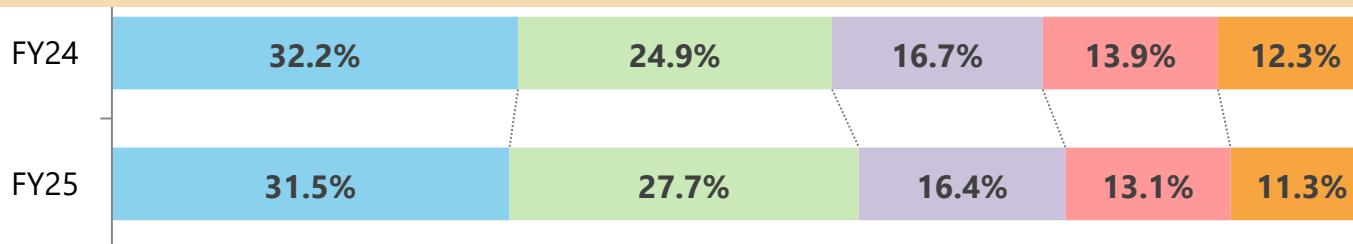
Overseas

* Main sales subsidiaries only. Factories & Primary Label companies not included.



Japan

* Maintenance services not included



* Since Q1 FY25, sales from the manufacturing and public verticals have been combined. Graphs have been adjusted retrospectively.

Overview

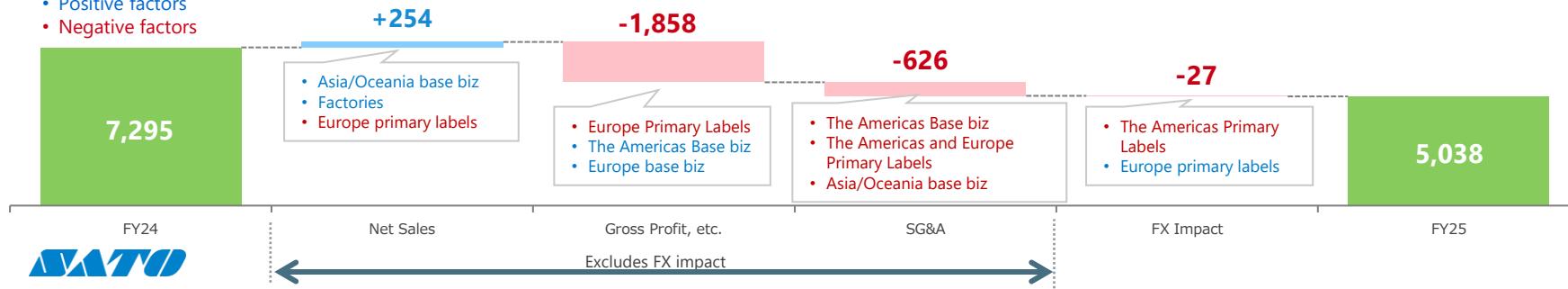
(Millions of JPY)

	FY24	FY25	Change	YoY	In local currencies
Base business Total Sales	39,491	39,566	+75	+0.2%	+1.0%
Primary Labels business Total Sales	18,158	18,765	+606	+3.3%	-3.7%
Total Sales	57,649	58,331	+681	+1.2%	-0.5%
Gross Profit	23,377	21,881	-1,495	-6.4%	-
Gross Profit %	40.6%	37.5%	-3.0pt	-	-
Base business Operating Income	3,531	3,398	-132	-3.8%	-2.8%
Primary Labels business Operating Income	3,790	1,688	-2,102	-55.5%	-55.6%
Elimination Operating Income	-27	-49	-22	-	-
Operating Income	7,295	5,038	-2,257	-30.9%	-30.6%
Operating Income %	12.7%	8.6%	-4.0pt	-	-

* Includes impact of IAS 29, Financial Reporting in Hyperinflationary Economies ("Hyperinflation Accounting") in Argentina.

Major Gains/Losses in OI

- Positive factors
- Negative factors



The Americas Base business

(Millions of JPY)

	FY24	FY25	Change	YoY	In local currencies
Total Sales	13,367	13,029	-337	-2.5%	+1.0%
Operating Income	348	324	-23	-6.7%	+0.3%

Europe Base business

(Millions of JPY)

	FY24	FY25	Change	YoY	In local currencies
Total Sales	9,357	9,902	+545	+5.8%	+2.0%
Operating Income	324	339	+14	+4.6%	+0.6%

Asia/Oceania Base business

(Millions of JPY)

	FY24	FY25	Change	YoY	In local currencies
Total Sales	16,766	16,633	-133	-0.8%	+0.5%
Operating Income	2,859	2,734	-124	-4.3%	-3.6%

Primary Labels business

(Millions of JPY)

		FY24	FY25	Change	YoY	In local currencies
The Americas	Total Sales	2,581	2,736	+155	+6.0%	+25.4%
	Achernar (Argentina)					
Plakorar (Brazil)	Operating Income	473	407	-65	-13.8%	+14.7%
Europe	Total Sales	15,284	15,734	+449	+2.9%	-8.7%
	Okil/ X-pack (Russia)					
Operating Income		3,282	1,254	-2,027	-61.8%	-66.1%
Asia/Oceania	Total Sales	292	294	+1	+0.6%	+5.7%
	Hirich (Vietnam)					
Operating Income		35	25	-9	-27.0%	-23.3%
Total Sales	Total Sales	18,158	18,765	+606	+3.3%	-3.7%
	Operating Income	3,790	1,688	-2,102	-55.5%	-55.6%

* Includes impact of IAS 29, Financial Reporting in Hyperinflationary Economies ("Hyperinflation Accounting") in Argentina.

Sales and OI by Business Segment/Region

(Millions of JPY)



Sales

57,649

FY24

68.5%

31.5%

58,331

FY25

67.8%

32.2%

FY24

27.7%

42.7%

29.6%

FY25

27.0%

44.0%

29.0%

Operating Income

* Ratio excludes eliminations.

7,295

FY24

48.2%

51.8%

5,038

FY25

66.8%

33.2%

FY24

11.2%

49.3%

39.5%

FY25

14.4%

31.3%

54.3%

OI ratio:

FY24 Base business : 8.9%, Primary Labels : 20.9%FY25 Base business : 8.6%, Primary Labels : 9.0%FY24 The Americas : 5.1%, Europe : 14.6%
Asia/Oceania : 17.0%FY25 The Americas : 4.6%, Europe : 6.2%
Asia/Oceania : 16.3%

Sales and OI Trends by Business Segment and Region

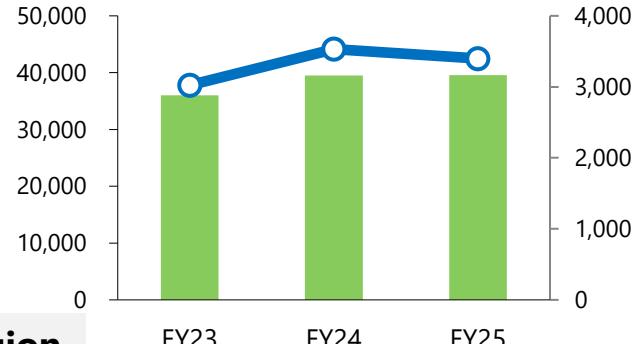
By Business Segment

Sales (LHS)

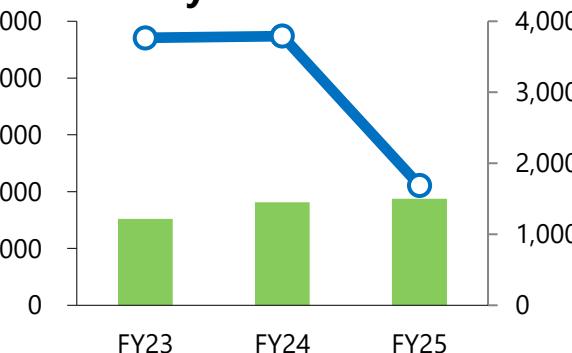
OI (RHS)

(Millions of JPY)

Base business

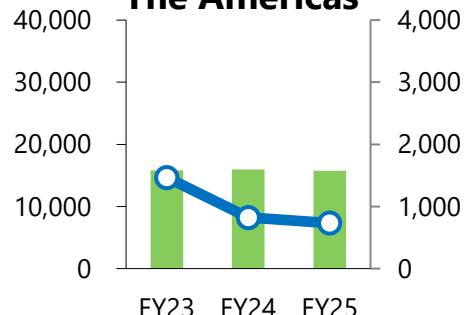


Primary Labels business

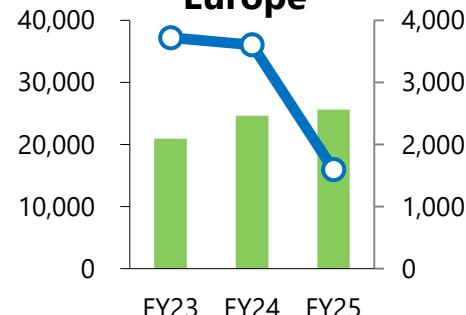


By Region

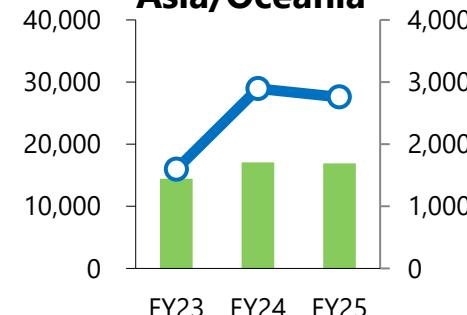
The Americas



Europe



Asia/Oceania



Overview

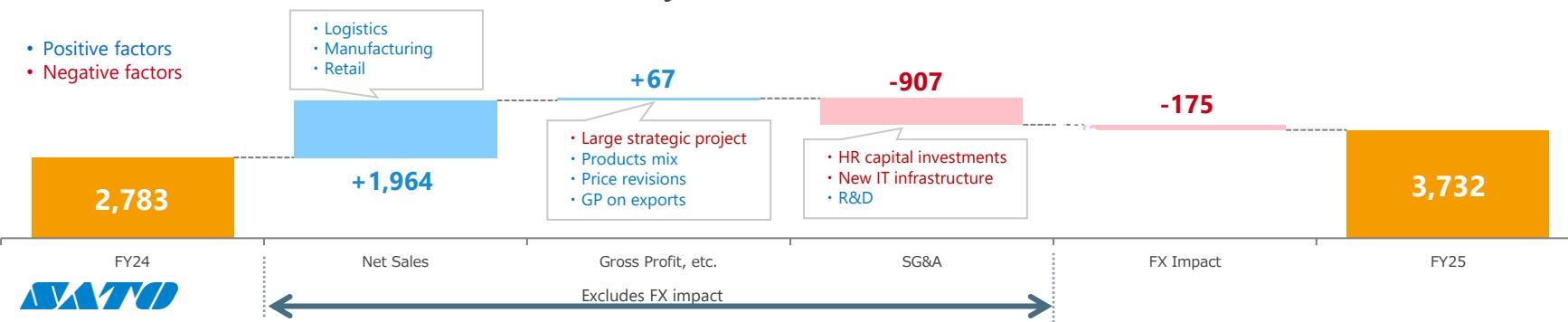
(Millions of JPY)

	FY24	FY25	Change	YoY
Mechatronics Sales	22,394	26,792	+4,398	+19.6%
Consumables Sales	36,167	36,631	+463	+1.3%
Total Sales	58,561	63,423	+4,862	+8.3%
Gross Profit	26,503	28,359	+1,856	+7.0%
Gross Profit %	45.3%	44.7%	-0.5pt	-
Operating Income	2,783	3,732	+948	+34.1%
Operating Income %	4.8%	5.9%	+1.1pt	-

Mechatronics: Hardware (e.g., printers, automatic labelers, scanners, hand labelers), software and maintenance services.

Consumables: Products such as variable information labels, RFID tags, primary labels (product labels) and ribbons.

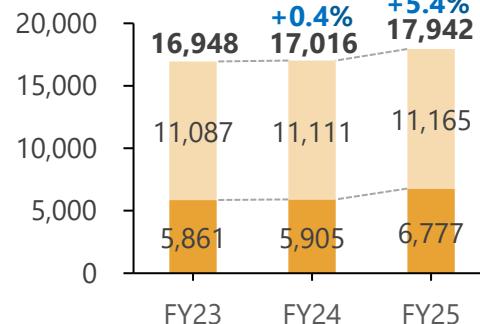
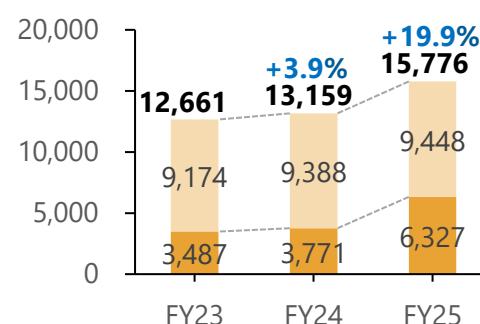
Major Gains/Losses in OI



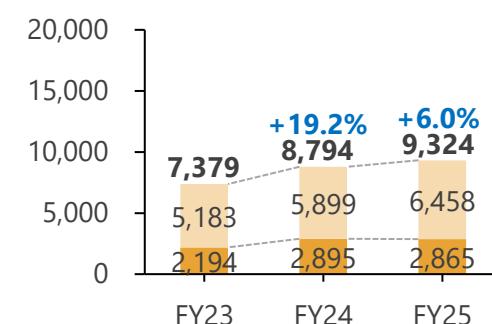
Sales by Vertical^{*1}

■ : Mechatronics ■ : Consumables * % indicates YoY change

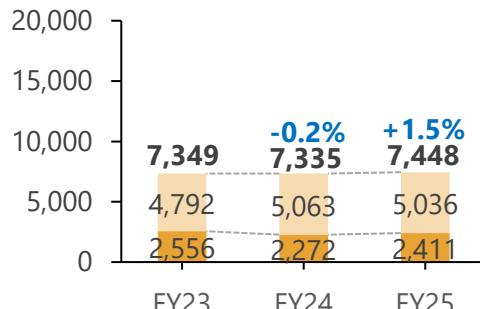
(Millions of JPY)

Manufacturing^{*2}Logistics^{*3}

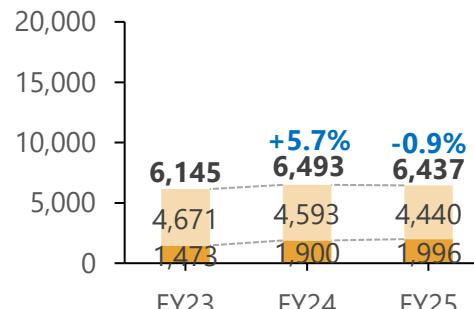
Retail



Health Care



Food & Beverage



* 1 Since Q1 FY24, maintenance support sales are partially included in the mechatronics business. The graphs have been adjusted retrospectively.

* 2 Since Q1 FY25, sales from the manufacturing and public verticals have been combined. The graphs have been adjusted retrospectively.

* 3 Since Q1 FY23, some industries have been reclassified from the public vertical to the logistics vertical. The graphs have been adjusted retrospectively.

Sales and OI by Business Segment (Figures exclude the Russian subsidiaries)

(Millions of JPY)

		FY24	FY25	YoY	In local currencies
Consolidated	Total Sales	35,238	37,792	+7.3%	+6.4%
	Operating Income	2,935	3,054	+4.1%	+6.2%
Overseas	Base	13,329	13,915	+4.4%	+1.2%
	Total Sales	1,200	1,147	-4.5%	-7.5%
	Primary Labels	892	1,018	+14.2%	+27.2%
	Eliminations	46	140	3.0x	4.4x
Total	Operating Income	6	-23	-	-
	Total Sales	14,221	14,934	+5.0%	+2.8%
	Operating Income	1,254	1,264	+0.9%	+3.1%
Japan	Total Sales	21,016	22,858	+8.8%	+8.8%
	Operating Income	1,824	1,830	+0.4%	+2.3%
	Eliminations	Operating Income	-143	-41	-

Consolidated Results

(Figures exclude the Russian subsidiaries)

(Millions of JPY)

	FY24	FY25	Change	YoY
Net Sales	35,238	37,792	+2,554	+7.3%
Operating Income	2,935	3,054	+119	+4.1%
Operating Income %	8.3%	8.1%	-0.2pt	-
Ordinary Income	3,015	2,995	-20	-0.7%
Profit attributable to owners of parent	1,955	1,825	-129	-6.6%
Effective Tax Rate	35.0%	38.2%	+3.2pt	-
EBITDA*	4,213	4,257	+43	+1.0%

Average FX for Apr-Dec 2025: JPY 148.71/USD, JPY 171.83 /EUR (Apr-Dec 2024: JPY 152.64 /USD, JPY 164.89 /EUR)

* EBITDA = Operating Income + Depreciation + Amortization (Incl. Goodwill)

- Depreciation for Oct-Dec 2025: JPY 1,199 million (Oct-Dec 2024: JPY 1,242 million)

- Amortization for Oct-Dec 2025: JPY 3 million (Oct-Dec 2024: JPY 36 million)



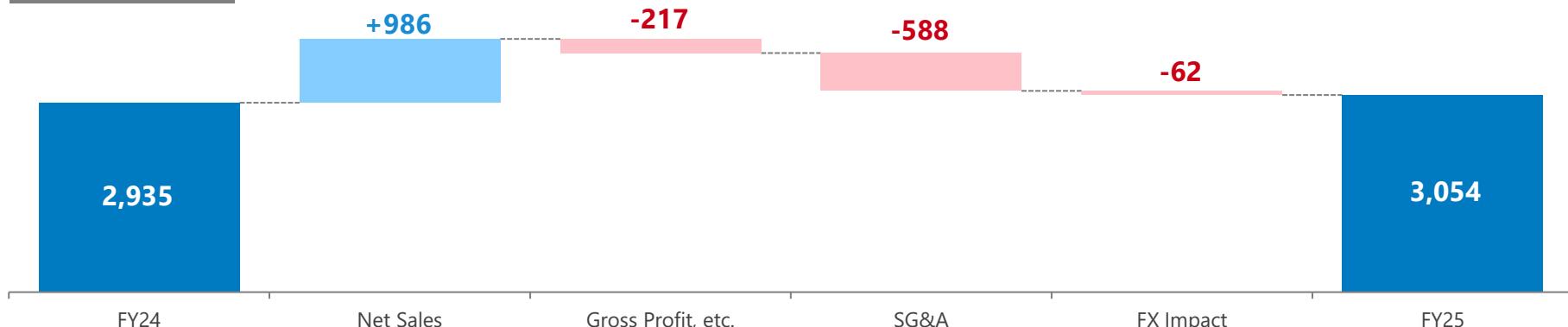
* 1 Apr-Dec results are shown on p. 48.

Major Gains/Losses in OI

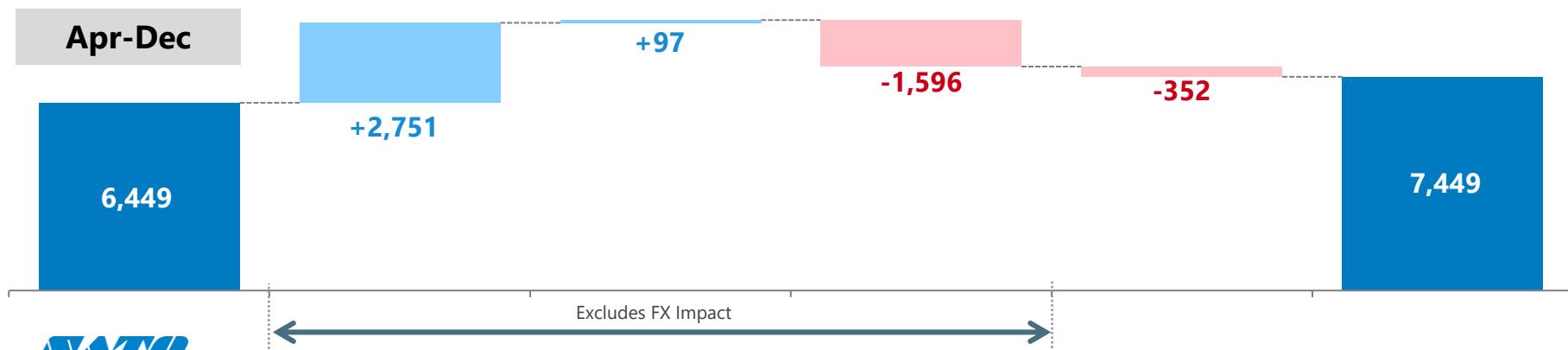
(Figures exclude the Russian subsidiaries)

Oct-Dec

(Millions of JPY)

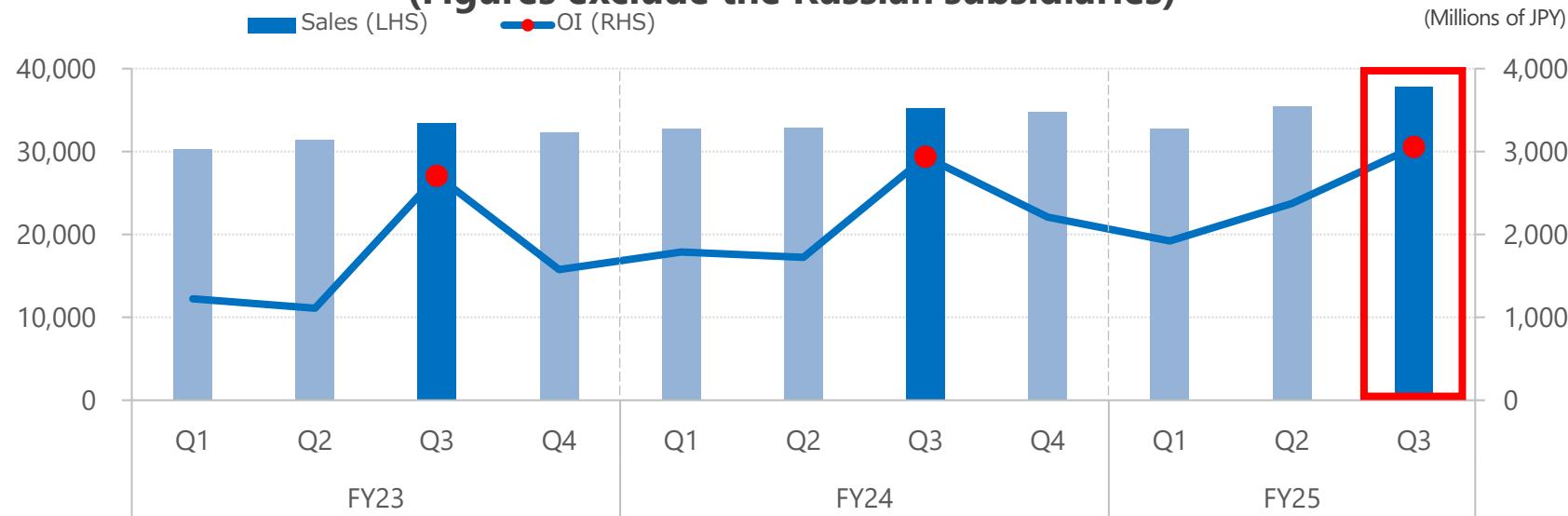


Apr-Dec



Quarterly Sales and Operating Income

(Figures exclude the Russian subsidiaries)



Sales	30,301	31,455	33,433	32,257	32,770	32,918	35,238	34,786	32,740	35,488	37,792
YoY	+1.6%	-1.7%	+2.6%	+4.9%	+8.1%	+4.7%	+5.4%	+7.8%	-0.1%	+7.8%	+7.3%
OI	1,222	1,110	2,704	1,577	1,789	1,724	2,935	2,209	1,922	2,373	3,054
YoY	2.0x	-45.1%	+40.9%	2.1x	+46.5%	+55.2%	+8.5%	+40.0%	+7.4%	+37.6%	+4.1%

Sales and OI by Business Segment
(Figures exclude the Russian subsidiaries)

(Millions of JPY)

		FY24	FY25	YoY	In local currencies
Consolidated	Total Sales	100,926	106,021	+5.0%	+5.9%
	Operating Income	6,449	7,349	+14.0%	+19.4%
Overseas	Base	39,491	39,566	+0.2%	+1.0%
	Total Sales	3,531	3,398	-3.8%	-2.8%
	Primary Labels	2,874	3,031	+5.5%	+23.4%
	Operating Income	374	365	-2.5%	+36.0%
	Eliminations	-27	-49	-	-
	Total	42,365	42,597	+0.5%	+2.5%
Japan	Operating Income	3,878	3,714	-4.2%	+0.3%
	Total Sales	58,561	63,423	+8.3%	+8.3%
	Operating Income	2,783	3,732	+34.1%	+40.4%
Eliminations	Operating Income	-213	-97	-	-

Consolidated Results

(Figures exclude the Russian subsidiaries)

(Millions of JPY)

	FY24	FY25	Change	YoY
Net Sales	100,926	106,021	+5,094	+5.0%
Operating Income	6,449	7,349	+900	+14.0%
Operating Income %	6.4%	6.9%	+0.5pt	-
Ordinary Income	5,788	6,948	+1,159	+20.0%
Profit attributable to owners of parent	3,670	4,603	+932	+25.4%
Effective Tax Rate	36.1%	32.8%	-3.3pt	-
EBITDA*	10,086	10,933	+847	+8.4%

Average FX for Apr-Dec 2025: JPY 148.71/USD, JPY 171.83/EUR (Apr-Dec 2024: JPY 152.64/USD, JPY 164.89/EUR)

* EBITDA = Operating Income + Depreciation + Amortization (Incl. Goodwill)

- Depreciation for Apr-Dec 2025: JPY 3,573 million (Apr-Dec 2024: JPY 3,523 million)

- Amortization for Apr-Dec 2025: JPY 10 million (Apr-Dec 2024: JPY 113 million)

(*) Underlined terms are described under its own heading

SATO's unique business concepts/initiatives		Description [*]
1	Auto-ID Solutions business	<p>Our business that carries out <u>DCS & Labeling</u>. It is specifically about integrating barcode printers/labels, software and services designed in-house with products and technologies from partners to resolve customers' worksite issues.</p> <p>This business is separated into Overseas and Japan segments, with the former comprised of the <u>Base</u> and the <u>Primary label businesses</u>.</p>
2	DCS & Labeling (DCS: Data Collection Systems)	<p>SATO's business model that incorporates auto-ID technology (such as barcodes and <u>RFID</u>) with barcode printers and labels/labeling services to (a) systematically collect data on people and things at business sites and (b) offer <u>tagging</u>/labeling of information, using accurate, efficient and optimized solutions.</p> <p>In line with increasingly sophisticated user needs, SATO also pursues a policy of open innovation and partnerships to provide value-added technologies such as image/voice recognition, location tracking and sensors to its legacy business model to better solve customer challenges.</p>
3	Base business	Business of <u>tagging</u> variable information, such as prices, manufactured dates and expiration dates in the form of barcodes and more.
4	Primary label business	Overseas business of <u>tagging</u> fixed information via product labels and other media. This business operates from SATO Group companies; <u>Achernar</u> (Argentina), <u>Prakolar</u> (Brazil), <u>Okil</u> (Russia), <u>X-Pack</u> (Russia) and <u>Hirch</u> (Vietnam).
5	Tagging	<p>The process of physically attaching to something data that identifies and/or provide status information.</p> <p>This involves digitizing information of the things it is tagged to so that the tagged data can be fed to and processed by core IT systems.</p> <p>This domain, connecting people and things with information, has remained central to SATO's business, ever since our days of pioneering hand labelers that attached price and other information to products.</p>
6	Koto-uri (Selling the solution, not the product)	Sales approach of selling not the product but combinations of products in the form of solutions that include hardware, <u>consumables</u> , maintenance services and software, together with ROI and other value propositions for the customer. The opposite concept of "Mono-uri" or selling single products.
7	Perfect and Unique Tagging (PUT)	A high-level problem-solving tagging technology that makes it possible to trace complete and unique individual information by tagging not only proprietary data such as IDs but also position and status information obtained from sensors to objects and people. The status can be identified and managed by fully automated reading integrated with the operation without manual intervention. Through solutions utilizing PUT, we aim to address not only on-site issues at individual customers but also common issues faced by society as a whole.

SATO's unique business concepts/initiatives		Description
8	Genbaryoku	<p>Our core competency of going to customer sites to understand their operations and identify the essence of issues to offer optimized solutions.</p> <p>It is our ability to (1) address a wide range of market, industry and application needs with our expertise in sites of operations, (2) integrate products, services and technologies into solutions, working together with strategic partners, and (3) offer maintenance services and solutions continuously to build trust and establish lasting relationships with customers.</p>
9	Teiho	<p>System of reports and proposals in effect since 1976. Employees share new information and ideas they come across on-site every day with top management via the Teiho system.</p> <p>Teiho helps top management gain immediate insight into the internal/external business situation to facilitate quick decision-making and execution of initiatives, while allowing "participation by all" in the management of the company.</p> <p>As Teiho reports are directly addressed to top management, it is also an effective means of compliance monitoring to prevent malpractice and other inappropriate behavior and assist in corporate governance. Some of our global offices have also started Teiho, with more to follow.</p>
Products, services and technologies		Description
1	Auto-ID solutions	Combination of products such as printers, labels, software and maintenance services using auto-ID technologies to carry out <u>DCS & Labeling</u> . To meet ever complex and diverse customer challenges, SATO also looks beyond its own resources and interests by pursuing partnerships, for example, to enable location technologies to track items by tags and inventory/worker movements in real time for managing manufacturing processes and visualizing productivity on-site.
2	Mechatronics	All products that are not <u>consumables</u> , including hardware (e.g., printers, automatic labelers, scanners, hand labelers), software and maintenance services. They generate higher gross profit margin than <u>consumables</u> . Printers are manufactured in Malaysia, Vietnam and Taiwan.
3	Consumables	"Consumable" products such as <u>variable information labels</u> , <u>RFID tags</u> , primary labels (product labels) and ribbons. They generate lower gross profit margin than <u>mechatronics</u> but incur low SG&A expenses ratio as they are typically sold through recurring business.
4	Variable information labels	Blank or pre-printed labels used to print information elements such as barcode, product price and manufactured or expiry date that vary with every customer's site of operation. Unlike fixed information labels that are identical and printed at large quantities in a single run, variable information labels can be printed on-demand as and when needed.

Products, services, technologies		Description
5	RFID (Radio Frequency Identification)	A type of auto-ID technology that uses radio waves to read/write data from/to an RFID tag without making contact. RFID offers faster read rates (from reading multiple tags at the same time) and greater read range than traditional barcode technology. Also, unlike barcodes, RFID tags can be read when covered by another object or stained and are read/write-capable to enable updates to the encoded data. Because of these key benefits, RFID can significantly improve operational efficiency.
6	PJM (Phase Jitter Modulation)	RFID technology that uses frequencies in the HF band and complies with the international standard ISO/IEC18000-3 Mode 2. SATO has many patents on reading circuits and systems that support implementation of the technology. In addition to providing fast and accurate lump-sum reading of up to 600 RFID tags per second, the technology lends itself to challenging read environments as PJM RFID operates down to -80 ° C, can be read in proximity to liquid, or with multiple of them stacked together, and withstands medical sterilization. In certain conditions and environments, PJM RFID systems can be built to enable operation with reduced susceptibility to metal interference. These advantages have led to growing adoption of the technology in blood bag and orthopedic implant management.
7	SOS (SATO Online Services)	A cloud-based monitoring service for printers that enables preventative maintenance and on-the-spot troubleshooting. With SOS, users can view the status of their cloud-connected printers at a glance and manage them centrally with ease, while SATO can increase productivity of its service personnel, allowing for even small service teams (as is often the case overseas) to provide improved support.
8	AEP (Application Enabled Printing)	A powerful on-board intelligence which enables customization of printer operation. Printers can link to other systems on a stand-alone basis, without going through any computers.
9	SATO AEP Cloud (Application Enabled Printing Could)	Cloud-based aPaaS (Application Platform as a Service) was launched in April 2025 by SATO Europe GmbH, a European subsidiary. It enables flexible and rapid application design in no-code and low-code for challenges such as complex labeling operations and regulations (e.g., digital product passports) faced by customers. This contributes to the realization of operational accuracy, business efficiency, cost management, etc.
10	Source tagging	A supply chain management practice of instructing vendors or suppliers to affix labels containing specified information of products before delivery.

SATO terminologies (4/4)

Key acquisitions since 2012		Description
1	Argox Information Co., Ltd. (Taiwan)	[2012] Company engaging in the development, production and sales of entry level printers.
2	Achernar S.A. (Argentina)	[2012] Company specializing in primary labels.
3	Magellan Technology Pty Ltd. (Australia)	[2013] Company from which SATO acquired the business of Magellan Technology Pty Ltd., which possessed PJM (Phase Jitter Modulation), an RFID technology compliant with ISO/IEC 18000-3 Mode 2. Now SATO Vicinity Pty Ltd.
4	Okil-Holding, JSC (Russia)	[2014] Primary labels company in which SATO acquired 75% ownership stake. <u>X-Pack</u> is affiliated with Okil.
5	Prakolar Rótulos Autoadesivos LTDA. (Brazil)	[2015] Company specializing in primary labels.
6	High Rich Trading & Service Corporation (Vietnam)	[2017] Primary labels company in which SATO acquired 49% ownership stake. Commonly known as Hirich.
7	Stafford Press, Inc. (U.S)	[2023] Company engaging in production and sales of horticulture tags and labels, and inkjet printers for on-demand color printing of such tags and labels.
Overseas subsidiaries founded after 2017		Description
1	Okil –SATO X-Pack Co. Ltd. (Russia)	[2017] A subsidiary producing and selling shrink sleeves, in-mold labels and soft packages in <u>Primary Labels business</u> , owned 60% by SATO.



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