



FY2025 Financial Results Materials

April 24, 2026

KEYENCE CORPORATION

Consolidated Financial Results for FY2025

(100 million yen)

	FY2024	FY2025	Y/Y
Net sales	10,591	11,693	+10.4%
Operating income	5,498	5,958	+8.4%
Income before income taxes	5,610	6,358	+13.3%
Net income attributable to owners of the parent	3,987	4,452	+11.7%

Consolidated Financial Results for FY2025 <4Q>

(100 million yen)

	FY2024 4Q	FY2025 4Q	Y/Y
Net sales	2,840	3,347	+17.9%
Operating income	1,527	1,794	+17.4%
Income before income taxes	1,507	1,921	+27.5%
Net income attributable to owners of the parent	1,069	1,340	+25.4%

Consolidated Financial Results <Quarterly Results>

(100 million yen)

	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	FY2025 4Q	Q/Q	Y/Y
Net sales	2,840	2,611	2,842	2,893	3,347	+15.7%	+17.9%
Gross profit	2,371	2,157	2,352	2,405	2,793	+16.1%	+17.8%
Gross margin	83.5%	82.6%	82.8%	83.1%	83.5%	+0.4P	±0P
Selling, general & administrative expenses	844	864	923	963	999	+3.8%	+18.5%
Operating income	1,527	1,293	1,429	1,442	1,794	+24.4%	+17.4%
Operating income margin	53.8%	49.5%	50.3%	49.8%	53.6%	+3.8P	△0.2P

FY2025 by Geographical Area (Y/Y)

	FY2024		FY2025	
	Actual	Local Currency Base	Actual	Local Currency Base
Japan	+8.2%	-	+4.6%	-
Overseas	+10.2%	+4.9%	+13.5%	+12.9%
Americas	+13.2%	+7.9%	+13.3%	+15.1%
Asia	+12.7%	+7.5%	+16.7%	+17.0%
Europe & Others	+2.2%	△3.4%	+8.4%	+2.9%

FY2025 4Q by Geographical Area (Y/Y)

	FY2024 4Q		FY2025 4Q	
	Actual	Local Currency Base	Actual	Local Currency Base
Japan	+8.5%	-	+8.6%	-
Overseas	+9.6%	+7.4%	+23.3%	+16.4%
Americas	+12.6%	+10.7%	+21.3%	+17.5%
Asia	+17.7%	+14.6%	+23.8%	+18.4%
Europe & Others	△6.5%	△7.5%	+25.8%	+11.5%

Sales Growth by Geographical Area (Y/Y) <Local Currency Basis>

	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	FY2025 4Q
Japan	+8.5%	+5.2%	+3.8%	+0.3%	+8.6%
Overseas	+7.4%	+11.4%	+10.4%	+13.3%	+16.4%
Americas	+10.7%	+14.2%	+13.7%	+15.0%	+17.5%
Asia	+14.6%	+17.1%	+13.5%	+18.9%	+18.4%
Europe & Others	△7.5%	△2.5%	+0.2%	+2.2%	+11.5%

FY2025 4Q by Geographical Area (% of Sales)

	FY2024 4Q	FY2025 4Q
Japan	37.2%	34.3%
Overseas	62.8%	65.7%
Americas	36.7%	36.1%
Asia	41.1%	41.2%
Europe & Others	22.2%	22.7%

*Composition ratio of Americas, Asia, Europe & Others is the composition ratio of overseas sales

Sales Growth by Geographical Area & Industry (Y/Y)

<Local Currency Basis>

*5% increments

	FY2024 2nd Half		FY2025 1st Half		FY2025 2nd Half	
	Japan	Overseas	Japan	Overseas	Japan	Overseas
Semiconductors & Liquid Crystals	+5%	+10%	0%	+10%	+5%	+20%
Electronics & precision	△5%	+10%	△5%	+20%	+10%	+25%
Automotive & Transportation	+15%	0%	△5%	+5%	△5%	+5%
Metal & Machine Tools	△5%	+5%	+5%	+10%	+15%	+15%
Food & Pharmaceuticals	+15%	+20%	+10%	+15%	+10%	+15%
Other	+20%	+10%	+20%	+10%	+5%	+15%

Overseas Sales Growth by Geographical Area & Industry (Y/Y)

<Local Currency Basis>

*5% increments

	FY2024 2nd Half			FY2025 1st Half			FY2025 2nd Half		
	Americas	Asia	Europe & Others	Americas	Asia	Europe & Others	Americas	Asia	Europe & Others
Semiconductors & Liquid Crystals	0%	+15%	△5%	0%	+15%	△5%	+25%	+20%	△5%
Electronics & precision	+15%	+20%	△10%	+15%	+25%	0%	+10%	+30%	+10%
Automotive & Transportation	0%	+5%	△10%	+10%	+10%	△10%	+10%	+5%	△5%
Metal & Machine Tools	+5%	+20%	△10%	+20%	+10%	△5%	+15%	+15%	+10%
Food & Pharmaceuticals	+25%	+20%	+15%	+20%	+15%	+10%	+20%	+5%	+10%
Other	+20%	+10%	0%	+15%	+10%	0%	+20%	+20%	+5%

Sales by Geographical Area & Industry (% Share)

<Local Currency Basis>

*5% increments

	FY2024 2nd Half		FY2025 1st Half		FY2025 2nd Half	
	Japan	Overseas	Japan	Overseas	Japan	Overseas
Semiconductors & Liquid Crystals	10%	10%	10%	10%	10%	10%
Electronics & precision	15%	15%	15%	15%	15%	15%
Automotive & Transportation	25%	25%	25%	25%	25%	25%
Metal & Machine Tools	10%	10%	10%	10%	10%	10%
Food & Pharmaceuticals	10%	10%	10%	10%	10%	10%
Other	30%	30%	30%	30%	30%	30%

Overseas Sales by Geographical Area & Industry (% Share)

<Local Currency Basis>

*5% increments

	FY2024 2nd Half			FY2025 1st Half			FY2025 2nd Half		
	Americas	Asia	Europe & Others	Americas	Asia	Europe & Others	Americas	Asia	Europe & Others
Semiconductors & Liquid Crystals	5%	20%	5%	5%	20%	5%	5%	20%	5%
Electronics & precision	10%	25%	10%	10%	30%	10%	5%	30%	10%
Automotive & Transportation	30%	20%	30%	30%	20%	30%	25%	20%	25%
Metal & Machine Tools	10%	10%	15%	10%	10%	15%	10%	10%	15%
Food & Pharmaceuticals	10%	5%	10%	10%	5%	15%	15%	5%	15%
Other	35%	20%	30%	35%	15%	25%	40%	15%	30%

R&D expenditure and Others

(100 million yen)

	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	FY2025 4Q
R&D expenditure	73	78	88	82	81
Capital expenditures	38	78	38	34	133
Depreciation & amortization	33	38	47	36	52

Exchange Rate

Average exchange rate	FY2024 4Q	FY2025 4Q	FY2024	FY2025
USD / JPY	154	156	153	150
EUR / JPY	161	183	164	173
CNY / JPY	21.1	22.4	21.1	21.1

< Foreign exchange impact (FY2025) >

Sales : approximately +31 (100 million yen)
 Operating income : approximately +18 (100 million yen)

< Exchange sensitivity >

Impact on operating income (FY2025)

→USD : approximately 9 (100 million yen) *Per 1 yen fluctuation
 →EUR : approximately 5 (100 million yen) *Per 1 yen fluctuation
 →CNY : approximately 7 (100 million yen) *Per 0.1 yen fluctuation

Capital Deployment Strategy for Sustainable Growth

1. Investments for Further Growth

With respect to investments for medium- to long-term growth, we will consider all opportunities without predefining specific frameworks, focusing on those that can deliver sustainable growth over the medium to long term.

(1) Investments in New Product Development and Strengthening of Business Infrastructure

Our top priority is to invest in initiatives that drive business growth and enhance our business model. Specifically, this includes new product development, expansion of overseas operations, strengthening of our direct-sales organization, business infrastructure, and production and shipping capabilities.

(2) Strategic M&A to Accelerate Growth

We will proactively consider M&A opportunities that are expected to enhance added value, without being constrained by timing or investment size.

Capital Deployment Strategy for Sustainable Growth

2. Investment in Human Capital

Based on our belief that “people are the foundation of value creation,” we will continue to invest in strengthening recruitment and talent development.

We will actively promote investment in human capital that contributes to the creation and enhancement of future value.

3. Dividends and Share Repurchases

We will maintain stable and continuous dividend payments.

Share repurchases will be conducted flexibly in response to changes in the business environment.

New Logistics Center

With a view to further business expansion, we are constructing a new logistics center.

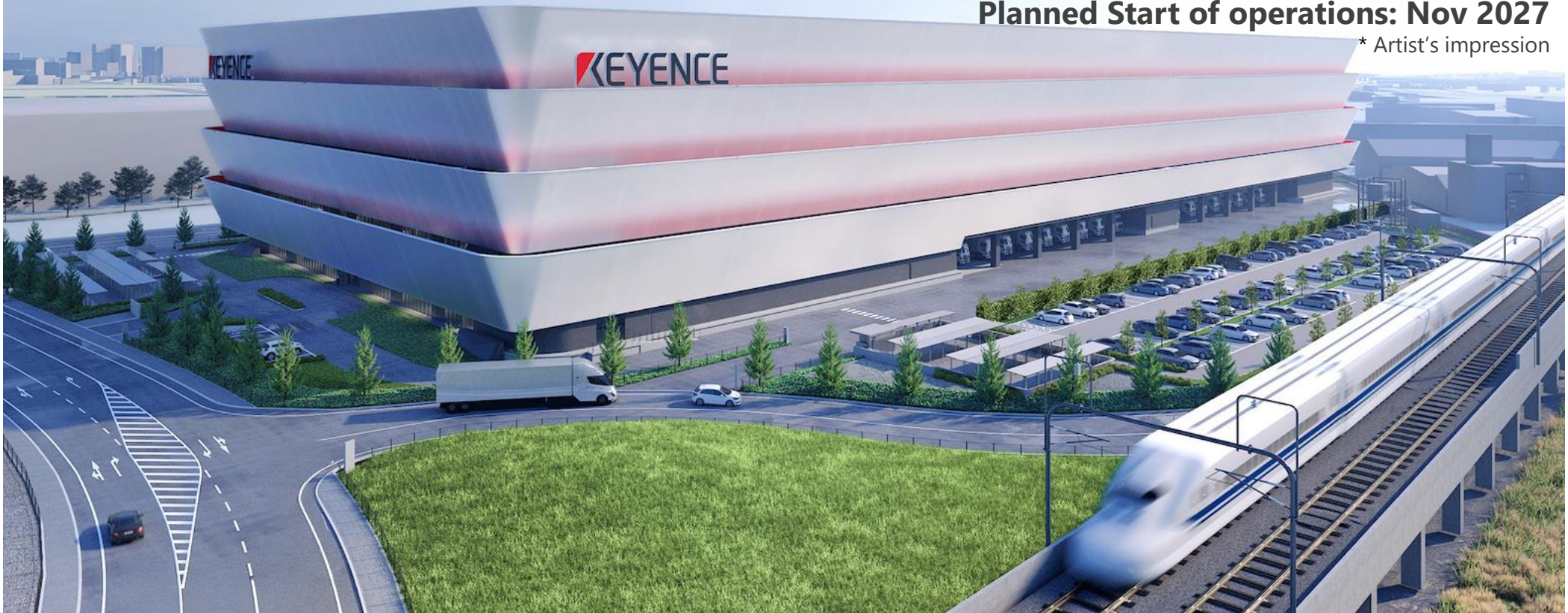
Location: Takatsuki, Osaka

Total floor area: Approx. 4× current facility

Planned Completion: Nov 2026

Planned Start of operations: Nov 2027

* Artist's impression



 **KEYENCE**