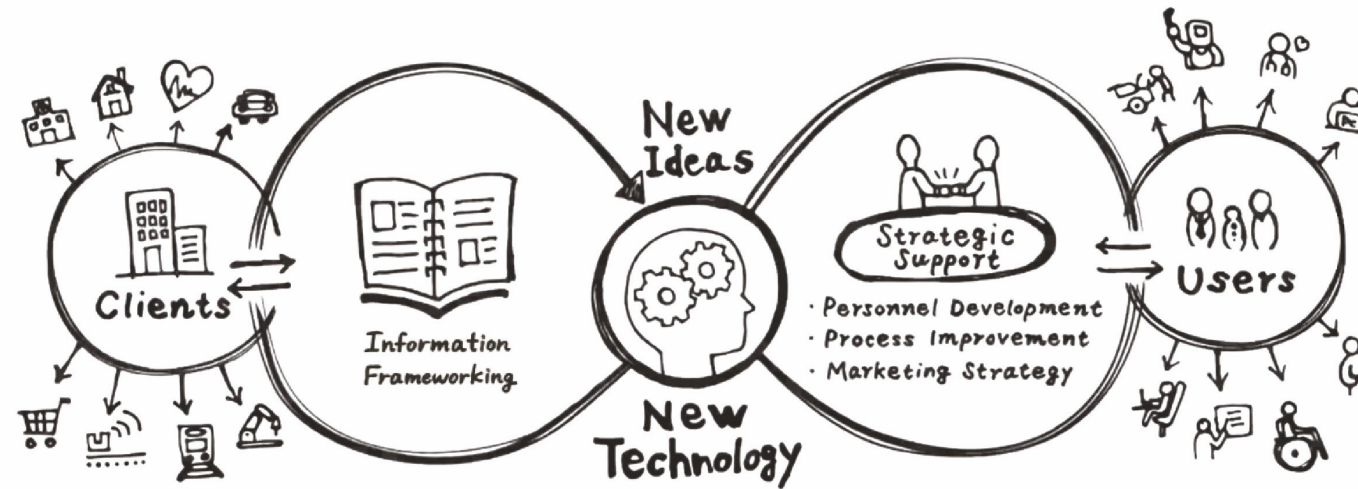


FY2025 First Half Financial Results Presentation



Behind the scenes, the CMC Group works side by side with our clients, leveraging our technical expertise and intimate knowledge of their businesses and products to help drive digital transformations



Impressive track record:
Six decades of constant evolution
and sustainable growth



Trusted by the best:
Long-standing relationships
with major global corporations



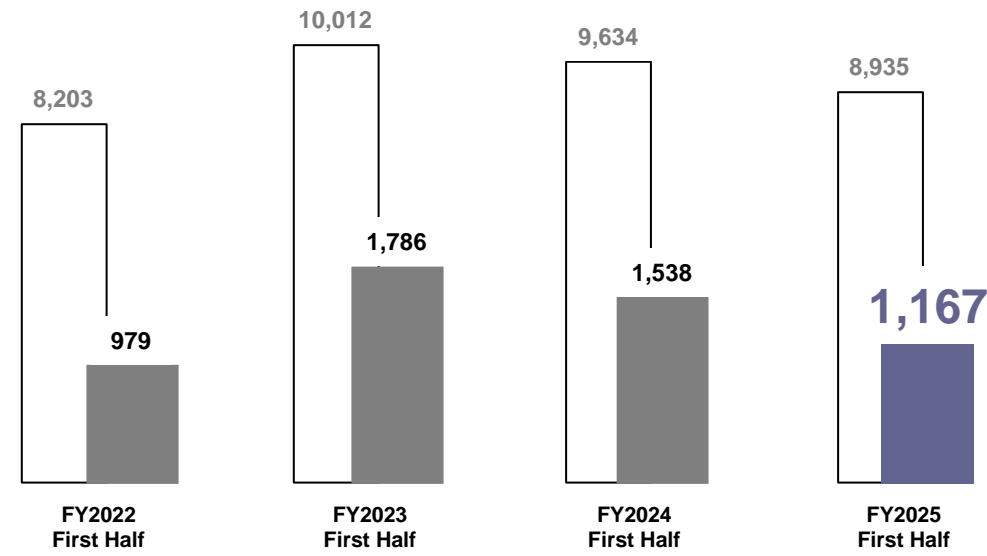
Solid financial base:
Flexibility to allocate capital dynamically
and invest in strategic opportunities

Performance

Despite revenue and operating profit falling due to the lull in client product lifecycles and changes to model launch plans, both ordinary profit and net profit grew year on year

Due to the market uncertainty, full-year forecasts have been revised
(Returns to shareholders remain unchanged)

Revenue / Operating Profit (Million yen)



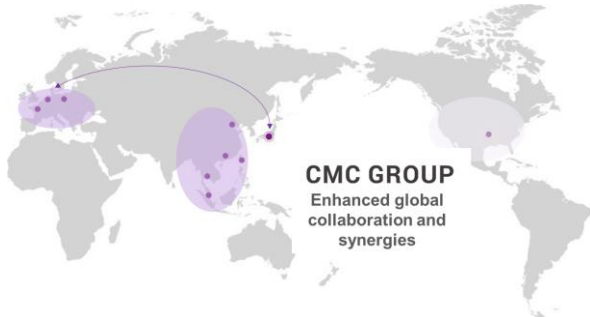
Growth Strategy Progress

Incorporation of the latest technology, such as generative AI; evolving with the changing times and continuing to grow

- Pursuit of new, information-driven businesses
- Development of platforms for frameworking product marketing information and supporting marketing strategies

Reorganization of locations to facilitate Groupwide synergies

- Reorganization of Asian and European operations



1 | Financial Results

2 | Earnings Guidance

3 | Returns to Shareholders

4 | Growth Strategy Progress

5 | Reference

1 | Financial Results

Despite both revenue and operating profit falling,
ordinary profit and net profit both grew YoY

	FY2024 First half	FY2025 First half	YoY	Vs Forecast	Unit: Million yen
Revenue	9,634	8,935	(7.3%)	(10.6%)	
Gross profit	3,531	3,214	(9.0%)	-	
Operating profit	1,538	1,167	(24.1%)	(16.6%)	
Operating profit margin	16.0%	13.1%	(2.9 pts)	(0.9 pts)	
Ordinary profit	1,461	1,482	+1.4%	+1.6%	
Profit attributable to owners of parent	955	980	+2.6%	+8.9%	
EPS	72.06 yen	74.28 yen	+2.22 yen	+6.45 pts	
ROE	5.0%	4.7%	(0.3 pts)	-	

Unit: Million yen

Assets	Sep. 30, 2024	March 31, 2025	Change
Current assets	17,610	17,301	(309)
(Cash and deposits)	12,320	12,617	+296
Non-current assets	8,798	8,649	(148)
Total assets	26,408	25,950	(458)
Liabilities and net assets	Sep. 30, 2024	March 31, 2025	Change
Current liabilities	3,552	2,932	(619)
Non-current liabilities	1,927	1,953	+26
Total liabilities	5,480	4,886	(593)
Shareholders' equity	19,995	20,052	+56
Other	932	1,011	+79
Total net assets	20,928	21,063	+135
Total liabilities and net assets	26,408	25,950	(458)

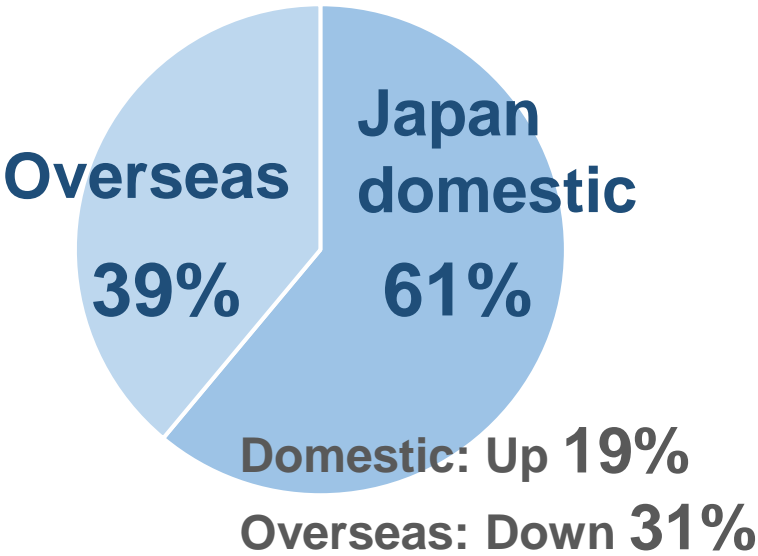
Manuals: Impacted by the lull in key clients’ product lifecycles and changes to sales plans

Knowledge: Continued growth in initiatives supporting digital transformation

Reference: Sales by target market

Unit: Million yen

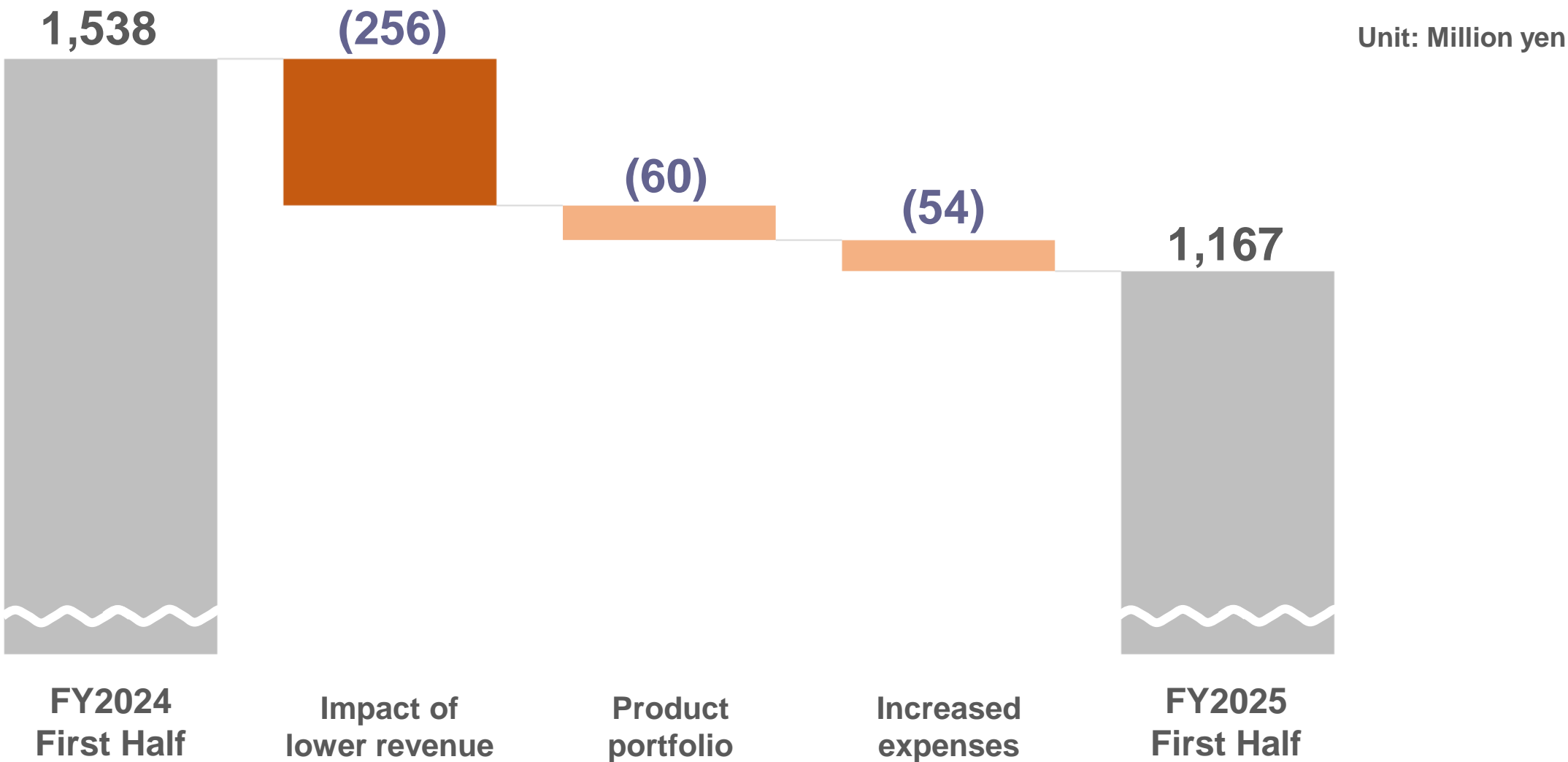
Revenue	FY2024 First Half		FY2025 First Half		
	Amount	%	Amount	%	YoY
Manuals	3,950	41.0%	2,663	29.8%	(32.6%)
Knowledge	5,304	55.1%	5,870	65.7%	10.7%
Other	380	3.9%	401	4.5%	5.6%



Japanese domestic: Products and services sold in or intended for use by customers in the Japanese domestic market

Overseas: Products and services sold in or intended for use by customers in overseas markets

Profit impacted by the fall in
CMC (non-consolidated) revenue



2 | Earnings Guidance

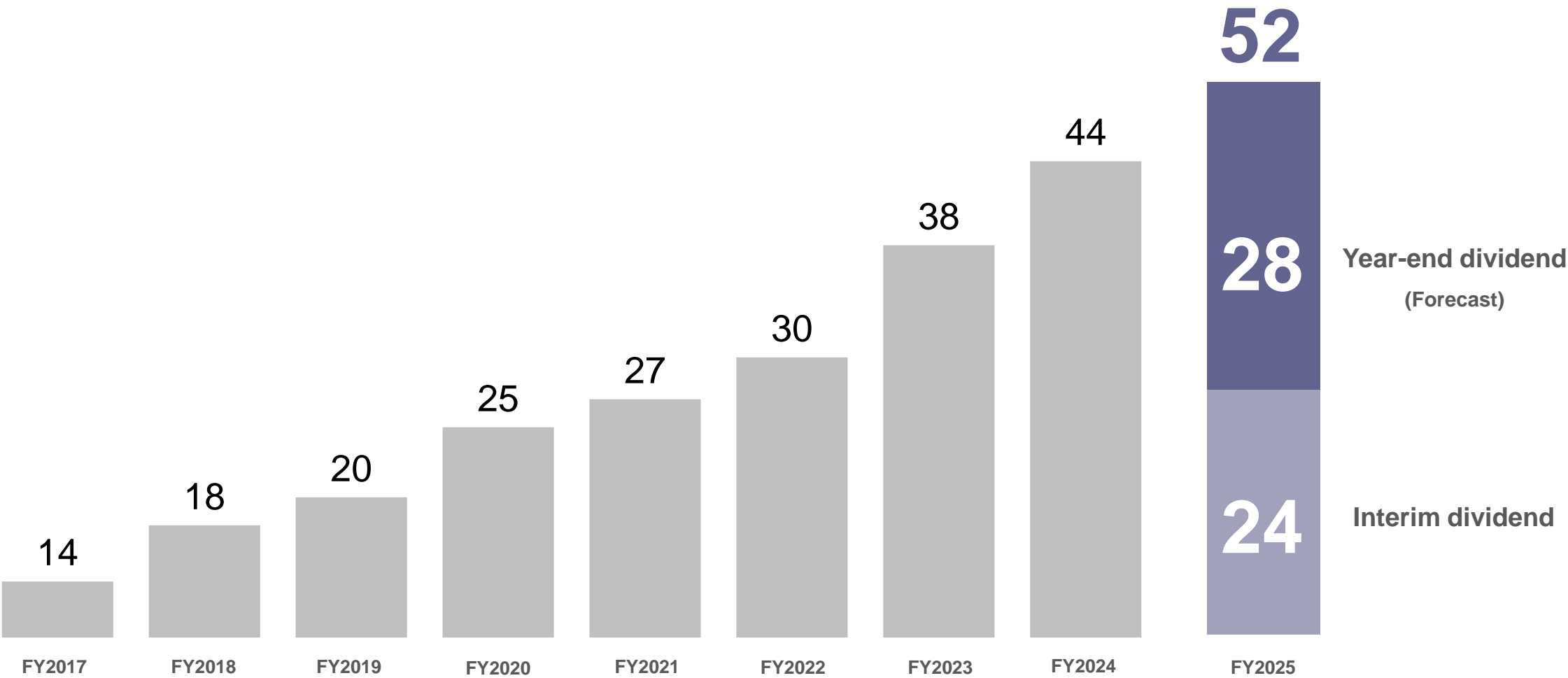
Due to the uncertainties surrounding market developments and the timing of client orders, forecasts have been revised; efforts aimed at business transformation are ongoing

	FY2024	FY2025 (Revised forecast)	YoY	FY2025 (Initial forecast)*	Unit: Million yen
Revenue	19,523	18,000	(7.8%)	22,000	
Operating profit	2,975	2,400	(19.3%)	3,600	
Operating profit margin	15.2%	13.3%	(1.9 pts)	16.4%	
Ordinary profit	3,182	2,600	(18.3%)	3,700	
Profit attributable to owners of parent	2,078	1,850	(11.0%)	2,400	
EPS	156.72 yen	140.16 yen	(16.56 yen)	180.88 yen	
ROE	10.5%	8.7%	(1.8 pts)	11.1%	

* Revised forecasts were disclosed on May 13, 2025, in “Notice Concerning Variance between Forecasts and Actual Results for the First Six Months of FY2025 and Revision of Full-Year Earnings Forecast” (in Japanese only).

3 | Returns to Shareholders

As per initial forecasts, annual dividend to increase for 8th consecutive year



**Will continue to buy back shares when prudent to do so;
dividends to be consistently increased and returns to shareholders
further enhanced**

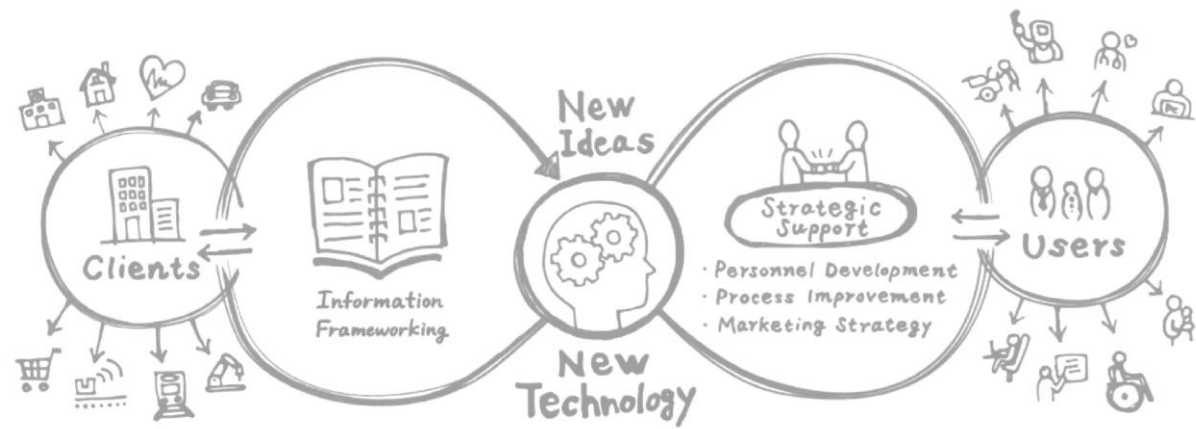
Item	Details	Current status (End of April)
Type of shares	Common shares	Common shares
Total number of shares	480,000 shares (max)	220,000 shares
Total acquisition price	900 million yen (max)	Approx. 360 million yen
Buyback period	November 18, 2024 to September 30, 2025	-

4 | Growth Strategy Progress

Supporting our clients behind the scenes;
creating a foundation that supports the flow of information value



Pursuit of new, information-driven businesses
Incorporation of the latest technology, such as generative AI;
evolving with the changing times and continuing to grow



We support our clients to enhance their:

Product and Technical Information

Data structuring support tools



For more details: <https://info.knowledgemaster.jp>

Operations Information

Business process management support tools



For more details: <https://kaizenfarm.jp/>

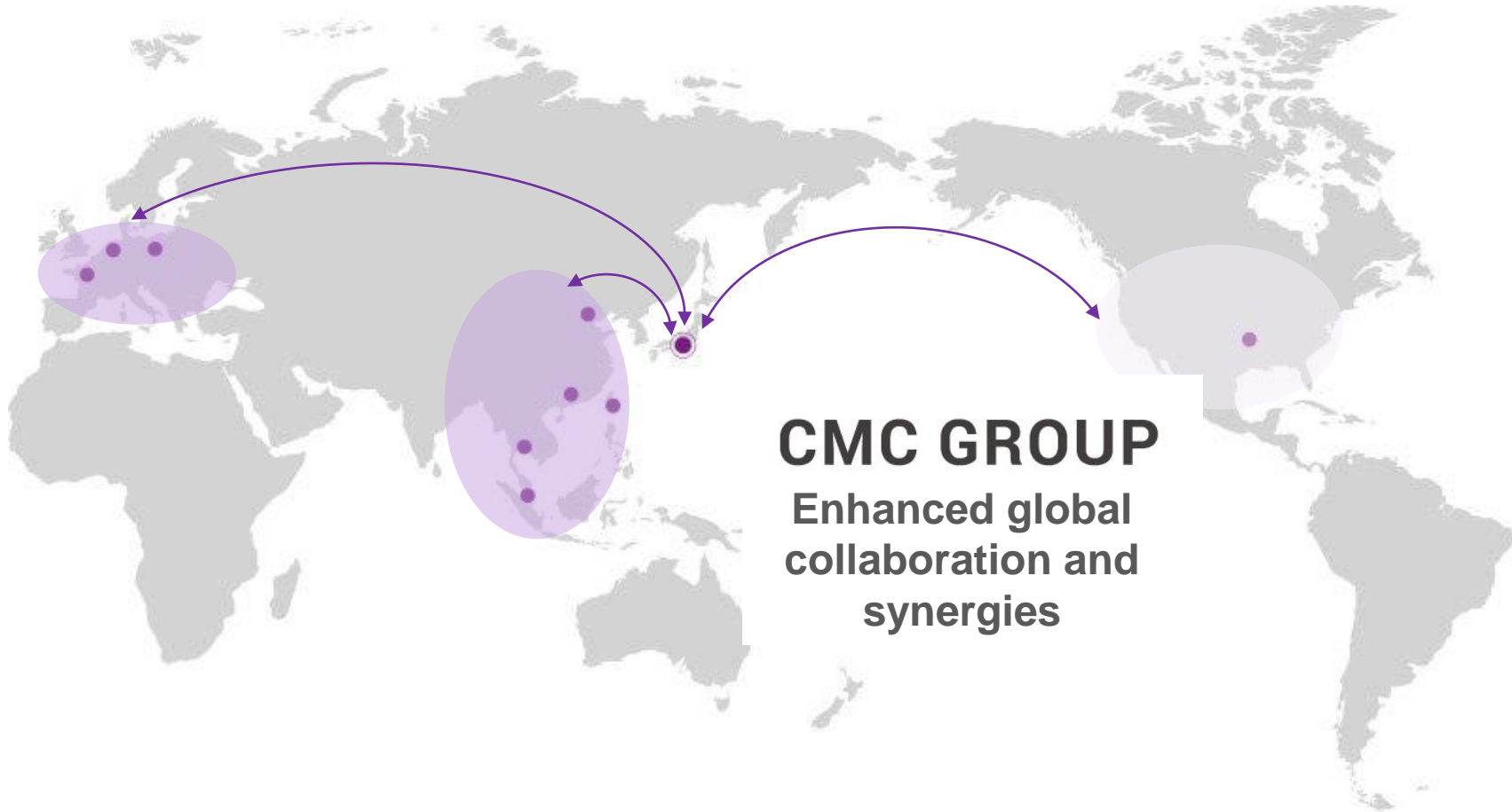
Product and Marketing Information

New

Development of platforms for frameworking product marketing information and supporting marketing strategies

Reorganization of our overseas operations and enhancement of our global footprint to serve international clients more effectively

Since 2023, overseas operations in Asia and Europe have been reorganized



CMC GROUP
Enhanced global
collaboration and
synergies

CMC GROUP

The earnings announcement for the third quarter of the fiscal year ending September 30, 2025, is scheduled to be released on Friday, August 8, 2025 (in Japanese only).

5 | Reference

History

Trusted by clients with
highly sensitive technical and product information

Leveraging our
product knowledge
and expertise

Both creating manuals (making things) and providing
strategic support (crafting experiences) for our clients

Making “things” (physical products)

Crafting experiences (intangible value)



Compressing documents and blueprints
and recording on film

Example



Writing and editing owner's manuals,
repair manuals, etc.

Example



BPM support

Example



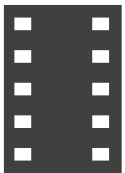
Product training

Example



Exhibition support (VR tech)

Microfilm



Printing



Technical manuals



Process improvement:
Visualizing expertise and tacit
know-how



HRD:
Staff training



Marketing
strategy:
Increasing
consumer
awareness

Manual production

Printing

1962

1970

2000

2010

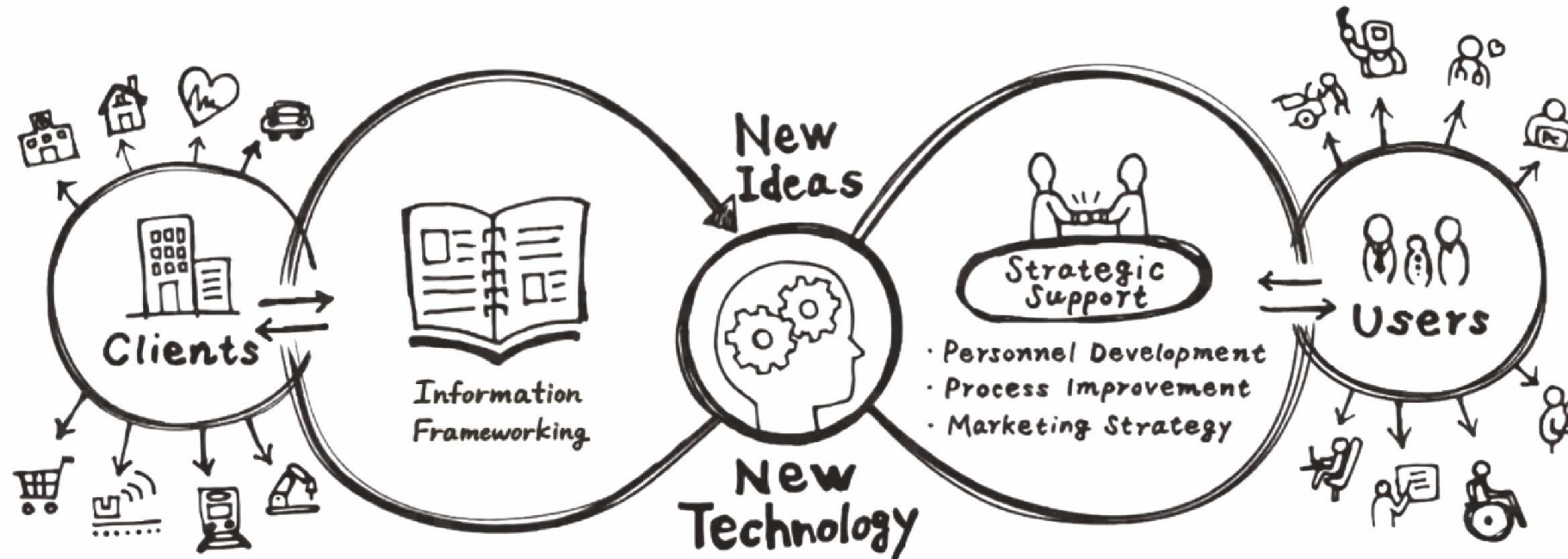
2020

Understand client companies

through information frameworking

Understand end users

through strategic support



Through this **virtuous cycle**, we provide **comprehensive support**
to our **clients** and facilitate **behavioral changes**



**Evolving with the
changing times**

0

Products/Services
continuously provided
since foundation



**Quality trusted
by the best**

60+
years

Track record with top
global automaker



**Driving growth
through acquisitions**

Approx.
6x

Profit growth post-
acquisition of three
Group companies



**The manual experts: Unparalleled
knowledge and experience**

Approx.
50%

Share of technical
manuals for major
automaker



**Cutting-edge
ICT**

Approx.
25%

Group employees with info
and communication tech
expertise

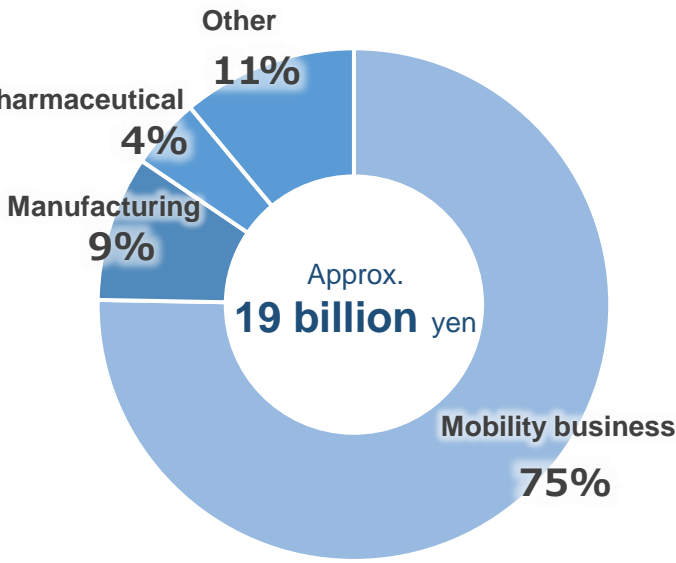
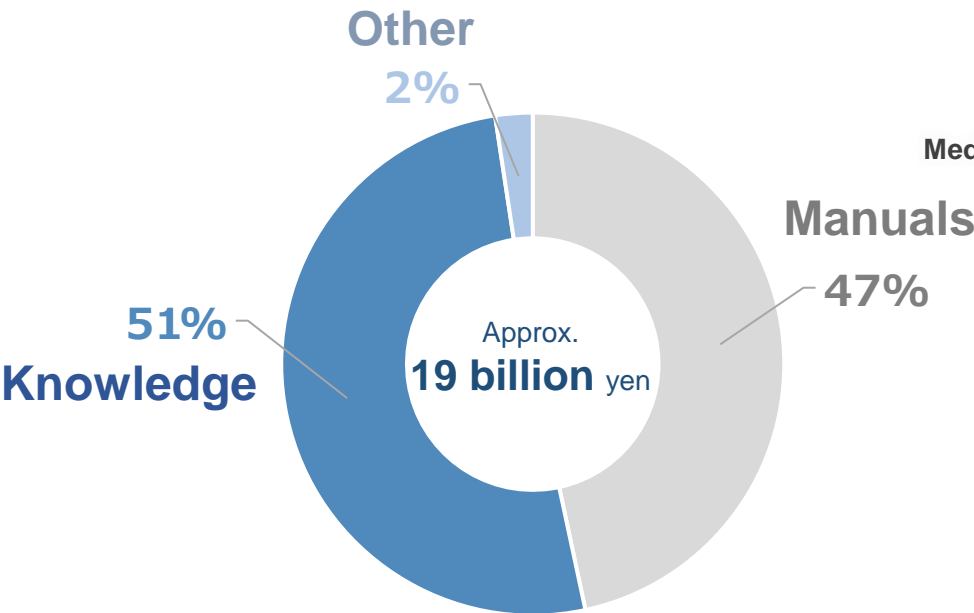


**Steady profit and
dividend growth**

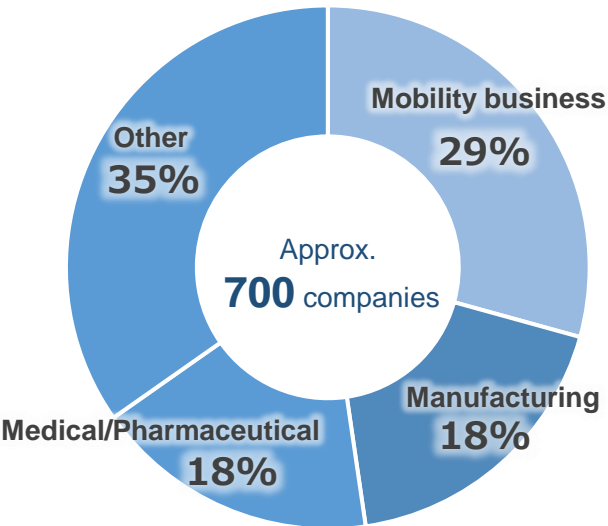
7
consecutive
years

Consistent results enabling
dividend increases seven
years in a row

Revenue structure



Customer base



Global Footprint (As of May 13, 2025)

North America

USA



CMC Productions USA, Inc.

Europe

Poland



CMC Group Poland Sp. zo.o.

Asia

China



GCMC Information Technology Co., Ltd.
GCMC Network Technology Co., Ltd

Netherlands



CMC Group Europe B.V.

Taiwan



CMC Group Taiwan Co., Ltd.

France



CMC Group Europe B.V.

Thailand



CMC Group Asia, Co., Ltd.

Singapore



CMC Group Asia, Co., Ltd.

Global presence:

11 locations in 8 countries

Consolidated income statement	Unit	FY22	FY23	FY24	FY25 (Forecast)
Revenue	Million yen	17,917	18,451	19,523	18,000
Gross profit	Million yen	6,860	6,858	7,275	6,700
Operating profit	Million yen	2,590	2,617	2,975	2,400
Ordinary profit	Million yen	2,964	2,873	3,182	2,600
Net profit attributable to owners of parent	Million yen	2,003	1,762	2,078	1,850
Gross profit margin	%	38.3	37.2	37.3	37.2
Operating profit margin	%	14.5	14.2	15.2	13.3
Ordinary profit margin	%	16.5	15.6	16.3	14.4
Net profit margin*1	%	11.2	9.6	10.6	10.3

*1 Net profit margin = Net profit attributable to owners of parent ÷ Revenue

Other indicators	Unit	FY22	FY23	FY24
Book-value per share	Yen	1,315.42	1,428.67	1,554.78
Earnings per share	Yen	150.56	132.97	156.72
ROE	%	12.0	9.7	10.5
ROA	%	13.6	12.1	12.4
PER	Times	7.9	10.7	7.6
Dividend payout ratio	%	19.9	28.6	28.1
Employees	Employees	909	925	862

Cautionary Note Regarding Forward-Looking Statements

This presentation has been prepared by CMC Corporation (hereafter, the Company) and is intended to facilitate understanding of the Company's current situation. The content of this presentation is based on generally accepted economic and social conditions and other assumptions deemed reasonable by the Company's management.

Conditions and assumptions are subject to change without notice in accordance with changes in the business environment. Certain information set forth in this presentation contains forward-looking statements. Such statements reflect our current understanding of forecasts and expected developments and are inherently subject to various risks and uncertainties that may cause actual results to differ materially from those expressed in the statements contained in this presentation. Risks and uncertainties include, but are not limited to, general economic conditions, such as industry and market conditions, both in Japan and internationally, and fluctuations in interest rates and currency exchange rates.

The Company disclaims any intention or obligation to update or revise the forward-looking statements contained in this presentation, regardless of any new information or future events.

In light of the above, investors are asked to exercise their own judgment with regard to any investment decisions involving the Company.

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Corporate Planning Department

Investor relations contact: [Contact Us | CMC CORPORATION](#)

IR website (Japanese): <https://www.cmc.co.jp/ir/>