

# Creating Inspirational Value Report

CMC Group Sustainability Report, May 2025



# INTRODUCTION

## MESSAGE FROM OUR CEO

In October 2023, we established the CMC Group's approach to sustainability, which aims "to achieve sustainability of information value."

For us, sustainability means working alongside our clients to deliver "inspirational value" to all stakeholders.

To achieve this, it is essential that we understand the true nature of the challenges faced both by our clients and by society as a whole, and constantly strive to find solutions to these issues.

We are pleased to share our vision and progress on creating inspirational value with you in the "Creating Inspirational Value Report".

佐々幸恭

Yukiyasu Sasa  
President and CEO  
CMC Corporation



## CONTENTS

- 02 CMC GROUP SUSTAINABILITY
- 03 BUSINESS MODEL STRATEGY
- 04 HOW WE CREATE INSPIRATIONAL VALUE
- 05 MATERIAL ISSUES
- 06 THE SOURCES OF VALUE CREATION
- 08 OUR HISTORY OF VALUE CREATION

### Editorial Policy

This report has been published as a tool to facilitate dialogue with our stakeholders. Here, we introduce our strategic story and how we are working to realize the CMC Group's vision. We will continue working to improve the content of the report.

### Information Disclosure

Information on our sustainability policies and initiatives can be found on the following pages.

Sustainability <https://www.cmc.co.jp/english/sustainability/>

IR News | Investor Relations\* <https://www.cmc.co.jp/ir/>

\* Information currently available in Japanese only.



# CMC GROUP SUSTAINABILITY

## PURPOSE

## To achieve sustainability of information value

Continuing to provide “inspirational value” to all of our stakeholders by ensuring “the right people have the right information, at the right time, in the right way” – this is the CMC Group’s enduring purpose.

## Our Fundamental Approach to Sustainability

Since our earliest days, we've moved with the times, and our products and services have evolved to keep pace. What hasn't changed, however, is our commitment to working alongside our clients to deliver "inspirational value" to all stakeholders.

When people's innate potential and skills are combined with the power of data, we can change the way we live and work for the better. We will continue to open up new possibilities and help to make life more enjoyable.

## VISION

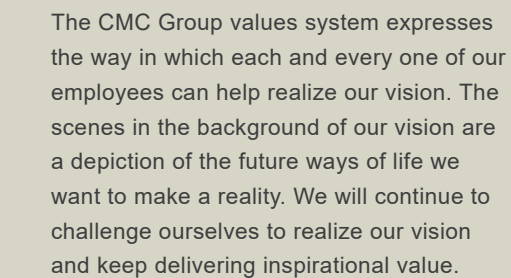
**The potential of people  
meets the power of data –  
better lives through better  
information**

**Business Plans .....**

Mid-Range Plans  
Company Goals / Divisional Targets

## .. VALUES

CMC Group Way



## CMC Group Way

 <https://cmc.jp/english/about/vision/>

The CMC Group Way defines the actions and behaviors expected of all Group employees. We aim to prove ourselves worthy of the trust that our clients and other stakeholders place in us.

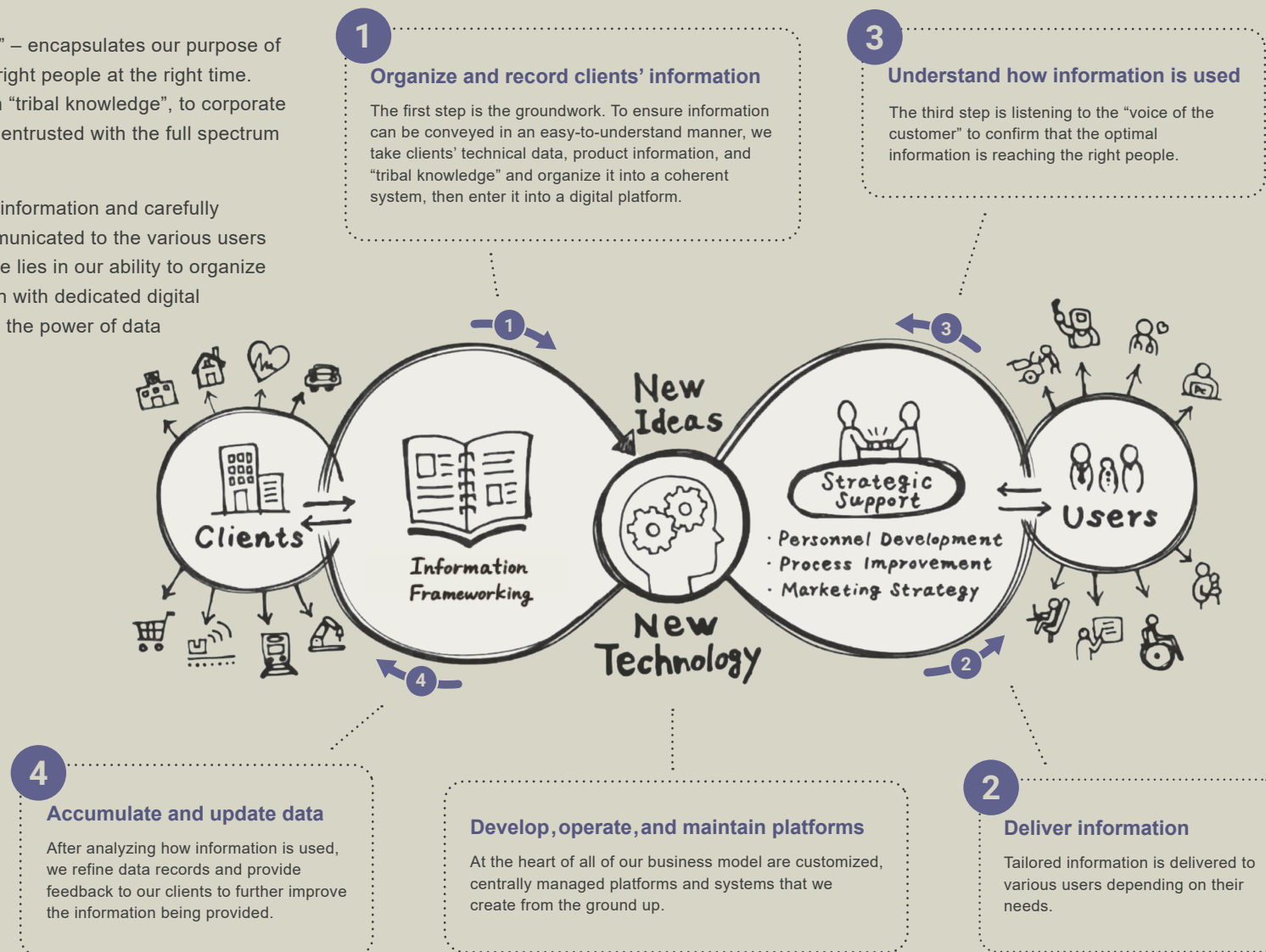


# BUSINESS MODEL STRATEGY | Infinity Loop

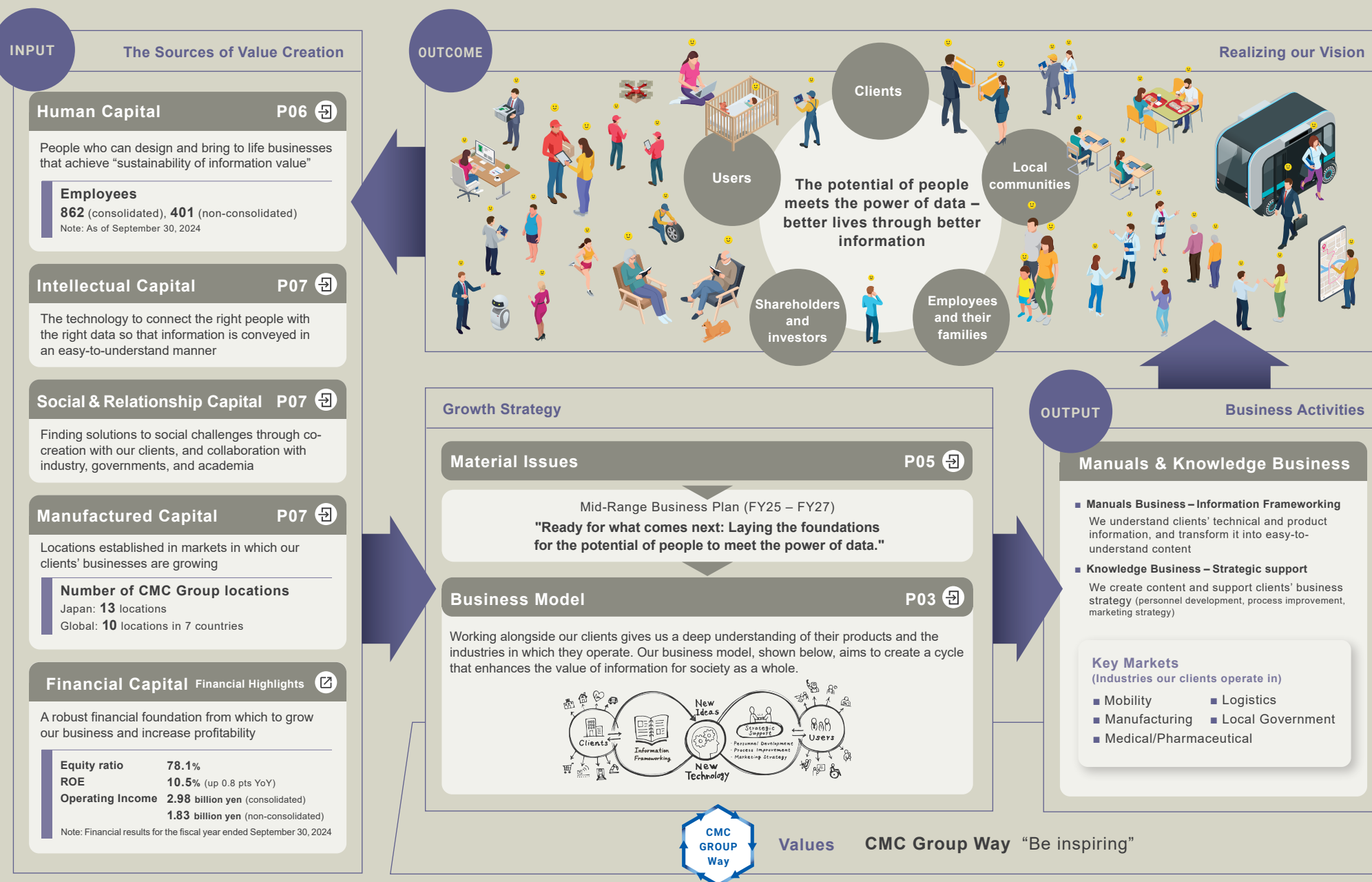
## How We “Achieve Sustainability of Information Value”

Our business model strategy – the “Infinity Loop” – encapsulates our purpose of continuing to deliver the right information to the right people at the right time. From highly confidential blueprints and unwritten “tribal knowledge”, to corporate value systems and marketing strategies, we are entrusted with the full spectrum of our clients’ information.

Our job is to make sense of this vast quantity of information and carefully consider what, when, and how it should be communicated to the various users who need it. The CMC Group’s point of difference lies in our ability to organize and streamline the flow of our clients’ information with dedicated digital platforms and feedback mechanisms that unlock the power of data to identify what users really want.



# HOW WE CREATE INSPIRATIONAL VALUE



# MATERIAL ISSUES

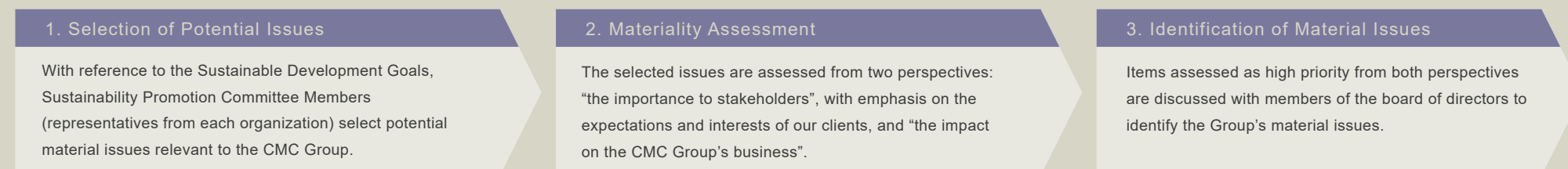
Working alongside our clients to solve material issues is how we contribute to the creation of a sustainable society.

We strive to deliver inspirational value to our clients and all other stakeholders by finding solutions to challenges that society faces.

## ■ Material Issues and Examples of Initiatives

Target SDGs	 	   	 	   
Major opportunities and risks	<ul style="list-style-type: none"> <li>- Evolving digital technology</li> <li>- Aging of experienced workers and need to pass on skills to next generation</li> <li>- Declining working-age population</li> </ul>	<ul style="list-style-type: none"> <li>- Evolution and increasing complexity of products and services</li> <li>- Enforcement of legal obligations pertaining to safe use of products</li> </ul>	<ul style="list-style-type: none"> <li>- People living longer, healthier lives</li> <li>- Movement and outflows of talent ("brain drain")</li> </ul>	<ul style="list-style-type: none"> <li>- Evolving digital technology</li> <li>- Addressing the needs of our clients' environments</li> </ul>
Material issues	<p><b>1</b></p> <p>Facilitating <b>behavioral changes</b> that increase productivity and alleviate labor shortages</p>	<p><b>2</b></p> <p>Helping to create environments in which products and services can be used <b>safely and with peace of mind</b></p>	<p><b>3</b></p> <p>Creating working environments where <b>a diverse range of employees</b> can thrive</p>	<p><b>4</b></p> <p>Building the foundation on which <b>next-generation businesses</b> can be developed</p>
Initiatives	<ul style="list-style-type: none"> <li>• Promoting digital transformation (business transformation, manpower reduction, etc.)</li> <li>• Business process management (streamlining, increasing productivity, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Frameworks for ensuring the right information reaches the right people</li> <li>• Strengthening Group governance</li> </ul>	<ul style="list-style-type: none"> <li>• Developing people</li> <li>• Promoting QOL/QOW*</li> </ul> <p>* QOL: Quality of life; QOW: Quality of work</p>	<ul style="list-style-type: none"> <li>• Helping clients make their businesses more environmentally friendly</li> <li>• Building partnerships with industry, governments, and academia</li> <li>• Harnessing the power of the latest technology</li> </ul>

## ■ Process for Identifying Material Issues





# THE SOURCES OF VALUE CREATION | Human Capital

We believe the CMC Group's greatest asset is our people. To drive sustainable growth, we are investing in unleashing the power of future-ready human resources – people who can transform data into long-term strategic assets and lead the evolution of our business into the next generation of value creation.

## Personnel Development

Our training programs are geared to developing employees who, while working alongside our clients, can design and bring to life businesses that achieve “sustainability of information value”.

### Main Initiatives\*1

- **Spreading awareness of and instilling core values**  
(CMC Group Way Promotion Committee)
- **Professional training tailored to markets/ functions/job roles**  
(Product/Service workshops, skills training, etc.)
- **Developing expertise**  
(CEO-led training for high performers, training for next-generation leaders, “Tongaru Camp” online training platform, etc.)
- **Quality improvement awareness raising**  
(CS Promotion Committee)
- **Support for individual career development**  
(Career training, 1-on-1 guidance from supervisors)
- **Support for self-development**  
(Subsidized training, qualification allowances)



## Creating a Work Environment Where People Can Thrive

We want our work environments to be places that respect our employees' diversity and allow them to work safely and happily.

### Main Initiatives\*1

- **Creation of systems and a workplace culture that supports diverse ways of working**  
(Flexible working hours (no “core time”), telecommuting, childcare leave, nursing care leave, permission to work side jobs, re-employment of older workers, etc.)
- **Health Promotion**  
(Periodic health checkups above and beyond statutory requirements, seminars on health promotion and mental health, CMC Group Way calisthenics, mental health worker consultation service, etc.)
- **Introduction of Cafeteria Plan**  
(Flexible benefits program in which employees can choose from a range of options that promote self-development and well-being)

## External Recognition

### CMC Corporation



• Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category) for the fifth year in a row in 2025



• Certified by the Nagoya City Council as “a company that actively promotes women in the workforce”



• Sports Yell Company 2025

### Main Corporation

- **Certified Health & Productivity Management Outstanding Organization** (Small and Medium-Sized Corporation department; fifth year in a row in 2025)
- **Excellent Corporation for Health Management** (Silver Level Certification)
- **Recognition of activities to promote women's participation and advancement in the workplace**\*7
- **Tokyo Work-Life Balance Certification**
- **Minato City Work-Life Balance Promotion Certification**

### CMC Xmedica Corporation

- **Excellent Corporation for Health Management** (Silver Level Certification)

## CMC Group Human Capital at a Glance\*

\* With the exception of total (consolidated) employee numbers and employees with ICT expertise, figures are for CMC Corporation (non-consolidated), as of September 30, 2024.

Total Employees  
(Consolidated)

862



CMC Corp. Employees  
(Non-consolidated)

401<sup>\*2</sup>

Group Employees  
with ICT Expertise 214

Group Employees who  
are Qualified Mechanics 134

...of which, qualified Class 1  
Auto Mechanics 32

Average  
Length of  
Service 16.7 years<sup>\*2</sup>



Annual Leave  
Utilization Rate

82%

No-Overtime  
Day Rate

81%



Percentage of Women in  
Management/Leadership  
Positions<sup>\*4</sup>

18.3%

Paternity Leave  
Utilization Rate<sup>\*3, 5</sup>

75%

Maternity Leave  
Utilization Rate<sup>\*6</sup>

100%



<sup>\*1</sup> Includes initiatives conducted by CMC Corporation on a standalone basis. <sup>\*2</sup> Excludes employees seconded to other organizations; includes employees seconded to the CMC Group from other organizations. <sup>\*3</sup> Includes employees seconded to other organizations, including other CMC Group companies; excludes directors, part-time employees, employees seconded to CMC Group from other organizations (Denominator: 422 employees). <sup>\*4</sup> The percentage of women in management positions is: CMC Corporation: 5.9%; CMC Solutions: 11.1%; CMC Xmanicom Corporation: 26.1%; and Main Corporation: 42.9%. <sup>\*5</sup> Period of leave taken: At least 2 weeks; Main Corporation utilization rate: 100%. <sup>\*6</sup> Period of leave taken: At least 12 months (including maternity leave). <sup>\*7</sup> “Kurumin” Certification: Based on the Act on Advancement of Measures to Support Raising Next Generation Children, this program recognizes organizations that are supportive of childcare; “Eruboshi” Certification (3 Stars): Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, this accreditation system recognizes workplaces that are conducive to promoting women's empowerment.

# THE SOURCES OF VALUE CREATION | Intellectual Capital, Social and Relationship Capital, Manufactured Capital

## Intellectual Capital | External Evaluations

### DX Certification

Accredited by the Ministry of Economy, Trade and Industry as a company with the expertise to achieve digital transformation, both internally and for clients.



### FSC® Certification\*1

Our products are made with raw materials from well-managed, Forest Stewardship Council®-certified forests, recycled materials, and other resources sourced from properly managed suppliers.



The mark of responsible forestry  
FSC® C179088

### ISO27001 Certification (Information Security)



### ISO9001 Certification\*1, 2 (Quality)

### ISO14001 Certification\*1, 2 (Environment)



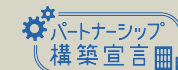
JIS Q 9001  
JIS Q 14001  
JSAQ330, JSAE379

\*1 Registered organization: Nakagawa Office

\*2 Scope of registration: Production of general printed materials (catalogs, manuals, etc.)

## Social and Relationship Capital | External Endorsements and Memberships

• Declaration of Partnership Building



• Aichi e-Sports Union



• Platform for Public Private Collaboration on SDG Regional Development



- MONET Consortium
- 3D Scanning Technology Association
- Chubu Marketing Association
- Japan Association of Graphic Arts Technology
- All Japan Federation of Printing Industry Associations
- Aichi Social Insurance Association

## Manufactured Capital | Domestic and Global Locations

- CMC Group Europe B.V. (France, Netherlands) <https://cmcgroup-europe.eu/>
- CMC Group Poland Sp. zo.o. (Poland)



- GCMC Information Technology Co., Ltd.\* (China; 2 locations) <http://www.cmc-china.cn>
- GCMC Network Technology Co., Ltd. (China) <http://www.cmc-china.cn>
- CMC Group Asia Co., Ltd.\* (Thailand) <https://www.cmcgroupasia.com>
- CMC Group Taiwan Co., Ltd. (Taiwan; 2 locations) <https://www.cmcgroup.tw/>

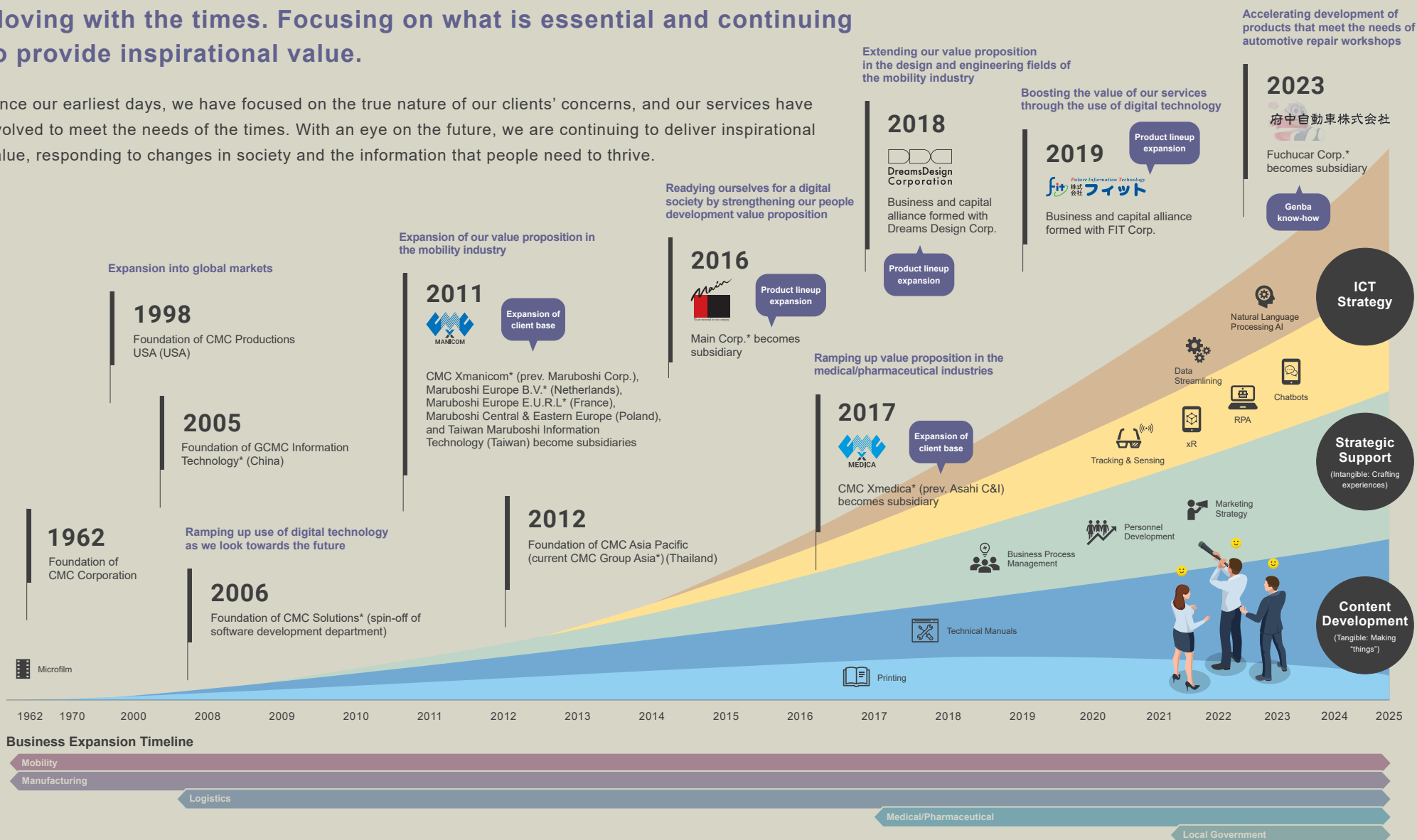


Companies marked with an asterisk (\*) are consolidated subsidiaries  
Note: Certifications and affiliations pertain to CMC Corporation.

# OUR HISTORY OF VALUE CREATION

## Moving with the times. Focusing on what is essential and continuing to provide inspirational value.

Since our earliest days, we have focused on the true nature of our clients' concerns, and our services have evolved to meet the needs of the times. With an eye on the future, we are continuing to deliver inspirational value, responding to changes in society and the information that people need to thrive.



### Notes:

- We use the term "mobility industry" to collectively refer to clients of ours who provide products and services related to the movement of people and goods; it includes a wide range of industries from automotive to aviation and railways.
- Companies marked with an asterisk (\*) are consolidated subsidiaries.

# CMC GROUP

<https://cmc.jp/english/>

## Creating Inspirational Value Report

Published May 2025

Publisher / Inquiries:

### CMC Corporation

Corporate Planning Division

Corporate Planning Department

1-1-19 Heiwa, Naka-ku, Nagoya, Aichi, 460-0021

[keieikikaku@cmc.co.jp](mailto:keieikikaku@cmc.co.jp)