

# Creating Inspirational Value Report

CMC Group Sustainability Report, May 2026



# 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



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**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.

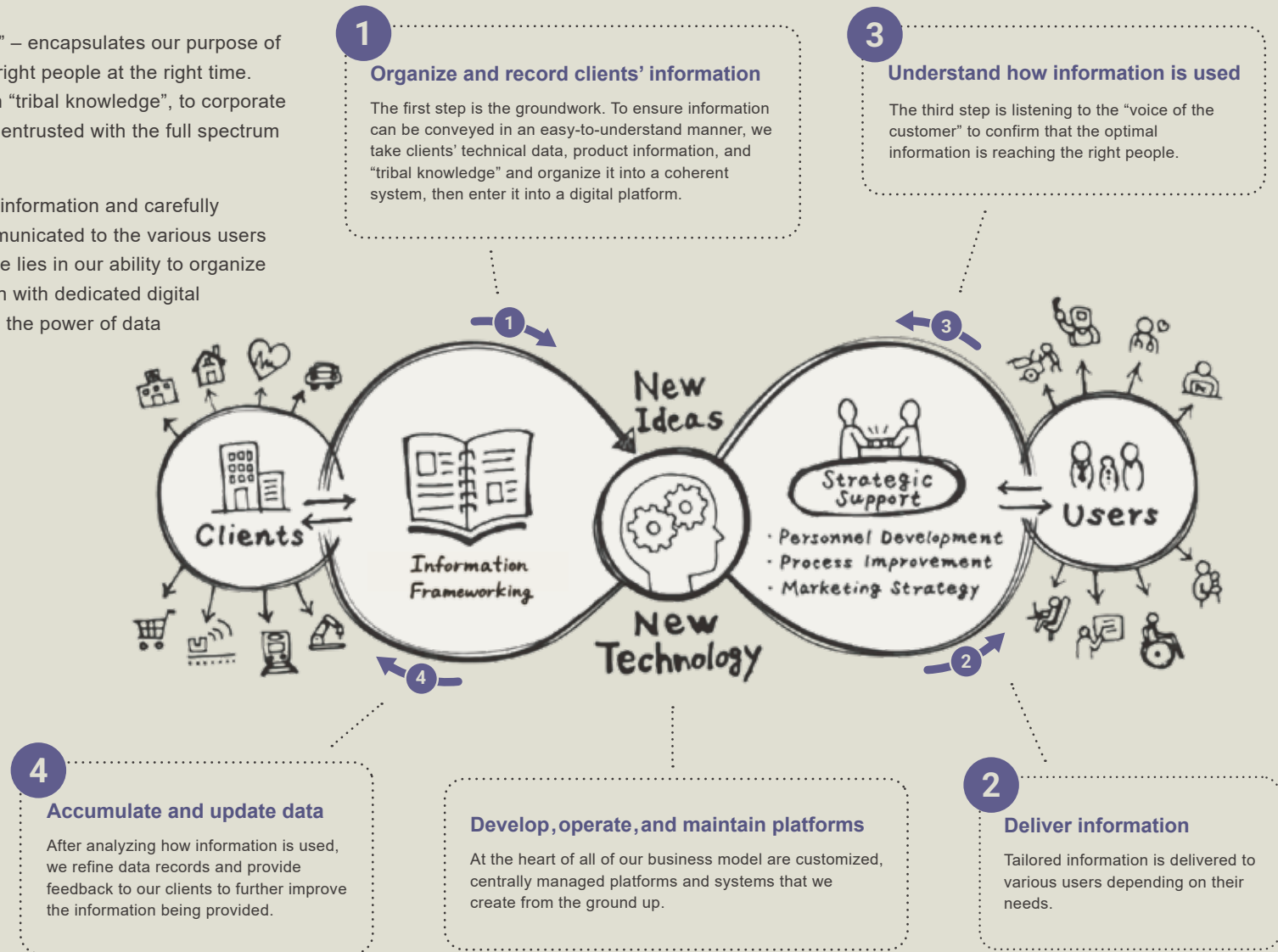


# BUSINESS MODEL STRATEGY | Infinity Loop

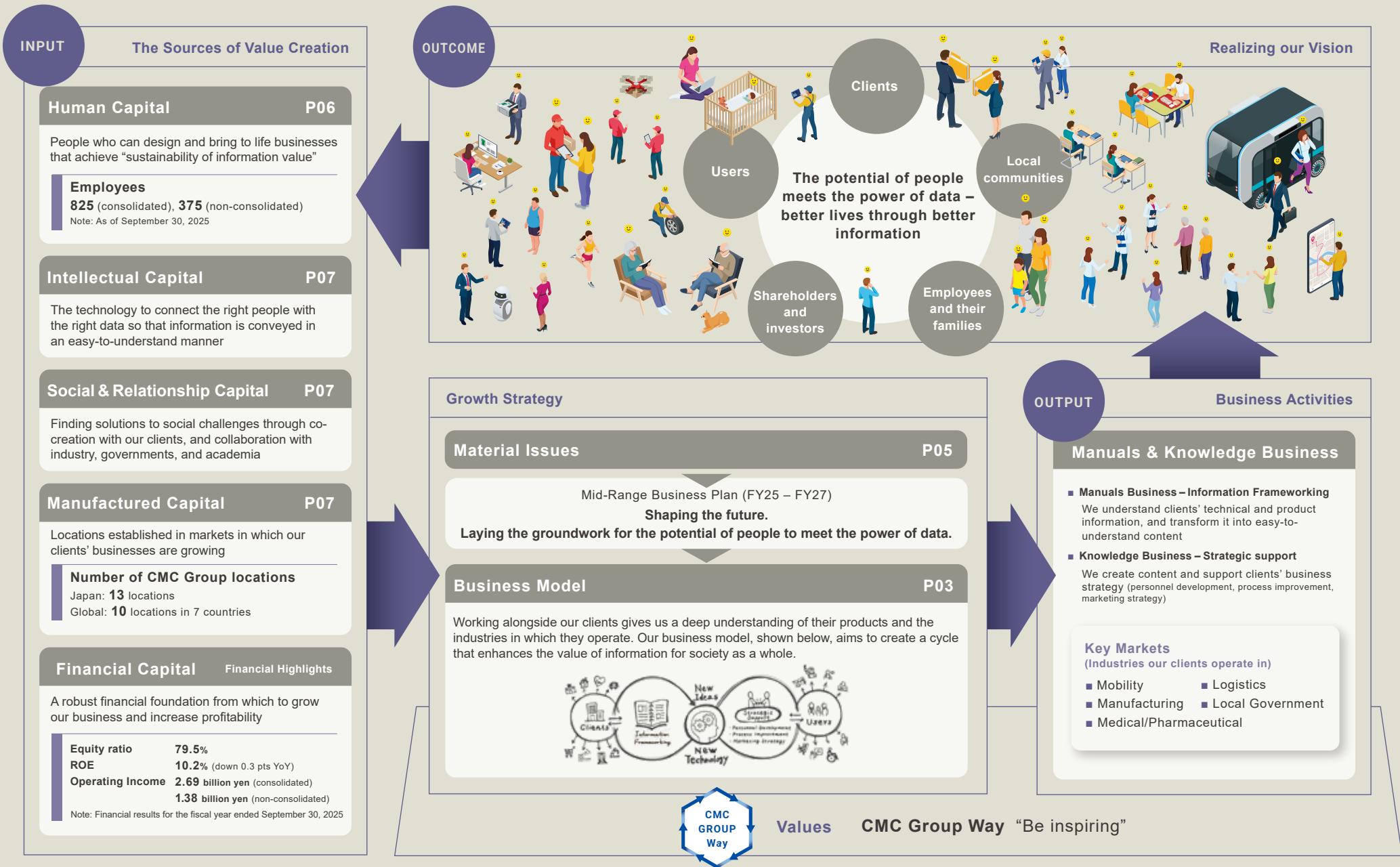
## How We “Achieve Sustainability of Information Value”

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



**INPUT** The Sources of Value Creation

**Human Capital** P06

People who can design and bring to life businesses that achieve "sustainability of information value"

**Employees**  
 825 (consolidated), 375 (non-consolidated)  
 Note: As of September 30, 2025

**Intellectual Capital** P07

The technology to connect the right people with the right data so that information is conveyed in an easy-to-understand manner

**Social & Relationship Capital** P07

Finding solutions to social challenges through co-creation with our clients, and collaboration with industry, governments, and academia

**Manufactured Capital** P07

Locations established in markets in which our clients' businesses are growing

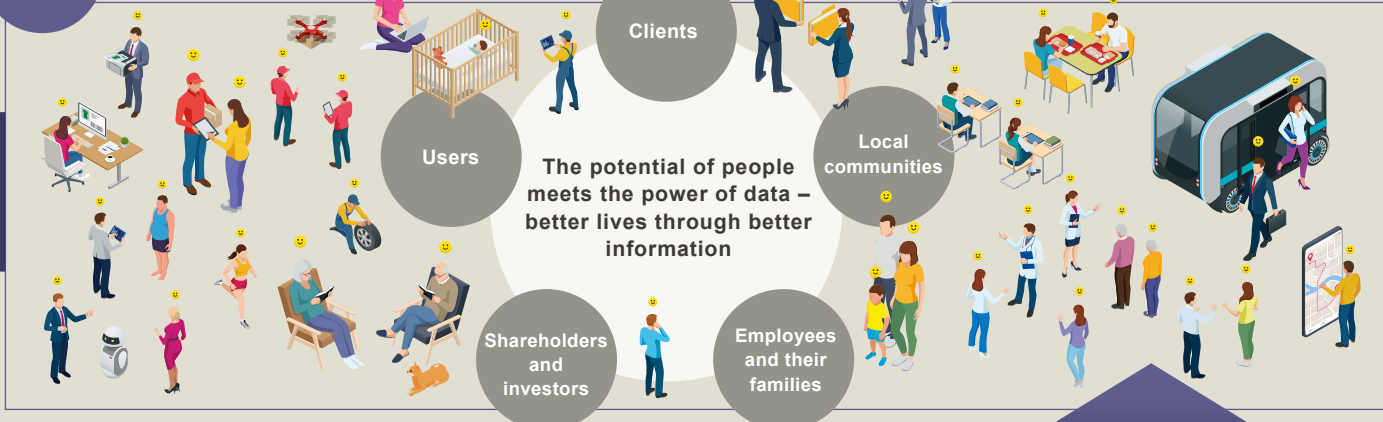
**Number of CMC Group locations**  
 Japan: 13 locations  
 Global: 10 locations in 7 countries

**Financial Capital** Financial Highlights

A robust financial foundation from which to grow our business and increase profitability

**Equity ratio** 79.5%  
**ROE** 10.2% (down 0.3 pts YoY)  
**Operating Income** 2.69 billion yen (consolidated)  
 1.38 billion yen (non-consolidated)  
 Note: Financial results for the fiscal year ended September 30, 2025

**OUTCOME** Realizing our Vision



**Growth Strategy**

**Material Issues** P05

Mid-Range Business Plan (FY25 – FY27)  
**Shaping the future.**  
 Laying the groundwork for the potential of people to meet the power of data.

**Business Model** P03

Working alongside our clients gives us a deep understanding of their products and the industries in which they operate. Our business model, shown below, aims to create a cycle that enhances the value of information for society as a whole.



**OUTPUT** Business Activities

**Manuals & Knowledge Business**

- **Manuals Business – Information Framing**  
 We understand clients' technical and product information, and transform it into easy-to-understand content
- **Knowledge Business – Strategic support**  
 We create content and support clients' business strategy (personnel development, process improvement, marketing strategy)

- Key Markets**  
 (Industries our clients operate in)
- Mobility
  - Manufacturing
  - Medical/Pharmaceutical
  - Logistics
  - Local Government



Values CMC Group Way "Be inspiring"

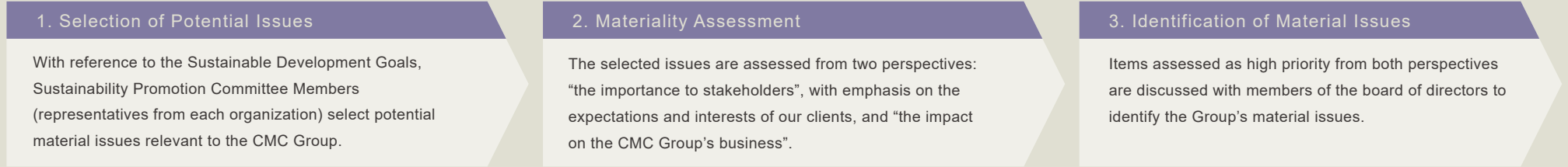
# MATERIAL ISSUES

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 style="text-align: center;"><b>1</b></p> <p style="text-align: center;">Facilitating <b>behavioral changes</b> that increase productivity and alleviate labor shortages</p>	<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">Helping to create environments in which products and services can be used <b>safely and with peace of mind</b></p>	<p style="text-align: center;"><b>3</b></p> <p style="text-align: center;">Creating working environments where <b>a diverse range of employees</b> can thrive</p>	<p style="text-align: center;"><b>4</b></p> <p style="text-align: center;">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



### Main Corporation

- **Certified Health & Productivity Management Outstanding Organization** (Small and Medium-Sized Corporation department; fifth year in a row in 2026)
- **Excellent Corporation for Health Management** (Silver Level Certification)
- **Recognition of activities to promote women's participation and advancement in the workplace**<sup>\*6</sup>
- **Minato City Work-Life Balance Promotion Certification**

### CMC Xmedica Corporation

- **Excellent Corporation for Health Management** (Silver Level Certification)
- **Certified Health & Productivity Management Outstanding Organization** (Small and Medium-Sized Corporation department; fifth year in a row in 2026)

### Fuchucar Corporation

- **Certified Health & Productivity Management Outstanding Organization** (Small and Medium-Sized Corporation department; fifth year in a row in 2026)

## CMC Group Human Capital at a Glance\*

\*With the exception of total (consolidated) employee numbers, employees with ICT expertise, and qualified mechanics, the figures are for CMC Corporation (non-consolidated) as of September 30, 2025.

Total Employees (Consolidated)

825



Group Employees with ICT Expertise 201

Group Employees who are Qualified Mechanics 176

...of which, qualified Class 1 Auto Mechanics 42

Average Length of Service 17.2 years\*2



Annual Leave Utilization Rate

86%

No-Overtime Day Rate

81%

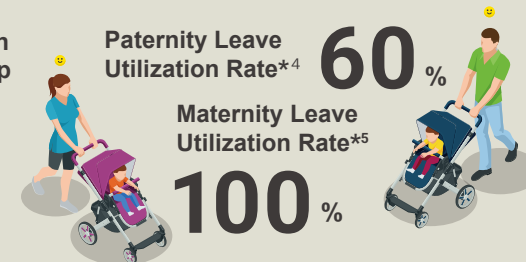
Percentage of Women in Management/Leadership Positions\*3

20%



Paternity Leave Utilization Rate\*4 60%

Maternity Leave Utilization Rate\*5 100%



CMC Corp. Employees (Non-consolidated)

375\*2

\*1 Includes initiatives conducted by CMC Corporation on a standalone basis. \*2 Excludes employees seconded to other organizations; includes employees seconded to the CMC Group from other organizations. \*3 The percentage of women in management positions is: CMC Corporation: 4.5%; CMC Solutions: 12.5%; CMC Xmanicom Corporation: 27.8%; and Main Corporation: 50.0%. \*4 Period of leave taken: At least 12 months (including maternity leave). \*5 “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)



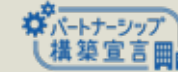
QMS, EMS  
JIS Q 9001  
JIS Q 14001  
JSAQ330, JSAE379

\*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

• 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

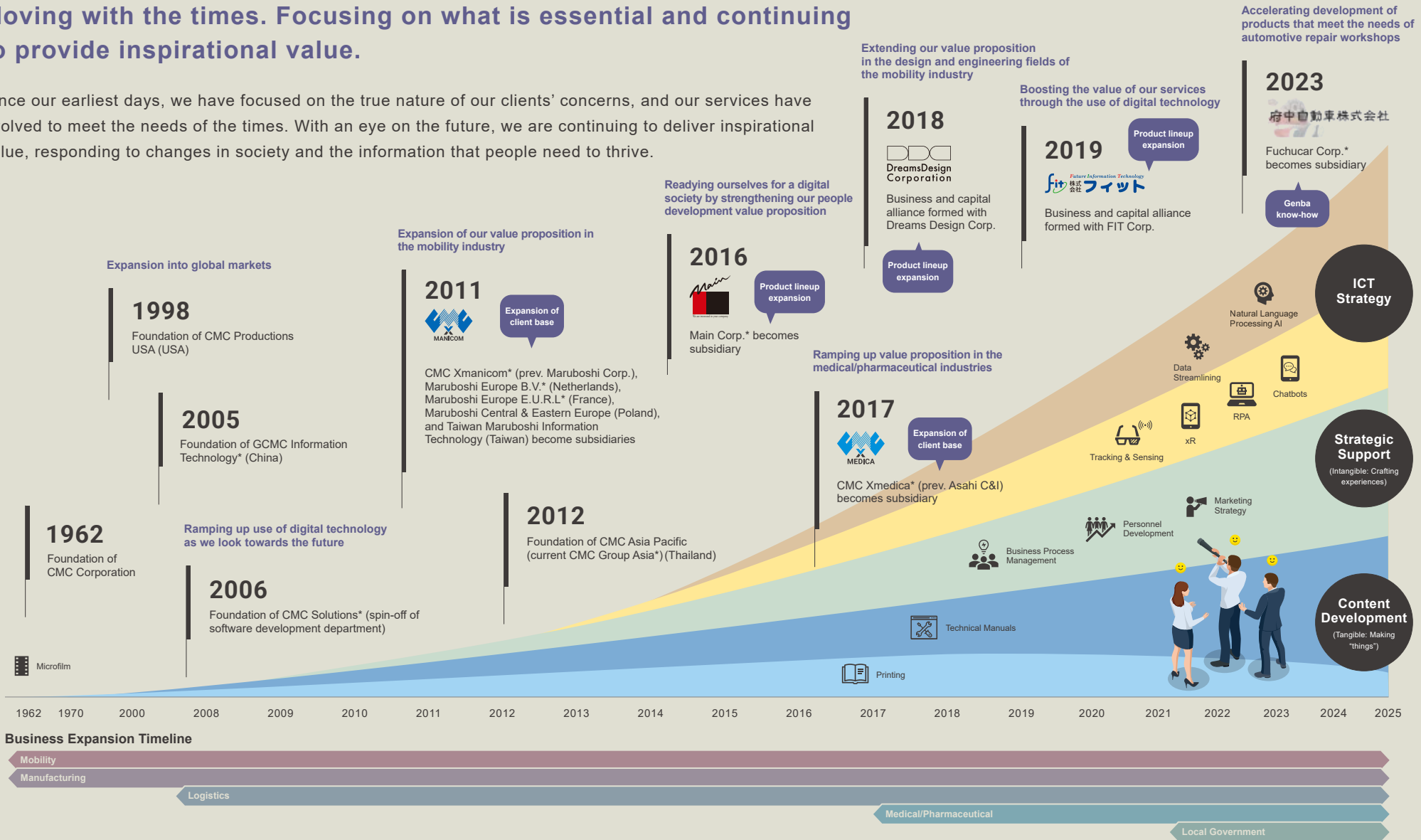


Companies marked with an asterisk (\*) are consolidated subsidiaries  
Note: Certifications and affiliations pertain to CMC Corporation.

# 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

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