CMK

Creating the future

2026 Business Report

Year Ended March 31, 2026

CMK CORPORATION

Securities Cord No : 6958

Message

I offer my sincere gratitude to our shareholders for their continued support.

Although the Japanese economy continued on a moderate recovery trajectory during the consolidated fiscal year under review, in addition to the impact of U.S. trade policies, there were growing concerns about the acceleration of inflation triggered by rising long-term interest rates in the government bond market and higher import prices due to the weak yen weakness, because of the current administration's expansionary fiscal policy and continued monetary easing since its inauguration in October 2025. Subsequently, the Japanese government took steps to correct the weak yen through foreign exchange intervention, and the outlook remains uncertain. In the global economy too, in addition to concerns about a downturn due to political turmoil triggered by regime change in Latin America, economic stagnation in China and Europe, and trends in national trade policies, the Middle East destabilized rapidly with the outbreak of large-scale conflict between the U.S./Israel and Iran in February 2026 raising concerns about a blockade of the Strait of Hormuz among other problems. This led to the global spread of risk, including tight supplies of oil and other raw materials, and is having a significant impact on Japan's economy, which is highly dependent on imports.

Despite this environment, orders from major customers in the automotive sector, the group's core business, are currently progressing steadily.

Although sales to major European customers declined due to a swing back towards plug-in hybrid vehicles (PHVs) because of uncertainty surrounding EV demand, sales to major Japanese customers remained steady, resulting in consolidated net sales of 100,202 million yen (4.9% increase over the previous fiscal year). In terms of profits, while production plant operating rates remained low through the first half of the fiscal year due to measures to strengthen our quality control system, preparation for the full-scale launch of our new plant in Thailand, and the rebuilding of our production system, the second half saw an increase in high-value-added products and the fruition of the various improvement measures implemented to date, and although profitability improved significantly in the most recent fourth quarter as a result, operating profit ended at 2,788 million yen (26.8% decrease from the previous fiscal year).

With regard to non-operating profit, although the yen first trended downwards against the Thai baht, from the beginning of 2026 to the end of the fiscal year, the trend reversed from decline to appreciation. Also, as the yen shifted to a downward trend against the euro and the U.S. dollar from an upward trend in the previous period, the foreign exchange impact on the group's foreign currency-denominated receivables and payables decreased compared to the same period of the previous year, resulting in foreign exchange profit of 1,522 million yen. As a result, ordinary profit ended at 4,136 million yen (25.3% decrease from the previous fiscal year).

Under extraordinary profit, we recorded a gain on the sale of investment securities of 1,891 million yen in association with the sale of investment securities implemented to increase the efficiency of our asset portfolio and strengthen our financial position, and under extraordinary losses, we recorded a provision for environmental measures of 499 million yen as we anticipate costs related to environmental measures at the company's premises. As a result, net income attributable to owners of the parent company was 4,026 million yen (6.2% increase over the previous fiscal year).

We understand that the business environment surrounding the group will continue to be uncertain. In such an environment, the group revised its Medium-term Management Plan on May 19, 2026. Based on this plan, we will work on sustainable growth and the improvement of corporate value.

I ask for the continued understanding and support of our shareholders.

June 2026

Yoshiaki Ishizaka

President

Future Outlook

The outlook for the global economy is becoming increasingly uncertain due to growing instability in the Middle East, and concerns about global energy and raw material supplies have come to the fore. Because of this, it is not possible to foresee how various countries will respond, and the unclear economic outlook is expected to continue from now on.

In the automotive market, the core market for the group, the outlook remains uncertain due to factors such as the economic downturn due to the impact of U.S. tariff policies and short-term changes in automotive demand due to the slowdown in the EV market.

The company will promote the securing of sales in the automotive sector and the expansion of sales into new non-automotive markets, but on the other hand, the depreciation expenses associated with the new plant in Thailand, which launched this fiscal year, are expected to put downward pressure on profits.

In such circumstances, the group revised its Medium-term Management Plan in May 2026. Please see the topics later in this report for a summary of the new Medium-term Management Plan.

In response to these issues, despite the uncertainty, we will strive for the further strengthening of our automotive business, where growth is expected against the backdrop of CASE progress and the expanding adoption of ADAS and integrated ECUs, and on the improvement of top-line sales through the expansion of sales in new sectors such as semiconductors, industrial equipment, communications infrastructure, aerospace, and medical devices.

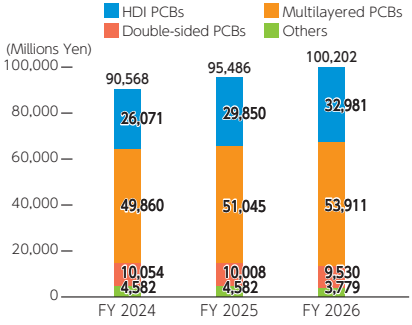
Furthermore, we will solidify sales and profits during the period of the Medium-term Management Plan by enhancing cost competitiveness through organizational strengthening and productivity improvements, and by implementing appropriate workforce planning through the strengthening of the recruitment system prepared for a declining population.

Next, as part of our management practices taking the cost of capital and stock prices into account, we have adopted a 3% DOE (consolidated dividend on equity) as a new indicator for shareholder returns, and will aim for stable dividends. Also, through the transition to a company with an Audit and Supervisory Committee, we will work on the strengthening of the oversight functions of the Board of Directors and the expedition of decision-making.

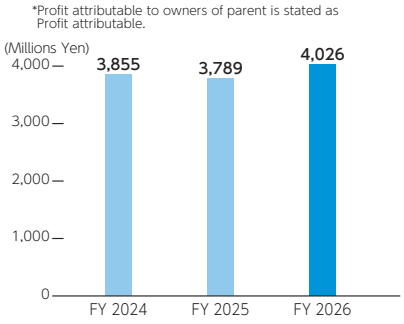
Moreover, to realize an ROE of 9%, we will establish a Corporate Value Improvement Committee and promote various measures to ensure the concrete and robust execution of the Medium-term Management Plan.

The company will promote sustainable management more than ever before, including the handling of climate change, investments in human capital, and the fostering of coexistence with local society, and will aim for the maximization of corporate value and the realization of sustainable growth.

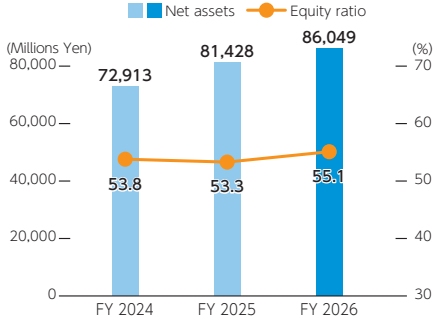
Net sales



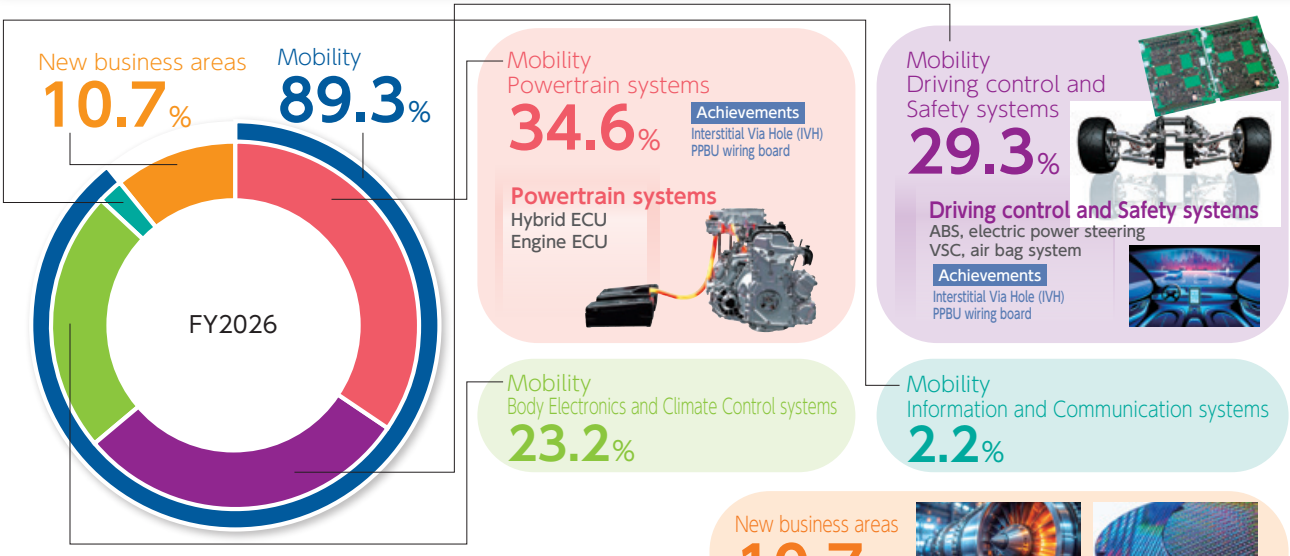
Profit attributable



Net assets／Equity ratio



Sales by application



	FY2025	FY2026	Change
Mobility	89.2%	89.3%	0.1%
Powertrain systems	33.4%	34.6%	1.1%
Driving control and Safety systems	27.1%	29.3%	2.2%
Body Electronics and Climate Control systems	25.7%	23.2%	△2.6%
Information and Communication systems	2.9%	2.2%	△0.7%
New business areas	10.8%	10.7%	△0.1%

Revision of the Medium-term Management Plan

The group revised its Medium-term Management Plan in May 2026. This report provides an overview of the new Medium-term Management Plan and describes our Initiatives Related to PCB for Automotive Applications, and our Initiatives in the New Business Areas of PCB.

Summary of Medium-Term Management Plan for the period from FY2026 to FY2028

■Further pursue growth and profitability for sustainable enhancement of corporate value.

Sales for the FY2028	Operating Income for the FY2028	Long-term Goals FY2030 ROE	DOE during the planning period
120billion yen	7.5billion yen	over9%	3%

■Medium-term Management Plan Initiatives

- **Increasing top-line sales** — Growth in the automotive sector and new markets
- **Improving cost competitiveness** — Optimize Business Operations and Improving Productivity
- **Medium- to Long-Term Workforce Planning** — Enhance Recruitment Systems to Reconciliate Expected Population Decline

■Management Conscious of Cost of Capital and Stock Price

- **Shareholders and Investors** — Revise the Shareholder Return Policy
- **Governance Reinforcement** — Implement of an Audit and Supervisory Committee
- **Achieving an ROE of Over 9%** — Initiate the Corporate Value improvement Committee

Initiatives Related to PCB for Automotive Applications

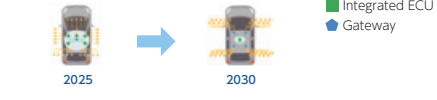
■Growth in sales of integrated ECU and PCB for ADAS amid advances in automated and safe driving support technologies

Market Trends: Increasing Use of High-Performance Semiconductors in Vehicles "Growing Demand for Build-Up Boards"

Changes in the market environment

- Advances in Autonomous Driving Technology
- Improved Safety and Recognition Accuracy

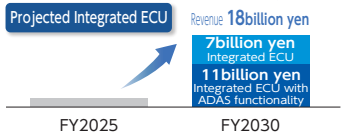
Illustration of Changes in Vehicle Architecture



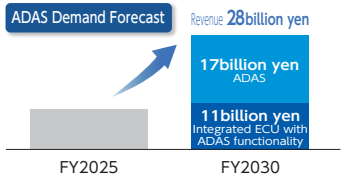
- The use of "integrated ECUs," which combine the functions of individual ECUs, is increasing
- Shift to profitable multi-stage HDIs through architectural changes

profitability → High

Projected Integrated ECU



ADAS Demand Forecast



Initiatives in the New Business Areas of PCB

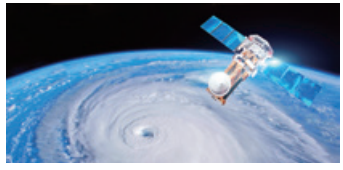
Examples of current new customer acquisition initiatives.

For semiconductor-related manufacturers
- Mass-production development of PCBs for the semiconductor industry
- Development of high-speed transmission simulation

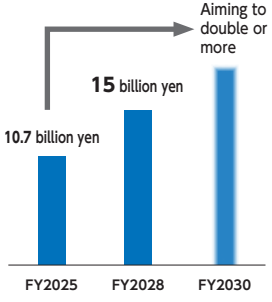
For Industrial Equipment Manufacturers
- Further Refinement of Technologies such as High-Aspect-Ratio TH
- For Industrial Equipment & AI Robotics

For Aerospace Manufacturers
- Further Expansion of JAXA Certification Achieved
- For rocket and satellite flight models

For Communication Manufacturers
- Work is currently underway to meet requirements for higher aspect ratios and finer feature processing
- Development for AI-related and Communication Circuit Boards



Sales Targets for New Business Areas



Please access the details of the Medium-term Management Plan using the QR code on the right.
If you are unable to scan the QR code, please see the plan on the company's website (https://www.cmk-corp.com/ir/plan/plan.html).

* "QR code" is a registered trademark of Denso Wave Incorporated.

Corporate Data (As of March 31, 2026)

Name of listed company	CMK CORPORATION (Securities code no.: 6958)
Date of establishment	February 25, 1961
Capital	24,109million yen
Number of employees	1,129 (Group total 4,304)

Executives (as of June 25, 2026)

Board of Directors

Chairman	Isao Osawa	Outside Director	Shoshiro Taneichi
President	Yoshiaki Ishizaka	Outside Director	Yosuke Tomoi
Director and Executive Officer	Kunihiko Tedo	Director (Audit Supervisory Committee Member)	Kazuto Ono
Director and Executive Officer	Kaneki Yamaguchi	Outside Director (Audit Supervisory Committee Member)	Masaki Ashibe
Outside Director	Rika Sato	Outside Director (Audit Supervisory Committee Member)	Kiyotaka Yokokoji

Executive Officers

Senior Executive Officer	Tatsuya Koizumi	Executive Officer	Jiang Yuhua
Senior Executive Officer	Satoru Takahashi	Executive Officer	Keishi Noishiki
Senior Executive Officer	Yoshihisa Yamaguchi	Executive Officer	Manabu Miyamoto
Executive Officer	Takashi Izumisawa	Executive Officer	Yasuhiro Muraoka
Executive Officer	Masaru Ohkuchi	Executive Officer	Li Min
Executive Officer	Tsutomu Katayama		

Primary Consolidated Subsidiaries (as of June 25, 2026)

Overseas

- CMK ASIA (PTE.) LTD.
- CMKM SDN.BHD.
- CMK CORPORATION (THAILAND) CO.,LTD.
- CMK ELECTRONICS (WUXI) CO., LTD.
- CMKC (HK) LIMITED
- CMKC (DONG GUAN) LTD.
- CMKC (SHENZHEN). LTD.
- CMK EUROPE N.V.
- CMK AMERICA CORPORATION
- CMK (Germany) GmbH

Our Website

■ PRODUCT ■ IR INFO ■ COMPANY
■ CSR ■ RECRUIT ■ TOPICS

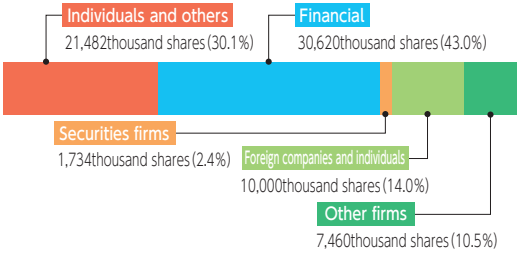
We disclose detailed information on this website.

Stock Information (As of March 31, 2026)

Total number of shares authorized	227,922,000
Total number of shares issued and outstanding	71,298,100
Number of shareholders	19,367

Shareholder Breakdown

【Total 71,298,100shares】



Major shareholders (10 largest)

Shareholders	Number of shares held (thousands)	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	17,649	24.8
Mizuho Bank, Ltd.	2,576	3.6
Custody Bank of Japan, Ltd. (Trust Account)	2,557	3.6
The Foundation for Technology Promotion of Electronic Circuit Board	2,500	3.5
Daiichi Life Insurance Co., Ltd.	1,895	2.7
Kiraboshi Bank, Ltd.	1,745	2.4
Sumitomo Mitsui Banking Corporation	1,613	2.3
Sato Shoji Corporation	1,506	2.1
STATE STREET BANK AND TRUST COMPANY 505223	952	1.3
THE BANK OF NEW YORK 134088	927	1.3

Note: 1. Although the Company holds 5,266 shares of treasury stock.
2. Treasury shares were excluded in calculating the shareholding ratios.

Shareholders Memo

Fiscal year:	April 1 through March 31 of the following year
Regular general meeting of shareholders:	Held in June each year
Date of record for end-of-year dividends:	March 31
Date of record for mid-year dividends:	September 30
Notification method:	Electronic notification (company website at https://www.cmk-corp.com). If notification cannot be made electronically, it will be made using the Nihon Keizai Shimbun.
Transfer agent:	Mizuho Trust & Banking Co., Ltd. 1-3-3 Marunouchi, Chiyoda-ku, Tokyo
Contact address:	Mizuho Trust & Banking Co., Ltd. 8-4 Izumi 2-chome, Suginami-ku, Tokyo 168-8507 0120-288-324

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