



CMK CORPORATION  
(Stock code : 6958)

# FY2023 Financial Results (presentation material)

May 15, 2024  
CMK CORPORATION

1. Consolidated financial results for FY2023
2. Consolidated financial forecast for FY2024
3. In-vehicle growth strategy
4. Others
5. Supplementary information

# 1 . Consolidated financial results for FY2023

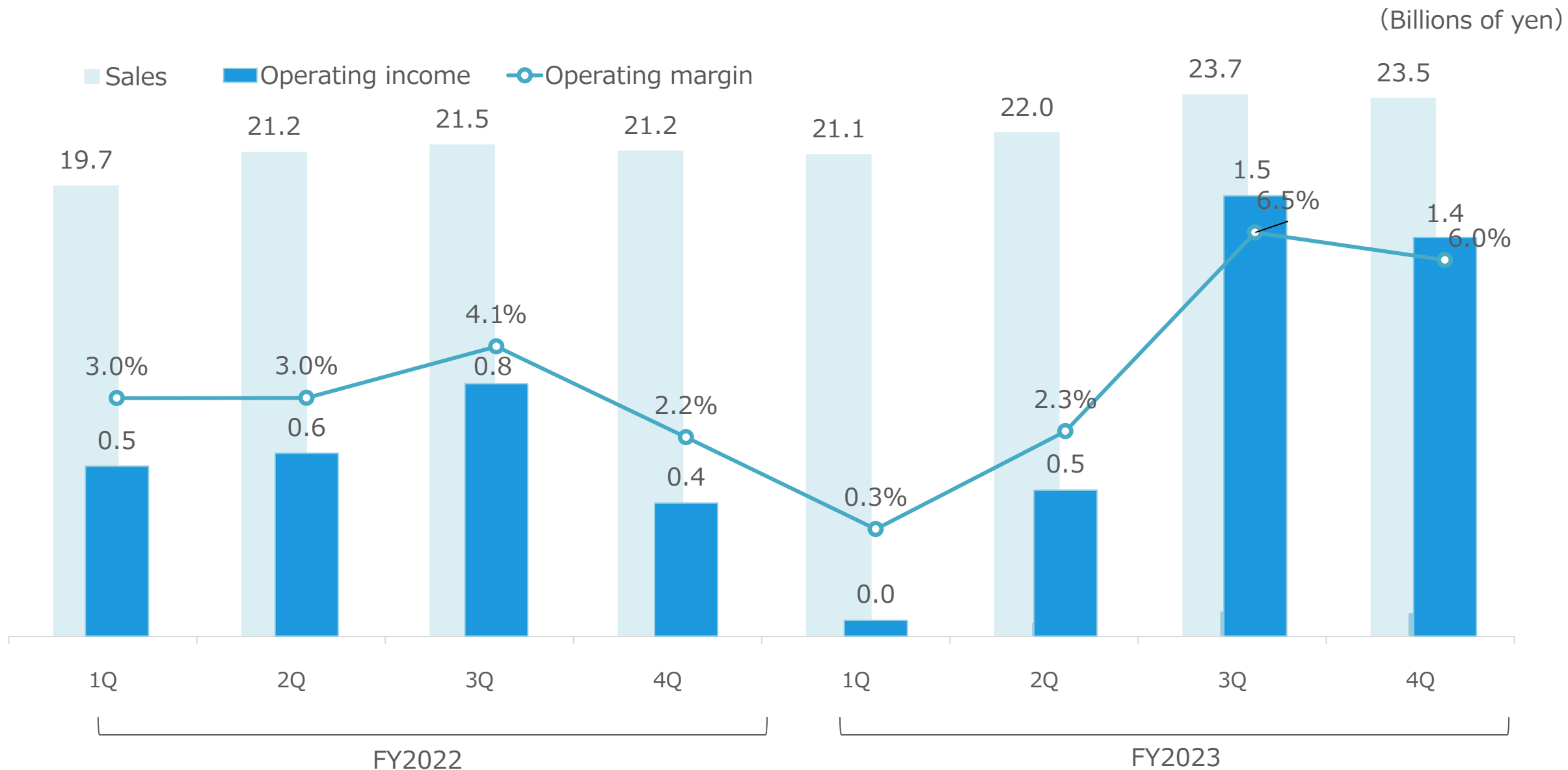
## ① Consolidated Financial results

### ■ Key points of FY2023 Financial results

- The amount of sales, lead by the power train and driving safety systems we focused on, increased (+31% YoY).
- The operating profit has increased mainly due to the recovery of production factories' operations.

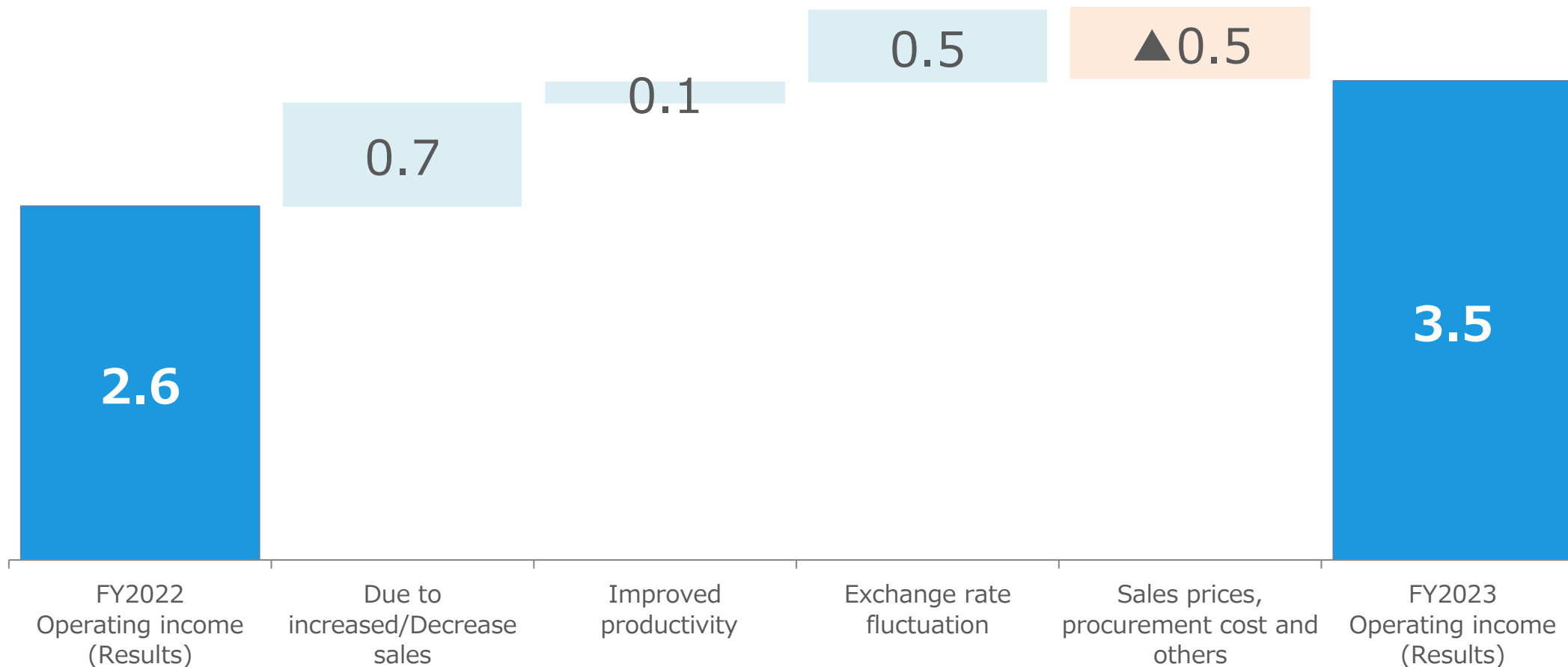
(Billions of yen)	FY2022 Results	FY2023 Results	YoY Change	YoY %
Net sales	83.8	90.5	+6.7	+8%
Operating income	2.6	3.5	+0.9	+36%
Operating margin	3.1%	3.9%	+0.8%	-
Ordinary income	2.6	4.7	+2.1	+83%
Profit attributable to owners of parent	1.5	3.8	+2.2	+143%
Exchange rate (USD/JPY)	132.09	141.20	+9.11	+7%

## ② Changes in quarterly sales, operating income and operating margin



### ③ Analysis of changes in operating income

(Billions of yen)



## 2. Consolidated financial forecast for FY2024

## ① Consolidated Financial forecast

(Billions of yen)	FY2023 Results	FY2024 Forecast	YoY Change	YoY %	<Reference> FY2024 Medium-term management plan
Net sales	90.5	94.0	+3.4	+4%	94.0
Operating income	3.5	5.0	+1.4	+42%	5.0
Operating margin	3.9%	5.3%	+1.4%	-	-
Ordinary income	4.7	4.2	-0.5	-12%	-
Profit attributable to owners of parent	3.8	3.5	-0.3	-9%	-
Annual dividends per share (yen)	19.00	15.00			
Dividend payout ratio	29.6	30.5			

※Exchange rate (USD/JPY) 145.00

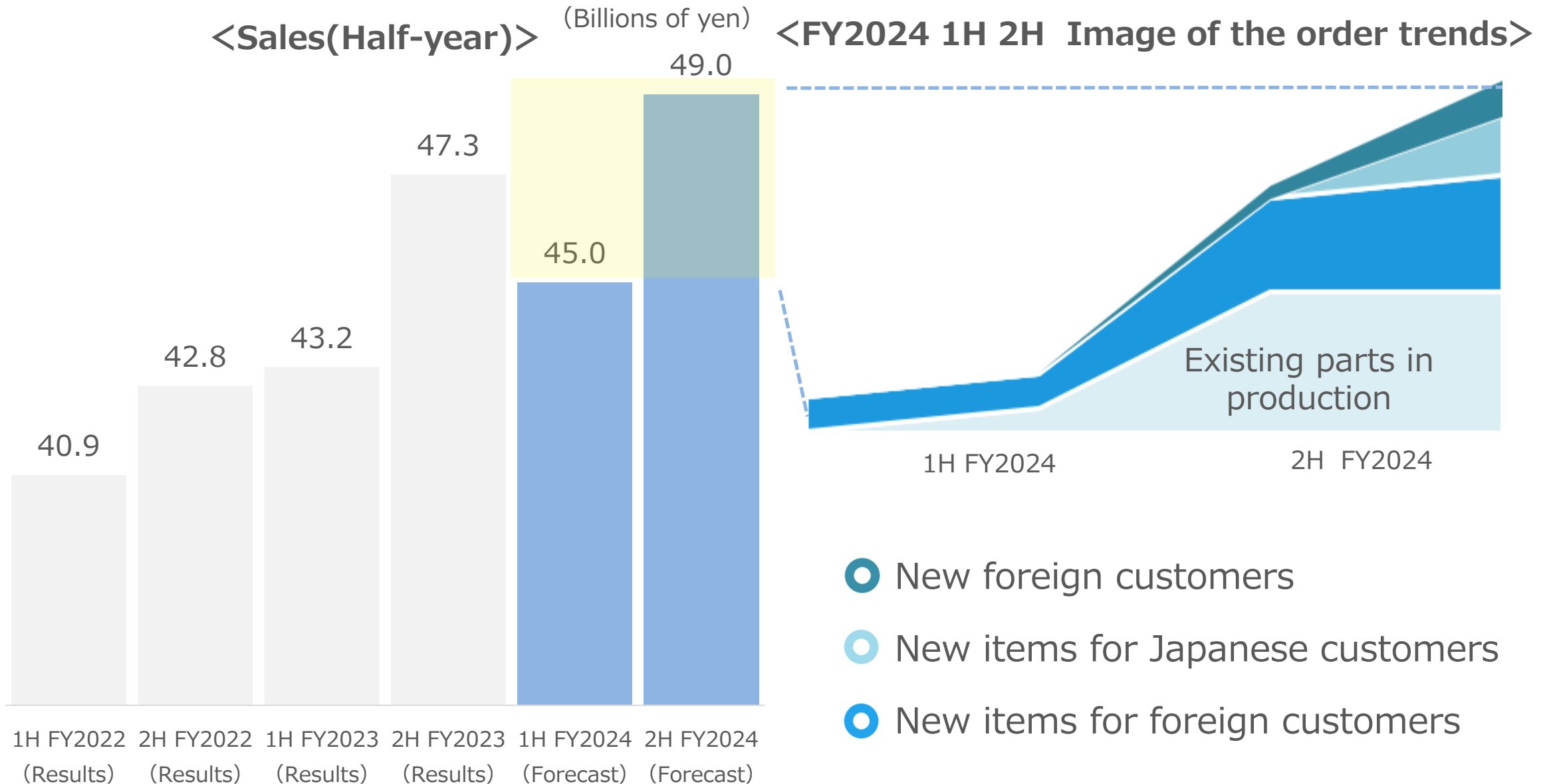


② Consolidated Financial forecast (1H,2H)

(Billions of yen)	<Reference>		1H FY2024 Forecast	2H FY2024 Forecast	<FY2024 HoH>	
	1H FY2023 Results	2H FY2023 Results			HoH Change	HoH %
Net sales	43.2	47.3	45.0	49.0	+4.0	+9%
Operating income	0.5	2.9	1.5	3.5	+2.0	+133%
Operating margin	1.3%	6.2%	3.3%	7.1%	+3.8%	-
Ordinary income	1.6	3.1	1.1	3.1	+2.0	+182%
Profit attributable to owners of parent	0.7	3.0	0.7	2.7	+2.0	+267%

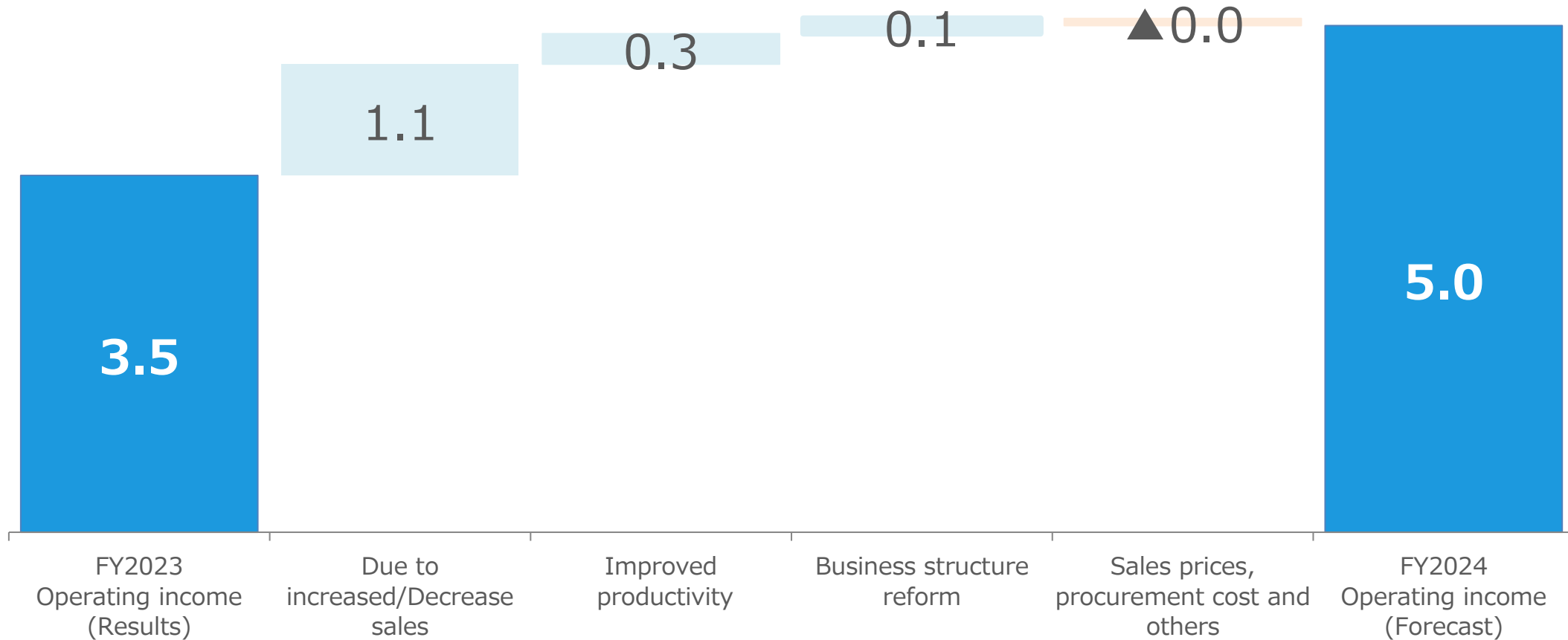
※Exchange rate (USD/JPY) 145.00

### ③Image of the order trends



## ④ Analysis of changes in operating income

(Billions of yen)



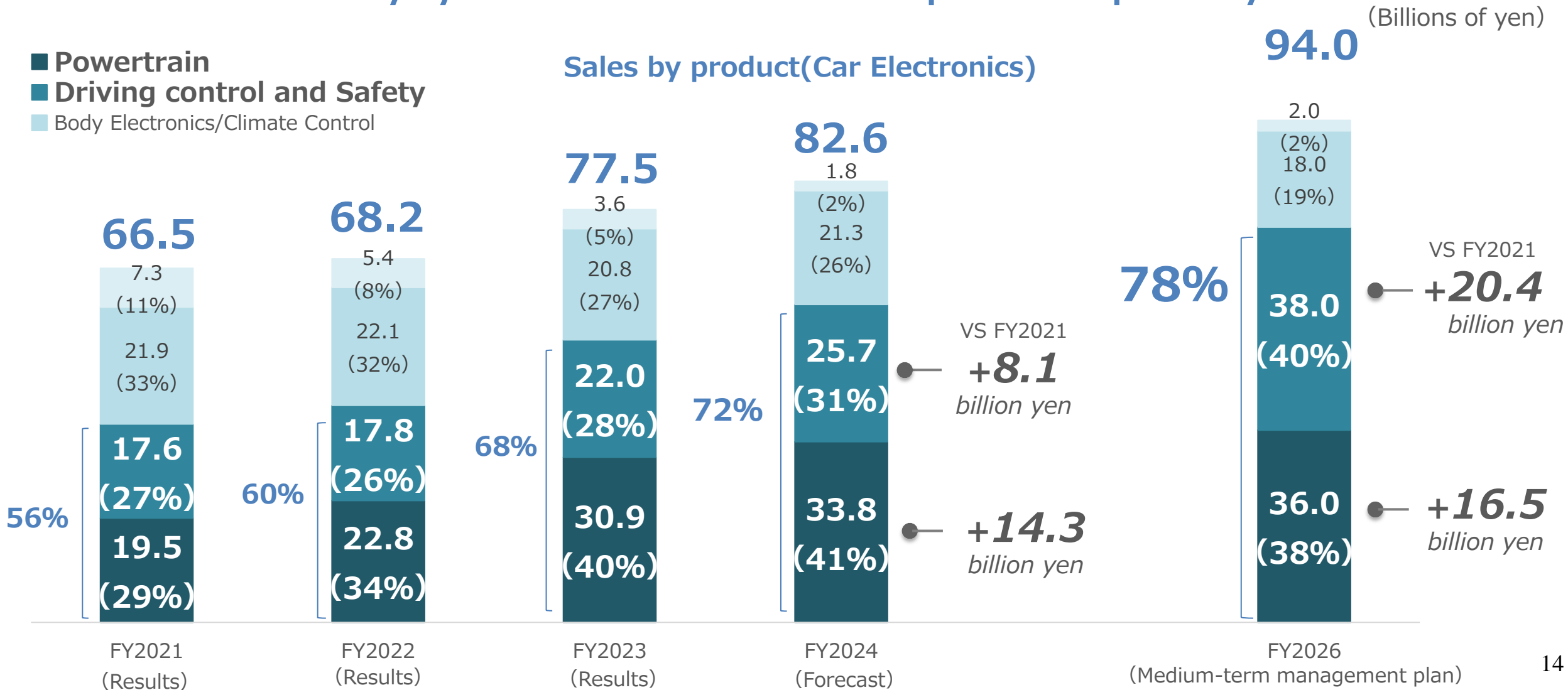
# 3. In-vehicle growth strategy

① In-vehicle growth strategy

- ✓ Sales growth by capturing CASE demands
- ✓ Shift to portfolio of in-vehicle products where we have competitive advantage
- ✓ Customer portfolio is diversified
- ✓ Shift to high-value added business

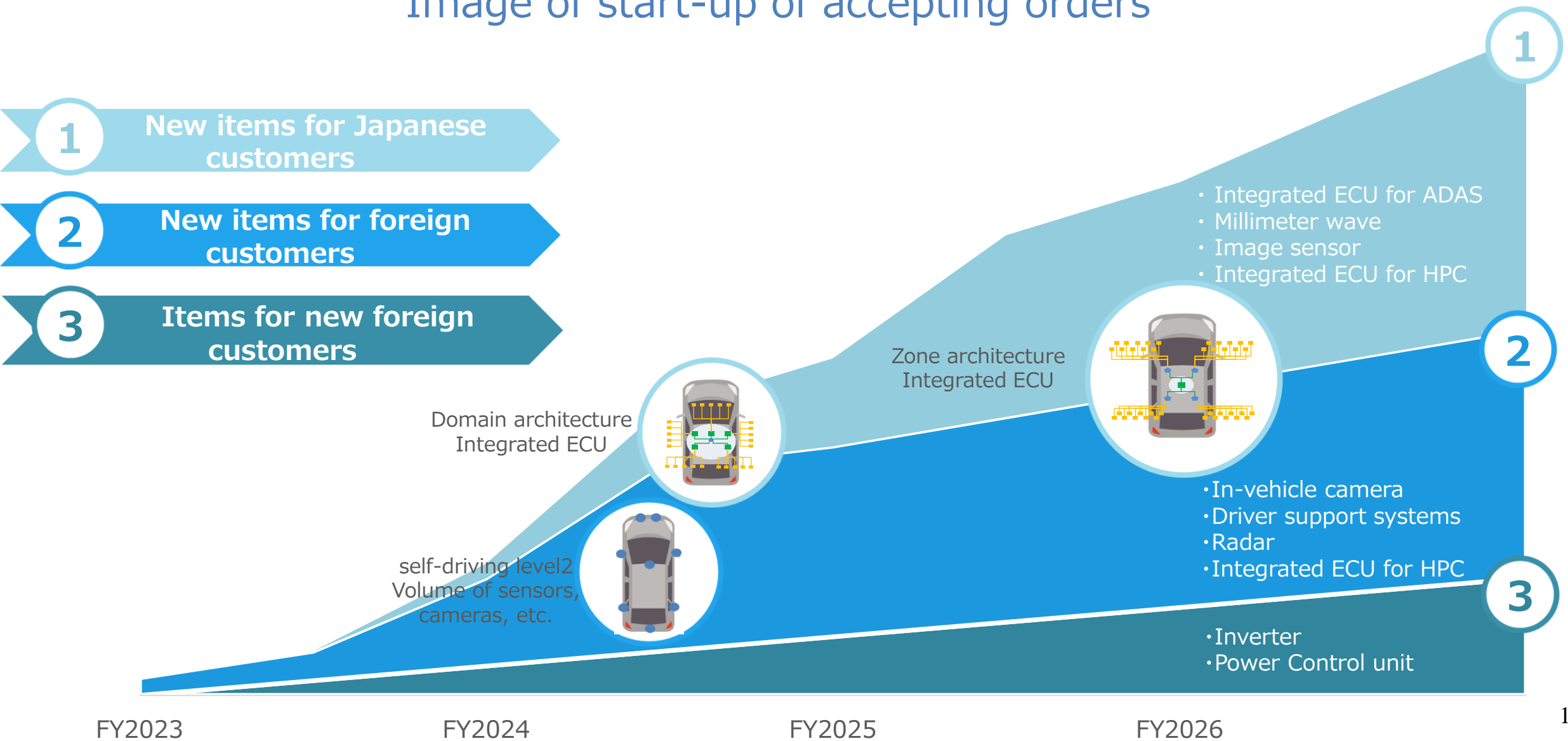
## ② Transition of automotive parts portfolio

To build up a strong product portfolio by shifting to the power train and driving safety systems where we have competitive superiority



### ③ Target items

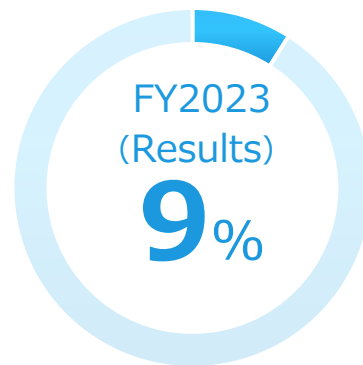
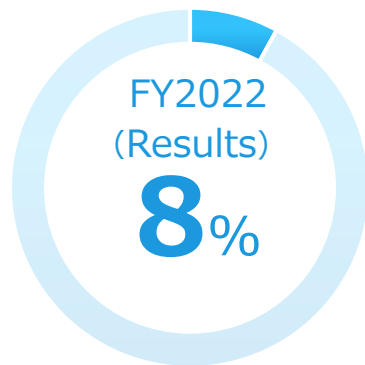
## Image of start-up of accepting orders



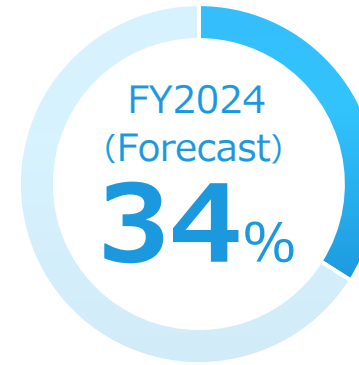
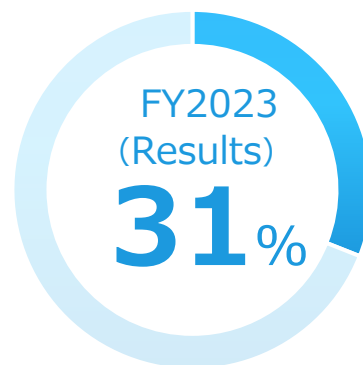
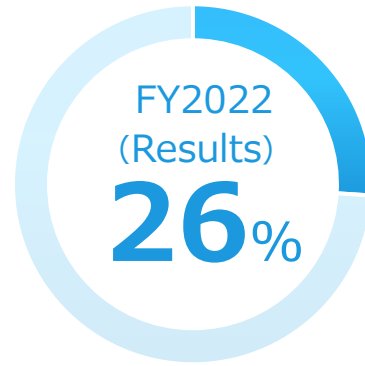
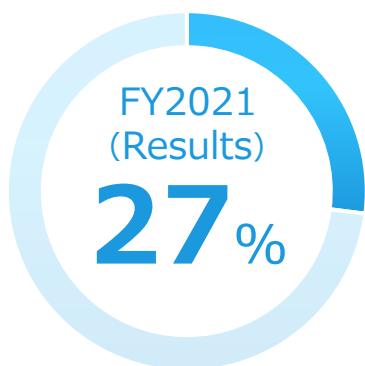
④ Customer portfolio is diversified/Shift to high-value added business

Business with the foreign customers has smoothly expanded and shifting to the highly-value-added products has proceeded.

Sales ratio of foreign customers



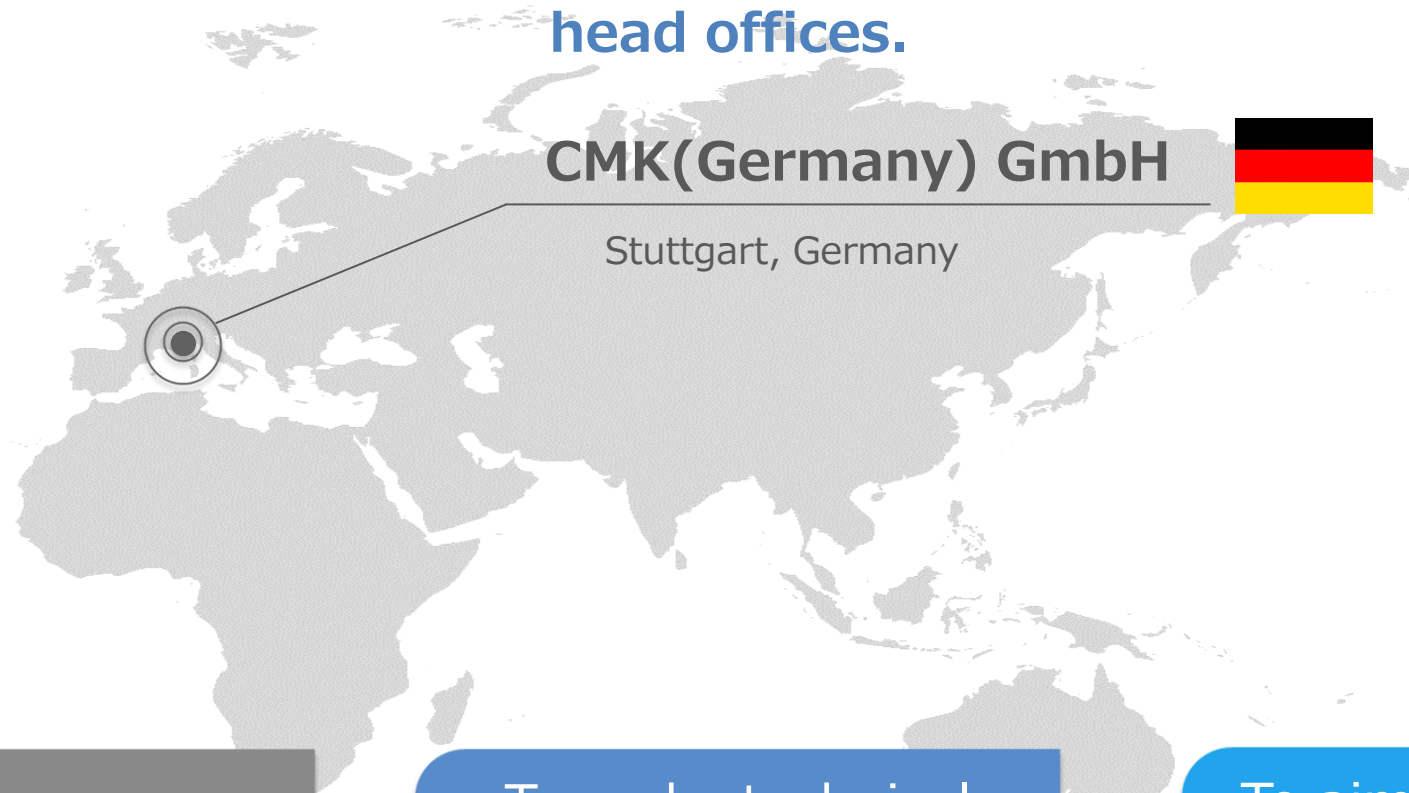
Sales ratio of HDI PCBs





⑤ Toward expansion of foreign customers

To establish an office in Germany. Our global strategy, to expand our automotive product market, targets at Germany where major Tier1 manufacturers have their head offices.



To grasp customers' needs starting in the development stage

×

To make technical proposals for advanced product development

=

To aim at expanding business opportunities with foreign customers

⑥ The latest progress report on the new factory in Thailand

**It is planned to start operating in August, 2024.**



⑦ Growth investment(Increase capacity)

The timing for the second investment on the new factory in Thailand is being examined. (The new factory in Thailand has room for capital investment, which corresponds to 40% of its gross floor area)

Capacity of Thailand factory	Now	After the first phase investment in the new factory	After the second phase investment
Schedule	—	2024	Under review
Investment amount	—	Approximately 25.0 billion yen	
Capacity/Month (Existing Factory+New Factory)	➔ 130km <sup>2</sup>	160km <sup>2</sup>	➔ 200km <sup>2</sup>
Double-sided Multilayered	➔ 113km <sup>2</sup>	126km <sup>2</sup>	➔ 132km <sup>2</sup>
<b>HDI</b>	➔ <b>17km<sup>2</sup></b>	<b>34km<sup>2</sup></b>	➔ <b>68km<sup>2</sup></b>

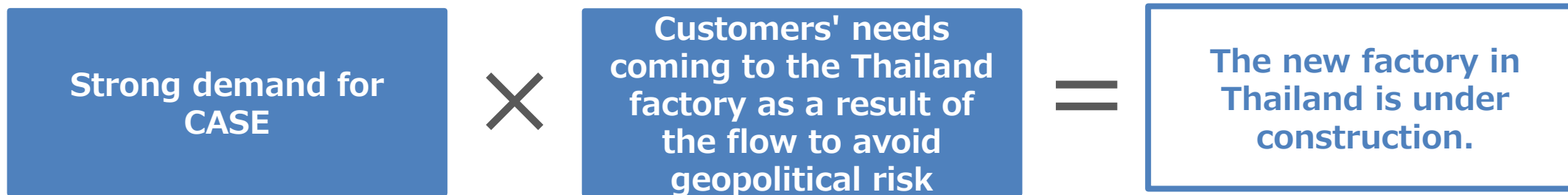
## 4. Others

# ① The capital increase through a public offering has been implemented.

The capital increase through a public offering was resolved on Feb.16th, 2024. Its conditions were decided on Feb.26th, 2024.

<b>Number of shares for subscription</b>	<b>12,000,000 shares</b>	<b>The amount raised</b>	<b>Approx. 6.6 billion yen</b>
--	--------------------------	--------------------------	--------------------------------

<Background, objectives and use of the capital increase through a public offering >



The amount will be applied to the fund for the new Thailand factory planned to start operation in August, 2024.

In order to strengthen the financial basis by this capital increase through a public offering

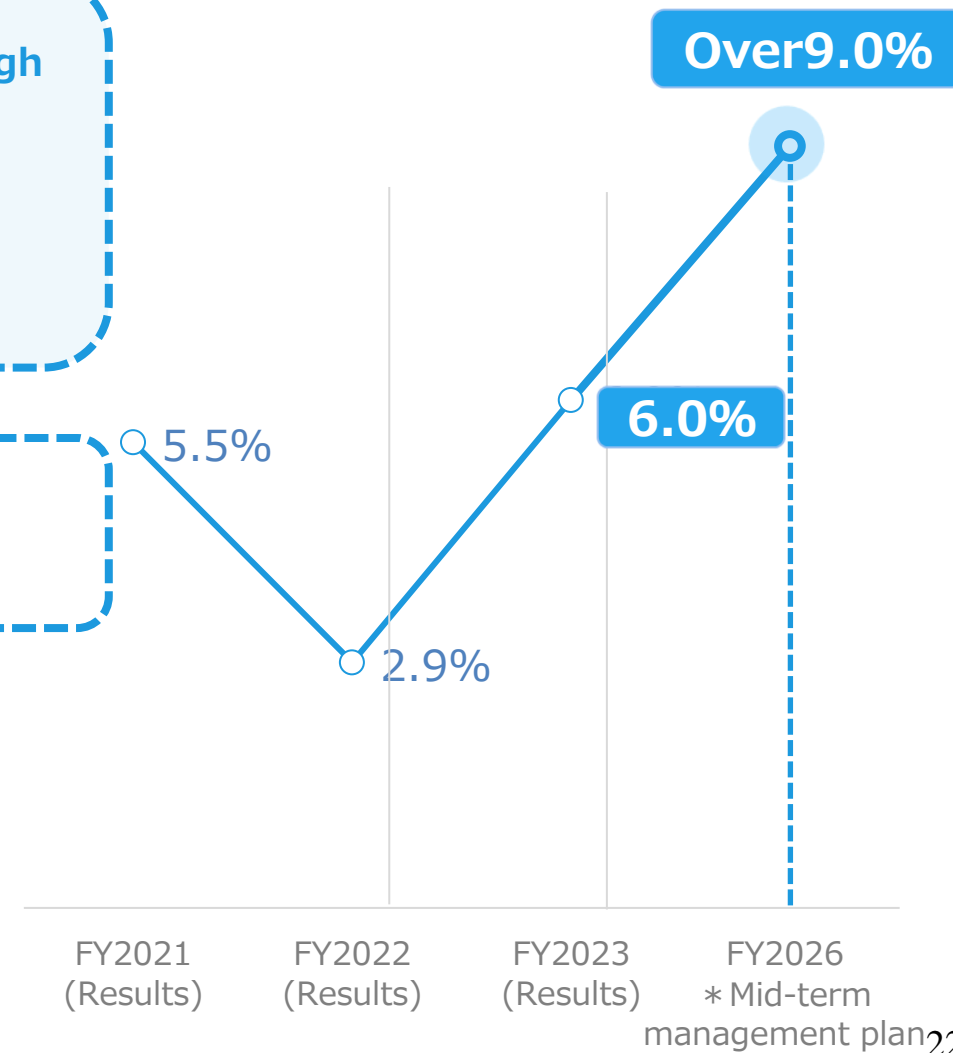
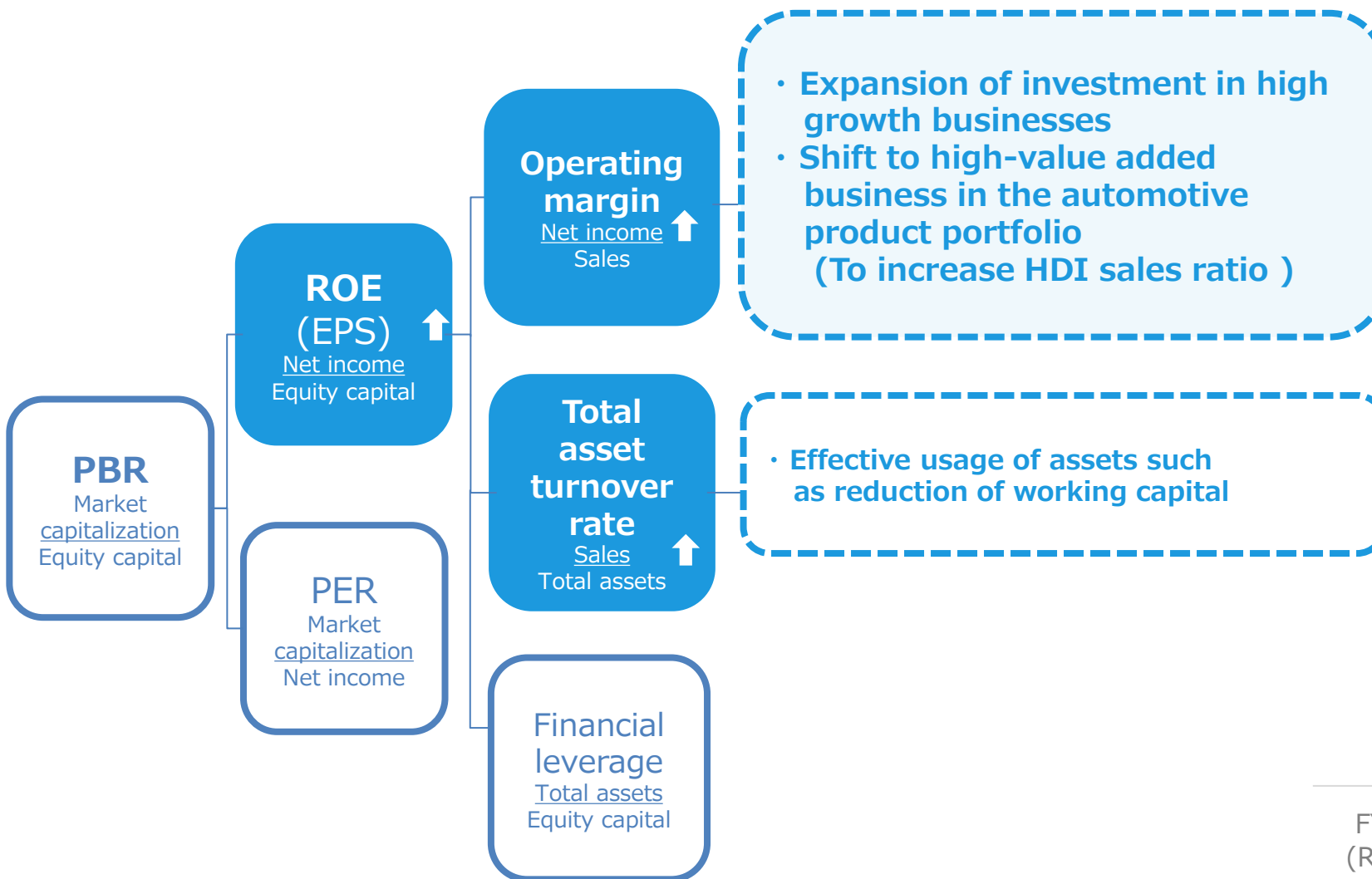
**This capital increase will complete the preparation for the investment in further growth.**



②Improvement of corporate value (to increase PBR)

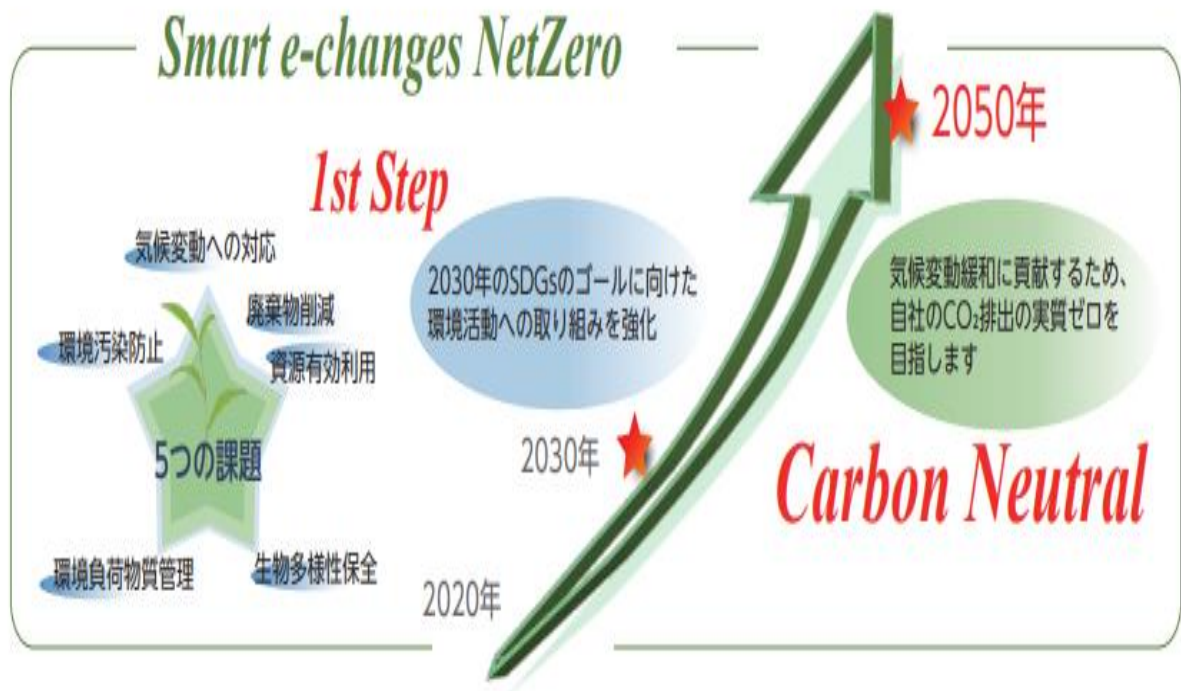
To increase PBR

Changes in ROE



### ③ Sustainability

Our company endorsed TCFD (The Task Force on Climate-related Financial Disclosure) in July, 2022 to address the climate change problems, is aiming at Carbon Neutral in 2050, symbolized as "Smart e-changes NetZero" and is promoting the activities to mitigate climate change.



**We received a "B" score in the "Climate Change Report 2023" published by CDP.**

They grade the corporate initiatives toward environmental issues on an eight-point scale (A, A-, B, B-, C, C-, D, D-). Our current grade of "B" signifies that we are "aware of our company's environmental risks and impacts, and are acting accordingly."



<https://www.cmk-corp.com/en/csr/doc/2023CMKreport.pdf>

\*For your information:

The average of global/electronic parts industries is "C".

# 5. Supplementary information



## ① Sales by product



(Billions of yen)	FY2022 Results	FY2023 Results	YoY Change	YoY %	FY2024 Forecast	
Car Electronics	68.2	77.5	+9.2	+14%	82.6	
Breakdown	Powertrain	22.8	30.9	+8.1	+36%	33.8
	Driving control and Safety	17.8	22.0	+4.2	+24%	25.7
	Body Electronics/Climate Control	22.1	20.8	-1.2	-6%	21.3
	Information and Communication	5.4	3.6	-1.8	-33%	1.8
	Mobile communications	0.9	0.8	-0.1	-17%	1.2
Others	14.5	12.1	-2.3	-16%	10.2	
Total	83.8	90.5	+6.7	+8%	94.0	

※AV equipment, Digital still camera, Amusement include "Others"

## ② Sales by type of PCBs

(Billions of yen)	FY2022 Results	FY2023 Results	YoY Change	YoY %	FY2024 Forecast
HDI PCBs	20.5	26.0	+5.5	+27%	31.0
Multilayered PCBs	47.6	49.8	+2.2	+5%	50.3
Double-sided PCBs	10.0	10.0	-0.0	-0%	7.9
Others	5.5	4.5	-1.0	-18%	4.8
Total	83.8	90.5	+6.7	+8%	94.0

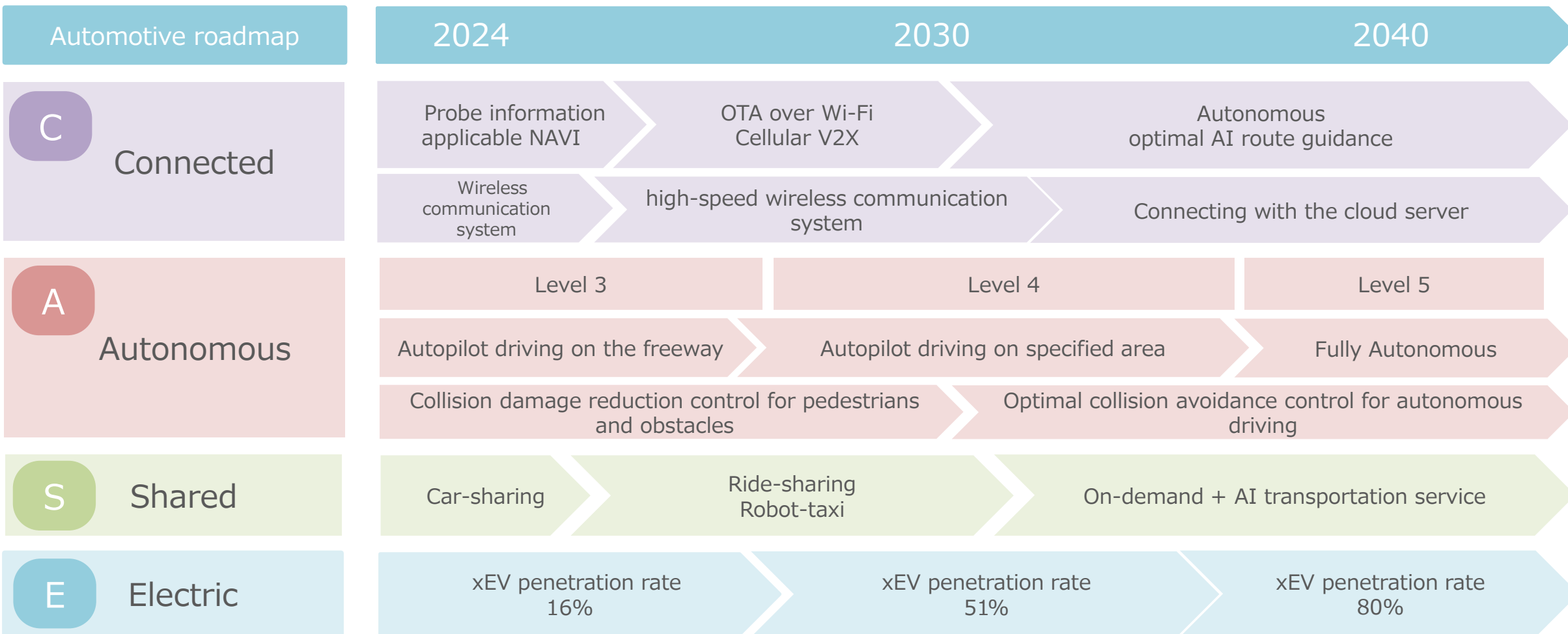
## ③ Financial results by region

(Billions of yen)		FY2022 Results	FY2023 Results	YoY Change	YoY %	FY2024 Forecast
Japan	Sales	49.0	57.0	+7.9	+16%	60.2
	Operating income	0.5	1.5	+1.0	+219%	3.2
China	Sales	32.6	34.2	+1.5	+5%	33.0
	Operating income	1.6	1.8	+0.2	+12%	1.1
Southeast Asia	Sales	28.4	30.1	+1.7	+6%	36.0
	Operating income	1.2	0.7	-0.5	-40%	1.6
Europe & North America	Sales	4.0	4.4	+0.3	+9%	4.8
	Operating income	0.1	0.3	+0.1	+71%	0.2
Adjustment	Sales	▲30.4	▲35.3	-4.9	-	▲40.0
	Operating income	▲1.0	▲1.0	+0.0	-	▲1.1
Consolidated	Sales	83.8	90.5	+6.7	+8%	94.0
	Operating income	2.6	3.5	+0.9	+36%	5.0 <sup>27</sup>

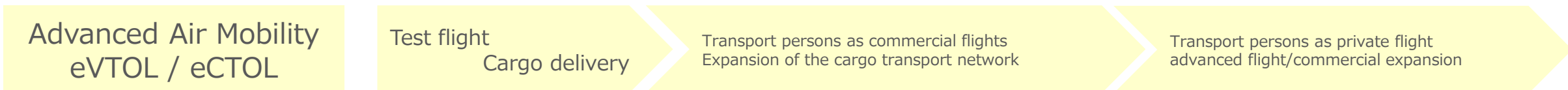
## ④ Capital investment

(Billions of yen)	FY2022 Results	FY2023 Results	YoY Change	FY2024 Forecast
Japan	1.8	1.6	-0.2	2.7
Overseas	4.9	14.3	+9.4	16.8
Consolidated	6.7	15.9	+9.2	19.5
Depreciation cost	4.7	5.2	+0.5	6.0

# ⑤-1 CASE and New businesses roadmap








※Prepared in our company with reference to the Society of Automotive Engineers of Japan "Technology Roadmap" of "Future vision : 2050 Challenge"



※Prepared in our company with reference to the Ministry of Economy "Roadmap for the Moving Sky Revolution (Revised)"

## ⑤-2 CASE and New businesses roadmap

Market needs	Products	PCB requirement	Our technological innovation
 <p><b>C</b> Connected</p>	<p>5G,V2X, V2H Infotainment IVI</p>	<p>Low loss SoC processors</p>	<p>Low dielectric material, characteristic impedance control Multiple stacked vias HDI, Subtract-process fine circuit</p>
 <p><b>A</b> Autonomous</p>	<p>ADAS system Auto Pilot ECU</p>	<p>Improved high resolution for the antenna circuit Zone ECU</p>	<p>High-definition circuit pattern MSAP Multiple stacked vias HDI, High reliable Stacked VIA</p>
 <p><b>S</b> Shared</p>	<p>AI-equipped Unit for infrastructure</p>	<p>AI processors High layer count, Small Diameter VIA</p>	<p>Low dielectric material , characteristic impedance control Multiple stacked vias HDI , High aspect ratio</p>
 <p><b>E</b> Electric</p>	<p>Integrated ECU Power module</p>	<p>Signal circuit and Power mix High withstand voltage, High current PCB and Heat resistance</p>	<p>Combination of thin &amp; thick copper circuit , High heat radiation material Highly insulating resist, Heat Dissipation simulation</p>
 <p>eVTOL / eCTOL</p>	<p>high-power motor high-capacity battery Radar System</p>	<p>ultra-high current circuit high voltage sensor mounted</p>	<p>copper core copper base busbar alternative Combination of thin &amp; thick copper circuit Guaranteed withstand high voltage</p>

# ⑥ Technology roadmap



## 当社の革新技术

FY2023

FY2024

FY2025

FY2026

C



High density

Multiple stacked BVH HDI

AnyLayer HDI

Subtract-process fine circuit

Mass-produced

Trial

Mass-production

Development

Trial

Mass-production

A



High function

High-definition circuit MSAP

High thickness Rigid-Flex

Mass-produced

Trial

Mass-production

S



High frequency

Low loss

characteristic impedance control

Trial

Mass-production

±10%(actual measurement)

±10%(process guarantee)

simulation control

E



High heat dissipation

Heavy copper + Signal circuit

High heat conduction

Development

Trial

Mass-production

Trial

Mass-production



large current high voltage

Large current circuit

Electrical resistance guarantee

Trial

FM Trial

Mass-production

Inspection

process guarantee

Future-related information and descriptions in this material are just forward-looking statements and not guarantees for future achievements  
(Amounts are rounded, and % is rounded to one decimal place.)

END