



CMK CORPORATION  
(Stock code : 6958)

# FY2022 Financial Results (presentation material)

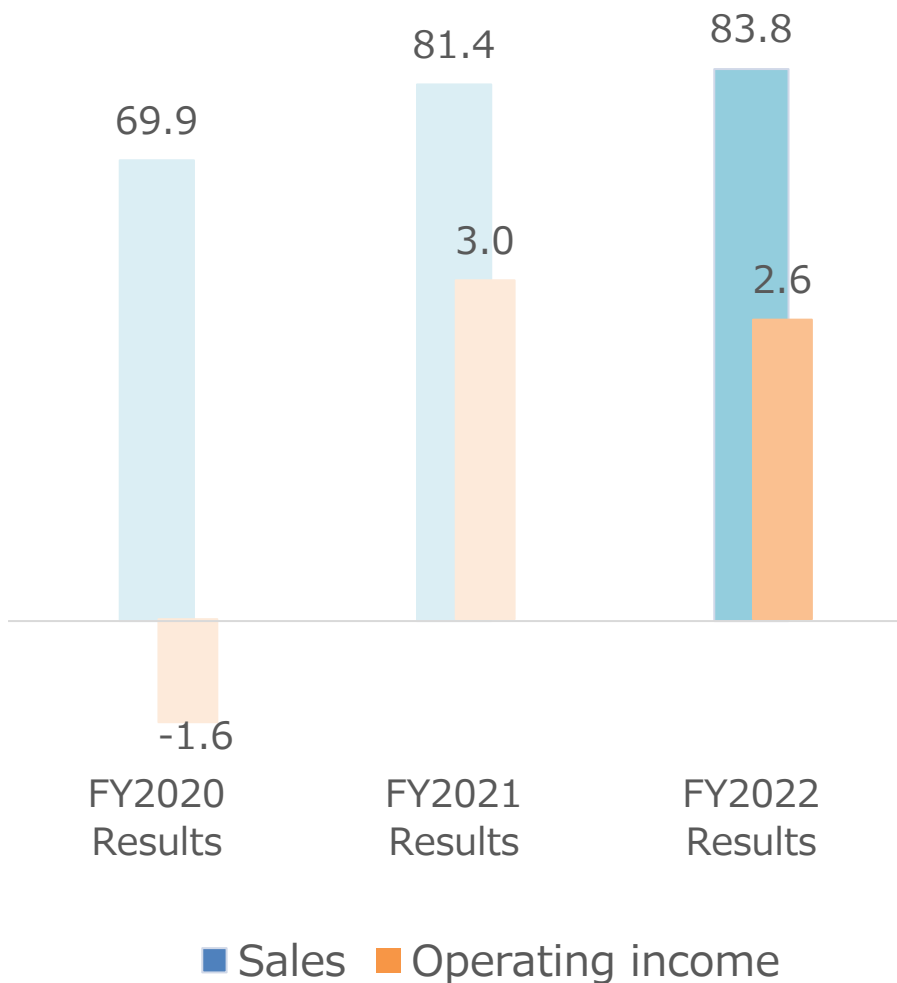
May 16, 2023  
CMK CORPORATION

1. Consolidated financial results for FY2022
2. Consolidated financial forecast for FY2023
3. Medium-Term Management Strategy
4. Supplementary information

# 1 . Consolidated financial results for FY2022

# ① Key points of FY2022 Financial results

(Billions of yen)



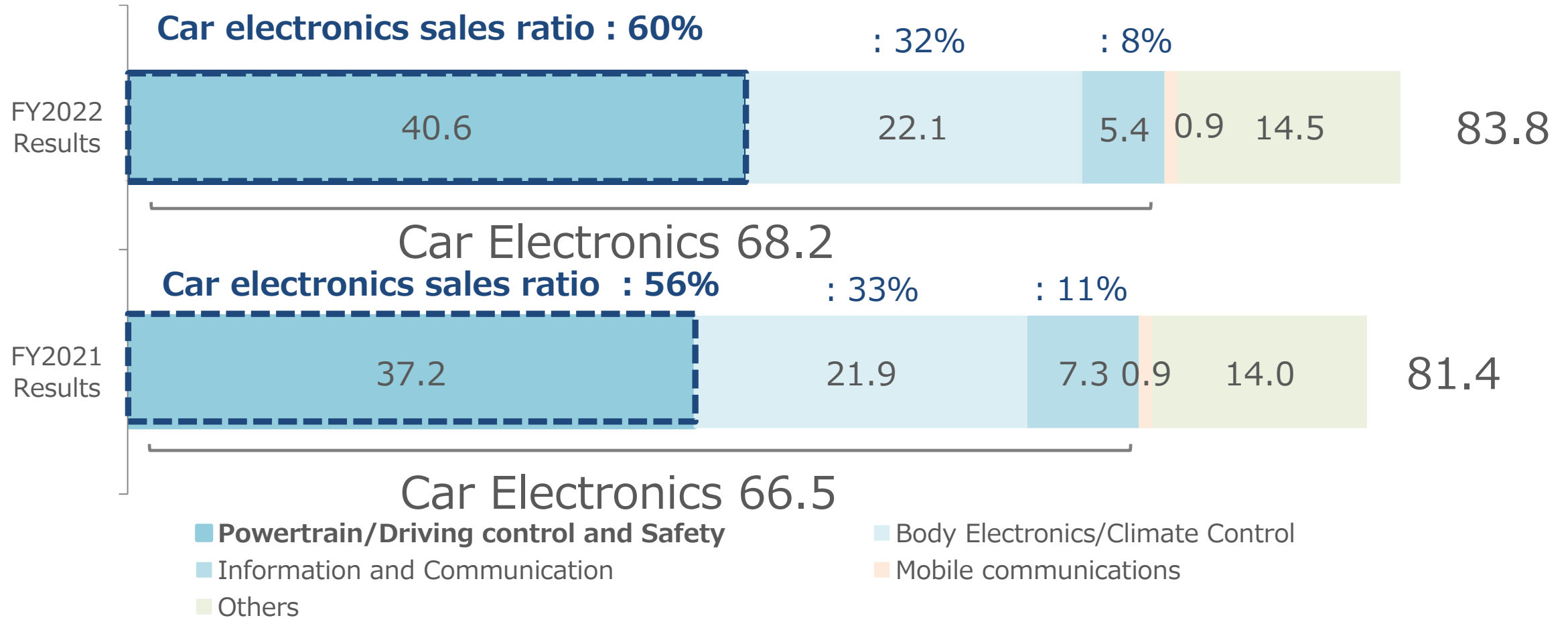
- Despite the decline in orders, net sales increased due to the impact of foreign exchange and inventory sales.
- Operating income decreased due to low operation rate of factories etc.

## ② Consolidated Financial results

(Billions of yen)	FY2021 Results	FY2022 Results	YoY Change	YoY %
Net sales	81.4	83.8	+2.3	+3%
Operating income	3.0	2.6	-0.4	-14%
Operating margin	3.7%	3.1%	-0.6%	-
Ordinary income	3.3	2.6	-0.6	-21%
Profit attributable to owners of parent	2.7	1.5	-1.1	-43%
Exchange rate (USD/JPY)	110.39	132.09	+21.70	+20%

### ③ Sales by product

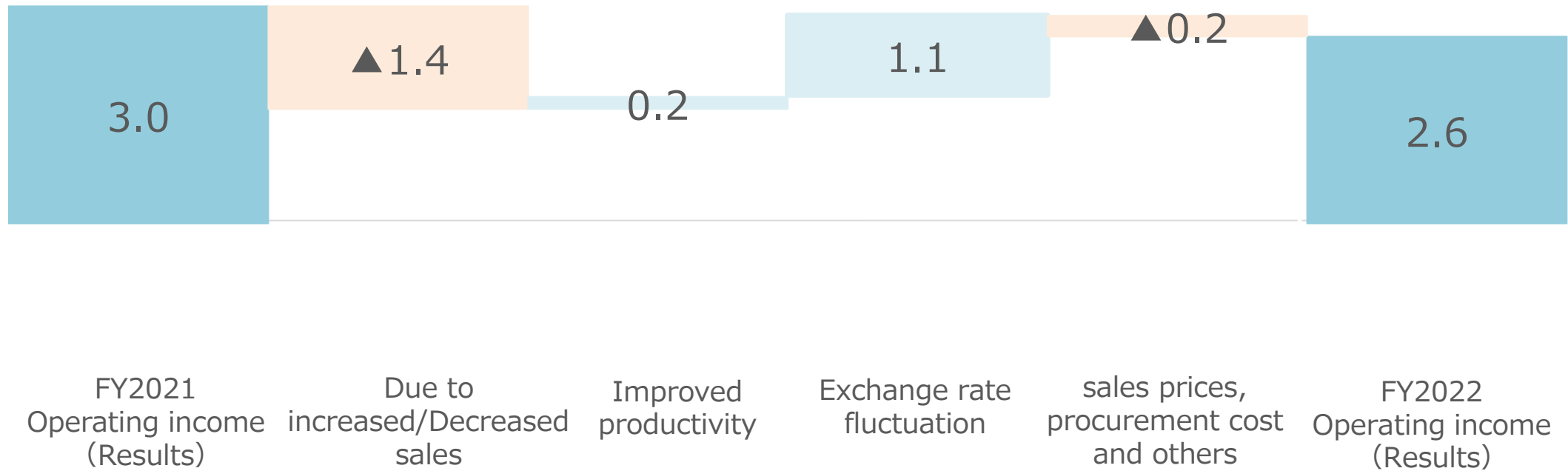
(Billions of yen)



- The share of products for Powertrain/Driving control and Safety in total sales of car electronics increased from 56% in the previous fiscal year to 60%.

# ④ Analysis of changes in operating income

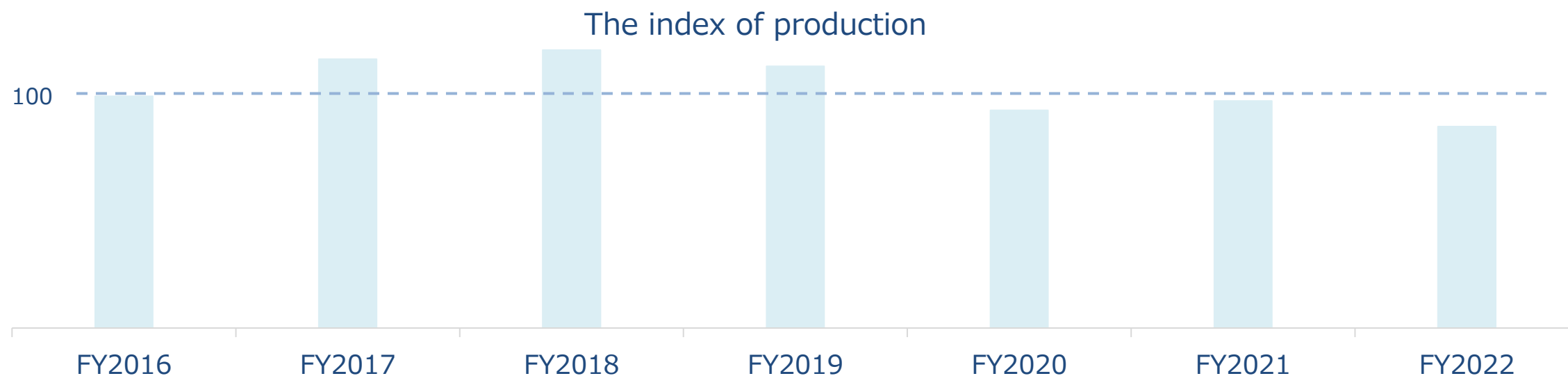
(Billions of yen)



- Our orders decreased, and operating income decreased due to low operation rate of factories etc.

## ⑤ Review

(Billions of yen)	FY2016 Results	FY2017 Results	FY2018 Results	FY2019 Results	FY2020 Results	FY2021 Results	FY2022 Results
Net sales	75.3	86.8	90.2	82.6	69.9	81.4	83.8
Operating income	2.6	4.2	3.7	1.6	-1.6	3.0	2.6
Operating margin	3.5%	4.9%	4.2%	1.9%	-2.4%	3.7%	3.1%
Exchange rate (USD/JPY)	109.28						132.09
(USD/RMB)	6.67						6.77
(USD/THB)	35.25						35.22



\* The index of production is expressed as 100(FY2016) (Not an index of production capacity)



## 2. Consolidated financial forecast for FY2023

## ① Consolidated Financial forecast and Annual Dividends



(Billions of yen)	FY2022 Results	FY2023 Forecast	YoY Change	YoY %
Net sales	83.8	85.0	+1.1	+1%
Operating income	2.6	2.7	+0.0	+4%
Operating margin	3.1%	3.2%	+0.1%	-
Ordinary income	2.6	2.5	-0.1	-5%
Profit attributable to owners of parent	1.5	1.9	+0.3	+20%
Annual dividends per share (yen)	8.50	10.00		
Dividend payout ratio	31.7%	31.2%		

## ② Consolidated Financial forecast (1H,2H)

(Billions of yen)	1H FY2023 Forecast	2H FY2023 Forecast	YoY Change	YoY %
Net sales	41.0	44.0	+3.0	+7.3%
Operating income	0.2	2.5	+2.3	-
Operating margin	0.5%	5.7%	+5.2%	-
Ordinary income	0.2	2.2	+2.0	+800%
Profit attributable to owners of parent	0.1	1.7	+1.6	-

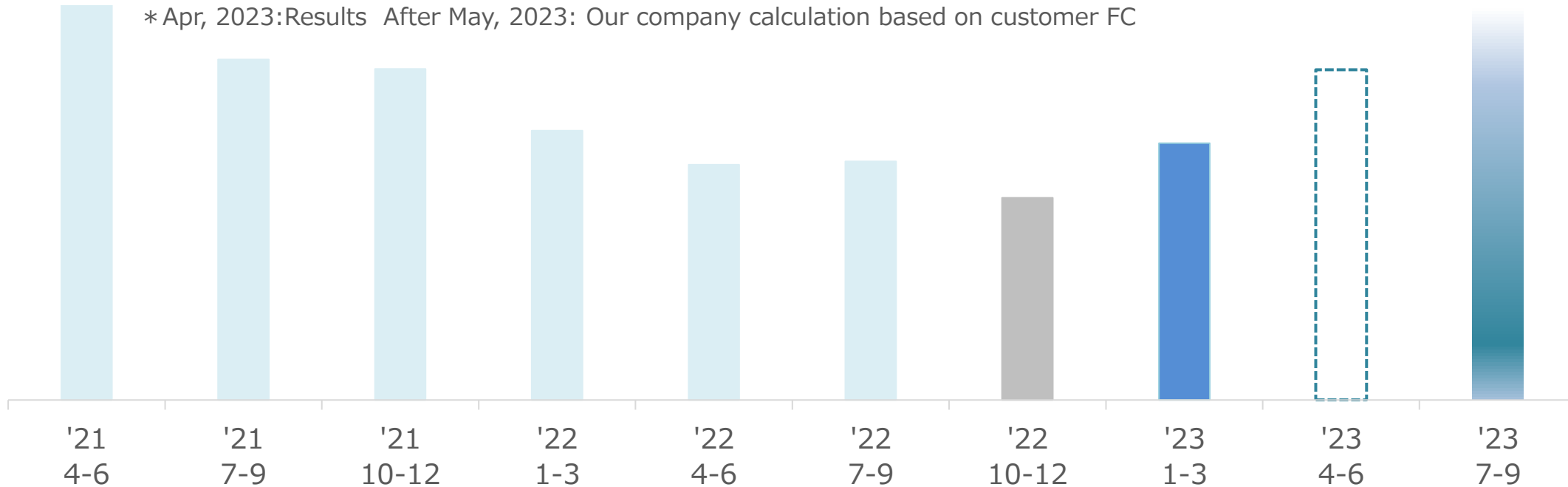
※Exchange rate (USD/JPY) 135.00

# ③ Order trends and Merchandise and finished goods

Order trends

Merchandise and finished goods

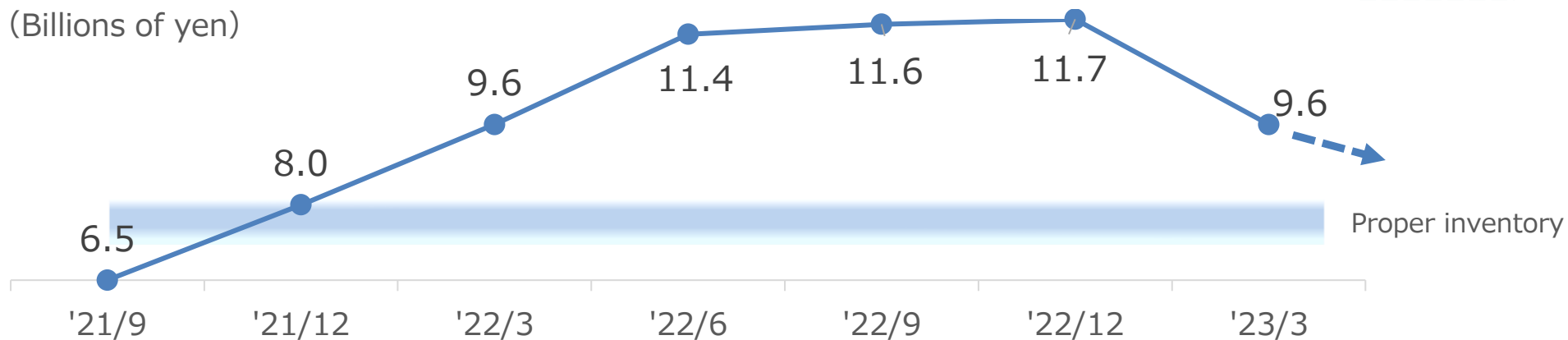
\* Apr, 2023: Results After May, 2023: Our company calculation based on customer FC



The impact on operations

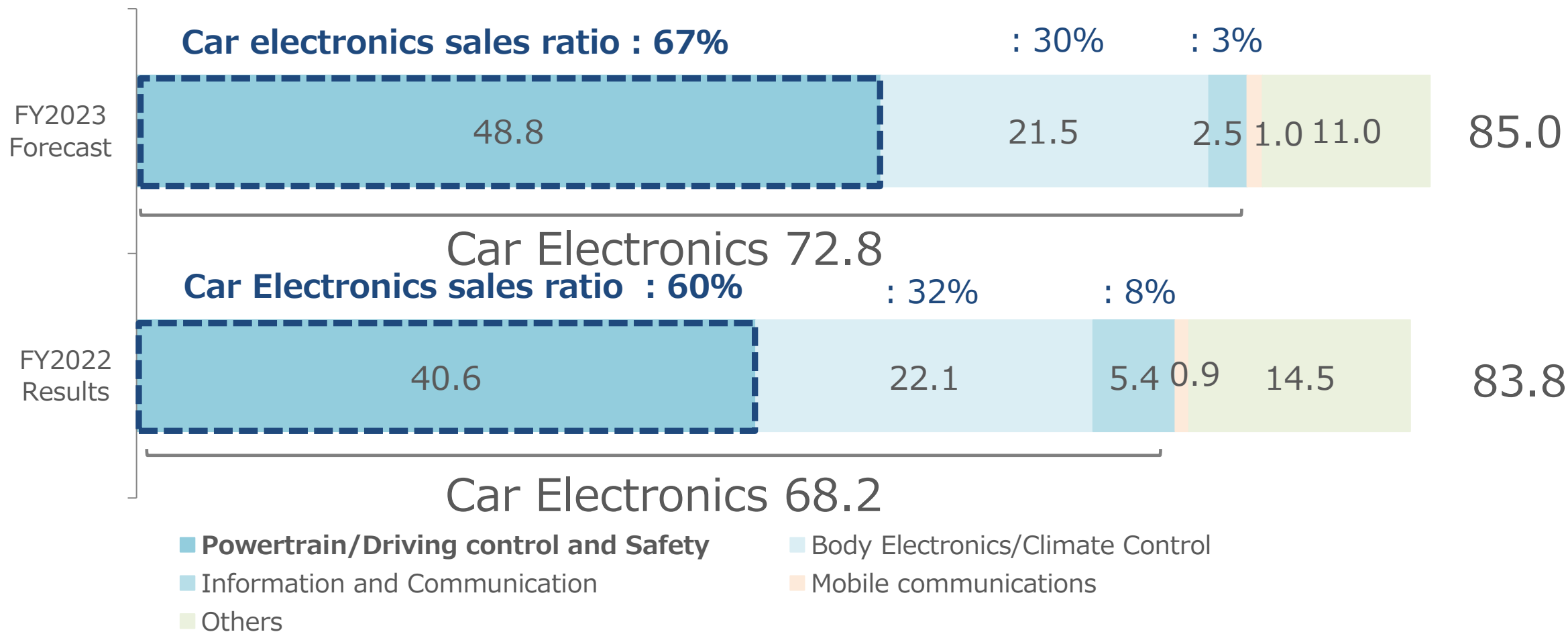
Japan	3Q	4Q	1Q	2Q
Overseas	4Q	1Q	2Q	3Q

(Billions of yen)



# ④ Sales by product

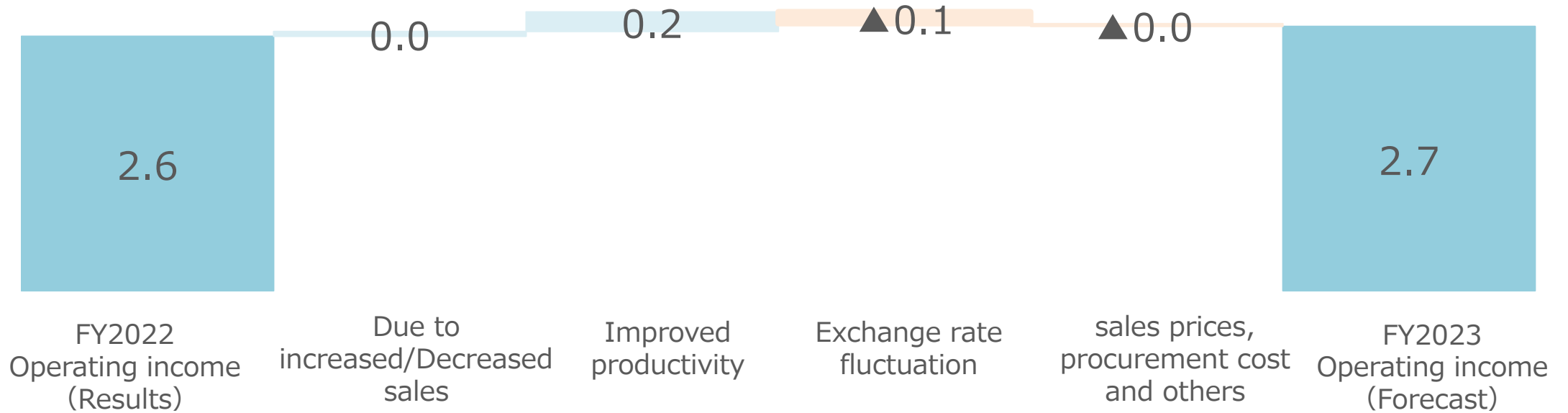
(Billions of yen)



- The share of products for Powertrain/Driving control and Safety in total sales of car electronics will be expected to increase from 60% in the previous fiscal year to 67%.<sub>13</sub>

# ⑤ Analysis of changes in operating income

(Billions of yen)



- Operating income is expected to slightly increased.  
1H : Negative impact of low operation rate. 2H : Improvement of operation rate.

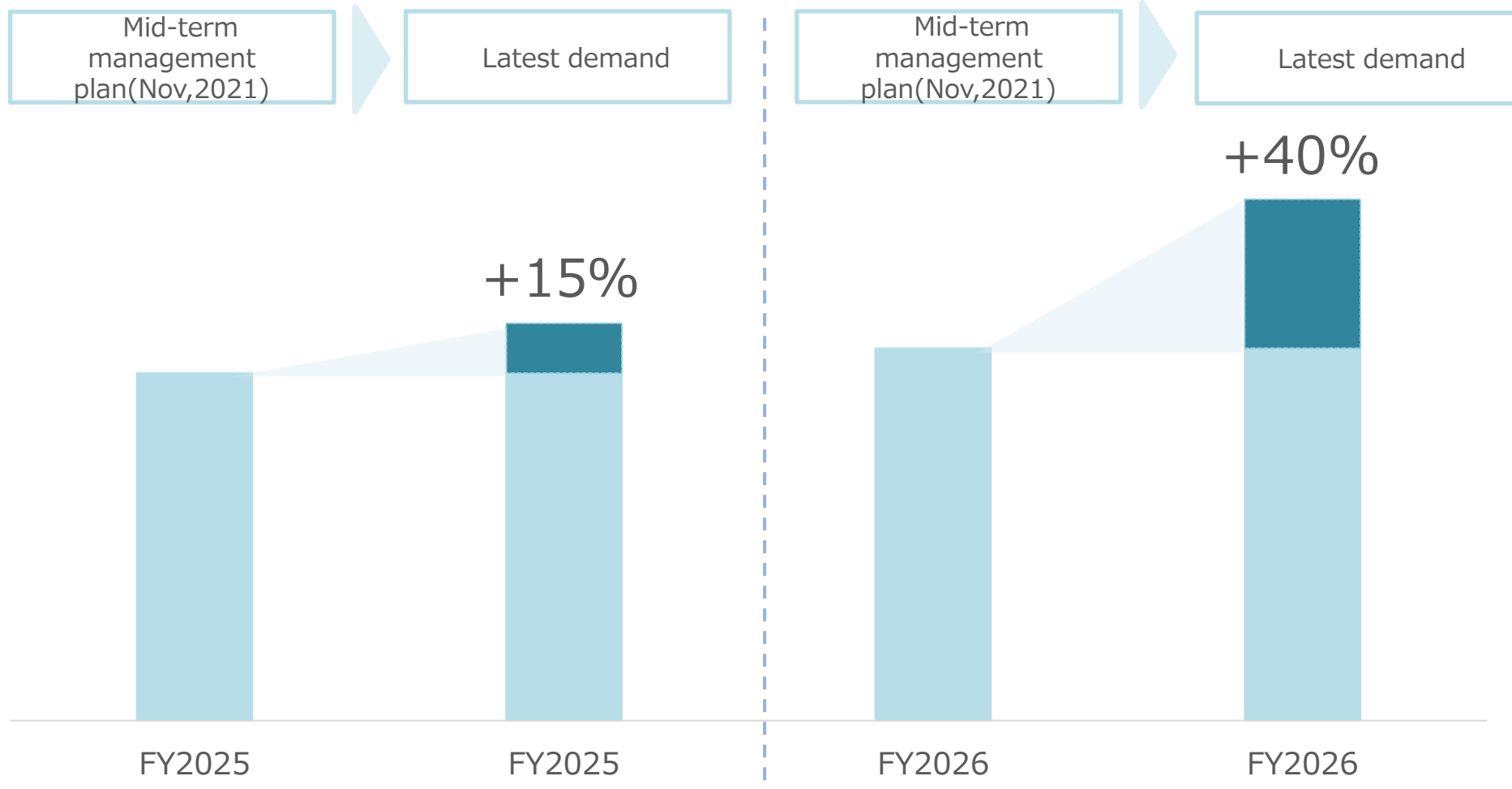
# 3. Medium-Term Management Strategy

① Changes from the medium-term management plan (Nov, 2021)

- Our orders declined caused by vehicle production decline due to the global semiconductor shortage and the supply chain disruptions.
- Medium-and long-term demand from our main customers is very strong due to the progress in electrification and the launch of new products for autonomous car. (Inquiries from new customers are also strong)
- Customers avoid the supply chain geopolitical risks. Our Thailand factory has a huge advantage.



② Changes from the medium-term management plan ( Medium- and long-term demand for Thailand factory )



- Medium- and long-term demand at Thailand factory will be expected to increased by approximately 40% in volume terms in the FY2026 compared to the Medium-Term Management Plan (Nov, 2021)

③Construction of New Factory at CMK CORPORATION(THAILAND)CO.,LTD. (Reposted)

In order to realize the establishment of a growth cycle by increasing net sales from CASE demand, We made the decision to construct a new factory in Thailand

Outline of construction

- Location : Prachinburi Province, Thailand
- Total floor area : Approximately 102,000m<sup>2</sup>
- Production items : HDI PCBs and Multilayered PCBs
- Investment amount : Approximately 25 billion yen (1<sup>st</sup> investment)
- Start of operations : Sequential launch from August 2024(planned)

Production concept

- Highly-added value shift in the automotive product portfolio (Increasing in HDI production ratio)
- Productivity improvement by large format** and Manpower savings and yield improvement through automatization ⇒Improving cost competitiveness
- By eliminating the film manufacturing process, we aim for sustainable manufacturing



④ Construction of New Factory at CMK CORPORATION(THAILAND)CO.,LTD. (Construction progress)

March, 2023



May, 2023



Schedule	'22	'23				'24				'25	
	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	
Construction of new factory completed (End of June, 2024)	→										
Installation of equipment, assessment and start-up completed (End of August, 2024)				→							
Start of operations							→				

- Construction of new factory started in December, 2022 (ongoing)
- Sequential launch from August, 2024

⑤ Numerical Management targets

Results/Forecast	FY2022	FY2023		FY2024	FY2025	FY2026
(Billions of yen)	(Results)	(Forecast)	(1H)	(2H)		
Net sales	83.8	85.0	41.0	44.0		
Operating income	2.6	2.7	0.2	2.5		
Operating margin	3.1%	3.2%	0.5%	5.7%		
Ordinary income	1.5	1.9	0.1	1.7		
ROE	2.9%	3.3%				

Mid-term management plan (Nov,2021)	FY2022	FY2023	FY2024	FY2025	FY2026
(Billions of yen)	(Mid-term management plan)	(Mid-term management plan)	(Mid-term management plan)	(Mid-term management plan)	(Mid-term management plan)
Net sales	79.0	81.0	84.0	90.0	100.0
Operating income	4.0	4.5	5.5	6.5	8.0
Operating margin	5.1%	5.6%	6.5%	7.2%	8.0%
Ordinary income	2.8	3.1	3.8	4.5	5.6
ROE	5.6%	6.0%	7.0%	7.7%	9.0%

Under review



Our action to improve PBR

We are pursuing to deepen the consciousness for cost of capital and stock price. Once finalized, we will disclose our concrete visions and actions.

# 4. Supplementary information

# ① Sales by product

	(Billions of yen)	FY2021 Results	FY2022 Results	YoY Change	YoY %	FY2023 Forecast
Car Electronics		66.5	68.2	+1.7	+3%	72.8
Breakdown	Powertrain/Driving control and Safety	37.2	40.6	+3.4	+9%	48.8
	Body Electronics/Climate Control	21.9	22.1	+0.1	+1%	21.5
	Information and Communication	7.3	5.4	-1.8	-25%	2.5
Mobile communications		0.9	0.9	+0.0	+5%	1.0
Others		14.0	14.5	+0.5	+4%	11.0
Total		81.4	83.8	+2.3	+3%	85.0

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

## ② Sales by type of PCBs

(Billions of yen)	FY2021 Results	FY2022 Results	YoY Change	YoY %	FY2023 Forecast
HDI PCBs	21.0	20.5	-0.5	-3%	25.7
Multilayered PCBs	44.0	47.6	+3.5	+8%	45.4
Double-sided PCBs	10.6	10.0	-0.5	-5%	8.7
Others	5.6	5.5	-0.1	-2%	5.1
Total	81.4	83.8	+2.3	+3%	85.0

### ③ Financial results by region

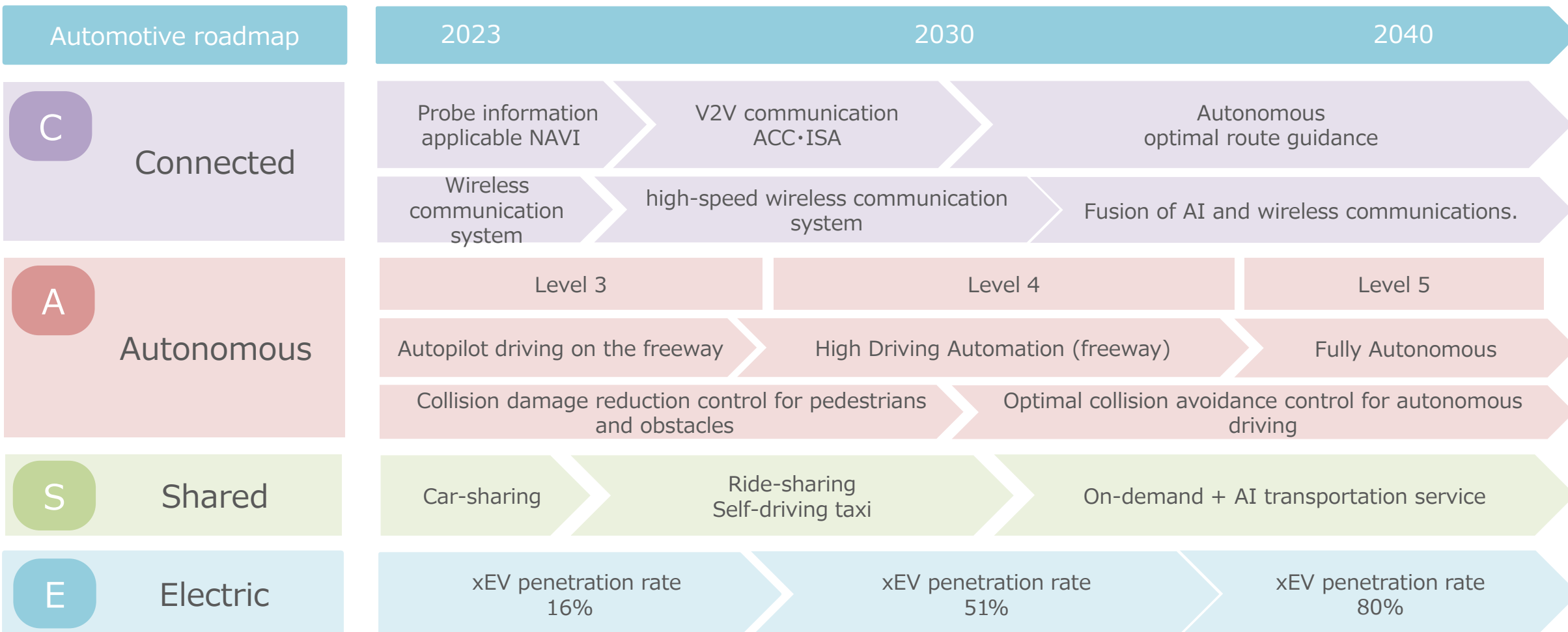
(Billions of yen)		FY2021 Results	FY2022 Results	YoY Change	YoY %	FY2023 Forecast
Japan	Sales	49.4	49.0	-0.3	-1%	50.5
	Operating income	2.2	0.5	-1.7	-78%	0.7
China	Sales	29.9	32.6	+2.7	+9%	32.0
	Operating income	0.7	1.6	+0.9	+137%	1.2
Southeast Asia	Sales	25.2	28.4	+3.1	+13%	29.0
	Operating income	1.0	1.2	+0.2	+20%	1.0
Europe & North America	Sales	3.7	4.0	+0.3	+9%	5.5
	Operating income	0.1	0.1	+0.0	+32%	0.3
Adjustment	Sales	▲26.9	▲30.4	-3.4	-	▲32.0
	Operating income	▲1.1	▲1.0	+0.1	-	▲0.5
Consolidated	Sales	81.4	83.8	+2.3	+3%	85.0
	Operating income	3.0	2.6	-0.4	-14%	2.7 <sup>24</sup>



## ④ Capital investment

(Billions of yen)	FY2021 Results	FY2022 Results	YoY Change	FY2023 Forecast
Japan	4.0	1.8	-2.1	2.0
Overseas	2.2	4.9	+2.6	5.6
Consolidated	6.2	6.7	+0.5	7.6
Depreciation cost	4.2	4.7	+0.5	4.8

# 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 Internal Affairs and Communications " Beyond 5G Promotion Strategy -6G Roadmap."

# ⑤-2 CASE and New businesses roadmap

Market needs	Products	PCB requirement	Our technological innovation
<p><b>C</b> Connected</p>	<p>Data communication module 5G,V2X Infotainment IVI</p>	<p>Low loss SoC processors</p>	<p>Low dielectric material, characteristic impedance control Multiple stacked vias HDI, Fine circuit MSAP</p>
<p><b>A</b> Autonomous</p>	<p>Millimeter wave Radar Sensing camera</p>	<p>Stable accuracy of antenna circuit, Downsized unit, 3D</p>	<p>High-definition circuit pattern MSAP Multiple stacked vias HDI, High-thickness Rigid-Flex</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>Heavy copper circuit, Inner layer copper core, High heat radiation material Highly insulating resist, Heat Dissipation simulation</p>
<p><b>5G</b> New businesses Communication infrastructure</p>	<p>5 G Base station small cell</p>	<p>High layer count, low loss High density, Fine circuit</p>	<p>Low dielectric material, High layer count, High aspect ratio Subtract-process fine circuit, Back Drill</p>

# ⑥ Technology roadmap

## Our technological innovation

1st Medium-Term Management Plan

2nd Medium-Term Management Plan

FY2022

FY2023

FY2024

FY2025

FY2026

C



High density

Multiple stacked BVH HDI

AnyLayer HDI

Fine circuit MSAP

Mass-produced

Trial

Mass-production

Development

Trial

Mass-production

A



High function

High-definition circuit MSAP

High thickness Rigid-Flex

Mass-produced

Development

Trial

Mass-production

S



High frequency

Low loss

characteristic impedance control

Trial

Mass-production

±10%(actual measurement control)

±10%(process guarantee)

simulation control

E



High heat dissipation

Heavy copper + Signal circuit

High heat conduction

Development

Trial

Mass-production

Trial

Mass-production



High layer

High aspect Ratio

Subtract-Process fine circuit

AR12

AR21

AR24

Development

Trial

Mass-production

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**