



TSE 1st Section, 6143

FY20/12

Results Briefing

February 19, 2021

Sodick Co., Ltd.

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I. FY20/12 Financial Results Summary	3
II. FY20/12 Financial Results Projections	22
III. Shareholder Return	27
IV. Med-term Plan	29
(Reference Materials)	

I. FY20/12 Financial Results Summary

II. FY20/12 Financial Results Projections

III. Shareholder Return

IV. Med-term Plan

(Reference Materials)

Financial Results Highlights

- ✓ Due to the impact of the COVID-19 pandemic, sales of electrical discharge machines (EDMs) decreased sharply.
- ✓ Operating income fell about 46% from the same period of the previous year, mainly on account of a decline in the profitability of the plants associated with a decrease in production volume.
- ✓ Sales of EDMs and injection molding machines in the 4Q were higher than expected, mainly in China, and the results exceeded the full-year projection.

(million yen)

	FY19/12		FY20/12		YoY change		FY2020 Full-year projection (Revised on Nov. 13)	
	Actual	Income margin	Actual	Income margin	Amount	Rate	Amount	Income margin
Net sales	67,591	-	58,030	-	-9,561	-14.1%	55,400	-
Gross profit	22,169	32.8%	18,250	31.4%	-3,919	-17.7%		
Operating income	3,422	5.1%	1,852	3.2%	-1,569	-45.9%	1,300	2.3%
Ordinary income	3,558	5.3%	2,046	3.5%	-1,511	-42.5%	1,300	2.3%
Net income	2,002	3.0%	1,346	2.3%	-655	-32.7%	750	1.4%

	Ratio to sales		Ratio to sales			
Capital investment	6,561	9.7%	2,448	4.2%	4,500	
Depreciation	3,664	5.4%	3,399	5.9%	3,800	
R&D expenses	3,483	5.2%	3,220	5.5%	3,400	

Average exchange rate over the period	USD	109.03 yen	106.76 yen	2.27yen up	106.50 yen
	EUR	122.03 yen	121.88 yen	0.15yen up	121.50 yen
	CNY	15.77 yen	15.48 yen	0.29yen up	15.40 yen
	THB	3.52 yen	3.42 yen	0.10yen up	3.40 yen

*Reference information Exchange rate at end of Dec 2020 USD: 103.50 yen EUR: 126.95 yen CNY: 15.88 yen THB: 3.44 yen
Exchange rate at end of Dec2019 USD: 109.56 yen EUR: 122.54 yen CNY: 15.67 yen THB: 3.63 yen

Financial Results Highlights (Quarterly)



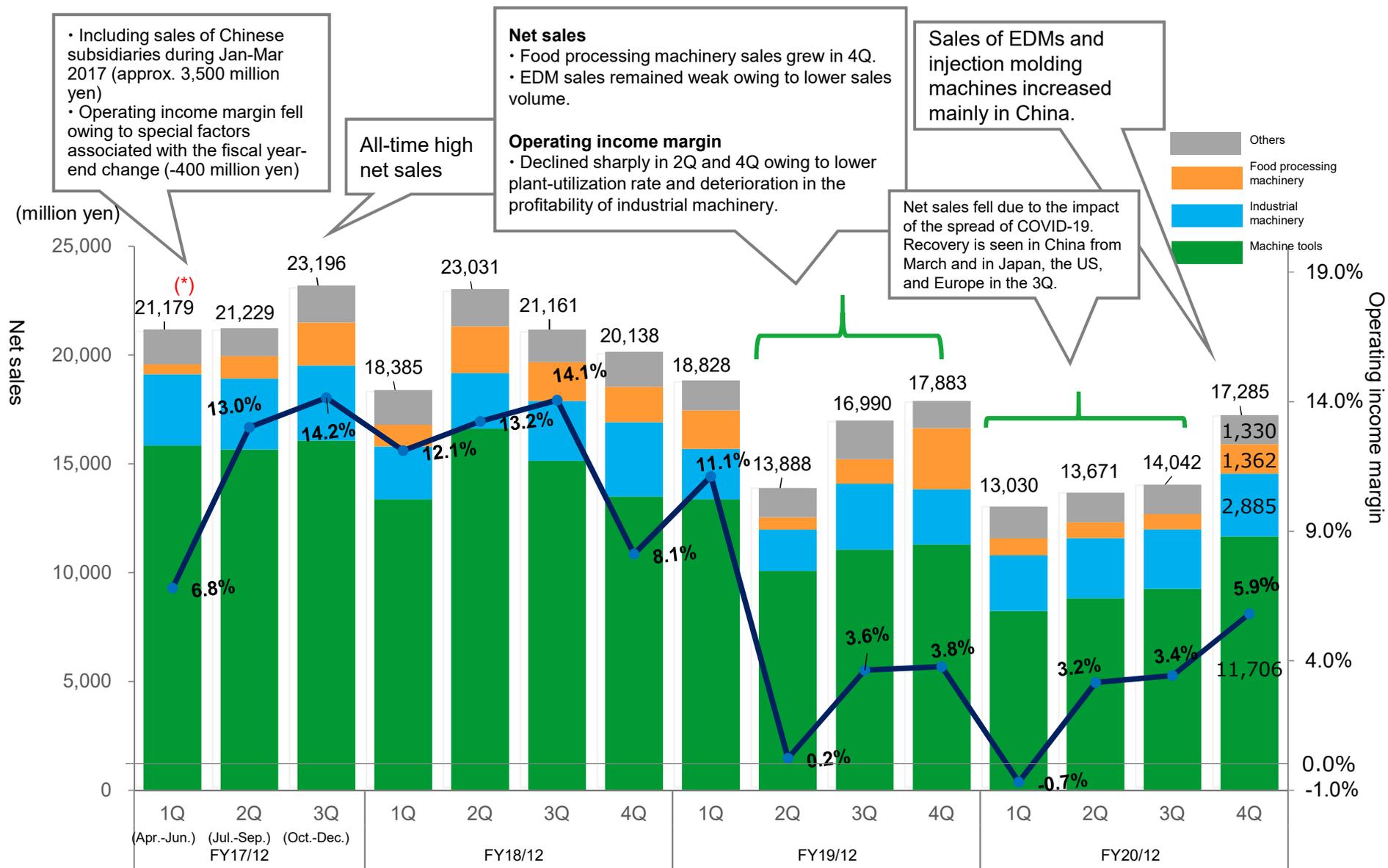
- ✓ Financial results recovered after hitting bottom in the 1Q.
- ✓ Net sales increased in the 4Q due to growth in sales of EDMs and injection molding machines, mainly in China. Income margin improved, too.

(million yen)

	FY20/12							
	1Q (Jan-Mar)	Income margin	2Q (Apr-Jun)	Income margin	3Q (Jul-Sep)	Income margin	4Q (Oct-Dec)	Income margin
Net sales	13,030	-	13,671	-	14,042	-	17,285	-
Gross profit	4,073	31.3%	4,358	31.9%	4,427	31.5%	5,390	31.2%
Operating income	-88	-0.7%	433	3.2%	481	3.4%	1,025	5.9%
Ordinary income	-67	-0.5%	430	3.1%	530	3.8%	1,153	6.7%
Net income	-18	-0.1%	124	0.9%	513	3.7%	727	4.2%

Average exchange rate over the period	USD	108.86 yen		108.23 yen		107.55 yen		106.76 yen	
	EUR	120.08 yen		119.31 yen		120.93 yen		121.88 yen	
	CNY	15.60 yen		15.38 yen		15.37 yen		15.48 yen	
	THB	3.48 yen		3.43 yen		3.41 yen		3.42 yen	

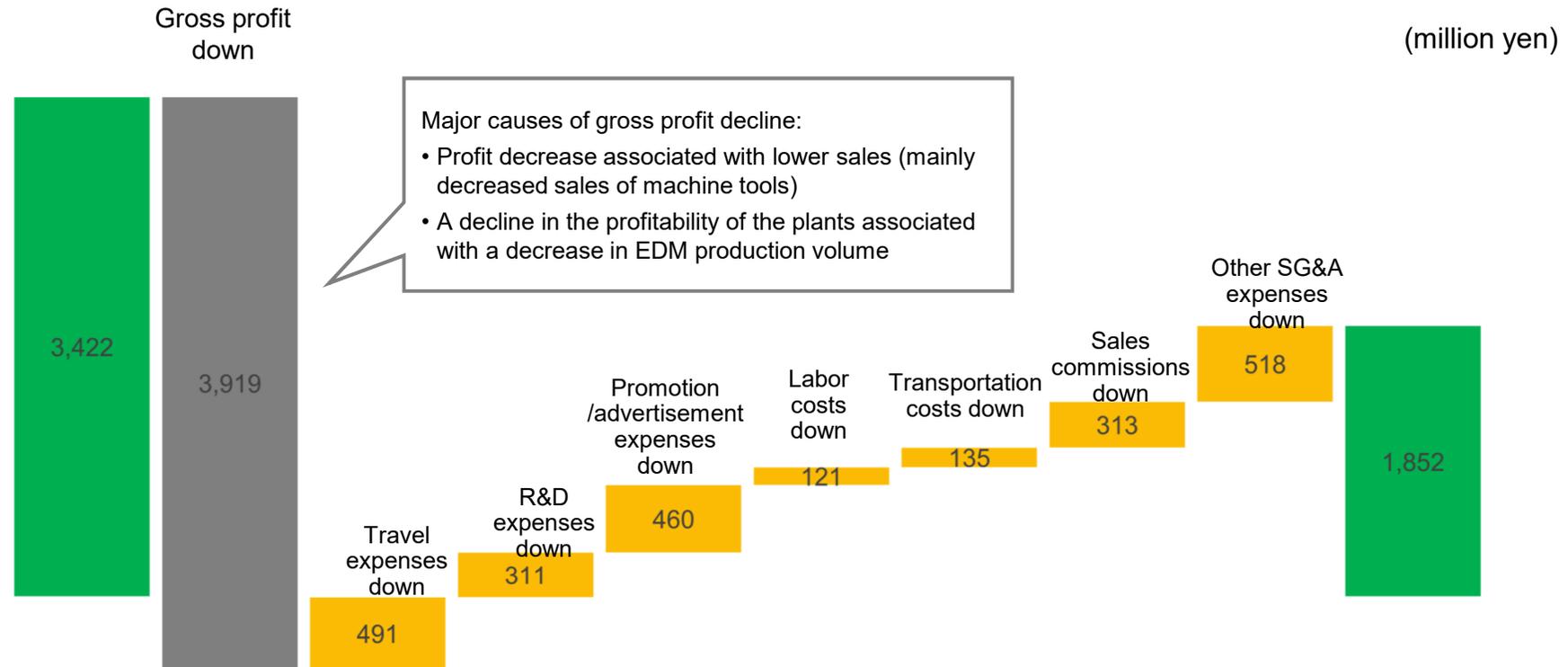
Ratio of Operating Income to Net Sales (Quarterly)



(*) Owing to irregular settlement of accounts resulting from the fiscal year-end change, figures for the Jan-Mar period of 2017 for companies in China whose fiscal year ends on December 31 are included.

Details of Changes in Operating Income

- ✓ Sodick had operating income of 1,852 million yen owing to a substantial fall in gross profit due mainly to a decrease in net sales, although SG&A expenses fell by about 2,300 million yen as a whole owing mainly to a decrease in travel expenses resulting from restriction of business trips, a decrease in promotion/advertisement expenses resulting from cancelled exhibitions, and a decrease in personnel expenses resulting from decreased overtime work.



Major causes of gross profit decline:

- Profit decrease associated with lower sales (mainly decreased sales of machine tools)
- A decline in the profitability of the plants associated with a decrease in EDM production volume



**FY19/12
(Actual)**

**FY20/12
(Actual)**

Financial Results by Segment



(million yen)

		FY19/12	FY20/12	YoY chg.		FY2020
		Actual	Actual	(Amount)	(Rate)	Full-year projection (Revised on Nov. 13)
Net sales	● Machine tool segment	45,797	38,024	-7,772	-17.0%	35,700
	● Industrial machinery segment	9,773	10,931	1,157	11.8%	10,200
	● Food processing machinery segment	6,283	3,585	-2,697	-42.9%	3,900
	● Other segments	5,737	5,488	-248	-4.3%	5,600
		67,591	58,030	-9,561	-14.1%	55,400
Segment income	● Machine tool segment	4,621	2,896	-1,724	-37.3%	2,400
	● Industrial machinery segment	165	596	431	261.5%	400
	● Food processing machinery segment	625	65	-559	-89.5%	180
	● Other segments	311	319	8	2.7%	400
		5,723	3,878	-1,844	-32.2%	3,380
Adjustment amounts		-2,301	-2,025	275	—	-2,080
Total operating income		3,422	1,852	-1,569	-45.9%	1,300

Financial Results by Segment



Machine Tool Segment

Net sales

- The spread of COVID-19 had a significant negative impact on the global economy as a whole.
- Due to the suspension of business activities in a wide range of industries including automotive, electronic components and aerospace, product shipments tend to be delayed and facility investments tend to be postponed.
- Demands in 5G-related and semiconductor-related fields continued to recover in China after March.
- Demands in Japan, Europe, the USA, and Asia also showed signs of recovery toward the second half of the year.

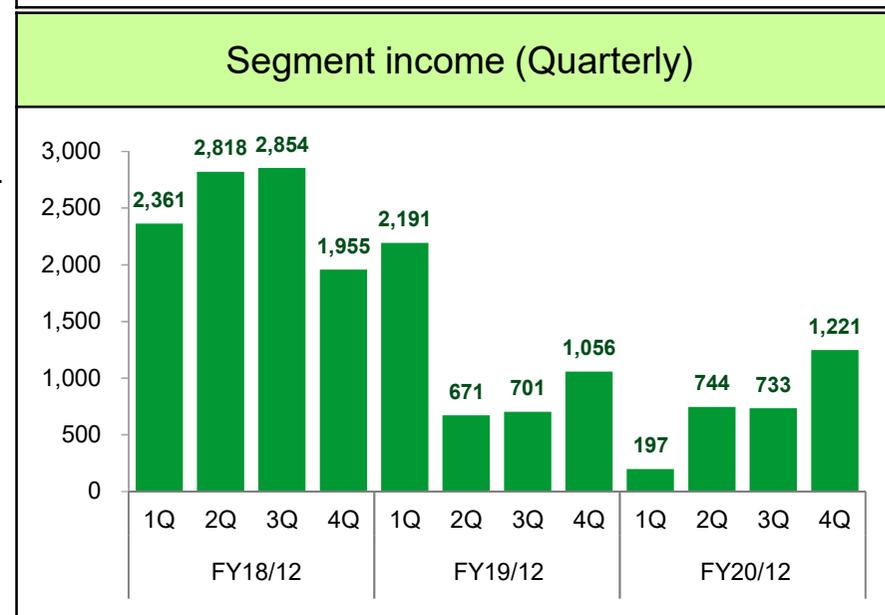
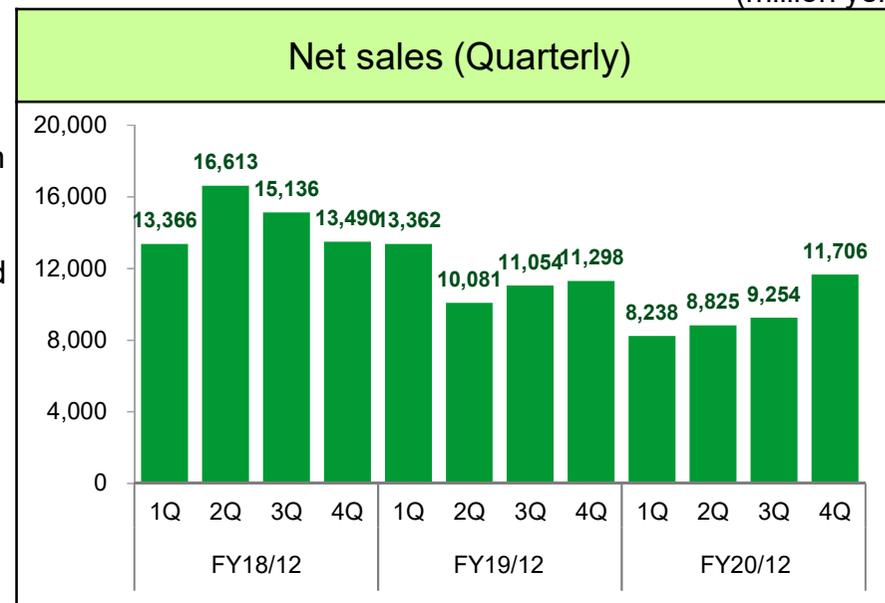
Segment income

- Segment income plummeted from the previous fiscal year, chiefly on account of a decrease in net sales as well as a drop in profitability of the plants associated with a decline in production volume.
- Sales recovered and income increased accordingly in the 4Q.

(million yen)

	FY19/12	FY20/12	YoY chg.	
			Amount	Rate
Net sales	45,797	38,024	-7,772	-17.0%
Segment income	4,621	2,896	-1,724	-37.3%

(million yen)



Financial Results by Segment



(million yen)

■ Industrial Machinery Segment

Net sales

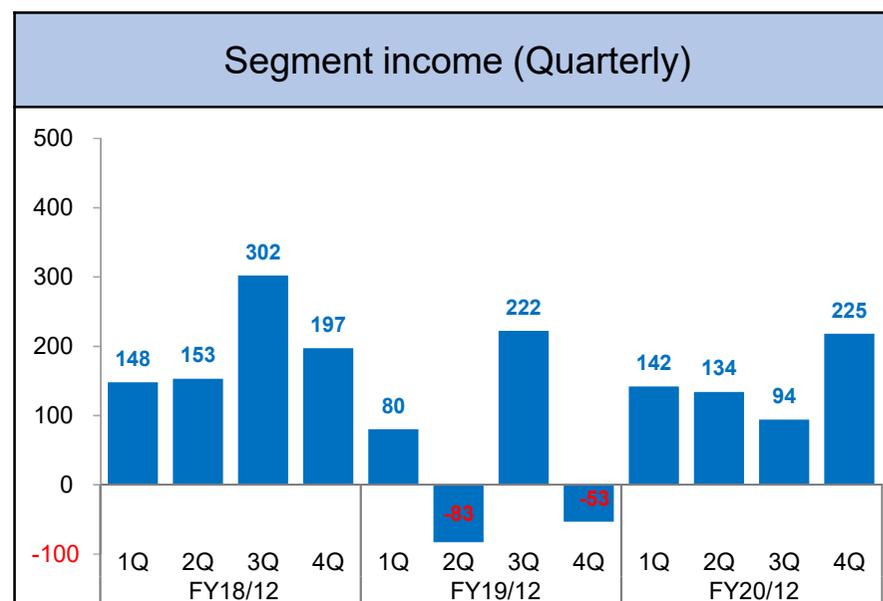
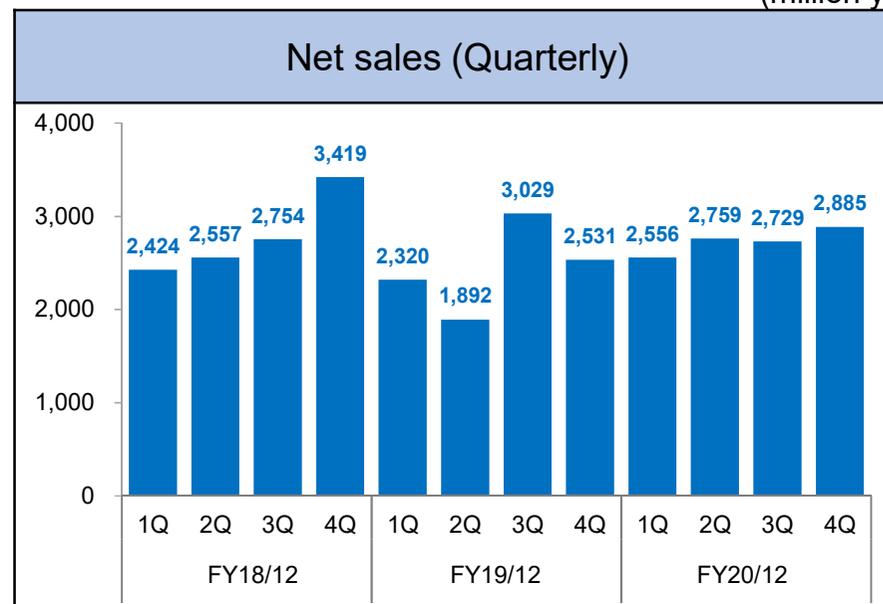
- A situation where economic activities were restrained continued due to the impact of the global spread of COVID-19.
- Thanks to sales efforts, we have won orders from new customers, mainly in Greater China for 5G smartphones.
- Demands for products for next-generation auto-related industries, such as CASE, have been continued.

Segment income

- Segment income improved substantially from the previous year, owing to the sustained sale of high value-added products.

(million yen)

	FY19/12	FY20/12	YoY chg.	
			Amount	Rate
Net sales	9,773	10,931	1,157	11.8%
Segment income	165	596	431	261.5%



Financial Results by Segment



(million yen)

Food Processing Machinery Segment

Net sales

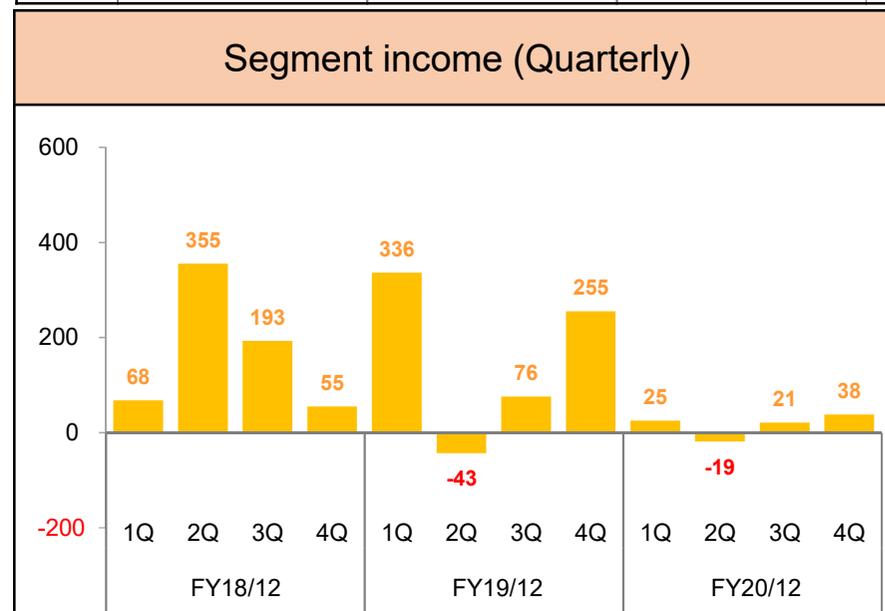
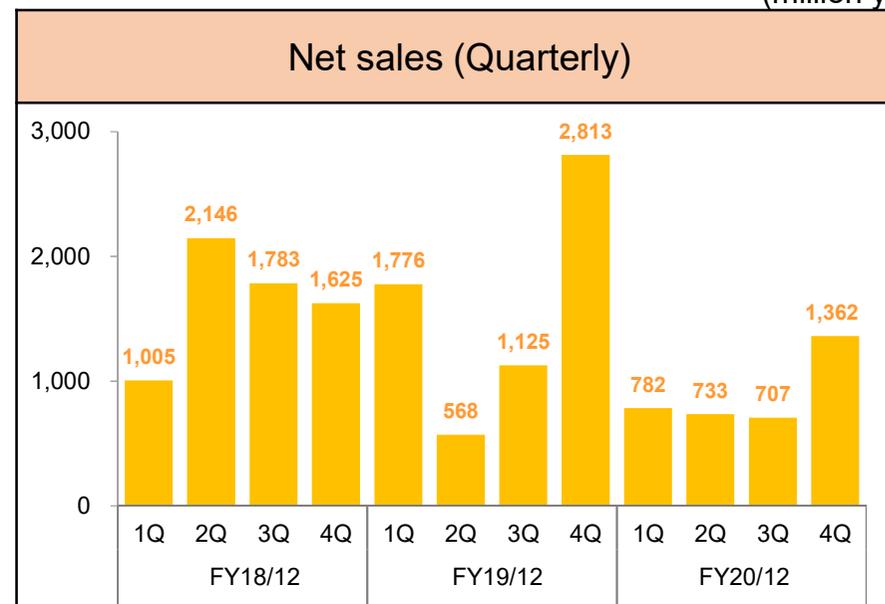
- There was a continuous demand for sanitary equipment and equipment to respond to manpower reduction and a growing demand related to nest-dweller consumption resulting from refraining from going outside.
- Due to the spread of COVID-19 infection, sales activities were restrained, and the timing of orders and sales was postponed to the next fiscal year for multiple projects.
- Net sales in the 4Q were lower than projected.

Segment income

- Segment income remained low due to sluggish sales.

(million yen)

	FY19/12	FY20/12	YoY chg.	
			Amount	Rate
Net sales	6,283	3,585	-2,697	-42.9%
Segment income	625	65	-559	-89.5%



Financial Results by Segment



(million yen)

■ Other Segments

Net sales

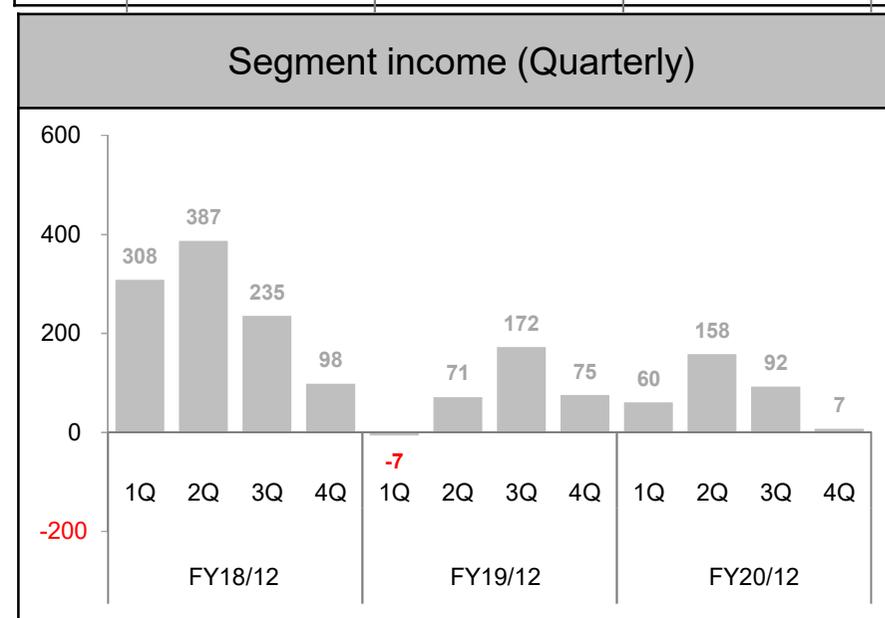
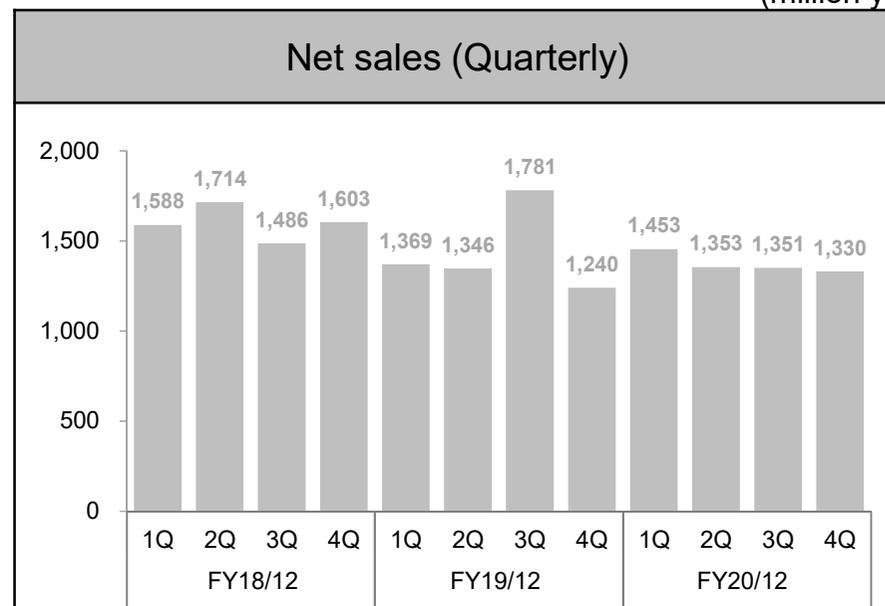
- In the precision die and molding business, demand in the automotive industry is moving to pick up.
- Demand for ceramics is robust due to an increase in demand for telecommunications-related equipment such as telework devices in response to the spread of COVID-19.

Segment income

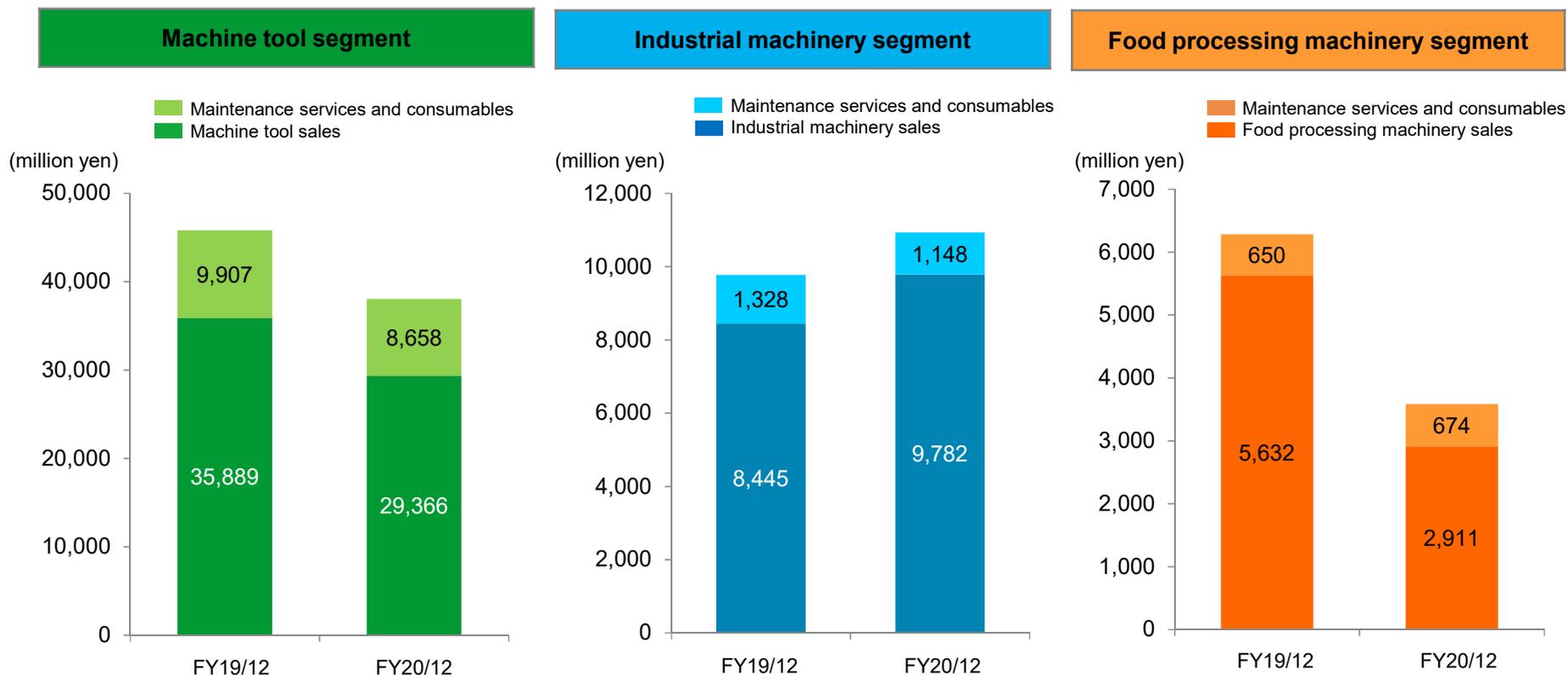
- Segment income remained almost the same year-on-year due to temporary expenses in the 4Q, while there was a small tendency of recovery compared to the previous year, in which profitability declined due to deterioration in the business environment and investment in R&D.

(million yen)

	FY19/12	FY20/12	YoY chg.	
			Amount	Rate
Net sales	5,737	5,488	-248	-4.3%
Segment income	311	319	8	2.7%



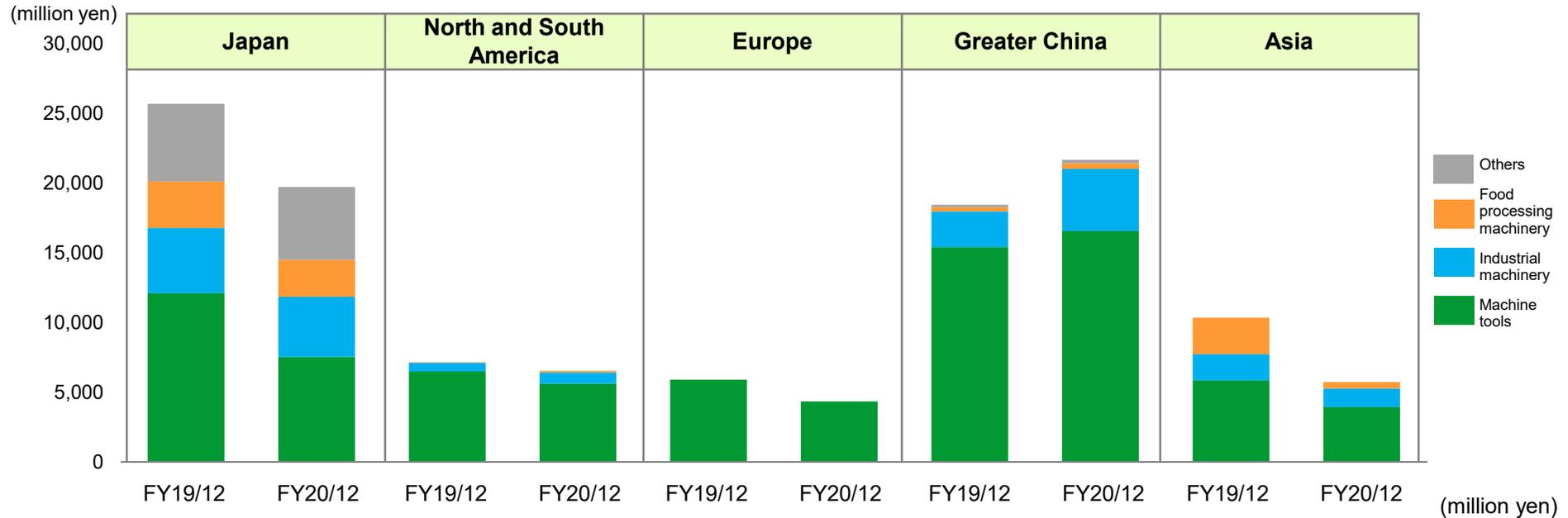
Net Sales by Segment



	Machine tool segment				Industrial machinery segment				Food processing machinery segment			
	FY19/12		FY20/12		FY19/12		FY20/12		FY19/12		FY20/12	
Machine sales	35,889	78.4%	29,366	77.2%	8,445	86.4%	9,782	89.5%	5,632	89.6%	2,911	81.2%
Maintenance services and consumables	9,907	21.6%	8,658	22.8%	1,328	13.6%	1,148	10.5%	650	10.3%	674	18.8%
Total	45,797		38,024		9,773		10,931		6,283		3,585	

Overseas Sales Ratio by Segment

✓ Net sales fell substantially in other regions than China. Ratio of overseas sales was 66.0%



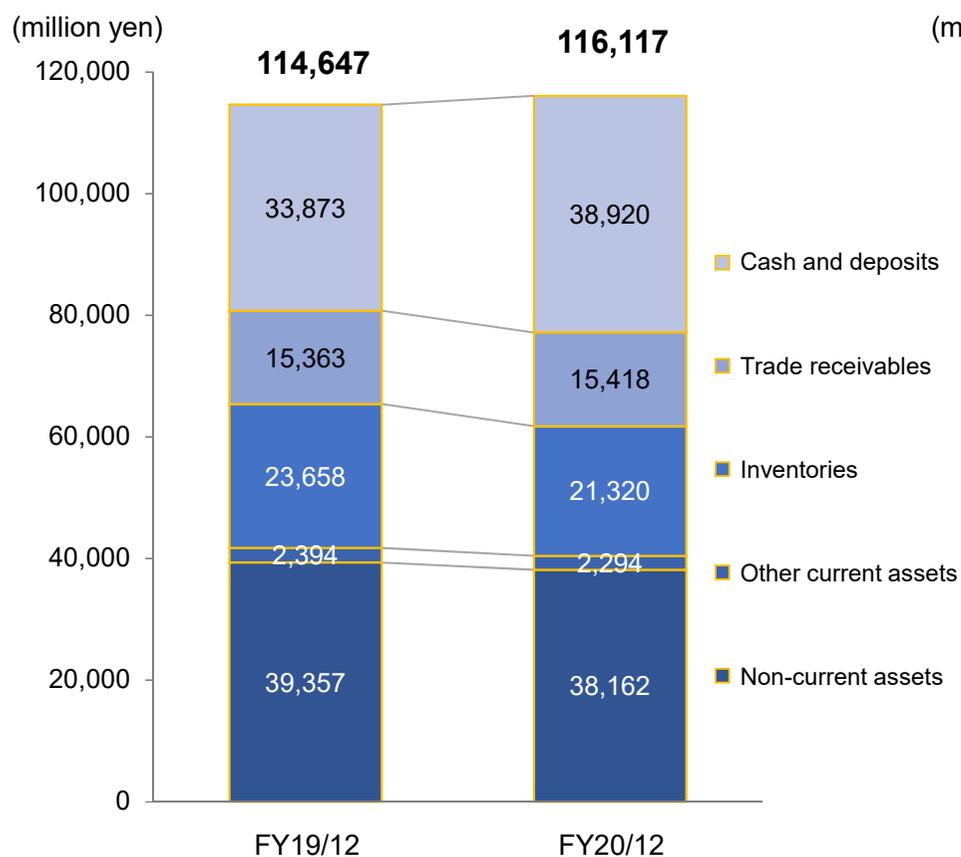
FY19/12	Japan		North and South America		Europe		Greater China		Asia		Total	
Machine tools	12,100	26.4%	6,504	14.2%	5,910	12.9%	15,421	33.7%	5,860	12.8%	45,797	67.7%
Industrial machinery	4,693	48.0%	635	6.5%	-	-	2,567	26.3%	1,876	19.2%	9,773	14.5%
Food processing machinery	3,347	53.3%	21	0.3%	-	-	290	4.6%	2,624	41.8%	6,283	9.3%
Others	5,566	97.0%	-	-	-	-	170	3.0%	-	-	5,737	8.5%
By region - Total	25,707	38.0%	7,162	10.6%	5,910	8.8%	18,450	27.3%	10,360	15.3%	67,591	100.0%
FY20/12	Japan		North and South America		Europe		Greater China		Asia		Total	
	7,551	19.9%	5,626	14.8%	4,336	11.4%	16,570	43.6%	3,939	10.3%	38,024	65.5%
Machine tools	4,317	39.5%	804	7.4%	-	-	4,462	40.8%	1,346	12.3%	10,931	18.8%
Industrial machinery	2,634	73.5%	103	2.9%	-	-	394	11.0%	453	12.6%	3,585	6.2%
Food processing machinery	5,233	95.4%	-	-	-	-	255	4.6%	-	-	5,488	9.5%
Others	19,736	34.0%	6,534	11.2%	4,336	7.5%	21,683	37.4%	5,739	9.9%	58,030	100.0%
Effect of exchange rate	-		Around -120 million yen		Insignificant		Around -280 million yen		Around -100 million yen		Around -500 million yen	

Balance Sheet

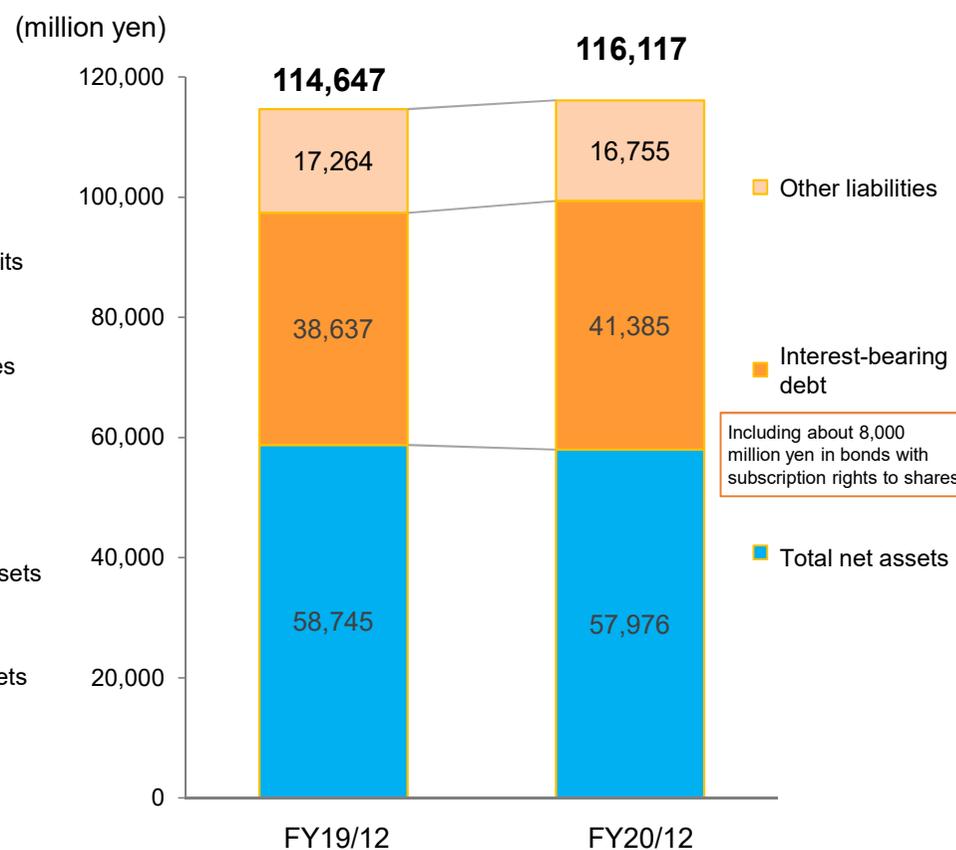


- ✓ Although in inventories and non-current assets decreased, total assets increased by approximately 1,500 million yen from the end of the previous fiscal year due to increase inventories and non-current assets results from proceeds of long-term loans payable.
- ✓ Net assets decreased slightly due to a decrease in foreign currency translation adjustments resulting from translation of capital stock, etc. of overseas subsidiaries because of yen appreciation compared to the end of the previous fiscal year.

Assets



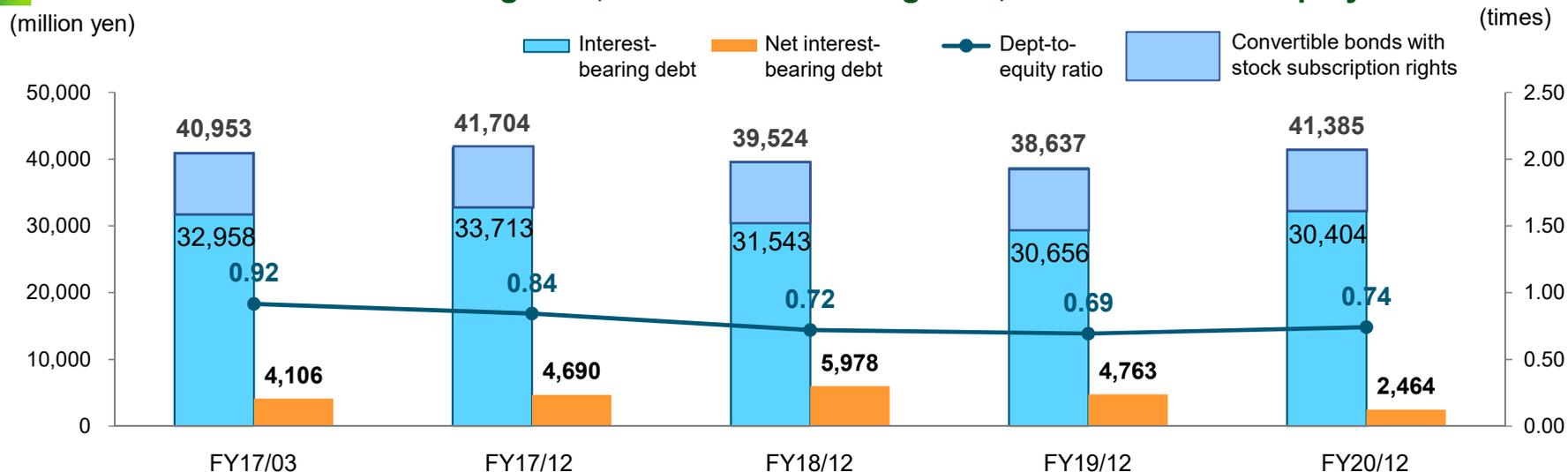
Liabilities and net assets



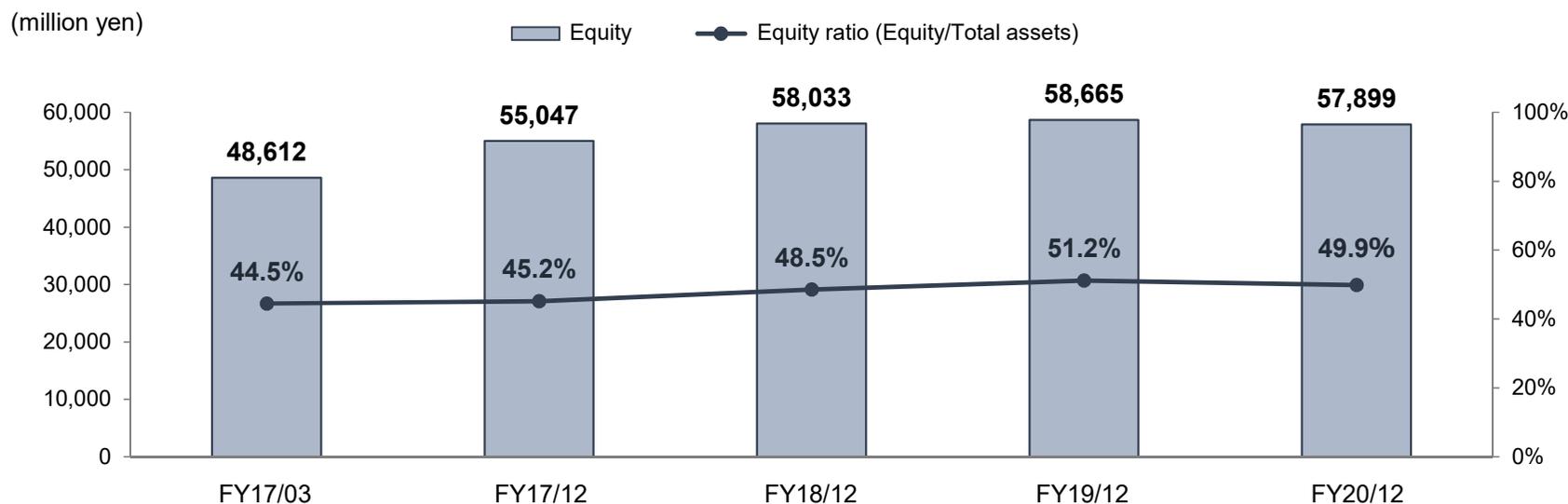
*Reference information

Exchange rate at end of Dec. 2020	USD: 103.50 yen	EUR: 126.95 yen	CNY: 15.88 yen	THB: 3.44 yen
Exchange rate at end of Dec. 2019	USD: 109.56 yen	EUR: 122.54 yen	CNY: 15.67 yen	THB: 3.63 yen

Fluctuation in interest-bearing debt, net interest-bearing debt, and the Debt-to-equity ratio



Fluctuation in equity capital and equity ratio



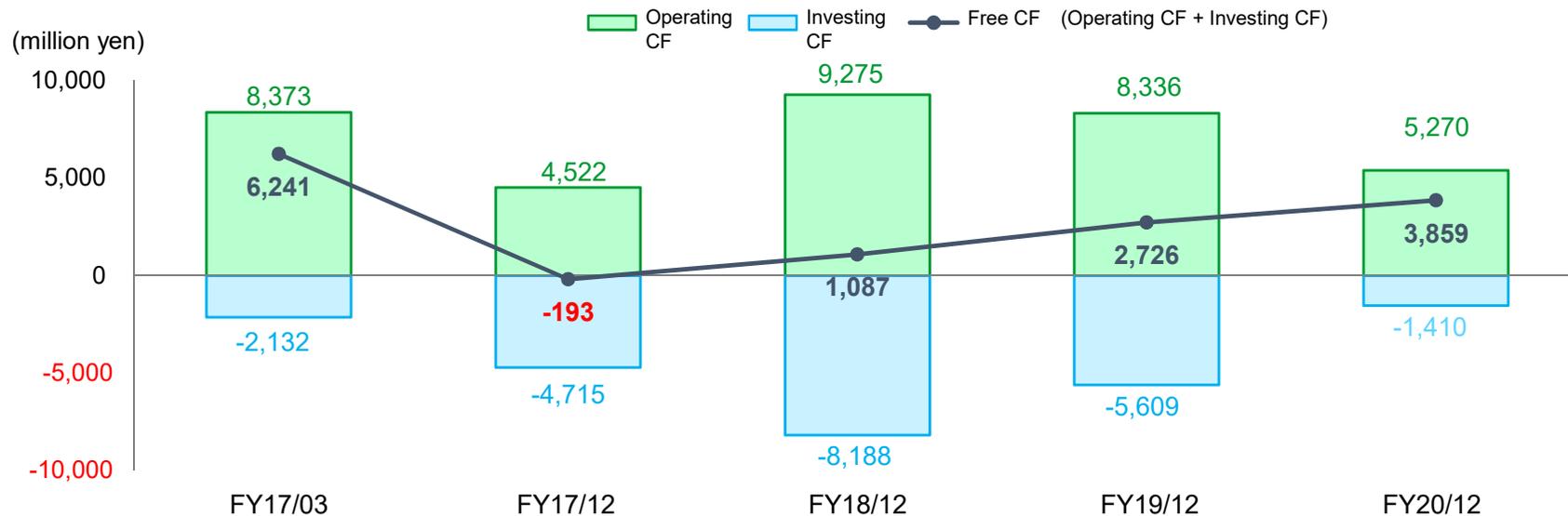
Cash Flows



- ✓ Cash flows from operating activities resulted in a surplus of 5,270 million yen, due mainly to decreases in inventories, despite a decline in profit before income taxes.
Free cash flows increased by 3,859 million yen, because there was no major facility investments.

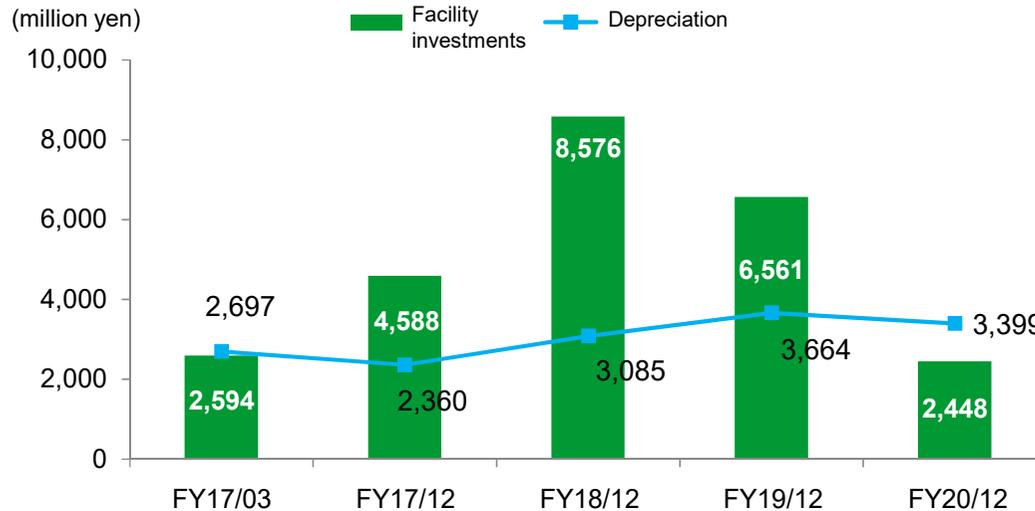
- ✓ Cash and cash equivalents at the end of current period has significantly increased (up 5,365 million yen year on year).
(million yen)

	FY19/12	FY20/12	Major factors for increase and decrease
Cash flows from operating activities	8,336	5,270	Decrease in inventories: + Approx. 1.6 billion yen
Cash flows from investing activities	-5,609	-1,410	Purchase of property, plant and equipment: - Approx. 1.5 billion yen
Cash flows from financing activities	-2,228	1,665	Proceeds from long-term loans payable: + Approx. 12.5 billion yen Repayment of long-term loans payable: - Approx. 9.8 billion yen Cash dividends paid: - Approx. 1.1 billion yen
Cash and cash equivalent at end of the period	32,890	38,255	



Capital Investment / Depreciation

Changes in Facility Investments / Depreciation



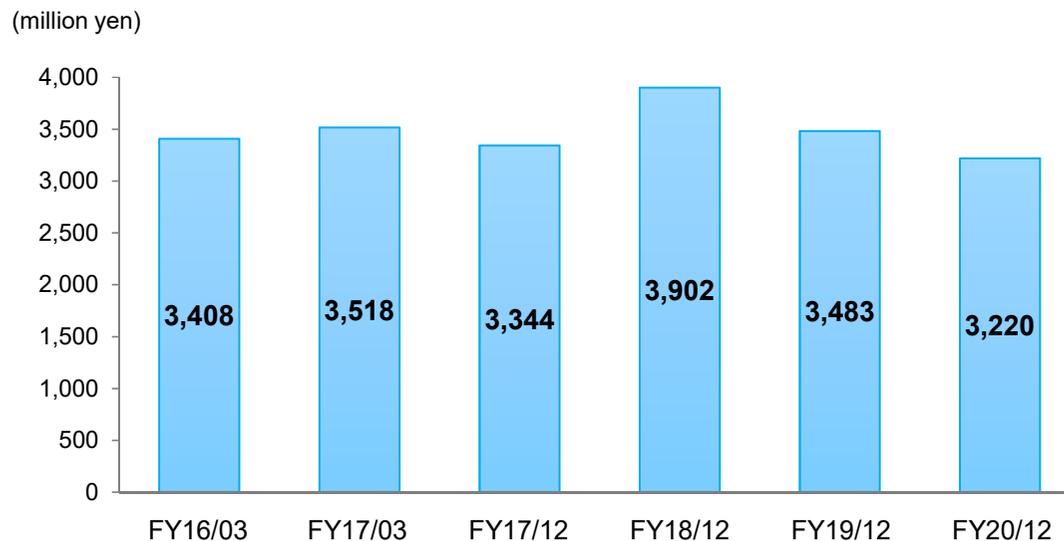
Major Facility Investments (FY20/12)

- ✓ Renewal of production facilities at Kaga Plant
- ✓ Test research facilities at Headquarters
- ✓ Automation in precision mold and precision molding business

Depreciation

- ✓ Depreciation remained at a high level in line with expanding facility investments since 2017

Changes in R&D expenses



R&D expenses (FY20/12)

- ✓ Continuing R&D of new products, metal 3D printers, other basic research, IoT, and automation-related technologies

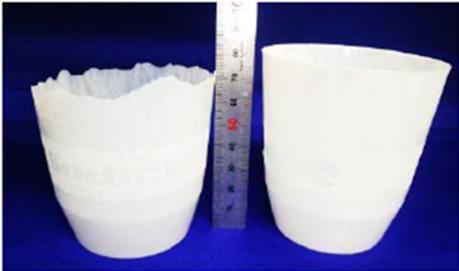
Major New Products Released in FY20/12



Segment	Machine tools		
<p>Product name</p>	<p>Wire-cut EDM "AL i Groove Edition"</p> 	<p>Small Hole EDM "K4HL"</p>  <p>2020 Received "Best 10 New Product Award"</p>	<p>Metal 3D Printer for aluminum alloy molding BMT</p> 
<p>Sales markets</p>	<p>Automotive, home appliances, IT, telecommunications, etc.</p>	<p>Aerospace, energy, automotive, medical equipment, electrical and electronic equipment, etc.</p>	<p>Automotive</p>
<p>Main features</p>	<p>(1) Adoption of wire rotation mechanism → Wire rotation enables more precise machining with unconsumed wire.</p> <p>(2) Performance in step processing is improved.</p> <p>(3) Equipped with automated mechanism such as high-speed automatic wire connection unit, core processing unit, etc.</p>	<p>(1) Linear motor drive enables high acceleration and quick driving.</p> <p>(2) Automatic detection of electrode penetration during processing improved workability.</p> <p>(3) Equipped with automated mechanism such as automatic electrode replacement unit, etc.</p>	<p>LPM 325 makes it possible to mold aluminum alloys "AlSi 10 Mg." Benchmark-test services launched, too.</p>

Major New Products Released in FY20/12



Segment	Industrial machinery		Food processing machinery
Product name	<p>Vertical injection molding machine (Rotary model) TR40VRE2</p> 	<p>Inert gas dissolved injection molding system INFILT-V</p> 	<p>Large double shaft mixer TM -350 W</p> 
Sales markets	<p>Precision, electrical and electronic equipment, automotive, etc.</p>	<p>Biodegradable plastic, non-plastic and/or environmentally friendly products</p>	<p>High-quality instant noodles, chilled noodles, etc.</p>
Main features	<p>Achieved greater productivity in precision molded products</p> <p>(1) Expanded mold (molded article) sizes to accommodate</p> <p>(2) Lowering the floor of the table, which reduces work load</p> <p>(3) Higher cycle by reducing table rotation time</p>	<p>Improved productivity of biodegradable plastics</p> <p>Inert gas is injected directly into the injection plunger. →Using the phenomenon that gas is dissolved in a resin material and its viscosity decreases, thin-walled molding, which is difficult with conventional methods, is now possible.</p>	<p>(1) Improved kneading performance with double stirring shafts, which enables production of high quality noodle dough.</p> <p>(2) Large-size machine →The kneading amount of 1 time is 350 kg of flour. Suitable for large capacity production</p>

Status of Responses to the Spread of COVID-19

✓ Status of operations at our major sites is as shown below (as of February 12)

Site	Operation status
Japan	Partially restrict the use of public transportation and continue to promote working at home Implement a temporary time-off program for several days since August 2020 (and plan to continue it until the end of February 2021.)
The West	Have employees go to the office and work at home in rotation
China	Normal operation
Asia	Completed production adjustment at Thai plant, which is now in normal operation

✓ Responses at the Sodick Group

- Keep proper stock level through production adjustment in line with reduced demand (operating day adjustment at the Thailand Plant)
- Conduct a drastic review of the supply chain, including a review of suppliers and pushing ahead with insourcing
- Lay off all of our employees in Japan
- Be thorough in cost reductions at the whole company level
- Reduce salaries in some Group companies
- Prohibit business trips (at home and abroad), as a rule
- Promote working at home, staggered working hours, and the use of the web conference system
- Give special vacations for special school closures
- Strengthen sales activities and service systems using Web exhibitions, remote tools, etc.
- Be thorough in safety and health measures (e.g. mask wearing, taking temperature, disinfection with alcohol, restricted cafeteria use hours, and refraining from contacting with the outside)
- Produce and distribute face shield frames to employees as well as provide them to medical institutions, public organizations, and sports-related facilities and organizations



▲ Face Tech



I. FY20/12 Financial Results Summary

II. FY20/12 Financial Results Projections

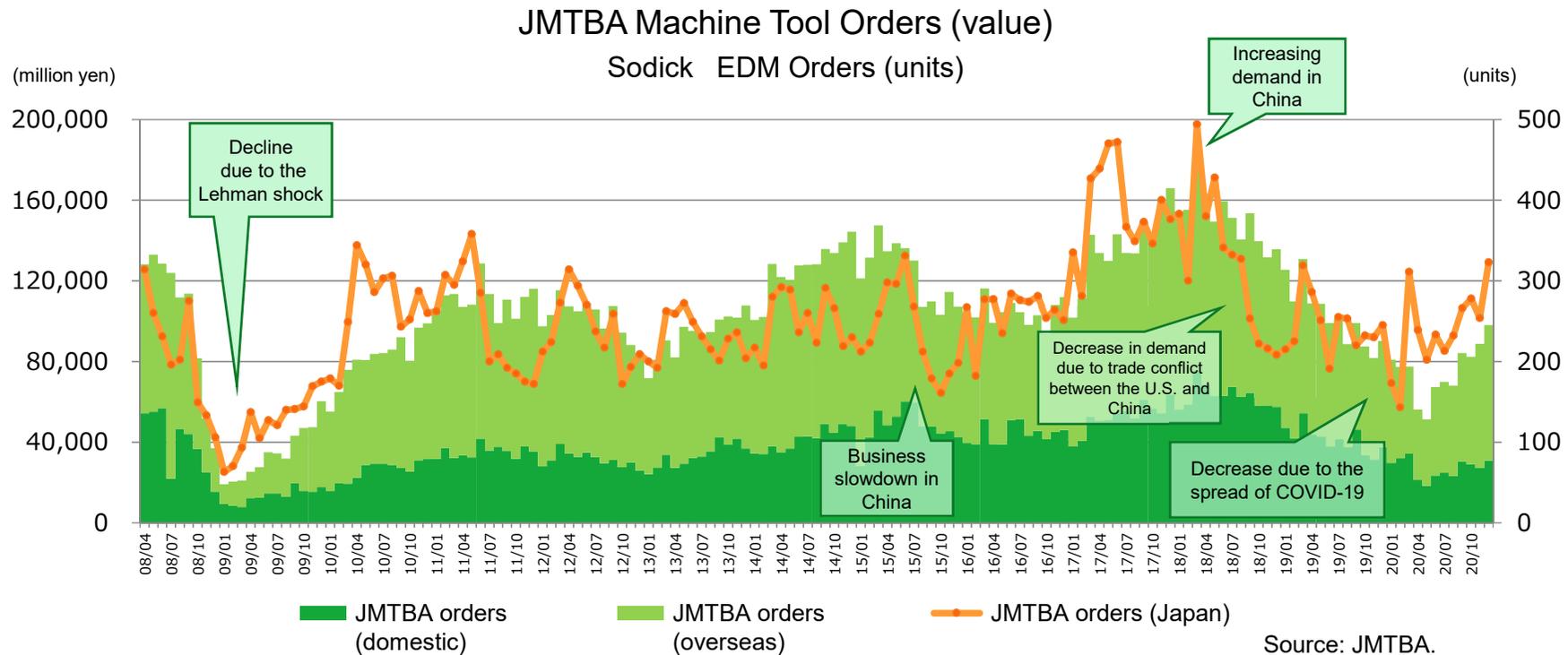
III. Shareholder Return

IV. Med-term Plan

(Reference Materials)

Market Environment

- ✓ Japan: Although demand is expected for next-generation auto-related and 5G-related industries in addition to government subsidy policies and potential demand, such as replacement demand for aging equipment, the future is uncertain due to a decline in facility investment sentiment and a tendency to refrain from investment due to the spread of COVID-19.
- ✓ North America and Europe: Concerned about the impact on business activities from the re-expansion of COVID-19. Although the auto-related industries are on a recovery trend, the aerospace industry is expected to face difficult conditions.
- ✓ China: While the future is uncertain due to the spread of COVID-19 infection worldwide and the deterioration of U.S.-China relations, demand for high-precision machines is expected to continue due to the growing demand for advanced manufacturing and automation in 5G, semiconductor, and auto-related industries.
- ✓ Asia: Although economic conditions differ from region to region, the situation is expected to remain difficult.



FY21/12 Financial Results Projections



- ✓ The impact of the spread of COVID-19 infection remains uncertain, but demand for high-precision processing machines is expected to increase in association with a growing move for lighter, more electrically and less gasoline-powered vehicles by the automotive industry as well as a need for more advanced systems in preparation for the spread of 5G.

(million yen)

	FY20/12		FY21/12		Increase or decrease	
	Actual	Income margin	Planned	Income margin	Amount	Rate
Net sales	58,030	-	65,400	-	7,369	12.7%
Operating income	1,852	3.2%	4,100	6.3%	2,247	121.3%
Ordinary income	2,046	3.5%	4,100	6.3%	2,053	100.3%
Net income	1,346	2.3%	3,000	4.6%	1,653	122.7%

Average exchange rate over the period	USD	106.76円		104.00円		
	EUR	121.88円		122.00円		
	CNY	15.48円		15.50円		
	THB	3.42円		3.40円		

FY21/12 Financial Results Projections by Segment



(million yen)

		FY20/12	FY21/12	Increase or decrease	
		Actual	Planned	Amount	Rate
Net sales	● Machine tool segment	38,024	41,200	3,175	8.4%
	● Industrial machinery segment	10,931	10,300	-631	-5.8%
	● Food processing machinery segment	3,585	6,500	2,914	81.3%
	● Other segments	5,488	7,400	1,911	34.8%
		58,030	65,400	7,369	12.7%
Segment income	● Machine tool segment	2,896	4,800	1,903	65.7%
	● Industrial machinery segment	596	500	-96	-16.2%
	● Food processing machinery segment	65	300	234	356.6%
	● Other segments	319	700	380	118.8%
		3,878	6,300	2,421	62.4%
Adjustment amounts		-2,025	-2,200	-174	-
Total operating income		1,852	4,100	2,247	121.3%

Machine tool segment

- ✓ Demands in 5G-related and semiconductor-related fields continued to recover in China. Demand for high-precision machines is expected to increase in line with highly-advanced manufacturing accompanied by the promotion of next-generation auto-related industries, such as CASE.
- ✓ Demand for facility investments is expected to recover as the economy, which slowed down due to the spread of COVID-19 infection and associated lockdown measures in major cities, is expected to revive.

Industrial machinery segment

- ✓ Demand is expected to remain strong for 5G-related components and lenses as well as for next-generation auto-related industries.
- ✓ On the other hand, there are concerns that the competitive environment will be more severe.

Food processing machinery segment

- ✓ In addition to the postponed projects from the FY20 to FY21, demand for high-quality noodle production facilities, packaged rice production systems, and automated equipment is expected to continue to grow.

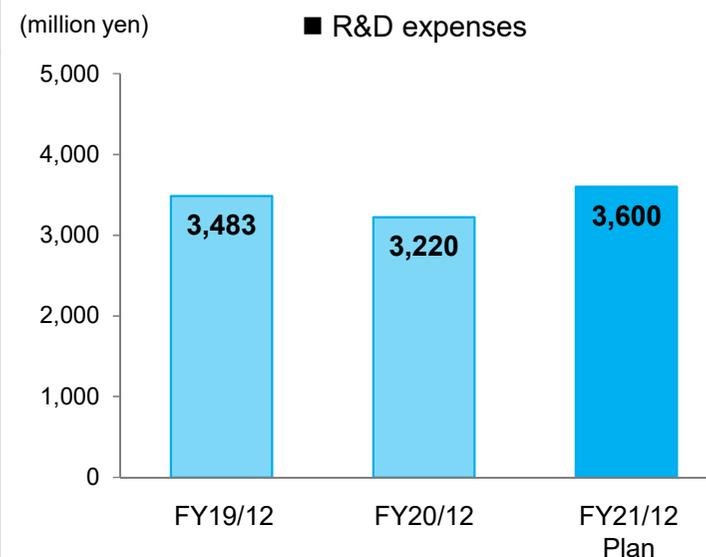
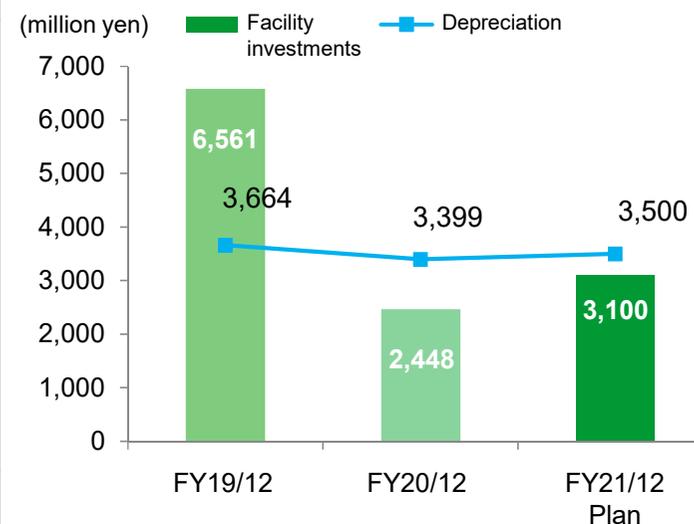
Other segments

- ✓ Precision die and molding business is seen to enjoy growing demand with the expansion of molding items in the automotive industry.
- ✓ External sales of ceramics are expected to see continued demand in ceramics thanks to increasing demand for information and communication equipment.

Projections for Capital Investment / Depreciation / R&D Expenses



FY/21/12	
Capital investment	<p>3,100 million yen (up approx. 650 million yen YoY)</p> <ul style="list-style-type: none"> Expansion of production capacity at Amoy Plant Introduction and renewal of production facilities to improve productivity
Depreciation	<p>3,500 million yen (up approx. 100 million yen YoY)</p>
R&D expenses	<p>3,600 million yen (up approx. 380 million yen YoY)</p> <ul style="list-style-type: none"> Development of new power sources, elemental technologies such as next-generation CNC, and next-generation machine tools R&D related to metal 3D printers



I. FY20/12 Financial Results Summary

II. FY20/12 Financial Results Projections

III. Shareholder Return

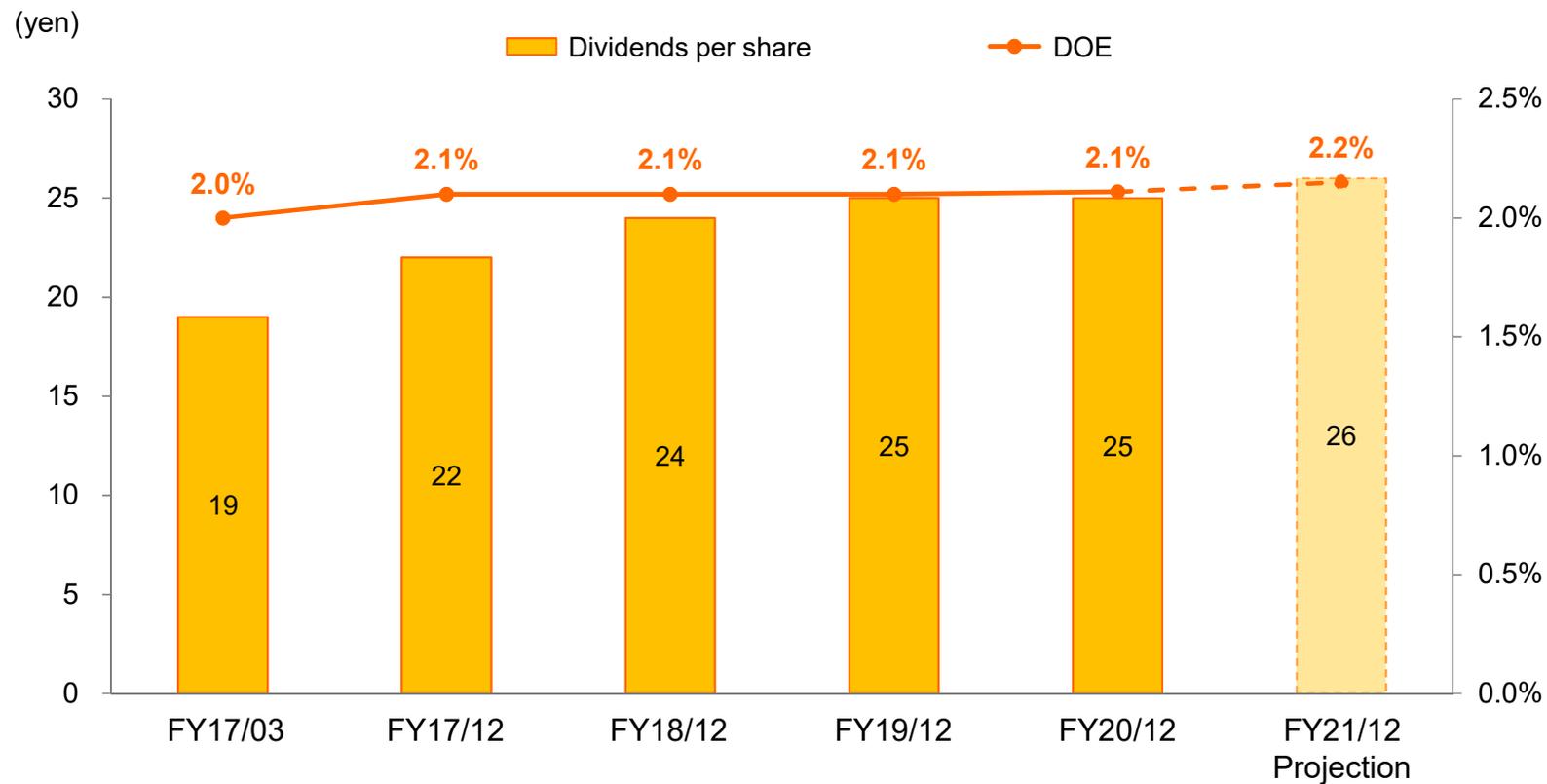
IV. Med-term Plan

(Reference Materials)

Shareholder Return Policy and Dividend Projector



- ✓ As a dividend policy, we aim at a dividend yield on shareholders' equity (DOE) of at least 2%.
- ✓ For FY20/12, we are planning an annual dividend of 25 yen per share (interim dividend of 12 yen and fiscal year-end dividend of 13 yen).
- ✓ For FY21/12, we are planning an annual dividend of 26 yen per share (interim dividend of 13 yen and fiscal year-end dividend of 13 yen).



I. FY20/12 Financial Results Summary

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IV. Med-term Plan

(Reference Materials)

Medium-term Management Plan



Targeting net sales of 75,000 million yen with operating income of 7,600 million yen by FY23/12



Management Strategies by Business Segment (Machine Tool Segment)



Objectives of Machine Tool Segment

[Sales strategies]

- Offer comprehensive business services/digitization/solution
- Promote digital marketing
- Strengthen after-sales service business
- Strengthen sales structure in growing markets

[Technology strategies]

- Improve performance and operability of EDMs
- Improve performance of metal 3D printers
- Develop precision machining centers

[Production strategies]

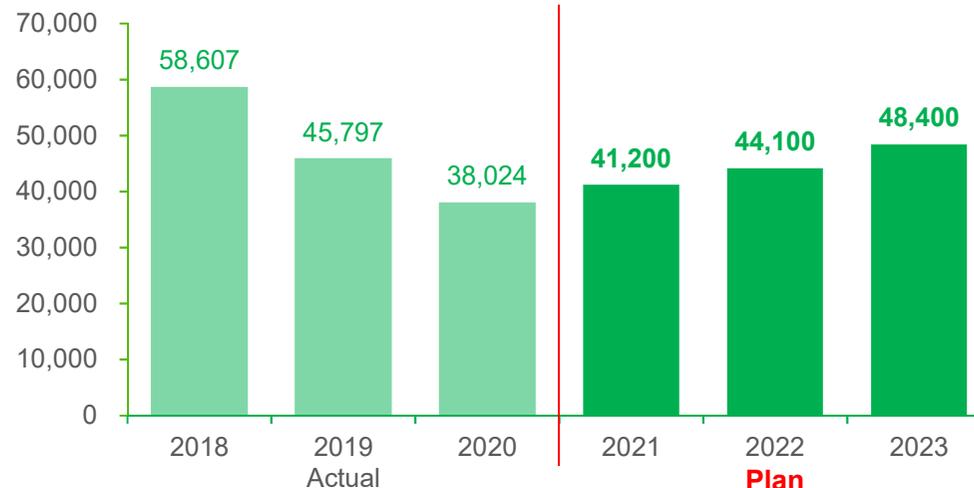
- Optimize the production system
- Operate IoT at our own plants

[Organizational and HR strategies]

- Review business management system
- Develop human resources for R&D, product design, production technology, processing technology, etc.

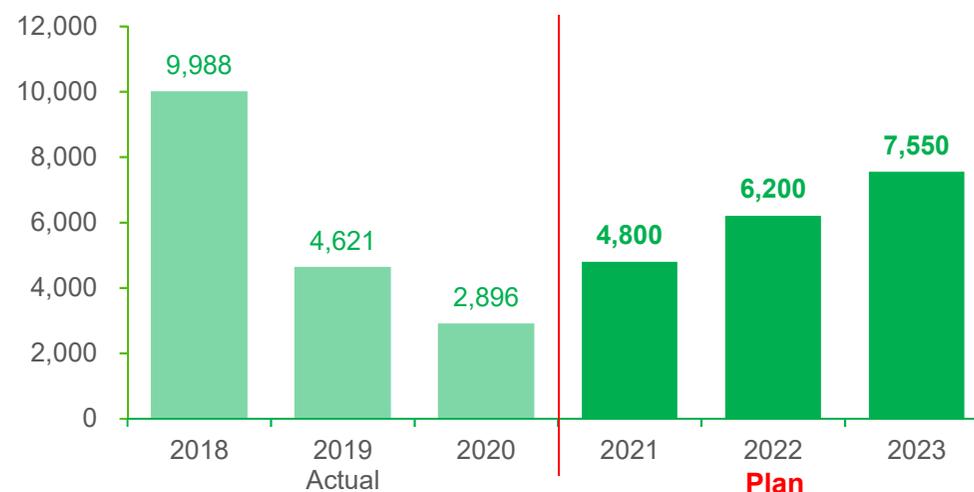
Net sales

(million yen)



Segment income

(million yen)



Management Strategies by Business Segment (Industrial Machinery Segment)



Objectives of Industrial Machinery Segment

[Sales strategies]

- Review and revise product lineups
- Strengthen sales structure in growing markets
- Expand sales of environmentally friendly products

[Technology strategies]

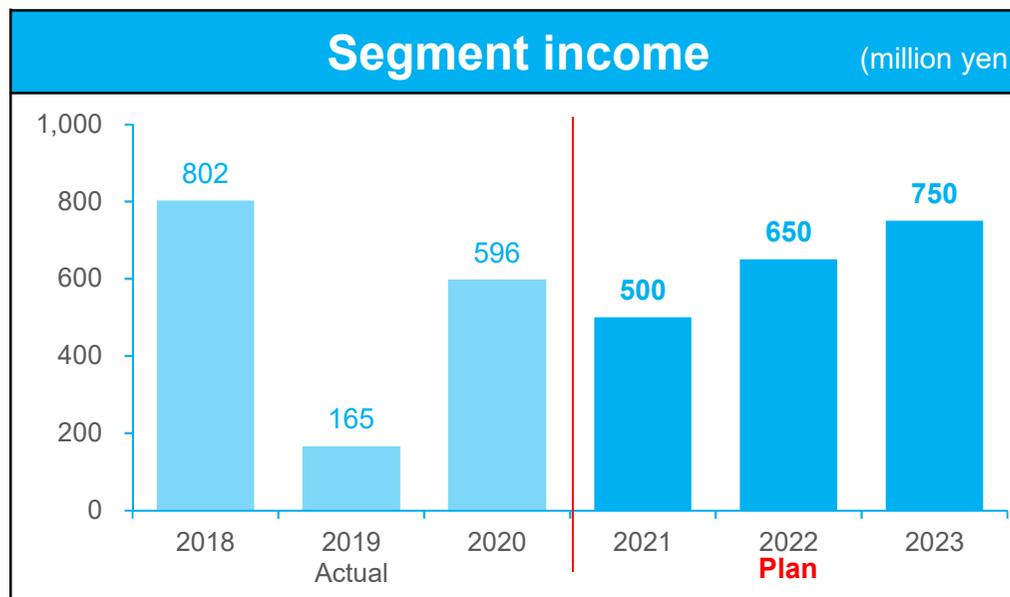
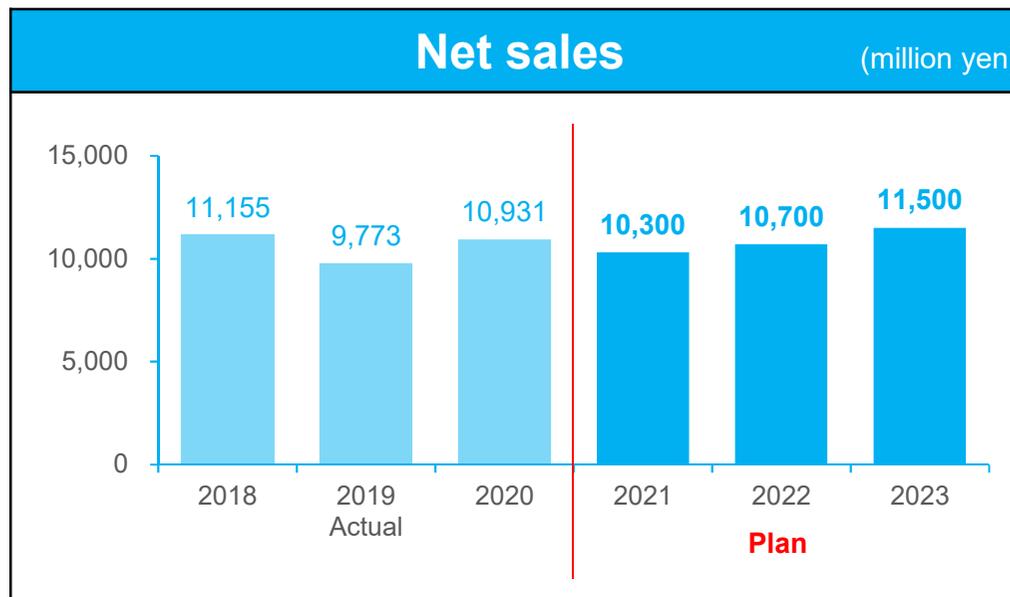
- Improve performance and operability
- Respond to new materials

[Production strategies]

- Realize early mass production of aluminum molding machines
- Manufacture injection molding machines in China (Cost reduction by local production for local consumption)
- Reduce cost of electric injection molding machines

[Organizational and HR strategies]

- Review business management system
- Develop human resources for R&D, product design, production technology, processing technology, etc.



Management Strategy by Business Segment (Food Processing Machinery Segment)



Objectives of Food Processing Machinery Segment

[Sales strategies]

- Increase business performance by expanding business areas
- Strengthen overseas sales

[Technology strategies]

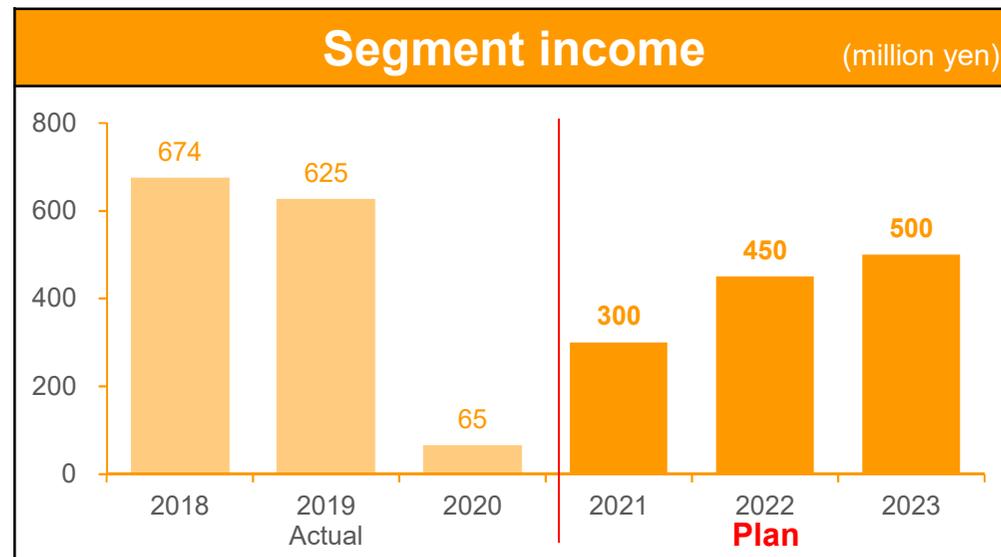
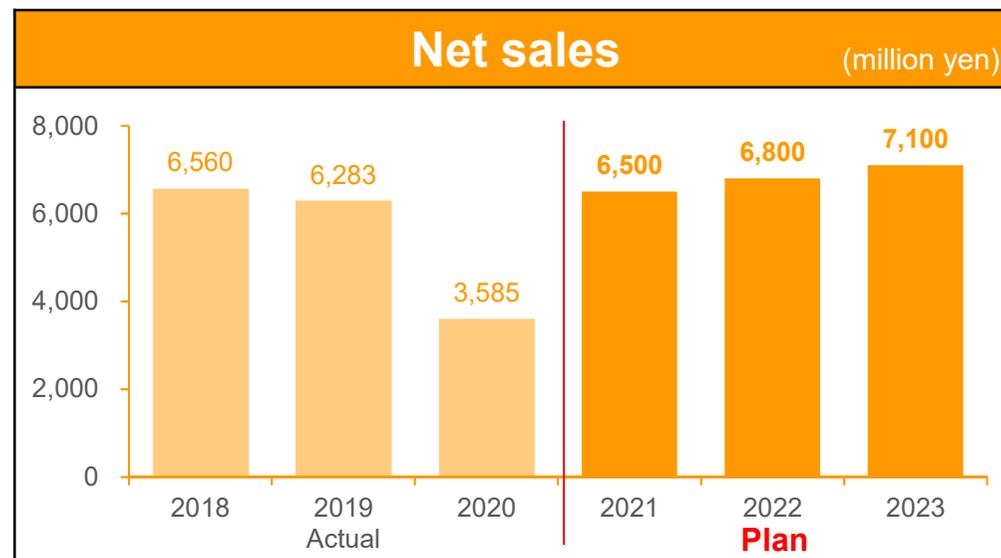
- Promote R&D to expand business areas
- Develop environmentally friendly products

[Production strategies]

- Expand overseas production by increasing production capacity at Xiamen Plant

[Organizational and HR strategies]

- Secure start-up personnel for overseas production expansion
- Expand after-sales service personnel



Management Strategy by Business Segment (Other Segments)



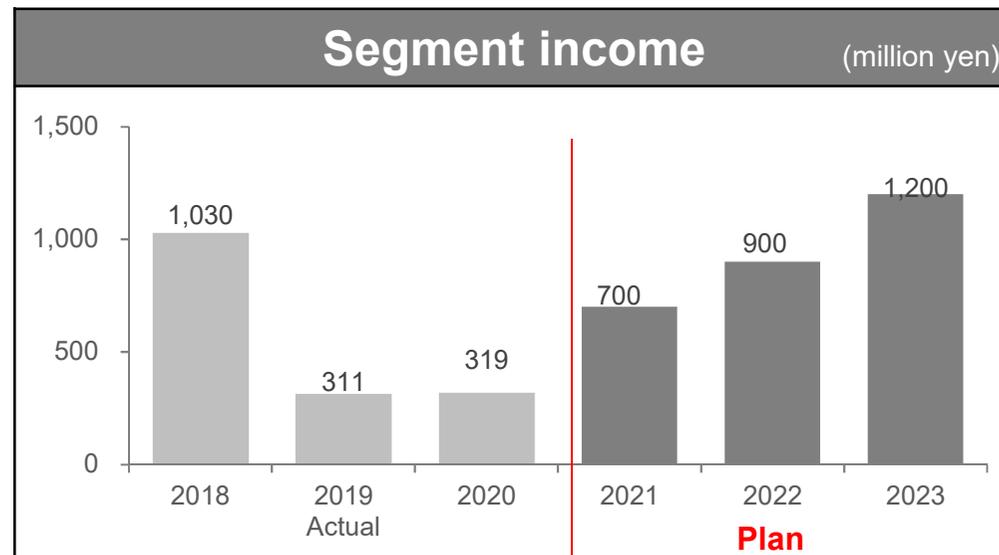
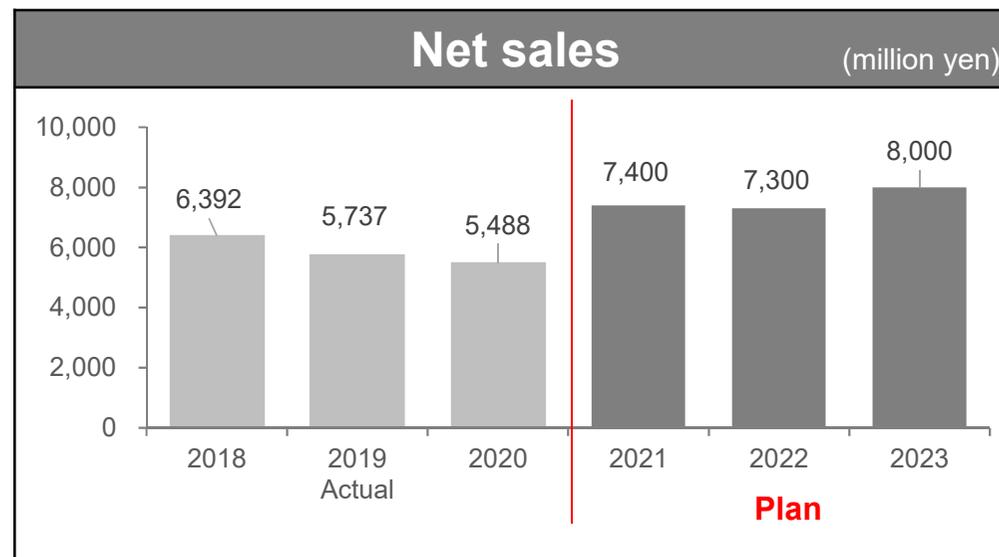
Objectives of Other Segments

[Ceramics]

- Expand sales of ceramic components for semiconductor manufacturing equipment
- Expand sales channels in high-value-added fields

[Precision die and molding]

- Metal 3D printer and dedicated injection molding machines
Operation of production system utilizing "MR 30"
- Stable production, labor saving and cost reduction by cell production system
- Expand production items for auto-related industries



Objectives for Management Bases

[Reform of management system]

- Restructure business management system
- Establish bases for making business solutions

[Promoting Digital Transformation (DX)]

- Increase speed and sophistication of various systems
- Improve the efficiency and sophistication of production using production management system
- Improve operational efficiency of clerical operations by utilizing RPA

[Promotion of work-style reform]

- Put new personnel evaluation system in place and establish human resource development system
- Create comfortable working environment with diverse working styles
- Recruit and maintain diverse human resources

[HR development system]

- Establish HR development system
New employee training, training by rank, overseas training system, acceptance of foreign technical intern trainees, etc.
- Develop next-generation leaders

I. FY20/12 Financial Results Summary

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(Reference Materials)

Reference Materials: Domestic and Overseas Sites



Head Office

Production Site

Research and Development Site

Sale and Service Site

Reference Materials: Participation in Major Exhibitions



Period	Location		Exhibition	Notes
2021				
Mar. 30-Apr. 2	China	Shenzhen	SIMM (Shenzhen International Industrial Manufacturing Technology Exhibition)	
Apr. 12-17	China	Beijing	CIMT (China International Machine Tool Show)	One of the world's biggest machine tool trade shows
Apr. 26-29	U.S.	Chicago	Rapid	Exhibition on 3D Printing Technology
Apr.28-May 1	India	Mumbai	Die & Mould India	
May 20-22	Japan	Kanazawa	MEX Kanazawa (The 58th Machinery and Electronics Exhibition in Kanazawa)	
May 26-28	China	Shanghai	TCT	Exhibition on 3D Printing Technology
Jun. 1-4	Japan	Nagoya	FOOMA JAPAN 2021	Food machinery and technology exhibition
Jun. 23-26	Thailand	Bangkok	INTERMOLD THAI	
Jun. 23-26	Malaysia	Kuala Lumpur	METALTECH 2021	

*Due to the spread of COVID-19, the exhibition schedule may change.

[References] Sodick Web Exhibition

Our website URL: <https://www.sodick.co.jp/>

□ We introduce our latest machines and technologies with a movie at Sodick Web Exhibition.

※動画は全て音声が含まれます



□ A wide range of contents including our group's overseas sites is also available.



企画 Sodick World Tour
「Singapore」編
ソディック・シンガポールを動画で紹介し
ます。(YouTube、音声有り)



企画 Sodick World Tour
「Vietnam」編
ソディックのベトナム本社を動画で紹介
します (YouTube、英文のみ、音声あり)



企画 Sodick World Tour
「Europe」編
ソディックのヨーロッパ本社を動画でご
紹介します (YouTube、英文のみ、音
声あり)

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