

**FY2025
Results Briefing
Sodick Co., Ltd.**

February 19, 2026



We are pleased to announce that our company will celebrate its 50th anniversary this August. We move into as we look towards the future, we aim to “Grow Forward in the Next Era”.



**Grow Forward
in the Next Era**



- ◆ **FY2025 Financial Results Summary**
- ◆ **FY2026 Outlook and Shareholder Returns**
- ◆ **Initiatives to Enhance Corporate Value**
 - **CEO Message**
 - **Brand Message of Sodick Group**
 - **Medium-term Management Plan**
 - **Shareholders Returns**
 - **Advancing Strategic Initiatives with Advantage Partners (AP) to Drive Business Growth**
 - **Non-financial Initiatives**



◆ FY2025 Financial Results Summary

◆ FY2026 Outlook and Shareholder Returns

◆ Initiatives to Enhance Corporate Value

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<h2>Consolidated Results</h2>	<p>Net sales increased as our core businesses continued to perform steadily, while structural reforms contributed to higher profitability.</p> <table border="0"> <tr> <td>Net sales:</td> <td>¥ 80.5 billion</td> <td>+9.4% YoY</td> </tr> <tr> <td>Operating profit:</td> <td>¥ 4.2 billion</td> <td>+¥1.9 billion YoY</td> </tr> </table>	Net sales:	¥ 80.5 billion	+9.4% YoY	Operating profit:	¥ 4.2 billion	+¥1.9 billion YoY
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Operating profit:	¥ 4.2 billion	+¥1.9 billion YoY					
<h2>Machine tools</h2>	<p>Net sales increased due to higher unit sales, while structural reforms led to improved profit margins and higher earnings.</p> <table border="0"> <tr> <td>Net sales:</td> <td>¥ 58.3 billion</td> <td>+13.6% YoY</td> </tr> <tr> <td>Segment profit:</td> <td>¥ 5.4 billion</td> <td>+¥2.0 billion YoY</td> </tr> </table>	Net sales:	¥ 58.3 billion	+13.6% YoY	Segment profit:	¥ 5.4 billion	+¥2.0 billion YoY
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Segment profit:	¥ 5.4 billion	+¥2.0 billion YoY					
<h2>Industrial machinery</h2>	<p>Net sales increased, driven by strong demand for optical connectors, but higher SG&A expenses led to a decline in earnings.</p> <table border="0"> <tr> <td>Net sales:</td> <td>¥ 9.7 billion</td> <td>+1.8% YoY</td> </tr> <tr> <td>Segment profit:</td> <td>¥ 0.5 billion</td> <td>-¥0.3 billion YoY</td> </tr> </table>	Net sales:	¥ 9.7 billion	+1.8% YoY	Segment profit:	¥ 0.5 billion	-¥0.3 billion YoY
Net sales:	¥ 9.7 billion	+1.8% YoY					
Segment profit:	¥ 0.5 billion	-¥0.3 billion YoY					
<h2>Food machinery</h2>	<p>Net sales declined due to a slowdown caused by changes in the competitive landscape for cooked rice production systems, while profit increased.</p> <table border="0"> <tr> <td>Net sales:</td> <td>¥ 6.9 billion</td> <td>-9.7% YoY</td> </tr> <tr> <td>Segment profit:</td> <td>¥ 0.9 billion</td> <td>0.0 billion YoY</td> </tr> </table>	Net sales:	¥ 6.9 billion	-9.7% YoY	Segment profit:	¥ 0.9 billion	0.0 billion YoY
Net sales:	¥ 6.9 billion	-9.7% YoY					
Segment profit:	¥ 0.9 billion	0.0 billion YoY					
<h2>Others</h2>	<p>Returned to profitability driven by solid demand for ceramic products and progress in structural reforms.</p> <table border="0"> <tr> <td>Net sales:</td> <td>¥ 5.5 billion</td> <td>+9.9% YoY</td> </tr> <tr> <td>Segment profit:</td> <td>¥ 0.4 billion</td> <td>+¥0.7 billion YoY</td> </tr> </table>	Net sales:	¥ 5.5 billion	+9.9% YoY	Segment profit:	¥ 0.4 billion	+¥0.7 billion YoY
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Segment profit:	¥ 0.4 billion	+¥0.7 billion YoY					

* The adjustment amount for segment profit: -¥3.1 billion

Financial Results Summary (FY2025)



- ✓ Net sales increased due to higher unit sales of the EDMs.
- ✓ Operating profit increased significantly, driven by higher net sales and improved gross profit resulting from structural reforms.
- ✓ Ordinary profit and net profit rose, supported by ¥0.3 billion in foreign exchange gains from yen depreciation and ¥0.6 billion in gains on the sale of policy-holding stocks, resulting in a significant increase compared with the initial forecast.

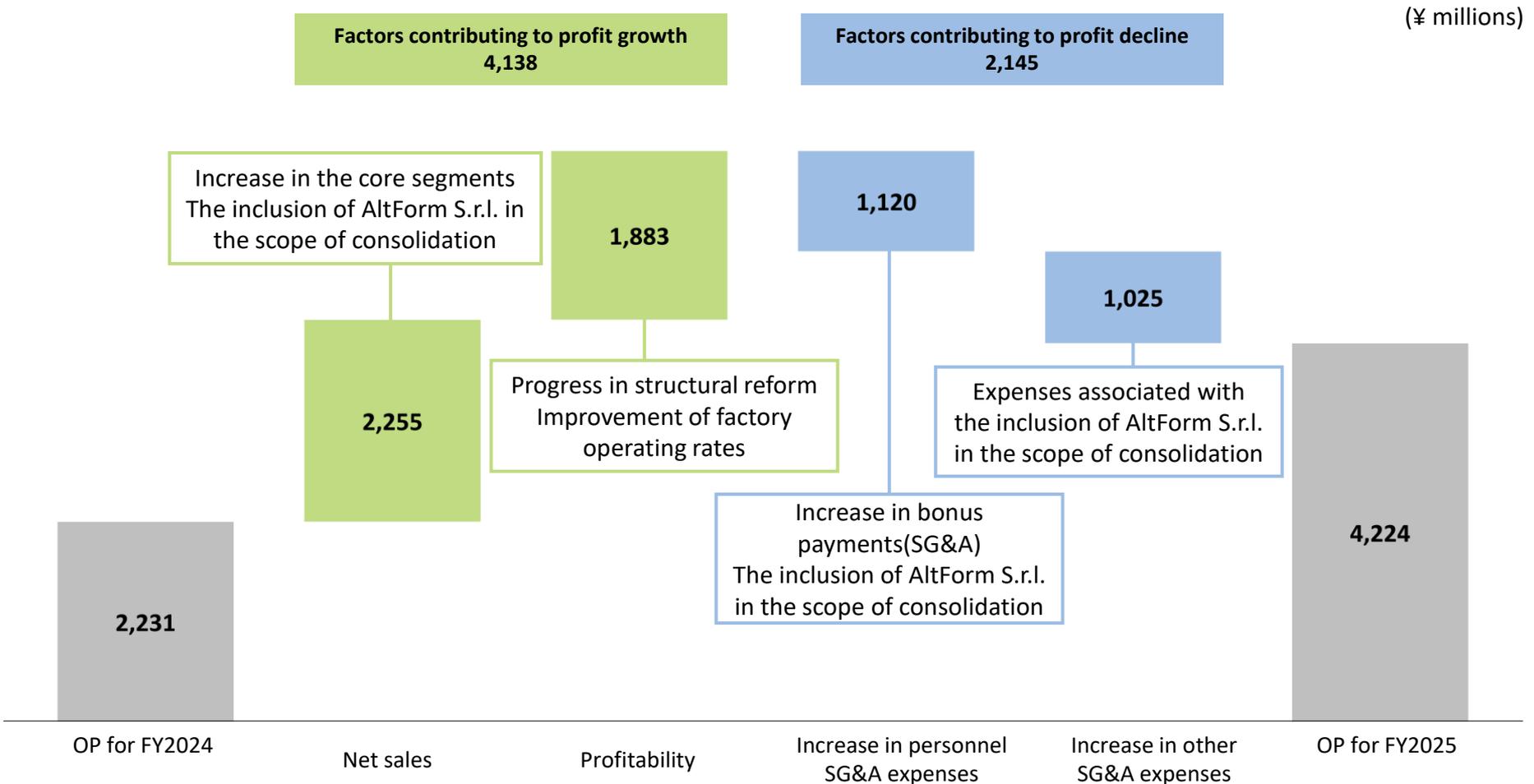
* Disclosed on February 13, 2025

(¥ millions)	FY2022 Full-year	FY2023 Full-year	FY2024 Full-year	FY2025 Full-year	YoY	FY2025 Forecast*
Net sales	80,495	67,174	73,668	80,572	9.4%	77,400
Gross profit	26,825	19,281	24,068	28,207	17.2%	-
GP margin	33.3%	28.7%	32.7%	35.0%	2.3pt	-
SG&A expenses	21,011	22,100	21,837	23,982	9.8%	-
Operating profit	5,813	-2,819	2,231	4,224	89.4%	4,300
OP margin	7.2%	-4.2%	3.0%	5.2%	2.2pt	5.6%
Ordinary profit	8,275	-1,257	3,627	5,231	44.2%	3,800
Net profit	6,021	-4,604	4,115	4,514	9.7%	2,900
ROE	7.8%	-5.8%	5.1%	5.2%	0.1pt	3.4%
Capital investment	4,681	6,009	2,759	2,388	-13.4%	3,600
Depreciation	3,602	3,792	3,584	3,435	-4.2%	3,400
R&D expenses	3,168	3,435	3,035	3,464	14.1%	3,100
USD/JPY AR	131.62	140.67	151.69	149.61	2.08 up	150.00
CR	132.70	141.83	158.18	156.56	1.62 up	150.00

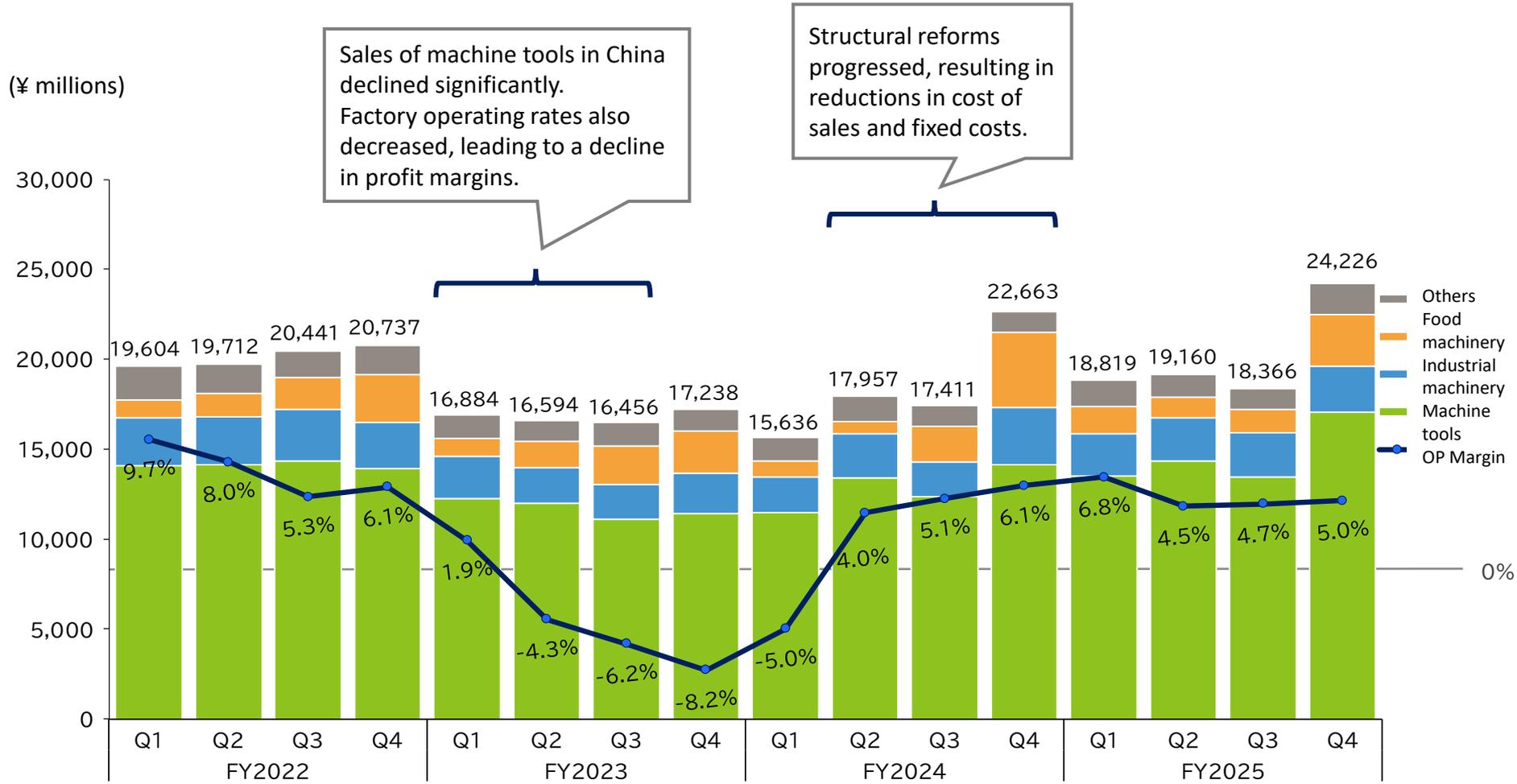
Please refer to page 45 for other major currency exchange rates.

Factors Affecting Operating Profit

- ✓ In addition to the increase in net sales, progress in structural reforms further improved profitability, resulting in a significant YoY increase in gross profit. (Gross profit margin rose by 2.3pt YoY)
- ✓ SG&A expenses increased YoY due to higher bonus payments, the consolidation of AltForm S.r.l. (renamed from Prima Additive S.r.l. in December 2025), and costs associated with its subsidiary conversion; however, operating profit increased by approximately ¥2.0 billion.



Trends in Net Sales and Operating Profit Margin (Quarterly)



USD/JPY	116.34	123.14	128.30	131.62	132.42	135.00	138.24	140.67	148.63	152.36	151.46	151.69	152.55	148.40	148.08	149.61
Foreign exchange impact on net sales (YoY for each year)	+¥5,769 million				+¥1,778 million				+¥2,621 million				-¥115 million			

Financial Results by Segment



(¥ millions)		FY2022 Full-year	FY2023 Full-year	FY2024 Full-year	FY2025 Full-year	YoY	FY2025 Forecast
Machine tool segment	Net sales	56,492	46,706	51,355	58,332	13.6%	53,000
	Segment profit	7,046	798	3,447	5,465	58.5%	5,000
	Segment profit margin	12.5%	1.7%	6.7%	9.4%	2.7pt	9.4%
Industrial machinery segment	Net sales	10,656	8,630	9,560	9,730	1.8%	10,800
	Segment profit	820	-478	823	518	-37.0%	800
	Segment profit margin	7.7%	-5.5%	8.6%	5.3%	-3.3pt	7.4%
Food machinery segment	Net sales	6,813	6,902	7,695	6,952	-9.7%	7,900
	Segment profit	447	876	969	981	1.2%	900
	Segment profit margin	6.6%	12.7%	12.6%	14.1%	1.5pt	11.4%
Other segments	Net sales	6,533	4,934	5,057	5,557	9.9%	5,700
	Segment profit	313	-954	-323	428	-	300
	Segment profit margin	4.8%	-19.4%	-6.4%	7.7%	-	5.3%
Consolidated	Net sales	80,495	67,174	73,668	80,572	9.4%	77,400
	Total segment profit	8,628	241	4,916	7,395	50.4%	7,000
	Adjustments	-2,814	-3,060	-2,685	-3,170	-	-2,700
	Operating profit	5,813	-2,819	2,231	4,224	89.4%	4,300
	OP margin	7.2%	-4.2%	3.0%	5.2%	2.2pt	5.6%

Financial Results by Segment



Machine Tool Segment

Net sales

Japan: Although the automotive-related business remained sluggish, electronic components such as connectors, the aerospace, and energy-related business performed steadily.

Greater China: Demand for smartphones, and optical connectors for data centers, electronic components, and semiconductor-related business remained strong.

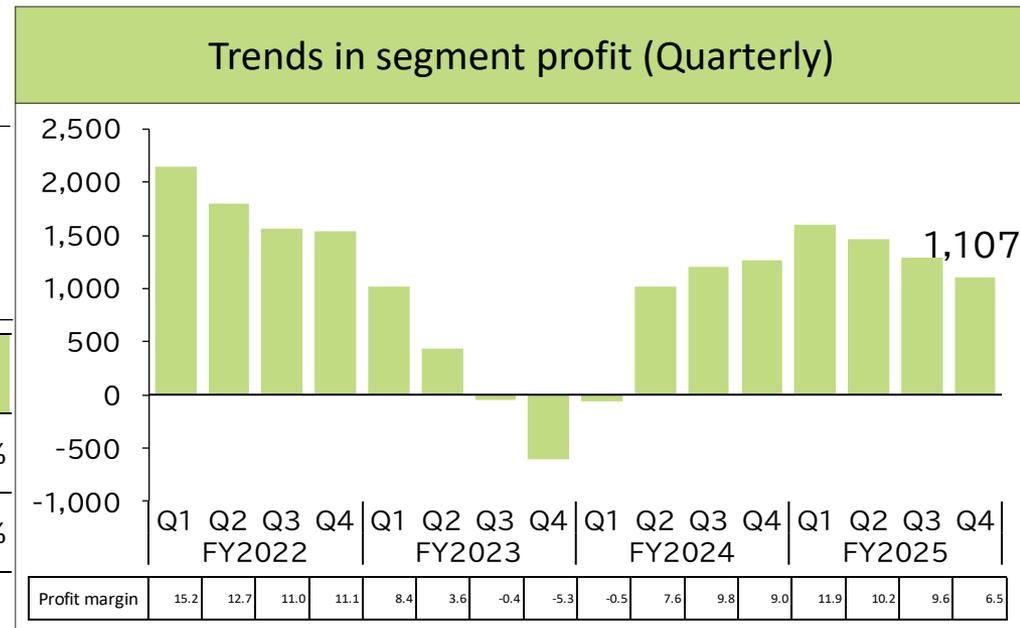
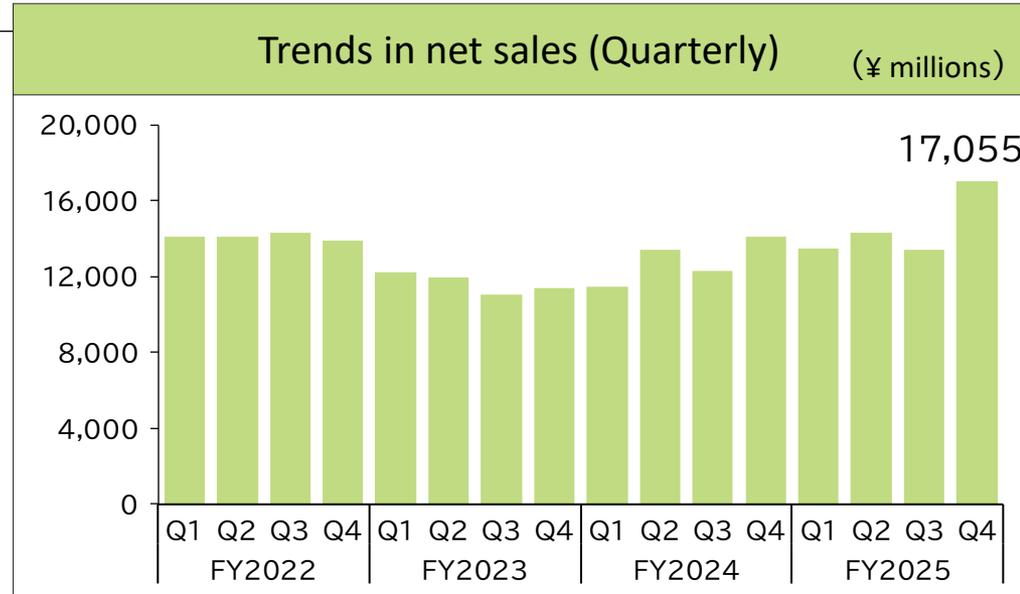
Asia: Solid performance in electronic components, particularly connectors and HDD-related products, as well as semiconductor-related business.

Americas: While the automotive-related business was sluggish, energy-related demand, including power systems for data centers, as well as demand in the aerospace and medical sectors, remained solid.

Europe: Despite weakness in the automotive-related business, the aerospace, medical, and energy-related sectors remained solid.

Profit

Segment profit increased, driven by continued profitability improvements from production consolidation in China and higher factory utilization, although the second half will face profit-diluting factors such as the consolidation of AltForm S.r.l..



(¥ millions)	FY2024 Full-year	FY2025 Full-year	YoY	
Net sales	51,355	58,332	6,977	13.6%
Segment profit	3,447	5,465	2,018	58.5%
Profit margin	6.7%	9.4%	2.7pt	

Profit margin	15.2	12.7	11.0	11.1	8.4	3.6	-0.4	-5.3	-0.5	7.6	9.8	9.0	11.9	10.2	9.6	6.5
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Industrial Machinery Segment

Net sales

Japan:

Investment in the automotive sector remained sluggish, while demand for optical connectors for data centers and contact lens-related products stayed solid.

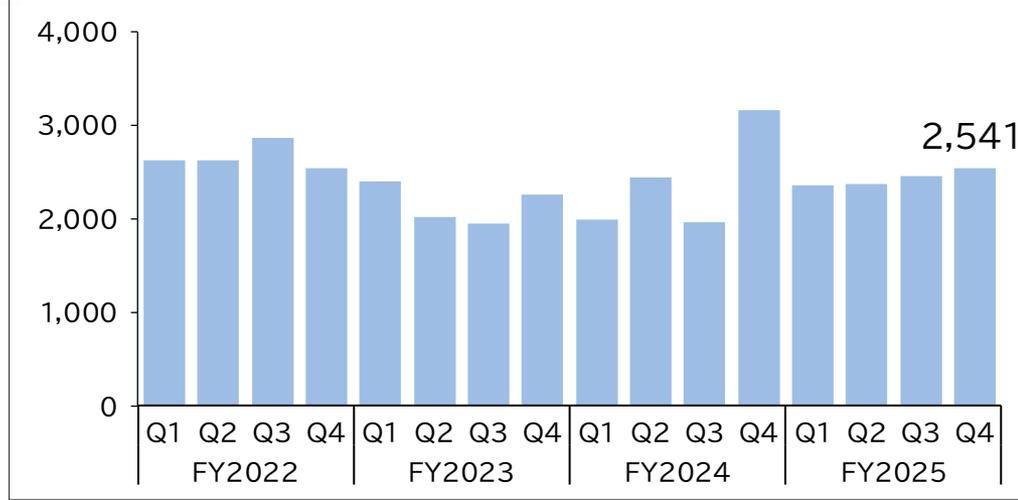
Overseas:

Although overall conditions remained sluggish, data-center-related demand in the Greater China region and the United States remained solid.

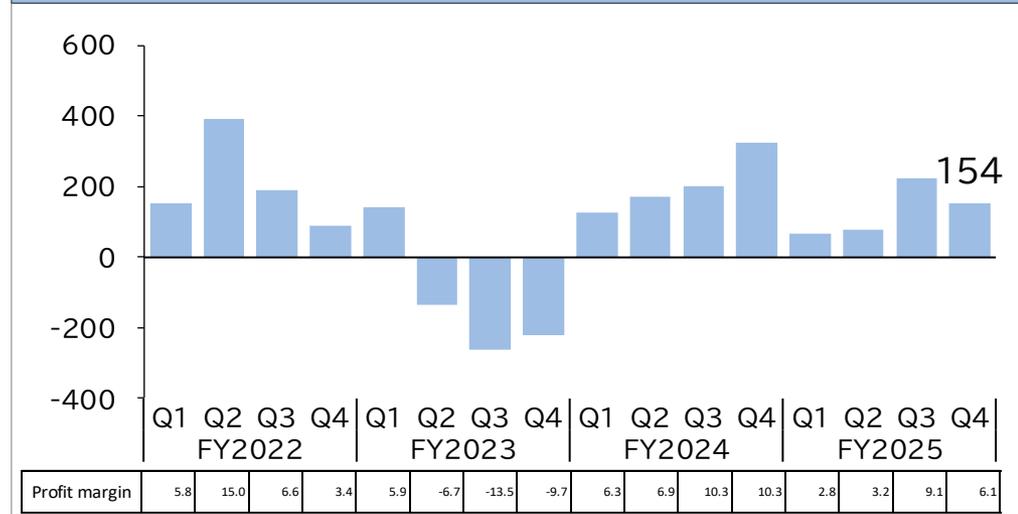
Profit

Segment profit declined due to increased R&D and labor costs.

Trends in net sales (Quarterly) (¥ millions)



Trends in segment profit (Quarterly)



(¥ millions)	FY2024 Full-year	FY2025 Full-year	YoY	
Net sales	9,560	9,730	170	1.8%
Segment profit	823	518	-304	-37.0%
Profit margin	8.6%	5.3%	-3.3pt	

Profit margin	5.8	15.0	6.6	3.4	5.9	-6.7	-13.5	-9.7	6.3	6.9	10.3	10.3	2.8	3.2	9.1	6.1
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Financial Results by Segment



Food Machinery Segment

Net sales

Demand for noodle making machine remained strong both in Japan and overseas.

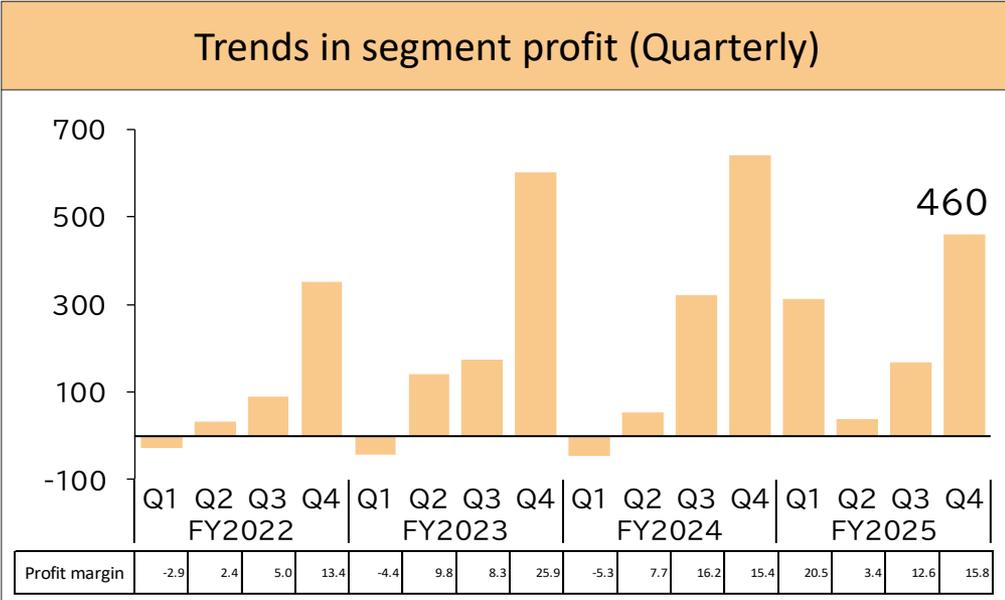
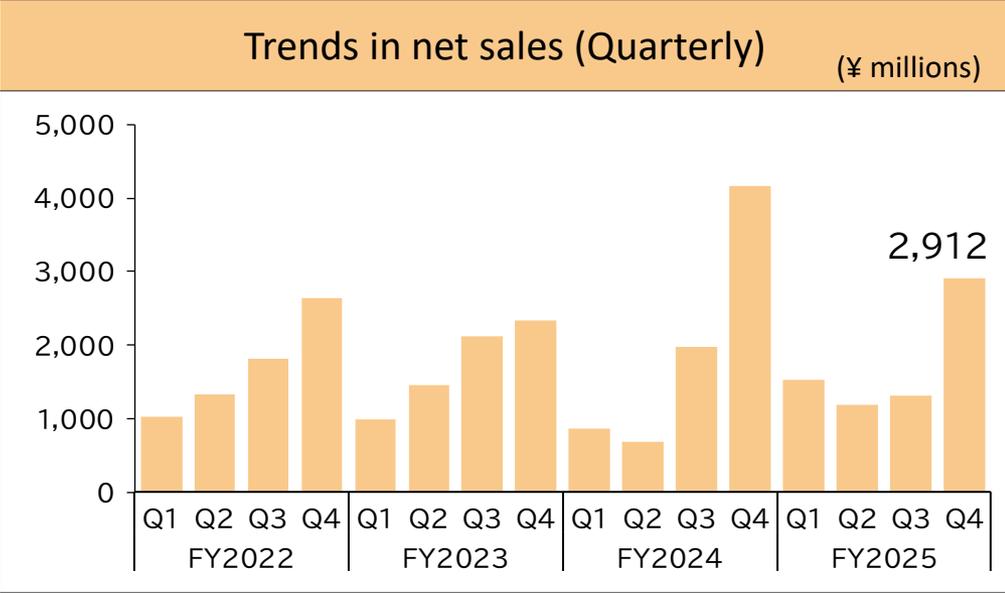
Japan:
Demand for noodle making machine remained firm due to strong performance by restaurant chains, although some investment was postponed in the ready-made meal sector.

Overseas:
Demand for noodle making machine in Greater China and South Korea remained solid, while sales of aseptically-packaged cooked rice production systems declined due to changes in the competitive environment in Greater China.

Profit

Segment profit increased, supported by sales of high-margin products.

(¥ millions)	FY2024 Full-year	FY2025 Full-year	YoY	
Net sales	7,695	6,952	-743	-9.7%
Segment profit	969	981	11	1.2%
Profit margin	12.6%	14.1%	1.5pt	



Profit margin	-2.9	2.4	5.0	13.4	-4.4	9.8	8.3	25.9	-5.3	7.7	16.2	15.4	20.5	3.4	12.6	15.8
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Financial Results by Segment

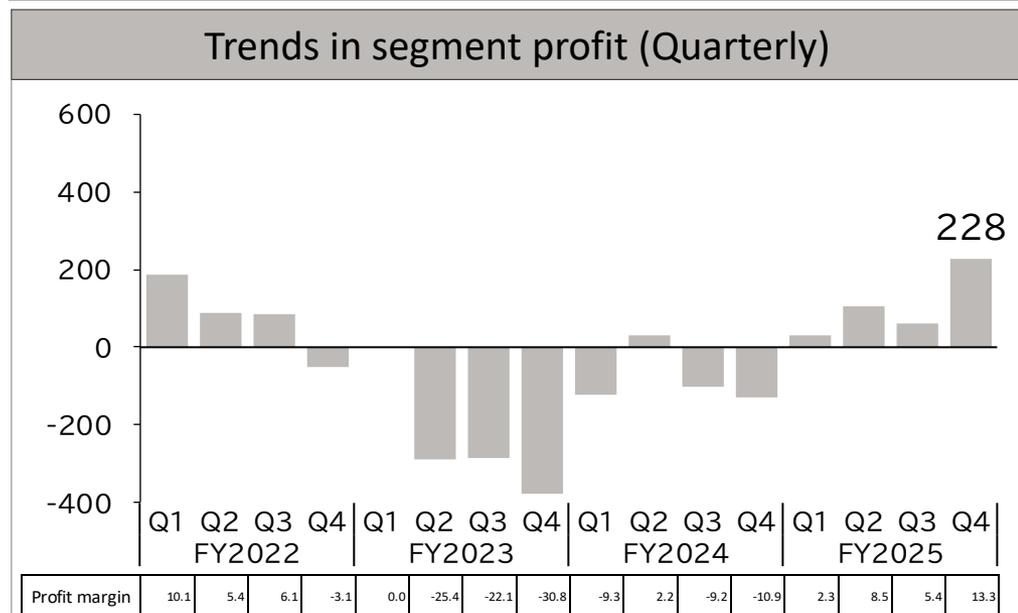
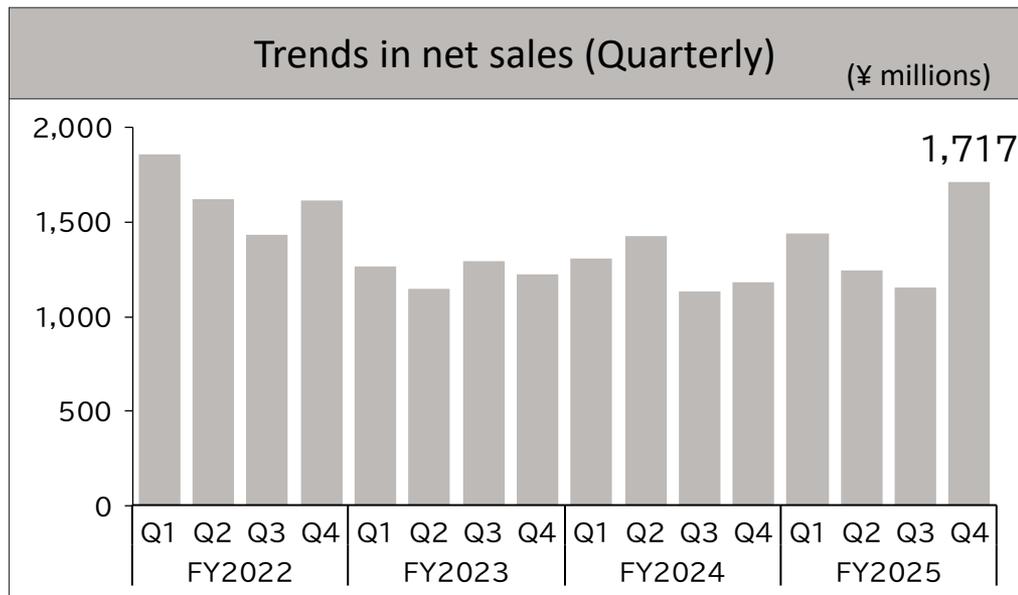


Other Segments

Precision dies and mold operations involving the contract manufacturing of precision connectors and other products; and elemental technology operations involving the sale of linear motors, ceramics products, and LED floodlights, etc.

Net sales	<p>Precision dies and mold operations: Sales increased, supported by higher operating rates despite a softening demand trend in the automotive industry outside China.</p> <p>Elemental technology operations: Sales increased, driven by a recovery in both the semiconductor and LED industries and solid demand for ceramic products used in semiconductor manufacturing equipment.</p>
	<p>Segment returned to profitability, driven by cost reductions and improved operational stability in the Precision dies and mold operations.</p>

(¥ millions)	FY2024 Full-year	FY2025 Full-year	YoY	
Net sales	5,057	5,557	499	9.9%
Segment profit	-323	428	752	-
Profit margin	-6.4%	7.7%	-	-



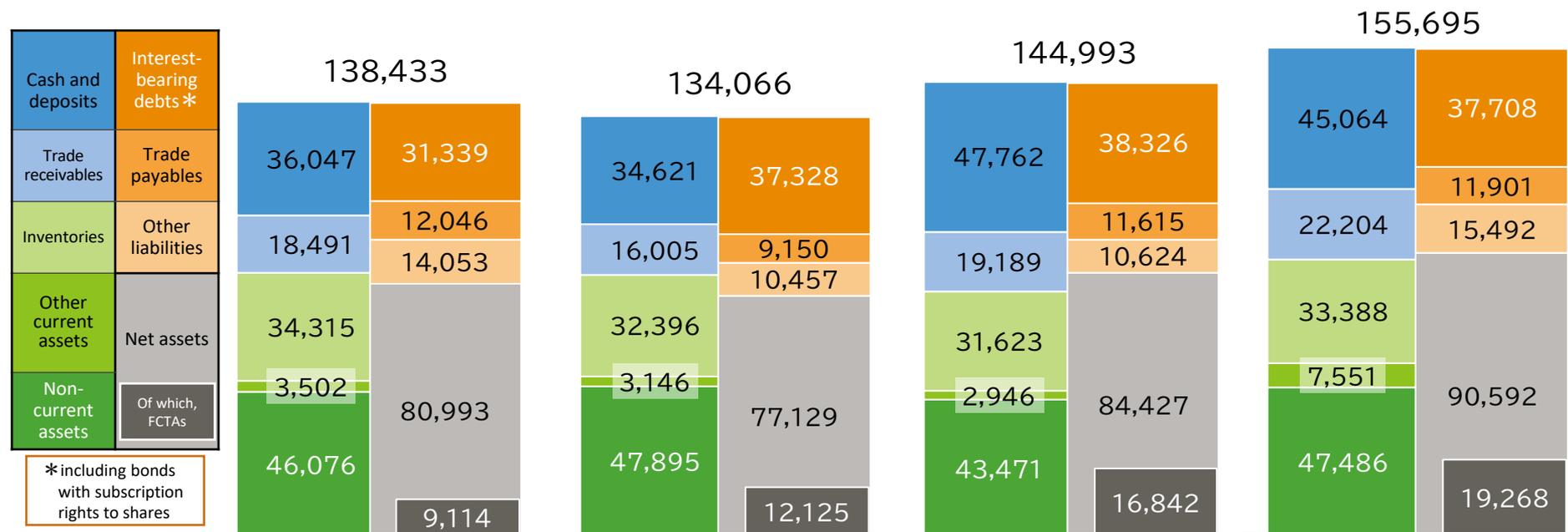
Profit margin	10.1	5.4	6.1	-3.1	0.0	-25.4	-22.1	-30.8	-9.3	2.2	-9.2	-10.9	2.3	8.5	5.4	13.3
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Balance Sheet

Sodick

(¥ millions)

	Change vs. Prior Year-End	Details
Total assets	10,701	Goodwill: +2,791, Accounts receivable: +2,549, Buildings and structures +2,088, Inventories +1,764, etc.
Liabilities	4,536	Bonds payable: +7,854, Contract liabilities: +1,966, accounts payable - trade: +1,246, Long-term borrowings: -8,181, etc.
Net assets	6,164	Retained earnings: +3,093, Foreign currency translation adjustment: +2,426, etc.



*including bonds with subscription rights to shares

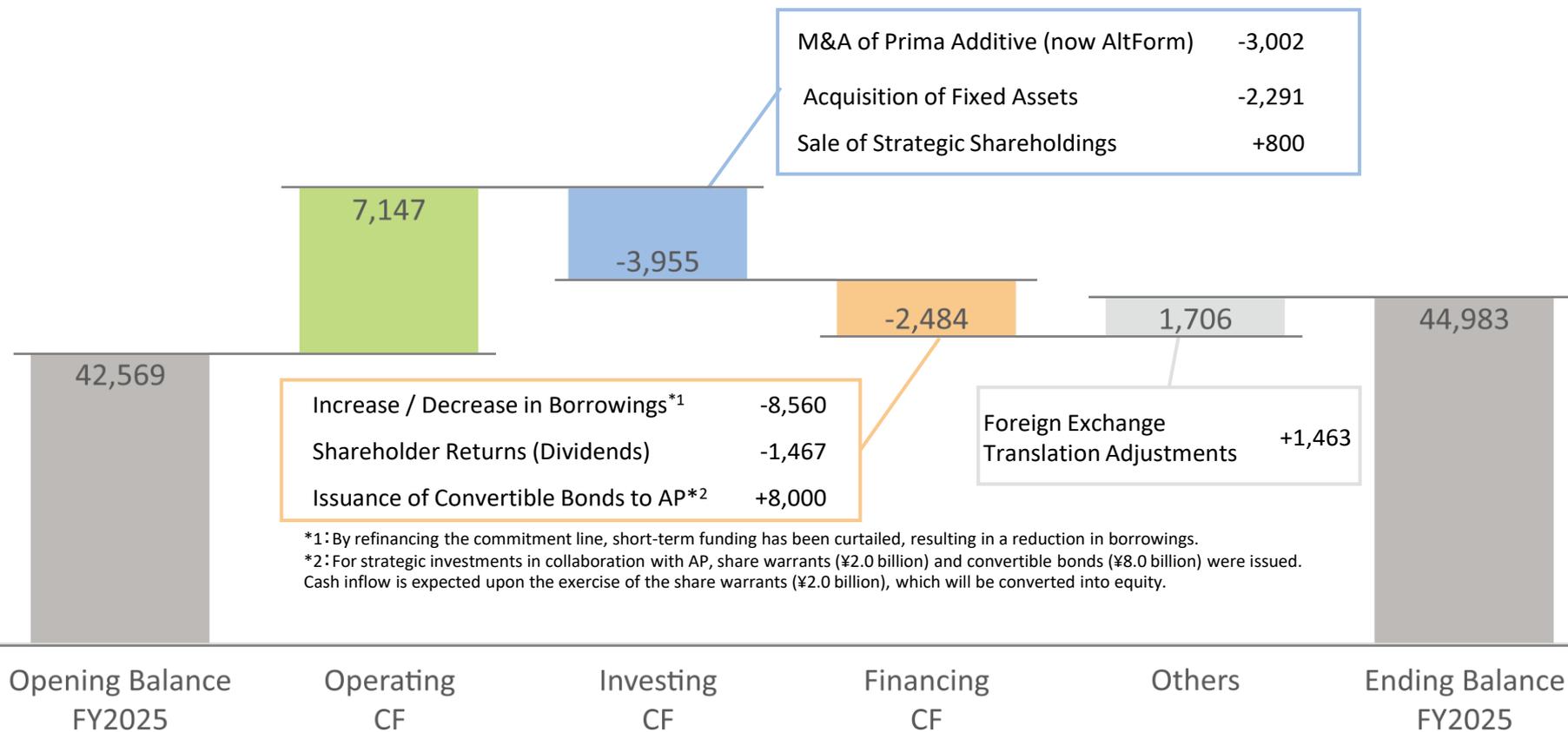
	FY2022	FY2023	FY2024	FY2025
USD/JPY	132.70	141.83	158.18	156.56
EUR/JPY	141.47	157.12	164.92	184.33
CHN/JPY	19.01	19.93	21.67	22.36
THB/JPY	3.80	4.13	4.64	4.97
Equity ratio	58.5%	57.5%	58.2%	58.1%
D/E ratio (times)	0.44	0.59	0.58	0.54

Cash Flows



(¥ millions)

	FY2022	FY2023	FY2024	FY2025
Operating CF	3,543	-14	9,969	7,147
Investing CF	-10,957	-2,492	-1,632	-3,955
Financing CF	-6,012	1,421	-1,041	-2,484
Cash & Cash Equivalents (Ending Balance)	33,158	33,305	42,569	44,983



*1: By refinancing the commitment line, short-term funding has been curtailed, resulting in a reduction in borrowings.

*2: For strategic investments in collaboration with AP, share warrants (¥2.0 billion) and convertible bonds (¥8.0 billion) were issued. Cash inflow is expected upon the exercise of the share warrants (¥2.0 billion), which will be converted into equity.

◆ FY2025 Financial Results Summary

◆ **FY2026 Outlook and Shareholder Returns**

◆ Initiatives to Enhance Corporate Value

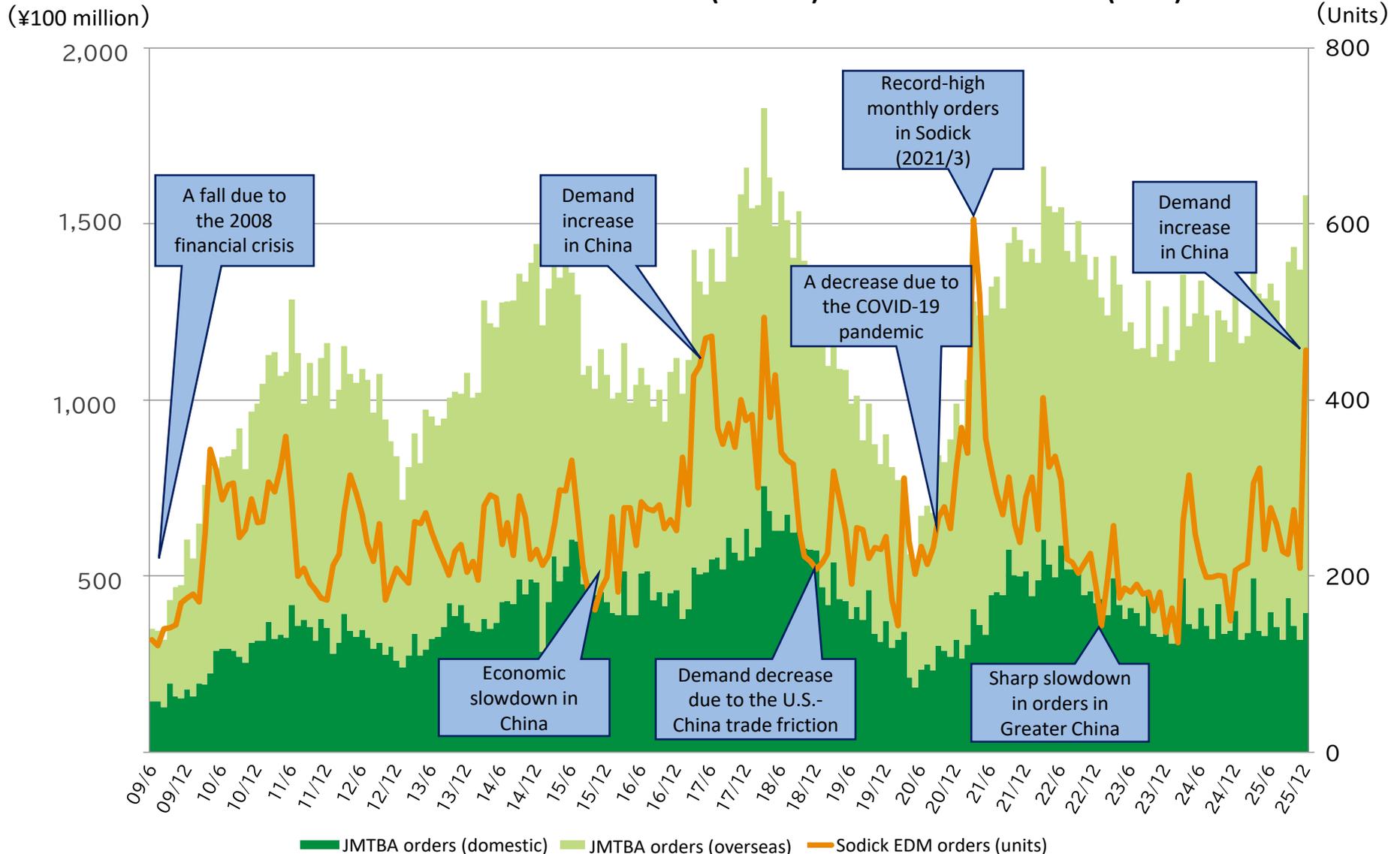
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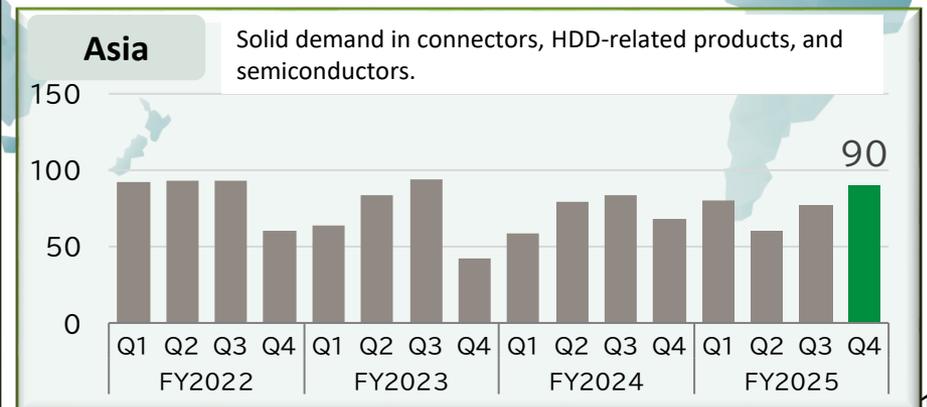
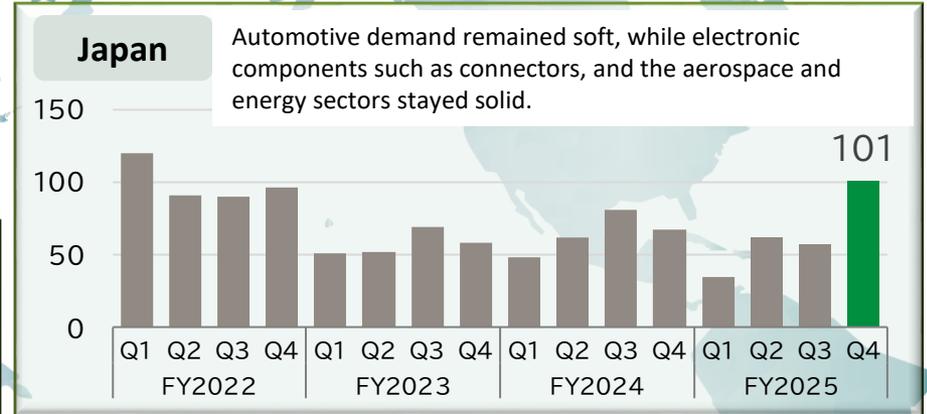
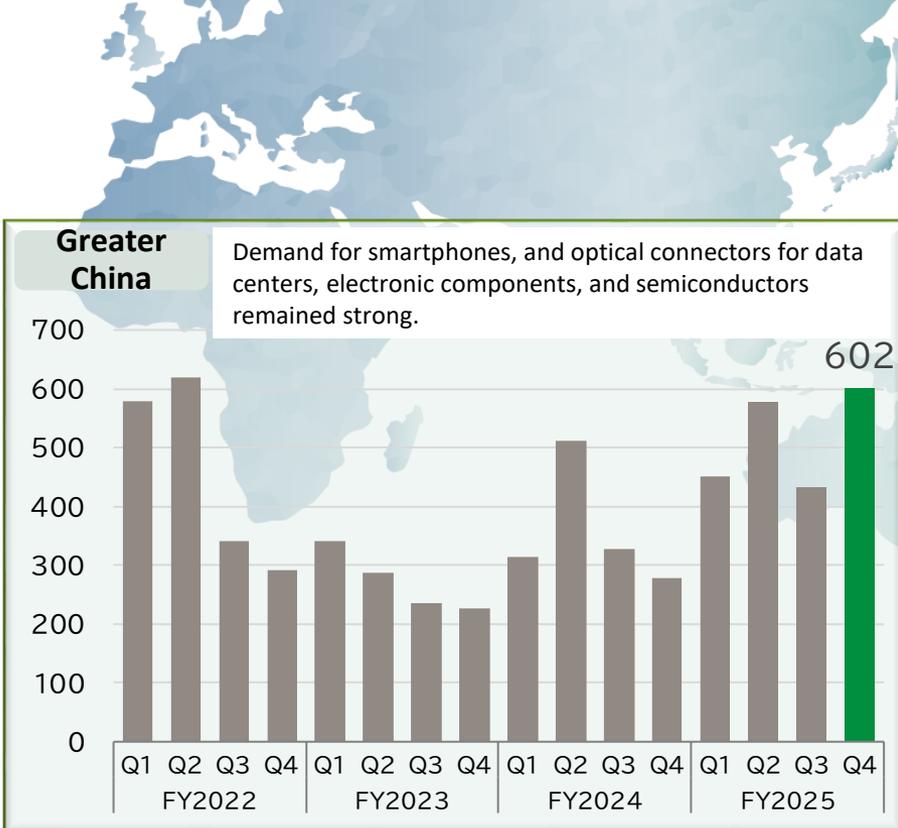
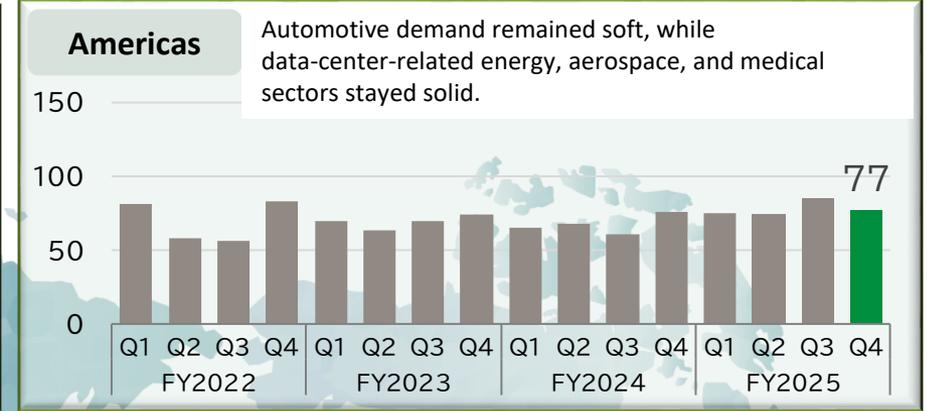
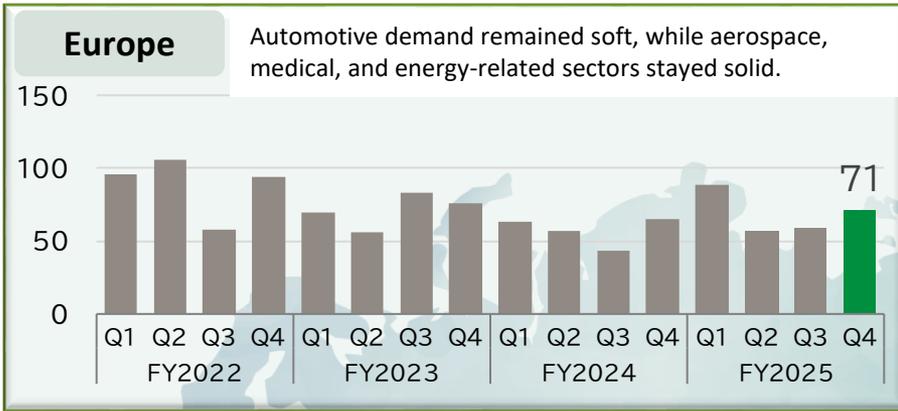
Trends in JMTBA Order Volume and Sodick EDM (Electrical Discharge Machine) Order Volume



Trends in JMTBA Machine Tool Orders (amount) and Sodick EDM Orders (units)



Trends in Sodick EDMs Order Volume by Region (Quarterly)



FY2026 Full-year Financial Results Forecast

- ✓ Net sales are projected to increase to ¥88.5 billion (up 9.8% YoY) due to an increase in core businesses.
- ✓ Gross profit is projected to increase due to improved profitability through increased production volume. Operating profit is projected to increase to ¥5.5 billion (up 30.2% YoY), raising the operating profit margin to 6.2%, with net profit also expected to grow.

(¥ millions)	FY2023 Full-year	FY2024 Full-year	FY2025 Full-year	FY2026	
				Full-year Forecast	YoY
Net sales	67,174	73,668	80,572	88,500	9.8%
Operating profit	-2,819	2,231	4,224	5,500	30.2%
OP margin	-4.2%	3.0%	5.2%	6.2%	1.0pt
Ordinary profit	-1,257	3,627	5,231	6,000	14.7%
Net profit	-4,604	4,115	4,514	5,100	13.0%
ROE	-5.8%	5.1%	5.2%	5.6%	0.5pt
Capital investment	6,009	2,759	2,388	6,000	151.2%
Depreciation	3,792	3,584	3,435	3,400	-1.0%
R&D expenses	3,435	3,035	3,464	4,000	15.5%
USD/JPY AR	140.67	151.69	149.61	155.00	5.39 down
USD/JPY CR	141.83	158.18	156.56	155.00	1.56 up

Please refer to page 45 for other major exchange rates.

Partial Changes to Reportable Segments

- Resources previously allocated to external customers in the Linear motor business have been refocused on in-house production to strengthen competitiveness within the Machine tool segment.
- As the business has increased in importance within the Machine tool segment, and to more appropriately reflect the actual business operations in the financial statements, the Company will change its reportable segments in financial disclosures starting from the FY2026.

Former reportable segments

Machine tool segment

Industrial machinery segment

Food machinery segment

Other segments

Precision dies and mold operations

Elemental
technology
operations

Linear motors

Ceramics products

LED floodlights

New reportable segments

Machine tool segment

Linear motors

Industrial machinery segment

Food machinery segment

Other segments

Precision dies and mold operations

Elemental
technology
operations

Ceramics products

LED floodlights

Note: No changes were made to the Industrial machinery and Food machinery segments.

FY2026 Full-year Financial Results Forecast (by Segment)

- ✓ Machine tools: Supported by strengthen sales priority regions and industries, both net sales and profit are expected to rise.
- ✓ Industrial machinery: Net sales and profit are expected to increase by capturing demand for precision connectors for data centers and advancing our circular-economy initiatives.
- ✓ Food machinery: Sales of noodle making machines are expected to grow in line with increased capital investment by restaurant chains, resulting in higher net sales.

(¥ millions)		FY2023 Full-year	FY2024 Full-year	FY2025 Full-year	FY2026	
					Full-year Forecast	YoY
Machine tool segment	Net sales	46,706	51,355	58,332	64,700	10.9%
	Segment profit	798	3,447	5,465	6,300	15.3%
	Segment profit margin	1.7%	6.7%	9.4%	9.7%	0.4pt
Industrial machinery segment	Net sales	8,630	9,560	9,730	10,500	7.9%
	Segment profit	-478	823	518	800	54.1%
	Segment profit margin	-5.5%	8.6%	5.3%	7.6%	2.3pt
Food machinery segment	Net sales	6,902	7,695	6,952	7,700	10.8%
	Segment profit	876	969	981	1,000	1.9%
	Segment profit margin	12.7%	12.6%	14.1%	13.0%	-1.1pt
Other segment	Net sales	4,934	5,057	5,557	5,600	0.8%
	Segment profit	-954	-323	428	400	-6.7%
	Segment profit margin	-19.4%	-6.4%	7.7%	7.1%	-0.6pt
Consolidated	Net sales	67,174	73,668	80,572	88,500	9.8%
	Total segment profit	241	4,916	7,395	8,500	14.9%
	Adjustments	-3,060	-2,685	-3,170	-3,000	-
	Operating profit	-2,819	2,231	4,224	5,500	30.2%
	OP margin	-4.2%	3.0%	5.2%	6.2%	1.0pt

	FY2025 Major Achievements	FY2026 Major Plans	(¥ millions)			
Capital Investments	<ul style="list-style-type: none"> Construction of a new Suzhou Facility (Opening of the Suzhou Tech Center) Amoy Factory: Production equipment upgrades Kaga Factory: Equipment upgrades 	<ul style="list-style-type: none"> Suzhou Tech Center: Facility enhancements AltForm S.r.l. (Italy): Factory relocation Sodick, Inc. (U.S.): New office Environmental compliance equipment and production equipment upgrades DX-related and system investments Showroom renovations Opening of Pune Tech Center in India 				
R&D	<ul style="list-style-type: none"> New product development Laser processing machines and metal 3D printer-related development Elemental technologies such as new power supplies and next-generation CNCs 	<ul style="list-style-type: none"> Performance enhancement of EDM machines and development of the 50th-anniversary model Next-generation CNC and related elemental technologies Development of laser processing machines and machining center-related technologies Other product development, fundamental research, and automation initiatives 				

Previous policy

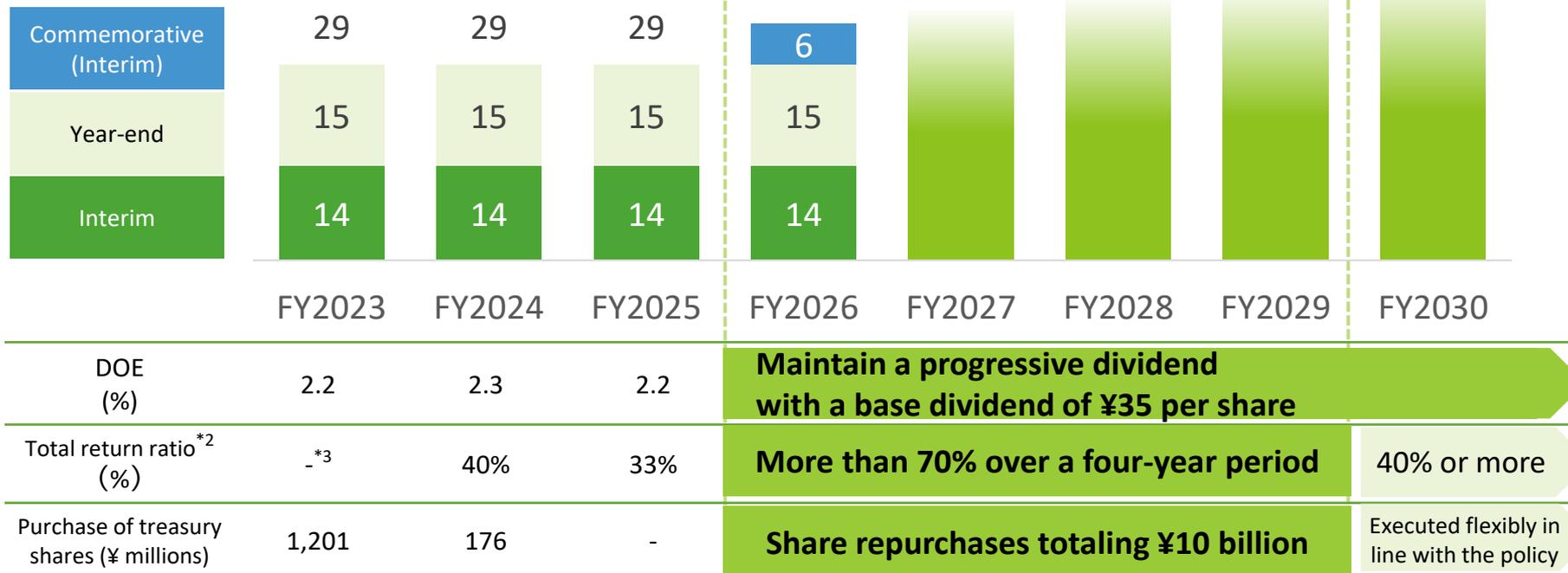
Dividend on equity (DOE) 2% or more,*1 and total return ratio 40% or more

New policy

Progressive dividends, and total return ratio 40% or more

70% or more total shareholder return ratio for FY2026–FY2029

Dividends per share(¥)



*1 Dividends per share: **¥27** or more (calculated from the average shareholders' equity at the beginning and the end of FY2025/12 x DOE of 2%)

*2 Actual formula: Total return ratio = $\frac{(\text{Dividends for fiscal year } n) + (\text{repurchased treasury shares for fiscal year } n)}{\text{Profit for fiscal year } n}$

*3 Indicated by a hyphen because the total return ratio was calculated to be negative due to the net loss for fiscal 2023.

- ✓ Based on FY2025 results and the planned enhancement of shareholder returns from FY2026 onward, we have decided to repurchase shares to enhance shareholder value.
- ✓ The treasury shares acquired will be utilized flexibly for future share-based purposes.

Overview of the acquisition of treasury shares

Class of share	Common stock of the Company
Total number of shares to be acquired	Up to 1,000,000 shares (1.97% of the total number of shares issued, excluding treasury stock)
Total value of shares to be acquired	Up to ¥1,000,000,000
Period of acquisition	February 16, 2026 to April 15, 2026
Method of acquisition	Purchase from the open market on the Tokyo Stock Exchange

- ◆ FY2025 Financial Results Summary
- ◆ FY2026 Outlook and Shareholder Returns
- ◆ **Initiatives to Enhance Corporate Value**
 - **CEO Message**
 - **Brand Message of Sodick Group**
 - **Medium-term Management Plan**
 - **Shareholders Returns**
 - **Advancing Strategic Initiatives with Advantage Partners (AP) to Drive Business Growth**
 - **Non-financial Initiatives**



Positioning of the Medium-Term Management Plan

- Transition from a traditional rolling plan to a **commitment-based plan**
- A period to work with Advantage Partners (AP) to implement various measures and absorb/ acquire their management expertise and network

Key Targets

- **Net sales of ¥100 billion and operating profit of ¥10 billion in FY2029**
(Specific action plans to be disclosed from May 2026 onward)
- **¥20 billion** in strategic investments (total over four years)
- **¥50 billion** in operating cash flow (total over four years, net of R&D)

Strengthening Shareholder Return Policy

- Maintain a **base dividend of ¥35** (including the ¥6 commemorative dividend) and **continue progressive dividends** thereafter
- **Total shareholder return ratio of 70%+** over the four-year period (FY2026–FY2029)
- **Share repurchases totaling ¥10 billion** over four years
- Repurchased shares will be used flexibly for future stock-based compensation

Targets to Enhance Corporate Value

Aim to achieve **ROE of 8%, PBR of 1x, and EPS of ¥130** as early as possible.

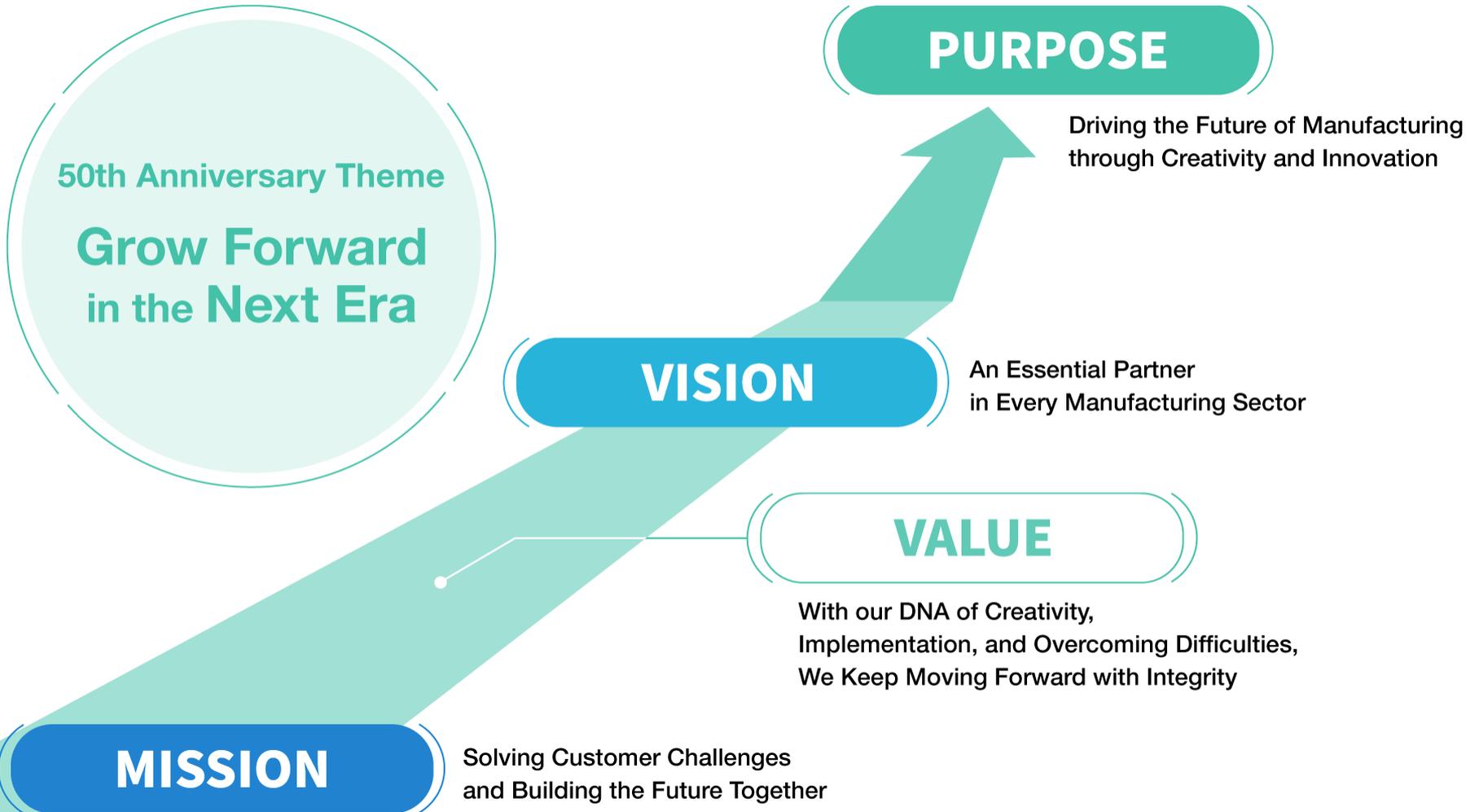
*1 ROE(Return on Equity): An indicator that shows how efficiently a company generates profit using shareholders' equity.

*2 PBR(Price Book-value Ratio): An indicator that shows how many times the market value is compared with the company's net assets.

*3 EPS(Earnings Per Share): An indicator that represents net profit per share.

To commemorate our 50th anniversary, we have established a new brand message that clarifies our vision for the next 50 years.

We will continue boldly committing to meet the challenges of an ever-changing world, striving for sustainable growth and further enhancement of corporate value.



- ✓ Revising the previous rolling plan and reconstructing the medium-term plan with a clear vision of our desired position in four years
- ✓ Driving initiatives with discipline to strengthen execution capabilities and enhance corporate value

	Previous Medium-Term Plan	Medium-Term Plan Toward FY2029
Period	Three-year plan based on annual accumulation	Clarifies the desired position in four years (FY2029)
Target Setting	<ul style="list-style-type: none"> • FY1 based on current performance • FY2–3 based on extending initial-year forecasts 	<ul style="list-style-type: none"> • FY1 remains based on current performance • Sets ambitious targets starting from the desired FY2029 position
Focus Areas	Net sales and operating profit as the main indicators	Focus on indicators contributing to enhancing corporate value, such as ROE and PBR
Progress Monitoring / Updates	Annual rolling updates (review-focused)	<ul style="list-style-type: none"> • Abolish rolling updates • Monitor progress through various measures • Execute action plans firmly

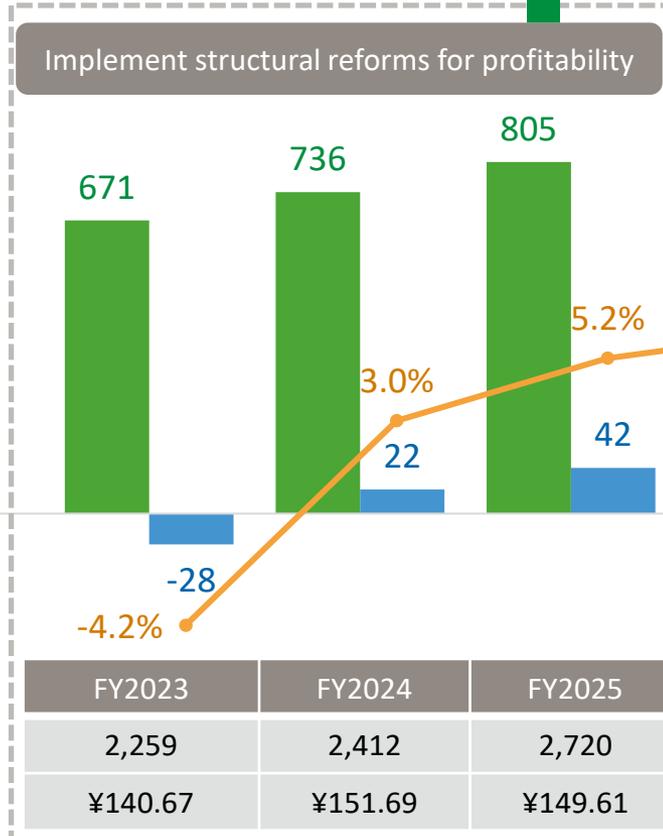
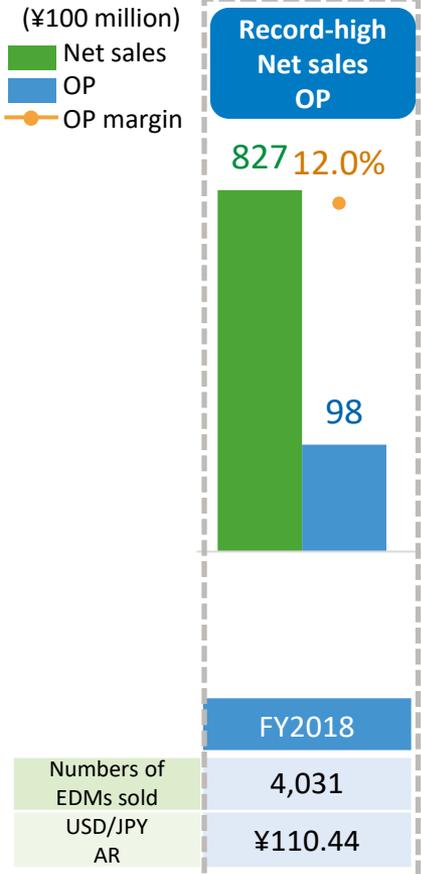
Positioning of the Medium-Term Management Plan



Absorb AP's know-how & network Enable Sodick's independent growth

Medium-Term Plan toward FY2029
Joint initiatives with AP to enhance corporate value

Implement structural reforms for profitability



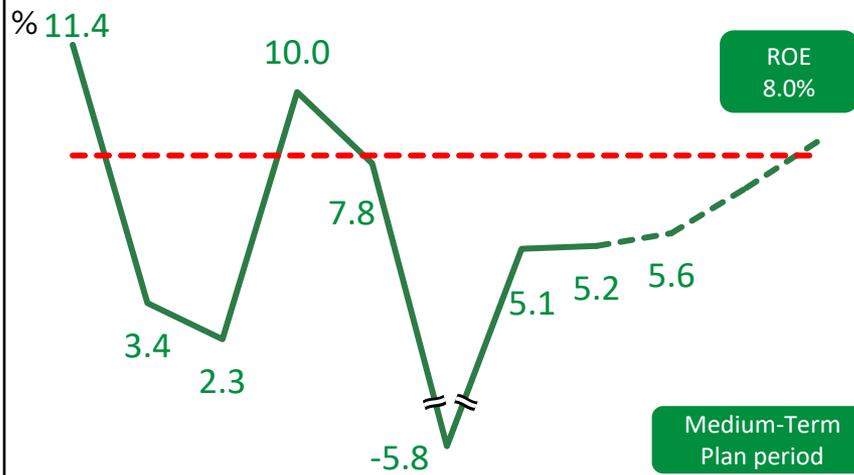
- ✓ We aim to achieve **¥100 billion in net sales and ¥10 billion in operating profit** in FY2029.
- ✓ **Specific initiatives will be announced from May 2026 onward.**
- ✓ Aim to achieve **ROE, PBR, and EPS as early as possible.**

	FY2025 Actual	FY2026 Forecast	FY2029 Target	FY2025 ➔FY2029
Net sales	¥80.5 billion	¥88.5 billion	¥100 billion	+5.5%/per year
Operating profit	¥4.2 billion	¥5.5 billion	¥10 billion	+24.0%/per year
OP margin	5.2%	6.2%	10.0%	+4.8pt
PBR	0.5x	-	1.0x	+0.5x
ROE	5.2%	5.6%	8.0%	+2.8pt
EPS	¥89	¥100	¥130	+¥41

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Return on equity (ROE)

- ROE has been low since 2022, falling below the target of 8%.
- Although profit margins have recovered recently, they remain at low levels
- Equity capital also increased mainly due to depreciation of Japanese yen, making it difficult for ROE to rise



2018 2019 2020 2021 2022 2023 2024 2025 2026 ... 2029
 (Forecast) (Target)

ROE: Full-year net income (loss) / Equity capital (average at the beginning and end of period)

Actions to improve return on equity

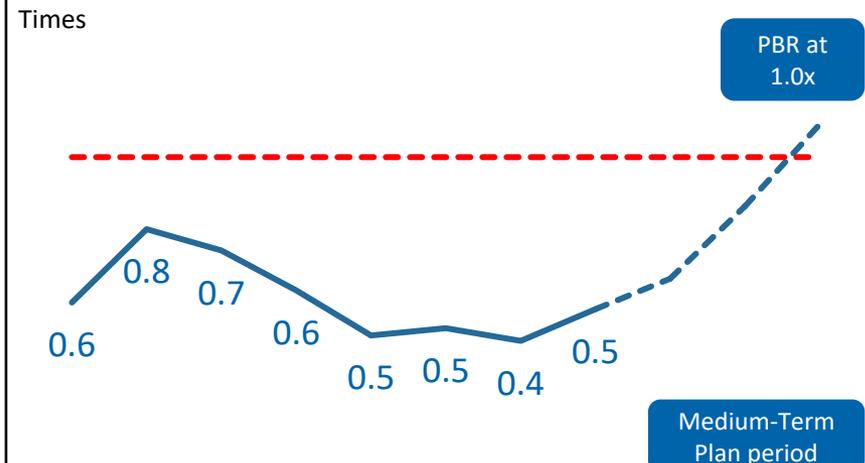
Improvement of profitability

Improvement of capital efficiency

Optimization of financial base

Market valuation (PBR)

- PBR has remained below 1 for eight years, hovering at a low level
- Stock prices remain low
- Net assets also increased mainly due to depreciation of Japanese yen, making it difficult for PBR to rise



2018 2019 2020 2021 2022 2023 2024 2025 2026 ... 2029
 (January) (Target)

PBR: Year-end stock price / Year-end equity per share

Actions to improve market valuation

Strengthen shareholder returns

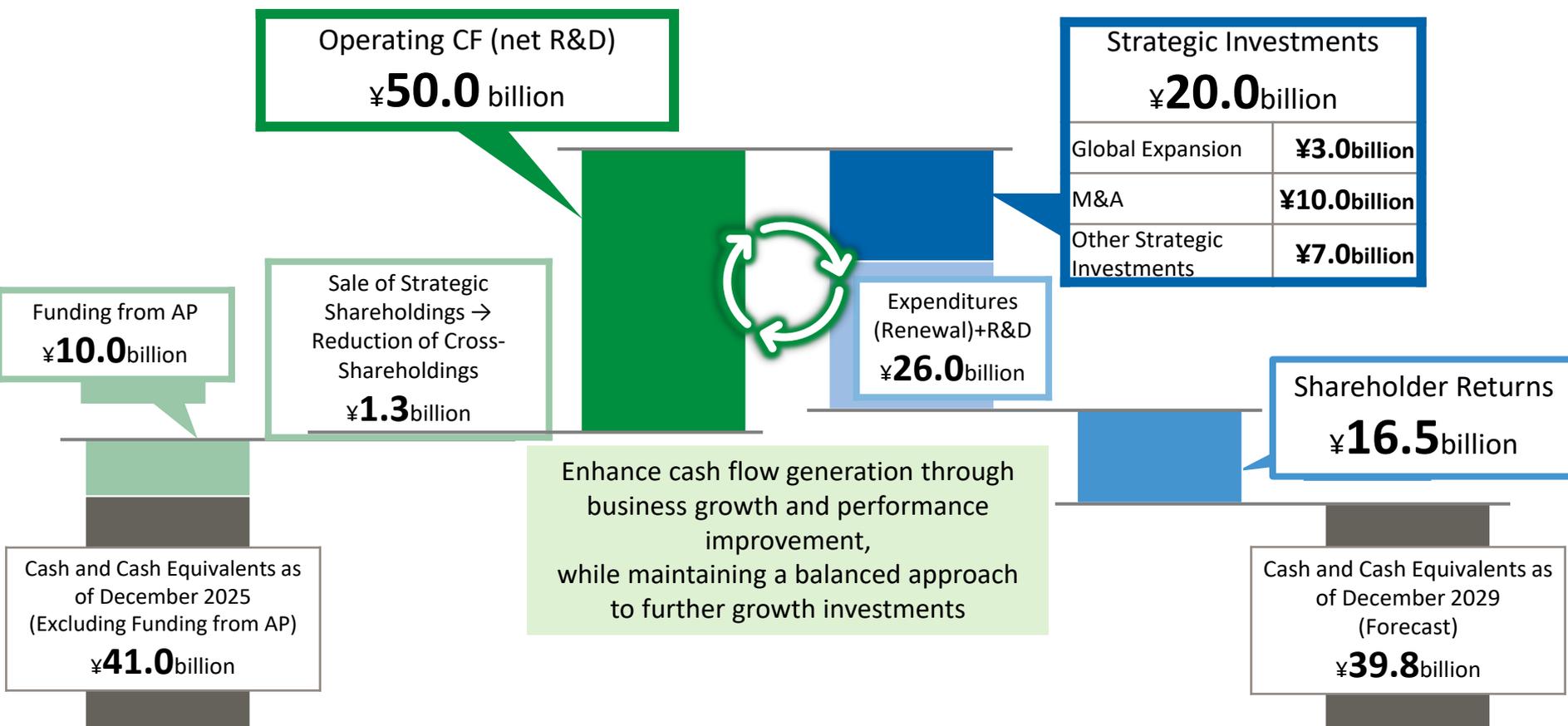
Promotion of sustainability

Strengthening corporate governance

Promotion of IR/SR activities

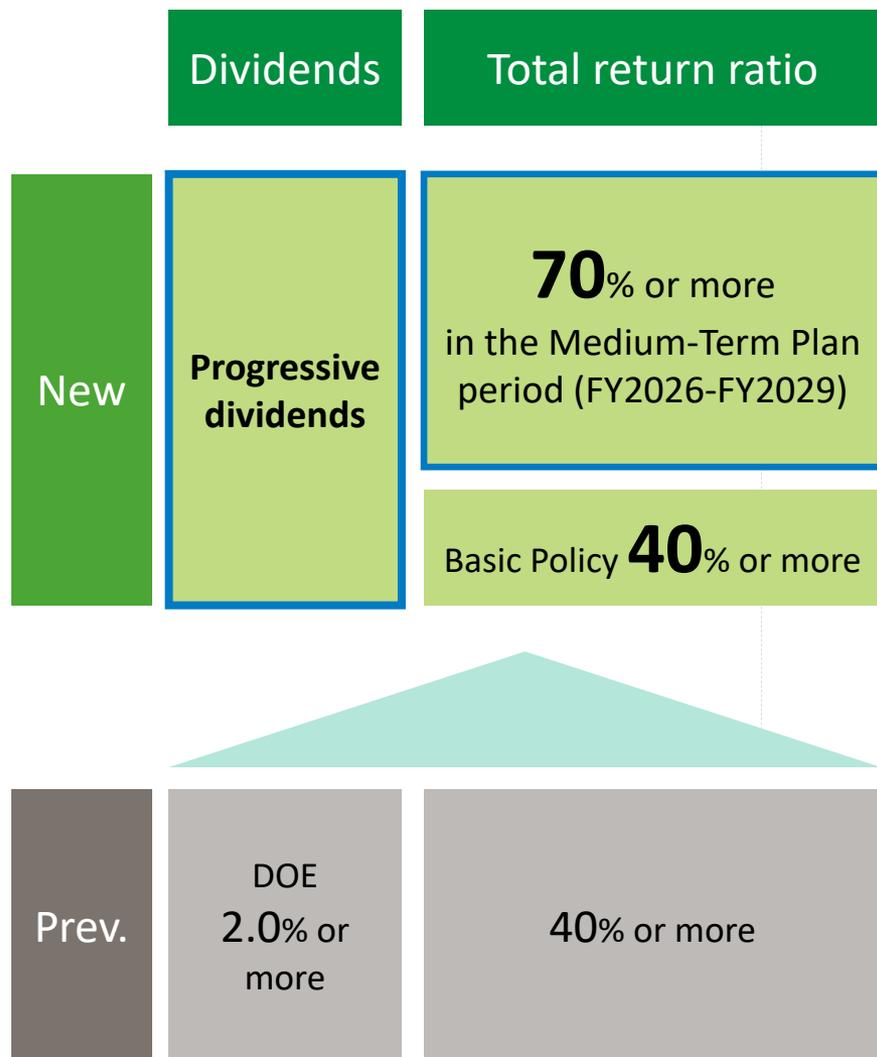
Over the four-year period from FY2026 to FY2029, we plan as follows:

- ✓ Allocate **¥20.0 billion to strategic investments** (including ¥10.0 billion funded by AP) to drive business growth
- ✓ **Generate ¥50.0 billion in operating cash flow** through improved business performance
- ✓ Allocate **¥16.5 billion to shareholder returns**
- ✓ While achieving business growth and maintaining an appropriate cash balance, **interest-bearing debt will be utilized as needed**

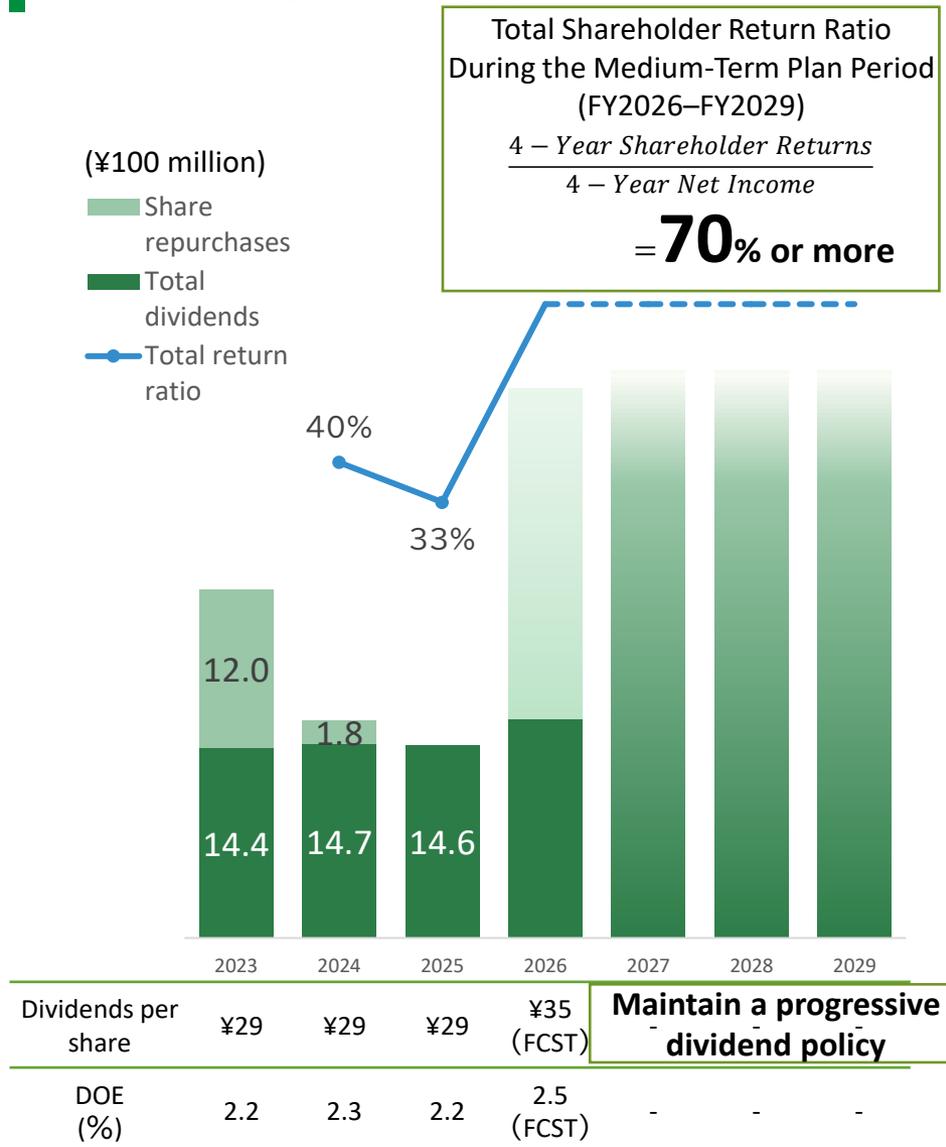


Note: The figures shown are estimates as of today and are not finalized.

Shareholder Return Policy



Shareholder Returns Trend

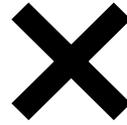


Indicated by a hyphen because the total return ratio was calculated to be negative due to the net loss for fiscal 2023.

(Reiterated) Advancing Strategic Initiatives with Advantage Partners (AP) to Drive Business Growth

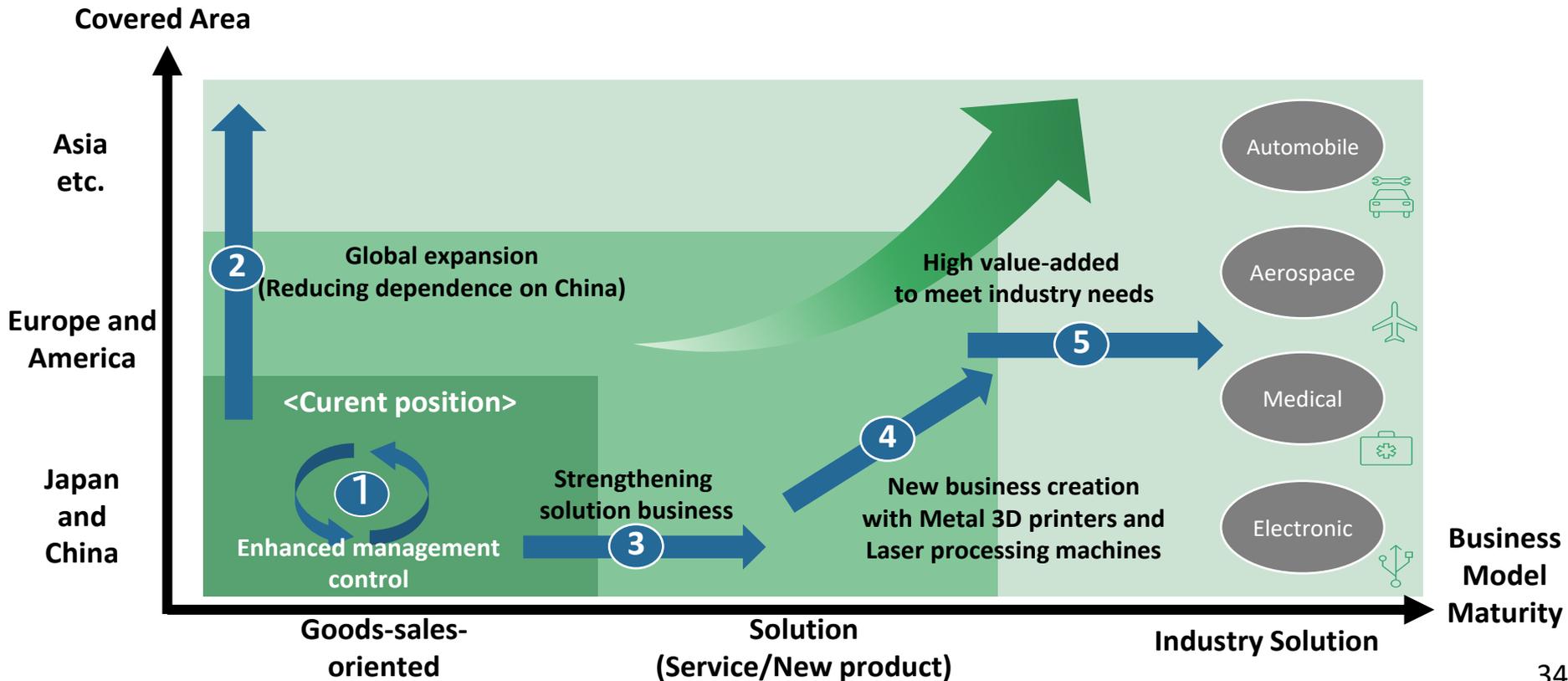


Sodick



ADVANTAGE
PARTNERS

Building on the July 18, 2025 disclosure, we launched a joint project with AP, leveraging the expertise of its advanced professionals to drive a business model transformation through global expansion, solution-oriented, and high value added.



(Reiterated) Overview of Fundraising

Overview of Fundraising and Use of the Proceeds

	Convertible Bonds with Share Subscription Rights	Share Subscription Rights
Issuance date	August 4, 2025	
Amount of funds to be acquired	approx. ¥8.0 billion	approx. ¥2.0 billion
Maturity	5 years	-
Convertible / Exercise period	5 years from the subscription date In principle, non-convertible until six months after the day following the subscription date.	
Convertible / Exercise price	¥931 In principle, conversion (or exercise) is permitted only when the market price exceeds 120% of the conversion (or exercise) price However, this does not apply after the business alliance period ends.	
Interest rate	0%	-

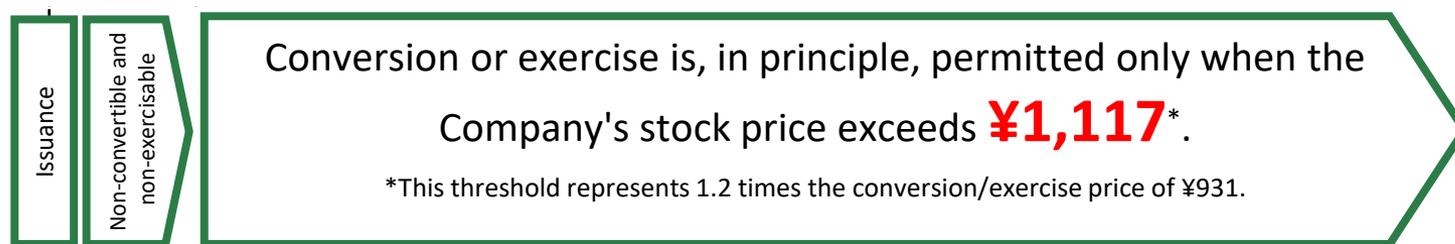


Use of the Proceeds	Size of funds
Promotion of global expansion	¥3.0 billion
M&A to grow the business	¥4.0 billion
Other growth acceleration strategic investments (Investments in digital transformation (DX), human capital, and other infrastructure enhancements)	¥3.0 billion

Convertible / Exercise Schedule

Issuance Aug.4th, 2025 Six months later Feb.4th, 2026 1year Aug.2026 2years Aug.2027 3years Aug.2028 4years Aug.2029 5years Aug.2030

- Conversion of bonds with stock subscription rights
- Exercise of stock subscription rights



Business Model Transformation through “Global Expansion,” “Solution-based Offerings,” and “High Value-Added Enhancement”

Key Initiatives with AP and Their Progress

✓ Progress Status

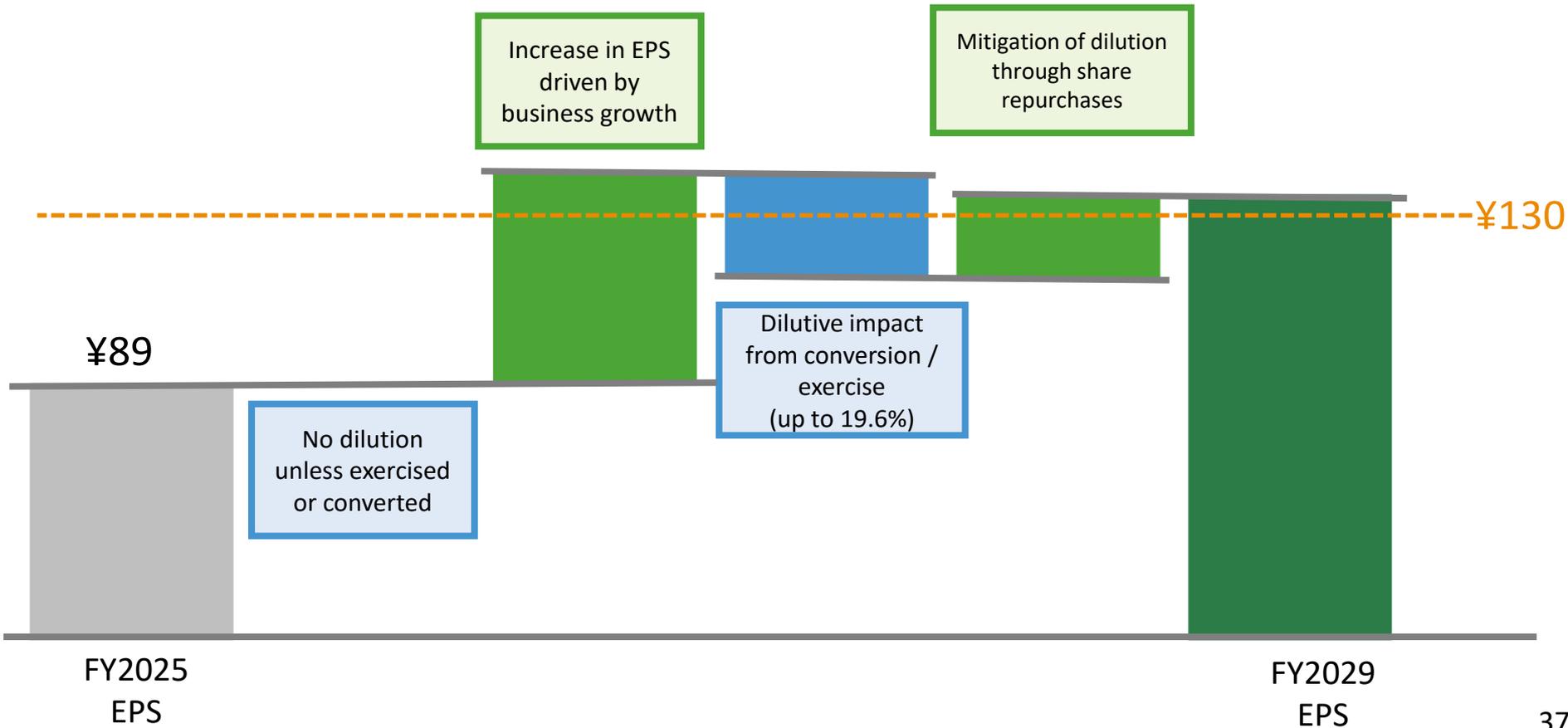
<p>Sales Capability Enhancement</p> <ul style="list-style-type: none"> Strengthen sales in priority regions and industries Enhance individual sales capabilities Leverage DX and data utilization <p>✓</p> <ul style="list-style-type: none"> Formulation of Regional and Industry-Specific Strategies Promotion of CRM Utilization 	<p>Solution Enhancement</p> <ul style="list-style-type: none"> Expansion of solution sales Customer Lifetime Value (LTV) improvement & high value-added services <p>✓</p> <ul style="list-style-type: none"> Enhancing Solution Capabilities Roadmap Horizontal Deployment of PoC Initiatives 	<p>Strengthening the Management Framework</p> <ul style="list-style-type: none"> Strengthening the cross-department collaboration framework Shortening inventory turnover period Dashboarding of Key Management Indicators <p>✓</p> <ul style="list-style-type: none"> Cross-Department Collaboration Design Inventory Optimization Roadmap 	<p>Promotion M&A</p> <ul style="list-style-type: none"> Business growth through M&A strategy Creation of new businesses and high value-added services <p>✓</p> <ul style="list-style-type: none"> Establishment of the Organizational Structure Activation of Sourcing Activities
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Internalization of AP’s Know-how and Network

<p>Management Control Functions</p> <ul style="list-style-type: none"> Data Analytics Capability Portfolio Management Know-how Investment in Human Capital 	<p>Business Development and Planning Capability</p> <ul style="list-style-type: none"> Business Model Development for New Businesses Planning Capability for Each Initiative 	<p>External Network</p> <p>External Collaboration through Extensive Business Networks, Including Asian Bases, and M&A</p>
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- ✓ With respect to the issued share warrants and convertible bonds, **no dilution will occur unless AP exercises or converts them.**
- ✓ **The ¥10.0 billion raised will be used for growth investments**, and EPS is expected to improve by accelerating business growth through collaboration with AP.
- ✓ **Potential dilution from equity issuance (up to 19.6%) will be mitigated through share repurchases.**
- ✓ Even if all instruments held by AP are converted into equity, **EPS of ¥130 or more** is expected in FY2029.



Non-financial Initiatives

～Sustainability Initiatives～

Materiality	KPIs	Target	Related SDGs
<p>Contributing to evolving manufacturing</p> <p>Contribute to building of a foundation for economic development through more sophisticated manufacturing</p>	<ul style="list-style-type: none"> Percentage of environmentally friendly products in total machine tool sales 	<ul style="list-style-type: none"> 75% by 2026 	
<p>Addressing environmental management</p> <p>Use renewable energy and reduce CO2 emissions to achieve carbon neutrality</p>	<ul style="list-style-type: none"> Greenhouse gas emissions Improving energy consumption rate index 	<ul style="list-style-type: none"> 46% reduction by 2030 Carbon neutrality by 2050 	
<p>Promoting diversification of human resources</p> <p>Further promote a corporate culture in which diverse employees can work comfortably with a sense of satisfaction</p>	<ul style="list-style-type: none"> Increasing percentage of women in management positions Increasing percentage of male employees taking parental leave 	<ul style="list-style-type: none"> 5% by 2026 100% by 2027 	
<p>Strengthening governance</p> <p>Strengthen both offensive and defensive governance to support management as the Company grows</p>	<ul style="list-style-type: none"> No numerical targets set. Aim to resolve issues from perspectives including evaluation of the Board of Directors' effectiveness, internal controls, risk management, and compliance. 		

For more details, please refer to our website at the link below:
 Sustainability page: <https://www.sodick.co.jp/en/sustainability/>

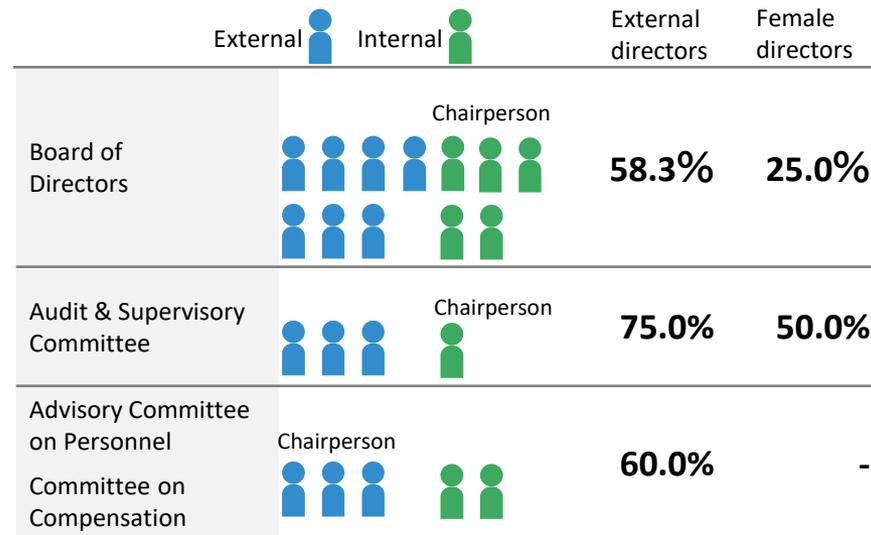
Non-financial Initiatives

~Strengthening Corporate Governance~

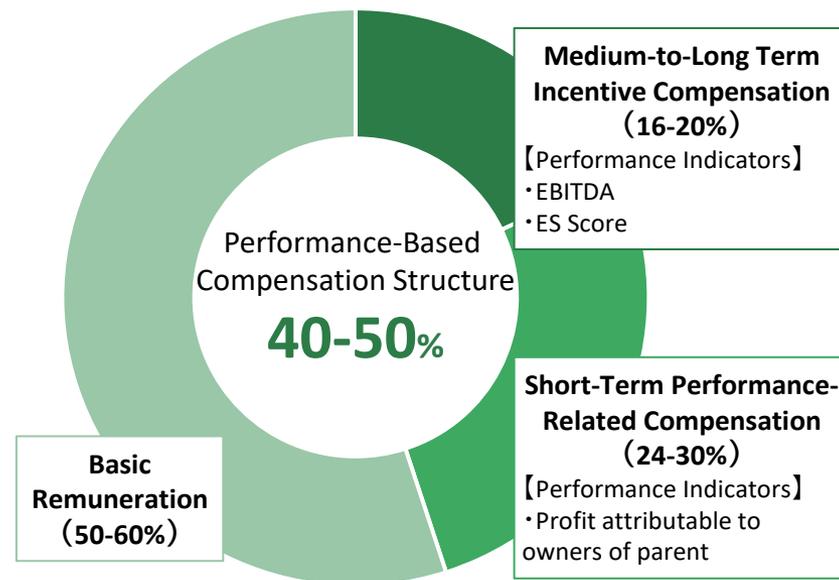
History of initiatives to strengthen corporate governance

2012	● Introduction of executive officer system
2014	● Election of one External Director
2015	● Addition of one External Director (total of two persons) ● Establishment of Advisory Committee on Personnel and Committee on Compensation
2016	● Addition of one External Director (total of three persons)
2018	● Addition of one External Director (total of four persons)
2019	● Election of a female Director
2020	● Review of number of members in Advisory Committee on Personnel and Committee on Compensation (two Internal Directors and three External Directors)
2021	● Election of a female Audit & Supervisory Board Member
2022	● Review of meeting bodies (establishment of a top management meeting and each division's management meeting)
2024年	● Change of Chairperson of Advisory Committee on Personnel and Committee on Compensation from President and Representative Director to External Director ● Addition of one External Director (total of five persons) ● Addition of one female Audit & Supervisory Board Member (total of two persons)
2025年	● Shift to a company with an Audit & Supervisory Committee ● Partial delegation of authority to the Management Committee regarding matters to be discussed by the Board of Directors ● Review of the directors' remuneration system

Composition of the Board of Directors and Committees



Remuneration for internal directors



Non-financial Initiatives

~ IR/SR Activity ~

IR/SR Activity Schedule in 2026

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Financial Results		●			●			●			●	
Financial Results Briefing		●						●				
Business Briefing							●					
Publication of the Integrated Report						●						
IR/SR Meetings Small-Scale Investor Meetings		●	●		●	●		●	●		●	●

Dialogue with shareholders and investors (FY2025)

Details	Achievements	Main responders
General Meeting of Shareholders	1	All directors
Financial Results Briefing	2	CEO, Director
Business Briefing	1	CEO, Director, Executive Officer
IR interview	126	CEO, Director, Executive Officer, IR Department
SR interview	8	Director, Executive Officer

Main themes of investor dialogue

- Progress on structural reforms and medium-term management plans
- Economic recovery and demand trends in Greater China
- Growth strategies by industry and region
- Initiatives and growth strategies to strengthen after-sales service
- Measures and initiatives to improve PBR
- Business alliance with AP

Appendix

1. Trends in Financial Results
2. Trends in Financial Results by Segment
3. Order / Shipment Data, Other Management Index
4. Overseas Sales / Foreign Exchange Rates
5. Overseas Sales Ratio by Segment
6. Maintenance Service and Sales of Consumables Ratio
7. Composition of Segments and Key Products
8. Exhibition Information
9. Key Topics for FY2025
10. Introduction to Our Corporate Website



1. Trends in Financial Results (Quarterly)

(¥ millions)

FY2023	Q1		Q2		Q3		Q4	
		YoY		YoY		YoY		YoY
Net Sales	16,884	86.1%	16,594	84.2%	16,456	80.5%	17,238	83.1%
Gross profit	5,310	81.0%	4,931	74.9%	4,392	66.8%	4,647	65.4%
GP margin	31.5%	-1.9pt	29.7%	-3.7pt	26.7%	-5.5pt	27.0%	-7.3pt
SG&A expenses	4,992	107.5%	5,640	112.5%	5,406	98.4%	6,061	103.5%
Operating profit	318	16.7%	-708	-	-1,014	-	-1,414	-
OP margin	1.9%	-7.8pt	-4.3%	-	-6.2%	-	-8.2%	-
Ordinary profit	508	17.1%	333	11.2%	-492	-	-1,606	-
Net profit	141	6.7%	-244	-	-786	-	-3,714	-

H1	YoY	H2	YoY	Full Year	
					YoY
33,479	85.2%	33,695	81.8%	67,174	83.5%
10,242	77.9%	9,039	66.1%	19,281	71.9%
30.6%	-2.8pt	26.8%	-6.4pt	28.7%	-4.6pt
10,632	110.1%	11,468	101.0%	22,100	105.2%
-390	-	-2,428	-	-2,819	-
-1.2%	-	-7.2%	-	-4.2%	-
841	14.1%	-2,099	-	-1,257	-
-103	-	-4,501	-	-4,604	-

FY2024	Q1		Q2		Q3		Q4	
		YoY		YoY		YoY		YoY
Net Sales	15,636	92.6%	17,957	108.2%	17,411	105.8%	22,663	131.5%
Gross profit	4,516	85.0%	6,110	123.9%	5,980	136.2%	7,461	160.6%
GP margin	28.9%	-2.6pt	34.0%	4.3pt	34.3%	7.6pt	32.9%	5.9pt
SG&A expenses	5,296	106.1%	5,387	95.5%	5,084	94.0%	6,069	100.1%
Operating profit	-780	-	723	-	895	-	1,392	-
OP margin	-5.0%	-	4.0%	-	5.1%	-	6.1%	-
Ordinary profit	-187	-	1,689	507.2%	-251	-	2,376	-
Net profit	-497	-	1,297	-	-398	-	3,713	-

H1	YoY	H2	YoY	Full Year	
					YoY
33,594	100.3%	40,074	118.9%	73,668	109.7%
10,626	103.8%	13,441	148.7%	24,068	124.8%
31.6%	1.0pt	33.5%	6.7pt	32.7%	4.0pt
10,683	100.5%	11,154	97.3%	21,837	98.8%
-56	-	2,287	-	2,231	-
-0.2%	-	5.7%	-	3.0%	-
1,502	178.4%	2,124	-	3,627	-
800	-	3,315	-	4,115	-

FY2025	Q1		Q2		Q3		Q4	
		YoY		YoY		YoY		YoY
Net Sales	18,819	120.4%	19,160	106.7%	18,366	105.5%	24,226	106.9%
Gross profit	6,607	146.3%	6,734	110.2%	6,649	111.2%	8,216	110.1%
GP margin	35.1%	6.2pt	35.2%	1.2pt	36.2%	1.9pt	33.9%	1.0pt
SG&A expenses	5,325	100.5%	5,866	108.9%	5,780	113.7%	7,010	115.5%
Operating profit	1,281	-	868	120.1%	868	97.0%	1,206	86.6%
OP margin	6.8%	-	4.5%	0.5pt	4.7%	-0.4pt	5.0%	-1.1pt
Ordinary profit	1,090	-	447	26.5%	1,382	-	2,310	97.2%
Net profit	946	-	142	11.0%	1,081	-	2,344	63.1%

H1	YoY	H2	YoY	Full Year	
					YoY
37,980	113.1%	42,592	106.3%	80,572	109.4%
13,342	125.6%	14,865	110.6%	28,207	117.2%
35.1%	3.5pt	34.9%	1.4pt	35.0%	2.3pt
11,191	104.8%	12,791	114.7%	23,982	109.8%
2,150	-	2,074	90.7%	4,224	189.4%
5.7%	-	4.9%	-0.8pt	5.2%	2.2pt
1,538	102.4%	3,693	173.8%	5,231	144.2%
1,088	136.0%	3,425	103.3%	4,514	109.7%

2. Trends in Financial Results by Segment

(¥ millions) **Sodick**

FY2023		Q1		Q2		Q3		Q4		H1		H2		Full-year	
		YoY		YoY		YoY		YoY		YoY		YoY		YoY	
Machine tool segment	Net sales	12,227	86.7%	11,973	84.6%	11,084	77.4%	11,421	82.0%	24,201	85.7%	22,505	79.7%	46,706	82.7%
	Segment profit	1,023	47.7%	433	24.2%	-48	-	-609	-	1,457	37.0%	-658	-	798	11.3%
	Segment profit margin	8.4%	-6.8pt	3.6%	-9.1pt	-0.4%	-	-5.3%	-	6.0%	-7.9pt	-2.9%	-	1.7%	-10.8pt
Industrial machinery segment	Net sales	2,393	91.1%	2,024	77.3%	1,949	67.9%	2,262	89.1%	4,418	84.2%	4,212	77.8%	8,630	81.0%
	Segment profit	140	92.1%	-134	-	-263	-	-220	-	5	1.1%	-483	-	-478	-
	Segment profit margin	5.9%	0.1pt	-6.7%	-	-13.5%	-	-9.7%	-	0.1%	-10.3pt	-11.5%	-	-5.5%	-
Food machinery segment	Net sales	998	97.8%	1,449	109.6%	2,125	116.8%	2,328	87.9%	2,448	104.4%	4,454	99.7%	6,902	101.3%
	Segment profit	-44	-	141	438.0%	175	194.7%	603	170.5%	97	2982.7%	778	175.4%	876	195.9%
	Segment profit margin	-4.4%	-	9.8%	7.4pt	8.3%	3.3pt	25.9%	12.5pt	4.0%	3.9pt	17.5%	7.6pt	12.7%	6.1pt
Other segments	Net sales	1,265	68.0%	1,146	70.7%	1,297	90.7%	1,225	75.6%	2,411	69.2%	2,522	82.7%	4,934	75.5%
	Segment profit	0	-	-290	-	-286	-	-377	-	-291	-	-663	-	-954	-
	Segment profit margin	0.0%	-10.1pt	-25.4%	-	-22.1%	-	-30.8%	-	-12.1%	-	-26.3%	-	-19.4%	-
Consolidated	Net sales	16,884	86.1%	16,594	84.2%	16,456	80.5%	17,238	83.1%	33,479	85.2%	33,695	81.8%	67,174	83.5%
	Adjustments	-800	-	-858	-	-591	-	-809	-	-1,659	-	-1,401	-	-3,060	-
	Operating profit	318	16.7%	-708	-	-1,014	-	-1,414	-	-390	-	-2,428	-	-2,819	-
	OP margin	1.9%	-7.8pt	-4.3%	-	-6.2%	-	-8.2%	-	-1.2%	-	-7.2%	-	-4.2%	-

FY2024		Q1		Q2		Q3		Q4		H1		H2		Full-year	
		YoY		YoY		YoY		YoY		YoY		YoY		YoY	
Machine tool segment	Net sales	11,471	93.8%	13,404	112.0%	12,333	111.3%	14,146	123.9%	24,876	102.8%	26,479	117.7%	51,355	110.0%
	Segment profit	-56	-	1,021	235.4%	1,209	-	1,272	-	965	66.3%	2,481	-	3,447	431.7%
	Segment profit margin	-0.5%	-	7.6%	4.0pt	9.8%	-	9.0%	-	3.9%	-2.1pt	9.4%	-	6.7%	5.0pt
Industrial machinery segment	Net sales	1,994	83.3%	2,438	120.4%	1,963	100.7%	3,164	139.9%	4,432	100.3%	5,127	121.7%	9,560	110.8%
	Segment profit	126	90.0%	169	-	202	-	324	-	295	5132.4%	527	-	823	-
	Segment profit margin	6.3%	0.4pt	6.9%	-	10.3%	-	10.3%	-	6.7%	6.6pt	10.3%	-	8.6%	-
Food machinery segment	Net sales	859	86.0%	689	47.5%	1,981	93.2%	4,165	178.9%	1,548	63.2%	6,147	138.0%	7,695	111.5%
	Segment profit	-45	-	53	37.4%	321	182.9%	641	106.4%	7	7.4%	962	123.6%	969	110.7%
	Segment profit margin	-5.3%	-	7.7%	-2.1pt	16.2%	7.9pt	15.4%	-10.5pt	0.5%	-3.5pt	15.7%	-1.8pt	12.6%	-0.1pt
Other segments	Net sales	1,311	103.7%	1,425	124.4%	1,133	87.3%	1,186	96.9%	2,737	113.5%	2,319	92.0%	5,057	102.5%
	Segment profit	-121	-	31	-	-103	-	-129	-	-90	-	-233	-	-323	-
	Segment profit margin	-9.3%	-	2.2%	-	-9.2%	-	-10.9%	-	-3.3%	-	-10.1%	-	-6.4%	-
Consolidated	Net sales	15,636	92.6%	17,957	108.2%	17,411	105.8%	22,663	131.5%	33,594	100.3%	40,074	118.9%	73,668	109.7%
	Adjustments	-682	-	-552	-	-733	-	-716	-	-1,234	-	-1,450	-	-2,685	-
	Operating profit	-780	-	723	-	895	-	1,392	-	-56	-	2,287	-	2,231	-
	OP margin	-5.0%	-	4.0%	-	5.1%	-	6.1%	-	-0.2%	-	5.7%	-	3.0%	-

FY2025		Q1		Q2		Q3		Q4		H1		H2		Full-year	
		YoY		YoY		YoY		YoY		YoY		YoY		YoY	
Machine tool segment	Net sales	13,489	117.6%	14,357	107.1%	13,430	108.9%	17,055	120.6%	27,847	111.9%	30,485	115.1%	58,332	113.6%
	Segment profit	1,605	-	1,466	143.5%	1,286	106.4%	1,107	87.0%	3,071	318.1%	2,393	96.5%	5,465	158.5%
	Segment profit margin	11.9%	-	10.2%	2.6pt	9.6%	-0.2pt	6.5%	-2.5pt	11.0%	7.1pt	7.9%	-1.5pt	9.4%	2.7pt
Industrial machinery segment	Net sales	2,355	118.1%	2,375	97.4%	2,458	125.2%	2,541	80.3%	4,730	106.7%	4,999	97.5%	9,730	101.8%
	Segment profit	65	51.9%	76	44.9%	223	110.0%	154	47.4%	141	47.9%	377	71.5%	518	63.0%
	Segment profit margin	2.8%	-3.5pt	3.2%	-3.7pt	9.1%	-1.2pt	6.1%	-4.2pt	3.0%	-3.7pt	7.5%	-2.8pt	5.3%	-3.3pt
Food machinery segment	Net sales	1,535	178.8%	1,182	171.6%	1,321	66.7%	2,912	69.9%	2,718	175.6%	4,233	68.9%	6,952	90.3%
	Segment profit	314	-	39	75.2%	167	52.0%	460	71.7%	354	4888.7%	627	65.2%	981	101.2%
	Segment profit margin	20.5%	-	3.4%	-4.3pt	12.6%	-3.6pt	15.8%	0.4pt	13.0%	12.5pt	14.8%	-0.9pt	14.1%	1.5pt
Other segments	Net sales	1,440	109.8%	1,244	87.3%	1,155	102.0%	1,717	144.7%	2,684	98.1%	2,873	123.8%	5,557	109.9%
	Segment profit	32	-	105	337.7%	62	-	228	-	138	-	290	-	428	-
	Segment profit margin	2.3%	-	8.5%	6.3pt	5.4%	-	13.3%	-	5.1%	-	10.1%	-	7.7%	-
Consolidated	Net sales	18,819	120.4%	19,160	106.7%	18,366	105.5%	24,226	106.9%	37,980	113.1%	42,592	106.3%	80,572	109.4%
	Adjustments	-736	-	-818	-	-870	-	-743	-	-1,555	-	-1,614	-	-3,170	-
	Operating profit	1,281	-	868	120.1%	868	97.0%	1,206	86.6%	2,150	-	2,074	90.7%	4,224	189.4%
	OP margin	6.8%	-	4.5%	0.5pt	4.7%	-0.4pt	5.0%	-1.1pt	5.7%	-	4.9%	-0.8pt	5.2%	2.2pt

3. Order / Shipment Data, Other Management Index

Number of EDM (Electronic Discharge Machine) Orders

(unit)

	FY2023					FY2024					FY2025				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Americas	70	63	70	74	277	65	68	61	76	270	75	74	85	77	311
Europe	70	56	83	76	285	63	57	43	65	228	89	57	59	71	276
Greater China	341	288	236	226	1,091	315	511	328	279	1,433	452	576	432	602	2,062
Other Asian Countries	64	84	94	42	284	59	79	84	68	290	80	60	77	90	307
Japan	51	52	69	58	230	48	62	81	67	258	35	62	57	101	255
Total	596	543	552	476	2,167	550	777	597	555	2,479	731	829	710	941	3,211

Number of EDM (Electronic Discharge Machine) Shipments

(unit)

	FY2023					FY2024					FY2025				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Americas	66	77	59	72	274	76	75	57	78	286	56	71	62	81	270
Europe	84	65	79	63	291	72	49	65	57	243	66	64	61	57	248
Greater China	284	338	262	221	1,105	240	462	325	312	1,339	365	517	399	454	1,735
Other Asian Countries	59	59	87	71	276	51	48	95	80	274	61	59	72	63	255
Japan	108	64	65	76	313	70	45	42	113	270	54	31	45	82	212
Total	601	603	552	503	2,259	509	679	584	640	2,412	602	742	639	737	2,720

Number of employees

(persons)

	FY2023				FY2024				FY2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Non-consolidated	1,102	1,170	1,181	1,183	1,183	1,192	1,190	1,180	1,180	1,182	1,168	1,173
Consolidated	3,728	3,778	3,610	3,562	3,504	3,487	3,450	3,417	3,266	3,294	3,281	3,272

* Not including employee on loan to subsidiary companies in non-consolidated number

* Not including the number of temporary employee

Management index

	FY2023				FY2024				FY2025			
	3M	6M	9M	Full-year	3M	6M	9M	Full-year	3M	6M	9M	Full-year
Accounts receivable collection period (month)	3.0	2.9	3.1	2.9	3.1	2.8	2.7	3.1	2.8	2.7	2.7	3.3
Inventories turnover period (month)	6.2	6.3	6.3	5.8	6.3	6.0	5.8	5.2	4.8	4.7	5.2	5.0
Accounts payable turnover period (month)	2.1	1.8	1.7	1.6	1.7	1.7	1.7	1.9	1.4	1.5	1.6	1.8
Fixed assets turnover ratio	1.4	1.4	1.3	1.4	1.4	1.5	1.6	1.7	1.7	1.7	1.6	1.7
Interest-bearing debt turnover period (month)	6.1	6.2	6.8	6.7	7.4	7.0	7.0	6.2	5.4	5.1	6.1	5.6
Equity ratio (%)	57.8	59.1	58.1	57.5	56.3	57.6	56.1	58.2	60.3	60.0	57.5	58.1
Equity ratio based on market value (%)	28.1	26.0	26.3	27.6	26.3	25.7	29.3	25.7	32.0	36.8	31.5	31.3
Return on Equity(ROE) (%)	0.7	-0.3	-1.5	-5.8	-2.6	2.0	0.7	5.1	4.6	2.6	3.4	5.2
Return on Assets(ROA) (%)	0.4	-0.1	-0.8	-3.4	-1.5	1.2	0.4	2.9	2.7	1.5	2.0	3.0
Debt-to-equity ratio (multiple)	0.50	0.50	0.56	0.59	0.62	0.61	0.63	0.58	0.51	0.48	0.57	0.54
Debt redemption period (year)	-	32.0	-	-	-	3.2	-	3.8	-	2.9	-	5.3
Interest coverage ratio (multiple)	-	3.7	-	0.0	-	32.7	-	24.3	-	24.1	-	16.9

* Accounts receivable collection period: Accounts receivable/Net sales (per month)

* Inventories turnover period: Inventories/Net sales (per month)

* Accounts payable turnover period: accounts payable/Net sales(per month)

* Fixed assets turnover ratio: Net sales / Fixed assets

* Interest-bearing Debt turnover period: Interest-bearing Debt/Net Sales

* Equity ratio based on market value:

closing stock price at fiscal year end x shares issued outstanding as of the balance sheet date (not including treasury shares)

* ROE: Profit attributable to owners of parent/average shareholders' equity of the beginning and the end of the fiscal year

* ROA: Profit/average total assets of the beginning and the end of the period

* Debt-to-Equity Ratio: Interest-bearing Debt/shareholders' equity

* Debt redemption period: interest-bearing Debt/ Operating cash flow

* Interest coverage ratio: Operating cash flow / interest expenditure

4. Overseas Sales / Foreign Exchange Rates



		FY2023	Q1		Q2		Q3		Q4		Full-year	
				YoY		YoY		YoY		YoY		YoY
Overseas Sales	Americas	2,280	97.3%	2,290	100.6%	2,265	81.9%	2,702	88.7%	9,538	91.4%	
	Europe	1,627	89.5%	1,621	90.9%	1,809	107.4%	1,583	80.7%	6,642	91.6%	
	Greater China	4,796	72.9%	5,891	77.6%	5,162	71.0%	4,634	60.5%	20,484	70.4%	
	Other Asian Countries	1,914	87.2%	1,828	102.6%	1,999	66.4%	2,695	129.0%	8,437	92.9%	
	Japan	6,265	93.9%	4,962	79.1%	5,221	91.6%	5,622	94.0%	22,072	89.6%	
	Net Sales	16,884	86.1%	16,594	84.2%	16,456	80.5%	17,238	83.1%	67,174	83.5%	

Foreign Exchange Rate	USD/JPY	AR*	132.42	16.08 down	135.00	18.66 down	138.24	21.90 down	140.67	24.33 down
		CR	133.53	11.14 down	144.99	22.60 down	149.58	27.19 down	141.83	19.44 down
	EUR/JPY	AR*	142.16	11.76 down	145.93	15.53 down	149.77	19.37 down	152.11	21.71 down
		CR	145.72	9.02 down	157.60	20.90 down	158.00	21.30 down	157.12	20.42 down
	CHN/JPY	AR*	19.35	1.06 down	19.45	1.16 down	19.61	1.32 down	19.81	1.52 down
		CR	19.42	0.16 down	19.94	0.68 down	20.46	1.20 down	19.93	0.67 down
	THB/JPY	AR*	3.91	0.39 down	3.95	0.43 down	4.01	0.49 down	4.04	0.52 down
		CR	3.91	0.23 down	4.07	0.39 down	4.09	0.41 down	4.13	0.45 down

		FY2024	Q1		Q2		Q3		Q4		Full-year	
				YoY		YoY		YoY		YoY		YoY
Overseas Sales	Americas	2,866	125.7%	2,979	130.1%	2,592	114.4%	3,332	123.3%	11,771	123.4%	
	Europe	2,063	126.8%	1,461	90.1%	1,538	85.0%	1,435	90.6%	6,498	97.8%	
	Greater China	3,884	81.0%	6,902	117.2%	4,827	93.5%	5,914	127.6%	21,529	105.1%	
	Other Asian Countries	1,836	95.9%	1,622	88.7%	3,105	155.4%	3,921	145.5%	10,486	124.3%	
	Japan	4,985	79.6%	4,991	100.6%	5,347	102.4%	8,059	143.3%	23,383	105.9%	
	Net Sales	15,636	92.6%	17,957	108.2%	17,411	105.8%	22,663	131.5%	73,668	109.7%	

Foreign Exchange Rate	USD/JPY	AR*	148.63	16.21 down	152.36	17.36 down	151.46	13.22 down	151.69	11.02 down
		CR	151.41	17.88 down	161.07	16.08 down	142.73	6.85 up	158.18	16.35 down
	EUR/JPY	AR*	161.33	19.17 down	164.70	18.77 down	164.56	14.79 down	164.05	11.94 down
		CR	163.24	17.52 down	172.33	14.73 down	159.43	1.43 down	164.92	7.80 down
	CHN/JPY	AR*	20.63	1.28 down	21.04	1.59 down	20.96	1.35 down	21.01	1.20 down
		CR	20.83	1.41 down	22.04	2.10 down	20.46	0.00 down	21.67	1.74 down
	THB/JPY	AR*	4.17	0.26 down	4.21	0.26 down	4.24	0.23 down	4.30	0.26 down
		CR	4.16	0.25 down	4.36	0.29 down	4.41	0.32 down	4.64	0.51 down

		FY2025	Q1		Q2		Q3		Q4		Full-year	
				YoY		YoY		YoY		YoY		YoY
Overseas Sales	Americas	3,057	106.6%	3,058	102.6%	3,015	116.3%	3,862	115.9%	12,994	110.4%	
	Europe	1,645	79.7%	1,672	114.4%	1,638	106.5%	2,364	164.7%	7,319	112.6%	
	Greater China	5,858	150.8%	7,193	104.2%	6,398	132.5%	7,705	130.3%	27,156	126.1%	
	Other Asian Countries	2,262	123.2%	2,212	136.4%	2,483	80.0%	2,984	76.1%	9,943	94.8%	
	Japan	5,996	120.3%	5,023	100.6%	4,829	90.3%	7,309	90.7%	23,157	99.0%	
	Net Sales	18,819	120.4%	19,160	106.7%	18,366	105.5%	24,226	106.9%	80,572	109.4%	

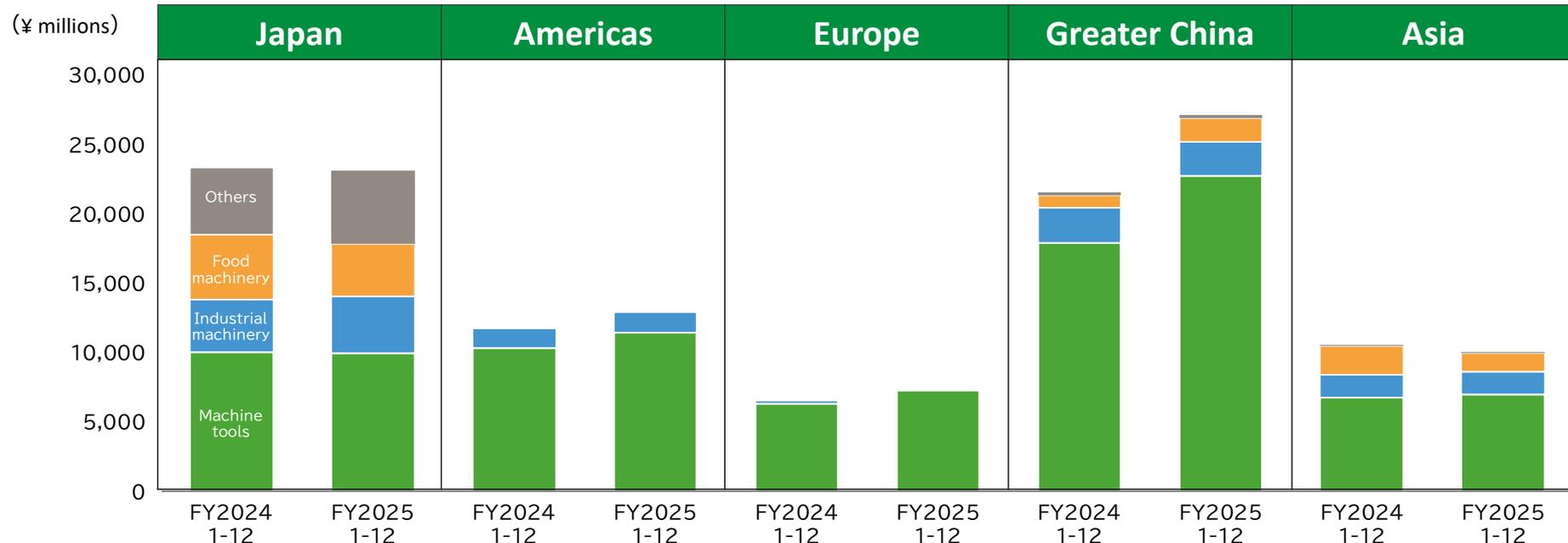
FY2026 (Forecast)	
	YoY
-	-
-	-
-	-
-	-
-	-
88,500	109.8%

Foreign Exchange Rate	USD/JPY	AR*	152.55	3.92 down	148.40	3.96 up	148.08	3.38 up	149.61	2.08 up
		CR	149.52	1.89 up	144.81	16.26 up	148.88	6.15 down	156.56	1.62 up
	EUR/JPY	AR*	160.55	0.78 up	162.25	2.45 up	165.69	1.13 down	169.19	5.14 down
		CR	162.08	1.16 up	169.66	2.67 up	174.47	15.04 down	184.33	19.41 down
	CHN/JPY	AR*	20.94	0.31 down	20.45	0.59 up	20.50	0.46 up	20.79	0.22 up
		CR	20.59	0.24 up	20.19	1.85 up	20.88	0.42 down	22.36	0.69 down
	THB/JPY	AR*	4.49	0.32 down	4.43	0.22 down	4.47	0.23 down	4.56	0.26 down
		CR	4.40	0.24 down	4.44	0.08 down	4.62	0.21 down	4.97	0.33 down

155.00	5.39 down
155.00	1.56 up
180.00	10.81 down
180.00	4.33 up
22.00	1.21 down
22.00	0.36 up
5.00	0.44 down
5.00	0.03 down

*AR stands for the cumulative rate of the quarter.

5. Overseas Sales Ratio by Segment



(¥ millions)

FY2024.Full-year	Japan		Americas		Europe		Greater China		Asia		Total	
Machine tools	10,018	19.5%	10,333	20.1%	6,321	12.3%	17,918	34.9%	6,763	13.2%	51,355	69.7%
Industrial machinery	3,792	39.7%	1,403	14.7%	176	1.8%	2,534	26.5%	1,652	17.3%	9,560	13.0%
Food machinery	4,706	61.2%	33	0.4%	-	-	888	11.5%	2,067	26.9%	7,695	10.4%
Others	4,865	96.2%	0	0.0%	-	-	188	3.7%	2	0.1%	5,057	6.9%
By region - Total	23,383	31.7%	11,771	16.0%	6,498	8.8%	21,529	29.2%	10,486	14.3%	73,668	100.0%

FY2025.Full-year	Japan		Americas		Europe		Greater China		Asia		Total	
Machine tools	9,916	17.0%	11,438	19.6%	7,260	12.4%	22,744	39.0%	6,972	12.0%	58,332	72.4%
Industrial machinery	4,103	42.2%	1,491	15.3%	59	0.6%	2,466	25.3%	1,608	16.6%	9,730	12.1%
Food machinery	3,831	55.1%	63	0.9%	-	-	1,697	24.4%	1,359	19.6%	6,952	8.6%
Others	5,306	95.5%	0	0.0%	-	-	247	4.4%	2	0.1%	5,557	6.9%
By region - Total	23,157	28.7%	12,994	16.1%	7,319	9.1%	27,156	33.7%	9,943	12.4%	80,572	100.0%

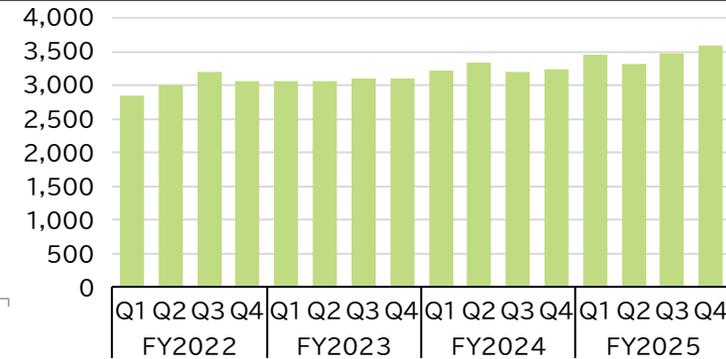
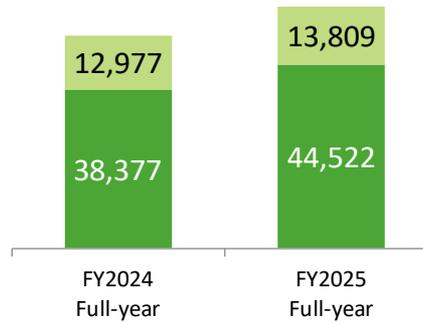
Effect of exchange rate	-	-145	+221	-173	-18	-115
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6. Maintenance Service and Sales of Consumables Ratio

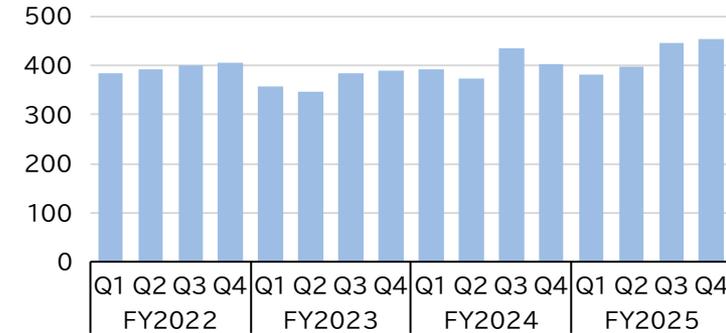
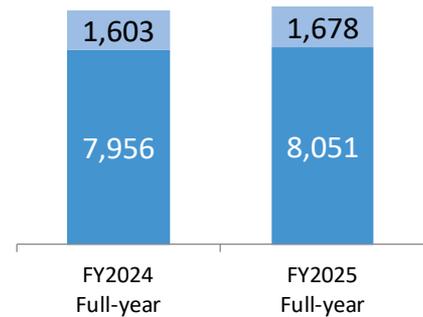
Breakdown of machine sales and maintenance/ services/ consumables sales

Quarterly trends in maintenance services and consumables

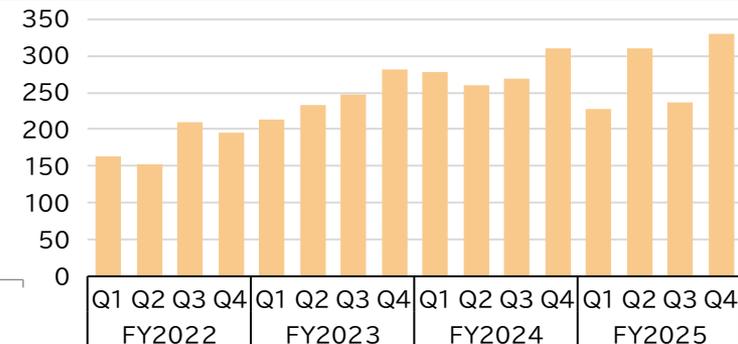
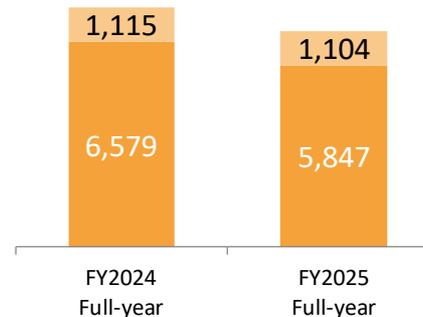
Machine tools	FY2024 Full-year		FY2025 Full-year	
Services & consumables	12,977	25.3%	13,809	23.7%
Machine sales	38,377	74.7%	44,522	76.3%
Total	51,355		58,332	



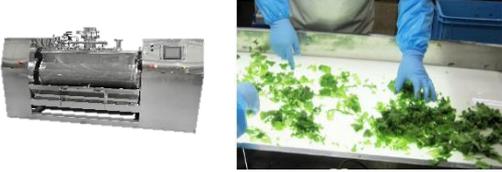
Industrial machinery	FY2024 Full-year		FY2025 Full-year	
Services & consumables	1,603	16.8%	1,678	17.2%
Machine sales	7,956	83.2%	8,051	82.8%
Total	9,560		9,730	



Food machinery	FY2024 Full-year		FY2025 Full-year	
Services & consumables	1,115	14.5%	1,104	15.9%
Machine sales	6,579	85.5%	5,847	84.1%
Total	7,695		6,952	



7. Composition of Segments and Key Products

Segment	Machine tools	Industrial machinery	Food machinery
<p>Major products</p>	<p>Die-sinker EDM</p>  <p>Wire-cut EDM</p>  <p>Small-hole drilling EDM</p>  <p>Metal 3D printer</p>  <p>Machining center</p>  <p>Laser processing machine</p> 	<p>Horizontal injection molding machine</p>  <p>Vertical injection molding machine</p>  <p>Light metal injection molding machine</p> 	<p>Noodle making machines (noodle production line)</p>  <p>Aseptically-packaged cooked rice production system *Part of the production line</p>  <p>Other food processing machines</p> 
<p>Sales market</p>	<p>Automotive, home appliances, electrical and electronic devices, aerospace, medical devices, energy, etc.</p>	<p>Automotive, electrical and electronic devices, medical devices, etc.</p>	<p>Noodle making (chilled noodles, Long-life noodles, frozen noodles, etc.), packaged cooked rice, confectionery/bread, Japanese- style deli dishes, vegetable processing, etc.</p>
<p>Production sites</p>	 <p>Kaga</p>  <p>Amoy</p>  <p>Thailand</p>  <p>Suzhou</p>	 <p>Kaga</p>  <p>Thailand</p>	 <p>Kaga</p>  <p>Amoy</p>

8. Exhibition Information

Exhibited at MECHATRONICS JAPAN 2025, Japan's Largest Machine Tool Trade Fair

- Under the theme of “Automation × Large-Scale × High Accuracy”, we propose solutions that support the future of manufacturing sites
- Showcasing integrated automation solutions that cover the entire process from electrode machining EDM

【 MECHATRONICS JAPAN 2025 – Overview 】

Dates: October 21–25, 2025 (4days)

Venue: Port Messe Nagoya

Visitors: Approximately 80,000

Exhibited Machines:

Wire-cut EDM: ALN600GH

Metal 3D Printer: LPM450

Electric Injection Molding Machine: MS150G2



Hosted “Sodick Metal 3D Printer Private Show”

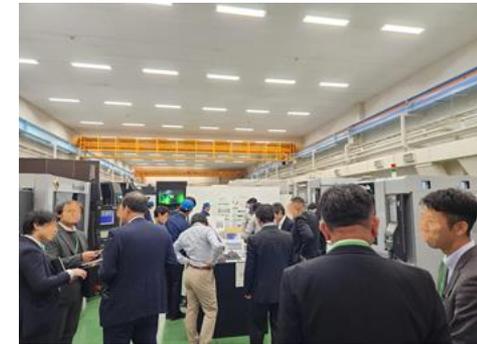
- Held a private show focused on metal 3D printers at our Kaga Factory
- In addition to displaying all machine models, we showcased a wide variety of fabricated samples
- Conducted customer-specific application exhibits using Sodick machines, as well as seminars on the latest technologies

【 Sodick Metal 3D Printer Private Show – Overview 】

Date: November 7, 2025

Venue: Sodick Kaga Factory (Ishikawa Prefecture)

Exhibited Machines: Metal 3D Printers: OPM250L+, LPM325S, LPM450



Commencement of Operations at the Suzhou Tech Center, Jiangsu Province, China



**Former:
Suzhou factory**



Transformation from a Production Base to a Service & Solutions Hub

With the consolidation of production functions into Amoy factory, the Suzhou facility has been repositioned as a hub dedicated to supporting customers by addressing their operational challenges.

Key Functions of the Suzhou Tech Center

Automation & DX Support

Functions as a service and solutions hub that supports customers' manufacturing DX initiatives and automation needs.

Promotion of System Development

Drives the development of automated electrode and workpiece exchange robots

Co-located the Offices of our Shanghai and Taiwan Sales Subsidiaries

Strengthen collaboration among sales, engineering, and service functions, with the aim of enhancing customer satisfaction.

Overview of the Suzhou Tech Center

Location: No. 18, Jinjin Street, Hucun, Suzhou City, Jiangsu Province, China

Structure: Steel-frame construction (4 floors above ground)

Floor Area: Site area: 10,667m²
Total floor area: 9,935m²

Production Volume: Compared with the former Suzhou factory, production volume decreased by approximately 20% year-on-year.



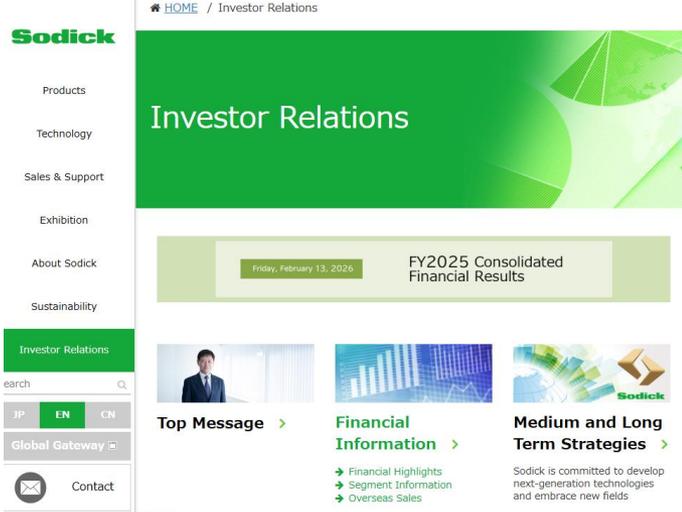
10. Introduction to Our Corporate Website

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



■ Investor Relations Information URL:

<https://www.sodick.co.jp/en/ir/>



■ 50th Anniversary Special Website URL:

<https://50th.sodick.co.jp/>



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