

FY2025 2Q (First Half) Results Briefing

Sodick Co., Ltd.

August 15, 2025



- ◆ FY2025 2Q Financial Results Summary
- ◆ FY2025 Outlook and Shareholder Returns
- ◆ Initiatives to Enhance Corporate Value
 - Action to Implement Management that is Conscious of Cost of Capital and Stock Price
 - Progress of Structural Reform
 - Initiatives for Rapid Business Growth
 - Capital Policy
 - Non-financial Initiatives



- ◆ **FY2025 2Q Financial Results Summary**
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Financial Results Highlights (2Q FY2025/12)



Consolidated Results	<p>Net sales increased, driven by strong performance across our three core segments, and operating profit returned to profitability as the effects of structural reforms</p> <p>Net sales: 37.9 billion yen +13.1% YoY</p> <p>Operating profit: 2.1 billion yen +2.2 billion yen YoY</p>
Machine tool	<p>Net sales increased due to higher unit volumes, while profit grew, reflecting improved profitability driven by structural reforms</p> <p>Net sales: 27.8 billion yen +11.9% YoY</p> <p>Segment profit: 3.0 billion yen +2.1 billion yen YoY</p>
Industrial machinery	<p>Number of sales volume increased driven by strong demand for optical connectors, but profit decreased as a result of higher SG&A expenses</p> <p>Net sales: 4.7 billion yen +6.7% YoY</p> <p>Segment profit: 0.1 billion yen -0.1 billion yen YoY</p>
Food machinery	<p>Strong demand for cooked rice and noodle production systems in Japan and abroad drove growth in both net sales and profit.</p> <p>Net sales: 2.7 billion yen +75.6% YoY</p> <p>Segment profit: 0.3 billion yen +0.3 billion yen YoY</p>
Others	<p>Net sales declined due to mold forming business slowdown, but profit returned to profitability as the effects of structural reforms</p> <p>Net sales: 2.6 billion yen - 1.9% YoY</p> <p>Segment profit: 0.1 billion yen +0.2 billion yen YoY</p>

* The adjustment amount for segment profit: - 1.5 billion yen

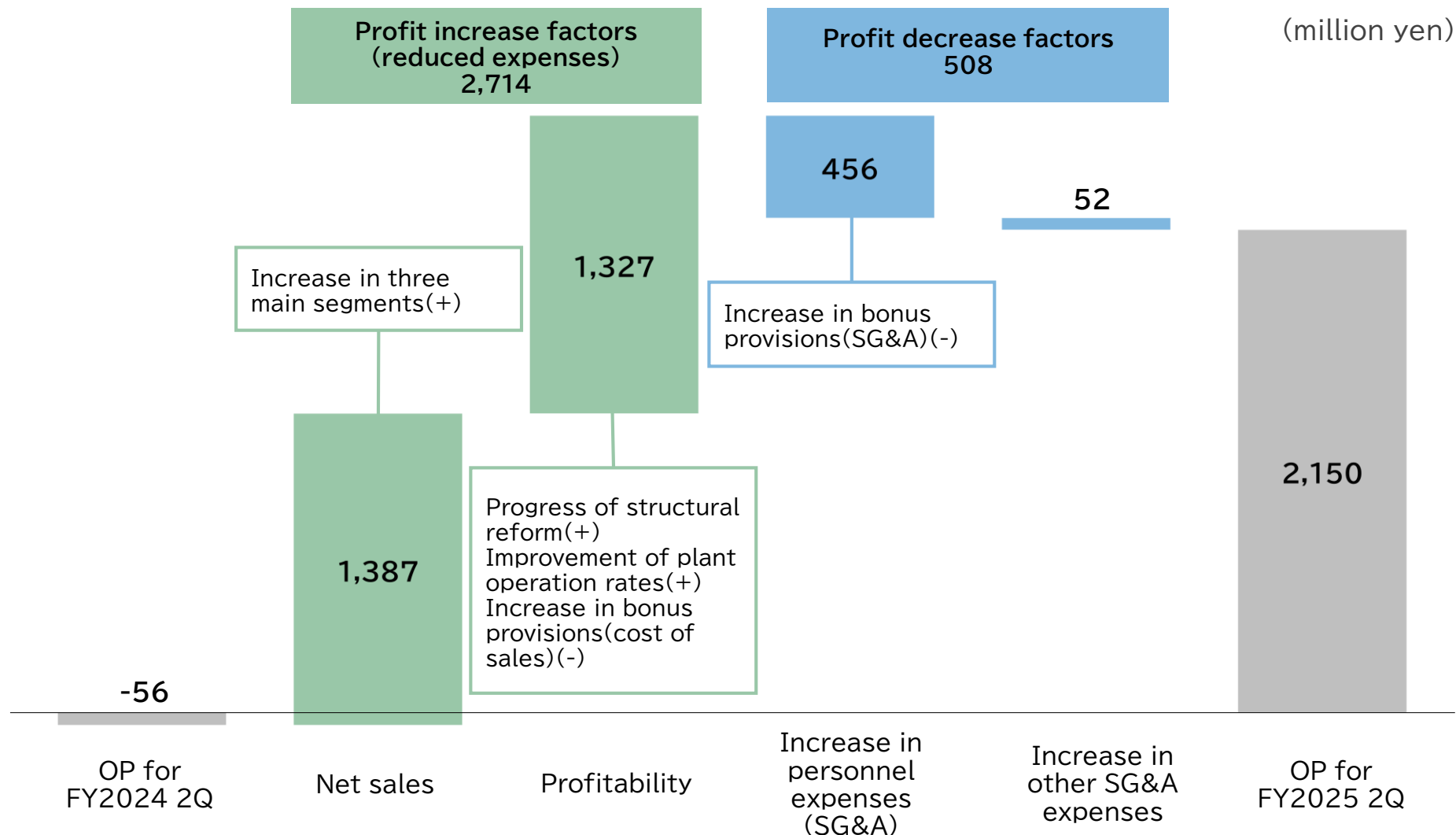
Financial Results Summary (2Q FY2025/12)

- ✓ Net sales increased by 13.1% YoY, driven by the solid performance of machine tool, industrial machinery and food machinery segments.
- ✓ Operating profit returned to profitability, as gross profit increased due to higher sales and the effects of structural reforms, despite an increase in SG&A expenses resulting from additional bonus provisions.
- ✓ Although non-operating expenses increased due to a foreign exchange loss of 0.7 billion yen, net income for the period rose 36.0% YoY.

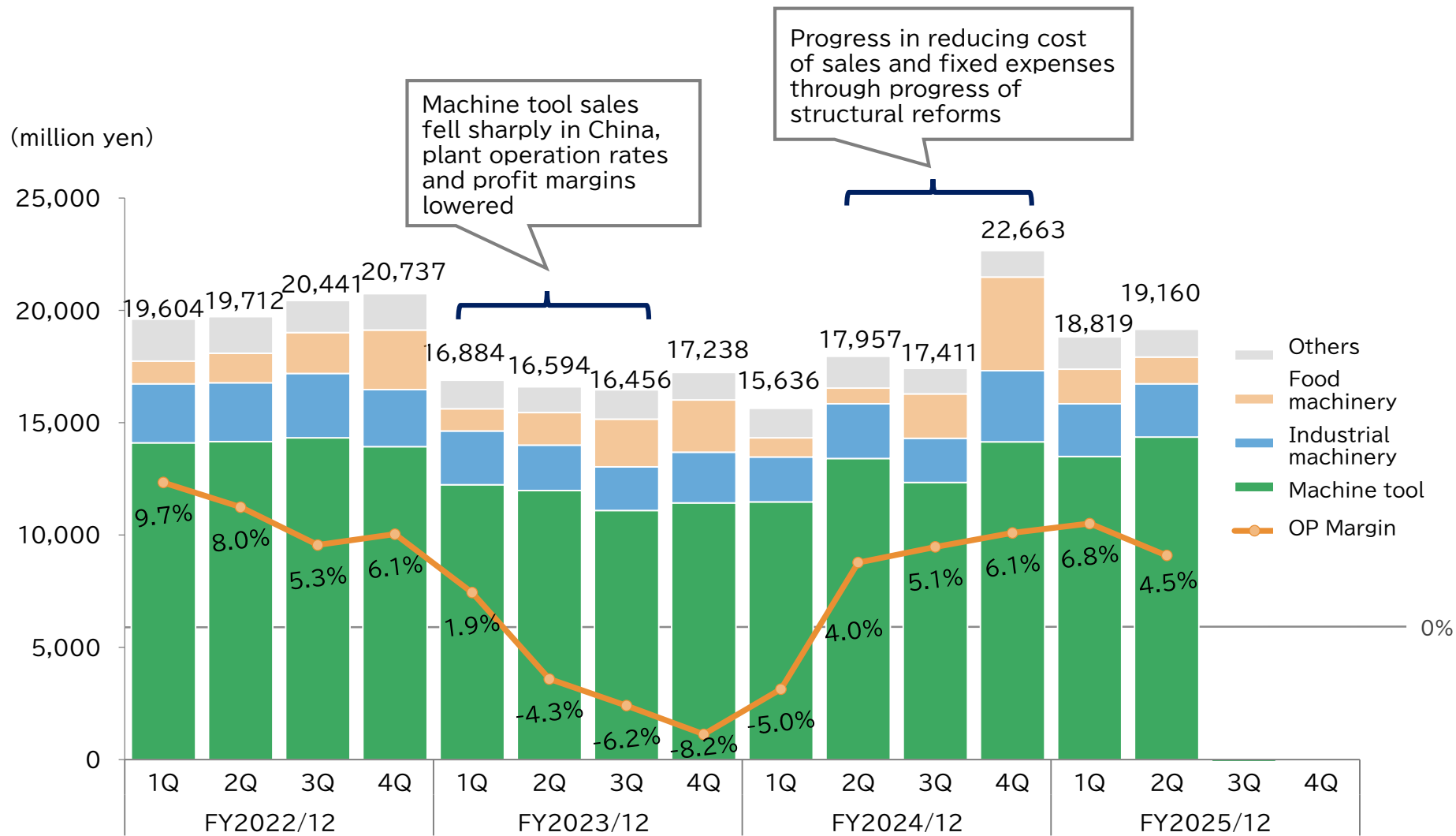
(million yen)	FY2022 2Q	FY2023 2Q	FY2024 2Q	FY2025 2Q	YoY
Net sales	39,317	33,479	33,594	37,980	13.1%
Gross profit	13,140	10,242	10,626	13,342	25.6%
GP margin	33.4%	30.6%	31.6%	35.1%	3.5pt
Operating profit	3,479	-390	-56	2,150	-
OP margin	8.8%	-1.2%	-0.2%	5.7%	-
Ordinary profit	5,958	841	1,502	1,538	2.4%
Profit	4,121	-103	800	1,088	36.0%
ROE(annual basis)	10.5%	-0.3%	2.0%	2.6%	0.6pt
Capital investment	1,577	2,923	1,439	1,303	-9.4%
Depreciation	1,705	1,815	1,786	1,668	-6.6%
R&D expenses	1,459	1,706	1,518	1,738	14.5%
Average rate during the period					
USD/JPY	123.14	135.00	152.36	148.40	3.96 up
EUR/JPY	134.39	145.93	164.70	162.25	2.45 up
CNH/JPY	18.91	19.45	21.04	20.45	0.59 up
THB/JPY	3.65	3.95	4.21	4.43	0.22 down

Analysis on Change in Operating Profit / Loss

- ✓ In addition to the effect of increased sales, progress in structural reforms led to improved profitability, resulting in a significant YoY increase in gross profit. (Gross profit margin improved by 3.5% YoY.)
- ✓ SG&A expenses increased YoY due to increased in bonus provisions and other factors, but operating profit rose by approximately 2.2 billion yen.



Trends in Net Sales and Operating Profit Margin (Quarterly) **Sodick**



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		
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Foreign exchange impact on net sales (YoY for each year)

+5.7 billion yen

+1.7 billion yen

+2.6 billion yen

- 0.5 billion yen

Financial Results by Segment

(million yen)		FY2022 2Q	FY2023 2Q	FY2024 2Q	FY2025 2Q	YoY
Net sales	Machine tool segment	28,245	24,201	24,876	27,847	11.9%
	Industrial machinery segment	5,244	4,418	4,432	4,730	6.7%
	Food machinery segment	2,344	2,448	1,548	2,718	75.6%
	Other segments	3,482	2,411	2,737	2,684	-1.9%
Total net sales		39,317	33,479	33,594	37,980	13.1%
Segment profit	Machine tool segment	3,938	1,457	965	3,071	218.1%
	Industrial machinery segment	544	5	295	141	-52.1%
	Food machinery segment	3	97	7	354	4788.7%
	Other segments	277	-291	-90	138	-
Total segment profit		4,763	1,268	1,178	3,706	214.6%
Adjustment amount		-1,284	-1,659	-1,234	- 1,555	-
Total operating profit		3,479	-390	-56	2,150	-

Financial Results by Segment



Machine Tool Segment

Net sales

Japan: Automobile-related demand remained sluggish. The connectors and electronic components, aerospace, medical and energy-related remained robust.

Greater China: Demand for NEV vehicles, smartphones, and optical connectors for data centers and electronic components remained robust.

Asia: Overall market remained robust. Especially, demand for semiconductors in South Korea and automobile-related demand in Thai, toy-related demand in Vietnam remained robust.

North and South America: Automobile-related demand remained weak. Demand for AI-related electronic, aerospace and medical device components remained robust.

Europe: Aerospace, medical device and energy-related components remained robust.

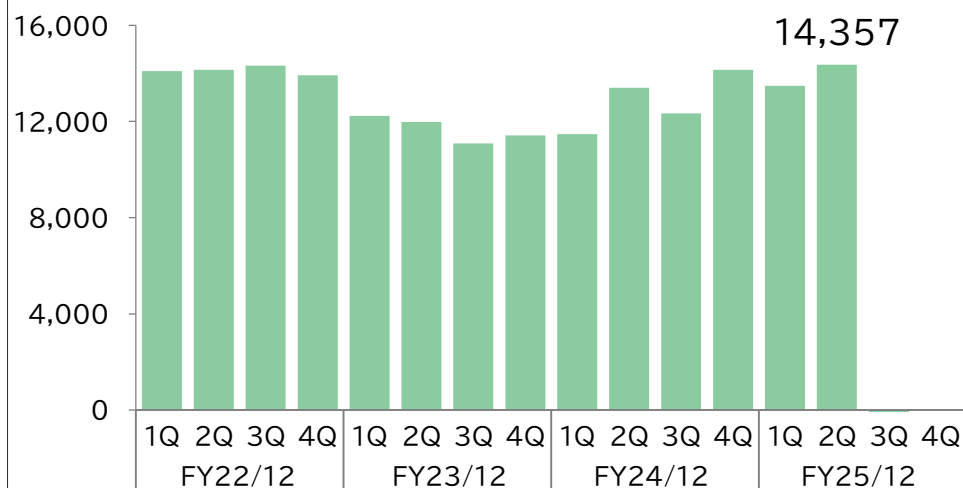
Profit

Segment profit increased due to consolidation of production in China, workforce optimization, and improved plant operation rates

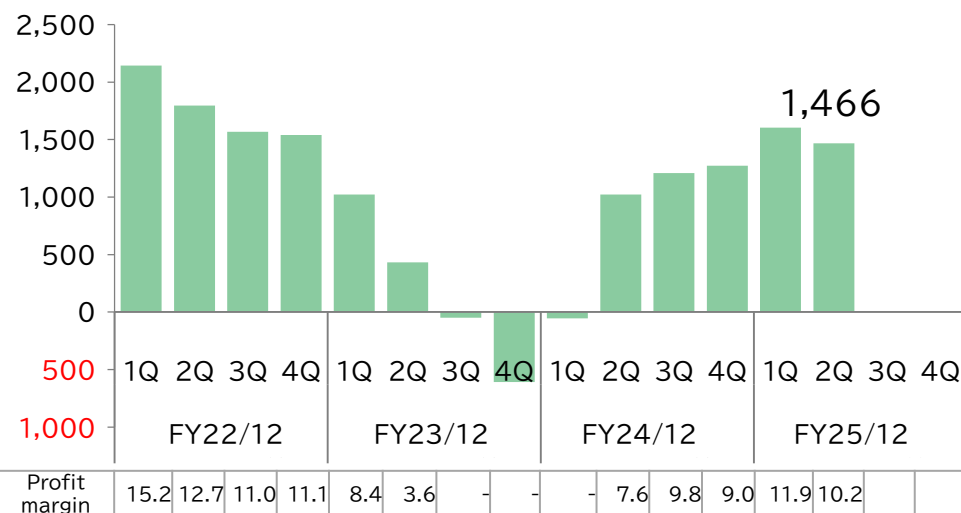
(million yen)	FY2024 2Q	FY2025 2Q	YoY	
Net sales	24,876	27,847	2,971	11.9%
Segment profit	965	3,071	2,106	218.1%

Profit margin 3.9% 11.0%

Trends in net sales (Quarterly)_(million yen)

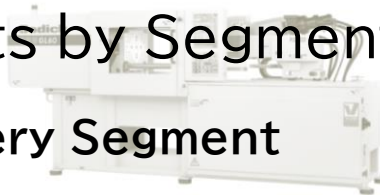


Trends in segment profit (Quarterly)



Profit margin	15.2	12.7	11.0	11.1	8.4	3.6	-	-	-	7.6	9.8	9.0	11.9	10.2		
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Financial Results by Segment



■Industrial Machinery Segment

Net sales

Japan: Demand for data center optical connectors, smartphone and contact lenses remained robust.

Greater China: Automobile-related demand remained weak, and optical connector demand remained robust.

Asia: Demand for mobile connectors remained robust (South Korea).

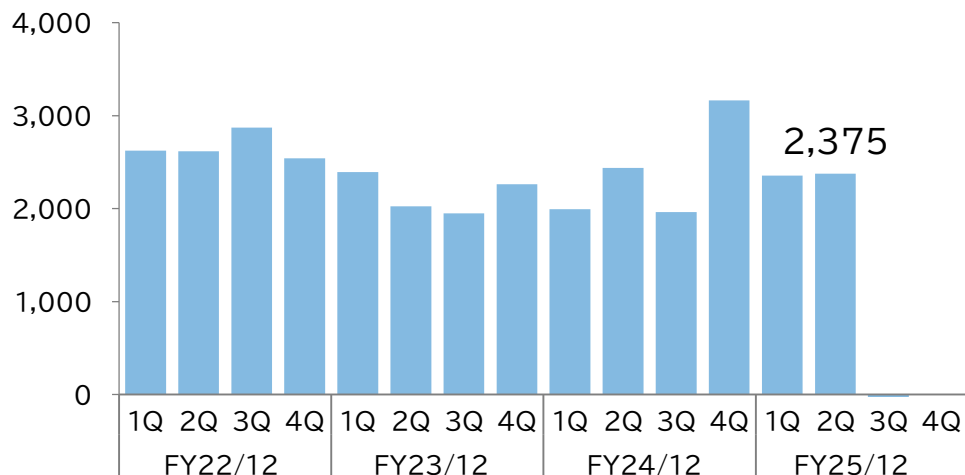
North America: Demand for optical connectors remained robust.

Profit

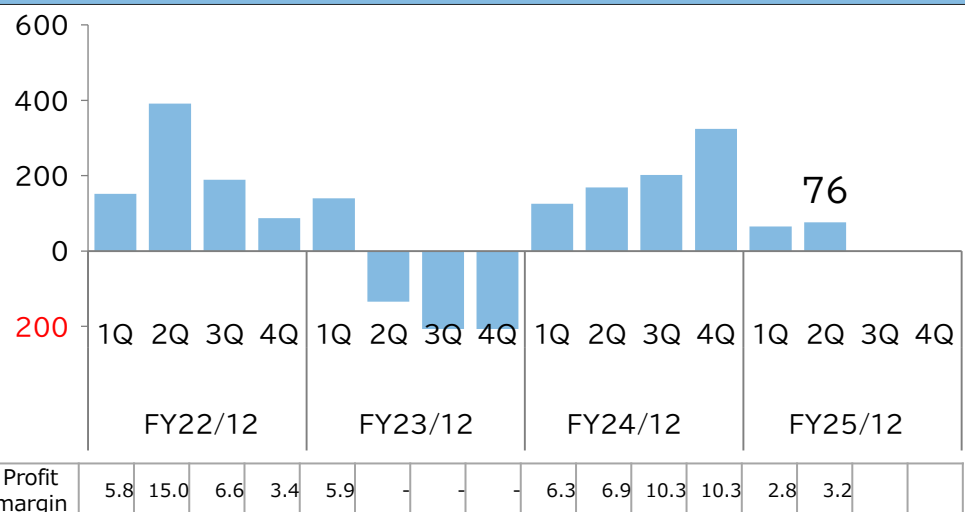
Segment profit decreased due to an increase in personnel expenses and a review of expenses associated with organizational changes.

(million yen)	FY2024 2Q	FY2025 2Q	YoY	
Net sales	4,432	4,730	298	6.7%
Segment profit	295	141	-154	-52.1%
Profit margin	6.7%	3.0%		

Trends in net sales (Quarterly)_(million yen)



Trends in segment profit (Quarterly)



Profit margin	5.8	15.0	6.6	3.4	5.9	-	-	-	6.3	6.9	10.3	10.3	2.8	3.2		
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Financial Results by Segment



■ Food Machinery Segment

Net sales

Demand for noodle making machine-related equipment and aseptically-packaged cooked rice production systems domestic and overseas remained robust.

Demand for replacement of noodle making equipment continued in Japan.

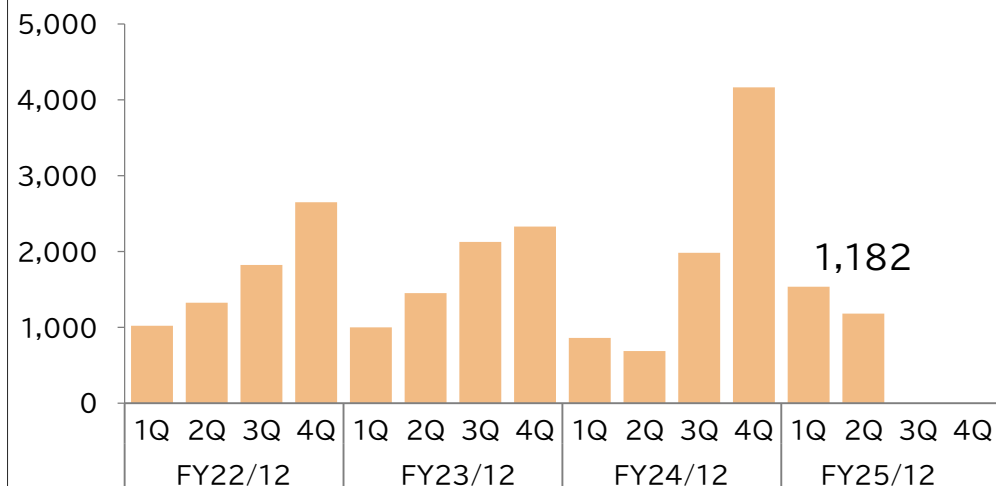
Demand for fresh noodles and cooked rice continues in Greater China, South Korea, and Southeast Asia.

Profit

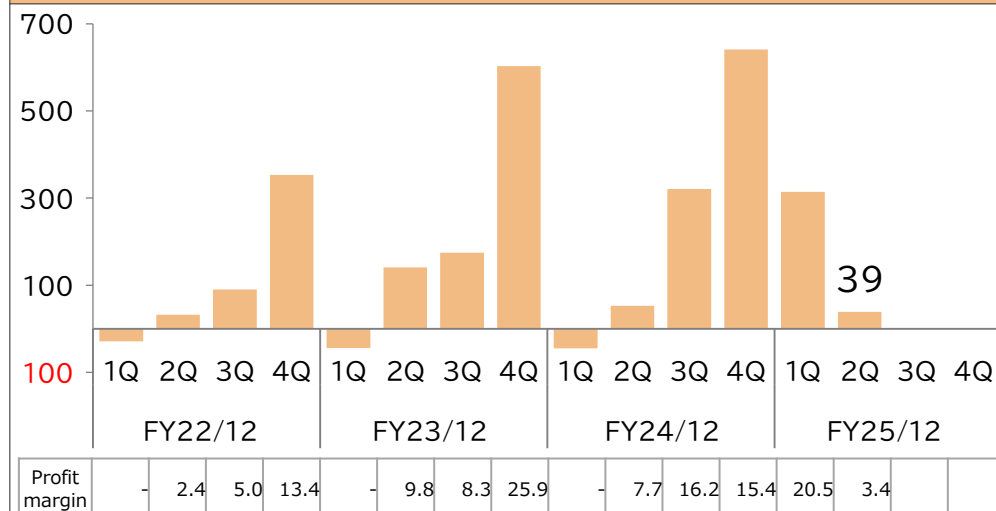
Segment profit improved due to increased net sales

(million yen)	FY2024 2Q	FY2025 2Q	YoY	
Net sales	1,548	2,718	1,170	75.6%
Segment profit	7	354	347	4,788.7%
Profit margin	0.5%	13.0%		

Trends in net sales (Quarterly)_(million yen)



Trends in segment profit (Quarterly)



Financial Results by Segment

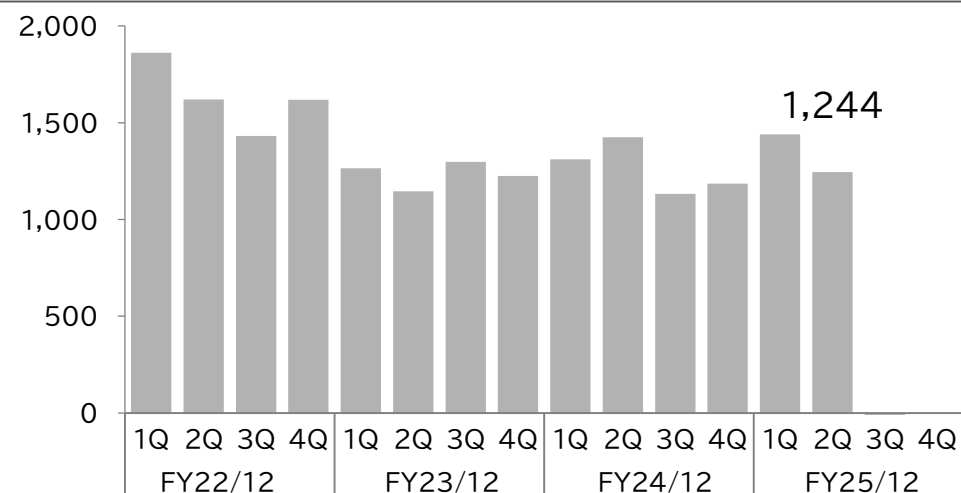
■ Other Segments

(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.)

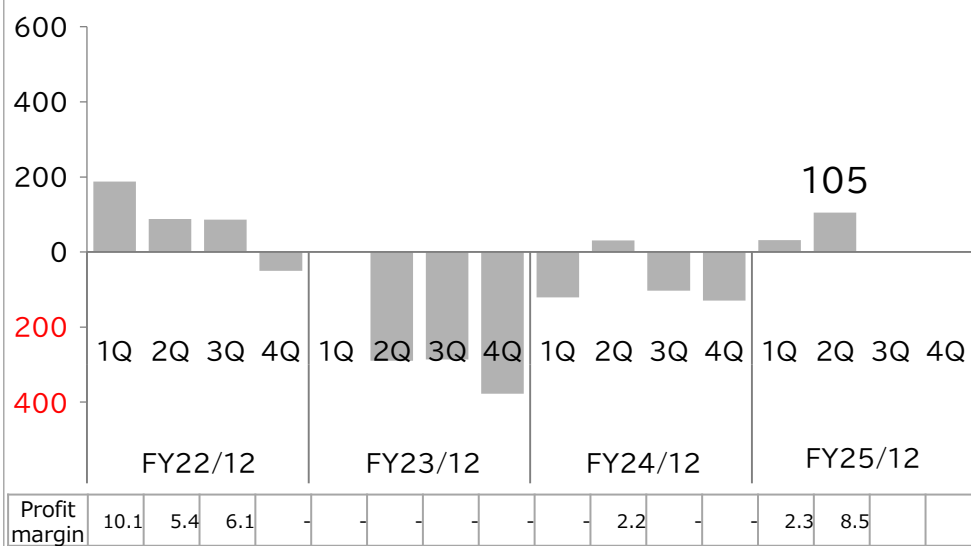
Net sales	Mold operations: Although demand for automobile-related businesses, which are our main customers, has been slowing in regions other than Greater China, we have secured a certain level of operation.
	Ceramics and LED: Both the semiconductor and LED industries are on a recovery trend. However, net sales slightly decreased due to postponed sales.
Profit	Return to profitability due to progress in structural reform, etc.

(million yen)	FY2024 2Q	FY2025 2Q	YoY	
Net sales	2,737	2,684	-53	-1.9%
Segment profit	-90	138	228	-
Profit margin	-3.3%	5.1%		

Trends in net sales (Quarterly)_(million yen)

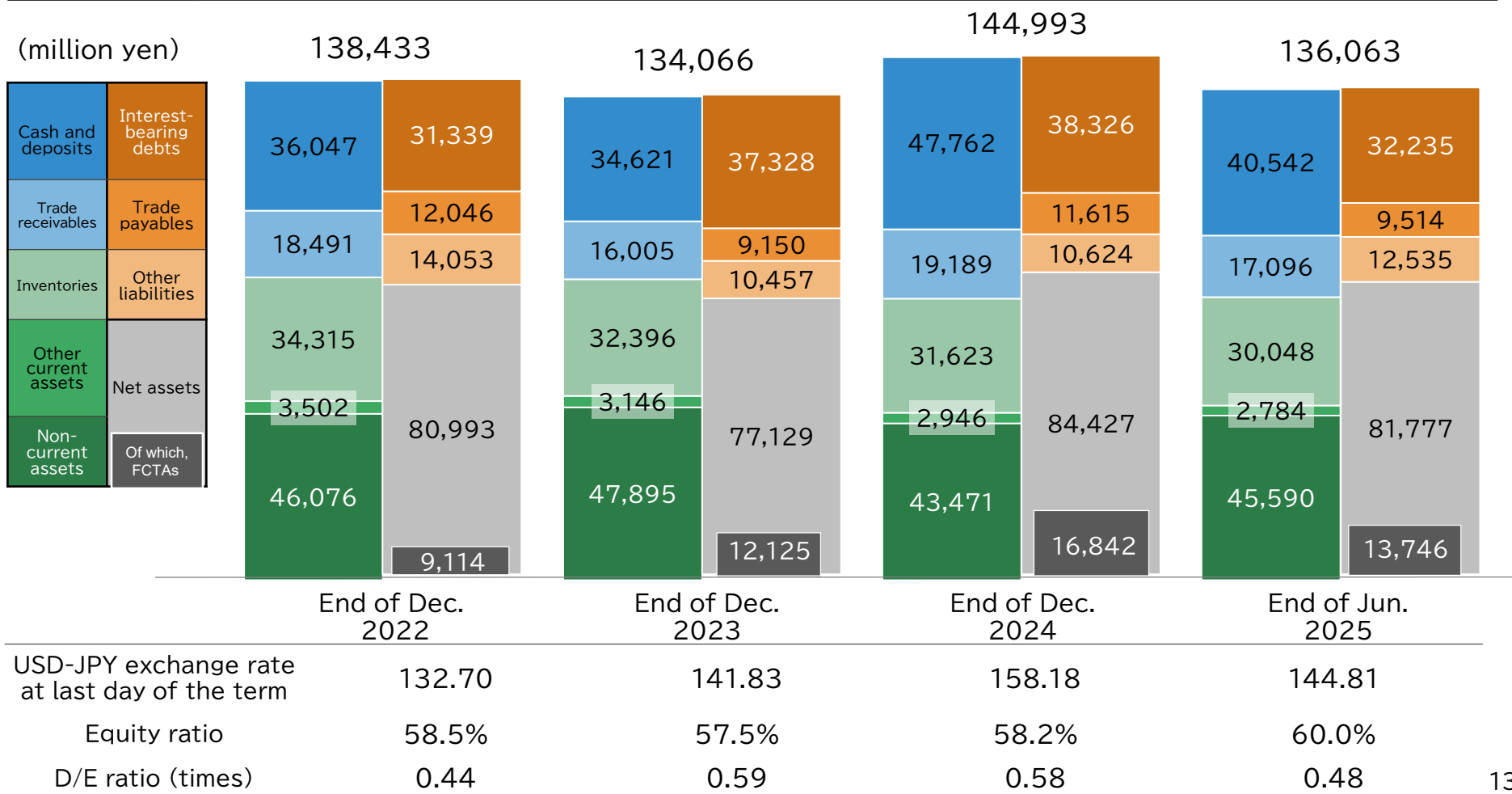


Trends in segment profit (Quarterly)



Balance Sheet

	Change from the previous fiscal year-end	Details
Total assets	-8.9 billion yen	Cash and deposits(-7.2 billion yen), Trade receivables (-2.0 billion yen), Inventories (-1.5 billion yen), Increase in goodwill (+3.2 billion yen) etc.
Liabilities	-6.2 billion yen	Interest-bearing debts(-6.0 billion yen) etc.
Net assets	-2.6 billion yen	Foreign Currency Translation Adjustment Account(-3.0 billion yen) etc.

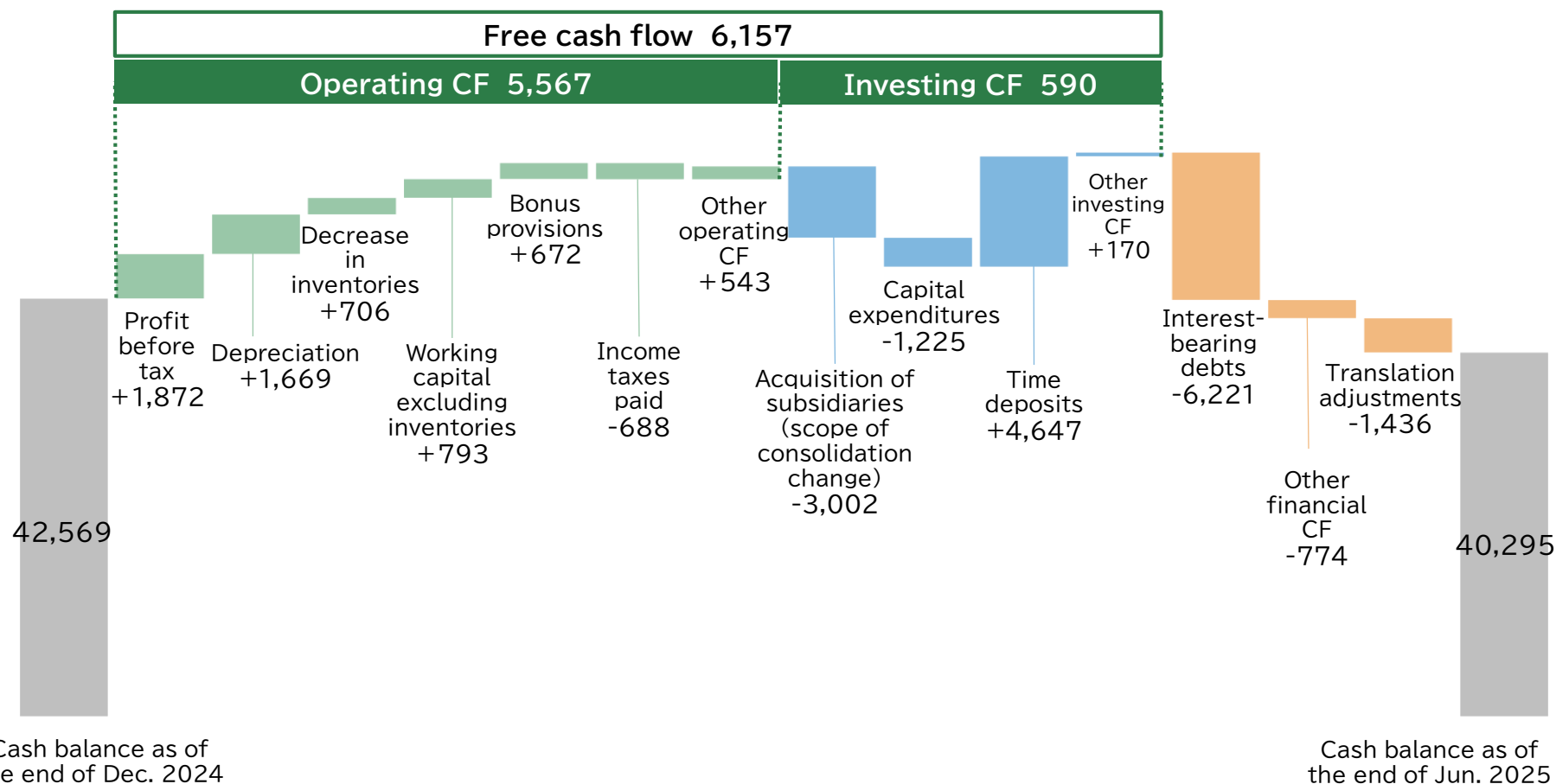


Cash Flow

Sodick

(million yen)

	FY2022	FY2023	FY2024	FY2025 2Q
Operating CF	3,543	-14	9,969	5,567
Investing CF	-10,957	-2,492	-1,632	590
Financing CF	-6,012	1,421	-1,041	-6,995
Balance of cash and cash equivalents at term end	33,158	33,305	42,569	40,295



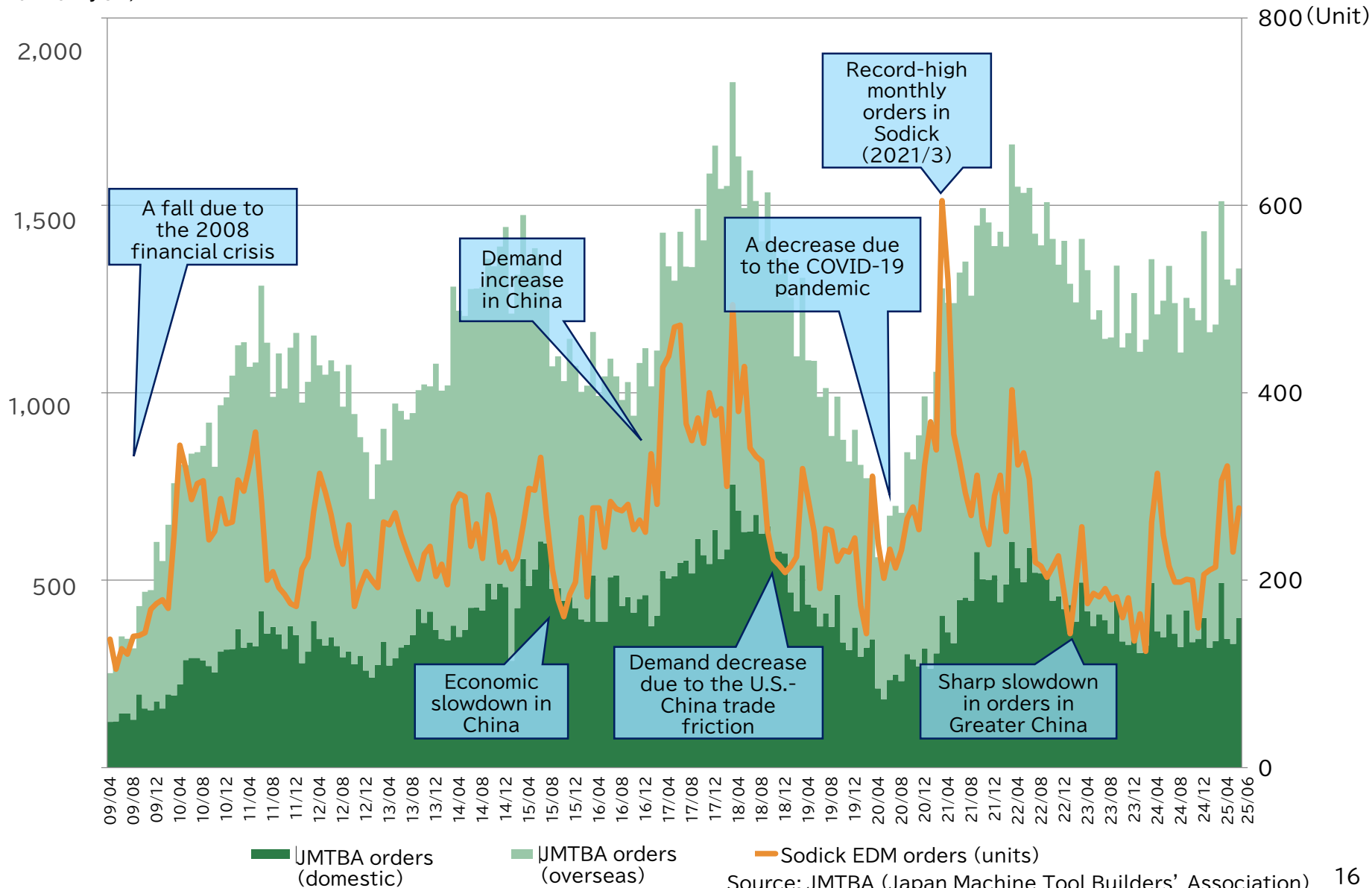
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Trends in JMTBA Order Volume and Sodick EDM (Electrical Discharge Machine) Order Volume



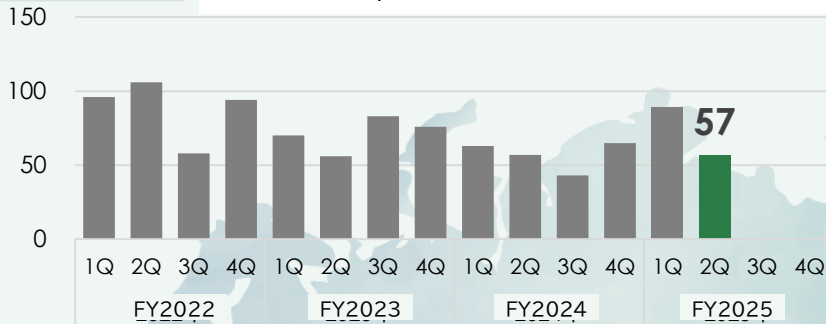
(0.1 billion yen) Trends in JMTBA Machine Tool Orders (amount) and Sodick EDM Orders (units)



Trends in Sodick EDMs Order Volume by Region (Quarterly)**Sodick**

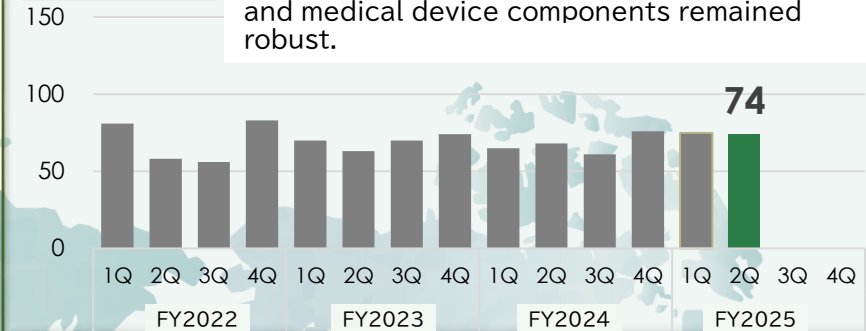
Europe

Aerospace, medical device and energy-related components remained robust.



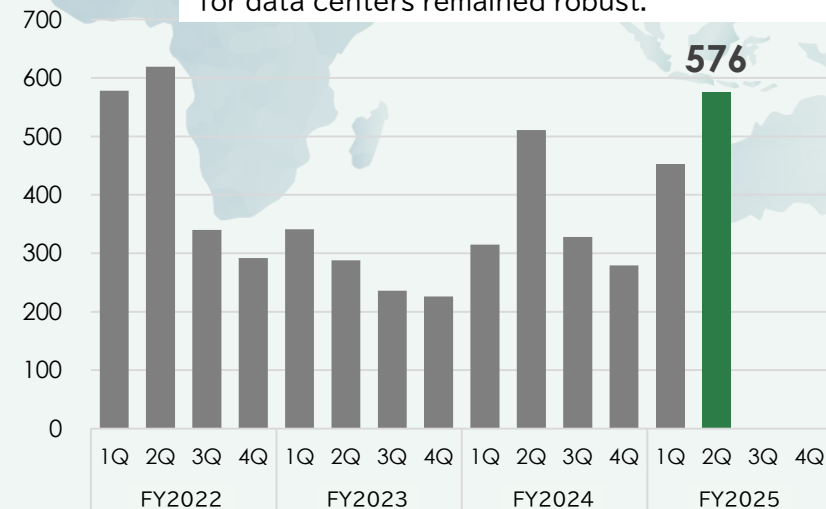
North and South America

Automobile-related demand remained weak. Demand for AI-related electronic, aerospace and medical device components remained robust.



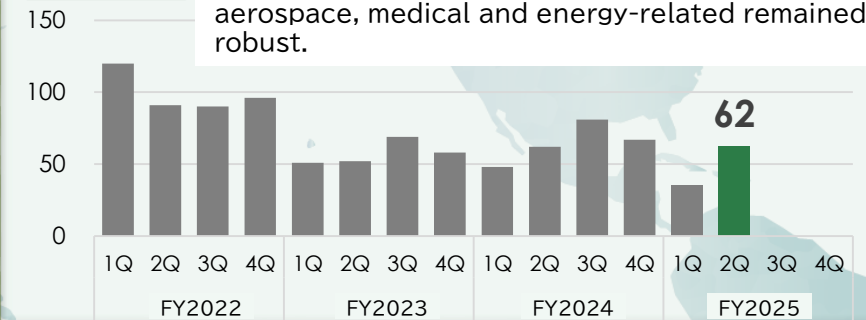
Greater China

Demand for NEV vehicles, smartphones, and optical connectors and electronic components for data centers remained robust.



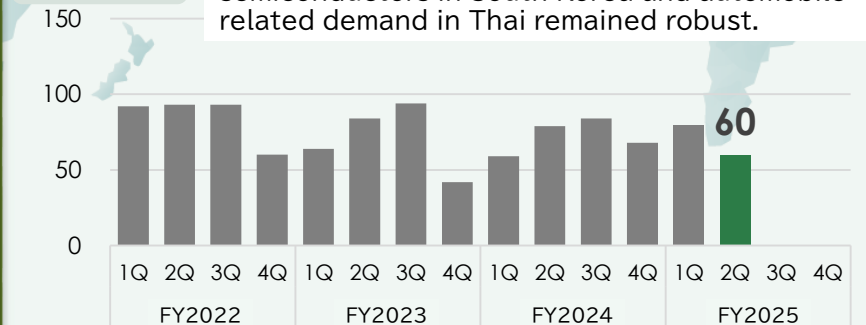
Japan

Automobile-related demand remained sluggish. The connectors and electronic components, aerospace, medical and energy-related remained robust.



Asia

Overall market remained robust. Demand for semiconductors in South Korea and automobile-related demand in Thai remained robust.



FY2025/12 Full-year Financial Results Projections **Sodick**

- ✓ Due to high uncertainty surrounding the future market environment, concerns remain regarding sustained demand in Greater China and the impact of U.S. tariff policy, the initial full-year plan was left unchanged.
- ✓ We will continue to steadily advance structural reforms across the group to improve profitability.

(million yen)	FY2022	FY2023	FY2024	FY2025		
				Planned (Feb. 13)	2Q Actual	Progress rate
Net sales	80,495	67,174	73,668	77,400	37,980	49.1%
Operating profit	5,813	-2,819	2,231	4,300	2,150	50.0%
OP margin	7.2%	-4.2%	3.0%	5.6%	5.7%	-
Ordinary profit	8,275	-1,257	3,627	3,800	1,538	40.5%
Profit	6,021	-4,604	4,115	2,900	1,088	37.5%
ROE	7.8%	-5.8%	5.1%	3.4%	2.6%	-
Average rate during the period						
USD/JPY	131.62	140.67	151.69	150.00	148.40	
EUR/JPY	138.14	152.11	164.05	165.00	162.25	
CNH/JPY	19.45	19.81	21.01	21.00	20.45	
THB/JPY	3.75	4.04	4.30	4.50	4.43	

FY2025/12 Full-year Financial Results Projections (by Segment)

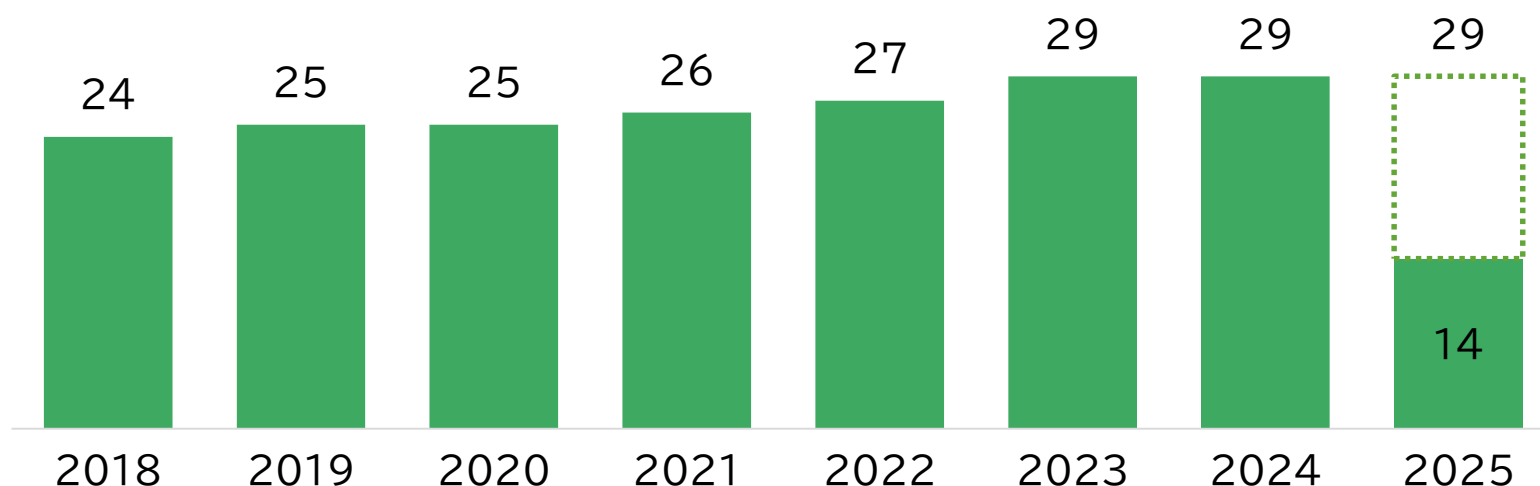
- ✓ Machine tool: Operating profit has progressed better than initially planned due to structural reforms and cost reductions
- ✓ Industrial machinery: While demand for optical connectors remains robust, continued weakness in automobile-related demand has led to delays in progress.
- ✓ Food machinery: Although slow progress in the first half, sales of both noodle making machines and cooked rice production systems are expected to increase in the second half

(million yen)	FY2022	FY2023	FY2024	FY2025		
				Planned (Feb. 13)	2Q Actual	Progress rate
Machine tool segment	56,492	46,706	51,355	53,000	27,847	52.5%
Industrial machinery segment	10,656	8,630	9,560	10,800	4,730	43.8%
Food machinery segment	6,813	6,902	7,695	7,900	2,718	34.4%
Other segments	6,533	4,934	5,057	5,700	2,684	47.1%
Total net sales	80,495	67,174	73,668	77,400	37,980	49.1%
Machine tool segment	7,046	798	3,447	5,000	3,071	61.4%
Industrial machinery segment	820	-478	823	800	141	17.7%
Food machinery segment	447	876	969	900	354	39.4%
Other segments	313	-954	-323	300	138	46.1%
Total segment profit	8,628	241	4,916	7,000	3,706	52.9%
Adjustment amount	-2,814	-3,060	-2,685	-2,700	-1,555	57.6%
Total operating profit	5,813	-2,819	2,231	4,300	2,150	50.0%

Basic Policy

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

Dividends per share(yen)



DOE (%)	2.1	2.1	2.1	2.3	2.1	2.2	2.3	2.2 (Projection)
Total return ratio ^{※2} (%)	17	56	91	26	47	— ^{※3}	40	51 (Projection)
Purchase of treasury shares (million yen)	—	—	52	411	1,432	1,201	176	—

*1 Dividends per share: 26 yen or more (calculated from the average shareholders' equity at the beginning and the end of FY2024/12 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.

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Medium-term Management Plan

External environment



Goals

We contribute to a sustainable society through manufacturing by further developing our own technologies and promoting application development to new product groups.

Medium-term Management Plan 2025-2027

- Promote business structural reforms
- Strengthen the structure for stable revenue
- Create growth drivers

(100 million yen)

	2024 Actual	2027 Target	2024 → 2027
Net sales	736	885	+6.3%/year
Operating profit	22	70	+46.4%/year
OP margin	3.0%	7.9%	+4.9pt
PBR	0.4times	1.0times	+0.6pt
ROE	5.1%	8.0%	+2.9pt

Long-term vision for further advancement

- Optimize the business portfolio
- Strengthen global management
- Advance sustainability management

Machine tool segment

- Optimize production scale in China
- Global production system adapted to foreign exchange environment (Kaga, Thailand, China)
- Reduce fixed costs, through personnel optimization, etc.

Industrial machinery segment

- Returning to domestic production
- Shift sales to high-value added models
- Provide automation solutions
- Full-scale sales activities in the European market

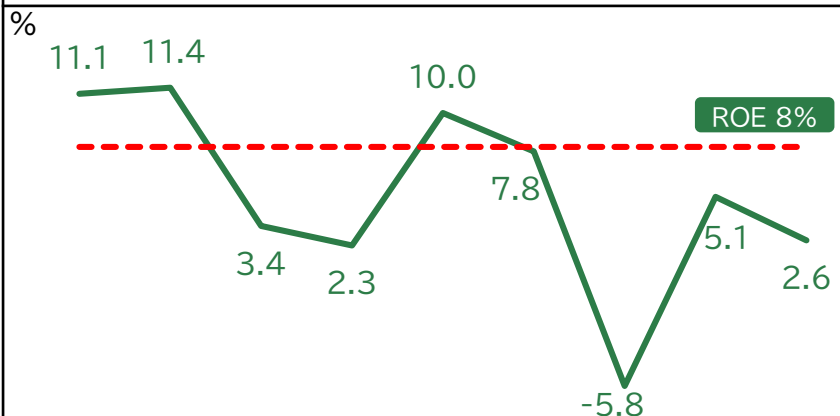
Food machinery segment

- Expanding sales by strengthening overseas sales structure
- Saving energy, enhancing productivity, making products smaller and more functional
- Expand business scale through development of new food machinery etc.

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



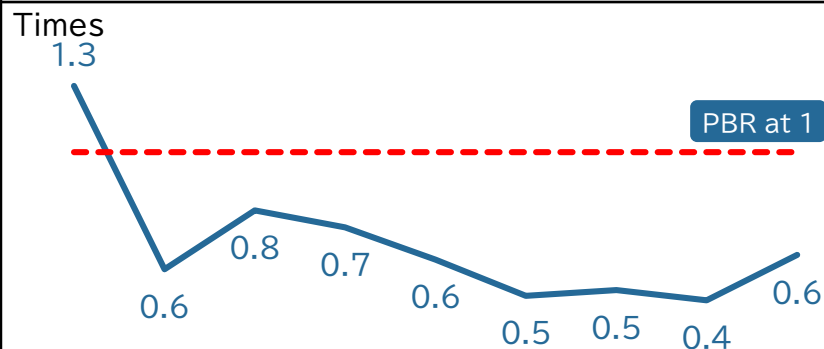
2017 2018 2019 2020 2021 2022 2023 2024 2025

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

*For fiscal 2025, figures are annualized as of the end of June 2025.

Market valuation (PBR)

- PBR has remained below 1 for seven 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.



2017 2018 2019 2020 2021 2022 2023 2024 2025

PBR: Year-end* stock price / Year-end* net assets per share

*For fiscal 2025, figures are as of the end of June 2025.

Efforts to improve return on equity

Improvement of profitability

Promote structural reforms
Business expansion through M&A
Develop new products

Improvement of asset efficiency

Inventory compression
Liquidate idle assets

Optimization of financial base

Global cash management
Optimize capital allocation

Efforts to improve market valuation

Strengthen shareholder returns

Stable dividends with DOE of 2.0% or higher and total return ratio of 40% or more

Promotion of sustainability

Efforts to achieve KPIs for the four materiality issues

Strengthening corporate governance

Revise the composition of the Board of Directors
Develop next-generation leaders

Promotion of IR/SR activities

Strengthen constructive dialogue with investors
Enhance disclosure in English for overseas investors
Enhance non-financial information disclosure

Progress in Structural Reforms

	Policy	Progress	Management indicators (100 million yen)			
				FY2024 Results	FY2025 Forecast	FY2027 Target
Machine tool segment	<ul style="list-style-type: none"> Optimize production scale in China Global production system adapted to foreign exchange environment (Kaga, Thailand, China) Reduce fixed costs through personnel optimization, etc. 	<ul style="list-style-type: none"> Suzhou Plant is reducing production (the new base is schedule to start operations in November 2025) Through personnel optimization at overseas factories, the number of production volume per person has increased 	Net sales	513	530	599
			Segment profit	34	50	71
			Segment profit margin	6.7%	9.4%	11.9%
Industrial machinery segment	<ul style="list-style-type: none"> Return to domestic production Shift sales to high value-added models Provide automation solutions Full-scale sales activities for the European market 	<ul style="list-style-type: none"> Strengthening domestic production Amoy Plant has suspended production Increased sales of high value-added models Forming a new business project 	Net sales	95	108	124
			Segment profit	8	8	10
			Segment profit margin	8.6%	7.4%	8.1%
Food machinery segment	<ul style="list-style-type: none"> Expand sales by strengthening overseas sales structure Saving energy, enhancing productivity, making products smaller and more functional Expand business scale through development of new food machinery and contract manufacturing 	<ul style="list-style-type: none"> Overseas net sales are improving Developing a continuous vacuum cooling equipment for labor saving 	Net sales	76	79	100
			Segment profit	9	9	11
			Segment profit margin	12.6%	11.4%	11.0%

Initiatives for Business Growth

Sodick

~Acquisition of Prima Additive S.r.l. to Growth and Develop Our Metal 3D Printer Business~

Overview of Prima Additive

(1)Name	Prima Additive S.r.l
(2)Address	Turin, Italy
(3)Name of Representative	CEO Paolo Calefati
(4)Description of Businesses	Mainly engaged in 3D printer manufacturing and sales
(5)Capital	117 thousand EUR
(6)Major shareholders and percentage of shares	9.5% ➔ 94.35%(May 9, 2025)



To make a significant leap forward in the rapidly growing metal 3D printing industry, we have acquired Prima Additive, anticipating strong synergies across industrial sectors, product portfolios, and sales regions.

Expand industrial sectors

Sodick
Mainly mold processing

Prima Additive
Parts processing
(aerospace, automotive, energy, oil, gas, electricity, jewelry, medical and marine, etc.)

Strengthen sales network

Sodick
North America
Japan
Greater China
Southeast Asia

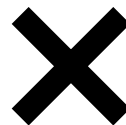
Prima Additive
Europe
India
Middle East
South Africa

Initiatives for Business Growth

Sodick

~Business Alliance with Advantage Advisors (currently Advantage Partners) and Fundraising~

Overview of Business Alliance



ADVANTAGE
PARTNERS

Our Priority Measures

- Enhanced management control
- Global expansion
(Reducing dependence on China)
- Strengthening solution business
- New business creation with Metal 3D printers and Laser processing machines
- High value-added to meet industry needs

Value Proposition

- Data-based analytical skills
- Advanced portfolio management expertise
- Abundant business network including Asia locations
- Strength in planning and executing new measures for value-creation
- Ability to lead new business creation, including driving M&A initiatives
- Extensive experience in multi-sector investments and accumulated market knowledge

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 billion yen	approx. 2 billion yen
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 yen 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%	-

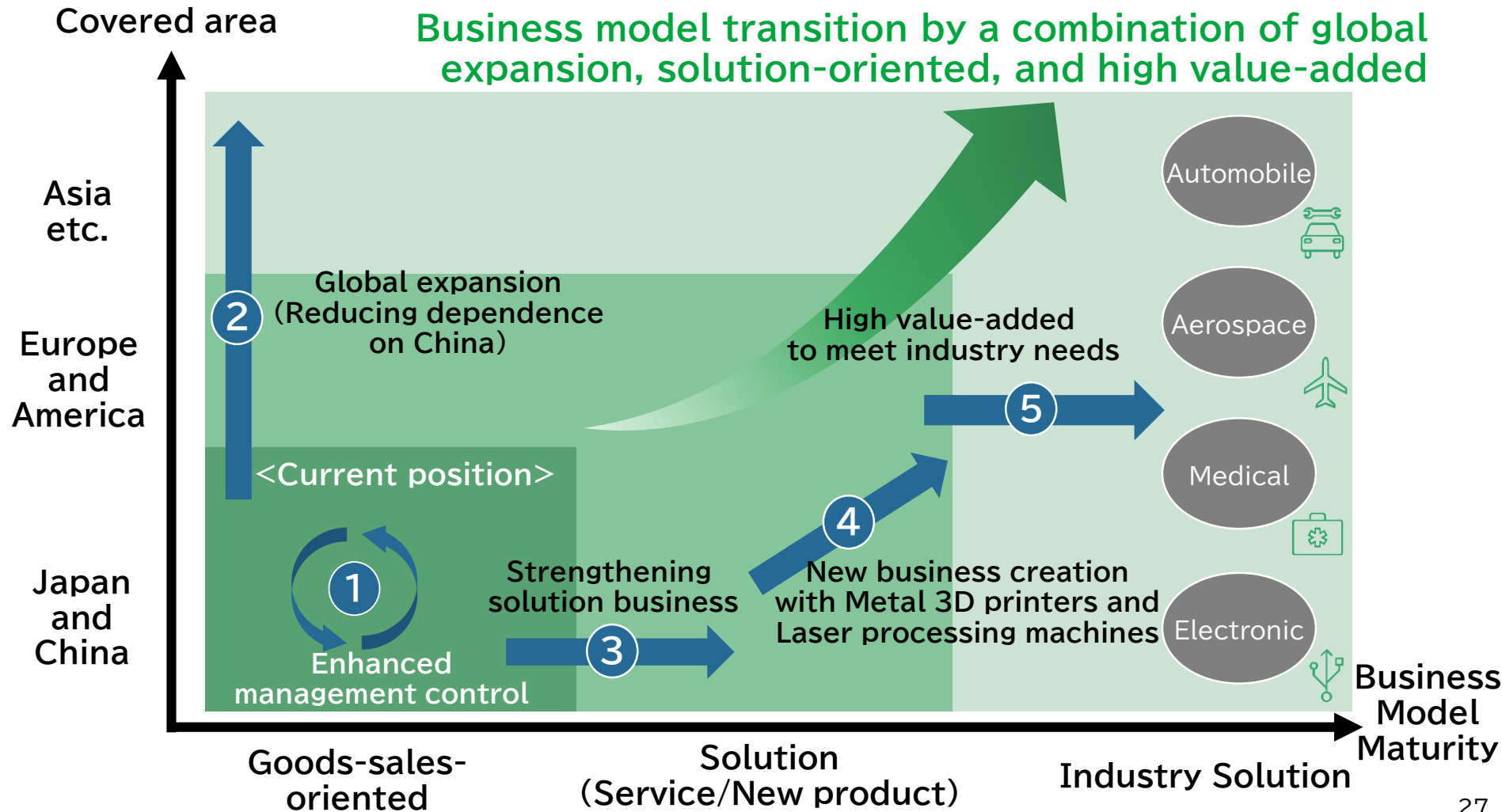


Use of the Proceeds	Size of funds
Promotion of global expansion	3 billion yen
M&A to grow the business	4 billion yen
Other growth acceleration strategic investments (Investments in digital transformation (DX), human capital, and other infrastructure enhancements)	3 billion yen

Initiatives for Business Growth

~Business Alliance with Advantage Advisors (currently Advantage Partners) and Fundraising~

With a stabilized revenue base through enhanced management control, we are shifting toward a global expansion, solution-oriented, and high value-added business model.



Initiatives for Business Growth

~Business Alliance with Advantage Advisors (currently Advantage Partners) and Fundraising~

Schedule

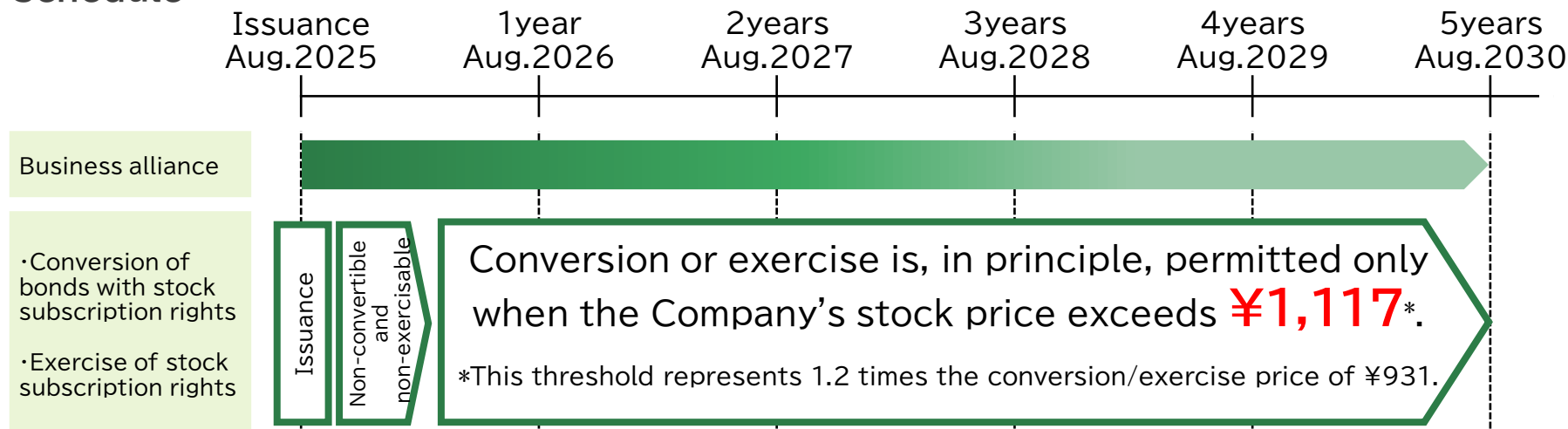


Image of Growth

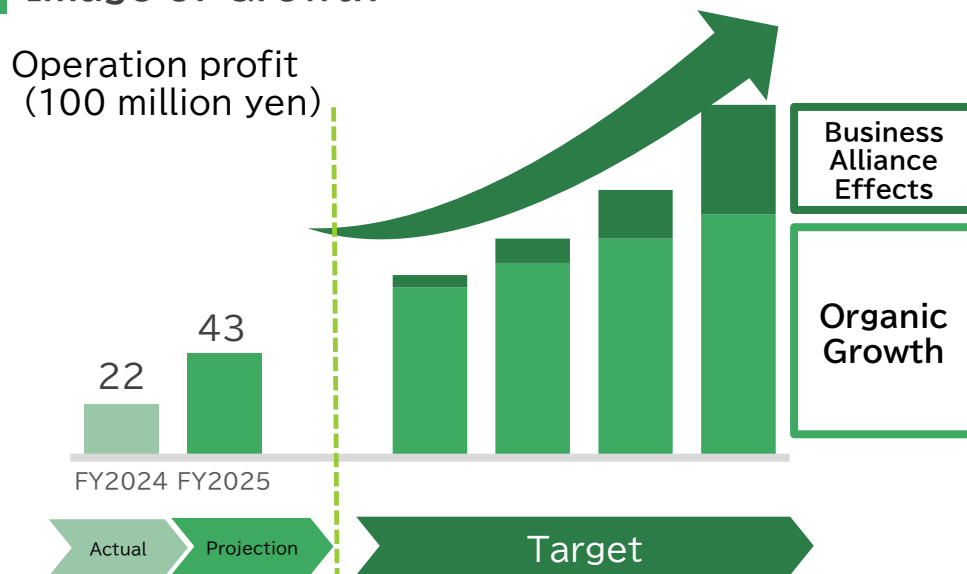
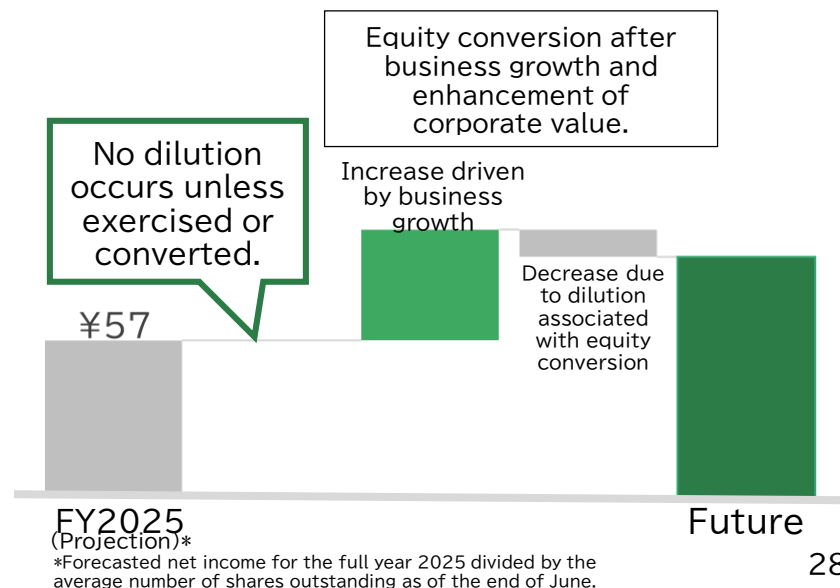


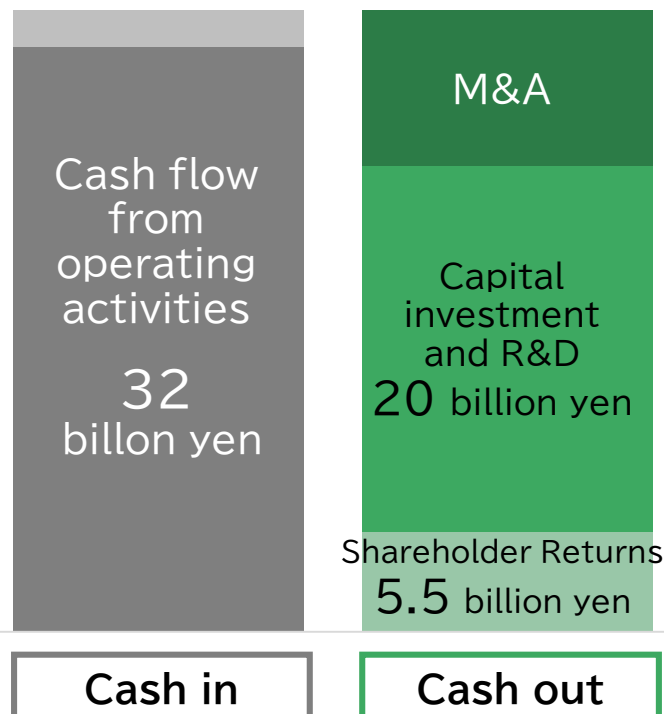
Image of EPS (Earnings Per Share)



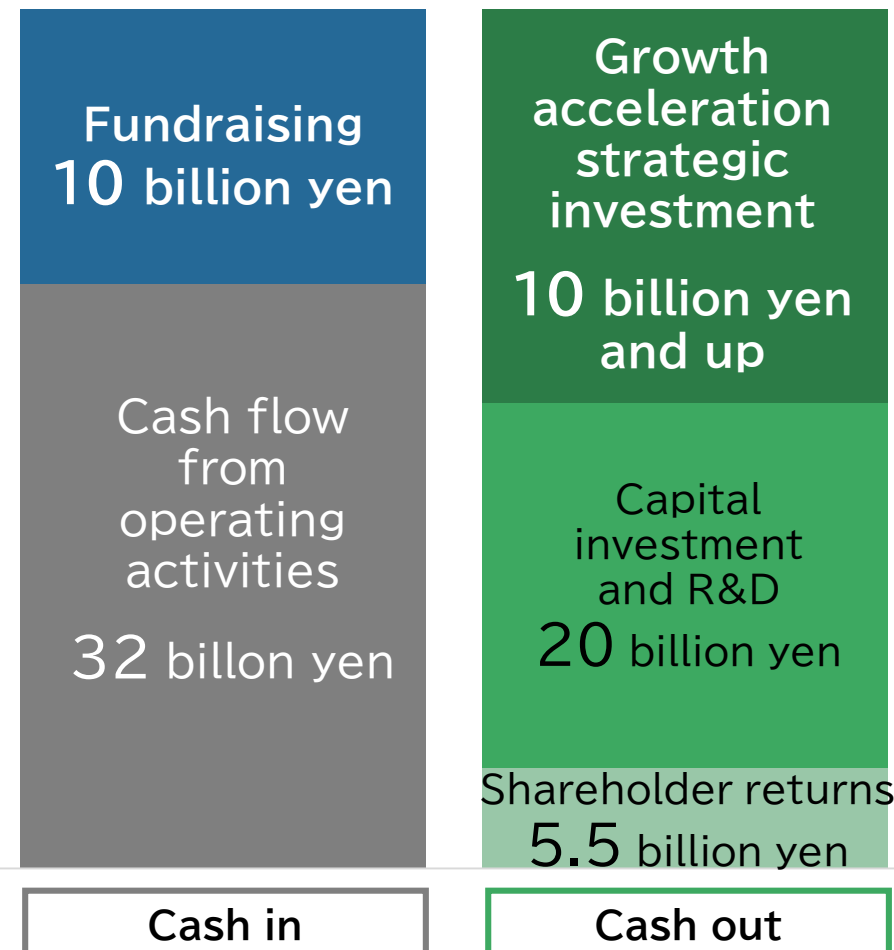
Capital Policy

~Update of Cash Allocation (FY2025 – FY2027)~

Before Fundraising



After Fundraising *



* Cash allocation will be flexibly reviewed in line with the status of fundraising and growth investments, with timely disclosure provided. In particular, the shareholder return policy will be reassessed based on factors such as capital cost and share price levels.

Shareholder Return Policy

DOE 2% or more

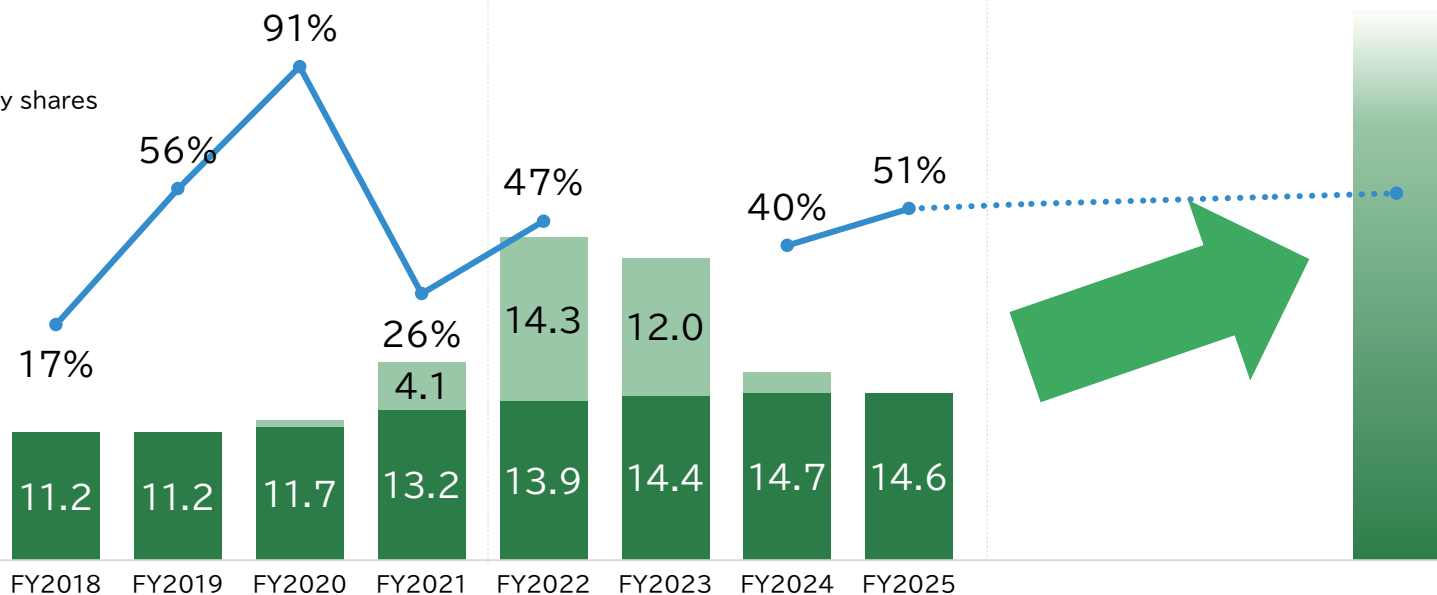
DOE 2% or more,
and total return ratio
40% or more

Review the policy in
light of business
growth progress,
capital cost, and stock
price levels.

Shareholder Returns and Total Return Ratio

(100 million yen)

■ Purchase of treasury shares
■ Total dividends
● Total return ratio







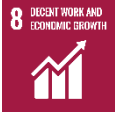




Annual dividend per share	¥24	¥25	¥25	¥26	¥27	¥29	¥29	¥29 (Projection)
DOE (%)	2.1	2.1	2.1	2.3	2.1	2.2	2.3	2.2 (Projection)

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

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. 		

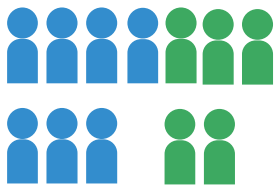


For more details, please refer to our website at the link below:
Sustainability page: <https://www.sodick.co.jp/sustainability/>

Non-financial Initiatives

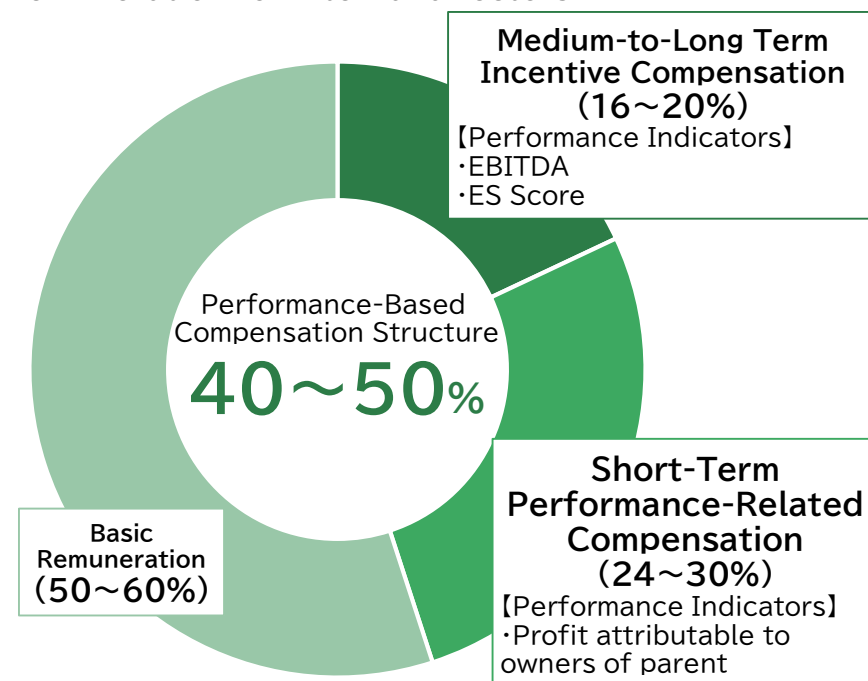
~Strengthening Corporate Governance~

	Actions for stronger governance	Accomplishments
Review of Corporate Governance Structure	<ul style="list-style-type: none"> Enhancing Management Oversight Functions 	<ul style="list-style-type: none"> Shorten the term of office of Directors(2023) Abolish the system of appointing Directors with special titles(2023) Shift to a company with an Audit and Supervisory Committee (2025)
Strengthening the Effectiveness of the Personnel and Remuneration Committees	<ul style="list-style-type: none"> Restructured the Personnel Advisory Committee and the Remuneration Committee Revised executive compensation 	<ul style="list-style-type: none"> Appointed external directors as chairpersons of both committees (2024) Added the Employee Satisfaction (ES) Score as a performance indicator for medium- to long-term incentive compensation for internal directors (2024)

Composition of the Board of Directors and Committees

	<div> <div>External</div> <div>Internal</div> </div> <div>External Female directors directors</div>		
Board of Directors	<div>Chairperson</div> <div>  </div>	58.3%	25.0%
Audit & Supervisory Committee	<div>Chairperson</div> <div>  </div>	75.0%	50.0%
Advisory Committee on Personnel	<div>Chairperson</div> <div>  </div>	60.0%	0.0%
Committee on Compensation			

Remuneration for internal directors



Non-financial Initiatives

~IR/SR Activity ~

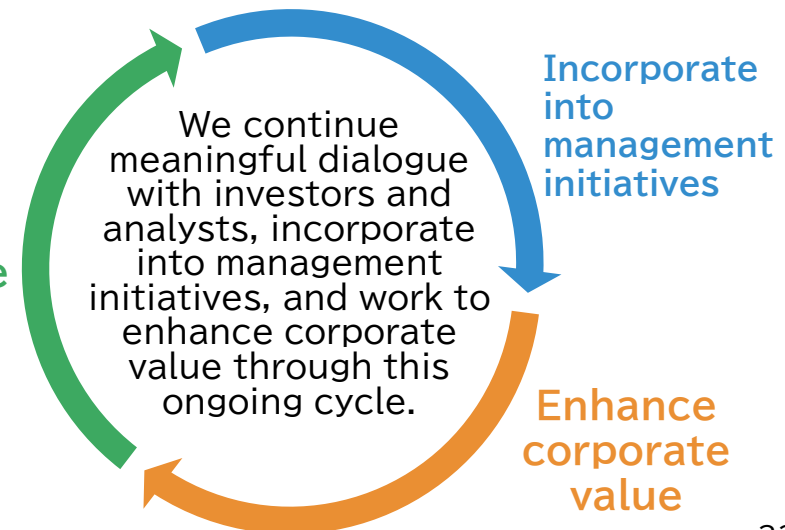
IR/SR Activity Schedule in 2025

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

Main Themes and Concerns Discussed in the 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

Dialogue



Appendix

1. Trends in Financial Results
2. Trends in Indexes
3. Trends in Financial Results by Segment
4. Numbers of Sodick EDMs Ordered and Sold
5. Overseas Sales Ratio by Segment
6. Maintenance Service and Sales of Consumables Ratio
7. Composition of Segments and Key Products
8. New product released in 2025 2Q
9. Exhibition Information
10. References: Web Exhibition and Official YouTube Channel



Trends in Financial Results (Quarterly)

(million yen) **Sodick**

FY2023/12	1Q		2Q		3Q		4Q	
		YoY		YoY		YoY		YoY
Net sales	16,884	86.1%	16,594	84.2%	16,456	80.5%	17,238	83.1%
Cost of sales	11,574	88.7%	11,662	88.9%	12,064	87.0%	12,591	92.4%
Cost of sales margin	68.5%		70.3%		73.3%		73.0%	
Operating profit	318	16.7%	-708	-	-1,014	-	-1,414	-
OP margin	1.9%		-		-		-	
Ordinary profit	508	17.1%	333	11.2%	-492	-	-1,606	-
Ordinary profit margin	3.0%		2.0%		-		-	
Profit	141	6.7%	-244	-	-786	-	-3,714	-
Net profit margin	0.8%		-		-		-	

1H		2H		Full year	
	YoY		YoY		YoY
33,479	85.2%	33,695	81.8%	67,174	83.5%
23,236	88.8%	24,655	89.7%	47,892	89.2%
69.4%		73.2%		71.3%	
-390	-	-2,428	-	-2,819	-
-		-		-	
841	14.1%	-2,099	-	-1,257	-
2.5%		-		-	
-103	-	-4,501	-	-4,604	-
-		-		-	

FY2024/12	1Q		2Q		3Q		4Q	
		YoY		YoY		YoY		YoY
Net sales	15,636	92.6%	17,957	108.2%	17,411	105.8%	22,663	131.5%
Cost of sales	11,120	96.1%	11,847	101.6%	11,431	94.7%	15,201	120.7%
Cost of sales margin	71.1%		66.0%		65.7%		67.1%	
Operating profit	-780	-	723	-	895	-	1,392	-
OP margin	-		4.0%		5.1%		6.1%	
Ordinary profit	-187	-	1,689	507.2%	-251	-	2,376	-
Ordinary profit margin	-		9.4%		-		10.5%	
Profit	-497	-	1,297	-	-398	-	3,713	-
Net profit margin	-		7.2%		-		16.4%	

1H		2H		Full year	
	YoY		YoY		YoY
33,594	100.3%	40,074	162.5%	73,668	109.7%
22,967	98.8%	26,632	108.0%	49,599	103.6%
68.4%		66.5%		67.3%	
-56	-	2,287	-	2,231	-
-		5.7%		3.0%	
1,502	178.4%	2,124	-	3,627	-
4.5%		5.3%		4.9%	
800	-	3,315	-	4,115	-
2.4%		8.3%		5.6%	

FY2025/12	1Q		2Q		3Q		4Q	
		YoY		YoY		YoY		YoY
Net sales	18,819	120.4%	19,160	106.7%				
Cost of sales	12,212	109.8%	12,425	104.9%				
Cost of sales margin	64.9%		64.8%					
Operating profit	1,281	-	868	120.1%				
OP margin	6.8%		4.5%					
Ordinary profit	1,090	-	447	26.5%				
Ordinary profit margin	5.8%		2.3%					
Profit	946	-	142	11.0%				
Net profit margin	5.0%		0.7%					

1H		2H		Full year	
	YoY		YoY		YoY
37,980	113.1%				
24,637	107.3%				
64.9%					
2,150	-				
5.7%					
1,538	102.4%				
4.0%					
1,088	136.0%				
2.9%					

Trends in Indexes

Numbers of employees

(persons)

	19/06	19/12	20/06	20/12	21/06	21/12	22/06	22/12	23/06	23/12	24/06	24/12	25/06
Non-consolidated	801	841	869	886	914	924	987	1,087	1,170	1,183	1,192	1,180	1,182
Consolidated	3,625	3,579	3,576	3,633	3,670	3,683	3,772	3,746	3,778	3,562	3,487	3,417	3,294

*Not including employees seconded to subsidiaries in the numbers for non-consolidated

*Not including the number of temporary employees

Changes in Indexes

	21/12	22/12	23/12	24/12	22/06	23/06	24/06	25/06	
Trade receivables turnover period (months)	3.3	2.8	2.9	3.1	3.1	2.9	2.8	2.7	*Trade receivables turnover period: Trade receivables / Net sales (per month)
Inventories turnover period (month)	4.4	5.1	5.8	5.2	5.1	6.3	6.0	4.7	*Inventories turnover period: Inventories / Net sales (per month)
Trade payables turnover period (month)	2.1	1.8	1.6	1.9	2.0	1.8	1.7	1.5	*Trade payables turnover period: Trade payables / Net sales (per month)
Non-current assets turnover	2.0	1.7	1.4	1.7	1.7	1.4	1.5	1.7	*Non-current assets turnover ratio (annual basis): Net sales / Non-current assets
Interest-bearing debt turnover period (month)	5.4	4.9	6.7	6.2	5.1	6.2	7.0	5.1	*Interest-bearing debt turnover period: Interest-bearing debts / Net sales
Equity ratio (%)	55.2	58.5	57.5	58.2	57.2	59.1	57.6	60.0	*Equity ratio based on market value: Closing stock price at the end of the period × Number of shares issued as of the end of the period (after deducting treasury shares)
Equity ratio based on market value (%)	32.8	26.8	27.6	25.7	30.1	26.0	25.7	36.8	
ROE (%)	10.0	7.8	-	5.1	10.5	-	2.0	2.6	*ROE (annual basis): Profit/ Average equity at the beginning and end of the period
ROA (%)	5.3	4.4	-	2.9	5.9	-	1.2	1.5	*ROA (annual basis): Profit/ Average total assets at the beginning and end of the period
D/E ratio (times)	0.49	0.46	0.59	0.58	0.47	0.50	0.61	0.48	*D/E ratio: Interest-bearing debts / Shareholders' equity
Debt redemption period (year)	4.4	9.2	-	3.8	11.0	32.0	3.2	3.1	*Debt redemption period: Interest-bearing debts / Operating cash flows
Interest coverage ratio (times)	23.4	11.9	-	24.3	10.1	3.7	32.7	22.8	*Interest coverage ratio: Operating cash flow / interest payment

Trends in Financial Results by Segment



FY2023/12		1Q		2Q		3Q		4Q	
			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%
	Operating profit	1,023	47.7%	433	24.2%	-48	-	-609	-
	OP margin	8.4%		3.6%		-		-	
Industrial machinery segment	Net sales	2,393	91.1%	2,024	77.3%	1,949	67.9%	2,262	89.1%
	Operating profit	140	92.1%	-134	-	-263	-	-220	-
	OP margin	5.9%		-		-		-	
Food machinery segment	Net sales	998	97.8%	1,449	109.6%	2,125	116.8%	2,328	87.9%
	Operating profit	-44	-	141	438.0%	175	194.7%	603	170.5%
	OP margin	-		9.8%		8.3%		25.9%	
Others	Net sales	1,265	68.0%	1,146	70.7%	1,297	90.7%	1,225	75.6%
	Operating profit	-0	-	-291	-	-286	-	-377	-
	OP margin	-		-		-		-	
Consolidated	Net sales	16,884	86.1%	16,594	84.2%	16,456	80.5%	17,238	83.1%
	Adjustment amount	-800	-	-858	-	-591	-	-809	-
	Consolidated Operating Profit	318	16.7%	-708	-	-1,014	-	-1,414	-
	OP margin	1.9%		-		-		-	

1H		2H		Full year	
	YoY		YoY		YoY
24,201	85.7%	22,505	79.7%	46,706	82.7%
1,457	37.0%	-658	-	798	11.3%
6.0%	-	-	-	1.7%	-
4,418	84.2%	4,212	77.8%	8,630	81.0%
5	1.1%	-483	-	-478	-
0.1%	-	-	-	-	-
2,448	104.4%	4,454	99.7%	6,902	101.3%
97	-	778	175.4%	876	195.9%
4.0%	-	17.5%	-	12.7%	-
2,411	69.2%	2,522	82.7%	4,934	75.5%
-291	-	-663	-	-954	-
-	-	-	-	-	-
33,479	85.2%	33,695	81.8%	67,174	83.5%
-1,659	-	-1,401	-	-3,060	-
-390	-	-2,428	-	-2,819	-
-	-	-	-	-	-

FY2024/12		1Q		2Q		3Q		4Q	
			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%
	Operating profit	-56	-	1,021	235.4%	1,209	-	1,272	-
	OP margin	-		7.6%		9.8%		9.0%	
Industrial machinery segment	Net sales	1,994	83.3%	2,438	120.4%	1,963	100.7%	3,164	139.9%
	Operating profit	126	90.0%	169	-	202	-	324	-
	OP margin	6.3%		6.9%		10.3%		10.3%	
Food machinery segment	Net sales	859	86.0%	689	47.5%	1,981	93.2%	4,165	178.9%
	Operating profit	-45	-	53	37.4%	321	182.9%	641	106.4%
	OP margin	-		7.7%		16.2%		15.4%	
Others	Net sales	1,311	103.7%	1,425	124.4%	1,133	87.3%	1,186	96.9%
	Operating profit	-122	-	31	-	-104	-	-129	-
	OP margin	-		2.2%		-		-	
Consolidated	Net sales	15,636	92.6%	17,957	108.2%	17,411	105.8%	22,663	131.5%
	Adjustment amount	-682	-	-552	-	-733	-	-716	-
	Consolidated Operating Profit	-780	-	723	-	895	-	1,392	-
	OP margin	-		4.0%		5.1%		6.1%	

1H		2H		Full year	
	YoY		YoY		YoY
24,876	102.8%	26,479	117.7%	51,355	110.0%
965	66.3%	2,481	-	3,447	431.7%
3.9%	-	9.4%	-	6.7%	-
4,432	100.3%	5,127	121.7%	9,560	110.8%
295	5132.4%	527	-	823	-
6.7%	-	10.3%	-	8.6%	-
1,548	63.2%	6,147	138.0%	7,695	111.5%
7	-	962	123.6%	969	110.7%
0.5%	-	15.6%	-	12.6%	-
2,737	113.5%	2,319	92.0%	5,057	102.5%
-90	-	-233	-	-323	-
-	-	-	-	-	-
33,594	100.3%	40,074	118.9%	73,668	109.7%
-1,234	-	-1,450	-	-2,685	-
-56	-	2,287	-	2,231	-
-	-	5.7%	-	3.0%	-

FY2025/12		1Q		2Q		3Q		4Q	
			YoY		YoY		YoY		YoY
Machine tool segment	Net sales	13,489	117.6%	14,357	107.1%				
	Operating profit	1,605	-	1,466	143.5%				
	OP margin	11.9%		10.2%					
Industrial machinery segment	Net sales	2,355	118.1%	2,375	97.4%				
	Operating profit	65	51.9%	76	44.9%				
	OP margin	2.8%		3.2%					
Food machinery segment	Net sales	1,535	178.8%	1,182	171.6%				
	Operating profit	314	-	39	75.2%				
	OP margin	20.5%		3.4%					
Others	Net sales	1,440	109.8%	1,244	87.3%				
	Operating profit	33	-	106	337.7%				
	OP margin	2.3%		8.5%					
Consolidated	Net sales	18,819	120.4%	19,160	106.7%				
	Adjustment amount	-736	-	-818	-				
	Consolidated Operating Profit	1,281	-	868	120.1%				
	OP margin	6.8%		4.5%					

1H		2H		Full year	
	YoY		YoY		YoY
27,847	111.9%				
3,071	318.1%				
11.0%					
4,730	106.7%				
141	47.8%				
3.0%					
2,718	175.6%				
354	5057.1%				
13.0%					
2,684	98.1%				
138	-				
-					
37,980	113.1%				
-1,555					
2,150	-				
5.7%					

Numbers of Sodick EDMs Ordered and Sold



Numbers of EDM ordered

(units)

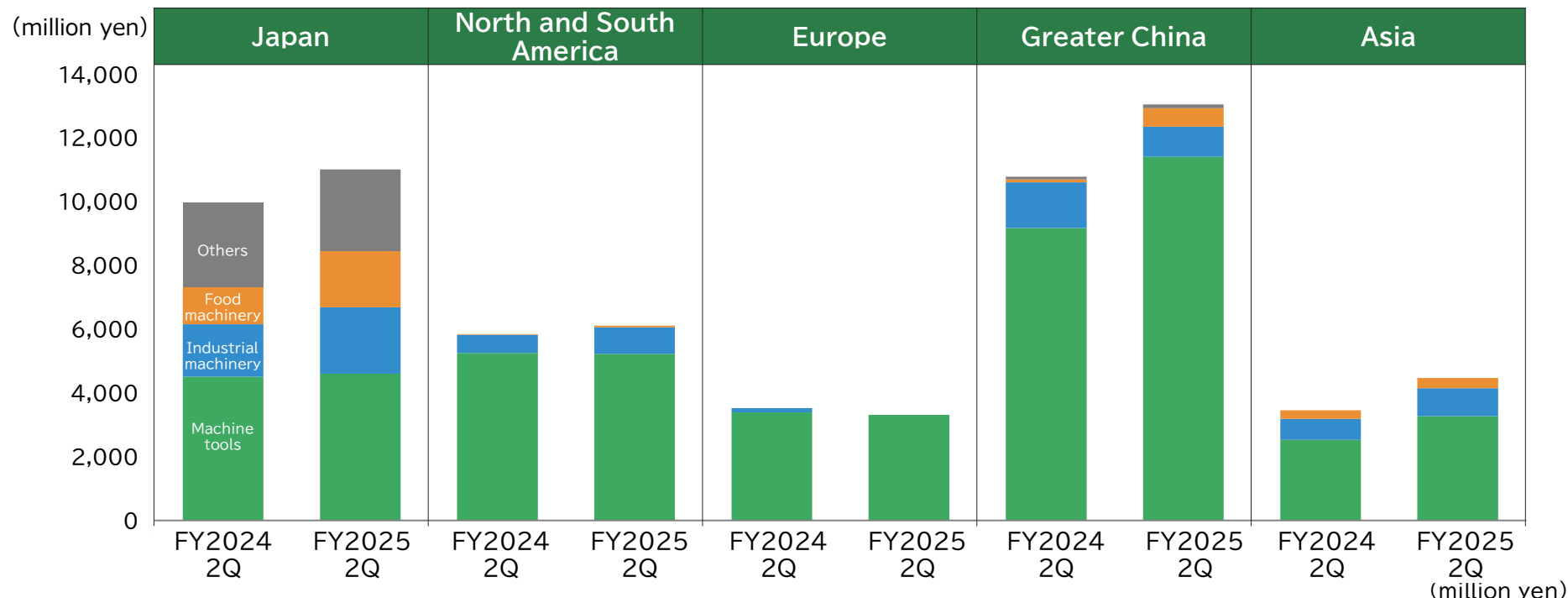
	FY2023/12					FY2024/12					FY2025/12				
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
North and South America	70	63	70	74	277	65	68	61	76	270	75	74			149
Europe	70	56	83	76	285	63	57	43	65	228	89	57			146
Greater China	341	288	236	226	1,091	315	511	328	279	1,433	452	576			1,028
Asia	64	84	94	42	284	59	79	84	68	290	80	60			140
Japan	51	52	69	58	230	48	62	81	67	258	35	62			97
Total	596	543	552	476	2,167	550	777	597	555	2,479	731	829			1,560

Numbers of EDMs sold

(units)

	FY2023/12					FY2024/12					FY2025/12				
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
North and South America	66	77	59	72	274	76	75	57	78	286	56	71			127
Europe	84	65	79	63	291	72	49	65	57	243	66	64			130
Greater China	284	338	262	221	1,105	240	462	325	312	1,339	365	517			882
Asia	59	59	87	71	276	51	48	95	80	274	61	59			120
Japan	108	64	65	76	313	70	45	42	113	270	54	31			85
Total	601	603	552	503	2,259	509	679	584	640	2,412	602	742			1,344

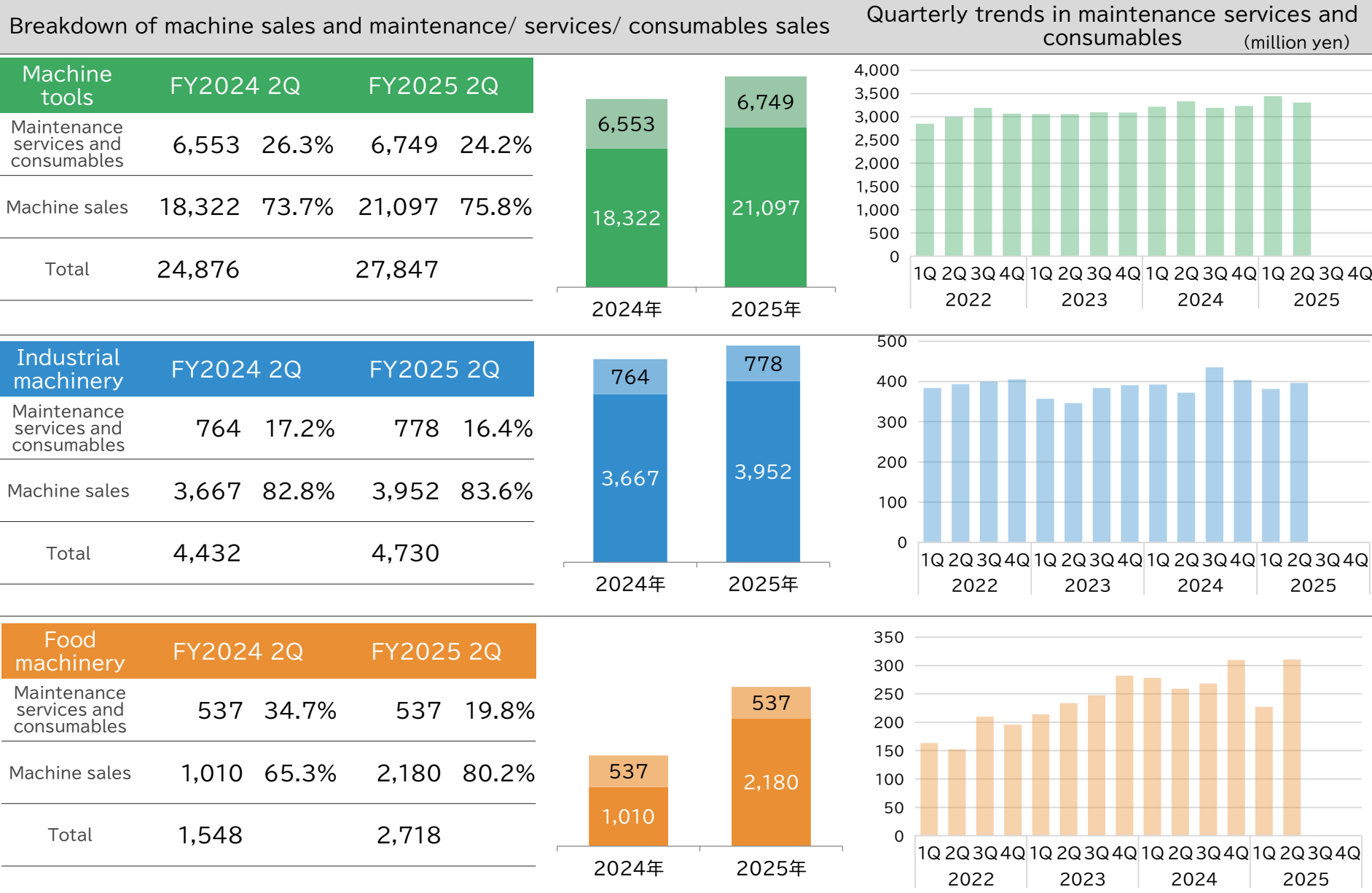
Overseas Sales Ratio by Segment












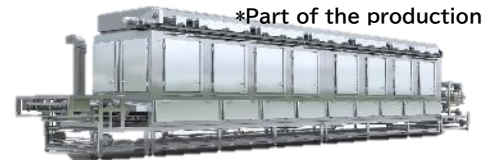





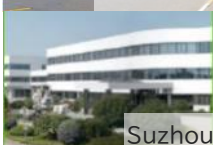




FY2024 2Q	Japan		North and South America		Europe		Greater China		Asia		Total	
Machine tool	4,514	18.1%	5,259	21.1%	3,395	13.7%	9,173	36.9%	2,532	10.2%	24,876	74.0%
Industrial machinery	1,641	37.0%	566	12.8%	129	2.9%	1,435	32.4%	658	14.9%	4,432	13.2%
Food machinery	1,167	75.4%	20	1.3%	-	-	92	5.9%	267	17.4%	1,548	4.6%
Others	2,652	96.9%	-	-	-	-	85	3.1%	-	-	2,737	8.2%
By region - Total	9,976	29.7%	5,846	17.4%	3,524	10.5%	10,787	32.1%	3,458	10.3%	33,594	100.0%

FY2025 2Q	Japan		North and South America		Europe		Greater China		Asia		Total	
Machine tool	4,610	16.5%	5,234	18.8%	3,317	11.9%	11,406	41.0%	3,277	11.8%	27,847	73.3%
Industrial machinery	2,076	43.9%	834	17.6%	-	-	948	20.1%	870	18.4%	4,730	12.4%
Food machinery	1,766	65.0%	47	1.7%	-	-	579	21.3%	325	12.0%	2,718	7.2%
Others	2,565	95.6%	-	-	-	-	117	4.4%	-	-	2,684	7.1%
By region - Total	11,019	29.0%	6,115	16.1%	3,317	8.7%	13,051	34.4%	4,475	11.8%	37,980	100.0%

Maintenance Service and Sales of Consumables Ratio



Composition of Segments and Key Products

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

Machine tool segment

Linear motor drive ultra-precision wire-cut EDM **EXC100L+**



- ✓ Responding to the need for ultra-precision machining at the nanoscale
- ✓ Reducing power consumption by 25% through optimization of processing fluid control
- ✓ Automatically creating optimal processing conditions
- ✓ Contributing to significant unmanned and labor-saving operations
- ✓ Combination of our ceramic air sliders and linear motors enables ultra-precision machining

Automatic Conductive Piece Shifter **ACPS**



- ✓ Achieving long-term continuous operation of wire-cut EDM machines
- ✓ Eliminating maintenance space constraints to facilitate installation of large workpieces
- ✓ Avoiding processing problems caused by maintenance failures

Powder material for metal 3D printer **HYPER21**

- ✓ Powder material for improving the precision of machined surface finish
- ✓ Improving machinability while releasing residual stress

Food machinery segment



Continuous vacuum cooling equipment 2025

- ✓ Rapidly and uniformly cool bread, rice, precooked side dishes, etc. after heating.
- ✓ Fully automated operations achieve high hygiene levels and labor savings
- ✓ Ensuring food safety and resolving labor shortages

Exhibition Information

Sodick

■ Exhibition at FOOMA JAPAN 2025

- The world's largest comprehensive food manufacturing exhibition, featuring cutting-edge technologies and products from around the world
- Under the theme of "Sodick: Creating the Future of Food," we showcased our main products and latest machines on the largest scale ever
- Through demonstrations, we highlighted our automation and labor-saving solutions

Overview of FOOMA JAPAN 2025

Period: June 10-13, 2025 (4 days)

Venue: Tokyo Big Sight

Visitors 110,827

Main exhibited machines: Continuous vacuum cooling equipment, aseptically-packaged cooked rice production systems, moisture rate monitor for food, vacuum kneader, vacuum Z-kneader, three-roll sheeter, (dough forming for noodles, bread and sweets), upward-facing tray de-breading machine, and next-generation meat substitute production equipment

■ Entitled "Sodick's Latest Technology 'SENTAN' Product Introduction 2025," a private show was held at Kaga Factory

- Comprehensively introduced our extensive product lineup at its showroom
- Promoted comprehensive solutions tailored to various needs, centered on automation systems
- Held a lottery sale of company-owned machines exclusively for visitors.

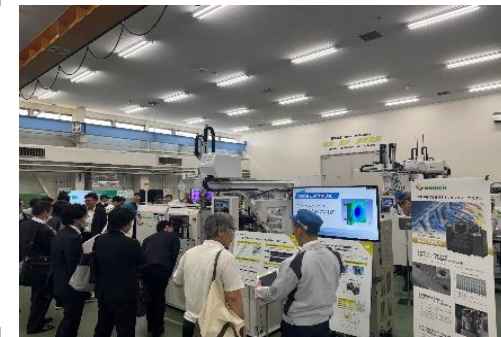
Sodick's Latest Technology 'SENTAN' Product Introduction 2025

Period: May 22-23, 2025 (2 days)

Venue: Kaga Factory, Sodick Co., Ltd. (Ishikawa Prefecture)

Visitors: 1,005

Main exhibited machines: Machining center GS540L, AMR automation systems (die-sinker EDM AL40G+, and wire-cut EDM AX350 L iG+E), MT-ferrule production systems (small-hole drilling EDM K3BL, ultra-precision wire-cut EDM EXC100L+, and injection molding machine LP20EH4)



Exhibition Information

■ Exhibited at CIMT 2025 (China)

- China's largest and one of the world's largest machine tool fair
- Demonstrated our deepening technical capabilities and application capabilities through exhibiting conventional models with new features
- Introduced automation and labor-saving initiatives through demonstrations

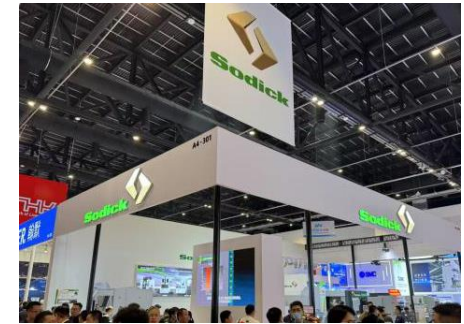
Overview of CIMT (The 19th China International Machine Tool Show) 2025

Period: April 21-26, 2025 (6 days)

Venue: China International Exhibition Center (Beijing)

Visitors: Unannounced (154,957 in 2023)

Main exhibited machines: Wire-cut EDM VN400Qs,
die-sinker EDM AL60Gs and many others



■ Exhibited at EXPOMAFE 2025 (Brazil)

- Brazil's largest machine tool exhibition
- Shifted the content of our exhibition from conventional general-purpose models to high-precision models to showcase our technological innovation
- Increased our presence in promising South American markets such as Brazil, Argentina, and Peru.

Overview of EXPOMAFE 2025

Period: May 6-10, 2025 (5 days)

Venue: São Paulo Expo (Sao Paulo)

Visitors: 65,000

Main exhibited machines: Wire-cut EDMAL400P iG+E, and
die-sinker EDM AL60G+

References: Web Exhibition and Official YouTube Channel **Sodick**

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

Introducing our latest machines and technologies with a video at Sodick Web Exhibition



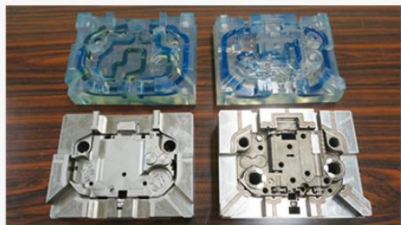
PLAN Special Site
Sodick 360VR tour in JIMTOF 2022



PLAN Sodick News Letter
[Sodick User Report] Matsuki Inc.



PLAN Sodick News Letter
[Sodick User Report] SUGAWARA SEIKI Co., Ltd.



PLAN Sodick News Letter
[Sodick User Report] SANKO KASEI Co., Ltd.



Product Special Site
High-speed Wire-cut EDM VN series
A high-precision wire-cut EDM for precision component machining and die/mold machining in the medical and aviation industries.



PLAN Sodick News Letter
[Sodick User Report] HAMADA KOUSYOU CO., LTD



PLAN Sodick News Letter
[Sodick User Report] TOP inc.



PLAN Sodick News Letter
[Sodick User Report] MUTO SEIKO CO.

Exhibition



Upcoming exhibitions

Overseas	Nov.20,2025~ Nov.23,2025	Metalex Thailand 2025 Bangkok, Thailand
Overseas	Nov.05,2025~ Nov.07,2025	VIMF Bac Ninh Hanoi, Vietnam
Overseas	Sep.22,2025~ Sep.26,2025	EMO Hannover, Germany

Exhibition

Upcoming exhibitions (domestic/overseas)
2025
2024
2023
2022
2021
2020
2019

Official YouTube channel



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